

Cambridge Urban Design Guidelines

Planning Board Presentation
July 26, 2022



Agenda

01 Introduction 5 min

Introduction to project, team, timeline, and process

02 Review of Global Best Practices 5 min

Review of guidelines from 48 places around the world

03 Review of Cambridge Existing Guidelines 5 min

Review of existing Cambridge guidelines documents

04 Highlights & Emerging Takeaways from Staff Workshop 3 min

July 12, 2022 Staff Workshop takeaways

05 Next Steps for Observation & Engagement 2 min

Update on September Observation and Community Engagement Plan

06 Questions for Planning Board

Discussion

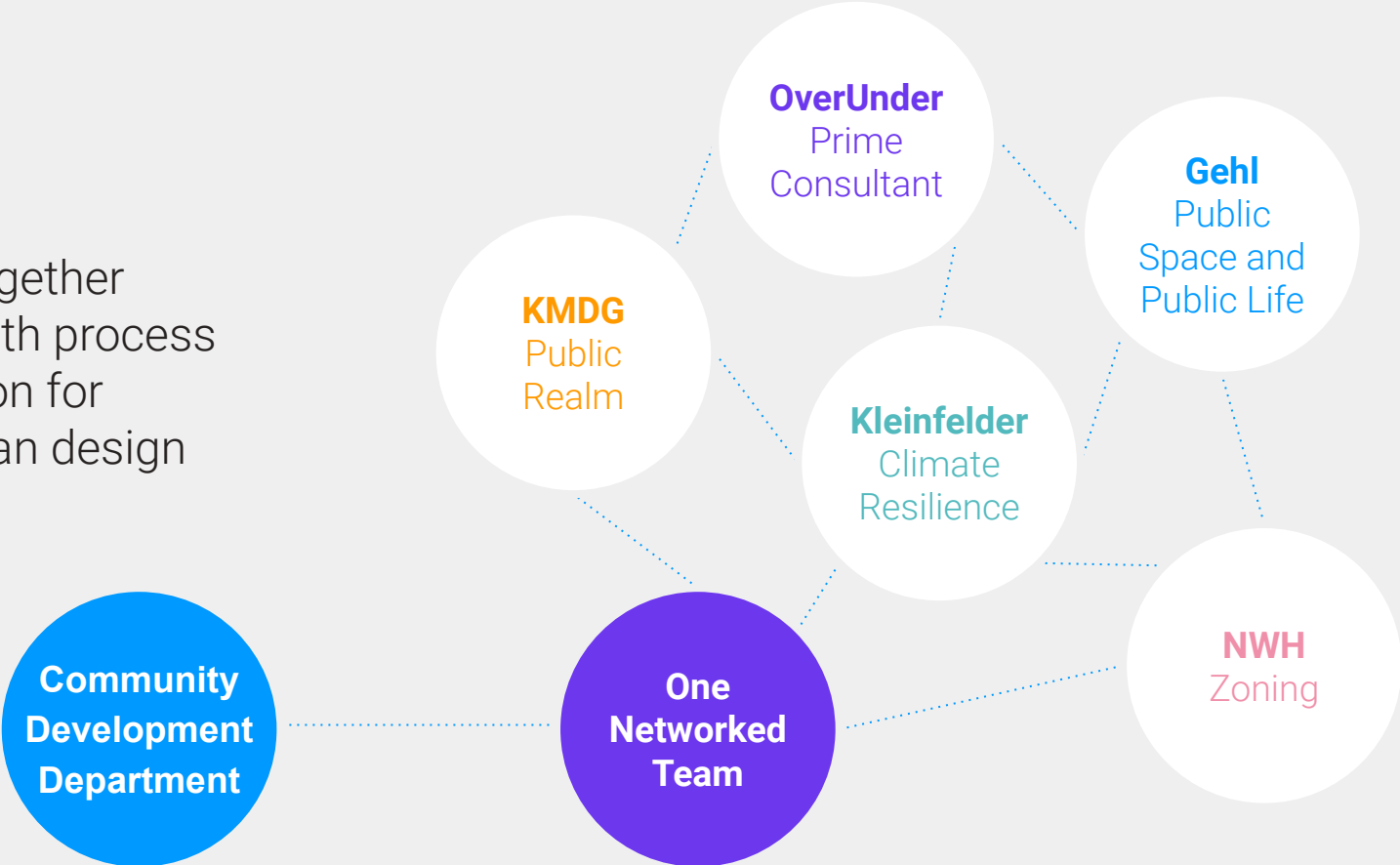


1

Introduction

The Team

We're working together over this 18-month process to develop a vision for Cambridge's urban design guidelines.



CITYWIDE URBAN DESIGN OBJECTIVES & DESIGN GUIDELINES

To provide direction and guidance to:

- ❑ Developers
- ❑ City Departments
- ❑ Planning Board
- ❑ General Public

On desired form and character of

- ❑ Future Development
- ❑ Public Realm

PHASE 1

We are here!

PHASE 2

PHASE 3

2022

2023

MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT

Biweekly core team meetings throughout

Community Engagement

★ Task 1 Community Engagement Strategy

Information Gathering & Analysis

★ Task 2 Public Space/Public Life Study

Vision & Design Principles

★ Task 3.1 Draft

★ Task 3.2 Final Vision & Design Principles

Revisions to Section 19.30

★ Task 4.1 Draft

★ Task 4.2 Final proposed changes to Section 19.30

Citywide Guidelines

★ Task 5.1 Draft

★ Task 5.2 Final Citywide Guidelines

Public Realm Design Manual

★ Task 6.1 Draft

★ Task 6.2 Final Public Realm Design Manual

Closeout

★ Task 7 Powerpoint slide deck

★ Task 8 Citywide Urban Design website mock-up

★ Task 9 Source & copyright info

★ Task 10 Electronic submission



2

Review of Global Best Practices

Core Research Questions

We explored how guidelines took shape from inception to rollout.



