



OFFICE OF THE PRESIDENT

CAMBRIDGE, MASSACHUSETTS 02139

May 26, 1994

The Honorable Francis H. Duehay
Chair, Housing and Community Development Committee
Cambridge City Council
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Frank:

We are pleased that you are holding public hearings on the Cambridge Growth Policy document. The process which has led to the current draft of the document has been educational and rewarding. Both Harvard and MIT participated in the community workshops, the public meetings and planning sessions, and can report that our experience in these forums was consistently positive.

When the current growth policy draft was first issued, Harvard and MIT submitted a joint letter to Mary Flynn expressing our continuing support of the process as well as our general reaction to the document. We suggested that the "Institutions" section of the draft seemed somewhat unbalanced in its portrayal of Harvard's and MIT's interaction with the Cambridge community. We believe that it did not adequately describe the economic, educational and cultural contributions that the institutions make to Cambridge. Therefore, we included an alternative "Institutions" section that we believe is more indicative of the relationships and partnerships that the educational institutions support within Cambridge.

At this time, we would like to once again submit the alternative language for your Committee's consideration. As always, we look forward to working with you as the process continues. In addition, we would like to be helpful in planning the implementation of the growth policy when it is final.

Thank you for your interest in the growth policy process. Please let us know if we can answer any questions or provide any additional information.

Sincerely,

Handwritten signature of Sarah Gallop in black ink.

Sarah Gallop
MIT

Handwritten signature of Happy Green in black ink.

Happy Green
Harvard University

cc: Mary T. Flynn, Deputy Director
Community Development Department

Growth Policy Alternative Language

10. Institutions

Institutions, such as Harvard University and the Massachusetts Institute of Technology and others, play an important role in the development and character of the City of Cambridge. In the late twentieth century, the influence of the universities and many smaller institutions is one of the identifiable forces which will define the future of the City.

Assumptions

- The major institutions will continue to be among the largest employers in the City and provide a stable economic base with employment and business activities that benefit the City as a whole. They will also continue to play a pivotal role in stimulating new private enterprises in the City.
- The major institutions will continue to provide an array of economic, cultural, health and educational benefits to the citizens of Cambridge and will reinforce the cultural diversity of the City.
- By continuing in the direction of their housing initiatives in the past, institutions have the potential to contribute significantly to the housing supply and to ameliorate the problems associated with housing affordability in the City.
- Notwithstanding their generally positive presence in the City, both socially and economically, the major institutions must be mindful of the potentially negative impacts, both financial and social, of their expansion.

Cambridge would certainly be a different place were it not home to Harvard, MIT, and the many small institutions also found here. The relationship between the City and its institutions is generally positive as witnessed in the many partnerships between the City and its institutions to achieve a variety of public goods, ranging from education to economic development. At times, when those relationships are strained, it is usually because the growth of an institution is seen to conflict with other goals in its immediate area. For the most part, when those situations arise, the institutions, their neighbors and the City engage in dialogue and communications aimed at achieving tangible benefits for the community and mutually satisfactory solutions to the outstanding problem. Over the past several years, renewed commitments have been made on the part of the institutions to maintain these dialogues and to sustain open communication with their neighbors and the larger community.

The expansion of the research role of the universities in recent decades has contributed yet another economic benefit to the City in the form of substantial new private enterprises locating in the City. This new activity is found in

recent developments sponsored by both private developers and institutions and has contributed substantially to the improved tax base of Cambridge. While the expansion of research and other activities has resulted in some properties being removed from the tax rolls, that reduction has been more than offset -- both directly and indirectly, -- by attracting related new industries to the City. Examples include Harvard University's construction of University Place and the DeWolfe Street housing in Harvard Square and MIT's redevelopment of the abandoned Simplex site into University Park for research and development, housing and commercial activities.

The substantial amount of land owned by institutions and the varied nature of the City's institutions give rise to special planning concerns. The policies and actions of institutions can come in conflict with city policies and actions. Thus there is a strong need to maintain dialogue between the City, its residents and the institutions. Central to that dialogue is the need for mutual understanding of the relationship of the major educational institutions to nearby business districts and residential neighborhoods. As the growth policy initiatives are implemented it will be important to balance all the interests of the City and to protect and nurture the City's institutional economic base, its residents who are the lifeblood of the City and the neighborhoods and business districts which serve and define daily life in the City.

