

LOWE. 038

CRBIR# 401286

PROPERTY OF LIBRARY

DIVISION OF CULTURAL

RESOURCES, NARO

#12

Proposal for a Comprehensive Plan

Lowell National Urban Cultural Park

Lowell Historic Canal District Commission

Sasaki Associates, Inc.  
Watertown, Massachusetts

Benjamin Thompson and Associates, Inc.  
Cambridge, Massachusetts

Gladstone Associates  
Newport, Rhode Island

Research and Design Institute  
Providence, Rhode Island

PROPOSAL FOR A COMPREHENSIVE PLAN

LOWELL NATIONAL URBAN CULTURAL PARK

Prepared for

Lowell Historic Canal District Commission

by

Sasaki Associates, Inc.  
64 Pleasant Street  
Watertown, Massachusetts 02172

Benjamin Thompson and Associates, Inc.  
One Story Street  
Cambridge, Massachusetts 02138

Gladstone Associates  
438 East Main Road  
Newport, Rhode Island 02840

Research and Design Institute  
P. O. Box 307  
Providence, Rhode Island 02901

# SA

Planning • Architecture • Landscape Architecture  
Civil Engineering • Environmental Services

14 October 1975

The Honorable Thomas P. O'Neill III  
Lieutenant Governor  
Commonwealth of Massachusetts  
Chairman, Lowell Historic Canal  
District Commission  
c/o City Development Authority  
JFK Civic Center  
Lowell, Massachusetts 01854

Re: Lowell National Urban Cultural Park  
SA #5052

Dear Sir:

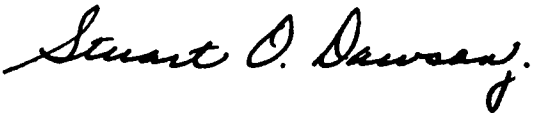
The firm of Sasaki Associates is pleased to submit to the Lowell Historic Canal District Commission this proposal for the preparation of a comprehensive plan for the Lowell National Urban Cultural Park. Throughout the preparation of the proposal we have been impressed with the substantial amount of creative effort which has already been focused on the revitalization of Lowell and the broad-based commitment this revitalization has from private citizens, local government, State officials and the Federal government. A key challenge in the present study is to build upon the creative work already carried out and to enlist the help of knowledgeable private citizens and public officials in the evolution of a comprehensive plan for the National Urban Cultural Park.

As outlined in the 19 August 1975 Request for Proposal, a broad range of professional services is required to formulate a comprehensive plan for the National Urban Cultural Park. Accordingly, Sasaki Associates has assembled a team of experienced professionals fully qualified to execute the comprehensive plan and to assist in its implementation. Furthermore, the consultant team has defined a study process outlined in subsequent sections of this proposal which will not only address the planning, design, economic and organizational issues related to the Park, but will also provide an effective means for the participation of private citizens, institutions, governmental leaders and the business community in the decision-making process. This concern with the study process is particularly important to insure the continued "grass roots" support for the Urban Park concept, and to enhance subsequent implementation efforts by both the public and private sectors.

The Honorable Thomas P. O'Neill III  
14 October 1975  
Page 2

Thank you for the opportunity to prepare this proposal. We look forward to the possibility of contributing to the Commission's efforts.

Sincerely yours,

A handwritten signature in cursive script that reads "Stuart O. Dawson".

Stuart O. Dawson  
Principal

mee/5052

encl.



---

## CONTENTS

---

This proposal document is structured into five sections describing:

- I. Approach to Project and Consultant Team Structure
- II. Scope of Work
- III. Budget
- IV. Summary of Relevant Experience
- V. Project Staff Resumes

Included under separate cover are brochures describing the full range of experience of each professional organization.



## I. APPROACH TO PROJECT AND CONSULTANT TEAM STRUCTURE

Sasaki Associates, Inc. has assembled an interdisciplinary team of experienced professionals and developed a phased work program to assist the Lowell Historic Canal District Commission in the planning for and implementation of the Lowell National Urban Cultural Park. This section of the proposal defines the roles each team member will play in the execution of the study and summarizes key elements of the team's approach to the project.

- A. Professional resources: The consultant team members and their professional roles in this study are as follows:

SASAKI ASSOCIATES, INC. (SA) will be responsible for the overall direction of the team and will provide planning, urban design, site design and transportation planning services.

BENJAMIN THOMPSON AND ASSOCIATES, INC. (BTA) will provide architectural services and will focus on historical preservation and adaptive reuse of existing structures.

GLADSTONE ASSOCIATES (GA) will provide market, feasibility management and economic impact analysis for both public sector programs and private sector efforts.

RESEARCH AND DESIGN INSTITUTE (REDE) will provide program and thematic conceptualization for the National Urban Cultural Park with particular emphasis on structuring citizen participation in the study.

Please refer to Section IV for complete descriptions of each firm and selected examples of relevant experience.

- B. Team structure: A project team will be structured from the four offices to direct the study. This team will draw upon staff resources from the respective offices as required. The team will be coordinated by a Project Director and will work closely with the Federal Commission. The key personnel in the project team are:

Stuart O. Dawson, Principal, Sasaki Associates, Inc.

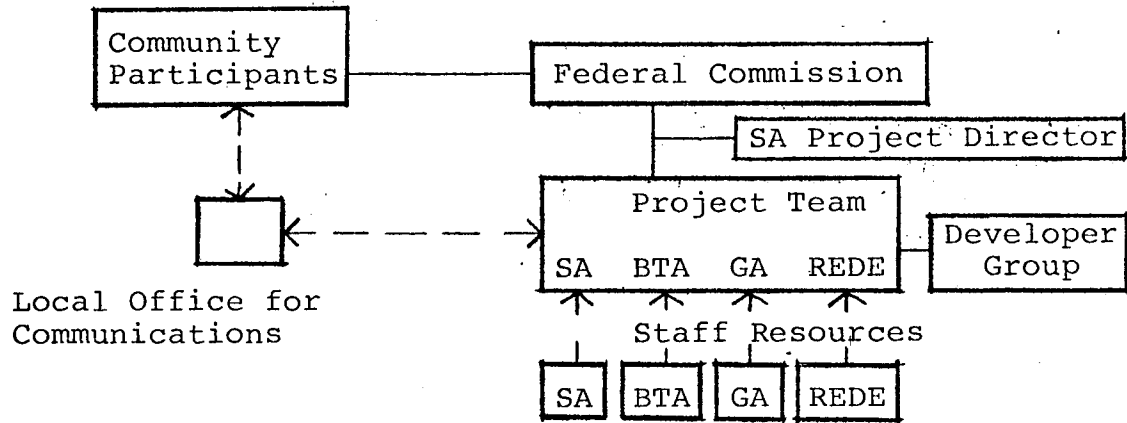
Benjamin Thompson, Principal, Benjamin Thompson and Associates, Inc.

Timothy O'Reilly, Vice President, Gladstone Associates

Ronald Beckman, Executive Director, Research and Design Institute

Kenneth E. Bassett, Senior Associate, Sasaki Associates, Inc. will be Project Director for the team.

Please refer to Section V for resumes for the above individuals and for resumes of additional participants from the respective offices.



The organizational diagram illustrates the proposed inter-relationships of the primary participants in the study. It is recognized that in addition to the direct Federal Commission project team link, there will also be the need for input from local officials, residents, businessmen, educators and other members of the Lowell community. While such input is best coordinated through the Federal Commission, it will nevertheless be desirable to establish channels for direct communications with local groups to insure that the study recommendations reflect local needs and aspirations. One means for facilitating this communication process is described in a subsequent paragraph recommending the establishment of a local office in Lowell.

- C. Developer Group Review: Another recommended component of the team structure is a Developer Group working directly with the consultant team. The future success of the National Urban Cultural Park will be in part dependant upon private sector investment in the adaptive reuse of historical structures in Lowell. This consultant team believes that the involvement of experienced developers in the study process will add an important dimension to the final recommendations of the study and possibly aid in securing early developer commitments.

It is the recommendation of this team that the developers mentioned below review the study recommendations at specific intervals as indicated on the accompanying schedule. A budget for these reviews has been included in the Section III budget for the consultant team. The firms listed below have been contacted about this assignment and have expressed interest in our proposal. Should this team's

proposal be accepted, further commitments between the consultant team and the Developer Group would be secured with the Federal Commission's approval. The team proposes the following companies:

1. THE ROUSE COMPANY, represented by Mr. Roy Williams, Project Manager for the Faneuil Hall Marketplace, Boston. The Rouse Company is experienced in the construction, leasing and management of urban commercial property and owns and operates 9 million square feet of retail space. The company operates an additional 5 million square feet.
2. CABOT, CABOT AND COMPANY, DEVELOPMENT SERVICES (affiliated with Cabot, Cabot and Forbes Company), represented by Mr. K. Dun Gifford, Vice President of Urban Affairs. The company is experienced in the construction, leasing and management of industrial and office space.

- D. Approach to project: The attached schedule illustrates a four-phase study which is the basic structure of this team's proposal. Section II Scope of Work describes each phase in detail.

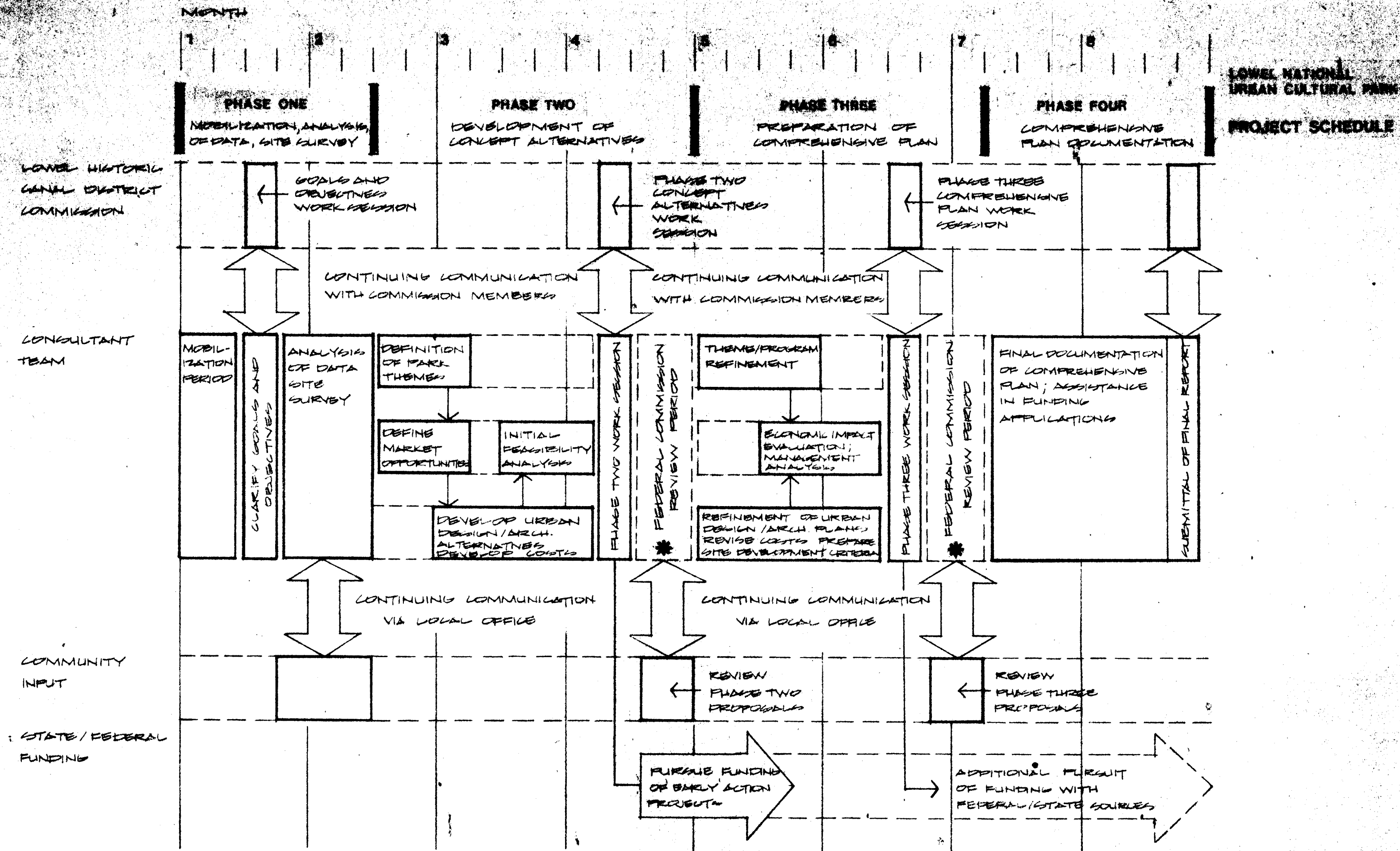
The phased study begins with a familiarization of the team with Lowell and the assembly of base data, followed in Phase Two by the preparation of conceptual alternatives for the National Urban Cultural Park. The alternatives will address a range of planning, economic, social/cultural, and historic preservation issues. The consultant team will work with the Federal Commission in analysing the alternatives and in the selection of a preferred approach for subsequent refinement in Phase Three. Input on this selection of a preferred alternative will also be solicited from local groups, and a review with the Developer Group will focus on issues related to the private sector's role.

Phase Three of the study will focus on the evolution of a comprehensive plan based upon the preferred concept alternative. The Phase Three studies will provide the foundation for eventual implementation of the National Urban Cultural Park and local groups will be encouraged to become involved in the park program. Phase Four documentation will provide the material necessary to convey the study recommendations to local, state, and Federal decision-makers as well as to private sector participants.

The attached project schedule references several key elements of the team's approach:

1. The study is phased to encourage both Federal Commission and local community input into the decision-making process. A series of work sessions with the Federal Commission will provide the forum for making key decisions as the study progresses.
2. Community input and involvement will be encouraged during the study and the consultant team recommends that a local office be established in Lowell which will be specifically identified with this study. Such a local office, organized under the direction of the Lowell Historic Canal District Commission, would provide a location for meetings and work sessions and would, more importantly, allow Lowell residents both to view the progress of the study (through displays) and to contribute suggestions. The consultant team has had outstanding success with this approach in similar urban planning projects.
3. The identification of early action "projects" at the completion of Phase Two will allow the consultant team to focus on implementation funding efforts prior to the completion of the study. The team members are experienced in identifying priority elements within an overall planning effort and in advancing these elements to achieve specific project objectives. Within this context the already committed transportation, state park, and urban rehabilitation projects in Lowell will be supplemented and reinforced at the earliest possible date by projects emerging from this study.

who pays  
for it?



## SCOPE OF WORK



## II. PHASE ONE: MOBILIZATION, ANALYSIS OF DATA, SITE SURVEY

The consultant team will focus its initial efforts on the analysis of previously prepared studies and data; on the survey of Lowell's cultural, architectural and historical resources; and on the establishment of a process for effective communications between the consultant team and the Federal Commission, local officials and private citizens. The Phase One effort will include the following work tasks:

1. Mobilization of local office: If deemed desirable by the Federal Commission, the consultant team will participate in the establishment of a local office in Lowell organized to facilitate communication between the consultants, the Federal Commission, local officials and residents of Lowell. The local office will have several specific functions:
  - a. To serve as an information distribution point for Lowell residents as well as a place to solicit local suggestions and ideas.
  - b. To serve as a location for meetings between the consultant team and the Federal Commission and for meetings with local groups.
  - c. To serve as a local work station and meeting space for the consultants when conducting studies and reconnaissance in Lowell.
2. Clarification of goals and objectives: The consultant team will conduct an initial work session with the Federal Commission in the Lowell office to clarify and amplify the goals and objectives for the National Urban Cultural Park Study. The consultant team recognizes that the Commission has as a basic objective both the preparation of a plan and its implementation. Accordingly, this initial work session will focus on those elements of the study process which will be essential to the eventual implementation of the park.
3. Review and analysis of relevant planning studies: This step will consist of a comprehensive review of planning studies which may influence the development of the park plan, including: Lowell Heritage State Park Plan; Lowell Transportation Planning Study; Regional Transportation Plans; Downtown Revitalization plans; HAER Study of the locks and canals; regional recreation studies; zoning

## PHASE ONE

and land use regulations; and major utility infrastructure plans. Major opportunities and constraints resulting from this analysis will be integrated with the subsequent studies of Lowell's architectural resources. Early action programs such as the proposed Tremont Yard Park and specific transportation system improvements will be noted for incorporation in subsequent conceptual studies.

4. Survey of architectural and urban design resources:  
The consultant team will investigate the Historic Canal District of Lowell to identify those visual elements which best convey a sense of the history and culture of the city and therefore represent potential focal points for the proposed park.) Significant architectural elements will be identified as well as key open spaces, urban focal points, neighborhood districts and other physical features which contribute to the character and historical significance of the city.

During this work step, the consultants will review the current proposals for the renovation and reuse of the Boott Mill, the possible use of the Wanelancet Mill for park purposes, and other renovation and reuse proposals which are relevant to the study.

5. Establishment of social/cultural potential: The team will attempt to identify the goals and expectations of local educational, civic and governmental organizations in order to motivate them to contribute a positive input to the overall concept; conversely, the team will anticipate the impact of the project and the potential negative and positive social consequences which might follow.
6. Survey of economic and market data: The consultant team will prepare background economic and market data for the National Urban Cultural Park area, the City of Lowell, the metropolitan area, and the region for use as the data base for subsequent analytic efforts directed toward the study objectives. Sources utilized would include: an inventory of all applicable prior studies and reports prepared for the region; standard federal, state and local statistical sources; market studies conducted for private investors in the region, to the extent available; interviews with knowledgeable individuals at the local and state level; and, similar data sources and information collecting activities.

## PHASE ONE

From this inventory of information drawn from all appropriate and available sources, base line economic and market indices and trends would be established, including population, household formation, employment and personal income growth trends and forecasts; retail trade expenditures; industrial and wholesaling activities; and more specific indices of tourism/visitation activity including hotel occupancy and receipts, etc. Finally, an inventory would be conducted of current recreational, cultural and educational activities and assets in the community, including compilation of visitation levels, receipts and expenditures, and similar relevant information for subsequent incorporation into appropriate components of the park plan.

---

## PHASE TWO: DEVELOPMENT OF CONCEPT ALTERNATIVES

---

This second phase of the study will focus on the conceptualization of alternatives for the National Urban Cultural Park in all its aspects: physical, educational, cultural, economic, and recreational. A range of alternatives will be evolved utilizing the data base from Phase One studies and drawing upon the experience of the consultants gained through the development of similar projects. Alternative concept proposals will be sufficiently distinctive to generate response and direction from the Federal Commission and to elicit reaction from local citizens. As an example, one concept alternative might feature the decentralization of the park into dispersed centers of activity, while another scheme might group all of the park facilities in close proximity to one of the Heritage State Park nodes. Similarly, the economic structure of the concept alternatives could vary substantially with a possible wide range in the required levels of public and private investment.

The specific work tasks in Phase Two of the study include:

1. Definition of park themes: Outline basic park themes and delineate alternative techniques for conveying the theme message to the public while involving people in a participatory way with the planning itself. The involvement of people with the planning process can be fostered by the method of presentation of the on-going work of the study. For example, the use of a giant, simple walk-on model, the use of a planning office as an information center ("designers under glass"), and surveys of the public as part of the planning process are techniques which have been successfully used in other situations and could be considered for Lowell.

As the industrialization of Lowell in the 1800's had a profound impact on the life of its residents, so, too, could the revitalization of Lowell have a significant impact on the future life of the city. Part of this work task will be to demonstrate not only how the park themes affect the physical requirements of the Urban Park, but also how they may influence the future educational and cultural composition of Lowell.

2. Definition of market opportunities: Working closely with other team members, the economic consultant will provide a systematic evaluation of the market opportunities for the proposed park. This evaluation will be conducted in close coordination with the development of thematic and programmatic proposals in step one of this phase and particular emphasis will be placed on defining alternative programs which reinforce the cultural and historical significance of Lowell in American history.

## PHASE TWO

The evaluation of market opportunities will be carried out against a background understanding of both regional tourism and recreation market potentials (as defined for purposes of this study), and the visitation and utilization patterns for similar programs and activities presented in other regions of the country. Such analysis would draw from background knowledge of the economic conditions and constraints of crowd-attracting recreation/cultural activities and facilities throughout the nation (as described in another section of the proposal), and from refinement of this experience for specific purposes of the Lowell National Urban Cultural Park.

In addition to the definition of the potential market for the urban park facilities, specific emphasis will be given to identifying practical and economically feasible investment opportunities for private capital. Such investment opportunities will be structured to complement and lever public sector activities and investment, and create job opportunities, personal income, and economic renewal of the community over and above that which would be implied by the park plan. Examples of such private sector investment might include: a series of "ethnic villages" throughout the city, building upon the community's still intact ethnic neighborhood structure and attracting park visitors to recreational and commercial centers; cultural festivals built into the same ethnic structure of the community, and scheduled to stimulate visitation during the low periods of the tourist cycle; manufacturing activities to produce goods sold in these ethnic centers, as well as publishing, research and educational activities which would be directed to a wider national audience but draw upon locally relevant themes; tax advantages available from facade easements for commercial investors in historically significant buildings; specialty housing development prospects for old mill buildings in a National Park setting with access to a regional transportation terminal; and other business opportunities typically associated with areas of high visitation.

## PHASE TWO

In short, the team will focus the attention of the development plan on community economic development prospects resulting from, but not included in, development of the National Urban Cultural Park, in order to conceptualize and articulate a realistic array of private sector activities which can be stimulated in parallel with federal and state government park development efforts.

3. Development of urban design alternatives: Drawing directly upon the programmatic, thematic, and market analysis in steps one and two of this phase, the consultant team will prepare a series of urban design alternatives for the National Urban Cultural Park. The urban design alternatives would address the physical planning issues related to the park such as:
  - a. Type, location and organization of land uses for the park;
  - b. Relationship of the park to surrounding land uses, circulation systems, canals, and historic buildings;
  - c. Open space systems and their relationship to the Lowell Heritage State Park, city parks, and regional open space systems. Active recreation facilities within the park would be identified.
  - d. Circulations systems for the park and linkages to local and regional transportation systems;
  - e. Utility and service system requirements.

The urban design proposals will, furthermore, address the issues of linkages to private sector developments which may be generated by the park program. The amenity value of the National Urban Cultural Park may be a strong incentive to private development efforts and the alternative urban design schemes will address the issue of how to maximize the park's positive impact on surrounding communities, businesses, existing mill complexes, and other elements of the Lowell Historic Canal District. Similarly, programmatic linkages to institutions such as the University of Lowell and Lowell's primary and secondary schools will be recognized in the urban design schemes in terms of transportation and open space/recreation linkages.

4. Development of architectural alternatives: Concurrent with the execution of the previous task will be the development of architectural proposals for accommodating the park program. Drawing upon the Phase One analysis of historical buildings, and utilizing the programmatic, thematic and market proposals outlined in steps one and two above, a

## PHASE TWO

series of adaptive reuse schemes will be prepared for existing structures where feasible. The adaptive reuse proposals and the urban design proposals will be closely integrated and both will be responsive to the cultural/urban/ethnic themes which are the primary focus of the park proposal.

The architectural alternatives will be illustrated in a series of sketch cross sections, plans and elevations showing the manner in which existing buildings will be modified for new uses. Particular attention will be given to the historical features of the existing structures and the preservation of these features within the context of new uses.

5. Preparation of concept phase cost estimates: Construction cost estimates will be prepared for purposes of defining initial budgets for development of the park and conducting a financial analysis as described below. Costs will be related to the conceptual park proposals and will require adjustment in Phase Three as the park plans become more definitive.
6. Initial financial feasibility analysis: An initial financial feasibility analysis will be conducted as an integral part of this phase of work and will focus on the alternatives outlined above. Specifically, at this conceptual stage, three particular tasks would be undertaken:
  - a. Identification of funding sources;
  - b. Development of pro forma budgets;
  - c. Identification of economic benefits.

Sources: This will include early investigation of three specific potential sources, including existing public agency programs; potential private sector investment and, finally, a pragmatic assessment of new legislation needed for implementation of the park plan.

Pro forma budgets: This will include initial identification of capital and operating cost estimates for both public and private sector activities, both for the overall plan and for key development nodes within the plan.

Economic benefits: The fiscal impact on the community's tax base from the proposed park plan and compatible private sector efforts would be evaluated, in terms of benefits (revenues derived and services required). These would be further delineated as either start-up or long-term "multiplier" effects from on-going operations. Such

## PHASE TWO

analysis would begin to identify and quantify the anticipated scale of economic impact from both public and private sector investment in the revival of the City of Lowell.

The financial and fiscal analysis carried out in this phase will also seek to identify unconventional and/or unique financing mechanisms for various phases of the proposed city-wide development effort. Illustrations of this might be: tax increment financing, possibly coupled with establishment of a special "benefit" tax district in and about the Urban Park and environs; special incentive zoning and land use controls to both stimulate and guide private sector interest and investment; and establishment of a "pool" of high risk and/or low cost loan funds from among local financial institutions to underwrite landlord and homeowner property improvement programs, entrepreneurial efforts and similar activities.

### PHASE TWO WORK SESSION:

As a part of the Phase Two effort, the preliminary concepts for the park will be synthesized into a set of comprehensive alternatives for discussion with the Federal Commission. A major work session will be scheduled in Lowell with the Commission to review the alternatives and to evaluate which schemes most satisfactorily reflect the fundamental goals of the study. From this evaluation will come the identification of a preferred alternative for refinement during Phase Three of the study.

