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## CITY OF CAMBRIDGE

Community Development Department

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**IRAM FAROOQ**  
Acting Assistant City  
Manager for Community  
Development

To: Richard C. Rossi, City Manager  
From: Iram Farooq, Acting Assistant City Manager for Community  
Development  
Date: April 22, 2015  
Re: Council Order #5 dated April 13, 2015 regarding an update on the  
Citywide planning process

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In response to the above-referenced Council Order, we report that staff have been working on developing the scope and deliverables for the citywide comprehensive planning process building upon the Cambridge Conversations process of 2014 (final report, *Strategic Recommendations for a Citywide Plan*, submitted to City Council on November 19, 2015 and available at [http://www.cambridgema.gov/~media/Files/CDD/Planning/Studies/cambridge\\_conversations/camb\\_conversations\\_20141119\\_final\\_report.ashx](http://www.cambridgema.gov/~media/Files/CDD/Planning/Studies/cambridge_conversations/camb_conversations_20141119_final_report.ashx)). The draft scope and deliverables document has been refined with input from multiple city departments. It emphasizes robust public engagement throughout the process and highlights the importance of coordination with other ongoing citywide efforts such as the Climate Change Preparedness Planning, Community Health Improvement Plan, Transit Strategic Planning and others.

In the spirit of continuing an inclusive and transparent process, we are attaching the draft scope of services and deliverables document for City Council and community review. It will also be available on the CDD website and the link will be emailed to the project mailing list, neighborhood groups/listservs; and various city committees. Suggestions and comments may be sent to [CambridgeConversations@CambridgeMA.gov](mailto:CambridgeConversations@CambridgeMA.gov) for the next two weeks. Public comments will inform fine-tuning of the scope and deliverables. Following this public consultation, we will issue a Request for Qualifications (RFQ) for a consultant team in late May.

During the proposal review, we expect to host a public presentation by shortlisted teams. Members of the public will have an opportunity to hear the presentations and ask questions. Recognizing that this will occur during the summer when some residents may not be able to attend in person, we will record the presentations and make them available online.

While a detailed timeline for the various phases of the citywide planning process will be developed by the selected project team, we expect that the project will take approximately three years, with an Alewife area study

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addressed as an early phase of the project. The anticipated timeline for consultant selection is as follows:

April 24 – May 8, 2015	Public review of consultant scope and deliverables
May 11 – 22, 2015	Revisions and finalization of RFQ
week of May 25, 2015	Issue RFQ
week of June 22, 2015	Responses due
late June – August, 2015	Proposal review and contract award
September, 2015 - 2018	Citywide planning process

## CAMBRIDGE CITYWIDE PLANNING REQUEST FOR QUALIFICATIONS

### SECTION I: SCOPE OF SERVICES

#### PART A: GOALS OF THE CONSULTING PROJECT

Cambridge strives to be a city that is livable, sustainable, and equitable not just for the current generation, but also for generations to come. Through the citywide planning process, the City aims to develop policy and design goals and actionable recommendations to guide future change and promote the well-being of residents, businesses, and stakeholders in the midst of local, regional, and global trends. The citywide planning process aims to integrate and build upon the City's existing policies, programs, and initiatives through an inclusive, wide-reaching process that looks beyond traditional planning efforts to guide future change in Cambridge. During the multi-year process, early action items and pilot projects may be identified and launched.

The citywide plan intends to create a shared vision for the city and its future. An interdisciplinary professional consultant team will help guide the planning process, bringing outside expertise to complement and augment the capacity of City staff. This process will engage residents, employers, employees, schools and other institutions, non-profit organizations, regional and state infrastructure and service entities, appointed and elected public officials, and the operational and planning functions in the city.

#### PART B: CONTEXT FOR A CITYWIDE PLAN

Within Massachusetts, many communities follow the state guidelines that allow a planning board to make a master plan for the entire city following nine standard planning elements (M.G.L. Ch. 41, Section 81D). The City of Cambridge, however, has more latitude to develop a citywide plan, since the Planning Board was established prior to enactment of this law in 1936.

In recent years, many cities nationally are shaping their own planning processes to address topics that are most relevant, with a particular emphasis on sustainability, engaged shared effort, and cross-cutting themes and values. This approach, which is also being piloted by the American Planning Association, interweaves the traditional topics (transportation, land use, housing, etc.) in more meaningful ways with a focus on long term sustainability – social, economic, and environmental. The Cambridge citywide plan is an opportunity to build on the many strengths of the city, while focusing on key topics that are current and that will define the city in the future.

#### Previous Plans

The City of Cambridge has prepared previous citywide plans and a number of area plans over the years. These planning endeavors reflected the issues and trends of the time, and each had an influence on shaping the city we have today. In the 1970s and 1980s, redevelopment was seen as a priority, leading to a series of plans for the revitalization of specific areas (East Cambridge Riverfront Plan, 1978; Alewife Revitalization Plan, 1979; and Cambridgeport Revitalization Plan, 1983). The need to coordinate these plans provided impetus for the first citywide growth policy in 1993, *Toward a Sustainable Future*, which was issued during an economic downturn and was a departure from the redevelopment plans of the

previous decades. In 1998-2000, the City conducted a citywide planning effort that culminated in citywide rezoning of 2001. The 1993 citywide growth policy was revisited in 2007.<sup>1</sup>

During the 1990s and 2000s, a series of neighborhood plans (and updates) addressed local issues around housing, land use, urban design, transportation, open space, institutional uses, and economic development. In this time period, the City's Community Development Department (CDD) also began to prepare citywide plans on specific topics, such as Inclusionary Housing, Open Space, Traffic Calming, Pedestrian Improvements, Bicycling, Economic Policy, Climate Protection, Energy, and Lighting. Significant planning initiatives for specific districts have included the East Cambridge Planning Study (ECaPS, 2001), Concord/Alewife (Con/Ale, 2006), and most recently, Kendall Square and Central Square (K2C2, 2013). CDD has also issued a number of guides on zoning, business development, demographics, historical commission certificates, and other topics.<sup>2</sup>

### Cambridge Conversations

To prepare for a citywide plan, the City conducted an initial outreach process to understand community concerns and aspirations. This process, known as Cambridge Conversations, responded to City Council interest in soliciting input from the community to provide recommendations and a strategy for moving forward on short and long range planning and urban design work based on previous studies and recommendations.

