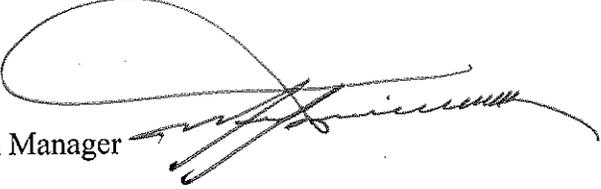




Michael J. Driscoll
Town Manager

TOWN OF
WATERTOWN
Office of the Town Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
Fax: 617-972-6404
www.watertown-ma.gov
townmgr@watertown-ma.gov

To: Honorable Town Council 
From: Michael J. Driscoll, Town Manager
Date: September 4, 2014
RE: Agenda Item – Transfer of Funds Request

Enclosed please find correspondence from Steven Magoon, Community Development & Planning Director/Assistant Town Manager regarding Design Standards and Guidelines.

Therefore, as a follow up to discussion at the July 22nd Special Town Council Meeting and August 12th Town Council Meeting and in accordance with the related policy guidance from the Honorable Town Council, I respectfully request the attached transfer be placed on the September 10, 2014 Town Council Agenda.

Thank you for your consideration in this matter.

cc: Steven Magoon, Community Development & Planning Director/Assistant Town Manager
Planning Board
Zoning Board of Appeals
Mark R. Reich, Esquire, Kopelman and Paige, P.C.
Thomas J. Tracy, Town Auditor
Raeleen Parsons, Purchasing Agent

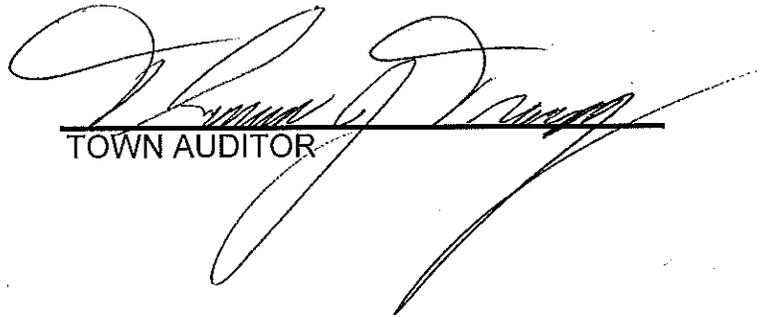
TRANSFER AMOUNT \$63,500

FROM: FY 15 Town Council Reserve \$ 63,500
0111152-570780

TO: FY 15 Comm. Dev. & Planning - Contracted Services \$ 63,500
0118152-530303

I hereby certify to the availability, authority of funding source, mathematical accuracy and appropriate fiscal year.

9/4/14
DATE


TOWN AUDITOR



Town of Watertown
Department of
Community Development and Planning
Administration Building
149 Main Street
Watertown, MA 02472
(617) 972-6417
FAX (617) 972-6484

To: Michael J. Driscoll, Town Manager
From: Steve Magoon, DCDP Director, Assistant Town Manager
Date: September 4, 2014
Subject: Design Standards and Guidelines

As you are aware, the Honorable Town Council held a Special Meeting on July 22, 2014 to discuss a citizen petition for a moratorium on development in the Arsenal Street corridor. At that meeting staff presented a proposal to pursue design standards and guidelines with a consultant as an alternative to a moratorium. At this Special Town Council meeting, the Honorable Town Council unanimously approved the concept of developing Design Standards and Guidelines for the Town. The Administration was directed to develop a scope of work and a budget for the August 12, 2014 Town Council Meeting (see attached August 7, 2014 correspondence).

The Honorable Town Council at their August 12, 2014 meeting, unanimously requested that the Administration prepare a proposal with a consultant to develop the design standards and guidelines based on the scope presented and amended by Council that night (see attached excerpt from August 12, 2014 Town Council Minutes).

Subsequent to the August 12, 2014 Council meeting, the attached scope was amended to reflect Council's direction given at that meeting. The Council also made it clear there needs to be a substantive public participation component, but also the desire to complete the project as quickly as possible in order to have it address any future development projects that may come forward.

Since the August 12th meeting, staff had several conversations with design professionals gaining insight about appropriate consultants and how to best approach the work.

I approached a couple of larger firms and found that to do the scope of work; with the short timeframe, public meetings needed, and in the price range suggested; it would require much more work on the part of Town staff, or a scaled down product. I also contacted smaller design firms,

including David Gamble. Mr. Gamble's proposal presents the best package for the desired cost range with a substantial public involvement process that will ensure a successful product. As a result I have attached a proposal from Gamble Associates for a not to exceed price of \$63,500.

Mr. Gamble is familiar with Watertown and the issues the community has been dealing with as both a resident and as part of the consultant team that developed the Strategic Framework for Economic Development. He is a lecturer at the Harvard Graduate School of Design, has prepared similar regulations for other communities, and has served on the design review panel for another jurisdiction. My consultation with other design professionals has been positive in relation to his skills and abilities.

Mr. Gamble has submitted the attached project proposal that would complete work by the end of the calendar year. The fee he has proposed is a maximum of \$63,500, with \$58,500 in professional services, and no more than \$5,000 in expenses. Therefore, I would respectfully ask for favorable consideration of the proposal and the funding necessary to begin work as soon as possible.

