

# City View

SPRING-SUMMER 2019



Photo: Kyle Klein

## A Look at Cambridge's Key Initiatives for Coming Year

### City Manager's Message



In April, I was pleased to submit to the City Council my proposed FY20 Operating Budget of \$678,384,235 and Capital Budget of \$101,096,725. I want to thank the City Council for its leadership and collaboration, and for advocating for a financial plan that continues to match City policies and priorities, while also being mindful of the impact on taxpayers.

The FY20 budget includes significant increases in funding as well as the expansion of several programs, and at the same time represents a balanced, responsible approach to effectively allocating City resources. I am proud to be able to present a budget that includes over \$84 million in expenditures dedicated to the areas of affordable housing, early childhood education, and sustainability.

Affordable housing in particular remains the top priority of the Cambridge City Council and the City Administration. The FY20 budget includes a capital allocation of \$4,725,000 to support the Affordable Housing Trust funded by building permit revenue. In addition, the FY20 budget, for the first time since the adoption of the Community Preservation Act, also includes \$5 million of direct support to the Affordable Housing Trust funded through property tax revenues. These investments, combined with anticipated FY20

*Continued on Page 2*



### New Police Cadet Program

As part of efforts to develop creative ways to engage residents, particularly young adults, with careers in public safety, the Police Commissioner reestablished the Police Cadet Program and the FY20 budget includes \$1 million to support its implementation. The Cambridge Police Department (CPD) previously ran a Cadet Program in the 1980's, which led to the appointment of several cadets to the department.

Alumni of the Cadet Program include several current members from the rank of Police Officer to Deputy Superintendent. The program, which is expected to begin in late fall 2019, is designed to reach Cambridge residents ages 18-23 who are interested in careers in public safety.

The two-year program will offer both on-the-job and classroom training, along with a salary, benefits, vacation, and more. Police Cadets will gain valuable insight into the Department's community policing/case management model.

They will have the opportunity *Continued on Page 7*



**Affordable Housing \$20.125 Million in FY20**  
Page 2



**Universal Design & Open Spaces**  
Page 4



**City to Provide Free MBTA Pass to Eligible Students**  
Page 6



**The Port Task Force**  
Page 7

Community Preservation Act funds of \$10.4 million, will result in over \$20 million (a 50% increase over the FY19 level) of direct financial support to the Affordable Housing Trust in FY20 to create and preserve affordable housing in Cambridge.

I am very proud to announce that the FY20 budget includes approximately \$1 million in funding for a new Police Cadet Program which will start in the fall of 2019. As part of a two year commitment, participants will receive a salary and hands-on training. I believe this program will be extremely valuable by providing a viable pathway for young Cambridge residents to be eligible for appointment as a Cambridge Police Officer.

The FY20 operating and capital funds include almost \$1.2 million for programs related to urban forestry and the tree canopy in the city. The budget also includes funding for a new Assistant Arborist position to support planting and permitting programs.

Approximately 30 new staff positions have been added to support new and expanded initiatives. I believe the FY20 budget demonstrates our continued and expanding commitment to supporting areas of public safety, urban forestry, community infrastructure and maintenance, enhanced community engagement, diversity and inclusion within departments as well as the wider community, and to supporting the small business community, arts, and open space.

Our five year financial and capital plans and policies also provide stability and flexibility to continue to move forward on significant capital projects.

The level of funding proposed in this budget is a recognition of our commitment to excellence in customer service, our dedication to

meaningful community engagement, and our collective desire to do as much as we responsibly can to meet the urgent and varying needs facing the City today and into the future. The initiatives and spending priorities recommended reflect not only the goals of the City Council, but also the priorities of the residents and taxpayers of Cambridge.

The long-term outlook for Cambridge continues to be very strong, which is confirmed by our consistent AAA bond rating. 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.

