

TO: THE CAMBRIDGE CITY COUNCIL

FROM: THE JOINT SUBCOMMITTEES ON ECONOMIC DEVELOPMENT
AND MANPOWER AND HOUSING AND LAND USE

June 18, 1973

REPORT 2

In the course of the hearings of the Joint Subcommittee on the redevelopment alternatives at Kendall Square it has become apparent that the use of Kendall Square is only one aspect of the larger problem of economic development and manpower training in Cambridge. Accordingly, while the City Council has now expressed its policy for Kendall Square, the Joint Subcommittee believes it appropriate to present to the City Council for consideration and action a comprehensive program to meet the general community's needs in the area of economic development and manpower training. The enclosed report and attached orders are submitted for that purpose.

By vote of the Joint Committee,

Francis H. Duehay, Chairman

Walter J. Sullivan

Henry F. Owens, III

Economic Development and

Manpower Subcommittee

Saundra Graham, Chairperson

Henry F. Owens, III

Daniel J. Clinton

Housing and Land Use

Subcommittee

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Whereas the erosion of the City's economic base as evidenced by the exodus of manufacturers and other business concerns, the lack of substantial new economic development, and the high unemployment rate among the City's skilled and unskilled labor force create serious economic and personal hardships for the City's residents; and

Whereas this erosion, if left unchecked, will cause serious fiscal problems for the City; and

Whereas there exists strong evidence that many business concerns are planning to leave Cambridge; and

Whereas the Joint Subcommittee of Economic Development and Manpower and Housing and Land Use has prepared and voted favorably to transmit to the Council a report specifying policy recommendations for revitalizing the City's economic and employment base; and

Whereas the Commonwealth of Massachusetts has provided the municipalities with the enabling legislation to create an Industrial Development Financing Authority; and

Whereas other municipalities have successfully used the Commonwealth's enabling legislation to expand their manufacturing sector and thereby increase the number of jobs available to their residents;

Be it resolved that the City Council adopt the report and recommendations as submitted by the Joint Subcommittee on Economic Development and Manpower and Housing and Land Use;

Be it ordered that the City Manager be and is hereby requested to implement these policies;

Be it ordered that the City Manager be and is hereby requested to prepare for the Council's action an ordinance creating the Office of Economic Development and Manpower within two weeks of the passing of this order.

Be it ordered that the City Manager be and is hereby requested to prepare for the City Council's action the appropriate resolutions, orders, and ordinance to create an Industrial Development Financing Agency to be located in the Office of Economic Development and Manpower.

REPORT AND RECOMMENDATIONS

It is indispensable to the future of Cambridge to create and maintain within the City an adequate and balanced economic base capable of providing for the ongoing employment needs of the City's residents. Cambridge has recently experienced a painful exodus of industrial employers; this is expected to increase in magnitude and severity. The City has been unable to recruit new industrial tenants. Unemployment among the City's labor force has grown, and the proportion of unemployed non-professionals as compared to unemployed professionals has grown. There are indications that the employment base of the City will become more unbalanced and inadequate unless new actions are undertaken. The Joint Subcommittee, with the assistance of the Cambridge Redevelopment Authority (CRA) and the Planning Department, has identified many of the causes for the decay of the economic base. The many factors resulting in the employment deterioration include:

1. The general belief by employers that the environment within the City is unfavorable to industrial and commercial establishments. Their perception of a poor economic climate within the City is underscored by both the perceived and real insufficiencies of City services.

2. The high cost of locating, expanding, and doing business in Cambridge, which is a function of land and space costs, transportation costs for both employees and merchandise, labor costs, construction costs, and tax costs.

3. The nature of the New England location, which is not readily accessible to the expanding markets in the southwest and midwest.

4. Technological changes which have altered the space demands of industry to single floor space, coupled with the national trend of industry to move out of core city areas to the suburbs.

The City Council recognizes that many of these factors require national attention. Nonetheless, much can be done by the City to attain an improved employment base. To this end, the following are recommended:

1. The City Manager proceed immediately to create an Office of Economic Development and Manpower which will be directly responsible to the City Manager. The functions of this office are specified below.

2. There be created an Industrial Development Financing Authority within the Office of Economic Development and Manpower as a potential means of providing capital for the construction of facilities to attract and retain manufacturing tenants to the City.

3. The Office of Economic Development and Manpower, together with other City agencies and authorities, prepare and present an Economic Development plan in the City.

