



Photo: Kyle Klein

# City View

SPRING-SUMMER 2018

## Key Budget Initiatives

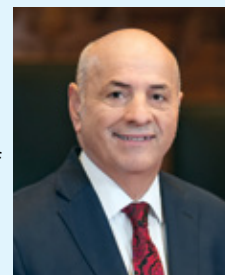


### Affordable Housing

In the coming year, the City is investing \$23.9 million on initiatives supporting Housing and Homelessness. Affordable housing has been a priority in Cambridge since the end of rent control in the 1990s and has consistently ranked among the top areas of concern in the City's biannual Citizen Survey. The City's continued commitment to affordable housing has paid off in the number of people housed, affordable units created and preserved, and funds leveraged by the City's

investment. Cambridge's high housing costs necessitate creative use of resources to achieve affordability goals. The City's most significant funding for affordable housing comes from allocating City funds to the Affordable Housing Trust. The adoption of the Community Preservation Act (CPA) in 2001 enabled the City to greatly expand its commitment. Since 2002, we have been able to appropriate more than \$147 million for affordable housing initiatives. These funds have been used to preserve or create more than 1,750 affordable units to date. *Continued on Page 3*

### City Manager's Message



As City Manager, one of my key responsibilities is to prepare the City's annual Operating and Capital Budgets and in April, I was proud to submit my budget to the City Council, residents, and taxpayers. While the FY19 budget is my second budget as City Manager, I have been involved in the City budget process for over three decades. I want to thank the Council for their leadership; many of the new initiatives contained in the FY19 budget are a direct result of the City Council's collective feedback and City Council goals.

In FY19, we are adding 25 full-time positions to provide support for the growth in City programs.

I want to highlight three initiatives from the FY19 budget that you can read more about in this issue:

- The FY19 budget reflects additional resources to create and preserve affordable rental and homeownership opportunities for low, moderate, and middle-income families and residents. To assist in this important effort, the budget includes the funding of a Housing Ombudsman, and an Inclusionary Housing Planner. For the second year, the City Manager is recommending another capital allocation funded by Building Permit revenue of \$3.45 million to support the City's Affordable Housing Trust. This is an increase from the \$2.8 million appropriated in FY18. Since 2002, and through *Continued on Page 2*



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FY18, the City has appropriated more than \$147 million for affordable housing initiatives. In FY19, across several City budgets, there will be \$23.9 million invested in funds dedicated to housing and homelessness.

- As part of Cambridge's commitment to building a comprehensive early childhood system, the City is investing an additional \$1.1 million in FY19 for the Birth to Third Partnership. These additional funds will more than double the number of very low-income children accessing high quality community-based preschools. The Partnership, a collaboration between the School Department and Human Services, will also expand home visiting programs, increase professional development workshops for all early childhood providers, and expand child development and behavioral health support to early childhood programs. Human Services and Cambridge Public Schools will invest a total of \$13.4 million in early childhood education and services in FY19.
- The FY19 budget formalizes the creation of an Office of Procedural Justice in our Police Department. Believed to be the first of its kind in the nation, the Office of Procedural Justice will focus on proactively



monitoring data related to police-citizen interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents. Additionally in FY19, the Cambridge Police Department is forming a new Family and Social Justice Unit, which seeks to formalize its social justice approach to policing and increase its capacity to serve and protect the most vulnerable populations: juveniles, homeless, those suffering from mental illness and substance abuse, seniors in need of dependent care, and survivors of domestic violence and/or sexual assault.

I believe that the initiatives and spending priorities recommended in this budget submission reflect not only the goals of the City Council, but also the priorities of the residents and taxpayers of Cambridge. Our effective short and long-term financial, economic, and programmatic planning strategies will help ensure that Cambridge can continue to provide the level of services that residents desire while maintaining the modest tax implications taxpayers have come to expect.

As always, you are welcome to send me your feedback or ideas by calling my office at 617-349-4300 or emailing me at [citymanager@cambridgema.gov](mailto:citymanager@cambridgema.gov).

