

# **SUPERMARKET ACCESS IN CAMBRIDGE**

A Report to Cambridge City Council  
Community Development Department  
December 19, 1994

## **Appendices**

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### Potential Supermarket Sites

There is no easily identified site in Cambridge which can supply the required minimum characteristics for a standard supermarket site: four acres on reasonable and acceptable transportation routes. Two acre sites which may be able to serve those supermarket operators willing to develop at 15 - 20,000 SF are also in short supply. The "sites" which are discussed on the following pages are located in areas of Cambridge we have identified as being underserved. However, these "sites" are not necessarily available for sale, or under one ownership, and we do not represent that they are for sale. Certainly a large site could theoretically be assembled in many areas of Cambridge, given a sufficient time and money. However, this report does not speculate on such assemblages. Included in **Appendix A** is a site analysis of these potential sites for the development of a supermarket meeting some portion of residential areas which have been identified as having more than 25% of the households without vehicles, and no supermarket within one half of a mile. The sites discussed are the following, by neighborhood:

- Riverside-Cambridgeport
  - Elbery Ford/CELCO - 326 River Street
  - Grower's Market - 870 Memorial Drive
  - Stop & Shop - 727 Memorial Drive
  - Pat's Tow - 32 Pacific Street
  - Danica Building - 117 Sidney
  
- East Cambridge/ Neighborhood 3 & 4
  - Linpro - 208 Broadway
  
- North Cambridge
  - Patapanian - 324 Rindge Ave.
  - Martignetti - 205 Concord Turnpike
  - W.R. Grace - One Alewife Center
  - Nahigian - 2225 Mass. Ave.

The site analysis includes the following areas of information for each site discussed:

- Site information
- Site conditions
- Applicable zoning, map
- Availability
- Neighborhood Character
- Service area, with map showing 1/2 mile radius;
- Transportation

There is no one site which stands out as a perfect supermarket site in this group, although each site would serve a significant portion of a neighborhood we have identified as underserved.

- **Looking at the size of the lot**, the minimum of 2 acres is satisfied by all of the sites except the Linpro, Danica and Nahigian sites.
- **Parking spaces** in reasonable supermarket quantity exist at just a few sites: Stop & Shop; University Park; Pat's Tow and W.R. Grace.
- **A number of the sites are well located for automobile and truck access**, including Elbery Ford, Growers Market, Pat's Tow, University Park, Linpro, Patapanian and Martignetti.
- **Those sites which most directly serve an underserved neighborhood** include Elbery Ford, Stop & Shop, Linpro, Patapanian, and W.R. Grace.

Elbery Ford/CELCO Site

A. Address and Owner(s)

331 - 351 Putnam Avenue, aka 326 - 366 River Street

Plat # 128/ 4, 22, 9, 10, 11, 12      Taber Corp, 40 Court Street, Boston, MA 02108

Plat #128/5, 6, 34, 35, 52, 55, 33      Cambridge Electric Light Co, Attn: Treasury Department, P.O. Box 9150, Cambridge, MA 02142 9150

B. Site Conditions

- a. parcel size 201,590 square feet
- b. dimensions approx 569 x 316 feet
- c. building size: NA
- d. currently used as auto storage

C. Applicable Zoning

- a. Office 3 district
- b. permitted uses: residential, office and institutional  
**Supermarket permitted as-of-right: NO**
- c. FAR/GFA 3.0/604,770 square feet, with open space bonus 620,370 square feet
- d. There is no height limit
- e. There are 20 parking spaces in the inventory.

D. Availability      - Elbery Ford - Current owner pursuing use as automobile leasing site  
                             - CELCO - utility use ongoing

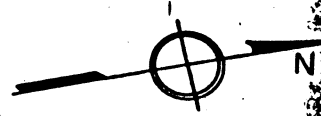
E. Neighborhood Character

- a. Surrounding uses: Immediately adjacent housing (808 Memorial Drive), and office
- b. Anticipated future character: same
- c. Special considerations: Would serve 808 Memorial Drive, with significant low and moderate income tenants

F. Relation to underserved area (see map): significant portion of Cambridgeport/Riverside

G. Transportation

- a. Motor vehicle access: - Major access would be from Putnam Avenue, River Street and Western Avenue/Putnam Avenue
- b. Existing traffic Characteristics in the area: Peak period congestion at Memorial Drive intersection with River Street and Western Avenue
- c. Truck access: Same as a:
- d. Proximity to public transportation: Bus routes 64 & 70 are adjacent to site. Day and evening service 7 days per week.



129

BLACKSTONE ST.

RIVER

ST.

PUTNAM AVE.

ALLSTON ST.

CITY OF CAMBRIDGE  
SCALE: 1"=40' DECEMBER-1977  
DIMENSIONS FROM DEED, LAND COURT  
OR LAYOUT PLANS ARE IN BRACKETS ( )  
LAND COURT MARKED L.C. ALL OTHER  
DIMENSIONS ARE MEASURED.  
DRAWN BY AL THOMPSON

127

101

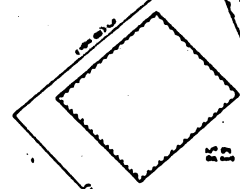
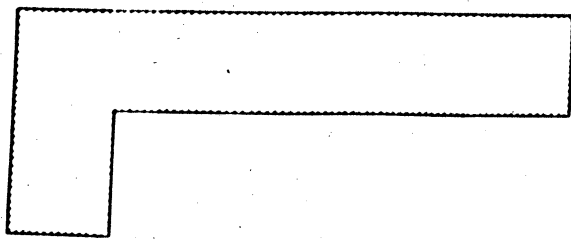
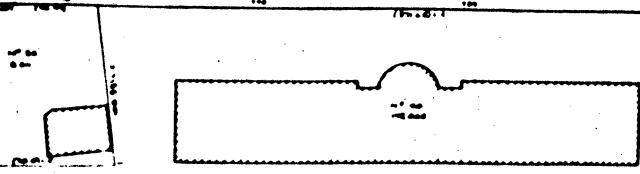
100

128

PLEASANT ST.

PLEASANT ST.

ST.



# Potential Grocery Store Sites With One Half Mile Radius



Grower's Market aka, Tree Land

A. Address and Owner(s)

870 - 893 Memorial Drive, 387 - 417 Western Avenue, and 28 - 33 Hingham Street

Plat #130/116, 1, 104, 103, 105, 106 President & Fellows of Harvard College, c/o Harvard Real Estate, Inc., Holyoke Center - Room 1000, 1350 Massachusetts Avenue, Cambridge, MA 02138 3895

B. Site Conditions

- a. parcel size 97,838 square feet
- b. dimensions 233 x 248, and 150 x 215
- c. building area approximately 80 x 20 or 1,600 square feet
- d. currently used for outdoor garden retail

C. Applicable Zoning

- a. Residence C-3 district
- b. permitted uses: residential and institutional  
**Supermarket permitted as-of-right: NO**
- c. FAR/GFA 3.0/293,514 square feet
- d. There is not height limit

- e. There are between 32 and 50 parking spaces on the lot, there are two sets of numbers in the inventory.
  - utility easement through the site.
  - Harvard also owns the lot at 381-383 Western Avenue, 130/3, consists of 2,641 square feet, currently a residential building.

D. Availability - This parcel is owned by Harvard University.

E. Neighborhood Character

- a. Surrounding uses: Residential neighborhood north and west
- b. Anticipated future character: same
- c. Special considerations: Near 808 Memorial Drive

F. Relation to underserved area (see map): significant portion of Riverside/Cambridgeport

G. Transportation

- a. Motor vehicle access - Access: Memorial Drive & Western Avenue, egress: Same, plus Hingham Street and Putnam Avenue
- b. Existing traffic characteristics in the area: Peak period congestion at Memorial Drive and Western Avenue
- c. Truck access: River Street to Blackstone to Western Avenue - in, Hingham Street out
- d. Proximity to public transportation: Routes 64 and 70 on River Street & Western Avenue; Day and evening service 7 days per week

WESTERN AVENUE

MEMORIAL DRIVE

C-3

DRIVE

130

AKRON ST

BANKS STREET

CORPORAL BURNS PLAYGROUND

ST

HINGHAM ST

131

RIVERIDE PLACE

ELMER ST

FLAGG

WALKER COURT

PUTNAM AVENUE

AVE



CITY OF CAMBRIDGE

**Potential Grocery Store Sites  
With One Half Mile Radius**



## Stop & Shop

### A. Address and Owner(s)

727 - 756 Memorial Drive, 179 - 185 Magazine Street, and Riverside Road

Plat #100/62, 79, 92, 73, 67, 78, 72, 81, 82, 83,

Frager, Albert S., et al, Trustees of Memorial Realty Trust P O Box 369, Tax Dept. 8th Floor,  
Boston, MA 02101

Riverside Road          City of Cambridge

### B. Site Conditions

- a. parcel size 160,060 square feet (217,448 square feet includes the Residence C area and Riverside Road)
- b. dimensions approximately 383 x 514 feet
- c. building area
- d. currently used as vacant retail

### C. Applicable Zoning

- a. Business A district with one portion in the Residence C
- b. permitted uses: residential, institutional, office, laboratory, and retail, in the Res C district only residential and some institutional by special permit.

**Supermarket permitted as-of-right: YES in the BA Zone; NO in the RES C Zone**

- c. FAR/GFA 1.0/160,060 square feet with 178,152 square feet of residential allowed at 1.75 FAR, the entire site rezoned would allow for 217,448 square feet of residential.
- d. The height limit for nonresidential uses would be 35 feet, and 85 feet for residential.
- e. There are 212 - 236 parking spaces in the inventory.

### D. Availability - owner seeking tenants for two buildings on site

### E. Neighborhood Character

- a. Surrounding uses: residential on north, Memorial Drive on south, Morse Elementary School on east
- b. Anticipated future character: same
- c. Special considerations: immediately adjacent residences; close to 808 Memorial Drive

### F. Relation to underserved area (see map): significant portion of Cambridgeport/Riverside

### G. Transportation

- a. Motor vehicle access: Magazine Street & Memorial Drive
- b. Existing traffic characteristics in the area: Congestion along Memorial Drive
- c. Truck access: Magazine Street and Pleasant Street, Memorial Drive must be permitted by MDC
- d. Proximity to public transportation: Nothing adjacent to site, Routes 47, 64 & 70 at least 1/4 mile away.

CHARLES RIVER

128

CITY OF CAMBRIDGE

DIMENSIONS FROM DEED OR LAYOUT PLANS ARE IN ( )  
ALL OTHER DIMENSIONS SHOWN ARE MEASURED  
AREAS TITLED BY LAND COURT ARE MARKED L.C.  
SCALE 1"=40' JAN. - 1971

DRIVE

PLEASANT DRIVE

MEMORIAL

RIVERSIDE ROAD

GORDON PL.

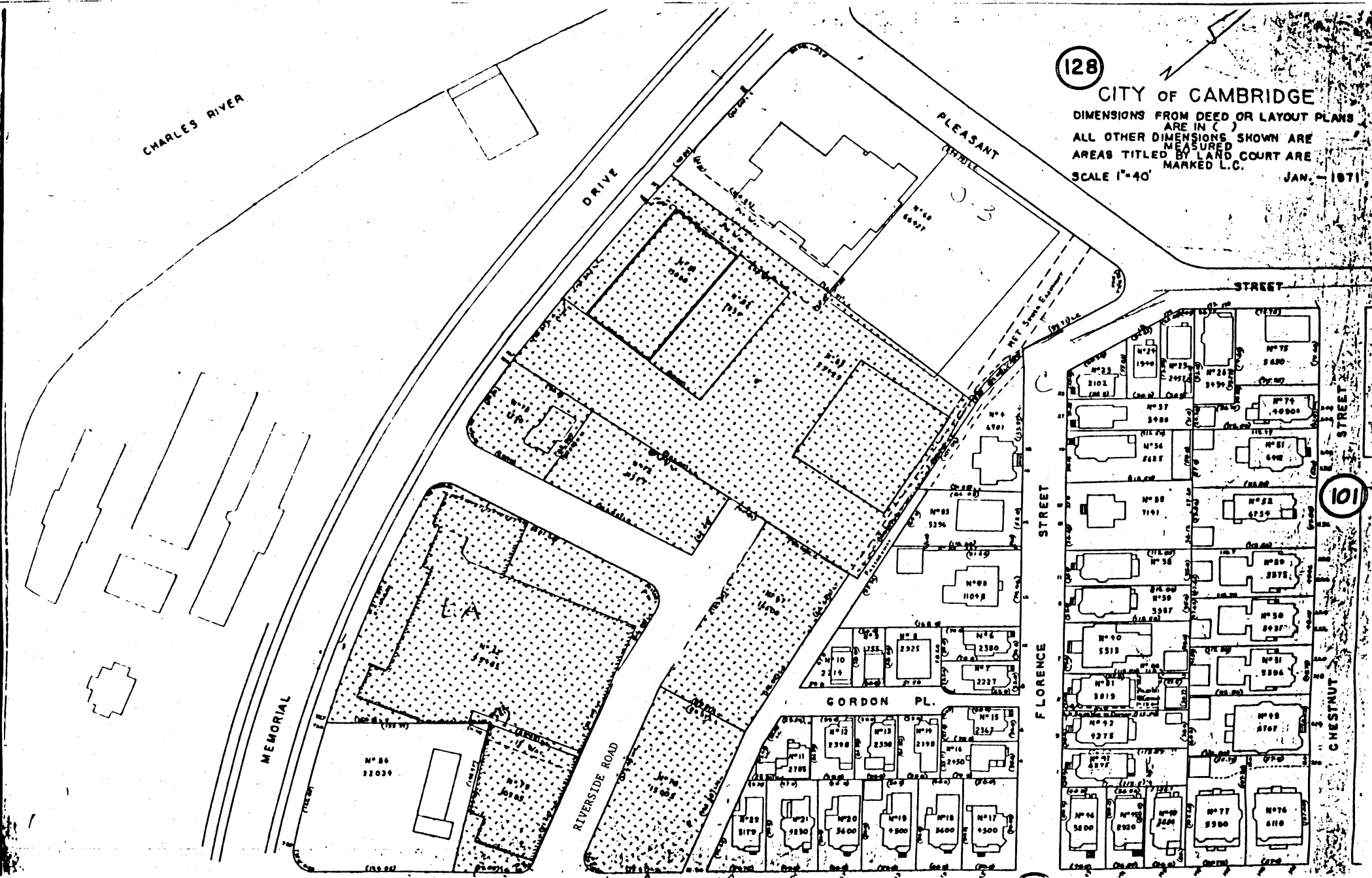
FLORENCE STREET

STREET

STREET

CHESTNUT STREET

101



# Potential Grocery Store Sites With One Half Mile Radius



Pat's Tow

A. Address and Owner(s)

32 - 68 Pacific Street, Waverly Street, 98 - 120 Sidney Street

Plat #67/29, 44      Massachusetts Institute of Technology, c/o Office of the Treasurer, 238 Main Street, Suite 200, Cambridge, MA 02142

B. Site Conditions

- a. parcel size 138,176 square feet
- b. dimensions 350 x 475
- c. building area vacant
- d. employee parking lot

C. Applicable Zoning

- a. Special District 8/Industry A-1 district
- b. permitted uses include residential, institutional, office, retail, light and heavy industry  
**Supermarket permitted as-of-right: NO (see 17.82.b)**
- c. FAR/GFA 1.25/173,395 square feet for other uses  
(1.75 for dormitory use)
- d. There is a 60 foot height limit
- e. This lot is now being used for employee parking for 317 spaces.