Following the Phase Two work session the consultant team will present the preliminary concepts for the park to the Developer Group to assess the reaction of the private sector to the park proposal. Particular attention will be focused on the Developer Group's response to the concept of stimulating private investment through the creation of the National Urban Cultural Park. Input from this review will then be incorporated into the Phase Three studies.



---

### PHASE THREE: PREPARATION OF COMPREHENSIVE PLAN

---

The Phase Three studies will focus on the evolution of a comprehensive plan for the park and its related elements. Input from the Federal Commission, local officials, Lowell residents, and the Developer Group will be utilized in the process of refining the conceptual proposals of the previous phase.

During Phase Three, specific elements of the comprehensive plan will be identified which may proceed toward implementation prior to the completion of the entire study. Funding sources for such "early action projects" will be identified and pursued in cooperation with the Federal Commission and local officials.

The specific tasks in this phase include:

1. Theme and program refinement: The refinement of the preferred alternative will attempt to involve members of the community so that the information to be transmitted becomes the basis for their educational experience. Involvement of the local cultural/ethnic groups will be encouraged, and ways will be sought to support such involvement as employment which will provide a modest income for the participants. For example, where local citizens can accomplish graphic and media techniques which will ultimately be used for signage, graphic exhibition and broadcast media, a park theme message of benefit to Lowell citizens will have been identified. The result of this activity report will be uniquely characteristic Lowell products which can be marketed to other communities in the region. The site for such activities will grow directly from existing buildings to be adaptively reused. Finally, industries and businesses will be encouraged to support the preferred alternative in return for the incorporation of vested interest each shares in the success of the Lowell park.
2. Refinement of the urban design plan: The favored physical structure for the park which emerges from Phase Two will be delineated in more detail with regard to:
  - a. Location and size of the park components expressed in terms of a detailed land use plan;
  - b. Circulation systems serving the park such as bicycle, pedestrian, transit and vehicular systems and their linkages to city and regional systems; parking facilities required for the park will be projected and locations proposed for terminating park-bound vehicles.
  - c. Open space plan for the park and linkages to other city open spaces.

### PHASE THREE

- d. General service and utility plan identifying major distribution systems.
  - e. Phasing plan specifying the sequence of steps for implementation and noting strategic timing considerations based on the phasing of related projects such as the Lowell Heritage State Park.
3. Refinement of architectural studies: Architectural design studies for the reuse of existing structures and any new structures will be refined in this stage, incorporating the more definitive information on park programs and themes. Elevations, sections, plans and sketches will be utilized to:
    - a. Describe the general layout of park programs;
    - b. Illustrate the design character of renovated buildings and methods for retaining their historical character.
    - c. Design controls for related buildings which border park facilities and potentially affect the character of the park environment.
  4. Definition of site development criteria: Design guidelines for site development will be prepared illustrating the character of the park's exterior environment. Planting, paving, lighting and street furniture design guidelines will be illustrated in sketch plans and sections and will reinforce the historical design emphasis of the architectural studies.
  5. Preparation of revised cost estimates: Phase Two cost estimates will be updated reflecting the refined plan and program for the park.
  6. Economic impact evaluation: The initial financial and fiscal analysis prepared in Phase Two planning would be refined and detailed for the selected alternative. Included would be the establishment of capital and operating budgets for the proposed park fully identifying and articulating federal, state and local sources of support, interweaving of these with private sector activities, and allocation of these between the key development nodes and activities within the overall park plan.

In particular, the three potential funding sources (current public sector activities, new public sector legislation, and private sector) will be fully assessed in terms of the specific plan, and the scale and timing of capital fund needs identified for each source.

### PHASE THREE

To offset the public sector investment, the economic impact and benefits to the community, state and the nation from these public sector funding activities would be quantified in both scale and timing. Further, these economic benefits would be refined into estimates of jobs created, personal income generated, and tax base generated over time and by both primary impact and secondary "multiplier" effects.

Finally, specific attention would be directed to identifying and articulating individual private sector investment opportunities and financial needs for purposes of soliciting investor interest in economically viable development opportunities. Similarly, such financial information as appropriately required in support of applications for grants from on-going public sector programs, or preparation of legislation for new programs would be prepared as such information is available in the overall planning effort.

7. Management and operations recommendations: Based upon the park theme developed from the planning process, and the analysis of funding sources, requirements and revenues (as described in the work task above), an appropriate organizational approach to management of the diverse activities embodied in the park plan will be set forth.

This organizational management proposal will take into account the following types of issues: the need for an umbrella policy-setting body versus a series of sub-organizations responsible for implementing policies and carrying out on-going activities; the need for coordination between the respective legislated responsibilities of federal, state, and local public officials, and further coordination of these with participating private sector interests; organizational structures which allow for participation by interested and impacted local citizenry including individuals, social groups and service agencies; and, a management structure which is responsive to the differing organizational and staffing requirements over time of initial start-up implementation activities as compared with subsequent on-going management and operation of the facilities and programs.

In particular, the management vehicle proposed will clearly recognize and identify the difference between policy-setting and implementation responsibility, and strive to create as broad a policy-setting process as possible, while providing for its subsequent implementation in as pragmatic and efficient a management structure as is feasible.

### PHASE THREE WORK SESSION

A major work session/review will be conducted with the Federal Commission and other involved public and private groups to review the Phase Three work products. Material presented at this work session will encompass all aspects of the proposed National Urban Cultural Park and its related potential impact on other sectors of the Lowell economy. A summary memorandum report of Phase Three recommendations will be provided to the Federal Commission for their review and comment. Results of this review will form the basis for the preparation of a comprehensive plan document in Phase Four.

Following the Phase Three review with Federal Commission members, the consultants will review the park proposal with the Developer Group to assess the potential for private sector involvement in the implementation of the park.

---

#### PHASE FOUR: COMPREHENSIVE PLAN DOCUMENTATION

---

A comprehensive plan document will be prepared summarizing the Phase Three recommendations and incorporating the Federal Commission's Phase Three review. Material will be prepared in a form suitable for reproduction of multiple copies by the Commission. Written and graphic documentation by topical area will include:

1. Program and theme documentation will illustrate community interaction with the design team during the study and will provide a model for future participation of Lowell residents in the educational, social and cultural development of the park. ✓
2. Urban design plan defining the overall physical structure of the park and its relationship to other elements within the Lowell Historic Canal District and the Lowell region. ✓
3. Architectural restoration and reuse proposals including definition of historic preservation recommendations. ✓
4. Site development guidelines for development of the park's exterior environment. ✓
5. Economic and market supports for the proposed national park and the anticipated economic impact of the park on Lowell in terms of both cost and benefits, including: clearly and simply stated analyses of capital and operating costs, start-up budgets required, scale and nature of required funding sources and similar information necessary for submission of appropriation requests to Congress.
6. Management plan for both start-up and continuing operation of the complex of activities proposed for the park, including appropriate organizational charts, job descriptions for key staff as required, and identification of the respective proposed roles for federal, state, local and private sector participation in the overall management process.

BUDGET

### III. BUDGET

The following budget for consultant services is allocated by phase and by area of professional service. The budget total as well as the distribution reflect this team's assessment of the services required to fulfill the terms of the Request for Proposal. Adjustments to the budget total and the distribution may be appropriate based upon the judgment of the Federal Commission, and this team welcomes the opportunity to discuss these issues at the proper time.

	Phase One	Phase Two	Phase Three	Phase Four	Total
Program/Theme Development	3,000	4,000	5,000	3,000	15,000
Urban Design and Planning	5,700	8,300	10,300	7,700	32,000
Architectural Design	5,000	7,000	8,000	5,000	25,000
Market, Economic, Feasibility Analysis	6,400	10,900	7,600	8,100	33,000
					<u>105,000</u>
				Developer Review:	<u>2,000</u>
				TOTAL:	107,000 =====

The above budget includes direct expenses to the consultants. The budget does not include costs for printing of a final report, but does include preparation of a document suitable for reproduction. Costs associated with the operation of the local office as recommended in this study are not included in this budget.

One option which this team would propose to explore is the securing of additional funds to supplement the Federal Commission's budget. While the team is confident it can provide the additional services referenced in the Request for Proposal, it also believes that the merits of this study are such that additional study funds may be available from other sources. This team will explore such sources with the Federal Commission's approval.

## EXPERIENCE



Congressmen

George Miller - California

Keith Sebelius - Kansas

Paul Tsongas - Mass.

Won Pat de Lugo Guam

(2) Congressional Staff

(1) Fred Faust plus 2 additional staff members

-----

State

Gov. M. Dukakis ( from 2 to 3 PM)

Lt. Gov. O'Neil (Luncheon)

Frank Keefe (State Planning Director)

Commissioner Richard Kendall (Dept. of Environmental Management)

-----

City

Mayor Farley (Lowell)

William Taupier ( City Manager)

Robert Gilman (Assistant to City Manager)

Armand LeMay (City Councillor, Lowell)

Armand Mercier (Executive Director, Lowell Housing Authority)

Pat Mogan (Supt. of Schools)

Robert Crecco (Member of Lowell Commission)

(Member of Lowell Team Consultant)

Joseph Mello (President Lowell Central Labor Council)

Sherm Stoloff (President of Lowell Chamber of Commerce)

Zenny Sperounis (Chairman of Regatta Committee)

Mel Lezburg (President Locks & Canal Corp.)

Pat Malone (Director of Slater Mill Historic Site)

Lewis Karabatson (Director Lowell Museum)

Mr. Larter (Owner Wannalancit Mills)

SASAKI ASSOCIATES, INC.

## SASAKI ASSOCIATES, INC.

### SERVICES

SA is a planning and design firm offering comprehensive coordinated professional services in planning, architecture, landscape architecture, civil engineering and environmental science. Active since 1953, SA is a pioneer in the multi-disciplinary approach to environmental planning and design. This approach insures that environmental qualities are enhanced within the framework of financial, technical and community considerations. SA often acts in the role of coordinator to insure that the program elements and physical aspects are mutually supportive and further the established public policy and management goals.

SA provides a broad range of studies from initial planning feasibility to construction. These include:

- Regional Analysis
- New Community Planning
- Land Use/Circulation Planning
- Environmental Impact Studies
- Open Space/Recreation Planning
- Institutional Planning
- Infrastructure Planning
- Urban Design
- Landscape Design/Construction
- Site Design/Construction
- Engineering Design/Construction
- Architectural Design/Construction

SA's emphasis on the multi-disciplinary approach requires a professional staff which is not only trained in a particular field, but experienced in other areas through collaboration with other disciplines. Key staff members at SA are professionally trained in city planning, landscape architecture, architecture or engineering, and many are formally trained in more than one discipline.

The composition of the staff, now numbering over 100, also reflects the multi-disciplinary approach which has come to characterize the firm. A balanced organization exists with substantial representation of each of the major disciplines. About 35% of the staff are city planners or engineers, 30% are landscape architects or site planners, and 30% are architects or building construction specialists.

During the past two decades, SA has undertaken a broad range of projects for a variety of public and private clients. Active involvement has verified our professional judgement that, although each project is different and requires its own unique solution, the process which results in that solution is similar for all. Our ability to respond to the particular needs of a project in a logical and systematic manner has matured and been broadened by the cumulative experience of each new task.

#### Regional, Community and Recreational Development

Planning, design and implementation studies have been done in a variety of regional landscapes, including the mountain states, the sea islands of the southeast coast, interior water-related land in the south and midwest, the Caribbean, the Mediterranean, and the Far East. The experience includes new communities, second home developments and destination resorts. SA involvement has included the preparation of feasibility studies, impact studies and comprehensive plans as well as the implementation of site and infrastructure development, housing and commercial facilities.

#### Urban Area Planning, Renewal and Redevelopment

The urban environment's dense interrelated uses require exactness and attention to detail to identify and respond to the opportunities and constraints. The impact of the development on the existing fabric of the city must be considered in social, economical and physical terms. Experience has included urban renewal and redevelopment planning; public central business district planning; urban institutional planning; preservation and rehabilitation of historic districts and neighborhoods; mixed-use high-density mini-city developments; and rental and condominium housing.

#### College and University Planning and Design

Many institutions, especially modern universities, are mini-cities of some twenty-thousand or more people located within the context of another municipality. A new campus or the expansion of an existing institution must achieve the established educational goals within a framework of financial and operational feasibility and the functional and environmental objectives of the institution and its neighbors.

### Open Space, Parks and Plazas

Concern for land, space and environment is the foundation of SA's practice. Starting from a landscape architectural base, SA has gradually enlarged the scope of its disciplinary base as knowledge and understanding of fundamental relationships have permitted. This expanded view has enabled SA to enrich its approach to open space planning and design in response to the greater complexity and severe constraints of current conditions. SA's assignments have included regional park systems, community and neighborhood-scale parks and recreational facilities, urban spaces and plazas, linear parks and "vest-pocket" parks. Multi-leveled facilities have required the close engineering coordination of surface design with structural and mechanical systems below. A rapidly emerging area of practice is the evaluation of environmental impact of both rural and urban transportation facilities.

### Office, Research and Industrial Development

Successful office and industrial park planning design requires the skillful blending of environmental and spatial considerations with utilitarian requirements such as vehicular flow, parking and materials handling. SA has prepared development plans and site design for both single-user corporate headquarters and manufacturing facilities, as well as multiple-user office and industrial park developments. Design standards and land use controls are normally included to insure harmonious appearance and functional efficiency.

### Large scale, interdisciplinary master planning

The following selected projects illustrate SA's experience in serving as overall managers/planners directing and coordinating the efforts of an interdisciplinary professional team in master planning and project execution. In addition to its own professional resources, these teams have typically included economists and financial analysts, engineers, environmentalists, architects and other specialists.

a) STATE UNIVERSITY OF NEW YORK AT BUFFALO

Amherst, New York. Comprehensive master planning services for a new 1,200-acre campus for a 30,000 student enrollment. Integration of all regional, metropolitan and community development factors affecting the site. Preparation and coordination of key technical analyses and feasibility studies for traffic, utilities and land use. Formulation of a design vocabulary and an informational signage system required to direct complex pedestrian and vehicular traffic movement patterns. For State University Construction Fund, State of New York.

b) THE HAMMOCKS - Dade County, Florida

Concept plan for rezoning, master plan and project execution for a 1,100-acre residential community fourteen miles southwest of Miami. The project includes 9,000 units ranging from townhouse to mid-rise condominium units knit together by an internal open space system and focusing on a town center with office and commercial space, a school and a library. For Great Northern Capital Company.

c) STATE PARK AT ROCKWOOD HALL, Mt. Pleasant, New York

Development of a definitive master plan for a 150-acre park on the east bank of the Hudson River through an environmental impact study process fully reflecting the requirements and spirit of the National Environmental

Policy Act of 1969. This is the first major project project utilizing this approach by the New York State Office of Parks and Recreation. This establishes open forums whereby the interests of local community environmental protection groups, state and federal agencies, and the land donors (Laurance S. Rockefeller and John D. Rockefeller III) are carefully balanced in the formulation of a plan for this proposed state park. For the New York State Office of Parks and Recreation.

d) WELLINGTON STATION, Medford, Massachusetts

Concept/schematic planning, engineering and feasibility analyses for an "air rights" multi-modal terminal to be superimposed on the new third-rail rapid transit "Orange Line" extension of the MBTA, rail storage and service yards. The proposed terminal would accommodate up to 4,000 autos, provide for feeder bus service, auto drop-off and heavy multi-level pedestrian movement. Economic, market and schematic architectural studies identifying potential "spin-off" development are also part of the analysis, as is a high degree of community interaction. For an Interagency client team composed of the Massachusetts Executive Office of Transportation Authority, Metropolitan District Commission, Massachusetts Department of Public Works and the City of Medford.

e) PRINCETON FORRESTAL CENTER, Princeton, New Jersey

Comprehensive planning, engineering and design services from concept formulation and feasibility analyses for the construction of the first phase presently under way. The proposed project on 1,600 acres will consist of an office-research complex, residential village and commercial areas centered around the existing Forrestal Research Campus of Princeton University. Preservation of mature forest stands and stream corridors have been linked to form a major open space system continuous throughout the site. Coordination of long term planning with the need to accommodate early construction of a major non-profit foundation locating on the site resulted in the formulation of early action steps which have already been executed. For Princeton University.

f) NOVA SCOTIA TOURISM-RECREATION STUDY, Nova Scotia

Tourism planning for the entire 21,000 square mile Province to identify optimum locations for tourism-recreation complexes. Concept planning for the 2,000-acre tourism-recreation first priority complex which was also identified during the comprehensive Province-wide study. For the Nova Scotia Department of Development.

g) LAWRENCE TRANSPORTATION IMPROVEMENTS, Lawrence, Mass.

Programming, formulation and feasibility testing of transportation alternatives by environmental, engineering and planning analyses in an open process of community interaction. The study explores ways of improving transportation access and circulation from nearby interstate highways to, and within, the Lawrence Central Business District (CBD) area. Included are highways, mass transit, pedestrian and goods movements, parking demand and requirements, and the interrelationship of growth change in the CBD relative to an array of transportation alternatives. Specific products are an Environmental Impact Statement and Location Study of the proposed action. For the Massachusetts Department of Public Works.



GREENACRE  
PARK



## Urban Design

The following selected projects illustrate SA's experience in urban design and the project execution of urban places.

a) NAPA CENTRAL BUSINESS DISTRICT - Napa, California

Preparation of a Downtown Master Landscape Plan which was concurrent with planning and design activities for the Murray Plaza and Brown Street Mall in Napa. Objectives for the Master Landscape Plan included reinforcing pedestrian linkages between strategic activity centers of the CBD and prescribing improvements to public spaces to both enhance the visual quality of the spaces and to encourage increased use and enjoyment. A comprehensive CBD planting plan which included design and functional criteria was a major component of the study. For the Napa Community Redevelopment Agency.

b) BOSTON WATERFRONT PARK, Boston, Massachusetts

Preparation of concept plans and contract documents for construction of a \$2.5 million park on a 4½-acre site in Boston's historic downtown waterfront area. The formulation of this plan included working with diverse community and neighborhood groups as well as analyses of physical, historic, visual, climatic and functional characteristics of the site. The strong water orientation of the park provides a pleasing contrast to the adjacent urban environment and provides a link between the City and the Harbor. For the Boston Redevelopment Authority.

c) GREENACRE PARK - New York, New York

Complete design services for an urban, vest-pocket park including plaza, paving, water display, sculpture, and planting. Goldstone, Dearborn and Hinz, Associated Architects.

d) CONSTITUTION PLAZA - Hartford, Connecticut

Planning of plazas and gardens including the design of paving patterns, planting, fountain, lighting, sculpture and other decorative features for a complex of commercial buildings in an urban redevelopment project in Hartford. Charles DuBose, Coordinating Architect.

e) MAINEWAY MALL - Portland, Maine

Complete landscape architectural services for a pedestrian mall in downtown Portland including the design of kiosks, bus shelters, bollards, paving and lighting, as well as the preparation of planting plans. Design of a schematic master plan for the entire CBD area. For the Portland Renewal Authority.





## Historic Preservation

The following selected projects illustrate SA's experience in planning for historic preservation and project execution in historic environments.

a) NEW HAVEN GREEN - New Haven, Connecticut

Preparation of a master plan for renovation and restoration of historic New Haven Green, including working drawings for the first phase of work. Design of street lighting, sidewalk paving, plant containers, trash receptacles and coordination of signs for Church Street. For the New Haven Redevelopment Agency.

b) HISTORIC WASHINGTON STREET - Newport, Rhode Island

Design feasibility study for a parcel of land adjacent to the Hunter House acquired by the Newport Redevelopment Authority. Historic structures that were in the path of road improvements and other redevelopment activities were to be relocated on this waterfront site to re-establish the character of Washington Street and to provide an edge to the waterfront. 17th and 18th Century design objectives had to blend with 20th Century parking and zoning requirements. For the Newport Preservation Society.

c) MUNICIPAL CENTER - Williamsburg, Virginia

Preparation of a long-range master plan for municipal facilities. Proximity to Williamsburg's historic area was a key concern in establishing the scale of building masses and the location of site improvements. Plans included sidewalk, planting and lighting improvements along North Boundary Street connecting the center with College Corner. For the City of Williamsburg.

d) NEWBURYPORT REDEVELOPMENT - Newburyport, Massachusetts

Development of a master plan including landscape, architectural and engineering services for a 23-acre Central Business District area on Newburyport's historic waterfront. Anderson, Notter Associates, Associated Architects. For the Newburyport Redevelopment Authority.

e) JOHNSON SQUARE - Savannah, Georgia

Preparation of a prototype plan and program for the restoration of Savannah's pattern of historic squares. Research into original paving and plant materials utilized in the original design of these open spaces provided important design guidelines. For the City of Savannah.





BENJAMIN THOMPSON AND ASSOCIATES, INC.

**BENJAMIN THOMPSON & ASSOCIATES, INC**  
ONE STORY STREET, CAMBRIDGE, MASSACHUSETTS 02138 • TELEPHONE 876-4300

WORK IN REHABILITATION AND RESTORATION

Throughout its history, BTA has been most interested in those projects in which it worked with the client to develop conceptual programs as an integral part of the design process. Many of these have involved planning and design of educational facilities. Many others have involved the retail and commercial programming of such projects as Faneuil Hall Market, Ghirardelli Square (Design Research) in San Francisco, St. Anthony Main Street in Minneapolis, Landmark restoration and re-use on Welfare Island, and the Newburyport Redevelopment Plan. BTA's primary objective has been to restore not only buildings but neighborhoods and larger areas to a position of vital and imaginative urban utility, and to rehabilitate the integrity of old buildings in the framework of realistic use.

The creation of a Lowell Urban Cultural National Park is a project of particular relevance to Benjamin Thompson & Associates. Benjamin Thompson was important in convincing the Boston Redevelopment Authority in the 1960's of the importance for the City of Boston to preserve the Faneuil Hall Market area. After ten years of intense BTA involvement and effort, construction has begun on the restoration and rehabilitation of these buildings. When completed, the architectural plans and retail programs developed by this firm will have effected the transformation of a group of important old buildings into an active marketplace affecting all of downtown Boston. (BTA's involvement in all aspects of this project-concept,

design, coordination with numerous groups and agencies is documented in the enclosed brochure.)

St. Anthony Main Street, a comparable development in Minneapolis for which BTA are designers, envisions the comprehensive development of an historic two-block parcel on the Mississippi River by a private owner. Like the Lowell Urban Cultural National Park, the riverfront setting and visibility of the location add to the potential for the new kind of urban life that cities must regain. At St. Anthony Main Street, rehabilitation will encompass three of the oldest nineteenth-century buildings in the city, the recycling of a turn-of-the-century factory for retail and hotel use, and the ultimate construction of up to four hundred dwellings in town houses and apartments in a coherent urban unit with neighborhood quality. It is closely involved with the design of public park areas on adjacent riverfront areas which have been donated by a power company as a result of the project.

These and other projects, illustrated separately, demonstrate the BTA philosophy toward the task of rehabilitation and restoration:

Urban restoration today is more than fixing up antiquated buildings. Every building, historic or merely old, is part of the fabric of a place and its people, the hub of a wheel of social, economic and environmental forces that once shaped and supported it. As those forces have shifted or diminished over the years, as locations have lost their importance, it is then, generally, that buildings have lost their function and fallen into disuse and abandonment. The same pattern has occurred with factories, markets, warehouses and wharves.



The process of restoration involves, of course, understanding of structural, physical and spatial potential of buildings, but the first step is the conceptual recreation of a context of activity in which old buildings can again be supported and used. Thus, the planning of contemporary reuse grows directly out of an understanding of the past and present dynamics of the city and the immediate district around old buildings; how and where people live, work, play, meet and shop; which needs are answered today and which are unmet; what interactions and experiences occur as people move through their daily lives. These are largely qualitative factors which, when understood, assist in mapping an intelligent broad program of complementary activities and uses which will rebuild the importance of locations, zones and crossroads. Whether these renewed focuses are streets, corners, districts or whole sections of the city, their reinforcement make it possible to then put existing structures and areas to work in ways that are vital and useful to the people who live and work around them.

This procedure, combining analysis, planning, merchandising and design, characterizes BTA's approach to urban rehabilitation at the scale of Lowell's Urban National Cultural Park.

RESTORATION WORK DONE BY BENJAMIN THOMPSON & ASSOCIATES, INC.

1. Harvard Dormitories, Harvard Yard, Cambridge, Massachusetts  
(1950-60)

Client: Harvard University, Cambridge, Massachusetts

Scope: Antiquated housing facilities for students built from 1762-1872 were converted to modern dormitory quarters.

2. Boylston Hall, Harvard Yard, Cambridge, Massachusetts (1960)

Client: Harvard University, Cambridge, Massachusetts

Scope: An inefficient three-story educational facility was converted to a modern five-story language laboratory.

3. Design Research, 53 East 57th Street, New York, New York (1964)

Client: Design Research, Cambridge, Massachusetts

Scope: Built in 1866, the structure was first a plush town house, evolving over the years to an art gallery, then show-room. The present Design Research use converted the building to a shop on several levels. The basic spaces inside were kept intact. The walls are a white plaster, except for a few areas where the brick party wall has been exposed for contrast.

4. Design Research, Ghirardelli Square, San Francisco, California  
(1965)

Client: Design Research, Cambridge, Massachusetts

Scope: The lower floor of the Ghirardelli Chocolate Factory (1852) was converted to a Design Research retail outlet. The use of natural materials, removal of several partitions, and the acoustical tile, leave pillars and unadorned windows with a view to the sea. The original oak floors were refurbished and the cement cavern was whitewashed.

5. Stockbridge Square, Springfield, Massachusetts (1972)

Client: Century Investment Company, Springfield, Massachusetts

Scope: Feasibility study to convert the Milton-Bradley Block

and adjacent Kestral Building to Inn, Shopping, Apartment, and Office function. The project, at the south edge of downtown Springfield adjacent to the New Civic Center would provide a needed pedestrian connection from the South Side residential area to downtown.

