**ENVISION REPORT**

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

Contents of this document

*Climate and the Document:* p.2

*Community Well Being* p. 6

*Economy* p.12

*Housing* p.16

*Mobility*: p.19

Envision Final Report Summary Data

p.24 Evaluating Priorities

High Impact/Low Difficulty

Low Impact/Low Difficulty

High Impact/ High Difficulty

Low Impact/High Difficulty

p. 26 **Vision and Core Values**

**Livability** We value a vibrant built and natural environment and support sustainable transportation with affordable and convenient access to daily needs and recreational resources. Livability means that Cambridge: • Offers a high quality of life through affordable, accessible, and safe housing and transportation options, employment and educational opportunities, vibrant public spaces, community services, and cultural and recreational possibilities. • Fosters connected and accessible city services and amenities. • Promotes access to quality and diverse neighborhoods. • Forges a built environment that is safe and a great place to raise families.

**Diversity and Equity** We are a welcoming community that celebrates our diversity and ensures access to affordable housing choices and opportunities to succeed. Diversity and Equity means that Cambridge: • Welcomes people of all backgrounds and celebrates diverse voices and opinions. • Enables people of all races, cultures, incomes, and viewpoints to call Cambridge home. • Ensures cultural, economic, and social diversity. • Develops strong connections between a diverse range of people and places. • Provides a vibrant built environment suitable for different races, cultures, and ideas. • Promotes the ability for all people who live and work in Cambridge to participate and prosper in the life of the city. • Fosters the ability for all community members to have access to robust city services, housing, jobs, educational and employment opportunities, affordable nutritious food, and quality health care. • Ensures all residents share the costs and benefits of growth. • Provides the means for all residents to have access to the same opportunities. • Ensures opportunities and benefits are available to all people. • Forges fair and just opportunities and outcomes for all people.

**Economic Opportunity** We provide opportunity and stability through access to quality jobs, workforce development and training, and livable wages that support economic security for residents. Economic Opportunity means that Cambridge: • Supports a sustainable, entrepreneurial, and diverse economy with a fully educated and employed workforce that supports a high level of public amenities and services. • Encourages innovation and the creation of quality business ideas and proposals for a wide range of people and interests. • Fosters diversity in entrepreneurship, innovation, and job training programs. • Promotes a sustainable economy and diverse economic base through pragmatic programs and policies. • Believes a pathway to employment is fundamental in maintaining the quality of life of all residents. • Ensures all residents find stability through access to high quality jobs, education, training, and livable wages. • Supports the access and availability of education and workforce training for emerging industries and innovative employment opportunities. • Promotes a qualified and diverse workforce that meets employers’ needs. • Forges the means to support local businesses and business retention. • Invests in a creative and sustainable economy that taps into the entrepreneurial spirit and quality education of the city

**Sustainability and Resilience** We take responsible action to reduce our impact on the environment and build a resilient city and strong community. Sustainability and resilience mean that Cambridge: • Preserves and enhances the quality of our built and natural environment with strong environmental leadership and builds resiliency to climate change impacts with sustainable social, environmental, and infrastructure systems. • Ensures a commitment to prepare for a range of social and physical risks. • Manages urban and natural ecosystems in a coordinated and sustainable manner. • Promotes growth that is equitable and sustainable. • Ensures sustainable modes of transportation are safe, efficient, convenient, reliable, and accessible to all residents. • Strengthens the city’s infrastructure, economy, and human services to enable the community to withstand, adapt to, and recover from disasters and major stresses.

**Community Health and Wellbeing** We promote healthy and active lifestyles in a supportive, safe community with diverse opportunities to connect with our neighbors and nature and to engage in civic life. Community Health and Wellbeing means that Cambridge: • Promotes healthy and active lifestyles in a supportive local community with quality human and social services. Supports a strong sense of community and pride in place. • Facilitates personal independence and engagement of residents in civic and social life. • Encourages access to affordable nutritious food, places to be physically active, and quality health care. • Forges a built environment that encourages active lifestyles and promotes public health and safety. • Promotes healthy, affordable, and sustainably-produced foods.

**Learning** We embrace lifelong learning and celebrate art and creativity in our culturally rich community. Learning means that Cambridge: • Ensures all residents have access to opportunities for lifelong learning in academics, arts, and cultural programs. • Ensures the city is known for its institutions of higher learning. • Encourages the formal and informal active pursuit of learning and skills. • Facilitates the ability for all residents to find opportunity through access to education and training at all points in their lives for personal or professional reasons. • Fosters the ongoing, voluntary, and self-motivated pursuit of knowledge.

p.29 **Community Engagement (Process)**

p.37 **Shaping Cambridge**

p.40 Balance Growth and Preservation

p.54 Regional Collaboration

p.58 I. **Climate and the Environment**

**Vision:** Cambridge is a sustainable city that cultivates its natural systems, limits its greenhouse gas emissions, and is resilient to the impacts of climate change. The City understands connections between energy consumption, stewardship of natural ecologies, mitigation of extreme weather, and the health and wellbeing of its people. Cambridge actively develops green infrastructure, sets smart environmental regulations, and incentivizes private action to create a sustainable environment for all.

**Goals**

**Climate Action:** Achieve carbon neutrality by 2050. Through a broad-based reduction in energy consumption and investment in sustainable energy, Cambridge can set its course to achieve overall carbon neutrality by midcentury

**Climate Change Preparedness**: Protect the lives and livelihoods of the Cambridge community from the impacts of climate change. Cambridge must adapt its current physical and social infrastructure to protect the community— especially its most vulnerable populations—from the risks associated with climate change.

**Ecological Protection**: Preserve and enhance Cambridge’s biodiversity, open spaces, and habitats. Cambridge must reduce pollution, restore ecosystems, and create a symbiotic relationship between the built and natural systems that comprise Cambridge's environment

**Water Quality:** Maintain sustainable water resources and enhance water quality. Cambridge should preserve its water resources though reduced water usage, elimination of point-source water pollution, and aggressive stormwater runoff management.

**Waste Management:** Minimize waste generation and eliminate landfill waste Cambridge should limit its impact on local and global ecosystems by reducing the overall production of waste—including recyclables, compostables, and trash—and diverting the remaining waste away from landfills

**Environmental Justice:** Ensure that all Cambridge residents are protected from environmental impacts and benefit equally from environmental resources. The benefits of a healthy environment should be shared by everyone in Cambridge, including all residents, workers, students, and visitors, regardless of their background and identity.

Environment: Strategies & Actions

The City has a goal of net zero GHG emissions from all buildings by 2050. It can help achieve this goal by moving its own operations to renewable energy, incentivizing net zero adoption, and modifying regulations to allow for or require sustainability improvements for new and existing buildings.

