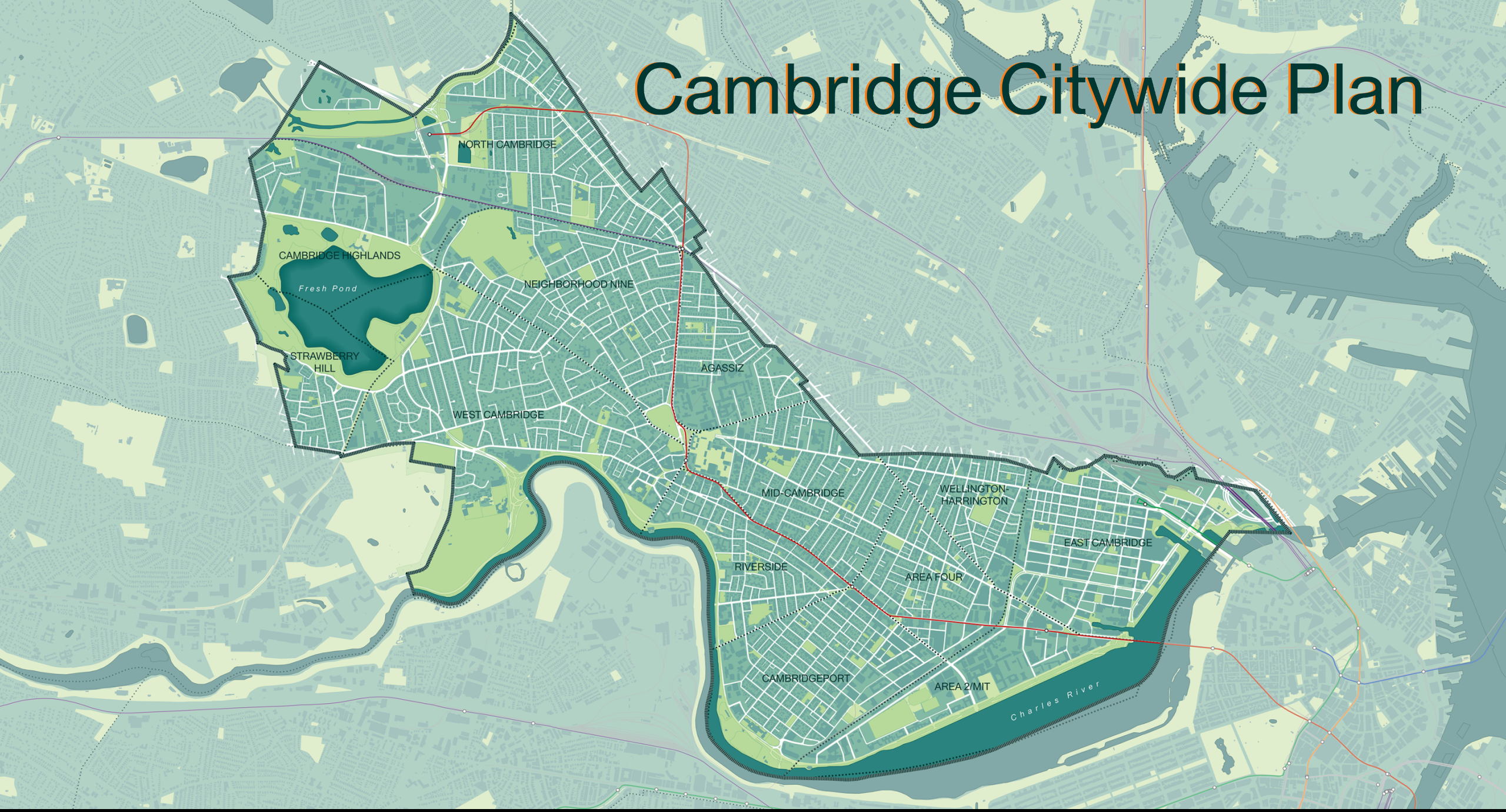
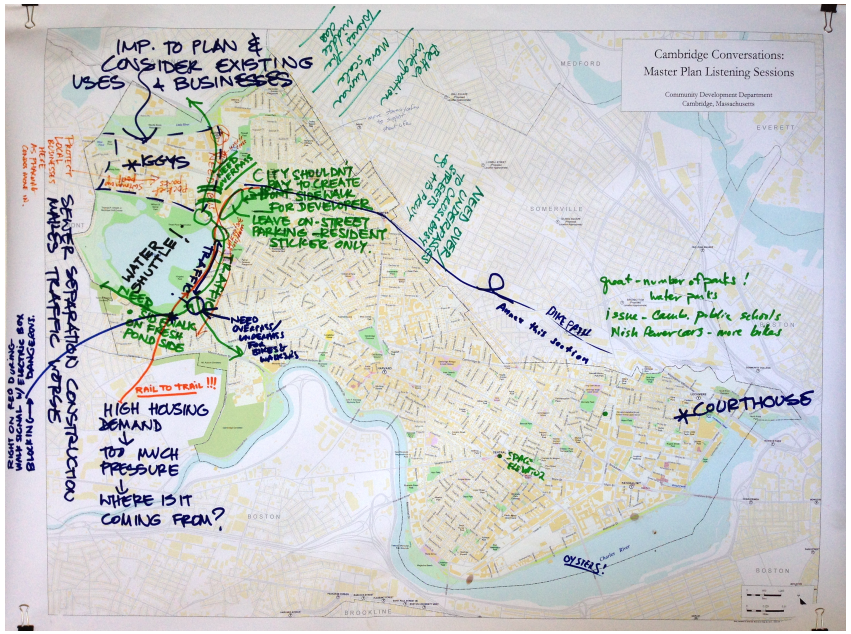
Cambridge Citywide Plan

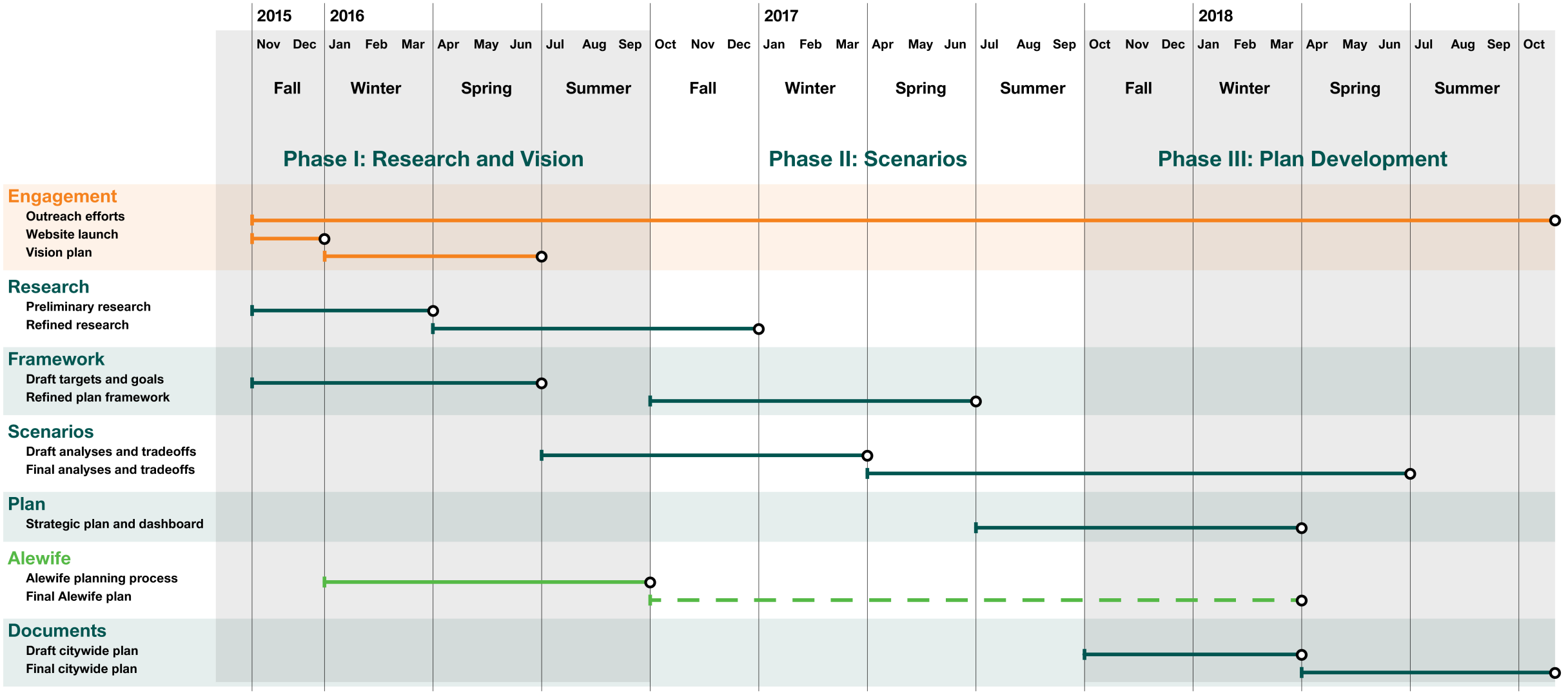


Why do a citywide plan?

