

CENTRAL, SQUARED

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

December 2011



Overview Map of Central Square

Central Square emerged at the end of the eighteenth century as a roadside settlement on the way to the West Boston Bridge, today's Longfellow Bridge. Rapid growth followed in the nineteenth century and by 1900 "Main Street" west of Lafayette Square had become Massachusetts Avenue. The twentieth century saw the slow conversion of the area's industrial buildings into space for technology, science, and culture- a shift that continues today in 2011 as the Red Ribbon Commission and other stakeholders consider the future of Central Square. This report is one of the elements of Central's current revisioning.

Where is Central Square, exactly? The Square's boundaries are fluid and in the midst of being redefined. The 1990 Central Square National Register district stretches along Massachusetts Avenue from west of Sellers Street to State Street, but the City of Cambridge's 1989 Central Square Zoning Overlay District goes from Bigelow to Windsor Street, and all the way up Prospect almost to Harvard Street.

Today these boundaries are moving south and east. University Park, though included in neither of the above districts, is now considered to be within Central Square, and new development along Massachusetts Avenue has extended commercial activity almost to the main MIT campus. This map shows Central Square as the stretch of Massachusetts Avenue located between Clinton Street and Albany Street near MIT.



Letter from Ken Reeves

This report was prepared in response to the charge given by Mayor David Maher and the Cambridge City Council when they established the Red Ribbon Commission on the Delights and Concerns of Central Square in June 2010. It represents the work of over 120 people, organizations, denizens, supporters, and observers who have met over 13 times, at various locations throughout Central Square, over the last 16 months.

This extraordinary and dedicated group of residents, city planners, business operators, landowners, developers, and institutions examined the past, present, and possible futures for Central Square. All of them have a large stake in the future of the square and they gave unstintingly of their time, effort and resources to ensure the success of this effort.

The members of the commission drew on a wide variety of resources to enrich this effort, looking at not only the history and evolution of Central Square but drawing on experiences in other cities such as New York, New Haven, and Washington DC. We learned how these cities initiated and sustained the revitalization of areas similar to Central Square. We learned how other cities have engaged in partnerships with institutions and the developer community to reimagine and revive troubled sectors of their cities.

The commission's work engaged many people in Central Square who had not worked together before. They formed new relationships and opened up an unprecedented dialogue that can, if sustained, lead to cooperative and productive efforts in the years ahead. The goals for the area that emerged from this work center on four themes: the need for a major infusion of middle income housing, employment opportunities that are sustained by the technologies that continually emerge from our universities, retail services, an arts, entertainment and culinary district, and the family-friendly services, such as affordable child care, that will encourage the reestablishment of a healthy, diverse, and vibrant Central Square.

The work of the Commission has already had some positive effects by encouraging landowners to bring new tenants into the area, and to rethink their development opportunities as part of a larger Central Square-wide initiative.

To bring our many thoughts and conclusions together in a unified and coherent story and to infuse our goals with a focused vision and the mechanisms that can be used to implement this vision, we asked Professor Brent Ryan and his colleagues at MIT to enshrine the work of the commission in this report. We realize that this is the first step in a long journey but we are

grateful for the opportunity to move Central Square forward afforded by the establishment of the commission.

We gratefully acknowledge the organizations who have provided financial support for this enterprise and we have high hopes that the spirit of creative communal enterprise will continue, including the members of the Red Ribbon Commission.

We are greatly indebted to Deputy City Manager Richard Rossi and many other city staff members for facilitating many aspects of the Commission's work. I must also specially thank my assistant John R. Clifford for seeing this process and its written report through to successful conclusion.



Kenneth E. Reeves
Cambridge City Councilor
Chairperson, Mayor's Red Ribbon Commission on the Delights and Concerns of Central Square

Introduction

In June of 2010, Mayor David Maher announced the establishment of the Red Ribbon Commission on the Delights and Concerns of Central Square. Mayor Maher appointed City Councilor Kenneth E. Reeves as chair of the Commission with the charge that it explore Central Square, the existing character and quality of life in Central Square and the opportunities and actions needed to ensure and enhance the future social, economic, and residential vitality and viability of the Square.

The Commission established, from the outset, the importance of ensuring that the full spectrum of interests that are represented in Central Square and its adjacent neighborhoods would be encouraged to participate in the process of gathering information on current challenges and emerging issues that confront the Square. Through the establishment of working subcommittees, the Commission set out to develop ideas and solutions for addressing these issues as well as identifying a set of unified themes to guide development in the Square for the future.

Four subcommittees were established: Communications, Identity, Infrastructure and Safety, and Landowners. Each committee was co-chaired by dedicated members who in turn reached out to engage a broad spectrum of the Central Square community. The committees reported monthly to the Commission and also met with their own subcommittees to generate ideas for the Square's future.

The Commission, through its many participants, has searched for ways to strengthen existing organizations and develop stronger linkages among the many interest groups and institutions that, working together, could build a future for Central Square that multiplied its present assets and enriched the life of this unique part of Cambridge.

This report is both a summary of the many months of discussion of issues and ideas and includes a set of projections for this very diverse, urbane, and complex area of Cambridge. Central Square is in the midst of momentous change coming from different social, economic, and physical directions. As an emerging employment center, entertainment and culinary destination, arts district, specialty retail center, and expanding residential community, Central Square is at the cusp of an even more exciting future.

The report presents a challenge to the future stewards of Central Square who will need to understand, accommodate, and shape its changes in a manner that balances the Square's distinct economic forces, its diverse and exciting opportunities, and its unique demographic character, all the while moving it in a positive direction.

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Central, Squared Design Team

- Brent D. Ryan Assistant Professor of Urban Design and Public Policy, MIT
- Lorena Bello Gomez Architect, Urban Designer
- Yeon Wha Hong Graphic Designer, MIT
- Anna Muessig Research Assistant, MIT



Stata Center at MIT



Novartis research facilities on Mass Ave.



Technology Square on Main St.

Part One: Lucky Cambridge

Since 1638, when Newtowne, Massachusetts, changed its name to honor the great English university, Cambridge's future has been tied to the health and creativity of the institutions in its midst. After 1950 the industrial decline that was so damaging to many other American cities was softened by the rise of new technology-based industries and by the increasing attraction of Cambridge as a place to live. Within Cambridge's 6.7 square miles, the city is fortunate to have four institutions of higher education: MIT, Harvard University, Lesley University, and Cambridge College.

Today, Cambridge enjoys a unique combination of circumstances that provide the city with economic, social, and physical prosperity. Together with strong institutions and enlightened governance, this means that Cambridge is in a position almost unique in the U.S. to grow in a manner that is innovative, balanced, enlightened, progressive, and productive. Cambridge is lucky and its future is bright.

The first chapter of the Red Ribbon Commission report places Central Square in the larger context of the prosperous city of Cambridge. Cambridge's advantages are Central Square's advantages, and Central Square's challenges are Cambridge's challenges. Cambridge and Central Square are inextricably interwoven: Central Square is the heart of Cambridge.



Brunch in Lafayette Sq.

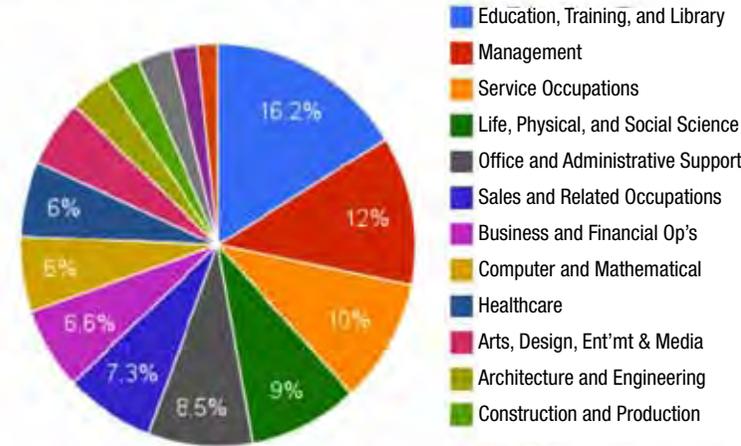


Morning rush at Flour Bakery on Mass Ave.



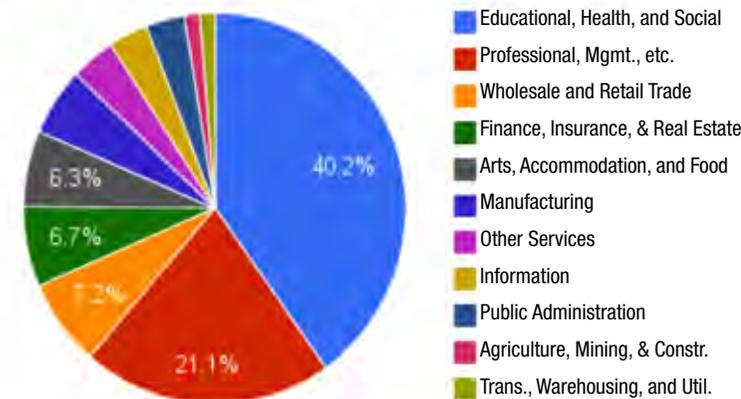
Used books for sale on Mass Ave. near the Post Office

2007 - 2009 Employment by Occupation



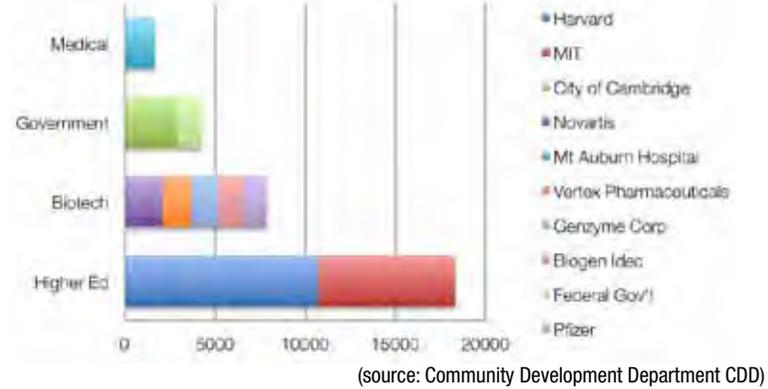
(source: ACS 2008-10)

2007 - 2009 Employment by Industry



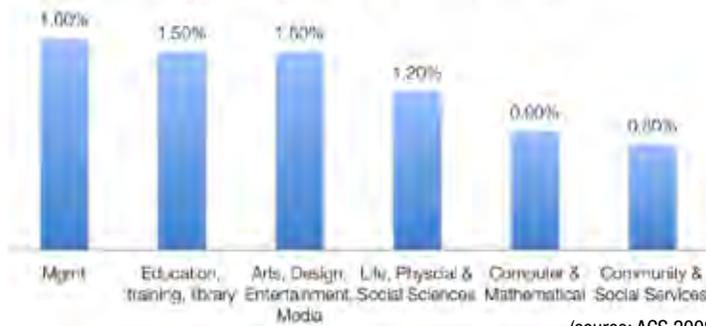
(source: ACS 2008-10)

Top 10 Employers in Cambridge



(source: Community Development Department CDD)

Percentage increase of jobs in growing sectors, 2000-2010



(source: ACS 2008-10)

Pharmaceutical and Medicine Manufacturing and Scientific Research and Development Services

272 Employers

17,600 Employees per year

\$136,812 Average annual wages

= \$2,429,120,578 total annual wages

(source: ES202, 2010)

The estimated average salary in the biopharma industry is

77% higher than the estimated state average salary of \$53,834.

(source: MA Biotech. Council)

SAMPLING OF BIOTECH & HIGHTECH COMPANIES FOUNDED AFTER 2000 IN CAMBRIDGE

(source: CDD)

- | | |
|---|---|
| <ul style="list-style-type: none"> Accelleron Pharma, Inc, 2003 Aileron Therapeutics, Inc, 2005 Alnara Pharmaceutical, 2009 Alnylam Pharmaceuticals, 2002 Anchor Therapeutics, Inc, 2008 Archemix Corporation, 2000 Aveo Pharmaceutical, 2002 BIND Bioscience, 2006 Bionevia Pharmaceutical, 2007 Broad Institute, 2004 Cambridge Innovation Center, 2002 Catabasis Pharmaceuticals, 2009 Cellegene Corporation, 2003 Cerulean Pharmaceuticals, Inc, 2006 Delta Search Labs, 2001 Eleven Biotherapeutics, 2010 Epizyme, Inc, 2007 Escoubac, Inc, 2007 Essentient, 2011 FoldRx Pharmaceuticals - a Pfizer Company, 2003 Forma Therapeutic, 2008 Galenea, 2003 Genoca Biosciences, Inc, 2006 Helicos Biosciences Corporation, 2004 Hemedex, Inc, 2000 Hydra Biosciences, 2001 i2Chem, 2010 Infinity Pharmaceuticals, Inc, 2001 Intelligent Medical Devices, Inc, 2000 Kard Scientific, 2001 Link Medicine Corporation, 2005 Massachusetts Biotechnology Educational Foundation, 2001 Merrimack Pharmaceuticals, Inc, 2000 MetaMark Genetic, 2007 Moderna, 2010 Momenta Pharmaceuticals, Inc, 2001 Musa Technology Partners, 2007 | <ul style="list-style-type: none"> New England Healthcare Institute, 2002 Novophage, 2009 Parallel Solutions, Inc, 2001 Pervasis Therapeutics, Inc, 2003 Prometrika, 2003 Proteostais Pharmaceuticals, 2008 Provasculon, Inc, 2008 PX Therapeutics, 2000 Quanterix Corporation, 2007 Sanofi-Aventis Pharmaceuticals, 2000 Saorise Corporation, 2001 Satori Pharmaceuticals, 2005 Semprus Biosciences, 2006 Seventh Sense Biosystems, 2008 Sirtris Pharmaceuticals, 2004 Stromedix, Inc, 2007 Temporo Pharmaceuticals, 2009 TolerRx Inc., 2000 ViaCord Inc., 2000 ViaScienc, 2000 Virdante Pharmaceuticals, Inc., 2008 Visterra, Inc., 2009 Zafgen, Inc, 2005 Zalicus, 2000 Advanced Diamond Energy, 2003 Brain Loop, 2000 Ethanol Boosting Systems, 2007 IBM Research Center, 2008 Honda Research Institute, 2003 Hub Spot, 2006 Joule Unlimited, 2007 Linden Lab, 2007 Living Proof, Inc, 2008 MIT Energy Initiative, 2006 One Forty, 2009 Rive Technology, 2005 Selventa, 2002 |
|---|---|

EMPLOYED IN BIOPHARMA INDUSTRY IN MA

(source: Massachusetts Biotechnology Council, CDD)

31,914 in 2000

48,657 in 2010

53% increase

R&D operations in MA from 2007-2010 were outpaced only by California.

In 2010, Massachusetts companies received \$850 million in venture capital biotech financing. In 2010, Massachusetts companies received 23.1% of all U.S. VC biotech investment – an all-time high.

Middlesex County, where Cambridge is located, recorded the greatest number of biotechnology researchers in the U.S.

Of the 100 largest biotechnology firms in Massachusetts, **36** are located in Cambridge. (source: MA Biotech. Council)

Economy

Cambridge has an active healthy economy in multiple innovation sectors. As mentioned previously, two of the nation's most prestigious research universities, MIT and Harvard, are located within its bounds, so the city has a highly educated workforce and a variety of spinoff industries, many of which have chosen to locate, and stay, in the city. The city's critical mass of innovation industries has in recent years attracted multinational giants like Novartis (2004), Google (2007), and Microsoft (2008) to Cambridge. In the rapidly evolving, highly competitive world of high technology, Cambridge is a major player. Central Square and its neighbor Kendall Square are at the epicenter of this economic activity.

In 2002, the top 10 drug companies in the United States had a median profit margin of 17%, compared with only 3.1% for all the other industries on the Fortune 500 list.

PROFIT MARGINS IN CAMBRIDGE COMPANIES, 2009

(source: www.usnews.com)

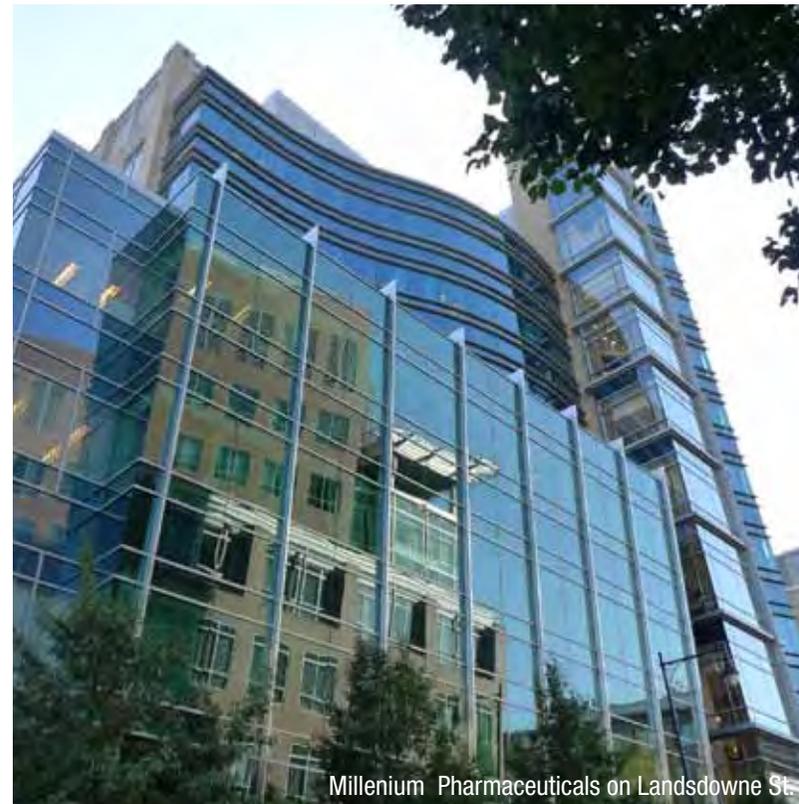
Amgen (biotechnology):	30.6%
Pfizer (drug manufacturer):	16.3%
Quest Diagnostics (healthcare services):	8.7 %



Central Square from corner of Magazine & Green St., looking north



Residential area near Clement Morgan Park



Millenium Pharmaceuticals on Landsdowne St.

Cityscape

Cambridge has an intact, pedestrian-friendly, human scale cityscape. Platted by nineteenth-century speculators, the city's street network is confusing, but is humane and resistant to automobile dominance, with many quiet, small streets. In the twentieth century, Cambridge resisted the highway construction and "slum" clearance that emptied out many American cities. The legacy of Cambridge's development patterns is a cityscape and built environment with enormous appeal to almost everyone and with an inventory of buildings, from former factories to cutting-edge green architecture, that accommodate diverse uses and people. All of this diverse cityscape can be found in or near Central Square.



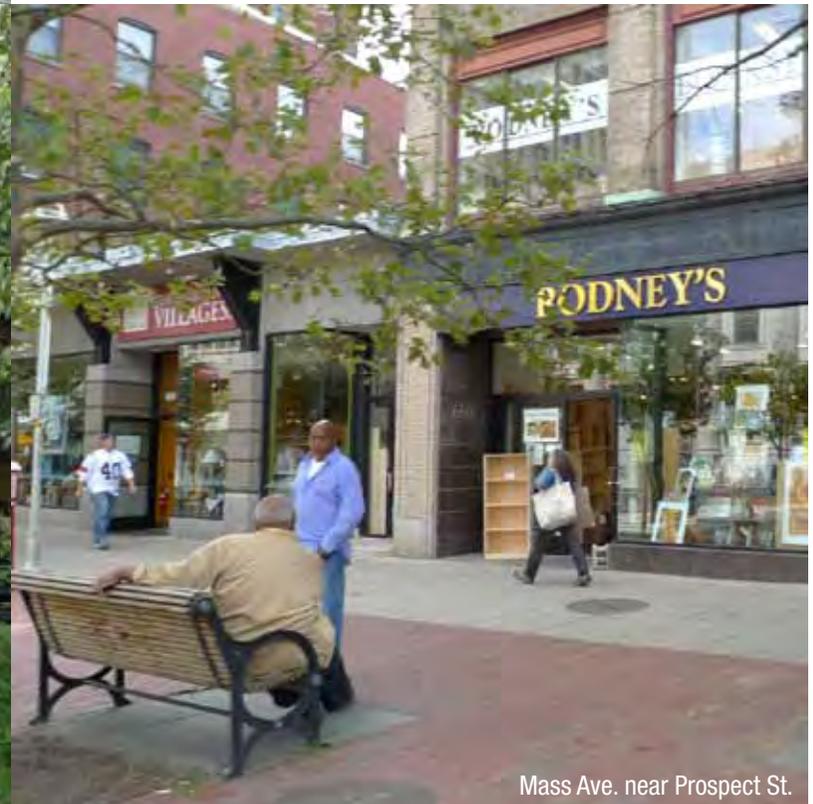
Houses on Antrim St.



