

Ms. Miller said that the challenges in Cambridge is the challenge of American democracy today, which is to work out how a very diverse group can come together to make decisions.

Vice Mayor Galluccio said that the City Councillors have more latitude than they believe. If we have the confidence, we can make policy decisions based on our beliefs, he stated.

Councillor Sullivan stated that the life of a City Council is about eighteen months. You cannot do long-range forecasting in eighteen months.

Ms. Miller summarized the discussion as a discussion of some of the inherent structural barriers. Is there a better way to make changes and is there a way to develop the answers to move forward on issues that need long range planning?

Thereafter Ms. Miller moved to the second topic on the agenda, "where we are today," and began with discussion of "community pulse." She reviewed the community-input process that the Council authorized in September. There were four community meetings at which those present were invited to define issues and prioritize goals for the City. Those meetings were held at the Fitzgerald School in North Cambridge on September 23, 1998, the Senior Center in Central Square on September 24, 1998, the Harrington School in East Cambridge on October 1, 1998 and the Tobin School in West Cambridge. In addition a survey was published in the Cambridge Chronicle and the Cambridge TAB for members of the public to clip, fill out and return. The survey was also on the City's internet homepage, and a telephone call-in session was publicized and took place during the September 28, 1998 City Council meeting. Ms. Miller then distributed an analysis of the results of the community input process. Attachment C. She cautioned that this information is not statistically accurate. It does not represent the opinion of all of the citizens.

Ms. Miller then moved into a discussion of the community input process and summarized the data presented in a report of the input that she distributed. Attachment C. She cautioned that this information is not statistically accurate. It does not represent the opinion of all of the citizens.

Councillor Davis said that there is a statistically accurate survey of Cambridge that was done by consultants recently in connection with the needs assessment that the City is conducting regarding cable television.

Councillor Duehay stated that he would like to have someone read that survey and do a short comparison. Councillor Born stated that she would like to have more up-to-date demographic information.

Ms. Miller then moved the discussion to the list of issues she had compiled based on the questionnaires filled out and returned to her by individual members of the City Council. The issues they cited as crucial to their vision of Cambridge in FY 2010 were as follow:

- Child Care
- Quality of Life
- Fiscal Responsibility
- Economic Development
- Affordable Housing
- City Planning – Growth Management
- Open Space
- Traffic
- Public Safety
- Race
- Education
- Youth Service
- Public Deliberation
- New Library
- Assisted Living

Ms. Miller stated that individual councillors had identified the following threats:

- NIMBY – Not In My Backyard
- Overdevelopment
- Traffic
- Loss of Racial and Class Diversity
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- Racism
- Too Many Social Problems – Public Drunkenness
- High Housing Costs
- Business/Community-Polarization

The following opportunities were mentioned:

- Buy land – open space
- Use the Year 2000 as a planning goal
- Celebrations that bring diverse age, class, culture citizens together
- Set public priorities and stick to them
- Support for arts
- Private giving

With regard to what the City could do better, individual councillors provided the following responses:

- Improve communications between the administrative and legislative parts of the government, and internally between departments, and externally with the business community and the neighborhoods
- Long Range and Short Range Planning
- Children, Youth and Family Services
- Central Square Development
- More Diversity in Hiring
- Hire Cambridge Residents
- Employee Support
- Community Policing
- Housing
- Traffic, Transportation and Parking issues

Individual councillors provided the following responses to the question of what the City does well:

- Fiscal Management
- High Bond Rating
- Water and Sewer Services
- Children, Youth and Family Services
- Street Maintenance, Repair and Snow Plowing
- Garbage, Recycling
- Public Safety
- Provide Answers to “Squeaky Wheels”
- Good Values/kids/families/elders/need
- Goal of Livable City
- The City administration tries hard to be open to improvement
- Community process
- Variety Programs

Ms. Miller then invited updates from the City’s executive leadership in response to the question of what are emergency issues and trends that the City Councillors should pay attention to.

Commissioner Watson stated that the Police Department is trying to institutionalize community policy by addressing crime at the neighborhood level using a problem solving approach. Police are now running community meetings, a new skill for them. There is improved sharing of traffic enforcement issues. All personnel are involved in truck and bicycle enforcement.

Challenges include employee relations as the biggest challenge, staff development, and developing an effective evaluation tool. Externally crime is at a thirty year low. Homelessness and public drunkenness are emerging issues. Trends include concerns about

domestic violence, increased patrol time to respond to burglar false alarms, decline in calls about street narcotics distribution.

Councillor Toomey stated that drug activity has not decreased in his neighborhood. Councillor Russell noted that the only place that the Government Operations Committee heard community input about drugs was in East Cambridge. Vice Mayor Galluccio stated that there is a bad drug problem in Jefferson Park; people are afraid to call. Commissioner Watson emphasized that these calls really are confidential.

Councillor Reeves said that he does not understand why there are not enough police personnel to just catch a housebreaker. Commissioner Watson stated that there are contract restrictions on where police work; however the Police Department is using overtime assignments.

Councillor Triantafillou asked if there were any resource issues and asked him the legal position added in last year's budget is working out. Commissioner Watson said that there are not. The new legal person is spearheading the whole state accreditation process and has been extremely valuable to the department.

Ms. Miller asked if there were specific things that City Councillors can do to support the Police Department. She noted that they can tell people that drug calls are confidential and that people do not have to give their names. Commissioner Watson stated that Cambridge has one of the best electronic communication systems in the state. Mayor Duehay asked if it is worth while to have a community meeting. Commissioner Watson said that he would like to have his narcotics officers brief the councillors on what they do.

Ralph Dunphy, Commissioner of Public Works (DPW) then discussed public works issues. He stated that the DPW is trying to become more proactive; and to communicate with other departments to get things done. He noted that the DPW has become much smaller and the DPW employees have become older. There has been evolution from "bricks and mortar" to quality of life issues.

Sue Clippinger, Director of Traffic, Parking and Transportation, stated that the Traffic and Parking Department is relatively new. She noted the challenge for the staff of a new boss having replaced a very different individual who had been there for a long time, and the challenge of doing new work. The department now has to be concerned about pedestrians, bicycles, and service, not just moving traffic. Traffic calming is a very important new program. There probably should be a round table on the data gathered in the cordon counts. Programs like the IPOP require a lot more traffic analysis, which is not an in-house skill. This will put a great deal of pressure on the department.

James Maloney, Assistant City Manager for Finance, stated that the big issue is how to balance the desire for capital projects and the need not to spend all the City's free cash and plan for the inevitable slow down that will follow the current strong economy.

He stated that another issue is to figure out how to spend on technology for the “next wave.” This also ties into customer service issues for example, electronic transactions.

Beth Rubenstein, Acting Assistant City Manager for Community Development, described the issues her department is focused upon. The issues are engendered by the end of rent control, development activity, and the need for affordable housing. Density, traffic, open space are all issues that arise. The challenges for the Community Development Department are building enough affordable housing to maintain diversity, focusing work efforts to make progress, and respecting and drawing upon on the diversity of the city by keeping up the quality of outreach, balancing the need to have processes that enable inclusion of all voices and the need to keep Community Development Department’s work moving along. Ms. Rubenstein noted the importance of having one discussion. The Citywide Growth Management Committee is a good idea and the work is proceeding. They need good staff support.

Jill Herold, Assistant City Manager for Human Services, highlighted the content areas on which the department is focusing. Childcare is very important. Cambridge is one of the five cities that runs its own childcare programs. The definition of “childcare” is getting broader. Youth services is another big category and the department is beginning an assessment process. Human Services has been working and cooperating with the School Department on school-to-career issues and is also working on adult career counseling. In the area of elder services, assisted living is important, as is dealing with the “aging in place” populations that needs home services. Finally, she noted efforts in the homelessness area.

Ms. Herold stated that the major strategies include collaboration with other public agencies – the Public Health Commission and the School Department as well as not-for-profit agencies. Future challenges include maintaining a constituency in Cambridge for human services on the city level, integration of linguistic and cultural minorities into the City’s social services, moving away from compartmentalized funding and maintaining and operating services.

Ms. Miller then moved into developing a vision of the year 2010. She asked City Councillors to think about what the City will look like in the year 2010 if the City works together and makes progress, and to break down into small groups to discuss this topic.

Ms. Miller then asked for a report from the groups of what issues will have been addressed to reach their vision of Cambridge in 2010. This discussion resulted in a list of issues. Thereafter she requested that the City Councillors prioritize these. The prioritized list is attached to this report as Attachment D.

The second part of the goal-setting training/meeting took place on November 11, 1998 at the same location, and was attended by all of those present at the October 27, 1998 meeting.

Councillor Sheila T. Russell, Chair of the Government Operations Committee, called the meeting to order at 9:40 a.m.

At the request of several Councillors, Roberta Miller began the meeting with a discussion of how the City Council could make better use of its Monday night meetings and how the goal of more deliberation on policy issues could be achieved.

It was agreed that a joint council/staff task force would be formed to look at all of the suggestions generated at this meeting and to make recommendations on changes to the meetings, of procedures and staff/Council interactions to improve policy making, communications and the ability of the staff and the City Council to do their jobs. Task force members included Councillors Russell, Triantafillou, Born, Sullivan, Vice Mayor Galluccio, Deputy City Manager Richard Rossi, Jill Herold, Assistant City Manager for Human Services, Margaret Drury, City Clerk, and Sandra Albano, Assistant to the City Council. The following suggestions were referred to the Government Operations Committee and the new task force:

- Use complaint system instead of orders for individual constituent complaints.
- Separate categories of orders and resolutions to give more attention to policy issues. Utilize the City Clerk's Office to categorize (and route?) orders, resolutions for six month trial period.
- Develop a way to distinguish between reports of readily available information and reports that will cost the City a great deal of staff time and/or other resources to produce.
- Give a week's notice if particular staff are needed at a City Council meeting.
- Set up regular times for roundtables.
- Organize work into a manageable number of meetings. Don't just add roundtables as additional meetings; figure out what should go to committees and what should go to roundtable discussions.
 - Brainstorm at Council meetings.
 - Examine options at Committee meetings and/or hearings.
 - What are the public's reasonable expectations for participation?
- Use budget discussions to better understand the departments' workplans for the upcoming fiscal year.

Ms. Miller then moved the meeting to refinement and clarification of the prioritized list of issues, which the Committee created at the October 27, 1998 meeting. Attachment D. She noted that City administrative staff had indicated to her a need for more clarity about some of the issues on the list.

Ms. Miller pointed out that the two top non-capital priorities are maintaining middle and moderate-income families in Cambridge and having a "family-friendly" city. She asked what this means with respect to the affordable housing goal previously prioritized by the City Council.

Mayor Duehay stated that he believes the intent was to add thought about moderate and middle income housing needs to affordable housing efforts because there is some danger of the City becoming a place where only affluent and indigent people can find housing.

Ms. Miller then provided the results of the statistically valid survey of residents done by the City as part of its upcoming cable TV franchising activities. The first question asked was a general question as to what issue the respondents felt was most significant. The responses were as follow:

28%	affordable housing
14%	education
7%	crime and safety
6%	gentrification of squares, development
3%	taxes
1%	road work
1%	water quality
7%	other
1%	nothing
26%	don't know, reposed

Councillor Born stated that the City is limited in what it can do in the area of housing.

Councillor Sullivan stated that the "Wellesleyization" of Cambridge increases the cost of housing in Cambridge.

Councillor Davis stated that the City can take some steps to keep housing affordable. Condos are cheaper than the whole buildings. Who Cambridge houses is tied to who works in Cambridge.

Councillor Reeves asked what we know about who is leaving the City.

Councillor Russell said that condos can be a way of providing opportunities for some families to stay in Cambridge.

Councillor Reeves said in light of the limits on what the City can do, he wants to look at trying to get as many low and moderate income Cambridge people as possible securely housed in Cambridge.

Vice Mayor Galluccio said that as the community gets wealthier, the commitment to affordable housing slips. The City Council needs a handle on the numbers. Who is living in public housing? How many people are falling just short of owning a home? The City needs a balance.

Councillor Toomey asked whether there would be more votes to take the linkage funds that the proposed development at the ComEnergy site would generate and use those funds to build affordable housing on the Fresh Pond Reservation.

Councillor Born said that City options include overt government intervention to secure some affordable units in perpetuity, and subtle approaches, which ultimately result in value control. She added that she would like to see a survey of the size of the units and families moving into them.

Vice Mayor Galluccio stated that if the City Council and City staff look at the data about which segments of the population are most at risk of not being able to stay in Cambridge, it may be possible to create a goal that is based on actual numbers. He emphasized the importance of a continuing commitment to low income residents.

Councillor Davis stated that she would like to see a list of strategies.

Ms. Rubenstein suggested a follow-up roundtable discussion on the matter.

It was agreed that with regard to City Councillor's top priority of housing, the goal is to promulgate policies that support a range of housing to meet the needs of its diverse population. The City Council has been putting needed emphasis on low income residents, but has identified a need to look closely at what groups are being forced out, including moderate and middle income residents, because there is a wide range of citizens who are finding that Cambridge housing is no longer affordable for them.

Ms. Miller moved to clarification of the goal of a "family friendly" city.

Mayor Duehay said that it refers to the ongoing work of the Kid's Council on the Agenda for Children. Councillor Davis said that she meant something that smoothes out the many transitions that children go through to match the parents' workday.

Councillor Triantafillou stated that childcare is a big issue. She would also like to see an in-depth analysis of what we already have and why we have it.

Vice Mayor Galluccio stated a concern about the number of childcare programs.

Ms. Herold noted that childcare covers a lot of different categories. She stated that the Kids' Council will be voting on its goals tonight.

Councillor Reeves stated that he believes that at this point we are closer to coming together on these goals. He is very interested in the quality of programs.

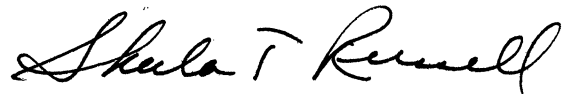
Mayor Duehay said that the Superintendent and the School Department are trying to increase evaluative activity on grants.

