Riverside Study - 1992
PDF Notes

The study was originally laid out in software no longer used by the Community Development Department. As a result, a number of chart images did not convert properly and the text was repaginated. The table of contents and file names refer to the original page numbering system. In addition, many photographs were deleted to compress file sizes for the web.

If you desire to review the report in its original format, contact Elaine Thorne at 617/349-4648 to request a copy.

R I V E R S I D E

N E I G H B O R H O O D S T U D Y

A joint report of the

Riverside Neighborhood Study Committee and the

Cambridge Community Development Department

R I V E R S I D E

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The Riverside Neighborhood Study Committee and the Community Development Department gratefully acknowledge the generosity of the Cambridge Community Center for allowing us to hold our meetings there, and especially to R-Jay Jones for cleaning up after us week after week.

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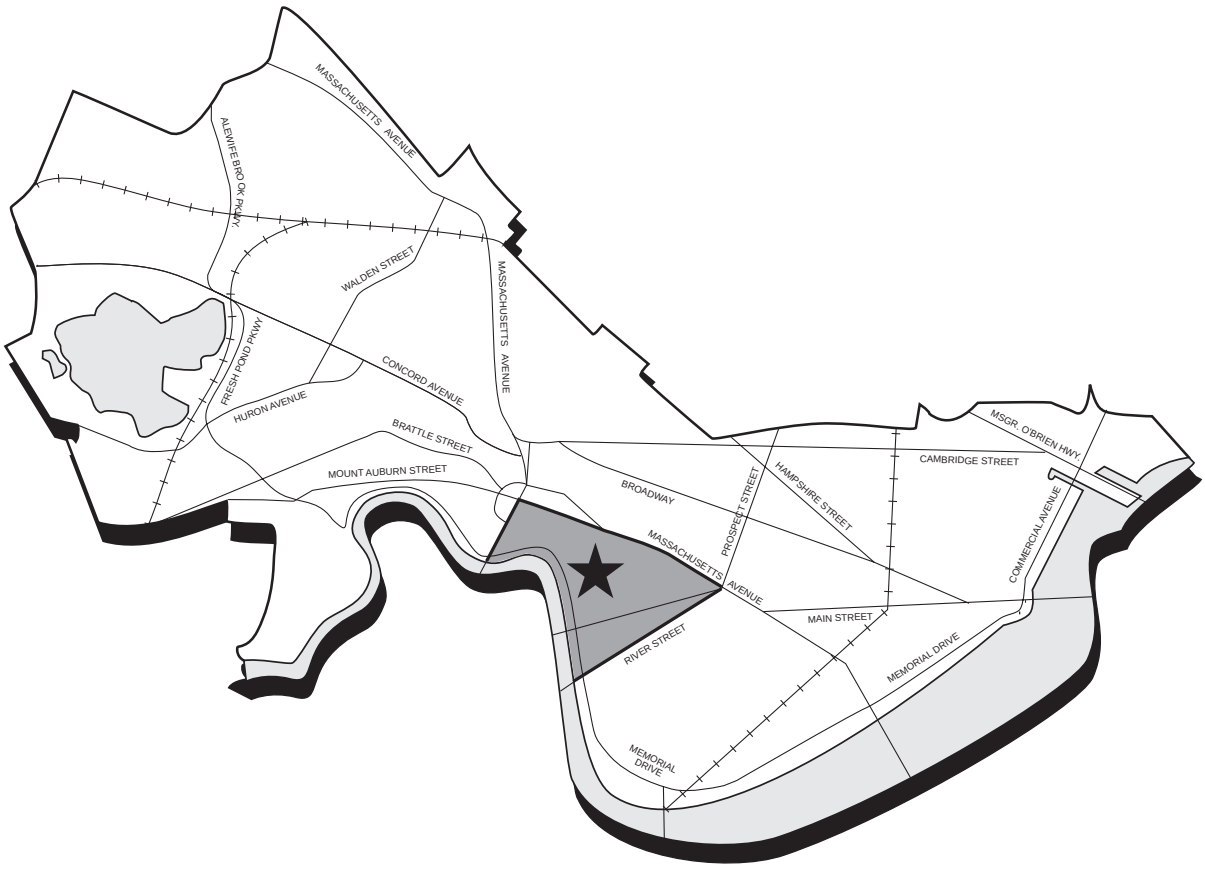
INTRODUCTION

City of Cambridge
Riverside Neighborhood Location



Introduction

The Neighborhood Study Process

During the 1980s the City of Cambridge, along with the surrounding region, witnessed a wave of economic growth and accelerated real estate development that expanded the city's tax base and created new jobs and opportunities for its residents. While many residents welcomed this return to prosperity, it brought about an increasing awareness of some of the negative effects of growth: increased building density, traffic congestion and parking problems, the rising costs of housing, and inadequate open spaces. Indeed, many in the city perceived the rapid growth as a threat to the fabric of the community and livability of the neighborhoods.

In order to assess the impacts of new development, obtain an updated profile of neighborhood residents and their concerns, and establish an action plan to address these issues, the Community Development Department initiated the neighborhood studies program within its Neighborhood Planning Component. The program centered around a comprehensive study conducted in each of the city's neighborhoods. The City Council endorsed the Department's program in 1988.

As part of each neighborhood study, CDD would collect data on demographic changes over the last three decades, as well as changes in housing markets, land use, and development potential in each neighborhood. For each study, the City Manager would appoint a committee of neighborhood residents, small business owners, and civic leaders, along with staff from the Community Development Department, to review the data, identify what problems existed in the neighborhood, and make recommendations as to how to resolve these problems. The recommendations would be presented to the City Council, and, where appropriate, would be incorporated into the work programs of City departments for implementation over the next several years.

The Riverside Neighborhood Study

In early 1990, CDD staff sent out fliers and placed advertisements in the local papers seeking Riverside residents to join the upcoming study committee. Later that summer, City Manager Robert Healy named ten of the applicants to the committee. The newly named members came from all the different parts of the neighborhood with the aim of representing the demographic diversity of Riverside. Some had lived there all of their lives, while others had lived there for less than ten years. Among the group were self-employed consultants, a small business owner and members of the Cambridge Community Center board. Harvard University was not included in the original committee; however, after much strong debate, the newly appointed members asked the university to join the study committee and work with them on their task.

The Riverside Study Committee met weekly for ten months from August 1990 to May 1991. During that time, they reviewed, discussed, and debated issues of parks, housing, traffic, economic development, Harvard University, land use and zoning, and urban design. They listened to a

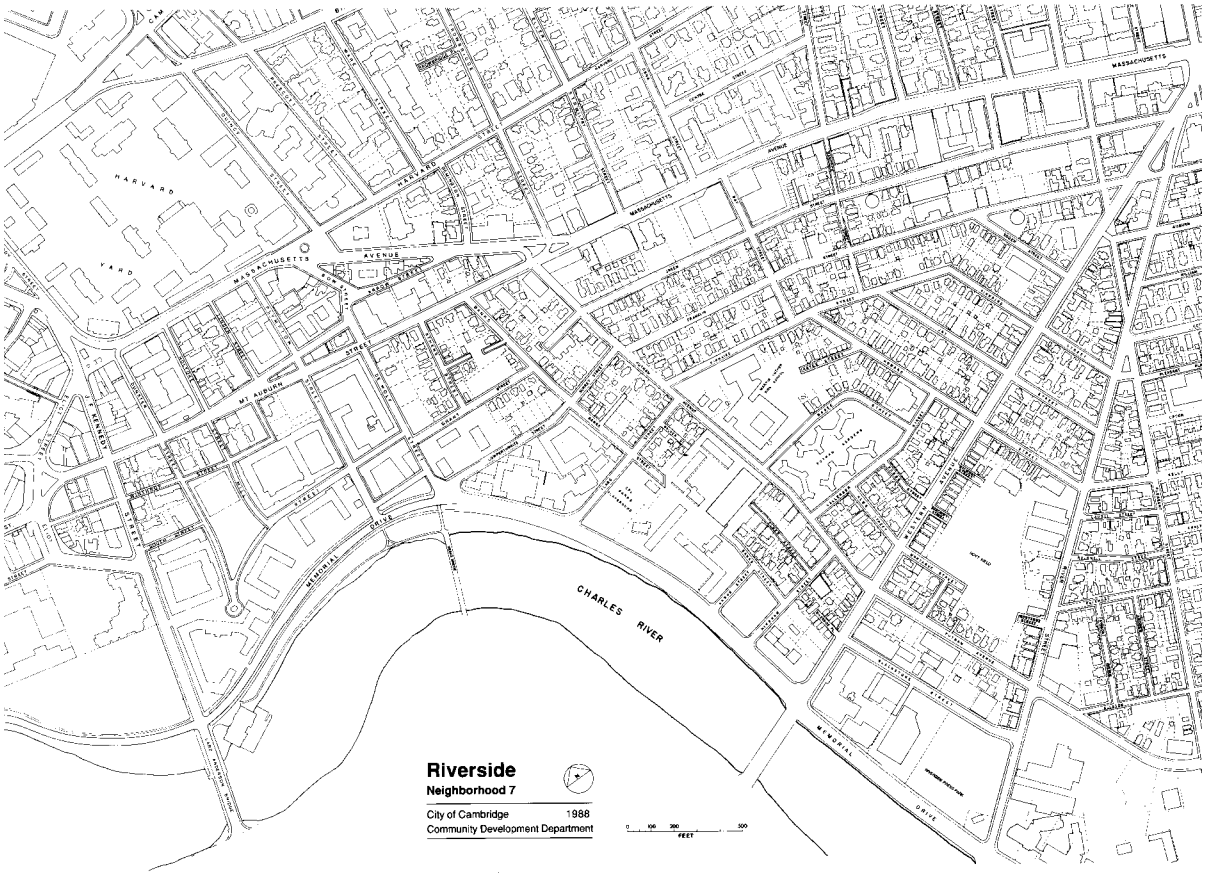
panel of long time community members, Mr. Benjamin Green, Mrs. Rosa Haynes, and Mrs. Lois Jones, as to their outlook on the community and the changes that have taken place in the neighborhood over the last decades. They took walking tours to see each part of the neighborhood and shared their stories about these places. Through the discussions they identified problems around the neighborhood and pooled their thoughts as to how they might resolve these problems.

At the end of this process, the Committee presented the community with a list of recommendations 15 pages in length. The recommendations ranged from rehabilitating parks with particular concern for the needs of the elderly and female populations; to developing a program to fund maintenance of the rent controlled stock in a way that does not drive up rent levels faster that the earning power of the tenants; to promoting the location of small businesses, minority-owned businesses, and women-owned businesses into the neighborhood by researching the possible creation of a seed capital and small business program.

The Committee also made recommendations to help build a positive relationship between the community and Harvard. Among them were encouraging the multi-cultural graduate population at Peabody Terrace to interact with and take advantage of the many opportunities in Riverside including stores, activities and churches; encouraging stronger direct support of the Riverside neighborhood, especially by having a Harvard representative sit on the board of the Cambridge Community Center; and placing unsightly elements of development, including dumpsters, cooling units, exhaust fans, transformers, large blank walls, loading docks, and spiked fences away from the neighborhood, or screen them sufficiently so that they are not a visual intrusion into the neighborhood.

Most important of all the recommendations was a unified vision of what the Committee wants their neighborhood to be. They want to insure that their neighborhood remains true to its name, Riverside, by strengthening its connection to the riverfront and ensuring that future development will not intrude visually or physically on it. They want future development in the neighborhood to respect the scale, pattern and character of their community through responsible and reasonable design standards and guidelines. They want to make the streets and sidewalks the lifelines that keep the community together through improvements that will invite the whole community to use them. They want to strengthen the community spirit by having people come together in neighborhood parks that serve and are accessible to all. They want to initiate a mutually respectful and constructive relationship with Harvard University. The Committee offers this study and its recommendations to the Riverside community as a means to create a unified vision for the neighborhood and to secure its well-being in the years to come.

Riverside Neighborhood Study Area Map



M E T H O D O L O G Y

Methodology

The Riverside Study Committee produced its recommendations through an extended process of issue identification, data collection and analysis, and further review and discussion. Community Development Department staff supported this process by gathering and presenting data from a number of sources, chief among them the U.S. Census, a random telephone survey of Riverside residents, the Cambridge Assessing Department and the Cambridge Zoning Ordinance.

1. The US Census: 1970, 1980, and 1990 (partial)

The Census is a survey of every household taken every ten years by US Commerce Department Census Bureau as mandated by federal law. It collects demographic information on age distribution within the population, household composition, racial makeup, income, length of residency, ancestry and other categories. Because, in theory, it is a survey of every household, the Census provides us with the most complete profile of the city and its residents that is available.

The 1990 Census was not available at the time of the Study Committee process. As a result, the analyses made by the staff and the Committee members used 1970 and 1980 Census figures in conjunction with the results of the Riverside telephone survey. 1990 Census information was added to this text for consistency purposes, as it became available after the Study Committee finished its work. The new Census material does not substantially change the Committee's findings.

Census data is available from the Community Development Department.

2. 1990 Random Telephone Survey of Riverside Residents

In June 1990, a consultant, Atlantic Marketing Research Co., Inc., conducted a random telephone survey of 430 households in Riverside to determine the demographic character of the neighborhood as well as residents' perceptions and attitudes on issues of community concern. The survey is one of a series of telephone surveys conducted by the Department in several neighborhoods in conjunction with the neighborhood study process. The Department will conduct surveys as a part of future neighborhood studies.

The survey instrument is composed of 66 questions designed by the Community Development Department with the consultant. It is a combination of open-ended questions (those to which the respondent can give any response desired,) and closed questions with a specified range of answers. The instrument asked four broad category of questions: general demographics, housing, employment, and attitudinal.

The survey was done, in part, to elicit demographic information, similar to that of the Census, but which was not yet available, or was not part of the federal questionnaire. Typically, it takes the Census Bureau two to three years to process neighborhood level data and make them available to municipalities. The intention of the telephone survey was to provide Study Committee members with as current a profile of the neighborhood as possible to inform their discussions. In addition, the Committee was able to pull out much more refined conclusions than the Census data through

cross tabulations. This means, the Committee could compile a profile of a particular group in the neighborhood. For example, the Committee could analyze the neighborhood's elderly population in terms of race, income, housing, and more.

The Census and the telephone survey are not directly comparable, as the Census is a house-by-house survey and the telephone survey is a sample of households. While one cannot compare numbers directly, general trends can be determined and general conclusions can be made.

In addition, another very important reason for the telephone survey was to gather attitudinal information from residents. This included feelings towards development and its positive or negative effects; the need for more housing, especially affordable housing, and whether that should be rental or owner housing; whether, how often and for what reasons residents use neighboring commercial squares or districts; attitudes about the condition and availability of parks and open space; and other questions on other areas of concern in the neighborhood. As with the demographic data, the Committee could also use cross tabulations of the attitudinal data to get a more refined picture of who in the neighborhood thought what. For example, what are the elderly's attitudes towards the conditions and availability of open space.

As with the Census information, the telephone survey results are available from the Community Development Department.

3. Cambridge Assessor's Data

The Study Committee used data from the Assessor's Office to analyze the nature and quality of the neighborhood's housing stock, to illustrate the market for renting or buying a house in Riverside, and to examine the remaining build-out potential in the neighborhood. Housing data included the number of buildings in each property class (one, two, three-family, etc.,) the number of dwelling units, the number of rent controlled units, and the number of housing sales in each property class and their sales prices. These data form the basis for analyzing housing availability and affordability in the neighborhood. Property data, such as building and lot size, was gathered for all commercially zoned areas (except for Central and Harvard Squares as they have separate planning processes) and higher density residential zoning districts. These data were used in calculating the amount of additional building allowed in the neighborhood under current zoning. All data is from 1990.

4. The Cambridge Zoning Ordinance

The Zoning Ordinance, in conjunction with the Assessor's data, forms the basis for determining the remaining build-out potential in Riverside. The Zoning Ordinance is the part of the municipal code which governs how land and buildings in the city may be used. For each zoning district, the ordinance lays out three types of general regulations: 1) use: what activities or mix of activities may or may not take place; 2) dimensional requirements: what floor-area-ratio, density, height or set back restrictions apply to any one building in any given zoning district; and 3) parking requirements: how many spaces, if any, must be included with a building.

NEIGHBORHOOD PROFILE

Neighborhood Profile

Riverside is a neighborhood of many identities. At its heart lies the residential neighborhood, characterized by two-, three- and four-story wood-frame houses. Surrounding this are the institutional buildings of Harvard University on its west, the commercial centers of Harvard and Central Squares along it northern edge, a mix of Harvard housing, office buildings and parks along the Charles River at its southern periphery, and the Cambridgeport neighborhood to the east. Within this world are residents who have lived there all of their lives, "newcomers" who have only lived there for 25 years, and real newcomers who have been there for less than ten years. There are people of West Indian, Cape Verdean, Irish, African, Italian, and Greek extraction, along with newly arrived Haitians, Hispanics and Asians.

This chapter explores the origins of the neighborhood of today and the physical and social changes that have occurred since the European settlement in the 17th century. In addition, it looks at some of the demographic trends of the past three decades.

From Salt Marsh to Neighborhood: Riverside from the 17th to the 20th century

Upon their arrival in 1630, the English settlers found what is now called Riverside to be mostly salt marsh. They settled in the location of Harvard Square, calling their village Newtowne. What is today Massachusetts Avenue was a narrow road that led to the oyster banks near Lafayette Square; a path, today Putnam Avenue, followed a moraine, or ridge, to its end near Western Avenue. The moraine divided the marsh in two: a smaller marsh in the area of what is now Banks Street; and a larger marsh extending from Putnam Avenue to Western Avenue up to Green Street. For much of the 18th century, the only growth that took place in the area that is now Riverside took place around Harvard Square. Most of Riverside, however, remained a wet marsh, owned by only a handful of people, and occupied by even fewer than that.

The 19th century brought changes to the salt marsh, but not nearly as dramatically as in other rapidly growing neighborhoods in Cambridge. Two new roads were built: River Street, originally called Brighton Street, was built in 1811, while Western Avenue, or Watertown Road as it was known, was laid out in 1824. These roads, radiating out from Central Square, were part of a flurry of road building in the early 19th century to connect Cambridge and the outlying towns with the West Boston Bridge (now the Longfellow Bridge,) which was built in 1793. Prior to the construction of the West Boston Bridge, all traffic west of Cambridge enroute to Boston was forced to cross the Charles where it narrowed at Harvard Square, travel through Brighton to Roxbury, and reach Boston via Roxbury Neck (now Washington Street in Boston,) or take the ferry at Charlestown. The construction of the West Boston Bridge and the new roads brought on the settlement at Central Square and more growth of Harvard Square. However, despite the increased traffic through the area, Riverside proper was left largely unsettled.

