

Community Wellbeing Plan

A community is more than a collection of buildings, streets, and infrastructure—it is more than just a place. A community is built from the diverse backgrounds, experiences, beliefs, desires, identities, and resources of its members. In the case of Cambridge, this diversity imbues the city with its unique sense of place and dynamism. While inclusion and social cohesion have long been important City goals, ongoing changes in the economy threaten to limit the diversity Cambridge enjoys. Historically marginalized populations like people of color, immigrants, and lower-income people, as well as middle-income people, increasingly face displacement, housing and financial insecurity, and a growing sense that they may be excluded from Cambridge’s future. Furthermore, many residents worry that community ties are being lost as lives get busier and the city’s population changes. The wellbeing of our community, therefore, hinges on Cambridge remaining a place where everyone is included—where residents can live healthy lives in vibrant neighborhoods, engage with neighbors, and have a say in the future of their city.

Coordinated Efforts

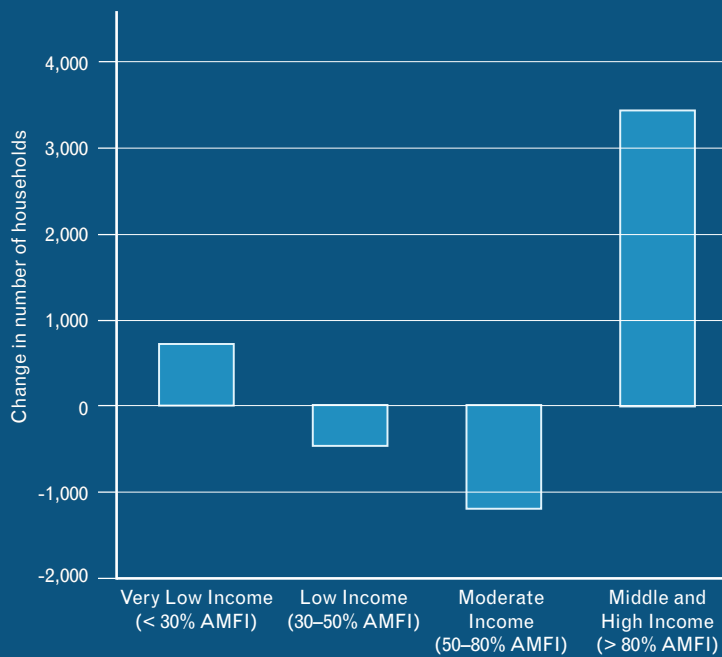
Protecting Cambridge’s diversity, health, and sustainability requires actions that touch on housing, the economy, mobility, the environment, and more. All sections of this plan should be read as efforts to enhance community wellbeing. Additional plans from Cambridge’s Community Development Department, the Public Health Department, the Department of Human Service Programs, and the Cambridge Arts Council are also fundamental to these efforts. Relevant plans include (but are not limited to) the Cambridge Health Improvement Plan (CHIP), the Healthy Parks and Playground Task Force Report, and the Play in the Public Realm Design Guidelines.

Community Wellbeing

Context

Change in Number of Households by Annual Income, 2000–2013

Source: HUD, Comprehensive Housing Affordability Strategy data, 2000 and 2009–2013. Income brackets follow definitions used by the Federal Financial Institutions Examination Council. Area Median Family Income (AMFI) is calculated regionally.



“Where are the places where we can celebrate diversity? We could have many different celebrations for a variety of communities and religious beliefs. It’s a way to maintain our diversity, but also expose other cultures to each other.”

— Alewife Resident in a Community Engagement Team focus group

A Changing Population

After decades of population decline, Cambridge’s population has steadily grown since 1990 to approximately 110,000 people, nearly half of whom are between 18 and 34 years old, and 75% of whom have a bachelors or advanced degree. The population continues to grow steadily toward the city’s historic peak of approximately 120,000 people in 1950.

Cambridge’s demographics are also changing. Household sizes are small and declining, with an average household size of roughly two people. The proportion of households that are family households has decreased, though there was a recent increase in school enrollment. The university-affiliated population is growing; more than one in four Cambridge residents is a university student, faculty, or staff member. The proportion of residents who are people of color has plateaued, with the share of Asian residents growing and share of Black residents decreasing. The share of foreign-born residents continues to grow.

The income distribution of Cambridge residents has changed rapidly, with declines in those making moderate and lower-middle incomes and growth in the upper-middle and high-income population. Incomes vary significantly by race, with non-Latino white households having more than double the median income of Black households.

“I love the city’s diversity, both ethnic and socioeconomic.”

— Agassiz resident via online survey

For more context and data on demographics in Cambridge, see pages 94–113 of *Cambridge Today*, the Envision Cambridge report on existing conditions.