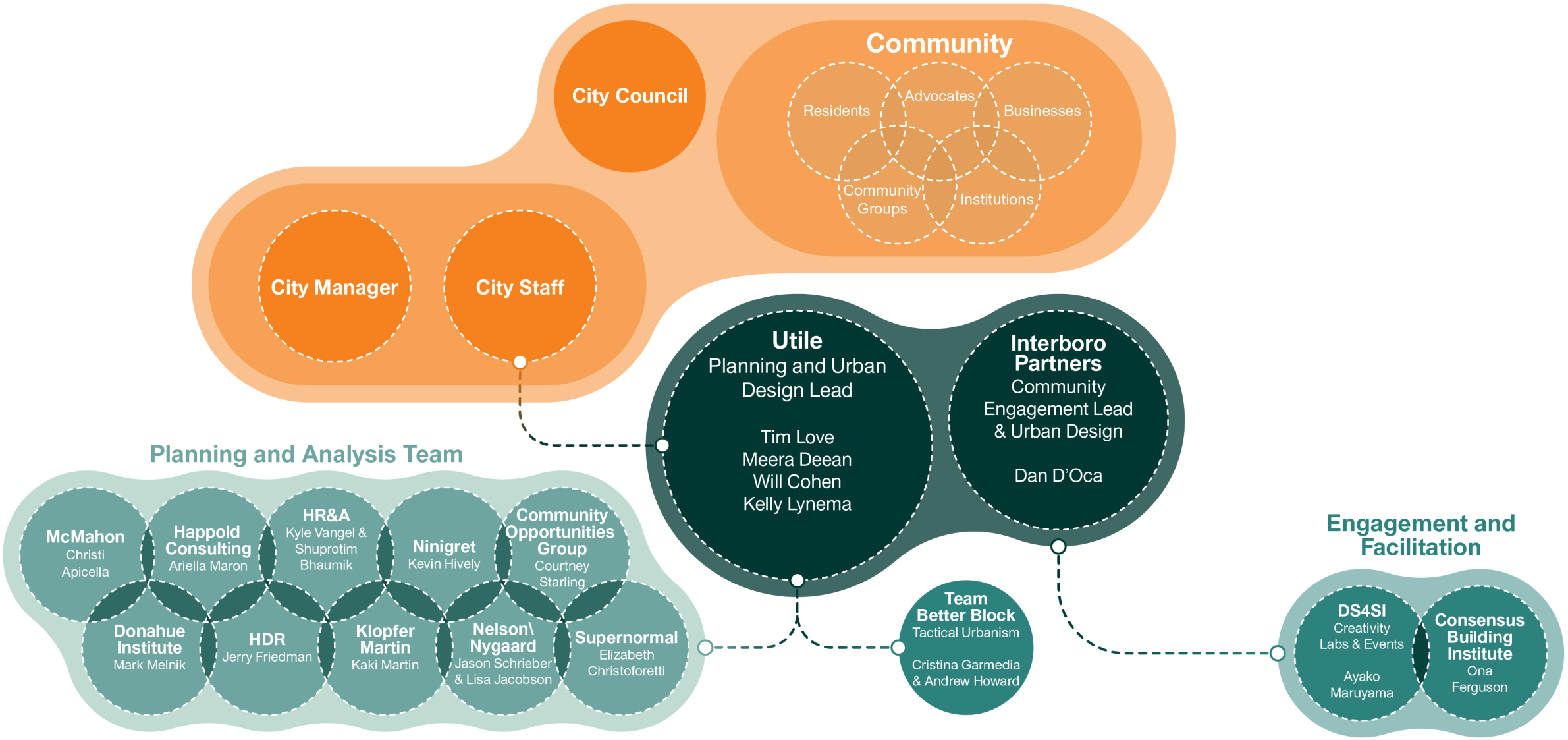
- **Establish a comprehensive, shared vision** for Cambridge.
- **Create an inclusive citywide discussion** that engages the voices who aren't typically at the table.
- **Get a more holistic perspective** on key city policy decisions about energy, climate change, mobility, growth management, etc. so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



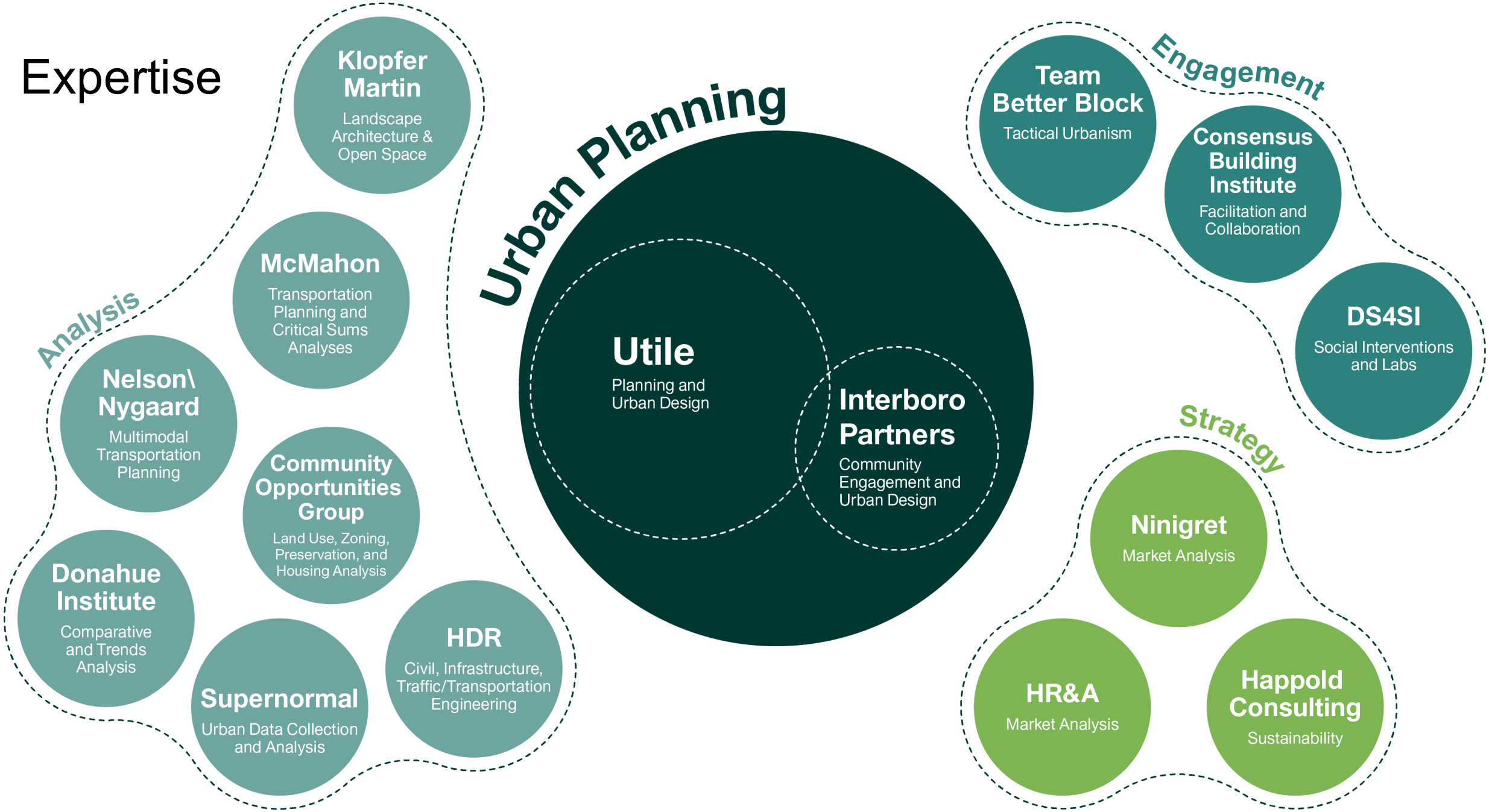
Schedule: the big picture



Communication and management



Expertise


Urban Planning
Utile
Planning and Urban Design
Interboro Partners
Community Engagement and Urban Design
Analysis
Klopfer Martin
Landscape Architecture & Open Space
McMahon
Transportation Planning and Critical Sums Analyses
Nelson\ Nygaard
Multimodal Transportation Planning
Community Opportunities Group
Land Use, Zoning, Preservation, and Housing Analysis
Donahue Institute
Comparative and Trends Analysis
Supernormal
Urban Data Collection and Analysis
HDR
Civil, Infrastructure, Traffic/Transportation Engineering
Engagement
Team Better Block
Tactical Urbanism
Consensus Building Institute
Facilitation and Collaboration
DS4SI
Social Interventions and Labs
Strategy
Ninigret
Market Analysis
HR&A
Market Analysis
Happold Consulting
Sustainability

