

Achieving



2014 State of the City Report

Presented by City Manager Jay Ash
to the Chelsea City Council
& the Residents of Chelsea



CITY OF CHELSEA

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Dear Reader:

Achieving is an apt descriptor of Chelsea today. It recognizes that goals are being realized while acknowledging that not everything that can be has yet been accomplished. It speaks of progress, but halts any declaration of “Mission Accomplished”. It allows us to celebrate our victories, but it reminds us that we have much more to do. Though our impatient nature wants everything fixed yesterday, those who spend time thinking about how change happens come to realize that our work is more accurately characterized as “evolution, not revolution.”

There were times, now behind us, when a different phrase may have been more apropos for Chelsea, maybe “devolution will cause revolution.” However, today I can wax nostalgic about how far we have come, and marvel at all we are achieving. Three highlights from this past year alone would have been improbable 25 years ago: two bond rating increases in the span of 7 months, the two top CHS graduates going off to Yale and Harvard, and another hotel opening its doors. In fact, 25 years ago, we had **no** bond rating, our public schools were in the early phase of control by the BU/Chelsea partnership, and hotel rooms rented here were typically rented by the hour, not the night! Jokes aside, as we prepare for two more nationally branded hotels to be built here, operate with an “AA” bond rating, prepare for construction to begin for the Silver Line, and envision yet another new park, we are achieving so much which so many are noticing. The proof is in media stories, in references to Chelsea being one of the hippest places to live in Massachusetts, in kudos from Standard & Poor’s about the City’s management, and in continued calls for City officials to relate our paths to success to others, most recently at the national EPA conference.

The pages that follow reflect on the past, describe the moment we are in, and project our actions into the future. Yes, there is a fair amount of bragging, but also acknowledgement that not everything is perfect. In particular, a new section added to this year’s State of the City report lists out strengths, weaknesses, opportunities and threats. Creating this list, and the sharing of it, highlight our efforts to be thoughtful in our consideration of the times, active in trying to shape our future, and communicative to our stakeholders, even about things that are not where we eventually want them to be.

I hope you find our story interesting and maybe even a bit fun. I also hope that you realize how seriously we take our mission and how committed we all are to achieving even more! In that pursuit, I offer a big thanks to Chelsea’s stakeholders, including: an incredible City Council; a talented team of appointed staff and other officials; great statesmen at the state and federal levels; our accomplished community-based organizations and their supporters; dedicated businesses and their leaders; and, of course, a terrific citizenry. We have a winning team approach that is supporting a great community; this is why we are *Achieving*.

Sincerely,

Jay Ash



City Manager Jay Ash (r) greets US Senator-elect Ed Markey (l) with Executive Office intern, Emrah Fejzic, CHS '13.

THE FUNDAMENTALS THAT FOLLOW ARE THE CITY'S GUIDING PRINCIPLES

Financial Fundamental – *Steadily improving the City's financial condition through balancing budgets and advancing responsible reserve policies that strengthen government's flexibility to act on pressing needs while protecting against economic downturns that could threaten service delivery and the City's viability.*

Economic Development Fundamental – *Further supporting the City through an aggressive agenda that seeks to attract new revenues in a variety of forms, including property tax, auto excise tax, hotel/motel tax and building fees, while also increasing employment opportunities for local residents and emphasizing the conversion of the City's older, heavy industrial base into higher and better uses that broaden the sectors of the economy doing business in the city and lead to an overall improvement of the image of the city, both internally and externally.*

Public Safety Fundamental – *Constantly improving upon the protection of the public and its property by initiating policy and providing the necessary resources, be it training, manning or equipment, to effectively carry-out the missions of the City's public safety agencies.*

Neighborhood Enhancement Fundamental – *Continually producing improvements in each and every neighborhood of the city by updating infrastructure through a functioning Capital Improvement Program, cleaning streets, rehabbing housing stock, enhancing open space, eliminating blight and tackling and resolving long-standing problems, including residential and industrial conflicts, that have persisted, in some cases, for decades.*

Community Development Fundamental – *Fully encouraging partnerships between the City and its stakeholders in the community's success, including other governmental entities, the business community, non-profit leaders, neighborhood groups and individual residents, in order to support a broad array of programs and initiatives that may or may not be municipally-run, but are all supportive of the City's desire to promote the advancement of its families and individual residents over a broad range of human needs.*

Government Fundamental – *Becoming a more open, responsive and responsible municipal government that not only hears the needs of its people, but develops and initiates efforts designed to address those needs in an honest, fair, equitable, accountable and cost-efficient manner, while never sacrificing good government for the benefit of those whose goals run counter to that of a "pro-Chelsea" agenda.*

from the front cover

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1. City Manager Jay Ash holds a prototype of the MBTA signage for the proposed Silver Line extension to Chelsea. Governor Deval Patrick committed to connecting Chelsea with Boston's Innovation District by 2016.

2. The new Chelsea Painted Box program encourages local artists to beautify drab utility boxes in the city. At the utility box in Chelsea Square, (l to r) Marc and Nanda Rust and Andy Park have painted a positive message and inviting image.

3. CHS '13 Alex Guerra, pictured with his mentor, City Councilor Dan Cortell, made the most of his CHS career, making National Honor Society and participating in the REACH Program. He now attends UMASS-Amherst.

4. The Box District Park and Highland Terrace are additions to the city's newest neighborhood: the Box District. Another 100 units are under construction there as the transformation of this former industrial area to a residential neighborhood continues.

FINANCIAL...

Achieving an upgraded bond status says much about a City's financial and administrative management. At a time when ratings agencies are tougher, Standard & Poor's upgrade of Chelsea twice says more than normal increases would imply. S&P wrote that it made its first decision "due to the City's robust financial performance over the past three years, reflecting higher revenues, a much stronger financial and liquidity position, and a good financial policy framework that is well embedded and sustainable." That's high praise from an independent perspective of all the City is achieving on its goals of balancing budgets and delivering a high quality of overall municipal management. And, those standards and others have continued to improve.



City Councillors Leo Robinson, Dan Cortell, and Brian Hatleberg (l to r) celebrate the City's latest bond rating increase from Standard & Poor's.

In short, the City's finances are on the better side of stable. Budgets are being balanced without the negatives others have suffered, i.e., layoffs, Prop. 2 ½ overrides, deferred maintenance or an over-reliance on borrowing. In fact, S&P took notice of that and said: "(Our) stable outlook reflects our expectation that Chelsea will continue to make the necessary budget adjustments to maintain structural balance and a very strong reserve position as it has demonstrated through a challenging economy. In our opinion, the City's revenue profile is very stable and predictable. Moreover, the City's debt burden is low and its capital needs are manageable."

The effectiveness of the City's financial and administrative philosophy is borne out by that positive commentary by S&P. The City has arrived at a much desired and envied place of paying for all non-water & sewer spending items without additional borrowing this past year. Said another way, those 26 projects in this year's Capital Improvement Plan (CIP) that would typically be financed through borrowing are, instead, being paid for out of operating cash. As a result, more projects are getting done without incurring additional debt and, thus, saving the City on interest charges. That is a but one of many experiences S&P took notice of in declaring the City's management to be a "credit strength."

