

Onward



**FY '13**  
**State of the City Report**  
**July 1, 2012**

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



## CITY OF CHELSEA

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June 30, 2012

Dear Reader:

What a year it's been! From the highs of being featured on "Chronicle" to the lows of being besmirched by some after a Chelsea Housing Authority pay-flap (the CHA is an independent authority and not connected to City government), Chelsea has certainly seen its fair share of news coverage. Frankly, those few moments of drama have easily been overshadowed by celebrations-a-plenty here, like last week's opening of Starbucks at the Mystic Mall and soon with the ribbon cutting at yet another new park, this one in the Box District. I'm proud to say that Chelsea is overcoming negatives and building-upon many positives. If we were on Facebook, I'd say our status is, in short, "*Onward.*"

*Onward* should suggest that we are meeting yesterday's challenges with today's successes, while being prepared to undertake and overcome a new round of tests tomorrow. *Onward* tells a story of our every effort being rooted in the Fundamentals, and our every action being consistent with a single, pro-Chelsea agenda. *Onward* reflects a commitment that our stakeholders make to each other and to our community to move forward as one for the benefit of all.

The pages that follow describe the success we are having with our community-building agenda. We're methodically considering every possible issue and implementing every appropriate action. We constantly plan, but planning just isn't enough. We then implement the plans and, along the way, take advantage of opportunities as they are presented. The results in any single year would be considered tremendous. However, achieved over and over again for the past two decades, the transformation of the community is truly amazing. During that span, we've shored-up our finances, led the region in economic development, strengthened our public safety, promoted the quality of our neighborhoods, supported programs for individual and family success and produced a model government.

My claims are more than just rhetoric. *Onward* is reflective of these accomplishments and demonstrates a pledge to do even more. In fact, ours is a long-term campaign, supported by a deep commitment from a passionate community to maintain and enhance the philosophies and stature of this municipal government. Having just been asked to discuss those philosophies with municipal officials and academic leaders on each coast and around the world, I'm so pleased that so many are interested in why we here in one of the country's smallest cities are enjoying so many really big achievements.

It remains a privilege to serve with so many champions, including the City Council and others whom I am honored to reference in the following. I know we all remain committed to even better days ahead, so we proceed *Onward*.

Sincerely,

Jay Ash

City Manager



City Manager Jay Ash, far right, is joined by Rep. Kathi-Anne Reinstein, State Transportation Secretary Richard Davey, Congressman Mike Capuano and City Council President Leo Robinson at the opening of the Chelsea Street Bridge.

## 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.*

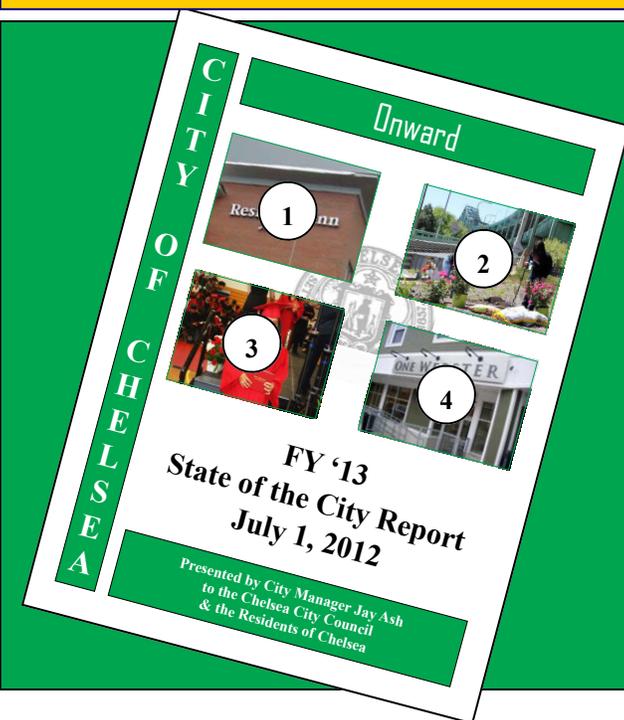
**Economic Development Fundamental** – *Further supporting the City through an aggressive agenda that seeks to attract new revenues in a variety of forms, including property tax, auto excise tax, hotel/motel tax and building fees, while also increasing employment opportunities for local residents and 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.*



1. Construction nears an end on the new Residence Inn by Marriott in the Urban Renewal District. The hotel adds 128 rooms to the city, and creates 35 jobs. A possible third hotel is in the works on the waterfront.

2. The City's Clean-up & Earth Day celebration brings out hundreds of volunteers each year to beautify and clean the city. Here, roses are planted on the Beacon Street exit from the Tobin Bridge by business and citizen volunteers.

3. CHS '12 Karolyn Moni will attend Providence College in the fall. She was one of 13 graduates of FUEL (fuelaccounts.org), which gives families knowledge, skills and support to envision, finance and realize their college dreams.

4. One Webster is Chelsea's most recently completed residential development. The 120 luxurious apartments are just minutes from Logan Airport and Downtown Boston. The project is one of several that restoring neighborhoods to residential uses.

# FINANCIAL...

Good things come from a balanced budget – that’s the mantra followed here at City Hall. Plain and simple, and not unlike what we experience in our individual lives, if we are not taking in enough revenue to cover our expenditures then it’s hard to find the resources to do other things. At home, that may be to buy a new television or go out to eat. At City Hall, balancing budgets allows us to consider how we might add more police officers, create a new park or reconstruct a major roadway, like we envision doing on Broadway in the coming years. Thus, the daily emphasis is on managing the City’s financial position.

Although the global recessionary times we live in continue to challenge budget writers in all walks of life,



City Manager Jay Ash and legislative leaders look on as Governor Deval Patrick signs the municipal health insurance reform law. Ash was a major champion in securing the law's passage, which has resulted in the City saving over \$1million.

we’ve been fortunate in City government to not just maintain, but actually improve upon our fiscal stability. This good fortune may be self-made luck, as we’ve controlled expenses and found ways of raising new revenues without the need for a Proposition 2 ½ override, and despite continued depressed transfers from State and Federal sources.

Today’s municipal budget features room to pick-up public safety positions that would have otherwise been lost as their Federal grants expired. Also, reduced debt service reflects the City’s efforts to maintain its commitment to more infrastructure improvements through pay-as-you-do instead of by borrowing to fund projects. We’ve cut the cost of employee health insurance and are meeting obligations for the eventual full funding of our pensions system. These and other achievements are occurring while we meet strong reserve policies and succeed with economic development and other entrepreneurial activities

that are generating new dollars to support required and necessary spending increases.