Cc: Planning Board
Zoning Board of Appeals
Mark R. Reich, Esquire, Kopelman and Paige, P.C.
Thomas J. Tracy, Town Auditor
Raeleen Parsons, Purchasing Agent



Town of Watertown
Department of
Community Development and Planning
Administration Building
149 Main Street
Watertown, MA 02472
(617) 972-6417
FAX (617) 972-6484

To: The Honorable Town Council
Michael J. Driscoll, Town Manager

From: Steve Magoon, DCDP Director, Assistant Town Manager

Date: August 7, 2014

Subject: Design Standards Scope of Services

At the Special Town Council meeting on July 22, 2014, the Honorable Town Council unanimously approved the concept of developing Design Standards and Guidelines for the Town. The Administration was directed to develop a scope of work and a budget for the August 12, 2014 meeting. Attached to this memo is a draft scope of work.

I have had discussions with a number of design firms and would suggest that a \$50,000 fee would be the minimum amount appropriate to complete this task and to do so in a manner that will encompass the objectives of the Town. The Council also placed a priority on completing this task in a timely fashion and it is important to include public participation. Therefore, I would expect that this effort will take a minimum of three to four months to complete. In order to minimize the timeframe, I would suggest a sole source procurement for the project.

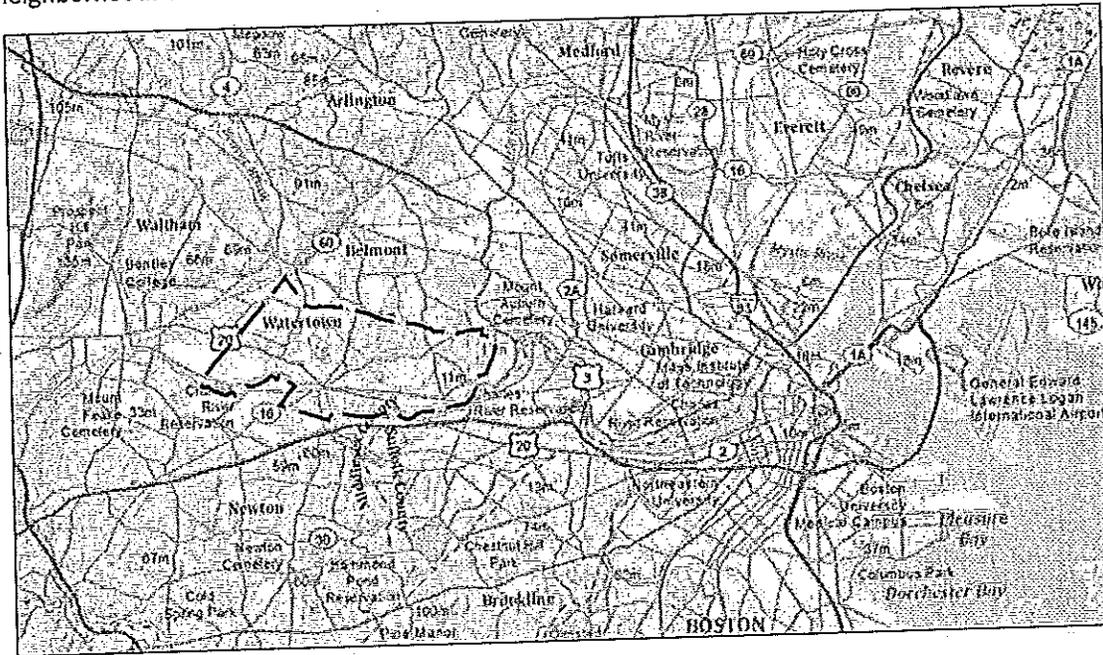
I appreciate the opportunity to present this information and look forward to the Honorable Town Council's conversation and guidance.

DESIGN STANDARDS AND GUIDELINES

SCOPE OF WORK

Background

Located six miles west of Boston, with a population of 31,915 in just 4 square miles, Watertown has many local retail, cultural, and natural assets while enjoying the advantages of a diverse metropolitan area and regional economy. Watertown's amenities include regional destinations such as the Charles River Greenway, the Arsenal Center for the Arts, and the historic Mount Auburn Cemetery (a national landmark). Along with the cultural and natural attractions, the community has a balance of residential neighborhoods and retail centers and a strong transportation network.



Founded in 1630, Watertown was initially an agricultural community, later becoming a residential and manufacturing center. The innovative re-use of old industrial sites along the river and former rail corridor provides flexible options for the perfect blend of business and residential scenarios as the community plans for the future. New and proposed development also fits into and supports the existing network of squares and multi-modal corridors that make Watertown a well-connected and attractive place to work and live.

Current demands for economic and residential development fit within the historic framework of the town, supporting Watertown as a desirable place to locate within the greater Boston region. Indications of the economic turn-around include the continued investment within the historic Arsenal on the Charles and Pleasant Street corridors. Over the course of the previous years a project at 140 Pleasant Street was approved for 44 residential units, a project at 270 Pleasant Street was approved for 170 residential units along with 1,600 square feet of commercial space, a 7-unit rowhouse was approved at 192 Pleasant Street, and more recently projects have been approved including a 65 unit project between Bacon and Howard Streets that includes a potential for an 80 seat restaurant and live-work units, a mixed-use project at 202-204 Arsenal Street with 297 units and 40,000 square feet of retail, and a 148 room hotel on Arsenal Street,

This Scope of Work is being prepared in part due to the number of recent large-scale developments in Watertown, particularly in the Arsenal Street and Pleasant Street Corridor District. There has been considerable public input into the review of these projects with regard to zoning conformance and design review. Significant issues discussed by the Planning and Zoning Board of Appeals, as well as by the public at the Board meetings and hearings included the transition from the new development to adjoining established residential neighborhoods, the creation of meaningful public spaces, appropriate scale and massing along street frontages to create pedestrian friendly spaces, street furniture, landscaping and signage. It is important that the new projects that are developed help to build on Watertown's considerable sense of community, and not detract from it.

