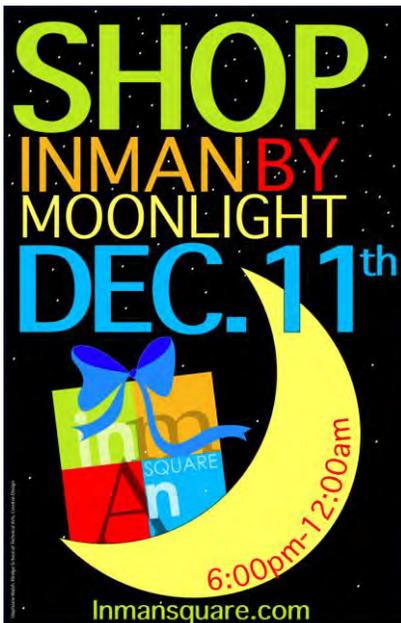


# City of Cambridge Community Development Department

## FY14 Major Accomplishments



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Assistant City Manager for Community Development

May 2014

As the City's planning department, CDD's work focuses on **enhancing quality of life** and the experience of those who **live, work, study,** and **recreate** in Cambridge. CDD seeks to strengthen **communication** and build productive **partnerships** with the community, businesses, property owners, and local institutions, advancing the City's goals by:

- Creating and preserving affordable rental and ownership **housing**;
- Developing and implementing initiatives to protect the environment, address issues of **climate change** and **resilience**, and institutionalize **sustainable** practices in the community;
- Conducting neighborhood-focused and **comprehensive planning** efforts, and multidisciplinary review of **development** and **infrastructure** projects;
- Strengthening the vitality of the city's commercial districts and promoting a **diversified economy**;
- Attracting and retaining **businesses** of all sizes and providing direct technical assistance to Cambridge businesses and commercial districts;
- Renovating neighborhood **parks** and playgrounds, and working to provide a variety of **open space** and recreational opportunities; and
- Planning **transportation** infrastructure that enhances safety, encourages walking, cycling and public transportation, and supports the City's vehicle trip reduction goals.

Best City for New College Grads, 2014 – *Livability.com*

Highest Bikescore (92) in the US

2nd highest Walkscore (87) in the US

Selected to assist Chiang Rai, Thailand, to address climate change at a local level – *ICMA CityLinks Association of Southeast Asian Nations (ASEAN) Pilot Partnership Program*

Select list of conferences that invited CDD staff to present Cambridge planning best practices:

- Livable Cities Symposium, Vancouver BC
- EcoDistricts Summit, Boston MA
- ABX: Architecture Boston Expo, Boston MA
- Transportation 4 America, Washington DC
- Massachusetts Smart Growth Conference, Boston MA
- Learn @APA-MA: Inclusionary Zoning Solutions, Devens MA
- USDN Parking Convening in Burlington VT
- Building Resilient Communities: New England Climate Change Preparedness Conference, Manchester NH
- EPA New England Global Climate Change Network, Providence RI
- Common Boston Forum: The Places In Between, Cambridge MA
- MAPC Sparking New Ideas: Parking Strategies for Stronger Communities, Boston MA
- ULI Living With Water: the Urban Implications Charrette, Boston MA
- BioPharma Sustainability Roundtable, Cambridge MA
- MIT Sustainability Summit, Cambridge MA
- Harvard University Climate Preparedness Summit, Boston MA

# FY14 Major CDD Accomplishments

**Introduction.** The Community Development Department (CDD) is proud to report some of its major FY14 accomplishments within the framework of the City Council goals. Working with residents, businesses local institutions, non-profits, and other community stakeholders, we have planned, implemented, and managed programs and projects to enhance livability, sustainability, affordability and economic health of the community. The success of these efforts has contributed to Cambridge's reputation as one of the most livable cities in the United States. More information about the department's work – past and present – can be found on the CDD website: [www.cambridgema.gov/CDD](http://www.cambridgema.gov/CDD).

Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.

Advanced **EASTERN CAMBRIDGE KENDALL SQUARE OPEN SPACE (ECKOS) PLANNING STUDY**. Engaged a competition coordinator to manage a high level international design and planning competition to develop the vision to integrate new and existing open spaces into a well-managed and programmed comprehensive, integrated, open space network that serves a range of community needs.

