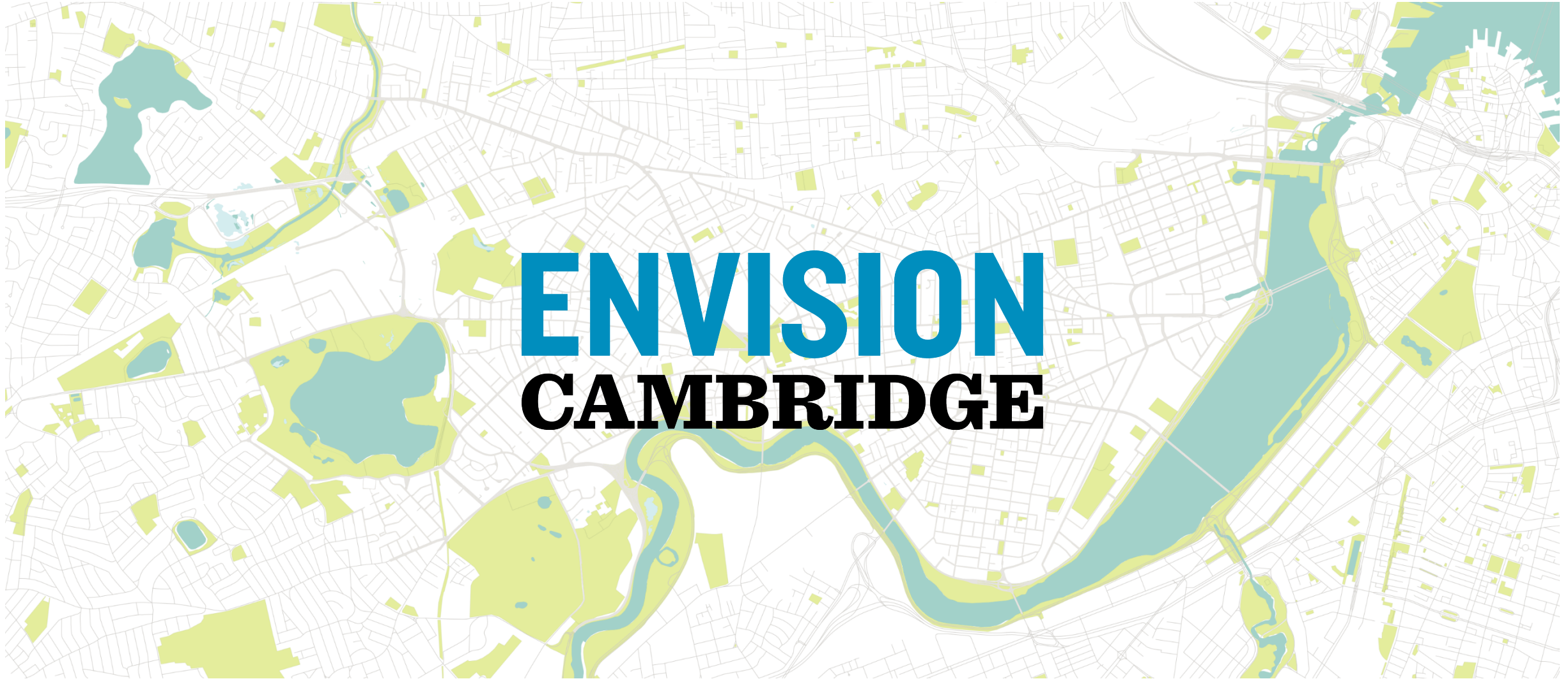


What's the Plan? Panel



What's the Plan? Panel

February 11, 2016

CDD Staff

Stuart Dash

Melissa Peters

Gary Chan

Panelists

Tim Love, Utile

Dan D'Oca, Interboro

Kevin Hively, Ninigret

Lisa Jacobson, Nelson\Nygaard

Ariella Maron, BuroHappold

Agenda

6:00pm: Welcome and overview

- Stuart Dash, Cambridge Community Development Department

7:45pm: Wrap-up and next steps

8:00pm: Adjourn

6:20pm: Introduction to the project team

- Project overview: Tim Love, Utile
- Public engagement strategy: Dan D'Oca, Interboro Partners
- Housing market analysis: Kevin Hively, Ninigret Partners
- Mobility: Lisa Jacobson, Nelson\Nygaard
- Sustainability and resiliency: Ariella Maron, BuroHappold Consulting Engineers

Why do a citywide plan?

- **Establish a comprehensive, shared vision** for Cambridge.
- **Create an inclusive citywide discussion** that engages the voices who aren't typically at the table.
- **Get a more well-rounded perspective** on key city policy decisions about energy, climate change, mobility, growth management, etc. so these issues are not considered in silos.
- **Plan for growth and change** based on shared priorities.



Integrate existing initiatives into the citywide planning process.

Physical Planning

- Kendall Square/Central Square Plan
- Foundry Building Reuse

Climate Change and the Environment

- Getting to Net Zero Task Force
- Climate Change Vulnerability and Assessment Plan
- Climate Protection Goals and Objectives

Public Health

- Community Health Assessment and Community Health Improvement Plan

Mobility

- Bicycle Network Plan
- Grand Junction Community Path
- Greenway and Multi-Use Path Projects

- Green Line Extension
- Alewife Bicycle/Pedestrian Path and Commuter Rail Feasibility