+

Priority Content Areas

- SUSTAINABILITY**
How do guidelines address environmental and resilient design?
- EQUITY**
How do guidelines address equity from formation to rollout?

We reviewed guidelines from around the world.



48 places

27 International

21 U.S.

We interviewed planning officials from three cities.

New York City
Department of City Planning



Washington, D.C.
Office of Planning



Toronto
City Planning Division

Guideline Style & Format

- / **DEVELOPMENT** How are guidelines generated? Who do guidelines speak to?
- / **ORGANIZATION** How are guidelines organized and related to other city plans?
- / **IMPLEMENTATION** How are guidelines used across different city agencies to ensure accountability?
- / **UPDATES** How often are guidelines updated, and what systems are in place to do so?

GUIDELINE DEVELOPMENT

Form follows audience – with the best examples using clear language, searchability, and accessible visuals.

Q. How might Cambridge format its guidelines in a way that maximizes clarity, with room for updates over time?

Search box helps applicant navigate to guidelines directly related to their project.

1

Highlighted illustrations and photos help the general public understand and engage with technical guideline materials.

3

PEDESTRIAN SIGNIFICANCE
High to Medium

VEHICLE SIGNIFICANCE
Medium

FUNCTIONAL CLASSIFICATION
Minor Arterial, Collector or Local

TYPICAL LAND USE & CHARACTERISTICS:
• Parks

CONSIDERATIONS:
• Use green infrastructure to improve pedestrian environment, calm traffic, and manage stormwater.
• Sidewalk and/or sidepath width should be based on expected use.
• High use areas and/or streets serving recreational and transportation users may use both on and off-street bicycle facilities.

DESIGN TREATMENTS:

4.3 PEDESTRIAN COMPONENT
Required
• Min. clear width 8' if side path or 5' if sidewalk (4.3.2)
• Curb ramps (4.3.3)
• No minimum total sidewalk width (4.3.1)
Appropriate in Limited Circumstances
• Festival (curbless) street (4.3.5)

4.4 BUILDING & FURNISHING COMPONENT
Required
• Min. 3' clear right-of-way on opposite side of path from road (4.4.1)
• Min. 5' furnishing zone (4.4.2)
High Priority (include if width permits)
• Street trees (4.4.7)
Priority (consider if width permits)
• Bicycle parking (4.4.3)
• Lighting (4.4.4)
• Benches (4.4.5)
• Stormwater planters (4.4.9)
• Trash bins, honor boxes, etc. (4.4.10)
Appropriate in Limited Circumstances
• Sidewalk cafes (4.4.6)
• Planters (4.4.8)
• Vendors (4.4.12)

4.5 BICYCLE COMPONENT

High Priority (include if width permits)
• Conventional bike lane (4.5.1)
• Bike route signs (4.5.11)
Priority (consider if width permits)
• Buffered bike lane (4.5.3)
• Shared-use path (4.5.7)
Appropriate in Limited Circumstances
• Bicycle friendly street (4.5.8)
• Cycle track (4.5.6)
• Marked shared lane (4.5.9)
• Green colored pavement (4.5.10)

Specifying "required" versus "appropriate in limited circumstances" clarifies standards for reviewers.

2

1 For Applicants → Need applicability, guidance, clarity / Best practice example: Streetscape Manual, Toronto

2 For Reviewers → Need compliance check and quality design consideration criteria / Best practice example: Complete Streets Design Handbook, Philadelphia

3 For Public → Need engagement and learning opportunities / Best practice example: Complete Streets Design Guidelines, Boston

GUIDELINE ORGANIZATION

Within the guideline document, organization can vary depending on City priorities and audience. Beyond the document, many cities draw connections between sets of guidelines and plans.

Q. How might Cambridge select an organizational structure for guidelines that is easy to understand and intuitive to apply?

Within the Guidelines

Urban design elements

Pedestrian access, building facade, signage, lighting, landscape...

→ **Best for** public-facing

Urban space typology

Streets, plazas, waterfronts, etc.

→ **Best for** project applicants to understand expectations

Urban design principles

Sustainability, connectivity, human-scale, etc.

→ **Best for** public-facing, applicants, and reviewers to check compliance

Land use & Building Typology

Residential, commercial, mixed-use, industrial...

→ **Best for** project applicants and reviewers to check compliance

Beyond the Guidelines

Citywide Plan

Many cities build guidelines off of existing policies, principles, and values established in the citywide General / Comprehensive Plan.

Relationship between Guidelines, Zoning Code, and Community-specific Design Requirements

Some cities' guidelines work in conjunction with the city's zoning code, area-specific regulations, and citywide topic-specific regulations for project reviews.

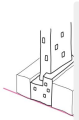
GUIDELINES IMPLEMENTATION

By providing clear go/no-go guidelines, cities can avoid excessive back-and-forth with applicants. Some sets of guidelines also delineate policy applications for different audiences.

Q. How might Cambridge help applicants by providing clear guidance on priority elements to abide by, and what to avoid?


10. Align buildings to the street

New buildings align to the street at ground level, without setbacks, unless the design response includes a purposeful, open to the sky setback to provide a publicly accessible space with a high level of amenity, including good solar access, comfortable wind conditions, seating and landscape elements.