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Resubmitted for consideration to the
City Council Housing & Community
Development Committee Public Hearing
May 26, 1994



September 29, 1992

Ms. Mary T. Flynn
Deputy Director
Community Development Department
City of Cambridge
City Hall Annex
57 Inman Street
Cambridge, MA 02139

Dear Mary:

I am unable to attend the September 29th Growth Policy meeting due to prior commitments but wish to submit the attached comments with respect to the draft land use policy.

Should you have any questions with regard to these comments, please do not hesitate to call.

Sincerely,



Paul B. Casey
Director of Real Estate

CESV
240/92/bmc
Enclosure

Introduction

In exploring the City's options for a future land use policy, any adopted policy should recognize the importance some areas of the City play in the economic health of the City (e.g., Alewife, Forest City, Kendall Square). As such, a land use policy should be capable of adapting to an ever-changing economy, thus not preclude economic growth opportunities. It might be best to establish flexible land use areas capable of meeting the challenge of a changing marketplace.

I. Land Use Pattern and Neighborhood Protection

Policy #1 We agree that it makes good planning sense to preserve the quality and character of neighborhoods having an identifiable and consistent built character. A sense of place should be established that takes into consideration the character of a particular area, is compatible with its surroundings, and makes the necessary transition between uses. Street and block design schemes can help to control the scale of development in residential neighborhoods by imposing dimension limits in residential areas.

Policy #2 As was noted at the last meeting, the terminology "evolving industrial areas" is misleading. It could be interpreted to mean industrial use areas are emerging when, in fact, if anything, they are vanishing. It may be more appropriate to classify such areas as opportunity zones.

Generally we agree with ~~Policy #2~~, but wish to express our concern that:

- 1) any land use/zoning policy adopted should not be so rigid that it is not capable of meeting the challenge of a changing marketplace;
- 2) policy #2, as written, can be taken to imply that the land use/zoning currently in place for the "excepted areas" is improper. We believe the current land use/zoning in place for many of these "excepted areas" is appropriate and more than adequate to address any concern that may be raised (e.g., PUDs call for orderly growth and development with community participation); and
- 3) if change is subtly being advocated in Policy #2 for the "excepted areas," it should be recognized that much of the public and private investment made to date and planned has been in reliance upon earlier changes to the land use/zoning policies. This reliance has resulted in the successful evolution of several areas of the City, thus

allowing the City and its residents to benefit and prosper.

Policy #3 We agree that diversity of land use is a healthy attribute for the City to not only retain and strengthen but to promote as well. Land use regulations must be flexible in order to promote such diversity, especially as the economy changes. However, the mix of uses, or the exclusion of uses, in different zones located throughout the City should be determined by sound planning practices.

Policy #4 As noted in our response to Policy #1, we agree that transitions between uses are necessary to clearly define the edges of residential neighborhoods. While we agree that one aspect of a land use policy should be to reinforce and protect the core area residential neighborhoods, it should be done without rendering existing businesses as non-conforming uses. The preservation and viability of current business is essential to the protection and maintenance of the City's tax base and existing jobs. Furthermore, we strongly suggest that there is no need to alter a policy of appropriate development in well-served locations (e.g., Alewife, Forest City, and Kendall Square, etc.).

II. Institutional Land Use

Policies #5, 6 & 7 Defer to Institutions to Answer.

III. Nonresidential and Opportunity Zones (redefined in Policy #2)

Policy #8 The prime determinant of the scale of development should be whether or not an area (i.e., Opportunity Zone) is one where additional development can be sustained. The availability of transit services is just one of the considerations to be assessed in determining whether or not infrastructure improvements to the area can absorb development. With regard to introducing the use of housing to areas where dependence on the automobile is greatest, we strongly believe that housing should be developed only in areas where it is appropriate for it to flourish (i.e., pursuant to the sound planning practices), and not introduced for the sake of providing housing some place, but based on a traffic mitigation justification.

Policy #9 The establishment of a land use policy takes into consideration public policy considerations, effectively incorporating such concerns into a final land use policy - includes encouraging the development of Opportunity

Zones. As for specific urban design plans, we do not believe they belong as a guiding force in a land use policy. Urban design issues should be dealt with under that section of the Growth Policy where it should state that design guidelines should be adopted pursuant to clear rules and regulations governing their adoption, modification and termination.

Reference to the "introduction" of new uses to Opportunity Zones (#3) should be taken as just that and nothing more. A property owner should be allowed to consider an alternate uses to a site and not be mandatorily made to include new uses. The market and good planning practices should be the prime determinant as to what gets built. Furthermore, with regard to phasing out uses incompatible with the City's existing and future desired development pattern (#4), who is charged with the responsibility as to what is incompatible? and, what the desired development pattern is to be.

