City Council Update
November 20, 2017
Agenda

Project Update

Citywide Plan Update & Next Steps

Alewife Plan Update
  Engagement
  District Plans
  Impacts
  Next Steps

Discussion
Citywide Plan Update & Next Steps

Public Engagement

Corridor Walkshops:
• Cambridge Street: Aug 3
• Mass Ave.: Sep 6
• Porter Square: Sep 26, May 22

Survey on draft goals
https://envisioncambridge.consider.it/

Survey 05: Draft Goals

Shaping our city’s future
Envision Cambridge is a community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge. Envision Cambridge working groups drafted goals related to housing, mobility, economy, and climate & environment. We need your feedback to help refine the draft goals for these focus areas and to shape the City’s future policies and programs. There will be additional draft goals on urban form and community interaction released for public comment soon.

Tell us what you think
Indicate how much you think the City should prioritize the draft goal statements. Feel free to comment on all draft goals or specific goals of interest. You may also provide a written comment on each draft goal or the overall topic area.

Street Team Activity, Envision Cambridge Streets

Survey 05: Draft Goals

Housing
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).

Low Priority High Priority

Comments:

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.

Low Priority High Priority

Comments:

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.

Low Priority High Priority

Comments:

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

Low Priority High Priority

Comments:
Citywide Strategies and Actions

Four Working Groups have developed citywide goals and draft strategies and actions for each of the plan’s focus areas – Housing, Economy, Mobility, and Climate and Environment. The Envision Cambridge Advisory Committee functions as the Working Group for Community Interaction and Urban Form/Open Space.

Process to date:

- 3 rounds of Working Group meetings (May, June, July, 2017): Developed goals; developed and prioritized strategies and actions; identified indicators and targets.
- Advisory Committee meeting, September: Identified synergies and conflicts, discussed citywide priorities.

Next steps:

- Working Groups meeting #4, Dec ‘17: Gain consensus on actions that will be written into the plan as recommendations; identify 3-5 indicators that the City will measure on an ongoing basis after the plan has been released.
- Public meeting focused on citywide scenarios: Winter ’18
- Working Groups meeting #5, Spring ‘18: Finalize prioritized list of actions based on citywide scenarios.
Upcoming citywide scenario analysis

- Envision Cambridge will be testing land use mixes and densities that compares the level of development under existing zoning with three alternative scenarios.

- The alternative scenarios will focus on the corridors and other selected areas that have a higher propensity for change.

- The scenarios will be compared based on urban form outcomes and performance on citywide metrics such as:
  - Housing Units
  - Affordable Units
  - Jobs
  - % Trips by Sustainable Modes
  - GHG Emissions (MT CO2e)
  - Net Revenue ($)
Study areas for citywide scenarios

- Mass Ave. Corridor
- Cambridge St. – Boynton Yards
- Cambridge St.
- Cambridgeport
- Prospect St.
- Lechmere Sq.
- North Point
- Cambridge St. Corridor
- Charles St.
- K2C2
- Alewife Area Plan
- Star Market
- Cambridgeport Riverfront
- Cambridgeport South

Legend:
- Recent planning areas
- Alewife study area
- Proposed areas for corridor analysis
- Potential areas of change
The Alewife scenarios and plan have been developed through:

- 13 Alewife Working Group Meetings
- 2 Advisory Committee Meetings
- 2 Public Workshops
- 3 Interdepartmental Working Group Meetings
- 1 City Council Roundtable
- 1 Planning Board Update

= 22 Meetings, not counting meetings with the core project team and CET focus groups
Alewife Plan Update

Alewife: Key Objectives

Create an identity and sense of place for the whole Alewife District.

- Ensure that both new development and existing infrastructure, neighborhoods, and community resources are prepared for climate change, in particular the challenges of flooding and heat.
- Encourage forms of development, a mix of uses, and a range of improvements that will facilitate and encourage walking, biking, and transit use and reduce the growth of vehicular trips.
- Better integrate the district with the rest of the city through new walking and biking paths, streets, and open spaces.
- Ensure that new development benefits the adjacent residential neighborhoods by introducing new amenities and services and creating neighborhood destinations.
The Quadrangle: Introduce diverse innovation spaces that provide low-barrier-to-entry jobs. Increase residential living and connections. Encourage development that helps prepare the neighborhood for flooding and extreme heat.

Shopping Center: Create a walkable community destination that complements the main street proposed for the Quadrangle.

