

ENVISION CAMBRIDGE

City Council Roundtable
October 22, 2018



Our Process

2016

- Work with community to develop a shared understanding of key planning issues
- Determine vision and core values with community input
- Assess challenges and opportunities through data analysis and public feedback

2017

- Dive into planning topics with working groups
- Set goals
- Identify strategies
- Develop the Alewife district plan

2018

- Develop focus area recommendations with working groups
- Discuss trade-offs and scenarios
- Draft final plan
- Refine and integrate Alewife district plan

Planning Topics

Housing

Economy

Mobility

Climate and Environment

Urban Form

Community Wellbeing



Envision Cambridge Process



Engagement Activities

- Public meetings, workshops, and panels
- Mobile Engagement Station at community events and select locations
- Corridors and Streets activities
- Walk-shops
- Focus Groups with underrepresented populations
- Surveys (paper and online)
- Newspaper
- Working groups and committees
- Drop-in sessions at senior centers
- Youth engagement workshops
- Hubway ads



Engagement by Numbers

4,000+ participants reached with the mobile engagement station and other mobile activities

2,000+ online and in-person survey responses

5,000+ social media interactions

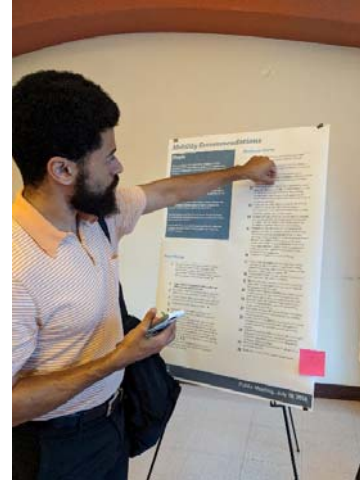
400+ public workshop attendees

115 working group members

138.5 hours of committee and working group meetings

160 participants in focus groups with hard-to-reach populations

61 public meetings, including workshops, panels, and working group discussions



Vision and Core Values

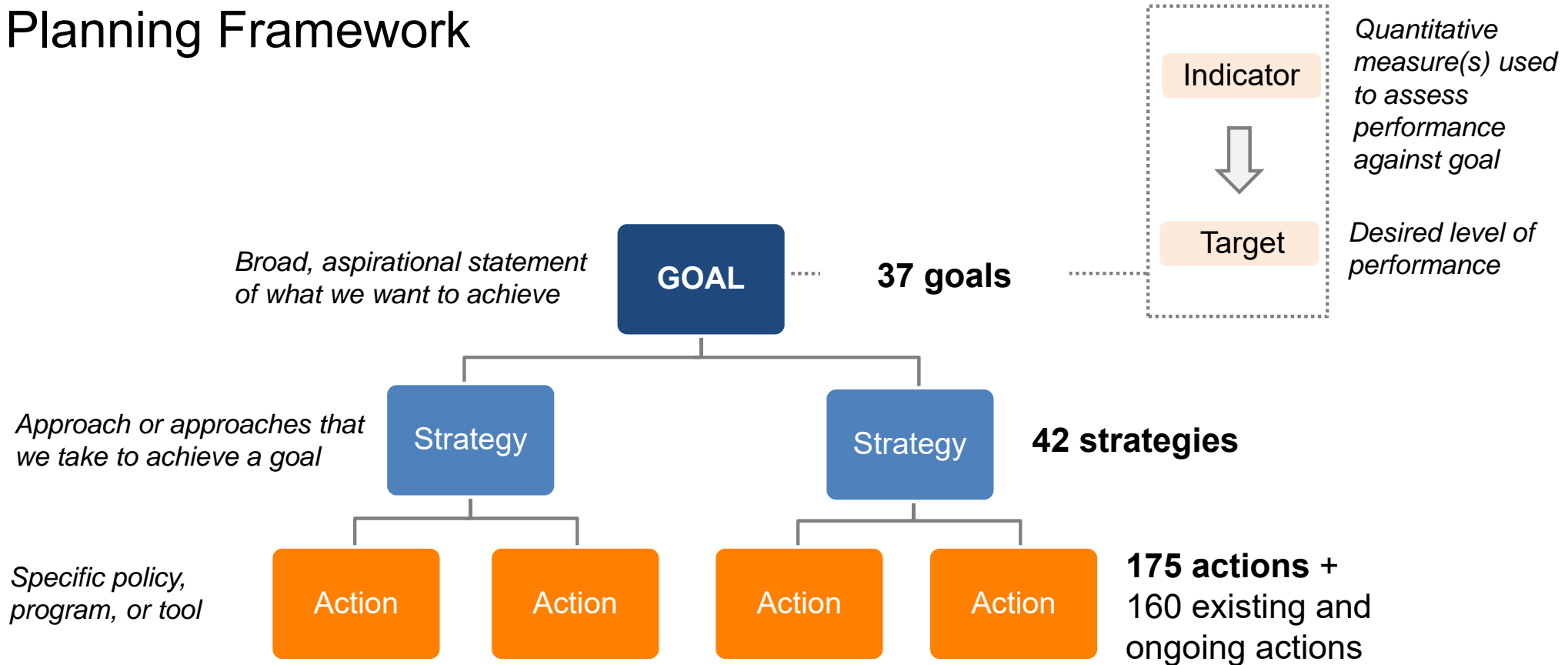
Vision: What we want to be

“Cambridge is a forward-thinking, welcoming, and diverse city. We enjoy a high quality of life and thrive in a sustainable, inclusive, and connected community.”