1. Accelerate the transition to net zero greenhouse gas emissions for all buildings in the city.
2. **ZONING ACTION** Establish a **solar and/or cool roof requirement** for new construction in all zoning districts. *Near term*
3. **OUTREACH** Participate in statewide working groups to develop safety and performance codes and standards for energy storage systems. Once established, adopt those codes locally . *Near term*
4. **STUDY/ACTION** Establish demonstration projects for safe energy storage systems. *Near term*
5. **STUDY** Investigate outcome-based requirements for GHG emissions in new buildings. *Near term*
6. **ACTION** Implement community solar demonstration projects. . *Near term*
7. **STUDY/ACTION** Develop architectural green guidelines (i.e. desirable materials, amount of glass, etc.) to complement Article 22: Sustainable Design and Development *Near term*
8. **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*
9. **ACTION** Procure 100% of municipal electricity from renewable sources. *Medium term*
10. **STUDY/ACTION** Streamline existing efforts to expand access to energy efficiency funding and technical assistance, including supporting expanded use of Property Assessed Clean Energy (PACE) to finance retrofits. *Ongoing*
11. **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*
12. **ACTION** Implement the Net Zero Action Plan, a comprehensive set of strategies aimed at achieving net zero emissions from building operations. *Ongoing*
13. **ACTION** Regularly update the Climate Action Plan. *Ongoing*
14. **ACTION** Continue to offer the Cambridge Community Electricity Aggregation program. *Ongoing*
15. **OUTREACH** Work with the Commonwealth to advocate for a stronger Renewable Portfolio Standard and more stringent cap levels for the Regional Greenhouse Gas Initiative. *Ongoing*
16. **ACTION** Require buildings to report energy use. *Ongoing*
17. **ACTION** Implement the recommendations of the Low Carbon Energy Supply Strategy *Ongoing*
18. Reduce transportation-related greenhouse gas emissions.
    1. **STUDY/ACTION** Develop a zero emissions transportation plan, addressing both mode shift and zero emissions vehicles. *Near term*
    2. **STUDY/FINANCE/ACTION** Develop a pilot program to experiment wth electric vehicle charging technology integrated into streetlights *Near term*
    3. **ZONING ACTION** Require electric vehicle charging infrastructure in new buildings. *Near term*
    4. **ACTION** Install high-visibility electric vehicle charging stations at publicly accessible locations. *Near term*
    5. **STUDY/ACTION** Reduce vehicle miles traveled (VMT). *Ongoing*
    6. **OUTREACH** Promote a shift to electric/clean emissions vehicles. *Ongoing*
19. Restore and grow Cambridge’s green infrastructure and tree canopy, and support biodiversity.
    1. **ACTION** Implement recommendations from the Urban Forest Master Plan. *Ongoing*
    2. **ACTION** Commission a study to collect local air quality data and recommend indicators, targets, and data collection methods for the City to adopt on a permanent basis.*Near term*
    3. **STUDY** Assess opportunities to enhance habitat for local flora and fauna on public and private properties in Cambridge. *Near term*
    4. **STUDY** Evaluate strategies for increasing open space requirements and limiting the creation of impervious surfaces. *Near term*
    5. **FINANCE** Purchase additional land for use as open space, and prioritize locations that improve open space connectivity and increase public access. *Long term*
    6. **ACTION** Incorporate green infrastructure into City park, open space, sidewalk, and street reconstruction projects as conditions and space allow. *Near term*
    7. **STUDY** Develop an urban forest master plan that establishes tree canopy expansion and tree planting goals by neighborhood. *Ongoing*
    8. **FINANCE/ACTION** Restore watersheds. *Ongoing*
    9. **OUTREACH** Promote and improve the quality and diversity of public planting. *Ongoing*
    10. **FINANCE/ACTION** Implement the Fresh Pond Reservation Master Plan. *Ongoing*
    11. **FINANCE/ACTION** Implement the Charles River Basin Master Plan *Ongoing*
    12. **FINANCE/ACTION** Implement the Alewife Reservation Master Plan *Ongoing*
    13. **FINANCE/ACTION** Create and implement an Open Space and Recreation SevenYear Action Plan. *Ongoing*
20. Modernize emergency management systems and existing infrastructure to respond to climate change impacts.
    1. **STUDY** Develop disaster preparedness plans at the neighborhood level in conjunction with neighborhood organizations, service providers, public housing residents, and other vulnerable populations. *Ongoing*
    2. **OUTREACH** Leverage new communication technologies to alert residents and workers by geography of risks in the event of an emergency (e.g., text message). *Near term*
    3. **STUDY** Specifically serve low-income/high-vulnerability individuals and public housing residents with targeted preparedness and outreach programs (CCPR). *Near term*
    4. **STUDY** Study regulatory barriers and identify potential leverage points and sources of incentives for adaptive retrofits for existing buildings (utility placement, floodable ground floors, etc.). *Near term*
    5. **FINANCE/STUDY** Create “resiliency hubs,” or community centers that coordinate local energy responses during disasters and hazardous events, within a half-mile of all housing units. *Long term*
    6. **FINANCE/ACT** Establish a network of temperature sensors at the pedestrian level to track heat island impacts. *Long term*
    7. **STUDY** Assess Cambridge’s climate risks and vulnerabilities. *Ongoing*
    8. **OUTREACH** Participate in Arlington Belmont and Cambridge (ABC) Flooding Board. *Ongoing*
    9. **OUTREACH** Conduct outreach campaigns about property-level flood vulnerability and mitigation strategies. *Ongoing*
    10. **STUDY** Develop a citywide preparedness and resilience plan *Near term*
21. Reduce solid waste generation and divert recyclable and organic waste from landfills or incineration.
    1. **ACTION** Require new developments to submit a waste management plan to ensure adequate space for recycling and organics infrastructure. *Near term*
    2. **STUDY** Study the feasibility of different programs to incentivize trash reduction without causing a disparate impact on low income communities. *Near term*
    3. **OUTREACH** Advocate for statewide Extended Producer Responsibility (EPR) programs and policies. *Near term*
    4. **ACTION** Mandate and enforce residential and commercial food waste diversion. *Medium term*
    5. **ACTION** Institute commercial waste zones with reporting requirements. *Long term*
    6. **FINANCE ACTION/OUTREACH** Maximize recycling rates across all sectors by stepping up enforcement and education. *Ongoing*
    7. **ACTION** Add recycling bins around the city in places where there are only waste bins. *Ongoing*
    8. **ACTION** Expand curbside organics collection citywide. *Ongoing*
    9. **ACTION** Implement a food waste education program in public schools. *Ongoing*
    10. **ACTION** Prohibit polystyrene food service containers. *Ongoing*
    11. **FINANCE/OUTREACH ACTION** Encourage recycling via single-stream collection. *Ongoing*
22. Reduce air, light, water, and noise pollution.
    1. **STUDY** Evaluate environmental impacts and heat vulnerability of artificial turf and other man-made materials used in parks and playgrounds. *Medium term*
    2. **STUDY/FINANCE/ACTION** Combat light trespassing, light pollution, and energy waste. *Ongoing*
    3. **STUDY/FINANCE** Monitor hazardous waste reporting and remediation. *Ongoing*
    4. **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*
23. Reduce potable water demand.
    1. **STUDY** Study Cambridge’s greywater supply assets and non-potable demand. *Near term*
    2. **ACTION** Require buildings to report water use. *Ongoing*
    3. **ACTION** Conduct water conservation outreach. *Ongoing*
24. Manage stormwater with public investment in stormwater infrastructure and maintenance.
    1. **ACTION** Implement Cambridge’s Stormwater Management Plan. *Ongoing*
    2. **FINANCE/ACTION** Separate the combined sewer system into storm and sanitary systems. *Ongoing*
    3. **ACTION** Mandate stormwater management for private developments. *Ongoing*
    4. **ACTION/OUTREACH** Partner with private property owners to implement stormwater management strategies that exceed City requirements. *Ongoing*
    5. **ACTION** Implement the Surface Water Protection Plan *Ongoing*
25. Work with the entire Cambridge community to strengthen the City’s climate and environment initiatives.
    1. **ACTION/OUTREACH** Engage large institutions to collaborate to advance building energy efficiency, reduce waste, and green their supply chains (i.e. EcoDistricts, Cambridge Compact for a Sustainable Future). *Near term*
    2. **OUTREACH** Continue to work with the Climate Protection Action Committee. *Ongoing*
    3. **OUTREACH** Continue to work with the Bicycle Committee. *Ongoing*
    4. **OUTREACH** Continue to work with the Pedestrian Committee. *Ongoing*
    5. **OUTREACH** Continue to work with the Transit Advisory Committee. *Ongoing*
    6. **OUTREACH** Continue to work with the Recycling Advisory Committee. *Ongoing*
    7. **OUTREACH** Continue to work with the Committee on Public Planting. *Ongoing*
26. Communicate to the public the City’s climate and environment initiatives and the environmental impact of policy decisions.
    1. **OUTREACH** Establish a coordinated outreach and engagement approach, including the use of volunteers, regarding environmental programs and issues. *Ongoing*
    2. **STUDY/ACTION** Develop and implement a cost/benefit methodology for City capital allocation/budgeting processes that allocates monetary value to environmental benefits. *Medium Term*
    3. **OUTREACH** Connect home and business owners with information on existing incentive programs and financing for energy upgrades to their buildings through the Cambridge Energy Alliance program. *Ongoing*

p.85 II Community Wellbeing

Vision: Cambridge is a city where everyone has the opportunity to live a healthy, engaged, and enriching life. People believe that they can help shape their community. The city celebrates its unique history and institutions, while opening its doors to newcomers and embracing our shared future.

**Goals**

**Access to Opportunity:** Provide access to opportunities for all people regardless of differences. Cambridge should have opportunities open to all, regardless of demographic differences such as race, ethnicity, sexual orientation, gender identity, religious belief, or any other characteristic.

**Racial Justice:** End race-based disparities and achieve racial equity. Cambridge must work to eliminate inequality based on race and ethnicity with both targeted policy and increased representation of historically marginalized groups.

**Civic Engagement:** Empower all people to participate in public life. Cambridge should support opportunities for everyone to take ownership of their community, whether through formal processes or informal engagement.

**Health and Wellness:** Ensure access to resources that support holistic health, wellbeing, and extended life. The Cambridge community should have access to healthy choices, adequate physical and mental health care, and healthy opportunities for social life.

**Art and Culture:** Cultivate a city where artistic expression and cultural traditions are integrated into all aspects of civic life. Art, art-making, and engagement with culture are fundamental parts of living together as a community. Cambridge must protect and enhance opportunities to produce art and enjoy the city's shared culture.

**Learning and Play:** Encourage lifelong learning and enriching opportunities for play and recreation. Cambridge should expand opportunities to learn, play, and engage with others in fun ways that enrich health and development.

**Sense of Belonging:** Strengthen our social connections and provide a safe and welcoming community. Cambridge should help its residents, students, workers, and visitors feel a connection to one another and to the city itself.

