

ATTACHMENT A

# CENTRAL SQUARE PLANNING DISCUSSION

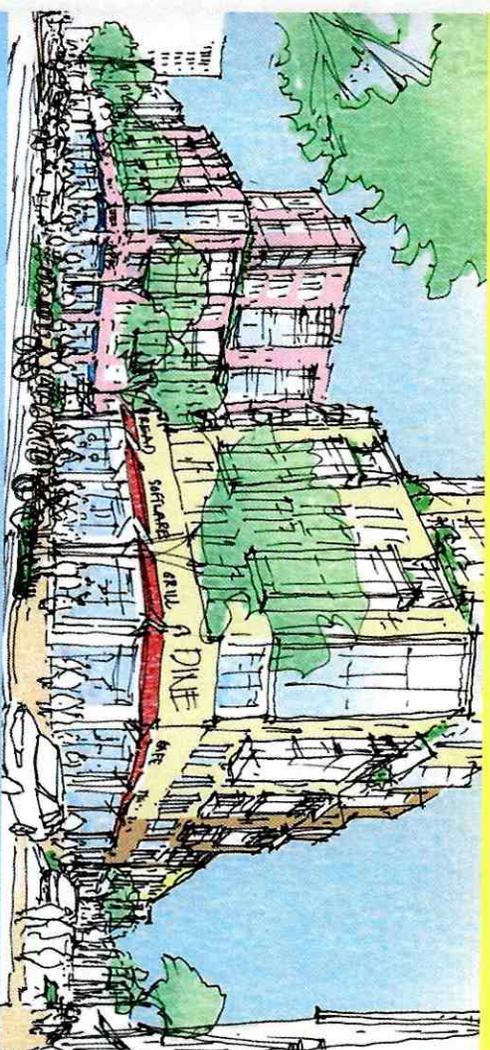
Cambridge Community Development Department

City Council Ordinance Committee

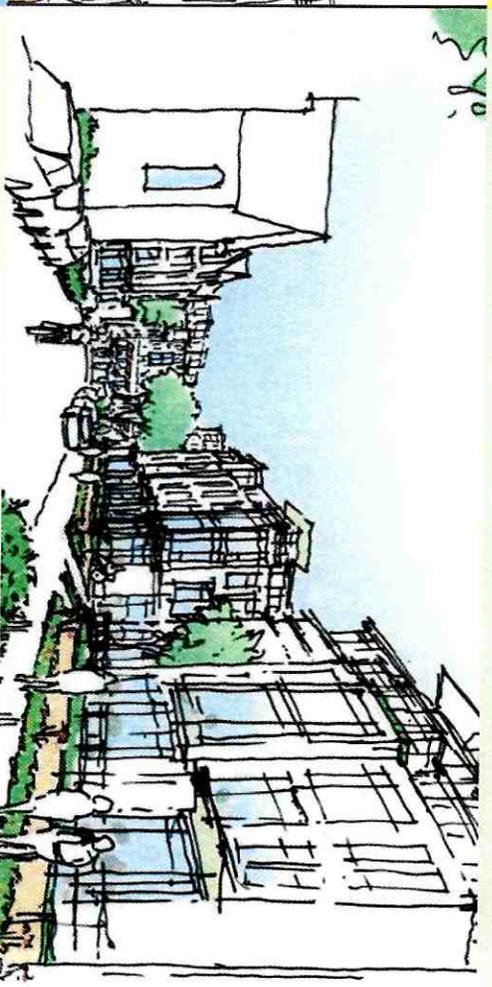
April 15, 2015

# VISION GOALS & STRATEGIES

A PLACE FOR LIVING



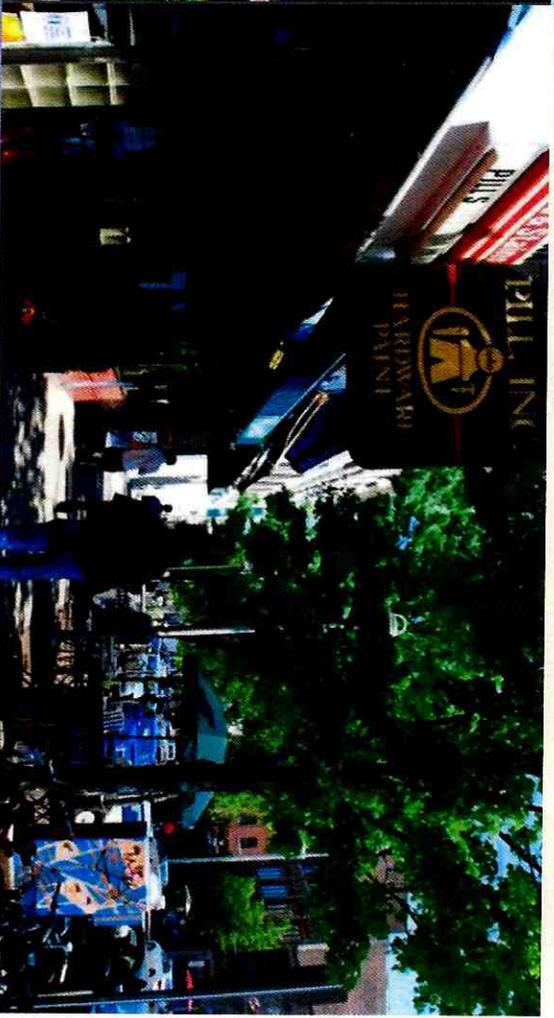
CONNECTING PEOPLE TO THE SQUARE



PUBLIC PLACES TO BUILD COMMUNITY



RETAIL/CULTURAL/NON-PROFIT DIVERSITY



To achieve the vision goals, **LEVERAGE FUTURE PRIVATE AND PUBLIC INVESTMENTS**, as appropriate

## Goals

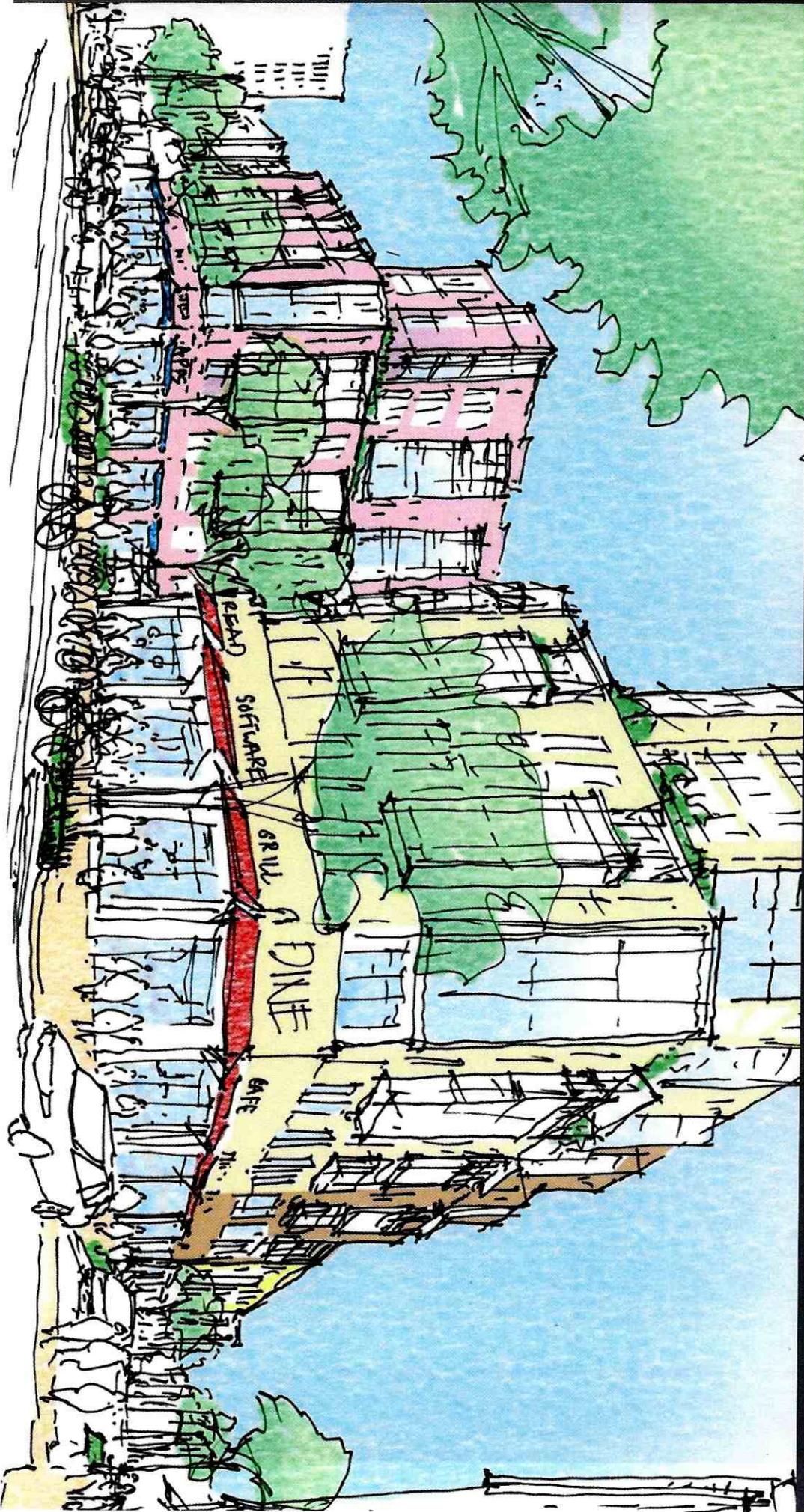
# A PLACE FOR LIVING

Increase housing stock and support community diversity through more varied housing

## OBJECTIVE

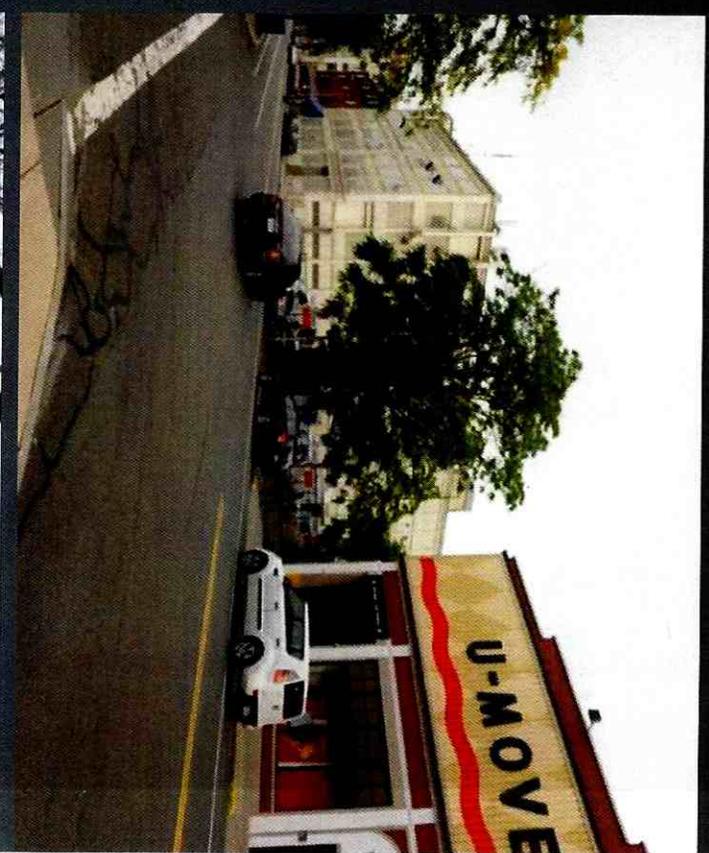
- Expand housing stock and increase the range of housing choices to serve a broad spectrum of incomes, ages and household sizes

## VISION



# Encourage new mixed-income housing

- Reduce obsolete parking requirements for housing and commercial uses and enable infill development
- Continue inclusionary housing policy
- Add middle income housing incentives
- Encourage more housing in Osborn Triangle and on former Quest block, include sensitive neighborhood connections



# PUBLIC PLACES TO BUILD COMMUNITY

Leverage city owned property and new development partnerships to enrich the Square's public realm as place that promotes community interaction

## OBJECTIVES

- Establish Massachusetts Avenue as a great public place
- Add and improve public spaces to invite a broader range of community activities
- Intensify programming of public spaces within the Central Square Cultural District to provide opportunities for community activity, celebrating cultural diversity and the arts
- Ensure positive relationship of new development to public space



# A network of active public spaces anchored by one great downtown street

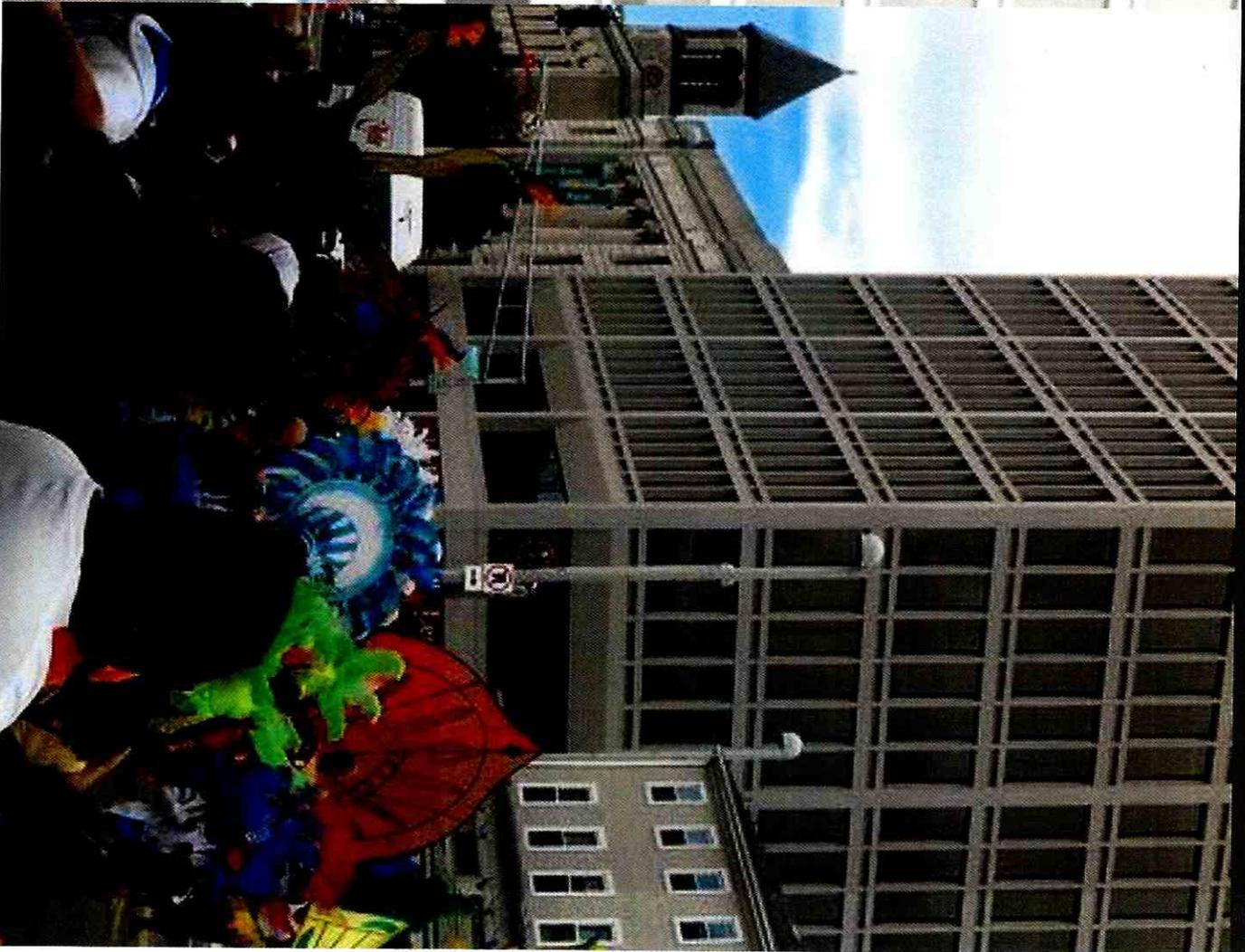
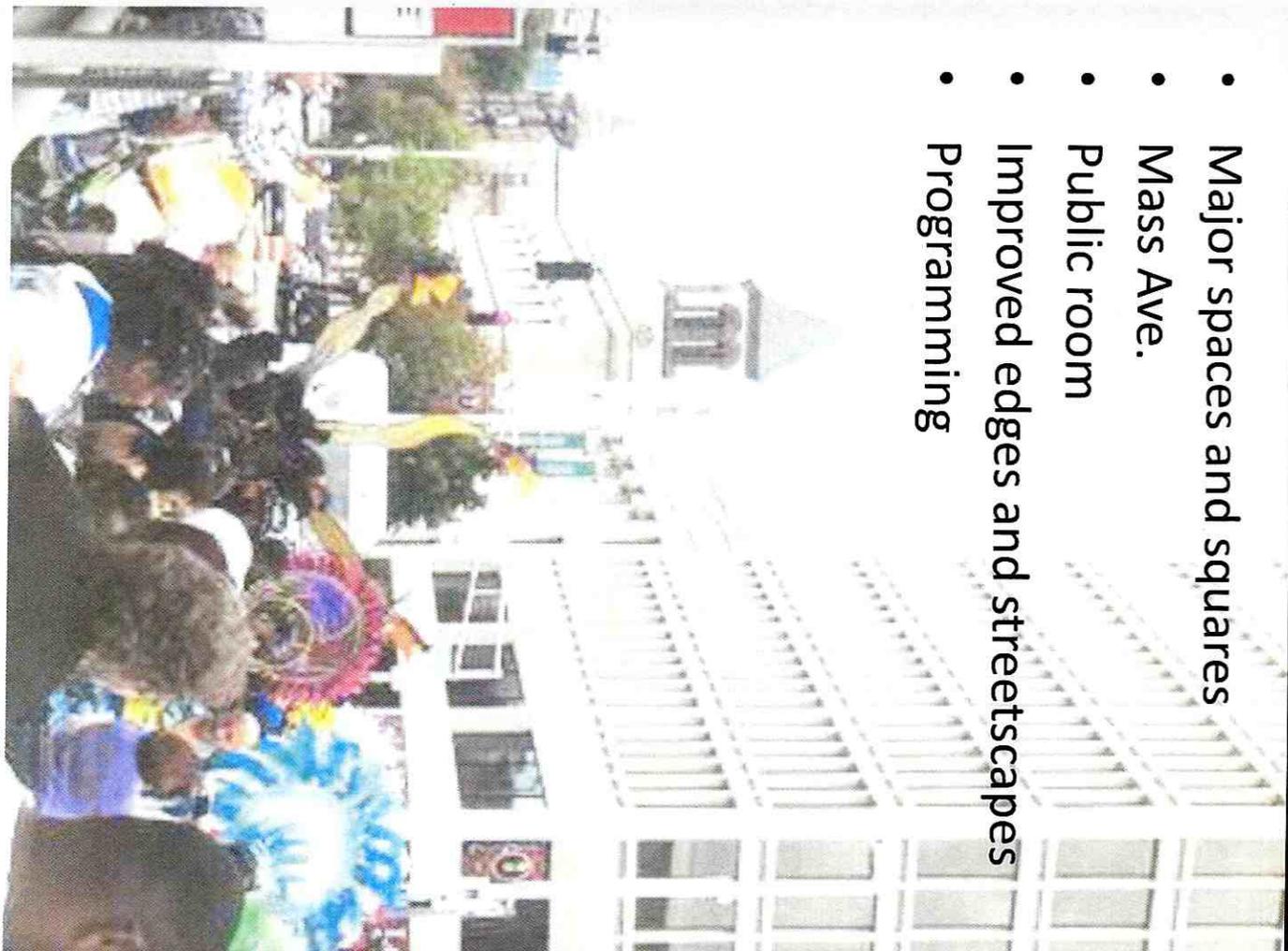
Opportunities to improve, expand public spaces

- Existing sidewalks
  - Mass Ave core area
  - Side streets
- Existing parks and plazas
  - City parking lots
  - Private redevelopment sites, through incentives
- New park/plaza opportunities
  - New “public room”



# Public realm framework

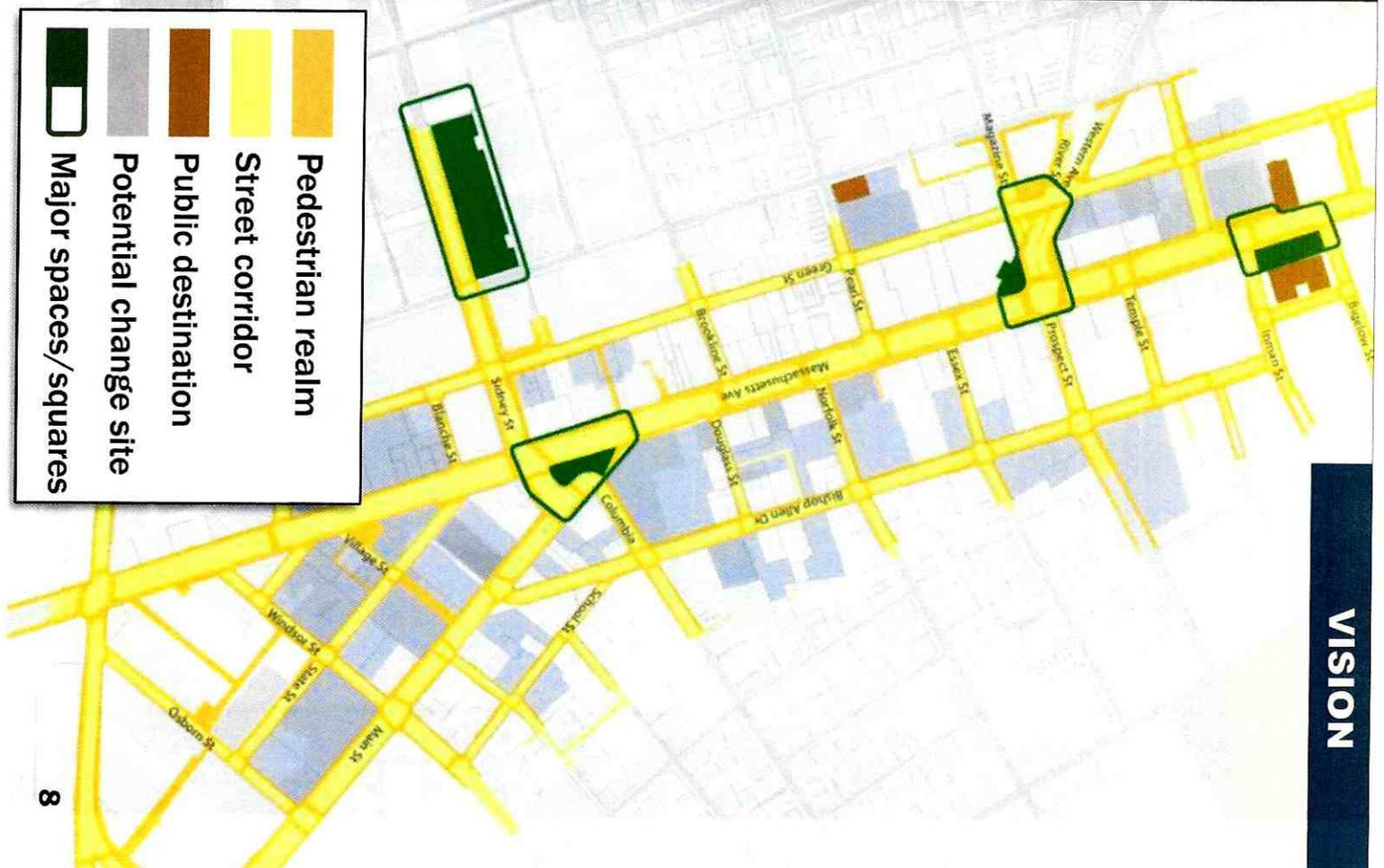
- Major spaces and squares
- Mass Ave.
- Public room
- Improved edges and streetscapes
- Programming



