**ENVISION REPORT**

[LINK to Envision Final Report](http://envision.cambridgema.gov/wp-content/uploads/2019/06/201906_EnvisionCambridge-Final-Report.pdf)

Envision Word Summary: https://www.cccoalition.org/envision.html

ENVISION ZONING-RELATED GOALS

p.58ff **I CLIMATE AND ENVIRONMENT**

**p.62 OVERALL GOALS**: Achieve carbon neutrality by 2050. Climate Change Preparedness: Protect the lives and livelihoods of the Cambridge community from the impacts of climate change. Ecological Protection: Preserve and enhance Cambridge’s biodiversity, open spaces, and habitats. Water Quality: Maintain sustainable water resources and enhance water quality. Waste Management: Minimize waste generation and eliminate landfill waste. Environmental Justice: Ensure that all Cambridge residents are protected from environmental impacts and benefit equally from environmental resources.

Criteria to achieve these goals:

1 Accelerate the transition to net zero greenhouse gas emissions for all buildings in the city.

Greenhouse Gas Emissions: Baseline: ***2014 1.46 million metric C02 tons; 2030***

***goal: 0.77 million metric C02 tons.***

Roof conditions (Green roofs etc): ***Baseline: to do; 2030 Goal: to do***

2 Reduce transportation-related greenhouse gas emissions.

3 Restore and grow Cambridge’s green infrastructure and tree canopy, and support biodiversity.

Tree canopy coverage by neighborhood:

***2018 baseline: 26%; 2030 Goal: in 2019 Forest Masterplan.***

Open Space: ***2014 baseline: 446 acres of open space; 2030 Goal: 462 acres.***

Impervious Surfaces: ***2017 baseline: 39.8%; 2030 Goal: 36%***

4 Modernize emergency management systems and existing infrastructure to respond to climate change impacts.

5 Reduce solid waste generation and divert recyclable and organic waste from landfills or incineration. ***2017 baseline: 17.3; 2030 Goal: 12***

6 Reduce air, light, water, and noise pollution

7 Reduce potable water demand. *2017 baseline: 12.9; 2030 Goal: improve*

8 Manage stormwater with public investment in stormwater infrastructure and maintenance.

9 Work with the entire Cambridge community to strengthen the City’s climate and environment initiatives*.*

***% 10 year Flood risk: 2017 baseline 5%; 2030 Goal: 4%***

***% 100 year Flood risk: 2017 baseline 15%; 2030 Goal: 13%***

10 Communicate to the public the City’s climate and environment initiatives and the environmental impact of policy decisions.

**Action Items**

1a **ZONING ACTION** Establish a **solar and/or cool roof requirement** for new construction in all zoning districts. *Near term*

1g **ZONING ACTION** Offer a density bonus incentive through zoning for net zero projects until net zero requirements are in place for each building type. *Medium term*

1j **ZONING ACTION** Revise Article 22 of the zoning ordinance: Sustainable Design and Development to require higher levels of green building design and energy efficiency for new construction and major renovations. *Ongoing*

2c **ZONING ACTION** Require electric vehicle charging infrastructure in new buildings. *Near term*

6d**STUDY/ ZONING ACTION** Ensure that new development and infrastructure projects undergo a review to ensure they do not result in noise pollution that could interfere with the comfortable enjoyment of life in Cambridge. *Ongoing*

p.85ff  **II COMMUNITY WELLBEING**

**Overall Goals:** Access to Opportunity: Provide access to opportunities for all people regardless of differences**;** Art and Culture: Cultivate a city where artistic expression and cultural traditions are integrated into all aspects of civic life. Civic Engagement: Empower all people to participate in public life. Health and Wellness: Ensure access to resources that support holistic health, wellbeing, and extended life. Learning and Play: Encourage lifelong learning and enriching opportunities for play and recreation. Racial Justice: End race-based disparities and achieve racial equity. Sense of Belonging: Strengthen our social connections and provide a safe and welcoming community.