The process outlined an intensive effort for open-ended discussions to hear concerns, thoughts, and ideas about a citywide plan and process, working with an outside consultant, Madden Planning Group. The public engagement was designed to achieve the following objectives:

1. Hear issues and concerns on the minds of residents and businesses in the city
2. Develop themes that can frame the upcoming citywide plan
3. Establish some common understandings about municipal roles and activities

Input received during the series of meetings, drop-in sessions, and online input in June was reported to the City Council in July through the *Cambridge Conversations: Preliminary Summary of Process and Input*. <http://www.cambridgema.gov/CDD/Projects/Planning/~media/65A35E2F58E54F1A92339D1519F68607.ashx>

Subsequently, CDD staff and consultant met with groups who were under-represented in the June public engagement -- youth and underrepresented communities of Cambridge (working with the City's Community Engagement Team). Outreach to Planning Board members, institutions, business associations, and other neighborhood groups further contributed to the understanding of issues and priorities in the city.

[http://www.cambridgema.gov/~media/Files/CDD/Planning/Studies/cambridgeconversations/camb\\_conversations\\_20141119\\_final\\_report.ashx](http://www.cambridgema.gov/~media/Files/CDD/Planning/Studies/cambridgeconversations/camb_conversations_20141119_final_report.ashx)

<sup>1</sup> <http://www.cambridgema.gov/cdd/planud/masterplan>

<sup>2</sup> <http://www.cambridgema.gov/CDD/publications>

## **PART C: KEY PLANNING TOPICS**

The citywide plan should, at minimum, address a number of topic areas identified through many of the ongoing discussions around planning in Cambridge. These topics often involve interconnected issues and challenging choices, and may need additional research and data collection and analysis to help clarify trade-offs, balance interests, and contemplate different scenarios for the future. Though this listing of topic areas is not comprehensive, it serves as a starting point for more in-depth inquiry through the citywide planning process.

### **Civic Engagement**

The city is fortunate to have many engaged citizens, but the full spectrum of voices are not now always represented in civic discussions. Given the number of initiatives and the pace of change, the amount of information can be overwhelming to many, and the process can sometimes seem frustrating rather than productive. The citywide plan is an opportunity to establish better lines of communication in all directions, recognizing the value of a variety of engagement strategies to reach the community. A range of tools should be explored, including inventive new techniques as well as the most effective use of current methods and technologies. Creative use of social media and online information management must be integral to the planning process, starting early, continuing through the citywide plan, and becoming best practices for the future. Participants in Cambridge Conversations suggested a wide range of techniques, including online engagement (games, new apps, social media, websites and effective use of email), personal outreach (canvassing, talking to people on the streets, neighborhood events, schools, health centers, faith communities, and house parties), walking tours, educational programs, print media, and partnerships (institutions, non-profits, media outlets). Focus groups are a proven way to reach underrepresented constituencies, and community liaisons, translation services, childcare, and food contribute to their success. The citywide planning process will need to encourage participation across generations, ethnic groups, and income ranges and ensure that input received through different channels is honored equally.

### **Shaping and Managing Urban Change**

In Cambridge, change is constant. The community is dynamic, with generations of students, recent immigrants and other new residents, start-up enterprises, and research breakthroughs set within a context of long-time residents, stable businesses, and evolving institutions. The citywide plan should evaluate the extent to which different areas of the city are likely to undergo future transformation—or remain relatively unchanged—and should explore the desired land uses, scale, and urban character in areas of the city anticipating change. (Re)development allows for opportunities for positive change that is responsive to and anticipates future needs, such as enhancing stormwater management capacity, and the plan will need to develop strategies to manage impacts to create positive outcomes for neighborhoods and commercial districts. The guidance provided by the Citywide Plan can help anticipate potential changes in other areas, such as future utility needs and potential effects on school populations or community services. Based on recent growth trends, the Fresh Pond/Alewife area has been identified for early study.

### **Transportation and Mobility**

Cambridge is a dense, compact city, with origins and destinations in close proximity and where getting around by walking, cycling, and public transportation is both common and desirable from a livability and environmental perspective. Regulations aimed at reducing vehicle trips in the city were first adopted in the early 1990s. Today the majority of trips by both residents and workers are made by sustainable modes. The impact of ongoing efforts to encourage sustainable modes of transportation on auto ownership and driving mode share needs to be evaluated, and the allocation of public space and use of roads for various transportation modes (including walking, cycling, public transportation, automobiles, and freight) should be a topic of discussion. Complete streets that serve people of all ages and abilities, traffic calming, and parking strategies deserve continued focus in addition to transit service. By nature of its location, Cambridge also serves as a key connection between the heart of downtown Boston and the larger region beyond, and the presence of major employers and institutions makes it a regional destination in of itself. The MBTA Red Line is the transit backbone of the city and along with many both public and private bus routes, connects Cambridge to the region and serves a vital function for the Cambridge economy. The City has limited direct influence over Red Line capacity challenges, and local strategies to enhance transit service identified through ongoing planning processes should inform the citywide plan.

### **Access to Housing**

Housing access and affordability continue to be serious issues throughout the Boston metro area, where the housing supply has not kept pace with the demand generated by economic and population growth within the region. Cambridge in particular is a very desirable place to live for many people, including residents and workers whose families have been a part of the community for many years—even generations—and newcomers who recognize the quality of life and want to put down roots here. With growing demand for housing, the ability to accommodate all people is not easily achieved. People compete for limited available housing, and housing costs continue to rise. These dynamics challenge the City's core values of welcoming all and retaining its valued socio-economic diversity. Cambridge has encouraged the creation of new housing and has a longstanding commitment to affordable housing. Citywide Planning provides an opportunity to explore how and where to accommodate new housing, and how housing affordability goals, including housing that is affordable to low-, moderate-, and middle-income households, can fit within the ever-expanding demand for housing in the city. Different types of housing, different models for development, and the need to include a range of unit sizes and types that accommodate a range of family and household structures will need to be investigated. The discussion will have to consider the tradeoffs that come from allocating financial resources, available land, and other opportunities to achieve shared goals in shaping the future of the City's housing stock and community.