The marshes of Riverside remained quiet until 1851, when Charles Little and James Brown set up a book bindery at the bottom of River Street on the river front. The next year, Little and Brown leased the bindery to Henry O. Houghton who promptly set up the Riverside Press; subsequently, Little, Brown and Company opened a new bindery across Blackstone Street from the Houghton operations. Unlike the heavy industries booming in other parts of the city, presses did not need rail service to transport raw materials in and ship products out. Rather, it needed a large site which could support substantial floor space, something sparsely settled Riverside could provide; fuel and paper were brought by schooner to the company's dock on the Charles.

The success and subsequent expansion of the binderies and presses and the growth of Harvard and Central Squares brought new people into the area. The long process of draining and filling the marsh began in the 1840s at Green Street. The old marsh to the east of Putnam Avenue was a significant obstacle to development; nonetheless, by the 1870s, most of the land in the core of the neighborhood had been filled and subdivided into house lots, although only about one-half had been developed. The last area filled was what is now Hoyt Field, which was occupied by a mill pond that was used to provide water power to a succession of rope walks and grist mills near the river. The pond was finally taken and filled by the city in 1880.

During the last quarter of the 19th century, the physical growth of the residential neighborhood followed the expansion of the presses. By 1890, Houghton's Riverside Press employed 600 people. Most of the residents were of European descent, with the Irish predominating; however, starting in the 1890s a large number of Blacks began to settle in the newly built area around Howard Street. Many of these families came from the American South, but the first decade of the 20th century brought a large number of people from Nova Scotia and the West Indies. A 1903 study of working class neighborhoods in the metropolitan area describes the West Indians as skilled workmen, namely printers, cabinet makers, wood workers and carpenters. The men arrived first, earning their passage by working on boats sailing from the West Indies to Canada, then making their way south to the United States. Others came directly from the islands. Once settled, they brought their wives and families here to live. Only one other place in Cambridge had as many Blacks living together in a cohesive community; this was located on Burliegh Street, now the site of Washington Elms, Newtowne Court and Tech Square in Neighborhood 4.

The filling of the shoreline that allowed residents to move into Riverside also made room for other industries including coal yards, planing (lumber finishing) mills, laundries, the Cambridge Electric Light Works, and the stable for the Cambridge Electric Railway. Most of these were concentrated between John F. Kennedy Street and Banks Street where the Harvard Houses sit today. The Riverside Press (Houghton Mifflin) continued to expand along the river front, while Little, Brown and Company grew to the east of Putnam Avenue. At the turn of the century, another landmark, the Reversible Collar Company, settled in Riverside locating its factory on the site of Peabody Terrace.

Entering the 20th century, Riverside resembled many of the other neighborhoods in Cambridge with industry and housing side by side. Harvard University, at that time, focused much of its development energies on Harvard Yard and the North Yard, almost ignoring the river front. However, with the ascension of A. Lawrence Lowell to the college presidency in 1909, Harvard expanded its view of the university to include the land south of the Yard and Square, primarily as a site to house undergraduates. As a result, from 1902 to 1912 Harvard, in association with wealthy alumni, bought up parcels of land with the intent of building a series of new dormitories modeled after the English house system. This ambitious plan took until 1931 to complete, resulting in a large complex of buildings organized into seven "houses" containing dormitory rooms, libraries, dining halls and other amenities which the university thought would incline their students to work their best.

Harvard was not the only entity looking at the Charles River waterfront with an eye for redevelopment. Real estate speculators and municipal governments alike envisioned the river banks as parkland. The idea of improving the river's edge dated from the early 1880s, and the talk of building a dam across the Charles to stabilize its large tides had been discussed since 1850. During the last two decades of the 19th century there was an increasing awareness by the municipalities on both sides of the Charles that something had to be done with the mud flats along the river banks, from both a public health and aesthetic view point. In 1894, the City of Cambridge purchased the entire riverfront from Msgr. O'Brien Highway to Gerry's Landing and hired the landscape architect Charles Eliot to plan a riverfront park. Construction started west of present-day John F. Kennedy Street in 1896, but the section between Kennedy Street and Western Avenue was not completed until 1908. The stretch between Western Avenue and River Street, which required the removal of some buildings of the Riverside Press, delayed the opening of the parkway until 1914.

In the meantime, starting in 1903, the state began construction of a dam across the Charles (at the site of the Science Museum today) to control tides and convert the river basin from brackish water to fresh. The tides were excluded from the Charles River basin in 1909, and the dam finished in 1910. Thus, between the City's plan to beautify the river front and Harvard's intention to house its undergraduate population, the banks of the Charles in Riverside were transformed from place of gritty utility to one of scenic charm. This charm was a striking counterpoint to the ever increasing complex of the Riverside Press and the evolving operations of Little, Brown's bindery.

During the 1930s and 40s, Riverside did not change very much in its outward appearance. However, the 1950s brought the beginnings of massive changes in government, industry and higher education that would have profound physical and social effects on this small place, as it would on other neighborhoods in the city over the next 40 years.

First was the federal government's establishment of a policy to build housing for low-income families, along with the rise of new social theories that wood-frame residential cities of the 19th century were places of blight leading to host of social ills. These theories manifested themselves with the construction of Putnam Gardens in 1953. Putnam Gardens contains many of the elements thought to be beneficial for the new city: brick construction and garden apartment-like groupings that removed the existing 19th century street pattern.

Second was the beginning of the decline of manufacturing in Cambridge as well as the entire northeast. Riverside did not have the same kind of heavy industry as Cambridgeport, East Cambridge or Alewife, and did not feel the same gradual draining away of jobs during the 1960s, but de-industrialization did touch Riverside with the closing of Reversible Collar first in 1930, Little, Brown in 1964 and finally Riverside Press in 1971.

Coupled with the decline of industry was the emergence of higher education, in this case Harvard University, as a significant factor in the city's economy and with enormous effects on the Riverside neighborhood. Harvard, along with other academic institutions, expanded its programs and enrollment during the 1960s leading the university to create new housing for its growing student body and new centers for its administrative offices. Between 1960 and 1965 Harvard built Holyoke Center; in 1963 it erected 22 story Peabody Terrace for married students; and in 1967 Mather house was constructed for undergraduate dormitories. The tall towers of these buildings stand in stark contrast to the modest wood-frame houses of the residential neighborhood and with the elegant Georgian Harvard Houses from the early decades of the 20th century.

Today, Riverside is a reflection of three centuries of changes, from the original English settlement at Harvard Square, to the houses of the mid and late 19th century and early 20th century, to the institutional expansion of Harvard University in the early and mid 20th century, and to the

demolition of the factories in the 1960s and 70s. It is also the reflection of all the different people from different continents who have come here over the past three hundred years to give us the rich mixture of residents we have today.

Riverside Today: A Demographic Profile

The total population of the Riverside neighborhood has not changed much from 1970. At that time, there were 9,747 people living in the neighborhood. The results of the 1990 Census show 10,432 residents, a seven percent increase since 1970. This growth has been due to an increase in the number of residents in Harvard housing, which showed a 30 percent increase during this same time period. Moreover, the population in households decreased by three percent. Nearly all of this loss occurred in the 1970s. While Riverside's population growth may be modest, it is in contrast with the overall decline in the city's population. Between 1970 and 1990, the city lost nearly five percent of its residents. Most of this loss occurred between 1970 and 1980. Both Riverside's population and that of the city have remained stable since 1980, with very little change occurring in either.

Age Distribution

Despite only minor overall change in the size of the neighborhood's population, there have been tremendous changes within it. The median age remains 20 to 24, due to the large number of students in the neighborhood. (The US Census counts students living in dormitories as residents of the area in which their dormitory is located.) This group occupied the median in the 1970 and 1980 census as well. However, there was an 11 percent decrease in the number of children in the 0 to 19 age group between 1970 and 1980. More dramatically, there was a 36 percent decrease in the 0 to 4 age group in that interval, and, at the same time, a 32 percent increase in the 20 to 34 age group, a population which included both graduate students and nonstudents. These changes have altered the population of Riverside profoundly. As drawn from the 1990 telephone survey, over half of the population was under 34 years of age, with the major proportion being between 20 and 34. One-fifth of the neighborhood's population is between 35 and 44 years of age; 13 percent are 45 to 64, and one-tenth are 65 and older.

Looking at age distribution by race, Black residents make up more of the older population in the neighborhood. The 1990 telephone survey found that almost one-quarter of Blacks are 55 or older, compared to one-tenth of the White residents. Most Whites are between the ages of 20 and 34, as are Asians.

Race

The number and percentage of White residents has been decreasing since 1970. At that time, over three-quarters of the population was White, whereas now Whites comprise two-thirds of the population. The Black population has fluctuated only slightly, increasing from 12 to 19 percent between 1970 and 1980, and then decreasing from 19 percent in 1980 to 17 percent in 1990.

The most substantial growth has been among Asians. The 1970 Census did not make any racial distinctions other than Black or White; however, in 1980, Asians made up five percent of the neighborhood's population. As of 1990, this proportion rose to 12 percent, double the number of Asians in the neighborhood from a decade ago. However, according to the 1990 telephone survey, nearly all Asians are students, and while they are a growing proportion of the neighborhood's residents, their residency does not necessarily indicate a stable Asian population settling in Riverside.

Household Composition

In keeping with the young median age of the neighborhood, over one-quarter (29%) of the telephone survey respondents live alone, and the same percentage live with one or more roommates. Nearly one-quarter (22%) describe their households as couples with children. Although a direct comparison cannot be made between the Census data and the telephone survey results, the telephone survey seems to

support a trend of decline in the percentage of two parent families in Riverside. Between 1970 and 1980, the percentage of this household type decreased by 26 percent. The city also experienced a decrease (15%) in two parent families with children during the same period.

In the telephone survey, Black and Asian respondents are more likely than White respondents to be living in households with children. White respondents are more likely to describe their households as couples without children. Out of all respondents, over one quarter live alone; the same percentage lives with one or more roommates. Of those in roommate living situations, over half of them are Asian, compared to over one-quarter of the White and 12 percent of the Black respondents. Thus it appears that Asians tend to live in either households with roommates or as couples with children.

Children in School

In keeping with their profile of being older and living in households with children, 24 percent of Black residents have children enrolled in school. This is nearly double for the 13 percent of all households in the neighborhood having children enrolled in school.

Length of Residency

The 1990 telephone survey found that over half (57%) of all residents living in the neighborhood have lived there for less than five years. The newness of the population to the neighborhood is probably due in large part to the number of students living in Riverside, both in student housing and in private quarters. Virtually all Asians, nine out of ten, have lived there for less than five years, corresponding to their younger age and student status. Over half the White respondents said they had lived there for less than five years, whereas the survey found that only 27 percent of the Blacks living in Riverside have lived there for less than five years.

Income

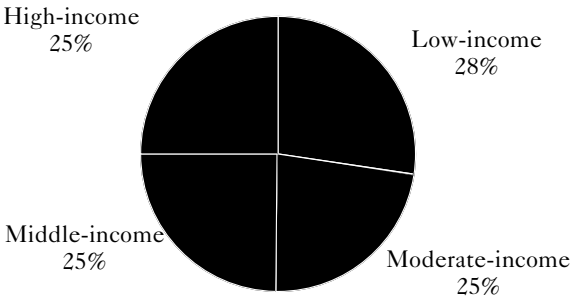
According to the federal Census, median income for Riverside and the city has risen steadily since 1970, although the median for the neighborhood has always been below that of the city. Between 1980 and 1990, the city-wide median has risen 133 percent (30% in 1989 dollars;) Riverside has risen by nearly the same percentage:

Riverside Median Family Income

	1970	1980	1990
Riverside	$7,985	$13,914	$32,746
Cambridge	$9,815	$17,845	$39,990
Riverside as a percentage of the city:			
	81%	78%	82%

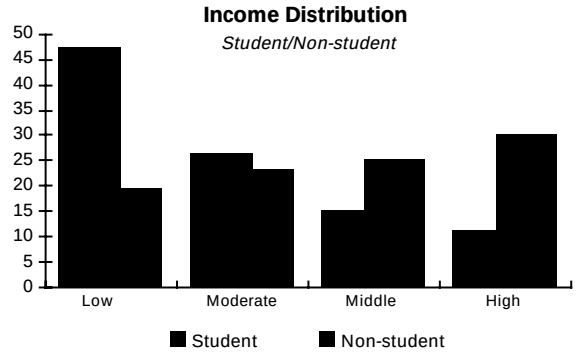
In 1980, Riverside ranked tenth in terms of median family income for all the city's 13 neighborhoods. Only Neighborhood 2 (MIT campus) and Neighborhood 4 ranked lower. Riverside's relative position improved in the 1990 Census, where it ranked ninth.

The median, while indicating the general economic well-being of the community, does not show income distribution in the neighborhood. From the telephone survey, it appears that the respondents are divided almost equally into low-, moderate-, middle- and high- income categories.

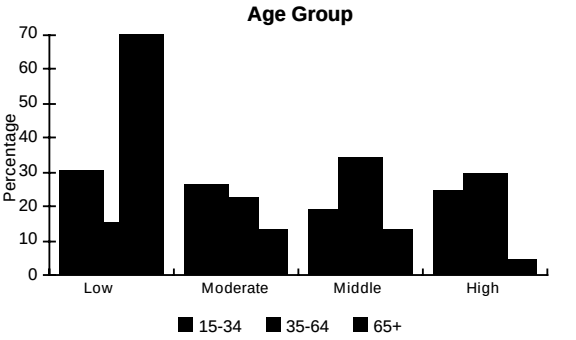


** Percentages do not add up to 100 due to rounding.*

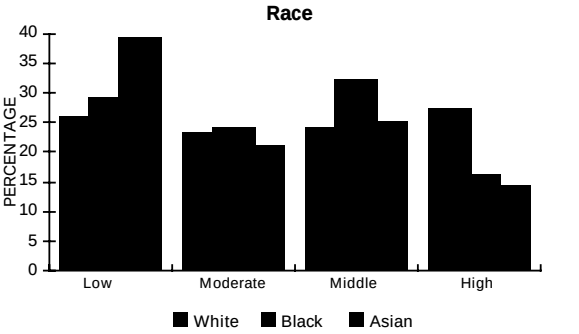
However, when the responses from students are separated, income distribution within the neighborhood changes considerably:



Age is also a considerable factor in income distribution, with over two-thirds (70%) of respondents over age 65 falling into the low income category.



With regards to race, White respondents nearly matched the overall neighborhood distribution. However, Blacks were more likely than Whites to have middle incomes, but far less likely than Whites to have high incomes. Asians, consistent with their student status, were more likely to have low incomes than either Whites or Blacks.



Income Definitions

- **Low income** is equal to or less than 50 percent of the Boston area median income.
- **Moderate income** is 51-80 percent of the Boston area median income.
- **Middle Income** is 81-120 percent of the Boston area median income.
- **High income** is more than 120 percent of the Boston area median income.

The 1989 Boston area median income for a family of four was $46,300 per year.

Conclusion

Possibly the most significant changes over the past several decades have been the dramatic decrease in the number of children under 18 and the shift in household composition to a greater number of couples without children, single occupants and roommates. The other striking change has been the rise in median family income from 1980 to 1990, although it still ranks below the city-wide median. Despite the apparent prosperity of the neighborhood, certain segments of the population remain of low- and moderate-income means, most notably those residents under 35 and over 65 years.

H O U S I N G

Housing

Introduction: Our Housing Needs

Since the beginning of the 1980s, federal funding for housing has decreased 80 percent, from $30 billion to $8 billion dollars annually. In Massachusetts, progressive housing programs using state money made up in part for the decline in federal funds; however, with the current fiscal constraints, state funding has diminished dramatically. More than at any time in recent decades, the city must now rely on its own resources to find funding for housing programs.

In light of this situation, the Community Development Department undertook a housing needs study in 1990. The resulting report, *Cambridge Housing Challenges,* examined different housing elements in Cambridge, including the age and income of residents, and revealed where the greatest housing needs for the city were located. It reported that, while the number of units has increased during the last decade to nearly 42,000 city-wide, the ability of people to afford those units has decreased. Those people who are working in jobs that would have allowed them to buy houses in the past, now find prices in Cambridge beyond their reach. In addition, rental prices, especially for family-size units, are beyond the ability of many working families to pay. Over one-third of renter households in the city pay more than 30 percent of their monthly incomes in rent. The federal government considers this a rent burden, meaning that these households may not have enough income to pay for other basic needs such as heating fuel or food. In rent controlled units, again, 29 percent of the households pay more than 30 percent of their monthly income in rent.

Not surprisingly, the waiting list for families seeking subsidized housing has increased to over 4,000 households in 1990. The average wait is four years, and then only one in three families are placed. Due to the long waits and serious supply shortage, there is now some doubling up among those least able to afford housing.

Riverside residents find themselves facing the same housing needs as found throughout the city, as shown in residents' responses to the 1990 telephone survey. Nine out of ten Riverside residents surveyed said there is a need for more low- and moderate-income housing in Cambridge and would support such housing in the Riverside neighborhood. In addition, the large majority of respondents said that rental housing was needed more than owner housing. In nearly every demographic category, including age, income, length of residency, race and gender, respondents said that rental housing is needed more than owner-occupied housing.

Committee Discussions

Of the many topics discussed over the eight month life of the Study Committee, housing took the longest amount of time. For five weeks, the Committee went over the problems of an aging housing stock, rapidly increasing housing prices, and the affect this has had on the neighborhood. The Committee views housing as the key to maintaining a diverse neighborhood and developed their recommendations to that end. This chapter will explore three aspects of the housing situation in Riverside: availability, affordability and accessibility.

Availability

- Riverside has 3,232, or eight percent of the city's 41,809 housing units.
- The number of dwelling units in Riverside has increased by 245 units since 1980, representing an eight percent increase. During the same time the number of units city-wide increased by at least 1717 equalling a four percent increase.
- Riverside has a smaller household size than the average for the city, 1.97 persons per household versus 2.08. The neighborhood also has a smaller average family size, at 2.85 persons per family versus 2.90 for the city.
- Riverside has a lower proportion of single family houses and two family houses than the city as a whole; however, the neighborhood has a higher proportion of three family and multi-family buildings.