S&P further noted the City's strong entrepreneurial approach to raising revenues: "The City is well positioned for additional tax base growth in the coming years. Private redevelopment of commercial and residential land has fueled much of the City's property tax base growth over the past decade. We believe an improving economy and the City's location will fuel additional redevelopment in the coming years." City leaders agree.

Looking to the future, stability seems assured, providing that City leaders rely on the same basic philosophy that has caught the eyes of S&P and others.

One of the City's familiar refrains is "all good things come from a balanced budget." Much of what is found in the following Fundamentals is reinforced by that refrain and all the City is achieving.

Top Challenge: under-funded legacy costs

Fast Facts

- ◆ FY'14 Budget: \$131.4m
- ◆ FY'14 Budget over FY'13: up 8.84%
- ◆ Annual Debt Service: \$3.6m, down 5.6% from FY'13
- ◆ Total Employees (FTE): City: 326 - Schools: 769

Accomplishments

- ⇒ Secured two credit rating increase to "AA" from Standard & Poor's;
- ⇒ Balanced budget, secured a clean audit and devised a five-year plan for continued solvency;
- ⇒ Concluded all collective bargaining and negotiations, and
- ⇒ Advanced a capital plan which avoided adding to general obligation debt.

Goals

- ⇒ Maintain fiscal discipline to avoid a Prop. 2 ½ override;
- ⇒ Devise financing strategy for a new school project;
- ⇒ Introduce performance measurements into the budget process, and
- ⇒ Conclude casino impact agreement negotiations.

...A CLOSER LOOK

The combination of deft planning, accurate analysis, precise implementation, and attentive tracking continues to provide the City with sufficient resources to meet present and future demands. The City relies on several planning documents to inform financial decisions throughout the year.

- The *Five-Year Financial Forecast* may be the most significant of these because it provides current and successive perspectives which, in turn, inform all other financial decisions.
- The *Annual Budget* then programs dollars more specifically, and details the accomplishments and the year's remaining objectives for each of the City's departments.
- The *Five-Year Capital Improvement Plan* helps the City to think both long range and strategically about major capital investments. For example, CIP officials have been weighing the need for the reconstruction of Broadway and its hefty \$10m price tag. As a result of annual CIP exercises, not only has this project not caught anyone by surprise, but its significant cost has been diagnosed and the resulting accommodations have made the project more affordable to do.
- Lastly, the City's *Comprehensive Annual Financial Report*, better known as the audit, details spending and performance, thereby helping to ensure that future spending and performance will be as efficient as they are effective.

Strengths:

- Strong financial planning utilization
- Ability to produce revenue growth without Prop 2½ override and despite sluggish local aid
- Low ratio of debt to overall budget
- No material weaknesses in financial operations

Weaknesses:

- Higher than average legacy costs
- Rise in health insurance costs greater than inflation
- Aging infrastructure which requires greater investment
- Higher water & sewer rates for larger consumers

Opportunities:

- Increase tax base via economic development
- Cost savings from efficiencies in regionalizing services
- Increase debt-free capital spending, due to the city's financial flexibility
- Pension and health care cost relief could be achieved through meaningful reforms

Threats:

- Loss of fiscal discipline
- Failure to constrain pension and retiree health care costs
- Deceleration in economic development and other entrepreneurial activities
- State aid fails to offset costs of charter schools and other State assessments



City Treasurer Bob Boulrice and Auditor Ed Dunn are members of the City's financial team that has received numerous awards, including this award from the Government Finance Officers of America for the City's annual audit.

Municipal Costs Affordability Index

The seventh annual "municipal tax burden" study confirmed that the City's charges to owner/occupants remain, on average, the lowest of eight local municipalities.

City	Average Tax Bill	Combined Water & Sewer Bill	Combined Homeowner Costs	% Above Chelsea Cost
A	\$4,629	\$1,597	\$6,226	71%
B	\$3,645	\$1,592	\$5,237	45%
C	\$3,655	\$1,138	\$4,793	32%
D	\$3,716	\$1,428	\$5,144	42%
E	\$4,140	\$1,224	\$5,254	48%
F	\$3,729	\$854	\$4,583	27%
G	\$3,305	\$1,198	\$4,503	24%
<i>Average</i>	\$3,623	\$1,311	\$4,934	41%
Chelsea	\$2,165	\$1,456	\$3,621	

Single family homes in communities around Chelsea are 24% to 71% more expensive to own and live in— 41% on average. City officials believe the lower cost, which is significantly influenced by the City Council's annual effort to provide homeowner property tax relief, demonstrates great value for excellent public services.

ECONOMIC DEVELOPMENT...

Achieving certainly defines the City's economic development agenda, which has produced nearly a billion dollars of investment in the last two decades. Just as all the Fundamentals are supported by solid planning, the City's adherence to the Chelsea Business Agenda to promote economic development has transformed local land use and produced an enviable combination of reputational change and tax-base growth.

The CBA focuses on Anchor Projects and Sectors, and Tax Relief to promote them. On the next page, the discussion about the next 12 months is a reflection back on what the City has prioritized since 1996: Anchor Projects in the Everett Avenue Urban Renewal District, two shopping centers, and the waterfront; a Sector Strategy that targets Food, Back-Office, Air-

port-Related, Downtown Boston Supports, Health Care and Residential, and 33 Tax Relief for the Retention and Expansion of Business (TIRE) projects. The City has blossomed under the CBA, and as each effort has met and surpassed its original goal, so much more has then become possible.

The last statement is at the heart of the City's economic development strategy. There has been a methodical effort to build one project, figuratively, on top of another. One hotel, the Wyndham, helps the City attract several more. The retail redevelopment of Parkway Plaza allows for not one, but two complementary housing developments there, turning the now Chelsea Commons into an inviting, mixed-use center. And, where many see a successful redevelopment of the formerly failing Mystic Mall, the City and its development partner, Market Basket, see an opportunity to create a future, dense urban neighborhood that could feature residential, office and R&D rising above the exciting retail that has already created a regional buzz.

There is much more to come, as evidenced by pending groundbreakings for two new hotels and the much anticipated FBI regional headquarters. That FBI project and the announced expansion of the Silver Line that will connect Chelsea with the region's most promising area of growth, Boston's Innovation District, are two significant "game changers" that are made possible



Chelsea Place opened in the summer of 2013 with 56 luxury apartments in Chelsea Commons along Mill Creek.

because of the two-dozen major projects that came before them. It cannot be understated that, if not for the coordinated support of all the City's officials, the remnants of Chelsea's industrial past would likely still be rotting in place, and the rejuvenation of the entire community would still be a hope that many would have, but few would believe possible. What could have been, in comparison to what is, is a reminder of just how much the City's Economic Development Fundamental is consistently achieving.

