


MEMORANDUM

TO: Council Members

FROM: Amy Squire 

DATE: November 9, 2000

SUBJECT: Analysis of Public Input from Neighborhood Meetings

In reviewing the input received in the neighborhood meetings, I have thought about the comments in terms of:

- The **functions** that the City of Cambridge performs—citizens expressed their interests or preferences in terms of the basic responsibilities of government—what government *does*.
- The **values** that citizens hold—in making their recommendations for what the City should keep doing or do differently, citizens expressed certain values. For example, basic *administration* is one function of the government—but *how* should the government be administered? Citizens articulated values such as accessibility, accountability, diversity, and efficiency in recommending such approaches as extending office hours and better setting priorities.
- The **strategies or concerns** that citizens have—in the meetings, citizens voiced their suggestions or concerns about what the City is or is not, or should or should not, be doing.

Given that analytic approach, please find attached the following materials in anticipation of our discussion Monday evening, November 13:

- Table “Government Functions of Interest/Concern to Citizens”—summarizes the votes received in the six neighborhood meetings, by government function.
- Table “Summary of Citizens’ Recommendations”—identifies the individual strategies/concerns citizens identified, by government function and value. Identifies the number of votes received for each.
- Six tables, one for each neighborhood meeting, identifying the specific strategies/concerns identified at the meeting, with the corresponding priority and general votes received.
- Table “Small Business Meeting”—summarizes, using the same framework, the suggestions from the November 2 meeting with small business.

I hope these materials are informative to you. I look forward to discussing them with you on Monday night.

cc Roberta Miller

Shaping Our City
Government Functions of Interest/Concern to Citizens

Provide Affordable Housing	134
Provide/Manage Transportation	128
Administer City Government	103
Educate the Citizenry	88
Foster Community	68
Provide Clean Streets	51
Manage Economic Development	45
Maintain the Environment	43
Support Quality of Life	40
Provide/Maintain Infrastructure	24
Ensure Public Safety	15
Plan for the Future	12
Protect/Foster Cultural Resources	7
Promote Public Health/Well-Being	6

Shaping Our City
Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	October 10 Tobin	October 12 Harrington	October 17 Area Four	October 19 Banneker	October 24 Agassiz	October 26 Morse	TOTAL
Administer City Government								
* accessible government	improve access to services (e.g., later hours)	4						4
* accountable government	accountability and priority-setting						1	1
	develop rational budget process	1						1
* coordinated government	improve coordination among depts				1	3		4
	build metro, state, fed ties to address broader problems	2						2
* customer service	follow-up better on complaints		3					3
* democratic government	replace city manager; establish process for replacing				9			9
	mayor elected by the people						6	6
	change government beyond plan E--e.g., move to a mayoral government						5	5
	maintain proportional representation				2			2
	control campaign spending					1		1
	modern voting machines						1	1
* diverse Cambridge	city hiring preference for Cambridge residents; diversity per citizens		6					6
	increase salaries so city employees able to live here	5						5
	more diversity in city employees				1			1
* efficient government	eliminate redundancy, improve efficiency of city employees		3					3
* good management	good, transparent personnel policies for evaluation, advancement, dismissal of city employees					2		2
* innovate in government	borrow ideas from European cities, elsewhere	4						4
	be open to innovation	1						1
* just do it	have a get-it-done attitude						3	3
* progressive government	think more broadly, less parochially (e.g., how to use school facilities)				3			3

Summary of Citizens' Recommendations

Values Expressed

Citizen Strategies/Concerns

Tobin Harrington Area Four Banneker Agassiz Morse TOTAL

public participation in
* decision-making

communicate better to public about development, esp. North Point		8					8
ensure public planning is implemented (e.g., Sheridan Square efforts)				7			7
reach out to ethnic communities (language, fora)				6			6
empower neighborhoods (N. Cambridge not represented)				3			3
continue to enhance web site (Council, Manager, zoning and planning boards)				2	0	0	2
more fora					2		2
track participation made on public's suggestions				2			2
integrate youth into planning and community				2			2
continue to solicit public input (e.g., surveys)		1					1
enhance public participation	1						1
communication w/ City Council		0					0
leverage technology to enhance connection	0						0
neighborhood councils		0					0
fiscal responsibility to manage taxes					2		2
fiscal stability		0					0
Function Total	18	21	0	38	10	16	103

* responsible government

Educate the Citizenry

* diverse Cambridge

diversity training for teachers/administrators (e.g., gay issues)					0		0
better equity in quality of education across city		6					6
neighborhood schools				6			6
provide supplemental services (e.g., tutors) to equalize resources students can access					1		1
ensure different approaches for different kids (e.g., vocational v. college)				5			5
expand Mayor's youth job program to year-round						3	3
provide excellent services to children		1					1
expand after-school programming					0		0

* foster youth

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL	
* integrate immigrants into democracy	immigrant involvement in schools, esp non-citizen voting					5		5	
	improve bilingual programs in schools					1		1	
	* life-time learning	new tech-advanced central library					0	15	15
		new main library				6			6
		branch libraries					1		1
	* quality education	good schools	10		7			8	25
		School for Amigos program						7	7
		integrate pre-schools into main ed system			4				4
		performance-based funding and evaluation of education alternatives					1		1
		use community needs/tasks as part of curriculum					1		1
	Function Total		10	7	11	17	10	33	88
	Ensure Public Safety								
	* emergency responsiveness	improve emergency services for denser neighborhoods (e.g., E. Cambridge)		5					5
better trained emergency response personnel (e.g., water main breaks, power outages)						0		0	
task force to help DPW respond more quickly						0		0	
* safe streets	provide non-intimidating streets		5					5	
	safety patrols needed		4					4	
	Function Total		0	14	0	0	0	0	14
Foster Community									
* diverse Cambridge	maintain diversity (race, age, socioeconomic)				2	1	9	12	
	maintain diversity of lifestyles in city	5		1				6	
	programs to address racism, classism					3		3	
	continue dialogue on race and class; implement recommendations				2			2	
	mixed use of activities and income in community						8	8	
* integrated immigrants providing community resources	right to vote for non-citizens						8	8	
	co-locate community facilities so easier to keep open during lean times					1		1	
	get input from neighborhood on rental of school facilities						6	6	

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
* universities/large institutions as neighbors	cooperative relationship with universities in community			8				8
	promote corporate/institutional involvement in community	5						5
* vibrant neighborhoods	tap university resources to help city					1		1
	maintain/enhance festivals, etc.			4		1		5
	create "mid-Cambridge" sense of community/place			1				1
	maintain "connected" neighborhoods				1			1
	maintain urban spirit and neighborly connections	0				0	1	0
Function Total		10	0	14	5	8	31	68

Maintain the Environment

* ecological diversity	protect Gerry's Pond (access, ecology)				3			3
	maintain gardens throughout city			2				2
	species diversity			0				0
* energy efficiency	offer incentives for energy-efficiency						6	6
	maintain/improve efficiency of heating/ventilation in schools					0		0
* healthy environment	clean air, water, etc.	3					8	11
	clean up the Charles River						3	3
	sustainable environment					1		1
* healthy trees	replace dead trees						1	1
	maintain/provide shade trees					1		1
* open space	maintain/provide open space	4		2	8	1		15
	Function Total		7	0	4	11	3	18

