

Envision Cambridge

Executive Summary



Prepared for the City of Cambridge Community Development Department, 2018.

This document summarizes the Envision Cambridge planning process. Please visit envision.cambridgema.gov for the full plan.

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A Plan for 2030

Envision Cambridge is the City of Cambridge's comprehensive plan: a citywide plan to create a more sustainable, equitable, and inclusive community. This plan identifies strategies to pursue ambitious yet achievable goals over the coming years.

Created by and for the community, Envision Cambridge draws on the city's strengths—its people, businesses, and institutions, history of innovation, and progressive values—to find solutions to pressing urban challenges and enhance what makes Cambridge a great place to live, work, and visit.

Over the past three years, thousands of people have shaped Envision Cambridge through an inclusive public process. Working together, we identified our core values as a community and established a shared vision for the future of the city across six planning topics: climate and environment, community wellbeing, economy, housing, mobility, and urban form. The plan recommends 37 goals, 42 strategies, and 175 new or modified actions to achieve the vision.

Actions include recommendations for policies, programs, zoning changes, community outreach and education, capital investments, and advocacy

efforts at the state and regional level. Additional work will be needed in coming years to bring each recommendation to life. Many steps require additional analysis, significant operating and capital funding, and/or continued community engagement. Accordingly, Envision Cambridge provides a flexible approach for implementation and recognizes that opportunity is based on a variety of logistical, financial, and technical needs, as well as other variables that change over time. The timing of implementation will be influenced by the current and projected status of the City's budget, community input, and

contribution toward achieving the plan's goals and vision.

Envision Cambridge is a living document and will be updated to adapt to changes and evolving priorities over time. We will measure and communicate progress on an ongoing basis. Updates will ensure the plan remains a steadfast guide in supporting livability, addressing housing affordability, promoting economic development, providing access to effective transportation options, enhancing environmental sustainability and resilience, and creating social and economic opportunities that foster a thriving and inclusive community for future generations to enjoy.

Vision and Core Values

The Envision Cambridge team worked with the community through workshops, one-on-one discussion, surveys, and more to craft a vision statement for the city.

Following extensive community outreach, the plan identified six core values expressed by the Cambridge community that shape the plan’s goals and recommendations. The vision and core values together form the foundation upon which the plan’s recommendations for the evolution of Cambridge are built.

Vision

“Cambridge is a forward-thinking, welcoming, and diverse city. We enjoy a high quality of life and thrive in a sustainable, inclusive, and connected community.”

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.



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.



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.



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



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



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

Key issues addressed in this plan

1. **Growing Economy and Shifting Core Industries:**

More than half the jobs in Cambridge now fall in education or professional and technical services, which includes the life sciences and technology industries. Meanwhile, employment in industries that typically offer middle-income wages has decreased over time.

2. **Growing Population:**

Cambridge's population is growing rapidly. At current trends, the city's population is on track by 2030 to once again reach the 1950 peak population of approximately 120,000.

3. **Rising Inequality:** Despite our productive economy, not all people share in the benefits of growth. Significant disparities exist in wage growth, educational attainment, homeownership, and other factors across racial, ethnic, and class lines.

4. **Declining Housing**

Affordability: Increased demand for housing has led to a net decline in low and moderate households. Meanwhile, high demand for commercial space drives up rents and results in larger, wealthier firms that can pay more for real estate, displacing small businesses, local start-ups, and retail tenants.

5. **Changing Climate:** Rising temperatures and more frequent and intense extreme weather events have led to increased flooding risks and extreme heat events. By 2070, these risks are likely to increase dramatically.

6. **Changing Nature of Work:**

An information-driven economy—coupled with improved office automation technology, evolving workplace communication systems, and design trends—creates demand for mixed-use development, central meeting points, and

good transit. Additionally, the rise in e-commerce is changing the nature of retail. Daily freight and delivery traffic on city streets has noticeably increased in recent years.

7. **Evolving Mobility:** New methods of organizing transportation systems and rapidly evolving technologies hold the promise to drive fundamental change in the ways we get around our city and the region. At the same time, much work needs to be done to strengthen the sustainable transportation options we have today.

8. **Changing Urban Form:**

Changes to the economy, community, population, and environment summarized by these planning trends will likely continue to drive the rapid physical redevelopment of the city into the foreseeable future.