I encourage you to visit, [CambridgeMA.gov/FY20SubmittedBudget](http://CambridgeMA.gov/FY20SubmittedBudget), to view this year's key initiatives, our department's budget narratives, and this year's capital projects to gain a deeper understanding of how each of those are an important component to continuing to make Cambridge such a great place to live, work, and visit.

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).



Louis DePasquale

## Affordable Housing \$20.125 Million in FY20

Affordable Housing remains the City's top priority and the FY20 budget includes a significant increase in funding for the development and preservation of affordable housing in Cambridge. For the first time since the adoption of the Community Preservation Act (CPA), the FY20 budget includes \$5 million of direct support to the Affordable Housing Trust funded through property tax revenues. Additionally, the City has committed 25% (\$4.725 million) of building permit revenue in capital funding to the Affordable Housing Trust, an increase of 5% from previous years and an increase of \$1.275 million from FY19. This totals \$9.725 million in the FY20 capital budget to directly support the development and preservation of affordable housing in Cambridge. These funds will supplement anticipated FY20 CPA funds of \$10.4 million, thus enabling the City and its affordable housing partners to continue to advance an ambitious affordable housing agenda.

FY20 Property Tax Support	\$5,000,000
FY20 Building Permit Revenue	\$4,725,000
Estimated FY20 CPA allocation	\$10,400,000*
<b>FY20 TOTAL</b>	<b>\$20,125,000</b>

\*Assumes 80% CPA allocation for affordable housing

In FY20, the City will work with the City Council to examine using a percentage of potential new revenue sources related to local option taxes from short term rentals and recreational marijuana. As part of these efforts, the City will work to develop a plan to double (from \$13.65 million in FY19) the amount of capital funds committed to create affordable housing within 3-5 years.



Through FY19, Cambridge has appropriated Over \$160 million to Affordable Housing Initiatives that have Preserved or Created Over 1,800 Affordable Units to Date.

The City will also continue to commit resources to this effort through zoning tools to promote affordable housing, providing access to affordable rental housing, homeownership education, and counseling and financial assistance.

### Affordable Homeownership

The City oversees more than 500 affordable homes. Over 75 residents purchased their homes with assistance from the City in the last 5 years, and more than 230 residents have purchased a City-assisted affordable home in the last decade.

## Building and Preserving Affordable Housing

Initiatives to create and preserve affordable housing in FY20 include:

**Concord Highlands:** 98 new units of mixed-income affordable housing will be completed in FY20 on Concord Avenue.

**Frost Terrace:** 40 new units of affordable rental housing will be under construction in FY20 in Porter Square.

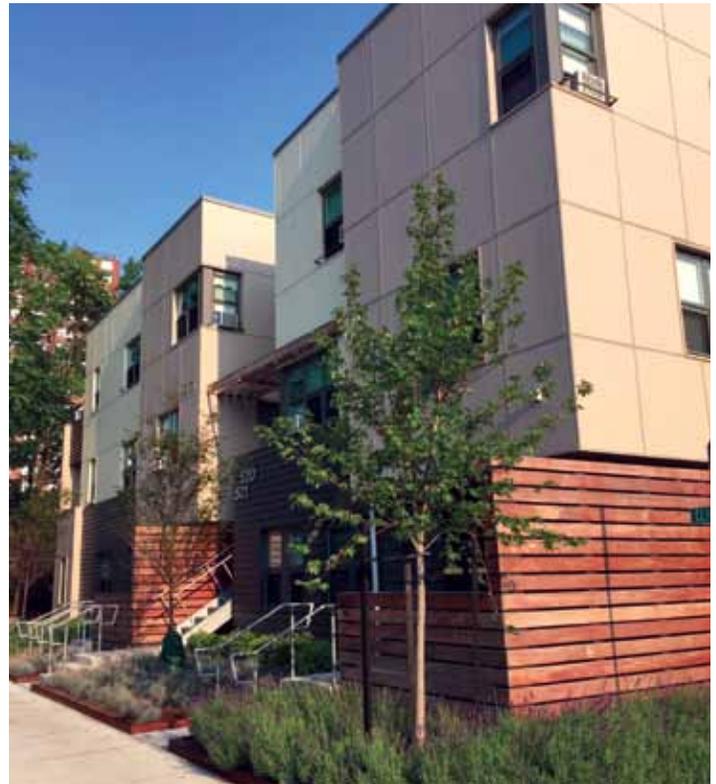
**Squirrelwood:** 23 new affordable rental units will be under construction in FY20 as part of an effort to recapitalize and preserve affordability of 65 affordable units between Linwood Court and Squirrel Brand Apartments.

