

THE HARVARD SQUARE COMPREHENSIVE POLICY PLAN

COMPRISING 9 OF 12 SECTIONS

prepared by
The Sub-Committee on
Policy Planning
of the Harvard Square
Development Task Force

and the

City of Cambridge
Department of Community Development

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PRELIMINARY DRAFT

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* Not yet reviewed by Sub-committee

NOTE: A response form for your comments on this draft is included inside the back cover.

preliminary draft

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EXPLANATORY NOTE

Some sections of this policy plan have not been completed as yet. These important sections deal with transportation--Section 8, Traffic; Section 10, Service and Goods Movement; and Section 11, Public Transportation, which awaits further analysis of the alternatives for extending the MBTA Red Line out of Harvard Square.

The Task Force considered at some length the relative merits of releasing the sections completed to date or waiting until all sections were completed. The Task Force felt that it was important to start the process of citizen review and involvement at the earliest date possible because of the large amount of material to be digested and the value of feed-back from the community as the Task Force continues its work.

The reader will note that both the form and content of the Comprehensive Policy Plan show that this document is a draft intended to generate discussion, and suggestions for revision. The Task Force feels strongly that at the earliest moment that a coherent document existed, it should be circulated widely to start the community-involvement process.

RELATIONSHIP OF KENNEDY LIBRARY TO COMPREHENSIVE POLICY PLAN

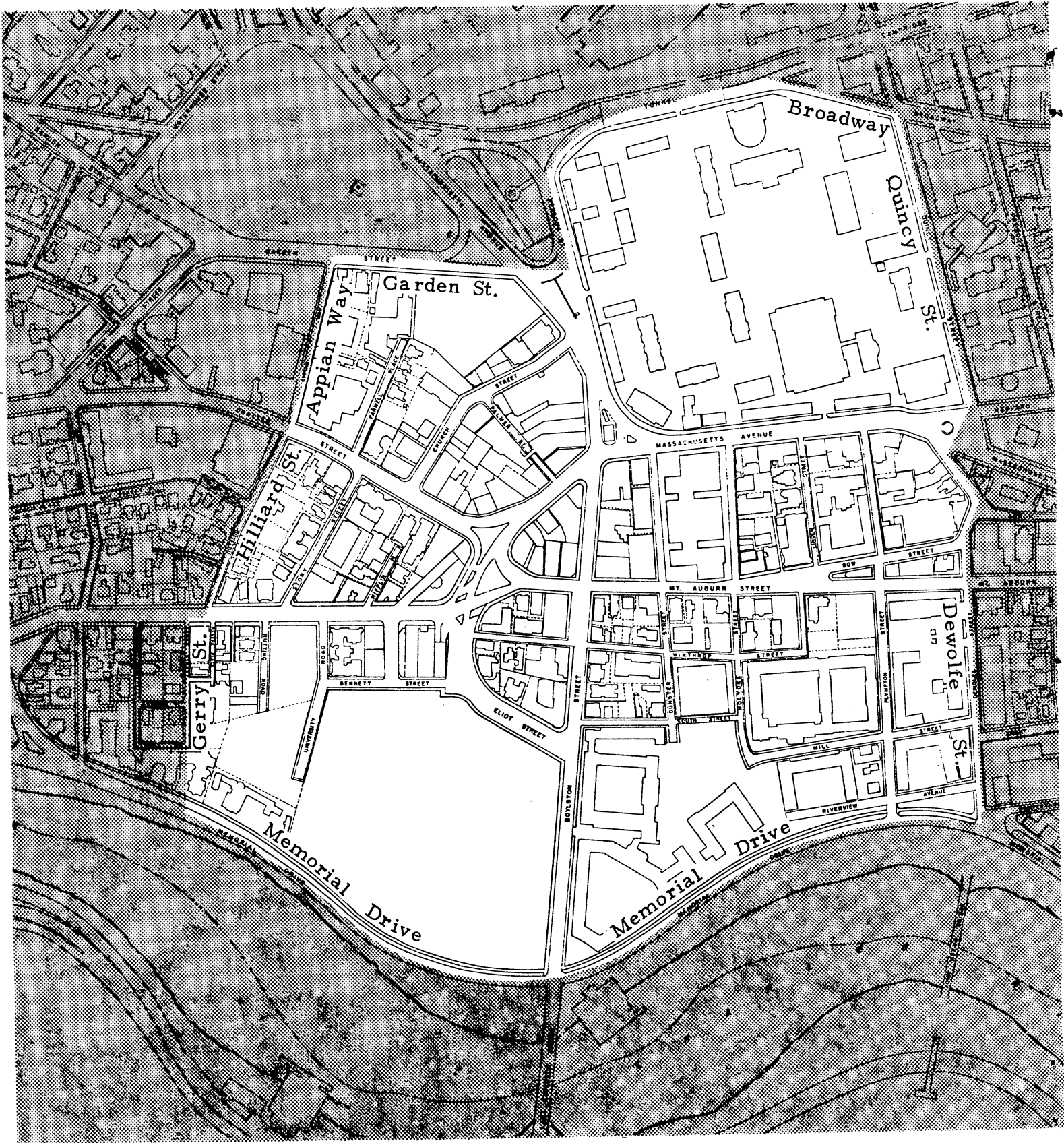
The John Fitzgerald Kennedy Library complex is proposed to be constructed on land presently occupied, and soon to be vacated, by the Massachusetts Bay Transportation Authority. At this writing, the General Services Administration of the United States Government is preparing a draft Environmental Impact Statement which considers the impact of the proposed Kennedy Library. The Task Force is not in a position to know, at this time, what the results of the EIS will be, or to know whether the Kennedy Library will be constructed, in whole or in part, on the MBTA site.

The Task Force's position has been to withhold judgement on the Kennedy Library development until the Environmental Impact Statement process has been completed. Thus the Comprehensive Policy Plan has not assumed that the Kennedy Library will be built, nor has it assumed that it will not be built. The Comprehensive Policy Plan recognizes the potential construction of the Kennedy Library, but is not predicated on it. This issue cannot be resolved at this time and the Comprehensive Policy Plan will need to be subjected to some final adjustments once a final decision on the Kennedy Library has been made.

Since June 1972, the Task Force and the City's Department of Planning and Development have issued various recommendations, suggestions and guidelines for the development of the Kennedy Library complex. Many of these are included in the policy statements which follow.

"BOUNDARIES" OF THE HARVARD SQUARE AREA

The accompanying map identifies the general boundaries of the Harvard Square area as used in this Comprehensive Policy Plan. There are numerous definitions of the Harvard Square area. Some will argue the area should be larger, others will argue it should be smaller, and some will contend that Harvard Square is a state of mind and not a geographic entity. Both our own traffic report and our economic analysis use different boundaries than are presented in the accompanying illustration. The intent is not to set forth a definitive boundary for Harvard Square, but instead to identify a general working definition of the area which is suitable for the purposes of the Comprehensive Policy Plan. This boundary includes the outer limits of the four sectors and the commercial areas which are referred to in the Comprehensive Policy Plan.



HARVARD SQUARE STUDY AREA

Introduction

The Comprehensive Policy Plan is a series of recommended policies which provide guidelines for the future development of the Harvard Square area. The policies are an attempt to achieve a consensus, among the major interest groups in the Harvard Square area, on goals and objectives for the future development of the area.

Specific proposals, such as to construct a pedestrian walkway, to adopt different zoning regulations, to change traffic patterns etc. are not included in the Comprehensive Policy Plan. Specific proposals of that type are included in a companion document, Implementing The Plan, which is intended to identify all actions required by the City, MBTA, MDC, private groups, the business community, etc., to carry out the policies set forth in the Comprehensive Policy Plan.

Logically until there is agreement on basic goals and objectives, i. e. when the Comprehensive Policy Plan is adopted, effective work on preparing specific proposals, i. e. the companion document, Implementing The Plan, cannot be completed. For instance, there is no point in preparing a detailed proposal that would implement a particular policy and then find that policy is rejected and another one substituted in its place.

The Comprehensive Policy Plan is not intended to be implemented all at one time. There may be fifty or more different actions that the City Council and the City administration will have to take and a corresponding number of actions which private parties will have to take. These actions are likely to be distributed in a time period from one year through 8-10 years.

The Harvard Square Planning Program does not have at its conclusion the adoption of a Comprehensive Policy Plan. As important as the adoption of that document is, its principal value is to provide a context for a number of implementing actions, such as zoning, traffic adjustments, construction of pedestrian ways, etc., which are spelled out in Implementing the Plan.

Time Period: The main emphasis of the Harvard Square Comprehensive Policy Plan is the period 1975-1985. Factors affecting the Policy Plan beyond 1985 have been considered.

Presumably by 1985 the extension of the MBTA Red Line will have been in operation for several years and its effects can be analyzed. Similarly a decision on whether or not to construct the Kennedy Library in the Harvard Square area will have been made and if built, and in operation for several years, its effects can be analyzed.

In about 1985 this Comprehensive Policy Plan should be re-evaluated.

1. Physical Development Framework

Context:

Harvard Square....a subway stop, a traffic intersection, a neighborhood center, a place to go, specialty shops, town and gown, and the dynamic and varied streetlife which is so essential to its character. Given the magnitude and number of the issues facing the Harvard Square area and the nature of the existing structure, can future growth and change be guided to insure that this unique district is expanded rather than destroyed?

As Harvard Square has grown from a neighborhood center to a city, and even metropolitan center, the nature of its streetlife has been altered. The intense streetlife of today is increasingly attractive because it provides human interaction and physical contact at a pedestrian scale--rare commodities in a society dependent upon television and the automobile.

* * * * *

The activity patterns have a single focus at the location of the kiosk. This focus is reinforced by present vehicular and pedestrian movement patterns, commercial frontage and building form. This focus contributes to the identity, character and a sense of place for the Harvard Square area.

Policy 1.1 Preserve a focus in the kiosk area as a means of orientation and as a place in which activity can be concentrated.

Context: Harvard Square is composed of four sectors surrounding a commercial core. Three of the four sectors have a stable land use, are distinctive in form, and are consequently strong in identity. The fourth sector, to the southwest, is presently underdeveloped and has large areas of vacant land. (See Map on Next Page)

Policy 1.2 Recognize the pattern of development into sectors so that increasingly each will have its own identity, function, scale and character.

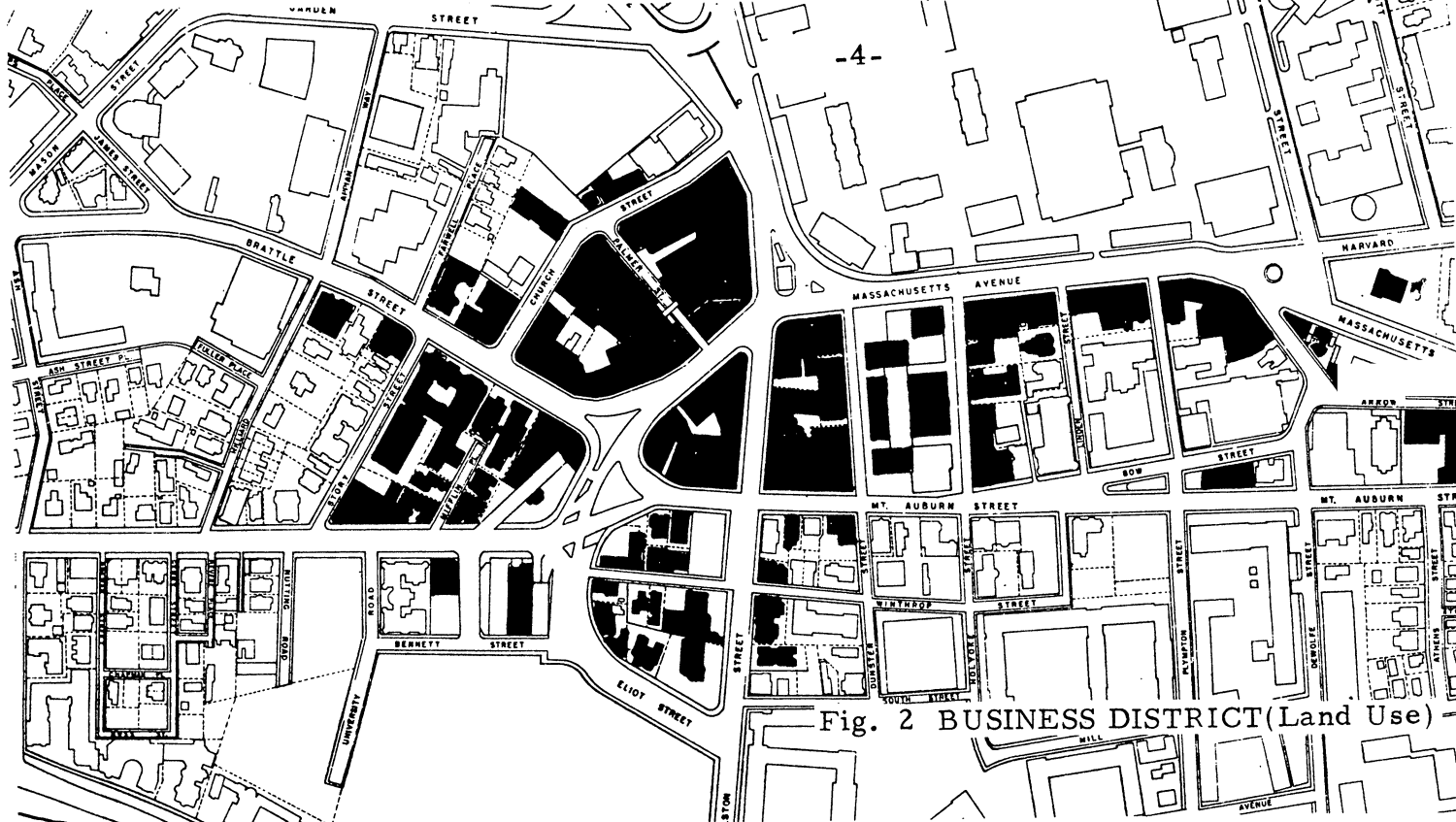


Fig. 2 BUSINESS DISTRICT(Land Use)

Policy 1.3 Maintain a compact commercial core and commercial spine which function at a pedestrian walking scale.

Context: Analysis of: 1) concentration of business and retail floor space, 2) concentration of business and retail employment (other than Harvard University), 3) concentration of properties with a high taxable assessed

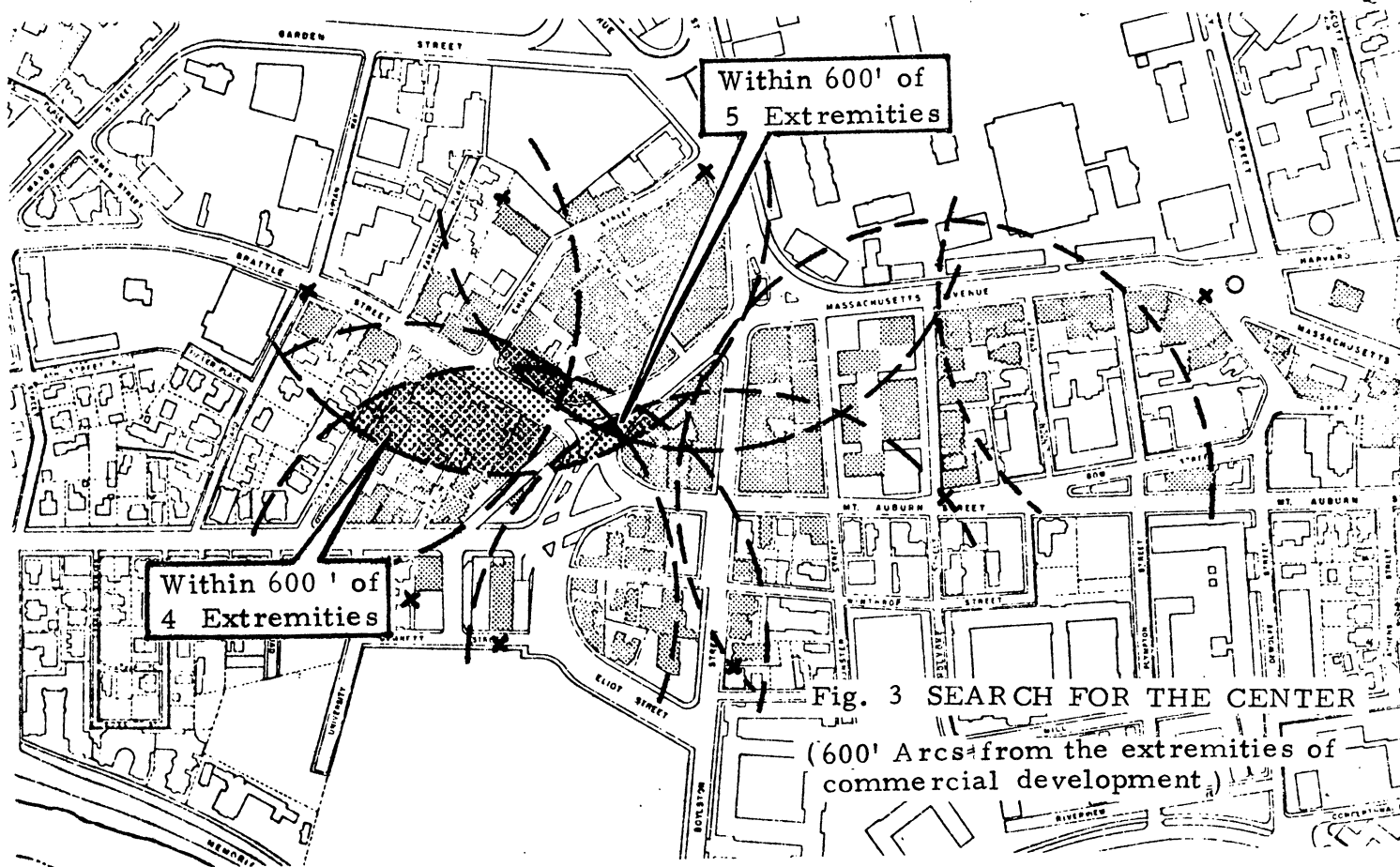


Fig. 3 SEARCH FOR THE CENTER (600' Arcs from the extremities of commercial development)

value, 4) centrality of location among existing business and retail development, and 5) walking distance, indicates Brattle Square is the center of gravity of business and retail activity.