Core Values



Planning Framework



The Plan



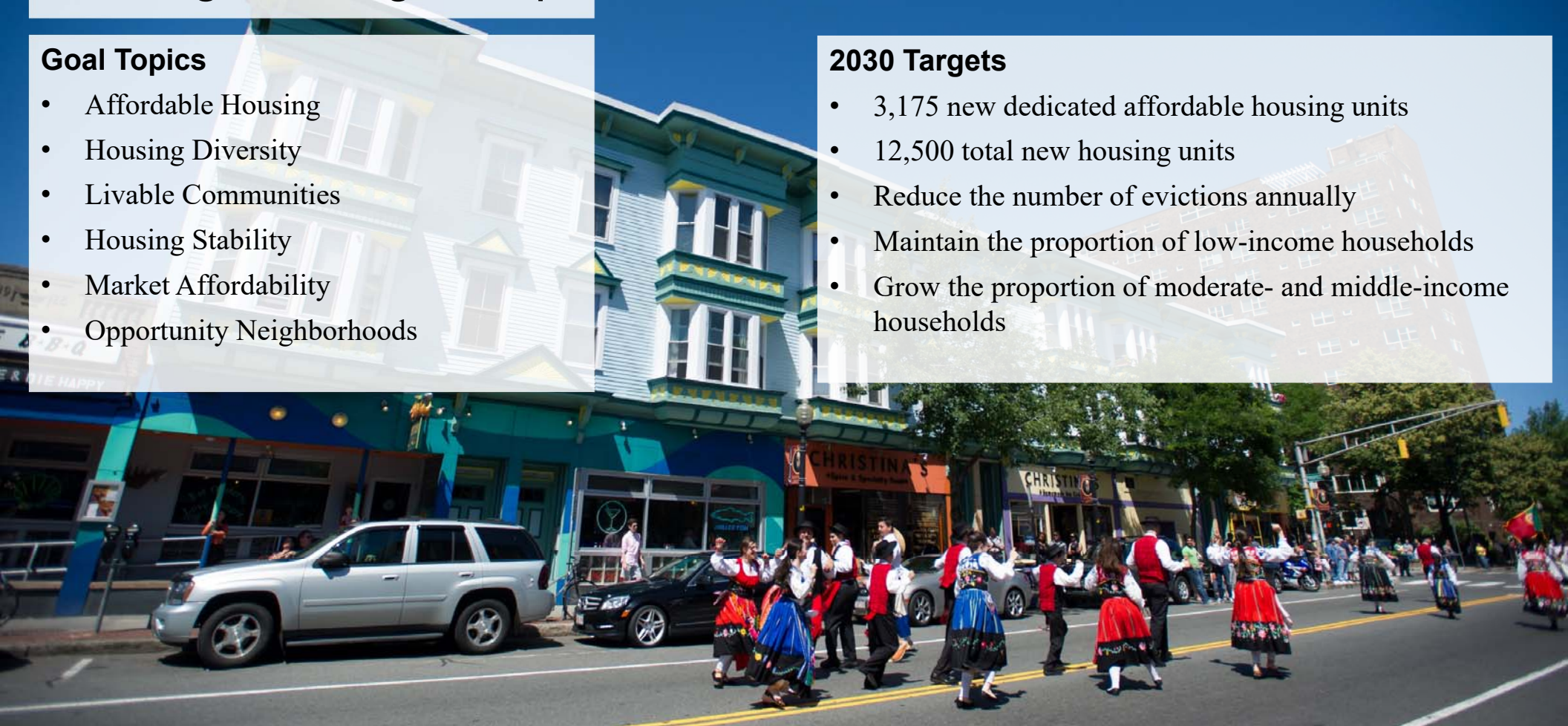
Housing Working Group

Goal Topics

- Affordable Housing
- Housing Diversity
- Livable Communities
- Housing Stability
- Market Affordability
- Opportunity Neighborhoods

2030 Targets

- 3,175 new dedicated affordable housing units
- 12,500 total new housing units
- Reduce the number of evictions annually
- Maintain the proportion of low-income households
- Grow the proportion of moderate- and middle-income households



Economy Working Group

Goal Topics

- Shared Community Prosperity
- Equity
- Global Economic Center
- Employment Diversity
- Business Diversity
- Great Commercial Districts

2030 Targets

- Accelerate growth in jobs overall, as well as jobs in life sciences, high tech, and light industrial sectors
- Reduce the post secondary degree attainment gap between Black and Hispanic vs White Non-Hispanic and low-income vs. higher income for CRLS students
- Growth in labor force participation for Black, Latina/o, and women workers, and workers with disabilities
- 90% of workers earn a living wage
- 120 MWBEs participating in City grants and consultations and 205 MWBEs participating in technical assistance
- 30 small businesses per 1,000 residents, with 9 small retail, food service, or accommodation businesses per 1000 residents



Mobility Working Group

Goal Topics

1. Equity and Accessibility
2. Reliability and Efficiency
3. Safe and Active Transportation
4. Connectedness and User Friendliness
5. Community Character and Vitality
6. Climate Mitigation and Resilience

2030 Targets

- Zero transportation-related fatalities on City-owned streets and a reduction in EMS transports resulting from crashes
- 20% increase in portion of residents who live within walking distance of high-frequency transit
- Increase in the number of streets meeting the city's standard for bicycle comfort
- Grow intersection density to 240 intersections per square mile (measuring walking access)
- Maintain proportion of roadways with sidewalks on both sides.
- Reduce proportion of people driving alone by 15% for all trip types
- 32% of people working in Cambridge drive alone to work and 21% of resident labor force drives alone to work
- Grow the average number of residents' easily accessible active mobility choices by 1.5



Climate and Environment Working Group

Goal Topics

- Climate Action
- Climate Change Preparedness
- Ecological Protection
- Water Quality
- Waste Management
- Community Engagement

2030 Targets

- Growth in citywide tree canopy coverage citywide (TBD as the Urban Forestry Master plan is developed)
- Annual GHG emissions reduced to 0.8 mt CO₂e
- Growth rate in potable water use slower than population and employment growth
- Average trash collection reduced to 12 lbs per household per week
- Reduce non-building impervious surfaces to 38% of land area
- 4% of land area at risk of flooding due to 10% chance storm, and 13% of land area at risk of flooding due to 1% chance storm
- Growth in percentage of building area with green roof and/or low albedo surfaces



Urban Form Working Group

Goal Topics

- Development Patterns
- Growth in Evolving Areas
- Transitional Development
- Public Realm
- Activation
- Design Process

2030 Targets

- On Massachusetts Ave, Cambridge St, and in major squares, grow the percent of blocks that foster active street life (based on specific targets around building entrances, retail and restaurant frontages, street wall, transparency, curb cuts, and street furniture).
- 87% of homes within walking distance to three or more different parks
- 90% of survey respondents rate Cambridge's overall appearance as good or excellent



Community Wellbeing Working Group

Goal Topics

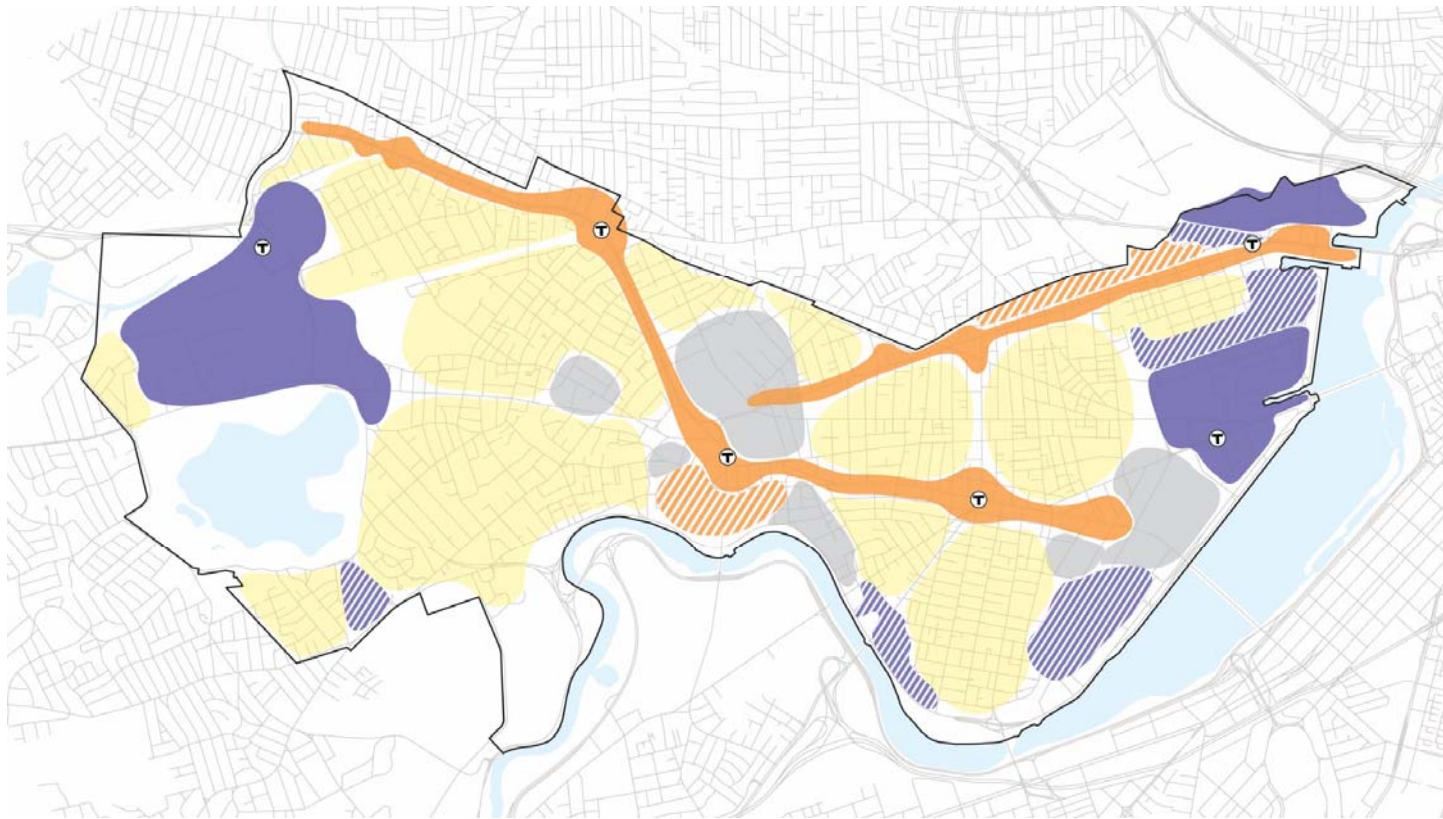
- Access to Opportunity
- Racial Justice
- Civic Engagement
- Health and Wellness
- Art and Culture
- Learning and Play
- Sense of Belonging