### **Economic Development**

Cambridge's economy is estimated at nearly \$15 billion and includes a range of industries from the top life sciences and technology companies, to venture-backed entrepreneurs, to a strong and vibrant local retail and restaurant sector. Tech and biotech companies in Cambridge raised over \$600 million in venture capital in January 2015 alone. Educational institutions have an important impact on the city's economy, both in their growth and support of the entrepreneurial sector, and as major employers themselves. Despite the economic vitality of the region, not all people share in, interact with, or move comfortably through this layered

economy. Youth, immigrant, and lower income populations in particular, do not always have access to all the economic resources in the city and tools for upward mobility. The citywide plan should express an understanding of Cambridge's and the region's current economic conditions, as well as future economic trends – both business trends, which include business sector mix, business sustainability strategies, and emerging industries, and workforce trends, such as educational attainment and income mobility or equality. Approaches to tackling income equality and sustainable business practices should naturally be threaded throughout strategies and policies resulting from citywide planning.

**Community Cohesion and Interaction**

Cambridge is beloved by each of its many constituencies, but forums for interaction and dialogue between these constituencies can be stronger. The citywide plan is an opportunity to explore the nature of a welcoming environment given the dynamic population and employment conditions. Civic features offer gathering places that contribute to the quality of life and social resiliency in the city, and should help create opportunities for interaction between longtime residents and new residents. At the heart of this discussion are the physical places and programmatic initiatives that foster interaction, highlighting the role of schools, public parks, plazas, and gathering spaces, community and recreation centers, youth centers, senior centers, and libraries, among others. In the city, these public venues work in conjunction with private, commercial, and institutional spaces such as churches, entertainment venues, dining establishments, and a variety of other spaces for that aim to offer opportunities for interaction and community building. Citywide planning should examine spaces that foster the cultivation of a welcoming environment and social resiliency that acknowledges—and even leverages—Cambridge's diversity.

**Climate Change and the Physical Environment**

In the past, planning could assume a relatively stable set of environmental conditions. Now the city must assume a dynamic future and a fundamental shift in our basic climate parameters away from the historic New England patterns to those more akin to southern regions of the country. The impact of climate change is global, national, regional as well as local. The impacts experienced elsewhere are likely to ripple to Cambridge and should be considered throughout the citywide planning process. These shifts in climate parameters are expected to cause sea level rise, increases in the frequency and extent of precipitation-drive and storm surge flooding, increases in temperature and the duration of heat waves, and changes in extreme weather patterns. Climate change has profound implications for building design, infrastructure, energy, mobility, public safety and health, the economy, and quality of life. The citywide planning process will inform considerations of the City's approach to stormwater management and be coordinated with recommendations from the ongoing Climate Change Preparedness and Resilience Planning process. While preparing for the impacts of a changing climate, Cambridge remains committed to its leadership in reducing the greenhouse gas emissions which drive climate change. The City must continue to pursue innovative approaches to meet its goal of 80% GHG emissions reduction by 2050, including the 25-year Net Zero Emissions initiative, low-carbon transportation, and pursuit of clean energy sources for municipal and community electricity needs. Cambridge should work closely with neighboring communities, the state, and the region to ensure a coordinated and streamlined approach to mitigating both the impacts and the causes of climate change.

The analysis of these topic areas should be informed by a set of shared values that stem from the City's aims of enhancing livability, sustainability, and equity in Cambridge. These values are interconnected and woven throughout the topic areas and will guide decisions and trade-offs throughout the citywide planning process.

1. **Social Equity and Diversity:** Cambridge values the cultural, economic, and social mix of peoples that live and work in the city and aims to develop opportunities for all members of the community.
2. **Environmental Sustainability & Resilience:** Cambridge seeks to become a community based on renewable energy and efficient use of natural resources. The City seeks to foster physical and social resilience in the face of a range of risks, including climate change, to enable the community and economy to withstand, adapt to, and recover from disasters and major stresses.
3. **Robust Economy and Community Services:** Cambridge seeks a sustainable, entrepreneurial, and diverse economy with a fully educated and employed workforce that supports a high level of public amenities and services.
4. **Community Character:** Cambridge has great public spaces and safe neighborhoods. It prioritizes community ties by building on a strong architectural heritage of quiet neighborhoods and vibrant squares.
5. **Healthy Community:** The community values community health and active lifestyles, including the use of active transportation in our schools and throughout the city, access to affordable nutritious food, and access to quality health care.
6. **Learning Community:** Cambridge values education and lifelong learning in academics, arts, and cultural programs, and is known for its institutions of higher learning.
7. **Livable Community:** Cambridge seeks to be a place where people of all ages and abilities can live healthy lives with safe access to all destinations in the city and the region, including key community and cultural resources, by sustainable modes of transportation (such as walking, cycling, or transit).
8. **Connection to the Regional Systems:** Cambridge seeks to plan for the future along with neighboring communities and the metropolitan area. Trends in the regional transportation system, energy supply and distribution, housing and development markets, and other areas will influence the range of options and constraints that must be considered in planning the future city. Cambridge plays a pivotal role in the metropolitan area and its actions seek to consider impacts by and on regional systems and networks.

#### **PART D: PROJECT TEAM**

Given the breadth and interrelation of topics to be explored during the Citywide Plan process, the consultant team is expected to bring a wide range of expertise and skills. In addition to experience in conventional comprehensive planning, it is expected that a project team would be largely composed of experts representing a range of backgrounds and subject area expertise as listed below, and that these experts would work with a core team with a strong background in conducting comprehensive planning processes.



Demonstrated experience in effective community engagement, the ability to produce high-quality, informative graphics, and the ability to manage a project of the scope of the Citywide Plan and coordinate with other ongoing processes will be essential skills of a successful team.

