WELCOME TO CAMBRIDGE

Introduction
As an environmental manager interested in sustainable development, you will need to learn how to become familiar with the community where your organization (or your client’s organization) is located. There are two compelling reasons for studying the community:

1. Every organization needs to maintain its “license to operate.” This means it must engage the local stakeholders to gauge their “interests” in the operations and report on the progress the organization is making as it moves down the path to sustainable development.
2. The path to sustainable development can be facilitated if the community is seen as a partner. There are a number of programs that help communities move down the path to sustainable development. These programs will encourage local businesses and individual to join up in the pursuit of sustainable development.

In this course, we hope to help you develop your skills in learning about a community by selecting the City of Cambridge (Massachusetts, USA) as an example. The “virtual” printing company used in the course has been situated in the City of Cambridge. To understand how Charles River Printing can move down the path to sustainable development, you will have to understand the extent to which its location in Cambridge influences its efforts.

City of Cambridge
In some ways, the City of Cambridge will be very much like the municipality that you live in. However, it will also be quite different in other ways! We are fortunate to have the Internet to use to learn more about places like Cambridge. This paper will provide some links to information on Cambridge. You should become familiar with these sites and look for other sites with information on Cambridge. Please share what you are learning about the city when you make comments on the course discussion board. The more you learn about the context in which the cases are taking place, the more real the situations will seem to you. It is this sense of reality that will make your experience in this course worthwhile.

The logical place to begin is the official home page of the City of Cambridge.
http://www.cambridgema.gov/index.cfm

Other web pages that feature information about Cambridge are as follows:
Welcome to Cambridge http://www.cambridge-usa.org/;
Cambridge Chronicle http://www.townonline.com/cambridge/

The 2005 City of Cambridge Annual Report can be found at:

A useful guide to living in Cambridge can be found at:

There is an interesting history of Cambridge and some more general information on this page:
http://en.wikipedia.org/wiki/Cambridge,_Massachusetts

More historical information can be found at:
http://www.cambridgema.gov/~Historic/historylinks.html

You can find a lot of facts and figures on Cambridge on this page:
http://www.mass.gov/portal/index.jsp?pageID=mg2localgovcpage&L=1&L0=home&L1=Resident&sid=massgov2&selectCity=Cambridge

One account of the history and character of the City can be found in a report called “Toward a Sustainable Future.” Chapter 1 is entitled “Cambridge in Context.”
Chapter 2 is entitled, “Historical Background.”
http://www.cambridgema.gov/~CDD/cp/zng/growthpol/grp_2.pdf

Cambridge is a fascinating place! Our resident students meet here each week. Harvard University is the largest employer in the City of Cambridge. We hope that you will begin to appreciate the many faces of this interesting place in the next few months.

The Cambridge Path to Sustainable Development

In 1992, a group that called itself the “Sustainable Cambridge Coalition” was formed. They prepared a document entitled “Sustainability Profile for the City of Cambridge.” This document is no longer available and much of the information presented in is now out-of-date. A summary of the document is presented in Appendix 1. It illustrates the types of issues that the concerned citizens were interested in at that time. The Sustainable Cambridge Coalition also derived a number of sustainability indicators that should be tracked to measure the progress the City is making as it moves down the path to sustainable development. A summary of these sustainability indicators is presented in Appendix 2.
We will want to cover the neighborhoods that surround our facility. Some of our employees live in these neighborhoods. They will help us identify the people that may have some interest in our processes that are not currently customers of our company. The City of Cambridge has a lot of good information on the demographics here in the community [http://www.cambridgema.gov/~CDD/data/index.html](http://www.cambridgema.gov/~CDD/data/index.html). We will also include the businesses located in the surrounding neighborhoods.

These early efforts failed to galvanize the interest of the city officials or a broader coalition of citizens or businesses in the City of Cambridge. There were too many other issues that were competing for peoples’ attention as the city was growing at a rapid pace.