2030 Targets

- Maintain the median length of housing tenure for renters and owners
- Maintain or increase population size of racial and ethnic minorities
- Grow the proportion of people of color on city committees
- 90% of survey respondents rate Cambridge as good or excellent as a welcoming place to all races
- 85% of the population engages in physical activity
- 75% of survey respondents rates Cambridge's open spaces and recreational opportunities as good or excellent
- 80% of survey respondents say there is a good or excellent sense of community in Cambridge
- 90% of survey respondents rate Cambridge as a safe place to live



A diagram for shaping development



- Traditional neighborhoods
- Institutional core campuses
- Recent plans and proposals
- Evolving areas
- Major mixed-use corridors
- Thriving areas facing investment pressure

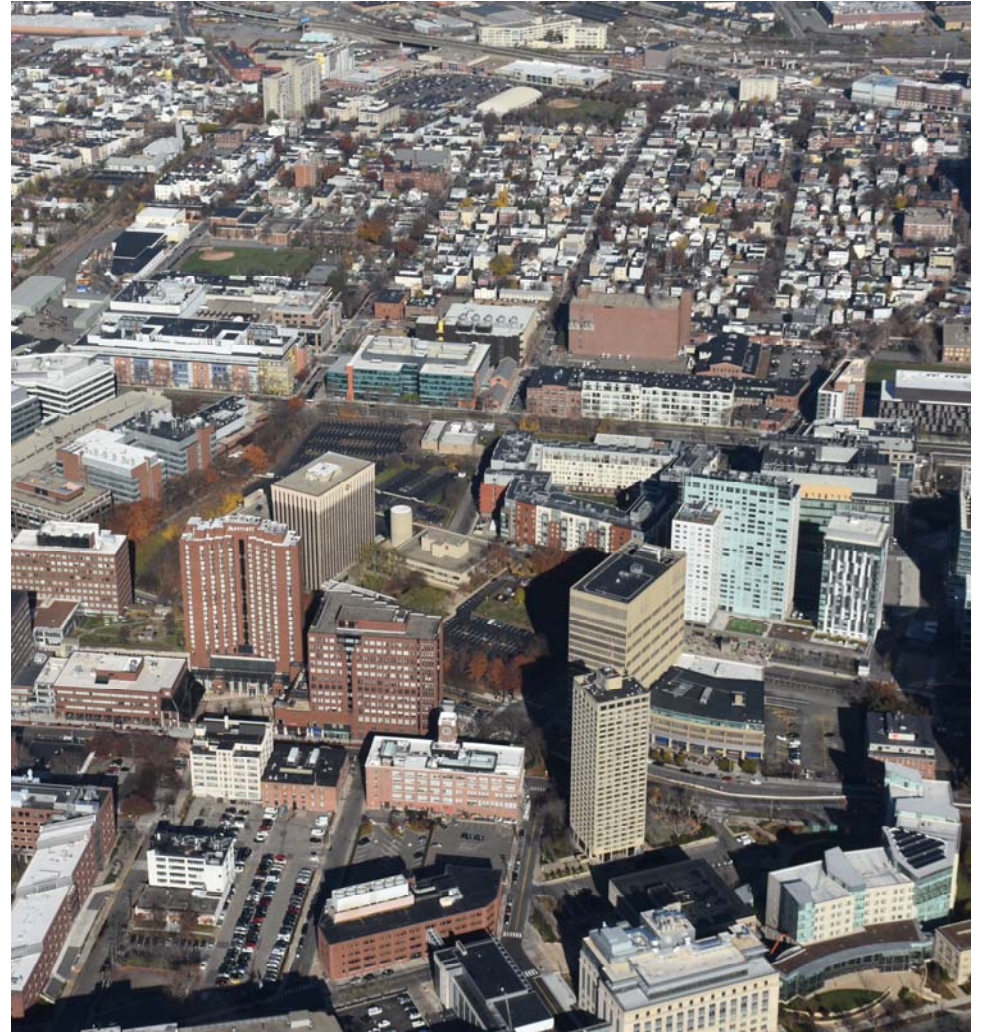
Next Steps

- Project completion by end of year 2018
- Implementation of recommendations – now through 2030
 - 175+ new recommendations
 - Many recommendations will require additional study and public engagement



Next Steps

- Envision Cambridge is the roadmap to shape future change to reach our shared goals and advance our core values
- Staff will work with City Manager and City Council to
 - Incorporate into future capital and operating budgets
 - Develop ideas for policy changes – zoning and non-zoning
 - New or modified programs
 - Advocacy and educational campaigns



Testing three working group ideas



We want to test the impact of priority zoning-related ideas


- Some recommendations have a large-scale, measurable effect on development and its outcomes across all planning topics.
- Additional analysis was needed to understand a range of impacts. Envision Cambridge tested three ideas and brought them to the public at several meetings and community events.

Tested ideas:

- 100% affordable housing overlay
- “Super-inclusionary” housing program
- Environmental performance incentive