Introduction

The proposed Scope of Work includes research of Watertown's architecture and urban design traditions within the regional context and an analysis of existing Town regulations and design guidelines. The final products will be Design Standards to be incorporated in zoning, and an accompanying Design Guidelines Manual, which will include design objectives and guidelines, diagrams, photographs and other information necessary to clearly illustrate appropriate design principles for buildings, storefronts, streetscapes, landscapes, site plans and signage. The Design Guidelines Manual will be distributed to building owners and potential developers for use when constructing and/or improving their property or building.

Focus of Scope of Work

A key focus of the Scope of Work is on formulating Design Standards and a Design Guidelines Manual that looks at two distinct types of development and redevelopment that has recently occurred and that may occur in Watertown based on existing zoning and design guidelines.

One is small scale commercial or mixed-use projects. These types of projects generally occur in Watertown's Squares and Corridors where commercial uses are allowed.

The other is large-scale mixed-use, residential and commercial projects. These types of projects generally occur in Watertown Square, the Arsenal Street corridor and the Pleasant Street Corridor District.

Phase Meetings

The project consists of three phases. The consultant will meet with Planning Director and staff for a kickoff prior to the beginning of Phase I to review project scope and products. The Planning Director and staff will also meet at the end of Phase II before starting Phase III to review products and evaluate project progress, in addition to ongoing communication during the duration of the project.

Timeframe

The scope of the project is split into the following three (3) phases:

PHASE I (Approximately 4 weeks)

TASKS:

- Meet with the Planning Director and staff to discuss the activities and events that have led to the creation of this project, and to discuss Scope of Work and to assess the available documentary materials (maps, existing guidelines and manuals, public information, other examples of successful design standards and guidelines etc.)
- Review documents, including plans and photographs and obtain representative examples to include in the final draft of the manual.
- Meet with stakeholders to introduce the Scope of Work and receive input on the project and discuss the issues that the Design Standards and Design Manual should address. The public participation component is critical to the success of this project and a plan for outreach will be required.
- Assess design guidelines and manuals from other communities that represent good examples and are applicable to Watertown and review them with the Town.
- Obtain photographs that reflect appropriate design and examples of new development that integrate into the context of each commercial area.
- Document each area with digital color photographs as necessary to record existing conditions and important historical resources.

PHASE I PRODUCTS:

- Draft maps
- Summary of collected materials
- Community engagement

PHASE II (Approximately 6 weeks)

TASKS:

- Prepare draft narrative that summarizes the character, development patterns, historic resources and existing conditions in the typical areas specified in Watertown.
- Prepare preliminary Design Standards that address site planning, transitions between new development and established neighborhoods, building design, building massing and scale, street scape and furniture, landscaping, creation of public spaces, and

signage for inclusion in the Zoning Ordinance.

- Prepare preliminary Design Guidelines that illustrate the proposed Design Standards: diagrams, photographs, and renderings.
- Meet with the Planning Director and staff to review draft Design Standards and Design Manual.
- Meet with the Planning Board to review the draft Design Standards and Design Manual.

PHASE II PRODUCTS:

- Draft Design Standards and Design Guidelines Manual that includes photographs, maps, illustrations, narrative descriptions and other methods of illustrating the Design Standards
- Evaluate test case response to the proposed standards

PHASE III (Approximately 3 weeks)

TASKS:

- Prepare final draft of the zoning amendments that incorporate the design standards and a draft of the design manual that incorporates all comments and present to the Planning Board and Town Council for approval before final printing.
- Provide options for future printing and distribution to maximize shelf life.

PHASE III PRODUCTS:

- Final Design Standards and Design Guidelines Manual (one electronic copy suitable for printing, and 50 hard-copies) with the appropriate acknowledgements.

Excerpt from August 12, 2014 Town Council Minutes

6. INFORMATIONAL PRESENTATION:

a) Informational Presentation and consideration of a Design Standards Scope of Services – Steven Magoon, Director, Community Development and Planning/Assistant Town Manager. Following Mr. Magoon's presentation the Chair opened up the meeting for comments/questions from Councilors.

Councilor Falkoff asked how a consultant will be selected. Mr. Magoon stated that he has several in mind and that an RFP process will not be undertaken.

Councilor Falkoff asked that Mr. Magoon elaborate on the design standards. Mr. Magoon stated that there will be design standards for smaller scale projects and one for larger scale projects and that the town would look to expand the guidelines in other situations but that it will not be proposed to deal with specific, defined areas of town.

Councilor Falkoff stated that she may not feel comfortable with that but will hold her comments until later.

Councilor Kounelis asked about the east end. Mr. Magoon stated that there will be no particular area of town but any area of town where such standards and guidelines are needed for commercial and mixed uses.

Councilor Kounelis asked about the outreach with respect to Phase I and Phase II. Mr. Magoon stated that it will be open ended and that the town will be performing a lot of the public outreach due to cost and time with some assistance from the consultant.

Vice President Corbett stated that he generally supports the proposal; and asked what are some of the other communities that have design and guideline standards. Mr. Magoon stated Dedham, Somerville, and Cambridge.

Councilor Lenk concurred that public outreach is very important. She further noted that there is a difference in design guidelines with respect to "build environments" and she would like that included with specifics; to strengthen the proposal.

Councilor Palomba stated that he appreciated the Council President's letter to the Planning Board and the Zoning Board of Appeals and asked what the main difference is between a standard and a guideline. Mr. Magoon stated that guidelines are more important as it is a visual and meaningful example or explanation of what we are trying to achieve or what we expect; whereas a standard is ordinance language.

Councilor Palomba asked that incentives be included for the guidelines so that developers abide by them in a more formal way.

Excerpt from August 12, 2014 Town Council Minutes

Councilor Piccirilli asked about the timeframe for hiring a consultant. Mr. Magoon stated by the end of the year.