**Close Building:** renovations at the 61-unit George Close Building will continue after affordability of these units was preserved in 2018.

**Preserving housing at-risk:** planning for the preservation of affordability at the 504-unit Fresh Pond Apartments continues, the last of 10 properties identified in 2010 as being at significant risk.

## Inclusionary Housing

More than 1,100 units have been completed or are now approved pending construction under the City's Inclusionary Housing provisions. More than 565 applicants have been housed in inclusionary rental units in the past 5 years. With more than 150 new inclusionary units now under construction, the City will continue to see new affordable housing becoming available throughout FY20. Learn more at [CambridgeMA.gov/Housing](https://CambridgeMA.gov/Housing).

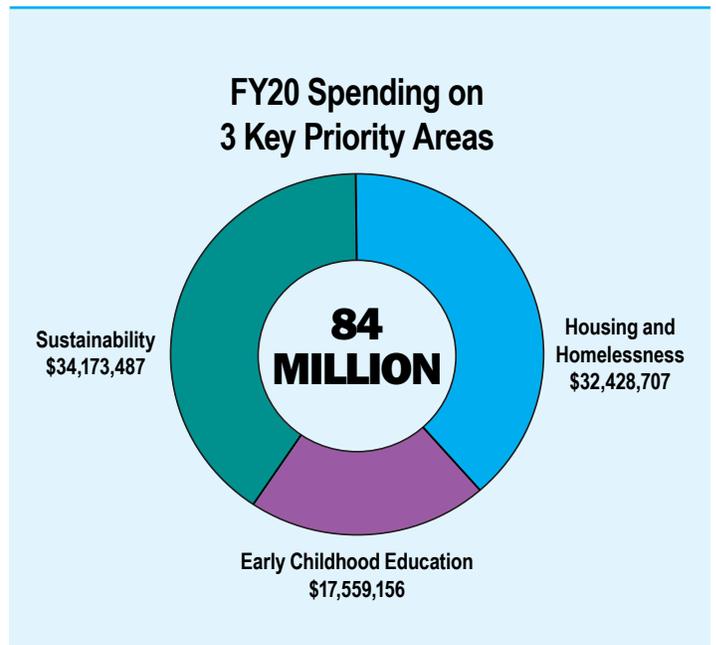


## Over \$84 Million Dedicated to Affordable Housing, Early Childhood Education, and Sustainability

In the upcoming year, the City is investing significant financial resources in three key priority areas of the City Council and the community: housing and homelessness, early childhood programs, and sustainability. Here is a quick overview of each of these focus areas.

**Housing and Homelessness (\$32.5 million)** The City's comprehensive approach to housing, as reflected in the housing services and resources available across City departments, will continue to help residents facing the complex challenges of the regional market. New resources in FY20 will build on existing and expanded programs and will ensure those resources are well-utilized and balanced between immediate and emergency, and longer-term strategies and investments to ensure the City's actions to address affordable housing will serve the community today and for decades to come.

**Early Childhood (\$17.5 million)** The City, through collaboration between the Department of Human Service Programs and Cambridge Public Schools, provides a wide range of services to support early childhood initiatives. The FY20 budget demonstrates a strong fiscal commitment to supporting early childhood education and services through general fund and grant allocations. The City's wide-ranging approach to early childhood, reflects a long-standing commitment to ensuring that Cambridge's youngest residents are supported throughout their educational journey. New resources in FY20 will build on programs and resources expanded in recent years, to assist those most in need.