D. Availability - M.I.T. plans to use site at future date, possibly for student housing

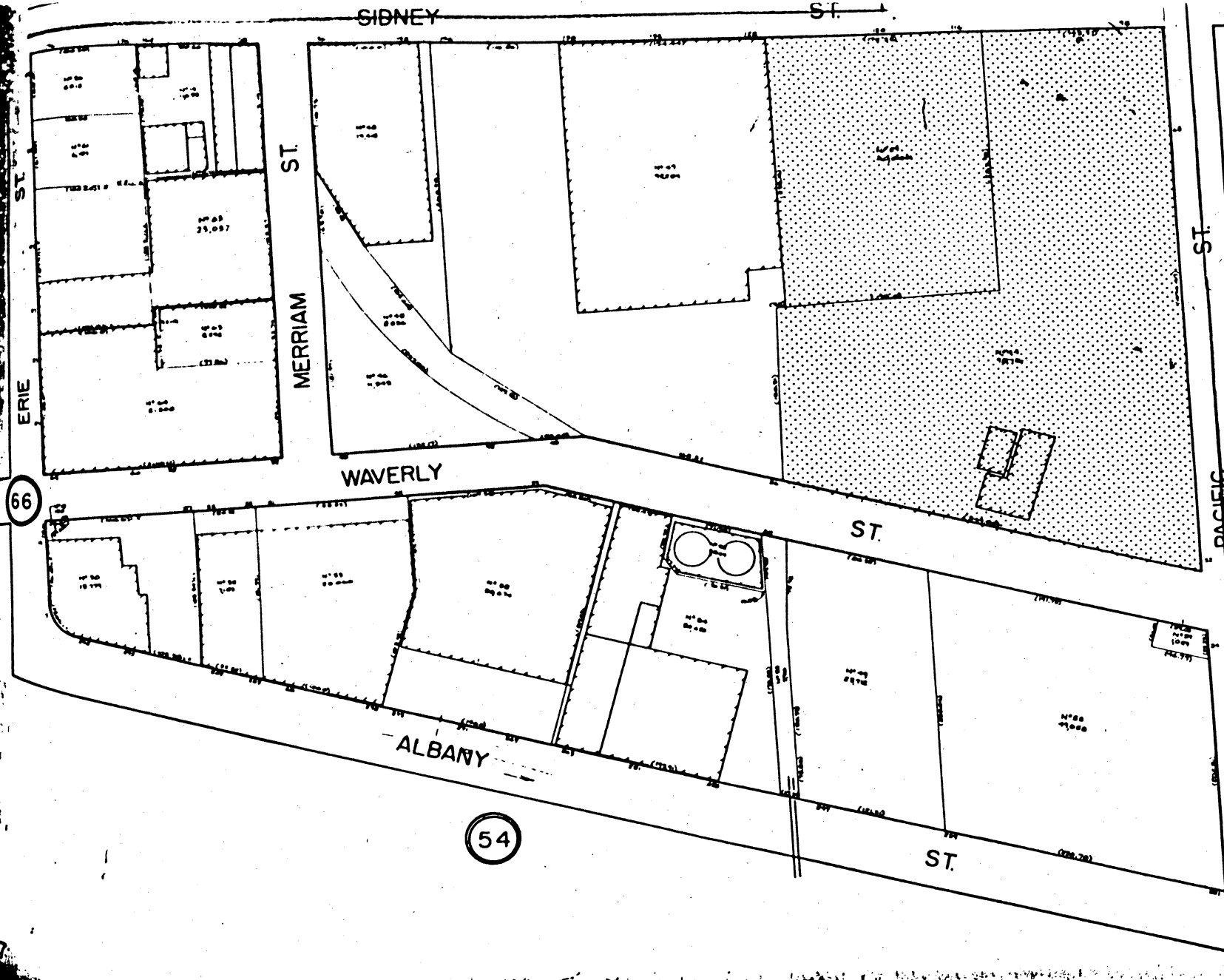
E. Neighborhood Character

- a. Surrounding uses: older industrial area; new park diagonally across Sidney
- b. Anticipated future character: new residential concentration with Brookline Street Housing
- c. Special considerations: close to MIT, Central Square

F. Relation to underserved area (see map): would serve edges of underserved areas of Cambridgeport and Area 4

G. Transportation

- a. Motor vehicle access: Landsdowne & Sidney & Waverly Streets
- b. Existing traffic characteristics in the area: Will become more congested as University Park builds out.
- c. Truck access: Same as a:
- d. Proximity to public transportation: Route 47 is one block away going towards Central Square, and two blocks away



66

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69

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LANDSDOWNE

PURRINGTON

CITY OF CAMBRIDGE  
 SCALE 1"=40' FEBRUARY-1879  
 DIMENSIONS FROM DEED, LAND COURT  
 OR LAYOUT PLANS ARE IN BRACKETED  
 LAND COURT MARKED L.C. ALL OTHER  
 DIMENSIONS ARE MEASURED  
 DRAWN BY AL THOMPSON

# Potential Grocery Store Sites With One Half Mile Radius



Tudor and Emily Street, aka, Danica Site

A. Address and Owner(s)

117 - 135 Sidney Street

Plat #95/49, 53 U. Corp, c/o Rizika Realty Corp, 36 Edgehill Road, Brookline, MA 02146

Plat #95/60 Edward S. Stimpson, et al, Trustees U/W of Harry S. Stimpson, c/o Meredith & Grew, Agent, 160 Federal Street, Boston, MA 02110

B. Site Conditions

- a. parcel size 35,582 square feet
- b. dimensions 190 x 190
- c. building area: 17,000 square feet
- d. currently the building is vacant

C. Applicable Zoning

- a. Special District 10/Residence C
- b. permitted uses: residential, institutional, existing office, existing laboratory, existing retail and light industry

**Supermarket permitted as-of-right: NO**

- c. FAR/GFA .6/21,349 square feet with an open space bonus of 4,606 square feet plus a special permit bonus for affordable housing
- d. The permitted height is 60 feet.
- e. There are between 20 and 34 parking spaces in the inventory for this site.

D. Availability - Owner seeking tenant for building

E. Neighborhood Character

- a. Surrounding uses: older industrial area; new park across Tudor Street
- b. Anticipated future character: significant new residential concentration with Brookline Street Housing
- c. Special considerations: near MIT, Central Square

F. Relation to underserved area (see map): would serve edges of underserved areas of Cambridgeport and Area 4.

G. Transportation

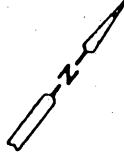
- a. Motor vehicle access: Sidney Street with Tudor & Emily Streets and Brookline Street
- b. Existing traffic characteristics in the area: Not presently heavily trafficked. Will become more congested as University Park builds out.
- c. Truck access: Same as a:
- d. Proximity to public transportation: Route 47 is near with daytime and evening service 7 days

93

# CITY of CAMBRIDGE

Scale: 40

DIMENSIONS FROM PLETS, LAND COURT, OR LAYOUT PLANS ARE IN BRACKETS ( ) LAND COURT IS PARCEL - L.C. - ALL OTHER DIMENSIONS ARE MEASURED.  
DRAWN BY F. WILBER 3/77



97

1132 8/11

VALENTINE ST.

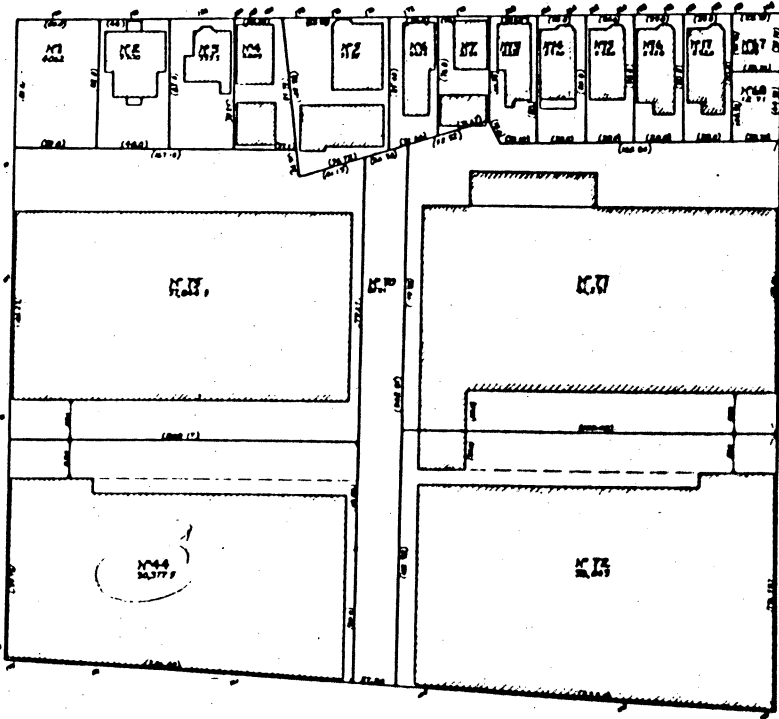
DECATUR ST.

94

LOPEZ ST.

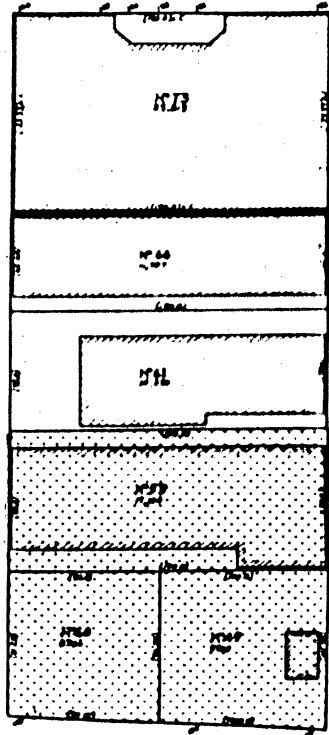
96

ERIE ST.



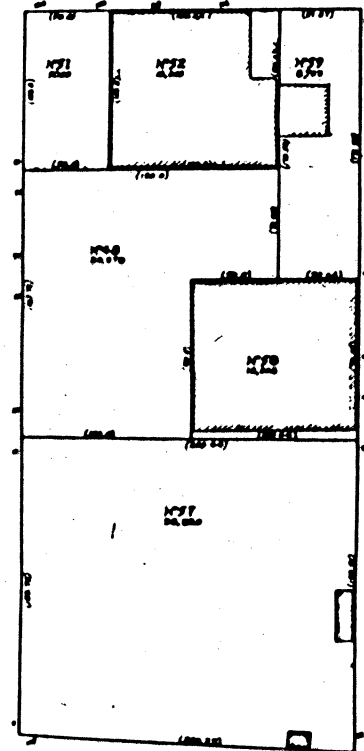
BROOKLINE ST.

EMILY ST.



ST.

TUDOR ST.



PACIFIC ST.

66

MERRIAM ST.