A woman voices her concerns for the future of Cambridge at an event outside the Fresh Pond Apartments on Rindge Avenue.

Perceptions of Change

Deep concerns about demographic change were voiced by many people participating in Envision Cambridge engagement activities (such as focus groups conducted by the Community Engagement Team and widely distributed surveys) and by high school students in the Mayor's Summer Youth Employment Program. Many people expressed a fear that Cambridge would soon be dominated by a wealthy elite, with a few very low-income people in subsidized housing, and no moderate- or middle-income households. Some of these participants cited a decline in the number of families and a loss of intergenerational communities as a particular problem. They noted the demand

for housing by new high-wage workers as a major concern. Participants felt the cost of housing also had an impact on Cambridge's racial, ethnic, and religious diversity. For this reason, some participants encouraged the City to increase participation in planning and governance by people from underserved communities. Importantly, some participants referenced a related loss of neighborliness, social cohesion, and feelings of community.

A Healthy City

The changing profile of Cambridge also drives concern that the benefits of a healthy city flow equally to all residents. Being a healthy city is about more than delivering quality

health care to residents. Where you live, learn, work, and play all have an enormous impact on your health. The four health priority areas for the City, developed in the 2015 Community Health Improvement Plan, are healthy eating and active living, mental health and substance abuse, violence, and healthy, safe, and affordable housing. A commitment to health access, equity, and social justice is woven into each of these priorities. Participants in the Envision Cambridge Listening and Visioning workshops consistently framed health in relation to a healthy environment, including adequate open space and clean water, as well as access to affordable healthy food options.

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

<p>Access to Opportunity: Provide access to opportunities for all people regardless of differences.</p>	<p>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.</p>
<p>Racial Justice: End race-based disparities and achieve racial equity.</p>	<p>Cambridge must work to eliminate inequality based on race and ethnicity with both targeted policy and increased representation of historically marginalized groups.</p>
<p>Civic Engagement: Empower all people to participate in public life.</p>	<p>Cambridge should support opportunities for everyone to take ownership of their community, whether through formal processes or informal engagement.</p>
<p>Health and Wellness: Ensure access to resources that support holistic health, wellbeing, and extended life.</p>	<p>The Cambridge community should have access to healthy choices, adequate physical and mental health care, and healthy opportunities for social life.</p>
<p>Art and Culture: Cultivate a city where artistic expression and cultural traditions are integrated into all aspects of civic life.</p>	<p>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.</p>
<p>Learning and Play: Encourage lifelong learning and enriching opportunities for play and recreation.</p>	<p>Cambridge should expand opportunities to learn, play, and engage with others in fun ways that enrich health and development.</p>
<p>Sense of Belonging: Strengthen our social connections and provide a safe and welcoming community.</p>	<p>Cambridge should help its residents, students, workers, and visitors feel a connection to one another and to the city itself.</p>

Connections to Our Core Values

Outlined here are key ways that the core values of the Cambridge community, identified through the Envision Cambridge process, are reflected in the Community Wellbeing goals and recommendations. For more about the community's vision and core values, see page 26.

Livability: We value a vibrant built and natural environment and support sustainable transportation with affordable and convenient access to daily needs and recreational resources.

This section recommends ways for Cambridge to continue to be a welcoming, supportive community where residents feel a sense of belonging and have access to high-quality services and amenities that enhance livability for all segments of the community.

Cultural and recreational resources provide opportunities to enhance social bonds and overall quality of life in the city.

Diversity and Equity: We are a welcoming community that celebrates our diversity and ensures access to affordable housing choices and opportunities to succeed.