	Single-family	Two-family	Three-family	Multi-family
Riverside	174 (27%)	136 (21%)	168 (26%)	171 (25%)
City	3449 (35%)	3171 (32%)	1693 (17%)	1473 (15%)

- The neighborhood also has a lower proportion of condominiums (11%) than the city as a whole, with 340 condo units. Condos make up 19 percent of the housing stock city-wide.
- The vast majority of Riverside residents are renters. Eighty percent of the neighborhood residents rent, while 20 percent own their home. These figures compare to city-wide figures which show 70 percent of residents rent, while 30 percent own.
- Riverside has a larger proportion of rent controlled units than does the city as a whole. Fifty-six percent of all housing units in the neighborhood come under rent control, as compared to 40 percent of all housing units in the city.
- The neighborhood has over 314 units of publicly assisted rental housing, or 10 percent of the total number of units. Of these, 159 units are in publicly-owned housing, 155 in publicly subsidized, but privately owned housing, and a small number in buildings owned by private nonprofit organizations. (See Appendix for full listing.)
- Most of the assisted rental housing developments (public and private) are designated as family; however, 155 units in the privately owned buildings are for the elderly.

Affordability

Riverside was not excluded from the real estate frenzy of the 1980s. Between 1985 and 1986, the median sale price of a single-family house increased by 46 percent. Single-family houses reached their highest median sale price in 1987 at $238,000. Prices, and the number of sales, dropped considerably over the next two years, but the 1990 price was still *64 percent higher* than the 1984 price.

Riverside Housing Sales 1984-1990

Median Selling Price - Single Family

Year	Median sale price	% of change	# of sales
1984	$114,000	N/A	5
1985	130,000	14%	5
1986	190,000	46%	9
1987	238,000	25%	7
1988	197,500	-17%	6
1989	175,000	-11%	3
1990	186,500	7%	6

Median Selling Price - Two Family

Year	Median sale price	% of change	# of sales
1984	$ 93,000	N/A	5
1985	210,000	126%	3
1986	234,375	12%	3
1987	245,000	5%	4
1988	190,000	-22%	8
1989	110,000	-42%	2
1990	212,000	93%	3

Median Selling Price - Three Family

Year	Median sale price	% of change	# of sales
1984	$ 130,000	N/A	7
1985	161,750	24%	6
1986	234,375	45%	3
1987	219,000	-7%	7
1988	159,000	-27%	1
1989	215,000	35%	3
1990	325,000	51%	3

The prices for two- and three-family houses made similarly dramatic increases over the whole decade, although there were considerable fluctuations year by year. By 1990, the median cost of a two-family house had increased by nearly 128 percent since 1984, while the median price of three family rose by 150 percent.

The condominium market was also strong in the neighborhood during the 1980s. Both the median sale price and the number of sales between the middle and the end of the decade alone rose by 57 and 156 percent respectively.

Median Selling Price - Condominium

Year	Median sale price	% of change	# of sales
1984	N/A	N/A	N/A
1985	$ 128,850	N/A	16
1986	106,000	-18%	8
1987	129,500	22%	24
1988	158,000	22%	24
1989	202,000	28%	41
1990	N/A	N/A	N/A

As a consequence of the steep rise in housing prices, the income required to purchase a home in Cambridge (and in Riverside), no matter what type, has risen dramatically in the last decade. At the same time, the real income of many residents has not kept pace with the cost of housing. In addition, as the price of houses went up, the amount of the down payment increased proportionately. As the 1980s progressed, only those with very high income jobs and substantial amounts of available cash were able to purchase a house.

The image of who *can* own housing in Riverside seems reinforced by who *does* own housing in Riverside. As income increases so does the likelihood of already owning a home.

Own/Rent by Income in Riverside 1990

Income	Own	Rent
low	6%	94%
moderate	11%	89%
middle	32%	68%
high	48%	52 %

Issues of affordability surround the rental market as well. While more than half (56%) of the rental units in the neighborhood are under rent control, the rest are not, and the rents for these units can be beyond the means of some Riverside residents. The 1990 telephone survey indicates that the median rent for controlled units is between $301 and $600 per month. Market rate units go for between $601 and $900 per month. The chart below shows the annual household income needed to meet these rents and the percentage of Riverside households at these income levels, if using not more than 30 percent of gross income for housing costs.

Income Required to Rent in Riverside

Median Rent Control Rent (per month)	Annual Income Required	% of Riverside Households with Sufficient Income
$301 to	$12,040	80%
$600	$24,000	56%

Median Noncontrolled Rent (per month)	Annual Income Required	% of Riverside Households with Sufficient Income
$601 to	$24,040	56%
$900	$36,000	37%

Accessibility

A very large majority (81%) of the renters interviewed in the telephone survey said that they expected to own a home one day; however, very few (14%) felt that they could afford to buy a house in Riverside. About one-third said that if they could afford to buy anywhere, they would buy in Riverside, but almost half said they would go outside of Cambridge. The most frequently cited reason for this was affordability.

Study Committee members were frustrated by the fact that financing for affordable housing opportunities was so scarce in comparison to the need, and by the fact that sources of money change for each new project initiative, making projects only single-time opportunities, not models for future projects. All members found it abundantly clear that the amount of money needed to satisfy the city's need for affordable housing and to rehabilitate the existing stock is far beyond the City's fiscal capacity. Indeed, some members argued that our economic system does not trigger the mechanism needed to produce housing in quantities sufficient to house all society, and expressed the opinion that the federal government must re-establish its affordable housing initiatives through comprehensive policies and, hopefully, well funded programs. One member pointed out that the single largest federal housing policy — deduction of interest on a home mortgage from an individual's income tax — is not accessible to an increasing number of people to get into the housing market, due to prohibitive prices and/or the large down payments required. The Study Committee agreed that the focus of City policy should be to upgrade and rehabilitate the existing stock (both renter and owner-occupied housing,) especially given the age of the stock and the needs of the population. They also agreed that the City should continue to create more home ownership opportunities through both new construction and the conversion of rental properties into limited equity cooperatives and condominiums.

More specifically to Cambridge, several members expressed concern with the existing rent control system, stating that it sometimes serves those who are not the neediest (and for whom rent control was intended) and that the seeming complexity of the regulations may deter owners who want to make repairs, but who do not know the system, from making capital improvements. The members urged the Rent Control Board to enforce the ordinance forbidding key fees or sales of rent control units and to streamline capital improvement procedures.

Housing Recommendations

HOUSING POLICY

1. Maintain the economic and ethnic diversity of the neighborhood;
2. Improve the maintenance of the housing stock, both for rental and owner-occupied units;
3. Preserve Riverside's current scale, density and character;
4. Create more affordable family-sized rental housing;
5. Increase affordable opportunities for home ownership through detached single-family, cooperative, or condominium housing programs;
6. Help make it possible for people who grew up in Riverside to afford to live here; and
7. Match the size and style of future housing to current trends in family size.

RENT CONTROLLED HOUSING

These recommendations are addressed to the Rent Control Board, unless otherwise noted.

1. Develop a program to fund maintenance of the rent controlled housing stock in a way that does not drive the rent levels up faster than the earning power of the population. This fund could be derived from a fee on high-income tenants occupying rent controlled units.
2. Create and adhere to performance standards that produce a reasonable turnaround time for rent control procedures. This would encourage owners and tenants to work within the system rather than working outside of it, or ignoring it altogether.
3. Enforce existing regulations forbidding the 'sale' of rent controlled units through bounties and key fees. This might help low- and moderate-income residents gain greater access to rent controlled housing.

RECOMMENDATIONS FOR POTENTIAL HOUSING SITES

Corporal Burns Playground

See Parks and Open Space Recommendations for more complete recommendations concerning Cpl. Burns Playground.

1. The Study Committee supports the Land Bank proposal to construct affordable housing on the eastern edge of the park along Banks Street. This should involve either the renovation or demolition of the old shower house. The Committee can support this measure only if:
   a. any housing be limited to two- or three-story structures that match the texture, scale and setbacks of the surrounding wood-frame structures;
   b. the remaining park and playground area be thoroughly redesigned and refurbished; and
   c. the existing trees are preserved or replaced.

The City Council did not accept the proposed Land Banks sites for redevelopment into affordable housing.

Vacant "rent controlled" lot at 88 Putnam Avenue (at Kinnaird Street)

1. Explore the possibility of the City acquiring the lot to construct affordable housing at a reasonable density and designed to match the scale and character of the surrounding neighborhood.
2. If it is not possible for the City to acquire the lot, then work with the owner to construct affordable housing on the land with the same conditions as above.

Former Elbery Ford Site, 320-366 River Street (at Putnam Avenue)

This site is located in Cambridgeport; however, the Study Committee feels that any redevelopment taking place there will have considerable effect on Riverside.

1. Work with the owner to construct a mixed-use development on the site, including some affordable housing. The overall height of the project should be restricted and its street face should match the scale, density and height of the adjoining residential areas along River Street and Putnam Avenue.

Empty Lots at 237-253 River Street (adjoining Hoyt Field)

1. Work with the owner to develop the lot for housing that matches the scale, density and heights of the neighboring structures.

Max's, 279 Putnam Avenue (at River Street)

1. Encourage the owner to consider the site for housing.
2. Consider allowing relief from existing setback requirements to promote the construction of housing on the site while preserving the texture of the neighborhood.

EXPIRING USE PROPERTIES

2 Mt. Auburn Street, 411 Franklin Street, 808 Memorial Drive and 929 Massachusetts Avenue

808 Memorial Drive is located in Cambridgeport, but many consider it to be a part of the Riverside community. The owner of 808 Memorial Drive has filed a notice with HUD of its intent to sell the property. Tenants at 808 are working with a Cambridge-based nonprofit organization, Homeowner's Rehab, Inc., to explore the feasibility of purchasing the complex and maintaining its affordability. In addition, the City is funding a tenant organizer to help residents with this process.

1. Continue to monitor the status of these properties and take steps to preserve their affordable units.

PARKS AND OPEN SPACE

Parks and Open Space

Introduction

Parks and open space are meeting places for a neighborhood. They help to form the bonds between individual residents to make a community. Riverside's parks are part of what make the neighborhood unique: the basketball games at Corporal Burns Playground, the River Festival at Riverside Press Park, the Spanish soccer league games at Hoyt Field, and the countless children who come to play at the King School Playground.

This chapter explores the problems of managing the neighborhood's seven parks and various open spaces, and examines design, maintenance and programming issues at specific parks. Through the recommendations listed here, the Committee seeks to enhance the role of parks in strengthening community life within the neighborhood.

Committee Discussions

Riverside's seven parks differ widely from each other. They range in size from one-tenth of an acre (Franklin Street Park) to 4.5 acres (Hoyt Field) and contain both active and passive uses. They serve different populations, from tots to adults. They also serve different size areas: tot lots tend to serve the more immediate surrounding neighborhood; while multiple-use parks, such as Hoyt Field, may serve residents from all over Riverside as well people from all over the city. Other parks, such a Riverbend Park (Memorial Drive) and the basketball courts at Corporal Burns, have a more regional draw, as well as a local one.

Corporal Burns Playground

Corporal Burn Playground is known throughout the city and beyond as one of the best places in the area to find a pick-up basketball game. Its not unusual to go by the courts at Cpl. Burns and find a game in progress virtually anytime of the year.

Cpl. Burns Playground sits on what once was tidal mud flats of the Charles River. During the late 19th century Harvard University owned most of the area that now makes up the park. At that time, the land was at the river's edge, and Harvard located its boat house there. By 1903, the university had moved its boat house to its present location at the foot of John F. Kennedy Street. At the same time the City was completing its construction of the embankment and parkway along the river, thus leaving the site landlocked. By the early 1920s, the City had built a playground on the former boat house site. Today Cpl. Burns is one of the two public areas that link the residential neighborhood to the Charles River, the other being Riverside Press Park. Both Riverside Press Park and Cpl. Burns are major venues for the City's annual River Festival.

Corporal Burns Park is a multi-use park meeting a variety of recreational needs; however, despite the popularity of the basketball courts, the 1.3 acre park is generally underutilized. The tot lot equipment is old, thus not as attractive as the King School. The concrete shelter adds little to the playground, either aesthetically or functionally, and the field house is used only for storage. Given that the playground is one of only two publicly accessible links to the Charles River and

that its current layout does not fully meet the needs of the community, the Study Committee felt strongly that Cpl. Burns be renovated.

The Committee also supported the Land Bank proposal to build affordable housing on a portion of the park along Banks Street. Members, (some with reluctance but understanding,) felt that this trade-off was justified in light of the need for more affordable housing in the city and in the neighborhood, the scarcity of available land for its development, and neighborhood support for additional affordable housing as indicated in the results of the 1990 telephone survey.

Hoyt Field

Hoyt Field, like Cpl. Burns Playground, had its beginnings in the salt marshes that once made up most of Riverside. The neighborhood's largest park, Hoyt sits on what was once the site of a mill pond in the 19th century. The pond was created by the continual filling of the tidal marsh around it during the 18th and 19th centuries. In 1880, however, the City filled in the pond making it available for further development. The 1903 atlas shows streets and house lots were laid out through the newly gained land with the seeming intention of subdividing the area for residential development. Most of these lots were owned by the City of Cambridge. The subdivision, however, never took place, and the 1916 atlas notes the area as the Mill Pond Playground. By this time privately owned homes had been built on the land surrounding the park, including River, Howard, and Montague Streets and Western Avenue. The atlas shows Montague Street passing through from River to Western and not cut off as it is today. The City also owned the lots south of Montague where the tennis and basketball courts are located today.

Hoyt Field is one of the central amenities of the neighborhood containing the largest number and variety of facilities of any park in the neighborhood, and serving people both from within Riverside and throughout the city. Because of this, the Committee felt that its physical appearance should reflect its importance in the neighborhood and named Hoyt as a priority for capital funding. Hoyt Field was last rehabilitated in 1981 when the tot lots were replaced. The City removed the tot lot equipment in 1990 for safety reasons, with the intention of redesigning the park when future money is available. (As of the date of this report, a $1 million rehabilitation of the park has been completed.) The Committee also recommends that future programming for Hoyt includes all the different groups living in the neighborhood (see General Issues and Concerns.)

King School Playground

When you think of the King School Playground, you think of kids, countless numbers of little kids. King is one of the most recently rehabilitated (1988) of Riverside's parks, and one of the most heavily used. It is connected to the Martin Luther King, Jr. School which the City built in 1971. The playground consists of an enclosed tot lot designed for young children and toddlers, a play structure and open area for older children, and a basketball court. It is in generally good condition, especially considering its almost constant use.

Prior to its reconstruction, King Playground was mostly an ill-defined open area with two deteriorated basketball courts. Teachers from the school used part of the open area for parking, and several residents used it for overnight parking. The 1988 reconstruction of the playground included a separate area for teacher parking along with the new play structures and plantings.

The renovation of the playground not only provided new play equipment and better defined and safer areas, it also included the construction of six limited-equity condominiums on Hayes and Magee Streets. The project was a joint venture between the Riverside Cambridgeport Community Corporation and the City, and the homes were sold by raffle to moderate-income residents. Because of the inclusion of affordable housing in the project, the City was able to secure a state Community Development Action Grant (CDAG) to fund the playground renovations. This is only one of two parks in the city which have had this unique partnership of linking housing development with open space improvements, the other being Columbia Street Park in Neighborhood 4.

The Committee, understanding the great effort that went into the public planning process and rehabilitation of the playground, saw King as a good example of bringing the neighborhood together to strengthen community life. They also worried that the park may be a victim of its own success: that over use may cause unwarranted deterioration and undo the many good things that have come about as a result of rebuilding the park. The first issue raised was the distribution of play space. Hoyt and Cpl. Burns need to be made as attractive as King so that King will not wear out before its time. The second issue brought up was the need to include maintenance funds in capital funding requests. The Committee felt that the City will only waste its money if sufficient funding is not set aside (or increased) for maintenance when parks are rehabbed. The third issue the Committee discussed was public review of design features that work and those that do not. The Committee referred specifically to what was intended to be a green space in the center of the playground, but what is now a dirt patch. This is due to the difficulty of maintaining the grass given the intensive use of the area for active play. The Committee felt that residents may like the idea of a green space, but need to understand that under certain circumstances, like at King, such a feature may not work, and may add to maintenance problems (see General Issues and Concerns.)

Riverside Press Park

Riverside Press Park is virtually the only testament to the presses and binderies that operated in the neighborhood for over a hundred years. Built in the early 1980s, the park sits on the site of Houghton Mifflin's Riverside Press. The effort to build the park started in the early 1970s when the publishing company announced plans to close its Cambridge operations. After several years of negotiations between the City and the company, Houghton Mifflin agreed to sell just over three acres of the four acre site to the City at below market price. This parcel became Riverside Press Park, while the remainder of the property was sold for commercial development and is now the office building at 840 Memorial Drive.

With the land purchased, the City began the design of the park. Originally, the City intended the park for passive use; however, after discussions with the neighboring residents, a plan combining both active and passive uses was agreed upon. The state financed construction with a $1 million federal Land and Water Conservation grant.

Riverside Press Park is clearly divided into its active and passive uses. The passive area with its grassy knoll and stone sculpture faces the Charles and Memorial Drive, while the tennis courts, basketball courts and play area are concentrated along Blackstone Street. Neighborhood residents, especially teens, use the park extensively, and it is the cornerstone for the City's annual River Festival. The Study Committee's major concerns revolved around the lack of visibility of the active play areas from River Street, making people feel less comfortable about the park from a security point of view. The other concern was a desire to see the gas station on the corner become part of the park. Overall the Committee felt the maintenance of the park was good.

Franklin Street Park

What the Study Committee sees in Franklin Street Park is potential. The smallest park in Riverside, it was built in 1977 on a former house lot. Thus long and narrow, the park is dark at the rear, and, with its concrete seating and paving, can be very uninviting. However, the park does have a stand of full, shade-giving honey locust trees and faces south. The Committee felt that the area, with the removal of the concrete and some creative design work, would make an excellent tot lot for very small children and a sitting area for neighborhood residents, especially for the elderly at 411 Franklin Street (see General Issues and Concerns.)

Sullivan Park

Privately owned Sullivan Park is the neighborhood's newest open space. It was con-

structed in 1982-1983 as part of the development of 1000 Massachusetts Avenue. The zoning (Business B-1) for the parcel required the owners, Spaulding & Slye, to construct either a park or housing on that portion of the property abutting Green Street, creating a transition between the high-density commercial development along Massachusetts Avenue and the low-rise residential district on Green Street. Neighbors had substantial input into the final design of the park.

The Committee's major concern with Sullivan Park is security. They felt that the vines growing on the fence around the park could make pedestrians feel uncomfortable about walking by the park, especially at night. In addition, although the gates to the park are locked at night, the foliage encourages vagrants to sleep in the park. Indeed, as the Committee was touring the park one evening, a man climbed out of the park over the fence. The Committee encourages the park's owner to increase the visibility into the park for a greater sense the security along the street.

