Why do a citywide plan?

- **Establish a comprehensive, shared vision** for Cambridge.
- **Create an inclusive citywide discussion** that engages the voices who aren’t typically at the table.
- **Get a more holistic perspective** on key city policy decisions about energy, climate change, mobility, growth management, etc. so these issues are not considered in silos.
- **Plan for growth and change** based on shared priorities.
Schedule: the big picture

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Nov</td>
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### Engagement
- Outreach efforts
- Website launch
- Vision plan

### Research
- Preliminary research
- Refined research

### Framework
- Draft targets and goals
- Refined plan framework

### Scenarios
- Draft analyses and tradeoffs
- Final analyses and tradeoffs

### Plan
- Strategic plan and dashboard

### Alewife
- Alewife planning process
- Final Alewife plan

### Documents
- Draft citywide plan
- Final citywide plan
Communication and management

City Council

City Manager
City Staff

Community
- Residents
- Advocates
- Businesses
- Community Groups
- Institutions

Planning and Analysis Team
- McMahon
  - Christi Apicella
- Happold Consulting
  - Anella Marvin
- HR&A
  - Kyle Vangel
  - Shilpa Pradhan
  - Einav Knik
- Ninigret
  - Kevin Hively
- Community Opportunities Group
  - Courtesy
  - Starling
- Klopfers
  - Martin Kaki Martin
- Nelson Nygaard
  - Jason Schriebe & Lisa Jacobsen
- Supernormal
  - Elizabeth Christoforeti

Utile
Planning and Urban Design Lead
- Tim Love
- Meera Deenan
- Will Cohen
- Kelly Lynema

Interboro Partners
Community Engagement Lead & Urban Design
- Dan D'Oca

Team Better Block
The Social Urbanism
- Cristina Gemedia
- Andrew Howard

Engagement and Facilitation
- DS4SI
  - Creativity Labs & Events
  - Ayako Maruyama
- Consensus Building Institute
  - Ona Ferguson

Cambridge Citywide Plan
Why do a citywide plan?

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Engagement strategies

- Demystifying planning: educational workshops
- Street team: person-on-the-street surveys
- Public meetings: charrettes
- Street team: pop-up events
- Demystifying planning: planning happening
- Demystifying planning: educational walk-shops
Integrate existing initiatives into the citywide planning process.

**Physical Planning**
- Kendall Square/Central Square Plan
- Foundry Building Reuse

**Climate Change and the Environment**
- Getting to Net Zero Task Force
- Climate Change Vulnerability and Assessment Plan
- Climate Protection Goals and Objectives

**Public Health**
- Community Health Assessment and Community Health Improvement Plan

**Mobility**
- Bicycle Network Plan
- Grand Junction Community Path
- Greenway and Multi-Use Path Projects

**Land Use and Zoning**
- Land Use Classification Study
- Incentive Zoning Study

**Housing**
- Inclusionary Housing Study
- Connect Kendall Square

**Infrastructure**
- Alewife Sewer Separation Project
- Infrastructure Redesign and Traffic Calming
Key planning topics

- **Civic Engagement**
  - energy
  - vulnerability
  - greenhouse gas emissions
- **CLIMATE CHANGE & THE PHYSICAL ENVIRONMENT**
  - infrastructure
  - extreme weather
  - stormwater
- **URBAN CHANGE**
  - land use
  - character
  - neighborhoods
  - scale
- **Urban Planning & Design**
  - higher ed
  - inequality
  - market sectors
  - income
- **ECONOMIC DEVELOPMENT**
  - sustainable practices
  - business trends
  - job trends
  - training
- **Social Cohesion & Equity**
  - transit
  - choice
  - walking
  - biking
  - Hubway
- **TRANSPORTATION & MOBILITY**
  - driving
  - car sharing
  - parking
  - choice
- **HOUSING**
  - families
  - affordability
  - typologies
  - middle-income
  - access
  - inclusionary
  - workforce
- **Data Analysis**
Discuss and explore the cross-fertilization of the key planning topics at a neighborhood scale

- Resiliency and open space
- Connectivity and the scale of blocks
- Urban design, district character, and mix of uses
- Transportation
- Growth potential and existing character

**What do the residents of Alewife and neighboring areas want for the area?**

Long-time and new residents alike will have ideas to improve the area in terms of walkability, quality of life, and social cohesion. Residents in nearby neighborhoods rely on Alewife as part of their daily to-daily routine, and are frustrated by the traffic and congestion. Does convenient highway access have to come at the expense of a walkable village center? We want to imagine a hybrid to provide the best of both worlds?