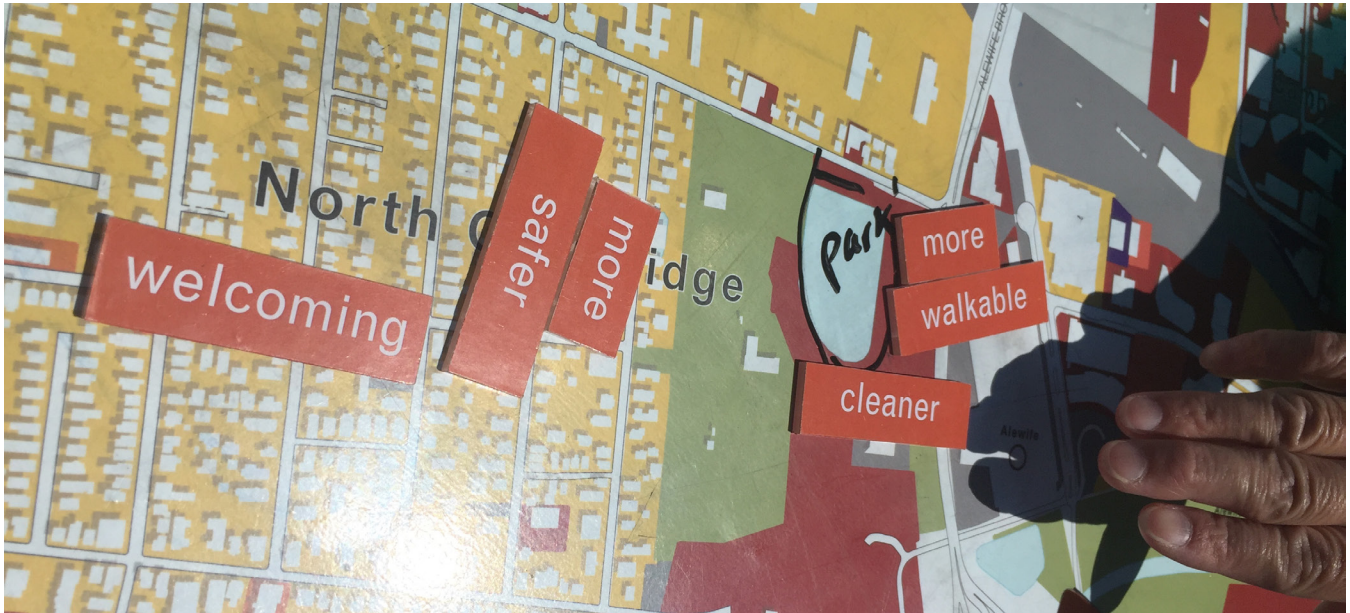
A diverse and equitable community is welcoming to all, works toward increasing access to opportunity regardless of differences, encourages people to participate in civic life, and fosters a sense of belonging. This section includes recommendations to enhance public participation, remove race-based disparities and other barriers, and work as a community toward equity and inclusion for all members of our community.

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.

This section includes recommendations that support access to opportunity for all members of the Cambridge community, regardless of differences in background, identity, beliefs, or other characteristics. This extends beyond economic opportunity to civic participation and engagement.



A community member with the Envision Cambridge street team near Porter Square during PARK(ing) Day, 2018.



Mobile Engagement Station responses at the Center for Families Family Fun Day, 2016.

Sustainability and Resilience: We take responsible action to reduce our impact on the environment and build a resilient city and strong community.

A key element of a resilient city is social resilience and support for a strong community. Recommendations in this section include providing and enhancing access to programs and services that support people in holistic health, wellbeing, and extended life regardless of background, identity, or circumstance to build an inclusive and connected community that helps to foster social resilience.

Community Health and Wellbeing: We promote healthy and active lifestyles in supportive, safe community with diverse opportunities to connect with our neighbors and nature and to engage in civic life.

This section includes strategies and actions to foster safety and support for all members of our community, particularly those who are most vulnerable. Encouraging affordable food access and athletics or recreational programs for all provides for opportunities to pursue healthy and active lifestyles. Supporting participating in civic and community life, whether through civic groups, community celebrations, or other avenues, helps to strengthen connection with one’s community.

Learning: We embrace lifelong learning and celebrate art and creativity in our culturally rich community.

Recommendations in this section celebrate our diversity as one of our community’s strengths. Support for art and artmaking, and expression and sharing of our diverse histories and traditions, help us learn from each other and the diversity of our city. Opportunities for play, an important part of human development, can be available for people of all ages and abilities.

Strategies & Actions

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

Institutional racism persists as a regular part of life in Cambridge. By ensuring diverse representation in City institutions, creating processes that ensure all functions of government further racial equity, and driving the conversation on race and equity forward, Cambridge should combat the institutional racism within the City and advance its values of diversity and equity.

“I envision Cambridge will be lively, diverse, and an international model for a ‘just’ city.”

—The Port resident via online survey

Action	Action Type	Status	Completion Timeframe
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.	Programs and operations	New	Ongoing
Evaluate and expand mandatory training for City staff, including public safety personnel, on topics of diversity, equity, inclusion, and cultural competency.	Programs and operations	Expanded	Ongoing
Hold citywide conversations on race and equity.	Community interface and outreach	Expanded	Ongoing
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.	Community interface and outreach	Existing	Ongoing
Continue to review the composition, decisions, and practices of the Police Review and Advisory Board.	Study or plan	Existing	Ongoing

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

Everyone’s experience of life in Cambridge, regardless of their sexual orientation, gender identity, or gender expression, must be characterized by safety, inclusion, and opportunity.

