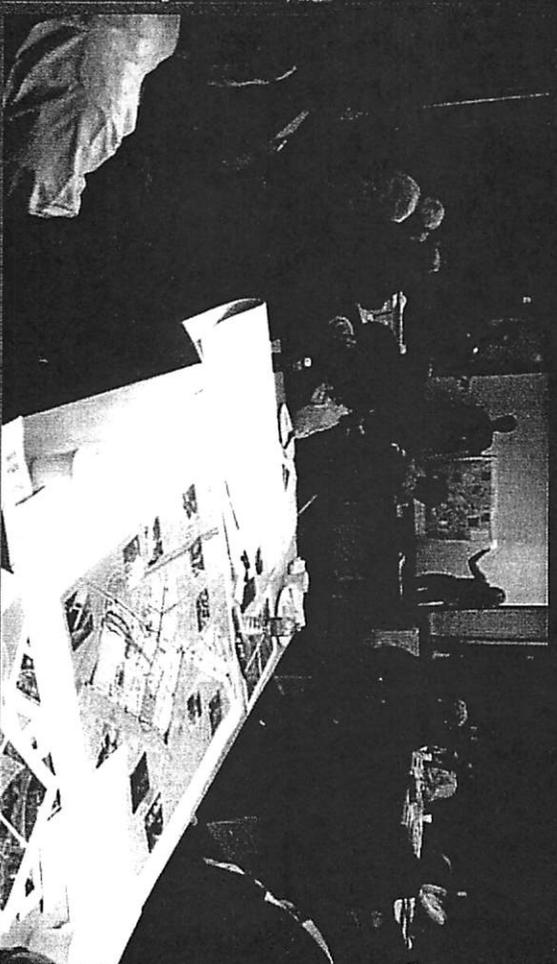
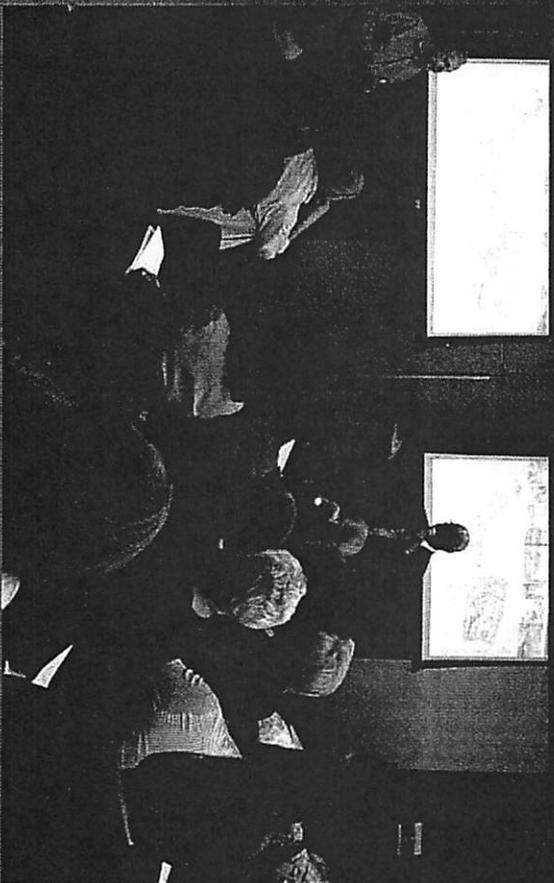


The next chapter for two great squares: different approaches to community, diversity, and innovation

Central/Kendall Squares City Council update . Goody Clancy . April 25, 2012

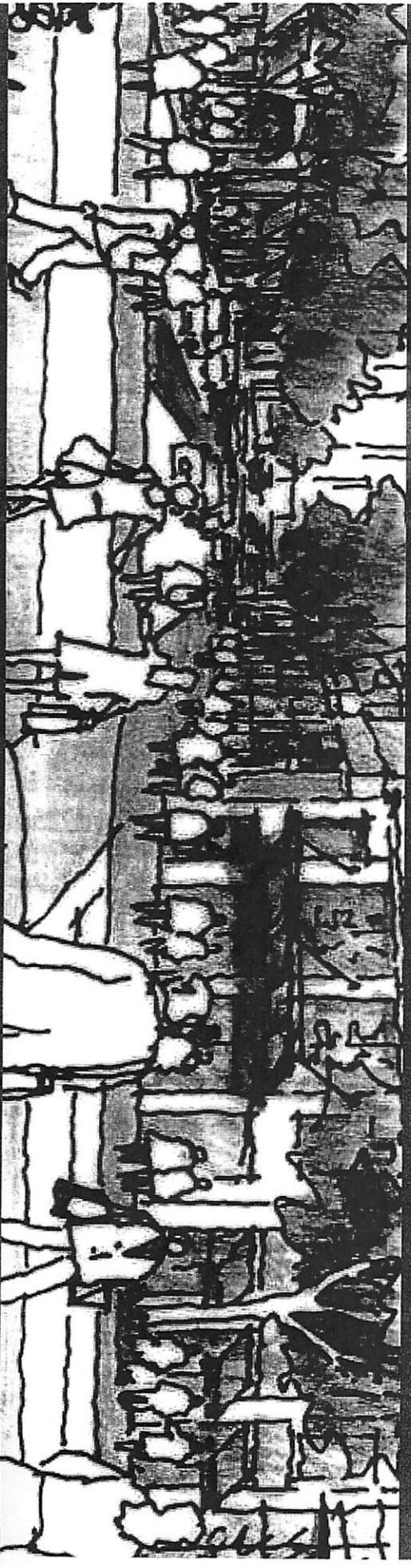
Agenda

- Overview
- Kendall Square: Summary of findings
- Central Square: Update



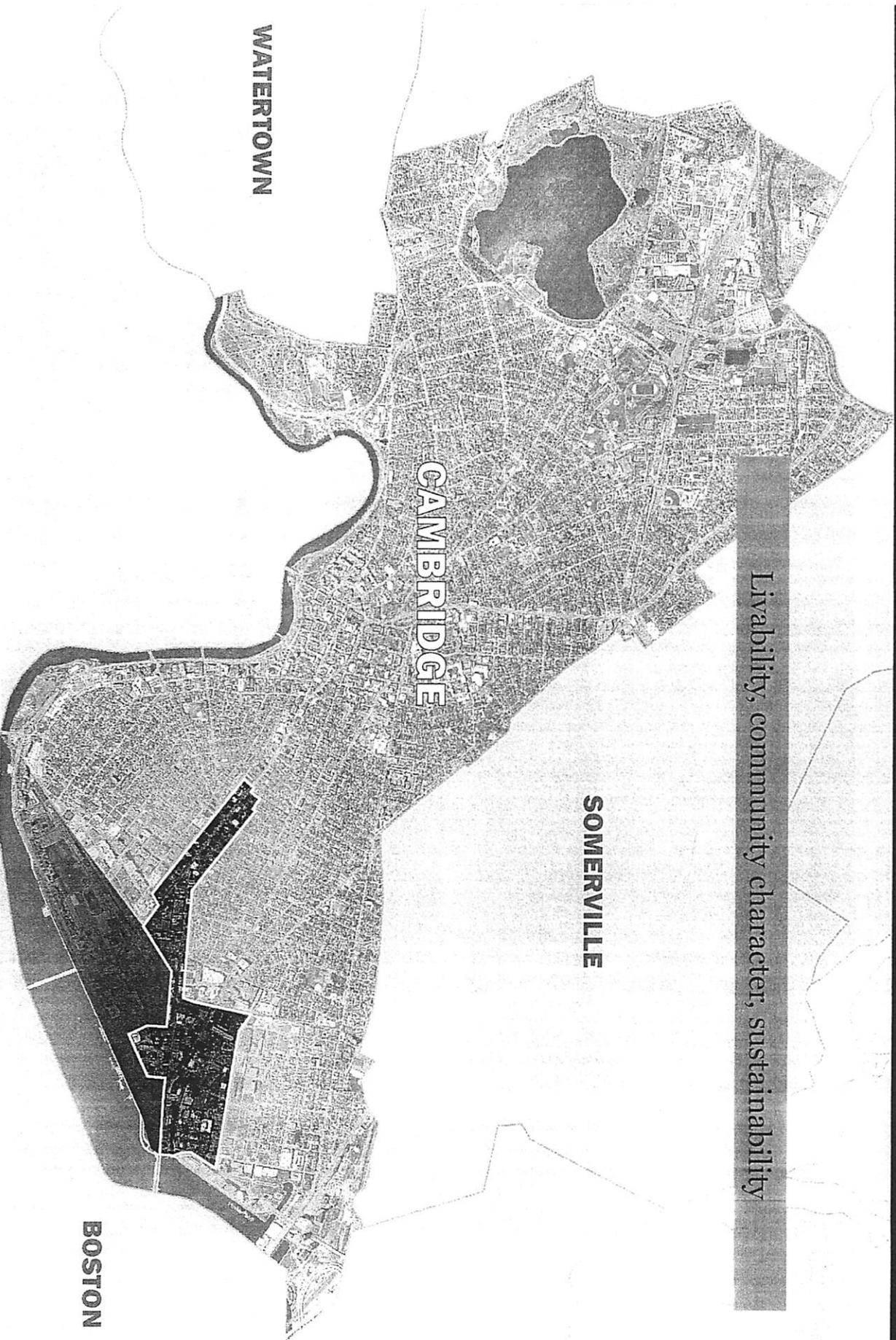
KENDALL SQUARE: Summary of Findings

- Context
- Vision
- Plan
 - Placemaking
 - Mixed-use
 - Sustainability and transportation



CONTEXT: Cambridge

Livability, community character, sustainability

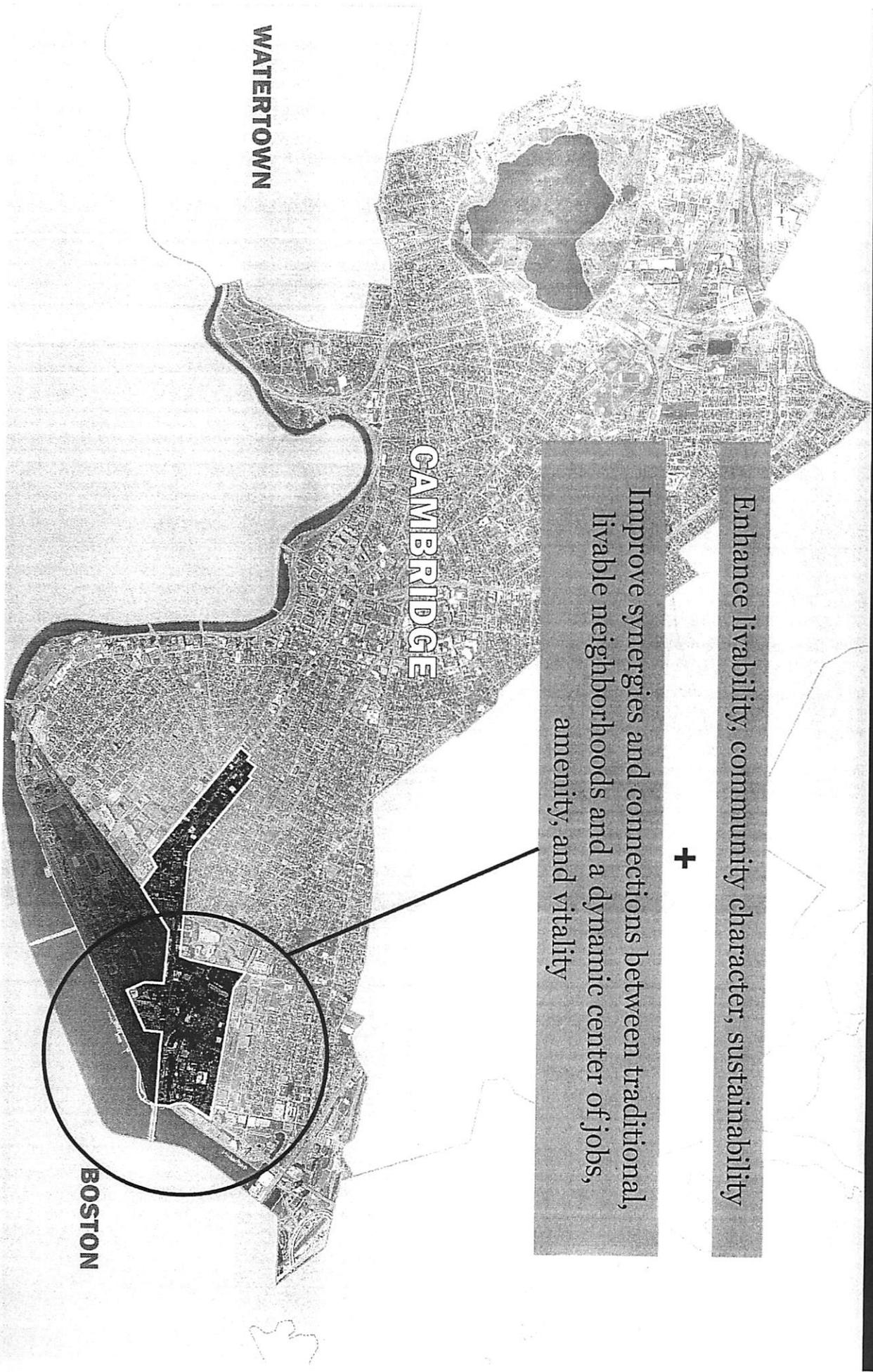


Kendall Square

Enhance livability, community character, sustainability

+

Improve synergies and connections between traditional, livable neighborhoods and a dynamic center of jobs, amenity, and vitality



Kendall Square

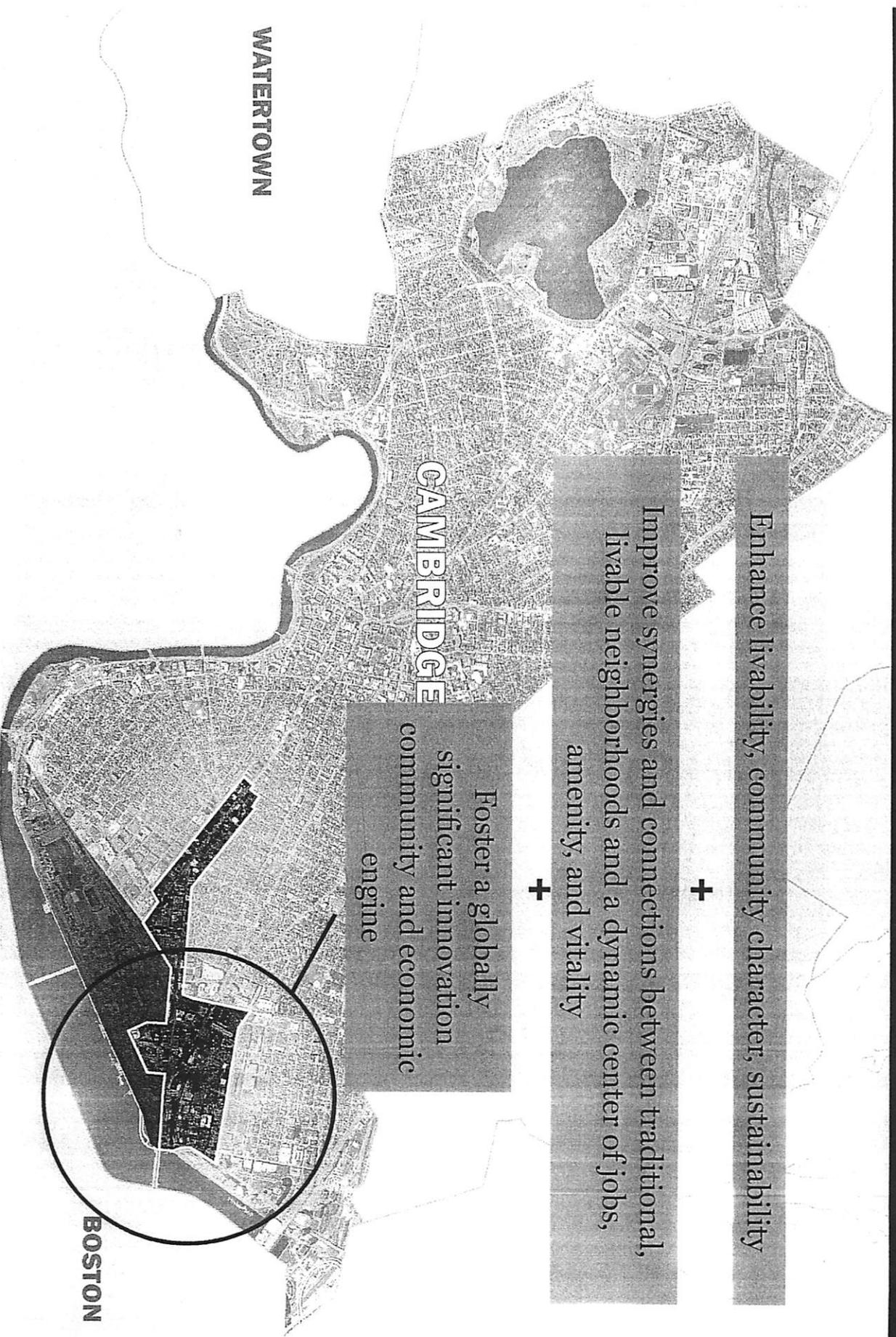
Enhance livability, community character, sustainability

+

Improve synergies and connections between traditional, livable neighborhoods and a dynamic center of jobs, amenity, and vitality

+

Foster a globally significant innovation community and economic engine

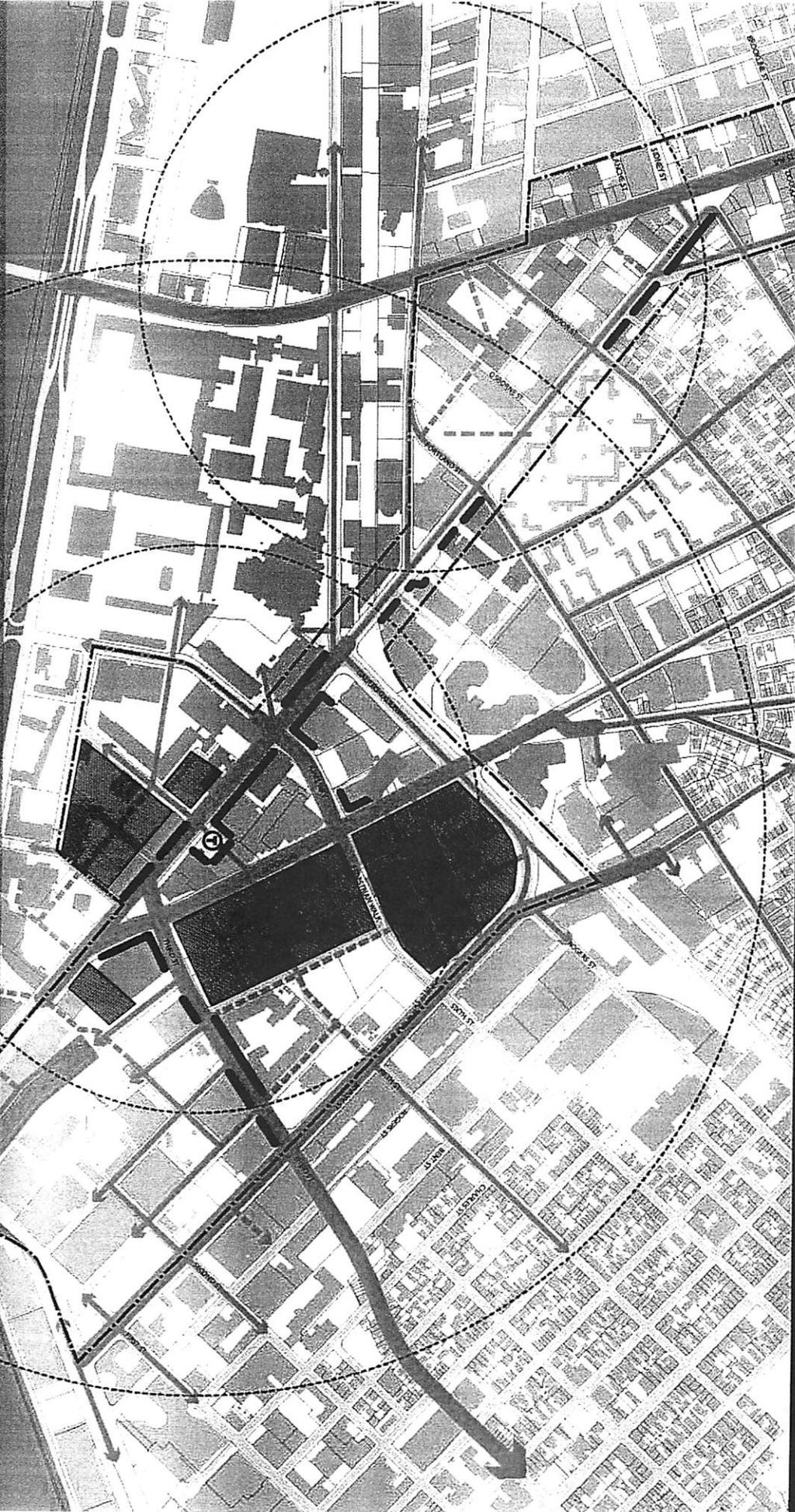


WATERTOWN

CAMBRIDGE

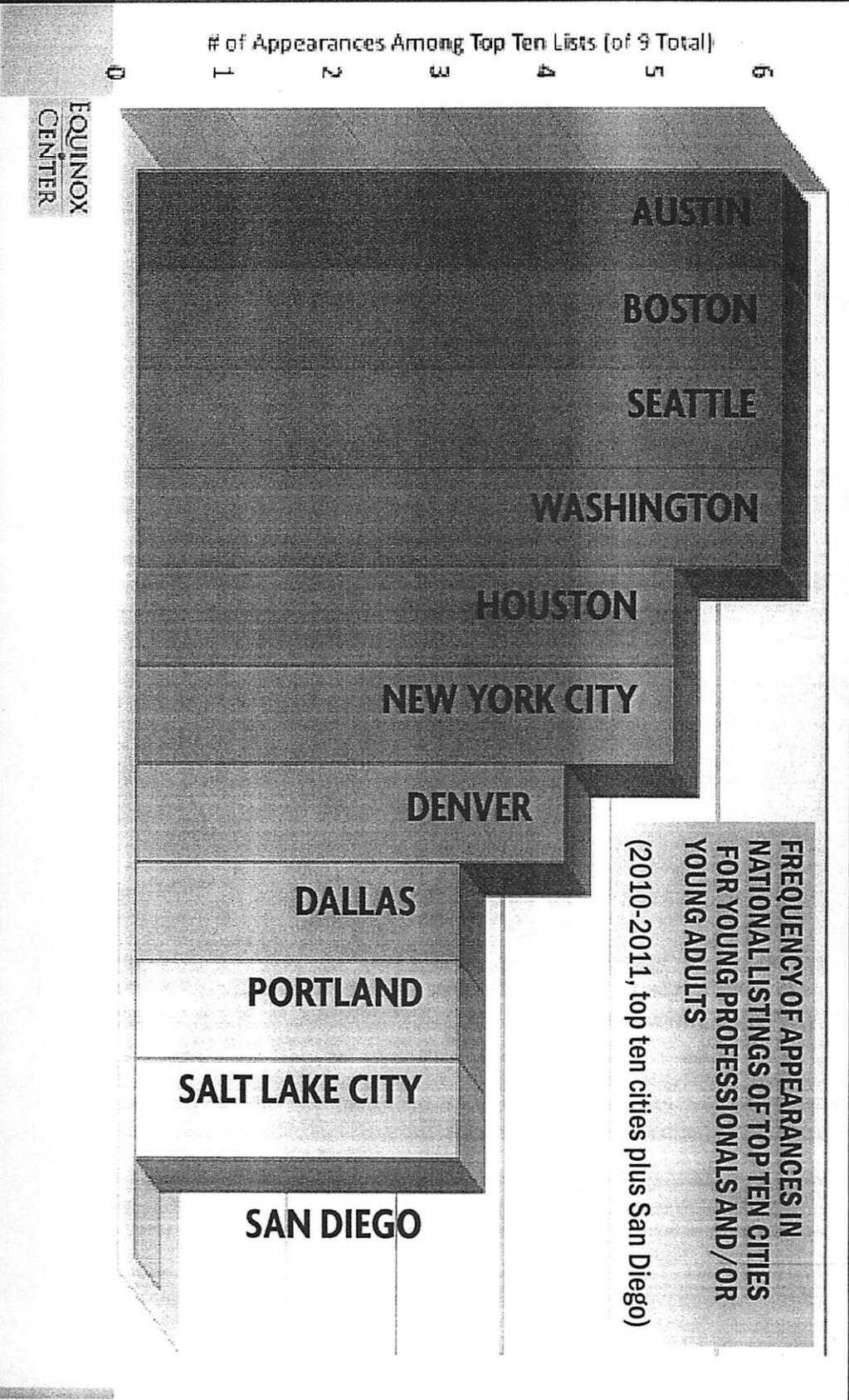
BOSTON

Sites: limited options for research and housing, lack of retail and entertainment



- 15 million sf of lab/office space around Kendall (7.9 million east of tracks)
- 1,050 housing units built or in the pipeline

National: innovation communities compete as places to live, work, play...and research



A growing labor shortage is transforming the planning challenges for research districts

Labor Surplus

Last 30 Years

Boomers enter prime work years

Women's labor market participation nearly doubles

Educational attainment up sharply

Seismic Shift in Labor Markets

Next 30 Years

Boomers retire; many early

Women's labor market participation plateaus

Educational attainment plateaus

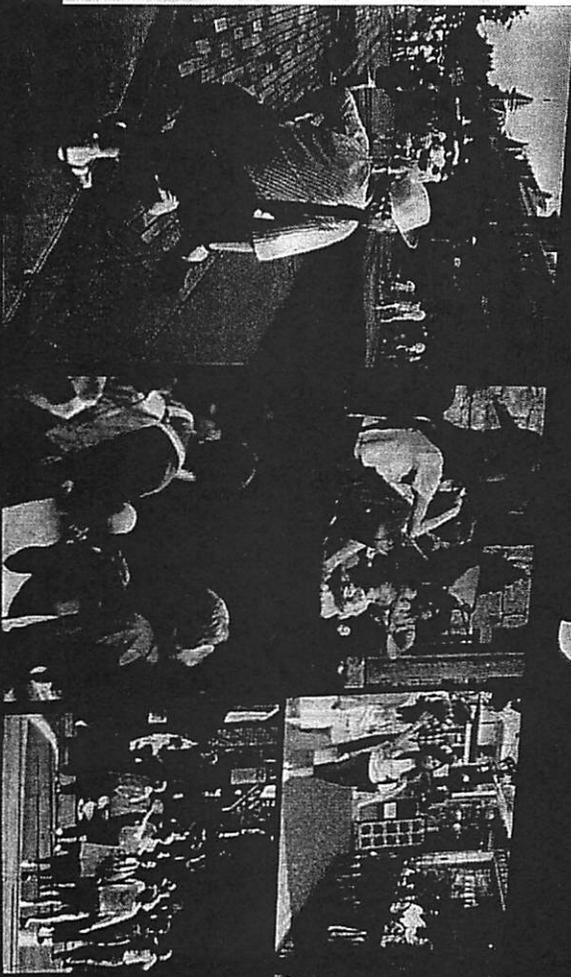
Labor Shortage

...and making mixed-use walkable districts the core of 21st century economic development

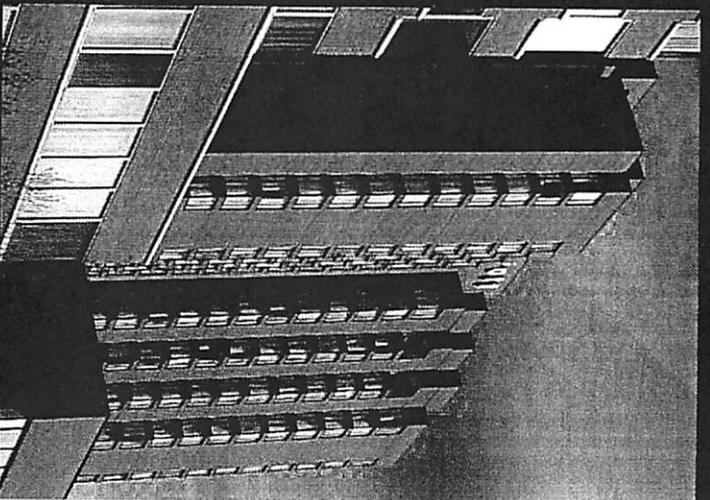
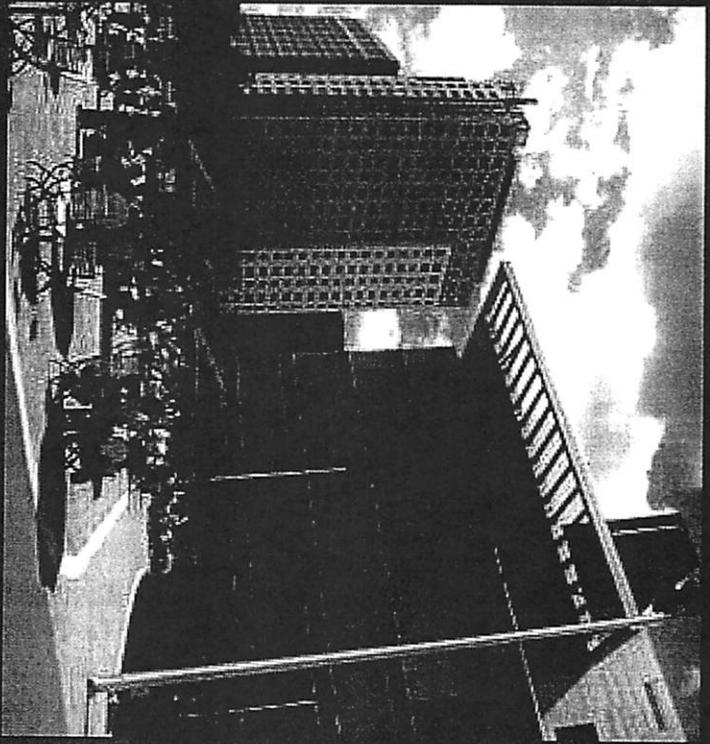
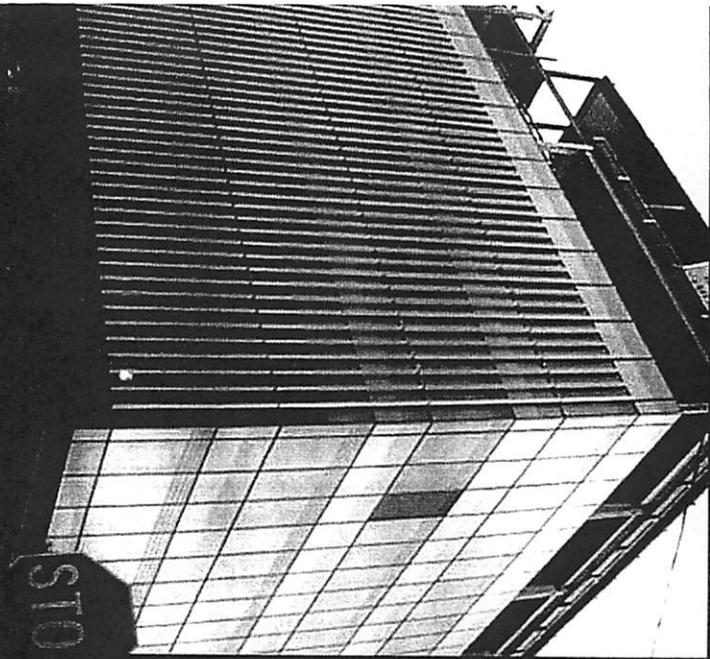
Roughly two-thirds of educated, creative workers under 35 seek communities that support their lifestyles.