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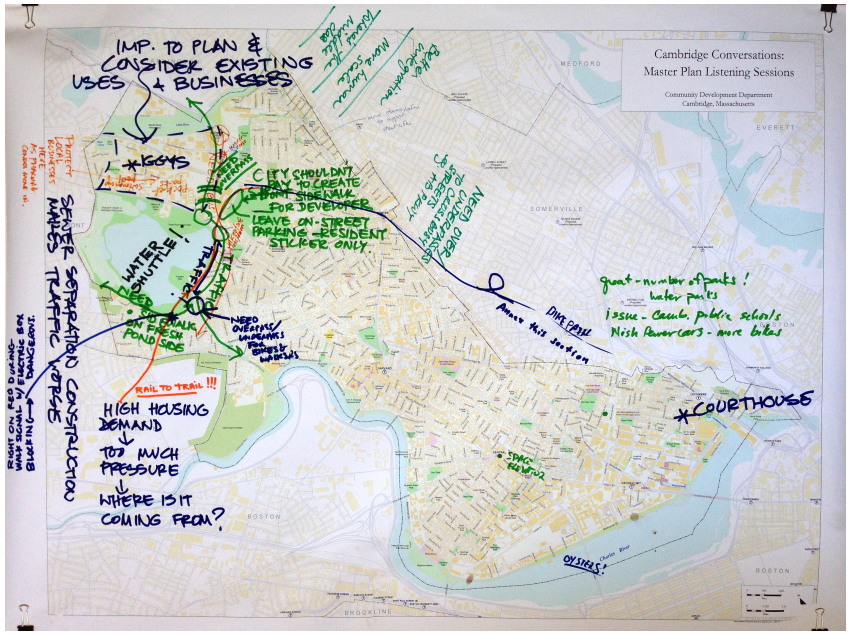


Engagement strategies

Street team: person-on-the-street surveys


Public meetings: charrettes


Demystifying planning: educational workshops


Street team: pop-up events


Demystifying planning: planning happening


Demystifying planning: educational walk-shops

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

Key planning topics

Alewife

Discuss and explore the cross-fertilization of the key planning topics at a neighborhood scale

- Resiliency and open space
- Connectivity and the scale of blocks
- Urban design, district character, and mix of uses
- Transportation
- Growth potential and existing character

What do the residents of Alewife and neighboring areas want for the area?

Long-time and new residents alike will have ideas to improve the area in terms of walkability, quality of life, and social cohesion. Residents in nearby neighborhoods rely on Alewife as part of their day-to-day routine, and are frustrated by the traffic and congestion. Does convenient highway access have to come at the expense of a walkable village center? We want to imagine a hybrid to provide the best of both worlds?

How much of Route 2's traffic congestion is regional or local?

While Route 2 is a barrier and source of noise and pollution, it also brings visitors to the area and promotes a successful mix of retail. Traffic and access issues can only be addressed with regional discussions that includes MassDOT, DCR, the MBTA, Belmont and Arlington.

What does a better parking lot look like?

Surface parking lots are a necessary evil of convenient drive-up retail, but they can be better located, sized, and designed. Innovative stormwater management and surface treatments that promote other activities during non-peak hours can better integrate parking lots into the area's social and ecological fabric. More artfully dispersed lots, rather than mega-lots, might also make parking more convenient while dovetailing into a walkable urban fabric.

Where are opportunities for open space to serve multiple functions?

The Alewife neighborhood sits between Fresh Pond Reservation and the Alewife Reservation, two large tracts of land that function as passive recreational space and stormwater management infrastructure. As climate changes become more critical, will hybrid open space typologies become the norm?

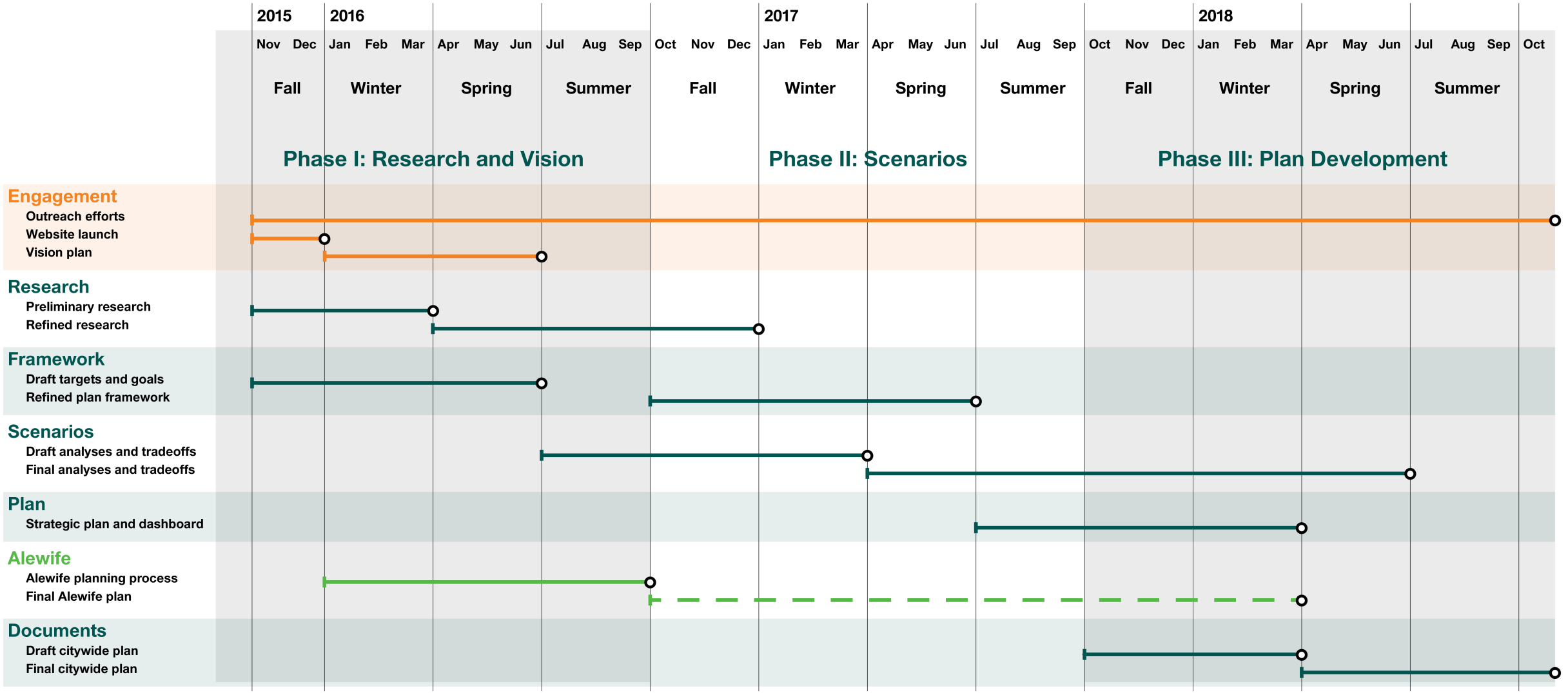
Can we rejigger the recipe but keep the ingredients?

The urban realm of Alewife does not promote walking or biking, but the area contains a rich mix of uses, including industrial and logistics/distribution space, retail, office space, gyms and other recreational venues, and housing. Is there a way to reconceive development patterns while retaining this healthy mix? If you could put the same uses together again in a new neighborhood, what would be buildings look like and how would the streets be designed?

How do we increase connectivity?

While large recreational spaces offer pedestrian paths, they are divided by rail lines and highly-trafficked roads. Could connectivity and visibility of connectivity be articulated with the insertion of smaller neighborhood-scaled open spaces?

