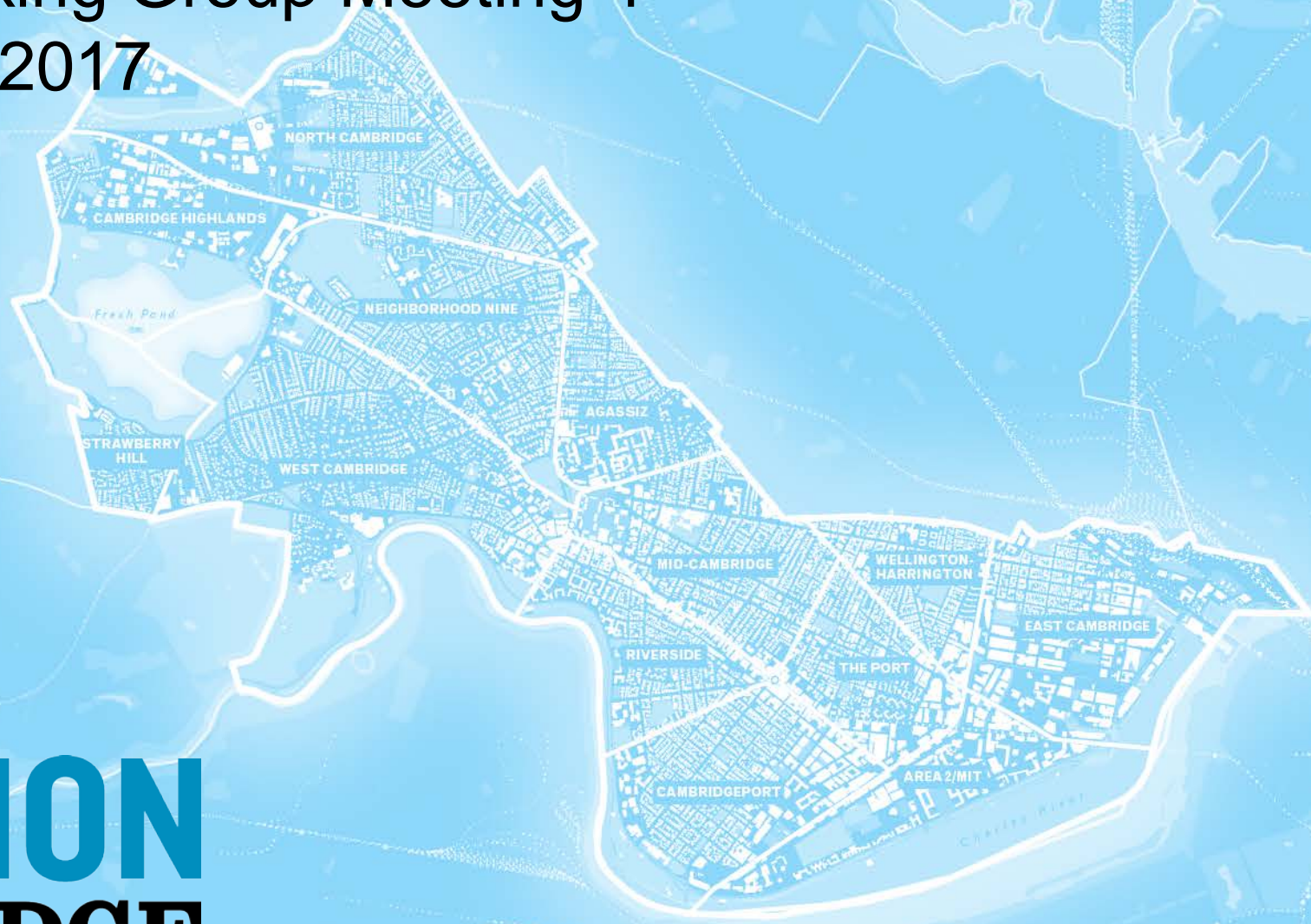


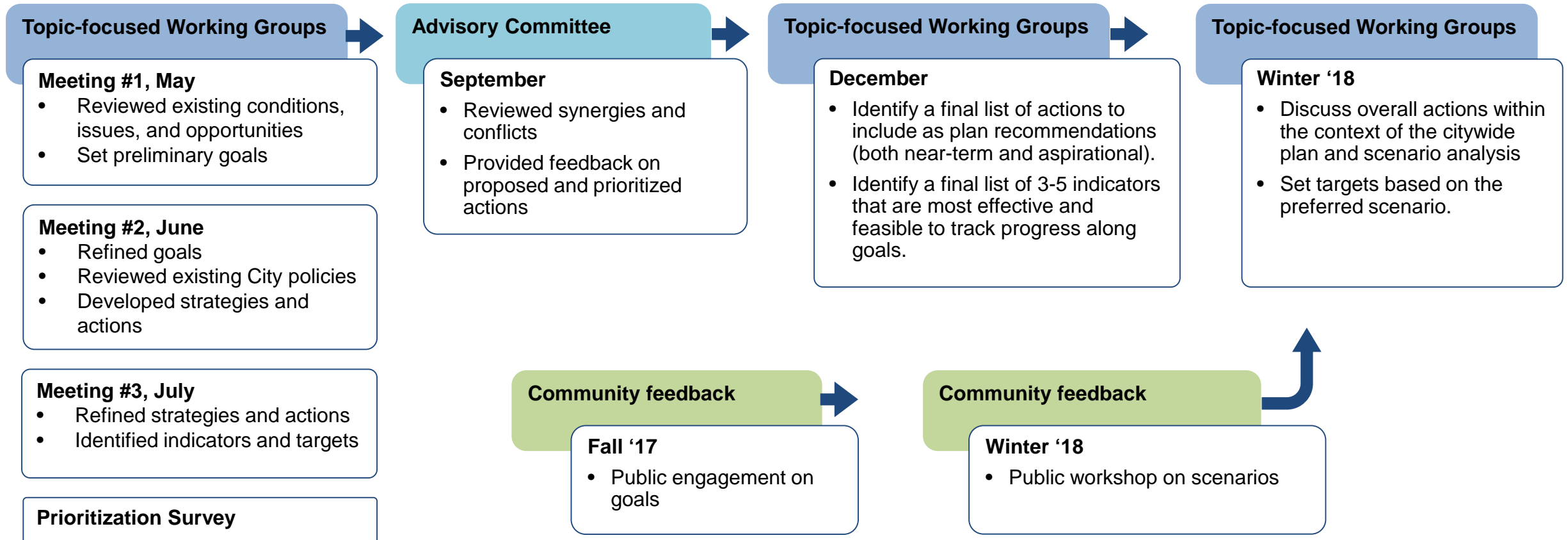
Housing Working Group Meeting 4

December 6, 2017



ENVISION CAMBRIDGE

Process update



Today's agenda

Meeting objective: Gain consensus on actions that will be written into the plan as recommendations, and select 3-5 indicators that the City will measure on an ongoing basis after the plan has been released.