>> CEOS FOR CITIES

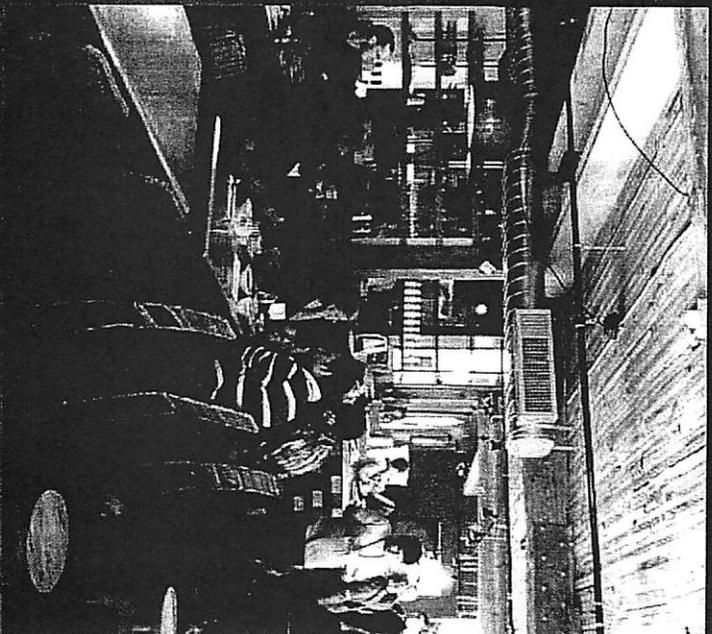
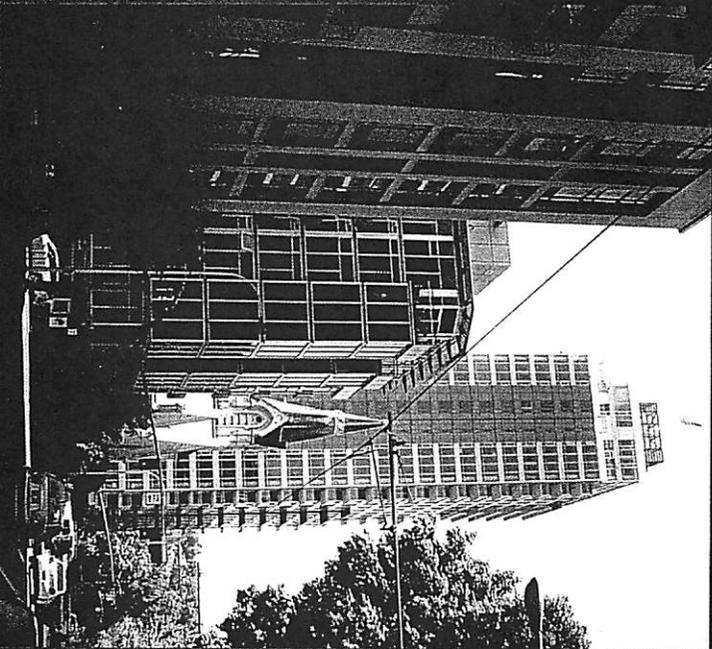
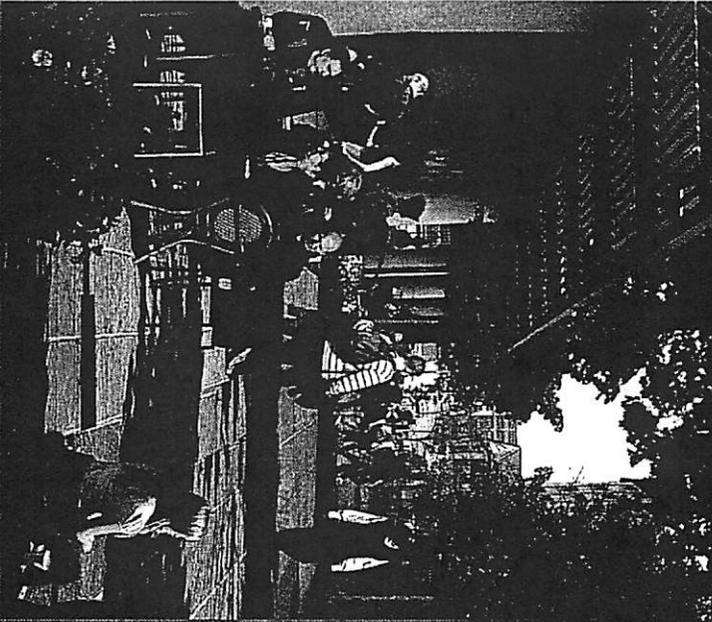
Walkability



Kendall Square today



Kendall Square, 2012-2030



VISION: Shaped around people

A dynamic public realm connecting diverse choices for living, working, and playing inspires continued success of Cambridge's sustainable, globally-significant innovation community.

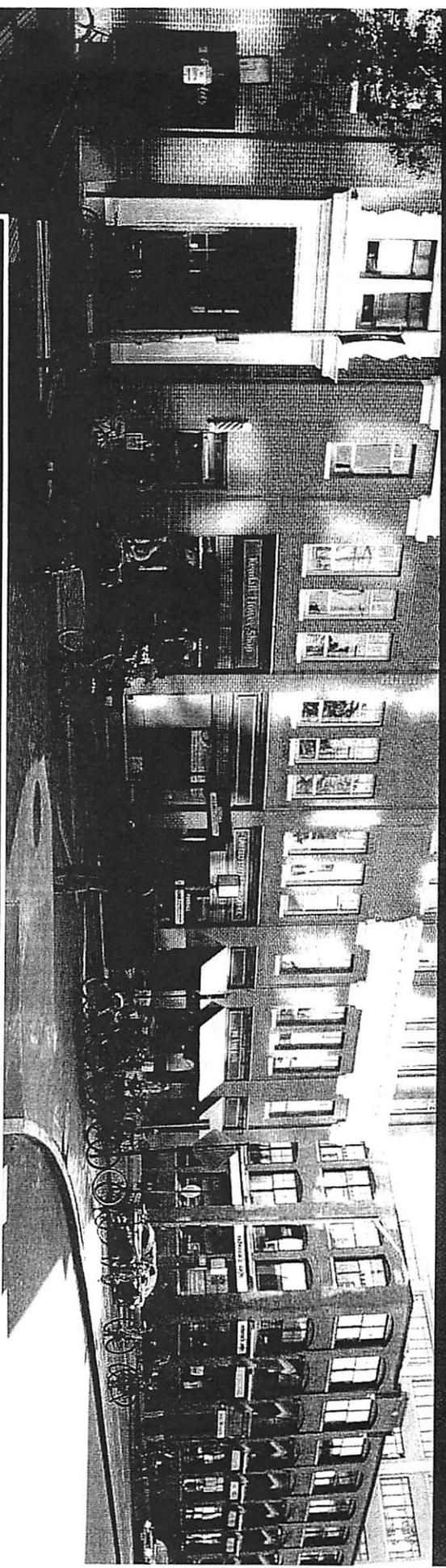
**CREATE GREAT
PLACES
THAT FOSTER
COMMUNITY AND
VITALITY**

**PROMOTE
ENVIRONMENTAL
SUSTAINABILITY**

**NURTURE
KENDALL'S
INNOVATION
CULTURE**

**MIX LIVING,
WORKING,
AND PLAYING
FOR CREATIVE
INTERACTION**

PLACEMAKING: Fostering community and vitality, mixing past and future



MORE INTERACTIVE ◀ * ▶ MORE PERSONAL

GARDENS/COURTYARDS

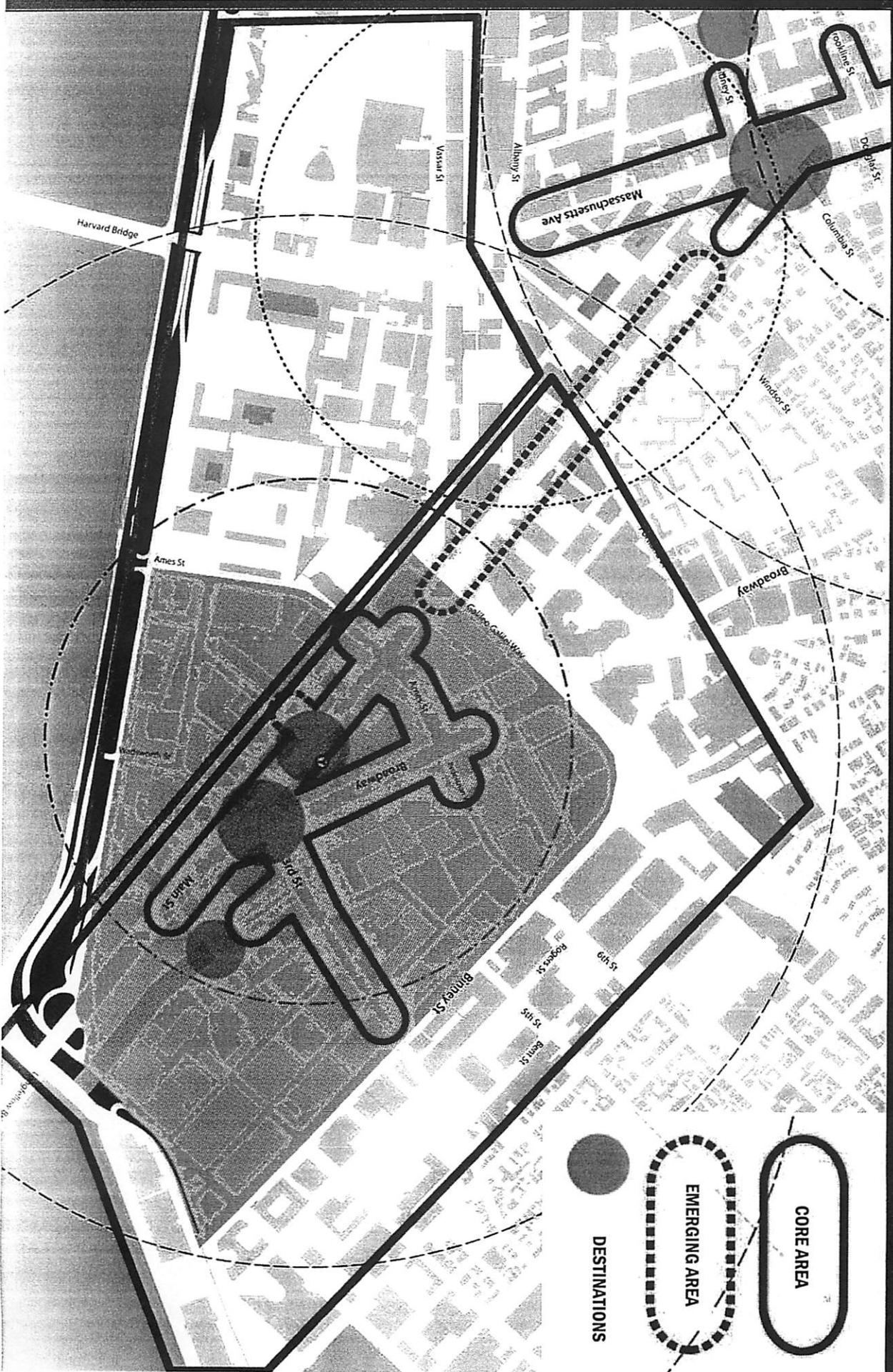
ROOFS/GARDENS

PLAZAS

RESIDENTIAL FRONT DOORS

EDUCATIONAL/CULTURAL VENUES

Bring the core of Kendall to life.

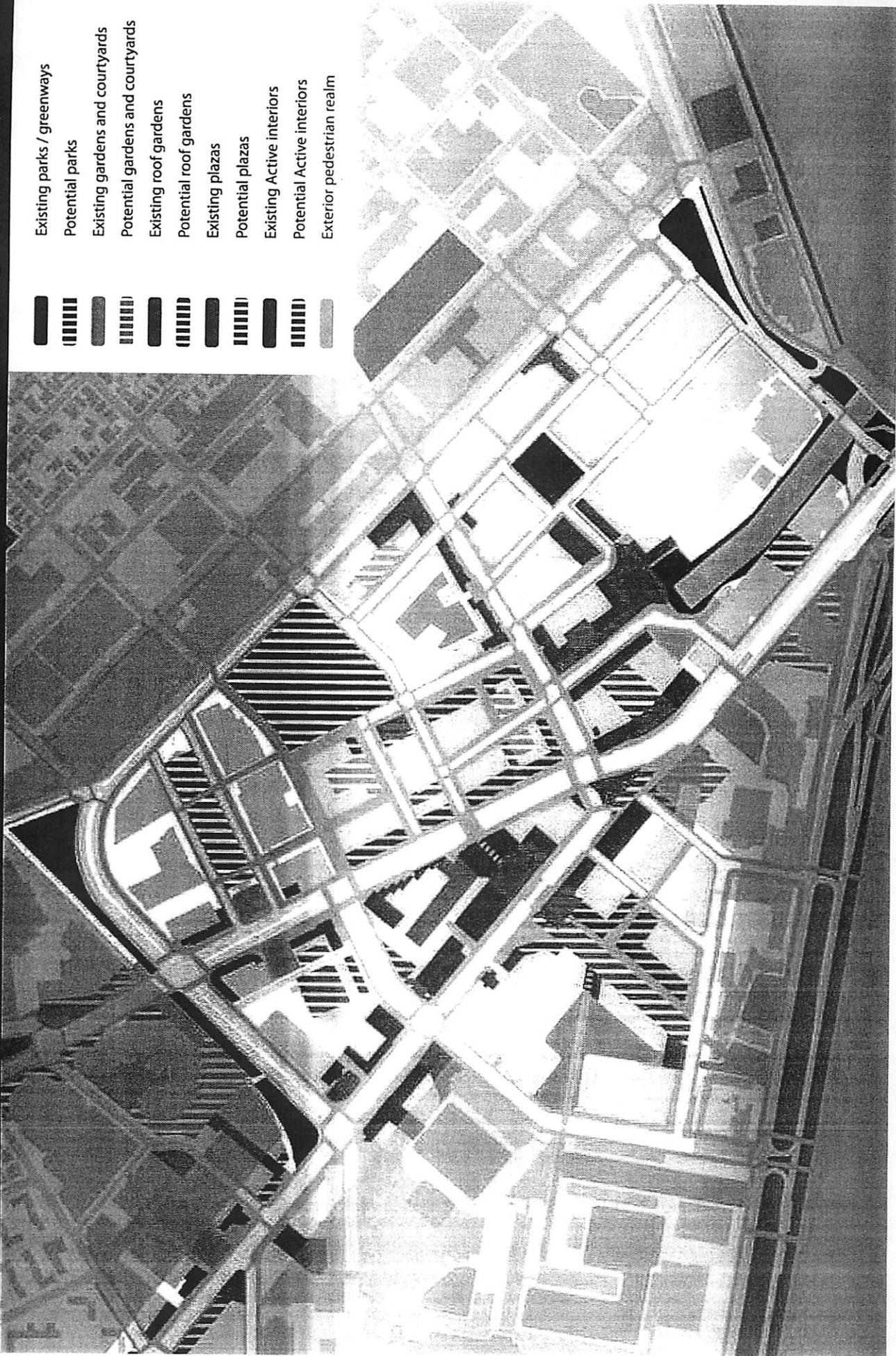


CORE AREA

EMERGING AREA

DESTINATIONS

Create a continuum of diverse, dynamic places.



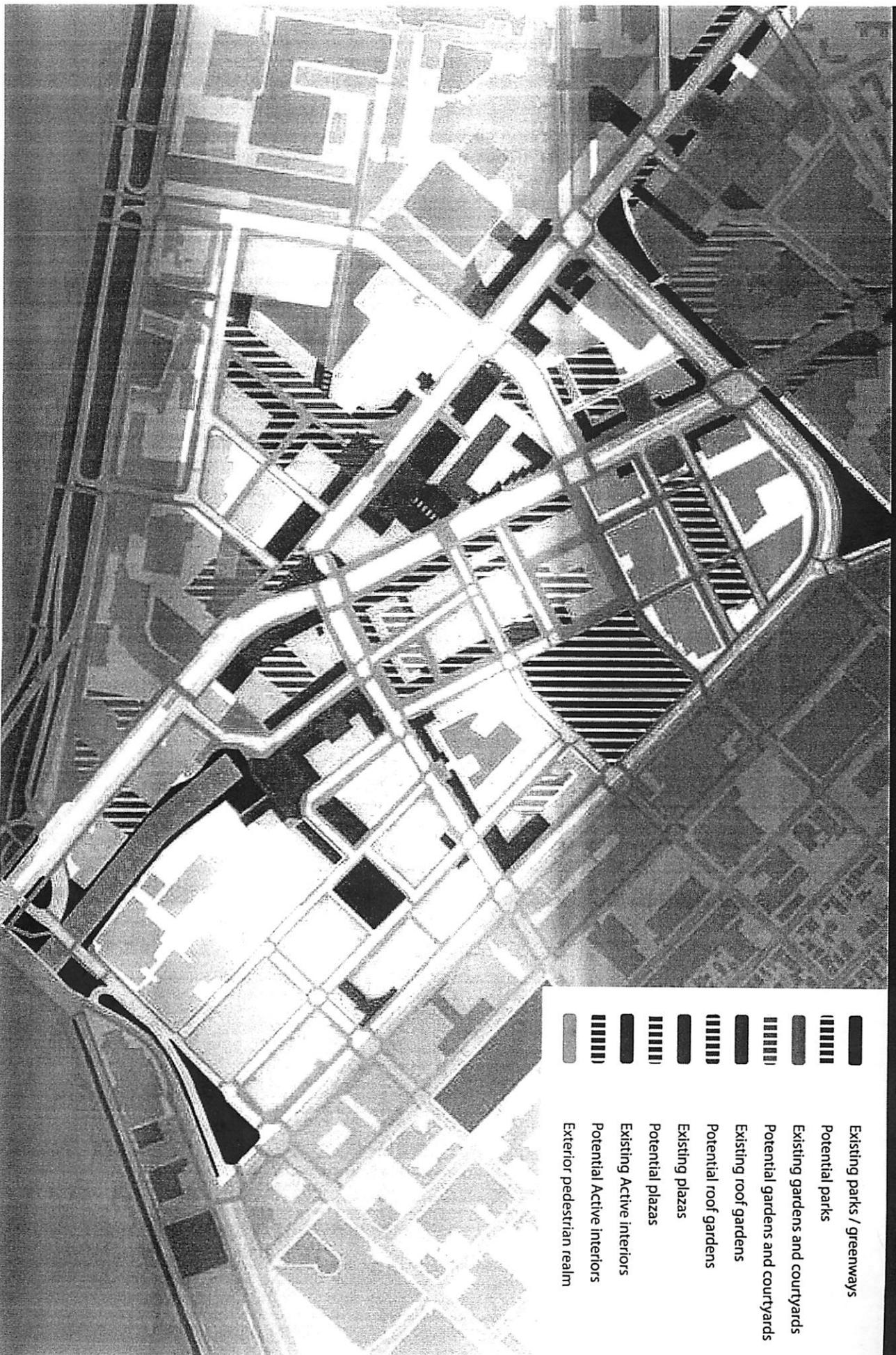
- Existing parks / greenways
- Potential parks
- Existing gardens and courtyards
- Potential gardens and courtyards
- Existing roof gardens
- Potential roof gardens
- Existing plazas
- Potential plazas
- Existing Active interiors
- Potential Active interiors
- Exterior pedestrian realm



Implementation strategies.

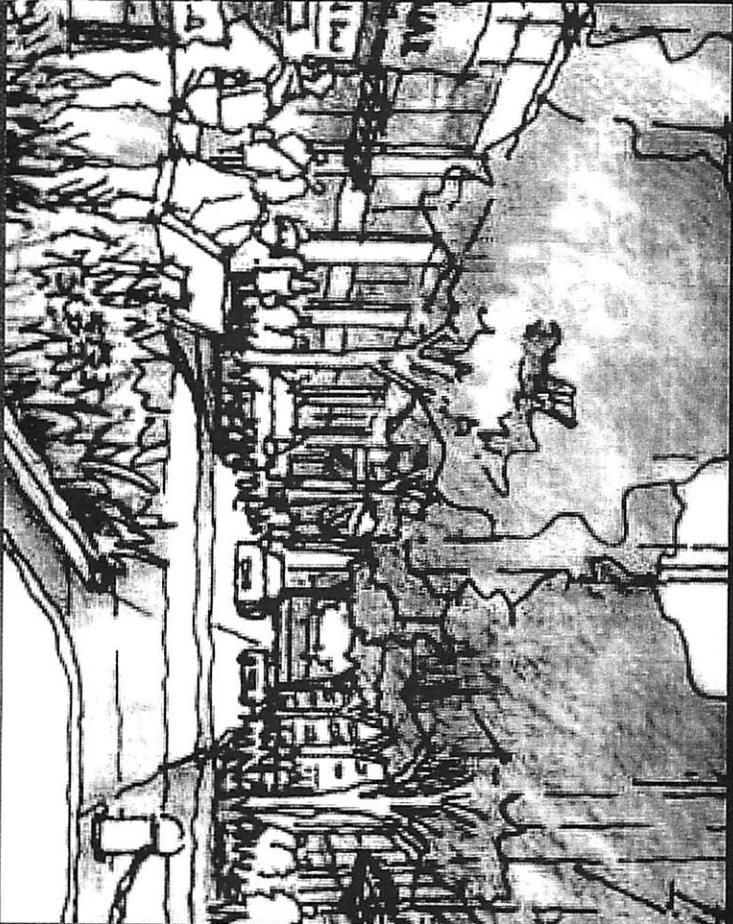
- City parks and public space planning initiative
- Wayfinding program
- Public realm operating funds
- Retail requirements and incentives

Create a continuum of diverse, dynamic places.