The City’s Five-Year Financial Forecast indicates a modest net surplus over the course of its review, provided that we maintain our fiscal discipline and continue to succeed with our revenue enhancement strategies. These strategies center on generating new income streams instead of overriding Proposition 2 1/2 and therefore rely heavily on the City’s economic development activities. A reaffirmation of our credit rating, audits free of material weaknesses and budgets that do not force layoffs are but a few of the many other indications that fiscal matters should remain a strength of City government well into the future. As the testimony on the following pages indicates, it is true that good things do come from a balanced budget.

## **Top Challenge: under-funded legacy costs**

### **Fast Facts**

- ◆ FY’13 Budget: \$120.8m
- ◆ FY’13 Budget over FY’12: up 4.85%
- ◆ Annual Debt Service: \$3.8m, down 2.8% from FY’12
- ◆ Total Employees (FTE): City: 333 - Schools: 752

### **Accomplishments**

- ⇒ Balanced budget, secured a “material weakness-free” audit and devised five-year plan for continued solvency;
- ⇒ Increased revenues outside of Prop. 2 ½;
- ⇒ Led local and statewide efforts on regionalism and reforms, including municipal health insurance costs, and
- ⇒ Secured reaffirmed “A+” credit rating.

### **Goals**

- ⇒ Maintain fiscal discipline to lead to the elimination of a structural deficit by FY’16;
- ⇒ Conclude collective bargaining negotiations to secure fair and affordable contracts with the City’s unions;
- ⇒ Model the financial impacts of charter schools on the public school budget, and
- ⇒ Avoid a Prop. 2 ½ override.

# ...A CLOSER LOOK

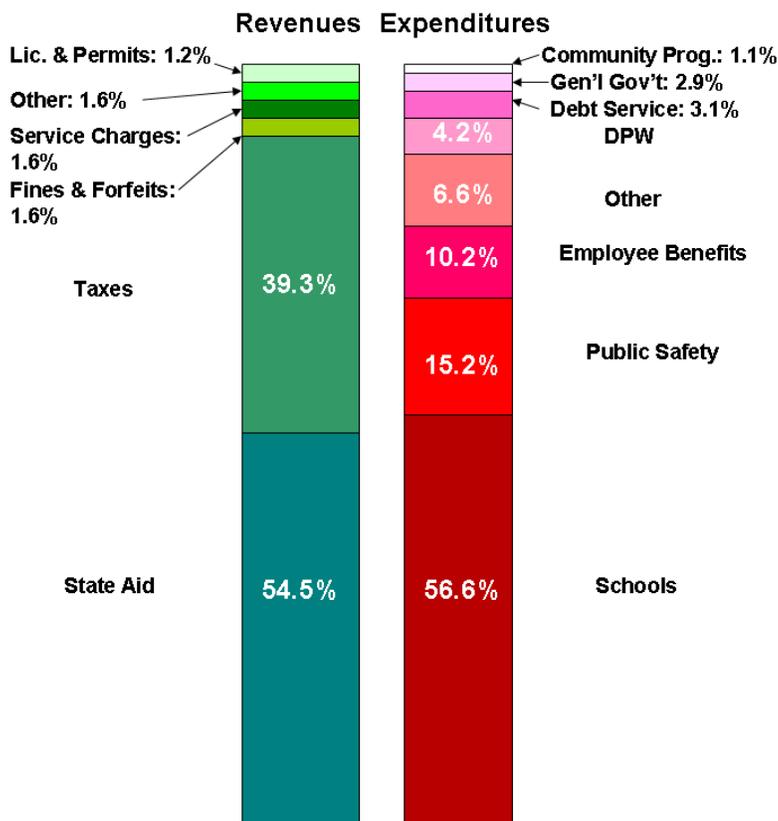
The FY'13 budget of \$120.8m is up 4.9% over FY'12. Of the \$5.6m in increased spending, \$4.9m is for educational purposes, including local schools, charter schools and the regional vocational school district. All the remaining functions of City government see a net combined \$700,000 increase. Most notably, employee benefits are down by \$1m, or 14%, and debt service is down \$110,000 or 2.9%. In both cases, the reductions are tied to specific City initiatives meant to curb the costs that these accounts have commanded in previous budgets.

As the result of solid planning, there are no budget related layoffs in the FY'13 budget. The City is absorbing the costs of maintaining 7 fire positions and 1 police position that were set to be eliminated with the expiration of Federal funding that supported these positions.

As expenditures grow, albeit modestly, the greater challenge is on the revenue side. Almost all of the increases in school expenditures are being covered by increased state aid. In fact, it could be said that the State's commitment to educational aid is the reason why class sizes are not bigger and extra-curricular activities continue to be offered. However, non-school local aid remains below 1986 levels and is the lowest in the Proposition 2 ½ era when adjusted for inflation. Fortunately, local revenue-raising, mainly through economic development and other entrepreneurial activities, continues to be strong.

Balancing budgets without the need for a Proposition 2 ½ override has kept the city an affordable place to own a home. In fact, the City's annual municipal tax burden review, which calculates the cost of property tax and water and sewer bills for a single-family owner-occupant, demonstrates that Chelsea remains the most affordable community in the region. That affordability is even more impressive when stacked up against the services that the other survey communities are unable to match.

## FY'13 General Fund Breakdown



## Municipal Costs Affordability Index

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

City	Average Tax Bill	Combined Water & Sewer Bill	Combined Home-owner Costs	% Above Chelsea Cost
A	\$4,564	\$1,597	\$6,161	73%
B	\$3,572	\$1,592	\$5,165	45%
C	\$3,670	\$1,138	\$4,807	35%
D	\$3,463	\$1,428	\$4,891	37%
E	\$3,116	\$1,114	\$4,230	18%
F	\$2,946	\$674	\$3,621	1%
G	\$3,305	\$1,128	\$4,432	24%
<i>Average</i>	<i>\$3,344</i>	<i>\$1,266</i>	<i>\$4,610</i>	<i>29%</i>
Chelsea	\$2,115	\$1,456	\$3,571	

Single family homes in communities around Chelsea are up to 73% more expensive to own and live in. 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...

Although the pace of development expansion is off in most places, Chelsea is not one of those places. New housing, stores, hotels and plants continue to spring up around the city, bringing new tax revenues and jobs to Chelsea. The city's skyline continues to change, less burdened by remnants of our industrial past and more vibrant with each project that is completed.

The City's economic development strategy focuses on four major project areas and six sectors of the economy. That's not to say that other areas and sectors are ignored, because they are not. What the City's Anchor Projects and Sector Strategy programs do promote is a tactical approach that, if successful, can also produce spin-off benefits in areas that are less in focus. Thus, throughout the community and across the sector spectrum, the City's economic development strategy is succeeding. And, with its success, even more is possible and sure to be realized.



