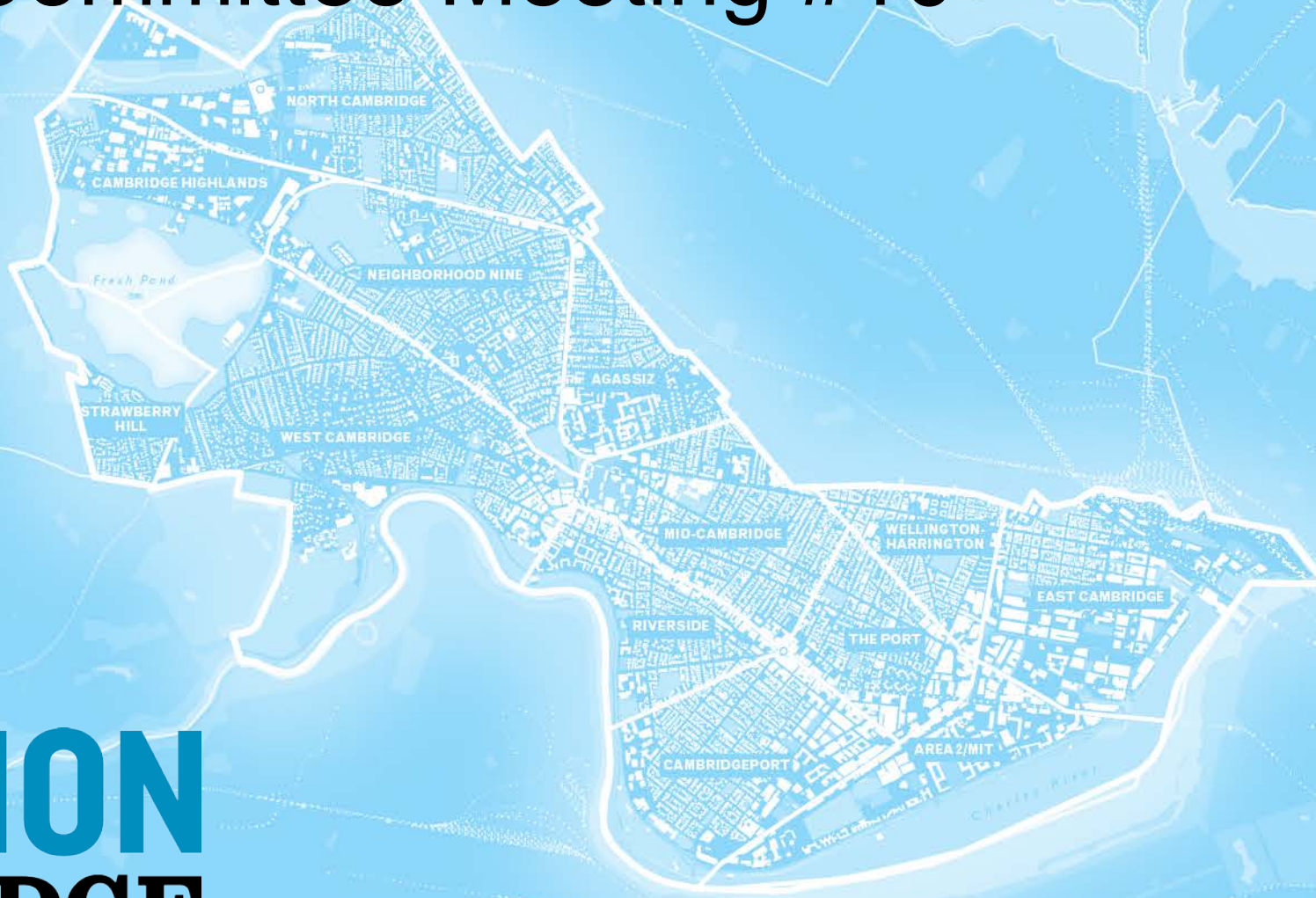


Advisory Committee Meeting #10

September 13, 2017

**ENVISION
CAMBRIDGE**



Overview

This presentation is a summary of recommendations developed by the Housing, Economy, Mobility, and Climate and Environment Working Groups. It contains the draft goals, strategies, and actions that emerged from the working group discussions and are being advanced for further exploration by the consulting team and City.

Recommendations included here are influenced by an online survey conducted over the last two weeks where working group members ranked strategies and actions in order of priority.