**PARKS AND PUBLIC SPACE** Completed three new **Cambridgeport parks**, completed design for renovation of **Hurley Park**, **Bishop Allen/Main Plaza** and **Elm/Hampshire Plaza** to create new recreation options for people of all ages and physical abilities. Initiated the public process for renovation of the **Haggerty School Playground** with Community Preservation Act (CPA) funding. Launched "*Celebrate the Coast Initiative*" as part of the **Western Avenue** reconstruction to incorporate the rich history and stories of the neighborhood into a permanent commemorative installation.

**KENDALL SQUARE/CENTRAL SQUARE (K2C2) PLAN IMPLEMENTATION** Finalized the Kendall and Central Square Plans following the K2C2 public process that established a shared vision for the two squares and the connecting Osborn Triangle area.

- Working with property owners and the Cambridge Redevelopment Authority (CRA) to realize opportunities for growth of the Cambridge innovation economy and new housing within the study area
- ECKOS planning study (described above) will build upon/ refine K2C2 open space recommendations
- Expanded the scope of the standing Central Square Advisory Committee to include monitoring the non-zoning recommendations of the C2 Plan
- Initiating analysis of bus service in Central Square

**COMMUNITY ENGAGEMENT** – Enhanced information and tools on the CDD **website**; expanded **social media** presence to accompany outreach to new audiences within the community; increased department's social



media following by 88%. Sharpened and coordinated community outreach to improve access to information, broaden public interaction and offer varied opportunities to connect. Initiated a range of less structured opportunities for people to engage in non-project-focused planning conversations such as the **Earth Day: Sustainability in Cambridge Conversation**. Hosted **PARK(ing) Day**, converting a record 36 parking spaces into parks for the day, with broad community participation. Organized public **biking, walking and other transportation-related events** to support healthy lifestyles and build community. Offered monthly **housing information sessions** to publicize opportunities and assistance available through CDD.



Conducted **DESIGN REVIEW** of citywide development. **Commercial** projects totaling more than 1.6 million sq. ft. and **residential** comprising more than 2,500 units are now under way. Examples include:

- Millennium Pharmaceuticals building with ground floor retail at 300 Massachusetts Avenue
- 96-unit residential building at 240 Sidney Street
- 45-unit residential project with ground floor retail at 10 Essex Street in Central Square



**PLANNING INITIATIVES**

- Worked on **Harvard Square Placemaking** with the Harvard Square Business Association, Harvard University, and consultants from the Projects for Public Spaces
- Created **Play in the Public Realm** guidebook suggesting ways to make streets, walkways, plazas and other public spaces more playful, engaging and welcoming to people of all ages
- Initiated public process to determine future use of the **Cherry St parcel in Area 4** transferred to the City through the MIT rezoning
- Initiated public process to determine future use of the **Foundry building in East Cambridge** transferred to the City through the Binney St/Alexandria rezoning



Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality array of city services.

**SUPPORTED SUSTAINABLE GROWTH** through project review and development permitting, with projects in construction that would generate significant new property taxes. Cambridge’s fiscal stability and promising future have helped to attract additional investment to support services for the entire community.



**STRATEGIC INVESTMENT** of City resources have leveraged public and private funding and foundation grants to support the following CDD initiatives including:

- Close to \$50 million of additional public and private **affordable housing** investment in the last two years
- \$210,000 Barr Foundation grant for **Kendall Square Ecodistrict** to staff, manage and expand the program and to initiate a study of district energy opportunities
- Partnered with neighboring communities for a Metropolitan Area Planning Council (MAPC) District Local Technical Assistance grant for analysis of **middle-income housing** needs, challenges, and best practices
- Worked with MAPC to establish a regional procurement contract for **bicycle parking racks** to reduce City costs and worked with businesses and property owners to obtain financial support for new HUBWAY bike stations and expansion of the bikeshare network
- Collaborated with the Council on Aging to obtain Mass in Motion grant for the **Healthy Aging Project** to assess existing and potential barriers to transit access for seniors
- Worked with Harvard University and the Harvard Square Business Association on **Harvard Square Placemaking** efforts, sharing resources to enhance public space in Harvard Square; leveraged mitigation funds from 2006 rezoning along Binney Street to launch **ECKOS/Connect Kendall Square design competition**



Strengthen and support human services, public education and out of school learning in Cambridge for the benefit of residents of all ages.

**JOB TRAINING** - Supported skills training for 125 out-of-school youths enrolled in the YouthBuild, Just A Start AmeriCorps Program and supported Just A Start's Cambridge Biomedical Careers program to enable nine Cambridge residents to upgrade their skills in preparation for jobs in this local growth sector.