Opening in August 2012, the new 128-room Residence Inn by Marriott will bring visitors and jobs to the community, and tax revenues to the City.

At only 1.8 sq. miles, Chelsea is the smallest municipality in the state. This presents a challenge, as there are no farms to plow over or forests to clear as we seek to attract new investment. Instead, we need to turn old into new. If that isn't difficult enough, when that "old" leaves behind in the ground contamination from its past uses, redevelopment becomes even more complex. Addressing infrastructure needs, especially increasing roadway capacity, further complicates the best of redevelopment intentions.

Despite all of that, the City is producing the types of economic development success at which others marvel, and seek to replicate. Certainly, the local permitting process, which has a foundation that is smartly established in the City Charter, encourages growth and investment. The collaboration of the various permitting authorities and conformity to the City's overall vision are also contributing factors. This vision, which has proven to be firm but flexible, continues to show higher and better development replacing old and, often, blighting uses. Once envisioned, the City deftly carries out an economic development strategy that meets various goals and serves as the next plateau upon which even greater success can then be achieved.

## Accomplishments

- ⇒ Broke ground on the Residence Inn by Marriott;
- ⇒ Supported several residential developments including Webster Block and Sixth Street;
- ⇒ Created the WAVE (Waterfront Area Visioning Exercise) advisory panel for the future of Marginal Street, and
- ⇒ Encouraged Starbucks to Chelsea, thus completing the occupancy of Mystic Mall.

## Goals

- ⇒ Negotiate an agreement for impacts from a potential casino at Suffolk Downs;
- ⇒ Facilitate a groundbreaking for the FBI project;
- ⇒ Work toward groundbreakings for a third hotel, the Sixth Street residential project and several smaller projects, and
- ⇒ Prioritize the planning for the future of the Anchor Projects areas.

More than once, a developer has remarked at the professionalism and ease of process that exists in Chelsea. A successfully coordinated economic development agenda requires the team work of the City's elected and appointed officials. Panels, from the City Council to the various land use boards, and City staff have been fair, consistent, expeditious and generally pro-growth. The result is that successful developers wish to do even more here, and that commitment has them investing more and being even more vested in the City's future well-being.

## Top Challenge: converting the old to new

### Fast Facts

	FY 2008	2009	2010	2011
New Building Fees	\$678k	\$499k	\$48k	\$117k
New Growth	\$810k	\$962k	\$1.24m	\$534k

# ...A CLOSER LOOK

Groundbreakings and ribbon cuttings have almost become commonplace here. This past year, new stores, restaurants and residential developments have opened, and new tenants have found their way to existing industrial space. Not only have the new establishments added significantly to the City's tax base, making balanced budgets possible, but the job growth has been astounding.

Nowhere is the latter more impressive than at the Mystic Mall. Putting aside for a minute that the city may host the most talked about supermarket, Market Basket, on the East Coast, or all of the buzz around town with the recent opening of Starbucks, or the incredible community champion Dockside Restaurant has become, these establishments and others have added 700 jobs at the Mystic Mall. Such job growth in today's economy is almost unheard of, and yet the potential of the Mystic Mall to host even greater investment and become an even more integral part of the burgeoning Everett Avenue commercial corridor may be even more exciting. Pre-planning work is underway to do just that.

Speaking of that corridor, the anticipation surrounding the summer of '12 opening of the Residence Inn by



Starbucks' opened at the Mystic Mall in June, joining Dockside Restaurant, Five Guys Burgers, Radio Shack, TJ Maxx and others in providing attractive new shopping and dining options on Everett Avenue.

Marriott is equally impressive. City officials secured commitments early on from the Residence Inn to host vendor and job fairs. Those fairs were packed, with hotel officials believing that many of the services needed to support and workers needed to staff the hotel will come from Chelsea.

During FY'13, at least two more residential projects, another hotel and the long-awaited FBI project could break ground. The next phase of planning initiatives are underway for the Mystic Mall, the urban renewal area and the waterfront. Several other

exciting opportunities promoting job growth are currently being discussed. And, and that is a big "and," a potential casino at Suffolk Downs provides an opportunity for local residents to be within a couple of miles of 4,000 new jobs and local vendors to have a chance at the hundreds of millions of dollars the entertainment complex may spend on goods and services annually.

Some \$700 million in private investment later, the Chelsea Economic Development Agenda is still as relative as it was when it was first introduced 15 years ago. We're turning old into new here, and each new project unlocks the potential of something even more spectacular down the road. The location of Chelsea to the region's major economic engines hasn't changed. What has is the City's ability to leverage that location. More hotels, offices, retailing, restaurants and residential are on the way, replacing the tired, old, dirty industrial past of the city. With it will be more tax revenue, more jobs and more overall rejuvenation.



The Sixth Street Residential Project, a 230-unit, market-rate housing development which will replace industry blight, is one of several real estate projects that could break ground in 2012.

## **The Chelsea Economic Development Agenda**

**Anchor Projects** – emphasizing those areas which provide great promise for large-scale redevelopment, including the Urban Renewal District, Chelsea Commons (the former Parkway Plaza), Mystic Mall and the Waterfront.

**Sector Strategy** – targeting growth where the city has advantages, including Airport, Downtown Boston Supports, Back Office, Food, Health Care and Residential.

**TIRE Program** – providing state and local tax relief to spur projects consistent with development goals.

# PUBLIC SAFETY...

For a city to enjoy stability and rejuvenation, enhancing the safety of the community is paramount. Statistics, from crime to building fires, are one way to measure a community's public safety record. Another way is to examine investment decisions, from renting or buying a home to major national and international corporations undertaking local expansion projects. Together, as reflections of the local public safety experience, these measures show that meaningful progress continues to be made on public safety in the community. With that, though, there is a recognition that even more needs to be done.

Chelsea is an urban community, and, as such, is not immune to crime. It is the response to crime that best defines the community, and, from that perspective, City government increasingly delivers more resources to make local streets safer and more livable. From maintaining the largest police force in the City's history, despite fiscal pressures, to investing in new programming like the Safe and Successful Youth Initiative, City government prioritizes an anti-crime strategy that promotes prevention, intervention and, if necessary, enforcement activities from the local police force and numerous other stakeholders supporting the community.

Public safety efforts are also present in other areas as well. Fire personnel continue to be well-equipped to handle their calls, and those calls are processed by an emergency communications system that others seek to emulate. City inspectors are encouraging conformance with City codes, including by making joint ride-alongs with police officers and other enforcement professionals.