Policy 1.4 Recognize Brattle Square as increasingly the center of retail, business and pedestrian activity.

Context: The edges of the northeast (Harvard Yard) and southeast (Harvard Houses) sectors are clear, and access into the sectors is limited to specific pedestrian and vehicular entries. The distinction between the commercial core and the northwest sector is not as clear because the change in building form is less abrupt and pedestrian passages to the sector are multiple.

The existing sectors should be reinforced and the southwest sector should be developed in such a way as to contain rather than extend the core. This will provide an envelope in which the core can change over time without losing its identity as a cohesive retail district.

Policy 1.5 Establish limits to commercial growth. Development in the four sectors should act as a physical restraint to the outward geographic extension of the commercial core.

Policy 1.6 A transition, suitable in scale and character, should be achieved between the commercial core and the adjoining residential and institutional sectors.

Context: A paradox now exists. As the Square becomes more attractive to those beyond its immediate environs and as attempts are made to accommodate new and larger scale development, the essential structure of the Square's physical setting may well be destroyed and with it the very streetlife and character which was its attraction. For example, the trend toward highrise buildings and multi-level parking facilities may well be of such a magnitude and form that the pedestrian environment will be overwhelmed. And, as corporate franchises replace individual proprietors, the resulting commonplace facilities and merchandise will dilute the existing distinctiveness of the area. These and similar changes could drastically alter the character of the Square over the next few years.

Policy 1.7 Throughout the area recognize the historic, unique and diverse physical character of the Harvard Square area and emphasize preservation of these qualities.

* * * * *

The Policy Sub-Committee has reviewed the following materials which bear on the subject. The reader may wish to examine them as well.

- a. Volume 6, Physical Development, April 1974 p.p. 10-13, 16, 83-90
- b. Monacelli Associates, "Investigations in Urban Design", Sheet I and II

POLICIES:

- 3.1 Additional economic development in the Harvard Square area should be consistent with the other policies in this Plan.
- 3.2 The Harvard Square area has a responsibility to continue to assist Cambridge in maintaining and improving its economic position through increased tax revenues and expanded job opportunities.
- 3.3 The concept that any new development, no matter what its density, scale, or characteristics is good, should be abandoned.
- 3.4 New economic development in the Harvard Square area should be concentrated on those businesses which are: a) unique in character, b) complement existing economic activities in the area, and c) compatible with the rehabilitation of existing structures.
- 3.5 Among the economic activities which are appropriate for additional economic development in the area are: small-scale office space, small-scale general merchandise shopping facilities, restaurants, cultural entertainment facilities, University-related hotel or motel, and specialty goods retail establishments oriented to a variety of age-groups and tastes.

Among the economic activities which might be attracted to the Harvard Square area, the following should NOT be encouraged: large department store or other large retail facility characteristic of shopping centers which attract large numbers of cars, large corporate-type office space which is more appropriately located elsewhere in Cambridge chain motels, fast-food establishments, and discount stores.

- 3.6 Business establishments, easterly of Holyoke Street and westerly of Church Street should concentrate principally on meeting the needs of the adjoining residential and institutional communities, but not the needs of a general, city-wide or regional market.

3. Economic Development

Context: While opportunities for additional expansion are limited by the built-up nature of the Harvard Square area, the permanent nature of much of the existing institutional development, the cost of available land, the irregular shape of many lots, and the difficulty in assembling parcels for development, Harvard Square continues to grow. In the period 1962-1972 about 288,000 square feet (21% increase) of new commercial floor space was constructed in the Harvard Square area.

Nearly 85 percent of that new floor space was in offices which underscore the importance of the Harvard Square area as an employment center. There are about 16,700 persons employed in the Harvard Square area which constitutes more than 20 percent of the total employment in Cambridge.

Over the past decade the market orientation of Harvard Square shopping district has become more specialized as former resident shoppers moved to the suburbs. The exodus of families from Cambridge and especially from the Harvard Square trade area has been dramatic. The response has been a greater reliance on specialty items oriented to the growing youth market and on quality items that are unique in terms of design, craftsmanship and material that appeal to a larger regional market.

The property tax return from Harvard Square is the largest for any single commercial area in Cambridge. Data based on 1970 assessments show the core area contributed \$1.35 million compared to \$0.9 million from Central Square, its nearest rival.

Since Harvard Square is one of the major economic centers in Cambridge, its economic health and growth are as important to the City as they are to area residents and merchants.

Harvard Square presents certain opportunities for increased economic growth and the creation of additional employment opportunities, increased purchasing power, and expansion of the tax base. Some advocate achieving the maximum development potential available; others prefer that Harvard Square retain its present size and character for the existing users of the area.

In the context below, "commercial" means profit-making businesses such as stores, offices, banks, motels, restaurants etc.

N. B. Policies for pedestrians are set forth more fully in the section on pedestrian movement.

* * * * *

The Policy Sub-Committee has reviewed the following materials which bear on this subject. The reader may wish to examine them as well.

- a. Volume 2, Social and Economic Characteristics, May 1974, p.p. 3-18.
- b. Comprehensive Planning for Cambridge: 1. The City's People, December 1973, entire.

2. People in Harvard Square

Today, the population composition of the Harvard Square area is changing and is increasingly youth-oriented, professional and single. Families, the elderly and young children no longer comprise a significant portion of the resident population except in the upper-income enclave to the west. Young adults and young professionals now constitute something like 65% of the Square's population of the area around Harvard Square. The desirable pattern of development to offset these trends is set forth below.

POLICIES

- 2.1 The Square is for people. The Harvard Square area should be a very active place, attracting and providing numerous services for a large variety of people.
- 2.2 Diversity in the type of people attracted to and serviced in Harvard Square and continuation of the international and academic flavor of the area should be encouraged.
- 2.3 No single type of group should predominate. Resist trends or actions which emphasize only one clientele or one lifestyle that would destroy the basic strength of the Square--that diverse groups of people can interface and mingle and many different activities go on.
- 2.4 Expand the permanent based resident and employee population to counteract the present and projected trends of very transient and predominantly young population groups.
- 2.5 Harvard Square should be actively used twelve-sixteen hours a day, seven days a week, twelve months a year.
- 2.6 Undertake physical improvements to enhance the pedestrian environment.

- 3.7 The principal resource for the commercial growth and expansion of the Harvard Square area should be: a) within the presently under-developed sections of the existing business district and b) that part of the southwest sector which adjoins the existing business district, provided if it can be developed in a manner that is sensitive to the scale and character of adjoining residential areas.
- 3.8 Harvard Square should attempt to increase its share of the regional specialty goods market by: retaining existing customers, former customers and reaching out to customers in certain areas not now readily accessible to the Square.
- 3.9 Additional small-scale office space is particularly desirable because it helps to balance the population and provide a permanent work force with additional purchasing power.
- 3.10 Efforts should be made to increase economic activity in evening hours by extending hours of operation of existing establishments and encouraging economic activities characteristically operating in evening hours.
- 3.11 Tourism and conceivably small University-related conventions should be recognized as an economic activity and specific measures developed to accommodate visitors in a manner consistent with the other objectives of this Plan. While accommodating visitors, efforts should be made to prevent the area from appearing to be tourist-oriented, such as by controlling fast-food chains and souvenir shops.
- 3.12 Medium density residential development should be encouraged as a means of increasing purchasing power in the business area, creating a more permanent population, increasing pedestrian activity, and reducing automobile usage.

N. B. Policies on the location of economic activities are set forth more fully in the section on land use.

The Policy Sub-Committee has reviewed the following materials which bear on this subject. The reader may wish to examine them as well.

- a. Volume 2, Social and Economic Characteristics, Harvard Square, May 1974, p.p. 25-50.
- b. Volume 6, Physical Development, April 1974, p.p. 18-24, Maps 7, 8 and 9, p.p. 26-27.
- c. Economic State of the City, June 1973, entire, particularly Chapters IV, and V.

4 . Land Use

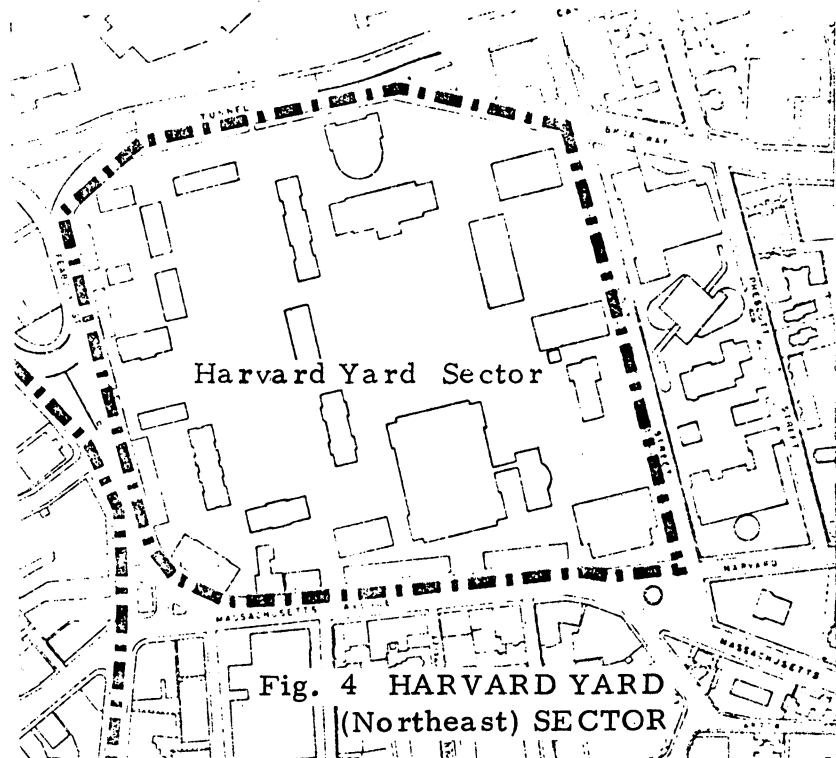
POLICIES

General Policies

- 4.11 Development in the four sectors should act as a physical restraint to the outward geographic expansion of the commercial core.
- 4.12 A transition, suitable in scale and character, should be achieved between the commercial core and the adjoining residential and institutional sectors.
- 4.13 Each of the sectors should be developed or preserved physically as a relatively identifiable area.
- 4.14 Particular attention should be paid to the preservation of historic structures and places.

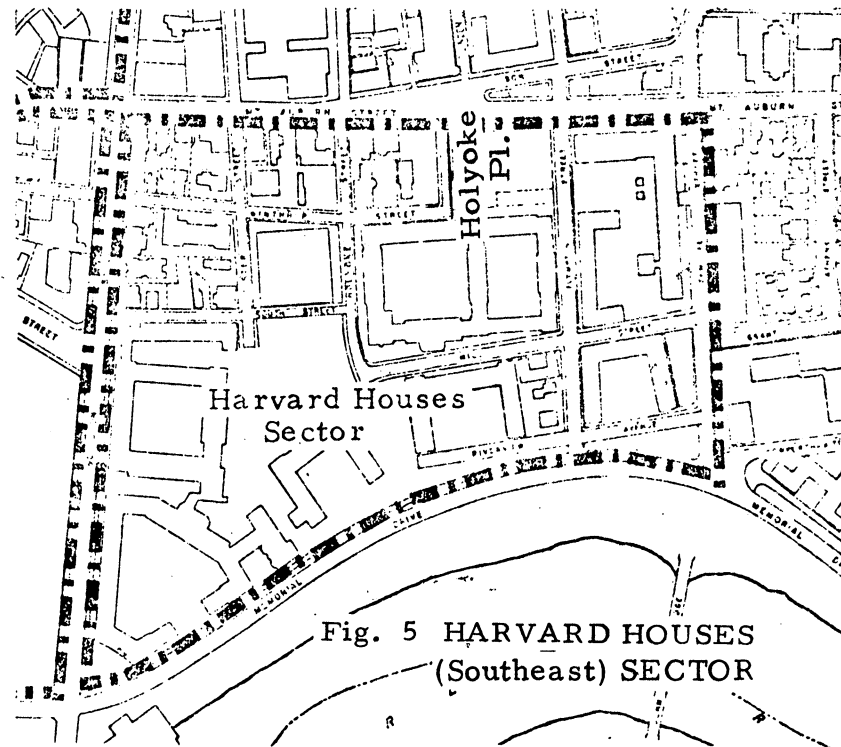
Harvard Yard (Northeast) Sector (See map below)

- 4.21 The Harvard College Yard (Northeast) sector provides the clearest and most definitive line containing the expansion of the commercial core.



Harvard Houses (Southeast) Sector

4.31 The Harvard Houses (Southeast) sector is seen as a precinct for the gradual expansion of University development, coupled with new private non-commercial development (principally medium-density residential) and the retention of the existing commercial uses which comprise part of the commercial spine.



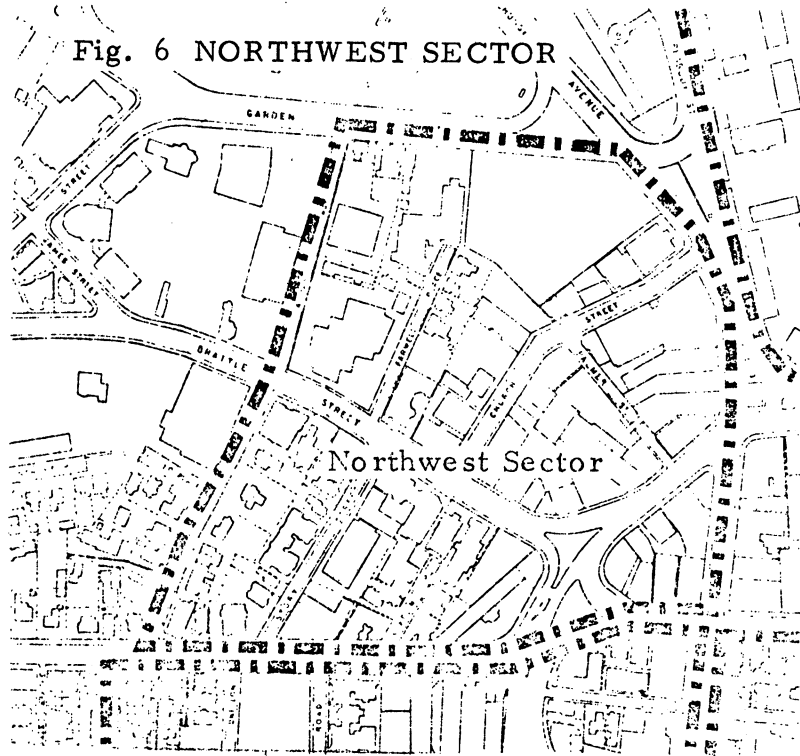
4.32 Within the sector, new commercial uses should be discouraged on the east side of Boylston Street and the south side of Mt. Auburn Street.

4.33 Development on, or adjacent to, the easterly side of this sector should provide a suitable transition in scale and use to the lower density, lower-scaled residential development in the Riverside neighborhood, particularly that east of Banks Street.

4.34 The pattern of the street system of the original Harvard Square village between Boylston Street and Holyoke Place should be maintained, and within that area smaller scaled buildings reminiscent of the historical development pattern should be maintained or moved to this location

from elsewhere.

- 4.35 Due to the projected role of Boylston Street as a major traffic carrier, development of new pedestrian and street level-oriented activities along the easterly side of Boylston Street should be discouraged.

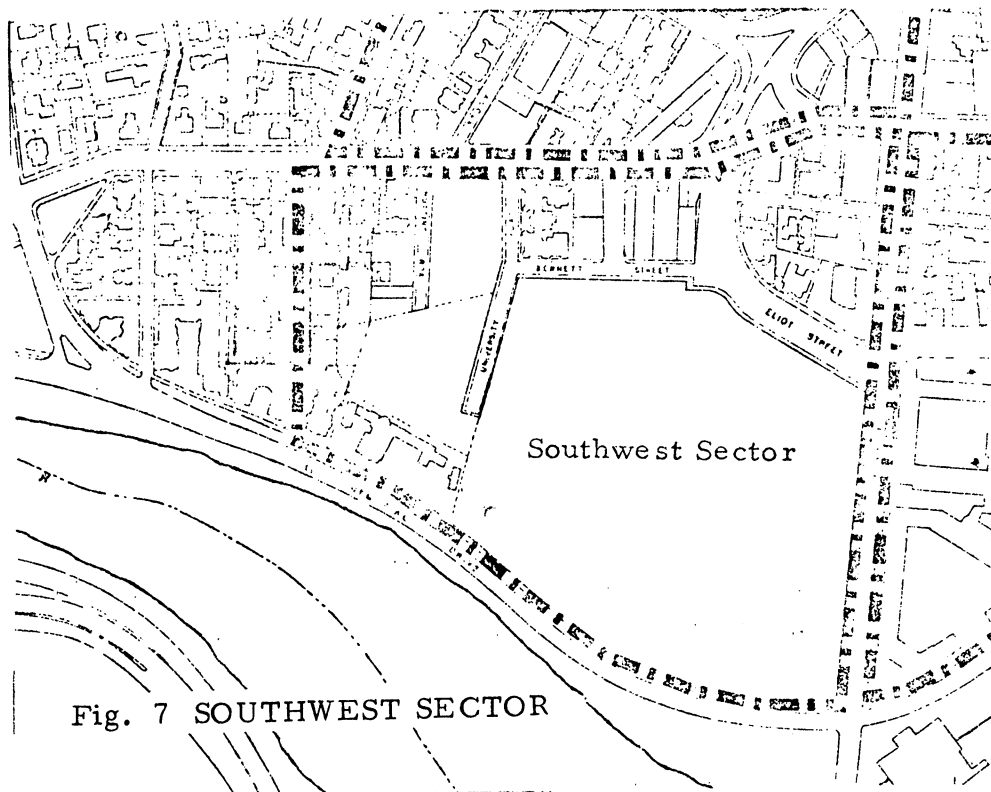


Northwest Sector

Outward expansion of commercial activity into the northwest sector is effectively blocked by the Old Burying Ground, Christ Church and First Church, and Harvard-Radcliffe buildings. The principal areas of concern are westerly from Story Street and development of a suitable transition westerly from Church Street.

