



City of Cambridge

23.

Calendar Item # 28

IN CITY COUNCIL

~~October 25, 1993~~

November 1, 1993

MAYOR REEVES

WHEREAS: Many opportunities exist for public and private cooperation in the future development of the eastern part of Cambridge, including in particular Kendall Square, the Commonwealth Energy sites, the Department of Transportation site, and the Kendall Square edge of the MIT campus; and

WHEREAS: The Mayor has sponsored a series of forums attended by representatives of the residential neighborhood, of businesses and institutional uses, and of the public sector; and

WHEREAS: These forums helped to create a common vision for how this area should evolve over the coming decades; and

WHEREAS: It would be most appropriate for the City Council to adopt a set of principles to help guide future development activities in this area in harmony with the ideas produced in these forums; now therefore be it

RESOLVED: That this Cambridge City Council request the Planning Board to consider the attached guidelines that are the product of the forums; and be it further

RESOLVED: That the Planning Board review these principles, acknowledging the participation and perspectives of all parties, and make recommendations to this Cambridge City Council for actions to further the goals developed through the forums as stated in the attached guidelines.

In City Council November 1, 1993.

Adopted by a ye and nay vote:-

Yeas 9; Nays 0; Absent 0.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

D. Margaret Drury

D. Margaret Drury
City Clerk

Report on the Mayor's Forums

DRAFT Guidelines for Kendall Square and Environs

The First Forum

I am pleased to transmit this report on the series of forums held to discuss the future of the eastern sector of Cambridge, ie. Kendall Square and environs. In the first forum of November, 1992, a broad range of questions were asked about economic development and employment, urban design, housing, transportation, and community participation over the next years in the development of this part of Cambridge. In a panel discussion, neighborhood residents and businesspeople expressed their concerns for how to create an economically viable part of the city that would also be people-oriented.

The Second Forum

These themes were given some additional perspective in the second forum of March, 1993, with presentations by Peter Madsen of Gunwyn Development Corporation and Peter Rowe, Dean of the Harvard Graduate School of Design, who were asked to speak as distinguished professionals who have not been involved in this area. Their messages differed only in matters of detail and emphasis; they were remarkably similar in their overall assessment of what works and what could be better. They emphasized the need for active streets and ground floors of buildings, and for a coherent strategy for knitting all the future projects together, so that the whole will be greater than the sum of the parts.

The Third Forum

Building on those themes and the complementary policies of the city's recent Growth Policy Initiative, the Community Development Department and their urban design consultant Dennis Carlone created a coherent set of principles to help us all guide development in Kendall Square and environs over the coming decades; these were presented at the final forum held in September, 1993. At that forum, Michael Rosenberg, Assistant City Manager for Community Development first explained the connections between the eastern sector urban design plan and the growth policy initiative.

In the broadest terms, the draft growth policy document entitled *Toward a Sustainable Future* intends to focus an image for Cambridge in the coming decades. That vision is "conserving, respecting the past, while not suggesting

that land uses in Cambridge remain frozen or static. It recognizes that some growth and change can be beneficial to the city. It builds on the recognition that Cambridge works and human diversity works. The current mix of urban form, scale, density, and mix of uses is worth sustaining and enhancing, both in existing neighborhoods and commercial districts, and in the older industrial areas."

Applying this vision to the eastern sector means that we must continue to find ways to make the entire area feel like it belongs in Cambridge. We must make better connections between all the constituent parts: the edge of the MIT campus, Kendall Square, the large holdings of Comm Energy, the DOT property, as well as the East Cambridge Riverfront and neighborhood and the Central Square area.

Many opportunities exist to enhance the area as a wide variety of projects come to fruition in the coming decades. We hope that the following principles can lead to a shared vision that will help the community make the most of this important part of the city.

Urban Design Principles: Recommendations for Kendall Square and Environs

1. Recognize that development opportunities in Cambridge's eastern sector will not be used up for a long time, possibly 30 years.

RECOMMENDATION: Develop in phases that both stand alone and work together.

2. Treat the entire area as a useable part of Cambridge, even though full development is not likely to occur for some time.

RECOMMENDATION: Clean up debris and weeds, seed areas with grass where possible, and consider open space uses for vacant sites on an interim basis.

3. Build in the spirit of the best of Cambridge, with its strong sense of community.

RECOMMENDATION: Design public edges of Kendall Square and environs to be unified in spirit with neighboring properties.

4. Incorporate those qualities of cities that make livable places to work and play.

RECOMMENDATION: Consider the positive role that private development can play in making publicly oriented places.

5. Build on the pedestrian and public transit nature of the city and make the main public ways into inviting avenues for people.

RECOMMENDATION: Support the Circumferential project and potential connection to Parcel 3, improve pedestrian environment on Broadway, Main, Ames, and Third.

6. Build new sidewalks and streets that reinforce the existing urban pattern.

RECOMMENDATION: Extend the street grid pattern to make neighborhood-scale blocks.

7. Create a special sense of place for each development area.

RECOMMENDATION: Add significant new open spaces at the street level in each major area.

8. Link areas' public open spaces with safe and enjoyable streets and walkways.

RECOMMENDATION: Establish linking streets and walkways, including an improved Athenaeum St., Fifth St. Way, and new spaces for major blocks of development.

9. Integrate public and private development in a positive, secure, and elegant manner.

RECOMMENDATION: Build the principal open space and street system early in the process, limit unsightly, unused areas, and shift development bulk away from neighborhood.

10. Group buildings to create an overall order in which the whole is greater than the sum of its parts.

RECOMMENDATION: Recognize importance of activating both sides of Main Street, establish a typical five-story building block, orient taller buildings to avoid shading public spaces.

11. Promote activity at the street level, the most important place for people.

RECOMMENDATION: Encourage Coop to open up more to its surroundings, encourage Legal Seafood to have street cafes, urge new development to be welcoming at the street level.

12. Create a functionally diverse and animated urban development.

RECOMMENDATION: Continue to activate heart of Kendall Square, expand retail presence (especially at Parcel 3), make new housing significant component of the entire area.

13. Make the image of the Eastern Sector feel more like Cambridge.

RECOMMENDATION: Encourage diversity of architectural responses within a master plan that includes guidelines for timeless architecture and respect for human scale.

Process for Implementation

I would like to ask that the City Council adopt these recommendations in principle, and send them to the Planning Board to be analyzed as to how these ideas could best be implemented. There are a variety of approaches. For example, they could be treated as advisory guidelines, to be used by City agencies and boards for reference in regard to any public actions taken in the area. Alternatively, they could be adopted more formally as part of the Zoning Ordinance relating to Kendall Square and neighboring districts. The Planning Board should be asked to report back to the Council by the end of the year for a proposed course of action.

Urban Design Plan for Kendall Square and Environs

The plan shown on the following page (Figure 1) is based upon the principles that were created during the series of Mayor's Forums on the future of the eastern districts of Cambridge. These principles suggest that the various entities involved in developing the plan should consider the interconnections between and among the areas at the same time as they meet their internal needs.

As indicated conceptually in the plan, a series of significant open spaces connected by pedestrian-oriented streets, sidewalks, and pathways should be the framework into which new structures are integrated. Two key sites are illustrated in Figures 2 and 3, attached. A mix of uses is particularly important to ensuring that the plan will succeed in reflecting the qualities of the most vital and active parts of Cambridge. While the City recognizes that this area will take a very long time to develop fully, every individual public and private action taken along the way should be designed to fit into a whole that will be greater than the sum of the parts.

