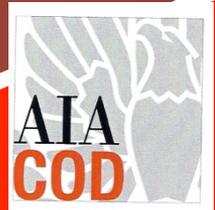


THE STRATEGY & VALUE OF ARCHITECTURAL DESIGN EXCELLENCE IN COLUMBUS, INDIANA

AIA Committee on Design
Columbus, Indiana Conference
April 14, 2012



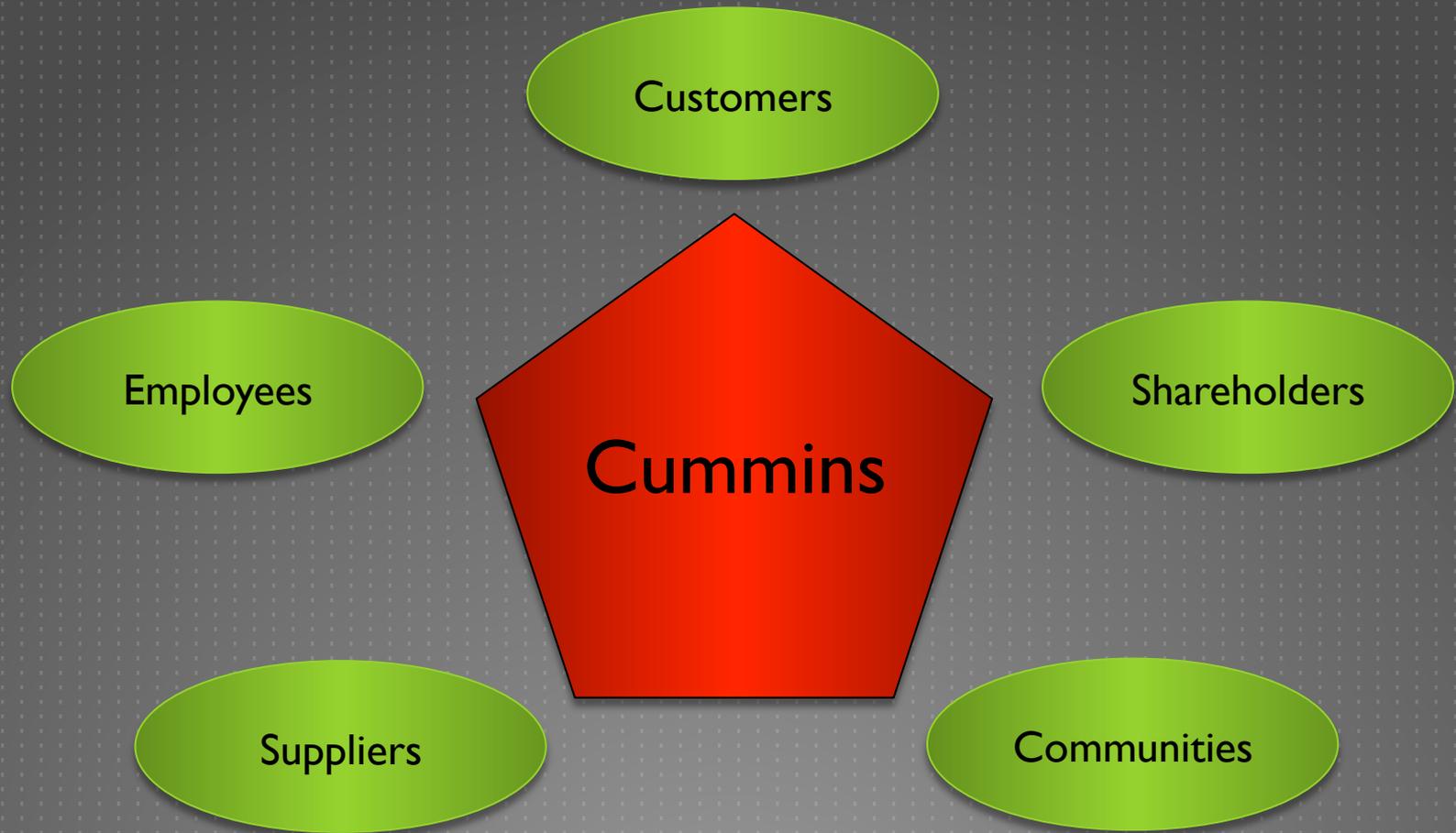
THE STRATEGY



INFLUENCES

- ▶ The stakeholder concept
- ▶ The importance of the built environment
- ▶ The value of a commitment to excellence

THE STAKEHOLDER CONCEPT



THE IMPORTANCE OF THE BUILT ENVIRONMENT

“First we shape our buildings;
thereafter, they shape us.”

-- Winston Churchill

THE VALUE OF A COMMITMENT TO EXCELLENCE

“It is expensive to be mediocre in this world. Quality has always been cost effective. The tragic mistake in history that’s always been made by the well-to-do is that they have feathered their own nests. Today we know that society does not survive unless it works for everybody.”