# Major spaces



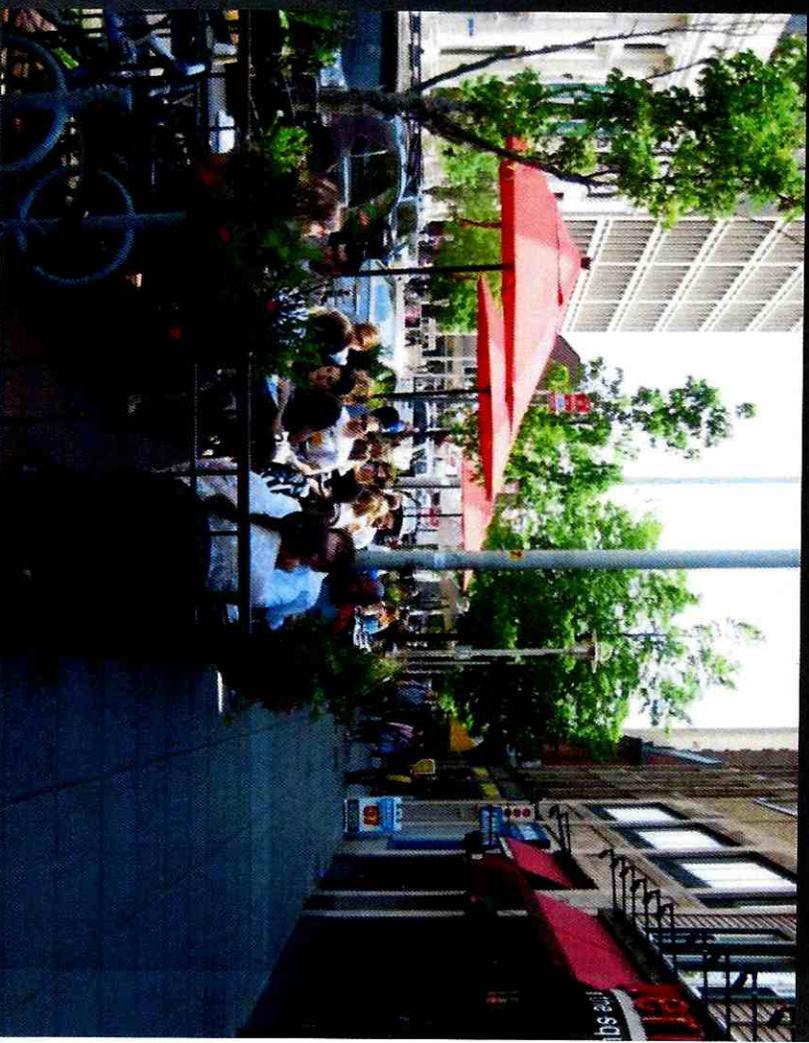
## VISION



# Mass Ave

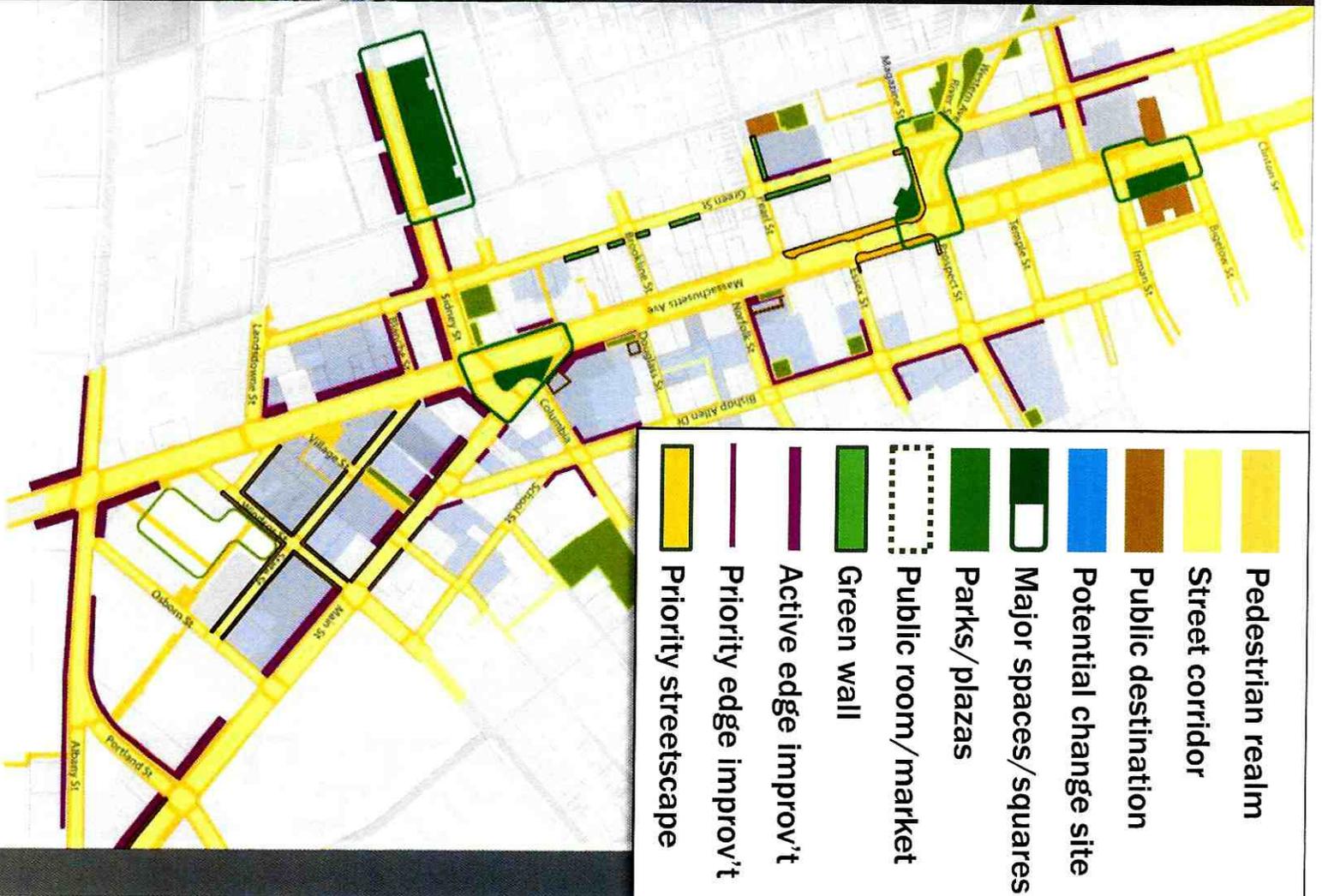
## Possible concepts

- Add **signature design elements** through plantings, signage, lighting etc.
- Add **outdoor dining and parklets** in underutilized spaces and/or through redevelopment
- Add **public art** including opportunities for play and signature transit information signage
- Incent consistent edge of active and small-format **retail storefronts**
- Add **trees and/or flowers** in planters where in-ground planting impossible



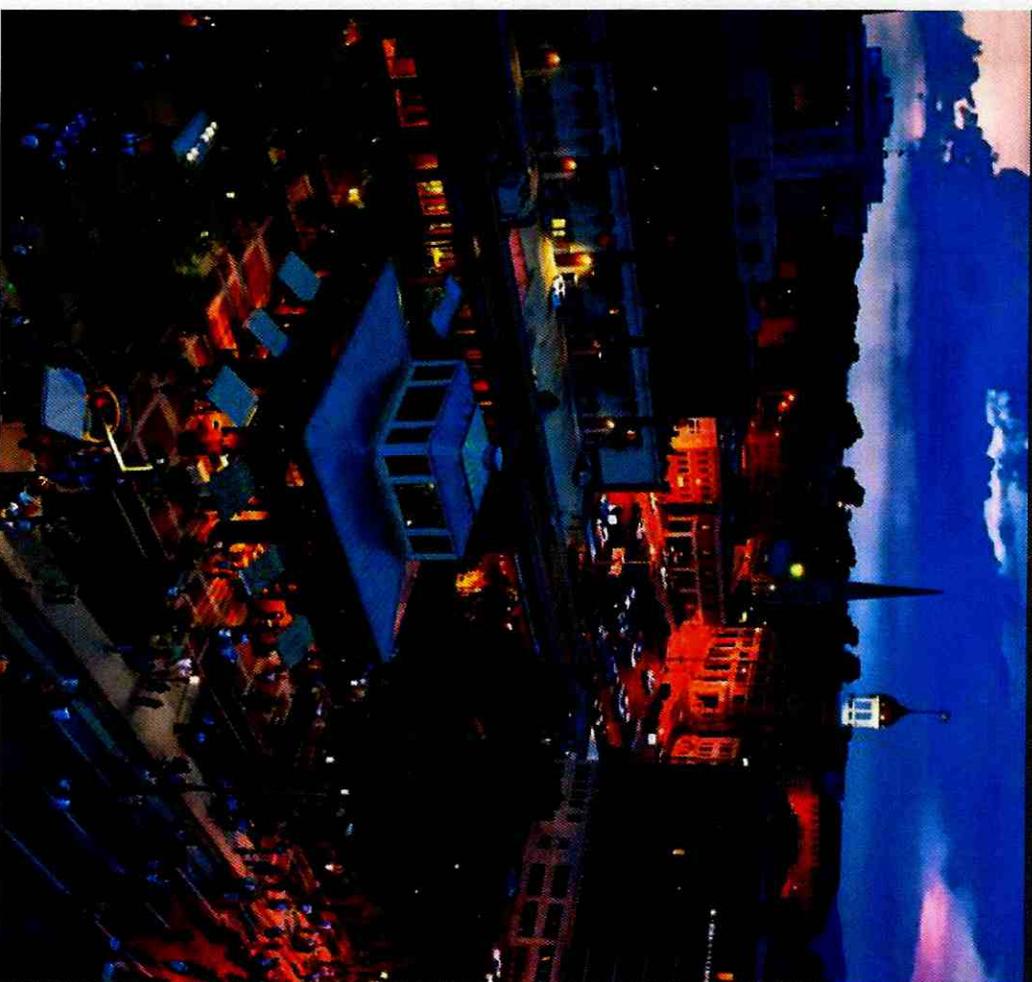
# Improved edges and streetscapes

- Mass Ave and Main Street: active ground level uses where lacking
- Trees/flowers in planters where in-ground planting not possible
- Occupied spaces and/or green edges along parking lots
- Green walls along parking structures, other blank walls with southern exposure



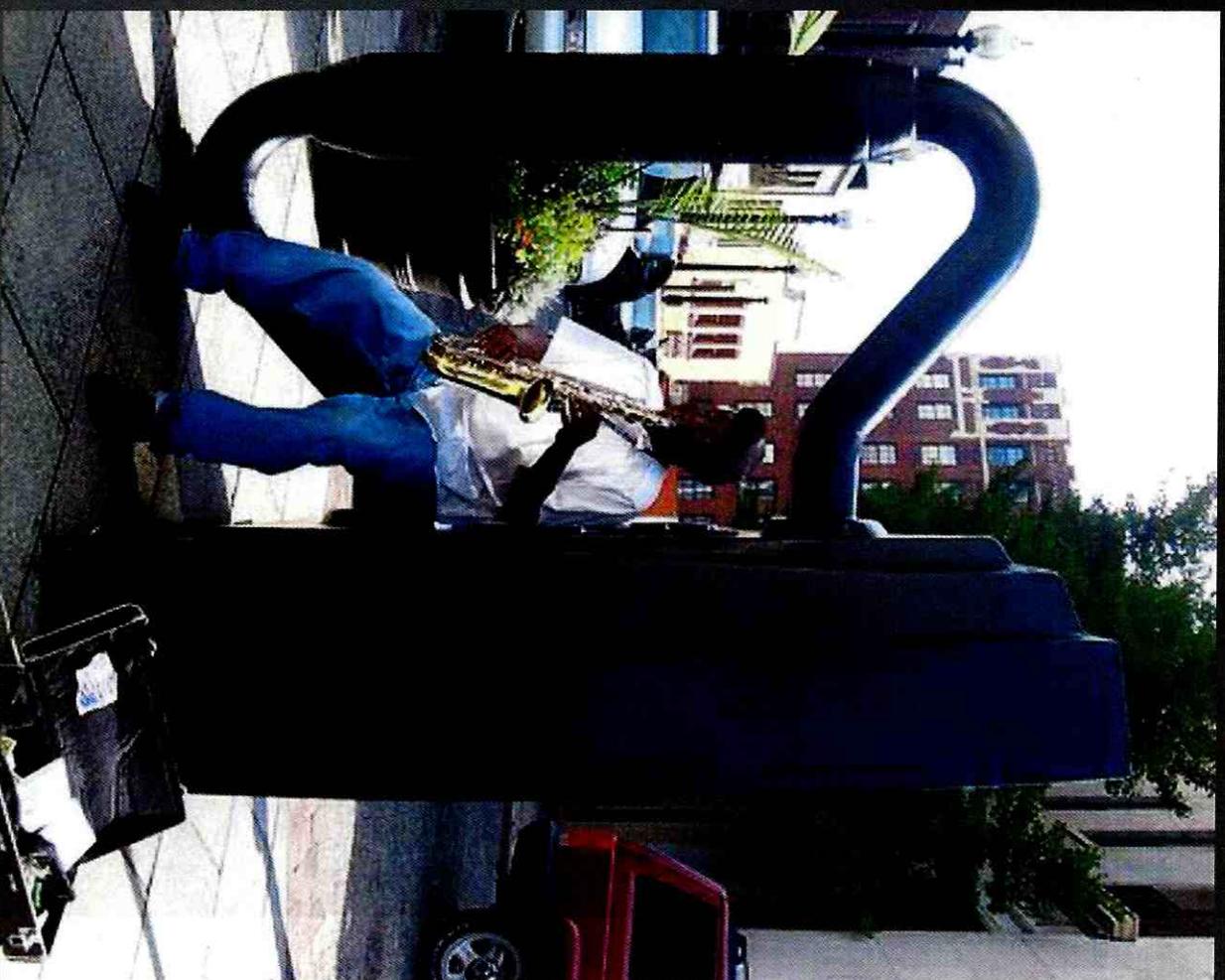
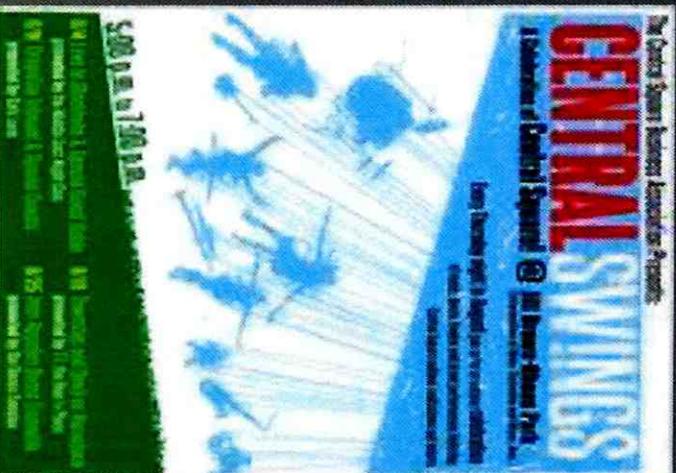
# Public room

- Programmed events
- Informal use
- Potential for market stalls
- Active street edge



# Programming

- Events programming in major spaces, from buskers to festivals (CSBA, CAC, others)
  - Central Swings
  - Taste of Cambridge
  - Street festivals
- Public art and play installations (CAC, CSBA, cultural organizations in the square)



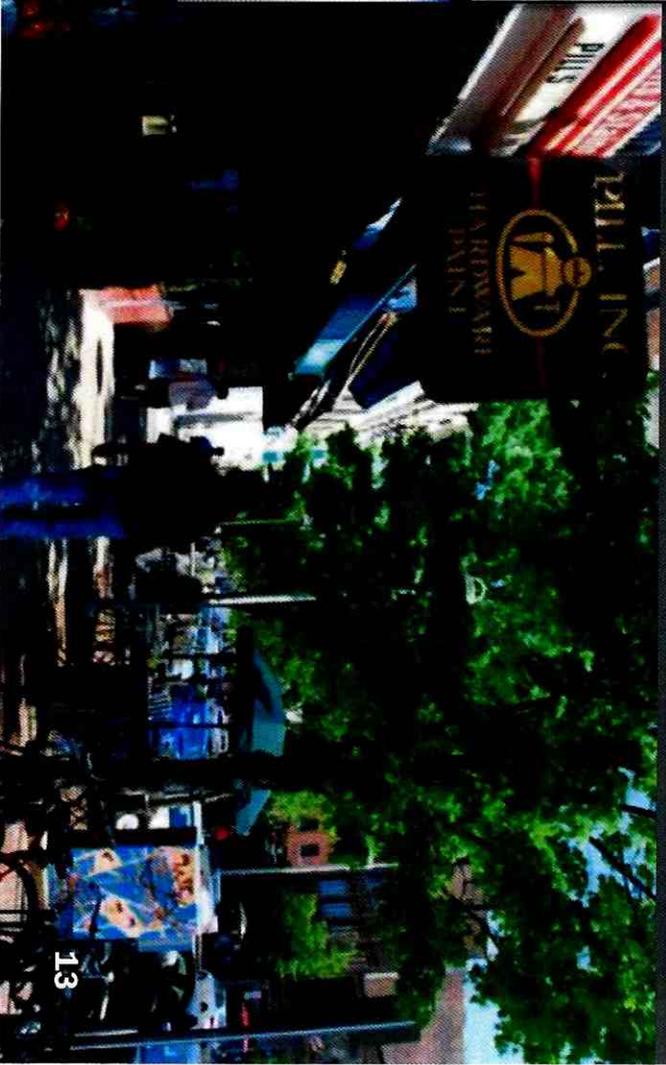
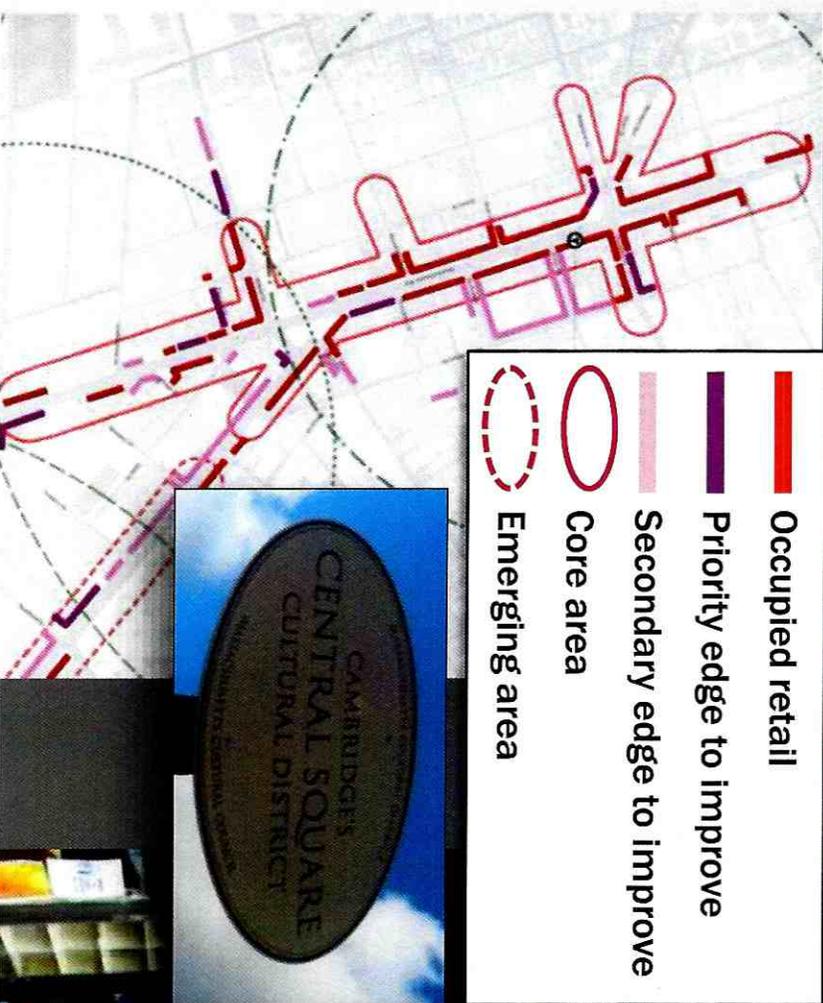
## Goals

# RETAIL, CULTURAL AND NON-PROFIT DIVERSITY

Expand retail & entertainment opportunities while celebrating and nurturing the mix of old and new, venerable and funky businesses and cultural institutions

## OBJECTIVES

- Reinforce the Central Square Cultural District as a vibrant retail and cultural destination for nearby neighborhoods and the city
- Support an attractive and vibrant walking environment by keeping retail storefronts continuously occupied with active uses
- Enable valued businesses and non-profit organizations to get started and maintain a long-term presence in the study area



## VISION

# Size new retail for small and local business

- Exempt new ground floor retail space from counting toward density limits
- Encourage floorplates that will not appeal to large businesses and are conducive for small businesses
- Manage “formula retail”
- Remove “fast food cap” to enable more small food/beverage shops



## Encourage side-street cultural / non-profit space

- On selected side streets, require ground floor space to be convertible to retail (adequate ceiling height, accessibility, services, storefront)
- Where retail has limited market potential, encourage child care, arts uses, non-profit office space and similar community-serving uses by exempting these ground floor uses from density limits



Child care in downtown setting



Flexibility for retail, small business, live-work

## Create market stalls

- Provide small and local businesses a **low-cost presence** in the Square
- **Verify costs, feasibility and management** of small market stall rental to merchants
- Locate the market stalls in a **highly visible, marketable area** with significant passing pedestrian traffic, possibly integrated with Public Room
- Consider expansion of current **farmer's market/winter market** program.
- Consider using **temporarily vacant storefronts** per winter market precedent



Outdoor market (North Market, Columbus)



C2W market in former Blockbuster space

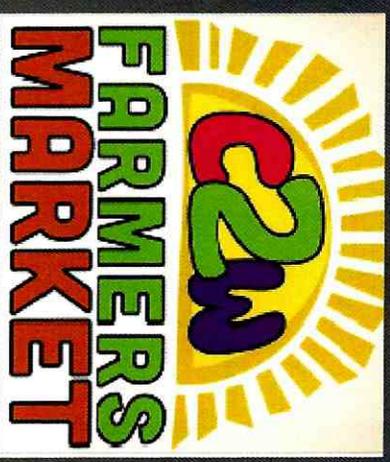
Wicked Local.com

# Proactively keep storefronts occupied

- Property owners to work with city, CSBA and/or local non-profits to fill storefronts vacant 6 months with public art, temporary or “pop-up” retail and events, non-profit business use, or other occupancy that contributes to overall economic prosperity and character of the Square
- Establish convenient mechanisms to help temporarily fund insurance, utilities and/or related costs that may impede short-term occupancy



Temporary retail



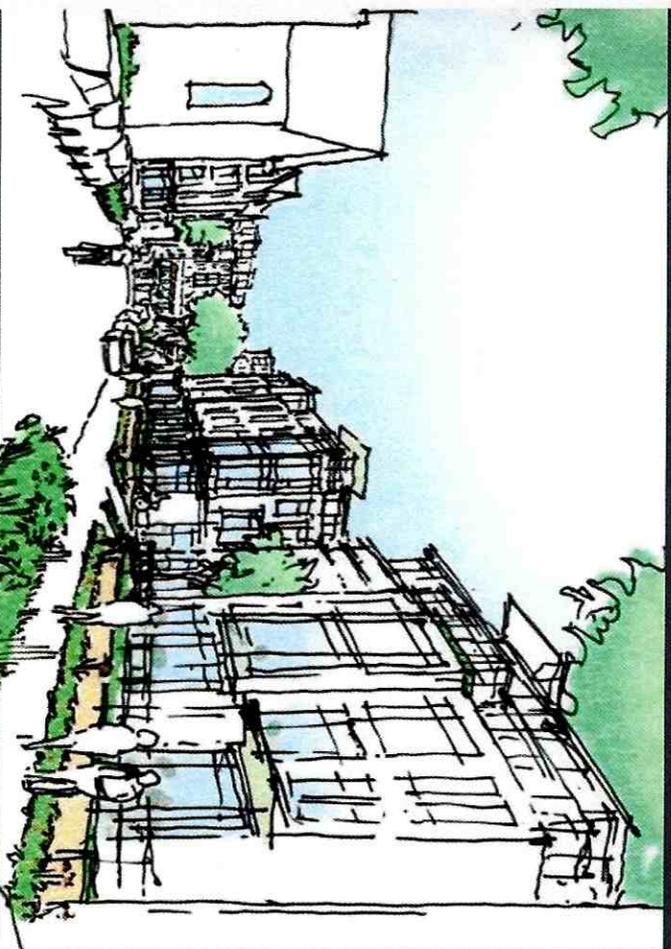
Winter market in former Blockbuster store

# CONNECTING PEOPLE TO THE SQUARE

Enrich neighborhood walkability and livability with safe, green streets and improved access choices.

