



City of Cambridge FY22 Annual Report



FY22 CAMBRIDGE NUMBERS AT A GLANCE*

\$278 MILLION

Appropriated to invest in affordable housing initiatives to date

\$58 MILLION

Will be spent on affordable housing/homelessness efforts in FY23

4,250+

Affordable units completed or preserved with City assistance to date

\$20 MILLION

Saved on cumulative electricity bills since Community Electricity Program (CCEP) started in 2017

17 MILLION

Pounds recycled and diverted from landfills

\$6.4 MILLION

Capital Funds invested in Participatory Budgeting Projects since FY16

- **3.9 million** pounds of yard waste collected
- **3 million** pounds composted and diverted from landfills
- **1.1 million** items checked out at Cambridge Public Libraries
- **92%** Cambridge residents surveyed in 2020 rated Cambridge as an Excellent/Good Place to Live
- **600,000** patron visits to Cambridge Public Libraries
- **\$543,450** in Cultural Capital Fund and Grants funded by City, Cambridge Arts, Wagner Foundation
- **280,000** pounds of mattresses/box springs recycled
- **135,000** meals (valued at **\$954,000**) served to homeless by Cambridge restaurants participating in City's COVID-19 meals program

- **120,000** calls for service responded to by Cambridge Police, Fire, and Emergency Medical Support, and **39,835** calls/text to 911
- **110,000** pounds of clothing/textiles recycled through new program
- **8,800** people registered for a new Library card, for a total of **85,000** cardholders
- **7,400** residents voted in 2021-2022 Participatory Budgeting Process
- **2,139** catch basins cleaned to help prevent localized flooding
- **1,800** virtual/hybrid programs provided to **30,000** Library participants
- **1,439** households have received services through the Multi-family Retrofit Pilot
- **1,309** residents/businesses received 100% renewable energy from CCEP

- **1,062** fires, including outdoor rubbish, Cambridge Fire Department responded to
- **7** Bluebike stations installed totalling **154** bike docks
- **4.08** miles of bicycle facilities and markings added to Cambridge for a total **101.7** miles
- **3.4** miles of dedicated bus lanes in Cambridge
- **250** guns turned in at Safer Homes, Safer Community gun buyback event

**Some numbers are approximate or estimated due to early publication deadline.*



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Cambridge City Hall Photo: Kyle Klein

COVID-19 NUMBERS & SUPPORT AT-A-GLANCE



\$35+
MILLION

City and community direct financial support to individuals, families, and non-profits through January 2022



\$88
MILLION

American Rescue Plan Act (ARPA) federal funding portion allotted to Cambridge to support COVID-19 response in FY23



\$22
MILLION

Portion of ARPA funds allocated towards direct cash assistance to combat the adverse effects of the pandemic faced by low-income families



\$500

Monthly allocation for a duration of 18 months to

Cambridge families under 200% of federal poverty level, making Cambridge the first city in the country to expand its cash assistance program to every family living in poverty



93%

Percent of Cambridge residents who have received at least one dose of COVID-19 vaccine as of June 1, 2022



77%

Percent of Cambridge residents who are fully vaccinated as of June 1, 2022

Since the COVID-19 crisis first emerged in Cambridge, City leadership, City Council, and staff, have deployed emergency preparedness planning to develop, implement, and monitor public health strategies to slow the spread of the virus and encourage residents to get vaccinated.

The City has thoughtfully approached this rapidly evolving pandemic in collaboration and partnership with public health, community, and regional partners, and is prepared to quickly respond to mitigate additional outbreaks of COVID-19 in the community with targeted interventions and support.

CITY OF CAMBRIDGE RESPONSE TO COVID-19 PANDEMIC CONTINUED THROUGH FY22

Since March 2020, the City and its partners have made enormous strides in the fight against COVID-19 and its subsequent variants. As of May 2022, over 93% of Cambridge residents have had at least one dose of a COVID-19 vaccine, and 77% are fully vaccinated. The City has built the necessary public health, communications, testing, and vaccine infrastructure needed to scale operations quickly to meet any emerging need in Cambridge.

Over the past two years, the City has launched and maintained initiatives to aid Cambridge residents, businesses, and non-profits in this time of crisis. Below are some highlights of the range of work that has occurred since March 2020 and continues to be undertaken to combat COVID-19. For example, the City's team and its partners:

- Established and maintained a City-funded and administered community COVID-19 PCR testing



City Manager Louis A. DePasquale and Cambridge Public Health staff at a COVID-19 vaccine clinic.

program, administering over 275,000 free COVID-19 tests through April 2022, and established a free daily appointment-based testing program at CIC Health site for those who live or work in Cambridge;

- Developed messaging and outreach efforts to help residents access COVID-19 vaccines and booster shots;
- Administered over 16,000 vaccines and booster shots through City-run clinics;
- Distributed over 40,000 rapid Antigen tests to the City's most vulnerable residents by working with non-profit and community partners;
- Procured an additional 50,000 rapid Antigen tests and 75,000 high-quality masks for residents, frontline workers, and City staff to allow critical services to continue to function during COVID-19 case surges;
- Activated the Mayor's Disaster Relief Fund to support individuals, families, and small businesses experiencing financial hardship thanks to approximately \$5 million in donations from Cambridge residents, corporations, and university partners;
- Awarded grants and loans to support small businesses, including a collaboration with the Cambridge Redevelopment Authority (CRA) on a \$1 million zero-interest loan program for small businesses funded by the CRA;
- Created a Housing Stabilization Fund to support Cambridge households with six months of housing assistance, established a housing assistance line, and conducted outreach on the City's eviction moratorium that protects tenants;

- Provided Cambridge non-profits and the local arts and culture sector with grants to provide services and meet urgent needs;
- Established a Small Business Advisory Committee to coordinate with local businesses and business associations around pandemic-related issues facing the business community;
- Reduced fees and extended payment deadlines to provide flexibility to residents, businesses, and taxpayers experiencing financial difficulties;
- Created and continue to operate an innovative initiative for local restaurants to supply meals for the homeless, and partnered with and funded Food for Free to create a Community Food program;
- Funded 400 Internet Essentials accounts for qualifying Cambridge School families without Internet access at home;
- Supported expanded permitting of outdoor dining opportunities and funded a patio heater reimbursement program for local food establishments; and
- Planned, built, and opened a temporary homeless shelter and a quarantine facility, which evolved into a new Transition Wellness Center for over 50 unhoused residents.

None of these COVID-19 efforts, nor the routine critical City services that continued without interruption, would be possible without an incredibly dedicated City workforce.

Special thanks also to Cambridge Fire Department who worked in collaboration with Cambridge Public Health Department and with support from Cambridge Police Department to staff citywide COVID-19 testing and vaccination sites.

As a City, Cambridge is addressing the community's challenges and needs and will continue to do so into the future. As of the end of January 2022, and since the start of the pandemic, over \$35 million in City and community direct financial support to individuals, families, small businesses, and nonprofits has included support for:

- Food, lodging, and shelter services;
- Direct Housing Support Grants through the Housing Stabilization Funds;
- Grants to Cambridge non-profits servicing Cambridge residents;
- Small Business COVID-19 grants and loans;
- Grants to address urgent needs in the local arts and culture sector; and
- Additional City funds for the School Department for COVID-19 related health and safety mitigations, staff, technology, and instructional supports.

The City's continued efforts are possible in part because of strong management and sound fiscal policies set by the City Council, and because the City is in a financial position to strategically use free cash reserves to support its COVID-19 pandemic response. It is important to note that many of the COVID-19 initiatives have been and are being initially funded by the City, despite not being in the FY21 or FY22 budgets.

Throughout the pandemic, the City has demonstrated its ability to provide high-level, fundamental services while also supporting COVID-19 related services and programs. As City departments refocus efforts on addressing COVID-19 impacts and return to pre-pandemic operations, they continue to work closely with the City's fiscal team to monitor and control expenditures.

As a number of COVID-19 initiatives and relief programs extend into FY23, the City will continue to utilize its allotment of \$88 million in American Rescue Plan Act (ARPA) funding to support these initiatives.

During the 2022 State of the City Address in April, it was announced that the City of Cambridge will be allocating close to \$22 million in ARPA funding to build on the work of the Cambridge RISE pilot and combat the adverse effects of the pandemic faced by low-income families in Cambridge. This allocation will provide direct cash



City staff hand out free at-home COVID-19 test kits.

assistance, in the form of \$500 dollars per month for approximately a year and a half, to every single eligible family under 200% of the federal poverty level in the City of Cambridge. This step makes Cambridge the first city in the country to expand its cash assistance program to every family living in poverty.

FY23 will continue to be different than pre-pandemic budgets, and some budgetary and operational elements will remain uncertain for a while longer. But the prudent stewardship of this City, the City Council's leadership, and our workforce's dedication have prepared us to weather this moment and support our residents and businesses. Together, we will prioritize assisting those disproportionately impacted by the pandemic and rebuilding a vibrant and thriving local economy and community.

Looking to FY23, the City will continue to work closely with the Commissioner of Public Health, Chief Public Health Officer, business associations, and community, regional, and state partners to mitigate the spread of COVID-19 and protect the health and safety of the community.

With the community's continued support, Cambridge will emerge from this pandemic stronger and more resilient than ever.

MESSAGE FROM THE CITY MANAGER

A strength of this City is how departments, leadership, and staff work collaboratively with our elected officials. City staff at all levels work diligently to accomplish the policies established by the City Council and provide the day-to-day services that are important to our community.

As City Manager, I have sought ways to improve our operations, customer service, and outreach while building upon the many initiatives underway in the City. We know that inequity and unequal access to services and opportunities are rooted in historical factors that include systemic racism and other forms of oppression. Since becoming City Manager, my team and I have created and expanded City initiatives that intentionally focus our learning, development, and leadership programs on anti-racism, diversity, equity, and inclusion. In this Annual Report, you will learn about the many accomplishments achieved over the past fiscal year, and you will see how our City programs are focusing on supporting and improving the quality of life for our residents, the economic vitality of the City, and our commitment to equity and inclusion for all. In addition, we have diligently worked to expand our use of data and evidence in decision making, and our efforts were recognized in FY22 by our receiving a What Works Cities Gold Certification, the national standard of

excellence in data-driven city governance.

After 47 years of service with the City, with the last 5½ as City Manager, this is my last Annual Report submission. I am incredibly proud of what we have accomplished over the years, and I believe our efforts reflect the values and priorities of our community. During my tenure, I introduced property taxes as a funding source for affordable housing. In FY19, in response to stated City Council goals, I made a commitment to double the amount of funding to support affordable housing within 3-5 years, which we were able to accomplish within two years as part of the FY21 Budget.

The FY23 Budget includes an unprecedented \$38.1 million in anticipated funding for affordable housing, an increase of 179% from the FY19 amount (\$13.6 million).

In FY22, we also funded \$15 million specifically to help preserve the affordability of over 500 units of housing at Fresh Pond Apartments.

In response to the COVID-19 pandemic, we worked with Cambridge Public Health Department, Police Department, Public Works Department, and Department of Human Service Programs to quickly plan, build, and open a temporary emergency homeless shelter and quarantine facility at War Memorial Recreation Center. The emergency shelter has since evolved into the City's Transition Wellness



City Manager Louis A. DePasquale; his daughter, Kristen; wife, Cheryl; and son, Louis, at the Louis A. DePasquale Universal Design playground.

Center for unhoused residents and is now located at Spaulding Hospital at 1575 Cambridge Street. Additionally, the City provided free and easily accessible COVID-19 PCR testing to the public, held COVID-19 vaccine and booster clinics, and distributed over 80,000 rapid antigen tests and 60,000 high-quality masks during FY22.

Building on our long-term commitment to creating high-quality open spaces for all residents, we purchased four acres of open space from Buckingham Browne and Nichols School at 185 Larch Road. Additional open spaces include the new Timothy J. Toomey, Jr. Park in East Cambridge, the renovated Glacken Field and Playground, and the Louis A. DePasquale Universal Design Playground at Danehy Park – a first-of-its-kind in Cambridge.

Construction began on the Tobin Montessori and Vassal Lane Upper Schools Complex in FY22. Together with the King Open and Cambridge Street Upper Schools and Community Complex and the Martin Luther King Jr. and Putnam Avenue Upper School Complex, these new school projects will total over \$500 million in City-funded investment in education.