-- J. Irwin Miller, 1987

ORIGINS OF THE ARCHITECTURE PROGRAM

- ▶ Baby boom after WW II
 - ▶ Need to build a new school every 2-3 years for 15 years
- ▶ Design of first two schools was a disaster
 - ▶ They were prefab buildings
 - ▶ Serious community issue
- ▶ Also an issue for a growing company
 - ▶ Affecting the ability to recruit talented people

THE OFFER

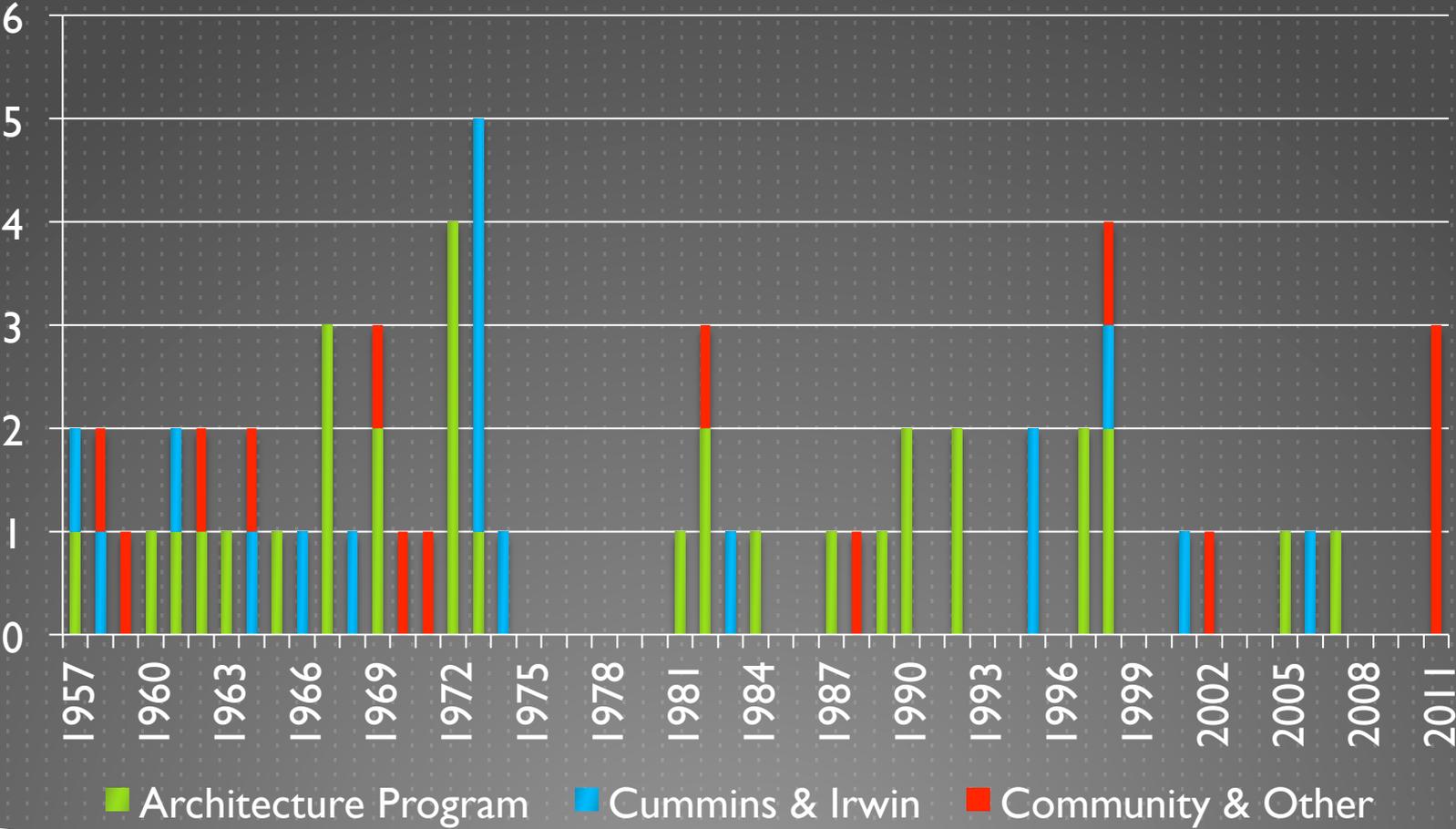
- ▶ Cummins Foundation offered to pay the architect's fees for the next school to be built
- ▶ If the school board would choose an architect from a list of 5 provided by an independent panel
 - ▶ Original panel was Dean of MIT, editor of Architectural Forum, and Eero Saarinen
- ▶ Cummins would have no involvement in the design process
- ▶ It was conceived as a one-time offer