Sincerely,

A handwritten signature in black ink that reads "Louis DePasquale".

Louis DePasquale

## Early Childhood Initiatives



The City, through a collaboration between the Department of Human Services Programs and Cambridge Public Schools, provides a wide range of services to support early childhood initiatives that ensure our youngest residents are supported throughout their educational journey. As mentioned in the City Manager's Message above, Cambridge will invest a total of \$13.4 million toward building a comprehensive early childhood system, including \$1.1 million for the Birth to Third Partnership, developed from the City Manager's Early Childhood Task Force Report. This additional financial commitment will double the number of very low-income children accessing high quality, community-based preschools.

## MBTA Youth Pass



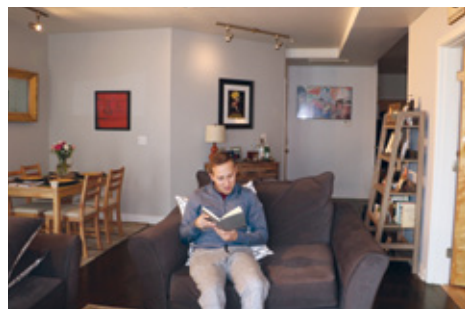
Last November, the City launched a reduced fare MBTA Youth Pass program offering discounted passes to income-eligible Cambridge residents ages 19-25. The cost of the pass is either \$30 per month for unlimited subway and bus rides, or 50% fare per ride. Applicants must provide documents showing their age, Cambridge residency, and participation in a program indicating that they meet the income requirement. For more information, call the Office of Workforce Development at 617-349-6234 or visit [cambridgema.gov/youthtpass](http://cambridgema.gov/youthtpass).

## Affordable Housing *continued from cover*

The FY19 funds will supplement Community Preservation Act (CPA) and federal funding and will allow the City and its affordable housing partners to continue to advance an ambitious affordable housing agenda. The strategies and investments made by the City will work to address affordable housing in ways that will serve the community today and for decades to come.

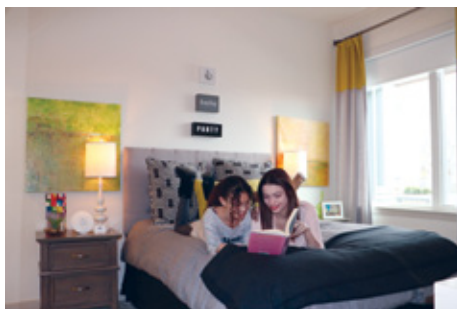


Many homeless individuals do not often access the shelter system in the city to stay warm and safe during the colder winter nights. This past year, the City piloted a winter warming center in the lower level of the Cambridge Senior Center, which will be expanded to four and a half months in FY19. The warming center, a collaboration between the City's Department of Human Services Programs, Cambridge Police, and BayCove Human Services as the operator, helps individuals who are homeless in Cambridge and not accessing the shelter system to stay safe and warm overnight during the winter. The warming center provides access to showers, a hot meal, and a safe place to rest and shelter from inclement weather. Development of this winter resource aligns with the City's new Coordinated Access Network, which uses a standardized assessment to target housing resources for highly vulnerable homeless clients. Clients served at the warming center will be assessed and will be able to access services through the larger system.



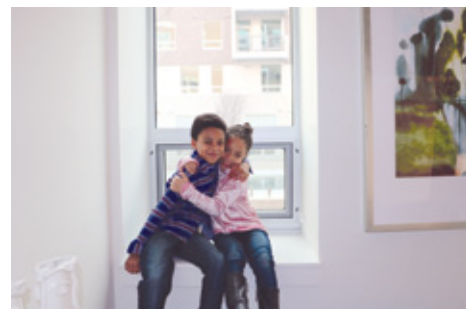
*"The inclusionary housing program provided me the opportunity to invest in my future while pursuing a career in the non-profit sector. It has transformed my confidence to be a young adult and be able to own my own property."*