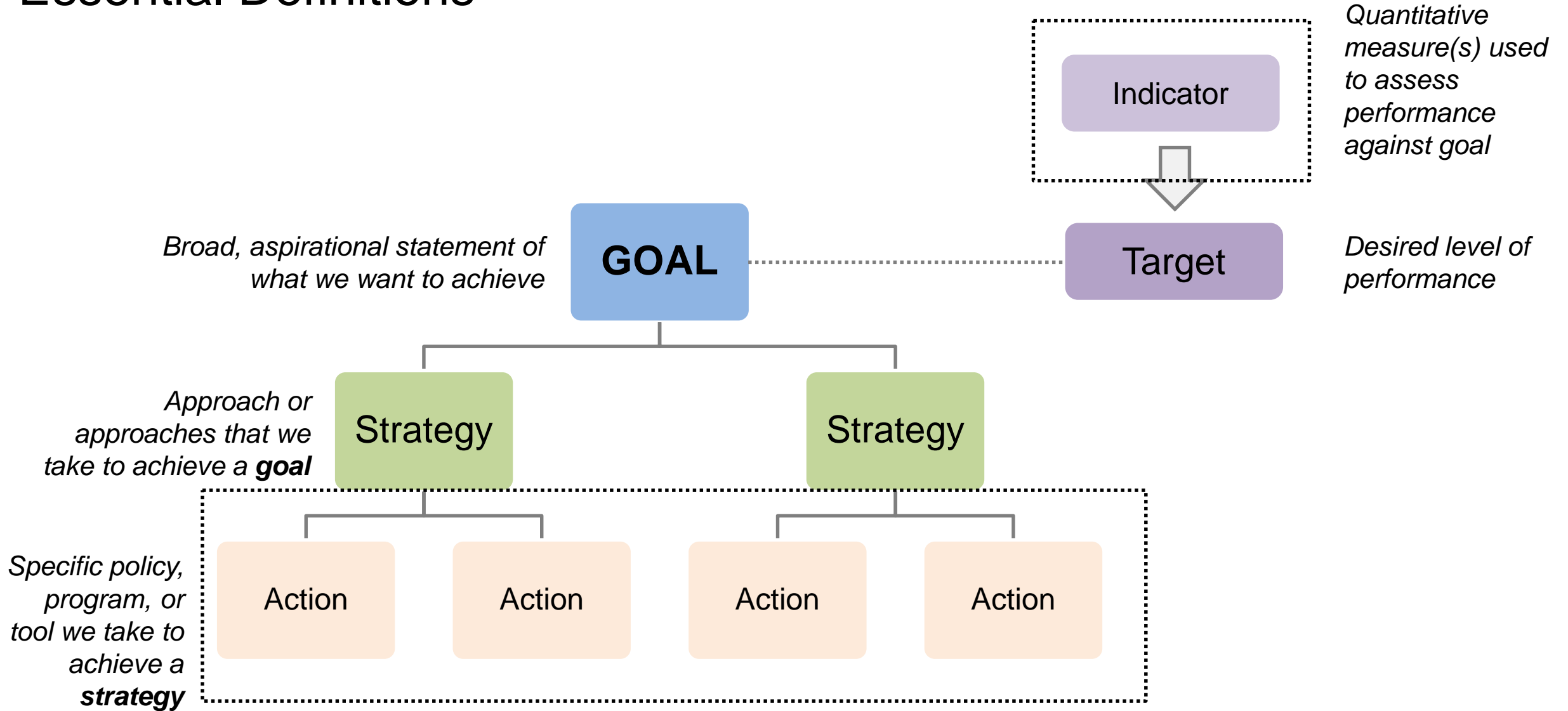
- **Session overview** **10 mins**

- **Actions:** Discuss Working Group feedback on the Priority Matrix developed by City and consultant teams. Identify a final list of actions to include as plan recommendations. **75 mins**
(Facilitated exercise)

- **Indicators:** Present indicators recommended by the planning team that are most effective and feasible to track progress along goals. Discuss indicators and identify a final list of 3-5 to be included in the plan. **45 mins**

- **Next steps** **10 mins**

Essential Definitions



Summary of public feedback on goals

- Overall, housing diversity, affordability, and stability were identified as strong priorities by the majority of responders.
- Many identified increasing overall supply as a priority too, but opinions were divided as seen through strongly worded comments.
- Those opposed were concerned that this would not make a substantial difference to rents and the issue cannot be solved by increasing supply in Cambridge alone.
- Responders also raised concern about building in the floodplain, advocating to stop building in 100- and 500-year floodplains.

“After 7 years of surging rents accompanied by a massive building boom, in 2016 Boston-area rents finally dropped a measly 1.7%, but this decrease was on the upper end of the market.

Even the staunchest advocates of new construction admit that increasing the supply of housing will not make housing affordable.”

“We have a housing shortage. The only possible remedy for a housing shortage is to build more housing.”

“The only way to lower prices in a market economy is to increase the supply. Demand is only going up. The area needs increased density.”