- Policy #10 Opportunity Zones should be developed pursuant to a land use policy that makes good planning sense, promotes a healthy tax base, and is capable of adapting to changing market conditions. As such, the mix of uses, or the exclusion of uses, in Opportunity Zones should be determined by sound planning practices. Also, see Policy #3.

With regard to providing housing opportunities for those who work in the City to live in the City, we refer you to a study entitled "The Impact of Cambridge Office Development on Cambridge Housing Policies," a study prepared for the Department of Community Development, City of Cambridge, by Jerold S. Kayden and Robert Pollard, April 1988. This study revealed that only 4% of Cambridge office building employees move to Cambridge because of their jobs, which doesn't place a significant burden upon the existing housing stock in terms of availability or price/rent.

- Policy #11 Our position is that a land use policy for development that makes good planning sense, promotes a healthy tax base, and is capable of adapting to changing market conditions should be encouraged in the Opportunity Zones. Also refer to Policy #3.

IV. Special Use & Environment

- Policy #12 The inclusion of the words "those necessary or desirable uses" into the draft policy raises concerns as to their meaning. It is our hope that it is not the intent of this policy to determine what uses (i.e., business) are

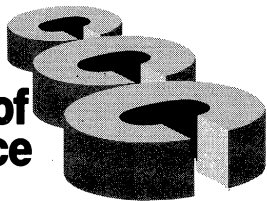
politically correct for Cambridge. We agree that uses that tend to appeal to the Cambridge community, as a whole, are very beneficial amenities, but there are other uses that, while they might only serve a segment of the community (e.g., in terms of goods or services provided), are still beneficial to the greater community. On a grandeur scale these uses benefit the City in terms of the jobs created and tax (real estate and sales) generated. As such, these other focuses should not always be viewed as being a less desirable use.

In the future, it will be business (possibly with some government assistance) adjusting to prevailing "market forces" that will be the prime determinant influencing what amenities will be necessary to attract and retain commercial enterprise to certain use districts.

V. Pace of Development and Limits to Total Development

Policy #13 We agree that the pace of development should encourage the maintenance of a healthy tax base, be allowed to adjust to changing economic conditions, and be as least disruptive as possible to the daily activities of the City's neighborhoods and residents. However, the concept tying the pace of development to consistency with the City's urban design is inappropriate under a land use policy. It should be noted that new development can be made to link very well to the existing design patterns without having to adhere to existing urban design schemes, and yet be a very pleasant experience. It is our belief that urban design considerations do not belong in a land use policy. Urban design considerations, if incorporated into a land use policy, could have the impact of master planning an area without taking into consideration the development concept of a property owner. In addition, it could be implied that urban design should be static over time when it should foster creativity. As such we feel that concepts of urban design should be dealt with under the Urban Design section rather than under the Land Use section.

It should be noted that, given technological advances with regard to alleviating problems confronting us today, any actions taken today to limit total development could, some day, prove to be equally damaging from an economic point of view. Finally, one should also keep in mind that the economy will act as a natural checks-and-balances regulator for the pace of development in the future.



May 26, 1994

To the Honorable Members of the Cambridge City Council:

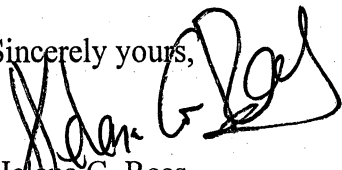
On behalf of the Cambridge Chamber of Commerce I am writing to express our continued interest in participating in the ongoing dialogue surrounding the Growth Policy Document: Toward a Sustainable Future.

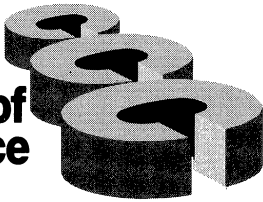
The Cambridge Chamber of Commerce greatly appreciates the efforts of the Planning Board and the Community Development Department during the workshops on growth policy, and the subsequent hearing process. These workshops provided a positive and open atmosphere for the nearly 20 members of the Chamber of Commerce who participated in interacting with Cambridge residents to discuss various public policy issues. These meetings served as a catalyst for constructive work which resulted in the realization that business, civic and residential interests share many similarities, and common ground.

While the Chamber is not in accord with the entire Growth Policy Document, nonetheless, we see the document as a useful vehicle for addressing many land use and development issues in the future. The document continues to improve through the many drafts made available since the original release of the Community Development Department's article in the Fall 1992 issue of "News Reel."