Outside professional services will complement and augment internal City staff capacity, however the process shall be a partnership that builds on the internal expertise and working knowledge of the city. Key areas where the consultant team is expected to bring expertise include the following:

- **Subject area expertise:** a team that integrates knowledge and expertise in a range of areas, including: urban design and placemaking, land use planning, sustainability, social equity, demographics and trends analysis, sustainable transportation including transit systems, economic development, housing, housing market analysis, landscape architecture, municipal finance, green infrastructure, resiliency, climate change and energy, development economics
- **Community engagement:** ability to respectfully connect with, outreach to, and effectively facilitate discussions between diverse populations, with an understanding of social justice, a high level of cultural and racial awareness, and an ability to help diverse groups reach consensus; experience and expertise with a wide of a variety of creative methods and techniques for community engagement, such as social media, street teams, face to face, gamification, and other forms
- **Data analysis and Visualization:** expertise in locating and evaluating data, synthesizing and visualizing information, framing critical issues, and generating insights that inform the community discussions
- **Communication:** ability to communicate complex issues, ideas, and analysis in graphic plans, diagrams, and illustrations; ability to clearly and effectively present data in culturally appropriate formats to a diverse audience; experience eliciting feedback particularly from individuals and/or groups who may be less vocal; narrative storytelling; website design; ability to produce clear, high-quality graphics and other media, which may include renderings and 3D visualizations, information graphics, and video production designed to be provided to the public through a variety of channels
- **Project management:** ability to set milestones, take initiative, marshal resources, advance the project, coordinate with other consultants and City staff, and mediate differences
- **Urban prototyping and tactical urbanism:** work in close coordination with the City to identify, develop, deploy, and evaluate short-term pilot or demonstration projects; test alternatives and scenarios through low-cost projects or prototypes for aspects that do and do not work

## **PART E: COMMUNITY ENGAGEMENT**

Community engagement and communications will be critical to a successful planning process, and the consultant team will be expected to bring significant expertise to these aspects of the planning process. The ability to conduct a process that effectively engages the community, stakeholders, elected and appointed public officials, City staff, and other professional consultants working for the city will be the highest priority. The consultant team will implement an inclusive, wide-reaching outreach and engagement strategy. In addition to public meetings, the consultant team will be expected to incorporate additional methods throughout the span of the project, such as maintaining an interactive online engagement platform, conducting focus groups, utilizing street teams, and conducting outreach to youth, seniors and other underrepresented segments of the population.

In developing an outreach and engagement strategy, the consultant team will coordinate with the City to incorporate measures to facilitate a wider level of engagement, such as translation services, childcare at meetings and other engagement opportunities, and the leveraging of existing networks and avenues of communication, such as schools and engaged stakeholders from previous planning processes. The City's Community Engagement Team (CET) will be a key partner in developing outreach strategies to effectively reach underrepresented communities. The consultant team will be expected to collaborate with the CET and also bring their own experience and ideas to this process.

Consultants are encouraged to propose their own ideas and strategies from past experience, current best practices, and forward-looking approaches for reaching and engaging with a wider audience. The consultant team will conduct a process that considers the full range of different types of input received throughout the planning process, and appropriately weighs inputs from different method of engagement when interpreting and communicating their findings.

## **PART F: AVAILABLE RESOURCES AND INTEGRATION WITH ONGOING INITIATIVES**

### **Current Community Development and City Initiatives**

In addition to ongoing day-to-day programmatic efforts that span a wide spectrum from offering people affordable housing to installing bike racks, and from working with small business owners to review of development proposals, the Community Development Department is working on numerous planning and program initiatives, including key planning studies, capital improvement and development projects, and development review processes (*Strategic Recommendations for a Citywide Plan, Attachment C*). A consistent theme is to achieve a sustainable future for the city, addressing the triple bottom line of environmental, social, and economic sustainability, as well as the general livability of the city.

- **Key Planning Initiatives** focus on climate protection including energy planning, sustainable transportation, public spaces, affordable housing, and sustainable economic growth in a variety of industry sectors.
- **Capital Improvement and Development Projects** tackle issues of parks and open space networks, lighting, energy efficiency and renewable energy, street redesign and traffic calming, preservation of existing and development of new affordable housing, and repurposing of vacant city owned or controlled properties.
- **Development Review** of major commercial and residential projects, with focus on transportation impacts, the urban setting and urban design objectives, environmental context, open space amenities, and housing issues. This work requires considerable staff attention given the current real estate market trends.
- **Ongoing Programs** are sustained efforts largely focused on affordable housing, economic development, healthy communities, energy efficiency, and sustainable transportation systems.

Each of these initiatives involves a community engagement aspect, which results in many formal (such as public meetings and hearings) and informal interactions (such as online input, surveys, small group discussions, and work sessions) with the community. With so many interactions, the need for communication and coordination is essential to keep residents and other stakeholders informed and to allow for meaningful input.

The consultant team will also need to coordinate closely with other consultants engaged by the City in order to avoid duplication of efforts and effectively integrate ongoing initiatives into the citywide plan. Principal among these is the City's Climate Change Preparedness Planning, which will share a similar timeline to Citywide Planning. The successful applicant will provide a clear approach for the integration of these two processes and work with the City to develop a refined project schedule that takes into account other ongoing initiatives. Principal among these are

- Climate Change Vulnerability Assessment & Preparedness Planning
- Getting to Net Zero
- Inclusionary Housing Study and Incentive Zoning Study
- Transit Strategic Planning Process
- Community Health Improvement Plan
- Community Needs Assessment
- STAR Communities Indicators

In addition to these initiatives, there are a host of other ongoing and recently completed projects (refer to Attachment \_) that form the basis of understanding the Cambridge planning context and the City's priorities including ongoing City Council initiatives. The consultant team will need to familiarize themselves with these materials, as well as State initiatives and programs that are directly relevant to the issues addressed in the Citywide Plan.

Please refer to Attachment ## for more information on these initiatives and programs. These initiatives and their community engagement processes will continue concurrently with the citywide plan.

### Coordination with City Staff

The consultant will hold coordination meetings with City staff on a regular basis. While the project will be managed by the Community Development Department, the consultant team will work with a number of City departments, and will meet regularly with an interdepartmental working group.

### Data & Mapping

The City maintains an up-to-date GIS system, including capacity for 3D mapping, and has prepared many thematic maps that are available on its websites along with U.S. census data, statistical profiles, education, economic, and transportation data, previous plans and reports, and many other resources.