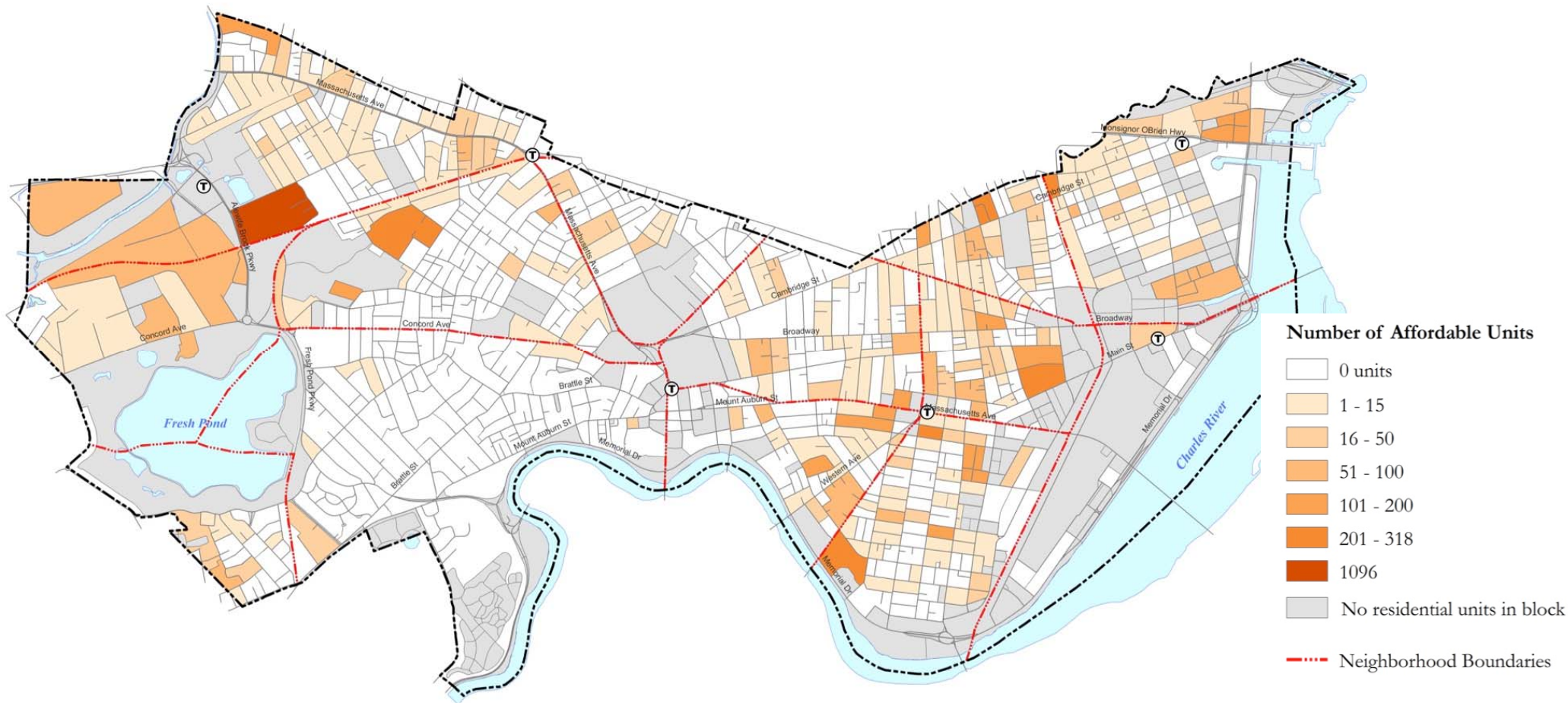
Members of the public discussed proposed recommendations at a public meeting in July.



100% Affordable Citywide Overlay Analysis



Number of Affordable Units by Census Block



Challenges to building affordable housing

- High land costs and competition from market-rate developers
- Appeal of discretionary approvals can add significant cost, long delays, and significant risk to affordable housing developers.
- More difficult to build affordable housing in some areas of the city given zoning limitations



625 Putnam Ave is an example of a 100% affordable housing development built by a nonprofit developer in Cambridge.

What would the 100% Affordable Housing Citywide Overlay entail?

For 100% affordable housing developments only:

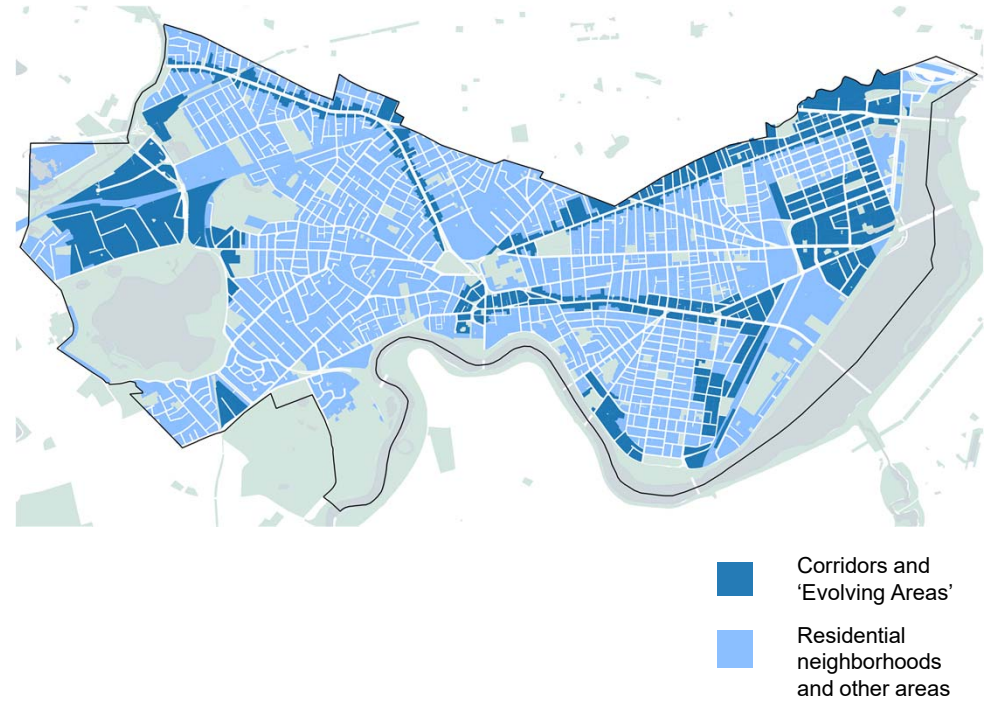
- Offer density bonuses and relief from dimensional standards (height, setbacks, open space) and parking where necessary (varies by zoning district)
- Allow for as-of-right approvals with required design review and community input instead of discretionary permitting approvals
- Allow affordable multi-family and townhouse developments in all districts (e.g. not currently an allowed use in Residence A and B districts);
- Allow for conversion of any existing structure (including existing residential) to affordable multi-family housing
- Note: The overlay alone would not change the number of units produced because affordable housing production is determined by the availability of funding.



Huron Ave. at Vassal Ln. has different densities together in close proximity.

100% Affordable Housing Overlay Ideas for Discussion

- The 100% Affordable Housing Overlay would apply to the entire city
 - In areas such as mixed-use corridors and evolving areas (dark blue), affordable developments would need 2.5 times the density allowed by current base zoning to be competitive in the market
 - In residential neighborhoods and other areas (light blue), affordable developments would need an FAR of 2.0 to be financially feasible in all areas



Examples of recent infill development in Cambridge

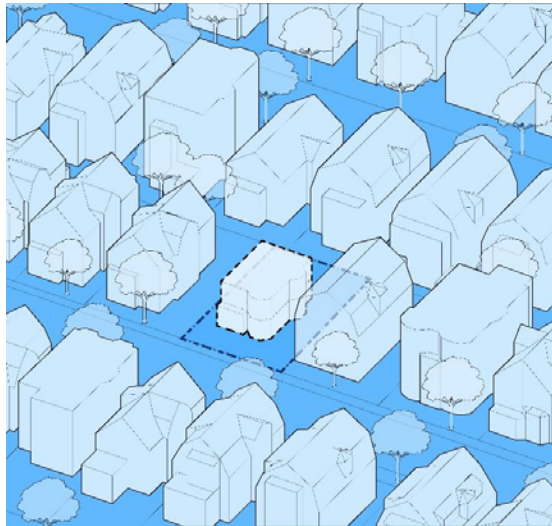
In these examples, the new developments are at a higher density than the surrounding buildings.



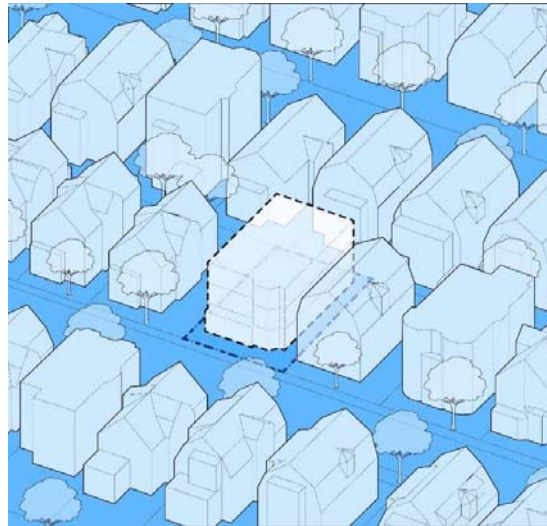
Residential Neighborhoods

100% Affordable Housing developments in residential zoning districts would take the form of mid-rise multifamily buildings, consistent with the historic mix of densities found throughout Cambridge.