After a few years past, one of the city councilors became interested in sustainable development and climate change. Councilor Henrietta Davis ([http://www.henriettadavis.org/about.html](http://www.henriettadavis.org/about.html)) attended a meeting sponsored by “Cities for Climate Protection,” (CCP) a global campaign sponsored by the International Council for Local Environmental Initiatives (ICLEI). [http://www.iclei.org/us/ccp](http://www.iclei.org/us/ccp) With this knowledge and her interest, she was able to convince her fellow city councilors to join CCP in May 1999.

Rosalie Anders (Project Administrator) and John Bolduc (Environmental Planner) work on the staff of the City of Cambridge Department of Community Development. Together they facilitated the development and implementation of the Climate Protection Plan: Local Actions to Reduce Greenhouse Gas Emissions. Both of these individuals have long been interested in sustainable development and have been constantly searching for ways to move the City of Cambridge down the path towards this goal.

Now it was time for Rosalie and John to press into action. The ICLEI CCP staff provided them with much technical assistance to help them move forward. Included in the process were the following steps:

- Preparation of a baseline emissions analysis of the sources and quantity of greenhouse gas along with a forecast of emissions growth over a 10 to 20 year period of time;
- Reach agreement in Cambridge for an emissions reduction target;
- Write a local action plan outlining the activities that will be pursued to achieve the emissions reduction target over a selected period of years;
- Implement the emissions reductions policies; and
- Monitor the progress of measures to reduce GHG emissions.

The first step represented a major hurdle for Rosalie and John. It seemed like an overwhelming task even with the GHG emissions model that was made available to them by CCP. They had so many other things to do! Assistance was needed to complete this work. Fortunately, the City of Cambridge and a number of other eastern Massachusetts cities and towns received a grant from the Henry P. Kendall Foundation. [http://www.kendall.org/index_flash.html](http://www.kendall.org/index_flash.html) Besides funding an intern to work on the emissions inventory, a number of Massachusetts communities (18 communities at the
time the plan was released) were able to work with each other to help share their information and lessons learned as they all sought to write the plans. Coordinators from all these local governments attempted to meet on a regular basis during the formulation of their plans.

Next a task force (Climate Protection Task Force) comprised of residents and representatives of local business and the university community was formed. The names of the individuals that served on this task force appear on the inside cover of the plan.

Because a number of individuals in the community saw the development of this plan as a very important opportunity, they formed a citizens’ group – Cambridge Climate Action (CCA). This group was responsible for three initiatives:

- Lobby and engage the elected officials in Cambridge to follow through on its CCP resolution;
- Hold a local conference on climate issues and potential solutions; and
- Promote citizen awareness and activism on this issue.

The conference was entitled, “Climate Protection: What You and U.S. Cities Can Do!” It featured a number of workshops and a keynote address by Aby Young, Director of the CCA campaign in the United States. Approximately 200 people from Cambridge and the surrounding area attended. It was at this meeting the concept of the Massachusetts Climate Action Network (MCAN) was first discussed. Today, this activist work is maintained by a group known as Green Decade/Cambridge. [http://www.massclimateaction.org/cambridge.htm](http://www.massclimateaction.org/cambridge.htm)

A reading of the plan will provide you with an indication of just how difficult it was to assemble this document and to make all the projects come to life. The sections of the plan include the following:

1. Introduction
2. Greenhouse Gas Emissions in Cambridge
3. Vision and Strategy
4. Energy
5. Transportation
6. Land Use, Buildings, & Vegetation Management
7. Waste Management
8. Implementation.

In December 2002, the Cambridge City Council adopted the [Climate Protection Plan](http://www.massclimateaction.org/cambridge.htm). The goal of this plan is to reduce GHG emissions by 20 percent below 1990 levels by 2010. To reach this goal, Cambridge must achieve the following:

- Improve efficiency of electricity use by 12.5%
- Reduce natural gas and fuel oil use by 10%
- Reduce emissions associated with electricity generation by 40%
• Purchase 20% of electricity from green power sources
• Increase average fuel economy by 40 mpg
• Reduce vehicle miles traveled by 10%
• Increase solid waste recycling rate to 60%.

Over 100 specific actions are proposed in the plan to help achieve these goals. These actions can be tracked on the city’s web site.