Manage Economic Development

* 'village' living	incubate businesses; provide affordable development	0						0
* adequate commerce	maintain good shopping center						7	7
	affordable commercial outlets in Central Square						5	5
* diverse Cambridge	gentrification					0		0
	preserve neighborhood shops/small businesses	3		1		1		5
	help non-profits, small biz secure their space					1		1

Summary of Citizens' Recommendations

Values Expressed

Citizen Strategies/Concerns

- * healthy economy
livable streets and
communities

	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
foster growth of city	2						2
public restrooms	1					11	12
inviting street scapes--public restrooms, cafes, etc.					2		2
city ordinance for pan handling		1					1
protecting the real estate market						7	7
free markets for real estate						3	3
promote respect for property owners							
Function Total	6	1	1	0	4	33	45

Plan for the Future

- adequate infrastructure for
future needs
- * master planning
- * pedestrian-friendliness
- * socioeconomic diversity
- * 'village' living

assess limitations (roads, water, sewer) to drive zoning/development decisions)				0			0
especially Alewife				6			6
long-term planning that reflects community values					3		3
zoning that reflects pedestrian values					2		2
improve inclusionary zoning (geographic and percentage)				0			0
mixed use, especially Kendall Square area			1				1
Function Total	0	0	1	6	5	0	12

Promote Public Health/Well-Being

- * access to health care
- * healthy homes
- * supporting the elderly
- * supporting women

improve public access to health care	3					1	4
enhance access through neighborhood facilities (e.g., schools					0		0
lead removal in homes					1		1
appropriate location for activities for elderly				1			1
promote existing women's resources; new needed?				0			0
Function Total	3	0	0	1	1	1	6

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
Protect/Foster Cultural Resources								
* preserving history	promote historic appreciation/education	1						1
	enhance historic preservation, including facades					0		0
* vibrant culture	affordable arts lofts/studios	2				2		4
	provide places in Harvard Sq where artists can sell crafts					2		2
	enhance artistic activities in community				0			0
	Function Total	3	0	0	0	4	0	7
Provide Affordable Housing								
* socioeconomic diversity	affordable housing	15	9	12	9	9	23	77
	re-establish rent control						23	23
	coops	8		2				10
	more legal aid/services for tenants			4	1	2		7
	condo law	0		2	3	0		5
	fund the trust fund for affordable housing			3	0	1		4
	one stop shopping" for affordable housing applicants; follow up on 1997 city study	2						2
	tenant rights				0		2	2
	convert City Hall to affordable housing				1			1
	establish ongoing task force on affordable housing					1		1
	help elderly remain in their homes				1			1
	support 1st-time buyers, not 2nd, 3rd...					1		1
	fund affordable housing advocacy groups					0		0
	outreach to tenant groups					0		0
	Function Total	25	9	23	15	14	48	134

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
Provide Clean Streets								
* beautification	citizen commitment to clean streets	1	12	5				18
	trash barrels; businesses clean up						10	10
	leaf pick-up, esp. E. Cambridge		5					5
	improve recycling, esp. multi-family buildings					0	2	2
	more trash barrels, esp Harvard Sq		1					1
	public awareness program to maintain cleanliness		1					1
	trash removal		0					0
* cleanliness	enforce leash laws, pooper scooper		7					7
* snow removal	improve enforcement of snow removal on streets and sidewalks			1	0	0	6	7
	Function Total	1	26	6	0	0	18	51

Provide/Maintain Infrastructure

* adequate utility services	invest in infrastructure (e.g., water pipes) for long term		4					4
	improve cable company choice			2				2
	improve cable service (cost for seniors; Cambridge sports)		2					2
	read water meter, don't estimate		2					2
	less telecomms		1					1
* mobility for all citizens	wheelchair access in streets, buildings					2	0	2
* sound infrastructure	better maintain sidewalks, streets, street lights, sewers					5	5	10
* sound streets	enforce proper repair of streets after disruption/damage		1			0		1
	Function Total	0	10	2	0	7	5	24

Provide/Manage Transportation

* accessible/integrated Cambridge	better integrate Cambridge across city buses that run on time, and increase nights/weekends, esp 83, 91, 47					4		4
* convenient public transportation	increase bus frequency, esp Sundays		11				11	11
	more alternatives to cars			11				11
	meet city's needs				2			2
	more electric buses (less noise, smog)	2						2

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
	zip car				1			1
* enforced traffic laws	enforce speed limits	3			2			5
	enforce laws for all, including bikes	2	2					4
fostering non-vehicular	improve amenities for bicycles and							
* transportation	promote safety for all	10						10
	improve bicycling/multi-uses of roads			3				3
	improve bicycle friendliness, in Cambridge and beyond				2			2
less congestion; healthy	better non-diesel intercity trans						3	3
* environment	improve flow around Central Square						5	5
* manageable traffic flow	improve traffic flow (e.g., Prospect St and Bishop Allen)			1				1
* managed parking	parking, community relations			9				9
	enforce parking in res areas, especially visitor parking			6				6
	enforce parking permit requirements		4					4
	freeze parking around 6th street		3					3
	enforce parking, especially after hours			2				2
	improve access to parking		1					1
	more public parking in Porter Square				1			1
	provide parking for teachers (not all are local)		2	1				3
* managed truck traffic	truck traffic		1					1
* pedestrian-friendliness	implement N. Cambridge plans for overpasses (Rindge etc)				4			4
	maintain pedestrian access in neighborhoods				4			4
	fix/maintain sidewalks (repair tree root damage)		2					2
	more high-tech walk lights (e.g., Bishop Allen)	2						2
* protecting residential areas	manage traffic flow to protect neighborhoods	7						7
* reduced congestion	address congestion		2					2
	zoning/planning to address congestion, thru-traffic, parking					1		1
* safe streets	safe routes to schools	1						1
	Function Total	27	28	33	16	5	19	128

Summary of Citizens' Recommendations

Values Expressed

Citizen Strategies/Concerns

Tobin

Harrington

Area Four

Banneker

Agassiz

Morse

TOTAL

Support Quality of Life

* 'village' living	prevent large institutions from encroaching on neighborhood shops			5					5
	protect res areas from trucking, large commercial intrusion			3					3
* controlled noise	respect for noise levels, esp motorcycles			0			5		5
	peace and quiet		1						1
* invest in the citizenry	services needed for the homeless			4	1	2			7
* park/recreational facilities	enhance sports facilities	7							7
	protect, maintain (and scoop poop)		7						7
	need playgrounds at Maynard/Fletcher and Longfellow schools			2					2
	improve playgrounds				1				1
	maintain parks (e.g., Sennott)			1					1
	use parks as buffer between neighborhoods and large commercial dev't	1							1
	Function Total	8	8	15	2	2	5		40