6. Noble Mill, Northhampton, Massachusetts (1972)

Client: Century Investment Company, Springfield, Massachusetts

Scope: Feasibility Study for conversion of the 19th century Noble Firearms Company building to residential use under the HUD 236 program.

7. Commercial Block, Boston, Massachusetts (1973)

Client: Commercial Towers Realty Trust

Scope: A development proposal to the Boston Redevelopment Authority to convert the 1856 Commercial Block, a granite warehouse on the Boston Waterfront, to shops and residences.

8. Read and Nichols Houses, Cambridge, Massachusetts

Client: Harvard University

Scope: The Read House (1772) and Nichols House (1828) stood near the corner of Brattle Street and Farwell Place on the site of the proposed Harvard Graduate School of Education Library. BTA recommended moving these houses to the rear of the property and remodeling for Harvard office use. They were moved in 1969-70.

9. Welfare Island, New York - East River Point (1972)

Client: Welfare Island Development Corporation, U.D.C.

Scope: A feasibility study to develop plans and designs for a dramatic 15-acre river site at the tip of Welfare Island, utilizing three historic landmark buildings; new structures and open space are planned to create a unique mixture of public parks, amusements, restaurants, shops and outdoor activities.

10. Downtown-Waterfront Redevelopment, Newburyport, Massachusetts

Client: Newburyport Redevelopment Authority (proposal)

Scope: A redevelopment proposal encompassing the major waterfront area from Market Square to the Merrimac Harbor, including historic buildings to be preserved. B.T.A.'s submittal plan envisions the revitalized town core as an active seaport market, including a seaport inn, a farmer's market, and long commercial wharves housing marine goods, crafts, antiques market, and studio apartments all on the 9-acre waterfront site.

11. St. Anthony Main Street, Minneapolis, Minnesota

Client: M.T.S. Corporation

Scope: B.T.A. has developed a Master Plan for a two-block area adjacent to famous St. Anthony Falls on the Mississippi, consisting of 4.5 acres, and containing abandoned historic buildings, situated on the banks of the river facing Hennepin Island. Focusing on possible public-private collaboration to revitalize this scenic downtown area for civic and recreational benefit, the plan includes a mixed use development for shopping offices, recreation, entertainment, and townhouse apartments. This project is in the financing stage.

12. Antioch School of Law, Washington, D.C. (1975)

Client: Antioch School of Law

Scope: Remodeling and addition to the Meyer Home and Warder-Totten House (designed by H.H. Richardson) to house the Antioch School of Law in Washington. Work included programming, schematic design and cost analysis for production of a brochure for fund-raising and feasibility. Fund raising is currently in progress.

13. Faneuil Hall Marketplace (1972-1976)

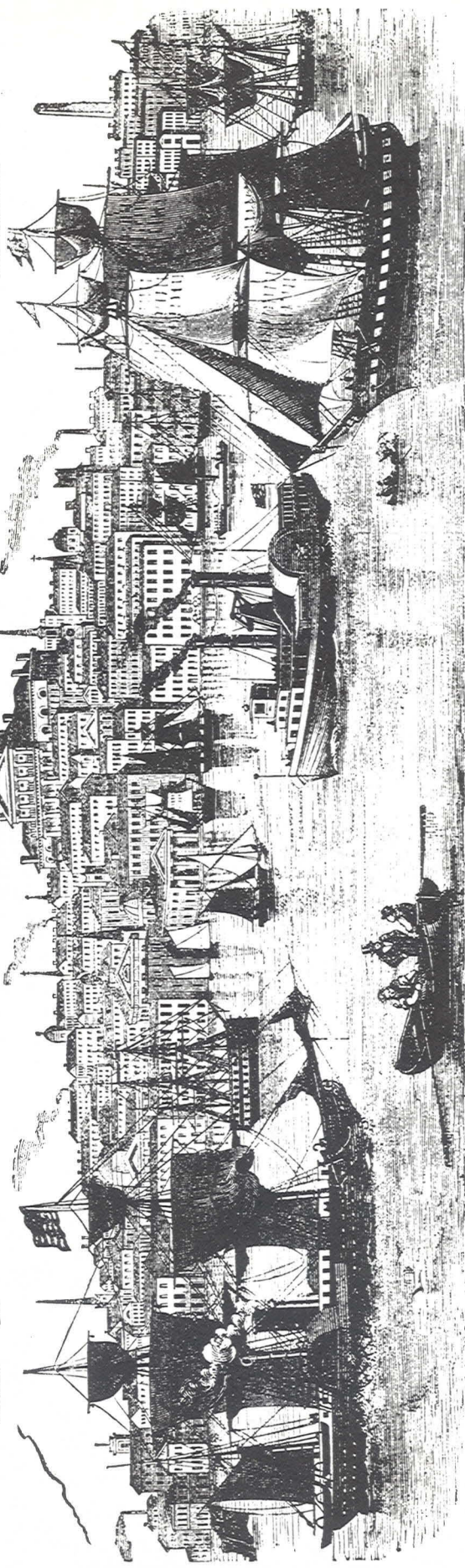
Client: The Rouse Company, Columbia, Maryland

Scope: When constructed in 1826, these three brick and timber-framed granite buildings designed by Alexander Parris in the heart of the downtown waterfront district formed the new Boston Market. In 1976 the Marketplace will reopen as Shops, Stores and Offices with the Quincy Market Building continuing as the market for meat, produce, flowers, etc.

See other documentation for complete description of the architects' role in preservation, development, merchandise planning, and design.



# BOSTON'S PICTORIAL



SPECIAL EDITION

BOSTON, TUESDAY, OCTOBER 7, 1975

With Apologies to BALLOU's PICTORIAL

## FANEUIL HALL MARKETPLACE

### The Bicentennial

For an important part of Old Boston the Bicentennial will be a beginning. In a city well-stocked with outstanding examples of all periods of American architecture, the importance of the Quincy Market area might seem routine. With preservationists behind every fan-light and two dozen historic districts within a twenty minute drive of the Customs House Tower, the future of Mayor Josiah Quincy's 1825 legacy to his city ought to be secure. But it's not all that simple. It hadn't been easy at all — for several decades. Discouraging postwar years of urban disillusionment and indifference had taken their toll of once vital buildings in and around the market district. Disuse, deterioration, and debilitating commercial traffic spoke of sapped commercial energy and buildings without an apparent future.



In 1964 a thorough survey of the physical condition of the market buildings by the Boston Redevelopment Authority convinced its administrator, Edward J. Logue, that the entire marketplace could and should be preserved. The central building, Quincy Market, already belonged to the City along with Faneuil Hall. Under its Master Plan, the B.R.A. used federal renewal funds to purchase the 42 individual buildings in the North and South Market Street blocks. (Durgin Park, which continues as a privately run market dining room, was excepted from the

*Continued on page 2*

### A Sesquicentennial

Boston got an unusually early start with urban renewal one hundred fifty years ago when Mayor Josiah Quincy tore down an interesting triangular warehouse, filled in the Town Dock, and built a new market structure atop the filled land. The cost of landfill and six new streets was paid for by sale (at public auction) of forty-seven granite-faced market buildings (North and South) in two rows flanking what is now called the Quincy Building.

All were designed by the architect, Alexander Parris, but the rows of market blocks were built by individual owners to Parris' design for the overall project. These policies of public acquisition of land, competitive bidding for parcels, comprehensive urban design, design controls, and deed restrictions are still essential functions of urban preservation and growth.

The story of the second Marketplace revival begins in this century with the Government Center plan of the early 1960s. While the market buildings were really included with the Downtown-Waterfront Renewal District, the Government Center plan made good use

*Continued on page 7*

### And A Quinquennial

It has been five years since the Boston Redevelopment Authority first advertised for expressions of interest in the rehabilitation of the Faneuil Hall market area. This month, those who have persisted in believing in this great and necessary feat deserve a small celebration of their own. Some of the high points in the process are listed below:

1970 October

B.R.A. publishes Developers' Kit for the Quincy Market blocks; 6.5 acres of prime urban heartland; 400,000 sq. ft. of choice antique real estate.

1971 June

Designation of team: Benjamin Thompson & Associates (architect); Van Arkle-Moss (developer); R. M. Bradley (leasing); George B. Macomber (construction).

1972 January

De-designation of Van Arkel-Moss as developer after failure to meet schedule for construction start.

*Continued on page 8*





## THE BICENTENNIAL continued

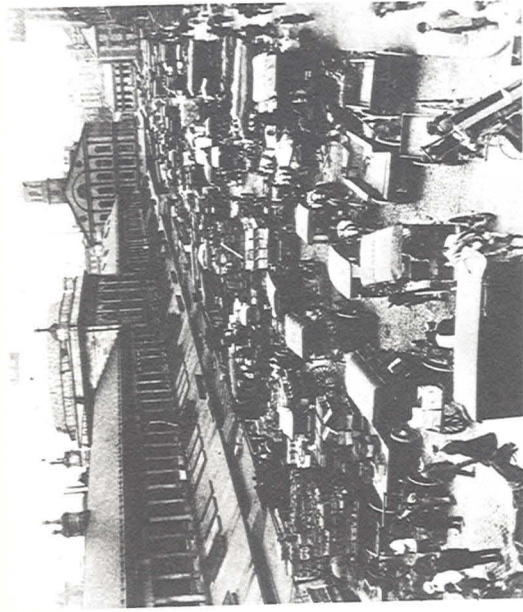
taking under an agreement with the City to conform with the overall marketplace concept.)

Architects, preservationists, and potential developers were consulted, and continued to offer advice during the following years. In the vigorous development competition conducted by the B.R.A. in 1970-71, it was obvious that all participants shared common goals: their concern for the perpetuation of the district's role as purveyor of "honest beef" and other comestibles to appreciative, hungry Bostonians; and their admiration for the charm and vitality of Alexander Parris' architectural concept.



The successful proposal addressed the financial dynamics of an *authentic* marketplace as well as the social implications of this marketplace. This was no small order considering the fact that a Boston-based, world-renowned consulting firm had earlier declared the market area development "not feasible". Certainly, no one had ever developed and leased nearly one half million square feet of retail and commercial space in landmark antique low-rise buildings; most especially in competition with heavily subsidized high-rise development on three sides. In the words of one real estate expert, the project was a "moon shot" at best.

The miracle ingredient was a philosophy of marketing rooted in firsthand experience with innovative merchandizing and the quality of the architectural environment upon which it depends. Benjamin Thompson, FAIA, whose retail concept, Design Research in Cambridge, pioneered the introduction of domestic and imported contemporary design into the American economy, has always been a champion of "the marketplace". At the time his firm, Benjamin Thompson & Associates, was selected as the architect for Faneuil Markets he wrote in the *Boston Globe*: "Historic marketplaces springing up at intersections of navigation and trade routes were the seed and heart of cities. Physically, people need the variety and abundance that markets bring. Socially, they need the communal security of mutual exchange and personal contact. Psychologically, they hunger for the festive activity that markets add to the central city." The Thompson proposal for the Marketplace compounded the "natural pagentry of crowds and goods, of meat, fish, and crops from the fields, of things made and things grown, all to be tasted, smelled, seen, and touched" with the unassailable authority of Parris' granite exercise of arch, lintel, and pediment. To succeed, people and streets had to become as important as the buildings; the complex would have to serve the needs of the neighboring business and in-town residential districts first.

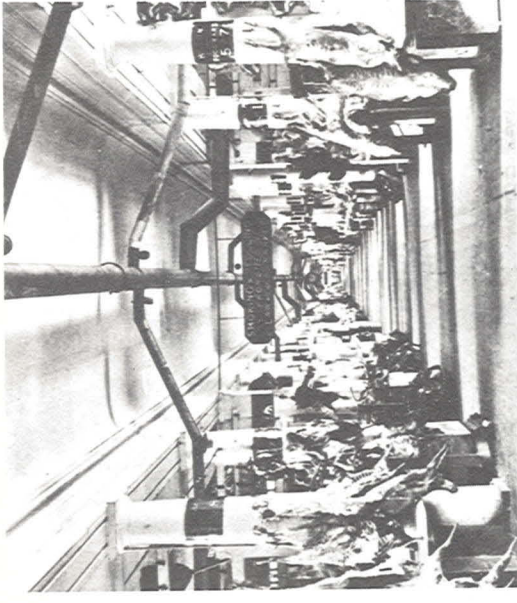


Although the site is an important stop on Boston's Freedom Trail, its historic validity depended more upon authentic market activity than historic accuracy. What was needed was a developer with a rare set of qualifications: experience, financial acumen, and vision. After the initial selection of a young Philadelphia developer, whose financial program could not be realized on schedule, the right combination appeared in James Rouse. His firm owns and operates nine million square feet of high quality retail space throughout the country, with an additional five million square feet under its direct management. Having just built the new town of Columbia, Maryland from the ground up, he agreed with Thompson that America's cities were not going to survive indiscriminate "heart transplants"; that sprawling suburbs were no place to carry on the important business of the city. Well ahead of most of his colleagues, Rouse was already looking at "downtown" as the important key to future development.

Building on the marketing concept worked out by Ben and Jane Thompson (which had been previously accepted by the B.R.A.) the new subsidiary, Rouse-Boston established a designed mix of retail activity with a heavy emphasis on retail food and restaurants. The Quincy Building is being retained as a complete "Farmers' Market" with meat, poultry, produce, dairy, cheese, and other related merchants, all supported by over twenty food shops, eating places, cafés, and fine restaurants throughout the rest of the area. Of the total 365,000 square feet gross leasable area, 225,000 square feet on the first three floors (ground, street, and second) have been programmed for these "people-oriented" tenants. They include theatres, cabarets, personal services, public conveniences, and a full range of retail shops from sportswear and hardware to luggage and fashions, interiors, hobbies, and all-night browsing shops.

The remaining area on upper floors (140,000 square feet gross leasable area) will be let for office purposes, with emphasis on professional groups, organizations, service specialties, publishing, graphics, design, lawyers, and corporations of limited size that will enjoy and reinforce the atmosphere and scale of the market and restored buildings.

Every effort has been made to keep the twenty food-market tenants who survived the removal of the old wholesale market to its new location. Seventeen will stay to become part of the lively 535-foot-long bazaar. Their new neighbors in this indoor shopping street will add coffee and tea, dairy and eggs, specialty fruits, bakery and bread to the strong tradi-



tion of meat- and fish-selling that goes back to the Quincy Building's first beginnings in 1825.

The existing food vendors will be given an initial 3-year stay at their present low rents. New tenants, in both Quincy and North and South blocks, will come in at a fair minimum rent plus a percentage of sales as the gross increases. Each also pays a per square foot fee related to the annual percentage of the gross that Rouse-Boston pays to the city in lieu of taxes. As business in the market grows each year, the city will share in the profit.

Rouse-Boston provides tenant allowances to assist the desired small individually-owned shops in making their installations, as well as assistance in financing and intensive programs of area promotion to benefit all tenants.

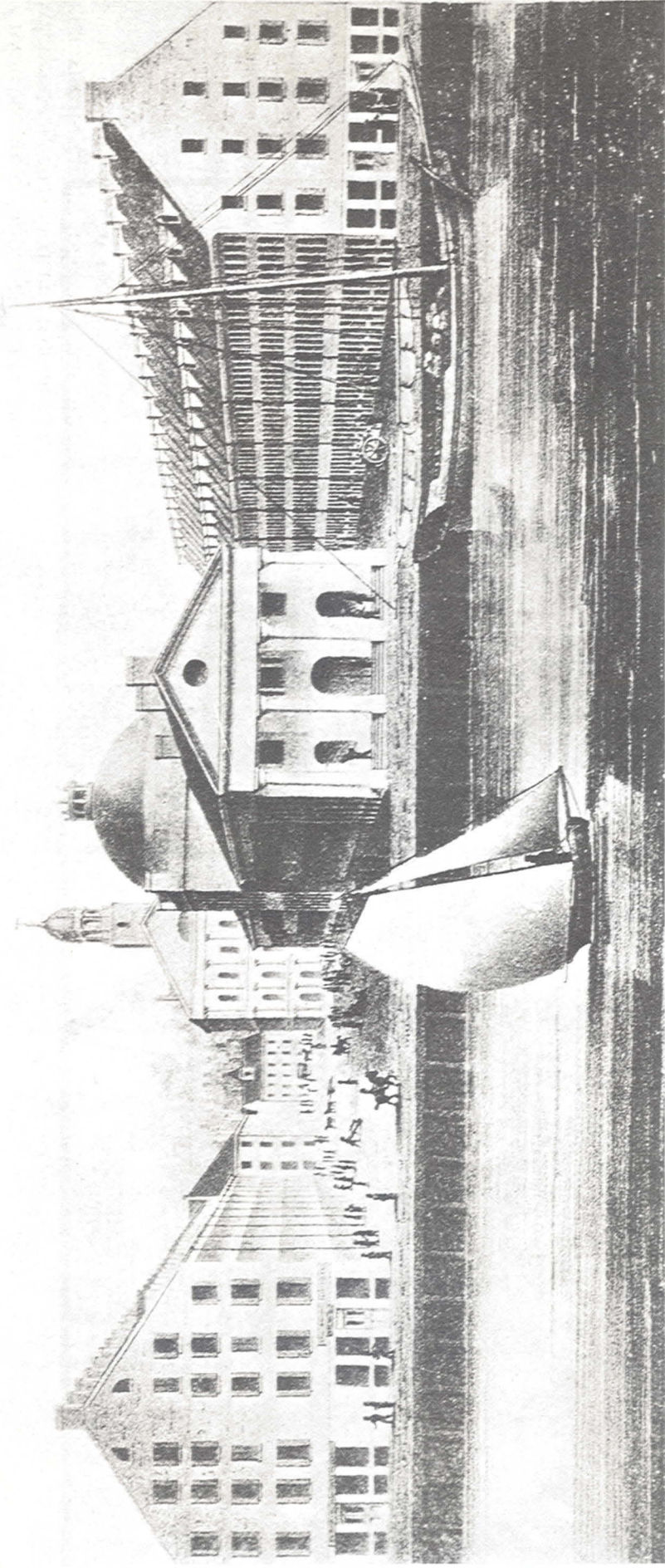
Specific and varied types of new tenants are sought throughout to encourage genuine local restaurants, cafés, and clubs under owner-management to assure high standards and distinctive character. An important feature of the imaginative financing program is that it permits a multiple tenancy of smaller, independent firms rather than the usual dependence upon very large, less community-oriented national chains as "key tenants".



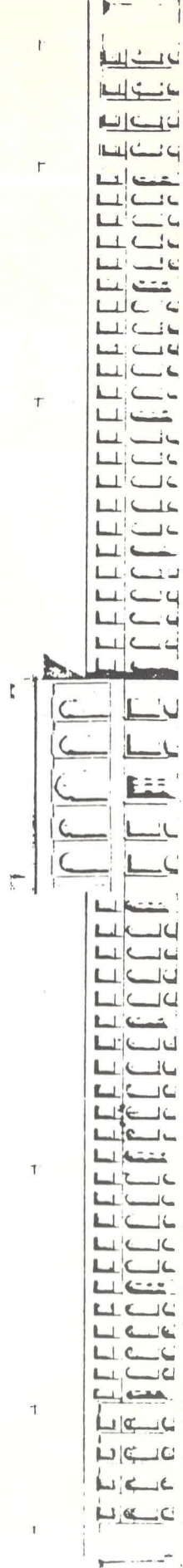
Old engravings and photographs record over the years the true character of the streets between the three main buildings: awnings, horses and wagons, pushcarts, boxes and barrels, all against a visual obligatto of handsome merchant signs. The Thompson plan recaptures this excitement with a wide glass canopy extending along the outside of the Quincy Building, offering year-round shelter to produce stalls and food-related specialties. It opens wide in summer and will be closed and heated during the winter months. Pedestrians may travel the length of the market on both North and South Market Streets, sheltered from the weather. Cafes and eating places will be located along these arcades, with outdoor tables and chairs extending into the street, or sheltered by the canopies when necessary. In the event that the open air market on Blackstone Street, opposite the Central Artery, must be relocated, this famous weekend bounty of

*Continued on page 7*





*Quincy Market, Boston, Mass. U. S. A.*



*Elevation on Dorch and South Market Streets.*

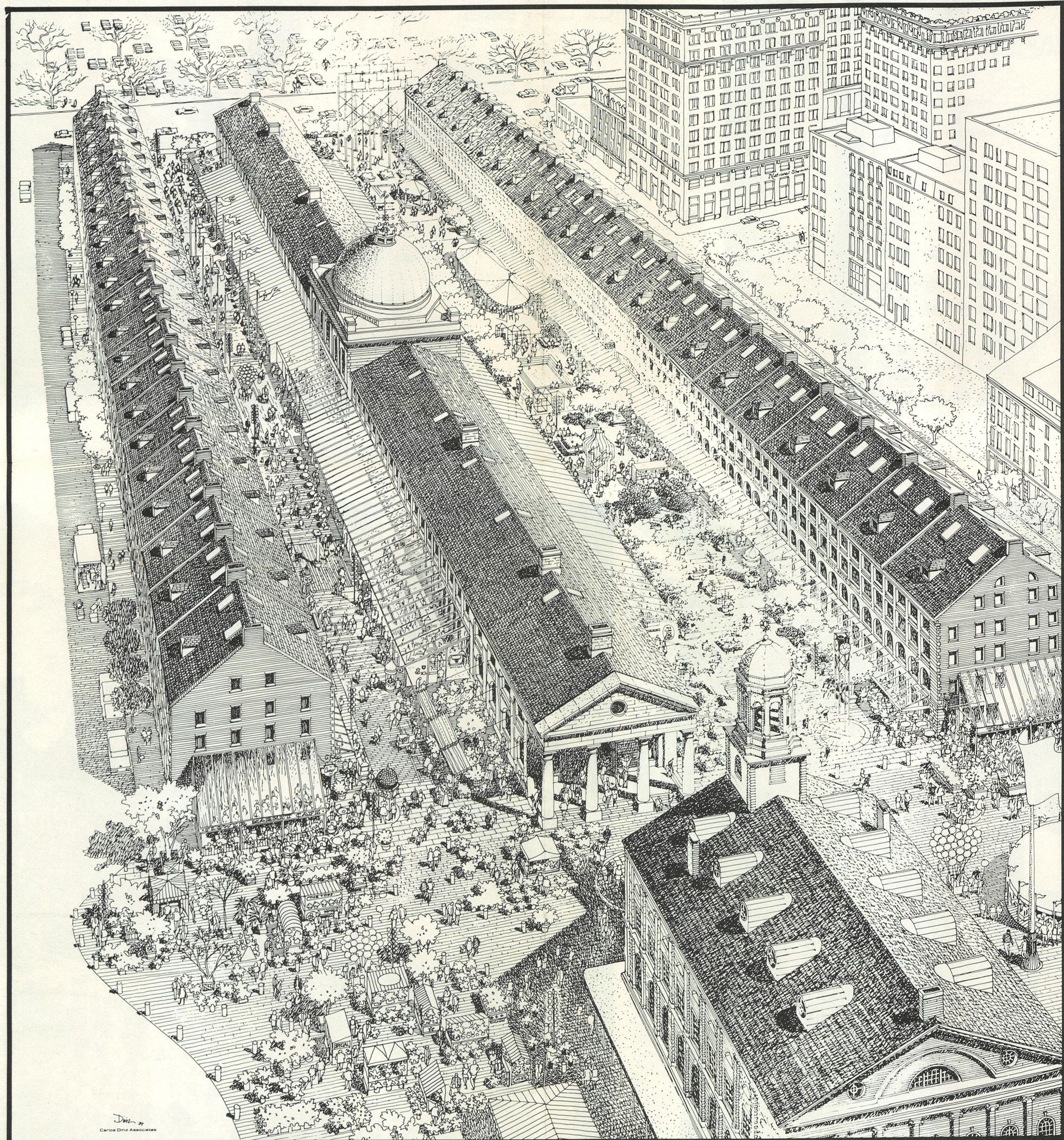
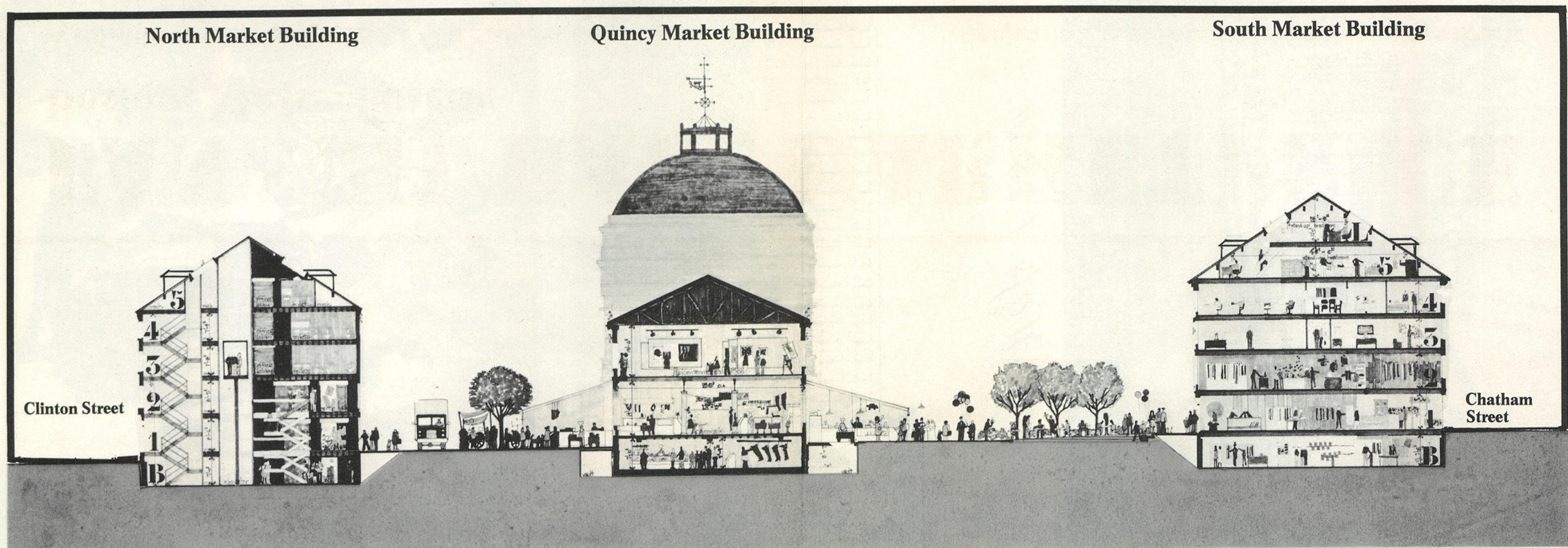
*Alexander Purvis, Architect.*



