

CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

Tel. 876-6800

CAMBRIDGE ADVISORY COMMITTEE

George A. McLaughlin, Sr.
General Chairman

Paul J. Frank
Executive Director

March 10, 1970

City Manager James L. Sullivan
City Hall
Cambridge, Massachusetts 02139

Dear Mr. Sullivan:

This report is submitted in response to your request that the Cambridge Advisory Committee propose guidelines for future membership on the Cambridge Redevelopment Authority. Its ultimate objective is to contribute to the common good of a City rich in persons of different background and experience, and to mobilize into an on-going common effort the potential for community development which has grown out of a truly unique municipal tradition.

The Committee has heard from many interested parties and neighborhood groups. On the basis of these hearings and our own discussions, we believe that the Authority faces an entirely new phase of activity, and herewith we submit our findings.

It is difficult to define the best interests of the City for there is wide diversity of race, creed, color and economic status; a City in which those who work with their hands share so widely the concerns of those who view the future in the light of educational and technological experience; a City in which men and women, town and gown, family and political structure are brought together so closely in the struggle for community survival.

In this very diversity, however, there is a unity of purpose, a sense of common responsibility and a determination to avoid the divisiveness of partisan strife. In our consultations with many interested persons and groups during the past several weeks, we have been impressed by the wide areas of agreement which have already been reached about the important part which the Authority must play in the future of Cambridge. As we have considered among ourselves the various points of view presented, it seems clear to us that the members of the Authority are expected to be representative, discerning, and sensitive.

The Authority should be representative, first of all, not of individuals or groups as such, but of the legitimate interests which find expression in seriously orientated community action. Again, the Authority should be discerning. Its members should look beyond the symptoms of social unrest to the underlying social evils to which effective remedies can be intelligently applied. They should view existing situations in their inevitable consequences, even under contemporary pressures which cry for immediate relief. The members of the Authority should be dominated by a far-sighted prudence which will shun the protection of inertia and inactivity and explore resourcefully every possible implementation of its objectives.

Above all, the Authority should be sensitive to the dimensions and complexity of the community situations over which it has competence. The Committee strongly recommends that thought be given to the means whereby valid and fruitful communication may be maintained between the Authority and the various groups whose interests it is empowered to serve, whether through field contacts by staff representatives, regularly appointed consultations with existing organizations, or some sort of advisory committee set up for this specific purpose. The successful operation of the Authority will depend, in our opinion, on the availability to its members of reliable information about developing needs and legitimate grievances.

The Committee calls attention to the sobering fact that the Authority will exercise supervision over a \$50 million program for community development. Realistically, too, the Authority must be concerned with broadening the tax base to meet continually increasing costs of municipal operation.

Perhaps the greatest requirement of the Authority is that there be diffused throughout the City a feeling of confidence in its integrity and its capacity to function competently, especially in those areas where the need of renewal is urgent and obvious.

NEW FACTORS

The Committee has the highest respect for the work which the Authority has carried on in the first phase of planning. Its personnel has been competent, trustworthy and effective. At the same time, there is clear evidence that the City has now entered a new phase with new priorities, with aroused community participation, and with intense pressures which must be taken into account in determining the future of Cambridge.

The new situation includes the following factors:

- 1) Needs for housing for the low-income are desperate if Cambridge is to continue to be a City of homes;
- 2) Participation by citizens from low-income areas in the decision-making process as well as in planning is now a firmly established practice in the City;
- 3) Technical problems of planning have become so complex that competence in such technical matters can no longer be a necessary qualification for all members on the Authority. Technical problems must be more the concern of the staff rather than the Authority;
- 4) A vigorous initiative is now demanded of the Authority itself. In the face of other economic and political forces, effective planning to secure Federal and State funds requires imaginative initiative in the membership of the Authority; the past policy of the Authority of responding only to the initiative of the City Council and City Manager should now be abandoned in favor of more initiative by the Authority itself;
- 5) The confidence gap between the Authority and citizens in neighborhoods likely to be affected by decisions of the Authority can only be closed by some instrumentality which involves these two parties in common work.

