

Community Development Department: 2016-2017

Our Mission

CDD is the planning agency for the City of Cambridge. Our mission is to foster a livable, sustainable, and equitable community. We work to enhance the character and diversity of the city's neighborhoods, create and promote accessible and sustainable mobility, build environmental resilience, and support sustainable economic growth. Through these initiatives, we strive to enrich the lives of residents, expand their opportunities, and contribute to a healthy urban environment.

CDD takes an interdisciplinary approach to manage and guide physical change in a manner consistent with the City's priorities. We engage and collaborate with community partners, other government agencies, and residents to make Cambridge a desirable place to live, work, learn, play, and innovate.

What We Do:

Create and Preserve Affordable Housing

Strengthen Economic Vitality

Conduct Comprehensive Planning Initiatives

Renovate Parks & Playgrounds, Provide Open Space Opportunities

Protect the Environment & Address Climate Change

Plan & Encourage Sustainable Transportation

Foster Engagement

Provide Data-Driven Analysis

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FY17 has been a busy and exciting year for the Community Development Department. We worked with the City Manager's office, the City Council, and other city departments on a wide range of initiatives to enhance the quality of life for people in Cambridge.

We're especially proud of the Inclusionary Housing zoning amendment, which greatly expands the scope of the ordinance, nearly doubles the net percentage of housing affordable to low- and moderate-income households required in new development, and incentivizes creation of large units to serve families. We completed the Cambridge Needs Assessment working with DHSP and the non-profit community. We released the Climate Change Vulnerability Assessment, Part II, and have initiated the Climate Change Preparedness & Resilience planning. We are currently working with departments from across the city to implement Vision Zero policies, and we remain committed to encouraging sustainable transportation options for all members of our community.

Planning for Alewife is advancing through the coordinated effort of the Envision Cambridge Alewife working group and a specific Alewife focus in the Climate Change Preparedness and Resiliency Plan to ensure that future changes in the area preserve long term sustainability. This year, we launched a Retail Strategic Plan to understand the changing retail environment and develop best practices to support the city's retail and business districts.

Our staffing requests in the FY2018 budget, coupled with some internal reorganization implemented this year, will help us greatly expand our capacity in the zoning, urban design, and planning supervision arenas and will also support our capacity for data and demographics analysis, which is increasingly forming the bedrock of our work across disciplines.

We strive to improve on a continuous basis and provide the highest level of customer service and professionalism. In the coming year, we look forward to working with our community partners to not only retain, but enhance Cambridge's position as a national leader in policy and planning.

Iram Farooq, Assistant City Manager for Community Development

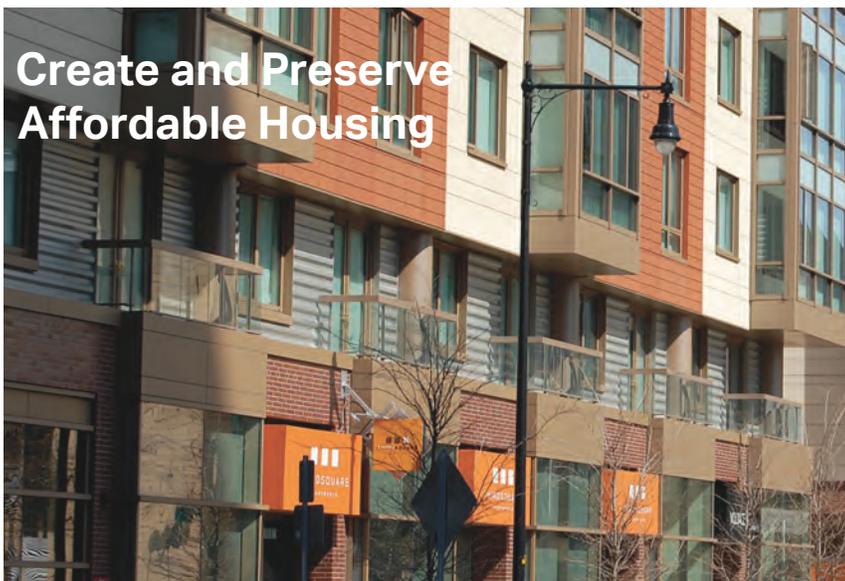


New Faces

In the past year, we have welcomed several staff members to the Department (L-R):

