

# AB

ARCHITECTURE  
BOSTON®

THE YEAR OF THE PLAN

PART 3

## BORDERS

BRIDGE THE GAP

WHY CAN'T WE ALL JUST GET ALONG?

SUBURBIA RECONSIDERED

FALL  
2016  
VOLUME 19  
NO. 3

PRST STD  
U.S. POSTAGE  
PAID  
NORWOOD, MA  
PERMIT NO. 20

01-000000099

\*\*\*\*\*AUTO\*\*5-DIGIT 20006

Nancy Hadley  
AIA

1735 New York Avenue NW  
Washington, DC 20006-5209



6 3>

25274 98499 2

FALL 2016 | VOL. 19: NO. 3 | US \$10.00





# **nationalgrid**

HERE WITH YOU. HERE FOR YOU.

**Help clients improve  
building performance and  
achieve energy saving goals.**

Bring us in early for **expertise** and **performance incentives**. Visit [ngrid.com/trade](http://ngrid.com/trade) or call 844-280-4327.

That's business on the grid.



FOR ELIGIBLE PROJECTS within National Grid's electric and/or gas service territories in Massachusetts and Rhode Island. National Grid does not guarantee savings. Savings and energy efficiency experiences may vary. Terms and conditions apply. In Rhode Island: These programs are funded by the energy efficiency charge on all customers' utility bills, in accordance with Rhode Island law.

©2016 National Grid USA Service Company, Inc.



National Grid is a proud  
sponsor of Mass Save.





# BORDERS

## ABOVE

*Erasing the Border (Borrando la Frontera)*, Ana Teresa Fernandez, 2012. Video still (3 minutes 38 seconds), Edition of 5. Image: Courtesy of the artist and Gallery Wendi Norris, San Francisco

## COVER

*Hedge Row & Roses*, Roberta Neidigh, 2013. From the *Property Line* series, also featured in this issue's Gallery. Photo: Courtesy of the artist



MORE ONLINE  
architectureboston.com

## FEATURES

26

### AT ISSUE

#### Bridge the gap

The view from the street. *Jeffrey Rosenblum*

A bone to pick. *Heidi Stucker*

When a river runs through it. *EkOngKar Singh Khalsa*

Getting on track. *Brad Bellows*

From the edges, a new identity. *David Hacin FAIA*

32

### Why can't we all just get along?

In Massachusetts, municipalities balk at cooperating—at the expense of regional progress  
By *Dante Ramos*

36

### Suburbia reconsidered

To meet the demands of the millennial surge, look beyond the city  
By *Joel Kotkin*

40

### Company town 2.0

The 21st-century office park touts lifestyle perks, housing, and amenities galore  
By *Allison Arieff*

44

### Commuter trails

The Longwood Medical and Academic Area's transit patterns offer a glimpse into the region's transportation challenges

46

## GALLERY

### Buffer zone

Photographs by *Roberta Neidigh*

64

## FINISH

### Crossing lines

By *Rickie Golden*

## DEPARTMENTS

### 3 FROM THE EDITOR

### 7 LETTERS

### 12 CONTRIBUTORS

### 18 UNSTRUCTURED

#### Stickwork

Reviewed by *Richard Jones AIA*

#### Just one look

Reviewed by *Ted Widmer*

#### Matter of course

Reviewed by *Alex Beam*

#### Design/Build

Reviewed by *Elizabeth S. Padjen FAIA*

#### Considered

By *Lissa Rivera*

#### Art in the Public Space

Reviewed by *Dina Deitsch*

### 59 BOOKS

#### Gates of Harvard Yard

Reviewed by *Elena Saporta ASLA*

#### Twenty Over Eighty

Reviewed by *Gordon Bruce*

#### Gowanus: Brooklyn's Curious Canal

Reviewed by *Suzanne Spellen*





Jeff Adams Photography

**BEST OF  
BOSTON  
HOME**

2016  
2015  
2012  
2011  
2010  
2008

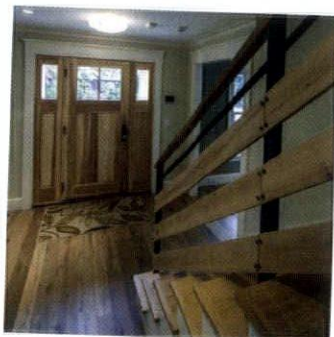
**BEST OF  
BOSTON**  
2007

**S+H**  
construction

QUALITY • INTEGRITY • VALUE

617-876-8286

[www.shconstruction.com](http://www.shconstruction.com)





## DESIRE LINES

I grew up in a New York suburb right on the border of Greenwich, Connecticut. In those days, the legal drinking age in New York State was still 18, and every weekend, thirsty pilgrims under age 21 streamed over the line to get soused in our town. It didn't take long for me to resent the interlopers who sullied my community's reputation—or to recognize the distortions that artificial boundaries can create.

The nation has since settled on a unified drinking age, but a patchwork of sometimes capricious, often conflicting municipal regulations remains, governing everything from taxes to tolls to the size of buildable lots.

In 1992, I spent several weeks in the frontier town of Texarkana, covering Ross Perot's presidential bid. My hotel was on the Texas side of State Line Avenue. Texarkana was a "dry" town, dotted with neat homes and churches, while just across the street, on the Arkansas side, a honky-tonk of bars, tattoo parlors, and shops selling liquor and fireworks proliferated.

Sure, there's something charming about a system where each community can create its own distinctive character, but a slavish devotion to local quirks badly impedes our efforts to plan a shared future. This issue of *ArchitectureBoston*, third in our "The Year of the Plan" series, considers the challenges and potential benefits of regional cooperation across geographic, political, and even psychological lines.

New England is particularly susceptible to traditions of local control, with its town meetings and other colonial vestiges. But there's a thin line between pride and parochialism. Here in Boston, the welter of jurisdictions with a claim on every decision—neighborhood, city, county, state, and sometimes quasi-governmental entities such as Massport—can derail the most dedicated designers. Boston and Cambridge have both embarked on major efforts to develop comprehensive city plans, but the two communities rarely consult each other—even though they each hired the same planning and architecture firm.

Like most things that divide us, borders are manmade. There's nothing inherently more enlightened or benighted about one community over another except that politics or economics make it so. These divisions—between city and suburb, town and gown, classical and modern—are mere social constructs, as artificial as synthetic turf and often just as ugly. In "Why can't we all just get along?" (page 32) Dante Ramos counts the ways that tribal identity politics can stymie progress. But on page 31, David Hacin FAIA sees fresh possibilities in the undeveloped territories between existing neighborhoods.

Several articles in this issue also look at conditions that don't submit to arbitrary constraints. The environment knows no boundaries, and neither do environmental threats such as climate change or industrial pollution. Rivers, breezes, the fog, and pollinating bees all meander indiscriminately between farm, harbor, and city. Nature abhors a border.

Commuter traffic, commerce, and electronic networks also flow to the place of greatest efficiency, oblivious to lines on a map. The information superhighway—that 1990s metaphor for the Internet—suggested an unimpeded current of data. But the better image is the World Wide Web, its spidery branches making ingenuous, unexpected connections.

This is as it should be. Because, really, most of life is not bounded by bright lines but instead moves on a continuum. Who can tell the precise moment when black shades to gray and then to white? Or when dawn subsides to day? Recognizing the truth of our interdependence will move us all forward, and not just when it comes to zoning regulations.

Our boundaries are more porous than we think. It's time we start acting that way. ■

Renée Loth  
Editor

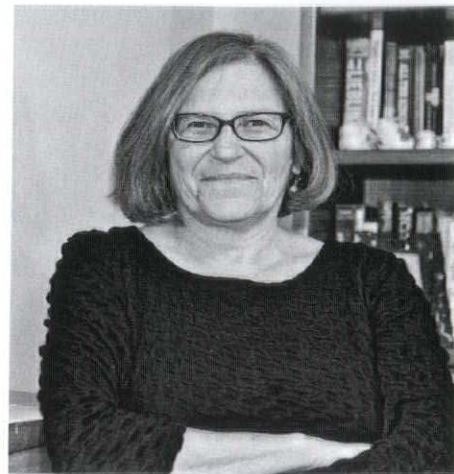


Photo: Bert Seager





we are wide format

Introducing the new line of Océ MFP Systems



PlotWave 345/365  
4 to 6 D Size Per Minute



PlotWave 450/550  
8 to 10 D Size Per Minute

*All-in-one  
plot / copy / scan systems*

**MAKEPEACE, INC.**  
*Serving Design Professionals Since 1895*

575 University Avenue, Suite D, Norwood, MA 02062

617.782.3800 / [makepeace.com](http://makepeace.com)



**KIP 800 Series  
Color Print  
Systems**

SYSTEM  
SOFTWARE K

8 D size color  
and mono  
prints per minute



Contact us for current promotional pricing and trade-in rebates.

Plot / Copy / Scan Systems . Large Format Color Graphics Printing . On-Site Print Management Services . Reprographic Services

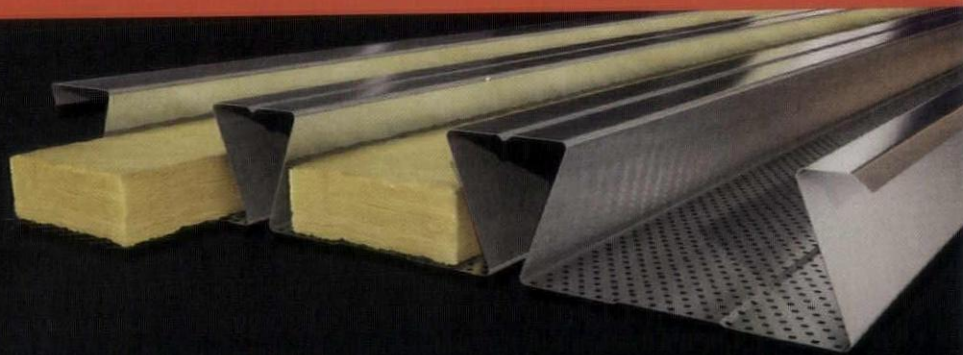


# LOOKS GOOD, SOUNDS GREAT

## REVEAL SERIES

THE ARCHITECTURAL STEEL DECK SYSTEM  
THAT LOOKS AS GOOD AS IT SOUNDS

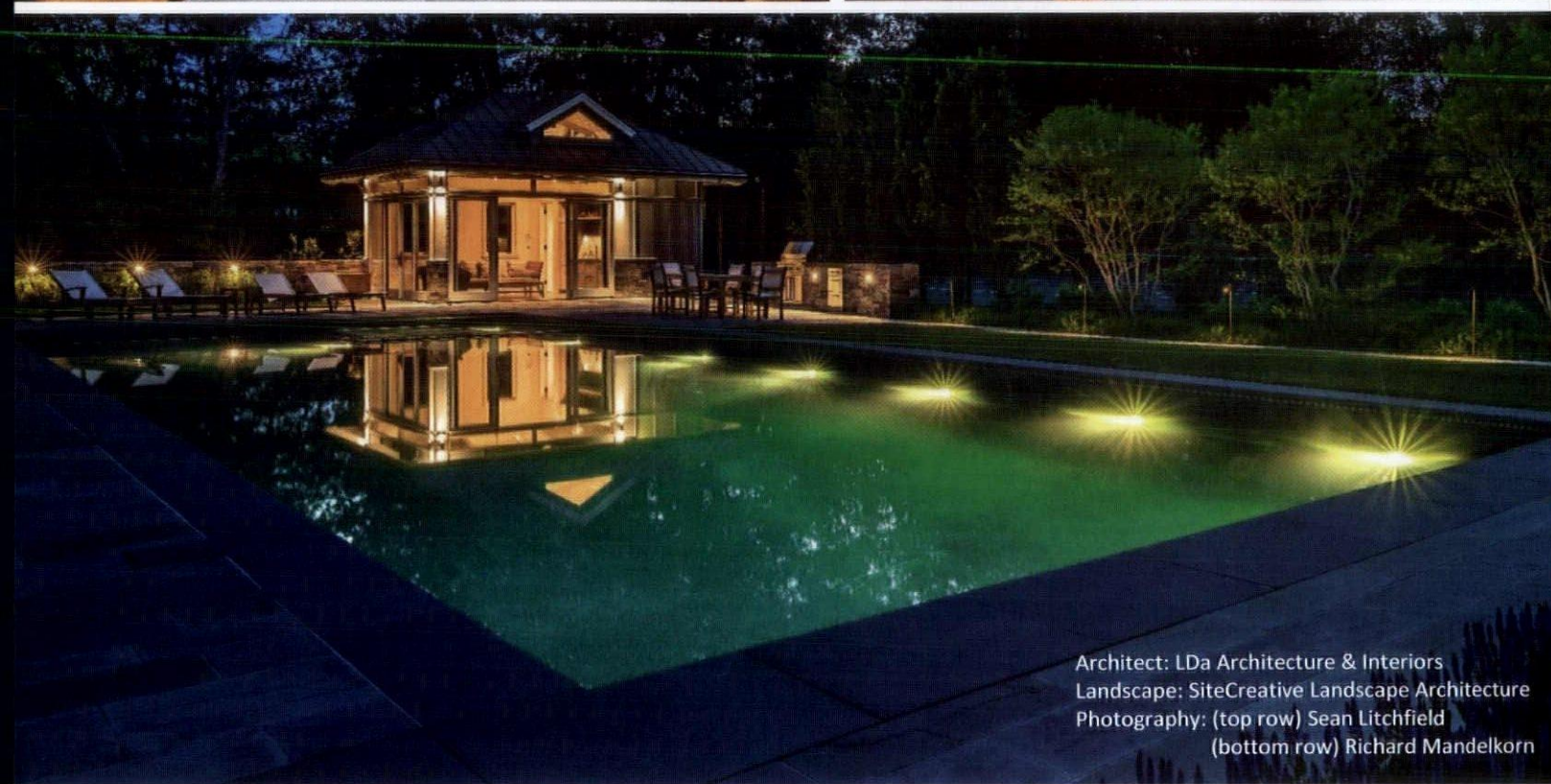
The Reveal Series combines the esthetic appeal of a flat ceiling, the linear look of wood, and the inherent strength of structural steel in a remarkably versatile product line with outstanding acoustic properties. Explore the full potential of Reveal's unique shapes, lines, colors, and acoustic options for projects that require standout looks and noise-reducing performance. Find out how our **BuildMaster** approach can help you build faster and better by optimizing planning, design, and delivery at every step of the way.



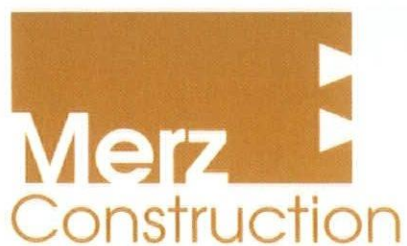
**CANAM**  
BUILDINGS

canam-construction.com  
1-866-466-8769





Architect: LDa Architecture & Interiors  
 Landscape: SiteCreative Landscape Architecture  
 Photography: (top row) Sean Litchfield  
 (bottom row) Richard Mandelkorn



**Custom homes that reflect your vision.**

Passion | Craftsmanship | Service

Visit us at [www.merzconstruction.com](http://www.merzconstruction.com) or call (978) 371-1828.



## ON "TEMPORARY" (SUMMER 2016)

As a former Cambridge and Boston resident while at MIT, and now a longtime New Yorker, I very much appreciated the tactical urbanism theme of your summer issue. Demonstrating an urban initiative by a temporary installation is always preferable to renderings and models. I fondly remember a long-vanished bus stop on Mass. Ave., across from MIT, fashioned from an old bus sliced down the middle. It was at once a shelter, demonstration of bus construction, and brilliant lesson in urban transit.

My recent experience with the installation of PlayCubes play environments on the Greenway near Chinatown was a similar example of a temporary intervention having an unexpectedly major impact. Spending time at this site allowed me to speak with residents and watch kids use this installation. They were delighted, and even teenagers flocked to climb and sit on it—as did several adults. Parents said this simple addition had transformed a formerly underused, barren plaza into an active area for their kids. As in the Times Square example, where temporary chairs and tables became permanent, many voices were raised to request making this installation permanent and to repeat similar installations elsewhere along the Greenway.

In our age of instant digital communication, a "pop-up" can have a wide impact on public awareness and understanding of public space.

RICHARD DATTNER FAIA  
Principal, Dattner Architects  
New York City

The original Tent City, described by Ken Kruckemeyer AIA in "Occupy Copley," confirmed what today is self-evident: that residents have a legitimate stake in the neighborhoods in which they live.

Urbanistically, Tent City connected to its place in the city: it featured ground-floor retail spaces, individual entrances at stoops along the street, materials and forms sympathetic to the Victorian South End. Yet it simultaneously looked to the

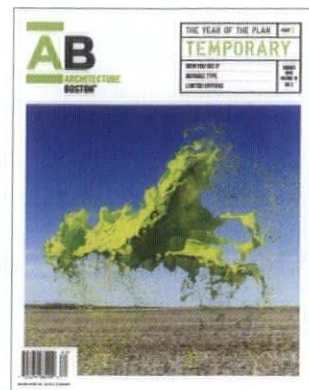
future in a way few projects did at that time—compare it to the Copley Place Mall, Tent City's hermetic neighbor and contemporary. Socially, Tent City was a new model in which individuals with dramatically different incomes would live together.

Opening in 1988, Tent City required 20 years of intense effort by a dedicated group of volunteers, neighbors, city officials, and a cohort of often uncompensated legal, financial, and design professionals whose shared goal was to meet the nearly intractable need for housing. The process of creating permanent affordable housing today is even harder. The need for multi-source financing—and the regulatory and administrative complexity that accompanies it—is daunting. It's time to ask those institutions with greater resources and capacity to more vigorously support the enterprise of affordable housing.

ROB CHANDLER FAIA  
Principal, Goody Clancy  
Boston

In her excellent article "Source material," Jean Carroon FAIA issues a critically important charge to the design and construction industry: most buildings today have appallingly short service lives that contribute significantly to global warming, and we desperately need to do better, which involves three principles: reuse existing buildings whenever possible; design new buildings for long lives, both in durability and detailing, and make the structural systems robust and the spaces flexible and easily adaptable to unforeseen future uses; and design building systems and components for disassembly and reuse at the eventual end of their long service life.

Rome, the "Eternal City," is eternal in large part because it has consistently employed these principles for the past 2,000 years. Michelangelo never designed a new building—all his architectural works were interventions on existing



buildings. With their robust structural systems, tall ceilings, ample daylighting, wide stairs and egress paths, and flexible spaces, Renaissance palazzi were easily adapted into apartment buildings, embassies, museums, and academic buildings. When colossal public baths from antiquity were no longer needed, cut stone blocks, clay tile, and timber framing were easily removed and reused in constructing new buildings in the Middle Ages, Renaissance, and beyond.

Until we start designing and constructing buildings that have much longer initial service lives, and even longer serial lives thereafter, we are not truly being sustainable, no matter how many boxes we can check (white roof? bike rack?) or what plaque hangs in the lobby.

MATTHEW BRONSKI PE  
Fellow, American Academy in Rome  
Associate Principal,  
Simpson Gumpertz & Heger  
Waltham, Massachusetts

"Urban mining" (in "Source material") may be a new term, but we have a long history of repurposing layers of a building that has become obsolete. Ise Shrine in Japan is rebuilt every 20 years; each time, dismantled columns, beams, and other components are bestowed upon other shrines, which reuse them in high veneration. The Coliseum had been a mine for stone and metal since the fourth century, and in 1452, Pope Nicholas V, intending to rebuild Rome, reportedly removed 2,522 cartloads damaged by an earlier earthquake. The ancient arena's travertine can be found in buildings throughout the city.



In 16th-century England, King Henry VIII took lead from roofs and gutters of monasteries, then sold the properties to fund military campaigns. At Fountains, near York, the purchaser's son had his residence constructed on the monastic grounds, sourcing materials from abbey buildings, including a spiral staircase that was kept intact. At Castelvecchio in Verona, Italy, the courtyard façade's door and the window frames and balconies we see today have existed since the 1920s, brought from a Gothic palazzo demolished earlier.

Granted, our times are politically and economically different. Yet, with a renewed mindset, we can find value and beauty in the reappropriation of buildings' layers.

RUMIKO HANDA, PHD  
Author of *Allure of the Incomplete, Imperfect, and Impermanent*  
Interim Associate Dean and  
Professor of Architecture  
University of Nebraska-Lincoln

**"Temporary" highlights** an important movement that has the capacity to ignite positive change. This issue came out as The Trustees of Reservations launched an initiative to create site-specific, curated art installations at our historic properties. It was reaffirming to read thought leaders who see temporary as a permanent trend.

Geoff Edgers conveys in "License to Thrill" how ephemeral structures have the power to stimulate transformative experiences. This is what we hope to accomplish as we invite visitors to the scenic and cultural sites we preserve and protect. Nina Chase's "Model Behavior" illustrates how prototypes can help cities address issues related to rising sea levels and blighted land—an exciting concept as Boston continues its visioning process for the waterfront and support of the arts, something we are honored to be involved in through a Barr Foundation grant. Rebecca Roke's "Transitory Nature" suggests that temporary structures encourage observation of nature's seasonal cycles and create an engaging way to experience a place.