Councilor Dushku asked if the consultant will work from the Town Hall or work from an outside office. Councilor Dushku also state that he values diversity of thinking. Mr. Magoon stated that the consultant will work from his/her own office. He reiterated his vision of the hiring process.

The Chair referenced a proposal by CVS and noted that perhaps that situation would fall under the guidelines rather than having a cookie cutter approach. The Chair further noted another project; a proposed indoor recreational facility; and again, perhaps that could fall under a design guideline as well.

Councilor Falkoff concurred with the proposed hiring process for the consultant as making sense. She further stated that she concurs with Councilor Lenk's comments about more information in the guidelines with respect to context. Mr. Magoon agreed.

Councilor Palomba stated that there are a number of people living in Watertown that are very qualified and that you take into consideration their feedback and expertise. Mr. Magoon stated that he will do that.

Councilor Lenk stated that this is a very good opportunity here and that she urged to move away from the cookie cutter approach; to connect spaces and improve the character of the town.

Councilor Piccirilli moved to proceed with design scope as presented, seconded by Councilor Woodland.

Councilor Palomba asked as a friendly amendment; councilors comments be incorporated, seconded by Councilor Falkoff.

The Manager indicated that the Council will not be voting on the money aspect tonight; and that he will come back with a formal document in September.

On the amendment, it was adopted by unanimous voice vote with Aaron Dushku, Susan G. Falkoff, Anthony Palomba, Angeline B. Kounelis, Cecilia Lenk, Vincent J. Piccirilli, Jr., Kenneth M. Woodland, Vice President Stephen P. Corbett and Council President Mark S. Sideris voting in the affirmative.

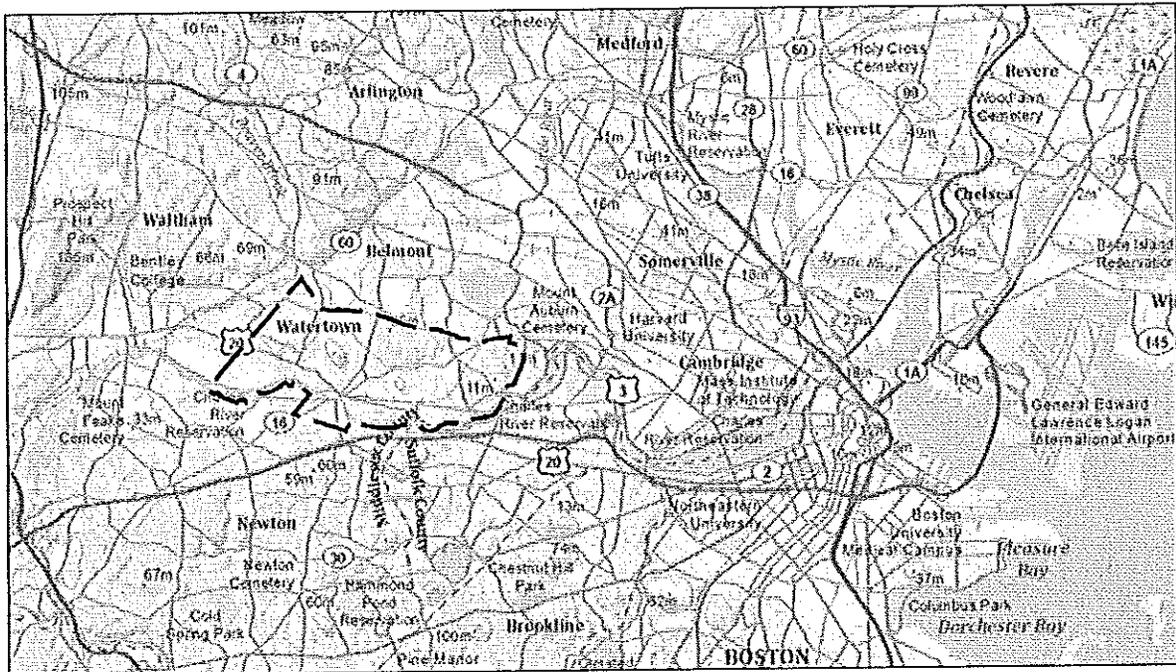
On the Main Motion as amendment, it was adopted by unanimous voice vote with Aaron Dushku, Susan G. Falkoff, Anthony Palomba, Angeline B. Kounelis, Cecilia Lenk, Vincent J. Piccirilli, Jr., Kenneth M. Woodland, Vice President Stephen P. Corbett and Council President Mark S. Sideris voting in the affirmative.

DESIGN STANDARDS AND GUIDELINES

REVISED SCOPE OF WORK

Background

Located six miles west of Boston, with a population of 31,915 in just 4 square miles, Watertown has many local retail, cultural, and natural assets while enjoying the advantages of a diverse metropolitan area and regional economy. Watertown's amenities include regional destinations such as the Charles River Greenway, the Arsenal Center for the Arts, and the historic Mount Auburn Cemetery (a national landmark). Along with the cultural and natural attractions, the community has a balance of residential neighborhoods and retail centers and a strong transportation network.



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Current demands for economic and residential development fit within the historic framework of the town, supporting Watertown as a desirable place to locate within the greater Boston region. Indications of the economic turn-around include the continued investment within the historic Arsenal on the Charles and Pleasant Street corridors. Over the course of the previous years a project at 140 Pleasant Street was approved for 44 residential units, a project at 270 Pleasant Street was approved for 170 residential units along with 1,600 square feet of commercial space, a 7-unit rowhouse was approved at 192 Pleasant Street, and more recently projects have been approved including a 65 unit project between Bacon and Howard Streets that includes a potential for an 80 seat restaurant and live-work units, a mixed-use project at 202-204 Arsenal Street with 297 units and 40,000 square feet of retail, and a 148 room hotel on Arsenal Street.

