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

December 2011
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 sections 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 work of the commission.

The report presents a challenge to the future stewards of Central Square 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 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 to 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

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 to this process and its written report through to successful conclusion.

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 Councillor 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.

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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, urban, 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 while moving it in a positive direction.

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Central, Squared Design Team
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Anna Muesseg Research Assistant, MIT
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.
The estimated average salary in the biopharma industry is $136,812. Average annual wages are $2,429,120,578 total annual wages.

Pharmaceutical and medicine manufacturing and scientific research and development services

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Industry</th>
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<tbody>
<tr>
<td>Amgen (biotechnology)</td>
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</tr>
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<td>Pfizer (drug manufacturer)</td>
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<td>Quest Diagnostics (healthcare services)</td>
<td>8.7%</td>
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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.analex.com)

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In 2010, Massachusetts companies received $850 million in venture capital biotech financing. In 2010, Massachusetts companies received 22.1% 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.
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.
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.

Society

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)
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.

TOTAL OPERATING BUDGET: $472,196,095

TOTAL CAPITAL BUDGET: $55,967,525

City of Cambridge
PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEAR 2012

City of Cambridge

APPROPRIATION BY FUNCTION

(Source: Cambridge Annual Budget, 2011-2012)
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.

NEW DEVELOPMENT ACTIVITY

Planned/Seeking Permit (source: CDD)

<table>
<thead>
<tr>
<th>Developer</th>
<th>Project size (type)</th>
</tr>
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<tbody>
<tr>
<td>Alexandria:</td>
<td>1.53 MSF (life science)</td>
</tr>
<tr>
<td></td>
<td>220,000 SF (residence)</td>
</tr>
<tr>
<td></td>
<td>496,000 SF (life science)</td>
</tr>
<tr>
<td>Biogen:</td>
<td>190,000 square feet (life science)</td>
</tr>
<tr>
<td>The Broad Institute:</td>
<td>250,000 SF (life science)</td>
</tr>
<tr>
<td>CCF/O’Connor:</td>
<td>429 units (residences at Fresh Pond)</td>
</tr>
<tr>
<td>CPC-T, LP:</td>
<td>227 units (residences at Alewife)</td>
</tr>
<tr>
<td>Education First (EF):</td>
<td>295,000 SF (office)</td>
</tr>
<tr>
<td>Forest City:</td>
<td>250,000 SF (life science)</td>
</tr>
<tr>
<td>MIT:</td>
<td>418,000 SF (office/R&amp;D)</td>
</tr>
<tr>
<td></td>
<td>1.1 MSF</td>
</tr>
<tr>
<td>Novartis:</td>
<td>567,000 SF (life science)</td>
</tr>
<tr>
<td>Skanska:</td>
<td>246,000 SF (life science)</td>
</tr>
<tr>
<td>Sanofi-Aventis:</td>
<td>120,000 SF (renovation)</td>
</tr>
<tr>
<td>Twining Properties:</td>
<td>&lt;50,000 SF (office)</td>
</tr>
<tr>
<td></td>
<td>144 units (Third Street)</td>
</tr>
</tbody>
</table>
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...
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. Central Square needs to market this.

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.

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

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. Business is a big and unique component of Central Square, beyond club hopping. Not just the grunge/hip crowds outside the Middle East nightclubs 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 remaining nightclubs 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 real estate needs to be reajusted to reflect competition from web-only based businesses.

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 just as 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.

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. 29-34), 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 strengths 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.

Central Square is “diverse” (64%), “urban” (45%), “funky” (45%), “quirky” (26%), and area visitors. Other parts of Massachusetts Avenue attract many visitors but Central Square is not yet benefitting from this traffic.

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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. Business is a big and unique component of Central Square, beyond club hopping. Not just the grunge/hip crowds outside the Middle East nightclubs 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.

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

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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 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.
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.”

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
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 Genomics and Genomics
- Idera Pharmaceuticals, Inc.
- Kard Scientific
- Metabolix, Inc.
- Millennium: The Takeda Oncology Company
- Novartis
- One Forty
- Sanofi Pasteur
- Zynga

Map of Biotech clusters in Cambridge

Millenium Pharmaceuticals on Landsdowne St.