RECOMMENDATIONS

We therefore make the following specific recommendations;

- 1) An imaginative advocate of housing for the low-income should be appointed by the Authority;
- 2) Citizens from neighborhoods and members of minority groups likely to be affected by decisions of the Authority, and who have experience in decision-making processes, should be considered for membership on the Authority;
- 3) Some, though not necessarily all, members of the Authority should be qualified by training and experience to comprehend and interpret the complex financial, legal, and technical issues which the Authority must decide;

- 4) Diversity of membership is highly desirable with due consideration of:

- geographic location of their own homes;
- economic status in life;
- sex;
- age spread;
- demonstrated concern for the whole City of Cambridge;
- ability and resourcefulness to handle the business of the Authority;

- 5) An Advisory Committee could be created to work with the Authority.

The membership should consist of:

- neighborhood people;
- representatives from industry;
- representatives from the business community.

This Advisory Committee would meet and work with the Redevelopment Authority staff as an auxiliary within which the confidence gap could be bridged, and the cooperation of neighborhoods secured.

- 6) Members shall have demonstrated that they have the trust of a sizeable portion of the community.

The judgments of the Authority should be consequent upon understanding and sympathetic dialogue. To this end, recognized integrity and common sense are no less necessary than experience and skill in dealing with community problems. The members of a well-balanced Authority will hopefully be courageous in pursuing what they perceive to be right courses of action, and, at the same time, able and willing to work with one another in the conciliation of conflicting points of view.

City Manager James L. Sullivan

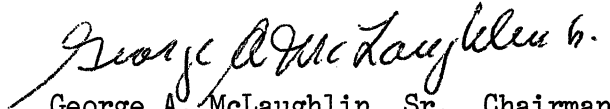
March 10, 1970

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The Authority must be competent to handle the City's renewal program; must have a knowledge of the City's present renewal needs and have the capacity to anticipate future needs; and also have a proper dedication to the solution of the municipal problems which confront the Authority.

Very truly yours,

CAC Guidelines Committee for
Future Membership on the
Cambridge Redevelopment Authority



George A. McLaughlin, Sr., Chairman

Paul J. Murphy, Vice Chairman

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John A. DeLoria

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Roger K. Evans

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Rev. Henry E. Horn

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Charles C. Nowiszewski

Most Rev. Thomas J. Riley

Alan Steinert

TO THE HONORABLE THE SECRETARY OF THE
DEPARTMENT OF THE INTERIOR
WASHINGTON, D. C.

FROM THE
SHERMAN LAND GRANT
COMMISSION

RE: THE
SHERMAN LAND GRANT
COMMISSION
REPORT
ON THE
LANDS
GRANTED
TO THE
SHERMAN
LAND
GRANT
COMMISSION
BY
ACT OF
MARCH 3, 1890
CHAPTER 122
STATUTES AT LARGE
OF THE
THIRTY-SEVENTH
CONGRESS
SECOND
SESSION
PAGES 1-10

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EXECUTIVE DEPARTMENT

James L. Sullivan
City Manager

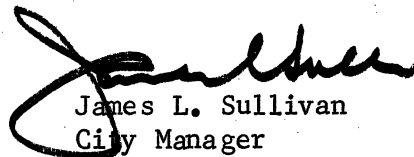
John H. Corcoran
Assistant City Manager

March 16, 1970

To the Honorable, the City Council:

I am attaching herewith a copy of the report prepared by the Cambridge Advisory Committee at my request on the guidelines for membership on the Cambridge Redevelopment Authority. This report is for the information and advice of the City Council.

Very truly yours,



James L. Sullivan
City Manager

JLS/b

COMMUNICATION
from the City Manager trans-
mitting ~~one from~~

report from the Cambridge Advisory Com-
mittee relative to guidelines for member-
ship to the Cambridge Redevelopment
Authority

March 16, 1970

3/16/1970

Referred to the
City Manager
with Request
that more definite
guidelines and
specific recommendations
be submitted to
the Council -