<http://www.cambridgema.gov/CDD.aspx>

<http://www.cambridgema.gov/CDD/factsandmaps.aspx>

<http://www.cambridgema.gov/CDD/publications.aspx>

<http://www.cambridgema.gov/GIS.aspx>

The recently launched open data portal and many additional data sets can be found at:

<https://data.cambridgema.gov/>

In addition to data maintained by the City, consultants will work with data sources and projections from regional bodies and other agencies, including, but not limited to, the MBTA; Metropolitan Area Planning Council population, household, and housing projections; Census and American Community Survey data, and other data as relevant to the scope of study.

## **PART G: SCOPE OF WORK AND DELIVERABLES**

The expected **outcomes** of this plan are shared principles and vision; an engaged community and recommendations for better on-going engagement methods or systems; clear strategies for shaping redevelopment through zoning, design guidelines and standards, policy recommendations and other mechanisms; action items with timelines and prioritization; and identification of future neighborhood and district plans. It will build on well-grounded demographic and growth projections and data analysis that acknowledges the interconnections of the topics for exploration. The plan will be coordinated with other plans, and provide guidance toward capital budget implications and funding sources as well as an understanding of the roles and responsibilities of different agencies and stakeholders.

The citywide plan will result in a set of **deliverables** that will be accessible to residents and stakeholders, and will be effective in guiding decisions over many years. Since this is a community-wide project, the deliverables will reflect the input, interactive dialogue and work sessions involving residents, business employers and employees, property owners and developers, institutions, non-profit organizations, and many other stakeholders.

The citywide plan is expected to take three years. A study of the Alewife area will be an early action item that takes an integrated look at the interrelation between development, infrastructure, transportation and mobility, climate change preparedness, and placemaking in the Alewife area, and is expected to run concurrently during the early part of the work. The Alewife Area study will need to be closely coordinated with the Climate Change Preparedness and Resilience Plan.

A regular schedule of milestones will keep the process on track, while engaging all participants in working sessions to advance ideas and recommendations. A preliminary schedule that corresponds to the tasks in the scope of services is attached.

While there may be other interim deliverables, the major deliverables are summarized here:

- **Alewife Area Study:** early action plan, coordinated with the overall citywide plan in both form and content, addressing key issues, development potential and character, transportation and placemaking
- **Draft and Final Citywide Report:** concise printed report communicating issues, ideas, and recommendations in narrative, plans, diagrams, charts, tables, and photos
- **Technical Appendix:** compilation of data, technical reports, community input, and other background information

Interim deliverables and consultant work will include:

- **Project Work Plan and Scheduling:** documentation of plan for project management, community engagement and communications, and integration of ongoing initiatives
- **Milestone Status Reports:** working documentation of project findings, community input, and project status; in some cases these may form the initial drafts of the report chapters or appendix material, in digital format
- **Meetings and Community Engagement:** strong community engagement process with a robust in-person component that involves a broad set of strategies to allow the greatest number of

people to engage and interact with the process. The consultant team will work with the City to develop project timeline and work plan, including a meeting lists, which will include:

- Community meetings, which may include a range of scales -- committee meetings and focus group work sessions; and large citywide charrettes as well as other formats. At each stage, there will be multiple community meetings.
- Public presentations to City Council and Planning Board twice a year
- Coordination meetings with City staff
- Ad hoc meetings and work sessions with other city consultant teams (principal among these will be the Climate Change Preparedness and Resilience Plan or key stakeholders
- Online engagement: development and ongoing management of interactive online community engagement platform(s) that is integrated with the City's overall web and social media efforts, including but not limited to project website, social media outreach and surveys; development of integrated visual identity for online platforms; content management for online engagement methods

The scope of services for the citywide plan is outlined below.

## 1. Project Roadmap and Schedule

The consultant team will provide a detailed roadmap for the overall project, including the following:

- a. **Project Management Plan:** work with City to establish project timeline and work plan, including processes for coordination with the City and with consultants on other City projects, milestones, schedule of deliverables; establish clear process for Fresh Pond/Alewife District planning and integration into citywide planning
- b. **Community Engagement and Communications Strategy:** work with the City to identify key stakeholders and constituencies, and develop a range of outreach techniques appropriate for each; establish roadmap for ongoing communications and engagement strategy for meetings and event-based outreach, social media and online platform(s), and other forms of outreach
- c. **Plan for Integration of Ongoing Work:** work with the City to develop an approach and detailed roadmap for integration between the Citywide Plan and Climate Change Preparedness and Resilience Plan, as well as other ongoing processes and planning initiatives listed in Attachment ##. The City will provide information on project timelines.

### Deliverables

- **Overall Project Roadmap:** Detailed project management plan, including schedule, work plan, and strategy for coordination, client communication, and community engagement

## 2. Research & Analysis

Research and analysis should explore and synthesize the important facts that relate to Key Topics:

- a. **Literature Review and Coordination:** the City and other agencies have many current and recent studies that must be reviewed as background information, and integrated into the research (see Part E of Scope of Services); review existing and proposed zoning and other policies that affect future action steps, as well as potential policy changes being reviewed
- b. **Data Analysis and Mapping:** Data analysis and mapping needs are expected to include, but not be limited to, those outlined below. While the City tracks many of these, the Consultant will be expected to synthesize, highlight, interrelate, and otherwise enhance the visualization of data to foster understanding and insight.
  - **Metrics:** transportation use by mode, travel time by mode, parking demand, crash data, density, heights, housing unit counts by type, tenure, unit size, costs, affordability, demographic and socioeconomic characteristics, employment counts, measure of business activity, business data, crime, investment, open space by type, land use by type, tax revenues by land use, land use by density, energy use
  - **Demographic & Economic Projections:** future population and household estimates, student enrollments, employment, school-age children, housing stock, housing needs, socio-economic diversity, and other demographic changes in the community; business trend analysis
  - **Environmental Conditions:** urban forest canopy; impervious and pervious area; open space and natural resources
  - **Transportation Networks:** Bicycle Network Plan, public transportation, roads, public paths and access.
  - **Assessments:** development project outcomes; previous plan outcomes; development patterns and opportunities; built form and open space typologies; housing stock characteristics; historic resources; economic base analyses (shift share and location quotient); employment patterns; workforce/training, education, housing, social services, culture, and community building programs; transportation and utility infrastructure condition and capacity; existing development guidelines, regulations, and processes; energy efficiency practices; public health parameters
  - **Mapping:** GIS data maps; thematic maps; conceptual diagrams; regional maps; existing building stock; and use interpretive mapping of neighborhoods, centers and squares, landmarks, street hierarchy, and other structural elements of the city based on participant perceptions
- c. **Observation/Fieldwork:** During this project, the Consultant is expected to know the city on the ground, including its distinctive squares, business corridors, neighborhoods, and mixed use districts, which will complement and enhance the understanding of data, community input, and other research.
- d. **Precedents and Best Practices:** examples from other places, illustrating streetscape, parks, housing models, building types, districts, climate and energy, civic engagement processes, and funding sources