*VIEW IN SOUTH MARKET STREET, BOSTON.*

*Courtesy of Marketplace International*





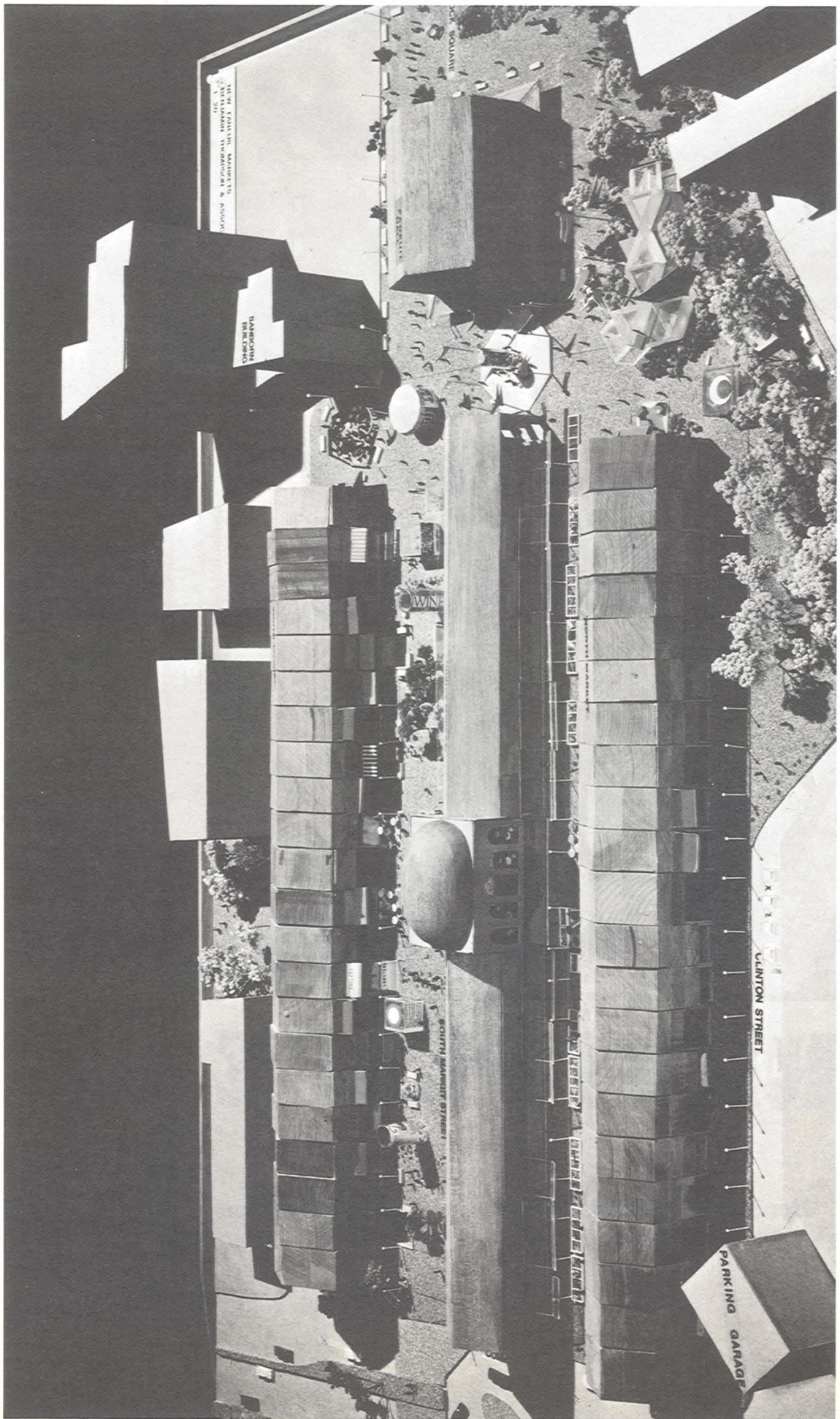
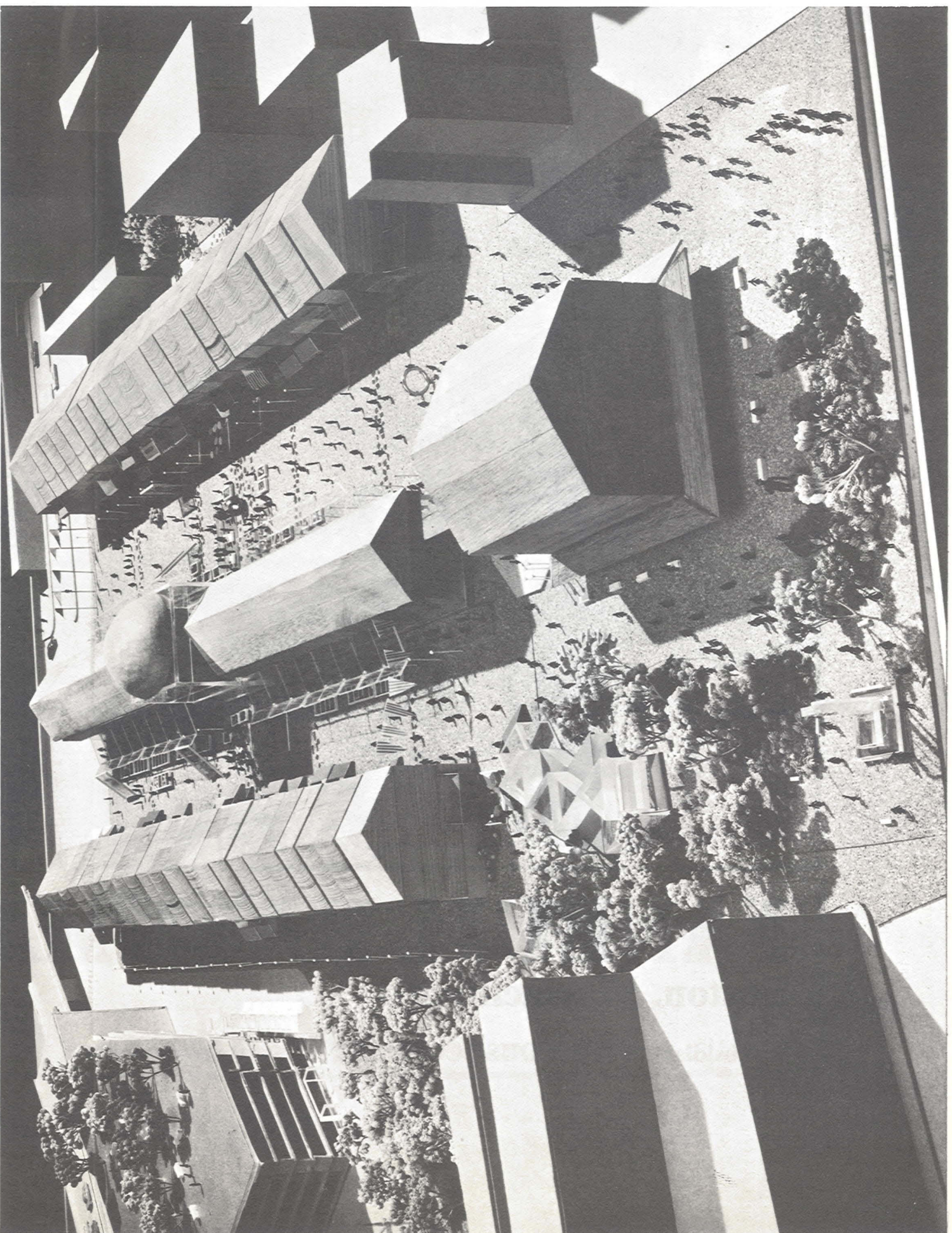
# FANEUIL HALL MARKETPLACE

Boston, Massachusetts

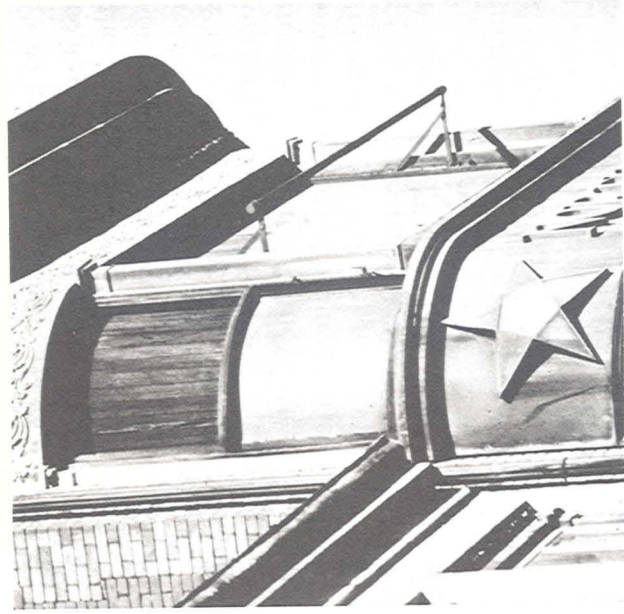
A subsidiary of THE ROUSE COMPANY

Benjamin Thompson and Associates, Architects







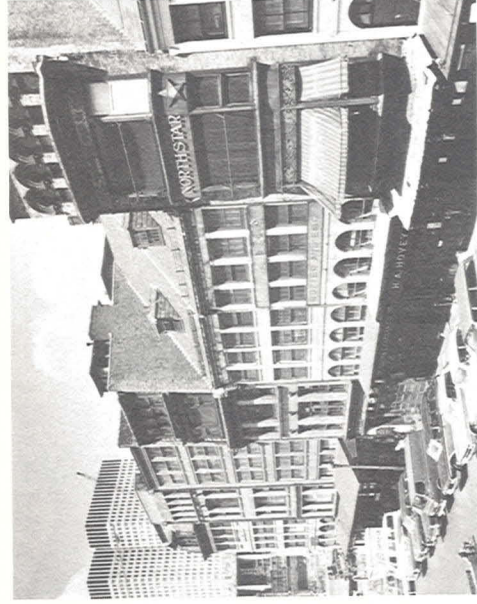


## THE BICENTENNIAL continued

pushcarts will be welcomed into the Faneuil Marketplace area. The first three levels of the North and South Market Buildings are reserved for the restaurants, stores, and services incorporated into the rental mix. They are to be zoned to develop strong collective interest and customer drawing power. The natural affinity of small "discovery" shops, craft, art, and print galleries will be balanced, for instance, with an area offering a range of quality stores — home furnishings, antiques, cameras, jewelry, fashion boutiques, men's and women's wear. All shops will face onto traffic-free cobblestone streets, with planting, benches, information kiosks, play areas, and mobile vendors. Throughout the key word is "activity". Rouse-Boston will sponsor and/or coordinate scheduled and impromptu entertainments, festivals, street events, puppet shows, and mobile theatre units in cooperation with the city's own programs. On Sundays a high-quality flea market will operate year 'round. Glass enclosed restaurants will sparkle at the west ends of the North and South Market blocks, surrounded by street flower vendors. At Christmastime frosty piles of hemlock, spruce, holly, and mistletoe will still arrive and depart on schedule.

Beyond Faneuil Hall, a reconditioned Dock Square park will reinforce the pedestrian bridge connection with City Hall Plaza over New Congress Street. At the opposite end of the Marketplace just across the Central Artery, a new waterfront park will draw visitors and residents through the Faneuil Markets along Boston's great adjunct to the Emerald Necklace and the Freedom Trail, the *Walk to the Sea*.

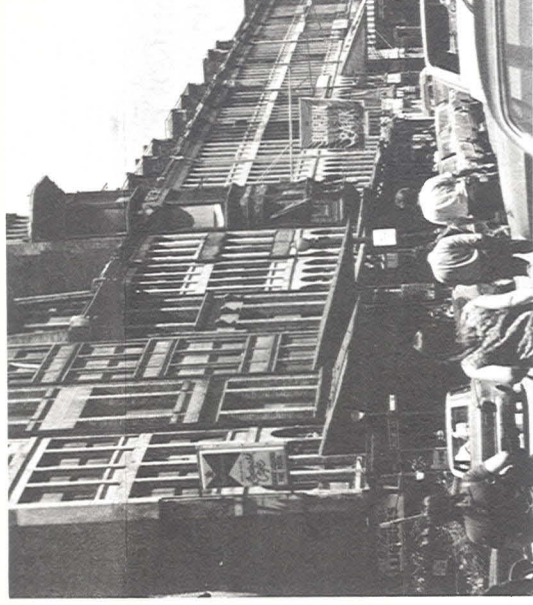
Part of the city's architectural language is its wealth of steeples and cupolas, each with a story to tell: Old North, Faneuil Hall, the State House, "Brimstone Corner", the "Holy Beanblowers", etc. The coffered inner dome of the Quincy Building, uncovered during renovations after forty years of concealment, will become a dramatic focal point for the market area. It is presently reserved for a variety of public functions, and is adjacent to the Boston 200 Bicentennial exhibit on *The Revolution*. The space on the second floor of the east end was prepared for Boston 200 by the Rouse Company in advance of its receiving final leases from the city so that the schedule for opening by October, 1975 could be met. This major exhibit is in fact a Bicentennial gift to the city by the Rouse Company, which provided major funding.



## A SESQUICENTENNIAL continued

of its landmark buildings, creating a precedent that would be difficult to ignore. In spite of the fact that the Central Artery had severed the markets from an ancient affiliation with the harbor, these three blocks were still at the crossroads of the city. Four subway lines passed under or adjacent to them. The district lay in full view of an all-to-steady stream of traffic; thousands of commuters passed its every day on foot from their offices in the financial district on their way to North Station and the suburbs.

Tourists and regulars flocked to Durgin Park for hearty meat and fresh fish; people in the know lunched at the counter in Quincy Market along with the workers in the market. Busy executives found time at lunch to spirit choice cuts of meat, bargains in vegetables, or exotic cheeses home to the dinner table.

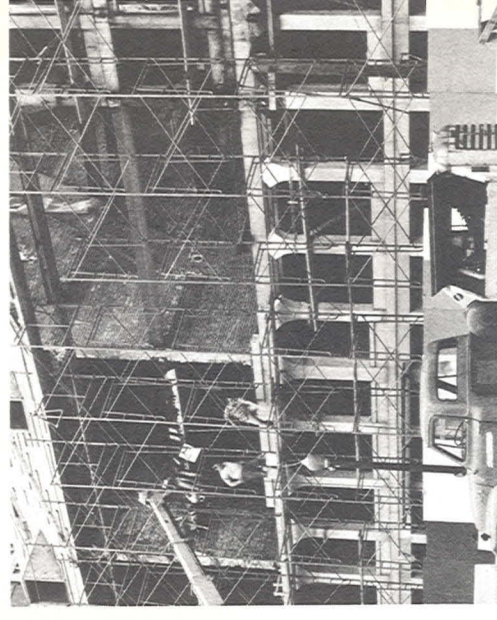


But all of this was threatened by more than "urban removal". Impossible traffic conditions and federal health regulations drove the larger wholesale food dealers to new quarters in South Boston. Empty buildings, deferred maintenance, and the everpresent threat of vandalism and fire gave a sense of urgency to the powers of the Boston Redevelopment Authority. By 1963 the B.R.A. had begun acquisition of the buildings in the North and South Market Street blocks. Because other areas in the city were receiving priorities, it was three years before a study was begun to determine future use for these buildings. It was in this year, 1966, that Benjamin Thompson & Associates made its first proposal to the B.R.A. for renewal of the now-empty area as a contemporary retail food and shopping center. Before an appropriate developer could be found, Edward J. Logue, Director of the B.R.A. resigned to run for mayor.

The resulting campaign left the city divided over such issues as the war in Indo-China and equal, quality education at home. Even so, the B.R.A. staff was able to prepare a pro-

posal (using funds donated locally) for an Historical Preservation Grant from H.U.D. This led in turn to a comprehensive 1969 report on the Faneuil Hall markets prepared by Architectural Heritage, Inc., and the Society for Preservation of New England Antiquities. It also produced a \$2,000,000 federal grant to underwrite developer's cost of building restoration. Drawings to guide the work on the exteriors of all buildings were prepared under the same grant by Stahl Associates, a Boston architectural firm, and completed in 1970. By October of that year the B.R.A. was able to publish a Developer Kit inviting bids to develop the entire market area. The Thompson-Van Arkle-Moss proposal was accepted in 1971. But, unable to obtain a firm legal commitment from the city on use of the central Quincy Building (the unresolved problem of multiple ownership was an impediment to the available financing), the developer failed to meet the deadline for commencing construction within the year. Van Arkle-Moss were "de-designated" as developers in January 1972.

The aging structures remained unrestored and unprotected. The B.R.A. had at its disposal the \$2,000,000 federal grant funds to assist a developer with historic renovation. It decided to use these funds to begin work on the exteriors even though a developer had not been found. Final construction documents were authorized and put out for bids in April 1972. A contract was approved in June 1972 and work commenced by the Falzarano Company in September. It was mainly concerned with demolition of "non-conforming" buildings and upper floors, slate roofs, granite facades, and the entire reconstruction of new "conforming" buildings in granite and slate. Meanwhile, Ben Thompson sought a new developer with the capacity to carry forward the mixed market plan that had been previously approved. His efforts were rewarded in the spring of 1972 by Jim Rouse, who came forward with a complete proposal to the B.R.A. in August, ironically just as the rehabilitation work was about to be undertaken by the City.



The face-lifting process illuminated an emerging dichotomy in the ranks of preservationists: whether to restore back to a specific date, or leave some indication of past progress. One school advocated the natural mix approach which would have allowed removal of excrescences and badly-mauled facades while leaving the material of different styles expressing the 150 year evolution of the market. In this case there were at least two mansarded pavilions on the west end of the

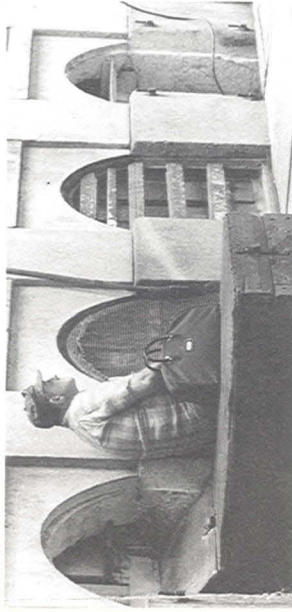
*Continued on page 8*



## THE QUINQUENNIAL continued

**1972 April**  
B.R.A. publishes bid documents for exterior renovations to North and South Market Street blocks, using H.U.D. grant of \$2,000,000.

**May**  
Rouse Company notifies B.R.A. of its desire to be named developer to execute the Thompson plan.



**June**  
B.R.A. proceeds with exterior renovations under city contract, prior to selection of a developer.

**August**  
Rouse Company submits complete development proposal to B.R.A.

**September**  
City-selected contractor begins demolition of roofs and facades of North and South Blocks.

**December**  
B.R.A. embroiled in evaluation of two dissimilar proposals for market area development.

**1973 February**  
Boston City Council (Committee on Urban Renewal) holds two public hearings to evaluate competing proposals; Committee report endorses Rouse-Thompson solution as realizing greatest potential for Boston's downtown area. Support from business, professional, and preservation community.

**March**  
B.R.A. Director Robert Kenny submits recommendation that Rouse-Boston be selected as developer

**1974 May**  
Rouse-Boston and city reach final agreement on lease terms, pending final financial backing.

**1975 January**  
Chase Manhattan seeks co-financing from Boston banks.

**February**  
Deadlines extended as Boston lending institutions become involved. Letter of agreement signed.

**March**  
Rouse begins construction on exhibition space for Boston 200.

**August**  
Rouse-Boston turns over Bicentennial keys to Boston 200 for Quincy Building

**October**  
Rouse-Boston signs mortgage with banks and lease with City; preparations underway for balance of construction. Opening of exhibit on *The Revolution*.



**A SESQUICENTENNIAL** continued  
North and South blocks, and the imaginative late Victorian expansions of the North Star building. Although these later facades had a strong following among architects and market fanciers alike, the issue became moot as the work of returning the facades to their original intention—if not execution—got underway, and as the buildings came down.

By this time the B.R.A. found itself in the middle of a controversy over two quite dissimilar proposals for the market area. One, under preservationist Roger Webb, whose organization, Architectural Heritage, Inc. would have acted as agent for the City on the two Market blocks only, worked under a non-profit formula that provided no equity except for the City's own property. The other proposal (Rouse) made a commitment to develop the entire area with private funds under a long-term lease with guaranteed payments to the City in lieu of taxes.

The controversy involved important decisions on the part of the City: whether to entrust its valued landmark property, the Quincy Building, to long-term leasing as part of the B.R.A. package; and what kind of development would be best for the City. The issue eventually reached the floor of the City Council, whose approval was required to unite the City-owned and B.R.A.-owned properties into a single leasable entity. The Council's unanimous endorsement cleared the way for the final designation of Rouse-Boston as developer of all three blocks in March 1973.

Boston Globe



Thompson, Fine, Kenny, Rouse and White at ceremony for the Rouse Company designation, March 1973

At last the "Markets" were under way, or so it seemed. Detailed negotiations between the developer and the city on final terms of the long-term lease were slowed by demands on the B.R.A. staff of an unrelated project, Park Plaza. (An embattled city was demanding reassurances that a mammoth development alongside the Public Garden would not overpower its neighboring districts.) In the following 18 months the market project cost escalated to nearly \$20,000,000 from an original ten million in the 1970 estimate and fourteen million when Rouse first became interested in 1972. To make matters worse, the bottom had dropped out of the money market.

By September of 1974, with alarums, excursions, deadlines, and photo-finishes all in the interest of meeting B.R.A. requirements for financial verification, the project had become a cliff-hanger. It was all resolved at the eleventh hour by a pledge of loan funds from fifteen local financial institutions to match those of the Chase Manhattan Bank as leading sponsor. Mortgage and lease documents were executed between the developer, banks, and City during the first week of October, 1975.

The opening of the Bicentennial exhibit in Quincy Market may, after this tangled history, may seem like an anticlimax. Those close to the Marketplace and Boston 200 see it as a fitting beginning for the comprehensive Faneuil Hall Marketplace revitalization program that will serve Boston for the next 99 years.

This "Special Edition" has been made possible through the generosity of Cabot, Cabot & Forbes Co. and Beacon Construction Co. for the Friends of Government Center.

Written and edited by Joseph L. Eldredge, FAIA Past President; Boston Society of Architects Editor; *ARCHITECTURE: NEW ENGLAND*

Graphic Design: Michael Haskins



**\$50-MILLION PLAN**

Friday, April 26, 1974

## Old town to revive near Mississippi

By **BARBARA FLANAGAN**  
Minneapolis Star Staff Writer

A plan to turn historic SE. Main St. on the east bank of the Mississippi River into an "old town" center eventually costing \$50 million was announced today.

Louis N. Zelle, a Twin Cities civic leader who is president of MTS Co., the developer, said the project would include stores, entertainment facilities, offices and residences.

Zelle said the project will occupy two square blocks, nearly all now owned by his firm, and will take four years to complete. He said private financing will be involved.

The area, across the river from downtown Minneapolis, is bordered by SE. 2nd St., 3rd Av. SE., SE. Main St. and the 3rd Av. bridge.

Some of the buildings were built in the early 1850s, and were in the city of St. Anthony. St. Anthony and Minneapolis merged in 1874.

The only building not owned by MTS Co., Zelle said, is Pracna-on-Main, 117 SE. Main St., a restaurant with an "old town" motif which opened in June. On the eastern border of the project is the historic Pillsbury "A" mill, which was built in 1876 and once was the largest flour mill in the United States.

All of the area is within the St. Anthony Falls Historic District, which means that the plans must be approved by the Minneapolis Heritage Preservation Commission. A city riverfront plan suggested the area for some type of "old town" development.

Continued from Page 1A

Project plans call for 424 apartments, including condominiums and rental units; 171,000 square feet of office space, and 180,000 square feet of commercial, retail and entertainment space. It also will have mechanical and storage spaces for a total project of slightly more than one million square feet.

An important part of the development is the restoration of usable old buildings. Two such buildings, the Limestone Building and Upton Block, both east of Pracna-on-Main, date from the early 1850s and already are being renovated. They will house three restaurants and a bakery specializing in bread, Zelle said.

Early construction also will include The Greenhouse, a glass-enclosed pedestrian walkway featuring flowers, farm produce and tropical and citrus fruits for sale.

The former Salisbury Mattress Co. building at SE. Main St. and 2nd Av. SE. also will be renovated to provide a River Gallery of home furnish-

ings shops and craft studios.