Agenda

Process overview (10 minutes)

What we heard from the Working Groups (45 mins)

- Goals
- Recommended strategies and actions
- Other considerations

Committee feedback (10 mins)

Potential synergies and conflicts (10 mins)

Discussion (40 mins)

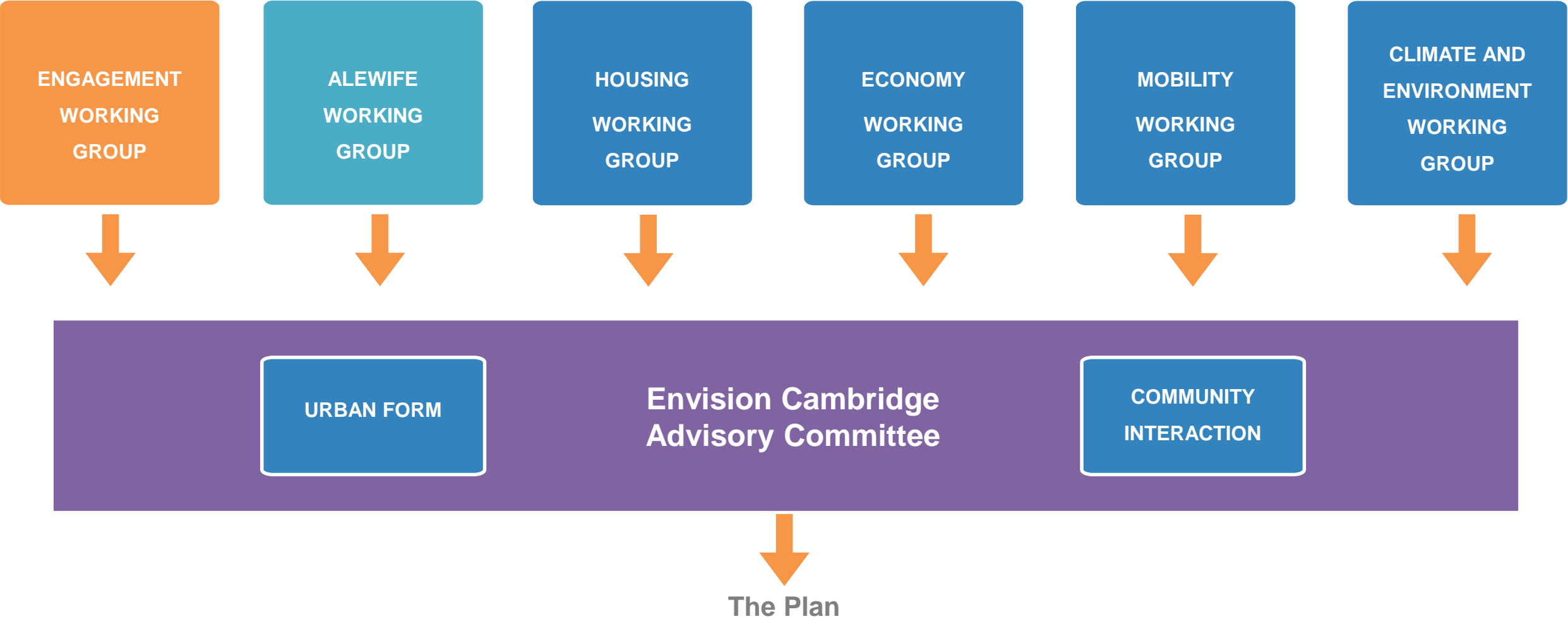
Next steps (5 mins)