There are some important benefits from this activity that go beyond the reduction of GHG emissions that cause climate change:

• **Reduce air pollution**: burning fossil fuels results in conventional air pollutants that cause smog and other air quality problems. By reducing fossil fuel use through efficiency and switching to alternative fuels, actions can reduce both GHG and conventional air pollution.

• **Save money**: using fuels and electricity more efficiently can lower operating costs of the City. These savings can be used for other purposes. Fuel costs have been rising in Cambridge. The savings will be realized by everyone participating in fuel reduction efforts.

• **Improve energy security**: Petroleum and its products, such as gasoline and diesel fuel, are a major source of GHG emissions. Natural gas that is used to head many houses in Cambridge is actually the chemical, methane. This is a potent GHG when it leaks to the atmosphere. When it is burned, it creates carbon dioxide – another GHG. The United States depends on petroleum and natural gas imports from other countries. Reducing fuel use makes us less vulnerable to disruptions in supply.

• **Improve livability**: Actions that reduce automobile dependency can decrease traffic congestion. Planting trees cools summer air temperatures. Encouraging walking and bicycling can improve public health. These action make Cambridge more livable.

• **Local jobs and investments**: demand for energy efficient products and services, and new or alternative technologies creates jobs and boosts the local economy.

It is important to realize that this climate change program has clearly started Cambridge on the path to sustainable development. But as stated in the plan, “The challenge is to marshal the people, resources, funds and knowledge to act on this problem in a focused and sustained way. The plan recognizes that reducing greenhouse gas emissions needs to be a community-wide process that involves all sectors – residents, businesses, institutions, and government.”

To maintain progress towards meeting the goals of the Climate Protection Plan, John Boduc started a group called the Cambridge Climate Protection Action Committee (CPAC). This group has a wide variety of different interests represented. It meets on the second Thursday evening of each month. John keeps the members and other interested parties up to date with the *CPAC Bulletin*. An annual report on the progress made...
What’s Happening Now
The City of Cambridge is alive with activities that are spreading the message of sustainable development. A local business group has been founded and is looking at expanding its charter to encompass sustainable development.

Responsible Business Association (RBA) and Cambridge Local First present...

Local Cambridge Businesses Banding Together to Build a Strong Local Economy

Join us as we hear from five Cambridge business leaders who have organized a dynamic new organization of over 80 Cambridge businesses. Cambridge Local First has a mission of promoting shopping from locally-owned independent businesses as a way of strengthening the local economy and preserving the unique character of Cambridge.

Find out why this group is hot and why it's growing in leaps and bounds. Take part in an interactive discussion about the importance and future of ‘Local First’ campaigns being organized by BALLE networks all over North America.

Date: Wednesday, March 1, 2006

Time: 7:00-9:00 pm

Place: Cambridge Savings Bank, 14 JFK Street, Harvard Square
**Enter through the door next to Finagle Bagel (NOT the main entrance) and take elevator to 3rd floor**

Light refreshments will be served

Speakers and Topics:

How Cambridge Local First got started, our mission and structure
Frank Kramer, Harvard Book Store

Working with the City and other business groups
Simon Shapiro, Tag’s Hardware

Why buying local makes a better world
Michael Kanter, Cambridge Naturals

Problems with chain stores and Harvard Square
Louise Ciampi, Clothware

Future plans of Cambridge Local First

Sally Lesser, Henry Bear's Park

Registration: Reply to Kathy Goodrich at KathleenGoodrich@comcast.net by February 27

Sponsors: Responsible Business Association of Greater Boston (RBA) and Cambridge Local First


The Harvard Greening of the Campus Initiative (HGCI) is helping the largest employer in the City is setting an example for the city and the businesses in the city with its environmental sustainability efforts. [http://www.greencampus.harvard.edu/](http://www.greencampus.harvard.edu/) The Massachusetts Institute of Technology, the second largest employer in the City, has its own greening initiatives. [http://web.mit.edu/newsoffice/2001/epagreen-0425.html](http://web.mit.edu/newsoffice/2001/epagreen-0425.html)


Charles River Printing will get involved in some of these activities. It is always best to have many partners as one moves down the path to sustainable development.