Process Summary

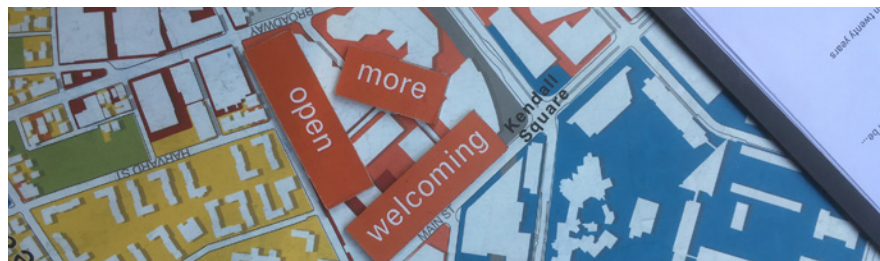
During the first phase of the process, Envision Cambridge drew on community input and data analysis to identify key issues and opportunities, develop a citywide vision, and define our core values. Our vision and core values served as the foundation for the plan and guided recommendations across six planning topics: climate and environment, community wellbeing, economy, housing, mobility, and urban form.

In the second phase, we delved deeper into the planning topics. We established focused working groups and drew on community input to prepare draft goals, strategies, and actions for each topic.

Finally, we developed measurable indicators and targets to track progress toward each goal. We also held community conversations to understand the interaction between different goals, balance recommendations across each planning topic, and articulate shared priorities. This process produced an action plan that identified short-, medium-, and long-term actions to guide implementation over the coming years.

A Collaborative Approach

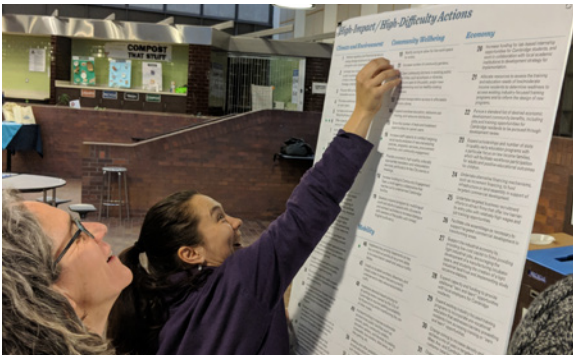
Thousands of community members shaped Envision Cambridge throughout the three-year public process. Community engagement was essential to creating a meaningful, long-term plan that is an accurate representation of the community's aspirations for the future.



By design, the planning process provided accessible forums for all community members to share ideas. The City sought to reach as many people as possible in multiple ways and to ensure that the dialogue was representative of the Cambridge's diversity.

The following engagement objectives guided the outreach process:

- Collect deep local knowledge about the community and gather feedback on important questions for the future.
 - Build an understanding among members of the public about the process and about the variety of perspectives held by community members.
 - Create an engaged community through an inclusive and wide-reaching public involvement program.
 - Develop a shared vision representative of all community stakeholders in order to set priorities for the city's future.
 - Create a framework for ongoing outreach, collaboration, and engagement.
- To meet these objectives, we developed a variety of in-person, mail, and online tools to engage the community:
- Seven committees of resident, business, and institutional stakeholders.
 - Public workshops, open houses, and panel discussions.
 - A partnership with the Community Engagement Team to reach underserved Cambridge families in the American-born Black, Bangladeshi, Chinese, Ethiopian, Haitian, and Spanish- and Arabic- speaking communities.
 - A street team who visited local events, festivals, parks, farmers markets, libraries, senior housing, and other neighborhood locations where people gather.
 - A Mobile Engagement Station and activities on future development along corridors and the use of streets.
 - Walking tours of Massachusetts Avenue and Cambridge Street.
 - Online and paper surveys.
 - A newspaper featuring maps, data, history, fun facts, portraits of public spaces, and interviews with community members.
 - A digital engagement tool, available online 24/7, which allowed community members to share their opinions about draft goals, leave comments, and interact with other users.



