

Draft Recommendations Summary 10/22

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OUR PROCESS

REALIZING ENVISION CAMBRIDGE GOALS



BUSINESS

Support small business community



MOBILITY

Improve infrastructure for sustainable choices



HOUSING

Address affordability and supply



PUBLIC SPACE

Increase open space resources



CLIMATE

Plan for climate mitigation and resilience

ENGAGEMENT PROCESS

Round 1 – Public Engagement & Analysis

Process to understand residents, workers and visitors' interests, preferences and ideas about Cambridge St

- Kick-off event
- Stakeholder interviews
- Online survey
- Pop-up Events
- Existing Conditions Assessment virtual public meeting

Round 2 - Vision, Goals and Priorities

Two meetings that established the vision and planning priorities for the Cambridge Street community

- Meeting 1 Presented results of Community Survey and established a Vision for Cambridge Street
- Meeting 2 Round-table discussions with staff and consultant on the topics of Small Businesses, Housing, and Accessible and Safe Streets to develop planning priorities, identifying ambitions, while staying pragmatic.
- Additional focus group conversations



ENGAGEMENT PROCESS

Round 3 – Ideas for Cambridge Street

Based on planning priorities and public feedback, initial ideas were presented at two open house events.

- The themes of Inviting, Local, Affordable, and Accessible & Resilient were used to frame draft ideas for community feedback.
- Initial ideas addressed small business development strategies, urban form (density, building heights, setbacks, public spaces), preservation and creation of housing inventory, and resiliency for a climate ready street.
- A summary report of the meeting and associated online survey was created and posted online.

Round 4 – Recommendations

- A final public meeting will present fifteen strategies and associated actions for Cambridge Street.
- Additionally, printed summary collateral will be produced for distribution.



ENGAGEMENT NUMBERS TO DATE











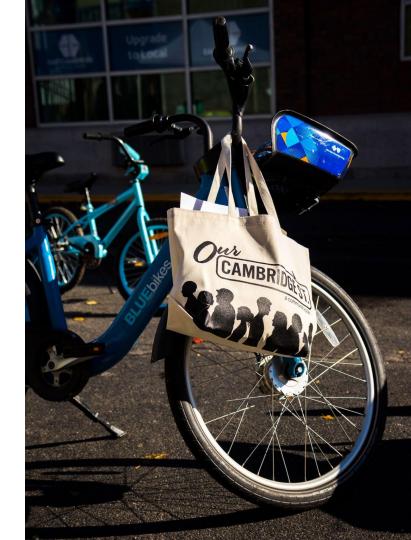
CONVERSATIONS WITH BUSINESSES



SURVEY RESPONSES

1,400+

TOTAL PARTICIPATION



ENGAGEMENT EVENTS



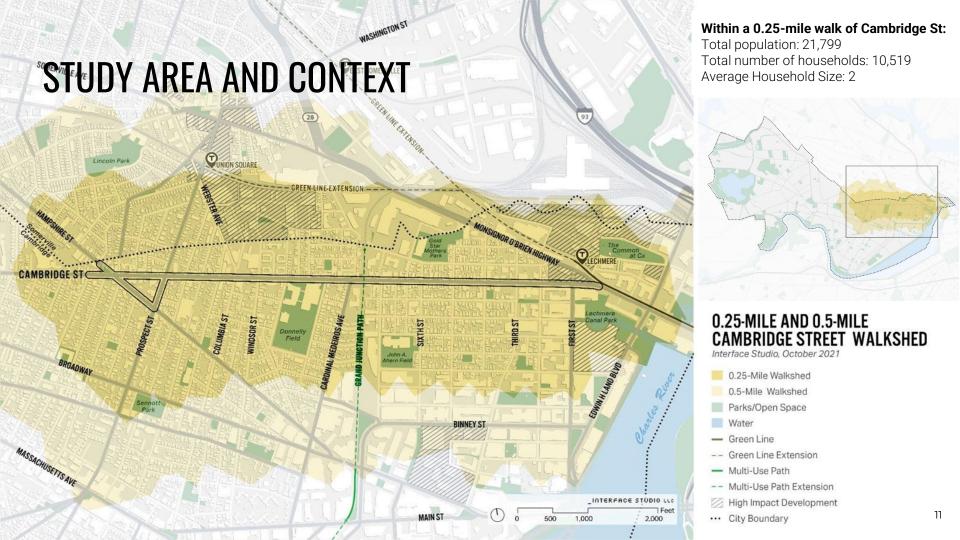
02

WHAT WE LEARNED

WHO DOES CAMBRIDGE STREET SERVE?

Residents, business owners, workers, visitors, and commuters use Cambridge Street, making it a dense and lively place in the city.