**Deliverables**

- **Milestone Status Report(s):** Summary reports of Key Topics, with each summary incorporating data analysis for key metrics, projections, precedents, and other key findings as relevant.

### 3. Alternative Scenarios

- a. **Projections:** Refine and confirm demographic, housing, transportation, environmental, and economic projections as the basis for different scenarios
- b. **Scenario Development and Analysis:** Analyze the implications of projected growth scenarios, considering, at minimum, impacts and implications on the key topics listed in Part C of this RFQ and comparing to a business-as-usual scenario
- c. **Tradeoffs:** Working with the City and an engaged community, identify important tradeoffs inherent within each of the scenarios and across scenarios
- d. **Evaluation:** Develop a set of criteria with which to evaluate the scenarios, especially against the Shared Principles, and lead a process of evaluation with the community and all participants

**Deliverables**

- **Milestone Status Report(s):** Report detailing evaluation of scenarios, testing ideas, alternative scenarios, implications, and trade-offs and assessing them against community shared principles; analysis of alternative futures, preliminary vision, implications, and any early actions. The report will include a clear analysis of development and related projections and implications that may be useful in informing future consideration and needs such as infrastructure, school populations, and community services.

### 4. Plan Development

- a. **Vision:** Based on community and City input from the evaluation of scenarios, develop and document a shared vision and goals and objectives toward the shared vision, using both narrative and graphic illustration of key concepts
- b. **Integration of Principles and Topics:** Expand the shared vision to address key topics, refining the vision and the plan in an iterative manner
- c. **Visualization and Further Testing:** Generate three-dimensional models and visualizations illustrating the build-out of the shared vision and its implications

**Deliverables**

- **Milestone Status Report(s):** Concept ideas and implications, refined vision, preliminary recommendations, initial strategies and any early actions

## 5. Action Plan

- a. **Strategy and Phasing:** Translate the vision and plan into action steps with short, medium, and long-term projects and initiatives, taking into consideration current priorities, funding, and capacity of City and other partners
- b. **Budget Implications:** Establish the likely costs of capital projects and the budget implications of operational initiatives; identify potential funding sources at the local, state and federal level, including third party sources
- c. **Policy and Regulations:** Develop a zoning and regulatory strategy necessary to carry out the plan and its recommendations, including updates, new zoning tools, and other changes; identify key urban design principles that should guide new development for various settings in the city; identify policy changes or other steps that will be necessary to realize the plan recommendations; identify new programs and programmatic changes that will facilitate the vision
- d. **Design Strategies:** Identify alternative approaches to achieving an urban form that considers the Part C Planning Topics.
- e. **Roles and Responsibilities:** Identify leaders and other participants who will be responsible for each action step, both within City government and with partners
- f. **Development of Indicators:** Develop a set of indicators to supplement the City's current measurement of STAR Community Indicators that are specific to the goals and objectives resulting from the citywide plan to allow the City to effectively measure plan performance, implementation, or need for re-evaluation over time. This includes the establishment of baseline measurements based on previous research. Monitoring methods should be described and visualization and reporting methods to present indicators to the public and elected officials.

### Deliverables

- **Milestone Status Report(s):** Strategic action plan with zoning, land use, transportation, and other policies, urban design principles, indicators, capital projects, phasing of short and long-term actions, roles, responsibilities, and budget and funding strategies
- **Framework** (or dashboard) for tracking community indicators

## 6. Fresh Pond/Alewife District Study

The consultant will undertake the Fresh Pond/Alewife district planning study as an early phase in the citywide planning process. This study will take an integrated look at the interrelation between development, infrastructure, mobility, climate change preparedness, and placemaking. The consultant team will work in close coordination with the City's Climate Change Preparedness and Resilience consultant team during this process.

- a. **Research and Analysis:** Drawing from the citywide plan research and analysis and ongoing consultant work, pull out and highlight the key indicators, projections assessments, data and



mapping, and precedents that are relevant to Fresh Pond/Alewife. This will include the City's recently-completed Climate Change Vulnerability Assessment. Additional analyses may be needed, and an analysis of the existing Concord-Alewife Plan and impacts of recently approved major projects?

- b. **Alternative Scenarios:** Based on demographic, housing, environmental, transportation, and economic projections, develop and analyze up to three different scenarios for the future and examine the implications, trade-offs, evaluation criteria and other factors. Generate visual examples and digital three-dimensional models to illustrate scenarios.
- c. **Recommendations and Early Actions:** Develop recommendations of early actions or pilot projects and evaluation plans, and work with City to develop implementation roadmaps

#### Deliverables

- **Fresh Pond/Alewife District Study:** study of Fresh Pond/Alewife district (an early study to focus on key issues in this area), which includes summary of research and analysis, analysis of alternative scenarios, and recommendations and early actions.

## 7. Documentation and Approvals

- a. **Draft Citywide Planning Report:** integrate Shared Principles and vision, plan recommendations and action plan and indicators into a narrative; develop and refine complementary graphic material.
- b. **Engagement:** regular client meetings, and community outreach, stakeholder and coordination meetings necessary to review, discuss, and refine the draft plan; review draft plan to Planning Board, City Council to generate discussion and input; develop online presence for the draft plan and its recommendations and update for final
- c. **Final Citywide Planning Report:** revise draft plan based on community and client input; generate a graphic layout integrating narrative and complementary graphics
- d. **Approvals:** Work with City staff to present the Final Citywide Plan for formal endorsement by Planning Board and City Council.

