

# *Area Four Neighborhood Study*

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*Summary, Recommendations and Action Plan*





# Area Four Neighborhood Study

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Many thanks to Reverend Nelson Foxx, Joan Archibald, and the entire congregation at St. Bartholomew's Church for allowing us to hold community meetings for this process in their parish hall.



# Area Four Neighborhood Study

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# *Area Four Neighborhood Study*

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## *Introduction*



**CITY OF CAMBRIDGE**

**Area Four Location Map**



## INTRODUCTION TO THE NEIGHBORHOOD STUDY PROCESS

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### History

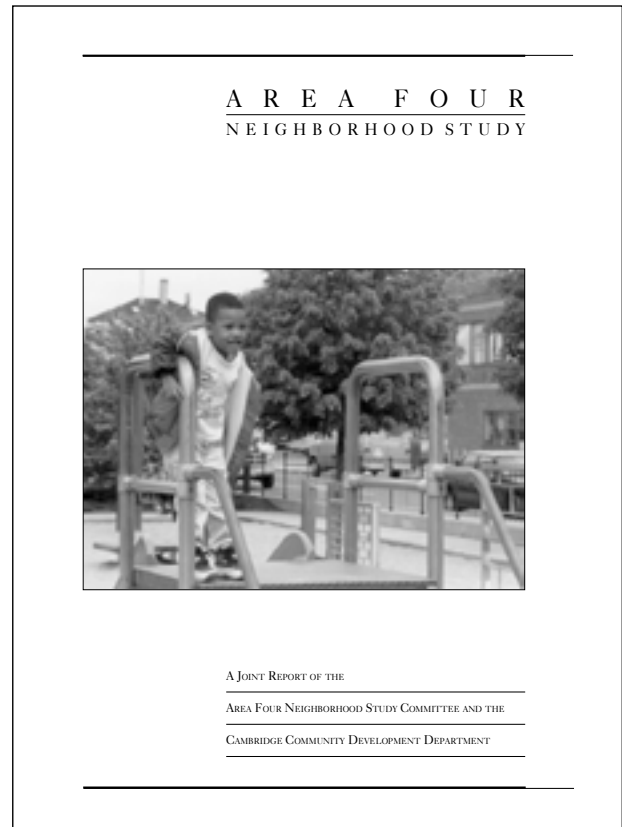
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During the 1980's, the City of Cambridge, along with the surrounding region, witnessed a wave of commercial growth and economic development. This growth expanded the City's tax base and created new jobs and opportunities for residents. While many welcomed this prosperity, it also brought about an increasing awareness of issues that are of concern to neighborhood residents: increased building density, traffic congestion and parking problems, the rising cost of housing, inadequate open space, and the threat to neighborhood character and quality of life.

Since 1988, the Community Development Department (CDD), through its neighborhood planning program, has conducted comprehensive studies in ten of the city's neighborhoods. CDD staff work collaboratively with a citizen committee appointed by the City Manager to identify planning opportunities and make recommendations for a course of action. Recommendations address such issues as traffic and parking, housing affordability and homeownership, neighborhood commercial areas and employment, park maintenance, and rezoning for areas that are inappropriately zoned. As part of each neighborhood study, CDD collects data on demographic changes, as well as changes in housing markets, land use, and development potential in each neighborhood.

For each study, the City Manager appoints a committee of neighborhood residents, small business owners, and civic leaders, as well as staff from CDD, to review the data, identify problems that exist in the neighborhood, and make recommendations as to how to resolve these problems. Where appropriate, the recommendations are incorporated into the work programs of City departments for implementation; in some cases, this implementation takes place over a short period of time, in others it is part of long-term strategic planning.

The neighborhood study process has informed the City's growth policy document, *Towards a Sustainable Cambridge*, which outlines the City's planning assumptions and policies in the areas of land use, housing, transportation, economic development, open space, and urban design. CDD staff drafted the growth policy document in 1992 and 1993



after a series of workshops with citizen, business, and institutional representatives. It recognizes that Cambridge's diversity of land uses, densities, and population groups should be retained and strengthened.

### Neighborhood Study Updates

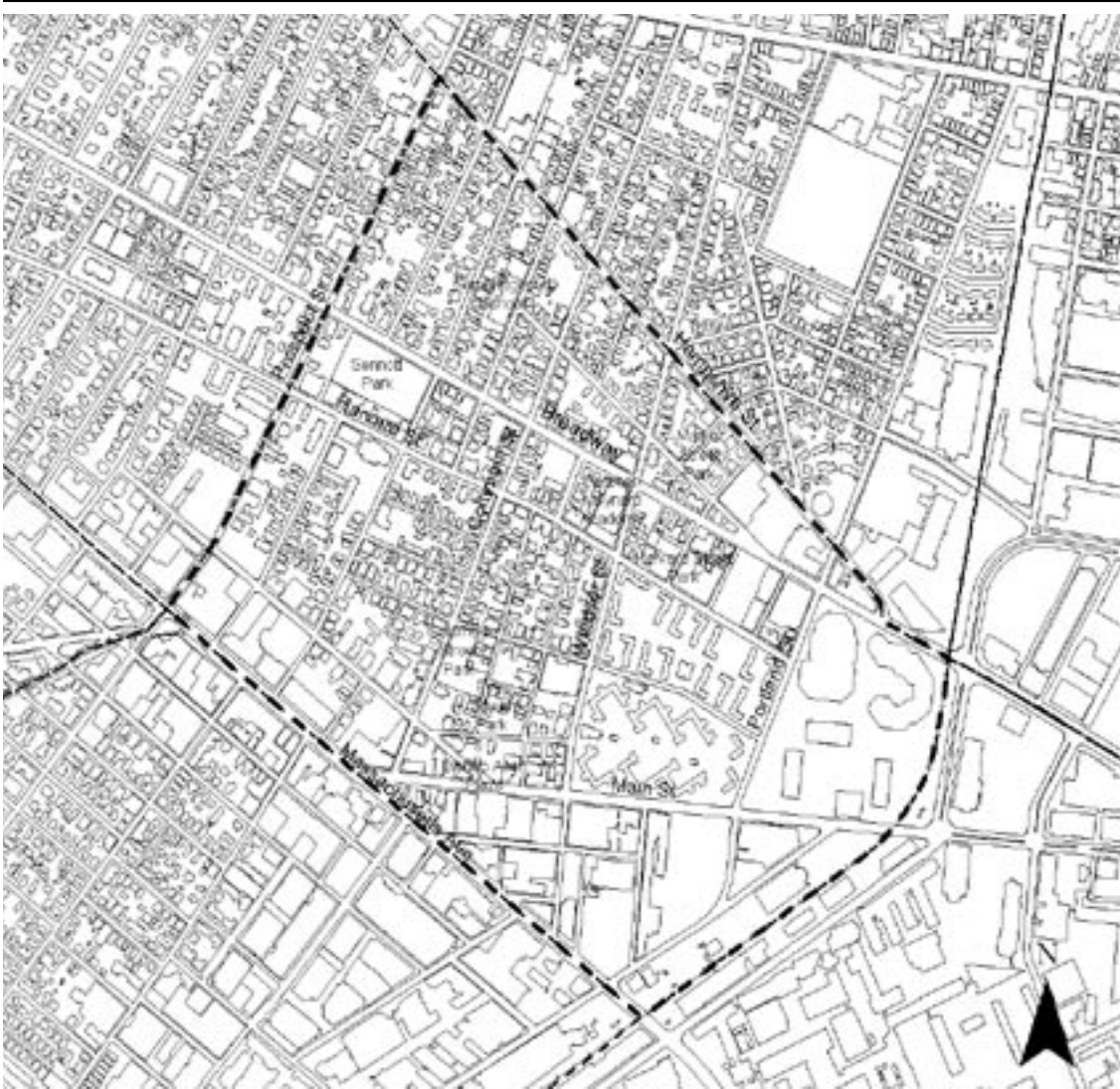
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To ensure that these studies remain current and useful, CDD has begun the practice of periodic study updates. Each neighborhood study will be updated approximately every three to four years. The update process involves a series of public meetings, where community members are invited to comment on the original study recommendations, suggest new items, and prioritize issues. City staff from various departments attend these meetings to give presentations and answer questions as needed.

The end result of the update process is a "Summary, Recommendations, and Action Plan" document that is made available to the public, City Council, and City staff. The update process is intended to ensure that neighborhood studies remain living documents that can evolve with the changing times.

# **CITY OF CAMBRIDGE**

## **Area Four Neighborhood Boundaries**



The following are the goal and objectives underlying the neighborhood study and update processes:

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### **Goal**

To enhance and inform the delivery of municipal services through collaborative planning between citizens, City Council, and City departments.

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### **Objectives**

- To create a planning process that has input from community members.
- To inform members of the community by making neighborhood study reports available to the public, in print and online.
- To provide information to department heads and other City staff about community needs and values.
- To assist with the budget and management process.
- To formulate long-term plans for neighborhood improvement.
- To conduct work on a neighborhood level that is reflective of larger citywide planning practices, such as the Cambridge Growth Policy and the work of the Green Ribbon Open Space Committee.

## Implementation

The goal of these neighborhood studies has always been to create a strong link between community process and the everyday work done by the City's many departments. There has been a renewed interest on the part of CDD and the City Council Neighborhood and Long-Term Planning Committee in ensuring that these studies remain an integral part of the strategic management, budgeting, and daily operations of City departments. For this reason, CDD will increase outreach to other departments while developing studies and, once they are completed, will help integrate recommendations into actual work plans.

## Original Area Four Neighborhood Study

The original Area Four Neighborhood Study Committee consisted of nine members of the Area Four community, who met regularly between January and July of 1992. During their meetings, this committee discussed a wide variety of issues affecting the neighborhood, heard presentations from City staff, and received input of other members of the Area Four community. Their effort resulted in a document containing fifty-four recommendations to help guide long-term planning within the neighborhood. These recommendations, as well as their implementation status, appear in this report as the first section of each topic's summary table.

## Demographic Information

The following table helps to highlight changes that have occurred in the Area Four neighborhood, and the City of Cambridge as a whole, since the original Area Four Neighborhood Study was drafted.