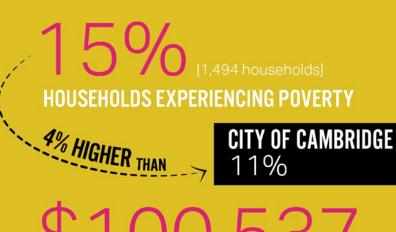
RESIDENTS (21,799)*



2,532 [12%]
YOUTH UNDER 19

34 MEDIAN AGE

HOUSEHOLDS (10,519)*



\$100,537

2021 MEDIAN HOUSEHOLD INCOME



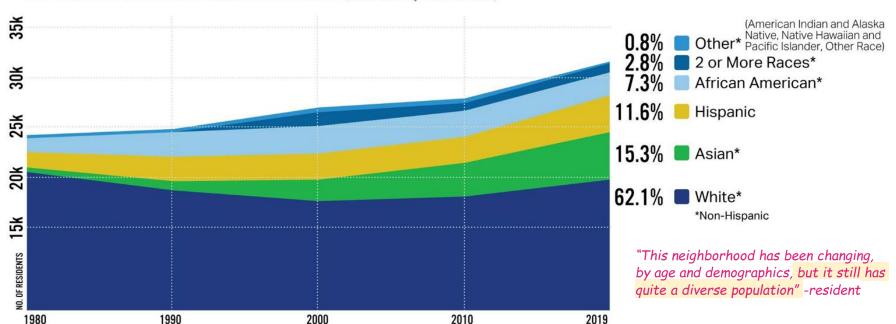
CITY OF CAMBRIDGE \$107,374

CHANGE OVER TIME

Like the City, the population of Cambridge Street has grown over the last few decades.

POPULATION CHANGE BY RACE & ETHNICITY (1980-2019 by Census Tracts)

YEAR



CHANGE OVER TIME

The country of origin of new immigrants has shifted but it has always been a diverse community and a place that provides opportunity for immigrant business owners.

PLACES OF BIRTH FOR FOREIGN-BORN POPULATION (% of Foreign-Born Population by Census Tracts)

28-30% OF THE POPULATION HAS CONSISTENTLY BEEN FOREIGN-BORN

Among this group, the top 5 countries have changed over time.

2000

PORTUGAL 19% BRAZIL 9% EL SALVADOR 7% HAITI 6% INDIA 6%

2010

INDIA 14%
PORTUGAL 13%
CHINA 8%
BRAZIL 5%
HAITI 5%

2019

CHINA 11%
INDIA 6%
PORTUGAL 5%
BRAZIL 5%
CANADA 5%

BUSINESS MIX

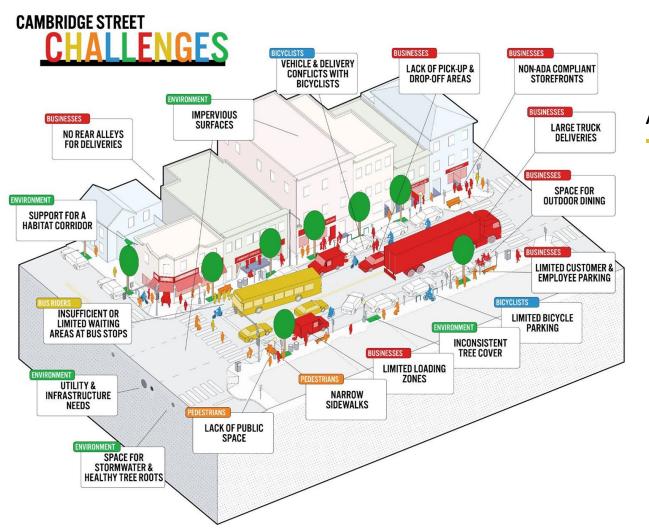
Cambridge Street offers a mix of services and destinations, making it a more resilient neighborhood-serving commercial street. It's important maintain this mix in addition to restaurants and retail.



HOW CAN ALL STREET USERS BE ACCOMMODATED?

How does the current design of Cambridge Street support (or not support) its users as well as help the City meet its goals for climate, mobility, economic development and urban design?





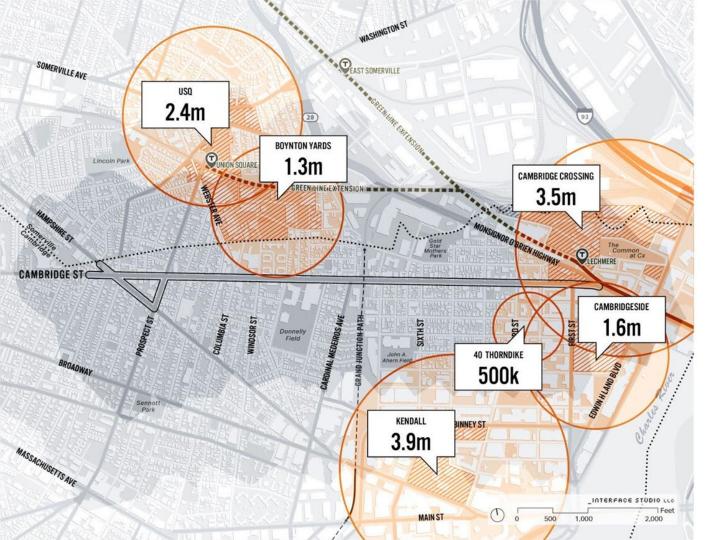
A lot is expected on this street:

- support small businesses
- create new affordable housing
- manage loading
- encourage walking
- improve ADA accessibility
- integrate separated bike lanes
- plant more trees
- manage stormwater...