Two movie theaters and eight luxury condominiums are included in the first phase of development.

The architect for the plan is Benjamin Thompson, a St. Paul native who heads his own firm in Boston. Thompson, former chairman of the department of architecture at Harvard University, is best known for the Fa-

neuil Hall Markets project in the center of Boston.

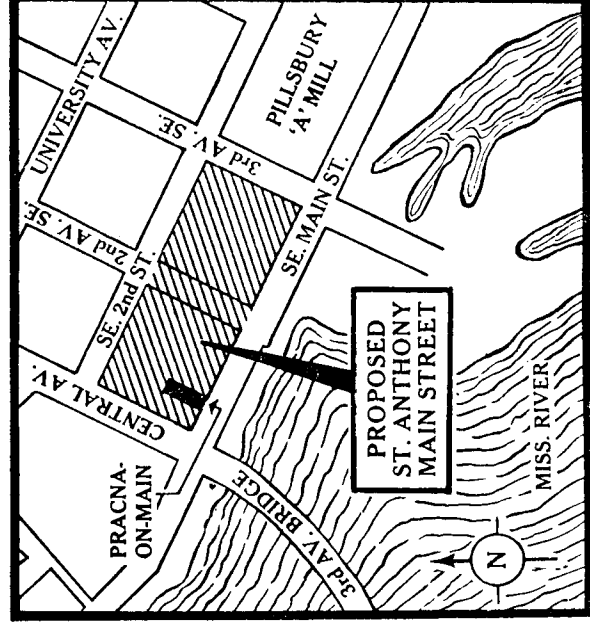
Zelle said that there are many similarities to Thompson's approach at Faneuil Hall Markets and his work to date with St. Anthony Main Street. The concept, he added, preserves the best of the old and adds some new buildings "so that the people of the city can relate to their past without retreating into it."

"St. Anthony Main

Street," Zelle said, "will be a place to live, work, shop, eat and be entertained. It will not be a museum."

Zelle, who lives in North Oaks, has been on the boards of the Minnesota Orchestra, Walker Art Center and Guthrie Theater, and is former chairman of the Minnesota State Arts Council. He said his firm will contact organizations interested in the river area to obtain reactions and suggestions for the project.

The development firm, MTS, is a subsidiary of The Jefferson Co., of which Zelle is also president. An unrelated subsidiary of Jefferson Co. is Jefferson Lines, Inc., a bus transportation firm.



# St. Anthony Main St. redevelopment plan

I KNOW THAT THE GHOST of Louis Zelle's great grandfather, Peter Rauen, will approve of Zelle's classy plans to perk up the main street of historic St. Anthony.

You will like them, too. Who wouldn't?

Zelle's charming and comfortable ideas for the two-block-square redevelopment overlooking the Mississippi River on SE. Main St. is the best news I've had all week.

Maybe it takes a hometown boy with deep roots in Minneapolis to truly understand the importance of the river. Zelle wants to reclaim the riverbank for people, not skyscrapers.

He is so eager to have people—all of us—like and enjoy his Main Street project that he is even going to ask for our advice. That may be a "first."

Zelle told me that he will contact all organizations and individuals interested in the opening up of the riverfront area to ask them to comment on his plans and to make suggestions.

Great-grandfather Rauen would have liked that idea, too. He was one of our early public servants and an alderman. Zelle hasn't run for public office, yet, but he is one of the most civically involved people I know except for his wife, Anne.

Rauen, Zelle said, came to St. Anthony from Germany in the mid-1850s. "He operated a drygoods store somewhere here on the east bank," Zelle said. "I can remember my grandmother telling me about how they moved the store across the river on the ice to the west bank when my great grandfather decided to locate on the Minneapolis side."



LOUIS ZELLE

Some of the property Zelle will use in the project has been in his family since 1900. Another portion of it dates to World War I, when industry moved in. "We had gasoline tanks here for the bus company," he explained. The family firm is Jefferson Lines, Inc., a subsidiary of the Jefferson Co., of which Zelle is president. He is also president of MTS Co., his development firm for the area.

We stood on SE. Main St. a door away from where the Naegele brothers—



Barbara Flanagan

Bill and Bob (the billboard baron)—operate the delightful Pracna-on-Main restaurant.

Across the way were the tracks that represent the first rail link between the Twin Cities. On the corner were two old buildings to be restored as a part of the project which will save the best of the old and blend it with new construction.

The Upton block of rich vanilla brick was built in 1850-51 by the Upton brothers for their general store, Zelle said. Upstairs were law offices and the newsroom of the Minnesota Republican newspaper.

The limestone building next to it was built in 1860 to house the post office and the fire department. Along with an 1879-vintage foundry in the rear they will house shops and restaurants including a "penthouse" with a great view of the river.

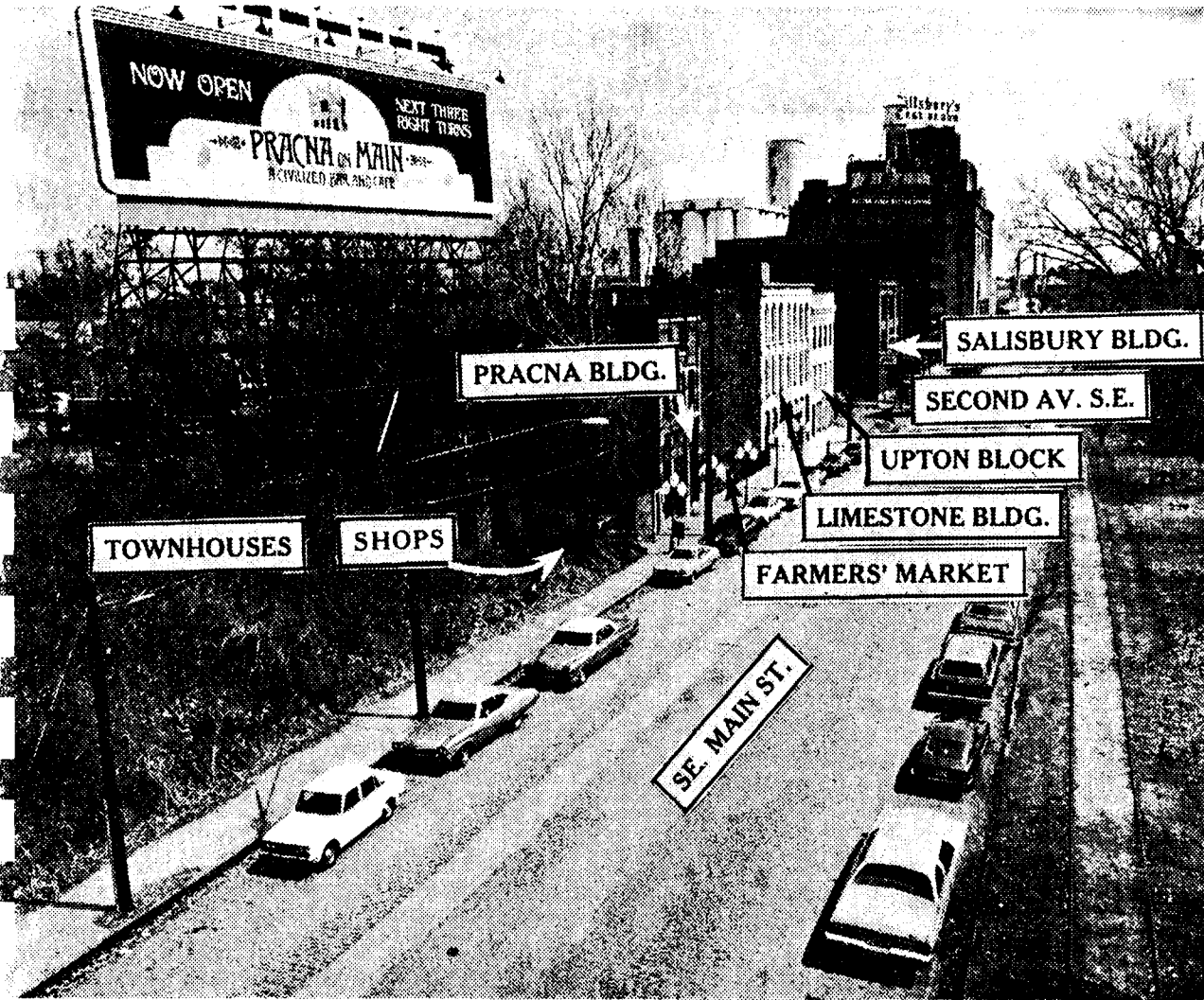
The vacant lot between those buildings and Pracna is called The Greenhouse by Zelle. In it will be plants and produce for sale. An old boiler in the foundry will be revitalized as a street kiosk.

And do you know what? Zelle's plans call for pushcarts selling flowers and fruit. Isn't that the way I've always said we should go?

Zelle and his wife will be among the first residents of eight duplex apartments planned in the first phase of the estimated \$50-million project. Within five years, there will be 424 living units scattered amid the entertainment and retail shops at the site.

The architect for the project is a former St. Paul native, Benjamin Thompson of Boston, who redesigned Boston's historic Faneuil Markets area.

Thompson, Zelle told me, also is to be thanked for starting those stunning Design Research stores that thrive on good design in our land. They could hardly get me out of the one in San Francisco's Ghiradelli Square.



Minneapolis Star Photo by Charles Bjorgen

Mississippi riverfront area included in plan for redevelopment

# variety variety variety

the minneapolis star

friday, april 26, 1974

1B

Thompson's plans for the old Salisbury Co., also in the project, call for home furnishings and craft outlets. Well, hee!

By the way, Zelle started our tour by giving me a good look at the river. It was really in a rush as it poured over

St. Anthony Falls. For the first time in my life here, I could feel its spray. Now, I know for certain that we've been away from it for too long.

Thank you, Louis Zelle, and good luck. St. Anthony Main Street here I come!

GLADSTONE ASSOCIATES

## GLADSTONE ASSOCIATES

### PROFESSIONAL PURPOSE OF THE FIRM

GLADSTONE ASSOCIATES is a firm of consulting economists experienced in business research, urban economic analysis, development planning and programming, financial analysis, location studies, and real estate market research. The firm is headquartered in Washington, D.C. and has a nation-wide and international consulting practice.

Clients include private organizations and institutions as well as public agencies at all levels of government. Work assignments typically are as varied as the type of client served. A common factor in all projects is the need to solve complex problems and to provide a firm basis for decision-making in critical areas, using techniques of economic evaluation, planning and program evaluation and financial analysis.

A major portion of the firm's work is for private organizations in a wide range of business activities, including manufacturing, construction, real estate development, finance, retailing, and for the design, legal and financial professions. Analyses for large-scale developments have covered office buildings, motels and hotels, industrial locations, apartment and single-family residential developments, and shopping centers, as well as recreation and resort development.

Gladstone Associates has had extensive experience with large-scale new community and "new town" projects. In the past several years, analysis of a score of major new communities has been undertaken for industrial and manufacturing organizations, developers and financial institutions in different parts of the U.S., Canada and the Caribbean.

The firm serves a wide variety of public clients. Gladstone Associates' extensive public practice covers many of the aspects of renewal, Model Cities, neighborhood development and the new federal "new-towns-in-town" program. Numerous studies have been prepared in support of regional economic analysis, planning for low and moderate income housing, as well as fiscal impact, recreation, and regional development activities.

The firm brings to its analyses not only an understanding of location, development and land-use potentials in the context of potential markets, but also applies techniques for optimization of value and profit. Key staff members have intimate familiarity by training and specific experience with financial analysis, corporate policy formulation and decision-making processes. An important part of the firm's practice consists of reconciling issues of building and land development programs with corporate or public agency needs.

Gladstone Associates' depth of experience provides the capacity to understand client needs, interpret their requirements into an efficiently organized work program and produce meaningful results promptly. Years of experience in diverse geographic and functional areas enable the firm's consulting staff to provide well developed judgments — in addition to factual analysis — to areas of problem solving and creative identification of opportunities.



## SERVICES PERFORMED BY THE FIRM

### Market Analysis

Studies are conducted to evaluate marketable opportunities for development programs and land uses including—but not limited to—the absorption of residential, commercial, office and industrial space. Supply and demand characteristics operating within local market areas are identified and potentials determined using rigorous and innovative statistical techniques, together with field surveys. Market opportunities are specifically quantified based upon analysis, judgment and interpretation of past trends and the future outlook.

### Development Programming

Opportunities for capitalizing on market prospects are specifically established in terms of program components, scale and alternatives. Site characteristics and client requirements are assessed against a background range of potentials and specific development program recommendations are designated. Recommendations typically produced in this analytic segment assist architects and planners in producing physical development concepts and further aid in sharpening strategies for implementation to achieve market objectives.

### Financial Evaluation

Program development alternatives are translated into financial terms to derive "bottom-line" dollars-and-cents results. This includes the scale of investment required, financing alternatives and leveraging possibilities, cash flow generated from revenues, investment and operating charges. Risk analysis is also evaluated for decision-making. Discounted cash flow and other financial analysis techniques are performed—using our in-house computer capability—to derive land and total project value potentials. Tax shelter possibilities are also evaluated where appropriate. In multi-use projects, a land optimization model may be constructed to achieve most profitable mix of program components.

### Project Analysis

Multi-purpose real estate development programs, community development projects involving land utilization are analyzed to determine ultimate success to reach desired goals and objectives. Impact studies for urban and rural development, highway and other transportation improvements in community development projects are included in a range of activities evaluated here.

### Location Studies

Locational analysis for a full range of land-uses is performed to determine maximum exposure to appropriate economic characteristics including markets, users transportation accessibility and suppliers. Sponsors of housing projects, shopping centers, office buildings and industrial facilities are served by consulting performed in this functional area. The creative application of unique techniques developed for locational analysis is employed in arriving at specific recommendations and site location alternatives in studies performed.

### Strategies for Implementation

Gladstone Associates' consulting practice is normally performed in an action-oriented environment. Clients—in both the public and private sector—are furnished with specific and complete recommendations for program implementation, where appropriate. They may include the preparation of negotiating strategies for property acquisition, recommendations for maximizing investment opportunities, program disposition alternatives and relationships in dealing with third parties.

### Management Programs and Systems

Implementation studies may be extended to include preparation of specific systems and programs for reaching and maintaining maximum operational effectiveness. The framework for decision-making is implicit in all of the studies performed, but where appropriate, special management techniques for implementation may be required. Priorities from a range of alternative action programs are established and decision-making techniques for selecting courses of action are applied. Additionally, accounting and control systems for development implementation are created to provide guidelines and operating instruments for management.

Gladstone Associates also performs the role of team director-coordinator for multi-discipline project studies. Extending that involvement, the firm has a demonstrated capacity to provide development management services in various areas of project implementation.

\* \* \*

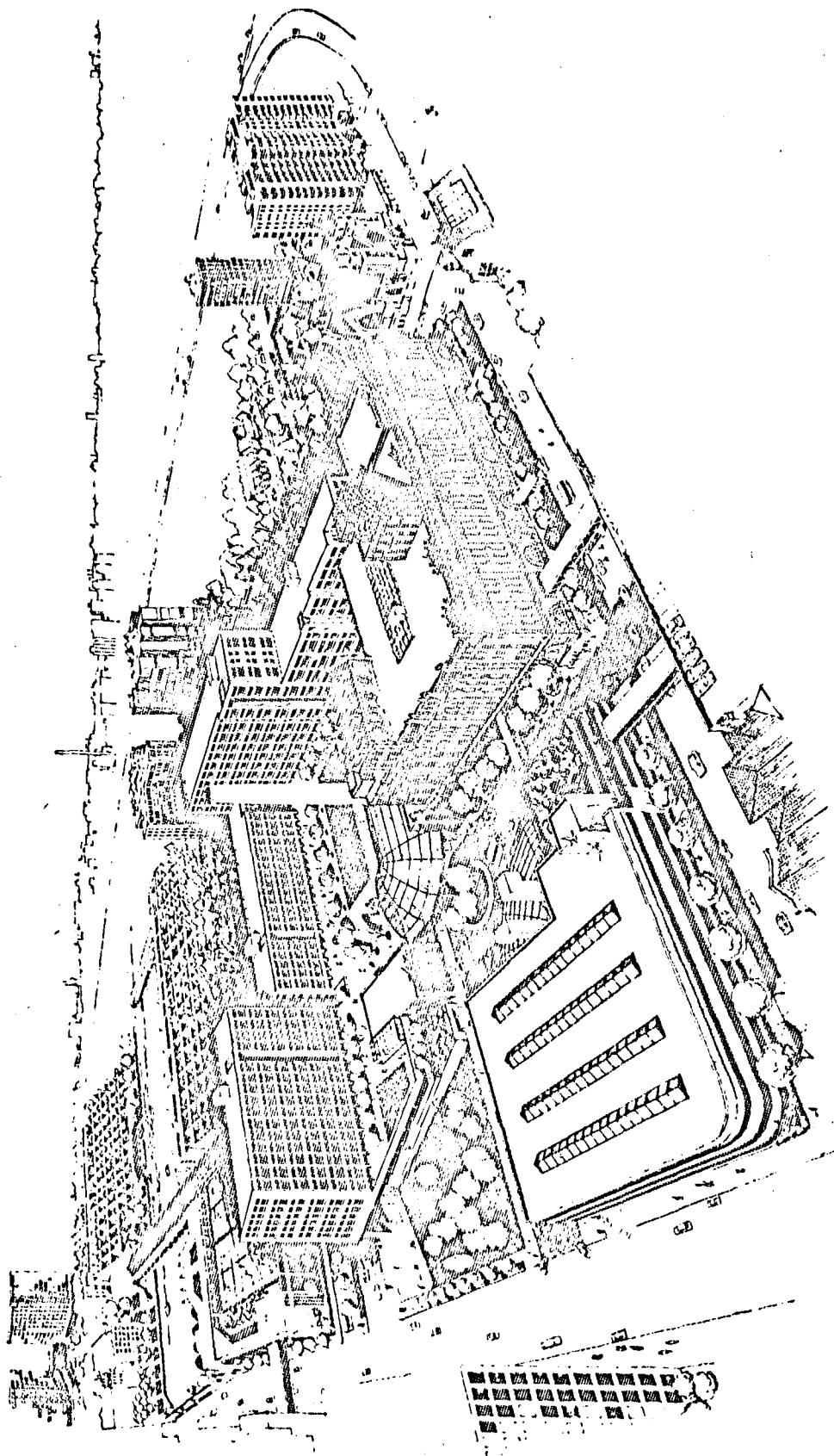
Continuing consulting in all of these areas is provided by Gladstone Associates where client programs would benefit from ongoing review, reaction and recommendation.

Enclosed separately is a description of assignments previously undertaken by Gladstone Associates. Selected recent experience illustrative of the firm's familiarity with issues related to the Lowell Urban National Park proposal include:

- |   |    |  |
|---|----|--|
| Hancock Pavilion<br>(Boston, Mass.)                                     | -- | Economic, Market and Financial Analysis of a proposed joint headquarters facility for the Children's Museum, The Massachusetts Horticultural Society and The Boston Center for Adult Education. Included projections of visitor admissions and revenues, commercial space lease revenues operating costs and joint space uses. |
| Economic Development Program<br>(Newport, R.I.)                         | -- | Analysis of economic development prospects for city following closing of Naval Base. Projected tourism potentials, industrial and commercial development, and fiscal costs/benefits. Proposed promotional programs and budgets, and organizational mechanisms.   |
| The Cotton Exchange<br>(Wilmington, N.C.)                               | -- | Detailed market/financial analyses for recycling of two historic industrial properties (graphics attached). The Cotton Exchange is successfully leasing space at the present time. The Brewery will commence development as a joint public/private project.  |
| The Brewery<br>(Milwaukee, Wis.)  | -- |  |
| Washington Area Convention<br>and Visitors Bureau<br>(Washington, D.C.) | -- | A 1974 analysis of tourism in the Washington, D.C. area, and its contribution to the local economy. Directly keyed to Bicentennial visitation expectations.  |
| Harvard Square Task Force<br>(Cambridge, Mass.)                         | -- | Evaluation of market pressures on Harvard Square, and the compatibility of these with social, economic and urban design objectives of the city, the University, and nearby residents.  |
| Management and Planning Program<br>(Galilee, R.I.)                      | -- | Recommended land use program for the state-owned port of Galilee, together with detailed management plan. Integrated recreational, industrial and commercial uses, and identified economic development prospects.  |

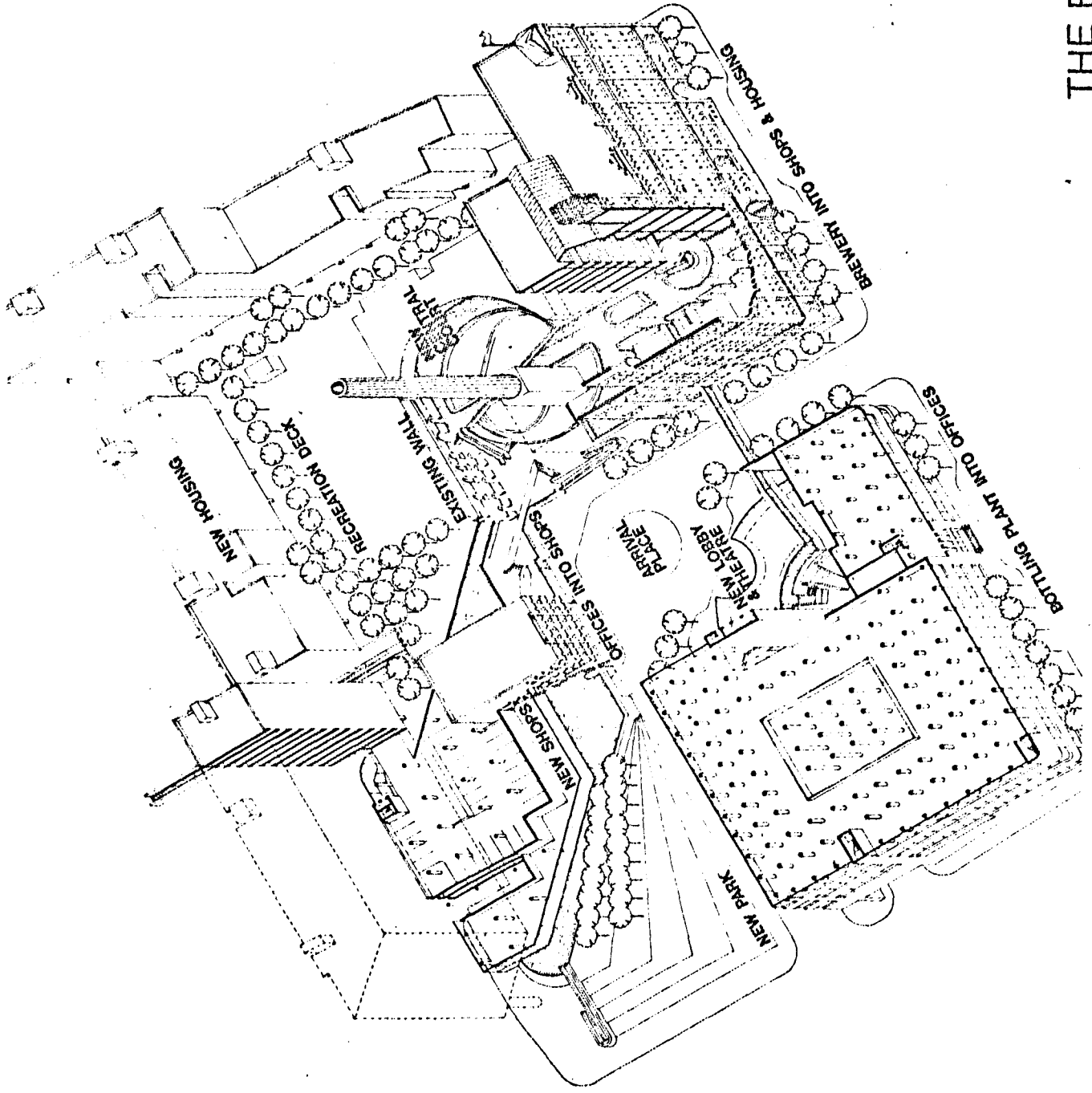
- |                         |    |  |
|-------------------------|----|--|
| Canadian National Parks | -- | Evaluation of all aspects of Canadian national park economic output, including visitor activities and on-site and derivative development potentials. |
| National Park Service   | -- | Visitor's survey's and use projections for Oblinger and Smith (Planners), for Rocky Mt. wilderness parks.  |

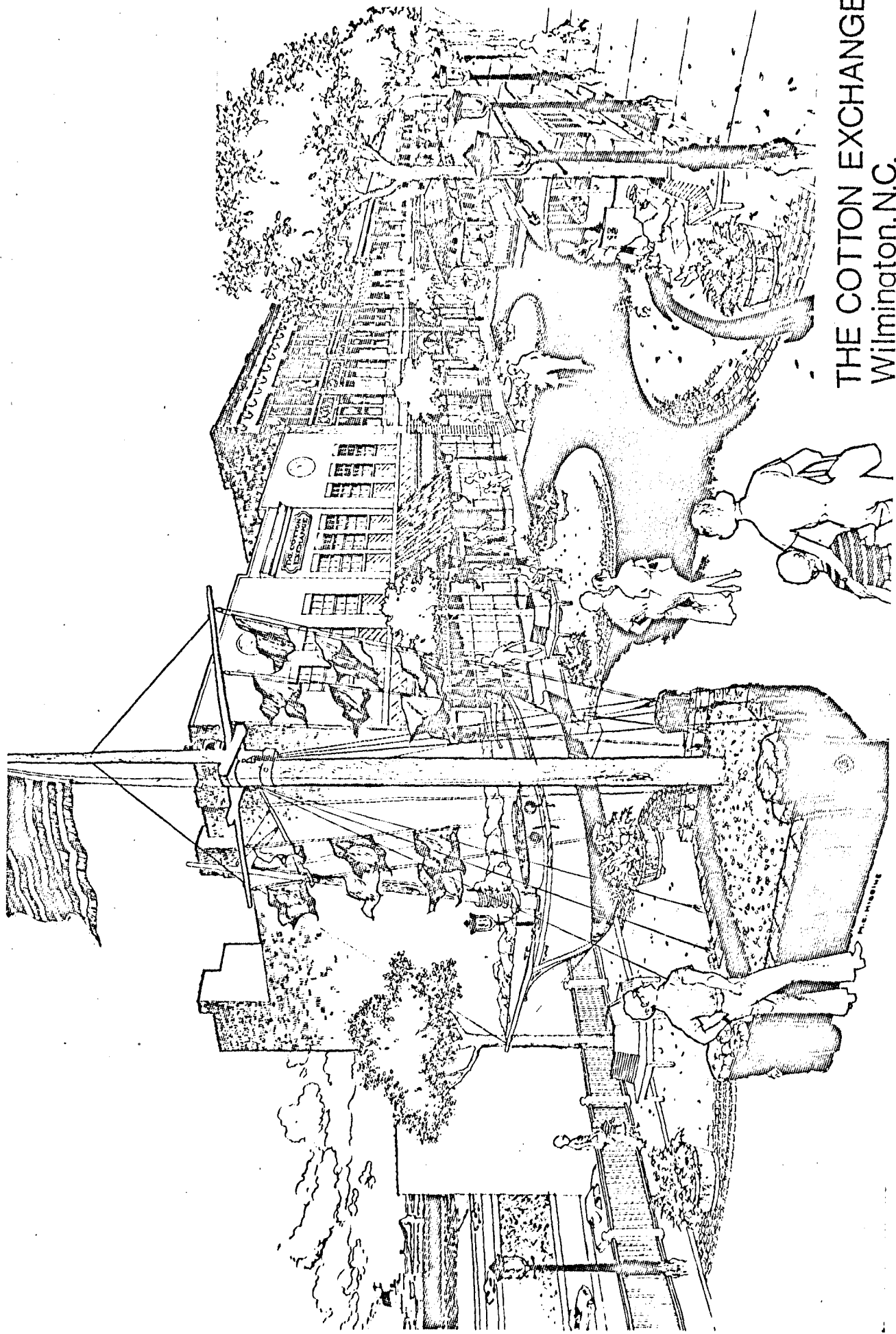
More extensive experience in a variety of relevant assignments is described in the separate brochure.