Lafayette Sq.



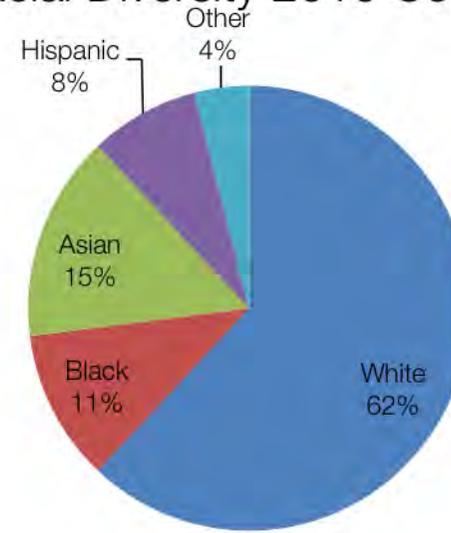
Senior Housing on Harvard St.



Mass Ave. near Prospect St.



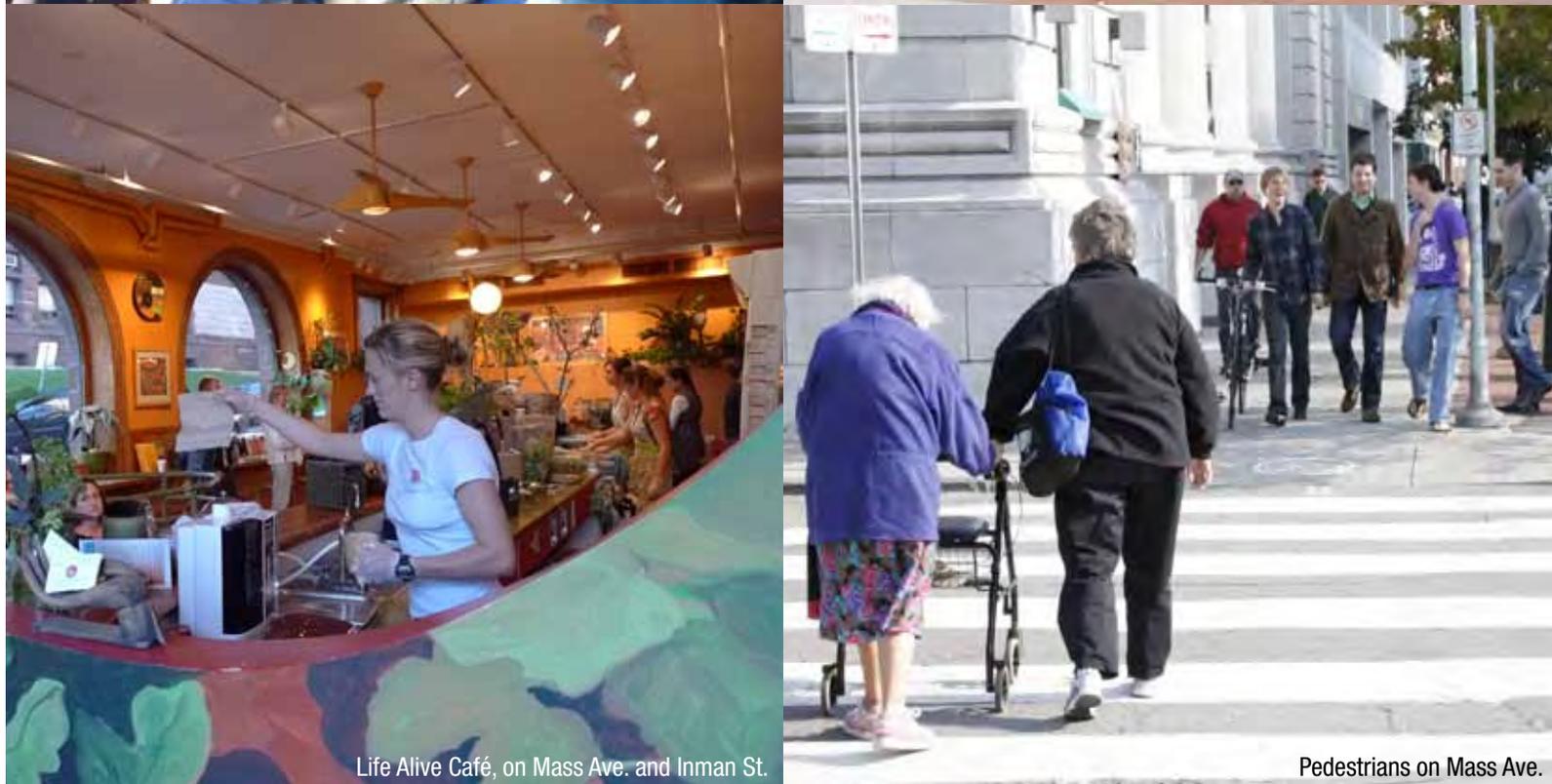
Racial Diversity 2010 Census



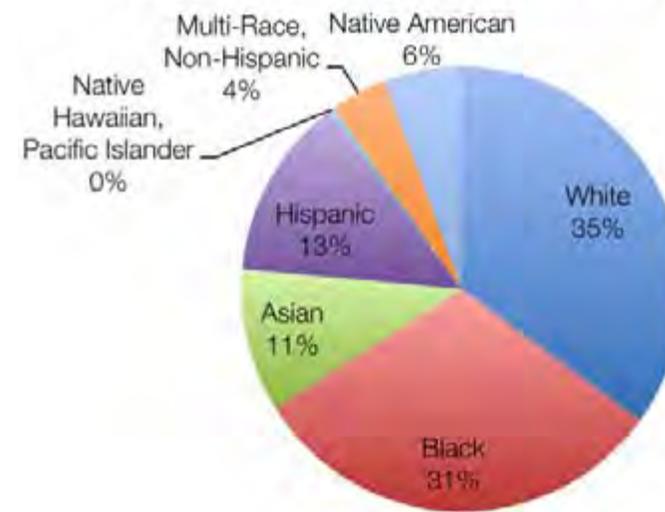
(source: CDD)

Society

Cambridge houses a full range of incomes, ethnicities, and ages. This social diversity is supported by a varied housing stock ranging from mansions to studios and from luxury rentals to public housing. The middle class, however, is under siege in Cambridge: rent control was voted out by statewide referendum in 1994, and disappeared in 1995, making large apartments costly. Public policy has had difficulty replacing this loss of affordable family housing. Like many American cities, Cambridge is becoming socially polarized, and this polarization can be seen in Central Square.



School District Enrollment by Race



(source: Department of Education)

Population

Cambridge: 105,162 residents (2010)
 3-mile radius: 462,925
 College and Graduate Students: 22,580 (2009)

Median Age: **30.2** (2010)

Majority of residents are between the ages of **20-44.**

72% of Cambridge residents 25 years or older have a Bachelor's degree or higher.

According to the 2007 - 2009 American Community Survey, median family income totaled **\$88,238.** (source: CDD)



MA Governor Deval Patrick touring the Cambridge Innovation Center



Boston Pride



Cambridge City Hall on Mass Ave.



Center for Marxist Education on Mass Ave.

**TOTAL OPERATING BUDGET:
\$472,196,095**

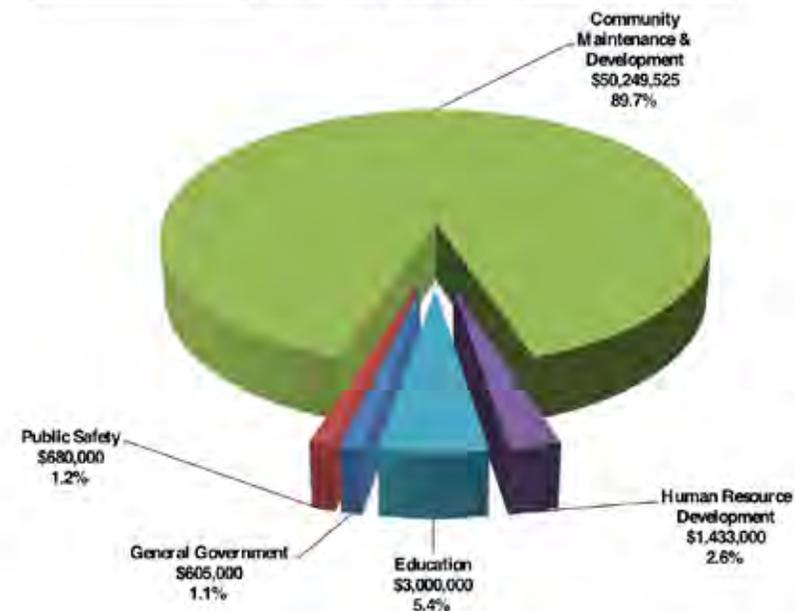
**TOTAL CAPITAL BUDGET:
\$55,967,525**

Politics

Massachusetts is a historically liberal state, but Cambridge is progressive even within Massachusetts. Beginning in the 1960s, the city's reputation as the "People's Republic of Cambridge" set the tone for progressive politics promoting equal rights, social justice, and economic equality. Despite a national swing to the right since then, Cambridge has maintained its progressive tradition and balanced it with an enviable record of fiscal stability. The city's AAA bond rating and prosperous economy permits some of the lowest tax rates in the Commonwealth of Massachusetts.

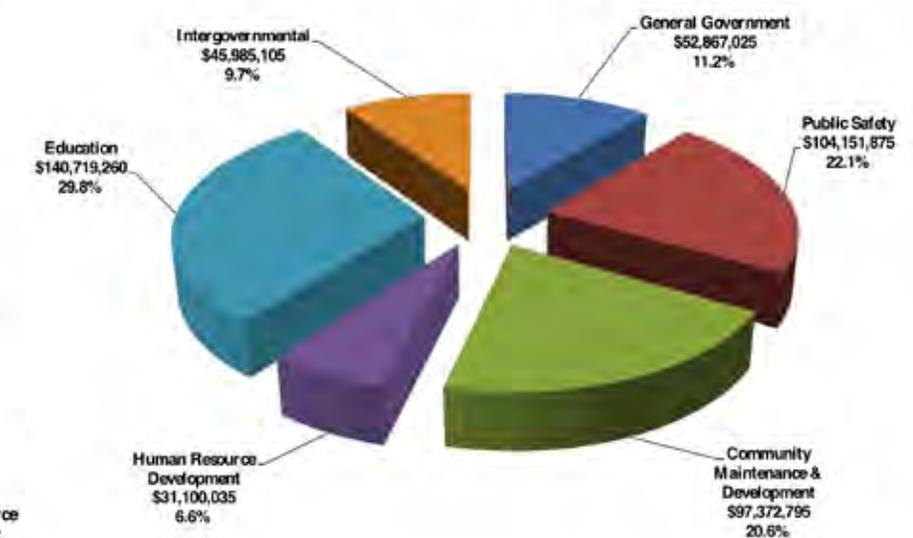
City of Cambridge

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2012

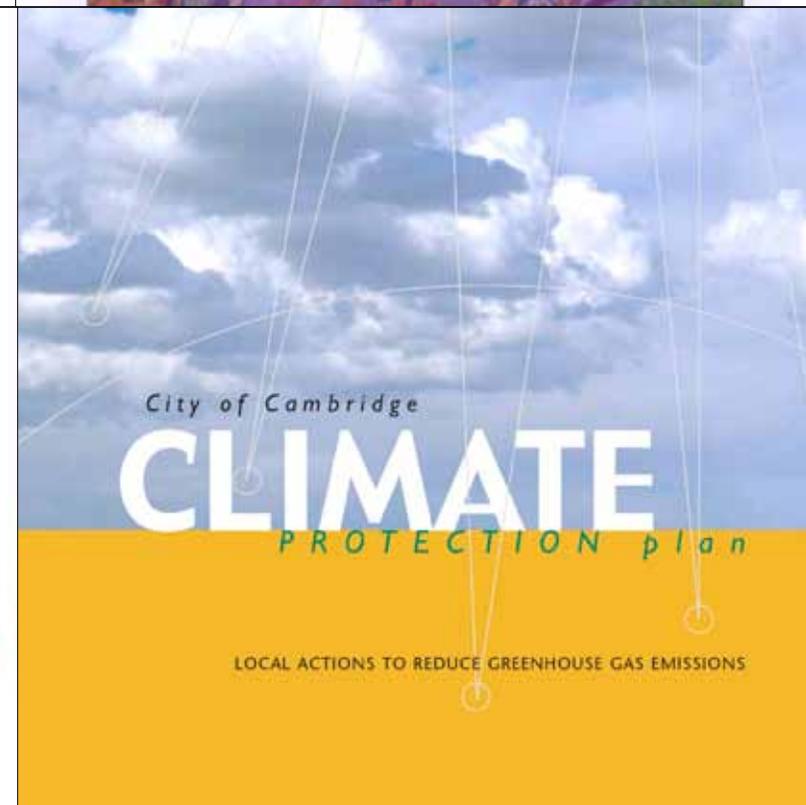
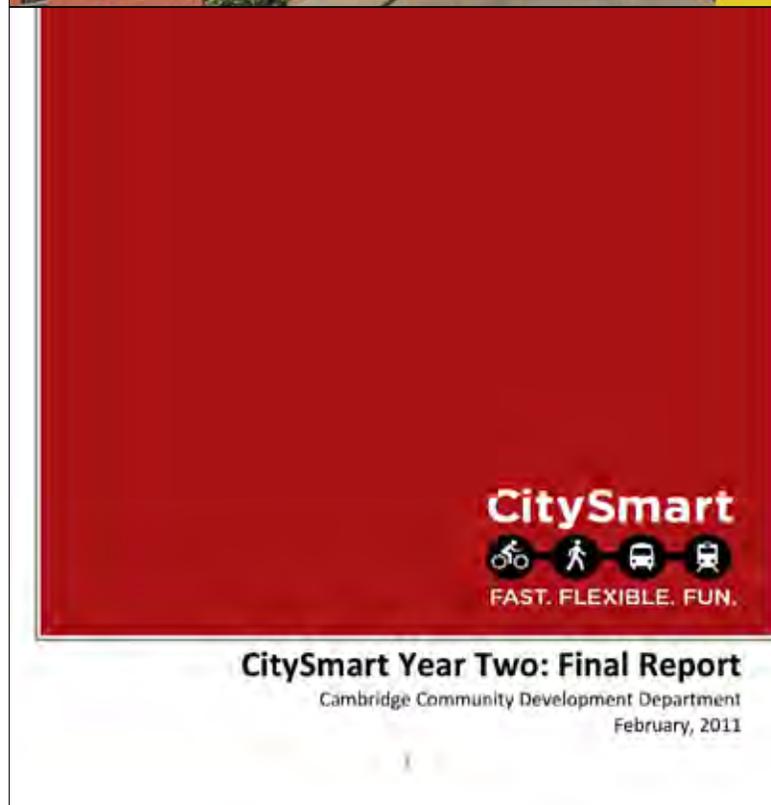
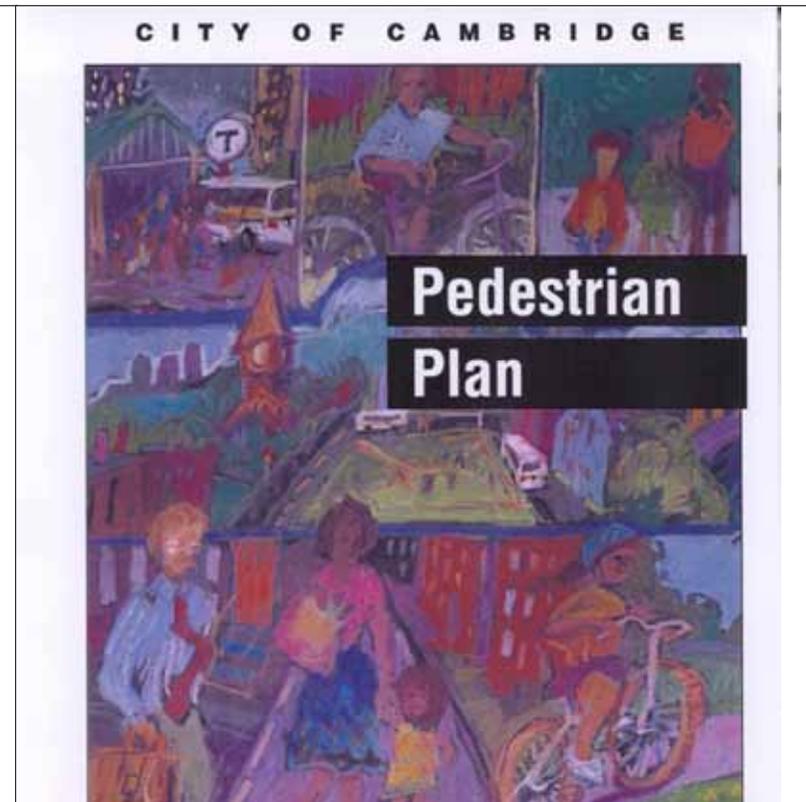
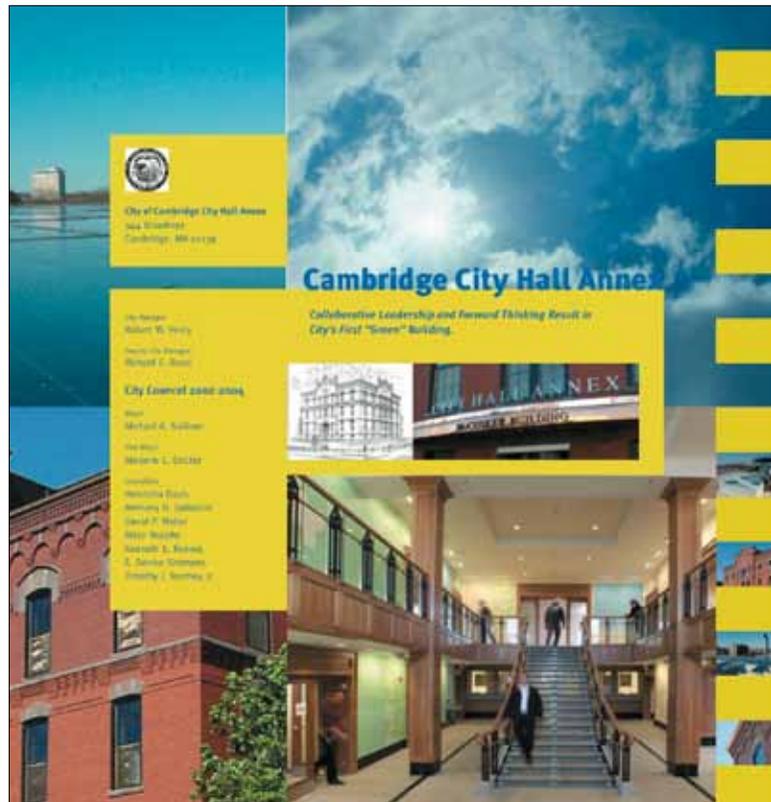


City of Cambridge

APPROPRIATION BY FUNCTION



(Source: Cambridge Annual Budget, 2011-2012)



LIST OF COMMUNITY DEVELOPMENT DEPARTMENT AWARDS

(source: CDD)

- 2011 Boston Society of Landscape Architects Design Award
Massachusetts Excellence in Commuter Options (ECO) Award
- 2010 Climate Resilient Communities Program
- 2009 Thomas Jefferson Award from the AIA
- 2008 Best Walking City in the US
- 2007 CHAPA Municipal Leadership Award
US EPA Environmental Merit Award
- 2006 Best Workplace for Commuters
Golden Shoe Award
ICLEI 5 Milestone Program
Massachusetts APA Outstanding Planning Award for Comprehensive Planning
Massachusetts Environmental Purchasing and Sustainability Award
- 2005 Accessible America Award
Governor's Smart Growth Innovation Award
- 2004 Editor's Choice Award from Landscape Architecture Magazine
Governor's Award for Smart Growth Leadership
- 2001 Patriot Chapter Award
Massachusetts APA Outstanding Planning Award for Comprehensive Planning
- 2000 Pedestrian Project Award for Policies for the Traffic Calming Program: Pedestrians are the Focus

NEW DEVELOPMENT ACTIVITY

Planned/Seeking Permit (source: CDD)

Developer	Project size (type)
Alexandria:	1.53 MSF (life science) 220,000 SF (residence) 496,000 SF (life science)
Biogen:	190,000 square feet (life science)
The Broad Institute:	250,000 SF (life science)
CCF/O'Connor:	429 units (residences at Fresh Pond)
CPC-T, LP:	227 units (residences at Alewife)
Education First (EF):	295,000 SF (office)
Forest City:	250,000 SF (life science)
MIT:	418,000 SF (office/R&D) 1.1 MSF
Novartis:	567,000 SF (life science)
Skanska:	246,000 SF (life science)
Sanofi Aventis:	120,000 SF (renovation)
Twining Properties:	<50,000 SF (office) 144 units (Third Street)