- Bridget Martin**, Communications Manager
- Daniel Wolf**, Neighborhood Planner
- Veena Dharmaraj**, Compact for a Sustainable Future Coordinator
- Wendell Joseph**, Neighborhood Planner
- Christina DiLisio**, Associate Economic Development Specialist
- Sandra Clarke**, Deputy Director

Create and Preserve Affordable Housing



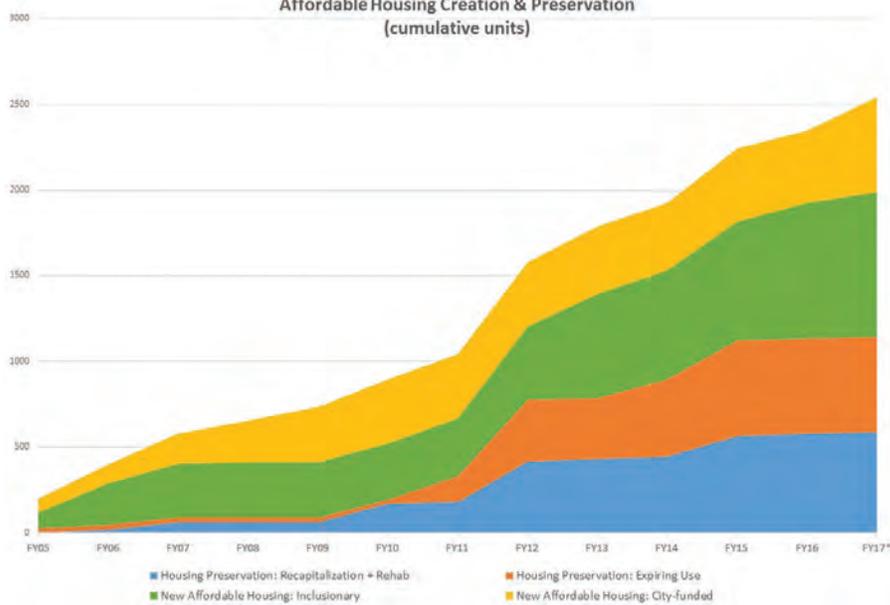
Third Square in Kendall Square includes affordable units for families.

CDD address the housing needs of low, moderate, and middle-income residents through initiatives that create and preserve affordable housing, especially for families with children. CDD's Housing Division supports housing policy planning, offers access to City-assisted affordable housing, provides education and counseling services to homebuyers, and offers low interest and deferred financing to help owners make necessary home repairs.

Notable Highlights

- **Prepared a zoning amendment** to implement recommended changes in City's Inclusionary Housing provisions, **increasing the set-aside rate to 20% for affordable units in new developments** and introducing provisions to create more 3-bedroom units for families.
- **Managed City funds to create or preserve more than 525 affordable units** where active creation, preservation, or rehab efforts were underway; **advanced plans for 98 new affordable units at Concord Highlands, the largest new affordable housing development in many years.**
- **Housed 80 low- and moderate-income households in inclusionary rental housing; managed access to 625 inclusionary rental units at more than 30 properties, and received more than 300 new applications from residents.**
- **Assisted 13 new homebuyers in purchasing affordable homes;** managed the City's stock of more than 500 owner-occupied affordable homes and received more than 60 new applications from residents interested in purchasing affordable housing.
- **Offered ten 4-session Homebuyer Workshops and individual counseling to 535+ individuals; provided individual homebuying counseling to 145+ individuals.**
- **Partnered with the Human Rights Commission to organize and sponsor the City's first Fair and Affordable Housing Open House.**

Affordable Housing Creation & Preservation
(cumulative units)



This graph shows the cumulative impact of City efforts to preserve affordable housing at-risk and create new affordable housing through use of City resources (funding and land) and Inclusionary Housing and similar zoning provisions.

Looking Forward

- **HomeBridge**, a homebuyer assistance program, will be launched to help moderate- and middle-income buyers purchase homes. HomeBridge will include a pilot component to offer funding to buyers earning up to 120% Annual Median Income.
- **Inclusionary Housing regulations** will be issued to implement recent changes; regulations will address initial compliance for new housing developments and application and occupancy requirements for Inclusionary rental and ownership housing.
- **New affordable housing in Porter Square:** discussions have begun and community meetings will be scheduled to determine how to best take advantage of the unique transit-oriented development opportunity at 1791 Mass Ave.
- **The redevelopment of Vail Court will be advanced by the City,** determining how the property can be best used to address pressing housing needs.

