

2017–2018

Community Development Department Year in Review



**Conduct Proactive,
Inclusive &
Transparent Planning
Processes**

**Increase
Opportunities to
Enjoy Open Spaces**

**Increase Access to
Affordable Housing**

**Offer Economic
Opportunity,
Preserve & Enhance
a Thriving Business
Ecosystem**



**Further Sustainable
Energy Use &
Strengthen Climate
Resiliency**

**Facilitate Safe
& Sustainable
Transportation**



**Expand and
Deepen Community
Engagement**

**Provide Innovative,
Data-Driven Analysis
& Solutions**



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Collaboration: Local, Regional, and Beyond

Association of Public Data Users
Cambridge Community Compact for a Sustainable Future
Climate Change Memorandum of Collaboration (Cambridge, Boston, Copenhagen)
Greater Boston Regional Economic Compact
Kendall Square EcoDistrict
Marshall Fund Energy Allies
Metro Mayors Climate Change Preparedness Task Force
Metro Mayors Housing Task Force
New England Municipal Sustainability Network
Net Zero Cities
Urban Sustainability Directors Network

Visiting Delegations

Copenhagen, Denmark: studied climate change mitigation & preparedness
Indonesia: studied the Cambridge Entrepreneurship Assistance Program
Palestinian Territories of the West Bank: studied Cambridge's Life Sciences sector



As part of the Robert Wood Johnson Foundation Culture of Health Prize, CDD's Jennifer Lawrence (right) and the Cambridge Public Health Department's Josefine Wendel met with Congressman Seth Moulton and other leaders to discuss the importance of Vision Zero as a public health concern.

Conference & Panelist Presentations

Association of Public Data Users (APDU) Annual Conference, [Arlington, VA](#)
Asian American Women in Leadership, [Cambridge, MA](#)
American Planning Association National Conference, [New Orleans, LA](#)
BIO International Convention, [San Diego, CA](#)
Forging University-Municipality Partnerships Toward Urban Sustainability, [New Haven, CT](#)
Greenbuild International Conference & Expo, [Boston, MA](#)
Green Ribbon Commission, [Boston, MA](#)
Grounded Solutions Network Conference, [Oakland, CA](#)
Harvard Summit on Data Smart Government, [Cambridge, MA](#)
International Institute of Sustainable Laboratories, [Boston, MA](#)
Small Business Summit, [Cambridge, MA](#)
Southern New England American Planning Association Conference, [Worcester, MA](#)
Meeting of the Minds Conference, [Cambridge, MA](#)
MIT Policy Summit, [Cambridge, MA](#)
NACTO Designing Cities Conference, [Chicago, IL](#)
NACTO Bikeshare Meeting, [Austin, TX](#)
NYC Climate Week, [New York, NY](#)
Robert Wood Johnson Foundation Culture of Health Conference, [Washington, DC](#)
Transportation Camp New England, [Cambridge, MA](#)
Tufts University Urban and Environmental Policy and Planning Colloquium, [Medford, MA](#)
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](#)

FY18 Awards

\$100,000 Barr Foundation Grant (received jointly with the Town of Watertown for bus priority implementation, consultation, and technical assistance)

A Greater Boston "Most Amazing" Playground, Alexander Kemp Playground (1 of 11 playground recognized by MommyNearest blog)

Organization of the Year, CCTV (for providing training opportunities to the public through online small business workshops)

2018 Outstanding Employee Award, City of Cambridge (awarded to Jennifer Lawrence, Sustainability Planner, and Patricia Tuccinardi, Executive Assistant)

Pinnacle Leader, Mass ECO Awards (for excellence in commuter options)

SolSmart Bronze Designation (for efforts to promote and facilitate solar energy in the community, with special recognition for excellence in community engagement)

A Letter from Our Department Head

As the planning agency for the City of Cambridge, the mission of the Community Development Department (CDD) is to foster a livable, sustainable, and equitable community.