Process overview

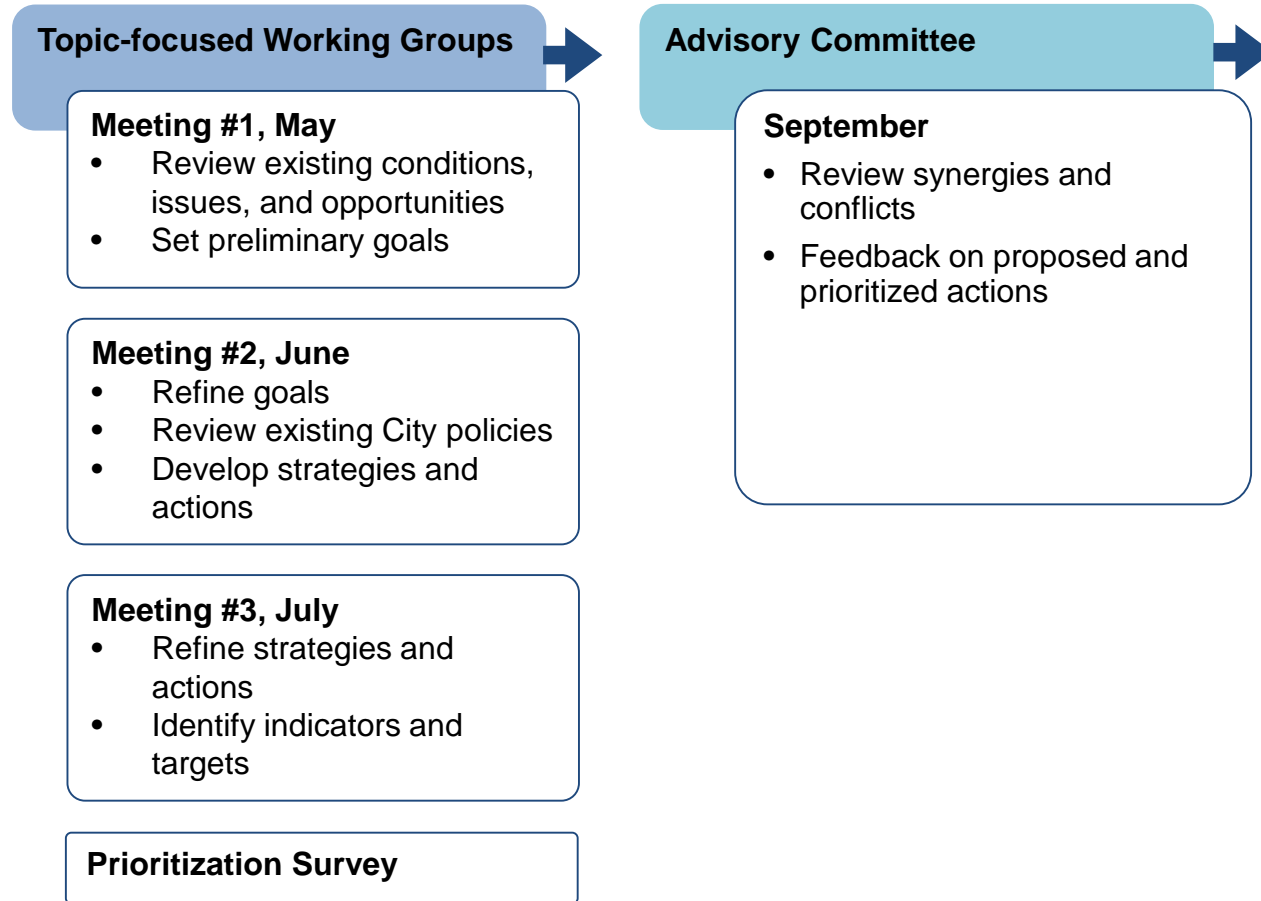


Working Groups

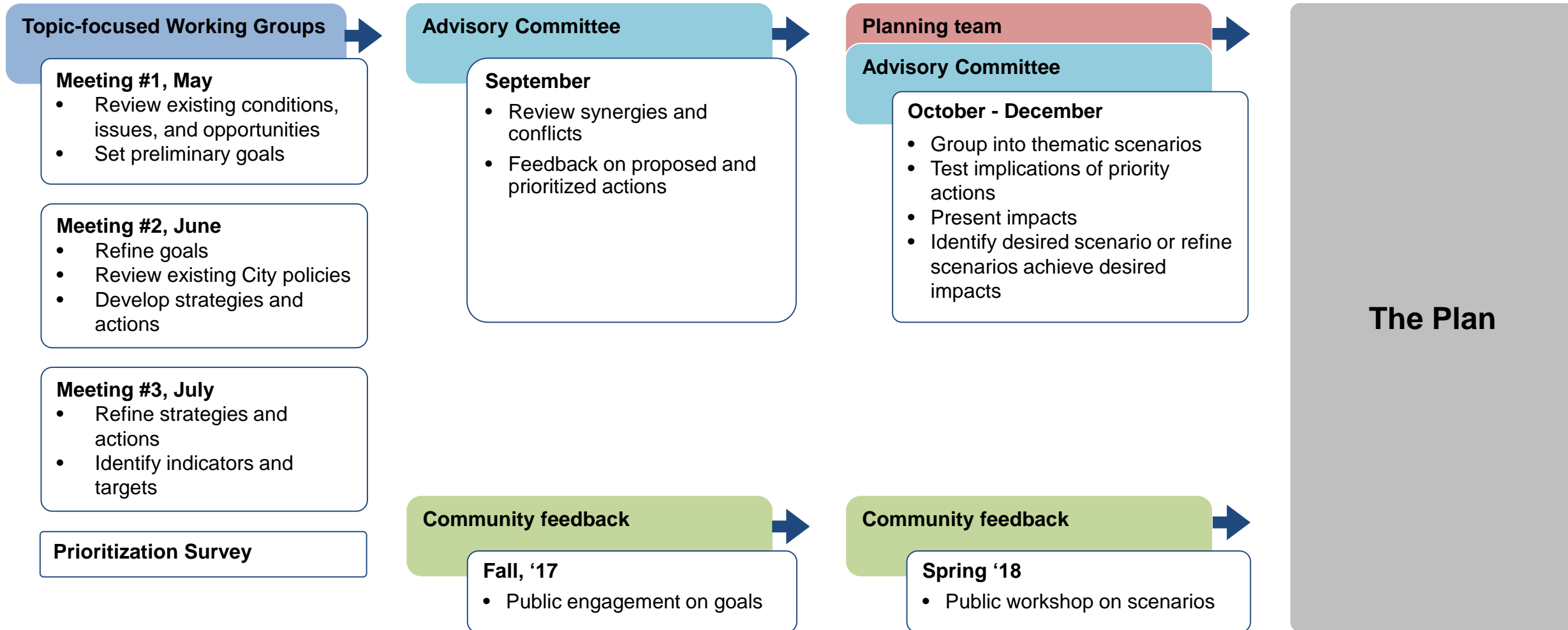
Six topic-focused working groups provide input to the ECAC for plan development.



Process so far



Process so far



What we heard from the Working Groups

Meaningfully engage and share the benefits of strengthening the City's climate and environment initiatives with the entire Cambridge community (residents, institutions, and businesses.)

Indicators:

Climate change and sustainability curriculum taught in Cambridge Public Schools (hours of instruction.)

City and low income household on Bicycle, Pedestrian, and Justice

Number of engaged citizens, workforce, institutions...

engage the commercial sector

Give citizens a roadmap

Bird count

amount of traffic lanes

Carbon in soil measured

Goal C:

Preserve and enhance Cambridge's natural environment, including the preservation of open space, habitats and vegetation, and the reduction of air, light, noise, and toxics pollution.

Indicators:

Population living within walking distance of a park (%) → 10 mins

Neighborhood-level tree canopy coverage (%)

Air, noise, light and soil pollution (PM2.5, Lden, NSB, # of sites.) → SF

Metrics for exposure and land use

Tree age indicator (public & private property)

Noise → all residential new construction meets HUD Standard

Goal for ambient air quality for residential construction

PM2.5 is

Housing Working Group



Housing Goals

Goal A. Housing Diversity: Provide a variety of housing options for individuals and families at different socioeconomic levels, life stages, and physical needs (including those requiring supportive services).

Goal B. Housing Supply: Increase the overall housing supply in Cambridge and encourage additional regional supply in order to manage housing costs, lessen future housing price increases, and continue policies that result in new affordable housing.

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

Goal D. Housing Stability: Support the ability for current Cambridge residents and families to remain in Cambridge and contribute to the community.

Goal E. Livable and Sustainable Communities: Support high-quality housing that is healthy, climate-resilient, and energy-efficient without increasing costs for low- and moderate- income individuals and families.

Goal F. Neighborhoods of Opportunity: Focus on fostering communities of opportunity by providing housing that is close to public transit, places of employment, and social services.

Housing Strategies

Encourage affordable housing production through **regulatory and zoning incentives.**

Expand resources for affordable housing production and preservation.

Increase **overall housing production.**

Develop a **broader coalition of public and private entities and residents** to support housing production, especially affordable housing, in Cambridge and the region.

Expand tools and resources to **prevent displacement and housing insecurity.**

Maintain a range of housing options to enable households to transition to the units best-suited to them as their housing needs change.

Prepare housing to be more **sustainable and resilient.**

Total no. of members = 22. No. of survey respondents = 13. Color scale denotes strategies ranked the highest by the most no. of people (from green to red).