We understand that an underlying principle of sustainability is the interconnectedness of both public policy and public interests. A healthy and viable economic environment is beneficial to both the business and residential community by contributing to job development and a healthy tax base. The Chamber stands ready to continue its participation in the development of the Growth Policy Document, and the concept of sustainability.

Sincerely yours,


Helena G. Rees
Director of Public Affairs



City Council Hearing: May 26, 1994

Submitted by Helena G. Rees, Public Affairs Director

Growth Policy Document: Toward A Sustainable Future

The Cambridge Chamber of Commerce believes the Growth Policy Document is an excellent tool for providing guidance toward future development and sustainability in the City of Cambridge. As well, we believe that judicious planning practices and market forces are to be the primary determinant with regard to final growth planning.

Furthermore, the Chamber of Commerce understands that it is important to appeal to Cambridge's broad diversity. However, it is as equally important to examine the overall tax structure, job development and economic growth that result from acceptable growth projects and practices.

We believe the document intentionally needs to be kept flexible; to be viewed as an evolving document. As the needs of the City of Cambridge change, so does the perspective and needs of the document. So again, we stress the need for using it as a guidance tool. We believe the intent of the document is to act as a vehicle for guiding planners, not as a codified document, or part of the Zoning Ordinance.

Economic development and job growth are necessary for maintaining a strong tax base. Cambridge is a city which enjoys a high level of public policy and social service programs, such as health care clinics, affordable housing, youth and senior centers, maintenance of capital improvements on public schools, and keeping public libraries open. The city is close to the levy limit, and the business community is currently funding 65 percent of that levy.

The Chamber of Commerce strongly supports maintaining the high level of services available to Cambridge residents. However, it will become increasingly more difficult to fund these services unless we have a strong tax base that will provide such resources. Furthermore, without a strong and vibrant economy, it will be difficult to maintain sustainability; an important component of the Growth Policy Document. It is the Chamber's understanding that economic viability is a cornerstone of sustainability. We stand ready to actively promote policies that will maintain and improve the economic

well being of the community. The Chamber stands ready to continue its participation in the development of the Growth Policy Document and the concept of sustainability.

With that said, the Chamber suggests the need to be conduct a formal process for making changes to the document. We believe there should be a yearly meeting of the Planning Board, dedicated to reviewing the Document, followed by public forums that will also examine its content, and recommend changes.

The Chamber of Commerce recognizes the importance and contribution that the educational institutions make to Cambridge. We fully support the testimony provided by representatives of Harvard and MIT concerning the Document's section on institutions.

On a final note, last year nearly 20 members of the Cambridge Chamber of Commerce participated in the Growth Policy workshops that were graciously offered jointly by the Community Development Department and the Cambridge Planning Board. We found these workshops to be highly valuable and informative, and eagerly look forward to working with the City of Cambridge's residents, civic groups and neighborhoods, as the initiative proceeds to its final stages of development.

Urban Design / Environment / Open Space

The Urban Design Policies should allow for necessary flexibility and creativity for future construction in Cambridge. The policies should clearly indicate which entity will conduct design reviews for individual projects. The public design review process should allow for direct abutters to participate.

The Urban Design Policies should not trigger or promote future down zonings, as they would contradict previously stated policies pertaining to economic development and tax base expansion. Policy #62, more specifically, would serve to promote generic down zoning attempts. This policy must be made more flexible to accommodate differing parcels based upon their status and use (i.e. retail vs. manufacturing). Parcels that have not been currently developed should be viewed differently than existing locations.

The creation of more open space is a shared goal of the business and residential communities. In order to promote more open space, consideration must be given to potentially increased expenses associated with the creation and maintenance of such open space. Tradeoffs of floor area ratios and/or height restrictions should be considered in order to remedy these costs. The historic density requirement of Cambridge, combined with more open space creation, could severely hinder the stability and potential of the tax base.

The availability of transit (Policy #8) should be one factor in determining the potential sustainability of development in a given area. The introduction of housing in areas where automobile use is greatest conflicts with the principle that congestion and air quality are a shared problem of residential and commercial sectors. Traffic mitigation for housing development should also be considered. In addition, housing should be developed in areas where it is appropriate pursuant to sound planning practices.

Urban design plans should not be the guiding force in land use regulations (Policy #9). Design guidelines are appropriate pursuant to clear rules and regulations relative to their adoption, modification, and termination. They should be addressed in this portion of the Growth Policy dealing with Land Use (refer to Policy #13, as well). A given property owner should be given the flexibility to consider alternative sites and not be mandated to include new uses. Static urban design regulations could choke the creativity of a given developer. Good planning practices and market forces should be the primary determinants in the reaching of final decisions. Section four of this policy is unclear in its language concerning incompatibility. Who (or what part of municipal government) will judge compatibility or legislate land uses through zoning code?