## OBJECTIVES

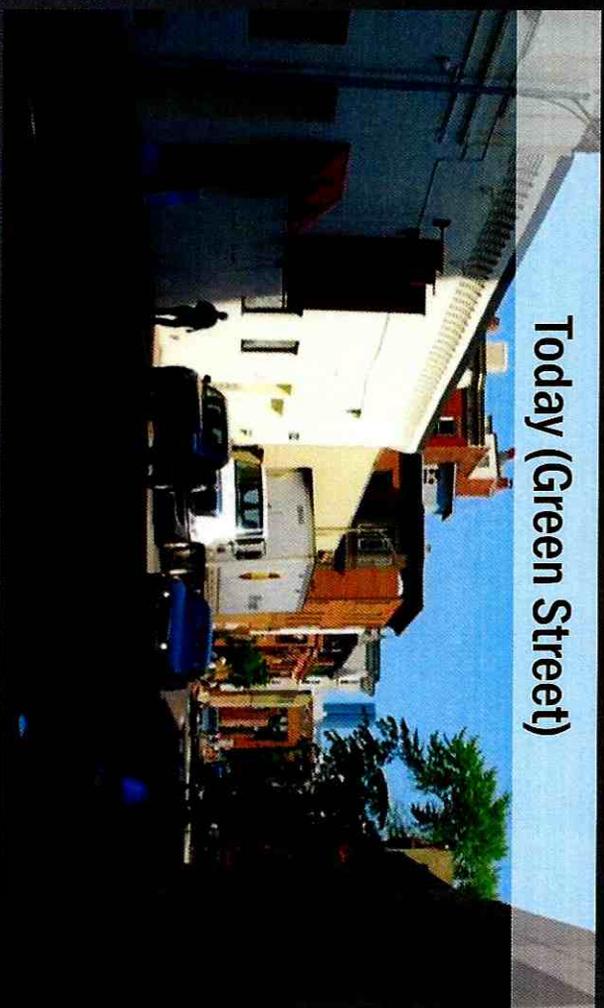
- Enhance the street network to make walking and biking more convenient, safe and fun
- Maintain and improve a variety of good transportation choices
- Update parking requirements to reflect increased preferences for alternatives to driving
- Add plantings and green infrastructure to encourage a healthier environment



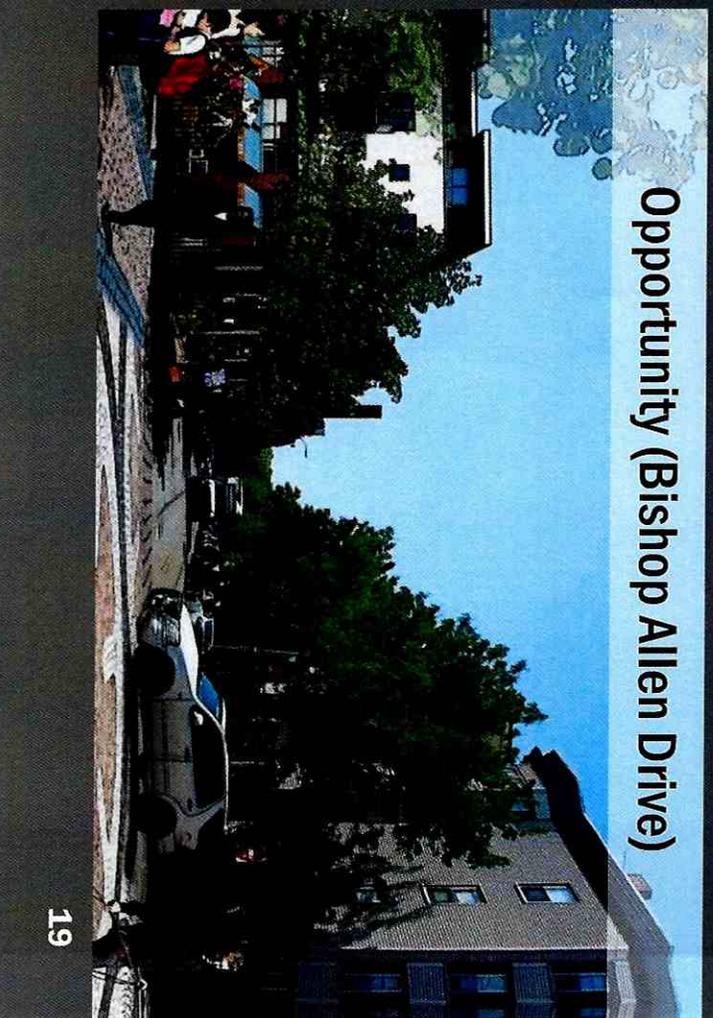
# Enhance side street walkability

## Proposed concepts

- Scale and use transition from Central Square to neighborhoods
- Potential transformation of parking lots into housing and public spaces
- Locally produced art in public spaces
- Rain gardens serving aesthetic and stormwater functions
- Green plantings on blank walls



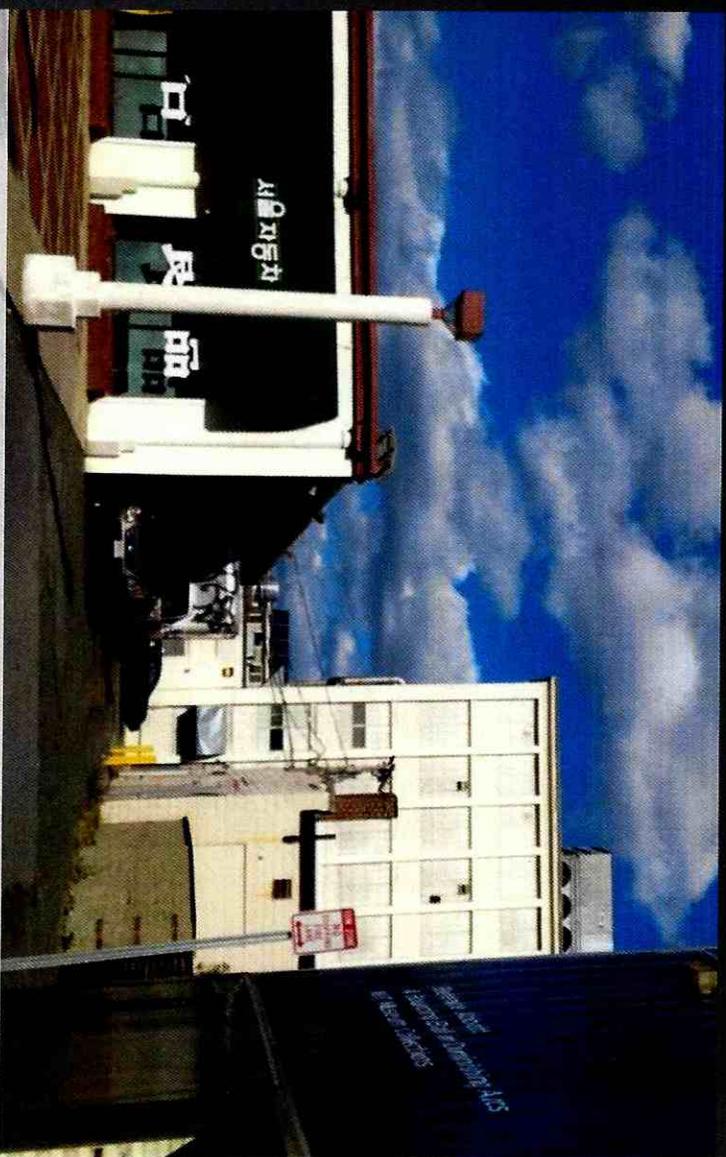
Today (Green Street)



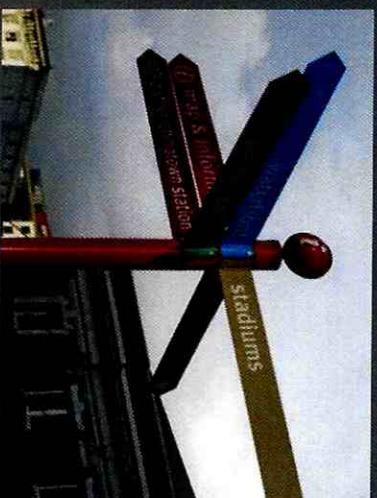
Opportunity (Bishop Allen Drive)

# Improved wayfinding and connections

- New connections
- New wayfinding signage
  - Identity
  - Orientation
  - Events/information



Potential Mass Ave-State-Main connection

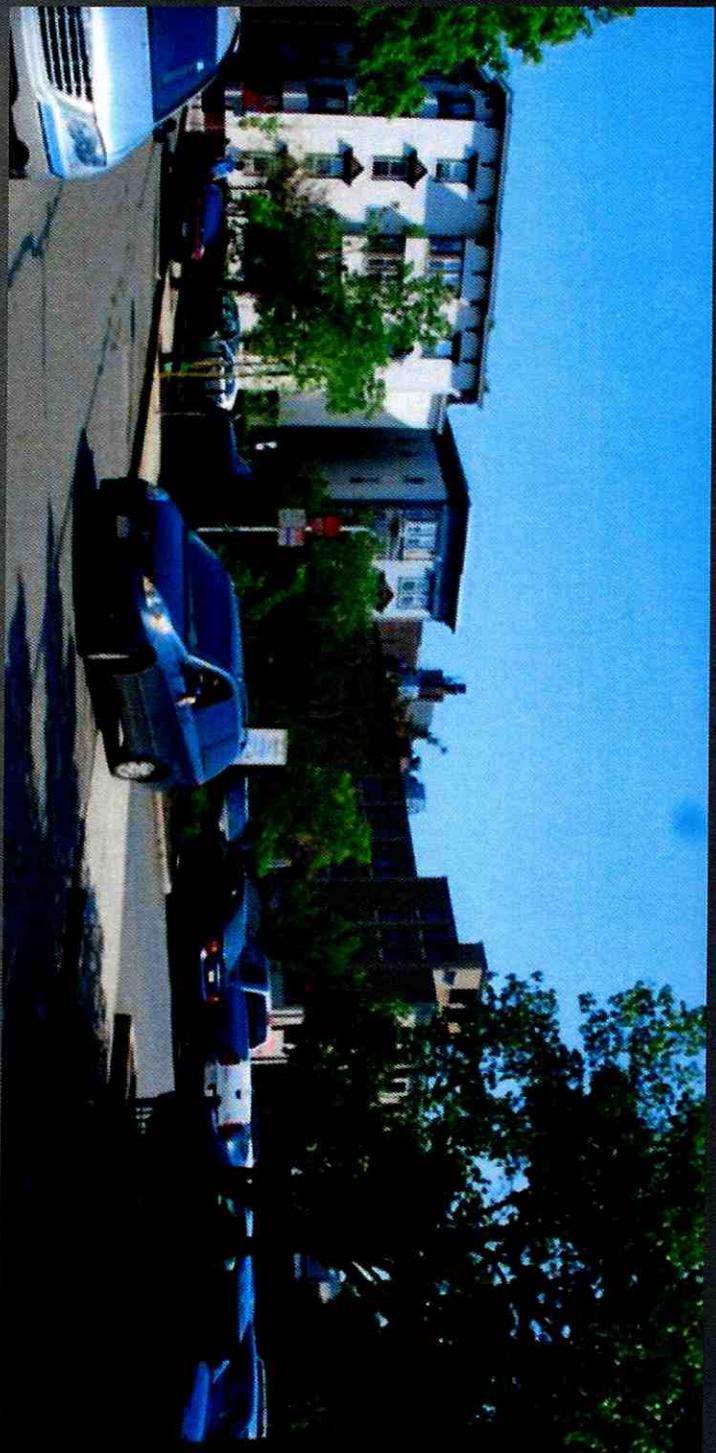


# LEVERAGE FUTURE PRIVATE AND PUBLIC INVESTMENTS, as appropriate

Mitigate neighborhood impacts.

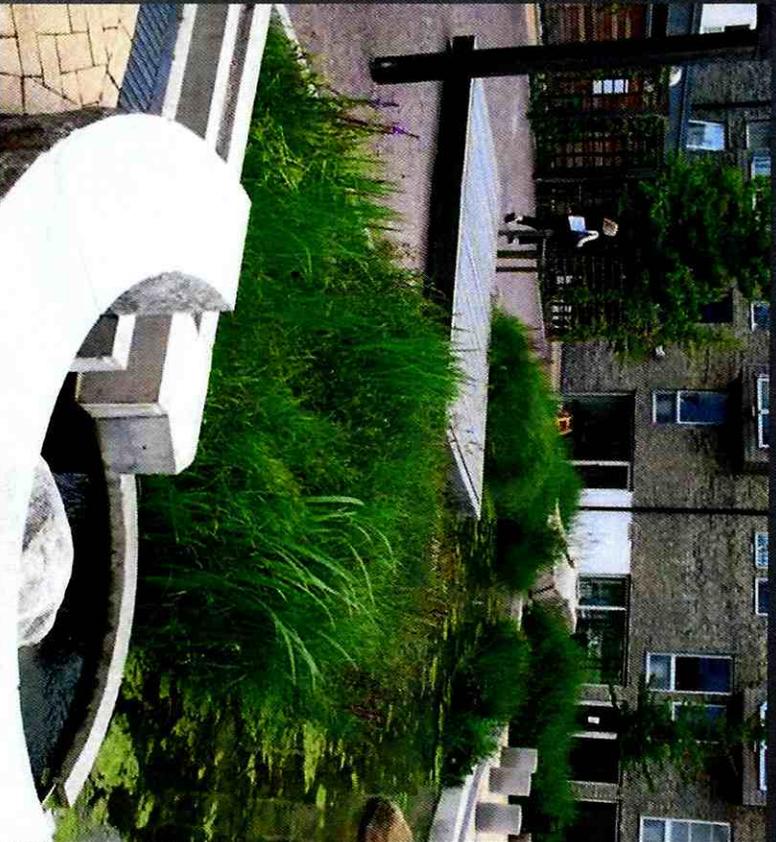
## OBJECTIVES

- Apply criteria to achieve community benefits if city parking lots are redeveloped
- Continue to promote sustainability in planning, design, and development



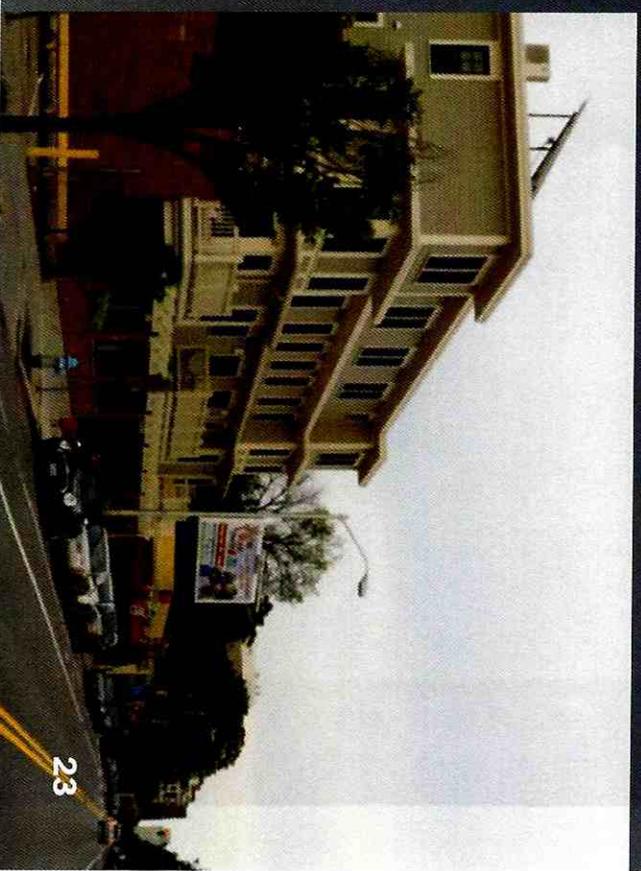
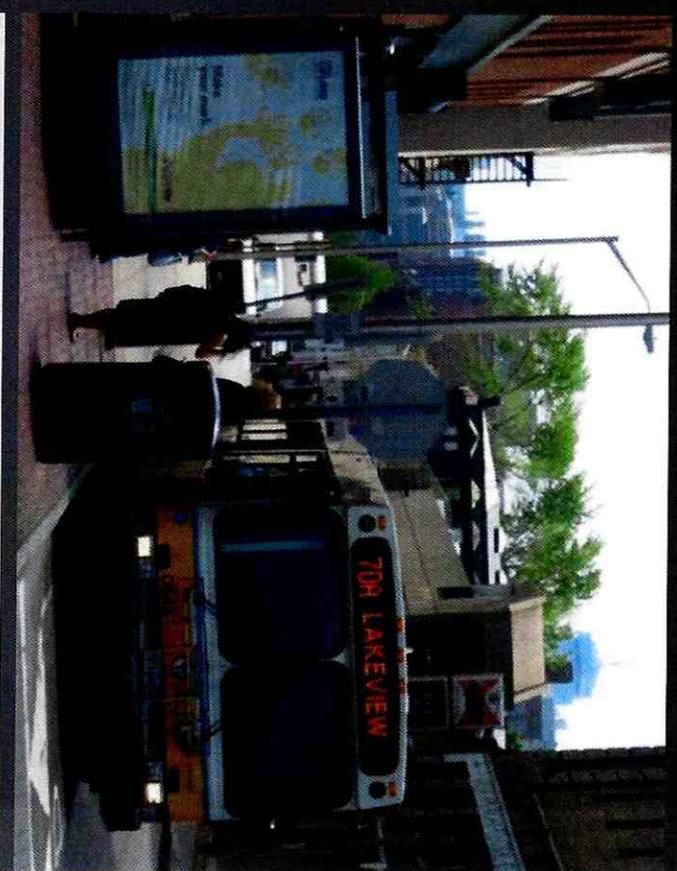
# Leverage city parking lots as a unique benefit opportunity

- Opportunities for affordable housing, retail, public open space
- Ensure sensitive transition to neighborhoods
- Address ongoing public parking needs if redeveloping parking lots



# Foster a sustainable future for central square

- Encourage smart growth
  - Mix of uses
  - Emphasize housing within ½ mile of Central Square station
- Encourage walking, biking, transit use, car-sharing
- Regularly update sustainable development standards to the state of the art. Selected new thresholds include:
  - LEED Gold for commercial development
  - Energy use tracking
  - District steam feasibility analysis (Osborn Triangle)
  - Cool (green or white) roofs
  - On-site low-impact stormwater management



# Design Guidelines to shape development

- Ensure **mix of lower and taller buildings** along Mass Ave with guidelines and floor size limits
- Continue policy of **stepping building volumes down** toward neighborhoods along side streets
- Raise height limits from 80' to 140'-160' to encourage **housing and other community benefits**
- Enable **transfer of development rights** to encourage housing along Mass Ave and in Osborn Triangle while keeping **densities lower near neighborhoods**
- Update **design guidelines**

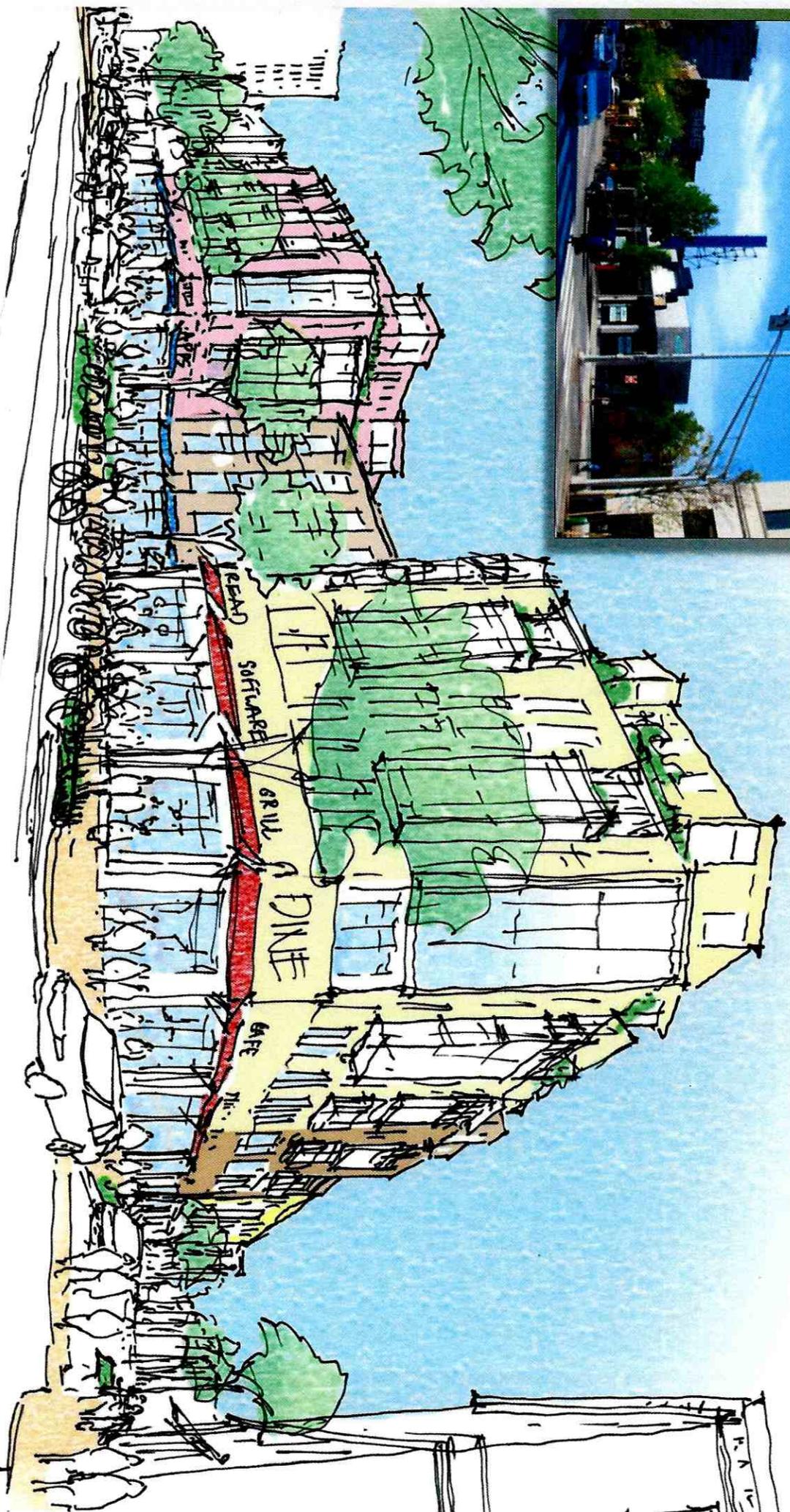


# Sites with most potential for change

- Many sites *less likely to change* due to:
  - Actual or potential historic designation
  - Small size/fragmented ownership
- **City parking lots** are valued...
  - As potential (and current) public places
  - As potential housing sites
  - For potential to leverage additional community benefits
  - For parking



# Opportunity: current height and density limits



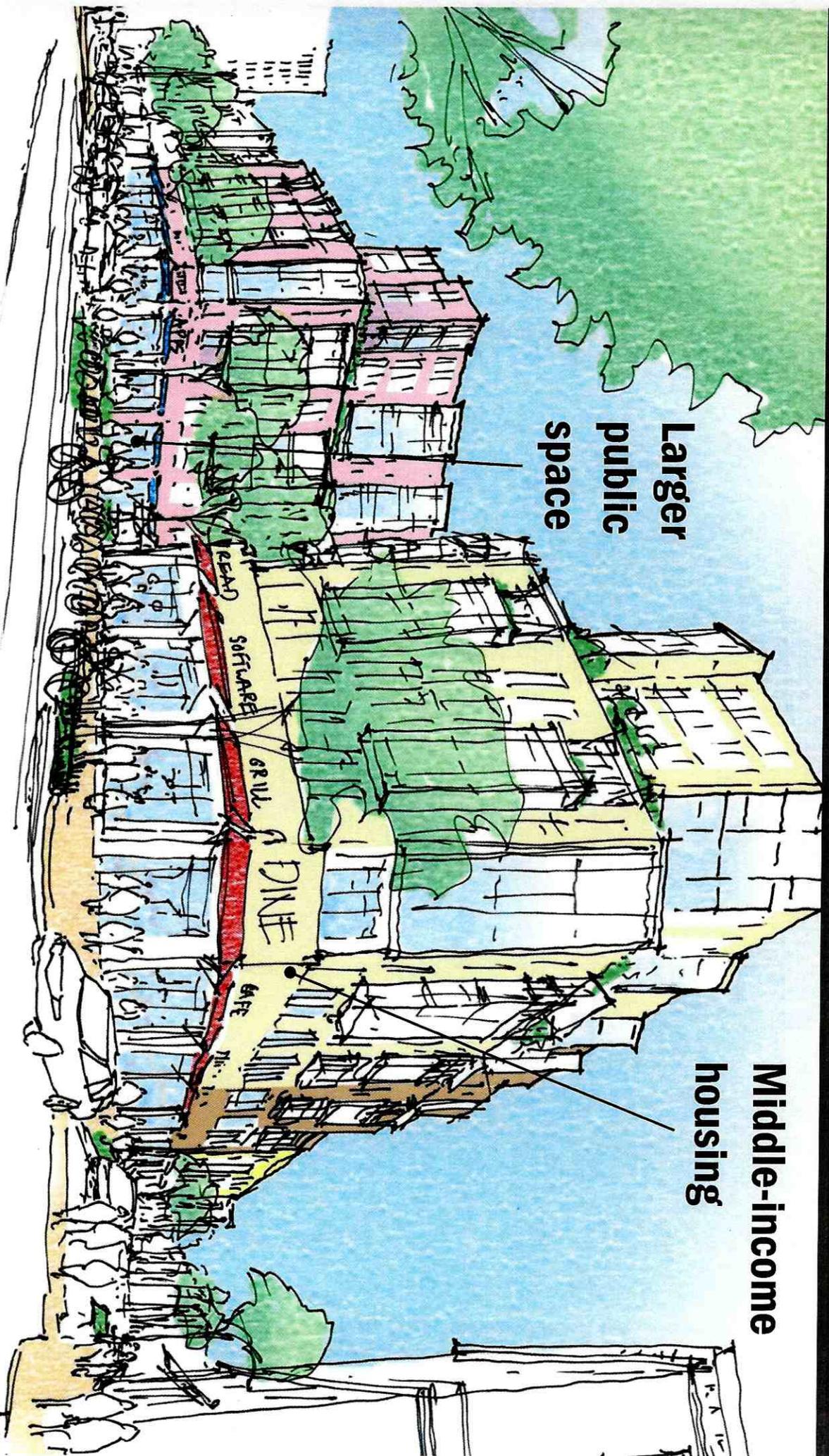
Today: 55-60' façade height limit at Mass Ave. 45 degree height limit plane tapers back above.