Top Housing Actions

Require the creation of **significant new housing in areas that are being rezoned.**

Establish a **citywide affordable housing overlay** district that offers regulatory flexibility and other incentives to developers building majority or fully affordable projects.

Encourage local academic institutions to use their assets, especially their land, **to build more housing** and explore new housing partnerships and models that can better serve university-affiliated populations.

Make a commitment to **increasing City funds dedicated to affordable housing.**

Expand City efforts to **ensure diverse representation on City boards and commissions.**

Continue to **dedicate 80% of Community Preservation Act (CPA) funds to affordable housing.**

Expand the capacity to **do fully affordable projects by right** without discretionary approvals.

Maintain the Inclusionary Housing Program's **IHP preference for on-site affordable units** and conduct ongoing monitoring of development economics and the IHP's impact.

Total no. of members = 22. No. of survey respondents = 13. For the full list of actions please refer to the consolidated PDF.



Economy Working Group



Economy Goals

Goal A. Shared Community Prosperity – Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage in Cambridge and the surrounding region so that they can share in the city's prosperity.

Goal B. Global Economic Center – Continue to support Cambridge as a leading center of the global knowledge economy that generates jobs for city and regional residents.

Goal C. Opportunity Infrastructure – Connect Cambridge's young adults, vulnerable residents, and families with education, training, and necessary social support infrastructure to help them achieve economic security.

Goal D. Equity and Fairness – Support efforts to erase racial and gender disparities in economic opportunity.

Goal E. Economic Diversification – Enhance the strength of new and emerging sectors to encourage business and industry diversity in the economy and reduce risks associated with hyper-concentration in a few large industry clusters.

Goal F. Diverse Real Estate Options – Support a range of diverse real estate options that enable Cambridge to attract and retain businesses of different types, sizes, and growth stages.

Goal G. Thriving Commercial Districts – Preserve and enhance the distinctive character of Cambridge's mixed-use districts, while also helping local businesses adapt to shifting market trends.

Economy Strategies

Establish the City as a leader in attracting and retaining firms, including those in emerging industry clusters.

Support the growth of core sectors that drive Cambridge's and the region's prosperity.

Expand and formalize partnerships with employers to **support a comprehensive, integrated workforce development approach** that targets core sectors and creates career pathways for Cambridge residents.

Make investments in social and economic inclusion that support Cambridge's long-term economic competitiveness and vibrant quality of life.

Enhance the experience within Cambridge's diverse commercial districts and corridors through public realm improvements, local events and activities, and targeted assistance to small business owners facing competitive pressures.

Maximize effective use of public and private real estate to mitigate price pressures and **support small business growth and community purposes**.

Encourage the provision of **affordable commercial space**.

Total no. of members = 17. No. of survey respondents = 13. Color scale denotes strategies ranked the highest by the most no. of people (from green to red).

Top Economy Actions

Leverage Cambridge's strong economic position to take the lead regionally in **sustainably growing core sectors.**

Support Cambridge's identity as a leading innovation center by establishing the City itself as an innovator in the development of solutions to urban challenges, including through **new partnership models and challenge-based procurement.**

Expand Cambridge's efforts to market itself as a **destination for firms in core sectors.**

Evaluate strategies to **keep land and buildings available for light industrial uses**, including through zoning requirements, property tax incentives, land trusts, incubator space, and low-cost capital for firms.

Partner with employers to **gather ongoing feedback on their workforce needs**, including education and skill requirements.

Expand City business recruitment efforts to **attract firms that offer a diversity of jobs**, including low barrier-to-entry jobs that offer comparatively high wages.

Streamline businesses' coordination with the City as they are being recruited and operating in Cambridge including conducting regular surveys to monitor the City's ability to meet their needs.

Partner with employers, especially those in core sectors, to **expand training for Cambridge residents.**

Eliminate the "digital divide" by supporting affordable broadband access in Cambridge for all residents and businesses.

Total no. of members = 17. No. of survey respondents = 13. For the full list of actions please refer to the consolidated PDF.



Mobility Working Group



Mobility Goals

Goal A. Safety and Active Transportation

Eliminate traffic fatalities and serious injuries, while encouraging active living and improving comfort.

Goal B. Equity and Accessibility

Ensure a diverse set of travel options that meet the access and mobility needs for people of all ages and abilities.

Goal C. Reliability and Efficiency

Ensure transit and goods movement reliability and encourage the use walking, biking, taking transit and carpooling.