Strengthen Economic Vitality



Lamplighter Brewing Co. participated in the Small Business Enhancement Program, the Storefront Improvement Program, and the Retail Interior Accessibility Reimbursement Grant Program, receiving funding to upgrade the interior and exterior of their brewery.

CDD's Economic Development Division works to provide a robust, sustainable, entrepreneurial, and diverse economy with an educated and employed workforce.

Our mission is to attract and retain businesses of all sizes, provide resources to small businesses, and support and enhance business districts.

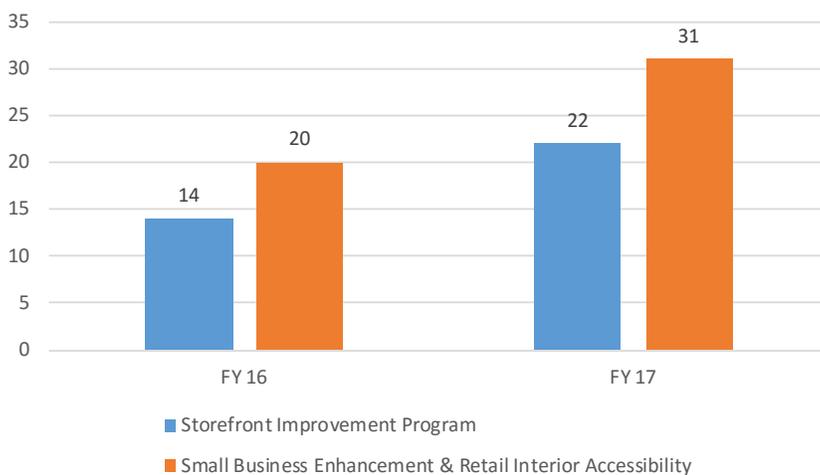


Small Business Challenge awardees representing business associations and neighborhood business clusters from throughout Cambridge celebrated with City staff.

Notable Highlights

- **In FY17, 15 local business associations & neighborhood groups** received technical assistance to develop programming and events. **22 small businesses** received funding through the Storefront Improvement Program. **31 small businesses** were assisted by the Small Business Enhancement & Retail Accessibility Program. **250 individuals received technical assistance or attended business development workshops.**
- **The Storefront Improvement Program**, which offers grants to businesses seeking to make ADA-compliant renovations to their storefronts, **was a semi-finalist for the Harvard Kennedy School Ash Center's 2017 Innovations in American Government Award.**
- **The Retail Strategic Plan was launched.** Led by the consultant team Larisa Ortiz Associates (LOA), the Plan will recommend best practice policies and programs to support the city's retail environment.
- **The Small Business Challenge (SBC) was successfully piloted**, providing grants for 4 projects, including planter boxes, hanging flower baskets, festive banners, and American flag displays, that will enhance the vibrancy of several business districts.
- **Staff attended the BIO International Convention** to attract life science companies and jobs to Cambridge.

Businesses Served by Key EDD Programs



Looking Forward

- CDD will implement best practice recommendations from the Retail Strategic Plan in FY18.

Conduct Comprehensive Planning Initiatives

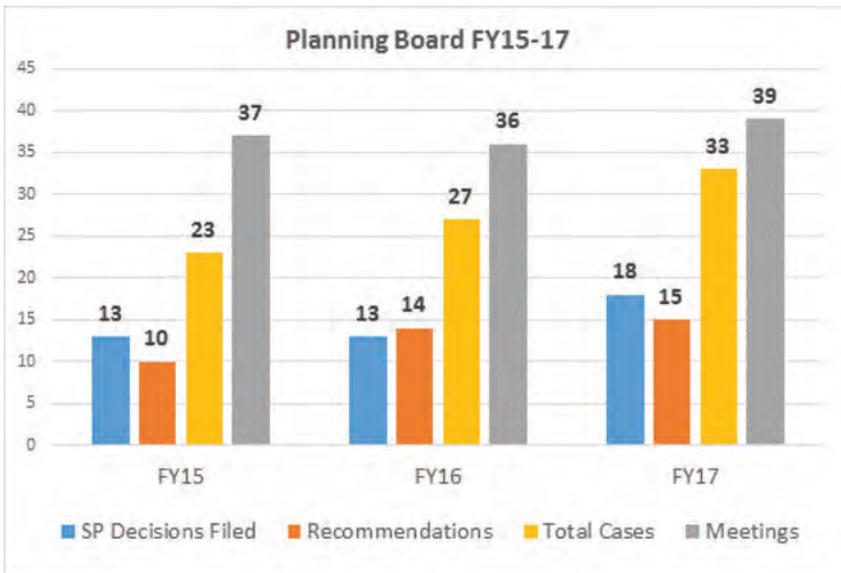


The Mobile Engagement Station, now available online as the Digital Engagement Viewer, collected comments and suggestions from the community during Envision Cambridge's Listening Phase.