THE BREWERY  
Milwaukee, Wisconsin

THE BREWERY  
Milwaukee, Wisconsin

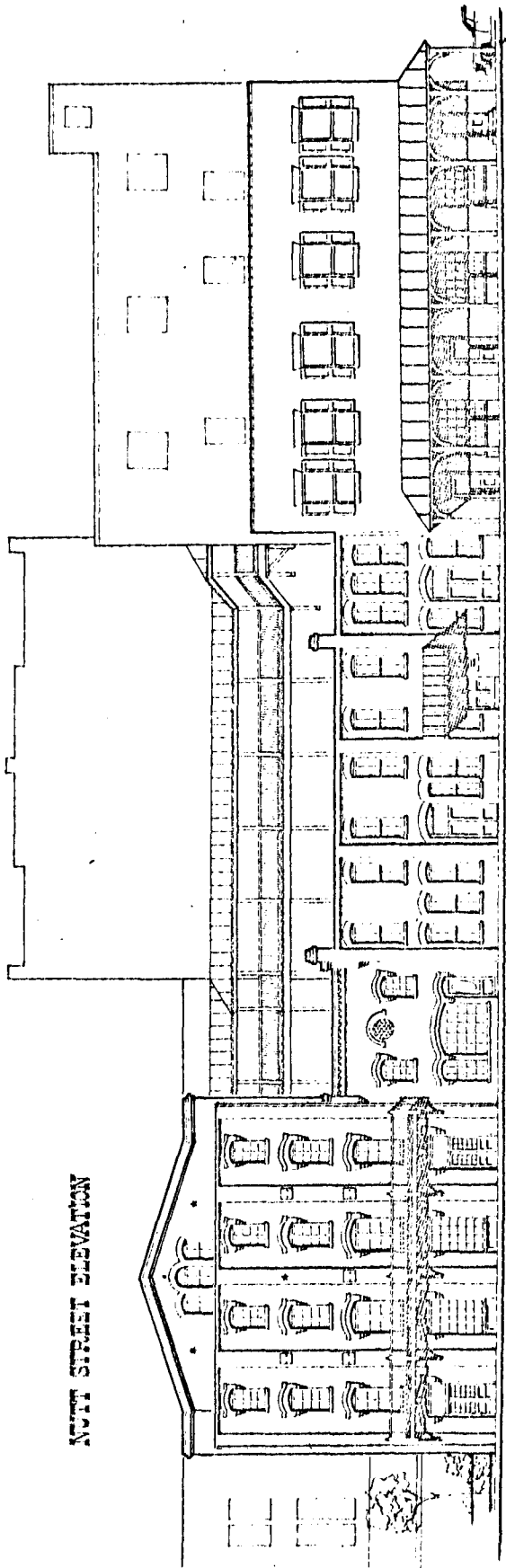




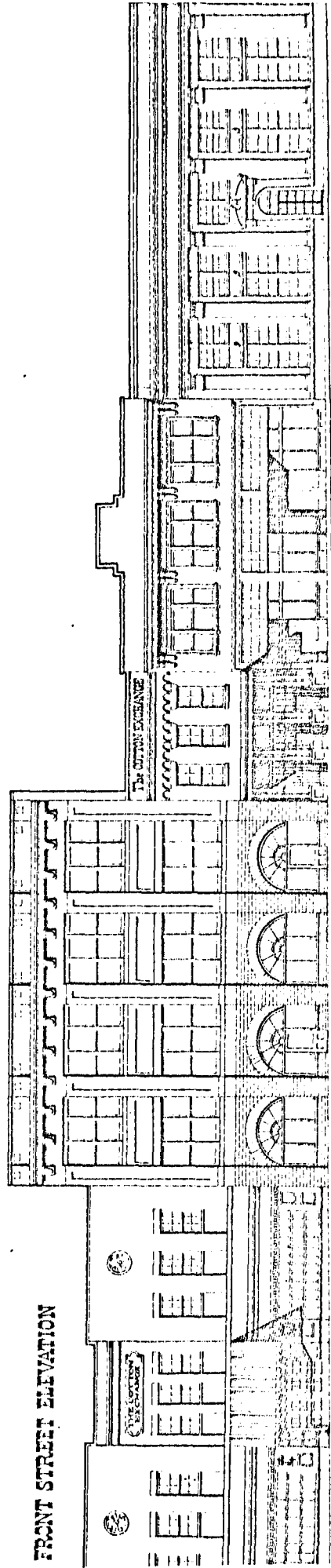
THE COTTON EXCHANGE  
Wilmington, N.C.

North Front Street will be closed to vehicular traffic and converted into a turn of the century promenade for shoppers. Landscaping and nostalgic reminders of a by-gone era will contribute to the mood of a thriving riverport and seaport.

NUTT STREET ELEVATION



FRONT STREET ELEVATION



## THE COTTON EXCHANGE Wilmington, N.C.

Buildings on Nutt Street are a full level lower than are those facing onto Front Street. The combination of the sloping terrain and the varying heights of the buildings lends itself to an imaginative and intriguing mixture of shopping levels, patios, arcades and sky bridges.



RESEARCH AND DESIGN INSTITUTE

15 October 1975

RESEARCH AND DESIGN INSTITUTE/SOCIO-PHYSICAL DESIGN

The staff of the Rhode Island Research and Design Institute (REDE) understands New Englanders. The Institute acts as advocate for many minority communities to translate their needs into buildable terms. This non-profit agency is dedicated to improving the human condition by applying principals of social science and design arts to the solution of problems created by man-made institutions and environments.

We have designed innovative multi-purpose centers for the tenants of public housing, a Black peoples' museum in Anacostia, Washington and a series of adaptive neighborhood health clinics serving the various ethnic communities of Providence, Rhode Island. For the old and sick we have created master plans for geriatric centers which foster independence and a therapeutic corridor for reoperative patients at South County Hospital which has become a national standard. For the State of Rhode Island, REDE has created educational facilities from pre-school to post-graduate; an open landscape administrative center for the Rhode Island Department of Community Affairs in a recycled downtown department store; and the Governor's executive offices in

the historic Rhode Island Statehouse. As advocates for women, we have designed and built the first out-of-hospital family planning center in the state, funded by Planned Parenthood of Rhode Island. We specialize in saving and reclaiming usable structures so as to reinvest in the integrity of older city environments.

When we specify modern buildings, they are low cost inflatable structures and off-the-shelf systems buildings which are used as infill additions or expedient solutions to clients' needs. In this way, we have been able to meet stringent budget and time restrictions which were thought impossible to overcome. Our current project, the adaptive use of the Stillman White Brass Foundry, has received wide publicity and is described as a "Precedent For Change" in Section 5, page 40 of "Lowell Urban Park Development Project". The Stillman White renovation is a program in historic restoration; work-study education for participating students; economic development for small New England business with funds provided by New England Regional Commission; Energy Conservation Research, and urban development.

REDE has studied the re-use of the abandoned Quonset Navel Air Station and our recommendation to establish ocean related industry is being followed. Numerous times REDE acts as a user advocate interpreting the needs of the public for the architectural firms which sponsor our research. It was such a role that the Institute played in establishing the master plan for the Howard County Medical Center in Columbia, Maryland; the highway communication

system for the Dallas-Fort Worth Airport; and the renovation of a former vocational high school into the Rhode Island School for the Deaf.

The exhibition work of the Research and Design Institute has been extensive. REDE has managed the Eastern States Exhibition for the State of Rhode Island, created the central theme and designed the capitol pavilion for the South Carolina Tricentennial Exhibition, written the exhibits' program for the National Air and Space Museum of the Smithsonian Institution (to open July 4, 1976), designed "DRUGS: A Special Exhibit" for the Secretary of the Smithsonian Institution, and REDE has written the ecology exhibition program for the National Museum of Natural History in Washington.

The Institute received the first architectural grant from the National Endowment for the Arts, a federal agency, for the study of highway communication -- signs and control -- in 1967, and has participated in other National Endowment for the Arts Grant Programs: an International Directory of Design/Behavioral Specialists; a unique mobile theatre which will allow the Providence-based Trinity Square Repertory Theatre to tour the towns of New England; a touring "Solargarden" of new energy devices and information for the Walker Art Center in Minneapolis, Minnesota, and of course development of the Stillman White Foundry.

For years, the Institute has survived on its ability to generate grants and income from various sectors of the economy for its own operations and those of

its clients. Grants have been received from Educational Facilities Laboratory, The Office of Economic Opportunity, The Department of Health, Education and Welfare, The Department of Housing and Urban Development, The Graham Foundation, The Ford Foundation, The State of Rhode Island, The National Endowment for the Arts, The Rhode Island Committee for the Humanities, The New England Regional Commission, The National Park Service, The National Trust for Historic Preservation, banks, corporations, the United Auto Workers, the United States Information Agency, and UNESCO.

REDE works in an interdisciplinary way at socio-physical design which is user and consumer oriented. We have created ad hoc methods of construction and advocate recycling existing resources and combining these with off-the-shelf artifacts to create tangible entities. We communicate through exhibitions which are interactive so as to introduce the audience to experiences of involvement.



Reprinted from

# Progressive Architecture

May 1975 An  Reinhold publication



**An energy update**

**Policy outlook**

**Off-the-shelf components**

**An energy-saving hospital**

**A radical retrofitting**

**Waste-no-light interior**



# By all means

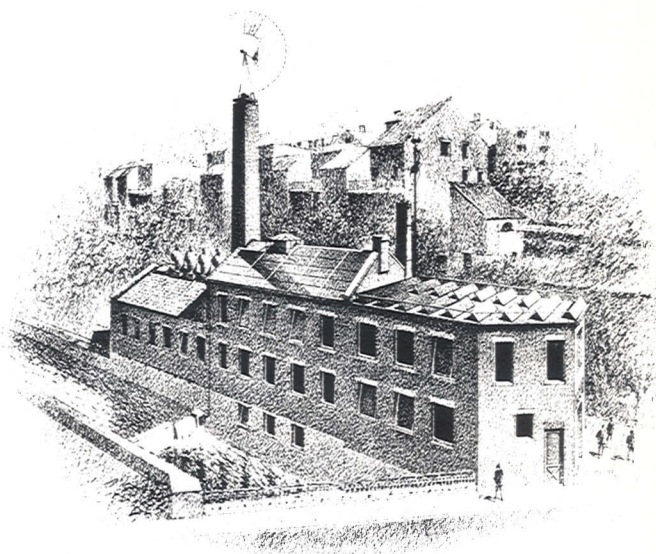
**In their renovation, restoration, and retrofitting of a derelict foundry building, the Research and Design Institute evolves solutions to energy-related concerns.**

It's almost as if the scenario were written for a play. Only the critics wouldn't buy it. It's too Pollyanna. If the program for an ideal project were written—and the conditions surrounding it were carefully contrived to produce the most interesting situations—how would it read? Research and Design Institute (REDE) of Providence has a pet project that would qualify.

First on nearly everybody's list, in 1975, would be an energy-conscious parti. Next current concern: reuse, restoration, and resource conservation, say with a historic old mill. Proper respect for, and advancement of, urban context would also be a natural component. Then, to get idealistic, wouldn't it be great to share the problem with students and manufacturers, and learn from/with them? And to get an interchange going between student (aspirations), producer (pragmatics) and architect (a balance)? Also, because there is probably a little romanticist in most of us, we are apt to be warmed—literally and figuratively—by the notion that nature is supplying comforts for which we've been used to paying dearly.

Well, that's it. That is what is happening in Providence. As in all good plays, a touch of pathos (funding, political and technical setbacks) has been included along the way. REDE, however, has persevered. A nonprofit institute working largely on contracts from various sources, REDE, under Executive Director Ron Beckman and Associate Director Howard Yarme, has become a model of the interdisciplinary work mode. The restoration and retrofitting of the Stillman White Brass Foundry is just the latest phase of the group's long involvement in ecological/environmental/sociological/design pursuits. This project is, however, the embodiment of these, and more, as the scenario suggests.

The Rhode Island Energy Conservation Station, as the Foundry will be known, is made up of the original building (1840s) and two subsequent additions (prior to 1869). Along the small Moshassuck River to the north were other industrial buildings of the period. To the south of the REDE project, a cleared area—destined to become Roger Wil-



Drawing by Steve Oles of the retrofitted foundry. In April, the New England Regional Commission—a federally funded interstate planning agency directed by six governors—awarded REDE a \$85,750 grant to further the retrofitting.

liams National Memorial Park—stretches to the edge of downtown Providence. The future of the park proposal was uncertain when REDE began considering the Stillman White Foundry. "We were just naive enough," notes Beckman, "to believe it would happen, and we have now been assured that work will begin this summer."

Seen from the park and downtown, the Foundry will be the focal point of the Moshassuck Square development, which is adjacent and beyond. (Moshassuck Square is a residential/commercial project which, through architect William Warner's dogged persistence, intermixes new housing and renovated old factory buildings.) Although developer George Macomber's residential units—designed by Warner—are finished, they are not yet an overwhelming financial success. Neither are the commercial spaces in the renovated buildings. But the area is only now reversing its downhill slide and, with Moshassuck Square, the Stillman White Foundry, and the national park, Providence will have erased a barrier of existing no-man's-land.

The Foundry and nearby remnants of industrial history had stood empty for years. Macomber and Warner's plan to revive the area was unpopular with *somebody* (protagonists of an in-town industrial park?), and an intriguing num-









Beckman describes rotor at Brown.



Work session at REDE offices.



Inflatable meeting enclosure in Foundry.

## Energy conservation station

ber of fires had effectively crippled several of the old structures. What the flames had left, bulldozers were waiting, with bated breather caps, to level. REDE had joined Warner in the search for new owners, but their efforts were thwarted by the demolition of the venerable Eagle Mill in 1973 because it lacked tenants. One end wall of the Stillman White Foundry had already been reduced—"mistakenly"—to rubble before REDE's comptroller Eric Godfrey could organize a corporation to buy the building and halt its destruction. REDE decided that it would retrofit the facility, occupy it, and conduct energy conservation research.

## The involvement principle

There is no prima donna in this production. In order to pull it off on REDE's admittedly limited resources, the cast grew to include numerous factions. Beginning with the Stillman White Associates—the corporation that saved the building—the roster expanded to include other preservationists, government backers, banks, a power company, and numerous manufacturers. Another important facet of the program has been its unique educational opportunities, a fact not overlooked by REDE, the Rhode Island School of Design (RISD), or Brown University. Since the fall of 1973, RISD and Brown students have played an active role in the project, gaining valuable experience, and school credit, through their contributions. The interaction of students, manufacturers, and REDE personnel has been encouraged through seminars organized by REDE; these experiences, Beckman notes, have been very rewarding and instructive to all of the participants. But more importantly, the sense of involvement that permeates the Foundry project is a sure sign that the process works.

Banking and industrial participation began early. As is often the case—fortunately—the banks saw the project as a good thing for the downtown, a catalyst for the surrounding Randall Square area. They, like the preservationists and the state, were in favor of anything that would stabilize the historic district's land values, and add strength to Providence. The electric company hopes that the facility will demonstrate the use of power generated during off-peak hours.

And then came the manufacturers, drawn by REDE's alert that their products have a place in the big picture.

## The work ethic

With the support of the U.S. Department of the Interior and The National Trust for Historic Preservation, the reconstruction process began. Further help came from The National Endowment for the Arts and the State of Rhode Island, through Governor Philip Noel's efforts.

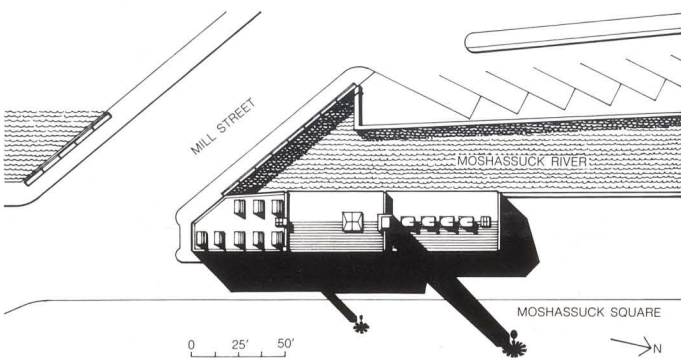
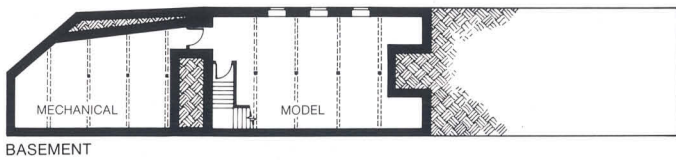
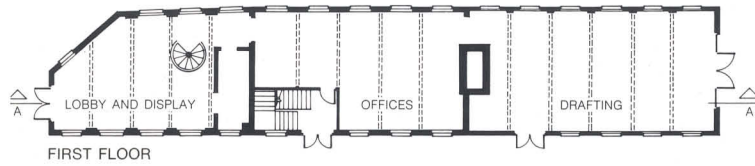
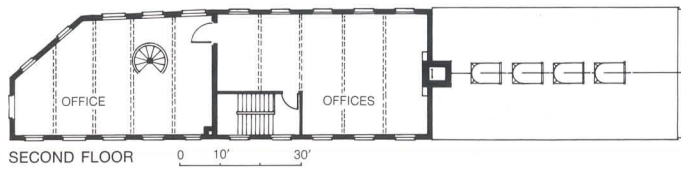
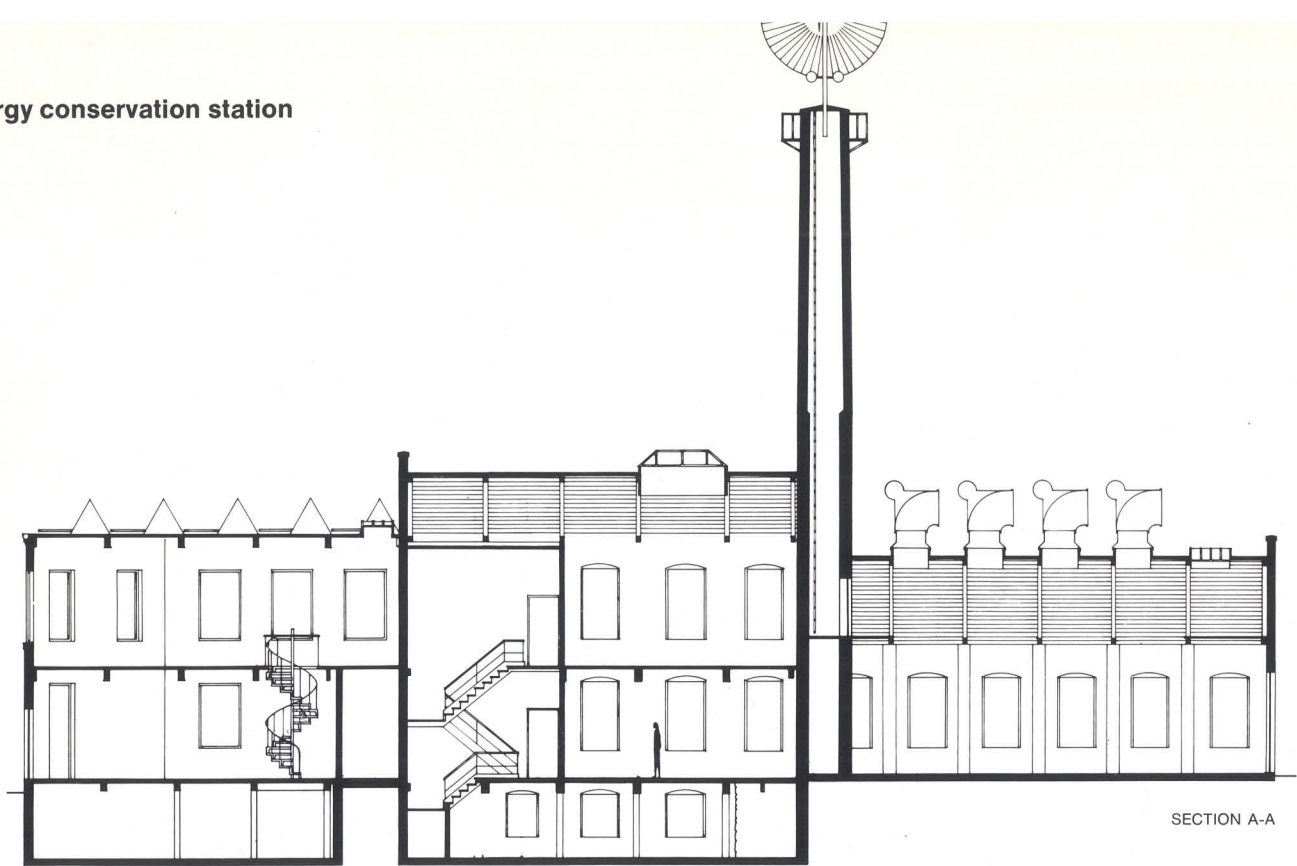
Structural assessments were first made by William Theon of LeMessurier Associates, and the findings indicated that the building was on the verge of collapse and would have to be rebuilt, from its innards outwards. Much of the masonry work also needed help. Partially because of age, but mainly to deposit necessary polyurethane insulation foam in the wall cavities, large sections of wall were rebuilt. New wood roof beams were slipped into position, and remaining wood surfaces were sandblasted clean.

Even the existing brick chimney stack was dismantled, strengthened, fitted with a full height internal ladder and reassembled, to serve as a base for a wind-driven power generator. Like a microcosm of the mill project generally, even the parts of the wind device will combine historic and relatively new technologies. At the heart of the assembly will be a Savonius rotor, a form of wind-harnessing hardware used by the ancient Persians to grind grain. Easily activated by light winds, the rotor will, at a certain speed, start a Darrieus wind rotor turning. The Darrieus is a vertical axis mechanism developed in this century (but little used until recently) for harnessing higher sustained winds. Thus old meets new, again.

Also in the works is a small hydroelectric generator which will draw power from the Moshassuck River outside of REDE's windows. Although the "river" is actually a narrow canal, the head should produce at least a modest charge. Several other devices will also tap natural phenomena, extracting power or heat. Solar collectors of the liquid variety will trap heat and store it in a highly insulated tank in the Foundry's lower level. Banks of collectors made up of photovoltaic cells will eventually be mounted on the roof, converting solar energy directly into electricity. A multiple-battery storage facility, also on the lower level, will collect energy from all electric generation points.



# Energy conservation station



Restoration included such maneuvers as dismantling, strengthening, and

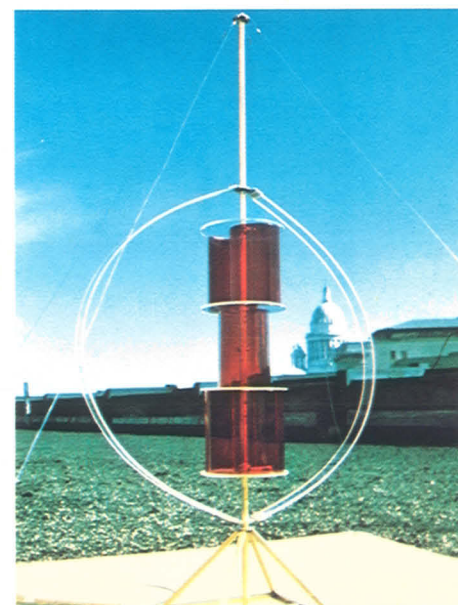




Brown University engineering students devising ways to harness Moshassuck River.