These capital investments are in addition to work on our comprehensive municipal building projects, including: City Hall improvements, the Foundry Building, Department of Public Works complex improvements, Fire Station renovations, including Fire Headquarters, and Library improvements and expansion.

We continued to invest in environmental initiatives and infrastructure, including municipal building sustainability and improvement projects; water and sewer system upgrades; an expanded tree canopy; major transportation corridor and street safety improvements; and

implementation of the Bicycle Network Plan.

During FY22, we recommended to the City Council the creation of a new Community Safety Department, which will coordinate community-driven solutions to enhance safety in the community with key services and programs targeted at our most vulnerable populations. This new department will focus on delivering behavioral health crisis response services while promoting violence prevention and intervention.

By maintaining the City's unique and notable distinction of achieving AAA bond ratings from each of the major credit rating agencies, we have remained in a strong position to continue to support major new initiatives and investments now and into the future.

As I conclude, I want to recognize what I believe is this City's greatest asset – our incredible workforce. From our laborers to our administrators, each employee provides excellent service to our community, and their passion and dedication to public service are second to none. The past two years have clearly demonstrated that every City employee plays an essential role in our ability to carry out our goals and positively impact our residents' lives. I am forever grateful to our current employees and those I have had the privilege to work with over my career.

Thank you, again, for placing your trust and confidence in me to lead this great City, and I hope that you will take the time to read about the remarkable work we've accomplished in FY22.



ABOUT THE CITY COUNCIL

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies, and performs many related legislative tasks.



The 2022-2023 City Council members are:

Mayor Sumbul Siddiqui, Vice Mayor Alanna M. Mallon, City Councillor Burhan Azeem, City Councillor Dennis J. Carlone, City Councillor Marc C. McGovern, City Councillor Patricia M. Nolan, City Councillor E. Denise Simmons, City Councillor Paul F. Toner, and City Councillor Quinton Y. Zondervan.

Every two years, the City Council is elected at-large by the proportional representation electoral process. The City Council elects a Mayor and a Vice Mayor.

In FY22, the City Council led processes to appoint a new City Manager, new City Clerk, and new City Auditor, the three positions for which they have appointing authority.

City Council Goals:

- Goal 1: Increase access to affordable housing for all income groups.
- Goal 2: Ensure that Cambridge offers economic and educational opportunity to all.
- Goal 3: Deepen our commitment to sustainable use of energy and strengthen our capacity for resilience.
- Goal 4: Expand and deepen community engagement.
- Goal 5: Develop more proactive, inclusive, and transparent City planning processes.
- Goal 6: Make it easy to move safely through the City, especially by sustainable modes of transportation.
- Goal 7: Increase opportunities for all residents to enjoy the City’s open spaces.
- Goal 8: Ensure that Cambridge remains an Innovation Hub that integrates businesses of all sizes into a thriving ecosystem.
- Goal 9: Improve Council’s capacity to collaborate more effectively, make better decisions, and increase its accountability to the public.
- Goal 10: Ensure City’s budget allocates resources responsibly and responsively.
- Goal 11: Ensure Public Safety efforts reflect current and emerging challenges and opportunities in a way that incorporates Cambridge’s core values.
- Goal 12: Eliminate Bias within the City workplace and wider community.

Learn more at CambridgeMA.Gov/CityCouncil.

ACCESS TO AFFORDABLE HOUSING FOR ALL

Housing affordability promotes stability for our residents and allows for building the social, economic, and cultural bonds that strengthen a community. Creating and preserving affordable housing remains the City's highest priority. In FY22, the City appropriated more than \$32 million to the Affordable Housing Trust, bringing the total of City funds committed to the Trust to more than \$278 million (FY92-FY22) to invest in affordable housing initiatives. The Trust also receives funding through Incentive Zoning provisions, which have generated more than \$44 million for the Trust since their adoption in 1988. The Affordable Housing Trust has preserved or created more than 3,625 affordable units.

Preserving Affordability at Fresh Pond Apartments.

In FY22, the Affordable Housing Trust provided \$34.5 million in loans and other assistance to preserve the long-term affordability of all 504 affordable units at Fresh Pond Apartments at 362 and 364 Rindge Avenue. This commitment includes providing financing to the owner to continue to keep rents affordable, and funding a rent phase-in reserve, to assist some residents transitioning to a new affordable rent structure. Preserving affordability at Fresh Pond Apartments caps the City's efforts, started in 2009, to preserve affordability of 1,094 units at 10 privately-owned properties where continued affordability was at-risk.

Building New Affordable Housing. To help affordable housing providers create new housing, the City adopted zoning provisions in FY21 to establish Affordable Housing Overlay (AHO) zoning that facilitates creation of new City-funded affordable housing with relaxed dimensional criteria and as-of-right approvals. Since its adoption,

staff have worked with affordable housing partners and the community on implementation of the AHO and have seen several proposals to create new affordable housing move through the community discussion and advisory design review process (see below). In FY22, the City collaborated with affordable housing providers including the Cambridge Housing Authority (CHA) to create a variety of new affordable housing options including:

- **Frost Terrace.** 40 new units of affordable rental housing in Porter Square were completed in FY22.



The completion of Frost Terrace in FY22 brought 40 new affordable housing units to Porter Square. Photo by Robert Benson Photography.

- **Squirrelwood.** 23 new affordable rental units in The Port were completed in FY22 as part of larger initiative to preserve affordability of 65 existing affordable units at Linwood Court and Squirrel Brand Apartments.

- **Rindge Commons.** Plans advanced for new development of affordable rental housing in a two-phase mixed-use development in the Alewife area. The first phase, expected to begin in FY23, will create 24 affordable rental units, along with non-residential space that will include a new space for early childhood education programs.
- **52 New Street.** A plan to build 107 units of affordable rental housing in a mixed-use development next to Danehy Park advanced through the AHO review process; construction is expected to begin in FY23 once all funding is secured.
- **Jefferson Park Federal Public Housing.** CHA is moving forward with plans for reconstructing 175 units in North Cambridge to continue providing much-needed affordable housing that will remain financially and operationally viable into the future. Plans were reviewed through the AHO process and also include the creation of more than 100 new affordable units. Construction is expected to begin in FY23.
- **49 Sixth Street.** A plan was advanced through the AHO process to create 46 new units of affordable rental housing at the former Sacred Heart rectory, school, and convent in East Cambridge.
- **116 Norfolk Street.** CHA has proposed to renovate existing rental housing and create 62 affordable units through the AHO to better serve low-income residents with on-site supportive services.
- **35 Harvey Street.** Planning is underway to convert this 16-unit single-room occupancy (SRO) building with shared facilities into 12 small apartment units for individuals moving beyond homelessness.
- **35 Cherry Street.** A community process to determine how best to redevelop this City-owned property as affordable housing was completed. Planning for the creation of affordable homeownership units here will continue in FY23.
- **1627 Massachusetts Avenue.** The Affordable Housing Trust will fund the purchase of this property from Lesley University to create new affordable housing. Planning will begin in FY23 for transformation of this prominent property through renovation of the historic structure and new construction on the parking lot behind it.



Planning will soon begin for the creation of new affordable housing at 1627 Massachusetts Avenue near Harvard Square.

Inclusionary Housing. In FY22, plans for 12 new inclusionary housing units were approved, bringing the total number of housing units completed or under construction under the City's Inclusionary Housing provisions to more than 1,495. Several new rental buildings with affordable units for low- and moderate- and middle-income residents were also completed in FY22; more than 130 new units will be made available to residents in late FY22 or early FY23. With more than 200 additional new inclusionary units under construction, the City will continue to see new inclusionary housing becoming available throughout FY23 and beyond. More than 150 new households moved into an inclusionary rental unit in FY22. Over 575 applicants have been housed in inclusionary rental units in the past 5 years, and 1,086 households have moved into an inclusionary rental unit in the last decade.

Affordable Homeownership. FY22 marked the first offering of new inclusionary homeownership units in several years. Nine units were offered to first-time homebuyers through a new online application process for new affordable homeownership units. The City continued to offer homeownership education and counseling to prospective homebuyers. More than 500 participants attend the City's homeownership workshop annually, with many also receiving homeownership counseling. The City continues to offer financial assistance to income-eligible homebuyers through the HomeBridge program, which funds up to 50% of a home purchase price. HomeBridge is available to residents earning up to 120% of area median income (AMI) looking for homes on the market, and homes become part of the City's

affordable housing stock. The City oversees more than 500 affordable homes throughout Cambridge. When these homes are sold by current owners, new buyers are selected through the City's homeownership resale program. More than 15 first-time homebuyers purchased a City-assisted affordable home in FY22. In the last 5 years, 70 residents purchased their homes with assistance from the City, and more than 150 residents have purchased a City-assisted affordable home in the last decade.

Housing Choice Community. Cambridge continues to be designated a Housing Choice Community by the Commonwealth of Massachusetts, which recognizes communities that have successfully created new housing and adopted best practices for sustainable growth, promoting housing affordability.

Additional Housing Support. Multi-Service Center (MSC) staff, in coordination with the City Manager's Housing Liaison and the Community Development Department, continued to run the emergency support and stabilization programs that have assisted hundreds of households with rent or mortgage payments to preserve their housing. The MSC also provides services to 22 men in permanent supported housing units at the YMCA. Case management services for unstably housed residents continued, including regular housing search workshops, as did emergency response to fires in coordination with the Housing Liaison. MSC staff worked with low-income individuals and families to help cover costs of moving expenses or security deposits for residents moving to new units and negotiated with landlords on behalf of households with rental arrears.

INVESTING IN OUR COMMUNITY

Construction of the Tobin Montessori and Vassal Lane Upper Schools complex at 197 Vassal Lane kicked off in December 2021. Designed as a Net Zero Emissions facility, the complex will house Tobin Montessori School, Vassal Lane Upper Schools, new preschool and after school programs, including Special Start preschool program for students with disabilities. The project also includes construction of a 1.5-million-gallon underground storm water tank on-site to mitigate street flooding in the neighborhood, open space enhancements, and reconstruction of Father Callanan Park. This project was the third, along with the Martin Luther King Jr. and Putnam Avenue Upper School and the King Open and Cambridge Street Upper Schools and Community Complex, that were part of a \$500 million investment in three new school facilities.

Firehouse Renovation Update. A multi-year \$72 million renovation of Cambridge's 8 fire stations is ongoing. Renovation of the Taylor Square fire house was completed. Engine 9 was scheduled to reoccupy the renovated firehouse at 167 Lexington Avenue in June 2022. Renovation work at Engine 6 firehouse at 176 River Street is nearing completion. The total reconstruction of Fire Headquarters is in the design phase.

Renovated Foundry Building to Reopen in Fall 2022 as Center for Creativity and Collaboration. A \$45.5 million transformation of the historic Foundry Building at 101 Rogers Street is nearing completion and is expected to open this fall. The building, originally constructed as an iron foundry in 1889, is an adaptive reuse project that will reopen as a self-sustaining center for creativity and



Rendering of Tobin-Montessori School entrance.

collaboration for the Cambridge community. At the intersection of the Kendall Square Innovation District and the East Cambridge neighborhood, the Foundry will provide space and programs for visual and performing arts, entrepreneurship, technology, and workforce education. The Foundry will also help facilitate access for residents, especially underrepresented communities and adjacent neighborhoods, to the dynamic working and learning environment of Kendall Square.

Broadband Initiative. The City launched a 21st Century Broadband initiative and hired nationally known CTC Technology & Energy (CTC) to conduct a yearlong feasibility study to help the City achieve its digital equity, connectivity, and Municipal Broadband goals. CTC is conducting a baseline analysis; performing technical analysis and design; performing market analysis, financial analysis, developing business and City-ownership models; conducting stakeholder engagement; and generating a comprehensive report. This initiative is one of the identified strategies from the

2021 Digital Equity in Cambridge Report. This City-commissioned report outlines the research findings from a comprehensive study examining digital equity gaps in our community, including broadband access, affordability, digital skills, and device ownership, and is serving as a roadmap for the City's digital equity initiatives.

Preservation Grants. Cambridge Historical Commission (CHC) awarded over \$401,000 in Institutional Preservation Grants to eight non-profit organizations to assist with exterior restoration, including needed repairs to their significant buildings. CHC also awarded four historic Preservation Grants totaling \$225,000 to local affordable housing agencies and income-eligible homeowners to assist with exterior property restoration.

