

Polaroid Corporation
575 Technology Square
Cambridge, Massachusetts 02139

Polaroid

March 20, 1992

Councillor Alice K. Wolf
Cambridge City Hall
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Councilwoman Wolf:

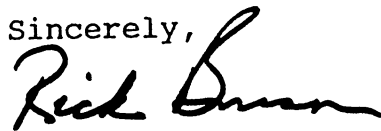
Since it was not noted in the report of the Committee on Economic Development, Training and Employment which met on March 4, 1992, and "just for the record", I would like to again make the point that I believe it to be essential that economic issues be an integral part of growth discussions.

The growth policy initiatives of the Planning Board are indicative of the fine work that has been accomplished to date to frame a policy document. However, economics are not really addressed.

It is impossible to formulate a growth policy having any significant long-term impact without a full airing of the economic issues.

I hope that a committee dealing with economics can somehow be created to "mesh" with the Planning Board's growth policy initiative and to work toward a comprehensive and meaningful long-term policy that can serve as a guide to the future growth and development of the city.

Sincerely,



Eric V. Benson
Senior Manager
Corporate Real Estate

EVB/jp

cc: Paul Dietrich, Chairman, Cambridge Planning Board
Robert W. Healy, City Manager, City of Cambridge
James P. Maloney, Jr., Assistant City Manager
for Fiscal Affairs
Michael H. Rosenberg, Assistant City Manager for
Community Development

City of Cambridge

March 16, 1992

The Committee on Economic Development, Training and Employment, conducted a public hearing on Wednesday, March 4, 1992 beginning at 5:30 P.M. in the Sullivan Chamber, City Hall. The purpose of the hearing was to discuss the establishment of a committee to deal with the future of economic development in Cambridge and to discuss the Cambridgeport Industrial Zone.

Councillor Alice K. Wolf, Chair of the Committee, opened the hearing by welcoming all those in attendance and stated that she was happy to be the new Chair of this committee because she believed that with the current economic conditions of this area, this committee and economic development in Cambridge has taken on increased importance. Furthermore, she stated that two very important issues which the committee will take up almost immediately will be training and employment for Cambridge residents in Cambridge businesses and she will look forward to working with Councillor Jonathan Myers on this particular issue, given his strong work on this issue during the past two years while he was Chair of the committee. The second issue will be the two previously adopted City Council orders which were referred to the Committee for action, calling for the appointment of two committees by the City Manager to work with the Mayor and City Council and administration and residents to develop ways to implement the insights and recommendations of a committee of experts once convened by the City Manager as well as to appoint an advisory committee, in an effort to develop a comprehensive economic development plan to maintain and attract development in Cambridge.

At this time Councillor Jonathan Myers stated that he believed with Councillor Wolf's leadership on this committee much will be done in terms of future economic development in Cambridge. He further stated that he hoped that the committee would look at the two orders and attempt to combine them into one. Furthermore, he stated that he truly believed that the employment issue is very important to the committee and city and it overlaps both the public and private sector.

At this time the Committee heard from City Manager Robert Healy who stated he concurred that to the extent possible, the two orders should be combined in one so the intent of both could be met. Furthermore, he informed the Committee that he has already advertised for positions for a reconstituted Industrial Development Financing Authority and hopes to be able to make some appointments to that board within two or three weeks. He also stated that he has committed to meeting with the Chamber of Commerce, Committee on Government Relations once a month.

you can
we add this
as an addendum
to the report.

Thanks
Alice

Councillor Wolf stated that there were a number of efforts which need to be dealt with in the area of economic development including the use of tax incentives and other tools which may be available to the city to encourage appropriate development. Furthermore, she stated that she believed that Cambridge has certain attributes that other communities do not possess and it would be vital to find a way how the city could put together a process to market our attributes in areas where it would be most profitable so that we could support present and future development, within the context of the quality of life we wish to maintain.

At this time the Committee heard from Mr. Robert Lewis, Executive Vice President of the Cambridge Chamber of Commerce, who stated that one of the biggest concerns the Chamber has is with the Growth Management Policy effort currently ongoing with the Community Development Department. Furthermore, he stated that the Chamber was also interested in and supports the council orders which were mentioned this evening. He further stated that he is aware that the Mayor has a proposal for business which he will soon unveil and he hoped that all of this can be brought together but he was somewhat confused about how it will occur.

The Committee then heard from Mr. Jacque Sultan, 875 Massachusetts Avenue, Cambridge, who stated he would like to see a comprehensive study done by the Community Development Department which will show what it is like to live and to work in Cambridge. He would like to see long range study possibly entitled "What is Cambridge".

Assistant City Manager for Community Development Michael Rosenberg stated that some of the very issues raised by Mr. Sultan will in fact be addressed by the Growth Management Policy study. The study will also include a review of issues such as transportation, housing and land use.

The Committee then heard from Mr. Alex Steinberg, 3 Clinton Street, Cambridge, who stated that some industries have had some growth within Cambridge in recent years and that manufacturing should be looked at to determine if in fact any manufacturing plant in Cambridge is a dead issue or can manufacturing be adapted to blend into Cambridge.

Councillor Myers questioned the City Manager as to what his intent is relative to the two council orders which were referred to the Committee.