LGBTQ+ Commission
 The Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) Commission advocates for a culture of respect and monitors progress toward equality for LGBTQ+ people in Cambridge. The Commission promotes policies that improve the health, welfare, and safety of persons with regard to sexual orientation, gender identity, and gender expression.

Action	Action Type	Status	Completion Timeframe
Increase the number of public or publicly accessible restrooms, including all-gender restrooms.	Capital investments	Modified	Long term
Provide City staff training on sexual orientation and gender identity.	Community interface and outreach	Existing	Ongoing
Expand the City’s Transgender Rights in Public Accommodations Training for local businesses.	Programs and operations	Existing	Ongoing

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

Cambridge should build a social environment that ensures freedom from violence, including violence targeting or disproportionately

impacting women, girls, and the LGBTQ+ community. The City should also work to eliminate the fear of such violence.

Action	Action Type	Status	Completion Timeframe
Implement developmentally appropriate prevention activities in schools to educate youth about gender norms, healthy relationships, and gender-based and sexual violence.	Community interface and outreach	New	Near term
Educate the public on recognizing, preventing, and responding to domestic, sexual, and gender-based violence.	Community interface and outreach	Existing	Ongoing

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

Voting is one of the most accessible ways for Cambridge residents to affect the future of their community. However, not everyone with the opportunity to vote chooses to vote in Cambridge. Some populations were historically marginalized from participation

and feel disconnected from governance. For others, language is a barrier to participation. Others (often students) choose to vote in other jurisdictions. The City should encourage voting in Cambridge, particularly among underrepresented groups.

Action	Action Type	Status	Completion Timeframe
Work closely with public schools to expand students’ knowledge regarding voter registration, voting, and elections.	Programs and operations	Expanded	Ongoing
Partner with universities to expand local voter registration and promote voting among students.	Regional partnerships	Existing	Ongoing
Make multilingual voter registration information available through existing programs.	Programs and operations	Existing	Ongoing
Review City employee demographics, and research and implement best practice strategies for diversifying recruitment, hiring, and retention of City employees of color.	Study or plan	Existing	Ongoing



Volunteers conducting voter registration on behalf of the Cambridge Election Commission.

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

Civic participation in a democratic society extends beyond the ballot box. In Cambridge, City leaders and policymakers consistently engage the community and solicit feedback on existing and proposed policies. Not all community members are engaged equally, however. Historically marginalized groups, such as American-born Blacks,

immigrants, as well as young people, lower-income people, and renters, continue to be underrepresented in Cambridge’s governance process. Cambridge should continue to correct these imbalances. By leveraging new communications technologies and expanding proven engagement models, the City should reach more people in historically

underrepresented groups and involve them in governing. This should include the development approval process, the identification of historically significant landmarks and districts, the design of new services and programs, and all other policymaking decisions.

Action	Action Type	Status	Completion Timeframe
Expand City efforts to ensure diverse representation on City boards, commissions, and advisory committees, including targeted outreach and recruitment.	Community interface and outreach	Expanded	Ongoing
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.	Community interface and outreach	Expanded	Ongoing
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.	Programs and operations	Expanded	Ongoing
Invest in technology for additional public meeting spaces to make meetings available for streaming online, including both high- and low-tech options.	Programs and operations	Expanded	Ongoing
Provide consistent, high-quality, culturally appropriate translation and interpretation services, particularly for key City events or meetings.	Programs and operations	Expanded	Ongoing

“We need actual involvement and leadership and input from diverse communities, especially people with low incomes and people experiencing homelessness.”

—Riverside resident via online survey

Action	Action Type	Status	Completion Timeframe
Solicit ideas and opinions from adults and youth for new capital projects within the city (i.e., Participatory Budgeting).	Community interface and outreach	Existing	Ongoing
Support the City Committee on Diversity to create discussion opportunities for City staff to increase cultural awareness and understanding of diversity, equity and inclusion.	Community interface and outreach	Existing	Ongoing
Continue the efforts of public safety personnel to build strong community relationships and trust through outreach and hosting informational events.	Community interface and outreach	Existing	Ongoing
Educate the community on the existing process for bringing complaints and concerns forward about police interactions, as well as the accountability process following complaints.	Community interface and outreach	Existing	Ongoing
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.	Programs and operations	Existing	Ongoing

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

Involvement in one’s community can include both organized and spontaneous activities with neighbors and friends. People need opportunities to participate in community life in order to grow their connection with their home. Participation could mean

being active in a neighborhood organization focused on community issues, involvement in an interest-based club, or even simply showing up to a block party and talking to one’s neighbors. To some extent, the City can foster civic life directly through programming, but much

of this activity must grow from the initiative of private individuals. To that end, the City should help individuals start organizations, organize events, and find existing organizations or efforts where they can become involved.