CDD's Community Planning division guides growth and development in the city by providing planning and design services related to zoning, urban design, neighborhood planning, and open space. The Division also leads Envision Cambridge, a three-year community-wide process to develop a strategic plan for a more livable, sustainable, and equitable Cambridge.

Notable Highlights

- In FY17, the Planning Board reviewed **14 proposed zoning amendments and 18 special permits for development**, including 1,200 housing units and 740,000 square feet of commercial development in total.
- **Planning Board meetings are now livestreamed and archived** through the City's Open Meeting Portal.
- **Medical marijuana dispensaries** were approved for **3 locations** throughout the city.
- **Designs were approved** for commercial and residential buildings in **Kendall Center**, a residential development on **Mass & Main**, and the **Cambridge St. School Complex**.
- **Envision Cambridge developed a shared vision and set of core values** to guide the planning process. **Focus-area working groups in Climate & Environment, Economy, Housing, and Mobility were assembled** to develop strategic goals for each topic. The Alewife Working Group held regular meetings to discuss future planning in the Alewife district.
- **The Community Needs Assessment, a comprehensive quantitative and qualitative analysis of the city's most pressing needs, was released.** Staff from CDD, DHSP, and the City Manager's Office worked with TDC Consultants to produce the report.



Planning Board activity has steadily increased over the years, with FY17 the busiest year to date. Note: FY17 numbers are accurate through April 2017.

Looking Forward

- CDD will work with the community on planning for the future development of the **John A. Volpe National Transportation Center**.
- **Urban Agriculture policies** for chicken keeping, bee keeping, and urban farming will be furthered in FY18.
- **The Community Benefits funding will be allocated** based on Needs Assessment priorities.
- **The Envision Cambridge process will develop draft goals** for the focus areas and strategies for how the city's major corridors will evolve.

Renovate Parks & Playgrounds, Provide Open Space Opportunities



Renovations for the Cambridgeport School Playground were completed in FY17.

CDD's Community Planning division directs a variety of planning initiatives for open spaces in the city. Design plans reflect the City's Healthy Parks and Playgrounds Initiative, which seeks to provide a diverse range of play opportunities throughout the city that are fun, stimulating, and socially engaging with the ability to serve children and adults of different age groups, ability levels, and interests.



Envision Cambridge's Street Team attended public events throughout FY17.

Committees & Working Groups Managed by CDD

Standing

Cambridge Affordable Housing Trust
Cambridge Bicycle Committee
Cambridge Planning Board
Central Square Advisory Committee
Climate Protection Action Committee
Community Needs Assessment Advisory Committee
Harvard Square Advisory Committee
Pedestrian Committee
Transit Committee

Ad hoc

Envision Cambridge Advisory Committee
Envision Cambridge Alewife Working Group
Envision Cambridge Climate & Energy Working Group
Envision Cambridge Economy Working Group
Envision Cambridge Housing Working Group
Envision Cambridge Mobility Working Group
Georgetown University Energy Prize Steering Committee
Harvard Square Kiosk and Plaza Working Group
Kendall Square Mobility Task Force
Volpe Working Group

Notable Highlights

- **Renovations for the Cambridgeport School Playground were completed.**
- **Construction for the renovation of Sacramento Field began.**
- **Designs are underway for Binney Street Park, Rogers Street Park, Triangle Park, and Point/Galaxy Park.**
- **Designs are complete for the renovation of the Morse and Amigos School Playground renovations.**
- **The Harvard Square Kiosk and Plaza Working Group was established.**