Memorial Drive/Riverbend Park

There is very little that is more important to defining Riverside's physical identity than the Charles River; therefore, access to the river and the management of its associated open space is critical to the neighborhood. Much of the Committee's concerns revolved around future development along the riverfront. The Committee felt very strongly that any development along the riverfront properties not encroach upon the recreational and natural purposes of the Charles. Likewise, they felt it was equally important that the Metropolitan District Commission which owns the riverfront and operates Memorial Drive, control traffic to protect the recreational purposes of the roadway. (see General Issues and Concerns.)

More specifically, the Committee stated some concerns about traffic flow during the summer when the MDC closes Memorial Drive to automobiles. Members cited problems with accidents at Putnam Avenue and Hingham Street. Poor visibility at this intersection with cars coming up Hingham from Memorial Drive and the Grower's Market make the intersection hazardous. Another problem is with traffic backing up on Putnam Avenue near Massachusetts Avenue. One member suggested a blinking light at the intersection to allow traffic to flow more freely and alleviate any backup on Putnam.

What do Riverside residents say about their parks and open spaces? Results from the 1990 telephone survey.

Riverside residents hold their parks in high regard.

45% said the *condition of parks and open spaces* was a major concern to them:

- this includes newcomers and long-time respondents; younger and middle age respondents; and those with and without children.
- older respondents were the only group saying this matter was of no concern to them.

54% said the *availability of parks and open spaces* was a major concern to them:

- this includes the same group as above
- again, older residents were the only ones to say it was not a concern to them

Resident have more mixed opinions about the *availability of recreational facilities*

- 39% said this was a major concern
- 38% said it was a minor concern
- 23% said it was not a concern
- however, families with children in school are most concerned about this, with 54% saying it was a major concern.

General Issues and Concerns

In addition to specific parks, the Committee discussed at length the overall management of open space. Of highest concern was long-term and preventative maintenance of parks, especially those that have been renovated in the past few years. The Committee said that they saw (and were pleased with) the amount of money the City was spending on renovations, but were greatly concerned that they did not see a commensurate amount of daily and long-term maintenance of these projects. The

Committee pointed at King School as an example of this. After the park was renovated the City's Open Space Committee gave the park an A rating, but because of the intensity of use and the inability to maintain the park at the same pace, the park was a grade B by 1990. The Committee felt that the City's substantial financial investment in rehabilitations must be protected through an equivalent commitment to ongoing preventative maintenance.

The Committee was also concerned with design elements which may become maintenance problems. The Committee noted the central open play area in King as such an element. Originally grass, the area is now a big dirt patch because of the kind of use and because of the intensity of use. The use by the kids is not inappropriate, but the area was not designed for the intensity of activity taking place there. The Committee wants designers to seek solutions that are aesthetic, but maintainable in the real world of running and playing children. The Committee, however, did not want the City to adopt a design policy at the other extreme, namely designing a park with solely maintenance in mind. The Committee used Franklin Street Park as an example of this. The poured concrete surfaces of the park are easy to maintain and virtually indestructible, but the overall effect is that of an unappealing and inhospitable place, and, as a consequence, the park is seldom used.

Another topic the Committee raised was how different users, such as the elderly, were identified and their needs incorporated into the design and programming of a park. Some members felt that a place like Franklin Street was too general and not useful to any one group. They felt it could be redesigned to target tots and the elderly with the elderly looking out to the street near the front of the park while the tots and their parents use the back of the lot which is more contained. The Committee felt strongly that not only the design, but programming too, should meet the needs of the whole population. The Committee felt that some populations were underserved namely the elderly and handicapped residents.

The last major issue addressed was access to open space. The Committee identified the Charles River and the Harvard campus as two areas of prime concern. With the river it is a matter of visual and physical access. There are only two areas with public access to the river: Cpl. Burns Playground and Riverside Press Park. Private development along the river otherwise cuts the neighborhood off from the source of its name. Some members thought that access through Peabody Terrace was not always clear or blocked (the dumpster.) Memorial Drive is another barrier. There are few safe crossing points. At the River and Western intersections there are no pedestrian cycles on the traffic lights. There is one at Dewolfe Street, and another at JFK Street serving mostly Harvard University. The Committee felt that no more barriers should be erected, especially with whatever future development occurs on the Grower's Market site. Harvard agreed to maintain and enhance public access through Peabody Terrace; however, the university needs to keep the gates to the Harvard Houses locked for security purposes.

Parks and Open Space Recommendations

Based on the discussion, tour and survey results, the Committee broke their discussion into two broad categories: general management and administration; and individual parks.
These recommendations are directed to the City's Open Space Committee, unless otherwise noted.

Administration

1. Make creative use of existing community resources:
   a. encourage the involvement of community groups, as called for in the City's Open Space Plan; and
   b. establish a liaison between the residents and the City through the City Manager's Office dealing explicitly with open space and park issues.
2. Support the City's Open Space Plan including the policy making and coordination efforts of the Open Space Committee comprising the directors and staff of the Department of Public Works, Department of Human Services Programs and the Community Development Department, along with the Deputy City Manager, in the open space planning process.
3. Record successful and unsuccessful park designs, programming and maintenance efforts to establish a centralized record of what works and what does not work. The record could become a resource for community groups during the initial planning process. Full design development of a park will be the responsibility of the City's landscape architect.
4. Increase police sweeps and surveillance of all parks to promote responsible use of parks and to deter crime and disturbances from occurring.

Allocation of Resources

1. Include resources for maintenance in new capital projects and add conditions to construction contracts that would provide for follow-up maintenance.
2. Require long-term maintenance on new capital projects:
   a. the City should adopt a policy that would mandate that funds be set aside in its budget for maintenance of capital projects; and
   b. in the absence of sufficient maintenance resources, capital funds could be used to stockpile spare parts, if sufficient city storage space is available.

Maintenance

1. Involve schools in the maintenance of playgrounds. Schools could create a program which involves the students in the maintenance of parks and playgrounds. The program should emphasize the students' partnership with their neighborhood.
2. Tie maintenance schedule to level of use.
3. Inspect parks on a regular basis. Inspectors must be well qualified and have product (equipment) knowledge, as called for in the City's Open Space Plan.
4. Include maintenance training for park inspectors and maintenance personnel in capital investment, as called for in the City's Open Space Plan. Future hires should be qualified maintenance workers.

5. Design parks and open space with both maintenance and aesthetics in mind. Design features of new projects should be aesthetically pleasing and lend themselves to easy maintenance.

Programming

1. Design open spaces and parks to reflect use and programming. As outlined in the City's Open Space Plan, users should be identified, and programming should be reflective of their needs.
2. Explore ways to increase programming for indoor recreational activities.
3. Develop programming to meet the needs of the elderly and female populations. This in light of a gender and age bias perceived in current programming.
4. Integrate city programming with private facilities. Look for opportunities in private facilities to provide city-sponsored outreach.
5. Explore creative ways to staff parks, such as partnerships with universities, to place students in parks to provide active and involved personnel at parks and teen facilities.

Community Monitoring

1. Riverside residents should form a neighborhood group to review the conditions of the neighborhood's parks and open space each year and submit this report along with recommendations for future actions to the City Council and City Manager each year. This oversight of the neighborhood's parks and open spaces will become a permanent part of the group's agenda.

RECOMMENDATIONS FOR SPECIFIC PARKS AND PLAYGROUNDS

Corporal Burns Playground

1. Make the playground more active through placement of recreation staff who will interact with users and develop programming.
2. Take advantage of the playground's size for active play. This playground is larger than others in the neighborhood, and that openness should be designed and maintained in such a way to meet the active play needs of the neighborhood best .
3. Create space for younger kids and soften the surfaces to make the playground safer and more inviting to them.
4. Remove the concrete open shelter in the center of the playground, thus adding to the amount of active play area in the park.
5. Rehabilitate the tennis courts to make them regulation size.
6. Preserve the basketball courts.
7. Plant street trees on both sides of Flagg Street to create a more inviting pedestrian connection between the river and the neighborhood and soften the hard edge of Mather House.
8. Install signs to indicate access to the playground and river, particularly at the alley leading from Putnam Avenue through Peabody Terrace.
9. The Study Committee supports the Land Bank proposal to construct affordable housing on a portion of the park along Banks Street, provided the park be renovated as described above. (See the Housing Recommendations for further detail.)

Hoyt Field

1. Make the rehabilitation/redesign of Hoyt Field a top capital budget priority.
2. As part of the planning process for the rehabilitation/redesign of Hoyt Field, explore all potential uses including:
   a. adding more passive open space;
   b. adding space for a variety of teenage activities;
   c. encouraging multi-generational uses; and
   d. developing a programmatic relationship between the teen center and the field.
3. As part of the rehabilitation/redesign of the field:
   a. remove outdated and dangerous playground equipment and replace it with equipment which meets current safety standards;
   b. remove the concrete bleachers, as they are an eyesore and their location promotes illicit activity;

c. consider moving the tennis courts and basketball courts further away from the residential abutters; and

d. create clearer, signed entrances to the park from River Street and Western Avenue, as well as install play area signs along these streets to slow traffic.

A $1 million renovation of Hoyt Field was completed in the Spring of 1994. The project included demolition and removal of the concrete bleachers and old play equipment and construction of new play areas, improvements to the basketball and tennis courts, landscaping, lighting, fencing and a new ball field.

4. Examine the potential for using the vacant lots on River Street and Western Avenue to create better access to Hoyt Field and additional neighborhood housing.

Franklin Street Park

1. Redesign the park with particular users and abutters in mind. The park may best serve small children, or toddlers, and the elderly, especially the residents of 411 Franklin Street.
2. As part of the redesign of the park:
   a. differentiate spaces and define activities clearly to accommodate all targeted users to improve the relationship of the park to the street;
   b. soften the surfaces by removing much of the concrete;
   c. create a more open feeling by thoughtful thinning of the trees;
   d. enhance safety by adding lighting to the rear of the park; and
   e. discourage vagrancy by adding a fence and a gate.
3. Post the times when the park is open.

H A R V A R D

U N I V E R S I T Y

Harvard University

Introduction

During the first meetings of the Study Committee in August 1990, the staff asked the members if they wanted to invite Harvard to sit on the study. There were mixed and strong opinions about this. Some members said that it would be useful for Harvard to be a part of the Committee's discussions as the university is the largest landowner in the neighborhood, and it could affect any decision or recommendation the committee made. Others did not want to have Harvard participate on the Committee, questioning the university's motives for wanting to be part of the group. Some thought that the presence of Harvard might be useful to the Committee and the community as the study process might be a way for the residents to communicate their concerns to Harvard in a structured and pro-active way. After much debate, all members of the Committee decided to invite Harvard to join the group as a full member for the life of the study. By the end of the study, every one on the Committee felt it was necessary to continue building a cooperative relationship between the community and university.

Harvard in Riverside

For the history of Harvard's presence in Riverside, please see the Neighborhood Profile Chapter of the Study.

Harvard University owns about one-third of the land comprising Riverside. Most of the university's property is concentrated at the western end between John F. Kennedy Street and Banks Street, although they own substantial parcels further east along the river. The largest use, - about 80% - is university residences, either dormitories or affiliate housing. The Harvard Houses, built in the early 20th century, make up most of the housing, with significant later developments such as Peabody Terrace, Mather House, and just recently, the Dewolfe Street housing. Just over another ten percent is dedicated to institutional support facilities, such as the student health clinic, and administrative offices of the university. The most identifiable of the administrative buildings located in Riverside is Holyoke Center at 1350 Massachusetts Avenue. The remaining, nine percent, are noninstitutional commercial uses, such as Grower's Market and Au Bon Pain, and non-institutional residential units. The non-institutional residential use consists of 206 units of rent controlled housing in 35 buildings. With the exception of the undergraduate houses and the student health clinic, which are managed by the faculty of Arts and Sciences respectively, the remaining properties are managed by Harvard Real Estate, a subsidiary of Harvard corporation. Harvard Real Estate was set up in 1978 for the sole purpose of managing the university's nonacademic real estate holdings, including affiliate housing and the mixed-use Holyoke Center building.

Harvard's real estate holdings in Riverside have not changed substantially over the past ten years in comparison to the 1960s and 70s. Since 1980 the university has acquired five parcels: three near John F. Kennedy Street between Mt.

Auburn and Winthrop Streets; 8-10 Mt. Auburn Street; and St. Paul's rectory at 34 Mt. Auburn Street (see Sales/Acquisiton map.) Harvard is leasing the rectory to the Cambridge Housing Authority (CHA) which, in turn, developed the property into 19 single room occupancy (SRO) units and two family-size rental units, with an apartment for a resident manager. The lease is for 40 years, expiring in 2031. The CHA opened the rectory in the summer of 1993, and uses some of the SRO units to house homeless persons. This is the second lease arrangement between Harvard University and the Cambridge Housing Authority. Harvard owns and manages the elderly housing at 2-4 Mt. Auburn Street. The 94 unit apartment building was built by Harvard and the Cambridge corporation using a very low interest federal mortgage. The terms of the mortgage obligates Harvard to maintain the units as affordable housing until the year 2000.

In addition to its acquisitions, Harvard University has sold nine parcels in the neighborhood since 1980, totaling 39,000 square feet. Most of the parcels were small house lots scattered throughout the neighborhood. The most significant sale, in terms of size and effect on the community, was the River-Howard Homes to the Riverside Cambridgeport Community Corporation (RCCC), a nonprofit housing agency. RCCC, now no longer operating, sold the 32 unit affordable housing complex to the Cambridge Housing Authority.

The university undertook three construction projects between 1980 and 1990: the creation of a pedestrian link between Eliot and Kirkland Houses near John F. Kennedy Street; affiliate housing and retail at 8-10 Mt. Auburn Street; and 81 units of affiliate housing and a child care center on Dewolfe Street behind St. Paul's rectory. Additionally Harvard-Radcliffe Hillel has completed the construction of a new Hillel House on Mt. Auburn Street to serve the religious needs of the Jewish population at the university.

Under existing zoning, Harvard retains significant development potential in Riverside. Nearly all of the university's real estate is located in a Residence C-3 zoning district which generally allows three times the amount of building area as land area with no height limit. The Residence C-3 zoning is, in fact, intended as a high density residential designation permitting institutional uses. The Harvard Houses, and even Peabody Terrace, are built out to only about two-thirds of what could be constructed there; however, the university has not stated any intentions to redevelop these properties. Moreover, Harvard is undertaking a three phase, rehabilitation of Peabody Terrace, starting in 1992. The most likely sites for Harvard to develop in the foreseeable future are the Grower's Market (Memorial Drive,) the Cowperthwaite Street parking lot, and the Grant and Banks Streets parking lot. There is also a small lot next to Peabody Terrace, although the university is currently renting it to Field of Dreams, a neighborhood community garden group. All together, Harvard could build over 400,000 square feet of new construction. The largest site is the Grower's Market, which has the potential of nearly 240,000 square feet of total development.

The university does not have a single master plan; the individual faculties such as the Faculty of Arts and Sciences, which controls most of the university's property in Riverside, develop their own capital plans which are reviewed and facilitated by the central administration. Recently, however, Harvard has initiated efforts aimed at establishing a more coordinated and comprehensive university-wide planning process. The efforts focus on improving communication between individual units of the university, and on formulating capital plans within the context of university-wide planning issues and community objectives. In May 1994, Harvard announced its first university-wide capital campaign. An estimated $450 million, 23% of the campaign's goal, will go toward renovating buildings, developing technology and buying equipment. A third of that amount, $150 million, will be used to construct new buildings. This includes Boston and Cambridge. There are no capital campaign projects located in Riverside.

What do Riverside residents say about Harvard University? The results of the 1990 telephone survey.

59% of all respondents (51% of the nonstudent respondents) say that Harvard has a positive effect on the neighborhood:

- newer residents are most likely to feel this way
- longer term residents (11 or more years) had more mixed feelings towards Harvard with 36% saying that the university has a positive impact, 26% saying that it has a negative impact, and 38% saying the university has no effect on the neighborhood.

Lower income residents were less likely to think that Harvard has a positive impact than those with higher incomes.

The most frequently named positive effects are:

- the people associated with the university
- the diversity that the presence of the university brings to the neighborhood
- the physical improvements

The most frequently named negative impacts are:

- over development
- causes higher rents in the neighborhood
- causes housing shortages

Committee Discussions

There were no lack of topics for the Study Committee to discuss about Harvard University, given the school's presence in the neighborhood. Committee member and Harvard representative, Tanya Iatrides, was joined by the Director of the Harvard Planning Office, Kathy Spiegelman, and the Director of Community Affairs, Marilyn O'Connell, for this module. Everyone on the Committee, residents and Harvard representatives alike, admitted that the past relationship between Harvard and the neighborhood was a troubled one, and they wanted to explore ways to build more positive links between the school and the community.

The residents on the Committee named the acquisition of property as a significant concern in the community in the past and wanted to hear about the university's current outlook on this matter. The representatives from the university said that Harvard no longer buys property just because it's available. The university is becoming much more selective in its acquisitions, with the administration needing to have a specific future use in mind, rather than open land banking. The university has, over the last decade, also sold properties which were not useful in supporting the school's mission. In addition, the university continues to abide by a commitment not to buy residential property outside the boundary line known as the Red Line. The original commitment was through 1980 and the university has voluntarily continued to observe it.

The group asked about the sale of residential property to Harvard affiliates, offering these potential buyers favorable mortgages. Harvard did at one time do this, but has since stopped that practice.

The Committee members relayed that many of the neighborhood's residents feel Harvard ignores Riverside in respect to the management of their property. They cited examples such as the location of the dumpsters in the "back" of Peabody Terrace which faces the neighborhood; the piling of trash "behind" Mather House along Flagg Street facing Cpl. Burns Playground and the houses on Banks Street; and large, unfriendly spiked fences around electrical equipment, again behind Mather House but facing the neighborhood. Members also spoke of the messiness around Grower's Market and asked Harvard to prod them to clean up the edges of their property. The Harvard representatives said that the university is trying to redress these problems, citing the rehab of Peabody Terrace as a starting point. As part of the renovation work, the university removed the dumpsters near Putnam Avenue, improved the walkway between Putnam Avenue and Memorial Drive, and upgraded exterior landscaping. One of the objectives of the landscaping was to make Peabody Terrace a more inviting walkway to the river for the community. The landscaping included a small children's playground which is used by a neighborhood school. Harvard has also made a community

garden available on Elmer street. Future projects will also take the community's perspective into consideration.