The City's continuing commitment to public safety can be gauged by reviewing annual staffing levels. While the rest of municipal government is operating with 33% fewer staff since 2002, the City's police and fire levels are up 12%. Maintaining a balanced budget and delivering on the economic development agenda allow that commitment to continue into the future. Maintaining that commitment also enables the City to attract development and, ultimately, balance budgets. This symbiotic relationship makes for safer, more livable neighborhoods and contributes to a better quality of life for residents. These latter achievements are ultimately the most important goals that the City's public safety forces strive to accomplish with distinction and performance.

**Top Challenge: continue reducing crime rate**

## Fast Facts

- ◆ 2011 calls for service: Police - 41,475 - Fire - 11,378
- ◆ FY'13 sworn officers: Police - 101 - Fire - 89
- ◆ ISD 21D tickets issued: 2,162



Officer Sammy Mojica checks the BBQ at National Night Out, an effective, inexpensive and enjoyable program promoting neighborhood spirit and police-community partnerships in the fight against crime.

## **Accomplishments**

- ⇒ Maintained and expanded police and other public safety staffing levels, including expanding the CPD Drug Unit;
- ⇒ Conducted the process that resulted in the hiring of a new fire chief;
- ⇒ Initiated a Fire Department study, and
- ⇒ Secured a major grant to combat violence.

## **Goals**

- ⇒ Intensify the Safe and Successful Youth Initiative to reduce violence in the community;
- ⇒ Prioritize Fire Department study recommendations for possible implementation;
- ⇒ Advance consideration of a regional 911 service, and
- ⇒ Begin work on the Mill Hill Fire Station renovation project.

# ...A CLOSER LOOK



Janine Romano made history when she became the city's first ever female firefighter.

Making arrests, putting out fires, dispatching calls and enforcing building codes are the main outcomes of the City's public safety efforts. Behind the scenes and in support of those actions, though, various happenings of the Police, Fire, E911 and Inspectional Services Departments deserve notation.

For example, not only was there a new fire chief sworn in with the elevation of Robert Better, Sr. to the post, the Fire Department also added its first female firefighter ever, Janine Romano. With the hiring of Star Chung, the Police Department has its first Asian-American female to so serve. Many others also graduated from their respective academies, including two who joined the ranks with their fathers: Patrolman David Batchelor, now serving with Captain David Batchelor, and Firefighter Nicholas Quatieri, now serving with Deputy Chief John Quatieri.

Each year it seems that existing officers are recognized for valor, and last year was no different. Several members of the Police and Fire Departments were recognized internally for their acts. Additionally, Officer Roger Digaetano received an award from the Insurance Fraud Bureau for reducing insurance fraud in the city, and Officers Felix Rivera, Joseph Capistran, Thomas McLain, James Guido, Paul McCarthy and Sergeant Michael Nee were recognized for various acts of bravery. Chelsea salutes them and the many others who serve daily and protect us all.

In addition to heroism, the City's Police and Fire Departments have been supported by expanded strategies and new equipment. In the Fire Department, for example, new high-rise fire-fighting equipment was acquired and put into service. In the Police Department, the Drug Unit was expanded from 2 officers to 4 and a new Crime Analysis Unit was formed. Perhaps the most significant new undertaking is the Safe and Successful Youth Initiative, which received \$900,000 in State funding and another \$300,000 in local appropriation to coordinate violence prevention and intervention activities focused on 100 proven-risk young men, aged 17-24. That initiative is primarily supported in the community by Roca and North Suffolk Mental Health, as well as through various levels of the criminal justice system, including District Attorney Dan Conley, Sherriff Andrea Cabral, Judge Diana Maldonado and US Attorney Carmen Ortiz.



Officers Felix Rivera and Joseph Capistran receive the Medal of Valor from Lt. Governor Tim Murray and Governor Deval Patrick at the State House.

Table top exercises coordinated by the Office of Emergency Management are insuring that the City's first responders and their support teams are prepared. The Targeted Code Enforcement Program is teaming ISD inspectors with police officers and supports from other departments to address unsafe buildings and other health and code violations in the neighborhoods. Outreach, like fire safety at the Early Learning Center and a Citizens Police Academy, is engaging the community to increase safety.

Police statistics are always the most sought after, and the evidence is positive. Total offenses requiring police intervention dropped 15% in 2011. Violent crime was down 3% and property crime was down 4%. Those and other public safety achievements will continue to be the focus of the City's extensive efforts in the coming year.

# NEIGHBORHOOD ENHANCEMENT...

There is much that contributes to making neighborhoods more livable. Physical aspects of neighborhood enhancement are the focus of this Neighborhood Enhancement Fundamental. Roadway improvements, new energy efficient and brighter street lighting, and the rehabilitation and occupancy of distressed and foreclosed properties are among the priorities on which the City continues to deliver. At least two others deserve special mention.



Sen. Sal DiDomenico, City Council President Leo Robinson, Lt. Governor Tim Murray and City Manager Jay Ash celebrate a State grant for the upgrade of city parks.

enhancement are the focus of this Neighborhood Enhancement Fundamental. Roadway improvements, new energy efficient and brighter street lighting, and the rehabilitation and occupancy of distressed and foreclosed properties are among the priorities on which the City continues to deliver. At least two others deserve special mention.

The City has prioritized park expansion over the last decade and a half. The rationale is simple: densely populated neighborhoods require open spaces for residents to have places to stretch out and recreate. By one State accounting, Chelsea created more new parks (nine and counting) than every other community but one (Worcester) in that time frame. That is quite an accomplishment when one takes into account that almost all local neighborhoods are already fully built-out and what vacant space that does exist may have environmental challenges to address. The City constantly searches for and envisions opportunities to create new park space, although economic development and budgetary impacts must also factor into deciding whether to direct precious budget resources to building a park or, conversely, promoting economic development that

produces more budgetary revenues.

Along with parks, the City has also championed conversions of older industrial properties and elimination of other industrial uses which held back the City's goals of making neighborhoods more livable. An informal strategy seeks to address industrial/residential conflicts by moving out the former to promote the latter. More than a dozen successes have converted yesteryear's smart growth patterns, i.e., encouraging industrial uses to co-exist with neighborhoods, to today's smart growth priorities, thereby clearing out heavy truck traffic, noxious odors and loud noises for more attractive and peaceful residential environments.

Overall, residential life in Chelsea continues to be on the upswing. In addition to that already cited, utility systems are very reliable, new trees line sidewalks and new programs to beautify properties near bus stops and paint pleasing scenes over those ubiquitous utility boxes are being recognized as contributions to a better quality of life in local neighborhoods. Yes, there are more improvements that are desired, but there is no denying that the path to achieving the City's goals for its neighborhoods is well-laid out and already full of achievements.