Planning

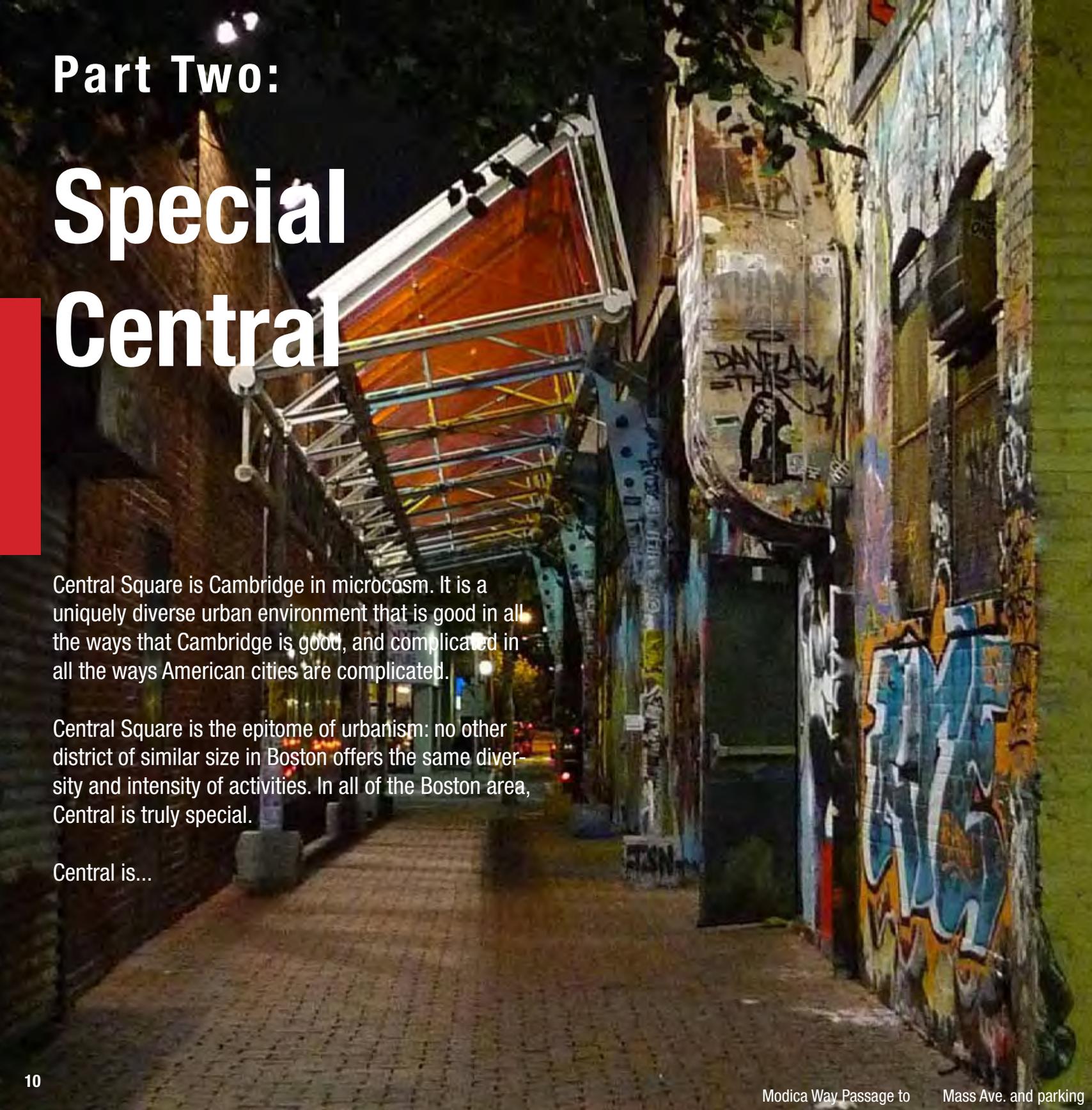
Cambridge's planning has long reflected the city's progressive tradition. Early urban design gestures like Memorial Drive in the 1890s merged environmental and transport innovations, and public housing in the late 1930s established a social planning trajectory that continues today. In part because physical change in much of the city is limited, planning attends to design detail and considers social consequences in a way that is absent in most other American cities. This careful planning includes inclusionary zoning, in place since 1999, which requires 15 percent of new housing units to be affordable; incentive zoning contributions, where certain non-residential developments contribute to the city's Affordable Housing Trust; and zoning mitigation, where increased density generates funds for local and citywide community benefits.

Part Two: Special Central

Central Square is Cambridge in microcosm. It is a uniquely diverse urban environment that is good in all the ways that Cambridge is good, and complicated in all the ways American cities are complicated.

Central Square is the epitome of urbanism: no other district of similar size in Boston offers the same diversity and intensity of activities. In all of the Boston area, Central is truly special.

Central is...



Modica Way Passage to Mass Ave. and parking



Mural of Central Sq

Red Ribbon Commission Subcommittee Views: Central Square today

In August 2011, the four Red Ribbon subcommittees submitted final reports to the Commission. Text from these reports, together with observations from Subcommittee meetings, has been organized to reflect subcommittee views on the present day conditions (pp. 11-12), potential future (pp. 23-24), and implementation of improvements (pp. 36-37) of Central Square. All text has been taken verbatim from subcommittee reports and represents the opinion of individual subcommittees.

For the past sixteen months the Red Ribbon Commission has explored the current character of Central Square and attempted to assess its obvious plusses and challenges. The Red Ribbon Subcommittee process included morning, afternoon, and evening tours of Central Square, a city-sponsored charrette conducted by Goody Clancy, and more than forty participants toured urban landscapes in Washington, D.C. and Bethesda, MD.

Communications

The Communications Committee would like to see the following elements used to market and promote Central Square to the residents, local and out-of-town visitors.

Central Square needs an interactive website that can orient visitors to the attractions of the Square. The Central Square Business Association (CSBA) website is functional but needs updating; however, it may be more cost-effective to create a new site from scratch.

Central Square would benefit from developing and offering specific themes and events (i.e. Food, Science, Music, Theater) to appeal to visitors. Potential visitors are unaware of the variety of attractions offered by Central Square, and so they do not spend enough time here.

Central Square would be the perfect location for a much needed visitor center that would provide a welcoming gateway to the city. No such center currently exists, and having it located in Central Square would serve to anchor it as the heart of Cambridge. Such a center would provide a welcoming gateway to Central Square.

E-newsletters providing activity and news updates for the media, visitors, and locals would be a valuable addition.

Area media are currently unaware of the delights of Central Square and the Square would benefit from cohesive marketing to bring outside visitors to Central in numbers. CSBA should capitalize on the marketing efforts and media contacts of the tourism office and other existing outlets.

Central Square has no social media presence on Facebook or Twitter, though many individual business do.

Central Square could institute a comprehensive strategy to attract tourists and area visitors. Other parts of Massachusetts Avenue attract many visitors but Central Square is not yet benefitting from this traffic.

Identity

Central Square needs a retail guide with explanations from retailers on why they enjoy doing business there.

Rents vary widely, and leases are long--20-30 years.

A good job has been done at building Central Square as a restaurant destination and as a mecca for the dance community.

There is an effort underway to create a “Cultural District” that will help to encourage more cultural organizations, independent artists, and public art.

Central Square is different during the morning, daytime, and nighttime. We need to market this.

Central Square is the heart of Cambridge, government, entertainment, food, etc.

Novartis is a great partner with the City and Central Square.

Crime decreased in the Square between 2009-2010, except for public drinking. Police response times to calls concerning shoplifting is a concern.

“Living room” style benches may not be working as well as they did years ago.

Too many banks come to Central Square just because they can make money there.

Many schools and businesses use internal dining options, affecting day-time dining in restaurants in the Square.

Central Square’s retail is constantly in flux, taking two steps forward with one step back. (There are more cultural orgs in the Square now than in the past 10 years.) Unlike retail, many of the cultural organizations have long term lease arrangements.

Business Districts evolve based on a number of factors. Both Harvard and Central have changed. Harvard Square has a “shopping mall” feel while Central Square has a “mom & pop store” feel.

Community special events (festivals, etc.) are nice but don’t help the independent stores in Central Square. The festivals draw on a generic audience that doesn’t create new customers for the specialty stores. Dance is a big and unique component of Central Square, beyond club hopping. Not just the grunge/hip crowds outside the Middle East night clubs but also family events like the City’s Dance Party and the classes and performances at The Dance Complex, Green Street Studios, and the Boston Dance Company.

The addition of Central Square Theater (CST) has had a positive impact on the neighborhood, with a mission to provide affordable professional theater and to feature a number of educational programs that reach deeply into the community. CST was created with major assistance from MIT, reflecting a desire to create more entertainment choices for seniors, families, and students and to help bridge the gap between the Institute and the neighborhood through programs that help to disseminate science and technology to a lay audience.

The enforcement of 2-hour limits for metered parking is giving the wrong message to shoppers and artists who come here to teach, rehearse and perform.

There are fewer venues in Central Square than in the past. Other recreational venues are no longer represented in the square (bowling alleys, cinemas, arcades, etc.).

Pop-up stores that highlight new or existing independent businesses haven’t taken advantage of the available commercial space in Central Square.

Fabric shops and DIY businesses are missing and can’t be replicated well on-line.

The value of commercial retail space needs to be readjusted to reflect competition from web-only based businesses.

Central Square is composed of many stories from diverse points of view: resident families, businesses, property owners, students, visitors, retail customers, commuters, tourists, parishioners, artists, and performers.

Central Square is evolving and so is the architecture. Office buildings are rising among the retail stores, restaurants, churches, and theaters. The population in Central Square changes with the time of day and day of week: business commuters, tech crowd, and breakfast crowd in the mornings; shoppers, students, and restaurant crowd in the afternoon; and evening, club crowd in the late hours; church goers on the weekends.

It may be easier to describe what Central Square “is not” rather than describing what it “is.” It is difficult to identify one image of Central Square.

Kendall Square and Central Square are melding along the edges; There’s no longer a clearly defined boundary.

There were many special events in Central Square but several have disappeared. Why?

Central Square is more than Mass Ave. It also includes side streets and four neighborhoods: Area IV, Cambridgeport, Mid-Cambridge, and Riverside.

Kendall Square’s concerns are different from Central Square but each impacts the other.

The Identity subcommittee’s survey of Red Ribbon Commission members revealed that (percentages indicate percentage of respondents in favor of a particular descriptor):

Central is urban, vibrant and constantly changing (43%), and a true cross-roads of culture, business and education (26%).

Central is culinary...home to a broad set of restaurants with a multitude of cuisines (74%); eclectic...Provides a wide variety of events and activities for everyone (64%); exciting...Offers an exciting and varied nightlife (40%); convenient...A transportation hub, easy place to get your errands done (45%); indie...A great place for support of independent businesses (26%); cultural...Home to some great cultural and educational institutions (26%).

Central Square is “diverse” (64%), “urban” (45%), “funky” (45%), “quirky” (26%), and “colorful” (24%).

“It’s the only place where you can –within one long block – get married, take a dance class, have a great meal, see a play, go grocery shopping, get directions and have it all televised.”

Infrastructure & Safety

The City of Cambridge meets the current national standards for street and sidewalk lighting.

The lighting in Jill-Browne Park receives good feedback and but is lit with High Pressure Sodium luminaires and is “over-lit” by most standards.

The impact of tree canopies on lights in Central Square is a concern.

There is a general interest in more seasonal lighting in Central Square.

Overall, crime is down and there’s been no discernable pattern in the criminal activity that has taken place.

The new bricks in Central Square make a noticeable positive difference when cleaning sidewalks, but may create challenges for people with mobility problems.

Some areas in Central Square seem to attract more graffiti than others.

While there has been a reduction of homeless youth in Central Square, there has been an increase of the same population in Harvard Square.

Populations in the square are different from day to night and require different police profiles and staffing levels.

Changes in bench orientation have decreased large groupings of individuals in problem areas.

In 2010-11, Central Square received:

20 additional hanging flower baskets;

removal of 11 unregistered publication boxes;

new clear signage put up at public parking lots 4, 5, and 6;

additional lighting added around the former Police Headquarters and Vail Court on Bishop Allen Drive;

re-lamping of lights to increase the overall general illumination;

resurfacing project continuation improving the type of bricks being put into the square and improving road to sidewalk access;

and a comprehensive seasonal start to removing graffiti and continuation of monitoring, reporting and removal of graffiti.

Landowners

The square has been plagued with a large number of panhandlers and perpetual loiterers, and this has been a problem for many people coming into the Square.

Cleanliness issues in the Square are significant. Graffiti has a way of collecting on buildings.

There have been dramatic trends and changes over the last ten years as we have moved into a biotechnology center, and high technology area, as well as the opening of trendy restaurants and clubs.

A pressing concern today is the adequacy of street lighting.

The Floor Area Ratios of many buildings along Mass Ave., particularly the ones with only one story, are quite low. The likelihood they will be developed is high.

Individuals coming from outside the square may consider it to be unsafe, especially in the evening.

Some have heard complaints from new residents of Central Square that they felt “uncomfortable” in Carl Barron Plaza at Prospect St. and Mass Ave.

Social Services are an intrinsic part of the Square and have been for decades. Their clients are in the square before and after services are available. Also, many social service professionals live in the square and certainly work there.



Crowd outside of Middle East



Performers on stage, Middle East downstairs



Party bus on Mass Ave.



The Enormous Room



TT the Bear's Place on Brookline St.

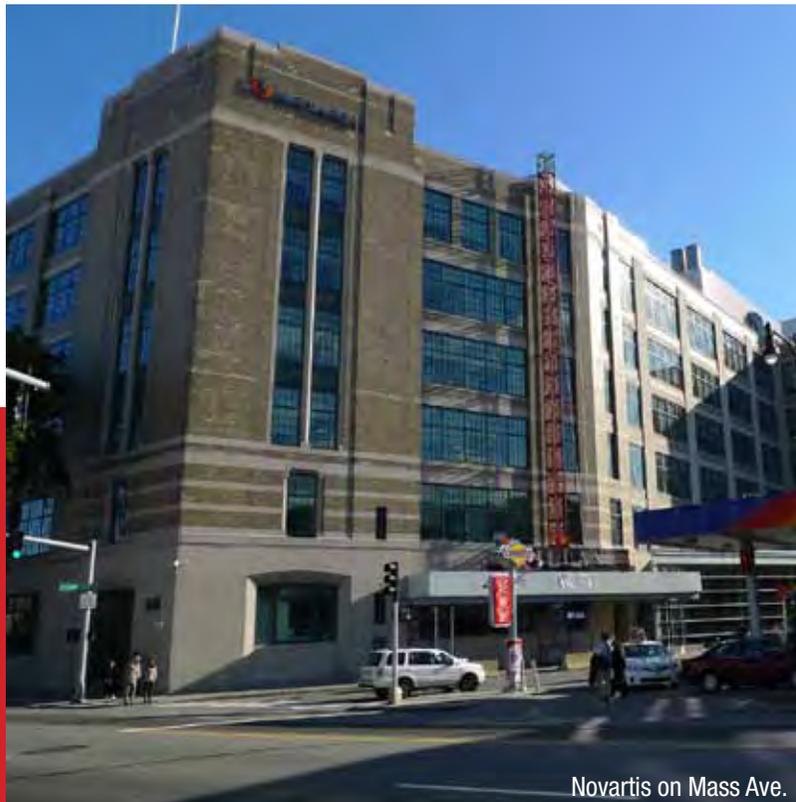


LIST OF ESTABLISHMENTS

- All Asia
- Café Luna
- Cantab
- Floating Rock
- Middle East
- Middlesex
- Paradise
- Phoenix Landing
- Plough and Stars
- River Gods
- TT the Bear's Place

an entertainment zone

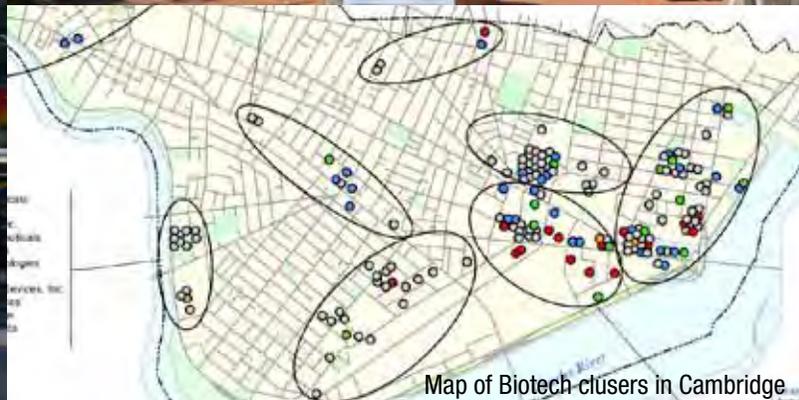
Central is unparalleled, with more than ten venues for live music and drinks. These venues attract a wide variety of artists and audiences and their collective effect is to turn Central Square, particularly at night, into a “heterotopia”— a place where the normal rules of life are suspended and where unusual experiences become the norm. At night, Central Square is one of the Boston area’s principal venues for fun, entertainment, and adventure: a true “entertainment zone.”



Novartis on Mass Ave.



University Park Commons



Map of Biotech clusters in Cambridge



Millenium Pharmaceuticals on Landsdowne St.

AVERAGE RENTAL RATES PER SF

Biotech

New Biotech-ready shell	\$60-75
Class A existing lab space	\$50-66
Class B existing lab space	\$38-48

Office Space

Average retail rent **\$24**

Residential

2-Bedroom apartment **\$1.60-3**

HIGH-TECH COMPANIES IN CENTRAL SQUARE

- Alfama
- Cytel, Inc.
- ETEX
- GNU Bio
- Harmonix
- Harvard Medical School - Partner Healthcare Center for Genetics and Genomics
- Idera Pharmaceuticals, Inc.
- Kard Scientific
- Metabolix, Inc.
- Millennium: The Takeda Oncology Company
- Novartis
- One Fourty
- Sanofi Pasteur
- Zynga

(source: CDD)

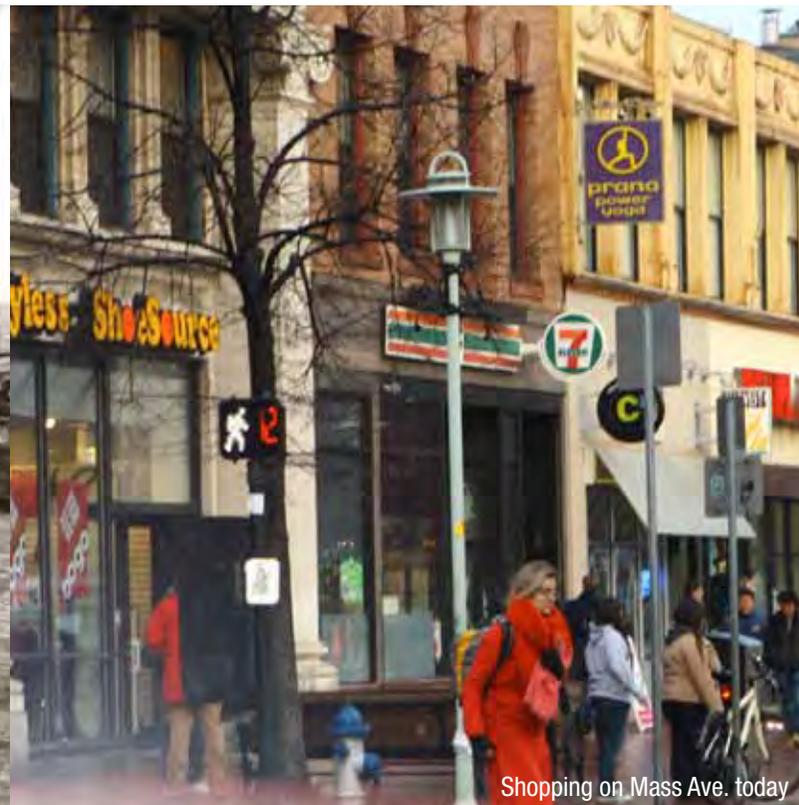
an emerging science and technology district

The Identity subcommittee noted that in Central Square “office buildings are rising above the retail stores, churches, and restaurants.” In no small part due to the successful buildout of University Park and the construction of new laboratory and office buildings along Massachusetts Avenue (with two more under construction in late 2011), Central Square has joined Kendall Square as a nexus for science and technology research. With further expansion of laboratory and office space on the horizon, it is more important than ever to shape an urban design vision for the future Central Square.