Updates on Projects Subject to Rezoning and Subsequent Commitments for Public Benefits:

MIT Kendall Square Development. Four out of six buildings are built or nearing completion, including 300 units of housing, in this transformative project blending academic, commercial, residential, cultural, and retail uses. Commitments to date include funding for a portion of the Grand Junction Multiuse Path (completed in 2016), nearly \$6 million in contributions to the Community Benefits Fund, and conveyance of 35 Cherry Street to the City.

325 Binney Street (Alexandria Real Estate). Construction is underway on this new highly sustainable office/lab building, which has been announced as the future home of Moderna. Commitments include land and funding for another portion of the Grand Junction Multiuse Path (in design) and future conveyance of a parcel on Fulkerson Street for City use, if acquired from Eversource.

CambridgeSide Redevelopment (New England Development). Construction is underway on three new commercial buildings and about 160 units of mixed-income housing attached to the retail mall, which will be preserved. Commitments include \$9 million for the East End House (\$4 million contributed to date) and space and programs to support non-profits, local retailers, and artists.

MIT Volpe Parcel Redevelopment. The Planning Board approved the plan to redevelop this major site in Kendall Square, which will transform it into an active district with a mix of commercial and residential buildings, about 1,400 units of housing (around 300 affordable), ground-level retail and entertainment, over two acres of public open space, and a community center. Commitments include a large section of the Grand Junction Multiuse Path (in design), 950 new graduate student beds (all completed or in construction), a community job connector (currently operating), and community events and arts programming.

Kendall Center Development (Boston Properties). The Planning Board approved the plan and designs for two new commercial buildings and a 445-unit residential building. This project has committed to host a below-grade electrical transformer substation, with public open space on top, which will allow the City to acquire the Eversource parcel described above.

585 Third Street (Biomed Realty). The Planning Board approved this plan for a new commercial building that will include an Arts and Culture Center and indoor/outdoor public space. Commitments include \$2 million for the Margaret Fuller House.

FOSTERING NEIGHBORHOOD VITALITY & OPEN SPACES

The last two years have highlighted the importance of access to outdoor open space. In FY22, the City launched the Our Parks, Our Plan process to develop an action plan for the City’s open space network, applying an equity lens to criteria that include park access and climate resilience. A robust outreach strategy to engage the community in visioning and evaluating priorities included online surveys, youth focus groups, and in-person pop-up events. This work will inform a plan that reflects community interests and can guide future park and open space improvements so that these benefits are shared equitably across Cambridge.

New Parks, Open Spaces, and Renovated Fields.

In FY22, the City completed construction on several park and open space projects:

- **Timothy J. Toomey, Jr. Park** in East Cambridge features a new playground, dog run, and park green.



Timothy J. Toomey, Jr. Park in East Cambridge.

- **Louis A. DePasquale Universal Design Playground** at Danehy Park serves as a model for an inclusive playground designed for visitors of all abilities to play together. Universal Design also takes physical, sensory, cognitive, and emotional abilities into consideration to create an environment that is welcoming to all people to the greatest extent possible. Learn more at Cambridgema.gov/udplayground.
- **Glacken Field** renovations include field area and tot lot improvements and perimeter loop path.
- The **Watertown-Cambridge Greenway**, the result of a partnership between the City of Cambridge and DCR provides a new multi-use path connection between Fresh Pond Reservation and Watertown.
- A new **Reading Garden at O’Connell Library** in East Cambridge, created through a partnership with East Cambridge Open Space Trust, transformed an under-utilized space into a new neighborhood resource.

Cambridge Public Space Lab. This new initiative seeks to bring joy and playfulness to underutilized spaces in a way that fosters creativity, collaboration, and community. In FY22, the City created two public patios along Cambridge Street in Inman Square, which were well received and embellished with flower boxes, art, and a public piano.

Other Public Space Lab projects include **CloudHouse**, a temporary shade pavilion installed in summer 2021 at Greene-Rose Heritage Park to mitigate impacts of extreme heat, and enhancements to **Palmer Street** in Harvard Square.



Louis A. DePasquale Universal Design Playground at Danehy Park.

Our Cambridge Street (Inman Square/Cambridge Street Corridor Planning). The Envision Cambridge plan articulated a shared vision for sensitive growth by identifying the type, scale, and location of development needed to meet community goals. Inman Square and Cambridge Street were identified as areas with potential to advance the City’s priorities. In FY22, the City started a community planning process to develop place-specific recommendations to realize shared community goals for this area.

Harvard Square Kiosk. Renovation of the Harvard Square Kiosk building started in 2021. Construction at the Kiosk is expected to conclude in 2023, at which point an operator hired by the City will begin programming the Kiosk.

Fine Free Library Pilot. In October 2021, Cambridge Public Library (CPL) launched a one-year pilot of not charging fines for late returns or renewals of library materials, ensuring that everyone in the community has equitable access to books and materials. CPL has long been fine free for children’s and young adult materials.

This new initiative extends the fine free policy to adult materials and offers forgiveness for lost or damaged Cambridge-owned children’s and young adult materials.

Library Social Worker. In March 2021, CPL hired its first Licensed Clinical Social Worker. The social work program at CPL started by connecting the public with immediate resources such as food, clothing, and school supplies; crisis intervention resources; and referrals to other social service providers across the city. As the program became more established, the Library Social Worker identified frequently occurring needs in the areas of basic needs, health services, housing and utility assistance, career support, and immigrant and legal resources. The Library Social Worker coordinates a group of Social Work Interns, graduate students participating in mandatory field practicums as part of their social work education. The students, who focus on priority areas such as resources for immigrants, seniors, youth, and the unhoused community, will be participating in the Care Calls program. Interested community members can sign up for a weekly check-in phone call from a social work intern who will provide information about resources, assess community needs, and offer human connection and engagement.

Liberation Mini Libraries. Cambridge Public Library worked in collaboration with the Mayor’s Office, the City Manager’s Office, and My Brother’s Keeper, to install five mini libraries, called Liberation Libraries, across the city. The Libraries are stocked with books written by Black and Brown authors and include titles for all ages. The selection of books was curated by librarians at Cambridge Public Library and purchased with support of the Cambridge Public Library Foundation.

REDEFINING COMMUNITY ENGAGEMENT

In FY22, the Community Development Department (CDD) established a Community Engagement Advisory Group for staff to share best practices and reflect on strategies to make engagement more inclusive and equitable. This Group developed a handbook on inclusive and equitable engagement best practices which will be published in September 2022. The handbook, which uses an anti-racism and equity lens to approach planning, implementation, and reflection of community engagement strategies, will be used to increase participation in public processes and programs.

The Community Engagement Team’s (CET) efforts shifted from pandemic crisis work to more sustainable family support, including sharing educational resources and career opportunities with Cambridge families. CET hosted 4 virtual networking events on best community



The CET and Cambridge Police collaborated on door-to-door neighborhood outreach.

engagement practices for over 400 attendees and collaborated with other City Departments on outreach efforts to become more welcoming to diverse communities.

Housed In Cambridge. Several City departments collaborated to launch the Housed In Cambridge outreach and education campaign that included 10 webinars on housing topics, the creation of new online resources, and the translation of the Tenant Rights and Resource Guide into eight languages. The Housed In Cambridge series on 22-CityView, the Municipal Channel, was translated and broadcast in multiple languages.

Participatory Budgeting (PB). The City completed its eighth PB cycle in which residents decided how to spend \$1,140,000 in FY23 capital funds. Over 7,400 residents voted, the second highest participating rate in Cambridge PB history, to determine the projects to receive funding. The City has allocated \$6.415 million to PB since its inaugural FY16 cycle. pb.cambridgema.gov/

The Port Infrastructure Improvements Project: The City convened a working group to help guide the Port Infrastructure Improvements project. The group will spend 18 months advising staff on key issues related to planning and design of \$35 million worth of improvements to sewer, drainage, water, street, sidewalk and open space in the Port neighborhood.

Immigration Legal Screening Clinic. The clinic provided virtual consultations to over 290 clients/groups from over 70 countries in 2021.



Cambridge Youth Council.

Library Branch Hours were Expanded to at least five days of library service, including three nights, at all branch locations for an increase of over 50 hours of service per week across the library system. This also includes expanded Saturday hours and a pilot of Sunday summer hours at the Valente Branch.

Closed Captioning. 22-CityView, The Municipal Channel, introduced Closed Captioning into all broadcasts of City Council meetings and City Council Committee meetings.

The Public Square: Cambridge Conversations. 22-CityView partnered with My Brother's Keeper Task Force on this monthly virtual series that features a rotating cast of local and nationally recognized voices discussing and debating the relevant issues of the day.

The Family Policy Council continued work on the Language Justice Initiative and developed a draft Plain Language Guide, created in partnership with staff from the Department of Human Service Programs, the Human Rights Commission, and the Commission for Persons with Disabilities. The guide provides best practices for making information more accessible to people who speak and read languages other than English and to people with a range of cognitive and physical abilities.

The Cambridge Youth Council (CYC) includes 14 high school students who provide the Family Policy Council with valuable youth perspectives. CYC's recent work focuses on mental health supports for young people and advocating for MBTA to expand its free bus program so more students can benefit from it.

Find It Cambridge, an online resource that helps people easily find events, services, and resources in Cambridge, continued to enhance its user experience.

Walking and Biking Programs. Staff organized 24 bike workshops and community rides for 500 youth and adults, as well as the Safe Routes to School program, the 6th Grade On-Bicycle Program and other programs at Cambridge Public Schools.

Mayor's Summer Youth Employment Program interns gained employment experience at a variety of non-profit and City job sites.

Energy and Climate Change Programs. Cambridge Energy Alliance continued robust community engagement, including a door-knocking campaign in summer of 2021 to register residents for energy efficiency assessments.

Zoning & Development Public Education Initiatives. In FY22, staff began outreach to help advisory committees and the general public better understand Cambridge's zoning-related work, addressing the Ordinance, zoning petitions, and the project review process. During FY22, staff advanced efforts to develop an updated Zoning FAQ and Zoning Guide to better assist the general public in accessing and understanding the City's Zoning Ordinance and project review process. These documents are expected to be released in FY23.

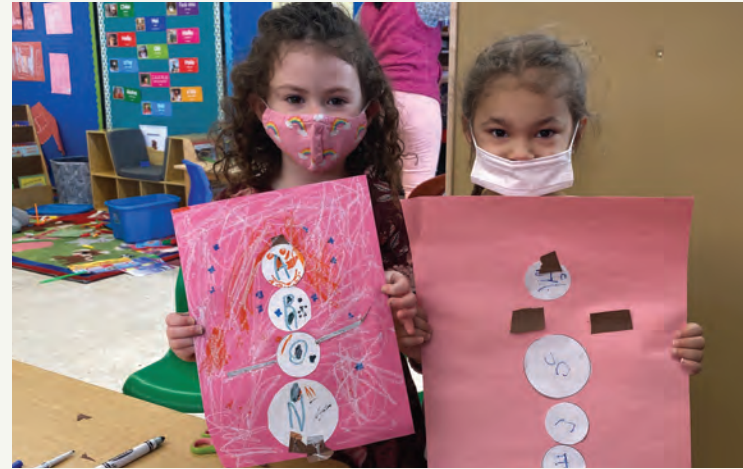
SUPPORTING YOUTH & FAMILIES, SENIORS, VETERANS

Preschool, Childcare, and Afterschool programs, a part of the Department of Human Service Programs (DHSP), returned to in-person care and child-centered programming in September 2021. Preschool and Afterschool programs implemented a new, more equitable tuition scale. Now families up to 120% of HUD AMI receive subsidized care without needing to apply for scholarships. In the past year, 56% of Preschool enrollment is at or below 65% of HUD AMI, increasing the number of low-income families served.

The Center for Families offered in-person, hybrid, and virtual programming to families with children prenatal to age eight. Programs focused on understanding children's developmental needs during the pandemic, supporting parents' wellbeing and stress reduction, and helping families access and understand changing information. Center staff speak 10 different languages and reflect the linguistic, racial, and cultural diversity of Cambridge in order to ensure that all families can access family support services.

Baby University, the Center for Families' 14-week intensive family support program, offered in-person and outdoor programming, virtual home visits, parenting groups, and other activities. Baby U also continued to support families in accessing essential items (diapers, clothing, food).

Cambridge Youth Programs (CYP) offered year-round, high-quality programming to pre-teens, middle schoolers, and teens at five Youth Centers. CYP prioritized low-income applicants and enrolled pre-teens and middle schoolers through a lottery system.