The past year has been an exciting one for CDD. We supported the City Council and Planning Board in approving the landmark rezoning of the Volpe parcel, which will bring \$200 million of public benefits to the city. We approved the city's 1,000th inclusionary unit, a major milestone in efforts to preserve and create affordable housing. The Climate Change Preparedness and Resilience Plan for Alewife was released, and we are currently planning to pilot bus priority features on Mt. Auburn Street, including the city's first dedicated bus lanes for routes 71 and 73. We partnered with Google to host the first ever Small Business Summit to bring information about cutting edge tools and other resources to local business owners.

I'm proud that our leadership in planning is recognized nationally and internationally. Consistent with the goals of the community, we are sharing our best practices and lessons learned through presentations at conferences and to international delegations. We're building capacity by hiring new staff, training existing staff, and deploying new strategies and tools for community engagement. We've also greatly expanded our regional collaborations around housing, mobility, resilience, and economic development by collaborating with other leaders nationally and internationally in the arena of climate and energy planning.

The following pages contain highlights from CDD's work over the past year and a preview of what we'll be focusing on in FY19. Each highlight represents a story that is important to the Cambridge community as our planning initiatives strive to shape Cambridge's diverse, vibrant, and inclusive future.



Iram Farooq
Assistant City Manager for Community Development



Iram Farooq with a group of CDD staff members on International Women's Day.

New Faces at CDD

CDD welcomed four full-time staff members this year.

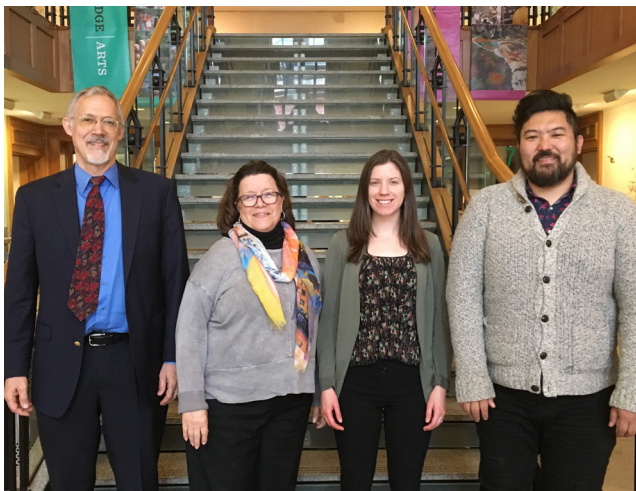
From Left to Right:

Erik Thorkildsen, Urban Designer

Janet Haines, Associate Housing Planner

Rebecca Bartolick, Assistant Housing Planner

Andrew Reker, Assistant Transportation Planner





Rendering of Concord Highlands. Construction of this development will begin in FY19.

Increase Access to Affordable Housing for All Income Groups

CDD's housing division addresses the housing needs of low, moderate, and middle-income residents through initiatives that offer affordable housing, especially for families with children. It supports housing policy planning and works with the Affordable Housing Trust to provide City funding to support the development and preservation of affordable housing. It offers access to inclusionary housing, provides education and counseling services to homebuyers, and offers low interest and deferred financing to income-qualified homebuyers and to homeowners making necessary home repairs.

Notable Highlights

The Inclusionary Housing Zoning Ordinance Amendment went into effect, requiring that all market-rate developments preserve 20% of the area floor for affordable units.

Incentive zoning contribution rate was increased to \$14.95 per sq. ft.

The city's 1,100th inclusionary unit was approved.

Homebridge, a homebuyer program targeting moderate- and middle-income households, launched. Two households have bought homes through the program.

City-supported affordable housing developments were advanced:

- **Auburn Court** (Cambridgeport) HRI completed the construction of 9 affordable units.
- **Concord Highlands** (North Cambridge) HRI received commitments of needed state funding for the creation of 98 affordable units. Construction will begin in FY19.
- **Frost Terrace** (Porter Square) Capstone Communities & Hope Real Estate received zoning approval to create 40 affordable units.
- **Squirrelwood** (The Port) Just-A-Start received zoning approval to create 23 affordable units.

Applied for Housing Choice Community Designation (determination expected in summer 2018).