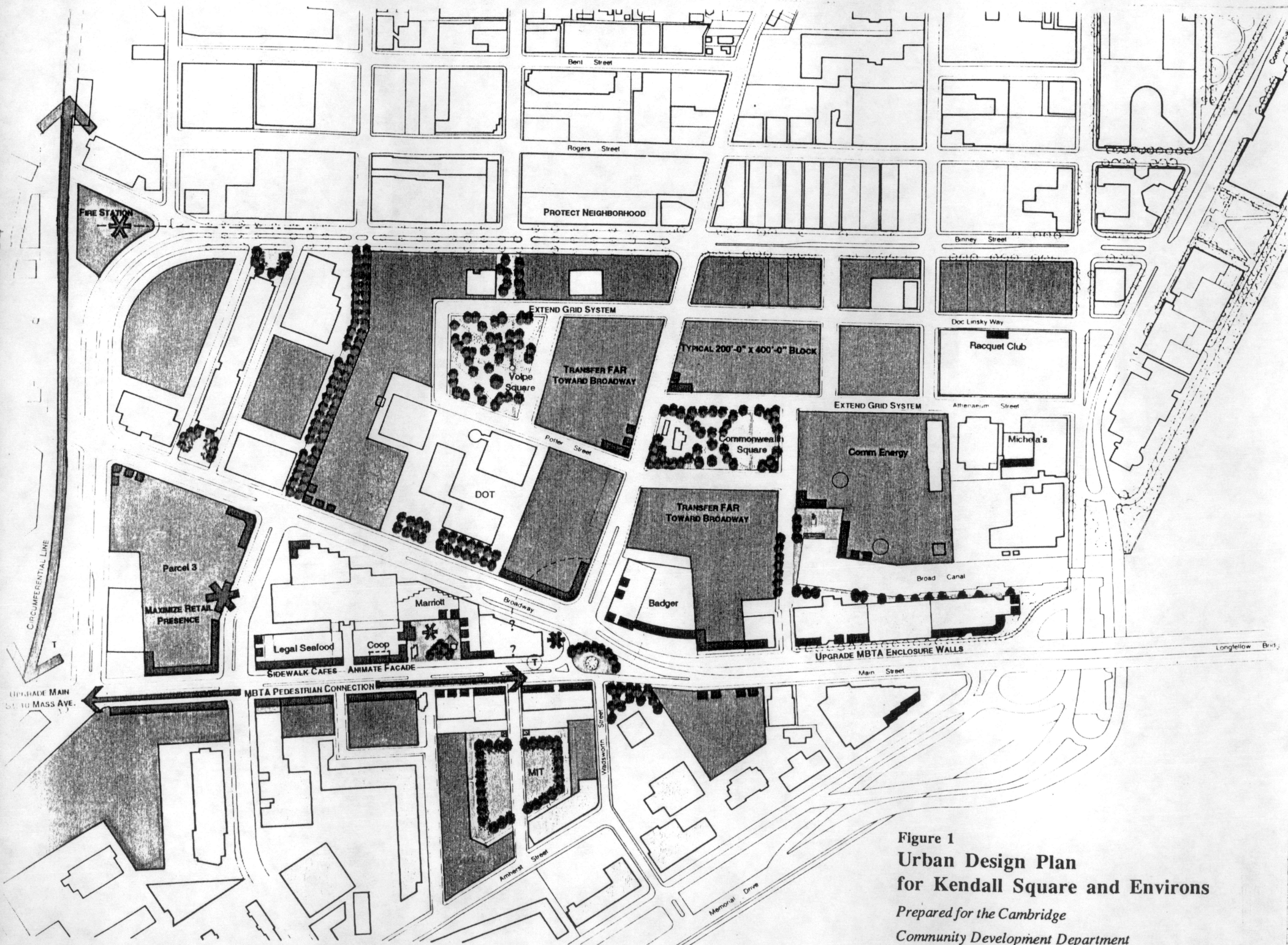
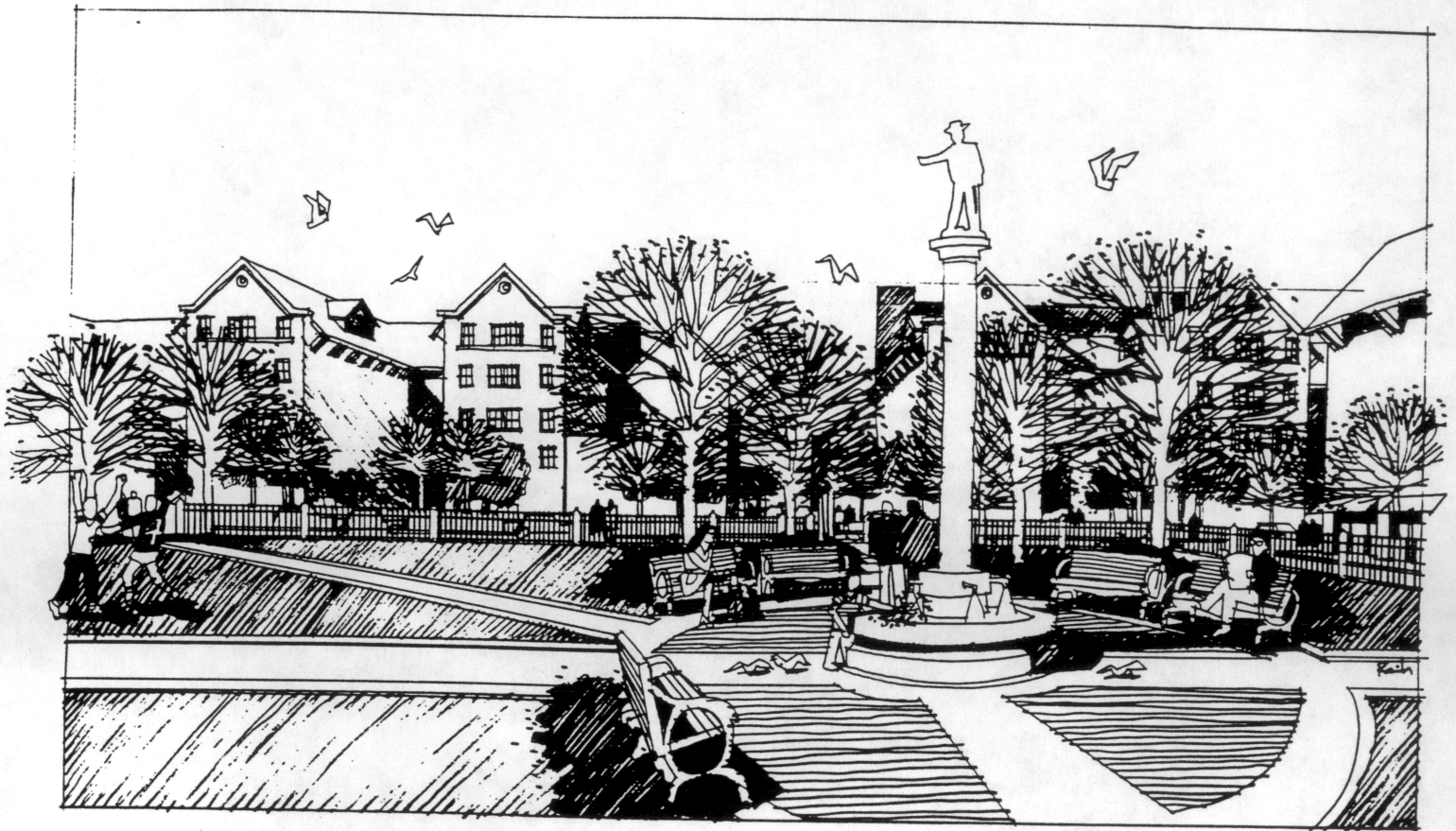


Figure 1
**Urban Design Plan
 for Kendall Square and Environs**
*Prepared for the Cambridge
 Community Development Department
 by Carlone & Associates 10/93*

Figure 2

Volpe Square Proposed New Housing and Park

This image illustrates a park of about 1.5 acres in the foreground (on DOT land and connecting to the Commonwealth Gas site off the page to the right) with about 200-250 units of housing in the background (along Binney Street). In order to achieve this portion of the plan, many parties would have to cooperate in a process of making the land available, in conjunction with possible expansion of the Transportation Systems Center and with ultimate development of the Comm Gas property. The park would thus become the central feature uniting several projects and connecting to an expanded area street and sidewalk system.

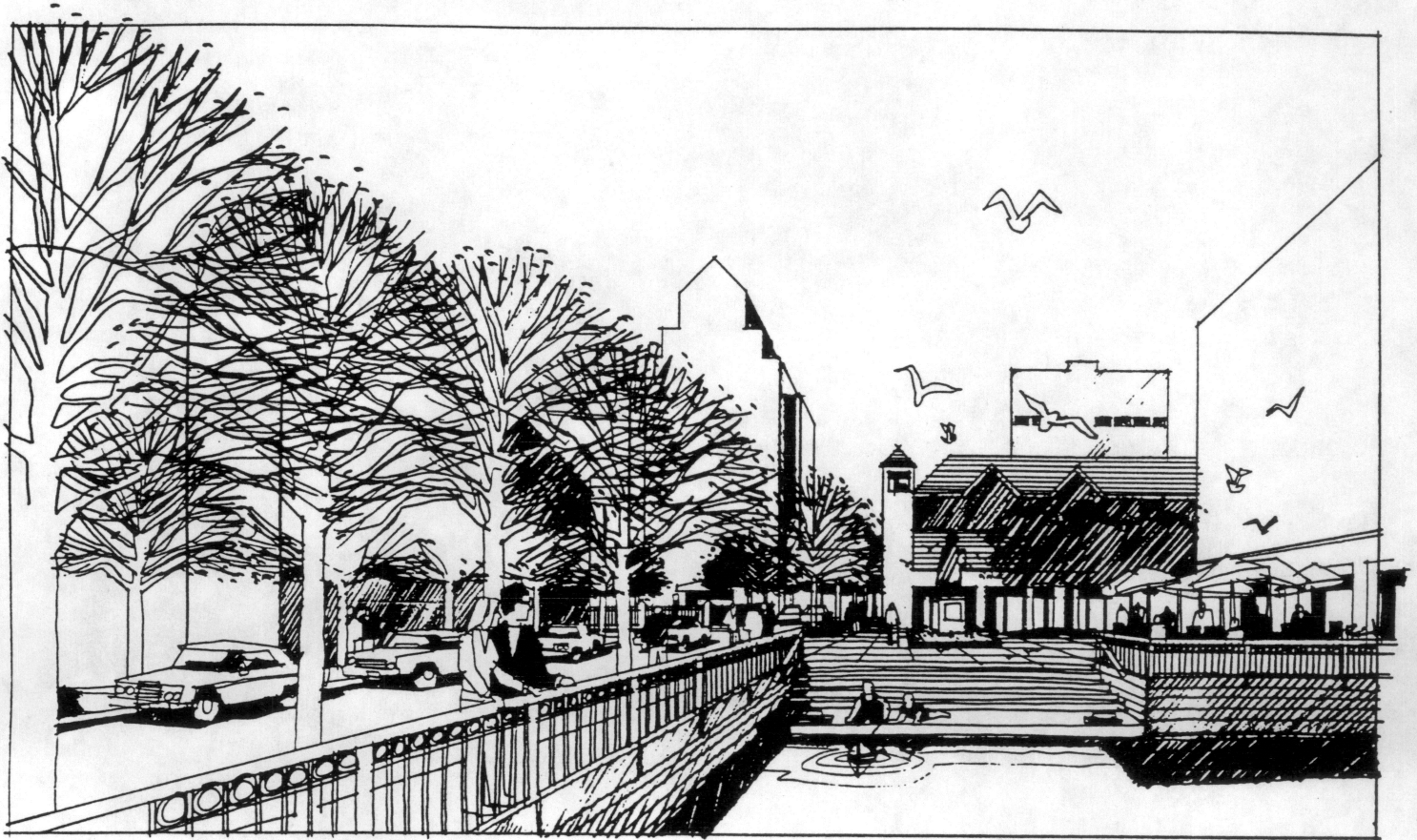


*Prepared for the Cambridge Community Development Department
by Carlone & Associates 10/93*

Figure 3

The Broad Canal, with a View Towards Proposed Commonwealth Square

An improved Broad Canal is shown in the foreground, looking north towards the proposed Commonwealth Square; this square would be located near the center of a redeveloped Commonwealth Energy site, which is now an on-grade parking lot. Commonwealth Square would make a welcoming private opening to the public spaces that give access to the site, and would help create a potentially elegant and urbane image for this 10-acre project.