Two DHSP Preschool students display art projects they created in class.

Teen Internships. CYP also offered year-round, paid teen internships that supported, engaged, and uplifted Cambridge teens ages 14-19. The internships focused on leadership development, creativity, connection, and self-discovery. CYP hosted Teen Night Live summer program at the Moore Youth Center that invited 14-19 year olds to have fun and build community during weekday evenings.

Cambridge Commission for Persons with Disabilities (CCPD) provided essential technical assistance to City departments, residents, families, and Cambridge businesses and agencies. As City departments continued to serve residents in new ways, staff helped ensure that programs and information remained accessible and inclusive. Staff contributed to the development of the Language Justice Initiative's Draft Plain Language Guide to ensure recommendations supported access and understanding for people of all abilities.

DHSP Community Schools launched a lottery application system for families applying to afterschool and summer camp programs, with the goal of making enrollment in Community Schools more equitable. As a result, participation of low-income families increased by 200%.

Gold Star Pool opened in the summer and offered swim lessons for campers attending DHSP and community camps.

The War Memorial Recreation Center reopened in the fall, offering fitness programs and swimming lessons in accordance with public health guidance. It also hosted Friday Night Hype, a monthly program serving over 100 youth, and offered gym space to community programs. There were over 8,000 visits to the Gold Star Pool and War Memorial Recreation Center.

DHSP Community Schools partnered with Cambridge Public Schools to offer families a full day summer experience. Children who were identified as needing additional academic or social-emotional support were invited to enroll in the free program, which included academics in the morning and a fun, enriching camp experience in the afternoon.

Supporting Seniors. The Council on Aging (COA) provided virtual and in-person classes to over 1,385 seniors and hosted various monthly groups. COA also loaned Chromebooks to seniors and offered tech support to ensure that everyone who wanted to participate in virtual offerings had access. Demand for in-person benefits counseling and Medicare enrollment also increased.

The Cambridge Program and Camp Rainbow returned to in-person programming, providing connection, care, and recreation to over 100 children and adults with disabilities. In December 2021, the Cambridge Program holiday play featured 42 talented actors from the program. In April 2022, the Cambridge Program's two basketball teams became Massachusetts Special Olympics State Champions after winning division tournaments.



Mayor's Summer Youth Employment Program participants learn lifeguarding skills at Gold Star Pool.

The Early Literacy program hosted outdoor and virtual activities promoting literacy, family activities, and parent and caregiver support. Let's Talk!, a literacy program of the Agenda for Children Literacy Initiative, held outdoor book distribution events, Book Bike Storytime, virtual and in-person parent-child playgroups, and placed 10 StoryWalks in City parks.

Cambridge Dads, Men's Health League and Cambridge in Motion, held its second annual Dads & Kids Bike Ride in September 2021. Cambridge Police officers distributed free bike helmets and participated in the ride. The Community Development Department, in partnership with Bluebikes, provided free bike passes.

Veterans Support. The Department of Veteran Services increased wellness calls and mailed wellness packets to clients. Staff taught clients to order groceries online using SNAP benefits and collaborated with the Senior Center to expand health insurance information and options for veterans and their spouses.

EDUCATIONAL SUPPORT & WORKFORCE DEVELOPMENT

The Birth to 3rd Grade Partnership (B3), continued its scholarship program for 3 and 4 year-olds from low-income families, adding two new programs to its menu of preschool options, and also increased its number of children accessing B3 scholarships by 13%. B3 expanded its partnership with CAAS Head Start, providing funding so that Head Start could offer its programs to participants for a full day year-round at both of its Cambridge sites. B3 redesigned its Continuous Quality Improvement Program (CQIP) to align with state quality efforts and ensure full participation by all scholarship sites. B3 continued to expand free professional development workshops and college courses for teachers in Cambridge early learning centers, offering five college course this year. B3 engaged in a strategic planning process for Universal Pre-K (UPK) in Cambridge in preparation for coordinating the early childhood educator ecosystem to implement UPK.

The Inclusion Initiative, based out of the Department of Human Service Programs, supported individuals with disabilities and their families to participate in out-of-school time programs including Community Schools, Youth Programs, Childcare, and King Open Extended Day.

The Agenda for Children Out-of-School Time (AFCOST), a joint initiative of the Department of Human Services, Cambridge Public Schools, and Nonprofit Out-of-School-Time (OST) organizations, supported 205 OST professionals from 54 OST programs with opportunities for professional development, healing, and growth to provide children, youth, and families with equitable access to quality out of school time programs. This included their 9th annual OST Symposium with keynote speaker Dr. Shawn Ginwright.

The Office of Workforce Development (OWD), based out of the Department of Human Service Programs, partnered with Innovators for Purpose to pay students to work in a social justice-oriented design and innovation studio. OWD also collaborated with Cambridge STEAM Initiative to support high school students in a Science Research Mentoring Program at the Harvard and Smithsonian Center for Astrophysics and MIT. OWD continued to operate the Youth Employment Center at



Preschool children enjoy stories around a pretend campfire.

CRLS, helping teens find and apply for afterschool jobs and internships, and to convene the Reaching All Youth Committee, a group of service providers who meet to share resources and best practices for teens.

Cambridge Works, the City's transitional jobs program for adults aged 18 to 35, returned to fully in-person programming and offered participants paid internships as well as intensive case management, soft skills development, and job search assistance.

Next Up, the Office of Workforce Development's career exploration program for young adults, aged 18-24, who have graduated from high school but don't have a clear plan for what's next, also returned to in-person workshops and internships.

The Cambridge Employment Program (CEP), which provides free job search assistance to adults, continued to offer virtual resumes services, while welcoming back job seekers who preferred to meet face to face.

The Mayor's Summer Youth Employment Program (MSYEP) placed hundreds of teens in summer jobs throughout the city, providing teens with a valuable educational and paid employment experience.

The Cambridge STEAM Initiative collaborated with the Birth to Third Grade Partnership to organize a workshop series for Preschool/JK/K Out-of-School Time staff focused on environments and activities that foster curiosity. Staff have engaged local STEAMers to deliver workshops, promoting shared learning and connection. The STEAM Initiative is partnering with Science Club for Girls, Broad Institute, Cambridge School Volunteers, Lemelson MIT, MIT Museum to develop a Spaces of Belonging training system for industry and community volunteers to ensure that all adults who mentor Cambridge's diverse young people engage through an anti-racist lens to create spaces of belonging. Teen focus groups were organized to assess the impact and efficacy of the training and its resonance. The STEAM Initiative also ran a successful outdoor STEAM It Up! event in North Cambridge in Fall 2021, attracting hundreds of Cambridge families.



Participants of the Next Up program visit a work site.

The STEAM Initiative continues to support the work of math-focused, youth-serving organizations, including the Young People's Project, MathTalk, and Tutoring Plus, to advance the Math Matters for Equity project, which empowers residents in the most under-resourced neighborhoods to cultivate a community of math learners and advocates for Black and Brown students who are most impacted by the inequities of the education system. In spring 2022, installations began on the Bob Moses MathTrail in The Port neighborhood, introducing playful math activities that connect to young people's everyday lives.

The Cambridge STEAM Initiative collaborated with the City's IT Department to launch a new website in April 2022 that provides a one-stop shop for residents and educators to easily access information, including: the Library's take-home K-12 STEAM@Home activity kits for families; online resources that align with the STEAM@Home activities; curriculum resources for educators; information about adult training programs, and more. Visit Cambridgema.gov/STEAM.

Hive Makerspace and STEAM Academy. As part of the City's commitment to STEAM, the state-of-the-art Hive makerspace opened at Cambridge Public Library (CPL) in July 2021. As of March 2022, 881 members of the public have taken their first class and CPL has hosted community partners in the space, including Innovators for Purpose (IfP), Moore Youth Center, and RAUC. CPL collaborated with IfP on another year of partnership with the STEAM Academy for 77 students who will learn design, math, technology, and presentation skills through real-world design work. Students continued to explore robotics, programming, game design, graphic design, augmented reality design experiences, podcasting, writing, editing and book publishing, and strategic planning with business and City leaders.

The Community Learning Center (CLC) celebrated its 50th anniversary, recognizing students, staff, and volunteers through a robust communications and social media campaign. CLC continued to offer English for Speakers of Other Languages (ESOL) classes; Adult Basic Education classes for adults who need a high school diploma; civics education; the Bridge to College program, and the Certified Nursing Assistant (CNA) Training Program for English Language Learners. It also launched a new CNA Training Program, in partnership with Laboure College of Health of Healthcare, targeted toward Cambridge residents who are fluent English speakers. Additionally, CLC continued to offer individualized education and career advising to students. Cambridgema.gov/CLC

The College Success Initiative (CSI) continued to support students from traditionally underrepresented backgrounds in higher education complete post-secondary degrees within 6 years. CSI coaches offered supports to incoming students both in-person and virtually, to complete enrollment, financial aid verification, and other tasks. In spring 2022, CSI Coaches held drop-in sessions at CRLS to meet with students interested in attending Bunker Hill Community College or UMass Boston. CSI also hosted a celebration of first-generation college graduates from across the city to celebrate their accomplishments. Cambridgema.gov/collegesuccess

Just A Start Youth Build, working in collaboration with City Housing staff, provided building rehab training opportunities to 38 at-risk youth.



A College Success coach celebrates with a college graduate who participated in the College Success Initiative.

EMBRACING INNOVATION & TECHNOLOGY

In FY22, the Information Technology Department (ITD) bolstered the resilience and protection of City systems and information amidst rising cybersecurity threats and rolled out new tools, training, and support to expand hybrid work environments as COVID-19 impacted onsite workforce availability. Staff found agile solutions for new business requirements, provided essential services, and implemented new systems and applications.

IT Strategic Plan. The City's consultant, the Gartner Group, issued a progress report to the City highlighting major achievements, areas meriting focus, and extraordinary efforts in response to COVID-19.

Cybersecurity. Key security and resiliency achievements include publishing the City's first Written Information Security Policy (WISP), a 90% completion rate for staff cybersecurity training, a higher rating from the Center for Internet Security (CIS), successful 3rd party penetration testing, rollout of stronger password protection, implementation of new document encryption, network equipment upgrades, and setup of unified endpoint management.

Websites and Open Data. In collaboration with the Public Information Office, Cambridge Police and Community Development departments, launched two new websites, **Cambridgepolice.org**, and **Cambridgema.gov/envision**. Also deployed numerous microsites, including Cambridge STEAM Initiative, Cycling Safety Ordinance, Vision Zero, Resilient Cambridge, and Public Space Lab. Collaborated with departments to create dashboards to convey data-driven insights to key stakeholders. Upgraded map data assets on the Open

Data Portal to achieve a more modern appearance and improved interactivity while enabling tighter integration between open data and GIS resources. Published dozens of new open data assets, including outdoor dining, business diversity, COVID-19 vaccinations, residential rent economics, and sustainable buildings.

GIS. Created new wards and precincts for the Board of Election Commissioners from 2020 Census data leading to the redistricting map approved by the Secretary of the Commonwealth. Developed a new interactive GIS map with public art locations for Cambridge Arts; created interactive maps for several City departments; developed GIS field apps and surveys for Sanitary Inspectors; acquired a new high resolution orthophoto available to the public, and launched 3D model data, including buildings and bridges on the City website.

Enhanced Preschool and Community School

Application and Lottery Systems. The Department of Human Service Programs (DHSP) partnered with ITD to develop online application and lottery systems for Preschool, Community Schools Summer Camp, and Community Schools Afterschool Programs, using Viewpoint technology. The new application and lottery feature provided an improved user experience.

Data Management for Child and Youth Serving Programs. ITD and DHSP continued to enhance the Trax online registration and enrollment management system for child and youth serving programs including improved data collection, analysis, and increased opportunities for cross program referral and support.

COMMITMENT TO PUBLIC SAFETY

New Cambridge Department of Community Safety (CDCS). The City Council approved a budget of \$2.8 million for the creation of a Department of Community Safety that will coordinate community driven solutions to enhance safety and wellness through key services and programs targeted at our most vulnerable populations. CDCS will oversee the Cambridge Alternative Response Program and other efforts to supplement Cambridge Public Safety agencies in making the community a safer place to live, work, and experience for all.