Land Use and Zoning

- Land Use Classification Study
- Incentive Zoning Study

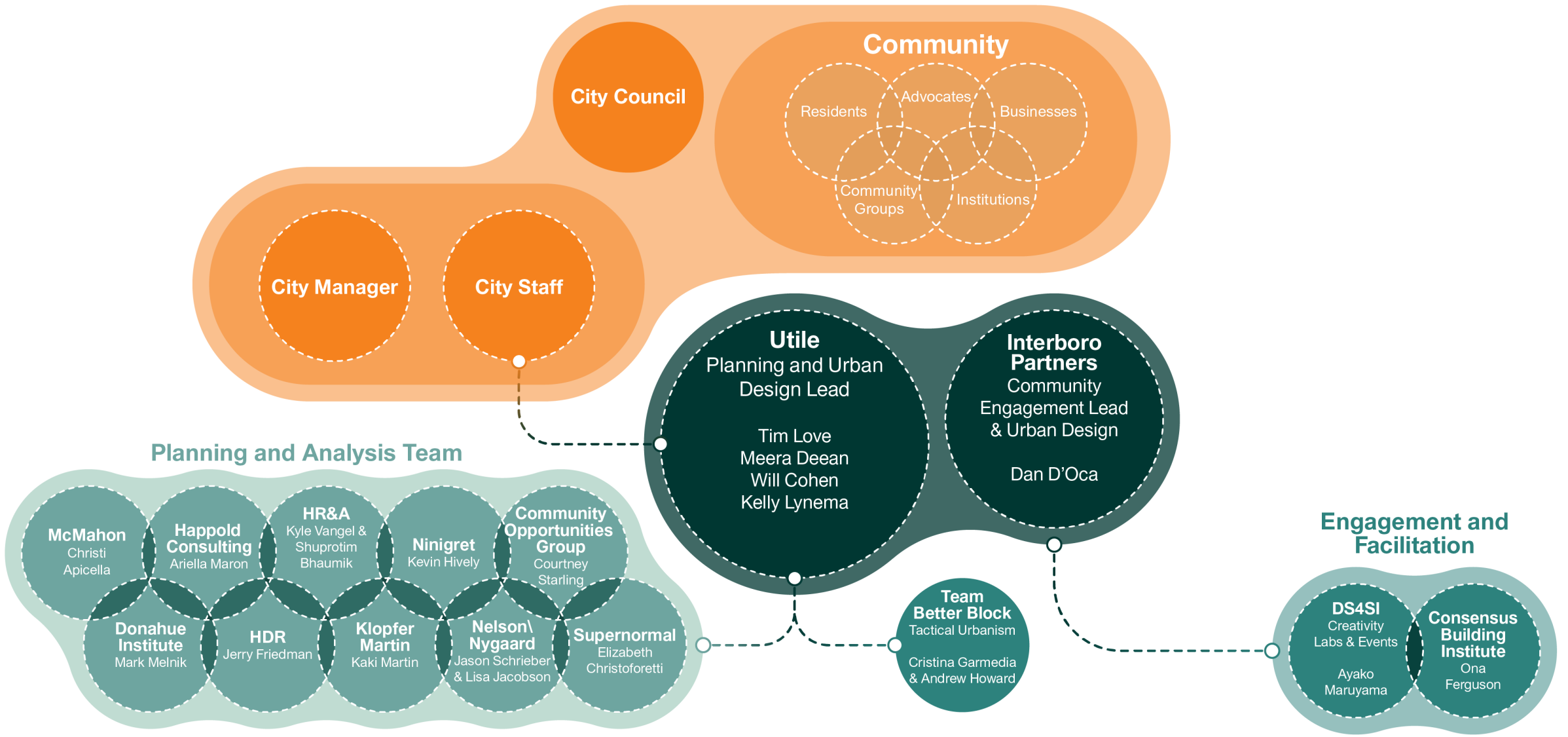
Housing

- Inclusionary Housing Study
- Connect Kendall Square

Infrastructure

- Alewife Sewer Separation Project
- Infrastructure Redesign and Traffic Calming

Project team



Project schedule

2016

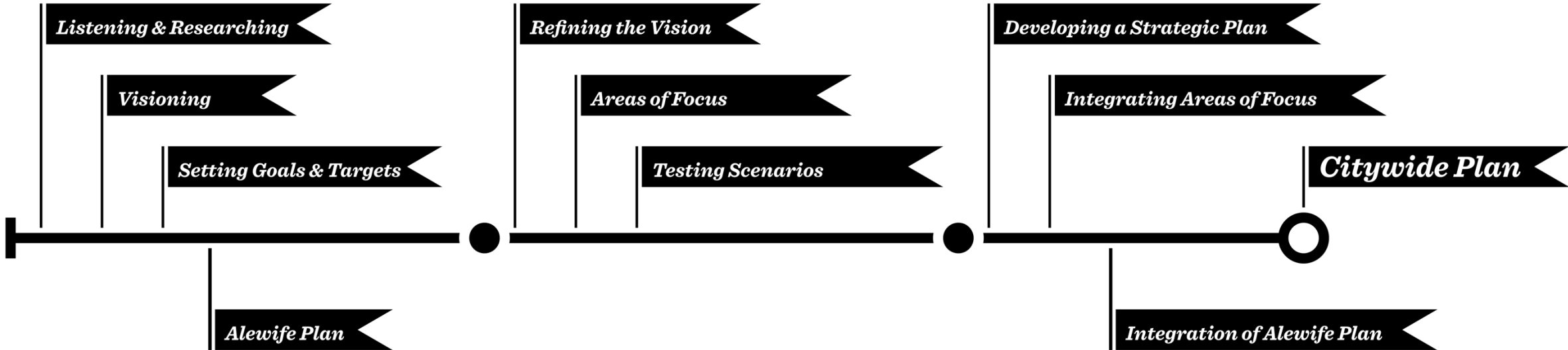
Phase I: Research and Vision

2017

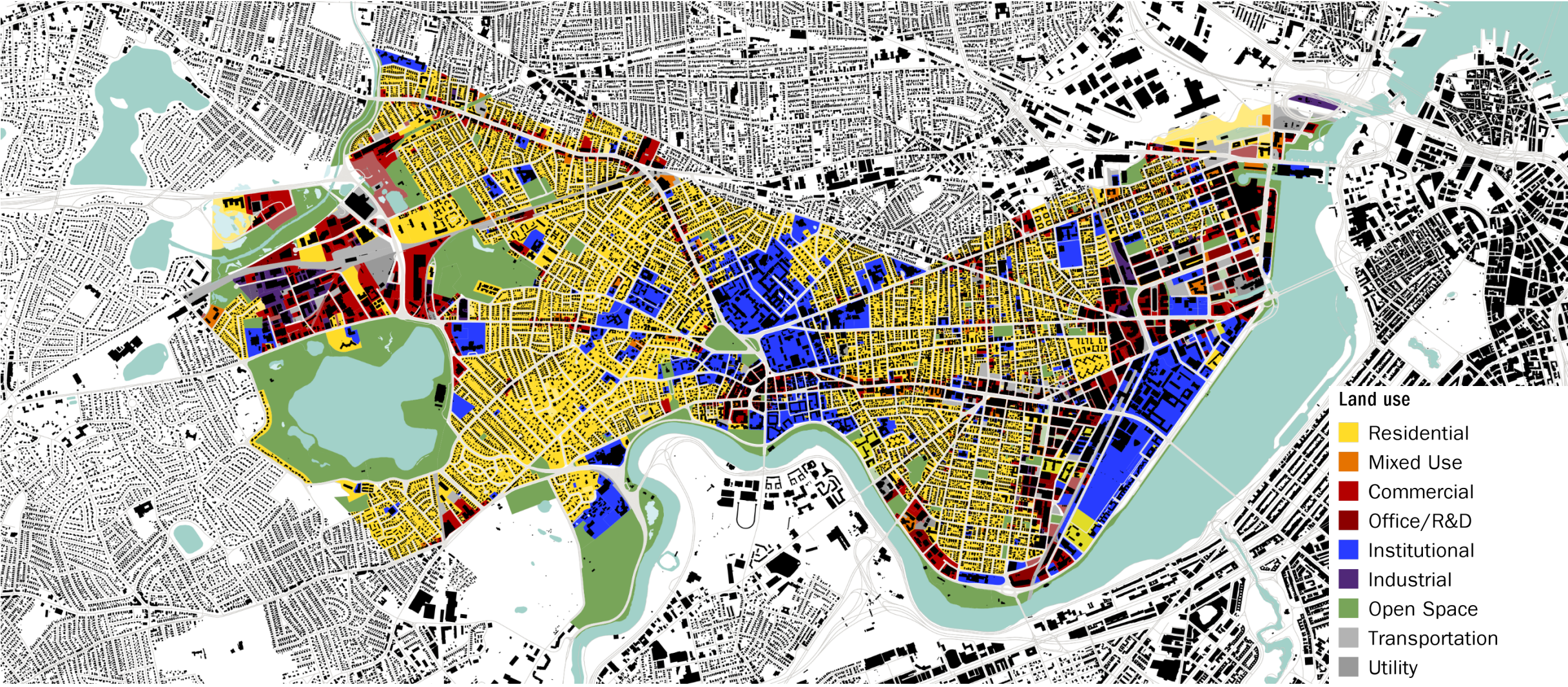
Phase II: Scenarios

2018

Phase III: Plan Development

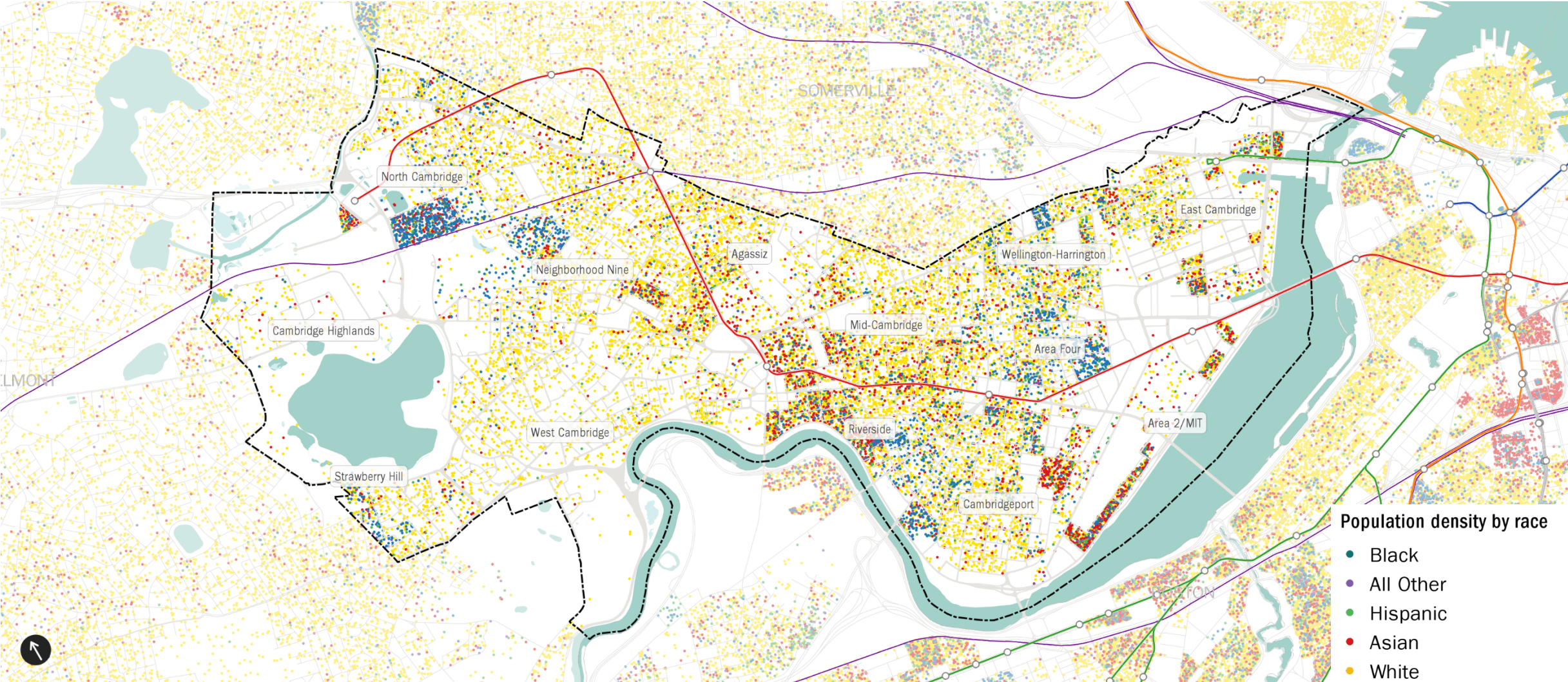


Looking at Cambridge from a physical and policy standpoint



Source:

Looking at Cambridge from a demographic and cultural standpoint



Source: U.S. Census 2010 Population Count;

Community Engagement

Why do engagement?

- Listening
- Documenting
- Educating and Empowering
- Getting Input
- Building Consensus
- Building Awareness

How will we engage with you?

- Panel Discussions and Public Workshops
- Focus Groups
- Advisory Committee and Working Groups
- Mobile Engagement Station and Street Teams
- Newspaper and Website



Engagement Plan

Panel Discussions



Engagement Plan

Public Workshops



Engagement Plan

Focus Groups



Engagement Plan

Advisory Committee and Working Groups



Engagement Plan

Mobile Engagement Station and Street Teams



Engagement Plan



Engagement Plan

Hard to Reach Populations

- Seniors
- Teens
- University Students
- American-born Black
- Arabic-speaking
- Bangladeshi
- Ethiopian
- Haitian
- Portuguese
- Spanish-speaking



Engagement Plan

We Love Feedback!

Mad-Libs: A Letter to the City

The City of Cambridge is seeking your input on the Citywide Plan. We want to hear from you about the things you care about most in Cambridge. We will use your feedback to help shape the Citywide Plan.

Where to send your letter:

- Many copies of your letter would be helpful. Please send them to: CitywidePlan@city.cambridge.ma.us
- Send your letter to: CitywidePlan@city.cambridge.ma.us
- Mail Stop: CitywidePlan@city.cambridge.ma.us
- City of Cambridge, 225 North Street, Cambridge, MA 02142

What do you want changed in Cambridge? There are many things you can do to make Cambridge a better place to live and work. We want to hear from you about the things you care about most in Cambridge. We will use your feedback to help shape the Citywide Plan.

Dear City of Cambridge,

I really love Cambridge's _____

I would be so _____ if you _____ the _____

_____ yours,

IN THIS ISSUE:

MAN OF THE MONTH: Why the Rent is Too Damn High
CAMBRIDGE RESIDENT PORTRAITS: John Doe goes Bowling
IDENTIFYING PLANNING: The Origin of Setbacks
PERSON ON THE STREET: INTERVIEWS: Save our Streets!
CAMBRIDGE SPACES PORTRAIT: City Hall's Front Lawn
ASK A PLANNER: What Do You Guys Do?

About Monthly Planner

Monthly Planner covers Cambridge Citywide Plan and the Cambridge Citywide Plan

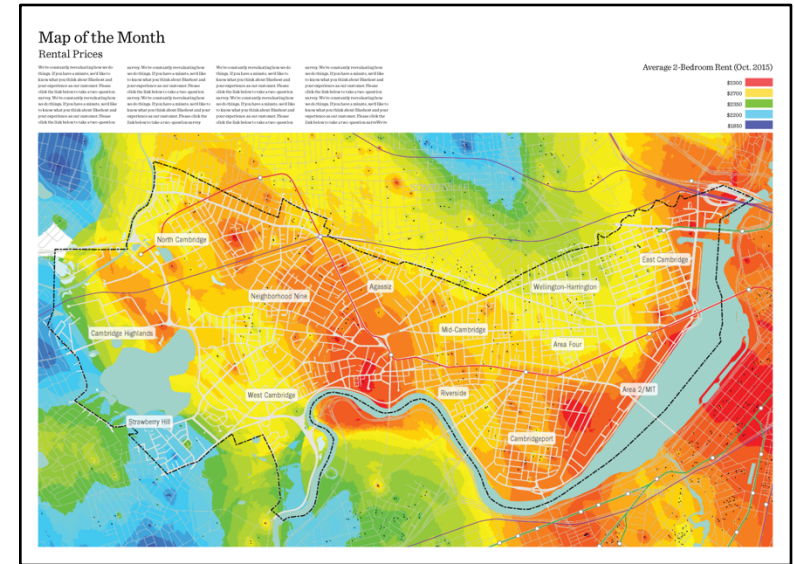
Monthly Planner covers Cambridge Citywide Plan and the Cambridge Citywide Plan. It is a free newspaper covering the Cambridge Citywide Plan.

Upcoming Events