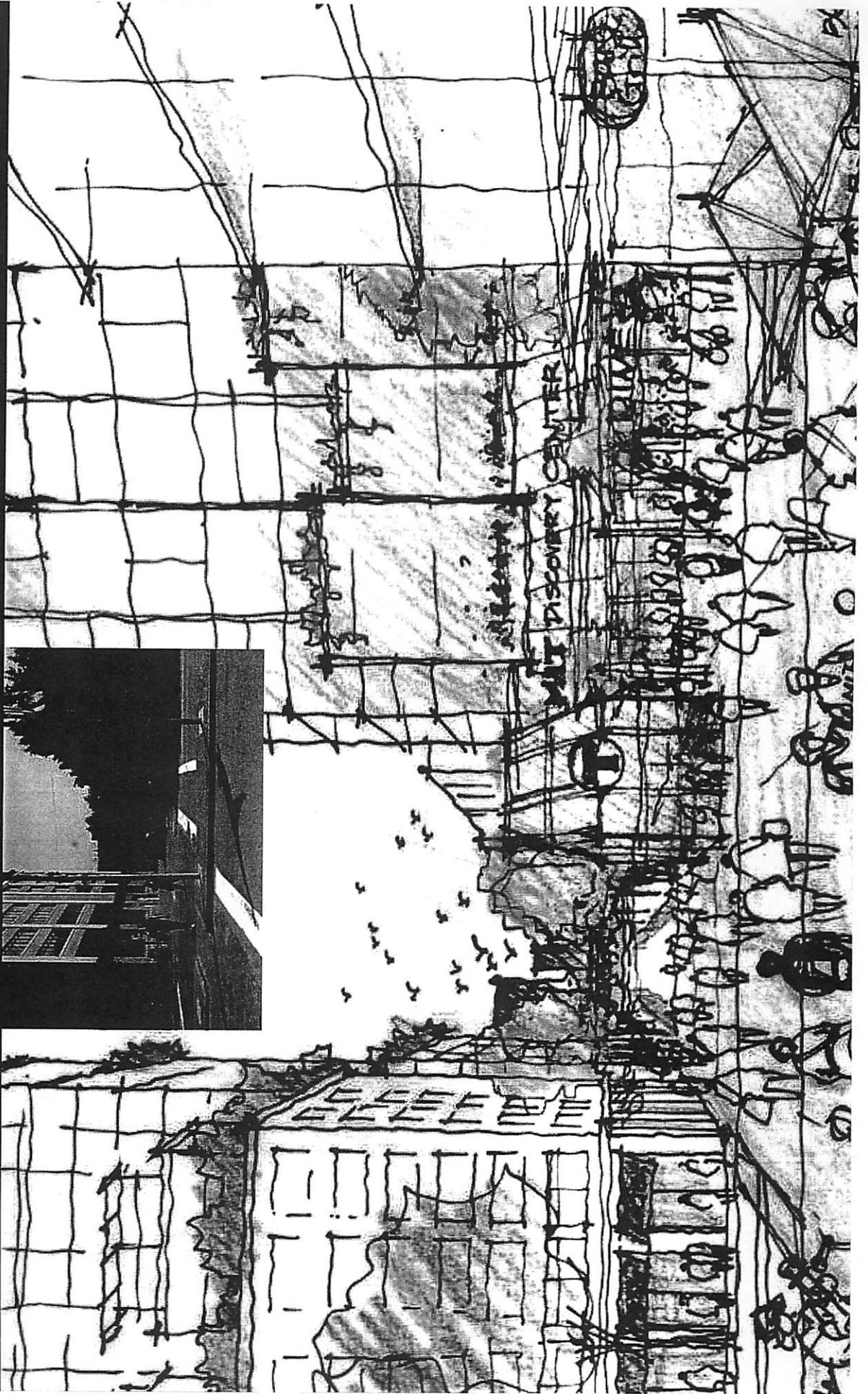
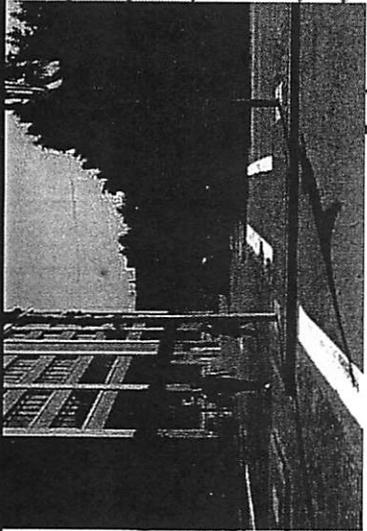


- Existing parks / greenways
- Potential parks
- Existing gardens and courtyards
- Potential gardens and courtyards
- Existing roof gardens
- Potential roof gardens
- Existing plazas
- Potential plazas
- Existing Active interiors
- Potential Active interiors
- Exterior pedestrian realm

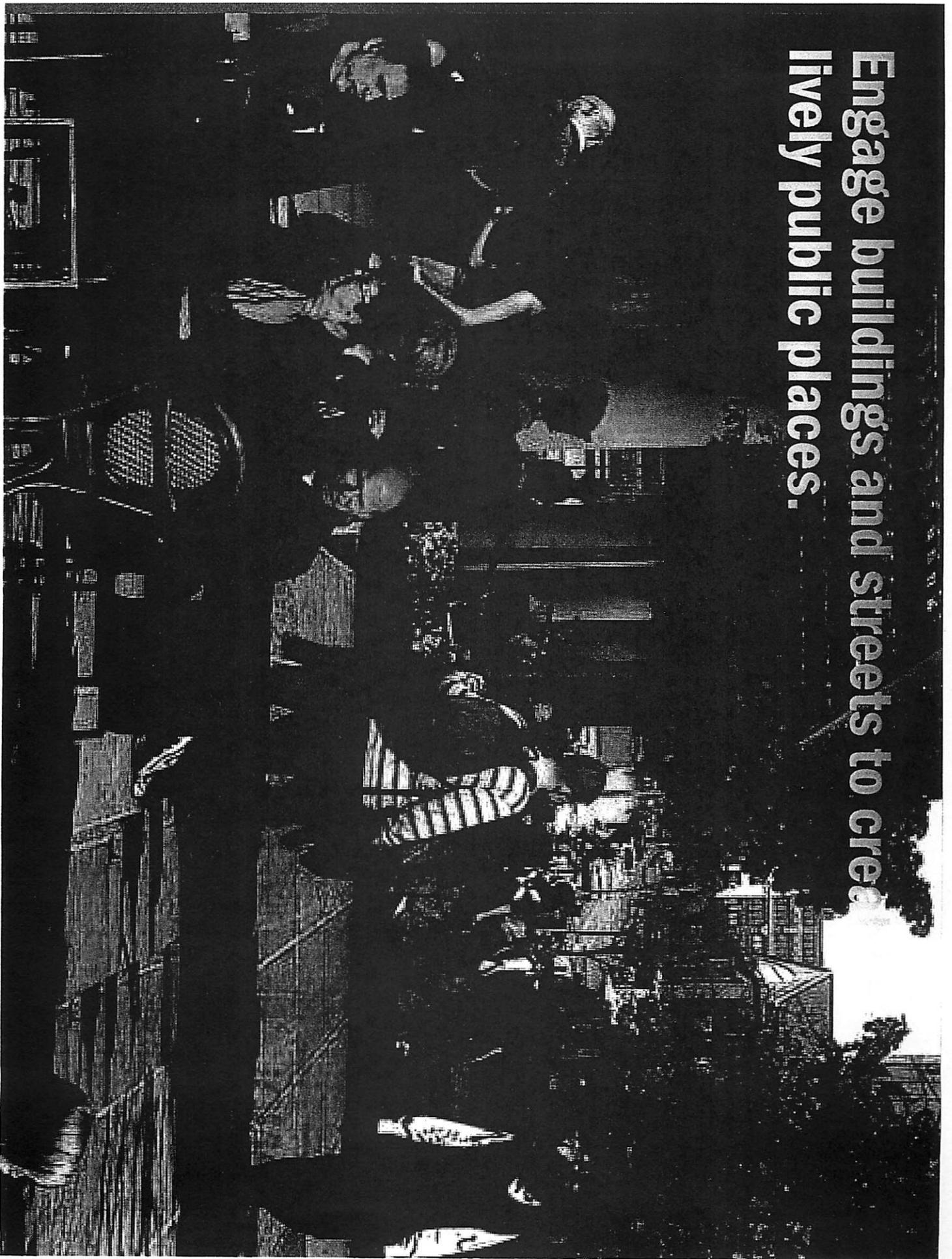
**Enhance connections to the Broad Canal
as a place to enjoy the river.**



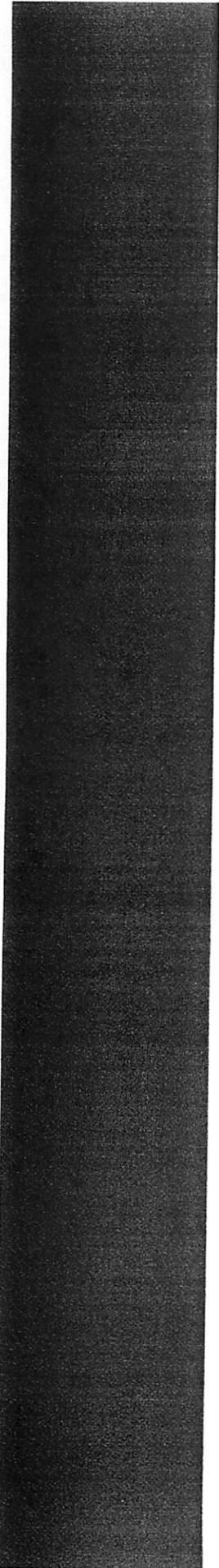
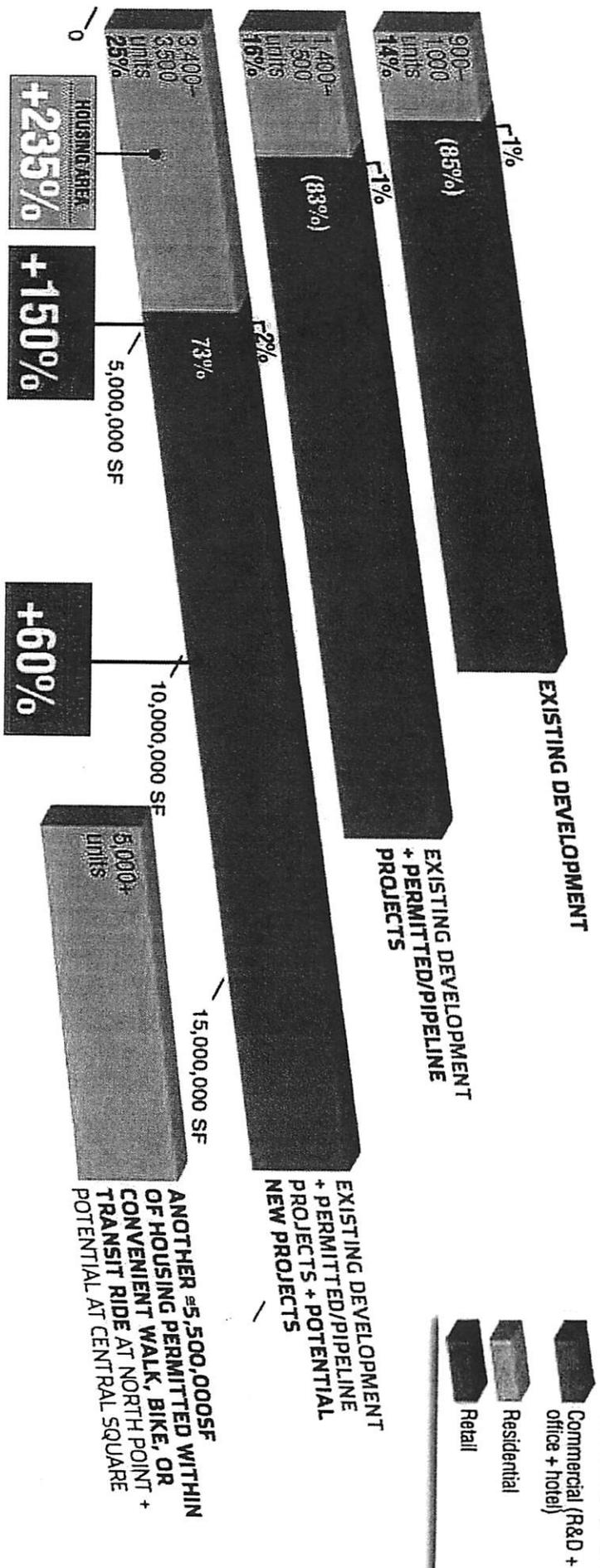
Reinvent Kendall/MIT station plaza as a public forum.



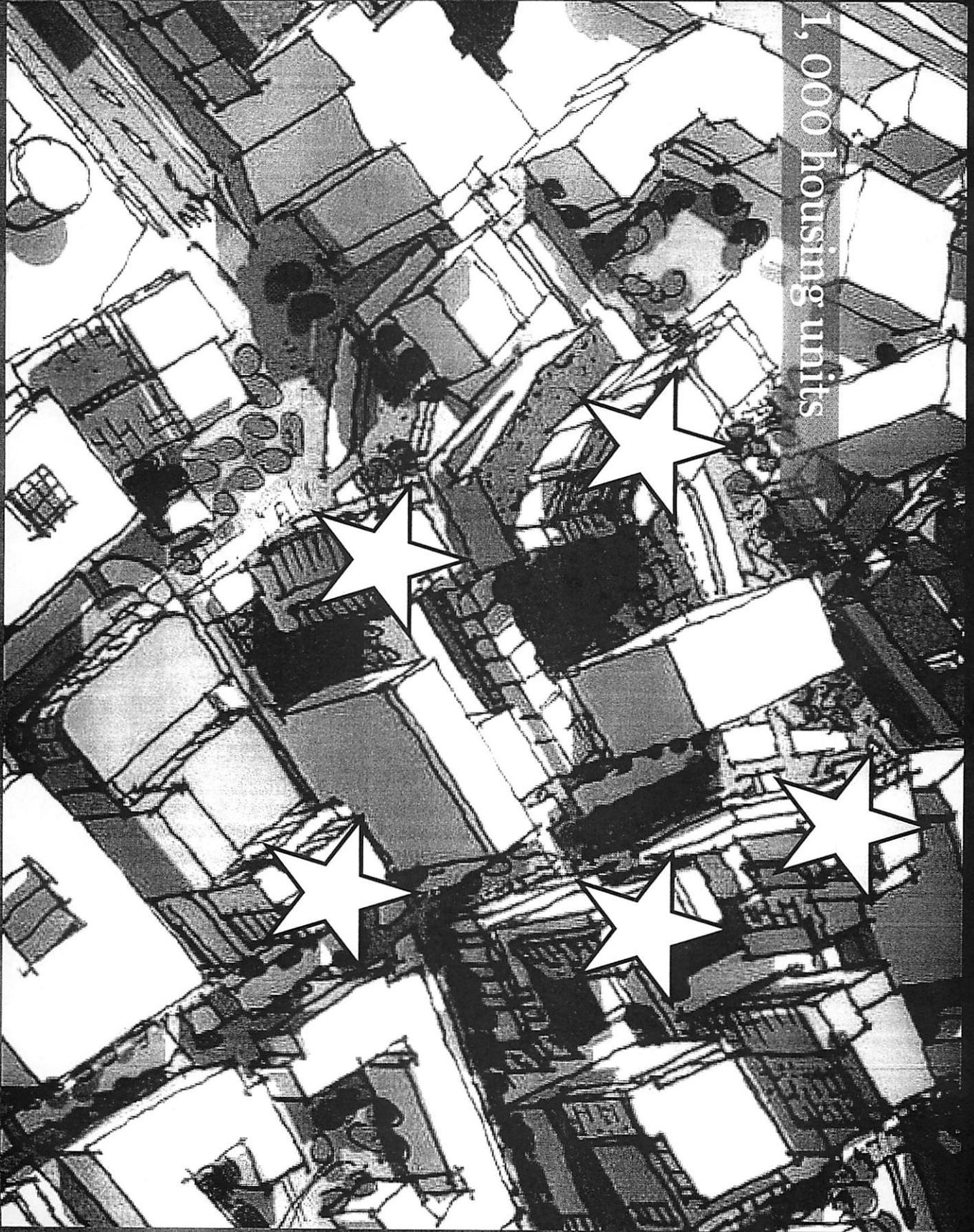
**Engage buildings and streets to create
lively public places.**



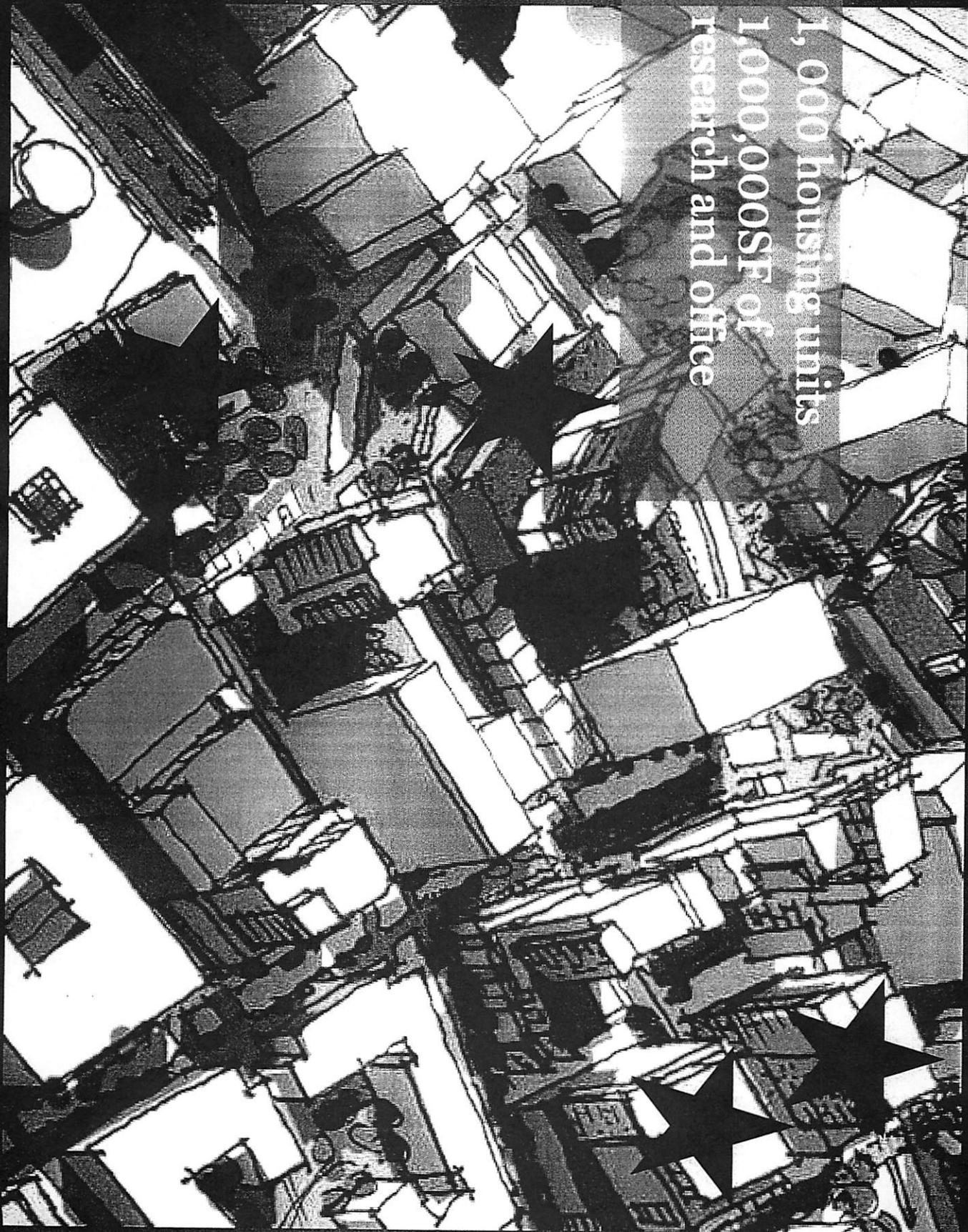
MIXED USE: Live, work, learn, play.



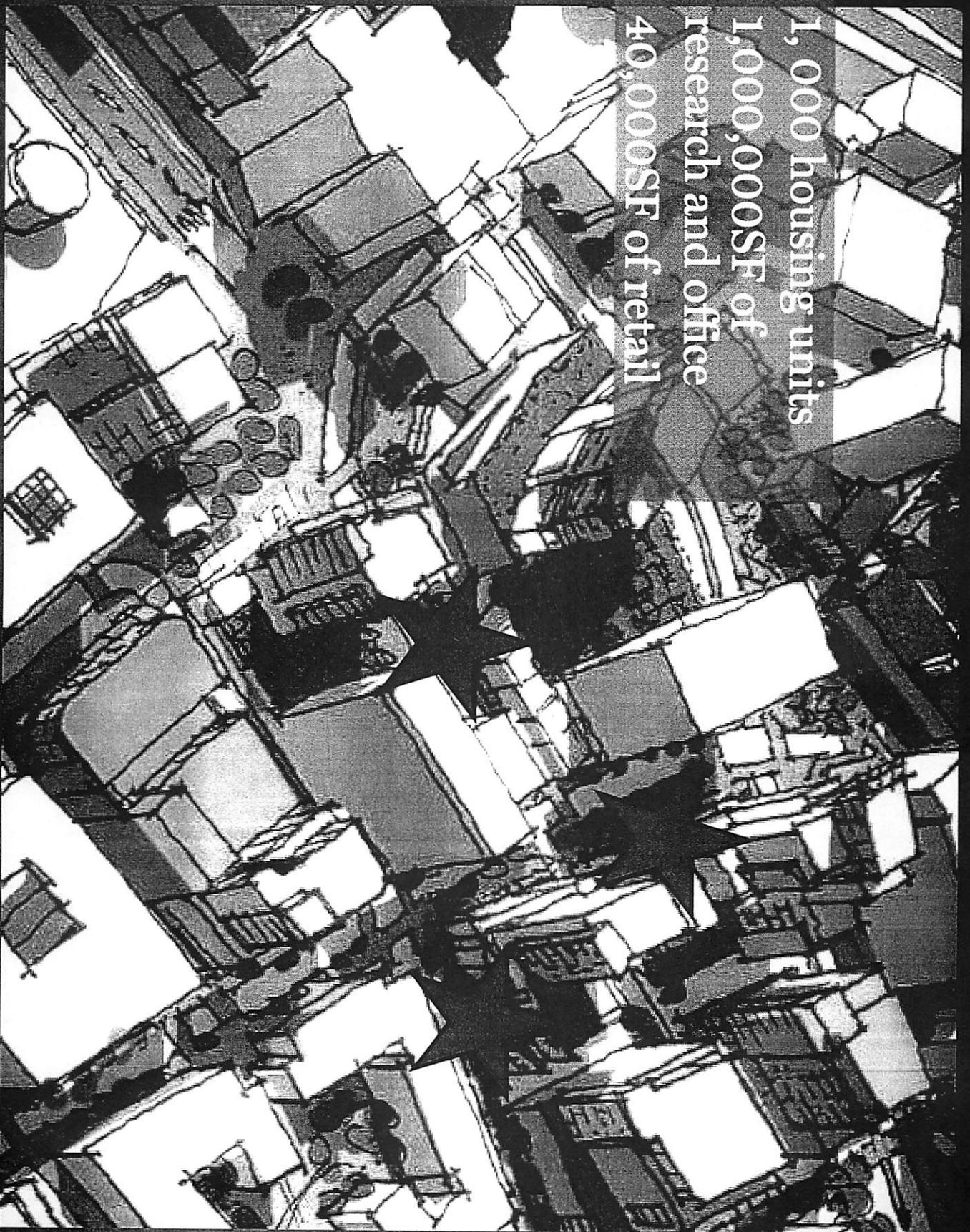
• 1,000 housing units



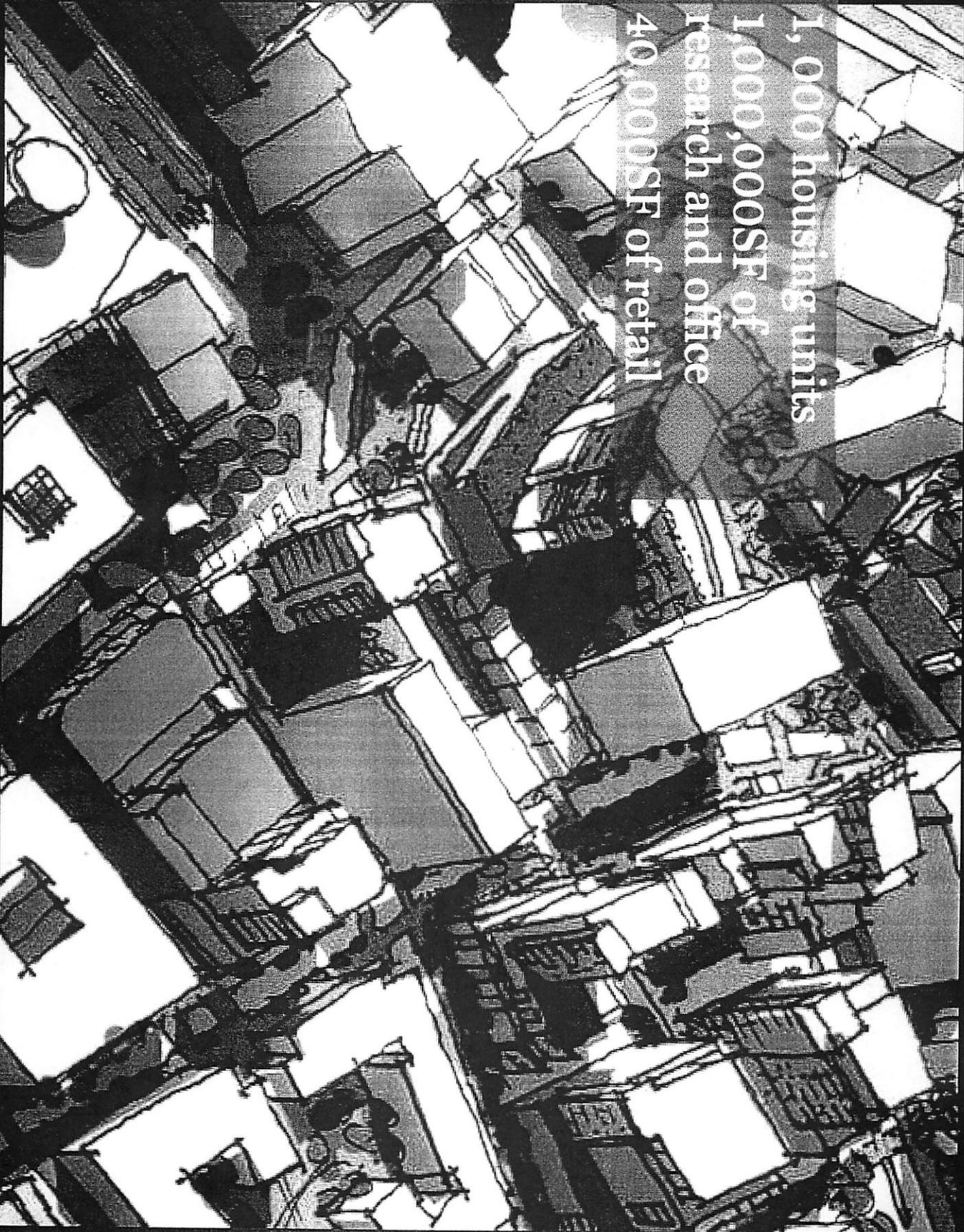
- 1,000 housing units
- 1,000,000SF of research and office



- 1,000 housing units
- 1,000,000SF of research and office
- 40,000SF of retail



- 1,000 housing units
- 1,000,000SF of research and office
- 40,000SF of retail



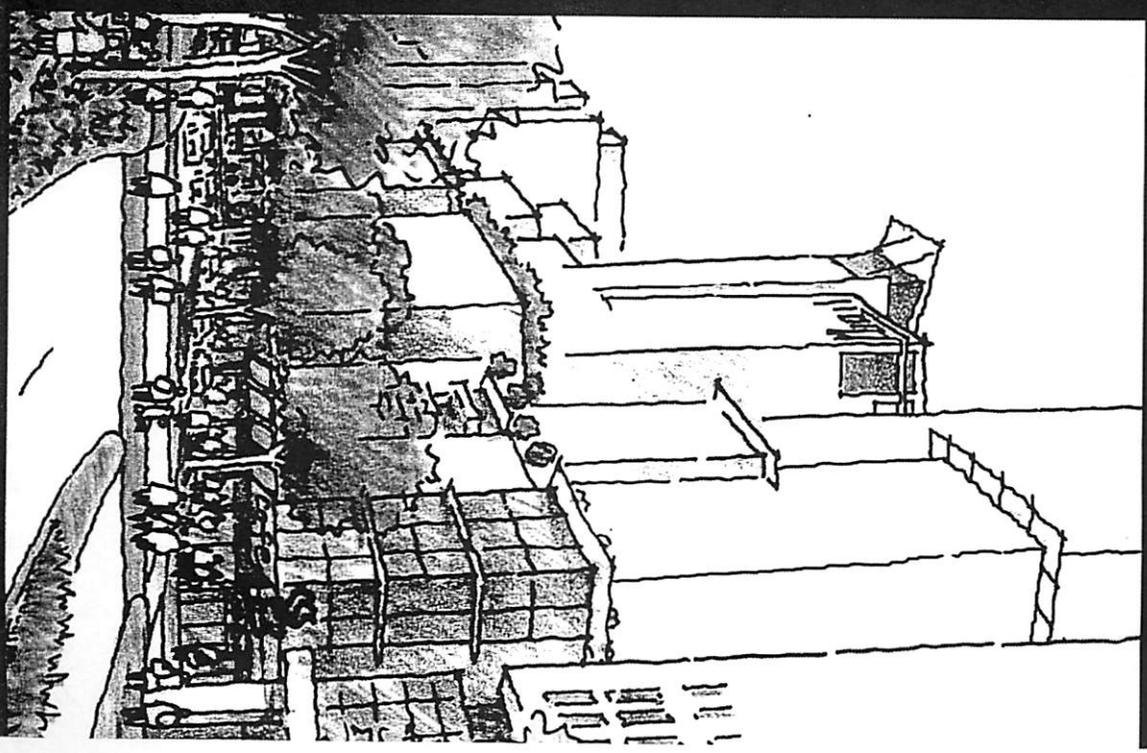
Implementation: Built form

HEIGHT RANGE	PRIORITY USES	MAXIMUM LENGTH OF PERPENDICULAR FACADES*	POTENTIAL FLOOR PLATE (APPROX. SF)	MINIMUM BUILDING SEPARATION
250' to 300'	Housing only	160' x 65'** or 90' x 90'**	10,400	200'
200' to 250'		175' x 175'**	30,600	100'
120' to 200'		175' x 175'	30,600	20-40'
85' to 120'		240' x 175'	42,000	15-25'
Streetwall (ground to 85')	Active uses required on ground floor along major public streets; encouraged elsewhere	None	Full block	None