Christine Elow Becomes First Female Police

Commissioner. In January 2022, Christine Elow was named Commissioner of the Cambridge Police Department (CPD) becoming the first woman to lead the Department since its inception in 1859. Elow joined CPD in 1995 after serving in the U.S. Navy. She served in the Patrol Division and oversaw the Professional Standards Unit, where she was responsible for receiving, processing, and investigating complaints made against members of the Department. She later served as Deputy Superintendent for Day Patrol and Community Services. In 2017, Elow was appointed Superintendent, making her the highest-ranking female officer in CPD history.

Accreditation from Commission on Accreditation for Law Enforcement Agencies (CALEA). In FY22, CPD began a complete review and re-write of its policies, procedures, rules, and regulations through the lens of procedural justice. A multi-year process, obtaining CALEA accreditation is considered the gold standard in law enforcement and mirrors the department's mission of procedurally just policing. As the result of the work



CPD is pursuing a gold standard in accreditation.

completed to date, CPD has worked on strengthening existing and identifying new policies.

Young Adult Diversion Program. Building off the work of its nationally renowned Safety Net Collaborative, CPD has partnered with the Middlesex DA's Office and their young adult diversion program to increase the capacity for young Cambridge adults to find alternatives to criminal prosecution. In 2021, the number of Cambridge juveniles arrested represented the lowest number since the Safety Net Collaborative was established in 2008.

Pathways to Success. The City of Cambridge is developing a plan focused on violence remediation and prevention for young adults ages of 18-35. Driven by extensive research, interviews, and data analysis, the "Pathways to Success" project is working with City departments to help identify gaps and design more refined programming and marketing plans that effectively target and service our young people, address existing, and help prevent future violence. A final strategic plan is expected to be completed in September 2022.

Supporting Residents with Mental Illness. CPD launched the Clinicians and Police (CAPS) Initiative in partnership with the Cambridge Health Alliance and Somerville Police Department to improve communication and collaboration with mental health service providers and support our most vulnerable populations. Participating agencies meet monthly with providers at Cambridge Health Alliance, Cambridge Healthcare for the Homeless, and Vinfen. Since its inception in 2021, CAPS has worked with over 60 individuals. In FY22, CAPS enrolled 10 high-risk individuals without providers into care at Cambridge Health Alliance.

New Online Tools to Better Serve the Community

- CPD introduced a **new website (cambridgepolice.org)** that includes near-real time information on critical incidents; a data center with open data sets, crime reports; and a transparency portal with commonly requested public materials.
- CPD is developing a **new dashboard** based on arrests, summons, and citation data that focus on two areas that can create barriers to community trust of law enforcement: race and transparency. Dashboard information can be filtered by race, ethnicity, neighborhood, and date, going back to 2010.
- **A new traffic crash open dataset**, which updates weekdays at 12 p.m. is now available. **Cambridgema.gov/visionzero/crashdataset.**
- CPD and the Department of Human Service Programs created a centralized website for diversion-based and other programs for Cambridge youth and young adults, to help address violence prevention. **Cambridgema.gov/violenceprevention.**

Cambridge Emergency Communications Department, which operates the City's Combined Emergency Communications and 911 Center (ECC) managed approximately 39,835 911 calls in FY22.*

Cambridge Fire Department (CFD) responded to approximately 16,150 emergency incidents which generated approximately 35,753 responses by fire companies in FY22.*

**Numbers are estimated due to publication deadline.*

COVID-19 Testing & Vaccination Efforts. In FY21 and FY22, Cambridge Fire Department, in collaboration with Cambridge Public Health and Cambridge Police departments conducted citywide COVID-19 testing, and in January 2021 began providing COVID-19 vaccinations, following state and federal guidance. (See COVID-19 section)



Cambridge firefighters rest after responding to an incident.

PROMOTING COMMUNITY HEALTH

Improving public health in Cambridge is a citywide effort involving many City departments and community partners. The Cambridge Public Health Department (CPHD), a nationally accredited health department, spearheads the City's public health approach and programming.

COVID-19. CPHD played a major role in the City's response to the ongoing COVID-19 pandemic. (See COVID-19 section.)

The City's Community Health Improvement Plan (CHIP), now in its second year, focuses on community and social resilience; healthy eating and active living; and mental health. Priority area workgroups are focusing on such activities as supporting COVID-19 testing and vaccination; acquiring funding to build two neighborhood Resilience Hubs; exploring opportunities to promote mental health services; assessing equitable access to healthy food; and offering more affordable transportation options to residents.

School Health. In FY22, students made over 13,500 visits to CPHD's school nurses. As of March 2022, nurses had provided over 100,000 COVID-19 tests to staff and students since the beginning of the school year. School nurses were charged with caring for students whose mental health needs and issues were heightened during the pandemic, administered COVID-19 and flu vaccines at CPHD's vaccine clinics, and provided education to families about the importance of the vaccines. The Healthy Smiles Program offered dental health guidance and provided oral health kits to all students in the program. School Health also welcomed its first Social Justice and Health

Equity Specialist whose work will focus on health promotion for all Cambridge students, with a particular focus on barriers and inequities related to race/ethnicity, culture, language, and socioeconomic and LGBTQ+ status.



Nurses from Cambridge Public Health Department prepare for a vaccine clinic.

Clinical Services. The Health Department has statutory obligations to prevent and control communicable diseases in Cambridge. Not surprisingly, COVID-19 activities dominated CPHD's clinical work in FY22. Beyond COVID-19, public health staff followed up on hundreds of disease reports including those related to Hepatitis A, B, C, and D, Legionellosis, Salmonellosis, and tickborne disease; administered over 2,000 flu shots; and provided several hundred visits for patients with latent and active tuberculosis at the Cambridge Hospital Schipellite Chest Center. Public health nurses also case managed the tuberculosis treatment of 8 Cambridge residents being treated for Active TB disease during the year.

Mental Health Awareness & Opioid Prevention.

The Substance Use Prevention (SUP) team continued its work to provide mental health and substance use prevention support, and awarded Youth Mental Health and Wellness mini-grants of \$1,000 each to six local organizations. The team’s work in FY22 included a social media campaign for Mental Health Awareness Month; an in-service training for CPHD staff with the Men’s Health League for Black, Indigenous, and People of Color Mental Health Awareness Month; a recovery-themed booklist with Cambridge Public Library; and a StoryWalk. The SUP team partnered with outreach staff at the Access: Drug User Health Program to offer overdose prevention training and naloxone to people getting vaccinated at shelter sites. The Substance Use Advisory Committee, co-chaired by Police Commissioner Christine Elow and Cambridge Commissioner of Public Health Assaad Sayah, created three subcommittees to focus on high-priority community issues: public safety, recovery support, and coordinated treatment and care.



The Healthy Eating and Active Living (HEAL) team continued to promote food security resources, including food pantries, free meal programs, the Supplemental Nutrition Assistance Program (SNAP) and farmers markets that accepted SNAP, and nutrition assistance for families through the Women,

Infants, and Children (WIC) Program. HEAL coordinated with emergency food agencies, public health nurses, and state contact tracers to develop a system for providing food for residents in quarantine or isolation due to COVID-19. HEAL and partners completed their report “An Analysis of the Cambridge Food Environment: Food Retail Survey & Food Shopping Survey,” which focuses on the local food retail environment and will serve as a blueprint for creating a more equitable food environment in Cambridge. HEAL also promoted Bluebikes reduced-price memberships for qualifying residents.

Cambridge in Motion awarded 10 mini-grants of \$1,000 each to support community projects that promote healthy eating and physical activity.

Coordinating Care Across Agencies. In consultation with the Human Services Commission, DHSP’s Planning and Development Division continued work to improve services for homeless and low-income families and individuals, managing federal, state, and local funding for service providers and monitoring contracts to ensure quality services. The Division coordinates the Cambridge Continuum of Care, a network of homeless service providers and stakeholders that works to create collaborative, comprehensive systems to meet the diverse needs of our homeless population. The Division implemented HUD requirements, including the annual Point-in-Time count. It served as the lead agency for Cambridge Homeless Management Information System and worked with the Multi-Service Center to prioritize homeless households for housing referrals.

CHAMPIONING SUSTAINABILITY & IMPROVING OUR COMMUNITY

Urban Forest Canopy. Continued implementation of the Urban Forest Master Plan (UFMP) guides development of Cambridge’s tree assets and enables the City to expand the urban forest canopy and be more resilient to climate change. In FY22, Public Works reached the UFMP recommendation of planting 1,000 trees annually. To increase long-term survival of newly planted trees, Public Works has improved pre-planting soil preparation and post-planting aftercare. In fall 2021, over 10 tons of soil from composted yard waste was used to plant 475 trees.

Miyawaki Microforest. This past year, the City of Cambridge collaborated with Biodiversity for a Livable Climate and the SUGi Project to plant a 4,000 square foot Miyawaki Microforest at Danehy Park with help from community volunteers. Miyawaki Forests offer an opportunity to reestablish healthy forests in urban environments, mitigate urban heat island effect, support biodiversity, buffer against flooding and erosion, and help balance water cycles to fight drought conditions.

Standardized Trash Carts. In June 2022, buildings with curbside City trash collection received free trash carts to replace existing trash barrels. The new carts will help with rodent control efforts; enhance worker safety as

these carts can be mechanically lifted and emptied; and, with attached lids, improve sidewalk accessibility.

Big Belly Stations. Public Works installed 62 new Big Belly stations with recycling and trash compartments that store five times the waste of conventional trash cans, need fewer cleanings, and are rodent-resistant.

Curbside Compost. Since the relaunch of curbside compost after COVID-19 interruptions, the City has collected approximately 7 tons of food waste per day.

Small Business Compost Pilot. In November 2021, approximately 64 businesses signed up to receive free curbside compost collection. More than 1,000 pounds of food waste is collected daily through this program.

Textiles Recycling. In December 2021, the City launched a drop-off and weekly curbside pickup Textiles Recycling Program, Cambridgema.gov/textiles.



Volunteers work to plant 40 native species of plants at the Miyawaki Forest at Danehy Park.

Flood Mitigation. To help reduce flooding, the City has constructed 12 underground storm water storage systems in the last 20 years, including most recently in The Port. Collectively, these facilities can hold 2 million gallons of storm water and proved their worth last summer during the second wettest period since 1921. The systems reduced what would have been significant flooding in several Cambridge neighborhoods.

Climate Change Preparedness and Resilience.

Following the issuance of the Resilient Cambridge Plan in June 2021, the City’s efforts to prepare for and be more resilient to climate change focused on increasing flood risks from precipitation, sea level rise, and rising temperatures exacerbated by the urban heat island effect. In FY22, the City worked on various initiatives, including social capital mapping, community microgrids and resilience hubs, and finalizing Climate Resilience Task Force recommendations for revisions to the Zoning Ordinance.

Recommended Updates to The Net Zero Action Plan,

Cambridge’s climate action plan for buildings, were submitted to the City Council. Key FY22 activities included advancing GHG performance standards for large buildings through amendments to the Building Energy Use Disclosure Ordinance (BEUDO), continued development of decarbonization advising services, addition of embodied carbon accounting into the green building review process, and study of additional off and on-site renewable electricity supply pathways.

Cambridge Building Energy Retrofit Programs.

In partnership with Eversource, the City funds several programs to assist owners of large buildings seeking to implement comprehensive energy efficiency retrofits. In FY22, the Multifamily Retrofit Advisor Program, which helps multifamily buildings access MassSave energy efficiency and solar assessments, assisted 21 properties with 978 units.

Cambridge Community Electricity (CCE) supplies electricity to 34,000 residents and 4,400 businesses

and has saved customers over \$20 million dollars since July 2017. The first 243kW Community Electricity Solar project was installed on Graham and Parks School.

Energy Efficiency Services. Cambridge partners with All In Energy to manage outreach for Cambridge Energy Alliance programs with a focus on engaging hard-to-reach populations to address the energy burden and equity gap renters face when accessing energy efficiency improvements. In FY22, over 1,000 energy assessments were completed.

Cambridge Clean Heat program offers no-cost technical advice and support for clean heating and cooling. Since January 2021, the program has assisted 150 households.

Sunny Cambridge. Since 2016, over 700 people have participated in an online solar marketplace offered by EnergySage, resulting in 110 new solar installations. In FY22, Community Shared Solar opportunities were offered to residents who cannot install rooftop solar.

Electric Vehicle (EV) Charging Stations. In FY22, the City installed four on-street EV charging stations giving access to those without off-street charging opportunities.