Planning for the preservation of the 504-unit Fresh Pond Apts. continued.

During Affordable Housing Week of Action, planned events, a poster exhibit, and a community celebration.



127 inclusionary housing units were approved in the past year, totaling 1,101 inclusionary units citywide.



365+ affordable housing units are currently under development or being rehabbed through City financing.



80 households moved into inclusionary rental housing offered through CDD.

16 households purchased affordable homes through CDD programs.

Looking Forward to FY19

- Reevaluate the Incentive Zoning Nexus Study.
- Construction of 225 new inclusionary units in buildings across the city will continue.
- \$3.45 million in capital funds will be appropriated to the Affordable Housing Trust.
- Added staff capacity:
 - A new Senior Manager will allow us to better administer the Inclusionary Rental Program.
 - A new Housing Ombudsman position will work with CDD, DHSP, and the City Manager's Office to support Cambridge residents.

opening doors to affordable homes



Simply Erinn's, a woman-owned business in Cambridgeport, has received grants through CDD's Small Business Enhancement and Storefront Improvement programs.

Notable Highlights

Philips North American Headquarters announced plans to relocate to Cambridge Crossing in 2020. 2,000 Philips employees will work at the location.

Cambridge Food Truck Pilot launched.* Women and minority-owned businesses, local business owners, and businesses without brick-and-mortar locations were given special consideration during the selection process.

Small Business Open Houses were held in every commercial district.* Attendees met with CDD staff, applied for grant programs, accessed resources, and networked with other business owners.

A Small Business Summit, co-hosted by the City and Google, was held.* The day-long event included marketing seminars, panel discussions about business sustainability, marketplace resources, and networking opportunities.

The Central Square Commercial District Assessment was completed.* The report will help guide business growth and development in the area.

Vacant Storefront activation research began* with the goal of developing best practices for addressing vacancies.

The Small Business Challenge program was expanded. 3 grants totaling \$10,000 were awarded to local businesses and business associations to fund projects to enhance their districts.

A consultant will be hired to facilitate Business Association Leadership Training.*

The BIO International Convention will be held in Boston this June. As part of the Life Science Corridor, the City is organizing events, bus tours, and other programming for the convention.

**Initiatives reflect recommendations from the Retail Strategy Plan.*

Offer Economic Opportunity & Integrate Businesses of All Sizes into a Thriving Ecosystem

CDD's economic development division works to provide a robust, sustainable, entrepreneurial, and diverse economy. The division offers year-round support to small businesses and enhances the city's renown as an innovation hub by recruiting and retaining major life science and high tech companies. Over the past year, staff began implementing recommendations from the Retail Strategy Plan.



40 small businesses received funding from CDD grant programs.



18 entrepreneurs participated in the Cambridge Business Planning Program.



103 small business owners & entrepreneurs attended the Small Business Summit.

225 participants attended small business workshops.



Local business owners and entrepreneurs network at the Small Business Summit | Photo credit: Kyle Klein

Looking Forward to FY19

- The Storefront Improvement and Small Business Challenge Programs will receive increased funding to provide greater opportunities to small business owners.*
- Provide small businesses with easily accessible, current market data through Localintel, an online platform.*
- A new staff member will focus on Retail Strategy Plan implementation, including mitigating construction impacts on small businesses and supporting business districts.

Conduct Proactive, Inclusive & Transparent Planning Processes

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 supports the Planning Board as it reviews significant development and design proposals. It also leads neighborhood planning and long range comprehensive planning, including Envision Cambridge, the community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge.



A proposed rendering of the Harvard Square Kiosk and Plaza. CDD led the planning process for the future programming, use and operation of the public space in FY18 (More Information, p.7).

Notable Highlights

Envision Cambridge completed its second phase of the citywide comprehensive planning process. This included:

- Publication of *Cambridge Today*, a comprehensive report on the state of the city.
- Development of actional recommendations related to housing, mobility, economy, climate & environment, urban form, & community wellbeing through Working Group progress and public feedback.
- Continued planning for the Alewife district to address future development, climate change preparedness, infrastructure, and mobility.
- Continued public engagement, including the launch of a digital tool designed to reach populations unable to attend public meetings.