Top Challenge: disparity between development costs & expected revenues

- Accomplishments**
- ⇒ Secured EPA commitment to lead clean-up of the Holiday Inn parcel;
 - ⇒ Advocated for FBI regional headquarters project;
 - ⇒ Broke ground on One North of Boston and Chelsea Place residential projects, and
 - ⇒ Approved tax relief projects for Golden Cannoli and Signature Breads.
- Goals**
- ⇒ Secure groundbreakings for the FBI, Holiday Inn and TownePlace Suites projects;
 - ⇒ Contemplate next phases of the One North of Boston and Chelsea Place residential projects;
 - ⇒ Initiate planning for next major projects, including on the waterfront, in the urban renewal district and on Everett Avenue, and
 - ⇒ Support the State's plan to advance the Silver Line Gateway Project into design and construction.

	Fast Facts			
	FY 2010	2011	2012	2013
New Building Fees	\$48k	\$117k	\$183k	\$435k
New Growth	\$1.2m	\$534k	\$846k	\$1.7m

...A CLOSER LOOK

How promising are the next 12 months? By the end of 2014, the City anticipates two new hotels will be nearing completion: a TownePlace Suites at the Chelsea Street Bridge, and a Holiday Inn, with a full function facility, adjacent to the Wyndham Hotel and Residence Inn. The massive, FBI regional headquarters will be under construction, while the first of two phases of the One North of Boston residential development will have opened its doors on Sixth Street. Except for the TownePlace project, all of these anticipated projects will occur in the City's Everett Avenue Urban Renewal District. Ongoing planning there may lead to a mixed-use development being proposed on Everett Avenue, across from Chelsea High School.

As 2014 closes, construction of the Silver Line dedicated busway, connecting the Mystic Mall, commuter rail, Box District and Massport Garage to Airport Station, the World Trade Center, the Federal Courthouse and South Station, is likely to have started. Two additional studies, one for improvements to the downtown and the other for the future of the waterfront, should be nearly complete. In the latter's Anchor Projects area, a new plan for the 19-acre Forbes Park is likely to be advancing, signaling the success of another City effort to transform the city's industrial past into gleaming, 21st century, cosmopolitan development. In the Box District, 100 more units should have just completed that old industrial area's transformation.

In the city's shopping districts, the success of Chelsea Place in Chelsea Commons will encourage the City to seek more mixed-use growth there. And, on the 25-acre Mystic Mall, an exciting plan to create a mixed-use neighborhood should advance in 2014, aided by the announcement that both the Silver Line and relocated commuter rail station will stop there. The Mystic Mall's connection via public transportation to both North and South Stations will be unique outside of Boston, and provide for even greater development opportunity.

As Chelsea's development success continues to grow, so does the scope of projects that it can undertake with the help of various state and federal agencies and private partners. For example, this year, in an effort that has already earned one award, the EPA, State, a hotel developer and numerous City boards collaborated to clean one of the most contaminated sites in Massachusetts for a new Holiday Inn. This is more evidence that no goal is now too lofty for Chelsea to accomplish.

Strengths:

- Proximity to vital economic engines, such as Logan Airport, Boston and Cambridge
- Consistent and successful record of the City's economic development agenda, its momentum, and its support by City Council and the Commonwealth
- Economic development functions in alignment with City Charter
- Strong infrastructure connections to the Metropolitan Highway System

Weaknesses:

- Parcel challenges: small, few, contaminated, structurally compromised and complex to redevelop
- Attracting additional development continues to be hampered by low returns on investment
- Public transport and older infrastructure are insufficient to meet on-going needs
- Despite successes, more is necessary to strengthen the city's reputation

Opportunities:

- Sector strategy continues to target growing and valued industries
- Success of Anchor Projects can attract additional investment
- Connection of Chelsea, via the Silver Line, to Boston's Innovation District and its tens of thousands of projected new jobs
- Continued growth of Logan Airport and a casino likely to be situated on the City's boarder create potential spin-off investments

Threats:

- Recessionary times return
- Investment environment weakens due to major public safety incident
- Fragmentation of the City's development processes
- Higher tax, water & sewer and utility rates



TownePlace Suites, one of two hotels expected to break ground this year, will be at Central & Eastern Avenues. The other, a Holiday Inn, will be located at Beech & Carter Streets.

PUBLIC SAFETY...

Achieving success in the Public Safety Fundamental is a universally shared goal, and one that has been especially prioritized by the City Council and worked upon by the City administration. Council has funded the City's requests for expanded policing and inspectional services operations, new equipment and capital construction for fire operations, and, even, new LED street lights. A study of the Fire Department, the advancement of community partnerships by the Police Department, the inclusion of a new code enforcement division within the Inspectional Service Department, and the City's overall priorities on drugs and violence in the community are all creating opportunities for even greater success on the City's public safety agenda going forward.



Part of regular CIP budgeting is designated for keeping public safety fleets up to date. Here, with a new police cruiser are: Officer Robert Hammond, Police Chief Brian Kyes, and City Councillors (l-r) Matt Frank, Joe Perlatonda, Cliff Cunningham, Christopher Cataldo and Paul Murphy.

That success, of course, is critical to the very health and well-being of the city's residents and neighborhoods. It also provides support for the achievement of several of the other Fundamentals described within.

For example, the City's increasing success on the Public Safety Fundamental helps encourage hundreds of millions of dollars in annual investment in office, hotel and residential development, giving comfort to those investing that people will then occupy those developments. As important, promoting the livability of the city's neighborhoods, including those which are already built out and not able to experience substantial new investment, is an end outcome of the success of the City's public safety efforts.

Increasingly, partnerships are important in achieving that success. The Fire Department's use of mutual aid, the Police Department's joint task forces, and ISD teaming up with both Police and Fire on intensive code enforcement reviews are all evidence of that. In particular, the Police Department has also developed partnerships with community organizations to combat crime while fostering communication that benefits all the communicators involved. Plummeting crime rates are the results of such collaboration, on top of which strong ties help to foster community building as well.

More can and will be done to advance public safety in the community. The City will pursue a 10-Point Plan to reduce crime in 2014, components of which will include the hiring of five new police officers, the advancement of a "Crime-Free Zone" in the Downtown, and contracting for two community outreach workers to provide preventative social services. Having municipal and community leadership, engaged stakeholders, sufficient resources and plans of action are critical to all that the City hopes to be and will continue to be achieving.

Top Challenge: continue reducing crime rate

Fast Facts

- ◆ 2012 calls for service: Police - 41,557 - Fire - 6,223
- ◆ FY'14 sworn officers: Police - 99 - Fire - 89
- ◆ 2012 21D tickets issued by ISD: 1,642

Accomplishments

- ⇒ Reduced crime in '13 by 25%;
- ⇒ Supported completion of the Fire Department study;
- ⇒ Instituted a task force to reduce street crime, and
- ⇒ Advanced the regional 911 study.

Goals

- ⇒ Implement portions of the CFD study;
- ⇒ Re-accredit the CPD;
- ⇒ Ramp up new criminal analysis capabilities, and
- ⇒ Champion 10-Point Plan for further crime relief.