A large part of the discussion focused on the university's development policies and planning practices. Residents recounted criticism over the school's past practice of clearing large areas and building massive structures that were not connected to the residential neighborhood, either in character or scale, as was done in the case of Peabody Terrace.

In response, the Harvard representatives explained that Peabody Terrace was an example of accepted planning practices as well as architectural and social theories of the 1960s, both within the university and by cities, as seen by the urban renewal programs set up throughout the country at that time. The university representatives said that Harvard, along with everyone else, has since rejected those practices and now strives for change within the existing urban fabric, acknowledging the character, scale and pattern of the surrounding area. Today, the university seeks to meet its operational needs while not being as intrusive into the residential neighborhoods. They cited the new Dewolfe Street housing as an example of current practices.

The Committee discussed possible future development projects, listing their concerns as a lack of a public process to inform the neighborhood about details of projects, and the need for development guidelines for potential development sites in the transition areas between the core campus and the heart of the neighborhood. Uppermost in the minds of some members was that the community not lose its connection to the Charles River by any future development of the Grower's Market site, along with respect for the scale, pattern and character of the neighborhood. They also do not want to see an institutional "wall" rise up between the neighborhood and the campus with any future development on the Grant Street and Cowperthwaite Street parking lots. Harvard agreed that creating a set of development guidelines and standards for these transitional areas would be helpful to the university and the neighborhood. The Committee members and university representatives agreed that the best way create such guidelines and standards would be through a process involving the community, city and institutions. The resident members also urged Harvard to include housing for the community if Grower's Market is redeveloped as university housing.

Harvard also agreed to relay any future development plans to the community and to work with the direct abutters of a particular project. Harvard also urged the neighborhood to form an association as a vehicle for on-going communications between the community and the school. Harvard expressed the hope that it can establish a good working relationship with the neighborhood in order to facilitate the needs of both in the future.

The residents on the Committee expressed hope that the university would take more concern for the social needs of the Riverside community and urge the students who live in the neighborhood, especially in affiliate housing, to become a part of the community.

There has been a ongoing, positive relationship between the students at the Mather House and the students of the Community Schools Program at the Martin Luther King Jr. School through the Mather House public service program. The Harvard representatives stressed that the university sees it as important to have a productive relationship with the community. Everyone agreed that continuous dialogue was key for this to happen.

Harvard University Recommendations

All recommendations in this section are addressed to Harvard University unless otherwise noted.

Public Presentation

1. Remove or conceal dumpsters visible to the neighborhood, or otherwise inappropriately placed along the edge of the neighborhood, including at Peabody Terrace across from King School and at Mather House along Flagg Street.

   Harvard has rebuilt the dumpster area at Peabody Terrace to include a more attractive enclosure as part of their phased rehabilitation of the complex. The University will also build an enclosure for trash at Mather House in 1993.

2. Reconsider removing the fencing around open spaces which close off large developments, such as at Peabody Terrace and Mather House, to the neighborhood. Often this open space was presented originally as a community amenity.

   Harvard will replace the fence along the Memorial Drive side of Peabody Terrace as part of their phased rehabilitation of the complex. Rehabilitation is scheduled for completion in 1993. Exterior landscaping has been added to help soften the exterior edges of the complex and improve the walkway to the River.

3. Increase the number of trees, especially street trees along Flagg Street at Mather House, to soften the streetscape.

   As part of the improvements to the grounds around Mather House in 1993, Harvard will plant two or three trees along Flagg Street, depending on soil conditions.

4. Increase maintenance of Grower's Market, especially at the edges of the property.

5. Keep up, or increase plowing of roads and sidewalks. This service benefits the entire neighborhood.

Community Interaction

1. In general, encourage constructive interaction between Harvard and Riverside, including the following specific recommendations:

   a. Encourage the multi-cultural population at Peabody Terrace to interact with and take advantage of the many opportunities in Riverside including stores, activities and churches. Co-host a "Welcome to Riverside" multi-cultural event with the neighborhood.

   b. Examine the use of community gardens on underutilized Harvard land, and encourage students to participate in any proposed community gardens in Riverside.

   Field of Dreams, a community gardening group, now has two gardens on Harvard property which Harvard Real Estate made available: one on Elmer Street and the other on Banks Street. Both have year by year agreements.

   c. Publicize the day-care offerings of Peabody Terrace residents to Riverside residents.

   d. Maintain an ongoing interaction between Harvard and the Riverside neighborhood, especially through a Riverside neighborhood committee.

   Harvard has come to the neighborhood on two occasions this past year to discuss the rehabilitation of Peabody Terrace.

   e. Have a community orientation for the faculty, staff and students of Harvard. Organize orientations in both directions, for example, a Harvard Guide to Riverside and a Riverside Guide to Harvard.

2. Encourage stronger direct support of the Riverside neighborhood, especially by having a

Harvard representative sit on the Board of the Cambridge Community Center.

Peter Armstrong from Harvard's Office of Government, Community, and Public Affairs now sits on the Community Center's Board.

Development

1. Establish development standards and guidelines which would apply to potential development sites including:
   a. Grower's Market site (870-886 Memorial Drive);
   b. Cowperthwaite parking lot (1-13 Cowperthwaite Street);
   c. Grant and Banks Streets parking lot (3-15 Grant Street and 37-39 Banks Street); and
   d. Elmer Street lot (27-29 Elmer Street).
2. Structure such standards and guidelines to:
   a. insure that the edges of any proposed development projects are in keeping with the height and scale of the abutting residential neighborhood, and have appropriate setbacks thus providing a smooth and visually unobtrusive transition between the institutional and residential districts;
   b. encourage neighborhood connection and access to the river, both by car and on foot;
   c. mix institutional and noninstitutional uses, especially appropriate neighborhood uses, such as residential and small retail;
   d. screen and landscape all parking sites to buffer the abutters; and
   e. place unsightly elements of development, including dumpsters, cooling units, exhaust fans, transformers, large blank walls, loading docks, and fences with dangerous spikes away from the residential neighborhood, or screen them sufficiently so that they are not a visual intrusion into the neighborhood.

The Committee proposes that the best way to approach this recommendation is to form a working group comprising Riverside residents, City officials, and representatives from Harvard University. The working group would develop the specifics of the standards and guidelines delineated in this section.

3. Construct structured parking within the campus and not in or directly next to the residential neighborhood.
4. Examine and address traffic and parking issues as a result of new construction.
5. The Study Committee supports residential uses for available development sites.
6. The Study Committee supports retail use at 8-10 Mt. Auburn Street.
7. The Study Committee supports housing or a community garden at Elmer Street.

Housing

1. Maintain the on going dialogue regarding university housing policies with the Riverside community through a neighborhood association;
2. Work with the City to find ways of accommodating growth without displacing local residents.
3. Work with the Riverside community and the City to include housing and provide some mixed income component in any future redevelopment of the Grower's Market at 807 Memorial Drive.

Policy

In general, Harvard should examine its policies as related to neighborhood issues for all facilities, especially parking and housing, and specifically:

1. Meet with abutters and a Riverside neighborhood organization to review any proposed development projects.
2. Investigate whether the informal Harvard "Red Line" policy should be expanded, formalized or altered.
3. Develop a master plan for future Harvard growth (Project 2000), recognizing and considering the input of neighborhood groups.

Harvard University urges the Riverside neighborhood to organize an ongoing citizens' association as a vehicle for future dialogue and communication between the university and the Riverside community.

TRAFFIC AND TRANSPORTATION

Traffic and Transportation

Introduction

Traffic congestion, insufficient parking and inadequate public transportation are common to all of the neighborhoods in Cambridge; indeed, they are common to any urban core in the country. Within the city, however, Riverside bears an unusually large burden when it comes to these issues. The neighborhood is the gateway to Cambridge from the Massachusetts Turnpike, Storrow Drive and Memorial Drive, bringing commuters from the suburbs into or through the city, as well as trucks traveling to Interstates 93 and 95 north of the City. Riverside is also a very compact neighborhood, and the regional traffic brought from these major routes compounds the already heavy in-town traffic and tight parking situation.

The streets in Riverside, as in nearly all of the City's neighborhoods, are a combination of native trails (Putnam Avenue to Western,) colonial settlements (Holyoke, Dunster and Plympton at Harvard Square,) early 19th century turnpikes (River and Western,) mid-century growth outward from commercial centers (Green and Franklin at Central Square,) later housing subdivisions, and early 20th century pleasure roads (Memorial Drive). The evolutionary aspect of the streets, along with the dense development of the neighborhood and city as a whole, leaves little possibility of rebuilding the roads on any major scale. The Study Committee, understanding this constraint, focused their discussions on studying traffic management issues, enforcement of existing regulations and improving road conditions.

Riverside carries 8.4 miles of the City's 125 miles of streets. This is 6.7 percent of the total roadway system. Modern usage has outgrown the capacities intended originally for these roads. River Street and Western Avenue each carry an estimated 7,500 cars each day commuting in and out of the city. Likewise, approximately 1,850 single-unit and tractor-trailer trucks travel up River Street from the Massachusetts Turnpike every day. This is since the truck ban on River Street has taken effect in 1974. (For a further break out of traffic on River Street, see the Appendix.)

Four MBTA bus routes serve the neighborhood, though service is limited mostly to the River Street/Western Avenue corridors:

- Route #1: travels from Harvard Square to Dudley Square in Boston along Massachusetts Avenue.
- Route #64: goes from Oak Square in Brighton to Central Square. Buses leaving Central Square travel down River Street, but return via Magazine Street.
- Route #70: travels from Watertown Square or Cedarwood in Waltham to Central Square by way of River and Western.
- Route #74: goes from north Waltham to Central Square, again along River and Western.

Despite what seems to be an ever increasing number of cars parking on the streets of Riverside, the Department of Traffic and Transportation's records indicate that the number of parking stickers issued has remained steady since 1986. By the end of 1986, Traffic and Transportation had issued 2,110 permits to

Riverside residents. The number of permits issued had increased to only 2,171 by 1989. Records are not available for the years prior to 1986. Students living in Harvard undergraduate dorms cannot park their cars on city streets as the City does not permit Harvard University undergraduates to obtain city parking permits. In support of this policy, Harvard discourages undergraduates from bringing cars to school with them. Any undergraduate wishing to bring a car must park it in the parking garage near the Business School in Allston and pay the normal storage charges.

The Committee was unanimous in feeling that automobile use needed to be diminished in some way. All members of the Committee recognized the frustration of dealing with this topic on a neighborhood or even city level, as the problem is regional in scope and there is no clear national policy on traffic management. Despite this, the Committee urged state and local governments to work towards a solution of this critical situation. They especially want government to explore the use of jitney services to augment available public transportation.

With regards to traffic management, River Street and Western Avenue were foremost in the minds of the Committee members. They were extremely disappointed in police enforcement of traffic regulations for these two corridors. Despite the fact that both streets are predominantly (85%) residential, local traffic and commuters ignore universally the 25 mile an hour speed limit. Several Committee members spoke vehemently of truck traffic on River and Western, citing stories of their houses rattling them awake in the middle of the night when trucks traveled up River Street illegally. Poor visibility caused by the chronic illegal parking on River and Western at the intersections of Auburn and Pleasant Streets adds to the danger of these roads. At the other end of these streets, the state has named the intersection of River and Memorial Drive as one of the ten worst in the Commonwealth.

The Committee identified the intersection of Western and Howard as another problem area. Cars park without regard to handicap ramps and parking regulations, and often ignore the lights at the intersection. Committee members spoke of how the cars often speed through the side streets off of Western.

What Riverside residents say about traffic and parking: results from the 1990 telephone survey.

As part of the neighborhood telephone survey, residents were asked several questions about traffic, streets, parking and public transportation.

Almost three quarters (71%) thought that the availability of parking was a major concern:

- this feeling was common to nearly all demographic groups.

Likewise, more than half of the residents surveyed said that traffic congestion was a major concern to them:

- one-third said that it was a minor concern, while only about one-tenth of the respondents felt it was of no concern to them.
- these proportions did not change much in other demographic groups, except for long term residents. Nearly three quarters of those who have lived in the neighborhood for 21 years or more said that traffic congestion was a major concern.
- home owners were also more likely than the general population to say that this issue was a major concern.

There was a more mixed response to a question concerning the availability of public transportation:

- thirty-two percent of the residents said that it was a major concern, 28 percent a minor concern, and 40 percent said that it was no concern at all.
- this held true across all demographic categories.

Respondents have mixed opinions regarding the condition of street lighting, the repair of streets, sidewalks and shrubbery, and the cleanliness of the streets and sidewalks:

- respondents were more likely to say that these were adequate and very good than to say they were poor.

Another situation of concern to the Committee is the traffic siphoned off of Memorial Drive during summer Sundays when Memorial Drive is closed for Riverbend Park. More traffic manage-

ment is needed during these times, particularly at the intersection of Hingham and Putnam which is dangerous because of poor visibility. In addition, the diverted traffic on Putnam backs up at the light at Massachusetts Avenue, making the street very difficult and dangerous to cross even at pedestrian cross walks. The Committee would like the City to work more closely with the Metropolitan District Commission to insure accessibility to the park and a smooth flow of traffic through the neighborhood on Sundays during the summer.

The Committee urges the City to make the streets of the neighborhood as safe for drivers and pedestrians as possible. Poor visibility from overgrown brush at certain corners, unpruned trees, cracked and uneven sidewalks, and poor lighting in pockets of the neighborhoods add to the hazards of walking or driving through Riverside.

Traffic and Transportation Recommendations

Traffic Management and Public Transportation

1. Public Transportation: Explore the feasibility of an "intra-city" bus line, such as a jitney service, that would provide transportation to and from focal points within the City. This type of system could induce patronage of Central Square businesses.
2. Regional Transportation Planning: Support a regional transportation system that would decrease truck traffic into Riverside, especially on River Street and Western Avenue, and other parts of the city; decrease commuter traffic; and encourage the use of public transportation.

Traffic and Parking

These recommendations are addressed to the Department of Traffic and Transportation and the Cambridge Police Department, unless otherwise noted.

1. Enforce truck access regulations, speed limits, and parking regulations in the neighborhood. Continue to have sporadic police enforcement of current traffic regulations to show the public that violators are being fined. In addition, the Cambridge Police Department should dedicate an officer to enforce traffic regulations around the city. Of special concern is:
   a. the continuous presence of illegal truck traffic on River Street and Western Avenue;
   b. speeding traffic on Howard Street (during afternoon rush hour,) River and Western;
   c. illegal parking at the north corner of Putnam Avenue at Hingham (illegally parked cars on Putnam Avenue create a blind corner, and thus a dangerous intersection);
   d. illegal parking on the east and west sides of Western Avenue at the Pleasant and Auburn Streets intersections; and
   e. illegal parking at Western Avenue and Howard Streets.
2. Install two-way stop signs at the intersection of Hancock and Green Streets.

The Department of Traffic and Transportation has installed these stop signs at this intersection.

3. Adjust light cycles at the intersection of Massachusetts Avenue, Mt. Auburn Street and Putnam Avenue on the Sundays when Memorial Drive is closed to traffic. Blinking lights at this intersection would facilitate the movement of through traffic using Putnam Avenue.
4. Explore the possibility of adding bicycle parking spaces and creating dedicated bicycle lanes and routes.

The City Council has established a Bicycle Committee to improve bicycle access through out the city. The Committee is installing new bicycle racks at various public locations.

Road Conditions

These recommendations are addressed to the Public Works Department.

1. Place trash cans at locations throughout the neighborhood including schools, bus stops and school routes.
2. Clean up trash.
3. Repave Franklin Street.
4. Develop a tree pruning schedule and adopt an active approach to maintaining street trees.
5. Promote the pruning of privately owned trees and shrubs.

6. Survey root damage and repair without sacrificing the tree.
7. Conduct a survey of areas with insufficient lighting and correct the problems.
8. Enforce sidewalk snow removal ordinance.
9. Remove excess plowed snow from the streets.
10. Enforce the City ordinance prohibiting the use of trash cans and other household items to save parking spaces on the street.
11. Use alternatives to road salt during winter storms.

ECONOMIC DEVELOPMENT

Economic Development

Employment

Fundamental to the health of a neighborhood is the ability of the residents to find suitable and sustainable employment. One of the Committee's concerns was that neighborhood residents be able, in this shifting and more difficult economy, to find jobs that will allow them to live and raise their families in Riverside.

Riverside Employment Profile

- A plurality, 44 percent of the survey respondents are employed full-time, an additional 8 percent work part-time, 2 percent are unemployed and 11 percent are retired. One-third, 33 percent, are full-time students, and 1 percent are homemakers.
- Full-time employment status is fairly even across the different racial groups, with the exception of Asians, most of whom appear to be students:

All	44%
Black	46%
White	47%
Asian/other	19%

- However, full-time student status differs substantially between the different racial groups:

All	33%
Black	18%
White	31%
Asian/other	71%

- Blacks have a higher unemployment rate than other racial groups:

All	2%
Black	7%
White	1%
Asian/other	0%

Unemployment may have risen in Riverside as it has city-wide, since the survey.

- In general, 65 percent of the survey respondents feel that their jobs match their skills and education very well; 27 percent said the match was adequate, and 8% said that their jobs did not match their skills and education very well.

  In this latter group, the biggest obstacle to moving into better work was the lack of suitable jobs.
- Incomes in the neighborhood reflect residents' employment situation, with 55 percent of the nonstudent population earning in the middle- and high-income categories. Although there are some variations by age and race, most people in Riverside are middle-income or above. (See Neighborhood Profile chapter for further detail.)

At the heart of employment is the nature of the economy. The last 20 years have brought about profound changes in the city's economy. The "old" Cambridge economy was based mostly on manufacturing and educational institutions. During the 1950s, manufacturing began to move out of the city, as it did throughout the Northeast. That trend continued into the 1970s, when the manufacturing sector began to decline more rapidly, and new firms in the services sector started to emerge as key components of the city's economy. Since 1970, jobs in the services sector have nearly doubled, while those in manufacturing and construction have declined 50 percent. Education, unlike manufacturing however, continues to be a strong employment base in the city, and appears likely to remain that way. Jobs in education account for 22 percent of all the jobs.

Riverside's employment history echoes the trends in the city's changing economy. According to the US Census, with similar indications from the 1990 telephone survey, most of Riverside's population has worked for the last three decades in professional industries. In 1970, over half of the population (56%) said they worked in professional services such as education, law or health care. This increased slightly by 1980. The 1990 telephone survey indicates that a significant portion of the residents still work in professional services, although the data from the Census and the survey are not directly comparable because of structural differences between the two. (See Methodology for a fuller explanation.)