(source: see page 41)



Shopping on Mass Ave. in the 1920s



Shopping on Mass Ave. today



TOP TEN TYPES OF BUSINESSES IN CENTRAL SQUARE

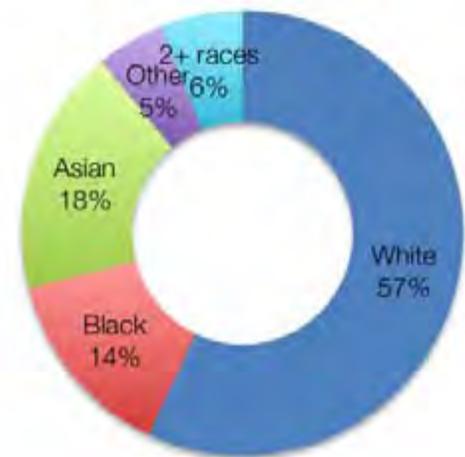
1. Limited Food Service - Coffee Shop, Bakery, Take out
2. Full Service Restaurant/Bar
3. Personal Services - Hair/Nail Salon/Spa
4. Bank Branch/ATM
5. Retail - Hardware/Home Furnishings
6. Auto Services
7. Convenience Store
8. Personal Services - Dry Cleaning/Shoe Repair
9. Retail - Accessories/Shoe/Optical
10. Real Estate Offices

(source: CDD, Estimated for approx. 1-mile radius from Central Square)

a former downtown shopping district

Shopping in Central today is, as the Identity subcommittee noted, “eclectic, funky, and colorful,” but it is very different from its mid-20th century self, when Corcoran’s, Kresge’s, and Woolworth provided a full range of retail options. Today, fast food and 99-cent stores mix with coffee shops, vintage clothing, and quirky independent businesses. The middle-class department stores of the past will not return to Central Square: retail has decentralized, changed, and moved online, and high-end shopping has shifted elsewhere. In an uncertain era for traditional retail, Central’s retail identity is itself uncertain. At the same time, the unique, small-scale, often locally-owned businesses that have arisen since the 1950s offer a promise of a more diversified Central Square than existed in the mid-20th century.

Central Square Shoppers



(source: CDD)

of department stores listed in 1946: **6**

- Rosenberg Department Store
- Lincoln Stores
- Harvard Bazaar
- Gorin’s Department Store
- Corcoran’s
- Enterprise Stores

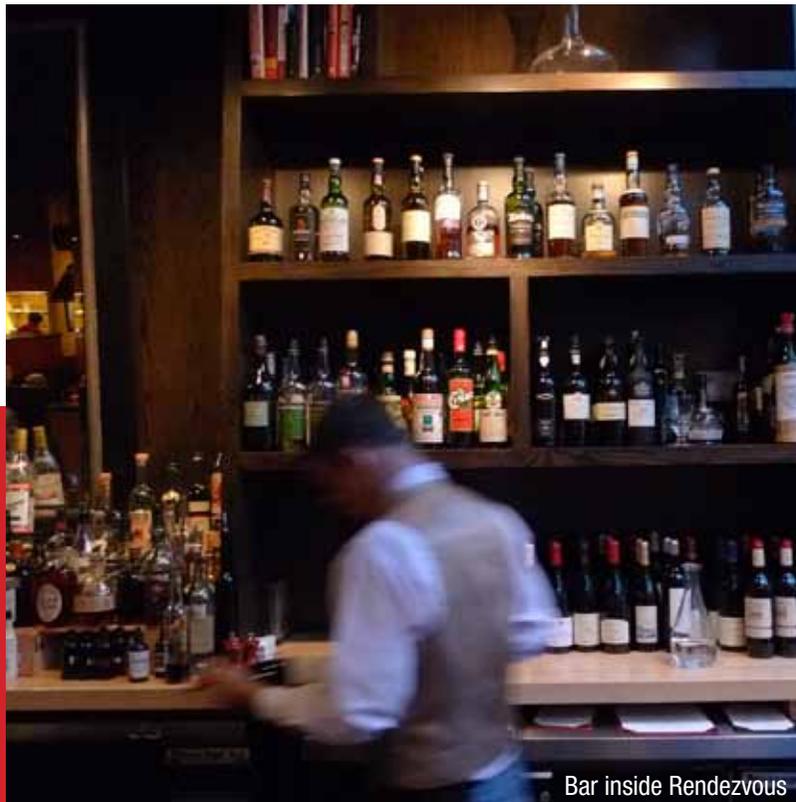
of department stores today: **0**

1-mile Radius (2010 Estimated Data)

Estimated Daytime Population: **59,163**

Ratio of Workplace to Residential Population: **88%**

(source: Cambridge Historical Commission)



Bar inside Rendezvous



Salts on Main St.



Cuchi Cuchi on Main St.

The owners or chefs of five of Central Square's six new "creative experience" restaurants have received **James Beard Awards**, otherwise known as "the Oscars of the food industry."



LIST OF CREATIVE EXPERIENCE ESTABLISHMENTS

- Craigie on Main
- Cuchi Cuchi
- Central Kitchen
- Rendezvous
- Bondir Restaurant
- Salts

"Cambridge has a cadre of young up-and-comers trying new things, up-ending tradition, still working to make their bones. These are the people shaping the Boston area's culinary direction."

"Rachel Miller Munzer of Cambridge French-Southern restaurant Hungry Mother finds Cambridge a good environment for small operators. 'There's a different feel over here...Cambridge just has more of a culture of independent businesses.'"

"Boston's best restaurants are in Cambridge," Devra First, The Boston Globe, May 11, 2011

an emerging dining destination

The lack of high-priced retail establishments in Central does not mean that people with choices are not choosing to spend money in the Square. Central's spectrum of restaurant options has recently expanded in price range, with creative new venues opening along Mass Ave. and Main Street, often in gritty, unassuming locations. Central's sophisticated dining atmosphere is clearly attractive to diners, many of whom come from neighboring suburbs and see Central Square as a dining destination.



Salvation Army on Mass Ave.



YMCA on Mass Ave.



Outreach center on Columbia St.



Goodwill Store on Mass Ave.



Church community service center on Bishop Allen Dr.



PROVIDERS

- Abundant Life Church
- AIDS Action Drop-In Spot
- Boys and Girls Club
- Cambridge Community Center
- Cambridge Economic Opportunity Committee
- Cambridge Senior Center
- CASPAR Emergency Service Center
- Common Care/St. Peter's
- Community Arts Center
- Faith Lutheran Church
- First Korean Church
- Heading Home Cambridge Shelter
- Hildebrand Family Self Help
- HomeStart's Field-Based Case Mgmt
- Margaret Fuller Neighborhood House
- Multi-Service Center
- On The Rise's Safe Haven
- Salvation Army
- Shelter Inc. (Women's Time) Drop In
- St. Paul African Methodist Episcopal
- Transition House
- Union Baptist Church
- Western Avenue Baptist Church
- WIC (Women, Infants and Children)

TYPES OF SERVICES

- Affordable Housing Search Assistance
- Community Meals Programs
- Computer Training for the Homeless
- Drop-in Programs
- Food Pantries
- Fuel Assistance Program
- Interpretation
- Meals for Seniors
- Shelters
- Transitional Housing

HOMELESS CENSUS, 2011

471, down 15.7% from the 2010 total of 559.

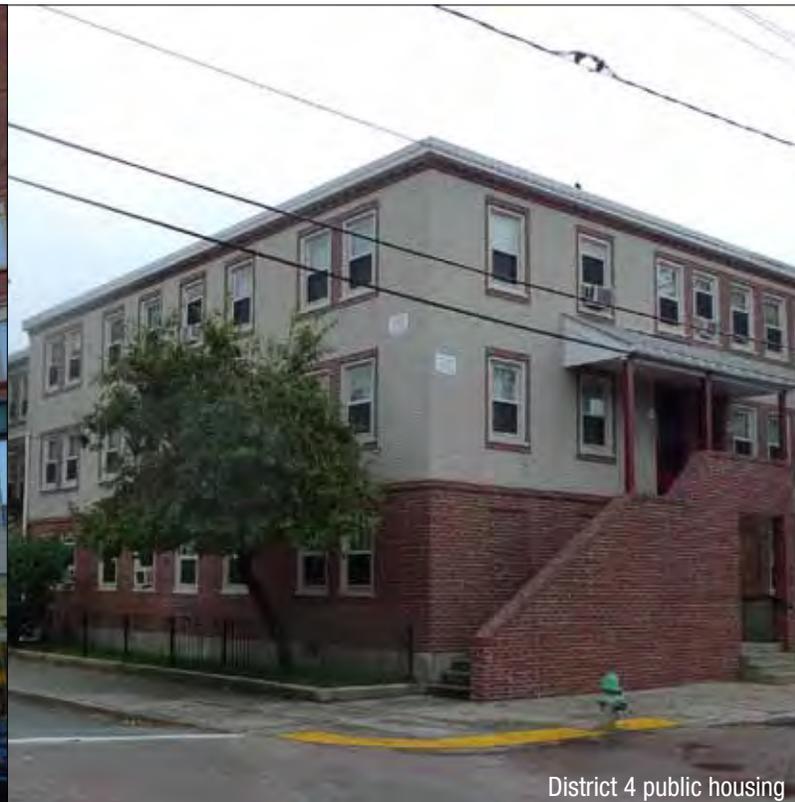
(source: Department of Human Service Programs)

a social service node

Cambridge's progressive tradition has long provided for society's poorest and most troubled members, and many of these members receive social services in and around Central Square. A variety of nonprofit organizations ranging from national organizations to local churches provide shelter, respite, and counseling for substance abusers, the homeless, and marginal populations. Many of these individuals see Central Square as their "living room," and the behavior of some, particularly for those new to Central Square, can be cause for concern. Central's thoughtful and consistent social service provision is a distinguishing feature of this area of Cambridge.



Luxury apartments overlooking University Park Commons



District 4 public housing



Single-family houses on Antrim St.

Average of poverty rates from each census block: **16.1% of Central Square-area residents are below the poverty line, compared to 14.6% for Cambridge as a whole.** (source: ACS, 2005-2009)



(source: 2010 Census)

Family public housing is for low-income households with incomes not higher than 80% of of the Area Median Income (AMI) for Cambridge.



Median Housing Sales Price: Cambridge

(source: CDD)

Single Family: **\$760,000** (2010)

Two Family: \$705,000

Condominium: \$424,000

Typical Rental Price: Cambridge

One Bedroom: \$1,795 (2010)

Two Bedroom: **\$2,300 / mo**

Three Bedroom: \$2,650

Median Household Income 2005-9:

(source: ACS, 2005-2009)

USA \$51,425

Mass. \$64,496

Camb. \$64,420

Central Square area: **\$60,406**

a diverse residential neighborhood

Within three blocks of Central is housing for a full range of incomes, from luxury to low-income. Cambridge's oldest public housing is in Central Square, as are some of the city's highest-priced rental apartments, with "all of the loft appeal, and none of the grit," as University Park advertises. This diverse mix of residents share Central Square as their civic realm.

But the middle class, as elsewhere in Cambridge, is being squeezed out of Central Square. The average condominium in Central costs \$430,000, but by some measures a person earning Cambridge's median household income can only afford a \$130,000 house. Even the estimated average Central Square household, earning more than the Cambridge average, can only afford about a \$300,000 house. In other words, Cambridge housing is much more expensive than either lower- or middle-income households can afford.



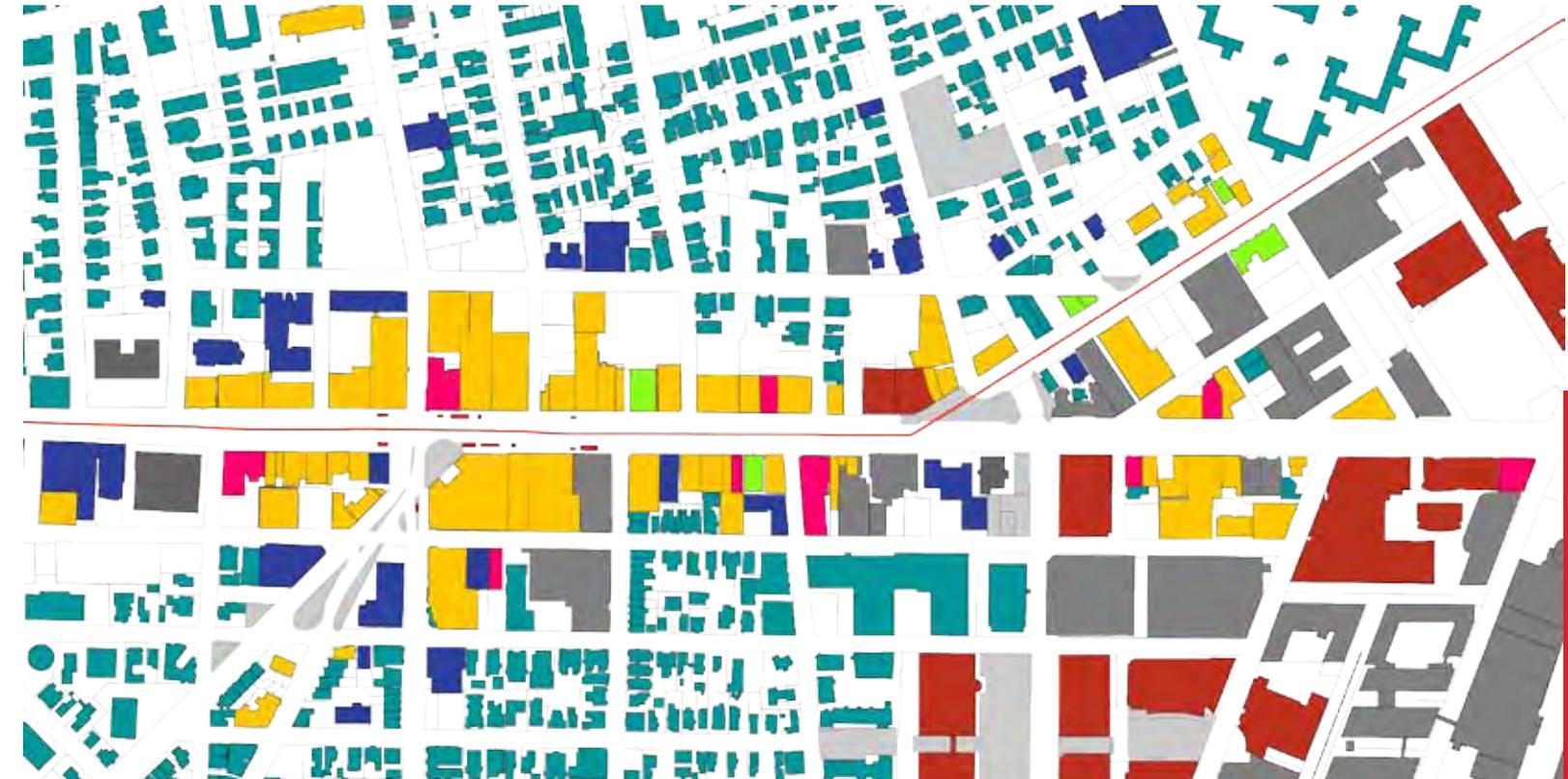
Bus stop in Central Sq.



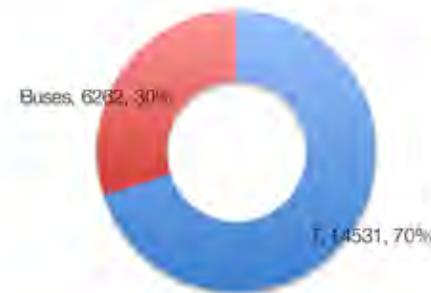
Entrance to Central Sq. T stop



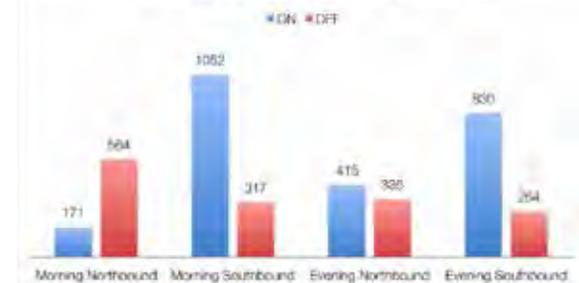
People waiting for bus



Central Square public transportation usage on a typical weekday



Passenger count for the Red Line getting on/off



(source: MBTA)

Busiest T stops:

- #1: Harvard
- #2: South Station

#3: Central Square

Busiest bus lines in Central:

- Bus No.1 : **3,608** riders/day
- Bus No.70 : **3,267** riders/day

14,531 weekday entries into Central Square Subway Stop

Total passengers boarding transit in Central Square on typical weekday: **20,792**

No. of bike spaces in Central Square: **281**

(source: MBTA, as of July 2010)

a transit hub for the region

Central is an important transfer point for buses from Watertown, Allston, and Somerville to the T, and an even larger through destination on the T. While many T passengers pass directly through Central Square, bus passengers often spend much time waiting in Central Square in and around Carl Barron Plaza at the intersection of Western Avenue, River Street, and Massachusetts Avenue.



Toscanini's on Lafayette Sq.



Mary Chung on Mass Ave.



Students lounging on Mass Ave.



Sample tasters by Veggie Galaxy on Mass Ave.



Student favorite Miracle of Science Bar



MIT Student housing on Mass Ave.



UNIVERSITY-AFFILIATED CAMBRIDGE RESIDENTS, ALL UNIVERSITIES

Students	21,846
Staff and Faculty	6,413

STUDENT HOUSING IN CAMBRIDGE

Dormitories	14,356 students
Off-campus affiliate housing	1,838 students
Off-campus non-affiliate housing	5,652 students

(source: CDD)

MIT Students Housed On-Campus: **5,812**
(source: MIT)

MIT Students in 1-mi radius of Central Square: **10,384**
(source: Central Square Market Profile, 2009)

a college town

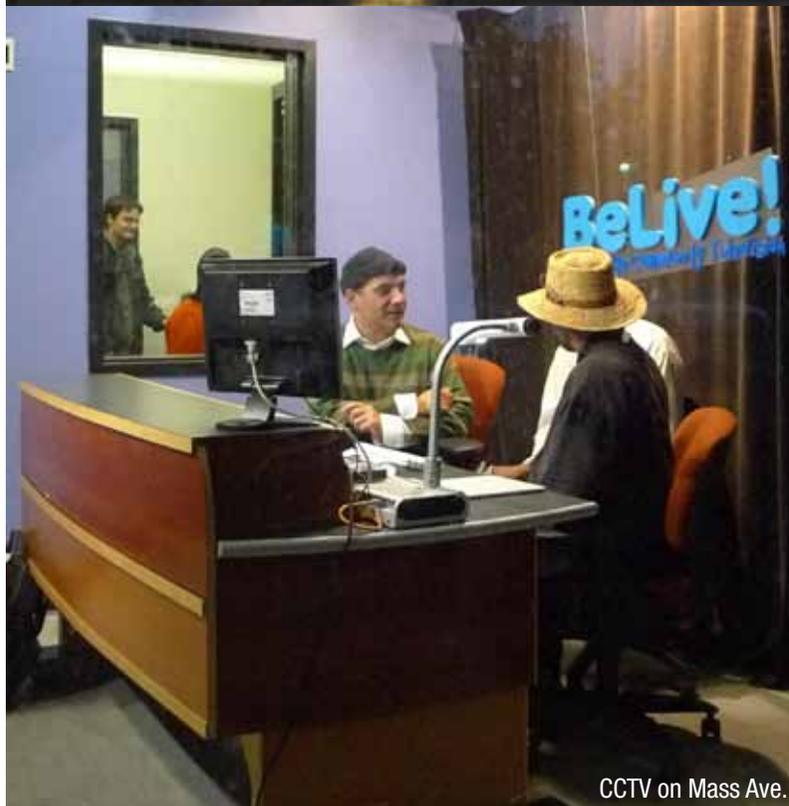
The MIT campus is almost directly adjacent and many MIT students live in and enjoy Central Square, as do students from other area institutions, many of whom patronize Central's entertainment zone by both day and night. MIT is a major landowner, with undergraduate and graduate residence halls in Central Square, as well as the MIT Museum and other campus facilities located along Mass Ave. MIT's ground leases in University Park and elsewhere give the Institute a major role in the future of Central Square, as well as a major stake in Central's success.



Central Square Theater on Mass Ave.



The Dance Complex on Mass Ave.



CCTV on Mass Ave.



Mobius gallery on Norfolk St.