SIDNEY

67

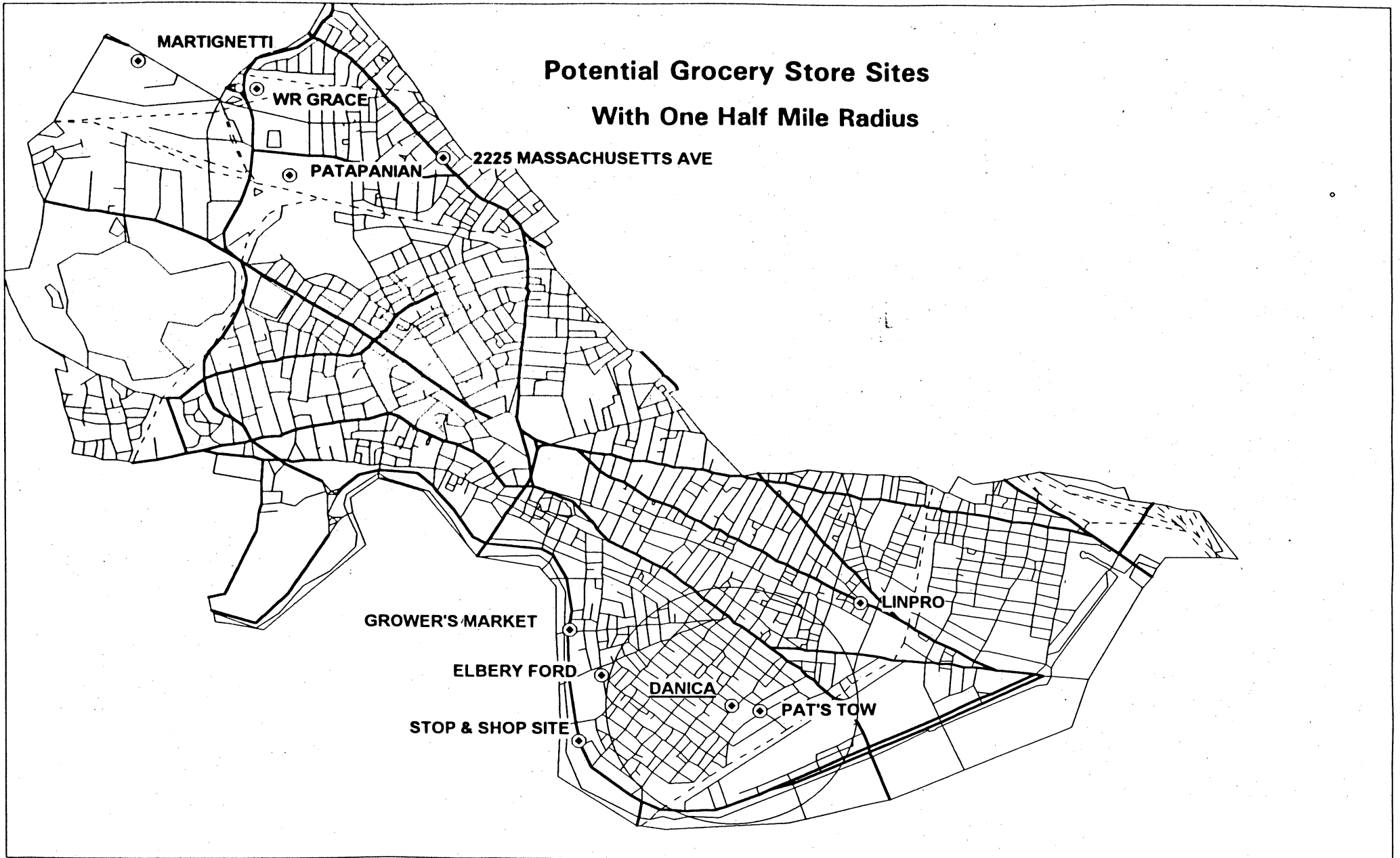
92

95

69

95

# Potential Grocery Store Sites With One Half Mile Radius



LinPro aka 210 Broadway

A. Address and Owner(s)

208 - 210 Broadway, 78 - 107 Moore Street, 139 Harvard Street

Plat #42/96, 77 LinPro Cambridge Offices, I Limited Partnership, P O Box 279, 101 Morgan Lane  
Plainboro, NJ 08536

B. Site Conditions

- a. parcel size 46,461 square feet
- b. dimensions approximately 151 x 297 feet
- c. this site is currently vacant

C. Applicable Zoning

- a. Industry A-2 zoning district
- b. permitted uses: residential, institutional, office, retail and light industry  
**Supermarket permitted as-of-right: by Special Permit from BZA**
- c. FAR/GFA 4.0/185,844 square feet
- d. The height limit is 70 feet.
- e. This site has 185 parking spaces in the inventory.

D. Availability - no use currently planned

E. Neighborhood Character

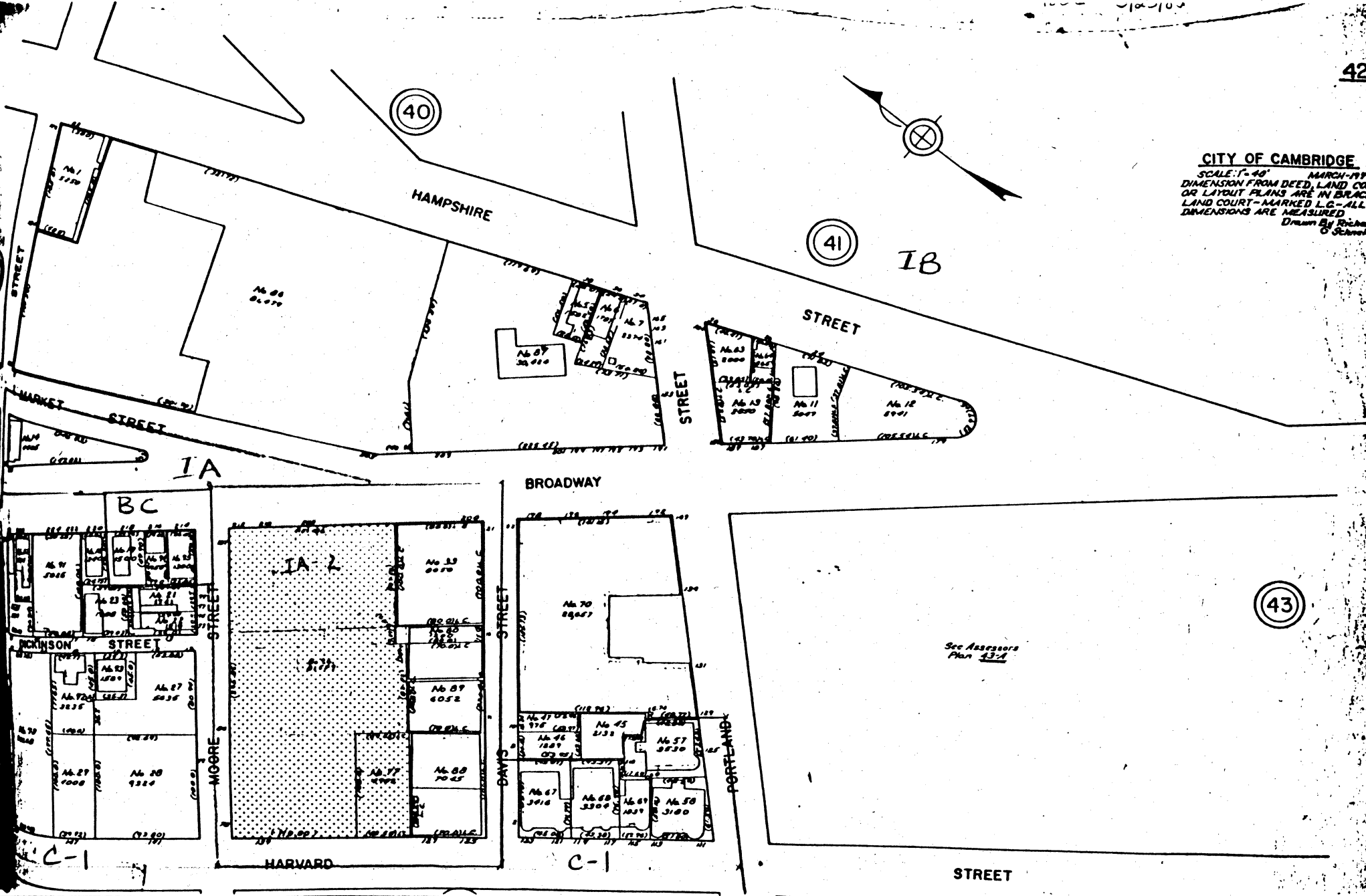
- a. Surrounding uses: low density and high density residential
- b. Anticipated future character: same
- c. Special considerations: only site suggested for Area 4

F. Relation to underserved area (see map): significant portion of Area 4

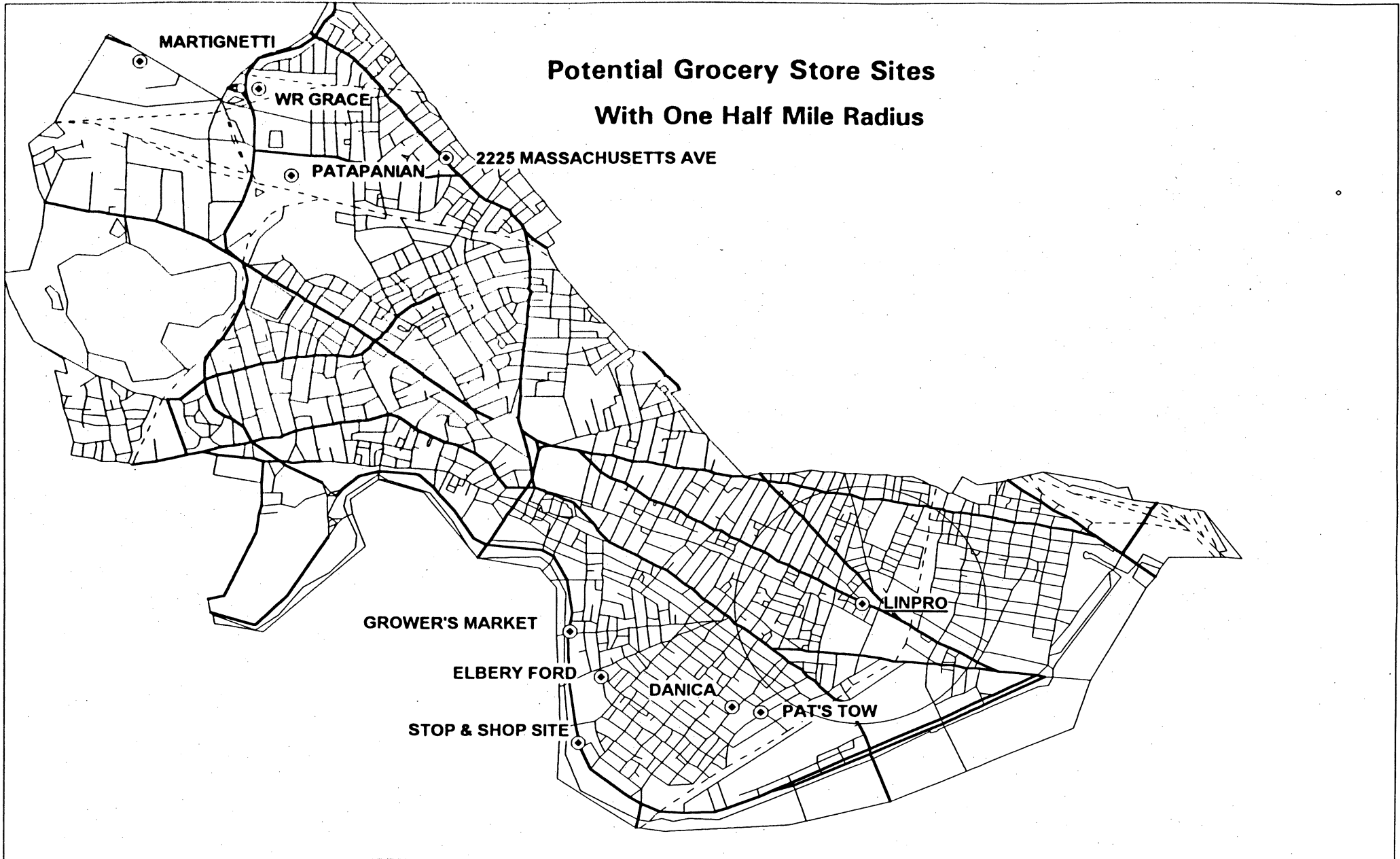
G. Transportation

- a. Motor vehicle access: Broadway, Harvard and Portland Street
- b. Existing traffic characteristics in the area: Peak period congestion at Broadway/Hampshire streets intersection
- c. Truck access: same as a:
- d. Proximity to public transportation: Route 85 on Hampshire Street provides daytime and evening service 7 days per week.

**CITY OF CAMBRIDGE**  
 SCALE: 1" = 40' MARCH 1977  
 DIMENSIONS FROM DEED, LAND COURT  
 OR LAYOUT PLANS ARE IN BRACKETS  
 LAND COURT-MARKED L.C.-ALL OTHER  
 DIMENSIONS ARE MEASURED  
 Drawn By Richard  
 O. Schneiderman



# Potential Grocery Store Sites With One Half Mile Radius



2225 Massachusetts Avenue

A. Address and Owner

2225 - 2235 Massachusetts Avenue, Day Street, Henderson Place (right of way 15' x 251')  
Plat #182/38, 85, 84 Harold Nahigian, 72 Hosmer Street, Suite H, Marlboro, MA 01752

B. Site Conditions

- a. parcel size 40,595 square feet
- b. dimensions 241 x 100, and 131 x 148
- c. building area: NA
- d. currently used as outdoor garden retail.

C. Applicable Zoning

- a. Business A-2 241 x 100 = 24,100 square feet  
(North Mass Avenue Overlay District)  
Residence B district 131 x 148 = 19,388 square feet
- b. permitted uses in the BA-2 are residential, retail and office; in the Residence B is residential  
**Supermarket permitted as-of-right: YES in BA-2; NO in Res B**
- c. FAR/GFA BA-2 1.75/24,100 square feet nonresidential use and 18,075 residential use  
Res B .5/9,694 square feet
- d. In the Business A-2 district the height limit is 45 feet, in the Res B it is 35 feet.
- e. This site has 24 parking spaces in the inventory.