**Strategies & Actions**

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

a. **STUDY** Develop a citywide racial equity framework and increase capacity to conduct ongoing racial equity analyses of new and existing policies, programs, services, procurement practices, and community engagement to evaluate how each proposal advances racial equity, addresses gaps in services and disparities in access, addresses institutional racism, and mitigates unintended consequences. *Ongoing*

b. **STUDY/ACTION** Evaluate and expand mandatory training for City staff, including public safety personnel, on topics of diversity, equity, inclusion, and cultural competency. *Ongoing*

c.**ACTION/OUTREACH**  Hold citywide conversations on race and equity. *Ongoing*

d. **ACTION/OUTREACH** Participate in the Police Data Initiative to collect, analyze, and make publicly available data on hate and bias-crime to proactively address any potential issues of racial/ethnic disparity *Ongoing*

e. **STUDY** Continue to review the composition, decisions, and practices of the Police Review and Advisory Board. *Ongoing*

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

a. **FINANCE/ACTION** Increase the number of public or publicly accessible restrooms, including all-gender restrooms. *Long term*

b. **ACTION** Provide City staff training on sexual orientation and gender identity. *Ongoing*

c. **ACTION** Expand the City’s Transgender Rights in Public Accommodations Training for local businesses. *Ongoing*

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

a. **STUDY/ACTION** Implement developmentally appropriate prevention activities in schools to educate youth about gender norms, healthy relationships, and gender-based and sexual violence. *Near term*

b. **ACTION** Educate the public on recognizing, preventing, and responding to domestic, sexual, and gender-based violence. *Ongoing*

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

a. **OUTREACH** Work closely with public schools to expand students’ knowledge regarding voter registration, voting, and elections. *Ongoing*

b. **OUTREACH** Partner with universities to expand local voter registration and promote voting among students. *Ongoing*

*c.* **OUTREACH** Make multilingual voter registration information available through existing programs. *Ongoing*

d.**STUDY/ACTION** Review City employee demographics, and research and implement best practice strategies for diversifying recruitment, hiring, and retention of City employees of color. *Ongoing*

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

a. **ACTION/OUTREACH**  Expand City efforts to ensure diverse representation on City boards, commissions, and advisory committees, including targeted outreach and recruitment. *Ongoing*

b. **STUDY** Research and implement innovative and non-traditional engagement tools and partnerships to increase representation from underserved communities, including meeting people where they are and using technology and art. *Ongoing*

c. **OUTREACH/ACTION** Work with the Community Engagement Team (CET) to support City departments in developing their own outreach teams. CET is a multi-agency collaborative that supports the City’s agencies in work with a diverse community by reaching out to underserved Cambridge families to connect them to community events and resources and developing community leaders. *Ongoing*

d. **FINANCE/ACTION** Invest in technology for additional public meeting spaces to make meetings available for streaming online, including both high- and low-tech options. *Ongoing*

e. **ACTION** Provide consistent, high-quality, culturally appropriate translation and interpretation services, particularly for key City events or meetings. *Ongoing*

f. **STUDY** Solicit ideas and opinions from adults and youth for new capital projects within the city (i.e., Participatory Budgeting). *Ongoing*

g. **OUTREACH** Support the City Committee on Diversity to create discussion opportunities for City staff to increase cultural awareness and understanding of diversity, equity and inclusion *Ongoing*

h. **ACTION** Continue the efforts of public safety personnel to build strong community relationships and trust through outreach and hosting informational events. *Ongoing*

i. **ACTION** Educate the community on the existing process for bringing complaints and concerns forward about police interactions, as well as the accountability process following complaints. *Ongoing*

j. **ACTION** Encourage transparency in planning and policy development processes through active reporting of planning outcomes (i.e. Open Data, annual reporting of planning processes) and production of fact sheets *Ongoing*

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

1. **STUDY/ACTION** Conduct an inventory of publicly accessible indoor meeting spaces (including the hours, capacity, location, and contact information for each space) and make this information available to the public. *Ongoing*
2. **ACTION** Hold City-sponsored block parties or barbecues in residential neighborhoods. *Ongoing*
3. **FINANCE/ACTION** Support Find It Cambridge, an online resource that provides information on activities, services, and resources in Cambridge. *Ongoing*
4. **ACTION** Provide information on neighborhood and business organizations on the City website. *Ongoing*

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

1. **FINANCE/ACTION** Expand after-school and summer programs for children of all ages *Ongoing*
2. **FINANCE/ACTION** Create equitable access to, and expand the number of, high quality early learning services, and support families so that their children are prepared for school. *Ongoing*
3. **FINANCE/ACTION** Expand scholarships and the number of slots in quality early education programs, with a focus on low-income families, which will facilitate workforce participation for adults and positive educational outcomes for children. *Near term*
4. **FINANCE/ACTION** Expand affordability of childcare through out-of-school-time programming. *Ongoing*
5. **FINANCE/ACTION** Expand education and support to families with young children (0-4 years old). *Ongoing*

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

1. **FINANCE/ACTION** Expand transportation assistance for seniors and people with disabilities. *Ongoing*
2. **FINANCE/ACTION** Expand programming through centralized senior centers. *Ongoing*
3. **FINANCE/ACTION** Provide programming and opportunities for people with disabilities. *Ongoing*

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

1. A**CTION** Coordinate public and private efforts to provide comprehensive services to persons experiencing homelessness. *Ongoing*
2. **STUDY** Assess the size and experiences of Cambridge’s population experiencing homelessness. *Ongoing*

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

1. **ACTION** Implement an educational campaign about mental/ behavioral health to destigmatize mental illness, increase awareness of substance abuse prevention, and promote existing mental/behavioral health services in Cambridge. *Ongoing*
2. **ACTION** Provide direct outreach, counseling, and programming for people abusing substances, and provide information on abuse prevention. *Ongoing*
3. **FINANCE/ACTION** Provide safe and consequence-free disposal of medication and drug paraphernalia, and provide exchanges if necessary (i.e. sharps disposal). *Near term*
4. **FINANCE/ACTION/OUTREACH**  Increase mental/behavioral health prevention, screening, and treatment programs and services to vulnerable populations, including the elderly, LGBTQ+, homeless, immigrant, parent, and youth populations. *Ongoing*
5. **FINANCE/ACTION/OUTREACH**  Provide overdose education, naloxone use training, and naloxone distribution. *Ongoing*
6. **FINANCE/ACTION/OUTREACH**  Screen youth for potential substance abuse or mental/ behavioral health needs and connect them to service providers. *Ongoing*

11.Encourage creative play for all ages and abilities.

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

b. **STUDY** Evaluate ways to increase programming at parks and squares, including culturally specific programming, by building partnerships with local non-profit and community organizations. *Ongoing*

c. **ACTION** Revise the permitting process for reserving parks and open space and holding block parties, in order to eliminate barriers for underserved communities. *Near term*

d. **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*

e. **ACTION** Provide a diverse range of play environments across the city to serve a full range of age groups, ability levels, and interests. *Ongoing*

f. **ACTION** Incorporate play into public realm improvements and capital projects. *Ongoing*

g. **ACTION** Encourage play spaces in privately owned public spaces (POPS) or open space provided as a community benefit during private residential development. *Ongoing*

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

12 Support healthy lifestyles and affordable food options.

1. **STUDY/ACTION/ZONING**  Study new opportunities for access to affordable supermarkets in underserved neighborhoods. *Near term*
2. **FINANCE/OUTREACH** Directly provide healthy food to those in need and evaluate how food is delivered to ensure equitable and humane distribution. *Ongoing*
3. **STUDY** Annually evaluate the community garden program to ensure equitable distribution of community gardens citywide, minimize wait times for interested residents to obtain a plot, and ensure universal design in construction and renovation. *Ongoing*
4. **STUDY/ACTION** Provide organized athletics programs and leagues citywide and near residential neighborhoods. *Ongoing*
5. **ACTION** Provide athletic opportunities for people with special needs. *Ongoing*
6. **FINANCE/OUTREACH** Continue to support the Winter Fuel Assistance Program, Cambridge Food Pantry Network, Summer Food Program, and Childcare Voucher programs. *Ongoing*
7. **STUDY/ACTION** Study and implement recommendations to improve affordable, culturally appropriate, and convenient access to healthy food, particularly for low-income communities and communities of color. *Ongoing*
8. **STUDY/ACTION** Program athletic facilities that support sports and activities reflecting Cambridge's diverse demographics. *Ongoing*
9. **FINANCE/ACTION** Increase the number of water fountains and public restrooms in public facilities and parks. *Ongoing*
10. **OUTREACH** Provide information and resources to business owners interested in expanding healthy food options (Healthy Markets, food truck program). *Ongoing*
11. **ACTION** Adopt an urban agriculture ordinance to increase local food production. *Ongoing*
12. **OUTREACH** Educate the public on how to implement healthy eating options. *Ongoing*
13. **OUTREACH** Provide information about, and promote access to, affordable and culturally appropriate opportunities for people to participate in fitness and recreational activities and to enjoy the outdoors. *Ongoing*
14. **ACTION** Create ongoing healthy living support programs for underserved groups (Men’s Health League, Fit for Life, Fitness Brothers, Cambridge in Motion, Healthy Markets, SNAP Match Program). *Ongoing*
15. A**CTION** Continue to offer events for targeted health programming and assessment. *Ongoing*

