Tools for achieving community goals

Agenda

- Planning process update
- Community goals
- Potential tools and resources
- Discussion
Central Square planning process: where we are

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

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

- Sample 1-acre site, 100 existing parking spaces, base FAR 3.0 with housing
- Below-grade parking for the development’s own occupants is included
- Matrix indicates scenarios in which the development project could fund...

<table>
<thead>
<tr>
<th>Parking replaced below-grade</th>
<th>Scenario A: Existing height (7-8 stories) and density allowances</th>
<th>Scenario B: Existing height, (7-8 stories), added density</th>
<th>Scenario C: Added height (10 stories) and density</th>
</tr>
</thead>
<tbody>
<tr>
<td>none</td>
<td>133 units</td>
<td>150 units</td>
<td>185 units</td>
</tr>
<tr>
<td>Limited benefit leverage</td>
<td>Benefits</td>
<td>Benefits</td>
<td>Benefits</td>
</tr>
<tr>
<td>25%</td>
<td>Parking only</td>
<td>Parking only</td>
<td>Parking + benefits</td>
</tr>
<tr>
<td>50%</td>
<td>Project not feasible</td>
<td>Parking only</td>
<td>Parking only</td>
</tr>
<tr>
<td>100%</td>
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<td>Parking only</td>
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- Below-grade replacement of the indicated amounts of existing surface parking (for public use if the existing parking is public)
- Public benefits such as affordable middle-income family housing, retail and non-profit space; public realm improvements; and/or neighborhood walkability improvements
## Menu of potential strategies

<table>
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<tr>
<th>Goal</th>
<th>Current tools</th>
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| Housing diversity                        | • Inclusionary housing policy  
                                         • Increased density in return for 20% affordable units |
| Retail and non-profit diversity           | • Special permit can require ground floor retail  
                                         • Façade improvement matching grants |
| Public places to build community          | • Sidewalk dining  
                                         • Parklets |
| Neighborhood walkability, livability       | • Design guidelines |


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<td>• Space convertible to retail</td>
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<td>• Tap value of increased housing unit count to subsidize middle-income family units</td>
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<td>• Business Improvement District</td>
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<td><strong>Public places to build community</strong></td>
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<td>• Tap value to fund larger plazas, winter garden, expanded programming, public art etc.</td>
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<td>• Parking lot infill with active uses, improved streetscape</td>
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Public realm
Examples: “parklets” strategy

- San Francisco precedent; potential cost up to $25,000 each
- Low-cost, near-term, high-impact improvement
Powell Street edge
Coffee shop

Current tools
Examples: public plazas

Holyoke Center plaza (approx. 6,000sf)

Jill Brown-Rhone Park (approx. 10,000sf)
Examples: public winter garden

- Miller Plaza/Waterhouse pavilion, Chattanooga, $3-$10 million
Diverse retail & non-profits
Examples: vacant storefront window infill

- Cambridge Arts Council
  Art Up Front program
Examples: CSBA initiatives

- Connecting people to businesses and events
Examples: startup help for retail

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

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

Increased value, partnerships
Examples: market stalls, outdoor

North Market, Columbus
Examples: market stalls, indoor

Pike’s Place Market, Seattle
Housing diversity
Examples: affordable housing

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

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

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

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

- Potential for 5-15+ units affordable to middle-income households (120% AMI) assuming:
  - $53,000 land value per additional unit
  - Unit subsidies are endowed @ $400,000 each, generating $16,000 subsidy/year @ 4% return
Parking
Examples: Replacement public parking with infill (50%)
Examples: Replacement public parking with infill (100%)
Height/density options: existing heights & FAR

Benefits:
• Small plaza
• Ground floor retail
Height/density options: existing heights, +30% FAR

Benefits:
- Inclusionary housing (15 units)
- Small plaza
- Ground floor retail
Height/density options: +2 floors, +30%+20% FAR

Benefits:
- Inclusionary housing (15 units)
- Large plaza
- Ground floor retail
- Middle-income housing (5 units)
Height/density options: +3 floors, +30%+35% FAR

Benefits:
- Inclusionary housing (15 units)
- Large plaza
- Ground floor retail
- Middle-income housing (5 units)
- Affordable retail/non-profit space (12,500sf)
Height/density options: +2 floors, +30% +20% FAR and public/private partnership for parking lot infill

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

Tools for achieving community goals