Our pop-up model of Crane Beach "brought" one of New England's most popular beaches into Boston this summer for passersby to experience, with programming designed to illustrate the importance of protecting natural habitat to help address rising shorelines and erosion caused by climate change. The Trustees was founded 125 years ago by visionary landscape architect Charles Eliot to set aside "bits of scenery like a museum holds art or a library holds books." While it is our mission to carry on this legacy for everyone, we must also be adaptive, just like human nature and temporary art, to keep the next generation engaged in celebrating and protecting our culture and our communities.

BARBARA ERICKSON  
President and CEO, The Trustees  
Boston

**I enjoyed Geoff Edgers' survey** of some of Boston's art in public places, especially his acknowledgment of Krzysztof Wodiczko's extraordinary Bunker Hill Monument piece. That said, I don't know if the issue is the comparative merits of temporary versus permanent art in public places. The distinction is more about the uses to which imagination, both the artist's and the viewer's, can be put: compare, for example, the Edgar Allan Poe item at the corner of Boylston and Charles streets to Jaroslav Róna's Kafka memorial in Prague sited between a church and a synagogue: both are bronze and both are permanent. That's about it.

It's imperative to acknowledge, in such a survey, the work going on—and the civic and aesthetic results of that work—in neighborhoods such as Jamaica Plain, with Urbano Project and the Hyde Square Task Force, and Four Corners, with the Dorchester Arts Collaborative. Robert Irwin has said that "the question is how you can take art out into the world." BostonAPP/Lab—Arts in Public Places—has, through its workshops and other projects, been focused on trying to find answers to that question, emphasizing the imperative of civic

engagement and, in so doing, defining what is meant by "the public" and by "the place." The goal is to link those definitions more forcefully to the art that emerges—whether permanent or temporary.

RON MALLIS  
Executive Director, BostonAPP/Lab

**Boston has, indeed, turned** a corner in its receptivity to public art as Geoff Edgers postures in "License to thrill." That is why the city must continue to embrace temporary works. Now is not the time to put the brakes on and declare a style for one monumental sculpture, like a cut-and-paste copy of *Cloud Gate*. We need a few more laps around the track.

Public art is at an inflection point. You may define it as design intervention, while your neighbor imagines a Richard Serra bisecting a plaza; meanwhile, your community leader envisions an artist at the center of a socially engaged project giving voice to disenfranchised youth. In the midst of this redistribution of cultural meaning among artists, curators, and the public, Boston's urban landscape is being reimaged at the speed of light. We cannot expect every new permanent building or plaza to carry meaning, stimulate wonderment, or provoke civic dialogue. This is the work of artists and temporary public art.

Temporary gives us the freedom to try new characters and discover which types of work engender the progressive city we aspire to create. It allows us to develop a public art identity. With enough successes and, yes, failures, Boston can be a leader in redefining public art for the 21st century.

KATE GILBERT  
Director of Now + There  
Boston

**I read "Movable type"** by Robert Kronenberg with great interest. Small-scale interventions in the urban environment have spiked in recent years. These structures seem to stretch well beyond the boundaries of architecture and plant themselves feet first into the realm of social activism. Whether



ephemeral or deconstructible, they are a response to a problem. At least the good ones are. As architects, we are trained to be problem solvers. Combine that training with a new generation of architects focused on autonomy and self-achievement, and the possibilities of these small gestures are limitless. They allow us to take our ideas off the page or screen and make them real, to create a sense of place within our environment. They give us permission to experiment. Collaboration with other disciplines and the general public creates an architecture for all.

More architects need to embrace this quiet revolution and create local solutions to local problems. Take, for example, a group like the Mad Housers in Atlanta. Volunteers, not architects, are building temporary shelters for the homeless. The AIA Small Project Practitioners provide them with assistance, through a design competition in 2015 to come up with ideas to improve the construction of these shelters. I like to think of these pop-up structures as our way of giving back to the community we live in. We have a duty as citizens to participate in the world around us, to leave it better than how we found it. If all of us did one small project with social impact a year, imagine how much we could change.

JEAN DUFRESNE AIA

Co-principal, *SPACE Architects + Planners*  
Chicago

**At the Mayor's Office** of New Urban Mechanics, we're particularly interested in collaborating with designers, artists, and engineers on temporary experiments in the streetscape. For the past two years, we have held the Public Space Invitational (PSI), a civic design competition that aims to make Boston's civic spaces and infrastructure more intuitive, beautiful, and delightful. So far, PSI-winning teams have built projects that brought a tidal vibra-phone to the Congress Street bridge, provided pop-up learning opportunities on the Rose F. Kennedy Greenway through a portable reading room, and activated the mezzanine of City Hall with

brightly colored skateboard tape.

The invitational has become part of a series of initiatives by Mayor Martin Walsh to engage and support Boston's creative community. Our method of improving the city focuses on creating small, human-scale experiments. We are working to provide more opportunity for people to test a variety of interventions that can provide the basis for long-term, substantial improvements in their neighborhoods and look forward to creating innovative ways for residents and visitors to experience Boston.

NIGEL JACOB, *Co-chair,*

MICHAEL LAWRENCE EVANS,

*Program Director*

*Mayor's Office of New Urban Mechanics*  
Boston

**"Temporary" is thought provoking**, inviting one to ponder what is not. I am old enough to have experienced one piece of "permanent" Boston infrastructure—the Central Artery—imagined, planned, permitted, constructed, and torn down so it could be replaced by another, all in fewer than my 70 years.

Then there is the Parthenon, which we think of as a ruin yet it survived intact for 2,000 years before a munitions explosion 500 years ago created the relic we see today. Or consider Rome, a site of continuous human habitation for 10,000 years. The streets have risen over the structures left behind. Where one used to climb steps to enter the Pantheon, itself a piece of urban renewal, now one walks down a ramp. Think of all the permanent structures buried under the architecture of that city.

It is striking that our imaginings are so limited by human perception—in this case, time. All human constructs are temporary: coming, going, lasting, or ephemeral. Place and time continually interact. We build up and tear down. The test of "good" is time, but even good is temporary.

FINLEY H. PERRY, JR.

*Founder, F.H. Perry Builder Inc.*  
Hopkinton, Massachusetts



ArchitectureBoston®  
Volume 19: Number 3

[www.architectureboston.com](http://www.architectureboston.com)

#### EDITOR

Renée Loth · [rloth@architects.org](mailto:rloth@architects.org)

#### DEPUTY EDITOR

Fiona Luis · [fluis@architects.org](mailto:fluis@architects.org)

#### ASSOCIATE EDITORS

Conor MacDonald · [cmacdonald@architects.org](mailto:cmacdonald@architects.org)

#### CONTRIBUTING PHOTOGRAPHERS

Steve Rosenthal, Peter Vanderwarker

#### CONTRIBUTING EDITORS

Matthew Bronski PE, Matthew Kiefer,  
Andrea Leers FAIA, David Luberoff,  
Hubert Murray FAIA, William Rawn FAIA,  
Jay Wickersham FAIA

#### EDITORIAL BOARD

Daniel Bluestone, Jean Carroon FAIA, Justin  
Crane AIA, Meera Deean, Gina Ford ASLA,  
Cliff Gayley FAIA, Rickie Golden, Charlotte  
Kahn, Lee Moreau AIA, Max Page, Dan  
Perruzzi AIA, Gretchen Rabinkin AIA, Tamara  
Roy AIA, Brent D. Ryan, Carl Solander AIA,  
Gail Sullivan FAIA, Carole Wedge FAIA

#### ART DIRECTION, DESIGN, AND PRODUCTION

Katherine Hughes, Pien Huang, Kyle  
Nelson, Courtney Collins, Clifford Stoltze  
Stoltze Design · [www.stoltze.com](http://www.stoltze.com)

#### PUBLISHER

Pamela de Oliveira-Smith · [psmith@architects.org](mailto:psmith@architects.org)

#### ADVERTISING

Brian Keefe, Jenny Spencer, Richard Vendola  
800.996.3863 · [sales@architects.org](mailto:sales@architects.org)

#### BOSTON SOCIETY OF ARCHITECTS/AIA

Tamara Roy AIA, President  
Josiah Stevenson FAIA, Vice President  
James H. Collins, Jr., FAIA, Treasurer  
Mark Pashnik AIA, Secretary

290 Congress Street, Suite 200, Boston, MA 02110  
617.391.4000 · [www.architects.org](http://www.architects.org)

ArchitectureBoston is distributed to members of the Boston Society of Architects and other American Institute of Architects chapters in New England. Subscription rate is \$35 per year. Call 617.391.4000 or e-mail [architectureboston@architects.org](mailto:architectureboston@architects.org).

ArchitectureBoston is published by the Boston Society of Architects/AIA. © 2016 The Boston Society of Architects/AIA. All rights reserved. Reproduction in whole or in part without written permission is prohibited.

ArchitectureBoston invites story ideas that connect architecture to social, cultural, political, and economic trends. Editorial guidelines are available at [www.architectureboston.com](http://www.architectureboston.com). Unsolicited materials will not be returned. Views expressed are not necessarily those of the editorial staff, the Boston Society of Architects/AIA, or Stoltze Design.

POSTMASTER: Send changes of address to ArchitectureBoston, 290 Congress Street, Suite 200, Boston, MA 02110

ISSN 1099-6346



PLEASE  
RECYCLE THIS  
MAGAZINE



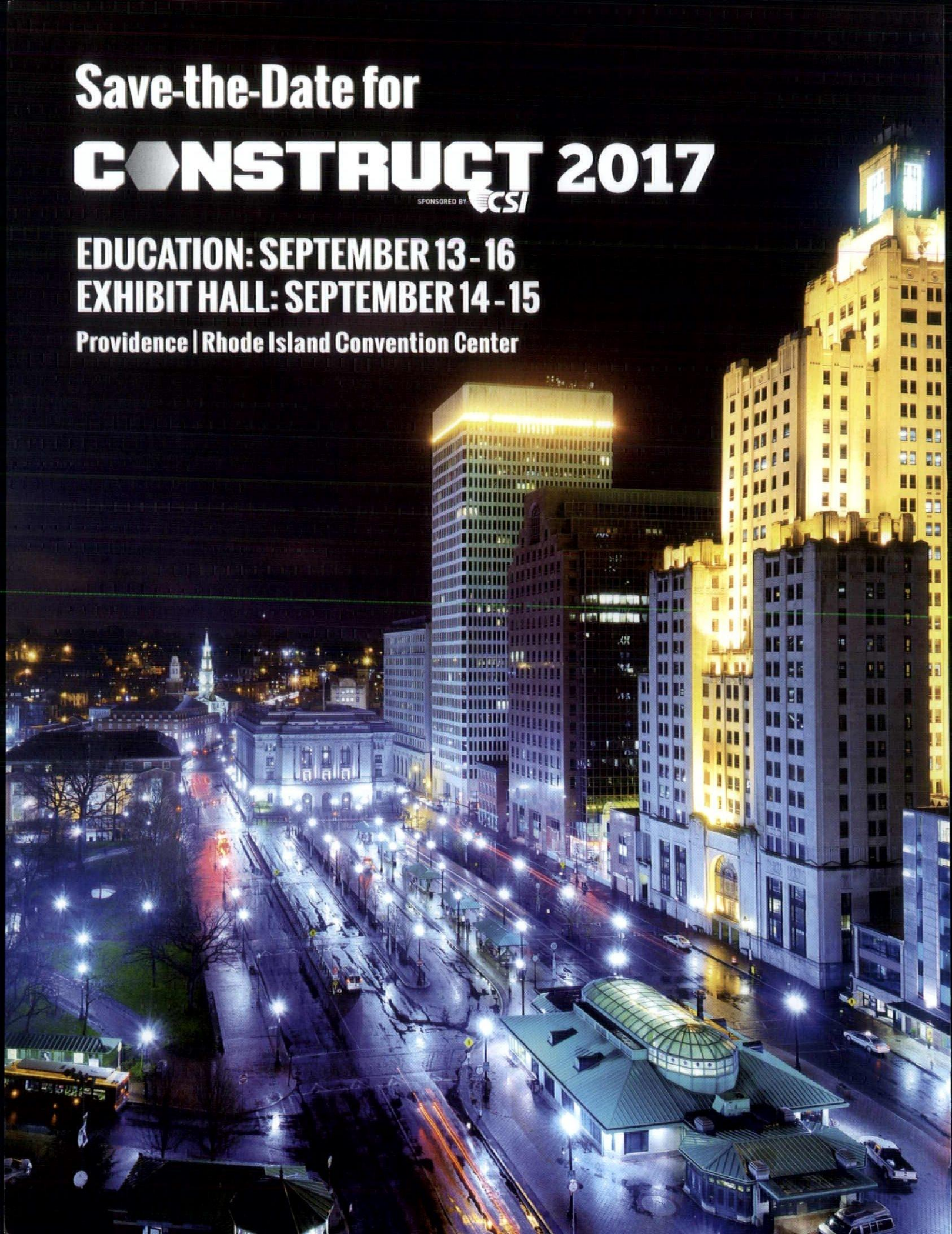


# Save-the-Date for **CONSTRUCT 2017**

SPONSORED BY  **CSI**

**EDUCATION: SEPTEMBER 13 - 16**  
**EXHIBIT HALL: SEPTEMBER 14 - 15**

**Providence | Rhode Island Convention Center**





Furniture that fits.



The cabinetry of choice.  
Specified by discriminating architects  
for over 35 years.

800-999-4994 • [www.crown-point.com](http://www.crown-point.com)

**CROWNPOINT**  
CABINETRY

Fine Quality Custom Cabinetry  
Handcrafted For Your Entire Home



## IN THIS ISSUE



Photo: Josh Slater

**Dante Ramos** ("Why can't we all just get along?" page 32) is an op-ed columnist at *The Boston Globe*. He writes regularly about development, transportation, local and national politics, higher education, technology, and the transformation of the workplace. He has written for *The Economist*, *The New York Times*, and other publications and is a frequent commentator on radio and TV.



Photo: Michaelyn Straub

**Joel Kotkin** ("Suburbia reconsidered," page 36) is a presidential fellow in urban futures at Chapman University in California and is the executive director of the Center for Opportunity Urbanism in Houston. His eighth book, *The Human City: Urbanism for the Rest of Us*, was published in April. He is also executive editor of the popular website [newgeography.com](http://newgeography.com).



Photo: Kara Brodjesell

**Allison Arieff** ("Company town 2.0," page 40) is editorial director of the California-based urban planning and policy think tank SPUR and writes about design and architecture for *The New York Times* and the *MIT Technology Review*. She is the author of the books *Prefab* and *Trailer Travel: A Visual History of Mobile America* and has contributed to numerous books on architecture, design, and sustainability.



Photo: Paige McWhorter

**Rickie Golden** ("Crossing lines," page 64), a project director at Corcoran Jennison Companies, manages the development of urban mixed-use projects. A graduate of the University of Pennsylvania and Harvard University, she previously worked in development in New York City. Her volunteer, nonprofit work focuses on affordable housing and community development.





## For the Discerning Customer.

At Cumar, we've sourced, crafted and installed the finest quality natural stone surfaces for seven generations. Today, we offer the area's largest selection of natural stone surfaces, including granite, limestone, slate and some of the most exotic semi-precious materials you can find.

Visit our warehouse today and let your imagination run wild. Or check us out on Facebook at CUMAR Marble and Granite.







# DESIGNED TO INSPIRE

## 60-INCH PRO GRAND® STEAM RANGE

For those whose kitchens demand cooking superiority in a big way, Thermador offers the 60-Inch Pro Grand® Steam Range. Never before has a range existed on the market at this size with this culinary firepower. With its bold and timeless design, easy-to-clean environment and patented Star® Burner, a 60-Inch Pro Grand® Steam Range in the kitchen is the ultimate joy for real cooks.

Experience 60 inches of culinary possibilities at [THERMADOR.COM/60-RANGE](http://THERMADOR.COM/60-RANGE)

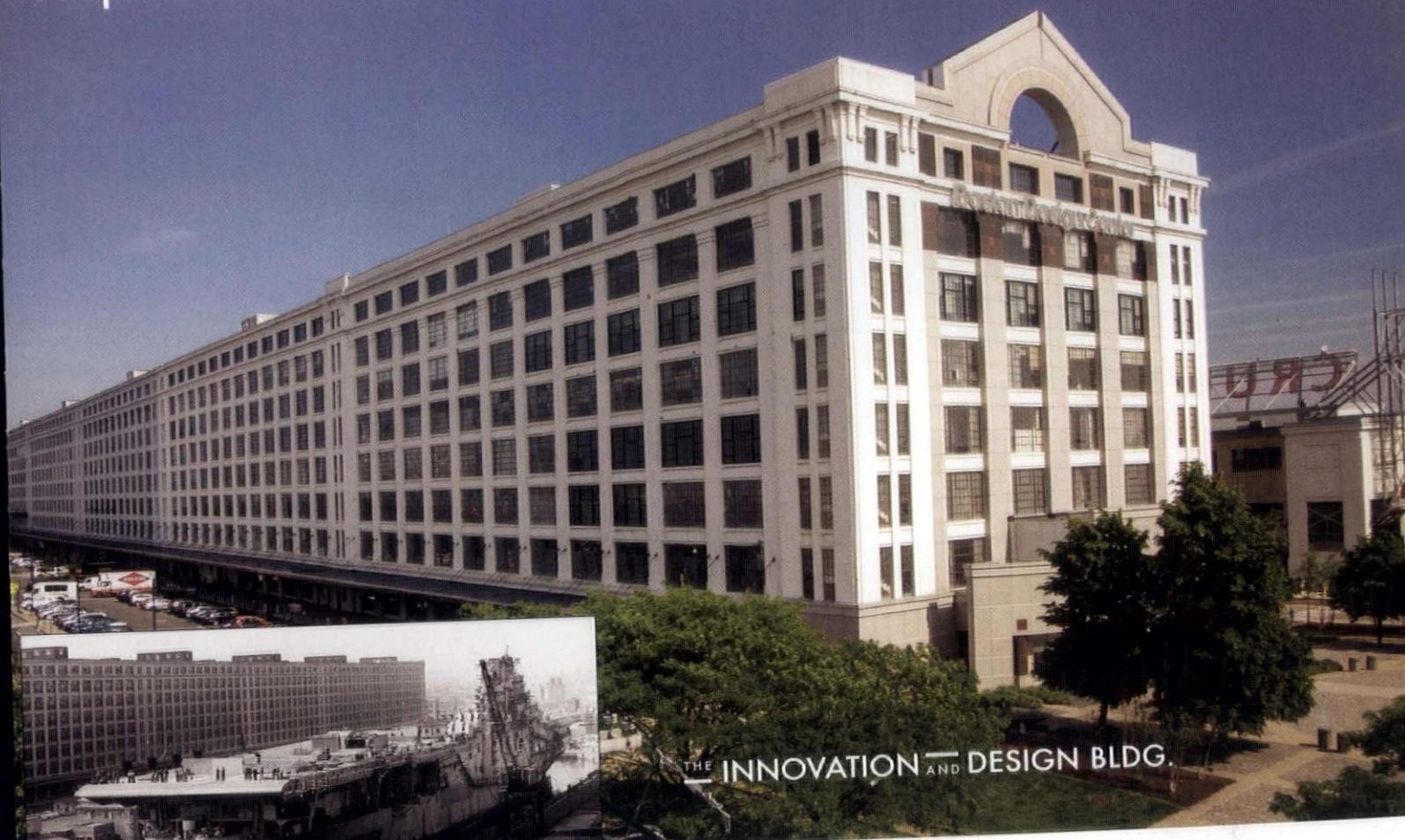
©2016 BSH HOME APPLIANCES CORPORATION. ALL RIGHTS RESERVED



**Thermador** ★



# EFCO 590 Historical Replication, High Performance Windows Prepare the Innovation and Design Building for its Next Life



*The eight-story Innovation and Design Building (IDB) complex was constructed on the Commonwealth Flats by the U.S. Department of Defense in 1918, and it originally served as a waterside storehouse for the South Boston Army Base.*



**PACE**  
REPRESENTATIVES, INC.

The Innovation and Design Building (IDB) is a 1.4 million sf mixed-use complex, located in the Innovation District in Boston's emerging Seaport neighborhood. With owner Jamestown L.P.'s thoughtful stewardship and ambitious plans for revitalization, the IDB is poised to anchor the eastern portion of the Seaport District, attracting industries that are pioneering the innovation economy.

A landmark project of this magnitude required a seasoned team of fenestration experts to undertake this historic renovation. Energy efficiency, wind loading and historically accurate preservation were paramount in the selection process for the new window system. Lee Kennedy the general contractor along with Wiss Jenney, Elstner Associates Architects Engineers, is proud to have selected A & A Window Products, Inc. Malden, MA as the window installer, and EFCO as the window manufacturer.