WHERE ARE THE DEVELOPMENT PRESSURES?

Cambridge Street is surrounded by major development projects that will influence how it changes.





13m+

square feet of development including

3,313

new residential units are recently constructed, under construction or planned within a 10-minute walk of Cambridge Street

PLANNED DEVELOPMENT SITES

City of Cambridge Development Log, October 2021

- 5-Minute Walkshed
- 10-Minute Walkshed
- Green Line
- -- Green Line Extension
- Multi-Use Path
- -- Multi-Use Path Extension
- High Impact Development
- Total Development in Square Feet (SF)

HOUSING

There is an acute need for affordable housing, but residential development faces several impediments, such as:

- High cost of land and construction drives up housing prices
- Suitable sites are limited, and small size of properties limits density
- Competition from commercial development which can pay higher prices for land
- Zoning limits the number of units able to be added to offset costs and requires formula setbacks which limits development potential.



BUSINESS MIX

Several factors will influence the future of neighborhood retail and service providers along Cambridge Street

- Evolving/changing retail trends including online shopping
- Large amount of new retail space coming in nearby will add commercial inventory and expand the customer base.
- Food/beverage businesses have intense delivery needs, which impacts how Cambridge Street operates.
- Small spaces constrain the type of tenants.
- Ownership evolves over time which leads to business turnover.
- We need to make a distinction between active uses and activated street frontages.



Uses like professional offices and daycare centers might not be seen as active uses by some but they can have an active presence on the street and generate spillover activity.

03

VISION & GOALS

Our CAMBRIDGE STREET VISION

Our Cambridge Street is a model for a 21st century Main Street. It's inviting, local, affordable, accessible and resilient.

Continue to welcome diversity and celebrate our history as a destination for culture while embracing change.

Support a mix of vibrant, local, and small businesses that serve the everyday needs of nearby residents, workers, students, and visitors alike.

Support families, seniors, children, immigrants, people of color, those with disabilities, and from all economic and educational backgrounds in continuing to call this street home.

Alfordable Accessible Desilient

Create a truly safe and sustainable public realm, and a healthy, walkable environment that serves as the heart of our community.

04

HOW CAN WE ACHIEVE THE VISION?





"More murals to create a sense of place. Murals can reflect the industrial roots of the area." "Cambridge Street is quirky, dynamic, and lively, and this work should prioritize efforts that seek to amplify its character."

KEY TAKEAWAYS from the engagement process

- There is an abundance of pride for the **history and diversity** of Cambridge Street, and maintaining and celebrating those aspects of the neighborhood should be prioritized.
- Many participants enjoy the community events that happen along the street and would like more opportunities to **bring the community together** with food, local music, and art.
- Although there were mixed responses concerning the right balance of activity for the street, participants generally desired more options for outdoor activities while maintaining open spaces that are more quiet/passive in nature.

Additionally, potential interventions that **create welcoming spaces**, such as signage, public art, and parklets, received positive responses from participants.

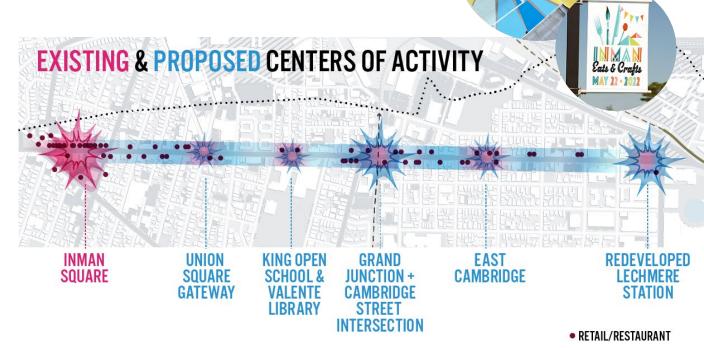


How can we continue to welcome diversity, and celebrate our history as a destination for culture while embracing change?

- Celebrate the unique identities along
 Cambridge Street from one block to the next
- Bring the community together and celebrate diversity

1. Celebrate the unique identities along
Cambridge St. from one block to the next by:

A. Defining different centers of activity with interventions such as signage, banners, public art and parklets to create welcoming spaces that are representative of the hyper-local character of that area



Example of an Intersection mural: Seasonal Turn, Artwork by Graham

Example of banners with Inman Eats &

Crafts branding

2. Bring the community together and celebrate diversity by:

 A. Providing additional cultural programming, festivals, and events (and complementing existing ones)

IDEAS FOR ADDITIONAL PROGRAMMING FROM THE COMMUNITY ENGAGEMENT PROCESS:

- · Close Cambridge Street to car traffic at some times (ie. Saturdaymorning in Inman Sq.) or for more events
- · Farmers markets
- Music festivals, evening performances, and general outdoor music
- Multi-cultural food events, food crawls, food truck events
- · STEM Arts events for families and children







"Make the city grant programs for small businesses easier to find info about and apply to."

"Having wide enough sidewalks and protected bike lanes will encourage locals to patronize the businesses on the street."