## Top Challenge: untended properties

### Fast Facts

- ◆ 10-year CIP investment: \$46.3m million
- ◆ 2 new parks will open in 2012-13

### Accomplishments

- ⇒ Initiated the \$6m Washington Avenue reconstruction project;
- ⇒ Oversaw completion of a new artificial turf field at Highland Park and new parks at KaBoom and in the Box District;
- ⇒ Secured passage of the new trash ordinance and implemented it, and
- ⇒ Reviewed pilot lighting and vehicular speeding initiatives and led discussions about expanding the pilot programs throughout the city.

### Goals

- ⇒ Conclude the Washington Avenue project and advance planning for a future project on Broadway;
- ⇒ Undertake an update to Washington Park and secure funding for a new park at the former Tudor Garage site;
- ⇒ Implement a new parking plan, and
- ⇒ Undertake a distressed properties program to upgrade units and address foreclosures.

# ...A CLOSER LOOK

## Eliminating Residential/Industrial Conflicts

The City's focus on eliminating "residential/industrial conflicts" continues to produce spectacular results. While Chelsea "matured" through the Industrial Revolution, the practice of locating housing around industry had been leading to the "slow death" of many neighborhoods. Today, the removal of more and more of those industrial/commercial encroachments has promoted the "rebirth" of their host neighborhoods.

### Projects Resolving Residential/Industrial Conflicts

Cary Sq Garage - Eden's Edge - Box District - Forbes Lofts  
Spencer Row - Spencer Green - Spencer Lofts  
Divinci Lofts - Industrie Lofts - Chelsea Commons  
Pearl Street Lofts - Everett Ave Urban Renewal District



A large crane lowers housing modules in Cary Square that will add 20 new housing units with off-street parking. A taxi garage once operated at this site. This is another example of industrial uses being converted to neighborhood-friendly development.



Rep. Eugene O'Flaherty and City Manager Jay Ash review plans for the new Box District Park. Built on a former industrial site, the park serves more than 200 new housing units built there in the last 5 years.

## Open Space Initiative

Although fully built out generations ago, the City continues to renovate and newly construct parks to support neighborhoods and their residents. New parks and waterfront paths have been added or are being built to enhance the city's overall livability and environment. In FY'13, the City will renovate an existing space and open two new parks, while also planning for a rail trail and looking forward to the spectacular new waterfront access park promised by Eastern Minerals.

### New Parks

Chelsea Commons Park - Box District Park - Island End Park  
Kayem Park - WAVE Park - KaBOOM Park  
Bellingham Hill Park - Eden's Edge - Tudor Park

## Capital Improvement Program

The City spends approximately \$5m a year on infrastructure through the Capital Improvement Program. In 2011, though, the City also committed an additional \$6m to reconstruct Washington Avenue, which will be completed in FY'13. Another \$10m is being considered for much of Broadway. The CIP is a coordinated plan for investment that supports neighborhood revitalization and economic development, enhancing municipal service delivery and providing for public safety and health. It funds investments in roadway improvements, park construction, municipal building repairs and equipment and vehicle acquisition.

### Recent CIP-Related Projects

Crescent Avenue - Jefferson Avenue - Chester Avenue  
Washington Avenue - Broadway - Spencer Avenue  
Gerrish Avenue - Spruce Street



The \$6m Washington Ave. Reconstruction Project included new streets, sidewalks and utility lines, replacing a terrible roadway surface and infrastructure that was approximately a century old.

# COMMUNITY DEVELOPMENT...

Ultimately, the City's primary concern is the general welfare of its citizens. The Community Development Fundamental is focused upon that and is less about the physical aspects of living in the city and more about the programs the City sponsors and supports, like affordable housing, domestic violence, youth, substance abuse and anti-poverty initiatives.

Frankly, the City spends relatively low amounts on direct community development services outside of the public schools. Having revealed that, the City is proud to maintain an excellent library, offer outstanding programming at a Senior Center which has achieved national accreditation and host numerous programs and activities at a Community Schools Program with more than 1,700 weekly visitors. And, with more than 50% of the City's budget going towards education, the City's dedication to offering a quality education for those who are here and ready to learn cannot be understated.



City Councillor Calvin Brown, Ron Robinson, Sandra Valentin and Mike Sandoval meet and greet at the Taste of Chelsea, an annual fundraiser to end domestic violence. Each September hundreds of people and dozens of food purveyors partake in the Chelsea Chamber of Commerce/Chelsea Domestic Violence Task Force event.

Yet, in bigger cities, more direct municipal funding is often channeled to community development or human services programs offered by municipal government. Here, instead, the City works closely with an array of community based organizations (CBOs) to leverage State, Federal and philanthropic funding for local programming needs within the community. Together, the City and its CBOs, which are among the best to be found anywhere, envision and carry-out initiatives that seek to reach each and every resident in need of assistance. Although those needs sometimes seem never ending, the energy and efforts of the local collaborations continue to make a difference in the lives of many.

## Fast Facts

- ◆ Chelsea Senior Center: 864 members, 26 programs
- ◆ Chelsea Public Library 2011 circulation: 68,529
- ◆ Chelsea Community Schools: 1,500+ participants – 125 courses – 75 CBO activities



City Manager Jay Ash reads during a story-time sponsored by the Chelsea Public Library, Raising-A-Reader and The Family Network. The Library's "Family Literacy Day" each November is one of the City's most popular events, with 800+ attending. Last year 500 students each received a backpack with 5 new books donated by sponsors of the event.

## Top Challenge: substance abuse

### Accomplishments

- ⇒ Initiated discussions with CBO partners to promote a comprehensive plan for a healthier community;
- ⇒ Assisted in transition of leadership within the School Department;
- ⇒ Supported program expansions and start-ups of CBO partners, especially around poverty, affordable housing and youth issues, and
- ⇒ Expanded funding for summer jobs.

### Goals

- ⇒ Finalize the comprehensive plan for a healthier community and work towards its implementation;
- ⇒ Advance new initiatives in the School Department;
- ⇒ Prioritize public health efforts around violence and substance abuse, and
- ⇒ Promote increased recycling.

# ...A CLOSER LOOK

Chelsea Public Schools (CPS) remains a leader in adopting visionary changes to promote student achievement. Successes include positive trends at CHS on the four-year graduation rate, the annual dropout rate (to the lowest ever recorded) and more students engaged in community internship learning experiences. Also, the Sokolowski School was named a Commendation School for increased student growth for the 2<sup>nd</sup> consecutive year.

Elsewhere, efforts continue on aligning curriculum to the newly adopted Common Core Standards. More than 20 local educators were recently State trained to continue the work of a vertical PreK-12 District Curriculum and Instruction Team (DCIT). Supporting the curriculum alignment work has been the adoption of Understanding by Design (UbD) curriculum mapping framework and common language.