[www.pacerepresentatives.com](http://www.pacerepresentatives.com)



# UNSTRUCTURED

Opinions and Observations



## Stickwork: Patrick Dougherty

126 Essex Street, Salem, Massachusetts

Through December 31, 2016

**At first glance**, the Peabody Essex Museum's first environmental art installation may seem easy to dismiss as an homage to Dr. Seuss—cartoon, folly, or caricature. However, residents of Salem have lived with this piece through the seasons and in varied settings: walks with children, touring out-of-town visitors, passing it on a run or bike ride, watching from the neighboring pub. We have witnessed the discovery of this unexpected delight, accented by smiles, gesticulations, and exploration.

Constructed from saplings gathered from neighboring North Shore communities, Patrick Dougherty's *What the Birds Know* has transformed the lawn in front of the historic Crowninshield-Bentley House (1727), a museum property. Dougherty drew from everything around him, "riding the wave" of a historic house, tree, lawn, corner sidewalk, fence, bushes. He embraced interactions with the community during construction: comments from passersby, volunteers collecting sticks, strangers assisting with assembly. In the process, the work became enmeshed in the materiality, character, and spirit of its place.

Dougherty says he "seeks a line logic" as he bends saplings and creates these structures: "Somewhere down deep in [birds'] minds is a set of circumstances that allows them to build beautiful objects. Objects that are amazing to humans because they are so complex." Over the past year, I have seen these volumes, dusted with snow and glistening with rain, and sought shade within. My daughters have run through, peeked out from, and played tag amongst them. With the passage of time, they seem to tip more and more, threatening to go right over. Branches have darkened or silvered. New line logics have emerged and woven this piece into our community. Come see for yourself.

**RICHARD JONES AIA** is the founder and director of Jones Architecture, Inc., in Salem, Massachusetts.

### ABOVE

*What the Birds Know*, Patrick Dougherty, 2015.  
Photo: Courtesy of Peabody Essex Museum,  
Salem, Massachusetts



## JUST ONE LOOK

## The Redwood Library

**Redwood Library** in Newport, Rhode Island, is a shrine to reading in more ways than one. It still acts the way a local library should, lending the latest books and DVDs to a community that crowds around the narrow lanes that lead toward it. But it also tells an older tale, about how important design books were to early American architects desperate to find out the latest trends coming from Europe.

Peter Harrison is well known to Boston architects for his local masterpieces, King's Chapel on Tremont Street and Christ Church in Cambridge. But Harrison's talents took him further afield, and in the middle decades of the 18th century, Newport was giving Boston a run for its money as a center of wealth and sophistication. Here, Ben Franklin's brother James came to start the first newspaper in Rhode Island, after Boston's censors became intrusive; when the great Anglo-Irish philosopher George Berkeley desired an American sojourn, he, too, came to Narragansett Bay, where life was less chilly in every sense. (An early historian called Newport "one coat warmer" than Boston.) Among the small islands of the Bay, one might almost close one's eyes and imagine oneself in a secret corner of the Mediterranean. All that was missing was the Greco-Roman statuary and Palladian design elements.

That's where Harrison came in. Palladio was all the rage in England in the 1730s and 1740s, and Harrison was acquiring an impressive architectural library that included ample references to *The Master*. These gorgeous books conveyed all the details a hungry American architect needed to know, from doors and windows to interior furnishings. To colonial rustics, they offered a how-to course in grandeur.

When a wealthy Newport merchant, Abraham Redwood, gave the money to build a new library, Harrison was hired, and America's first Palladian sprang into action. Looking for a model, he chose a Roman Doric temple—possibly derived

from the Church of San Giorgio in Venice. Facing other empires much as Newport embraced the Caribbean, South America, and Africa, Venice was attractive to Newport. This strange new temple sprang from old antecedents, but it was bold all the same, beginning with its portico. In the fullness of time, America would see many other Doric columns, from the Capitol crypt to the Supreme Court—but these are the first. In other ways, too, the building reflected Harrison's classicism: its pediment, its Palladian windows, and the serene calm of its interior, with all of its marble philosophers. It is also amusingly American in one sense—for all of the Roman ambition that Harrison brought to the project, he was forced to settle on wood for the exterior, painted to resemble stone.

Harrison would go on to other projects,

including, just down the street, the majestic Touro Synagogue, America's oldest, which faces the street off-kilter, much as Rhode Island faces the rest of New England. But it would be difficult to build a more impressive monument to architectural reading than this one. Appropriately, the books that inspired the building are lovingly preserved inside, guiding the historian as they once aided the up-and-coming builders of a young empire.

**TED WIDMER** teaches history at Brown University and is a trustee of the Massachusetts Historical Society.

## BELOW

Redwood Library and Athenæum, the oldest lending library in America, was founded in 1747 in Newport, Rhode Island. Photo: slgckgc/Creative Commons







## MATTER OF COURSE

### Cultural Resistance:

### Redevelopment in the Aftermath of War and Natural Disasters

Roger Williams University

**"Away with the monuments,"** Friedrich Nietzsche opined in a famous attack on stultified 19th-century German history, and after auditing this course, I pretty much agree. Architecture 530.01 was a "blended, low-residency" class with a focus on architecture, reconstruction, and memory. In my case "low residency" meant that I could show up for only one of three class meetings. My loss. The trip from Boston takes you across the spectacularly beautiful Mount Hope Bridge that links Bristol to Aquidneck Island. Outside Paul Rudolph's spectacular University of Massachusetts/Dartmouth site, good luck finding a campus this, well, pelagic.

As promised, much of the classwork occurred online. The eight students discussed the readings in digital forums and posted their PowerPoint presentations on the shared website. It seemed to me that students reacted to readings—but rarely debated—in the online forums. Perhaps the format doesn't lend itself to vigorous interchange, although I've heard it said that today's students are generally reluctant to engage in verbal fisticuffs.

About one-third of the readings and two of the lectures addressed memorials

as points of intersection between architecture and history. Professor Hasan-Uddin Khan took a particular interest in the 16th-century Stari Most bridge in Mostar, Bosnia and Herzegovina, that was destroyed by Croat shelling in 1993 and rebuilt 11 years later. "The bridge was both a structure and a political symbol, as it linked two sides of a city that shared Muslim and Christian neighborhoods," Khan explained. He twice participated in reconstruction programs there, representing the Aga Khan Trust for Culture.

Between Khan's lectures and several of the assigned readings, it was hard not to conclude: Good grief, there seems to be a memorial for everything! In his 1999 essay, "Crowding the Mall," James S. Russell decried the "emotionally toothless" monumental additions to downtown Washington, DC. "As the number of memorials has proliferated, their emotional and artistic power has... waned," he wrote. "It is all too easy to conclude that commemorative architecture lacks emotional heft these days."

This course introduced me to the insipid, committee-designed Memorial to Japanese-American Patriotism on

Capitol Hill and to Louis Kahn's homage to Franklin D. Roosevelt, Four Freedoms Park on the tip of New York City's Roosevelt Island. One of Kahn's final designs, it strikes me as remote, inaccessible, and irrelevant, especially in light of two preexisting, uninspiring FDR memorials in Washington.

I wasn't taken with the National Park Service's Flight 91 Memorial in Pennsylvania, nor with NASA's Astronaut Memorial at the Kennedy Space Center in Cape Canaveral, Florida, both the subject of student presentations. And I was apparently the last person on Earth to know that Norway erected a costly, beautiful, and arguably pointless memorial to victims of 17th-century witch trials in remote Finnmark just five years ago.

I fell in love with a project outside Canberra, Australia, known as the SIEV X monument. SIEV X is an acronym for Suspected Illegal Entry Vessel X, the name given to a boatful of illegal refugees that sank in the vicinity of Australia's Christmas Island, killing 353 men, women, and children, most of them refugees from Iraq. The tragedy resonated loudly



in Australia because it occurred during the 2001 election campaign, when Prime Minister John Howard promised to interdict “boat people” immigration to the continent.

An Australian Senate investigation concluded that “it [is] extraordinary that a major human disaster could occur in the vicinity of a theatre of intensive Australian operations and remain undetected until three days after the event, without any concern being raised within intelligence and decision-making circles.”

After extensive discussions that included an attempt to ban the monument outright, a 14-year-old Brisbane schoolboy, Mitchell Donaldson, proposed the unusual design, a landscape of 353 white poles, each one separately decorated by schools, churches, and community groups across Australia. The poles adorn a grassy hillside and also outline the tiny 60-foot-long hull of the unnamed, doomed refugee ship.

Roger Williams student Lauren Sieving contacted Steve Biddulph, a psychology professor from Tasmania who was one of the prime movers for the 2007 memorial. “I realized the memorial is even more compelling than I presented it to be,” she wrote me in an e-mail. “For example, the placement of the poles points directly at the Australian Parliament building! How I would love to build a memorial in the US that points a finger at Congress.”

Biddulph told Sieving that the SIEV X installation “sends a message that not all Australians are frightened by refugees or regard them as less than fully human. That we cared enough to remember.”

Nietzsche was right: Away with the monuments! But let’s keep this beautiful one outside Canberra.

**ALEX BEAM** is a contributing columnist for *The Boston Globe* and the author of *The Feud: Vladimir Nabokov, Edmund Wilson, and the End of a Beautiful Friendship*.

#### FAR LEFT

Aerial photo of SIEV X Memorial, commemorating the sinking of a refugee vessel that took 353 lives in 2001. In Weston Park, Yarralumla, Canberra, Australia, September 2007. Image: Courtesy of SIEV X National Memorial Project

## Design/Build: The Drawings of Phillips & Holloran, Architects

Cape Ann Museum

Gloucester, Massachusetts

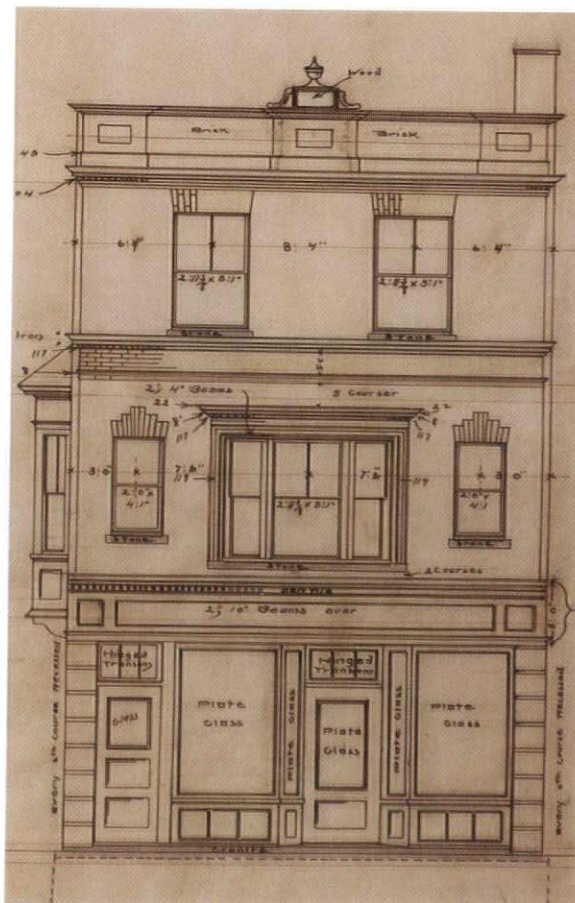
Through October 9

**Why should anyone make** the long trek to the tip of Cape Ann to see an exhibition of architectural drawings? The charms of Gloucester itself are one obvious answer, as is the stature of the Cape Ann Museum, one of New England’s cultural treasures.

You may not know or care about Ezra Phillips, Timothy Holloran, or his son, Robert Holloran, but you should care about the idea behind this exhibition: architectural history is also social history. The curators have rooted this notion in physical terms—their thematic “sense of place”—but the accompanying text amplifies the connections between the people who inhabited this place and what they chose to build.

The firm was established in 1894 and continued through the mid-1960s. Phillips produced most of the exhibition’s ink-on-linen drawings, many of which are house plans and elevations. Shingle Style, Colonial Revival, Queen Ann, Four-Square—these houses expressed the aspirations of the city’s gentry as well as the rising fortunes of the region’s immigrants and working class. Drawings of hotels, commercial blocks, and banks reflect the expansion of the economic base from fishing and granite to commerce and tourism.

Why else should you visit this exhibition? Phillips & Holloran represents a business model that still has relevance. As the profession in the 21st century continues to favor large corporate practices, the value and viability of the small general practice based in an outlying community or region are important to recognize. These are places where a talented architect can readily develop the business and social connections that sustain a practice and discover the satisfactions of influencing change as a respected community leader. Not a bad life.



**ELIZABETH S. PADJEN FAIA**

is an architect and writer. She was the founding editor of *ArchitectureBoston*.

#### LEFT

Main Street Elevation, Block for Howard Blackburn, Esq., Main Street, Gloucester. Ezra L. Phillips, 1900. Scale: 1/4"=1'. Ink on linen. Image: Courtesy of Cape Ann Museum

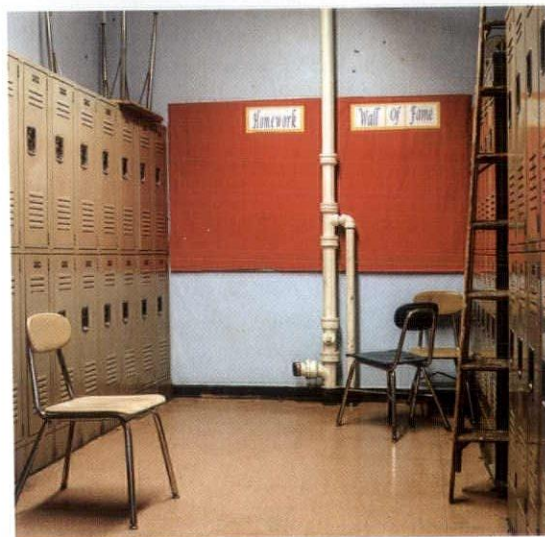
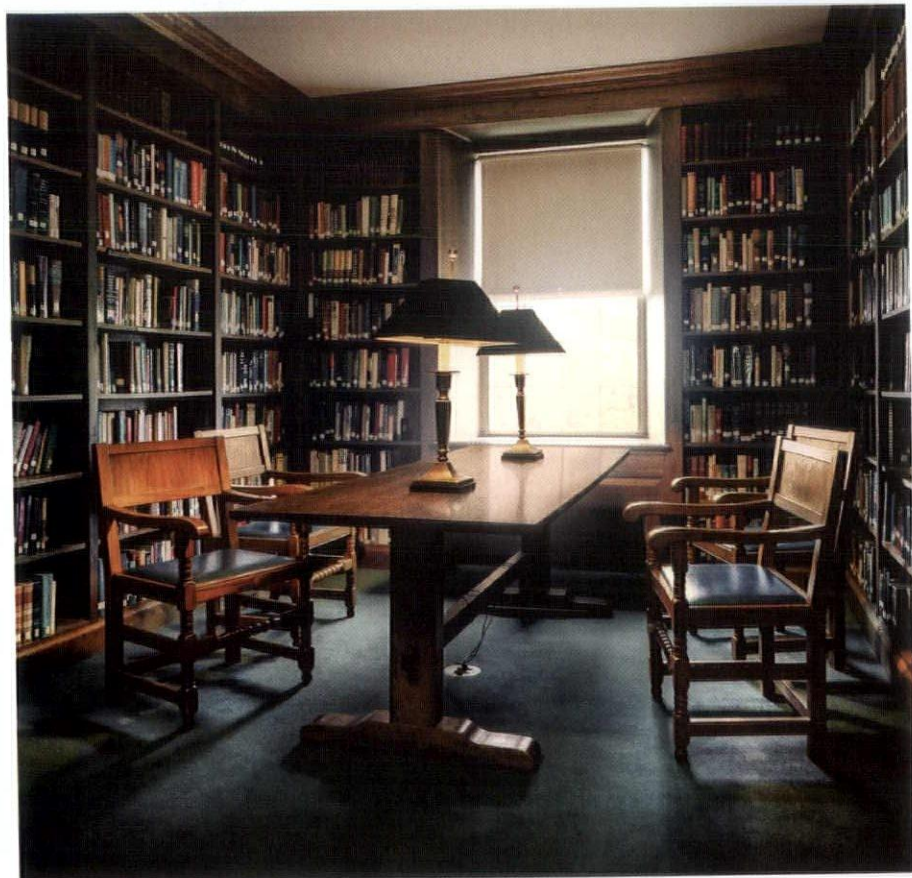
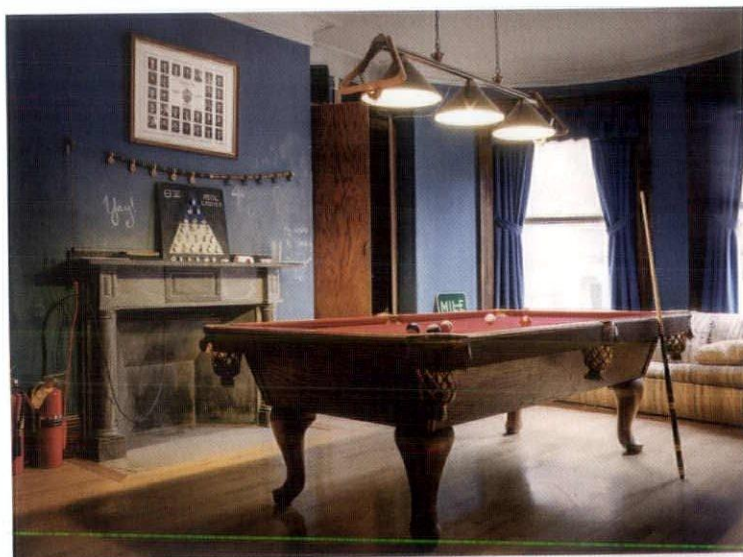


## CONSIDERED

## Places of education

For several years, I photographed educational institutions throughout New England, ranging from public high schools and private boarding schools to fraternity and sorority houses. I became fascinated with the psychology of the architecture used to contain and educate young people during transitory times in their development. When I turned my lens from public and charter schools to more exclusive private academies, the contrast was vast. These were the privileged spaces where many of our country's leaders have been nurtured. Elite institutions were distinguished in their architecture and decoration, and in their cleanliness. The schools existed in environments that conveyed high aesthetic values and standards of behavior and made eloquent visual statements about the passageways to success, power, and opportunity. The implied yet absent human presence in the photographs creates a stagelike atmosphere, where the historical and cultural trappings of these settings can be on full display.

LISSA RIVERA lives and works in New York City. She received her master's in fine arts from the School of Visual Arts.



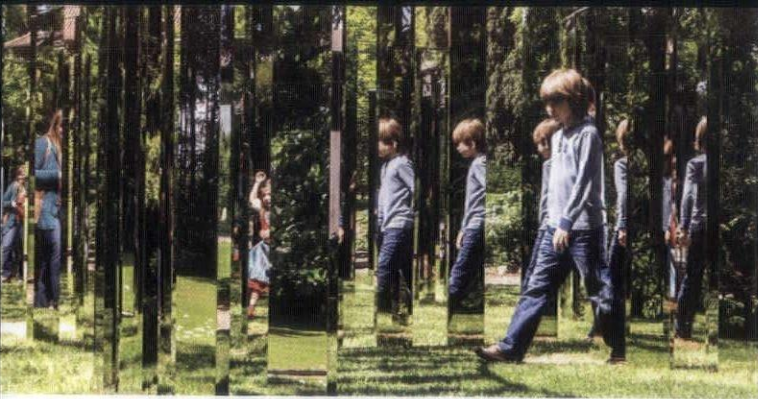
## PHOTOS

Pool Room, Theta Xi Fraternity, Massachusetts Institute of Technology, Boston

Lockers, Snowden International School, Boston

Library, Roxbury Latin School, West Roxbury, Massachusetts





## Art in the Public Space

Pedro Alonzo and Trevor Smith with Jared Bowen  
Le Laboratoire, Cambridge, Massachusetts  
June 7, 2016

**Boston has public art** on its collective mind. Thanks to efforts by City Hall, an expanded Greenway program, and grand private-sector gestures, the city has seen an ascendance of outdoor artwork. It is no secret that a well-produced program can help transform a city (see Chicago) and bring it to global audiences. As Greater Boston densifies, art projects in the public realm and the conversations around them have multiplied. What is public art today if not the static bronze memorials of the past? Answer: temporary, interactive, playful, and provocative.

That was the overarching summation at Art in the Public Space, an evening of presentations at Kendall Square's Le Laboratoire, organized by The Trustees, Massachusetts' conservation and preservation nonprofit, to kick off its *Art and the Landscape* program. To celebrate its 125th anniversary, The Trustees have enlisted Pedro Alonzo, the curator responsible for French artist JR's bold statement on the façade of 200 Clarendon, to bring art installations to its properties. Alonzo previewed upcoming commissions of Sam Durant's participatory *Meeting House* in Concord and Jeppe Hein's reflective maze of mirrors at World's End in Hingham. He was joined by Peabody Essex curator Trevor Smith, who famously brought Theo Jansen's walking marvels, Strandbeests, to the area.