Ms. Miller then moved to the prioritization of capital items through a process in which those Councillors present (Mayor, Duehay, Vice Mayor Galluccio and Councillor Toomey were not present for the capital prioritization) voted on matched pairs of items listed on the City's capital budget (Attachment E) to arrive at a final hierarchy of desired capital expenditures. The prioritized list was as follows:

1. Affordable Housing Trust Fund, Police Station, Library.
2. Open space acquisition.
3. Rehab of existing public buildings.
4. West Cambridge Youth Center.
5. Acquiring the Com Energy site as open space.

Councillor Russell thanked all those present for their attendance and contributions. The meeting was adjourned at 2:25 p.m.

For the Committee



Councillor Sheila T. Russell, Chair

ATTACHMENT A

AGENDA

1. Discussion of Significant Changes in Cambridge from 1960 to 1998.
2. Where we are today.
 - a. Community pulse.
 - b. What the City Council members individually identified as issues.
 - c. Updates from the Executive staff on current and emerging issues.
3. The City Council's vision for the year 2010.

Cambridge

1950

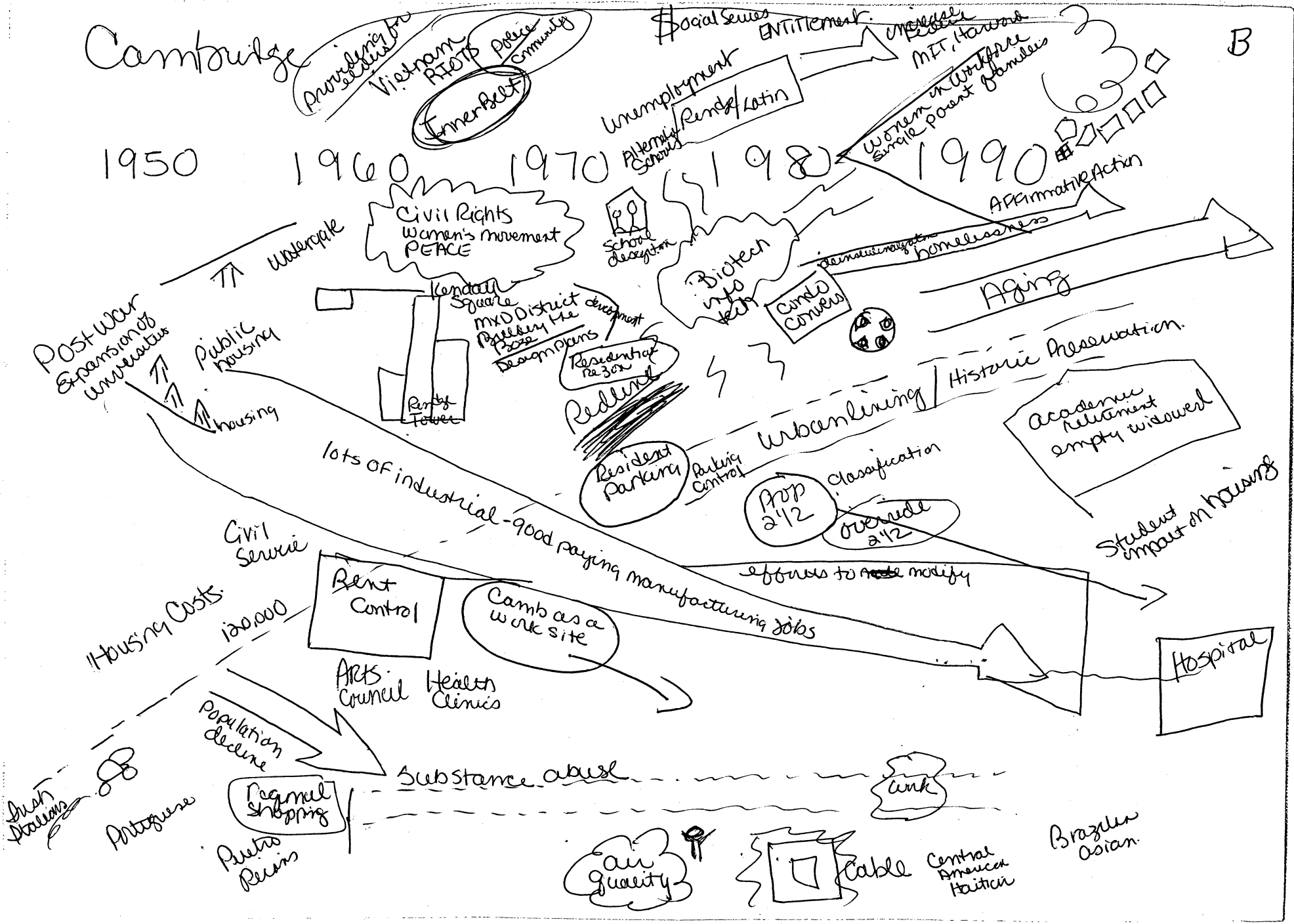
1960

1970

1980

1990

B



Priorities:

Section 1 - Issues

North Cambridge priorities:

1. Affordable Housing
2. Traffic & Pedestrian Safety
3. Development & open space concerns

East Cambridge Priorities:

1. Development, especially dwindling open space
2. Education, especially high school
3. Affordable Housing

Central & Harvard Square area Priorities:

1. Affordable Housing
2. Development, with a focus on downzoning
3. (tie between) Race & Affirmative action
3. (and) Education

West Cambridge Priorities

1. (tie between) Traffic
1. (and) Affordable Housing
2. Development, with a focus on downzoning

Section 2 – Threats

North Cambridge:

1. Housing Costs
2. Development & resulting loss of open space

East Cambridge:

1. Disintegration of neighborhoods resulting from displacement of families and loss of neighborhood traditions.
2. Development & resulting loss of open space
3. Housing costs

Central & Harvard squares:

1. Housing Costs
2. Development

West Cambridge:

1. Housing Costs
2. Disintegration of neighborhoods
3. Development

Section 3 – Opportunities

North Cambridge:

1. Educational opportunities
2. (tie between) Open space / Green space opportunities
2. (and) City Government & Administration opportunities

East Cambridge:

1. Open space / Green Space
2. Education
3. Neighborhood sports teams

Central & Harvard squares:

1. Create affordable housing while the economy is good
2. Education – use business & arts community to give youth better opportunities
3. Elderly care – create more assisted living facilities, especially for low income people

West Cambridge:

1. Diversify managers in city government
2. (tie between) Educational opportunities
2. (and) Transportation opportunities

Issues	Aggre- gate	Mentioned at mtg - no votes				Geographical breakdown				Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals
		N	E	C	W	North	East	Central	West				
<i>Development</i>		15	x			3	4	8	0	5	6	3	1
	Dwindling Open Space	36	x			0	27	5	4	27	6	2	1
	Planning & Zoning	13	x			1	0	8	4	12	1	0	0
	Downzoning	15	x			0	14	0	1	15	0	0	0
	Benefit to community	5	x			0	5	0	0	5	0	0	0
	Gentrification	5				0	2	1	2	0	3	2	0
	effects (traffic, parking)	2				0	1	1	0	0	1	1	0
	regulations on development	0				0	0	0	0	0	0	0	0
	neighborhood input into licences & permits		x										
	Legislate incentives for stability		x										
	Total Development	91				4	53	23	11	64	17	8	2
<i>Housing</i>		0				0	0	0	0	0	0	0	0
	Affordable housing	73	x			7	12	41	13	45	20	6	2
	Landlords' interests	2				1	0	1	0	0	2	0	0
	Affordable housing for single people	1				0	0	1	0	0	1	0	0
	Homeownership	0				0	0	0	0	0	0	0	0
	Eviction of long-term residents	0				0	0	0	0	0	0	0	0
	Expiring use housing		x										
	Total Housing	76				8	12	43	13	45	23	6	2
<i>Education</i>		22				4	3	7	8	6	12	3	1
	H.S.	7				0	7	0	0	7	0	0	0
	Preschool	4				0	4	0	0	4	0	0	0
	School Choice	1				0	1	0	0	0	0	1	0
	Special Needs	0				0	0	0	0	0	0	0	0
	School Dept. Parent-Friendliness				x								
	Create neighborhood schools			x									
	Total Education	34				4	15	7	8	17	12	4	1
<i>Traffic</i>		13	x			2	5	1	5	7	2	2	2
	Parking	6				0	1	2	3	4	1	1	0
	Alternative transportation	4		x		2	0	1	1	0	2	1	1
	Trucks & their cargo	3				0	0	0	3	2	1	0	0
	Stop light timing	3				0	3	0	0	3	0	0	0
	Pedestrian Safety	1				1	0	0	0	0	0	1	0
	Total Traffic	30				5	9	4	12	16	6	5	3

Issues	Aggre- gate	Mentioned at mtg - no votes				Geographical breakdown				Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals
		N	E	C	W	North	East	Central	West				
Administration & Government Issues	0					0	0	0	0	0	0	0	0
Mayoral Election by Citizens	8 x					0	8	0	0	8	0	0	0
Efficiently Deliver services	5					1	0	0	4	4	0	0	1
Boards & Committees	4					0	0	4	0	4	0	0	0
Citizen input, surveys	2					1	1	0	0	0	0	1	1
City Manager	1 x					0	1	0	0	0	0	1	0
Increase in votership	1					0	0	1	0	0	0	1	0
Total Administration & Gov't Issues	21					2	10	5	4	16	0	3	2
Youth Services	0					0	0	0	0				
Youth Sport Facility	11					0	3	0	8	11	0	0	0
Child Care	3 x					0	3	0	0	0	3	0	0
Foster care & Adoption	1					0	0	1	0	1	0	0	0
Total Youth Services	15					0	6	1	8	12	3	0	0
Law enforcement / Public safety	2				x	0	1	1	0	0	1	1	0
Police visibility & foot patrols	7 x					0	6	1	0	6	1	0	0
drug dealing	3					0	3	0	0	3	0	0	0
More street lights	0					0	0	0	0	0	0	0	0
Total Law enf. & Pub. Safety	12					0	10	2	0	9	2	1	0
Race	5					0	4	1	0	4	1	0	0
Affirmative Action in city gov't	7					0	1	6	0	6	0	1	0
Total Race	12					0	5	7	0	10	1	1	0
Beautification & Quality of Life	0					0	0	0	0	0	0	0	0
Power line removal	4					0	0	0	4	4	0	0	0
Noise	4					0	0	3	1	3	1	0	0
Trees	2					0	0	0	2	2	0	0	0
Parks	2					1	0	1	0	0	1	1	0
Architectural beauty					x								
Total Beautification & Q. O. L.	12					1	0	4	7	9	2	1	0
Businesses	0					0	0	0	0	0	0	0	0
Local / Small Businesses	10 x					0	1	1	8	8	1	0	1
Total Businesses	10					0	1	1	8	8	1	0	1
Libraries	9 x					2	5	1	1	4	4	1	0
Sr. Citizen Care	1					0	1	0	0	1	0	0	0
Building new nursing home (Neville mar	7					0	0	0	7	7	0	0	0
Total Sr. Citizen Care	8					0	1	0	7	8	0	0	0
Homelessness	8					0	2	6	0	5	2	1	0

Threats				Aggre- gate	Mentioned at mtg - no votes				Geographical breakdown				Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals
					N	E	C	W	North	East	Central	West				
<i>Housing costs</i>				37					5	3	13	16	24	8	4	1
	Real estate speculation			7	x				1	5	1	0	5	0	2	0
	Expiring Use housing units			6					0	0	6	0	6	0	0	0
	Not-for-profits squeezed out			6					0	0	0	6	6	0	0	0
	Downzoning's effect on Housing cost			4					0	0	0	4	4	0	0	0
	High cost leading to loss of artist commu			4					0	0	0	4	4	0	0	0
	... leading to loss of economic diversity			4					2	0	2	0	0	2	0	2
	Conversion to condos			1					0	0	0	1	0	1	0	0
	Total housing costs			69					8	8	22	31	49	11	6	3
<i>Development</i>				16	x				2	3	7	4	6	5	5	0
	Loss of open space			16					2	7	5	2	5	10	0	1
	Gentrification			6					0	0	5	1	3	2	1	0
	Chain stores forcing out small businesse			1					0	0	1	0	0	1	0	0
	"NIMBY" attitude			1					1	0	0	0	0	0	0	1
	Backyard building			0	x				0	0	0	0	0	0	0	0
	Total development			40					5	10	18	7	14	18	6	2
<i>Disintegration of neighborhoods</i>				10					0	10	0	0	10	0	0	0
	Displacement of families			11					0	4	1	6	9	1	1	0
	Neighborhood organizations becoming c			5					0	0	0	5	5	0	0	0
	Loss of neighborhood traditions			4					0	4	0	0	4	0	0	0
	Total dis. of neighborhoods			30					0	18	1	11	28	1	1	0
<i>Social services - improvements needed</i>				2	x				0	0	2	0	0	2	0	0
	Public health service			6					0	0	0	6	6	0	0	0
	Foster care & welfare reform			3					0	0	3	0	3	0	0	0
	Privatization of social services			1					0	0	1	0	0	1	0	0
	Total Social Services			12					0	0	6	6	9	3	0	0
Traffic				8					1	2	3	2	2	4	2	0
Safety				3					0	0	3	0	0	2	0	1
	Drug Dealing			1.5					0	0	1.5	0	0	0.5	1	0
	Panhandling			1.5					0	0	1.5	0	0	0.5	1	0
	Total safety			6					0	0	6	0	0	3	2	1