CPS, in collaboration with the Chelsea Teachers' Union, was also an early adopter of the new Educator Evaluation System. CHS was the first school to use the rubric based system. Dr. Mary Bourque, Superintendent of CPS, then piloted the Principal Rubric when evaluating principals and the School Committee recently used the Superintendent Rubric to evaluate Dr. Bourque.



**The 2012 School Committee:** Standing: Angel Meza, Charles Klouder, Ana Hernandez, Carlos Rodriguez, Dr. Mary Bourque, Superintendent of Schools and Edward Ells; Seated: Lucia Colon, Jeanette Velez, Lisa Lineweaver and Rosemarie Carlisle.

Underpinning the evolution of local education is the deepening of the Professional Learning Community (PLC) initiative. PLC educators impact student achievement at the classroom level by 1) understanding and articulating what students need to learn, 2) knowing when students have learned it, and 3) knowing what to do when students have not learned it. Through the collection and examination of student work and standardized assessments, educators develop and implement action plans for further student achievement.

## THE BRIDGE TO SUCCESS

School officials have announced an ambitious agenda to fully prepare CHS student for college and career by having 21st Century Skills, High Aspirations, and Excellence in Teaching and Learning. Chelsea Public Schools is striving to achieve the following:

1. District-Wide Daily Student Attendance Rate will be 95%,
2. Chelsea High School Graduation Rate will be at 90%,
3. 75% of Chelsea High School Students will take the PSAT,
4. 50% of CHS Students in AP courses will attain a 3, 4, or 5,
5. 50% of Chelsea Students will take Algebra I in Grade 8,
6. 80% of Chelsea Students will be proficient in MCAS writing at Grade 7,
7. 50% of Chelsea Students will be proficient in MCAS Math at Grades 5 & 6
8. 50% of Chelsea Students will be proficient in Reading by the end of Grade 3, and
9. 95% of Chelsea students will enter Grade 1 ready to read.

## THE MISSION OF THE CHELSEA PUBLIC SCHOOLS IS TO ENSURE THAT:

- All Chelsea students will have opportunities to acquire the knowledge, skills, dispositions, habits of mind, and habits of character that will allow them to be productive, successful citizens of the 21<sup>st</sup> century with potential for full lives and happiness;
- The Chelsea Public Schools and the City of Chelsea will encourage every student to aspire: to summon aspiration to learn, aspiration to succeed, aspiration to an ethical and meaningful quality of life, crafted by the skills and knowledge they acquire, and especially to aspire for education and training beyond high school, and
- The educators and community leaders of Chelsea will forge and embrace a common vision about excellence in teaching: its indicators, its context, and—above all—its measures for student success.

## VALUES OF THE CHELSEA PUBLIC SCHOOL SYSTEM:

- All children can learn.
- We take students from where they are to where they need to be.
- Socioeconomic conditions cannot be barriers to student success.
- The job of all the adults in the community is to help children imagine possibilities - and then help them act to fulfill them.
- All professionals working in the system are committed to continuous improvement.
- Results matter more than intentions.
- The life and mind of every student are precious.
- The diversity of our school community is a source of strength and a resource for the educations of all learners.

# GOVERNMENT...

It's been more than twenty years since fiscal and leadership failures in City government required State intervention. To many observers, those days seem even farther in the past, as two decades of increasingly more competent management and relative financial stability through the most turbulent of economic times have not only enlivened City government but also engaged the general public. Where once it appeared that almost every decision was made behind closed doors and with only a small number of connected beneficiaries in mind, decades of open government that serves a single, "pro-Chelsea" agenda has emerged. The attitude of "for and by" all the city's people is embedded in the way City government now operates.



City Council President Leo Robinson, City Manager Jay Ash, Councillors Dan Cortell and Cliff Cunningham discuss community and government initiatives at a community input forum.

Government is a spectator sport, and local government is often the easiest to scrutinize. Surely, there are those in the community who may differ with the assertion that Chelsea is a model community, but dissenting opinions appear to be few and fewer. Supporting the municipal government's openness and responsibility are events like the Occasional Forum for Public Input and social media offerings like The Inside Scoop. The former engages scores of residents in open forums on the issues of the day, while the latter is a 1,000-person email providing "scoops" and other interesting tidbits of things happening in City government and throughout the community, often before the press knows or the local rumor mill can start speculating about them. These two examples are representative of a larger body of work that is meant to further engage residents about their opinions and provide for a municipal government that is more transparent each and every day.

Although we are decades removed from the "bad ole' days," it is important that we remind ourselves what

## Accomplishments

- ⇒ Grew the "Inside Scoop" email list to over 1,000 contacts;
- ⇒ Conducted two Occasional Forums for Community Input to engage more residents in public policy debate;
- ⇒ Received recommendations for the establishment of the Commission on Diversity and Empowerment, and
- ⇒ Created a "Welcome to Chelsea" guide.

## Goals

- ⇒ Conduct a public process on potential casino impacts;
- ⇒ Host two additional Occasional Forums;
- ⇒ Organize a "Residents Academy" for new and old residents to understand the workings of their city government, and
- ⇒ Expand social media usage.

led to the low points we experienced and why our stars are shining so brightly now. Certainly, being open, honest and transparent is important. So too is engaging our community. These qualities and many more combine to extend the tradition that earned Chelsea "All-America City" status and has others continuing to sing our praise. Part of the approach is to recognize that all is not perfect. However, that being said, making a deep commitment to make a real difference continues to help the City and all those we serve to achieve more.

## Top Challenge: citizen engagement

### Fast Facts

- ◆ City Website: [www.chelseama.gov](http://www.chelseama.gov)
- ◆ Email [jash@chelseama.gov](mailto: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

The passage below, authored by City Manager Jay Ash for his monthly contribution to the Chelsea Chamber of Commerce newsletter, highlights the role of the Chelsea City Council in overseeing the success of the City.