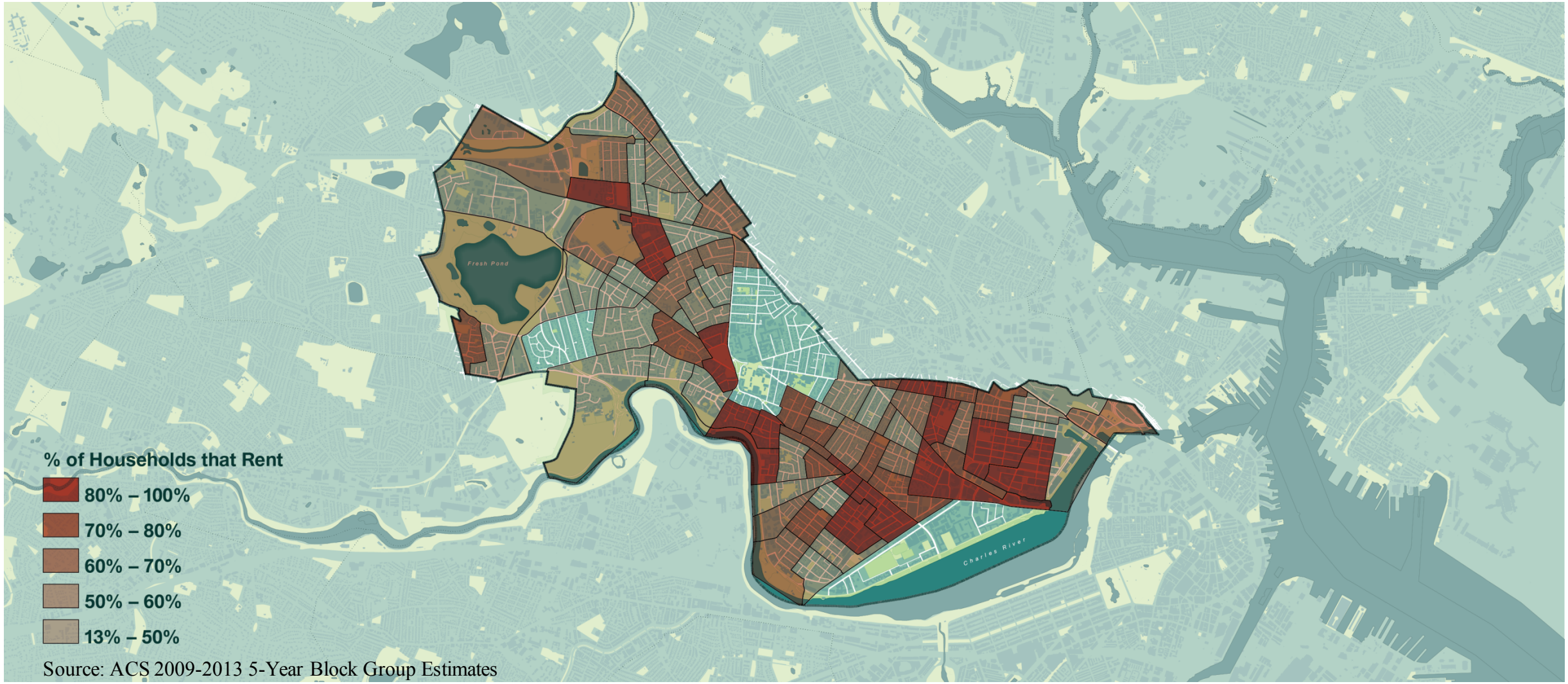
Schedule: the big picture



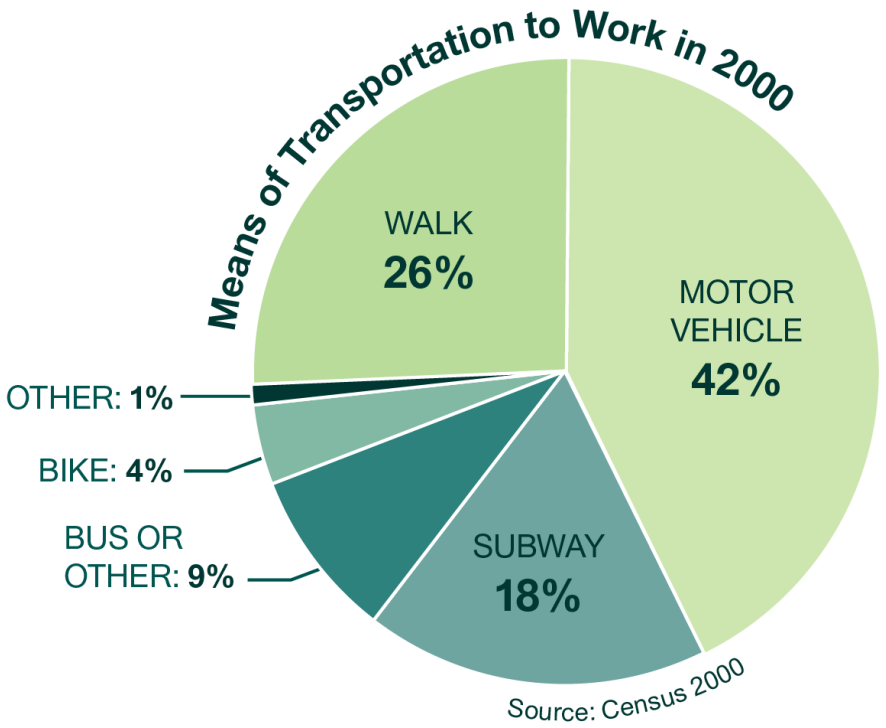
Schedule: the next six months

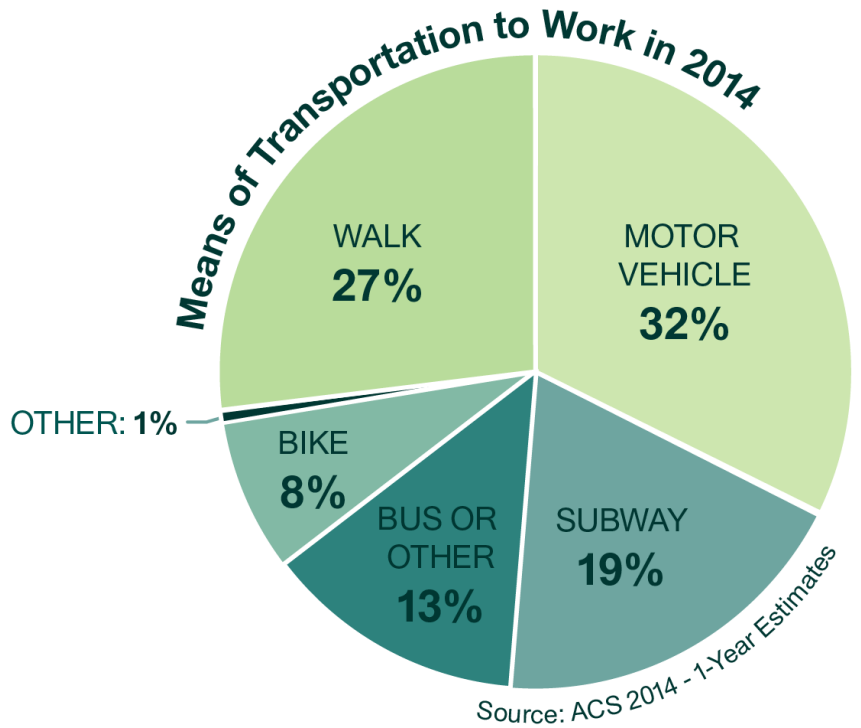
- Crowdsourcing the name of the plan
- Download with city staff about ongoing processes
- Launch of project website
- Creation of advisory groups
- Initial citywide research and analysis
- Initial citywide visioning and engagement
- Mobilizing to begin the Alewife plan

Data visualization will be a key planning and engagement tool.



Mode shift presents an opportunity.