Goal D. Community Character and Vitality

Ensure that the transportation system supports placemaking and shared community spaces, and protects neighborhood streets.

Goal E. Connectedness and User Friendliness

Create an easy-to-understand, integrated, continuous, and comfortable transportation network for all people.

Goal F. Climate resilience and Environmental Health

Achieve a carbon neutral transportation system and adapt to climate change.

Mobility Strategies

Support
Vision Zero
Efforts

Increase access to transit, bicycle, and carsharing options **in areas of Cambridge that are underserved** in the mobility network, especially near affordable housing.

Remove barriers of cost, safety, convenience, and comfort for anyone of any age, ability, race, gender, or income **to easily choose sustainable transportation** as a primary way to travel in Cambridge.

Design **new intersections to prioritize space-efficient modes** such as walking, biking, and transit.

Ensure that travel by foot, bike and bus is minimally disrupted by delays, barriers, and gaps in connectivity.

Increase active transportation and promote public transit to improve the health and safety of citizens.

Design the mobility network to **prioritize sustainable modes linked to community resources.**

Deploy mobility solutions that use **renewable and non-fossil-fuel resources.**

Rebalance the right-of-way to **provide amenities for comfort** while walking or biking (like wider sidewalks, rest stops.)

Reduce the use of single-occupancy automobiles and number of miles traveled by car within and through Cambridge.

Ensure that transportation infrastructure is constructed, rehabilitated, and/or operated in a way that it is **resilient to floods, heat waves and other climate change-related stresses** and future “new normal” climate conditions.

Improve wayfinding and real-time transportation information, particularly related to transfers between modes and at major landmarks/ destinations.

Total no. of members = 19. No. of survey respondents = 15. Color scale denotes strategies ranked the highest by the most no. of people (from green to red).



Top Mobility Actions

Monitor and report on individual mobility-related deaths and serious injuries on Cambridge streets. Develop related recommendations

Prioritize biking, walking, and transit improvements that fill gaps and **create continuous networks**.

Formalize opportunities to **expand the use of community spaces within underutilized public right-of-way**, whether they are dedicated for specific retail and restaurants or used as public space

Expand Vision Zero efforts into all transportation planning and programming within the City.

Subsidize **sustainable transportation options for low to moderate income Cambridge residents**, which include subsidized bike share and transit costs.

Implement bus priority treatments within the city, including dedicated bus lanes, queue jump lanes, and bus signal priority, where buses experience challenges related to delay and unreliability.

Revisit Complete Streets Ordinance to more clearly **adopt citywide requirements that dedicate space to all street users**.

Improve intersections in high-crash locations that prioritize people walking and bicycling such as signal timing, curb extensions, bicycle boxes, etc.

Total no. of members = 19. No. of survey respondents = 15. For the full list of actions please refer to the consolidated PDF.



Climate and Environment Working Group



Climate and Environment Goals

Goal A. Climate Change Preparedness: Protect the lives and livelihoods of Cambridge community members, particularly those who are at greater risk of climate change and environmental impacts.

Goal B. Community Engagement: Meaningfully engage and share the benefits of strengthening the City's climate and environment initiatives with the entire Cambridge community (residents, institutions, and businesses).