Policies #10 and #11 further describe the desirability of mixed use development which should, as previously mentioned, be determined by sound planning practices. It is unclear whether or not employees seek housing opportunities in the city (See "The Impact of Cambridge Office Development on Cambridge Housing Policies," a study prepared by Community Community Development in 1988).

Policy #12 raises the question of defining "desirable uses." While it is helpful to promote growth that tends to appeal to the Cambridge culture, it is, once again, important to examine the overall tax and job creation benefits attached to a given project.

Land Use

The adopted land use policies must acknowledge the future role certain areas (Alewife, Forest City, Kendall Square, etc.) play in promoting the fiduciary health and well being of Cambridge, in the creation of employment, and in tax base expansion. The policies should be flexible enough so as to adapt to evolving economic conditions, and thus, not preclude growth opportunities. Therefore, the Chamber recognizes and supports the broad tax base concept laid out in Policy #13. Linking land use policy to urban design, however, is entirely inappropriate. Strict actions taken to limit total development could prove detrimental to the tax base and the quality of municipal service delivery in the future. In addition, market forces alone have significant and relevant impacts on land uses at given points in time.

The neighborhood protections described in Policy #1 make good planning sense, particularly in areas that have an identifiable and built-in character. Further definition of such areas should be explored with close attention being paid to character, compatibility with surroundings, and transitional buffers.

Policy #2 questions the 1993 definition of evolving industrial property. In reality, opportunities for commercial growth and use in Cambridge have diminished markedly since the recession. It is clear that these policies must adapt to given marketplace conditions. The "excepted areas" referred to in Policy #2 currently have appropriate zoning regulations that provide opportunities for community participation (i.e. PUD's). Policy #2 should not be perceived as instability in recent changes in zoning policies due to successful growth of several city areas. This growth has helped Cambridge prosper through the means of job creation and tax base expansion.

The concept of diversity in land use planning is a necessary policy to promote in the future. Policy #3, however, should be flexible enough to encourage diversity during drastically evolving economic times. Mixed uses in different areas should be examined and set forth by sound planning practices.

The transitional buffers discussed in Policy #4 are necessary in clearly defining the boundaries of a given residential neighborhood. The policy should act to protect the core residential neighborhoods without rendering existing commercial uses as non-conforming.

Housing

The rehabilitation of existing housing stock is an essential key to improving the housing conditions in Cambridge. Specifically, housing as a means to increase access to housing for varying income levels. The best method of initiating such reconstruction would be to provide incentives for landlords to improve their property and move toward a fair and equitable investment. This program should include all landlords and provide direct incentives for rehabilitation. These incentives could encourage landowners to reactivate units which now lay dormant and unoccupied due to financial constraints.

The concept of home ownership addressed in Policy #32, "encourage non-profit and tenant ownership of the existing housing stock," is a commendable one. Homeownership always functions as a stabilizing force in neighborhoods. Policy makers should seriously consider reforms that could accommodate the objective of policy #32. Home ownership should be given a great deal more attention as a policy to promote access to affordable housing.

to provide alternatives to the commuting public.

In conclusion, the Chamber fully supports the nascent circumferential transit concept. We believe this additional public transportation system will be necessary in keeping Cambridge competitive. The Chamber is currently working with the Massachusetts State Legislature on this project.

Transportation

As stated in the Summary of Comments, any Cambridge action regarding the regulation or planning of transportation policy should enable and sustain creative commerce and necessary levels of economic growth. The problem of air quality is clearly at the very least, regional. The City of Cambridge should enact policies which will ensure a level economic playing field for Cambridge and its business community. It is imperative that the city not be relegated to a competitive disadvantage. Such a level playing field would ensure that jobs and needed tax revenue not relocate to other communities.

It should be noted that the 1990 Clean Air Act specifically prohibits the relocation of air emission sources from community to another. For example, if development sprawls into the suburbs due to disproportionate noncompetitive regulations, the air quality problem will simply be relocated. Cambridge cannot address this problem in a vacuum. It would make sense to encourage development in areas where public transit options already exist, such as Alewife, Kendall, Central and Harvard Squares. This policy would be consistent with the recommendations of MAPC in the MetroPlan 2000.