#### Deliverables

- **Draft and Final Citywide Report:** concise printed report communicating issues, ideas, and recommendations in narrative, plans, diagrams, charts, tables, and photos
- **Technical Appendix:** compilation of data, technical reports, community input, and other background information, in digital format

**ATTACHMENT \_**

**City of Cambridge: Index of Community Development Department Projects  
November 19, 2014 (UPDATED 04/22/2015)**

**KEY PLANNING INITIATIVES AFFECTING THE CITYWIDE PLAN**

**Kendall Square/Central Square (K2C2) Plan** **Plans Completed**

*Developed 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; implementation is ongoing, including MassDOT study underway*

**Getting to Net Zero Task Force** **Underway, Expected Winter 2015**

*Advise the City Manager on ways to advance the goal of setting Cambridge on the trajectory towards becoming a "net zero community" with focus on greenhouse gas emissions from building operations*

**Climate Change Vulnerability Assessment & Preparedness Plan** **Underway**

*Conduct broad outreach to engage the community and to solicit early feedback on issues of concern regarding the impacts of climate change; the vulnerability assessment will serve as the foundation for the climate change preparedness plan; vulnerability assessment expected December 2014; preparedness plan process to begin Winter 2015*

**Community Health Assessment and  
Community Health Improvement Plan** **Underway**

*Initiative led by the Cambridge Public Health Department to better understand the health needs of the community, and develop programs and policies to address these needs*

**Bicycle Network Plan** **Underway, Expected Spring 2015**

*Solicit input and develop a plan including principles, policies, and design guidelines for improving the bicycle facilities in Cambridge; this is a core component of the larger "Towards a Bikeable Future" (Cambridge's Bicycle Master Plan- in process); Draft Plan & Recommendations to be available for public review December 2014.*

**Land Use Classification Study** **Beginning December 2014**

*Develop recommendations for amendments to Zoning Ordinance Table of Use Regulations to bring zoning in line with current and anticipated future use types. Study completion date projected for summer 2015.*

**Incentive Zoning Study** **Underway, Expected January  
2015**

*Analyze the current impact of non-residential development on the need for affordable housing in Cambridge and recommend amendments to the Incentive Ordinance.*

**Inclusionary Housing Study** **Underway**

*Analyze the impact of market-rate residential development on the affordable housing needs in Cambridge and recommend amendments to the Inclusionary Ordinance.*

**Transit Strategic Planning Process** **Underway, Report Expected Early 2015**

*Initiate a strategic planning process to develop an action plan for how Cambridge will take a stronger leadership role to improve quality and expand capacity of our transit system; working closely with the MBTA, an advisory committee and city staff developed overarching goals including mobility, funding, efficiency & reliability, expansion, usability, accessibility, and safety, public participation, support and outreach, and resiliency*

### **Climate Protection Goals and Objectives**

**Adopted**

*Work 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. CPAC 2020 goals adopted by City Council July 2014, and implementation of recommendations is ongoing*

## **CAPITAL IMPROVEMENT AND DEVELOPMENT PROJECTS**

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### **Foundry Building Reuse**

- *Conduct a public process to determine future use of the Foundry Building acquired by the City dedicated to community use*

### **Cherry Street Parcel in Area 4 Options**

- *Conduct a public process to determine future use of a site in a manner that directly benefits residents in Area 4 Neighborhood*

### **ECKOS Study/Connect Kendall Square Design Competition**

- *Conduct a design competition to plan and implement a vision for the entire open space network in Kendall Square and vicinity; announcement of selected framework plan in March 2015*

### **Lighting Ordinance Task Force**

- *Evaluate existing lighting standards, offer guidance for the creation of a new ordinance, propose new regulatory approaches if needed, and develop enforcement mechanisms.*

### **Major Infrastructure redesign and traffic calming**

- *Recent redesign projects include Western Ave, Huron Ave. and Cambridge Common; construction is underway*

### **Greenway/multi-use path projects**

- *Projects to convert former railroad properties to multi-use paths, including Alewife Greenway Extension to Belmont, acquisition of railroad property at Fresh Pond Reservation, and work with DCR on Watertown Branch greenway planning*

### **Green Line Extension and O'Brien Highway Redesign**

- *Work with MBTA and HYM Investments on new Lechmere Station and redesign of O'Brien Highway to include high quality pedestrian crossings and protected bicycle facilities*

### **Alewife bicycle/pedestrian bridge and commuter rail feasibility study**

- *Initiate a feasibility and design study for a bicycle/pedestrian bridge and commuter rail station between the Alewife Quadrangle and Triangle to strengthen sustainable transportation infrastructure in a high-growth area*

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## ONGOING PROGRAMS

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### Development review of commercial projects and residential projects

- *Coordinate Planning Board process and conduct design reviews of citywide development including both commercial (1.6 million sf) and residential (2,500 units) projects; examples include Millennium Pharmaceuticals building with ground floor retail, residential building at 240 Sidney Street, and residential project with ground floor retail at 10 Essex Street in Central Square; review projects for compliance with bicycle parking requirements*

### Transportation Demand Management

- *Encourage changes in travel behavior to reduce the number of single occupant vehicle trips and toward more sustainable modes such as walking, bicycling, and transit through PTDM during development project review and CitySmart outreach and marketing initiative*

### Hubway bikeshare expansion

- *Continued expansion of the Hubway bikeshare network in Cambridge*

### Kendall Square Ecodistrict: district-scale collaborations and solutions

- *Initiated a public private partnership including MIT, Kendall Square Association, Cambridge Redevelopment Authority, and Kendall Square businesses to advance sustainability through district scale neighborhood projects; Received Barr Foundation Grant for K2 Ecodistrict Staff Member*

### Energy efficiency upgrades and solar installations

- *Connect with residents about energy efficiency and solar energy assessments, which leads to energy efficiency upgrades and solar installations; support community partner, Home Energy Efficiency Team (HEET), in the Cambridge Race to Solar Challenge resulting in new solar installations*