– Inclusionary Housing Homeowner



*"I love raising my family in Cambridge without being worried about moving because of increased rent. The schools, public transit, and City resources are great for families."*

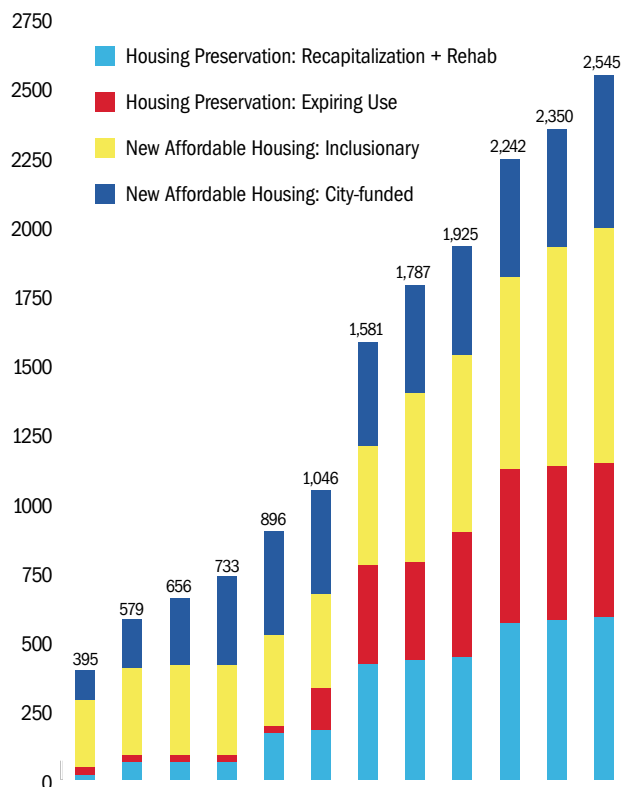
– Inclusionary Housing Renter



*"Living in inclusionary housing has allowed me to live in the city that I grew up in. Although the city has changed a hundred times over, it is still home. There are still pockets of the community that I was raised with, that my kids get to experience. Cambridge has made a way to keep working-class families in the city."*

– Inclusionary Housing Renter

## Affordable Housing Creation & Preservation Summary (Total Cumulative Units)





## Social Justice Approach to Policing



With the creation of a Family and Social Justice Section, the Cambridge Police Department (CPD) seeks to formalize its social justice approach to policing and increase its capacity to serve and protect the most vulnerable populations: juveniles, homeless, those suffering from mental illness and substance abuse, seniors in need of dependent care, and survivors of domestic violence and/or sexual assault.

The new Section will bring together various units that work to divert individuals from the criminal justice system toward the support services they need. Each unit relies on strong collaborative partnerships to provide broad community-based support for integration of individuals with alternative professional orientations. Combining these various units under one Section will enable CPD to better align resources.

“We have really seen a shift in policing that requires more of a social approach than an enforcement one,” said Cambridge Police Commissioner Branville G. Bard.

During the past year, CPD implemented a few initiatives designed to engage its more vulnerable populations and provide them with the support and services they need most. Additionally, CPD began developing a more formal strategic plan to respond to individuals with mental illness and minimize their contact or involvement in the justice system. This plan is based upon the philosophy that punishment-based models do not reduce recidivism and that diversion programs work best when paired with services tailored to the individual’s psychological, social, and criminogenic needs. The strategic plan will inventory the policies, programs, and services in place for how CPD and mental health practitioners work together.

### Have information you want to share with police?

Submit anonymous tips via email, text message, and our MyPD App. Learn more at [cambridgepolice.org/tips](https://cambridgepolice.org/tips).



## Office of Procedural Justice



Cambridge Police Department (CPD) has been recognized as a national leader in the development of a legitimate and procedurally just approach to 21<sup>st</sup> century policing and was invited to develop the curriculum that is currently being used across the Commonwealth, and to conduct trainings across the nation. The Department has gone through a significant and fundamental cultural shift, incorporating police legitimacy as its guiding principle. With the implementation of the new Procedural Justice Office, believed to be the first of its kind in the country, CPD, in terms of its focus and mission, is demonstrating its commitment to increasing transparency, accountability, and introspection. The Office of Procedural Justice will proactively monitor data relating to police-citizen interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents, and will also assess the Department’s compliance with statutes, ordinances, and regulations aimed at mandating accountability.