Looking Forward

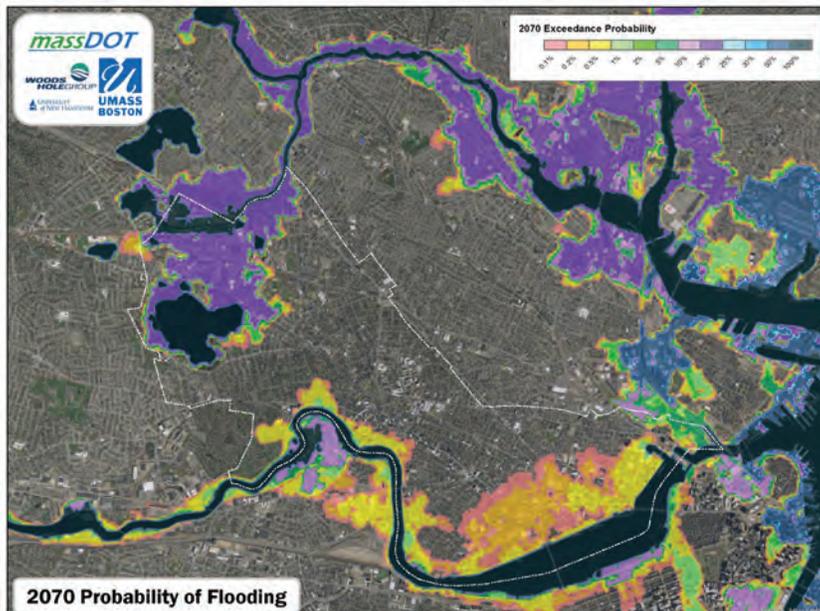
- CDD staff and the Harvard Square Kiosk and Plaza Working Group will work with a consultant team to create a vision for the future governance, operation, and programming of the Harvard Square Kiosk and surrounding plaza.
- Construction for Graham & Parks playground is slated to begin in Spring 2018.

Protect the Environment & Address Climate Change



The Multi-Family Energy Efficiency Pilot, sponsored by the Cambridge Energy Alliance and Eversource, coordinates energy efficiency and solar assessments for multi-family landlords and property managers in Cambridge through a streamlined process.

CDD's Environmental & Transportation Planning Division promotes livability and addresses climate change by developing policies, programs, and projects that promote energy efficiency and clean energy, reduce greenhouse gases and other pollutants, and make the city resilient to future climate change.



CCVA is a science-based assessment of the risk of increasing temperatures, precipitation, and sea level rise, and how these factors might impact Cambridge in 2030 and 2070. The City of Cambridge is outlined in white on the above map.

Looking Forward

- CDD is working with consultants to develop a strategy for decarbonizing the city's energy supply by 2050, a key element of the Net Zero Action Plan.
- In 2018, a Climate Change Preparedness Plan is expected to be completed.

Notable Highlights

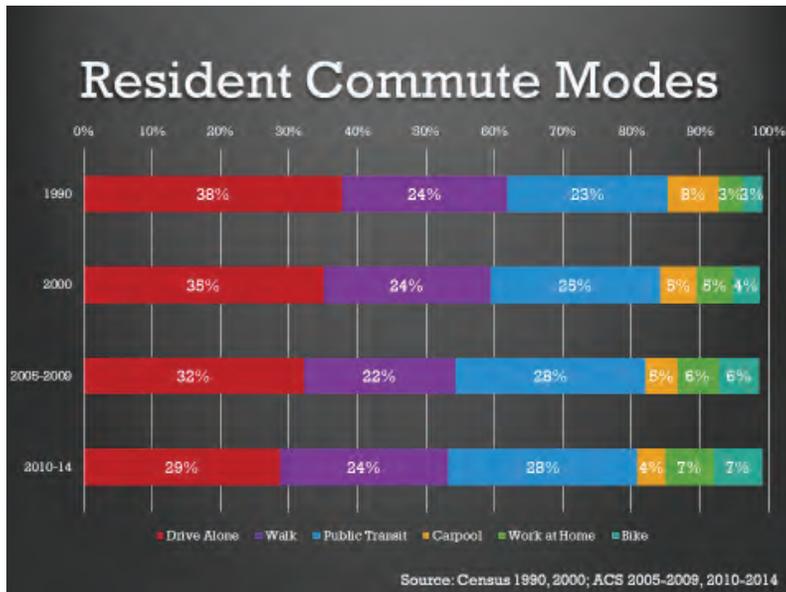
- **Part II of the Climate Change Vulnerability Assessment (CCVA) was completed.**
- **A Community Greenhouse Gas (GHG) inventory was completed** and will be used to update the Climate Action Plan.
- **The Multi-Family Energy Efficiency Pilot launched**, providing a streamlined process for energy efficiency and solar assessments.
- **The Net Zero Action Plan (NZAP) is underway** to eliminate or offset GHG emissions in Cambridge by mid-century. Staff received a Community Compact grant to create an NZAP branding strategy.
- **The Cambridge Compact for Sustainability adopted a 3-year strategic plan.**
- **CDD staff engaged in the Kendall Square EcoDistrict, the Cambridge Compact for a Sustainable Future, and the Metro Mayors Coalition** to advance sustainability in Cambridge through collaborative action.
- **A Sustainability Dashboard is being launched** to track the progress of environmental initiatives.