...A CLOSER LOOK

A pilot initiative started in early 2013 is showing great promise in the City's efforts to combat crime. The Street Robbery Task Force focuses additional policing resources on street level crime. A team of five plain clothes police officers in unmarked vehicles have been working the streets from early evening to early morning hours. Their goal has been to disrupt violent behaviors and reduce other crimes by being ubiquitous, that is, being everywhere, all the time, or at least giving that impression. To oversimplify it, the teams of officers look for situations which look like the beginnings of criminal activity, and then they engage those who are found in those situations before crime happens. As a result, hundreds of individuals have been field interviewed by officers, which both puts those individuals on notice that the police knows they are around and gives the police a list of individuals to further interview if a crime does happen. The results have been impressive, with crime dropping by 25%, and the clearance rate on solving what crime does happen climbing high.

The 10-Point Plan to reduce crime proposed for 2014 will include making the Street Robbery Task Force permanent. That requires funding; the type of funding a balanced budget that is supported by economic development provides and the City Council can then direct. Other examples of activities that additional funding has been appropriated to support are the Safe and Successful Youth Initiative and the expansion of the Drug Unit. The former, which is also a component of the 10-Point Plan, is in collaboration with community partners, most notably Roca, to target programming on 17-24 year old young men who have a history of violence. Again, interrupting the criminal activity is important, as is promoting behavioral change and skill development as means of channeling those who could be involved in violence into a positive and safer lifestyle. The expansion of the Drug Unit continues to yield tremendous results, with an over 75% increase in search warrants in FY'13, and an early FY'14 operation in Bellingham Square that cleaned up the criminal element that was frequenting Chelsea's hub.

These innovate initiatives are but a few examples of police efforts to promote greater public safety. The City has committed to the largest budget ever for policing which, in turn, is funding the highest staffing level ever. Those City funds are being supported by grants championed by Chelsea's legislative delegations and being delivered through state and federal programs. Combined, the impact has been meaningful, with more to come.

Strengths:

- Adequate staffing levels, including biggest ever police force
- Newer facilities, equipment and technology
- History of effective performance
- Regional resources

Weaknesses:

- Decreased intergovernmental aid, especially from the federal government
- Training time and necessary facilities are neither abundant nor ideal
- Contractual obligations limit flexibility to meet challenges
- Expectations for service outstrip staffing capabilities

Opportunities:

- Implementation of Fire Department study recommendations
- Expansion of regional partnerships
- Increased support of public safety goals via community partnerships
- Additional service funding from all levels of government through persistent advocacy

Threats:

- Impact of protracted societal ills, such as drugs and guns
- Catastrophes: accidental, terrorist or naturally occurring
- Future budgetary pressures
- Lack of clarity or agreement regarding the public safety mission



City Manager Jay Ash hosts future Secretary of State John Kerry at a local summit on US Drug Policy.

NEIGHBORHOOD ENHANCEMENT...

Achieving a better quality of life in the city's neighborhoods is a top priority of the Neighborhood Enhancement Fundamental. This is addressed through numerous measures, including the resurfacing of streets and sidewalks, the addition of new or updating of old parks, the placement of new street trees and the conversion to new street lights. Away from public spaces, the City's efforts to seek the rehabilitation and occupancy of distressed and foreclosed properties is meaningful, as is another of the City's long-standing commitments, that being to remove industrial uses and other encroachments from what is or could be residential areas. On every one of these actions and dozens more, the City continues to make advances, often with state officials, community partners and neighborhood residents working in unison to envision and deliver the improvements. While promoting public safety is important, improving the physical aspects can be as critical to turning city streets into inviting neighborhoods.



The City made national news for shrewdly using Boston's purchasing power to secure better pricing to convert each of Chelsea's 1,627 streetlights to LED technology. Pictured are LED supporters: Mike Sandoval, DPW Director Joe Foti, City Councillors Brian Hatleberg and Dan Cortell, Don Luis Peroni, Jovanna Garcia Soto of the Chelsea Collaborative and Judie Dyer.

The City, through other Fundamentals, has garnered valuable resources to deploy in promoting life in the neighborhoods. Nearly 20 years of Capital Improvement Plans later, hundreds of millions of dollars have been spent updating public infrastructure. For example, another 11 streets will be resurfaced by July. Scores of panels of sidewalks will be replaced in those projects and elsewhere. Utility work, including new water and sewer pipes, continues to enhance the health of residents and the reliability of the municipal system. Among the most notable achievements in this Fundamental is the City's creation of 9 new parks, the second most in the state, as well as the City's continued recognition as a "Tree City USA" awardee.

Perhaps more impressive has been the City's success in converting old industrial spaces to new residential places. More than a dozen conversions of yesterday's smart growth patterns (i.e., allowing industrial uses to co-exist with neighborhoods) to today's smart growth priorities have cleared-out heavy truck traffic, noxious odors and loud noises in favor of more attractive and peaceful residential environments. Nowhere is that more evident than the Box District, where another 100 units are under construction on another former industrial site. There and throughout the community, few boarded-up buildings exist; a visible testament to the strength of the city's neighborhoods and all that the City's Neighborhood Enhancement Fundamental is promoting and achieving.

Top Challenge: neglected properties

Fast Facts

- ◆ 10-year CIP investment: \$50.2m million
- ◆ 2 new parks will open in 2014

Accomplishments

- ⇒ Completed LED street light conversion;
- ⇒ Secured funding for the new John Ruiz Park on Washington Avenue;
- ⇒ Implemented a new parking program, and
- ⇒ Funded a new ISD code enforcement program to address problem properties.

Goals

- ⇒ Complete the Washington Avenue Reconstruction Project;
- ⇒ Activate the ISD code enforcement program;
- ⇒ Break ground on John Ruiz Park, complete Washington Park and secure funding for the rehab of Voke Park, and
- ⇒ Advance neighborhood initiatives through the Boston Fed's Working Cities Challenge grant or other funding sources.

...A CLOSER LOOK

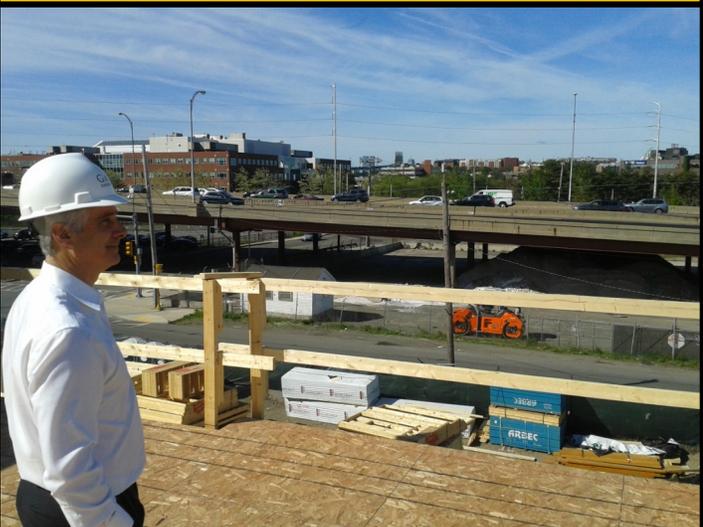
@ Building New Parks

The City's record for building new parks, despite having a fully built-out environment, has won statewide praise. Pictured below are: Councillors Giovanni Recupero, Leo Robinson and Dan Cortell; Representatives Gene O'Flaherty and Kathi-Anne Reinstein; City Manager Jay Ash; Senator Sal DiDomenico; and Councillors Calvin Brown and Paula Barton, celebrating funding for the newest addition to the City's park portfolio. What will be the John Ruiz Park will join other recently created parks, including: Chelsea Commons Park, Box District Park, Island End Park, Kayem Park, PORT Park, KaBOOM Park, Bellingham Hill Park, and Eden's Edge. The City expects to continue to design, fund and construct new parks and other open spaces, including a potential path behind the Box District and waterfront



