Today’s agenda

**Meeting objective:** Discuss draft indicators and targets, select up to 5 indicators that the City will measure on an ongoing basis

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction and Agenda</td>
<td>5 mins</td>
</tr>
<tr>
<td>Joint Working Group Meeting recap</td>
<td>10 mins</td>
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<tr>
<td>Priority housing actions</td>
<td>35 mins</td>
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<tr>
<td>Indicators and Targets discussion</td>
<td>80 mins</td>
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<tr>
<td>Next steps</td>
<td>10 mins</td>
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</tbody>
</table>
What we heard at the Joint Working Group meeting
# Top voted actions across focus areas

| CLIMATE | Develop disaster preparedness plans at the neighborhood level…
|         | Develop a Green Infrastructure Action Plan |
| ECONOMY | Undertake targeted business recruitment efforts to attract firms that offer low barrier-to-entry jobs… |
|         | Change zoning to increase density and achieve a mix of uses in targeted areas… |
| HOUSING | Increase existing City funds dedicated to affordable housing… |
|         | Establish new City funding sources…to support affordable housing at the project or district scale. |
|         | Establish or expand the use of taxes that provide dedicated revenue for affordable housing… |
|         | Change zoning to enable more housing, including affordable housing, to be built along major corridors and in other transforming areas that have the capacity to accommodate growth… |
| MOBILITY | Develop an implementation plan and increase funding to complete gaps in the Bicycle Network Plan… |
|         | Prepare transportation infrastructure to be more resilient to periodic flooding… |
| URBAN FORM | Change zoning to allow low maximum parking requirements near transit nodes… |
|         | Build the connections to integrate “Alewife Square” into the fabric of the City… |
Other high priority housing actions

- **Expand existing financial support** to match rising costs associated with nonprofit efforts to develop affordable housing or purchase multifamily residential buildings where tenants are at risk of being displaced.

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

- **Prioritize City and other public property** that is available for disposition to develop affordable housing.

- **Offer density bonuses and relief from other dimensional regulations for fully affordable housing** developments through a citywide affordable housing overlay or other regulatory mechanism.

- **Change base zoning to** require that developers of multi-family projects of at least 10 units provide a certain amount of family-sized units (i.e. units with at least 3-bedrooms).

- Evaluate gaps in supportive housing services provided by the City, increase capacity and funds to address identified gaps, and increase awareness of available services.
Development Requirements and Incentives

- Support to incentivize affordable housing beyond 20% inclusionary requirement and incorporate family-sized units with density bonuses
- Support to incentivize public gathering spaces (community rooms, childcare facilities, library)
- Support to incentive net zero construction ahead of required schedule
- District energy to be incentivized as part of large-scale developments (as part of PUDs).
- Increased trees and additional open space should be required rather than incentivized.
Implementation
Housing projections

• How much overall housing and affordable housing (inclusionary units) would our current zoning yield by 2030?
Study areas for citywide development projections

- Alewife District Plan
- Mass Ave. Corridor
- Inman Square East + Gore St
- Cambridge St. Corridor
- Cambridgeport South / MIT
- K2 + Volpe
- North Point
- Lechmere Square West
- Charles St.
- Prospect St.
- Lechmere Square West
- Inman Square East + Gore St
- Cambridge St. Corridor
- K2 + Volpe
- North Point

Recent planning areas
Alewife District Plan
Study areas for corridor analysis
Potential areas of change
## Development projections

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Housing Units</th>
<th>Affordable Units (Inclusionary)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge Street</td>
<td>300</td>
<td>50</td>
</tr>
<tr>
<td>Mass Ave</td>
<td>870</td>
<td>150</td>
</tr>
<tr>
<td>Areas of Potential Change</td>
<td>1,390</td>
<td>240</td>
</tr>
<tr>
<td><strong>All Study Areas</strong></td>
<td><strong>2,560</strong></td>
<td><strong>450</strong></td>
</tr>
<tr>
<td>North Point</td>
<td>2,480</td>
<td>285</td>
</tr>
<tr>
<td>K2 (except Volpe)</td>
<td>1,920</td>
<td>335</td>
</tr>
<tr>
<td>Volpe</td>
<td>1,400</td>
<td>245</td>
</tr>
<tr>
<td>Alewife EC</td>
<td>2,150</td>
<td>375</td>
</tr>
<tr>
<td>Alewife Pipeline</td>
<td>1,280</td>
<td>255</td>
</tr>
<tr>
<td>Current Pipeline (except Alewife)</td>
<td>1,070</td>
<td>215</td>
</tr>
<tr>
<td><strong>Total Other Plans / Pipeline</strong></td>
<td><strong>10,300</strong></td>
<td><strong>1,710</strong></td>
</tr>
<tr>
<td><strong>Total: EC Studies, Other Plans, Pipeline</strong></td>
<td><strong>12,860</strong></td>
<td><strong>2,160</strong></td>
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Note: Affordable percentage for non-pipeline projects is assumed at 17.5% since 1) not all projects trigger IZ and 2) the IZ is 20% of square footage, not units. Given our emphasis on family sized units, the percentage of affordable units is likely to be less than 20% of total new housing units. Recent developments point to an 18% yield. All figures are rounded.
Indicators and Targets
Essential Definitions