Created CDD **YOUTH ENGAGEMENT** Task Force and hosted students/interns to conduct outreach, community engagement, and urban planning, supporting career skills development and broader youth engagement in planning initiatives.



**JOIN THE CAMBRIDGE YOUTH PHOTO CONTEST!**

Are you 18 years old or younger?  
Do you like taking photos of your neighborhood?  
Enter our Youth Photo Contest!

1. Take a photo and share it on Facebook, Twitter, Tumblr and/or Instagram
2. Use the hashtag #MyCambridge and share with @CDDat344

Contest runs from April 30 – May 20, 2014. Winners will receive:

- 1<sup>st</sup> Place - Burger Party for you and 5 of your friends at Tasty Burger Harvard Sq & a Tasty Tee-Shirt for the Winner
- 2<sup>nd</sup> Place - \$20 Gift Card to Tasty Burger & a Tasty Tee-Shirt
- 3<sup>rd</sup> Place - \$15 Gift Card to Tasty Burger
- 4<sup>th</sup> Place - \$10 Gift Card to Tasty Burger
- 5<sup>th</sup> Place - \$10 Gift Card to Tasty Burger

Winning pictures will be displayed at Tasty Burger Harvard Square & Cambridge City Hall Annex

Show us how YOU see Cambridge!

#Official\_Cambridge\_Government\_Development\_Government11  
 Twitter: @CDDat344 @CDDat344 @CDDat344  
 Facebook: /101562344 Facebook.com / Facebook: /101562344

Value and support the racial, socioeconomic, cultural and religious diversity of our city.

## HOUSING

- Educated over 520 participants about homeownership at monthly workshops and provided one-on-one counseling to more than 120 individuals, facilitating access to homeownership for Cambridge residents. Offered classes on topics such as post-purchase homeowner education, and understanding and repairing credit to prepare for homeownership.
- Assisted more than 35 households with home repairs, rehab, and owner stabilization services.

Following up on Transit Strategic Planning and Silver Ribbon Commission work, launched **HEALTHY AGING THROUGH COMMUNITY DESIGN** project to engage seniors and address transit usability, mobility and accessibility issues.



Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.

## AFFORDABLE HOUSING DEVELOPMENT AND PRESERVATION

- 349 affordable units under development with Community Preservation Act (CPA) funds in FY14.
  - Bishop Allen Apartments (Central Square)
  - Chapman Arms (Harvard Square)
  - Duley House 2 SRO (Rindge Ave, North Cambridge)
  - Jefferson Park Apartments (North Cambridge)
  - Port Landing (Harvard St, Area Four)
  - Putnam Square Apartments (Harvard Square)
  - Temple Place (Central Square)
- 94 affordable rental units for elderly and disabled tenants in Harvard Square preserved
- Construction beginning on 40 new affordable rental units in Central Square
- Revitalization plans advanced for state-assisted public housing at Jefferson Park, which received significant funding commitments from the Trust and other funders in FY14.
- Assisted 20 new homebuyers purchasing affordable units including new inclusionary units on Pacific St, Cottage Park Ave, and Harvey St.
- Tenant selection for new inclusionary units at Vox on two and Atmark on Fawcett Street, part of more than 200 new inclusionary rental units under construction.
- Used CPA funds to preserve the sixth expiring use property preserved with CPA funds since 2011 -- 424 affordable units preserved in that time.
- Received more than 350 applications for affordable rental and homeownership units available through CDD programs and made 100 affordable units available to residents.
- Monitored 1,500 City-assisted units for compliance with City affordability requirements.



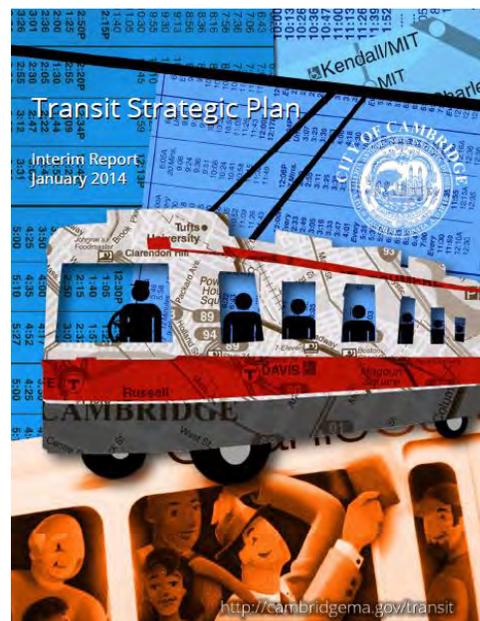
Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.