11. Provide purposeful setbacks where appropriate

The new development is setback to provide the following: a setback wall and provide a public accessible space designed to accommodate stationary activities.



15. Avoid service areas on main streets

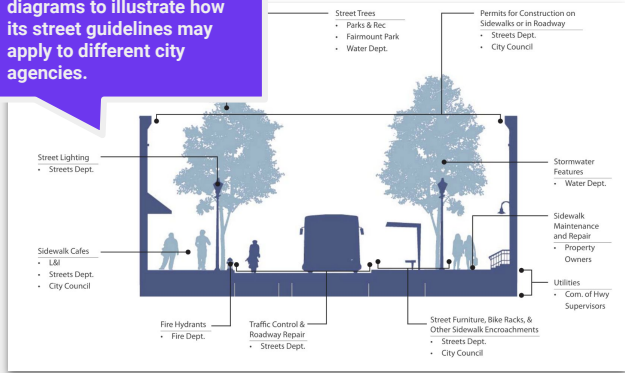
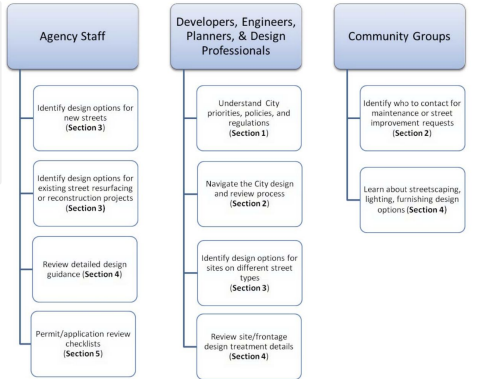
Vehicle access, loading areas and services are positioned so that they are not located on main street frontages.



Philadelphia specifies the relevant sections of the guidelines where various audiences can locate information for common applications.

Melbourne uses "encourage" and "discourage" language along with illustrations to demonstrate guidelines.

Philadelphia also uses diagrams to illustrate how its street guidelines may apply to different city agencies.



GUIDELINE UPDATES

Most updates happen on an ad-hoc basis; they don't tend to function as adaptable, living documents.

Q. How might Cambridge create a clear process and system for updating the guidelines over time?

Most cities have no clear system for updating!

Interactive formats are more likely to be updated regularly.

"Periodically amended as necessary to **maintain consistency with statutory policies** and to evolve with international best practice aspirations."

– Calgary, AB, CAN

"**Plan Submissions** for development will serve to **clarify, update and improve** upon the suggested standards."

– East Gwillimbury, ON, CAN

"May be amended **as necessary by the City Planning Commission.**"

– Los Angeles, CA

"The urban design principles get refreshed every five or so years **as practices change and evolve.**"

– New York City, NY

"If necessary, the guide will be reviewed in order to **accommodate emerging best practice** and ongoing continuous improvement."

– Croydon, UK

"Intended to evolve and adapt to incorporate **new treatments and techniques as they are developed and put to use.**"

– Boston, MA

Priority Content Areas

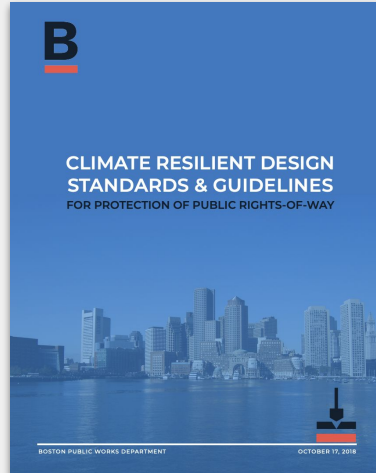
/ **SUSTAINABILITY** How do guidelines address environmental and resilient design?

/ **EQUITY** How do guidelines address equity from formation to rollout?

SUSTAINABILITY

Environmental goals tend to exist in separate documents from UDGs and focus on buildings, and boost accountability when enshrined into policy. If not, it's better if they have defined checklists and success metrics.

Q. How might Cambridge effectively link to other tools for reference, while setting clear benchmarks for using urban design of buildings and the public realm to advance climate action?



QUALITY CHECKLIST		Low Quality	Medium Quality	High Quality
T-1	Have walkable low traffic neighborhoods been designed as a first principle, based on the HGCT Transport User Hierarchy?	No - vehicle access design prioritized	Transport hierarchy considered	Yes - desire lines, permeability, topography, user hierarchy leading design
T-2	Have safe and high quality connections to access travel networks beyond the development boundary been proposed with green infrastructure considered?	Ongoing connectivity not considered	Some connectivity - lacks CI consideration	Strong connections to networks, with clear relationship to GI/ecology
T-3	Have you followed Planning Board the STC and its str			
T-4	Are bus stops and access for residents, offering a and including prev service?			
T-5	Has cycle parking of quality, safe and wic			
T-6	Have inclusive desig accessibility for all movement routes been achieved?			
T-7	Has a Transport Assessment been provided that clearly demonstrates how the mode split target is being achieved as defined by HGCT?	No - minimum TA provided	Yes - but multi modal modeling not included	Yes - multi-modal modeling and roadmap for achieving HGCT targets
T-8	Has a thorough Sustainable Travel Plan been provided? Has Hillsbill Stars accreditation been explored?	No	Sustainable Travel Plan provided	Yes - including behaviour change programme, travel coordinator, monitoring

Providing checklists with defined metrics helps ensure the approach to sustainability is being taken.