# Opportunity: moderate density and height increase

Larger public space

Middle-income housing

Retain 55-60' façade height limit at Mass Ave.; additional height set back and spaced out

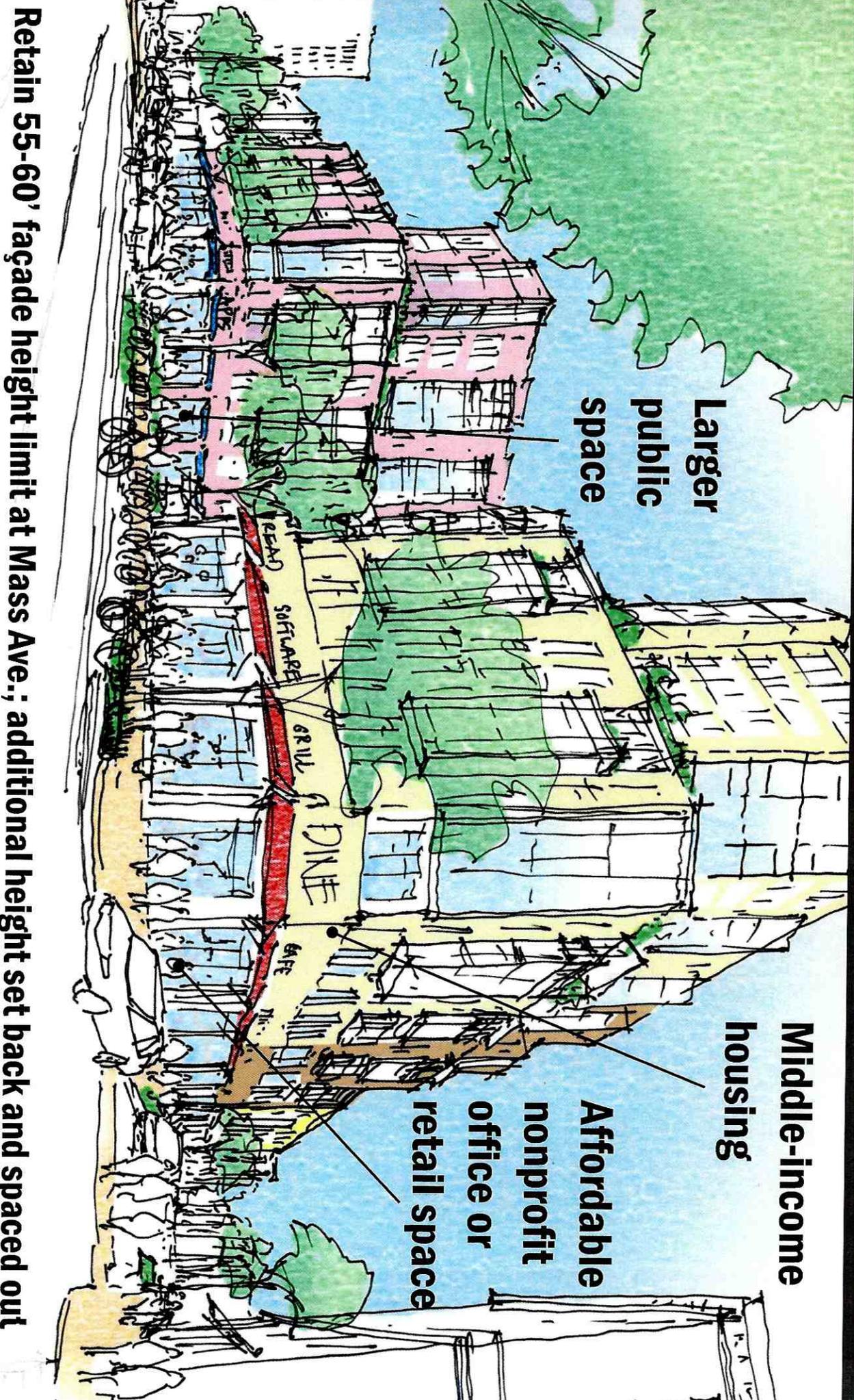


# Opportunity: greater density and height increase

Larger  
public  
space

Middle-income  
housing

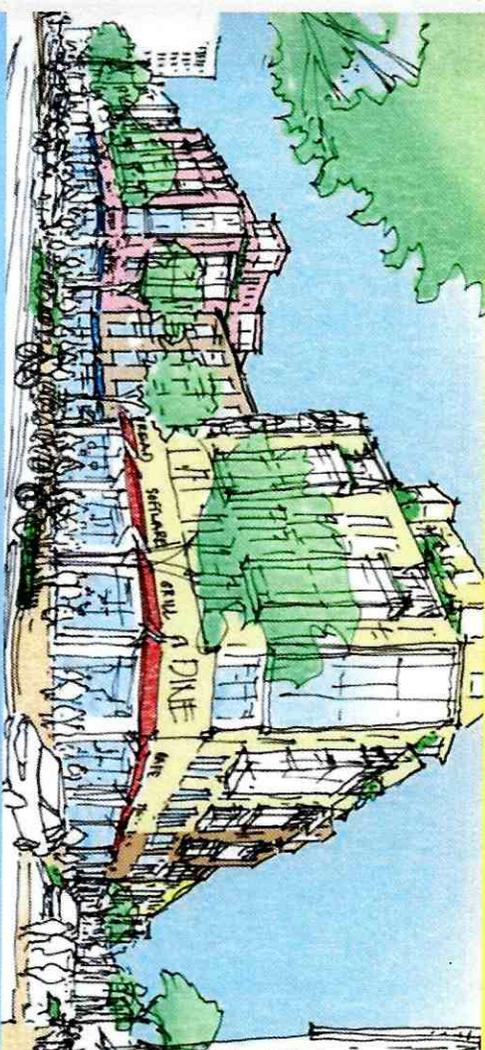
Affordable  
nonprofit  
office or  
retail space



Retain 55-60' façade height limit at Mass Ave.; additional height set back and spaced out

# DISCUSSION

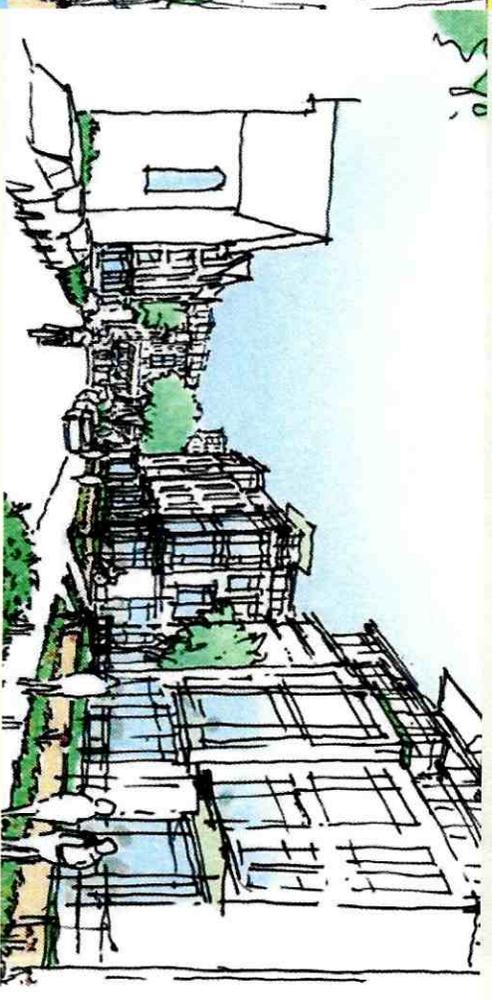
A PLACE FOR LIVING



PUBLIC PLACES TO BUILD COMMUNITY



CONNECTING PEOPLE TO THE SQUARE

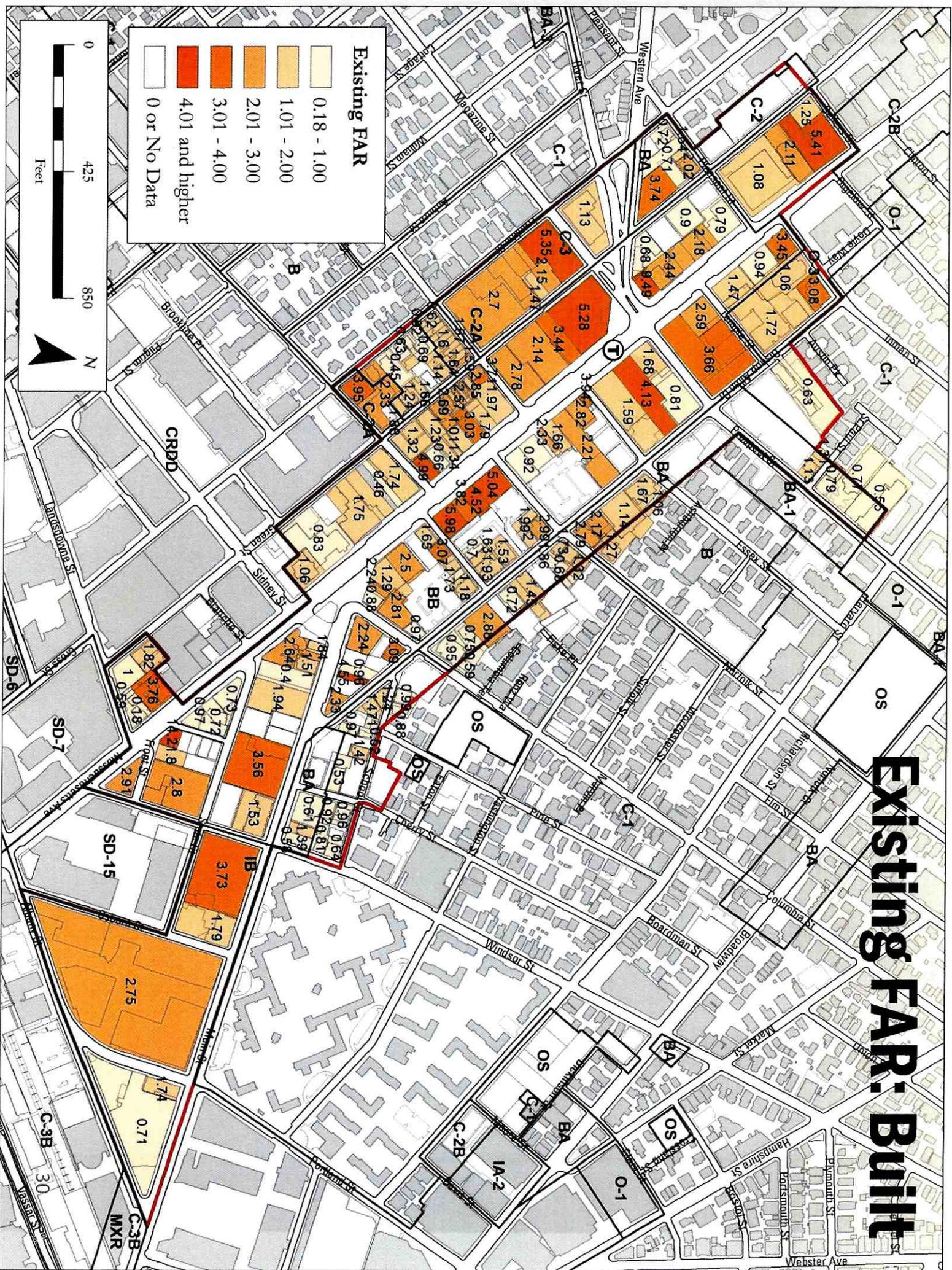
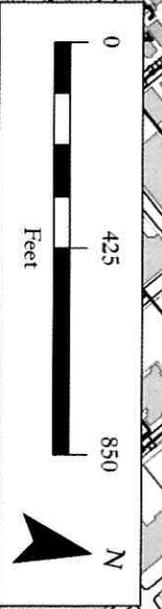
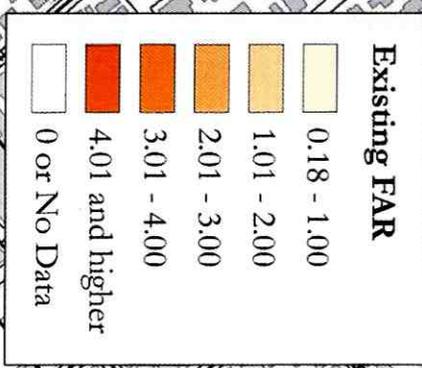


RETAIL/CULTURAL/NON-PROFIT DIVERSITY



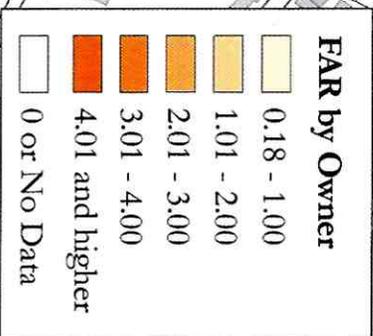
To achieve the vision goals, **LEVERAGE FUTURE PRIVATE AND PUBLIC INVESTMENTS**, as appropriate

# Existing FAR: Built

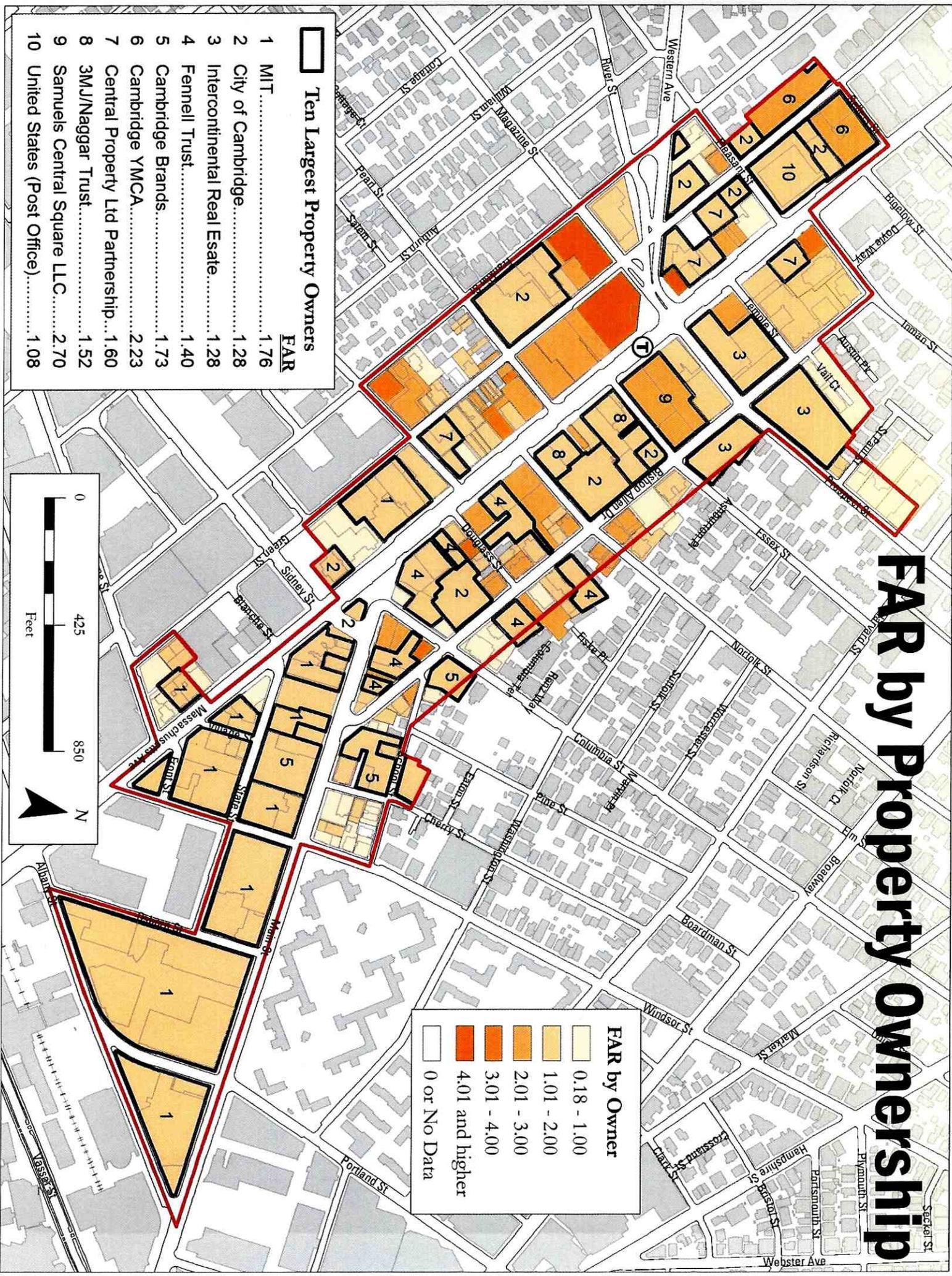
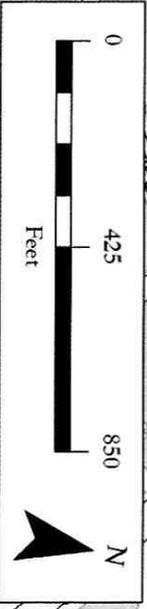




# FAR by Property Ownership

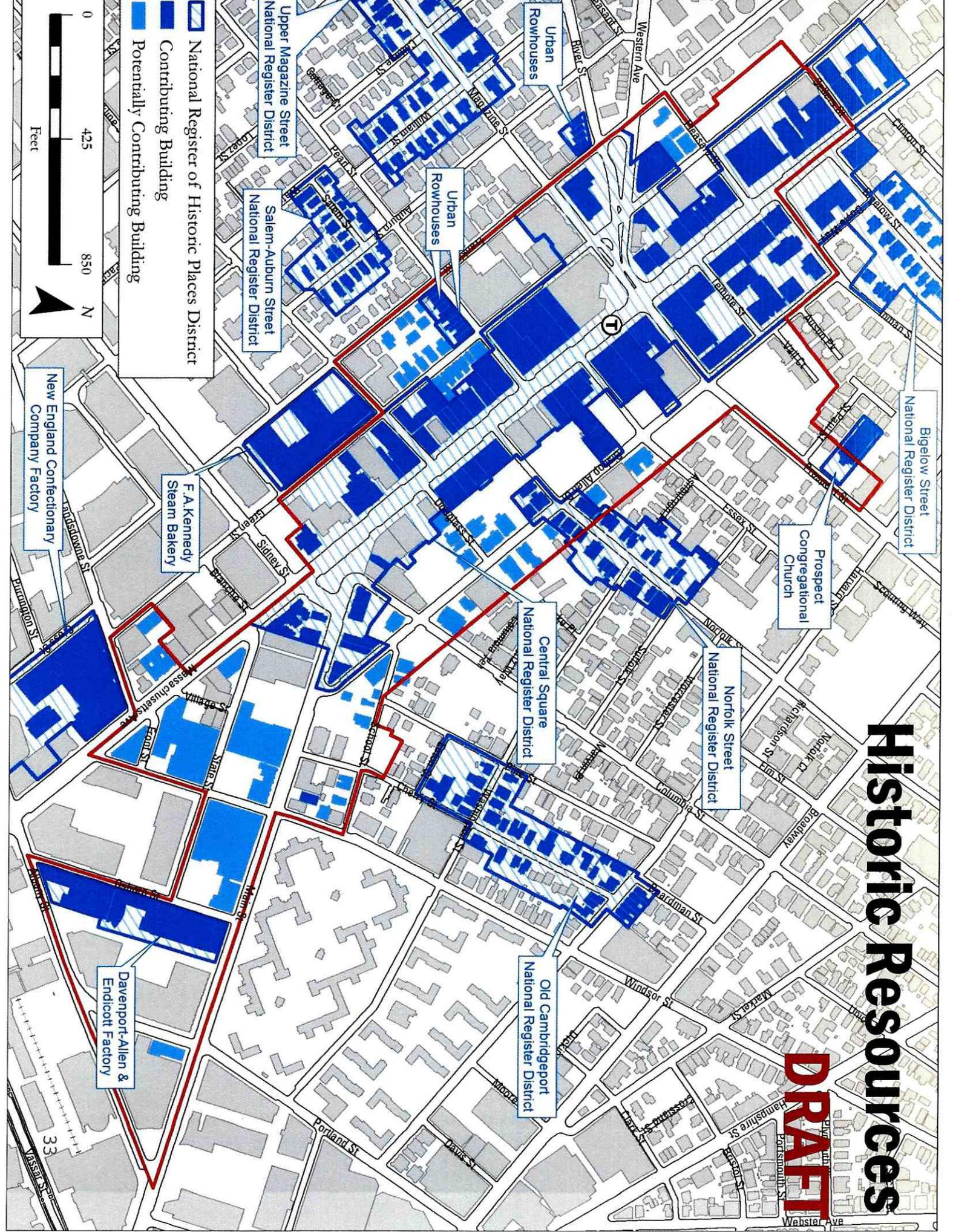


Ten Largest Property Owners	FAR
1 MIT.....	1.76
2 City of Cambridge.....	1.28
3 Intercontinental Real Estate.....	1.28
4 Fennell Trust.....	1.40
5 Cambridge Brands.....	1.73
6 Cambridge YMCA.....	2.23
7 Central Property Ltd Partnership...1.60	
8 3M/J/Naggar Trust.....	1.52
9 Samuels Central Square LLC.....	2.70
10 United States (Post Office).....	1.08