**Sustainability (\$34 million)** The City, through collaborative efforts across departments, pursues sustainability goals by implementing projects and programs that reduce greenhouse gas emissions and support renewable energy and healthy lifestyle choices. The FY20 budget reflects a strong fiscal commitment to the broad view of sustainability, comprising investments that range from infrastructure and facility improvements, to programs and projects that support use of more sustainable choices. Resources in FY20 will build upon the work that has put Cambridge at the forefront of environmental best practices, thereby supporting the wellbeing of future generations. Learn more: [CambridgeMA.gov/FY20SubmittedBudget](https://CambridgeMA.gov/FY20SubmittedBudget)

## Future of Urban Mobility



The Future of Mobility Blueprint, a study and action plan on new and changing mobility options will be completed in FY20. This plan includes concrete actions for transitioning from the existing mobility system to a future in which we meet the City's mobility, safety, and climate goals. New funding will support the launch and evaluation of a scooter share pilot program being developed in

collaboration with the Metropolitan Area Planning Council and adjacent cities and towns. The project also includes evaluation and design of a residential Electric Vehicle (EV) charging pilot that will increase dedicated access to charging stations for residents who do not have access to off-street parking. Seven dual-head EV charging stations will soon be installed in City-owned lots at: 73 and 99 Sherman St., 177 Garden St., 341 Rindge Ave., 7 Warren St., 375 and 420 Green St.

## Universal Design & Open Spaces

The City is in the process of creating a new Universal Design playground at Daney Park, which will be the first of its kind in Cambridge and serve as an effective way to demonstrate Universal Design principles, while also being used by people of all abilities and ages. The Universal Design approach is guided by a specific set of principles that takes into account accessibility and mobility, and potential sensory, cognitive, and emotional barriers. Creating a Universal Design playground in Cambridge is consistent with, and advances, the City's goals related to open space, as well as accessibility and inclusion. The design phase will include a comprehensive public process.

Improvements and enhancements to the City's open spaces will include construction of redesigned play areas at Graham and Parks School; construction of the new Binney Street, Rogers Street, and Triangle parks in East Cambridge; and renovations to Clarendon Avenue Park in North Cambridge.



## River Street Reconstruction



The River Street Reconstruction project will upgrade the sanitary sewer, stormwater, and water subsurface infrastructure while developing a new surface design for River Street, the bus terminal area at River and Magazine Streets near Central Square, and Carl Barron Plaza. The project aims to create a streetscape design that meets the needs of all the various users in a way that engages the local community, contributes to overall enhancement of the neighborhood, and meets the City's goals related to infrastructure, transportation, and urban design. In fall of 2018, the City appointed a working group representing a cross-section of resident and business interests in the corridor, as well as representatives from relevant citizen advisory committees. Learn more at [CambridgeMA.gov/RiverStreetReconstruction](https://CambridgeMA.gov/RiverStreetReconstruction).

## Water Department Initiatives

Cambridge Water Department (CWD) continues to implement projects to improve the distribution system and treatment facility, and to protect and preserve the watershed and Fresh Pond Reservation.



These projects allow CWD to provide a safe, high-quality, and uninterrupted water supply to Cambridge residents. In FY20, the City is investing \$4.4 million in capital funds toward the following projects:

- Water works construction projects, such as maintaining and repairing water-related infrastructure, including water mains; replacing valves; and conducting an annual leak detection survey.
- Continued implementation of the Fresh Pond Master Plan, including management of invasive species, Black's Nook In-Lake assessment, and Pine Forest Phase 1 Existing Conditions Assessment.
- Maintenance of the U.S. Geological Survey reservoir gauging stations located upcountry.
- Continuing reservoir facility improvements such as Phase I of the Hobbs Dam Slope/Winter Street Drainage project.
- Upgrades to the Water Treatment Facility, including HVAC and Supervisory Control and Data Acquisition (SCADA) system improvements.
- Completing design of hydroelectric power generation at our reservoirs.