**GOAL**

- Broad, aspirational statement of what we want to achieve

**Strategy**

- Approach or approaches that we take to achieve a goal

**Action**

- Specific policy, program, or tool we take to achieve a strategy

**Target**

- Desired level of performance

**Indicator**

- Quantitative measure(s) used to assess performance against goal
## Proposed Housing Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Category</th>
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<tbody>
<tr>
<td>1 Share of dedicated affordable units as part of housing supply</td>
<td>Production and maintenance of affordable housing</td>
</tr>
<tr>
<td>2 Total new housing units produced</td>
<td>Increased housing supply</td>
</tr>
<tr>
<td>3 Total investments in affordable housing production and preservation</td>
<td>Resources available for affordable housing opportunities</td>
</tr>
<tr>
<td>4 Share of households with children under 18 in Cambridge</td>
<td>Housing stability for families</td>
</tr>
<tr>
<td>5 Share of low-income (&lt;50% AMI) and moderate- to middle-income households (50-100% AMI) in Cambridge</td>
<td>Income diversity and inclusive growth</td>
</tr>
<tr>
<td>6 Number of evictions in Cambridge</td>
<td>Number of evictions in Cambridge</td>
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1. Share of dedicated affordable units as part of housing supply

**What**
Describes the portion of Cambridge’s total affordable stock relative to overall housing supply

**Why**
Indicates the City’s holistic efforts to preserve and create dedicated affordable housing subject to rent or sales price limits and income restrictions

**Data Source**
City of Cambridge Community Development Department

**Targets**
Increase the number of dedicated affordable units as part of housing supply by 2,500 affordable units by 2030, increasing the share of dedicated affordable units to **more than 15.5%**

2030

**Trend**

*Based on baseline growth assumptions that assume 65,800 total units in the City by 2030.*
2. Total new housing units produced

**What**
Describes the total number of housing units added in the city over a specific period of time

**Why**
Indicates Cambridge’s ability to accommodate new residential development, which is important to increasing overall housing supply and mitigating cost increases

**Data Source**
City of Cambridge Community Development Department

**Targets**

**2030**
Increase the housing supply by 12,500 new units by 2030

**Trend**
- 4,393 New Units
- 2013 to 2014
- 2015 to 2016
- 2016 to 2017
- 2017 to 2018
- 2019
- 2020
- 2021
- 2022
- 2023
- 2024
- 2025
- 2026
- 2027
- 2028
- 2029
- 2030
3. Total investments in affordable housing production and preservation

**What**
Describes how much City funding has been invested in creating new affordable units and preserving existing affordable stock

**Why**
Indicates Cambridge’s commitment to supporting affordable housing within an increasingly constrained and uncertain federal funding environment

**Data Source**
Annual City Budget and CDBG, HOME, and ESG Consolidated Annual Performance Evaluation Report

**Targets**
Increase annual investments in affordable housing initiatives from City sources by **5% in real dollars each year** through 2030

**Trend***

<table>
<thead>
<tr>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
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<tbody>
<tr>
<td>$13</td>
<td>$14</td>
<td>$15</td>
<td>$16</td>
<td>$17</td>
<td>$18</td>
<td>$19</td>
<td>$20</td>
<td>$21</td>
<td>$22</td>
<td>$23</td>
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*Nominal Dollars, Millions*

$0, $5, $10, $15, $20, $25, $30

*FY 2019, FY 2020, FY 2021, FY 2022, FY 2023, FY 2024, FY 2025, FY 2026, FY 2027, FY 2028, FY 2029, FY 2030, FY 2031*
4. Share of households with children under 18 in Cambridge

**What**
Percent of all households in Cambridge with a child living in the home

**Why**
Provides insight into the success of actions to attract and retain family households in Cambridge

**Data Source**
American Community Survey

<table>
<thead>
<tr>
<th>Targets</th>
<th>Trend</th>
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<tbody>
<tr>
<td>2030</td>
<td>Maintain the share of households with children under 18 at <strong>18% by 2030</strong></td>
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5. Share of low-income and moderate- to middle-income households in Cambridge

**What**
Measures the share of low, moderate, and middle-income households relative to the total city population.

**Why**
Indicate the City’s success in ensuring an inclusive and diverse community.

**Data Source**
HUD Comprehensive Housing Affordability Strategy Data

**Targets**

- **Maintain the share** of households earning 0%–50% AMI by 2030
- **Grow the share** of households earning 50%–100% AMI by 2030

### Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>&lt;=30%</th>
<th>30%-50%</th>
<th>50%-80%</th>
<th>80%-100%</th>
<th>100%-120%</th>
<th>&gt;=120%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Census</td>
<td>36%</td>
<td>8%</td>
<td>14%</td>
<td>13%</td>
<td>12%</td>
<td>18%</td>
</tr>
<tr>
<td>2006-10 ACS</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>2010-14 ACS</td>
<td></td>
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6. Number of evictions in Cambridge

**What**
Records the number of evictions in Cambridge that have been reported to the Housing Court.

**Why**
Reducing the number of evictions in Cambridge will demonstrate that the City’s housing stock is becoming more stable.

**Data Source**
Housing Court, Eastern Division; City of Cambridge Department of Community Development.

**Targets**

2030
Reduce the number of evictions by X% by 2030.

**Trend**
*Trend to be determined once data is available.*
Next steps
Next steps

• Finalize targets and indicators based on today’s discussion.