### Demographic Information for Area Four and the City of Cambridge, 1990 and 2000

	AREA FOUR			CITY OF CAMBRIDGE		
	1990	2000	% Change	1990	2000	% Change
<b>Total Population</b>	6,886	7,263	5%	95,802	101,355	6%
<b>Age (years)</b>						
0 - 4	505	380	-25%	4,759	4,125	-13%
5 - 17	1,301	1,276	-2%	8,853	9,322	5%
18 - 24	978	1,359	39%	18,997	21,472	13%
25 - 29	751	898	20%	12,852	14,721	15%
30 - 34	735	660	-10%	11,013	10,481	-5%
35 - 44	1,135	1,073	-5%	15,430	13,942	-10%
45 - 64	945	1,169	24%	13,827	18,010	30%
65 and over	536	448	-16%	10,071	9,282	-8%
<b>Persons per Acre</b>	34	38	11%	23	24	4%
<b>Race</b>						
White	3,326	3,337	0.3%	72,122	69,022	-4%
Black	2,429	2,211	-9%	12,930	12,079	-7%
Native American	40	18	<1%	288	290	1%
Asian/Pacific Islander	503	593	18%	8,081	12,113	50%
Other Race	588	533	-9%	2,381	3,230	36%
Two or More Races	—	571	—	—	4,621	—
<b>Hispanic Origin (any race)</b>	1,188	1,143	-4%	6,506	7,455	15%

**Demographic Information for Area Four and the City of Cambridge, 1990 and 2000 (continued)**

	AREA FOUR			CITY OF CAMBRIDGE		
	1990	2000	% Change	1990	2000	% Change
<b>Total Households</b>	2,523 100%	2,630 100%	4%	39,337 100%	42,615 100%	8%
Family Households	1,457 58%	1,347 51%	-8%	17,648 45%	17,595 41%	-0.3%
Non-Family Households	1,066 42%	1,283 49%	20%	21,689 55%	25,020 59%	15%
<b>Persons per Household</b>	2.64	2.58	-2%	2.08	2.03	-2%
<b>Family Households</b>	1,457 100%	1,347 100%	-8%	17,648 100%	17,595 100%	-0.3%
w/ Own Children <18 Yrs.	896 61%	796 59%	-11%	7,617 43%	7,503 43%	-1%
Married Couple Families	696 48%	637 47%	-8%	12,685 72%	12,408 71%	-2%
w/ Own Children <18 Yrs.	380 26%	356 26%	-6%	5,139 29%	4,835 27%	-6%
Unmarried Householder	761 52%	710 53%	-7%	4,963 28%	5,187 29%	5%
w/ Own Children <18 Yrs.	516 35%	440 33%	-15%	2,478 14%	2,668 15%	8%
<b>Group Quarters Population</b>	223	466	109%	14,033	14,663	4%
<b>Housing Units</b>	2,694 100.0%	2,720 100.0%	1%	41,979 100.0%	44,725 100.0%	7%
Owner-occupied	476 18%	618 23%	30%	11,959 29%	13,760 31%	15%
Renter-occupied	1,981 73%	2,012 74%	2%	27,446 65%	28,855 64%	5%
Vacant	237 9%	90 3%	-62%	2,574 6%	2,110 5%	-18%
<b>Housing Units per Acre</b>	14.0	14.1	1%	10.2	10.9	7%

Source: 1990 and 2000 U. S. Census

The 1990's were a period of population growth and change for the City of Cambridge, with increases in population, housing stock, and overall diversity but at the same time declines in the number of youths and elders. The growth trends in Area Four have been similar to those of Cambridge at large, with a few notable differences.

A significant issue in Cambridge has been declining numbers of school-age children and the associated effects on school enrollments. Like the city as a whole, Area Four has experienced a decline in the number of persons under 18 years of age. Unlike the City, this decline has extended to those age 5 through 17. The neighborhood also experienced a dramatic increase in those 18 to 24, increasing by 39% compared to 13% citywide. While the number of people age 65 and over declined throughout Cambridge, the percent decrease in Area Four (16%) was almost twice the citywide figure (9%). Overall, the age distribution in Area Four shown by the 2000 Census more closely resembles the city as a whole than was the case in 1990.

Area Four has traditionally been one of the Cambridge's more racially diverse neighborhoods. Information from the 2000 Census shows this to still be the case, while Cambridge as a whole has continued to become increasingly racially diverse. Area Four continues to have relatively large proportions of Black residents, Hispanic residents, and residents of mixed racial heritages. While the number of Asian residents in Area Four grew by 18% between 1990 and 2000, this growth was not as dramatic as in the city at large, where the Asian population grew by 50%. The proportion of Asian residents in Area Four is 8%, while the citywide figure is 12%.

Between 1990 and 2000, the number of households in Area Four increased by about 4%, to 2,630 households, analogous to the 8% increase in Cambridge at large. Households in Area Four are more likely to consist of families than single or unrelated persons and those families are more likely to include children under 18 years old. These facts are reflected in the larger average household size found in Area Four, 2.58 versus 2.03 citywide.

## **Income**

The following table shows changes in the median income of Area Four residents, as well as residents of the City of Cambridge at large, during the 1990s.

### **Income Statistics for Area Four and the City of Cambridge, 1989 and 1999**

	<b>AREA FOUR</b>			<b>CITY OF CAMBRIDGE</b>		
	<b>1989</b>	<b>1999</b>	<b>% Change</b>	<b>1989</b>	<b>1999</b>	<b>% Change</b>
<b>Median Household Income</b>	\$33,062	\$34,306	4%	\$44,422	\$47,979	8%
as % of citywide	74%	72%		100%	100%	
<b>Median Family Income</b>	\$35,972	\$32,708	-9%	\$53,604	\$59,423	11%
as % of citywide	67%	55%		100%	100%	

Source: 1990 and 2000 U. S. Census

The median income of households in Area Four increased during the 1990s, but not as much as the median income of households citywide (4% compared to 8%). The median household income in Area Four remains lower than the citywide median household income. The median income of family

households in Area Four decreased by 9% during the same period, while the median income of family households citywide increased by 11%. As a result, in 1999, the median family income in Area Four was found to be just more than half (55%) of the median family income for all of Cambridge.





# *Area Four Neighborhood Study*

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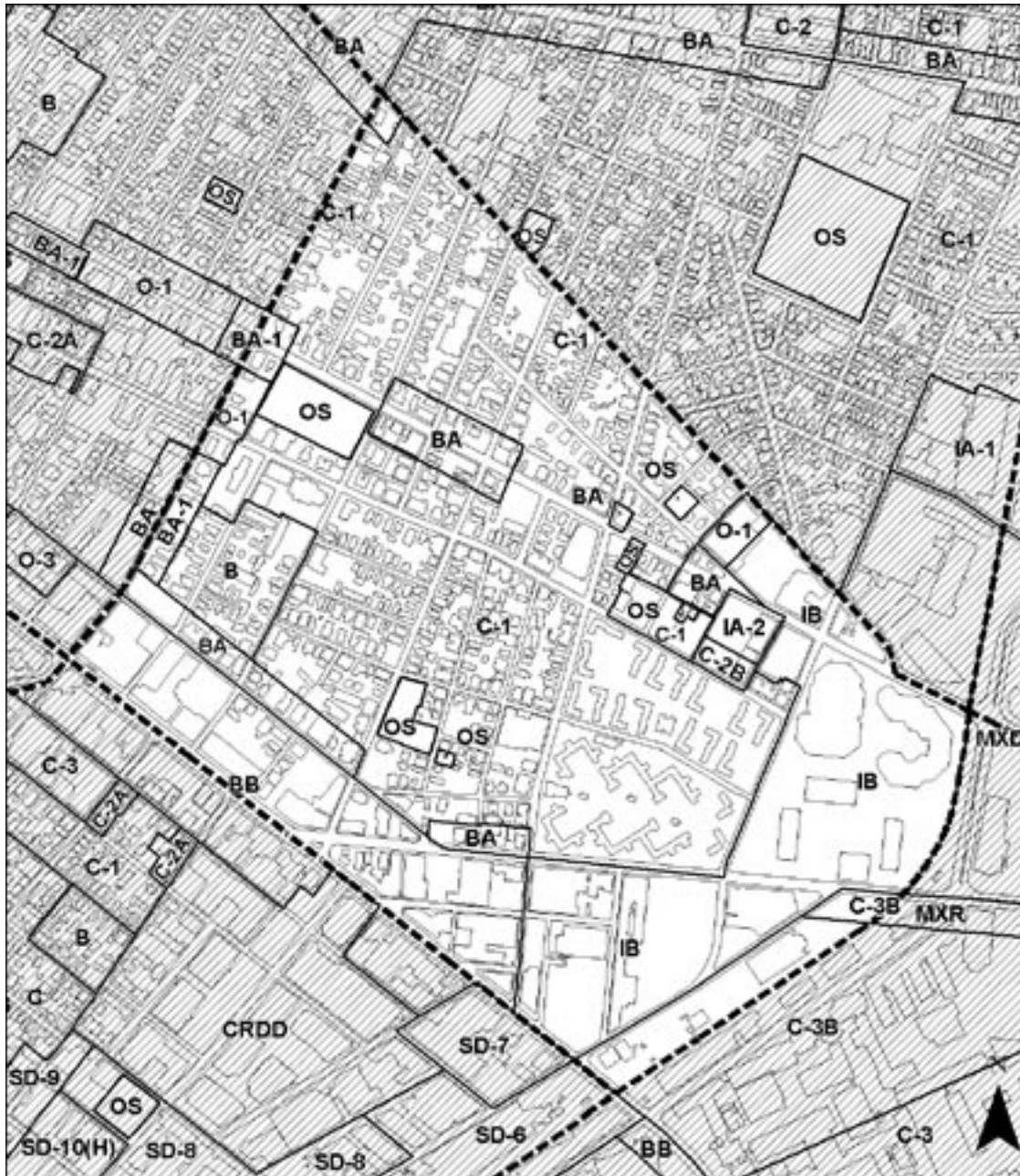
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*Recommendations and Action Plan*



# CITY OF CAMBRIDGE

## Area Four Zoning Map



## Summary of Update

During the past decade, major changes have taken place within the Area Four neighborhood, and within Cambridge as a whole. Many of the recommendations in the original Area Four Neighborhood study have been completed, while others need to be re-evaluated, and still others remain to be completed.