University Park Commons

Novartis on Mass Ave.

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.
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.

# of department stores listed in 1946:
- 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%

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)
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.”

“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.’”


LIST OF CREATIVE EXPERIENCE ESTABLISHMENTS

Craigie on Main
Cuchi Cuchi
Central Kitchen
Rendezvous
Bondi Restaurant
Salts

a(n) 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.
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.

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 Services Center Common Cam/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 Times Drop In)
St. Paul African Methodist Episcopal Church
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
Meds for Seniors
Shelters
Transitional Housing

HOMELESS CENSUS, 2011
471, down 15.7% from the 2010 total of 559.
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 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.
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.

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
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.

**UNIVERSITY-AFFILIATED CAMBRIDGE RESIDENTS, ALL UNIVERSITIES**

<table>
<thead>
<tr>
<th></th>
<th>Students</th>
<th>Staff and Faculty</th>
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</thead>
<tbody>
<tr>
<td><strong>Students</strong></td>
<td>21,846</td>
<td>6,413</td>
</tr>
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<td><strong>STUDENT HOUSING IN CAMBRIDGE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dormitories</td>
<td>14,356 students</td>
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<tr>
<td>Off-campus affiliate housing</td>
<td>1,838 students</td>
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<td>Off-campus non-affiliate housing</td>
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<tr>
<td><strong>MIT Students Housed On-Campus</strong></td>
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<tr>
<td><strong>MIT Students in 1-mi radius of Central Square</strong></td>
<td>10,384</td>
<td></td>
</tr>
</tbody>
</table>

*source: CDD*
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 somewhere 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 Sub-committee Views: Visions for Central Square

In August 2011, the four Red Ribbon subcommittees submitted final reports to the Commission. These reports, together with observations from Subcommittee meetings, has been organized to reflect subcommittee views on the present day conditions (pp. 1-12), potential future (pp. 29-34), and implementation of improvements (pp. 36-37) of Central Square. All text has been taken verbatim from subcommittee reports and represents the opinions 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 minuses. Subcommittee meetings, has been organized to reflect subcommittee views to the Commission. Text from these reports, together with observations from Central Square committee Views: Visions for Central Square.

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

The Commission 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 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) and more if at all possible.

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

In partnership with the CSBA and the Cambridge Office for Tourism, arrange a series of familiarization trips to educators 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.

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 your organization. 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 “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.

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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-Rhine 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.”
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.
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.
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.
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.
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.
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.

Sci-tech buildings

New science and technology buildings that will amplify Central Square.
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.
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.
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.
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 Subcommittees 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 Subcommittees 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 MITBTA’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 capacity 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 in 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. 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 petty thieves, 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 Katts 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 way 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, 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 needs a Creative BID, a new day care center for Central Square families, and a new creative startup incubator. SQUARING CENTRAL amplifies this urbanism 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 improvement about the Square in general and its particular businesses and attractions, to the general public, to potentially interested entrepreneurs 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 Agencies

Stewarding tasks should be the responsibility of the following agencies, some of which already exist, some of which are already carrying out other 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, fostering, 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 evaluating 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.

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 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-attended 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 about 100 people.