*Prepared for the Cambridge Community Development Department
by Carlone & Associates 10/93*

RECEIVED
MAYOR'S OFFICE
CITY OF CAMBRIDGE

TO: Mayor Kenneth Reeves
FROM: Mary Ann Donofrio
DATE: October 6, 1993
SUBJECT: Kendal Square Forums

93 OCT -8 PM 10: 08

The three forums we had were very interesting. The first seemed to be for the Developer's. The recommendations seemed to be build to the max and forget the neighborhood. The second and third were for the neighborhood.

The third forum seemed to be the most realistic. Mr Carlone seems to be someone who has insight in development and harmony between the developer and the neighbors. Mr Carlone's recommendations seemed reasonable but had some draw backs..

Kendal Square has people living there already. They are MIT people. They live in the dorms at Eastgate, at 100 Memorial Drive and other dorms in the East Campus Area. It would be nice to build more housing. One problem with this is that the owners of the properties do not want housing on their land.

Mr Carlone spoke of building in unified spirit with the neighborhood properties. The problem there is that the neighbors have been asking the City Council to Downzone toward the neighborhood and they will NOT pass any legislation to do this.

Mr Carlone's recommendations about having sidewalk restaurants closer to the street sounds great. Kendal Square has cars and buses running down Main Street. They park near the Marriot for pickups. I know I do not like the taste of fumes in my food. I do not sit in the smoking area in a restaurant, so why would I want to eat near the curb and get fumes from the cars and buses. The Marriot and food court behind the Coop have the right idea. They have outdoor sitting but it is far enough back so the clients can enjoy their food without the dust and fumes from the cars and buses. Street level activity can only be achieved if the wind tunnel is not built. Walking from Ames Street to Carleton Street on a windy day is a chore now. We have had people being blown over from the wind. I have had to help senior citizens who work at MIT into the building. When we go to work on a rainy day, we cannot use an umbrella when we get to this area. It is a hazard to people walking and drivers because people walking are trying to hold their balance and are not watching where they are going.

The suggestion of grid patterns was very good. Those attending the third forum might have gotten the idea that the street system would be for cars only. They could be bike paths and walkways. The streets could be used for shuttles. It is very inconvenient to get from the Leachmere/Twin City Area to Kendall. To go by public transportation you must either go from Leachmere to Park Street on the Green-Line then take the Red-Line to Kendall. The other public transportation is to go from Leachmere to Harvard Square and take the Red-Line to Kendall. When you think of Kendall Square you think of getting into a car and driving. Public Transportation takes about an hour to use to get to Kendall.

A shuttle from the Leachmere/Twin City Area to Kendall would cut down on traffic eventhough the area is being developed.

I would like to state at this time that I have lived in East Cambridge all my life and have worked at MIT for over 25 Years. I know the two areas very well. My interests in seeing the Kendall Square Area developed are both personal and professional. It would be nice to walk around Kendall Square and see some beauty instead of open fields and high buildings. It would be nice to have a area to do chores in during lunch. Go shopping, have your shoes fixed, do your banking, etc. It would be nice to have a choice of where to go for lunch that would not cost you \$10 to \$15 a day. The people who work there now are like a family to one another. It would be nice to add to the work-family and have the environment around you pleasant to walk through or sit in and talk.

One thing that must be remembered, when the developer is gone there still will be people around who must live and work. Let's make it the best for all.

RECEIVED
MAYOR'S OFFICE
CITY OF CAMBRIDGE

93 SEP 24 PM 11:20

Joseph Preston Baratta, Ph.D

218 Thorndike Street, No. 102
Cambridge, MA 02141
(617) 225-2253

23 September 1993

The honorable Kenneth E. Reeves
Office of the Mayor
City Hall
Cambridge, MA 02139

Dear Mayor Reeves:

Thank you for convening yesterday your third forum on the future of Kendall Square.

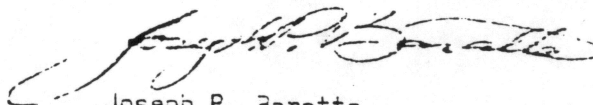
I especially appreciated Dennis Carlone's verbal and visual presentation of principles and recommendations. These seemed to advance the Community Development Department's "Design Guidelines" for East Cambridge to a new level. I was glad to see his emphasis on community, livable spaces, public ways, open space, integrated private and public development, the extension of Atheneum Street and other streets in a grid to the economic and aesthetic advantage of all, and generally guiding development by an agreed master plan. I agreed with your judgment that the direction for development around Kendall Square, as has emerged in these forums, is toward more greenery, people, life. We need more "beauty" like Centanni Way!

You asked what would be most useful as a next step? As I mentioned to you personally, I wish you would mediate one more time in the effort to find agreeable terms for a new zoning ordinance for the Kendall Square development area. We in the East Cambridge Planning Team sent you the letter of last April that I showed you specifying point by point our response to the latest landowners' proposals. I also gave a copy to Catherine Donaher. During the forum yesterday, I was struck by how often the issue of rezoning came up. Verney Hintlian, for instance, expressly said that the rezoning process needs the kind of design plan that Mr. Carlone had drawn up. Several others from the business community spoke of the need for some housing to make the square come to life. The time seems opportune for another negotiating session.

I regret that no one from Boston Properties, the City of Cambridge's developer, was present to see Mr. Carlone's brilliant presentation. What really are we to think when so privileged and decisive a private group absent themselves from so carefully planned a forum on their own area? You were not too harsh to call it "unexcusable!"

With best wishes for the coming election,

Sincerely yours,



Joseph P. Baratta



Massachusetts Institute of Technology
Planning Office
Cambridge, Massachusetts, 02139

October 14, 1993

Kenneth E. Reeves
Mayor
Office of the Mayor
City Hall
Cambridge, MA 02139

Dear Mayor Reeves:

Thank you for your invitation to participate in the Kendall Square Vision sessions. We enjoyed Dennis Carlone's presentation and would like to respond to your request for reactions and comments on how to make Kendall Square a more humane and beautiful place.

The enclosed summary of our thoughts and an illustration of some of the possibilities we see are transmitted for your consideration.

Thank you again for your leadership in helping to focus attention on the needs of our community in Kendall Square.

Sincerely,

A handwritten signature in dark ink, appearing to read "O. R. Simha".

O. R. Simha
Director of Planning

ORS:an
Enclosures

cc: D. Carlone
W. R. Dickson
M. Rosenberg
R. P. Suduiko



environmental engineers, scientists,
planners, & management consultants

CAMP DRESSER & McKEE INC.

Ten Cambridge Center
Cambridge, Massachusetts 02142
617 252-8000

October 7, 1993

Mayor Kenneth E. Reeves
Mayor's Office
City Hall
Cambridge, MA 02139

Re: Forum on Kendall Square

Dear Mayor Reeves:

It was with great interest I attended the Mayor's Third Forum on Kendall Square. A schedule conflict at 5:00 PM did not allow me to stay beyond Mr. Carbone's presentation, and therefore I am providing some observations and specific suggestions in writing as you recommended. The City of Cambridge as well as Kendall Square, are both very familiar to me. I am employed at Camp Dresser and McKee in Kendall Square as a Landscape Architect. I have worked with the City on numerous open space projects, including Danehy Park since 1981 and I am an instructor in landscape architecture at the Harvard Graduate School of Design.

First the City should be commended for its vision relative to this forum. This professional and public partnership approach is what allows Cambridge to be in the forefront and a leader in so many ways.

The principles and recommendations as presented at the meeting, are to create a strong basis for planning and development, however, in some instances they don't appear to focus on the City's current needs. As an example; Principle 1.- "Recognize that development potential of Cambridge's eastern section will not be used up for a long time, possibly 30 years." If this is the case, we should look at interim uses, not just long term. Thirty years is multiple childhoods. This land might have the potential to serve community uses short-term, at minimal cost, with the agreement that ultimate use will be in accordance with the plan.