Shaping Our City
Tobin School Meeting, October 10, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
increase salaries so city employees able to live here	1	4	5
improve access to services (e.g., later hours)	2	2	4
borrow ideas from European cities, elsewhere	2	2	4
build metro, state, fed ties to address broader problems	1	1	2
develop rational budget process		1	1
be open to innovation		1	1
enhance public participation		1	1
leverage technology to enhance connection		0	0
Educate the Citizenry			
good schools		10	10
Foster Community			
maintain diversity of lifestyles in city		5	5
promote corporate/institutional involvement in community		5	5
maintain urban spirit and neighborly connections		0	0
Maintain the Environment			
maintain/provide open space		4	4
clean air, water, etc.	1	2	3
Manage Economic Development			
preserve neighborhood shops/small businesses		3	3
foster growth of city		2	2
public restrooms		1	1
incubate businesses; provide affordable development		0	0
Plan for the Future			
especially Alewife		0	0
Promote Public Health/Well-Being			
improve public access to health care		3	3
Protect/Foster Cultural Resources			
promote historic appreciation/education		1	1
affordable arts lofts/studios		2	2
Provide Affordable Housing			
affordable housing	3	12	15
coops		8	8
'one stop shopping' for affordable housing applicants; follow up on 1997 study		2	2
condo law		0	0
Provide Clean Streets			
citizen commitment to clean streets		1	1
Provide/Manage Transportation			
improve amenities for bicycles and promote safety for all	2	8	10
manage traffic flow to protect neighborhoods		7	7
enforce speed limits		3	3
more electric buses (less noise, smog)		2	2
enforce laws for all, including bikes		2	2
more high-tech walk lights (e.g., Bishop Allen)		2	2
safe routes to schools	1		1
Support Quality of Life			
enhance sports facilities	3	4	7
use parks as buffer between neighborhoods, large commercial dev't		1	1
	16	102	118

Shaping Our City
Harrington School Meeting, October 12, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
communicate better to public about development, esp. North Point	2	6	8
city hiring preference for Cambridge residents; diversity per citizens		6	6
follow-up better on complaints		3	3
eliminate redundancy, improve efficiency of city employees		3	3
continue to solicit public input (e.g., surveys)		1	1
communication w/ City Council		0	0
neighborhood councils		0	0
fiscal stability		0	0
Educate the Citizenry			
better equity in quality of education across city		6	6
provide excellent services to children		1	1
Ensure Public Safety			
improve emergency services for denser neighborhoods (e.g., E. Cambridge)	3	2	5
provide non-intimidating streets	1	4	5
safety patrols needed	2	2	4
Manage Economic Development			
city ordinance for pan handling		1	1
Provide Affordable Housing			
affordable housing	6	3	9
Provide Clean Streets			
citizen commitment to clean streets	4	8	12
enforce leash laws, pooper scooper		7	7
leaf pick-up, esp. E. Cambridge		5	5
more trash barrels, esp Harvard Sq		1	1
public awareness program to maintain cleanliness		1	1
trash removal		0	0
Provide/Maintain Infrastructure			
invest in infrastructure (e.g., water pipes) for long term	2	2	4
improve cable service (cost for seniors; Cambridge sports)		2	2
read water meter, don't estimate		2	2
less telecomms		1	1
enforce proper repair of streets after disruption/damage	1		1
Provide/Manage Transportation			
increase bus frequency, esp Sundays	1	10	11
enforce parking permit requirements		4	4
freeze parking around 6th street		3	3
enforce laws for all, including bikes		2	2
provide parking for teachers (not all are local)		2	2
fix/maintain sidewalks (repair tree root damage)		2	2
address congestion		2	2
improve access to parking		1	1
manage truck traffic		1	1
Support Quality of Life			
protect, maintain playfields and parks (and scoop poop)		7	7
peace and quiet	1		1
	23	101	124

Shaping Our City
Area Four Youth Center, October 17, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Educate the Citizenry			
good schools	2	5	7
integrate pre-schools into main education system	1	3	4
Foster Community			
cooperative relationship with universities in community	1	7	8
maintain/enhance festivals, etc.		4	4
maintain diversity of lifestyles in city		1	1
create "mid-Cambridge" sense of community/place		1	1
maintain urban spirit and neighborly connections		0	0
Maintain the Environment			
maintain gardens throughout city		2	2
maintain/provide open space		2	2
species diversity		0	0
Manage Economic Development			
preserve neighborhood shops/small businesses		1	1
Plan for the Future			
mixed use, especially Kendall Square area		1	1
Provide Affordable Housing			
affordable housing	7	5	12
more legal aid/services for tenants		4	4
fund the trust fund for affordable housing		3	3
condo law		2	2
coops		2	2
Provide Clean Streets			
citizen commitment to clean streets		5	5
improve enforcement of snow removal on streets and sidewalks		1	1
Provide/Maintain Infrastructure			
improve cable company choice		2	2
Provide/Manage Transportation			
more alternatives to cars	3	8	11
parking, community relations	1	8	9
enforce parking (especially visitor) in residential areas	2	4	6
improve bicycling/multi-uses of roads	2	1	3
enforce parking, especially after hours		2	2
improve traffic flow (e.g., Prospect St and Bishop Allen)		1	1
provide parking for teachers (not all are local)		1	1
Support Quality of Life			
prevent large institutions from encroaching on neighborhood shops		5	5
services needed for the homeless		4	4
protect res areas from trucking, large commercial intrusion		3	3
need playgrounds at Maynard/Fletcher and Longfellow schools		2	2
maintain parks (e.g., Sennott)		1	1
	19	91	110

Shaping Our City
Benjamin Banneker School Meeting, October 19, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
replace city manager; establish process for replacing	4	5	9*
ensure public planning is implemented (e.g., Sheridan Square efforts)	2	5	7
reach out to ethnic communities (language, fora)	2	4	6
think more broadly, less parochially (e.g., how to use school facilities)	0	3	3
empower neighborhoods (N. Cambridge not represented)	0	3	3
maintain proportional representation	0	2	2
continue to enhance web site (Council, Manager, zoning and planning boards)	0	2	2
track progress made on public's suggestions	0	2	2
integrate youth into planning and community	0	2	2
improve coordination among depts	0	1	1
more diversity in city employees	0	1	1
Educate the Citizenry			
neighborhood schools	1	5	6
new main library	2	4	6
ensure different approaches for different kids (e.g., vocational v. college)	1	4	5
Foster Community			
continue dialogue on race and class; implement recommendations	0	2	2
maintain diversity (race, age, socioeconomic)	0	2	2
maintain "connected" neighborhoods	0	1	1
Maintain the Environment			
maintain/provide open space	2	6	8
protect Gerry's Pond (access, ecology)	0	3	3
Plan for the Future			
especially Alewife	1	5	6
assess limitations (roads, water, sewer) to drive zoning/development decisions)	0	0	0
improve inclusionary zoning (geographic and percentage)	0	0	0
Promote Public Health/Well-Being			
appropriate location for activities for elderly	0	1	1
promote existing women's resources; new needed?	0	0	0
Protect/Foster Cultural Resources			
enhance artistic activities in community	0	0	0
Provide Affordable Housing			
affordable housing	3	6	9
condo law	0	3	3
convert City Hall to affordable housing	0	1	1
help elderly remain in their homes	0	1	1
more legal aid/services for tenants	1	0	1
fund the trust fund for affordable housing	0	0	0
tenant rights	0	0	0
Provide/Manage Transportation			
implement N. Cambridge plans for overpasses (Rindge etc)	1	3	4
maintain pedestrian access in neighborhoods	0	4	4
meet city's needs	0	2	2
enforce speed limits	0	2	2
improve bicycle friendliness, in Cambridge and beyond	0	2	2
zip car	0	1	1
more public parking in Porter Square	0	1	1
Support Quality of Life			
services needed for the homeless	0	1	1
improve playgrounds	0	1	1

