

# Existing City Actions

Public Meeting

July 19, 2018

## Housing

- Provide funding support (low-cost predevelopment, acquisition, construction, and permanent financing) to enable local housing development organizations to create new affordable housing units.
- Ensure issues of fair housing are considered in housing program and policy decisions, and regularly assess housing patterns and practices for adverse impacts on protected classes.
- Support rapid rehousing programming to quickly move persons experiencing homelessness into stable housing and support sustainable tenancies.
- Continue ongoing monitoring of impacts of the Inclusionary Housing program to ensure program is calibrated to maximize the production of inclusionary units.
- Provide funding to income-eligible households to purchase their first home in exchange for permanent affordability restrictions that keep the home attainable for income-eligible households in the future.
- Provide free workshops, counseling, and advanced classes for first-time homebuyers and homeowners on the homebuying process.
- Provide low-cost financing to homeowners to make needed home repairs and improvements.
- Provide a residential tax exemption for all homeowners whose primary residence is in Cambridge that removes a set value from the total assessed value of the property and offers property tax relief to specific groups authorized by state statute: elderly persons, blind persons, disabled veterans, surviving spouses or orphaned minor children, and persons suffering extreme hardship.

## Economy

- Conduct annual customer intercept surveys and commercial district demographic research to inform commercial district and corridor improvements
- Carry out public realm improvements to support placemaking in Cambridge's commercial districts and corridors.
- Increase competitive funding for events and programming held by local business organizations.
- Expand capacity and funding to provide additional "earn and learn" opportunities with local employers for Cambridge residents, training to help current employees advance to the next level of employment, and partnerships for employers to hire graduates of City-supported workforce development programs.

### **Economy (continued)**

- Continue to provide and increase frequency of capacity building sessions to MWBEs on the public procurement process.
- Through the College Success Initiative, work collaboratively with community-based and educational partners to increase the college completion rate of low-income, first-generation and minority Cambridge students.
- Through the STEAM Initiative, convene stakeholders to build a system that enables all students to participate in quality STEAM learning experiences.
- Implement vacant property activation strategies that support property owners with retail vacancies.
- Enforce the city's living wage ordinance for City contracts and workers.
- Continue to support the Winter Fuel Assistance Program, Cambridge Food Pantry Network, Summer Food Service, and Childcare Voucher programs.
- Through the Small Business Enhancement Program, provide funding to help eligible retail, food, home-based, and creative for-profit businesses to make marketing and interior improvements.
- Through the Storefront Improvement Program, provide funding to renovate or restore commercial exterior facades.
- Through the Retail Interior Accessibility Program, provide funding to renovate stores' interiors to be more accessible to those who are sensory and/or physically disabled
- Through the Small Business Coaching Program, offer free consulting services to increase small businesses' visibility and profitability.
- Proactively set the agenda for regional collaborations (e.g. Greater Boston Regional Economic Compact, Metro Mayors Coalition) to focus on core sector recruitment and marketing, participating in major conferences and events, scaling up effective workforce development, and advocating for regional infrastructure improvements.
- Provide youth with summer employment opportunities (Mayor's Summer Youth Employment Program; Neighborhood Service Project).

### **Mobility**

- Promote a shift to electric/clean emissions vehicles, including electric buses
- Continue monitoring the implementation of separated bike facilities.
- Integrate planning efforts for walking, cycling and public transit to ensure that the highest degree of flexibility in mobility choices with minimal disruptions to connectivity between them.
- Advocate for high-quality greenway links within Cambridge that complete gaps in the regional shared use path network to alleviate cut-through traffic.
- Require development projects to minimize adverse traffic impacts by complying with Article 19 of the Zoning Ordinance, which establishes traffic and urban design standards and requires transportation demand management measures and mitigation measures.