@ Resolving Industrial/Residential Conflicts

Developers Mark Robinson (below) and Mark White's 230-unit, One North of Boston project is the latest of the City's focused efforts to remove industrial blight from neighborhoods by promoting more neighborhood friendly development. Others include: Cary Sq. Garage, Eden's Edge, Box District, Forbes Lofts, Spencer Row, Spencer Green, Spencer Lofts, Davinci Lofts, Industrie Lofts, Chelsea Commons, Pearl Street Lofts, and the Everett Ave. Urban Renewal District. One North of Boston, co-developed by Gate Residential, is to open in April 2014 with a second phase slated to begin later in the year.



Strengths:

- Continued investment attracted by desirable properties with proximity to regional engines
- Successful CIP directs millions into public infrastructure
- Commercial/industrial conflicts in residential areas successfully resolved to benefit residential neighborhoods
- Housing costs remain affordable compared to region

Weaknesses:

- Negative impact of foreclosure crisis persists
- More investment needed to support private infrastructure and older housing stock
- Density contributes to livability issues
- Despite CIP investment levels, much more is required

Opportunities:

- Improve neighborhood livability with more new and rehabilitated parks
- Energize community initiatives to take on shortcomings such as trash/litter and property maintenance
- Expand enforcement of code violations that threaten the desirability of properties and neighborhoods
- Secure external funding, especially from the State, to assist with distressed properties and neighborhood rejuvenation

Threats:

- Impact of protracted foreclosures and poor management of REO properties by their owner-banks
- Crime and grime
- Commercial/industrial encroachment
- Neglected/problem properties enable crime and disinvestment

@ Improving Infrastructure



Upgrading of the City's infrastructure is supported by a Capital Improvement Plan that directs more than \$5m annually. For FY'14, streets to be resurfaced include: Spruce, Sixth, Heard, Highland, Gillooly, Clyde and Maverick Streets, Fremont, Washington, Franklin and Congress Avenues, and Englewood Street, where (front) Councillor Paul Murphy, Rep. Kathi-Anne Reinstein, Sen. Sal DiDomenico, Rep. Eugene O'Flaherty, and Councillors Leo Robinson and Dan Cortell, and (back) Councillors Calvin Brown and Chris Cataldo, gathered to laud the State's contribution for the planned work.

COMMUNITY DEVELOPMENT...

Achieving is moot if the City's residents do not benefit, and the Community Development Fundamental relies on all the other Fundamentals to ensure that they do. Through programs and initiatives sponsored and supported by the City and community-based organizations, efforts like those to defeat domestic violence, substance abuse, and poverty are prioritized and championed.

The City has a tremendous relationship with local community-based organizations. These CBOs are recognized by their regional, state, national and, even, international peers for their vision and achievement. While the City spends directly on award-winning schools and other community development services (e.g., the Senior Center, Library and Community Schools Program), it partners with respected CBOs to offer quality programming to address many local needs and desires.

In addition to municipal successes, like the School Department winning a national award for Advanced Placement access, the City and its partners have celebrated much this past year. Gains in affordable housing, youth development, family asset building, job training and anti-drug efforts are among many that promise even more for local residents and the community as a whole. In particular, the City and MGH have collaborated to hire a community substance abuse manager to coordinate a comprehensive public health strategy to address drugs in the community. This collaboration is one of many initiatives that holds great promise.

The City remains indebted to those CBOs and other partners, including state, federal and philanthropic officials. The City seeks to help each and every resident achieve a

more productive and enjoyable life, and without these partnerships, fewer Chelsea citizens would be achieving.

Fast Facts

- ◆ Chelsea Senior Center: 28 programs, 2,407 members
- ◆ Chelsea Public Library 2012 circulation: 64,721
- ◆ Chelsea Community Schools: 1,500+ participants – 125 courses – 75 CBO activities



In 2013, CPS Superintendent Dr. Mary Bourque received the President's Award from the MA Association of School Superintendents for Outstanding Contribution to Education.

Top Challenge: reducing substance abuse

Accomplishments

- ⇒ Won the College Board's "Small School of the Year Award" for Advanced Placement success;
- ⇒ Initiated a process to replace the Clark Avenue School;
- ⇒ Completed community health review which led to hiring a community substance abuse manager to combat drugs as a public health priority, and
- ⇒ Submitted a collaborative grant request to the Boston Federal Reserve Bank's Working Cities Challenge to promote prosperity among residents in the Greater Bellingham Hill area.

Goals

- ⇒ Advance the Clark Avenue School project;
- ⇒ Finalize public health, anti-drug campaign;
- ⇒ Implement aspects of the Working Cities Challenge grant, and
- ⇒ Bolster residents' job skills and opportunities.



A summertime, outdoor movie series in Box District Park is just one of several activities sponsored by The Neighborhood Developers to build community amongst the residents of the Box District, Bellingham Hill and surrounding areas. Others included salsa dancing and an outdoor music program.

...A CLOSER LOOK

Achieving often leads to recognition. In the past year, Chelsea Public Schools (CPS) garnered significant regional and national recognition. For example, Chelsea High School teacher Irene Mahoney was selected from all AP teachers in the country as the *National Advanced Placement Teacher of the Year*, and she was also selected for a *2013 Yale Educator* award. Her colleague, Catherine Doherty, was named the *New England Entrepreneurial Educator of the Year*. These two, and their fellow teachers, administrators and support professionals, are creating a model that is causing educators and others from around the country to take notice and applaud. Evidence of this was the NBC Nightly News "Education Nation" spotlight on Chelsea's achievements in providing quality urban education.

In fact, CPS is embracing and leading deep transformative change in public education. Higher test scores and soaring acceptances by colleges and career training programs highlight many achievements by students, teachers and school administrators as that transformation continues. When two students, who got their starts at the John Silber Early Learning Center, continued through the system, became their high school class' top students, and then went on to Yale and Harvard, a resounding confirmation of the CPS strategy and its execution became evident. Going forward, what will enable CPS to continue its achievements is its focus on student outcomes, notably by placing significant emphasis on both the classroom and the importance of teaching for understanding.

Expectedly, every discussion about education reverts to test scores. On the whole, scores are up, though not in every grade or every area of measurement. There are still challenges to be tackled by dedicated teachers and committed students, and all those supporting them, both in CPS and in the community as a whole. The School Department, led by an award winning superintendent, and the School Committee continue to envision and lead an urban education model that is meeting those challenges. The abundance of success CPS has had to date suggests that even better results are ahead.