Ruth Aroon, resident
Christina Aroon, Idea
San-Arul Johnson, Casablanca Restaurant
Stefanique Aselee, President, Owner of Harvard Neighborhood Association
Lawrence Aroon, resident
Steve Aronson, Cambridge Police Dept
Suna Aroon, Administration Assistant to Cambridge City Councilors
Jack Albert, Cambridge Police Dept
Paul Aroon, Cambridge Police Dept
Maurice Aronson, World Music, Inc.
Bill August, Gov, President of Cambridge Neighborhood Partnership
Jesse Baeker, Thames Properties
Kathleen Balsara, MBTA
Patrick Bannett, Javale
Carl Barnes, CAMH Associates & Caremark Central Sq Business Association
Chris Bead, City of Cambridge
Christine Blatman, State of Massachusetts
Janneth Blankenship, Middleline Lodge
Dan Blinderman, Improv Boston
Michael Boswell, Four Burgers
Dan Booth, Attorney
Roger Bourque, Cambridge Community Development
Wendell Bourne, Union Baptist Church
Mark Boysen, Architect
Phyllis Brotman, Cambridge Historical Society
Krishanah Bullen, Barbarossa Restaurant
Kathryn Brown, Forest City Enterprises
Christopher Brooks, Cambridge Police Dept
Peter Callone, Forest City Enterprises
David Carney, MBTA
Ben Cerf, Normans
Catherine Cam-Kelly, Central Square Theater
Joanne Chang, Flour Bakery
Leila Chauda, Cambridge City Councilor
Kia Chapple, Cambridge Magazine
John Clifford, City Council, Aide to Ken Reeves
Sunita Cohen, resident
Christine Connor, Freelance publicist
Kara Courneyer, Novartis Pharmaceutical
Kathy Courting, Pipeline Management
Rukyn Cubranick, Cambridge Office of Tourism
Matthew Curto, Middleline Restaurant
Jacob Dale, resident
Kevin Daley, Cambridge Community Development
Hannah Davis, Cambridge City Councilor
Shelley Deiwert, resident
Maripol Denker, Cambridge City Councilor
Bill DiGregorio, City of Cambridge
Moolinid Devreese, Greens on Main
Harry Gold, Sneaker Joe's BBQ
Woody Gold, Sneaker Joe's BBQ
Margaret Dury, Cambridge City Clerk
Jeffrey Dunn, Jeffrey Dunn Studies
John Dunnet, MA House
Rich Eastham, resident
Sam Egan, CCTV
Iron Fenn, Cambridge Community Development
Henry Fernandez, Fernside Advisors, LLC
Kim Fiel, Harmonica
Anthea Fletcher, resident
Lew Feltor, Boston Fed Housing
Tina Flaherty, Attorney/Attorney
Susan Finne, Cambridge Public Library
Susan Fischmann, CCTV
Mary Flynn, City of Cambridge
David Gable, City of Cambridge
Manuel Gallagher, Novartis Pharmaceuticals
Natalia Gawanowski, Novartis Pharmaceuticals
Clifford Garvey, Architect
Lee Glanfield, MBTA Office
David Gibbs, Cambridge Community Center
Ame Girouard, Landmark
Susan Glazer, Cambridge Community Development
Daniel Goldstein, Clean Conscious Café
Joshua Grayman, Classic Restaurants
Bishop Brian Green, Pentecostal Tabernacle
Eannie Green, Central Square Library
France Griffin, U. S. Postal Service
Saman Grainger, Harvard Part
Rachel Gunther, resident
Robert House, Commissioner of Cambridge Police Dept
Esther Haig, resident
John Hanan, resident
Tara Hananspinhe-Madden, Sovereign Bank
Richard Harding, Cambridge School Committee
John Hawkins, MIT Student, Editor of The Tech
Robert Hawley, resident
Tori Hayme, resident
Robert Hayek, Cambridge City Manager
Sam Hedlund, Astral Café
Dan Heggie, Pleasant's Night Club
Frank Holland, Mi Pez
Rona Holmes, Community Planning
Susan Hope, AHA-Central
Mary Hirigoyen, The Nose Theater
Walter, AHA-Central
Tara Jarema, Cambridge Community Development
Doreen Albert, Harvard Square Business Association
Eveline Johnson, Cambridge Community Development
Ben Honey, John Harvard Church
Stephen Johnson, Cambridge Human Services
Sudin Kabawat, Guest Diagnosticians
Andrea Kardara, IDEO
Joe Karpinski, Cambridge Police Department
Jayme Karinovskis, Middleline Lounge
Gus Karouzos, Diane Phillips
Harry Katz, Stone-Row Properties
Greg Kelley, Cambridge City Councilor