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

1. **ACTION** Create a database of places that highlight Cambridge's history, traditions, and legacy, and publish a collection of walking routes based on those places. *Near term*
2. **FINANCE/ACTION** Provide funding for the creation of a Cambridge history museum or other landmark, such as a Cambridge version of the Boston Freedom Trail, to connect historically significant locations. *Long term*
3. **ACTION** Host events and activities to recognize and communicate the diverse heritages of Cambridge’s residents and promote cross-cultural dialogue, interaction, and knowledge-sharing. *Ongoing*

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

1. **ACTION/ZONING** Modify zoning to allow for live-work space for artists. *Near term*
2. **ACTION** Incorporate public art into capital projects. *Ongoing*
3. **FINANCE/ACTION** Sponsor arts performances and installations in Cambridge parks. *Ongoing*
4. **FINANCE/ACTION** Display art in municipal buildings. *Ongoing*

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

1. **FINANCE/ACTION/OUTREACH** Create new opportunities for audiences to financially support artmaking. *Ongoing*
2. **ACTION** Program public spaces with art and performance. *Ongoing*
3. **FINANCE/ACTION** Organize and/or fund arts festivals that serve as a destination for artists and audiences in public and semipublic spaces (e.g. Jazz Fest in Danehy Park). *Ongoing*
4. **FINANCE/ACTION** Provide financial support for organizations that encourage artmaking by nonprofessionals. *Ongoing*
5. **FINANCE/ACTION** Provide financial support for professional artists and arts organizations. *Ongoing*
6. **ACTION** Link artists with businesses and organizations who would like to display or present visual and performing art. *Ongoing*
7. **FINANCE/ACTION/OUTREACH** Create new opportunities for audiences to engage with artmaking, particularly youth, elders, and populations who don’t typically engage in the traditional art world. *Ongoing*

**Evaluation** (Indicators and Targets)

1. Probability that a selection of two residents at random would include one non-Latino White person and all others

a. 2016: 0.47%

b. 2030 **GOAL**: 0.47%

2. Probability that a selection of two residents at random would include one Black person and all others

a. 2016: 0.19%

b. 2030 **GOAL**: 0.20%

3. Probability that a selection of two residents at random would include two people from different racial groups (given racial categories of Black, Asian, White, and all others)

a. 2016: 0.51%

b. 2030 **GOAL**: 0.50%

4. Proportion of City committee members who are people of color

a. 2016: no baseline currently

b. 2030: **GOAL** TBT once data is collected

5. Proportion of City committee members who are women

a. 2016: no baseline currently

b. 2030: **GOAL** TBT once data is collected

6. Percent of survey respondents who rate Cambridge “good” or “excellent” as a welcoming place to all races and cultures

a. 2016 online: 80%

b. 2030 online **GOAL**: 90%

c. 2016 by phone:84%

d. 2030 online **GOAL**: 90%

7. Percent of middle schoolers who engage in physical activity

a. 2016: 78%

b. 2030: **GOAL**: 85%

8. Percent of high schoolers who engage in physical activity

a. 2016: 78%

b. 2030: **GOAL**: 85%

9. Percent of adults who engage in physical activity

a. 2016: 80%

b. 2030: **GOAL**: 85%

10. Percent of survey respondents who rate Cambridge’s open space and recreational opportunities as good or excellent

a. 2016 online: 72%

b. 2030 online: **GOAL**: 75%

c. 2016 by phone: 60%

d. 2030 by phone: **GOAL**: 75%

11. Percent of survey respondents who say Cambridge has a “good” or “excellent” sense of community life

a. 2016 online: 63%

b. 2030: online **GOAL**: 80%

c. 2016 by phone: 67%

d. 2030 by phone: **GOAL**: 80%

12. Percent of survey respondents who rate Cambridge as a safe place to live

a. 2016 online: 87%

b. 2030: online **GOAL**: 90%

c. 2016 by phone: 78%

d. 2030 by phone: **GOAL**: 90%

p.115 **III ECONOMY**

**General Strategies and Actions**

**Shared Community Prosperity**: Ensure access to job opportunities and living wages, as well as access to robust education, training, and support services. Good jobs and living wages will ensure that everyone benefits from the city’s economic development. Cambridge must assist young adults, vulnerable residents, and families to participate in Cambridge’s economy.

**Equity**: Eliminate racial, gender, and other disparities in economic opportunity. Cambridge should act to end unequal access to economic opportunity, particularly for women, people of color, people with disabilities, and LGBTQ+ people.

**Global Economic Center:** Maintain Cambridge’s centrality in the global knowledge economy. Cambridge’s core business sectors drive employment and help fund the city’s highquality services. Cambridge should ensure these industries continue to thrive.

**Employment Diversity:** Diversify employment opportunities beyond high-skill work in a few industries. The City should strengthen new and emerging sectors and low barrier-to-entry jobs to ensure economic inclusion and avoid the risks of overconcentration in a limited set of industries

**Business Diversity:** Ensure local businesses of different types, sizes, and growth stages are able to start, grow, and remain in Cambridge. Cambridge should act to retain the dynamism of the city’s business landscape despite growing competition, dominance of large firms, and a changing global business landscape.

**Great Commercial Districts:** Preserve and enhance the distinctive character of Cambridge’s commercial districts, especially its major squares and mixed-use corridors. Cambridge must ensure the city’s centers of everyday commerce continue to thrive and meet the needs of residents.

**Strategies & Actions**

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.

1. **FINANCE/OUTREACH** Provide funding for STEAM (Science, Technology, Engineering, Arts, and Mathematics) internship opportunities for Cambridge students. Work in collaboration with local businesses, academic institutions, and foundations to develop strategies for implementation. *Ongoing*
2. **FINANCE/STUDY/OUTREACH** Assess the training and education needs of low- and moderate-income residents to determine readiness to access existing industry-focused training programs and inform design of new programs. Design new programs and implement strategies based on the recommendations of the needs assessment. *Near term*
3. **OUTREACH/ACTION** Expand existing industry-focused training programs to incorporate pre-vocational education addressing barriers that prevent residents from accessing training or “earn and learn” opportunities. *Medium term*
4. **FINANCE/OUTREACH** Expand capacity and funding to provide additional “earn and learn” opportunities with local employers for Cambridge residents, training to help current employees advance to the next level of employment, and partnerships for employers to hire graduates of City-supported workforce development programs. *Ongoing*
5. **OUTREACH** Through the College Success Initiative, work collaboratively with community-based and educational partners to increase the college completion rate of Cambridge’s low-income and first-generation students and students of color. *Ongoing*
6. **OUTREACH** Through the STEAM Initiative, convene stakeholders to build a system that enables all students to participate in quality STEAM learning experiences. *Ongoing*
7. **OUTREACH** Provide adult basic education (i.e., GED, English, math, and literacy classes), citizenship education programs, and preparation for college or training programs. *Ongoing*

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

1. **FINANCE/STUDY/ACTION** Explore additional opportunities to ensure equitable internet access. *Near term*
2. **ACTION** Enforce the City’s Living Wage Ordinance for City contracts and workers . *Ongoing*
3. **FINANCE/ACTION/OUTREACH** Provide youth with summer employment opportunities (e.g., Mayor’s Summer Youth Employment Program, Youthworks). *Ongoing*

3 Incentivize the creation and preservation of affordable commercial space.

1. **ACTION/ZONING** Change zoning to increase commercial density to encourage job growth in areas such as Alewife. *Near term*
2. **STUDY/ACTION** Explore mechanisms to facilitate site assemblage to support targeted commercial development in Alewife. *Long term*
3. **ACTION** In large developments, require ground-floor commercial spaces of a small size aligned with the needs of new and small businesses. *Ongoing*
4. **ACTION** Revise the commercial land use classification to allow for flexible retail formats and business models. *Near term*
5. **ACTION** Implement vacant property activation strategies that support property owners with retail vacancies. *Ongoing*

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

1. **STUDY/OUTREACH** Develop a program to provide ongoing mentorship to match new and experienced underrepresented entrepreneurs, help them access City resources, and support peer-to-peer learning. *Ongoing*
2. **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*
3. **STUDY/ACTION** Evaluate the most effective ways to streamline permitting processes for small businesses. *Near term*
4. **ACTION/OUTREACH** Increase frequency of capacity-building sessions on the public procurement process offered to minority- and women owned businesses (MWBEs) . *Ongoing*
5. **OUTREACH** Proactively set the agenda for regional collaborations to focus on core sector recruitment and marketing by participating in major conferences and events, scaling up effective workforce development, and advocating for regional infrastructure improvements. *Ongoing*
6. **FINANCE/OUTREACH/ACTION** Through the Small Business Enhancement Program, provide funding to help eligible retail, food, home-based, and creative for-profit businesses enhance marketing and make interior improvements. *Ongoing*
7. **FINANCE/OUTREACH/ACTION** Through the Storefront Improvement Program, provide funding to renovate or restore commercial exterior facades. *Ongoing*
8. Through the Retail Interior Accessibility Program, provide funding to renovate stores’ interiors to be more accessible to those who are sensory and/or physically disabled. *Ongoing*
9. **FINANCE/OUTREACH/ACTION** Through the Small Business Coaching Program, offer free consulting services to increase small businesses’ visibility and profitability. *Ongoing*