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			Event Title	Event Title	Event Title
		Event Title	Event Title	Event Title	Event Title

How to Use Monthly Planner

- Save the Date!** - Monthly Planner features important dates and events.
- Educate Yourself!** - Think of this newspaper as your go-to resource for information about the Citywide Plan.
- Be Heard!** - Each issue of Monthly Planner will feature a Feedback Section where you can voice your opinion on the Citywide Plan.
- Collect Them All!** - Monthly Planner is printed on Recycled Paper and is 100% Recycled.



Ask a Planner

Learn more about the Citywide Plan and how you can get involved. We have a team of planners who can help you understand the process and provide feedback.

Demystifying Planning

The New York City 2030 Zoning Resolution was a landmark moment in urban planning. It established a new set of rules for how buildings are built and how streets are designed.

A History of Setbacks: Keeping our Streets Bright

Setbacks are a key element of urban planning. They help to create a sense of scale and rhythm in the built environment. In Cambridge, setbacks have been used to protect the character of our streets and neighborhoods.

Crowded Streets

As our city grows, our streets are becoming more crowded. This is a challenge for planners and residents alike. We need to find ways to make our streets safer and more livable.

Q: It seems like some streets in Cambridge are too busy and dangerous, and others are too quiet. How do you decide what to do about it?

A: We start by looking at the data. We look at things like traffic volume, accident rates, and the needs of the community. Then we talk to residents and business owners to get their input. Finally, we make a plan that balances all of these factors.

Cambridge Resident Portrait

A Beer After a Long Day of Work

John Doe is a resident of Cambridge. He works in the city and enjoys a beer after a long day of work. He has a lot of thoughts about the city and how it should be.

Person on the Street Interviews

We asked nine Cambridge residents: "How would you change Cambridge's streets?" Here's what they had to say:

- "I like to see more trees along the sidewalks." - Jane Doe
- "We need more bike lanes and better lighting." - John Smith
- "The streets are too narrow and need to be widened." - Mary Jones
- "More public art would make the streets more vibrant." - David Lee
- "We need to improve the bus system and make it easier to use." - Sarah Kim
- "The streets are too hot in the summer and need more shade." - Michael Brown
- "We need to make the streets safer for pedestrians and cyclists." - Emily White
- "More green spaces and parks would be great." - Robert Black
- "The streets are too noisy and need more quiet zones." - Lisa Green
- "We need to improve the sidewalks and make them easier to walk on." - James Blue

Cambridge Spaces Portrait

City Hall

City Hall is a central location in Cambridge. It is a place where many people work and where many decisions are made. It is an important part of our city's infrastructure.