As part of the update process, new recommendations were made by members of the Area Four community at four public meetings that took place between November 2001 and November 2002. The public was also given the chance to comment on these new recommendations during a three-week written comment period following the last meeting. These new recommendations were distributed to City staff members, who reported on the progress made towards addressing each and indicated where a recommendation might be addressed through a potential future action.

The following "Recommendations and Action Plan" table provides a list of all recommendations, old and new, along with an implementation status and progress-to-date summary for each. Items that are part of the City's present or future action plan are denoted by a ■ symbol.

### LAND USE RECOMMENDATIONS from Original Study (1995)

<i>Rec. Type &amp; Number</i>	<i>Recommendation</i>	<i>Status and Progress to Date</i>
<b>LU1</b>	Regulate Potential Development in the Industrial B District. <ul style="list-style-type: none"> <li>• The Committee recommended that the City in cooperation with the community and the property owners should work together to regulate potential development in the Industrial B district, and ensure that office buildings do not encroach on abutting residences.</li> <li>• The Committee recommended that housing be allowed in the Industrial B district and that design guidelines should be created to ensure an appropriate transition from the industrial and office uses to the residential area.</li> </ul>	<b><i>New Zoning in Effect</i></b> <p>The Industrial B District is regulated through Citywide Rezoning (Feb. 2001) and Eastern Cambridge Planning Study (ECaPS) rezoning (Oct. 2001). See Map "Eastern Cambridge Rezoning Petition in Area Four", on page 20.</p> <ul style="list-style-type: none"> <li>• Max. commercial FAR in the IB District was reduced from 4.0 to 2.75 (3.2 in Draper area).</li> <li>• Portions of the IB District were rezoned to other designations: IA-1 (FAR 1.25) on the block northeast of Little Binney (where the theatres are); Office 1 (FAR 0.75) at Market, Clark, and Hampshire.</li> <li>• 238 Broadway was rezoned to Open Space.</li> <li>• The ECaPS rezoning resulted in the creation of the Eastern Cambridge Design Guidelines that apply throughout the ECaPS Area, including the IB District and any development east of Windsor St.</li> <li>• Max. FAR in the IA-2 District (at Broadway, Moore and Harvard St.) was reduced from 4.0 to 2.75.</li> <li>• Citywide project review is generally required as part of the Planning Board special permit process for any building greater than 50,000 square feet.</li> </ul> <p>As a result of Citywide rezoning, housing is now allowed in Industrial B Districts. A portion of the district at Harvard Street was rezoned to Residence C-2B (FAR 1.75 with only housing allowed).</p>

## Eastern Cambridge Rezoning Petition in Area Four

The Eastern Cambridge Rezoning Petition arose from the Eastern Cambridge Planning Study (ECaPS) and was adopted by the Cambridge City Council on October 15, 2001. Some areas affected by the revised zoning fall within Area Four and are depicted below.

Locus Map



### Zoning Prior to October 2001



### Current Zoning



Map prepared April 12, 2004. CDD GIS d:\projects\neighborhood\_studies\area4\_ecaps.mxd

## LAND USE RECOMMENDATIONS from Update Process

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>LU2</b>	<p>The City should work to effectively implement the zoning and design guidelines of the Eastern Cambridge Area Planning Study (ECaPS).</p> <p>The ECaPS zoning and design guidelines are intended to effectively regulate development in portions of the Area Four neighborhood, to guide critical design issues for this development, and to create effective buffer zones along the eastern edge of the neighborhood. It is important that the City government, administration, and citizen boards consistently enforce the design guidelines, as they reflect the overall consensus that came out of a comprehensive community process.</p>	<p><b>ECaPS Planning Guidelines in Effect</b></p> <p>The ECaPS zoning and design guidelines, which cover an area extending beyond the boundaries of Area Four, have been applied in North Point to the Charles Smith housing project and the Spaulding and Slye mixed-use master plan. Closer to Area Four is a proposed project in the One Kendall area (located on Cardinal Medeiros Avenue in the adjacent Wellington-Harrington neighborhood), which is being designed to meet ECaPS provisions. In the future, any development within the ECaPS study area that comes before the Planning Board will have to be reviewed against all of the criteria set forth in the ECaPS report, as well as Citywide guidelines.</p>
<b>LU3</b>	<p>The City should enter into a proactive dialogue with MIT to halt further expansion of lab, office, and business development into the Area Four neighborhood. The neighborhood has been alarmed by the scale and design of recent development, especially the redevelopment of Technology Square along Portland Street.</p> <p>While formal zoning and urban design guidelines play an important role in regulating development, so does the development of relationships between institutions, local residents, and community groups. The City of Cambridge, and especially the Community Development Department, should play an active role in ensuring that this communication takes place. For its part, MIT should take the initiative to engage more closely with the local community when developing properties to ensure that the work they do is compatible with surrounding neighborhoods.</p>	<p><b>Expanded Town-Gown Procedures Ongoing</b></p> <p>Because of its historic location somewhat more removed from Cambridge's residential neighborhoods, MIT has been less involved in dialogue with the neighborhoods than Harvard University. Direct conversations with Harvard have taken place through monthly meetings of the Joint Committee, which includes representatives from Harvard, the Community Development Department, neighborhood organizations, and the Harvard Square Defense Fund. No such committee exists for MIT.</p> <p>However, MIT is required to submit an annual Town-Gown Report to the Planning Board, in which it makes a detailed account of its planning and development activities as well as the potential impact of these activities on the surrounding neighborhoods. Starting in 2003, additional questions related to information sharing, long-term planning, and development were added to the Town-Gown questionnaire, in order to encourage better dialogue on these topics.</p> <p>Additionally, should MIT propose any large development that is within 100 feet of a public way or adds more than 250 parking spaces, the project will be subject to special permit review by the Planning Board according to Article 19 of the Zoning Ordinance.</p> <p>Technology Square was originally built in the 1960s as a 15-acre "super-block," with four office buildings clustered around a central plaza. This isolated type of development was typical in the 1960s, when a development's connection to its surroundings was not typically seen as a primary design goal. More recent development of Technology Square required a special permit from the Planning Board. This new development has benefited from increased attention to the pedestrian environment, more direct relation of buildings to the surrounding streets, and acknowledgement of the desirability of liveliness of uses both day and night. On Portland Street specifically, at the City's request, MIT and Draper will make landscaping improvements near the parking garage. In addition, vines have been planted to cover the parking garage in the future, softening its character.</p>

## LAND USE RECOMMENDATIONS from Update Process - (cont.)

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>LU4</b>	<p>A procedure should exist to notify local residents and community groups when a large property is sold in the neighborhood. This will enable the community to engage in a planning process early on.</p>	<p><b>Notification Procedures Ongoing</b></p> <p>Any change in the ownership of a property is recorded at the Middlesex Registry of Deeds, which periodically reports these changes to the Cambridge Assessing Department. The nature of this system and the volume of ownership changes that take place make notifying residents of each transaction very difficult. Moreover, a transfer in ownership of a parcel does not guarantee that the parcel's use will change in the immediate future.</p> <p>Zoning changes initiated by the 1997 Citywide Growth Management Petition require that when a large development or a non-conforming change is proposed, notice must be provided on site by the permit-granting authority (either the Planning Board or the Board of Zoning Appeals). State statute also requires legal notice in the local newspaper.</p>
<b>LU5</b>	<p>The City should engage in conversations with the Area Four neighborhood early and often when it acquires new land, to ensure that decisions about land use and design reflect the needs of the community.</p>	<p><b>Procedures Ongoing</b></p> <p>The nature of land acquisition makes community process before purchase almost impossible. Therefore, the City administration relies on planning studies that have included a public participation component to inform their decisions during the land acquisition process. After land is acquired, it is the City's general practice to engage in a community process related to the potential use of that land.</p>
<b>LU6</b>	<p>Both private developers and institutions should be required to complete a housing impact study when doing large-scale development.</p> <p>This process could be analogous to the City Parking Transportation Demand Management process, which is now part of the special permit process, but would instead focus on the impact a development is likely to have on housing availability and price. This could build upon the existing inclusionary zoning requirements and impact fees that developers are currently subject to.</p>	<p><b>Inclusionary and Incentive Zoning in Effect</b></p> <p>The City has produced two "nexus studies," which estimate the impact of large-scale development on the local housing market and provide for mitigating action by developers. Instead of studying impacts on a project-by-project basis, the nexus studies have looked at development patterns over time in order to determine long-term, city-wide housing impacts. The Inclusionary Zoning and Incentive Zoning provisions of the City's Zoning Ordinance have been based on the findings of these studies.</p> <p>The Inclusionary Zoning provision requires new housing projects of ten units or more to designate 15% of their units as affordable (i.e., the annual cost of a unit is no more than 30% of annual household income) to households earning 80% or less of the area median income. In exchange, the developer of the project receives a 30% increase in allowed floor area for the project. This provision applies to private developers as well as universities developing multi-family housing projects. The Incentive Zoning provision requires developers of certain large non-housing projects to make a contribution to the City's Affordable Housing Trust equal to \$3.86 for each square foot of developed floor area. Text of the Zoning Ordinance is available on the CDD website at <a href="http://www.cambridgema.gov/~CDD">http://www.cambridgema.gov/~CDD</a>.</p> <p>Universities are required to report on the size of their student body, faculty, and staff, and to describe actions they have taken to provide housing for their communities, as part of the annual Town-Gown reporting process.</p>

## **TRAFFIC, PARKING & TRANSPORTATION RECOMMENDATIONS from Original Study (1995)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>T1</b>	<p>Designate the area on Main Street next to Newtowne Court as "Residents Only Parking"</p> <ul style="list-style-type: none"> <li>The Committee felt this would be an improvement for the housing development and would coincide with the planned renovation of Newtowne Court.</li> </ul>	<p><b>New Parking Regulations in Effect</b></p> <p>Main Street next to Newtowne Court was made resident permit parking effective February 23, 1995.</p>
<b>T2</b>	<p>Re-establish a Bus Line on Broadway</p> <ul style="list-style-type: none"> <li>The Committee felt certain the reinstatement of the Broadway bus line would have a beneficial impact on economic development in the neighborhood. The Committee believes residents will have better access to jobs through such a bus line.</li> </ul>	<p><b>New Bus Routes in Effect</b></p> <p>The Broadway bus from Harvard to Kendall (Route 68) was reinstated in 1998.</p> <p>Route 64 peak-hour service (Oak Square to Kendall via Central Square) was rerouted to Prospect-Broadway-Kendall, thus adding additional service to Broadway through Area Four.</p>