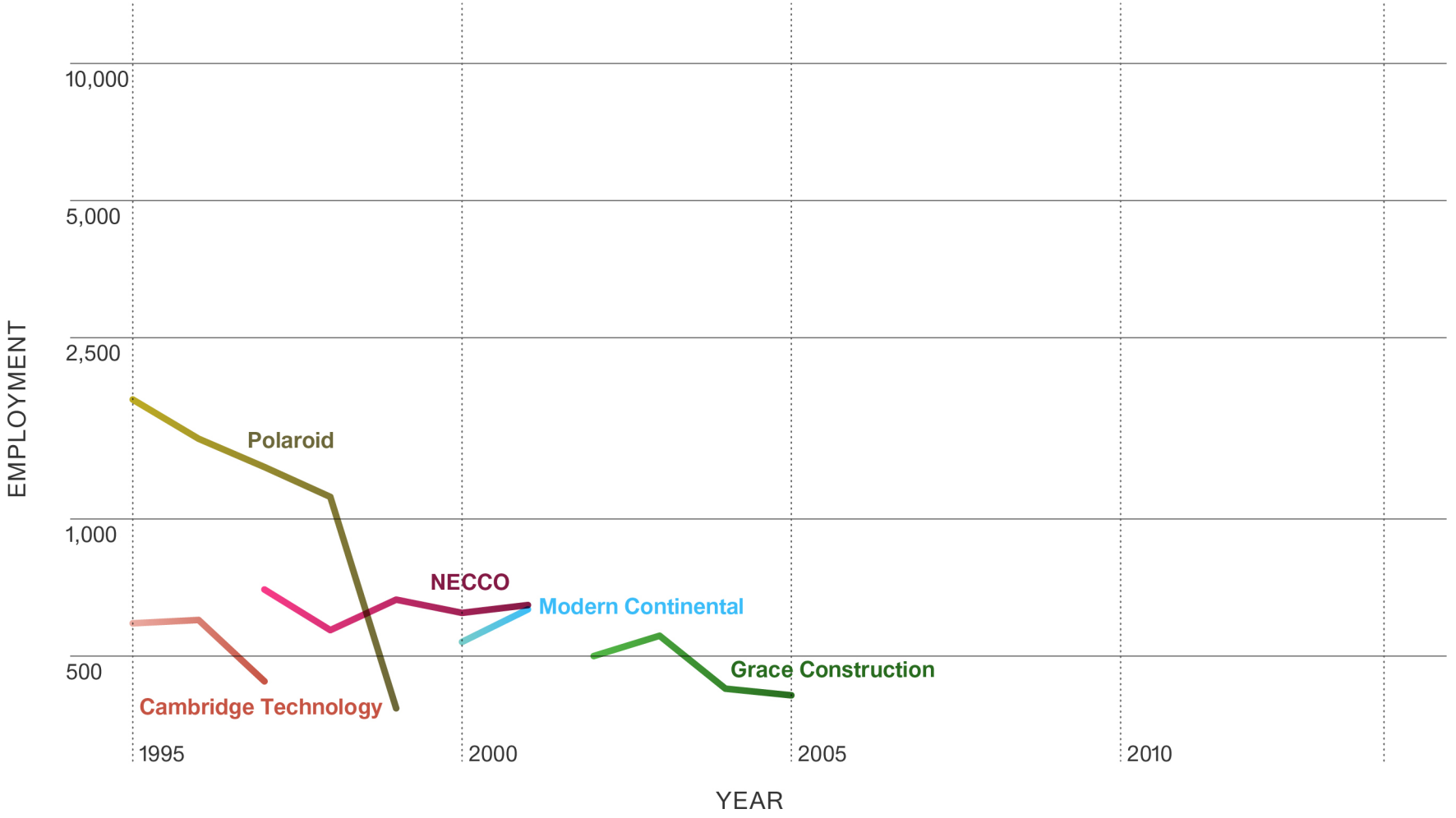


Balancing the competing uses for the street

Finding trends through existing datasets

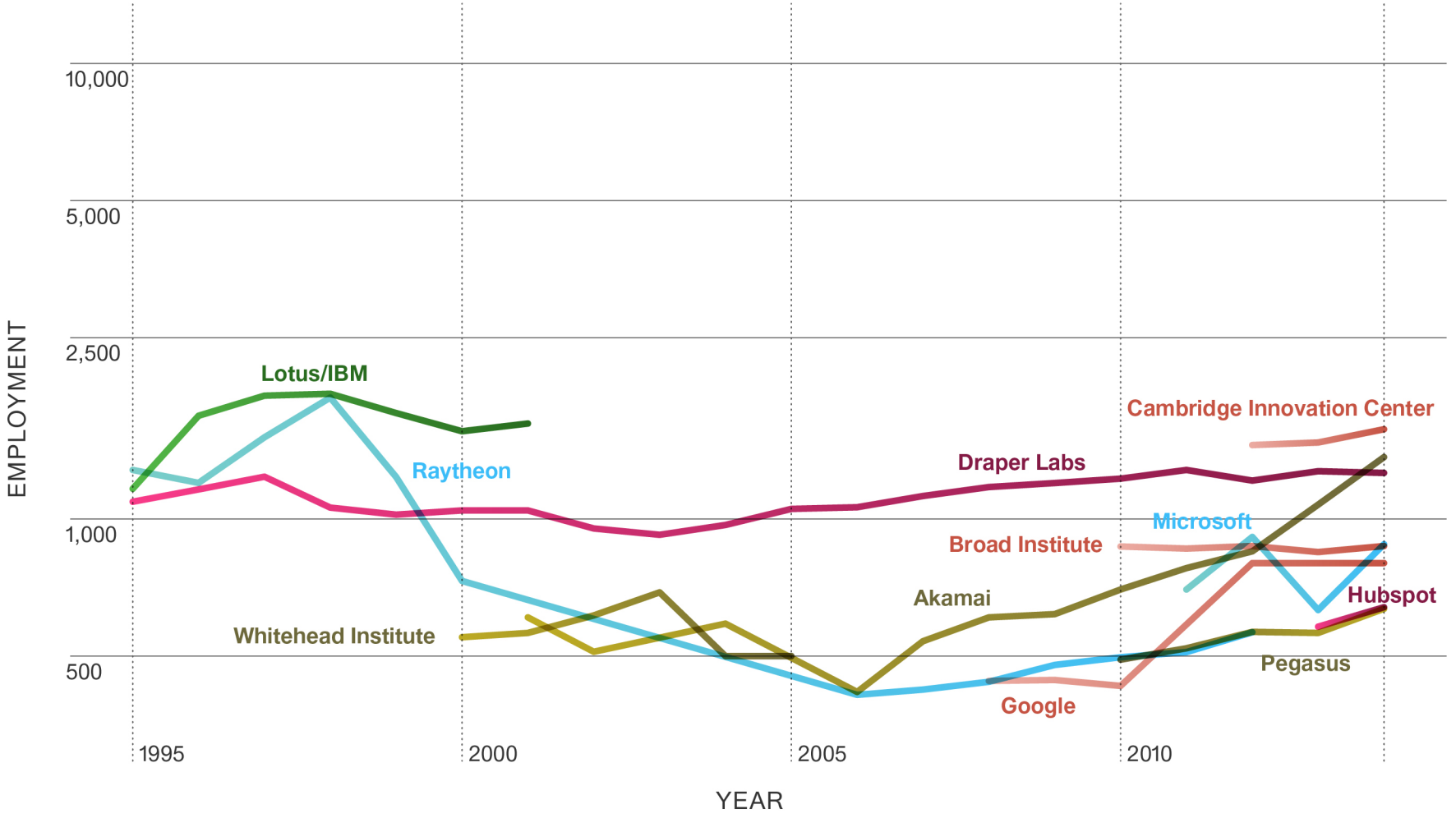
Year	Company	Industry	Employment	Rank
1995	HARVARD UNIVER	HIGHER EDUCATION	10300	1
1995	MASSACHUSETTS	HIGHER EDUCATION	8188	2
1995	CITY OF CAMBRID	GOVERNMENT	5305	3
1995	MT. AUBURN HOSF	HEALTH CARE	2007	4
1995	POLAROID	MANUFACTURING	1829	5
1995	ARTHUR D. LITTLE	CONSULTING	1317	6
1995	RAYTHEON BBN TE	RESEARCH & DEVE	1281	7
1995	LOTUS DEVELOPM	SOFTWARE DEVEL	1165	8
1995	DRAPER LABORAT	RESEARCH & DEVE	1091	9
1995	SHAWS SUPERMA	SUPERMARKET	868	10
1995	SPAULDING HOSP	HEALTH CARE	810	11
1995	AMERICAN EXPRE	TRAVEL SERVICES	780	12
1995	CDM SMITH	CONSULTING	645	13
1995	DEPT OF TRANSP	GOVERNMENT	600	14
1995	RAYTHEON ENGIN	CONSTRUCTION	590	15
1995	QUEST DIAGNOSTI	HEALTH CARE	525	16
1995	CAMBRIDGE TECH	CONSULTING	518	17
1995	COMMONWEALTH	PUBLIC UTILITY	504	18
1995	PFIZER	BIOTECHNOLOGY/P	500	19
1995	STRIDE RITE	MANUFACTURING	499	20
1995	BIOGEN IDEC	BIOTECHNOLOGY/P	463	21
1995	SANOFI/GENZYME	BIOTECHNOLOGY/P	450	22
1995	LESLEY UNIVERSI	HIGHER EDUCATION	440	23
1995	ABT ASSOCIATES	CONSULTING	394	24
1995	HARVARD COOP. S	RETAIL	350	25
1996	MASSACHUSETTS	HIGHER EDUCATION	7384	1
1996	HARVARD UNIVER	HIGHER EDUCATION	7337	2
1996	CITY OF CAMBRID	GOVERNMENT	4090	3
1996	MT. AUBURN HOSF	HEALTH CARE	1900	4
1996	LOTUS DEVELOPM	SOFTWARE DEVEL	1685	5
1996	POLAROID	MANUFACTURING	1500	6
1996	FEDERAL GOVERN	GOVERNMENT	1466	7
1996	RAYTHEON BBN TE	RESEARCH & DEVE	1200	8
1996	DRAPER LABORAT	RESEARCH & DEVE	1161	9
1996	ARTHUR D. LITTLE	CONSULTING	1152	10
1996	SANOFI/GENZYME	BIOTECHNOLOGY/P	829	11
1996	SHAWS SUPERMA	SUPERMARKET	792	12
1996	COMMONWEALTH	GOVERNMENT	610	13
1996	SPAULDING HOSP	HEALTH CARE	604	14
1996	RAYTHEON ENGIN	CONSTRUCTION	600	15
1996	CDM SMITH	CONSULTING	598	16
1996	QUEST DIAGNOSTI	HEALTH CARE	525	17
1996	ABT ASSOCIATES	CONSULTING	525	18
1996	BIOGEN IDEC	BIOTECHNOLOGY/P	511	19
1996	COMMONWEALTH	PUBLIC UTILITY	454	20
1996	PFIZER	BIOTECHNOLOGY/P	450	21
1996	MIDDLESEX COUN	GOVERNMENT	450	22
1996	AMERICAN EXPRE	TRAVEL SERVICES	436	23
1996	LESLEY UNIVERSI	HIGHER EDUCATION	401	24
1996	MONITOR GROUP	CONSULTING	375	25
1997	MASSACHUSETTS	HIGHER EDUCATION	7839	1
1997	HARVARD UNIVER	HIGHER EDUCATION	7337	2
1997	CITY OF CAMBRID	GOVERNMENT	3244	3
1997	LOTUS DEVELOPM	SOFTWARE DEVEL	1865	4
1997	MT. AUBURN HOSF	HEALTH CARE	1627	5
1997	RAYTHEON BBN TE	RESEARCH & DEVE	1511	6
1997	FEDERAL GOVERN	GOVERNMENT	1441	7