### Cambridge Compact for a Sustainable Future

- *To leverage the intellectual and entrepreneurial capacity of the business, nonprofit, education and municipal sectors to collectively address climate change at the local level and improve the quality of life and well-being of the community by considering nine key areas of collaboration such as energy efficiency, renewable energy, climate mitigation and adaptation, storm water management, and green tech innovation*

### Public Disclosure of Building Energy Use

- *Introduced an ordinance to City Council requiring owners of larger buildings to track and report their annual energy use to the City and publicly disclose the data, a key step in efforts to reduce Cambridge's greenhouse gas emissions; conduct ongoing data analysis to understand energy use patterns and trends in Cambridge, issue reports, and use the data in local energy planning*

### Creation of new affordable rental and ownership housing

- *Finance and support the creation of new affordable rental and homeownership housing through new construction, conversion of non-residential structures or acquisition of market-rate residential buildings for conversion to affordable housing*

### Preservation of existing affordable housing

- *Finance and support the preservation and revitalization of affordable rental units with expiring affordability restrictions*
- *Finance and support the revitalization and preservation of affordable rental units at-risk due to property's physical or financial needs*

### **Inclusionary Housing Program**

- *Administer the Inclusionary Housing provisions of the Zoning Ordinance to create new affordable housing rental and ownership units in new market-rate residential buildings*

### **Homebuyer/Homeowner Assistance Programs**

- *Provide assistance and support for first time homebuyers before, during, and after their purchase including:*
  - *Affordable Homeownership Units: access to the more than 500 City-assisted affordable homes available upon resale through CDD applicant pools;*
  - *Financial Assistance Program: financial assistance of up to 40% of purchase price to first-time buyers purchase their first home;*
  - *Downpayment and Closing Cost assistance: funds available for eligible buyers*
  - *Home Improvement Program: low-interest and/or deferred financing available to income-eligible owners to make needed home repairs and improvements*
  - *Homebuyer/Homeowner education: monthly FTHB workshops and periodic specialized classes on homeownership, credit/debt and budgeting, etc.*
  - *Individual Homebuying Counseling: one to one homebuying counseling available to FTHB workshop participants*

### **Inclusionary Rental Housing Program**

- *Provide access through a single application to more than 600 affordable inclusionary rental units at more than 30 properties across the city*

### **Open Space Design and Planning**

- *Completion of new Cambridgeport parks and design completion 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*

### **Community Engagement Team**

- *Connect families to events and resources; leadership development; conduct targeted outreach to underserved families and populations*

### **Health equity programs**

- *Partner with Cambridge Health Alliance, Community Engagement Team, and Metropolitan Area Planning Council to encourage health equity through Food and Fitness Policy Council and bike equity*

### **Job Skills Training for Youths**

- *Host students and interns to conduct outreach, community engagement and urban planning supporting career skills and development; programs include Dream Careers Program, Mayor's Summer Youth Employment Program, YouthWorks Cambridge Job Program, and Mayor's Fall Youth Employment Program*

### **Earth Day, PARK(ing) Day, and other events**

- *Coordinate community outreach to improve access to information, broaden public interaction, and offer varied opportunities to connect; Other events include Cambridge Science Festival, Employee Transportation Fairs, and outreach at the Main Public Library,*

### **Community Access to Healthy Foods**

- *Work with the Food and Fitness Policy Council to broaden access to fresh, healthy food and fitness opportunities; programs include Cambridge Healthy Markets program*

### **Life Sciences and technology recruitment and expansion**

- *Attend annual BIO conferences as part of continuing focus on life science sector and attend Venture Café events to promote the City's economic development services to innovation businesses*

### **Regional economic development initiatives**

- *Launched a regional economic development initiative focused on the life sciences sector (Life Sciences Corridor)*

### **Cambridge Biomedical Careers Program**

- *Oversee the Cambridge Biomedical Program, a partnership between the City of Cambridge and the Just-A-Start Corporation, providing ten Cambridge residents with an academic foundation in the biomedical science field*

### **Support and Training for Entrepreneurs**

- *Assist entrepreneurs through technical assistance and educational workshops ranging from starting a business to social media; provide site searches for businesses relocating or moving into Cambridge; and provide resources for entrepreneurs including connections to co-working spaces and investment training through the Cambridge Entrepreneurship Assistance Program*

### **Interior Retail Programs**

- *Foster interior and marketing improvements to assist Cambridge retailers by providing workshops, in-store consultations, and matching grants through Best Retail Practices Program; and providing financial resources to retail businesses seeking to increase accessibility inside their businesses through the Retail Interior Access Program*

### **Storefront Improvement Program with universal access**

- *Provide technical and financial resources to Cambridge property owners or tenants seeking to renovate or restore commercial buildings to increase accessibility into storefronts and improve physical appearance of independent businesses*

### **Commercial and Development Data and Reporting**

- *Implement annual Customer Intercept Survey of commercial districts. The survey reports what Cambridge residents and other area users want in their commercial districts to better understand the local market to help existing business owners and also to help property owners recruit potential businesses. Develop commercial district profiles, quarterly development log, survey of top 25 employers, as well as provide ongoing technical assistance to business associations.*

### **Harvard Square public space enhancement**

- *Initiate a public process to develop recommendations for the public open space in the center of Harvard Square; published report in May 2014*

### **Expansion of bicycle parking**

- *Install new bike racks and stalls in response to requests and planning in high-demand areas; incorporate bicycle parking facilities in street reconstruction project and development project review; developed revised bicycle parking zoning requirements*

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## COMPLETED PROJECTS

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### Healthy Aging Project: Transit Access for Seniors

- *To engage seniors to assess existing and potential barriers to transit access (will be incorporated into Transit Strategic Plan)*

### Play in the Public Realm guidebook

- *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*

### Youth Engagement Task Force (YETF)

- *Initiative to broaden youth engagement in planning initiatives; partnering with the YETF created a youth engagement guidebook; also hosted "What is CDD Day" at Cambridge Rindge & Latin High School*

### Grand Junction feasibility study and planning

- *Represent City interests and assist in accelerating the planning process for the Grand Junction Community Path project*

### "Celebrate the Coast Initiative"

- *Launched "Celebrate the Coast Initiative" as part of the Western Avenue reconstruction to incorporate the rich history and stores of the neighborhood into a permanent commemorative installation*