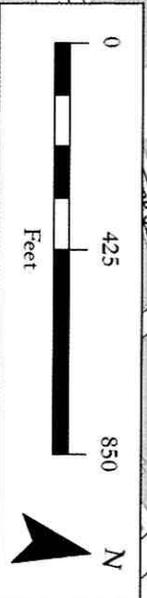
# Historic Resources

## DRAFT



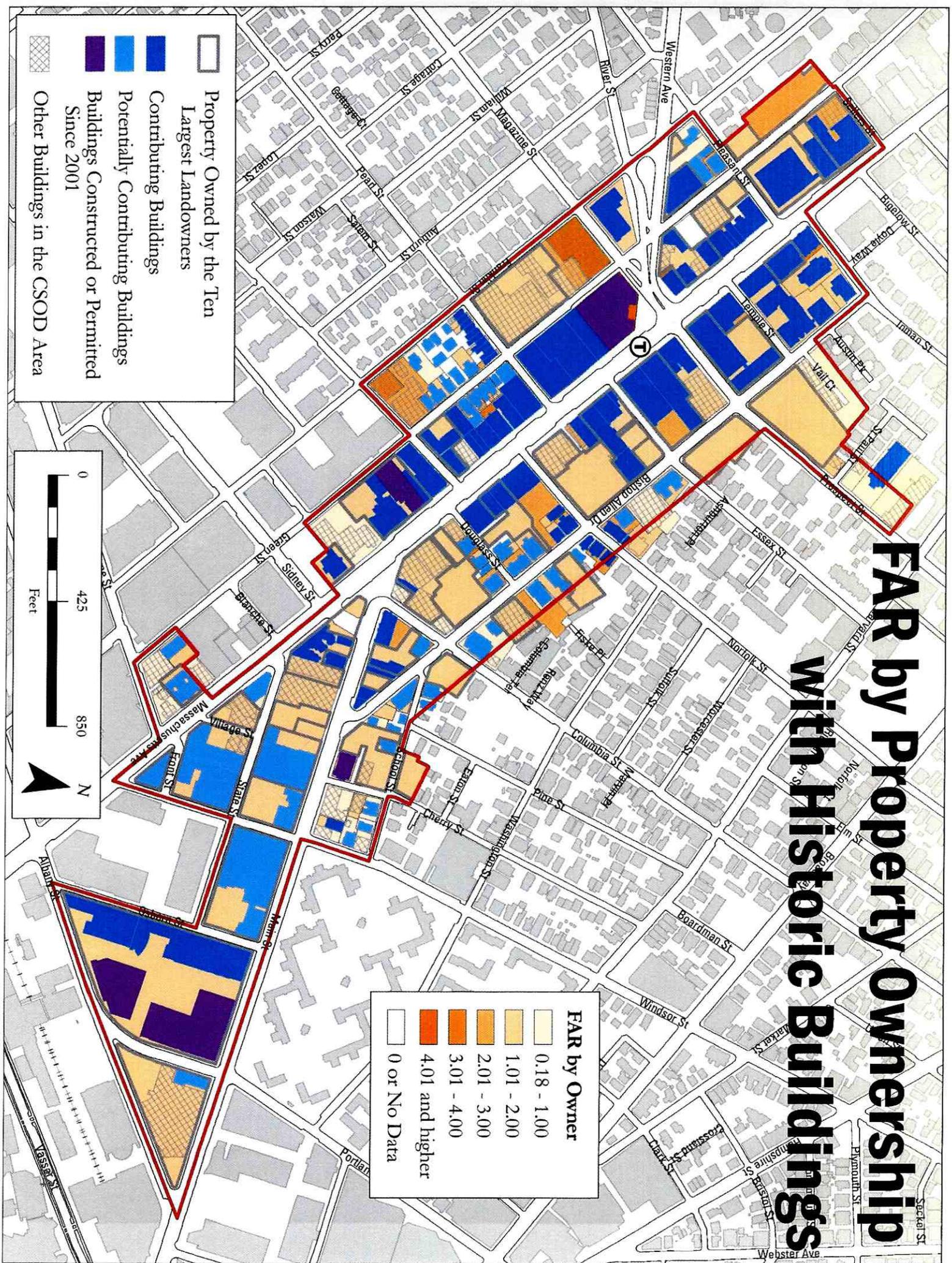
# FAR by Property Ownership with Historic Buildings

-  Property Owned by the Ten Largest Landowners
-  Contributing Buildings
-  Potentially Contributing Buildings
-  Buildings Constructed or Permitted Since 2001
-  Other Buildings in the CSOD Area



**FAR by Owner**

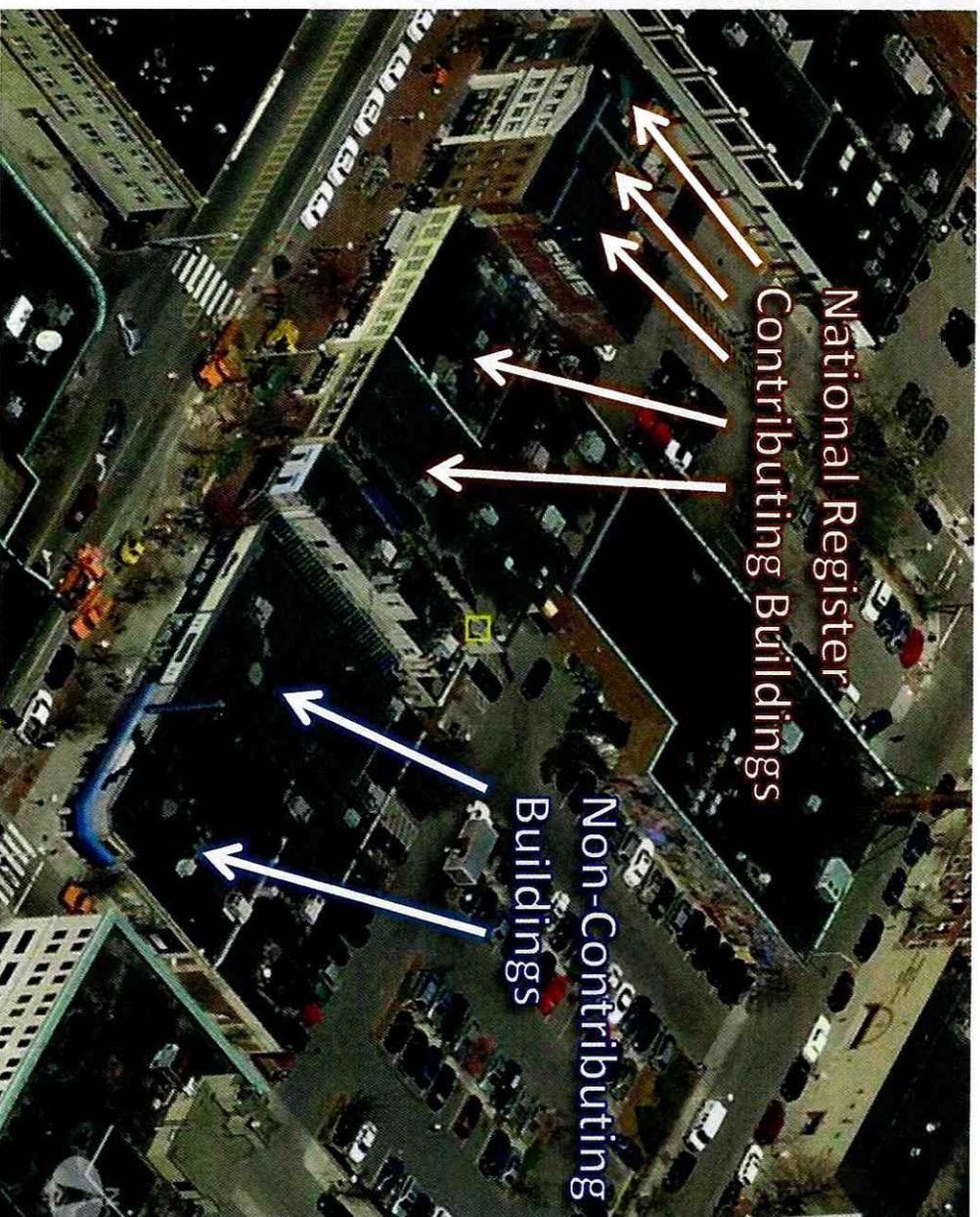
-  0.18 - 1.00
-  1.01 - 2.00
-  2.01 - 3.00
-  3.01 - 4.00
-  4.01 and higher
-  0 or No Data



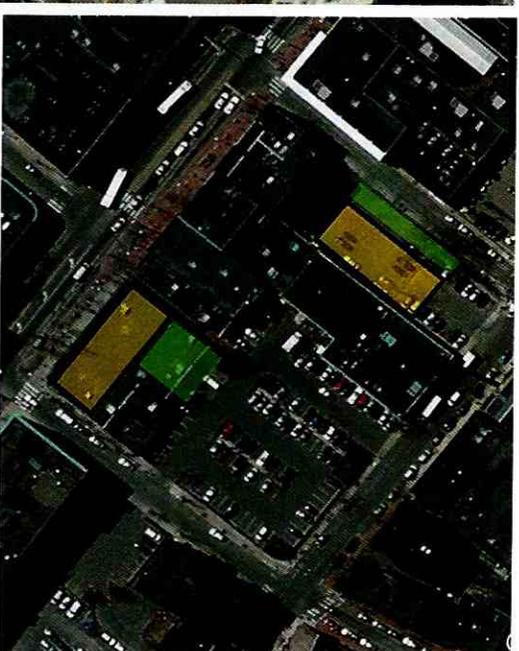
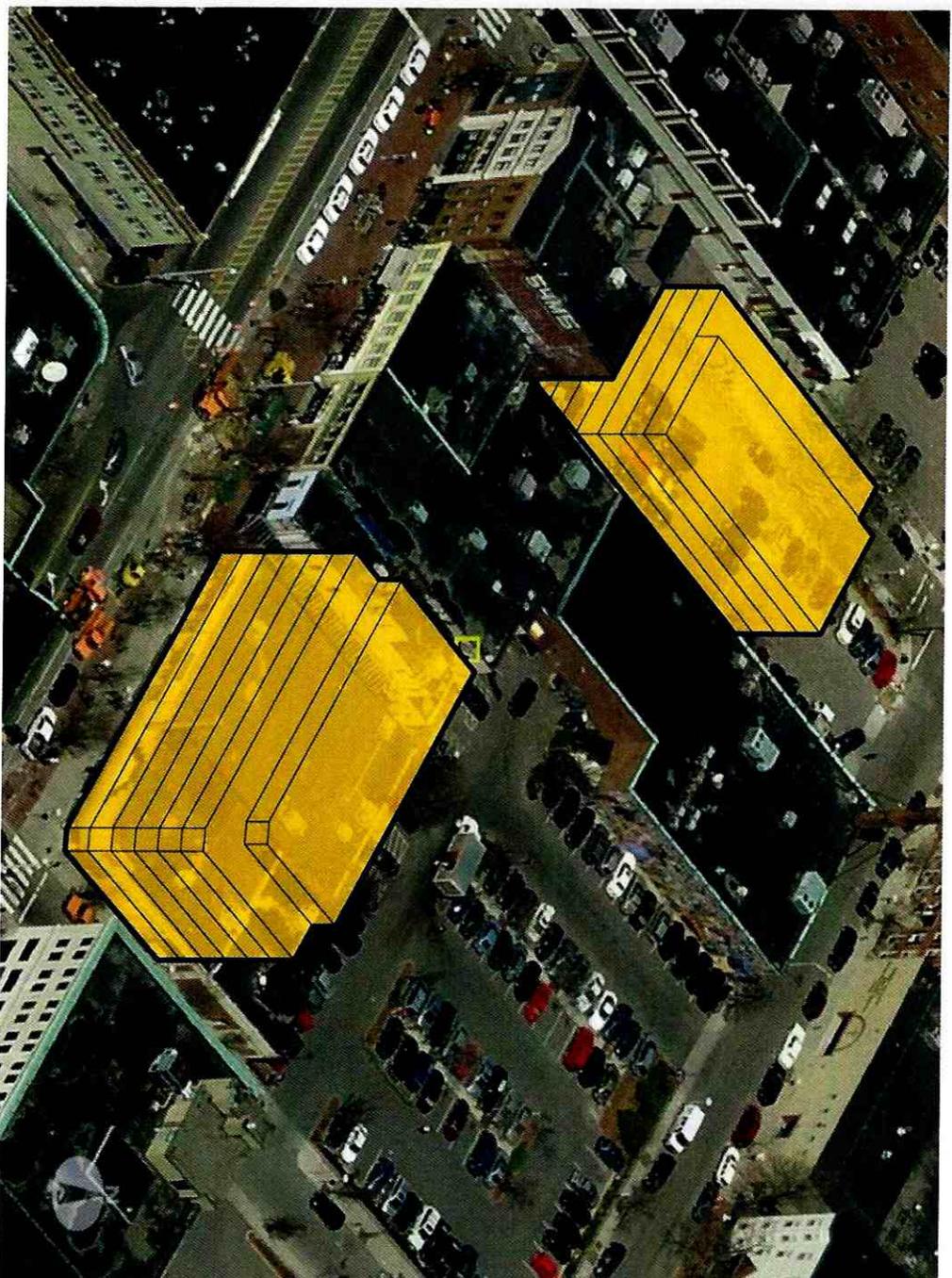


# Assumptions

- All parking is accommodated below grade
- ‘Contributing’ historic buildings are retained in all cases
- Floor heights: Residential – 10’; Commercial – 12’
- Residential inclusionary bonus FAR is factored in for all cases
- Possible FAR exemptions such as for ground floor retail are not factored in
- No land assembly is assumed
- Diagrams represent potential zoning allowances, not actual building designs. All figures approximate.

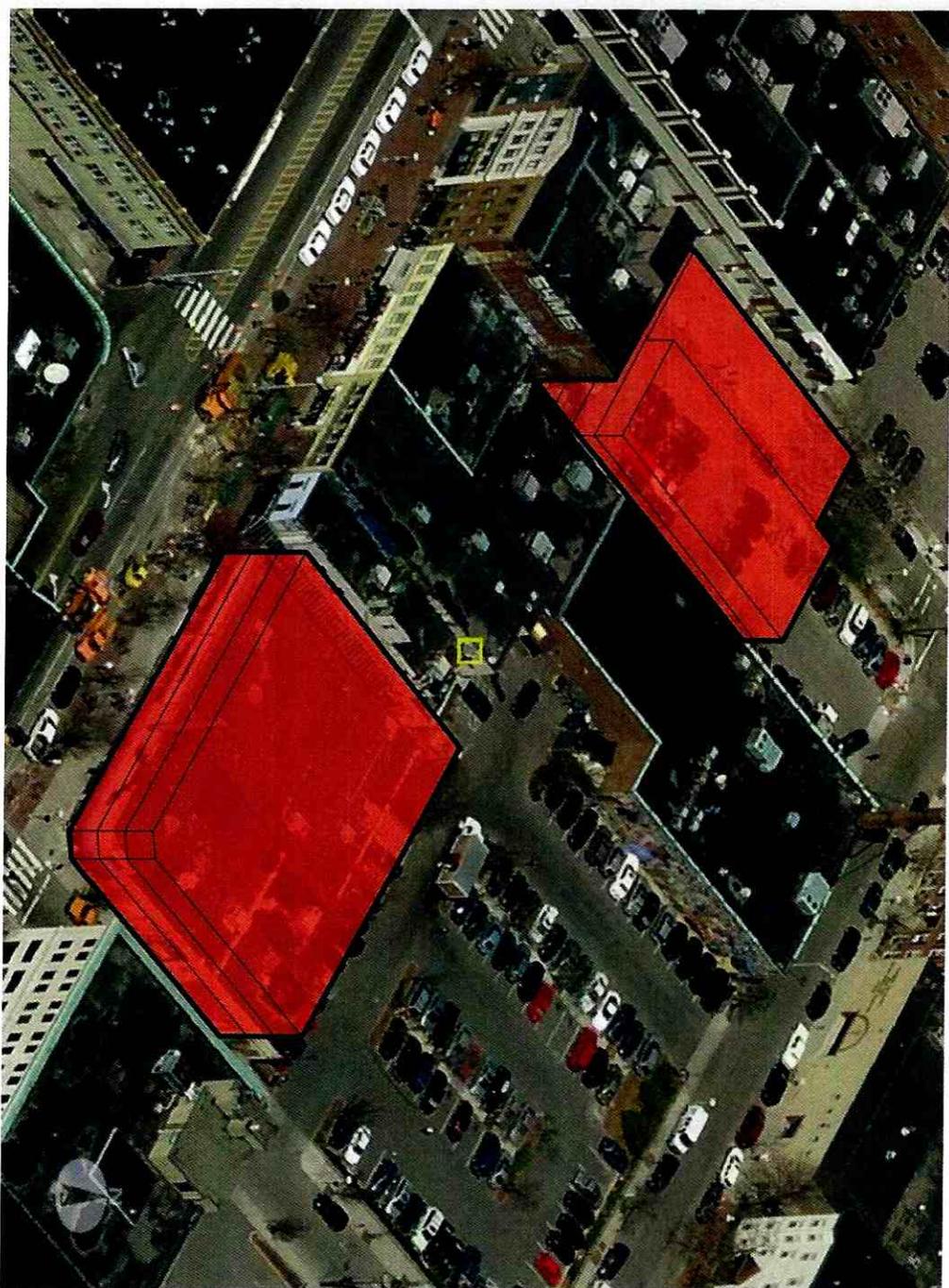


# EXISTING ZONING – Scenario with Residential Maximized



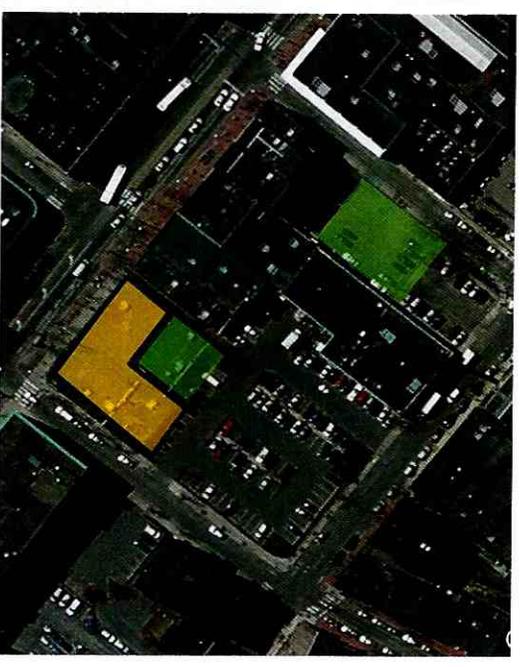
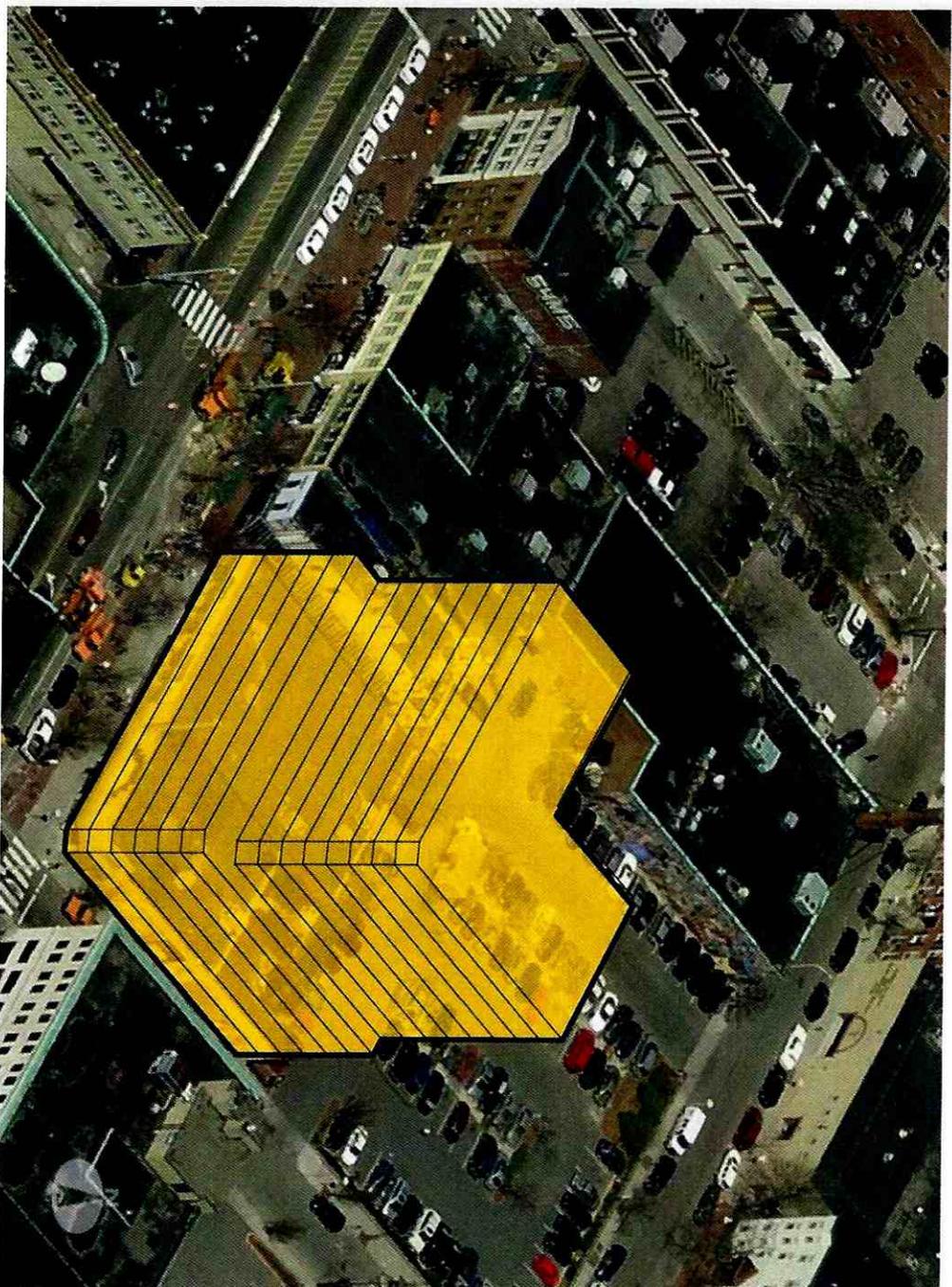
**NOTE:** These diagrams represent potential zoning allowances, not actual building designs. ALL FIGURES APPROXIMATE.