1997	CAMBRIDGE HEAL	HEALTH CARE	1325	8
1997	POLAROID	MANUFACTURING	1300	9
1997	DRAPER LABORAT	RESEARCH & DEVE	1238	10
1997	ARTHUR D. LITTLE	CONSULTING	1111	11
1997	SANOFI/GENZYME	BIOTECHNOLOGY/P	824	12
1997	SHAWS SUPERMA	SUPERMARKET	807	13
1997	BIOGEN IDEC	BIOTECHNOLOGY/P	780	14
1997	ABT ASSOCIATES	CONSULTING	751	15
1997	QUEST DIAGNOSTI	HEALTH CARE	700	16
1997	NECCO/HAVILAND	MANUFACTURING	700	17
1997	CDM SMITH	CONSULTING	693	18
1997	COMMONWEALTH	GOVERNMENT	659	19
1997	SPAULDING HOSP	HEALTH CARE	585	20
1997	PFIZER	BIOTECHNOLOGY/P	582	21
1997	LESLEY UNIVERSI	HIGHER EDUCATION	452	22
1997	RAYTHEON ENGIN	CONSTRUCTION	440	23
1997	COMMONWEALTH	PUBLIC UTILITY	397	24
1997	LIFELINE SYSTEMS	HEALTH CARE	394	25
1998	MASSACHUSETTS	HIGHER EDUCATION	7745	1
1998	HARVARD UNIVER	HIGHER EDUCATION	7394	2
1998	CITY OF CAMBRID	GOVERNMENT	3060	3
1998	LOTUS DEVELOPM	SOFTWARE DEVEL	1883	4
1998	RAYTHEON BBN TE	RESEARCH & DEVE	1847	5
1998	CAMBRIDGE HEAL	HEALTH CARE	1524	6
1998	MT. AUBURN HOSF	HEALTH CARE	1496	7
1998	FEDERAL GOVERN	GOVERNMENT	1489	8
1998	POLAROID	MANUFACTURING	1118	9
1998	DRAPER LABORAT	RESEARCH & DEVE	1059	10
1998	ARTHUR D. LITTLE	CONSULTING	985	11
1998	COMMONWEALTH	GOVERNMENT	939	12
1998	SANOFI/GENZYME	BIOTECHNOLOGY/P	891	13
1998	BIOGEN IDEC	BIOTECHNOLOGY/P	692	14
1998	PFIZER	BIOTECHNOLOGY/P	632	15
1998	SPAULDING HOSP	HEALTH CARE	619	16
1998	CDM SMITH	CONSULTING	618	17
1998	SHAWS SUPERMA	SUPERMARKET	612	18
1998	TAKEDA PHARMA	BIOTECHNOLOGY/P	605	19
1998	NECCO/HAVILAND	MANUFACTURING	570	20
1998	QUEST DIAGNOSTI	HEALTH CARE	500	21
1998	LIFELINE SYSTEMS	HEALTH CARE	497	22
1998	ABT ASSOCIATES	CONSULTING	450	23
1998	CAMBRIDGE TECH	CONSULTING	427	24
1998	LESLEY UNIVERSI	HIGHER EDUCATION	424	25
1999	HARVARD UNIVER	HIGHER EDUCATION	7728	1
1999	MASSACHUSETTS	HIGHER EDUCATION	6985	2
1999	CITY OF CAMBRID	GOVERNMENT	3070	3
1999	MT. AUBURN HOSF	HEALTH CARE	2021	4
1999	LOTUS DEVELOPM	SOFTWARE DEVEL	1708	5
1999	CAMBRIDGE HEAL	HEALTH CARE	1708	6
1999	FEDERAL GOVERN	GOVERNMENT	1479	7
1999	RAYTHEON BBN TE	RESEARCH & DEVE	1236	8
1999	DRAPER LABORAT	RESEARCH & DEVE	1022	9
1999	COMMONWEALTH	GOVERNMENT	934	10
1999	ARTHUR D. LITTLE	CONSULTING	927	11
1999	SHAWS SUPERMA	SUPERMARKET	894	12
1999	SANOFI/GENZYME	BIOTECHNOLOGY/P	876	13
1999	BIOGEN IDEC	BIOTECHNOLOGY/P	869	14
1999	TAKEDA PHARMA	BIOTECHNOLOGY/P	808	15
1999	PFIZER	BIOTECHNOLOGY/P	719	16

Construction and Manufacturing Employers



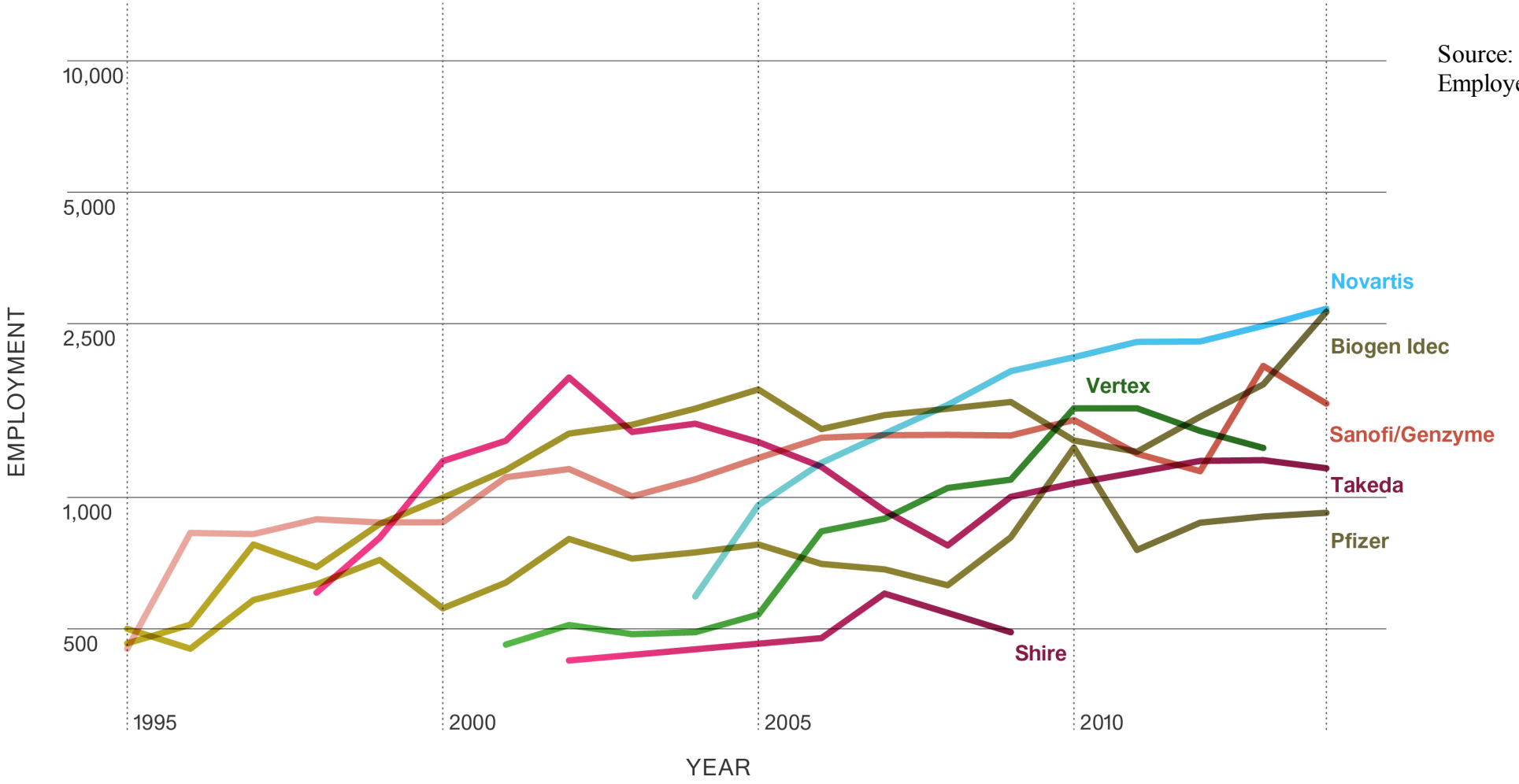
Source: City of Cambridge Top 25 Employers Data, 1995-2014