LILLIAN C. SCHMIDT SCHOOL

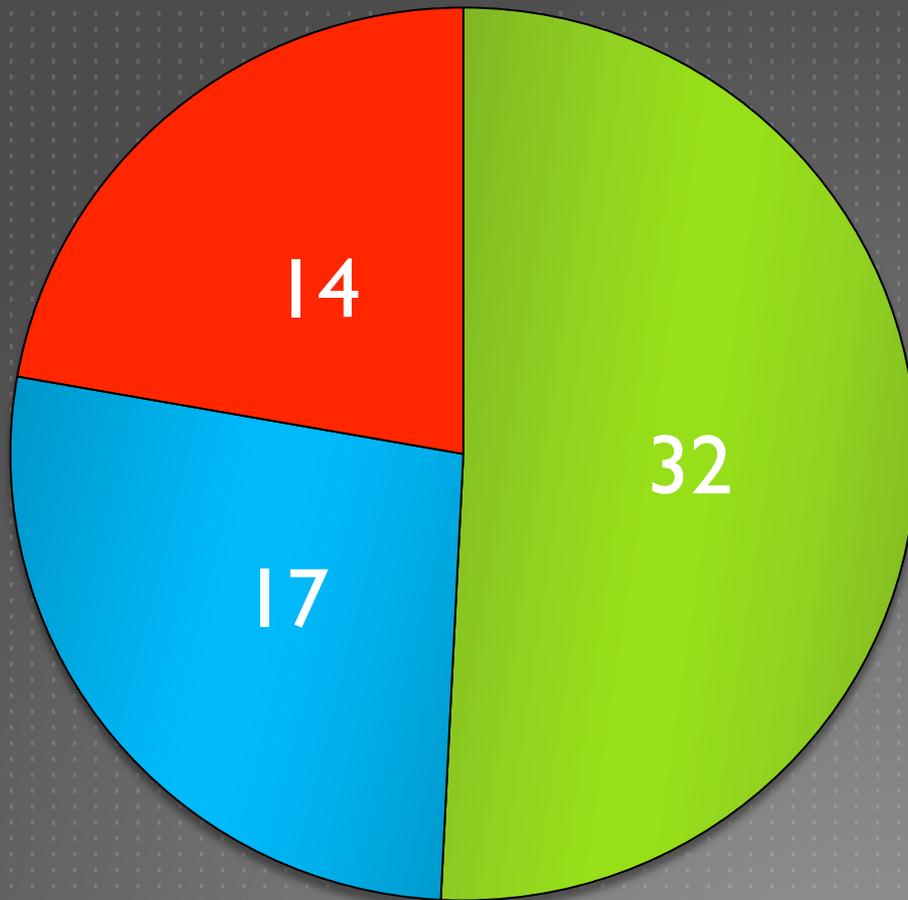


School board asked for the same deal again for its next building in 1960.

