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 inviting, 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.

### Housing

<table>
<thead>
<tr>
<th>Housing Diversity: Provides a variety of housing options for individuals and families at different socioeconomic levels, life stages, and physical needs (including those requiring supportive services).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Priority</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

Comments:

<table>
<thead>
<tr>
<th>Housing Supply: Increases the overall housing supply in Cambridge and encourage additional regional supply in order to manage housing costs, land and future housing costs increases, and continue policies that result in new affordable housing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Priority</td>
</tr>
<tr>
<td>1</td>
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</table>

Comments:

<table>
<thead>
<tr>
<th>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 moderate-income individuals and families.</th>
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</thead>
<tbody>
<tr>
<td>Low Priority</td>
</tr>
<tr>
<td>2</td>
</tr>
</tbody>
</table>

Comments:

<table>
<thead>
<tr>
<th>Housing Stability: Support the ability for current Cambridge residents and families to remain in Cambridge and contributes to the community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Priority</td>
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<td>1</td>
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Comments:

See other priority goals on next page
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
Alewife Engagement

Alewife: Stakeholder and public engagement

The Alewife scenarios and plan have been developed through:

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

= 21 Meetings, not counting meetings with the core project team, CET focus groups, surveys, and an additional planned Alewife Working Group meeting.
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.
**Alewife: Key Objectives**

**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.
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.
**Alewife: Proposed Land Use**

**Alewife Plan Update**

**Net New Housing Units at 60% Buildout (2030)** ~2,110 units
- Quadrangle ~725 units
- Shopping Center ~745 units
- Jerry's Pond ~310 units
- Fresh Pond Parkway ~330 units

**Net New Jobs at 60% Buildout (2030)** ~9,290 jobs
- Quadrangle ~7,020 jobs
- Shopping Center ~1,030 jobs
- Jerry's Pond ~350 jobs
- Triangle ~720 jobs
- Fresh Pond Parkway ~170 jobs

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

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

Alewife District Plans

<table>
<thead>
<tr>
<th>Gross GFA at 100% buildout</th>
<th>~6.44m SF</th>
</tr>
</thead>
<tbody>
<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>

- Artist Live/Work
- Accessory Retail Zone
- Industrial/Commercial Hybrid
- Retail (Mixed-use)
- Commercial
- Residential
- Open Space

Gross GFA at 100% buildout ~6.44m SF
District FAR 1.62
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


*Grain Milling*

Confectionery Product Manufacturing

Dairy Product Manufacturing

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**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)

*Makerspace* (Pictured: The Foundery in Baltimore, which trains residents for manufacturing jobs. Source: Technically Baltimore)

*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

![Breweries](Pictured: Lamplighter Brewery. Source: Christopher Mark)

**Wine manufacturing** (Source: Manufacturing & Technology Enterprise Center)

**Ice manufacturing**

**Soda or tea manufacturing**

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**Medical Equipment and Supplies Manufacturing**

Level employment nationally, 2011-2015

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

![Medical kit assembly](Source: iStock)

**Manufacturing of surgical and medical instruments, appliances, and supplies** (Source: TeluguOne News)

**Dental equipment and supplies manufacturing**

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
Urban Plaza with Housing over Retail

Mixed Use Residential Housing

Shopping Center Vision

**Shopping Center**

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

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

<table>
<thead>
<tr>
<th>Proposed Land Use</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed-use Commercial</td>
<td>- New housing: ~745 units</td>
</tr>
<tr>
<td>Residential</td>
<td>- Ground floor active uses: ~127,550 SF</td>
</tr>
<tr>
<td>Mixed-Use Residential</td>
<td>- Commercial Office: ~325,300 SF</td>
</tr>
<tr>
<td>Open Space</td>
<td>New Open Space: ~9.4 acres</td>
</tr>
</tbody>
</table>

Gross GFA at 100% Buildout (2030) ~2.05m SF

Gross GFA at 60% Buildout (2030) ~1.35m

- New housing: ~745 units
- Ground floor active uses: ~127,550 SF
- Commercial Office: ~325,300 SF

District FAR: 1.54
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: Existing

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: Proposed Land Use

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.
Encourage sensitive development that supports the surrounding neighborhoods.
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
Alewife Urban Design Framework

Alewife: Existing Conditions
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 Urban Design Framework

Alewife: Proposed Street and Open Space Network

Somerville Community Path

Southwest Corridor Park
### Alewife: Proposed Land Use

#### Alewife Urban Design Framework

#### Proposed Land Use
- Residential
- Commercial
- Mixed-use Retail
- Mixed-use Industrial
- Live/Work Space

#### 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
- Total: ~2,110 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
- Total: ~9,290 jobs

Graphic illustrates 100% buildout.
Housing Unit Breakdown

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

Net New Housing Units at 60% Buildout (2030)

<table>
<thead>
<tr>
<th></th>
<th>Market-Rate</th>
<th>Affordable</th>
<th>Total Units</th>
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</thead>
<tbody>
<tr>
<td>Quadrangle</td>
<td>~580</td>
<td>~145</td>
<td>~725</td>
</tr>
<tr>
<td>Shopping Center</td>
<td>~600</td>
<td>~145</td>
<td>~745</td>
</tr>
<tr>
<td>Jerry's Pond</td>
<td>~250</td>
<td>~60</td>
<td>~310</td>
</tr>
<tr>
<td>Triangle</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fresh Pond Parkway</td>
<td>~265</td>
<td>~65</td>
<td>~330</td>
</tr>
</tbody>
</table>

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

Net new 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>Location</th>
<th>Residents</th>
<th>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>~4,260</td>
<td>~230</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.
Jobs Breakdown

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

Net New Jobs at 60% Buildout (2030) | Total Jobs
--- | ---
Office | ~3,980
Lab | ~3,420
Industrial | ~790
Retail | ~970
Residential | ~130

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**

<table>
<thead>
<tr>
<th>Project</th>
<th>Total Revenues</th>
<th>Total Costs</th>
<th>Fiscal Impact</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quad</td>
<td>$40m</td>
<td></td>
<td></td>
<td>Net: $10.46M</td>
</tr>
<tr>
<td>Shopping Center</td>
<td>$35m</td>
<td></td>
<td></td>
<td>Net: $300k</td>
</tr>
<tr>
<td>Jerry's Pond*</td>
<td>$30m</td>
<td></td>
<td></td>
<td>Net: $90k</td>
</tr>
<tr>
<td>Triangle</td>
<td>$25m</td>
<td></td>
<td></td>
<td>Net: $1.49M</td>
</tr>
<tr>
<td>Fresh Pond Pkwy.</td>
<td>$20m</td>
<td></td>
<td></td>
<td>Net: ($-550k)</td>
</tr>
<tr>
<td>District</td>
<td>$15m</td>
<td></td>
<td></td>
<td>Net: $11.79M</td>
</tr>
</tbody>
</table>

Fiscal Impact Per Square Foot:
- MF Rental: ($1.93)
- Office — Class A: $5.23
- Office — Class B: $3.11
- Lab — Class A: $8.63
- Lab — Class B: $6.00
- Industrial: $2.43
- Retail: $4.39

*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

- Alewife Working Group #13: December 14, 2017
  - Traffic Impacts and Implementation
- Alewife Plan Release: Winter 2018
Discussion