City Hall

The City Hall building is a historic landmark in Cambridge. It has a long history and is a symbol of our city's heritage. We want to make sure it remains a vibrant and useful part of our community.

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Engagement Plan

2016

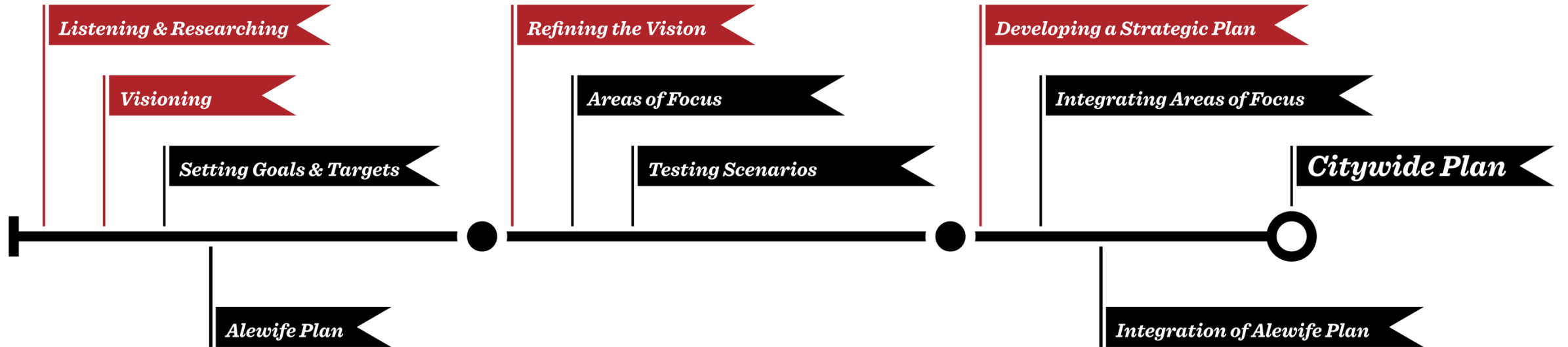
Phase I: Research and Vision

2017

Phase II: Scenarios

2018

Phase III: Plan Development



Housing and the Economy

Housing is a major issue for Cambridge.

- Rising costs, rapid socioeconomic shifts, and rate of change relative to other cities in the region are all important.

An analysis of employment and the economy of Cambridge is part of this process.

- Employment means both the number and the type of jobs in the city.
- This is an issue of equity and of the city's role in the larger region.

The citywide plan must address both of these issues.

- Our goal is to cross-fertilize larger issues like these with specific policies and urban design interventions, which can lead to workable solutions.

What affects the economics of housing?

Housing prices: demand

- Typologies available
- Amounts of available stock relative to demand for it

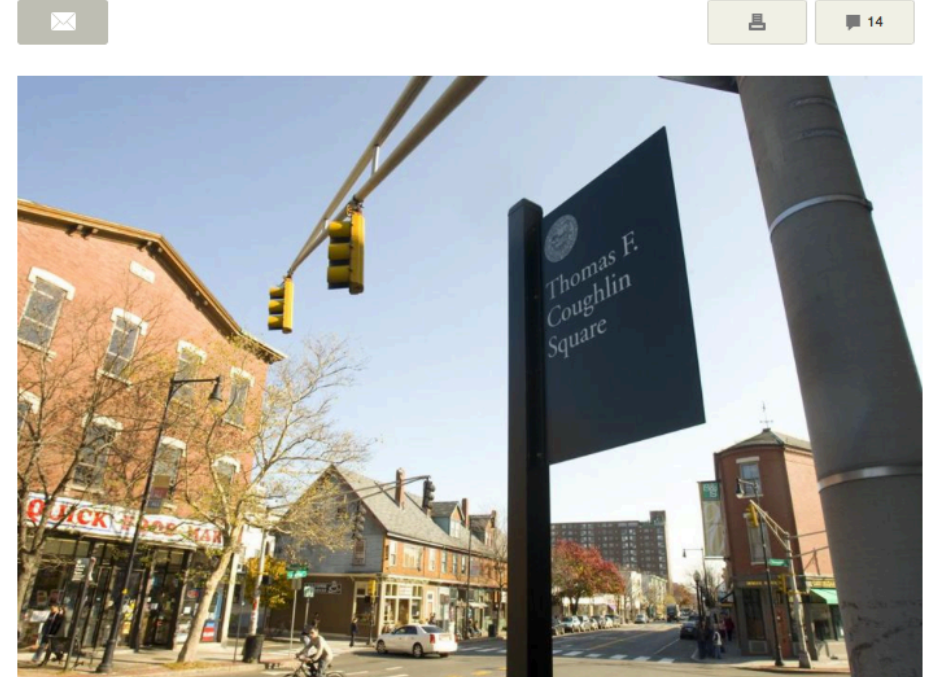
Housing costs: supply

- Land value
- Construction and development costs
- Financing costs
- Profit margins

Balancing the two

- There are policies related to demand, and other policies related to supply, and both need to be looked at.

How hot is the Boston real estate market?



DINA RUDICK/GLOBE STAFF/FILE

Its proximity to the Kendall Square biotech cluster and MIT helped make Inman Square in Cambridge the hottest real estate neighborhood in the country, according to Redfin.

By [Beth Healy](#) | GLOBE STAFF DECEMBER 31, 2015

Achieving affordability means matching supply with demand.

Development patterns in transition

- Much of the current housing stock in Cambridge is triple deckers, or smaller
- The current sweet spot in development may still be buildings between 3 and 5 stories, but totaling 20 or more units.



Competing types of fabric

- Even if the city changes the amount of housing available, there will be areas where different housing types and different levels of density rub against one another
- Example: Portland, Oregon



Cambridge as part of the larger region

Employment

- How many of the city's jobs does it want to provide housing for?
- Analogous to parking for a business: how many parking spaces relative to employees will the company provide

Jobs in Cambridge:
~110,000

Commuting

- Cars are not going anywhere any time soon
- The T is not under the control of any one municipality
- Do businesses in Cambridge provide jobs across the full spectrum of pay scales and educational requirements? Where in the metro region can residents go to find appropriate jobs?