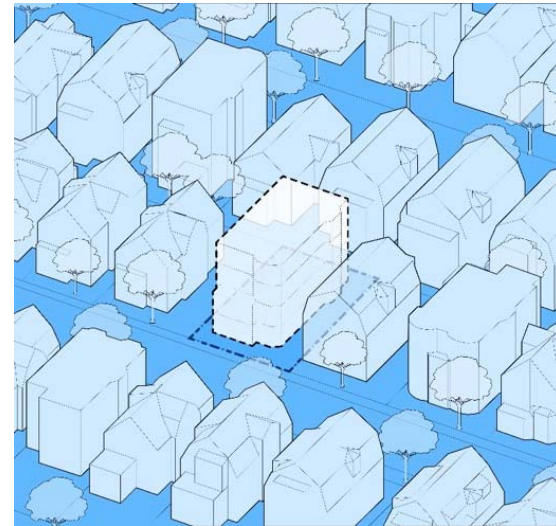
Examples of hypothetical buildout on small parcels (<5,000sf):



Maximum allowed under current zoning
(many existing buildings are non-compliant)
2 units, 2 stories



Example of buildout under 100% Affordable Citywide Overlay
7 units, 3 stories



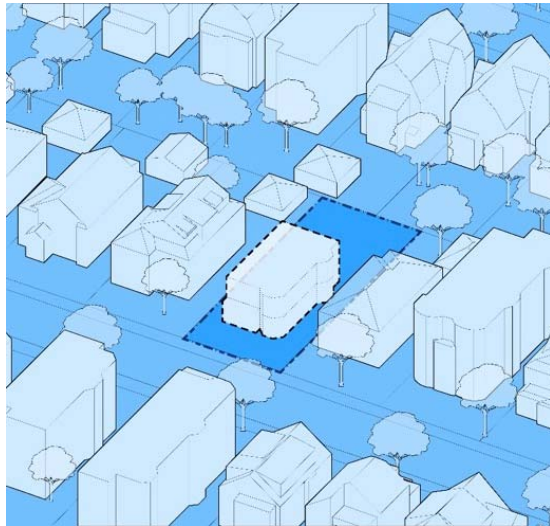
Example of buildout under 100% Affordable Citywide Overlay
8 units, 4 stories

69% of existing buildings in residential neighborhoods are not zoning compliant, due to height, density, or both

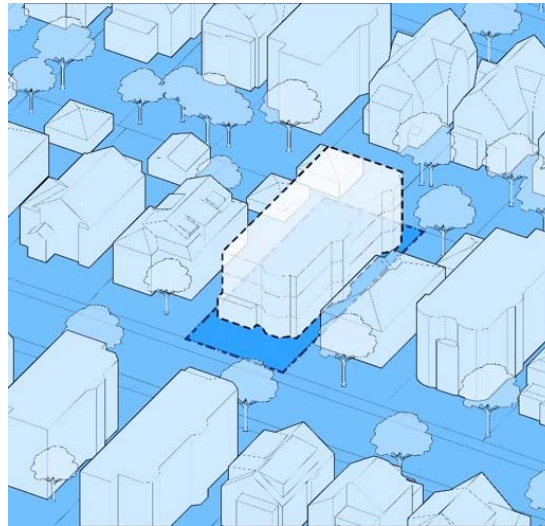
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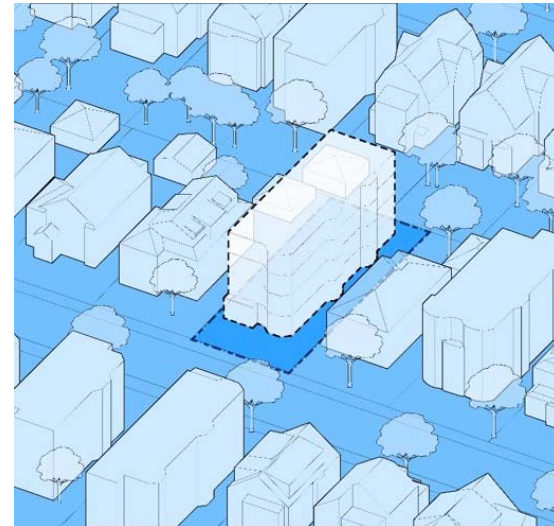
Examples of hypothetical buildout on medium-sized parcels (5,000sf – 10,000sf):



Maximum allowed under current zoning
(many existing buildings are non-compliant)
2 units, 2 stories



Example of buildout under 100% Affordable Citywide Overlay
10 units, 3 stories



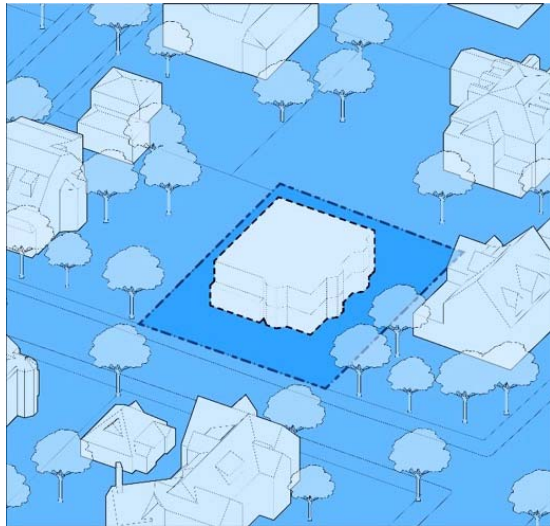
Example of buildout under 100% Affordable Citywide Overlay
12 units, 4 stories

69% of existing buildings in residential neighborhoods are not zoning compliant, due to height, density, or both

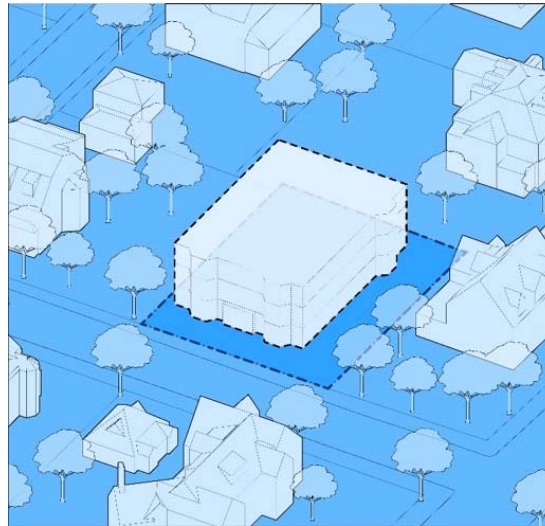
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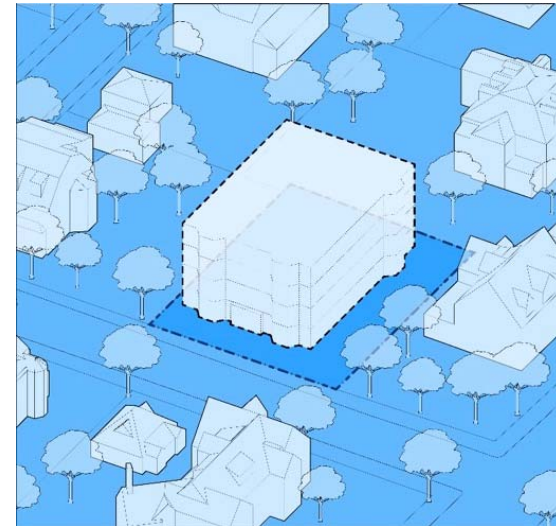
Examples of hypothetical buildout on large parcels (>10,000sf):



