



Tools for achieving community goals

Central Square Advisory Committee . Goody Clancy . June 20, 2012

Agenda

- Planning process update
- Community goals
- Potential tools and resources
- Discussion



Central Square planning process: where we are

- *Public meeting: defining core themes (June 2011)*
- C2AC: framing the conversation
 - Central Square planning history (Nov. 2011)
 - Core themes and emerging vision (January 25, 2012)
 - Planning process strategies and methodology (February 8)
- C2AC: enhancing public places
 - Activating great public places; related infill opportunity (March 14)
 - Visualizing scale, character, public place opportunities (April 4)
- *Public meeting (April 10)*
- C2AC: understanding economic drivers
 - Retail workshop (April 24)
 - Development economics variables (May 9)
- *City Council roundtable (May 30)*
- C2AC and public meetings: transportation, built form and zoning, implementation, final recommendations
 - **Community goals: exploring funding uses and sources (June 20)**
 - *Community open house meetings/charrettes (summer)*
 - Transportation, parking and land use (July 11)
 - Refining the vision and committee recommendations (September)

Community goals: Preserve and enhance the Square's appeal to people from every walk of life and neighborhood.

- Celebrate and maintain the mix of old and new, venerable and funky businesses.
- Generate added diversity through more varied housing choices.
- Enrich the Square's public realm as place that invites community interaction at many levels...
- Enrich neighborhood walkability and livability



CENTRAL, SQUARED

The Mayor's Red Ribbon Commission on the Delights and Concerns of Central Square

December 2011

Contribution potential from new development

- Sample 1-acre site, 100 existing parking spaces, base FAR 3.0 with housing
- Below-grade parking for the development's own occupants is included
- Matrix indicates scenarios in which the development project could fund...
 - Below-grade replacement of the indicated amounts of existing surface parking (for public use if the existing parking is public)
 - Public benefits such as affordable middle-income family housing, retail and non-profit space; public realm improvements; and/or neighborhood walkability improvements

Parking replaced below-grade	Scenario A: Existing height (7-8 stories) and density allowances	Scenario B: Existing height, (7-8 stories), added density	Scenario C: Added height (10 stories) and density
	133 units	150 units	185 units
none	Limited benefit leverage	Benefits	Benefits
25%	Parking only	Parking only	Parking + benefits
50%	Project not feasible	Parking only	Parking only
100%	Project not feasible	Project not feasible	Parking only

Menu of potential strategies

Goal	Current tools
Housing diversity	<ul style="list-style-type: none">• Inclusionary housing policy• Increased density in return for 20% affordable units
Retail and non-profit diversity	<ul style="list-style-type: none">• Special permit can require ground floor retail• Façade improvement matching grants
Public places to build community	<ul style="list-style-type: none">• Sidewalk dining• Parklets
Neighborhood walkability, livability	<ul style="list-style-type: none">• Design guidelines

Menu of potential strategies

Goal	Current tools	Expanded special permit criteria
Housing diversity	<ul style="list-style-type: none">• Inclusionary housing policy• Increased density in return for 20% affordable units	<ul style="list-style-type: none">• Expand to middle-income family housing (limited funding potential)
Retail and non-profit diversity	<ul style="list-style-type: none">• Special permit can require ground floor retail• Façade improvement matching grants	<ul style="list-style-type: none">• Dedicated affordable space (fit-out, reduced rents)• Small retail spaces• Space convertible to retail
Public places to build community	<ul style="list-style-type: none">• Sidewalk dining• Parklets	<ul style="list-style-type: none">• Plazas• Streetscape enhancements
Neighborhood walkability, livability	<ul style="list-style-type: none">• Design guidelines	<ul style="list-style-type: none">• Active uses along side streets

Menu of potential strategies

Goal	Current tools	Expanded special permit criteria	Increased value and/or public/private partnerships
Housing diversity	<ul style="list-style-type: none"> • Inclusionary housing policy • Increased density in return for 20% affordable units 	<ul style="list-style-type: none"> • Expand to middle-income family housing (limited funding potential) 	<ul style="list-style-type: none"> • Tap value of increased housing unit count to subsidize middle-income family units • Write down cost of public parking lots as subsidy
Retail and non-profit diversity	<ul style="list-style-type: none"> • Special permit can require ground floor retail • Façade improvement matching grants 	<ul style="list-style-type: none"> • Dedicated affordable space (fit-out, reduced rents) • Small retail spaces • Space convertible to retail 	<ul style="list-style-type: none"> • Tap value of increased development to subsidize more retail/non-profit space • Write down cost of public parking lots as subsidy • Business Improvement District
Public places to build community	<ul style="list-style-type: none"> • Sidewalk dining • Parklets 	<ul style="list-style-type: none"> • Plazas • Streetscape enhancements 	<ul style="list-style-type: none"> • Tap value to fund larger plazas, winter garden, expanded programming, public art etc.
Neighborhood walkability, livability	<ul style="list-style-type: none"> • Design guidelines 	<ul style="list-style-type: none"> • Active uses along side streets 	<ul style="list-style-type: none"> • Parking lot infill with active uses, improved streetscape