## Open Space



Integrating the recommendations of the Eastern Cambridge/Kendall Square Open Space (ECKOS) Study and the ECKOS Design Competition with the work of the Healthy Parks and Playgrounds Task Force that focused on the broad community of park users, the City is moving ahead with the completed design work for three new public open spaces in eastern Cambridge (Binney Street, Rogers Street, and Triangle parks) for FY19



construction. Together, they will offer a range of features to engage users of all ages and abilities, provide off-leash dog opportunities, and incorporate green infrastructure, new trees, and other plantings. Also, in FY19, the newly renovated Sacramento Field will be fully operational with enhanced features that broaden accessibility and appeal to the community. The construction of redesigned play areas at the Graham and Parks, Morse, and Amigos schools is also expected to be complete this fiscal year as well, while design work for Sennott Park and the Clarendon Avenue Playground moves forward.

## Renewable Energy Supply



As part of the Net Zero Action Plan, the City is pursuing a number of initiatives to increase the proportion of carbon-free energy serving Cambridge residents, municipal buildings, and the community as a whole. The Low Carbon Energy Supply Strategy study released in spring 2018, explored a range of potential approaches to phasing out CO2 emissions from the Cambridge energy supply. Key conclusions were that the City should continue to maximize on-site solar along with renewable thermal in residential neighborhoods while pursuing efficient district energy systems in denser commercial areas. Ultimately, carbon-free energy will have to come from outside of Cambridge's borders, so a regional approach to implementation of the study's recommendations is being pursued. In addition, the City is pursuing a 100% renewable electricity supply for the municipality and will complete a renewable electricity supply strategy roadmap. To learn more, visit [cambridgema.gov/low-carbon](http://cambridgema.gov/low-carbon).

In July 2017, the City launched a community electricity aggregation program for all electricity customers in Cambridge. The Cambridge Community Electricity (CCE) program offered a rate that was lower than the Eversource rate at launch and has remained so. CCE includes more renewable energy than Eversource, from local solar, to every customer who did not opt-out of the program. CCE also offers an optional 100% renewable choice that purchases renewable energy certificates to help fund development of renewable energy projects in New England. The program offers competitive rates and trustworthy, local, green energy, while giving consumers protection from competitive, and sometimes misleading, suppliers. The current CCE rate applies through January 2019; the City will seek to continue the program if rates remain competitive. For more information, visit [MassPowerChoice.com/Cambridge](http://MassPowerChoice.com/Cambridge).

## Sustainability Compact



A community partnership between the City, local businesses, nonprofits, and universities, the Cambridge Compact is a collaborative effort that leverages the strengths of its member organizations to address the issues of climate change. Last year, the Compact advanced and successfully executed sustainability initiatives that are a part of its three-year work plan. In FY19, the Compact will continue to build on existing programs and actions including:

- Develop and share new and innovative strategies, technologies, services, products, and best practices that can be used as replicable models for others;
- Facilitate joint discussions on a range of climate-related business risks, including strategies that could be used to increase resilience to flooding due to sea level rise, storm surge, and increased precipitation and heat stress;
- The Net Zero Lab Work Group, one of the first city-academic-industry collaborations to assess the feasibility of net zero labs, will carry out round two of its lab energy benchmarking study focused on operational best practices.

## Synergistic STEAM Initiative





In November 2017, the City Manager and Superintendent of Schools appointed a new Science, Technology, Engineering, Arts, and Math (STEAM) Advisory Committee which will assist Cambridge Public Schools (CPS) and the City in ensuring that strategies and actions undertaken through the STEAM Initiative increase access to and success in STEAM experiences for all learners. Committee members will act as champions, bringing their energy and expertise to help lift up STEAM education in the City of Cambridge, and identify and facilitate partnerships with businesses, higher education, City and community organizations that are aligned with school, community, and students' needs.