**Maximum allowed under current zoning
(many existing buildings are non-compliant)**
1 unit, 2 stories



**Example of buildout under 100%
Affordable Citywide Overlay**
17 units, 3 stories



**Example of buildout under 100%
Affordable Citywide Overlay**
23 units, 4 stories

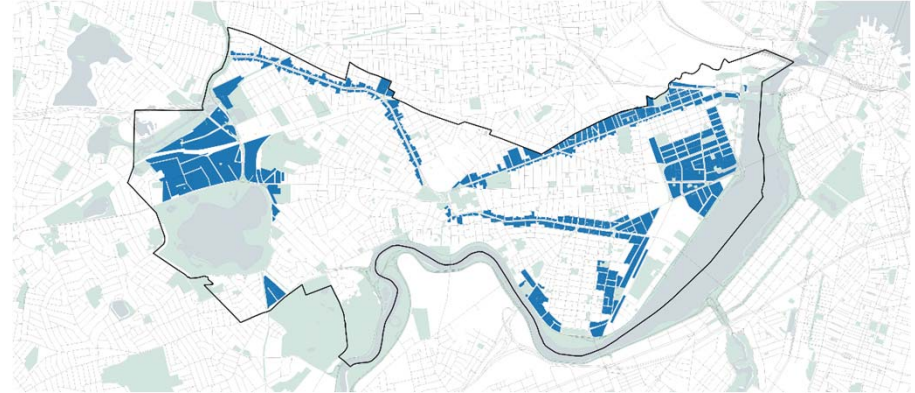
69% of existing buildings in residential neighborhoods are not zoning compliant, due to height, density, or both

Super-Inclusionary Affordable Housing



What is the “super-inclusionary” housing idea?

- Building on the current Inclusionary Housing Program, super-inclusionary would be a voluntary zoning allowance that provides a larger density bonus in exchange for additional affordable housing beyond the city’s current requirements
 - Like the existing policy, it would only apply to new residential buildings or conversions which create 10 or more new units or more than 10,000 square feet of residential space
- Special permit rules would not be changed. The present approval process would be maintained.

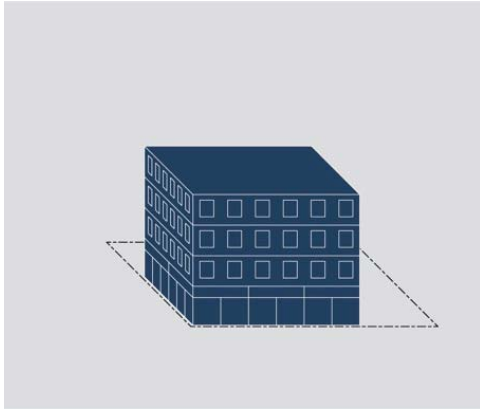


The Super-Inclusionary Housing idea was tested along corridors and in evolving areas.

Ideas for Discussion

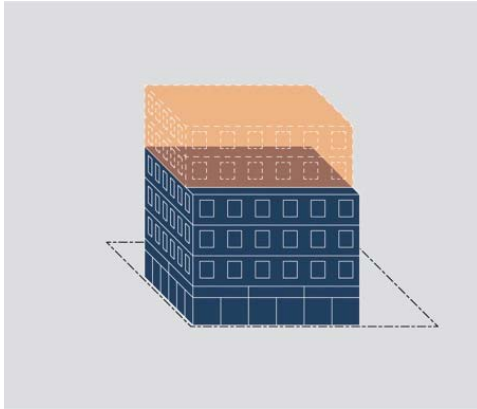
Several different tiers of super-inclusionary incentives were analyzed

**Current Zoning under
Inclusionary Housing**



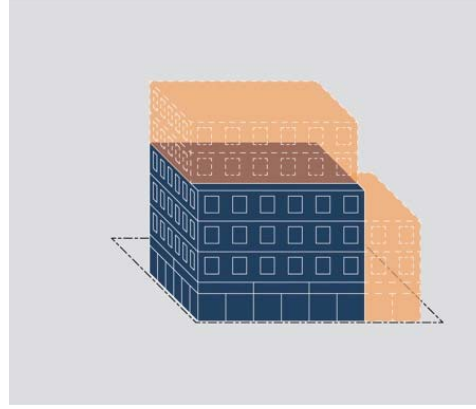
20% of floor area is affordable
30% density increase
13 units / 2 affordable units

**Super-Inclusionary Tier A
(Voluntary)**



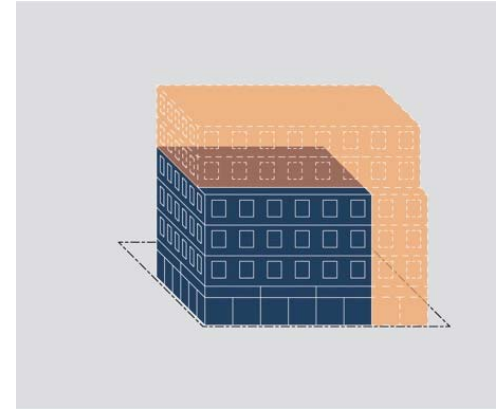
30% of floor area is affordable
70% density increase
17 units / 5 affordable units

**Super-Inclusionary Tier B
(Voluntary)**



35% of floor area is affordable
100% density increase
20 units / 7 affordable units

**Super-Inclusionary Tier C
(Voluntary)**



40% of floor area is affordable
130% density increase
23 units / 9 affordable units

Building size and unit counts are not to scale and are meant only to illustrate how these policies work generally.

Urban Form Outcomes: Hypothetical Corridor Block under Super-Inclusionary – Low Density



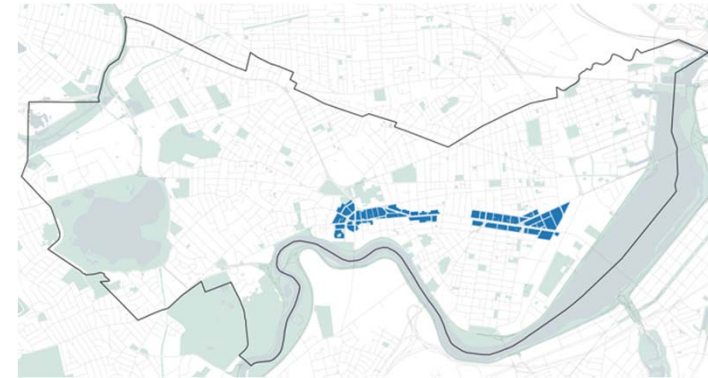
Study areas shown in the map have maximum super-inclusionary densities that might result in the density shown.

Urban Form Outcomes: Hypothetical Corridor Block under Super-Inclusionary – Medium Density



Study areas shown in the map have maximum super-inclusionary densities that might result in the density shown.

Urban Form Outcomes: Hypothetical Corridor Block under Super-Inclusionary – High Density



Study areas shown in the map have maximum super-inclusionary densities that might result in the density shown.

Environmental Performance Incentive



What is an environmental performance incentive policy?