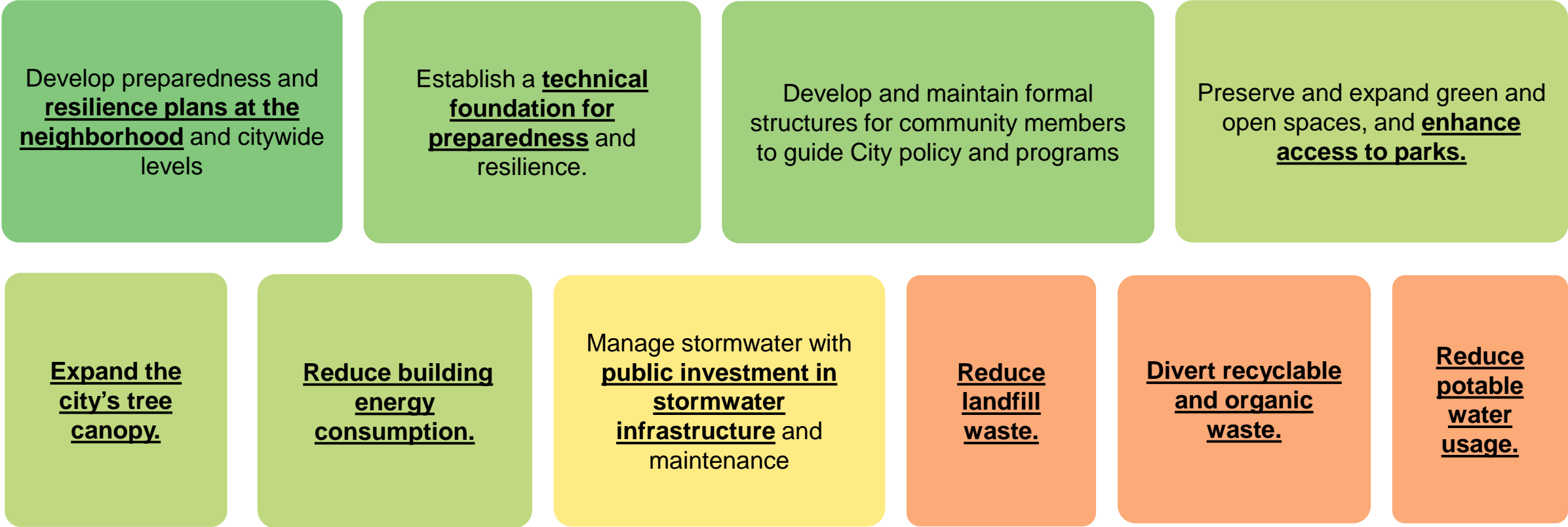
Goal C. Environmental Protection: Preserve and enhance Cambridge's natural environment, including the preservation of open space, habitats and vegetation and the reduction of air, light, noise, and toxic pollution.

Goal D. Climate Action: Achieve carbon neutrality by 2050.

Goal E. Water Quality and Management: Maintain sustainable water resources by taking action to reduce water usage, manage storm water runoff, and improve the quality of surface water and groundwater.

Goal F. Waste Management: Minimize waste generation and eliminate landfill waste.

Top Climate and Environment Strategies



Total no. of members = 19. No. of survey respondents = 15. Color scale denotes strategies ranked the highest by the most no. of people (from green to red).

Top Climate and Environment Actions

Leverage new communication technologies to alert residents and workers, by geography, of risks in the event of an emergency (e.g. text message). program, outreach and education.

Create incentives or requirements for adaptive planning in new developments, and adaptive retrofits for existing buildings.

Engage major institutions and employers in a commitment to sustainability - add a Carbon Commitment, committing signatories to voluntarily and aggressively reducing their building-based emissions

Develop a zero emission transportation plan.

Establish a coordinated outreach and engagement approach regarding environmental programs and issues.

Develop a native plantings ordinance, requiring a portion of private open space groundcover to be reserved for native plantings and/or mature trees

Report on the City's potential for purchasing land to be reserved for open space.

Develop a net zero density bonus incentive.