Strengths:

- Public schools provide quality education for those ready to learn
- Widely renowned, local organizations collaborate with each other and the City to benefit local residents
- Proximity of regional resources
- Community harmony is present and practiced

Weaknesses:

- Social maladies (e.g., drugs and violence) seem more abundant here than elsewhere
- Too little of the population connects with life enhancing opportunities
- Prosperity of many continues to be threatened by mismatch between available jobs and skills/education
- Development of social capital is inhibited by social isolationism

Opportunities:

- Generate a collaborative community response to the Boston Federal Reserve Bank's "Working Cities Challenge" to provide support to citizens in need
- Reduce substance abuse via community substance abuse manager (funded by MGH) and evolving community plan
- Garner increased support for the City's and Roca's championing of the Safe & Successful Youth Initiative to reduce violence and its social impacts
- Provide students and families greater resources to achieve educational, vocational and social well-being through expanded public school initiatives

Threats:

- Funding reductions (cross-governmental and private) for community-based organizations and their programs
- Erosion of collaboration among community organizations and with the City
- Failure to incorporate emerging trends in service delivery, including evidenced-based or data-driven programming
- Weakening of the economy

A first for New England: the Chelsea Public School District was named a College Board Advanced Placement® Equity and Excellence District of the Year for being the nation's leader, among small school districts, in expanding access to Advanced Placement courses while simultaneously improving AP Exam performance. Pictured center are CHS Principal Joseph Mullaney, Bahiya Nasuuna and Rachel Barlage, CHS '13, Superintendent Dr. Mary Bourque and the Commonwealth's Secretary of Education, Matthew Malone.



GOVERNMENT...

Achieving comes with reminders. Two decades after the sensational headlines of troubled times in Chelsea City government, a recent scandal at the Chelsea Housing Authority called into question whether City government had reverted to those “bad old days.” Many observers of the CHA malfeasance did not recognize that the Housing Authority is an independent agency and not a component of City government. Failure to see this separation between the Authority and the City caused those speculators to question the integrity of the entire community. Although no City official had any role, direct or otherwise, in the scandal, the incident was nevertheless an unfortunate reminder of what can besmirch the City’s reputation if any official operates outside of the law. This reminder, however, is unnecessary as City government has and continues to operate with integrity and openness. The City remains steadfast that both have been, are, and will continue to be unwavering priorities.

Integrity and openness are hallmarks of both the City Council and the City administration. Numerous efforts are made to ensure the adoption of a responsible governing process and that all may be heard in that process. Examples of this include: “Occasional Forums for Public Input,” where community residents and City officials come together to discuss the issues of the day; the City Manager’s “Inside Scoop” which gives further insight into the government’s actions and priorities, and solicits opinions on matters most pressing to City government; “Citizens Academy” training for potential community leaders on the workings of City government; and seminars hosted by community organizations that promote complementary themes. Ethics training is mandatory for all City representatives, paid or volunteer. Such manifestation of transparency has resulted in accolades by groups like Common Cause.

Most importantly, the City’s agenda benefits the entire community, not just a powerful few. This “pro-Chelsea” agenda champions professionalism over politics and promotes revitalization and opportunities for everyone. There will certainly be other times when individual or combined actions are called into question, but by holding each

other increasingly accountable and continually pursuing the highest ideals, all in Chelsea will be consistently achieving.



The US State Department coordinated with City Manager Jay Ash to host three Pakistani officials for a professional development tutorial, focused on effective, honest and transparent government.



Government officials observe Memorial Day on the steps of Chelsea City Hall. A welcome addition to the day is the return of the Memorial Day Parade, now organized by the Chelsea Girl Scouts.

Accomplishments

- ⇒ Hosted two-dozen for a Residents Academy;
- ⇒ Conducted Occasional Forums for Community Input to engage the public on community issues;
- ⇒ Doubled the number of residents and businesses receiving the City Manager’s “Inside Scoop” emails, and
- ⇒ Secured funding for a regional “Open Checkbook” initiative.

Goals

- ⇒ Engage the community in a discussion about the Community Preservation Act;
- ⇒ Establish the Commission on Diversity and Empowerment;
- ⇒ Expand social media usage, and
- ⇒ Implement the Open Checkbook program.

Top Challenge: citizen engagement

Fast Facts

- ◆ City Website: www.chelseama.gov
- ◆ Email jash@chelseama.gov to be on a volunteer board or to sign up for “The Inside Scoop”
- ◆ City Council: 3 at-large, 8 by district

...A CLOSER LOOK

Though the City Manager often reaps the accolades for accomplishments such as achieving balanced budgets, delivering new economic development projects, enhancing public safety, improving neighborhoods, championing the causes of people and leading an open and honest municipal government, the City Council deserves a good share of the praise as well. The effort of Councillors to promote a single, pro-Chelsea agenda is a major reason why the City is achieving.



2014 City Council Back: Paul Murphy, Matt Frank, Joe Perlatonda, Leo Robinson, Calvin Brown, Chris Cataldo, Paula Barton and Giovanni Recupero. Front: Brian Hatleberg, Dan Cortell and Cliff Cunningham.

The role of the Council is one of oversight: asking the right questions and appropriately demanding responsible actions. Its engagement, through forecasts, committee meetings and discussions with the City Manager and department heads, adds greatly to the City's perspective on needs in the community. That oversight role aside, the Council does not sit by and wait for things to happen. Councillors are proactive, for example, by coming together at the beginning of their two-year terms to adopt a set of goals for City government. Then, Councillors direct their attention to the achievement of those goals, and urge or, in some cases, demand the administration to do the same.

An occasional critic will offer out that the local governing process goes too smoothly. Such commentary ignores the benefits of fostering a healthy working relationship and fails to recognize the checks and balances the process does provide, from goals setting to financial reporting. Of course, the ultimate confirmation of today's "Chelsea-way" can be found in bond rating increases, development ground-breakings and school achievement awards. Judged by those accomplishments and many more, the City Council and City administration are focused on the most important job of City government, that being moving Chelsea forward.