Sustainability Guidance & Checklists, Harlow and Gilston Garden Town



Audiences should not need to look for special guidelines on special topics in several locations.

NYC Mayor's Office of Resiliency
Climate Resiliency Design Guidelines - Version 4.0

1. Reduce Urban Heat Island effect

Capital construction shall minimize contribution to the Urban Heat Island effect. The design interventions provided below offer benefits to the community and the facility through reduced heat loading, reduced energy costs, and/or improved occupant health and thermal comfort. The appropriate combination of design interventions will vary dependent on the project scope.

a. A minimum of 50% of the project's site area shall be shaded, vegetated, and/or high solar reflectance surfaces.²³

Lighter, reflective surfaces reduce surface and air temperatures. This reduces energy costs and other paved surfaces.²⁴ Utilizing reflective surfaces in a facility's contributions to ambient temperatures can help keep building temperatures more comfortable and reduce tolerance requirements. The City has programs in place to encourage selection, such as the NYC Cool Roofs Laws 92 and 94 of 2019. Besides roof retrofits, stormwater management, shade, and green roofs can help reduce heat into the atmosphere.

Additionally, City capital projects are subject to Leadership in Energy and Environmental Design (LEED) certification, and reflective, shaded, and vegetated surfaces can earn LEED credits.²⁵ Suggested strategies include:

- Green roofs on a broader range of facilities (including industrial buildings, storage, garages, administration buildings, etc.).

Many cities set minimum standards for environmental design guidelines.

Climate Resiliency Design Guidelines, New York City

EQUITY

Most cities focus on creating an inclusive process, rather than setting equity standards in guidelines themselves. If equity is in guideline content, it is often only addressed in terms of accessibility for all modes and abilities.

Q. How might Cambridge **center equity** — in all its forms — in the **content, process, and implementation of the guidelines**? What does equity mean to Cambridge, and within the context of the guidelines?

SNAPSHOT / EQUITY AS GUIDELINE PROCESS

Engage architects, designers, and engineers of color

Engage residents of all ages

Make sure meetings, notices, and materials are accessible

Reflect community input in the final outcome of guidelines

Eliminate disparities in race, class, gender, other dimensions of diversity

Be clear, specific and direct so that outcomes can be measurable

Mandate accountability in zoning or implementation plans

Enact zoning code that supports human-scale development and connectivity

SNAPSHOT / EQUITY AS GUIDELINE CONTENT

“Public realm should be **accessible for all** regardless of **age or ability**.”

“The use of curbside **space** should be **distributed equitably** to support the needs of all users.”

Opportunities Review of Global Best Practices

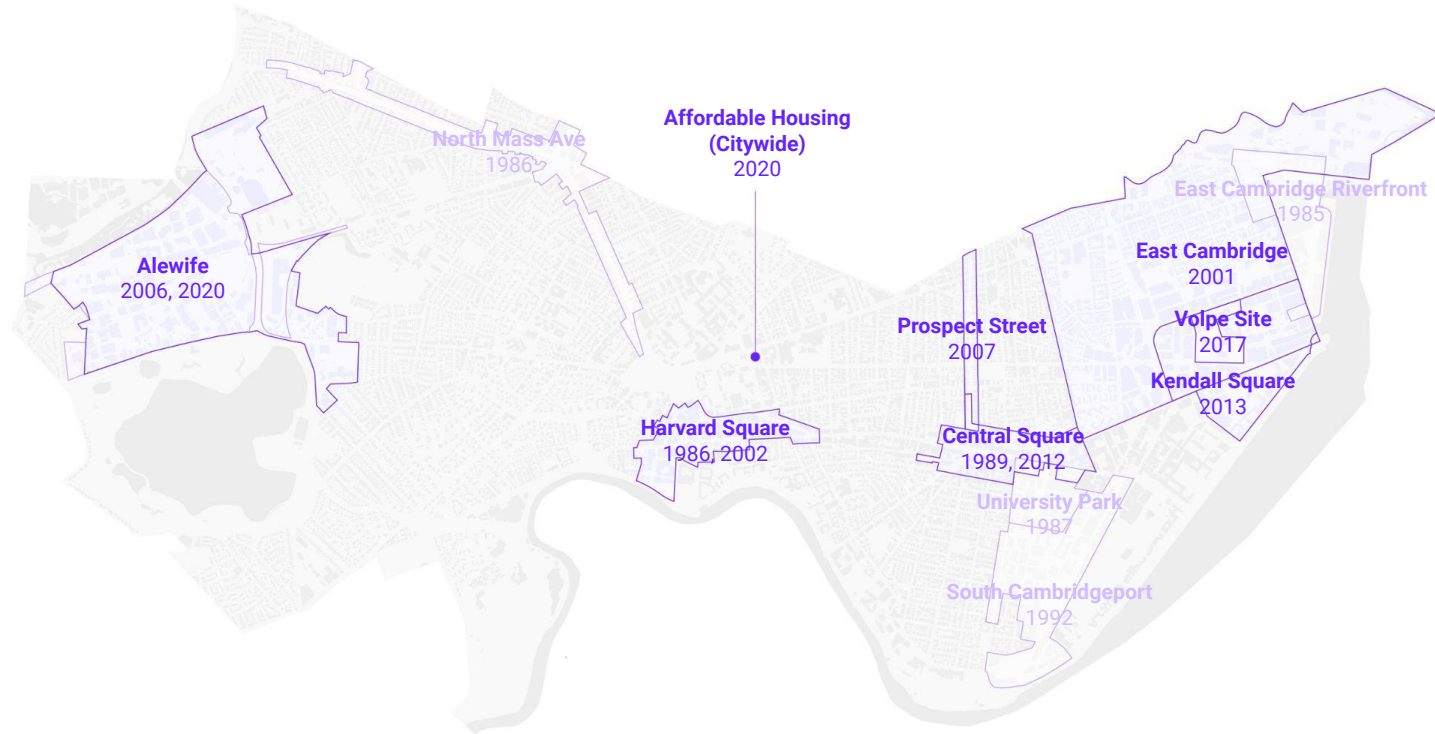
- **STRIVE FOR SIMPLICITY** / Use **clear language / visuals** to make it easier for everyone to adopt the guidelines — a tool for reviewers to check compliance, for applicants to abide by best practices, and for the general public to participate meaningfully in public reviews.
- **FORMAT FOR FLEXIBILITY** / **Be flexible with format and platform** — beyond a text-heavy report. For example, short booklets and digital platforms open the door to wider distribution, ease of navigation, and regular updates. (Note: With more formats, more clarity is needed to delineate audience and purpose)
- **EMBED GOALS IN CONTENT + PROCESS** / Make the guidelines a platform for **advancing citywide goals** and issues (e.g., equity, sustainability) — by embedding these goals as high-level principles, into design recommendations, and into the process of developing and implementing the guidelines.
- **SET THE STAGE FOR DESIGN EXCELLENCE** / While design excellence wasn't a focus of the guidelines best practice research, there is an **opportunity for guidelines to clarify standards of design excellence** for a city.