- A voluntary program that provides a density bonus in exchange for improved environmental building performance, such as:
 - Net zero construction ahead of the requirements set forth by the Net Zero Action Plan
 - Net positive construction after net zero construction is required
 - District energy
 - Resiliency measures



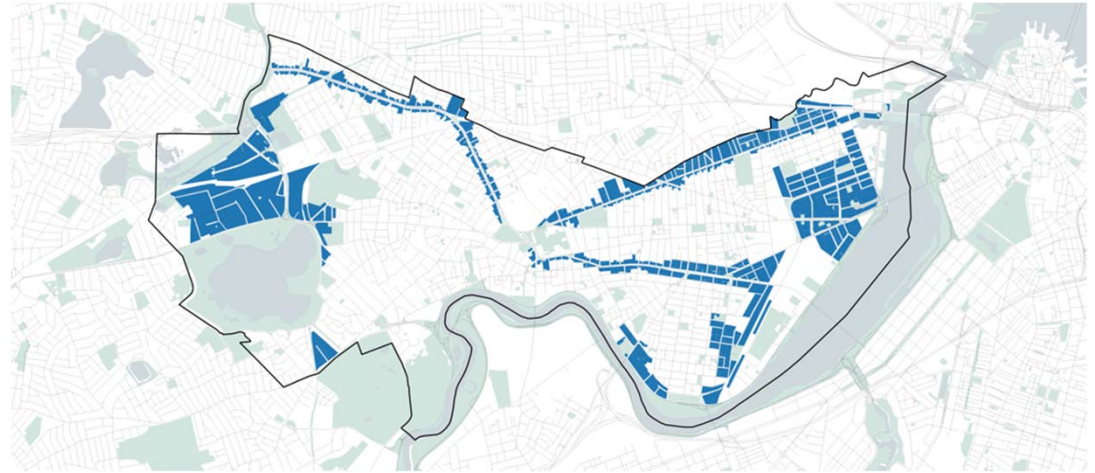
Cambridge's 2015 *Getting to Net Zero Framework* is an action plan to get all buildings to net zero GHG emissions by mid-century.

Current Net Zero Action Plan requirements by use:

Type:	Municipal	Small Residential (1-4 units)	Multifamily	Commercial	Institutional	Laboratory
Target Year:	2020	2022	2025	2025	2025	2030

Environmental Performance Incentive Policy: Testing

- This analysis tested a version of a Environmental Performance Incentive bonus that offers a bonus to both residential and non-residential development
- Additional allowable density under this bonus:
 - Residential: 10%
 - Commercial: 15%
- Adoption of the bonus is assumed to be:
 - Residential: 70%
 - Commercial:
 - 40% in areas with higher density
 - 80% in areas with lower density



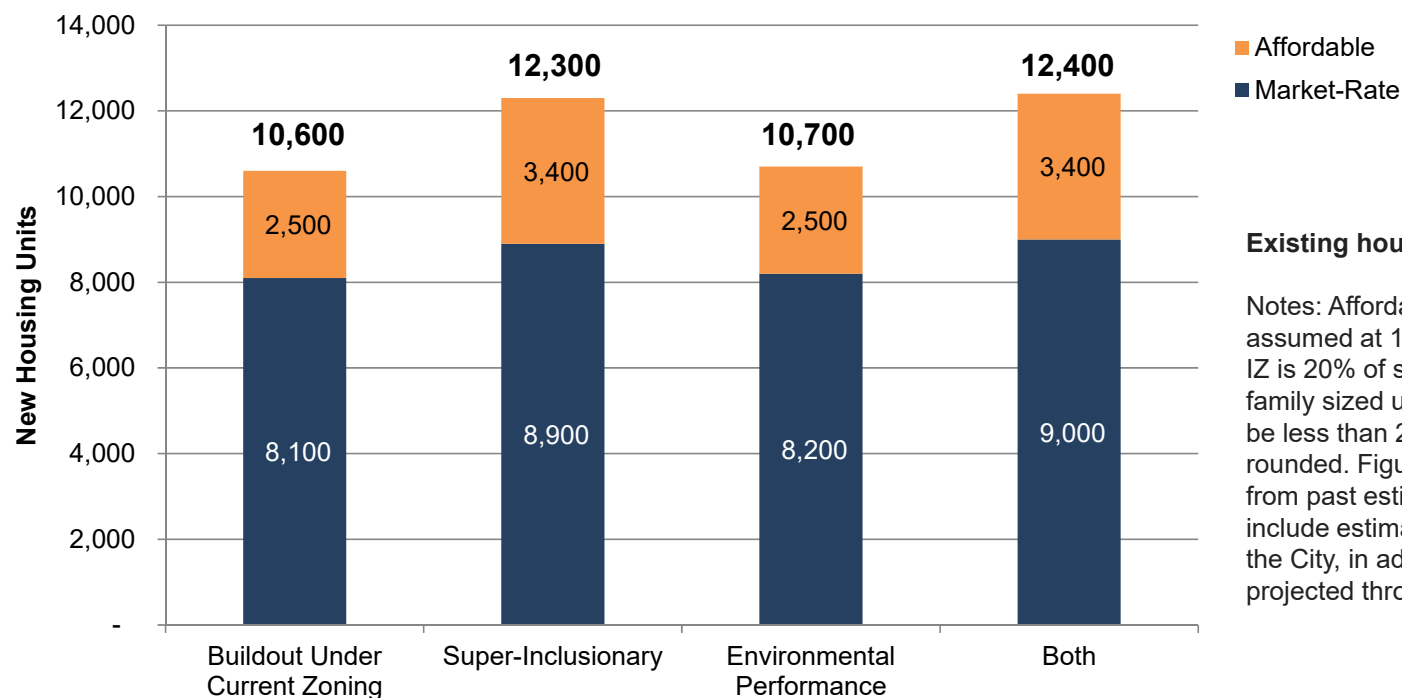
The Environmental Performance Incentive was tested along corridors and in areas of potential change.

Development Outcomes



Comparison of Potential Housing Production – Super-Inclusionary plus Environmental Performance