Workforce population:
~70,000

Nelson\Nygaard's Process



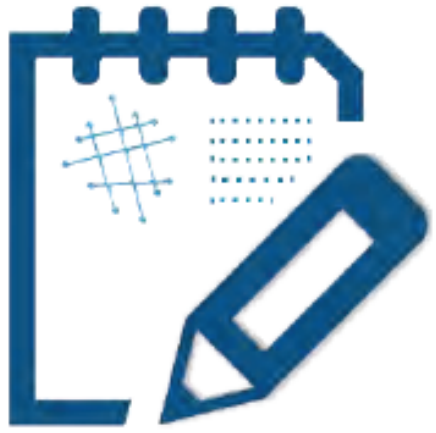
1. Discovery



2. Desire



3. Design



4. Documentation

1. Discovery

Alewife Bicycle and Pedestrian Access Study



Subset of Existing Planning Documents

Transit Strategic Plan

Interim Report
January 2014




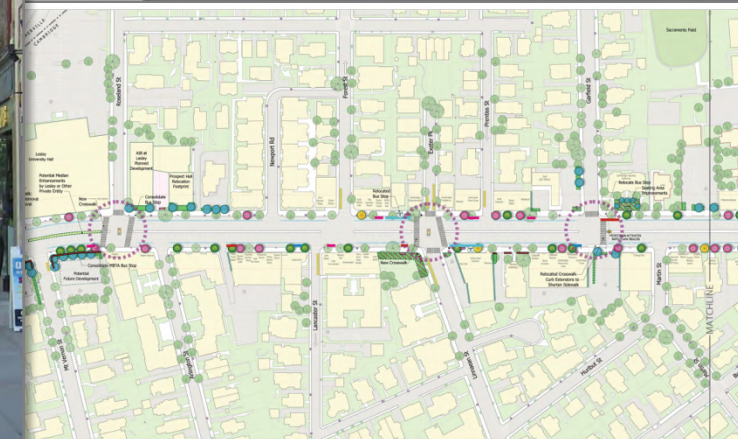
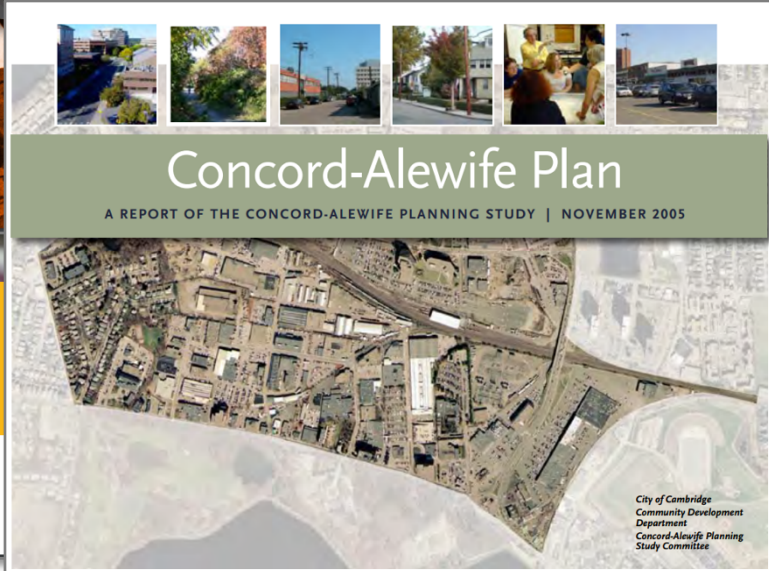
CENTRAL SQUARE FINAL REPORT 2013