## **TRAFFIC, PARKING & TRANSPORTATION RECOMMENDATIONS from Update Process**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>T3</b>	<p>The City should develop a coordinated plan for traffic calming.</p> <p>This plan should address the impact that traffic calming on one street has on other streets in the vicinity. It was noted that the successful traffic calming project on Columbia Street appears to have had negative impacts on surrounding streets (especially Windsor Street).</p>	<p><b>Traffic Calming Program Ongoing</b></p> <p>The City maintains a list of traffic calming requests and looks for opportunities to coordinate these with roadway projects, such as resurfacing. City departments work together to establish priorities, based on factors such as: severity of speeding problems, ability to coordinate with other projects, and proximity to schools and playgrounds. City staff work with the neighborhood to develop specific plans.</p> <p>■ <b>FUTURE ACTION - Short Range</b></p> <p>Windsor Street is on the list for traffic calming in 2004-2005.</p>
<b>T4</b>	<p>Certain residential streets serve as major thoroughfares and should be investigated for potential Traffic Calming.</p> <p>The City should especially focus this effort on streets with parks, schools, and elderly housing. Harvard and Windsor Streets are of particular concern. The intersection of these two streets is also of particular concern, due to the presence of a school, park, and many residences in the area.</p>	<p>■ <b>PLANNING IN PROGRESS - Short Range</b></p> <p>Traffic calming for Harvard and Windsor Streets, particularly the intersection of these two streets, is being coordinated with the redevelopment of the 238 Broadway site.</p>

### ■ **ACTION ITEM - Timeframe**

Short Range - less than 2 yrs; Medium Range - 2-6 yrs;  
Long Range - 6-10 yrs

**TRAFFIC, PARKING & TRANSPORTATION RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>T5</b>	<p>The City should continue to incorporate bike lanes wherever feasible and safe for both pedestrians and cyclists.</p>	<p><b>Bicycle Facility Programs Ongoing</b></p> <p>The Cambridge approach to bicycle transportation planning is to work to make every road in the city as safe and comfortable as possible for bicycling. Specific improvements vary depending on street type, use, and physical conditions. Bicycle lanes are usually created on arterial and major collector streets, but may be created on residential streets where appropriate, such as where they would link main travel routes. Bicycle lanes are usually created when other street reconstruction is being done. Anytime work is anticipated, the street will be evaluated for improvements that might enhance bicycle and pedestrian travel.</p> <p>In Area Four, there are dedicated bicycle lanes on Massachusetts Avenue, Main Street, and Harvard Street, and a new lane was added to Hampshire Street in 2003. There is also an “edge line” to allow for bicycling on Broadway and a bicycle lane on the section of Norfolk Street connecting Harvard Street to Broadway.</p>
<b>T6</b>	<p>The following intersections should be improved to be safer for pedestrians, bicyclists, and those in automobiles:</p> <ul style="list-style-type: none"> <li>• Dickinson and Clark Streets.</li> <li>• Broadway and Norfolk Street.</li> <li>• Harvard and Norfolk Streets.</li> <li>• Broadway and Moore Street.</li> <li>• One possible improvement would be to make Moore Street one-way, with traffic emptying onto Harvard Street.</li> </ul> <p>Of particular concern are the following intersections in Central Square:</p> <p>Massachusetts Avenue and Norfolk Street.</p> <ul style="list-style-type: none"> <li>• This intersection is problematic for a variety of reasons, including: illegally parked cars, jaywalking, traffic back up at the nearby traffic lights, and the narrowing of streets by bicycle lanes. This makes left turns very difficult and dangerous. If this intersection cannot be made safer, one option might be to ban left-hand turns (at all times, or at least during rush hour).</li> </ul> <p>Massachusetts Avenue and Pearl Street.</p> <ul style="list-style-type: none"> <li>• Pedestrian crossing is in conflict with buses and other vehicles turning left. One option might be to install a signal that has a left turn arrow and a pedestrian signal that does not conflict.</li> </ul>	<p>The following describes progress made on each of the recommended areas:</p> <ul style="list-style-type: none"> <li>■ <b>PLANNING IN PROGRESS - Short Range</b> Improvements will be made to Dickinson and Clark Streets through the redevelopment of the 238 Broadway site.</li> <li><b>No Planned Change</b> There are two high-visibility zebra-striped crosswalks across Broadway.</li> <li><b>No Planned Change</b> Harvard and Norfolk were made an all-way stop in June 2000.</li> <li><b>No Planned Change</b> The option of making Moore Street one-way was reviewed. This change would add traffic to Harvard Street, which is undesirable.</li> <li><b>No Planned Change</b> The Traffic, Parking, and Transportation Department has reviewed the intersection and does not recommend prohibiting left hand turns at this time.</li> <li><b>No Planned Change</b> If a signal were installed at this location, pedestrian wait times to cross Pearl Street would significantly increase and a high percentage of pedestrians would be expected to jaywalk. Therefore, a signal is not recommended.</li> </ul>



**TRAFFIC, PARKING & TRANSPORTATION RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>T7</b>	<p>The Traffic Department should work to improve the timing of this traffic signal at Bishop Allen and Prospect Streets.</p> <p>While this signal has worked to prevent accidents at that intersection, it also causes overflow into neighborhood streets that should be addressed. One suggested response was installing a pedestrian-controlled walk signal, rather than having the walk signal automatically display during every cycle.</p>	<p>■ <b>PLANNING IN PROGRESS - Short Range</b></p> <p>The Traffic, Parking, and Transportation Department has done an analysis of all the Prospect Street corridor signals. Signal timing changes will be implemented when the Cambridge Street project is complete.</p>
<b>T8</b>	<p>The Traffic Department should enforce parking restrictions within a certain distance of the following intersections, which are made dangerous by illegal parking:</p> <ul style="list-style-type: none"> <li>• Broadway and the Squirrel Brand driveway.</li> <li>• Windsor and Market Streets.</li> <li>• Broadway and Market Street (especially wrong-side of street parking on Market Street, which leads some drivers to believe this is a one-way street).</li> </ul>	<p><b>Enforcement Procedures Ongoing</b></p> <p>Enforcement of illegal parking, especially at corners, is an ongoing priority handled by parking enforcement agents on a daily basis.</p>
<b>T9</b>	<p>The Planning Board and Board of Zoning Appeals (BZA) should increase its outreach efforts when new development that will increase on-street parking demands is proposed.</p> <p>The Planning Board and BZA should contact local community groups when a hearing is being held. All City departments should be proactive in publicizing and thoroughly explaining the implications of development on the neighborhood.</p>	<p><b>Outreach Procedures Ongoing</b></p> <p>Zoning changes initiated by the 1997 Citywide Growth Management Petition require that when a development is proposed that requires a special permit or variance from either the Planning Board or the Board of Zoning Appeal, notice must be provided on site by the developer. State statute also requires legal notice in the local newspaper.</p>
<b>T10</b>	<p>The City should continue to investigate ways to limit the abuse of visitor parking permits.</p>	<p><b>Enforcement Procedures Ongoing</b></p> <p>Monitoring of visitor pass abuse, voiding of misused passes, and the denial of a household's ability to get future visitor passes is ongoing. Concerns about a pass being abused should be called in to (617) 349-4700.</p>

<p>■ <b>ACTION ITEM - Timeframe</b></p> <hr/> <p>Short Range - less than 2 yrs; Medium Range - 2-6 yrs;                  Long Range - 6-10 yrs</p>
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**TRAFFIC, PARKING & TRANSPORTATION RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>T11</b>	<p>The City should increase publicity for the EZ Ride shuttle.</p>	<p><b>Publicity Programs Ongoing</b></p> <p>The EZ Ride Shuttle runs on weekdays from 6:15am to 10:00am and from 3:30pm to 7:40pm, making stops at North Station, Lechmere, Kendall Square, Cambridgeport, and other locations along the route. The adult fare is \$1.00, child fare is \$.50, and it is free to employees and affiliates of sponsoring organizations.</p> <p>The City designed a Go-Card advertising campaign for Spring 2003. This card was distributed directly to Washington Elms and Newtowne Court residents. Free rides were offered on the EZ Ride for one week during Go-Green Month (May 2003). There was a subsequent mailing of 4,000 postcards in November, 2003. This mailing went to residential addresses within three blocks of the Kendall-to-Cambridgeport portion of the route. A special label on the cards made them into a coupon good for one free ride.</p> <p>EZRide information has also been added to the upcoming editions of the <i>Getting Around Cambridge</i> map, MBTA System Map, and <i>Cambridge Life</i> magazine. Additional information can be found online at <a href="http://www.ezrideinfo.com">www.ezrideinfo.com</a>.</p>
<b>T12</b>	<p>The City should conduct better evening enforcement of parking restrictions.</p> <p>It is important to balance the needs of neighborhood residents with those of local businesses. Creating this balance is particularly challenging, and important, in Area Four along Hampshire Street heading into Inman Square.</p>	<p><b>New Enforcement Hours In Effect</b></p> <p>A pilot program extending parking enforcement hours until 10 PM has proven successful. The extended hours are being made permanent.</p>