In a roundtable moderated by Jared Bowen, WGBH's arts editor, the curators discussed the arena of contemporary art that is happily leaking beyond institutional boundaries in our now-digital world. The conversation kept finding its way back to children, skateboarders, and selfies as the key markers of success, yet there was minimal discussion of public art's capacity toward social change and activism. One attendee remarked that the audience and presenting panel were still noticeably homogenous. With this rush of installations extending into natural and historical landscapes, let's look forward to projects that similarly push this conversation into new territory.

**DINA DEITSCH**, director of curatorial projects at Goodman Taft and Insitu Projects, is on the faculty at the School of the Museum of Fine Arts, Boston and the Massachusetts College of Art and Design.

### ABOVE

*Mirror Labyrinth* NY © Jeppe Hein. Photo: Courtesy of 303 Gallery, New York City; KÖNIG GALERIE, Berlin; Galleri Nicolai Wallner, Copenhagen

One Canal, Boston, MA

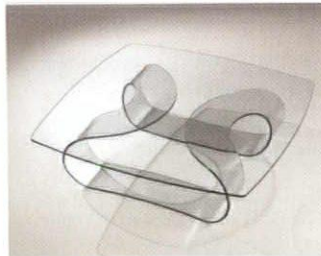
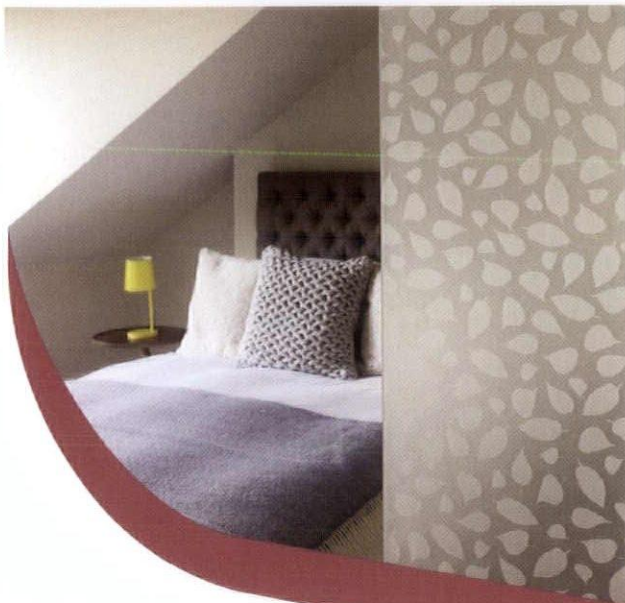
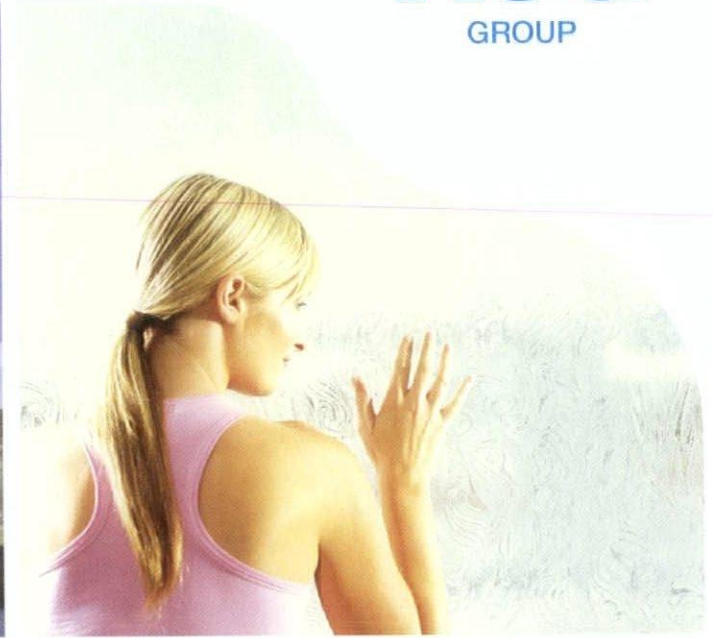
making places memorable



Copley Wolff Design Group  
Landscape Architects & Planners

[www.copley-wolff.com](http://www.copley-wolff.com) • 617 654 9000





## Pilkington Interiors

Take your interior spaces to new heights with unmatched style, creativity and elegance, only a quality glass product can provide.

Pilkington offers a wide range of glass products designed to take interiors to a whole new level. From partitions and televisions, to furniture and cabinets, our glass products are perfect for almost any application. Affordable solutions for all your creativity needs.





An abstract landscape composed of several large, overlapping geometric shapes with different textures. The top right is a brownish-orange textured area. Below it is a light beige textured area. To the right of the beige area is a green textured area. At the bottom is a yellowish-green textured area. A diagonal line separates the beige and green areas, and another diagonal line separates the green and yellowish-green areas. Small dark silhouettes of trees are scattered along the boundaries between the brownish-orange and beige areas, and between the beige and green areas.

THE YEAR OF THE PLAN

# BORDERS

FALL 2016

With 101 communities in the Boston metropolitan area, what are the prospects for regional collaboration? In this issue, *ArchitectureBoston* examines how communities cooperate—or not—across municipal boundaries.





# BRIDGE THE GAP

## THE VIEW FROM THE STREET

by Jeffrey Rosenblum

**CHRIS SANDERSON**, a Boston-based illustrator, has worked as an artist and designer for more than 15 years.

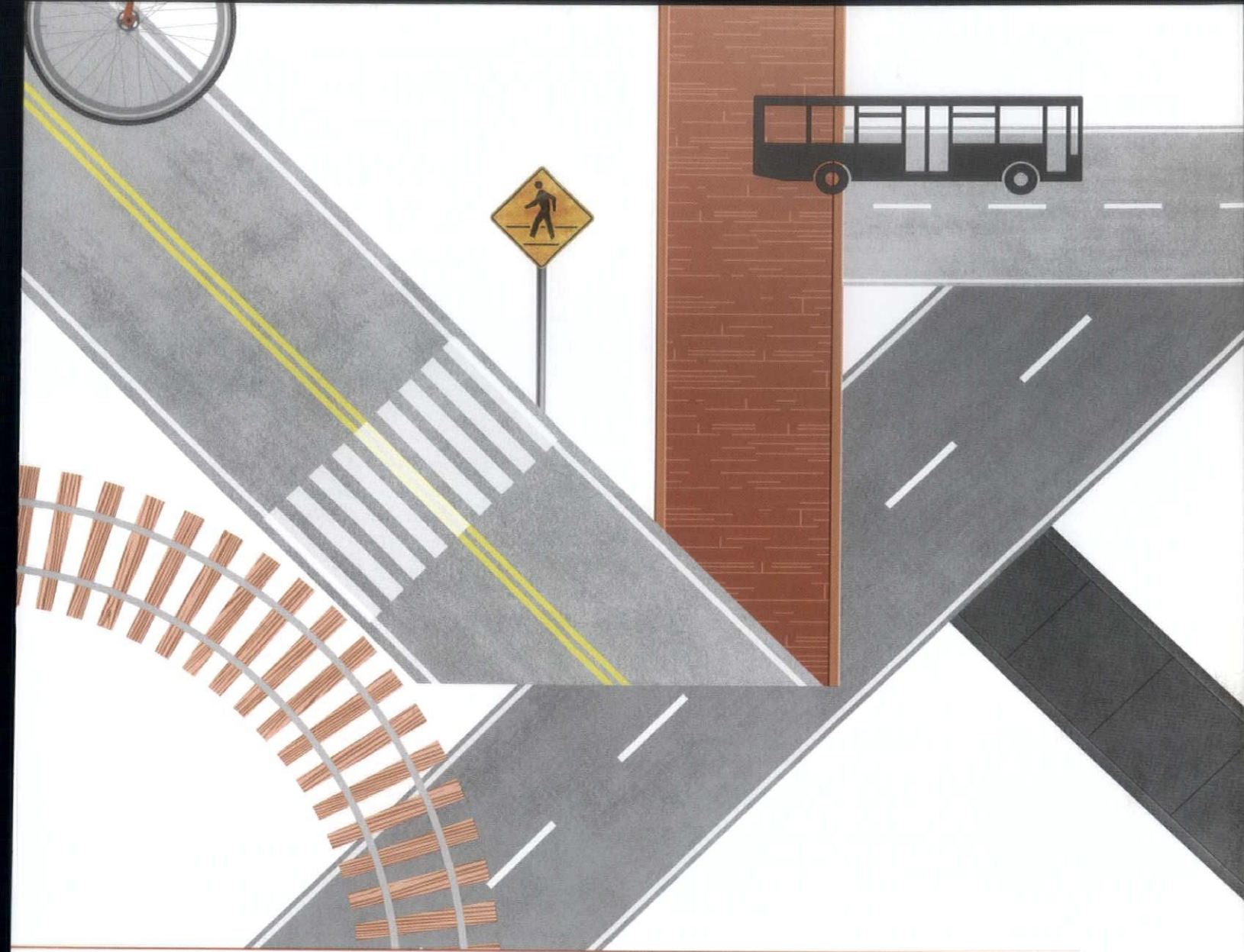
### PREVIOUS PAGE

*Field with Seawall*, Chris Ballantyne, 2013. Acrylic on canvas, 20" x 16"  
Image: Courtesy of Hosfelt Gallery  
San Francisco

**Boston's population** is at a 50-year high (with an 8 percent increase by 2030), but levels of car ownership and vehicle miles traveled are declining. What is going on? People today have different values as to what city life should look like, and automobile ownership isn't a big part of it. The pressure to rethink how we design our streets culminated in the concept of "complete streets," which provides for safe, comfortable access by all modes of transportation with an emphasis on biking, walking, and transit. But a lack of coordination among adjacent municipalities hampers efforts to realize a truly rebalanced urban transportation system. Boston, Cambridge, Somerville, and Brookline, for example, each has its own bicycle network plan—and none acknowledges the existence of its neighbors.

Other cities may be considered parochial, but urban "Boston" really excels, with each municipality advancing its own planning agenda. Until a decade ago, Cambridge was the only city in the area with bike lanes, pedestrian-focused signal-timing policies, and innovative traffic-calming measures (and was generally scoffed at by neighbors). Drivers take for granted that a road is still a road as we pass seamlessly from one town to the next. But one day in the early 2000s, as I rode my bicycle from Central Square, Cambridge, toward Boston, the bicycle lane suddenly disappeared when I reached the bridge over the Charles River. The bridge is owned by the state, and the other side belongs to the City of Boston. But from a bicyclist's perspective, it's all one street.





It took some time, but now all municipalities in the area are in on the Complete Streets action. Somerville is building a protected bike lane on Beacon Street, Boston is running a Vision Zero corridor planning process for Massachusetts Avenue, Brookline is about to reconstruct the abominable pedestrian crossing across Route 9 by the Jamaica Way, and Newton engaged in some tactical urbanism by temporarily redesigning a street for a day. But only so much progress can be made with each jurisdiction taking advantage of low-hanging fruit, such as adding bike lanes where they are easy to fit in.

Planners now recognize that every street cannot be made ideal for every mode. So the real challenge we face is creating networks, especially low-stress bicycle networks and bus-priority networks. As we usher in the next generation of street designs, the public debate on how to allocate limited street space will grow only more contentious as we weigh the trade-offs. Without municipal coordination, we will end up with a patchwork of individual projects.

Municipalities have shown they can coordinate. (Witness Metropolitan Area Planning Council's single-vendor Hubway

bikeshare program and planning for the Urban Ring transit project.) Can Massachusetts Department of Transportation serve as convener? (If successful, the Lower Mystic Regional Working Group will be a model.) Coordination can also be initiated by a nonprofit (LivableStreets Alliance's "Emerald Network" connecting Metro Boston's greenways).

Somerville mayor Joseph Curtatone is a champion for regional thinking, but the big player is the most essential. There is still time for Mayor Martin J. Walsh to turn around the GoBoston 2030 planning process in order to become a catalyst and leader for regional coordination. ■

**JEFFREY ROSENBLUM**, who cofounded LivableStreets Alliance, is a PhD candidate in the Department of Urban Studies and Planning at the Massachusetts Institute of Technology. He is a former transportation planner for the City of Cambridge.



## A BONE TO PICK

by Heidi Stucker

**HEIDI STUCKER** is a food system planner with the Metropolitan Area Planning Council in Boston.

**Every day, long before the sun is up**, truckloads of produce from around the country arrive in Massachusetts at the Chelsea Market. Within hours, fruits and vegetables are sorted and loaded back onto trucks that deliver to grocery stores, restaurants, wholesalers, and food service customers across the region. If you live in New England, when you sit down for dinner tonight, chances are your salad will have moved through this distribution system.

This wholesale produce terminal, straddling the municipal boundaries of Chelsea and Everett, is a crucial component of the regional food system, supplying fresh fruits and vegetables to more than 8 million people in Boston, New England, and parts of Canada. The New England Produce Center, the largest privately owned produce market in the country, along with the Boston Terminal Market, a smaller, adjacent produce market, make up the Chelsea Market.

The facility was built in 1968 on low-lying land that in the early 1900s was wetlands and a portion of the Island End River, since filled in. So, as climate change alters the existing borders between land and sea, this vital regional distribution hub is also at risk. By today's measurements, it is susceptible to flooding; recent modeling released by the Massachusetts Department of Transportation shows that 5 feet of sea-level rise could inundate the Chelsea Market with up to 4 feet of water. According to flood projections, this could be possible within this century. Beacham Street is a deteriorating roadway

that serves as the main access point for the Chelsea Market, and any amount of flooding here could cut off truck access and impede business and employment.

Ironically, Everett and Chelsea, the market's host cities, have limited access to fresh fruits and vegetables. Vast quantities of produce enter and exit through these cities' borders every day, yet little of it stays. Both cities have significantly elevated rates of diet-related illness—including hypertension and diabetes—and roughly one-third of residents are obese, as compared to 22 percent statewide. They have four full-service grocery stores between them, serving a combined population of 80,000 people, with both of Everett's grocery stores located on the periphery of the city and feasibly accessed only by car or bus. Advocates suggest that these are too few and too difficult to get to. Community groups such as Everett Community Growers and Healthy Chelsea are increasing awareness and investment in food access issues by engaging residents in urban farming, community gardening, and hunger-relief efforts.

Increasingly tenuous regional food security and persistent community health issues in Everett and Chelsea call for deeper involvement by city and state governments and collaboration with community food advocacy groups and businesses. The interdisciplinary nature of food systems requires working across sectors, those conventionally boundaried. Solutions need to be advanced by whole communities.

Recent efforts suggest the political will is there to make change happen. Massachusetts and neighboring states have defined visions in recent years for building stronger food systems. New funding, through the Massachusetts Food Trust, will soon be available to improve food environments in underserved areas; it is now up to state leaders to dedicate this funding. The moment is right for forging new partnerships, working across boundaries and sectors to ensure a healthy food supply for all. ■







## WHEN A RIVER RUNS THROUGH IT

by EkOngKar Singh Khalsa

**Borders and the names** of the spaces within them are useful in that they help us to organize our experience, direct our actions, and condition our behavior. We know that there is a difference between the math department and the English department. There is a different expectation of behavior in the waiting room and the assembly hall. These bounded areas also help to create spheres of influence and lines of authority. It is essential, however, to integrate the distinct places and definitions we inhabit by reference to those principles and conditions that transcend limited boundaries.

Working at the watershed level is useful to that purpose in that the watershed boundary disrupts municipal, agency, and commercial borders and ignores property lines and the rights of ownership. The watershed boundary simply describes an area in which all water flows toward a single point—a river, lake, or stream. The water cares little for contradictory human constructs.

Recognizing we all live in a watershed helps to highlight shared, though often unrecognized, resources and concerns, and it allows a small organization such as ours to have outsized impact.

Though the Mystic River Watershed Association (MyrWA) has no regulatory authority or specific legal standing in many cases, we make an important difference in public policy and regional planning decisions by simply reminding all participants that there are underlying and irreducible conditions to which we must attend.

There are 22 towns and cities in the Mystic River watershed, all with their own concerns and agenda, and four state and five federal agencies

with a deep interest in watershed health. MyrWA often has served as a convener of these sometimes disparate interests and has helped to build consensus where often there was none.

A good case in point is the work MyrWA undertook to ensure that Torbert MacDonald Park in Medford received new funding for design and construction of long-overdue improvements. One of the largest waterfront parks in the Boston area, Torbert MacDonald suffered from poor access, extensive phragmites overgrowth on the river's edge, and a lack of facilities and wayfinding in the park.

We brought together 10 state senators and representatives, the City of Medford, private philanthropists, and senior planners at the Massachusetts Department of Conservation and Recreation to achieve a common purpose. As a result, in 2016 and 2017 more than \$650,000 will be spent on design for a new entry and playground, paving replacement throughout the park, a comprehensive invasive species removal, and the construction of a beautiful riverfront boat launch and sitting area. Without MyrWA's persistent advocacy, this work would not be under way.

The watershed boundary gave MyrWA standing and helped us to knit together disparate community interests. Reference to a shared watershed gave municipal, state, and federal agencies reason to work together toward a common goal.

The flow of water through the landscape is essential to every living thing and the natural border of the watershed points out that many of the boundaries we create are artificial and are ours to ignore as necessary. ■

**EKONGKAR SINGH KHALSA**, executive director of the Mystic River Watershed Association through Sept. 12, has worked for 25 years in environmental protection and restoration, on low-impact and brownfields development, and on public policy issues associated with these arenas.



## GETTING ON TRACK

by Brad Bellows

**BRAD BELLOW**s is an architect in Cambridge, Massachusetts, a board member of the Association for Public Transportation, and a member of the North South Rail Link Working Group.

**In the latter half of the 19th century**, New England was knitted together by networks of railroads extending north, south, and west from Boston, built by private companies operating from eight facilities on the city's edges. By 1900, these were consolidated into two grand terminals a mile apart. The need for further unification, via a rail tunnel between the two, was recognized almost immediately; but plans faltered during World War I, and the passenger rail industry itself nearly collapsed in the following decades as transportation policy embraced cars and highway expansion. The rail link's proposed route became a notorious elevated highway. Now the pendulum is swinging back toward rail.

Our cities and regional highway system are collapsing under the weight of ever-increasing congestion. Millennials are embracing transit-oriented living while the economic, environmental, and social justice benefits of good public transportation are being increasingly understood. Good regional transportation not only protects air quality and fosters economic development but also is the single largest factor in a family's ability to escape poverty and find affordable housing.

The recent challenges of our rail system notwithstanding, we should recognize that in its nearly 400 route miles and 138 stations, we have inherited the core of what could become a world-class regional rail network and at a far lower cost than would

be required to create this anew—if that were even possible. System unification is the essential intervention that will unlock this potential. Why?

First, none of our fragmented rail lines provides effective distribution across Boston nor connects fully with existing transit lines, squandering the potential of both. Second, stub-end terminals are highly inefficient, needing vast rail yards on valuable urban land to park the necessary trains, limiting capacity and incurring operating cost penalties of up to \$100 million per year. Finally, the disconnection of our northern and southern lines denies everyone north of Boston direct access to the Northeast Corridor, where 30 percent of US jobs are located.

By contrast, a unified system, connected to transit lines, will streamline rail operations while improving service, increasing ridership, unlocking hundreds of acres of urban land for higher uses, improving access to Boston, and creating opportunities for work and housing. You shouldn't have to uproot the family if your job moves across our de facto Mason-Dixon Line.

Rail unification will benefit Boston, sparing it the waves of traffic it can otherwise expect while spurring investment in our older industrial cities that were built around rail and faltered with its decline. The current real estate bubbles in Boston and Cambridge are a measure of our broken regional transportation system, which rewards the few places that are easily accessible and punishes the rest. This pattern is unjust and unsustainable.

Cities around the world—Zurich, London, Berlin, Hong Kong, and Los Angeles, to name just a few—have built rail tunnels at reasonable cost and minimal disruption using the latest tunnel-boring machine technology, transforming “commuter rail” into the equivalent of urban transit at regional scale and forging a backbone for regional prosperity. This should be a key goal for Boston's 400th anniversary in 2030. ■





## FROM THE EDGES, A NEW IDENTITY

by David Hacin FAIA

**Boston is a city of neighborhoods** in a region well known as a patchwork of towns with sharply contrasting physical and economic characteristics. We take pride in our Old World DNA and how geography has fostered and preserved unique communities. The city can seem like a medieval territory not unlike the opening title sequence of *Game of Thrones* with its spinning fiefdoms, full of intrigue that pits one neighborhood against the perceived encroachments of another.

The almost tribal nature of how our communities have been defined, culturally and physically, is visible in architecture—from the brick bowfronts of the South End to the wood-frame triple-deckers of Dorchester—but also in how they rub up against one another.

This is evident in neighborhoods such as Southie, the Back Bay, and the South End and in enclaves such as Bay Village and Savin Hill; all have boundaries that are clearly understood as a highway, street, or set of train tracks, often bordered by ragged stretches of “no-man’s land.” These areas of scarred, underused land resulted from deindustrialization, ’60s-era urban renewal, and the failed (and realized) transportation plans of decades past. These borderlands have allowed neighborhoods to keep their distance.