Rodent Control and Mitigation. The City is committed to combatting rodent issues and in September 2021, launched a free rodent control program to residential buildings with four units or less. A pilot program was also launched in May 2022 to deploy SMART Box and SMART Pipe technology in locations throughout the city where rodents are active. No poison or bait is used and real-time data on catches is shared for each location.

ENCOURAGING ARTS & ECONOMIC VITALITY

Retail Strategic Plan recommendations continued to be implemented in FY22 to develop best practice policies and programs that support and enhance Cambridge's retail environment.

The Vacant Storefront Initiative Creative Design Contest engaged local artists to help energize commercial districts by filling empty storefront windows with reproductions of locally-made art. Artists receive a one-time honorarium.

Tourism, Economic Development and Arts Committee. City departments continue to partner with Cambridge Office for Tourism and Cambridge Arts Council to support arts, tourism, and economic opportunity. In FY22, the group collaborated on online and social media promotions for small businesses; Open Studios Creative Marketplace; and Cambridge Plays, a series of outdoor music, arts, and play events in commercial districts and parks.



A Cambridge Plays event in Porter Square.

Food Business Programs - Supporting Equitable Growth.

The Food Business Incubator and Food Truck programs help Cambridge food entrepreneurs strengthen and grow their business through low- or no-cost opportunities. In FY22, the Food Business Incubator Program organized workshops for food entrepreneurs, including a Cottage Food Permit Information session, and the relaunch of the City's Food Truck Program. Cambridge put the regulatory framework in place in FY22 to issue cottage food operation permits that allow people to make food in a home kitchen and sell directly to consumers. This measure supports the broader work to reduce barriers to food business entrepreneurs and foster community connections around food.

In FY22, the newly established Cambridge **Black, Indigenous, People of Color-Owned (BIPOC) Business Advisory Committee** supported women- and minority-owned businesses through several initiatives, including procurement training; skill building workshops; and supplemental marketing efforts for Cambridge businesses, such as celebrating National Black Business Month in August 2021 and National Women's Business Month in October 2021. The 2022 version of the Diversity Directory, which was converted to an interactive website, includes an online searchable database that allows users to find a business based on ownership or business type. The Directory currently has 122 active entries and is updated daily.

Cannabis Business Permit. The first retail cannabis business in Cambridge opened in spring 2022 in Central Square. In FY22, Economic Development staff continued interdepartmental work on reviewing and issuing Cannabis Business Permits. By May 2022, seven Economic Empowerment applicants executed Host Community Agreements with the City of Cambridge, with 6 of them in possession of a Cannabis Business Permit from the City. Three applicants filing as a Woman- or Minority-owned business started their application process.

Small Business Challenge program grants of up to \$7,000 continue to invigorate commercial districts. In FY22, projects receiving grants included a digital holiday shopping guide, holiday stroll promotion, small business incubator support, and mural and commercial signage improvements.

Storefront Improvement, Retail Interior Accessibility, and Small Business Enhancement. In FY22, it is anticipated that 27 small business grants will be awarded to local businesses. Approximately 255 participants attended small business workshops or received technical assistance and 14 businesses contracted for storefront improvement grants.

STREAM Festival. Cambridge Arts again transitioned the annual Cambridge Arts River Festival to a virtual Cambridge Arts STREAM Festival presenting an online showcase of local jazz musicians. The event also featured a retrospective of video and audio footage of the festival's dynamic 45-year history. The STREAM Festival was produced in partnership with the Multicultural Arts Center, Cambridge Jazz Foundation, JazzBoston and Cambridge Community Television (CCTV).

Performances and Arts Markets. In FY22, Cambridge Arts is producing a series of smaller performances and arts markets that are hosting throughout the year in the spirit of the River Festival, to celebrate the arts and employ local artists.

Each year, the City of Cambridge contributes substantial funding to support local artists, cultural workers, and arts organizations through the **Cambridge Arts Grant Program**. This support is coupled with funding received through the Massachusetts Cultural Council's statewide Local Cultural Council Program. In FY22, Cambridge Arts distributed approximately \$300,000 to support local cultural organizations, arts projects presenting themes about social justice, and project-based programs in a variety of art practices, ticket subsidies, cultural field trips for youth, public art, and creative placemaking/keeping, and other creative activities.

Cambridge Arts joined the City of Cambridge and Cambridge Community Foundation to continue implementing the Cultural Capital Fund to address urgent needs in the local arts and culture sector due to impacts from the pandemic. The partnership is committed to building an endowment for the arts and culture sector, targeting \$5 million over a five-year period, to increase resilience within the sector and better support and protect the City's cultural richness. The **Cultural Capital Fund** provides grants to local arts organizations of up to \$25,000 for capital needs and improvements, and up to \$10,000 to support both established and emerging organizations in managing operational needs and to implement programming.

TRANSPORTATION & MOBILITY

Green Line Extension (GLX). The MBTA opened the Green Line Extension Union Square Station in March 2022 and expects to open the second branch to Medford/Tufts station in late summer 2022. The GLX Constructors plan to open the community path extension to North Point after completion of GLX Medford branch. Learn more at [Mass.gov/glx](https://www.mass.gov/glx).

Dedicated Bus Lanes. City departments collaborated to design and implement dedicated bus lanes on Massachusetts Avenue, between Dudley Street and Alewife Brook Parkway. The dedicated bus lanes make trips more reliable and faster for 4,100 weekday bus riders on MBTA Route 77, for students on school buses, and for emergency services vehicles. City departments also collaborated with MBTA to design an extension of the dedicated bus lane and additional sections of separated bike lanes on South Massachusetts Avenue. The City's strong advocacy for additional dedicated bus lanes on state-owned roadways produced results, and in November 2021, Massachusetts Department of Transportation implemented a dedicated bus queue jump lane on the Route 2 off-ramp to Alewife Station. This lane is available to emergency services vehicles and makes MBTA buses and employer shuttles more reliable.

Traffic Signal Priority for Buses. Work advanced on purchase and installation of transit signal priority equipment on Concord Avenue, from Cambridge Common to Blanchard Road, through a \$160,000 grant the City received from Boston Region Metropolitan Planning Organization. With assistance from MBTA Transit Priority group, development of signal timing



MBTA bus in dedicated bus lane on Route 2.

plans with bus priority was completed, and MBTA began procurement of transit signal priority equipment for implementation in fall 2022.

Separated Bike Facilities. City departments collaborated to advance designs and implementation of separated bike facilities in accordance with the Bike Network Plan and the City's Cycling Safety Ordinance: on Massachusetts Avenue between Dudley Street and Alewife Brook Parkway; on Massachusetts Avenue from Trowbridge Street to Pleasant Street; on Massachusetts Avenue northbound from Cambridge Street to Waterhouse Street; on Massachusetts Avenue northbound from Plympton Street to Bow Street; and on Somerville Avenue from White Street to the city line. Designs were also completed for the Porter Square portion of Massachusetts Avenue; implementation is expected during 2022.

Bluebikes Stations. In FY22, new stations were installed at Old Morse Park, Cambridge Crossing at North First Street, Concord Ave. at Spinelli Place, 955 Massachusetts Avenue, Danehy Park at New Street, Broadway & Galileo at Fulkerson, Broad Canal Way, and Gore Street. There are 73 stations in Cambridge.

Bike Parking Increases. In FY22, 200 bike racks, 4 year-round, and 11 seasonal bike corrals (each providing parking for 12 bikes) were installed.

River Street Reconstruction is expected to begin in fall 2022. Corridor design includes a separated bicycle lane, as mandated by the Cycling Safety Ordinance, pedestrian crossings, dedicated bus lane, and pocket park. The Carl Barron Plaza design includes renovated sidewalks, pedestrian areas, reconfigured central plaza, seating areas, reconfigured busway, and bus shelters.

Watertown-Cambridge Greenway, a 1.25-mile multi-use path between Arlington Street in Watertown and Concord Avenue in Cambridge, is nearing completion.

Linear Path Reconstruction & Danehy/New Street Connector Path. Design work began in FY22 on two path projects. Redesign and reconstruction of Linear Park path (from Somerville line to Russell Field) will include new landscaping/trees, lighting, seating, and playful elements to engage users of all ages. The second project



A cyclist in a separated bike lane along Massachusetts Avenue.

is the design and construction of a new path in a former rail right of way that will connect Concord Avenue near Fresh Pond to New Street and Danehy Park, and potentially extend to Sherman Street. The path will include lighting, landscaping/trees, and other amenities. The community engagement process for both projects started in spring 2022 and construction is expected to commence in late 2023.

Traffic Calming Projects Update. Construction is expected to be completed on Franklin Street in summer 2022. Projects with traffic calming elements under construction include Chestnut Street, Webster Avenue, and Elm Street. Additional projects under construction with pedestrian safety improvements include Park Avenue and Walden Street.

Inman Square Redesign, which addresses safety and operational issues, was delayed due to COVID-19 impacts and expansion of project scope to include replacement of utilities and surface features on Oak Street. It is expected to be substantially completed by end of 2022.

A **Parking Policy Study** is underway to ensure parking regulations fulfill the City's goals for traffic, greenhouse gas emissions, climate resilience, housing, economic development, and equity. Following this analysis and a community engagement process, staff will make recommendations.

New Mobility Planning has been underway since FY20 to shape strategies to support transportation options.

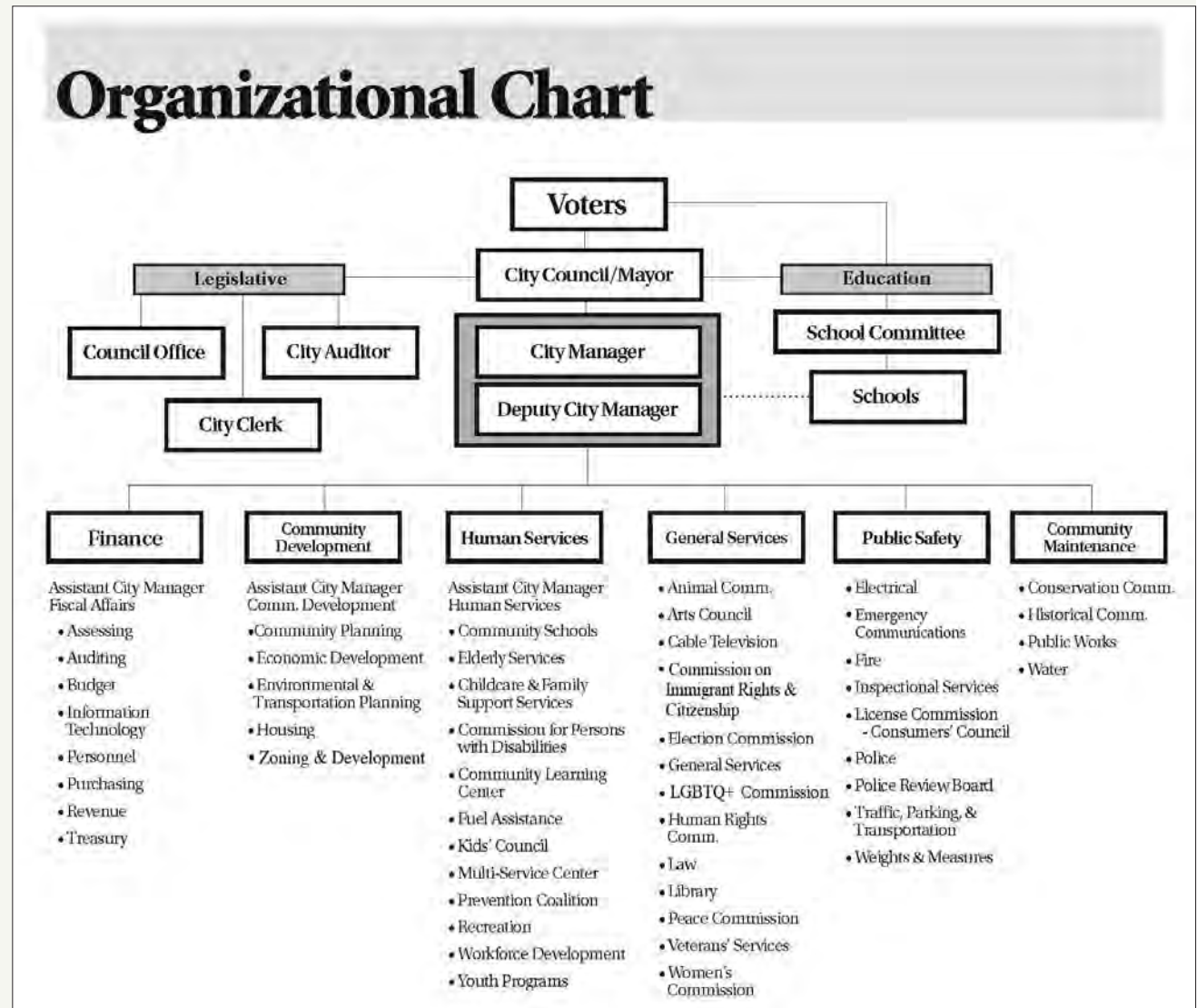
APPENDIX 1: POLITICAL STRUCTURE OF CAMBRIDGE

Plan E Form of Government - Proportional Representation

The City of Cambridge is governed by the Plan E form of Government. Nine City Councillors and six School Committee members are elected at large every two years under the Proportional Representation (PR) system, which allows voters to vote for as many candidates as they wish, but they must indicate their order of preference among those candidates by numbering each choice. Once elected, the City Council then elects a Mayor and a Vice Mayor. The Mayor chairs the City Council and School Committee and serves as the City's political leader. The City Council appoints a City Manager to serve as the City's Chief Executive Officer. For more information on voting and the election process, call the Cambridge Election Commission at 617-349-4361 or visit their website, CambridgeMA.gov/Election.