Grand Junction Shared Use Path Update and Next Steps

Concord-Alewife Plan

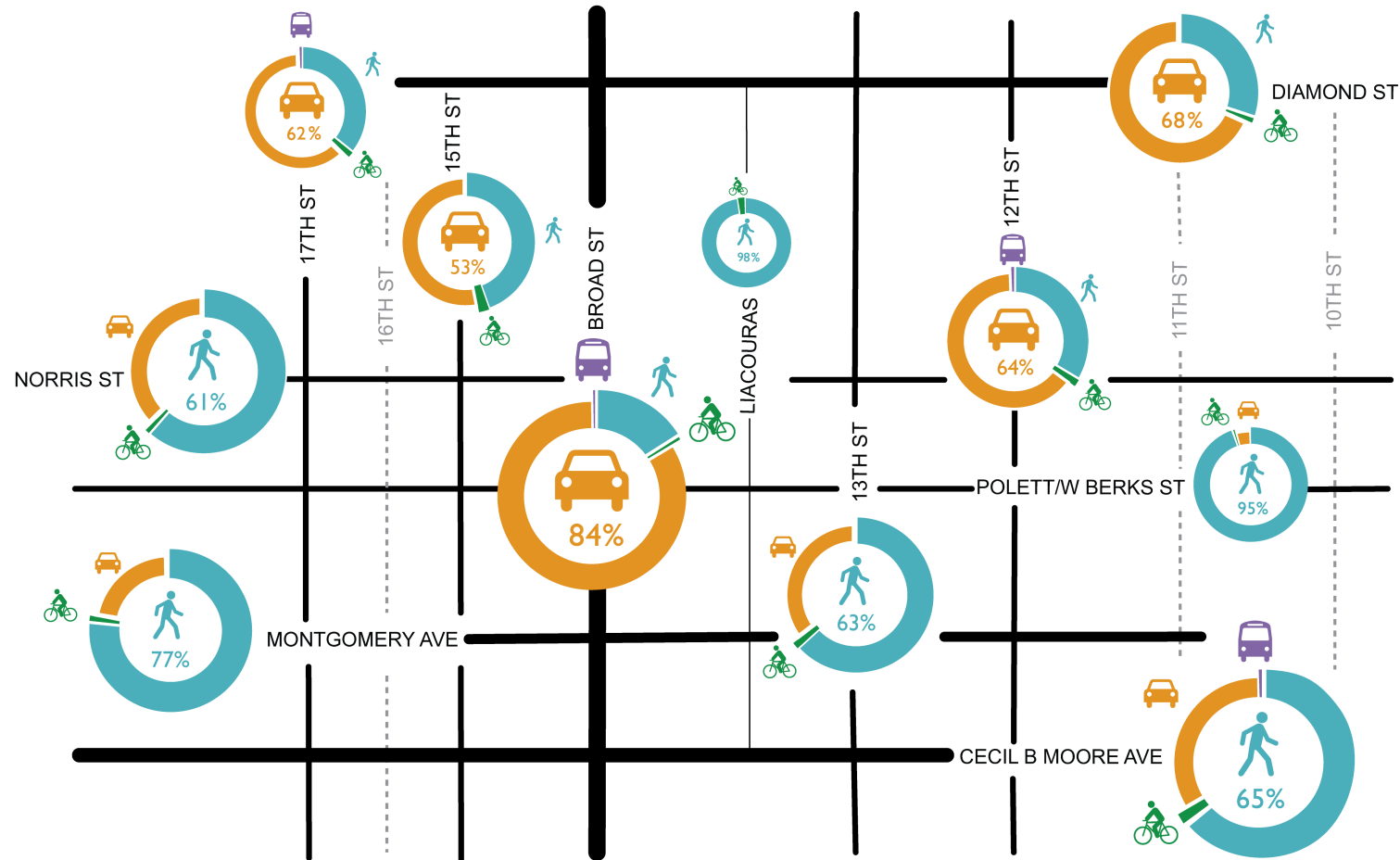
A REPORT OF THE CONCORD-ALEWIFE PLANNING STUDY | NOVEMBER 2005



**CITY OF CAMBRIDGE
BICYCLE PLAN**

**TOWARD A BIKEABLE FUTURE
2015**

Data Analysis



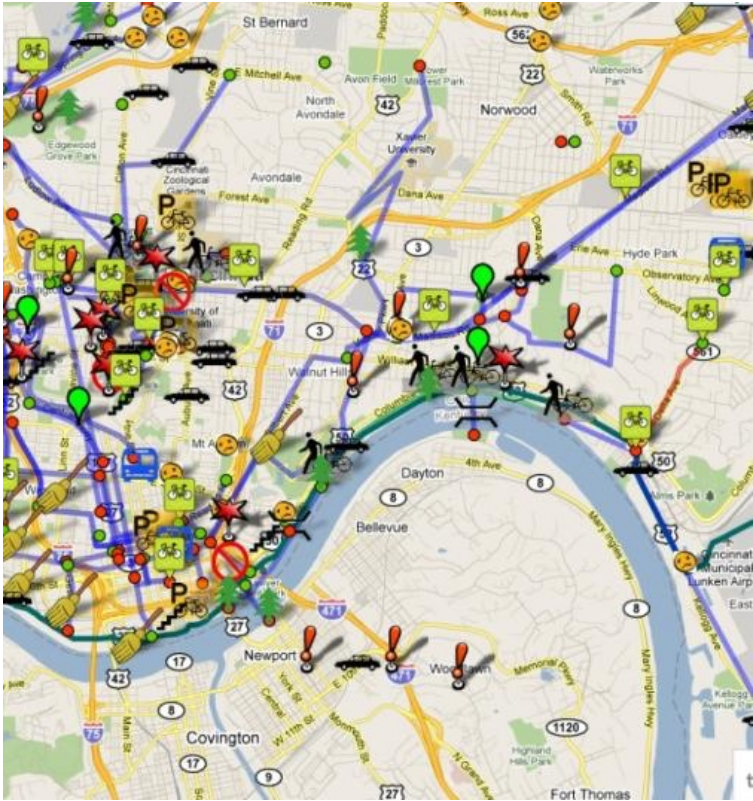
Temple University, Philadelphia, PA



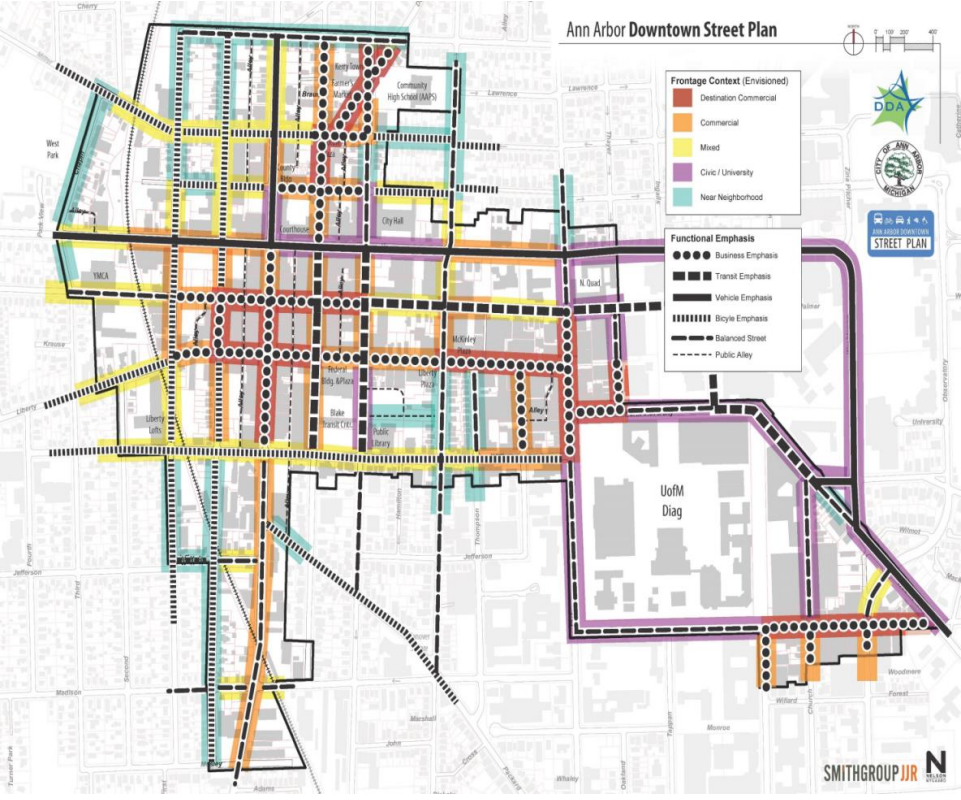
Santa Monica Land Use and Circulation Element

2. Desire

Provide balanced transportation choices	
Orchestrate regional strategies	
Prepare for growth	
Maintain fiscal viability	
Strive for environmental sustainability	
Preserve single-family neighborhoods	
Create desirable places	