3

Review of Existing Cambridge Guidelines

We reviewed
the City's
Area-specific
and Citywide
guidelines.



Guideline Style & Format

/ **AUDIENCE**

Who do Cambridge's guidelines speak to?

/ **FORMAT**

How are Cambridge's guidelines formatted?

/ **UPDATES**

How often are Cambridge's guidelines updated, and what systems are in place to do so?

GUIDELINE AUDIENCE

Most guidelines are addressed to applicants, City staff and the Planning Board. Recent guidelines include the general public as one of their intended audiences.

Q. How might Cambridge's guidelines be accessible to all of their intended users?

Illustrations can make the guidelines accessible to a broader audience.

STREETWALLS DEFINE AND ENRICH PUBLIC SPACE



1. Alignment of streetwall facades with each other helps define the space of the street.
2. Varied continuity of the streetwall enriches the pedestrian experience.
3. Differentiated color and modulated massing reduces the sense of bulk.
4. Harmony between facades regarding height, scale, materials, and a shared range of warm colors gives coherence to the square. The variety of architectural expression enlivens it.

GUIDELINE FORMAT

Earlier guidelines tend to use narrative texts, while more recent ones have shifted to a bullet point objectives format.

Q. How might the format of Cambridge's guidelines balance clarity and nuance?

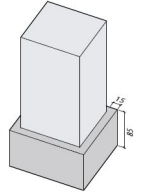
Bullet points can increase user-friendliness.

– Major Public Streets

Goal: Create a strong datum by setting back the building at upper floors to create a strong edge to the street and to limit the sense of height at street level.

Measures:

- Set back approximately two-thirds of the building façade above 85 feet from the principal façade by a depth of about 15 feet; flexibility will be considered when street/ground floor setback is provided.
- Façade areas without setback may be appropriate at corners or in specific locations to create architectural variety.
- In instances of infill development on constrained sites, provide distinct horizontal articulation at the datum height that relates to the façade of adjacent or facing buildings through means other than a setback (significant change in material, projecting cornice/fin/shade etc.)

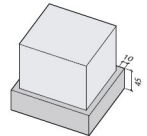


– Secondary Streets

Goal: Create a strong datum by setting back the building at upper floors to create a strong edge to the street and to limit the sense of height at street level.

Measures:

- Set back any portion of the building above 45 feet by approximately 10 feet from the principal façade. Where appropriate, design these setbacks to include balconies and rooftop terraces.
- Create a strong horizontal definition line on the façade at a height of 45' through means other than a step-back if it successfully expresses a scale distinctly more intimate than a major public street (such as significant change in material; projecting cornice, fin or shade etc.).



GUIDELINE UPDATES

Cambridge has only updated three of its guidelines in the past. These updates occurred for very different contextual reasons.

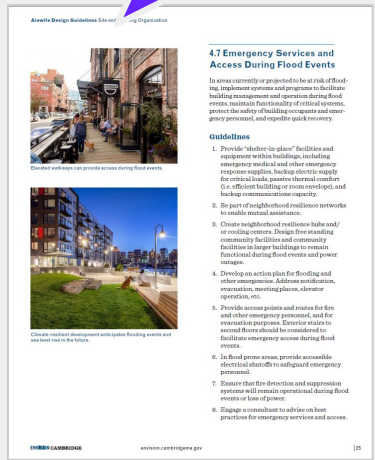
Q. What might trigger Citywide and area-specific guideline updates in the future?

Updated to address the district's unique environmental and infrastructure challenges.

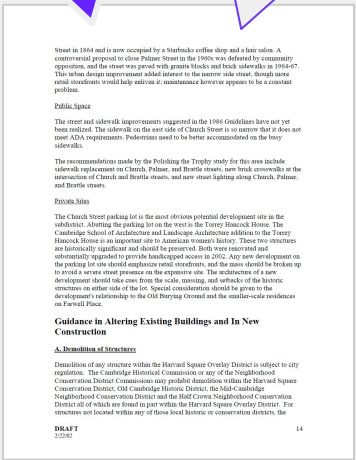
Updated to provide guidance around historic preservation.

