What’s the Plan? Panel
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CDD Staff
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Panelists
Tim Love, Utile
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Kevin Hively, Ninigret
Lisa Jacobson, Nelson\Nygaard
Ariella Maron, BuroHappold
Agenda

6:00pm: Welcome and overview
• Stuart Dash, Cambridge Community Development Department

6:20pm: Introduction to the project team
• Project overview: Tim Love, Utile
• Public engagement strategy: Dan D’Oca, Interboro Partners
• Housing market analysis: Kevin Hively, Ninigret Partners
• Mobility: Lisa Jacobson, Nelson\Nygaard
• Sustainability and resiliency: Ariella Maron, BuroHappold Consulting Engineers

7:45pm: Wrap-up and next steps

8:00pm: Adjourn
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 well-rounded 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.
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
Project schedule

2016
Phase I: Research and Vision
- Listening & Researching
- Visioning
- Setting Goals & Targets

2017
Phase II: Scenarios
- Refining the Vision
- Areas of Focus
- Testing Scenarios

2018
Phase III: Plan Development
- Developing a Strategic Plan
- Integrating Areas of Focus
- Citywide Plan
- Integration of Alewife Plan

City of Cambridge
Envision Cambridge
CambridgeMA.gov/citywideplan
Looking at Cambridge from a physical and policy standpoint
Looking at Cambridge from a demographic and cultural standpoint

Source: U.S. Census 2010 Population Count
Community Engagement

Why do engagement?
• Listening
• Documenting
• Educating and Empowering
• Getting Input
• Building Consensus
• Building Awareness

How will we engage with you?
• Panel Discussions and Public Workshops
• Focus Groups
• Advisory Committee and Working Groups
• Mobile Engagement Station and Street Teams
• Newspaper and Website
Engagement Plan

Panel Discussions
Engagement Plan

Public Workshops
Engagement Plan

Focus Groups
Engagement Plan

Advisory Committee and Working Groups
Engagement Plan

Mobile Engagement Station and Street Teams
Engagement Plan
Engagement Plan

Hard to Reach Populations
- Seniors
- Teens
- University Students
- American-born Black
- Arabic-speaking
- Bangladeshi
- Ethiopian
- Haitian
- Portuguese
- Spanish-speaking
Engagement Plan
Housing and the Economy

Housing is a major issue for Cambridge.
- Rising costs, rapid socioeconomic shifts, and rate of change relative to other cities in the region are all important.

An analysis of employment and the economy of Cambridge is part of this process.
- Employment means both the number and the type of jobs in the city.
- This is an issue of equity and of the city’s role in the larger region.

The citywide plan must address both of these issues.
- Our goal is to cross-fertilize larger issues like these with specific policies and urban design interventions, which can lead to workable solutions.
What affects the economics of housing?

**Housing prices: demand**
- Typologies available
- Amounts of available stock relative to demand for it

**Housing costs: supply**
- Land value
- Construction and development costs
- Financing costs
- Profit margins

**Balancing the two**
- There are policies related to demand, and other policies related to supply, and both need to be looked at.
Achieving affordability means matching supply with demand.

**Development patterns in transition**

- Much of the current housing stock in Cambridge is triple deckers, or smaller
- The current sweet spot in development may still be buildings between 3 and 5 stories, but totaling 20 or more units.

**Competing types of fabric**

- Even if the city changes the amount of housing available, there will be areas where different housing types and different levels of density rub against one another
- Example: Portland, Oregon
Cambridge as part of the larger region

Employment

• How many of the city’s jobs does it want to provide housing for?

• Analogous to parking for a business: how many parking spaces relative to employees will the company provide

Commuting

• Cars are not going anywhere any time soon

• The T is not under the control of any one municipality

• Do businesses in Cambridge provide jobs across the full spectrum of pay scales and educational requirements? Where in the metro region can residents go to find appropriate jobs?

Jobs in Cambridge: ~110,000

Workforce population: ~70,000
Nelson\Nygaard’s Process

1. Discovery
2. Desire
3. Design
4. Documentation
1. Discovery

Subset of Existing Planning Documents

Grand Junction Shared Use Path Update and Next Steps
Data Analysis

Temple University, Philadelphia, PA

Santa Monica Land Use and Circulation Element
2. Desire
3. Analysis and Design

Regional and Citywide

Neighborhood

Corridors/ Intersections
Articulate Priorities and Tradeoffs
Regional Impacts

- Alewife Brook Parkway at Route 2
Transit Capacity

Average train load - AM peak toward Boston


Queue jump lanes

Signal improvements

Curb extensions
Walking Opportunities

Cycling Opportunities

Tools for Creating Separation

Yerxa Road Underpass

Figure 5.8: Level of Accommodation Example for Separated Bike Lanes

Cambridge Bicycle Plan
Curbside Prioritization

Bicycle parking or infrastructure

Dedicated transit lanes/stops

Traditional on-street parking

Public space

More vehicle lanes
4. Documentation

Community goals + Analysis + Context + Metrics = Priorities
The BuroHappold Approach

1. Define the Vision
2. Prioritize Strategies
3. Develop the Roadmap
1. Define the Vision:

Align existing sustainability and resilience initiatives

Planning and Urban Design Study (Arlington, VA)
2. Prioritize Strategies:

Utilize multi-criteria analysis to achieve goals and objectives

- How do we balance the goals for environmental sustainability and resilience within a Citywide Plan that also addresses urgent needs to provide equitable access to housing, mobility, and economic opportunity?

- At right: In developing New York City’s plan for deep carbon reductions, we are applying a multi-criteria analysis to evaluate and prioritize strategies.

OneNYC: 80x50 Integrated Action Plans (New York, NY)
3. Develop the Roadmap:

*Develop consolidated recommendations for implementation*

- Building upon existing initiatives and priority strategies, determine the *who, when, and how* those strategies will be implemented.

*Five Cities Energy Master Plans (Albany, Buffalo, Rochester, Syracuse, Yonkers)*
The Opportunity: Cambridge’s Sustainability Leadership

• Cambridge has been officially designated as a Green Community by the Massachusetts Department of Energy Resources, and was one of the first to adopt the state’s Stretch Energy Code

• Cambridge incubated one of the country’s first EcoDistricts in Kendall Square

• Cambridge has adopted one of the country’s most aggressive action plans for becoming a net zero community, with a focus on greenhouse gas emissions form building operations

• Cambridge has completed a rigorous climate change vulnerability assessment, the foundation for the forthcoming Preparedness & Resilience Plan
Research Questions

• How can the Citywide Plan advance policy initiatives that simultaneously support the Net Zero Action Plan and the forthcoming Climate Change Preparedness & Resilience Plan?

• Where are the conflicts? (e.g. need to preserve fossil fuel systems for resilience/redundancy)

• How can Cambridge best prioritize initiatives in a manner that is adaptable to changes in climate, technology, and/or lifestyle preferences?

• How can sustainability and resilience initiatives dovetail with decision making processes around land use, economic and community development, public health, and transportation?
Thank you!