A. Affordable Housing



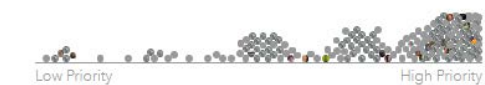
B. Livable and Sustainable Communities



C. Housing Diversity



D. Housing Stability



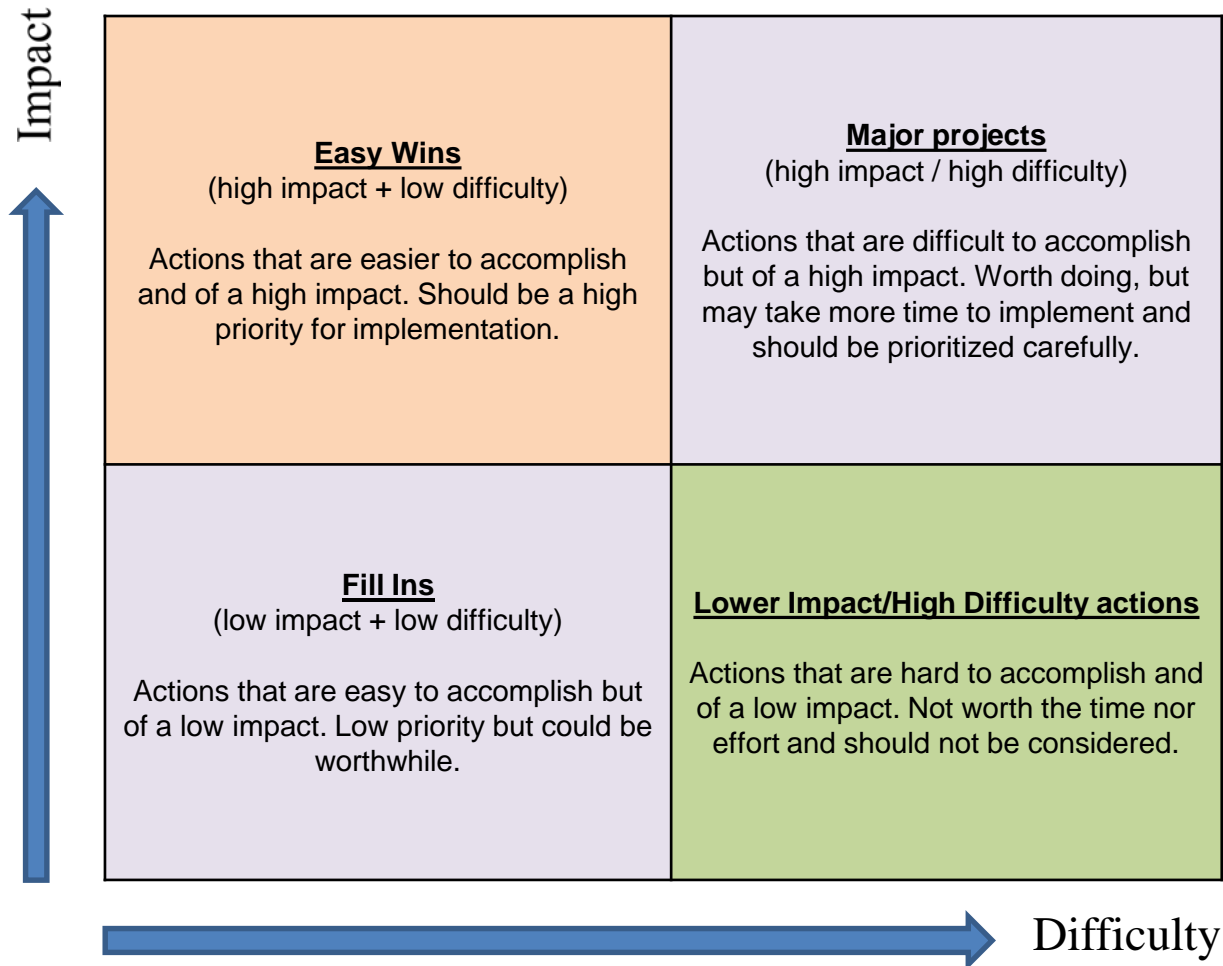
E. Housing Supply



F. Neighborhoods of Opportunity

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

Session overview: Determining plan priorities



Sorting: Working with the City, the actions generated at the end of meeting #3 have been sorted into 4 categories based on expected impact and difficulty.