* One individual placed all 6 votes in this strategy/concern

Shaping Our City
Agassiz School Meeting, October 24, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
improve coordination among depts		3	3
good, transparent personnel policies for evaluation, advancement, dismissal of city employees		2	2
more fora		2	2
fiscal responsibility to manage taxes		2	2
control campaign spending		1	1
Educate the Citizenry			
immigrant involvement in schools, esp non-citizen voting	2	3	5
provide supplemental services (e.g., tutors) to equalize resources for students		1	1
improve bilingual programs in schools		1	1
branch libraries		1	1
performance-based funding and evaluation of education alternatives	1		1
use community needs/tasks as part of curriculum		1	1
diversity training for teachers/administrators (e.g., gay issues)		0	0
expand after-school programming		0	0
new tech-advanced central library		0	0
Ensure Public Safety			
better trained emergency response personnel (e.g., water main breaks, power outages)		0	0
task force to help DPW respond more quickly		0	0
Foster Community			
programs to address racism, classism		3	3
maintain diversity (race, age, socioeconomic)		1	1
co-locate community facilities so easier to keep open during lean times		1	1
tap university resources to help city		1	1
maintain urban spirit and neighborly connections		1	1
maintain/enhance festivals, etc.		1	1
Maintain the Environment			
sustainable environment	1		1
maintain/provide shade trees		1	1
maintain/provide open space		1	1
maintain/improve efficiency of heating/ventilation in schools		0	0
Manage Economic Development			
inviting street scapes--public restrooms, cafes, etc.		2	2
help non-profits, small biz secure their space		1	1
preserve neighborhood shops/small businesses	1		1
gentrification		0	0
Plan for the Future			
long-term planning that reflects community values	2	1	3
zoning that reflects pedestrian values	1	1	2
Promote Public Health/Well-Being			
lead removal in homes		1	1
enhance access to health care through neighborhood facilities (e.g., schools)		0	0

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Protect/Foster Cultural Resources			
affordable arts lofts/studios		2	2
provide places in Harvard Sq where artists can sell crafts		2	2
enhance historic preservation, including facades		0	0
Provide Affordable Housing			
affordable housing	2	7	9
more legal aid/services for tenants		2	2
establish ongoing task force on affordable housing	1		1
fund the trust fund for affordable housing		1	1
support 1st-time buyers, not 2nd, 3rd...		1	1
condo law		0	0
fund affordable housing advocacy groups		0	0
outreach to tenant groups		0	0
Provide Clean Streets			
improve recycling, esp. multi-family buildings		0	0
Provide/Maintain Infrastructure			
better maintain sidewalks, streets, street lights, sewers	4	1	5
wheelchair access in streets, buildings		2	2
enforce proper repair of streets after disruption/damage		0	0
Provide/Manage Transportation			
better integrate Cambridge across city	1	3	4
zoning/planning to address congestion, thru-traffic, parking		1	1
Support Quality of Life			
services needed for the homeless	1	1	2
	17	56	<u>73</u>

Shaping Our City
Morse School Meeting, October 26, 2000

Government Function and Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
mayor elected by the people	1	5	6
change government beyond plan E--e.g., move to a mayoral government	2	3	5
have a get-it-done attitude		3	3
accountability and priority-setting		1	1
modern voting machines		1	1
Educate the Citizenry			
new tech-advanced central library	1	14	15
good schools		8	8
School for Amigos program	2	5	7
expand Mayor's youth job program to year-round	1	2	3
Foster Community			
maintain diversity (race, age, socioeconomic)	3	6	9
right to vote for non-citizens		8	8
mixed use of activities and income in community		8	8
get input from neighborhood on rental of school facilities		6	6
maintain urban spirit and neighborly connections		0	0
Maintain the Environment			
clean air, water, etc.		8	8
offer incentives for energy-efficiency		6	6
clean up the Charles River		3	3
replace dead trees		1	1
Manage Economic Development			
public restrooms		11	11
maintain good shopping center	2	5	7
free markets for real estate	1	6	7
affordable commercial outlets in Central Square		5	5
promote respect for property owners	1	2	3
Promote Public Health/Well-Being			
improve public access to health care		1	1
Provide Affordable Housing			
affordable housing	3	20	23
re-establish rent control	4	19	23
tenant rights		2	2
Provide Clean Streets			
trash barrels; businesses clean up	2	8	10
improve enforcement of snow removal on streets and sidewalks		6	6
improve recycling, esp. multi-family buildings		2	2
Provide/Maintain Infrastructure			
better maintain sidewalks, streets, street lights, sewers	1	4	5
Provide/Manage Transportation			
buses that run on time, and increase nights/weekends, esp 83, 91, 47	1	10	11
improve flow around Central Square		5	5
better non-diesel intercity trans	1	2	3
Support Quality of Life			
respect for noise levels, esp motorcycles		5	5
	26	201	<u>227</u>

Shaping Our City
Small Business Meeting, November 2, 2000


Values Expressed for Government Functions	Summary of Businesses' Recommendations	Votes
Administer City Government		
* democratic government	Include/institutionalize business role in city planning	9
* efficient government	Achieve higher efficiencies (e.g., library, bike lanes, schools)	1
* equitable government	Ensure equity of services among different neighborhoods	1
* innovate in government	Leave room to adopt new innovations that are coming	1
* accessible government	Further develop website	0
		<u>12</u>
Provide Affordable Housing		
* socioeconomic diversity	Expend more money on affordable housing through housing trust	<u>3</u>
Foster Community		
* universities/large institutions as neighbors	Collaborate with MIT, University Park, Harvard, City-wide	3
* diverse Cambridge	Maintain and promote diversity, welcoming of a variety of cultures	0
		<u>3</u>
Promote Economic Development		
* diverse Cambridge	Maintain businesses able to grow in Cambridge	4
	Maintain blend of job opportunities in education and industry	2
	Maintain a balance of small and large business	2
* educate the labor force	Foster school partnerships with businesses	3
	Maintain a strong labor pool (e.g., through technical education)	2
* foster city-business cooperation	Provide more respect by City towards business owners v. residents	10
	Further recognize interdependence between city and business	9
	Continue economic planning and dialogue between business/City	5
* predictability and efficiency	Provide more incentives, impose less constraints	8
	Ensure predictability of city policies and permitting processes	5
	Maintain stability	2
* promote commerce	Encourage a thriving business sector	2
	Encourage growth in bio-tech industry	0
* rational zoning--definition and processes	Maintain zoning that does not discourage development	9
	Zoning--keep housing in residential areas, and business in commercial areas	3
	Provide notice of re-zoning to property owners in advance of newspaper publ	2
* 'village' living	Maintain opportunity for small business	0
		<u>68</u>

Small Business Meeting

Values Expressed for Government Functions	Summary of Businesses' Recommendations	Votes
Maintain the Environment * energy efficiency	Improve energy efficiency and adopt new sources of technology	<u>1</u>
Provide/Maintain Infrastructure * sound infrastructure	Reinvest in infrastructure (e.g., internet) Maintain public buildings (e.g., fire station)	3 0 <u>3</u>
Ensure Public Safety * safe streets	Enhance public safety using bicycle police	<u>0</u>
Provide/Manage Transportation * convenient public transportation * managed parking	Provide transportation alternatives for city employees to free up parking for c Provide more creative transportation for employees (e.g., shuttles) Maintain/enhance customer parking in Harvard/Central Squares	3 0 3 <u>6</u>

MEMORANDUM

TO: Council Members

FROM: Amy Squires 

DATE: November 9, 2000

SUBJECT: Analysis of Public Input from Neighborhood Meetings

In reviewing the input received in the neighborhood meetings, I have thought about the comments in terms of:

- The **functions** that the City of Cambridge performs—citizens expressed their interests or preferences in terms of the basic responsibilities of government—what government *does*.
- The **values** that citizens hold—in making their recommendations for what the City should keep doing or do differently, citizens expressed certain values. For example, basic *administration* is one function of the government—but *how* should the government be administered? Citizens articulated values such as accessibility, accountability, diversity, and efficiency in recommending such approaches as extending office hours and better setting priorities.
- The **strategies or concerns** that citizens have—in the meetings, citizens voiced their suggestions or concerns about what the City is or is not, or should or should not, be doing.