Technology, Software, and R&D Employers



Source: City of Cambridge Top 25 Employers Data, 1995-2014

Biotech Employers



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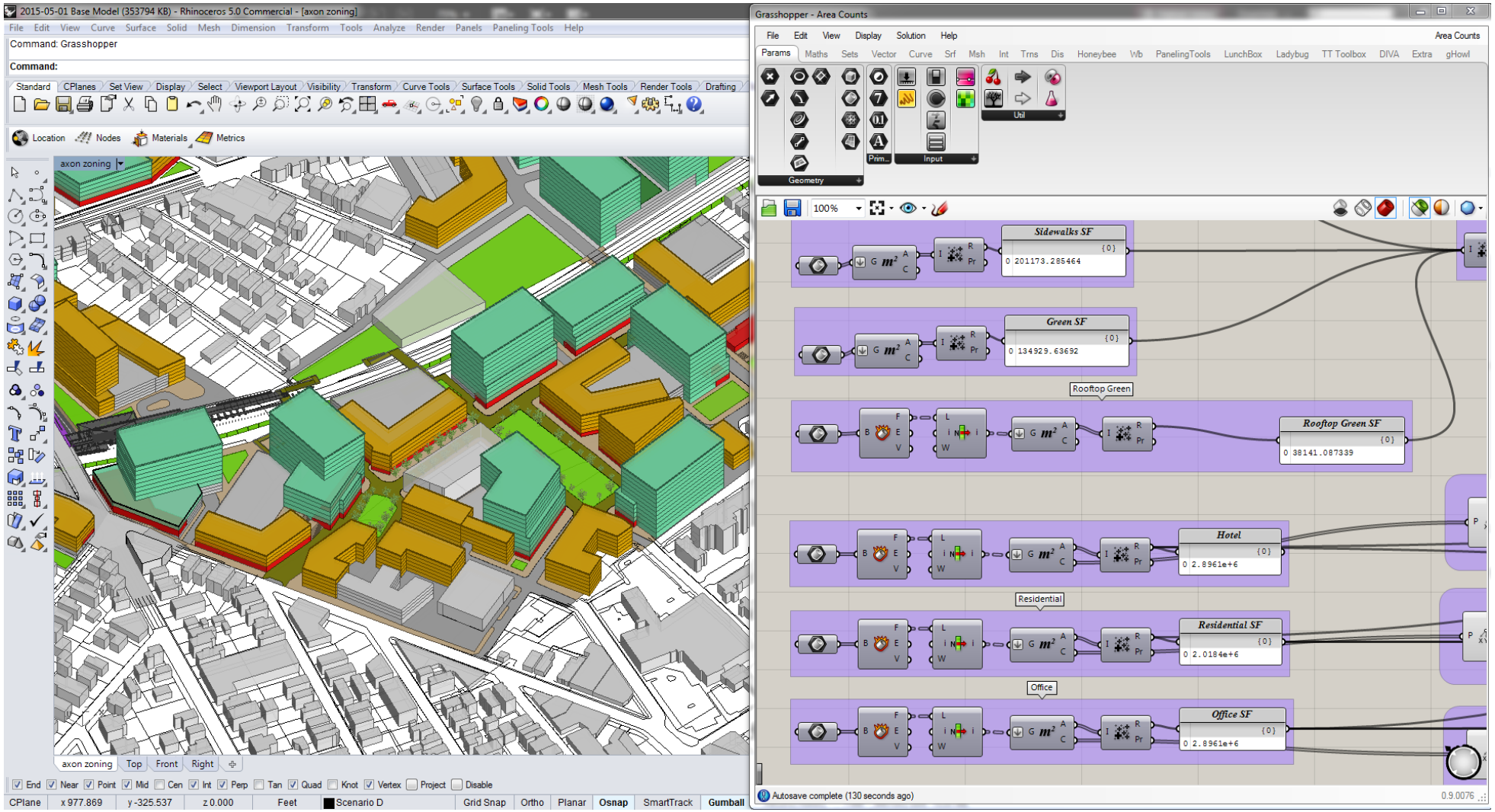
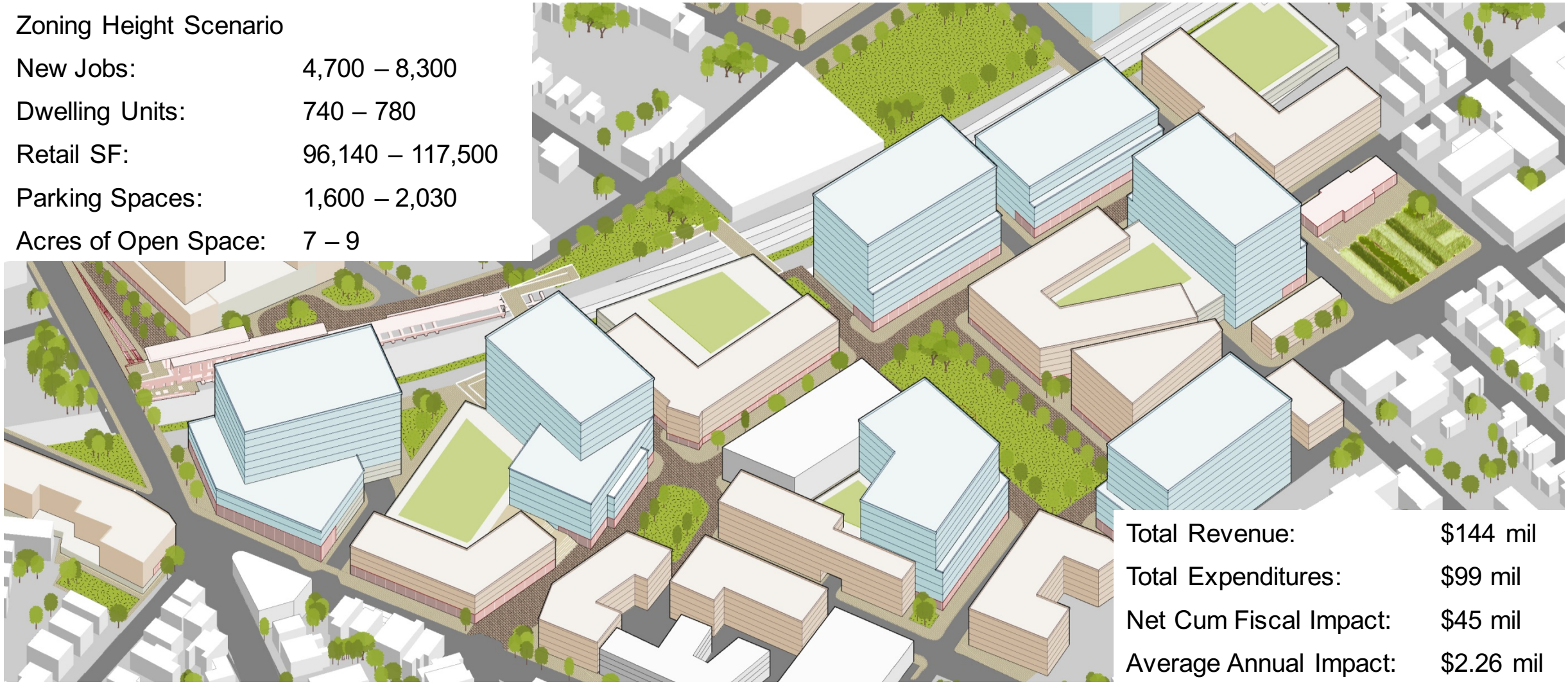
Parametric tools to analyze development scenarios