Action	Action Type	Status	Completion Timeframe
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.	Programs and operations	New	Ongoing
Hold City-sponsored block parties or barbecues in residential neighborhoods.	Programs and operations	Existing	Ongoing
Support Find It Cambridge, an online resource that provides information on activities, services, and resources in Cambridge.	Community interface and outreach	Existing	Ongoing
Provide information on neighborhood and business organizations on the City website.	Community interface and outreach	Existing	Ongoing

“I envision citizens of Cambridge contributing in a participatory manner in some way, however small. Each of us can contribute by volunteering, mentoring, helping in the smallest way.”

—Cambridge Highlands resident via online survey

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

Families are the backbone of any enduring community. Cambridge should support parents and children in the community through the direct provision of services, building infrastructure that meets the needs of families, and regulating development to encourage family-centered design.

“Keep Cambridge family-friendly—for all kinds of families.”

—Cambridgeport resident via online survey

Action	Action Type	Status	Completion Timeframe
Expand after-school and summer programs for children of all ages.	Programs and operations	Expanded	Ongoing
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.	Programs and operations	Expanded	Ongoing
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.	Programs and operations	Expanded	Near term
Expand affordability of childcare through out-of-school-time programming.	Programs and operations	Existing	Ongoing
Expand education and support to families with young children (0-4 years old).	Community interface and outreach	Existing	Ongoing

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

The City provides a variety of transportation assistance for seniors and people with disabilities, which helps to facilitate moving

about the city to meet their everyday needs. Furthermore, City services provide social and recreational options that enhance quality of life.

Action	Action Type	Status	Completion Timeframe
Expand transportation assistance for seniors and people with disabilities.	Programs and operations	Existing	Ongoing
Expand programming through centralized senior centers.	Programs and operations	Existing	Ongoing
Provide programming and opportunities for people with disabilities.	Programs and operations	Existing	Ongoing

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

Homelessness affects a diverse group of people facing widely varied conditions. Cambridge should continue to address this problem through prevention, support for emergency housing, provision of housing assistance, and supportive services that holistically address the needs of people experiencing homelessness. *(Learn more about goals related to housing on page 67.)*

Addressing Homelessness
 The Cambridge Department of Human Service Programs works with numerous other City departments and local nonprofits in addressing homelessness in the city. These organizations work together through the Cambridge Continuum of Care to offer a coordinated and comprehensive local response to this issue.

Action	Action Type	Status	Completion Timeframe
Coordinate public and private efforts to provide comprehensive services to persons experiencing homelessness.	Community interface and outreach	Expanded	Ongoing
Assess the size and experiences of Cambridge’s population experiencing homelessness.	Study or plan	Existing	Ongoing

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

Organizations in Cambridge are well known for their holistic treatment of mental health and substance abuse. The City should maintain and expand its support for this important work and help to create an environment where mental health treatment and harm reduction are a stable component of the healthcare landscape in the city.

Overdose Surveillance System
 In order to respond locally to the opioid crisis, the Cambridge Public Health Department developed a faster, more specific surveillance system that combines data from a variety of sources to compile an annual report on all overdose-related incidents in Cambridge. Data sources include Cambridge Health Alliance, Pro EMS Ambulance, AIDS Action Committee, and the Massachusetts State Department of Public Health. This annual report is the result of a multi-year effort, and tells the story about how the opioid crisis affected the people that lived, worked, and played in Cambridge.

Action	Action Type	Status	Completion Timeframe
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.	Community interface and outreach	New	Ongoing
Provide direct outreach, counseling, and programming for people abusing substances, and provide information on abuse prevention.	Programs and operations	Expanded	Ongoing
Provide safe and consequence-free disposal of medication and drug paraphernalia, and provide exchanges if necessary (i.e. sharps disposal).	Programs and operations	Expanded	Near term
Increase mental/behavioral health prevention, screening, and treatment programs and services to vulnerable populations, including the elderly, LGBTQ+, homeless, immigrant, parent, and youth populations.	Community interface and outreach	Modified	Ongoing
Provide overdose education, naloxone use training, and naloxone distribution.	Programs and operations	Existing	Ongoing
Screen youth for potential substance abuse or mental/behavioral health needs and connect them to service providers.	Community interface and outreach	Existing	Ongoing

11 Encourage creative play for all ages and abilities.



The playground at North Point Park.

Play, the act of engaging the world in a fun and relatively unstructured way, is an important part of human development that is enjoyed by people no matter their age. Cambridge has worked to incorporate more opportunities for play into the built environment, and to make these opportunities accessible to everyone. Furthering this work with more formal and informal programming will help more people engage in play in these spaces.