MIT / Volpe Zoning Petition approved, with CDD creating the Volpe planning and design zoning principles. The active, mixed use neighborhood in Kendall Square will include:

- A new Volpe Research Center building
- 1.7 million sq. ft. of commercial development
- 1.1 million sq. ft. of residential development
- 2+ acres of open space
- \$200 million in public benefits, including affordable housing units and funding, transit improvements, the Grand Junction multi-use path, a community center, and a job connector program.

Completed a full year of video streaming and recording all Planning Board meetings online as part of ongoing efforts to improve process transparency and community engagement.



530 units of new housing, 70,000 square feet of commercial development, and 384,000 square feet of dormitory space was permitted.

1 medical marijuana dispensary was approved in Inman Square (totaling 4 dispensaries citywide).



42 projects underwent urban design review (including new buildings in Kendall Square and North Point, affordable housing projects at Linwood Court & 1791 Massachusetts Ave., & new special permits projects).



4 zoning petitions were reviewed & adopted by City Council: the MIT/Volpe ordinance, beekeeping ordinance, short-term rentals ordinance, & Alexandria innovation space zoning amendment.

Looking Forward to FY19

- The Envision Cambridge process will culminate in recommendations for the Alewife district and city-at-large, identifying initiatives to achieve measurable progress toward the shared vision.
- CDD will work with the City Council on zoning for adult-use cannabis establishments.
- The Urban Agriculture Task Force will monitor implementation of the new beekeeping ordinance and advance recommendations on urban farming.
- The Community Benefits Advisory Committee will advance the process to recommend grant awards to nonprofit organizations that will provide services to Cambridge residents.



A rendering of Triangle Park, located at First St., Edwin H. Land Blvd., and Binney St. It is one of three East Cambridge parks that will be under construction in FY19.

Increase Opportunities for all Residents to Enjoy Open Spaces

CDD's community planning division also 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 that are fun, stimulating, and socially engaging. The parks and open spaces are designed to engage children and adults of all ages, abilities, and interests.



9 open space projects are currently in design or construction phases

Notable Highlights

The Harvard Square Kiosk and Plaza Working Group generated preliminary recommendations for the future programming, use, and operation of the area. The recommendations were informed by proposals submitted during a "Call for Ideas" process and other public feedback.

Three New East Cambridge Parks are underway. Designs were completed for the following:

Rogers St. Park* will include:

- A field area for sports and a sloped lawn for seasonal events and winter snow play
- Space for community events like concerts and movie nights
- Seating and tables under vine-covered trellises

**The park will be dedicated to Councillor Timothy J. Toomey upon completion*

Binney St. Park will include:

- An off-leash dog run adjacent to a public plaza
- A segment of the Grand Junction Greenway multi-use path

Triangle Park will include:

- A park plaza for informal lunches and small community events
- An elevated walkway that brings visitors into a grove of trees with views of the Longfellow Bridge and Charles River

Renovations to Sacramento Field were completed. The park's soft opening scheduled for late June 2018.



The City's Farmers Markets schedule is maintained by CDD's community planning division.

Looking Forward to FY19

- The process to plan and implement a new vision for the Harvard Square Kiosk & Plaza will continue.
- Construction of play areas at Graham and Parks, Morse, and Amigos schools will be completed.
- Design work for Sennott Park and the Clarendon Avenue Playground will progress.



Morning commuters on Massachusetts Ave in Cambridge | Photo credit: Molly Akin

Facilitate Safe and Sustainable Transportation

CDD's environmental and transportation planning division encourages residents, workers, 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.

Notable Highlights

The Cambridge/Watertown Mt. Auburn Bus Priority Pilot planning began. It will include Cambridge's first dedicated bus lanes for routes 71 and 73 and Transit Signal Priority along Mt. Auburn St. west of Fresh Pond Parkway.