	Aggregate	Mentioned at mtg - no votes				Geographical breakdown Meetings					Newspaper Totals	Call-ins Totals	Internet Totals	
		N	E	C	W	North	East	Central	West	Totals				
Opportunities														
<i>Open Space & Green Space Opportunities</i>	0					0	0	0	0	0	0	0	0	0
Increase open space	16					2	13	1	0	12	2	1	1	
Reuse available land	2					0	2	0	0	2	0	0	0	
Acquire land	2 x					0	0	2	0	2	0	0	0	
Work with developers to provide housing & open s	2					0	0	2	0	2	0	0	0	
Control removal of trees on private property	2					0	0	0	2	2	0	0	0	
Plant more trees, replace dead old trees	2					0	0	0	2	0	2	0	0	
Better use of the Charles River	1					1	0	0	0	0	0	0	1	
Total Open Space & Green Space	27					3	15	5	4	20	4	1	2	
Create affordable housing while economy is good	26					1	4	15	6	24	1	1	0	
<i>Education</i>	0					0	0	0	0	0	0	0	0	
institutes & busines	20					1	4	8	7	19	1	0	0	
Equalize education	2					1	0	1	0	0	2	0	0	
More practical school curriculum	1					0	1	0	0	0	0	1	0	
Encourage arts in education	1					1	0	0	0	0	1	0	0	
Make middle schools better	1					1	0	0	0	0	1	0	0	
Renovate Fitzgerald School completely	x													
Total Education	25					4	5	9	7	19	5	1	0	
<i>City Government & Administration</i>	0					0	0	0	0	0	0	0	0	
Diversify managers in city gov't	6 x					0	0	0	6	6	0	0	0	
Require City Officials & employees to live in city	3					1	0	2	0	0	1	2	0	
Develop a clear vision of city's future	3					0	0	3	0	3	0	0	0	
Change the way the Mayor is elected	2					0	0	0	2	0	0	2	0	
More face-to face dialogue between residents and	1					1	0	0	0	0	0	1	0	
Better coordination with neighboring towns	1 x					1	0	0	0	0	0	0	1	
Make politicians more accessible	1					0	0	0	1	0	1	0	0	
Total Gov't & Admin	17					3	0	5	9	9	2	5	1	
<i>Transportation</i>	0					0	0	0	0	0	0	0	0	
Improve & encourage public transportation	4					1	0	2	1	0	3	1	0	
"Reverse Commute" public transport options	2					0	0	0	2	2	0	0	0	
use zoning to curb private auto use	2					0	0	1	1	0	2	0	0	

	Aggregate	Mentioned at mtg - no votes				Geographical breakdown					Meetings	Newspaper	Call-ins	Internet	
		N	E	C	W	North	East	Central	West	Totals	Totals	Totals	Totals		
Opportunities															
Synchronize traffic lights	2					0	0	0	2	2	0	0	0		
Develop intra-city small scale public transit	1					0	0	1	0	0	1	0	0		
Create more bus routes	1					0	0	0	1	0	1	0	0		
support photo enforcement of red lights	1					0	0	1	0	0	1	0	0		
Total Transportation	13					1	0	5	7	4	8	1	0		
<i>Elderly Care</i>	0					0	0	0	0	0	0	0	0		
More assisted living facilities, and for low-income p	4 x					0	0	4	0	3	1	0	0		
Coordinate senior services	2					0	0	0	2	2	0	0	0		
Provide more services to the elderly in their homes	2					0	0	2	0	2	0	0	0		
Provide transportation for the elderly	1					0	0	1	0	1	0	0	0		
Create affordable housing for elderly	1					1	0	0	0	0	1	0	0		
Total Elderly Care	10					1	0	7	2	8	2	0	0		
<i>Neighborhood opportunities</i>	0					0	0	0	0	0	0	0	0		
Encourage festivals & cultural events	3					0	0	0	3	3	0	0	0		
Enhance neighborhood structure – meetings, etc	2 x					0	0	0	2	2	0	0	0		
Create neighborhood sports teams	2					0	2	0	0	2	0	0	0		
Encourage more affordable food stores	1					0	0	1	0	0	0	1	0		
Stop "Mallification" of Harvard, Central, Porter	1					1	0	0	0	0	1	0	0		
Total neighborhood	9					1	2	1	5	7	1	1	0		
Improve cable TV	9					0	8	0	1	9	0	0	0		
<i>Technology Opportunities</i>	0					0	0	0	0	0	0	0	0		
Address lack of computer for many families	2					0	1	1	0	0	2	0	0		
Encourage high-tech industry	2					0	0	2	0	0	2	0	0		
Medical & space research	1					0	0	1	0	0	1	0	0		
Total technology	5					0	1	4	0	0	5	0	0		
<i>Social Services</i>															
Address drug problems	3					0	0	3	0	3	0	0	0		
Fight homelessness	1					0	1	0	0	0	0	1	0		
Enforce public drinking laws	1					0	0	1	0	0	1	0	0		
Total Social Services	5					0	1	4	0	3	1	1	0		
Support for cooperative endeavors in anor cooperative en startup mode	4					0	0	4	0	4	0	0	0		

Needs Improvement (specifics s/s Improvement another sheet)	Aggregate	Geographical breakdown				Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals
		North	East	Central	West				
traffic flow and parking management	51	9	13	17	12	29	10	9	3
housing	51	9	6	23	13	29	18	4	0
planning and zoning	41	11	12	11	7	24	10	5	2
parks/open space	37	8	13	8	8	25	8	3	1
street maintenance (repair, snow plowing)	20	7	6	4	3	12	4	3	1
library services	20	2	10	7	1	3	16	0	1
public schools (K-12)	20	4	8	6	2	13	7	0	0
public safety (includes fire and police)	15	3	4	6	2	6	7	2	0
children, youth, and family services	15	2	6	5	2	9	5	1	0
elderly services	9	0	4	4	1	8	1	0	0
public art and celebration	7	2	2	0	3	4	3	0	0
business climate support	6	2	1	1	2	5	1	0	0
public issue exploration and deliberation	6	2	0	4	0	4	2	0	0
fiscal management	5	1	1	2	1	1	4	0	0
taxes and fees	5	0	1	1	3	3	2	0	0
civil functions (licences, permits)	4	1	2	0	1	3	0	1	0
adult education and training	4	2	0	2	0	1	2	0	1
garbage/recycling	3	0	2	1	0	0	0	3	0
water and sewer services	3	0	0	0	3	1	1	1	0
recreation	3	0	2	1	0	3	0	0	0

Needs Improvement (specifics on another sheet)	Improvements	Aggregated	Geographical breakdown				Meetings	Newspaper	Call-ins	Internet
WRITE-INS for	WRITE-INS for									
Services for homeless		2	0	2	0	0	2	0	0	0
police foot patrols		2	0	2	0	0	2	0	0	0
plow sidewalks around schools		1	1	0	0	0	1	0	0	0
need more vision, "think out of the box"		1	1	0	0	0	1	0	0	0
Voting - we need more information on candidates		1	1	0	0	0	1	0	0	0
Voting - require IDs at polling station		1	1	0	0	0	1	0	0	0
cemetery maintenance		1	0	1	0	0	1	0	0	0
resident employment		1	0	1	0	0	1	0	0	0
benchmarking		1	0	1	0	0	1	0	0	0
reinstate "just cause" eviction protection		1	0	0	1	0	1	0	0	0
Living wage		1	0	0	1	0	1	0	0	0
help low & mod. income people towards homeownership		1	0	0	1	0	1	0	0	0
speed limit enforcement		1	0	0	0	1	1	0	0	0
city manager		1	0	0	1	0	0	0	1	0
treatment of those who need public assistance		1	0	0	0	1	0	0	1	0
relations w/in council & with city mgr.		1	0	0	0	1	1	0	0	0

Doing Well (specifics summarizing Well a another sheet)	Aggre- gate	Geographical breakdown				Meetings	Newspaper	Call-ins	Internet
		North	East	Central	West	Totals	Totals	Totals	Totals
garbage/recycling	54	13	11	14	16	28	17	7	2
public safety (includes fire and police)	45	11	13	10	11	26	9	8	2
library services	32	7	7	12	6	18	9	5	0
fiscal management	28	4	13	7	4	21	7	0	0
elderly services	19	4	6	8	1	10	8	1	0
street maintenance (repair, snow plowing)	16	2	5	3	6	7	6	3	0
public schools (K-12)	16	4	3	5	4	7	5	3	1
public art and celebration	15	3	4	7	1	7	5	3	0
water and sewer services	13	1	3	5	4	8	2	2	1
public issue exploration and deliberation	12	2	6	4	0	8	4	0	0
business climate support	11	4	3	2	2	6	4	1	0
children, youth, and family services	11	5	1	4	1	9	1	1	0
parks/open space	11	4	0	3	4	6	3	1	1
housing	7	2	3	2	0	4	2	0	1
taxes and fees	7	1	3	2	1	7	0	0	0
civil functions (licences, permint)	5	0	0	3	2	3	2	0	0
recreation	3	1	1	1	0	1	2	0	0
traffic flow and parking management	2	0	1	1	0	1	1	0	0
planning and zoning	2	1	1	0	0	1	0	0	1
adult education and training	2	0	1	1	0	2	0	0	0
*****write-ins for "other"*****	0	0	0	0	0	0	0	0	0
Peace commision	1	0	0	1	0	0	0	1	0

Specific complaints & Suggestions for improvement

KEY: 1st letter is geographic, 2nd letter is medium. i.e. NC= North Cambridge call-in

Public Safety

- Need more police on foot - NM, CN, EM, EM, EM, EC
- Community policing - NM, CN
- Start N. Cam. RR improvement - NM
- Police should go easier on cyclists - NN, EM, WM
- Should accept emergency & routine messages via email - NI
- Check 2nd hand bike stores for stolen bikes - CM
- Better traffic law enforcement needed - CN, WM

Traffic & Parking

- Post police visibly on Mass. Ave. during rush hour - NC
- N. Mass. Ave. median elimination is a bad idea - NM
- Prohibit parking in front of Porter Exchange from 4-6 pm - NC
- Give more support to bikes - NN, CM, CC
- Central Sq.'s new traffic flow is terrible - NN
- Limit trucks in residential neighborhoods - CM
- Crosswalk across from senior center - CM
- Advance notification of special events rerouted traffic - CI
- Need more bike lanes - EM
- Cambridge street traffic - EM
- Light near St Anthony Church (E. Cam) - EN
- Get rid of Concord Ave. rotaries - WM
- Abolish meters; use central ticket dispensers instead to increase parking spaces - WN

Street Maintenance

- Sidewalk snow clearance, especially around Alewife and early in the morning - NN, NN
- Stop widening of streets to 4 lanes - NN
- Trees need to be maintained better, especially clipping them around street lights - CM, EC
- Need storm drains in Central Sq. - CN
- Repair where tree roots have broken the sidewalks - EC
- Repair potholes - CC

Garbage & Recycling

- More hours & drop-off bins needed at DPW - NI
- Streets should be cleaned directly after trash pickup - CC
- DPW yard noisy all night; they should lock the gate - CC

Water & Sewer

- Current status of Fresh Pond construction should be on city's web site - NI
- Water bills are too high - EM
- Water should be cleaner - EM

- Flooding is getting to be a real problem in some areas - WM

Planning & Zoning

- Is city able to provide services for increasing density of residents? -NM
- Zoning laws should have fewer exceptions - NM
- Consider environmental issues of overdevelopment - NM
- Zoning too complicated - NM, WM
- Need a master plan - NM, NN
- Pass Pitkin petition around citywide - NM
- Harvard & Central Sq. have too many chain stores - NN, CN, WN
- Make zoning petitions harder to generate - CM
- No more garages - CN
- Downzone Kendall - EM, EM
- Plan for economic stability - CM
- Plan for future diversity - EM
- Plan long term for open space - EM
- East Cambridge is overdeveloped - EM, EM
- No more huge office buildings next to residential housing - EM

Housing

(nearly everyone who checked off the box was concerned about affordable housing. The responses recorded below were those that were somewhat more specific)

- Affordable housing not just for low-income tenants, low rent places for single parents who are not on AFDC - NM, NC, NI, EM, NN
- Offer initiatives for subsidized housing development - NN
- Need more rental apts. - CM, WN
- Preserve / expand expiring use buildings - CM, CM
- Legal aid for those facing eviction - CM, EM
- Need annual update on HSO application - CN
- Focus on homeownership for poor elderly - EM
- Fine absentee landlords who don't maintain buildings well - EC
- Annoyed with reactionary petitions - WM
- Create SROs - WN

Civil Functions

- All should be available online - NI
- Need more building inspectors - CN, EC

Business Climate Support

- Support locals starting their own businesses

Library Services

- New main branch needed - NN, NN, CN
- Teach everyone how to get free email - NI
- Move Main branch to C. Sq. - CN
- Main branch should stay put - CN

- Need a library for Area IV - CN, CN, CN, CN, EM, EM, EM, EM, EM, EN, EN, EN, EN, EN, EN
- All branches should have computers - EN

Children, Youth, and Family services

- Need more low-cost, quality childcare - NN, EN
- Expand Afterschool program - NN, EM, EM
- People need parenting classes! - NN
- Need a W. Cam. youth center - WC

Public schools (K-12)

- Want Neighborhood schools - NM
- Want extended day program - NM, EM
- Get rid of school choice because of expense & racial imbalance - NM
- Need more computers - NM, CM, CM
- Update K-12 website - NI
- Quality of education should be equal in all schools - CN, EM, EC
- School libraries need more funding - EM
- Much inefficiency & unresponsive administration - WM

Elderly services

- More homeservices - CM
- More employment opportunities - CM
- Advertise services more - CM
- Use armory, not "Sally's" as shelter for elderly homeless - CN
- Need easier access to agency & hospital services - EM
- Keep Neville Manor - EM, EM
- East Cam. senior center - EM

Fiscal Management

- Make budget available on internet - NI
- Eliminate police details at construction sites - CN
- Sell low-cost municipal bonds to residents - CN

Taxes & Fees

- Abolish excise taxes - EM
- To keep diversity - abolish real estate tax and instate an income tax - WN

Public Issue Deliberation

- Too few people dominate discussions - CM, WM

Public Art & Celebration

- Needs more financial support - NN
- Help launch ArtCenter - NN
- Have a graffiti wall for artists - NN

- No more dirty displays - EM
- Have a "dance month" - EN
- Resolve issue of Magr. Harries sculpture at Fresh Pond - WN

Parks / Open Space

- Maintain parks better - NM, CN, EM, EM, WM
- Take ComElectric site - NM, NM
- Beautify entrances to city - NM
- Install community bulletin boards in all parks - NI
- More trash cans on Mem. Dr., at least on Sundays - CN
- Park on Pacific needs more trash pickup
- More parks in E. Cam. - EM, EM, EM, EM, EM
- Buy land - WM
- Improve street plantings - WM
- Open Mem. Dr. EVERY Sunday - WM

Recreation

- Need more options for teens - NN
- Open CRLS tennis courts to mid-Cam. residents - CM
- More ongoing free sports & arts afterschool & weekends - EM
- Baseball program for East Cambridge - EM