KEY TAKEAWAYS from the engagement process

- Key to the character of the corridor is supporting a mix of vibrant, local, and small businesses.
- Because of this, there is community support for assisting existing small businesses, managing uses that tend to price out other small businesses and keeping commercial spaces affordable.
- Improving outdoor and pedestrian space adjacent to businesses is important for potential customers and increased commercial activity.

In addition to the existing businesses that are celebrated by the community, some participants would also like to see more "daily needs" stores along Cambridge Street.



How can we support a mix of vibrant, local, and small businesses that serve the everyday needs of nearby residents, workers, and visitors alike?

- Help businesses create active ground floor frontages
- Continue to celebrate diverse businesses
- Work to maintain a supply of affordable commercial spaces for local small businesses

3. Help businesses create active ground floor frontages by:

- A. Marketing and executing
 City programs that provide
 street activation, such as
 outdoor dining, public
 patios and parklets
- B. Targeting marketing of the City's storefront improvement programs and accessibility upgrades



EXCELLENT

Includes:

- · Active storefront
- Transparent windows & doors
- Landscaping



EXCELLENT POTENTIAL

Includes:

- Unoccupied storefront
- Transparent windows & doors
- High-quality building / streetscape potential



IN-BETWEEN

Includes:

- · Raised or sunken frontage
- Buffer between use and street
- Good quality occupied uses that generate little to no foot traffic



UNFAVORABLE

Includes:

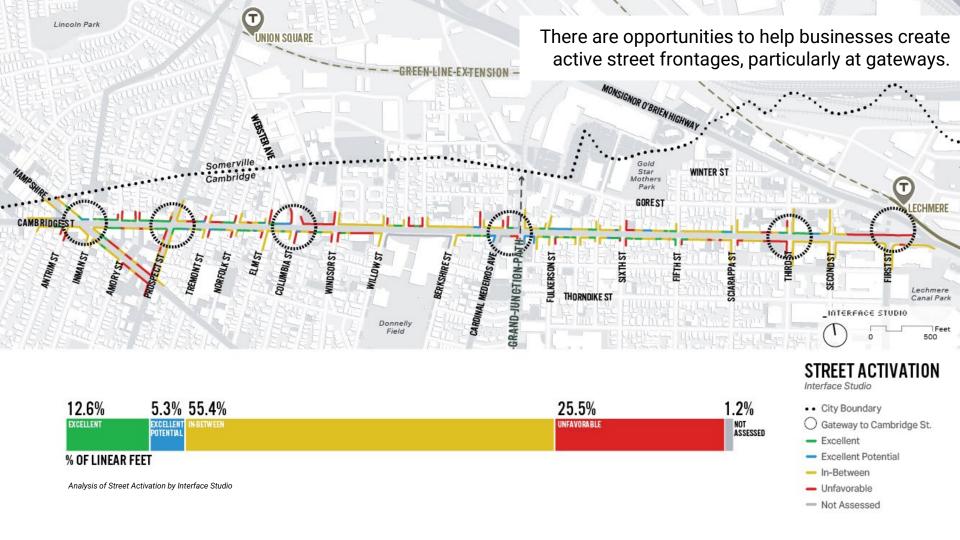
- · Parking garages & lots
- Blank, windowless walls
- Long expanses of reflective glass without entrances



NOT ASSESSED

Includes:

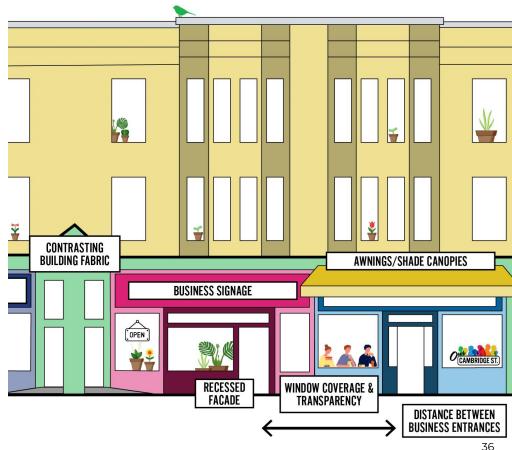
· Parks & open spaces



3. Help businesses create active

ground floor frontages by:

- **Developing design guidelines for ground floor** treatments and new development, and aligning with the Citywide Uban Design Guidelines
 - The Cambridge Street guidelines will address:
 - window coverage/transparency,
 - upper-story stepbacks,
 - spacing of building entrances,
 - building setbacks for publicly accessible spaces,
 - frequent entrances to ensure commercial spaces are adaptable over time.
 - subdividable ground floor spaces,
 - incorporating climate resilient measures where applicable, and
 - activation strategies for dormant ground floor spaces, i.e. banks or vacant storefronts



4. Continue to celebrate diverse businesses by:

- A. Targeting recruitment efforts to further uplift women- and minority-owned businesses.
 - Continuing to recruit diverse businesses to join ECBA
 - Actively targeting diverse businesses for City small business programs
 - Implementing recommendations of the BIPOC Business Advisory Committee
- B. Adding grants and technical assistance to existing legacy business program



5. Work to maintain a supply of affordable commercial spaces for local diverse businesses by:

A. Leveraging new development to subsidize more affordable storefronts for local businesses

- Study the feasibility of creating inclusionary commercial spaces.
- Consider incentives in exchange for creating commercial and retail spaces.
- Explore shared control of a small network of storefront rentals through a master lease model for businesses that rent at a predetermined price, working with entities such as a land trust or other partner organizations.