Principle 2. - "Build in the spirit of the best of Cambridge, with its strong sense of community, and Principle 3 "Incorporate those qualities of cities that make it a liveable place to work and play." The true issue here is how can we integrate/blend this Kendall Square environment into the City as a part of the community. The majority of the population commutes to Kendall Square. The level of use after 5 or 6 PM weekdays and on weekends is low. The local residents have little to draw them to the area. Increased commercial development as described by Dennis Carbone is part of the answer, but we need

Mayor Kenneth E. Reeves
Mayor's Office
Page Two
October 7, 1993

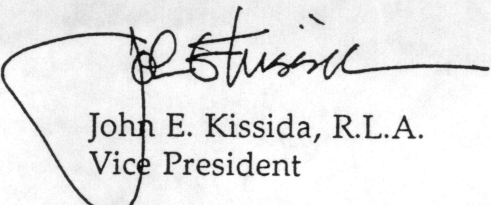
more. How can we encourage more use of the area nights and weekends by workers and residents alike, since increased use normally reduces problems with security, vandalism, etc. One possible approach might be thru interim uses as well as some refocusing on the design of the urban open space. Cambridge has extremely high demands for sports facilities, baseball, softball, little league, soccer, tennis, basketball, etc. Sports facilities designed as interim uses 10 - 20 - 30 - years, could provide the City with much needed activity areas. These facilities could serve the Kendall Square working community for leagues, as well as, draw the neighborhoods/community people into the area, to create additional vitality, especially nights and weekends. The open space as currently planned break down the large spaces into small urban tree lines greens which have little value to the community, as a whole. The unused land might also serve interim uses like community gardens or others, as proposed by the local residents. This approach might also serve to address Principle 8 - ".....limit unsightly, unused areas.....".

The Kendall Square area can be a special place, the City with its principles and recommendations has created a vision. My suggestions are not made to criticize this vision, but to broaden it in areas of need, especially in the short term. Some critics will say that land created for public use will be impossible to develop in the future. They may be correct, unless proper understandings are reached at the start. If the future for Kendall square is up to 30 years from now, we must also plan for the present.

Again, thank you for the opportunity to participate. Please feel free to contact me, if I can be of further assistance.

Very truly yours,

CAMP DRESSER & McKEE INC.



John E. Kissida, R.L.A.
Vice President

cc: M.H. Rosenberg, Assistant City Manager
R.C. Rossi, Deputy City Manager

MIT's Response to
the Mayor's Forum on Kendall Square and the
Surrounding Area in the 21st Century
September 22, 1993

MIT enthusiastically supports many of the principles and recommendations for the Kendall Square Area raised by Dennis Carlone. We feel that these principles reinforce the high standards for urban design and the "Cambridgeness" that many are looking for in Kendall Square. Many of these principles are consistent with those set out in the document, Development Guidelines Kendall Square Urban Renewal Area, prepared in 1977 for the Cambridge Redevelopment Authority.

MIT has supported these guidelines over the years and has sought to follow similar approaches in planning and development for its East Campus area along Main Street. In preparing these comments we have drawn on examples of MIT's campus planning in the Kendall Square area as it both affects and is affected by other development in the vicinity.

- **The Creation of Public Open Space at Street Level—Visually and Physically Accessible**

MIT's system of courtyards, plazas, and entry yards are all located at street level to encourage their use by all who pass through the campus, and to provide amenities necessary for the enjoyment of space in the City.

The Mayor's plea for "spaces of remarkable beauty" can be interpreted as a desire to create pleasurable green interludes and other urban oases that the public can enjoy in the course of their daily lives.

Only when provided at street level, can the full benefit of open space as an important urban amenity be realized. Carefully planned and designed open spaces create settings for buildings and define the urban design features that make a location identifiable; they provide a "natural" break from the intensity of building forms; and they invite and include all people to participate in the life of an area, not only users of buildings.

The two plazas on the north side of Main Street are attractive and well used open areas at the street level in Kendall Square now; but as the area continues to be developed, the creation of more open spaces, which respond to the Development Guidelines cited above, will be welcome.

- **Maintain the pedestrian scale of streets in order to reinforce the existing urban pattern and to support pedestrian activity.**

In its campus planning, MIT has sought to encourage pedestrian activity by maintaining streets at their existing width or by narrowing the carriageway and widening sidewalks, and has planned a program of pedestrian scale street amenities and improvements for Carleton and Hayward Streets in the East Campus.

Keeping the narrow scale of streets encourages pedestrian activity and supports their safety. Because another goal of the city is to channel auto traffic into major arteries and connectors, keeping streets at pedestrian scale, also reinforces this goal.

Where traffic conditions allow, such as the Ames Street extension between Broadway and Main Street, narrowing street segments improves the pedestrian environment. By so doing the City can 1) reclaim additional developable land in Cambridge Center; and 2) create a more hospitable pedestrian scale street to support the retail activities planned along the east side of that site.

The recommendation to extend the street grid to make neighborhood scale blocks is in keeping with the desire to support pedestrian activity and safety, especially when such new streets are offset to discourage through traffic.

- **Extend the retail frontage at the street level with active pedestrian oriented stores whose entries and windows support and encourage active street life.**

MIT provides about 30,000 SF of retail uses on the south side of Main Street. The retail activity provides for necessary personal services as well as several restaurant options and while limited in its stock, the only food store in the area. These stores open onto and animate the street and sidewalk.

By increasing retail activity and orienting stores to the street, the nearby residents and the growing population which works in Kendall Square every day could be better served. The substantial retail presence anticipated for Parcel 3 will be very beneficial to this area. The Development Guidelines offer many suggestions regarding retail use as an important component of the mixed use concept for the Kendall Square Urban Renewal Area.

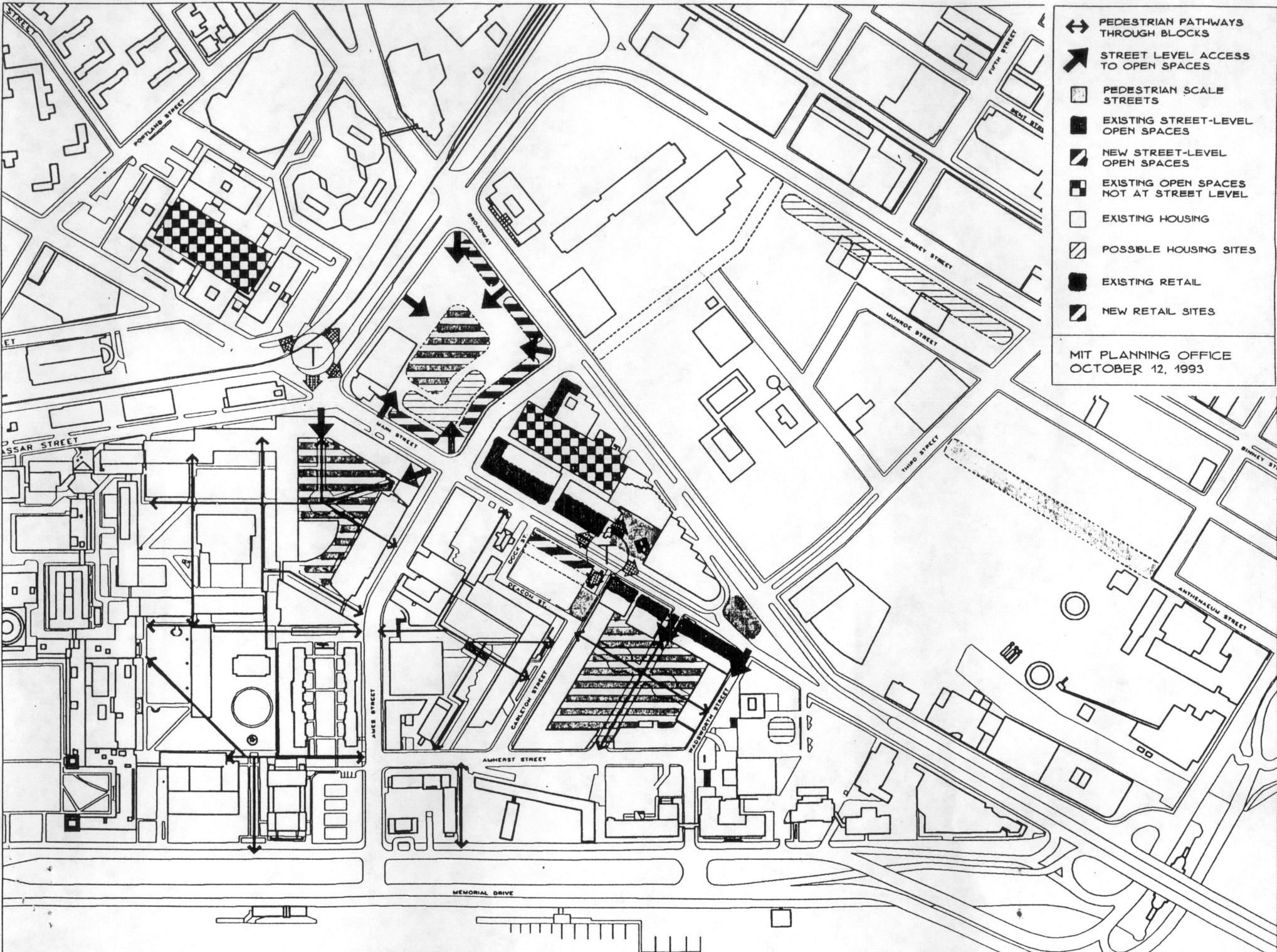
- **Introduce more housing in the greater Kendall area to provide a local resource for new workers associated with commercial development and to support more evening life in the area.**

Most of the housing in the Kendall area now is associated with MIT. Over 1,300 students, affiliates, and others live in the almost 1,000 MIT-sponsored units on East Campus and at 100 Memorial Drive. MIT would like to build more housing in this area as soon as resources allow, and has advocated over the years for a wide mix of housing and residents in Kendall Square.