Recycling toilet.



Model of Savonius/Darrieus wind devices.



Flat plate thermal solar collector.



Photovoltaic cell array produces electricity.





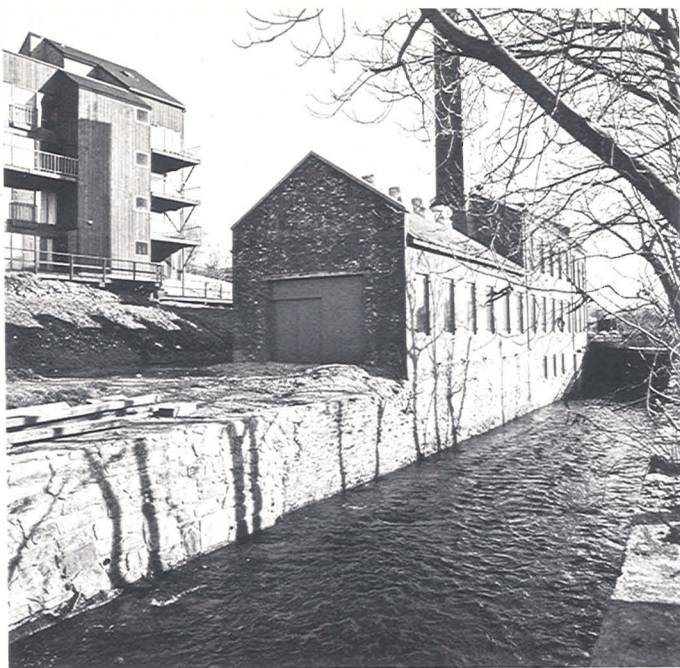
Mill Street and Mohassuck Square façades after reglazing and rebuilding.



First floor interior, ready for finish work.







River façade (west) will be shaded by deciduous trees.

## Energy conservation station

Once this energy is collected, care in its use will be essential. The theme for REDE's operations at all levels has been scrutiny of each detail. That meant no effort would be spared to make each building element as efficient as possible in terms of energy conservation. Besides the urethane in the walls, the new windows were selected very carefully. To prevent temperature transfer through them, the double glazing is mounted in frames that are discontinuous from inside to outside. Sealed between the two pairs is a venetian blind, and the windows pivot, awning-style, to allow natural circulation and cleaning.

Since there was no choice about building orientation, REDE will plant deciduous trees along the Foundry's long sides, so that leaves will provide shade in hot weather, but not in winter. Roof insulation and an entry vestibule will also cut down on the amount of heat gain or loss. Wherever possible, manual equipment will replace electric within the offices, and lights will be individually controlled. (REDE replaced gang switches in their present quarters with pull chain sockets in July. Since that time, for an expenditure of \$21.39, they have reduced their energy consumption average by a startling 51 percent.)

Still another conspicuous consumer, the standard bathroom, is being updated with a new solution in the REDE quarters. A recycling toilet, completely self-contained, promises an 80,000 gallon per year water savings over a conventional toilet. It is said to require only that its bioenzymatic system be drained and refilled each two years with 120 gallons of fresh water. Beckman loves to picture the prospect: "We're going to draw power from the polluted river to run a toilet that produces pure water without adding pollution!"

## Elemental enjoyment

While recognizing that the conservation station/restored foundry/office will undergo continuous changes, due to its laboratory nature, REDE is emotionally involved with the project. As it changes, it will be doing exactly what its oc-



Commercial and institutional sponsors (see complete credits below).

cupants expect to do—respond to new ways of using an abundance of natural elements—producing a more self-sufficient environment. It may take a while, but Beckman anxiously awaits the time when REDE staff members will be able to watch natural phenomena work for them to the exclusion of man-made sources. A romantic notion? Sure it is, and it won't happen tomorrow. But whether you believe in Christopher Columbus or Leif Ericson, neither could have gotten here, from there, without leaving shore. The production in Providence is launched, and the show's worth watching. [Jim Murphy]

## Credits

**Architects:** Research and Design Institute (REDE), Providence.

**Photography:** REDE, except p. 74 and p. 75, top left, Norman McGrath.

**Structural engineer:** William Theon, LeMessurier Associates.

Because of the nonprofit nature of this project, REDE has listed the following organizations as participating sponsors for their donated or pledged assistance, both funds and products: Amelco Window Corp., windows and financial; American Wind Turbine Co., turbine and financial; William Bloom + Son, Inc., insulating wall panels; The Eppley Laboratory, Inc., solar radiation instruments; Gershman Fabricating Co., Darrieus Rotor; Industrial National Bank, financial; Kalwall Corp., solar collector cover; Leeds and Northrup Co., strip chart data recorder; Meehan Foundation, financial; Megatherm Corp., thermal water storage tank; Mule Battery Co., 50 storage batteries; Narragansett Electric Company, financial and services; National Endowment for the Arts, financial; National Trust for Historic Preservation, financial; Owens-Corning Fiberglas Corp., insulated air conduit and foam insulation; Old Stone Bank, financial; Peoples Savings Bank, financial; Rhode Island Development Council, financial; Rhode Island Historic Preservation Commission, financial; State of Rhode Island, financial; Rome Masonry, Inc., special masonry work; Solar Power Corp., photovoltaic cell array; Spectrolab division of Textron, photovoltaic clock; Taco, Inc., water pumps and heat exchangers; Texas Instruments, solar collector plates; Thetford Corp., recycling toilet; Vaughn Corp., heat pumps; Walco Electric Co., electric generating equipment.

# Down by the new mill stream

By William Marlin

As long as we're here in Providence, Rhode Island, there is something going on down by the Moshassuck River which I would like to show you.

It's an old mill. Or to be more exact, an old new mill.

About 125 years old, it is three stories high, and has about 5,000 square feet of perfectly usable floor space.

Most mills were built much bigger, all up and down New England, and built to last — burly brick piles with nice proportions or, on occasion, heaps of granite blocks with graceful towers.

They were built by rivers, almost always — for reasons of water power, obviously. And when they could not be, a canal or two were usually created to connect with the river closest by — for water transportation.

The great thing about this little mill on the Moshassuck is that it just may have a lot in store for all the other mills. And something in store, I suspect, for the next 125 years.

There is a local nonprofit group called Research and Design Institute (REDE). The idea is to set up a demonstration project for the public, business, builders, and architects called the electric energy conservation station. To do this, REDE is "retrofitting" the mill in cooperation with the faculty and students of Brown University and a few Rhode Island firms, including the Narragansett Electric Company.

It is fine irony that a word like "retrofit," which comes from our space-age vocabulary, should be used to describe the rescue of an early industrial remnant. But that's what happens when a space-age crisis, namely one of energy and materials shortage, calls for the investigation of alternate, so-called new sources — sources which turn out to be, like this mill, pretty old ones.

Sun, wind, and water.

The mill roof is being "retrofitted" with solar collectors, researched and designed by REDE and the Brown University team. The high-temperature reservoir of an electrically powered heat pump will be supplied by the rooftop cells — all of which will heat or cool the building. In addition, a separately wired direct-current lighting system will be powered by a

combination of solar power, a wind-powered generator attached to the tip of the mill stack, and a water turbine to tap the Moshassuck's day-and-night flow. Variations on the good old battery will store up all this energy, thus making REDE more independent of the local utility which, considering its public-spirited cooperation in this experiment, doesn't seem to mind in the least.

The standard electricity which REDE does need, as in running the heat pump, will be purchased from the utility. And the alternate systems are being installed so they can be switched over to standard supply should there be lapses in the sun, wind, or water.

Another great thing about this project is that the team is concerned as much with cultural and human values as it is with British thermal units. For example, the mill will house well-researched advocacy of the restoration of other landmark structures in the New England area, demonstrating how they can be assets instead of just remnants. There is also to be investigation into how changes in energy affect the way people live; about how much heating or cooling people really need to be comfortable; about whether air conditioning is really preferable to natural ventilation and, if so, under what circumstances of a building's use and location; and about whether artificial light might be played down and natural light played up. How various materials absorb heat and cold will be looked into, as will improved insulation. It will be a place where very basic elements, human elements, are seen as true building materials. In this way, REDE's initiatives could help save not only the energy of the southern New England region but, as important, its identity.

This is an initiative deserving national attention, which is why this stopover by the Moshassuck may be, really, where we should have been headed all along.

Moments, like mills, have a way of lasting.

*Mr. Marlin is the Monitor's architecture and urban design critic and was, until recently, the editor in chief of the Architectural Forum.*



SASAKI ASSOCIATES, INC.



STUART O. DAWSON

ADDRESS

64 Pleasant Street, Watertown, Massachusetts 02172  
Telephone (617) 926-3300 Telex 92-2471

EDUCATION

Harvard University, Graduate School of Design, Master of  
Landscape Architecture, 1958.  
University of Illinois, Bachelor of Fine Arts in Landscape  
Architecture with Honors, 1957, Scarab Medal; and ASLA  
Certificate of Merit, 1956-57.

PROFESSIONAL EXPERIENCE

Sasaki Associates, Inc., Watertown, Massachusetts, Principal.

CAMPUS PLANNING

University of Colorado, Boulder, Colorado: Planning and  
landscape services for the expansion of the old campus -  
Project Landscape Architect.

University of Houston, Clear Lake Campus, Clear Lake  
City, Texas: Planning, landscape architectural and  
engineering services including bridge design for the  
first phase of a new campus near NASA - Project Di-  
rector.

University of Illinois, Urbana and Chicago, Illinois:  
Site planning and landscape development consultation  
for campus expansion projects - Project Director.

COMMUNITY, RESORT AND RECREATIONAL DEVELOPMENT

Bonneval Stud Farm, Normandy, France: Landscape architec-  
tural services for a stud farm. For His Highness the  
Aga Khan - Project Landscape Architect.

Hotel Pevero, Costa Smeralda, Sardinia, Italy: Landscape  
architectural and engineering services for a new hotel  
on the Mediterranean Coast in a resort development -  
Project Director.

Back Cove, Portland, Maine: Site planning and landscape  
architectural services for a water park. For City of  
Portland Planning Department - Project Director.

URBAN AREA PLANNING AND DESIGN

Boston Waterfront Park, Boston, Massachusetts: Design  
services for a 4-1/2-acre urban park on the waterfront  
in Boston's historic North End - Project Director.

Boulder Mall, Boulder, Colorado: Planning and landscape  
architectural services for a pedestrian mall in  
Boulder's central business district - Project Manager.

Christian Science Center, Boston, Massachusetts: Landscape architectural services for a major renewal project in Boston's Back Bay Area - Project Director.

Citicorp/St. Peter's Church Plaza, New York, New York: Design services for a two-level plaza at the intersection of Lexington and 53rd Streets. Hugh Stubbins and Associates, Architects - Project Director.

Crosstown Expressway, Chicago, Illinois: Landscape design services for an urban expressway. Crosstown Associates, Architects and Engineers - Project Director.

Indianapolis Art Museum, Indianapolis, Indiana: Master plan, site planning and landscape architectural services for a new art museum. Richardson, Severns, Scheeler and Associates, Architects - Project Director.

Iowa State Capitol Mall, Des Moines, Iowa: Planning and design consultation in association with Hansen, Lind & Meyer for the expansion of the State Capitol including office, seminar, cafeteria, and underground parking - Project Director.

Long Wharf, Boston, Massachusetts: Program planning and design services for an historic wharf in Boston. For the Boston Redevelopment Authority - Project Director.

Mainway Mall, Portland, Maine: Master planning, landscape architectural and engineering services for a pedestrian mall within the urban renewal area of the central business district. For the Portland Renewal Authority - Project Director.

Mankato Mall, Mankato, Minnesota: Planning and landscape architectural services for an enclosed pedestrian mall in Mankato's central business district. Wick, Kagermeier, Skaar, Architects - Project Director.

Newburyport, Newburyport, Massachusetts: Master planning, landscape architectural, and engineering services for a 23-acre urban renewal project in the central business district. For the Newburyport Redevelopment Authority -

Norfolk Downtown, Norfolk, Virginia: Planning and design for a new mall; design studies for Granby Street; design and landscape architectural services for cultural convention center and design and construction documents for Airport and Botanical Garden. For Norfolk Department of City Planning and for the Norfolk Redevelopment Authority - Project Director.

OFFICE, COMMERCIAL, INDUSTRIAL AND INSTITUTIONAL

American Can Company, Greenwich, Connecticut: Site planning and landscape architecture for corporate headquarters - Project Director.

Baxter Laboratories, Deerfield, Illinois: Master planning and site development for large corporate office headquarters in the Chicago area - Project Director.

Deere and Company, Moline, Illinois: Design, working drawings and supervision for landscape development of the administrative complex - Project Director.

Deere and Company Consumer Product Prototypes: Architectural and landscape services for the design of six prototype stores to be repeated throughout the United States - Project Director.

Deere and Company Industrial Building, Davenport, Iowa: Planning, architecture and landscape architectural services for a new 5,000,000-square foot industrial building and 200,000-square foot office tower - Project Director.

Dow Chemical Company, Midland, Michigan: Site planning and landscape design for major expansion of a large research and administration complex, including remedial planting for existing facilities - Project Director.

Eastman Kodak, Windsor, Colorado: Master development plan and site planning consultation for the new regional headquarters - Project Director.

Polaroid Corporation, Norwood, Massachusetts: Planning and landscape architectural services - Project Director.

Polaroid Corporation, Winter Street, Waltham, Massachusetts: Landscape architectural services - Project Director.

Guest Critic and Lecturer: Harvard University, Graduate School of Design; Ball State University; University of Colorado; Cornell University; University of Guelph; University of Illinois, Chicago and Urbana; Iowa State University; University of Kansas; University of Kentucky; Massachusetts Institute of Technology; Michigan State University; University of Michigan; Ohio State University; University of Pennsylvania; Rhode Island School of Design; Rice Institute; Texas A and M; University of Texas; University of Wisconsin; University of Utah; Utah State University; the United States Forest Services Symposium, and the Garden Club Federation of America Lecture Series.

Instructor, American Institute of Architects Continuing Education Series in Landscape Architecture.

#### AFFILIATIONS

Member, American Society of Landscape Architects.

Member, Boston Society of Landscape Architects.

Member, Boston Landmarks Commission.

Member, Boston Design Advisory Committee.

Registered Landscape Architect, Commonwealths of Massachusetts, Kentucky and Pennsylvania, and States of Alabama, Colorado, Connecticut, Florida, Georgia, Idaho, Kansas, Louisiana, Maryland, Michigan, Mississippi, Nebraska, North Carolina, Ohio, Tennessee, Texas, Washington, and West Virginia.

KENNETH E. BASSETT

ADDRESS

64 Pleasant Street, Watertown, Massachusetts 02172  
Telephone (617) 926-3300    Telex 92-2471

EDUCATION

Harvard University, Graduate School of Design, Master of  
Landscape Architecture 1967. Jacob Weidenman Prize in  
Landscape Architecture.  
University of Michigan, Bachelor of Landscape Architecture,  
1964.

PROFESSIONAL EXPERIENCE

Sasaki Associates, Inc., Watertown, Massachusetts, Senior Associate.

- State University of New York at Buffalo, Amherst, New York:  
Comprehensive campus plan and design coordination for the  
new 1200-acre Amherst campus. For the State University  
Construction Fund - Landscape Architect.
- State University of New York at Buffalo, Amherst, New York:  
Research and design for campus wide street furniture pro-  
gram - Project Manager.
- University of Virginia, Charlottesville, Virginia: Updating  
of university development plan and preparation of concept  
plan for Birdwood residential colleges - Project Manager.
- University of Virginia, Charlottesville, Virginia: Site  
development studies for Lambeth Field Housing - Project  
Landscape Architect.
- Nova Scotia Tourism Plan, Province of Nova Scotia, Canada:  
Site identification for resort/recreational complex de-  
velopment including preparation of preliminary program  
accommodation studies. For the Nova Scotia Departments  
of Development and Tourism - Project Landscape Architect.
- Nova Scotia Tourism Plan Phase II, Province of Nova Scotia,  
Canada: Concept planning for the 2,000-acre first prior-  
ity resort/recreational complex identified in the Nova  
Scotia Tourism Plan including coordination of engineering,  
ecological, and economical studies. For the Nova Scotia  
Departments of Development and Tourism - Project Manager.
- Unicorn Golf Course, Stoneham, Massachusetts: Studies of  
revised course layout and location of additional recrea-  
tion facilities. Project Manager.
- Aga Khan Foundation Hospital, Nairobi, Kenya: Master planning  
for expansion of the existing hospital including architec-  
tural massing, site development and cost feasibility studies.  
With Payette Associates, Boston - Project Manager.

James H. Bassett, Landscape Architect, Lima, Ohio.

Site planning and design studies for college and university campuses and other institutional and residential developments.

Harvard University, Graduate School of Design, Instructor  
and Research Associate, Department of Landscape Architecture.  
Instructor, Campus Planning and Design, Northeastern University  
Case Study.  
Visiting Critic, Harvard University, Graduate School of Design,  
Department of Landscape Architecture.

#### AFFILIATIONS

Registered Landscape Architect, Commonwealth of Massachusetts.  
Member, Town of Lincoln Zoning and Land Use Planning Committee.  
Chairman, Walden Pond Restoration Committee, Middlesex County,  
Massachusetts.

M. PERRY CHAPMAN

ADDRESS

64 Pleasant Street, Watertown, Massachusetts 02172  
Telephone (617) 926-3300 Telex 92-2471

EDUCATION

Cornell University, College of Architecture, Bachelor of  
Architecture, 1960.

PROFESSIONAL EXPERIENCE

Sasaki Associates, Inc., Watertown, Massachusetts, Senior Associate.

CAMPUS PLANNING

University of Rochester, Rochester, New York: Campus  
development plan and continuing services in site  
planning, architecture, design consultation, long-range  
planning and special area studies - Project Manager and  
Planner.

University of Massachusetts, Boston: Site selection, site  
accommodation studies and master plan for a new State  
University campus in Boston - Project Manager.

Cleveland State University, Ohio: Master plan for a new  
urban university; continuing services in architectural  
design review, site planning, and special area studies -  
Project Manager and Planner.

Wright State University, Dayton, Ohio: Site analysis pro-  
gram evaluation, and concept plan for a new 620-acre  
campus - Project Manager.

Oklahoma Christian College: Consultation on immediate and  
long-range site and landscape development - Project  
Planner.

COMMUNITY, RESORT AND RECREATIONAL DEVELOPMENT

Weirs Beach, Laconia, New Hampshire: Feasibility study  
and master plan for redevelopment of a resort complex  
on Lake Winnepesaukee, New Hampshire. For City of  
Laconia - Project Manager.

Brickyard Mountain, Laconia, New Hampshire: Preliminary  
development plan for a 400-acre seasonal home and  
recreation complex. For Brickyard Mountain Corporation -  
Project Manager.

Kingsmill, Williamsburg, Virginia: Community impact study  
for a 3,500-acre recreation/residential development on  
James River. For Anheuser-Busch, Inc. - Staff Planner.

Questor Group Projects: Preparation of community impact  
studies for planned residential developments in New  
York State - Staff Planner.



The Hammocks, Dade County, Florida: Concept plan, zoning procedure and development planning for a 1,100-acre residential community 14 miles southwest of downtown Miami. For GNC Properties International, Inc., DLM Corporation - Project Planner/Manager.

URBAN AREA PLANNING AND DESIGN

Watertown Arsenal, Massachusetts: Master plan and market studies for the redevelopment of a 50-acre U.S. Arsenal. For Watertown Redevelopment Authority - Project Manager..  
Lighthouse Point, Santa Cruz, California: Feasibility study and concept plan for convention/tourist complex on an ocean-side site. For Teachers Management and Investment Corporation - Project Planner.

OFFICE, COMMERCIAL, INDUSTRIAL & INSITUTIONAL PLANNING

John Clarke Property, Middletown, Rhode Island: Site evaluation and consultation on development strategies for 100-acre open space. For John Clarke Trust - Project Manager.

Chesapeake Park, Baltimore, Maryland: Site analysis, program evaluation, and alternative development plans for a 1,000-acre airport site on Chesapeake Bay. For Martin Marietta Corporation, Chesapeake Park Division - Project Manager and Planner.

Princeton Forrestal Center, Princeton, New Jersey: Feasibility studies, concept planning, design controls, zoning, site design and engineering for long-range development of a 1,600-acre site for housing, office and research facilities. For Princeton University - Project Manager.

Bureau of Planning, City of Rochester, New York.  
Faragher & Macomber, Architects, Rochester, New York.

Guest Lecturer, Harvard University, Graduate School of Design; Rhode Island School of Design; Cape Cod Community College; Participant in Urban Awareness Program of Cambridge Public Schools; Member of Faculty in "Current Approaches to Land Planning" at Harvard Graduate School of Design, Continuing Education Program.

AFFILIATIONS

Member, Belmont, Massachusetts, Commission on Suburban Responsibility, Chairman, 1972, 1974.  
Representative, Metropolitan Area Planning Council, Member of Executive Committee 1973, - Member of Technical Advisory Committees on Regional Organization, Open Space, and Finance.  
Member, Belmont, Massachusetts, Planning Board, Chairman 1969-1971.

MAURICE FREEDMAN

ADDRESS

64 Pleasant Street, Watertown, Massachusetts 02172  
Telephone (617) 926-3300    Telex 92-2471

EDUCATION

New York University, Bachelor of Civil Engineering (Cum Laude),  
1962.  
Massachusetts Institute of Technology, Undergraduate study in  
Civil Engineering, 1949-52.

PROFESSIONAL EXPERIENCE

Sasaki Associates, Inc., Watertown, Massachusetts, Senior Associate.

Site Engineering and Environmental Services: Direction  
of all environmental studies, site engineering concepts,  
feasibility evaluations and contract documents prepared by the firm.

State University of New York at Buffalo, Amherst, New York:  
Civil engineering design and contract documents for \$35,000,000 of roads and parking; approximately \$12,000,000 executed to date - Project Manager.

Computer Applications: Computer applications research development and use, including civil and structural engineering program packages and data management and information systems for planning and architectural applications, as well as computer analysis of Land Development Economics.

Cofitour/Sousse Nord, Tunisia: Concept planning for potential \$100,000,000 tourist hotel project along the Tunisian Coast. For La Compagnie Financiere et Touristique.

Massachusetts Department of Public Works - Environmental Impact Statements for bridges and roads in Fall River, Somerset, Berkley-Dighton, Salisbury, and Lawrence, Massachusetts - Project Director.

Interdisciplinary Planning Studies: Concept formulation and testing for large-scale land development projects.

Metcalf and Eddy, Inc., Engineers and Planners, Boston, Massachusetts:

Anchorage, Alaska: Replanning and reconstruction of central business district after 1964 earthquake - Project Engineer.

Lebanon, New Hampshire: Joint development project for the Lebanon central business district including a 600-foot railroad tunnel, a shopping mall and the relocation of state highway - Project Manager.

Louis Berger & Associates, Inc., Engineers and Planners,  
Orange, New Jersey.

East Pakistan: Feasibility study for 500 miles of high-  
ways in East Pakistan - Project Soils and Materials  
Engineer.

Pennsylvania Turnpike Northwest Extension: Field sur-  
veys for layout of turnpike extension - Party Chief.

Mal-Bros. Construction Co., Contractors, West Caldwell,  
New Jersey.

Port of New York Authority: Responsible for reconstruc-  
tion of widening of the Outerbridge Crossing between  
Perth Amboy, New Jersey and Tottenville, Staten Island,  
New York - Project Manager.

#### AFFILIATIONS

Member, American Society of Civil Engineers (Member, Action  
Program & Land Use Committees; Chairman, Transportation  
Policy Subcommittee).

Member, Boston Society of Civil Engineers (Past Chairman,  
Transportation Section).

Member, Chi Epsilon (National Honorary Civil Engineering  
Fraternity).

Registered Professional Engineer, Commonwealths of Massachu-  
setts and Kentucky, States of New York, New Jersey, New  
Hampshire, Maine, Ohio, Delaware, Virginia, Florida,  
Vermont, Texas and Maryland.

Member, National Association of Housing and Redevelopment  
Officials.

BENJAMIN THOMPSON AND ASSOCIATES, INC.

PERSONAL RESUME

BENJAMIN THOMPSON

BORN: St. Paul, Minnesota, 1918.

EDUCATION: Yale University School of Architecture,  
B.F.A., 1941.

MILITARY: Lieutenant, Destroyer Escort, U.S. Navy, 1942-  
1944, Office of Strategic Services, 1945.

PROFESSIONAL: President, Benjamin Thompson & Associates, Inc.  
Cambridge, Massachusetts, 1966-

Partner, The Architects Collaborative, Inc.  
Cambridge, Massachusetts, 1946-1965.

Chairman, Department of Architecture, Graduate  
School of Design, Harvard University, Cambridge,  
Massachusetts, 1963-1967.

President, Design Research, Inc., Cambridge,  
New York, San Francisco, 1953-1970.

Fellow, American Academy of Arts and Sciences,  
1966-

REGISTRATION: Massachusetts  
Vermont  
New York  
Maine  
Minnesota  
N.C.A.R.B.

