Today’s agenda

• Introduction and session overview 10 mins
• Indicators: Discuss draft indicators and identify 3-5 to be included in the plan 60 mins
• Actions: Confirm action prioritization 40 mins
• Next steps 10 mins
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)?

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

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

**Confirm action prioritization**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy Wins</td>
<td>Major projects</td>
</tr>
<tr>
<td>(high impact + low difficulty)</td>
<td>(high impact / high difficulty)</td>
</tr>
<tr>
<td>Actions that are easier to accomplish and of a high impact. Should be a high priority for implementation.</td>
<td>Actions that are difficult to accomplish but of a high impact. Worth doing, but may take more time to implement and should be prioritized carefully.</td>
</tr>
<tr>
<td>Fill Ins</td>
<td>Lower Impact/High Difficulty actions</td>
</tr>
<tr>
<td>(low impact + low difficulty)</td>
<td>Actions that are hard to accomplish and of a low impact. Not worth the time nor effort and should not be considered.</td>
</tr>
</tbody>
</table>

**Major Projects**

(High impact / High difficulty)

Actions that are difficult to accomplish but of a high impact. May be worth doing, but only considered after top recommendations are completed.

- Establish new funding sources such as the regular issuance of bonds and using tax increment financing to support affordable housing at the project or district scale.
- Change base zoning to require family-sized units.
- Prioritize available City and other public land for disposition to develop affordable housing.
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 with 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

- Alewife Area Plan
- Star Market
- Cambridgeport Riverfront
- Cambridgeport South
- Lechmere Square West
- Mass Ave. Corridor
- Inman Square East
- North Point
- Charles St.
- Cambridge St. Corridor
- K2C2

Legend:
- Recent planning areas
- Alewife study area
- Proposed areas for corridor analysis
- Potential areas of change
Next steps for Working Groups

Mega-meeting with all working groups

Public meeting on scenarios

Working Group meetings #5
  Set targets for indicators