ARCHITECTURE IN COLUMBUS



ARCHITECTURE IN COLUMBUS



- Architecture Program
- Cummins & Irwin
- Community & Other

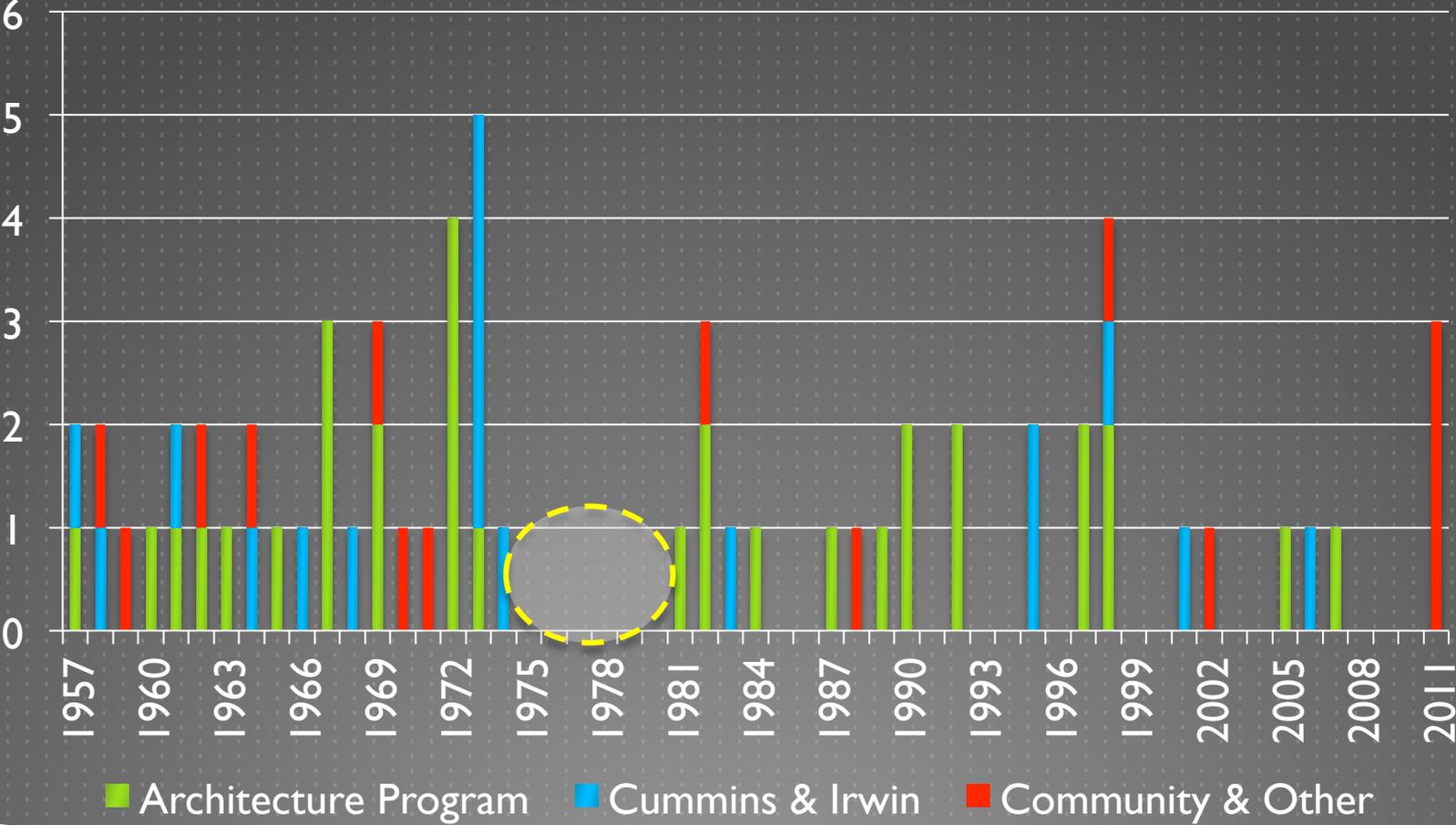
THE COST OF THE ARCHITECTURE PROGRAM

- ▶ Over 56 years, Cummins Foundation has made \$124 million in grants
- ▶ The Architecture Program has cost \$19.1 million (15%)

THE STRATEGY (IN RETROSPECT)

- ▶ Enlightened self-interest
 - ▶ Seek to solve a company problem in a way that benefits others
- ▶ Offer a good deal for the taxpayers
- ▶ Respect the public official's responsibility and accountability
- ▶ Be patient

ARCHITECTURE IN COLUMBUS



VISIONARY COMMUNITIES

- ▶ New Harmony, IN (1815)
- ▶ Riverside, Illinois (1869)
- ▶ Pullman, Illinois (1880)
- ▶ Forest Hills Gardens, NY (1912)
- ▶ Kohler, WI (1913)
- ▶ Mariemont, OH (1928)
- ▶ Radburn, NJ (1928)
- ▶ Reston, VA (1962)
- ▶ Seaside, FL (1982)

COLUMBUS, INDIANA

- ▶ Different from other visionary communities
 - ▶ No master plan by a single individual or team
 - ▶ Not based on housing
 - ▶ The vision was the process, not the plan
- ▶ No eminent domain
- ▶ Ordinary zoning
- ▶ Design incentives, not design control
- ▶ All done in the context of a lively small town democracy
- ▶ No endpoint