## **HOUSING RECOMMENDATIONS from Original Study (1995)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>H1</b>	<p>Inform neighborhood residents about the City's housing programs.</p> <ul style="list-style-type: none"><li>• The City is called upon to mount an informational campaign about its various housing programs in Area Four. Particular attention should be paid to the non-English speaking residents in the community. City documents and brochures describing its housing efforts should have Spanish and Creole supplements to be accessible to the Hispanic and Haitian residents of the neighborhood.</li></ul>	<p><b>Informational Processes Ongoing</b></p> <p>The City produces an informational brochure called <i>Guide to Cambridge Housing Programs</i>, which is printed in English, Spanish, and Haitian Creole. A new version was published in summer, 2003. The Cambridge Affordable Housing Trust also produces a booklet describing its initiatives.</p> <p>The Community Development Department (CDD) regularly holds public meetings about housing issues, including a housing meeting during the Area Four Update Process. CDD also sponsors monthly First-Time Homebuyers' Classes. Interpretation is available upon request.</p> <p>The Community Development Department's Housing Information Line is (617) 349-4622.</p>
<b>H2</b>	<p>Increase Home Ownership Opportunities in Area Four.</p> <ul style="list-style-type: none"><li>• The Study Committee supports all programs that are designed to offer home ownership opportunities to Area Four residents. Long-term residents, who are currently renters, should be particularly targeted for home ownership programs, through distribution of information that illustrates the range of ownership options available to them.</li><li>• Newly constructed housing in Area Four should offer as many affordable housing ownership opportunities to Area Four residents as possible.</li></ul>	<p><b>Homeownership Programs Ongoing</b></p> <p>Since 1995, the City of Cambridge has funded a wide variety of housing programs meant to expand homeownership opportunities, particularly for low- and moderate-income households. The City supports the development of affordable owner-occupied units through the Inclusionary Zoning provision, through direct funding, through the Cambridge Affordable Housing Trust, and more. Since 2002, the City has expanded its programs to assist middle-income households as well.</p> <p>The City's Community Development Department also offers monthly First-Time Homebuyer Classes, which are open to all residents, and help income-eligible households qualify for special mortgage products.</p> <p>Information on the City's housing programs is published in the <i>Guide to Cambridge Housing Programs</i>, which is printed in English, Spanish, and Haitian Creole, and on the Community Development Department website at <a href="http://www.cambridgema.gov/~CDD">http://www.cambridgema.gov/~CDD</a>. More information is available by calling the housing information line at (617) 349-4622.</p>

**HOUSING RECOMMENDATIONS from Original Study (1995) - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>H3</b>	<p>Upgrade Existing Rental Housing Stock.</p> <ul style="list-style-type: none"> <li>The Committee recognizes the importance of the Home Improvement Program to low and moderate income homeowners in Area Four, and supports the City in its continued funding and implementation of the program in the community.</li> <li>The Committee recommends that the City enforce corrections of building code violations in a vigorous manner, particularly deteriorated, multi-family apartment buildings. The property of persistent violators should be targeted for non-profit acquisition, and as candidate buildings for the Resident Cooperative Ownership Program.</li> <li>Augment efforts that seek to rehabilitate rent controlled buildings such as Cambridge Neighborhood Apartment Housing Services (CNAHS).</li> <li>The Committee recommends that the Rent Control Board streamline its regulations governing rehabilitation of rent-controlled buildings and the reimbursement of owners for such efforts.</li> </ul>	<p><b>Housing Programs Ongoing</b></p> <p>Two non-profit organizations, Homeowners Rehab, Inc. (HRI) and Just-A-Start, Inc. (JAS), have Home Improvement Programs that offer low-interest rehabilitation loans for owner-occupied, 1-to-4-unit buildings. Upon making improvements, the owner must keep rents affordable to low- and moderate-income households. HRI covers most of Area Four, except the portion north of Broadway covered by JAS. For a number of years, a portion of the Area Four Urban Development Action Grant has supported HRI's program. Just-A-Start also manages a 3% Home Improvement Revolving Loan through Cambridge Savings bank.</p> <p>Cambridge Neighborhood Apartment Housing Services (CNAHS) continues to offer low-interest rehabilitation financing to private owners of multi-family residential buildings (not necessarily owner-occupied) if a number of units are made affordable to low- and moderate-income tenants for up to 20 years.</p> <p>The Community Development Department's Lead Safe program offers lead abatement services to income-eligible Cambridge residents. For information, call (617) 349-5323 or visit <a href="http://www.cambridgema.gov/~LeadSafe">http://www.cambridgema.gov/~LeadSafe</a>.</p> <p>With funding from the City, Just-A-Start offers tenant-landlord mediation to help parties resolve disputes related to building code violations and more.</p> <p>Rent control was discontinued statewide in the 1995, therefore the Rent Control Board no longer exists.</p>
<b>H4</b>	<p>Accommodate Housing Requirements of Disabled Residents.</p> <ul style="list-style-type: none"> <li>All newly constructed housing in Area Four should have a certain proportion of the units that are accessible to the disabled.</li> </ul>	<p><b>Projects Completed</b></p> <ul style="list-style-type: none"> <li>803-815 Cambridge Street, operated by CASCAP, opened in winter 2001 with 14 units offering supportive services.</li> <li>CHA is renovating 55 Essex Street to be a combination of 25 assisted-living and 44 independent living apartments, all of which are affordable.</li> <li>CHA converted 13 units in Newtowne Court (5% of total) to full accessibility during its last renovation, which was completed in 1999.</li> </ul>
<b>H5</b>	<p>Encourage the Development of New Mixed-Income Housing on the Blouin site (245 Columbia Street).</p> <ul style="list-style-type: none"> <li>The Committee strongly supports construction of housing on the Blouin site. The new housing should be ownership oriented, and designed to accommodate a range of incomes. The City can use the funds from sale of market rate units to cross subsidize affordable housing</li> </ul>	<p><b>Project Completed</b></p> <p>Sixteen affordable homeownership units, the award-winning Hampshire Homes, were developed on the Blouin Site as a result of this recommendation for affordable housing.</p>

## **HOUSING RECOMMENDATIONS from Original Study (1995)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>H6</b>	<p>Rehabilitate the Building on 290 Broadway and Build Mixed-Income Housing on the Rest of the Site.</p> <ul style="list-style-type: none"><li>• The Committee urges the renovation of the building at 290 Broadway. In addition to bringing the apartments into conformity with the building code, the Committee recommends that the retail uses on Broadway be maintained.</li><li>• The Committee further recommends that mixed-income housing be constructed on the rest of the site.</li></ul>	<p><b>No Planned Action</b></p> <p>290 Broadway, while it remains in private ownership, was redeveloped to include housing on the upper floor and neighborhood retail on the first floor. The remainder of the site was also redeveloped as residential and remains in private ownership.</p>
<b>H7</b>	<p>Target Empty Lots and Abandoned Buildings for Development of Affordable Housing.</p> <ul style="list-style-type: none"><li>• The Committee recommends that the Community Development Department conduct an inventory of privately owned, vacant parcels and abandoned buildings in the neighborhood and approach the owners with the intent of developing housing.</li></ul> <p>Specific Sites to be targeted:</p> <ul style="list-style-type: none"><li>• Burned house on 155 Washington Street (at the corner of Washington and Windsor)</li><li>• Empty lot at the corner of Columbia and Harvard Streets.</li><li>• Empty lot at 135-137 Cherry Street</li></ul>	<p><b>Housing Programs Ongoing</b></p> <p>The Housing Division of the Community Development Department, working with local non-profit organizations, actively pursues opportunities to develop affordable housing units throughout the city. In order to identify opportunities, staff gather information from a variety of sources, including real estate brokers, community members, and others.</p> <p>With regard to these specific sites:</p> <p><b>Project Completed</b></p> <p>Just-A-Start has developed three affordable homeownership units at 155 Washington Street.</p> <p><b>No Planned Action</b></p> <p>The lot at the corner of Columbia and Harvard remains privately owned.</p> <p><b>No Planned Action</b></p> <p>The lot at 135-137 Cherry Street remains privately owned.</p>
<b>H8</b>	<p>Enhance The Integration of Public Housing Developments into the Area Four community.</p> <ul style="list-style-type: none"><li>• The Committee recommends starting a dialogue with the CHA and the Pisani Center Tenant Council to explore all possible avenues of cooperation in addressing neighborhood issues.</li></ul>	<p><b>Process Ongoing / Renovation Project Completed</b></p> <p>The Cambridge Housing Authority renovated Newtowne Court between 1993 and 1999. The renovations aimed to improve the physical compatibility of Newtowne Court with the rest of the neighborhood. Interior improvements included reconfigurations to better match typical household sizes, the use of high-quality, durable materials, and the creation of 13 fully accessible units. Exterior renovations included the creation of more parking and open space, the reconfiguration of lighting and trees, the addition of porches, and the reduction of hardtop and chain link fence.</p> <p>The tenant council for Washington Elms and Newtowne Court has typically been involved in neighborhood activities, in some cases applying for grants and working with neighborhood groups.</p>

## HOUSING RECOMMENDATIONS from Update Process

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>H9</b>	The City should continue to act through its Inclusionary Zoning ordinance to encourage developers and institutions to create affordable housing units within residential developments.	<b><i>Inclusionary Zoning In Effect</i></b> The Inclusionary Zoning Ordinance requires developers of any new or converted residential development with 10 or more units to provide 15% of the total number of units as affordable housing. Developers receive a 30% density bonus in return.
<b>H10</b>	Developers and institutions creating commercial developments should continue to contribute money to the City's Affordable Housing Trust through the Incentive Zoning ordinance.	<b><i>Incentive Zoning In Effect</i></b> The Incentive Zoning Ordinance requires that developers of non-residential projects requiring a Special Permit granting an increase in the permissible density or intensity of a particular use mitigate the impact of their development through a contribution to the Affordable Housing Trust of \$3.86 per square foot.
<b>H11</b>	<p>As recommended in the original study, the City should aggressively pursue opportunities to purchase housing units on vacant land in Area Four to increase the number of affordable units in the neighborhood.</p> <p>One potential opportunity could be the parking lots that belong to the candy factories that have left or are leaving Cambridge. A high priority for acquisition and conversion to affordable housing should be the Cambridge Brands parking lot on School Street.</p>	<b><i>Housing Programs Ongoing</i></b> The Housing Division of the Community Development Department, working with local non-profit organizations, actively pursues opportunities to develop affordable housing units throughout the city. Also, through the Preservation of Expiring Use Restriction Properties Program, the City provides technical and financial assistance to tenants and landlords of federally assisted rental housing that is in danger of being converted to market rate housing.  <b><i>Projects Completed</i></b> Recently, the City, Area Four, and Just-A-Start were involved in a partnership to develop the Squirrel Brand property. This involved the conversion of a wood-frame building and a brick building from a vacant factory into 20 affordable housing units. Homeowner's Rehab, Inc. developed 6 rental units at 77 Elm Street and acquired the 95-unit scattered-site Bedrick Properties, 38 of which are located in Area Four.  The Cambridge Brands Company remains in operation.
<b>H12</b>	<p>The Community Development Department should immediately provide information to community groups and residents about the existing state of affordable housing in the City to enable local residents to make informed decisions and effectively advocate for more affordable housing.</p> <p>This information should be in text and map format and should include numbers, types, general location, and any potential for the expiration of affordability restrictions. CDD should provide guidance on the most effective ways in which local residents can advocate for the creation of long-term affordability restrictions.</p>	<b><i>Informational Processes Ongoing</i></b> Information on housing-related topics can be obtained from the Community Development Department (CDD) website at <a href="http://www.cambridgema.gov/~CDD">http://www.cambridgema.gov/~CDD</a> or by calling the housing information line at (617) 349-4622.  Since 1995, the City's efforts have helped to create over 2600 new affordable housing units. Information on the affordability of market-rate housing in Cambridge can be found in the Community Development Department's <i>Housing Market Information</i> report, available on the website or by calling the housing information line.
<b>H13</b>	The City should develop affordable artist lofts with studio space and galleries on the first floor.	<b><i>No Planned Action</i></b> There are currently no projects involving artist lofts or studios in Area Four.