APPENDIX 1
History of the Sustainable Cambridge Coalition

The Sustainable Cambridge Coalition (SCC) was formed because of growing community awareness of the pressing social and environmental problems facing the world and the City of Cambridge. Concerned and informed activists realized the current patterns of resource use, population, transportation and energy production could not be indefinitely maintained without guiding philosophy through research, communication with other concerned individuals and groups and hard thinking about what an alternative future should hold.

In February 1992, the coalition held a workshop introducing the concepts of sustainability to the residents of Cambridge. Local and regional speakers highlighted the need for a new vision of the future and outlined current thinking regarding sustainability. This was followed by several small group focus sessions to develop a shared vision of a sustainable Cambridge and a resolve to put these ideas in motion.

Since that meeting, the Coalition has formed three focus groups that deal with issues of coalition structure and membership, outreach and public education about sustainability, and research on the current status of the city and possible alternative pathways for promoting more sustainable lifestyles.

The Research and Technology focus group has begun to develop a sustainability profile and a methodology for establishing this baseline of resource use in the city. This document is an attempt to show the Cambridge community where it stands on the issues that affect sustainability and the possible alternatives to promote further improvement.

Roles and Missions of the SCC

The Sustainable Cambridge Coalition has developed the following as its guiding principles and mission.

Everything is interconnected.

Human and natural systems are linked and interdependent. Economies must be seen as parts of the greater natural and social systems in which they exist. All by-products and consequences of production, including those affecting the environment, must be considered in making economic decisions.

Harvest resources do not exploit them!

Sustainability requires using only those resources that are needed and using them wisely. Whenever possible renewable, local generated energy sources should be used and pollution and waste generation should be reduced. Prevention, rather than clean-up, should be emphasized.
Act today for tomorrow.
We share a responsibility for improving the present and future quality of life in its economic, social, and environmental aspects. The exercising of our rights must not be at the expense of others living now or in the future.

Make the means fit the ends.
Solutions and their implementation should embody the principles of sustainable development. Government, the private and no-profit sectors and individual citizens must all take leadership and actively seek ways to cooperate to achieve change.

Statement of Purpose
The Sustainable Cambridge Coalition exists to help the people of Cambridge develop and realize a compelling, empowering vision of a healthy and sustainable future. We seek to build a Cambridge that is environmentally, economically, and socially sustainable. To accomplish this, the coalition will facilitate the exchange of information; forge links among the city’s many groups; and support local actions. The coalition will function in three areas:

- **Research, analysis and education.** SCC will serve as a source of information and education on the need for sustainable treatment of all the city’s resources, including materials and energy that enter and leave the city, the city’s built environment, its people, and the supporting ecosystem. To this end, SCC will collect information on effective programs around the country, track use patterns in Cambridge, and engage in educational programs.

- **Coordination.** By building links among the city’s disparate groups, SCC will help them articulate and move toward a common vision of sustainability. The coalition will actively seek out political, educational, and religious institutions, community organizations, private enterprises and concerned citizens.

- **Program facilitation.** SCC will celebrate examples of enterprises and policies that support the long-term health of Cambridge and the region and encourage the development of other efforts. It will also help coordinate projects that move the city towards sustainability or demonstrate what a sustainable Cambridge might look like.

While SCC is not part of the city government, it seeks to actively support both the government and private institutions in the city in formulating policies and strategy for sustainability. The coalition encourages the participation of groups representing all aspects of city life.

Methodology for developing the Sustainability Profile
The Research and Technology focus group was charged with finding out what impact the city of Cambridge has on its natural environment and how the negative aspects of that impact might be lessened. This information is necessary to find where efforts at change
would be best directed and provide a baseline to measure progress. The task of quantifying all of the inputs and outputs of a city of 94,000 people seemed overwhelming and complex for a small group of volunteers with full time jobs. It was decided that the Sustainability Profile, as it came to be called, would initially cover only the resources for which data was readily available but would be designed so that future efforts could easily fill in the data “holes.”