CULTURAL, ARTS, AND CREATIVE SPACES AND ENTERPRISES IN THE SQUARE

- Central Square Theater
- CCTV
- Dance Complex
- Green Street Studios
- Harmonix
- Improv Boston
- MIT Museum
- Mobius
- Yarrow
- YMCA Durrell Theater
- Zynga

an emerging arts district

Although arts organizations may be found all over Cambridge, Central has a rich concentration of these uses, with dance spaces, museums, art galleries, theaters, improv groups, and public television studios all located in the Square. These art spaces overlap with Central's entertainment zone uses, giving the Square a cultural atmosphere that is a rich complement to its other attributes.

Part Three:

Central, Squared

Special Central shows that Central Square's diversity and mix of uses, activities, and buildings are assets, not disadvantages. Central possesses a unique character very unlike Cambridge's other squares.

What does the future hold for Central Square? Two possibilities currently existing elsewhere in Cambridge, the office park and the historic district, provide little guidance. Central Square's future should be one in which the square's urbanity, complexity, and diversity are accentuated, not homogenized or prettified.

If we imagine Central Square's future as being more of what it already is, rather than trying to make it like someplace else, we can imagine a new urban planning paradigm, amplification, that accepts new uses, activities, and buildings in Central Square even as existing uses, activities, and buildings remain.

The future combination of new and existing activities will amplify Central's existing sense of excitement, energy, and innovation. We can think of the future Central Square as Central, Squared: the same place, but with multiplied energy and urbanism.



Red Ribbon Commission Subcommittee Views: Visions for Central Square

In August 2011, the four Red Ribbon subcommittees submitted final reports to the Commission. Text from these reports, together with observations from Subcommittee meetings, has been organized to reflect subcommittee views on the present day conditions (pp. 11-12), potential future (pp. 23-24), and implementation of improvements (pp. 36-37) of Central Square. All text has been taken verbatim from subcommittee reports and represents the opinion of individual subcommittees.

For the past sixteen months the Red Ribbon Commission has explored the current character of Central Square and attempted to assess its obvious plusses and challenges. The Red Ribbon Subcommittee process included morning, afternoon, and evening tours of Central Square, a city-sponsored charrette conducted by Goody Clancy, and more than forty participants toured urban landscapes in Washington, D.C. and Bethesda, MD.

Communications

A **full service visitor information center** in a prominent location in Central Square would be an invaluable asset to the efforts of C² and encourage a welcoming “gateway” to all of Cambridge.

The Cambridge Office for Tourism will occupy and manage the Visitor Center. A street level location is a MUST! Ideally, the center would be located directly on Mass Ave. toward the “transition” area (MIT end of Mass Ave). The minimum square footage requirement would be approximately 1000 sq. ft. to accommodate the information center, the tourism administrative offices, and storage. A minimum of two designated parking spots are needed to service visitors to the center, and more if at all possible.

A **new, interactive website** is important to the success of the communications initiatives. Utilizing existing platforms that have not been designed for current and future needs of the group would not be cost effective or efficient to continue.

The new site should have updated technology that would provide the best platform for ongoing in-house content management moving forward. The new site should be vibrant and user friendly. The branding of Central Square (see Ident-

ty subcommittee recommendations) will play a key role in the look and feel of the site. Central Square should have free wi-fi with a link back to the Central Square website to help drive traffic to the site and interest to businesses. The website should utilize links to larger sites to expand the functionality without the expense (i.e. Cambridge Office for Tourism, Harvard, MIT, Greater Boston CVB, Massachusetts Office for Travel & Tourism).

A series of **informational/directional wayfinding signs** for visitors and residents is needed throughout Cambridge. The signage would direct visitors to important sites to see in each neighborhood.

Signage should reinforce the established message of each square’s “branding.” Each Square or Neighborhood could highlight what it is known for, such as “Welcome to Central Square-The heart of Cambridge!” and “Welcome to Kendall Square-The Innovation Square!” The signs should be of a cohesive design i.e. all directional signage should be the same color, shape and style. All commemorative “square” signage should be the same shape and color, and all commemorative “plaza” signage should be the same shape and color, etc. Signage on the sidewalk can denote shops/restaurants within shopping areas that might be hidden from view. Local artists might design attractive signage.

Each “T” stop head house could have a map of that neighborhood marked with points of interest for that area. This would require partnering with the MBTA for permission to locate the map. All maps would be of consistent design, color and size.

In lieu of partnering with the MBTA for head house locations, install maps of the entire city in each neighborhood near the “T” stop or some other logical and visible place. The map of the city would “highlight” or outline the neighborhood in which it is located. Install attractive signage depicting pick-up/drop-off points for local tour buses/trolleys and the routes they follow, and larger banners on the light posts to inform of upcoming events, regular exhibits & attractions.

Special meters for donations of spare change could be installed next to signage. This step would help to discourage panhandling in the square, and all donations of spare change would be divided amongst designated services for the homeless.

Training the concierge and others who help to sell Central Square on our behalf is imperative to maintain a consistent message to the public. Suggestions: **provide a weekly list of events and activities** for hotel concierge and other ambassadors of the Square; offer regularly scheduled training forums to the hospitality industry and business partners (Greater Boston CVB, Mass Lodging Association, Massachusetts Office of Travel & Tourism, etc.) to inform them of the message C² hopes to convey for its marketing efforts.

In partnership with the CSBA and the Cambridge Office for Tourism, arrange **a series of familiarization trips** to educate groups who are instrumental in “ground level” marketing on what is happening in Central Square so they can be an extension of the sales & promotional efforts.

Conduct a survey among these groups (i.e. the Concierge Association, staff of the Massachusetts Office of Travel & Tourism, and the Greater Boston Convention & Visitors Bureau, Sales & Service teams of the area hotels) to get their perception of Central Square prior to the “re-education,” and tag on to existing marketing efforts of businesses to broaden the marketing database for Central Sq.

Under the guidance of the CSBA, **develop themed events** to appeal to locals and visitors. They could include the themes of Food, Science, Music, and Theatre, among others. The ultimate goal is to continue to showcase the variety of things to see and do in Central Square to entice people to spend more time here.

Provide **suggested “packages” of things** to see and do, taking the guesswork away for the visitor and spotlights businesses that appeal to different target audiences. Establish a variety of proposed “itineraries” for the marketing partners to direct visitors on what to see & do in Central Sq. Offer suggested half-day or full-day itineraries with themed events for families, couples, residents and others that could be posted on the website.

Produce one **e-newsletter** for locals and one for visitors/media. Produce e-newsletters quarterly or more frequently if the news/information mandates. Reinforce the brand through the design (mastheads and logos) and content (events & information).

Develop **a media relations strategy** to educate local media as well as travel media on what Central Square has to offer. In partnership with the CSBA, we can capitalize on the media currently coming to the area through efforts undertaken by the Cambridge Office for Tourism, Greater Boston Convention & Visitors Bureau and Massachusetts Office of Travel & Tourism.

Set up **Facebook and Twitter pages** to communicate the delights of Central Square to residents and visitors. These will also serve to reinforce the brand and the message of Central Square.

Explore **partnership programs**, value programs (like a Passport to Central Square, the SCVNGR app and others) to encourage repeat visitation to Central Square.

Identity

Central Square needs a **brand**. These are a set of expectations and associations resulting from experience with a place, an organization, a company, product or service. A brand describes how your key constituents think and feel about what you do. In this case, it answers the questions, “why should I spend time and/or money in Central Square?” “Why does Central Square matter?”

A brand for Central Square is about establishing a connection, then a relationship, with those most important to your success.

A brand is just the first step...the foundation. A brand will integrate and analyze all of the branding/perception information collected over the past few years. It will also develop consistent, compelling core brand messaging that provides the framework for brand assets and communications tools (advertising, web site, social media, public relations, etc.)

And a brand will complement the work of the other subcommittees and provide solid input into the Red Ribbon Commission’s final report.

We aim for a brand to “to tie together the unique and diverse cultural communities that currently exist through a unified message.” Central has the makings of a terrific brand...great proof points, a strong personality, lots of opportunity for differentiation, real emotional connections.

We are not starting from scratch: this is not an exercise in creating an entirely new brand for Central Square. Rather, it’s about capturing the essence of Central Square in a compelling, consistent message architecture. After all... Central Square is nothing if not authentic. Its brand must be authentic, as well.

What is the desired perception? Central Square is truly the **urban crossroads** of Cambridge... it’s an exciting neighborhood, with everything I need to live, work, and play.

Our elevator pitch: What is Central Square? Central Square is the urban crossroads of Cambridge... a rich weave of diversity and culture, restaurants and nightlife, education and business innovation.

To visit Central Square is have an intensely urban experience, to be immersed in an eclectic and dynamic mix of art, food, shopping, business and entertainment. Day or night, Central Square is alive, buzzing with activity. Like many of the people who pass through it, Central Square is the real deal... authentic, diverse, funky and colorful. There’s no place like it in Cambridge... or possibly in the world.

Infrastructure & Safety

Sidewalk resurfacing and ramp improvements currently under way should be completed. The new brick chosen for sidewalks in Central is easier to clean and configured such that litter and cigarette butts do not get stuck in between the bricks.

Additionally improved ramps from the sidewalk to the street should be provided for every ramp in the square.

Carl Barron Plaza (CBP) has several opportunities. A plan for a multi-purpose use of CBP should be created that invites food vendors into this part of Central Square. Another idea is a platform that invites organized street entertainment into this area.

Coordination should be commenced to have the MBTA bus stops redistributed throughout the Square to eliminate them from Carl Barron Plaza.

Resurface Carl Barron Plaza and the MBTA Island so that it is a contiguous area in the absence of the bus stops.

Monitor and advocate for the MBTA elevator replacement initiative in Central Square.

Safety and lighting are critical. We would like to see new lighting and additional poles added to the Square and to key approaches to the Square, including River Street and Prospect. This will include underground infrastructure for new lights added, possibly new poles although we would explore improved fixtures first if the existing poles could be maintained; if not, we would continue with the lighting esthetics of Jill Brown-Rhone Park.

In particular, we would like to **improve the lighting** in the alley way to public parking lot #5; improve the private parking lot lighting on Green Street between River and the Post Office; and improve the lighting in University Park by the Fire Station.

Also, we would like to ensure that the new design of the old Police Station include a first floor 24-hour police report writing station.

Add electricity to the circled T sign in Central Square. Replace and improve lighting fixtures at all T entrances and bus stations.

Maintenance, cleanliness, and beautification are also important. Increase the frequency of power washing and expand the effort to include public parking lots and new technologies to address tougher stains.

Secure a regimented maintenance program from NSTAR and the Post Office for transfer boxes and mailboxes, lighting boxes and electric transfer boxes.

Add recycling containers to the Big Belly Installations to promote public area recycling, and place cigarette receptacles at T entrances, bus stops, and in front of convenience stores and identify maintenance responsibilities.

Expand summer flowerpots and summer landscaping along Mass Ave. between the months of June and October through City and community partnerships.

Landowners

Encourage tenants and property owners to make better use of “off-Mass-Ave.” side streets. The use of back streets off Mass Ave. will be required to accommodate growth.

A pressing concern today is the adequacy of street lighting. A number of individuals considered the lighting inadequate and had heard that from others not on our committee.

It was acknowledged after much fruitful discussion that social services will continue to be an important part of the business/professional environment. Social service populations need to be communicated with and served.

Many of us on the committee remembered the days when the square hosted large events and all of us have heard from people outside of the committee that these events had a lot of value. How do we continue or encourage these events?

When people come into the Square it would be helpful if there were someone to greet them or someplace where they could go to get that information.

Development of a web page is a key item. Events, artist profiles, job listings, audio visual presentations, on-line tutorials, vacant space available and other uses.

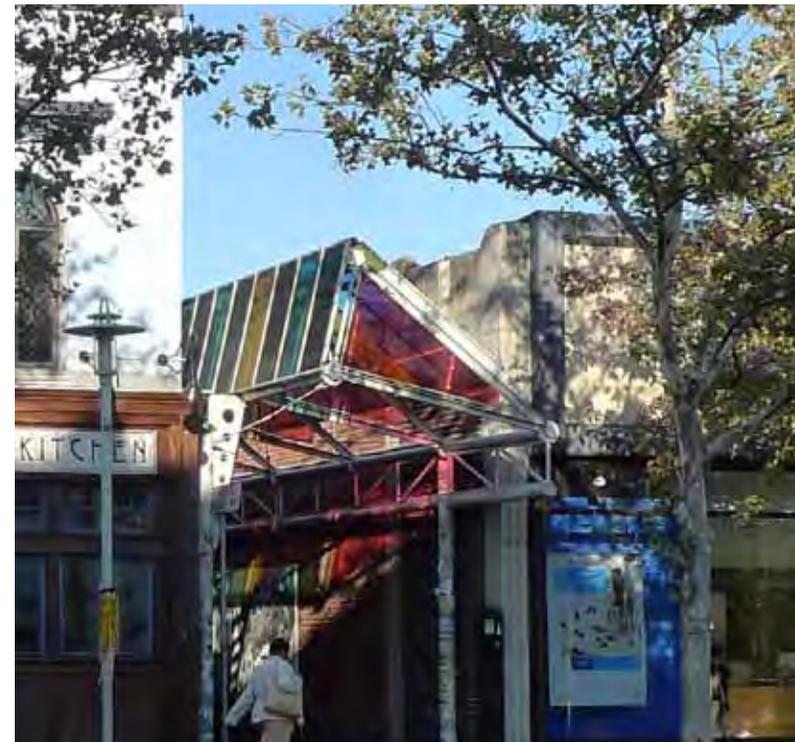
Brokers can act as consultants bringing in people who might not know they are even interested in potential property. Also, brokers specialize in retail, national or local accounts. The web page www.costar.com is an effective tool to market to brokers. A workshop could be put together either by the Cambridge EDD or by the CSBA to address “working with brokers for property owners.”



Corporate park near Osborne St.



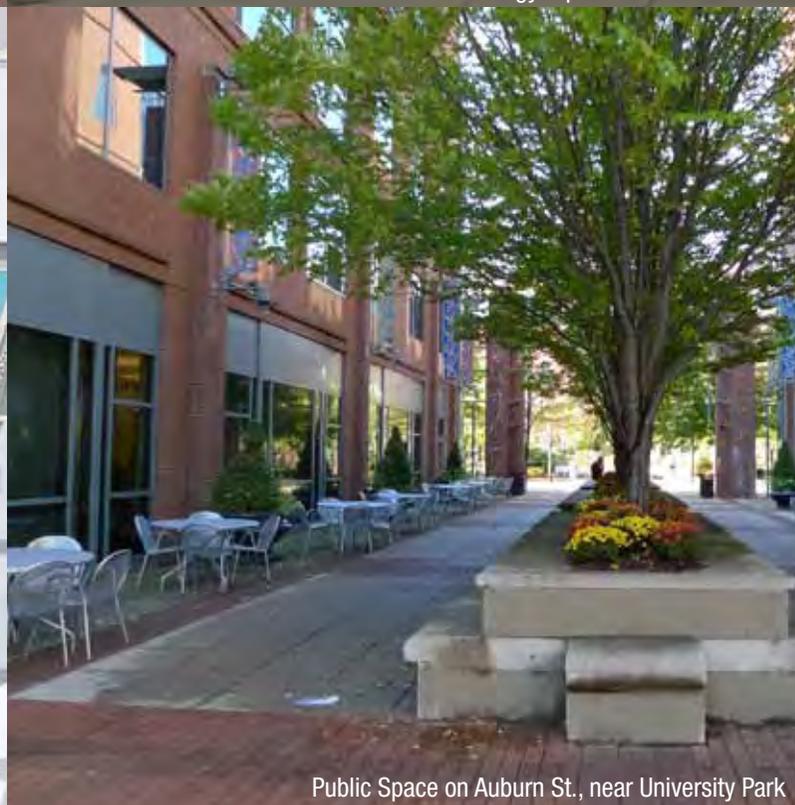
Entrance to Technology Square from Portland St.



Modica Way Passage on Mass Ave.



University Park Master Plan



Public Space on Auburn St., near University Park



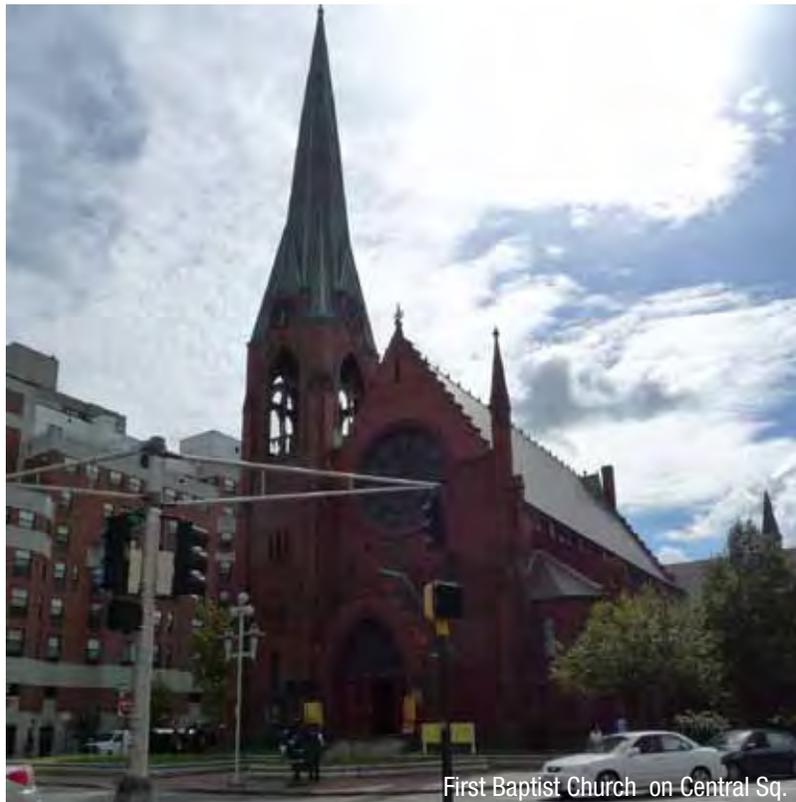
Land ownership pattern along Mass Ave.



Small businesses along Mass Ave.

Central Square should not be an office park

Central has relatively small land parcels with many different owners and a high density of activity, whereas office parks are large, uniform areas of office (or laboratory) space. University Park/Kendall Square are successful in their own way, but their office-park model will not work in Central Square, where there is no space for large new contiguous developments. Central Square's future will have to acknowledge fragmented landownership rather than suppress it.



First Baptist Church - on Central Sq.



Dance Complex (former Odd Fellows Hall) on Mass Ave.



McDonalds on Mass Ave.



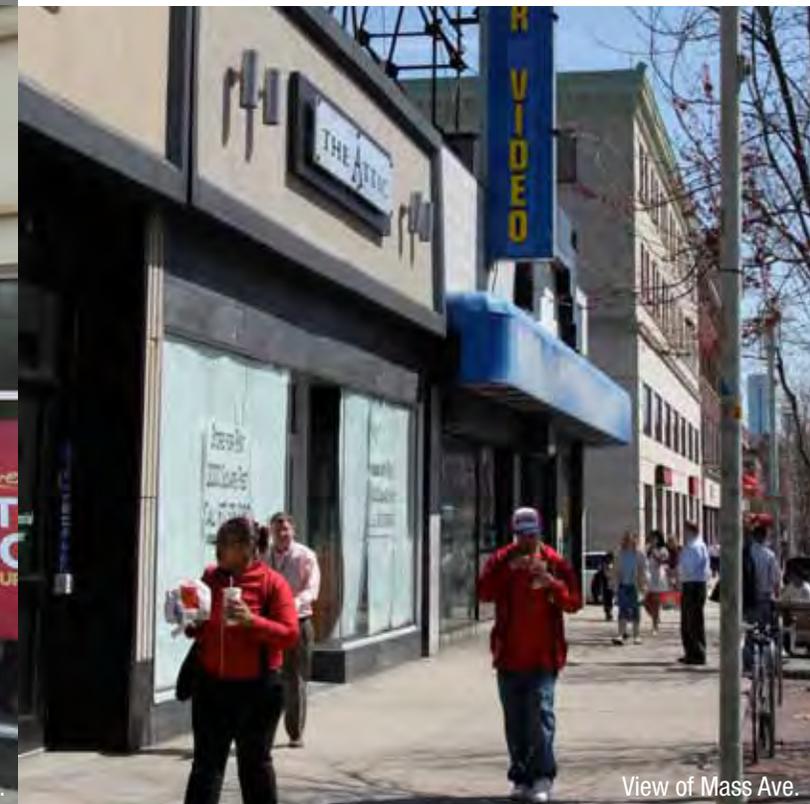
Building on the northeast corner of Mass Ave. and Prospect St.



Cambridge City Hall on Mass Ave.