By increasing the amount of housing of different kinds and for different population groups, the Kendall area can become more spirited and take on a more varied character. Housing can serve as a buffer between some of the areas where large scale commercial development is anticipated and the nearby East Cambridge neighborhood, and can be built at higher densities in the heart of Kendall Square where the existing building forms would be compatible.

The current resident population cannot rely on the Kendall area for most of the services they require for daily life, such as light food shopping, many personal services, entertainment, and low cost restaurants for dinner. With a larger residential population, there would be more incentive to provide for these needs and, as a result, activity in Kendall Square would extend beyond business hours.

MIT, October 12, 1993



- ↔ PEDESTRIAN PATHWAYS THROUGH BLOCKS
- ➔ STREET LEVEL ACCESS TO OPEN SPACES
- ▣ PEDESTRIAN SCALE STREETS
- EXISTING STREET-LEVEL OPEN SPACES
- ▤ NEW STREET-LEVEL OPEN SPACES
- ▣ EXISTING OPEN SPACES NOT AT STREET LEVEL
- EXISTING HOUSING
- ▨ POSSIBLE HOUSING SITES
- EXISTING RETAIL
- ▤ NEW RETAIL SITES

MIT PLANNING OFFICE
OCTOBER 12, 1993



City of Cambridge

23.

IN CITY COUNCIL

October 25, 1993

MAYOR REEVES

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CHARTER RIGHT WAS EXERCISED BY COUNCILLOR WALSH

Report on the Mayor's Forums

DRAFT *Guidelines for Kendall Square and Environs*

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that land uses in Cambridge remain frozen or static. It recognizes that some growth and change can be beneficial to the city. It builds on the recognition that Cambridge works and human diversity works. The current mix of urban form, scale, density, and mix of uses is worth sustaining and enhancing, both in existing neighborhoods and commercial districts, and in the older industrial areas."

Applying this vision to the eastern sector means that we must continue to find ways to make the entire area feel like it belongs in Cambridge. We must make better connections between all the constituent parts: the edge of the MIT campus, Kendall Square, the large holdings of Comm Energy, the DOT property, as well as the East Cambridge Riverfront and neighborhood and the Central Square area.

Many opportunities exist to enhance the area as a wide variety of projects come to fruition in the coming decades. We hope that the following principles can lead to a shared vision that will help the community make the most of this important part of the city.

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5. Build on the pedestrian and public transit nature of the city and make the main public ways into inviting avenues for people.

RECOMMENDATION: Support the Circumferential project and potential connection to Parcel 3, improve pedestrian environment on Broadway, Main, Ames, and Third.

6. Build new sidewalks and streets that reinforce the existing urban pattern.

RECOMMENDATION: Extend the street grid pattern to make neighborhood-scale blocks.

7. Create a special sense of place for each development area.

RECOMMENDATION: Add significant new open spaces at the street level in each major area.

8. Link areas' public open spaces with safe and enjoyable streets and walkways.

RECOMMENDATION: Establish linking streets and walkways, including an improved Athenaeum St., Fifth St. Way, and new spaces for major blocks of development.

9. Integrate public and private development in a positive, secure, and elegant manner.

RECOMMENDATION: Build the principal open space and street system early in the process, limit unsightly, unused areas, and shift development bulk away from neighborhood.

10. Group buildings to create an overall order in which the whole is greater than the sum of its parts.

RECOMMENDATION: Recognize importance of activating both sides of Main Street, establish a typical five-story building block, orient taller buildings to avoid shading public spaces.

11. Promote activity at the street level, the most important place for people.

RECOMMENDATION: Encourage Coop to open up more to its surroundings, encourage Legal Seafood to have street cafes, urge new development to be welcoming at the street level.

12. Create a functionally diverse and animated urban development.

RECOMMENDATION: Continue to activate heart of Kendall Square, expand retail presence (especially at Parcel 3), make new housing significant component of the entire area.

13. Make the image of the Eastern Sector feel more like Cambridge.

RECOMMENDATION: Encourage diversity of architectural responses within a master plan that includes guidelines for timeless architecture and respect for human scale.

Process for Implementation

I would like to ask that the City Council adopt these recommendations in principle, and send them to the Planning Board to be analyzed as to how these ideas could best be implemented. There are a variety of approaches. For example, they could be treated as advisory guidelines, to be used by City agencies and boards for reference in regard to any public actions taken in the area. Alternatively, they could be adopted more formally as part of the Zoning Ordinance relating to Kendall Square and neighboring districts. The Planning Board should be asked to report back to the Council by the end of the year for a proposed course of action.

Urban Design Plan for Kendall Square and Environs

The plan shown on the following page (Figure 1) is based upon the principles that were created during the series of Mayor's Forums on the future of the eastern districts of Cambridge. These principles suggest that the various entities involved in developing the plan should consider the interconnections between and among the areas at the same time as they meet their internal needs.

As indicated conceptually in the plan, a series of significant open spaces connected by pedestrian-oriented streets, sidewalks, and pathways should be the framework into which new structures are integrated. Two key sites are illustrated in Figures 2 and 3, attached. A mix of uses is particularly important to ensuring that the plan will succeed in reflecting the qualities of the most vital and active parts of Cambridge. While the City recognizes that this area will take a very long time to develop fully, every individual public and private action taken along the way should be designed to fit into a whole that will be greater than the sum of the parts.

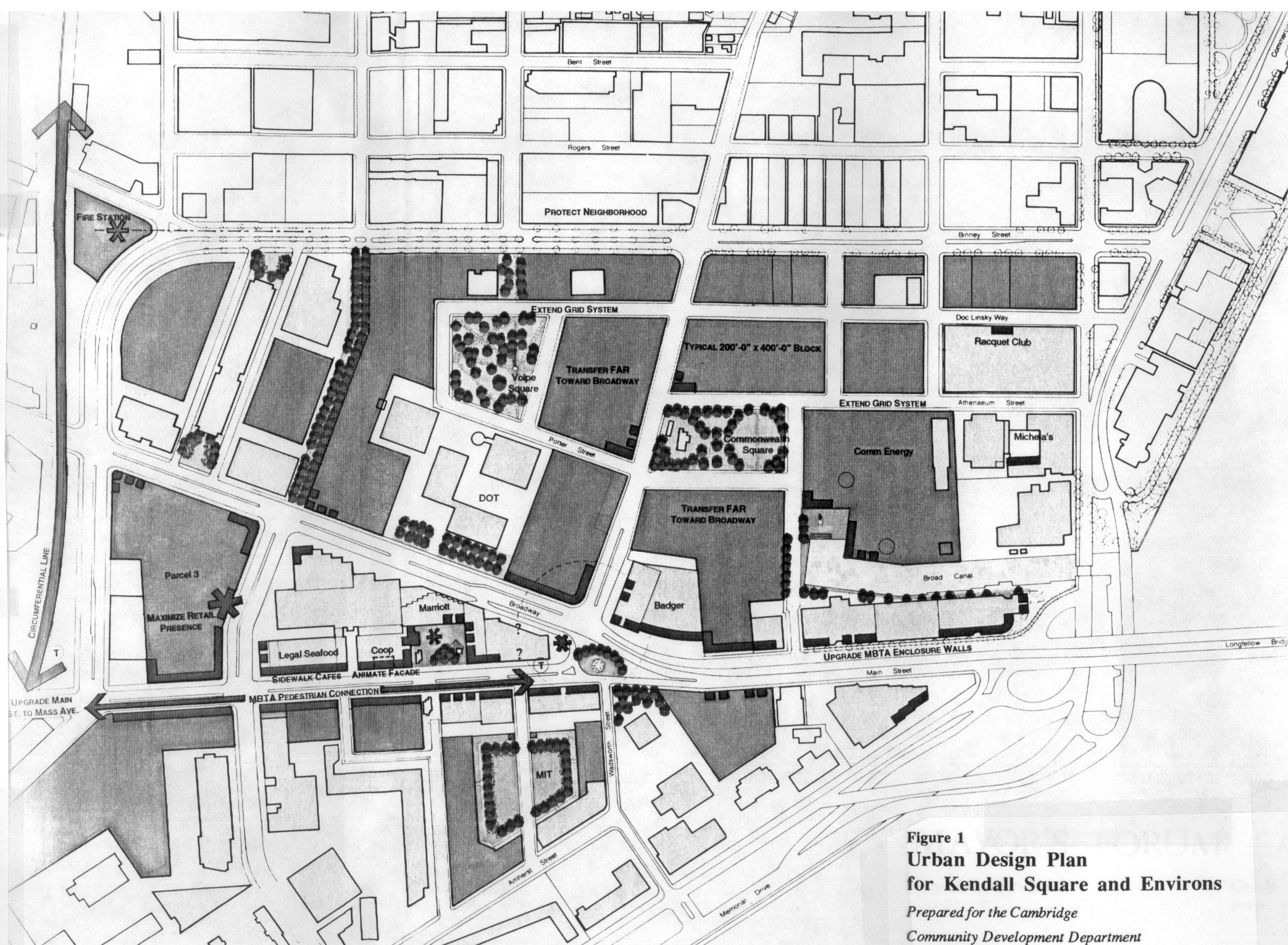
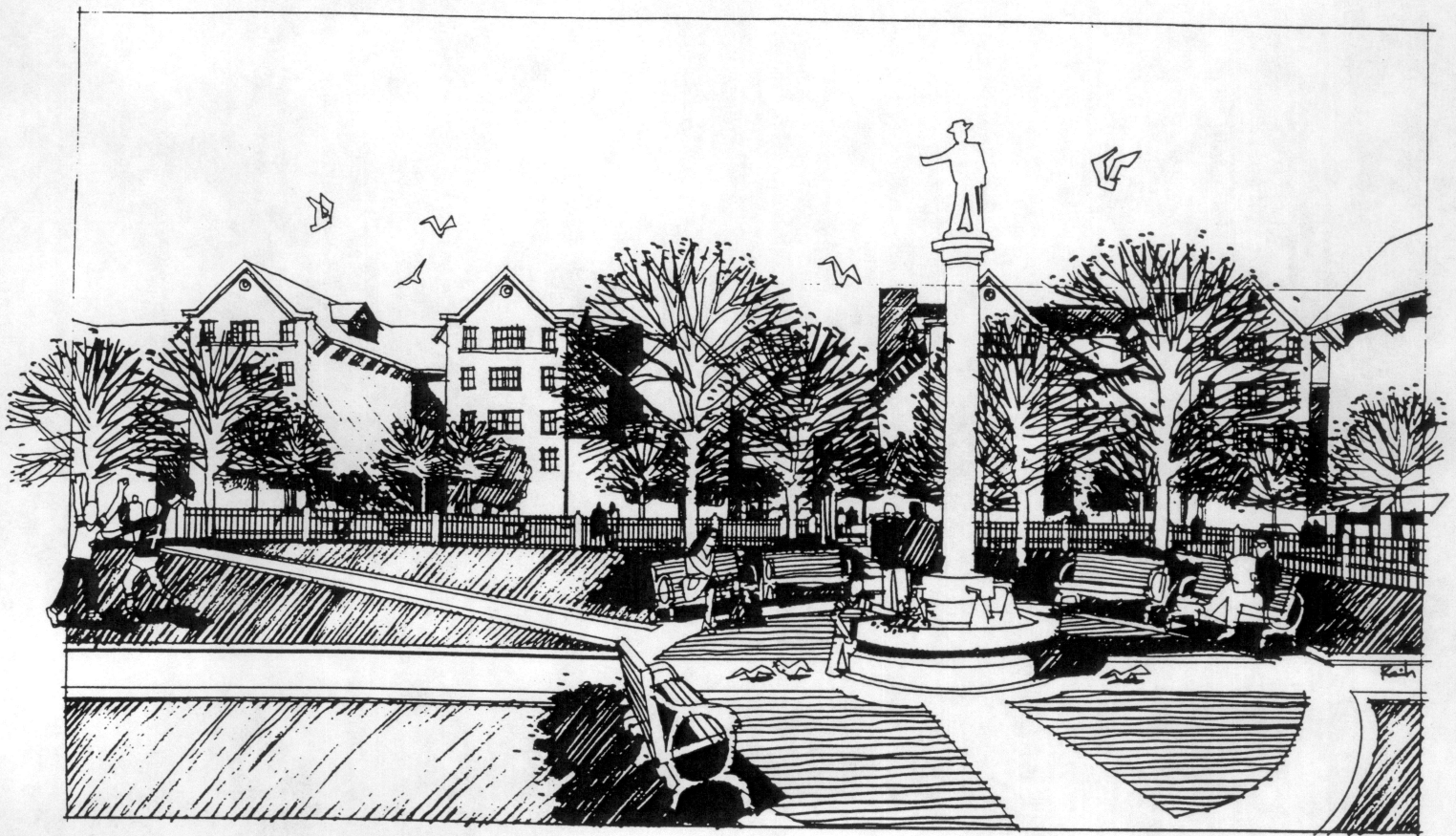