A survey of other past and present efforts at defining resource use was conducted to reduce the amount of redundant work. The focus group then organized the city’s resources into broad categories to profile structure in locating sources of information:

**Energy** – Includes energy usage at the residential, commercial, institutional, industrial and municipal levels. Several types of energy were researched including heating oil and gasoline use, natural gas consumption, electricity generation and use and the origins of each of these types.

**Waste generation** – Three types of waste were surveyed: solid waste, sewage, and hazardous waste. Radioactive and biological/medical wastes were not tabulated. In each case, the source of the waste, quantity and eventual method of disposal were explored. The group also reviewed the city’s recycling program.

**Water use** – Research was conducted on the origin of the drinking water, overall use in Cambridge and use for commercial, industrial, and institutional use.

**Transportation** – This category includes daily car, bus and subway trips into, within and outside of Cambridge, average daily miles traveled, use of alternative modes, and current or planned mass transportation projects. It also has information on pedestrian travel, pedestrian zones, bikeways and the number of days of poor air quality.

**Potential focal points** – Details any commercial centers, public transportation hubs, historical or natural points of interest and public green spaces that would serve as areas to encourage community development, increased pedestrian use or car free zones. Locations of local cultural and ethnic neighborhoods will be noted to prevent their destruction by poorly thought out land use and development projects.

**Population** – Defines the basic demographics of the city, the age of residents, ethnicity and residency. We have located schools, houses, universities, churches and other community organizations to prevent dislocation or dismemberment of particular areas. The section also notes the flow of people, tourists, and commuters to better understand land use pattern.

**Agriculture** – A survey was conducted to identify quantities of home grown goods, community gardening centers, local farmers’ markets and the inflow of out-of-state goods to improve urban farming.
**Materials consumption** – Researching patterns of use, consumer buying habits, and external influences is a complete and time consuming task. The issue ties in with the quantities of waste produced but could not be adequately studied with the existing volunteer effort.

**Existing programs** – A focus on aspects of sustainability such as curbside recycling, neighborhood or city-wide composting, examples of gray water use, and energy conservation or alternative energy generation to show what progress has already been achieved.

**Local employment** – Identify the types of industry, local businesses, and their networks, service sector / education vs. manufacturing ratios.

Volunteers gathered data from city departments, local businesses and universities as well as state agencies. The data was then entered into a computer program to allow user friendly access. The data format was chosen on a default basis since the research center donating it services has the system and the coalition could not afford to purchase a new computer or software.

The database was constructed in “tree” form with a main menu offering the above mentioned categories and branches off the main menu with sub-titles and cross-references.

It is estimated that between 500 and 600 hours of volunteer time was needed to compile the profile. This includes initial meetings of the Research and Technology group to define the basic categories of the profile, data gathering and correlation, entering data into the database and writing the text for the profile. The number of hours involved will increase as the options sections of each chapter are filled out and projects undertaken.

The profile has been designed so that additional data can easily be incorporated into final reports and updates or deletions quickly made. Each section can be worked on separately as a distinct project.

**Results of the Profile**

This is the first Sustainability Profile ever conducted of the City of Cambridge. It includes all data that could be readily gathered through telephone conversations, records review, and examination of billing and budgeting accounts for the City, local universities, and businesses. The description of each of the nine categories below include a brief discussion of how the data was obtained, through what contacts, tables and graphs were appropriate, and discussion of shortfalls of data and plans for more thorough investigation and possible alternatives.

The most readily available information came from the city Department of Public Works, assessing and budgeting. Because the information was easily obtained, categories dealing with city-wide energy and water use, waste production and transportation have
the most detail. The other sections will eventually contain more data but require more detailed research.

*This is where the data is presented. It is out of date at this time.*

**Conclusion**

The profile provides information about some of the ways in which the efficiency, cleanliness and equity of the City could be improved. It also highlights some of the resources the City has to work with as we move towards sustainability.

The Sustainable Cambridge Coalition is using the profile in several ways. First, the profile serves as a document detailing some of the research and creative solutions the Coalition has developed to date. Second, it provides a starting point for the coalition to plan projects to promote sustainability. Third, it shows what types of data are missing. The coalition plans to enlist the aid of schools and other community groups in future research.