**Criteria (baseline & goals are in bold)**

1 Bring race and cultural diversity to the forefront of local policy making,and increase cultural competency around issues of race.

***% non-Latino white population: 2016 baseline: 47% 2030 goal: 47%***

***% Black population: 2016 baseline: 19%; 2030 goal: 20%***

***% Random selection: 2 people of different races: 2016 baseline: 51%; 2030 goal: 50%***

***% who see city welcoming to all races: 2016 baseline: 80% online; 2030 goal: 90%***

***% who see city welcoming to all races: 2016 baseline: 84% by phone; 2030 goal: 90%***

2 Ensure that Cambridge is a safe and welcoming place for people of all sexual orientations and gender identities.

3 Limit violent behavior and treat the physical and emotional effects of violence and exposure to violence.

***Indicator: % who see city as safe: baseline 2016 online 87%; 2030 goal; 90%***

***Indicator: % who see city as safe: baseline 2016 phone 78%; 2030 goal; 90%***

4 Encourage voting, especially by historically underrepresented groups, and diverse representation in government.

5 Increase participation of underrepresented groups in City policymaking and governance.

6 Encourage formal and informal participation in community life through direct programming and support for community groups.

***% who see us as good/excellent community. 2016 baseline:63% online; 2030 Goal: 80%***

***% who see us as good/excellent community. 2016 baseline:67% phone; 2030 Goal: 80%***

7 Support Cambridge families through prenatal education, childcare services, and family-centered design

8 Provide programs and services that meet the needs of seniors and people with disabilities.

9 Work to eradicate homelessness and support those experiencing homelessness in obtaining shelter and supportive services.

10 Support the mental, behavioral, and emotional health of all and reduce substance abuse

11 Encourage creative play for all ages and abilities

***% rate open space/ recreation good/excellent. 2016 base: 72% online; 2030 goal:75%***

***% rate open space/ recreation good/excellent. 2016 base: 60% phone; 2030 goal:75%***

12 Support healthy lifestyles and affordable food options

***% of middle schoolers who do physical activity. 2016 base: 78%; 2030 goals: 85%***

***% of high schoolers who do physical activity. 2016 base: 78%; 2030 goals: 85%***

***% of adults who do physical activity. 2016 base: 80%; 2030 goals: 85%***

13 Support Cambridge’s diversity and traditions through formal recognition and celebrations.

14 Ensure artists have space in Cambridge to work, meet, produce, perform, and display their work.

15 Bolster artistic activity through audience building and support for professional and nonprofessional artists.

**Action Items**

11a **ACTION/ZONING**  Design and program open space to encourage intergenerational use of open spaces. *Ongoing*

11d **STUDY/ACTION/ZONING**  Assess open space needs at citywide and neighborhood scales with attention to diversity of open space uses and changing demographics, and address gaps through new or improved open space for underserved communities *Ongoing*

11h **FINANCE/ACTION/ZONING** Provide open space for both athletic and non-athletic activities, including both organized and spontaneous games and events. *Ongoing*

12a **STUDY/ACTION/ZONING**  Study new opportunities for access to affordable supermarkets in underserved neighborhoods. *Near term*

14a **ACTION/ZONING** Modify zoning to allow for live-work space for artists. *Near term*

p.115 **III ECONOMY**

**Overall Goals:** Shared Community Prosperity: Ensure access to job opportunities and living wages, as well as access to robust education, training, and support services. Equity: Eliminate racial, gender, and other disparities in economic opportunity. Global Economic Center: Maintain Cambridge’s centrality in the global knowledge economy. Employment Diversity: Diversify employment opportunities beyond high-skill work in a few industries. Business Diversity: Ensure local businesses of different types, sizes, and growth stages are able to start, grow, and remain in Cambridge. Great Commercial Districts: Preserve and enhance the distinctive character of Cambridge’s commercial districts, especially its major squares and mixed-use corridors.

**Criteria (baseline & goals are in bold)**

1 Enhance current training and education programs and expand partnerships with employers and institutions to meet the education and training needs of the Cambridge community.