Figure 1
Urban Design Plan
for Kendall Square and Environs
Prepared for the Cambridge
Community Development Department
by Carlone & Associates 10/93

Figure 2

Volpe Square Proposed New Housing and Park

This image illustrates a park of about 1.5 acres in the foreground (on DOT land and connecting to the Commonwealth Gas site off the page to the right) with about 200-250 units of housing in the background (along Binney Street). In order to achieve this portion of the plan, many parties would have to cooperate in a process of making the land available, in conjunction with possible expansion of the Transportation Systems Center and with ultimate development of the Comm Gas property. The park would thus become the central feature uniting several projects and connecting to an expanded area street and sidewalk system.

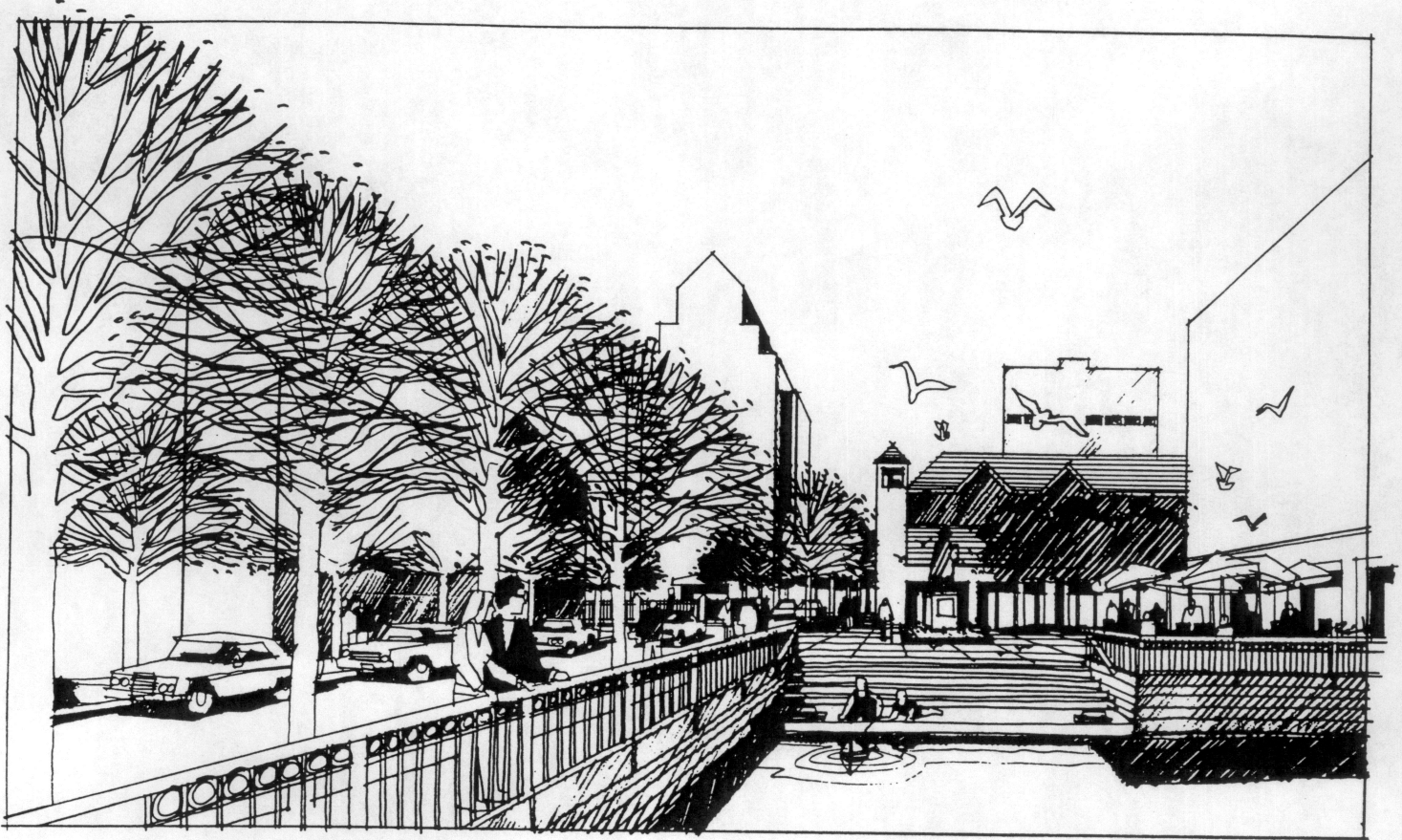


*Prepared for the Cambridge Community Development Department
by Carlone & Associates 10/93*

Figure 3

The Broad Canal, with a View Towards Proposed Commonwealth Square

An improved Broad Canal is shown in the foreground, looking north towards the proposed Commonwealth Square; this square would be located near the center of a redeveloped Commonwealth Energy site, which is now an on-grade parking lot. Commonwealth Square would make a welcoming private opening to the public spaces that give access to the site, and would help create a potentially elegant and urbane image for this 10-acre project.



*Prepared for the Cambridge Community Development Department
by Carlone & Associates 10/93*

RECEIVED
MAYOR'S OFFICE
CITY OF CAMBRIDGE

TO: Mayor Kenneth Reeves
FROM: Mary Ann Donofrio
DATE: October 6, 1993
SUBJECT: Kendal Square Forums

93 OCT -8 PM 10: 08

The three forums we had were very interesting. The first seemed to be for the Developer's. The recommendations seemed to be build to the max and forget the neighborhood. The second and third were for the neighborhood.

The third forum seemed to be the most realistic. Mr Carlone seems to be someone who has insight in development and harmony between the developer and the neighbors. Mr Carlone's recommendations seemed reasonable but had some draw backs..

Kendal Square has people living there already. They are MIT people. They live in the dorms at Eastgate, at 100 Memorial Drive and other dorms in the East Campus Area. It would be nice to build more housing. One problem with this is that the owners of the properties do not want housing on their land.