## 100th Anniversary of Women's Suffrage

A Nineteenth Amendment Centennial Committee has been created to commission a public art piece, statue, or memorial, in honor of the 100th anniversary of the passing of the Nineteenth Amendment and to acknowledge a representative story as well as highlight the contributions and dedication of Cambridge women to the women's suffrage movement.



The Committee, comprised of Cambridge residents including artists and historians, will work closely with Cambridge Arts, the Department of Public Works, the Election Commission, the Historical Commission, and the Commission on the Status of Women. The process will include public outreach and input, goal setting, identifying a location for the art piece, creating a Request for Qualifications (RFQ) for artist proposals, an artist selection process, and public announcement in 2020. The committee will also organize a series of educational forums and other learning opportunities regarding the history of the women's suffrage movement.

## Workforce Plan for Recruitment, Hiring, and Promotion Cambridge Equity & Inclusion Initiative

In April 2019, the City's Office of Equity & Inclusion, in collaboration with the Personnel Department and assisted by a diverse group of nationally recognized consultants, launched its Diversity, Equity, and Inclusion: A Workforce Plan for Recruitment, Hiring, and Promotion (RHP) project. This project is intended to help the City increase its overall workforce

diversity and promote, advance, and enhance equitable and inclusive employment practices at all levels of the City's workforce through its recruitment, hiring, and promotion policies and procedures. The RHP project will kick off with a comprehensive review and needs assessment of every City department through a diversity, equity, and inclusion lens. The initial results will be compiled in a trend analysis report to help us develop a sustainable and measurable recruitment, hiring, and promotion plan document.

In FY19, as part of the Cambridge Equity & Inclusion Initiative (CEII), City leaders and managers attended trainings on Identity, Structural Racism, Diversity, and Inclusion and engaged in a workshop on Leadership Expectations to Support Equity and Inclusion. In FY20, the City will formalize these leadership expectations. These trainings and others, such as one on Implicit Bias to be offered in FY20, aim to build skills and cultural proficiency in leaders and managers, thus enabling them to play leading roles, as is expected of them, in the elimination of bias and the promotion and advancement of equity and inclusion, in addition to their core responsibility of successfully managing a diverse workforce.

The CEII Steering Committee has been meeting since 2018 to strategize and advance equity and inclusion efforts centered, most recently, on staff retention and succession planning practices. In FY20, the CEII Steering Committee, with the Office of Equity & Inclusion, will continue to assess and analyze the City's workplace climate. CEII supports the growth, skill-building, and development of all City employees to cultivate an environment which reflects the values of equity and inclusion. Learn more at [CambridgeMA.gov/EquityDashboard](https://CambridgeMA.gov/EquityDashboard). Photo: Kyle Klein.



## Urban Forestry Initiatives

The Urban Forest Master Plan (UFMP) will guide the development of Cambridge's tree assets into the future. This strategic plan will enable the City to maintain and expand the urban forest canopy, be more resilient to climate change, reduce the urban heat island effect, mitigate stormwater runoff, and contribute to community well-being in all Cambridge neighborhoods. Concurrent with the development of the long-term UFMP, the Department of Public Works (DPW) supported special initiatives to more immediately improve the urban forest. Amendments to the City's Tree Protection Ordinance passed in March restricted the removal of significant trees (diameter of 8 inches or more measured at 4 feet above ground) on private property. Removal of any significant tree requires a City permit. Learn more at [CambridgeMA.gov/TreeProtection](https://CambridgeMA.gov/TreeProtection).