Within the professional services industry, education stands out as a major employer of neighborhood residents. In the 1970 Census, over one-third of Riverside's residents said that they were employed in education. This increased to 44 percent in 1980, and dipped slightly to 37 percent in the 1990 Census. This is well above the 26 percent who work in educational services citywide.

The proportion of Riverside residents employed by manufacturing concerns has dropped considerably over the last three decades. This is not surprising considering that nearly all of the Riverside's heavy industry and that of the surrounding area closed by the early 1970s. Fourteen percent of the neighborhood's population was employed by manufacturing in 1970, compared with eight percent in 1980. The telephone survey indicates a further decline.

The corner stone of the city's "new" economy is knowledge-based companies, such as computer software, artificial intelligence, and particularly medical/biotechnology. According to the city's 1991 employment survey, companies in the medical/biotechnical field had the highest growth rate in the previous three years, and are expected to continue growing in the next few years as well.

The level of education needed to participate in the emerging economy is considerably higher and somewhat different than that needed for traditional manufacturing or retail. Where once a high school diploma or less sufficed, now this is no longer true. Traditional vocational skills are also not enough to secure a job in today's employment market. For example, in interviews with representatives of the medical/biotechnical companies, the majority did not recommend their industry to job applicants with only a high school diploma. Technical and professional positions, both requiring some post-high school education, are projected to grow most rapidly, while traditional skilled craft, unskilled labor and clerical positions are likely to decline.

Riverside's population appears to have the educational requirements to meet the needs of the growing knowledge-based industries in Cambridge. Overall, the neighborhood is quite highly educated. Almost two-thirds (63%) of the telephone survey respondents have a college degree or a higher level of educational achievement; 22 percent have some college education. The remainder (15%) have a high school diploma or some lower level of education. This does not mean, however, that all residents in the neighborhood have the level of education needed to take advantage of the new economy. These residents need additional training and employment opportunities.

This high level of educational attainment goes beyond solely the university student population, and is true of nearly all demographic groups. The survey does indicate, however, newcomers (five or fewer years,) Whites, and younger residents are more likely to have a higher level of education than longer-term residents, Blacks and older residents.

Nonstudent Population	lived in Riverside < 5 years	lived in Riverside > 5 years
completed high school/GED or less:	5%	30%
completed some college or more:	95%	70%

Race	Black	White
completed high school/GED or less:	33.3%	13%
completed some college or more:	66.6%	87%

Age	15-34	35-44	45-64	65+
completed high school/ GED or less:	5%	11%	27%	75%
some college or more:	95%	89%	73%	25%

An unusual feature in the neighborhood is the relationship between income and level of educational attainment. While there is generally a correlation between higher incomes and more education, this is not true of Riverside. Seventy-five percent of low-income survey respondents and 90 percent of those with moderate incomes had some college education or more. The high number of university students explains much of this phenomenon, added to the number of elderly respondents who are of low- or moderate-income and have completed only high school or less.

Income	low	mod	mid	high
completed high school /GED or less:	25%	10%	13%	4%
some college or more:	75%	90%	87%	96%

Committee Discussions

The Committee stressed the need for the job training programs which will provide residents with the skills needed to find jobs in the city. This is especially important so that people who have lived in Riverside all of their lives and who do not necessarily have the education required by the new industries are able to stay in the neighborhood and raise *their* families in Riverside if they so choose. The Committee also emphasized the need for youth to become aware of what skills they will need to acquire to access these jobs.

In addition to employment issues, the Committee also discussed commercial activity in and around the neighborhood, as this, too, is an indication of the general economic well-being of the community. The Committee especially wanted to discuss small neighborhood businesses, minority-owned and women-owned businesses and Central Square. The Committee recognized the importance of Harvard Square to the neighborhood, but felt that if there was a problem with Harvard Square, it was over-investment rather than the opposite. While such investment may bring about its own set of issues, the problems facing Central Square are much more serious.

The Committee expressed concern about Central Square. They understood why residents took the bus or drove down Western Avenue and across the river to the Watertown and Arsenal Malls; it is perceived to be safer, and has easier parking for drivers. Members saw also the social problems of Central Square compounding what they perceived as an unwillingness of the property owners to be more realistic about the nature of the Square and who shops there. Central Square needs to make itself more attractive, physically and market-wise, to customers.

The Committee noted a dramatic lack of minority-owned and women-owned businesses for a commercial area which serves a large minority population. The City needs to support the creation of minority-owned and women-owned businesses through developing programs which provide organizational and financial assistance to people wanting to start new businesses and companies. The City should direct these programs to small businesses in the neighborhood as well. Not only would such businesses reflect the population diversity of the city, they would also establish the ties between residents and business which is now lacking. Overall, members stressed the importance of supporting local businesses, as healthy, strong businesses are a source of jobs for residents and neighborhood youth. In this way, stores not only provide goods and services to local customers, but give back more to the neighborhood community in terms of the salaries and wages of its employees.

Economic Development Recommendations

Community Action

1. Support the inclusion of business and employment issues as part of a Riverside Neighborhood Committee agenda. Such a committee would monitor operational issues such as noise, traffic and trash.
2. Support studies of neighborhood business and employment.

Since this study, community access to basic goods and services, such as a supermarket, has become as issue for the Riverside neighborhood and the City as a whole.

Employment

1. Support the Cambridge Youth Employment Program.
2. Support the Cambridge Employment Program and other employment initiatives.

Since the completion of the study committee process, the Community Development Department has added the Cambridge Biomedical Careers Initiative to its employment training programs. The Initiative is a one year, full time program training participants in math, basic science and laboratory techniques. Nineteen Cambridge residents are enrolled in the program.

3. Support the development of employment programs with Harvard University.

Central Square

1. Support human service programs to aid the homeless and other needy constituencies in the Square; and
2. Support the police to combat crime in the Square.
3. Maintain a representative from the neighborhood on the Central Square Advisory Committee.

Significant changes have occurred since completion of the study committee process. The Mayor's Commission to Promote and Enhance Central Square Now! completed a report which included suggestions for physical improvements to Central Square. In 1993, the Central Square Neighborhood Coalition was formed, made up of representatives from the four abutting neighborhoods. Working with the Central Square Business Association and the City, they have brought energy and imagination towards developing a new vision for Central Square. To that end, the City has undertaken the development of an urban design plan for Central Square and approved a budget for capital improvements to begin implementation of the plan. The City of Cambridge is sponsoring, in conjunction with local businesses, the Cambridge Business Development Center (CBDC), an organization dedicated to strengthening and enhancing entrepreneurship in the city and the Central Square neighborhood. CBDC is a resource center and provides support services to businesses seeking to locate in Central Square or already in Cambridge.

Neighborhood Business

1. Support pro-active strategies to bring businesses to the neighborhood by:
   a. capitalizing on the ethnic and racial diversity of the neighborhood to draw businesses into the neighborhood;
   b. promoting the establishment of small businesses, minority-owned businesses and women-owned businesses in the neighborhood;
   c. restructuring the existing zoning regulations along the major streets in the neighborhood to allow small neighborhood-based and pedestrian-oriented businesses to relocate there.

The City, through the Community Development Department, is participating with four other cities in the state's Urban Initiative Fund program, whereby eligible minority-owned businesses and nonprofits can seek financing from a $5 million loan pool.

LAND USE, ZONING AND URBAN DESIGN

Land Use, Zoning and Urban Design

Riverside's landscape, as that of nearly all of Cambridge's neighborhoods, has changed considerably over the past several decades. No longer visible are the presses, binderies and other factories with their manufacturing jobs. Changed, too, are the commercial activities surrounding the neighborhood. Central Square is no longer "down town" for most, serving as their chief family shopping area. The stores and offices along Massachusetts Avenue draw their patrons from a wider region, and not just from the neighborhood.

This chapter discusses land use and zoning in Riverside: what development took place during the 1980s, residents' attitudes towards that development; and the remaining development potential in Riverside, as allowed under current zoning, and the implications for the neighborhood. Finally, the chapter will address the issue of urban design, with the Study Committee's vision for the future of the neighborhood.

Development Activity

As described in the Introduction to this study, during the 1980s, the city, along with the surrounding region, experienced unprecedented growth, adding close to 10 million square feet of new commercial space and over 1,000 hotel rooms. Nearly half of that development occurred in East Cambridge, as software and biotechnology firms thrive where makers of footwear and soap once stood. By contrast, less than 2 million square feet of commercial space was constructed between 1960 and 1979.

Unlike the city, Riverside's most significant and redefining redevelopment took place during the 60s and 70s with the expansion of Harvard University, rather than in the past decade. Harvard-related developments included Holyoke Center at 1350 Massachusetts Avenue (1960-1965,) Peabody Terrace (1967) and Mather House (1973.) (See Harvard chapter for further detail.) Noninstitutional development was limited to the Riverside Technology Center at 840 Memorial Drive, constructed in the mid 70s, and a few small commercial and residential projects.

Most of the commercial development that did take place in Riverside during the 1980s occurred around the edges of the neighborhood: either in Harvard or Central Squares, or along Massachusetts Avenue. In all, about 227,000 square feet of commercial space was constructed in Riverside since 1980, accounting for only two percent of all development city-wide. (See development listing in the Appendix.) The largest project was the phased development of 1000 and 1030 Massachusetts Avenue with 174,000 square feet of office and retail space. A third phase with 102,000 square feet was not constructed when the Cambridge Historical Commission and City Council voted in 1985 to designate the copper beach tree on the property as a local historical landmark.

The most visible development within the neighborhood during the 1980s was the construction of four residential properties adding 245 dwelling units to the housing stock:

Project	Number of Units	Type
Bay Square Mass. Ave. and Bay St.	110	condo
Hammond Court 340 Franklin Street	73	condo
Cyrus Fellows Crossing 325 Franklin Street	40	rental
16 Elmer Street	22	rental

What do Riverside residents say about the effects of new development on the neighborhood? The results of the 1990 telephone survey.

The relatively small amount of noninstitutional development activity occurring during the 1980s in Riverside did not mean that residents were unaffected by city-wide growth.

Riverside residents are ambivalent in their attitudes towards new development:

- 30% say it will have a positive effect
- 33% say a negative effect
- 37% say no effect

Home owners were significantly more likely than renters to say that new development will have a positive effect, 38% to 28%.

Blacks were more likely than Whites, 37% to 28% to view development as positive.

Respondents named some of the positive effects of development as:

- improvements to the physical characteristics of the neighborhood
- bringing people into the neighborhood
- creating job opportunities

They named some of the negative effects as:

- increased traffic
- overcrowding
- lack of parking
- over development.

Development Potential

A substantial amount of development potential, square footage that could be built under current zoning regulations, remains in Riverside. Most of River Street and Western Avenue are able to be redeveloped at nearly twice the existing height and density. Development on the land between Putnam Avenue and the Charles River is also considerably less than what is allowed under current zoning. Below is a summary of what exists and what is possible given the zoning. (See Existing Zoning map for zoning district locations.)

Residence C-2 Zoning Districts on Western Avenue, from Green Street to Jay Street and from Howard Street to Putnam Avenue:

Currently, the two Residence C-2 districts on Western are characterized by much of the same two-, three- and four-story housing stock found throughout the neighborhood, although there is some taller and more dense residential construction nearer to Massachusetts Avenue and Central Square. The Residence C-2 zone is intended to be a moderate-density residential district allowing a height of 85 feet. This would be the equivalent of approximately eight stories. The zoning also does not allow commercial uses in the district. Existing businesses are allowed to continue to operate, but a new business could not move into a space not previously occupied by that use.

Business A Zoning Districts on River Street and Western Avenue:

The Business A zones are similar in character to the Residence C-2 zones and the small-scale core of the residential neighborhood. The Business A zone is also a moderate-density designation, but allows commercial uses as well. As in the C-2 zones, eight story residential buildings could be built where two- three- and four-story houses now stand.

Residence C-3 Zoning District on Memorial Drive:

This area is a mixture of small-scale houses, Harvard dormitories and affiliate housing, and commercial businesses. The zone is intended as a high-density residential designation allowing for institutional housing, such as dormitories. In fact, Harvard owns much of the land in the Residence C-3 district. The zoning does not allow for commercial development, meaning that commercial uses presently located in the district can stay, but, as with the Residence C-2 districts on Western Avenue, new businesses cannot move into previously noncommercial spaces. There is no height limit under Residence C-3 regulations.

Office 3 Zoning District on Memorial Drive:

The Office 3 district comprises Riverside's only remaining industrial use, the power plant, Riverside Press Park, converted office buildings and small-scale houses. Like the Residence C-3 zone, it is intended as a high-density district and has no height limit; however, the Office 3 zone allows for both commercial and residential uses, similar to that of 808 Memorial Drive. The likeliest land for redevelopment in the Office 3 district is the Elbery Ford site (in Cambridgeport) on River Street and Putnam Avenue. The ten parcels (130,376 sq. ft.) that make up the old Elbery Ford business allow for the construction of an approximately 390,000 square foot building.

For a complete build-out analysis of these zoning districts, please see the Appendix.

It is important to keep in mind when discussing development potential, that what *could be built* in an area is not necessarily what *will be built*. For example, under current zoning, nearly 400,000 square feet of commercial development could be built on Riverside Press Park. However, the land is dedicated park land, as defined under state law, and it is extremely unlikely that the city would ever redevelop the land. Likewise, it appears highly unlikely that Harvard would redevelop the Harvard Houses along the Charles River in the near future, given the close association they have with the university's image, even though they are well below what could be developed there.

Other constraints in the Zoning Ordinance also affect what could be built on any given parcel. These include, but are not limited to, setbacks (requiring a building to be located a certain distance from the front, side and rear lot lines) and the number of parking spaces required.

Committee Discussions

The Committee expressed alarm at the amount of redevelopment potential remaining in Riverside, fearing that, if built out, it could ruin the physical character of the neighborhood. However, members also understood that Harvard is very unlikely to rebuild a great deal of the underdeveloped area of the campus. (See Harvard chapter for full discussion.) The Committee also expressed great concern that, given the ugliness of the buildings that have been built, that insensitive design could further erode the character of the neighborhood.

The corner of the neighborhood near Central Square comprising the Residence C-2 district worried the Committee in that it seemed to be a no man's land with no real identity. It is not Central Square, yet it has a slightly larger scale of development than the core of the neighborhood. Buildings like 325 and 340 Franklin Street only add to its visual disarray, and make it more difficult to establish a pleasing sense of place there. The Committee was not sure if the Residence C-2 zoning in this area was entirely inappropriate, understanding that zoning is not necessarily responsible for design. They did feel, however, that the heights allowed under the zoning should be reconsidered and that the boundaries of the Residence C-2 district should be looked at to insure that they do not intrude too far into the smaller scale neighborhood. Design guidelines would be most helpful in this area.

The Committee expressed great concern for River Street and Western Avenue, not for what has happened along the streets in terms of new development, but for what could happen under the existing zoning. They felt the streets were besieged enough already with car and truck traffic, and the possibility of twice as much development as already exists would destroy the character of the streets entirely.

In addition to density and scale problems, the Committee worried that the types and size of commercial uses allowed by the current zoning were out of scale with the neighborhood and that the zoning itself does not acknowledge River and Western as predominantly residential streets with only about 15 percent commercial use. The members supported the presence of small neighborhood stores, saying that these stores are part of what gives the neighborhood its special character. They provide a convenient place for residents to go for goods and services, and are places for neighbors to see each other. They are also a possible source of employment for neighborhood youth. They could be the starting place for minority-owned enterprises which the Committee said was extremely important to them. However, stores and businesses located within a residential neighborhood can create problems, notably parking and trash. The Committee struggled with defining the balance between promoting small business and protecting the residents of that immediate area. They agreed that the current zoning is too permissive and allowed for too many businesses including ones that were clearly too big for the streets. The zoning needs to consider what would be economically viable, but also what would contribute to the quality of life in the neighborhood and not add to its deterioration.

In addition to working with Harvard University to establish design guidelines and development standards for future university development along the river, the Committee felt adamantly that further protection of the riverfront was needed with regards to noninstitutional development. Areas of the greatest concern are a smooth transition between the core residential neighborhood and the riverfront in terms of scale, height and density; prevention of visual intrusions along the river, including imposing shadows; and quality of design. This is especially true of the Office 3 zoning district containing the Elbery Ford site on River Street and Putnam Avenue. While this site is technically located in Cambridgeport, any redevelopment of the site, with its allowance of unlimited height, will have an enormous effect on Riverside just across the street. Even scattered redevelopment of the non-Harvard parcels of the Residence C-3 district can have a deleterious effect on the neighborhood, as exemplified by 16 Elmer Street. Many members contend that 16 Elmer is too tall and too big for its immediate surroundings.

In addition to problems with the zoning, the Study Committee said there is a need to pull together an overall vision for the neighborhood. They felt that there has been a gradual erosion of the physical character and integrity of the core residential neighborhood over the decades through intrusive and insensitive new development. Again, the Committee cited the apartments at 16 Elmer Street, saying that it is the ugliest building ever built in the neighborhood, with 325 and 340 Franklin Street following closely behind. Not only are these buildings ugly, but they are far removed from the development pattern already existing in the neighborhood. Design guidelines and standards would also insure compatibility of design with the surrounding neighborhood, as it would with the transition between the higher density riverfront and Harvard campus and the neighborhood.

Along with design guidelines, a series of physical improvements would aid in pulling the neighborhood together visually, and, ultimately, would strengthen community life. The Committee discussed some of these improvements in other chapters; however, it is important to list them again, together under the umbrella of urban design to show how they are interrelated. First is the rehabilitation of three of the neighborhood's parks, Hoyt, Cpl. Burns and Franklin Street, as discussed in the Open Space Chapter. Parks are gathering places for people, and their importance to the cohesiveness to the community cannot be underestimated. Second is the enhancement of people's experience as they walk down the streets of the neighborhood, and making them inviting and safe to use. Rebuilding sidewalks, installing handicap ramps, planting more street trees, and

improving street lighting would affect residents of all income levels, racial and ethnic backgrounds, and ages. Third is the creation of a gateway to the city at River Street and Memorial Drive. This intersection is the main route into the city from the western section of Boston, the western suburbs, the Massachusetts Turnpike and Storrow Drive. A new entrance would show off Riverside Press Park and even the architectural richness of the power station, and would transform what is otherwise a visually bleak area into a bright welcome into the city. A gateway would reflect and celebrate the diversity and vitality of the life inside it.