Mr Carlone spoke of building in unified spirit with the neighborhood properties. The problem there is that the neighbors have been asking the City Council to Downzone toward the neighborhood and they will NOT pass any legislation to do this.

Mr Carlone's recommendations about having sidewalk restaurants closer to the street sounds great. Kendal Square has cars and buses running down Main Street. They park near the Marriot for pickups. I know I do not like the taste of fumes in my food. I do not sit in the smoking area in a restaurant, so why would I want to eat near the curb and get fumes from the cars and buses. The Marriot and food court behind the Coop have the right idea. They have outdoor sitting but it is far enough back so the clients can enjoy their food without the dust and fumes from the cars and buses. Street level activity can only be achieved if the wind tunnel is not built. Walking from Ames Street to Carleton Street on a windy day is a chore now. We have had people being blown over from the wind. I have had to help senior citizens who work at MIT into the building. When we go to work on a rainy day, we cannot use an umbrella when we get to this area. It is a hazard to people walking and drivers because people walking are trying to hold their balance and are not watching where they are going.

The suggestion of grid patterns was very good. Those attending the third forum might have gotten the idea that the street system would be for cars only. They could be bike paths and walkways. The streets could be used for shuttles. It is very inconvenient to get from the Leachmere/Twin City Area to Kendall. To go by public transportation you must either go from Leachmere to Park Street on the Green-Line then take the Red-Line to Kendall. The other public transportation is to go from Leachmere to Harvard Square and take the Red-Line to Kendall. When you think of Kendall Square you think of getting into a car and driving. Public Transportaion takes about an hour to use to get to Kendall.

A shuttle from the Leachmere/Twin City Area to Kendall would cut down on traffic eventhough the area is being developed.

I would like to state at this time that I have lived in East Cambridge all my life and have worked at MIT for over 25 Years. I know the two areas very well. My interests in seeing the Kendall Square Area developed are both personal and professional. It would be nice to walk around Kendall Square and see some beauty instead of open fields and high buildings. It would be nice to have a area to do chores in during lunch. Go shopping, have your shoes fixed, do your banking, etc. It would be nice to have a choice of where to go for lunch that would not cost you \$10 to \$15 a day. The people who work there now are like a family to one another. It would be nice to add to the work-family and have the environment around you pleasant to walk through or sit in and talk.

One thing that must be remembered, when the developer is gone there still will be people around who must live and work. Let's make it the best for all.

RECEIVED
MAYOR'S OFFICE
CITY OF CAMBRIDGE
93 SEP 24 PM 11:20

Joseph Preston Baratta, Ph.D

218 Thorndike Street, No. 102
Cambridge, MA 02141
(617) 225-2253

23 September 1993

The Honorable Kenneth E. Reeves
Office of the Mayor
City Hall
Cambridge, MA 02139

Dear Mayor Reeves:

Thank you for convening yesterday your third forum on the future of Kendall Square.

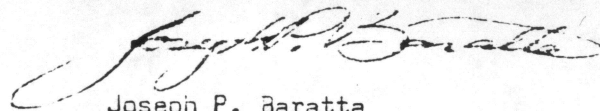
I especially appreciated Dennis Carlone's verbal and visual presentation of principles and recommendations. These seemed to advance the Community Development Department's "Design Guidelines" for East Cambridge to a new level. I was glad to see his emphasis on community, livable spaces, public ways, open space, integrated private and public development, the extension of Atheneum Street and other streets in a grid to the economic and aesthetic advantage of all, and generally guiding development by an agreed master plan. I agreed with your judgment that the direction for development around Kendall Square, as has emerged in these forums, is toward more greenery, people, life. We need more "beauty" like Centanni Way!

You asked what would be most useful as a next step? As I mentioned to you personally, I wish you would mediate one more time in the effort to find agreeable terms for a new zoning ordinance for the Kendall Square development area. We in the East Cambridge Planning Team sent you the letter of last April that I showed you specifying point by point our response to the latest landowners' proposals. I also gave a copy to Catherine Donaher. During the forum yesterday, I was struck by how often the issue of rezoning came up. Varney Hintlian, for instance, expressly said that the rezoning process needs the kind of design plan that Mr. Carlone had drawn up. Several others from the business community spoke of the need for some housing to make the square come to life. The time seems opportune for another negotiating session.

I regret that no one from Boston Properties, the City of Cambridge's developer, was present to see Mr. Carlone's brilliant presentation. What really are we to think when so privileged and decisive a private group absent themselves from so carefully planned a forum on their own area? You were not too harsh to call it "unexcusable!"

With best wishes for the coming election,

Sincerely yours,



Joseph P. Baratta



Massachusetts Institute of Technology
Planning Office
Cambridge, Massachusetts, 02139

October 14, 1993

Kenneth E. Reeves
Mayor
Office of the Mayor
City Hall
Cambridge, MA 02139

Dear Mayor Reeves:

Thank you for your invitation to participate in the Kendall Square Vision sessions. We enjoyed Dennis Carlone's presentation and would like to respond to your request for reactions and comments on how to make Kendall Square a more humane and beautiful place.

The enclosed summary of our thoughts and an illustration of some of the possibilities we see are transmitted for your consideration.

Thank you again for your leadership in helping to focus attention on the needs of our community in Kendall Square.

Sincerely,

A handwritten signature in cursive script, appearing to read "O. R. Simha".

O. R. Simha
Director of Planning

ORS:an
Enclosures

cc: D. Carlone
W. R. Dickson
M. Rosenberg
R. P. Suduiko



environmental engineers, scientists,
planners, & management consultants

CAMP DRESSER & McKEE INC.

Ten Cambridge Center
Cambridge, Massachusetts 02142
617 252-8000

October 7, 1993

Mayor Kenneth E. Reeves
Mayor's Office
City Hall
Cambridge, MA 02139

Re: Forum on Kendall Square

Dear Mayor Reeves:

It was with great interest I attended the Mayor's Third Forum on Kendall Square. A schedule conflict at 5:00 PM did not allow me to stay beyond Mr. Carbone's presentation, and therefore I am providing some observations and specific suggestions in writing as you recommended. The City of Cambridge as well as Kendall Square, are both very familiar to me. I am employed at Camp Dresser and McKee in Kendall Square as a Landscape Architect. I have worked with the City on numerous open space projects, including Danehy Park since 1981 and I am an instructor in landscape architecture at the Harvard Graduate School of Design.

First the City should be commended for its vision relative to this forum. This professional and public partnership approach is what allows Cambridge to be in the forefront and a leader in so many ways.

The principles and recommendations as presented at the meeting, are to create a strong basis for planning and development, however, in some instances they don't appear to focus on the City's current needs. As an example; Principle 1.- "Recognize that development potential of Cambridge's eastern section will not be used up for a long time, possibly 30 years." If this is the case, we should look at interim uses, not just long term. Thirty years is multiple childhoods. This land might have the potential to serve community uses short-term, at minimal cost, with the agreement that ultimate use will be in accordance with the plan.

Principle 2. - "Build in the spirit of the best of Cambridge, with its strong sense of community, and Principle 3 "Incorporate those qualities of cities that make it a liveable place to work and play." The true issue here is how can we integrate/blend this Kendall Square environment into the City as a part of the community. The majority of the population commutes to Kendall Square. The level of use after 5 or 6 PM weekdays and on weekends is low. The local residents have little to draw them to the area. Increased commercial development as described by Dennis Carbone is part of the answer, but we need

Mayor Kenneth E. Reeves
Mayor's Office
Page Two
October 7, 1993

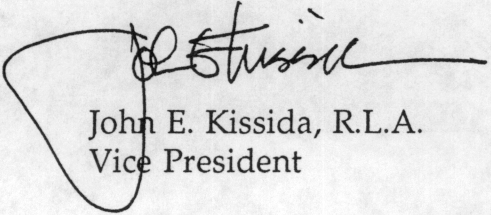
more. How can we encourage more use of the area nights and weekends by workers and residents alike, since increased use normally reduces problems with security, vandalism, etc. One possible approach might be thru interim uses as well as some refocusing on the design of the urban open space. Cambridge has extremely high demands for sports facilities, baseball, softball, little league, soccer, tennis, basketball, etc. Sports facilities designed as interim uses 10 - 20 - 30 - years, could provide the City with much needed activity areas. These facilities could serve the Kendall Square working community for leagues, as well as, draw the neighborhoods/community people into the area, to create additional vitality, especially nights and weekends. The open space as currently planned break down the large spaces into small urban tree lines greens which have little value to the community, as a whole. The unused land might also serve interim uses like community gardens or others, as proposed by the local residents. This approach might also serve to address Principle 8 - ".....limit unsightly, unused areas.....".

The Kendall Square area can be a special place, the City with its principles and recommendations has created a vision. My suggestions are not made to criticize this vision, but to broaden it in areas of need, especially in the short term. Some critics will say that land created for public use will be impossible to develop in the future. They may be correct, unless proper understandings are reached at the start. If the future for Kendall square is up to 30 years from now, we must also plan for the present.

Again, thank you for the opportunity to participate. Please feel free to contact me, if I can be of further assistance.

Very truly yours,

CAMP DRESSER & McKEE INC.