***% Rindge grads w. college degree in 6 years: 2016 base: low income: 17%; 2030: improve***

***% Rindge grads w. college degree in 6 years: 2016 base: Black: 10%; 2030 goal: improve***

***% Rindge grads w. college degree in 6 years: 2016 base: Latino: 13%; 2030 goal: improve***

2 Make investments in social and economic inclusion that support equity, Cambridge’s long-term economic competitiveness, and its vibrant quality of life.

***Median Income of Black non-student households. 2016 base: 35%; 2030 goal: 80%***

***Median Income of Latino non-student households. 2016 base: 71%; 2030 goal: 80%***

***Percentage full time workers on living wage. 2016 base:86%; 2030 Goal: 90%***

***Percentage of Blacks who participate in labor force. 2016 base: 80%; 2030 Goal: 90%***

***Percentage of Latinos who participate in labor force. 2016 base: 80%; 2030 Goal: 90%***

***Percentage of Women who participate in labor force. 2016 base: 94%; 2030 Goal: 100%***

***Percentage with disabilities who participate in labor force. 2016 base: 63%; 2030 Goal: 75%***

3 Incentivize the creation and preservation of affordable commercial space.

4 Encourage a business climate that prioritizes local, independent businesses and enables inclusive entrepreneurship.

***Number businesses with fewer than 20 employees per 1000: 2015 base: 27; 2030 goal: 30***

***Number of small retail per 1000 residents: 2015 base 7.3; 2030 goal: 9.***

***Percent of Women &Minority owned businesses: 2015 base: 8.7%; 2030 goal: 18%.***

***Annual job growth rate of life sciences. 2016 base: 7% above state; 12% above nation; 2030 Goal: 3% higher than state and nation***

***Annual job growth in high tech. 2016 baseline: 3% above state & nation; 2030 goal: 3% above state and nation.***

5 Encourage active street life in Cambridge’s retail districts.

6 Preserve and promote light industrial land uses that support low barrier-to-entry jobs

***Annual job growth in light industry. 2016 base: higher than state by 3%; higher than nation by 1% ; 2030 goal: should equal state and nation.***

**Action Items**

3a **ACTION/ZONING** Change zoning to increase commercial density to encourage job growth in areas such as Alewife. *Near term*

4b **ACTION/ZONING** Change zoning to increase density and achieve a mix of uses in targeted areas along Massachusetts Avenue and Cambridge Street, in order to build the customer base for retail. *Near term*

6a  **ACTION/ZONING** Revise zoning to require light industrial uses in certain areas of the city. *Near term*

p.140ff  **IV HOUSING**

**Overall Goals**: Affordable Housing: Maintain and expand long-term, deed-restricted affordable rental and homeownership opportunities to allow Cambridge to thrive as a mixed income community. Housing Diversity: Provide a variety of housing options for individuals and families of different socioeconomic levels, life stages, and physical needs. Livable Communities: Support high-quality housing that is healthy, climate-resilient, and energy-efficient. Housing Stability: Support the ability of Cambridge residents to remain in Cambridge. Maintain a range of housing options to enable households to transition to units best suited to meet their needs. Market Affordability: Support overall market affordability and lead the region in mitigating housing cost increases. Opportunity Neighborhoods: Foster communities of opportunity by providing housing in diverse neighborhoods close to public transit, places of employment, and social services.

**Criteria (baseline & goals are in bold)**

1 Increase overall housing production

***Total housing units: 2018 baseline: 54,713; 2030 target: add 12,500 units***

2 Encourage affordable housing production for low-, moderate-, and middle-income households through regulatory and zoning incentives.

***Dedicated Affordable Housing. 2017 baseline: 12.5% of whole; 2030 goal: 25% of whole***

***Number of New Affordable Units. 2017 baseline: 8117; 2030 Goal: add 3175 units***

3 Expand resources for affordable housing production and preservation.

***Total Investment in Affordable Housing: 2017 baseline: $13 million; 2030 Goal: $20,000***

4 Maintain a range of housing options to enable households to transition to units best suited to them as their needs change.