4. The City Manager proceed immediately to review all City services which affect the economic base of the City to determine how these services can be improved and operated at greater efficiencies.

The Office of Economic Development and Manpower shall have the following responsibilities:

(a) To determine and project the employment needs of the City's present and projected future population, reflecting the policy desires expressed by the City Council.

(b) To work with the Planning Department and the CRA to prepare for the City an Economic Development plan in the City.

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(c) To work with the CRA, the Planning Department and other public agencies and authorities to develop appropriate concept development plans consistent with the Master Plan for any development within the City with a potential for affecting the City's employment base.

(d) To work with the City's business establishments and with the City's agencies and authorities to improve City services and to improve the economic climate within the City.

(e) To assist present and future employers in the City to develop manpower training programs and employment procedures which will benefit the residents of Cambridge.

(f) To administer the Industrial Development Financing Authority, in order to provide the City with revenue bonding powers to finance structure rehabilitation and renewal for manufacturing tenants.

(g) To coordinate all economic development, and to be responsible for industrial recruitment, and promotional activities in the City.

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LAW DEPARTMENT

PHILIP M. CRONIN
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JOHN A. SERINO
LEGISLATIVE AGENT

June 11, 1973

TO THE HONORABLE CITY COUNCIL:

You have asked my opinion of the effect of a resolve of the City Council dated June 26, 1967, relative to Community Development Plans in the East Cambridge Neighborhood.

The provisions of the Plan E Charter provide, in part, as follows:

Chapter 43, Section 95 - "The government of the City in the general management and control of all its affairs shall, except as otherwise provided in this Chapter, be vested in a City Council, . . ."

Section 97 - "The City Council shall have and exercise all the legislative powers of the City, except as such powers are reserved by this Chapter to the School Committee and to the qualified voters of the City."

The legislative discretion of the City Council cannot be limited nor can you abrogate it or impair the power conferred upon you by law.

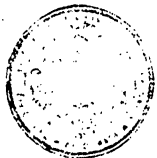
If the citizens of Cambridge are dissatisfied with your inaction on a matter, their recourse is through an initiative petition. If they are aggrieved by any measure or vote inacted by your body, their recourse is the referendum procedure.

It is, therefore, my opinion that the City Council is not obliged to follow the above-mentioned resolve, since it would constitute an abrogating of your legislative powers. You may consider, of course, any petitions from any group or groups of citizens in an advisory capacity.

Very truly yours,

Edward D. McCarthy
Edward D. McCarthy,
Acting City Solicitor

EDM:jma



City of Cambridge

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IN CITY COUNCIL

June 4, 1973

Councillor Vellucci

ORDERED:

That the City Manager be and hereby is requested to direct the Cambridge Redevelopment Authority to institute a development plan for the Kendall Square Area that will create and provide maximum blue collar jobs for Cambridge residents, and be it further

ORDERED:

That the Cambridge Redevelopment Authority submit said plan to this City Council for their consideration.

RECCOMENDATIONS ADOPTED BY CITY COUNCIL JULY 2, 1973

Various public hearings, documents prepared by the city's line agencies and authorities, as well as efforts by the City Council underscore the urgent need for an expanded job base, expanded tax base, additional low and moderate income housing, additional open space, and additional recreational space. Limitations on land and fiscal resources within the city to implement these objectives create the necessity for the City Council to establish priorities firmly and to set city-wide policies. The twenty-four acre Kendall Square Urban Renewal Area represents to the City Council the opportunity to begin to insure that the City's priorities are met by the City's operations. To this end, the Joint Committee reports the following findings and recommendations.

The Joint Subcommittee finds that:

1. It is indispensable to the future of Cambridge to create and maintain within the City an adequate and balanced economic base capable of providing for the ongoing employment needs of the City's residents. Cambridge has recently experienced a painful exodus of industrial employers; this is expected to increase in magnitude and severity. The City has been unable to recruit new industrial tenants. Unemployment among the City's labor force has grown, and the proportion of unskilled unemployed as compared to skilled unemployed has grown. There are indications that the employment base of the City will become more unbalanced and inadequate unless new actions are undertaken.

2. The twenty-four acre Kendall Square site should be regarded for the purposes of development as one continuous site. The consultant for the CRA emphasizes that development of one part of the site seriously limits development of the remainder.