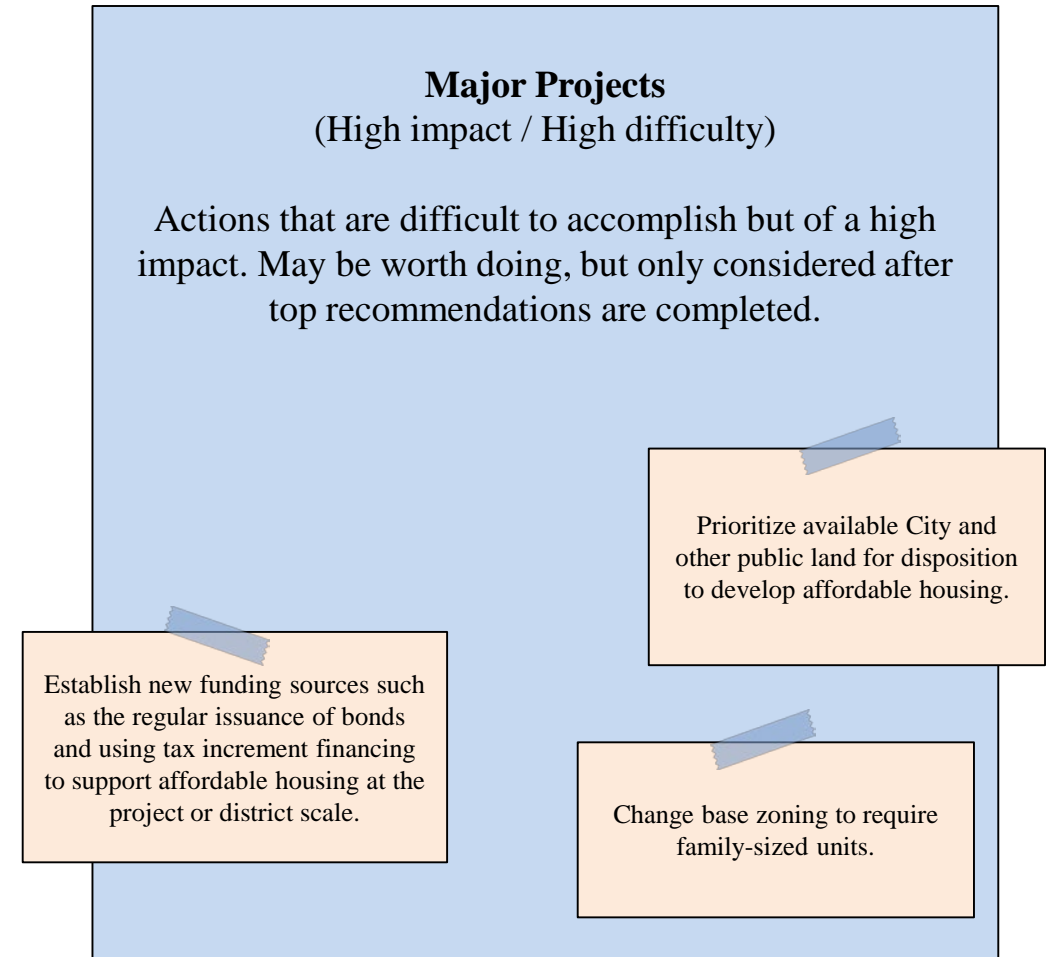
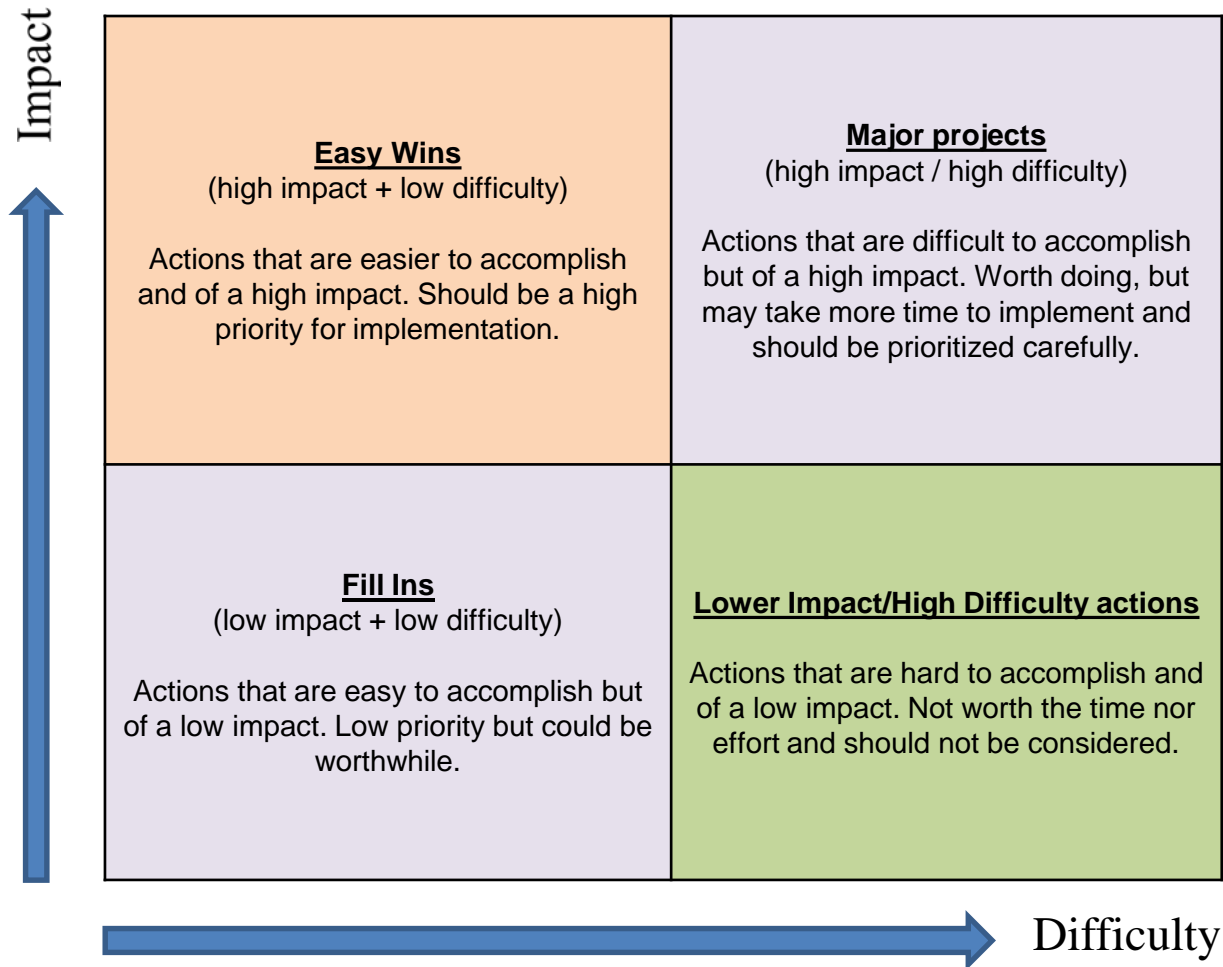
Streamlining: To bring the actions into a parallel style across all working groups, some of them have been rephrased or combined. We intended to make them more specific, and to sharpen them by replacing verbs such as “explore” or “encourage” with concrete actions that the City can pursue.