"Low income housing is important, but people that are middle income or in their mid-20's also need to be able to afford Cambridge."

"More density with reasonable limits (5 floors) and mixed use zoning to reduce need for cars."

KEY TAKEAWAYS from the engagement process

- **Affordability** in Cambridge is a concern for most community members.
- While the majority of participants generally support **higher density mixed use development** and more housing units along Cambridge Street, there are concerns about traffic and congestion that could result from increased density
 - Some parthanticipants that supported higher densities added there should also be limits to height and that **buildings that are sensitive to the context of the street** are important if more density is going to be added..
- Supporters and opponents of higher density both support additional open spaces and greening



How can families, seniors, children, foreign born residents, people of color, those with disabilities, and from all economic and educational backgrounds continue to call this street home?

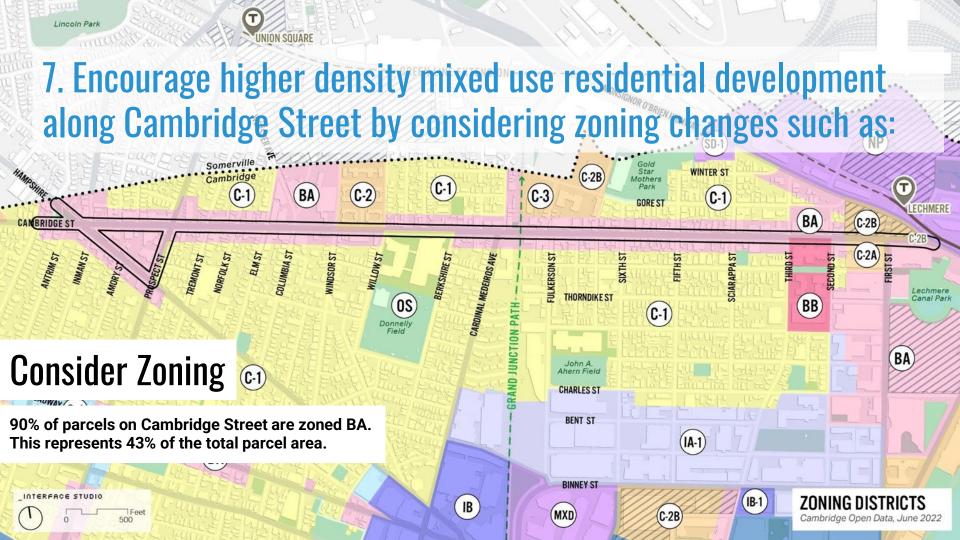
- 6. Preserve existing housing stock
- Encourage higher density mixed use residential development along Cambridge Street by considering zoning changes
- 8. When new development arises, encourage a mix of unit types that accommodate different household sizes and stages of life, so that families and seniors can continue to call Cambridge Street home

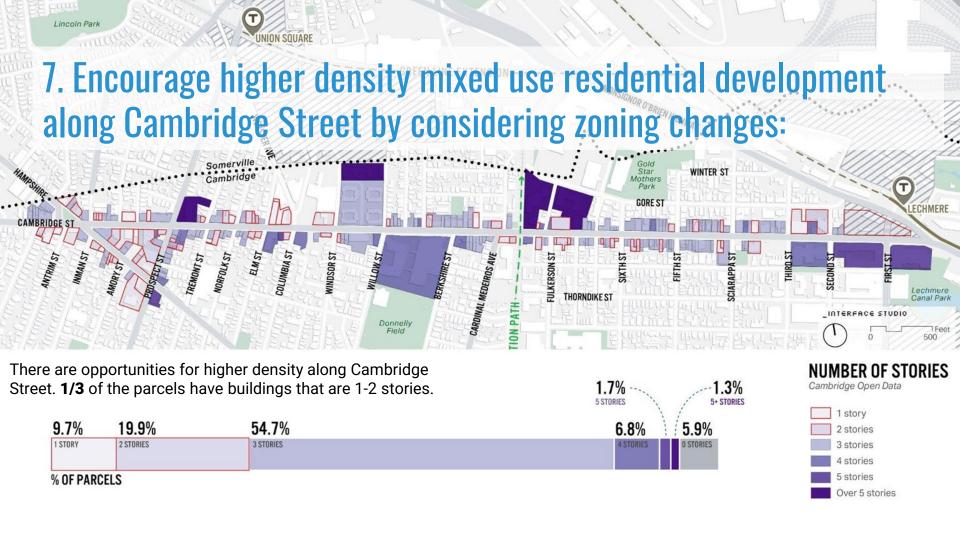
6. Preserve existing housing stock by:

A. Studying options to discourage the replacement of housing with only commercial use

- There are approximately 1,555 residential units along the length of Cambridge St. Limit conversion of preexisting residential use to commercial only use to help maintain the housing supply.
- B. Building awareness of the City's Home Improvement Program (HIP) loans for building retrofits and rehabs
 - Publicize available programs that can help owners keep rent and maintenance costs down, such as the City's Home Improvement Program.