Specific things that the city is doing well

Public Safety

- Great commissioner - NC
- Noticed increase in patrol cars in N. Camb. - NN
- Broadway construction accomplished safely - NI
- Drug enforcement - CM
- Firefighters - CC, CC

Traffic & Parking

- Bike path improvements - NI

Street Maintenance

- Storm plowing - NI
- Kudos to Bob Healy - WM

Garbage/Recycling

- Broad range of materials accepted - NI, CN
- Good toxics program - CN

Water & Sewer

- Glad that treatment plant is being rebuilt - WM
- Charles river cleanup - WM

Housing

- Elderly/disabled housing is good - NN
- Cambridge is on cutting edge of public housing - CN
- CHA is good - EM

Library Services

- Pearl St. great - CM, CN
- Main branch great - CM
- Responsive to public demand - CM
- Sunday hours at branches - CM
- Boudreau Branch staff is excellent - WN

Children, Youth, and Family services

- Youth athletic leagues - CM

Public Schools (K-12)

- Small classes, great teachers/admins - NN, CM

- Bilingual education - NI
- Project 10 East is wonderful - CN

Elderly Services

- New senior center offers a lot - NN
- 800 Mass Ave. senior center is great - CM

Fiscal Management

- Good value for our taxes - NN, CM
- Bond rating - NN
- City Manager - CM, EM, EM, EM

Public Art & Celebration

- Street Fairs - CN, EM
- Riverfest - EM

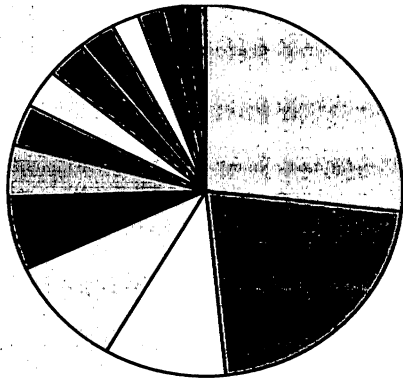
Parks & Open Space

- N. & W. Cambridge parks - NC
- Danehey park, excellently maintained - NN, WM
- Neighborhood tot lots - NN

Recreation

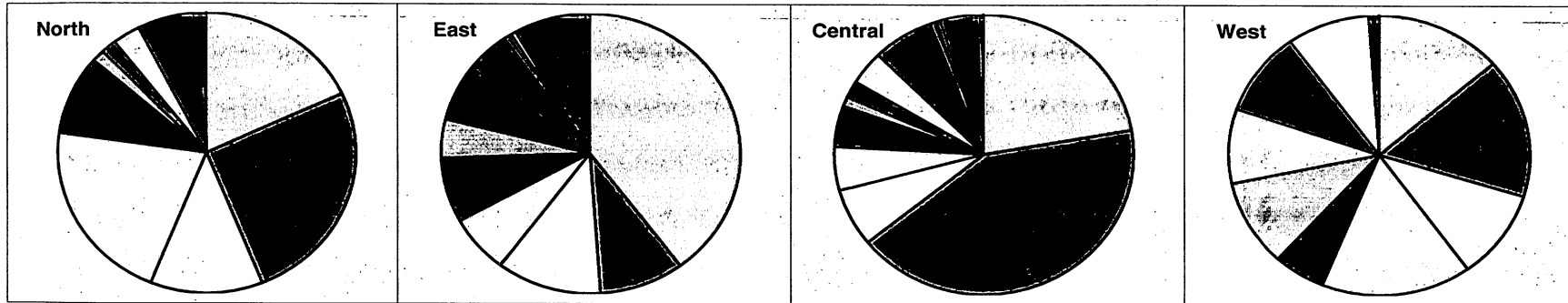
- HSD public outreach re: recreational programs - NM
- Good support of youth hockey, little league - EM

**Issues
Aggregate**

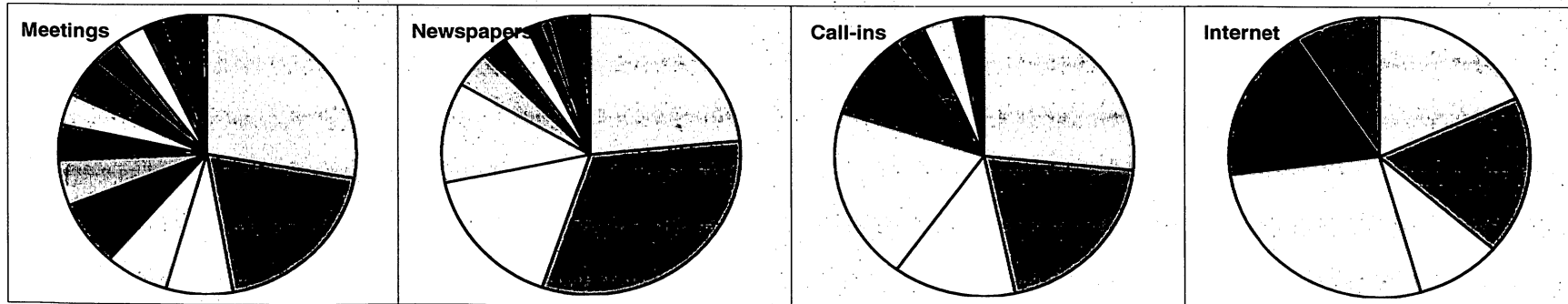


- Development
- Education
- Administration & Gov't Issues
- Law enf. & Pub. Safety
- Race
- Sr. Citizen Care
- Trash & Street Cleaning
- Cable
- Housing
- Traffic
- Youth Services
- Beautification & Q. O. L.
- Businesses
- Roads
- Jobs

Geographical breakdown

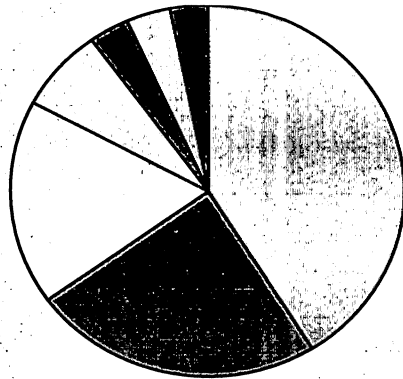


Breakdown by medium



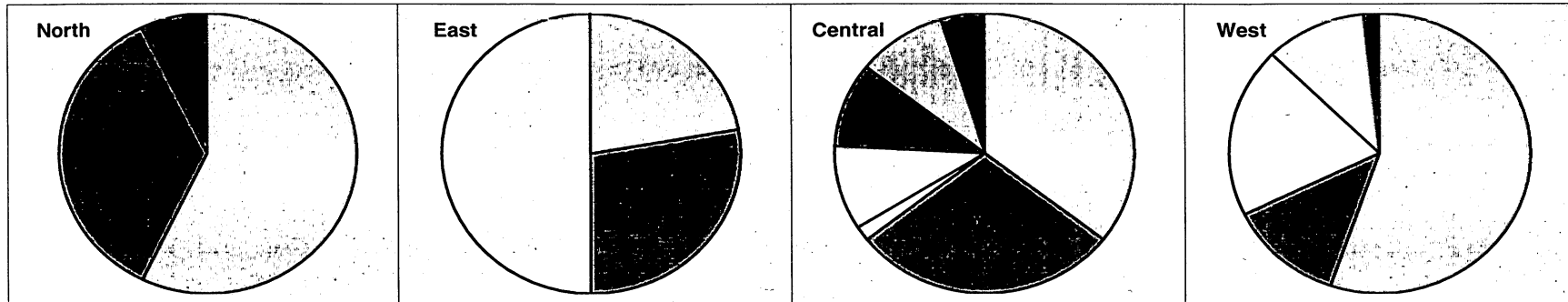
Threats

Aggregate

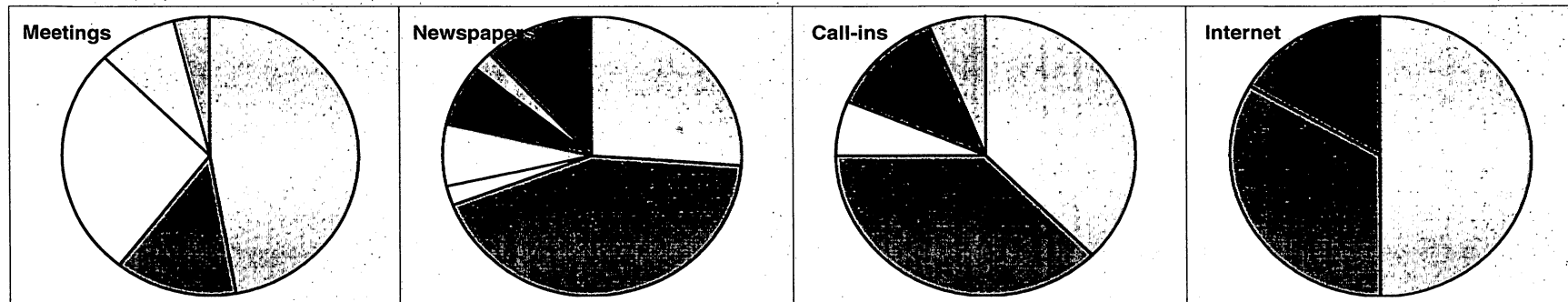


- housing costs
- ▨ development
- dis. of neighborhoods
- Social Services
- ▨ safety
- ▨ race
- ▨ bicycles

Geographical breakdown

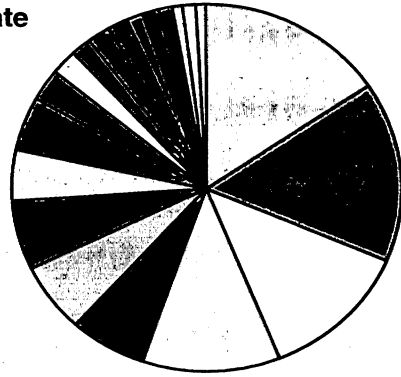


Breakdown by medium



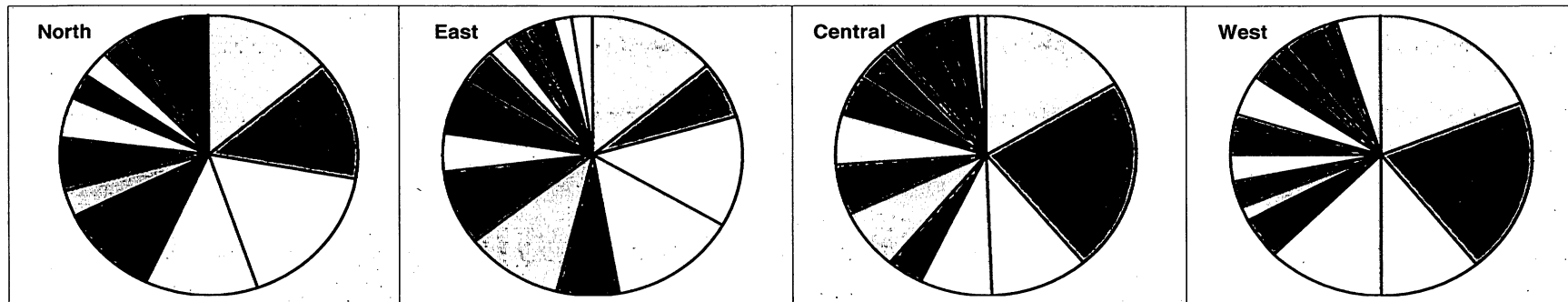
Needs Improvement

Aggregate

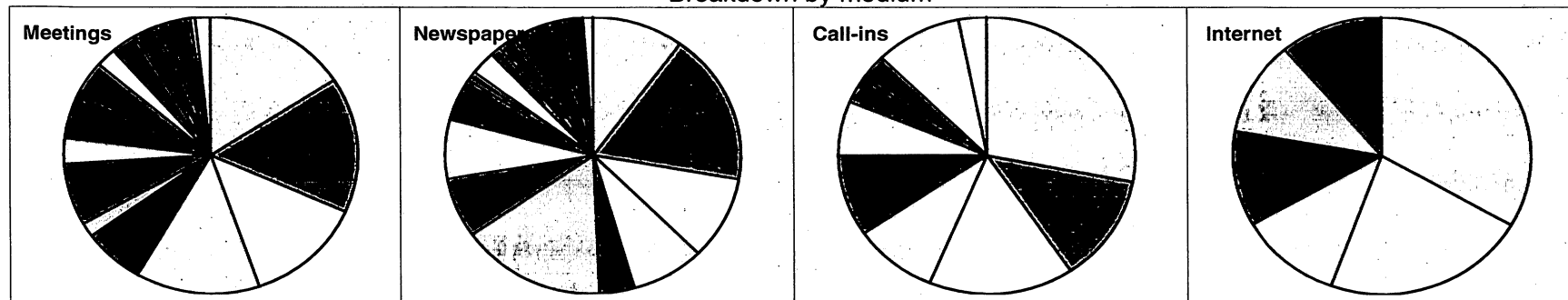


- traffic flow and parking management
- housing
- planning and zoning
- parks/open space
- street maintenance (repair, snow plowing)
- library services
- public schools (K-12)
- public safety (includes fire and police)
- children, youth, and family services
- elderly services
- public art and celebration
- business climate support
- public issue exploration and deliberation
- fiscal management
- taxes and fees
- civil functions (licences, permits)
- adult education and training
- garbage/recycling
- water and sewer services
- recreation