Strengths:

- Executive and elected branches embody the City Charter and its directives
- Participatory and inclusive governing, through public meetings and social media, is encouraged by City government
- Community-based partners seek community engagement and input
- Ethical propriety is instituted and reinforced as the backbone of City's organizational culture

Weaknesses:

- Anemic civic participation (i.e., voting, seeking office or attending public meetings) persists.
- Use and effectiveness of social media are below target
- Damaged reputation of the City as a whole resulting from the Chelsea Housing Authority pay debacle
- Language barriers, translator availability and home-country bonds may inhibit participation in the local governing process

Opportunities:

- Expand social media reach,
- Low-cost, traditional outreach methods, such as print and cable television, continue to reach certain demographics
- Expand programs to better inform and engage residents, such as Citizens Academy
- Lead the citizenry by example, conforming to the State code of ethics, and reinforcing ethical behavior amongst the public at large

Threats:

- An actual or perceived ethical violation could rupture the City's improving reputation
- Disregard for, or dilution of, the City Charter
- Schisms amongst community stakeholders
- Failure of City leadership to engage, to listen and, when appropriate, to respond to the public

2012-2013 City Council Top Priorities

1. Youth Violence/Gangs
2. Increase police visibility
3. Using aggressive ISD enforcement
4. Sidewalks
5. Drugs
6. After-school programs
7. Improve Quality of Life
8. Clean-up Bellingham Square
9. Surface road conditions
10. Economic Development
11. Community-based waterfront vision

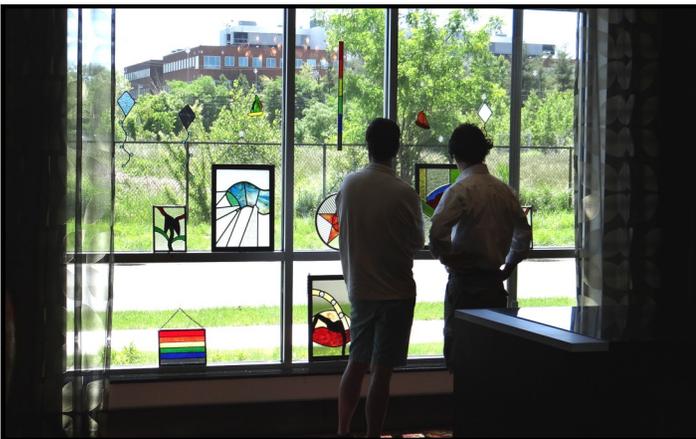
DID YOU KNOW?



...that it's easy to be 'green' in Chelsea? Three Zipcar locations are opened in the city, providing on-demand short-term car rental. Look for Zipcars in the 5th Street parking lot and at 121 Captain's Row and the Marina on Admirals Hill.



...that Chelsea has been the location for many movie shoots? 2013 saw Oscar winner Denzel Washington spend several weeks here filming "The Equalizer", followed by John Travolta in his forthcoming movie, "The Forger".



...that in 2013 Chelsea was named by Boston.com as one of the top-ten hippest places to live in Massachusetts? With its many artist lofts and art galleries, Chelsea is a natural draw for artists. The Annual Chelsea Art Walk each June continues to expand its venues, such as at the Residence Inn by Marriott, above.



...that CHS students continue to shine? Amber Rodriguez, a senior, accepted a National Arts and Humanities Youth Award from First Lady Michelle Obama on behalf of the Boston Youth Chorus. Also, 2013's Valedictorian and Salutatorian attended Yale and Harvard, respectively.



...that Chelsea continues to be a leader in the building new parks? The John Ruiz Park and the nationally acclaimed PORT Park (above) open in 2014. Also, the Chelsea Greenway connecting Broadway to Eastern Avenue was funded by the State.



...that Bus Rapid Transit Service will connect Chelsea to Boston's Innovation District and South Station in 2016? Four Chelsea stops will include a new, combined Silver Line/Commuter Rail Station at Market Basket.

SPOTLIGHT ON THE COMMUNITY

The community annually selects the **All-Chelsea Awards**. The 2013 awardees, described briefly below (and listed out as they appear in the photo with state and local officials), are representative of many doing so much to advance the community cause and all those who live and work in it.

Public Servant, Gerry McCue

Gerry, the Chelsea Public Schools' A&F Director, has had immense impact for 21 years. His support of students and community, including as a past president of Chelsea Kiwanis, has been commendable.

Community Organization, Chelsea Revere Winthrop Elder Services

For 42 years, CRW Elder Services has helped vulnerable elders with daily problem solving to remain safely in their own homes. Its care and advocacy have sustained and provided the region's elders and their families with unparalleled service.

Businessperson, Barry Kirshon
Barry is a Chelsea native and proprietor of Kirshon Paint & Wallpaper, family-owned for 70 years. He is generous and has served many, including the Chamber of Commerce and as past president of the Rotary Club.

Youth Resident, Amairani Parras

Amairani is a standout in the classroom and in the community. She was Interact Club president, and also volunteered for many causes. She tutored fellow students and led them in community projects.

Adult Resident, Mike Sandoval

Mike loves his job almost as he loves Chelsea. At work, he is a one man trash enforcer, but educates as much as he tickets. After work, he leads by example in building social capital and a stronger community.

Senior Resident, Melissa Shook

A documentary filmmaker/ photographer, Melissa's work has been shown internationally. She contributes at places like the Community Gardens and Senior Center, both behind and in front of the camera.

Contributing Stakeholder, Herbie Kupersmith

Herbie is as Chelsea as they come and a great ambassador for the city which he loves. He has organized grand reunions, raised money for CHS scholarships, been the biggest benefactor of CHS athletics and led the Walnut Street Shul.

Project, Say No to Ethanol

Local advocates, led by Greenspace's Roseann Bongiovanni, and supported by local officials, defeated a proposal to transport millions of gallons of Ethanol through Chelsea and around the region, averting a potential catastrophe.

Lifetime Achievement, Richard Clayman

Richie may have been Chelsea's most successful attorney and biggest booster. He prided himself on the latter and in helping those in need. He was a former City official who had no acquaintances, because everyone was Richie's friend.



The 2013 All-Chelsea Award Recipients

2012 All-Chelsea Award Recipients

Public Servant: **Rep. Eugene O'Flaherty**
Businessperson: **Gina Guange**
Community Org. Person: **Saritin Rizzuto**
Youth Resident: **Emrah Fejzic**
Adult Resident: **Carolyn Vega**
Senior Resident: **Frank DePatto**
Project: **Residence Inn by Marriott**
Contributing Stakeholder: **MA Parkland Acquisitions & Renovations for Communities**
Lifetime Achievement: **Jim D'Amico, Chelsea Clock Company**

SPOTLIGHT ON COMMUNITY ORGANIZATIONS

Chelsea is truly fortunate to be served by outstanding community based organizations that garner local, regional, statewide, national and, in some cases, international acclaim, including:

The **Chelsea Collaborative** (www.chelseacollab.org — 617-889-6080) is the city's premier resource for civil rights, community building, human empowerment and grassroots organizing. The Collaborative is a membership organization relying on community members working together to enhance the social, environmental and economic health of the community and its people. Whether developing new parks like Creekside Commons, helping youth find summer employment, addressing workers' and tenants' rights or defeating the Ethanol proposal, the Collaborative works with the community for positive change.

Roca (www.rocainc.org—617-889-5210) is an outcomes driven, social service organization committed to serving the most high-risk young people ages 17-24 in communities including Chelsea, Revere, East Boston and Springfield. Roca helps young people re-engage in society - moving them into educational, employment and life skills programming, and has helped more than 18,000 young people make positive, profound changes in their lives. Recognized Roca programs have received extensive acclaim around the world and have been touted as national best practices, and sought out for replication in several states.



The Boston Globe named Roca founder & Executive Director, Molly Baldwin, to its list of “Top 100 Innovators in Massachusetts”. Photo © Christian Science Monitor. Used with permission.