Engagement by the Numbers

5,000+
Participants reached by our street team

2,000+
Online and in-person survey responses

5,000+
Social media interactions

500+
Public workshop attendees

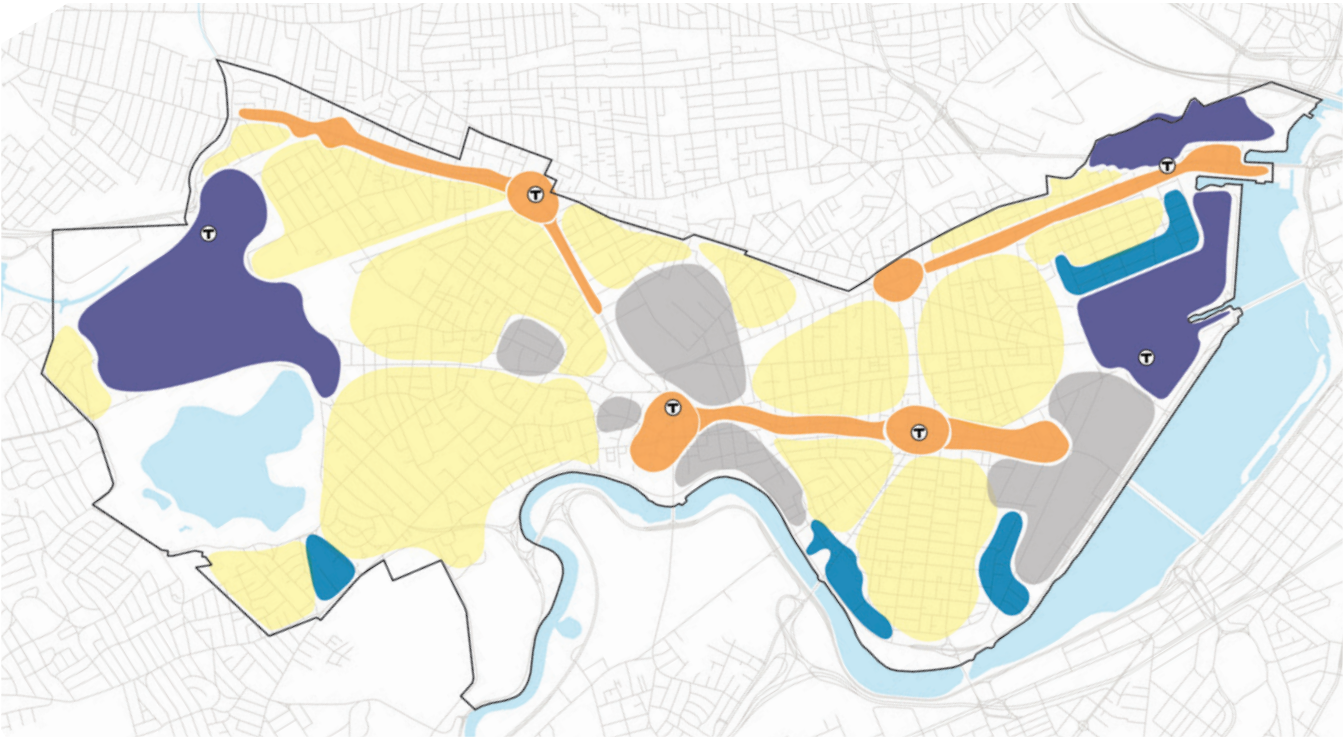
115
Committee members on seven committees and working groups

165
Hours of committee and working group meetings

160
Focus group participants from underrepresented communities

74
Public meetings, including workshops, panels, and working group discussions

Existing District Classification



- Residential Neighborhoods
- Squares and Major Mixed-Use Corridors
- Higher Education Institutional Areas
- Transition Areas
- Evolving Mixed-Use Districts

This diagram broadly characterizes different parts of the city based on present-day conditions and the potential for future change.

Recommendations

Growth Management

The history of Cambridge has been one of change, but the pressure to change has grown in the last few decades. Our strong economy, prominent universities, appealing urban amenities, great municipal services, and high quality of life make our city one of the most desirable locations to live, work, learn, and play, both regionally and nationally. Cambridge's comparative advantage and amenities both drive a growing demand for space. In turn, this has driven new development across the city and led to strains felt by a community coming to terms with demographic, economic, and physical transformations.

Envision Cambridge sets out a framework for growth management that builds upon and complements existing patterns of development. It seeks to preserve the history that provides the unique character of the city and our neighborhoods, while meeting the needs of today's community and of future generations.

The first step to managing growth is to take stock of the different districts and neighborhoods of Cambridge. Cambridge is a complex place with multiple layers of history and development pressures affecting the present-day appearance of any one location. That said, the following taxonomy summarizes present day conditions and characterizes the potential for future growth:

Residential Neighborhoods should be areas of low expected growth, largely retaining their existing fabric while allowing for complementary infill development, consistent with broader city goals. More varied, mixed-use development may occur along secondary transportation corridors.