- Finalized Cambridge Common Improvement Project design and brought into construction.
- Completed traffic calming designs for Mead, Sherman, and Tremont/Gardner Streets; began design process for Pearl Street; and provided design construction oversight for Scott/Irving Streets, Longfellow Road, Mt. Auburn Street, Tremont Street, Second Street, Western Ave, Waterhouse St, Meacham/Locke/Shea, Huron Ave, Fulkerson St, and Cambridge Common..
- Installed eight bicycle parking stalls and over 120 bicycle parking racks on public sidewalks and at public buildings, including artist-designed racks in Kendall Square.

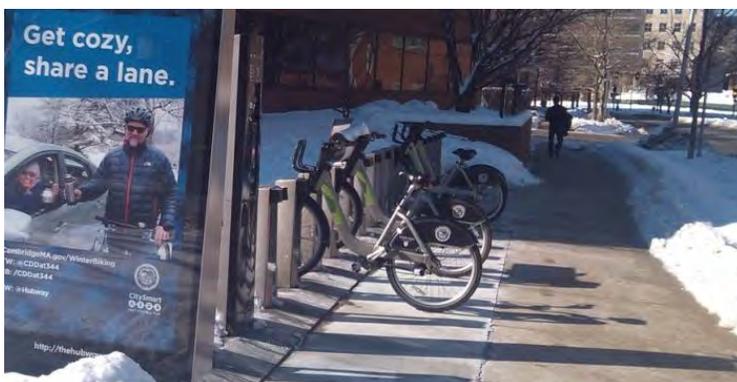


### PLANNING

- With Transit Advisory Committee, developed goals and desired outcomes for **transit strategic planning**.
- Launched second phase of **Grand Junction** feasibility study and implementation planning.
- Began feasibility study for **bicycle/pedestrian bridge** between the **Alewife** Quadrangle and Triangle to strengthen sustainable transportation infrastructure in this high-growth area.
- Initiated work on the Bicycle Network Plan to continue to improve the city for bicycling
- Enhanced **outreach** to increase awareness of **roadway safety/rules** of the road. Directly engaged hundreds of residents and provided **CitySmart** information about getting around town without driving alone.

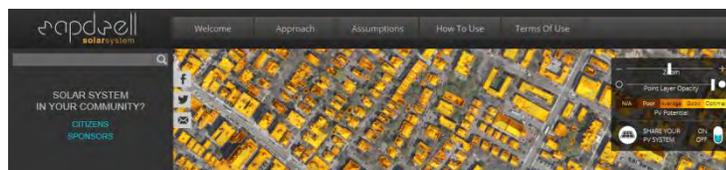


**REGIONAL TRANSPORTATION EFFORTS** Continued to expand **Hubway** bikeshare network in Cambridge with 29 stations and four more to be added this spring. Launched first in the system **winter pilot** for eventual year-round operation of Hubway in Cambridge. Worked with **MBTA** on **Key Bus Route Initiative**. Continued work with state officials to ensure adequate **pedestrian and bicyclist accommodation** on the reconstruction of **Charles River bridges** under the Accelerated Bridge Program. Represented City interests in ongoing planning processes including **Green Line Extension**, **Grand Junction Corridor**, **O'Brien-McGrath Highway** and **MBTA service planning**.

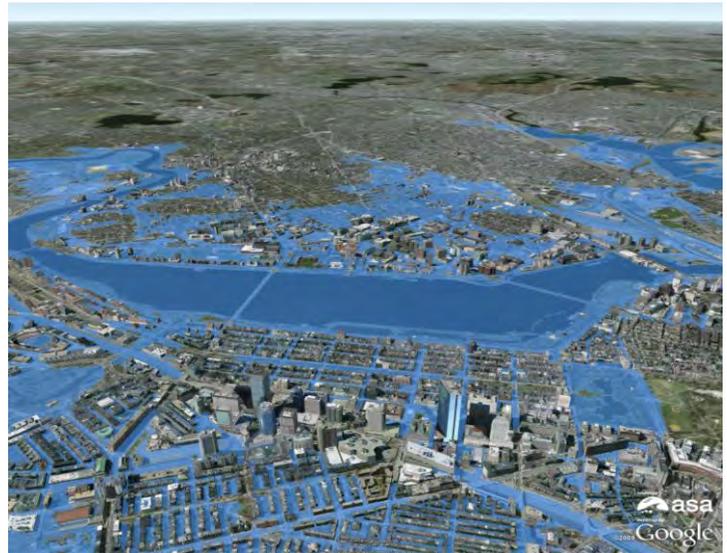


Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.