Given that analytic approach, please find attached the following materials in anticipation of our discussion Monday evening, November 13:

- Table “Government Functions of Interest/Concern to Citizens”—summarizes the votes received in the six neighborhood meetings, by government function.
- Table “Summary of Citizens’ Recommendations”—identifies the individual strategies/concerns citizens identified, by government function and value. Identifies the number of votes received for each.
- Six tables, one for each neighborhood meeting, identifying the specific strategies/concerns identified at the meeting, with the corresponding priority and general votes received.
- Table “Small Business Meeting”—summarizes, using the same framework, the suggestions from the November 2 meeting with small business.

I hope these materials are informative to you. I look forward to discussing them with you on Monday night.

cc Roberta Miller

Shaping Our City
Government Functions of Interest/Concern to Citizens

Provide Affordable Housing	134
Provide/Manage Transportation	128
Administer City Government	103
Educate the Citizenry	88
Foster Community	68
Provide Clean Streets	51
Manage Economic Development	45
Maintain the Environment	43
Support Quality of Life	40
Provide/Maintain Infrastructure	24
Ensure Public Safety	15
Plan for the Future	12
Protect/Foster Cultural Resources	7
Promote Public Health/Well-Being	6

Shaping Our City
Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	October 10 Tobin	October 12 Harrington	October 17 Area Four	October 19 Banneker	October 24 Agassiz	October 26 Morse	TOTAL
Administer City Government								
* accessible government	improve access to services (e.g., later hours)	4						4
* accountable government	accountability and priority-setting						1	1
	develop rational budget process	1						1
* coordinated government	improve coordination among depts				1	3		4
	build metro, state, fed ties to address broader problems							2
		2						2
* customer service	follow-up better on complaints		3					3
* democratic government	replace city manager; establish process for replacing				9			9
	mayor elected by the people						6	6
	change government beyond plan E--e.g., move to a mayoral government						5	5
	maintain proportional representation				2			2
	control campaign spending					1		1
	modern voting machines						1	1
* diverse Cambridge	city hiring preference for Cambridge residents; diversity per citizens		6					6
	increase salaries so city employees able to live here	5						5
	more diversity in city employees				1			1
* efficient government	eliminate redundancy, improve efficiency of city employees		3					3
* good management	good, transparent personnel policies for evaluation, advancement, dismissal of city employees					2		2
* innovate in government	borrow ideas from European cities, elsewhere	4						4
	be open to innovation	1						1
* just do it	have a get-it-done attitude						3	3
* progressive government	think more broadly, less parochially (e.g., how to use school facilities)				3			3

Summary of Citizens' Recommendations

Values Expressed

Citizen Strategies/Concerns

Tobin Harrington Area Four Banneker Agassiz Morse TOTAL

public participation in
* decision-making

communicate better to public about development, esp. North Point		8						8
ensure public planning is implemented (e.g., Sheridan Square efforts)					7			7
reach out to ethnic communities (language, fora)					6			6
empower neighborhoods (N. Cambridge not represented)					3			3
continue to enhance web site (Council, Manager, zoning and planning boards)					2	0	0	2
more fora						2		2
track participation made on public's suggestions					2			2
integrate youth into planning and community					2			2
continue to solicit public input (e.g., surveys)			1					1
enhance public participation	1							1
communication w/ City Council			0					0
leverage technology to enhance connection	0							0
neighborhood councils			0					0
fiscal responsibility to manage taxes						2		2
fiscal stability			0					0
Function Total	18	21	0	38	10	16	103	

* responsible government

Educate the Citizenry

* diverse Cambridge

diversity training for teachers/administrators (e.g., gay issues)						0		0
better equity in quality of education across city		6						6
neighborhood schools				6				6
provide supplemental services (e.g., tutors) to equalize resources students can access						1		1
ensure different approaches for different kids (e.g., vocational v. college)				5				5
expand Mayor's youth job program to year-round							3	3
provide excellent services to children		1						1
expand after-school programming						0		0

* foster youth

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
* integrate immigrants into democracy	immigrant involvement in schools, esp non-citizen voting					5		5
	improve bilingual programs in schools					1		1
* life-time learning	new tech-advanced central library					0	15	15
	new main library				6			6
	branch libraries					1		1
* quality education	good schools	10		7			8	25
	School for Amigos program						7	7
	integrate pre-schools into main ed system			4				4
	performance-based funding and evaluation of education alternatives					1		1
	use community needs/tasks as part of curriculum					1		1
	Function Total	10	7	11	17	10	33	88
Ensure Public Safety								
* emergency responsiveness	improve emergency services for denser neighborhoods (e.g., E. Cambridge)		5					5
	better trained emergency response personnel (e.g., water main breaks, power outages)					0		0
	task force to help DPW respond more quickly					0		0
* safe streets	provide non-intimidating streets		5					5
	safety patrols needed		4					4
	Function Total	0	14	0	0	0	0	14
Foster Community								
* diverse Cambridge	maintain diversity (race, age, socioeconomic)				2	1	9	12
	maintain diversity of lifestyles in city	5		1				6
	programs to address racism, classism					3		3
	continue dialogue on race and class; implement recommendations				2			2
* integrated immigrants providing community resources	mixed use of activities and income in community						8	8
	right to vote for non-citizens						8	8
	co-locate community facilities so easier to keep open during lean times					1		1
* public participation in decision-making	get input from neighborhood on rental of school facilities						6	6

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
* universities/large institutions as neighbors	cooperative relationship with universities in community			8				8
	promote corporate/institutional involvement in community	5						5
* vibrant neighborhoods	tap university resources to help city					1		1
	maintain/enhance festivals, etc.			4		1		5
	create "mid-Cambridge" sense of community/place			1				1
	maintain "connected" neighborhoods				1			1
	maintain urban spirit and neighborly connections	0				0	1	0
Function Total		10	0	14	5	8	31	68

Maintain the Environment

* ecological diversity	protect Gerry's Pond (access, ecology)				3			3
	maintain gardens throughout city			2				2
	species diversity			0				0
* energy efficiency	offer incentives for energy-efficiency						6	6
	maintain/improve efficiency of heating/ventilation in schools					0		0
* healthy environment	clean air, water, etc.	3					8	11
	clean up the Charles River						3	3
	sustainable environment					1		1
* healthy trees	replace dead trees						1	1
	maintain/provide shade trees					1		1
* open space	maintain/provide open space	4		2	8	1		15
	Function Total		7	0	4	11	3	18

Manage Economic Development

* 'village' living	incubate businesses; provide affordable development	0						0
* adequate commerce	maintain good shopping center						7	7
	affordable commercial outlets in Central Square						5	5
* diverse Cambridge	gentrification					0		0
	preserve neighborhood shops/small businesses	3		1		1		5
	help non-profits, small biz secure their space					1		1