John E. Kissida, R.L.A.
Vice President

cc: M.H. Rosenberg, Assistant City Manager
R.C. Rossi, Deputy City Manager

1993 OCT 18 PM 10:44

OPTIONAL FORM NO. 10
MAY 1962 EDITION
GSA FPMR (41 CFR) 101-11.6

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MIT's Response to
**the Mayor's Forum on Kendall Square and the
Surrounding Area in the 21st Century**
September 22, 1993

MIT enthusiastically supports many of the principles and recommendations for the Kendall Square Area raised by Dennis Carlone. We feel that these principles reinforce the high standards for urban design and the "Cambridgeness" that many are looking for in Kendall Square. Many of these principles are consistent with those set out in the document, Development Guidelines Kendall Square Urban Renewal Area, prepared in 1977 for the Cambridge Redevelopment Authority.

MIT has supported these guidelines over the years and has sought to follow similar approaches in planning and development for its East Campus area along Main Street. In preparing these comments we have drawn on examples of MIT's campus planning in the Kendall Square area as it both affects and is affected by other development in the vicinity.

- **The Creation of Public Open Space at Street Level—Visually and Physically Accessible**

MIT's system of courtyards, plazas, and entry yards are all located at street level to encourage their use by all who pass through the campus, and to provide amenities necessary for the enjoyment of space in the City.

The Mayor's plea for "spaces of remarkable beauty" can be interpreted as a desire to create pleasurable green interludes and other urban oases that the public can enjoy in the course of their daily lives.

Only when provided at street level, can the full benefit of open space as an important urban amenity be realized. Carefully planned and designed open spaces create settings for buildings and define the urban design features that make a location identifiable; they provide a "natural" break from the intensity of building forms; and they invite and include all people to participate in the life of an area, not only users of buildings.

The two plazas on the north side of Main Street are attractive and well used open areas at the street level in Kendall Square now; but as the area continues to be developed, the creation of more open spaces, which respond to the Development Guidelines cited above, will be welcome.

- **Maintain the pedestrian scale of streets in order to reinforce the existing urban pattern and to support pedestrian activity.**

In its campus planning, MIT has sought to encourage pedestrian activity by maintaining streets at their existing width or by narrowing the carriageway and widening sidewalks, and has planned a program of pedestrian scale street amenities and improvements for Carleton and Hayward Streets in the East Campus.

Keeping the narrow scale of streets encourages pedestrian activity and supports their safety. Because another goal of the city is to channel auto traffic into major arteries and connectors, keeping streets at pedestrian scale, also reinforces this goal.

Where traffic conditions allow, such as the Ames Street extension between Broadway and Main Street, narrowing street segments improves the pedestrian environment. By so doing the City can 1) reclaim additional developable land in Cambridge Center; and 2) create a more hospitable pedestrian scale street to support the retail activities planned along the east side of that site.

The recommendation to extend the street grid to make neighborhood scale blocks is in keeping with the desire to support pedestrian activity and safety, especially when such new streets are offset to discourage through traffic.

- **Extend the retail frontage at the street level with active pedestrian oriented stores whose entries and windows support and encourage active street life.**

MIT provides about 30,000 SF of retail uses on the south side of Main Street. The retail activity provides for necessary personal services as well as several restaurant options and while limited in its stock, the only food store in the area. These stores open onto and animate the street and sidewalk.

By increasing retail activity and orienting stores to the street, the nearby residents and the growing population which works in Kendall Square every day could be better served. The substantial retail presence anticipated for Parcel 3 will be very beneficial to this area. The Development Guidelines offer many suggestions regarding retail use as an important component of the mixed use concept for the Kendall Square Urban Renewal Area.

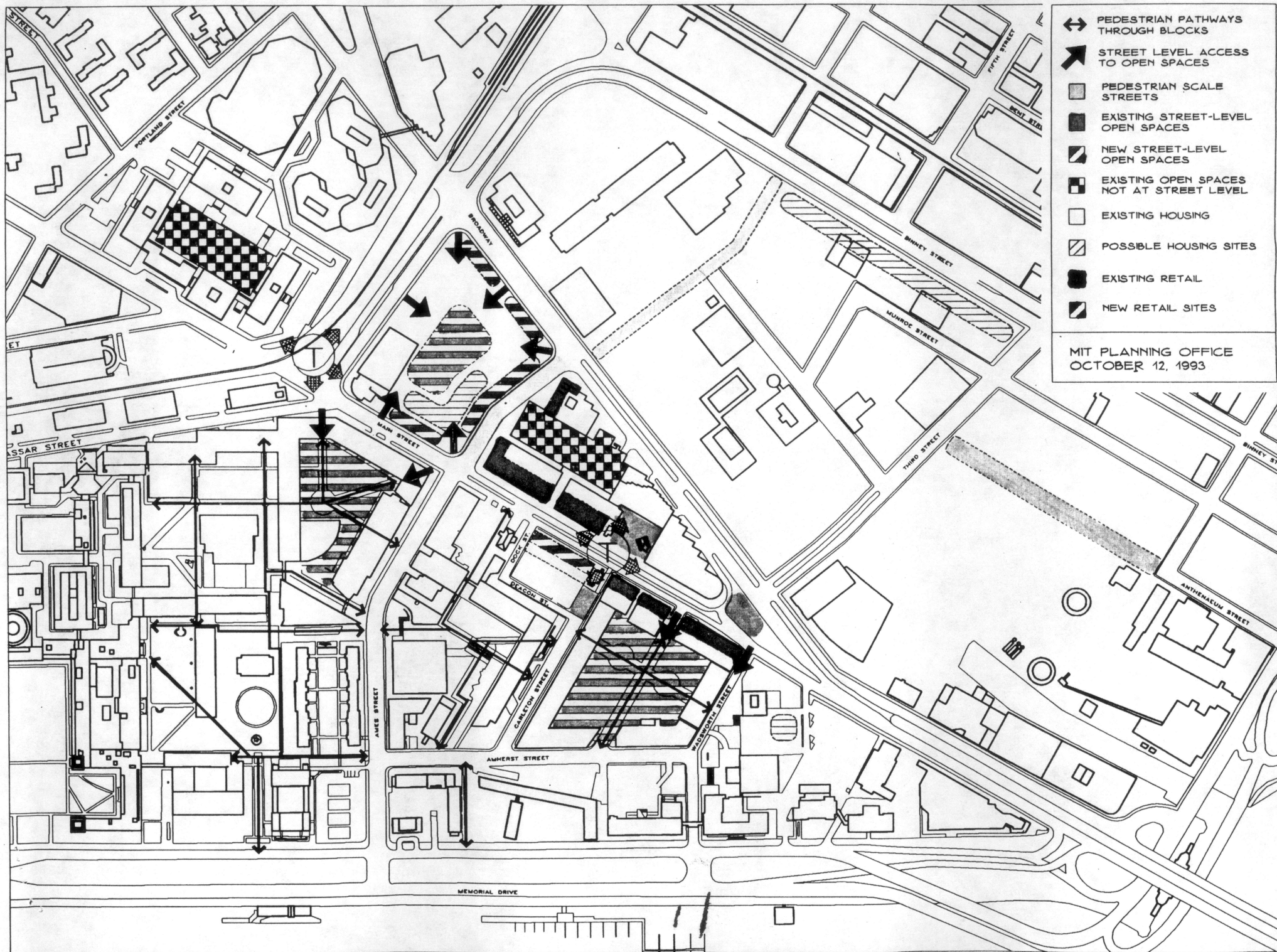
- **Introduce more housing in the greater Kendall area to provide a local resource for new workers associated with commercial development and to support more evening life in the area.**

Most of the housing in the Kendall area now is associated with MIT. Over 1,300 students, affiliates, and others live in the almost 1,000 MIT-sponsored units on East Campus and at 100 Memorial Drive. MIT would like to build more housing in this area as soon as resources allow, and has advocated over the years for a wide mix of housing and residents in Kendall Square.

By increasing the amount of housing of different kinds and for different population groups, the Kendall area can become more spirited and take on a more varied character. Housing can serve as a buffer between some of the areas where large scale commercial development is anticipated and the nearby East Cambridge neighborhood, and can be built at higher densities in the heart of Kendall Square where the existing building forms would be compatible.

The current resident population cannot rely on the Kendall area for most of the services they require for daily life, such as light food shopping, many personal services, entertainment, and low cost restaurants for dinner. With a larger residential population, there would be more incentive to provide for these needs and, as a result, activity in Kendall Square would extend beyond business hours.

MIT, October 12, 1993





City of Cambridge

23.

IN CITY COUNCIL

October 25, 1993

MAYOR REEVES

WHEREAS: Many opportunities exist for public and private cooperation in the future development of the eastern part of Cambridge, including in particular Kendall Square, the Commonwealth Energy sites, the Department of Transportation site, and the Kendall Square edge of the MIT campus; and

WHEREAS: The Mayor has sponsored a series of forums attended by representatives of the residential neighborhood, of businesses and institutional uses, and of the public sector; and

WHEREAS: These forums helped to create a common vision for how this area should evolve over the coming decades; and

WHEREAS: It would be most appropriate for the City Council to adopt a set of principles to help guide future development activities in this area in harmony with the ideas produced in these forums; now therefore be it

RESOLVED: That this Cambridge City Council request the Planning Board to consider the attached guidelines that are the product of the forums; and be it further

RESOLVED: That the Planning Board review these principles, acknowledging the participation and perspectives of all parties, and make recommendations to this Cambridge City Council for actions to further the goals developed through the forums as stated in the attached guidelines.

Consent Order #23

Mayor Reeves re: Future development
of the eastern part of Cambridge
including Kendall Sq. Commonwealth
Energy, Dept. of Transportation and
Kendall mSq. edge of MIT campus.

Charter Right exercised
by Councillor Walsh
11/1/93 Order adopted
9-0-0.

In City Council,

October 25, 1993