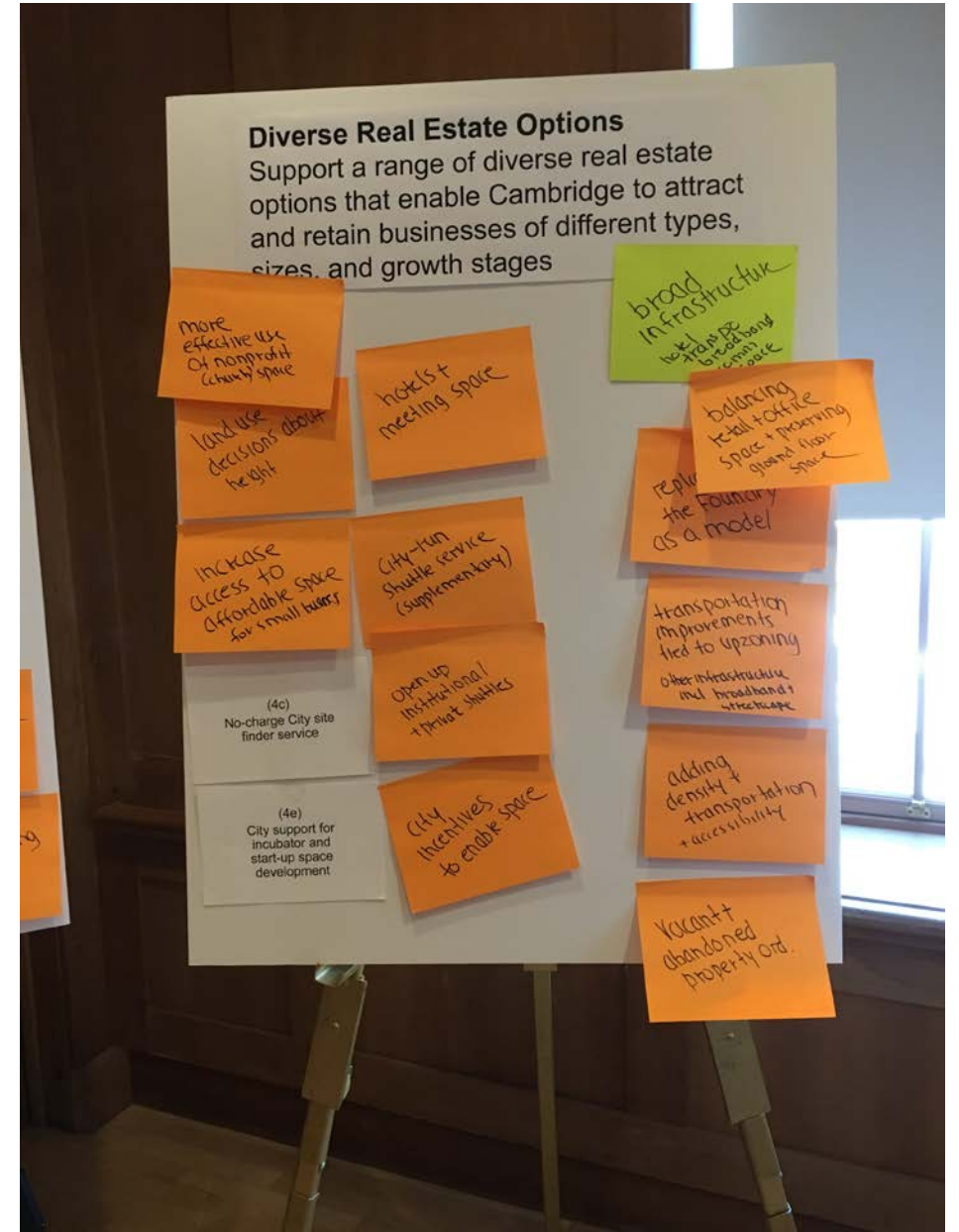
Procure 100% of municipal electricity from renewable sources.

Total no. of members = 19. No. of survey respondents = 15. For the full list of actions please refer to the consolidated PDF.



Discussion

- Which of these strategies or actions presented do you think should be the highest priority for Envision Cambridge to pursue?
- Did you identify any gaps in these strategies and supporting actions that have not been addressed by the Working Groups?



Potential Synergies and Conflicts



Potential Synergies

Greater building density along the corridors

Fewer trips by single-occupancy vehicles

Support for retail in commercial districts

Public realm improvements for commercial districts

Could support small public space development

Fund programming in the commercial districts for retail support

Supports community programming goals in social cohesion

Reduce parking minimums for developers building majority or fully affordable housing

Supports mobility and environmental goals by reducing emissions if aligned with incentives to use public transit

Actions that could conflict with other goals

Change zoning to enable more housing in transforming areas

Land is often near major roadways and/or flood-vulnerable areas, which can expose residents to environmental health risks

Increased density along the corridors and in transforming areas

Growth would need to be managed with the right incentives and regulatory structures to ensure progress along net-zero goals

Pay-as-you-throw waste policy

Fee structure could disproportionately impact lower income households, undermining equity goals

Local real estate transfer tax for dedicated affordable housing funds

Could impede market-rate housing development goals

Increase maximum heights to enable more development of commercial space

Urban form goals would ideally determine maximum heights

Actions competing for the same mechanism

Property tax incentives proposed for:

- Affordable housing
- Retention of light industrial uses
- Zero-emission vehicle promotion

Density bonuses and other development incentives for:

- Fully-affordable housing
- Development near existing transit stops
- New construction that achieves net-zero emissions

Competing uses for publicly owned parcels or City-led land assembly projects:

- Affordable housing
- Public open space
- Affordable office, lab, and start-up space

Discussion

- Which of these strategies or actions presented do you think should be the highest priority for Envision Cambridge to pursue?
- Did you identify any gaps in these strategies and supporting actions that have not been addressed by the Working Groups?
- Where do you see alignments between the strategies or actions proposed by each group?
- Which strategies or actions do you see potentially conflicting with others?