Public realm



Examples: “parklets” strategy

- San Francisco precedent; potential cost up to \$25,000 each
- Low-cost, near-term, high-impact improvement



Castro/Market Street Plaza



Castro/Market Street Plaza



Powell Street edge



Coffee shop



Examples: public plazas

Expanded special permit criteria



Holyoke Center plaza (approx. 6,000sf)



Jill Brown-Rhone Park (approx. 10,000sf)



Examples: public winter garden

- Miller Plaza/Waterhouse pavilion, Chattanooga, \$3-\$10 million



Diverse retail & non-profits



Examples: vacant storefront window infill


- Cambridge Arts Council
Art Up Front program



Examples: CSBA initiatives

- Connecting people to businesses and events

Business Directory
News
Events
Central Square
The CSBA



Throughout its over 75 year history, the CSBA has overseen the transformation and growth of Central Square.

FIND A BUSINESS

FIND AN EVENT


The CSBA

History of the CSBA

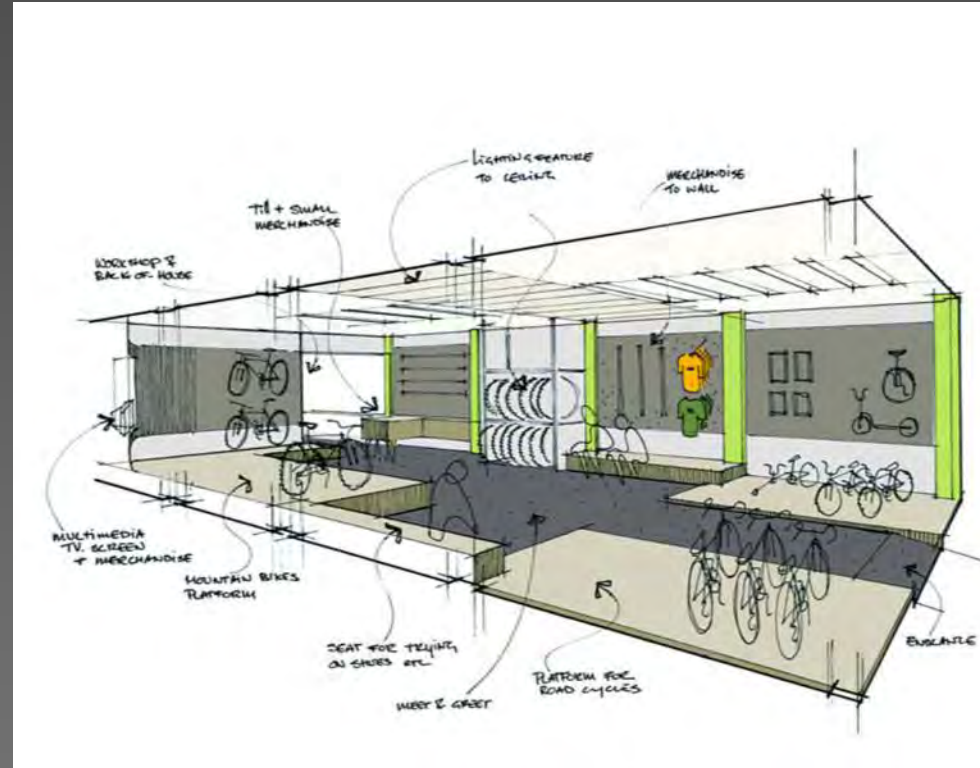
The Central Square Business Association (CSBA) was created in 1931 in order to address the commercial, industrial, and public interest needs of the Central Square area.

Central Square has long been the shopping center of Cambridge and the CSBA began as a way to bring the various business owners, city officials and shoppers together in order to unify and promote the neighborhood.

Throughout its over 75 year history, the CSBA has overseen the transformation and growth of Central Square. Drawing on the business owners' strong commitment to the neighborhood, the CSBA continues to make Central Square a great "Downtown Cambridge" destination.