In the past few decades, repair came in the form of public connections such as the Southwest Corridor Park, the Prudential Center arcades, and, most recently, the Rose F. Kennedy Greenway. Until recently, many adjacent neighborhoods have remained disconnected from one another by physical and psychological boundaries.

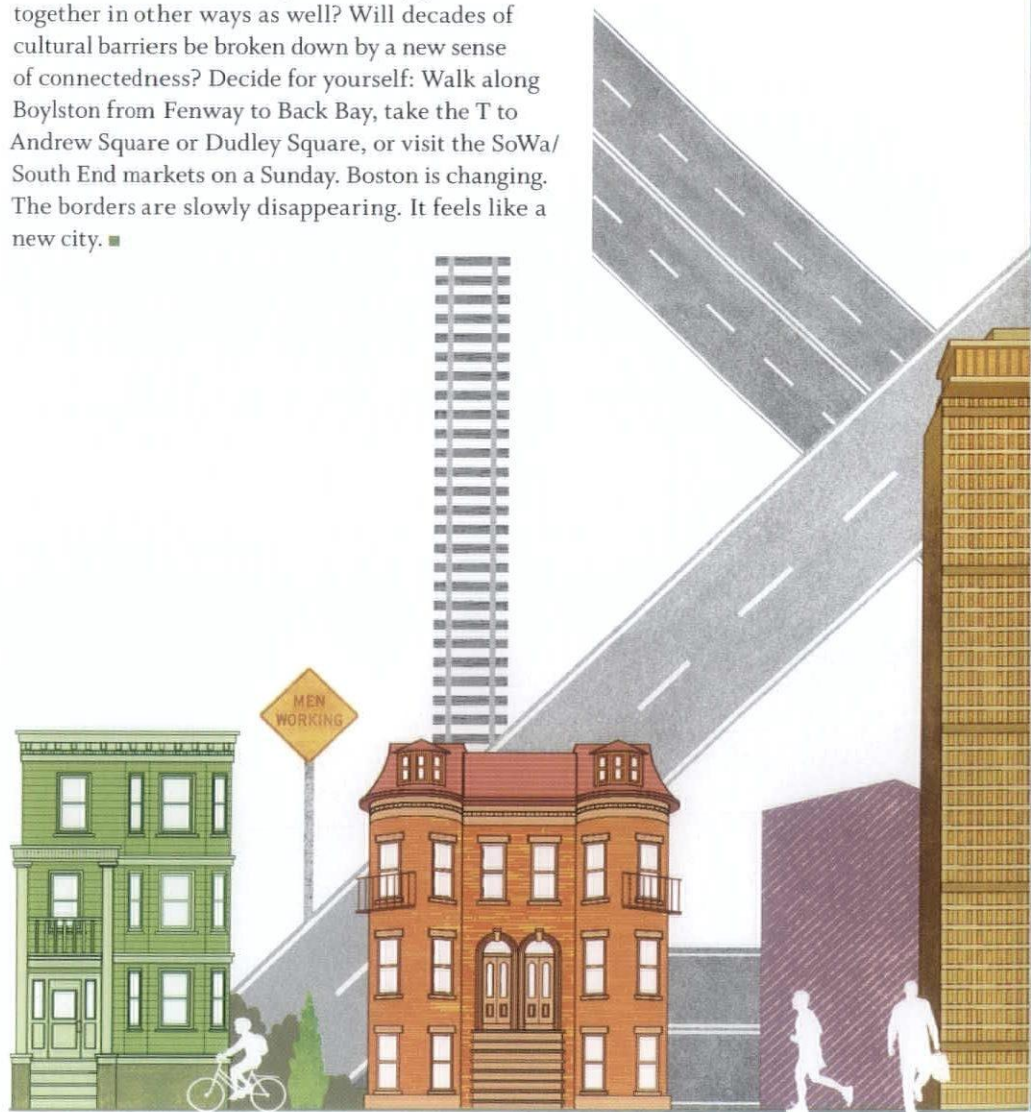
In a city starved for land and reinvigorated by economic and population growth, something was bound to give eventually. Development has moved from contested and congested central areas to the edges. Boundary zones have gone from being “nowhere places” to “well connected” in marketing copy; the real estate website Curbed has even suggested that we may need to create neighborhood names for these newly hot in-between places, such as D Street in South Boston. The next generation of young workers, eager to be centrally located and car free, is blissfully unaware of the identity politics that have characterized Boston for years.

Adjacent to my South End neighborhood, the so-called New York streets area is exploding with

development, including a previously unimaginable Whole Foods market; with two existing Asian supermarkets and competing outdoor Sunday markets, the area is becoming a destination for thousands of Bostonians. A few years ago, this area barely existed as an identifiable place on a map; today, residents of South Boston, the South End, Bay Village, and Chinatown share common ground, and the streets are alive with activity and diversity—and quite a bit of traffic. The same is happening all over town. Boston is being sewn back together piece by piece, like a beloved patchwork quilt that needed serious repair to become whole again.

Does this mean our city can finally grow together in other ways as well? Will decades of cultural barriers be broken down by a new sense of connectedness? Decide for yourself: Walk along Boylston from Fenway to Back Bay, take the T to Andrew Square or Dudley Square, or visit the SoWa/South End markets on a Sunday. Boston is changing. The borders are slowly disappearing. It feels like a new city. ■

**DAVID HACIN FAIA** is the founding principal and president of Hacin + Associates and a member of the Boston Civic Design Commission.









IN MASSACHUSETTS, MUNICIPALITIES  
BALK AT COOPERATING—AT THE EXPENSE  
OF REGIONAL PROGRESS

# WHY CAN'T WE ALL JUST GET ALONG?

by Dante Ramos

Massachusetts has 351 cities and towns, and if you spend enough time in any one of them, you could almost convince yourself that the known world ends at its municipal limits. The principle of local autonomy is enshrined deeply in the culture in the Bay State—sometimes in ways that make the place seem well cared for, as when homeowners tend their own shrubs, but also in ways that make the greater good seem elusive.

Under state law, for example, a casino's host community can wring major financial concessions from it, while neighboring cities and towns have far less leverage—even when the casino is right on the border. That's why Boston and Somerville have fought a Wynn Resorts casino just over the line in Everett. And then there's the issue of housing. Despite a serious shortage inside Route 495, local governments have defended their own ability to refuse new construction, regardless of the effects on everyone else.

Municipalities go it alone in still more stubborn ways. In the 1990s, Weston opted out of an effort to convert an unused railway into a recreational trail. Sentiment against the trail has mellowed, advocates believe, but the town's refusal lingers two decades later, in the form of an awkward detour between Waltham and Wayland. Belmont has been slow to deal with sewage leaks that pollute a brook in ways that mostly affect areas downstream in Cambridge.

In the ultimate testament to the power of local control, even the exceptions to the pattern—the initiatives that transcend municipal borders—are profoundly shaped by it.

Exhibit A: the bike-sharing network Hubway. It first launched in Boston in 2011, as longtime mayor Tom Menino got more serious about promoting healthy transportation and fighting climate change, and expanded to Cambridge, Brookline, and Somerville the following year. At that moment, Boston wasn't playing well with its neighbors. Around the same time, there'd been a move afoot to create a common website listing commercial properties available in cities and towns throughout Greater Boston, but the Menino administration wasn't interested. The mayor used tax incentives to poach Vertex Pharmaceuticals from just across the river in

**OPPOSITE**

*They all fall down, Teeter Swings.*  
Keetra Dean Dixon, 2011.  
Photo: Courtesy of the artist



Cambridge. He fumed when Partners HealthCare decided in 2013 to centralize its administrative offices in a new complex in Somerville.

But from the beginning, there was no question that a bike-sharing network had to stretch past Boston's city limits to places such as Kendall Square, Cambridge; Coolidge Corner, Brookline; and Davis Square, Somerville. "It is so much better for the user," says Nicole Freedman, a former Olympic cyclist whom Menino had hired to oversee the city's bike programs. "It is the difference between a niche, fun way to get around and real public transportation."

On a summer weekend, Hubway operates seamlessly. Yet the equipment is owned by four different municipalities that have separate contracts with Motivate, the contractor that operates the system. During the winter, Hubway operates only in Cambridge. The system's business model involves some revenue from outdoor advertising, which Brookline doesn't allow. Corporate memberships are another source of money, but who gets the revenue from, say, Harvard, which is based in Cambridge but has students and staff on both sides of the river? These weren't big roadblocks, but they were problems that smart, busy people from multiple municipalities needed to sit around and negotiate.

---

The very map of Massachusetts reflects a strong belief in local governance. Almost all of the state's 351 municipalities were established in the horse-and-buggy era. Their list of duties was shorter then, and there was a far greater possibility that a citizen's needs would be ignored if town hall were more than a few miles away. The view that larger units of government are unaccountable and prone to bloat helps explain why counties—the principal form of local government in much of the United States—have withered in Massachusetts.

But localism has its own shortcomings. Like the flora and fauna of remote archipelagoes, the political and regulatory cultures of individual towns diverge in exotic and sometimes random ways. In one city, a homebuilder can arrange for a curb cut at a short meeting with an inspector. In another city, it's a drawn-out process involving public meetings. "There are communities that I know of where the town manager is basically king, and there are towns where the town manager doesn't move without asking three different boards," says Marc Draisen, executive director of the Metropolitan Area Planning Council (MAPC). "The towns have just evolved differently."

The parochialism that dominates planning and zoning in eastern Massachusetts is at odds with the lofty reputation that the region enjoys elsewhere. The world knows "Boston" as much for the universities and tech firms scattered around the region as for Fenway Park, Faneuil Hall, and other landmarks of Boston proper. In their book, *The Metropolitan Revolution*, think-tank scholars Bruce Katz and Jennifer Bradley argue that metro areas as a whole are the key unit of economic growth. Other globally competitive urban agglomerations have

long recognized that. New York took greater control over its destiny by consolidating with its neighbors in 1898. Many large Sun Belt cities keep growth within their borders by aggressively annexing unincorporated areas around them.

In the last 20 years, provincial governments in Ontario and Quebec forcibly merged Toronto and Montreal with some of their innermost suburbs. Voters in Greater London created a unified mayorship for their city, which has long been divided into smaller boroughs. But structural changes of this magnitude are almost unimaginable in Massachusetts.

"It's not entirely arbitrary why we have boundaries where we do," says Ryan Centner, a London School of Economics urban geography professor who used to teach at Tufts University. Even so, he says, "those borders outlive their initial use but become difficult to change. Every time you create a political boundary, you create some kind of context for power." Money and jobs depend on the amount of control every city or town exercises over its own affairs.

The growing complexity of government in the 21st century is nevertheless forcing some cities and towns to rethink which tasks they undertake on their own. Regional organizations such as the Cape Cod Commission and the Franklin Regional Council of Governments offer member towns many of the services that counties in other states would ordinarily provide. Massachusetts has large-scale mutual-aid pacts for public safety and public works equipment, and there are dozens of multitown school districts. When recessions squeeze municipal budgets, town governments look harder at ways they can cut costs by working with the neighbors.

But many efforts at cooperation still fall short. Ashland and Hopkinton have spent years discussing a merger of their fire departments, to little effect. Local politics, the details of labor contracts, and sheer inertia are powerful disincentives. David Panagore, who's now the town manager in Provincetown but worked in municipal government in Chelsea in the 1990s, recalls when the sewer and water system in the latter community had a major rodent infestation and city administrators tried to enlist Boston's help. Boston agreed but demanded that workers receive time and a half. The joint rat-abatement effort soon petered out.

Tradition and human nature are hard to overcome even now, and Draisen thinks the state needs to offer more carrots—and wield more sticks—to encourage cities and towns to collaborate more. "Most of our communities have literally been on the map for more than 200 years," he says. "And if you ask the average person, 'Would you rather make the decision by yourself or with three neighbors?' most people will say, 'Well, I'll do it alone.'"

---

Despite everything, Hubway turned into a success story. "Honestly, it's one of the few examples of a place where four municipalities actually get together and run something," says Eric Bourassa, director of the transportation division of MAPC, which helped Freedman coordinate the effort.



## HUBWAY STATIONS: WHAT'S AVAILABLE

### MAP KEY



IN  
SERVICE



OUT OF  
SERVICE



NOT  
INSTALLED



BIKES



BIKE  
DOCKS



BIKE KEY  
DISPENSER

**2011** Launched  
in Boston

**2012** Expanded to Cambridge,  
Brookline, and Somerville

**2016** 150+ stations, 1,500+ bikes,  
1.1+ million trips a year

"We got something up and running fast," says Freedman, who now works for the City of Seattle and is president of the North American Bikeshare Association. Somehow, within a few short years, Boston and its neighbors ushered in a whole new way of getting around a congested urban core. Hubway now includes more than 150 stations and 1,500 bikes, handles more than 1.1 million trips a year, and nicely complements both the MBTA and a wave of smartphone-driven transportation alternatives.

The advent of the innovation economy—and stiff competition from New York, Silicon Valley, and elsewhere—has given local leaders one more reason to present a united front. In December, Boston Mayor Martin J. Walsh and the leaders of five surrounding communities signed a regional compact to create a joint business-recruitment strategy. When I interviewed John Barros, Walsh's chief of economic development, in June, he'd just returned from the BIO International Convention in San Francisco, where the cities along the Red

Line marketed themselves as a single life sciences corridor. If efforts like these succeed, Barros says, "we should not be hearing about tensions [among cities] or moving a company from one municipality to the next. There should be a realization that, if a company is in Cambridge, it's still contributing tremendously to the economy."

We'll see. Still, a changing economic balance between city and suburb may also help soothe old grudges. Menino and his predecessors came of age politically when the City of Boston was losing residents. With the city now growing faster than the rest of the state and its tax base swelling amid a nearly unprecedented development boom, "regional cooperation" is no longer a euphemism for "squeezing rich towns to help the decrepit urban core" or "letting suburbanites harp about a Boston they no longer live in." When the issue in question is how to bring new employers or new amenities to town, rather than who's bleeding residents to whom, it's easier to keep a conversation going on jovial terms. ■





# SUBURBIA

TO MEET THE DEMANDS OF THE MILLENNIAL SURGE, LOOK BEYOND THE CITY

# RECONSIDERED





by Joel Kotkin

**Like individuals**, regions like to tell little lies about themselves. One of Boston's most pervasive, a common one in many cities, is that the Hub—the center—is all that really matters. Boston boosters frequently cite the city's density, a product largely of its preautomobile-era heritage, as a critical component of its success.

Yet, as is often the case, the reporting and media hype reflect less of the actual reality of the region. The city itself constitutes barely 14 percent of the Boston area's population; if we add the inner-ring suburbs, notes demographer Wendell Cox, it reaches 35 percent.

The suburbs of the 21st century have been re-creating themselves to offer some of the more vibrant amenities of cities—walkable urban centers, transit-oriented development—and they also have experienced changing patterns of wealth, ethnicity, and race. Designed intelligently, they can become effective test beds for factors such as affordable housing, energy efficiency, and technological solutions.

#### THIS SPREAD

Aurora, Tamar Cohen,  
2009. Silkscreen collage on  
vintage map, 26.75" x 18"





## BOSTON REGION

# 1,800

SQUARE MILES

# 2,200

DENSITY PER SQUARE MILE

# 21%

LIVE WITHIN THE  
INNER-RING SUBURBS

# 14%

OF THE BOSTON  
AREA'S POPULATION  
LIVES IN THE CITY

CITY CENTER

INNER-RING SUBURBS

OUTER-RING SUBURBS

## OUTER-RING SUBURBS

# 2X

THE POPULATION GROWTH HAS BEEN  
TWICE AS LARGE AS THOSE INSIDE  
THE CORE AND OLDER SUBURBAN RING

ROUGHLY 140,000 SINCE 2000

The Boston media and academic communities hail the region as densely urban, making it all but irresistible for millennials. This penchant for urbanity would be news for roughly two-thirds of the regional population, and for most young people as well. Nor is the area particularly dense by national standards. Indeed, among the nation's 41 urban areas where the population numbers more than 1 million, the Boston region, which now extends to New Hampshire and Rhode Island, ranks only 33rd. Spread over 1,800 square miles, this region has a density of 2,200 per square mile; in contrast, the density in the Los Angeles urban area, where I live, is 7,000 per square mile.

Boston is somewhat less dense than Sun Belt urban areas such as Las Vegas; Miami; San Diego; and San Jose, California, and significantly less dense than rapidly expanding urban areas in Texas. Visitors to Boston, from either the rest of the country or around the world, can be forgiven for thinking the region exists primarily between Logan Airport and the Back Bay. Planners, the media, and academics have a far less reasonable excuse.

Most Boston-area residents live in what planners demean as "mindless sprawl." Although there has been some small increase in the share of the inner core of the region, suburbanization continues to dominate. Since 2000, the population growth in the outer rings—roughly 140,000—has been twice as large as those inside the core and older suburban ring.

The real problem here is demographic stagnation, brought in large part by high housing prices. Like other legacy cities—those whose structure predates the automobile era—Boston's inner ring is becoming something akin to a gated community. In the City of Boston, the cost of living is nearly 40 percent above the US average. Condo prices have been soaring, including in lower-cost neighborhoods such as Dorchester and Roxbury. Overall, housing affordability adjusted for income is almost 1.5 times as high in Greater Boston than in key competitor regions such as Raleigh, North Carolina.

Expensive, thriving urban centers are wonderful for many things—architecture, the arts, good restaurants. They are not so good for middle-class families.

As Boston's suburban growth has slowed and prices have stayed high, families are increasingly out of fashion. Of the nation's 52 metropolitan areas with more than 1 million residents, the Boston urban area now has the 47th lowest percentage of population aged 5 to 14 (12.1 percent) in comparison with more affordable areas such as Salt Lake City,



Dallas-Fort Worth, Houston, San Antonio, and Raleigh (15 percent or higher).

This phenomena parallels another—rapid aging. The generations who settled in the region beyond Route 128 and Interstate 495, as well as those in the older suburbs, are becoming NORCs, or naturally occurring retirement communities. Of the 52 major metropolitan areas, Boston now has the 12th highest percentage of seniors over 65. By the end of this year, the Massachusetts Council on Aging estimates that the number of adults aged 60 and older in the “granny state” will be greater for the first time in recorded history than the number of children aged 20 and younger.

Boston boosters gush over the large presence of educated millennials, no surprise in the western world’s premier college town. Yet suburbs, particularly over time, matter to them, too. Nationally, most educated people aged 25 to 34 don’t end up in the urban core—three times as many settle in the suburbs or exurbs. High prices and the lack of an affordable suburban housing stock may explain why Boston’s millennial surge has begun to slow. Between 2011 and 2013, the growth among 25- to 34-year-old college-educated people was among the lowest of any in the country, up just 6.3 percent. That is barely half the rate for Nashville, Tennessee; Orlando, Florida; and Denver, and well below the growth in Cleveland and the big Texas cities (more than 10 percent).

Conventional wisdom insists that young people prefer the city and will want to stay there. But economist Jed Kolko noted last year in a *Huffington Post* article headlined “Urban headwinds, suburban tailwinds” that the percentage living in the inner city drops precipitously as they enter their 30s and continues to drop for decades. For most young people, dense urbanity represents a transitional stage.

Due to preferences or economic realities, surveys indicate that most millennials will end up as suburbanites. Research by such groups as Frank Magid and Associates, the National Association of Realtors, Nielsen, and even the Urban Land Institute all indicate that most millennials are destined to head to the burbs.

Last year, the National Association of Realtors found that 83 percent of millennials’ home purchases were single-family detached. So, as they start families, the suburbs are likely to remain “the nurseries of the nation.”

What do these trends portend for Boston? To be sure, the region will be able to continue to attract “the best and brightest,” and powerful companies seeking elite help, such as General Electric, can

continue to find the young, urban-dwelling, well-educated staff they crave. They may even pay them enough to perhaps secure a decent apartment along an MBTA line.

This leaves little space for anyone—except the young and hip, the well-to-do, and the childless. Most outside this charmed circle will live meagerly. No surprise that many continue to leave the metropolitan area, which has lost 250,000 net domestic migrants since 2000.

This scenario may please those who dream of a city lined with expensive high-rise apartment towers and filled with one-bedroom condos or studios that few families will want and many cannot afford. But it obliterates the prospects of homeownership for aspiring middle-class families. Boston’s sprawl could prove a vast field of opportunity—whether in the close-in streetcar suburbs built at the turn of the century or the much lamented postwar and 1980s boom tract houses. The region’s priced-out millennials are already spreading into working-class suburbs, such as Somerville, as well as Waltham and Medford. In the outer rings, however, there may be room, given the often extremely strict zoning, to relax one- or two-acre limits. Much of the country provides an excellent suburban quality of life at the fraction of that density.