**HOUSING RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>H14</b>	<p>The City should continue to provide opportunities for members of the community to participate in the ongoing discussion about the future of the 238 Broadway site.</p> <p>While the future of the 238 Broadway parcel remains to be decided, the Community Development Department should be proactive in providing information and assistance in helping the City Council make an informed decision about whether to convert this parcel to housing, open space, some other use, or a mix of uses. Since the acquisition of this parcel and its designation for open space, many things have changes in the neighborhood: housing has become more expensive, other sources of funding to create housing (most importantly, the Community Preservation Act) have become available, and the Neighbors for a Better Community parcel on the corner of Harvard and Moore Streets could potentially increase the size of the site.</p>	<p>■ <b>PLANNING IN PROGRESS - Short Range</b></p> <p>The final design for open space on the 238 Broadway site reflects comments received during a comprehensive community process, and is consistent with the recommendations of the Green Ribbon Open Space Committee. A meeting was held to discuss other potential options on the site in September 2002.</p> <p>The City Manager’s proposed budget for Fiscal Year 2005 includes funding for the demolition of existing buildings and construction of the park according to the final design.</p>
<b>H15</b>	<p>The City should acquire the Neighbors for a Better Community parcel on the corner of Harvard and Moore Street and develop affordable housing on this site. This site should be integrated into the 238 Broadway planning process.</p>	<p>Neighbors for a Better Community, Inc., acquired the parcel at Harvard and Moore as part of an agreement with the developer of 205 Broadway, with the expectation that the site would be developed for “community uses” such as parks, affordable housing, or a gymnasium. NBC is actively discussing possible uses for this site with members of the community.</p>
<b>H16</b>	<p>While the current funding climate makes the creation of limited-equity coops challenging, the City should continue to investigate the feasibility of this form of housing. As another way to enable homeownership among low and moderate-income persons, the creation of limited-equity condominiums should continue and be increased.</p>	<p>The Community Development Department, in collaboration with local non-profit organizations, continues to investigate opportunities to create limited-equity homeownership units in the city. Some limited-equity homeownership units are created through the Inclusionary Zoning provision, requiring that developers of condominium projects of ten units or more sell 15% of the units to income-eligible households at affordable prices.</p>
<b>H17</b>	<p>If the Department of Public Works goes through the planning process to move to a new, non-residential location, the Department’s current site on Hampshire Street should be explored as a potential location for affordable housing.</p>	<p>At present, the Department of Public Works has not identified a site for relocation. If a new site is identified and DPW plans to move from its current site, the City will work with the neighborhood to plan for the future use of that site. Potential uses include affordable housing and open space.</p>

<p>■ <b>ACTION ITEM - Timeframe</b></p> <p>Short Range - less than 2 yrs; Medium Range - 2-6 yrs; Long Range - 6-10 yrs</p>
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**HOUSING RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>H18</b>	<p>The City should create a comprehensive plan to control rent increases and limit evictions, especially by absentee landlords.</p> <p>This type of affordable housing preservation is important because the current housing market makes the development of new units challenging. The creation of new affordable units has failed to keep up with the number of affordably priced units on the private market that are being lost.</p>	<p>The State of Massachusetts acted to discontinue rent control programs in 1995, and a recent Cambridge home-rule petition to reinstate rent control did not pass a Cambridge ballot vote in 2003. Since 1995, the City has focused its efforts on the creation of more affordable housing units and the preservation of existing affordable units that are in danger of being converted to market-rate units.</p>
<b>H19</b>	<p>MIT should be encouraged to house all students and as many of its affiliates as possible on campus, in order to reduce the housing crunch in surrounding neighborhoods.</p>	<p>According to its 2003 Town-Gown Report, out of MIT's more than 10,000 total students, about 1,749 live in private, non-MIT-owned housing in Cambridge. This group includes for 29% of MIT's graduate students and less than 1% of its undergraduates. Over the past three years, MIT has developed on-campus housing for about 820 graduate students and 350 undergraduates, with a long-term goal of providing housing for 50% of graduate students. MIT currently provides housing only to a small number of faculty and staff who serve as resources within the student residential system.</p>



## **ECONOMIC DEVELOPMENT & EMPLOYMENT RECOMMENDATIONS from Original Study (1995)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>ED1</b>	<p>Create a Partnership between the City, Businesses, and the Schools to provide Job Training for Promising Students.</p> <ul style="list-style-type: none"><li>The Committee recommends the creation of a cooperative apprenticeship program between the School Department and emerging biotech industries. Students would be introduced to the field of study through on-the-job training. The City should provide the initial start up costs with the School Department and businesses absorbing the students training costs.</li></ul>	<p><b>Job Training Programs Ongoing</b></p> <p>Through the Office of Workforce Development (OWD), the City provides funding for Just-A-Start's Biomedical Training Program, which prepares participants for entry-level positions in the biotechnology industry. Cambridge residents are given preference for this program. In addition to OWF funding, the Community Development Department (CDD) is providing Community Development Block Grant funding for five more students living in the City's Neighborhood Revitalization Strategy Area, which includes Area Four, to enroll in the Biomedical Training Program.</p> <p>CDD also provides funding for the Cambridge Health Alliance's new Cambridge Healthcare Career Advancement Program for residents of the Neighborhood Revitalization Strategy Area. This program provides job training from baseline skills to advanced career courses to twenty-two incumbent Alliance employees seeking career advancement in the healthcare professions.</p> <p>Neighbors for a Better Community, Inc. in Area Four initiated the Medical Interpreters Program at Cambridge College. Since its inception, this program has enrolled 120 students.</p>
<b>ED2</b>	<p>Build an "Environmental Center" in Area Four in cooperation with MIT.</p> <ul style="list-style-type: none"><li>The Committee recommends the City establish a public/private partnership with MIT for the creation of an Environmental Center in Area Four. The center would offer training in environmentally related occupations, such as recycling, and would raise awareness about environmental issues in the neighborhood and the City as a whole</li></ul>	<p>While a physical "center" of this type was not established, MIT cooperates with the City of Cambridge at large on a range of environmental initiatives. These include research and teaching projects in which MIT faculty and students work with teachers and students in Cambridge Public Schools, as well as projects to support the Cambridge Climate Action Plan. Complete information on MIT's environmental initiatives can be found online at:</p> <p><a href="http://web.mit.edu/environment">http://web.mit.edu/environment</a></p>
<b>ED3</b>	<p>Create a Job Training Center in the Public Housing Developments.</p> <ul style="list-style-type: none"><li>The Committee recommends utilizing the vacant units in the Newtowne Court housing development for on-site job training. The Department of Employment and Training should establish a satellite office at Newtowne Court with one staff person and equipment. Low cost day care should be made available to participants in the job-training program.</li></ul>	<p><b>Job Training Programs Ongoing</b></p> <p>The Cambridge Employment Program, located at 51 Inman Street, helps residents citywide find employment. Also, since 1998, the Cambridge Housing Authority (CHA) has funded a staff member specifically focused on helping CHA public housing tenants find employment.</p> <p>There are no longer any long-term vacancies in Newtowne Court. However, the Windsor Street Community and Healthcare Center at 119 Windsor, across from Newtowne Court, houses a Community Learning Center computer lab where English as a Second or Other Language (ESOL), literacy, and basic computer education classes are offered. The Windsor Street Center also has a youth Workforce Development Program, a community arts program, and a Head Start program.</p>

**ECONOMIC DEVELOPMENT & EMPLOYMENT RECOMMENDATIONS from Original Study (1995) - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>ED4</b>	<p>Make Improvements in the Quality and Distribution of Employment and Training Literature.</p> <ul style="list-style-type: none"> <li>The Committee recommends the distribution of employment and job training information through a centralized location. The current material describing jobs and training opportunities was criticized as too bureaucratic in language, as well as being hard to obtain.</li> </ul>	<p><b>Informational Programs Ongoing</b></p> <p>For the past five years, the Office of Workforce Development has published a directory, <i>Cambridge Works and Learns</i>, which is available at their office at 51 Inman Street.</p> <p>The Community Development Department also supports Financial Literacy Workshops for residents of the Neighborhood Revitalization Strategy Area, which includes Area Four.</p>
<b>ED5</b>	<p>Increase recent immigrants' access to "English as a Second Language" classes. Particular attention should be paid to the Haitian population in the neighborhood.</p>	<p><b>ESOL Programs Ongoing</b></p> <p>The Cambridge Learning Center at 19 Brookline Street offers English as a Second or Other Language (ESOL) classes to city residents of all native languages, including Haitian Creole. The Cambridge Learning Center also offers GED classes.</p> <p>Concilio Hispano, at 105 Windsor Street, and the Windsor Street Community and Healthcare Center, at 119 Windsor, also offer ESOL classes.</p>

**ECONOMIC DEVELOPMENT & EMPLOYMENT RECOMMENDATIONS from Update Process**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>ED6</b>	<p>The City should encourage future economic development to be compatible with the neighborhood (i.e. small businesses on the first floor of buildings with residences above, rather than "big box" chain development).</p>	<p><b>Zoning Provisions In Effect</b></p> <p>The Cambridge Zoning Ordinance uses a variety of methods to encourage mixed-use development. Much of the new development currently being permitted includes housing and retail, and encourages ground floor retail.</p>
<b>ED7</b>	<p>The City should help those who have been displaced through the loss of traditional manufacturing jobs to find new means of employment, by providing job training and by encouraging a diverse range of employers to locate within the city.</p>	<p><b>Job Training Programs Ongoing</b></p> <p>The City currently provides funding for Just-A-Start's Biomedical Training Program and the Cambridge Health Alliance's Cambridge Healthcare Career Advancement Program, both of which focus on the Neighborhood Revitalization Strategy Area that includes Area Four (see ED1). The Economic Development Division of the Community Development Department is continuing to work with the Office of Workforce Development on new job training initiatives in a broad range of employment areas.</p>
<b>ED8</b>	<p>The City should support small retail by maintaining an inventory of vacant retail spaces and their lease rates.</p>	<p>■ <b>UNDERWAY - Short Range</b></p> <p>The Economic Development Division of the Community Development Department is developing a citywide inventory of retail spaces.</p>
<b>ED9</b>	<p>Conduct a needs analysis of small businesses in Area Four.</p> <p>This may show the need for an organization similar to Just-A-Start, but that develops affordable retail space instead of housing.</p>	<p>■ <b>UNDERWAY - Short Range</b></p> <p>In 2003-2004, the Economic Development Division will be conducting door-to-door surveys of businesses in several areas of the city.</p>