Fresh Pond Parkway: Encourage sensitive development that supports the surrounding neighborhoods.

Triangle: Better connect the Triangle to the surrounding neighborhoods and improve the urban form of the area through streetscape improvements and improvements around its edges.

Rindge Ave: Improve biking and walking connections to the rest of the district.

Jerry’s Pond: Identify development opportunities to enhance connections, address flooding, and support the neighborhood. Enhance Jerry’s Pond as a neighborhood amenity.
Alewife Plan Update

Alewife: Vision Benefits

Benefits of Achieving the Vision

• Increased acreage of publicly accessible open space.

• New connections can help rationalize the existing street grid, catalyze development, and facilitate achievement of the vision set out in the plan.

• Additional off-street pedestrian and bicycle as an alternative to vehicular transit.

• Balance of new housing units and jobs.

• Flood mitigation that also strengthens the urban street edge and pedestrian experience.
### Net New Housing Units at 60% Buildout (2030)

<table>
<thead>
<tr>
<th>Location</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quadrangle</td>
<td>~725 units</td>
</tr>
<tr>
<td>Shopping Center</td>
<td>~745 units</td>
</tr>
<tr>
<td>Jerry's Pond</td>
<td>~310 units</td>
</tr>
<tr>
<td>Fresh Pond Parkway</td>
<td>~330 units</td>
</tr>
</tbody>
</table>

### Net New Jobs at 60% Buildout (2030)

<table>
<thead>
<tr>
<th>Location</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quadrangle</td>
<td>~7,020 jobs</td>
</tr>
<tr>
<td>Shopping Center</td>
<td>~1,030 jobs</td>
</tr>
<tr>
<td>Jerry's Pond</td>
<td>~350 jobs</td>
</tr>
<tr>
<td>Triangle</td>
<td>~720 jobs</td>
</tr>
<tr>
<td>Fresh Pond Parkway</td>
<td>~170 jobs</td>
</tr>
</tbody>
</table>

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#### Alewife: Proposed Land Use

The graphic illustrates 100% buildout.
Quadrangle: Existing

Quadrangle

Introduce diverse innovation spaces that provide low-barrier-to-entry jobs. Increase residential living and connections. Encourage development that helps prepare the neighborhood for flooding and extreme heat.
Quadrangle: Proposed Land Use

<table>
<thead>
<tr>
<th>Gross GFA at 100% buildout</th>
<th>~6.44m SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>District FAR</td>
<td>1.62</td>
</tr>
<tr>
<td>Gross GFA at 60% buildout (2030)</td>
<td>~4.30m SF</td>
</tr>
<tr>
<td>- New housing</td>
<td>~725 units</td>
</tr>
<tr>
<td>- Ground floor active uses</td>
<td>~68,400 SF</td>
</tr>
<tr>
<td>- Office / lab space</td>
<td>~1.90m SF</td>
</tr>
<tr>
<td>- Industrial</td>
<td>~399,500 SF</td>
</tr>
<tr>
<td>New Open Space</td>
<td>~4.0 acres</td>
</tr>
</tbody>
</table>

Alewife District Plans

- Gross GFA at 60% buildout ~4.30m SF
  - New housing ~725 units
  - Ground floor active uses ~68,400 SF
  - Office / lab space ~1.90m SF
  - Industrial ~399,500 SF

- New Open Space ~4.0 acres
Existing Businesses as a Starting Point

Existing businesses provide:

• Important amenities for Cambridge residents

• Diverse jobs for Cambridge residents that are different in profile than the jobs in Kendall Square
Food Manufacturing

4% job growth nationally, 2011-2015

Only 38% of regional demand for beverage manufacturing is met by local companies


Fruit and Vegetable Preserving (Pictured: Tiptree Jam Factory in England. Source: BBC.com.)

Grain Milling
Confectionery Product Manufacturing
Dairy Product Manufacturing

Fabricated Metal Product Manufacturing

2% job growth, 2011-2015

Only 53% of regional demand for fabricated metal manufacturing is met by local companies

Machine shops (Pictured: Student Machine Shop at UC Berkeley. Source: Physics@ Berkeley)

Forging and Stamping
Architectural and Structural Metals Manufacturing

Data Sources: National job growth rates calculated from U.S. Census Bureau LEHD. All other stats are calculated using EMSI.
Beverage Manufacturing

4% job growth nationally, 2011-2015

Only 41% of regional demand for beverage manufacturing is met by local companies

Medical Equipment and Supplies Manufacturing

Level employment nationally, 2011-2015

Only 37% of regional demand for medical manufacturing is met by local

Data Sources: National job growth rates calculated from U.S. Census Bureau LEHD. All other stats are calculated using EMSI.
Alewife District Plans: Quadrangle

Raised Plinth
Shopping Center Vision

Shopping Center
Create a walkable community destination that complements the main street proposed for the Quadrangle.