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

a. **ACTION/OUTREACH** Carry out public realm improvements to support placemaking in Cambridge’s commercial districts and corridors. *Ongoing*

b. **ACTION/OUTREACH** Conduct annual customer intercept surveys and commercial district demographic research to inform development review and public realm improvements in commercial districts and along commercial corridors. *Ongoing*

c**. FINANCE/OUTREACH** Increase competitive funding for events and programming put on by local business organizations. *Ongoing*

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

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

*term*

b. **STUDY/OUTREACH/ACTION** Support the light industrial economy by encouraging the

development of a manufacturing incubator space and analyzing financing mechanisms (e.g. low-interest loans, increment financing, land trust) to facilitate infrastructure improvements or land assembly. *Near term*

c**.STUDY/FINANCE/ OUTREACH** Undertake targeted business recruitment efforts to

attract firms that offer low barrier-to-entry jobs with relatively high wages and job training opportunities, which could include many jobs in light industrial sectors. *longterm*

Indicators and Targets

Indicators/Targets

1. Annual job growth rate of life sciences
2. 2016 Higher than the state by 7%
3. 2030 **GOAL** Higher than the state by 3%
4. Annual job growth rate of high-tech sector
   1. 2016 Higher than the state by 3%
   2. 2030 **GOAL** Higher than the state by 3%
5. Annual job growth rate of light industrial sectors
   1. 2016 Higher than the state by 3%
   2. 2030 **GOAL** Higher than the state by 1%
6. Median income of Black nonstudent households as a percent of median income of all

non-student households

* 1. 2016: 35%
  2. 2030 **GOAL**: 80%

1. Median income of Latino non-student households as a percent of median income of all non-student households
   1. 2016: 71%
   2. 2030 **GOAL**: 80%
2. Portion of full-time, year-round workers living in Cambridge achieving a living wage
   1. 2016: 86%
   2. 2030 **GOAL**: 90%
3. Gap between low-income and higher-income public high school students in attaining any degree or certificate within six years of graduation
   1. 2015: 17%
   2. 2030 **GOAL:** reduce the gap
4. Gap between Black and nonBlack public high school students in attaining any degree or certificate within six years of graduation
   1. 2015: 10%
   2. 2030 **GOAL:** reduce the gap
5. Gap between Latino and non-Latino public high school students in attaining any degree or certificate within six years of graduation
   1. 2015: 13%
   2. 2030 **GOAL:** reduce the gap
6. Labor force participation disparity for Black residents
   1. 2016: 80%
   2. 2030 **GOAL:** 90%
7. Labor force participation disparity for Latino residents
   1. 2016: 80%
   2. 2030 **GOAL:** 90%
8. Labor force participation disparity for women residents
   1. 2016: 94%
   2. 2030 **GOAL:** 100%
9. Labor force participation disparity for residents with disabilities
   1. 2016: 63%
   2. 2030 **GOAL:** 75%
10. Number of business establishments per 1000 residents with fewer than 20 employees
    1. 2016: 27%
    2. 2030 **GOAL:** 30%
11. Number of small retail, food service, and accomodation establishments per 1000 residents with fewer than 50 employees
    1. 2016: 7.3%
    2. 2030 **GOAL:** 9%
12. Proportion of minority- and women-owned businesses participating in grants and consultation programs
    1. 2016: 8.7%
    2. 2030 **GOAL:** 18%

p.140ff  **IV** **HOUSING**

**Vision:** Residents of Cambridge live in safe, affordable, and life-enriching housing. People of all backgrounds choose to live here, and housing options are readily available to those at any socioeconomic level and life stage, meeting the diverse needs of all Cantabrigians. Furthermore, there is continuity in housing support for those in need. The City is actively involved in the provision of housing, and serves as a regional leader in advancing innovative and effective housing policies.

**Goals:**

**Affordable Housing:** Maintain and expand long-term, deed-restricted affordable rental and homeownership opportunities to allow Cambridge to thrive as a mixedincome community. Cambridge must act to ensure deed-restricted affordable housing is created to provide housing options for low-, moderate-, and middle-income households. These units should be available to renters and those wishing to buy.

**Housing Diversity:** Provide a variety of housing options for individuals and families of different socioeconomic levels, life stages, and physical needs. Cambridge residents should be able to seamlessly transition between homes that are appropriate to their needs as their circumstances and preferences change.

**Livable Communities:** Support high-quality housing that is healthy, climate-resilient, and energy-efficient. Housing in Cambridge should keep residents safe and complement a high-quality environment, without increasing costs for low-, moderate-, and middle-income households.

**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. A diverse community has made Cambridge what it is today. In order to preserve its diversity, the City must help residents remain in Cambridge in the face of rising costs and demographic change.

**Market Affordability:** Support overall market affordability and lead the region in mitigating housing cost increases. Only broad market affordability will maintain Cambridge as a community for everyone. Cambridge should lead the region to increase local and regional housing supply.

**Opportunity Neighborhoods:** Foster communities of opportunity by providing housing in diverse neighborhoods close to public transit, places of employment, and social services. Cambridge must plan for housing not in isolation of other factors, but with access to opportunity and amenities in mind.

*Strategies & Actions*

1. **Increase overall housing production.**

a. **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*

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

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

a. **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*

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

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

d. **STUDY:** Continually evaluate incentive and inclusionary zoning ordinances. *Ongoing*

3.**Expand resources for affordable housing** production and preservation.

a. **ACTION:** Establish or expand the use of taxes that provide dedicated revenue for affordable housing, including a local real estate transfer tax (supplemental to state stamp tax), a speculative owner tax, and lodging tax on short-term rentals. *Near term*

b.**STUDY/*ACTION*:** Study ways to provide incentives for landlords who provide affordable housing (i.e., tax incentives and assistance with capital improvements). *Near term*

c. **FINANCIAL & PLANNING:** Prioritize City and other public property that is available for disposition to develop housing. *Ongoing*

d. **FINANCIAL** Increase existing City funds and explore options for new revenue sources and support for dedicated affordable housing. *Ongoing*

e. **STUDY/ *SET UP*** Continue ongoing monitoring of impacts of the Inclusionary Housing Program to ensure program calibrated to maximize the production of inclusionary units. *Ongoing*

f. **FINANCIAL** Provide funding support (low-cost predevelopment, acquisition, construction, and permanent financing) to enable local housing development organizations to create new affordable housing units *Ongoing*

g. **FINANCIAL** Continue to support affordable housing projects in historically significant buildings through the Community Preservation Act-funded preservation grants program. *Ongoing*

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

a. **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*

b. **STUDY/ACTION** Establish a set of family-oriented services and amenities to be encouraged in new development *Near term*

c. **STUDY/OUTREACH** Engage housing and service providers to produce quality permanent supportive housing for homeless and other vulnerable populations. *Ongoing*

d. **FINANCIAL** Provide funding to income-eligible households to purchase their first home, in exchange for permanent affordability restrictions that keep the home attainable for income eligible households in the future. *Ongoing*

e. **STUDY/ OUTREACH** Provide free workshops, counseling, and advanced classes on the homebuying process for first-time homebuyers and homeowners. *Ongoing*

f. **FINANCIAL** Provide low-cost financing to homeowners to make needed home repairs and improvements. *Ongoing*

g. **FINANCIAL** For all homeowners whose primary residence is in Cambridge, provide a residential tax exemption that removes a set value from the total assessed value of the property. *Ongoing*

h. **FINANCIAL** Offer property tax relief to specific groups authorized by state statute: elderly persons, blind persons, disabled veterans, surviving spouses or orphaned minor children, and persons suffering extreme hardship. *Ongoing*

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

a. **ACTION:** Expand homelessness prevention services, including emergency resources and support, legal and mediation services, housing search assistance, foreclosure prevention counseling, and education on tenants’ rights. *Ongoing*

b. **STUDY/OUTREACH** Evaluate gaps in supportive housing services and assistance provided by the City, increase capacity and funds to address identified gaps, and increase awareness of available services *Ongoing*

c. **STUDY**/**OUTREACH** Ensure issues of fair housing are considered in housing program and policy decisions, and regularly assess housing patterns and practices for adverse impacts on protected classes.