Land Use, Zoning and Urban Design Recommendations

Urban Design

1. Strengthen the connection of Riverside to the Charles River.
2. Create a "gateway" to Cambridge on River Street.
3. Maintain scale, density, and pattern of development appropriate to a site, especially in or bordering residential areas.
4. Promote the creation of a "greenbelt" to connect the neighborhood's green spaces, including the improvement of Peabody Terrace walkway to make it more inviting.
5. Increase and maintain street trees.

Zoning

Residence C-2 (at Central Square)

1. Maintain mixed commercial and residential uses allowed under current zoning.
2. Retain existing zoning to avoid making newer buildings non conforming; however, consider limiting the overall heights of buildings to provide a smooth transition between this district and the abutting residential district.
3. Create an urban design plan for the area to give it a cohesive visual identity.

Business A (River and Western)

1. Retain the existing scale, height, density and development patterns along River Street and Western Avenue.
2. Consider new zoning which would limit the height of new residential structures to match existing structures.
3. Consider new zoning which would accommodate neighborhood businesses, yet limit the size (in square footage) of such uses.

Residence C-2 (along lower Western Avenue)

1. Consider new zoning which would limit the height of new residential structures to match the existing structures along Western Avenue.
2. Consider new zoning which would accommodate neighborhood businesses, yet limit the size (in square footage) of such uses.

Office 3 (Massachusetts Avenue)

1. Consider new zoning which would limit the overall height of new construction and provide a smooth transition between Massachusetts Avenue and the abutting residential neighborhood.

Office 3 (along Memorial Drive)

1. Consider new zoning which would:
   a. limit the overall heights allowed in the district, as well as limit scale and density;
   b. permit mixed residential, commercial and office uses; and
   c. especially encourage residential uses along the neighborhood edge.
2. Create an urban design plan to accompany any new zoning which would:
   a. place buildings with greater density and massing, and higher heights nearer to the Charles River/Memorial Drive side of the zoning district and away from the neighborhood, thus providing a smooth transition between this district and the abutting residential area:
   b. limit heights along the edge of the residential neighborhood to match or complement those of the neighborhood;

c. provide adequate set backs to reduce shadows and to protect the Charles River bank from inappropriate visual intrusions.

Memorial Drive

1. Consider the establishment of a parkway overlay district to protect the Charles River bank from inappropriate visual intrusions.

C O N C L U S I O N

Conclusion

The Riverside Neighborhood Study Committee represented some important firsts. It was the first time that the Community Development Department undertook such a comprehensive planning initiative in Riverside. It was the first time Harvard and neighborhood residents discussed planning issues concerning the university outside of responding to a particular development or event. From some members of the Committee, it was the first time they met some of their neighbors, getting to know them throughout the life of the study committee process.

The work of the Study Committee has yielded a wealth of constructive recommendations. At the start of the committee process in August 1990, the staff asked members what they wanted to accomplish through the process. Members volunteered such goals as define a vision for the neighborhood, learn about the community beyond their personal experiences to understand the perspectives of others living in the neighborhood, and foster pride in the community. The array and depth of the recommendations found in this study are testimony that the Committee reached these goals.

We now need to move from the business of making recommendations to implementing them. To that end, some activity has taken place. Recommendations implemented so far range from physical rehabilitation — the $1 million reconstruction of Hoyt Field; to continued dialogue between Harvard and the community — the naming of a representative from Harvard University to the Board of the Cambridge Community Center; and to traffic improvements — the installation of a four way stop sign at the corner of Hancock and Franklin Streets. There are others, as well.

Many more recommendations remain to be implemented. With shrinking public resources, these will take creativity and commitment to see through. The telephone survey revealed that 45 percent of Riverside's residents expect that the quality of life in their neighborhood will improve over the next five years. The recommendations presented here provide the City and community with the vision and vehicle with which to achieve that goal.

RECOMMENDATIONS

Riverside Study Recommendations

HOUSING

Policy

1. Maintain the economic and ethnic diversity of the neighborhood;
2. Improve the maintenance of the housing stock, both for rental and owner-occupied units;
3. Preserve Riverside's current scale, density and character;
4. Create more affordable family-sized rental housing;
5. Increase affordable opportunities for home ownership through detached single-family, cooperative, or condominium housing programs;
6. Help make possible for people who grew up in Riverside to afford to live here; and
7. Match the size and style of future housing to current trends in family size.

Rent Controlled Housing

These recommendations are addressed to the Rent Control Board, unless otherwise noted.

1. Develop a program to fund maintenance of the rent controlled housing stock in a way that does not drive the rent levels up faster than the earning power of the population. This fund could be derived from a fee on high income tenants occupying rent controlled units.
2. Create and adhere to performance standards that produce a reasonable turnaround time for rent control procedures. This would encourage owners and tenants to work within the system rather than working outside of it, or ignoring it altogether.
3. Enforce existing regulations forbidding the 'sale' of rent controlled units through bounties and key fees. This might help low and moderate income residents gain greater access to rent controlled housing.

Recommendations for Potential Housing Sites

Corporal Burns Playground

See Parks and Open Space Recommendations for more complete recommendations concerning Cpl. Burns Playground.

1. The Study Committee supports the Land Bank proposal to construct affordable housing on the eastern edge of the park along Banks Street. This should involve either the renovation or demolition of the old shower house. The Committee can support this measure only if:
   a. any housing be limited to two or three story structures that match the texture, scale and setbacks of the surrounding wood frame structures;
   b. the remaining park and playground area be thoroughly redesigned and refurbished; and
   c. the existing trees are preserved or replaced.

■ *The City Council did not accept the proposed Land Bank sites for redevelopment into affordable housing.*

Vacant "rent controlled" lot at 88 Putnam Avenue (at Kinnaird Street)

1. Explore the possibility of the city acquiring the lot to construct affordable housing at a reasonable density and designed to match the scale and character of the surrounding neighborhood.

2. If it is not possible for the city to acquire the lot, then work with the owner to construct affordable housing on the land with the same conditions as above.

Former Elbery Ford Site, 320-366 River Street (at Putnam Avenue)

This site is located in Cambridgeport; however, the Study Committee feels that any redevelopment taking place there will have a considerable effect on Riverside.

1. Work with the owner to construct a mixed-use development on the site, including some affordable housing. The overall height of the project should be restricted and its street face should match the scale, density and height of the adjoining residential areas along River Street and Putnam Avenue.

Empty Lots at 237-253 River Street (adjoining Hoyt Field):

1. Work with the owner to develop the lot for housing that matches the scale, density and heights of the neighboring structures.

Max's, 279 Putnam Avenue (at River Street)

1. Encourage the owner to consider the site for housing.
2. Consider allowing relief from existing set back requirements to promote the construction of housing on the site while preserving the texture of the neighborhood.

Expiring Use Properties

2 Mt. Auburn Street, 411 Franklin Street, 808 Memorial Drive and 929 Massachusetts Avenue

808 Memorial Drive is located in Cambridgeport, but many consider it to be a part of the Riverside community.

1. Continue to monitor the status of these properties and take steps to preserve their affordable units.

PARKS AND OPEN SPACE

Based on the discussion, tour and survey results, the Committee broke their discussion into two broad categories: general management and administration; and individual parks.

These recommendations are directed to the City's Open Space Committee, unless otherwise noted.

Administration

1. Make creative use of existing community resources:
   a. encourage the involvement of community groups, as called for in the City's Open Space Plan; and
   b. establish a liaison between the residents and the City through the City Manager's Office dealing explicitly with open space and park issues.
2. Support the City's Open Space Plan including the policy making and coordination efforts of the Open Space Committee comprising the directors and staff of the Department of Public Works, Department of Human Services Programs and the Community Development Department, along with the Deputy City Manager, in the open space planning process.
3. Record successful and unsuccessful park designs, programming and maintenance efforts to establish a centralized record of what works and what does not work. The record could become a resource for community groups during the initial planning process. Full design development of a park will be the responsibility of the City's landscape architect.
4. Increase police sweeps and surveillance of all parks to promote responsible use of parks and to deter crime and disturbances from occurring.

Allocation of Resources

1. Include resources for maintenance in new capital projects and add conditions to construction contracts that would provide for follow-up maintenance.
2. Require long term maintenance on new capital projects:
   a. the City should adopt a policy that would mandate that funds be set aside in its budget for maintenance of capital projects; and
   b. in the absence of sufficient maintenance resources, capital funds could be used to stockpile spare parts, if sufficient city storage space is available.

Maintenance

1. Involve schools in the maintenance of playgrounds. Schools could create a program which involves the students in the maintenance of parks and playgrounds. The program should emphasize the students' partnership with their neighborhood.
2. Tie maintenance schedule to level of use.
3. Inspect parks on a regular basis. Inspectors must be well qualified and have product (equipment) knowledge, as called for in the City's Open Space Plan.
4. Include maintenance training for park inspectors and maintenance personnel in capital investment, as called for in the City's Open Space Plan. Future hires should be qualified maintenance workers.
5. Design parks and open space with both maintenance and aesthetics in mind. Design features of new projects should be aesthetically pleasing *and* lend themselves to easy maintenance.

Programming

1. Design open spaces and parks to reflect use and programming. As outlined in the City's Open Space Plan, users should be identified, and programming should be reflective of the users' needs.
2. Explore ways to increase programming for indoor recreational activities.
3. Develop programming to meet the needs of the elderly and female populations. This in light of a gender and age bias perceived in current programming.
4. Integrate city programming with private facilities. Look for opportunities in private facilities to provide city-sponsored outreach.
5. Explore creative ways to staff parks, such as partnerships with universities, to place students in parks to provide active and involved personnel at parks and teen facilities.

Community Monitoring

1. Riverside residents should form a neighborhood group to review the conditions of the neighborhood's parks and open space each year and submit this report along with recommendations for future actions to the City Council and City Manager each year. This oversight of the neighborhood's parks and open spaces will become a permanent part of the group's agenda.

Recommendations for Specific Parks and Playgrounds

Corporal Burns Playground

1. Make the playground more active through placement of staff who will interact with users.
2. Take advantage of the playground's size for active play. This playground is larger than others in the neighborhood, and that openness should be designed and maintained in such a way to meet the active play needs of the neighborhood best .
3. Create space for younger kids and soften the surfaces to make the playground more inviting to them.
4. Remove the concrete open shelter in the center of the playground, thus adding to the amount of active play area in the park.
5. Rehabilitate the tennis courts to make them regulation size.
6. Preserve the basketball courts.
7. Plant street trees on both sides of Flagg Street as this will create a connection between the river and the neighborhood and soften the hard edge of Mather House.
8. Install signs to indicate access to the playground and river, particularly at the alley leading from Putnam Avenue through Peabody Terrace.
9. The Study Committee supports the Land Bank proposal to construct affordable housing on a portion of the park along Banks Street , provided the park be renovated as described above. (See the Housing recommendations for further detail.)

Hoyt Field

1. Make the rehabilitation/redesign of Hoyt Field a top capital budget priority.
2. As part of the planning process for the rehabilitation/redesign of Hoyt Field, explore all potential uses including:
   a. adding more passive open space;
   b. adding space for a variety of teenage activities;
   c. encouraging multi-generational uses; and
   d. developing a programmatic relationship between the teen center and the field.
3. As part of the rehabilitation/redesign of the field:
   a. remove outdated and dangerous playground equipment and replace it with equipment which meets current safety standards;
   b. remove the concrete bleachers, as they are an eyesore and their location promotes illicit activity;
   c. consider moving the tennis courts and basketball courts further away from the residential abutters; and
   d. create clearer, signed entrances to the park from River Street and Western Avenue, as well as install play area signs along these streets to slow traffic.

■ *A $1 million renovation of Hoyt Field was completed in the Spring of 1994.*

4. Examine the potential for using the vacant lots on River Street and Western Avenue for both the purpose of better access to Hoyt Field and additional neighborhood housing.

Franklin Street Park

1. Redesign the park with particular users and abutters in mind. The park may best serve small children, or toddlers, and the elderly, especially the residents of 411 Franklin Street.
2. As part of the redesign of the park:
   a. differentiate spaces and define activities clearly to accommodate all targeted users and for the park to have a better relationship with the street;
   b. soften the surfaces by removing much of the concrete;
   c. create a more open feeling by thoughtful thinning of the trees;
   d. enhance safety by adding lighting to the rear of the park; and
   e. discourage vagrancy by adding a fence and a gate.
3. Post the times when the park is open.

HARVARD UNIVERSITY

All recommendations in this section are addressed to Harvard University unless otherwise noted.

Public Presentation

1. Remove or conceal dumpsters visible to the neighborhood, or otherwise inappropriately placed along the edge of the neighborhood, including at Peabody Terrace across from King School and at Mather house along Flagg Street.

■ *Harvard has rebuilt the dumpster area at Peabody Terrace to include a more attractive enclosure as part of their phased rehabilitation of the complex. The University will also build an enclosure for trash at Mather House in 1993.*

2. Reconsider removing the fencing around open spaces which close off large developments, such as at Peabody Terrace and Mather House, to the neighborhood. Often this open space was presented originally as a community amenity.

■ *Harvard will replace the fence along the Memorial Drive side of Peabody Terrace as part of their phased rehabilitation of the complex. Rehabilitation is scheduled for completion in 1993. Exterior landscaping has been added to help soften the exterior edges of the complex.*

3. Increase the number of trees, especially street trees along Flagg Street at Mather house, to soften the streetscape.

■ *As part of the improvements to the grounds around Mather House in 1993, Harvard will plant two or three trees along Flagg Street, depending on soil conditions.*

4. Increase maintenance of Grower's Market, especially at the edges of the property.
5. Keep up, or increase plowing of roads and sidewalks. This service benefits the entire neighborhood.

Community Interaction

1. In general, encourage constructive interaction between Harvard and Riverside, including the following specific recommendations:
   a. Encourage the multi-cultural population at Peabody Terrace to interact with and take advantage of the many opportunities in Riverside including stores, activities and churches. Co-host a "Welcome to Riverside" multi-cultural event with the neighborhood.
   b. Examine the use of community gardens on under utilized Harvard land, and encourage students to participate in any proposed community gardens in Riverside.

■ *Field of Dreams, a community gardening group, now has two gardens on Harvard property: one on Elmer Street and the other at Banks Street . Both have year by year agreements.*

   c. Publicize the day-care offerings of Peabody Terrace residents to Riverside residents.
   d. Maintain an ongoing interaction between Harvard and the Riverside neighborhood, especially through a Riverside neighborhood committee.

■ *Harvard has come to the neighborhood on two occasions this past year to discuss the rehabilitation of Peabody Terrace.*

   e. Have a community orientation for the faculty, staff and students of Harvard. Organize orientations in both directions, for example, a Harvard Guide to Riverside and a Riverside Guide to Harvard.

2. Encourage stronger direct support of the Riverside neighborhood, especially by having a Harvard representative sit on the Board of the Cambridge Community Center.

■ *A representative of Harvard's Office of Government, Community, and Public Affairs now sits on the Community Center's Board.*

Development

1. Establish development standards and guidelines which would apply to potential development sites including:
   a. Grower's Market site (870-886 Memorial Drive);
   b. Cowperthwaite parking lot (1-13 Cowperthwaite Street);
   c. Grant and Banks Streets parking lot (3-15 Grant Street and 37-39 Banks Street); and
   d. Elmer Street lot (27-29 Elmer Street).
2. Structure such standards and guidelines to:
   a. insure that the edges of any proposed development projects are in keeping with the height and scale of the abutting residential neighborhood, and have appropriate setbacks thus providing a smooth and visually unobtrusive transition between the institutional and residential districts;
   b. encourage neighborhood connection and access to the river, both by car and on foot.
   c. mix institutional and non-institutional uses, especially appropriate neighborhood uses, such as residential and small retail.
   d. screen and landscape all parking sites to buffer the abutters; and
   e. place unsightly elements of development, including dumpsters, cooling units, exhaust fans, transformers, large blank walls, loading docks, and fences with dangerous spikes away from the residential neighborhood, or screen them sufficiently so that they are not a visual intrusion into the neighborhood.

■ *The Committee proposes that the best way to approach this recommendation is to form a working group comprising Riverside resident representatives, City officials, and representatives from Harvard University. The working group would develop the specifics of the standards and guidelines delineated in this section.*

3. Construct structured parking within the campus and not in or directly next to the residential neighborhood.
4. Examine and address traffic and parking issues as a result of new construction.
5. The Study Committee supports residential uses for available development sites.
6. The Study Committee supports retail use at 8-10 Mt. Auburn Street.
7. The Study Committee supports housing or a community garden at Elmer Street.

Housing

1. Maintain the on going dialogue regarding university housing policies with the Riverside community through a neighborhood association;
2. Work with the City to find ways of accommodating growth without displacing local residents.
3. Work with the Riverside community and the City to include housing and provide some mixed income component in any future redevelopment of the Grower's Market at 807 Memorial Drive.

Policy

In general, Harvard should examine its policies as related to neighborhood issues for all facilities, especially parking and housing, and specifically:

1. Meet with abutters and a Riverside neighborhood organization to review any proposed development projects.
2. Investigate whether the informal Harvard "Red Line" policy should be expanded, formalized or altered.
3. Develop a master plan for future Harvard growth (Project 2000), recognizing and considering the input of neighborhood groups.

Harvard University urges the Riverside neighborhood to organize on-going citizens' association as a vehicle for future dialogue and communication between the university and the Riverside community.

TRAFFIC AND TRANSPORTATION

Traffic Management and Public Transportation

1. Public Transportation: Explore the feasibility of an "intra-city" bus line, such as a jitney service, that would provide transportation to and from focal points within the City. This type of system could induce patronage of Central Square businesses.
2. Regional Transportation Planning: Support a regional transportation system that would decrease truck traffic into Riverside, especially on River Street and Western Avenue, and other parts of the city; decrease commuter traffic; and encourage the use of public transportation.

Traffic and Parking

These recommendations are addressed to the Department of Traffic and Transportation and the Cambridge Police Department, unless otherwise noted.

1. Enforce truck access regulations, speed limits, and parking regulations in the neighborhood. Continue to have sporadic police enforcement of current traffic regulations to show the public that violators are being fined. In addition, the Cambridge Police Department should dedicate an officer to enforce traffic regulations around the city.

Of special concern is:

   a. the continuous presence of illegal truck traffic on River Street and Western Avenue;
   b. speeding traffic on Howard Street (during afternoon rush hour,) River and Western;
   c. illegal parking at the north corner of Putnam Avenue at Hingham (illegally parked cars on Putnam Avenue create a blind corner, and thus a dangerous intersection); and
   d. illegal parking on the east and west sides of Western Avenue at the Pleasant and Auburn Streets intersections.