**Mobility (continued)**

- Attract more people to walk, especially in high pedestrian traffic locations, through interventions such as: (a) Adjusting signal timing to prioritize pedestrians; (b) Installing raised crosswalks; (c) Widening sidewalks and/or adding curb extensions; (d) Converting underutilized vehicle space into pedestrian plazas and/or shared streets; and e) advocate to DCR for improvements along DCR-owned lands.
- Create a conceptual design and continue to explore demand for two-track rail service (in conjunction with bike/ped path) on the Grand Junction rail corridor between a future West Station and North Station.
- Develop a comprehensive database of mobility related deaths and serious injuries to guide safety improvements.
- Supplement the public transportation network by owning, operating and expanding the regional Blue Bikes bike-share system with Boston, Somerville, and Brookline.
- Develop and implement a ride-hail curb use management policy to ensure the safety of other road users.
- Implement bus priority treatments (signal priority, bus lanes, queue jumps, floating bus stops) at key locations of recurrent delay and unreliability to improve transit travel times.
- Increase bike parking in neighborhoods and at transit nodes.
- Undertake a community engagement process to prioritize and implement quick-build or high-quality infrastructure separated bicycle projects and bus priority on priority street segments.
- To reduce cut-through traffic, promote state transportation infrastructure improvements, such as the bus-bike-pedestrian only Inner Belt Bridge, to enable reliable cross-town bus service between points beyond Sullivan Square, Kendall Square, and the Longwood Medical Area.
- Continue to provide reduced-priced bike share memberships to income-eligible people
- Advocate for transit expansions (e.g. extending the Green Line, Porter to West Medford, and providing new bus service on the proposed CT4).
- Advocate for regional solutions (shuttles, coordination) to move commuters from cars to transit.
- Continue and enhance the pedestrian program to promote a more comfortable, safe, and pleasant environment for walking in Cambridge through public education and engagement, traffic law enforcement, and monitoring of pedestrian improvements.
- Prioritize the safety and availability of mobility services for Cambridge seniors and residents with disabilities with door-to-door transportation programs.
- Continue outreach and education programs and events (e.g. CitySmart, Park(ing) Day, Cambridge Street Code, Getting Around Cambridge map and magazine, Walk/Ride Day) to connect residents with information and resources to encourage the use of sustainable transportation.
- Carry out the Vision Zero Plan to meet the goal of zero fatalities and severe injuries
- Expand the Safe Routes to School program to ensure all students receive pedestrian, transit, and bicycle education and are encouraged to use active transportation to commute to school.

### **Mobility (continued)**

- Improve the health and well-being of Cambridge residents by prioritizing programs and projects that encourage active transportation as outlined in the Community Health Improvement Plan and the Vehicle Trip Reduction Ordinance.
- Ensure that reconstructed streets include sidewalks and bicycle facilities that emphasize the Complete Streets approach to design streets for all users through the Five-Year Sidewalk and Street Reconstruction Plan, the Sewer Separation and Stormwater Programs, and development mitigation.
- Design streets, using physical measures, to encourage people to drive more slowly, to provide a more livable environment and allow people to walk and bicycle more comfortably and safely.
- Provide affordable transit access for low-income young people by offering the MBTA Youth Pass Program.
- Encourage property owners and employers to promote the use of mass transit, bicycling, walking, and carpooling to reduce vehicle traffic congestion and air pollution.
- Improve conditions for people biking in Cambridge and promote bicycling as a means of transportation through the Bicycle Program (e.g. Bicycle Committee, Bicycle Parking Program, bike workshops, and the implementation of the Cambridge Bicycle Plan).
- Implement amenities as defined in the Bus Stop Improvement Program (including real-time information) as well as the Bus Shelter program to improve the experience of people taking transit.

### **Climate and Environment**

- Require buildings to report energy use
- Require new, larger buildings to meet green buildings standards.
- Implement the Net Zero Action Plan.
- Reduce vehicle miles traveled (VMT).
- Regularly update the Climate Action Plan.
- Implement the Cambridge Community Electricity Aggregation program.
- Advocate with state for a stronger Renewable Portfolio Standard and more stringent cap levels for the Regional Greenhouse Gas Initiative.
- Expand curbside organics collection citywide.
- Implement a food waste education program in public schools.
- Develop an urban forest master plan that establishes tree canopy expansion and tree planting goals by neighborhood.
- Monitor hazardous waste reporting and remediation.
- Implement the Stormwater Management Plan.
- Separate the combined sewer system into storm and sanitary systems
- Mandate stormwater management for private developments.
- Partner with private property owners to go beyond stormwater management requirements.

**Climate and Environment (continued)**

- Implement the Surface Water Protection Plan.
- Restore watersheds.
- Require buildings to report water use.
- Conduct water conservation outreach.
- Incorporate green infrastructure into city sidewalk and street reconstruction projects as conditions and space allow.
- Establish a Climate Protection Action Committee.
- Establish a Bicycle Committee.
- Establish a Pedestrian Committee.
- Establish a Recycling Advisory Committee.
- Establish a Public Planting Advisory Committee.
- Connect home and business owners with information on existing incentive programs, and financing for, energy upgrades to their building through the Cambridge Energy Alliance program.
- Prohibit polystyrene food service containers.
- Encourage recycling via single stream.
- Promote and improve the quality and diversity of public planting.
- Implement the Fresh Pond Reservation Master Plan.
- Implement the Charles River Basin Master Plan.
- Implement the Alewife Reservation Master Plan.
- Create and implement an Open Space and Recreation Seven-Year Action Plan.
- Promote a shift to electric/clean emissions vehicles.
- Combat light trespassing, light pollution, and energy waste.
- Ensure that new development and infrastructure projects undergo a review to ensure they do not result in noise pollution that could interfere with the comfortable enjoyment of life in Cambridge.
- Upgrade City infrastructure.
- Assess Cambridge's climate risks and vulnerabilities.
- Develop a citywide preparedness and resilience plan.
- Participate in Arlington Belmont and Cambridge (ABC) Flooding Board.
- Perform design review of private development projects.
- Conduct outreach campaigns about property-level flood vulnerability and mitigation strategies.
- Implement the recommendations of the Low Carbon Energy Supply Strategy.