**d. STUDY/OUTREACH**- Support legislative and other efforts to improve protections for tenants at risk of displacement. *Ongoing*

e**. STUDY/OUTREACH** Support rapid rehousing programming to quickly move persons experiencing homelessness into stable housing and support sustainable tenancies. *Ongoing*

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

a. **STUDY/ACTION** Identify opportunities to require local academic institutions to use their assets—especially their land—to build more housing, explore new housing partnerships and models that can better serve university-affiliated populations and the community, and encourage universities to house more of their university-affiliated populations. *Ongoing*

b. **STUDY/ OUTREACH** Play an active role in regional and state advocacy efforts to facilitate increased affordable housing production, including the development of strategies for zoning reform. *Ongoing*

**Indicators and Targets**

1. Total New Housing Units
   1. 2018 base line: 54,713 units
   2. 2030 Goal: +12,500 (for a total of 67,213)
2. Dedicated Affordable housing: *Share of new housing* produced, dedicated as affordable
3. 2017 base line: 12.5%
4. 2030 **GOAL:** 25%
5. Number of new affordable housing units
6. 2017 baseline (total units): 8,117
7. 2030 **GOAL: +**3175 units
8. Annual investments in affordable housing initiatives from City sources

a.2019 baseline: $13 million

b. 2030 **GOAL** $20 million

5. Percentage of Cambridge households with children under the age of 18

a. 2016 baseline: 17.7%

b. 2030 **GOAL**: 20 %

6. Share of households earning less than 50% of Area Median Income

a. 2016 baseline: 19%

b. 2030 **GOAL**: 30 %

7. Share of households earning 50%–100% of Area Median Income

a. 2016 baseline: 17%

b. 2030 **GOAL**: 20 %

p.157ff **V MOBILITY**

**Goals:** **Coordinated Efforts**: The City of Cambridge has multiple plans and projects to improve mobility across the city and region, including the 2015 Bicycle Plan, 2015 Transit Strategic Plan, the Pedestrian Plan, and the annually updated Five-Year Sidewalk and Street Reconstruction Plan, as well as targeted efforts such as the Grand Junction Greenway and Watertown-Cambridge Greenway. These plans align with City’s Vision Zero Action Plan, which is a blueprint for eliminating fatalities and serious injuries resulting from transportation. Implementing these plans involves collaboration between City departments, including Community Development; Traffic, Parking, and Transportation; and Public Works. The City also works closely with MassDOT, MBTA, and DCR on regional projects including the Green Line Extension and Allston I-90 Interchange Reconstruction, in order to secure the most progressive outcomes that align with Cambridge's mobility goals. Mobility Plan

**Vision:** Everyone who lives, works, studies, or plays in Cambridge has a variety of mobility choices that are safe, affordable, convenient, sustainable, and resilient. Transportation in the city is not just about moving between locations efficiently. It is also about creating access to opportunity and spaces for community in the process. Cambridge transportation initiatives reflect innovation and promote equity, and the City remains a national leader in progressive transportation policy.

**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. Everyone should have a robust set of mobility choices to meet their needs. These choices should be equitably distributed across Cambridge and should adhere to universal design principles.

**Reliability and Efficiency:** Ensure people and goods can reliably move within Cambridge and around the region, and encourage space-efficient transportation choices like walking, biking, transit, and carpooling. Cambridge’s transportation system should ensure all trips occur with minimal delay, and all people should be able to choose the most space- and time-efficient mode that suits their needs

**Safe and Active** Transportation: Eliminate traffic fatalities and serious injuries while encouraging active living and improving comfort for people of all ages and abilities. Cambridge's streets should be safe for all users, enabling more people to choose active mobility options such as walking, cycling, transit, and micromobility devices like scooters, which is key to improving public health

**Connectedness and User-Friendliness:** Create an easy-to-understand, integrated, continuous, and comfortable transportation network for all people. Moving within and through Cambridge should be easy and enjoyable for all, with street designs and wayfinding that help people choose the most safe, effective, and pleasant route.

**Community Character and Vitality**: Ensure that the city’s transportation system supports shared community spaces and enhances neighborhood streets. Mobility in Cambridge should add to the character of the city’s unique places. Streets, which make up the majority of city-owned land, should also be spaces for social connection.

**Climate Mitigation and Resilience:** Achieve a carbonneutral transportation system and adapt to climate change. Cambridge should create a resilient, carbon-free mobility system by increasing walking, biking, and transit use, shifting to renewable energy, and preparing for flooding and extreme heat.

**Strategies and Actions**

1. Expand access to sustainable transportation choices and the physical reach of sustainable transportation infrastructure.
2. **FINANCE** : Install co-located car-share and bike-share at transit nodes in areas that are currently underserved to help reduce automobile traffic. *Ongoing*
3. **STUDY** Undertake a detailed feasibility analysis of the bicycle network vision presented in the Bicycle Plan. *Near term*
4. **FINANCE** Build a pedestrian, bicycle, and transit connection across the railroad tracks connecting the Alewife Quadrangle to the Triangle. *Mid term*
5. **STUDY/FINANCE** Develop an implementation plan and increase funding to

complete gaps in the updated Bicycle Network Plan to create a completely connected network of high-quality infrastructure citywide. *Longterm*

1. **FINANCE** Increase funding to improve multimodal access to key public facilities

such as schools, parks, community centers, recreation centers, retail areas and libraries by adding crosswalks, bus shelters, protected bike lanes, bike parking, etc. *Ongoing*

**STUDY/FINANCE** - Develop a program framework for shared micromobility services, including a scooter-share system. *Near term*

1. **STUDY/FINANCE** Encourage and incentivize the use of sustainable transportation by City employees through increased transportation benefits and programming. *Ongoing*
2. **OUTREACH** Collaborate with the MBTA on bus service planning to support bus priority initiatives—particularly in underserved areas—and advocate for additional service. *Mid Term.*
3. **STUDY/ACTION** Update the Citywide Pedestrian Plan. *Near Term*
4. **OUTREACH** Undertake a community engagement process to prioritize the implementation of separated bicycle projects and bus priority treatments on key street segments. Near Term
5. **STUDY/ACTION** Use quick-build infrastructure to complete a network of separated bicycle facilities while long-term implementation of the Bicycle Network Plan is proceeding. Medium-Term
6. **FINANCE/ACTION** Promote a shift to electric/clean emissions vehicles, including electric buses. *Ongoing*
7. **STUDY/OUTREACH** Integrate planning efforts for walking, cycling, public transit, and other mobility services to ensure the highest degree of flexibility in mobility choices with minimal disruptions to connectivity between them. *Ongoing*
8. **FINANCE** Continue to provide reduced-priced bike share memberships to income-eligible people. *Ongoing*
9. **FINANCE/OUTREACH** Improve the health and wellbeing of Cambridge residents by prioritizing programs and projects that encourage active transportation, as outlined in the Community Health Improvement Plan and the Vehicle Trip Reduction Ordinance. *Ongoing*
10. **FINANCE/OUTREACH** Supplement the public transportation network by owning, operating and expanding the regional bike-share system with Boston, Somerville, and Brookline *Ongoing*
11. **STUDY/ACTION** Ensure that streets reconstructed through the Five-Year Sidewalk and Street Reconstruction Plan, the Sewer Separation and Stormwater Programs, and development mitigation include sidewalks and bicycle facilities that adhere to the Complete Streets approach to design streets for all users. *Ongoing*
12. **FINANCE** Provide affordable transit access for low-income young people by offering the MBTA Youth Pass Program. *Ongoing*
13. **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

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

1. **STUDY/FINANCE** Prepare transportation infrastructure to be resilient to periodic flooding, possible salt water contamination, and high temperatures associated with climate change by relocating mechanical and electrical equipment and introducing more passive cooling features. *Ongoing*
2. **OUTREACH** Advocate for the MBTA to conduct a vulnerability assessment and preparedness planning of all transit facilities in Cambridge, primarily the Red Line *Ongoing*
3. **STUDY/ACTION** Finalize a Transit Strategic Implementation Plan to create a high-quality transit experience in the city. *Near Term*
4. **STUDY**  Develop a policy to allocate space within public rightsof-way to balance cars with sustainable modes of transportation. *Medium Term*
5. **STUDY/ OUTREACH** Collaborate with the MBTA to effectively implement next generation Automatic Fare Collection, which will enable off-board fare payment and all-door boarding on all transit lines, reducing delays. *Medium Term*
6. **OUTREACH** Collaborate with the MBTA to review and modify bus layover locations to find increased efficiencies. *Ongoing*
7. **OUTREACH** Attract more people to walk, especially in high pedestrian traffic locations, through interventions such as: (a) adjusting signal timing to prioritize pedestrians; (b) installing raised crosswalks; (c) widening sidewalks and/or adding curb extensions; (d) converting underutilized vehicle space into pedestrian plazas and/or shared streets; (e) advocating to DCR for improvements along DCR-owned lands; and (f) developing guidelines for sidewalk widths for a range of sidewalk use types and volumes. *Ongoing*
8. **STUDY/ACTION** Increase bike parking in neighborhoods and at transit nodes. *Ongoing*
9. **STUDY/ACTION** Improve conditions for people biking in Cambridge and promote bicycling as a means of transportation through the Bicycle Program (e.g., Bicycle Committee, Bicycle Parking Program, bike workshops, and the implementation of the Cambridge Bicycle Plan). *Ongoing*
10. **ACTION** Implement amenities as defined in the Bus Stop Improvement Program (including real-time information) as well as the Bus Shelter program to improve the experience of people using transit. *Ongoing*