3. The absence of Federal subsidies for housing and the presence of rail access and the opportunity for truck access make the site better suited for job related pursuits than for housing. The Joint Subcommittee recognizes that land for housing is scarce, but on balance feels that development aimed at creating blue collar and other non-professional jobs is more appropriate for the Kendall Square Urban Renewal Area.

4. In planning for Kendall Square, the CRA should insist on retaining maximum flexibility for truck access to the area and should favor proposals which encourage maximum use of public transportation to reach the area. Off-street parking should be included only to the minimum extent required.

5. Development of Kendall Square will inevitably produce some effect on nearby residential neighborhoods and nearby institutions, and general acceptance of a redevelopment plan cannot be expected if those affected by it do not understand and accept it. Accordingly, involvement of representatives of affected neighborhoods and institutions in the process of planning and of seeking and evaluating proposals, consistent with the primary responsibility in the CRA to oversee the redevelopment of Kendall Square, is a necessity.

The Cambridge City Council believes firmly that residents should be more completely involved in the reprogramming of the Kendall Square Urban Renewal Area. It is the intent of the Cambridge City Council that a task force be formed to advise the C.R.A. of Community concerns and interests in the preparation of revised plans for Kendall Square.

The responsibility of the task force shall include advising the C.R.A. in the development plan, review of the concept plan, review of economic, fiscal, and circulation impacts, and the establishment of criteria for and the review of any environmental impact statement. The task force shall be formed of representatives from any interested organizations, associations, or committees that have been invited to elect or otherwise designate a representative to the task force. The Mayor shall issue invitations to such groups to form the task force as the Mayor deems appropriate. *on request wa*

ORDERED:

7-2-70 Dated S.

That the City Manager be and hereby is requested to direct the Cambridge Redevelopment Authority to institute a development plan for the Kendall Square Area that will create and provide maximum blue collar jobs for Cambridge residents, and be it further

ORDERED:

That the Cambridge Redevelopment Authority submit said plan to this City Council for their consideration.

The Joint Subcommittee understands that the reference "maximum blue collar jobs" means non-professional white collar jobs as well.

(b) That the City Manager request the CRA to develop plans for the twenty-four acre area in close consultation with the Cambridge Planning Board and, when created, with the Office of Economic Development and Manpower recommended in the accompanying supplementary report of the Joint Subcommittee.

(c) That the Mayor establish the Kendall Square Task Force as outlined on the previous page. (#5 on page 2)

*See page 1 - 7 amendment - 4-5-0-7 fails
on request it was called & resolved
5-4-70 C. Dane, Due S.*

(d) That no resolution or action implementing development of any part of Kendall Square be taken by the City Council until a complete plan for the entire twenty-four acre area is presented to and accepted by the City Council.

(e) That in planning for the development of the Kendall Square Urban Renewal Area, the CRA observe the following priorities:

(i) The site should, to the maximum extent possible, be developed to meet the employment needs of present and future Cambridge residents and provide for upgrading of worker's skills and wages commensurate with the cost of living in Cambridge.

(ii) Sufficient land should be reserved on the Kendall Square site for a truck right of way, and a truck route to service the area should be planned in cooperation with the Traffic Department.

(iii) The upgrading of streets into arterials because of increased automobile traffic must be achieved without the taking of residential or commercial dwellings.

(iv) Public parking facilities on or for the Kendall Square site should be kept to the minimum amount required to satisfy the demands of industrial-commercial tenants, so that the use of public transportation is encouraged.

(f) That a progress report on the planning process and re-programming be submitted to the Subcommittee and the City Council by the CRA no later than September 1, 1973.

The Joint Subcommittee wishes to thank the private citizens, community groups, city agencies, and the CRA for the information and cooperation they provided. The Subcommittee is cognizant that the final plan for the use of Kendall Square area will require some compromises but feels confident that the purposes of the City as expressed earlier will be served.



City of Cambridge

Councillor Duehay

IN CITY COUNCIL

July 2, 1973

ORDERED:

That this City Council go on record accepting Kendall Square Report #2, as submitted by the Joint Committees on Economic Development and Housing and Land Development.

In City Council July 2, 1973.
Adopted by yeas and nays Vote
Yeas 9 Nays 0 Absent 0
Paul E. Lushy
City Clerk

C. Duehay - City Council go on record
accepting Kendall Sq. Report #2.

In City Council

July 2, 1973