A. Increase residential density and building height maximums to encourage a mixed-use residential typology over ground floor active-use.

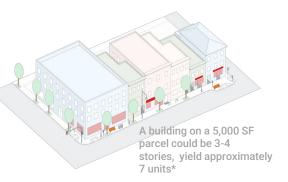
- Increase the maximum building heights from 4-stories to 6-stories to gain more housing
- Increase the residential density
- Maintain existing commercial density and height

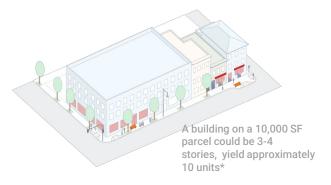
B. Reduce minimum parking requirements

 Reduce the residential parking requirements since building off-street parking, especially structured parking, drives up construction costs, and therefore, housing costs.

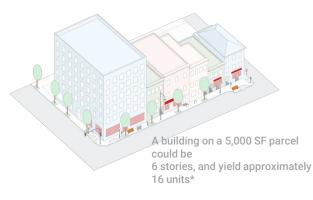
Example of what can be built with proposed zoning changes

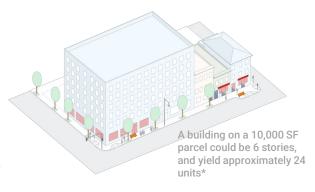
Current Zoning:





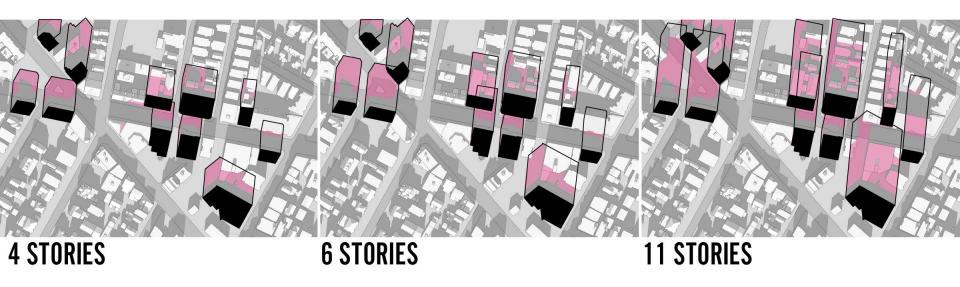
Proposed Zoning:





Impact Study

What if we increased the allowable housing heights?

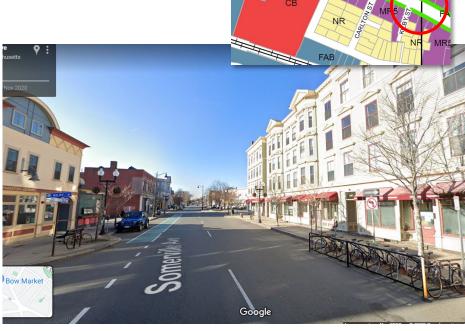


In a hypothetical scenario, looking at 1-story buildings as redevelopment opportunities, additional maximum shadows (winter solstice) are illustrated here in pink.

Cambridge Street and Somerville Ave

Similar density, scale and public realm.



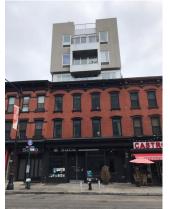


Cambridge Street: ~65-70' right-of-way Generally, 2-4 stories Proposed height – 6 stories Narrow sidewalks except at curb extensions Somerville Ave: ~65-70' right-of-way Generally, 2-4 stories Allowable height (2019 zoning overhaul) – 5 stories Generally wider sidewalk with curb extensions

Examples of denser buildings on 3-story streets

[Design matters!]







unfavorable







favorable

8. Limit certain types of lab use on Cambridge Street

A. Distinguish types of lab uses to mitigate impacts on Cambridge St

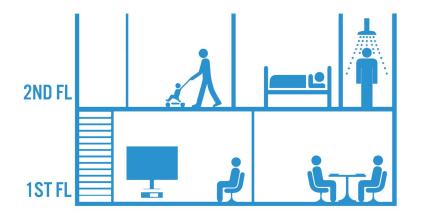
- There were different opinions on the presence of labs on Cambridge Street. Some people want them excluded, while others feel some uses may be acceptable, if they are not a nuisance to the neighborhood.
- Maintaining current height and FAR limits for commercial use will limit the size and scale of lab development.
- Design guidelines for ground floor transparency and activity will address the street level presence.
- In light of a Citywide assessment of different lab uses, Cambridge Street should be examined as an area that could be affected by the outcomes of this evaluation.



Proposed laboratory development on the former commercial/residential mixed use property for 621-629 Cambridge Street. Image Source: Peter Quinn Architects Cambridge Historical Committee Application

8. When new development arises, encourage a mix of unit types that accommodate different household sizes and stages of life by:

- A. Encouraging a mix of units on/off Cambridge Street
- B. Encouraging family friendly, intergenerational and senior friendly units on the first floor, where appropriate
- C. Prioritizing universal accessibility in new construction housing





"More green spaces devoted to nature and biodiversity."