Depicting development scenarios for a community dialogue

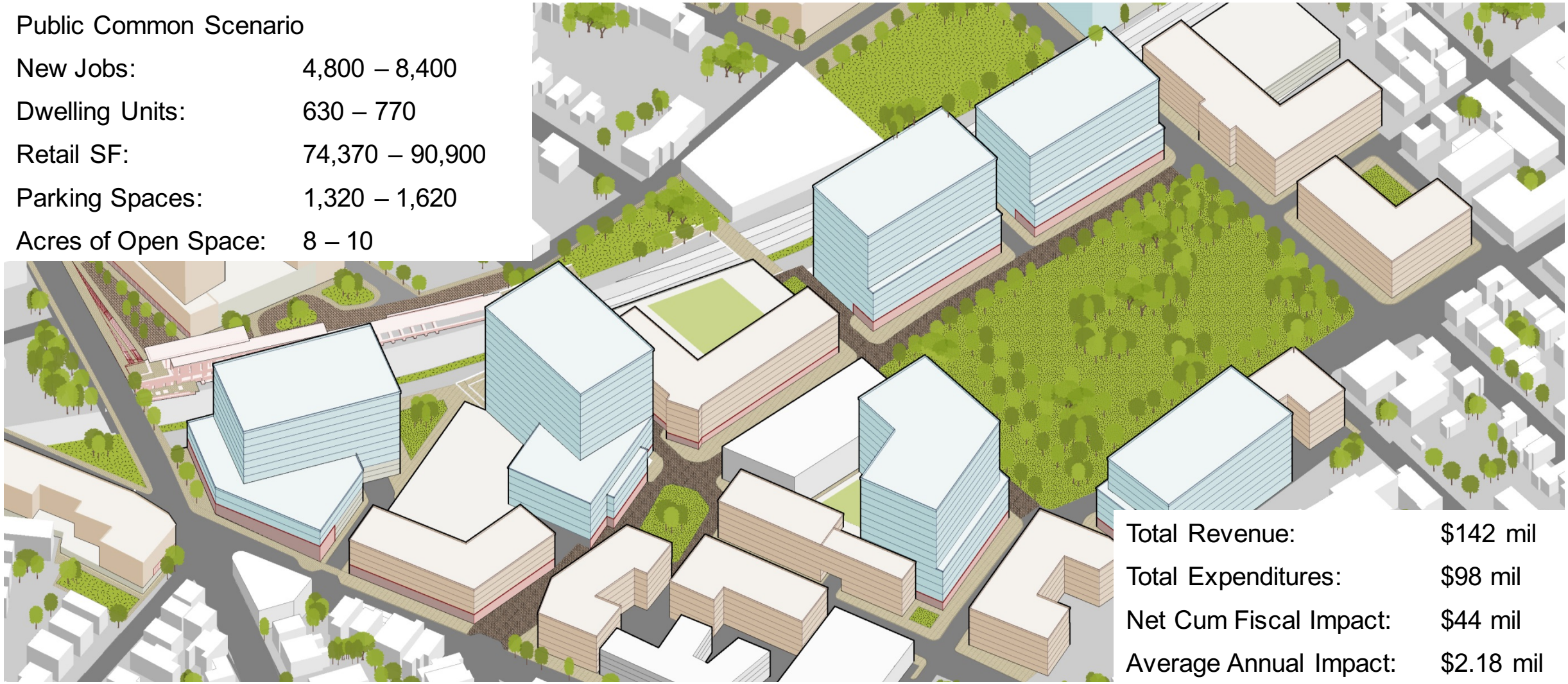
Zoning Height Scenario	
New Jobs:	4,700 – 8,300
Dwelling Units:	740 – 780
Retail SF:	96,140 – 117,500
Parking Spaces:	1,600 – 2,030
Acres of Open Space:	7 – 9



Total Revenue:	$144 mil
Total Expenditures:	$99 mil
Net Cum Fiscal Impact:	$45 mil
Average Annual Impact:	$2.26 mil

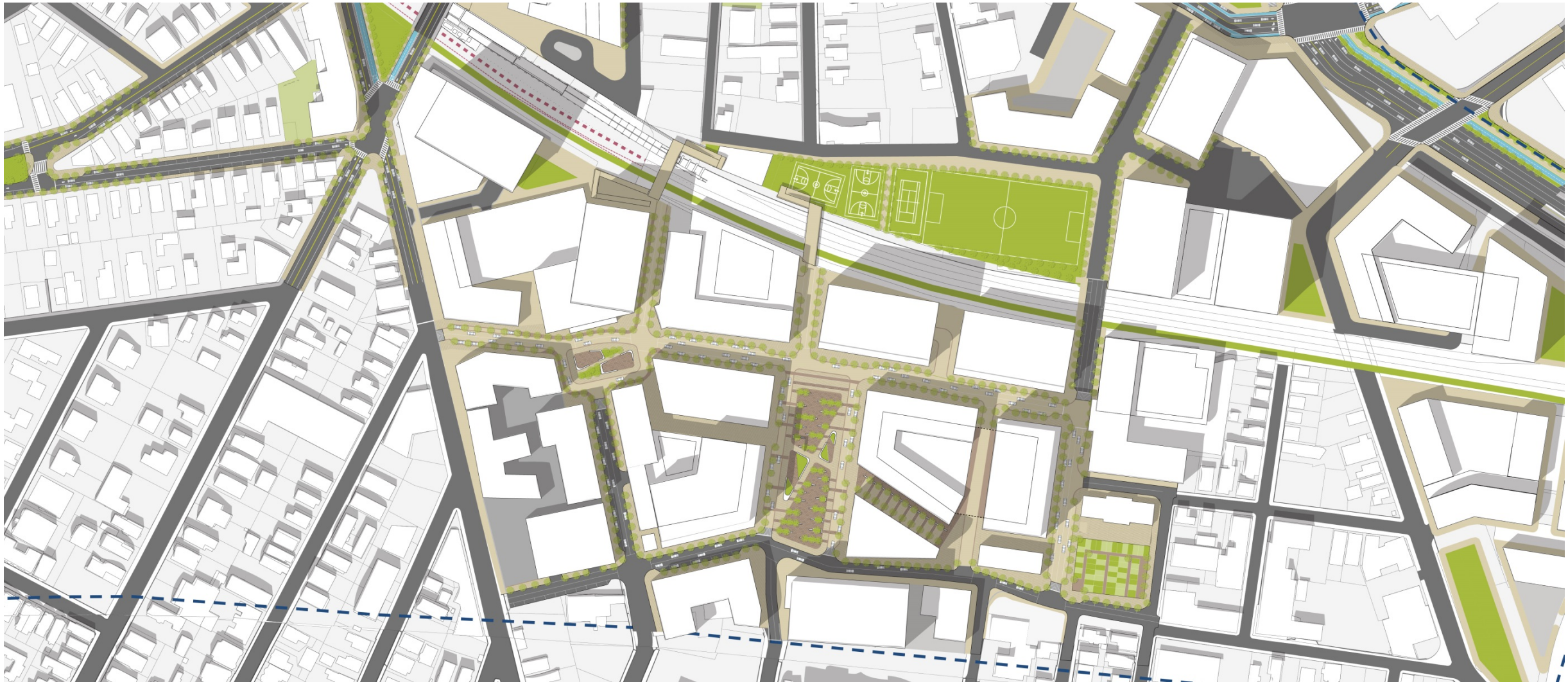
Depicting development scenarios for a community dialogue

Public Common Scenario	
New Jobs:	4,800 – 8,400
Dwelling Units:	630 – 770
Retail SF:	74,370 – 90,900
Parking Spaces:	1,320 – 1,620
Acres of Open Space:	8 – 10



Total Revenue:	$142 mil
Total Expenditures:	$98 mil
Net Cum Fiscal Impact:	$44 mil
Average Annual Impact:	$2.18 mil

Scenarios for the urban realm: streetscape and open space



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