* At least one major vertical break – splitting the facade into distinct volumes – is required per 100' of facade length.
 ** Subject to additional design guidelines addressing facade articulation

Design guidelines: The spirit of engaging, people-oriented architecture and urban design

- Street edges: active ground level
 - Major public street edges: retail required by zoning
 - Mixed-use street/park edges: housing, commercial, institutional
- Massing and architecture:
 - Limited shadows on public parks
 - Vertical proportions; no “slabs”
 - Varied materials and/or form
 - Defined base, middle, top
 - Building tops that convey distinct identity for the building and for Kendall Square



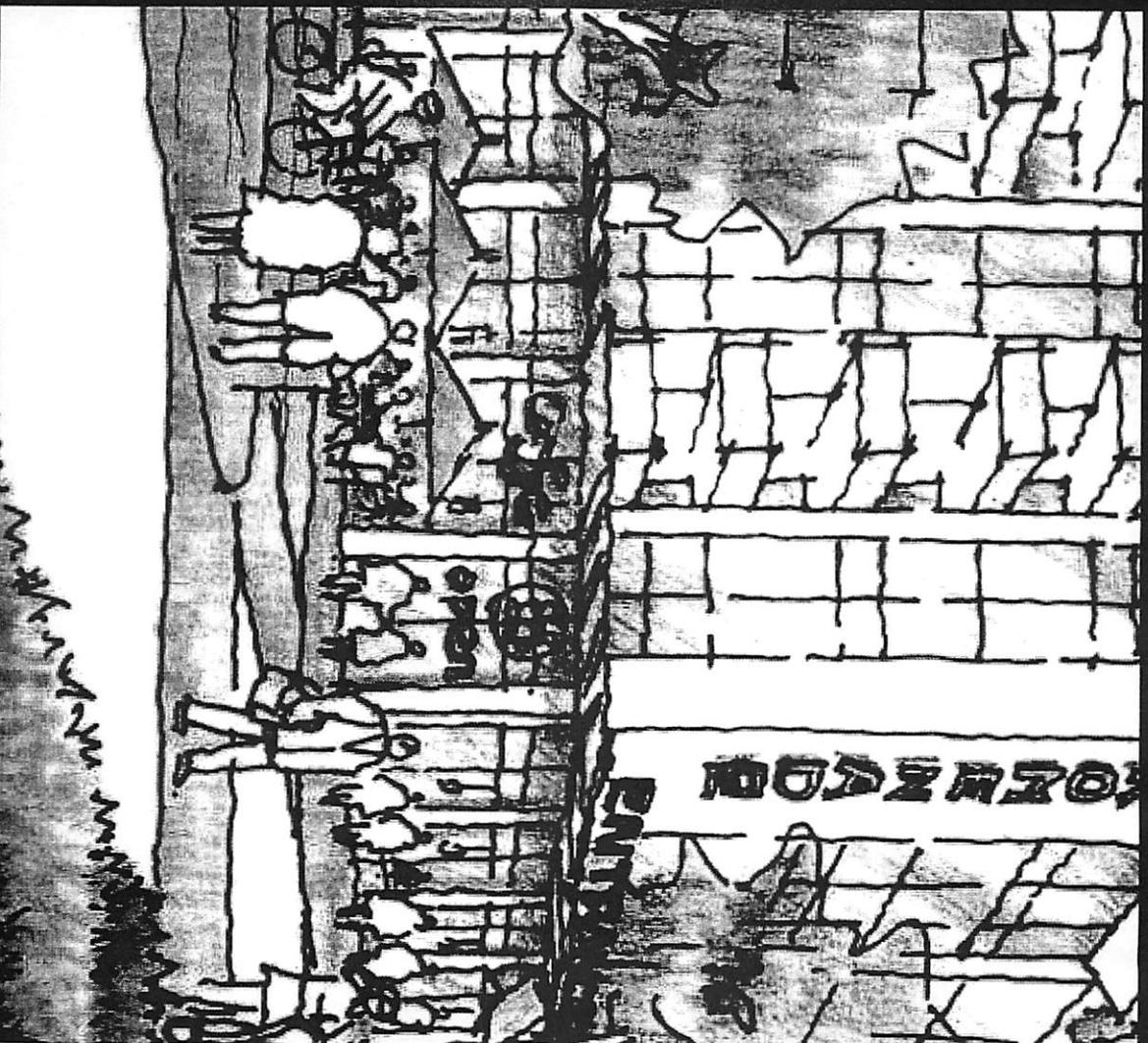
**Implementation choices:
Smaller buildings...and 70,000 sf floor plates**



Implementation: Active street frontage

Active ground-floor uses required in core areas:

- retail
- educational/cultural
- if no “active” tenant—city arts organization
- front doors/stoops required
- retail exempted from FAR calculation



...housing

Minimum amount of housing development

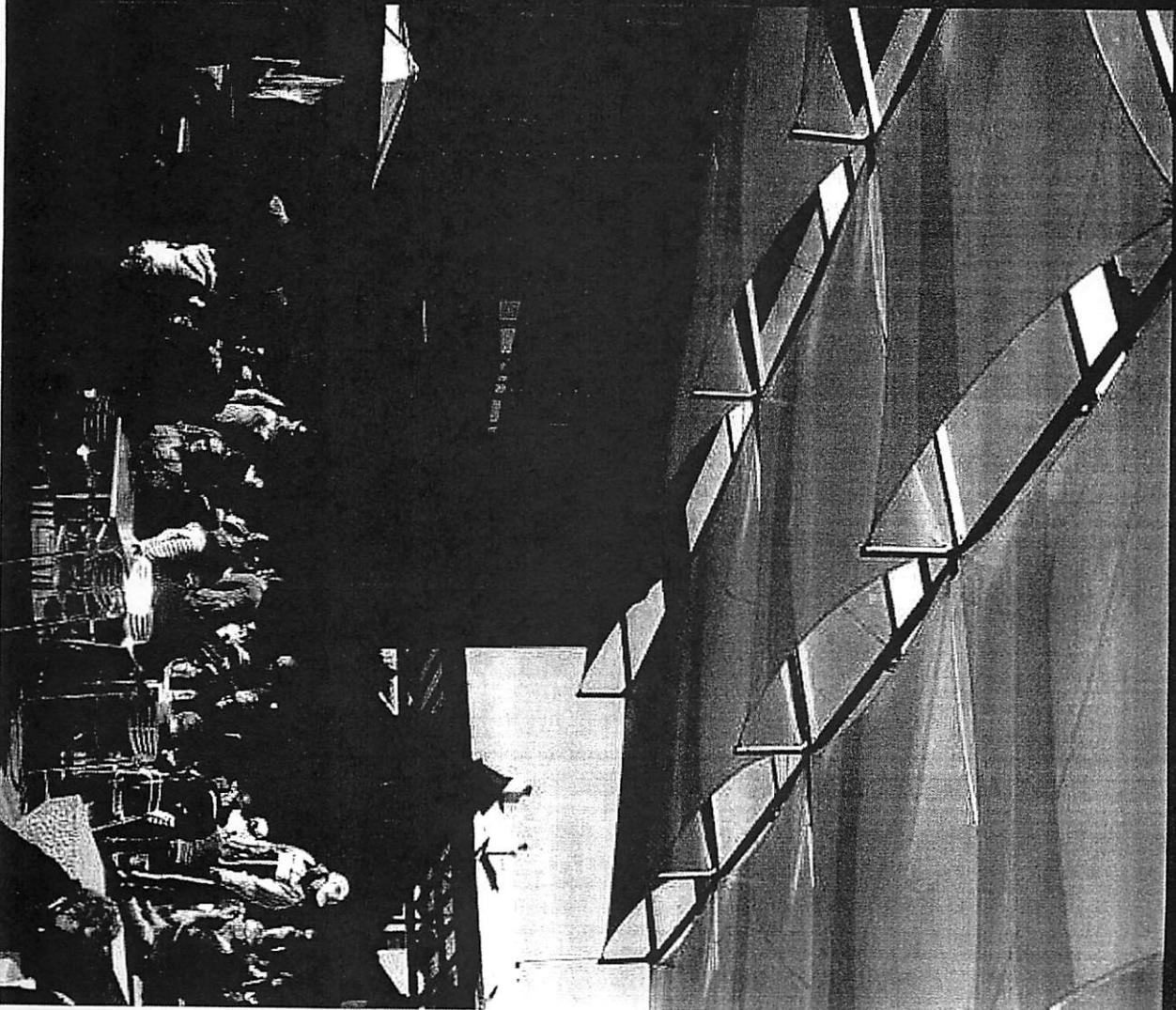
- Begin housing development by occupancy of 40% of associated office / research.
- Complete housing by occupancy of 80% of associated office / research.
- Current development proposals include 500-600 housing units.



...community benefits

Support for

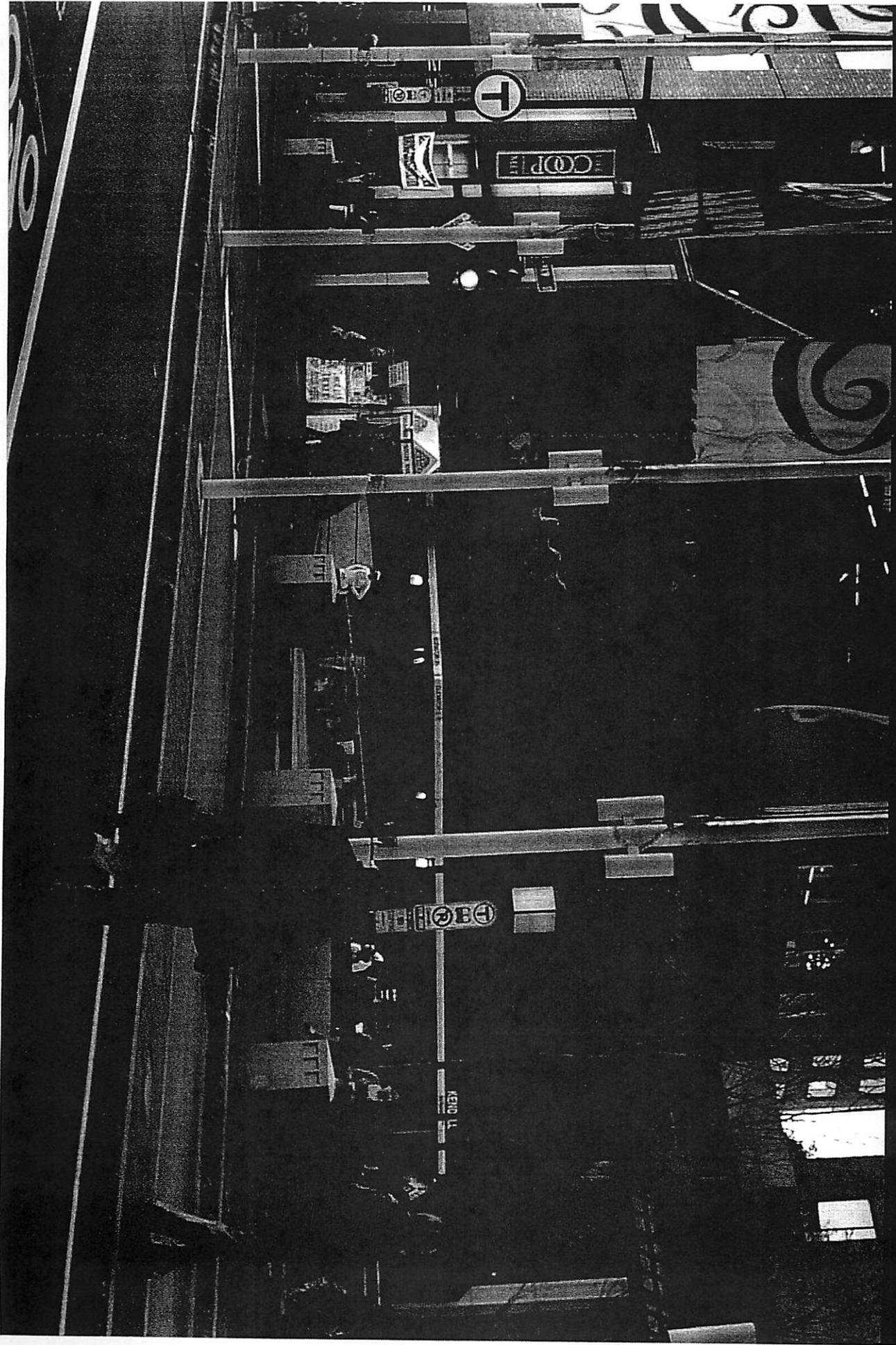
- Parks/public spaces (maintenance and programming)
- Workforce-readiness programs and education
- Expanded transportation alternatives and demand management



An innovation community



SUSTAINABILITY AND TRANSPORTATION

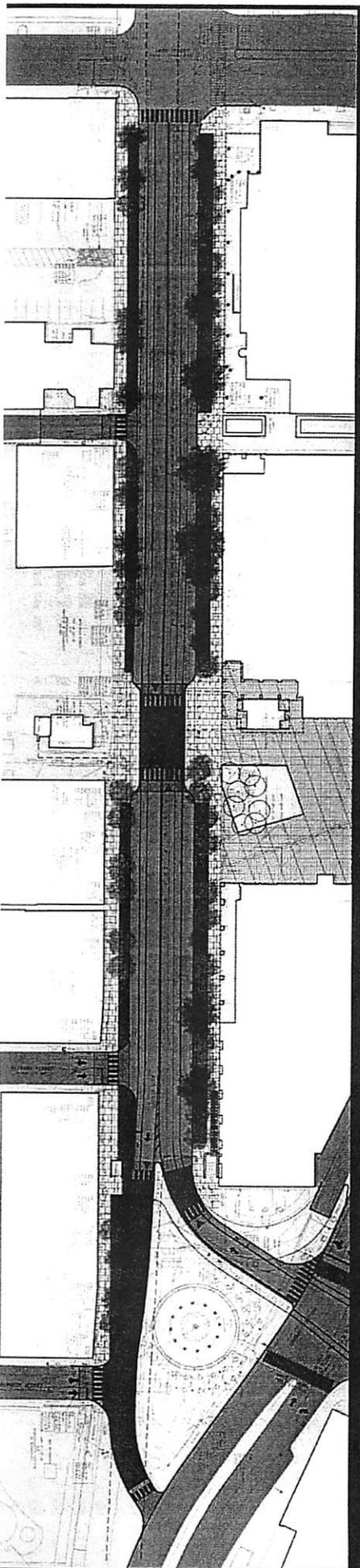


Sustainability

Key sustainability goals	Example initiatives
<i>Improve building energy performance</i>	Require LEED Gold for new & existing buildings and enhanced energy efficiency
<i>Increase use of renewable energy and/or district steam</i>	Encourage on-site energy systems and co-gen ; Assess district steam potential for new buildings
<i>Reduce reliance on automobiles; increase use of alternative fuel vehicles</i>	Advocate enhanced transit links (Central, North Point, Sullivan, LMA...) via MBTA and EZ Ride; Locate Hubway stations in Kendall
<i>Prevent urban heat gain</i>	Plant more trees ; require cool roofs (green/white); Encourage green walls
<i>Reduce storm water runoff quantity, improve quality</i>	Require on-site stormwater retention and treatment ; Encourage use of Low Impact Development (LID) measures (i.e. graywater, rain gardens)
<i>Minimize waste generation</i>	Intensify purchasing, recycling, composting programs
<i>Make sustainability visible</i>	Display information explaining sustainability initiatives and green infrastructure

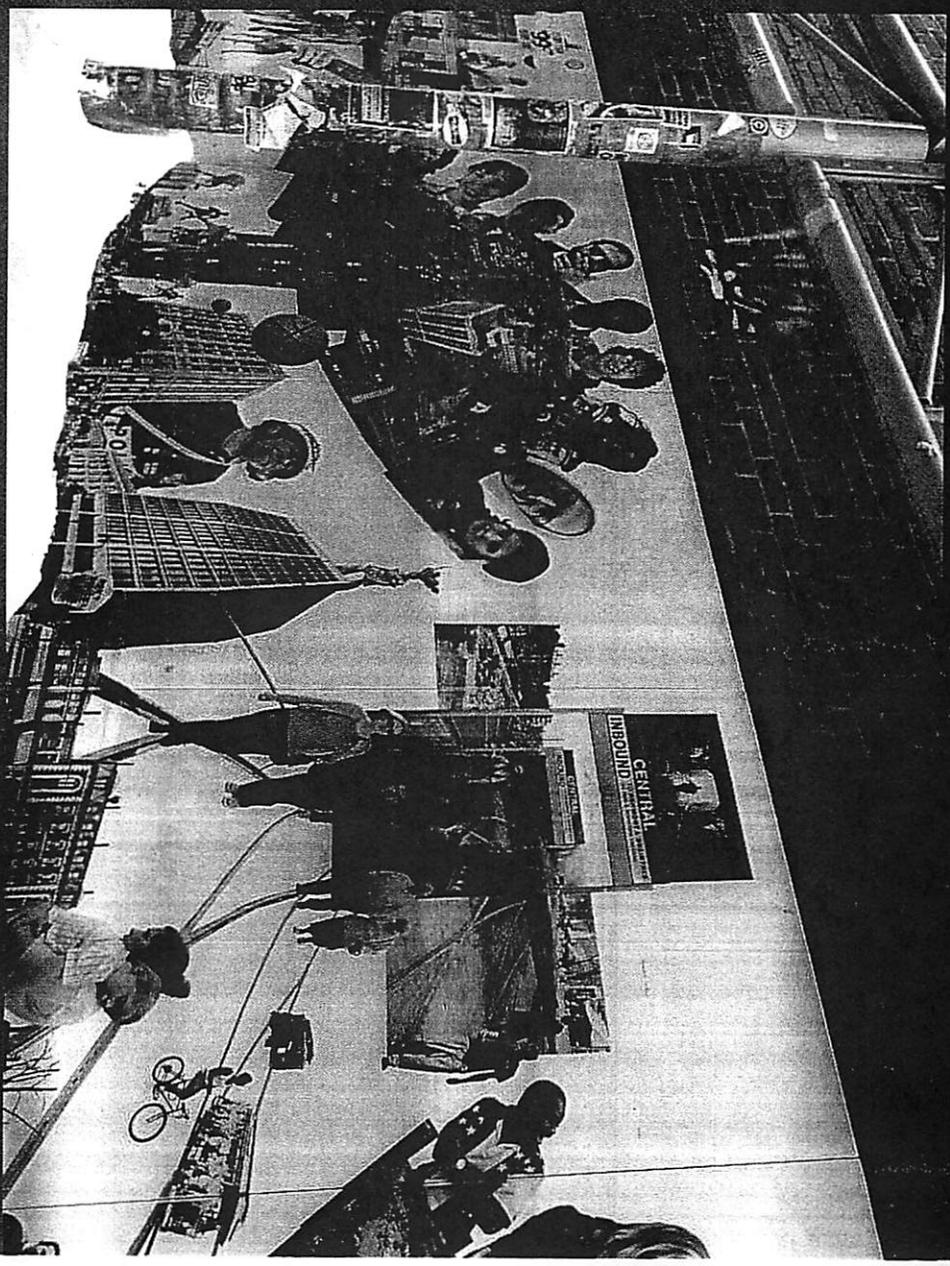
Transportation

- Expand EZ Ride service coverage/frequency; increase employer membership, contributions
- Require enhanced TDM
- Improve priority walking/biking corridors including connections to Charles River, neighborhoods, and regional bike facilities
- Implement Hubway bike-share system
- Create complete streets accommodating pedestrians, bikes, transit, autos
- Limit driving – Create parking maximums for all uses, shared parking
- Direct auto traffic to use the most appropriate routes within and around the study area roadway network
- Minimize additional traffic on neighborhood streets
- Manage vehicular traffic from future development



Central Square: Planning update

- Building on previous planning initiatives
- Emerging vision
- Exploring opportunities



Cambridge

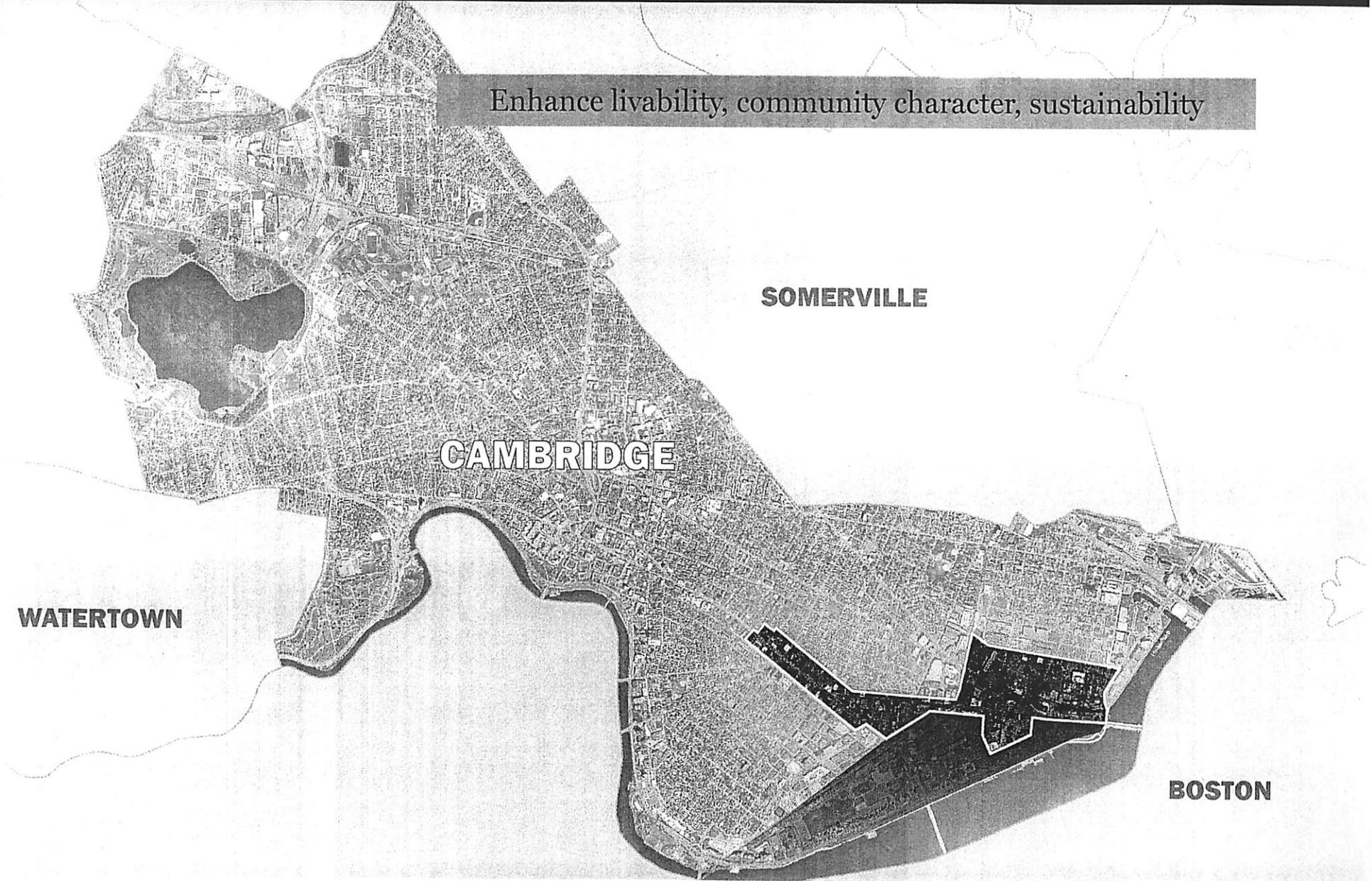
Enhance livability, community character, sustainability

SOMERVILLE

CAMBRIDGE

WATERTOWN

BOSTON

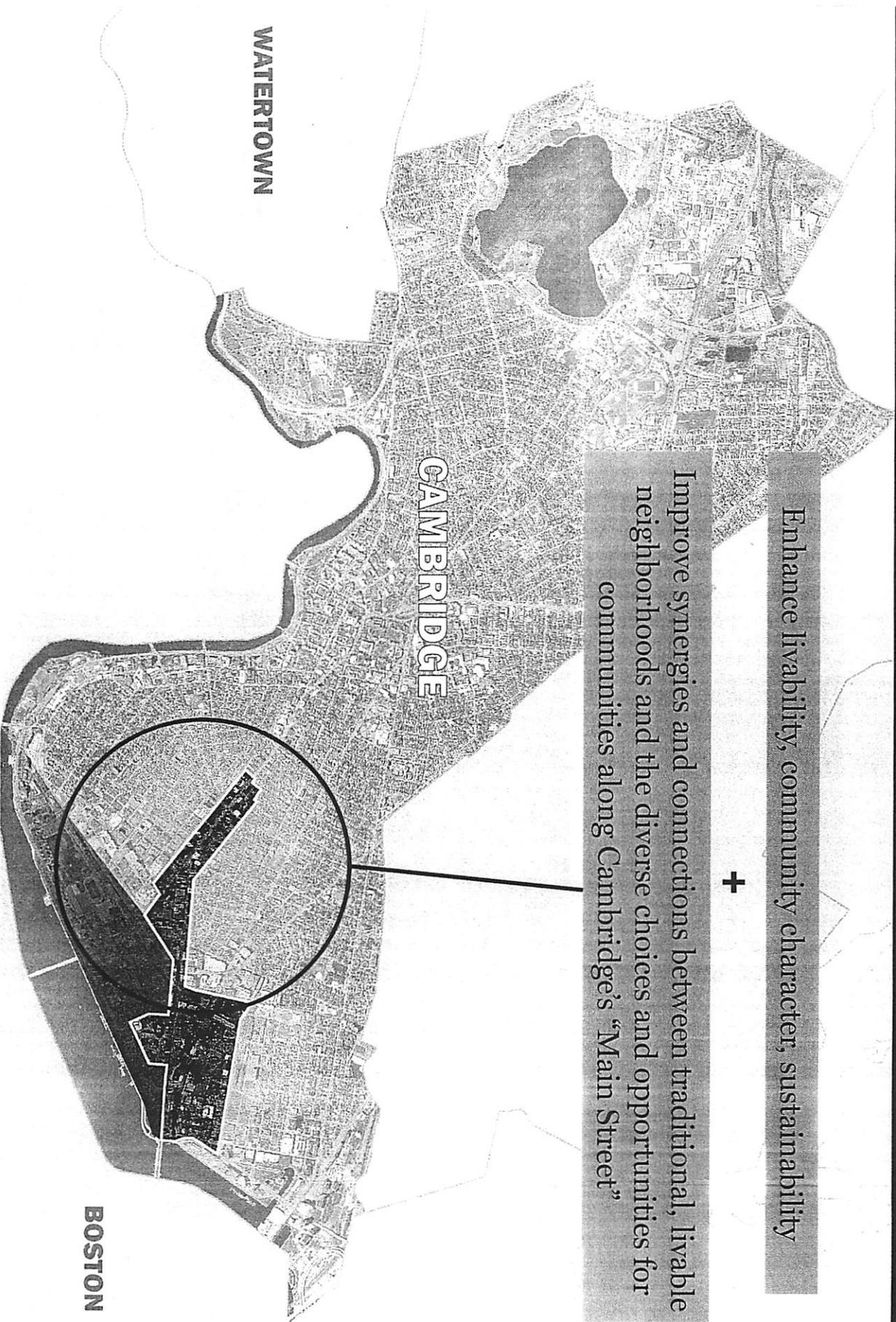


Neighborhood

Enhance livability, community character, sustainability

+

Improve synergies and connections between traditional, livable neighborhoods and the diverse choices and opportunities for communities along Cambridge's "Main Street"