THE VALUE

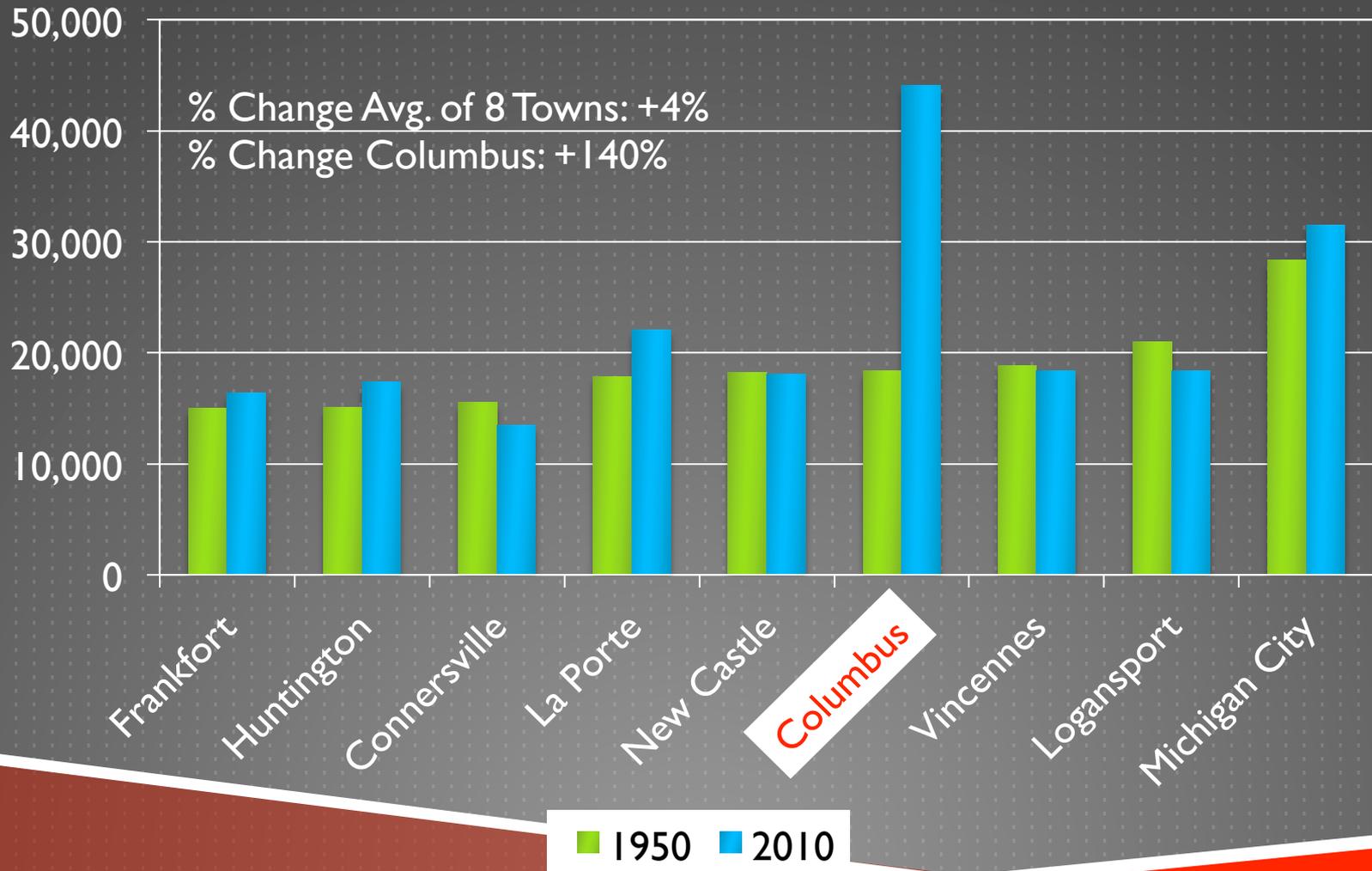
9 INDIANA TOWNS IN 1950



- ▶ **Similar to Columbus**
 - ▶ Not adjacent to a large city
 - ▶ Not a university town
- ▶ **Population**
 - ▶ Range: 15,028 to 28,395
 - ▶ Average: 18,715
 - ▶ Columbus: 18,370
- ▶ **Labor Force**
 - ▶ Range: 5,944 to 10,993
 - ▶ Average: 7,786
 - ▶ Columbus: 7,910