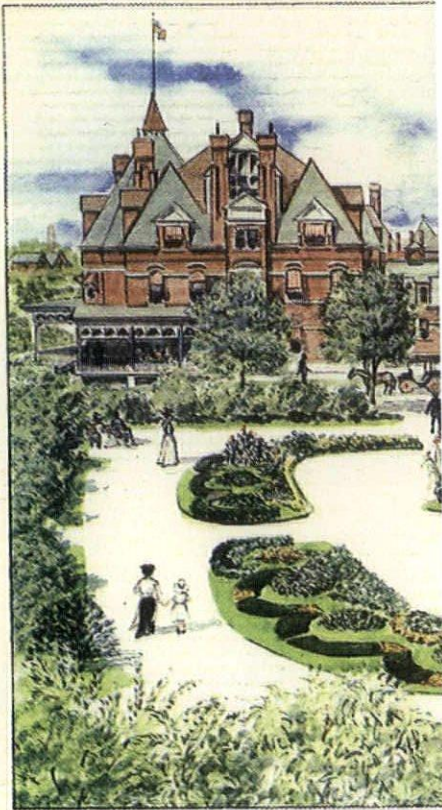
The region needs to accommodate people when they leave their bar-hopping days and start shopping at Target and buying strollers. Does that mean we should turn the region into a snowbound replica of Houston? No, but there are things that can be learned from places that accept both “sprawl” and multipolar economies. Greater Boston should consider developing affordable suburbs like Houston’s Cinco Ranch, Sugarland, or the Woodlands, which offer good schools, parks, bike paths, and town centers. Nor would it be tragic if both older suburbs and newer ones develop their economies so not everything requires a commute into the densest part of town.

This message, no doubt, will infuriate those who feel cities are about reviving something that resembles, in form but not familial essence, the city of the 19th century. Boston is not just the charming old city or the exclusive inner suburbs such as Lincoln and Newton; it is also Revere, Framingham, and Waltham.

Ultimately, a city’s heart is not just in its center but wherever its people choose to settle. “After all is said and done, he—the citizen—is really the city,” observed Frank Lloyd Wright. “The city is going wherever he goes.” ■



# COMPANY TOWN 2.0





## THE 21ST-CENTURY OFFICE PARK TOUTS LIFESTYLE PERKS, HOUSING, AND AMENITIES GALORE

by Allison Arieff

### Is the company town coming back?

Well, not in the deliberate way of its forbears, like Pullman, Illinois, or Hershey, Pennsylvania. But the confluence of a booming tech economy, dazzling competition for workers, and overheated housing markets is motivating some companies to consider a 21st-century version.

In the age of the industrial revolution, employers had practical reasons for creating company towns. Employers expanded their roles to become more paternalistic, providing not just jobs but housing, healthcare, schools, libraries, churches, and stores. This generosity was less altruistic than strategic: Companies could improve working conditions while deterring workers from activism and unionization. Employees were taken care of but had no autonomy.

Today, the drive for talent, especially in tech centers such as Silicon Valley; Seattle; Cambridge, Massachusetts; and Raleigh, North Carolina, has reached a fever pitch. The lengths companies will go to attract the best and brightest are unprecedented. Many new employees have the expectation that their employer will compensate them extremely well but will also operate private transportation shuttles to get them to work; feed them three organic, chef-prepared meals a day; and provide them with onsite services, ranging from haircuts to doggie day care to doctor appointments. Highly competitive recruitment has translated into increasingly jaw-dropping amenities, such as free iPads, lunchtime Pilates, and at-desk massages. The remake of the suburban office park is under way.

It is not surprising then, in hot markets that accompany the healthiest economic ecosystems, that housing might be seen as the ultimate amenity. It certainly is becoming an obstacle, if not the biggest obstacle, to hiring in these locations. But is it enough of one for employers to embrace the company town anew?

Sort of.

Call it the company town disrupted: The trend on the horizon isn't a paternalistic employer exploiting the trust and desperation of low-wage workers. To the contrary, Company Town 2.0 is a walkable, amenity-rich offering for highly paid

knowledge workers that has emerged as an indispensable tool for hiring the better engineer. As Jim Morgensen, vice president of Global Workplace Services for LinkedIn, based in Mountain View, California, explains, "Housing affordability has become a critical issue companies are facing in the Bay Area in terms of their ability to attract and retain talent, and as an employer, we need to support the creation of additional housing near jobs and transit."

These "new towns" are more New Urbanist than Manhattanish. Dense cities chock-full of tech clusters lack the square footage to accommodate the giant floor plates so many companies seek, for one. (Frank Gehry's single-story, open-plan Facebook building holds 2,800 employees in 430,000 square feet, for example.) And many feel that verticality (as in high-rise) deters the "spontaneous cultural collisions" believed to be so integral to the narrative of innovation.

Wired referred to Menlo Park as "Facebookville, California. Population: 38,207" in a 2015 article about the company's plan to begin to build housing for some of its employees. Although 394 units of housing does not a company town make, when companies like this one occupy such a large literal and psychic footprint in a city, one might argue that yes, a new paradigm has emerged. (And there's Apple, which occupies 60 percent of land in Cupertino, has offices in Sunnyvale, and will soon add 16,000 jobs to San Jose; and Google, which occupies so much real estate in Mountain View that it can feel very much like a company town, even without any worker housing.)

Earlier this year, the town of Burlington, Massachusetts, approved the Center at Corporate Drive, a 480,000-square-foot

### OPPOSITE, LEFT TO RIGHT

Pullman, Illinois: A company town for workers of Pullman Company, railroad car manufacturers, designed by Solon Spencer Beman and landscaped by Nathan Barrett. Watercolor by George Yellich, 1895. Image: Courtesy of Northern Trust and Historic Pullman Foundation

San Ramon, California: Rendering of City Center Bishop Ranch, a new retail destination that will feature 300,000 square feet of retail around a one-acre piazza. Image: Courtesy of Renzo Piano Building Workshop





**LEFT**  
Research Triangle Park, North Carolina: Rendering of the potential for open space at Park Center, a mixed-use community for 200-plus companies. Image: Courtesy of Research Triangle Foundation of North Carolina

Class A office park on 47 acres. Complementing the four-building park will be abundant amenities (including child-care facilities, fitness centers, a plethora of restaurants and, oddly, five Dunkin' Donuts) and 271 residences that "will allow young professionals an option to live in a new state-of-the-art apartment complex and to be in close proximity to the top-notch employment options located in town," said Robert Buckley, the project attorney. The residences will be attractive and ideal for seniors and young professionals alike, he explained, due to their close proximity to a rich mix of dining and entertainment options.

Workers aged 25–34 are staying in jobs for an average of just three years. And more young adults aged 18 to 34 are living at home with their parents than with a spouse or partner.

In Raleigh, Research Triangle Park (RTP) recognized that millennials were loath to situate themselves within its traditional corporate surroundings. The Park offered a convenient commute, but its owners saw that almost 40,000 people traveled to it every day—and then left to spend their money elsewhere.

So RTP is transforming itself into a mixed-use community. "I love the term 'company town,' and we have been thinking of incorporating that concept into elements of our new development," says Bob Geolas, RTP's CEO. "The planning of the RTP redefined the idea of the corporate community. The R&D headquarters connected to others by a larger park-like setting. Today, the concept of a central collaborative space, a new town square, a central park is revitalizing the 'company town' feel. For the RTP of tomorrow, the company town will mash up with

arts and music, family fun, and a larger commitment to company life as human life."

In San Ramon, California, just outside the conventional boundary of Silicon Valley but close enough to claim it, Sunset Development has been looking to adapt Bishop Ranch, a 10-million-square-foot office park, to the changing needs of workers, tenants, and the community.

"We don't just sit here and expect tenants will come our way if we do nothing," said Bishop Ranch's Alex Mehran. "Now we're trying to figure out how to make a highly amenitized workplace in the suburbs." They're going all in: Mehran hired architect Renzo Piano to create a new town center, one with an emphasis on walkability. Housing is also planned. "The existing edges must become more urban without further pushing the sprawl," Piano explained. "Build places for people, places to meet, where they can share values, celebrate rituals; this is urbanity."

A similar transformation is under way just an hour outside Manhattan in suburban Homdel, New Jersey. Bell Labs, the progenitor of the innovative corporate campus model (where the cell phone was invented and eight Nobel Prize-winning discoveries were hatched), has shifted dramatically from its single-tenant origins to become a mixed-use, multitenant project with its own transportation program. In envisioning the project, which is now known as Bell Works, Somerset Development's president Ralph Zucker embraced the tenets of New Urbanism to create an "urban oasis in the suburbs"—albeit an urban oasis adjacent to 103 acres of Toll Brothers' luxury homes.

Why the McMansions? Zucker's intent was a variety of housing types, but community resistance to housing, especially rental and multitenant, forced the compromise. It is possible that NIMBYism is the real reason we may never see a company town again; even if an employer wanted to house its own, it is frequently the case that the community won't let it.

There is no shortage of reasons for why the old model of the



company town probably isn't coming back. Job-hopping has become the new normal; workers aged 25–34 are staying in jobs for an average of just three years. In a company town scenario, would you be forced to leave your home every time you switched jobs? Also, young adults are living at home in record numbers. A new study from the Pew Research Center says for the first time in more than 130 years, more young adults aged 18 to 34 are living at home with their parents than with a spouse or partner.

This data suggests that the emerging model may be less company town and more postcollege campus, as exemplified by the new “community-driven living concept” developed by the co-working start-up WeWork. It's called “WeLive,” and it opened its first building in New York City last year, featuring 200 units on 20 floors located above WeWork's seven floors of co-working space below. Membership in WeLive entitles the resident to lease month-to-month furnished units that include beds, couches, linens, weekly housekeeping, onsite yoga, low-cost WiFi, and premium cable plus “all the coffee, tea, and beer you can drink.” The company is planning a second location in Crystal City near Washington, DC.

WeWork is multitenant; many members both work and live in the building. One can envision a company eager to locate in a city yet concerned about how housing and transportation costs impact its hiring decisions. Its target demographic is young millennials who've embraced rapid career shifts and the volatility of the gig economy.

Of late, employers have been bending over backward to discern the elusive desires of millennials. Although they may be the largest demographic group, they do not think or act as a unified block. Accordingly, the future company town (or variation on that theme) is likely to continue to morph as industries expand and contract, as housing dips and rises, and as corporations try to figure out what Generation Z is after. Ultimately, a dual company focus on productivity and worker satisfaction seems the most dependable goal to pursue. ■



**ABOVE**  
New York City: Communal kitchen at WeLive, a co-living residential block in the Financial District. Photo: Lauren Kallen/WeWork



**LEFT**  
Burlington, Massachusetts: Rendering of a proposed residential development at the Center at Corporate Drive, a 487,000-square-foot office park on 47 acres. Image: Courtesy of The Davis Companies



# COMMUTER TRAILS

## THE LONGWOOD MEDICAL AND ACADEMIC AREA'S TRANSIT PATTERNS OFFER A GLIMPSE INTO THE REGION'S TRANSPORTATION CHALLENGES

Companies and institutions in the 213-acre Longwood Medical and Academic Area (LMA) employ more than 46,000 researchers, educators, clinicians, and administrators (31 percent of whom are Boston residents) and educate almost 22,000 students. Every day, 110,800 people come to this dense city-within-a-city, which has the longest average commutes of any community in Massachusetts.

### ANNUALLY, THE LMA ACCOUNTS FOR:

- + state income tax revenue of \$133.7 million on a \$2.5 billion payroll
- + 4 million visitors on average
- + 2.6 million inpatients and outpatients
- + \$22 million in total spending on T passes
- + 2.4% growth in T passes sold

The most-used train services for traveling to the LMA:



**37%**  
GREEN LINE



**25%**  
COMMUTER RAIL

Most train riders also take a bus (MBTA or LMA shuttle), which means traffic matters for transit users just as it does for drivers.



**60%**

The percentage of drivers who say they would take the subway/bus instead if transit were more reliable and efficient

### TRANSPORTATION COSTS

**\$84.50/MONTH** MBTA pass

**\$240/MONTH**  
parking (\$12/day  
at Ipswich Garage)

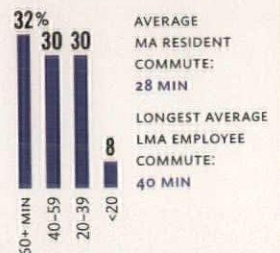
**\$85/YEAR**  
Hubway bikeshare  
membership

**\$84.50–\$398.25/MONTH**  
commuter rail pass

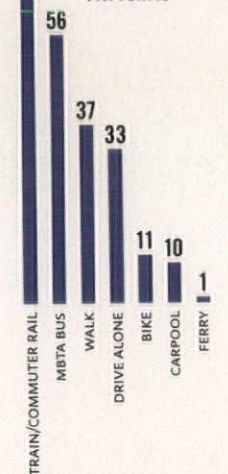
**\$264/MONTH**  
Plymouth and Brockton bus  
(Plymouth to Park Square)

**\$2.18/GALLON**  
average cost of gas in MA

### LMA COMMUTING TIMES



### LMA COMMUTING PATTERNS



### SEVERAL APPROACHES COULD EASE FUTURE CONGESTION IN THE LMA



RAISE STATE  
TRANSPORTATION  
FUNDING LEVELS



IMPROVE  
CROSSTOWN BUS  
SERVICES



BUILD  
ADDITIONAL  
STOPS



AUTO, BUS, CYCLIST,  
AND PEDESTRIAN  
IMPROVEMENTS

All data provided by the Medical Academic and Scientific Community Organization, Inc., or MASCO, a nonprofit organization serving the 22 medical, education, and cultural institutions in the LMA. With MASCO's oversight, the members privately fund shuttle bus services and subsidize employee MBTA passes at a cost of about \$20 million annually.



## MICHELLE



LAWRENCE > BOSTON CHILDREN'S HOSPITAL  
TIME: 90 MINUTES DISTANCE: 32 MILES

If she misses her 5:35 PM train home, her commute can be up to 2½ hours.

## ANNE



LAWRENCE > JOSLIN DIABETES CENTER  
TIME: 60 MINUTES IN, 120 OUT DISTANCE: 30 MILES

Carpools in; takes commuter rail home. Leaves house at 5:30 AM to beat heaviest traffic.

## WEIXIU



LEXINGTON > DANA-FARBER CANCER INSTITUTE  
TIME: 90 MINUTES DISTANCE: 17 MILES

Returned to driving when taking the Red Line from Alewife to the Green Line didn't save time.

NORTH COMMUTERS

10,857

(23.5%)



WEST COMMUTERS

10,256

(22.2%)



BOSTON COMMUTERS

14,414

(31.2%)



LMA

SOUTH COMMUTERS

10,580

(22.9%)



JUST WHAT IS THE  
EXPERIENCE LIKE FOR  
EMPLOYEES WHO  
COMMUTE TO THIS  
THRIVING COMMUNITY?

DRIVE ALONE

TRAIN/COMMUTER RAIL

BUS/SHUTTLE

CARPPOOL/VANPOOL

WALK

TRANSFER POINT ○

## ELAINE



DUXBURY > BRIGHAM & WOMEN'S HOSPITAL  
TIME: 90 MINUTES DISTANCE: 40 MILES

The vanpool is the least expensive, easiest commute she has found in her 20 years of working.

## TUCKER



PLYMOUTH > MASCO  
TIME: 100 MINUTES DISTANCE: 40 MILES

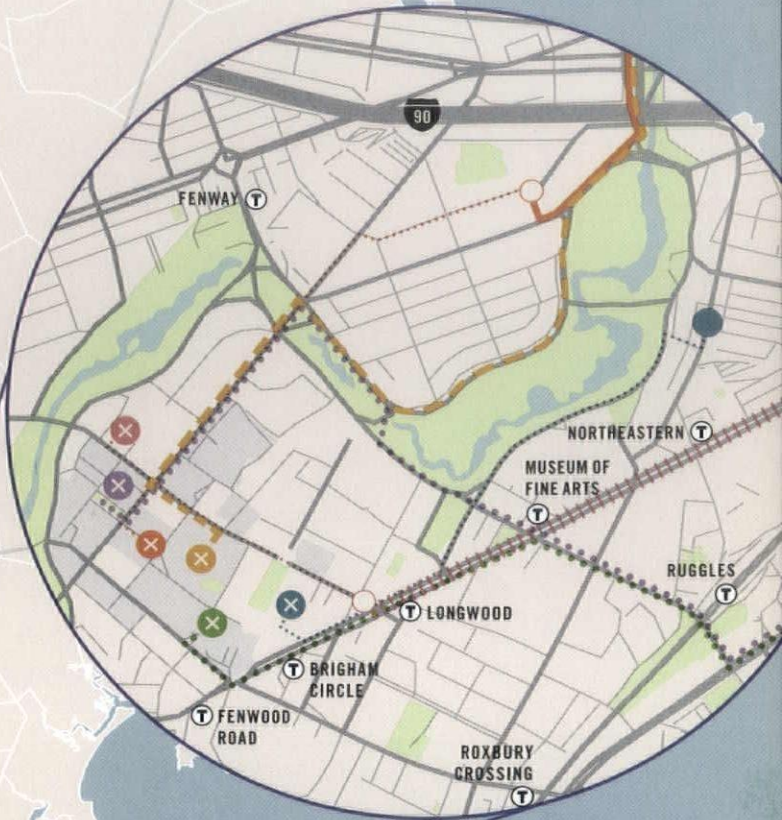
Drives to a park-and-ride lot, takes bus to Boston, walks to Green Line, then walks the final leg.

## ANNA



BOSTON > HARVARD MEDICAL SCHOOL  
TIME: 15-20 MINUTES DISTANCE: 1 MILE

Walking to work is the safest way to commute, but she has to watch out for aggressive geese in the park.



DUXBURY

PLYMOUTH



# BUFFER ZONE

**When Roberta Neidigh began taking long walks in her Sacramento, California, neighborhood,** a white shed she had driven by for 10 years and never noticed triggered an awakening that would lead to her photography project titled *Property Line*. “I grew up on 100 acres of farmland in northern Indiana, a very different place than where I live now. Rural open spaces are inherent in me, and I am continually interested in people’s histories and their landscapes.”

That shed opened a door to seeing plots of land in a more personal, slower light. “There’s an inherited form of community in these neighborhoods, a standard of expression that is still fresh to me even though I’ve lived here for 36 years.” Neidigh’s perspective celebrates both the humorous and the voyeuristic. Several generations have passed through these midcentury neighborhoods, and in her images she captures the tension between the different eras or in homeowners trying to maintain that cultivated community standard, no matter what. “We have a tendency to edit out the property line; we don’t look at how it touches our neighbor,” she says. That point of contact—the groomed lawn, the crumbling driveway, the fortresslike fence—reveals “an intersection that is usually ignored despite being in plain sight.”

In this body of work, Neidigh documents the abstract nature of that border and how homeowners protect it: Does it create tension? Is the visual dialogue natural or fractured? And is the boundary line something that divides us or connects us? —Fiona Luis

All images courtesy of the artist © 2013 Roberta Neidigh.

Prints are pigment ink on fine art paper in editions of 12 at 8" × 8", six at 11" × 11", and four at 15" × 15".





Cactus





*White Shed*





*Pink & Blue*





*Red & White*





*Tree Stump*





**ARC**  
MARBLE & TILE, LLC

Custom Marble Tile and Stone Installation

**30 YEARS OF QUALITY**

**MARBLE & NATURAL STONE INSTALLATION**

Setting, laying marble, stone masonry, mosaic tile work and the preparation of all surfaces. We create shop drawings and sketches so that the designer's ideas are executed exactly by our field mechanics.

**MARBLE & NATURAL STONE FABRICATION**

This is the product of 4 generations of expertise handed down to result in the beautiful look and feel you want in your design. The custom fabrication is done locally in the Everett shop where design, shop drawing & layout services are also available.

**CLEANING & RESTORATION SERVICES**

The cleaning and sealing of tile, grouts, slate and granite. Honing and polishing of marble, granite and travertine services are available. Ask us about our periodic cleaning and maintenance program!



arcmarble.com • 617.203.3197 • 25 Garvey St. Everett, MA

With ARC you can expect Expert Craftsmanship, Quality,  
Professionalism & we ALWAYS finish on time!

**BSA**SPACE  
FOR ARCHITECTURE & DESIGN

COMING SOON

October 9, 2016–October 28, 2016

**CANSTRUCTION 2016**

[architects.org/bsaspace](http://architects.org/bsaspace)

**Location**

290 Congress Street  
Boston, MA 02210

**BSA Space is free and  
open to the public.**

**Hours**

Monday through Friday  
10:00 am to 6:00 pm

Weekends and holidays  
10:00 am to 5:00 pm





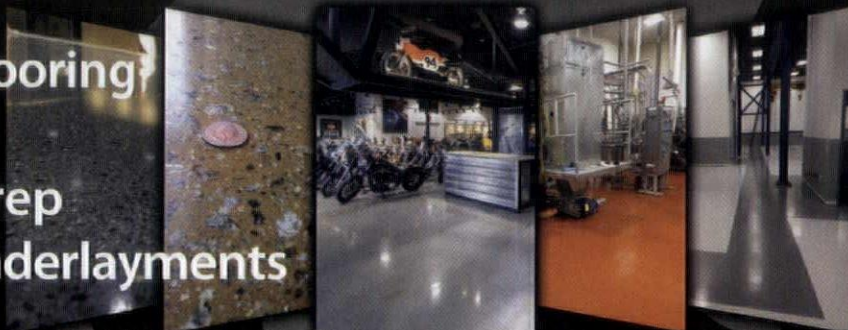


## Epoxy Floors?

Yes, we do that!