2. Install a two way stop sign at the intersection Hancock and Green Streets.

■ *The Department of Traffic and Transportation has installed these stop signs at this intersection.*

3. Adjust light cycles at the intersection of Massachusetts Avenue, Mt. Auburn Street and Putnam Avenue on the Sundays when Memorial Drive is closed to traffic. Blinking lights at this intersection would facilitate the movement of through traffic using Putnam Avenue.
4. Explore the possibility of adding bicycle parking spaces and creating dedicated bicycle lanes and routes.

■ *The City Council has established a Bicycle Committee to improve bicycle access throughout the city. The Committee is installing new bicycle racks at various public locations.*

Road Conditions

These recommendations are addressed to the Public Works Department.

1. Place trash cans throughout the neighborhood including at schools, bus stops and school routes.

2. Clean up trash.
3. Repave Franklin Street.
4. Develop a tree pruning schedule and adopt an active approach to maintaining street trees.
5. Promote the pruning of privately owned trees and shrubs.
6. Survey root damage and repair without sacrificing the tree.
7. Conduct a survey of areas with insufficient lighting and correct the problems.
8. Enforce sidewalk snow removal ordinance.
9. Remove excess plowed snow from the streets.
10. Enforce the City ordinance prohibiting the use of trash cans and other household items to save parking spaces on the street.
11. Use alternatives to road salt during winter storms.

EMPLOYMENT AND COMMERCIAL REVITALIZATION

1. Support the inclusion of business and employment issues as part of a Riverside Neighborhood Committee agenda. Such a committee would monitor operational issues such as noise, traffic and trash.
2. Support studies of neighborhood business and employment.

Central Square

1. Support human service programs to aid the homeless and other needy constituencies in the Square; and
2. Support the police to combat crime in the Square.
3. Maintain a representative from the neighborhood on the Central Square Advisory Committee.

Neighborhood Business

1. Support pro-active strategies to bring businesses to the neighborhood by:
   a. capitalizing on the ethnic and racial diversity of the neighborhood to draw businesses into the neighborhood;
   b. promoting the location of small businesses, minority-owned businesses and women-owned businesses into the neighborhood;
   c restructuring the existing zoning regulations along the major streets in the neighborhood to allow small neighborhood-based and pedestrian-oriented businesses to relocate there.

Employment

1. Support the Cambridge Youth Employment Program.
2. Support the Cambridge Employment Program.
3. Support the continued development of employment programs with Harvard University.

LAND USE, ZONING AND URBAN DESIGN

Urban Design

1. Strengthen the connection of Riverside to the Charles River.
2. Create a "gateway" to Cambridge on River Street.
3. Maintain scale, density, and pattern of development appropriate to a site, especially in or bordering residential areas.
4. Promote the creation of a "greenbelt" to connect the neighborhood's green spaces, including the improvement of Peabody Terrace walkway to make it more inviting.
5. Increase and maintain street trees.

Zoning

Residence C-2 (at Central Square)

1. Maintain mixed commercial and residential uses allowed under current zoning.
2. Retain existing zoning to avoid making newer buildings non conforming; however, consider limiting the overall heights of buildings to provide a smooth transition between this district and abutting residential district.
3. Create an urban design plan for the area to give it a cohesive visual identity.

Business A (River and Western)

1. Retain the existing scale, height, density and development patterns along River Street and Western Avenue.
2. Consider new zoning which would limit the height of new residential structures to match the existing structures.
3. Consider new zoning which would accommodate neighborhood businesses, yet limit the size (in square footage) of such uses.

Residence C-2 (along lower Western Avenue)

1. Consider new zoning which would limit the height of new residential structures to match the existing structures along Western Avenue.
2. Consider new zoning which would accommodate neighborhood businesses, yet limit the size (in square footage) of such uses.

Office 3 (Massachusetts Avenue)

1. Consider new zoning which would limit the overall height of new construction and provide a smooth transition between Massachusetts Avenue and the abutting residential neighborhood.

Office 3 (along Memorial Drive)

1. Consider new zoning which would:
   a. limit the overall heights allowed in the district, as well as limit scale and density;
   b. permit mixed residential, commercial and office uses; and
   c. especially encourage residential uses along the neighborhood edge.
2. Create an urban design plan to accompany any new zoning which would:
   a. place buildings with greater density and massing, and higher heights nearer to the Charles River/Memorial Drive side of the zoning district and away from the neighborhood, thus providing a smooth transition between this district and the abutting residential area;
   b. limit heights along the edge of the residential neighborhood to match those of the neighborhood;
   c. provide adequate set backs to reduce shadows and to protect the Charles River bank from inappropriate visual intrusions.

Memorial Drive

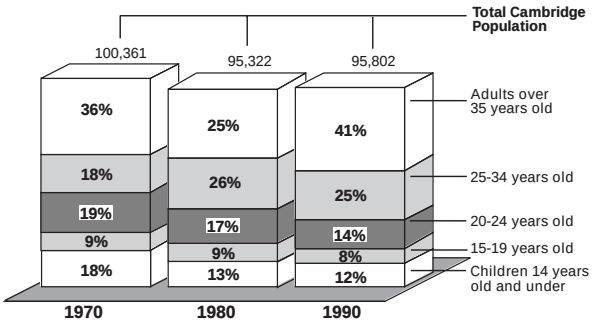
1. Consider the establishment of a parkway overlay district to protect the Charles River bank from inappropriate visual intrusions.

APPENDIX I

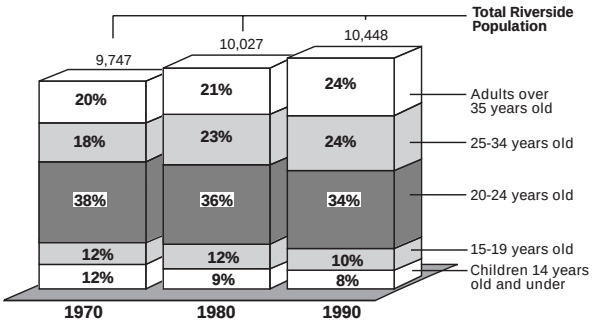
DEMOGRAPHIC DATA

- Age Distribution
- Racial Composition
- Household Composition
- Educational Attainment
- Employment by Industry

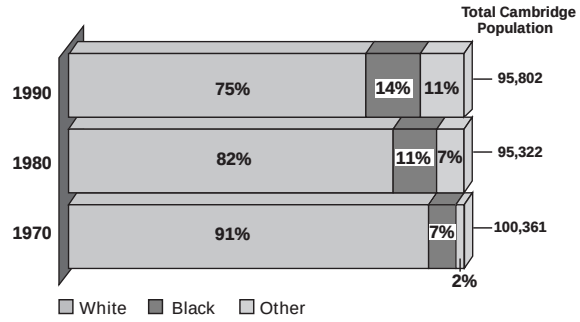
CITY-WIDE
Age Distribution

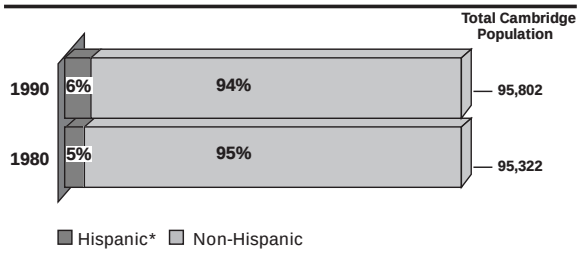


RIVERSIDE
Age Distribution



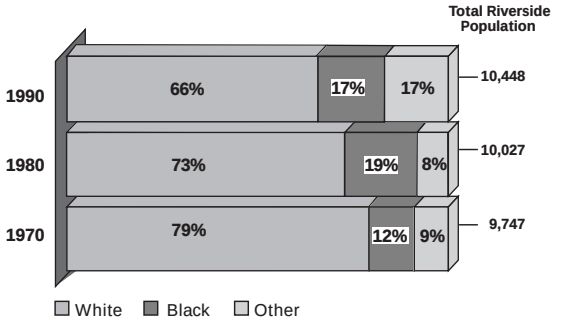
CITY-WIDE
Demographics

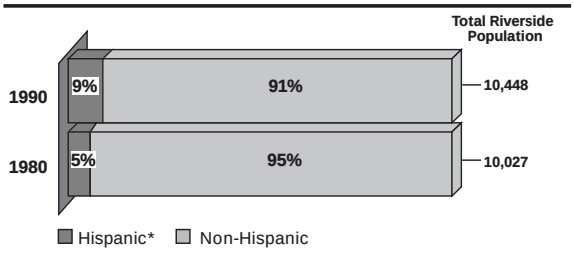




* Of any race

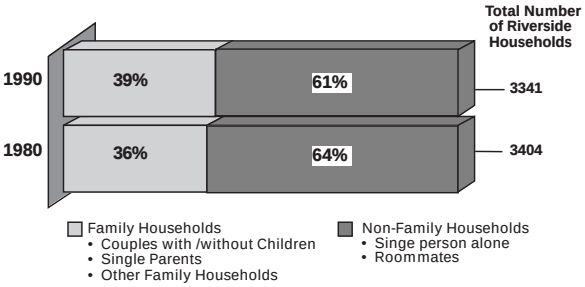
RIVERSIDE
Demographics



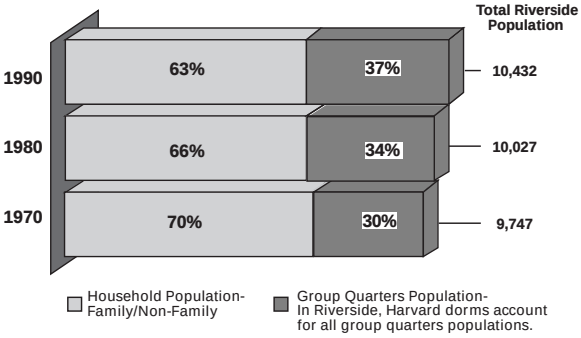


* Of any race

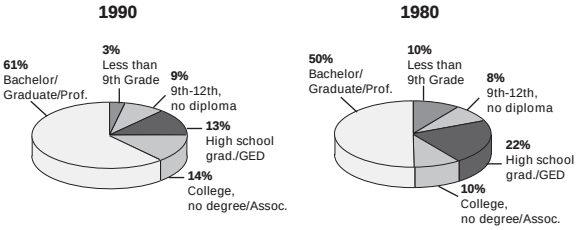
RIVERSIDE
Household Types 1980-1990



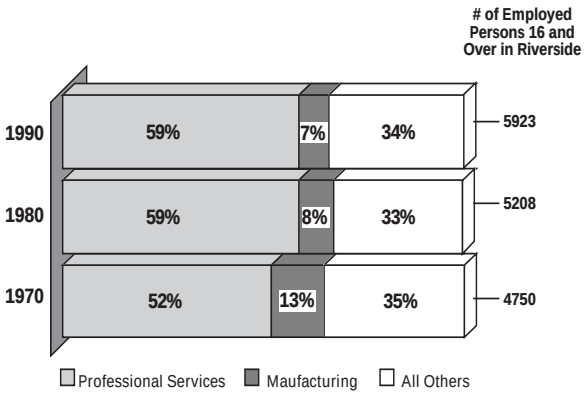
RIVERSIDE
Population by Household Type 1970-1990



RIVERSIDE
Educational Attainment



RIVERSIDE
Employment by Industry



All Others include: Agriculture, Construction, Transportation, Communication & Public Utilities, Wholesale Trade, Retail Trade, Finance, Insurance & Real Estate, Business & Repair Services, Personal, Public Administration.

APPENDIX II

HOUSING

- Housing Data

RIVERSIDE
Housing Data

Property Class	Mixed Use	Noncondo 1-Family	Nonsub Condo	Noncondo 2-Family	Noncondo 3-Family	Four plus Family	Rooming House	Tax Exempt*	Total
Number of Buildings:	43	174	45	136	168	113	3	12	694
As a percentage of row:	6%	25%	6%	20%	24%	16%	0%	2%	100%
Number of Dwelling Units	521	174	340	272	504	1083	24	314	3232
As a percentage of row:	16%	5%	11%	8%	16%	34%	1%	10%	100%
Number of Rent Control Units:	521	27	2	49	127	1076	24	0	1826
As a percentage of row	29%	1%	0%	3%	7%	59%	1%	0%	100%
As a percentage of dwelling units in property class:	100%	16%	1%	18%	25%	99%	0%	0%	56%

Listed below each number is the percentage of the row total it represents.
For rent control units, the percentage of the number of dwelling units by column is also provided.

Footnotes:

* Tax Exempt/Subsidized Housing includes:

	Units	Buildings	Owner
411 Franklin Street	61	1	
12-18 Hingham Street	4	4	Cambridge Housing Authority
Putnam Gardens	123	3	Cambridge Housing Authority
2-4 Mt. Auburn Street	94	1	Harvard University
River Howard Homes	32	3	Cambridge Housing Authority
Total:	**314**	**12**	

Sources of Information: City of Cambridge Assessor's Office, April 1992

APPENDIX III

HARVARD UNIVERSITY

- Riverside Acquisitions, Sales and New Construction, 1980-1990
- Riverside Potential Development Sites

HARVARD UNIVERSITY
Riverside Acquisition, Sales and New Construction,1980 - 1990

Acquistions

Property	Land Area (square feet)	Use before acquisition	Number of dwelling units	Use after acquisition
65 Winthrop Street	2,709			
67 Winthrop Street	2,489			
8-10 Mt. Auburn St.	7,759			affiliate housing
34 Mt. Auburn St.	12,197			
10 Dewolf Street	9,068	parking		affiliate housing
88-90 Mt. Auburn St.	3,212			
92-98 Mt. Auburn St.	2,335			
Total:	39,769			

Sales

Property	Land Area (square feet)	Use before sale	Number of dwelling units	Use after sale
4A Mt. Auburn St.	2,719			
22 Mt. Auburn St.	4,810	residential		residential
7-13 Surrey Street	5,432	residential		residential
19-21 Flagg Street	4,000	residential		residential
20 Flagg Street	3,600	residential		residential
1 Walker Court	2,450	residential		residential
2 Walker Court	2,450	residential		residential
69 Putnam Avenue	3,106	vacant		vacant
169 Putnam Avenue	3,019	residential		residential
261-269 River Street	6,896	residential		residential
Total:	38,482			

New Construction

Property	Building Area (square feet)	Use before development	Number of dwelling units	Use after development
Eliot/Kirkland Houses		vacant		walkway
8-24 Dewolf Street		parking	affiliate housing	
10 Mt. Auburn Street		retail/residential		retail/affiliate housing

HARVARD UNIVERSITY:
Riverside Potential Development Sites

Build-out Analysis for Selected Sites

All parcels are located in a Residence C-3 zoning district. Potential build-out is calculated using the 3.0 floor-area-ratio allowed under this zoning; however, this calculation does not account for site constraints and other zoning requirements which may result in a lower build-out.

Site: Grower's Market

Assessor's Map	Assessor's Lot	Address	Land Area (square feet)	Maximum Residential Building Area Allowed (square feet)
130	106	28 Hingham St.	6,420	19,260
130	1	880 Memorial Dr.	48,794	146,382
130	116	890 Memorial Dr.	18,102	54,306
130	103	387-389 Western Ave.	6,420	19,260
		Subtotal:	**79,736**	**239,208**

Site: Cowperthwaite Street Parking Lot

Assessor's Map	Assessor's Lot	Address	Land Area (square feet)	Maximum Residential Building Area Allowed (square feet)
132	81	1-13 Cowperthwaite	20,953	62,859
132	78	4 Grant Street	5,000	15,000
		Subtotal:	**25,953**	**77,859**

Site: Grant and Banks Streets Parking Lot

Assessor's Map	Assessor's Lot	Address	Land Area (square feet)	Maximum Residential Building Area Allowed (square feet)
132	25	37 Banks Street	10,636	31,908
132	28	3-5 Grant Street	4,200	12,600
132	29	7 Grant Street	4,000	12,000
132	30	9-11 Grant Street	4,000	12,000
132	31	13 Grant Street	4,000	12,000
132	109	15-15 1/2 Grant Street	3,200	9,600
		Subtotal:	**30,036**	**90,108**

Site: Elmer Street Lot

Assessor's Map	Assessor's Lot	Address	Land Area (square feet)	Maximum Residential Building Area Allowed (square feet)
130	60	27 Elmer Street	2,550	7,650
		Subtotal:	**2,550**	**7,650**

Potential Build-out Summary

Site	Land Area (square feet)	Maximum Residential Building Area Allowed (square feet)
Grower's Market	79,736	239,208
Cowperthwaite Street Parking Lot	25,953	77,859
Grant and Banks Street Parking Lot	30,036	90,108
Elmer Street Lot	2,550	7,650
Total Development Potential:	**138,275**	**414,825**

APPENDIX IV

TRAFFIC

- River Street Traffic

River Street Traffic Counts

Rizzo Associates, an engineering and environmental consulting firm, conducted traffic counts along River Street for two 24 hour periods on June 22, 1988 and August 3, 1988. The counts were taken on River Street between Auburn and Williams Streets.

Date: June 22, 1988

	24 hour total		*6:00 am to Midnight subtotal*	
Type of Vehicle	**Number**	**Percentage**	**Number**	**Percentage of 24 hour period**
cars/motorcylces	7502	78.7	7033	93.7
buses	102	1.1	94	92.2
single-unit trucks	1394	14.6	1365	97.9
tractor-trailers	532	5.6	524	98.5
Total:	9530	100	9016	94.6

Date: August 3, 1988

	24 hour total		*6:00 am to Midnight subtotal*	
Type of Vehicle	**Number**	**Percentage**	**Number**	**Percentage of 24 hour period**
cars/motorcylces	7992	80.7	7524	94.1
buses	124	1.3	115	92.7
single-unit trucks	1310	13.4	1299	99.1
tractor-trailers	483	4.8	472	97.8
Total:	9909	100	9410	94.9

A P P E N D I X V

L A N D U S E A N D Z O N I N G

- Development Activity 1980 - 1990
- Commercial and Residential Build-out Analysis

RIVERSIDE DEVELOPMENT ACTIVITY 1980-1990
Commercial and Residential

Address	Use	Floor Area square feet commercial	Number of Units	Date Completed
950 Massachusetts Ave. (Bay Square)	condo/office/retail	10,000	110	1989
1000 Massachusetts Ave.	office/retail	108,000		1982
1030 Massachusetts Ave.	office/retail	66,000		1986
1280 Massachusetts Ave.	office/retail	43,000		1985
340 Franklin Street (Hammond Court)	condominiums		73	1991
325 Franklin Street	rental apartments		40	1991
16 Elmer Avenue	rental apartments		22	1990
	totals:	227,000	245	