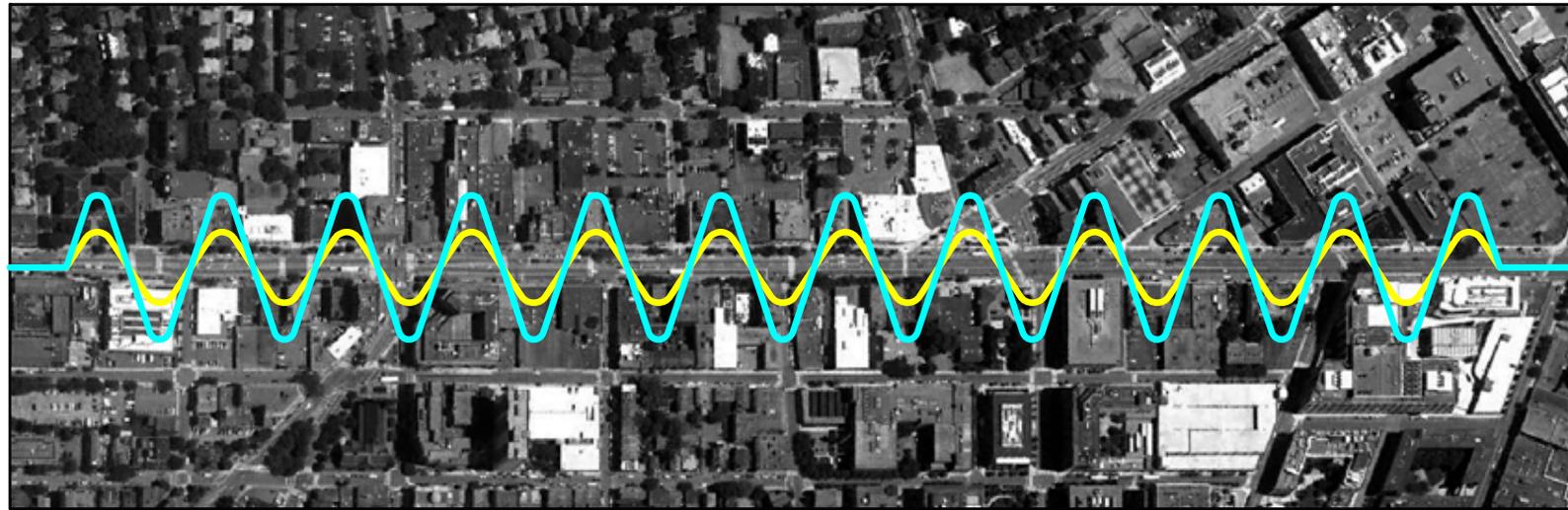
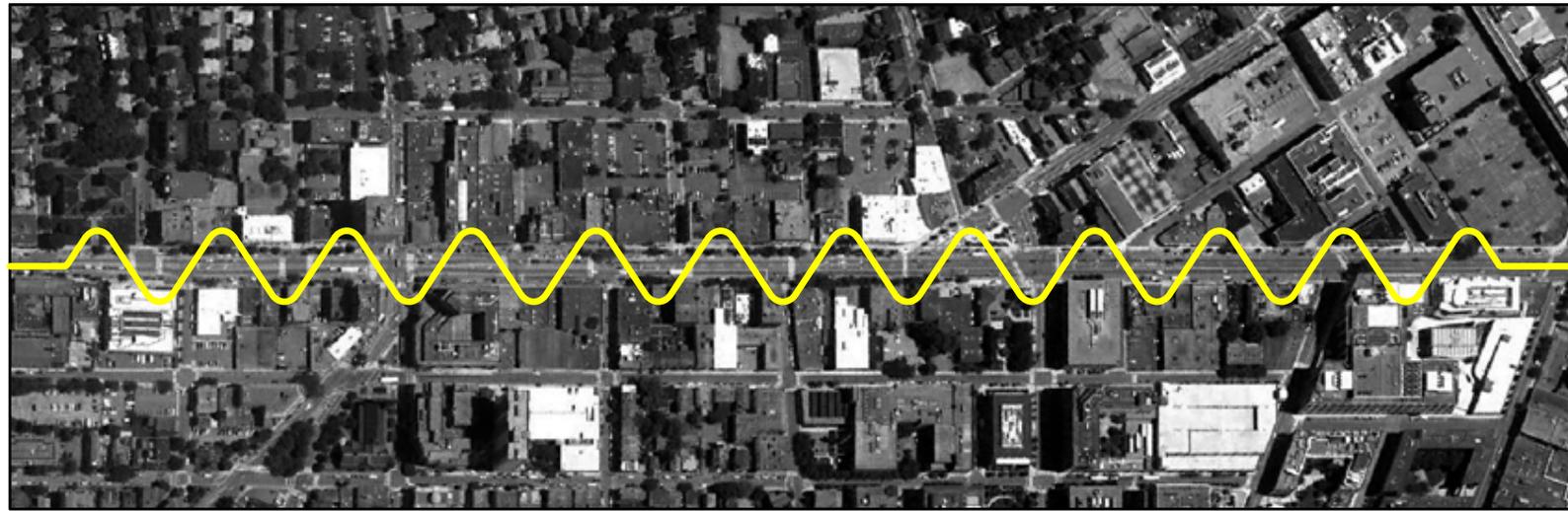
Wendy's on Mass Ave.



View of Mass Ave.

Nor should Central Square be a “historic district”

Central Square does have many attractive historic buildings: structures like the Odd Fellows Hall, the First Baptist Church, and City Hall are among the most notable historic structures in the city. But unlike most of Cambridge, Central Square is not dominated by the architecture of the past. Apart from its active streetlife and commercial activity, and its individual landmarks, there is little architecture to “preserve.” Central’s generic building stock provides a rare opportunity for the introduction of contemporary design.



a new approach: amplification

Office parks suppress urban diversity in favor of order or uniformity, and historic districts halt the growth of new activities and architecture, but Central Square is neither of these places. Central is diverse, messy, even a bit disorderly – qualities that make it the hotbed of culture, arts, nightlife, and entertainment that it is today. Central's special qualities make it more exciting and desirable, not less.

Central Square's stakeholders should accentuate Central's special quality, not suppress it. So we suggest a new approach to change in Central Square – **amplification**. We think that the future Central Square can and will be more **diverse**, more **active**, more **complicated**, more **interesting**, more **useful**, and more **appealing**.

All of this can happen by looking at Central Square as it is, understanding its multiple positive qualities, and considering how Cambridge's inevitable growth can occur in and near Central Square in a positive way.

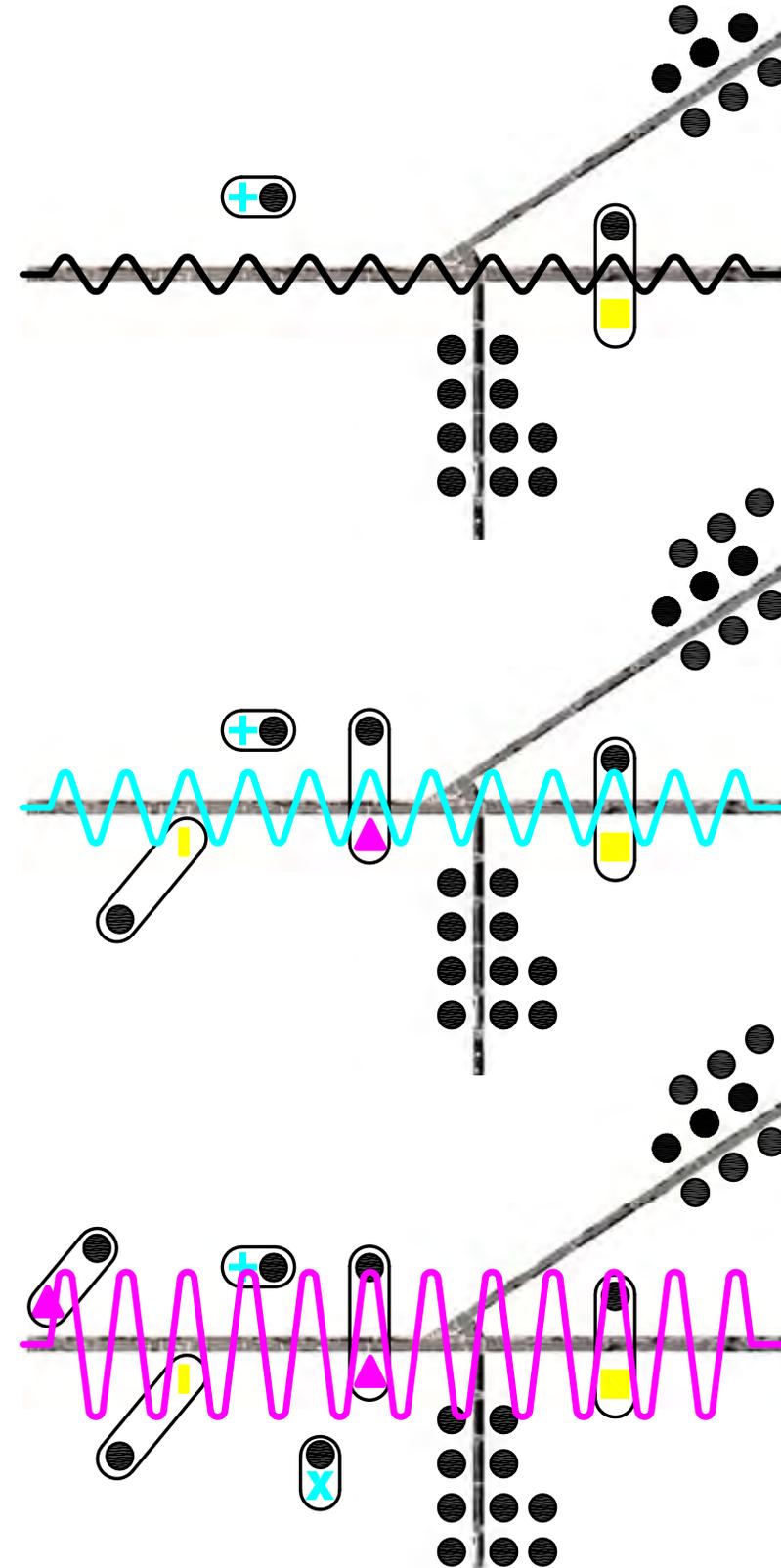
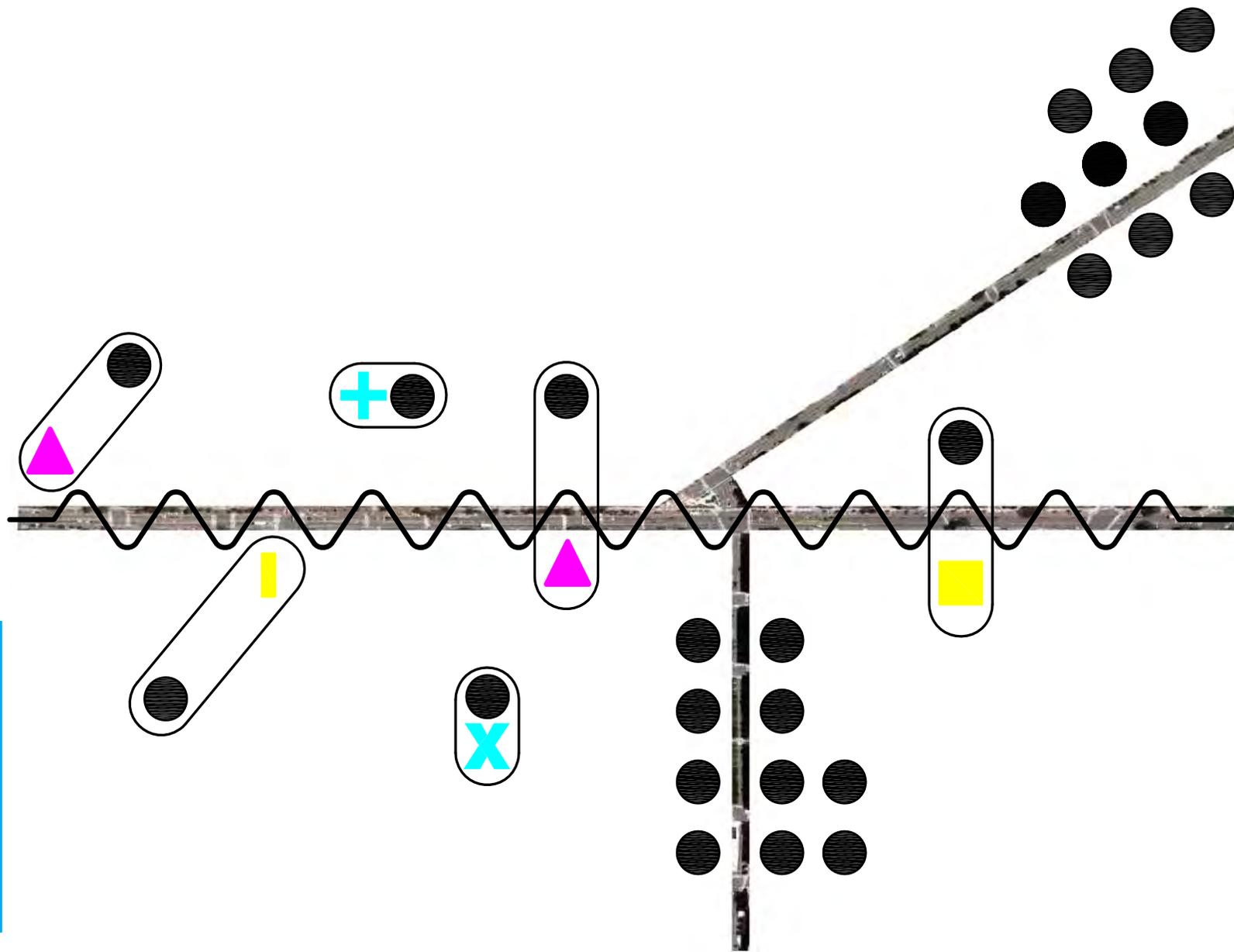
Cambridge and Central Square are going to continue to grow, but this growth and change can happen in a way that amplifies Central's current special character.

Much of what the future Central Square should be is already there.

The conceptual diagram at left depicts Central Square as an area with an existing level of activity, represented as a sine wave (top left).

Conceptually, the addition of uses, activities, businesses, and structures to Central Square could amplify its level of energy, represented first by the graphic at left center, and at a later stage by the graphic at bottom left.

Amplification would enlarge Central Square's range of options and activities – but not “finish” it. Central Square will always keep growing and changing.



double program

The diagrams on this page conceptually represent how amplification in Central Square could occur. As new uses, activities, and buildings are added to Central Square (black circles), they are accompanied by double programs paired with these uses (shown as different colors and shapes).

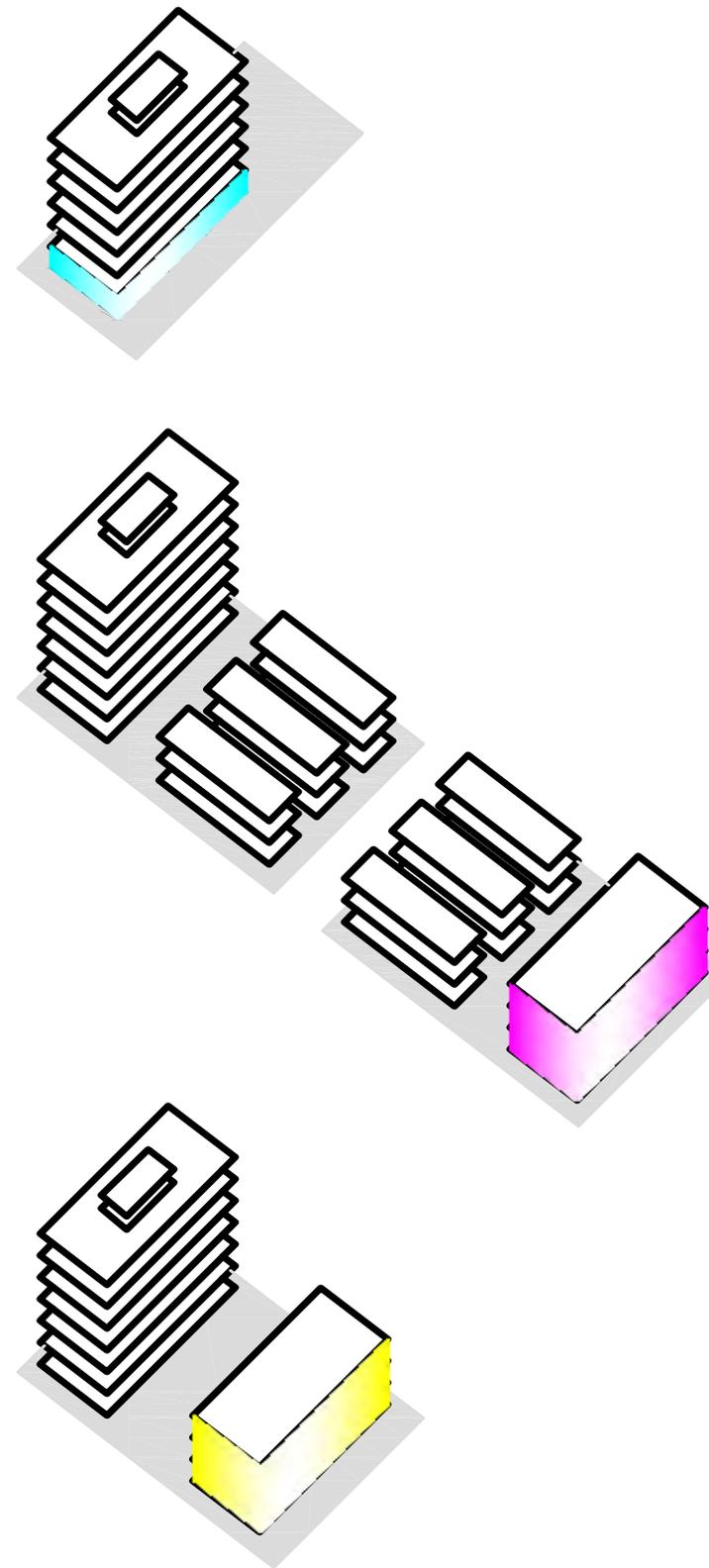
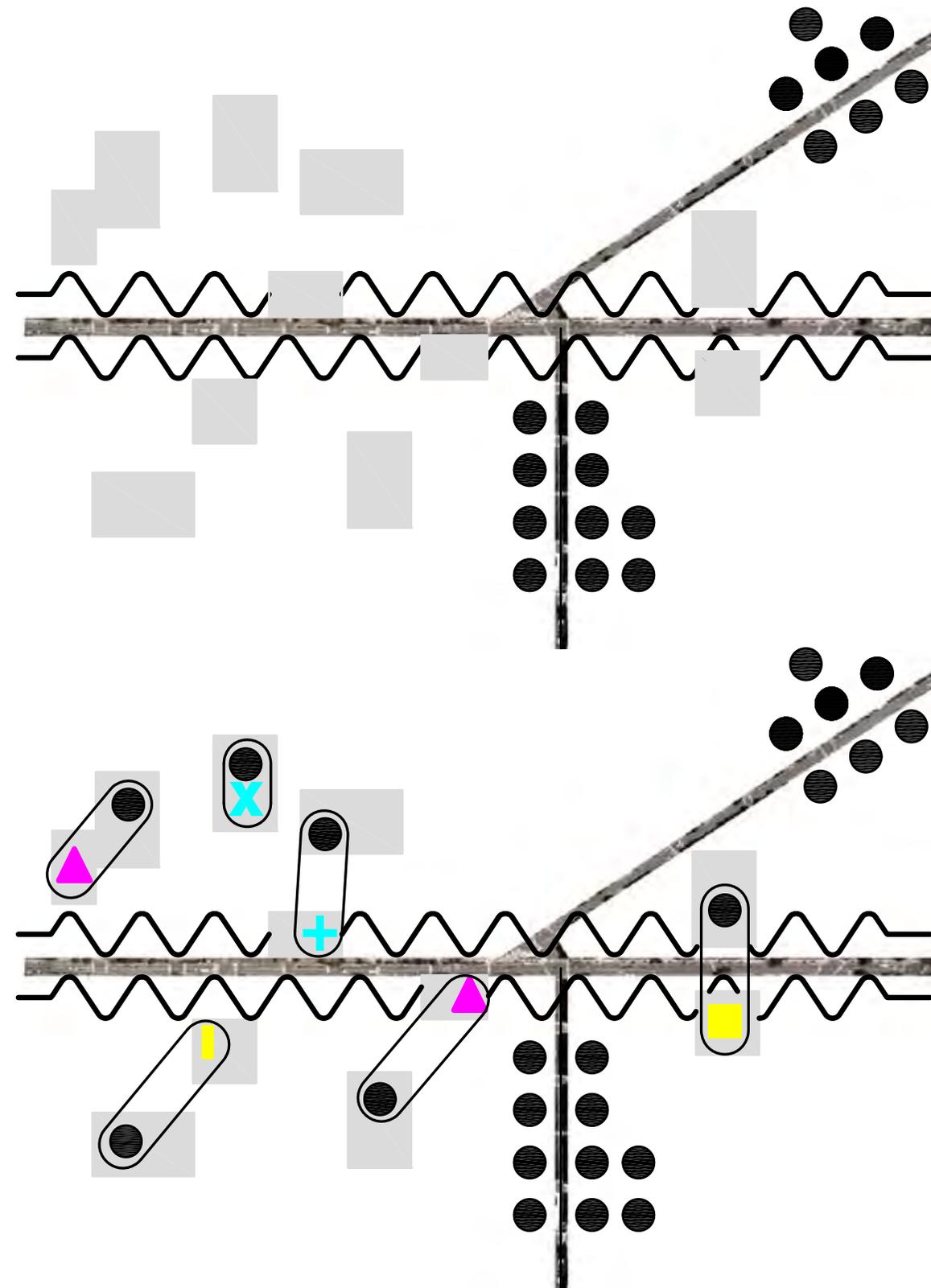
In other words, new development (black circles) that occurs in Central Square could be paired with projects providing social goods and benefits (different colors and shapes) that are constructed in association with the new development.