D. Availability - owner currently proposing Walgreens for site

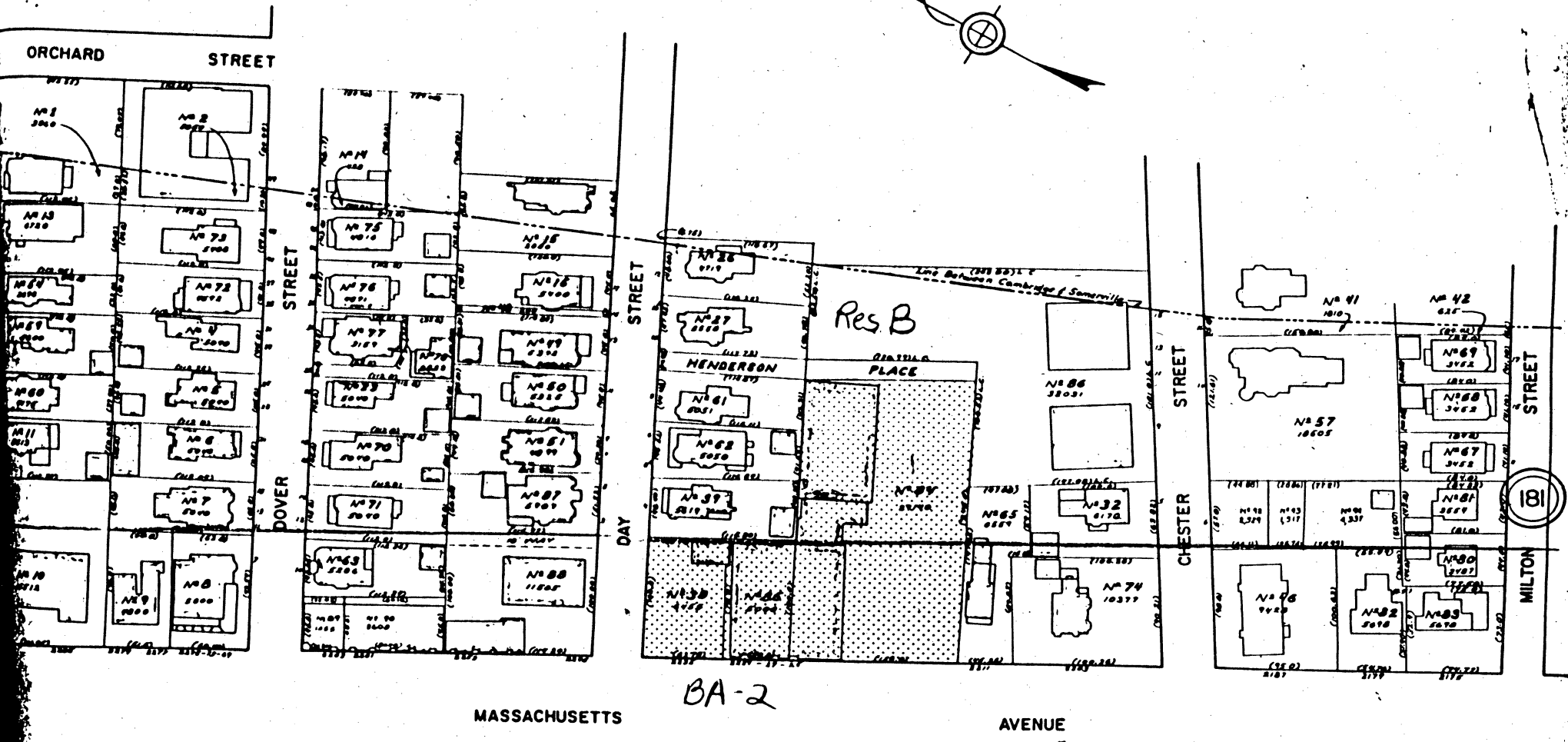
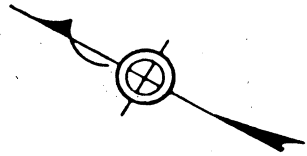
E. Neighborhood Character

- a. Surrounding uses: low density residential
- b. Anticipated future character: same
- c. Special considerations: immediately adjacent to residential buildings

F. Relation to underserved area (see map): would serve edges of North Cambridge underserved area

G. Transportation

- a. Motor vehicle access: Mass. Ave., Dover and Day Streets, Rindge Ave.
- b. Existing traffic characteristics in the area: Some peak period congestion on Mass. Ave.
- c. Truck access: Mass. Ave.
- d. Proximity to public transportation: Route 77 & 77A on Mass. Ave. provide excellent service 7 days per week during both daytime and evening. route 83 is a short distance away.



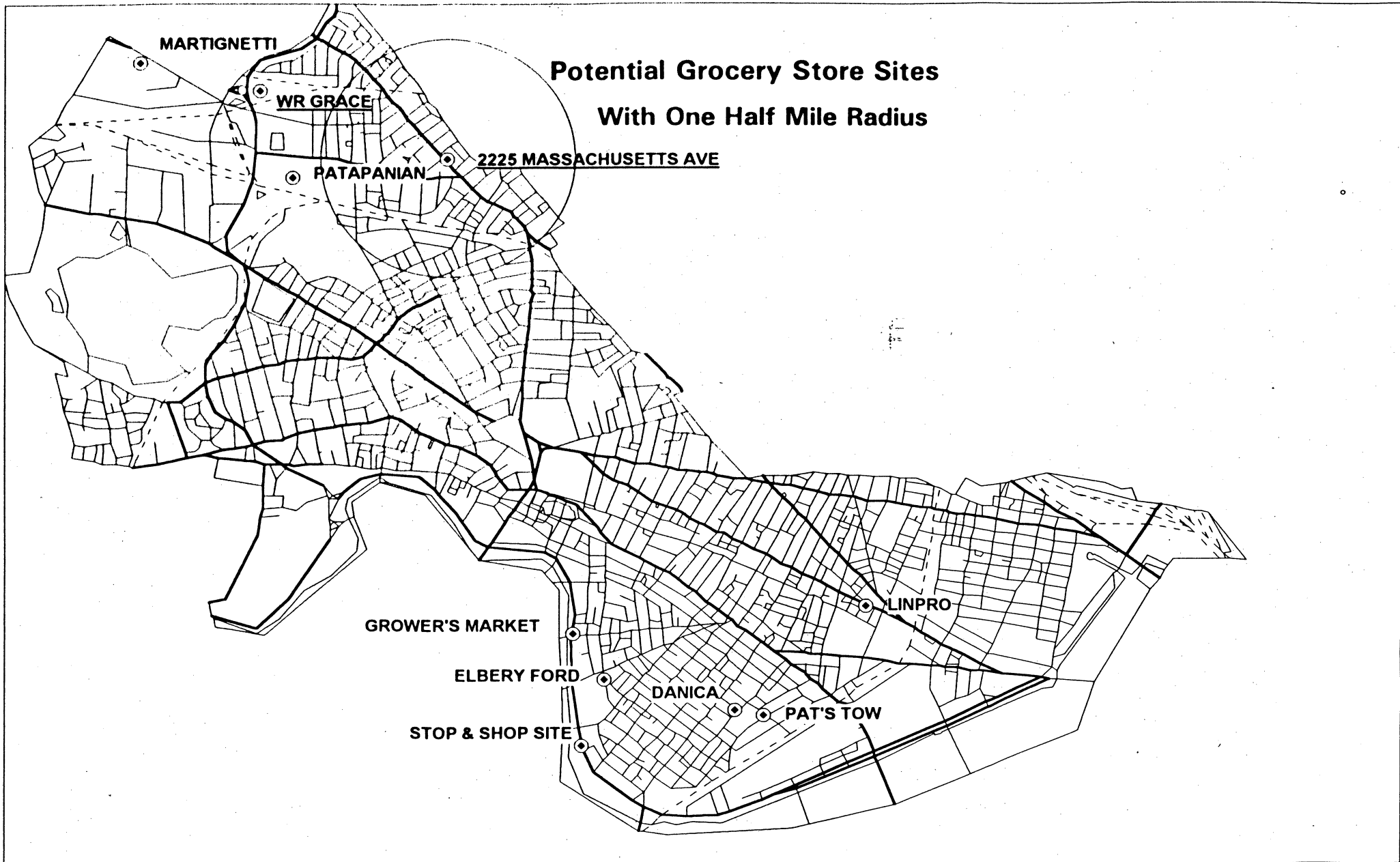
**CITY OF CAMBRIDGE**  
 Scale: 1"=50' June 1977  
 Dimensions From Deed Land  
 Court or Layout Plans Are In  
 Brackets; Island Court Marked  
 & C. All Other Dimensions Are  
 Measured  
 Drafted By [Signature]

196

198

199

# Potential Grocery Store Sites With One Half Mile Radius



324 Rindge Avenue aka Patapanian Site

A. Address and Owner(s)

324 Rindge Avenue

Plat #268A/40, 41, and 42, Edward Patapanian, 52 Stony Brook, Belmont, MA 02178

B. Site Conditions

- a. parcel size 152,207 square feet
- b. dimensions 200 x 200 feet
- c. building size 40,000 square feet
- d. currently used as mixed industrial

C. Applicable Zoning

- a. Industry A-1
- b. permitted uses: residential, office, retail and light industry  
**Supermarket permitted as-of-right: by Special Permit from BZA**
- c. FAR/GFA 1.25/190,251 square feet
- d. The height limit is 45 feet.
- e. There are approximately 30 parking spaces in the inventory. The supermarket use is a special permit from the Board of Zoning Appeal.

D. Availability - currently leased to automotive uses

E. Neighborhood Character

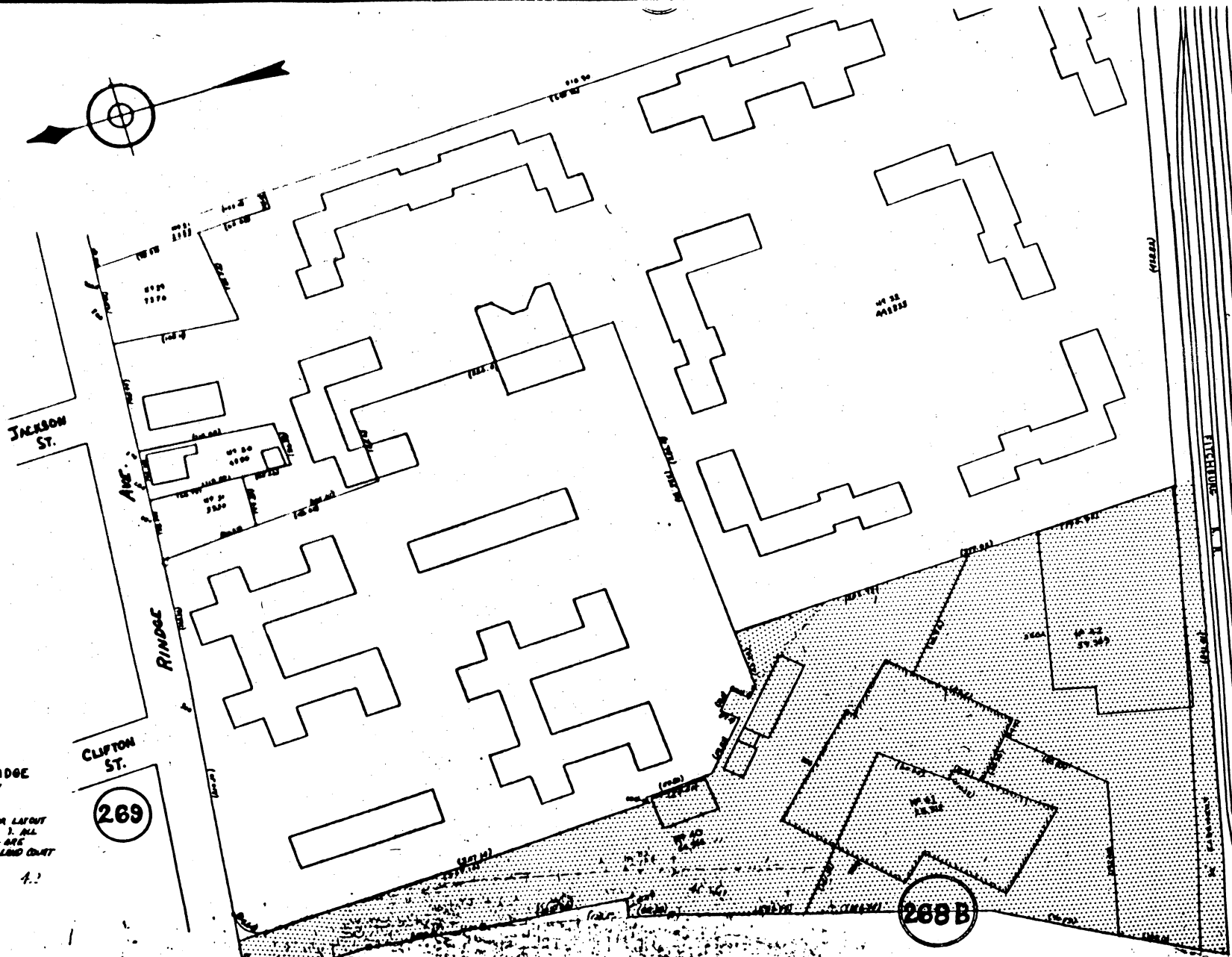
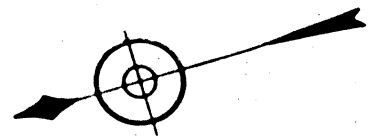
- a. Surrounding uses: high density low and moderate income residential
- b. Anticipated future character: same
- c. Special considerations: in between Jefferson Park and Fresh Pond Apartments

F. Relation to underserved area (see map): would serve significant portion of North Cambridge underserved area.

G. Transportation

- a. Motor vehicle access: Rindge Avenue
- b. Existing traffic characteristics in the area: Peak period congestion at Rindge Avenue intersection with Alewife Brook Parkway.
- c. Truck access: Same as a:
- d. Proximity to public transportation: Route 83 on Rindge Avenue - day and evening service 7 days per week

193



264

CITY OF CAMBRIDGE

SCALE 1"=40'  
JULY 1972

DISCREPANCIES FROM RECORD OR LAYOUT  
PLANS ARE BY BARCODED 'C' & ALL  
OTHER DIMENSIONS SHOWN ARE  
BASED ON A BENCH TITLED BY LAND COURT  
AND PLANNED L.C.

CLIFTON ST.