Geographical breakdown

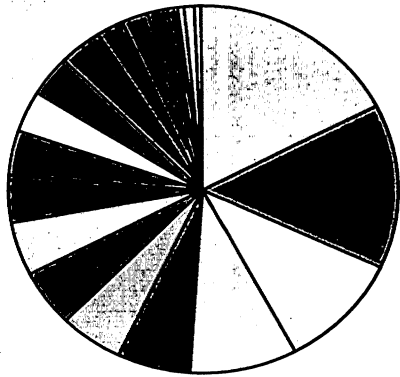


Breakdown by medium



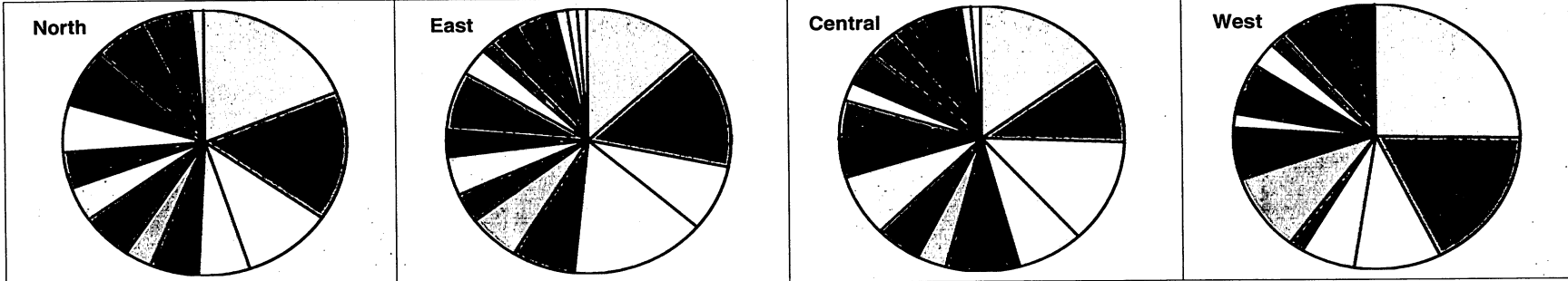
Doing Great

Aggregate

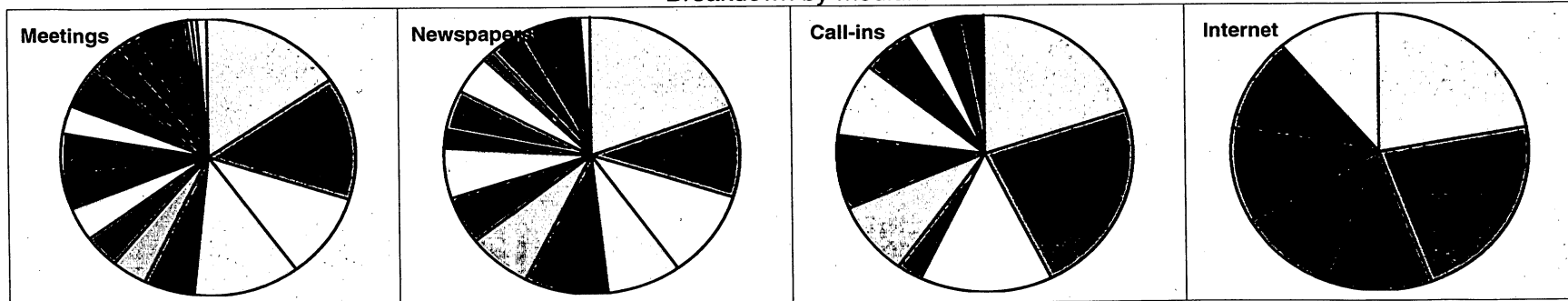


- ☐ garbage/recycling
- ▣ public safety (includes fire and police)
- ☐ library services
- ☐ fiscal management
- ▣ elderly services
- ▣ street maintenance (repair, snow plowing)
- ▣ public schools (K-12)
- ☐ public art and celebration
- ▣ water and sewer services
- ▣ public issue exploration and deliberation
- ☐ business climate support
- ▣ children, youth, and family services
- ▣ parks/open space
- ▣ housing
- ▣ taxes and fees
- ▣ civil functions (licences, permits)
- ▣ recreation
- ☐ traffic flow and parking management
- ☐ planning and zoning
- ☐ adult education and training

Geographical breakdown



Breakdown by medium

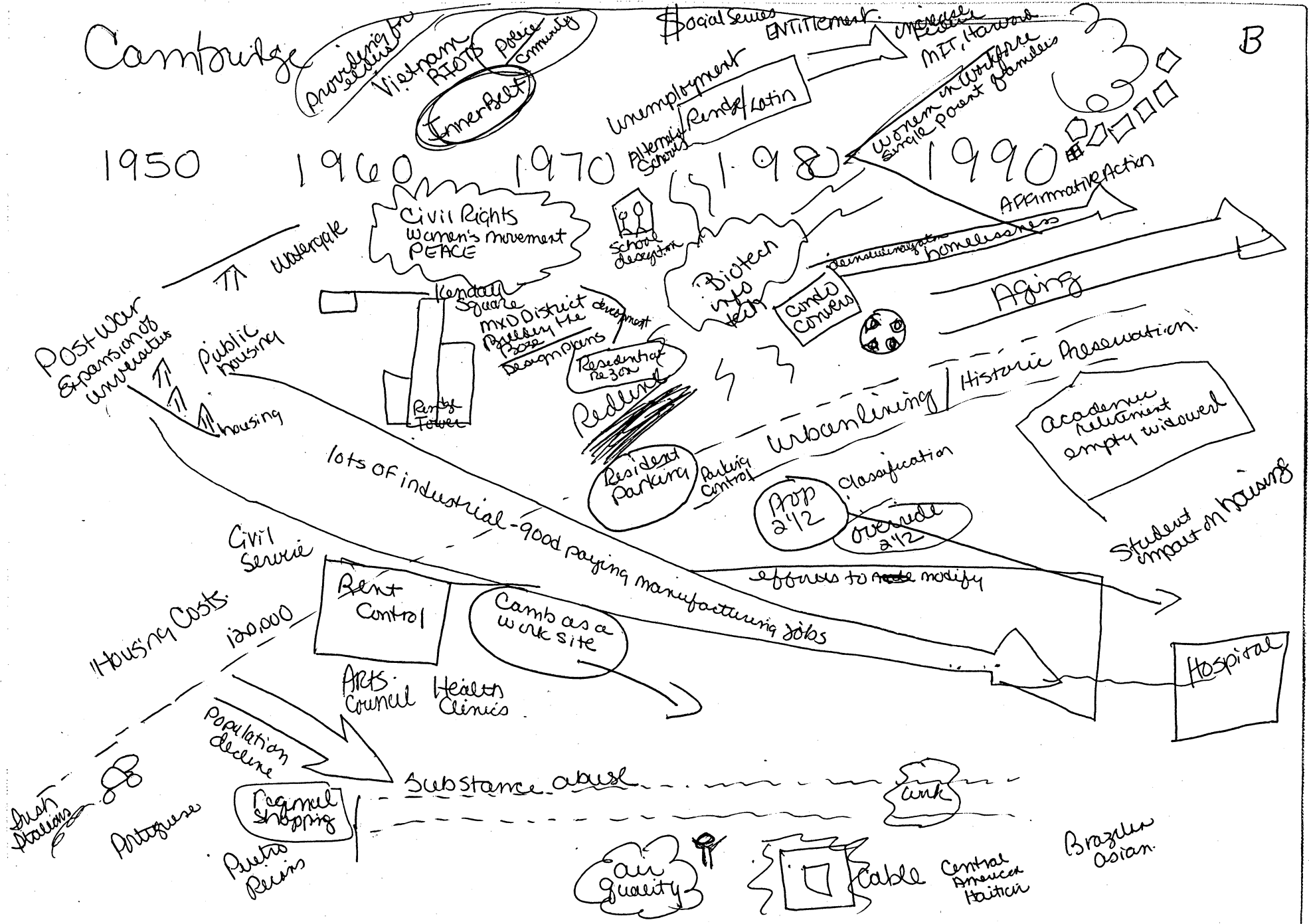


ATTACHMENT A

AGENDA

1. Discussion of Significant Changes in Cambridge from 1960 to 1998.
2. Where we are today.
 - a. Community pulse.
 - b. What the City Council members individually identified as issues.
 - c. Updates from the Executive staff on current and emerging issues.
3. The City Council's vision for the year 2010.

Cambridge



B

Priorities:**Section 1 - Issues**

North Cambridge priorities:

1. Affordable Housing
2. Traffic & Pedestrian Safety
3. Development & open space concerns

East Cambridge Priorities:

1. Development, especially dwindling open space
2. Education, especially high school
3. Affordable Housing

Central & Harvard Square area Priorities:

1. Affordable Housing
2. Development, with a focus on downzoning
3. (tie between) Race & Affirmative action
3. (and) Education

West Cambridge Priorities

1. (tie between) Traffic
1. (and) Affordable Housing
2. Development, with a focus on downzoning

Section 2 – Threats

North Cambridge:

1. Housing Costs
2. Development & resulting loss of open space

East Cambridge:

1. Disintegration of neighborhoods resulting from displacement of families and loss of neighborhood traditions.
2. Development & resulting loss of open space
3. Housing costs

Central & Harvard squares:

1. Housing Costs
2. Development

West Cambridge:

1. Housing Costs
2. Disintegration of neighborhoods
3. Development

Section 3 – Opportunities

North Cambridge:

1. Educational opportunities
2. (tie between) Open space / Green space opportunities
2. (and) City Government & Administration opportunities

East Cambridge:

1. Open space / Green Space
2. Education
3. Neighborhood sports teams

Central & Harvard squares:

1. Create affordable housing while the economy is good
2. Education – use business & arts community to give youth better opportunities
3. Elderly care – create more assisted living facilities, especially for low income people

West Cambridge:

1. Diversify managers in city government
2. (tie between) Educational opportunities
2. (and) Transportation opportunities

COUNCIL PRIORITIES* from Cambridge 2010 Vision

	overall vision importance	FY2000 priority	ASAP action
Maintain middle and moderate income families in houses	7: 5P	6	1
Capital plan for municipal buildings: interior and exterior, maintenance and new buildings	7		
Open space: completed plan for acquisition, ongoing maintenance plan	6	5	4
Excellent schools: serving all economic groups	6	3	1
Family friendly (childcare, schools, human services)	5	2	1
Comprehensive employment: matching citizens with economy	5	1	
Fiscally sound: stable city with a big free cash pool	5	1	
Zoning/master plan with backing of nine councilors: stable zoning/review cycles	4: 2P	3	4
Public safety: domestic violence, drugs, youth violence, homelessness	3: 1P		
ComEnergy site: open space recreational activities	2: 1P	2	1
Transportation: public jitney service, traffic calming, pedestrian safety, explore option for water transportation	2	2	
Housing Stability for the elderly	2		
Cultural competency: no need for diversity training	1		2
Bicycle/car/pedestrian peace	1	1	1
Senior services	1	1	1
Employee relations program: successful mechanism to resolve issues	1		1
Global leader in the fields of innovation and education	1		
Harvard/MIT contribute more to community life	1		
Appropriately skilled workforce	1		
North Massachusetts Avenue corridor plan	1		
Cables and wires are all underground	1		
On-going class mediation			1
Engage citizen/public participation			
New governance for city			
Jr. college: life long learning institute			
Community arts center			
Every street has bike lanes			

* priority setting process: overall importance - each councilor received 7 total votes including 1 priority vote; FY2000 priority - each councilor received 3 votes; ASAP action - each councilor received 2 votes

PLANNED MAJOR CAPITAL PROJECTS BY CATEGORY
Primarily Funded by Property Tax

PUBLIC BUILDINGS **\$83.5 MILLION**

NEW FACILITIES: \$67.5 MILLION

Library	\$30 MILLION (less if at existing site)
Police Station	\$30 MILLION
W. Cambridge Youth Center	\$7.5 MILLION

RENOVATIONS: \$16 MILLION

War Memorial	\$6.5 MILLION
Taylor Square Fire Station	\$2.5 MILLION
Lexington Ave. Fire Station	\$1 MILLION
City Hall, 51 & 57 Inman	\$4.5 MILLION
Gately Youth Center	\$1.5 MILLION

STREETSCAPE IMPROVEMENTS **\$6.3 - 8.3 MILLION**

Cambridge Street	\$3 MILLION
N. Mass. Ave.	\$3-5 MILLION (funded partially by TIP & MWRA)
Traffic Calming	\$325K/year

HOUSING **\$4.5 MILLION/year**

OPEN SPACE **\$10.7 MILLION**

Acquisition	\$2 MILLION
Rehabilitation	
Donnelly Field/Gold Star Pool	\$2 MILLION
Russell Field/Changing Facility	\$4 MILLION
Neighborhood Park Renovations	\$500K/year
Track (at Danehy)	\$2.2 MILLION

SCHOOLS **\$14.5 MILLION +**

Fitzgerald/ N. Cambridge Branch Library	\$14.5 MILLION (will need to be revised)
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These numbers do not include less significant planned allocations for capital improvements.