Action	Action Type	Status	Completion Timeframe
Design and program open space to encourage intergenerational use of open spaces.	Programs and operations	Expanded	Ongoing
Evaluate ways to increase programming at parks and squares, including culturally specific programming, by building partnerships with local non-profit and community organizations.	Programs and operations	Expanded	Ongoing
Revise the permitting process for reserving parks and open space and holding block parties, in order to eliminate barriers for underserved communities.	Other regulatory changes	Modified	Near term

“I envision a haven for families from a diverse assortment of backgrounds, where children are encouraged to play, walk, and congregate freely in our public spaces, including spaces transformed to support natural free play.”

—Mid-Cambridge resident via online survey

Action	Action Type	Status	Completion Timeframe
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.	Study or plan	Existing	Ongoing
Provide a diverse range of play environments across the city to serve a full range of age groups, ability levels, and interests.	Capital investments	Existing	Ongoing
Incorporate play into public realm improvements and capital projects.	Capital investments	Existing	Ongoing
Encourage play spaces in privately owned public spaces (POPS) or open space provided as a community benefit during private residential development.	Other regulatory changes	Existing	Ongoing
Provide open space for both athletic and non-athletic activities, including both organized and spontaneous games and events.	Capital investments	Existing	Ongoing



The City renovated the playground at the Amigos School in 2018.

12 Support healthy lifestyles and affordable food options.

Everyone should have the option of living a healthy lifestyle. Too often, income and historic patterns of racial segregation restrict who has access to healthy foods, who can exercise regularly, and who can otherwise live in a healthy way. Ensuring equitable access to healthy food, lifestyle choices, and health care in Cambridge will help people take control of their health, make the best decisions for themselves, and improve the overall health of the community.



The Hurley Street Park Community Garden in East Cambridge opened in 2016 and is one of 14 community gardens in the city.

Action	Action Type	Status	Completion Timeframe
Study new opportunities for access to affordable supermarkets in underserved neighborhoods.	Study or plan	New	Near term
Directly provide healthy food to those in need and evaluate how food is delivered to ensure equitable and humane distribution.	Programs and operations	Expanded	Ongoing
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.	Programs and operations	Existing	Ongoing
Provide organized athletics programs and leagues citywide and near residential neighborhoods.	Programs and operations	Existing	Ongoing
Provide athletic opportunities for people with special needs.	Programs and operations	Existing	Ongoing
Continue to support the Winter Fuel Assistance Program, Cambridge Food Pantry Network, Summer Food Program, and Childcare Voucher programs.	Programs and operations	Existing	Ongoing

“We need access to clean air and water; affordable healthy food and recreation; public spaces that encourage mingling and exercising.”

—Mid-Cambridge resident via online survey

Action	Action Type	Status	Completion Timeframe
Study and implement recommendations to improve affordable, culturally appropriate, and convenient access to healthy food, particularly for low-income communities and communities of color.	Programs and operations	Existing	Ongoing
Program athletic facilities that support sports and activities reflecting Cambridge’s diverse demographics.	Programs and operations	Existing	Ongoing
Increase the number of water fountains and public restrooms in public facilities and parks.	Capital investments	Existing	Ongoing
Provide information and resources to business owners interested in expanding healthy food options (Healthy Markets, food truck program).	Community interface and outreach	Existing	Ongoing
Adopt an urban agriculture ordinance to increase local food production.	Other regulatory changes	Existing	Ongoing
Educate the public on how to implement healthy eating options.	Community interface and outreach	Existing	Ongoing
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.	Community interface and outreach	Existing	Ongoing
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).	Programs and operations	Existing	Ongoing
Continue to offer events for targeted health programming and assessment.	Programs and operations	Existing	Ongoing

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

Celebrating our Histories

The Cambridge Historical Commission is the City's historic preservation agency. In addition to protecting Cambridge's valuable historic landmarks and neighborhoods, the Commission promotes a wider understanding of Cambridge's diverse histories through publications, outreach in schools, and public events like Cambridge Discovery Day.

Cambridge's population has a varied set of histories and traditions, all of which are important in making Cambridge what it is today. Likewise, Cambridge itself has a deep history, which impacts today's communities while often going unnoticed. Highlighting the many traditions of Cambridge's people along with the histories embedded in our city fabric can help people connect with their neighbors in the present, as well as the generations before them, and grow the community's sense of place.

Action	Action Type	Status	Completion Timeframe
Create a database of places that highlight Cambridge's history, traditions, and legacy, and publish a collection of walking routes based on those places.	Programs and operations	New	Near term
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.	Capital investments	New	Long term
Host events and activities to recognize and communicate the diverse heritages of Cambridge's residents and promote cross-cultural dialogue, interaction, and knowledge-sharing.	Programs and operations	Existing	Ongoing

“Cambridge needs spaces of inclusivity, with cultural and social infrastructures that celebrate diversity.”