### Epoxy & Polished Concrete Floors

- Epoxy & Resinous Flooring
- Polished Concrete
- Concrete Surface Prep
- Vapor Mitigation/Underlayments



Call or Click:



**978.405.0017**

**blackbearconcrete.com**



**ZEN Associates, Inc.**  
*the balance of art, science, and nature*

**Landscape Architects  
Interior Designers  
Design + Bid + Build**

We partner with many of the area's leading design professionals, including architects, landscape architects, interior designers, and builders, to help bring their visions to life.

We would be interested in talking to you about your projects.



Boston | Washington DC  
zenassociates.com | 800.834.6654





# Protecting your relationships.

In the design and construction industry, there is no better way to protect your relationships than by using AIA Contract Documents. As the Industry Standard for over 120 years, our pre-drafted agreements and forms define the relationships and terms involved in your project, ensuring all parties are aware of expectations.

 **AIA®** Document C201™  
Standard Form of Consultant's Services: Land Survey  
for the following PROJECT:  
(Name and location or address)  
THE OWNER:  
(Name)

AIA Contract Documents  
THE INDUSTRY STANDARD.

Learn more at [www.aia.org/contractdocs](http://www.aia.org/contractdocs)



Lynn Commons, Lynn, MA

  
**DuMor**  
SITE FURNISHINGS

800.835.0056  
[obrienandsons.com](http://obrienandsons.com)

 **O'BRIEN  
& SONS**  
ELEMENTS FOR A GREAT OUTDOORS

Outdoor spaces are meant to be shared. We can have an intimate conversation with a friend or a loved one, or enjoy an event with a crowd of people, and feel just as connected. Outdoor spaces should be admired for their ability to bring us together in comfort. That should be the goal of the people who design them. As the exclusive DuMor Site Furnishings representative for the northeast U.S., O'Brien & Sons provides New England's most experienced design team to assist you in making your vision a reality. Talk to us and discover why our customer relationships are as long-lasting as our installations.



WINDOWS | DOORS | KITCHENS | STAIRS | MOULDING | CUSTOM MILLWORK

Greg Snyder, architect  
Butera Builders



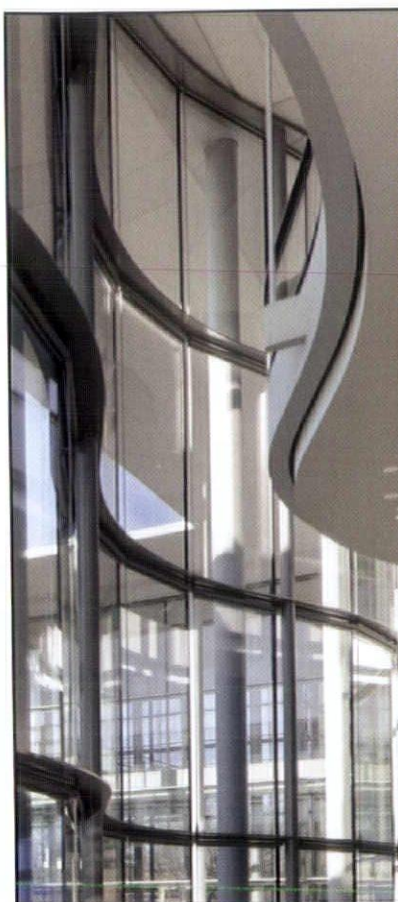
**KOLBE**  
WINDOWS & DOORS

**Make an impact  
with Kolbe**

Kolbe's Ultra Series wood windows and doors are finished with extruded aluminum cladding to create a look that has both classic style and modern durability. Impact-rated to withstand hurricane force winds and debris, Kolbe Ultra Series windows meet your style, energy and impact needs.

**HORNER**





CELEBRATING 86 YEARS OF BUILDING WITH TEAMWORK

**DIMEO**


Providence | New Haven | Boston  
Visit [www.dimeo.com](http://www.dimeo.com) or [Twitter](#) [LinkedIn](#)

Yale University  
School of Management  
Photo © Chuck Choi

**CAMPBELL | McCABE**

Independent Architectural Hardware Consulting

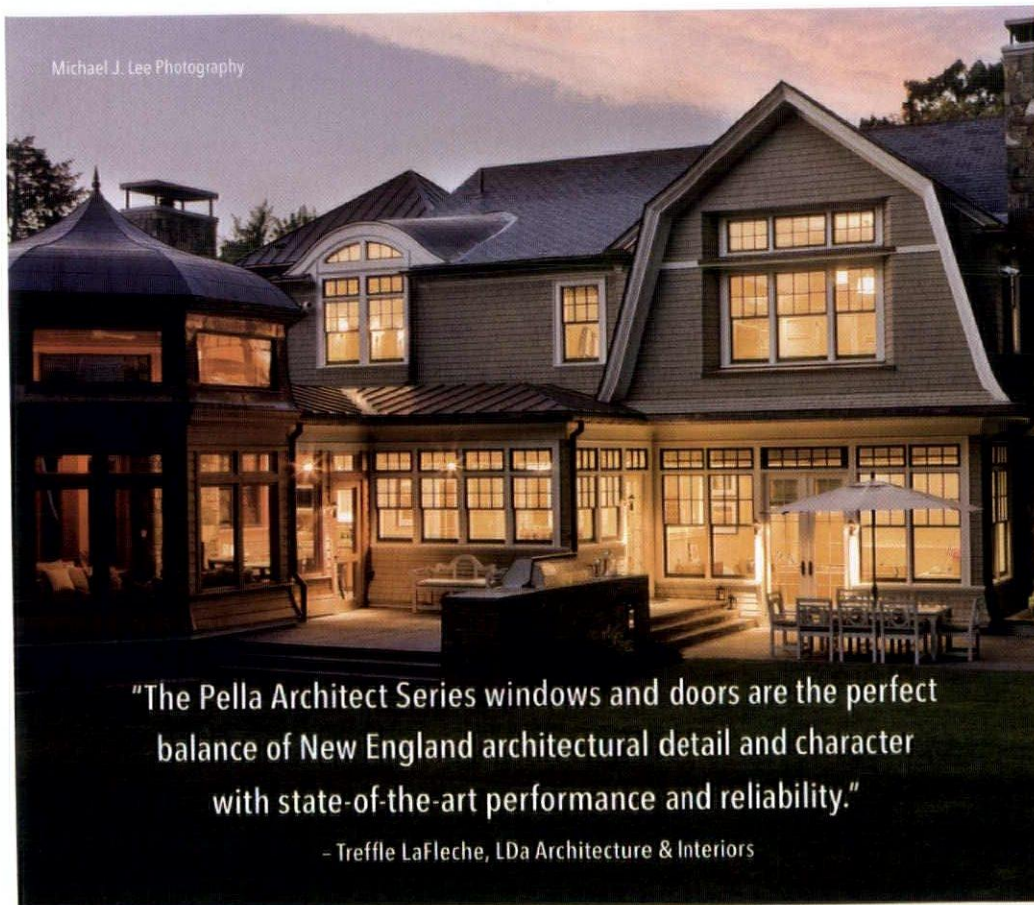
Pre-schematic through Construction Administration



111 Huntington Ave. in Boston

T: 781-899-8822 E: [susanm@campbell-mccabe.com](mailto:susanm@campbell-mccabe.com)  
[www.campbell-mccabe.com](http://www.campbell-mccabe.com)


Michael J. Lee Photography



"The Pella Architect Series windows and doors are the perfect balance of New England architectural detail and character with state-of-the-art performance and reliability."

- Treffle LaFleche, LDa Architecture & Interiors

Become one of our many  
**SATISFIED CUSTOMERS.**



**VIEWED TO BE THE BEST.®**

Pella Windows and Doors of  
Eastern Massachusetts - Maine - New Hampshire

Contact your local Pella representative at  
**800-866-9886**  
or visit [pella.com](http://pella.com), and take a closer look.

© 2014 Pella Corporation



**ZIPsystem**<sup>TM</sup>  
**R-SHEATHING**

## Where Code Meets Comfort



**Structure, insulation and weather protection — all in one!** ZIP System® R-sheathing provides a new all-in-one approach to sealing, protecting and insulating your building envelope. Get the benefits of a structural panel, weather-resistive barrier, air barrier and nailable wood base on the outside combined with foam insulation already attached. ZIP System® R-sheathing helps achieve the added R-Value and strict energy demands from new codes and advanced building programs — all in one easy to install system.

[ZIPSystem.com/R-Sheathing](http://ZIPSystem.com/R-Sheathing)



# ABX 2016

**NOV. 15-17**  
BCEC, BOSTON

## ONE INDUSTRY. MANY PARTNERS.

**Register now for free  
entry to the show floor!**

ABX connects architects, developers, project managers, contractors,  
landscape designers, builders, and other A/E/C professionals.

**Tamara Roy AIA (Left)**  
Principal, Stantec  
2016 BSA President  
15-time show attendee

**Glen S. LeRoy FAIA (Middle)**  
President of The Boston Architectural College  
BSA Design School Representative  
1-time show attendee

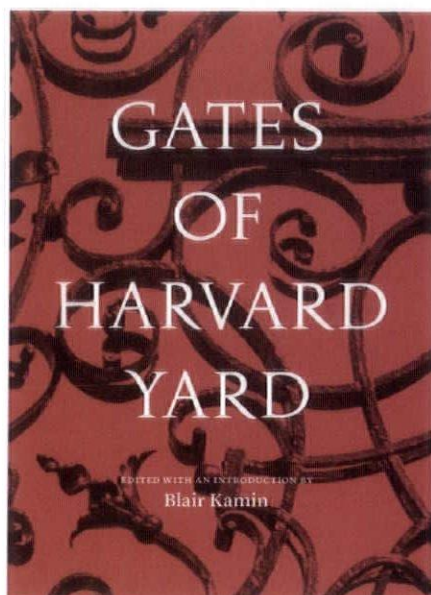
**Josiah Stevenson FAIA (Right)**  
Principal, Leers Weinzapfel Associates Architects  
2016 BSA Vice President/President-Elect  
31-time show attendee

ABX is the Northeast's largest building industry conference and tradeshow.

**abexpo.com**



## BOOKS

**Gates of Harvard Yard**

Edited with an introduction by Blair Kamin

Princeton Architectural Press, 2016

Reviewed by Elena Saporta ASLA

As one rushes from one section of the Harvard University campus to another, it's easy to overlook the 25 gates that enclose Harvard Yard. Passersby scarcely notice these portals, particularly those that remain in a perpetually closed position. These structures and their tall, connecting fences function much in the manner of background music.

Blair Kamin, the Pulitzer Prize-winning architecture critic for *The Chicago Tribune*, gently persuades us to pause at each one, to stop and listen for the voices embedded in these brick, iron, and limestone assemblages. Kamin, who spent some time on the grounds of Harvard Yard as a 2012 Nieman Fellow, has compiled more than two dozen essays describing each of its gates.

Two articles, "Harvard Memorial Gates," from *Architectural Review*, and "The Enclosure of the Harvard Yard," from *Harvard Library Bulletin*, published in 1901 and 1983, respectively, provided the foundation for *Gates of Harvard Yard*.

Working with his 2013 Harvard winter-session students, Kamin undertook the task of formulating a comprehensive history of the gates. He and his coauthors—with the smart addition of sketches, photographs, and an aerial map—take readers on a leisurely clockwise stroll around the yard, starting with the west side's Johnston Gate. Designed by Charles Follen McKim of McKim, Mead & White and completed in 1889, Johnston was the first and remains the grandest of Harvard's gates.

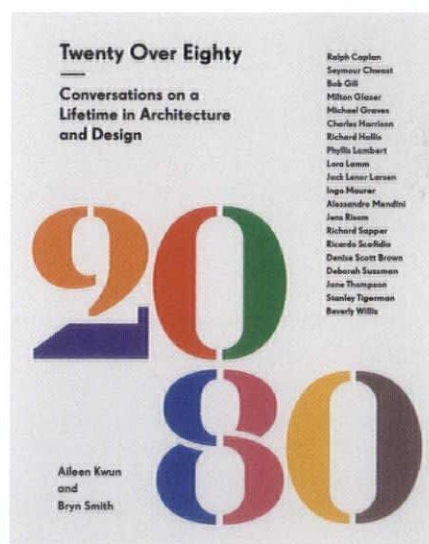
The Neo-Georgian structure standing confidently between Harvard Hall (1766) and Massachusetts Hall (1720) has come to emblemize Harvard. As such, it represents a significant departure from Harvard College's puritan roots. Before 1889, Harvard Yard had been defined merely by a simple post and rail fence. The construction of Meyer Gate came on the heels of Johnston, and a rapid succession of gate and fence projects ensued. With a few exceptions, McKim, Mead & White served as the go-to architectural firm. Individual classes of alumni were responsible for sponsoring and dedicating 15 of the 25 portals we see today.

Many endearing details and quirks of history emerge from the pages of this small, delightful book. One is reminded of Reverend Phillips Brooks' quote, "Ye Shall Know the Truth and the Truth shall set you Free" that appears as an inscription adorning the 1881 Gate outside the Phillips Brooks House at the yard's northwest corner. The words of Charles Eliot, longtime Harvard president, appear at Dexter Gate along the yard's southern edge. From Massachusetts Avenue, one reads, "Enter to Grow in Wisdom" and on the reverse side, "Depart to Serve Better thy Country and Mankind." The 1870 gate, now closed, gracefully frames Holden Chapel and its adjoining intimate, almost secret courtyards. At the yard's southwest corner, the 1857 Gate was built after the Civil War as

a gesture to welcome students hailing from both the North and the South. The most recent addition to the family is the Bradstreet Gate, completed in 1997. Dedicated to the women of Harvard, it commemorates the memory of Anne Dudley Bradstreet, first published poet of the American colonies.

In the introduction, Kamin states, "There are three certainties in life: death, taxes, and gates." Those are words for thought as one follows Kamin and his collaborators on their walk around Harvard Yard and their journey back to the Harvard of 1889.

**ELENA SAPORTA ASLA** is a landscape architect based in Cambridge, Massachusetts. Her firm, ESAL, established in 1990, specializes in the design and greening of urban spaces.

**Twenty Over Eighty: Conversations on a Lifetime in Architecture and Design**

Aileen Kwun and Bryn Smith

Princeton University Press, 2016

Reviewed by Gordon Bruce

"I think it's sad that we rarely hear from people who have something to say..." This portion of a statement by Michael Graves underscores the central theme of this compact, engrossing book. In



examining the career paths of 20 design professionals who have lived past the age of 80, this collection of interviews weaves a rich tapestry of talent—authors; educators; architects; industrial designers; furniture, lighting, and textile designers; illustrators; philanthropists; and combinations thereof—all of whom have wisdom to share.

These 20 figures share the same period of history, albeit in diverse environments, and have contributed enormously to their various disciplines, so their names bear listing: Seymour Chwast, Milton Glaser, Bob Gill, Michael Graves, Richard Hollis, Lora Lamm, Deborah Sussman, Denise Scott Brown, Phyllis Lambert, Alessandro Mendini, Ricardo Scofidio, Stanley Tigerman, Ingo Mauer, Beverly Willis, Charles Harrison, Richard Sapper, Ralph Caplan, Jane Thompson, Jens Risom, and Jack Lenor Larsen.

In spite of their convoluted journeys, all 20 luminaries prevailed through the Depression and World War II, achieving careers that were advanced either through education or other serendipitous opportunities. During this period, most design-related professions were dominated by white males, and minorities and women confronted additional prejudices and barriers. The interviews with these pioneers—who list fisherman, philosopher, stand-up comedian, pilot, and dancer among their first jobs—collectively demonstrate that there is no singular guaranteed pathway to achieving excellence in any field.

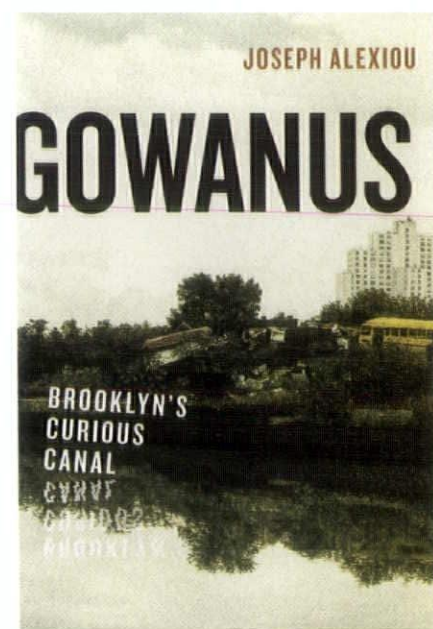
As an industrial designer for more than 40 years, I found it easy to relate to *Twenty Over Eighty*; its rich diversity of creative occupations, backgrounds, and personalities made for absorbing material. Its stark contrast to trendy design clichés and pervasive communication that continually bombard our culture—branding, user experience (UX), design thinking, and so on—made it a refreshing read.

During these last 25 to 30 years, the various design professions, which include architecture and advertising as well as furniture, industrial, product, and graphic design, have had to change drastically because of digitalization. Every interview in the book echoes with the same drumbeat: that individual leadership and critical evaluation have been replaced with professions that seek to compromise ideas in order to achieve coherence and harmony in groupthink environments. This, of course, dilutes the quality of design, making the conversations in this book all the more meaningful.

By highlighting each creative professional's character and integrity, Kwun and Smith deftly unveil how each one was able to nourish ideas while allowing for reflection on the most meaningful ups and downs of his or her respective career. I appreciated learning a lot about people I knew little about and even more about people whom I thought I knew all about. My only criticism: There are other admirable designers who have lived past the age of 80 and who have contributed so much to the various design professions, and I only wish that they, too, could have been included.

Along with being a resource-rich compendium, *Twenty Over Eighty* is, appropriately, thoughtfully designed. At the beginning of each of the 20 sections, a colorful "quick start" page highlights a brief biography, which is followed by a few pages of dialogue that outline the interviewee's experiences and visual examples of design and architecture; chronologies at the end of the book help fill in additional biographical details. Overall, it expresses a welcome—and all too rare—quality of user-friendliness.

**GORDON BRUCE** is an industrial design consultant based in New Milford, Connecticut, who has worked with multinational corporations in Asia, Europe, and the US. He is also the author of a monograph about Eliot Noyes.



**Gowanus: Brooklyn's Curious Canal**

Joseph Alexiou

NYU Press, 2015

Reviewed by Suzanne Spellman

**Gowanus**, one of the most important neighborhoods in Brooklyn, makes up a great deal of what was once called South Brooklyn. That's a big claim for a gritty, low-density industrial area with a long body of toxic water running through it, but there it is. The industry generated by the canal employed enough workers to populate at least three working-class neighborhoods, as well as the money to build many of the mansions up on the hill in Park Slope.

I've been writing about Brooklyn's architecture and history since 2009 and know a fair bit about this city's 19th-century history. I've always found Gowanus fascinating, so I hoped Joseph Alexiou's account would reveal new information in an interesting way. I was not disappointed. The best histories are, at their heart, great stories, and Alexiou is a gifted storyteller.

The book is a chronological history of Gowanus and its people, from the Native Americans, through the Dutch, the canal visionaries, the robber barons, the mobsters, the working folk, and, finally, the hipster transplants of



modern-day Brooklyn. All put their mark on Gowanus, and all get their due.

If Alexiou wasn't such a deft journalist, this might have amounted to nothing more than names, data, and dates. His coverage of the Battle of Brooklyn is as well told as the battle to develop Gowanus over the years. My favorite section concerns the business dealings of the family of Edwin Litchfield, who owned much of Gowanus by the mid-19th century. Litchfield could look north from the porch of his new villa on the hill, now part of Prospect Park, and see all the way to the harbor. Everything within his gaze was his.

His was a tale of Big Real Estate, Big Ego, Big Money, and Big Business. Alexiou conjures up a wonderful word painting of Litchfield's world and backs it up with copious quotes from articles that appeared in *The Brooklyn Daily Eagle*,

the city's most popular newspaper. The *Eagle* could be as businesslike as *The Wall Street Journal* and as gossipy as Page Six of the *New York Post*. It was the perfect medium to chronicle Litchfield's exploits, and the author makes us a part of this battle to buy, sell, develop, and control South Brooklyn and much of Park Slope.