Separated Bike Lanes were installed on Massachusetts Ave., Brattle St., and Cambridge St.

Blue Cross Blue Shield announced as bike share title sponsor. Hubway will transition to Blue Bikes throughout spring/summer 2018. The sponsorship will include new stations and bikes and mobile app upgrades.

Launched the Income-Eligible Hubway/Blue Bikes Program, offering discounted memberships to residents that participate in a variety of public programs, including SNAP, Public Housing, and Fuel Assistance.

Solar-powered real-time transit signs were installed at city-owned bus shelters in Porter Square and on Western Ave.

Bus Stop Improvements included:

- Improvements on 4 routes from Route 2 onto Acorn Park Dr. were implemented
- New bus shelters at Aberdeen Ave. at Huron Ave.; Cambridge St. at Berkshire St.; Cambridge St. at Windsor St; and Rindge Ave. at Russell Field

Vision Zero was furthered through interdepartmental collaboration. Significant updates include reducing the speed limit to 20 MPH in all city squares, publishing the Vision Zero Action Plan, and financial commitments to support bicycle infrastructure projects, specialized equipment for bike lane snow removal, and traffic calming projects.

71%

of Cambridge residents do not drive alone to work, instead opting for sustainable modes of transportation



200+ community members participated in CDD's Bicycle Education Workshops



Cambridge/Watertown received a \$100,000 grant from the Barr Foundation toward the Mt. Auburn Bus Priority Pilot

Looking Forward to FY19

- A planning study focused on the city's travel patterns will inform future resource allocation for alternative fuel vehicles, autonomous vehicles, and shared-ride services.
- The South Mass Ave. Corridor Safety Improvements Project, which began its planning phase in spring 2018, will use quick-build methods to improve safety and reliability on the corridor.
- The Safe Routes to School program will expand to offer education to all 2nd grade and 6th grade CPS students.
- Getting Around Cambridge magazine, including a Street Code insert, will be sent to every Cambridge residence.
- Efforts to improve local bus service, focusing on MBTA service planning and the Kendall Square Transit Enhancement Program, will continue.
- The Grand Junction multi-use path and transit design scope will be underway. Outcomes will include the Plans, Specification, and Estimate (PS&E) bid package for the multi-use path & a conceptual design for potential future transit on the corridor.



CDD staff at an LED lightbulb swap event.

Notable Highlights

The Climate Change Preparedness and Resilience (CCPR) Alewife Plan was completed and the CCPR Port Plan is underway. Both neighborhood plans will influence citywide climate change preparedness.

The Cambridge Community Electricity Program launched. As a municipal electricity aggregation, it uses the bulk purchasing power of the entire community to negotiate a price and increase the amount of renewable energy in the city's electricity supply. **Over 500 residents and businesses receive 100% renewable energy through the program.**

The Low Carbon Energy Supply Strategy (LCESS) report was completed, which identifies how Cambridge can transition its energy supply toward low- or zero-carbon sources, furthering the City's Net Zero Action Plan (NZAP).

The Multi-Family Energy Pilot offered no-cost energy efficiency and solar assessments to 25 multi-family buildings (1300 households).

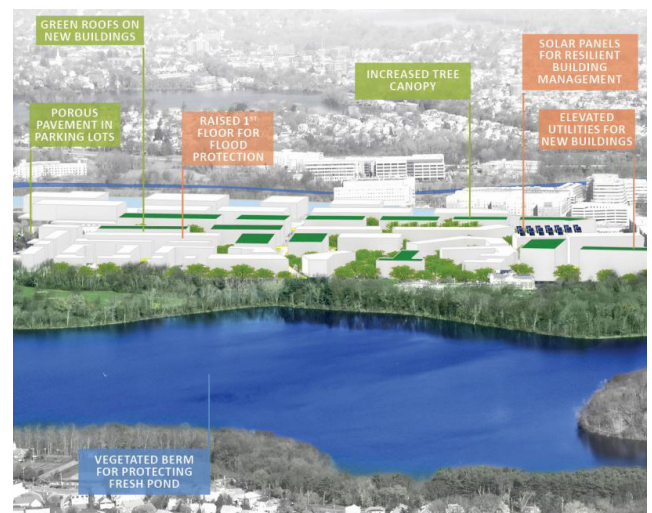
CDD facilitated a Memorandum of Collaboration to Combat Climate Change between the City of Cambridge, the City of Boston, and the City of Copenhagen.