# EXISTING ZONING - Scenario with Commercial Maximized



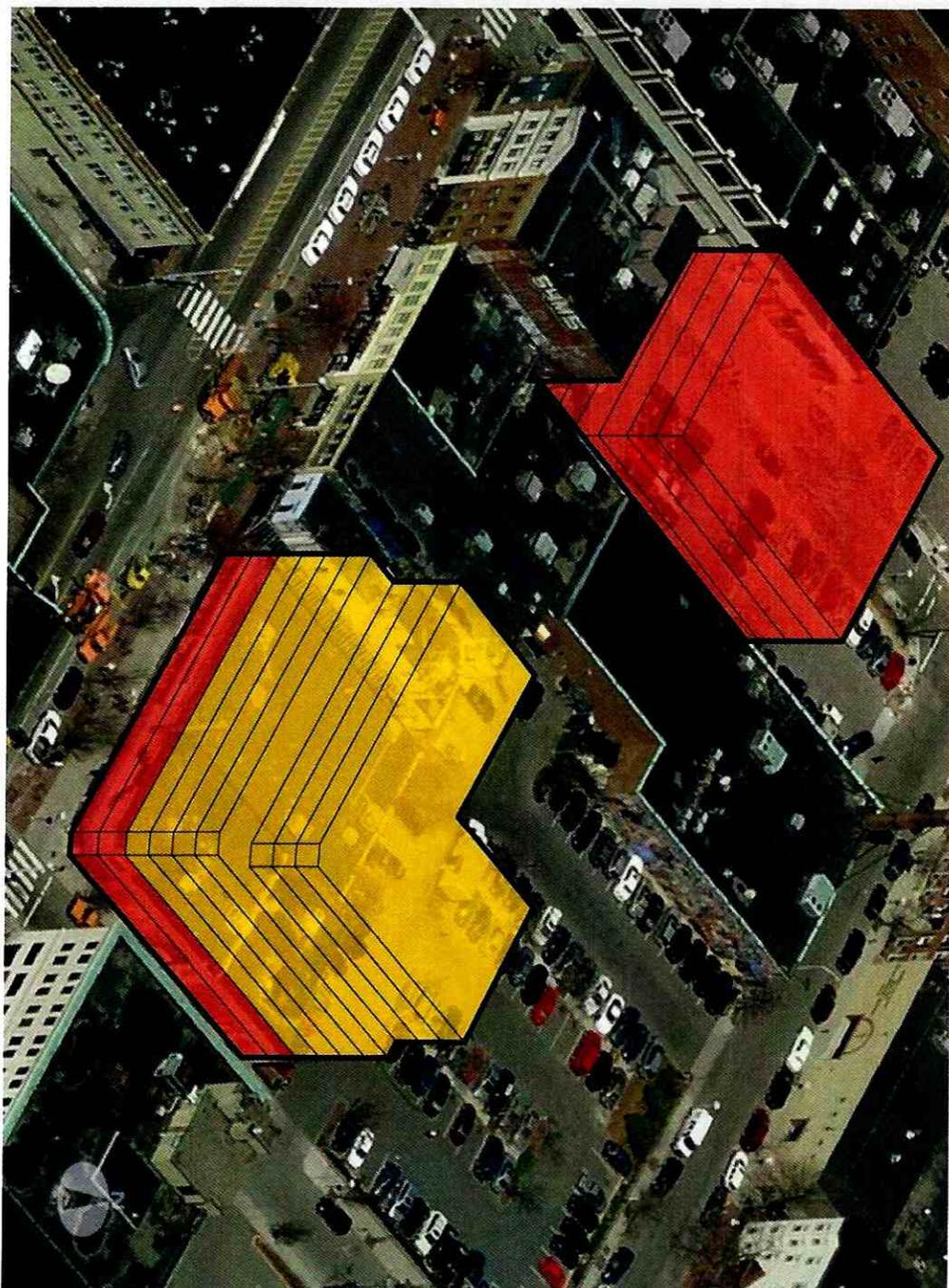
**NOTE:** These diagrams represent potential zoning allowances, not actual building designs. ALL FIGURES APPROXIMATE.

# PROPOSED ZONING – Scenario with Residential Maximized

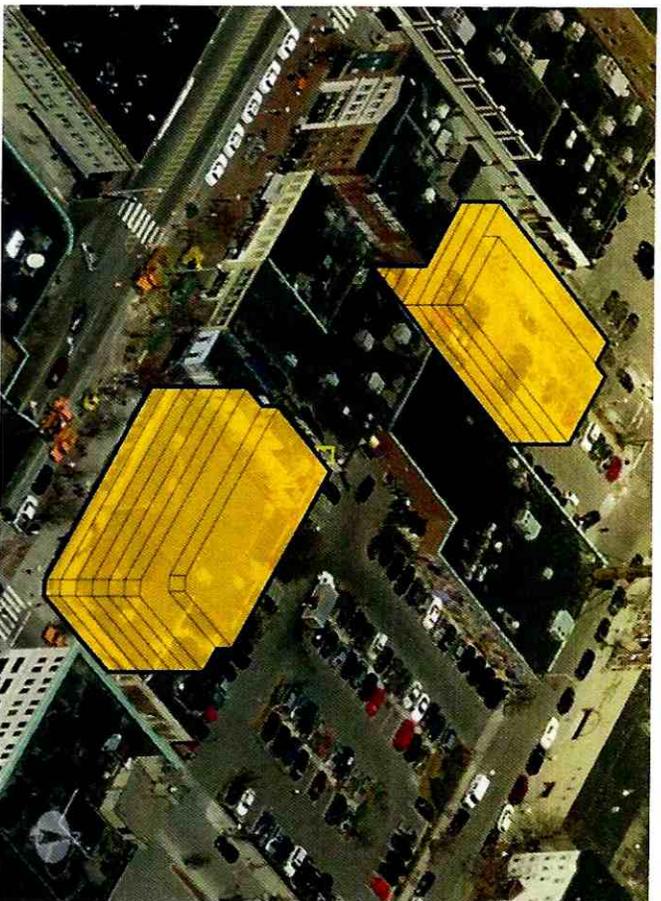


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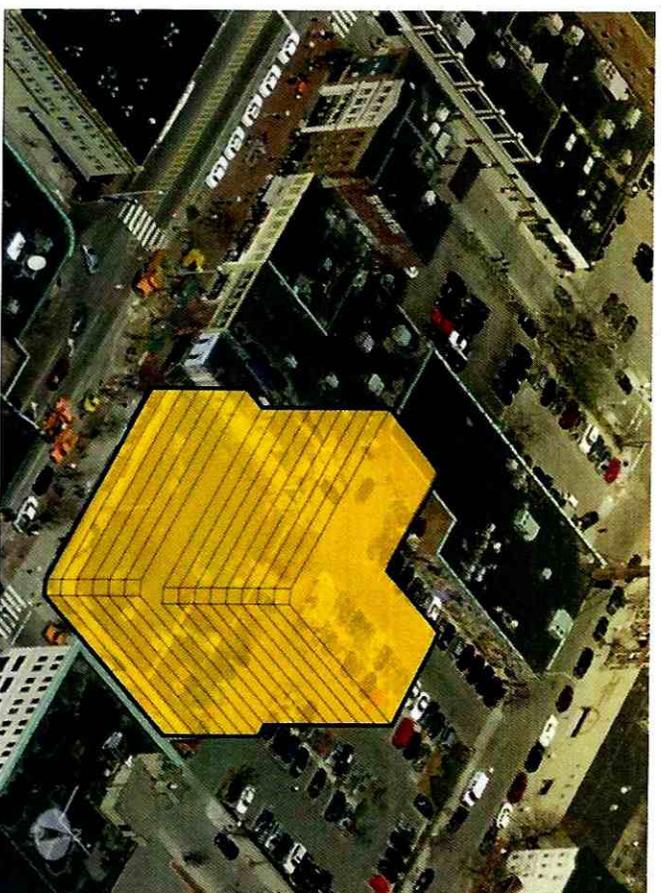
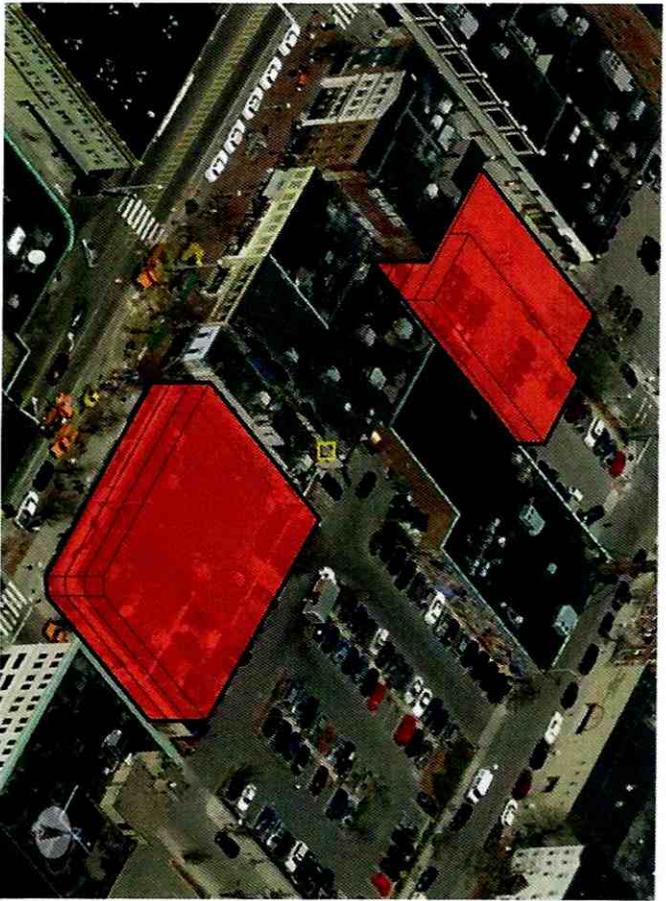
# PROPOSED ZONING – Scenario with Commercial Maximized



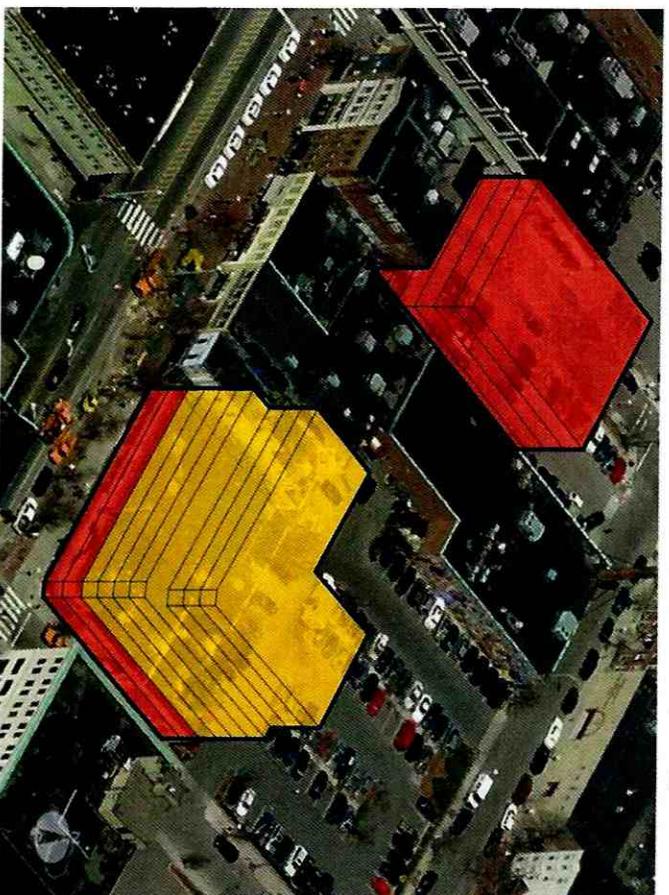
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## EXISTING ZONING

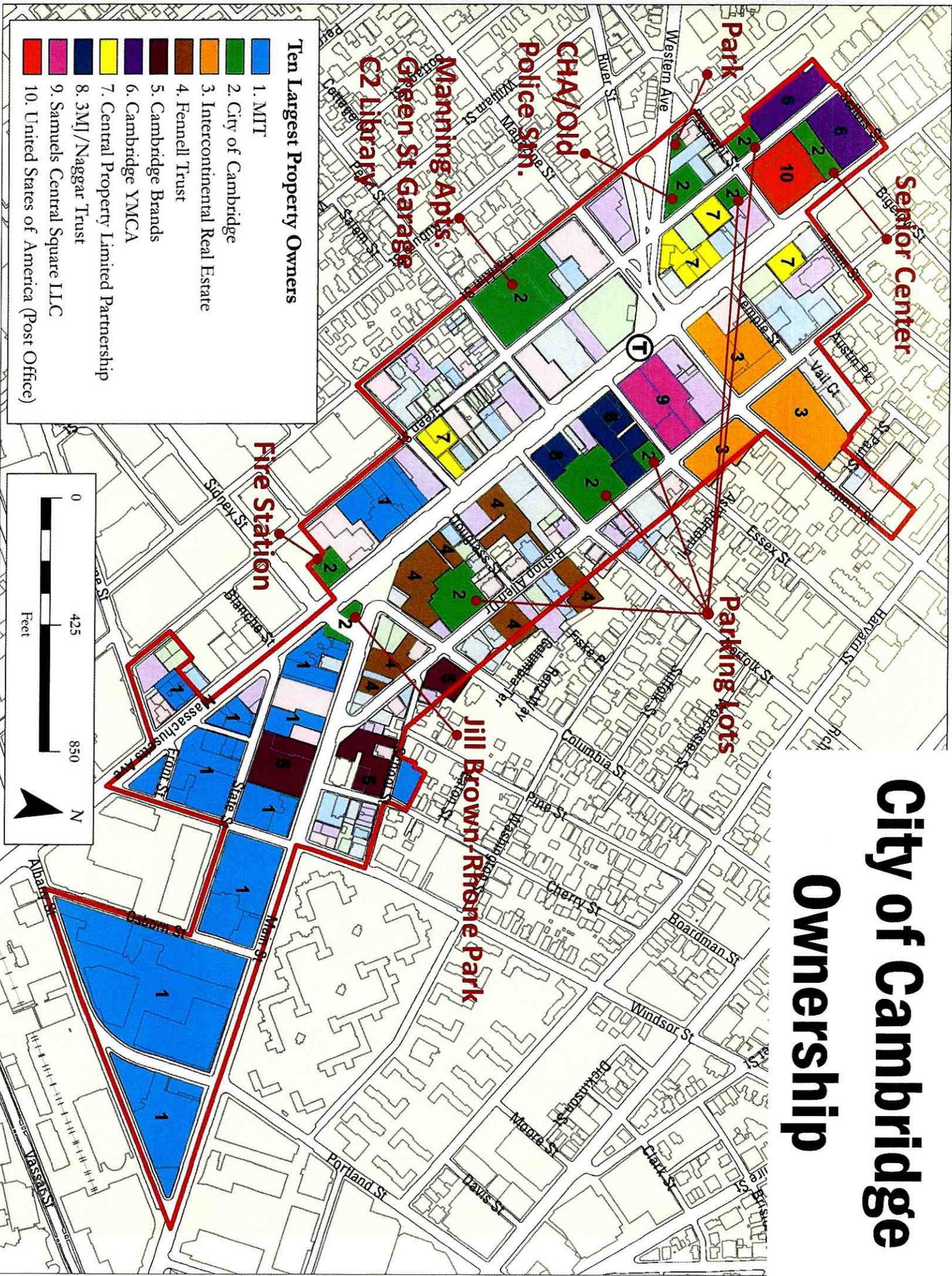


## PROPOSED ZONING



**NOTE:** These diagrams represent potential zoning allowances, not actual building designs. ALL FIGURES APPROXIMATE.

# City of Cambridge Ownership



**K<sup>2</sup> C<sup>2</sup>**  
Kendall Square  
Central Square  
Planning Study

# CENTRAL SQUARE

## DESIGN GUIDELINES 2013



**Cambridge Community Development Department**  
344 Broadway, Cambridge, MA 02139  
617-349-4600  
[www.cambridgema.gov/cdd](http://www.cambridgema.gov/cdd)

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## 1. Introduction

The Central Square Design Guidelines 2013 build on the foundation of the 1989 *Central Square Development Guidelines*. These updated guidelines has been developed by the Central Square Advisory Committee 2011/2012 as part of the City of Cambridge's comprehensive Kendall Square to Central Square (K2C2) planning study, which developed a vision for Central Square, Kendall Square, and the Osborn Triangle area connecting the two squares.

The Central Square Design Guidelines 2013 are intended to assist residents, property owners, developers, businesses, the City and other stakeholders in reviewing proposed development projects within the Central Square Overlay District. In conjunction with the ***Central Square Final Report 2013***, these guidelines establish the criteria by which development consultation review and review of applications for special permits and variances will be conducted. The *Plan* includes a broader treatment of development goals, public realm goals and other issues that also have relevance for new private development. Thus, the *Plan* should be to consulted to understand more fully the planning and urban design context for these guidelines.

Central Square is Cambridge's traditional downtown and a center for nearby neighborhoods; a vibrant cultural district; a sustainable environment that invites people from all walks of life to shop, live, enjoy entertainment and the arts, and find community together; and more. There are four primary goals for future planning and development recommended by the Central Square Advisory Committee 2011/2012:

- a. Enrich the Square's public realm as place that invites community interaction at many levels.
- b. Celebrate and maintain the mix of old, new, funky, and locally-based enterprises activating Central Square's Cultural District.
- c. Support community diversity through more varied housing choices.
- d. Enrich neighborhood walkability and livability with safe, green streets and improved access choices.

These guidelines are written to promote to the extent possible through physical design the attainment of the committee's goals and objectives.

## 2. Streets and Sidewalks

**Goal:** Establish Massachusetts Avenue and Main Street as great public spaces in an improved system of streets and sidewalks.

**Measures:**

- a. In new and substantially renovated buildings, require active ground floor uses (either retail or designed to accommodate retail in the future).
- b. In addition to Massachusetts Avenue and Main Street, priority areas for developing/adapting building to include active ground floor uses include:
  - Buildings adjacent to existing public spaces such as Lafayette Square and Carl Barron Plaza.
  - City parking lot edges, and other large parking lot frontage along streets/sidewalks.

**Goal:** Enhance the street network to make walking more convenient, safe, and fun for every street.

**Measures:**

- a. Improve pedestrian street lighting with a plan that addresses safety and convenient access. Consider opportunities for building-mounted lighting to supplement street lighting.
- b. Encourage transparent retail storefronts.
- c. At nonresidential uses, a setback of up to 10 feet may be useful to accommodate outdoor dining or other active programming.

**Goal:** Balance the goals of active street edges and residential privacy on streets other than Massachusetts Avenue and Main Street.

**Measures:**

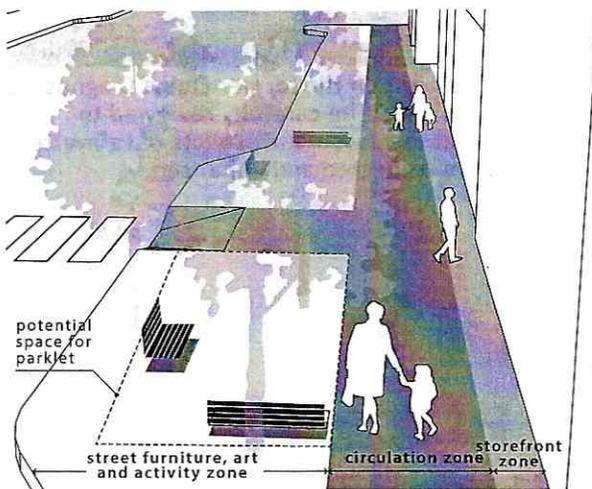
- a. Encourage compact front gardens designed to fit the particular setting. These gardens may be as much as 5 to 10 feet deep.
- b. Incorporate stoops or other entrances to ground level units wherever possible.
- c. Semi-private outdoor seating/patio areas may be permitted.
- d. Provide accessible routes to ground floor housing by using a ramp and continuous plinth where the ground floor is raised above sidewalk elevation.
- e. Utilize fences, plantings and other elements to provide appropriate privacy to ground floors located at sidewalk level.
- f. Fences between garden and sidewalk areas should not be excessively tall and should incorporate significant visual transparency.

**Along Mass Ave and Main Street**

Sidewalks of Mass Ave and Main Street may be thought of as having three zones:

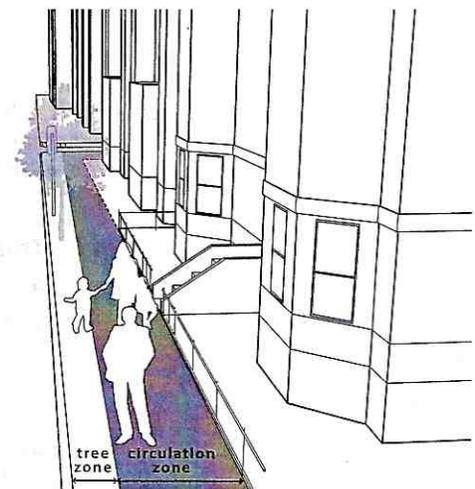
- a. a circulation zone in the middle,
- b. a street furniture zone that abuts the road, and;
- c. a storefront zone adjacent to the buildings.

Continue to encourage active use of the street furniture zone outside of the 8'-12' wide circulation zone. Consider outdoor dining, parklets, public art/play installations, and designated locations for performance. Encourage participation by businesses and organizations in helping conceive and manage these active areas.



**Along Secondary Streets**

Side streets generally lack the sidewalk width to support active uses possible along Mass Ave, but should be enlivened by active ground floor building uses and, where possible, compact setbacks of 5 to 10 feet at new development to accommodate front gardens or outdoor dining.



Good example of active sidewalk usage along Mass Ave. (Tavern in the Square, Central Square)



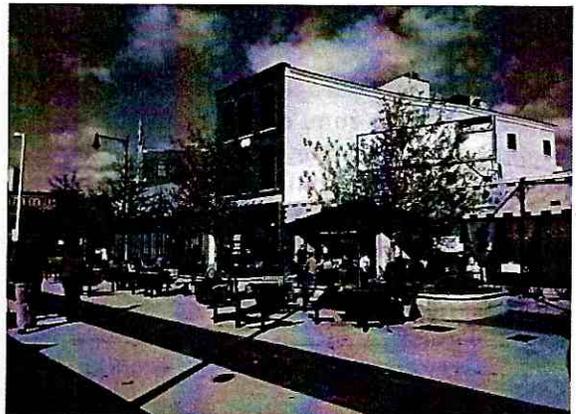
Good example of sidewalk along secondary streets with stoops and planters that give residential character. (303 Third st, Kendall Square)

### 3. Integrating Buildings with Public Places

**Goal:** An important aspect of reviewing new development is the relation between each project and the open spaces nearby. As the design of existing public spaces is revisited and as part of the redevelopment of adjacent properties, seek to improve the attractiveness and functionality of the open space at all levels.



As the design of Carl Barron Plaza is revisited, a key aspect for improvement is the ground floor of the adjacent building. Active ground floor uses would do much to make the plaza more successful.



Redevelopment on the former Quest Diagnostics properties should be carefully reviewed to ensure that the successful aspects of Lafayette Square are respected and enhanced.

#### Map of existing open spaces in Central Square



**Goal:** Create new outdoor and indoor gathering spaces.

**Measures:**

- a. Encourage the establishment of a “Public Room”, cultural center or public market of 5,000 sf or more floor area in association with property redevelopment or adaptive reuse. Prime locations to consider include redevelopment sites of one acre or more.
  - The Public Room and market should be located in a highly visible and accessible area with excellent walking connections to Mass Ave, transit and parking.
  - The space should have an overtly public character, provided through a broad, clear entrance, generous ceiling height or similar measures.
  - Significant daylight should be provided using windows, skylights and clerestories.
  - An entity should be designated with responsibility for programming and maintenance of the facility.
- b. In conjunction with active uses of private development, encourage installation of publicly accessible spaces such as plazas, play areas, pedestrian connectors, and parklets either on site or on underutilized sidewalk areas to be activated by adjacent active uses



a. A “Public Room” is an indoor gathering space that is open to the public. (Waterhouse Pavillion in Miller Plaza, Chattanooga. Copyright: ©Bob Schellhammer)



b. Underutilized curb side parking spaces can be converted into a valuable public space (Park(ing) Day in LA. Copyright: ©Metro Duo)

## 4. Ground Floor Design Guidelines

**Goal:** Storefronts should be oriented to the pedestrian and provide visual interest both day and night along Massachusetts Avenue and Main Street. Pedestrians should be encouraged to window shop by the provision of varied and interesting display areas. Every effort should be made to create welcoming storefronts and to express an individual building or store identity.

**Measures:**

- a. Large window areas for display or for looking into a store with lighting to facilitate night viewing.
- b. Awnings and canopies.
- c. Signage which is attractively integrated into the window area, awnings, canopies, and architecture of the building.
- d. Creative signage, awnings, and graphics to create a visually interesting, creative and engaging streetscape.
- e. Street grade entrances which continue a strong linear edges along Massachusetts Avenue and Main Street.
- f. Window boxes.
- g. Restoration of details in historically contributing or significant buildings.
- h. Chamfered ground floor entrances if appropriate at corners.