***Households with children under 18. 2016 baseline: 17.7% 2030 Goal: 20%***

***Share of households w.less than 50% ave. med, income: 2016 baseline: 29%; 2030 Goal: 30%***

***Share of households w.50-200% ave. med. Income: 2016 baseline: 17%; 2030 Goal:20%***

5 Expand tools and resources to prevent displacement and housing insecurity, and address homelessness.

6 Develop a broader coalition of public and private entities to support housing production, especially affordable housing, in Cambridge and the region.

**ACTION ITEMS**

1a **ACTION/ZONING:** Change zoning to enable more housing, including affordable housing, to be built along major corridors, squares, and in other areas that have the capacity to accommodate growth and are well served by transit (e.g., increase base zoning, allow multifamily residential development citywide, offer density bonuses for increased percentage of affordable housing units). *Near term*

1b. **ACTION/ZONING:** Require the creation of significant new housing in areas that are being rezoned. *Ongoing*

2a. **ACTION/ZONING:** Offer density bonuses and relief from other dimensional regulations for fully affordable housing developments through a citywide affordable housing overlay or other regulatory mechanism. *Near term*

2b. **ACTION/ZONING:** Modify the development approval process for fully affordable housing projects to require design review instead of a discretionary approval. *Near term*

2c. **ACTION/ZONING:** Institute an incentive for owners of multifamily buildings who construct more affordable units than required by the Inclusionary Housing Program. *Near term*

4a **ACTION/ZONING**: Change base zoning to require that developers of multifamily projects of at least 10 units provide a certain number of family-sized units (i.e., units with at least 3-bedrooms). *Near term*

p.157ff **V MOBILITY**

**Overall Goals**: Equity and Accessibility: Ensure a diverse set of travel options that meet the access and mobility needs of people of all ages, abilities, and incomes. Safe and Active Transportation: Eliminate traffic fatalities and serious injuries while encouraging active living and improving comfort for people of all ages and abilities. Connectedness and User-Friendliness: Create an easy-to-understand, integrated, continuous, and comfortable transportation network for all people. Community Character and Vitality: Ensure that the city’s transportation system supports shared community spaces and enhances neighborhood streets. Climate Mitigation and Resilience: Achieve a carbon neutral transportation system and adapt to climate change

**Criteria (baseline & goals are in bold)**

1 Expand access to sustainable transportation choices and the physical reach of sustainable transportation infrastructure.

***% who drive alone to work in Cambridge: 2016 base: 42%: 2030 Goal: 32%***

***% of Cambridge residents that drive alone to work: 2016 base: 26%: 2030 Goal: 21%***

***Residents with access to an MBTA subway line: 2016 base: 48%; 2030 Goal: 68%***

***Residents with access to an MBTA high-frequency bus: 2016 base: 39%; 2030 Goal: 59%***

2 Enhance existing sustainable transportation infrastructure to be more convenient, reliable, and resilient.

3 Enhance and expand safety infrastructure for all street users.

***Number of fatalities caused by vehicle crashes: base: varies each year; 2030 goal: 0***

***Number of serious injuries caused by vehicle crashes:*** ***base: varies each year; 2030 goal: 0***

***Bicycle infrastructure comfort level. Base level 63%; 2030 Goal: 90%***

4 Adjust regulatory incentives and pricing of public assets like space for parking to limit unnecessary car trips and parking and to allocate public space effectively

5 Adjust land use policy to support sustainable transportation choices.

6 Better manage freight movement to limit freight-related congestion and improve efficiency and safety.

7 Enhance public information on how to safely and efficiently move within and through Cambridge,and expand public education efforts on transportation safety.

8 Establish new regulatory frameworks to prepare for technology driven disruptions in mobility systems.

9 Advocate for the expansion of sustainable transportation infrastructure across the region, especially where it will directly impact traffic in Cambridge.