Cambridge was recognized with a Bronze-level SolSmart award for its work to advance solar energy growth with special recognition for exemplary community engagement efforts.

Over 350 CFL and incandescent lightbulbs were exchanged for energy efficient LED bulbs during swap events held by the Cambridge Energy Alliance.

Deepen Our Commitment to Sustainable Energy & Strengthen Our Capacity for Resilience

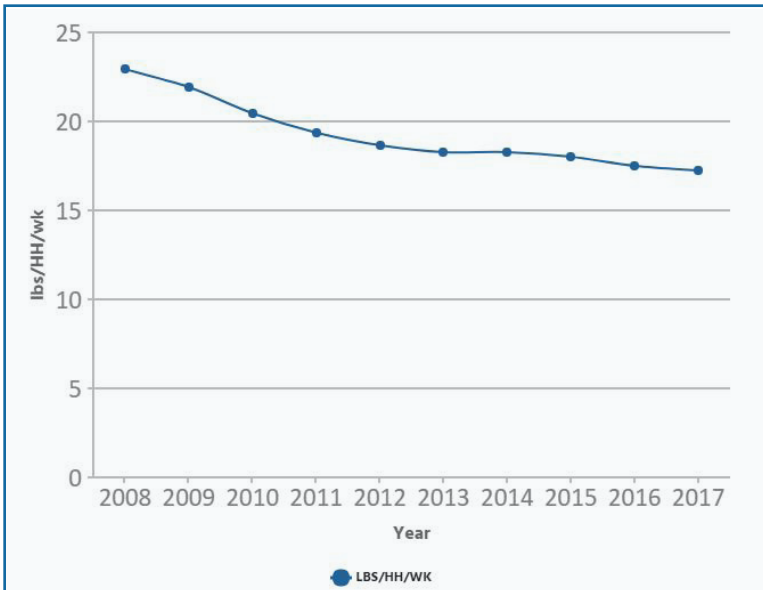
CDD's environmental and transportation planning division addresses climate change by developing policies, programs, and projects that promote energy efficiency and clean energy, reduce greenhouse gases and other pollutants, and make the city resilient to future climate change.



The CCPR Plan for Alewife includes recommendations for making the area resilient to heat and flooding from precipitation, sea level rise, and storm surge.

Looking Forward to FY19

- Citywide CCPR plan will be completed in FY19 in coordination with Envision Cambridge and the forthcoming Urban Forest Master Plan.
- A municipal renewable electricity supply strategy will be developed.
- A longterm electric vehicle strategy will be developed.
- Cambridge Energy Alliance will develop new tools to assist residents with switching to renewable thermal energy systems.
- NZAP will advance through analysis of energy performance and potential new requirements for buildings in combination with the development of an energy retrofit incentive program.
- Improved access to renewable energy sources will advance according to findings from the LCESS report.



A chart from the Sustainability Dashboard depicts the “Pounds of Waste per Household per Week” in Cambridge from 2008 - 2017, conveying that the city is on track for its waste reduction goals.

Notable Highlights

Launched the Sustainability Dashboard to track the progress of climate, transportation, and energy goals.

It also describes how the community can get involved in furthering the goals.

Ten projects have been added to the Green Building Dashboard.

Updated Bike Parking map displays every public bike parking area in Cambridge.

Condensed Special Permits Map displays the locations of completed and pending special permits.