WATERTOWN

CAMBRIDGE

BOSTON

Neighborhood

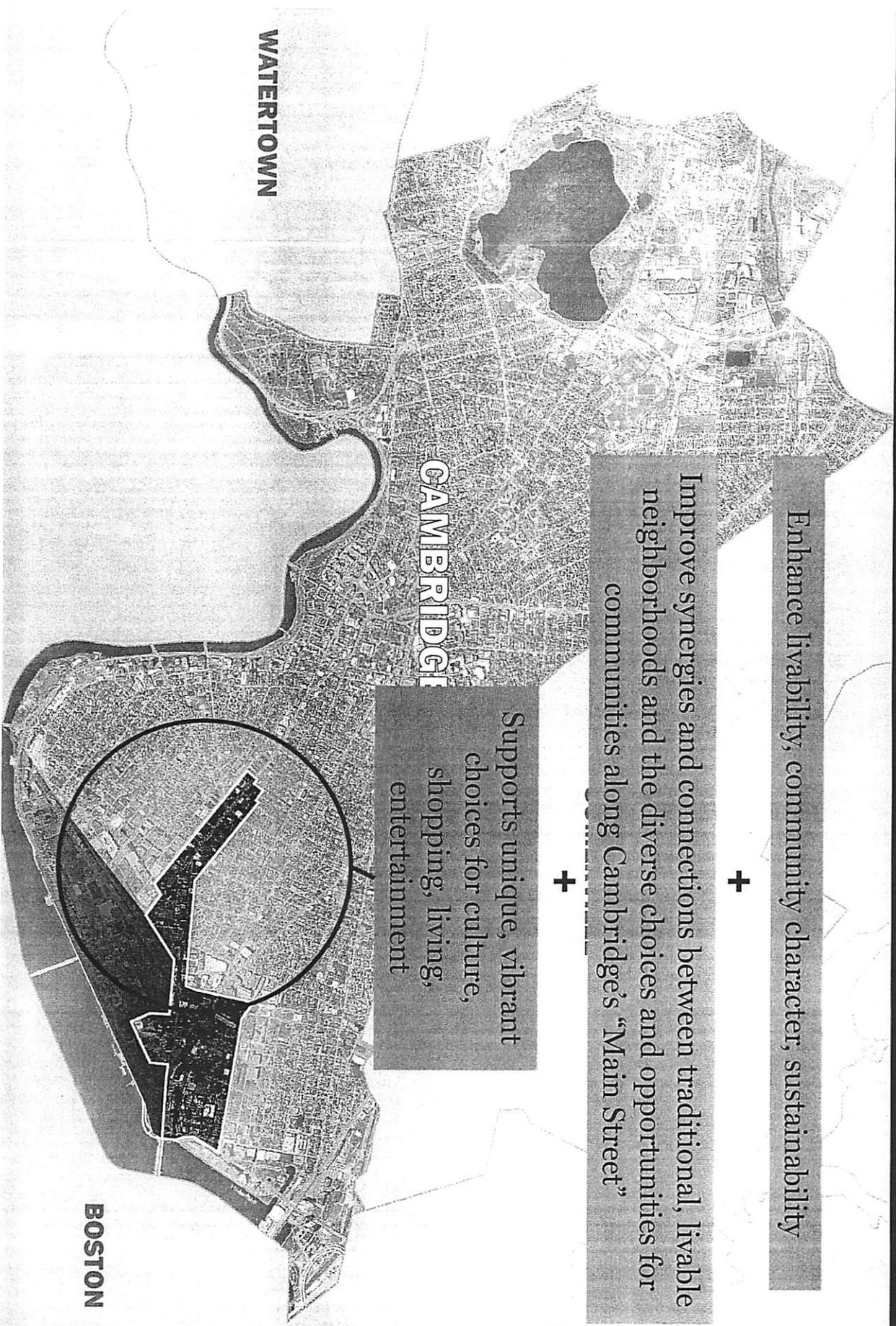
Enhance livability, community character, sustainability

+

Improve synergies and connections between traditional, livable neighborhoods and the diverse choices and opportunities for communities along Cambridge's "Main Street"

+

Supports unique, vibrant choices for culture, shopping, living, entertainment



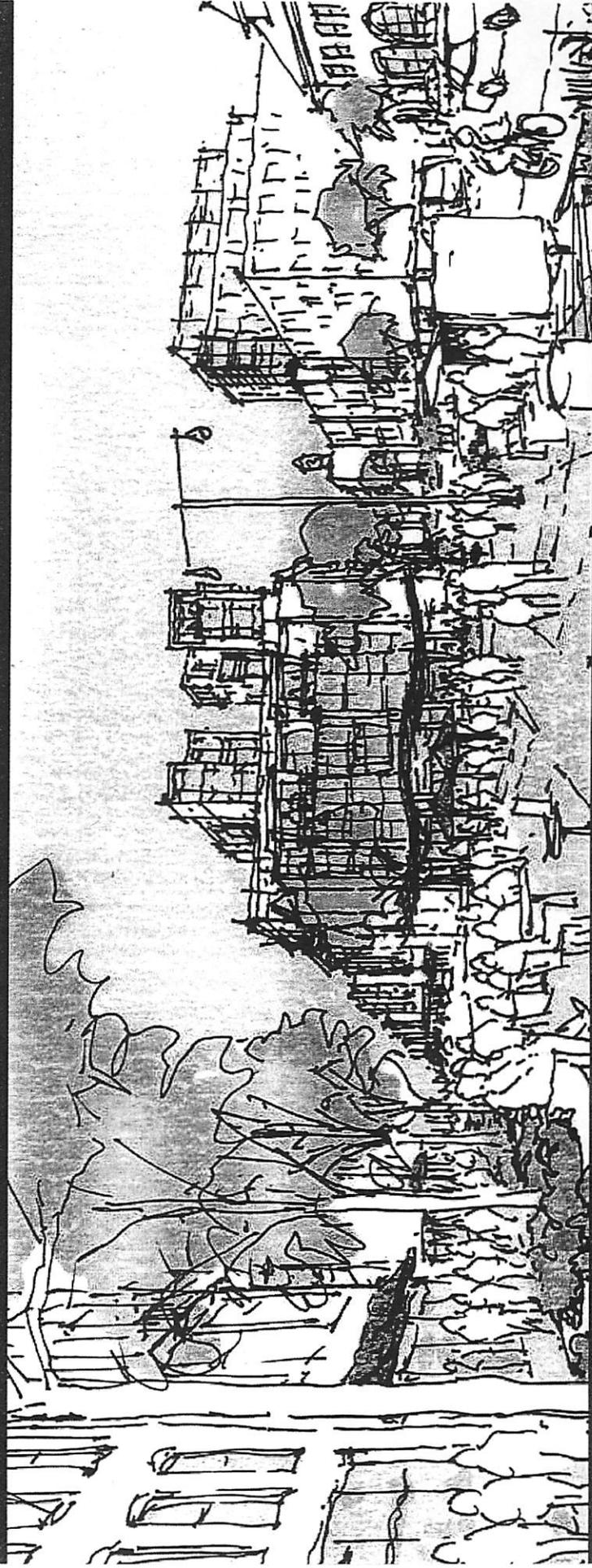
WATERTOWN

CAMBRIDGE

BOSTON

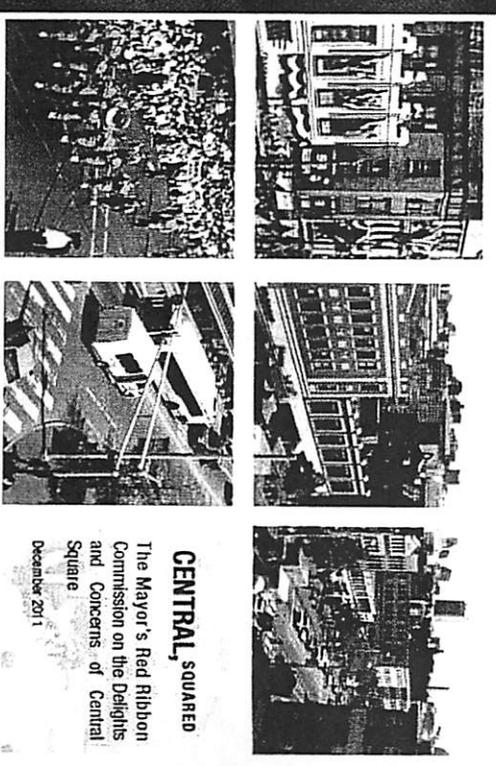
EMERGING VISION

A crossroads that invites diverse people to share a place whose form and character support a unique mix of choices for culture, shopping, living, entertainment, and community.



Community goals for achieving the vision

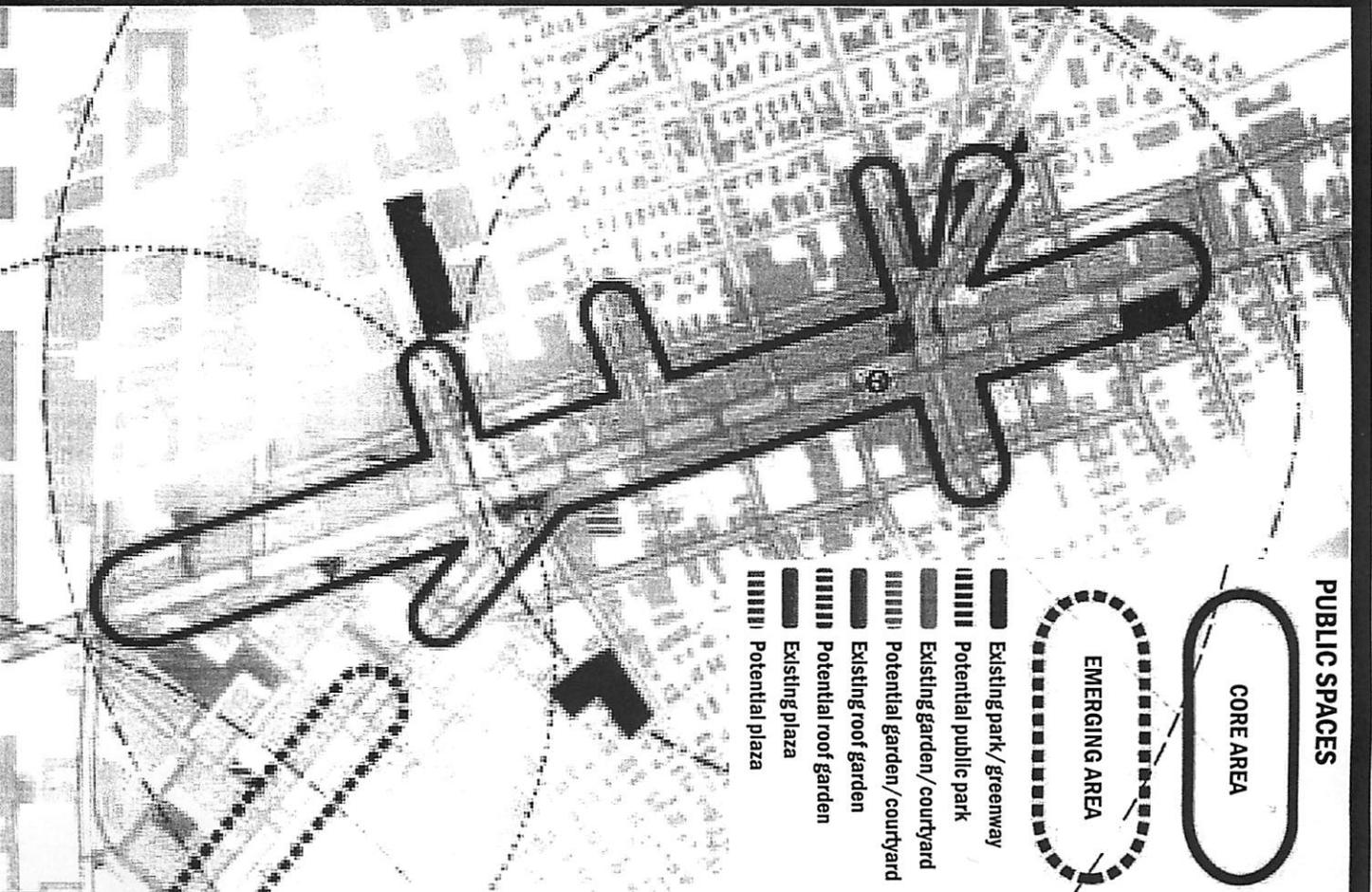
- Preserve and enhance the Square's appeal to people from every walk of life and neighborhood...
- ...and the uniqueness of its diverse retail and entertainment.
- Celebrate the mix of old and new, venerable and funky.
- Expand the Square's role as a place that generates its own diversity through more varied new housing choices that serve families, students, young and old professionals, artists.
- Enrich the Square's public realm as place that offers community at many levels.



CENTRAL, SQUARED
The Mayor's Red Ribbon Commission on the Delights and Concerns of Central Square
December 2011

Strategies

1



What makes a great community place?



MORE INTERACTIVE ◀ ⚡ ▶ MORE PERSONAL

Festival

Parks

Outdoor dining

A place to sit
with a friend

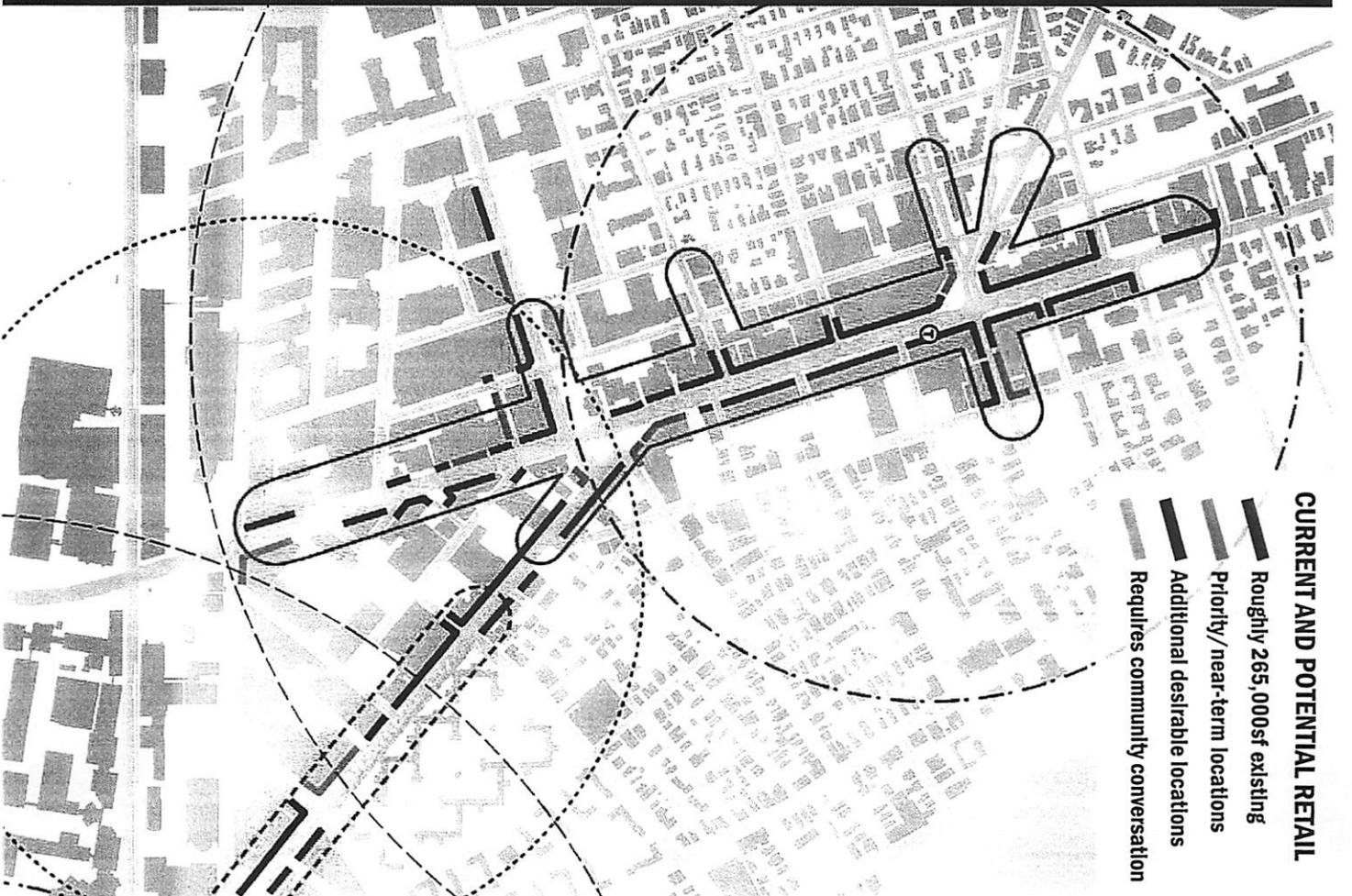
Enjoying
public art

Strategies

2

KEY ISSUES

- Who uses Central Square?
- Retail market analysis: what's here, what's emerging
- Managing change: supporting long-term *retail* affordability and economic diversity

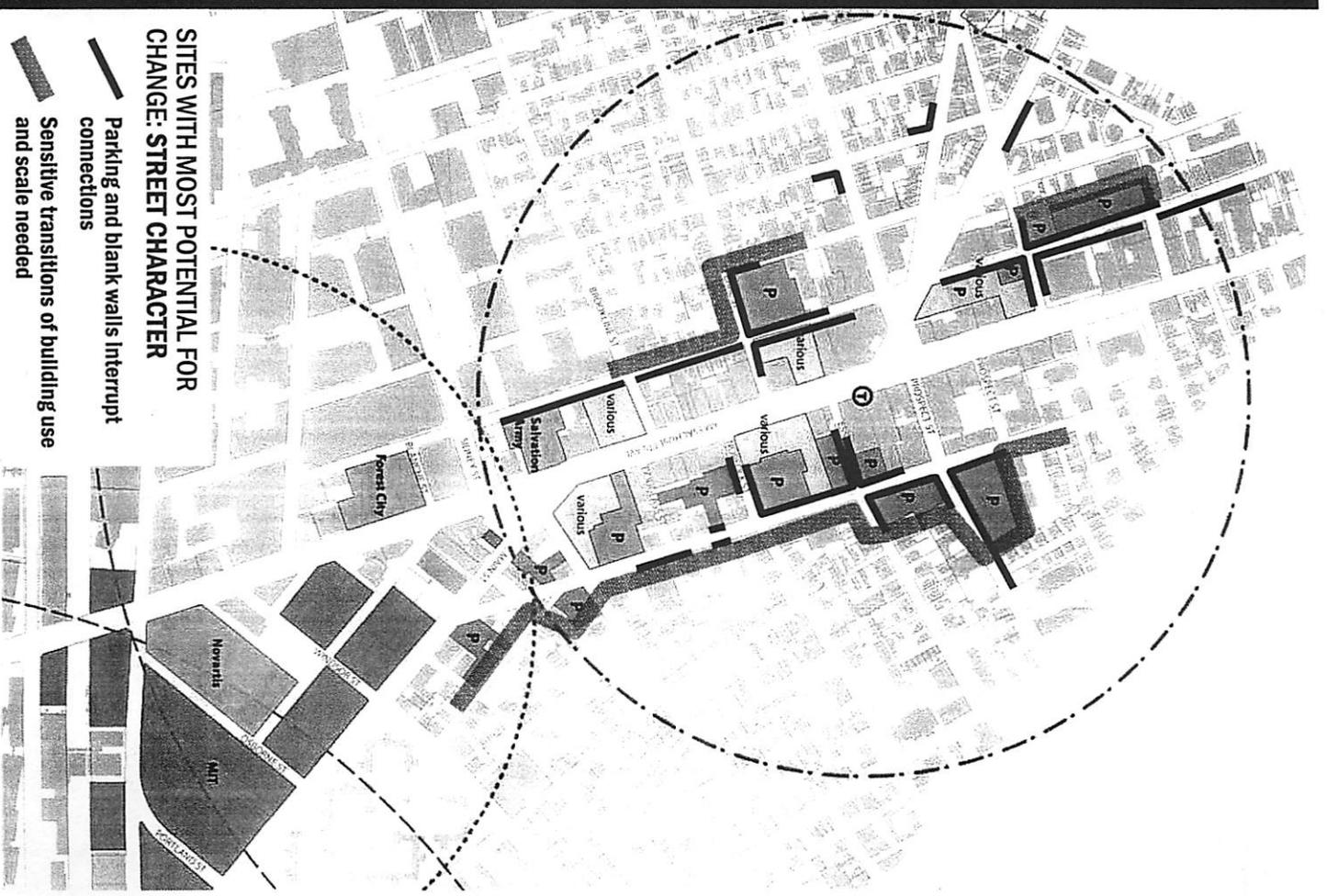


Strategies

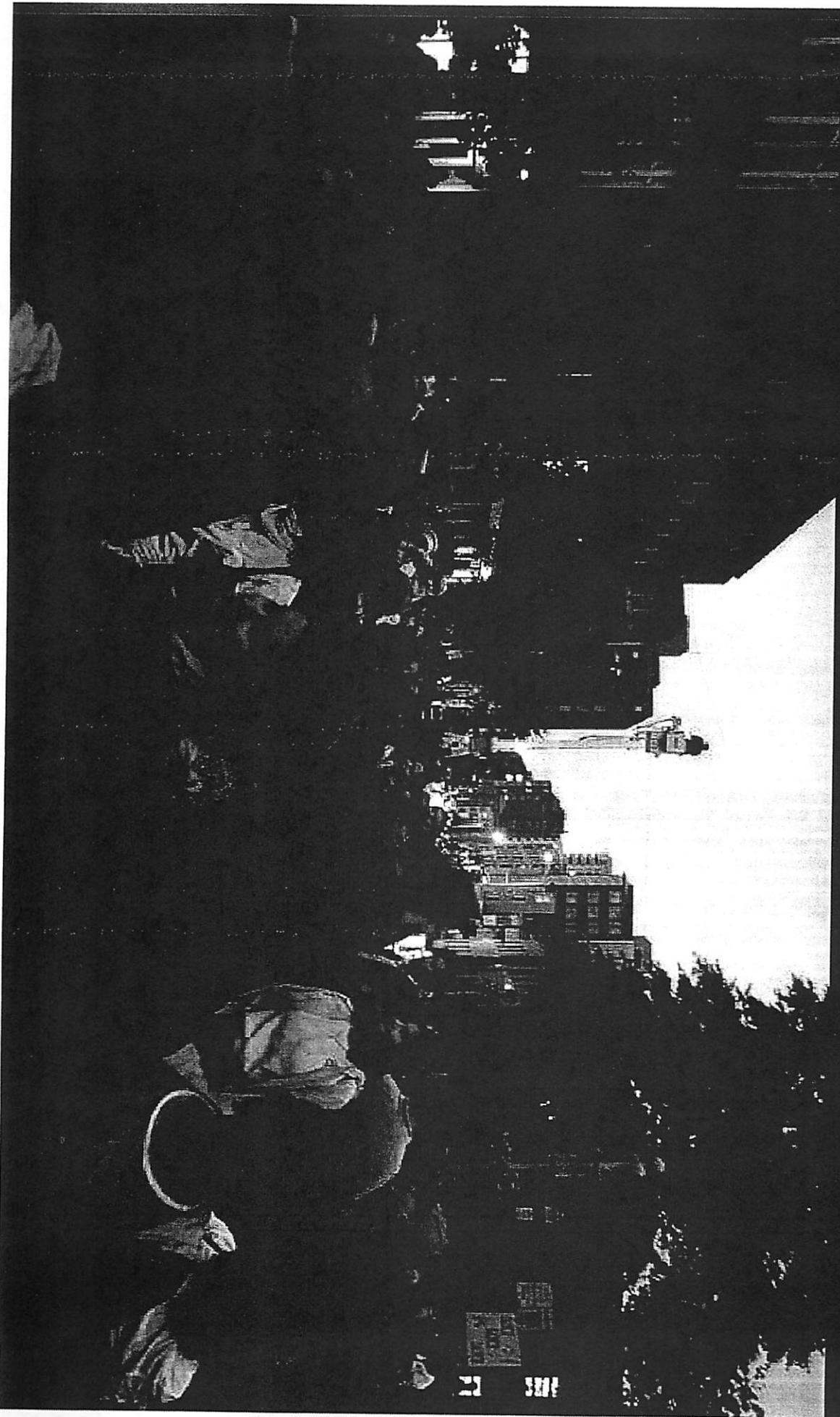
4

KEY ISSUES

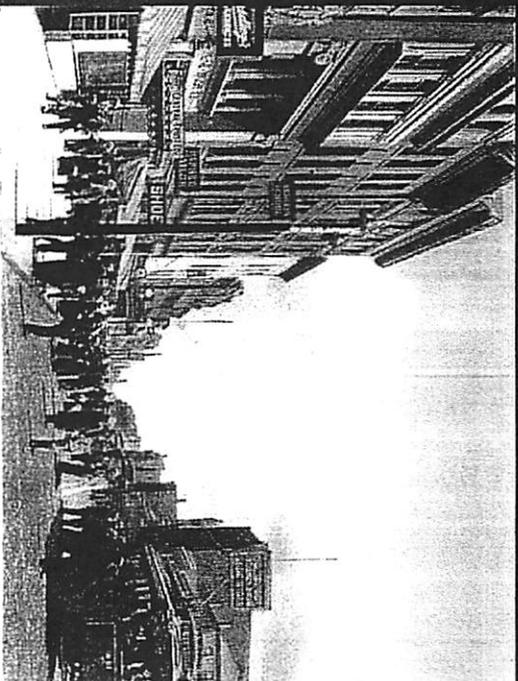
- Connections: How can we make neighborhood links more inviting?
- Transportation: Can we balance modes (walking, bike, transit, auto) more effectively?
- Parking: What are the strategies for reusing surface lots while supporting commerce?



EXPLORING OPPORTUNITIES: A history of preservation and innovation



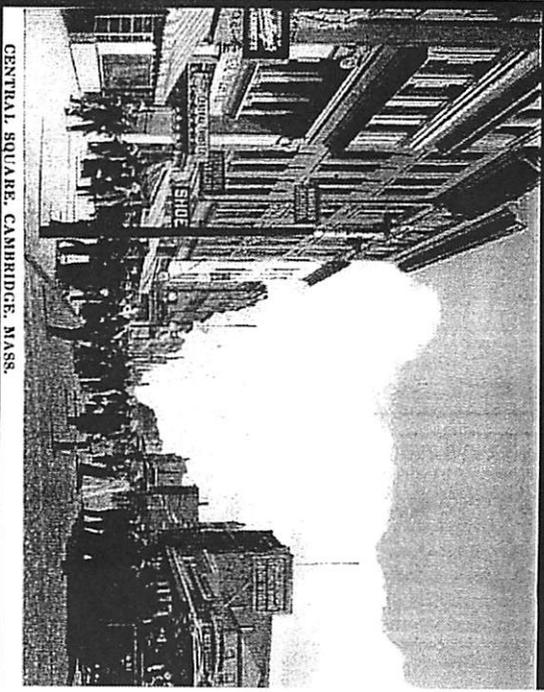
Before the Great Depression, some buildings were taller.