In FY19, we will blend the strategic goals of the STEAM Initiative with the powerful vision of the Cambridge Public Library to firmly position City libraries as neighborhood hubs for STEAM literacy and practice. With an investment in physical and personnel infrastructure in FY19, the STEAM Initiative will advance the work already accomplished by the Department of Human Service Programs, the Library, and CPS in engaging families in quality STEAM learning experiences. In addition to the exciting proposed renovation of a Main Library space for STEAM activities, the joint work under the STEAM Initiative will support more activities at branch libraries, which are close to low-income housing developments, elementary and upper schools, and City and community organizations that provide out of school time programming.

## Supporting Growing Programs



In FY19, 25 full-time positions have been added to provide appropriate support for the growth in programs throughout the city. New positions include:

- Six positions in the Police Department: one deputy superintendent, a child psychologist, a social worker, and three patrol officers;
- Four positions in Public Works: a senior engineer for building permit reviews and inspections, a building services administrator, a project manager for municipal facilities improvements, and a public works off-hours supervisor;
- Three positions in Community Development: an inclusionary housing planner, a communications manager, and an economic development planner;
- Three positions in Human Services: a STEAM coordinator, a staff person for the Middle School Connector program, and an Early

Childhood quality and professional development staff member;

- Two positions in the Mayor's Office: deputy chief of staff and education liaison;
- Two positions in Traffic, Parking & Transportation: a communications and outreach specialist, and an assistant for the Street Occupancy Permit unit;
- One position in Executive: a housing ombudsman;
- One position in Finance: an IT enterprise applications specialist;
- One position in Emergency Communications: a public safety IT enterprise application specialist;
- One position in Historical Commission: a survey director position going from part-time to full-time; and
- One position in Library: a manager of curriculum for STEAM initiatives.

## Vision Zero Action Plan



Transportation is a key element of what makes Cambridge the vibrant, lively city it is. Whether walking, cycling, using transit, driving, or moving around Cambridge another way, our residents and visitors need safe streets. While Cambridge has long been a leader in improving bicycle and pedestrian facilities and safety, significant challenges remain. As a city, we have committed to taking the steps necessary to address these challenges and eliminate all traffic fatalities and serious injuries through our Vision Zero Initiative.

Earlier this year, the City officially released its Vision Zero Action Plan identifying 42 actions that the City will undertake, divided into seven high-level commitments to: Design and operate safe streets; Improve large vehicle, taxi/for-hire vehicle, and TNC safety; Ensure equity in all efforts; Lead by example; Engage the public; Create partnerships; and Use data to direct our efforts and measure our progress.

Two key steps already implemented include the lowering of the speed limit citywide to 25 mph in December 2016, and more recently, the lowering of speeds in City squares to 20 mph. Additionally, the City will look to appropriate \$4 million from the Parking Fund Balance in FY19 for additional infrastructure and safety improvements in Inman Square.



## JUNE

### Cambridge River Festival

Saturday, June 2, 11am-6pm

DCR Cambridge Parkway &  
Lechmere Canal Park

Live music stages, visual arts,  
theatrical and dance performances, family  
entertainment, art-making, crafts and international  
food! Presented by Cambridge Arts Council.  
[cambridgema.gov/arts](http://cambridgema.gov/arts)

### Open Archives Tours

June 11-15; June 18-21

A rare chance to go behind the scenes at  
archives and repositories in Cambridge.  
[cambridgema.gov/historic](http://cambridgema.gov/historic)

### City Dance Party

Friday, June 29, 7-11pm

Dance in the street in front of City Hall at this  
lively event for the entire Cambridge community.  
[cambridgema.gov/DanceParty](http://cambridgema.gov/DanceParty)

## JULY/AUGUST

### Danehy Park Concert Series

Tuesdays, June 26-August 7, 6-8pm

Free, family-friendly, live music  
[cambridgema.gov/dhsp](http://cambridgema.gov/dhsp)