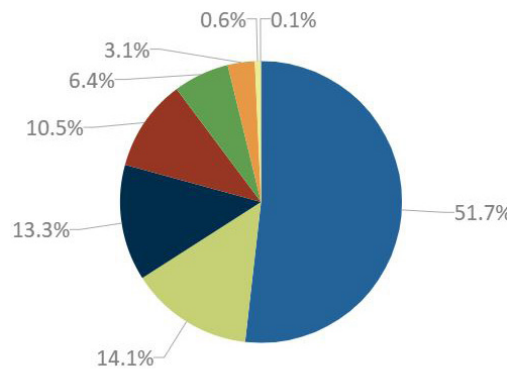
Created and contributed to several Open Data Sets and Dashboards:

- Cambridge Non-Profits Dashboard
- Development Log Dashboards for each Cambridge neighborhood
- Cambridge Public Schools - Free & Reduced-Price School Lunches Data Set
- Cambridge Public Schools - Languages Spoken at Home Data Set

“Public Transportation Outside of the 9 to 5” Story Map displays the commuting trends of low-wage restaurant workers in Cambridge.

Provide Innovative, Data-Driven Analysis & Solutions

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.

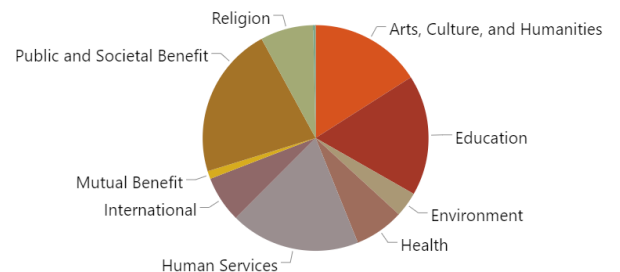


2012 Community GHG Emissions by Sector

- Commercial & Institutional Buildings
- Residential Buildings
- Energy Industries
- On-Road Transportation
- Solid Waste & Incineration
- Manufacturing Industry
- Railway Transportation
- Wastewater Treatment

A graph from the Sustainability Dashboard’s “Community Greenhouse Gas Emissions” section.

Non-Profits by Type



A graph from the Non-Profits Dashboard.

Looking Forward to FY19

- Lead the City’s local 2020 census data collection.
- Update and release the City’s Statistical Profile.
- Develop an improved online format for the Zoning Ordinance and a more user-friendly system for special permit case materials.
- Participate in development of the MAPC Rental Housing Listing Database.
- Develop an H1B Visa dataset.



Participants and community members at the 2018 Fair & Affordable Housing Open House.

Notable Highlights

Envision Cambridge collected 400+ opinions on working group draft goals through a digital engagement tool. The feedback will help refine goals and shape future programs & policies

Envision Cambridge engaged the public through interactive urban form activities and LEGO youth workshops hosted in partnership with the Boston Society of Architects

The second annual Fair & Affordable Housing Open House was co-hosted by CDD and DHSP to connect the community with local housing organizations and resources.

CDD staff participated in CET's "Making Connections" training through the following modules: Building Relationships, Cultural and Racial Awareness & Communications

Participated in Affordable Housing Week of Action by organizing events and a poster exhibit to raise awareness about housing efforts.

The 2018 Glocal Challenge asked CRLS students how transportation can be improved in Cambridge by 2020.

- Over 75 CRLS students formed 17 teams proposed projects, ranging from real time transit displays, to bike riding apps, to increased bike share access
- 5 teams were declared winners and 3 teams received honorable mentions

Science in the City brought together 18 city depts. & organizations to interactively teach youth about the science behind how Cambridge works.

PARK(ing) Day 2017 was the largest yet, converting over 120 metered parking spots into parklets for a day.

Expand & Deepen Community Engagement

CDD strives to broaden public engagement to reach people who do not typically participate in the public process. We bring planning and program information to where people are, and we actively engage the city's youth in problem solving related to urban development.