**ECONOMIC DEVELOPMENT & EMPLOYMENT RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>ED10</b>	The City should evaluate the impact the loss of 238 Broadway as a municipal building will have on the local job market.	<b>No Planned Action</b> The municipal offices at 238 Broadway have been relocated to a building that is roughly one half mile from their current location.
<b>ED11</b>	The City should develop methods to encourage large businesses to hire Cambridge residents, in order to increase employment among Cambridge residents and to reduce commuting.	<b>Programs Ongoing</b> The Economic Development Division of the Community Development Department works with the Office of Workforce Development to promote the hiring of local residents on an ongoing basis.
<b>ED12</b>	The neighborhood should be kept informed about the redevelopment of the Nightstage property (823 Main Street). This parcel has been approved for a mixed-use development, but has not moved forward into the construction process.	The Planning Board and Board of Zoning Appeal permits for this property have been issued and remain active.
<b>ED13</b>	When a retail building goes under new ownership and/ or is renovated, long-time tenants should not only be given the right of first refusal, but the City should ensure that the tenants are realistically able to afford the renovated space. In the past, the right of first refusal has not helped to retain small businesses because new rent and lease rates are unaffordable to these businesses.	<b>Retail Support Programs Ongoing</b> Because the government is prohibited from the uncompensated taking of property, the City can only influence commercial tenure and rents to a certain degree. However, the City is committed to maintaining a diversity of retail in Cambridge and providing support to small businesses through a variety of programs, including the Façade Improvement Program, Best Retail Practices Program, and others.

<b>■ ACTION ITEM - Timeframe</b>
Short Range - less than 2 yrs; Medium Range - 2-6 yrs; Long Range - 6-10 yrs

## OPEN SPACE RECOMMENDATIONS From Original Study (1995)

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>OS1</b>	<p>Allocate more funds towards Park Maintenance.</p> <ul style="list-style-type: none"><li>The committee supports the allocation of more City resources towards park maintenance. The community also recommends that a service contract be attached to all park renovation projects in the neighborhood.</li></ul>	<p><b>Park Maintenance Programs Ongoing</b></p> <p>The organizational structure of the Parks and Urban Forestry Division of the Department of Public Works (DPW) has changed in recent years to include new specialized staff positions, increased training, and sector maintenance crews responsible for different districts of the city. In addition, certain parks are maintained through a private maintenance contract.</p>
<b>OS2</b>	<p>Renovate Harvard Street Park.</p> <ul style="list-style-type: none"><li>The Committee strongly recommends that Harvard Street Park be renovated as a primary priority of the open space recommendations.</li></ul>	<p>■ <b>PLANNING IN PROGRESS - Short Range</b></p> <p>Harvard Street Park was renovated in the mid-1990s. Complete redesign is planned as part of the 238 Broadway acquisition.</p>
<b>OS3</b>	<p>Upgrade Area Four Community Garden on Broadway.</p> <ul style="list-style-type: none"><li>The Committee would like to see the garden on Broadway upgraded. The improvements should include attractive fencing around the garden, better design for the individual plots, and sidewalk improvements to Boardman Street, next to the garden.</li></ul>	<p>■ <b>PARK RENOVATIONS UNDERWAY - Short Range</b></p> <p>The Squirrel Brand acquisition project includes both affordable housing and a new public park that is part of the Area Four Open Space process. The housing portion of the renovation has been completed, and construction on the park is underway. The park will include a public community garden component and passive open space.</p>
<b>OS4</b>	<p>Design and Construct a Small Sitting Area in Sennott Park.</p> <ul style="list-style-type: none"><li>The Committee recommends the design of a sitting area within Sennott Park. The sitting area is to be located on the part of the park next to Broadway and Norfolk Street, away from abutting houses. The Committee envisions such an area to be surrounded by small hedges for a sense of enclosure, and to include sitting benches and chess tables.</li></ul>	<p>■ <b>PARK IMPROVEMENTS UNDER CONSIDERATION - Short Range</b></p> <p>While this exact type of sitting area has not been created, Sennott Park has been periodically improved since this recommendation was made. The tot lot has been renovated and the field is now used for youth soccer during the fall and spring. The pathway from the playground to the fields has been lined with benches. A water play area was constructed in 2003. In addition, a request has been made for CDD to evaluate possible changes to improve the pedestrian flow on the sidewalk along this edge. CDD will seek capital funding for the proposed seating area at the corner of Broadway and Norfolk Street starting in FY05.</p>
<b>OS5</b>	<p>Plant a Shade Tree in the Hampshire/Elm Sitting Area.</p> <ul style="list-style-type: none"><li>The sitting area is not in Area Four proper, but is located in the Wellington-Harrington neighborhood. The Committee suggests the Wellington-Harrington Study Committee consider recommending planting a shade tree in the sitting area.</li></ul>	<p>■ <b>PARK IMPROVEMENTS UNDER CONSIDERATION - Medium Range</b></p> <p>This shade tree was not planted because it would eliminate the existing ornamentals. However, DPW has improved the sitting area with new plantings and better maintenance.</p> <p>Both the Area Four and Wellington-Harrington Neighborhood Studies mention this site for renovation. Staff from Community Development will evaluate the potential cost and scope of a renovation project. If funding is secured, a community process will take place to determine what types of uses are appropriate on the site and what features the neighborhood would like to see. Other factors will influence the final design, including available funding, federal safety and accessibility standards, and other open space amenities available within the neighborhood.</p>

**OPEN SPACE RECOMMENDATIONS From Original Study (1995) - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>OS6</b>	<p>Explore the possibility of adding the following sites to the neighborhood's open space system.</p> <p>206-210 Broadway 164 Harvard Street 197 Harvard Street</p> <ul style="list-style-type: none"> <li>All the sites are privately owned. The Committee felt that the vacant parcel at 165 Harvard Street was too small to be considered appropriate for housing. The Committee felt that 206-210 Broadway would be appropriate as open space. The Committee recommends that the Department of Public Works (DPW) should notify the owners about cleaning their property. If the owners fail to comply, DPW should clean the lots at the owners' expense</li> </ul>	<p>■ <b>PLANNING IN PROGRESS - Short Range</b></p> <p>206-210 Broadway and 164 Harvard Street remain in private ownership. 197 Harvard Street will be integrated into the Area Four Open Space process as part of the 238 Broadway renovation.</p>

<b>OS7</b>	<p>Schedule Street Trees for Periodic Trimming so that Tree Branches do not Obstruct Street Lights.</p>	<p><b>Tree Maintenance Procedures Ongoing</b></p> <p>Most trees are trimmed on a four-year cycle in Cambridge. Pruning took place across Area Four in 2000, and will take place again in 2004. The City Arborist, reachable at (617) 349-6433, will evaluate potentially hazardous conditions on an individual basis.</p>
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**OPEN SPACE RECOMMENDATIONS from Update Process**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>OS8</b>	<p>The City should continue the ongoing community process surrounding the Squirrel Brand open space.</p> <p>This space should continue to have a large community garden component, while at the same time including space for members of the public (especially youth) to interact and enjoy the site.</p>	<p>■ <b>PARK RENOVATIONS UNDERWAY - Short Range</b></p> <p>The community process for the Squirrel Brand open space took place from May 2002- May 2003. The renovation is scheduled to begin during 2004. Roughly half of this open space will contain community gardens, while the other half will include a lawn and public seating areas.</p>
<b>OS9</b>	<p>While the final status of the 238 Broadway site has yet to be determined, any open space on the site should reflect the plan developed through the community process.</p>	<p>■ <b>PLANNING IN PROGRESS - Short Range</b></p> <p>Any open space on the 238 Broadway site will be reflective of the plan developed during the community process.</p>

<p>■ <b>ACTION ITEM - Timeframe</b></p> <p>Short Range - less than 2 yrs; Medium Range - 2-6 yrs; Long Range - 6-10 yrs</p>
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**OPEN SPACE RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>OS10</b>	<p>Parks should be designed to encourage safety and discourage illicit activity. Existing parks should be continually monitored to ensure that they are clean, well-maintained, safe, and being used for appropriate activities. The parks can and should serve an important role in providing positive activities for youth.</p>	<p><b>Park Design Programs Ongoing</b></p> <p>During the planning process, Community Development Department and other departments work to create parks that encourage safety and discourage illicit activity by meeting certain standards for lighting, emergency call boxes, and general site layout. Once a park is completed, Department of Public Works works to maintain the space in order to discourage graffiti and litter from accumulating. Designated sector maintenance crews (see OS 1) have also been instrumental in ensuring park cleanliness and maintenance.</p>
<b>OS11</b>	<p>The City should work to more effectively link youth educational and recreational organizations to existing park and recreation facilities.</p> <p>In order to do this, City departments concerned with these issues (including Community Development, Human Services, and Recreation) should conduct a comprehensive recreational needs analysis of local youth. Increased activity should be balanced with concerns about increased noise (especially amplified) by local residents.</p>	<p><b>Recreation Programs Ongoing</b></p> <p>Many parks are linked to the activities of Cambridge schools, and youth organizations as well as other recreational groups may link their activities to nearby parks through contacting the City's Recreation Department. As an example, in Area Four, Sennott Park is used extensively for the recreational programs of the nearby Area Four Youth Center. Additionally, Cambridge's Green Ribbon Open Space Committee paid special attention to the programmatic needs of schools, youth organizations, and other recreational groups in creating a set of criteria for acquiring new parks and recreational facilities around the city.</p>
<b>OS12</b>	<p>The City should work to improve the quality of lawns and fields throughout the park system.</p>	<p><b>Park Maintenance Programs Ongoing</b></p> <p>Department of Public Works' Division of Parks and Urban Forestry has a specialized position focused on turf management. Most renovations include complete field and drainage work, as well as irrigation.</p>
<b>OS13</b>	<p>The City should establish a process for informing the public about changes in use to athletic facilities. Residents expressed concern with the lack of notice about the change at Sennott Park from baseball to soccer.</p>	<p><b>Informational Processes Ongoing</b></p> <p>When a change in use occurs as part of a park renovation or redesign, the Community Development Department, in conjunction with the Department of Human Services Programs - Recreation Division and the Department of Public Works, works with the community to plan the use changes through a public process.</p>