3 Enhance and expand safety infrastructure for all street users.

1. **FINANCIAL** Increase funding to improve intersection safety in locations with high rates of crashes. *Medium Term*
2. **STUDY/FINANCE** Develop a “walking school bus” program by hiring local residents to lead groups of children walking to school. *Medium Term*
3. **FINANCE** Commit funds to improve pedestrian comfort and safety on key streets and paths that connect the open space network, and keep them well maintained with periodic renovations. *Ongoing*
4. **OUTREACH** Expand the Safe Routes to School program to ensure all students receive pedestrian, transit, and bicycle education and are encouraged to use active transportation to commute to school. *Medium Term*
5. **STUDY/OUTREACH** Continue and enhance the pedestrian program to promote a more comfortable, safe, and pleasant environment for walking in Cambridge through public education and engagement, traffic law enforcement, and monitoring implementation of pedestrian improvements. *Ongoing*
6. **FINANCE/ACTION** Carry out the Vision Zero Action Plan to meet the goal of zero fatalities and severe injuries. *Ongoing*
7. **STUDY/ACTION** Design streets using physical measures to encourage people to drive more slowly, to provide a more livable environment and allow people to walk and bicycle more comfortably and safely. *Ongoing*
8. **STUDY/FINANCE** Prioritize the safety and availability of mobility services for Cambridge seniors and residents with disabilities through door-to-door transportation programs. *Ongoing*
9. **STUDY/ACTION** Develop a comprehensive database of mobility-related deaths and serious injuries to guide safety improvements. *Ongoing*

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.

1. **StUDY/ACTION** Implement demand-based pricing for all parking meters owned by the City of Cambridge to reduce the amount of driving spent looking for empty spaces and to improve parking availability for those driving while incentivizing the use of other modes. *Medium Term*
2. **STUDY/ACTION** Create an impact fee on new development proportional to a project’s trip generation to support multimodal infrastructure and safety improvements. *Medium Term*
3. **STUDY** Evaluate Residential Parking Permit pricing structure with the goal of supporting sustainable transportation. *Medium Term*

5.Adjust land use policy to support sustainable transportation choices.

1. **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*
2. **STUDY** Revise traffic impact study guidelines and process. *Near Term*
3. **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*

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

1. **STUDY** Study peak period pricing in loading zones to ensure that trucks find curb space without double parking. *Medium Term*
2. **OUTREACH** Advocate at the state level for improved regulation of truck safety. *Ongoing*
3. **OUTREACH** Advocate at the state level for policies that encourage use of smaller trucks for local deliveries. *Ongoing*
4. **FINANCE** Require vehicles owned by the City and companies contracted with the City to have truck sideguards and other vehicle safety devices that reduce the likelihood of pedestrian and cyclist fatalities. *Near Term*
5. **STUDY/ACTION ZONING**  Create incentives and new loading zones that encourage large trucks to deliver off-peak. *Medium Term*
6. **STUDY/ACTION**  Analyze consolidated neighborhood delivery pick-up spots which can minimize excessive door-to-door deliveries and offer reduced shipping costs. *Medium Term*
7. **ACTION** Increase enforcement of truck violations. *Medium Term*

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

1. **STUDY** Investigate working with nearby driver’s education programs to enhance curricula and offer mobility education workshops. *Medium Term*
2. **FINANCE** Expand and increase funding for marketing of sustainable transportation modes within the city, in order to encourage broader participation, with a focus on better translation and interpretation services. *Ongoing*
3. **ACTION** Display real-time information at City buildings, in locations near mobility services, at bus stops, and on City websites to expand the availability, accessibility, and visibility of transit, bike share, and car share services *Ongoing*
4. **STUDY/ACTION** Expand citywide pedestrian and bike wayfinding between key destinations, such as transit hubs, bike-share locations, and community resources like libraries, retail areas, and parks *Medium Term*
5. **OUTREACH** Continue outreach and education programs and events (e.g. CitySmart, Park(ing) Day, Cambridge Street Code, Getting Around Cambridge map and magazine, and Walk/Ride Day) to connect residents with information and resources to encourage the use of sustainable transportation. *Ongoing*

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

1. **STUDY.ACTION** Prepare for the introduction of autonomous vehicles and motorized micromobility devices by developing policies that address equity and safety, and ensure that vehicles are both shared and electric. *Ongoing*
2. **STUDY/ACTION** Create policies for flexible curb regulations using new sign designs, pricing, and electronics within business districts at times of increased demand. These regulations should better accommodate loading, bike and scooter parking, transit lanes, and shared-ride or autonomous vehicle loading. *Medium Term*
3. **STUDY/ACTION** Develop and implement a ride-hail curb use management policy to ensure the safety of other road users. *Ongoing*

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

1. **STUDY/OUTREACH** Work with regional partners to study a Charles River ferry or water taxi service. *Long Term*
2. **OUTREACH** Advocate for new funding sources for the MBTA and/or regional transit improvements. *Ongoing*
3. **OUTREACH** Partner with surrounding communities to create multijurisdictional bus rapid transit and bus priority routes. For example, collaborate with MassDOT and Boston on Route 1 improvements, with Watertown on Route 71 and Route 73 improvements, with Arlington on Route 77 improvements, and with MassDOT and the MBTA on bus priority for all routes entering and exiting Alewife Station. *Near Term*
4. **OUTREACH** Work with MassDOT to advocate for urban rail on the Fitchburg Line and along the Grand Junction Railroad. *Medium Term*
5. **STUDY/ACTION** Create a conceptual design and continue to explore demand for two-track rail service (in conjunction with a bike/ pedestrian path) on the Grand Junction rail corridor between a future West Station and North Station. *Ongoing*
6. **STUDY/ACTION** To reduce cut-through traffic, promote state transportation infrastructure improvements, such as the bus/bike/ pedestrian only Inner Belt Bridge, to enable reliable crosstown bus service between Sullivan Square, Kendall Square, and the Longwood Medical Area. *Ongoing*
7. **OUTREACH:** Advocate for regional solutions, including coordination between municipalities, employers, and other stakeholders, to move commuters from cars to transit. *Ongoing*
8. **OUTREACH** Advocate for transit expansions, including extending the Green Line from Union to Porter, introducing light rail service along the Grand Junction between West Station and North Station, providing new Sullivan-KendallKenmore-LMA bus service on the proposed CT4 alignment, constructing the Red-Blue connector, and introducing urban rail service on the Fitchburg Line. *Ongoing*
9. **OUTREACH** Encourage property owners and employers to promote the use of mass transit, bicycling, walking, and carpooling to reduce vehicle traffic congestion and air pollution. *Ongoing*

**Indicators and Targets**

1. Number of fatalities caused by vehicle crashes
2. Baseline – varies 0-4/year since 2016
3. 2030 **GOAL**: 0
4. Number of serious injuries caused by vehicle crashes
5. Baseline – currently under study
6. 2030 **GOAL**: 0
7. Percent of people who work in Cambridge that drive alone to work

a.2016 baseline: 42%

b.2030 **GOAL:** 32%

4. Percent of people who live in Cambridge that drive alone to work

a.2016 baseline: 26%

b.2030 **GOAL:** 21%

5. Bicycle infrastructure comfort level

a.2016 baseline: 63%

b.2030 **GOAL:** 90%

6. Intersection comfort level for pedestrians

a. 2016 baseline – data not collected yet

b. 230 **GOAL** – TBD when base data collected

7. Percent of trips made by single-occupancy vehicles (all trip types)

a. 2016 baseline – data not collected yet

b. 230 **GOAL** – TBD when base data collected

8. Average number of mobility options available to residents of Cambridge

a. 2016 baseline – data not collected yet

b. 230 **GOAL** – TBD when base data collected

9. Average number of mobility options available to people working in Cambridge

a. 2016 baseline – data not collected yet

b. 230 **GOAL** – TBD when base data collected

10. Residents with access to an MBTA subway line

a.2016 baseline: 48%

b.2030 **GOAL:** 68%

11. Residents with access to an MBTA high-frequency bus

a.2016 baseline: 39%

b.2030 **GOAL:** 59%

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

The design of buildings, open spaces, and streets affects how we experience the city. Cambridge has a distinctive urban fabric of major squares, mixed-use districts, commercial corridors, neighborhoods, campuses, and open spaces. The city is also home to a vibrant mix of architectural scales and styles. This collage makes Cambridge an exciting and pleasant place to live, work, learn, and play. At the same time, a strong economy means that some areas of the city are undergoing redevelopment. These include the major squares and mixed-use corridors, as well as once-industrial districts, the edges of residential neighborhoods, and areas adjacent to parkways. Cambridge has the opportunity to utilize the momentum of redevelopment to generate community benefits and ensure that the urban form of new districts advances the community’s values and complements the existing context.

**Vision:** Public and private development in Cambridge creates vibrant, healthy, beautiful places for the city’s residents, workers, students, and visitors. The form of the city honors Cambridge’s history, while meeting the needs of today’s community and future generations. Urban development balances preservation of the city’s urban character and growth to accommodate new residents and activities, with an equitable distribution throughout the city.