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
* healthy economy livable streets and * communities	foster growth of city	2						2
	public restrooms	1					11	12
	inviting street scapes--public restrooms, cafes, etc.					2		2
	city ordinance for pan handling		1					1
* protecting the real estate * market	free markets for real estate						7	7
	promote respect for property owners						3	3
	Function Total	6	1	1	0	4	33	45
Plan for the Future								
* adequate infrastructure for * future needs	assess limitations (roads, water, sewer) to drive zoning/development decisions)				0			0
* master planning	especially Alewife				6			6
	long-term planning that reflects community values					3		3
* pedestrian-friendliness	zoning that reflects pedestrian values					2		2
* socioeconomic diversity	improve inclusionary zoning (geographic and percentage)				0			0
* 'village' living	mixed use, especially Kendall Square area			1				1
	Function Total	0	0	1	6	5	0	12
Promote Public Health/Well-Being								
* access to health care	improve public access to health care	3					1	4
	enhance access through neighborhood facilities (e.g., schools					0		0
* healthy homes	lead removal in homes					1		1
* supporting the elderly	appropriate location for activities for elderly				1			1
* supporting women	promote existing women's resources; new needed?				0			0
	Function Total	3	0	0	1	1	1	6

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
Protect/Foster Cultural Resources								
* preserving history	promote historic appreciation/education	1						1
	enhance historic preservation, including facades					0		0
* vibrant culture	affordable arts lofts/studios	2				2		4
	provide places in Harvard Sq where artists can sell crafts					2		2
	enhance artistic activities in community				0			0
	Function Total	3	0	0	0	4	0	7
Provide Affordable Housing								
* socioeconomic diversity	affordable housing	15	9	12	9	9	23	77
	re-establish rent control						23	23
	coops	8		2				10
	more legal aid/services for tenants			4	1	2		7
	condo law	0		2	3	0		5
	fund the trust fund for affordable housing			3	0	1		4
	one stop shopping" for affordable housing applicants; follow up on 1997 city study	2						2
	tenant rights				0		2	2
	convert City Hall to affordable housing				1			1
	establish ongoing task force on affordable housing					1		1
	help elderly remain in their homes				1			1
	support 1st-time buyers, not 2nd, 3rd...					1		1
	fund affordable housing advocacy groups					0		0
	outreach to tenant groups					0		0
	Function Total	25	9	23	15	14	48	134

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
Provide Clean Streets								
* beautification	citizen commitment to clean streets	1	12	5				18
	trash barrels; businesses clean up						10	10
	leaf pick-up, esp. E. Cambridge		5					5
	improve recycling, esp. multi-family buildings					0	2	2
	more trash barrels, esp Harvard Sq		1					1
	public awareness program to maintain cleanliness		1					1
	trash removal		0					0
* cleanliness	enforce leash laws, pooper scooper		7					7
* snow removal	improve enforcement of snow removal on streets and sidewalks			1	0	0	6	7
	Function Total	1	26	6	0	0	18	51
Provide/Maintain Infrastructure								
* adequate utility services	invest in infrastructure (e.g., water pipes) for long term		4					4
	improve cable company choice			2				2
	improve cable service (cost for seniors; Cambridge sports)		2					2
	read water meter, don't estimate		2					2
	less telecomms		1					1
* mobility for all citizens	wheelchair access in streets, buildings					2	0	2
* sound infrastructure	better maintain sidewalks, streets, street lights, sewers					5	5	10
* sound streets	enforce proper repair of streets after disruption/damage		1			0		1
	Function Total	0	10	2	0	7	5	24
Provide/Manage Transportation								
accessible/integrated								
* Cambridge	better integrate Cambridge across city					4		4
convenient public	buses that run on time, and increase							
* transportation	nights/weekends, esp 83, 91, 47						11	11
	increase bus frequency, esp Sundays		11					11
	more alternatives to cars			11				11
	meet city's needs				2			2
	more electric buses (less noise, smog)	2						2

Summary of Citizens' Recommendations

Values Expressed	Citizen Strategies/Concerns	Tobin	Harrington	Area Four	Banneker	Agassiz	Morse	TOTAL
	zip car				1			1
* enforced traffic laws	enforce speed limits	3			2			5
	enforce laws for all, including bikes	2	2					4
fostering non-vehicular	improve amenities for bicycles and							
* transportation	promote safety for all	10						10
	improve bicycling/multi-uses of roads			3				3
	improve bicycle friendliness, in Cambridge and beyond				2			2
less congestion; healthy	better non-diesel intercity trans						3	3
* environment	improve flow around Central Square						5	5
* manageable traffic flow	improve traffic flow (e.g., Prospect St and Bishop Allen)			1				1
* managed parking	parking, community relations			9				9
	enforce parking in res areas, especially visitor parking			6				6
	enforce parking permit requirements		4					4
	freeze parking around 6th street		3					3
	enforce parking, especially after hours			2				2
	improve access to parking		1					1
	more public parking in Porter Square				1			1
	provide parking for teachers (not all are local)		2	1				3
* managed truck traffic	truck traffic		1					1
* pedestrian-friendliness	implement N. Cambridge plans for overpasses (Rindge etc)				4			4
	maintain pedestrian access in neighborhoods				4			4
	fix/maintain sidewalks (repair tree root damage)		2					2
	more high-tech walk lights (e.g., Bishop Allen)	2						2
* protecting residential areas	manage traffic flow to protect neighborhoods	7						7
* reduced congestion	address congestion		2					2
	zoning/planning to address congestion, thru-traffic, parking					1		1
* safe streets	safe routes to schools	1						1
	Function Total	27	28	33	16	5	19	128

Summary of Citizens' Recommendations

Values Expressed

Citizen Strategies/Concerns

Tobin

Harrington

Area Four

Banneker

Agassiz

Morse

TOTAL

Support Quality of Life

* 'village' living	prevent large institutions from encroaching on neighborhood shops			5					5
	protect res areas from trucking, large commercial intrusion			3					3
* controlled noise	respect for noise levels, esp motorcycles			0				5	5
	peace and quiet		1						1
* invest in the citizenry	services needed for the homeless			4	1	2			7
* park/recreational facilities	enhance sports facilities	7							7
	protect, maintain (and scoop poop)		7						7
	need playgrounds at Maynard/Fletcher and Longfellow schools			2					2
	improve playgrounds				1				1
	maintain parks (e.g., Sennott)			1					1
	use parks as buffer between neighborhoods and large commercial dev't	1							1
	Function Total	8	8	15	2	2		5	40