Issues		Aggregate	Mentioned at mtg - no votes				Geographical breakdown				Meetings	Newspaper	Call-ins	Internet
			N	E	C	W	North	East	Central	West	Totals	Totals	Totals	Totals
<i>Development</i>		15	x				3	4	8	0	5	6	3	1
	Dwindling Open Space	36	x				0	27	5	4	27	6	2	1
	Planning & Zoning	13	x				1	0	8	4	12	1	0	0
	Downzoning	15	x				0	14	0	1	15	0	0	0
	Benefit to community	5	x				0	5	0	0	5	0	0	0
	Gentrification	5					0	2	1	2	0	3	2	0
	effects (traffic, parking)	2					0	1	1	0	0	1	1	0
	regulations on development	0					0	0	0	0	0	0	0	0
	neighborhood input into licences & permits		x											
	Legislate incentives for stability		x											
	Total Development	91					4	53	23	11	64	17	8	2
<i>Housing</i>		0					0	0	0	0	0	0	0	0
	Affordable housing	73	x				7	12	41	13	45	20	6	2
	Landlords' interests	2					1	0	1	0	0	2	0	0
	Affordable housing for single people	1					0	0	1	0	0	1	0	0
	Homeownership	0					0	0	0	0	0	0	0	0
	Eviction of long-term residents	0					0	0	0	0	0	0	0	0
	Expiring use housing		x											
	Total Housing	76					8	12	43	13	45	23	6	2
<i>Education</i>		22					4	3	7	8	6	12	3	1
	H.S.	7					0	7	0	0	7	0	0	0
	Preschool	4					0	4	0	0	4	0	0	0
	School Choice	1					0	1	0	0	0	0	1	0
	Special Needs	0					0	0	0	0	0	0	0	0
	School Dept. Parent-Friendliness													
	Create neighborhood schools			x										
	Total Education	34					4	15	7	8	17	12	4	1
<i>Traffic</i>		13	x				2	5	1	5	7	2	2	2
	Parking	6					0	1	2	3	4	1	1	0
	Alternative transportation	4		x			2	0	1	1	0	2	1	1
	Trucks & their cargo	3					0	0	0	3	2	1	0	0
	Stop light timing	3					0	3	0	0	3	0	0	0
	Pedestrian Safety	1					1	0	0	0	0	0	1	0
	Total Traffic	30					5	9	4	12	16	6	5	3

Issues	Aggregate	Mentioned at mtg - no votes				Geographical breakdown				Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals
		N	E	C	W	North	East	Central	West				
Administration & Government Issues	0					0	0	0	0	0	0	0	0
Mayoral Election by Citizens	8	x				0	8	0	0	8	0	0	0
Efficiently Deliver services	5					1	0	0	4	4	0	0	1
Boards & Committees	4					0	0	4	0	4	0	0	0
Citizen input, surveys	2					1	1	0	0	0	0	1	1
City Manager	1	x				0	1	0	0	0	0	1	0
Increase in votership	1					0	0	1	0	0	0	1	0
Total Administration & Gov't Issues	21					2	10	5	4	16	0	3	2
Youth Services	0					0	0	0	0	0	0	0	0
Youth Sport Facility	11					0	3	0	8	11	0	0	0
Child Care	3	x				0	3	0	0	0	3	0	0
Foster care & Adoption	1					0	0	1	0	1	0	0	0
Total Youth Services	15					0	6	1	8	12	3	0	0
Law enforcement / Public safety	2				x	0	1	1	0	0	1	1	0
Police visibility & foot patrols	7	x				0	6	1	0	6	1	0	0
drug dealing	3					0	3	0	0	3	0	0	0
More street lights	0					0	0	0	0	0	0	0	0
Total Law enf. & Pub. Safety	12					0	10	2	0	9	2	1	0
Race	5					0	4	1	0	4	1	0	0
Affirmative Action in city gov't	7					0	1	6	0	6	0	1	0
Total Race	12					0	5	7	0	10	1	1	0
Beautification & Quality of Life	0					0	0	0	0	0	0	0	0
Power line removal	4					0	0	0	4	4	0	0	0
Noise	4					0	0	3	1	3	1	0	0
Trees	2					0	0	0	2	2	0	0	0
Parks	2					1	0	1	0	0	1	1	0
Architectural beauty					x								
Total Beautification & Q. O. L.	12					1	0	4	7	9	2	1	0
Businesses	0					0	0	0	0	0	0	0	0
Local / Small Businesses	10	x				0	1	1	8	8	1	0	1
Total Businesses	10					0	1	1	8	8	1	0	1
Libraries	9	x				2	5	1	1	4	4	1	0
Sr. Citizen Care	1					0	1	0	0	1	0	0	0
Building new nursing home (Neville mar	7					0	0	0	7	7	0	0	0
Total Sr. Citizen Care	8					0	1	0	7	8	0	0	0
Homelessness	8					0	2	6	0	5	2	1	0

Threats				Aggre- gate	Mentioned at mtg - no votes				Geographical breakdown				Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals
					N	E	C	W	North	East	Central	West				
<i>Housing costs</i>				37					5	3	13	16	24	8	4	1
	Real estate speculation			7	x				1	5	1	0	5	0	2	0
	Expiring Use housing units			6					0	0	6	0	6	0	0	0
	Not-for-profits squeezed out			6					0	0	0	6	6	0	0	0
	Downzoning's effect on Housing cost			4					0	0	0	4	4	0	0	0
	High cost leading to loss of artist commu ... leading to loss of economic diversity			4					0	0	0	4	4	0	0	0
	Conversion to condos			4					2	0	2	0	0	2	0	2
	Conversion to condos			1					0	0	0	1	0	1	0	0
	Total housing costs			69					8	8	22	31	49	11	6	3
<i>Development</i>				16	x				2	3	7	4	6	5	5	0
	Loss of open space			16					2	7	5	2	5	10	0	1
	Gentrification			6					0	0	5	1	3	2	1	0
	Chain stores forcing out small businesse			1					0	0	1	0	0	1	0	0
	"NIMBY" attitude			1					1	0	0	0	0	0	0	1
	Backyard building			0	x				0	0	0	0	0	0	0	0
	Total development			40					5	10	18	7	14	18	6	2
<i>Disintegration of neighborhoods</i>				10					0	10	0	0	10	0	0	0
	Displacement of families			11					0	4	1	6	9	1	1	0
	Neighborhood organizations becoming c			5					0	0	0	5	5	0	0	0
	Loss of neighborhood traditions			4					0	4	0	0	4	0	0	0
	Total dis. of neighborhoods			30					0	18	1	11	28	1	1	0
<i>Social services - improvements needed</i>				2	x				0	0	2	0	0	2	0	0
	Public health service			6					0	0	0	6	6	0	0	0
	Foster care & welfare reform			3					0	0	3	0	3	0	0	0
	Privatization of social services			1					0	0	1	0	0	1	0	0
	Total Social Services			12					0	0	6	6	9	3	0	0
Traffic				8					1	2	3	2	2	4	2	0
Safety				3					0	0	3	0	0	2	0	1
	Drug Dealing			1.5					0	0	1.5	0	0	0.5	1	0
	Panhandling			1.5					0	0	1.5	0	0	0.5	1	0
	Total safety			6					0	0	6	0	0	3	2	1

Opportunities	Aggregate	Mentioned at mtg - no votes				Geographical breakdown Meetings					Newspaper Totals	Call-ins Totals	Internet Totals	
		N	E	C	W	North	East	Central	West	Totals				
<i>Open Space & Green Space Opportunities</i>	0					0	0	0	0	0	0	0	0	0
Increase open space	16					2	13	1	0	12	2	1	1	
Reuse available land	2					0	2	0	0	2	0	0	0	
Acquire land	2 x					0	0	2	0	2	0	0	0	
Work with developers to provide housing & open s	2					0	0	2	0	2	0	0	0	
Control removal of trees on private property	2					0	0	0	2	2	0	0	0	
Plant more trees, replace dead old trees	2					0	0	0	2	0	2	0	0	
Better use of the Charles River	1					1	0	0	0	0	0	0	1	
Total Open Space & Green Space	27					3	15	5	4	20	4	1	2	
Create affordable housing while economy is good	26					1	4	15	6	24	1	1	0	
<i>Education</i>	0					0	0	0	0	0	0	0	0	
institutes & busines	20					1	4	8	7	19	1	0	0	
Equalize education	2					1	0	1	0	0	2	0	0	
More practical school curriculum	1					0	1	0	0	0	0	1	0	
Encourage arts in education	1					1	0	0	0	0	1	0	0	
Make middle schools better	1					1	0	0	0	0	1	0	0	
Renovate Fitzgerald School completely	x													
Total Education	25					4	5	9	7	19	5	1	0	
<i>City Government & Administration</i>	0					0	0	0	0	0	0	0	0	
Diversify managers in city gov't	6 x					0	0	0	6	6	0	0	0	
Require City Officials & employees to live in city	3					1	0	2	0	0	1	2	0	
Develop a clear vision of city's future	3					0	0	3	0	3	0	0	0	
Change the way the Mayor is elected	2					0	0	0	2	0	0	2	0	
More face-to-face dialogue between residents and	1					1	0	0	0	0	0	1	0	
Better coordination with neighboring towns	1 x					1	0	0	0	0	0	0	1	
Make politicians more accessible	1					0	0	0	1	0	1	0	0	
Total Gov't & Admin	17					3	0	5	9	9	2	5	1	
<i>Transportation</i>	0					0	0	0	0	0	0	0	0	
Improve & encourage public transportation	4					1	0	2	1	0	3	1	0	
"Reverse Commute" public transport options	2					0	0	0	2	2	0	0	0	
use zoning to curb private auto use	2					0	0	1	1	0	2	0	0	

	Aggregate	Mentioned at mtg - no votes				Geographical breakdown					Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals	
		N	E	C	W	North	East	Central	West						
Opportunities															
Synchronize traffic lights	2					0	0	0	2	2	0	0	0		
Develop intra-city small scale public transit	1					0	0	1	0	0	1	0	0		
Create more bus routes	1					0	0	0	1	0	1	0	0		
support photo enforcement of red lights	1					0	0	1	0	0	1	0	0		
Total Transportation	13					1	0	5	7	4	8	1	0		
Elderly Care	0					0	0	0	0	0	0	0	0		
More assisted living facilities, and for low-income p	4 x					0	0	4	0	3	1	0	0		
Coordinate senior services	2					0	0	0	2	2	0	0	0		
Provide more services to the elderly in their homes	2					0	0	2	0	2	0	0	0		
Provide transportation for the elderly	1					0	0	1	0	1	0	0	0		
Create affordable housing for elderly	1					1	0	0	0	0	1	0	0		
Total Elderly Care	10					1	0	7	2	8	2	0	0		
Neighborhood opportunities	0					0	0	0	0	0	0	0	0		
Encourage festivals & cultural events	3					0	0	0	3	3	0	0	0		
Enhance neighborhood structure -- meetings, etc	2 x					0	0	0	2	2	0	0	0		
Create neighborhood sports teams	2					0	2	0	0	2	0	0	0		
Encourage more affordable food stores	1					0	0	1	0	0	0	1	0		
Stop "Mallification" of Harvard, Central, Porter	1					1	0	0	0	0	1	0	0		
Total neighborhood	9					1	2	1	5	7	1	1	0		
Improve cable TV	9					0	8	0	1	9	0	0	0		
Technology Opportunities	0					0	0	0	0	0	0	0	0		
Address lack of computer for many families	2					0	1	1	0	0	2	0	0		
Encourage high-tech industry	2					0	0	2	0	0	2	0	0		
Medical & space research	1					0	0	1	0	0	1	0	0		
Total technology	5					0	1	4	0	0	5	0	0		
Social Services															
Address drug problems	3					0	0	3	0	3	0	0	0		
Fight homelessness	1					0	1	0	0	0	0	1	0		
Enforce public drinking laws	1					0	0	1	0	0	1	0	0		
Total Social Services	5					0	1	4	0	3	1	1	0		
Support for cooperative endeavors in anor cooperative en startup mode	4					0	0	4	0	4	0	0	0		

Needs Improvement (specifics sds Improvement another sheet)	Aggre- gate	Geographical breakdown				Meetings Totals	Newspaper Totals	Call-ins Totals	Internet Totals
		North	East	Central	West				
traffic flow and parking management	51	9	13	17	12	29	10	9	3
housing	51	9	6	23	13	29	18	4	0
planning and zoning	41	11	12	11	7	24	10	5	2
parks/open space	37	8	13	8	8	25	8	3	1
street maintenance (repair, snow plowing)	20	7	6	4	3	12	4	3	1
library services	20	2	10	7	1	3	16	0	1
public schools (K-12)	20	4	8	6	2	13	7	0	0
public safety (includes fire and police)	15	3	4	6	2	6	7	2	0
children, youth, and family services	15	2	6	5	2	9	5	1	0
elderly services	9	0	4	4	1	8	1	0	0
public art and celebration	7	2	2	0	3	4	3	0	0
business climate support	6	2	1	1	2	5	1	0	0
public issue exploration and deliberation	6	2	0	4	0	4	2	0	0
fiscal management	5	1	1	2	1	1	4	0	0
taxes and fees	5	0	1	1	3	3	2	0	0
civil functions (licences, permits)	4	1	2	0	1	3	0	1	0
adult education and training	4	2	0	2	0	1	2	0	1
garbage/recycling	3	0	2	1	0	0	0	3	0
water and sewer services	3	0	0	0	3	1	1	1	0
recreation	3	0	2	1	0	3	0	0	0

Needs Improvement (specifics sds Improvement another sheet)	Aggre- gate	Geographical breakdown				Meetings	Newspaper	Call-ins	Internet
		WRITE-INS for	WRITE-INS for	WRITE-INS for	WRITE-INS for				
Services for homeless	2	0	2	0	0	2	0	0	0
police foot patrols	2	0	2	0	0	2	0	0	0
plow sidewalks around schools	1	1	0	0	0	1	0	0	0
need more vision, "think out of the box"	1	1	0	0	0	1	0	0	0
Voting - we need more information on candidates	1	1	0	0	0	1	0	0	0
Voting - require IDs at polling station	1	1	0	0	0	1	0	0	0
cemetary maintenance	1	0	1	0	0	1	0	0	0
resident employment	1	0	1	0	0	1	0	0	0
benchmarking	1	0	1	0	0	1	0	0	0
reinstate "just cause" eviction protection	1	0	0	1	0	1	0	0	0
Living wage	1	0	0	1	0	1	0	0	0
help low & mod. income people towards homeownership	1	0	0	1	0	1	0	0	0
speed limit enforcement	1	0	0	0	1	1	0	0	0
city manager	1	0	0	1	0	0	0	1	0
treatment of those who need public assistance	1	0	0	0	1	0	0	1	0
relations w/in council & with city mgr.	1	0	0	0	1	1	0	0	0

Doing Well (specifics summarizing Well (another sheet)	Aggregate	Geographical breakdown				Meetings	Newspaper	Call-ins	Internet
		North	East	Central	West	Totals	Totals	Totals	Totals
garbage/recycling	54	13	11	14	16	28	17	7	2
public safety (includes fire and police)	45	11	13	10	11	26	9	8	2
library services	32	7	7	12	6	18	9	5	0
fiscal management	28	4	13	7	4	21	7	0	0
elderly services	19	4	6	8	1	10	8	1	0
street maintenance (repair, snow plowing)	16	2	5	3	6	7	6	3	0
public schools (K-12)	16	4	3	5	4	7	5	3	1
public art and celebration	15	3	4	7	1	7	5	3	0
water and sewer services	13	1	3	5	4	8	2	2	1
public issue exploration and deliberation	12	2	6	4	0	8	4	0	0
business climate support	11	4	3	2	2	6	4	1	0
children, youth, and family services	11	5	1	4	1	9	1	1	0
parks/open space	11	4	0	3	4	6	3	1	1
housing	7	2	3	2	0	4	2	0	1
taxes and fees	7	1	3	2	1	7	0	0	0
civil functions (licences, permint)	5	0	0	3	2	3	2	0	0
recreation	3	1	1	1	0	1	2	0	0
traffic flow and parking management	2	0	1	1	0	1	1	0	0
planning and zoning	2	1	1	0	0	1	0	0	1
adult education and training	2	0	1	1	0	2	0	0	0
*****write-ins for "other"*****	0	0	0	0	0	0	0	0	0
Peace commision	1	0	0	1	0	0	0	1	0