**ACTION ITEMS**

1r **STUDY/ACTION/ZONING** Advocate for high-quality greenway links that complete gaps in the regional shared-use path network to alleviate cutthrough traffic in Cambridge. Long term

5a **ACTION/ZONING** Change zoning to reduce maximum parking requirements near transit nodes and in key squares and corridors, with lowered parking requirements citywide, while balancing impacts of parking spillover on residential streets. *Near Term*

5c **STUDY/ACTION ZONING** Require development projects to minimize adverse traffic impacts by complying with Article 19 of the Zoning Ordinance, which establishes traffic and urban design standards and requires transportation demand management measures and mitigation measures. *Ongoing*

6e **STUDY/ACTION ZONING**  Create incentives and new loading zones that encourage large trucks to deliver off-peak. *Medium Term*

p.181ff  **VI URBAN FORM PLAN**

**Overall Goals:** Development Patterns: Maintain the existing patterns of the city where they are well-established,and advance the city’s values through a mix of preservation and complementary infill development. Growth in Evolving Areas: Promote redevelopment that is mixed-use, pedestrian-oriented, and sustainable within areas currently characterized by surface parking lots, automobile-oriented uses, and obsolete commercial buildings. Transitional Development: Where redevelopment occurs at the edges of well-established districts, shape new development to complement the prevailing pattern of adjacent districts, accommodate variations in use and scale, and add greater density to areas well-served by public transit. Open Space: Create a connected network of high quality open spaces that links all residents to local and regional natural assets, provides a range of activities and experiences, encourages social connections, and is inclusive of all people. Activation: Shape the form, use, and design of development, especially its public spaces and street frontages, so that it supports an active public realm. Design Process: Strive for design excellence in all new development by creating a review process that is clear and efficient in its engagement with City staff, boards and commissions, and the community.

**Criteria (baseline & goals are in bold)**

1 Increase density near transit nodes while accommodating the unique character of our squares and areas along the corridors.

***% new housing within 1/2 mi. from MBTA subway station. 2015 base 72.7%: 2030 Goal:75%***

***% new gross floor area*** ***within 1/2 mi. from MBTA subway; 2015 base 80.8%: 2030 Goal:85%***

2 Preserve the historical integrity and diversity of Cambridge’s neighborhoods, including buildings and the public realm.

3 Encourage activity on the ground floors of new buildings, particularly along mixed-use corridors.

4 Proactively guide development in areas with a strong potential for change through area-specific planning and development review.

5 Revise the development review process to be more transparent to developers and the public while striving for high-quality design

6 Leverage private development to create and maintain high-quality public open spaces and to provide dynamic programming.

***% housing within walking distance of 3 or more parks. 2016 base: 82.5% 2030 goal: 87%***

7 Expand the public open space network through new open spaces, new programming, and improved local and regional connections.

8 Improve the public open space network by preserving, maintaining, and enhancing existing open spaces to serve a diverse population.

9 For Cambridge’s institutions, including university and hospital campuses, support growth within existing campus boundaries and adjacent evolving mixed-use areas, and discourage intrusion into residential neighborhoods.

***OTHER: % who rate city appearance good/excellent: 2016 base 79% online; 2030 goal: 90%***

***OTHER: % who rate city appearance good/excellent: 2016 base 87% phone; 2030 goal: 90%***

**ACTION ITEMS**

1a .**ACTION/ZONING**  Eliminate minimum parking requirements for development along the corridors. *Near term*

1b.**ACTION/ZONING** Adjust existing zoning near transit nodes to allow greater density while

complementing the character of the surrounding area. *Near term*

2d **ACTION/ZONING** Adjust zoning in residential districts to be more compatible with prevailing patterns of development, including building setbacks, maximum heights, open space, parking requirements, and uses. *Medium term*

3a **ACTION/ZONING** Allow the maximum height of mixed-use projects with active ground floor uses to be increased in order to achieve taller ground floor spaces that better support active uses. *Near term*