Urban Plaza with Housing over Retail

Mixed Use Residential Housing
Shopping Center: Existing

Shopping Center
Create a walkable community destination that complements the main street proposed for the Quadrangle.
Shopping Center: Proposed Land Use

- Gross GFA at 60% buildout (2030) ~1.35m SF
  - New housing ~745 units
  - Ground floor active uses ~127,550 SF
  - Commercial Office ~325,300 SF
- New Open Space ~9.4 acres

Proposed Land Use
- Mixed-use Commercial
- Residential
- Mixed-Use Residential
- Open Space
- Parking Garage
Jerry’s Pond Vision

Jerry’s Pond
Identify development opportunities to enhance connections, address flooding, and support the neighborhood. Enhance Jerry’s Pond as a neighborhood amenity.
Jerry’s Pond
Identify development opportunities to enhance connections, address flooding, and support the neighborhood. Enhance Jerry’s Pond as a neighborhood amenity.
Environmental remediation of the former WR Grace site will require future non-City of Cambridge funding. Sources for this funding do not currently exist.
Fresh Pond Parkway Vision

Fresh Pond Parkway
Encourage sensitive development that supports the surrounding neighborhoods.

Fern Street Streetscape Improvements

Bird's Eye View

Design

Fresh Pond

Callanan Playground
Fresh Pond Parkway: Existing

Fresh Pond Parkway
Encourage sensitive development that supports the surrounding neighborhoods.
City of Cambridge

City Council Update – November 20, 2017

Envision Cambridge

envision.cambridgema.gov

Gross GFA at 100% buildout: ~600,000 SF
District FAR: 1.80

Gross GFA at 60% buildout (2030): ~414,550 SF
- New housing: ~330 units
- Ground floor active uses: ~44,550 SF

New Open Space: ~2.5 acres

Armory is a long term vision. School location to be determined.

Proposed Land Use

- Long Term Vision
- Residential
- Mixed-Use Residential

The location of a new Tobin School has not been determined. The City is launching a separate planning process to study and evaluate the options.
Alewife Urban Design Framework

Alewife: Existing Conditions
Alewife Urban Design Framework

Alewife: Existing Street and Open Space Network

Opportunities

• Encourage walking and biking to reduce growth vehicular trips.
• Provide off-street connections between disconnected existing open spaces.
• Create recreation loops at two scales in Alewife.
• Reduce urban heat island affect through increased shading and permeable surfaces.
• Increase storm water storage options using existing City-owned parcels.
Alewife: Proposed Street and Open Space Network

Southwest Corridor Park

Somerville Community Path
### Alewife: Proposed Land Use

#### Alewife Urban Design Framework

- **Mixed-use Industrial**
- **Live/Work Space**
- **Residential**
- **Commercial**
- **Mixed-use Retail**

**Net New Housing Units at 60% Buildout (2030)**

- Quadrangle: ~725 units
- Shopping Center: ~745 units
- Jerry's Pond: ~310 units
- Fresh Pond Parkway: ~330 units

**Net New Jobs at 60% Buildout (2030)**

- Quadrangle: ~7,020 jobs
- Shopping Center: ~1,030 jobs
- Jerry's Pond: ~350 jobs
- Triangle: ~720 jobs
- Fresh Pond Parkway: ~170 jobs

**Graphic illustrates 100% buildout**
### Housing Unit Breakdown

**Alewife Plan Analysis: Represents a 60% Build-Out by 2030**

<table>
<thead>
<tr>
<th>Location</th>
<th>Net New Housing Units at 60% Buildout (2030)</th>
<th>Market-Rate</th>
<th>Affordable</th>
<th>Total Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quadrangle</td>
<td>~580</td>
<td>~145</td>
<td>~725</td>
<td></td>
</tr>
<tr>
<td>Shopping Center</td>
<td>~600</td>
<td>~145</td>
<td>~745</td>
<td></td>
</tr>
<tr>
<td>Jerry's Pond</td>
<td>~250</td>
<td>~60</td>
<td>~310</td>
<td></td>
</tr>
<tr>
<td>Triangle</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fresh Pond Parkway</td>
<td>~265</td>
<td>~65</td>
<td>~330</td>
<td></td>
</tr>
</tbody>
</table>