AFFILIATIONS: American Institute of Architects  
Boston Society of Architects

COMMITTEES: Honors Awards Jury, American Institute of  
Architects, 1966

John F. Kennedy Memorial Library Committee on  
Arts and Architecture, 1964

Blue Ribbon Panel for Parcel 8, Boston Government  
Center, 1964

Visiting Committee, Rhode Island School of Design,  
1964-



BENJAMIN THOMPSON

Jury, Boston Architectural Center Competition, 1964

Brandeis Board of Overseers for the Fine Arts

Chairman, Design Advisory Panel for the City of  
Cambridge, NASA Project

Visiting Committee, Boston Museum of Fine  
Arts School

Associate, National Academy of Design, 1967

Design Advisory Committee, Boston Redevelopment  
Authority, 1972-

PERSONAL RESUME

THOMAS GREEN

BORN: Ackley, Iowa, 1931

EDUCATION: University of Chicago, Bachelor of Arts, 1951  
University of Chicago, Bachelor of Divinity, 1955  
Ordained Minister, United Church of Christ, 1955  
Yale University School of Architecture, Master of Architecture, 1959

PROFESSIONAL: Executive Vice-President, Benjamin Thompson & Associates, Inc., Cambridge, Massachusetts  
Associate, The Architects Collaborative, Inc. Cambridge, Massachusetts, 1959-1965  
Eliel Saarinen Traveling Fellowship (Europe) 1960

REGISTRATION: Massachusetts  
New York  
Ohio  
Rhode Island  
Minnesota  
N.C.A.R.B.

AFFILIATIONS: American Institute of Architects  
Boston Society of Architects

COMMITTEES: Commission on Architecture, National Council of Churches of Christ in the U.S.A.  
Commissioned Minister, Board of Homeland Ministries, United Church of Christ  
Boston Society of Architects, Code Committee, Bicentennial Committee  
Boston Architectural Center - Search Committee for New Chairman

ASSOCIATES TO BE INVOLVED IN LOWELL URBAN CULTURAL NATIONAL PARK:

JANE McC. THOMPSON, PROGRAM PLANNING

Education: Vassar College, BA 1947  
N. Y. Institute of Fine Arts, MA Credits 1951  
Bennington College, MA Credits 1966  
Awards: Award of Merit for Outstanding Journalism  
from Associated Business Publication 1959  
Board of Directors Kaufmann International  
Design Award  
Committees: Board of Directors, Aspen International  
Design Conference  
Special Experience: Director Merchandise Planning  
Faneuil Hall Marketplace

EDWARD J. DESJARDINS

Education: Franklin Institute, Assoc. Civil Eng 1960  
Harvard Graduate School of Design, B Arch 1966  
Harvard Graduate School of Design, M Arch 1968  
Registration: Massachusetts  
Affiliations: American Institute of Architects  
Boston Society of Architects  
Special Experience: Project Architect  
B.T.A. Newburyport Redevelopment Proposal 1973

J. MARCUS RECTOR

Education: Ohio State University, B. Arch. 1961  
Registration: Virginia, Massachusetts, NCARB  
Affiliations: American Institute of Architects  
Boston Society of Architects  
Special Experience: Project Architect  
Faneuil Hall Marketplace 1972 to Present

ALBERT W. PARSONS, JR., CHIEF FIELD ENGINEER

Education: Massachusetts Institute of Technology, BS 1941  
Registration: Massachusetts (Professional Engineer)  
Builders' License, City of Boston  
Affiliations: American Concrete Institute  
Boston Society of Civil Engineers  
Building Officials Conference of America  
Special Experience: Field Supervisor of all B.T.A. construction

GLADSTONE ASSOCIATES

J. TIMOTHY O'REILLY

Vice President

A graduate of the University of Notre Dame, Mr. O'Reilly also holds a Masters in Business Administration (with honors) from The Amos Tuck School, Dartmouth College. Prior to joining Gladstone Associates, Mr. O'Reilly was Marketing Services Manager for a manufacturing firm and manager of the Washington, D.C. offices of an engineering consulting firm. He has also had experience in the real estate development industry as Vice President-Marketing for a residential development firm.

As officer-in-charge of New England operations for Gladstone Associates, Mr. O'Reilly is directly responsible for management of all the firm's New England activities, including conduct of assignments, supervision of staff, and handling of client relationships. He also participates in corporate management as a senior officer of the firm.

Mr. O'Reilly has conducted assignments in all areas of the firm's practice, including marketing and financial feasibility analysis for residential, commercial, and industrial development; land valuation, urban economic and demographic analysis; new community and social services planning; regional economic base analysis, and large scale mixed-use development planning and programming. He has also had particular experience in implementation strategy planning assistance for public and private clients; including selection of market and product opportunities; selection of development packages and parcels; and implementation planning including staff/developer selection, market planning (sales staffing and advertising), and budgeting.

Mr. O'Reilly has lectured on development economics at both the graduate and undergraduate level, and at numerous industry seminars. He has also authored articles on various aspects of urban economics and financing.



Michael A. O'Sullivan

Associate

An Associate of the firm, Mr. O'Sullivan has responsibility for directing assignments covering the full spectrum of the firm's practice. His experience includes market and economic analysis of residential, commercial and industrial development, with particular attention to the financing and management of such undertakings.

Prior to joining Gladstone Associates, Mr. O'Sullivan was Project Manager for Manchester Management Corp., a real estate management and consulting subsidiary of First Financial Group of New Hampshire, Inc. (The Manchester Bank). Among his responsibilities in this position was participation in the management of one of the largest and most successful vacation home developments in the Northeast, where he gained specialized experience in financial feasibility, pricing, marketing strategy and facility management issues related to second home and retirement housing projects. He has also directly managed the zoning and regulatory approval process for new developments.

A graduate of Holy Cross College, Mr. O'Sullivan holds an MBA from the Amos Tuck School at Dartmouth College. He has also worked in industry on the financial staff of a major corporation.

WILLIAM G. GALANES

Associate

A graduate of Georgetown University, Mr. Galanes has been involved with a broad cross-section of the firm's development feasibility and economic impact studies for both public agencies and private market clients.

Illustrative of his public sector experience is participation in the analysis of the socio-economic and environmental impact of transportation alternatives, both highway and mass transit, in Prince Georges County, Maryland, and detailed analysis of the socio-economic impact of the METRO transit system in the Northern Virginia suburban area, including multi-use development potentials adjacent to rapid transit stations. He has also studied the opportunities for revitalization and redevelopment in Central Business Districts, such as Falls Church, Virginia, and Beaumont, Texas, including market analyses of all market-oriented types of land uses and the implications of development for municipal fiscal policy.

For private sector clients, he has been involved in the examination of a number of market and financial opportunities for housing, retail and planned unit developments, both in New England and in various metropolitan areas throughout the nation. Mr. Galanes has also participated in the market and financial evaluation of a number of real estate investments across the country for a prominent REIT.

KENNETH ORENSTEIN  
Research Associate

Mr. Orenstein is a graduate of Case Western Reserve University from which he received a Bachelor of Architecture (B. Arch) degree. As part of his undergraduate education, he attended the Institute of City Planning of the Royal Institute of Technology, Stockholm, Sweden.

Throughout his career, Mr. Orenstein has been active in developing both a theoretical and practical basis for the adaptive reuse, restoration and rehabilitation of existing buildings, building complexes, neighborhoods and urban centers. He has helped plan, program, budget and design a number of adaptive reuse projects including: university housing; mental health facilities; and urban, technology related, theme parks.

Mr. Orenstein was the recipient of a State of Ohio grant to study adaptive reuse of existing social welfare institutions in Scandinavia as part of an experimental effort to develop packageable, flexible programs and rehabilitation 'kits' to be used throughout State of Ohio social welfare facilities.

Mr. Orenstein was the organizer and first president of the Hessler Neighborhood Association, a non-profit 501 (c) (3) civic organization, in Cleveland, Ohio. In 1970, this organization successfully halted the imminent demolition of a series of long neglected, unique row houses. Since that time the Neighborhood Association has sought the support of owners, residents, and the city to upgrade and improve the area, in addition to carrying out a number of building and streetscape rehabilitation projects on its own. In recognition of this effort and the unique quality of the area, the neighborhood is in the process of being named a Historic Landmark District under City Statutes, the first district to be so named in the city.

Since joining Gladstone Associates, Mr. Orenstein has participated in a number of community planning projects and has helped develop various means of integrating urban economic development statistical analysis with user needs analysis through the use of questionnaire surveys, group and individual interviewing, demographic and semantic differential mapping techniques.



RESEARCH AND DESIGN INSTITUTE

9 October 1975

RONALD BECKMAN, EXECUTIVE DIRECTOR

Mr. Beckman is responsible for the overall direction of the Institute, supervising the ongoing projects, and planning its future undertakings. His work includes projects in urban development, education, transportation, medicine and energy conservation.

Mr. Beckman was selected to receive the first environmental grant awarded by the National Endowment for the Arts, a grant which resulted in the REDE report "Highway Design for Communication". He has received numerous other foundation grants for innovation in design: from the Graham Foundation to prepare a proposal to the American Revolution Bicentennial Commission; from H.U.D., H.E.W., the Rhode Island Foundation, Educational Facilities Laboratories and the Ford Foundation. Mr. Beckman is author of the socio-physical design recommendations for a proposal by Dow Chemical Corporation for H.U.D.'s Operation Breakthrough.

Mr. Beckman has worked in other areas of medical care, most notably in the establishment of permanent facilities for the Howard County General Hospital in Columbia, Maryland.

Mr. Beckman was educated in architecture and design at Pratt Institute and Yale University. He was formerly a Vice President of the design firm George Nelson and Company, where he directed new product development and a member of the faculty of Pratt Institute. He has served on the Board of Governors of Gordon School and has been a member of the Rhode Island State Council on the Arts. He frequently lectures at schools and colleges here and abroad, and is a contributor to many publications on behavioral science and design.

9 October 1975

HOWARD YARME, ASSOCIATE DIRECTOR

Howard Yarme is the senior designer of the Research and Design Institute. His medical projects include planning for the group practice hospital and clinic for Johns Hopkins in Columbia, Maryland; an experimental "self help" extended care medical facility for South County Hospital in Wakefield, Rhode Island; the design of a prototype Family Planning Center for Planned Parenthood; and a series of low cost, modular health centers, funded by the U.S. Office of Economic Opportunity. These facilities are designed to support innovative preventive health programs.

Two recent educational planning projects directed by Mr. Yarme include the one acre air supported campus for Antioch College in Columbia, Maryland, and the interior open plan educational landscape for LaVerne College in LaVerne, California.

Mr. Yarme is presently directing a series of energy projects that will demonstrate the effectiveness of various solar collectors and wind generators. These demonstration projects will result in new products designed for domestic residential and industrial markets, and for new products for the developing countries in the Third World.

Before joining REDE, Mr. Yarme served in Kingston, Jamaica, on an economic development program sponsored by the United Nations. He was on the design faculty of Pratt Institute for five years, and has operated his own industrial design office in New York. Mr. Yarme lives in Foster, Rhode Island; he is married and has four children.



9 October 1975

PETER WOODING, DESIGN DIRECTOR

Since Mr. Wooding joined REDE in 1971, his primary focus has been in the area of medical and educational product development. For a series of health clinics he designed an experimental space enclosure system comprised of movable examination rooms and free-standing panels. For the renovation of Student Housing at the University of Rhode Island, he was responsible for the planning and construction supervision, as well as the development of a new highly flexible dormitory furniture system.

In addition to his work in education and health care, Mr. Wooding was actively involved in the design of a major traveling exhibition on drugs for the Smithsonian Institution, the space planning of a data processing center for a Rhode Island manufacturing company, the direction of interior construction and furnishing for a private dental facility, and the restoration and renovation of the Governor's offices in the Rhode Island State House.

Mr. Wooding was graduated in 1963 from the University of Michigan with a Bachelor of Science in Design. His early design experience included work with Herman Miller Research in Ann Arbor, Michigan, on experimental furniture and hospital equipment systems.

For eight years prior to joining REDE, Mr. Wooding was an Industrial Designer with the General Electric Company's Research and Design Center in Louisville, Kentucky. As an account designer, he was responsible for the development of new kitchen products, and later, the development of new packaged kitchen systems. In 1968, he consulted with a GE subsidiary in Spain on a new refrigerator line, and in 1969 with a subsidiary in Venezuela. In 1970 and 1971, Mr. Wooding was on the faculty of the Louisville School of Art. In 1971, he conducted a design/research survey throughout Europe.

## RECYCLING A CITY

### The Challenge of a National Prototype

#### PROPOSAL FOR: LOWELL NATIONAL URBAN CULTURAL PARK

BY:               Sasaki Associates  
                  Benjamin Thompson & Associates  
                  Gladstone Associates  
                  Research and Design Institute

#### Introduction

These four offices have joined forces for two reasons: we believe that each firm's special talents are needed to successfully complete this study and to assist in its implementation. Secondly and equally as important, each has a keen interest in Lowell and this project--we believe that this study can be a prototype for the revitalization of many American cities of similar size and composition.

Each office brings particular specialties to our team.

Sasaki Associates is experienced in the organization and management of major studies such as this one--where a range of professional skills are required; where a variety of community and governmental interests must be considered; and where limits in time and resources dictate that a consensus plan be reached to move the project ahead. Our firm provides planning, design, engineering, and environmental services. We will deal with issues of planning such as land use, traffic, parking; issues of open space use and design; and issues of engineering and infrastructure which of course are vital to a feasible plan.

Gladstone Associates understands the economy of Lowell, and the economics of recycling historic buildings. Their role will go beyond marketing, economics, and feasibility analysis. It will include active participation in the creative process to define new directions for Lowell's economy--to find ways to capitalize on the City's resources.

Benjamin Thompson & Associates have approached the task of rehabilitation and restoration not on an individual building basis, but rather on the basis of restoring neighborhoods, urban cores, and aggregations of historical structures related to the varied needs of people in the city. They also bring a perspective on architectural re-use which grows out of working with the private developers: an understanding of the developers' concerns and needs as an input into rehabilitation for economic revitalization and of the time, energy, and determination required to actually accomplish an important urban project.

The Research and Design Institute explores ways for solving social problems creatively--most often using resources already existing and defining ways in which a community or institution can participate in planning its own process for change. It has extensive experience in communicating, through exhibitions, the educational heart of each situation, and of obtaining public and private funding for these efforts. As a part of this team, REDE will seek out the educational, social, technical, and historical resources of Lowell which not only illustrate the significance of this city's past development but will also provide a basis for its future growth. And REDE will communicate these Lowell stories in an appealing and instructive way, making the entire city a learning laboratory.

This team will approach the study by looking at the city as a whole and starting immediately to assemble alternatives for the urban park plan--from our investigations, from the community, from the Federal Commission, and from the private development sector. We propose a series of workshops conducted here in a project room which is visible to the residents of the city. These workshops would become increasingly focused on a specific solution; they would allow residents to follow its progression. Citizen input to this process would be greatly facilitated by the project room where studies could be displayed and the suggestions of residents recorded.



# 1. GLADSTONE ASSOCIATES - Developing a Process of Balanced Economic Development for the Entire City

The contrast between Lowell's proud economic heritage (as the cradle of the American Industrial Revolution), and her present economic stagnation are unique only in the degree of contrast. A similar dichotomy can be found in many similar older medium-sized cities in the Commonwealth (New Bedford, Fall River), New England (Manchester, N.H., Providence, R.I. and across the nation.

The nation has benefited from these cities, their industry, their nurturing of our social and economic heritage in the century between 1850 and 1950, and their support of suburbs in the last twenty-five years. Now they are being abandoned, no longer needed, no longer competitive. The larger cities get, and will continue to receive, attention (New York, San Francisco, Boston, Atlanta) and will continue to function as centers of social and economic activity for vast regions. But what of the smaller cities, particularly those of New England and the Northeast--the Lowells, the Scrantons, and the Bridgeports--what is their fate?

Over the last fifteen years we have carried out assignments in most of these cities in New England, and many others across the nation--Central Business District plans, economic growth, housing needs, industrial development--analyzing the socio-economic issues which constantly challenge and torment these communities. In the last twenty-four months alone we have worked for a dozen of these cities in New England. Each time the same questions, problems--and piece-meal solutions--are encountered.

The challenge and opportunity presented by the Lowell Urban National Park proposal is to develop a process for balanced economic development of an entire city, not just certain pieces, areas, or strands of the community fabric; to adapt the technology, history and structures of the past--these worn, used up, outmoded, superfluous, dying concepts, ideas and forces--to an economically self-sustaining purpose; to do this as part of a systematic, comprehensive multi-disciplinary process, balancing economic, social, and physical criteria in a pragmatic attack on the community's ills.

The Lowell Urban National Park planning process is not simply the planning of a park, or a major tourist attraction, or a historic preservation effort. Rather, it is an effort to use these elements as starting points, catalysts, seeds, and to stimulate the rejuvenation of a city--not a Williamsburg, a Disney World, or a Sturbridge Village, but a functioning, living, healthy, multi-faceted community of people.

If this problem is approached with enough energy, expertise, and breadth of perspective, the solutions which evolve in Lowell may be applied to similar problems in similar cities throughout New England, the Eastern seaboard, indeed in the national as a whole. The challenge is exciting, the problems are apparent, but the opportunities are apparent also--and assisting in making it all happen would be a rare professional and personal opportunity.

## 2. SASAKI ASSOCIATES - Making the Planning Process Visible and Involving

I would like to summarize our approach with the following illustrations. While the projects represented here, executed by Sasaki Associates, are not exact duplications of the Lowell project they are generally relevant in the methodology and focus on water as a major component of public open space.

We would first analyze the project area with an eye toward historic implication; traffic opportunities and constraints; land use; zoning; open space; marketing framework and political-social implications, and urban needs. All of our work would be exposed to the community in a ground level office somewhere near the center of the project area.

Based upon these analyses, a number of final alternatives would be prepared which again would be made available for public review. Meetings would be held in the project office to review the alternatives in an attempt to focus on a single-concept plan. Concurrent with these efforts, the team would prepare a survey which would be useful in further defining a consensus plan--not only to solicit ideas, but to assist a solution that will be more sensitive to the real problems of the community. Once a final plan has evolved, documentation would proceed including final graphics and a report suitable for presentation to Congress. With approval of the plan or increments of the plan and funding, individual projects could proceed. It is the feeling of this team that the projects to be undertaken will focus upon the historic character of existing architecture; the viable uses for that architecture in the revitalization of the urban core, and an emphasis on the open-space pattern which will include traffic ways, pedestrian and bike ways, indoor and outdoor recreation, and, above all, waterways. The latter create a thread of continuity in Lowell, making it already one of the most interesting cities in the New England area, creating an opportunity to re-use and re-harness a system that could make this one of the most unique cities in New England.

### 3. BENJAMIN THOMPSON & ASSOCIATES - Rediscovering Urban Density in the Reorganization of the Core City.

Restoration has been one of my primary interests for almost twenty years (dating back to the redoing of Boylston Hall, Emerson Hall and all the Harvard Yard dormitories in the late 1950's), and a major office preoccupation for the last five years, because of three important historic projects: An Urban People's Park on Welfare Island in the East River, centered around the former City Hospital; a large mixed-use development along Old Main Street on St. Anthony Falls, Minneapolis; and the replanning of the Faneuil Hall Markets district in downtown Boston.

We have not only designed these buildings--all involving a combination of restored historic buildings and new buildings--but we have initiated them and created the commercial and urban concepts on which each is based; and we have carried them through the stages of finding developers and helping the developers find financing. Each of the projects goes beyond the individual isolated building of historic worth into the scale of many city blocks and many urban acres (F.H.M. and St. Anthony are both over 6; Welfare Island is 11)--project area as well as neighboring areas that are affected. For restoration, use is as important as style; restoration is a process which has as its purpose providing the activities, services, and interchanges that every city needs, within an environmental fabric that ties past and future together. Restoration is for people and places, not mainly for historians. Restoration is to restore community values.

We have done many kinds of architecture and planning, including much public housing (Worcester, Cambridge, Brooklyn) and urban renewal, and large-scale mixed-use planning with state agencies (Buffalo, Amherst, Brooklyn commercial development, SUNY Utica, and other new campuses, Columbia Point.) In all of these, our uncompromising effort has been to serve community values--to make each place work for the kinds of people there, to provide conveniences, amenities, social focuses, pleasures, joys, a richer life in which citizens interact successfully. We have developed methods of working creatively with large and diverse groups (Columbia Point had input from 22 different agencies and groups; in Brooklyn, almost as many.)

We are attracted to the Lowell project because of the marvelous opportunity for creative restoration in the service of the revival of the entire city--community values can be enhanced, in a city that can become a park. In articles and speeches about urban planning in the past 10 years, I had a line that went, "Why can't a city be a park?" That meant that I visualized a good city plan as a total urban park, as a mix of intimate and free spaces, of work and play and living, of heights, densities, of varied kinds of people of every age and race, and of an intense mix of activities day and night that make the city a very special place--the crossroads of our culture.

Lowell is a city with many latent riches and all the physical potential to once again be an example of the mix and vitality that marks our best cities. It is a challenge, and we believe we can make something happen here.



#### 4. RESEARCH AND DESIGN INSTITUTE

##### Turning Historic Strengths into New Assets For the 20th Century

"Lowell, Massachusetts became America's first great industrial city because of the power of the Merrimack River". <sup>(1)</sup> The power of the 1800's was mechanical energy which drove machinery through a system of gears, driveshafts and leather belts. In the twentieth century, low cost fossil fuel replaced water power, the cities grew out from the core and an automotive urban sprawl followed.

Today, the opportunity exists to once again capitalize on the power of the Merrimack by harnessing the canal system for a modern energy station, generating electricity through water powered turbines to cope with the energy shortage of the present, and the prospect of increasing scarcity in the future. This can be realized more quickly than other alternative energy programs. It is the ecologically responsible thing to do. From it, the other potential concepts for a Lowell Urban Park can follow: economic development, education, employment, tourism, a celebration of history, architectural renovation, national funding for prototypical innovation, and the improvement of the quality of urban life.

The precedent is here, for the Locks and Canals Corporation generates 20,000,000 kilowatt hours annually right now. <sup>(2)</sup> Estimates recently made, place the possible capacity of the river from four to seven times that value. <sup>(3)</sup> Low cost energy independence will be a powerful magnet to attract manufacturers back to Lowell; the "Boarding of the Dams" in season can be a tourist festival drawing sight see-ers from afar; students of hydro engineering will select the University of Lowell because of the practical experience they can gain in work/study courses; school children can visit the environment of the past while learning through experience about the future.

From a net energy perspective it would be practical to apply the non-polluting power of the river to the manufacture of a wide variety of alternative energy products: solar collectors, wind powered generators, heat pumps, photo-voltaic cells, small scale electric turbines, storage systems, etc. which could be shipped to market over improved rail, river and roadways. These supplemental and alternative devices are needed domestically and internationally, and many ecologists believe they are necessary to the survival of our way of life.

The river and the canal system, at first Lowell's genius, became a liability because of the profligate exploitation of our nation's fuel resources. It can again become a natural asset, for the health and prosperity of all concerned. Francis Cabot Lowell succeeded in his "Waltham Experiment" through a system of boarding houses and strict social regulations which brought New England girls into his mills and improved the reputation of factory labor. As a non-polluting, resource conserving alternative energy center, Lowell can further that tradition of far sighted social responsibility.

---

1. "the Power Canals of Lowell Massachusetts", 2. Locks and Canals Corporation  
3. Lowell Hydro Electric Study Commission. William T. Hoag. Dean. University

#### 4. RESEARCH AND DESIGN INSTITUTE

##### Turning Historic Strengths into New Assets For the 20th Century

"Lowell, Massachusetts became America's first great industrial city because of the power of the Merrimack River". <sup>(1)</sup> The power of the 1800's was mechanical energy which drove machinery through a system of gears, driveshafts and leather belts. In the twentieth century, low cost fossil fuel replaced water power, the cities grew out from the core and an automotive urban sprawl followed.

Today, the opportunity exists to once again capitalize on the power of the Merrimack by harnessing the canal system for a modern energy station, generating electricity through water powered turbines to cope with the energy shortage of the present, and the prospect of increasing scarcity in the future. This can be realized more quickly than other alternative energy programs. It is the ecologically responsible thing to do. From it, the other potential concepts for a Lowell Urban Park can follow: economic development, education, employment, tourism, a celebration of history, architectural renovation, national funding for prototypical innovation, and the improvement of the quality of urban life.

The precedent is here, for the Locks and Canals Corporation generates 20,000,000 kilowatt hours annually right now. <sup>(2)</sup> Estimates recently made, place the possible capacity of the river from four to seven times that value. <sup>(3)</sup> Low cost energy independence will be a powerful magnet to attract manufacturers back to Lowell; the "Boarding of the Dams" in season can be a tourist festival drawing sight see-ers from afar; students of hydro engineering will select the University of Lowell because of the practical experience they can gain in work/study courses; school children can visit the environment of the past while learning through experience about the future.

From a net energy perspective it would be practical to apply the non-polluting power of the river to the manufacture of a wide variety of alternative energy products: solar collectors, wind powered generators, heat pumps, photo-voltaic cells, small scale electric turbines, storage systems, etc. which could be shipped to market over improved rail, river and roadways. These supplemental and alternative devices are needed domestically and internationally, and many ecologists believe they are necessary to the survival of our way of life.

The river and the canal system, at first Lowell's genius, became a liability because of the profligate exploitation of our nation's fuel resources. It can again become a natural asset, for the health and prosperity of all concerned. Francis Cabot Lowell succeeded in his "Waltham Experiment" through a system of boarding houses and strict social regulations which brought New England girls into his mills and improved the reputation of factory labor. As a non-polluting, resource conserving alternative energy center, Lowell can further that tradition of far sighted social responsibility.

- 
1. "the Power Canals of Lowell Massachusetts", 2. Locks and Canals Corporation
  3. Lowell Hydro Electric Study Commission. William T. Hogan, Dean, University