Specific complaints & Suggestions for improvement

KEY: 1st letter is geographic, 2nd letter is medium. i.e. NC= North Cambridge call-in

Public Safety

- Need more police on foot - NM, CN, EM, EM, EM, EC
- Community policing - NM, CN
- Start N. Cam. RR improvement - NM
- Police should go easier on cyclists - NN, EM, WM
- Should accept emergency & routine messages via email - NI
- Check 2nd hand bike stores for stolen bikes - CM
- Better traffic law enforcement needed - CN, WM

Traffic & Parking

- Post police visibly on Mass. Ave. during rush hour - NC
- N. Mass. Ave. median elimination is a bad idea - NM
- Prohibit parking in front of Porter Exchange from 4-6 pm - NC
- Give more support to bikes - NN, CM, CC
- Central Sq.'s new traffic flow is terrible - NN
- Limit trucks in residential neighborhoods - CM
- Crosswalk across from senior center - CM
- Advance notification of special events rerouted traffic - CI
- Need more bike lanes - EM
- Cambridge street traffic - EM
- Light near St Anthony Church (E. Cam) - EN
- Get rid of Concord Ave. rotaries - WM
- Abolish meters; use central ticket dispensers instead to increase parking spaces - WN

Street Maintenance

- Sidewalk snow clearance, especially around Alewife and early in the morning - NN, NN
- Stop widening of streets to 4 lanes - NN
- Trees need to be maintained better, especially clipping them around street lights - CM, EC
- Need storm drains in Central Sq. - CN
- Repair where tree roots have broken the sidewalks - EC
- Repair potholes - CC

Garbage & Recycling

- More hours & drop-off bins needed at DPW - NI
- Streets should be cleaned directly after trash pickup - CC
- DPW yard noisy all night; they should lock the gate - CC

Water & Sewer

- Current status of Fresh Pond construction should be on city's web site - NI
- Water bills are too high - EM
- Water should be cleaner - EM

- Flooding is getting to be a real problem in some areas - WM

Planning & Zoning

- Is city able to provide services for increasing density of residents? -NM
- Zoning laws should have fewer exceptions - NM
- Consider environmental issues of overdevelopment - NM
- Zoning too complicated - NM, WM
- Need a master plan - NM, NN
- Pass Pitkin petition around citywide - NM
- Harvard & Central Sq. have too many chain stores - NN, CN, WN
- Make zoning petitions harder to generate - CM
- No more garages - CN
- Downzone Kendall - EM, EM
- Plan for economic stability - CM
- Plan for future diversity - EM
- Plan long term for open space - EM
- East Cambridge is overdeveloped - EM, EM
- No more huge office buildings next to residential housing - EM

Housing

(nearly everyone who checked off the box was concerned about affordable housing. The responses recorded below were those that were somewhat more specific)

- Affordable housing not just for low-income tenants, low rent places for single parents who are not on AFDC - NM, NC, NI, EM, NN
- Offer initiatives for subsidized housing development - NN
- Need more rental apts. - CM, WN
- Preserve / expand expiring use buildings - CM, CM
- Legal aid for those facing eviction - CM, EM
- Need annual update on HSO application - CN
- Focus on homeownership for poor elderly - EM
- Fine absentee landlords who don't maintain buildings well - EC
- Annoyed with reactionary petitions - WM
- Create SROs - WN

Civil Functions

- All should be available online - NI
- Need more building inspectors - CN, EC

Business Climate Support

- Support locals starting their own businesses

Library Services

- New main branch needed - NN, NN, CN
- Teach everyone how to get free email - NI
- Move Main branch to C. Sq. - CN
- Main branch should stay put - CN

- Need a library for Area IV - CN, CN, CN, CN, EM, EM, EM, EM, EM, EN, EN, EN, EN, EN, EN
- All branches should have computers - EN

Children, Youth, and Family services

- Need more low-cost, quality childcare - NN, EN
- Expand Afterschool program - NN, EM, EM
- People need parenting classes! - NN
- Need a W. Cam. youth center - WC

Public schools (K-12)

- Want Neighborhood schools - NM
- Want extended day program - NM, EM
- Get rid of school choice because of expense & racial imbalance - NM
- Need more computers - NM, CM, CM
- Update K-12 website - NI
- Quality of education should be equal in all schools - CN, EM, EC
- School libraries need more funding - EM
- Much inefficiency & unresponsive administration - WM

Elderly services

- More homeservices - CM
- More employment opportunities - CM
- Advertise services more - CM
- Use armory, not "Sally's" as shelter for elderly homeless - CN
- Need easier access to agency & hospital services - EM
- Keep Neville Manor - EM, EM
- East Cam. senior center - EM

Fiscal Management

- Make budget available on internet - NI
- Eliminate police details at construction sites - CN
- Sell low-cost municipal bonds to residents - CN

Taxes & Fees

- Abolish excise taxes - EM
- To keep diversity - abolish real estate tax and instate an income tax - WN

Public Issue Deliberation

- Too few people dominate discussions - CM, WM

Public Art & Celebration

- Needs more financial support - NN
- Help launch ArtCenter - NN
- Have a graffiti wall for artists - NN

- No more dirty displays - EM
- Have a "dance month" - EN
- Resolve issue of Magr. Harries sculpture at Fresh Pond - WN

Parks / Open Space

- Maintain parks better - NM, CN, EM, EM, WM
- Take ComElectric site - NM, NM
- Beautify entrances to city - NM
- Install community bulletin boards in all parks - NI
- More trash cans on Mem. Dr., at least on Sundays - CN
- Park on Pacific needs more trash pickup
- More parks in E. Cam. - EM, EM, EM, EM, EM
- Buy land - WM
- Improve street plantings - WM
- Open Mem. Dr. EVERY Sunday - WM

Recreation

- Need more options for teens - NN
- Open CRLS tennis courts to mid-Cam. residents - CM
- More ongoing free sports & arts afterschool & weekends - EM
- Baseball program for East Cambridge - EM

Specific things that the city is doing well

Public Safety

- Great commissioner - NC
- Noticed increase in patrol cars in N. Camb. - NN
- Broadway construction accomplished safely - NI
- Drug enforcement - CM
- Firefighters - CC, CC

Traffic & Parking

- Bike path improvements - NI

Street Maintenance

- Storm plowing - NI
- Kudos to Bob Healy - WM

Garbage/Recycling

- Broad range of materials accepted - NI, CN
- Good toxics program - CN

Water & Sewer

- Glad that treatment plant is being rebuilt - WM
- Charles river cleanup - WM

Housing

- Elderly/disabled housing is good - NN
- Cambridge is on cutting edge of public housing - CN
- CHA is good - EM

Library Services

- Pearl St. great - CM, CN
- Main branch great - CM
- Responsive to public demand - CM
- Sunday hours at branches - CM
- Boudreau Branch staff is excellent - WN

Children, Youth, and Family services

- Youth athletic leagues - CM

Public Schools (K-12)

- Small classes, great teachers/admins - NN, CM

- Bilingual education - NI
- Project 10 East is wonderful - CN

Elderly Services

- New senior center offers a lot - NN
- 800 Mass Ave. senior center is great - CM

Fiscal Management

- Good value for our taxes - NN, CM
- Bond rating - NN
- City Manager - CM, EM, EM, EM

Public Art & Celebration

- Street Fairs - CN, EM
- Riverfest - EM

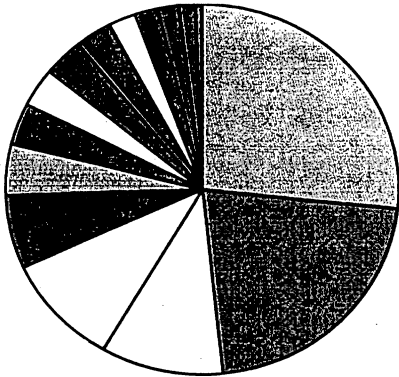
Parks & Open Space

- N. & W. Cambridge parks - NC
- Danehey park, excellently maintained - NN, WM
- Neighborhood tot lots - NN

Recreation

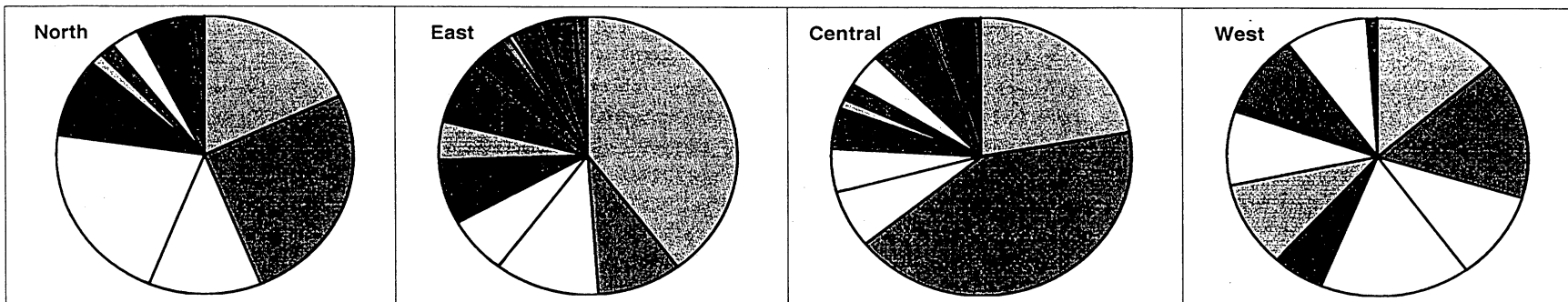
- HSD public outreach re: recreational programs - NM
- Good support of youth hockey, little league - EM

Issues
Aggregate

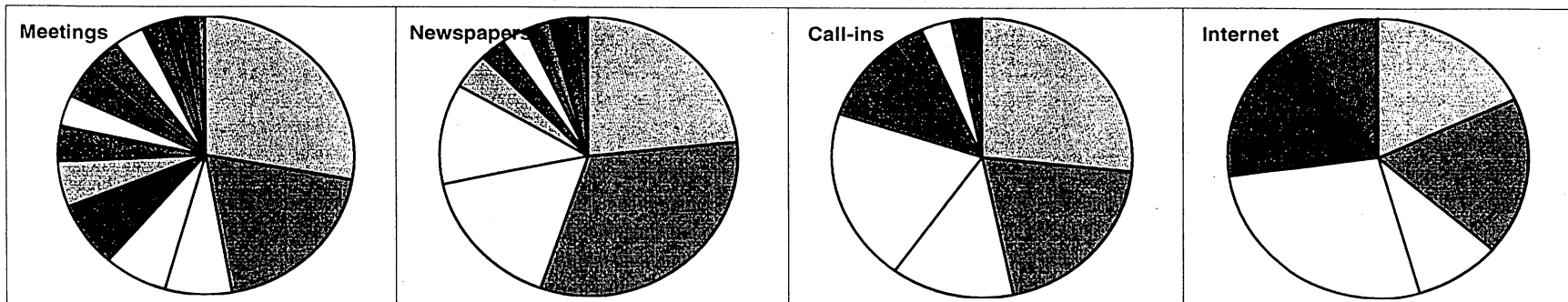


- Development
- Education
- Administration & Gov't Issues
- Law enf. & Pub. Safety
- Race
- Sr. Citizen Care
- Trash & Street Cleaning
- Cable
- Housing
- Traffic
- Youth Services
- Beautification & Q. O. L.
- Businesses
- Roads
- Jobs

Geographical breakdown

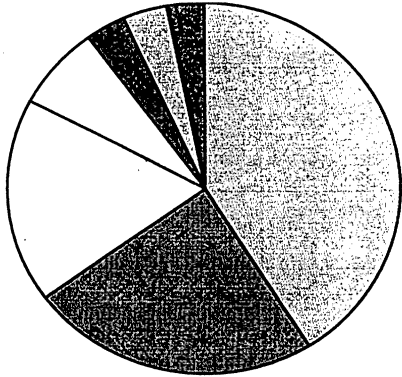


Breakdown by medium



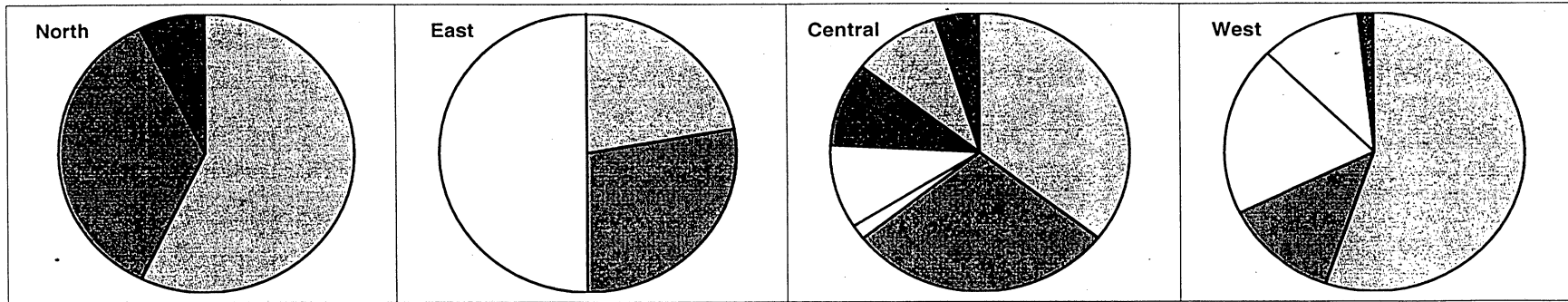
Threats

Aggregate

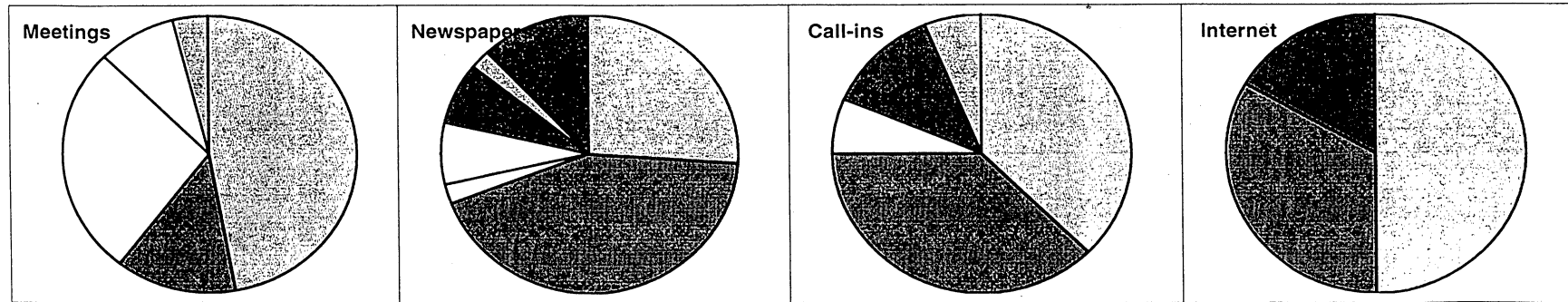


- housing costs
- ▣ development
- dis. of neighborhoods
- Social Services
- safety
- ▣ race
- bicycles