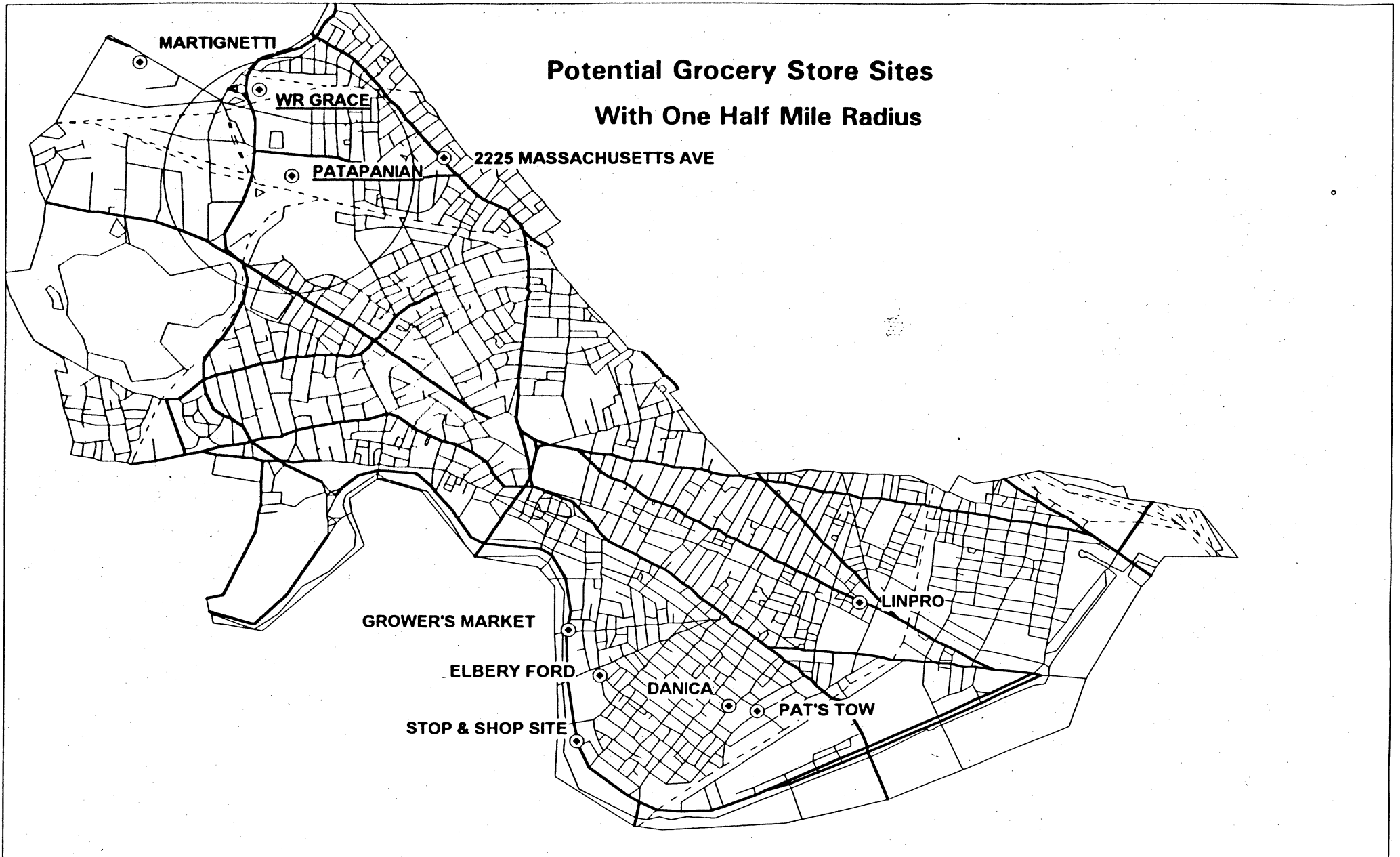
269

268 A

268 B

LITCHFIELD ST.

# Potential Grocery Store Sites With One Half Mile Radius



Martignetti Site

A. Address and Owner(s)

205 - 231 Concord Turnpike

Plat #267.1/180, 181, 182, 270, 269, and 268 Carmine A. Martignetti, et al, Trustees of the Martignetti Brothers Realty Trust, P O Box 102, Winchester, MA 01890 0102

B. Site Conditions

- a. parcel size 284,524 square feet
- b. dimensions approx 989 x 330 feet
- c. building size
- d. currently a vacant building and a motel

C. Applicable Zoning

- a. Office 2 District
- b. permitted uses: residential, office and institution  
**Supermarket permitted as-of-right: NO**
- d. FAR/GFA 2.0/569,048 square feet
- e. There is an 85 height limit
- f. There are between 188 - 220 parking spaces at the FACES site and 77 or 79 parking spaces at the Suisse Chalet Hotel site.

D. Availability - NA

E. Neighborhood Character

- a. Surrounding uses: Route 2 commercial strip
- b. Anticipated future character: same
- c. Special considerations: difficult to get to for Cambridge residents

F. Relation to underserved area (see map): would serve edge of North Cambridge area

G. Transportation

- a. Motor vehicle access: Route 2 (inbound only)
- b. Existing traffic characteristics in the area: Poor access & congestion for Cambridge residents
- c. Truck access: same as a.
- d. Proximity to public transportation: None

267  
1-4

267  
1-4

ARLINGTON

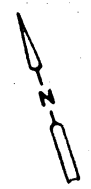
CONCORD

TURNPIKE

BELMONT

CITY of CAMBRIDGE  
Scale: 80

DIMENSIONS FROM DEED, LAND COURT,  
OR LAYOUT PLANS ARE IN BRACKETS ( )  
- LAND COURT - MARKED L.C. ALL OTHER  
DIMENSIONS ARE MEASURED.  
- DRAWN BY F. WILBUR 1/75 -



N<sup>o</sup> 137  
11,100

N<sup>o</sup> 138  
11,100

N<sup>o</sup> 139  
11,100

N<sup>o</sup> 140  
11,100

N<sup>o</sup> 141  
11,100

N<sup>o</sup> 142  
11,100

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ACORN

PARK

N<sup>o</sup> 240  
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11,100

NEW CHANNEL - LITTLE POND

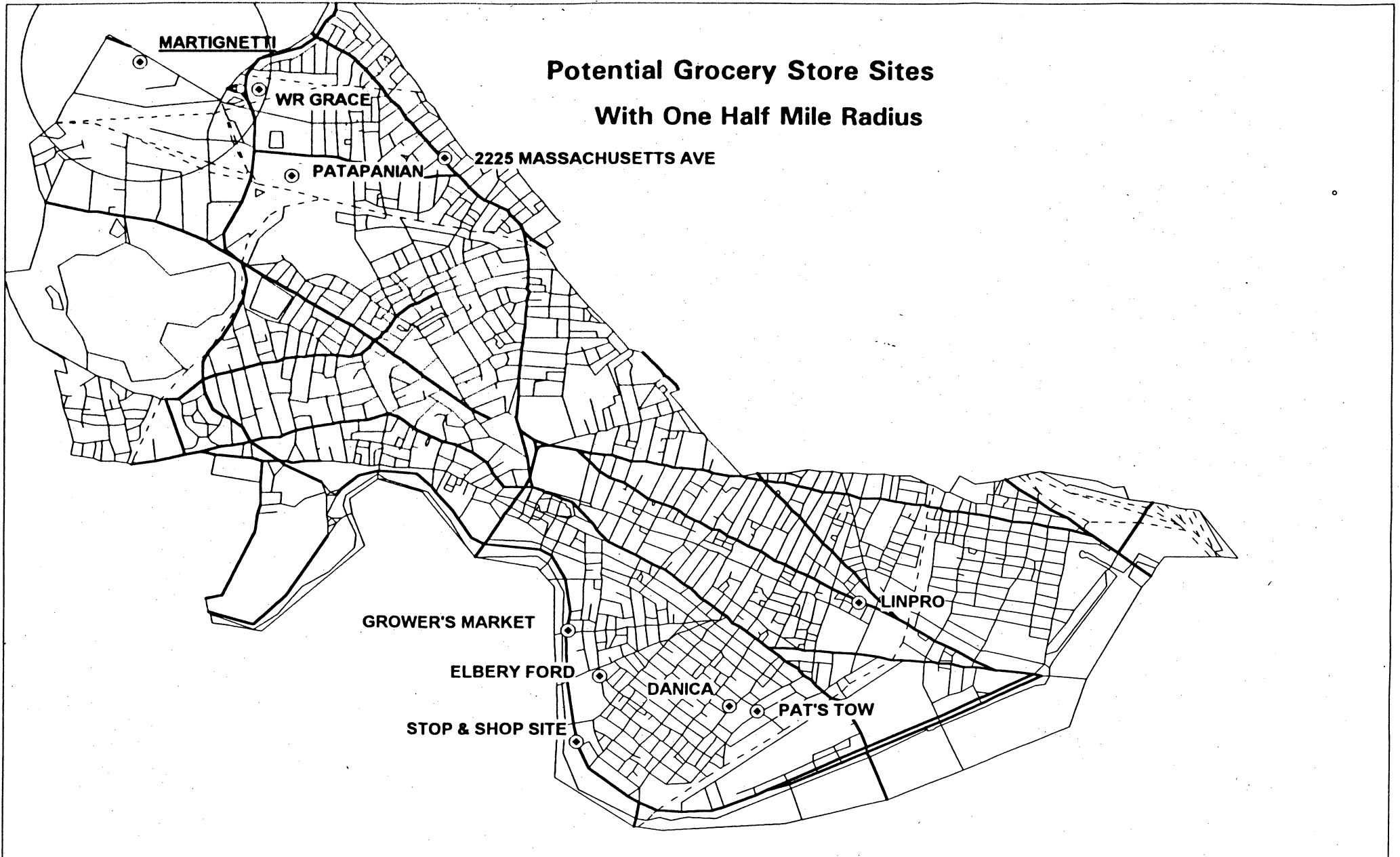
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# Potential Grocery Store Sites With One Half Mile Radius



W. R. Grace Site

A. Address and Owner(s)

One Alewife Center and One Rear Alewife Center

Plat #269/129, 130 Alewife Land Corporation, 62 Whittemore Avenue, Cambridge, MA 02140

B. Site Conditions

- a. parcel size 764,452 square feet
- b. dimensions approx
- c. building size
- d. currently used as office, research and technology research, empty.

C. Applicable Zoning

- a. Industrial C/PUD IC
- b. permitted uses: other retail (supermarket), residential, office and institution by PUD special permit from the Planning Board

**Supermarket permitted as-of-right: YES with SP from Planning Board**

- c. FAR/GFA 1.0/764,452 square feet  
PUD IC 2.0/1,528,904 square feet
- d. There is a 45 foot height limit, by PUD IC, 85 foot height limit.
- e. There are 350 total parking spaces available.

D. Availability - owner has had a PUD for development on the full site

E. Neighborhood Character

- a. Surrounding uses: near large residential neighborhoods on north, east and west
- b. Anticipated future character: same
- c. Special considerations: close to Jefferson Park and Fresh Pond Apartments

F. Relation to underserved area: significant portion of North Cambridge underserved area

G. Transportation

- a. Motor vehicle access: Alewife Brook Parkway Westbound
- b. Existing traffic characteristics in the area: Peak period at intersection of Alewife Brook Parkway and Route 2
- c. Truck access: Whittemore Avenue
- d. Proximity to public transportation: Walk to Alewife T station, Rindge Avenue for Route 83 bus with day and evening service 7 days per week.

# Potential Grocery Store Sites With One Half Mile Radius



1/4 3/8 1/2

OF MILES

of Cambridge  
ment Department, 1985

INGTON

URNPIKE

LITAN  
Channel

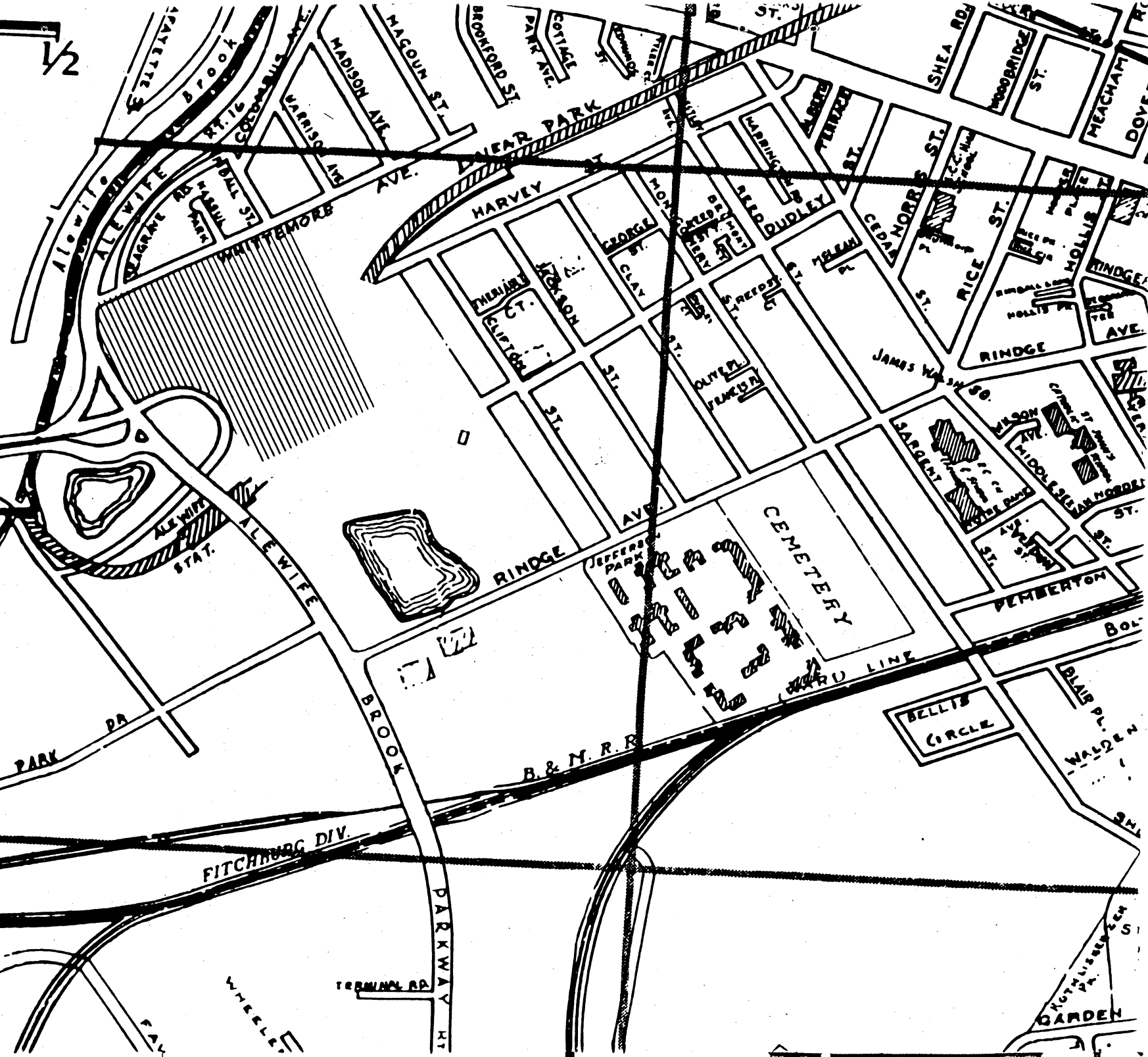
CAMBRIDGE PARK

FITCHBURG DIV.