—Wellington-Harrington resident via online survey

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



Artist IMAGINE putting up a mural as part of the Central Square Mural Project sponsored by the City of Cambridge.

Artists bring people together in Cambridge. People gather to create art, to enjoy artwork, and to connect with artists and audiences. As demand for space in Cambridge increases, there are fewer places for artists, audiences, and arts organizations to gather or to engage in collaborative creative activity. Many studios, galleries, and performance spaces have closed in recent years. Protecting space for these activities will ensure these critical community functions will not be lost.

Action	Action Type	Status	Completion Timeframe
Modify zoning to allow for live-work space for artists.	Zoning Changes	New	Near term
Incorporate public art into capital projects.	Capital investments	Existing	Ongoing
Sponsor arts performances and installations in Cambridge parks.	Programs and operations	Existing	Ongoing
Display art in municipal buildings.	Programs and operations	Existing	Ongoing

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

Art is a vital part of Cambridge’s civic life, and the production and enjoyment of creative work should not be limited to dedicated art spaces or for professional artists alone. Cambridge already works to bring artistic activity and performance into the community

through financial support, public space programming, and more. By continuing this work and expanding the ways artists can sustain themselves and their art production, Cambridge can maintain the creative energy evident across the city.

Action	Action Type	Status	Completion Timeframe
Create new opportunities for audiences to financially support artmaking.	Community interface and outreach	Expanded	Ongoing
Program public spaces with art and performance.	Other regulatory changes	Existing	Ongoing
Organize and/or fund arts festivals that serve as a destination for artists and audiences in public and semi-public spaces (e.g. Jazz Fest in Danehy Park).	Programs and operations	Existing	Ongoing
Provide financial support for organizations that encourage artmaking by nonprofessionals.	Programs and operations	Existing	Ongoing
Provide financial support for professional artists and arts organizations.	Programs and operations	Existing	Ongoing
Link artists with businesses and organizations who would like to display or present visual and performing art.	Community interface and outreach	Existing	Ongoing
Create new opportunities for audiences to engage with artmaking, particularly youth, elders, and populations who don’t typically engage in the traditional art world.	Programs and operations	Existing	Ongoing

Cambridge Arts' FLOW Program



In June 2018, Cambridge celebrated the completion of a new mural at the Community Art Center on Windsor Street. The “Home Port” mural, painted in the roadway outside the building, is the creation of the center’s Teen Public Art Crew, overseen by public art coordinator James Pierre, in collaboration with visiting artist

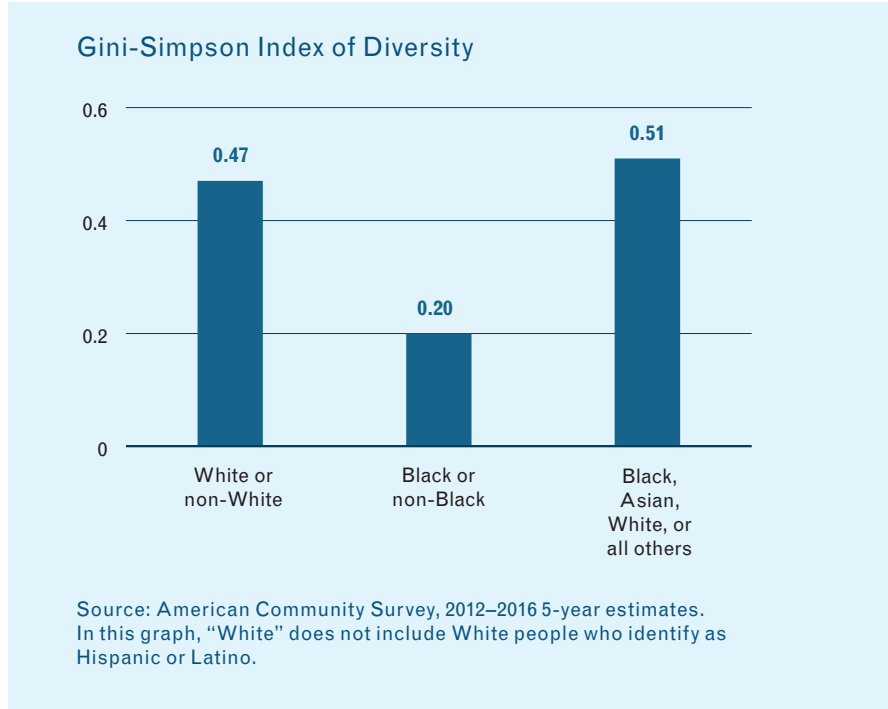
IMAGINE (aka Sneha Shrestha).