Plan and Encourage Sustainable Transportation

CDD's Environmental & Transportation Planning Division encourages residents and visitors to use sustainable modes of transportation while traveling in the city. It also plans street design and transportation infrastructure projects to make city streets safe for people of all ages and abilities.

Environment & Transportation staff collaborate with other departments to implement Complete Streets and make city streets safe and accessible for all travel modes and mobilities.



Sustainable commuting has continually increased in Cambridge. 57% of residents bike, walk, or take public transit to work.

Traffic Calming Projects

In FY17, new traffic calming projects, with features including raised intersections, curb extensions, new crosswalks, and raised sidewalk crossings, were completed on the following streets:

- Amory Street - Broadway to Hampshire Street
- Fulkerson Street - Cambridge Street to Charles Street
- Harvey Street - Accessible ramps
- Mead Street - Walden Street to Cogswell Avenue
- Sherman Street - Huron Avenue to Walden Street

Looking Forward

- Efforts will continue to add amenities at bus stops, including bus shelter installations and benches.
- Plans to implement the City's first bus lanes will continue, with a focus on identifying funding for planning and implementation.
- In Fall 2017, 75 groups will transform 120 parking spots into parklets for PARKing Day.
- Bike Plan implementation will continue to create safer streets for riders of all ages and abilities.

Notable Highlights

- In FY17, the Hubway bike share system grew to 48 solar-powered stations in Cambridge. The City recently entered into a new 5-year contract, reducing expenses and allowing expansion.
- CDD led the Kendall Square Mobility Task Force in the development of recommendations for improving access to Kendall Square by bus, subway, walking and biking, including an analysis of how to accommodate a bike and pedestrian path in the Grand Junction Corridor along with potential future transit service.
- As part of the City's Transit Strategic Plan, two street designs for prioritizing bus lanes were advanced.
- CDD piloted solar-powered real-time transit displays in 4 locations. Additional displays will be funded through Participatory Budgeting in FY18.
- CDD hosted 27 bicycle workshops in 2016, engaging 380 residents and employees.
- CDD collaborated with other departments to create the Cambridge Street Code, a resource guide for using Cambridge streets.
- CDD led the collaborative effort to publish "Getting Around Cambridge," a magazine about transportation safety and sustainability.
- CDD was awarded a NACTO Transit Accelerator grant to advance a conceptual design for transit priority on Mass Ave. between Rindge Ave. and Walden St.

Foster Engagement



Elementary School students learn about bike safety during a Safe Routes to School session.

CDD strives to broaden public engagement to reach people who don't typically participate in public processes. We actively engage youth in solving problems that cities face and nurture an interest in urban planning by offering educational opportunities to elementary, middle, and high school students.

We bring planning and program information to where people are. In recent years, CDD has partnered with DHSP's Community Engagement Team (CET) to hold focus groups with immigrant communities and American-born Blacks. CDD staff in each division have participated in CET's Building Connections training to build cultural competency in community engagement

Notable Highlights

- **125 CRLS students participated in the 5th annual Glocal Challenge, creating innovative proposals to decrease food waste in Cambridge by the end of 2017.** 5 winning teams gained City internships to implement their projects this summer. 3 teams will travel to Italy to attend the EF Education First Global Student Leaders Summit.
- **The Power Savors, a group of Glocal Challenge winners from 2015, campaigned in the 2016 Participatory Budgeting cycle to raise money for the purchase and installation of kinetic energy tiles - and won!**
- **41 students completed internships with CDD through MYSEP, conducting outreach for the Cambridge Energy Alliance, the Glocal Challenge, and Envision Cambridge. 50 students will complete internships during summer 2017.**
- **The Safe Routes to School Program** has educated 425 students across 8 schools.
- **CDD partnered with Cambridge Public Schools to host bike workshops for hundreds of students year-round.**
- **Envision Cambridge is holding 5 youth workshops with the Boston Society of Architects to teach children about urban design this summer.**