Geographical breakdown

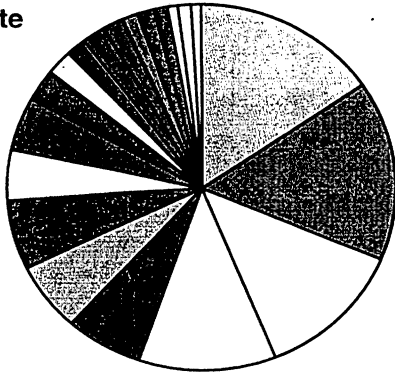


Breakdown by medium



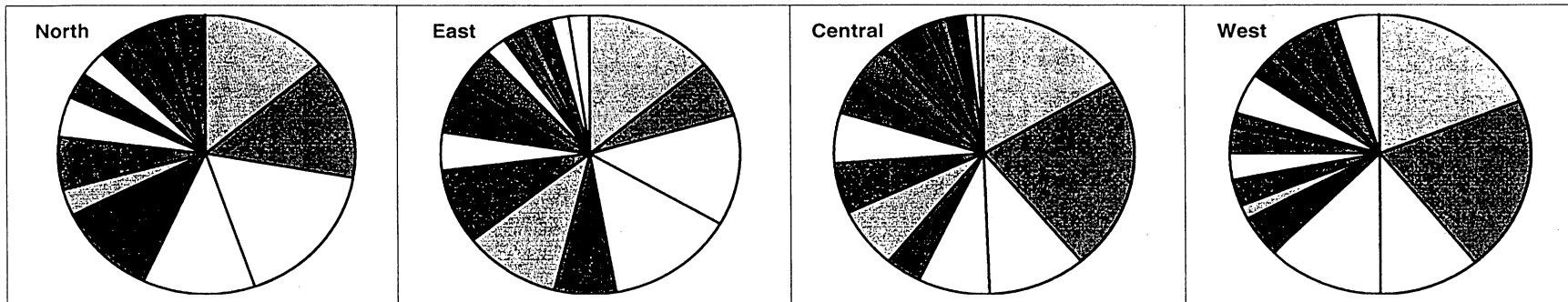
Needs Improvement

Aggregate

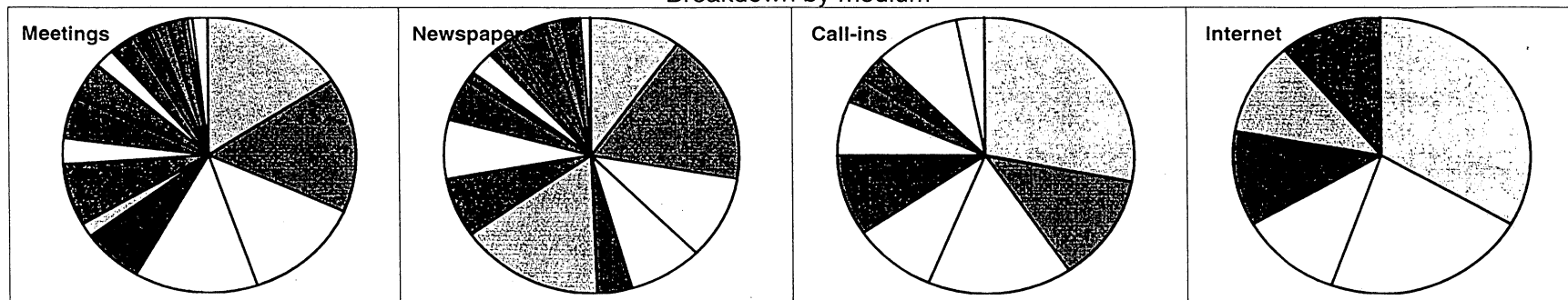


- traffic flow and parking management
- housing
- planning and zoning
- parks/open space
- street maintenance (repair, snow plowing)
- library services
- public schools (K-12)
- public safety (includes fire and police)
- children, youth, and family services
- elderly services
- public art and celebration
- business climate support
- public issue exploration and deliberation
- fiscal management
- taxes and fees
- civil functions (licences, permits)
- adult education and training
- garbage/recycling
- water and sewer services
- recreation

Geographical breakdown

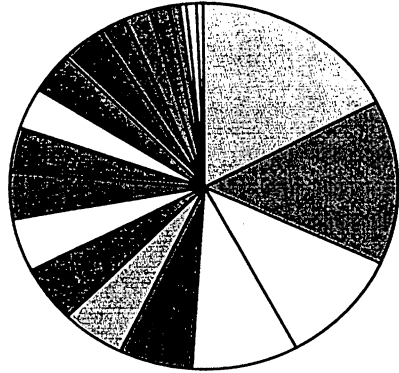


Breakdown by medium



Doing Great

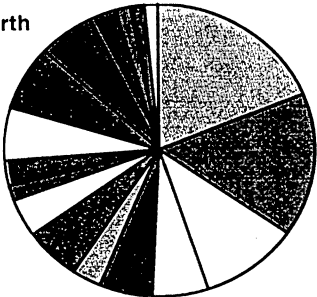
Aggregate



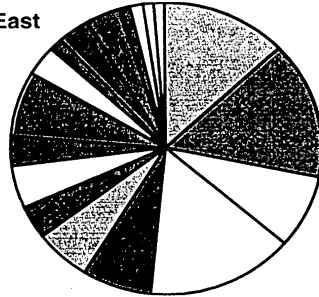
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Geographical breakdown

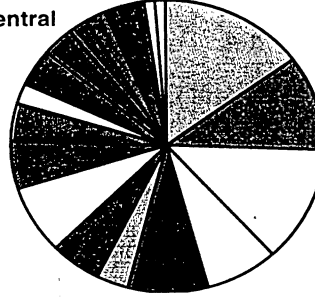
North



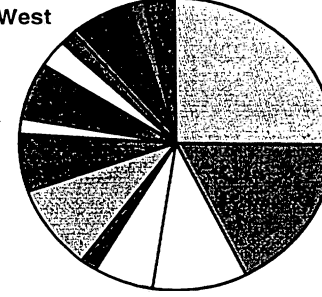
East



Central

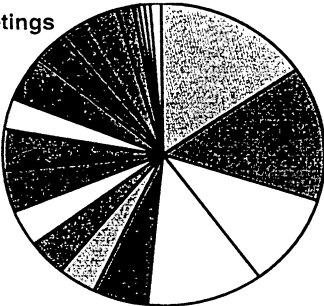


West

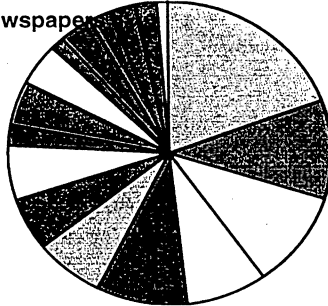


Breakdown by medium

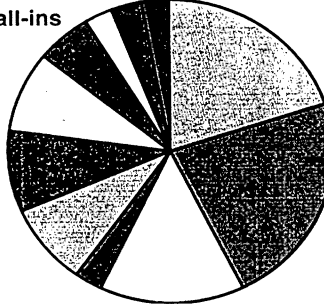
Meetings



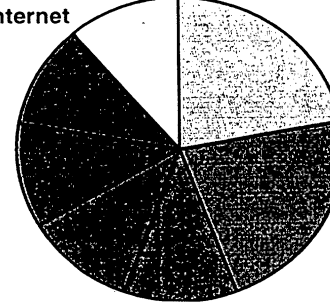
Newspaper



Call-ins



Internet



COUNCIL PRIORITIES* from Cambridge 2010 Vision

	overall vision importance	FY2000 priority	ASAP action
Maintain middle and moderate income families in houses	7: 5P	6	1
Capital plan for municipal buildings: interior and exterior, maintenance and new buildings	7		
Open space: completed plan for acquisition, ongoing maintenance plan	6	5	4
Excellent schools: serving all economic groups	6	3	1
Family friendly (childcare, schools, human services)	5	2	1
Comprehensive employment: matching citizens with economy	5	1	
Fiscally sound: stable city with a big free cash pool	5	1	
Zoning/master plan with backing of nine councilors: stable zoning/review cycles	4: 2P	3	4
Public safety: domestic violence, drugs, youth violence, homelessness	3: 1P		
ComEnergy site: open space recreational activities	2: 1P	2	1
Transportation: public jitney service, traffic calming, pedestrian safety, explore option for water transportation	2	2	
Housing Stability for the elderly	2		
Cultural competency: no need for diversity training	1		2
Bicycle/car/pedestrian peace	1	1	1
Senior services	1	1	1
Employee relations program: successful mechanism to resolve issues	1		1
Global leader in the fields of innovation and education	1		
Harvard/MIT contribute more to community life	1		
Appropriately skilled workforce	1		
North Massachusetts Avenue corridor plan	1		
Cables and wires are all underground	1		
On-going class mediation			1
Engage citizen/public participation			
New governance for city			
Jr. college: life long learning institute			
Community arts center			
Every street has bike lanes			

* priority setting process: overall importance - each councilor received 7 total votes including 1 priority vote; FY2000 priority - each councilor received 3 votes; ASAP action - each councilor received 2 votes

PLANNED MAJOR CAPITAL PROJECTS BY CATEGORY
Primarily Funded by Property Tax

PUBLIC BUILDINGS **\$83.5 MILLION**

NEW FACILITIES: \$67.5 MILLION

Library	\$30 MILLION (less if at existing site)
Police Station	\$30 MILLION
W. Cambridge Youth Center	\$7.5 MILLION

RENOVATIONS: \$16 MILLION

War Memorial	\$6.5 MILLION
Taylor Square Fire Station	\$2.5 MILLION
Lexington Ave. Fire Station	\$1 MILLION
City Hall, 51 & 57 Inman	\$4.5 MILLION
Gately Youth Center	\$1.5 MILLION

STREETSCAPE IMPROVEMENTS **\$6.3 - 8.3 MILLION**

Cambridge Street	\$3 MILLION
N. Mass. Ave.	\$3-5 MILLION (funded partially by TIP & MWRA)
Traffic Calming	\$325K/year

HOUSING **\$4.5 MILLION/year**

OPEN SPACE **\$10.7 MILLION**

Acquisition	\$2 MILLION
Rehabilitation	
Donnelly Field/Gold Star Pool	\$2 MILLION
Russell Field/Changing Facility	\$4 MILLION
Neighborhood Park Renovations	\$500K/year
Track (at Danehy)	\$2.2 MILLION

SCHOOLS **\$14.5 MILLION +**

Fitzgerald/ N. Cambridge Branch Library	\$14.5 MILLION (will need to be revised)
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These numbers do not include less significant planned allocations for capital improvements.

City of Cambridge

In City Council December 14, 1998

The Government Operations Committee held two public meetings with trainer/facilitator, Roberta Miller on October 27, 1998 and November 12, 1998 at the University Park Hotel, Sidney Street, for the purpose of working with a trainer to develop a goal setting process that can be integrated into the City Manager's annual budget development cycle and using the process to consider its FY 2000 goals.

Present at the meetings were Councillor Sheila T. Russell, Chair of the Committee, Mayor Francis H. Duehay, Vice Mayor Anthony D. Galluccio, Councillor Kathleen Leahy Born, Councillor Henrietta Davis, Councillor Kenneth E. Reeves, Councillor Michael A. Sullivan, Councillor Timothy J. Toomey, Jr., Councillor Katherine Triantafillou, City Clerk D. Margaret Drury, and Assistant to the City Council, Sandra Albano. Also present were Robert W. Healy, City Manager; Richard Rossi, Deputy City Manager; Jill Herold, Deputy Director of Human Services; Beth Rubenstein, Assistant City Manager for Community Development; James Maloney, Assistant Manager for Finance; Ronnie Watson, Police Commissioner; Lisa Peterson, Assistant to the City Manager; Susan Clippinger, Director of Traffic, Parking and Transportation; and Ralph Dunphy, Commissioner of Public Works.

Councillor Russell convened the October 27, 1998 hearing and explained the purpose. She introduced Roberta Miller, trainer/facilitator. Ms. Miller reviewed the agenda for the day. Attachment A.

Ms. Miller then invited those present to list significant changes that have taken place in Cambridge since 1950 and indicate where on the timeline the events belong. This discussion resulted in a schematic diagram created by Ms. Miller of which Attachment B is an approximation.

Ms. Miller repeated a comment from the community-input session that Cambridge tends to polarize around change.

Councillor Reeves noted the polarization of rent control. It was impossible to talk about changes.

Councillor Toomey said that the body politic didn't have the gumption to stand up to their constituents. Assistant Vice Mayor Galluccio stated that this is still happening today. If a group stands together, end-runs by activists with very limited public support cannot derail policy responsibility.

Committee Report #2

8295

A report from Councillor Russell for two public meetings, October 27, 1998 and November 12, 1998 for the purpose of working with a trainer to develop a goal setting process that can be integrated into the City Manager's annual budget development cycle and using the process to consider its FY2000 goals.

In City Council December 14, 1998

Placed on File and

Referred to

Back to Government Operations
Committee on motion of
C. Russell

Sent to C. Russell 12/15/98