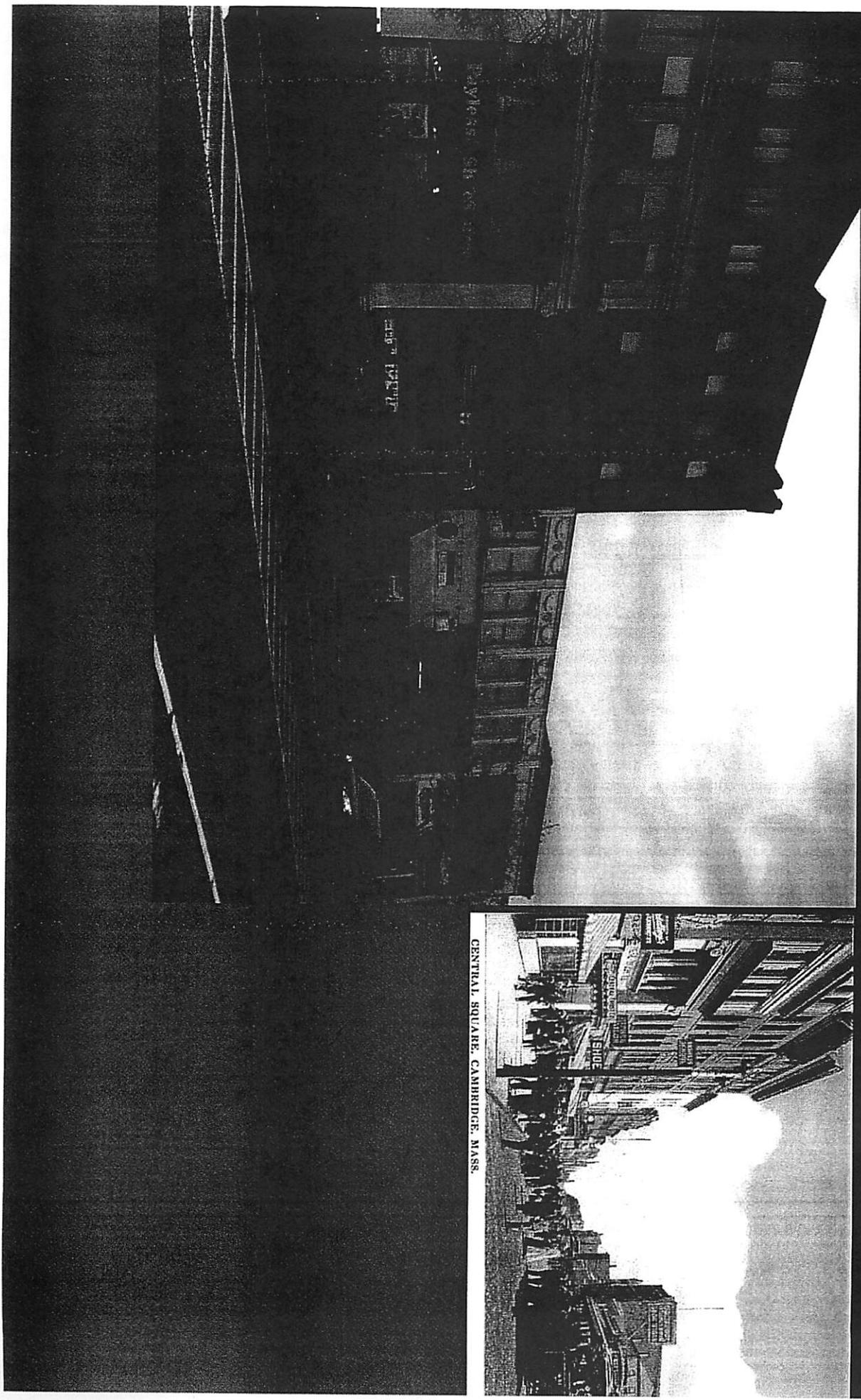
CENTRAL SQUARE, CAMBRIDGE, MASS.



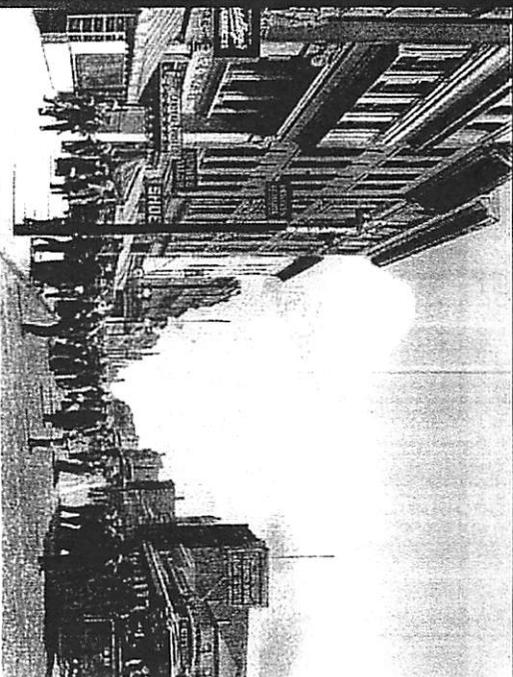
Today after decades of slow decline



CENTRAL SQUARE, CAMBRIDGE, MASS.



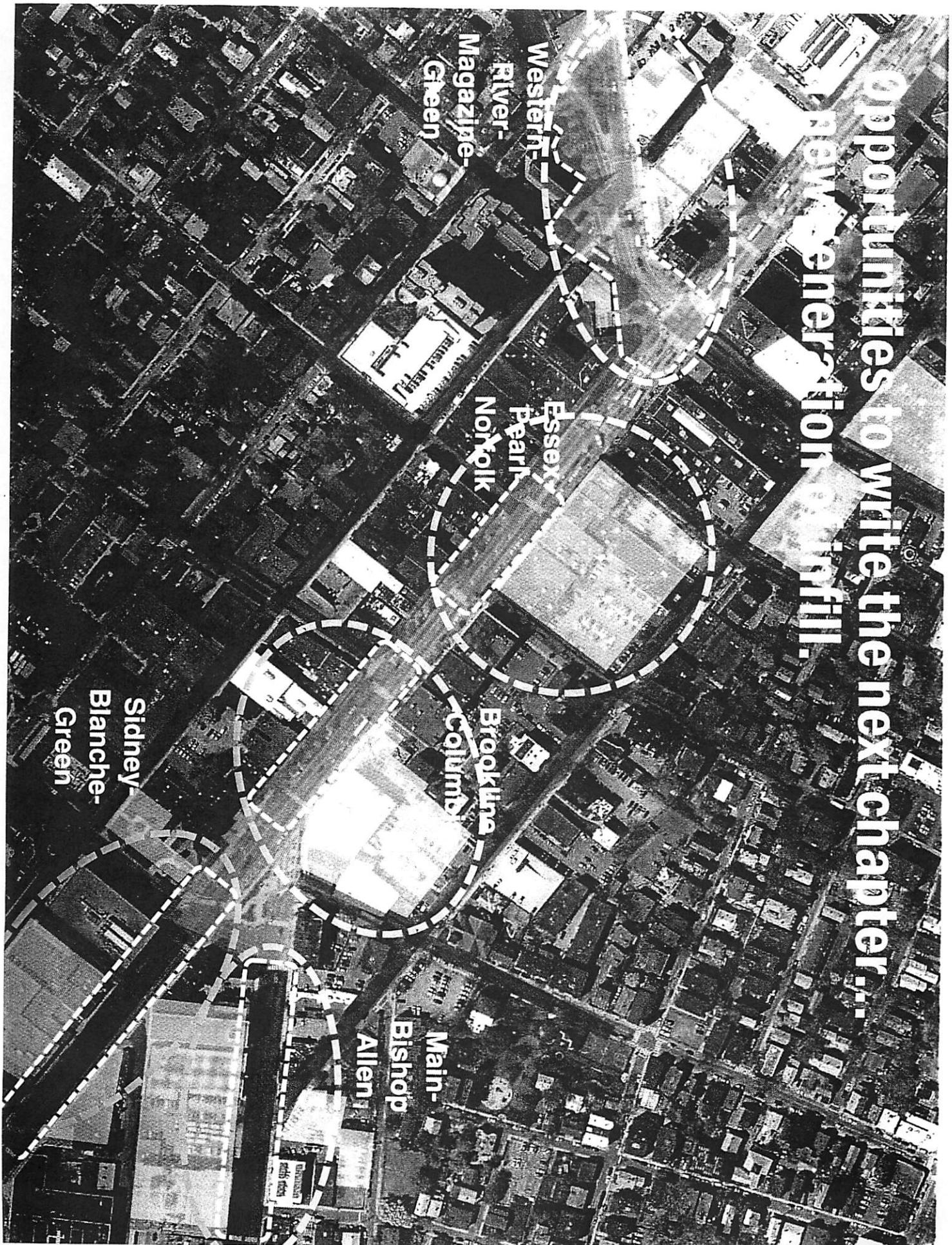
Tomorrow: A new era of diverse vitality returns to the Square?



CENTRAL SQUARE, CAMBRIDGE, MASS.

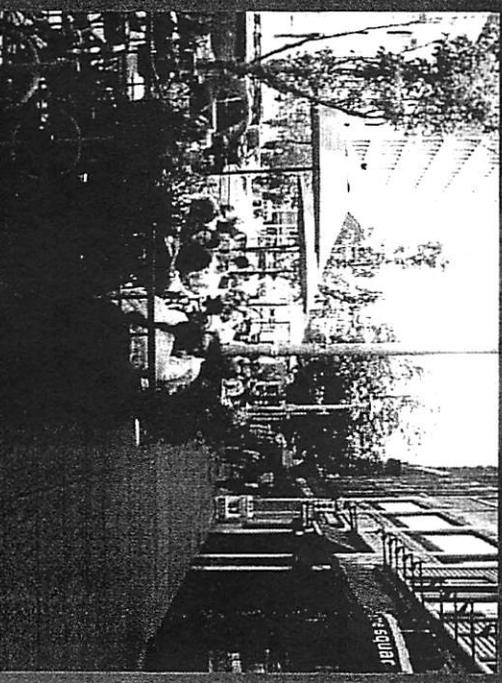


Opportunities to write the next chapter...
New generation in-fill.



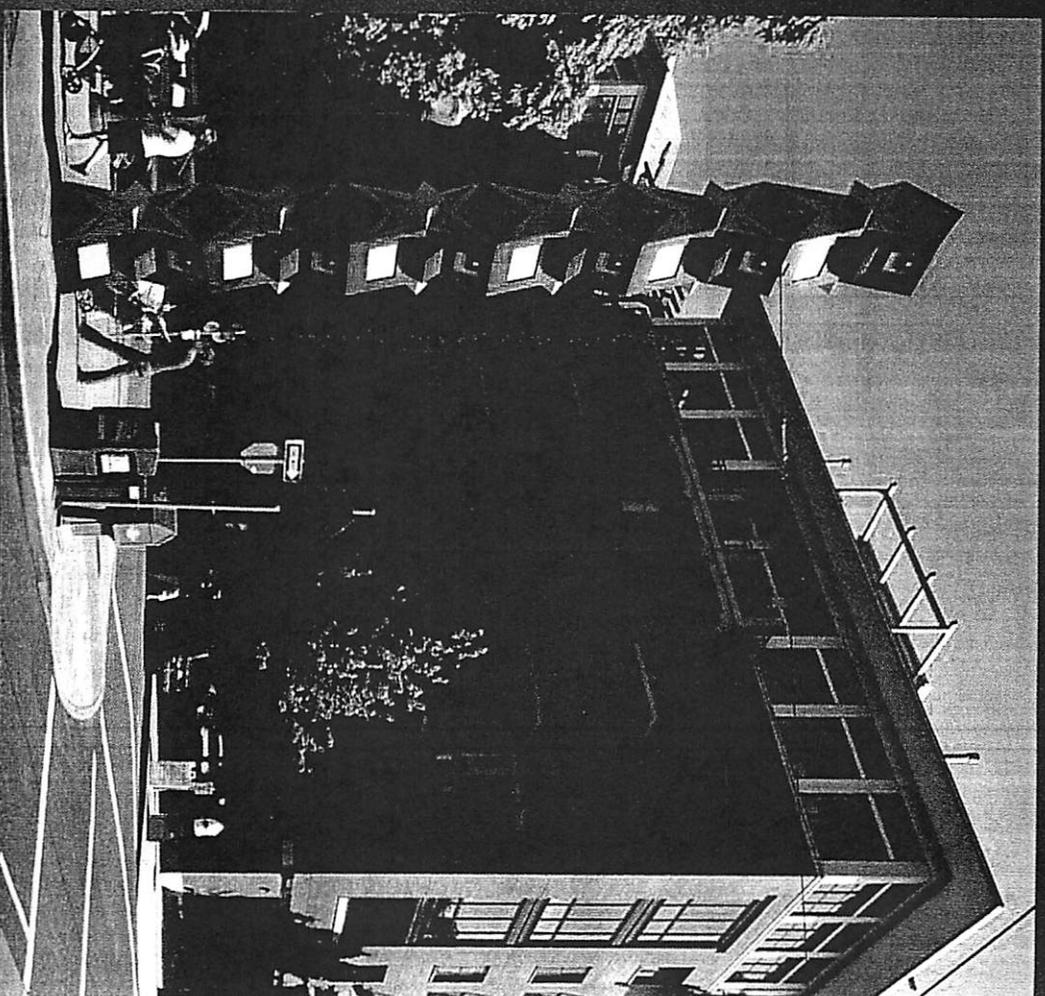
Market opportunities: retail

- Central: crossover concepts...
 - Diverse price points
 - Diverse psychographics (Hipster, Yupster, student...)
 - Embracing Central's "grit"
 - Cafes, fast-casual dining
 - Destination restaurants
 - "Cheap chic" comparison shopping



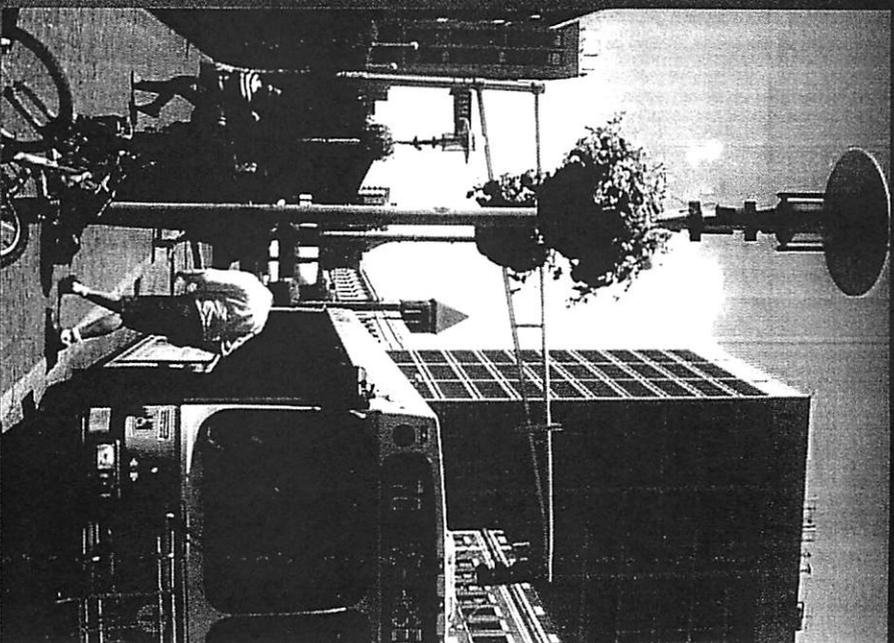
Development economics

- Housing with ground-floor retail, below-grade parking (0.5 spaces/unit) and affordable housing component is generally economically feasible
- Below-grade replacement of existing Central Square public parking appears economically feasible
- Modest increases in density expand opportunity for additional community benefits—affordable housing, more diverse retail, public spaces



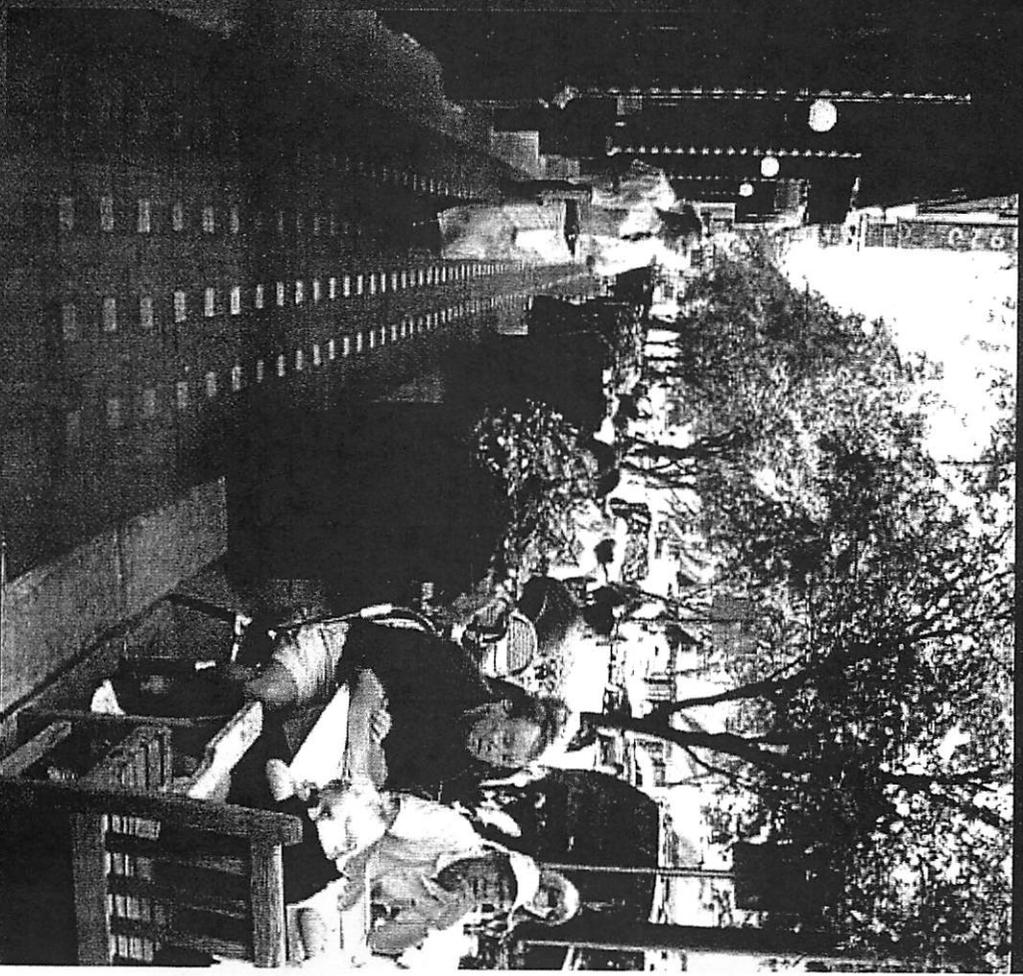
Transportation analysis under way

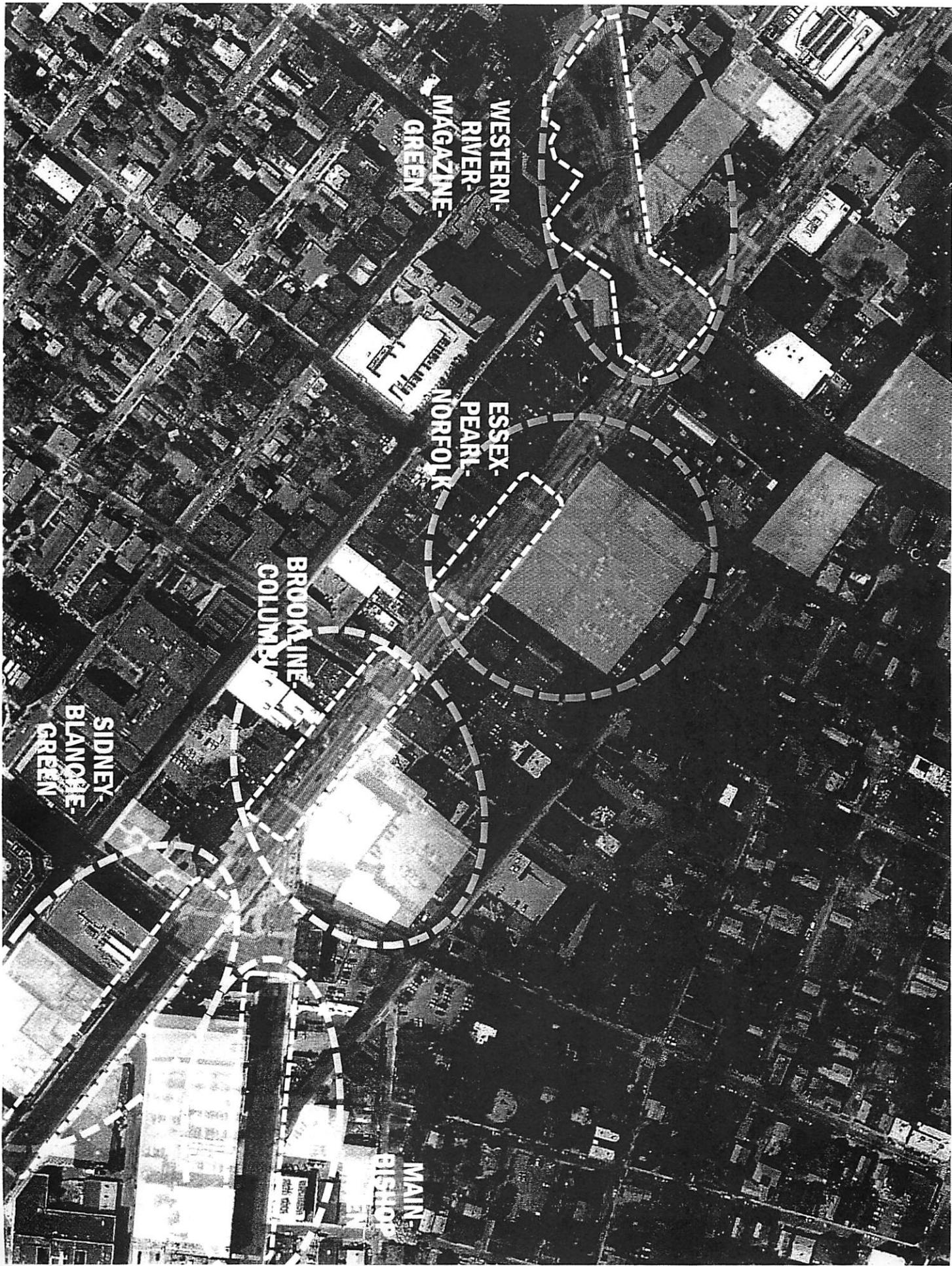
- Transit...capacity (bus to bus and Red Line connections) and location and character of bus facilities
- Walking...improve quality and character of connections to neighborhoods, greater range of public space amenities
- Biking...examine improved and more compact parking, study better bike/traffic separation
- Roadway... use critical sums analysis to compare traffic impacts of potential development scenario with development scenario under existing zoning
- Parking...determine future retail and other Mass Ave-related parking requirements, strategies for shared parking and improved management



Key criteria for using infill to enhance the Square

- Does it enhance community?
- Does it broaden a unique mix of retail and the Square's vitality?
- Does it expand housing choices and diversity?
- Does it improve walkability to adjacent neighborhoods?
- Can it be built without significant traffic?
- How can it preserve and enhance Central Square's unique character and "vibe"?





WESTERN-
RIVER-
MAGAZINE-
GREEN

ESSEX-
PEARL-
NORFOLK

BROOKLINE-
COLUMBIA

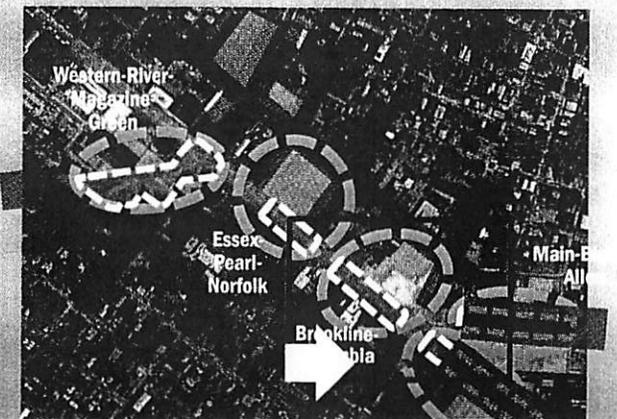
SIDNEY-
BLANCKE-
GREEN

MAIN-
BISHOP

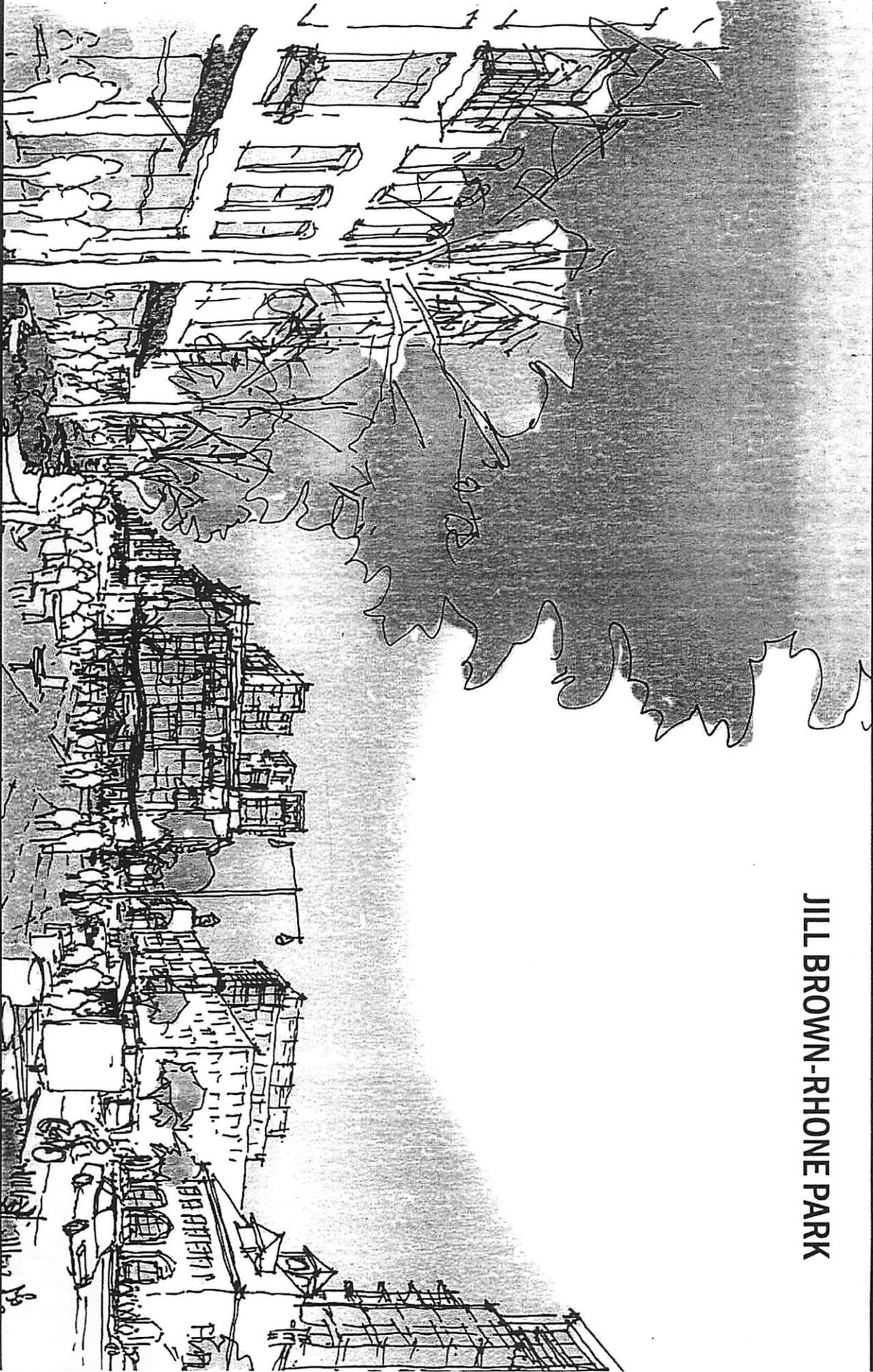
Jill Brown-Rhone Park: Enhancing a park and expanding choices.