Shaping Our City
Tobin School Meeting, October 10, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
increase salaries so city employees able to live here	1	4	5
improve access to services (e.g., later hours)	2	2	4
borrow ideas from European cities, elsewhere	2	2	4
build metro, state, fed ties to address broader problems	1	1	2
develop rational budget process		1	1
be open to innovation		1	1
enhance public participation		1	1
leverage technology to enhance connection		0	0
Educate the Citizenry			
good schools		10	10
Foster Community			
maintain diversity of lifestyles in city		5	5
promote corporate/institutional involvement in community		5	5
maintain urban spirit and neighborly connections		0	0
Maintain the Environment			
maintain/provide open space		4	4
clean air, water, etc.	1	2	3
Manage Economic Development			
preserve neighborhood shops/small businesses		3	3
foster growth of city		2	2
public restrooms		1	1
incubate businesses; provide affordable development		0	0
Plan for the Future			
especially Alewife		0	0
Promote Public Health/Well-Being			
improve public access to health care		3	3
Protect/Foster Cultural Resources			
promote historic appreciation/education		1	1
affordable arts lofts/studios		2	2
Provide Affordable Housing			
affordable housing	3	12	15
coops		8	8
'one stop shopping' for affordable housing applicants; follow up on 1997 study		2	2
condo law		0	0
Provide Clean Streets			
citizen commitment to clean streets		1	1
Provide/Manage Transportation			
improve amenities for bicycles and promote safety for all	2	8	10
manage traffic flow to protect neighborhoods		7	7
enforce speed limits		3	3
more electric buses (less noise, smog)		2	2
enforce laws for all, including bikes		2	2
more high-tech walk lights (e.g., Bishop Allen)		2	2
safe routes to schools	1		1
Support Quality of Life			
enhance sports facilities	3	4	7
use parks as buffer between neighborhoods, large commercial dev't		1	1
	16	102	118

Shaping Our City
Harrington School Meeting, October 12, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
communicate better to public about development, esp. North Point	2	6	8
city hiring preference for Cambridge residents; diversity per citizens		6	6
follow-up better on complaints		3	3
eliminate redundancy, improve efficiency of city employees		3	3
continue to solicit public input (e.g., surveys)		1	1
communication w/ City Council		0	0
neighborhood councils		0	0
fiscal stability		0	0
Educate the Citizenry			
better equity in quality of education across city		6	6
provide excellent services to children		1	1
Ensure Public Safety			
improve emergency services for denser neighborhoods (e.g., E. Cambridge)	3	2	5
provide non-intimidating streets	1	4	5
safety patrols needed	2	2	4
Manage Economic Development			
city ordinance for pan handling		1	1
Provide Affordable Housing			
affordable housing	6	3	9
Provide Clean Streets			
citizen commitment to clean streets	4	8	12
enforce leash laws, pooper scooper		7	7
leaf pick-up, esp. E. Cambridge		5	5
more trash barrels, esp Harvard Sq		1	1
public awareness program to maintain cleanliness		1	1
trash removal		0	0
Provide/Maintain Infrastructure			
invest in infrastructure (e.g., water pipes) for long term	2	2	4
improve cable service (cost for seniors; Cambridge sports)		2	2
read water meter, don't estimate		2	2
less telecomms		1	1
enforce proper repair of streets after disruption/damage	1		1
Provide/Manage Transportation			
increase bus frequency, esp Sundays	1	10	11
enforce parking permit requirements		4	4
freeze parking around 6th street		3	3
enforce laws for all, including bikes		2	2
provide parking for teachers (not all are local)		2	2
fix/maintain sidewalks (repair tree root damage)		2	2
address congestion		2	2
improve access to parking		1	1
manage truck traffic		1	1
Support Quality of Life			
protect, maintain playfields and parks (and scoop poop)		7	7
peace and quiet	1		1
	23	101	124

Shaping Our City
Area Four Youth Center, October 17, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Educate the Citizenry			
good schools	2	5	7
integrate pre-schools into main education system	1	3	4
Foster Community			
cooperative relationship with universities in community	1	7	8
maintain/enhance festivals, etc.		4	4
maintain diversity of lifestyles in city		1	1
create "mid-Cambridge" sense of community/place		1	1
maintain urban spirit and neighborly connections		0	0
Maintain the Environment			
maintain gardens throughout city		2	2
maintain/provide open space		2	2
species diversity		0	0
Manage Economic Development			
preserve neighborhood shops/small businesses		1	1
Plan for the Future			
mixed use, especially Kendall Square area		1	1
Provide Affordable Housing			
affordable housing	7	5	12
more legal aid/services for tenants		4	4
fund the trust fund for affordable housing		3	3
condo law		2	2
coops		2	2
Provide Clean Streets			
citizen commitment to clean streets		5	5
improve enforcement of snow removal on streets and sidewalks		1	1
Provide/Maintain Infrastructure			
improve cable company choice		2	2
Provide/Manage Transportation			
more alternatives to cars	3	8	11
parking, community relations	1	8	9
enforce parking (especially visitor) in residential areas	2	4	6
improve bicycling/multi-uses of roads	2	1	3
enforce parking, especially after hours		2	2
improve traffic flow (e.g., Prospect St and Bishop Allen)		1	1
provide parking for teachers (not all are local)		1	1
Support Quality of Life			
prevent large institutions from encroaching on neighborhood shops		5	5
services needed for the homeless		4	4
protect res areas from trucking, large commercial intrusion		3	3
need playgrounds at Maynard/Fletcher and Longfellow schools		2	2
maintain parks (e.g., Sennott)		1	1
	19	91	110

Shaping Our City
Benjamin Banneker School Meeting, October 19, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
replace city manager; establish process for replacing	4	5	9*
ensure public planning is implemented (e.g., Sheridan Square efforts)	2	5	7
reach out to ethnic communities (language, fora)	2	4	6
think more broadly, less parochially (e.g., how to use school facilities)	0	3	3
empower neighborhoods (N. Cambridge not represented)	0	3	3
maintain proportional representation	0	2	2
continue to enhance web site (Council, Manager, zoning and planning boards)	0	2	2
track progress made on public's suggestions	0	2	2
integrate youth into planning and community	0	2	2
improve coordination among depts	0	1	1
more diversity in city employees	0	1	1
Educate the Citizenry			
neighborhood schools	1	5	6
new main library	2	4	6
ensure different approaches for different kids (e.g., vocational v. college)	1	4	5
Foster Community			
continue dialogue on race and class; implement recommendations	0	2	2
maintain diversity (race, age, socioeconomic)	0	2	2
maintain "connected" neighborhoods	0	1	1
Maintain the Environment			
maintain/provide open space	2	6	8
protect Gerry's Pond (access, ecology)	0	3	3
Plan for the Future			
especially Alewife	1	5	6
assess limitations (roads, water, sewer) to drive zoning/development decisions)	0	0	0
improve inclusionary zoning (geographic and percentage)	0	0	0
Promote Public Health/Well-Being			
appropriate location for activities for elderly	0	1	1
promote existing women's resources; new needed?	0	0	0
Protect/Foster Cultural Resources			
enhance artistic activities in community	0	0	0
Provide Affordable Housing			
affordable housing	3	6	9
condo law	0	3	3
convert City Hall to affordable housing	0	1	1
help elderly remain in their homes	0	1	1
more legal aid/services for tenants	1	0	1
fund the trust fund for affordable housing	0	0	0
tenant rights	0	0	0
Provide/Manage Transportation			
implement N. Cambridge plans for overpasses (Rindge etc)	1	3	4
maintain pedestrian access in neighborhoods	0	4	4
meet city's needs	0	2	2
enforce speed limits	0	2	2
improve bicycle friendliness, in Cambridge and beyond	0	2	2
zip car	0	1	1
more public parking in Porter Square	0	1	1
Support Quality of Life			
services needed for the homeless	0	1	1
improve playgrounds	0	1	1