The three small diagrams at left show different stages in the future growth of Central Square. At the top, two new developments, one near Mass Ave., and the other on Mass Ave., have generated two social projects, or double programs, nearby.

In the middle small diagram, two more developments and their associated double programs have been constructed. Note that the “amplification” wave has changed, indicating that Central’s Square activity and diversity are increasing.

In the lower small diagram, two additional developments and associated double programs have been constructed. Central’s amplification, or activity and diversity, have increased further.

The leftmost, large diagram depicts the future Central Square as a place with new development and double programs. The two clusters of black circles represent Kendall Square and University Park, two “office park” environments with lots of new development, but very little diversity of activity. This diagram is intended to show how Central Square’s future growth and change can occur in a manner very different from these two other parts of Cambridge.



locating new development

Central Square is a dense urban environment, but it also has a lot of what might be called “dead or bland space.” This could be an existing building that is underused or that has uses not contributing to Central’s vibrancy, or this could be empty space like a parking lot that does little to enhance the area.

If new development comes to Central Square, it should not replace existing activities that contribute to Central Square (such as the diverse uses mentioned in SPECIAL CENTRAL), but should replace dead or bland space. This is shown in the three diagrams at left.

The diagram at top far left shows an abstract picture of Central Square as a place dotted with dead and bland space, including some along Mass Ave’s commercial frontage (shown as a sine wave) and some behind Central Square. Note that bland and dead space interrupts the continuity of Mass Ave.

The diagram at bottom far left shows the future Central Square with new development and double programs occupying all of Central’s dead and bland space, leaving active areas of Central intact and amplifying the Square as a whole by adding new activity.

The three diagrams at near left show how new development and double programs can be located with respect to each other. In the top diagram, a double program is located on the ground floor of a new development. In the middle diagram, a double program is located on the next block from a new development, with intervening smaller buildings. In the bottom diagram, a double program is located on the same block as a new development.

These three diagrams show that new development and double programs should be near each other, but that they do not have to be in the same building, or even the same city block.

Each double program will be a “social good,” reducing social divisions, providing public benefits, and making Central Square more attractive as a place to live and work. Double programs will particularly benefit middle- and lower-income Cambridge residents currently squeezed by rising prices and growing inequality.

As a result of new development and double programs, the future Central Square will have more programs, activities, and benefits for everyone.



Novartis campus lab, Basel



Center for clinical science research, Stanford



Biotech lab



Center for clinical science research, Stanford



pharmaceutical drugs

science and technology

The principal economic driver of new commercial development in Cambridge in 2011 is the thriving **science and technology** industry. In Cambridge, sci-tech space rents for three times as much as Class A office or retail space, and for many more times than high-cost residential floor space. The science and technology industry is attracted to Central not only by Cambridge's active economy and talented work force, but by many of Central's special features, including its vibrancy.

Science and technology development is a powerful economic force that can drive the amplification of Central Square and fund the construction and operation of double programs – the social goods and activities that will make Central a better place to work and live in the future.

Nothing is more volatile than innovation industries, and there is little guarantee that the specific industry clusters of today (pharmaceutical, biomedical) will be the industry clusters of tomorrow. On the other hand, we believe Cambridge has every reason to be optimistic: innovation industries have been thriving in the city for the past 50 years and we think they will continue to thrive in future decades. The timing is right to establish a planning agenda for future development of science-technology buildings, and double programs, in Central Square.



Novartis campus. Buildings from Peter Märkli, SANAA, Diener & Diener with Federle and Wiederlin. Basel



Eco office building. Sauerbruch Hutton. Munich



Novartis campus. Buildings from Krischanitz, Moneo, Lambogiani and Taniguchi. Basel



Saint-Georges centre. Sauerbruch Hutton. Geneva



Novartis campus. Helmut Federle, Roger Diener and Gerold Wiederlin



Pharmacological research laboratories. Biberach. Germany

sci-tech buildings

Sci-tech buildings are the first half of the double programs that will amplify Central Square.

New science and technology buildings will directly and indirectly amplify Central. They will increase the number of people working in the Square – currently quite small compared to Kendall – and give Central Square more retail patrons during the day.

Science and technology buildings will also indirectly amplify Central by funding and constructing double programs. Each new sci-tech building should generate one new double program. Double programs will add activity and diversity, remove bland and dead space, and reduce social divisions.

New sci-tech buildings and double programs could also visually amplify Central by being designed as architectural landmarks that will welcome the public and make Central more visually attractive and interesting for visitors. The new Novartis building on Mass Ave. is setting a promising precedent by engaging world-renowned designer Maya Lin to construct a building whose design will enliven and transform its area of Massachusetts Avenue.

Ultimately, Central's amplification with beautiful, innovative sci-tech buildings and accompanying double programs could make it a new tourist attraction in Cambridge.

On the next pages, we suggest some double programs for Central Square.



Westbrook Plaza, San Francisco, CA. Architect: Daniel Solomon



Silver Sage Senior Cohousing, Boulder, CO



Mosaica, San Francisco, CA. Architect: Daniel Solomon Design Partners



Mosaica, San Francisco, CA. Architect: Daniel Solomon Design Partners



Petaluma Avenue Homes, Sebastapol, CA. Architect: Michael Pyatok



Petaluma Avenue Homes, Sebastapol, CA. Architect: Michael Pyatok

double program option 1: middle-class housing

Cambridge is an expensive place to live, with the average condominium costing over \$400,000 and a single-family house about \$750,000. There is some “affordable” housing intermittently available for senior citizens or for people earning below the area median income (\$67,500 for one person), but the middle class generally has a hard time finding a house in Cambridge. Families with three or four members have an even harder time, because larger units are scarce and very expensive.

Each new sci-tech building could generate 100 middle-class family housing units. There are many potential fiscal structures; it could be operated on a low-cost rental basis, as a limited-profit co-operative or condominium, or even as a special form of affordable housing such as that found in Barcelona, where young people may rent at a low cost in order to save money to purchase market-rate housing after five years.

New middle-class housing in Central Square would add stability to Cambridge’s school system and enliven its streets. These should be innovative housing designs that transcend traditional “triple-decker” or “garden apartment” typologies and that introduce new living options into the city, as Cambridge buildings like 100 Memorial Drive (1947) or 221 Mount Auburn Street (1960) did in their day. Middle-class housing would amplify Central Square as a middle-class family living environment.

Middle-class housing would be expensive to construct. It would require ongoing subsidies if it were rental housing, but not if it were limited profit middle-class housing.



Santa Caterina market, Barcelona

Market stalls in the Boqueria

Boqueria market, Barcelona

Market stalls in the Boqueria



San Anton market, Madrid

San Anton market, Madrid

double program option 2: market hall

Markets provide fresh food, visual excitement, and economic opportunity for small farmers. Cambridge has supermarkets, but no formal space for markets. A market hall would provide a new activity hub in Central Square, activate commercial spaces nearby, and change programs at night to accommodate nightlife like a restaurant, performance space, or bar.

Markets can take a variety of forms, from once- or twice-weekly produce sales to more complex and sophisticated affairs such as the three-story San Antón market in Madrid shown at left, where shoppers can purchase fruits and vegetables on the first floor, meat and fish on the second, and then bring their food to a restaurant on the third floor to have it prepared by expert chefs. A market would amplify Central Square as a nexus for food culture in Boston.

A market hall would be somewhat expensive to construct, and might require ongoing subsidies, depending on which rent levels market sellers could afford. Although a market hall would be primarily funded by sci-tech development, public funding could augment private capital. Cambridge has a variety of farmers' market vendors that might participate in a new market hall.



CEIP Terrassa. Pich Aguilera Architects. Barcelona



CEIP Eulalia Bota. Pich Aguilera Architects. Barcelona



CEIP Roldan Berengue. Barcelona



Children in day care



Photonic center. Sauerbruch Hutton. Berlin

double program option 3: day care center

Day care in Cambridge costs between \$1,200 and \$2,200 per month, making it unaffordable even for upper-middle-income families. Even with these high rates, demand far outpaces supply: MIT's child care centers have waits of over one year for infants. The lack of affordable child care forces parents, often mothers, to remain at home, reducing family incomes and damaging employment options for the caregiver parent. The lack of affordable day care is a severe problem in American society.

Each sci-tech building could subsidize a day care center for 75 to 100 children, approximately the size of MIT's daycare@Stata, at a low rate of only \$500/month. Demand for this day care center would likely be tremendous; Central Square families could receive priority, then other Cambridge residents. Low-cost day care would amplify Central's quality of life for Cambridge families.

A day care center is inexpensive to construct, but would require substantial ongoing subsidies to keep tuition costs at an affordable level. A day care center capitalized by sci-tech construction could be operated efficiently and economically by local institutions or community organizations.

studio BANANA[®]



Studio Banana incubator, Madrid



Studio Banana incubator, Madrid

double program option 4: creative startup incubator

Kendall Square has incubator space for startup technology companies, but Cambridge lacks flexible, low-cost space for “creative startups” – artists, musicians, writers, fashion designers, architects, and media people. Creative startups generate enormous amounts of ideas in comparatively little space. Creative incubator space would complement art and culture organizations that are already in Central and amplify the Square’s role as a nascent arts district.

While each creative incubator is unique, Studio Banana in Madrid is an excellent example of these buildings’ transformative potential. Home of creative studio spaces as well as a TV station, master classes, conferences, and frequent gatherings, Studio Banana’s influence spreads far beyond the quiet street on which it is located, drawing creative individuals from across Madrid.

A creative startup incubator would be moderately expensive to construct, and would require ongoing subsidies to keep rental costs at an affordable level.

Part Four:

Squaring Central

The future of Central Square will not arrive without concerted effort and commitment from all of Central's stakeholders. This section describes the goals of the Red Ribbon subcommittees and the means by which those goals can be achieved.

Red Ribbon Commission Subcommittee Views: Making Change Happen in Central Square

In August 2011, the four Red Ribbon subcommittees submitted final reports to the Commission. Text from these reports, together with observations from Subcommittee meetings, has been organized to reflect subcommittee views on the present day conditions (pp. 11-12), potential future (pp. 23-24), and implementation of improvements (pp. 36-37) of Central Square. All text has been taken verbatim from subcommittee reports and represents the opinion of individual subcommittees.

For the past sixteen months the Red Ribbon Commission has explored the current character of Central Square and attempted to assess its obvious plusses and challenges. The Red Ribbon Subcommittee process included morning, afternoon, and evening tours of Central Square, a city-sponsored charrette conducted by Goody Clancy, and more than forty participants toured urban landscapes in Washington, D.C. and Bethesda, MD.

Communications

Together with the CSBA, a committee should be established to explore the needs of the businesses that a new, interactive website with improved content could address.

Explore areas of content that should be included in the new interactive Central Square site.

A series of informational/directional signs for visitors & residents is needed in Central Square. A committee with representation from the City of Cambridge, Central Square Business Association, the Cambridge Office for Tourism – with a cross section of businesses and residents – should examine what the criteria for inclusion on Central Square wayfinding signage would be and where the signs should be located.

The Central Square business community should be encouraged to meet and discuss marketing ideas on a regular basis with the Central Square Business Association in order to leverage resources and budgets.

Partnership programs, value programs (like a Passport to Central Square, the SCVNGR iPhone app and others) should be explored to encourage repeat visitation to Central Square.

Identity

All messaging and communications must be viewed through the lens of Central Square’s brand: Will they help us build the desired perception? If not, don’t use them. Or adapt them so that they do.

Build the brand by marketing in concentric circles... start with those persons already inclined to be in Central Square, especially people from the MIT community...students, faculty and staff.

Consider whether tourism should be a secondary audience for Central Square.

Find and leverage every possible opportunity to build word-of-mouth about Central Square’s assets.

Take a lesson from Pompidou [Paris, France]; Eastern Market [Washington, D.C.]; SOWA in Boston... organized programming would give people a reason to visit Central Square.

Refine messaging as necessary; develop audience messaging; share with rest of the Red Ribbon Commission; discuss implementation (especially an integrated marketing communications plan).

Work with a design firm/ad agency to develop a comprehensive look and feel for the Central Square Brand, and apply that look and feel across communications tools. Include logo and tagline, color palette, fonts, preferred imagery... all applied across signage, website, posters, advertising, etc. as identified by the Communications Committee.

Infrastructure & Safety

Determine the resources necessary to maintain current level of security assets in Central Square, and maintain the stability of safety resources through continued collaborative efforts between the City and businesses.

Determine the resources necessary to increase maintenance and cleanliness standards in Central Square.

Monitor and advocate for the MBTA’s elevator replacement initiative in Central Square.

Establish and promote cleanliness standards for private parking lot owners.

Establish and promote increased cleanliness and safety standards for vacant properties such as the Vail Court Apartments off Bishop Allen Drive.

Secure substantial increases in façade renovation funds and unique criteria specific to Central Square.

Advocate for maintenance and lighting of the street clock in front of the Citizens Bank at the corner of Massachusetts Avenue and Temple Street.

Determine cost and resources necessary to create seasonal and holiday-lighted gateways at either end of Massachusetts Avenue, and bring electricity and lighting capability to each tree on Mass Ave., River Street, and Prospect Street in the blocks nearest to Mass Ave.

Landowners

We request the Mayor’s Red Ribbon Commission for the improvement of Central Square consider what we have developed as a spring board for a continuing dialog on the issues presented here. The committee liked the idea of the Central Square Business Association maintaining a property owner subcommittee that would provide networking opportunities for large and small property owners.

In addition, this subcommittee could provide managers, and brokers with information sessions covering previously mentioned topics important to Central Square landowners. Or to address needs that might come up that have not been thought of already.

As previously mentioned the CSBA could develop a dedicated web portal through the Central Square Business Association that highlights available commercial space, including present and future developments in Central Square. This group could also be charged with putting together a presentation and document on the various types of investment strategies to accomplish our priorities.

Property owners need to be invited and involved in the strategy of a vision for Central Square. Accomplishing this end is a challenge, so putting together a process is a priority. It was discussed that the square might benefit from a centrally driven approach. The developers of large projects need to have input into this plan simply because of the scale of impact that they have.

Work with the Central Square Business Association (CSBA) to develop and maintain an accurate and up-to-date data base on ownership, space, tenancies, etc.

Early on in our meetings we discovered gaps in our knowledge concerning things like: “How much Parking is in the Square?”; “What really is the vacancy rate?” We decided that working with the Cambridge Economic Development Division (EDD) and perhaps other City agencies could provide us with more needed up-to-date information.

One of the main obstacles to getting the property owners together is the absence of a database that allows this subcommittee to communicate with them in an effective manner. Robin Lapidus suggested that compilation of this information could be handled by CSBA.

It was mentioned that the CSBA and the Cambridge EDD could take on the role of ambassador to bring complimentary businesses to the square.

Create a downtown management structure, perhaps a BID, to accomplish many needs determined by our committee.

Morris Naggar, a property owner from 3MJ Realty and an active participant in the committee has had recent experience with Boston’s Downtown Crossing BID. He is extremely positive about the changes that have occurred to the area since the BID has been in operation. He reported that the “feeling and atmosphere” of the area has changed for the better. Morris was instrumental in bringing the representative from Block by Block to make a presentation to our committee.

We spent a considerable amount of time discussing the feasibility of a Business Improvement District (BID). Blair McBride, Vice President of Block by Block, spoke to us about the benefits and process in general. In addition, we talked about other options for creating the effect of a BID. For example, the CSBA could administer an entity that could functional in a similar manner to a BID.

We asked these questions: “What else can there be besides a BID?” “Is the support there?” “What are the civil liberty concerns to using ambassadors?” “What are the legal ramifications of putting a property into a BID?”

MIT representatives indicated that a formal BID would be a preferable vehicle to other management structures because of a proven track record and statutory commitments by the membership.

The square has been plagued with a large number of panhandlers and perpetual loiterers, and this has been a problem for many people coming into the Square. It is felt by all that the visibility of ambassadors on the street would be beneficial. One member of the committee, Harry Katis from Stone River Properties, felt so strongly about the issue he believes the benches in the Square should be removed altogether.

In the same vein, cleanliness issues in the Square are significant. Graffiti has a way of collecting on buildings. A BID or BID-like entity could go a long to improving that situation.

The notion of a BID is definitely a hot topic and should be pursued one way or another.

Many parcels, as previously noted, have a low Floor Area Ratio and the likelihood they will be developed is high. How can we plan for that eventuality? How can we influence that development in a positive manner? Also, these questions extend to the “off-Mass Ave.” side streets.

Other ideas:

We believe a mechanism for planning and coordinating special events needs to be handled by the CSBA.

We strongly believe brokers should be included in the master planning process. The regulatory hurdles entrepreneurs have to deal with to start a new business are prohibitive. The committee discussed possible regulatory reform consistent with the vision of Central Square and believe that reform is a hot issue that should be continued to be discussed.

The Central Square Business Association might maintain a property owner subcommittee that would provide networking opportunities for large and small property owners. This subcommittee could provide managers and brokers with information sessions covering previously mentioned topics important to Central Square landowners, or address needs that might come up that have not been thought of already. This group could also be charged with putting together a presentation and document on the various types of investment strategies to accomplish our priorities.

As previously mentioned the CSBA could develop a dedicated web portal that highlights available commercial space, including present and future developments in Central Square.

SQUARING CENTRAL

In the Central, Squared section of this report, a future Central Square is described that not only maintains the diversity, activity, excitement, and creative urbanism of the present-day Square, but that **amplifies this urbanism** with the addition of several new innovative elements:

- new **office and technology space** for Cambridge’s mature innovation industries (pages 30–31);
- new **middle-income housing** for Central Square families (page 32);
- a new **market hall** to promote Central’s food culture and retail vitality (page 33);
- a new **day care center** to support Cambridge families, particularly caregivers (page 34);
- and a new **creative startup incubator** to promote new innovation industries (page 35).

This section of the report discusses another equally critical element: how to make all this positive change happen.

How are different forces currently in the Square, like sci-tech development, social services, the entertainment zone, and Central’s retail environment and arts uses, to be kept in balance? How can Central, Squared come to pass without one or the other aspects of Special Central dominating the others? What will squaring Central require?

To move into the future, Central Square will need careful **stewards**, or **curators**.

Stewardship and Curatorship

Cities are like business organizations in that they need effective, competent, and judicious managers, and like fine gardens or works of art in that they need creative directors who can both maintain and continually reshape them in a way that achieves their potential.

In other words, cities need stewards, who can also be thought of as creative curators, who can both keep them running, and direct their futures. Central Square will need very careful stewardship if its existing set of forces, seen in Special Central, are to be amplified without one or more falling out of balance.

As the Red Ribbon Commission process showed, Central Square already has many valuable and hard-working stewards:

City government, who both convened the Commission and provided it with valuable information;

Large landowners and property managers like MIT and Forest City, who supported the Commission’s work;

The Central Square Business Association, which represents the diverse property and business owners that define the Square’s activity;

And the Red Ribbon Commission itself, a relatively new, but well-crafted group that represents all of the above actors, plus many of the additional constituent elements of Special Central.

These existing actors are the nucleus around which the stewardship of Central Square must occur. If Central Square is to become Central, Squared, it will only do so through careful stewardship. The amplification of Central Square will not occur through accident, nor through unilateral action.

What parts of Central need stewardship? How should Central’s future stewardship be structured?

Stewarding Tasks

At least six stewarding tasks seem crucial:

Promotion and information about the Square in general and its particular businesses and attractions, to the general public, to potentially interested entrepreneurs, to tourism promoters, etc.