Squares and Major Mixed-Use Corridors along Massachusetts Avenue and Cambridge Street should grow at a moderate, measured pace that takes advantage of transit proximity and enhances their unique character and sense of place.

Higher Education Institutional Areas should grow primarily within their traditional core campuses, with more substantial campus additions adjacent to mixed-use areas, scaling down adjacent to traditional residential neighborhoods.

Transition Areas should accommodate development of varying types that creates an intermediate sense of scale between adjacent activities and emphasizes the benefits of proximate land uses.

Evolving Mixed-Use Districts, such as Kendall Square, North Point/Cambridge Crossing, and Alewife, should continue to accommodate the bulk of the city's growth and change, taking advantage of transit proximity, and positively transforming areas characterized by surface parking lots, automobile-oriented uses, and obsolete commercial buildings.

Climate and Environment

Cambridge is a dense, transit-oriented city with a progressive environmental tradition and ambitious environmental planning underway. The City is working to enhance environmental quality for all and decrease its impact on the climate and regional ecosystems. Cambridge's soil, air, water, and waste stream have improved in the decades of regional deindustrialization, growing acknowledgment of environmental issues, and concerted action by local government. However, as the impacts of global climate change become more apparent, we must also contend with increased risk of flooding and extreme heat. These risks stem from a changing physical environment, but social and economic conditions will affect who is most impacted by climate change. While Cambridge continues to work to address these varied issues, the task is complicated by aging infrastructure, our regional role as an economic engine, and the need for coordinated action—both regionally and globally.

Vision for 2030

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.

Climate Change Preparedness: Protect the lives and livelihoods of the Cambridge community from the impacts of climate change.

Ecological Protection: Preserve and enhance Cambridge's biodiversity, open spaces, and habitats.

Water Quality: Maintain sustainable water resources and enhance water quality.

Waste Management: Minimize waste generation and eliminate landfill waste.

Environmental Justice: Ensure that all Cambridge residents are protected from environmental impacts and benefit equally from environmental resources.

Strategies to achieve our climate and environment goals

- 1** Accelerate the transition to net zero greenhouse gas emissions for all buildings in the city.
- 2** Reduce transportation-related greenhouse gas emissions.
- 3** Restore and grow Cambridge's green infrastructure and tree canopy, and support biodiversity.
- 4** Modernize emergency management systems and existing infrastructure to respond to climate change impacts.
- 5** Reduce solid waste generation, and divert recyclable and organic waste from landfill or incineration.
- 6** Reduce air, light, water, and noise pollution.
- 7** Reduce potable water demand.
- 8** Manage stormwater with public investment in stormwater infrastructure and maintenance.
- 9** Work with the entire Cambridge community to strengthen the City's climate and environment initiatives.
- 10** Communicate to the public the City's climate and environment initiatives and the environmental impact of policy decisions.





Community Wellbeing

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.

Vision for 2030

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.

Racial Justice: End race-based disparities and achieve racial equity.

Civic Engagement: Empower all people to participate in public life.

Health and Wellness: Ensure access to resources that support holistic health, wellbeing, and extended life.

Art and Culture: Cultivate a city where artistic expression and cultural traditions are integrated into all aspects of civic life.

Learning and Play: Encourage lifelong learning and enriching opportunities for play and recreation.

Sense of Belonging: Strengthen our social connections and provide a safe and welcoming community.

Strategies to achieve our community wellbeing goals

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

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

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

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

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

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

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

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

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

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

11 Encourage creative play for all ages and abilities.

12 Support healthy lifestyles and affordable food options.

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

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

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

Economy

Cambridge is at the cutting edge of the global economy. The city's core economic sectors have generated overall prosperity and helped the city thrive as the regional economy has shifted from manufacturing to knowledge-based industries. However, this success has not been felt by all. Cambridge wants to preserve its diversity and unique commercial districts, become a more equitable city, and foster an economy that works for everyone. Cambridge's diversity is an important part of its vibrancy. This diversity can only be retained if all residents, regardless of background, have access to quality jobs, the ability to start their own businesses, and programs that provide skill development and growth opportunities. The plan includes recommendations to expand partnerships with businesses and institutions to create a more inclusive labor market and regulate development to create an environment that will serve the city's economic goals.