Following elements are discouraged for stores and storefront design:

- a. Small window areas that do not promote or encourage viewing into the store.
- b. Overpowering signage that obscures architectural details of historically interesting buildings.
- c. Alcoves or recesses in the building wall that encourage loitering.
- d. Loading docks along Massachusetts Avenue and Main Street.
- e. Parking entrances and exits along Massachusetts Avenue and Main Street.
- f. Below or above grade store entrances.
- g. Non-retail uses on Massachusetts Avenue.

**Goal:** Enliven the public realm by expanding the publicly accessible private spaces along sidewalk, in association with the creation of retail, cultural and office space.

**Measures:**

- a. Transparent materials and interior lighting should be used to maximize visibility of street level uses.
- b. Active ground level spaces should have strong, interactive connections with adjacent public sidewalk/plaza space using strategies such as extensive transparent glazing, interactive media or public art, large operable doors and windows, or associated outdoor seating.
- c. Blank walls exceeding 10 feet in length should be avoided.



Examples of existing well-designed storefronts in Central Square

## 5. Built Form

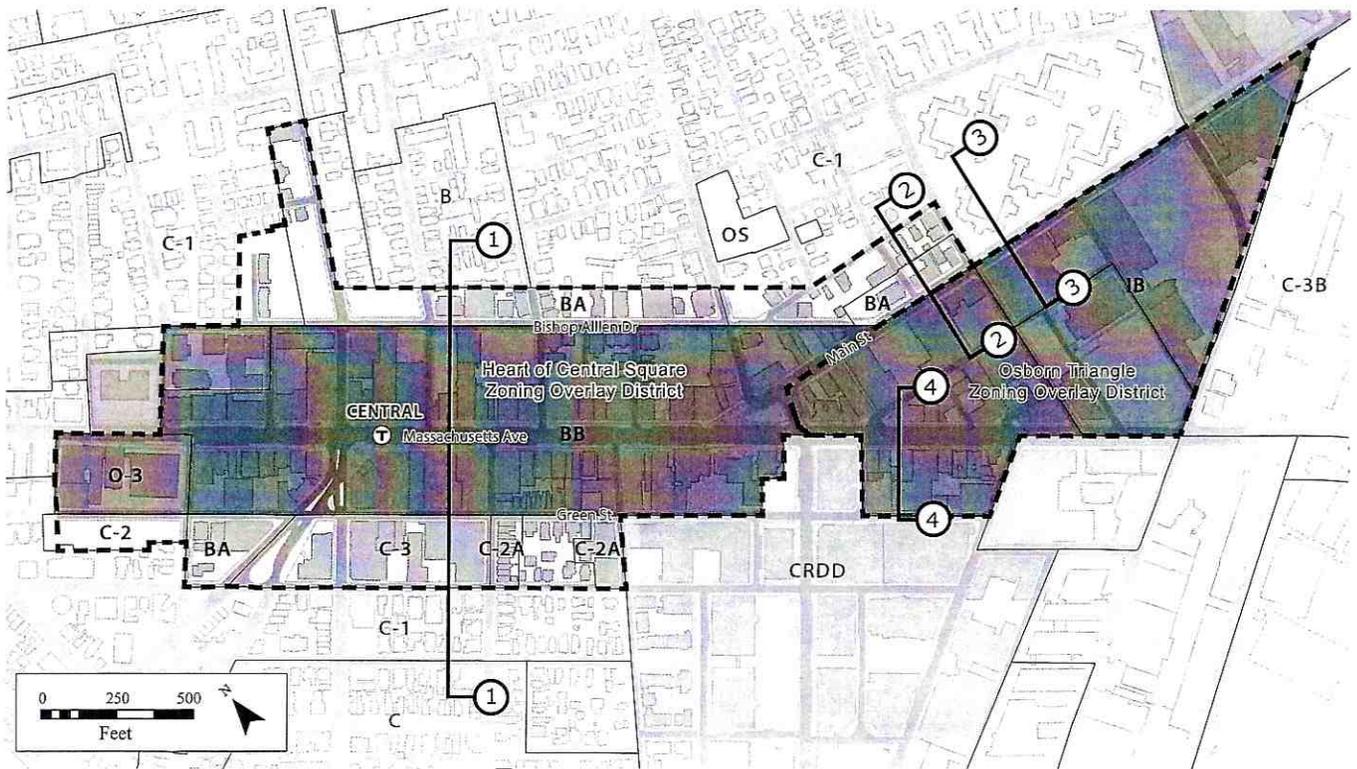
### a. Height

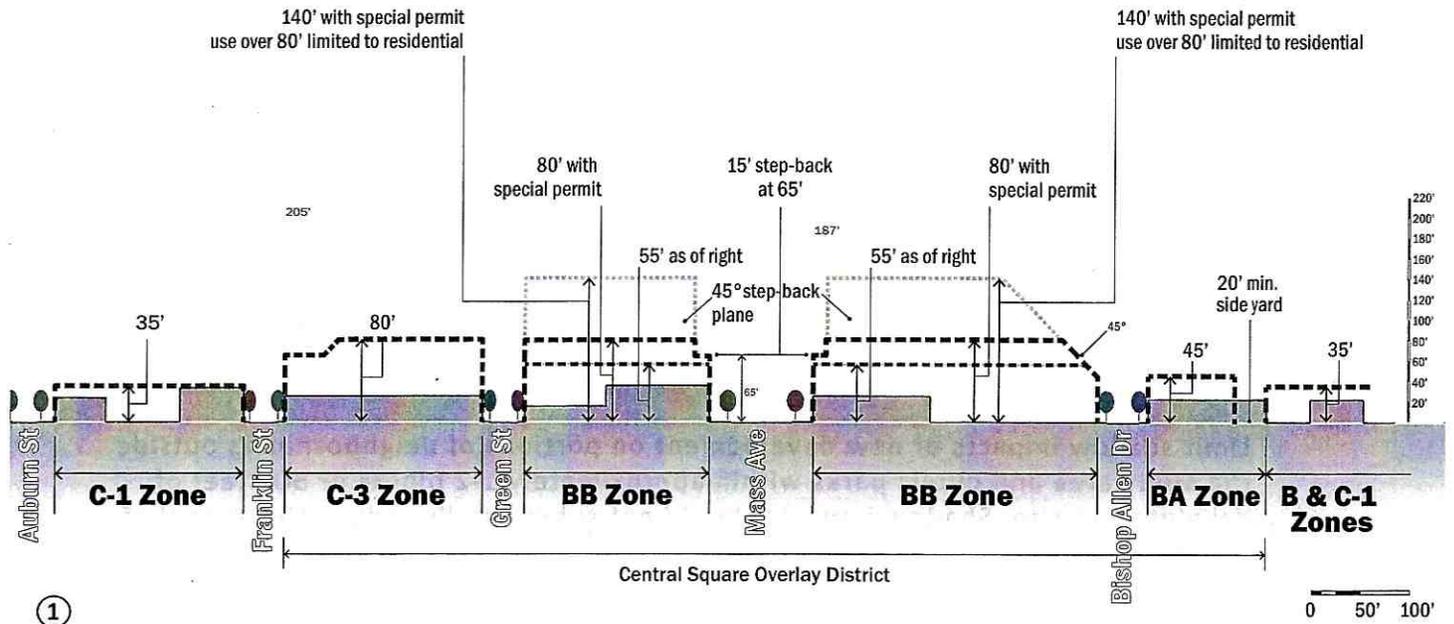
**Goal:** Variation of height is encouraged; while buildings are encouraged to align façade elements with tops of adjacent buildings, overall building height does not necessarily need to be uniform from one building to another.

**Measures:**

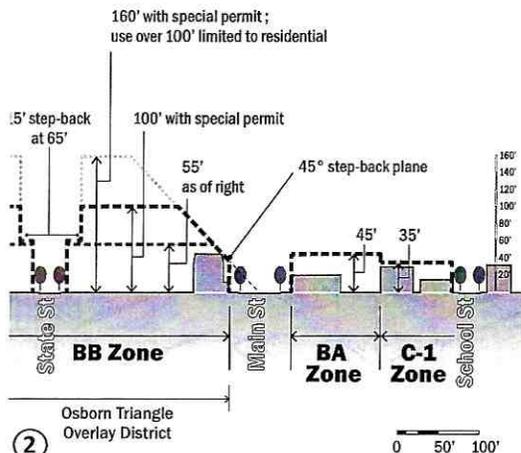
- a. Allow the greatest height and bulk of the building on Massachusetts Avenue with a diminution in height and bulk as the project approaches the lower residential uses in abutting areas
- b. Consider opportunities to maintain and enhance views to significant historic structures when composing building height and bulk.
- c. In street wall situations it is desirable to relate architectural elements of new construction to the significant architectural elements including cornice heights on adjacent buildings.

Map showing zoning district boundaries in Central Square

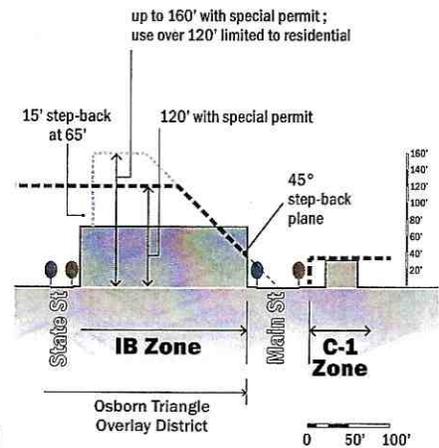




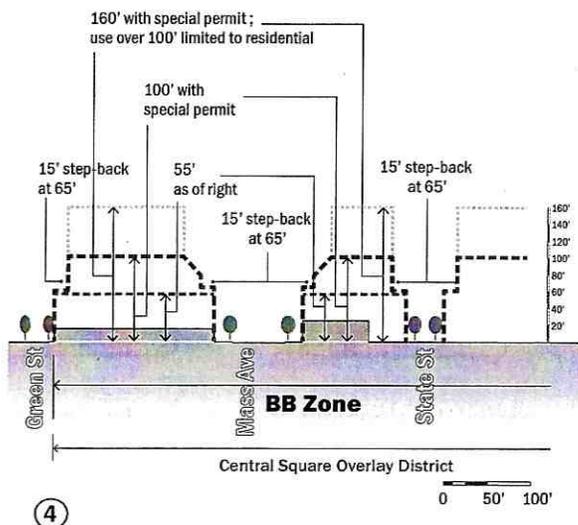
①



②



③

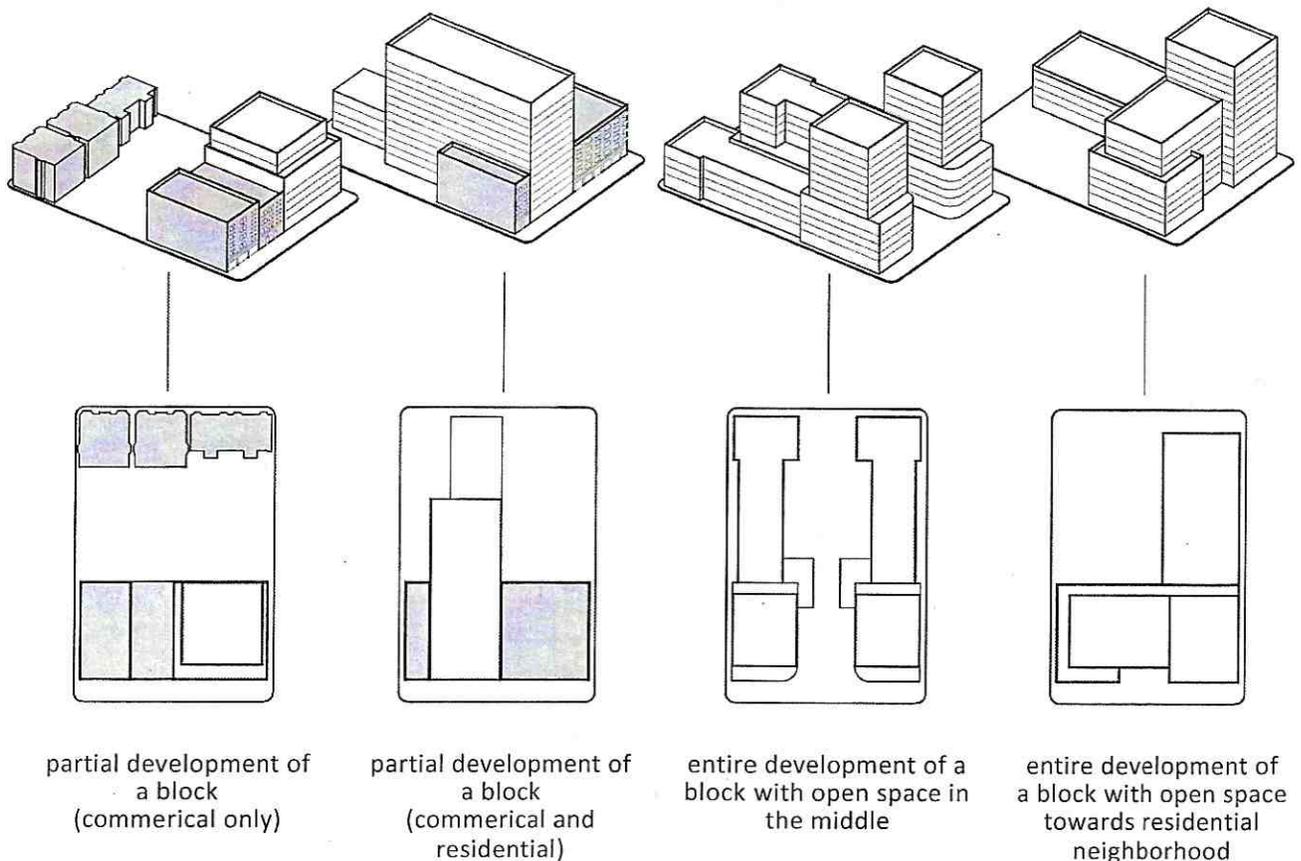


④

**b. Massing**

**Goal:** Continuation of a strong linear retail frontage is critical to preserving the strength and historic character of the commercial district. Building fronts should maintain a strong linear edge along Massachusetts Avenue. Adjacent structures should build to a common party wall, although occasional setbacks of up to 15 feet to accommodate outdoor dining or retail sales, integrated with ground floor design and programming, are encouraged. Alleyways between buildings are not encouraged except at identified locations where public pedestrian passages are desirable.

Limit shadow impacts of new development on portions of neighborhoods outside the study area and public parks within approximately 1-2 blocks or 500 feet of development site. Shadow impacts should not substantially reduce the appeal of public spaces, nor direct sun access to neighborhood housing, during spring and fall. Limit shadow impacts to no more than 2 hours per day between March 1 and October 31.



### c. Streetwalls and Bulk Control

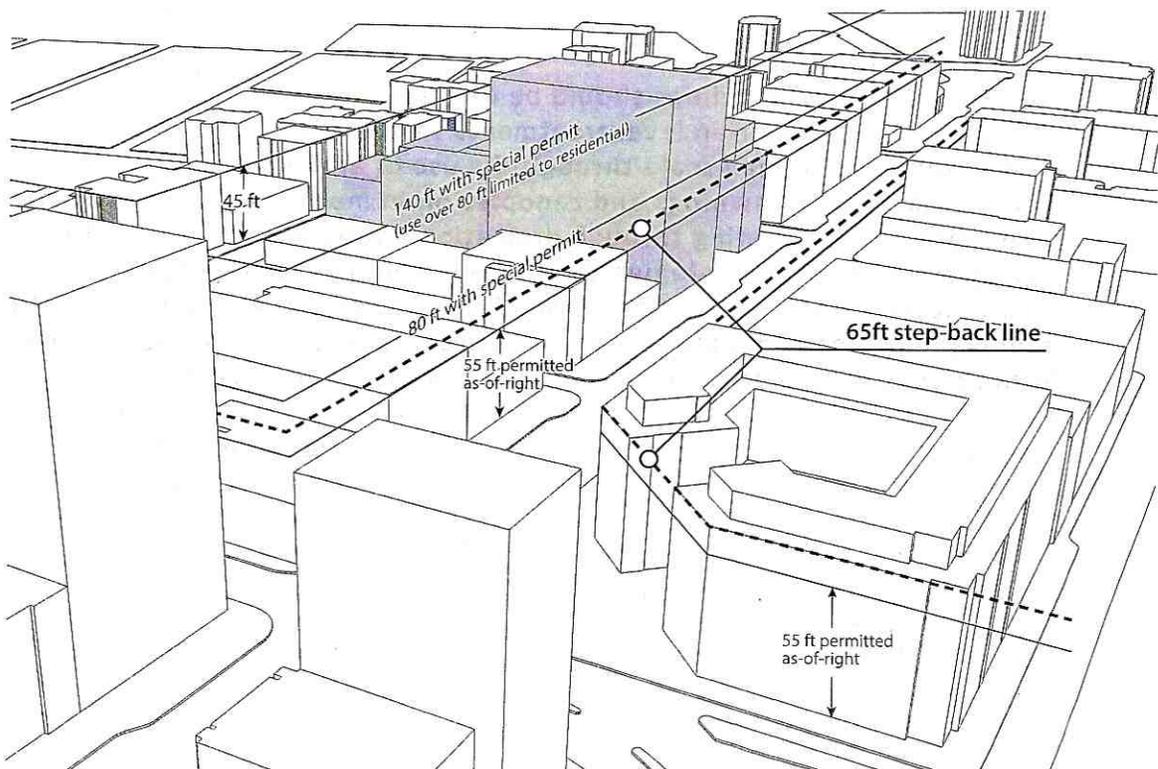
**Goal:** Building façades along Massachusetts Avenue and Main Street should both reinforce the traditional 55 foot height range of many traditional buildings, and introduce variation in height, including volumes that exceed the 55-65 foot range. Added height is especially encouraged where it can help buildings serve as attractive landmarks.

**Measures:**

- Streetwall height should step down progressively from the Massachusetts Avenue/Main Street toward neighborhood context.
- A maximum streetwall height of 45 feet should be maintained along streets perpendicular to Massachusetts Avenue and Main Street within 100 feet of adjacent neighborhood zoning districts.
- Taller volumes are permitted if stepped back from this streetwall approximately 15 feet and within the height overlay limits.

### d. Scale

**Goal:** The heavy pedestrian activity in the Square must be recognized in renovations and new construction projects. Treatment of the ground floor plane should relate to the human dimension and be rich in detail to enhance the pedestrian experience.



### **e. Building Façade**

**Renovations:** Historically contributing and historically significant buildings should be maintained and renovated whenever possible to maintain Central Square's cultural heritage and promote environmental sustainability. Materials should be consistent with the materials used when the structure was originally built. Original details should be preserved and restored whenever possible. Additions, including new upper floors, are acceptable if architecturally distinguished from the existing structure and otherwise consistent with the Secretary of the Interior's Standards for Rehabilitation & Illustrated Guidelines on Sustainability for Rehabilitating Historic Buildings.

**New Construction:** The intent of design guidelines for façades is to emphasize how important the design is both for the building itself and for the street as a whole, and to require that designers and their clients produce high quality design. No one has a single, formulaic answer for what high quality design is—good design needs to have its own integrity, and should also be “of its place. Design should respond to orientation with regard to environment, place, and site, while providing context by acknowledging the importance of building profile, edges and corners. As architectural design has evolved over the last few decades, some architects bring edgy, modernist sensibilities to their work, while others wish to be more reflective of historical precedent. The goal of these guidelines is to encourage new projects in Central Square to be conceived with enduring and durable qualities, such that, many years from their conception, they are seen as strong contributors to the liveliness of the Square and to its role as presenting a diverse set of architectural statements over a century or more.

The ground level of buildings should be carefully designed to engage the interest of pedestrians. Pedestrian level treatments should either be rich in detail and help to reinforce human scale through the use of architectural elements such as trim, sills, lintels, awnings and canopies or, in more modern fashion, should be inviting and interesting through dramatic treatment of space, lighting, and signage. Additionally, strategies should be encouraged that provide a framework for variation in the design of the ground floor, so that the architecture of the building does not dominate the architecture of the street and that allow for future flexibility as conditions change. In any case, windows should be expansive and illuminated from within to create interesting display or viewing areas for retail space. Finally, encouraging the expansion of the definition of ground floor articulation to the lowest 2 levels can further enhance the pedestrian experience.

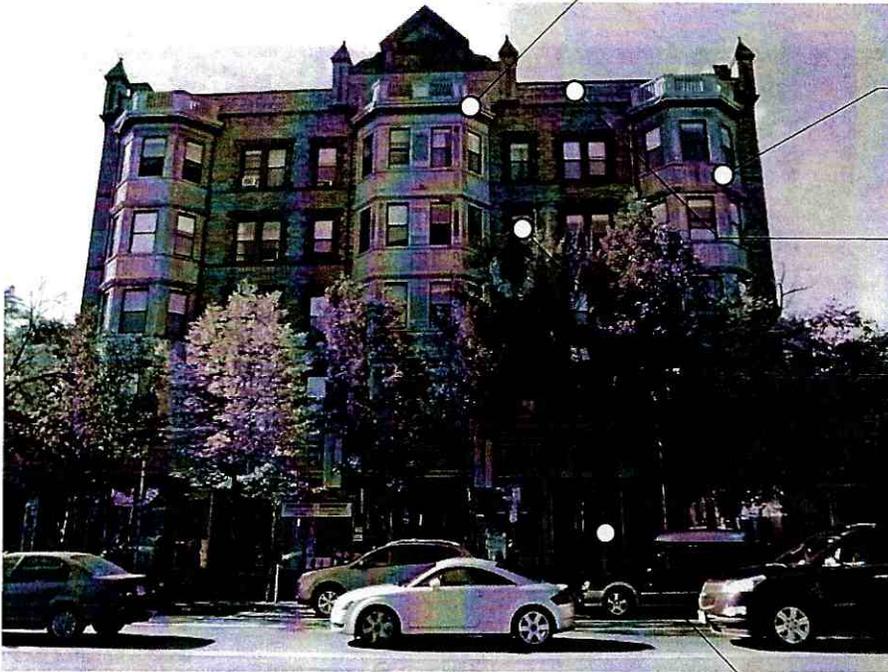
The following examples of buildings in Central Square and elsewhere have been annotated to show that buildings of many eras and styles can contribute to a richly varied architectural experience. The key to success in façade design is that the architects strive to make their architectural expression strong and to have been conceived with an awareness of context.

bay window provides scale transition from the overall building to more human-scaled elements, plus attractive effects of form and shadow

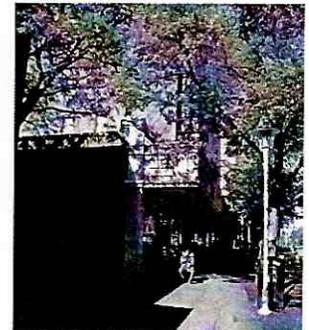
contrasting copper, brick and glass materials contributes scale and rhythm to the facade

the entablature, "the crown" of the building elaborates building facade

"punched" operable windows epitomize the older architecture in the Square



Kennedy Building, 428 Massachusetts Ave., Cambridge.



ground floor canopy (or awning) provides shade and distinguishes storefront areas from facade above



opportunity to see interior activity creates visual interest

curtain wall detailing breaks down the facade into human scale

human scale pedestrian level design

90 Mt. Auburn Street, Cambridge. (Copyright: ©2006 Paul Warchol)

articulation of window and cornice detailing makes building facade interesting



711 Massachusetts Ave., Cambridge.

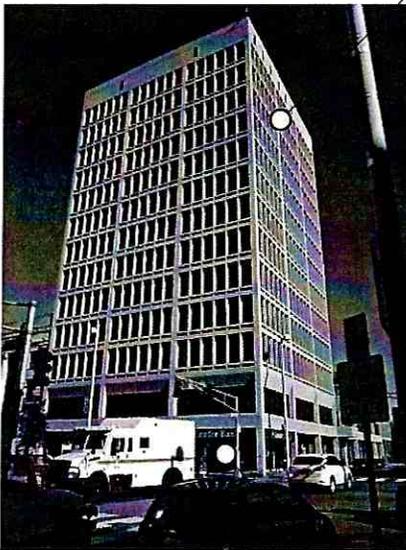
stone and brick materials provides a sense of durability and stability



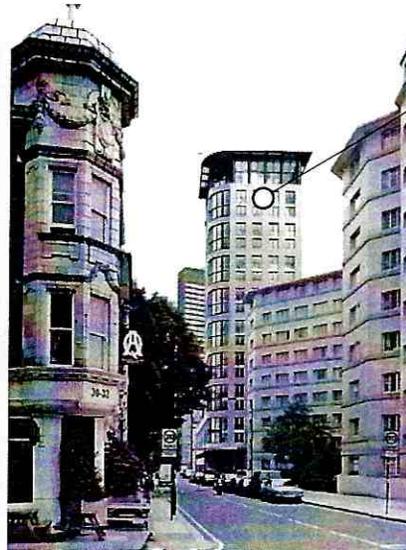
University Park, 350 Massachusetts Ave., Cambridge.

the depth of the facade on the left allows richer expression of the architecture

undifferentiated facade should be avoided



765 Massachusetts Ave., Cambridge.



One Osnaurgh Street, London, UK  
(Copyright: ©Terry Farrell Architects)

sensitive use of new materials and colors complement existing buildings



recessed arcade type of ground floor frontage should be carefully designed when not projecting over the sidewalk/walkway, so as to not create a dark, unappealing ground floor.