- 4.41 The Northwest Sector is seen as a precinct for commercial activities east of Church Street and Story Street, coupled with existing institutional development and lower-scaled residential development.
- 4.42 Church Street - This transitional area between the commercial core and the institutional-open space uses beyond, is an appropriate location for office space, restaurant-entertainment and possibly some housing. Church Street may, in part be a means for providing service access to the commercial core. Part of the Church Street commercial development and the westerly end of the Brattle Street commercial area should provide shopping and services for the residential and institutional community west of Harvard Square.

- 4.42 Story Street - This transitional area between the commercial core and the lower-scaled, lower-density residential development beyond, is an appropriate location for office space on the easterly side and medium density housing on the westerly side, both of which should respect the scale and character of lower-density, lower-scaled housing along Hilliard Street and further west. Retail activity facing Story Street should be discouraged.
- 4.43 Farwell Place should constitute the easterly boundary for educational-institutional uses.



Southwest Sector

N. B. The southwest sector and the proposed Kennedy Library development, or alternative uses of the present MBTA site if the Library is not constructed, are dealt with in much greater detail in the section on the southwest sector. The following are general and summary policies governing that sector.

Context:

Much of the existing building development in the Southwest Sector is unintensive and underdeveloped and the Sector has about 17 acres of vacant land ready for development--the largest block of land available for development in the Harvard Square area in more than a century.

With the development of the southwest sector, there could evolve a new focus which would compete with the focus of the existing commercial core. This duality or competition between old and new could dilute the intensity of activity, reduce the clarity of orientation, and leave an awkward connection between the two parts.

- 4.51 The development pattern of the southwest sector should be mixed-use development which seeks to: a) establish a scale and character of development which provides an identity for the southwest sector while still consistent with the general character of the Harvard Square area, b) establishes a functional link to the commercial core, and c) respects the neighbors--the Charles River, the Harvard Houses sector and the residential pattern of Neighborhood Ten.
- 4.52 The Nutting Road mixed -use development should act as a transition between the commercial core and the residential sector to the west. It should be primarily medium density residential development with only a limited amount of small-scale office space facing easterly.
- 4.53 Development on or adjacent to the westerly side of this sector should provide a suitable transition in scale and use to the lower density, lower-scaled residential development in Neighborhood Ten, particularly that west of Revere Street.
- 4.54 The most appropriate activities for the part of the sector facing Memorial Drive and the Charles River are medium density housing, which respects the scale of existing development and open space which permits visual and physical access to the Charles River. (See the section on the Southwest sector for policies with respect to the Kennedy Library, if constructed.) Commercial uses should be prohibited from the River frontage.
- 4.55 Due to its projected role as a major traffic carrier, pedestrian or street level-oriented activity should not be encouraged on the westerly side of Boylston Street within the sector.

4.56 That part of the southwest sector within the commercial core should be recognized as the principal resource for the growth and expansion of the Harvard Square business district, consistent with the other policies set forth in this Plan. Mixed-use development should be encouraged in that part of the commercial core within the southwest sector. The following uses and activities are appropriate in that part of the commercial core which lies in the southwest sector:
office space, restaurant and cultural-entertainment facilities, housing, University-related hotel or motel, small-scaled general merchandise retailing, and parking facilities.

Commercial Core

Context:

The commercial core is conceived as a concentrated retail shopping and business area of which Brattle Square is the center. It comprises streets which radiate out from Brattle Square, as contrasted with the rectilinear, grid pattern of the streets which comprise the commercial spine.

Analysis of: 1) concentration of business and retail floor space, 2) concentration of business and retail employment (other than Harvard University, 3) concentration of properties with a high taxable assessed value, 4) centrality of location among existing business and retail development, and 5) walking distance indicates Brattle Square is the center of business and retail activity.

Commercial uses in the business area are now developed to an aggregate density of a 1.46 floor area ratio. The present zoning permits development up to a density of 4.0 floor area ratio.

With consideration of existing and likely future land uses, a commercial core was delineated--as shown in Figure .

- 4.61 Maintain a compact commercial core which functions at a pedestrian walking scale and is served by a pedestrian area.
- 4.62 Establish limits to commercial growth. Development in the four sectors should act as a physical restraint to the outward geographic extension of the commercial core.

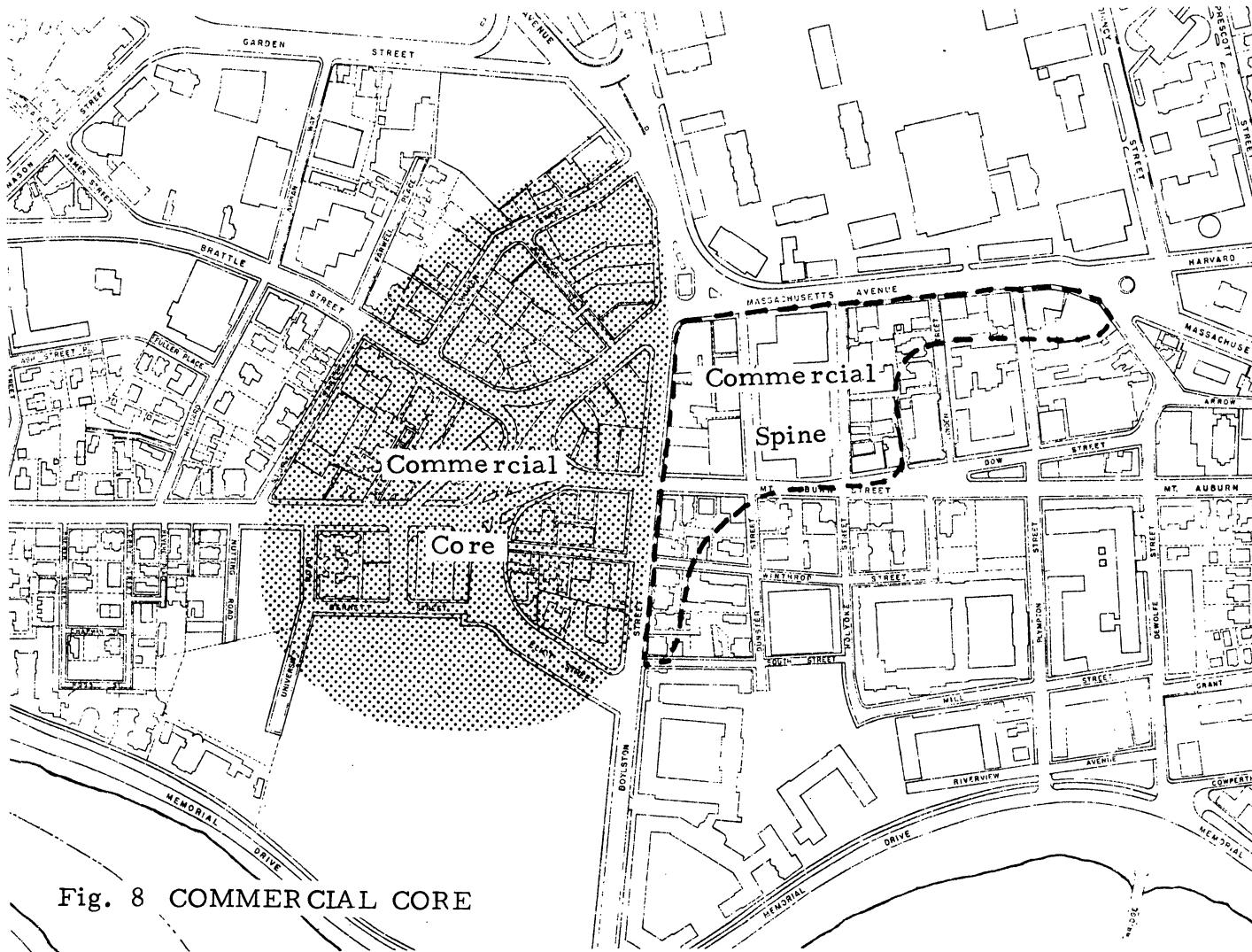


Fig. 8 COMMERCIAL CORE

4.63 Increased density within the core, rather than outward expansion into adjoining sectors, will permit growth while maintaining compactness. Anticipated growth in the commercial core should be accommodated by use of the presently underutilized floor area ratios. The existing permitted floor area ratio of 4.0 in the commercial core is a suitable maximum development. The density of development, permitted an owner as a matter of right, should be lower than the maximum, i. e. perhaps a floor area ratio of 2.0 to 3.0. To achieve the maximum development of a 4.0 f.a.r., the proposed development should: a) provide some public benefit and b) comply with more detailed urban design standards, both to be set forth in a Harvard Square special zoning district. All new building construction or renovation should be subject to a public review procedure.

- 4.64 Development opportunities, for new construction, comparable with the character and scale of the area, should be pursued by: a) replacement of inappropriate uses, such as gasoline stations, b) reclamation of the excessive amounts of pavement not needed for streets, c) re-use of MBTA tunnel portals and facilities, and d) rehabilitation of existing structures.
- 4.65 The variety and continuity of activity at the pedestrian walking level, along pedestrian walking routes, should be maintained by discouraging uses which do not provide interest and activity and/or uses which require extensive floor areas or frontage at the street level, devoted to a single occupant.
- 4.66 New commercial development in that part of the commercial core which is in the southwest sector should strive for a conscious and positive link between the older section of the business district to the commercial part of the southwest sector, rather than permitting development of a competing focus of activity in the southwest sector.
- 4.67 A high level of taxable commercial development should be maintained and new investment in commercial development, compatible in character with the area, should be encouraged in the commercial core. New tax-exempt institutional buildings should be discouraged from locating in the commercial core in order to permit compatible activities in the core and to permit commercial growth within the commercial core where it is intended. If a new tax-exempt institutional building is proposed to be located in the commercial core, it should be permitted only if it: a) is a mixed-use development, b) has commercial activity in the street level floor(s), c) has institutional activities which are compatible with the commercial core, such as offices or a University-related hotel; academic facilities or University housing are not considered compatible, d) is subject to real estate taxes for the entire building, and e) secures the permission of the City Council.
- 4.68 A transition, suitable in scale and character, should be achieved between the commercial core and the adjoining residential and institutional sectors.

Commercial Spine

Context:

The commercial spine is conceived as a mixed-use area in which the retail shopping and business activities follow an extended, linear form, principally along Massachusetts Avenue. In part the commercial spine represents the final section of a linear pedestrian-oriented commercial strip which extends along Massachusetts Avenue from Central Square to Harvard Square and terminating in the commercial core.

The commercial spine is seen in four parts: a) the Massachusetts Avenue frontage which is both part of the Harvard Square shopping area and the Central Square-Harvard Square commercial strip, b) the blocks bounded by Boylston, Mt. Auburn, Holyoke and Massachusetts Avenue, as functionally closer to the commercial core and the activity center in the kiosk area, c) existing commercial uses south of Mt. Auburn Street in the Harvard Houses sector, and d) the remaining area east of Holyoke Street, both the mid-block area and that oriented to Mt. Auburn Street, as functionally part of the University precinct described in the Harvard Houses sector.

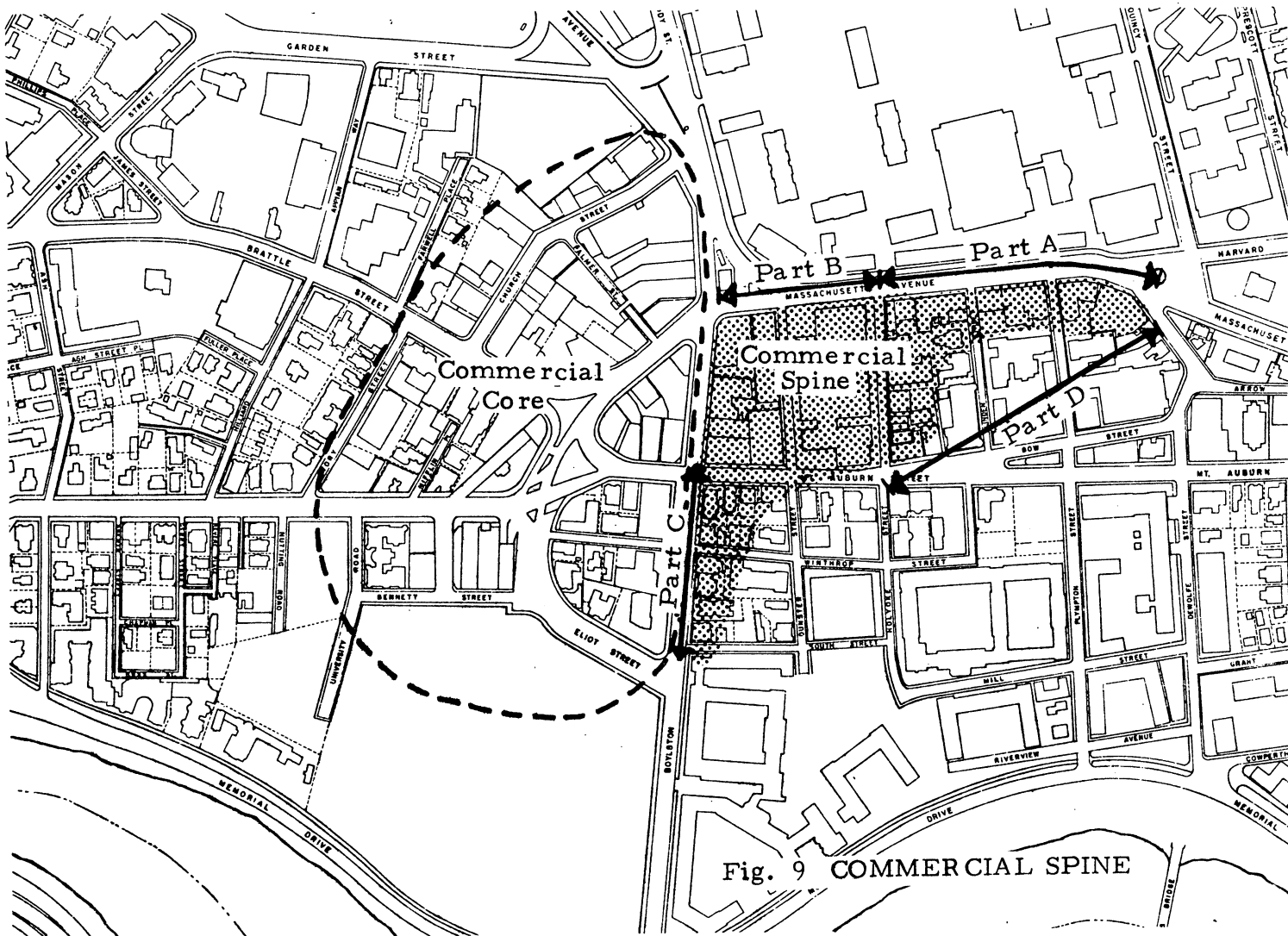


Fig. 9 COMMERCIAL SPINE

Part A

- 4.71 The part of the area east of Holyoke Street which is oriented to Massachusetts Avenue should continue as part of the Harvard Square shopping area.
- 4.711 Shopping and services should be included at or near the street level--both as a means of insuring a lively and interesting street level environment, and of providing shopping and services for the residential and institutional community east of Harvard Square. Now uses oriented to a general, city-wide, or regional market should be discouraged.
- 4.712 A level of taxable commercial development, at least as high as the present should be maintained and new investment in commercial development encouraged. New tax-exempt institutional development in the part of the commercial spine along Massachusetts Avenue should be relatively compact and stress mixed-use development with tax-aying economic development on the street-level floor(s). (Holyoke Center is an example of this type of development.)
- 4.713 (No policy at present--Quincy Square, the rather difficult interface of transportation, institutional development, and the linear commercial-pedestrian district, requires further urban design analysis.)

Part B

- 4.72 New development in the blocks bounded by Massachusetts Avenue, Boylston, Mt. Auburn, and Holyoke Streets should be principally commercial activity, oriented to the activity center in the kiosk area and functionally related to the commercial core.

Part C

- 4.73 The existing commercial uses on Boylston Street south of Mt. Auburn Street and on the south side of Mt. Auburn Street east of Boylston Street should be retained. However, new commercial uses along those two streets should be discouraged.

Part D

- 4.74 In the remaining area east of Holyoke Street, both the mid-block area and that related to Mt. Auburn Street, should be the location of gradual additional University development with perhaps some additional medium density private housing. Additional commercial establishments, other than existing commercial uses oriented to the University community, should be discouraged.

Housing

Context: For the purposes of this section medium density housing means 50-72 housing units per acre; the present medium density zoning district, Residence C-2 permits up to 72 housing units per acre. High density housing means 72-100 housing units per acre; the present high density zoning district, Residence C-3 permits up to 144 housing units per acre.