### Screen on the Green

Wednesdays, June 27-August 8, 7pm

Enjoy a movie theater size screen, jugglers,  
clowns, music and magicians.  
[cambridgema.gov/dhsp](http://cambridgema.gov/dhsp)

### Summer in the City

July-August (dates and times vary)

Cambridge Arts Council produces an array  
of multicultural and interactive performances  
throughout the City's parks and public spaces  
featuring dance, music, storytellers, and theater.  
[cambridgema.gov/arts](http://cambridgema.gov/arts)

### Taste of Cambridge

Tuesday, July 10, 5:30-8:30pm

Canal Park at Cambridgeside  
More information or to purchase tickets:  
[tasteofcambridge.com](http://tasteofcambridge.com)

### Cambridge Jazz Festival

Sunday, July 29, 12-6pm

Danehy Park, [cambridgejazzfestival.org](http://cambridgejazzfestival.org)



## SEPTEMBER

### PARK(ing) Day

Friday, September 21, 8am-6pm

Annual event encouraging citizens to transform  
metered parking spots into temporary public parks.  
[cambridgema.gov/parkingday](http://cambridgema.gov/parkingday)

### Danehy Park Family Day

Saturday, September 15, 11am-4pm

Amusement rides, roving performers, children's  
stage. Free hot dogs, chips, drinks.  
[cambridgema.gov/Danehy](http://cambridgema.gov/Danehy)

*Above list is a sample of events in  
Cambridge this summer. Check the  
calendar at [cambridgema.gov](http://cambridgema.gov).*





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*City Manager* Louis A. DePasquale

*Deputy City Manager* Lisa C. Peterson

### **2018-19 City Council:**

*Mayor* Marc C. McGovern

*Vice Mayor* Jan Devereux

*Councillor* Dennis J. Carlone

*Councillor* Craig A. Kelley

*Councillor* Alanna M. Mallon

*Councillor* Sumbul Siddiqui

*Councillor* E. Denise Simmons

*Councillor* Timothy J. Toomey, Jr.

*Councillor* Quinton Y. Zondervan

### **ECRWSS**

**Resident Postal Customer  
Cambridge, MA**



## **Participatory Budgeting Is Back!**

**THE CITY OF CAMBRIDGE WILL  
LAUNCH ITS FIFTH PARTICIPATORY  
BUDGETING (PB) CYCLE WITH IDEA  
COLLECTION JUNE 1 - JULY 31, 2018**

Participatory Budgeting is a democratic process in which community members directly decide how to spend part of the capital budget. As part of this public process, residents are invited to submit project proposals to improve Cambridge. Volunteer Budget Delegates will help develop the best ideas into concrete proposals to be voted on by the community. For this next process, the City will set aside \$900,000 for capital projects to improve the community. Winning projects from past PB cycles include a public toilet in Central Square, musical instruments for CRLS, a freezer van for prepared food rescue, solar panels for the Main Library roof, water bottle fill stations, and many others. Tell us what kinds of capital projects you would invest in by submitting your ideas from June 1 through July 31, 2018 online at [pb.cambridgema.gov](http://pb.cambridgema.gov) or by contacting the Budget Office at (617) 349-4270 or [pb@cambridgema.gov](mailto:pb@cambridgema.gov).



## **Citywide Composting Update**

In 2009, the City set a goal to reduce residential trash disposal by 30% by 2020. With that goal in mind, we expanded curbside compost pickup to all residential buildings with 1-12 units in April 2018. This program now reaches 25,000 households.

In the first month of composting, residents helped us divert 108 tons of food scraps from landfills and create clean energy and fertilizer. In FY19, the City will initiate a small business recycling collection pilot program, which is expected to serve up to 150 businesses by providing twice weekly pickup of three recycling receptacles per business at no cost. The City continues to serve as a leader in environmental sustainability and provides high quality services to residents and small businesses.

Learn more at [cambridgema.gov/compost](http://cambridgema.gov/compost).



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