The City Manager responded by stating that he would act as soon as possible on these orders, again, hoping that they would be merged into one. Furthermore, he stated that he believed it is difficult to ask anybody, given each individuals commitment, to serve on a

committee. He stated that he needs to come up with individuals who are willing to volunteer their time as well as a policy to achieve the objectives of the council orders. Furthermore, the Manager stated that he believed that some manufacturing could make sense in Cambridge, but it would have to be reviewed very carefully. Also, he indicated to the Committee that legal options should be looked at in terms of Community Development Block Grants, which would provide for loans against grants to the community.

At this time the Committee heard from Mr. Paul Casey representing ComElectric who stated he and many others would like to participate in any committee which may be formed by the City Manager, but he had thought that what he and other business people would like to see would be coming out of the work of the growth management group. He suggested that people should wait until that work is complete before appointing another body.

At this time the Committee heard from Ms. Nancy Woods, 4 Hastings Square, Cambridge, who stated that as a member of the neighborhood group who recently worked on the compromise petition for the Cambridgeport, she believed that it would very important that any group appointed have neighborhood representation.

At this time the Committee heard from Mr. Richard Benson representing the Polaroid Corporation who stated that someone needs to address the strengths and weaknesses of Cambridge while collecting all the pertinent data during the study. He further stated that people need to ask, what do businesses need in order to come to Cambridge? Knowing the type of design that would be acceptable and land cost would be very important. Furthermore, he stated that currently some types of business is no longer acceptable in Cambridge.

At this time the Committee heard from Ms. Nancy Downer a resident of Brookline Street, Cambridge, who stated that both direct and indirect R and D manufacturing should be reviewed. Furthermore she stated that the city should look at opportunities which blend into Cambridge.

Also speaking in favor of a look at growth development was Mr. Jack Dobson, representing Forest City Development 64 Sidney Street, Cambridge.

Councillor Wolf moved that it was the sense of the Committee that the two orders which were referred to it be merged into one and that the City Council be so requested and that the City Manager be requested to report back to the Committee within 4 weeks.

The motion as submitted was adopted.

At this time the Committee began its discussion relative to the Cambridgeport Industrial Zone and Councillor Wolf distributed a document entitled "Draft Agreement Between Selected Cambridgeport Landowners and the City Of Cambridge". Councillor Wolf stated that she thought it was important that the Committee discuss what other signatories might be wanted and the process for that to be done, as well as just how do we move forward and begin to make Cambridge more attractive.

Councillor Ed Cyr stated that he had some concerns with the language on page 3 of the document as it relates to what the city will be able to provide, specifically as it relates to section (a) of the document.

The City Manager stated that it was his understanding that the only signatories required on an agreement as of the date of the compromise petition were those of the City and M.I.T. Furthermore, he stated that he had not seen the document in front of the Committee before this meeting and was unsure about other parties signing on to it.

Mr. Michael Rosenberg, Assistant City Manager for Community Development in responding to a question by Councillor Wolf, that the department had not discussed the agreement with other parties, but he certainly would want to talk to everyone who would be interested or effected by the agreement, particularly land owners. He continued, that he was unsure that these people would want to become signatories to self imposed restrictions.

Councillor Myers stated that it was unclear to him that the playing field had shifted and hoped that a signed document could occur soon so that the City could move to implement the compromise.

At this time the Committee heard from Mr. Bill Cavellini, 274 Brookline Street, Cambridge, who stated he believed it made some sense prior to the signing by M.I.T. scheduled 3/12/92 meeting to talk with some land owners and business people within the area. Furthermore, he stated that the two most important issues for the people of this area were, predictability and simplicity.

Mr. Rosenberg stated that it would be very helpful if all parties who have an interest to get together at one time to review the agreement.

The City Manager agreed and stated that if that could happen, hopefully the final agreement would be signed.

Councillor Wolf stated that the Committee should discuss how it could begin to implement the procedures outlined on page 3 of the "draft" document. Specifically she referred to the section entitled "City of Cambridge Commitments" subsections (a), (b) and (e). In subsection (a), it was agreed that the final baseline report should be completed within thirty (30) days of completion of the draft report.

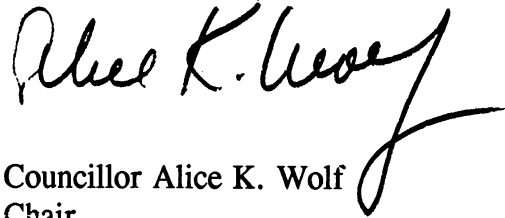
Councillor Cyr stated he agreed but again, he said he was concerned with the City's operational capacity to achieve these goals. He further stated that once all of this can happen for Cambridgeport it can be worked at the Alewife Triangle.

Councillor Wolf stated that she believed the Committee was pleased with the progress of the City to date and looks forward to the future implementation.

Councillor Myers moved adjournment.

The motion carried, and the meeting was adjourned at 7:20 P.M.

For the Committee,

A handwritten signature in black ink, appearing to read "Alice K. Wolf", with a long, sweeping flourish extending from the end of the name.

Councillor Alice K. Wolf
Chair

COMMITTEE REPORT

Report from Economic Development, Training and Employment Committee for a hearing held on March 4, 1992 relative to the establishment of a committee to deal with the future of economic development in Cambridge and to discuss the Cambridgeport Industrial Zone.

In City Council,

March 16, 1992

Report accepted
Placed on file