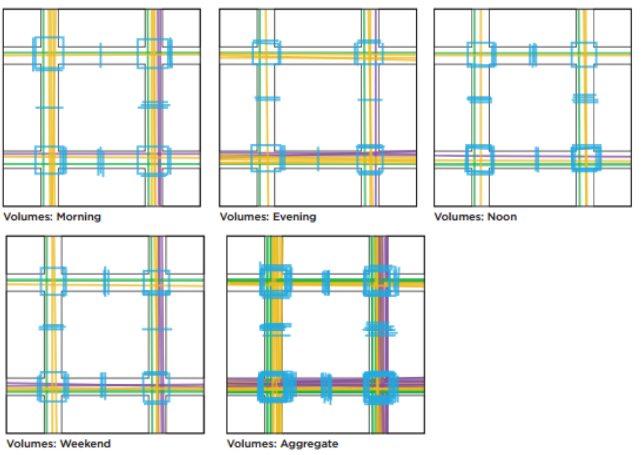
3. Analysis and Design



Regional and Citywide

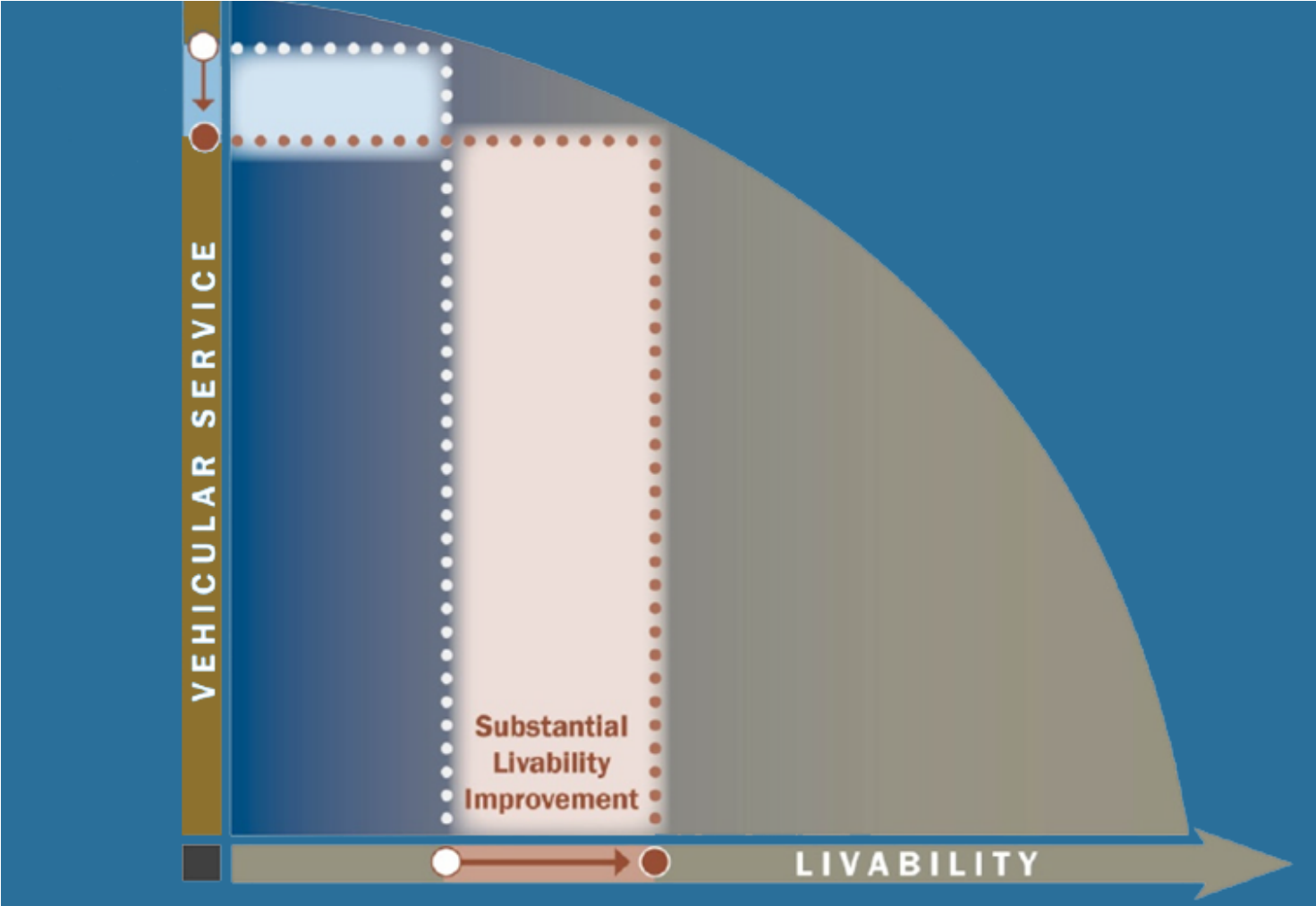


Neighborhood



Corridors/ Intersections

Articulate Priorities and Tradeoffs



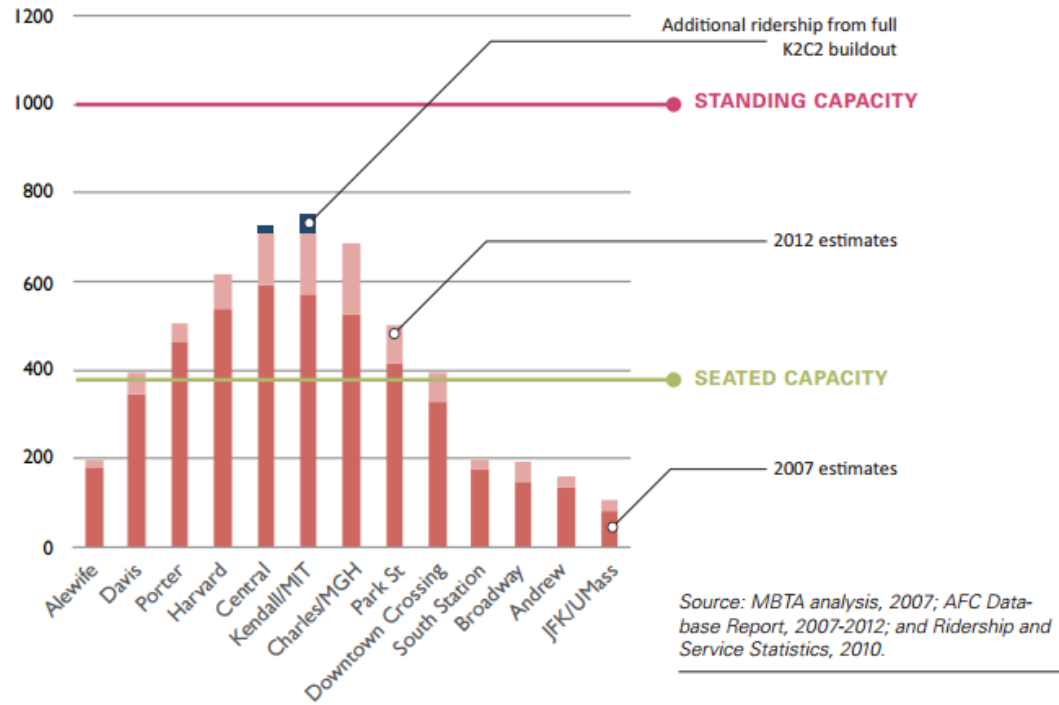
Regional Impacts

- Alewife Brook Parkway at Route 2

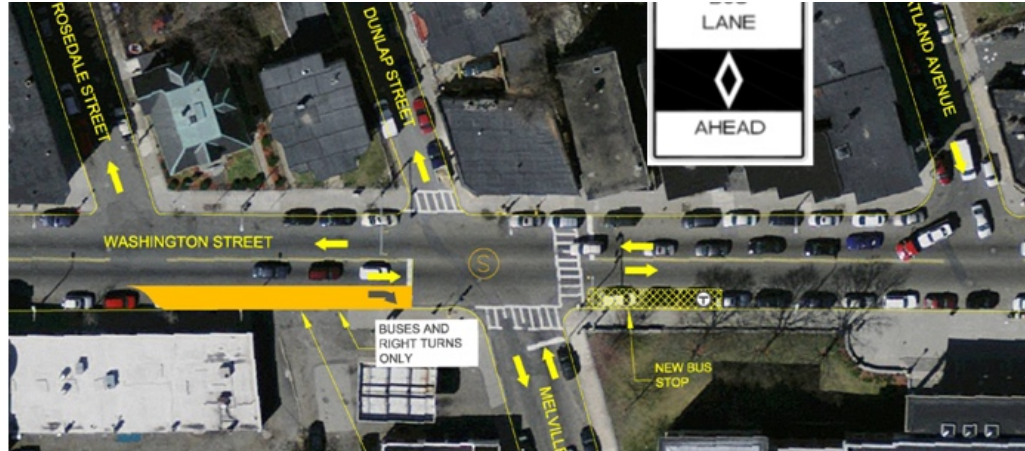


Transit Capacity

Average train load - AM peak toward Boston



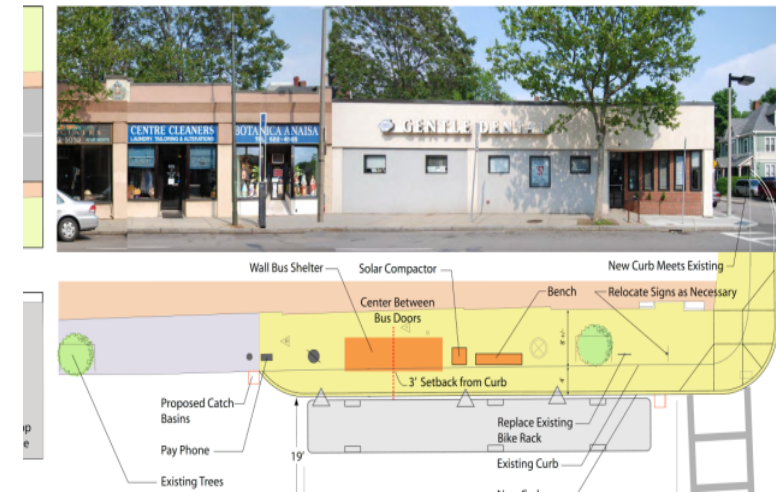
K2C2 Final Report 2013



Queue jump lanes



Signal improvements



Curb extensions

Walking Opportunities

Cycling Opportunities



Tools for Creating Separation



Figure 5.8: Level of Accommodation Example for Separated Bike Lanes

Cambridge Bicycle Plan

Curbside Prioritization



Bicycle parking or infrastructure



Dedicated transit lanes/stops



Traditional on-street parking

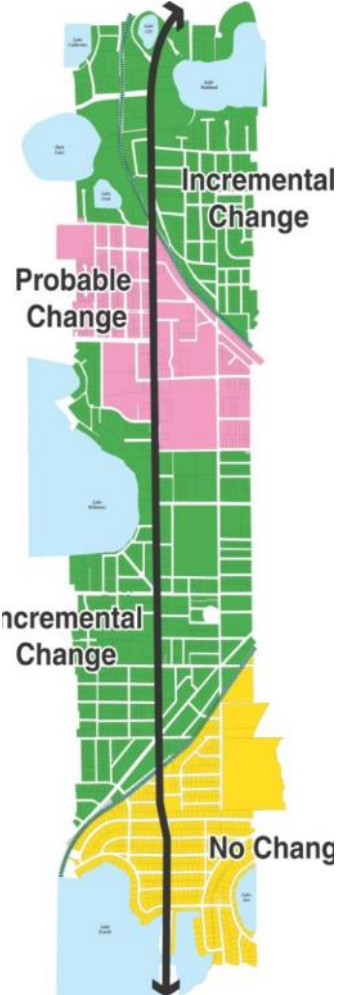


Public space



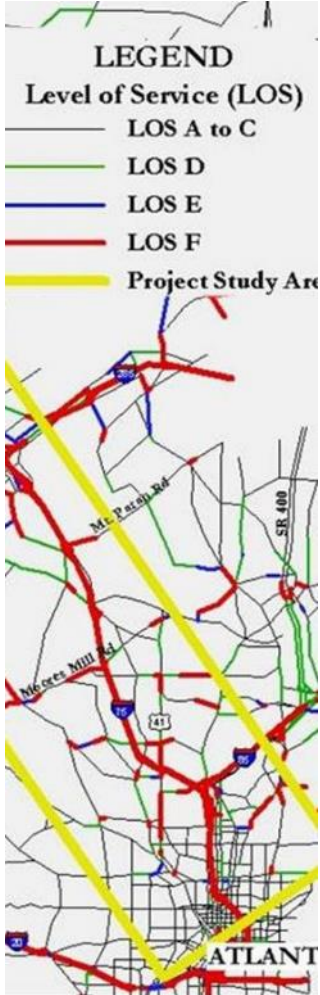
More vehicle lanes

4. Documentation



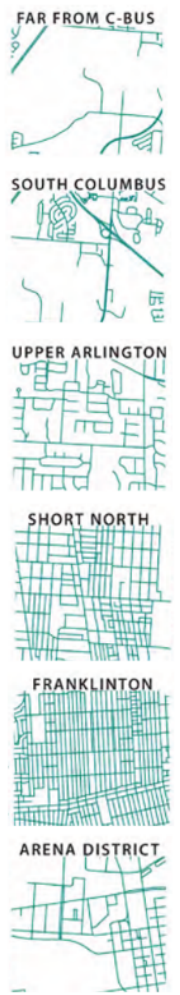
Community goals

+



Analysis

+



Context

+



Metrics

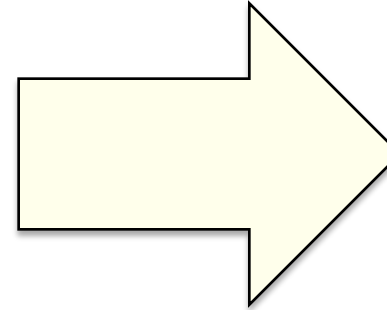
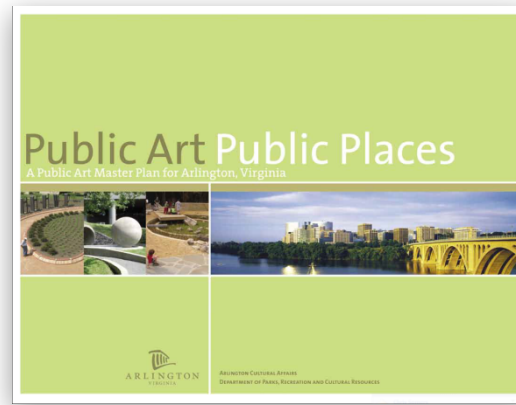
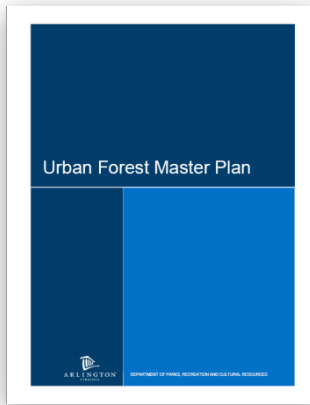
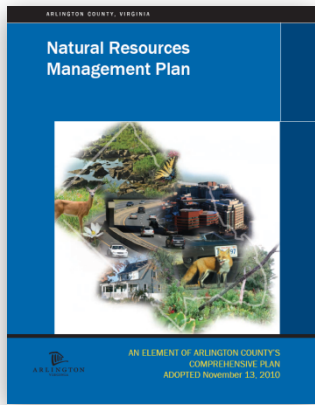
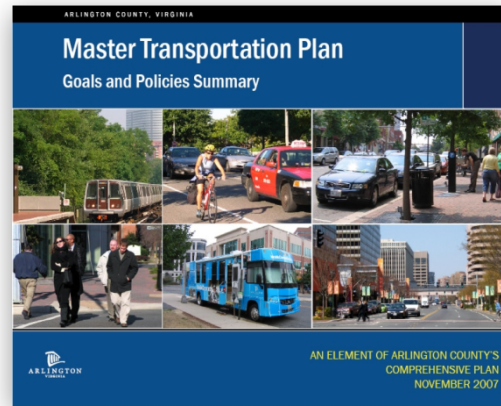
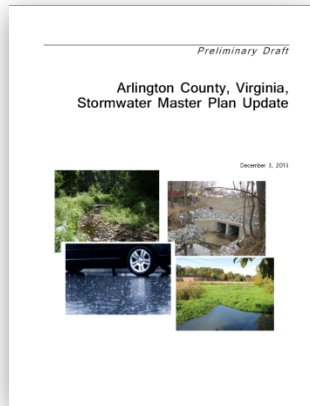
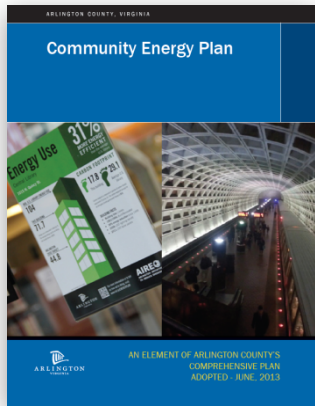
= **Priorities**

The BuroHappold Approach



1. Define the Vision:

Align existing sustainability and resilience initiatives



SUSTAINABLE ARLINGTON

-  SOCIAL EQUITY
-  HUMAN HEALTH
-  CULTURAL RESOURCES
-  CIRCULATION
-  ENERGY
-  WATER
-  MATERIALS & WASTE
-  LANDSCAPE & ECOLOGY

Planning and Urban Design Study (Arlington, VA)

2. Prioritize Strategies:

Utilize multi-criteria analysis to achieve goals and objectives

- How do we balance the goals for **environmental sustainability and resilience** within a Citywide Plan that also addresses urgent needs to provide equitable access to housing, mobility, and economic opportunity?