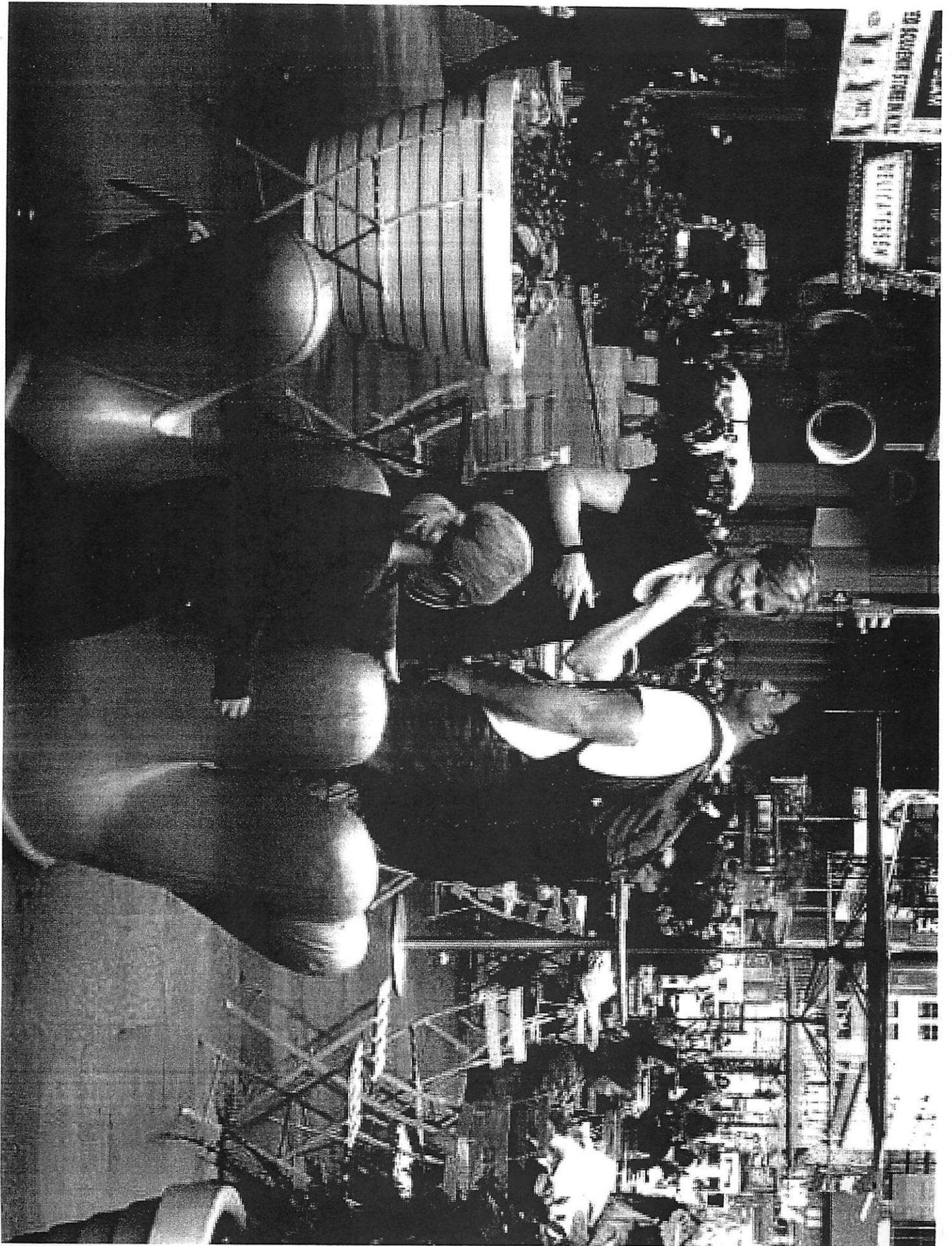


- **Public spaces:** Extend or create active edges along all sides; add ped-scale focal point; expand use as 18/7 neighborhood square and center for arts, entertainment, dining.
- **Retail:** Extend retail along Main St., Mass Ave, Sidney St.
- **Housing choices:** Diversify housing types with special opportunity for taller buildings, views.
- **Design:** Enhance walkability to Area 4, Kendall; make transition to greater scale toward MIT; modern expression.



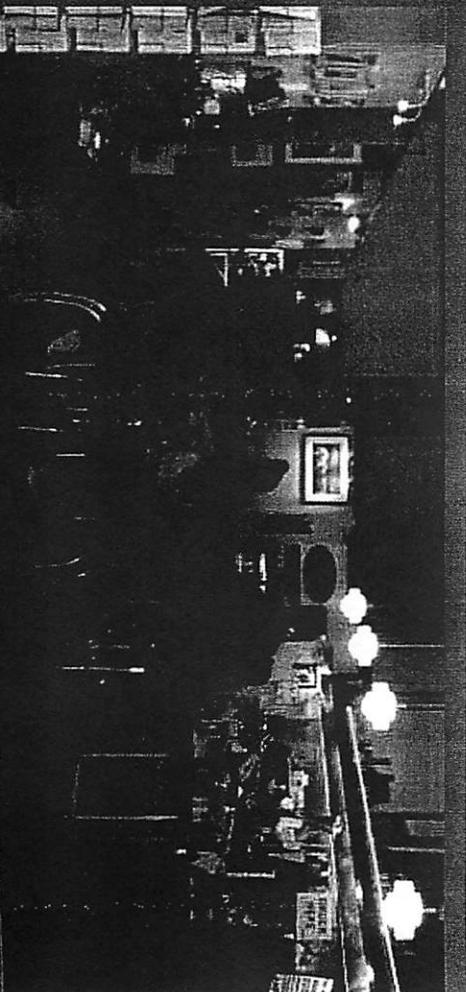
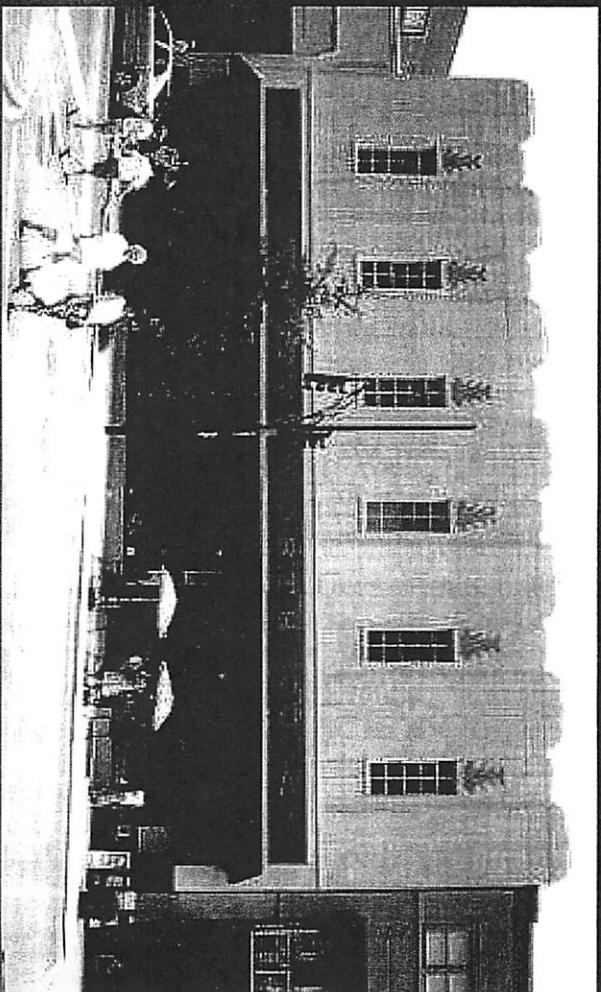
JILL BROWN-RHONE PARK



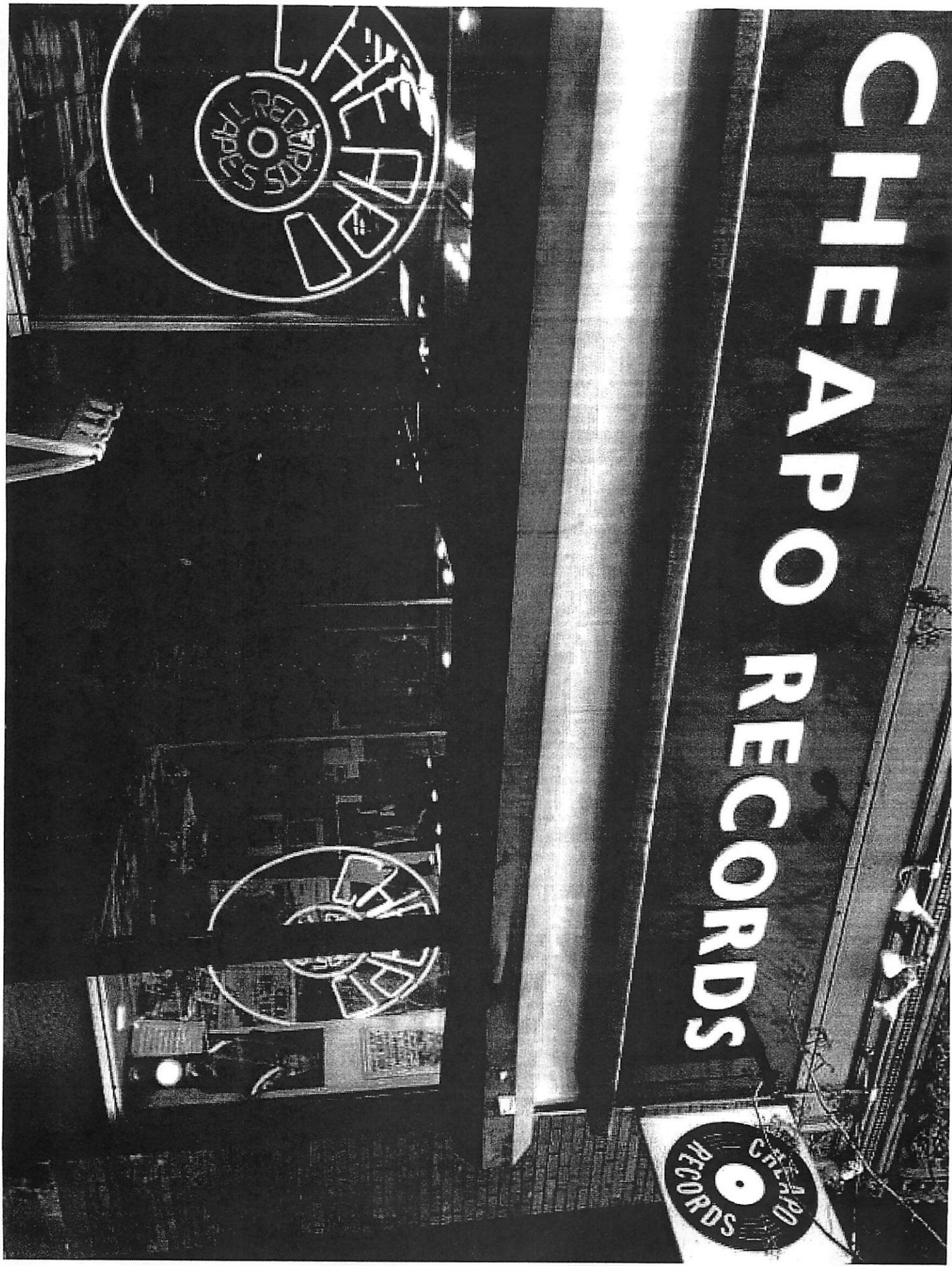
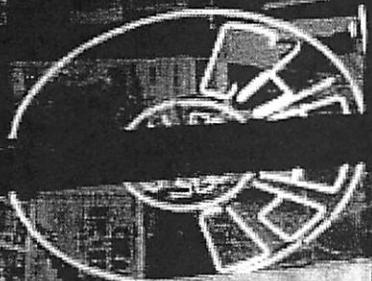
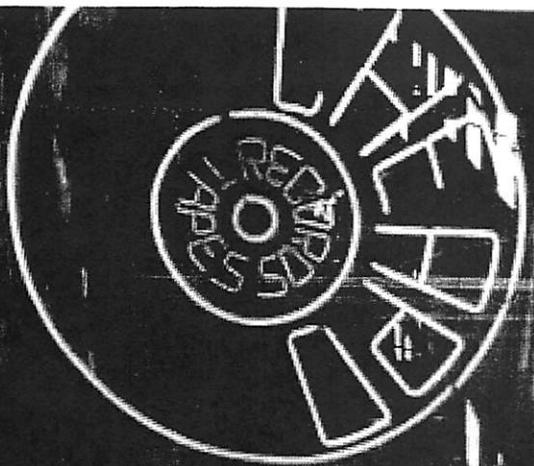


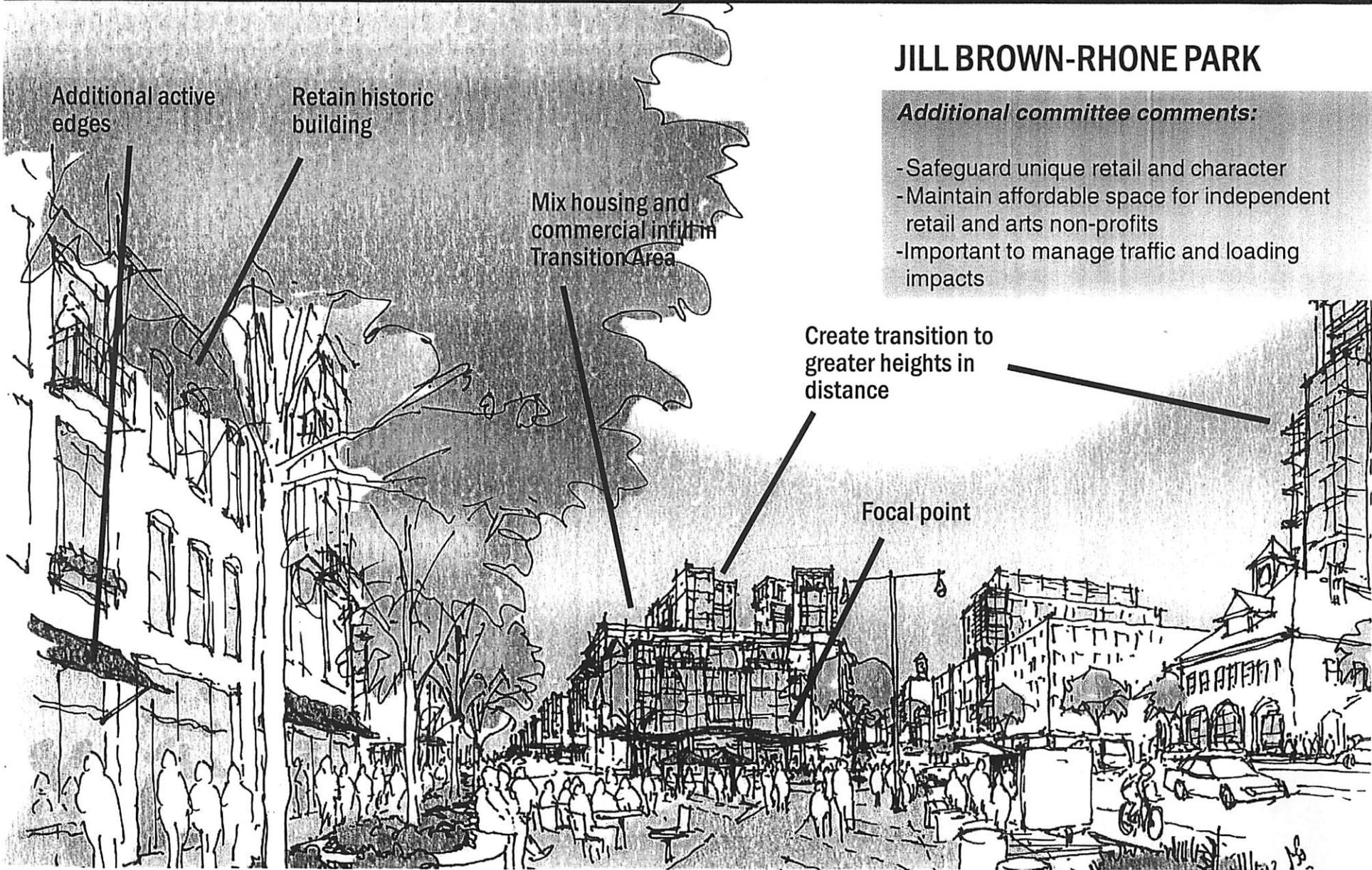
Using investment to add a new chapter of “cool” in Asheville, NC

- Establish business and/or arts incubator facilities to nurture start-ups.
- Manage community benefits fund that subsidizes small/local retail, underwritten by new development.
- Encourage cost-effective co-operative purchasing among businesses.



CHEAPO RECORDS





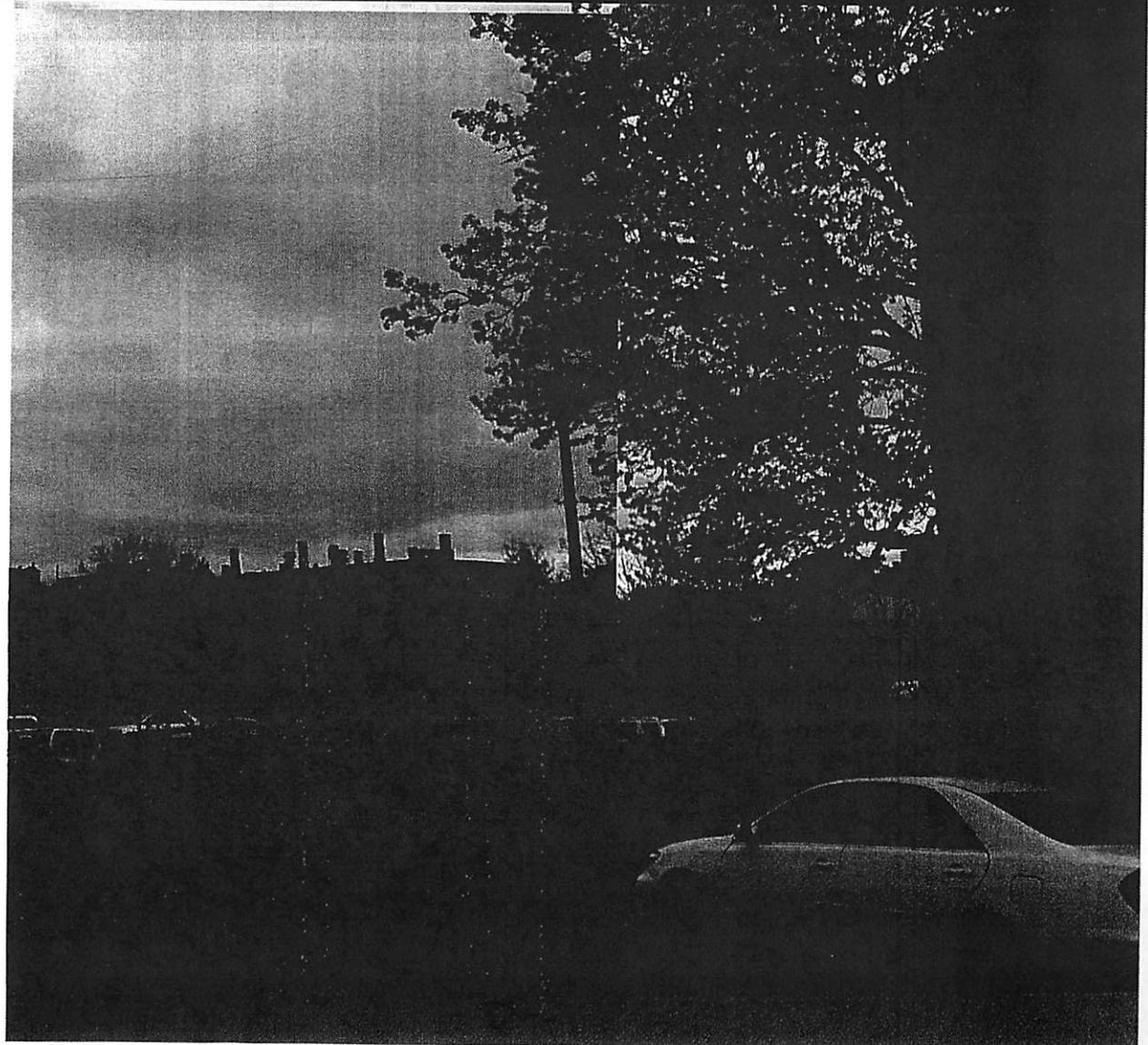
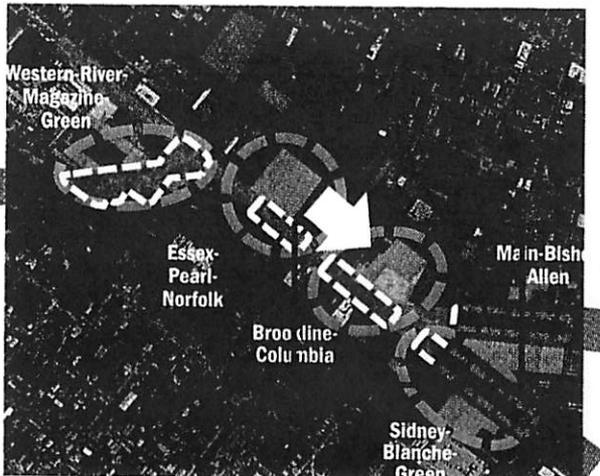
JILL BROWN-RHONE PARK

Additional committee comments:

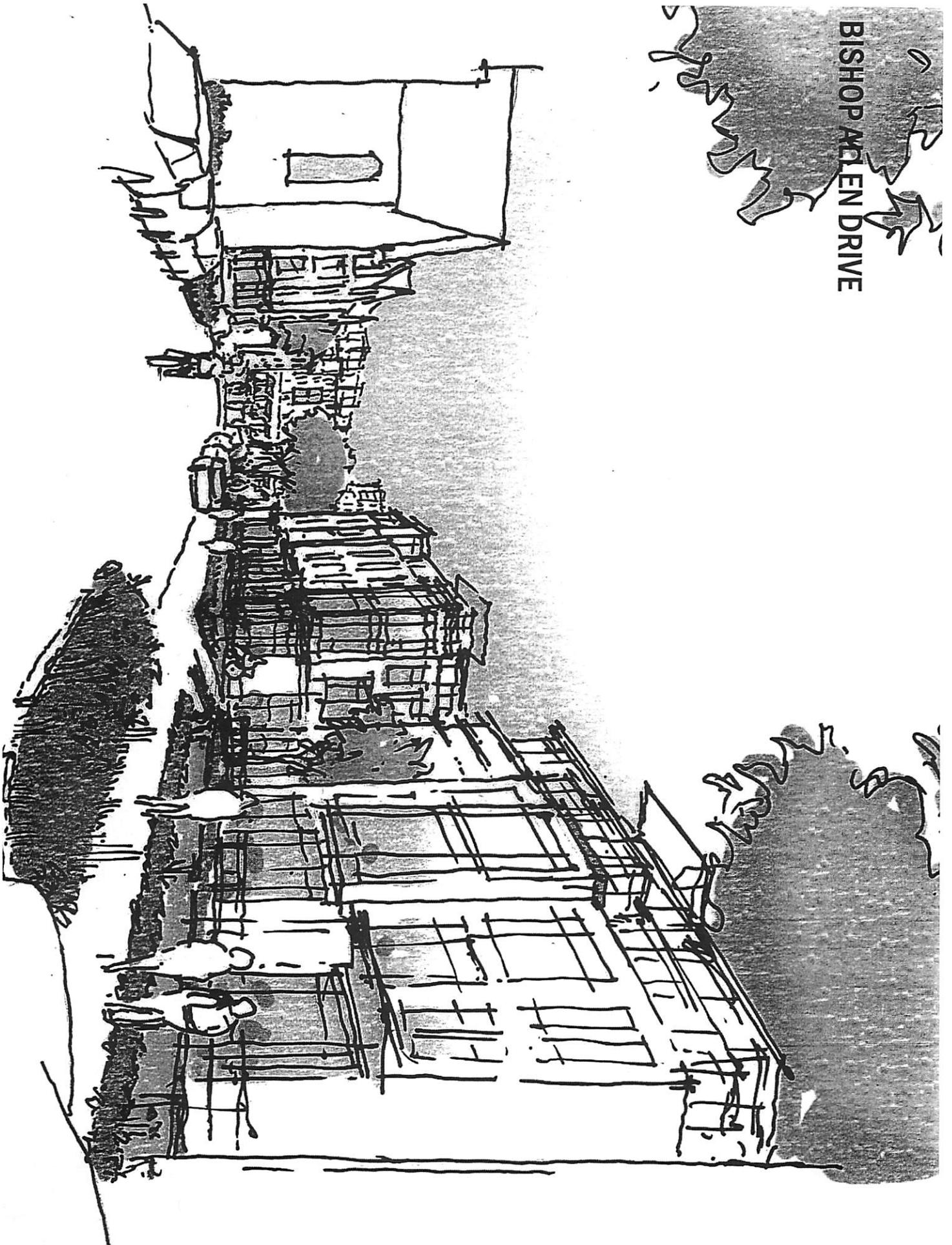
- Safeguard unique retail and character
- Maintain affordable space for independent retail and arts non-profits
- Important to manage traffic and loading impacts

Creating a better neighborhood transition along Bishop Allen Drive.

- **Public spaces:** Green Bishop Allen with rain gardens, compact planting beds.
- **Retail:** Reinforce retail node at Main/Mass Ave.
- **Housing choices:** Engage Area 4, Mid-Cambridge communities with complementary housing choices, walkable streets, live/work space.
- **Design:** Make the transition to Area 4 with 45' height, bays scaled to context.



BISHOP ALEN DRIVE



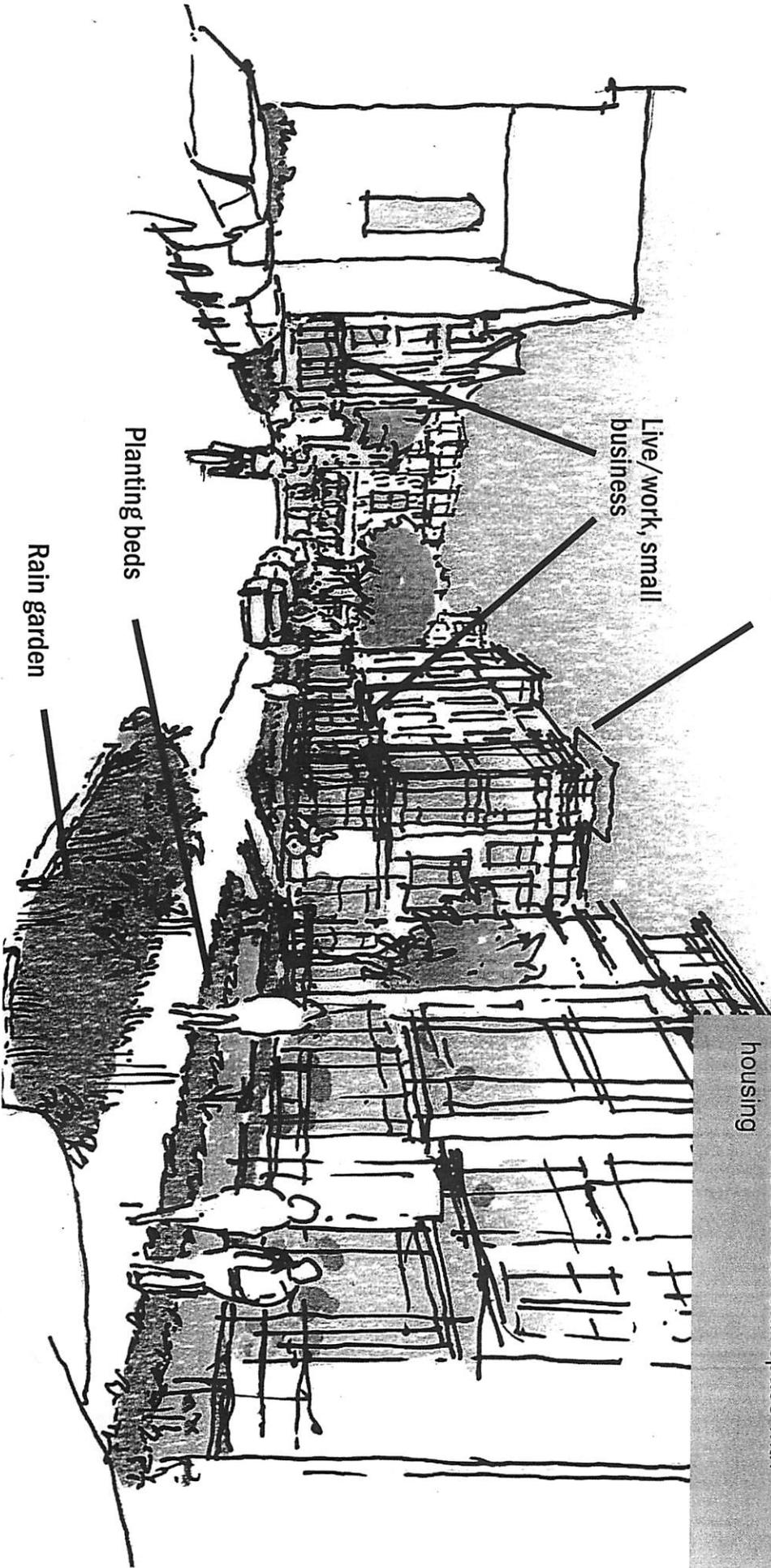
BISHOP ALEN DRIVE

Building heights,
proportions scaled
to context.