* One individual placed all 6 votes in this strategy/concern

Shaping Our City
Agassiz School Meeting, October 24, 2000

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
improve coordination among depts		3	3
good, transparent personnel policies for evaluation, advancement, dismissal of city employees		2	2
more fora		2	2
fiscal responsibility to manage taxes		2	2
control campaign spending		1	1
Educate the Citizenry			
immigrant involvement in schools, esp non-citizen voting	2	3	5
provide supplemental services (e.g., tutors) to equalize resources for students		1	1
improve bilingual programs in schools		1	1
branch libraries		1	1
performance-based funding and evaluation of education alternatives	1		1
use community needs/tasks as part of curriculum		1	1
diversity training for teachers/administrators (e.g., gay issues)		0	0
expand after-school programming		0	0
new tech-advanced central library		0	0
Ensure Public Safety			
better trained emergency response personnel (e.g., water main breaks, power outages)		0	0
task force to help DPW respond more quickly		0	0
Foster Community			
programs to address racism, classism		3	3
maintain diversity (race, age, socioeconomic)		1	1
co-locate community facilities so easier to keep open during lean times		1	1
tap university resources to help city		1	1
maintain urban spirit and neighborly connections		1	1
maintain/enhance festivals, etc.		1	1
Maintain the Environment			
sustainable environment	1		1
maintain/provide shade trees		1	1
maintain/provide open space		1	1
maintain/improve efficiency of heating/ventilation in schools		0	0
Manage Economic Development			
inviting street scapes--public restrooms, cafes, etc.		2	2
help non-profits, small biz secure their space		1	1
preserve neighborhood shops/small businesses	1		1
gentrification		0	0
Plan for the Future			
long-term planning that reflects community values	2	1	3
zoning that reflects pedestrian values	1	1	2
Promote Public Health/Well-Being			
lead removal in homes		1	1
enhance access to health care through neighborhood facilities (e.g., schools)		0	0

Government Function with Citizen Strategies/Concerns	Priority	General	Total
Protect/Foster Cultural Resources			
affordable arts lofts/studios		2	2
provide places in Harvard Sq where artists can sell crafts		2	2
enhance historic preservation, including facades		0	0
Provide Affordable Housing			
affordable housing	2	7	9
more legal aid/services for tenants		2	2
establish ongoing task force on affordable housing	1		1
fund the trust fund for affordable housing		1	1
support 1st-time buyers, not 2nd, 3rd...		1	1
condo law		0	0
fund affordable housing advocacy groups		0	0
outreach to tenant groups		0	0
Provide Clean Streets			
improve recycling, esp. multi-family buildings		0	0
Provide/Maintain Infrastructure			
better maintain sidewalks, streets, street lights, sewers	4	1	5
wheelchair access in streets, buildings		2	2
enforce proper repair of streets after disruption/damage		0	0
Provide/Manage Transportation			
better integrate Cambridge across city	1	3	4
zoning/planning to address congestion, thru-traffic, parking		1	1
Support Quality of Life			
services needed for the homeless	1	1	2
	17	56	<u>73</u>

Shaping Our City
Morse School Meeting, October 26, 2000

Government Function and Citizen Strategies/Concerns	Priority	General	Total
Administer City Government			
mayor elected by the people	1	5	6
change government beyond plan E--e.g., move to a mayoral government	2	3	5
have a get-it-done attitude		3	3
accountability and priority-setting		1	1
modern voting machines		1	1
Educate the Citizenry			
new tech-advanced central library	1	14	15
good schools		8	8
School for Amigos program	2	5	7
expand Mayor's youth job program to year-round	1	2	3
Foster Community			
maintain diversity (race, age, socioeconomic)	3	6	9
right to vote for non-citizens		8	8
mixed use of activities and income in community		8	8
get input from neighborhood on rental of school facilities		6	6
maintain urban spirit and neighborly connections		0	0
Maintain the Environment			
clean air, water, etc.		8	8
offer incentives for energy-efficiency		6	6
clean up the Charles River		3	3
replace dead trees		1	1
Manage Economic Development			
public restrooms		11	11
maintain good shopping center	2	5	7
free markets for real estate	1	6	7
affordable commercial outlets in Central Square		5	5
promote respect for property owners	1	2	3
Promote Public Health/Well-Being			
improve public access to health care		1	1
Provide Affordable Housing			
affordable housing	3	20	23
re-establish rent control	4	19	23
tenant rights		2	2
Provide Clean Streets			
trash barrels; businesses clean up	2	8	10
improve enforcement of snow removal on streets and sidewalks		6	6
improve recycling, esp. multi-family buildings		2	2
Provide/Maintain Infrastructure			
better maintain sidewalks, streets, street lights, sewers	1	4	5
Provide/Manage Transportation			
buses that run on time, and increase nights/weekends, esp 83, 91, 47	1	10	11
improve flow around Central Square		5	5
better non-diesel intercity trans	1	2	3
Support Quality of Life			
respect for noise levels, esp motorcycles		5	5
	26	201	227

Shaping Our City
Small Business Meeting, November 2, 2000

Values Expressed for Government Functions	Summary of Businesses' Recommendations	Votes
Administer City Government		
* democratic government	Include/institutionalize business role in city planning	9
* efficient government	Achieve higher efficiencies (e.g., library, bike lanes, schools)	1
* equitable government	Ensure equity of services among different neighborhoods	1
* innovate in government	Leave room to adopt new innovations that are coming	1
* accessible government	Further develop website	0
		<u>12</u>
Provide Affordable Housing		
* socioeconomic diversity	Expend more money on affordable housing through housing trust	<u>3</u>
Foster Community		
* universities/large institutions as neighbors	Collaborate with MIT, University Park, Harvard, City-wide	3
* diverse Cambridge	Maintain and promote diversity, welcoming of a variety of cultures	0
		<u>3</u>
Promote Economic Development		
* diverse Cambridge	Maintain businesses able to grow in Cambridge	4
	Maintain blend of job opportunities in education and industry	2
	Maintain a balance of small and large business	2
* educate the labor force	Foster school partnerships with businesses	3
	Maintain a strong labor pool (e.g., through technical education)	2
* foster city-business cooperation	Provide more respect by City towards business owners v. residents	10
	Further recognize interdependence between city and business	9
	Continue economic planning and dialogue between business/City	5
* predictability and efficiency	Provide more incentives, impose less constraints	8
	Ensure predictability of city policies and permitting processes	5
	Maintain stability	2
* promote commerce	Encourage a thriving business sector	2
	Encourage growth in bio-tech industry	0
* rational zoning--definition and processes	Maintain zoning that does not discourage development	9
	Zoning--keep housing in residential areas, and business in commercial areas	3
	Provide notice of re-zoning to property owners in advance of newspaper publ	2
* 'village' living	Maintain opportunity for small business	0
		<u>68</u>

Small Business Meeting

Values Expressed for Government Functions	Summary of Businesses' Recommendations	Votes
Maintain the Environment * energy efficiency	Improve energy efficiency and adopt new sources of technology	<u>1</u>
Provide/Maintain Infrastructure * sound infrastructure	Reinvest in infrastructure (e.g., internet) Maintain public buildings (e.g., fire station)	3 0 <u>3</u>
Ensure Public Safety * safe streets	Enhance public safety using bicycle police	<u>0</u>
Provide/Manage Transportation * convenient public transportation * managed parking	Provide transportation alternatives for city employees to free up parking for c Provide more creative transportation for employees (e.g., shuttles) Maintain/enhance customer parking in Harvard/Central Squares	3 0 3 <u>6</u>

S 401

Communication from Amy Squire
dated November 6, 2000 re:
Analysis of Public Input from
Neighborhood Meetings

Roundtable Meeting on
November 13, 2000