## 6. Parking and Service Areas

**Goal:** Off-street parking and service areas should be screened from the public realm wherever possible, to enable more attractive and active settings for adjoining sidewalks and other public places.

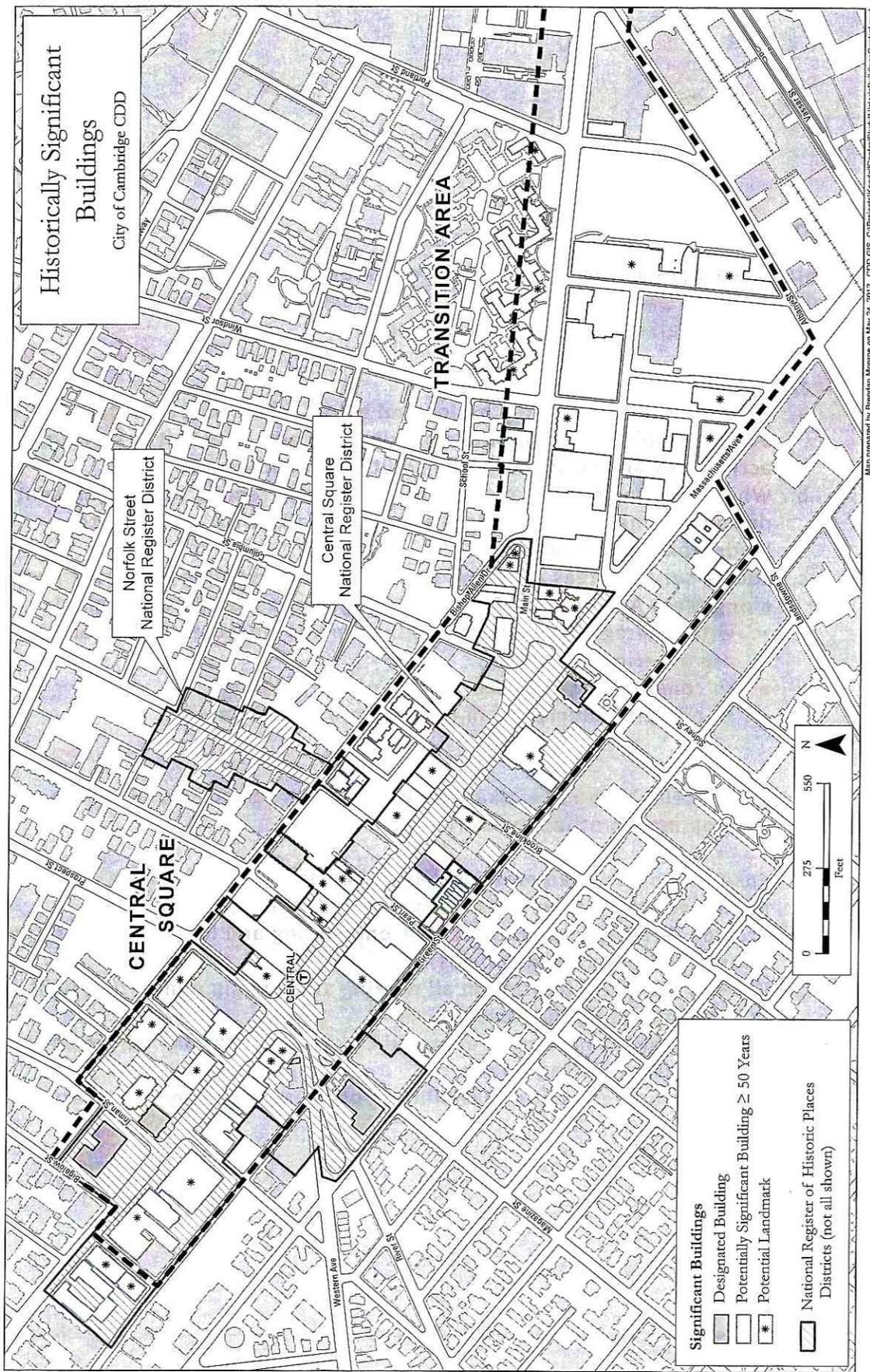
**Measures:**

- a. Off-street parking should be located below grade wherever possible. It may be acceptable to locate public parking at grade level if it is surrounded by active uses and surmounted by additional building floors.
- b. Where existing surface parking is expected to remain for a significant period of time, improve edges along sidewalks with appropriate landscaping and public art.
- c. Locate service areas on alleys or side streets, avoiding wherever possible along Mass Ave or Main Street. Loading docks should be designed:
  - with a garage door that typically remains closed except when vehicles are entering or leaving;
  - to complement the architecture of the building;
  - to prevent vehicles from backing into a public street.

**Goal:** Enrich neighborhood walkability with safe, green streets. Promote use of transportation modes other than driving.

- d. Ensure unobstructed motorists and pedestrian sight distances.
- e. Avoid over sized driveways, curb cuts and turning radius.
- f. Provide direct pedestrian access from parking and loading areas to public streets and building entrances.
- g. Provide adequate lighting in all parking areas while minimizing light reflection on adjoining uses.
- h. Locate carshare parking spaces and EV charging stations where easily seen and accessible by the public.
- i. Evaluate the desire and feasibility of permeable pavement material where appropriate.

7. Appendix



April 15, 2015

Dear Vice-Mayor Benzan, Councilor Carlone, and Ordinance Committee members,

I was a member of the C2 Committee. We worked hard and long and were very thoughtful in our process to determine our recommendations. We worked to realize a vision that sought to preserve what is best about Central Square and its neighbors. Our recommendations were also intended to try to mitigate the negative impacts of neighboring commercial development and increasing prices due to intense housing demand while taking advantage of any opportunities it afforded.

Our goal was to develop recommendations that would realize a vision of a vibrant, community oriented neighborhood. We sought to increase the available housing stock to try to address the ever increasing demand for more housing because of our proximity to Kendall Square and the demographic trend of boomers and millennial choosing to live in urban centers. We wanted to preserve diversity by incentivizing developers with increased density to build low, moderate and middle income and family units. We wanted to take advantage of Central Square as a major transit mode and its proximity to jobs to create a sustainable neighborhood with reduced auto traffic where residents could work, live, play and shop in the same area.

We also looked carefully at how housing, retail, transit, design, open space, and public space could work together and complement each other to create a welcoming community environment that would meet the needs of the neighborhood and provide many community benefits.

Two years have passed, and we have yet to see any forward movement on any of our recommendations. In the meantime, our housing and pricing crisis has increased exponentially while many opportunities for additional housing, housing that often includes desperately needed affordable units, never come to fruition. With the need so great, and the funding so limited, we need to take advantage of as many opportunities as we can. So as to not lose all the diversity which has made Cambridge so special, time is of the essence. We need more housing, particularly more affordable housing, **NOW**.

I look forward to this hearing as the rebirth of genuine efforts to realize our vision for Central Square. These efforts should ensure additional housing developments with substantial numbers of affordable units, with quick approval of the Twining/Normandy project being a great first step in this direction. Another important next step should be the quick passage of increased linkage fees to help fund additional affordable housing and other community benefits. I also look forward to working as a member of the current Central Square Committee to institute our non-zoning recommendations.

Esther Hanig  
136 Pine St., #2

**The Cambridge Residents Alliance**  
**Central Square and City-wide Planning Timeline - What happened when?**  
**April 15, 2015**

**2011-2012**

- Manager appointed Central Square Advisory Committee, hired Goody Clancy consultant to hold numerous meetings.
- Central Square Advisory Committee (C2 Committee) concluded its work and issued its statement in November, 2012.

**2013**

- May: City issues draft zoning based on C2 Committee recommendations. C2 Committee did not review the draft zoning.
- In its response to the C2 draft zoning, Cambridge Residents Alliance (CResA) disagreed with some of the recommended height: ***“new development should not be in the form of a small percentage of affordable units located in large new buildings filled primarily with market-rate and luxury housing.”*** ***“We firmly maintain that the Committee’s recommendations should be the beginning, not the end, of a public process that allows the broader community to study, discuss and help shape the outcome of these crucial matters.”***
- May, June: Planning Board held two preliminary discussions of the draft C2 zoning; city responded to their questions.
- City stated it would commission a report on economic conditions that would inform planning decisions, and stated the report would be delivered to the council in early 2015; however, it has not been delivered or made public.
- June: Alex Twining letter to Planning Board stated draft C2 zoning was inadequate; instead he wanted to build a 285’ tower in Central Square. Planning Board chair stated that further review would wait until after the November, 2013 City Council elections.
- June: CResA continued calling for citywide Master Plan in its platform and throughout 2013 council elections.
- December: City released its final Central Square Planning Study.

**2014**

- Early 2014, newly-elected members of the City Council filed orders to set in motion a city-wide planning process.
- Early 2014, city management told Councilors and residents that C2 zoning recommendations would be presented to the Planning Board and City Council for discussion and potential adoption; that has not occurred. City management never placed draft C2 zoning on the Planning Board agenda in 2014.
- April: The merged orders for a city-wide planning process passed unanimously.
- Summer: City conducted citywide “conversations” about a Master Plan.
- September: City management told residents a request for proposals from urban planners on conducting a citywide planning process would be issued before the end of 2014. No RFP has been issued to date.
- November: “Cambridge Conversations” report issued. The city-wide planning process appears to be stalled.

- December: at Council/Planning Board roundtable meeting, Assistant City Manager Brian Murphy stated that further re-zoning of Central Square would be conducted parcel by parcel when proposals were made by developers. The Planning Board chair responded that was not his understanding of what should happen. The Central Square planning process appears to be stalled.
- December: major developer proposed to up-zone most of one block of Central Square for far more height and density than recommended in C2 draft zoning and re-zone part of adjoining neighborhood for permanent surface parking, despite C2 recommendation that parking should be underground.
- December: Council Order to discuss C2 in Ordinance Committee filed by Councilors Cheung, McGovern, and Benzan was passed unanimously

## 2015

- April: Ordinance Committee meeting to discuss C2.

### **Central Square Planning Narrative**

**April 15, 2015**

Cambridge Residents Alliance members attended many of the sessions of the Central Square Advisory Committee (C2) that concluded its work and issued its report in November, 2012. We were critical of what we perceived to be a real estate- and business-dominated committee appointed by the City Manager and we disagreed with some of the recommended height and density. We were, and are, especially concerned regarding housing that “new development should not be in the form of a small percentage of affordable units located in large new buildings filled primarily with market-rate and luxury housing.”

However, as we stated in our May, 2013 response to the C2 draft zoning, ***“We firmly maintain that the Committee’s recommendations should be the beginning, not the end, of a public process that allows the broader community to study, discuss and help shape the outcome of these crucial matters.”***

Somehow, the C2 report and the planning process for Central Square have been shelved or abandoned. Here is a brief timeline of the process. In May, 2013, the Community Development Department issued a memo “Central Square Draft Zoning Language” – a set of proposals that the C2 Committee did not review and have not been presented formally

The Planning Board held two preliminary discussions of the draft C2 zoning in May and June 2013. At the June meeting, Alex Twining submitted a letter stating the draft C2 zoning was inadequate, and instead he wanted to build a 285’ tower in Central Square. Next, the Planning Board chair reported that further review would wait until after the November, 2013 City Council elections. In response to Planning Board questions, CDD stated it would commission a report on economic conditions that would inform planning decisions, and stated the report would be delivered to the council in early 2015; however, it has not been delivered. CDD released its final Central Square report in December 2013.

Starting in early 2014, members of the Council and residents were told by Community Development Department staff that the C2 zoning recommendations would be presented to the Planning Board and

City Council for discussion and potential adoption, but that has not occurred. CDD never placed draft C2 zoning on the Planning Board agenda in 2014. In December 2014, in response to a question about the planning of Central Square, Assistant City Manager Brian Murphy stated that further re-zoning of Central Square would be conducted parcel by parcel when proposals were made by developers. The Planning Board chair responded that was not his understanding of what should happen. There is no consensus on why the C2 proposals disappeared for almost two years.

In our May, 2013 memo on the C2 proposals, the Cambridge Residents Alliance continued calling for a citywide Master Plan, and we continued to call for citywide planning in our June 2013 platform and throughout the 2013 elections. In early 2014, newly-elected members of the City Council filed orders to set in motion a city-wide planning process. The orders passed. As an initial step, CDD conducted citywide "conversations" about a Master Plan over the summer of 2014, and a report was issued in November 2014. However, a request for proposals on carrying out a citywide planning process from professional planners has not been issued, although CDD staff told residents in September it would be issued before the end of 2014. The city-wide planning process also appears to be stalled.

There was never a conflict between calling for a Master Plan and examining in public the proposals in the C2 documents. Now a major developer is proposing to re-zone one block of Central Square for far more height and density than recommended in the C2 plan and to re-zone a portion of the adjoining neighborhood for permanent surface parking that contradicts a major tenet of C2 that parking should be underground. Some members of the Planning Board said that dealing with the development potential of one block outside of the context of the rest of the square, at a time when the planning and zoning is being considered, is not the ideal way to go forward.

Finally, an Ordinance Committee meeting on April 15 has been dedicated to discussing C2. The council order for the meeting was submitted by Councilors McGovern, Benzan, and . The Cambridge Residents Alliance welcomes the opportunity to take a new look at Central Square. We have a few modest proposals that focus on incentivizing housing development, but in a more moderate way than proposed by C2, and de-emphasize further commercial development unless it includes a substantial amount of housing. As our platform stated, we support modest increases in height and density to achieve substantially more affordable housing than is currently required and that result in some middle income units. Varying increases in heights can be tied to increases in affordable housing.

We support C2's emphasis on re-purposing existing surface parking lots. We call on the City to retain ownership of its public lots and develop 100% affordable and middle income housing on the lots. We propose that parking requirements for new residential development be lowered in accord with an increase in the number of affordable housing units. We support the proposed sub-districts in the C2 study, particularly the Neighborhood Edge that maintains zoning to protect existing housing and maintain a neighborhood scale. See Central Square Planning Priorities.

**Lopez, Donna**

ATTACHMENT E

**From:** Patrick W Barrett III <jbrealtyllc@gmail.com>  
**Sent:** Wednesday, April 15, 2015 12:07 PM  
**To:** Carlone, Dennis; Benzan, Dennis  
**Cc:** Lopez, Donna; City Council  
**Subject:** Continued C2 Discussion

Dear Co-Chairs of the Ordinance Committee,

I am writing to express my enthusiasm to continue the discussion on Central Square and the C2 study. As a member of the C2 committee I am grateful to move this wonderful and democratic initiative forward.

I am relieved that the Cambridge City Council voted down Policy Order #12 (7 no's to 1 yes and 1 absent) without referring it to Committee, as the zoning amendment would not have created or assisted in the creation of a single unit of housing.

I hope that the C2 recommendations are brought back in earnest and with a respectful, democratic, and open dialogue continuing a civic discussion that has been taking place for years (really decades).

I also wish to express my support for the Mass + Main development proposal as it aligns with the goals of C2.

Regards,

Patrick W. Barrett III  
41A Pleasant St.  
Cambridge, Ma 02139  
[www.linkedin.com/in/pwbarrett/](http://www.linkedin.com/in/pwbarrett/)

Cell: 617 778 3521  
Fax: 617 714 5825

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*This hearing finally addresses some of my concerns. These comments were written prior to the Ordinance Comm. meeting today, so I am encouraged by much of what I've heard today. Thank you.*

65 Antrim Street  
Cambridge, MA 02139

ATTACHMENT F

April 15, 2015

To the Honorable City Council Ordinance Committee,

Let me begin by stating the obvious. Those of us gathered here today represent many varied points of view and points of investment. Some of these points of view are in sharp contradiction with one another. And, there is no possible way for each of us to come away from this process feeling fully satisfied. So, I am open to compromise, to conversation. My own concern is for the quality of life in this city which has been my home, my place of work, my community for more than fifty years. Currently, I do not feel that some promises for inclusion and planning have been respected and honored.

The key concept for me is community. Having taught at Cambridge Rindge and Latin School for almost thirty years, I am deeply committed to Cambridge. The direction that development is going currently is cutting deeply into my own sense of community as many of my former students and their families move out of Cambridge because they cannot afford to live here. Where is the pressure on MIT to build adequate housing for their graduate students so those young people do not continue to move in greater numbers in to Central Square? Who defines affordability, especially in light of Cambridge having been cited as one of the 3 most expensive cities in the country behind San Francisco and New York?

Most of us in this room today, including the City Councilors, live in one, two or three story houses. We have easy access to the street on which we live, which means easy access to our neighbors. I am totally aware that we have run out of space to build more small homes. However, I have recently walked the length of Massachusetts Avenue from MIT - between Vassar and Albany Streets - up to Essex Street in the center of Central Square. I have photographed both sides of the street and counted the number of stories of every building facing Mass. Ave. The highest building, including the Novartis building, is nine stories. And, even in the context of other buildings in that area, the nine story building seems high. So, how is it possible for any building higher than that to be in scale with the rest of the Central Square area? While we may need to have buildings higher than what

now exists so we can have more affordable housing, a sense of scale is critical.

With that in mind, I totally support C2's proposed neighborhood edge sub-districts that protect existing housing, where currently many families live, and maintain a neighborhood scale of both height and density. Density is already built in to our city. We MUST consider any development project in the context of the entire city. In September 2014, City management told residents a request for proposals from urban planners on conducting a citywide planning process would be issued before the end of 2014. No RFP has been issued to date. It is small wonder that I feel many of the public meetings have been pro-forma, an attempt to appear to be open, inclusive, responsive to the community. I am deeply concerned about any commitments made to the community about a process of inclusion.

We need a plan that takes the whole of Central Square in to consideration; that takes the whole of our seven square miles in to consideration. I would like to believe that today's meeting is taking us in a direction that honors those promises. — *and I finally feel optimistic.*

*Phyllis Bretholtz*  
Phyllis Bretholtz  
65 Antrim Street  
Cambridge, MA 02139

*Central gathering space in Central Square —  
We had it in Clear Conscience Cafe. We do need  
another, even larger, but equally community welcoming space.*

**Lopez, Donna**

*ATTACHMENT G*

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**From:** teddyshoes@aol.com  
**Sent:** Wednesday, April 15, 2015 10:10 AM  
**To:** Lopez, Donna  
**Subject:** Defeat of Policy Order #12

- We are pleased that the Council voted down Policy Order #12 (7 no's to 1 yes and 1 absent) without referring it to Committee, since that effort did not involve any public outreach or collaboration with the Co-Chairs of the Ordinance Committee or the Chair of the Housing Committee.
- We hope that that the C2 recommendations are brought back in earnest and with a respectful, democratic, and open dialogue;
- We continue to support the Mass & Main development proposal because it aligns with the goals of C2.

Steven H. Adelson  
Owner -- Teddy Shoes, Inc.  
Property Manager -- Nosleda Realty Corp.  
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**Lopez, Donna**

ATTACHMENT H

**From:** Susan Weiler <Susan@worldmusic.org>  
**Sent:** Wednesday, April 15, 2015 11:18 AM  
**To:** Carlone, Dennis; Benzan, Dennis; Lopez, Donna; City Council  
**Subject:** Follow-up on Policy Resolution #12 and C2 Hearing Tonight.

Dear Councilor Carlone, Vice Mayor Benzan, and Co-Chairs of the Ordinance Committee:

As a business located in Central Square for the past 20 years, we're pleased that the Council voted down Policy Order #12 (7 no's to 1 yes and 1 absent) without referring it to Committee, since that effort did not involve any public outreach or collaboration with the Co-Chairs of the Ordinance Committee or the Chair of the Housing Committee.

- We hope that that the C2 recommendations are brought back in earnest and with a respectful, democratic, and open dialogue;
- We continue to support the Mass & Main development proposal because it aligns with the goals of C2.

Thanks for your consideration.

Best,  
Susan

Susan Weiler  
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Read [CambridgeHappenings.org](http://CambridgeHappenings.org), a daily Cambridge news summary,  
curated from fresh, local sources.

**Lopez, Donna**

ATTACHMENT I

**From:** Saul Tannenbaum <[saul@tannenbaum.org](mailto:saul@tannenbaum.org)>  
**Sent:** Wednesday, April 15, 2015 1:43 PM  
**To:** City Council  
**Cc:** Lopez, Donna; Farooq, Iram  
**Subject:** To the Ordinance Committee, regarding the Central Square Advisory Committee

Chairman Benzan, Chairman Carlone, Members of the Ordinance Committee

I write to you as a member of the former Central Square Advisory Committee with regards to your discussion of our report.

I regret I will be unable to attend your meeting this afternoon. I'm in Austin, Texas learning about community broadband, one of the few things that would keep me from this hearing. But I do have some comments to offer.

It's important to remember the problem statement that the Committee was presented with.

The end of the great recession was on the horizon. Development, which had been in the deep freeze due to the crash of the credit markets, was expected to restart as banks began to lend money again. We had the opportunity to get ahead of this, to shape development before we faced actual projects. With Normandy/Twining on the docket, it's clear this effort was not completely successful.

What's also clear is that the problem statement is somewhat different a few years later. We advocated for more housing in Central Square for a variety of reasons. We were responding to the expected demographic pressure of people wanting to live in cities, the need for more affordable and market rate housing, and to improve the retail environment of Central Square by adding new customers.

Since that time, what was described as "demographic pressure" has emerged as a full-fledged housing crisis. Cambridge, and the metropolitan region in general, underbuilt housing and needs to catch up to demand. Speaking for myself, I'd have advocated taller buildings, denser developments, and increased incentives to generate the housing we desperately need.

From my perspective, what we proposed for Central Square is the least you can do to address these needs. You need to act on our recommendation, and act promptly. You should also inquire about the status of the many non-zoning recommendations we made. We were promised transparent tracking of those recommendations, something that seems to have become unreasonably difficult.

The Council should act expeditiously on Normandy/Twining, act on linkage fees, and start the process that has Cambridge responding to the need for housing in a manner that befits the crisis we face.

Thank you for your consideration.

- Saul Tannenbaum  
16 Cottage St.

cc: City Clerk Donna Lopez, for inclusion in the Committee record

**Lopez, Donna**

ATTACHMENT J

**From:** jmr@riseup.net  
**Sent:** Wednesday, April 15, 2015 3:02 PM  
**To:** Lopez, Donna  
**Subject:** Comment for Ordinance Committee Re: C2

Dear Co-Chairs Benzan and Carlone and members of the Ordinance Committee,

Thank you for resuming the consideration of the Central Square (C2) planning process which seems to have been laid on the table since before the last Council Elections. I fully supported the inauguration of the city-wide planning process which you helped move forward more recently, but know that it would be a shame to lose the good work done by so many focused in the earlier K2C2 planning process.

I would urge you to move the C2 planning to conclusion by inviting public comment and moving to adoption as a comprehensive zoning scheme for the Central Square area. As the city-wide plan is further developed, the C2 work can be integrated in the City plan or modified as needed.

What we should not do is zone parcel by parcel. It leads to the pathetic situation of having to approve a plan because it is the only way to obtain a paltry number of affordable units rather than planning ahead to assure a much greater number with much lower cost to our community.

Sincerely,

John Ratliff  
218 Thorndike St., #106  
02141