## **PUBLIC SAFETY RECOMMENDATIONS from Original Study (1995)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>PS1</b>	<p>Monitor Streetlights in Area Four on a Regular Basis and Replace Damaged Lights Promptly.</p> <ul style="list-style-type: none"><li>The committee recommends the Electrical Department conduct regular monitoring of the street lighting situation in Area Four.</li></ul>	<p><b>No Planned Action</b></p> <p>Streetlights in Cambridge can be the responsibility of a variety of sources (NSTAR, the City, the State) depending upon their location. Residents should call the Cambridge Electrical Department at (617) 349-4925 to report damaged or burnt out lights and they will contact the appropriate service provider.</p>
<b>PS2</b>	<p>Improve Sidewalk Conditions on the Streets Listed Below:</p> <ul style="list-style-type: none"><li>Boardman Street (next to community garden)</li><li>Cherry Street</li><li>Main Street (next to Newtowne Court public housing development)</li><li>Pine Street</li><li>Washington Street (next to Windsor Street)</li><li>The Committee felt the physical environment in Area Four needed to be cleaned up. The Committee recommended a manual be developed for property owners on how to remove graffiti and that the Department of Public Works pay more attention to the neighborhood.</li></ul>	<p><b>Sidewalk Improvements Complete</b></p> <p>All of the recommended sidewalks, with the exception of Boardman Street, have been improved. The feasibility of renovating the Boardman Street sidewalks will be evaluated during the upcoming Broadway/ Boardman Street Park renovation.</p> <p><b>Traffic Calming Program Ongoing</b></p> <p>In addition, the City has implemented a Traffic Calming Program, which is a more comprehensive public improvement program to coordinate sidewalk and roadway improvements, and which employs techniques designed to slow vehicular traffic. Through the Traffic Calming Program, the following improvements have been made in Area Four:</p> <ul style="list-style-type: none"><li>Windsor Street: Curb extensions at Washington Street at the Windsor Street Health Clinic (1998).</li><li>Columbia Street: Traffic calming from Bishop Allen Drive to Cambridge Street. Raised crosswalk at the park. Raised intersection at Lincoln Street. Curb extensions at most intersections (1999).</li><li>Central Square: Curb extensions, wider sidewalk, bike lanes, traffic changes (1997).</li><li>Hampshire and Broadway: Bike lanes, new signal, new paving (2001).</li><li>Harvard Street: Bike lane between Prospect and Portland Streets (2001).</li><li>Norfolk Street: Contra-flow bike lane between Harvard and Broadway (2001).</li><li>Portland Street: Curb extension at Washington Street (2003).</li><li>School Street: Curb extension at Bishop Allen Drive (1999).</li><li>Hampshire Street: New paving and bike facility (2002).</li></ul> <p>The City is also planning to implement traffic calming measures along Massachusetts Avenue from Lafayette Square to the Harvard Bridge, including the reconfiguration of roadways and the construction of a plaza at Lafayette Square, beginning in 2004.</p> <p>The Department of Public Works (DPW) has a graffiti hotline, (617) 349-6955. Their website, <a href="http://www.cambridgema.gov/TheWorks">www.cambridgema.gov/TheWorks</a>, provides information on how to address graffiti.</p>

**PUBLIC SAFETY RECOMMENDATIONS from Original Study (1995) - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>PS3</b>	Enhance Police Visibility on Bishop Allen Drive.	<p><b>Community Policing Programs Ongoing</b></p> <p>The Cambridge Police Department (CPD) has worked to increase its overall presence within the entire community, not just on particular streets. Since 1995, CPD has had a Community Policing Program, focused on an overall strategy of partnerships and problem-solving with the community. This has included:</p> <ul style="list-style-type: none"> <li>• Designated “neighborhood sergeants”;</li> <li>• A Leadership Council (community leaders, police, public officials);</li> <li>• Monthly meetings with the Cambridge Housing Authority (which includes Washington Elms and Newtowne Court in Area Four);</li> <li>• Weekly Community-Based Justice Meetings (law enforcement, school department, DA, probation);</li> <li>• Meetings with Concilio Hispano to discuss issues unique to the Latino community;</li> <li>• \$500 grants for community events;</li> <li>• Community meetings with neighborhood sergeant;</li> <li>• Neighborhood walks upon request;</li> <li>• School Resource Officer Program, in which an officer is assigned to every school.</li> </ul> <p>According to CPD crime reports, while there have been periodic increases in certain types of crime, the overall trend in Area Four crimes throughout the 1980s and 1990s has been a decrease in all reported categories.</p>

**PUBLIC SAFETY RECOMMENDATIONS from Update Process**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>PS4</b>	<p>The City should work to ensure that parks and other public spaces are safe in the evening. Neighbors are particularly concerned about the need for greater police presence at Columbia/ Pine Street, Market Street, and Sennott Parks in the evening.</p> <p>Creating safe parks requires thoughtful design, proper maintenance, and consistent police enforcement. Specific ideas presented by neighbors include: increasing uniformed foot patrols, increasing the number of parked police cars, having designated youth activity coordinators in parks (both during school vacation and after school), and fully funding a youth summer jobs program.</p>	<p><b>Community Policing Programs Ongoing</b></p> <p>The Community Policing Program, described above, provides a way for police to address this specific issue and other issues identified by neighborhood residents.</p> <p>Additionally, when public parks are constructed or renovated, they are designed to meet certain standards for lighting, emergency call boxes, and general site layout. As part of the design process, City staff gather comments from park users and area residents to identify specific safety and security issues. When a park construction or renovation is completed, the Department of Public Works, often using the aforementioned sector maintenance crews, maintains the space in order to discourage graffiti and litter from accumulating.</p>



**PUBLIC SAFETY RECOMMENDATIONS from Update Process - (cont.)**

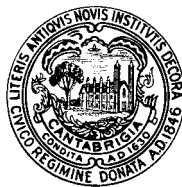
<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>PS5</b>	Overall, the number of police patrols in the neighborhood in the evening should be increased.	<b>Community Policing Programs Ongoing</b> As previously noted, the Cambridge Police Department has worked to increase its overall presence in the neighborhood through the Community Policing Program. This program allows community members to provide immediate and direct feedback to the police on their patrolling activities.
<b>PS6</b>	The City should sponsor community events in the parks at night. This will create more positive activity in the park while discouraging negative activity.	<b>Community Events Programs Ongoing</b> The City Department of Human Service Programs occasionally sponsors evening events, such as movies and family concerts, at Sennott Park in the summer.
<b>PS7</b>	The City should support the ongoing efforts of the Area Four Safety Group that has been meeting since summer 2002. The City should seriously consider this group's recommendations and work to implement them whenever possible.	<b>Community Policing Programs Ongoing</b> As part of the Community Policing Program, the Police Department has a neighborhood coordinator who works closely with neighborhood groups through meetings and events. This collaboration has already begun to produce specific recommendations for improvement.
<b>PS8</b>	<p>The City should continue to address concerns about graffiti and litter within the neighborhood. The Department of Public Works should continue to work on developing a plan to effectively address these issues both on public and private property. It is particularly important for the City to quickly clean graffiti on public property, such as parks, youth centers, schools, and other municipal buildings.</p> <p>It was suggested that the schools be encouraged to educate children about the importance of keeping streets and public places free from litter and graffiti.</p> <p>It was also suggested that youth who are known to be graffiti artists be mentored and encouraged to create other forms of art, especially public art, in order to discourage them from "tagging" and help them develop a greater sense of respect for public spaces.</p>	<b>Graffiti Removal / Prevention Programs Ongoing</b> The Department of Public Works (DPW) has a graffiti hotline, (617) 349-6955. Their website, <a href="http://www.cambridgema.gov/TheWorks">www.cambridgema.gov/TheWorks</a> , provides information on how to address graffiti. The Cambridge Arts Council has developed an apprentice program called "Art Among Us - Make It Public" that brings together high school youth under the guidance of a professional muralist and teacher to learn about the issues and history of creating art for public places. Working twenty hours each week for six weeks in July and August, the participants tour the public art collection of the City, meet with a conservator and several professional artists who have done work in Cambridge, learn about the tradition, the materials and the maintenance of public art and mural painting, participate in the process of developing and presenting proposals to the community and City agencies, and, finally, design and paint murals on utility boxes, which are located in parks and on sidewalks throughout the City. The program is a collaboration of the Cambridge Arts Council, the Department of Public Works, and the Mayor's Summer Youth Employment Program.
<b>PS9</b>	The City should install additional street lights at the Area Four Youth Center.	<b>Street Light Maintenance Ongoing</b> Issues related to street lighting in the city should be reported directly to the City's Electrical Department by calling (617) 349-4925.

**PUBLIC SAFETY RECOMMENDATIONS from Update Process - (cont.)**

<b>Rec. Type &amp; Number</b>	<b>Recommendation</b>	<b>Status and Progress to Date</b>
<b>PS10</b>	The City should evaluate the placement of street lights, paying specific attention to those lights blocked by tree branches.	<b>Street Light Maintenance Ongoing</b> Issues related to street lighting in the city should be reported directly to the City's Electrical Department by calling (617) 349-4925.
<b>PS11</b>	The City should look for ways to increase safety for youth in Area Four and in Central Square. Rather than relying only on the police, the City should hire trained youth workers to conduct outreach on streets and in parks.	<b>Youth Outreach Programs Ongoing</b> The City has begun to fund trained youth outreach workers for Area Four. These workers are based in the Margaret Fuller House.

■ **ACTION ITEM - Timeframe**  
Short Range - less than 2 yrs; Medium Range - 2-6 yrs;  
Long Range - 6-10 yrs





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