Actions



Action categorization (*Facilitated exercise*)

Do you agree with the current placement of each action along the four quadrants?



Indicators



Characteristics of a Good Indicator

An indicator is a quantitative measure used to assess performance against a goal. To guide the Working Group's development of indicators, the following general characteristics of good indicators have been identified.

Simple to understand and communicate

Historic data is available and readily accessible

Indicator is a true reflection of desired performance

Indicators That Do Not Meet These Criteria

Distinctions between various types of dedicated affordable units

Data identifying the reason(s) why former residents have left Cambridge and showing the extent to which rising housing costs are a factor

Homeownership rate

Recommended housing indicators

Which of these indicators seem most compelling in measuring progress against the goals?

Are there any other indicators that should be considered as a better way to measure progress against goal(s)?

Indicator	Goal Addressed	Potential Source
Share of dedicated affordable units as part of housing supply	Production and maintenance of affordable housing	City of Cambridge Housing Division
Total new housing units produced annually	Increased housing supply	City of Cambridge Housing Division
Total investments in affordable housing production and preservation	Resources available for affordable housing opportunities	Annual City Budget; CDBG, HOME, and ESG Consolidated Annual Performance Evaluation Report (CAPER)
Share of households with children in Cambridge	Housing stability for families	American Community Survey
Income distribution of households in Cambridge	Income diversity	American Community Survey and City of Cambridge Community Development Department

Alternative housing indicators

Which of these indicators seem most compelling in measuring progress against the goals?

Are there any other indicators that should be considered as a better way to measure progress against goal(s)?

Indicator	Goal Addressed	Potential Source
Total number of “expiring use” units preserved	Maintenance of affordable housing	City of Cambridge Housing Division
Disparities in homeownership levels by race	Housing stability; Diverse community	American Community Survey
Percent of resident households experiencing annual turnover	Preservation of existing affordable housing units	American Community Survey
Percent of affordable housing residents successfully transitioned into housing that meets their means.	Diverse housing options; Housing stability	Cambridge Housing Authority; City of Cambridge Housing Division
Share of cost burdened households	Diverse housing options; Mixed-income community	American Community Survey
Residents experiencing homelessness in Cambridge	Diverse housing options	Cambridge Continuum of Care
Share of dedicated affordable units available to low-income and moderate-income residents	Diverse housing options; Mixed-income community	City of Cambridge Community Development Department