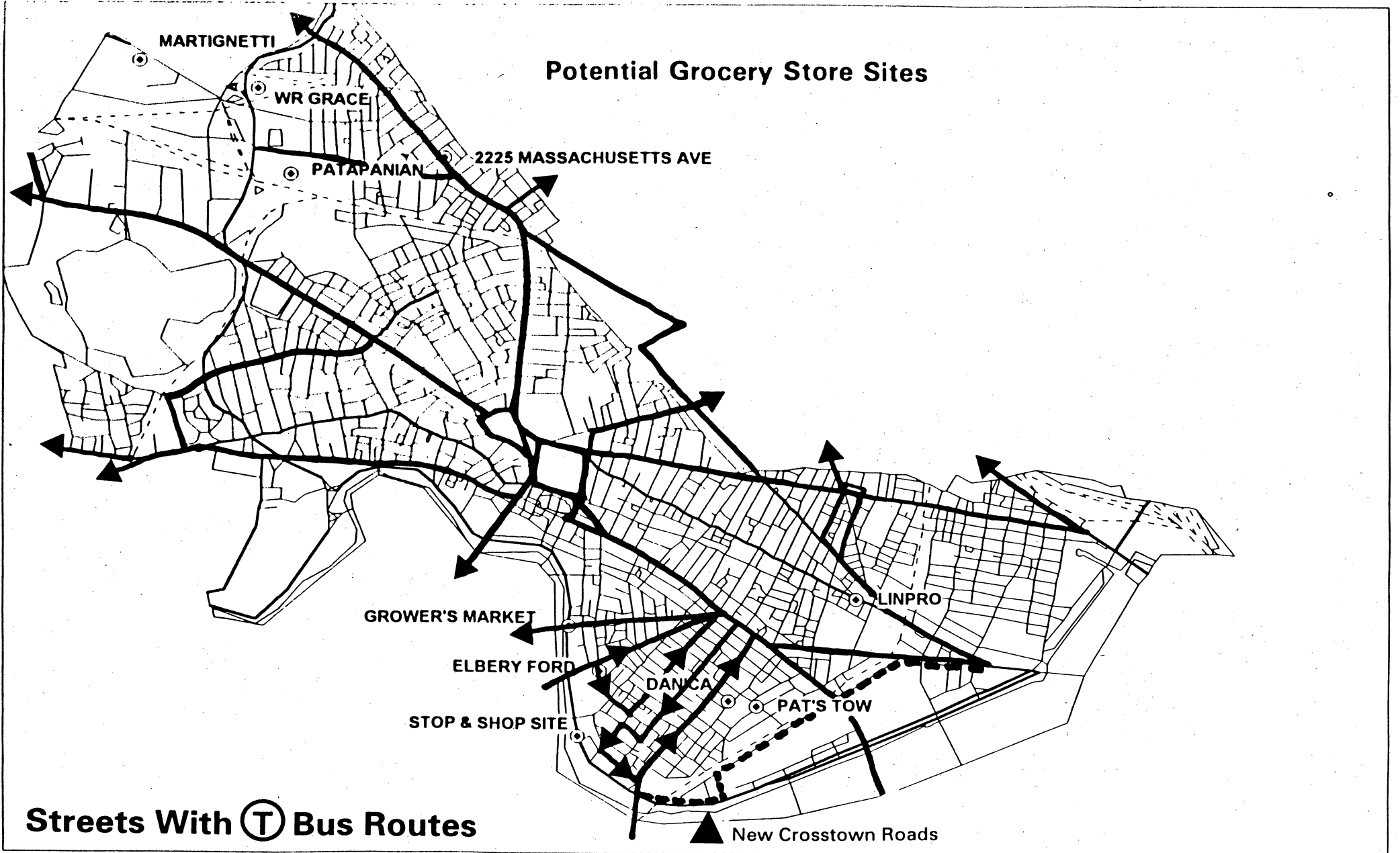
FAWLETT ST.

WHEELER

TERMINAL RD.  
PARKWAY HT



# Potential Grocery Store Sites



Streets With (T) Bus Routes

▲ New Crosstown Roads



## CITY OF CAMBRIDGE

Office of the City Solicitor  
795 Massachusetts Avenue  
Cambridge, Massachusetts 02139  
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*Arthur J. Goldberg*  
*Linda A. Stamper*  
*Deborah R. Cautela*  
*Nancy E. Glowa*

November 8, 1994

Robert W. Healy  
City Manager  
City Hall  
795 Massachusetts Avenue  
Cambridge, MA 02139

Re: Eminent Domain Taking for Supermarket

Dear Mr. Healy:

You have requested my opinion as to whether the City of Cambridge could take land in Cambridge for the purpose of locating a supermarket.

The City of Cambridge, at the request of any department, and with the approval of the City Manager and the City Council, may take by eminent domain, under G.L. c. 79, any land within its limits for any "municipal purpose." G.L. c. 43, §30. There is a similar authorization for non-charter cities and towns. See G.L. c. 40, §14. The taking must also be for a "public purpose." Sellers v. Town of Concord, 329 Mass. 259, 261 (1952). In my opinion, the terms "municipal purpose" and "public purpose" have the same meaning. See 18B M.P.S., Randall and Franklin, Municipal Law, §1213 (1993).

Without limiting the power granted by the above statutes, the general laws authorize takings for specific purposes, including the following: municipal airports (G.L. c. 90, §51G), cemeteries (G.L. c. 114, §§11-14), improvement of lowlands (G.L. c. 252, §§15-23), fisheries (G.L. c. 130, §93), boat landing places (G.L. c. 88, §14), schools (G.L. c. 74, §17), parks (G.L. c. 45, §3), playgrounds (G.L. c. 45, §14), woodland for fire prevention purposes (G.L. c. 48, §24), gravel pits (G.L. c. 82, §38), and municipal water supply (G.L. c. 40, §§39B, 41).

It should also be noted that G.L. c. 121B provides a comprehensive scheme for the approval of an urban renewal plan. Section 46 places on a local urban renewal agency the responsibility for determining what areas within its jurisdiction are "decadent, substandard or blighted open areas." After the proper procedures are followed, the local urban renewal agency may take such areas by eminent domain. See G.L. c. 121B, §§46-48; Benevolent and Protective Order of Elks v. Planning Board of Lawrence, 403 Mass. 531 (1988); 18B M.P.S., Randall and Franklin, Municipal Law, §1392 (1993). "The taking of land pursuant to a valid redevelopment plan is not void merely because the disposition of that land indirectly benefits private individuals." Benevolent and Protective Order of Elks, 403 Mass. at 551.

Other public uses have been established through case law. See, e.g., Tate v. City of Malden, 334 Mass. 503 (1956) (public off-street parking spaces); Opinion of the Justices, 330 Mass. 713, 723-724 (1953) (taking land to lease to restaurants on turnpike).

Other cases are collected in 17A M.P.S., Bishop, Prima Facie Case, §1347, p. 490, n. 14 (1987).

The fact that property taken outright by eminent domain for a public purpose is leased to private operators does not defeat the public purpose. See Court Street Parking Company v. Boston, 336 Mass. 224, 231 (1957) (taking of land for public parking garages); Ballantine v. Falmouth, 363 Mass. 760, 764-765 (1973) (public parking); Opinion of the Justices, 330 Mass. 713, 724 (1953) (leasing by Turnpike Authority of gasoline stations, restaurants and other services); Atlantic Refining Company v. Assessors of Newton, 342 Mass. 200, 203 (1961) (leasing by Department of Public Works of gasoline stations and restaurants on Route 128). In Atlantic Refining Company, the Court stated: "Unquestionably from the viewpoint of the validity of the taking of the site for the service facility, the public service purpose is primary and the business advantage to the occupants is secondary and incidental." Id. at 203.

And the U.S. Supreme Court has recently held that, "The mere fact that property taken outright by eminent domain is transferred in the first instance to private beneficiaries does not condemn that taking as having only a private purpose." Hawaii Housing Authority v. Midkiff, 467 U.S. 229, 243-244, 81 L. Ed. 2d 186, 199 (1984).

The term "public use" cannot be precisely defined. See 11 McQuillin, Municipal Corporations, §32.39.05 (1991). "The term is

elastic and keeps pace with changing conditions." 26 Am. Jur. 2d, Eminent Domain, §27 (1966). Whether a particular use is public is ordinarily a question to be determined ultimately by the Courts; but a legislative declaration that the use is public is entitled to great weight, and the presumption is in its favor. 29A C.J.S., Eminent Domain, §28 (1992). See Hawaii Housing Authority v. Midkiff, 467 U.S. 229, 241, 81 L. Ed. 2d 186, 197 (1984). "Legislative findings on the question of what is a public use are significant." Tate v. Malden, 334 Mass. 507, 508 (1956). See McLean v. Boston, 327 Mass. 118, 121 (1951). "The role of the judiciary in determining whether the power of eminent domain is being exercised for a public purpose is an extremely narrow one". Blakeley v. Gorin, 365 Mass 590, 598 (1974).

"The establishment or enlargement of a public market is a public use for which property may be condemned by a municipal corporation." 11 McQuillin, Municipal Corporations, §32.51 (1991). And in 2A Nichols, Eminent Domain, §7.06 [28] (1994), it is stated: "Private property may be taken by eminent domain for the establishment of a public market. Such a use is public in character, even though stalls or other sections are leased to private individuals." See City of Fargo v. Fahrlander, 199 N.W. 2d 30 (N.D., 1972) (pedestrian mall); Wilmington Parking Authority v. Ranken, 34 D. Ch. 439, 105 A2d 614 (1954) (leasing by Parking Authority of commercial space in parking garage did not defeat public purpose of project).

In New Jersey Housing and Mortgage Finance Agency v. Moses, 215 N.J. Super. 318, 521 A2d 1307 (1987), it appeared that the Agency agreed to finance the purchase by New Community Manor Housing Corporation of a 3.3 acre tract of land in Newark. The property was to be developed as a shopping center with most of the space therein to be leased to the Pathmark Corporation as a supermarket. The Court held that the Agency was authorized by statute to condemn the land for construction of a shopping center to serve the residents of a nearby publicly financed housing project, and that the planned transfer of the shopping center to private owners did not make it into an unconstitutional taking for private purposes.

Regarding the meaning of "public use," two opposing views have emerged. One school insists that "public use" means "use by the public." This means that the property acquired by eminent domain must actually be used by the public or that the public must have the opportunity to use the property taken. See 2A Nichols, Eminent Domain, §7.02 [2] (1994).

A second school of thought argues that "public use" means "public advantage." "Any eminent domain action which tends to enlarge resources, increase industrial energies, or promote the productive power of any considerable number of inhabitants of a state or community manifestly contributes to the general welfare and prosperity of the whole community and thus constitutes a valid public use." 2A Nichols, Eminent Domain, §7.02 [3][a] (1994). See Annot., "Eminent Domain: Industrial Park or Similar Development as

Public Use Justifying Condemnation of Private Property," 62 ALR 4th 1183 (1988).

In my opinion, the law in Massachusetts is that "public use" means "public advantage." See Blakeley v. Gorin, 365 Mass. 590, 598 (1974): "It is not necessary, for a taking of private property to be upheld as constitutional, that the land thereafter be devoted to a public use; it is enough if the taking is accomplished for a public purpose." See also 28A M.P.S., Park, Real Estate Law, §674 (1981).

However, even if it is held that, in Massachusetts, "public use" means "use by the public," it seems to me that a supermarket would meet that test also.

Although it is impossible to give a precise definition of the term "public use," the Court, in Allydonn Realty Corporation v. Holyoke Housing Authority, 304 Mass. 288, 293 (1939), listed the following factors which may be considered in deciding whether a use is "public" and, therefore, a proper object of governmental expenditure:

Whether the benefit is available on equal terms to the entire public in the locality affected; whether the service or commodity supplied is one needed by all or by a large number of the public; whether the enterprise bears directly and immediately, or only remotely and circumstantially, upon the public welfare; whether the need to be met in its nature requires united effort under unified control, or can be served as well by separate individual competition; whether private enterprise has in the past failed or succeeded in supplying the want or in eradicating the evil; whether, in so far as benefits accrue to individuals, the whole of society has an interest in having those individuals

benefitted; whether a proposed extension of governmental activity is in line with the historical development of the Commonwealth and with the general purpose of its founders; whether it will be necessary to use public ways or to invoke the power of eminent domain; whether a special emergency exists, such as may be brought about by war or public calamity.

I believe that at least some of these factors apply to the need for a supermarket in Cambridge.

As the Court stated in Allydonn Realty Corporation, the cases do not establish a universal test.

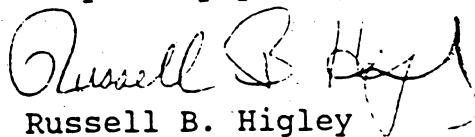
... Each case must be decided with reference to the object sought to be accomplished and to the degree and manner in which that object affects the public welfare. Frequently an object presents a double aspect in that it may in some respects result in conferring a benefit upon the public and in other respects it may result in conferring a benefit upon or in paying money to private individuals. In such instances the cases tend to distinguish between those results which are primary and those which are secondary or incidental and to classify the object according to its primary consequences and effects. At any rate it is plain that an expenditure is not necessarily barred because individuals as such may profit, nor is it necessarily valid because of incidental benefit to the public ...