The Sustainability Profile will be updated as time and finances allow. The “options” section of each chapter will be more fully developed and will include examples of sustainable practices from around the world and possible projects for Cambridge. If funds are available, larger research projects focusing on materials consumption could be organized. As the profile develops, it should prove to be a valuable planning document for the city.

*Note: Rosalie Anders worked on this effort.*

**APPENDIX 2**

*Sustainable Community Indicators*
Economic Security

Disparities

- Ratio of loans for micro vs. large-scale businesses
- Hours paid employment at average wage to support basic needs
- Percentage of unemployed for more than one year
- Unemployment rate in sensitive industries/businesses
- Number of people without a college degree compared with jobs within the community which do not require such a credential
- Percentage of employment concentrated in the top 10 employers
- Percentage of people employed in sectoral type of business
- Ratio of local applications for homeowners’ and business’ loans to rejections for people who are equally qualified
- Population change by age group over last 25 years
- Percentage of firms where ratio of top-salaried to lowest-salaried employee is more than 7 to 1
- Percentage of public dollars spent on infrastructure maintenance as compared to new investments

Local Wealth

- Percentage of residents owning local businesses (or shares in businesses)
- Percentage of large local businesses entirely owned locally as compared with branch operations
- Percentage of local citizen purchases made locally
- Percentage of products and services which local businesses purchase from other local businesses
- Formalized non-financial exchanges measuring the number of hours exchanged and/or the number of people involved
- Percentage of community generated taxes kept locally vs. transmitted to the state and/or federal government (factoring in funds returning to the community from these government sources)

Business vacancy rate over the past 5 years

- Community investment actions to attract and retain businesses, as indicated in community plans and actions (e.g., re-zoning, special permit decisions, municipal funds, school courses)
- Ratio of corporate assets to corporate debt
- Percentage of firms that have some avenue for employees to participate in form’s decision (e.g., on a Board of Directors, employee ownership, profit-sharing, etc.).
Mutual Assistance

- Percentage of firms/institutions that market together
- Percentage of places that purchase together
- Percentage of entities that share equipment and/or personnel

Ecological Integrity

Effectiveness of Functional Capacity of Natural Systems

(Caveats: Ecosystem functional health is affected by decisions beyond municipal community boundaries. Need to focus on ecosystem as the definition of “community” and relate actions to multiple political jurisdictions’ actions. Baselines to measure progress against are not useful if defined on some point in history. Rather, the objective is to consider what does the ecosystem need to function like in order to sustain living begins (e.g., not just humans) and some future generations.)

- Comparison of damage in dollars from floods due to loss of wetlands vs. damage if wetlands had remained in tact
- Percentage loss in agricultural productivity due to soil erosion
- Number and diversity or rare and endangered species now as compared with a specific past year
- Percentage of water bodies meeting environmentally-based water quality standards
- Buffering capacity remaining for withstanding acid deposition in forests
- Percentage of reduced recharge area in delineated zones of contributions around wells due to development (e.g., comparing percentage of open space, farmland, wetlands, etc. converted to commercial, industrial, or residential uses)
- Maintenance of “reasonable stream flows”
- Increases or decreases in population of habitat-specific, native song bird species
- Number of foreign (e.g., exotic) plants and animals in a given area
- Loss of a natural predator
- Increased eutrophication of surface waters as compared with predicted natural succession rate
- Percentage change in volume of first trophic level (i.e., producers)
- Percentage fragmentation of habitat

Environmentally-sound Utilization of Natural Systems

- Percentage of energy used in a community generated by facilities using renewable energy sources (objectives are to reduce energy use over time even if the number
of people living and working in a community increase, and to increase the use of renewable sources of energy replacing fossil fuel based energy sources).