"Whatever it takes to make the street safe for pedestrians, cyclists, and transit."

KEY TAKEAWAYS

- There is support for making Cambridge Street **safer for everyone**, especially people walking, biking, and taking the bus and Green Line. Improving the safety and accessibility of sidewalks, crosswalks, and intersections is a top priority among participants.
- The ability to park on Cambridge Street continues to be a common concern among some residents and businesses.
- Ideas for **activating underutilized spaces** on Cambridge Street to bring the community together include a farmers market, more outdoor dining, more programming and events, and places to sit and 'people watch'.
- Climate resilience and more green space is still a priority, with 97% of participants supporting ideas to make Cambridge Street greener and more sustainable. **Adding more trees** to the street is one of the most common requests from participants.



How can we create a truly safe and sustainable public realm, and a healthy, walkable environment that serves as the heart of our community?

- Look for opportunities to enhance the street for people WALKING
- 10. Look for opportunities to safely enable **DELIVERIES** to be made to support local businesses
- 11. Look for opportunities to clarify **PARKING** locations and ensure there is accessible parking for those who need it.
- 12. Look for opportunities to enhance the street for people **BICYCLING**
- 13. Look for opportunities to enhance the street for people RIDING THE BUS AND THE RIDE
- 14. Maximize all open spaces as community assets to cultivate community interaction
- 15. Integrate measures to future proof Cambridge Street for climate resiliency

9. Look for opportunities to enhance the street for people WALKING by:

- A. Improving crossings Consider raised intersections at key street crossings, such as Prospect St, Cardinal Medeiros Ave and Third St
- B. Repairing uneven sidewalks and keeping them clear of obstructions, especially for seniors and with mobility devices.
- C. Improving walkability to better access the new Union Square Green Line Station
 - While Webster Ave. has had recent enhancements, consider enhancing additional routes to the station such as crosswalk striping, street trees and wayfinding signage.
- D. Enhancing pedestrian comfort through more seating, trees/shade, and community gathering spaces, especially for seniors and people with mobility or stamina limitations



Example of poor sidewalk conditions along Cambridge St.





Example of maximizing space to provide seating and tree protection.

9. Look for opportunities to enhance the street for people WALKING by:

 Encouraging ground floor opportunities for open space in new development to create wider sidewalks, where appropriate

> Find opportunities for additional sidewalk width as part of new construction to allow for additional pedestrian amenities and lessen competition for sidewalk space.

 Additional sidewalk could also be used to address resiliency requirements or to provide enhanced ADA accessibility.



Image of existing narrow sidewalks on Cambridge St.

10. Look for opportunities to streamline DELIVERIES to support local businesses by:

A. Clearer designation and better enforcement of existing loading zones

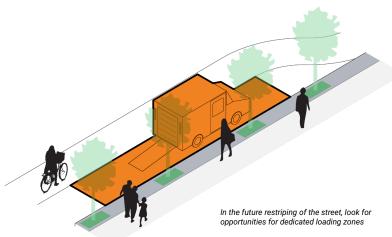
 Ensure that existing loading zones are striped appropriately, have clear signage, and are being used for their intended purpose.

B. Exploring conducting a delivery study to examine new trends and better delivery management

 This proposed study can help to research ideas to improve deliveries and logistics on the street, and include limiting 18wheeler through traffic, and loading/unloading time enforcement.

C. Providing sufficient loading areas based on the needs of the businesses on each block

 As part of future changes to the street, ensure that there are opportunities for loading and delivery needs on each section of the street and, potentially, side streets.



PRECEDENT: Santa Monica Zero Emissions Delivery Zone

Santa Monica is piloting a program that incentivizes electric delivery vehicles through priority curb space in a one mile test zone, utilizing various types of zero emission transportation technologies (i.e. e-bikes and electric trucks). The spaces are marked by signage and are monitored by video surveillance.

11. Look for opportunities to address PARKING concerns by:

A. Aligning with the current Citywide Parking Study

- Analyze current regulations and propose a set of changes to parking regulations.
- Align the findings of the citywide study to address parking concerns of Cambridge Street residents and business owners.
- B. Considering conducting a parking and utilization study to develop a shared parking model and identify opportunities to use existing spaces as efficiently as possible
 - Inventory how much parking is provided; how it's being utilized, and if parking demand exceeds the amount of parking that is available.
 - Identify opportunities of spaces that could be put to shared use (e.g. the King Open School Garage, First St. Municipal Garage or the proposed Boynton Yards garages)
- B. Exploring technology and dynamic pricing of meter rates in peak hours to maximize efficiency of existing parking
 - Technology, such as a parking availability app, has been created in other cities to manage the availability of parking spaces in real time.



PRECEDENT: SF park

SFpark in San Francisco is a parking management system the utilizes technology to improve parking by quickly identifying available parking. Drivers can quickly find open parking spaces reducing congestion by limiting circling. Real time data is also used for demand responsive pricing to encourage drivers to park in underutilized areas and garages to reduce demand for parking at areas that are at capacity.

