

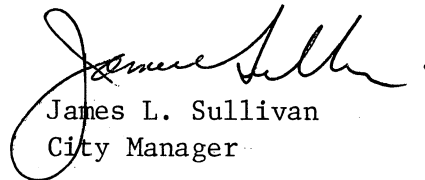
CAMBRIDGE ECONOMIC DEVELOPMENT PROGRAM PARTICIPANTS

The Chamber of Commerce will also be given resources to perform these activities but in addition will undertake the formulation of and participate in a program for attracting new business to Cambridge.

Staff representatives from each participating organization will meet weekly to coordinate their activities and to make arrangements to balance their case loads. Records of these meetings will be sent to the members of the Cabinet who will act on matters of policy, procedure or jurisdiction as they deem appropriate.

Funds for the program would come from sources within each organization supplemented by Federal CETA money for an interim period of two to three years to be negotiated on a year to year basis. Thereafter collectively or individually, the organizations involved will have to locate other sources of funds.

Very truly yours,



James L. Sullivan
City Manager

JLS/b

The purpose of this high level team is to make sure that needed assistance will be provided and that individual problems will be addressed. The presence of the City Manager and the Assistant City Manager for Administration will ensure that the various City Departments are coordinated and responsive in their dealings with the business community. The inclusion of the Assistant City Manager for Community Development and the Director of the Cambridge Office of Manpower Affairs will ensure the coordination and responsiveness of the economic development resources of the City government. The presence of the Cambridge Redevelopment Authority Chairman will facilitate the integration of Kendall Square activities with development efforts and resources elsewhere in the City. And finally, the participation of the Cambridge Chamber of Commerce and the Cambridge Community Economic Development Corporation provides needed perspectives, experience and resources from the business and community sectors.

In addition to these organizations, an Industrial Development Financing Authority is being created. The IDFA is in the final stages of formation and will be in place within a few months. The IDFA, an administrative Board enabled by State Laws, will review expansion or renovation plans of manufacturers desiring financial assistance. If the project qualifies, the IDFA will recommend that the City sponsor a tax exempt revenue bond to finance it. Bonds issued would fund industrial projects to create taxes and more jobs. The IDFA will allow the City to initiate industrial projects with reduced financing costs and other advantages, while not involving City assets nor jeopardizing its credit rating.

As shown on the attached chart the Cabinet will draw on the staff and resources of the participating public and private organizations. It will designate one of these staff members to be a staff coordinator and to act as liaison to the Cabinet. The principal role envisioned for each of the organizations is described below.

The Department of Community Development will develop and maintain a centralized source of information on available space, employment and other relevant subjects for use by all groups. The Cambridge Office of Manpower Affairs will expand its present labor related employer contact program so that it will become an all-encompassing outreach program for existing businesses. Individual firms with problems or in need of help with expansion plans uncovered through the program would have expeditors or development assistance specialists assigned to work with them. These individuals will reside in the Cambridge Office of Manpower Affairs, the Chamber of Commerce and the Cambridge Community Economic Development Corporation. The Cambridge Community Economic Development Corporation will be given funds and personnel to perform direct outreach, problem solving, development assistance and community liaison functions.



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 876-6800

EXECUTIVE DEPARTMENT
JAMES L. SULLIVAN
City Manager

January 23, 1978

To the Honorable, the City Council:

A strong economic environment is vital to the City's overall well being and its ability to address the many problems that face urban areas. Because of the central role the local economy plays in the City's health, it is important that efforts be undertaken to assure the vitality and growth of the business and industrial community in Cambridge thereby providing new job opportunities and an expanding tax base.

Now that the City is moving forward with development activities in Kendall Square and Harvard Square, it is important that the various groups concerned with economic development be more closely coordinated. In addition, given the record of the City in controlling the tax rate, the time is right for organizing an active effort to attract new business to Cambridge. Given the far-reaching implications of economic development, it is important that the coordinated activity include business and citizen participation and support. With these factors in mind, the current economic development and manpower development functions in the City have been reviewed and plans for a coordinated economic development effort have been formulated.

An Economic Development Cabinet will be created to approach the problem from a multifaceted point of view. The organizations present in the Cabinet represent a broad range of resources so that all the problems facing existing or prospective businesses can be effectively addressed. The primary role of this Cabinet is to make available and coordinate the resources necessary to assist individual business in obtaining funds, space or labor for expansion and in resolving community or municipal relations problems. The Cabinet will also advise the City Manager on economic development policy matters.

The members of the Cabinet will be: The City Manager; the Assistant City Manager for Administration; the Assistant City Manager for Community Development; the Director of the Cambridge Office of Manpower Affairs; the Chairman of the Cambridge Redevelopment Authority; the President of the Chamber of Commerce and a director from the Cambridge Community Economic Development Corporation.

S-30

Re: review of current economic development and manpower functions in the city and plans for a coordinated economic development effort; the creation of an Economic Development Cabinet consisting of the City Manager, the Asst. City Manager for Administration; the Asst. City Manager for Community Development; the Director of the Cambridge office of Manpower Affairs; the Chairman of the Camb. Redevelopment Authority; the President of the Camb. Chamber of Commerce, and a director from the Camb. Community Economic Development Corp.

In City Council,

January 23, 1978

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