City Ordinances (Cambridge Municipal Code)

Cambridge Municipal Code, organized by subject matter and updated biannually, can be viewed online. The most recent and official version of the Code is on file at the City Clerk's Office, 617-349-4260.



APPENDIX 2: OVERVIEW OF CITY DEPARTMENTS

22-CityView, Calvin Lindsay Jr., Director

22-CityView is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge. 22-CityView strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas of education, culture, arts, health, human services and history.

Animal Commission, Christina Correria, Director

The Cambridge Animal Commission facilitates programs for animal control and welfare in the city and maintains Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The Commission encourages responsible pet ownership, ensures public safety around domestic or wild animals and manages the diverse population of wildlife that co-exists in the city.

Assessing, Gayle Willett, Director

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property and maintain accurate ownership and property information.

Auditing, James Monagle, City Auditor

The City Auditor provides independent, timely oversight of the City's finances and operations and ensures the City's programs are being executed legally, efficiently and effectively. Serving as a barrier to potential fraud or misuse of City resources, the Office provides financial and other information to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

Budget, Taha Jennings, Budget Director

The Budget Office's primary responsibility is to prepare and monitor the City's annual Operating and Capital budgets to ensure they address the City Council's goals, reflect citizens' priorities, and comply with all fiscal regulations. The Budget Office assists departments, the City Council, residents, and other stakeholders with analysis and guidance regarding budget procedures and other fiscal matters. The Budget team also leads the City's annual Participatory Budgeting and minibond initiatives to encourage more civic engagement around the City's finances.

Cambridge Arts, Jason Weeks, Executive Director

The Cambridge Arts Council is a City agency that funds, promotes, and presents high-quality, community-based arts programming for the benefit of artists, residents, and visitors. Established in 1974, Cambridge Arts is one of the oldest and most dynamic arts agencies

in the country. Cambridge Arts operates with funding from local government, private foundations, corporate sponsors, and individual donors and delivers on its mission by fulfilling three primary roles: **Connector:** linking people and resources from across the artistic spectrum to spark innovative collaboration; **Presenter:** hosting exhibitions and educational programming in Gallery 344 and producing high-profile events such as the Cambridge Arts River Festival, which attracts more than 250,000 attendees annually; and **Funder:** awarding dozens of financial grants annually through the Cambridge Arts Grant Program in support of high-quality, community-based art projects.

City Clerk, Anthony Wilson, City Clerk

As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives (birth and death certificates, marriage licenses). Additionally, the City Clerk's Office accepts and records particular business filings required by statute, such as business certificates. The Office also offers notary services to the public.

City Council, Naomie Stephen, Executive Assistant to the City Council

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws

and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.

City Manager, Louis A. DePasquale, City Manager

The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to citizen inquiries and requests regarding City services and coordinates with City departments to conduct neighborhood meetings regarding community concerns. The Deputy City Manager acts as the overall project manager for the planning and implementation process on Capital Construction Projects. The City Manager's Office works closely with the City Council on its mission to improve the quality of life for everyone in the community. Careful executive level management of resources has enabled the City to maintain its strong financial position, while providing a high level of quality services with attention to the impact on taxpayers.

***Commission on Immigrant Rights & Citizenship (CIRC),
Jennifer Mathews, Executive Director***

The Commission on Immigrant Rights & Citizenship addresses immigrant rights, and provides information, referral, and guidance to new immigrant residents and other organizations that support our immigrant communities. CIRC coordinates a monthly legal screening clinic with the De Novo Center for Justice & Healing, hosts Know Your Rights trainings, and works to enhance immigrant participation in the Cambridge community through engagement with City services, resources, and programs. CIRC's Immigrant Services Liaison reaches out to immigrant communities to facilitate connections to City and regional resources. Administrative functions of CIRC are performed by Cambridge Human Rights Commission staff.

***Community Development, Iram Farooq, Assistant City Manager
for Community Development***

The mission of the Community Development Department (CDD) is to guide planning and future growth in a manner that best supports the overall health, sustainability and diversity of the city. The Department focuses on initiatives to enhance neighborhood character and vitality, encourage sustainable lifestyles, and build the economic capacity that contributes to the tax base, expands job opportunities for residents and enables high quality services in the community. CDD works to strengthen communication and build productive partnerships among and between City government, state/federal agencies, residents, property owners, the business community, nonprofits and major institutions.

Consumers' Council, Laura M. Nichols, Executive Director

The Consumers' Council is a division of the License Commission that collaborates with City departments and outside agencies to provide resources, support and influence on consumer matters. The Council works in cooperation with the Attorney General to resolve individual/business complaints in an attempt to avoid legal action by either party. Staff is watchful for scams and trends in the marketplace that may affect the citizenry. The Council remains active in consumer organizations on the state and national level, including the Massachusetts Consumers' Coalition and the Consumer Federation of America.

Election Commission, Tanya L. Ford, Executive Director

The Cambridge Board of Election Commissioners is a four-person board comprised of two members each from the two major political parties. Created by the Acts of 1921, Chapter 239, to conduct voter registration, supervise elections, implement the annual census, and certify signatures on nomination papers and ballot question petitions, its role was expanded in 1987 to include management of municipal campaign finance reporting and again in 1991, to administer and enforce the City's Ethics Ordinance.

Electrical, Mark Melo, City Electrician

The Electrical Department oversees street lighting and the City's Fire Alarm System and provides electrical maintenance and construction services to City departments, municipal buildings and parks. The department installs and repairs communications systems, including telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings and cabling for local area data networks for City buildings. The department also oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Emergency Communications, Christina Giacobbe, Director

The Emergency Communications Department (ECD) operates the City's Combined Emergency Communications and 911 Center (ECC) and Public Safety Information Technology (PSIT) Team located at the Robert W. Healy Public Safety Facility. The Communications Center received over 31,000 911 calls and approximately 115,000 other emergency calls, alarms, and other quality of life reports in the last year. The staff managed the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources to over 100,000 calls for service. The PSIT team continues to manage and troubleshoot all public safety related IT Equipment and Software for Police, Fire and ECD.

Equity & Inclusion, Betsy Allen, Director

The Office of Equity and Inclusion (formerly Affirmative Action Office) upholds and reaffirms the City's position and commitment to equal employment opportunity, and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment and retaliation. It assists department heads in setting and achieving equity and inclusion goals for recruiting, hiring, promoting, and retaining qualified employees. In compliance with federal law, the Office prepares and submits workforce reports on a biennial basis to the Equal Employment Opportunity Commission.

Finance, David Kale, Assistant City Manager for Finance

The Finance Department is responsible for providing leadership to its operating divisions (Assessing, Budget, Information Technology (IT), Personnel, Purchasing, Revenue and Treasury). This includes the activities of planning, development, implementation, oversight, integrity, reporting, and creation of financial policies for the City's Operating and Capital finances.

Revenue Management and Treasury, Michele Kincaid, Assistant Finance Director

The Revenue Division's mission is to collect and report daily receipts in an efficient and timely manner while providing a high level of customer service to internal and external customers. The Treasury Division, comprised of the Cash Management and Payroll cost centers, manages cash and investments in the most efficient and economic manner. Payroll is responsible for processing the payroll of approximately 5,000 employees.

Fire Department, Gerard E. Mahoney, Fire Chief

The mission of the Cambridge Fire Department is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide defense against terrorist attacks.

Historical Commission, Charles M. Sullivan, Executive Director

The Cambridge Historical Commission (CHC), the City's historic preservation agency, protects more than 3,000 buildings in two historic and four neighborhood conservation districts, each overseen by a volunteer board. The CHC also protects 38 City landmarks and 40 individual properties under preservation restrictions. The citywide Demolition Delay Ordinance, applicable to all buildings 50 years old and older, allows delays 12 months so preservation alternatives can be explored. The CHC supports restoration of significant buildings through Community Preservation Act funded preservation grants, advises stakeholders on historic preservation issues, consults on historic paint colors, and cares for city-owned historic sites and monuments. The CHC also manages a dynamic public archive that focuses on the architectural and social history of Cambridge.

Human Rights Commission, Jennifer Mathews, Executive Director

The Cambridge Human Rights Commission (CHRC) protects the civil rights of residents and visitors to the city. The Commission investigates and adjudicates complaints of discrimination in employment, housing,

public accommodation, and education. Additionally, the Commission educates the public about their rights and responsibilities under the law, and collaborates with other City agencies and organizations on civil rights issues.

Human Services, Ellen Semonoff, Assistant City Manager for Human Services

The Department of Human Service Programs (DHSP) creates and coordinates services that enhance the quality of life for Cambridge residents. Driven by the needs of residents, the department's extensive services and programs touch almost every sector in the city: from newborns to senior citizens, from school-aged children to homeless families, from non-profit organizations to local employers. The Department employs a diverse workforce and works with the Community Engagement Team and community partners to bring information about services to the community and to inform the Department about the community's needs. The Department focuses on equitably serving Cambridge's diverse community and increasing access to programs and services, particularly to low-income individuals and families.

Information Technology, Patrick McCormick, Chief Information Officer

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users from 42 departments in 40 municipal buildings. ITD maintains all enterprise-wide municipal computer applications. ITD also manages the fiber optic network that links all City locations, thousands of users and major infrastructure services such as Fire, Police and Schools. ITD is continuously developing and improving the City's website, which provides remote access to important City resources and information.

Inspectional Services, Ranjit Singanayagam, Commissioner

The Inspectional Services Department (ISD) is responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. Responsibilities include administration and enforcement of the Building, Electrical, Plumbing/Gas and Mechanical Codes and articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, day care and recreational day camp inspections. ISD also enforces the Zoning Ordinance and provides staff support to the Board of Zoning Appeals (BZA).

Law Department, Nancy Glowa, City Solicitor

The Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts and administrative agencies, and provides advice and counsel and furnishes legal opinions on a variety of issues to the City Manager, Mayor, City Council, School Committee, department heads and Boards and Commissions. The department functions as a full-service law office, handling nearly all of the City's litigation in-house.

LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer Plus) Commission, Jennifer Mathews, Executive Director

In October 2021, the Executive Director of the Human Rights Commission and the Commission on Immigrant Rights & Citizenship also began service as Executive Director of the LGBTQ+ Commission. The LGBTQ+ Commission advocates for a culture of respect and monitors progress toward equality of all persons with regard to sexual orientation and gender identity. The Commission researches, surveys, collects data, and reports on best practices, policies, and resources related to the LGBTQ+ community. The Commission also hosts events, conducts outreach, and promotes visibility of LGBTQ+ issues.

License Commission, Nicole Murati Ferrer, Esq., Chair

The Cambridge License Commission, comprised of an appointed Chairperson, the Fire Chief and the Police Commissioner, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants, package stores, hotels, entertainment, taxicabs and drivers, parking lots, garages, peddlers, lodging houses and other individuals and establishments in the city as well as the Pole and Conduit applications and Noise Ordinance enforcement.