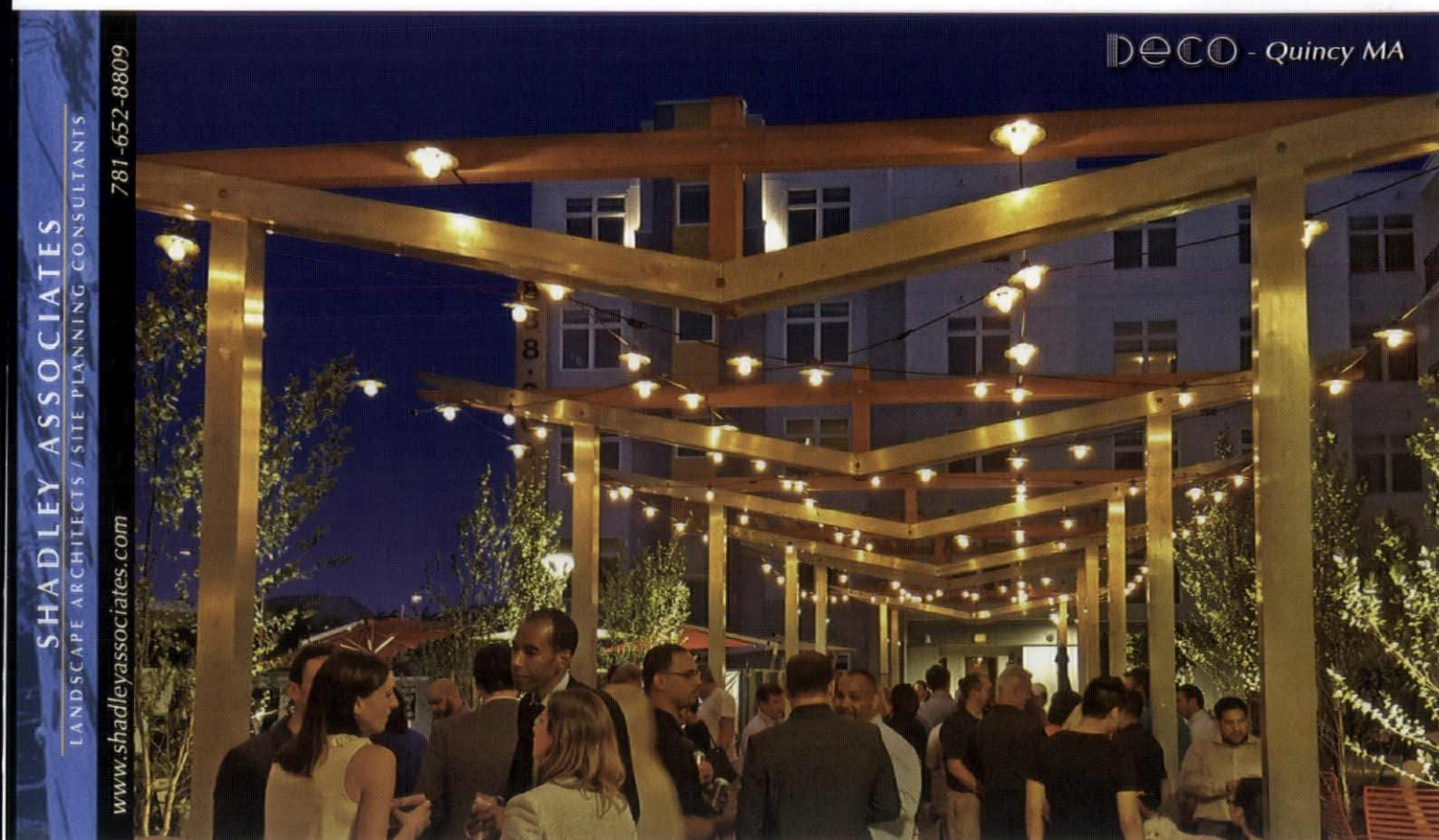
Not bad for a swamp that nursed wildlife and orchards, ran red with the blood of patriots, and then spent almost 100 years as another kind of battleground, this time a fight between landowners, government, and private enterprise. In the end, Brooklyn had a canal with heavy industry and businesses along its length that helped make her one of America's great industrial and financial powerhouses.

The fight and colossal failure to keep the canal functioning is as complex a tale as its creation. Alexiou brings industrialists, land barons,

bureaucrats, criminals, and ordinary South Brooklynites to life; his use of source materials, especially the *Brooklyn Eagle's* archives, is impressive.

He ends the book with Gowanus in the midst of yet another battle—between Big Real Estate, which envisions a modern, upscale neighborhood along a cleaned-up canal, and those who would like to preserve factory buildings and row houses for future generations through adaptive reuse and community revitalization. Alexiou may have to write a second volume, continuing his engrossing dive into this fascinating and ever-changing neighborhood.

SUZANNE SPELLEN, under the pen name "Montrose Morris," writes for Brownstoner, a real estate, history, and lifestyle blog about Brooklyn. An architectural historian, she is currently working on a series of books on Brooklyn's neighborhoods.



SHADLEY ASSOCIATES

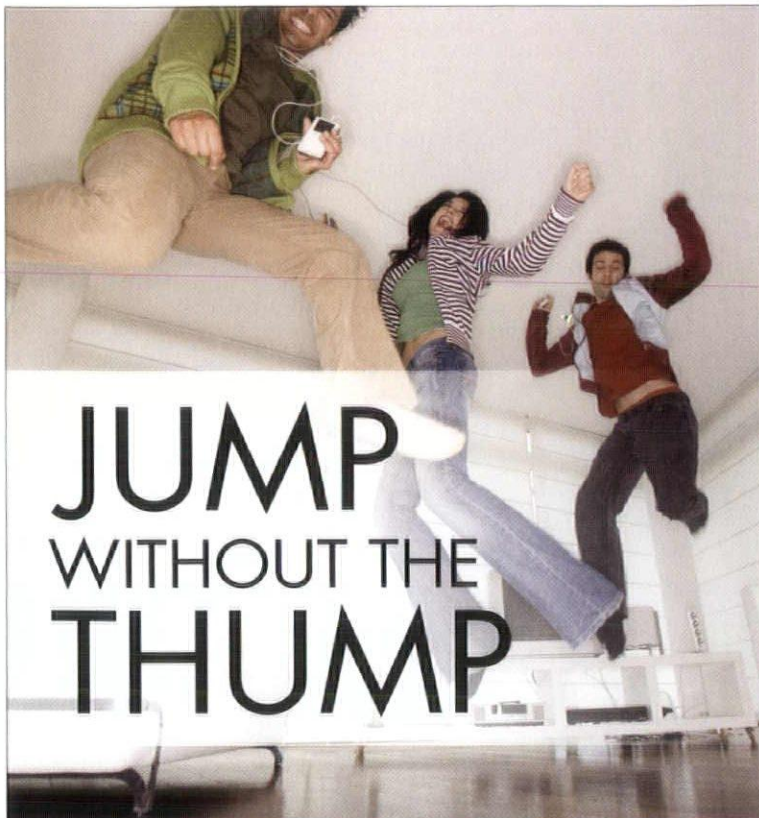
LANDSCAPE ARCHITECTS / SITE PLANNING CONSULTANTS

www.shadleyassociates.com

781-652-8809

DECO - Quincy MA





# JUMP WITHOUT THE THUMP

TURN DOWN THE VOLUME  
WITH **ACOUSTI-MAT®**

## Maxxon offers a complete line of underlayments and sound mats:

- Ideal for use throughout multifamily, single family, commercial and renovation projects
- Solutions for noise reduction in floor/ceiling assemblies in all types of construction
- A full line of gypsum underlayments for floor flattening & fire control
- GREENGUARD Gold Certified

**Now add sound control without adding floor height with our new Acousti-Mat HP Series of sound control mats.**

To learn more visit [www.maxxon.com/hp](http://www.maxxon.com/hp).

# MAXXON

GYP-CRETE WAS ONLY THE BEGINNING

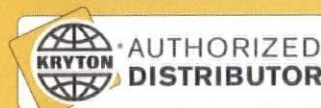
**To learn more:** 800-356-7887  
[info@maxxon.com](mailto:info@maxxon.com) • [www.Maxxon.com](http://www.Maxxon.com)

© 2016 Maxxon® Corporation, all rights reserved.



## THOSE WITH THE MOST AT STAKE SELECT KRYTON.

Roseland Properties - Mack-Cali, Weidinger Associates, Cranshaw Construction and S&F Concrete chose Kryton's Krystol Internal Membrane (KIM) Concrete Waterproofing Admixture as the only means of waterproofing East Boston's East Pier Project.



617.973.5100 (New England)  
914.591.5000 (NY Tri-State)



**Dry Concrete**  
Crystalline Waterproofing

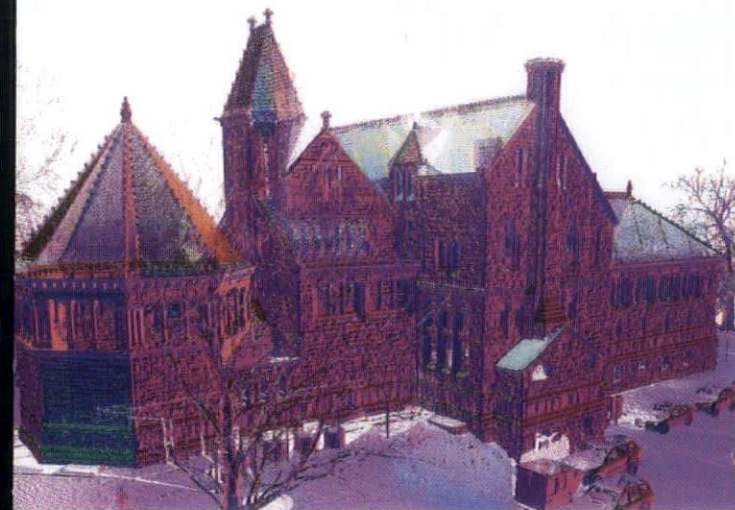
[www.dryconcrete.com](http://www.dryconcrete.com)  
[www.kryton.com](http://www.kryton.com)



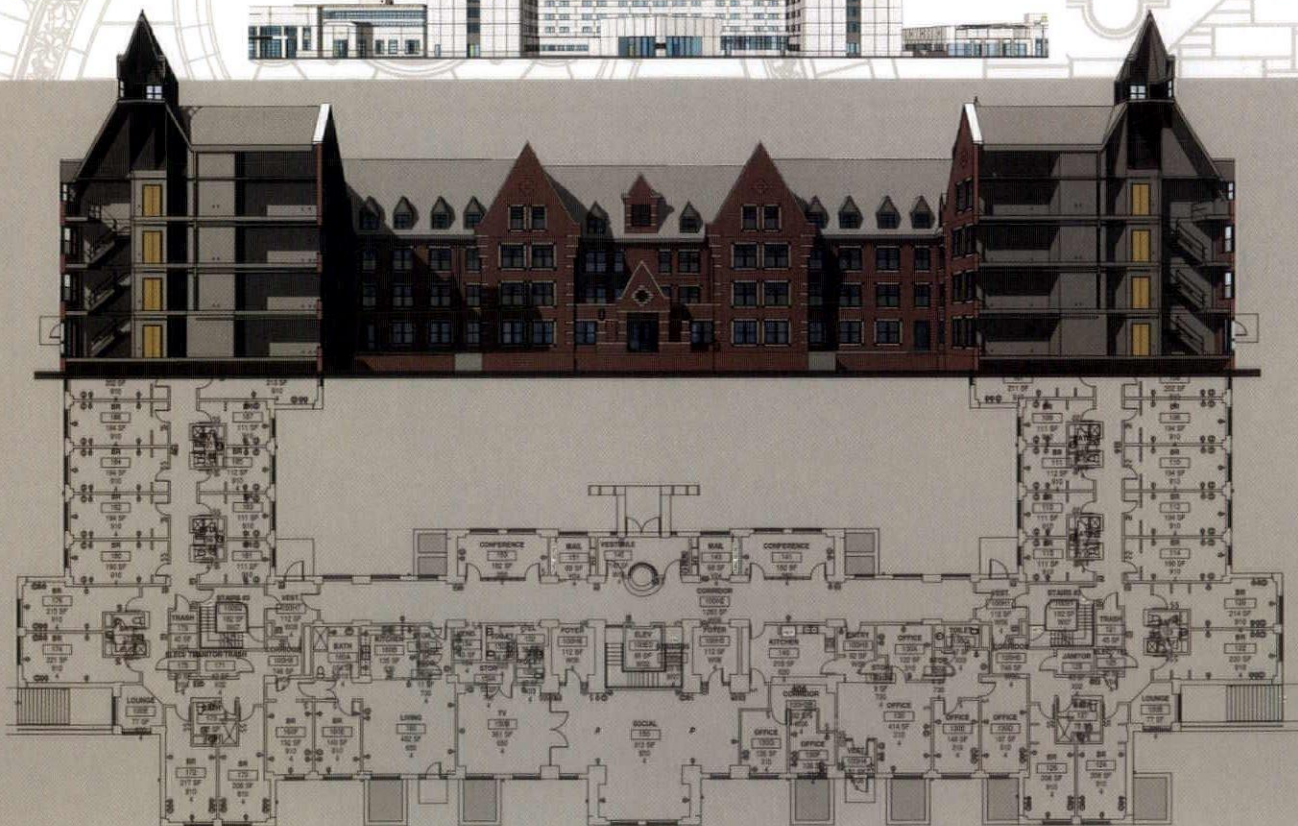
**QUARRIES AND FABRICATORS  
OF NATURAL STONE FOR  
BUILDING AND LANDSCAPING.**

[newyorkquarries.com](http://newyorkquarries.com) | 518-756-3138





## ACCURATE AS-BUILT MEASUREMENTS AND BUILDING DOCUMENTATION



BOSTON • NEW YORK • PHILADELPHIA • WASHINGTON D.C. • CHICAGO

- 3D MODELS & BIM
- 3D LASER SCANNING
- AS-BUILT 2D DRAWINGS
- BOMA & SF CALCULATIONS



EXISTING  
CONDITIONS  
SURVEYS INC.

617 247 9161

[existingconditions.com](http://existingconditions.com)



## CROSSING LINES

by Rickie Golden

6:59:00 AM

REM wraps up/consciousness begins.

6:59:30 AM

Reach for phone.

When I was little, I used to like to think about a giant map that traced the steps of every human on Earth. I wanted to see where people's lives intersected, to find the coincidences of two souls passing on the street before meeting in a different city, country, or hemisphere 20 years later. I pictured it as a beautiful jumble, with little or no space left untraced (except for maybe parts of northern Greenland). Some of this intersection is intentional (we meet someone and like this person and intersect our life with his or hers at planned intervals). Some is conscious but not intentional (work colleagues or extracurricular peers). Some is unconscious and unintentional (people we may not even see on the T, street, or in a restaurant).

If we bump into people enough, sometimes we befriend them, marry them, or start taking a different route to work.

Thanks to Google Maps' Location History, one of my childhood dreams has more or less come true. My phone is tracing the steps of every minute of every day of my life, probably since about 2012. So is yours.

As long as we have location services enabled on our phones, and as long as we have our phones glued to our hands and faces, our personal maps are being drawn at rapid speed. And apparently saved for discretionary use! (That's for another article.)

On a typical day, the location services on my phone are really leaning in. If I take a photo of how my succulent plants are doing and text it to my mom, it is saved with the heading "Boston—Downtown Crossing."

If I were using a dating app, the app would be constantly tracking my

location and matching me with hypothetical gentlemen within a radius that I would have determined—hypothetically.

I take between two and four Ubers a day, between two and six T rides a day, and I break out Google Maps for finding the best walking, T, or driving route—between three and 10 times a day. This all takes place within a five-mile radius.

To get to my office in South Boston, I take the T from my home in downtown Boston. There are few days when I don't have at least two meetings outside the office, often back-to-back. Some combination of Google Maps, Uber, and the T gets me there and back. As a developer, I am looking at maps and satellite views and plans throughout the day. I'm pretty sure Google Maps has figured out my secret projects.

Around 6:30 or 7, my evening activities in Boston or Cambridge begin and often include a work-related dinner, a board meeting, an organization's event, a date, or sometimes a second late-night dinner with my friends or colleagues; my steps and intersections are all being mapped.

I don't claim to have uncovered anything profound here, but I do think there is a sweetness and a smallness to humanity in the way we scurry around, often in a rush and always overlapping with one another, to get to the destinations we choose. And of course we are making and crossing paths, whether or not we are carrying a phone, as long as we are moving. Our personal maps evolve as our lives do, and as technology does. The maps in our phones can be plotted and saved. The saved locations show us where we have been and where we are going. ■

### LEFT

T.I.M.E—Tears In My Eyes, Jiyeen Lee, 2011.  
Video still; full HD; looping; 1 minute, 3 seconds.  
Image: Courtesy of the artist







My

**e x p e r i e n c e** with Mark Richey Woodworking  
was nothing short of **s t e l l a r ."**

— Rupinder Singh, Architect\*



**MARK RICHEY**  
WOODWORKING



© Iwan Baan Photography

A Biotechnology Research Center, Cambridge, MA.

Design by **MAYA LIN STUDIO, BIALOSKY + PARTNERS ARCHITECTS LLC.**

\*As Senior Vice President of **CANNONDESIGN**, Rupinder Singh worked on an 840,000-square-foot expansion of the Center.

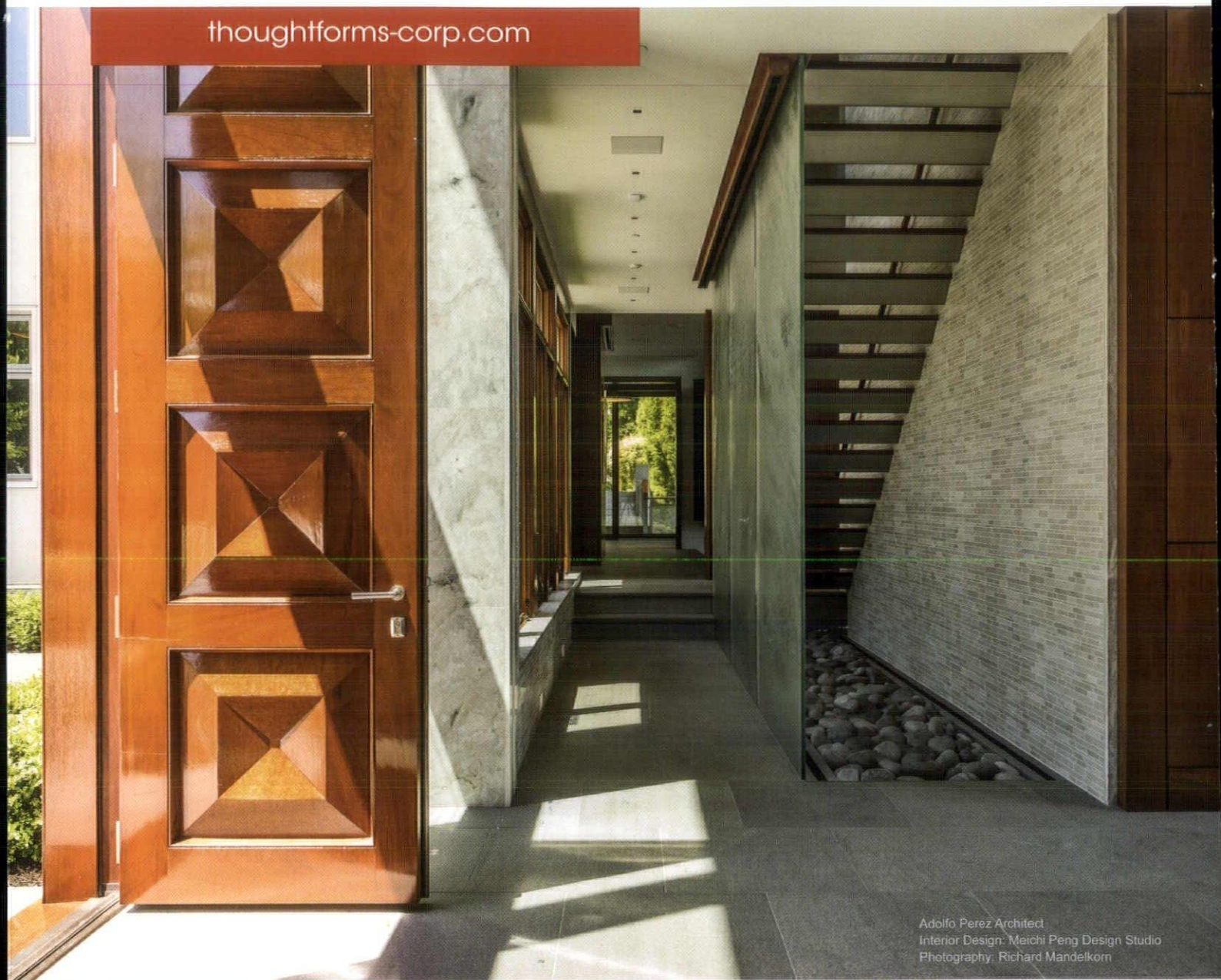
**WWW.MARKRICHEY.COM**



# thoughtforms

custom builders

[thoughtforms-corp.com](http://thoughtforms-corp.com)



Adolfo Perez Architect  
Interior Design: Meiichi Peng Design Studio  
Photography: Richard Mandelkorn

Conservation  
Endurance  
Giving Our Time  
Sustainability



We partner with clients and architects to build some of the most unique and innovative homes in Eastern Massachusetts. Learn more about how we build these homes and our community at: [thoughtforms-corp.com](http://thoughtforms-corp.com)