## **Urban Form**

- Facilitate community use of private recreational and open space facilities where the recreational activity provided by the private facility is not well served in available public facilities.
- Design playful public spaces that are fun, physically challenging, creatively stimulating, and socially engaging, following the recommendations and guidelines of the Healthy Parks and Playgrounds and Play in the Public Realm reports, and balancing safety considerations with developmentally-appropriate levels of challenge and risk-taking.
- Maintain and protect reservations and other natural resource areas, carefully balancing public access and use with preservation and conservation.
- Preserve small open spaces that provide passive or visual benefits to the public, even where they do not allow for intensive or active recreational use.
- Prioritize the repair, maintenance and timely upgrade of existing open space and recreational facilities.
- Identify opportunities for increasing the amount of open space in or near remaining priority areas identified in the Green Ribbon study (2000) and other planning studies.

## **Community Wellbeing**

- Connect youth with Cambridge's large institutions through employment programs.
- Offer subject-focused classes and other learning opportunities.
- Enable informal and self-directed learning experiences.
- Work with colleges, universities, other institutions of higher learning, and community-based organizations to promote lifelong learning opportunities.
- Provide citywide entertainment and recreation options for youth of all ages.
- Create neighborhood-specific recreation opportunities to bring together youth of diverse backgrounds and ages.
- Expand evening programming to bring youth from different neighborhoods together
- Support safe, all-ages entertainment venues that accommodate youth through the negotiation of community benefits conducted in development review (i.e. Volpe Community Center, Foundry).
- Hold City-sponsored block parties/barbecues in residential neighborhoods.
- Invite people to hold neighborhood events and centralize advertising of those events.
- Incorporate public art into capital projects.
- Program public spaces with art and performance.
- Conduct maintenance on and restoration of public artworks.
- Ensure public artworks are made to last and use resilient materials.
- Relax restrictions on noise and large gatherings for street performances.
- Organize and/or fund arts festivals that serve as a destination for artists and audiences in public and semi-public spaces (like Jazz Fest in Danehy Park).
- Offer after-school programming within schools.
- Offer educational programming outside of a school setting.

**Community Wellbeing (continued)**

- Offer career-focused educational experiences.
- Create equitable access to high-quality early-learning services and support families so that their children are prepared for school.
- Expand after-school and summer programs for children of all ages.
- Assess open space needs at citywide and neighborhood scales, with attention to diversity of open space uses and identify gaps in the open space system.
- Design and program open space to encourage intergenerational use of open spaces.
- Provide open space for both athletic and non-athletic activities (sports and performance), including both organized and spontaneous games.
- Respond to changing demographics with a flexible park system and programming.
- Sponsor arts performances and installations in Cambridge parks.
- Hold City-sponsored festivals/community events.
- Provide a diverse range of play environments across the city to serve a full range of age groups, ability levels, and interests during all seasons of the year and all-weather conditions.
- Integrate unstructured play in the design of parks and playgrounds.
- Provide opportunities for children to interact with the natural environment and de-emphasize the sole reliance on manufactured play equipment for play in play areas.
- Make each play area unique by varying its size, location, and elements, as well as incorporating cultural and natural history of the surrounding area.
- Incorporate play into public realm improvements and capital projects.
- Encourage play spaces in POPS or open space provided as a community benefit during private residential development.
- Redesign and renovate playgrounds for more robust play experiences.
- Conduct voter registration campaigns, especially in American-born Black and non-English speaking communities.
- Partner with universities to expand local voter registration and voting among students.
- Make multilingual voter registration information available through existing programs.
- Educate the community on the existing process for bringing complaints and concerns forward about police interactions, as well as the accountability process following complaints.
- Continue the efforts of public safety personnel to build strong community relationships and trust through outreach and hosting informational events.
- Participate in the Police Data Initiative to collect, analyze, and make publicly available data on hate and bias-crime to proactively address any potential issues of racial disparity.
- Continue to review the composition, decisions, and practices of the Police Review and Advisory Board.
- Encourage transparency in planning and policy development processes through active reporting of planning outcomes (i.e. Open Data, annual reporting of planning processes) and production of fact sheets.