- 4.81 Residential development, which favors a long-term stable population, should be encouraged.
- 4.82 Medium density residential development (50 to 72 dwelling units per acre) should be permitted in the southwest and northwest sectors.
- 4.83 High density residential development (72-100 dwelling units per acre) should be permitted, in conjunction with mixed-use development, in the Massachusetts Avenue linear strip part of the commercial spine.
- 4.84 Where economically feasible, multi-bedroom (2 BR or 3 BR) and lower-scaled housing units, providing ownership opportunities for long-term occupancy, should be encouraged.

4.85 Housing for families with younger children, whether market-rate or subsidized, is not appropriate in the area due to the distance to schools and the general absence of recreational facilities.

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The Policy Sub-Committee has reviewed the following materials which bear on this subject. The reader may wish to examine them as well.

- a. Volume 6, Physical Development April 1974 pp. 2-8, 10-23, 26-67, 31-41, 59 (bottom)-62.
- b. Volume 2, Social and Economic Characteristics of Harvard Square, May 1974, pp. 19-23.
- c. Monacelli Associates, "Investigations in Urban Design," 4 sheets, particularly, I Introduction & Background and II Urban Context.

5. Harvard-Radcliffe Development

A Comprehensive Policy Plan for the Harvard Square area must unavoidably confront the issues represented by the presence of Harvard University and Radcliffe College, perhaps the most dominant element in the Harvard Square area. An issue area paper devoted entirely to Harvard-Radcliffe development will be prepared soon. For the purposes of this section, the two institutions are referred to as "the University". The principal issues relating to Harvard-Radcliffe development are:

1. The effect of University expansion and the University's operations on the cost of public services, the Cambridge real estate tax base and on adjoining residential neighborhoods and the business district. The nature of agreements between the University and the City of Cambridge regarding direct payment of real estate taxes, payments in lieu of real estate taxes, and fees-charges for other City services.
2. The effect of the University's housing needs, policies and practices on the cost and availability of housing for Cambridge residents.
3. The effect of University transportation requirements on the City's transportation facilities.
4. The effect of University employment needs and practices, and the purchasing power of University employees, on the economic base of Cambridge.
5. The effect of the design of University buildings on human scale, urban form and a sensitive relationship to adjoining neighborhoods or the business area.
6. The possibility of joint ventures between the University and either a) the City of Cambridge, b) private economic development interests, or c) neighborhood development corporations, or the use of University investment capital to achieve mutually agreed objectives.

* * * * *

The Harvard University Planning Office has recently distributed copies of its "Interim Report-June 1974". That document, should be the subject of careful review by the Policy Sub-Committee to determine how HUPO's stated preliminary policies and proposals either coincide with, or are at variance with policies contained in this plan. Policies 5.11 through 5.13 affect the University and appear in only this section. A number of other policies regarding the University will be developed.

- 5.11 Gradual expansion of educational institutions should be concentrated in the Harvard Yard (Northeast) and Harvard Houses (Southeast sectors and in part of the commercial spine. As a general rule, tax exempt institutional growth of academic facilities should be discouraged in the commercial core and in the northwest and southwest sectors, east of Farwell Place and Hilliard Street, or west of Boylston Street.
- 5.12 University-related or sponsored tax-paying development of housing for permanent staff is an appropriate use in the southwest sector.
- 5.13 Cultural facilities of the University, such as theatres, concert halls, or lecture halls, which could serve a larger Cambridge or metropolitan audience and attract people to the area, particularly during early evening hours, should be encouraged adjacent to the commercial core.

Context:

Nearly all the policies in this Plan affect the University. Most of these policies were arrived at indirectly--by consideration of other economic or land use issues--rather than by a direct attempt to set forth a policy on University development. The latter task will be addressed soon. Those with a more direct reference to the University are cross-referenced below:

Policy No.	Page No.	Policy No.	Page No.
4.31	14	4.712	22
4.33	14	4.74	23
4.34	14	7.3	36
4.42	15	7.5	37
4.43	16	9.43	42
4.56	18	9.431	42
4.67	20		

6. Pedestrian Movement - Open Space

Context: The intensity of both pedestrian and vehicular movement increases as one approaches the focal point of Harvard Square and the Kiosk area. A constant flow of vehicles passing around virtually every block divides the commercial area. While vehicles provide a certain dynamic quality and intensity (especially at night), at peak times for both pedestrians and vehicles, there are unsatisfactory conflicts between people and automobiles. Some better system of separating vehicles from pedestrians, where possible, is an obvious necessity.

However, since the actual density of both pedestrian and vehicle movement is not great (measured totally) full separation (particularly vertically) of the two does not appear to be justifiable. The level of apparent activity would drop significantly if this were done and the quality of a busy Square would be lost. A delicate balance is the goal.

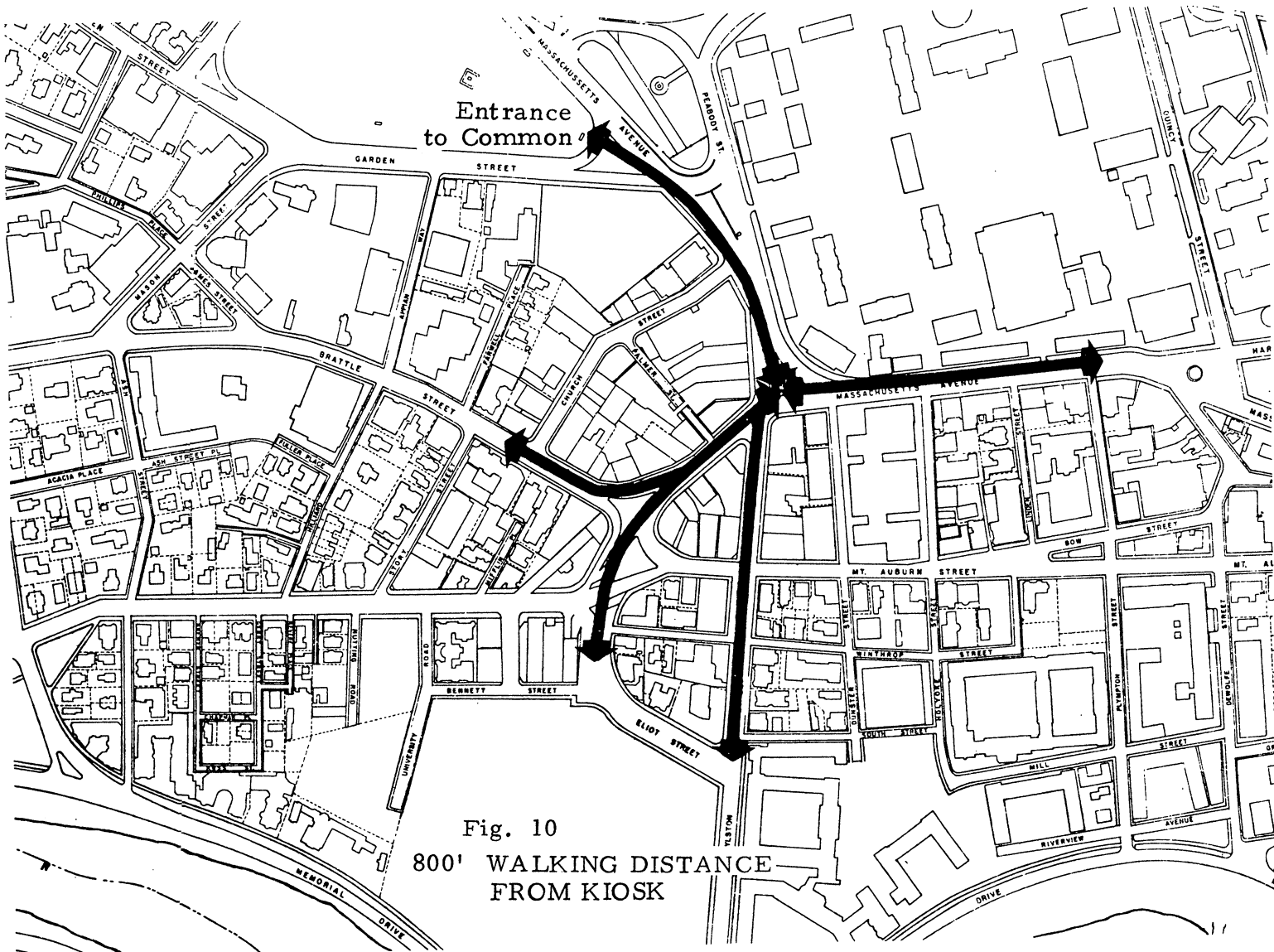
If vehicles and pedestrians are to be separated in this restructuring, it is very important that the resulting vehicle-free areas be redesigned to encourage an increase in activities and to foster pedestrian interaction so that the dynamic aspect of the square is strengthened rather than diminished. The design should go beyond the insertion of a few trees and benches, and investigate the potential which might result from reconfiguration of building form, as well as reorganization of development parcels.

Some separation of the pedestrian and the vehicle has already been achieved through the development of store-lined pedestrian passage-ways such as 44 Brattle and Holyoke Center. These passageways are a unique and important part of the pedestrian network and have demonstrated that stores can attract customers even though they do not front on a street which carries vehicular traffic.

With the development of the southwest sector, a primary pedestrian network should be created to connect that sector with the focus of the core. New and existing pedestrian ways should be connected to form a closed circuit.

The present size and shape of the commercial core and commercial spine is critical to its character. A person can walk through and experience the entire area in a short period of time; he can be exposed to all of its activities and to the surrounding land use and building form as well. As a result, the area can be easily understood.

Figure 10 indicates points which are within 800 feet of the kiosk area.



POLICIES

6.1 Pedestrian Environment

6.11 Within the commercial areas a character of pedestrian use and activity should predominate. A variety of activities, both programmed and spontaneous, are appropriate in order to produce vibrance, interest, and spontaneity in the Square while still allowing for places of quiet and seclusion.

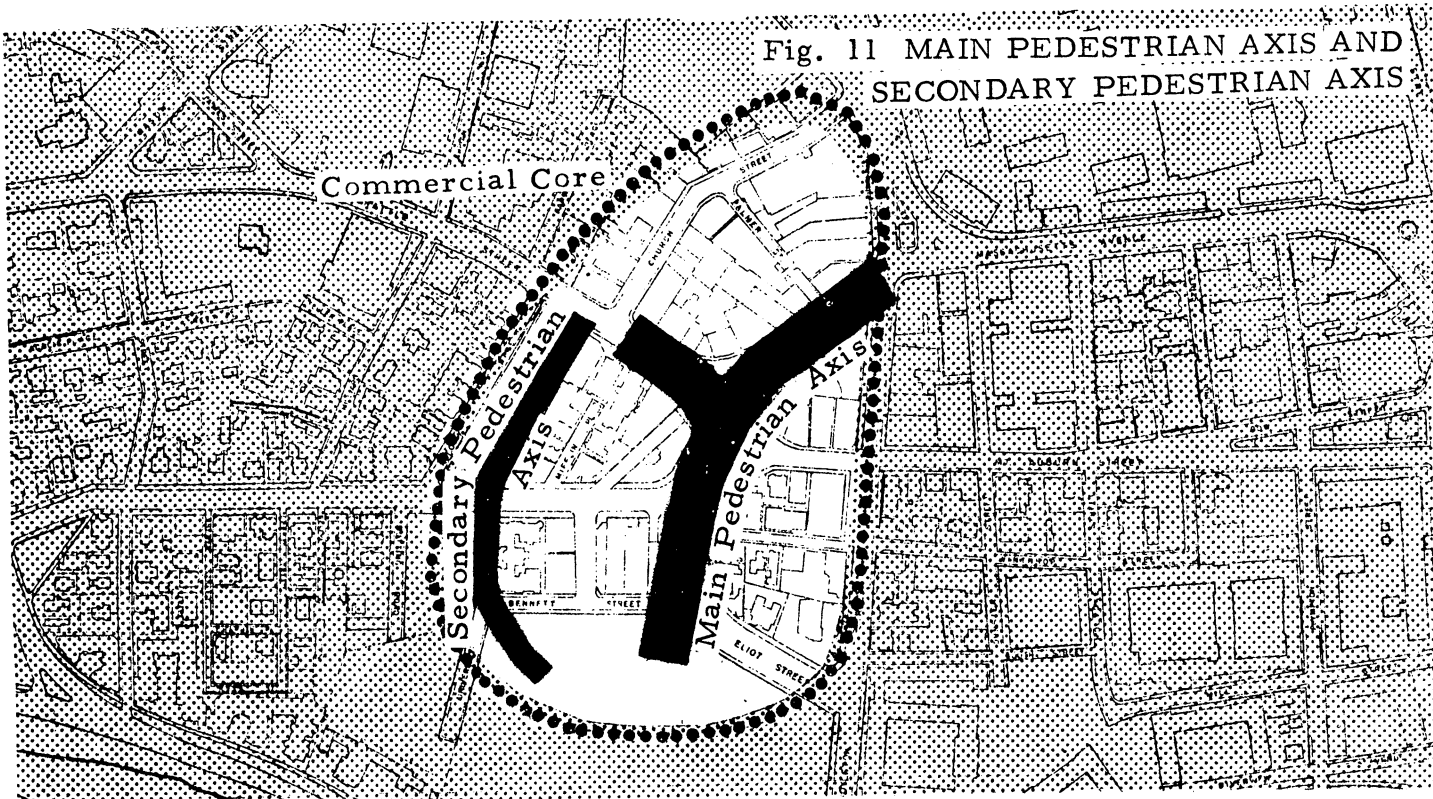
6.2 System of Open Spaces

6.21 A system of landscaped open spaces should be developed which:

- a) provides a network for pedestrian movement within the commercial areas and between the sectors and the commercial areas,
- b) provides a unifying element for the spaces between buildings,
- c) permits the public open spaces and the people using them to be the dominant element in the commercial areas rather than the buildings which are the dominant element in the other sectors, and
- d) incorporates such diverse elements as tree-lined walks, varied sized activity spaces, hard and soft ground coverage, varying degrees of lighting, provision for protection from, or exposure to, the changing seasons.

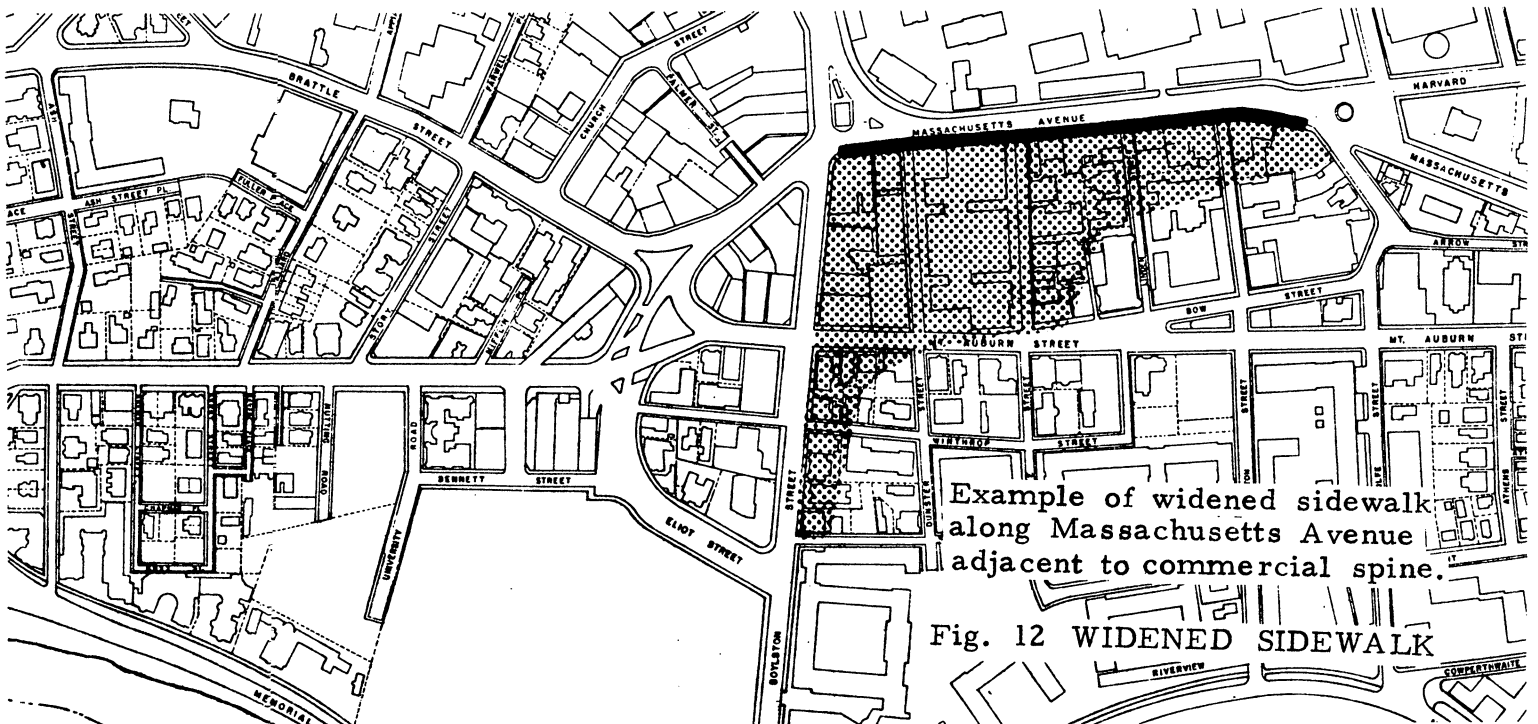
6.22 The elements of the net work of open spaces serving the pedestrian core and commercial spine are:

- a. Main pedestrian axis - an important pedestrian way, from which at least all automobile traffic should be excluded, should be developed along Brattle Street and Eliot Street leading from the kiosk area to the southwest sector. (Unless an alternative



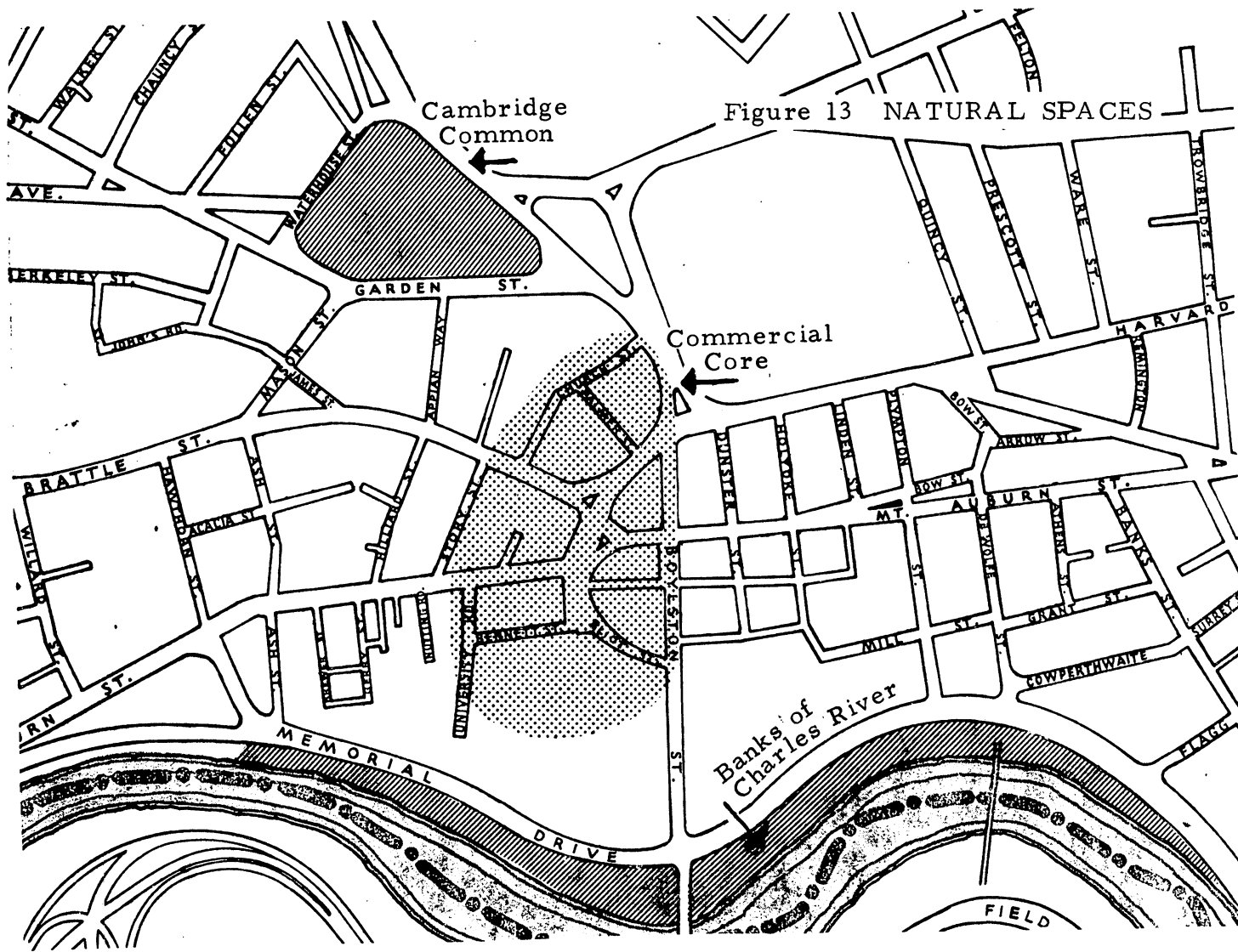
service and loading system can be developed, it may be necessary to permit trucks for loading purposes on part of the pedestrian way during selected hours.) In addition to functioning as a pedestrian way, the main pedestrian axis should serve as the main organizing element for land use in the commercial area.

- b. Secondary pedestrian axis - a pedestrian way, at a more intimate scale, from which all traffic is prohibited should be developed from Brattle Street through the middle of the Brattle-Story block, across Mt. Auburn Street, along the present right-of-way of a section of University Road past the proposed Holiday Inn and thence into the southwest sector.
- c. Walkways (third element) - includes various walks, paths, passages which in combination form a varied and intricate network for pedestrian movement. One of the most important and unique of these is the "through-block" movement (of which Holyoke Center is a prime example). These movements should be encouraged and expanded. A program of widening sidewalks and installing some plant materials, particularly trees, along with benches, should be implemented (see Figure 12). Extensions of

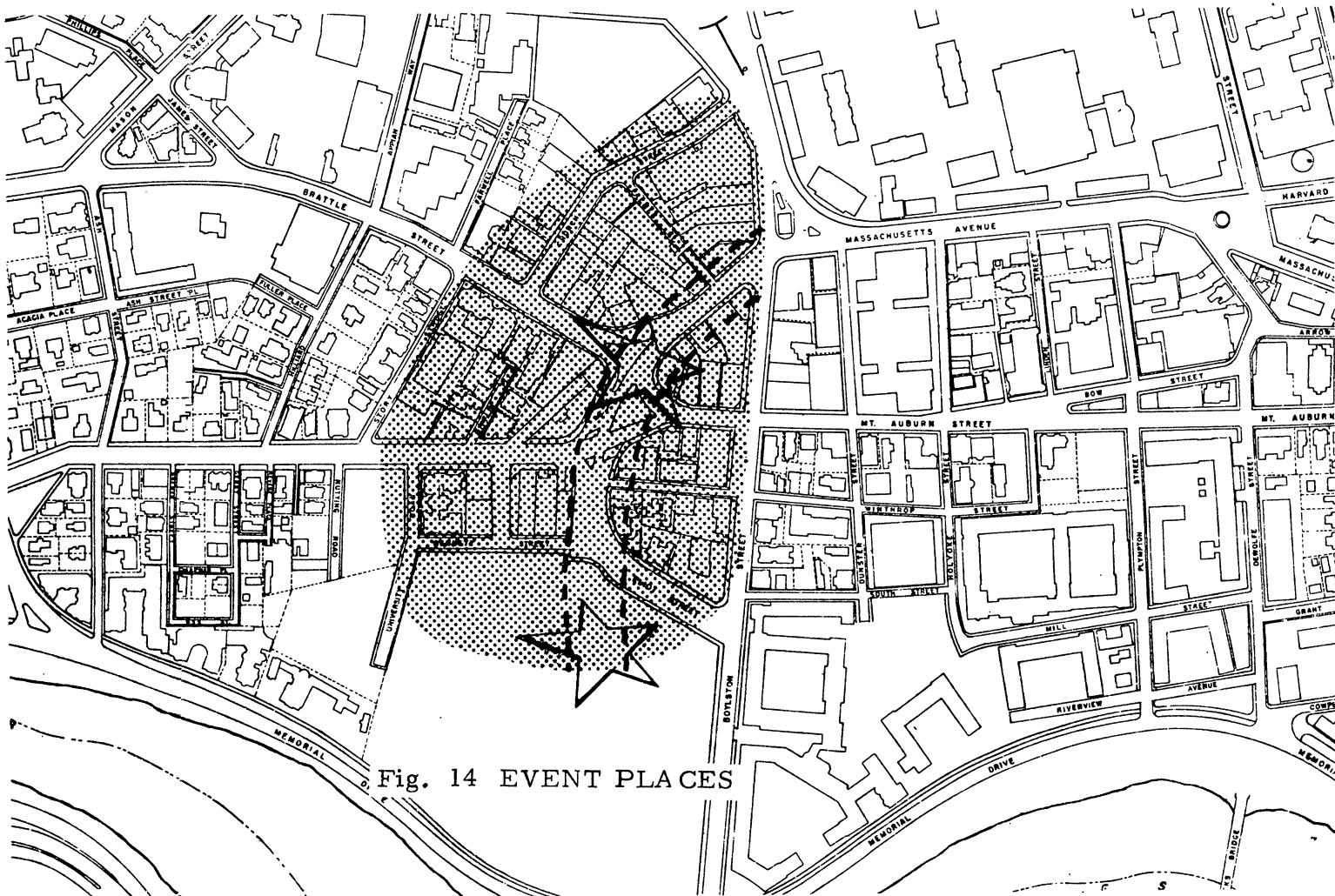


the existing network of walkways into the undeveloped areas of the southwest sector should continue the variety and scale of the precedents which already exist.

- d. Natural spaces - the Cambridge Common and the banks of the Charles River, the two most important natural assets in the area, should be maintained in a relatively natural and undeveloped state, and connected by pedestrian ways to the commercial core-commercial spine and to each other. They should become part of the pedestrian activity pattern of the commercial areas rather than isolated oases.



- e. "Event" places - At least two "event" places should be developed along the main pedestrian axis--one in Brattle Square and the other as part of the development on the vacant land in the southwest sector. "Event" places are spaces large enough to accommodate the varied activities which may constitute an end in themselves rather than a space which one passes by or through. Examples of appropriate activities are exhibitions, small street fairs, small concerts, public "appearances" of various personalities, patriotic or public services or events, public speeches, trade displays or simply passive sitting and outdoor enjoyment. An "event" place in Brattle Square should be more commercially oriented than one in the southwest sector which should be less commercial and more public and passive.



- f. Niches - are small places which occur adjacent to sidewalks or walkways and accommodate various special pedestrian-related functions such as eating, vending, sitting, small exhibits, etc. that cannot occur without impeding movement. Numerous niches of varying sizes and character should be encouraged.

6.3 Separation of Movement

To the maximum extent possible, vehicular traffic particularly heavy volumes of through movement, should be separated horizontally, from the pedestrian network in the commercial core, i. e. assigned to different routes. The pedestrian network should be maintained essentially at grade level, due to the absence of sufficient densities of people or development to justify vertical separation. Underpasses or overpasses are not generally anticipated, but should be considered in a few cases to accommodate specific conditions, to capitalize on unique opportunities or to provide access to public transportation. Second level connectors, skyways, subsurface arcades and the like are not seen as part of the vocabulary of new development in the commercial core, except for special circumstances.

6.4 Public Regulation of Open Space

A program should be developed for the design and coordination of all elements of the streetscape (lighting, signs, paving, canopies, trash receptacles, mail boxes, seating areas, kiosks, outdoor merchandise displays etc.). Guidelines and review for the private sector should be established in order to create a more enjoyable pedestrian environment and controls for the public sector should be instituted in order to improve the appearance of the area.

6.5 Other Pedestrian and Open Space Policies

- 6.51 Edges of pedestrian ways within the commercial areas should be active; solid blank walls and building fronts should be discouraged or eliminated by sensitive design.

- 6.52 Merchandising and vending within the pedestrian network in the commercial areas, appropriate to the character of the space, should be accommodated rather than discouraged.
- 6.53 Enforcement of and improvement of police, maintenance and service practices must be accomplished concurrently with development of the pedestrian network.
- 6.54 Reconstruction and adaptation of public ways should consider pedestrians of all ages and all degrees of mobility, with particular attention to the needs of handicapped persons.
- 6.55 The park in Winthrop Square, established in 1635, should be preserved and restored to reflect its historic importance as the market place of the original Harvard Square settlement. The use of Winthrop Street by vehicles, other than the limited number required to serve the present types of uses, should be discouraged. The feasibility of a pedestrian walkway extending from Winthrop Square past the historic retaining wall in the Eliot-Winthrop block to the southwest sector should be investigated.

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The Policy Sub-Committee has reviewed the following materials which bear on this subject. The reader may wish to examine them as well.

- a. Volume 6, Physical Development, April 1974, pp. 13-15, 23-26, 29-30, 42-53, 63-67, 75-81.
- b. Monacelli Associates, "Investigations in Urban Design", 4 sheets, particularly III, Elements of Form, and IV, Movement and Activity.
- c. Urban Land Institute, "The Pedestrian Mall", May 1974 pp. 4-9.

7. Urban Form

Context: The density and grain of surrounding sectors is low when compared to the commercial core and commercial spine. Buildings outside the commercial areas are isolated forms unified by a system of open space. Buildings in the commercial areas are contiguous, often covering the entire lot and are unified by the space of the streets and an understated building articulation. Within the commercial core and commercial spine, contiguous buildings create extended "walls" which range in height from two to six stories and in length up to 1000 feet. These extended "walls" create two types of spaces: 1) where the walls are parallel the street space is defined as a channel and 2) where the walls are curved, they generally define triangular spaces, which notwithstanding the geometry, are locally referred to as "Squares".

POLICIES

- 7.1 Redevelopment of the core and alterations to the surrounding sectors must respect density precedents. New or redeveloped buildings in the commercial areas should be part of the continuous wall system and contiguous building form. The Brattle Square area, Eliot Square and that part of the commercial core that lies in the southwest sector should be considered a part of the contiguous building form of the commercial core.
- 7.2 Future development in the commercial core should perpetuate and enhance the dynamic sequences of space and vistas which result from the curvilinear configurations of walls, while at the same time provide for creation of special "event" places of congregation and interaction at the kiosk area, Brattle Square, Eliot Square and in the southwest sector. New development in the other sectors should have a greater amount of open space and natural landscape treatment.

Context: Economic pressures inherent in new development will tend to favor high rise construction, a condition which is incompatible with the existing fabric of continuous and contiguous walls and pedestrian scale environment. Any building projecting higher should be allowed only under unique conditions and by special approval.

POLICIES

- 7.3 High rise development is not considered appropriate in the sectors identified in the Harvard Square area and particularly in the commercial areas. Height of buildings is not an abstract or solitary consideration and must be related to such elements as pedestrian scale, width of streets, open space on a lot, shadow, circulation of air etc. in an interrelated system of zoning controls which provides incentives for appropriate development. As a general rule a height limit of not more than 60 feet should be maintained. In a few cases, where special conditions apply and where an incentive zoning-urban design plan permits, a height of a maximum of 80 feet might be allowed.
- 7.4 The elements of streetscape (lighting, signs, paving, canopies, trash receptacles, mail boxes, seating areas, kiosks, outdoor merchandise containers, and so forth) should be organized into a unified concept. Signs or billboards which deface building facades and form should be prohibited. A new lighting system which is scaled to pedestrian evening activity should be installed. A total system of paving of pedestrian ways utilizing softer and more textured materials such as brick or stone should be installed under a public improvements program. New standards for canopies, seating, receptacles, etc. should be adhered to by public and private sectors alike.

Context: A sense of architectural scale and fabric founded broadly on traditional aspects of the Harvard Square area should be promoted. The right of the individual to decide on the detailed design of his project should be fully recognized. A very strict or narrow set of directives would eliminate the positive aspects of variety and interest. Nevertheless, there are aspects of

building articulation for which guidelines should be firmly established, notably with issues such as: 1) the use of materials and form in transitional areas, and 2) the use and amount of glass and display windows.

POLICIES

- 7.5 New development along Church Street, Story Street, east of DeWolfe Street and in the Southwest Sector should be compatible in scale, form and materials with the residential areas adjacent to them. The height of buildings should not be allowed to obliterate sun from outdoor residential areas. Materials should be natural and harmonious in tone rather than synthetic and severe in contrast.
- 7.6 All new or remodelled store fronts along primary and secondary pedestrian ways should be open (glazed). Heavy solid store fronts should be prohibited in the commercial areas. All protection devices such as roll-up grills and gates should be totally out of sight when stored and of unobtrusive character when exposed.
- 7.7 Weather protection should be considered as an amenity. A system of ground floor setbacks and canopies should be adhered to in the prime pedestrian areas which could eventually allow continuous pedestrian circulation under cover.
- 7.8 In spite of economic tendencies, small scale building development should be encouraged both in the commercial areas and in the surrounding sectors. The tendency to amass large tracts of land for redevelopment should not necessarily be promoted unless it aims to achieve a result which is both appropriate to the pedestrian scale and physical setting of its particular locations.

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The Policy Sub-Committee has reviewed the following materials which bear on this subject. The reader may wish to examine them as well.

READING

- a. Volume 6, Physical Development, April 1974, pp. 54-70
- b. Monacelli Associates, "Investigations in Urban Design", 4 sheets particularly III, Elements of Form.

9. Parking

Context: A solution to the chronic Harvard Square parking problem is difficult because of apparently irreconcilable differences between: 1) those who have for several decades advocated a City-sponsored off-street parking program aimed at reducing congestion on the streets, aiding the economic health of the business district, and making the Square more livable by reducing the present automotive-pedestrian conflicts, and 2) those who believe Harvard Square should have less parking spaces and automobiles on the grounds that parking spaces would attract more automobiles and result in more congestion and air pollution.

Estimates of demand for parking (using criteria such as amount of commercial floor space, number of employees, number of seats in restaurants, number of dwelling units) based on standards for older business districts comparable to Harvard Square, suggest an existing deficit of 5700 parking spaces and a projected deficit in 1980 of 10,450 parking spaces. That number of new parking spaces is unthinkable in the Harvard Square area.

At the other end of the spectrum, even if no new parking spaces are provided, the number of existing parking spaces could be reduced by nearly 1500 spaces due to the elimination of: 1) about 550 illegal parking spaces in regular use, 2) about 230 existing legal curb parking spaces that will be eliminated and 3) the loss of about 720 spaces in off-street lots due to new building development. The construction of 1500 new parking spaces in off-street garages is referred to as a replacement parking program that provides no net increase in parking spaces.