This Scope of Work is being prepared in part due to the number of recent large-scale developments in Watertown, particularly in the Arsenal Street and Pleasant Street Corridor District. There has been considerable public input into the review of these projects with regard to zoning conformance and design review. Significant issues discussed by the Planning and Zoning Board of Appeals, as well as by the public at the Board meetings and hearings included the transition from the new development to adjoining established residential neighborhoods, the creation of meaningful public spaces, appropriate scale and massing along street frontages to create pedestrian friendly spaces, street furniture, landscaping and signage. It is important that the new projects that are developed help to build on Watertown's considerable sense of community, and not detract from it.

Introduction

The proposed Scope of Work includes research of Watertown's architecture and urban design traditions within the regional context and an analysis of existing Town regulations and design guidelines. The final products will be Design Standards to be incorporated in zoning, and an accompanying Design Guidelines Manual, which will include design objectives and guidelines, diagrams, photographs and other information necessary to clearly illustrate appropriate design principles for buildings, storefronts, streetscapes, landscapes, site plans and signage, which will encourage a mix of building results. The Design Guidelines Manual will be distributed widely to building owners and potential developers for use when constructing and/or improving their property or building.

Focus of Scope of Work

A key focus of the Scope of Work is on formulating Design Standards and a Design Guidelines Manual that looks at two distinct types of development and redevelopment that has recently occurred and that may occur in Watertown based on existing zoning and design guidelines.

One is small scale commercial or mixed-use projects. These types of projects generally occur in Watertown's Squares and Corridors where commercial uses are allowed.

The other is large-scale mixed-use, residential and commercial projects. These types of projects generally occur in Watertown Square, the Arsenal Street corridor and the Pleasant Street Corridor District.

Phase Meetings

The project consists of three phases. The consultant will meet with Planning Director and staff for a kickoff prior to the beginning of Phase I to review project scope and products. The Planning Director and staff will also meet at the end of Phase II before starting Phase III to review products and evaluate project progress, in addition to ongoing communication during the duration of the project.

Timeframe

The scope of the project is split into the following three (3) phases:

PHASE I (Approximately 4 weeks)

TASKS:

- Meet with the Planning Director and staff to discuss the activities and events that have led to the creation of this project, and to discuss Scope of Work and to assess the available documentary materials (maps, existing guidelines and manuals, public information, other examples of successful design standards and guidelines etc.)
- Review documents, including plans and photographs and obtain representative examples to include in the final draft of the manual.
- Meet with stakeholders to introduce the Scope of Work, receive input on the project, and discuss the issues that the Design Standards and Design Manual should address. The public participation component is critical to the success of this project and a plan for outreach will be required, and may include several meetings.
- Assess design guidelines and manuals from other communities that represent good examples that are applicable to Watertown and review them with the Town.
- Obtain photographs that reflect appropriate design and examples of new development that integrate into the context of each commercial area.
- Document each area with digital color photographs as necessary to record existing conditions and important historical resources.

PHASE I PRODUCTS:

- Draft maps
- Summary of collected materials
- Community engagement

PHASE II (Approximately 6 weeks)

TASKS:

- Prepare draft narrative that summarizes the character, development patterns, historic resources and existing conditions in the typical areas specified in Watertown.
- Prepare preliminary Design Standards that address site planning, transitions between new development and established neighborhoods including the distinct issues of projects in or around existing residential neighborhoods versus existing commercial

areas, building design, building massing and scale, street scape and furniture, landscaping, creation of public spaces, open space, pedestrian/bicycle connections, signage, and consider incentives for performance where appropriate. Prepare draft language for inclusion in the Zoning Ordinance.

- Prepare preliminary Design Guidelines that illustrate the proposed Design Standards: diagrams, photographs, and renderings.
- Meet with the Planning Director and staff to review draft Design Standards and Design Manual.
- Meet with the Planning Board to review the draft Design Standards and Design Manual.

PHASE II PRODUCTS:

- Draft Design Standards and Design Guidelines Manual that includes photographs, maps, illustrations, narrative descriptions and other methods of illustrating the Design Standards
- Evaluate test case response to the proposed standards

PHASE III (Approximately 3 weeks)

TASKS:

- Prepare final draft of the zoning amendments that incorporate the design standards and a draft of the design manual that incorporates all comments and present to the Planning Board and Town Council for approval before final printing.
- Provide options for future printing and distribution to maximize shelf life.

PHASE III PRODUCTS:

- Final Design Standards and Design Guidelines Manual (one electronic copy suitable for printing and 50 hard-copies) with the appropriate acknowledgements.

September 3, 2014

Mr. Steven Magoon
Director of Community Planning & Development
149 Main St. • Watertown, MA
02472
Sent Via Email

**DESIGN GUIDELINES + STANDARDS MANUAL
SCOPE OF WORK (Draft)**

Over the last 18 months, a great deal of attention has been placed on gathering community input through the Town's Comprehensive Plan. If Watertown residents truly envision a place that has *"a vibrant and diverse future that builds upon our rich foundation of neighborhoods, culture, community squares and corridors, civic assets and proximity to the Charles River and Boston,"* than the adoption of a set of design guidelines for new construction will help to ensure that new growth is in keeping with the characteristics which residents cherish.

Residents alone are not the only ones who are passionate about where they live; the broader development community is also aware of the Town. Development pressures are increasing as more and more attention is directed to Watertown's intrinsic assets and as lending parameters become favorable again for development. A number of large transitional sites along Arsenal Street and Pleasant Street have witnessed development plans which challenge perceived notions of density and are altering people's perceptions of the respective corridors.