### **Community Wellbeing (continued)**

- Require mandatory training for city staff, including public safety personnel, on topics of diversity, equity, inclusion, and cultural competency.
- Support City Committee on Diversity to create discussion opportunities for city staff to increase cultural awareness and understanding of diversity, equity and inclusion.
- Expand the amount of money allocated to Participatory Budgeting to solicit ideas and community voting for new capital projects.
- Study programs and policies aimed at increasing youth participation in community events and activities.
- Create a mentorship program for youth to meaningfully engage with government (i.e. MSYEP).
- Solicit ideas and opinions from adults and youth for new capital projects the City should undertake (Participatory Budgeting).
- Educate the public on recognizing and responding to domestic, sexual, and gender-based violence.
- Implement developmentally appropriate prevention activities in schools to educate youth about gender norms, healthy relationships, and gender-based and sexual violence.
- Adopt a policing strategy that works in partnership with the community to reduce crime through education and enforcement.
- Increase multilingual capacity among city staff through hiring and supporting access to language classes.
- Provide city staff training on sexual orientation and gender identity.
- Assess diversity of open spaces and identify gaps in the open space system.
- Provide programming for youth with special needs, either through inclusion policies or dedicated programs.
- Expand transportation assistance for people with disabilities (e.g. Cambridge taxi discount program, disability parking permit program, Wheelchair-Accessible Taxicab Program, MBTA Transportation Access Pass, Paratransit, and system-wide accessibility, Door2Door Transportation, etc.).
- Increase access to employment opportunities for people with disabilities in city government and private companies through accessibility support, internships, training and mentoring programs.
- Ensure reasonable accommodations for persons with disabilities.
- Provide organized athletics programs and leagues citywide and near residential neighborhoods.
- Provide athletic opportunities for people with special needs.
- Program athletic facilities that support sports and activities reflecting Cambridge's diverse demographics.
- Programming to improve life outcomes of Black men and youth in education, employment, family stability, and criminal justice. (i.e. Cambridge Haitian Program).
- Coordinate public and private efforts to create a comprehensive services to persons experiencing homelessness.



**Community Wellbeing (continued)**

- Assess the size and experiences of Cambridge's population experiencing homelessness.
- Expand the city's Transgender Rights in Public Accommodations Training for local businesses.
- Study and implement recommendations to improve affordable and convenient access to healthy food, particularly for low-income communities and communities of color.
- Increase the number of water fountains in public facilities and parks.
- Support vendors in the Supplemental Nutrition Assistance Program (SNAP).
- Provide information and resources to business owners interested in expanding healthy food options (Healthy Markets, food truck program).
- Facilitate access to a variety of food sources (grocery stores, buying clubs, farmers markets, specialty markets) especially for vulnerable populations.
- Adopt an urban agriculture ordinance to increase local food production.
- Directly provide healthy food to those in need.
- Directly provide healthy food to youth in City programs.
- Educate the public on how to implement healthy eating options.
- Expand affordable childcare through out-of-school-time programming.
- Expand education and support to families with young children, as well as prenatal education.
- Support Find it Cambridge, an online resource that provides information on activities, services, and resources in Cambridge.
- Host events and activities to recognize and communicate the diverse heritages of Cambridge's residents and promote cross-cultural dialogue, interaction, and knowledge-sharing.
- Provide financial support for organizations that encourage artmaking by nonprofessionals.
- Provide financial support for professional artists and arts organizations
- Provide information and resources for Cambridge Artists.
- Provide information about and promote access to affordable opportunities for people to participate in fitness and recreational activities and to enjoy the outdoors.
- Create ongoing healthy living support programs for underserved groups. Programs include the Men's Health League (including Fit for Life, Fitness Brothers, Cambridge in Motion, Healthy Markets, SNAP Match Program).
- Continue to offer events for targeted health programming and assessment.
- Provide transportation and other indirect support for seniors seeking non-emergency healthcare (e.g. MassHealth Transportation Program).
- Provide information on neighborhood and business organizations (regarding size and number) on city website.
- Expand programming through centralized senior centers.
- Expand transportation assistance for seniors.
- Display art in municipal buildings.
- Link artists with businesses/organizations who would like to display their art.

**Community Wellbeing (continued)**

- Provide adult basic education (i.e. GED, English, math, and literacy classes), citizenship education programs, and preparation for college or training programs (CLC, Multiservice Center).
- Review city employee demographics, including police, and research and implement best practice strategies for diversifying recruitment, hiring, and retention of city employees of color.
- Create new opportunities for audiences to financially support artmaking.
- Create new opportunities for audiences to engage with artmaking, particularly youth and populations who don't typically engage in the traditional art world.
- Expand overdose education, naloxone use training, and naloxone distribution.
- Provide direct outreach, counseling, and programming for people abusing substances
- Provide information on substance abuse prevention.
- Screen youth for potential substance abuse or mental/behavior health needs and connect them to service providers.