12. Look for opportunities to enhance the street for people BICYCLING by:

A. Continue to add more bikeshare stations along Cambridge Street

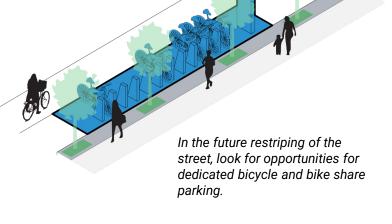
 More stations should be added along the length of the street, particularly in underserved areas in East Cambridge, to make it easier to get to Cambridge St. via bicycle

B. Incorporating bicycle amenities (such as parking) along the length of the street and at key destinations

 Incorporate bicycle amenities such as secure bike parking, bike corrals, pumping stations, etc. which can help to increase the number of people opting to bike to and along Cambridge Street

C. Incorporate separated bicycle facilities along the length of Cambridge Street*.

 Separated bicycle facilities will connect those in Inman Square with those at the eastern end into O'Brien Highway. The process for this work will follow the protocols laid out by the Cycling Safety Ordinance.



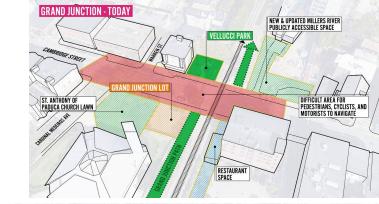
*Operational changes like separated bike lanes, dedicated bus lanes will be addressed in a future study/engagement process 13. Look for opportunities to enhance the street for people RIDING THE BUS & THE RIDE by:

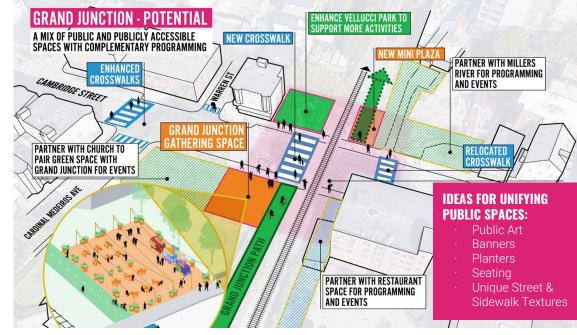
- A. Enhancing bus stops to provide comfortable seating and shade, especially for people with decreased mobility and limited stamina
 - At designated bus stops along the route, explore enhancing bus stops to be comfortable for transit users, including covered/shaded seating.
- B. Considering curb access for paratransit
 - Accessibility was of top concern to many seniors who participated in the engagement process for riders on The Ride.
 - As part of future changes to the street, consider how the RIDE vehicles access the curb to safely pick-up or dropoff passengers.



14. Maximize all open spaces as community assets to cultivate community interaction by:

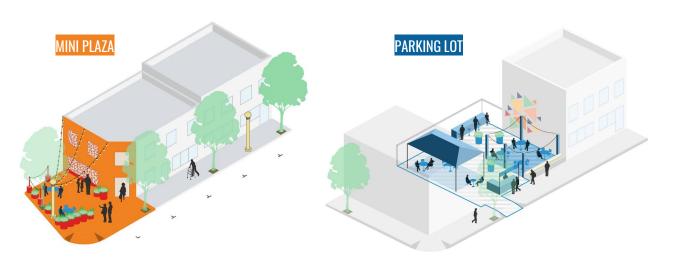
- A. Transforming existing public spaces to be more comfortable and welcoming for people of all ages
 - In the public engagement process, participants wanted to see more opportunities to socialize and interact on Cambridge St.
 - Maximize all adjacent open spaces along the length of the street to provide welcoming places to gather and be outside
 - The four corners of the Grand
 Junction Path and Cambridge St.
 intersection has the potential to act as
 a center of activity, with opportunities
 for activation on all sides.

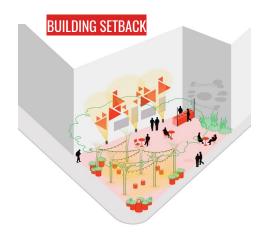




14. Maximize all open spaces as community assets to cultivate community interaction by:

B. Partnering with private property owners to create temporary public spaces on underutilized spaces or parking lots





15. Integrate measures to future proof Cambridge Street for climate resiliency by:

- A. Increasing tree canopy coverage and landscaping to support urban biodiversity and reduce heat impacts
- B. Increasing permeability by incorporating porous pavements and/or larger planting strips where possible.
- Advocating for climate adaptation measures on existing buildings, as appropriate, and new development to reduce heat impacts and energy use
- D. Exploring the feasibility of shared green energy and efficient systems for private property owners, such as a shared energy district (GeoGrid).
- E. Mitigating street flooding by incorporating green infrastructure



Next Steps:

- 1. Neighborhood Long-term Planning Committee
- 2. Review recommendations with the community
- 3. Finalize plan & begin implementation

Thank you!

Impact Study

What if we increased the allowable housing heights to six stories?



In looking at current 1 story buildings as redevelopment opportunities, additional maximum shadows (winter solstice) are illustrated here in pink.

Impact Study

What if we increased the allowable housing heights to 11 stories?



In looking at current 1story buildings as redevelopment opportunities, additional maximum shadows (winter solstice) are illustrated here in pink.