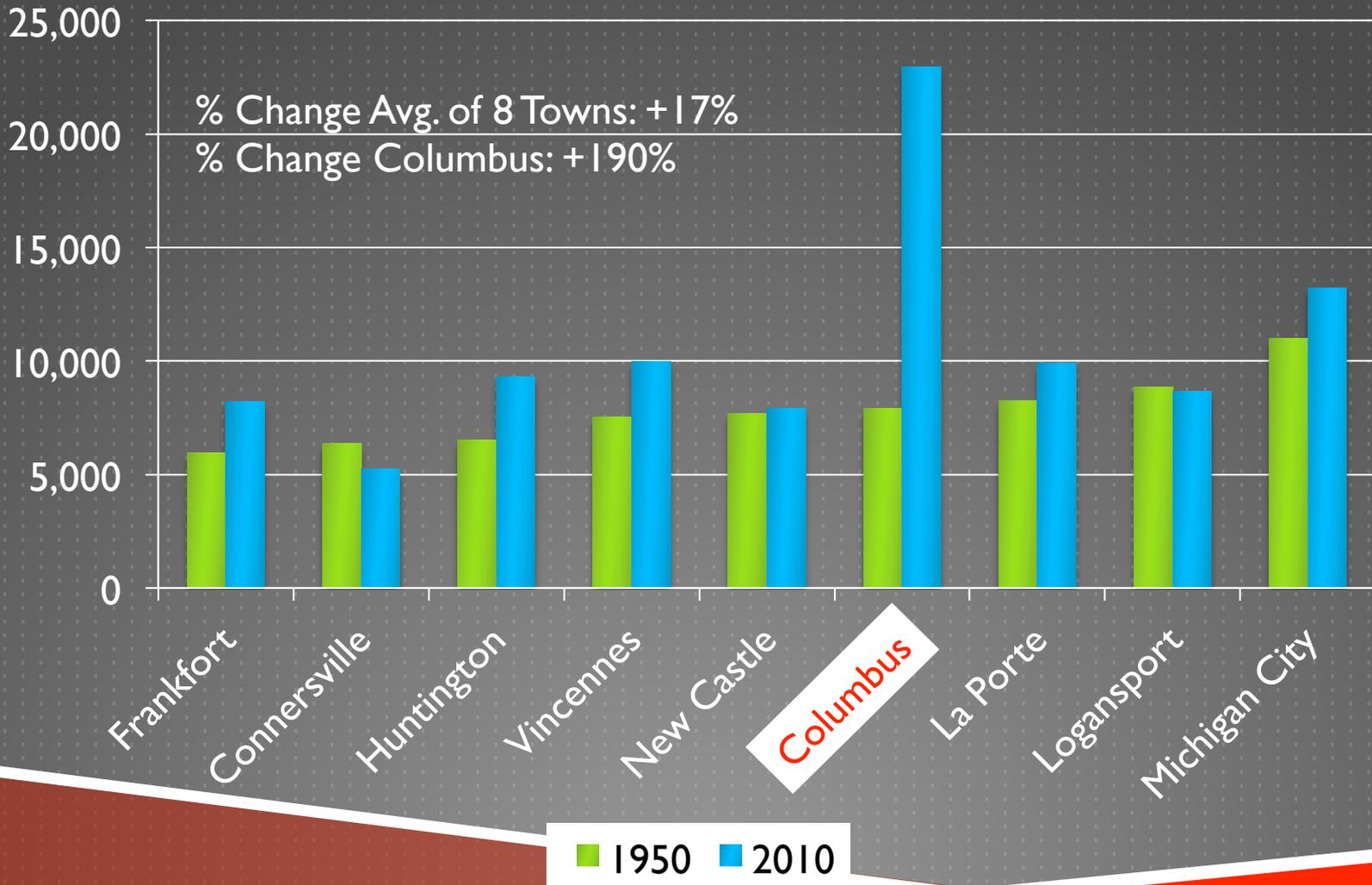
9 INDIANA TOWNS

Population Growth 1950-2010



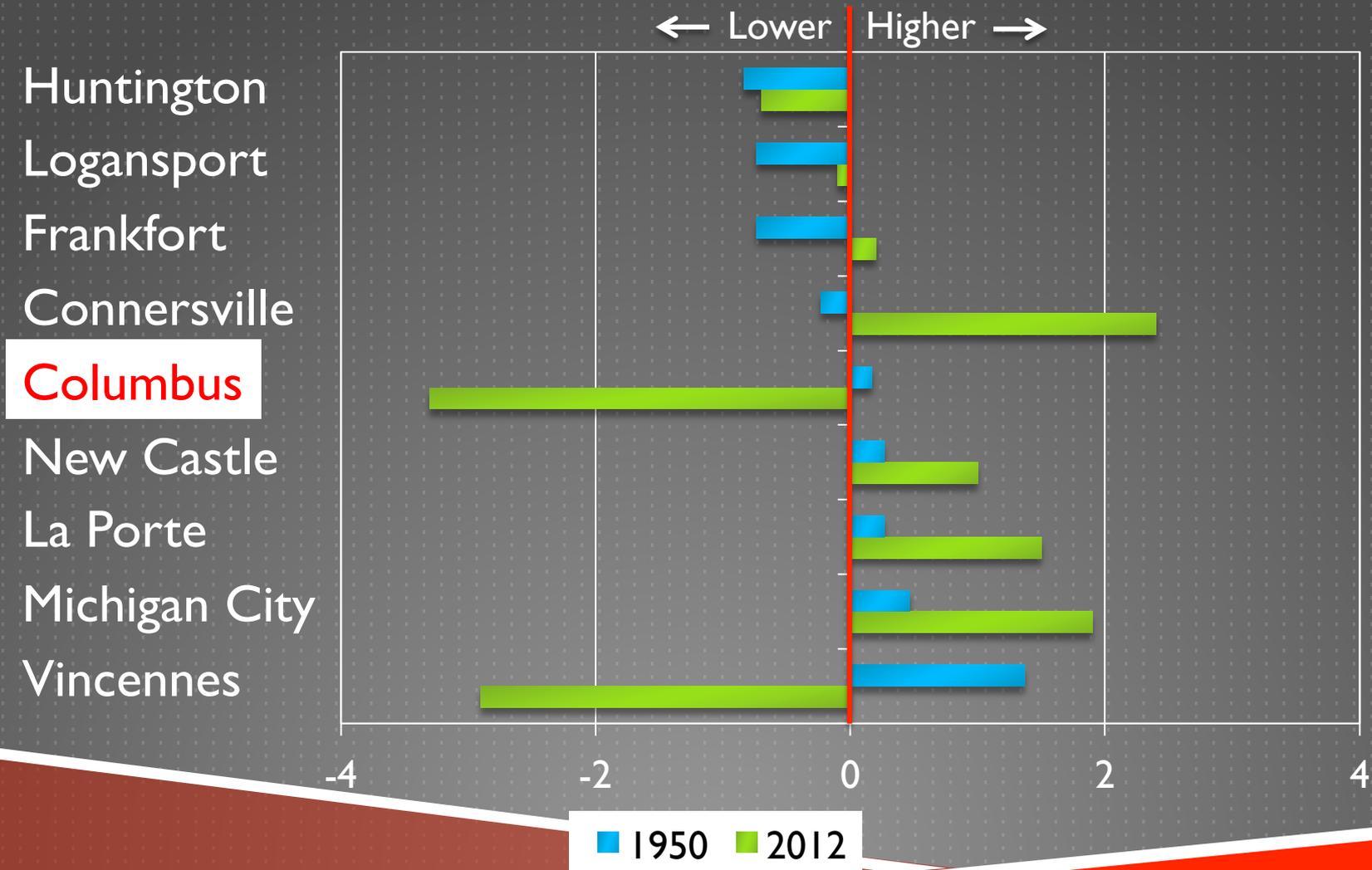
9 INDIANA TOWNS

Labor Force Growth 1950-2012



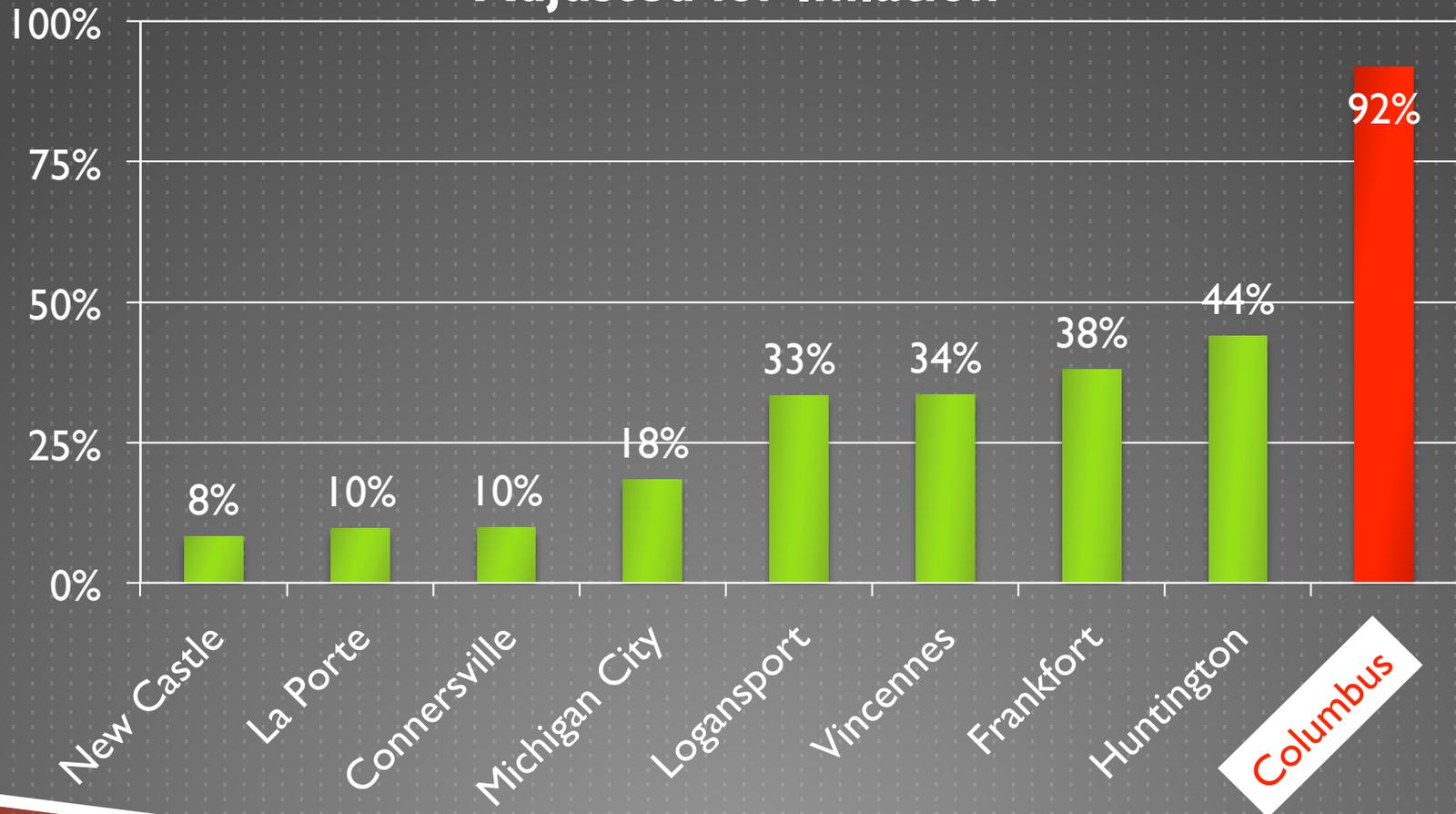
9 INDIANA TOWNS

Unemployment Rate vs. 9-town average



GROWTH IN REAL INCOME

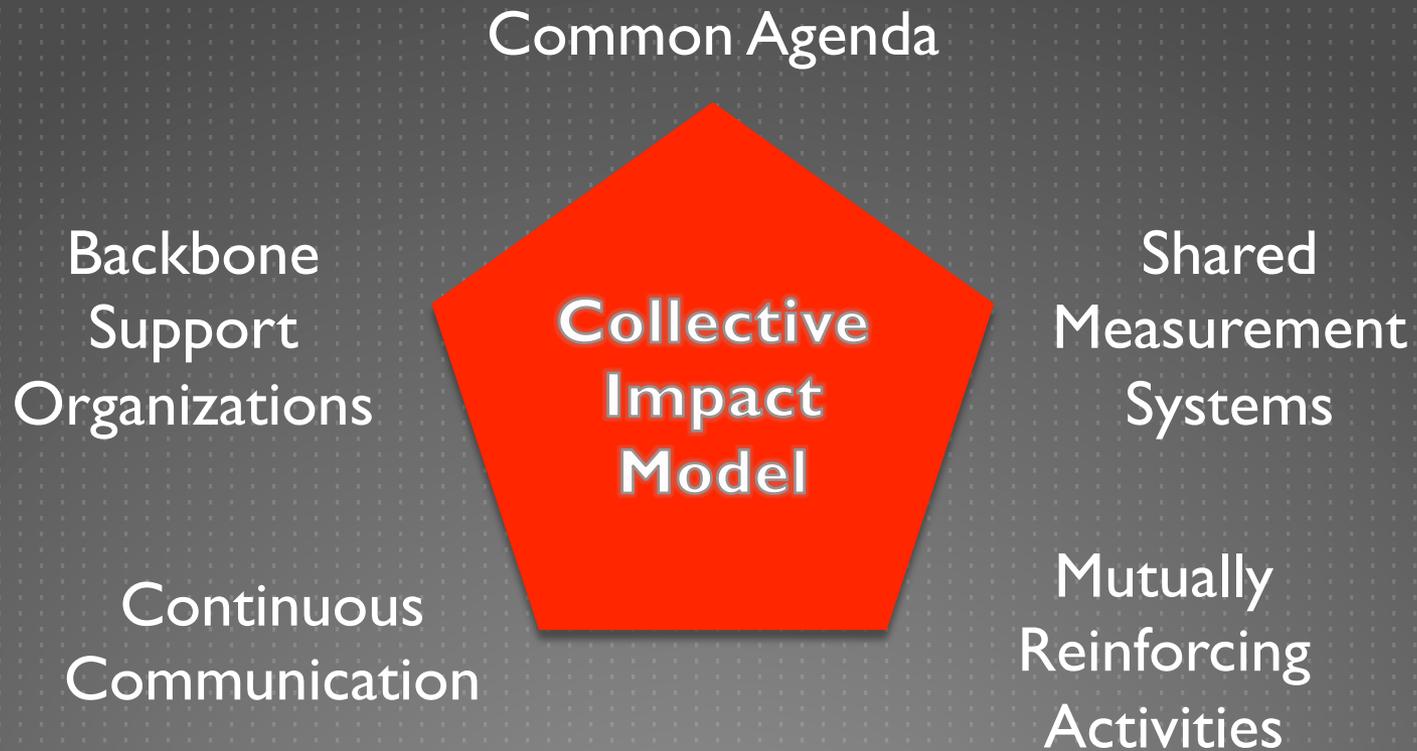
2010 Household Income / Median 1950 Income
Adjusted for Inflation



MANY FACTORS CONTRIBUTE



COMMUNITY COLLABORATION



Source: Collective Impact, by John Kania & Mark Kramer, *Stanford Social Innovation Review*, Winter 2011

DESIGN EXCELLENCE

- ▶ Architecture in Columbus is the visible expression of community values
 - ▶ A commitment to excellence for everyone
- ▶ That value applies to invisible community processes as well
 - ▶ EcO15 results in a 10-county region since 2007:
 - ▶ High school graduation rates increased from 80.9% to 84.5%
 - ▶ ASN graduates increased from 114 to 210/year
 - ▶ Participation in advanced manufacturing career activities grew from 58,433 to 321,660
- ▶ Authentic because the purpose is to build a better community for all our citizens

FIRST A RESULT, THEN A DRIVER



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