Id. at 292-293.

Although the question is not free from doubt, I believe that, if property were taken by eminent domain in Cambridge and then were leased to a private company to be operated as a supermarket, a Court could find that the taking was for a public purpose - that

the benefit to the public was primary and the benefit to the private company secondary.

Very truly yours,

  
Russell B. Higley

RBH/jab

OPIN#2\SupMktEm.Dom

## Verifying Market Demand

The departure of two Stop and Shop grocery stores in one year has commanded headlines, generated debate and aroused considerable public concern. There would seem to be a widespread public perception that, in the absence of these markets there is sufficient unmet demand to support at least one additional supermarket in Cambridge. It is important to test such perceptions against actual market data on consumer spending patterns and potential.

### Focus Group Evidence

Anecdotal evidence suggests that consumer dollars formerly spent at the Stop and Shops are in some cases going to markets outside of Cambridge. Focus groups conducted by the Council on Aging reveal that many elders who relied on these stores now shop in surrounding communities. They are aided by Stop & Shop's shuttle service to its Watertown store, and by the city's own van service. The latter includes newly added runs to DeMoula's Market Basket in Somerville. The Council on Aging is now in the process of surveying a larger group of seniors concerning their transportation needs overall; questions about their grocery trips have been added. More informal conversations with Riverside and Cambridgeport residents indicate that former Stop & Shop customers of all ages are willing to shop outside of Cambridge for competitive prices. These purchases are potentially "recapturable" by a new store.

### Market Analysis

Preliminary market analysis of the area formerly served by the Memorial Drive Stop & Shop also suggests considerable unmet demand. To measure this demand, data were collected on the buying power of residents in the "trade area," or geographic area where customers of a new store are most likely to live. To approximate the market gap left by Stop & Shop's departure, the trade area was centered on the site of the former Memorial Drive store. Three areas were defined, in roughly concentric circles:

- 1) 1/2 mile, or walking radius. This area includes much of Cambridgeport and a portion of Riverside, ending at Western Avenue.
- 2) 1 mile radius. This includes both the walking radius above and a larger area, from Harvard Square on the west to MIT and Kendall Square on the east. Portions of Mid-Cambridge and Area IV are covered.
- 3) 2 mile radius. This area includes the entire eastern portion of the city, as well as Agassiz and those portions of Neighborhoods 9 and 10 south of Huron Avenue and Upland Road.

As the trade area expands, the portion of the market captured by a new store declines as it faces competition from other Cambridge (and Somerville) supermarkets. Natural and physical obstacles, such as the Charles River or busy streets can also dilute the market. Demographic variations, such as the presence of students, immigrants or other groups also affect market capture.

To estimate buying power, US Census data on households in various income groups were collected. National data from the Consumer Expenditure Survey were used to estimate the dollar amount spent annually in each income group on groceries (food, housekeeping supplies and personal care products). Dormitory students, who get the bulk of their food on campus, were excluded from the analysis.

Consumers in the area represent a large market for grocery consumption, ranging from an annual market of \$15 million annually within a walking range to over \$120 million in a two mile range. Estimates were made for potential market capture of new store, with low, average and high ranges. Allowances were made for trips outside the "trade area" in pursuit of lower prices or different goods.

In the first analysis, called "Capture Rate" or the apportioning method, assumptions were made about the proportion of the local market which could be "captured" by a new store, vs. existing supermarkets. The distance from consumers to existing stores, types of goods and prices available, and other variables were considered. It was also assumed that smaller stores (convenience or "mom and pop") would capture up to 20% of all expenditure.

Conservatively, it is estimated that a new store in Riverside or Cambridgeport could net at least one third of all grocery purchases within a one half mile or walking radius. Given that no competing supermarket now exists in this area, it is possible that a new store would actually enjoy up to half, if not three quarters of its immediate market. At distances of one and two miles, a new store's share would be expected to decline: down to 1/4 of the market at one mile, and perhaps 10-15% of a two mile area.

To test these assumptions, a second analysis was done, using the "Unsatisfied Demand" method. For this method, a wider (one mile) area was considered, one also served by Purity Supreme, Bread & Circus and Harvest Cooperative Supermarket. In this method, estimates of sales per square foot for each store were totalled, and compared to consumer expenditure for the area. The difference between these figures represents "unsatisfied demand." The question for Cambridgeport/Riverside: is there sufficient unsatisfied demand to support a new 20,000 square foot supermarket with annual sales of \$7-11 million?

Sales figures for existing stores and a potential store were estimated by assuming a range of \$350 to \$560 sales per square foot for supermarkets, and \$300-400/square foot for smaller stores. Since stores do not rely exclusively on their local area for support, the analysis also examines a range of local area support, from 50 to 100% of total sales. As the Table on Page C-4 shows, there is a considerable gap between estimated sales of competing stores within the trade area and total consumer buying power, at about \$46 million. Given varying assumptions about sales/square foot and portion of local sales support, it is estimated that a new store could capture from 8 to 24% of this market. If these interpretations are correct, they would seem to confirm the views of store operators and residents that the area can support a new supermarket.

Preliminary Market Analysis

Annual Grocery Expenditure per Household by Income

Income	Expenditure Per Household	1/2 Mile Radius	1 Mile Radius	2 Mile Radius
< \$5,000	\$1,870	\$295,460	\$1,279,080	\$2,915,330
\$5-9,999	\$2,294	\$796,018	\$2,571,574	\$5,739,588
\$10-14,999	\$2,882	\$974,116	\$2,933,876	\$6,735,234
\$15-24,999	\$3,134	\$2,033,966	\$6,553,194	\$14,889,634
\$25-34,999	\$3,874	\$2,735,044	\$7,469,072	\$19,056,206
\$35-49,999	\$4,453	\$2,765,313	\$9,636,292	\$22,924,044
Over \$50,000	\$5,332	\$5,507,956	\$16,065,316	\$48,862,448
<b>All Incomes</b>		<b>\$15,107,873</b>	<b>\$46,508,404</b>	<b>\$121,122,484</b>

I. Capture Rate Method

New Store Market Capture (Expenditure)

Low	\$5,287,756
Middle	\$7,553,937
High	\$11,330,905

New Store Market Capture (% Share of 1/2 Mile Area)

Low	35%
Middle	50%
High	75%

Sources: US Census 1990; Fairclough & Herman, Developing Successful Neighborhood Supermarkets in New York City: A Guide for Community Based Organizations

Preliminary Market Analysis

II. Unsatisfied Demand Method

Estimated Unsatisfied Demand (1 mile radius)

Existing Supermarkets	Retail Area	Est. Sales (Low) @\$350/sf	Est. Sales (High) @\$560/sf
Purity Supreme	17,000	\$5,950,000	\$9,520,000
Bread & Circus	13,000	\$4,550,000	\$7,280,000
Harvard Coop Supermarket	10,000	\$3,500,000	\$5,600,000
<hr/>			
Smaller Stores	30,000	\$9,000,000 @\$300/sf	\$12,000,000 @\$400/sf
<hr/>			
Total Sales in Market Area:		\$23,000,000	\$34,400,000
Annual Food Expenditure		\$46,500,000	\$46,500,000
Unsatisfied Demand		\$23,500,000	\$12,100,000
New store sales to market area	20,000	\$7,000,000	\$11,200,000
<hr/>			
New store market share		15%	24%
<hr/>			
@75% of local sales area support for supermarket		\$10,500,000	\$16,800,000
@100% for smaller stores		\$9,000,000	\$12,000,000
<hr/>			
Total Sales in Market Area:		\$19,500,000	\$28,800,000
Unsatisfied Demand		\$27,000,000	\$17,700,000
New store sales to market area		\$5,250,000	\$8,400,000
<hr/>			
New store market share		11%	18%
<hr/>			
@50% of local sales area support for supermarket		\$7,000,000	\$11,200,000
@100% for smaller stores		\$9,000,000	\$12,000,000
<hr/>			
Total Sales in Market Area:		\$16,000,000	\$23,200,000
Unsatisfied Demand		\$30,500,000	\$23,300,000
New store sales to market area		\$3,500,000	\$5,600,000
<hr/>			
New store market share		8%	12%

Sources: US Census 1990; Fairclough & Herman, Developing Successful Neighborhood Supermarkets in New York City: A Guide for Community Based Organizations

STORE	ADDRESS	LOT AREA	FLOOR AREA
<b><u>Supermarkets (10,000 sf or more)</u></b>			
Star Market/Mt Auburn	671 Mount Auburn St	176,797	45,700
Star Market/Porter Sq	23 White St	226,346	39,300
Purity Supreme	600 Massachusetts Ave	21,262	21,656
Bread and Circus/Prospect	115 Prospect St	26,325	13,452
Bread and Circus/Alewife	168 Alewife Brk Prkwy	645,828	29,000
Harvest Co-operative Mkt	581 Massachusetts Ave	18,218	15,532

**Smaller Food Stores (less than 10,000 sf)**

Agassiz Food Shop	35 Sacramento
Atomic Market	1010 Camb St
Barsamian's	1030 Mass Ave
C & A Market	726 Camb St
Camara Conv Store	697 Camb St
Canina's Market	115 Cushing St
Charlie and Louise's	896 Mass Ave
Charlie's Spa	17 Columbia St.
Christy's	1385 Cambridge St
Christy's	40 John F Kennedy
Convenience Plus	720 Massachusetts Ave
Convenience Store #2	215 Western Ave
Corner Variety Inc	1933 Massachusetts Ave
Darwin's	148 Mt Auburn St
Evergood Super Mkt	1674 Mass Ave
First United Market	271 Brookline St
Fresh Pond Market	360 Huron Ave
Friendly Corner	2408 Mass Ave
G & J Variety	51 Plymouth St
Huron Spa	371 Huron Ave
Inman Square Market	1343 Cambridge
LaVerde's Market	84 Massachusetts Ave
Leo's Market	121 Hampshire
Lil Peach	1105 Massachusetts Ave
Louie's Superette	26 Surrey
Luigi's Variety	520 Cambridge St
Martin Bros. Inc.	1144 Cambridge St
Montrose Food Mkt	950 Mass Ave
Montrose Spa	1646 Mass Ave
Nature Food Center	1731 Massachusetts Av
New Deal Fish Mkt	622 Cambridge St
Oxford Spa	102 Oxford
Pamel's Conv Store	75 Dudley St
Pearl Street Market	211 Pearl St
Pemberton Market	2172 Massachusetts Ave
Prince Spa	99A Magazine St
Relishes	11 Belmont St
Rivercourt Market	10 Rogers St

**Smaller Food Stores (less than 10,000 sq ft sales area)**

Sage	420 Broadway
Sage	47 Mount Auburn St
Sage	60 Church St
Sage Jr	168 Huron Ave
Seven/Eleven	750 Massachusetts Avenue
Store 24	321 Broadway
Store 24	1438 Massachusetts Ave
Supreme Food Shoppe	62 Walden St
The Food Source	1759 Massachusetts Ave
The Food Source	1759 Mass Ave
Towers Market	129 Willow St
White Hen Pantry	2245 Massachusetts Ave

**Ethnic/Specialty Food Stores**

Anthony's Greek Market	10 Central Square
J & K Han A Rum Oriental Market	2376 Massachusetts Ave
Kotobukiya Inc.	1815 Mass Ave
Yashinoya	36 Prospect St
Tropical Dimension Food Store	1262 Cambridge St
Cardullos Gourmet Shoppe	6 Brattle St

**Nearby Supermarkets (servicing Cambridge)**

Star Market	275 Beacon St	Somerville
Star Market	74 McGrath Hwy	Somerville
Star Market	400 Western Ave	Brighton
Johnny's FoodMaster	1357 Broadway	Somerville
Johnny's FoodMaster	47 Beacon St	Somerville
DeMoula's Market Basket	400 Somerville Ave	Somerville
Stop & Shop	550 Arsenal	Watertown

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Stop & Shop	550 Arsenal	Watertown

# HOW TO START A PRE-ORDER FOOD COOP: THE BASICS

**What is a pre-order cooperative?** A pre-order coop is a group of people who pool their time, resources, and buying power to purchase high quality foods at affordable prices. Members divide the work among themselves, trading their time for the lower prices. Members also enjoy the camaraderie of working together.

**How do pre-order coops operate?** There are 5 basic steps in processing an order:

1. Members make up their individual orders, which are collated into one coop order. (Often, members will pre-pay their bills, so that the coop has the money to pay Northeast at the time of delivery.)
2. This order is sent, faxed, or called in to the warehouse.
3. Members pick up their order at the warehouse or meet the delivery truck locally. You will need at least 3 people available to unload your order.
4. Members divide up the cases into individual household orders, distributing the packaged goods and weighing out the bulk products and produce.
5. Household bills are re-computed after delivery. Often a credit or debit is added to each household bill for the following order.

**How do I start a pre-order coop?** We recommend you have ten to fifteen households to start a coop. It's a good idea for at least one of you to have some organizing experience -- from another coop, for example. (If no one in your group has experience, you may want to join up with another coop in your area, at least temporarily. Call Northeast for further information.) Talk up the idea with friends, neighbors, and colleagues. Share copies of our pricelist; it will give prospective members a clear idea of what is available to them and at what prices. Be sure to look at the volume discount schedule.