DPW Forestry Division staff also implemented several innovative approaches to support newly planted trees, including a compost tea pilot program; improved growing conditions with biochar and additional site work at the time of planting, and enhanced follow-up care with an additional year of watering, weeding and mulching tree wells.



In FY20, the City will be investing almost \$1.2 million to directly support the maintenance, planting, and after-care of new and existing trees. Over the next year, the City will plant approximately 600 trees, including the planting of 100 trees at the Golf Course. It is

anticipated that a request for an additional \$1 million appropriation will be made in fall 2019 to support tree programs following an additional review of tree canopy issues in the City. The City will also continue to build on the tree watering program, ensuring the watering of young trees through the first three years of establishment, together with the watering of other trees that have been identified as needing additional watering to sustain their growth and health. The FY20 budget will fund a new Assistant Arborist position to support planting and permitting programs.

## City to Provide Free MBTA Pass to Eligible Students



The increasing cost of transportation can be a significant barrier for low-income youth. The City's FY20 Budget includes \$275,000 to fund a new MBTA pass program for eligible high school students. The program will allow the students who qualify for a free or reduced lunch to also receive an MBTA pass to be used for commuting to and from school, as well as to and from after school extracurricular and athletic events and activities.

## Summer Food Program Expansion

This summer, the Department of Human Service Programs (DHSP) will significantly expand summer meal sites to ensure that more of the City's children and youth are getting adequate nutrition when school is out. Each summer, the Department offers lunch at designated parks and breakfast and lunch in summer camp and school programs where a



Photo: Kyle Klein

majority of children are eligible for free or reduced lunch. Building on the recommendations of the City Council's Human Services and Veterans Committee, the FY20 budget includes additional funding for three pilot summer food expansion efforts:

- Evening meals for Summer Youth Basketball Leagues at Sennott Park, Glacken Field, and Hoyt Field for both youth participants and spectators.
- Evening meals at Screen on the Green movie nights, offered weekly at different parks across the city. Meals will also be served at the Book Bike events located in different housing developments.
- Addition of summer lunch site at Central Square Branch Library, as part of a collaboration between Cambridge Public Library and DHSP.

## Participatory Budgeting

In FY20, the City will implement the six winning projects from the fifth cycle of Participatory Budgeting (PB), which include 100 trees, new water fountains at nine parks, six drying gear units and 11 sets of wireless headsets for the Fire Department, maintenance of bike lanes, 12 Big Belly trash/recycling bins, and rain gardens. In June 2019, the City will launch its sixth annual cycle in which residents will decide how to spend



\$1 million of the City's FY21 capital budget. Idea collection on projects to improve Cambridge will take place from June 1 - July 31, 2019 and voting will be held in December. Learn more at [Pb.CambridgeMA.gov](http://Pb.CambridgeMA.gov).



Water bottle fill stations were installed as part of a prior winning PB project.

## Tobin Montessori and Vassal Lane Upper Schools Project

The Tobin Montessori and Vassal Lane Upper Schools, located at 197 Vassal Lane, will be the third school building to be completely redesigned in recent years. In FY20, the City will complete feasibility and engineering studies, and commence the design process. The feasibility study will include site options (including the use of the existing building), costs, and a schedule for the design and construction phases. The facility is being designed as a Net Zero Emissions facility and, in addition to new school facilities, will include renovated open spaces and new preschool and afterschool programs. The architectural firm of Perkins Eastman was selected for the design of the Tobin School, and is the same firm that designed the Dr. Martin Luther King Jr. and Putnam Ave Upper Schools. The project is expected to cost approximately \$250 million.

## The Port Task Force



In conjunction with the City Manager's Office, the Department of Human Service Programs, Cambridge Police Department (CPD), community partners, and community residents, the City will continue to implement a multidisciplinary approach to addressing complex issues in The Port neighborhood. Reducing crime, increasing safety, and actively engaging with The Port community are year-round priorities for CPD and the City of Cambridge.