*With the City Council's recent adoption of its own set of goals for its current two-year terms, it's appropriate to recognize the Council for its contributions to a better City government and a more vibrant community. You see, while I often get the spotlight for things like balancing budgets, delivering new economic development projects, enhancing public safety, improving our neighborhoods, championing the causes of our people and leading an open and honest municipal government, the Council deserves a good share of the praise. Their selfless and, often, apolitical actions to promote a single, pro-Chelsea agenda, not to mention the depth of their contribution to the substance that supports that agenda, is a major reason why we are where we are, which is looking forward with much to leave behind us forever.*

*The role of the Council here in Chelsea is one of oversight. That's a role they do quite well, as collectively they ask the right questions and appropriately demand the responsible actions. Through tools like our Five-Year Financial Forecast, in subcommittee meetings with department heads and in their near constant travels into City Hall to talk with me about the issues of the day, their engagement keeps us all on our toes and adds*

*greatly to the perspective we have on the needs of our community. Never once has a Councillor asked me for an inappropriate favor and, to a person, they hold themselves to a very high and ethical standard. Although it can be a challenge sometimes to have 11 bosses, I could not ask for a better bunch to join me in leading government.*

*That oversight role aside, the Council also avoids the temptation to otherwise sit by and wait for things to happen. Instead, in a most proactive manner, and one that I am not sure is replicated in many other places, the Council comes together at the beginning of their two-year terms to adopt a set of goals for City government. Those goals are meant to let the public and, especially, my Administration know what their priorities are. The exercise, though, also helps to focus their own efforts, making sure that we are all working with the level of dedicated and coordination necessary*

**2012 City Council:** Standing: City Manager Jay Ash, Rep. Eugene O'Flaherty, Council Clerk Paul Casino, Dan Cortell, Christopher Cataldo, Matt Frank, Calvin Brown, Joe Perlatonda, Paul Murphy, Council Administrator Nancy Pantano and Sen. Sal DiDomenico. Seated: Cliff Cunningham, Paula Barton, Council President Leo Robinson, Brian Hatleberg and Giovanni Recupero.

*to impact those goals and the advancement of our community.*

*Twenty years ago, Chelsea succumbed to a relatively mild recession and municipal leadership that was not equal to increasingly more complex challenges. Fast forwarding to today, years of very wise decisions has set the City up to enjoy tremendous and almost boundless success. There are many reasons why I'm excited about Chelsea's future; its political leadership is one. The effective and altruistic efforts of the Chelsea City Council are at the very core of what is now celebrated in many corners as the "Chelsea way" of doing things. Chelsea is indeed fortunate to have a Council that makes that possible!*

## 2012-2013 City Council 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 (livability-noise-odors-trash-parking-parks)
8. Clean up Bellingham Square
9. Surface road conditions
10. Economic development
11. Community-based vision for the waterfront.



Councillors Giovanni Recupero, Joe Perlatonda and Dan Cortell talk at a Council training session.

# DID YOU KNOW?



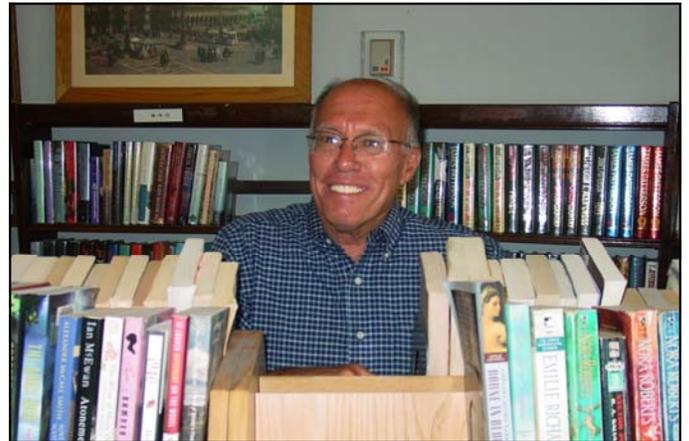
...that it's easy to be 'green' in Chelsea? If you drive an electric car, you can get it charged right here in town at Burke Oil on Eastern Avenue. Other 'green' opportunities include free recycling bins, compost bins and energy reduction programs.



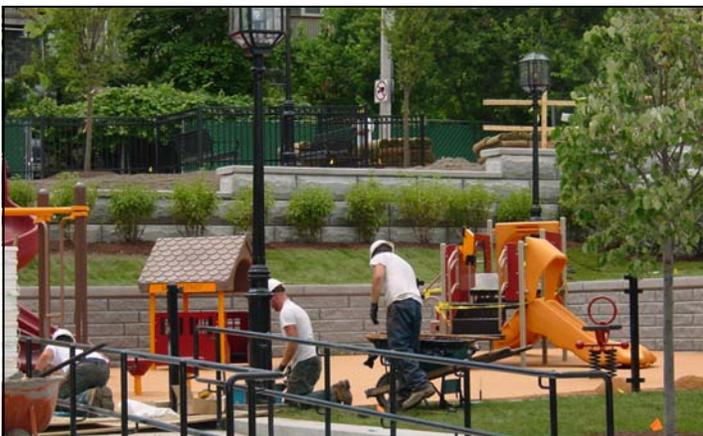
...that Chelsea has been the location for many movie shoots, including Ted (above), The Departed, Mystic River, 21, Pink Panther II, Ghosts of Girl Friends Past and Transformers, as well as Lady Gaga and Aerosmith music videos.



...that Chelsea was featured on both Channel 5's "Chronicle" and Fox 25's "Zip Trips"? Here, School Committee member Rosemarie Carlisle chats with Fox 25's Shannon Mulaire. The show highlighted local businesses, organizations and people, including Morrie Seigal as Chelsea's Hometown Hero.



...that the longest serving municipal employee is Bob Collins, Director of the Chelsea Public Library? Bob began working part-time at the library forty-one years ago while in high school. This summer marks the 20th anniversary of his becoming director.



...that Chelsea has added nine new parks in the last 15 years? Two will open in 2012, with a third slated for 2013. Chelsea ranks second in the state for the creation of new parks and open spaces.



...that Chelsea is home to a renowned microbrewery? Mystic Brewery opened in 2010 and is winning accolades for its Belgian style beers. Here, Bryan Greenhagen hosts a "Dinner & A Show" event at his brewery. Another "hot" new start-up is John Brown's Chelsea Fire Hot Sauce.

# SPOTLIGHT ON THE COMMUNITY

The community annually selects the **All-Chelsea Awards**. The 2011 awardees, described briefly below, are representative of many doing so much to advance the community cause and all those who live and work in it.

