

## ABOUT THE OBJECTIVES AND GOALS

---

This pamphlet outlines the objectives and goals of the City Council for July 1, 2009 through June 30, 2011.

The goals are the product of an in-depth bi-annual process that the City Council has followed since 1996. The Government Operations and Rules Committee is charged with overseeing the goal setting process for the Council.

Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to city services and city government. The process also includes an opportunity for Cambridge citizens to gather together to voice their concerns and opinions about what the City Council should focus on in setting its goals. This year, the Government Operations and Rules Committee hosted a "World Café" – an interactive conversational format that allowed diverse and creative points of view about Cambridge's needs to emerge as the public comment opportunity. A cross section of Cambridge residents spent the evening in a series of facilitated dialogues on the topic of "What is it important to focus on to improve life in Cambridge?" The enthusiastic reaction of the participants has persuaded the City Council that the "World Café" should be repeated as a regular city event to foster community.

The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. This year the City Council focused on ensuring that for each of the Council's broad, highly visionary and multi-year objectives, the Council delineated S.M.A.R.T. shorter term goals (Specific, Measurable, Attainable, Results-Oriented and Time-Bound). Particularly in this time of economic uncertainty and a continuing decline in state and federal financial support, the City Council must ensure that Cambridge's resources go to support goals that are results-oriented with outcomes that can be seen and measured. The Council goals were adopted by the City Council on February 2, 2009. These objectives and goals will guide the annual budget planning process.

**Vice Mayor Brian Murphy**, Co-Chair  
**Councillor David P. Maher**, Co-Chair  
**Government Operations and Rules Committee**

# CAMBRIDGE

## City Council

---

### GOALS

#### FY 09 & FY 10



*Newly renovated War Memorial Recreation Center*

#### CAMBRIDGE CITY COUNCIL

---

E. Denise Simmons, <i>Mayor</i>	David P. Maher
Brian Murphy, <i>Vice Mayor</i>	Kenneth E. Reeves
Henrietta Davis	Sam Seidel
Marjorie C. Decker	Timothy J. Toomey, Jr.
Craig A. Kelley	



City of Cambridge  
795 Massachusetts Avenue, Cambridge, MA 02139  
Web: [www.cambridgema.gov](http://www.cambridgema.gov)

## MISSION STATEMENT

*The City of Cambridge is dedicated to improving the quality of life for everyone in our community in an environment of excellence while maintaining a strong financial position including awareness of the impact on taxpayers.*

### THE OBJECTIVES AND GOALS OF OUR CITY COUNCIL

- **Foster Community** and support **Neighborhood Vitality**. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.
  - An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities.
  - Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g., block parties).
  - A pilot Get to Know Your Neighbor Campaign in 4 neighborhoods by June 30, 2010.
  - A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010.
- **Evaluate City expenditures with a view of maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.**
  - As part of the FY10 and FY 11 budget process, an exploration of the potential consolidation of departments (including departments within the School Department) providing similar services with the intention of better delivery of those services at a reduced cost.
  - An adopted FY10 and FY 11 budget that ensures delivery of quality services to residents while maintaining a reasonable tax rate.
- **Strengthen and support Public Education and other Learning in Cambridge for the benefit of residents of all ages.**
  - By June 30, 2010, a plan to increase the percentage of children entering kindergarten with the appropriate skills and “ready to learn”.
  - A long-term capital assessment of elementary schools, undertaken in collaboration with the School Committee, in FY10 (in order to prepare school buildings to meet educational needs of 21st century).
  - A long term home for Community Learning Center by FY12.
- **Value and support the racial, socioeconomic, cultural and religious Diversity of our city.**
  - A complete plan for Aging in the Community by June 30, 2010 (including services and physical aspects, housing options, retail, transportation, green space, for all incomes).
  - Annual report to the City Council on affirmative action adherence leading to a Plan (with measurable goals) to increase racial and cultural diversity in city employment. First report by the end of June 30, 2010.
  - An increased level of recruitment and opportunities for membership on boards and commissions.
- **Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.**
  - Green Jobs recommendations developed by January 1, 2010.
  - 500 newly planted city trees per year by June 30, 2010.
  - A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues.
  - Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstruction.
- **Preserve and create Affordable Housing for low, moderate and middle-income residents including families.**
  - New affordable housing pilot programs which focus on moderate income residents affected by development, including municipal employees.
  - Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the Planning Board Town/Gown discussions, beginning with the 2010 Town/Gown Reports.
  - A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010.
- **Promote Doing Business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.**
  - A report to the City Council’s Economic Development Committee on successful nightlife campaigns in 3 communities across the US by June 30, 2010.
  - A set of zoning initiatives and negotiation to sustain and expand ground floor retail.
  - All neighborhood studies undertaken by CDD to include a discussion of appropriate retail mix and recommendations for achieving that mix.