Updated again in 2019 in response to concerns about the goals, jurisdiction, and administration of the district. Not codified in the Zoning Ordinance.

Planning effort to address vacancy and encourage desired development.



Alewife (2020)



Harvard Square (2002)



Central Square (2012)

Guideline Content

- / **GAPS** What is missing from Cambridge's Area-specific & Citywide Guidelines?
- / **SUSTAINABILITY** How do Cambridge's guidelines address environmental and resilient design?
- / **EQUITY** How do Cambridge's guidelines address equity?

GAPS

	Historic Development Context	Built Form	Open Space	Streets & Sidewalks	Mobility	Sustainability	Equity	Review Process
East Cambridge 1985								
North Mass Ave 1986								
University Park 1987								
Central Square 1989								
South Cambridgeport 1992								
Eastern Cambridge 2001								
Harvard Square 2002								
Concord-Alewife 2006								
Prospect Street 2007								
Central Square 2012								
Kendall Square 2013								
Volpe Site 2017								
Affordable Housing 2020								
Alewife 2020								

	Sustainability	Equity	Review Process
East Cambridge 1985			
North Mass Ave 1986			
University Park 1987			
Central Square 1989			
South Cambridgeport 1992			
Eastern Cambridge 2001	█		
Harvard Square 2002			
Concord-Alewife 2006	█		
Prospect Street 2007	█		
Central Square 2012			
Kendall Square 2013			
Volpe Site 2017	█		
Affordable Housing 2020	█		
Alewife 2020	█		
Over/Under / Gehl			

"...protecting buildings from flooding, designing buildings to minimize the impact of extreme heat events, and maximizing the use of passive strategies for thermal comfort."

– Alewife Design Guidelines

"...buildings should be designed to minimize energy use and the embodied energy of their components."

– Volpe Site Design Guidelines

SUSTAINABILITY

Most guidelines do not address sustainability.

- Earlier guidelines refer to the **efficient use of resources** and **encourage LEED compliance**.
- Some highlight **environmental comfort** principles, such as shadows, wind and noise mitigation, lighting and vegetation.
- Recent guidelines get into more detail about **building performance**.
- Alewife addresses **sustainable site design, resilient building design** and **response to flood events**.

	Equity	Review Process
East Cambridge 1985		
North Mass Ave 1986		
University Park 1987		
Central Square 1989	Yes	
South Cambridgeport 1992	Yes	
Eastern Cambridge 2001		
Harvard Square 2002		
Concord-Alewife 2006		
Prospect Street 2007		
Central Square 2012	Yes	
Kendall Square 2013	Yes	
Volpe Site 2017	Yes	
Affordable Housing 2020	Yes	
Alewife 2020	Yes	

“Celebrate and maintain the mix of old, new, venerable and funky enterprises activating the Central Square Cultural District.”
 – Central Square Design Guidelines

“Ensure that outdoor spaces provide comparable facilities for all people regardless of their ability to climb steps. Use technology to help compensate for limitations in sensory abilities.”
 – Kendall Square Design Guidelines

EQUITY

Half of the guidelines do not address equity.

- Some guidelines include sections on **universal access & design**.
- Some discuss **affordable housing** and **business retention** as broad goals.

Opportunities

Review of Existing Cambridge Guidelines

- **ADDRESS GAPS IN KEY CONTENT AREAS** / Update older, outdated guidelines, **lacking in the areas of sustainability, open space and bicycle mobility**. Make use of the guidelines to tackle issues of **equity and sustainability**, both key goals for the City set in a number of recent plans, such as the *Envision Cambridge* comprehensive plan, the *Climate Change Preparedness Plan*, the *Resilient Cambridge Plan*, and the *Urban Forest Master Plan*.
- **WORK TOWARDS A CLEAR & TRANSPARENT PROCESS** / Build on recent efforts to make guidelines **clear and accessible** to a broader audience. Provide a **step-by-step description of the building review process**, including required materials and City departments and authorities involved. Provide information on the **historic development context of Cambridge's neighborhoods**.
- **DESIGN FOR FLEXIBILITY & ADAPTABILITY** / Create a **clear template** for future area-specific and citywide guideline updates.



4

Highlights & Emerging Takeaways from Workshop

Highlights & Emerging Takeaways from Workshop

1

Avoid redundancy and confusion across City departments and documents

e.g.,

- Adopt a quarterly inter-agency meeting to keep documents up to date and integrated
- Reflect all the agency goals and constraints in the guidelines
- Provide a master 'table of contents' that links out to respective departments' guideline documents

2

Communicate guidelines in as clear and simple a way as possible, balancing clarity and nuance

e.g.,

- Use plain language
- Use simple visuals
- Consider alternative media (website, dashboard, etc.)

3

Monitor and update the guidelines (and related documents) over time

e.g.,

- Create a document that reflects the moment without being too prescriptive
- Deploy updated post-occupancy checklist of new developments to identify common pitfalls and the efficacy of the Guidelines

4

Celebrate Cambridge's eclectic built environment

e.g.,

- Advise projects to respond to immediate surroundings to embrace neighborhood-specific character
- Embrace sense of history and modern amenities in equal measure
- Focus on goals to and provide clarity on how Guidelines can be applied on a site-by-site basis

5

Sharpen understanding of how the Guidelines can advance equity in both process and content

e.g.,

- Set a clear and understandable working definition of equity as it relates to the Guidelines
- Clarify the ways that equity needs to be embedded into the content and implementation of the Guidelines

6

Advance climate action through the content and format of the Guidelines

e.g.,

- Consider a checklist or point system for rating project incorporation of climate-friendly features
- Use climate responses as a way to create a sense of place
- Incorporate sustainable transportation across sets of guidelines (climate, mobility, urban design, etc.)