- Public Servant of the Year, **City Councillor Brian Hatleberg**, is a hard working, well-informed, and insightful councillor. He demands transparency in government and presses for effectiveness, most notably in the City's budget.
- Businessman of the Year, **Juan Gallego**, is successful in real estate and is highly regarded for his philanthropy in the community and around the world. His social consciousness is as big as his smile, and almost as big as his heart.
- Community Organization Person of the Year, **Juan Vega**, leads Centro Latino in improving education, health, and social well-being outcomes for Latinos and immigrants in the region. He is a long-time community advocate and former City Council who continues to put community first in all his efforts.
- Youth of the Year, **Elsa Nuñez**, is a terrific example of all the good that so many Chelsea kids represent. She is a success in the classroom and on the field, and is active both in and out of school.
- Adult of the Year, **Ilana Ascher**, is a terrific teacher, student adviser and afterschool coordinator, including as the founder of the Interact Club. Outside of school, she is active in numerous community initiatives. Among her recognitions is Teacher of the Year as awarded by the Rotary Club.
- Senior of the Year, **Leona Grell**, is a tireless supporter of the Chelsea Jewish Foundation and her beloved community. She extends her community spirit and keeps others connected to the city by chairing, for the last 25 years, the Grand Chelsea Reunion in Florida.
- Project of the Year, Roca's **Youth STAR**, is part of AmeriCorps and helps its high-risk young people to engage in civic participation by developing and implementing a range of community service projects focused on anti-violence and health initiatives.
- Contributing Stakeholder of the Year, the **Metropolitan Area Planning Council**, is the regional planning agency serving 101 communities in and around Boston, including Chelsea. MAPC has been instrumental in many local initiatives on planning and the delivery of municipal services.
- Lifetime Achievement awardee, **Anthony Simboli**, is the patriarch of ACS Development, the city's largest property owner. He took a chance on Chelsea in 1984 by developing a speculative office building and has never looked back. His commitment to Chelsea is reflected in the herculean effort to land the FBI regional headquarters here, as well as his support of numerous local causes, including his own Simboli Family Scholarship program.
- Lifetime Achievement awardee, **The Chelsea Record**, has, since 1890, provided a smart editorial page that congratulates when appropriate and scolds when a respected voice needs to be heard. It reminds readers of times gone by and how and why the community is where it is. Its continued coverage in the community ensures a consistent and competent record of all that is worth reading, and more.



The 2011 All Chelsea Awards Recipients

## 2010 All-Chelsea Award Recipients

Public Servant: **Dr. Thomas Kingston**

Businessperson: **Mike Falzone**

Community Organization: **Chelsea Collaborative**

Youth Resident: **Carlos Fuentes**

Adult Resident: **Catherine Maas**

Senior Resident: **Irene Malachowski**

Project: **Leonard Florence Ctr. for Living**

Contributing Stakeholder: **Richard & Susan Smith Family Foundation**

Lifetime Achievement: **Allan Alpert**, businessman, civic leader, municipal official  
**Rosemarie Carlisle**, School Committee-person and long-time educational advocate

# SPOTLIGHT ON COMMUNITY ORGANIZATIONS

The entire community is truly fortunate to be served by outstanding community based organizations that garner local, regional, statewide, national and, in some case, international acclaim. Some of those organizations include:

**The Chelsea Collaborative** ([www.chelseacollab.org](http://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 our community and its people. Whether it's developing new parks like Creekside Commons, helping youth find summer employment, addressing workers' and tenants' rights or improving local air quality, the Collaborative works with the community for positive change.

**Roca** ([www.rocainc.org](http://www.rocainc.org)—617-889-5210) is an outcomes driven, social service organization committed to serving the most high-risk young people (street/court/gang involved, drop-outs, young parents, refugees and immigrants) 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 locally, regionally, nationally and internationally, Roca programs have received extensive acclaim, including its Intervention Model, which provided intensive services to 763 young people this past year and has been touted as a national best practice.



City Manager Jay Ash, City Councillor Calvin Brown, Governor Deval Patrick, former Governor Michael Dukakis at the annual Roca Breakfast.

**The Neighborhood Developers** ([www.theneighborhooddevelopers.org](http://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 opportunity services to help families make ends meet and achieve their financial goals.

**HarborCOV** ([www.harborcov.org](http://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. HarborCOV works to create connections for those who face barriers with the resources to rebuild their lives through a continuum of options, including 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](http://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.

# SPOTLIGHT ON COMMUNITY ORGANIZATIONS

For 90 years, the non-denominational **Chelsea Jewish Foundation** ([www.cjnh.org](http://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.

**Centro Latino, Inc.** ([www.centrolatino.org](http://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. With offices in Chelsea and Cambridge, the agency offers 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.

The city's most venerable human services organization, **CAPIC** ([www.capicinc.org](http://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](http://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.



Captain Scott Peabody, City Council President Leo Robison and City Manager Jay Ash kick-off the annual Salvation Army kettle drive.

**Chelsea ASAP**, part of Bay Cove Human Services, Inc. ([baycove.org](http://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. A licensed full services substance abuse treatment clinic and Department of Public Health certified batterer intervention services provider for men and women, Chelsea ASAP's services are delivered in Spanish and English. 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.

The **Chelsea Chamber of Commerce** ([www.chelseachamber.org](http://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 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 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.

# Community Interest

## Calendar

### July 2012

- Neighborhood Developers Block Party
- Theatre in the Park

### August 2012

- Back to School Celebration
- Schools Open
- Annual Roca Talent Show
- National Night Out

### September 2012

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

### October 2012

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

### November 2012

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

### December 2012

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

### January 2013

- Community Schools Spring Course Registration
- Roca Martin Luther King Day Celebration

### February 2013

### March 2013

- Street Sweeping Begins

### April 2013

- Annual City-Wide Clean-Up
- Earth Day Observance
- Spring "Dinner & A Show"
- Community Schools Summer Course Registration

### May 2013

- Annual Roca Fundraiser
- Memorial Day Parade & Observance

### June 2013

- Celebrate Chelsea Day
- CHS Graduation
- Chelsea Art Walk
- Chelsea River Revel

## What you'll see in the next year:

- Residence Inn by Marriott opening
- Sixth Street residential project groundbreaking
- FBI groundbreaking
- New recycling totes and program
- Opening of new Box District Park
- Washington Park renovations completed
- Groundbreaking for Tudor Park
- New parking program implemented
- Welcome to Chelsea signage installed
- Washington Avenue reconstruction completed
- Eastern Minerals park opening
- Back to School shopping event held
- Environmental strategy unveiled
- Casino agreement securing local benefits
- Chelsea Commons residential groundbreaking
- Everett/Spruce intersection widened
- LED street lights installed citywide
- Plan for a healthier community finalized
- Chelsea Square Fountain rehabbed
- 160 trees planted
- Solar, self-compacting public trash bins installed
- New Zipcar location added
- Regional public health compact signed
- Continue balancing City budget
- Host Chelsea Citizens Academy



Chelsea Winter Fest is one of many community events throughout the year. Last year approximately 500 people attended for the games, food, prizes and holiday spirit. Above, actors from Chelsea High School, with the help of Santa Claus, act out *'Twas the Night Before Christmas*. To ensure that you don't miss out on events in the community, get on the City Manager's email list by sending your email address to [jash@chelseama.gov](mailto:jash@chelseama.gov).