**District Total**: ~1,695 ~415 ~2,110

Housing Units do not include permitted projects. Calculations rounded to the nearest 5 units and based on an average unit size of 1000 SF, not including townhouses.
Residents & Public School Students

<table>
<thead>
<tr>
<th>Area</th>
<th>Residents</th>
<th>Public School Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quadrangle</td>
<td>~1,520</td>
<td>~70</td>
</tr>
<tr>
<td>Shopping Center</td>
<td>~1,470</td>
<td>~50</td>
</tr>
<tr>
<td>Jerry’s Pond</td>
<td>~620</td>
<td>~20</td>
</tr>
<tr>
<td>Triangle</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fresh Pond Parkway</td>
<td>~650</td>
<td>~90</td>
</tr>
<tr>
<td><strong>District Total</strong></td>
<td><strong>~4,260</strong></td>
<td><strong>~230</strong></td>
</tr>
</tbody>
</table>

Estimates are based on Census Bureau data for the City of Cambridge and data from Cambridge Public Schools, while taking into account the effect of the updated Inclusionary Housing Program.
Alewife Plan Analysis: Represents a 60% Build-Out by 2030

**Jobs Breakdown**

- **Quad**: 3,170 jobs
  - Office: 1,030
  - Lab: 350
  - Industrial: 170
  - Residential: 430
- **Shopping Center**: 2,720 jobs
  - Office: 790
  - Lab: 300
  - Industrial: 40
  - Residential: 790
- **Jerry's Pond**: 1,370 jobs
  - Office: 720
  - Retail: 130
- **Triangle**: 3,420 jobs
  - Office: 970
  - Lab: 790
- **Fresh Pond Pkwy.**: 3,980 jobs
  - Office: 1,370
  - Retail: 300
  - Residential: 130
  - Lab: 350

**Net New Jobs at 60% Buildout (2030)**

<table>
<thead>
<tr>
<th>Use Category</th>
<th>Total Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>~3,980</td>
</tr>
<tr>
<td>Lab</td>
<td>~3,420</td>
</tr>
<tr>
<td>Industrial</td>
<td>~790</td>
</tr>
<tr>
<td>Retail</td>
<td>~970</td>
</tr>
<tr>
<td>Residential</td>
<td>~130</td>
</tr>
</tbody>
</table>

**Jobs Total**: ~9,290

*Residential jobs are building leasing, operations, and maintenance jobs.*

Estimated jobs are based on the number of workers per gross floor area (GFA) of use category.
### Annual Fiscal Revenues and Costs

#### Alewife Plan Analysis: Represents a 60% Build-Out by 2030

<table>
<thead>
<tr>
<th>Project</th>
<th>Total Revenues</th>
<th>Total Costs</th>
<th>Net Fiscal Impact Per Square Foot</th>
<th>Fiscal Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quad</td>
<td>$40m</td>
<td>$35m</td>
<td>$10.46M</td>
<td></td>
</tr>
<tr>
<td>Shopping Center</td>
<td>$30m</td>
<td>$25m</td>
<td>$5.00M</td>
<td></td>
</tr>
<tr>
<td>Jerry’s Pond*</td>
<td>$20m</td>
<td>$15m</td>
<td>$500k</td>
<td></td>
</tr>
<tr>
<td>Triangle</td>
<td>$15m</td>
<td>$10m</td>
<td>$500k</td>
<td></td>
</tr>
<tr>
<td>Fresh Pond Pkwy.</td>
<td>$10m</td>
<td>$5m</td>
<td>$500k</td>
<td></td>
</tr>
<tr>
<td>District</td>
<td>$5m</td>
<td>$0</td>
<td>$5m</td>
<td></td>
</tr>
</tbody>
</table>

*Net: $11.79M*

*Net: $10.46M*

*Net: $300k*

*Net: $90k*

*Net: $1.49M*

*Net: (-$550k)*

*Does not include remediation costs associated with Jerry’s Pond.*

Estimates based on City of Cambridge property taxes, other taxes and fees, general service costs, and education costs for public school students.
Next Steps for Alewife

- Planning Board Update on Alewife: December 5, 2017
- Alewife Public Meeting: December 12, 2017
- Alewife Working Group #13: December 14, 2017
  - Traffic Impacts and Implementation
- Alewife Plan Release: Winter 2018
Discussion