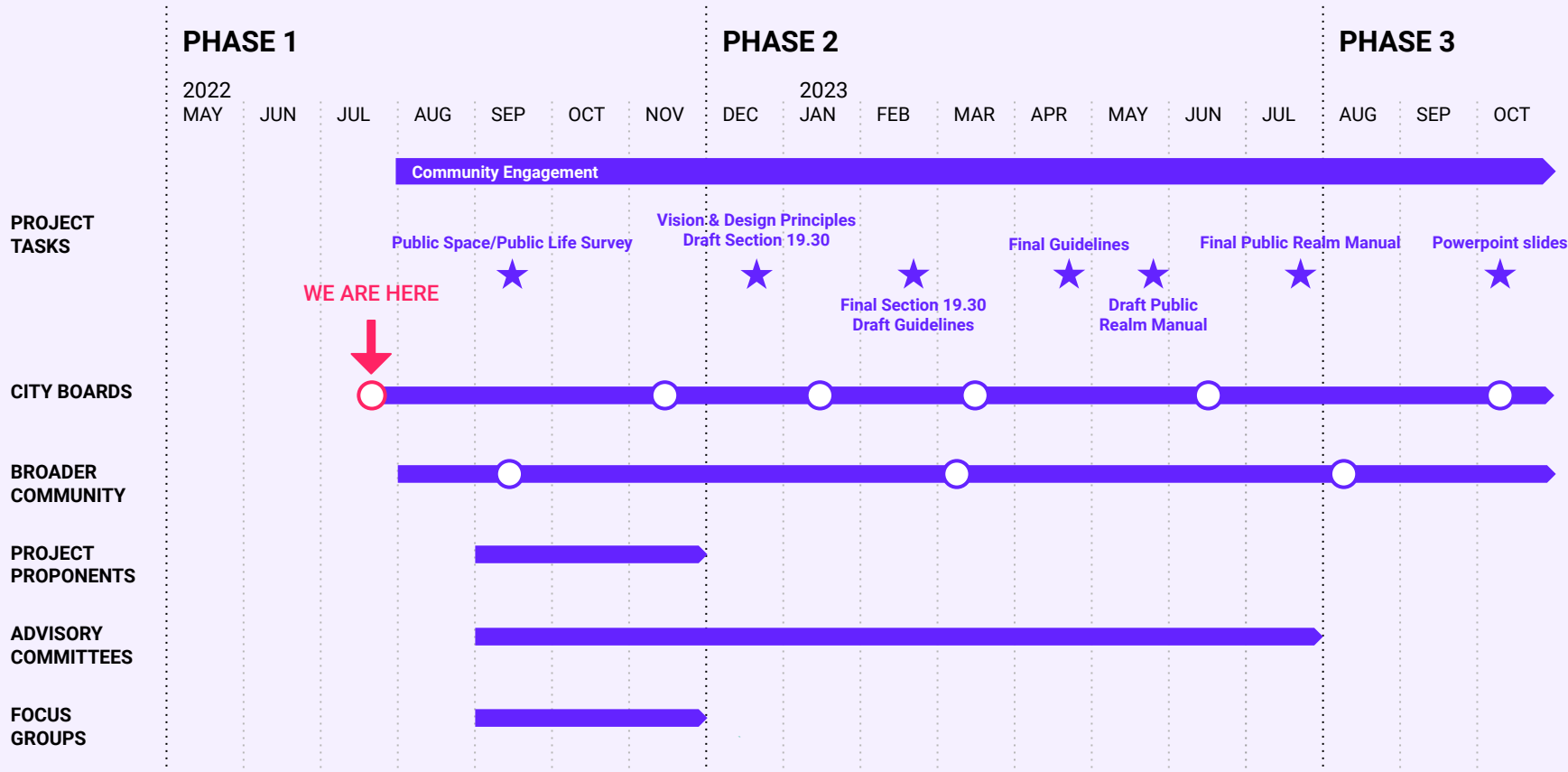
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Next Steps for Observation & Engagement

1. High crash locations (2008 - 2012, 69 total crashes in 5 years) (exceeds MassDOT statewide crash rate) 15 bicycle involved 5 pedestrian involved
2. Crosswalks outside desire lines and not signal controlled
3. Long distance pedestrian travel
4. No signal controlled crosswalks at Hampshire St, South Ave, and Boston Ave

Community Engagement

	Broader Community	Project Proponents	Advisory Committees	City Boards
AUDIENCE	Youth, students, young professionals, seniors, homeless, immigrant, AAPI, Black, Hispanic, Haitian, Arabic	Designers, developers	Bicycle Committee, Pedestrian Committee, Planting Committee, Transit Committee, Disabilities Commission	Planning Board, City Council
FORMAT	<ul style="list-style-type: none"> • PSPL Survey • Public meetings • Surveys • Outdoor events • Focus groups • Basic website 	<ul style="list-style-type: none"> • Working group meetings • Survey 	<ul style="list-style-type: none"> • Working group meetings • Walkshops 	<ul style="list-style-type: none"> • Presentations
CONTENT	<ul style="list-style-type: none"> • How do people move around in the city? • How do they interact with each other in public spaces? • What are people's favorites spaces in Cambridge? • What are places that need improvement? • What are design guidelines and why are they important? • How does the process relate to the Citywide plan? 	<ul style="list-style-type: none"> • How do project proponents view the process? • What is working? • What are some of the shortcomings? • What would they change? • Have they used the City's existing Citywide and Area-Specific guidelines? • What do they like about them? What would they change? 	<ul style="list-style-type: none"> • How do the guidelines and design manual impact each group's priorities? • How can we incorporate concerns around transportation and access into these documents? 	<ul style="list-style-type: none"> • How does the Planning Board use the guidelines? • What is working well? • What could be improved?