3c **STUDY/ACTION/ZONING** Establish development standards to promote a continuous street wall on commercial corridors, including uniform standards for front setbacks and building facade lengths that are compatible with the established patterns of the area. *Near term*

3d **STUDY/ACTION/ZONING**  Establish development standards to promote street activating uses (such as retail) on ground floors, including minimum ground-floor heights, limitations on the frontage length occupied by lobbies and other non-active uses, standards for the frontage length of individual storefronts, and requirements for smaller-sized commercial or community spaces in larger buildings. *Near term*

3e **ACTION/ZONING**  Along mixed-use corridors and in major squares, prohibit parking and vehicular loading and service between buildings and the street, and prohibit curb cuts along the mixed-use corridor unless the parcel only has frontage on the mixed-use corridor, the frontage is no less than 40 feet wide, and the access is no more than 20 feet wide. *Near term*

3f **ACTION/ZONING** Require primary building entrances to be located on the mixed-use corridors (including at corners on the corridors) to create visual variety and to encourage the mixing of building residents, shoppers, and passers-by on the sidewalk. *Near term*

4a **STUDY/ACTION/ZONING**  Initiate district plans for specific areas to inform new zoning approaches and design guidelines that support the Envision Cambridge objectives. *Near term*

4b **STUDY/ACTION/ZONING**  Prepare a streetscape/landscape character plan that identifies different character types, determines desired uses and setbacks, and sets guidelines for types of landscaping, building frontages, etc. *Medium term*

5a **STUDY/ACTION/ZONING**  Develop design guidelines for as-of-right affordable housing development. *Near term*

**5b STUDY/ACTION/ZONING**  Establish a consolidated set of citywide urban design guidelines based on development types or design themes that reflect historic contexts, while enhancing the overall character of the city and responding to contemporary circumstances *Near term*

**5c STUDY/ACTION/ZONING**  Continue to update area- and neighborhood-specific design guidelines to ensure that new developments’ urban design outcomes complement their neighborhood context and the review process is more predictable to stakeholders and developers. *Near term*

5d **STUDY/ACTION/ZONING**  Create clear design- and performance-based guidelines to address the environmental impacts of new development through green building standards. Where guidelines are area-specific, prioritize guideline development in areas likely to see significant change. *Near term*

5e **ACTION/ZONING**  Encourage developers to meet with the City’s urban design team early in the design process to frame the essential urban design issues of a project, as defined by Envision Cambridge and other relevant plans and guidelines, before conceptual design commences. *Ongoing*

5f **ACTION/ZONING**  For larger-scale projects, encourage applicants to present initial design concepts to the Planning Board for preapplication advisory review. *Near term*

5g **STUDY/ACTION/ZONING** Clarify the development review process by publishing a process diagram to clearly articulate requirements and expectations at every step. *Near term*

5h **ACTION/ZONING** Update the citywide urban design objectives in the City’s Zoning Ordinance to reflect Envision Cambridge recommendations. *Near term*

5j **STUDY/ACTION/ZONING**  Review and simplify the various elements of project review established by Article 19 of the Zoning Ordinance to provide a clearer set of procedures. *Near term*

6f **STUDY/ACTION/ZONING**  Encourage family-friendly design elements (such as playgrounds) in residential and commercial development projects and public realm improvements through development review and design guidelines. *Ongoing*

7b **ACTION/ZONING** Build open space, bicycle, and pedestrian connections to integrate the “Alewife Square” into the fabric of the City (as recommended in the Alewife Planning Study). *Long Term*

7d **FINANCE/ACTION/ZONING**  Allocate funds to convert paved traffic islands into green spaces, or reconfigure roadways to eliminate them. *Medium term*

**7e STUDY/ACTION/ZONING** Prioritize the planning and implementation of routes providing physical and visual connections to citywide open spaces and regional paths and trails, including the Charles River, Fresh Pond, Danehy Park, Alewife Reservation, and the regional greenway system. *Long Term*