Policy #14 speaks of the need to assist Cambridge employers in developing transportation programs to promote non-single occupancy vehicle forms of transit. This policy should be considered on an individual company basis with a careful need to consider the operational needs of a given firm. For example, a multi-plant operational configuration is quite different than a firm which is housed in one location. These plans should advance the goal of emission reduction without adversely affecting employment and tax base growth. These transportation demand management programs should be developed on a regional basis, as the problem of single occupant commuting is a regional one. Public transit commuting alternatives must exist prior to any mandatory transportation programs.

Policy #17 speaks to specific MBTA improvements that will provide greater non-auto access to Cambridge. We should focus on the quality and accessibility of already existing public transit options and future expansions to provide alternatives prior to removing traditional options. At a minimum, some link between North Station to Kendall Square should be seriously considered for those who already use Massachusetts' commuter rail. Express buses should be available at all Red Line MBTA Stations. Furthermore, overall investment in public transit options should be encouraged in order

The Chamber of Commerce supports the policy directed at encouraging the tourism and hospitality industries. Cambridge as a destination is clearly a concept which requires more attention from policy decision makers and community leaders. Tourist dollars spent in the city, clearly benefit employment opportunities, and enhance economic growth.

Economic Development and Employment

The Growth Policy Document addresses in broad terms the underlying development objectives and goals that the business community understands, and is in accord with. The policies should articulate a more comprehensive discussion of specific mechanisms and prescriptions that will help to foster continued growth of the private sector while supporting public policy goals.

Specifically, the Chamber of Commerce asks consideration of the following concepts:

- 1) Apprenticeship and training programs in lieu of taxes
- 2) Long and stable planning horizons
- 3) Tax incentives and a defined role in setting tax rates
- 4) Loan guarantees
- 5) Property exchanges
- 6) Flexible and innovative manufacturing development
- 7) Intra city transportation initiatives

Data from the Community Development Department suggests an anticipated rate of development to the year 2010 of 350,000 square feet per year, adding a total of 10,000 jobs. This growth would presumably occur largely in Alewife, University Park, East Cambridge, Kendall Square, Northpoint and other areas.

The City of Cambridge and its policy makers should consider to what extent they are willing to undertake a long term understanding with property owners to achieve policy objectives. We believe that the leadership in Cambridge should continue to define a partnership, rather than fueling short term regulation.

Cambridge is clearly an ideal location for economic incubation through a cooperation of the public, private and institutional sectors. Such cooperation would promote job creation, stimulate new and creative industrial development and economic justice. Such an ideal would especially cultivate smaller start-up companies, as the national economy continues to move toward smaller industries. In addition, Cambridge should aggressively create programs designed to both attract and retain larger business concerns.

City of Cambridge

The Housing and Community Development Committee held a public hearing on Thursday, May 26, 1994, beginning at 5:40 p.m. in the Sullivan Chamber for the purpose of public comment and discussion on the Growth Policy Document.

Present at the hearing were Councillor Francis H. Duehay, Chair of the Committee, Councillor Kathleen L. Born, Vice Mayor Sheila T. Russell and City Clerk D. Margaret Drury.

Councillor Duehay convened the hearing and explained the purpose. He noted that the Committee is holding a series of meetings to consider the Growth Policy Document, and he briefly reviewed the first meeting which took place on May 19, 1994. Councillor Duehay said that in general he has found this to be a very useful document, and he reviewed some questions that he had posed relative to how the document can be even more useful. He requested comment on the following questions:

1. Is the document comprehensive enough?
2. How do those policies that can be made more specific get to be more specific?
3. How can this document be made useful beyond the groups that have already participated?

Councillor Duehay said that he hopes that these hearings will result in a recommendation to the City Council and suggestions on how to have this document be maintained as a "living, breathing" policy.

Councillor Duehay then invited comments from those in attendance.

Sara Gallop, Office of Government Relations, MIT, spoke on behalf of MIT and Harvard. She said that MIT and Harvard had been involved in the Growth Policy process and were fully supportive of it. Harvard and MIT support many of the specific policies.

They have some suggestions for changes to the institutional policies. She submitted a written proposal of these changes (Attachment A) and summarized them

orally. In general, they suggest more emphasis on the economic, education and cultural contributions made to Cambridge by the institutions.

Sara Gallop said that, with the changes suggested, the policies relating to institutions are comprehensive enough. The question of implementation is complicated. Many of the policies are being implemented and are contained in the Town Gown Committee report.

Councillor Duehay asked how can we know if a particular policy has been implemented.

Sara Gallup suggested revising the document from time to time to check on progress.

Happy Green, Government Relations, Harvard University, said that both Harvard and MIT would welcome the Town Gown Committee being continued.