The parking policies which follow are a middle ground between the extremes of a heavy reliance on automobile usage and a ban on parking in the Harvard Square area.

POLICIES

General Parking Policies

- 9.11 Provide a sufficient amount of parking to enable the Harvard Square commercial area to retain and enhance its position in the City's economic system without forcing it to become increasingly dependent upon the automobile.
- 9.12 Provide off-street parking primarily for replacement parking and to meet the minimal essential requirements for new development.
- 9.13 Control the amount of parking so that public transit remains an attractive alternate mode of transportation.
- 9.14 Assist in improving the overall environmental quality of Harvard Square by reducing street congestion, noise and air pollution, and vehicular interference with pedestrians through the elimination of excess street parking, especially in residential areas and along streets oriented to the pedestrians.
- 9.15 Improve traffic circulation, street capacity and accessibility to Harvard Square by eliminating unnecessary congestion, vehicular conflicts and the competition for space on the streets caused by on-street loading, double parking, illegal parking, drivers searching for empty spaces, bicycles, buses and trucks.
- 9.16 Improve the delivery of private services, especially store loading and the private removal of trash. Cars illegally parked in loading zones and service alleys cause great losses of time and efficiency.
- 9.17 Improve the delivery of municipal services which are necessary to keep commercial districts functioning. Excessive parking hinders street cleaning, street repairs, snow and trash removal and public safety services.

Controlling the Overall Demand for Parking

- 9.21 Encourage other alternate modes of transportation.
 - 9.211 Encourage increased use of public transportation.
 - 9.212 Encourage walking by locating new housing within reasonable walking distance.
 - 9.213 Improve bicycle routes and storage. Designate specific bicycle routes in the Harvard Square area, provide physical improvements to make such routes safe and attractive and relate the location of bicycle storage facilities to the convenience of the riders.
- 9.22 Provide a specific amount of parking; do not encourage parking by allowing an excessive amount of cheap parking.
 - 9.221 Realistic parking fees, which are based on the principle that parking shall be self-supporting and shall pay the full economic cost of its construction and operation, will discourage unnecessary and excessive parking demand.
 - 9.222 Recognize that certain sectors of the metropolitan area do not have good access to Harvard Square by public transportation and need to rely on the automobile for access, and that businesses and residents of the Harvard Square area need to use automobiles to reach sections of the metropolitan area not accessible by public transportation.
- 9.23 Consciously set the rates for use of parking facilities, according to their location and the time of day or night, to achieve general parking policies and to carry out the time-sharing concept.
 - 9.231 Discourage all-day parkers.
 - 9.232 Make parking charges more expensive than public transportation.
 - 9.233 Encourage car pools by offering rebates for multi-occupant cars.
 - 9.234 Encourage a high turnover of shoppers and buyers near the core of the commercial area. Increase the hourly rate charged as the length of parking increases.

Correlating the amount of parking provided with specific locational requirements and improvements.

- 9.31 Provide off-street parking to replace: a) existing off-street parking that has been lost through new development and b) spaces that are illegally used or are required for street improvements.
- 9.32 Provide sufficient parking to meet the projected growth in the southwest sector.
- 9.33 Phase out most curb parking to allow for other high priority needs:
 - 9.331 Widening of sidewalks and other pedestrian improvements.
 - 9.332 Additional traffic lanes on arterial streets.
 - 9.333 Loading zone for goods movement.
 - 9.334 Additional space for taxi stands and bus stops.
 - 9.335 Tree planting and other landscape-beautification.
 - 9.336 Additional space for the development of exclusive bus lanes.
 - 9.337 Additional space for public service vehicles and snow plowing.
 - 9.338 Additional space for bicycle lanes and bicycle storage areas.
- 9.34 Permit parking spaces required by the Zoning Ordinance to be located off the site within a reasonable walking distance of the site.

Sharing the Responsibility for Parking

- 9.41 Require the construction of (or a financial contribution to) off-street parking spaces by all new activity and trip generators.
- 9.42 Reverse the existing policy and practice that new parking for new non-residential development in the Business B zoning district is solely a public responsibility. Henceforth, promote joint responsibility and require that all developments in the present Business B zoning district where there is a net increase in floor space or trip generation either construct parking facilities or make a financial contribution to the City of Cambridge earmarked to a fund for the construction of public park-

ing facilities in the Harvard Square area. Parking facilities constructed need not, and in some cases should not, be on the same site as the construction.

- 9.421 Proposed zoning parking practice: major private/minor public responsibility in primarily non-commercial areas.
- 9.422 Proposed zoning parking practice: major public/minor private responsibility in primarily commercial areas.
- 9.43 Development which contributes to the real estate tax base can be the basis of an agreement that the City of Cambridge participate in the provision of parking facilities; tax-exempt development should continue to construct its own parking.
 - 9.431 Proposed practice: private responsibility for institutional development.
- 9.44 Encourage the pooling or time-sharing of parking spaces according to the differential daily, weekly and seasonal parking needs of the various activities.
 - 9.441 Require new developments (in the Business-B district, new development means a net increase in floor space or trip generation only) to provide sufficient off-street parking for projected off-peak needs; provide for the difference between off-peak (minimum) and peak (maximum) parking needs by pooled or shared parking facilities.
 - 9.442 Encourage private construction of pooled parking facilities.
 - 9.443 Execute a program of public construction of pooled parking facilities where private efforts are not sufficient.

Guaranteeing the Economic Feasibility of Parking

- 9.51 Parking must be self-supporting.
- 9.52 The City's Parking Fund, into which are deposited all receipts from meter collection, garage usage, and parking fines shall be the sole

source of City funds for parking facilities and for operating the parking program; there shall be no subsidy from the real estate tax payer or other sources of City funds.

- 9.53 The Parking Program shall pay the full economic cost of its construction and operation and of its environmental effects.

A necessary and required cost of the parking program is to make parking facilities visually and environmentally acceptable and unobtrusive.

- 9.54 A vigorous program of enforcing parking regulations is essential to maintain the financial feasibility of the off-street parking program and to carry out other parking policies enumerated above.

9.541 Around-the-clock use of off-street parking facilities is necessary to insure the economic feasibility of a self-supporting program.

9.542 Extend the program of enforcing meter regulations and other curb restrictions until at least 10:00 p.m.

Establishing a Conceptual Parking Framework

- 9.61 Provide a system of different parking locations and facilities which relates distance from the commercial area to turnover, as follows:
- 9.611 Regional parking facility-characteristics: a) time of stay: 8-24 hours, b) size: 2000-5000 spaces, c) location: at regional highway interchange or public transportation terminus, d) connection to destination: rapid transit service, and e) travel time from parking: 3-15 minutes to destination.
- 9.612 Remote parking location-characteristics: a) time of stay: 4-10 hours, b) size: 1000-2000 cars, c) location: adjacent to regional highway, d) connection to destination: bus, e) travel time from parking: up to 5 minutes.
- 9.613 Peripheral parking facility-characteristics: a) time of stay: 2-8 hours, b) size: 300-1000 cars, c) location: adjacent to arterial

streets, d) connection to destination: walking, and e) travel time from parking: up to 5 minutes.

9.614 Turnover parking facility-characteristics: a) time of stay: 30-minutes to 2 hours, b) size: 50-300 cars, c) location: adjacent to collector street, d) connection to destination: walking, and e) travel time from parking: 2-3 minutes.

9.615 Curb parking-characteristics: a) time of stay: 5-30 minutes maximum, b) size: 10-15 cars, c) location: on the street, d) connection to destination: walking, and e) travel time from parking: less than a minute.

Developing an Off-street Parking Program

9.71 A system of parking garages should be located in strategic areas that will serve the commercial core and commercial spine. Garages in various locations should perform specialized functions. Some garages should have a high turnover shopper-type of use; other garages should provide longer-term parking or even all-day parking.

9.72 Garages generally should be located on the periphery of the area in order to intercept the motorist coming in and convert him to a pedestrian for walking in the heart of the Harvard Square area.

9.73 The requirement, that the traffic-carrying capacity of adjoining streets shall not be over-taxed, should set a maximum limit on the number of parking spaces in any one garage and should determine the location of access and egress ramps to a garage.

9.74 In order to utilize valuable urban land efficiently and to integrate parking facilities with other elements of the environment, any public parking garage in the Harvard Square area should utilize the mixed-use development concept, in which a parking facility shares the site with other productive uses, and should respect the character and scale of adjoining areas. Such uses might be shops and stores, office space, entertainment facilities, housing, institutional use, or open-space - recreational - pedestrian areas --- as are identified as appropriate in the various sectors.

9.75 In any situation where the City participates with private development interests in a mixed-use development, the City should pay only its proportional share of the development and only for costs directly attributable to general public parking.

9.76 Garages should provide arrangements for the storage of bicycles.

9.77 Height and bulk regulations should be established, on a site-by-site basis, for parking garages so as to minimize the negative effect on the physical environment. Any new garage in the Harvard Square Area should be subjected to an environmental review process to insure there are minimal adverse effects on the physical environment resulting from its construction.

9.78 Where possible, avoid space-consuming horizontal storage of automobiles (unless underground) and hide the parking visually behind adjacent buildings, by placing parking within the interior core of buildings, or by constructing it underground.

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The Policy Sub-Committee has reviewed the following materials which bear on this subject. The reader may wish to examine them as well.

- a. Volume 4, Parking, September, 1973, entire.
- b. Status of Harvard Square Parking Program, September, 1973, Summary, Appendix B., Appendix C and Appendix E.
- c. Excerpts from "Program and Financial Requirements for Enforcement of Clean Air Transportation Control Plan", City of Cambridge, June 28, 1974: City Manager Sullivan transmittal letter 2p, various pages and appendices.

11. Public Transportation

The Harvard Square Development Task Force has spent considerable time studying the extraordinarily complex and vital issue of how the MBTA Red Line rapid transit service should be extended out to the northwestern suburbs from its present terminus in Harvard Square. On April 4, 1974, the Task Force recommended to the City Manager, and he in turn to MBTA, that three alternative alignments be studied in greater detail so that one of them could be selected as the final route.

In June, 1974, the Massachusetts Bay Transportation Authority selected Sverdrup and Parcel Associates, Inc. to conduct the technical study. The goal of the technical study is to produce an environmental analysis of a preferred alignment selected by the City and MBTA from the alternatives developed.

The alternatives developed by the consultant are shown on the attached map. (Fig. 15) The alignments fall within three corridors designated as A, D and G. (These designations were adapted from previous rapid transit studies in Harvard Square.) The A Line is the status-quo alignment; that is the existing station would be maintained and the new tunnel would take off from the end of the existing rapid transit tunnel in Brattle Square. The D Lines which provide a new station just north of Harvard Square, are designed to stay within the public right-of-way and require the shortest length of tunnel. The G Lines provide a station in the Brattle Square area and require the abandonment of the existing rapid transit tunnels under Massachusetts Avenue, thereby making the subsurface area available for reuse in another capacity.

Throughout the study process, Sverdrup & Parcel has been conducting workshops and informational meetings with neighborhood associations, businessmen's organizations, civic groups, and individual members of the community. A number of working sessions have been held with the Task Force as well as with the City's departments. The purpose of these sessions has been to inform various segments of the community of the study's progress and to solicit comments on the consultant's efforts. By the conclusion of the study over 50 such meetings and workshops will have been held.

In January the MBTA and Sverdrup & Parcel will be publishing a brochure which will be distributed to the Harvard Square community.

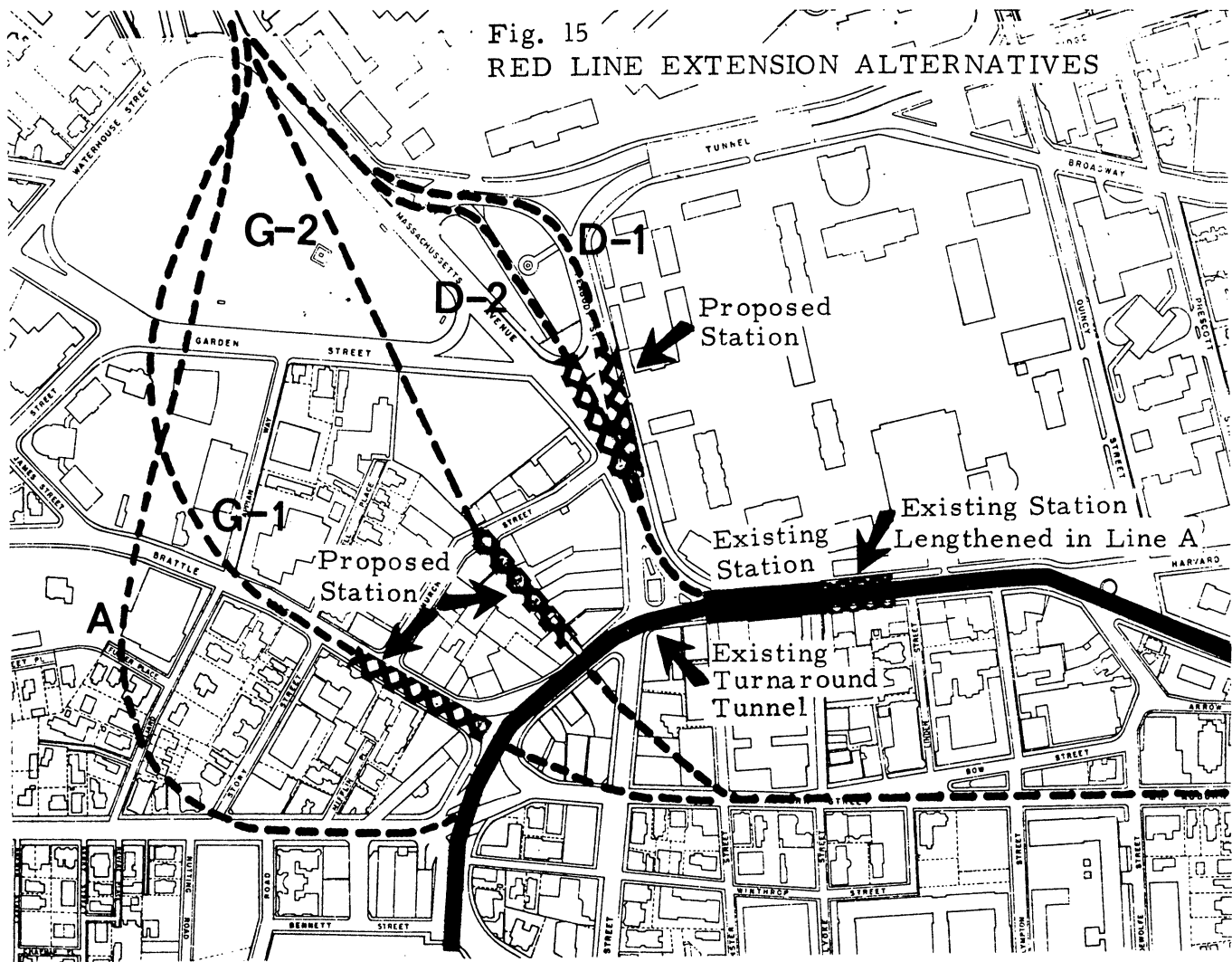


Fig. 15
RED LINE EXTENSION ALTERNATIVES

This brochure will present each of the proposed alternatives and the impacts associated with each alignment. Two weeks after the brochure is distributed a final public meeting will be held. This will be the last public forum prior to the selection of a preferred alignment by MBTA and the City of Cambridge.

Following the final public meeting, the Task Force will make a recommendation to the City Manager on which alignment should be constructed and on other features of the Red Line extension, such as bus routings, traffic adjustments, pedestrian access to the station and the like as are appropriate. At that time, this section of the policy plan will be completed.

Following the selection of a final alignment by MBTA and the City of Cambridge, Sverdrup & Parcel will produce an environmental assessment which will be submitted to MBTA. The Authority will then prepare a grant application for project funding. Prior to the application being sent to the Urban Mass Transportation Administration (UMTA) of the Federal Department of Transportation, a final public hearing will be held to allow comments on the application. After the public hearing MBTA will submit the grant application and the environmental assessment to UMTA for its approval.

12. The Kennedy Library and the Southwest Sector

Introduction: Much of the existing building development in the southwest sector is unintensified and underdeveloped and the sector has about 17 acres of vacant land ready for development--the largest block of land available for development in the Harvard Square area in more than a century.

With the development of the southwest sector there could evolve a new focus which would compete with the focus of the existing commercial core. This competition between old and new could disperse activity throughout the area, rather than keeping it compact resulting in an awkward connection between the two parts.

The John Fitzgerald Kennedy Library complex is proposed to be constructed on land presently occupied, and soon to be vacated, by the Massachusetts Bay Transportation Authority. At this writing, the General Services Administration of the United States Government is preparing a draft Environmental Impact Statement which considers the impact of the proposed Kennedy Library. The Task Force is not in a position to know, at this time, what the results of the EIS will be, or to know whether the Kennedy Library will be constructed, in whole or in part, on the MBTA site.

The Task Force's position has been to withhold judgement on the Kennedy Library development until the Environmental Impact Statement process has been completed. Thus the Comprehensive Policy Plan has not assumed that the Kennedy Library will be built, nor has it assumed that it will not be built. The Comprehensive Policy Plan recognizes the potential construction of the Kennedy Library, but is not predicated on it. This issue cannot be resolved at this time and the Comprehensive Policy Plan will need to be subjected to some final adjustments once a final decision on the Kennedy Library has been made.

Since June 1972, the Task Force and the City's Department of Planning and Development have issued various recommendations, suggestions and guidelines for the development of the Kennedy Library complex. Many of these are included in the policy statements which follow.