Cambridge Public Library, Maria McCauley, Director

The Cambridge Public Library (CPL) serves as a doorway to opportunity, self-development and recreation for all its residents, and as a forum where they may share ideas, cultures and resources among themselves and with people around the globe. The free availability of information, the lively interaction of people, and the open exchange of ideas animate and extend the democratic mission of the library. CPL is a dynamic, community-oriented system providing excellent services, collections and programs to all members of the community. We are dedicated to affording the people of Cambridge resources for recreational reading, independent learning, and the introduction of children to the world of literacy and learning. CPL is designed to work as a unified system with a strong main library and six active branch libraries each tailored to the unique constituencies and needs of its immediate neighborhood.

Mayor's Office, Sumbul Siddiqui, Mayor

The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City and serves as the City's official receiver for visiting dignitaries and distinguished visitors. The Mayor's Office serves as a conduit for members of the public seeking information or seeking to address concerns regarding City government and municipal services. The Office of the Mayor has a broad range of duties and responsibilities. These include the implementation of diverse citywide public events and celebrations throughout the year,

conducting public policy research, drafting legislation and serving as the City liaison between federal and state agencies, as well as community groups and citizens.

Peace Commission, Brian Corr, Executive Director

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. The Commission works with other municipal agencies, communities of faith, nonprofit organizations, and the broader community to promote constructive dialogue, foster understanding, and promote resilience. The Commission coordinates and supports compassionate responses to traumatic events and violence affecting Cambridge so that when serious issues occur, the community is prepared and able to react, commemorate, or recover and heal together. The Commission also builds trust and relationships by fostering dialogue and connection between diverse groups through community conversations, vigils, and other activities that promote a strong and resilient community.

Personnel, Sheila Keady Rawson, Director

The Personnel Department is responsible for a variety of functions in support of City employees and retirees, including assisting with recruitment, civil service regulations, classification and pay, personnel policy development and administration, benefits, employee relations and employee orientation, training and professional development. Personnel staff administers all insurance, pensions and workers' compensation and other benefit programs sponsored by the City.

Police, Christine Elow, Police Commissioner

The Cambridge Police Department (CPD) is committed to providing the highest level of professional police service while respecting the constitutional rights of every person living in or visiting the jurisdictional boundaries of the City of Cambridge. The department uses modern approaches to community policing philosophy and techniques to decrease crime and improve the delivery of services to the community. A major goal of the department is to involve citizens, neighborhoods and police in formulating policy and policing strategies and community oriented policing to combat crime and undesirable elements associated with crime.

Police Review & Advisory Board, Brian Corr, Executive Director

The Cambridge Police Review & Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. PRAB develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.

Public Health, Derrick L. Neal M.P.A., Chief Public Health Officer

Cambridge Public Health Department protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. CPHD is a city department administered by Cambridge Health Alliance, a regional health care delivery system. Main

focus areas are communicable disease prevention and control, emergency preparedness, environmental health, epidemiology, population health, regulatory enforcement, and school health.

Public Information Office, Lee Gianetti, Director of Strategic Planning & Communications

The Public Information Office (PIO) is responsible for creating and sharing timely and transparent information with the public and the media through various channels including the City's website, digital/social media, print publications, and more. PIO focuses on providing high-quality customer service by helping residents find information and access City services, while also leading many strategic initiatives for the City.

Public Works, Owen O'Riordan, Commissioner

The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals, provides dependable, high quality service – maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance and emergency response. These efforts are strengthened by prioritizing collaboration, excellent customer service and public information.

Purchasing, Elizabeth Unger, Purchasing Agent

The Purchasing Office is responsible for implementation and administration of the City's centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City

Ordinance and are open, fair, competitive and obtained at the lowest possible cost. Bids are posted on the City's website.

Cambridge Public Schools, Dr. Victoria L. Greer, Superintendent

The Cambridge Public Schools (CPS) are committed to the twin goals of academic excellence and social justice for ALL students. Cambridge Public Schools' mission is to be a diverse urban school system that works with families and the community to successfully educate all of its students at high levels.

Traffic, Parking and Transportation, Joseph E. Barr, Director

The Traffic, Parking and Transportation Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. Public parking includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the City's two parking garages; collection and adjudication of parking tickets; and operation of the Resident Permit Program. The department also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourages walking, bicycling and using transit.

Veterans' Services, Neil MacInnes-Barker, Director

The Department of Veterans' Services (DVS) serves as an advocate for all Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services and provides financial assistance (M.G.L. C. 115) to those veterans/dependents who are in need. The department assists veterans with engaging

programming and networking opportunities. Assistance is available to veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits.

Water, Sam Corda, Managing Director

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 105,000 permanent residents. The department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the department. The CWD is regulated by Federal and State drinking water codes and is comprised of three major divisions: Administration/Business/Information Technology; Water Quality, Treatment and Watershed Operations; Transmission, Distribution and Engineering Operations.

Women's Commission, Kimberly Sansoucy, Executive Director

The Cambridge Commission on the Status of Women works in an inclusive manner to promote equity and justice for women and girls and advocates on their behalf with City departments and officials, local organizations and state government to increase their opportunities through program development, policy recommendations and public education in key issue areas identified by the Commission as significantly affecting women and girls.

APPENDIX 3: CAMBRIDGE AT A GLANCE

Land Area: 6.43 Square Miles

County: Middlesex

Population: 118,403
(2020, US Census)

Population Density: 18,477
Persons per square mile
(2020, CDD)

Person(s) Per Household:
2.13 Persons (2016-20, ACS)

Median Age: 30.6 Years
(2016-20, ACS)

Foreign Born: 28.2%
(2016-20, ACS)

Home Language other than English: 34.1% (2016-20, ACS)

Common Languages other than English: Spanish, Chinese, French (including Kreyol), Hindi & Related Languages, Korean, Portuguese, German, and Arabic. All are reported spoken at home by at least 1% of the population. (2016-2020, ACS PUMS)

Racial Diversity:

57.3% White
10.6% Black
19.2% Asian
3.6% Other
9.2% Two or More Races
(2020, US Census)

Hispanic Diversity: 9.1% of Residents w/Hispanic Background (2020, US Census)

Adult Educational Attainment:
79.1% College or Graduate Degree

9.7% Some College/Associates Degree

6.8% High School Diploma
4.5% No High School Diploma
(2016-20, ACS)

College & Graduate Students:
35,445 – Enrolled in Degree Program (includes non-residents) (2021, CDD)

Poverty Status:
6.4% of families
12.0% of Individuals
(2016-20, ACS)

Registered Vehicles:
44,147 Vehicles
23,752 Passenger Cars
(2020, MA Registry of Motor Vehicles)

Housing Units: 57,585
(2021, CDD)

Owner Occupied Housing:
34.9% (2016-20, ACS)

Median Housing Sales Price:
\$1,690,000 Single Family
\$1,500,000 Two Family
\$810,500 Condominium
(2022, Assessing)

Median Rental Price:
\$2,400 One Bedroom,
\$2,950 Two Bedroom,
\$3,600 Three Bedroom
(February 2022, MAPC Consortium)

Median Household Income:
\$107,490 (2016-20, ACS)

Jobs: 136,419
(2021 Q2, MA DUA)

Average Annual Wage:
\$156,416 (2021 Q2, MA DUA)

Resident Unemployment Rate: 2.7%
(May 2021, MA DUA)

Major Employment Sectors:
Education, Professional & Technical Services, Health Care & Social Assistance, Accommodation & Food Services, Retail Trade
(2021 Q2, MA DUA)

FY22 Property Tax Rate:
Residential \$5.92
Commercial \$11,23
(per \$1,000 of assessed value)

Government:
Plan E Form of Government
(City Council/City Manager)

FY22 Annual Operating Budget: \$748,220,690

Public Schools:
1 K-8 School, 11 K-5 Schools, 4 Upper Schools, 1 Comprehensive High School, including a Career and Technical Education Program, and 1 Alternative High School.

Private Schools:
13, plus 3 charters, numerous preschools and special education

Higher Education:
Harvard University, Massachusetts Institute of Technology, Lesley University,

Hult International School of Business, Longy School of Music of Bard College

Libraries: Main Library and 6 branches

Post Offices: Central Square, Kendall Square, Harvard Square, Inman Square, Porter Square

Hospitals: Cambridge Hospital, Mount Auburn Hospital, Spaulding Hospital

Fire Protection: 8 fire stations, 278 sworn firefighters, 7 civilians

Police Protection: 1 police station, 288 sworn officers, 93 civilians*

Parks, Playgrounds & Reservations: 80

Public Golf Courses: 1 (Fresh Pond)

Public Transportation: MBTA (subway & buses) and commuter rail

Closest Airport: Logan Airport (Boston)

About Acronyms

ACS = American Community Survey

CDD = Community Development Department

PUMS = Public Use Microdata Sample

* Civilians Includes Traffic Supervisors.

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

This community's racial, ethnic, and cultural diversity shapes Cambridge and is what makes it a desirable and enriching place to live, work, and raise a family. In order to best serve the Cambridge community, the City must take an inclusive and equitable approach to address residents' needs.

Inequity and exclusion from services and opportunities are rooted in historical factors that include systemic racism and other forms of oppression. In 2017, the City launched the Cambridge Equity and Inclusion Initiative which expanded the following year to include anti-racism as a key focus. This initiative builds on the City's solid diversity training foundation that began in the 1990s. The Cambridge Anti-Racism, Equity and Inclusion Initiative (CAEII) supports the City in building an environment that reflects the values of anti-racism, equity, and inclusion. This purpose aligns with the Envision Cambridge goal to "end race-based disparities and achieve racial equity" and strategy to "bring race and cultural diversity to the forefront of local policy-making and increase cultural competency around issues of race."

Creating and fostering operational and cultural changes requires ongoing work and a long-term focus on both individual and organizational behavior. It is especially important for City leaders to understand and embody the principles and practices of anti-racism, equity, and inclusion in their departments in order to effectively hold their staff accountable for the same.

Since 2018, over 80 City leaders have been learning together in four Cohorts which are guided by a set of Leadership Expectations grounded in four Core Beliefs.



Cambridge City Hall by Kyle Klein.

The City's Core Leadership Beliefs are:

- We believe that in order to build Equity and Inclusion we need to understand the history of race and the history and development of racism and all forms of oppression that have created inequity and exclusion;
- We believe all City employees have a responsibility to create Anti-racist environments that support, build, and sustain Equity and Inclusion for all employees and residents;
- We believe that Equity, Inclusion, and Anti-racism are fostered in the context of meaningful and authentic relationships; and
- We believe that creating Anti-racism, Equity and Inclusion requires organizations and individuals to continually learn, build skills, and move beyond the fear and discomfort of new learning.

The Cohort Learning Sessions, held every two months, help leaders understand systemic racism and oppression and build their capacity to align their work with Leadership Expectations. To date, the cohorts have:

- Engaged in training on identity awareness;

- Engaged in training on systemic racism and systemic oppression;
- Developed an understanding and tools for interrupting interpersonal aggressions (sometimes known as "microaggressions");
- Built leadership skills, including giving and receiving feedback;
- Refined coaching skills on conscious listening without judgement;
- Committed to individual learning goals and behavior shifts;
- Expanded skills regarding stakeholder involvement in decision-making;
- Identified behaviors for contradicting patterns of dominance that perpetuate exclusion and inequity;
- Enhanced skills for inclusive meeting practices;
- Engaged in regular ongoing meetings with peer learning partners; and
- Learned how to use a new Anti-Racism, Equity, and Inclusion Strategy Filter.

A key outcome of FY22 cohort engagements was the creation of an Anti-Racism, Equity, and Inclusion Strategy Filter, which provides City leaders with a framework and set of questions to help guide development, evaluation, and implementation of internal City policies, practices, and key decisions to ensure alignment with Anti-racism, Equity, and Inclusion values.

One desired outcome of deploying this strategy filter is to further operationalize City employees' responsibility and accountability to create Antiracist environments that support, build, and sustain Equity and Inclusion for all City employees and residents.



Photo: Nighttime view of Cambridge with City Hall in the foreground by Kyle Klein.

About Cambridge

With over 118,000 people located within a 6.4 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality, and technological innovation. Located across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community, with over 28% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.

City Manager **Louis A. DePasquale**

2022-23 City Council:

Mayor Sumbul Siddiqui

Vice Mayor Alanna M. Mallon

Councillor Burhan Azeem

Councillor Dennis J. Carlone

Councillor Marc C. McGovern

Councillor Patricia M. Nolan

Councillor E. Denise Simmons

Councillor Paul F. Toner

Councillor Quinton Y. Zondervan



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