Vision for 2030

Cambridge is a leading global center of the knowledge economy and a regional economic powerhouse that offers a mix of good jobs, thriving commercial districts, and a high quality of life for all. The City actively supports the

strong performance of its core sectors, emerging sectors, and industries that generate positive social outcomes. Residents can access stable jobs paying a living wage, education, and services that generate economic opportunity. All people, regardless of their background or identity, should have access to opportunity in Cambridge.

Goals

Shared Community Prosperity:

Ensure access to job opportunities and living wages, as well as access to robust education, training, and support services.

Equity: Eliminate racial, gender, and other disparities in economic opportunity.

Global Economic Center:

Maintain Cambridge's centrality in the global knowledge economy.

Employment Diversity: Diversify employment opportunities beyond high-skill work in a few industries.

Business Diversity: Ensure local businesses of different types, sizes, and growth stages are able to start, grow, and remain in Cambridge.

Great Commercial Districts:

Preserve and enhance the distinctive character of Cambridge's commercial districts, especially its major squares and mixed-use corridors.

Strategies to achieve our economy goals

- 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.
- 2** Make investments in social and economic inclusion that support equity, Cambridge's long-term economic competitiveness, and its vibrant quality of life.
- 3** Incentivize the creation and preservation of affordable commercial space.
- 4** Encourage a business climate that prioritizes local, independent businesses and enables inclusive entrepreneurship.
- 5** Encourage active street life in Cambridge's retail districts.
- 6** Preserve and promote light industrial land uses that support low barrier-to-entry jobs.





Housing

Like many cities in the Boston region and around the country, Cambridge is experiencing a strong demand for housing. The resultant increases in housing costs place much of market-rate housing out of reach for low-, moderate-, and even middle-income households. The need for affordable housing, and more housing in general, was consistently raised as a high priority in the Envision Cambridge process. The city's strong job market and high quality of life have made demand for housing in Cambridge particularly high, driving up costs for renters and new homeowners alike. The City has many programs already in place to increase the stock of permanently affordable housing, but these programs face challenges as the real estate market becomes more competitive.

Vision for 2030

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, 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 mixed-income community.

Housing Diversity: Provide a variety of housing options for individuals and families of different socioeconomic levels, life stages, and physical needs.

Livable Communities: Support high-quality housing that is healthy, climate-resilient, and energy-efficient.

Housing Stability: Support the ability of Cambridge residents to remain in Cambridge. Maintain a range of housing options to enable households to transition to the units best-suited to meet their needs.

Market Affordability: Support overall market affordability and lead the region in mitigating housing cost increases.

Opportunity Neighborhoods: Foster communities of opportunity by providing housing in diverse neighborhoods that are close to public transit, places of employment, and social services.

Strategies to achieve our housing goals

- 1 Increase overall housing production.
- 2 Encourage affordable housing production for low-, moderate, and middle-income households through regulatory and zoning incentives.
- 3 Expand resources for affordable housing production and preservation.
- 4 Maintain a range of housing options to enable households to transition to the units best-suited to them as their needs change.
- 5 Expand tools and resources to prevent displacement and housing insecurity, and address homelessness.
- 6 Develop a broader coalition of public and private entities to support housing production, especially affordable housing, in Cambridge and the region.

Mobility

Universal access to safe, reliable, efficient, and sustainable transportation is key to building an inclusive economy, reducing greenhouse gas emissions, improving public health, and creating a high quality of life for all people in Cambridge. The City's mobility policies have restrained the growth of automobile traffic, despite significant population growth locally and regionally. Yet the city's transportation systems will need to adapt over time as the region grows, technology advances, and the economy changes. Cambridge should address these challenges by enhancing its multimodal network locally, expanding connections to regional sustainable transportation, and advocating for progressive transportation policies across the region.

Vision for 2030

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 spaces for community and opportunity 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.

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.

Safe and Active Transportation: Eliminate traffic fatalities and serious injuries while encouraging active living and improving comfort for people of all ages and abilities.

Connectedness and User Friendliness: Create an easy-to-understand, integrated, continuous, and comfortable transportation network for all people.

Community Character and Vitality: Ensure that the city's transportation system supports shared community spaces and enhances neighborhood streets.

Climate Mitigation and Resilience: Achieve a carbon-neutral transportation system and adapt to climate change.