Nearly 1,000 students participated in CDD's Bicycle Education Workshops



35+ students completed CDD summer internships through MSYEP



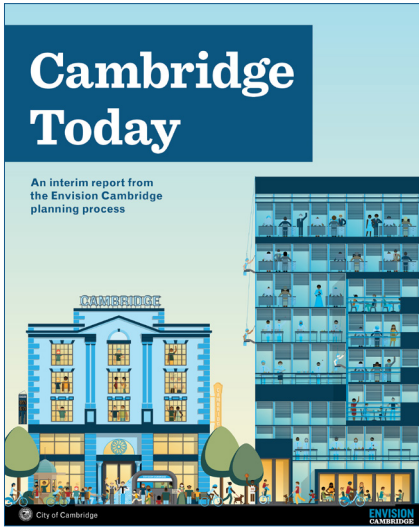
A winning team from the 2018 Glocal Challenge celebrates at the Glocal Finals | Photo credit: EF Education First

Looking Forward to FY19

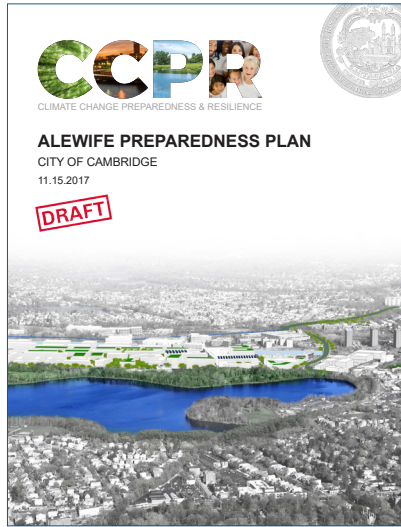
- 45 students will complete summer internships at CDD as part of the MSYEP program
- Winning Glocal Challenge teams will receive seed money and work with City staff to implement their projects. 2 teams will travel to Berlin in July 2018 for the Global Leadership Summit.

Recent and Forthcoming Publications

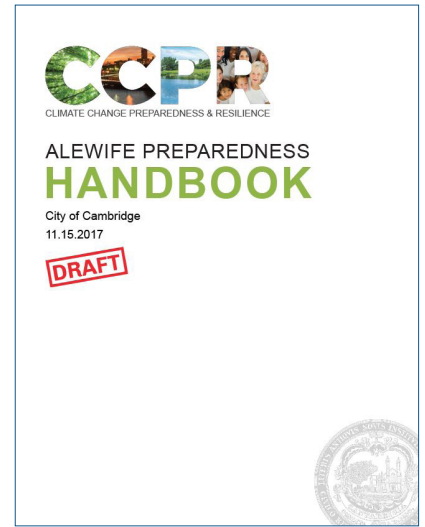
Download these and more at:
www.cambridgema.gov/CDD/publications



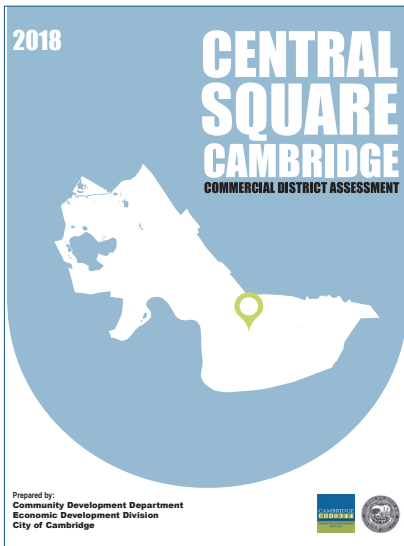
September 2017



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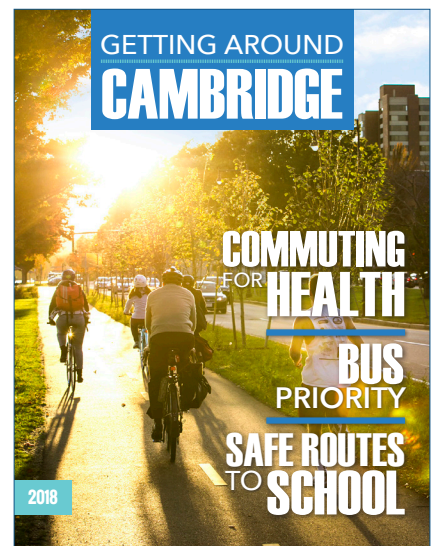
November 2017



April 2018



April 2018



June 2018