- Reduction and prevention from waste stream of highly toxic materials generated in or brought into the community or per household (percentage and volume)
- Percentage and volume of waste materials converted into beneficial uses
- Replacement of virgin (raw) materials by recycled products used in businesses and public institutions
- Number or percentage of products returned in a product take-back program
- Number or percentage of acres in a watershed managed using sustainable forestry practices
- Percentage of cultivated farmland left fallow for restorative purposes
- Percentage of food in community which is imported
- Number of days shellfish beds are closed per year over the past 5 years
- Percentage of yard and food waste composted and used.
- Percentage of superfund sites (cleaned up according to EPA and state standards) which are then used for some beneficial purpose
- Daily vehicle miles (VMT) traveled per person per year in fossil fuel powered single occupancy vehicles as compared with VMT in electric and/or alternatively-fueled vehicles conveying more than one person.
- Number of gallons of water saved per year through leak repair

**Quality of Life**

**Respect for Self and Others**

- Qualitative (e.g. survey questions) about self-worth and self-esteem
- Grade level for introducing a second language and the language/s chosen to teach

**Connectedness**

- Number of neighbors each individual knows by name
- Rank on scale of importance value of connecting to nature via actions and desires (e.g., grow plants and/or vegetables in garden window box, deck pots, or outdoor space; recreate outdoors – walk, ski, in-line skate, hike, bike); sit in the sunlight; view sky, trees)
- Number of people who know what watershed they live in
- Number of people who know what neighborhood they live in
- Knowing three distinct groups who have settled in the community
- Number of decisions made, e.g. street name changes/scope of festivals, which respond to historical and cultural roots
Basic Coverage

- Percentage of parents who have their preferred child care arrangements
- Percentage of people who have health care coverage (availability and access)
- Percentage of housing which are set aside for low and moderate income people
- Number of homeless people
- Percentage of low income housing with severe problems, using HUD or state standards.
- Impact of fear of crime on behavior, whether based on crime figures, experience, or awareness from another source such as media (e.g., willingness to go out after dark in your neighborhood alone/in a group.
- Number of violent crimes per 1,000 population
- Ratio of money spent on drug and alcohol prevention and treatment as compared with money spent on incarceration for drug and alcohol related crimes
- Teacher/student ration in schools
- Availability and access to services designed for targeted populations (e.g., children, elderly, abused/abusers)

Empowerment With Responsibility

Reaching In

- Number of community gardens created over a specified time period
- Number of new participants as well as number of participants who continue (in an organization/process) measured over time
- Some measure of the source of ideas/recommendations (to what extent were they generated from within a group or dictated by a group leader or someone outside the group)
- Number of languages translated at public meetings
- Asking open-ended questions e.g., “what do you think;” “what are your interests”
- Presence of facilitators at public meetings
- Level (number and frequency) of contacts by local government staff with informal and formal community leaders
- Use of diverse and alternative media outlets (number, frequency, and results)

Equity/Fair Playing Field

- Percentage of students accepted to higher education who cannot afford to go; percentage of students of color who go to college but do not graduate
- Percentage of people of color compared with percentage of Caucasian of the same economic status who receive home mortgage loans
• Percentage of city councilors and appointed professional managers who are people of color/women as compared with the community’s ethnic breakdown
• Ratio of ethnic and gender diversity of teachers/administrators/support staff to equivalent student body figures
• Percentage and salary of people of color/women as compared with whites in high level management position over past 5 years.

Capacity

• Number of local land use controls and other provisions adopted (e.g., plans, zoning, special permits) which reflect community-expressed values and interests
• Number, longevity, scope of community-run activities
• Percentage of adult population (18+ years old) involved in organized learning program (e.g., adult education, peer training, personal support group, book club, music group, soccer league)
• Literacy rate in English broken down by race and income
• Percentage of population who are environmentally literate
• Presence and effectiveness of programs designed to “empower” (i.e., enable) people so that they can take more control over their lives and not depend on others as much as before

Accountability

• Percentage of community-based loans repaid
• Percentage of people in a defined area (e.g., neighborhood or street) acting on behalf of a specific change (e.g. school construction, gas station siting, street closing) to that area
• Percentage of population that rates governmental responsiveness as good or excellent (both administrative effectiveness and delivery of services)
• Percentage of local government budgets for which goals and outcome measures have been established
• People making a commitment to act (e.g., contract agreement, designation as a formal participant)
• Number of city employees who live in the community