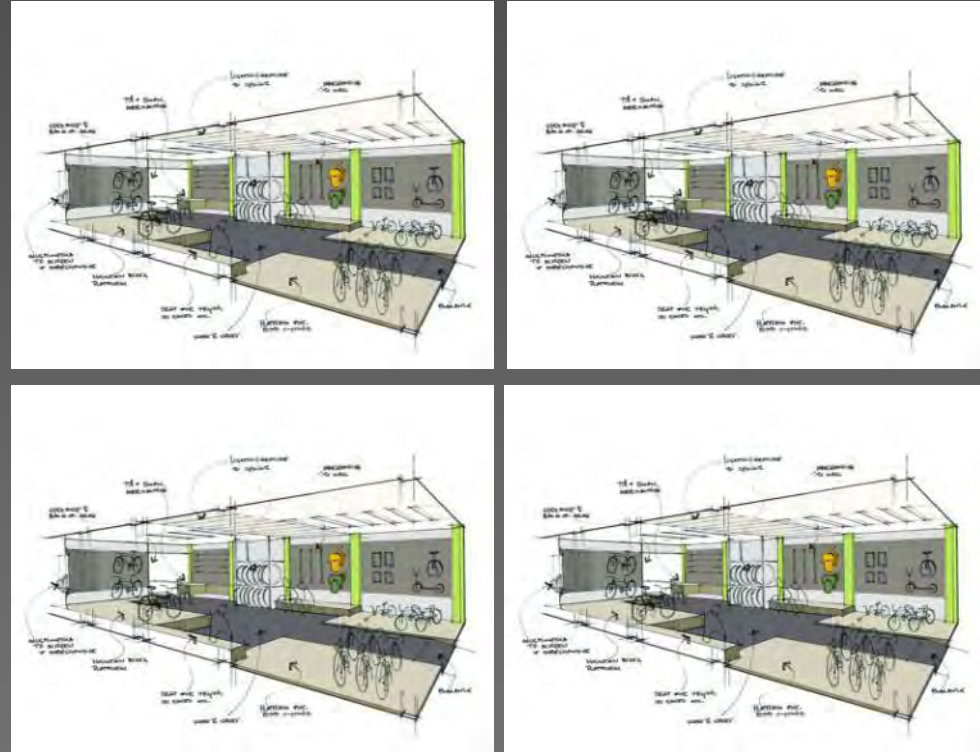


Examples: startup help for retail



- Scenario: Fund one-time fit-out for 5% of retail space (approx. 12,500nsf)
- Could cost \$750,000 @ \$60/nsf

Examples: startup help for small retail



- Scenario: Endow fund for fit-out for 2% of retail space/year (approx. 5,000nsf)
- Could cost \$300,000/year @ \$60/nsf
- Long-term capitalization: \$7.5 million @ 4% return

Examples: market stalls, outdoor

Expanded special
permit criteria

North Market, Columbus



Examples: market stalls, indoor

Pike's Place Market, Seattle



Housing diversity



Examples: affordable housing

- 1-acre site scenario
- 18 units for low-income households (65% AMI) created through existing inclusionary bonus program



Examples: affordable housing

- 1-acre site scenario
- 18 units for low-income households (65% AMI) created through existing inclusionary bonus program

- Potential for 2-10 units affordable to middle-income households (120% AMI) assuming:
 - \$53,000 land value per additional unit
 - Unit subsidies are endowed @ \$400,000 each, generating \$16,000 subsidy/year @ 4% return



Examples: affordable housing

- 1-acre site scenario
- 18 units for low-income households (65% AMI) created through existing inclusionary bonus program

- Potential for 5-15+ units affordable to middle-income households (120% AMI) assuming:
 - \$53,000 land value per additional unit
 - Unit subsidies are endowed @ \$400,000 each, generating \$16,000 subsidy/year @ 4% return



Parking



Increased value,
partnerships

Examples: Replacement public parking with infill (50%)



Increased value,
partnerships

Examples: Replacement public parking with infill (100%)



Height/density options: existing heights & FAR

Benefits:

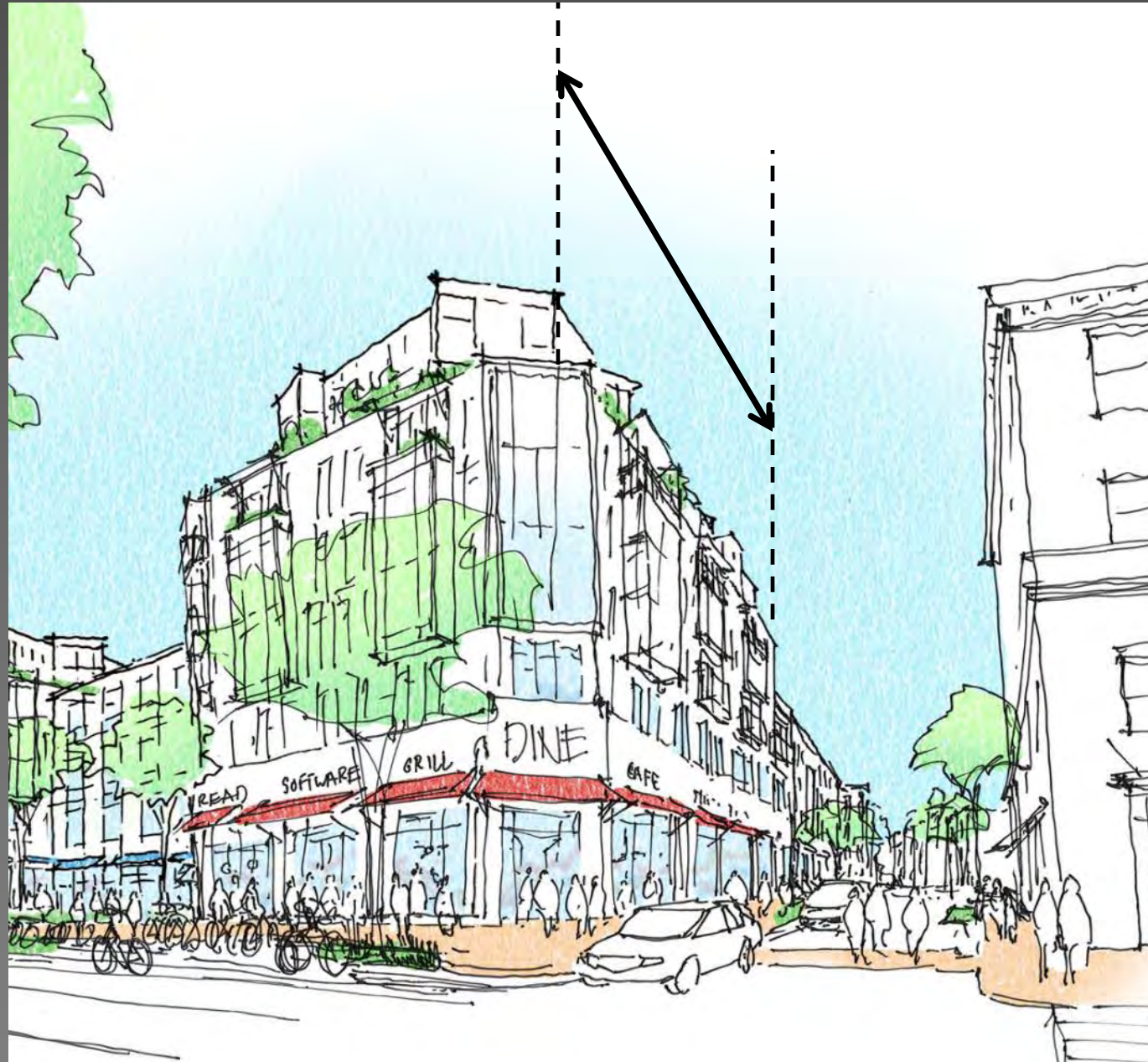
- Small plaza
- Ground floor retail



Height/density options: existing heights, +30% FAR

Benefits:

- Inclusionary housing (15 units)
- Small plaza
- Ground floor retail



Height/density options: +2 floors, +30%+20% FAR

Benefits:

- Inclusionary housing (15 units)
- Large plaza
- Ground floor retail
- Middle-income housing (5 units)



Height/density options: +3 floors, +30%+35% FAR

Benefits:

- Inclusionary housing (15 units)
- Large plaza
- Ground floor retail
- Middle-income housing (5 units)
- Affordable retail/non-profit space (12,500sf)



Height/density options: +2 floors, +30% +20% FAR and public/private partnership for parking lot infill

Benefits:

- Inclusionary housing (15 units)
- Large plaza
- Ground floor retail
- Middle-income housing (5 units)
- Affordable retail/non-profit space (12,500sf)



Discussion



Tools for achieving community goals