CPD will look to build upon its past efforts in The Port through a variety of initiatives, including participating in Door-to-Door campaigns, Peace Walks, Career and Resource Fairs, BBQs, Coffee with a Cop functions, a Gun Buy-Back event, Cambridge Book Bike events, youth programming, and involvement in arts and music programs. These initiatives will be conducted in collaboration with other City agencies and partners, such as local places of worship and the Margaret Fuller House.

## Central Square Police Substation Opens

In December 2018, City officials celebrated the opening of a new Police Department substation in Central Square. The new substation was made possible through the strong support of community partners, particularly Cambridge Savings Bank for leasing space to the City, and the Central Square Business Association for their ongoing collaboration with City



staff. CPD has worked closely with area businesses and now features four dedicated officers for Central Square as well as four dedicated officers on walking routes in Harvard Square. CPD will continue to work with the community to address concerns.

## Text to 9-1-1 Capacity

An important improvement for accessibility to emergency services is the capacity to provide an option to Text to 9-1-1. The Emergency Communications Center (ECC) began receiving text messages in



December 2018. When a text message is sent to 9-1-1, it will be routed to an emergency call center based on the location provided by the carrier. The Text to 9-1-1 system is fully operational in Cambridge and all other cities and towns in the Commonwealth.

### Uber Connects to Cambridge 911

Cambridge will be one of the first municipalities in the Commonwealth to have the ability to connect 9-1-1 call takers and Uber Passengers through the Uber app. With this integration, 9-1-1 call takers will be able to automatically receive potentially life-saving information regarding the Uber ride. Built into the Uber Safety Toolkit, Uber passengers can swipe to call 9-1-1 directly within the app and share their location with Emergency Communications Center dispatchers in an emergency.

### New Police Cadet Program *continued from Page 1*

to learn about the daily operations and functions of CPD and culture of work by rotating through various units and sections, as well as participating in community policing activities. The Police Cadet Program aims to develop and refine qualities such as maturity, responsibility, character, teamwork, leadership, and civic duty. Once they have successfully completed the program and passed the police examination, a police cadet will be eligible for appointment as a Police Officer. If you or someone you know is interested in becoming a Police Cadet, they are encouraged to contact the Cambridge Police Personnel Office at 617-349-3374.

"The Cambridge Police Cadet Program is an exciting opportunity for our young residents, particularly those who have an interest in pursuing a public safety career," said Cambridge Police Commissioner Branville G. Bard, Jr. "This will give them a jumpstart on gaining valuable experience and insight into policing, while also creating a building block for the future of the Cambridge Police Department."



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## Protect Yourself and Your Belongings with Renters Insurance

Losing everything you own in a fire, flood, or other disaster is tragic and traumatic. Renters insurance is an affordable and important way to protect yourself and your belongings in case the unexpected happens. Renters insurance can usually cover: personal possessions such as your clothes, furniture, electronics, etc., up to your coverage limit; temporary living expenses if your home is damaged and becomes uninhabitable; personal liability in case you're ever sued and found legally responsible for an injury or property damage; and payments for medical expenses if a visitor gets hurt in an accident at your home.

One of the most common mistakes tenants make is assuming their landlord's insurance will cover their belongings in the event of loss or damage.



When considering renters insurance, remember that some items may require extra coverage. Investigate replacement cost coverage at current retail prices and make sure that the liability limit is high enough to protect you and your assets.

In a very general example, a typical renters insurance policy could cost \$125 annually and provide coverage of \$20,000 personal property, \$300,000

liability, and \$1,000 medical. Discuss the type of coverage you would need with an insurance agent and get more than one quote for comparison. In a stressful situation, knowing you have coverage can make all the difference.

For more information, visit the State Office of Consumer Affairs webpage at: [Mass.gov/Service-Details/Consumer-Alert-Homeowner-to-Renter](https://www.mass.gov/Service-Details/Consumer-Alert-Homeowner-to-Renter)

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