- *At right:* In developing New York City's plan for deep carbon reductions, we are applying a multi-criteria analysis to evaluate and prioritize strategies.



OneNYC: 80x50 Integrated Action Plans (New York, NY)

3. Develop the Roadmap :

Develop consolidated recommendations for implementation

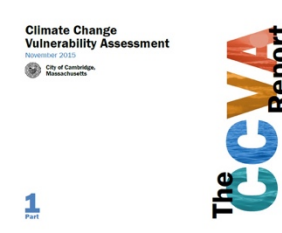
- Building upon existing initiatives and priority strategies, determine the *who*, *when*, and *how* those strategies will be implemented.



Five Cities Energy Master Plans (Albany, Buffalo, Rochester, Syracuse, Yonkers)

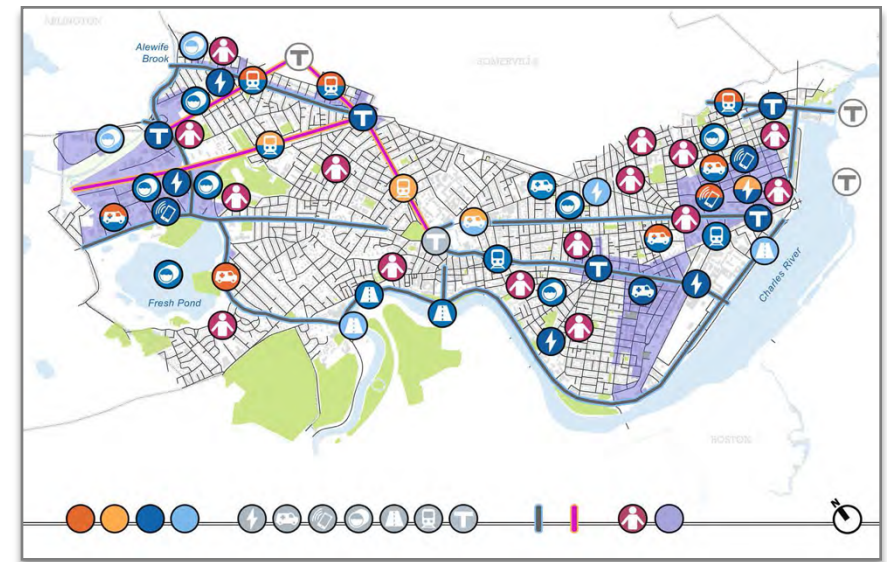
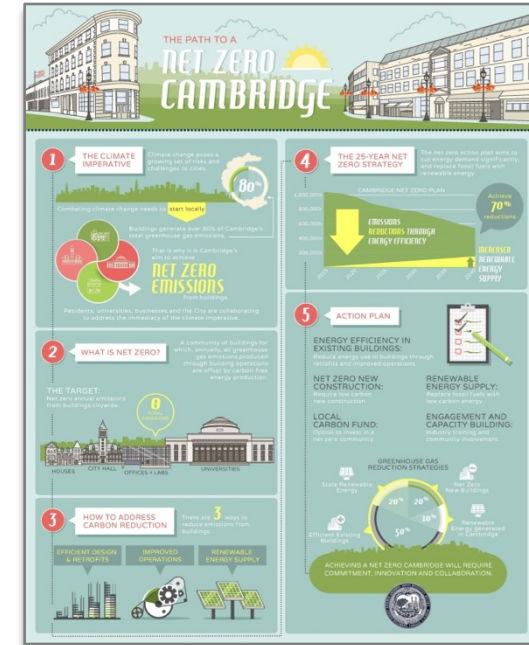
The Opportunity: Cambridge's Sustainability Leadership

- Cambridge has been officially designated as a *Green Community* by the Massachusetts Department of Energy Resources, and was one of the first to adopt the state's Stretch Energy Code
- Cambridge incubated one of the country's first EcoDistricts in Kendall Square
- Cambridge has adopted one of the country's most aggressive action plans for becoming a net zero community, with a focus on greenhouse gas emissions from building operations
- Cambridge has completed a rigorous climate change vulnerability assessment, the foundation for the forthcoming Preparedness & Resilience Plan



Research Questions

- How can the Citywide Plan advance policy initiatives that simultaneously support the Net Zero Action Plan and the forthcoming Climate Change Preparedness & Resilience Plan?
- Where are the conflicts? (e.g. need to preserve fossil fuel systems for resilience/redundancy)
- How can Cambridge best prioritize initiatives in a manner that is adaptable to changes in climate, technology, and/or lifestyle preferences?
- How can sustainability and resilience initiatives dovetail with decision making processes around land use, economic and community development, public health, and transportation?



Thank you!