New growth, if not done well, has the potential to undermine the very quality of place that makes it a Town in which people choose to live, work and play. At the same time, if design guidelines are too restrictive, they have the potential to thwart redevelopment efforts by lengthening the review process and scaring away developers. Finding the right balance of insights and ideas without being too prescriptive lies at the essence of what constitutes a well-crafted set of design guidelines which are finely tailored to Watertown's needs.

PHASE 1a: Document Review and Case Studies (September 15 – September 30)

Our initial task is to gain an understanding of the recent developments which have been proposed or permitted along the Town's primary corridors and commercial centers. We will meet with the Planning Director and staff in order to discuss the scope of work and development pressures. We intend to provide the Town with state-of-the-art **national, regional and local research** in order to ensure that the fullest range of examples are explored. We envision this research effort to be forward-thinking and innovative to set a high standard for new ways of approaching the **intersection of building development, landscape design and neighborhood redevelopment.**

Deliverables:

- A. Gather **local and national precedent examples** of Design Guidelines and Standard Manuals.
- B. Update Town **base map** to reflect recently permitted projects and proposals in the pipeline for approval.

PHASE 1b: Existing Property Assessment and Areas of Change (September 15 – October 15)

An analysis and assessment will be conducted of specific recent development projects. The assessment will look at the redevelopment of that property in relationship to adjoining sites and the **networks of connectivity** that could enhance the Town's open space framework. Adjoining city-owned spaces, neighboring residential areas and forested or conservation lands will be considered for integration and/or segregation.

Deliverables:

- A. Document **areas of transition and sites** where development pressures are great in order to identify viable text case applications of the Design Guidelines.
- B. Review Town's **existing zoning** and identify areas of overlap and/or conflict.
- C. **Summary** of collected materials and lessons learned.

TASK 1c: "Major Stakeholder" Engagement + Draft Guidelines (Project duration)

We believe that **the success of any plan is built on the positive engagement of those who live and work in a community to create a pedestrian-friendly, safe, and healthy community.** Our work will involve outreach at a number of different levels. In addition to bi-weekly meetings with the Planning office and monthly updates to the Planning Board, we envision Area-wide meetings which highlight more localized community pressures and identify barriers to redevelopment.

Comprehensive plans are seen by most people as important in shaping a community's vision for the future. Unfortunately, **Comprehensive Plans lack the appropriate level of detail to demonstrate the impact of change** on sites which are likely to be redeveloped. There are specific stakeholders in Watertown who warrant additional engagement based either the proximity to and/or interest in the rehabilitation of various sites. This outreach will focus on gaining input from specific constituent groups along the Town's primary commercial corridors, including residential abutters, as well as biking and open space advocates. We anticipate a process of initial outreach to individuals and small groups to understand the various perspectives and to generate ideas in a comfortable environment, and then establish milestones in the process where we can connect with the administration, community groups, abutters and others to discuss substantive plans generated by the project team.

Deliverables:

Public Meetings: We envision two (2) large community forums and two to three smaller, more focused sessions around areas that are experiencing rapid change.

- A. **Brainstorming Meeting:** session with presentation of comparable Design Guideline and Standards Manuals to stimulate discussion;
- B. **Draft Design Standards:** Presentation of design and planning options that focus on different scenarios (e.g., more restrictive - less restrictive spectrum) and highlight draft guidelines.
- C. **Focus-Area meetings (three)** in selected geographies. We will work with Planning Department staff to identify the most appropriate area of study and means of engagement.

PHASE 2: Draft Guidelines (Tentative deliverable date: December 1)

The Preliminary Design Guidelines will address issues of building design, height, massing and scale, relationship to primary and secondary streets, open space configurations and connections, pedestrian/bicycle networks and opportunities for sustainable site features. Note: Public realm improvements for streetscapes are *not included* under this Scope of Work. Streetscape standards largely fall within the public right-of-way, although the interface of building edge to property line will be studied.

Deliverables:

- A. **Draft Design Guidelines Manual** that includes photographs, maps, illustrations and narrative descriptions of the types of design and planning decisions which effect how a project relates to the street and it's local context. This document will be developed in a manner which easily communicates the intentions to laymen (non-designer or planner) and can also be accessed and printed digitally in a user-friendly interface.

- B. **Draft Design Standards.** Provide draft language as an amendment to Watertown's Code of Ordinances to provide force of Law for the Scope of Work.
- C. **Test Case Scenario:** Working with a local, current development proposal, demonstrate the impacts of the project when addressing the Design Guidelines.

PHASE 3. Final Preferred Design Guidelines and Standards Manual (December 1 - 31)

Design Guidelines are only as effective as the means to enforce them. Ideally, guidelines or standards are paired with a review process (formal or informal) which holds development proposals accountable. In the absence of an established review process, developers will see the guidelines at best as suggestions, or at worse, merely aspirations that when applied to specific sites render the project infeasible due to issues of scale, circulation, access or cost. It matters a great deal if the Guidelines use the word "must" or "should" – one is required and the other is not.

In addition, there is a common tendency in developing Design Guidelines which "go-too-far". Issues of building style can be largely subjective and are fraught with mis-interpretation. What is most important are the bigger scale issues such as the relationship of a building to the street, building height, massing, open space requirements and the location of parking.

A 15 week time frame is aggressive, but doable. A final document is possible by the end of the year. The biggest variable in determining the amount of time it will take depends on the method of public engagement and necessary client feedback loops. The "test case" application of the Design Guidelines will be important and a valuable exercise, as long as the area selected can still effectuate change and the project(s) under consideration are not too far along to take the standards/guidelines into account.