Steve Kelder, Shumway Group Real Estate
Daniel Khong, MIT Graduate student
Barbara Kliehner, Margaret Neighborhood House
Jay Kley, Forest City Enterprises
Craig Klein, Cambridge Health Alliance
Gavin Klimas, Cambridge Historical Society
Rusam Kline, The Dance Complex
Kate Kroenke, Novartis Pharmaceuticals
Robert Kubilos, Cambridge Square Business Association
Brandon Lee, resident
Mary Lee, MIT
Sain Leung, MIT
David Lenworth, MIT
David Lemos, Central Square Flier
Michael Long, Bird St Strategies
Elizabeth Lott, Cambridge License Commission
Jeff Lourie, Novartis Pharmaceuticals
Don McCa, Key Point Partners
Mark Magovcen, Cambridge Health Alliance
Joseph Maguire, Alexander David
Deborah Maguire, City of Cambridge
Steve Marcia, MIT Real Estate
Eva Martin-Blythe, YWCA
Jay Matthews, resident
William Matthews, MIT
Traci McCenery, Kendall Square Association
Brian McCord, Harvard Westlake
Sharon McCarty, MIT
Brian McGrath, Tavern in The Square
Joshua Mehlman, Cambridge Housing Authority
Karon Melvin, Salvation Army
Michael Menzies, City of Cambridge
George Metzger, HIFIM Architects; CASBA
Aladdin Miller, Stadt Foundation
Ross Miller, Ross Miller Architects
Gus Willaert, MIT
Brian Murphy, Asst. City Manager, Cambridge Community Development
Marc Mustide, MIT
Peter Nelson, North Star Cafe
Rebecca Nelson, St. Paul Area Church
Nancy O'Brien, FMCA
Rosa Ophus, MIT
Elsie Oyekanmi, Eastern Bank
Mick O'Connell, MIT
Susan Pacheco, Courses on Aging
Allan Pokhov, Classic Graphic
Paul Paczkowski, MIT
Brian Pannell, Harvard House
Lisa Parent, Cambridge Savings Bank
Lisa Peterson, MIT, City Manager, Dept of Public Works
Angela Pek, MIT Community Rebuilds
Ron Phelan, MIT
Gabrielle Piza, Donors Bank
Joy Powers, Corporations, Local 40
Owen Pritchard, CDSR
James Rafferty, Aiden & Ravenna
Guine Raiculet, Taoscaín
Mimi Rancatore, Cambridge
Roy Rost, Pentecostal Tabernacle Church
Robert Roudner, Assassin, City of Cambridge
Mila Reynolds, Community Licensing Center
Ken Reeves, Cambridge City Councilor
Dick Riccio, OAG
Diane Richello, Cambridge Police Dept
Jeffrey Roessner, Cambridge Community Development
Randy Roy, Deputy Assistant City Manager, City of Cambridge
Shuntell Ruddin, Forest City Realty Corp
Monique Rubins, Central boutique
Lisa Rutberg, IDEO
Barbara Sacra, Cambridge Community Development
Nate Sable, Middle East Restaurant
Bill Scott, fcah
Sam Seidell, City Council
Gail Skirinich, University Stationary
Ellen Sommerville, Assistant City Manager, Human Services, City of Cambridge
Harvard Start, First Baptist Church
Frank Stankiewicz, First City Technologies
Anne Shulkey, Classic Graphic
Marc Shufelt, All Asia
Steve Simms, MIT
David Stein, Cambridge City Councilor
Michael Simonoff, Technology City Real Estate
Rajiv Singla, Kaz Postedir, City of Cambridge
Mohun Singh, India Pavilion
Teresa Smith, Cambridge Chamber of Commerce
Jessie Silber, City of Cambridge
Joe Solan, Mayor
Diane Squires, City Manager's Office
Sara Mitchell, Architect
Spencer Stashe, Harmonic
Gary Strick, Central Kitchen
Charles Sullivan, Cambridge Historical Commission
Joseph Szel, Attorney
Said Taittaneus, resident
Robert Thomas, Margaret Fuller Neighborhood House
Kelly Thompson, Cambridge Chamber of Commerce
Tommy Thompson, Cambridge City Councilor
Joyce Tolson, Hubbarland Self Help Center
Mircea Voiculescu, Morgan House
Monica Willard, Pipeline Management
Mike Wolfe, Wildside Association
Sue Walsh, Cambridge Human Services
Jenockia, Cambridge Arts Council
Steve Warren, Seven Stars
Elyse White, Cambridge Arts Council
Jay Wickersham, Rollie & Wickersham Co
Steven Williams, Cambridge Police Dept
Jenny Williams, resident
Robert Winstead, resident
Dakota White, Underground Theater
Ping Wong, Cambridge Trust Co
Franz Winter, Forest City Enterprises
Alan Zicetti, Developer