Councillor Duehay said that because this is a land use policy and planning document, many contributions of the institutions, which are in other areas, such as social services, are not included in the Document.

Jeff Baron, Cambridge architect, said that he was very involved in the process and supported the Chamber of Commerce's remarks which were written by Helena on behalf of Chamber member. He said that it was useful to share perspectives with members of the community; there were fewer barriers than many would have expected.

Councillor Duehay agreed that misunderstandings often arise in this community because different groups do not have or take the opportunity to talk to each other.

Paul Casey, Director of Real Estate, Commonwealth Gas Company, said that the process was very useful in allowing people to get to know each other. The Growth Policy Document is a fine product; it could use a bit of fine tuning. For example, "evolving industrial zone" is probably a misdemeanor. "Opportunity zones" might be a better choice because industry per se is no longer evolving in Cambridge. With regard to Councillor Duehay's comment about missing areas, such as social services and health care, Mr. Casey asked whether the City is really looking for a strategic plan. Those areas could be a whole separate volume entailing a great deal

of additional work. Mr. Casey also questioned whether the document should be more specific. Changes are inevitable, and he wouldn't want to see the document so specific that it would not be useful in twenty years. He submitted written remarks. (Attachment B)

Jeff Baron suggested that Jim Maloney's presentation on how a tax base provides human services could be useful. Councillor Duehay said that perhaps there could be a finance portion to Growth Policy.

Helena Rees, Cambridge of Commerce, noted that many Chamber members have told her that there was a tremendous perception of common ground that came from these workshops. Ms. Rees noted that the Chamber supports maintaining the Growth Policy Document as a flexible instrument, not as a part of the Zoning Ordinance.

Ms. Rees noted that Cambridge has some really extraordinary services, and needs a strong tax base to continue these services. The Chamber supports economic growth to maintain these services. Ms. Rees submitted recommendations on behalf of the Chamber of Commerce. (Attachment C)

Councillor Duehay said that it was his understanding that some of the motivation for proposing that the Growth Policy Document be made part of the Zoning Ordinance was frustration that the City Council had not really considered the document after it was sent to the Council. Some policies can be put into specific zoning changes; some are not conducive to such an approach.

Hugh Russell, Planning Board member, said that the neighborhood has had a very hard time coming to grips with the hospital expansion, partly because there needed to be more public process and more written policies governing such expansion. More of the City boards need to have their policies articulated and clarified, for example, the Conservation Commission.

Councillor Duehay noted that there is the question of who pulls all of these policies together.

Susan Schlesinger, Acting Assistant City Manager for Community Development, said that if more departments shared an interest in developing policies in this manner, Community Development could be a participant, as a resource, particularly in the area of process.

Happy Green said that the concept of the Growth Policy Document as guiding

principles is very useful, but the idea of it becoming part of the Zoning Ordinance is very frightening.

Councillor Duehay said that one of the areas which gets lots of attention is transportation. There is discussion in the Document about the value of jitney services, but the big question for him is how to make this happen. How can he take this document and get a list of planned actions for implementation?

Paul Casey said perhaps the City should do a strategic plan, with short-term and long-term action plans to meet specific goals. It is, however, important to recognize that the market will dictate many outcomes.

Councillor Duehay noted that the Planning Board required the Galleria jitney; the private sector did not do this on its own.

Gwen Noyes, Massachusetts Avenue, said that you cannot always count on the market for the necessary foresight. She described her work with the Cambridge Civic Forum, and noted that interconnectively is an important concept of sustainability. She added that she has worked in other communities in which part of the zoning ordinance requirements is that there be an environmental impact statement which requires that the project be discussed in terms of its impact on some basic environmental principles laid out as part of the ordinance.

Mary Flynn, Assistant Director for Community Development, said that in attempting implementation, there must be interdepartmental cooperation and consideration of what is the best City department to implement a particular project.

Councillor Duehay asked whether the Civic Forum had dealt with the Growth Policy Document. Gwen Noyes said that the Forum held a discussion at the Cambridge Library. The Forum supports the Growth Policy Document. She agrees that the critical questions are finding a way to put teeth in the Growth Policy Document and being sure that it is updated regularly.

Alicia Goldman-Angel, Sustainable Cambridge Coalition, said that the experience that this document is representing is a very good experience. It is an important first step towards a comprehensive plan. There are a lot of very good intentions in the statements, but it is a very timid way of dealing with policy. More boldness is required, along with an interdepartmental way of dealing with the questions.

Councillor Duehay noted that there must be a discussion of some other major issues that affect Cambridge, such as immigration.