Deliverables:

- A. **Final Design Guidelines and Standards Manual.** Provide final Design Guidelines Manual and zoning language as an amendment to Watertown's Code of Ordinances to provide force of Law for the Scope of Work. Fifty hardcopies (50) and one electronic copy suitable for printing.

FEE

The total fee for the professional services identified in the above Scope of Work is a not-to-exceed amount **\$58,500** (fifty-eight thousand five hundred dollars). Standard reimbursable expenses over and above this fee will be no more than **\$5,000** and include all costs including printing of the final document. Therefore, the total fee - including reimbursables - will not exceed **\$63,500**.

ATTACHMENTS

Arlington, MA Comprehensive Plan Site Studies (Completed 2014)

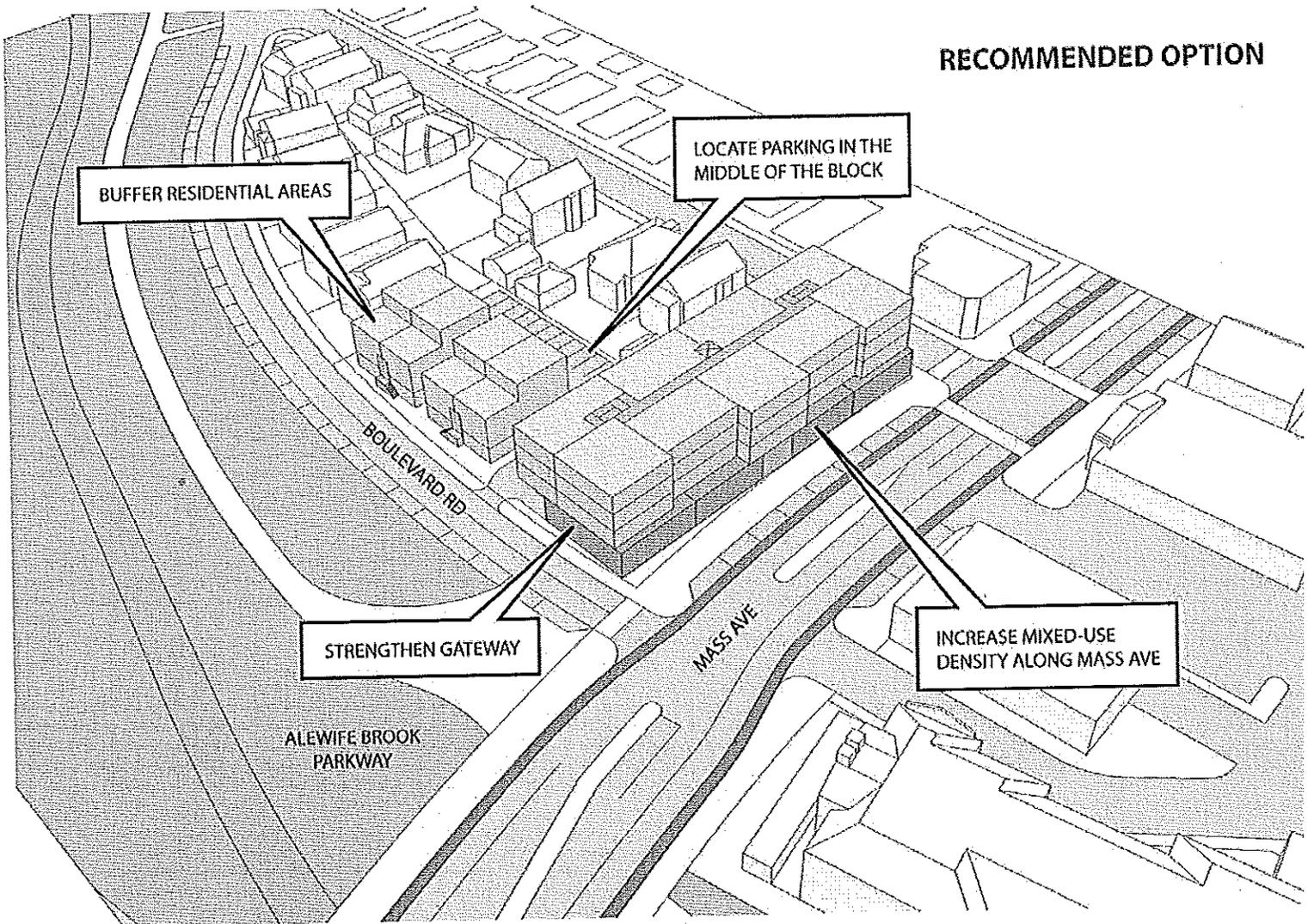
Stamford, CT Illustrative Guide to Development along Stillwater Avenue (Completed 2013)

Knoxville, TN Form-Based Code (Completed 2007)

End of Approach.