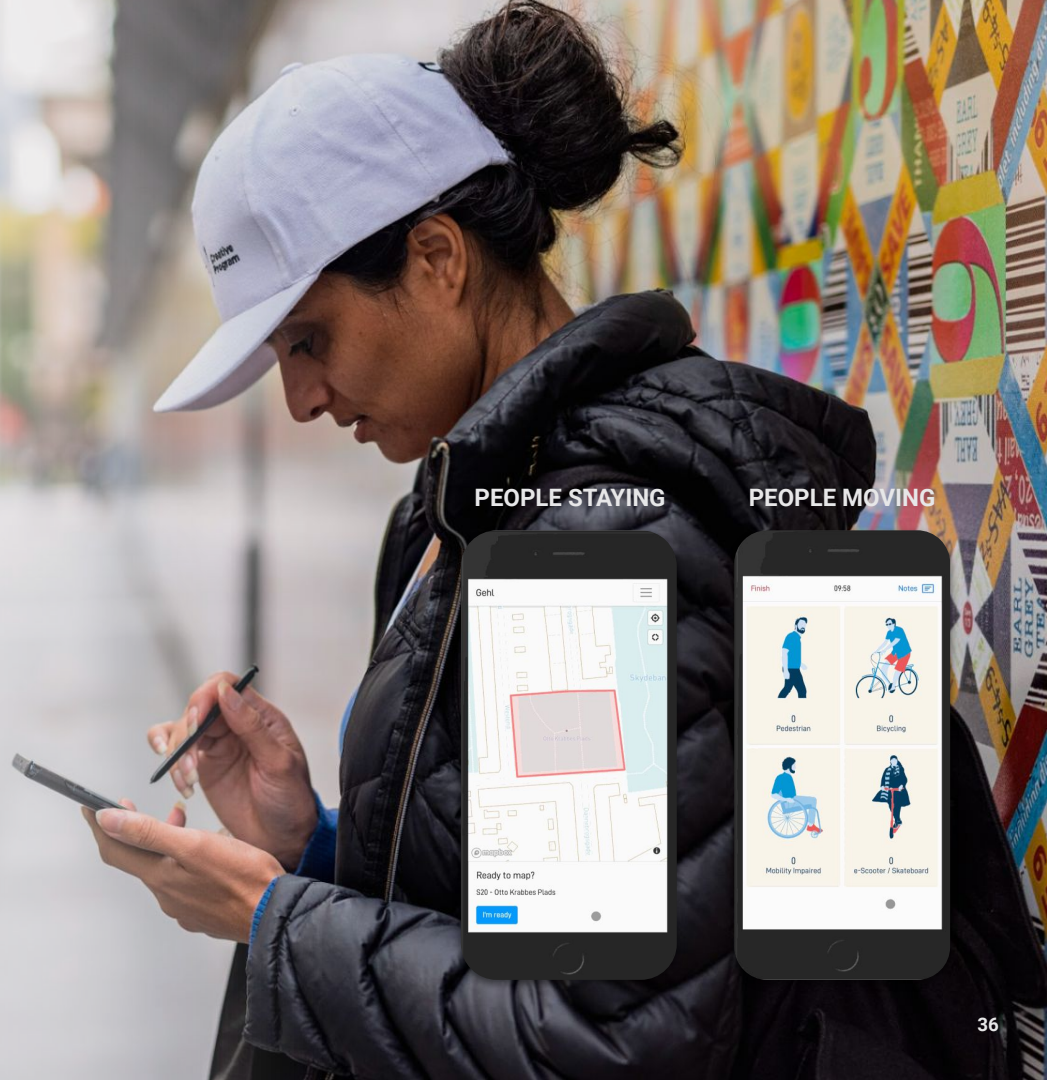


Public Life App



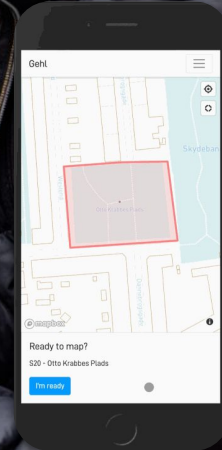
The Gehl public life app will be used to:

- Understand **how people move through and spend time** in Cambridge's public realm today
- Reveal opportunities to **update the guidelines** based on people's lived experience of the built environment



PEOPLE STAYING

PEOPLE MOVING





6

Questions for Planning Board

Questions for Planning Board

- **IN-SCOPE VS. OUT-OF-SCOPE** / What is in the scope of Cambridge Urban Design Guidelines (UDGs)? i.e., How citywide is “citywide”?
- **CURRENT GUIDELINES** / How do you use the guidelines today? What is working well? What’s not working well? (i.e., guideline content, guideline process / implementation)
- **FUTURE GUIDELINES** / Drawing from global inspiration and knowing the Cambridge context, what does success look like? What would you like to see in the updated UDGs?