**How much of Route 2’s traffic congestion is regional or local?**

While Route 2 is a barrier and source of noise and pollution, it also brings visitors to the area and promotes a successful mix of retail. Traffic and access issues can only be addressed with regional discussions that include MassDOT, DCR, the MBTA, Belmont and Arlington.

**What does a better parking lot look like?**

Surface parking lots are a necessary evil of conversion-driven retail, but they can be better located, sized, and designed. Innovative stormwater management and surface treatments that promote other activities during non-peak hours can better integrate parking lots into the area’s social and ecological fabric. More artfully dispersed lots, rather than mega lots, might also make parking more convenient while dovetailing into a walkable urban fabric.

**Where are opportunities for open space to serve multiple functions?**

The Alewife neighborhood sits between Fresh Pond Reservation and the Alewife Reservation, two large tracts of land that function as passive recreational space and stormwater management infrastructure. As climate change becomes more certain, will hybrid open space topologies become the norm?

**Can we rejigger the recipe but keep the ingredients?**

The urban realm of Alewife does not promote walking or hiking, but the area contains a rich mix of uses, including industrial and logistic distribution space, retail, office space, gym and other recreational venues, and housing. Is there a way to reconceive development patterns while retaining this healthy mix? If you could put the same uses together again in a new neighborhood, what would buildings look like and how would the streets be designed?

**How do we increase connectivity?**

While large recreational spaces offer pedestrian paths, they are divided by rail lines and highly trafficked roads. Could connectivity and walkability of connectivity be articulated with the insertion of smaller neighborhood scaled open spaces?
Schedule: the big picture

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Phase I: Research and Vision
Phase II: Scenarios
Phase III: Plan Development
Schedule: the next six months

- Crowdsourcing the name of the plan
- Download with city staff about ongoing processes
- Launch of project website
- Creation of advisory groups
- Initial citywide research and analysis
- Initial citywide visioning and engagement
- Mobilizing to begin the Alewife plan
Data visualization will be a key planning and engagement tool.

Source: ACS 2009-2013 5-Year Block Group Estimates
Mode shift presents an opportunity.
Balancing the competing uses for the street
Finding trends through existing datasets
Construction and Manufacturing Employers

Source: City of Cambridge Top 25 Employers Data, 1995-2014
Technology, Software, and R&D Employers

Source: City of Cambridge Top 25 Employers Data, 1995-2014
Biotech Employers

Source: City of Cambridge Top 25 Employers Data, 1995-2014
Parametric tools to analyze development scenarios
Depicting development scenarios for a community dialogue

Zoning Height Scenario

New Jobs: 4,700 – 8,300
Dwelling Units: 740 – 780
Retail SF: 96,140 – 117,500
Parking Spaces: 1,600 – 2,030
Acres of Open Space: 7 – 9

Total Revenue: $144 mil
Total Expenditures: $99 mil
Net Cum Fiscal Impact: $45 mil
Average Annual Impact: $2.26 mil
Depicting development scenarios for a community dialogue

### Public Common Scenario

<table>
<thead>
<tr>
<th>Category</th>
<th>Range</th>
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<td>4,800 – 8,400</td>
</tr>
<tr>
<td>Dwelling Units:</td>
<td>630 – 770</td>
</tr>
<tr>
<td>Retail SF:</td>
<td>74,370 – 90,900</td>
</tr>
<tr>
<td>Parking Spaces:</td>
<td>1,320 – 1,620</td>
</tr>
<tr>
<td>Acres of Open Space:</td>
<td>8 – 10</td>
</tr>
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</table>

- **Total Revenue:** $142 mil
- **Total Expenditures:** $98 mil
- **Net Cum Fiscal Impact:** $44 mil
- **Average Annual Impact:** $2.18 mil
Scenarios for the urban realm: streetscape and open space
Scenarios for the urban realm: streetscape and open space
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