Management of Central’s **public realm**, including its physical, non-roadway infrastructure (sidewalks, waste receptacles, lights, signage, seating, transit entrances, plantings, etc.), and its “social infrastructure” and associated issues (trash, noise, crowds, deviant or disturbing behavior).

Maintenance of “**inside information**” about the Square (property ownership, owner addresses, status of regulatory procedures, etc.) which are issues of interest to property and business owners, but not of interest to the general public;

Organizing and managing temporary, “signature ephemera,” like the much-mourned Central Square World’s Fair, that celebrate the Square, bring crowds, and increase its public profile and “entertainment zone” quality;

Planning and designing the future urbanism of Central Square, and in particular conceptualizing the Square’s amplification through future development proposals and double programs; and

A common forum for all of the above issues to be shared between different constituencies and stewardship responsibilities, much as the Red Ribbon Commission achieved during 2010-11.

Stewarding Agencies

Stewarding tasks should be the responsibility of the following agencies, some of which already exist, some of which are already carrying out certain stewarding tasks, and some of which either do not exist in their current form or do not exist at all.

The **Central Square Business Association** could, either itself or through associated branches, steward the responsibilities of promotion and information and maintenance of “inside information.” The latter responsibility could be carried out in partnership with the City of Cambridge Community Development Department.

The **City of Cambridge** currently manages the Square’s public realm, and it must be emphasized that it is already doing so very well. Even so, there is a growing sense that city government’s ability to deal with the extremes of the Square’s “social infrastructure” is inadequate. The CSBA and the City of Cambridge should initiate discussions to see whether a Business Improvement District is the appropriate vehicle for managing the public realm.

Any **Business Improvement District** needs to be benevolent and to respect all of the special aspects of Central. The primary aim of a Central Square BID should not be to “clean up,” “make safe,” “beautify,” or “restore” Central Square – the first two responsibilities are already being successfully carried out, and the latter two would be inappropriate, as shown in Special Central.

Central needs a Creative BID, centered around supporting, fomenting, and curating street culture, creative ephemera, and the general visual excitement and interest of Central Square. Such a Creative BID could also “fill in the gaps” in the city’s management of the Square’s physical and social infrastructure. Central is special, and it needs a special, Creative BID, not the “clean and safe” model of Philadelphia, New York, Washington, etc.

Central’s amplification, through new sci-tech buildings and double programs, should be curated by a new **Urbanism Council**, charged with carrying out the ideas of this report in the context of contemporary development realities. This council should have representatives from the City of Cambridge; from the Central Square Business Association; from the general public; from local large landowners or institutions; and from members of organizations with expertise in areas relevant to the double program (i.e. market, day care center, or housing) under consideration.

The Community Development Department could provide technical expertise to this council. The council might also consider areas outside Central Square, such as Kendall Square, if such seemed appropriate.

Lastly, the Red Ribbon Commission should continue as a **Central Square Forum** that meets every three months. The existing four subcommittees well represent the constituencies who will shape Central Square’s future, and the value of a common forum with a diversity and energy matching that of Central Square itself seems very appropriate.

CENTRAL SQUARED

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

City Councilor Kenneth E. Reeves, Chairperson

Cambridge City Council

Mayor David Maher
Vice-Mayor Henrietta Davis
Kenneth E. Reeves
Timothy Toomey
Denise Simmons
Marjorie Decker
Craig Kelley
Samuel Seidel
Leland Cheung

Subcommittee memberships

Identity

Catherine Carr Kelly – Central Square Theater; co-chair
Gus Rancatore – Owner of Toscanini’s Ice Cream; co-chair
Rozann Kraus – Dance Complex; co-chair

Jack Albert – Cambridge Police Department
Patrick Barrett – Property Owner
Christopher Basler – Community Development
Kadijah Britton – Cambridge Resident
John Clifford – Aide to Councilor Reeves
Rachel Gunther – Cambridge Resident
Esther Hanig – Cambridge Resident
Eric Helberg – Cambridge Police Department
Rona Holmes – Community Development
Estella Johnson – Community Development
Salim Kabawat – Quest Diagnostics; Cambridge Resident
Andrea Kantaros – Cambridge Resident
Pierre Marks – Cambridge Resident
Travis McCready – Kendall Square Advisory Board
Alfred Miller – Schott Foundation
Morris Naggar – Property Owner
Alison Paddock – Cambridge Resident
Anya Petroff – MIT
Mimi Rancatore – Toscanini’s Ice Cream
Ken Reeves – City Councilor; chairperson
Pardis Saffari – Community Development
Joseph Sater – Middle East Club
William Schaefer – Cambridge Resident
Bill Scott – Realtor
Bob Simha – MIT
Saul Tannenbaum – Resident
Jason Weeks – Cambridge Arts Council
Stuart Weinberg – Cambridge Resident

Infrastructure and Safety

Daniel Goldstein – Owner of Clear Conscience Café; co-chair
Robert Haas – Police Commissioner; co-chair

Patrick Barrett – Landowner
Christopher Basler – Community Development
John Clifford – Aide to Councilor Reeves
Ellen Coppinger – Cambridge Public Works
George Fernandes – City of Cambridge
Rona Holmes – Community Development
Estella Johnson – Community Development
Andrea Kantaros – Danvers Bank
Craig Kelley – City Councilor
Barbara Kibler – Margaret Fuller Neighborhood House
Robert Lenehan – MBTA Transit Police
Alfred Miller – Schott Foundation
John Nardone – City of Cambridge
Brad Nissenbaum
Susan Pacheco – Elder Services
Matt Pace – Colliers International
Lisa Peterson – Commissioner of DPW
Ken Reeves – City Councilor; chairperson
Pardis Saffari – Community Development
Gail Seidman – University Stationery
John Sheehan – Police Officer
Bob Simha – MIT
Len Thomas – Cambridge Multiservice Center
Steven Williams – Cambridge Police Department
Ping Wong – Manager of Cambridge Trust Co., Central Sq. Br.
Bob Woodbury – Vision Central Square
Alan Zimlicki – Developer

Communication Subcommittee

Robyn Culbertson – Cambridge Office of Tourism; co-chair
Chris Pappas – Communication Consultant; co-chair

Anne Shuhler – Classic Graphx
Kelly Thompson Clark – Cambridge Chamber of Commerce
Esther Hanig – Cambridge Resident
Joan Squeri – Cambridge Farmers’ Markets
Kara Cournoyer – Novartis
Pardis Saffari – Community Development Department
Sheldon Cohen – Consultant, Ticket Agency, Cambridge Maps
Robin Lapidus – Central Square Business Association
Gwen Pritchard – CASPAR, Inc.

Land Owners Subcommittee

Michael Simon – Central Property, LP; co-chair
George Metzger – Central Square Business Association, HFMMH Architect; co-chair

Christina Abele – Ideo
Marge Amster – Vision Central Square
Patrick Barrett – Landowner
Chris Basler – Community Development
Kathryn Brown – Attorney, Forest City
Peter Calkins – Forest City
John Clifford – Aide to Councilor Reeves
Michael Farley – Forest City
Michael Gorenstein – Advantage Realty, LLC Kensington Keep, LLC
Rona Holmes – Community Development
Walter Jenkins – MIT Realty
Estella Johnson – Community Development
George Katis – Stone River Properties
Harry Katis – Stone River Properties
Robin Lapidus – Central Square Business Association
Steve Marsh – MIT Realty
Blair McBride – Block by Block
Morris Naggar – 3Mj Realty
Peter Nichols – Attorney at Northstar Ally Redevelopment
Mike Owu – MIT Realty
Matt Pace – Colliers International
Briana Pearson – Harding House
Ken Reeves – City Councilor, chairperson
Liza Rutenbeck – Ideo
Pardis Saffari – Community Development
Marc Shulman – All Asia
Terrence Smith – Cambridge Chamber of Commerce
Joan Squeri – Cambridge Farmers’ Markets

Central Square Red Ribbon Commission

Participants

The Red Ribbon Commission on the Delights and Concerns of Central Square had about 120 members. However, the meetings were well-publicized and open to the public. Over 200 people attended at least one meeting or signed up to an email list to stay informed. These participants are listed below. Every meeting had a core of 80 to 100 people.

Ruth Aaron, resident
Christina Abele, Ideo
Sari Abul-Jubein, Casablanca Restaurant
Stephanie Ackert, resident, President of Riverside Neighborhood Association
Lawrence Adkins, resident
Steve Ahern, Cambridge Police Dept
Sandra Albano, Administrative Assistant to Cambridge City Councilors
Jack Albert, Cambridge Police Dept
Paul Ames, Cambridge Police Dept
Maure Aronson, World Music, Inc.
Bill August, Esq., President of Cambridgeport Neighborhood Association
Jesse Baerkahn, Twining Properties
Kathleen Balerna, MBTA
Patrick Barrett, jbRealty
Carl Barron, CARU Associates & Emeritas Central Sq. Business Association
Chris Basler, CDD/City of Cambridge
Christine Bazzinotti, State of Massachusetts
Jeremiah Bernstein, Middlesex Lounge
Dan Binderman, Improv Boston
Michael Bissanti, Four Burgers
Dan Booth, Attorney
Roger Boothe, Cambridge Community Development
Wendel Bourne, Union Baptist Church
Mark Boyes-Watson, Architect
Phyllis Bretholtz, Cambridge Historical Society
Khadijah Britton, BetterBio Org
Kathryn Brown, Forest City Enterprises
Christopher Burke, Cambridge Police Dept
Peter Calkins, Forest City Enterprises
David Carney, MBTA
Ben Carr, Harmonix
Catherine Carr-Kelly, Central Square Theater
Joanne Chang, Flour Bakery
Leland Cheung, Cambridge City Councilor
Kip Chinian, Cambridge Bicycle
John Clifford, City Council, Aide to Ken Reeves
Sandra Cohen, resident
Christine Connaire, Freelance publicist
Kara Courmoyer, Novartis Pharmaceuticals
Kelly Courtney, Pipeline Management

Robyn Culbertson, Cambridge Office of Tourism
Matthew Curtis, Middlesex Restaurant
Jacob Dahan, resident
Stuart Dash, Cambridge Community Development
Henrietta Davis, Cambridge City Councilor
Shirley Dawkins, resident
Marjorie Decker, Cambridge City Councilor
Bill Deignan, City of Cambridge
Meredith Devinne, Craigie on Main
Joseph Dodd, Smoken’ Joe’s BBQ
Wendy Dodd, Smoken’ Joe’s BBQ
Margaret Drury, Cambridge City Clerk
Jeffrey Dunn, Jeffrey Dunn Studios
John Durant, MIT Museum
Rich Earthrowl, resident
Sean Effel, CCTV

Iram Farooq, Cambridge Community Development
Henry Fernandez, Fernandez Advisors, LLC
Kris Fell, Harmonix
Katherine Fichter, resident
Lewis Finfer, Boston Fair Housing
Tim Flaherty, Attorney/resident
Susan Flannery, Cambridge Public Library
Susan Fleischman, CCTV
Martha Flynn, City of Cambridge
David Gabeau, resident
Mariellen Gallagher, Norvatis Pharmaceuticals
Natacha Gassenbach, Novartis Pharmaceuticals
Clifford Gayley, Architect
Lee Gianetti, Mayor’s Office
David Gibbs, Cambridge Community Center
Arnie Ginsberg, Landowner
Susan Glazer, Cambridge Community Development
Daniel Goldstein, Clear Conscience Café
Joshua Gonyeau, Classic Restaurants
Bishop Brian Green, Pentecostal Tabernacle Church
Esme Green, Central Square Library
Frances Griffith, U.S. Postal Service
Samara Grossman, Homestart
Rachel Gunther, resident
Robert Haas, Commissioner of Cambridge Police Dept
Esther Hanig, resident
John Hansen, resident
Tara Hansrajsingh-Herelle, Sovereign Bank
Richard Harding, Cambridge School Committee
John Hawkinson, MIT Student, Editor of The Tech
Robert Hawley, resident
Teri Haymer, resident
Robert Healy, Cambridge City Manager
Sami Herbawi, Andala Café
Dan Hogan, Passim’s Night Club
Frank Holland, Hi Fi Pizza
Rona Holmes, Community Planning
Sean Hope, Attorney
Mimi Huntington, The Nora Theatre
Walter Jenkins, MIT Real Estate
Taha Jennings, Cambridge Community Development
Denise Jillson, Harvard Square Business Association
Estella Johnson, Cambridge Community Development
Rev. Henry Johnson, First Baptist Church
Stephen Johnson, Cambridge Human Services
Salim Kabawat, Quest Diagnostics

Andrea Kantaros, IDEO
Evelyn Kantor-Lugo, Cambridge Police Department
Jayne Karolow, Middlesex Lounge, Miracle of Science
George Katis, Stone-River Properties
Harry Katis, Stone-River Properties
Craig Kelley, Cambridge City Councilor
Steve Kelley, Diamond Group Real Estate
Daniel Khong, MIT Graduate student
Barbara Kibler, Margaret Fuller Neighborhood House
Jay Kiely, Forest City Enterprises
Stacey King, Cambridge Health Alliance
Gavin Kleespies, Cambridge Historical Society
Rozann Kraus, The Dance Complex
Kate Krovatin, Novartis Pharmaceuticals
Robin Lapidus, Central Square Business Association
Brandon Lee, resident
Mary Leen, MIT
Robert Lenehan, MBTA
David Levine, Central Square Florist
Michele Levy, Brand Strategies
Elizabeth Lint, Cambridge License Commission
Jeff Lockwood, Novartis Pharmaceuticals
Don Mace, Key Point Partners
Mark Macgovern, Cambridge Health Alliance
Joseph Maguire, Alexandria Reality
David Maher, Mayor, City of Cambridge
Steve Marsh, MIT Real Estate
Eva Martin-Blythe, YWCA
Jay Matthews, resident
William McClellan, MBTA
Travis McCready, Kendall Square Association
Maddy McDowell, resident
Sharon McGarty, MIT
Brian McGrath, Tavern in the Square
Joshua Meehan, Cambridge Housing Authority
Karen Meehan, Salvation Army
Michael Merullo, City of Cambridge
George Metzger, HMFH Architects, CSBA
Alfred Miller, Schott Foundation
Ross Miller, Ross Miller Architects
Oswald Mondejar, Partners Health
Brian Murphy, Asst. City Manager, Cambridge Community Development
Morris Naggar, 3MJ Realty
Peter Nichols, North Star Ally
Rev. Marcellus Norris, St Paul Ame Church
Nancy O’Brien, YMCA
Ryan O’Heir, Hotel at MIT
Ethelbert Onyeokoro, Eastern Bank
Mike Owu, MIT Real Estate
Susan Pacheco, Council on Aging
Allison Paddock, Classic Graphx
Paul Parravano, MIT
Briana Pearson, Harding-House
Michelle Perez, Cambridge Savings Bank
Lisa Peterson, Asst. City Manager, Dept of Public Works
Anya Petroff, MIT Community Relations
Ron Phelan, MIT
Gabrielle Piasio, Danvers Bank
Joe Power, Carpenters Union, Local 40
Gwen Pritchard, CASPAR
James Rafferty, Adams & Rafferty
Gus Rancatore, Toscanini’s

Mimi Rancatore, Toscanini’s
Roy Ray, Pentecostal Tabernacle Church
Robert Reardon, Assessor, City of Cambridge
Mina Reddy, Community Learning Center
Ken Reeves, Cambridge City Councilor
Dick Riccio, CASPAR
Daniel Riviello, Cambridge Police Dept
Jeffrey Rosenblum, Cambridge Community Development
Rich Rossi, Deputy Assistant City Manager, City of Cambridge
Stuart Rothman, First Cambridge Realty Corp
Maureen Rubino, Central Bottle
Liza Rutenbeck, IDEO
Pardis Saffari, Cambridge Community Development
Nabil Sater, Middle East Restaurant
Bill Scott, ePlace
Sam Seidel, City Council
Gail Seidman, University Stationery
Ellen Semonoff, Assistant City Manager, Human Services, City of Cambridge
Bonnie Sestito, First Baptist Church
Frank Shirley, Frank Shirley Architects
Anne Shuhler, Classic Graphx
Marc Shulman, All Asia
Bob Simha, MIT
Denise Simmons, Cambridge City Councilor
Michael Simon, Technology City Real Estate
Ranjit Singanayagam, City of Cambridge
Mohan Singh, India Pavilion
Terrence Smith, Cambridge Chamber of Commerce
Joseph Sollazzo, Intern City of Cambridge
Joan Squeri, Farmers Markets
Diane Squires, City Manager’s Office
Samir Srouji, Architect
Spencer Steere, Harmonix
Frank Stevens, YMCA
Gary Strack, Central Kitchen
Charles Sullivan, Cambridge Historical Commission
Jason Sweet, Attorney
Saul Tannenbaum, resident
Roscoe Thomas, Margaret Fuller Neighborhood House
Kelly Thompson-Clark, Cambridge Chamber of Commerce
Tim Toomey, Cambridge City Councilor
Joyce Trotman, Hildebrand Self-Help Center
Minka VanBeuzekom, resident/area 4
Monica Velgos, Pipeline Management
David Vitale, Vitale Associates
Sue Walsh, Cambridge Human Services
Jason Weeks, Cambridge Arts Council
Stuart Weinberg, Seven Stars
Elena White, Cambridge Arts Council
Jay Wickersham, Nobel & Wickersham Co
Steven Williams, Cambridge Police Dept
James Williamson, resident
Robert Winters, resident
Debra Wise, Underground Theater
Ping Wong, Cambridge Trust Co
Frank Wuest, Forest City Enterprises
Alan Zimlicki, Developer

Credits

Images

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Cover L: Cambridge Public Library collection, Cambridge Historical Commission

Cover R: Phyllis Bretholtz

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Page 5 top R: Phyllis Bretholtz

Page 5 bottom R: Phyllis Bretholtz

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Page 8 bottom R: Anna Muessig

Page 12: Brent Ryan

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Data

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Pie Charts: Resident Employment by Industry and Occupation, American Community Survey, 2000 – 2010

Top 10 Employers: Top 10 Employers in Cambridge, Department of Community Development, 2011, www2.cambridgema.gov/cdd/data/labor/top25/top25_2010.html

Percentage Increase of Jobs: Resident Employment by Industry and Occupation, American Community Survey, 2000 – 2010

Figures on growing pharmaceutical and medicine manufacturing and scientific research and development services: ES202, employment by sector, 2010

Figures on biopharma salaries: Industry Snapshot 2011, Massachusetts Biotechnology Council

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List of biotech companies: Life Sciences, High Tech and Clean Energy Companies map, Department of Community Development, 2011, www2.cambridgema.gov/cdd/ed/pubs/ed_company_list.pdf

Biopharma industry in MA: Industry Snapshot 2011, Massachusetts Biotechnology Council, Biotech Brochure, Department of Community Development

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Demographics: Cambridge: Just the Facts brochure, Department of Community Development, 2011

School District info: Cambridge School District Profile, Massachusetts Department of Elementary and Secondary Education, <http://profiles.doe.mass.edu/profiles/student.aspx?orgcode=00490000&orgtypecode=5&>

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Pie Charts: Cambridge Annual Budget 2011-2012

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List of Awards: Community Development Department Awards, Department of Community Development, <http://www2.cambridgema.gov/cdd/awards.html>

Major upcoming and in-process development projects: Department of Community Development, http://www2.cambridgema.gov/cdd/ed/reservices/devlog/devlog_201106.pdf

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Lease Rates: Forest City, Biotech Consortium, Central Square Market Profile 2010, Community Development Department

List of Companies: Life Sciences, High Tech and Clean Energy Companies map, Department

of Community Development, 2011, www2.cambridgema.gov/cdd/ed/pubs/ed_company_list.pdf

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Central Demographics: Central Square Market Profile 2010, Community Development Department

Department Store Information: Cambridge Historical Commission

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Top Ten businesses in Central: Central Square Market Profile 2010, Community Development Department

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Service providers: Homeless census - <http://www2.cambridgema.gov/DHSP2/census.cfm>

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Housing Sale Prices/Rental Rates: Cambridge: Just the Facts brochure and Central Square Market Profile, 2010, Department of Community Development, 2011

Poverty Rate: ACS, 2005-09

Public Housing: 2010 Census

Housing Sales Price and Rental Price for Cambridge: Cambridge: Just the Facts brochure, Department of Community Development, 2011

Median Household Income: Sources: 2000 Decennial Census, 2008-2010 American Community Survey, 2005-2009 American Community Survey, U. S. Census Bureau

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MBTA Service Planning Department

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Student/University Data: Town Gown Report, Central Square Market Profile, 2010, Department of Community Development



Rendering of vision of Lafayette Sq. by Goody-Clancy



Rendering of vision for Main St. by Goody-Clancy