Land Use

Context: The southwest sector is seen in three parts: 1) the commercial core which includes both the existing commercial activity between Bennett-Eliot Streets and Mount Auburn Street, and that part of the MBTA site which is in the commercial core, 2) the remainder of the MBTA site which is referred to below as the riverfront area and 3) the Nutting Road mixed-use development. (See Fig. 16)

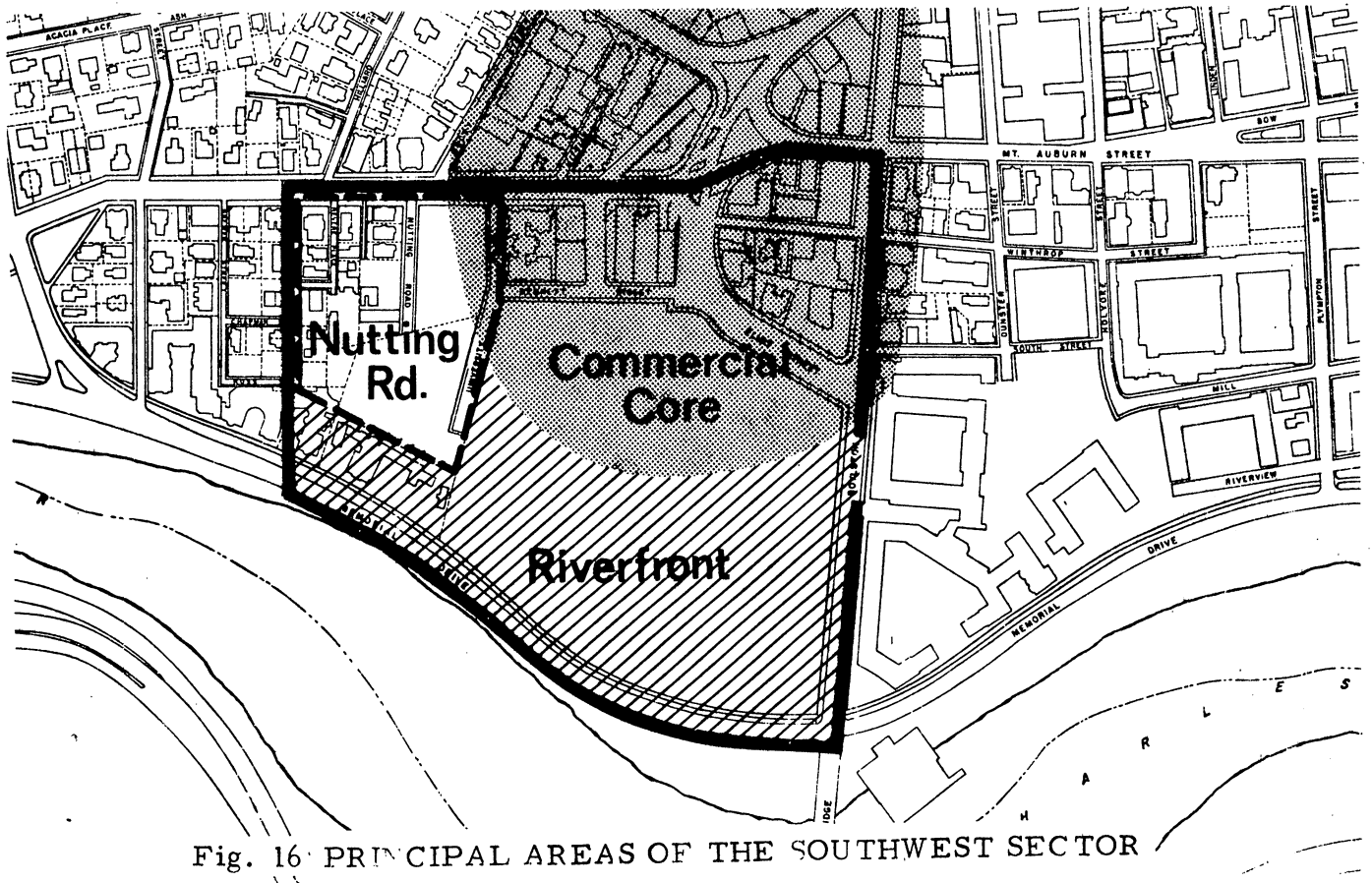


Fig. 16 PRINCIPAL AREAS OF THE SOUTHWEST SECTOR

The southwest sector is presently included in three zoning districts (see Fig. 17): 1) the Business B district (B-B) which permits a variety of commercial uses, housing and offices, has a floor area ratio of 4.0 and does not require off-street parking be provided by the owner, 2) the Office district (O) which permits offices and housing, but not retail or other commercial uses and does require off-street parking, and 3) the Residence C-3 district (C-3), Cambridge's highest density apartment district, which permits housing but not office, retail or commercial uses, and does require off-street parking.

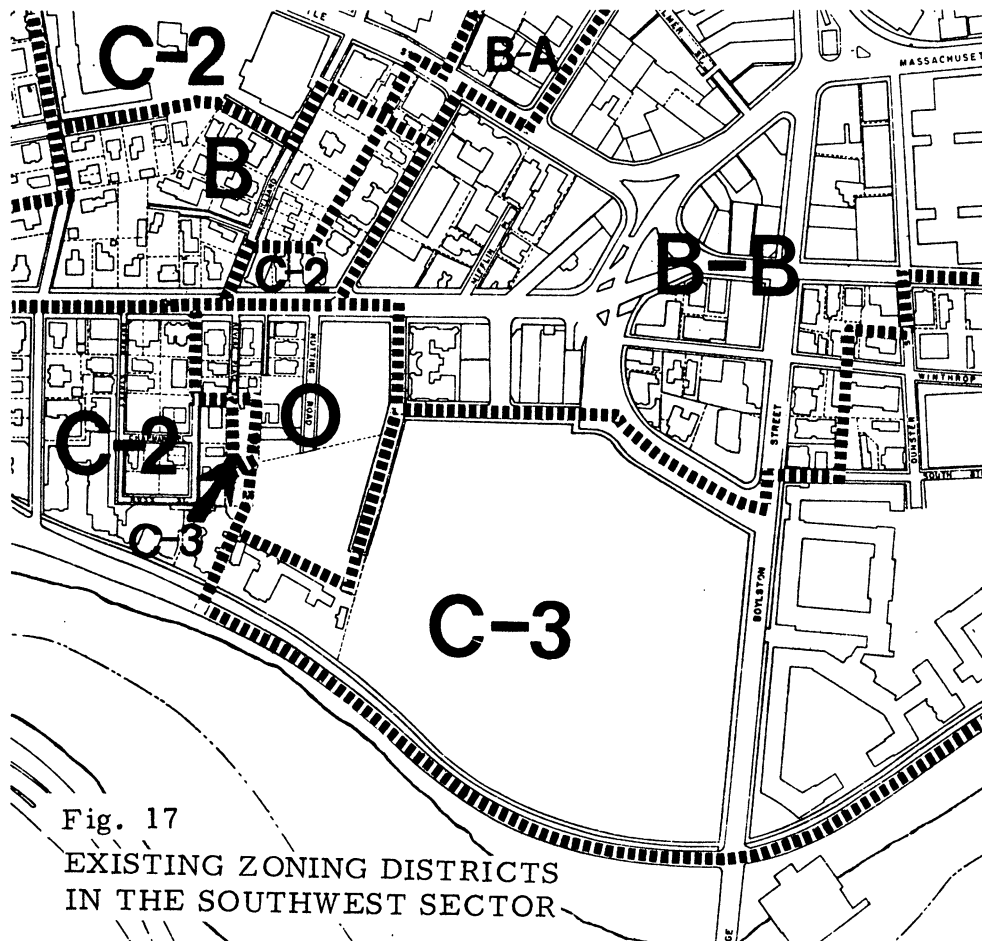


Fig. 17
EXISTING ZONING DISTRICTS
IN THE SOUTHWEST SECTOR

At present there is no height limit for buildings in any of these districts. (N. B. A height limit is proposed for all of the Harvard Square area in Policy 7.3 on page 36.) At present the density of residential development permitted in this sector is a maximum of 144 dwelling units per acre. (N. B. In this Plan, a density of 50-72 dwelling units per acre is proposed in this sector.)

POLICIES

- 12.1 The development pattern of the southwest sector should be mixed-use development which seeks to:
- a. establish a scale and character of development which provides an identity for the southwest sector while still consistent with the general character of the Harvard Square area,
 - b. establish a functional link to the commercial core, and
 - c. respect its neighbors--the Charles River, the Harvard houses sector and the residential pattern of Neighborhood 10.

12.21 Commercial Core

- 12.211 New commercial development in that part of the commercial core which is in the southwest sector should strive for a conscious and positive link between the older section of the business district and the commercial part of the southwest sector, rather than permitting development of a competing focus of activity in the southwest sector.
- 12.212 That part of the southwest sector within the commercial core should be recognized as the principal resource for the growth and expansion of the Harvard Square business district, consistent with the other policies set forth in this Plan.
- 12.213 Mixed-use development should be encouraged in that part of the commercial core within the southwest sector. The following uses and activities are appropriate in that part of the commercial core which is in the southwest sector: office space, restaurant and cultural-entertainment facilities, housing, university-related hotel or motel, small-scaled general merchandise retailing, and parking facilities.
- 12.214 Due to the projected role of Boylston Street as a major traffic area, pedestrian or street level-oriented activity should not be encouraged on the westerly side of Boylston Street between Mount Auburn Street and Memorial Drive.
- 12.215 Harvard University, which has the option to purchase a two plus acre parcel of land on Boylston Street near Eliot Street, which is within or facing the commercial core, should be encouraged to construct a mixed-use development combining economic development activities and institutional use. That part of the Harvard University development which is within or facing the commercial core should be developed for economic development uses in a manner which would represent an integration with the commercial core.

12.22 Riverfront Area

- 12.221 The most appropriate activities for that part of the southwest sector between the commercial core and the Charles River are medium density housing and academic facilities, both of which respect the scale of existing development, open space, and parking facilities.
- 12.222 Medium density residential development (50-72 dwelling units per acre--as permitted in the present Residence C-2 zoning district) is the most appropriate type of development in this part of the southwest sector. In particular lower-scaled housing units providing ownership opportunities for long-term occupancy, should be encouraged.
- 12.223 University-related or sponsored tax-paying development of housing for permanent staff is an appropriate use in this area.
- 12.224 Residential development, should have access to some sites along the river frontage without, however, creating a visual or physical barrier to the open space relationship between the river and the Harvard Square area.
- 12.225 Predominantly scholarly activities, such as the proposed Archives section of the John F. Kennedy Library, the Kennedy Institute of Politics, and the John F. Kennedy School of Government and related academic departments, are all appropriate uses in this part of the sector.
- 12.226 Tax-exempt institutional development should be relatively compact so as to avoid consuming large amounts of valuable urban land.
- 12.227 A significant public open space (referred to as an "event place" in Policy 6.2) should be located in the southwest sector, most probably somewhere near the approximate center of the present MBTA site.

12.23 Nutting Road Area

12.231 The Nutting Road mixed-use development should act as a transition between the commercial core and the residential development to the west. It should be primarily medium-density, residential development with only a limited amount of small-scaled office space facing easterly toward the commercial core.

12.232 To achieve a transition from commercial to residential areas, the following is suggested:

1. transient residential (motel) east of Nutting Road,
2. conventional apartment buildings west and south of Nutting Road, and
3. owner-occupant or family-type residential, such as town houses or stacked duplexes, facing Revere Street and the lower-density, lower-scaled housing to the west.

12.233 Office space in the Nutting Road development should be oriented to relatively small firms, in a spatial arrangement that is compatible with a residential structural system. Larger establishments of "corporate type" offices, with large floor area requirements, are not appropriate. The office space should be oriented away from the Charles River and Revere Street, and toward the commercial core with the facade treatment of office space being as compatible with a residential character as feasible. Pedestrian entrance to office uses from Mt. Auburn Street or Nutting Road is appropriate. Vehicular access should be entirely from Nutting Road, or the southwest sector access-service road.

12.234 Other than office space, and the commercial uses previously approved by the Board of Zoning Appeal, no commercial activity, such as retail shops, theaters, banks, etc. should be permitted.

12.235 The density of residential development should not exceed 50-72 dwelling units per acre, the intensity of development now permitted in the Residence C-2 zoning district. The combined floor space for residential and office development should not exceed the floor area ratio of 3.0 permitted in the Office zoning district.

12.236 The Nutting Road development should provide a suitable transition in scale and use to the lower-density, lower-scaled residential development in Neighborhood Ten, particularly to the housing west of Revere Street, and to Memorial Drive and the Charles River.

Open Space-Pedestrian Movement

12.31 The presently undeveloped southwest sector provides an outstanding opportunity to create a primarily pedestrian environment within the sector in which pedestrians should be separated both vertically and horizontally from vehicles.

12.32 A significant open space should be provided in the southwest sector in order to:

- a) serve as an important element in organizing a relationship among the three areas of the sector, i. e. the commercial core, the riverfront area, and the Nutting Road area,
- b) provide a transition from the commercial core to the residential and academic uses nearby,
- c) act as an "event" place (see Policy 6.2) which is an important open space in its own right,
- d) act as the focal point in a network which provides connections to the Charles River, to the commercial core, and to other parts of the southwest sector.

12.33 The southwest sector's significant open space should be located somewhere near the approximate center of the present MBTA site, with the precise location, size and form to be determined by more detailed design study.

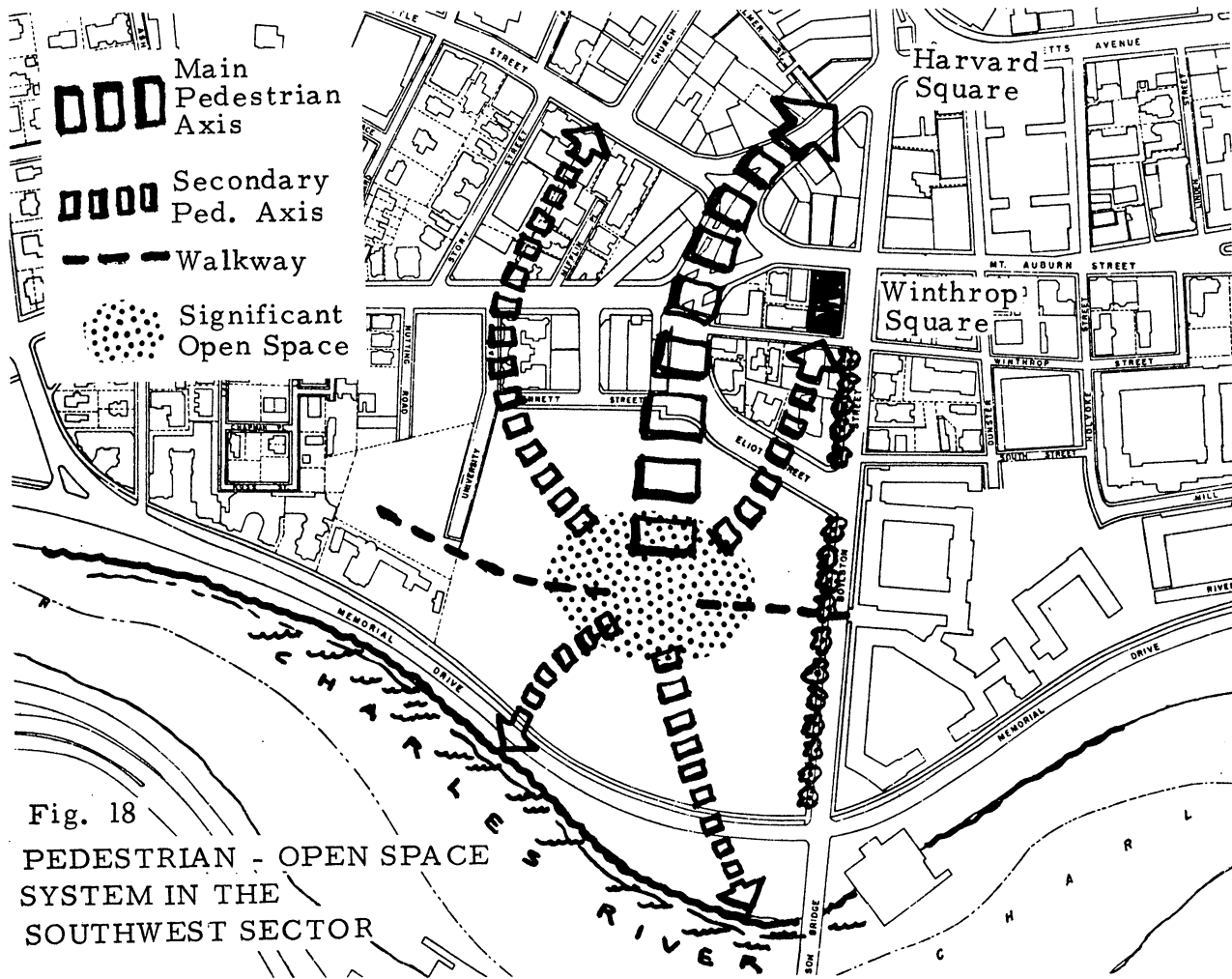


Fig. 18
PEDESTRIAN - OPEN SPACE
SYSTEM IN THE
SOUTHWEST SECTOR

12.34 From the southwest sector's significant open space, pedestrian walkways should provide connections to other parts of the sector and other parts of the Harvard Square area as follows:

- a. Main Pedestrian Axis - An important pedestrian way through part of the commercial core, along a section of Eliot Street and Brattle Street leading to the kiosk area; within the southwest sector all vehicular traffic should be prohibited from this axis.
- b. Secondary Pedestrian Axis - Pedestrian ways, at a more intimate scale, from which all traffic is prohibited, should be developed:

(1) westerly adjacent to the part of the commercial core which is in the southwest sector, toward the Nutting Road mixed-use development, and thence along the present right-of-way of a section of University Road, past the proposed Holiday Inn, across Mount Auburn Street, through the middle of the Brattle-Story block to Brattle Street, (2) easterly along the edge of the commercial core across the present Eliot Street, through the Winthrop-Eliot block to the public park at Winthrop Square, and (3) to the Charles River.

c. Walkways (third element) - Various walks and paths to (1) the Charles River and Memorial Drive, (2) that part of the Nutting Road mixed-use development which occurs on land presently owned by the Harvard Trust Company, and (3) the Harvard houses sector.

