Agenda

Process Overview

Facilitated Exercises

Next Steps
Process Overview
Project Framework

For definitions of key terms, please refer to the provided glossary.

VISION
What we want to be

CORE VALUES
What is important to us

FOCUS AREAS
What we are going to concentrate on

EXISTING CONDITIONS

DRAFT GOALS, ISSUES, & OPPORTUNITIES

STRATEGIES
TARGETS & INDICATORS

THE PLAN
Housing Working Group’s Role

**Six working groups** will provide input to the Envision Cambridge Advisory Committee for plan development.
Spring 2017 Working Group Schedule

Meeting #1 (May)
Discuss existing conditions, issues and opportunities, and draft goals.

Meeting #2 (June)
Discuss current City programs and policies and preliminary strategies and actions to achieve goals.

Meeting #3 (July)
Further refine strategies and begin to identify indicators.

Refined goals

Preliminary strategies & actions

Refined strategies and actions and preliminary indicators
Essential Definitions

**GOAL**

Broad, aspirational statement of what we want to achieve

**Strategy**

Approach or approaches that we take to achieve a goal

**Action**

Specific policy, program, or tool we take to achieve a strategy

**Indicator**

Quantitative measure(s) used to assess performance against goal

**Target**

Desired level of performance
GOAL

Provide affordable rental and homeownership housing to serve low-, moderate-, and middle-income individuals and families and enable Cambridge to thrive as a mixed-income community.

Strategy

Increase production of new affordable housing.

Action

Increase inclusionary zoning to 20%.
Continue commitment of 80% of CPA funds to affordable housing.

Indicator

The portion of households making between 30% and 80% of area median income that are housing cost-burdened declines.

Target

Less than 50% of households making between 30% and 80% of area median income are housing cost-burdened by 2030.
Structure of Today’s Session

Exercise 1. Refining Goals
Confirm that goals are directionally correct and capture all critical ideas discussed during Working Group #1
20 minutes

Exercise 2. Confirming Program & Policy Matching to Goals
Confirm matching of City’s existing economic development efforts to goals
20 minutes

Exercise 3. Developing Strategy Clusters
Distill the City’s current approach(es) to achieving goals and identify essential gaps
40 minutes

Exercise 4. Adding New Strategies & Actions
Identify new strategies and actions to fill essential gaps
60 minutes
Facilitated Exercises
Exercise 1. Refining Goals

- **Goal A | Housing Diversity**: Provide a broad spectrum of housing options for individuals and families at different life stages and with different needs, including those requiring supportive services.

- **Goal B | Increased Overall Supply**: Mitigate further increases in housing prices by increasing the overall housing supply in Cambridge, encouraging additional regional supply, and continuing to leverage new supply in Cambridge to produce dedicated affordable units.

- **Goal C | Affordable Housing**: Maintain and expand affordable rental and homeownership opportunities to enable Cambridge to thrive as a mixed-income community, inclusive of low-, moderate-, and middle-income individuals and families.

- **Goal D | Housing Stability**: Support the ability of current Cambridge residents and families to remain in Cambridge and continue to contribute to the community, including through the preservation of existing regulated and naturally-occurring affordable housing.

- **Goal E | Livable and Sustainable Communities**: Support high-quality housing that is healthy, climate-resilient, and energy-efficient without enhancing the cost burden for low- and moderate-income individuals and families.

- **Goal F | Neighborhoods of Opportunity**: Focus on creating communities of opportunity that bring individuals and families close to public transit, places of employment, and social services.
Exercise 2. Confirming Program & Policy Matching with Goals

Guiding questions

- Referring to the matching table and Question B in your pre-work, which of Cambridge’s existing programs, policies, and tools (i.e., actions) are especially critical to helping Cambridge achieve this goal?

Goal A. Housing Diversity
Provide a broad spectrum of housing options for individuals and families at different life stages and with different needs, including those requiring supportive services.
Exercise 2. Confirming Program & Policy Matching with Goals

Goal A. Housing Diversity
Provide a broad spectrum of housing options for individuals and families at different life stages and with different needs, including those requiring supportive services.

Guiding questions
• Referring to the matching table and Question B in your pre-work, which of Cambridge’s existing programs, policies, and tools (i.e., actions) are especially critical to helping Cambridge achieve this goal?
Exercise 3. Developing Strategy Clusters

Goal A. Housing Diversity
Provide a broad spectrum of housing options for individuals and families at different life stages and with different needs, including those requiring supportive services.

Guiding questions

• Referring to Question A of your pre-work, and based on the programs, policies, and tools shown here, what overarching approaches (i.e. strategies) are Cambridge and/or its partners currently using to advance this goal?

• Looking at the programs and policies shown here, can you group them into one or more clusters that describe a general approach to achieving the goal? In 1-2 sentences, how would you describe each cluster?
Exercise 3. Developing Strategy Clusters

Guiding questions
- Referring to Question A of your pre-work, and based on the programs, policies, and tools shown here, what overarching approaches (i.e., strategies) are Cambridge and/or its partners currently using to advance this goal?
- Looking at the programs and policies shown here, can you group them into one or more clusters that describe a general approach to achieving the goal? In 1-2 sentences, how would you describe each cluster?
Strategy-Action Linkages

Strategy

Action

Action

Action

Strategy

Action

Action

Action

Strategy

Action

Action

Action

Action
Exercise 4. Adding New Strategies & Actions

Goal A. Housing Diversity
Provide a broad spectrum of housing options for individuals and families at different life stages and with different needs, including those requiring supportive services.

- Provide more dedicated student housing to reduce pressure on the general market
- City efforts to support family-size units under IHP
- City efforts to encourage dedicated student housing
- Meet full need for permanent supportive housing in Cambridge
- City efforts to expand Permanent Supportive Housing

Guiding questions

- Referring to Question C of your pre-work, what other programs, policies, and tools (i.e., actions) would you like to see the City, either independently or in collaboration with partners, pursue to achieve this goal?
- Are there any gaps in the strategies or supporting programs, policies, and tools shown here?
Exercise 4. Adding New Strategies & Actions

Guiding questions

- Referring to Question C of your pre-work, what other programs, policies, and tools (i.e., actions) would you like to see the City, either independently or in collaboration with partners, pursue to achieve this goal?
- Are there any gaps in the strategies or supporting programs, policies, and tools shown here?
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Refined strategies and actions and preliminary indicators