**ENERGY EFFICIENCY/RENEWABLE ENERGY** – Through **Cambridge Energy Alliance (CEA)**, connected with over 1500 residents about energy efficiency and solar energy assessments, which led to **energy efficiency upgrades** and **solar installations** that will save over \$90,000 and



avoid almost 400 metric tons of greenhouse gas emissions in their first year. Supported community partner, Home Energy Efficiency Team (HEET), in the **Cambridge Solar Challenge** that resulted in 26 new solar installations of approximately 104 kilowatt total. Engaged Cambridge renters in a **sustainability survey** to distribute over 1,000 Smart Powerstrips that can save up to \$100/year in energy costs by eliminating phantom power use of appliances.



### CLIMATE PROTECTION

- Worked with the Climate Protection Action Committee (CPAC) to formulate **climate protection goals and objectives for 2020** to provide the City with a framework to prioritize actions to address climate change.
- Initiated the **Cambridge Getting to Net Zero Task Force** to advise the City Manager on ways to advance the goal of putting Cambridge on a trajectory to becoming a net zero community, with focus on greenhouse gas emissions from building operations.
- Introduced **building energy use disclosure ordinance** to City Council.
- Advanced **CAMBRIDGE CLIMATE CHANGE VULNERABILITY ASSESSMENT** and conducted broad outreach to engage the community in this process. Participated in regional effort to model coastal storm surge risks using a more sophisticated model (ADCIRC) than has been previously used in the Boston area. Worked with the Urban Land Institute on the **Living with Water charrette** focused on the Alewife Quadrangle, Back Bay, Seaport district, and Revere.



### ENVIRONMENTAL PARTNERSHIPS

- With Mayor's Office, spearheaded organizational development and advancement of key initiatives of the **Cambridge Compact for a Sustainable Future** that creates a partnership between the City, Harvard, MIT, and Cambridge businesses. Led Compact's Building Energy Subcommittee activities.
- Partnered with MIT, Kendall Square Association, Cambridge Redevelopment Authority and Kendall Square businesses to establish the **Kendall Square EcoDistrict**.



### COMMUNITY HEALTH

- Worked with **Food and Fitness Policy Council** to broaden access to fresh, healthy food and fitness opportunities. Provided ongoing design services for schoolyard and community gardens; assisted with **permitting and outreach for the city's farmers markets**. Began work on zoning standards to support urban agriculture, and launched the **Cambridge Healthy Markets Program**, which held an Apple-Cutting Ceremony for its 2 pilot stores in November 2013.

- Conducted public process to provide City Manager with recommendations for the creation of a new **lighting ordinance** and enforcement mechanisms that support urban design objectives, environmental priorities, and community interests.

Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.

**ATTRACTED BUSINESSES** to move to or expand their facilities in Cambridge. Attended BIO 2013 as part of continuing focus on life science sector and attended Venture Café events to promote the City's economic development services to innovation businesses.

- Arrival of companies including Ipsen Pharma, Azzur, Intellimedix, and AMSBIO to Cambridge due to BIO 2013 participation. **Life science and technology** expansion continues with relocation/ expansion of Pfizer and expansion of Boston Biomedical, Immuneering, Nanobiotx, and Permeon Biologics.
- Assisted over 140 **entrepreneurs** through 21 educational workshops; worked with 75 businesses on issues ranging from start-up assistance to site searches for a new location and interfaced with 18 new businesses, representing over 660 Cambridge jobs.
- Provided marketing and program support to the new **coworking spaces** in Cambridge --IBM/UMASS Innovation Center for Accessibility, WorkBar, LabCentral, NGIN Workplace. These, with the expansion of CIC added over 100,000 sf of office and lab coworking spaces and over 400 new members/workers to the local economy.



**COMMERCIAL STOREFRONT, INTERIOR and MARKETING PROGRAMS** - Through the **Retail Best Practices Program**, assisted 40 Cambridge retailers and provided 12 matching grants for interior and marketing improvements to businesses. Through the **Storefront Improvement Program**, provided matching grants for 12 storefronts and architectural design services to 10 additional businesses. Added a **Universal Design** component to the program to remove architectural barriers and create universal access to retail.

- Provided **technical assistance to business associations** and Cambridge Local First to support the city's **commercial districts** through special events programming throughout the year.
- Conducted the East Cambridge **Customer Intercept Survey** and initiated online follow up surveys for Kendall and Central Squares to update community input for key districts.





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