9/3/14

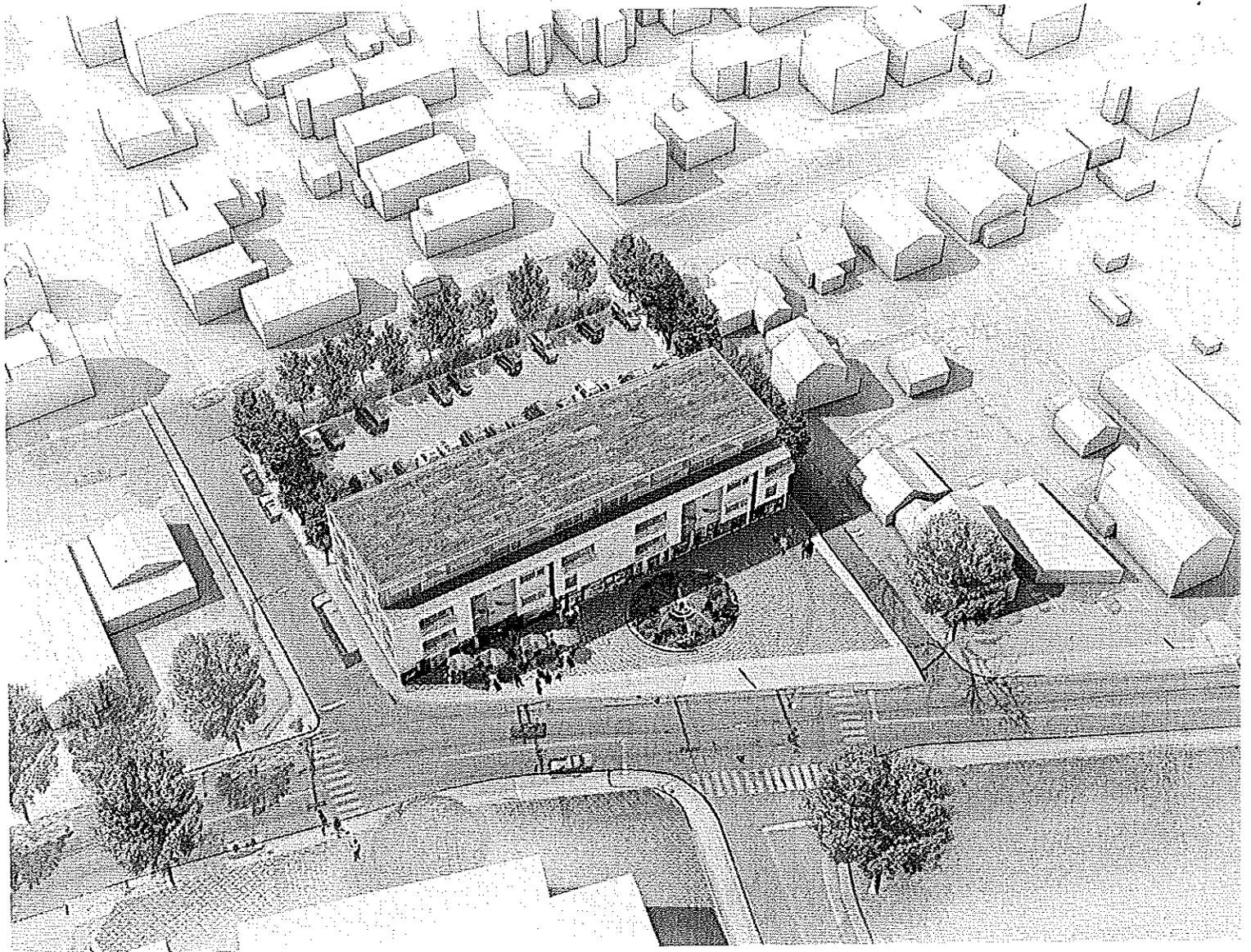
RECOMMENDED OPTION



OPTION C

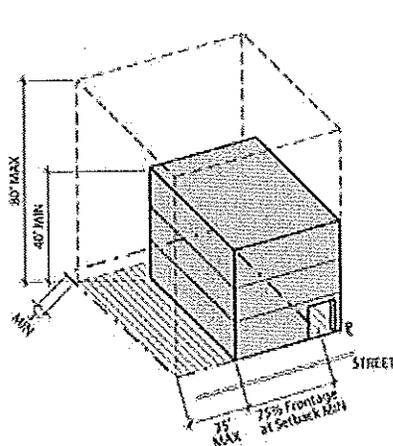
RESIDENTIAL - 35 UNITS (31 APTS @ 800 -1,300 SF, 4 DUPLEXES @ 2,000 SF)
 RETAIL - 7,000 SF (2 @ 1,500 SF; 2 @ 2,000 SF)
 PARKING - 62 SPACES (30 COVERED, 12 SURFACE LOT, 20 ON-STREET)

architecture
 urban design
GAMBLE ASSOCIATES

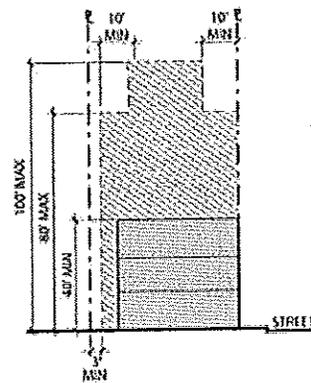


4.5-5 BUILDING SITING & CONFIGURATION

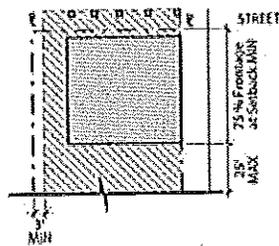
INTENT: Provide building configuration and design parameters, as well as suggestions for building function.



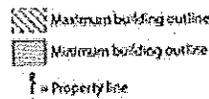
Axonometric Diagram



Section Height and Siting



Plan Width and Siting



Definitions

PRINCIPAL BUILDING SITING:

- Orientation:* NA
- Front Setback:* 0'
- Frontage at Setback:* 75% Min to River Rd. & Sevier Ave.
- Side Setback:* 25' Max
- Rear Setback:* 3' Min
- Lot Size:* 3 Acre max
- Building Coverage:* 90% Max
- Open Space Coverage:* 10% Min

PRINCIPAL BUILDING CONFIGURATION:

- Building Width:* NA
 - Building Height Min:* 40' & 3 Story Min
 - Building Height Max:* 80' & 7 Story Max plus 20' & 2 Story Max at Setback + 10'
 - Footprint / Floor Plate:* 30,000 SF Max
- This Standard does not apply to the footprint/floor plate used for structured parking

FLOOR AREA RATIO (FAR):

7 Max