The project was funded by Cambridge Arts’ FLOW program, which will bring 11 cultural projects to Cambridge’s Port neighborhood. Funded with \$300,000 through the City’s Percent-for-Art ordinance, FLOW is tied to a major City infrastructure project to reduce flooding in this neighborhood.

Indicators and Targets

Racial and Ethnic Diversity

For several decades, Cambridge has become increasingly racially and ethnically diverse. However, growth in the proportion of people of color in Cambridge has slowed in recent years, and the proportional size of the Black community shows indications of decreasing. This indicator, the Gini-Simpson Index, measures diversity in the population. The index measures the probability that two residents selected at random are members of given groups. The Gini-Simpson Index can illuminate different dimensions of diversity by comparing two or more groups. This indicator will monitor our ability to maintain a diverse population over the coming years.



Indicator

2016 Baseline

2030 Target

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

0.47

0.47

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

0.19

0.20

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)

0.51

0.50

Source: American Community Survey, 2012–2016 5-year estimates. In these indicators, “White” does not include White people who identify as Hispanic or Latino.

Diverse Representation on City Committees

Each of Cambridge’s boards, commissions, and committees should reflect the city’s diverse population. This indicator tracks the diversity of those committees in an effort to make those bodies more representative and ensure that new policy will reflect the city’s diversity. While the racial, ethnic, and gender balance of these committees was not historically monitored, it will be tracked moving forward.

Indicator	Baseline	2030 Target
Proportion of City committee members who are people of color	<i>The City does not have a baseline measurement for this indicator at this time, but it will collect this information moving forward.</i>	<i>This target will be set once the initial data is collected.</i>
Proportion of City committee members who are women	<i>The City does not have a baseline measurement for this indicator at this time, but it will collect this information moving forward.</i>	<i>This target will be set once the initial data is collected.</i>

Perceptions of Racial Inclusion

Cambridge should not just be diverse, but everyone here should feel welcome. This indicator will track the population’s qualitative understanding of inclusion in the city. In the coming years, surveys should be structured to uncover differences in responses by the respondent’s race, if those differences exist.



Street life on Broadway at Joan Lorentz Park.

Indicator	2016 Baseline	2030 Target
Percent of survey respondents who rate Cambridge “good” or “excellent” as a welcoming place to all races and cultures	<p>80% online</p> <p>84% by phone</p>	<p>90% online</p> <p>90% by phone</p>

Source: City Manager’s biannual survey

Physical Activity

Moderate physical activity is important for both the physical and mental health of Cambridge’s community. This indicator will track engagement in physical activity across all age groups.



A cyclist in Kendall Square.

Indicator	2016 Baseline	2030 Target
Percent of middle schoolers who engage in physical activity	78%	85%
Percent of high schoolers who engage in physical activity	78%	85%
Percent of adults who engage in physical activity	80%	85%

Source: Cambridge Teen Health Survey, Cambridge Middle Grades Health Survey, 500 Cities

Perceptions of Recreational Opportunities

All people in Cambridge should feel their recreational needs and desires are met by the City’s public spaces and recreational programming. This indicator tracks the community’s qualitative understanding of Cambridge’s open spaces and recreation assets.



The Charles River waterfront.

Indicator

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

2016 Baseline

72% online

60% by phone

2030 Target

75% online

75% by phone

Source: City Manager’s Biannual Survey

Perceptions of Community Life

What constitutes “community” is difficult for people to define and differs from person to person, but a feeling of being part of a community is important for individual and social wellbeing. This indicator tracks our collective perception of community in the city.

Indicator	2016 Baseline	2030 Target
Percent of survey respondents who say Cambridge has a “good” or “excellent” sense of community life	63% online	80% online
	67% by phone	80% by phone

Source: City Manager’s Biannual Survey

Perceptions of Safety

Everyone deserves to be safe, but it is also important for people to feel safe. This indicator tracks the sense of security felt by Cambridge residents.



Indicator	2016 Baseline	2030 Target
Percent of survey respondents who rate Cambridge as a safe place to live	87% online	90% online
	78% by phone	90% by phone

Source: City Manager’s Biannual Survey





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Ticket Numbers
Are Identifiers
Only

DRINK MENU

Please notify your server
if you are in your party
has food allergies.

MILK PAKORA 1.50
VEG. SAMOSA 1.10
PAPADAM 0.50

RYAAN \$3.95
\$5.95

50 STREET TOP
30 PAKORI CH

ay-Side

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HOLLAND