**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. Significant existing buildings should be preserved and new development should support the existing development patterns of residential neighborhoods, major squares, mixed-use corridors, campuses, and open spaces.

**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. New development should serve a mix of functions (e.g., housing, employment, education), include open space and other civic amenities, and allow development patterns that would be difficult to accommodate in the city’s more well-established districts and neighborhoods.

**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. New development at the edges of well-established neighborhoods should fit into and improve the existing context, transitioning between scales or uses, particularly where sensitive residential uses abut other uses.

**Open Space:** Create a connected network of highquality 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. Cambridge’s open space network should include public space, such as parks, plazas, and streets, as well as publicly accessible private spaces.

**Activation:** Shape the form, use, and design of development, especially its public spaces and street frontages, so that it supports an active public realm. New development should create spaces for informal social life, particularly on the commercial corridors and in evolving areas

**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. Cambridge’s process for approving new developments should encourage dialogue among property owners, the City, and community members. All development should be held to consistently high design standards.

**Strategies & Actions**

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

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

*Near term*

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

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

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

1. **STUDY** Investigate potential additions to the historic inventory through public engagement, planning, and designation studies. *Ongoing*
2. **OUTREACH** Disseminate information about the city’s history. *Ongoing*
3. **ACTION** Utilize CPA-funded preservation grants to preserve and promote the restoration of significant historic properties. *Ongoing*
4. **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*
5. **ACTION** Utilize CPA-funded preservation grants to preserve and promote the restoration of significant historic properties. *Ongoing*
6. **ACTION** Protect buildings in historic and neighborhood conservation districts, as well as individual landmarks and properties governed by preservation restrictions. *Ongoing*
7. **ACTION** Maintain and protect reservations and other natural resource areas, carefully balancing public access and use with preservation and conservation. *Ongoing*
8. **ACTION** Preserve small open spaces that provide passive or visual benefits to the public, even where they do not allow for intensive or active recreational use *Ongoing*

i. **STUDY/ACTION** Honor local projects with Preservation Awards. *Ongoing*

j. **STUDY/ACTION** Work with private land owners owners, institutions, and public

agencies on historic preservation issues, and participate in reviews of state and federal projects that impact historic resources *Ongoing*

k **STUDY/ACTION** Ensure new development reinforces and enhances the complex

urbanaspects of Cambridge as it has developed historically, and where appropriate, ensure historical contexts are respected. *Ongoing*

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

1. **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*
2. **ACTION** Streamline the approval process to allow more street activating elements in or above the public way, such as awnings, entry canopies, street furniture, etc. *Medium term*
3. **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*
4. **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*
5. **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*
6. **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*
7. **STUDY/ACTION** Establish design guidelines for all mixed-use corridors that include provisions for activating design elements along the street wall, such as signage, awnings, frequency of entrances, and breaks in the building facade. *Near term*

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

1. **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*
2. **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*
3. **ACTION/ZONING** Amend development standards to encourage balconies, roof terraces and decks, and projecting bays to overlook streets and other public spaces. *Near term*

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

1. **STUDY/ACTION/ZONING**  Develop design guidelines for as-of-right affordable housing development. *Near term*
2. **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*
3. **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*
4. **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*
5. **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*
6. **ACTION/ZONING**  For larger-scale projects, encourage applicants to present initial design concepts to the Planning Board for preapplication advisory review. *Near term*
7. **STUDY/ACTION/ZONING** Clarify the development review process by publishing a process diagram to clearly articulate requirements and expectations at every step. *Near term*
8. **ACTION/ZONING** Update the citywide urban design objectives in the City’s Zoning Ordinance to reflect Envision Cambridge recommendations. *Near term*
9. **STUDY/ACTION/ZONING** Review and assess which districts should be designated "Areas of Special Planning Concern" in the Zoning Ordinance. *Near term*
10. **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*

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

a.**STUDY/ACTION** Incentivize flexible publicly accessible indoor space in private and institutional developments, including community rooms and other community facilities. *Ongoing*

b. **STUDY/ACTION** Establish citywide guidelines for programming, design, signage, and

maintenance and operations of publicly accessible private open space. *Near term*

c**.STUDY/ACTION** Establish guidelines to promote the addition of public pathways on large development sites where they would create desired neighborhood pedestrian and bicycle connections and a continuous tree canopy *Near term*

d.**ACTION** Implement recommendations developed in the Urban Forest Master Plan to increase tree canopy on private property through guidelines and development review. *Near term*

e.**ACTION** Allow developers to contribute to a fund for open space in areas where a need for such space is identified but it cannot be reasonably provided on-site. *Medium term*

f. **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*

g.**ACTION** Partner with the private sector and community groups to provide, sponsor, and contribute funds or in-kind assistance to the maintenance and programming of the public realm including plazas, open spaces, sidewalks, and recreational facilities. *Near term*

h.**STUDY** Conduct a citywide assessment to determine where new public or publicly accessible open space should be expected as part of redevelopment projects, when the amount of land area can accommodate such spaces. *Near term*

i. **STUDY/ACTION** Facilitate community use of private recreational and open space facilities where the recreational activity provided by the private facility is not well served in available public facilities. *Ongoing*

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

1. **STUDY/ACTION** Design and implement clear wayfinding, using signage and other means, for biking and walking routes to the City’s open spaces and other key destinations. *Ongoing*
2. **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*
3. **STUDY/ACTION** Establish public realm design guidelines for street infrastructure, landscaping, trees, seating, and public art, to result in a consistent, though varied, family of materials and street furnishings that can provide a greater sense of continuity between open spaces. *Near term*
4. **FINANCE/ACTION/ZONING**  Allocate funds to convert paved traffic islands into green spaces, or reconfigure roadways to eliminate them. *Medium term*
5. **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*
6. **OUTREACH** Work with state agencies and other parties to encourage greater access to and more active use of the Charles River and other state-owned parks and recreational areas, including tables and seating areas, canoe/kayak launches, boat rentals, public swimming, and restaurants. *Long Term*
7. **STUDY** dentify opportunities for increasing the amount of open space in or near remaining priority areas identified in the Green Ribbon report (2000) and other planning studies. *Ongoing*

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

1. **ACTION** Encourage open space and recreational facilities that serve a wide range of uses that reflect the needs and interests of Cambridge’s diverse population, through expansion of the existing inventory, location of multiple uses of existing facilities, and creative programming. *Ongoing*
2. **ACTION** Incorporate the principles of Universal Design in open space projects. *Ongoing*
3. **ACTION** Design playful public spaces that are fun, physically challenging, creatively stimulating, and socially engaging, following the recommendations and guidelines of the Healthy Parks and Playgrounds and Play in the Public Realm reports, and balancing safety considerations with developmentally-appropriate levels of challenge and risk taking. *Ongoing*
4. **ACTION**  Maintain and protect reservations and other natural resource areas, carefully balancing public access and use with preservation and conservation. *Ongoing*
5. **ACTION** Preserve small open spaces that provide passive or visual benefits to the public, even where they do not allow for intensive or active recreational use. *Ongoing*
6. **ACTION** Prioritize the repair, maintenance, and timely upgrade of existing open space and recreational facilities. *Ongoing*

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.

1. **ACTION** Permit reasonable densities for large institutions within their core campuses to forestall unnecessary expansion into both commercial districts and low-density residential neighborhoods. *Ongoing*
2. **ACTION** Continue to engage with major institutions on future development plans through the Town-Gown reporting process. *Ongoing*

**Indicators and Targets**

1. Percent of blocks with at least three building entrances per 200 feet
   1. 2016: No baseline
   2. 2030 **GOAL:** TBD once baseline data available
2. Percent of total building frontage that is restaurant, retail, or other active space
   1. 2016: No baseline
   2. 2030 **GOAL:** TBD once baseline data available
3. Percent of building frontage that is transparent (no posters or curtains, and no tinted glass or other window treatments within 10 feet of the ground)
   1. 2016: No baseline
   2. 2030 **GOAL:** TBD once baseline data available
4. Percent of new housing units within a half-mile walk from an MBTA subway station
   1. 2015 baseline: 72%
   2. 2030 **GOAL:** 75%
5. Percent of new gross floor area within a half-mile walk from an MBTA subway station
   1. 2015 baseline: 80.8%
   2. 2030 **GOAL:** 85%
6. Percent of housing units that are within the given distance to three or more different parks, including parks in adjacent municipalities: • Quarter-mile walking distance for playgrounds and passive open space • Half-mile walking distance for active recreation, trails and nature, and specialty spaces such as off-leash dog areas or exercise equipment
   1. 2018 baseline: 85.2%
   2. 2030 **GOAL:** 87%
7. Percent of tree canopy over sidewalk and streets
   1. 2018 baseline: 79%
   2. 2030 **GOAL:** 90%
8. Percent of survey respondents who rate Cambridge’s overall appearance as good or excellent
   1. 2018 baseline by online: 79%
   2. 2030 **GOAL:** 90%
9. Percent of survey respondents who rate Cambridge’s overall appearance as good or excellent
   1. 2018 baseline by phone: 87%
   2. 2030 **GOAL:** 90%