Strategies to achieve our mobility goals

- 1** Expand access to sustainable transportation choices and the physical reach of sustainable transportation infrastructure.
- 2** Enhance existing sustainable transportation infrastructure to be more convenient, reliable, and resilient.
- 3** Enhance and expand safety infrastructure for all street users.
- 4** Adjust regulatory incentives and pricing of public assets like space for parking to limit unnecessary car trips and parking and to allocate public space effectively.
- 5** Adjust land use policy to support sustainable transportation choices.
- 6** Better manage freight movement to limit freight-related congestion and improve efficiency and safety.
- 7** Enhance public information on how to safely and efficiently move within and through Cambridge, and expand public education efforts on transportation safety.
- 8** Establish new regulatory frameworks to prepare for technology-driven disruptions in mobility systems.
- 9** Advocate for the expansion of sustainable transportation infrastructure across the region, especially where it will directly impact traffic in Cambridge.



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LIFE
LOVE



Urban Form

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 for 2030

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.

Goals

Development Patterns: Maintain the existing patterns of the city where they are well-established, and advance the city's values through a mix of preservation and complementary infill development.

Growth in Evolving Areas: Promote redevelopment that is mixed-use, pedestrian-oriented, and sustainable within areas currently characterized by surface parking lots, automobile-oriented uses, and obsolete commercial buildings.

Transitional Development: Where redevelopment occurs at the edges of well-established districts, shape new development to complement the prevailing pattern of adjacent districts, accommodate variations in use and scale, and add greater density to areas well-served by public transit.

Open Space: Create a connected network of high-quality open spaces that links all residents to local and regional natural assets, provides a range of activities and experiences, is inclusive of all people, and encourages social connections.

Activation: Shape the form, use, and design of development, especially its public spaces and street frontages, so that it supports an active public realm.

Design Process: Strive for design excellence in all new development by creating a review process that is clear and efficient in its engagement with City staff, boards and commissions, and the community.

Strategies to achieve our urban form goals

- 1** Increase density near transit nodes while accommodating the unique character of our squares and areas along the corridors.
- 2** Preserve the historical integrity and diversity of Cambridge's neighborhoods, including buildings and the public realm.
- 3** Encourage activity on the ground floors of new buildings, particularly along mixed-use corridors.
- 4** Proactively guide development in areas with a strong potential for change through area-specific planning and development review.
- 5** Revise the development review process to be more transparent to developers and the public while striving for high-quality design.
- 6** Leverage private development to create and maintain high-quality public open spaces and to provide dynamic programming.
- 7** Expand the public open space network through new open spaces, new programming, and improved local and regional connections.
- 8** Improve the public open space network by preserving, maintaining, and enhancing existing open spaces to serve a diverse population.
- 9** For Cambridge's institutions, including university and hospital campuses, support growth within existing campus boundaries and adjacent evolving mixed-use areas, and discourage intrusion into residential neighborhoods.

Next Steps

Publication of the final plan brings the formal Envision Cambridge process to a close, but the work of building a better future for the city is not done. The recommendations of this plan create a roadmap for action to address the issues that Cambridge and numerous other cities are facing. The vision and values articulated in community meetings, the goals and strategies laid out in these pages, and the specific action ideas will guide policymakers, City staff, the Planning Board, and other boards and commissions as they develop area and topical plans, write legislation, craft budgets, consider development proposals, advocate for regional action, design infrastructure, make policy, and

more. The actions in the final plan will no doubt be debated and refined during the implementation process, and new ideas may also gain salience as the needs of the city change. Even so, the indicators and targets defined by Envision Cambridge will help future policymakers and the community make those decisions.

In the years to come, we will return to this plan and ensure that we are working toward the vision and values presented here—the vision and values that represent the convictions and goals of our collective community. Year by year, with diligence and determination, we will continue to bring our vision for Cambridge to life.



Acknowledgments

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Kevin Klein (pages 3, 14, 18)
Molly Akin (pages 17, 21, 22)
Gretchen Ertl (pages 13, 25)
Interboro Partners (pages 4; 8; 9 top-right, center-left, bottom-left; 30–31)
Utile (page 9 top-left, center-right)





TABLE 9

Scenario 1:
Children, youth,
learning, schools

Scenario 2:
Regionalism

ENVISION
CAMBRIDGE
MOBILE ENGAGEMENT STATION
Cambridge Senior Center
April 2nd

ENVISION
CAMBRIDGE
MOBILE ENGAGEMENT STATION
Cambridge Senior Center
April 2nd

ENVISION
CAMBRIDGE
MOBILE ENGAGEMENT STATION
Cambridge East Center
April 2nd

NEED
BRIDGE over
tracks

Less
space for
RR tracks