12.35 In all parts of the proposed pedestrian network within the southwest sector, maximum effort should be made to separate, by change of level, vehicles from pedestrians, or, where not possible, to separate by location major pedestrian movements from major vehicular movements. A concerted effort should be made to replace the present Eliot-Bennett Street connection, which crosses the main pedestrian axis, by an access-service road at a lower level. This would permit uninterrupted pedestrian movement between the commercial core and the southwest sector.

12.36 An open space should be developed at or near the Holiday Inn, where the present right-of-way of University Road intersects with Mount Auburn Street, so as to identify the location as a terminus of commercial development, and as a connection across Mount Auburn Street from the secondary pedestrian axis in the Story-Brattle block. (See also Policy 6.22b and Fig. 11 on page 29).

Traffic

(A full set of policies on traffic in the southwest sector with more detail on specific streets, will be included here, when the technical information contained in the Kennedy Library EIS is made available to the public and when Section 3 on traffic is completed. The following general policies are included at this time.)

- 12.41 The principal means of approach for vehicles to the southwest sector should be primarily from the Charles River side and secondarily from the Harvard Square side.
- 12.42 Access-Service Road: There should be a southwest sector access-service road through the MBTA site running from Memorial Drive, at the western boundary of the MBTA site, to Boylston Street. The purposes of the access-service road are to: (a) permit access to the development in the sector, to the Harvard property, and to the Kennedy Library Museum, if constructed, (b) permit the servicing of developments in the southwest sector without traffic impacting other sectors in the Harvard Square area, (c) disperse the number of potential turning movements which would concentrate at the Boylston-Memorial intersection otherwise, and (d) provide access to a peripheral parking facility in the sector for the existing Harvard Square commercial core.
- 12.43 Nutting Road should be realigned and extended to intersect with the southwest sector access-service road and provide a continuous service system throughout the southwest sector.
- 12.44 The southwest sector access-service road (and the Nutting Road extension) should be ramped down to a lower level so that as much of the access-service road is below the main pedestrian level of the sector as good engineering practice for maximum road grade permits.

Kennedy Library Traffic

- 12.45 Automobile traffic attracted to the Kennedy Library Museum, if constructed, should be directed away from the site to another location and access to the Museum should be by an appropriately-scaled shuttle bus or other transit system.
- 12.46 Bus, taxi, and service requirements for the Kennedy Library Museum, if constructed, should be handled from the access-service road below the principal pedestrian level, and not from the southwest sector's boundary streets.
- 12.47 The design and character of the Nutting Road realignment and extension should be such as to indicate clearly its function as an access and service road serving adjacent building development and not as a bypass or short cut for long haul traffic.

Off-Street Parking

Context: New building development in the southwest sector has, or soon will, cause the loss of about 550 parking spaces available to the general public and the existing Harvard Square business district. In addition, a large number of curb-side parking spaces will have to be removed to accommodate traffic generated by new building development in the southwest sector and to accomplish the policies set forth in this Plan.

To replace that parking the City of Cambridge faces a serious problem in that it presently does not own land on which to construct parking, except the Cambridge Common. (A recent study of an Under-the-Common garage showed that project to be of questionable economic feasibility.) In the other sectors and the commercial areas there is little, if any, land which the City could acquire to construct parking without substantial cost and building demolition. Thus the southwest sector, with about 17 acres of vacant land to be developed, is the major opportunity for public parking to replace that which is being lost.

- 12.51 Any parking developed in the southwest sector should be coordinated with the proposed parking system for the Harvard Square area,

which is organized around four major points: equivalent replacement of existing parking spaces, distance of the parker from his destination, the length of his stay, and the price for parking.

(See Section 9)

- 12.52 The southwest sector is seen as a major resource for the development of municipal "replacement" parking to continue to serve the commercial area of Harvard Square. Municipal parking in the southwest sector is seen as a peripheral parking facility for a short stay at a high price. Both the Nutting Road mixed-use development, for which some oral agreements with owners have been reached, and a part of the MBTA site, are seen as necessary for the development of a municipal replacement parking program.
- 12.53 The requirement that the traffic-carrying capacity of adjoining streets shall not be over-taxed should set a maximum limit on the number of parking spaces, and the location of access and egress ramps, in any garage in the southwest sector. (Environmental and economic factors may reduce the number further.)
- 12.54 To the extent that subsoil conditions and economic feasibility permits, parking in the southwest sector should be largely underground (below the principal pedestrian level), and that portion of the parking facilities which are above ground should be as visually unobtrusive as possible. An open air on-grade, surface-level parking lot is not an acceptable parking facility in the southwest sector.
- 12.55 Any garage, or any stage of a larger garage, constructed either on the existing MBTA site or in the Nutting Road mixed-use development should be planned in a way that would permit a physical connection from one part of the southwest sector to the other.
- 12.56 Automobile drop-off points (or bus loading areas for the Kennedy Library Museum, if constructed) as well as access to parking for developments in the southwest sector, should take place within the sector and not on the boundary streets of the sector, such as Mount Auburn Street, Boylston Street, or Memorial Drive.

- 12.57 Any parking garage in the southwest sector should utilize the mixed-use development concept in which the parking facility shares the site with other desirable uses. In addition to the land uses, cited as appropriate in Policies 12.21 through 12.23, which occur as buildings, open space, recreational and pedestrian areas are desirable in a "mixed-use" development above a garage. In any situation where the City of Cambridge participates with private development interests in a mixed-use development, the City should pay only its proportionate share of the development and only the cost directly attributable to general public parking, or other public uses.
- 12.58 The City of Cambridge should pay only the cost of constructing parking available to the general public. The owner(s) of land on which parking is constructed will be expected to execute a land lease, or other land agreement, with the City for the construction of the public parking at no cost for land acquisition to the City. The owner-developer is expected to pay the incremental and extraordinary costs of increased foundations, columns, or other structural elements resulting from mixed-use development in conjunction with the garage.
- 12.59 Parking for the occupants of housing, commercial, or other development in the southwest sector can be accommodated in the same parking garage as municipal parking. Parking facilities constructed in the southwest sector, regardless of the owner or developer of such facilities, should be designed in a manner to promote multiple parking occupancy so that the most efficient around-the-clock use of expensive parking facilities can be achieved.

Kennedy Library Parking

The Task Force's position, which it has previously stated publicly is

Parking for the Kennedy Library complex, if constructed, must meet two criteria: (a) it must not aggravate the existing parking problem in the Harvard Square area; and (b) it should assist, wherever possible, in the overall parking system proposed for the Harvard Square area.

Comment: The Task Force's position is that if the Museum section of the

Kennedy Library complex is constructed, all visitor parking should be provided in another location, away from the immediate site, such as across the Charles River in Boston. The concern is that a visitor parking lot on only about 425 parking spaces will act as a magnet attracting visitors to an under-sized parking lot whereupon cars will spill over onto adjacent streets searching for an already deficient supply of parking. Ample advance notice in the Library's literature, maps, tour guides etc. should direct visitors to another location where they can park at little or no cost and can transfer to an appropriately-scaled shuttle bus or other transit system that would bring them to the site.

The existing MBTA site and the Nutting Road project should be developed for parking for: 1) the general public parking needs of the Harvard Square commercial area and to replace parking space which will be lost, 2) the mixed-use developments on the site, the latter may include the Kennedy Library complex's other parking needs, aside from visitors to the Museum section. As a practical matter, despite all the advance directions, visitors to the Museum will attempt to park in the public parking garage and there is no practical way to differentiate those motorists from other Harvard Square parkers. That visitor to the Museum will pay a higher fee, like other Harvard Square parkers, than he would had he gone to the designated Kennedy Library visitor parking at another location. Nevertheless the combination of ample advance directions and higher parking costs should reduce to a minimum the number of visitors who will park in the public parking adjacent to the Museum. The above is by no means an ideal solution and many of the mechanics of such an arrangement are yet to be worked out.

To compensate for the few Museum visitors who may park in a public garage on the MBTA site, a remote parking location, and a shuttle-bus-transit service from it developed for the Kennedy Library, provides an excellent opportunity for joint use with longer-term Harvard Square parkers.

In addition, as indicated above, an open-air parking lot adjacent to the Kennedy Library complex if constructed, is not an acceptable land use, nor is it an acceptable parking proposal.

Urban Form

12.61 New building development in the southwest sector should reinforce and complement the existing development pattern of the Harvard Square area rather than be competitive to it or create a different form that sets it apart from Harvard Square.

Where new development meets existing development, the building fabric, scale, and environmental relationships should complement that which exists and is likely to remain.

12.62 In order to: (1) provide a connection to the existing business district, and (2) avoid creating a development pressure on, or buildings out of scale with, the residential neighborhood to the west and the Harvard houses to the east, the more intensive development activity within the southwest sector should be located in that part of the sector which lies in the commercial core.

12.63 The southwest sector should be developed at a density no greater than that of the Harvard houses (southeast) sector and the Harvard Yard (northeast) sector.

12.64 Development should scale down from a higher element in or adjoining the commercial core to a lower element along Memorial Drive and along Revere Street, which is sympathetic to the park-like character of the river bank and to the height and scale of the buildings presently on Memorial Drive or along Revere and Gerry Streets.

12.65 Development in the southwest sector should complement the river front as a natural amenity. Open space along Memorial Drive should be planned in connection with building forms which are more open to the river and more dense toward the commercial core.

- 12.66 To the extent that there is development near Memorial Drive, the precedents of the existing pattern as to height and scale should be respected. Development along Memorial Drive should permit both visual and physical access to the Charles River, and should not be designed in a manner which would place a barrier in the system of open space and pedestrian ways from the Harvard Square commercial area to the Charles River.
- 12.67 Suitable landscaping should be provided in the part of the sector adjoining the Charles River frontage to enhance the park-like character of Memorial Drive.
- 12.68 As a general rule, a height limit of not more than 60 feet for buildings should be maintained in the sector. In a few cases, where special conditions apply and where an incentive zoning-urban density plan permits, a height of not more than 80 feet might be allowed.
- Relaxation of the yard setback requirements in the existing Zoning Ordinance, by variance, may be necessary to achieve a desired development within height limitations.
- 12.69 Housing and institutional development should be accompanied by adequate and clearly identifiable open space; a courtyard system within the developments may be appropriate.
- 12.70 An attempt should be made to develop housing types along the Revere Street frontage which are sympathetic in height, scale, and orientation to ground level of the buildings in the Gerry Street-Brewer Street area. Building types should suggest longer term occupancy and a more family-type environment, such as townhouses or stacked duplexes, rather than conventional apartment buildings with double-loaded corridors.
- 12.71 For those buildings within the Nutting Road Development which face Nutting Road and Mount Auburn Street, the building facade, size and scale of openings should reflect a residential character and avoid a

monolithic, anonymous appearance, as symbolized by metal and glass curtain wall construction.

- 12.72 The continuity of brick as the dominant building material used along the river front should be maintained. Toward the commercial core, other materials could be considered but the scale, durability, texture, and color which is achieved by the use of brick should be a prime criteria for judgement.
- 12.73 If the section of the present Eliot Street east of the MBTA subway tunnel can be abandoned for vehicular use, it should be considered for building development as a means of enhancing the urban design definition of the area and improving the physical linkage between the commercial core and the southwest sector.
- 12.74 Boylston Street should be developed as a tree lined roadway from the river to Winthrop Square. Adequate pedestrian walk ways should be developed along this road way to insure safety and separation for the Boylston Street traffic.

THE MUSEUM SECTION OF THE JOHN FITZGERALD KENNEDY LIBRARY

Policy 12.225 states that the scholarly activities represented by the Archives section and the John F. Kennedy Institute of Politics, which are associated with the Kennedy Library, are appropriate activities in the southwest sector. The Harvard Square Development Task Force is still deeply concerned, however, about the Kennedy Library Museum, if constructed, and all that it implies--in terms of competition between the permanent resident and the transient, between the bus-auto and the pedestrian, and between Harvard Square's traditional role as a people-oriented crossroads and its possible new dimension as a tourist attraction.

Policies 12.45 and 12.46 have addressed the problems of vehicular traffic associated with the Kennedy Library complex. Policy 12.54 and the comment on pages 12-13 and 12-14 speak to the issues of parking for the Kennedy Library complex.

In addition there are issues of adequate service facilities , such as eating facilities, for visitors to the Museum, if constructed, and the need for cooperation by all parties.

The ultimate use and disposition of the related facilities site and phase two of the Harvard development should be made subject to enforceable legal arrangements which require the City's approval.



CITY OF CAMBRIDGE

HARVARD SQUARE DEVELOPMENT TASK FORCE

City Manager's Office - City Hall - Cambridge, Mass. 02139

OLIVER BROOKS
CHAIRMAN

January 7, 1975

Enclosed please find a copy of the Harvard Square Development Task Force's Comprehensive Policy Plan for Harvard Square. This report is the culmination of ten months of work by the Task Force in collaboration with the Department of Community Development.

The process followed by the Task Force in the preparation of this document was as follows: A sub-committee on Policy Planning under the chairmanship of Ms. Pebble Gifford was appointed last March. Except for the summer months, this committee has met on almost a weekly basis to review and analyze material prepared by Robert A. Bowyer, Director of Planning, and Theodore Monacelli, architect and urban design consultant to the Task Force. After extensive discussion, policies were formulated. These policies were then presented to the whole Task Force for its comment and consideration.

On November 14, 1974, and December 19, 1974, the Task Force voted to endorse the Policy Plan in its present form and to distribute it to the community for its consideration and comment.

You will note, however, that policies have not yet been formulated for the following sections (see index of Policy Plan for listing of sections):

- . Traffic
- . Service and Goods Movement
- . Public Transportation

It was our hope that this work would be completed before releasing the Policy Plan, but the Task Force felt that it was important to start the process of citizen review and involvement at the earliest date possible, because of the large amounts of materials to be digested and the potential value of feedback from the community as the Task Force continues its work.

It is important to note that the subjects yet to be included in the Policy Plan are vital ones and that work is proceeding on them at this time. When this work is completed, there may have to be revisions and a rethinking of the Policy Plan as it now exists. Hopefully, these will not be too extensive. But bear in mind that the Policy Plan is a flexible document which has gone and will continue to go through a number of revisions in response to new input and ideas.



CITY OF CAMBRIDGE

HARVARD SQUARE DEVELOPMENT TASK FORCE

City Manager's Office - City Hall - Cambridge, Mass. 02139

OLIVER BROOKS
CHAIRMAN

Page Two

January 7, 1975

Comprehensive Policy Plan for Harvard Square

It is our hope at this time to have all the policies drafted within the near future -- at which time the Task Force will release the completed Policy Plan.

In the meantime, we urge all individuals, businesses, institutions, and community groups to read the Policy Plan carefully and critically and to feel free to contact any members of the Task Force if questions arise. (A list of the members of the Task Force and of the Policy Sub-Committee is enclosed for your convenience.)

We are also available to meet with any group to explain the Policy Plan and to get the benefit of any input you may have. It is our hope, if circumstances and finances permit, to set up a more formalized public information mechanism. Until such time, however, it is important that a dialogue begin between the Task Force and the community as a whole. If you are interested in arranging a meeting, please contact either of the undersigned. (Oliver Brooks - Tel: 354-4108 or 491-6383) (Ms. Pebble Gifford - 547-2444).

The Task Force looks forward to your response to the Policy Plan and to the opportunity of working with you toward our common goal of making Harvard Square a more liveable and more workable environment.

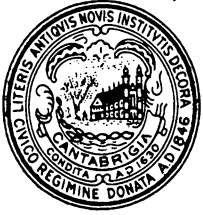
Sincerely yours,

Pebble Gifford

Ms. Pebble Gifford, Chairman
Policy Sub-Committee
Harvard Square Development Task Force

Oliver Brooks

Oliver Brooks, Chairman
Harvard Square Development Task
Force



CITY OF CAMBRIDGE

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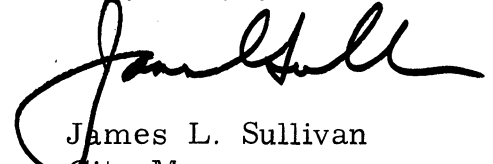
EXECUTIVE DEPARTMENT
JAMES L. SULLIVAN
City Manager

January 20, 1975

To the Honorable, the City Council:

I have received from the Harvard Square Development Task Force copies of a preliminary draft of The Harvard Square Comprehensive Policy Plan and transmit same to your Honorable Body. The attached letter from Oliver Brooks, Chairman of the Task Force, explains the process by which this Policy Plan was prepared and the next steps which follow thereafter.

Very truly yours,



James L. Sullivan
City Manager

JLS/b

Comprehensive Policy Plan for the
Harvard Square Area. Alignment Ta

Hearing held - Report
11/1975 before the
Transportation Com.

Report to Council
- April 7, 1975 -

In City Council,
Status tracked in Committee
January 20, 1975

1/20/1975

Referred to the
Committee on
Land Use - Development
TRANSPORTATION
ENVIRONMENT -