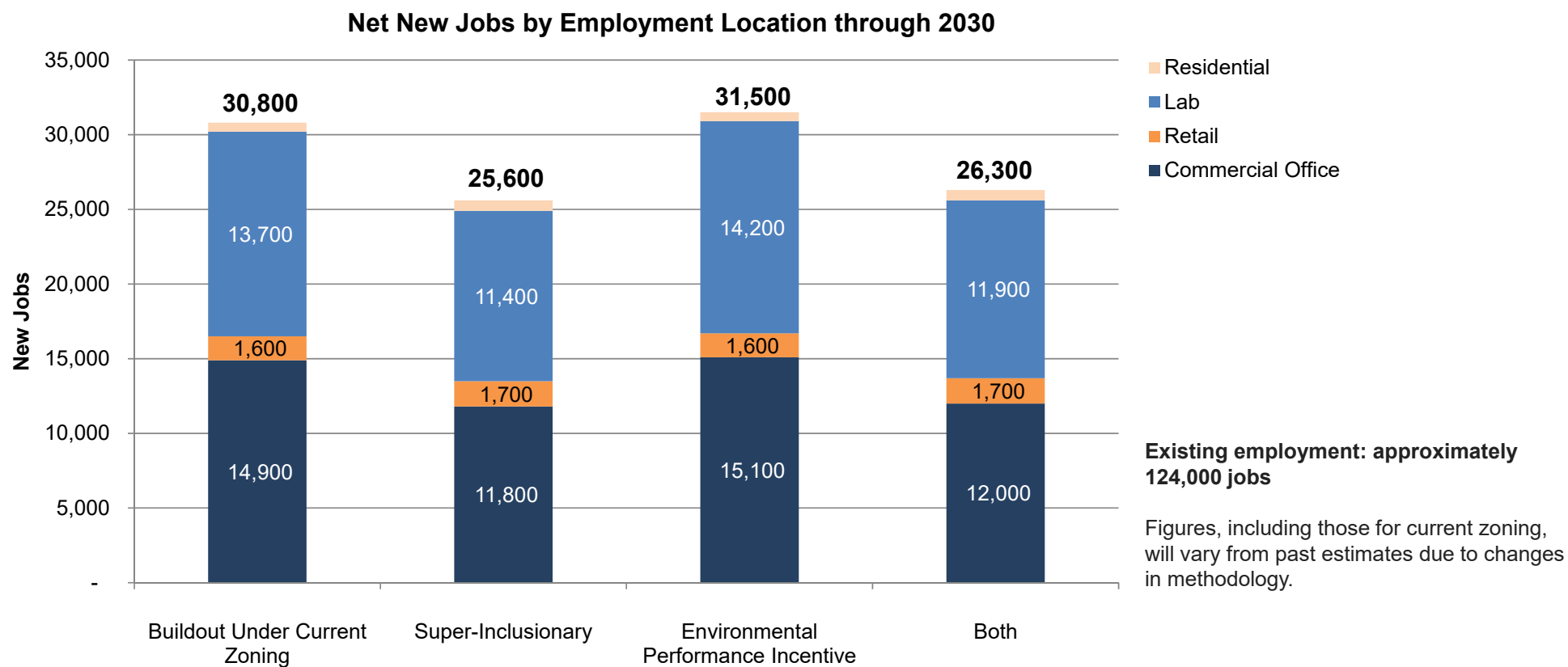
Net New Housing Units through 2030



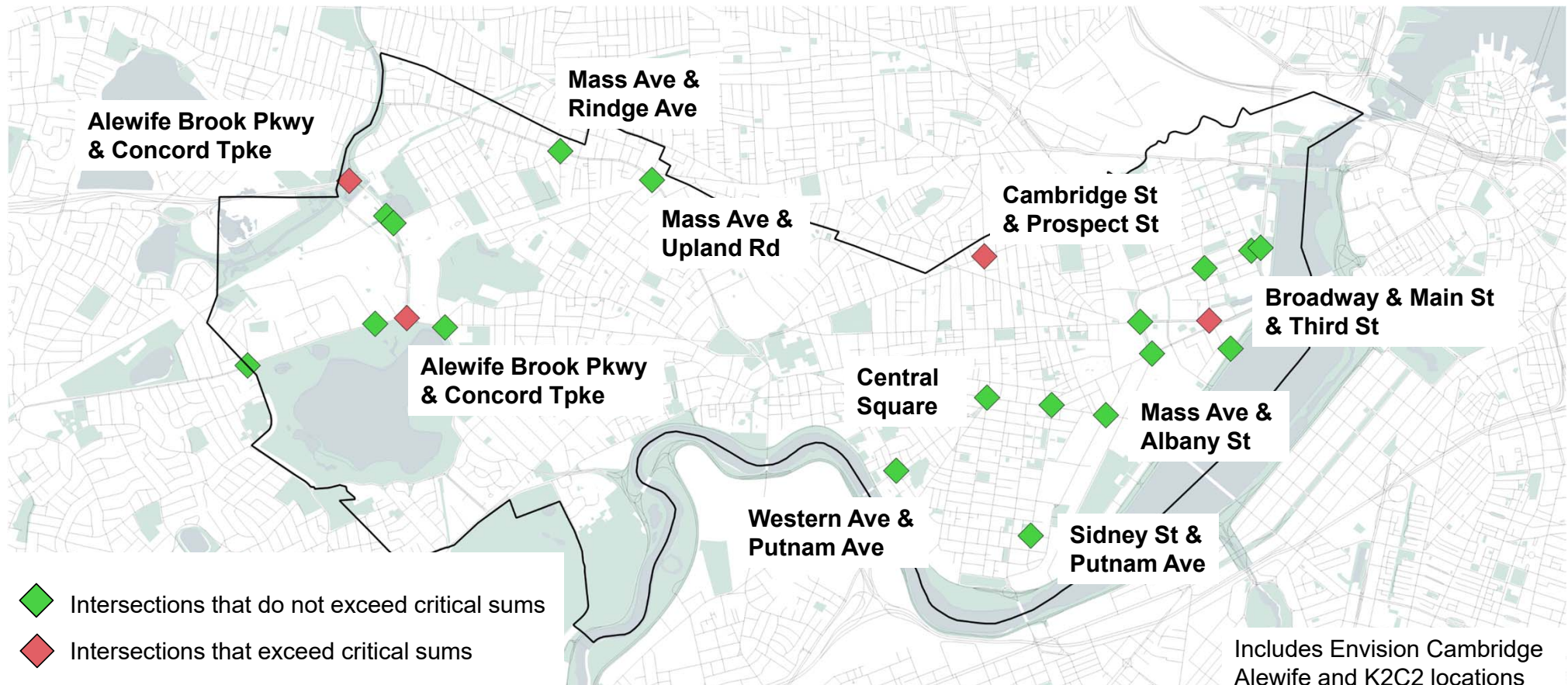
Existing housing stock: approximately 53,000 units

Notes: 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. All figures are rounded. Figures, including those for current zoning, will vary from past estimates due to changes in methodology. Figures include estimated affordable development that is funded through the City, in addition to the market and affordable development projected through this analysis.

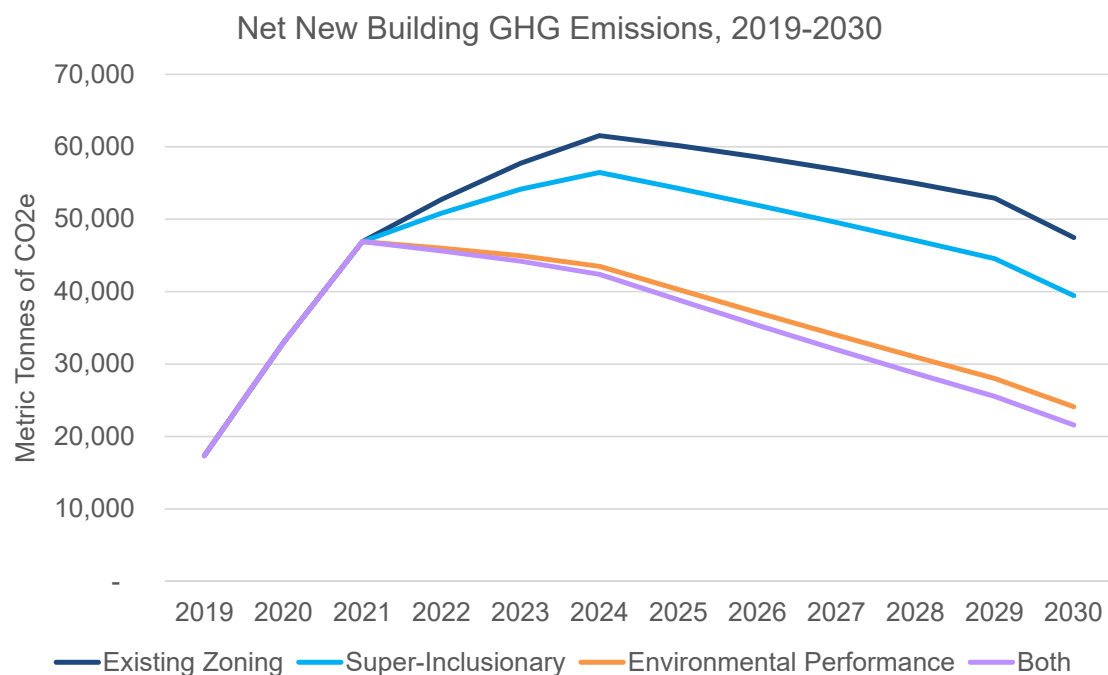
Comparison of Potential New Jobs



Mobility Comparison: Critical Sums at Key Intersections



Comparison of GHG Emissions



Existing Building Emissions: approx. 1 million tonnes

Figures assume individual electrification of buildings (using Cambridge's Low Carbon Energy Supply Strategy scenario 1), improvements in the electric grid, and the energy use intensity targets called for in the Net Zero Action Plan. Figures show GHG emissions from operations.



Questions & Comments