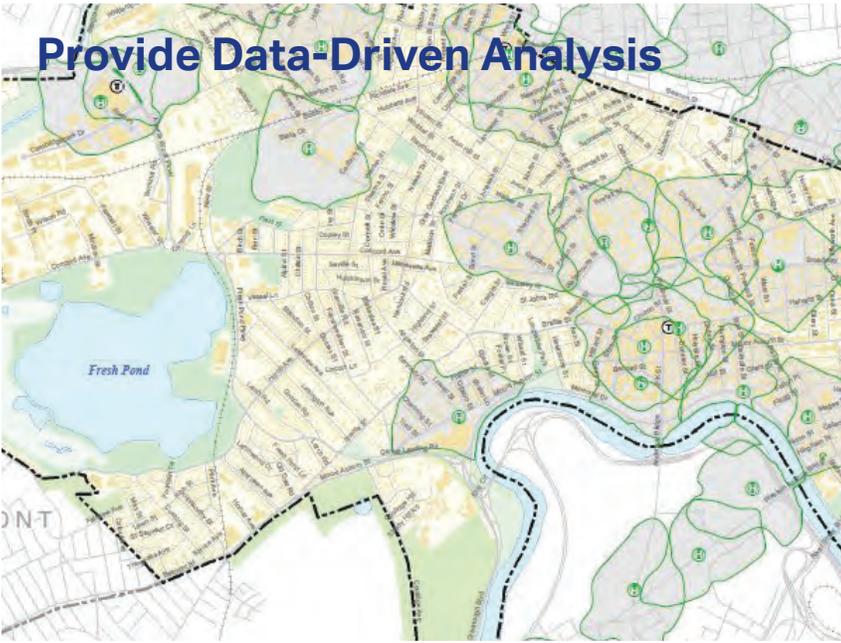


Glocal Challenge winners participate in a teambuilding exercise during a weekend retreat. The students will spend the summer implementing their projects, which include converting food waste into fuel, creating a system to encourage neighborhood composting, and researching the educational benefit of installing an anaerobic digester at the high school.

Looking Forward

- The Safe Routes to School Program will expand to all 12 elementary schools in the city.
- CDD staff will receive Community Engagement Training to better communicate with diverse populations.
- All MYSEP counselors will be trained on how to model safe biking behavior.

Provide Data-Driven Analysis



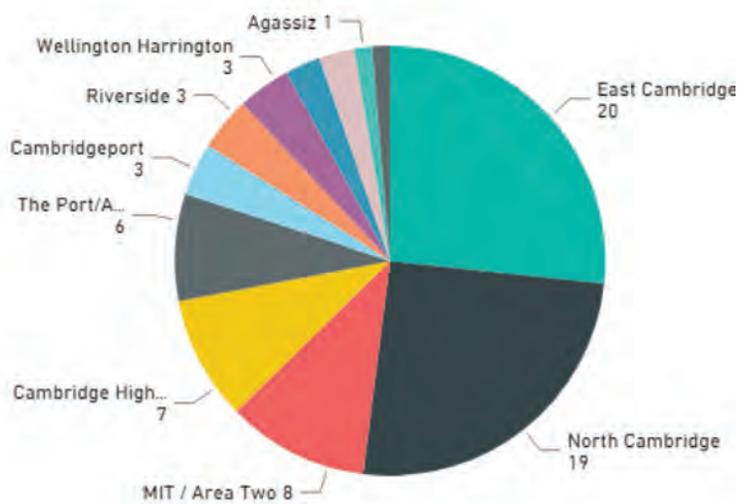
One GIS map tracks the walking distance from Hubway stations throughout the city.

CDD is committed to providing the public with the most current data related to the progress of division initiatives. To maintain transparency with the public, staff members have worked to increase the amount of current data available to the public.



According to the 2016 Town Gown report, there are over 45,000 college and graduate students in Cambridge. Half of the students live in the city - most in university-owned housing.

Article 22 Green Buildings in Cambridge Neighborhoods



This graph, available on the Green Building Dashboard, illustrates the distribution of projects subject to the green building ordinance across the City, which is consistent with overall development trends over the past decade, especially in East Cambridge (Kendall Square and North Point) and North Cambridge (Alewife).