The Neighborhood Developers (www.theneighborhooddevelopers.org—617-889-1375) is a long-standing non-profit community development corporation that is strengthening the community by developing affordable and mixed-income housing, creating desirable public spaces, building resident prosperity and leadership and promoting strong connections among neighbors. TND played a leadership role in creating Chelsea's newest neighborhood, the Box District. Utilizing NeighborCircles, TND is encouraging neighbors to take action on improving their neighborhoods and their lives. TND also recently launched CONNECT with six non-profit partners to provide financial tutorials to help families make ends meet and achieve their financial goals.

HarborCOV (www.harborcov.org—617-884-9799) provides free safety and support services, along with housing and economic opportunities that promote long-term stability for people affected by violence and abuse. It offers a 24-hour hotline; individual and group supports; legal and economic advocacy; legal resources for immigrant survivors of abuse; emergency, transitional and permanent affordable housing with supportive services, and community awareness and public education activities.

The mission of the **Jordan Boys & Girls Club**, one of nine clubs managed by the Boys & Girls Clubs of Boston (www.bgcb.org—617-889-9435), is to help more than 1,000 young people, especially those most in need, build strong character and realize their full potential as responsible citizens and leaders. That is accomplished through a focus on: arts; education; leadership; life skills; sports, fitness and recreation, and technology.

Centro Latino, Inc. (www.centrolatino.org—617-884-3238) is one of the largest and most successful Latino-directed human-service organizations in the state, and is well established as a bilingual, bicultural community education and support center. Centro's mission is to improve the quality of life and promote the self-determination of Latinos and immigrants in Eastern Massachusetts by offering direct services in the following areas: adult basic education, English classes and computer training, HIV/AIDS prevention and case management, substance abuse counseling, young parents support and citizenship preparation.

SPOTLIGHT ON COMMUNITY ORGANIZATIONS

For 90 years, the non-denominational **Chelsea Jewish Foundation** (www.cjnh.org—617-887-0001) has prided itself in providing compassionate care for low-income elderly and disabled individuals living in and around Chelsea. CJF operates a nursing home, two assisted living facilities and programs including a home care agency and a hospice. Its showcase project is the Leonard Florence Center for Living, which opened in February 2010. There, revolutionary nursing home care is provided for the elderly, disabled and specialty populations, such as those with multiple sclerosis and ALS (Lou Gehrig's disease), in a home environment.

The city's most venerable human services organization, **CAPIC** (www.capicinc.org—617-884-6130), seeks to identify and address the needs, problems and concerns of those in poverty and to enable the poor to achieve and maintain self-sufficiency. CAPIC directs the local Head Start program, as well as other child development and after-school programs, fuel assistance and other energy programs, housing search help, family network supports and Social Security's Responsible Payee program.

The local **Salvation Army** (www.use.salvationarmy.org—617-884-0260) provides critical services to the city's most vulnerable populations. In addition to regular worship, the Salvation Army offers a variety of emergency services and food assistance programs, including meals on wheels. Numerous youth programs, from daycare to open gym, are also offered at its 258 Chestnut Street facility.

Chelsea ASAP, part of Bay Cove Human Services, Inc. (baycove.org—617-884-6829), works with evidence-based empowerment models that address substance abuse and domestic violence through provision of direct services and community engagement. ASAP is committed to a mission that engages community youth in a multi-pronged set of strategies that facilitate skill-building for meaningful civic engagement, community organizing and participation in public policy-making.



Councillors Leo Robinson & Calvin Brown (l & r) joined Chamber of Commerce Director Rich Cuthie and City Manager Jay Ash for "Small Business Saturday" shopping at Sergio Jaramillo's Broadway Jewelers.

the Salvation Army, St. Luke's Church, Trinity Management LLC, St. Rose School and Chelsea Community Kitchen. Program supporters include Project Bread and the Greater Boston Food Bank.

The Chelsea Chamber of Commerce (www.chelseachamber.org—617-884-4877) is the largest business oriented organization in the city. Its members come from a wide variety of professions, services and industries, proudly including civic and non-profit organizations. In addition to advocating for local business, the Chamber seeks to lead and promote the civic, economic and social welfare of the people of Chelsea.

The Chelsea Hunger Network is comprised of numerous organizations that provide food for the hungry. Times and eligibility differ for each program, with those participating in the Hunger Network being CRW Elder Services, CAPIC, Roca,



The Chelsea Hunger Network sponsors an annual Empty Bowls fundraiser to benefit food pantries and hunger programs. Hundreds of bowls, hand-painted by Chelseans, are purchased and filled with hot soup.



Chelsea Jewish Foundation CEO Barry Berman received his industry's national Award of Honor for his visionary work with the aging and aged.

Community Interest

Calendar

January 2014

- Community Schools Spring Course Registration
- Martin Luther King, Jr. Day Celebration

February 2014

March 2014

- Street Sweeping Begins

April 2014

- Annual City-Wide Clean-Up
- Earth Day Observance
- 3rd Annual Empty Bowls Fundraiser
- Community Schools Summer Course Registration

May 2014

- Annual Roca Fundraiser
- Memorial Day Parade & Observance

June 2014

- CHS Graduation
- Chelsea Art Walk

July 2014

- Neighborhood Developers Block Party
- Theatre in the Park

August 2014

- Back to School Celebration
- Schools Open
- National Night Out

September 2014

- Taste of Chelsea
- Annual Kite Festival, O'Malley Park
- All-Chelsea Awards
- Community Schools Fall/Winter Course Registration

October 2014

- ALS Walk for Living
- Chamber of Commerce Pot-of-Gold Dinner
- REACH Bike-a-thon
- Fall "Dinner & A Show"
- Community Garden Open House

November 2014

- Veterans Day Observance
- Chelsea Reads: Family Literacy Day
- CHS Athletic Hall of Fame Induction
- Small Business Saturday

December 2014

- Breakfast with Santa
- Chelsea Winter Fest
- Chelsea Tree Lighting
- Chelsea Collaborative's Annual Holiday Gala

What you'll see in the next year:

In this space last year, "25 things to look forward to" were cited. 17 were accomplished, 6 are continuing, and 2 have stalled. As this new list of 21 anticipated happenings is offered, the first 6 are those which are continuations from last year.

- FBI groundbreaking
- New recycling totes and program
- Groundbreaking for John Ruiz Park
- Eastern Minerals' PORT Park opening
- Casino agreement securing local benefits
- Regional public health compact signed
- Holiday Inn and TownePlace Suites break ground
- One North of Boston opens
- Silver Line breaks ground
- Chelsea Greenway breaks ground
- Community standards discussed and adopted
- Plans advance for a new or renovated Clark School
- Rehabbed Mill Hill Fire Station opens
- Kalick Pier on Marginal Street activated
- More new trees planted
- New food bank opens
- Code enforcement expanded
- Public health, anti-drug strategy released
- Another budget balanced
- Fifteen roadways resurfaced
- 10-Point Plan for increased public safety adopted



Each December, Santa Claus, the Chelsea Chamber of Commerce and some of Chelsea's most respected businesses provide free breakfast—plus photos with Santa—to more than 700 children and their families. This past year, the Chamber's "Breakfast with Santa" celebrated its 10th Anniversary.