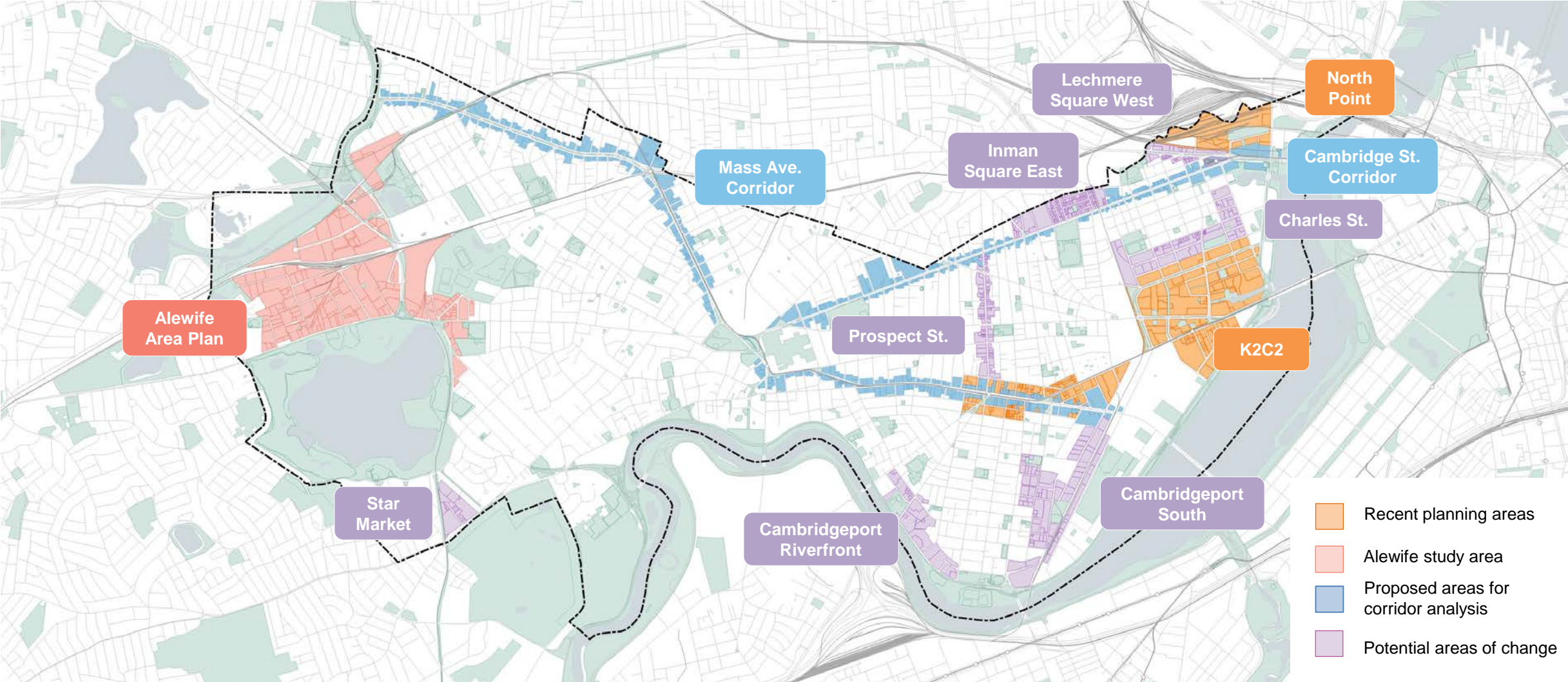
Next steps



Upcoming citywide scenario analysis

- Envision Cambridge will be testing land use mixes and densities to determine the level of development under existing zoning compared to three alternative scenarios.
- The alternative scenarios will focus on the corridors and selected areas likely to 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
 - Traffic impacts
 - GHG Emissions (MT CO₂e)
 - Net Revenue (\$)

Study areas for citywide scenarios



Next steps for Working Groups

- Envision Cambridge will be testing land use mixes and densities to determine the level of development under existing zoning compared to three alternative scenarios.
- The alternative scenarios will focus on the corridors and selected areas likely to 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
 - Traffic impacts
 - GHG Emissions (MT CO₂e)
 - Net Revenue (\$)

Public meeting on scenarios, Winter '18

Working Group meetings #5, Winter '18

- Discuss overall actions within the context of the citywide plan and scenario analysis
- Set targets based on the preferred scenario