Notable Highlights

- **The 21st annual Town Gown Report, which provides an annual snapshot of students, faculty and facilities at our colleges and universities, was published.**
- **The Green Building Dashboard, which profiles all development projects that have been subject to the City's green building ordinance, is now live.**
- **CDD staff continued to collaborate with the GIS Department to develop a Citywide 3D Model, with data downloads and a streaming 3D map of the City made available in FY17.**
- **A new version of the Cambridge Housing Profile will be published.** The report details various aspects of Cambridge's housing stock and provides an overview of key demographic and economic drivers of the marketplace. The last Cambridge Housing Profile was published in 2010.
- **The Sustainability Dashboard will track the progress of city sustainability initiatives** including sustainable commuting, municipal energy efficiency, and the decrease of municipal greenhouse gas emissions.

Knowledge and Leadership



The Fair & Affordable Housing Open House brought together over 20 departments, organizations, and non-profits throughout Cambridge to provide housing resources and information to the public.

Collaboration: Local and Regional

Cambridge Community Compact for a Sustainable Future
Greater Boston Regional Economic Compact
Kendall Square EcoDistrict

Metro Mayors Coalition (Climate Change Mitigation Commitment)

Visiting Delegations

Barton Willmore (UK): Studied Innovation Districts.

Copenhagen, Denmark: Studied climate change mitigation & preparedness.

One-North Estate, Singapore: Studied sustainable economic growth that enhances the lifestyle, environment, and opportunity for residents.

Tongji Urban Planning Institute, Shanghai, China: Studied how to nurture innovation & facilitate redevelopment while preserving history and balanced, sustainable development.



Environmental Planner John Bolduc, center, received a Lifetime Merit Award from the Environmental Protection Agency.

The Cambridge community and City Council prioritize the City's role as a leader in solving the problems facing urban areas today. CDD staff take this goal to heart and work to craft innovative programs and solutions. We are consistently invited to share our latest research, programs, and initiatives with other communities in national and international forums.

Conference & Panelist Presentations

Architecture Boston Expo, Boston, MA
Association of Public Data Users (APDU)
Annual Conference, Alexandria, VA
APA National Conference, NYC, NY
Autonomous Vehicle Summit, Boston, MA
Building Sustainability 2016, Stockholm, Sweden
City of Boulder Complete Streets Workshop,
Boulder, CO
Council of Large Public Housing Authorities,
Boston, MA
Energy Transformation in Cities Workshop,
Washington, DC
Georgetown Energy Prize Conference,
Washington, DC
Greenbuild International Conference & Expo,
Los Angeles, CA
Grounded Solutions Network Conference
(Intersection 2016), Park City, UT
Southern New England American Planning
Association Conference, Worcester, MA
NACTO Designing Cities Conference, Seattle, WA
National Academy of Sciences Roundtable on
Protecting the Health & Wellbeing of
Communities in a Changing Climate,
Washington, DC
National Adaptation Forum, St. Paul, MN
Northeast Sustainable Energy Association,
Boston, MA
Pro Bike/Pro Walk Conference, Vancouver, BC
Urban Sustainability Directors Network (USDN)
Toronto, ON
US Department of Energy/Urban Sustainability
Directors Network, Washington, DC
US Green Building Council Massachusetts,
Boston, MA
World Symposium on Sustainable Development
at Universities, Cambridge, MA

Community Development Department: 2016-2017

Awards & Features

#1 Bike Score in the nation (93 points)

#2 Walk Score in the nation (88 points)

8th Best City for Biking in the US (Bicycling Magazine)

Best mid-sized city in the country for public transit
(Redfin, September 2016)

Honor Award in Design, Alewife Stormwater Wetland
(Chester Engineers), Boston Society of Landscape
Architects

Lifetime Merit Award, Environmental Protection Agency
(Presented to Environmental Planner John Bolduc)

Merit Award in Design, Western Ave
(Halvorson Design Partnership), Boston Society
of Landscape Architects

Pinnacle Leader, Mass ECO Awards
(Excellence in Commuter Options)

**Semi-finalist, Harvard Ash Center Innovations
in American Government Award**
(Storefront Improvement Program)

Women of Color Changemakers, YWCA Cambridge
(Iram Farooq, Assistant City Manager)

Housing Programs featured in *Land Lines*, *Lincoln
Institute of Land Policy*, *Urban Institute* (2016)

Envision Cambridge & Mobile Engagement Station
featured on *Next City* (2016)

CDD profiled in *Scout Magazine's* Innovation Issue
(April/May 2017)