Gerry Hathorne, Polaroid, stated that, along with Eric Benson of Polaroid, he was part of the Growth Policy process. They found it very valuable. He has also been part of the Growth Policy Subcommittee of the Chamber of Commerce. He noted that the policies are very general and should be used for guidance and as a planning tool. Mr. Hathorne added that the real challenge would be to go to another level. For example, in the area of housing, there is an underlying question of how many residents the City wants. Parallel to that are questions about employment, and how much growth Cambridge is willing to have to support it.

Jeff Baron said that the Chamber is working on a public relations piece for other communities, and in it, they may make use of this document. He also suggested circulating the Growth Policy Document to the schools. It was suggested that the Document be sent to Bill Tobin in the social studies department at Cambridge Rindge and Latin School.

Hugh Russell noted that some of the policies are very specific; others are very general and are concerned with how policies and areas relate to each other. He suggested that perhaps Mary Flynn could create a list that separates the policies into these categories.

Robert LaTremouille, 348 Franklin Street, noted that Cambridge has the fourth or fifth densest population in the state. He said that the policies seem to assist development. He doesn't think we should throw away the zoning ordinance, which is already excessively generous. He pointed to the example of 875 Mass Ave., and said that the Planning Board's record is not good. It is too biased in favor of development in its interpretation of zoning.

Councillor Born said that the comments have now identified several areas which have been covered. The Growth Policy Document at present is primarily a physical planning document, which is fine because growth policies relating to physical planning are essential. She noted that it is still necessary to decide whether it will be a specific action plan or general principles relating to physical planning. Councillor Born suggested that the Planning Board have a biannual process with the Board of Zoning Appeal, City Council, some other boards and commissions and the Civic Forum to evaluate project decisions that have been made and how they fit into the growth policies.

She gave the example of the two year follow up to the Rio de Janeiro Conference. Councillor Born emphasized she would not suggest that they keep changing the document to fit decisions - there is a danger of it becoming wishy-washy.

Councillor Born said they need to think about whether the use of the Growth Policy Document will be re-active or pro-active. Her recommendation for the two year review is a re-active use. They could look at each policy and list the range of possible pro-active changes.

Vice Mayor Russell agreed that Councillor Born's suggestion for the two year review would be very useful.

Councillor Duehay noted that all cities and towns make their own decisions. Different actors and elements make their own decisions, so there can never be one comprehensive plan. He observed that Cambridge has many planning boards in this City, but they do not often come together. Councillor Duehay also said that the expressions of enjoyment by the participants of the Growth Policy workshops were really quite remarkable.

Gwen Noyes said that this is an opportunity to use, or at least put out, the bolder planning principles. Alicia Goldman-Angel said that in European and Canadian cities very creative and bold planning is going on. Councillor Duehay suggested that this kind of information be made available.

Happy Green said that she agrees with Gerry Hathorn that the City has not dealt with certain basic issues, and until there is some better collective answer with regard to these basic issues, the efforts will be tinkering around the edges. The document raises those basic issues, and that is where the discussion is needed.

Paul Casey said that perhaps the group should think of themselves more as educators than as planners. He does not believe there are specific answers to those basic issues, no matter how long the issues are discussed.

Councillor Born noted the tough choices involved.

Councillor Duehay said that it requires cooperation, no one group can do it alone.

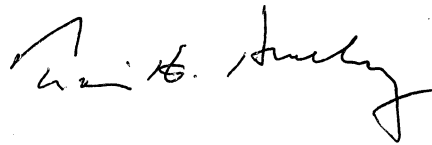
Gwen Noyes observed that cities with the toughest regulations have the best environments, such as Newton and Brookline.

Bill Zamparelli, Cambridge, spoke in support of the process, which brought out the areas in which there was agreement and the areas where there was disagreement. He said that he sees it as laying out the groundwork for further use. He is opposed to using it as a regulating tool. It should be a guideline for the Planning Board. He

added that as someone who lives and works in the community, he sees the need for a strong local economy.

Councillor Duehay thanked those present for their attendance. The meeting was adjourned at 7:15 p.m.

For the Committee

A handwritten signature in black ink, appearing to read "Francis H. Duehay". The signature is written in a cursive style with a large initial 'F' and a long, sweeping tail.

Councillor Francis H. Duehay, Chair

COMMITTEE REPORTS

Housing and Community Development
Committee Report for a hearing held on
May 26, 1994 for the purpose of public
comment and discussion on the Growth
Policy Document.

In City Council,

June 6, 1994

Report accepted
Placed on file