Live/work, small
business

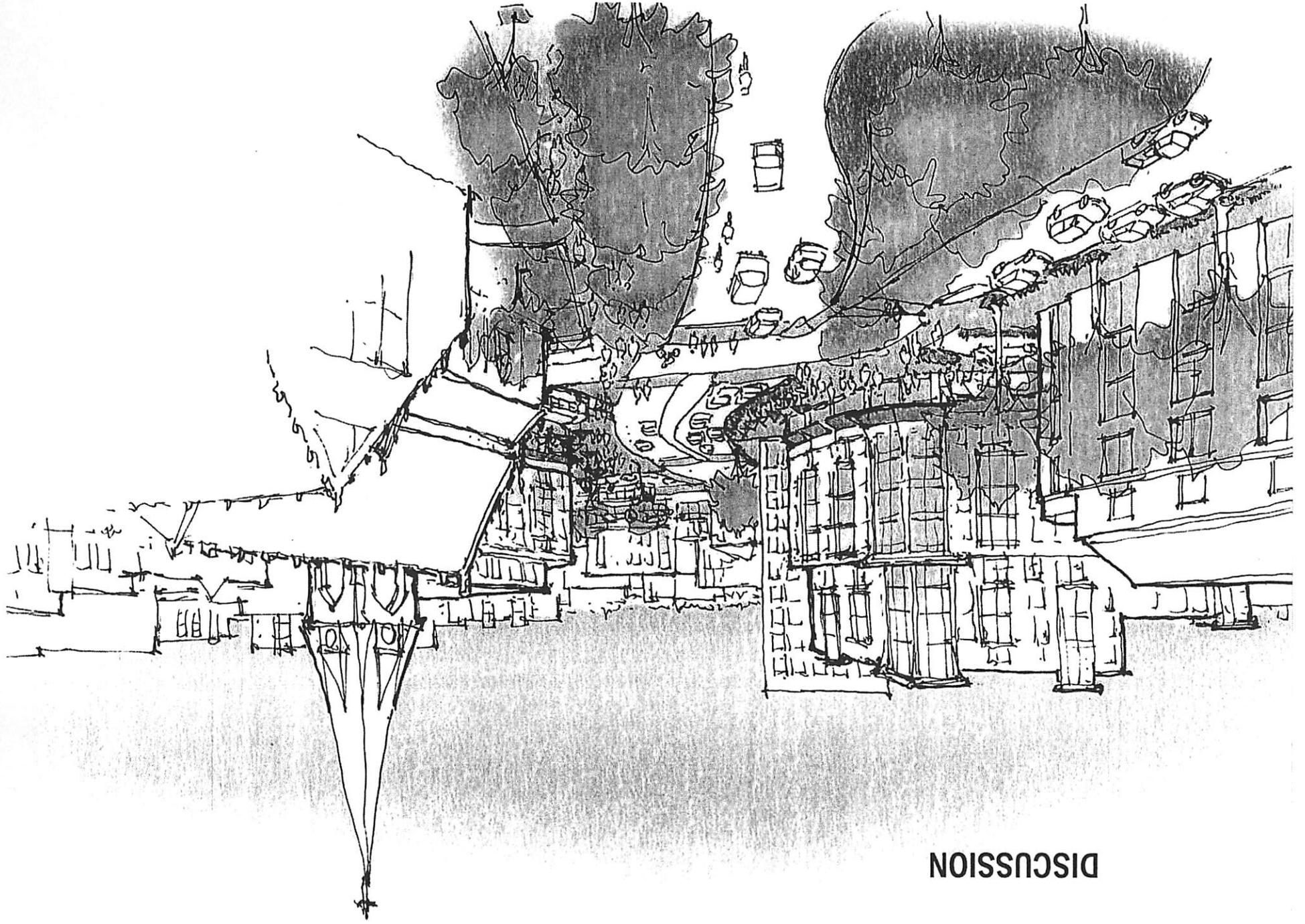
Planting beds

Rain garden



Additional committee comments:

- Narrow street width causes traffic congestion
- Mix affordable office/retail space with housing

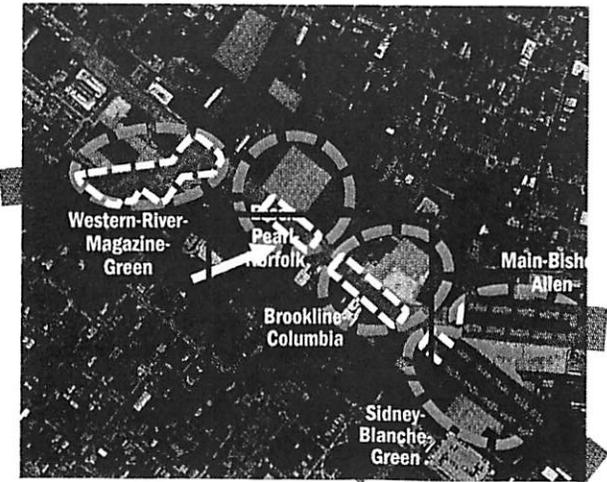


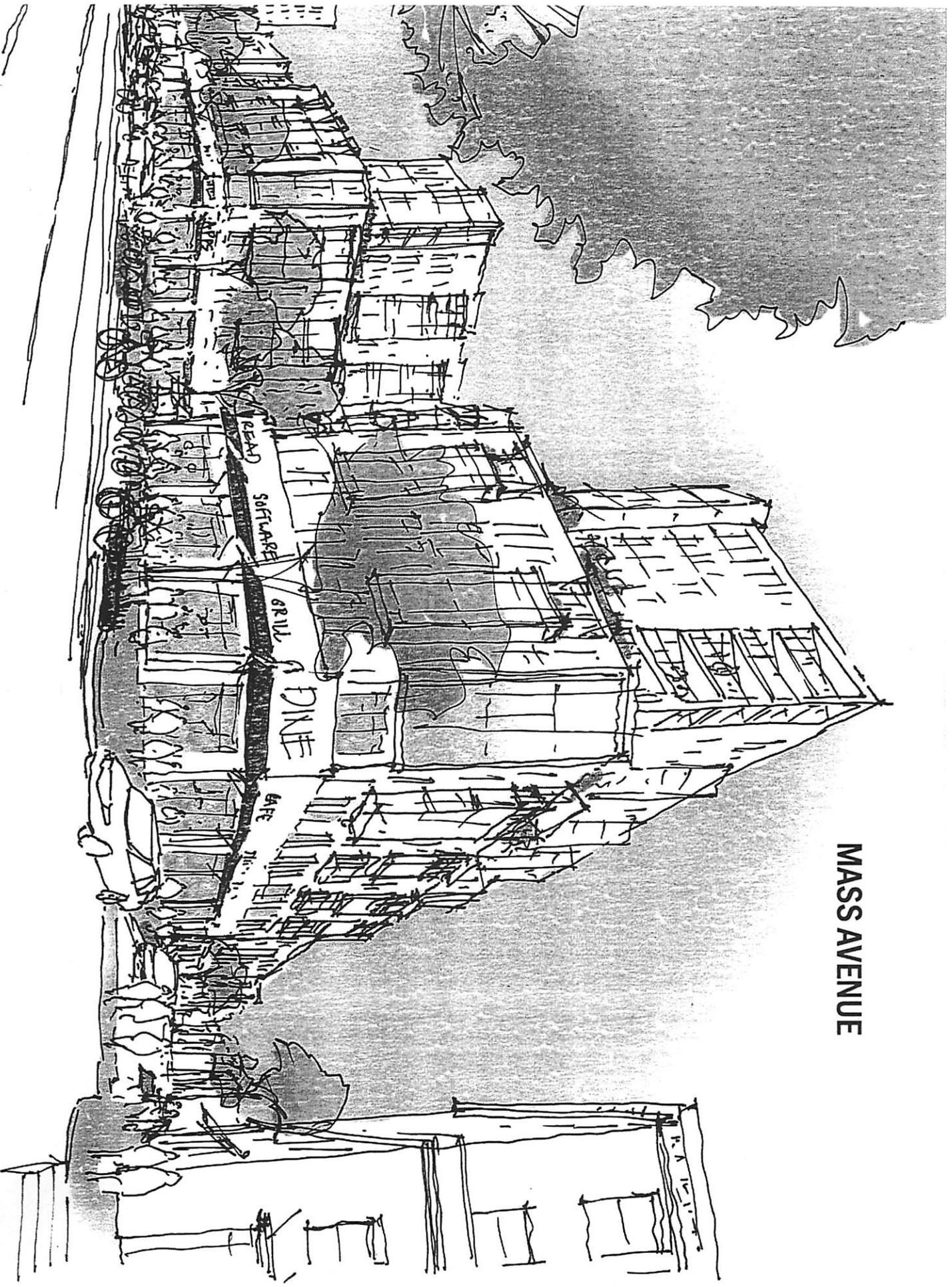
DISCUSSION

Adding new choices for living, working, and playing—while preserving what people value.



- **Public spaces:** Create new plaza space; activate existing sidewalks.
- **Retail:** Unique opportunity to create new spaces tailored to market and community interests.
- **Housing choices:** Establish an attractive, transit-oriented neighborhood at Central Square's core. Special opportunity for height.
- **Design:** Activate sunny Mass Ave. and plaza edges; reinforce Mass Ave. streetwall; avoid negative scale/shadow impacts.





MASS AVENUE

MASS AVENUE

Additional committee comments:

- 12 stories feels right to some, too tall to others; sensitive transition to neighborhood is vital
- Central indoor-outdoor gathering place needed

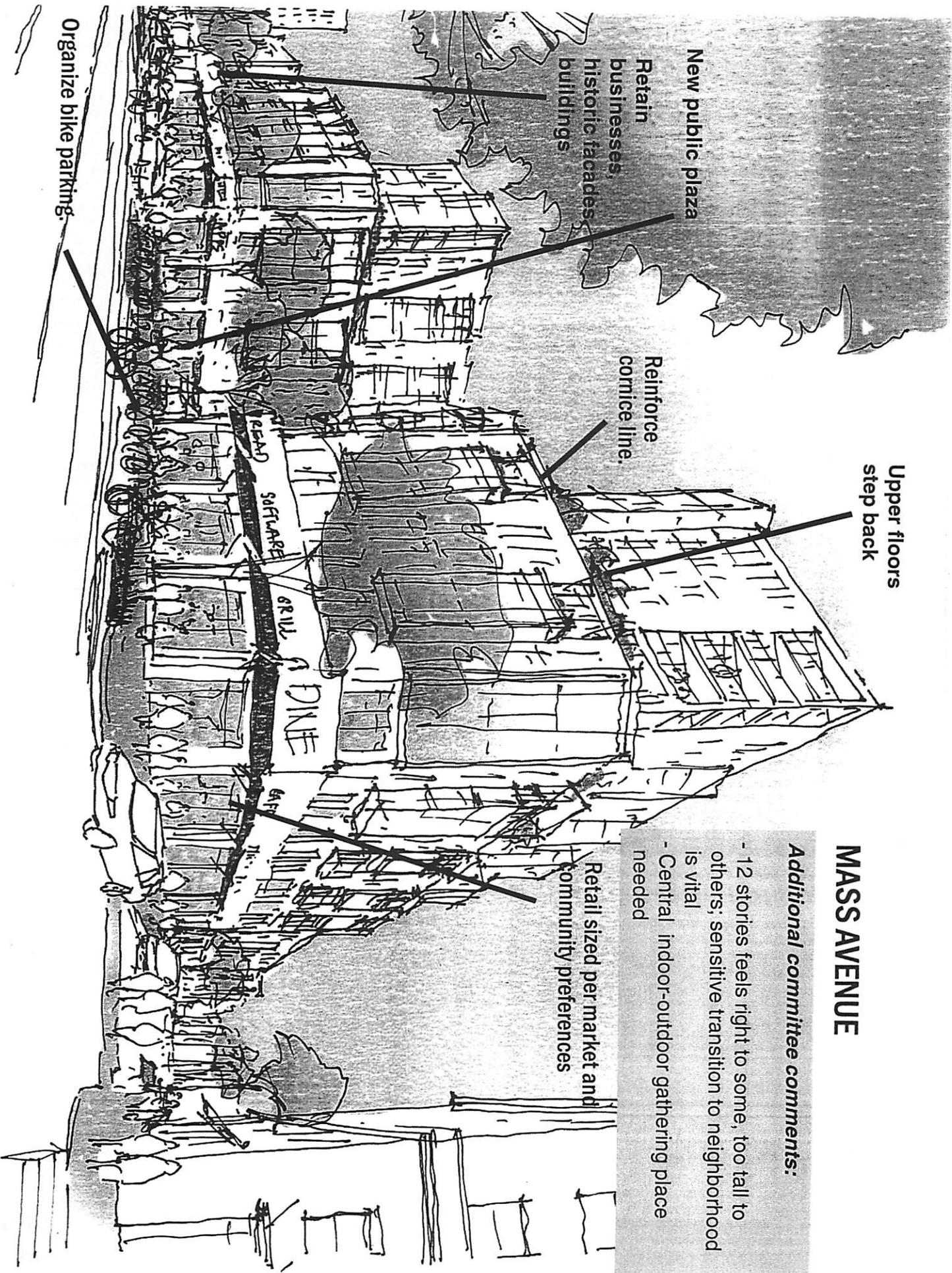
Retail sized per market and community preferences

Upper floors step back

Reinforce cornice line.

New public plaza
Retain businesses, historic facades, buildings

Organize bike parking.



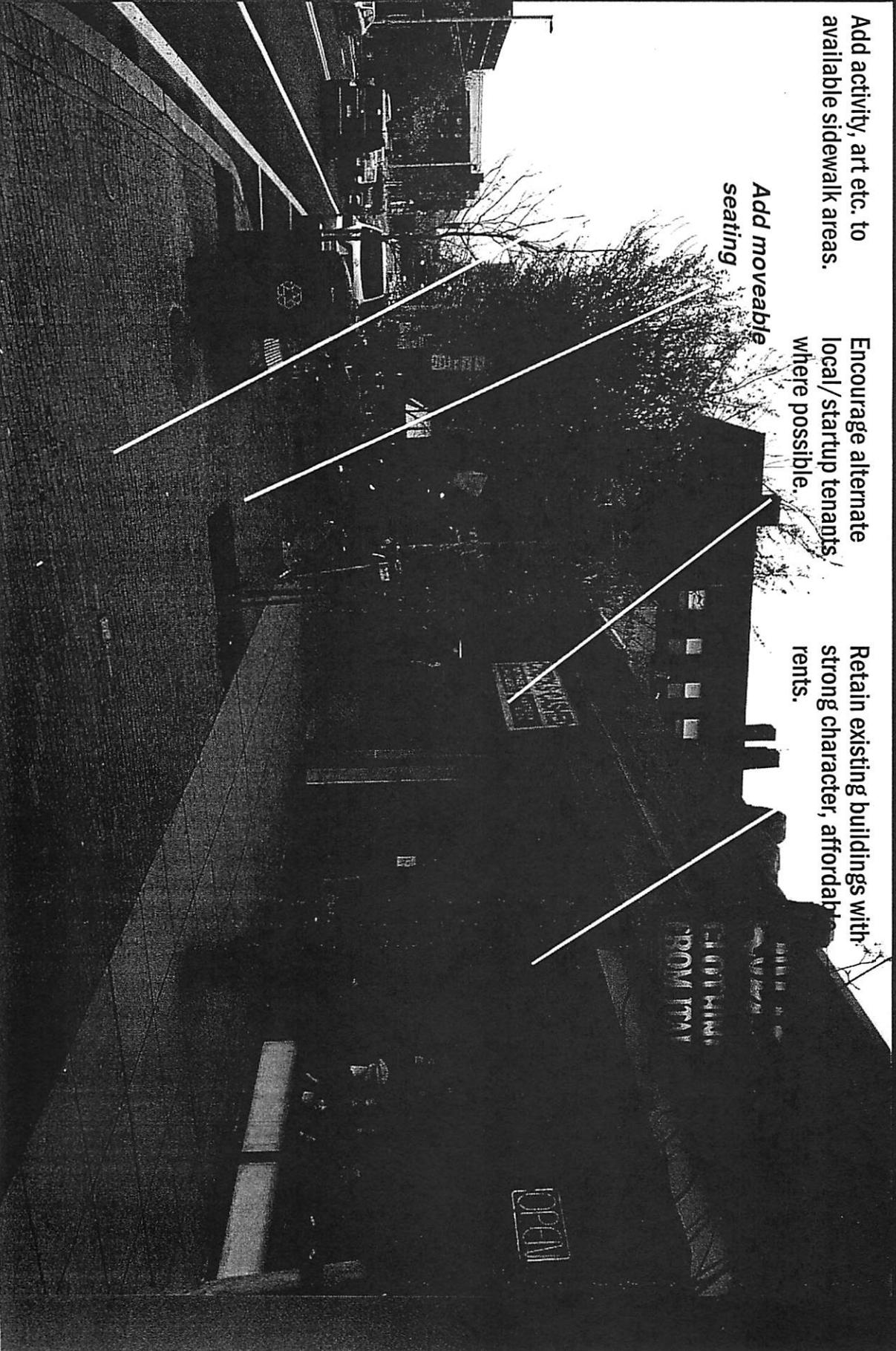
Unlock the full promise of existing places.

Add activity, art etc. to available sidewalk areas.

Encourage alternate local/startup tenants where possible.

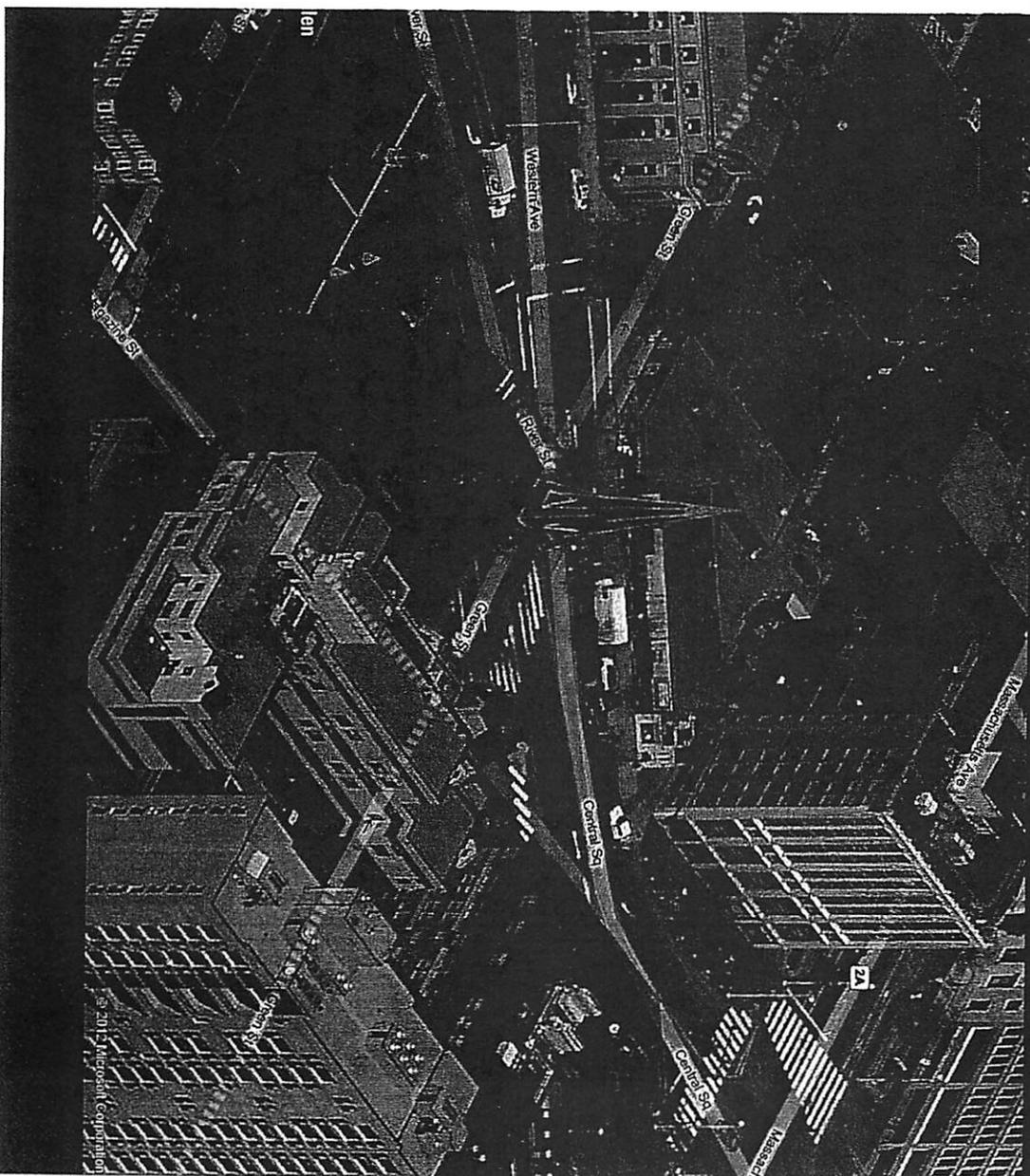
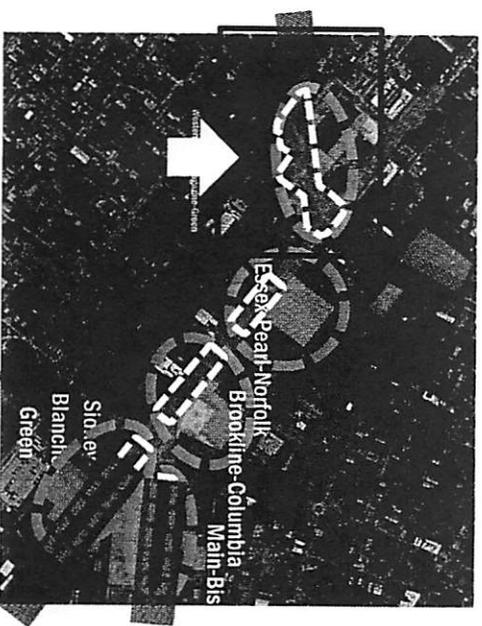
Retain existing buildings with strong character, affordable rents.

Add moveable seating

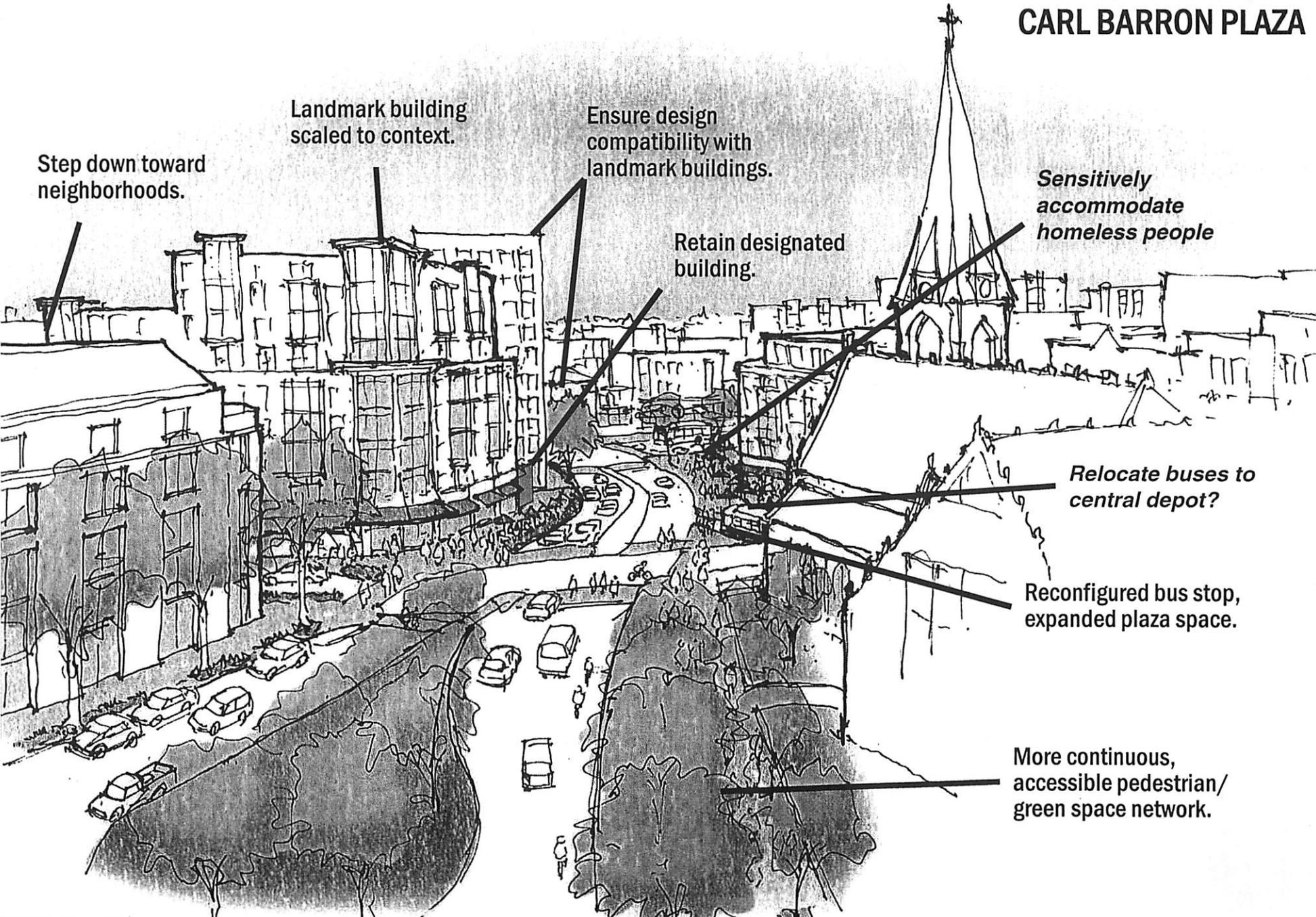


Use new investment to draw the Western Avenue gateway into the life of the Square.

- **Public spaces:** Activate Carl Barron Plaza and connect into Western/River green space corridor.
- **Retail:** Engage Western and Magazine with more active retail.
- **Housing choices:** Engage Cambridgeport and Riverside communities with complementary housing choices, walkable streets, live/work space.
- **Design:** Create Central Square gateway; Complement taller context buildings; transition to 45' height at neighborhood edges.



WESTERN AVENUE— CARL BARRON PLAZA



Step down toward neighborhoods.

Landmark building scaled to context.

Ensure design compatibility with landmark buildings.

Retain designated building.

Sensitively accommodate homeless people

Relocate buses to central depot?

Reconfigured bus stop, expanded plaza space.

More continuous, accessible pedestrian/green space network.