## **What's next?**

- Hold a meeting! Describe how a pre-order coop works. Emphasize the cooperative nature -- how members share the work fairly, trading their time for access to high quality healthful foods at wholesale prices. It is very important to get everybody involved in the work of the coop right from the start.
- Discuss details such as the proposed delivery and distribution site and what supplies and equipment you'll need for breakdown (scales, bags, twist ties, etc.). Decide on membership requirements. See the back of this sheet for helpful tips from successful coops.
- Discuss computerizing. It can save your members lots of time if you use a computer to compile your group's order and generate the paperwork for dividing up the food and the invoices for billing each member. Check out the ad for software in the pricelist, and call Northeast for further info.
- Set up a committee to continue organizing your coop, or assign jobs to members. Some of the areas you will want to cover are: overall coordination, new member orientation, ordering, collating, delivery, breakdown, supplies and equipment, bookkeeping, and produce buyer.
- Discuss finances. See the policies pages in the pricelist for basic information. Determine how much revenue your coop will need to generate to cover expenses, and how you will collect that revenue. (Many coops have a refundable membership fee in addition to a monthly fee or a percent mark-up on each order.)
- Most of your coop's organizing decisions should be written in the group's Bylaws. Call Northeast for a sample copy.
- Choose a name and a back-up. (If we already have an account by the same name, we will need to use your back-up.) Choose one person who will be the contact person with Northeast. We call this person the coordinator, and s/he is responsible for passing on all communications from Northeast to your group, and casting your coop's vote in Board elections and other membership decisions.
- Fill out your Membership Application and Delivery Request form and send them to Northeast. It takes about a week to process your new account and inform you of your first delivery.

## **Call Northeast (800) 334-9939 for Information sheets on the following:**

- |   |   |
|---|---|
| ☛ Job descriptions                        | ☛ Time-savers for your coop             |
| ☛ Tips for buying produce                 | ☛ Bylaws -- essential and easy to write |
| ☛ Coop audit checklist                    | ☛ Computerizing -- an introduction      |
| ☛ Do-It Yourself freezer box instructions | ☛ Sample order sheets & newsletters     |
| ☛ Member recruitment information          | ☛ Accepting food stamps                 |

## TIPS FROM AND FOR SUCCESSFUL PRE-ORDER COOPERATIVES

- \* Focus always on making the coop fast, easy, and convenient. This is the best way to draw and keep satisfied members.
- \* Have all members subscribe to the pricelist.
- \* Consider computerizing: less work is better! Save your members a lot of time on collating, bookkeeping, label-making, and more!
- \* Have your coop's goal be to share the work fairly. Divide up the work so no members are doing a lot more than others.
- \* Create jobs for interested members who have special scheduling or other needs.
- \* Plan to grow. More members means less work and cheaper food for the members and greater stability for the coop.
- \* Offer the largest selection of products possible.
- \* Use a minimum/maximum ordering system. Have an auction meeting only if most of your members want one. Schedule it after the min/max compilation and make it optional.
- \* Use a surplus table. If after collating the orders, members have ordered from 1/2 to 3/4 of the total amount needed, order that item, and sell the uncommitted amount at the surplus table during breakdown. This gives other members a chance to see the product before purchasing it.
- \* Generate revenue to pay expenses. This can be done with a fixed fee or with a % mark-up on each order.
- \* Orient new members. Make this a job responsibility. Let them know clearly from the start what they can expect from the coop and what the coop expects from them. You may want to set up a trial ordering or trial membership period.
- \* Keep meetings as short as possible.
- \* Share recipes and food often within your group. Usually members are willing to order an unfamiliar product if they learn what to do with it and/or get a chance to taste it first.
- \* Have the coop itself order one case of a new or unfamiliar item with each order, or try our sample boxes (#'s 10002 & 10014). Many coops have found new favorites doing this.
- \* Have fun! Enjoy yourselves! The camaraderie of working together is a big part of a pre-order coop. Set aside time just to socialize.
- \* Publicly support and recognize your leaders and activists. Encourage the skilled people you have, and encourage new experts to develop.
- \* Become more visible! Local people who would like to join may not even know you exist. Actively network with as many community organizations as possible. Have your coop contribute to your community by donating a cookbook to the local library, by regularly giving food to the local food bank, or by co-sponsoring a health-related event. Your coop can become a community resource on healthy food. Offer cooking or nutrition classes to senior centers (e.g. low cholesterol), day care centers or schools (e.g. healthy snacks), etc.



**City of Cambridge**  
**Department of Human Service Programs**

51 Inman Street, Cambridge, Massachusetts 02139  
(617) 349-6200, Fax (617) 349-6248

November 1, 1994

To: Robert W. Healy, City Manager  
From: Jill Merold, Assistant City Manager for Human Services  
Re: City Council Order # 15, dated September 19, 1994

Since approximately 300 seniors live in the LBJ Apartments, 808 Memorial Drive, Woodrow Wilson Court and Putnam Garden Apartments, the closing of the Stop & Shop on Memorial Drive would seem to represent a significant change for many who might have shopped there.

In response to the Council Order requesting a needs survey of senior citizens directly impacted by the closing of Stop & Shop, I would like to apprise you of several ongoing activities. The Council on Aging, working with an advisory group consisting City representatives and providers of services to elders, is conducting a citywide assessment on the transportation needs of elders, including the need for grocery shopping assistance. The needs assessment includes a series of focus groups for consumers, a focus group for elder service providers, a focus group for transportation providers, and a telephone survey to be administered to a random sample of 200 elders drawn from the City census lists. A special question related to the store closing is being added to the random survey, which will be completed within the next two months. It should be noted that an in-depth nutritional risk assessment is beyond the scope of the present study. Such a study might better be considered when the clinic at the new Senior Center has opened, and possibly in conjunction with the Cambridge Food Pantry Network and the recently instituted pantry home delivery service for frail elders and other persons with disabilities.

A similar impact question was included in the recently held focus group for elder service providers. Anecdotal remarks from some providers indicate that agencies which assist people with shopping are having to take them further, thereby increasing costs. Furthermore, many people report having to depend more on relatives or having to use taxis, which is decreasing the amount of money they have left to buy food.

The Council on Aging also provides shopping van service to a number of areas of the city, as detailed on the attached schedule. An additional shopping van run was added in August, partially in response to many Cambridgeport requests for alternative destinations, including Market Basket and Johnnie's Foodmaster in Somerville, and the Star Markets in Twin Cities and Porter Square. Some elders continue to remark upon the effects of the closing of

**DIVISIONS:**

Childcare  
349-6200

Community Learning Center  
349-6363

Community & Youth  
349-6231

Council on Aging/Elderly Services  
349-6220

Low Income Fuel Assistance  
349-6247

Planning & Development  
349-6200

Recreation  
349-6230

MultiService Center/Homeless Services  
349-6340

both the Fresh Pond and the Memorial Drive Stop & Shops.

Stop & Shop is providing shuttle service from a few housing locations in their former service area to the Stop & Shop store in Watertown. The Council on Aging and Michael Muehe, Executive Director of the Commission for Persons with Disabilities have been working with Stop & Shop to increase the accessibility of this transportation to persons with disabilities. Stop & Shop is now utilizing a vendor which provides an accessible van on Tuesdays.

for more information on Tuesday Shoppers schedule please call Laidlaw Transit, Inc., at 323-6060.

Transportation from Stop and Shop Cambridge to Stop and Shop Watertown

<u>Day</u>	<u>Pick-Up</u>	<u>Time</u>
Monday	Stop and Shop Memorial Drive, Main Entrance	10:30 a.m.
	LBJ Apartments, 150 Erie St.	10:40 a.m.
Tuesday	Stop and Shop Memorial Drive, Main Entrance	10:30 a.m.
	Putnam Gardens, Magee St.	10:40 a.m.
Wednesday	Stop and Shop Memorial Drive, Main Entrance	1:00 p.m.
Thursday	808 Memorial Drive and River St.	10:30 a.m.
	808 Memorial Drive and River St.	6:30 p.m.
	LBJ Apartments, 150 Erie St.	6:40 p.m.
	Putnam Gardens, Magee St.	6:50 p.m.
Friday	Stop and Shop Memorial Drive, Main Entrance	10:30 a.m.

Shopping time is approximately one hour, and the driver will wait for you. For additional information please call Stop and Shop Public Relations Office at 770-6036.

## Books in Brief

by Bliss Matteson,  
Cambridge Public Library

Readers who are interested in the adventures of a young soldier during the Napoleonic Wars will like the "Sharpe" series by Bernard Cornwell.

Richard Sharpe has risen from private to Lieutenant in the British Army because of his bravery in India. Beginning with the first books, Sharpe is serving in Portugal against the forces of Napoleon. Promotion out of the ranks is rare in the Army and although Sharpe is a very good soldier, inspiring his men with his confidence in them, other officers see him as an upstart and are determined to end his career.

Napoleon's forces appear invincible. Often against overwhelming odds, Sharpe and his men try to outfight and outwit the French and sometimes their own superiors. Vivid battle scenes and descriptions of life in the 19th century, as well as some fascinating characters, make this a compelling series.

The first title in the 10 volume series is Sharpe's Eagle (Sharpe's Rifles is set earlier but was published after the others). Bernard Cornwell has also written contemporary thrillers with a sea setting and has recently started a series following a young soldier through the American Civil War. The first title in that series is Rebel; the second is Copperhead.

## COUNCIL ON AGING MALL TRIPS FOR NOVEMBER

SECOND FRIDAY OF THE MONTH: Nov. 11

*Program canceled due to Holiday.*

THIRD FRIDAY OF THE MONTH: Nov. 18

Miller's River, 15 Lambert Street ..... 9:15 a.m.  
Truman House, 25 Eighth Street ..... 9:30 a.m.  
Roosevelt Towers ..... 10:15 a.m.  
1221 Cambridge Street ..... 10:30 a.m.

*Cost is \$1.25 for mall trips listed above.*

Reboard  
12:30  
Reboard  
1:30

FOURTH FRIDAY OF THE MONTH: Nov. 25

Huron Towers, 700 Huron Ave. .... 10:30 a.m.  
Corcoran Park, Parking lot near office .... 10:35 a.m.

*Cost is \$2 for mall trips listed above.*

Reboard  
1:30

*Call the Council on Aging at 349-6220 for more information.*

## FOOD SHOPPING VAN FOR HOUSING

### TUESDAY WEEKLY SCHEDULE\*

411 Franklin St. .... 9:10 a.m.  
45 Linnaean St. .... 12:00 p.m.  
Weaver Apartments, Clifton St. .... 12:10 p.m.  
Russell Apt., 2050 Massachusetts Ave. ... 12:20 p.m.

Reboard 10:45  
Reboard  
2:00

### WEDNESDAY WEEKLY SCHEDULE\*

JFK Apts., 55 Essex St. .... 9:25 a.m.  
1221 Cambridge St. .... 9:40 a.m.  
Burns Apt., Churchill Ave. .... 12:00 p.m.

Reboard  
11:15  
Reboard 2:00

### THURSDAY WEEKLY SCHEDULE\*

LBJ Apts., 150 Erie St. .... 10:00 a.m.  
Woodrow Wilson Ct., 2 Chaulk St. .... 10:05 a.m.  
Pearl Street Senior Center ..... 10:15 a.m.  
Manning Apt., 237 Franklin St. .... 10:25 a.m.

Reboard  
12:15

*\*Cost is \$1 per round trip for grocery shopping trips. Call SCM, between 9 a.m. and 1 p.m., at least two business days in advance at 625-1191 to reserve a seat. Shopping destinations may alternate.*

To: Newlines  
COA  
51 Inman Street  
Cambridge, MA 02139  
Attn: Sylvia

I would like to subscribe and have my copy delivered by mail. Enclosed is \$6.00 for a one year subscription.

Name \_\_\_\_\_  
Address \_\_\_\_\_ Zip \_\_\_\_\_  
Phone # \_\_\_\_\_ Date of Birth \_\_\_\_\_  
New  Renewal

## CAMBRIDGE MARKET BASKET FOOD SURVEY - JUNE 6 - 10/94

	BREAD & CIRCUS	HARVEST COOP	STAR	PURITY
<b>TOTAL MARKET BASKET:</b>	<b>\$124.49(+76.1%)</b>	<b>\$84.67(+19.8%)</b>	<b>\$70.70(--)</b>	<b>\$85.14(+20.4%)</b>
CARROTS	.69 lb	.49 lb.	.59 lb.	.69 lb.
VALENCIA ORANGES	1.19 lb.	.89 lb.	.99 lb.	.99 lb.
MACINTOSH APPLES	1.19 lb.	.66 lb.	.59 lb.	.66 lb.
BROCCOLLI	1.19 lb.	.89 lb.	.99 lb.	.99 lb.
BANANAS	.69 lb.	.59 lb.	.59 lb.	.69 lb.
ICEBURG LETTUCE	1.29 hd.	1.19 hd.	1.19 hd.	1.29 hd.
VIDALIA ONIONS	.79 lb.	.39 lb. *	.44 lb. *	.79 lb.
RED POTATOES	.89 lb.	.69 lb.	.44 lb. *	.79 lb.
CELERY	1.39 lb.	.99 lb.	.44 lb. *	.65 lb.
GREEN PEPPERS	1.69 lb.	1.19 lb.	1.19 lb.	1.29 lb.
GREEN BEANS	1.79 lb.	1.59 lb.	1.49 lb.	1.49 lb.
SPINACH	1.49 10oz	.89 10oz	1.39 10oz.	1.49 10oz.
TOMATOES	1.79 lb.	.99 lb.	.44 lb. *	1.29 lb.
RED /GREEN LEAF LETTUCE	1.19 hd.	.89 hd.	.44 hd *	.99 hd.*
GREEN GRAPES	1.98 lb.	1.49 lb.	.57 lb. *	1.79 lb.
GRANNY SMITH APPLES	1.29 lb.	.99 lb.	.99 lb.	1.29 lb.
DELICIOUS APPLES	1.49 lb.	1.19 lb.	.66 lb.	.66 lb.
PINK GRAPEFRUIT	.79 lb.	.50 lb.	.50 lb.	.69 lb.
RUSSET POTATOES	.89 lb.	.34 lb.	.39 lb.	.40 lb.
APRICOTS	1.98 lb.	1.39 lb. *	.68 lb.	1.99 lb.
PLUMS	1.79 lb.	1.19 lb.	.44 lb. *	1.29 lb.
PLUM TOMATOES	1.49 lb.	1.29 lb.	1.29 lb.	1.29 lb.
BOSC PEARS	1.39 lb.	.99 lb.	1.19 lb.	1.19 lb.
STRAWBERRIES	1.69 pt.	1.69 pt.	1.29 pt.	1.29 pt. *
CAULIFLOWER	.98 lb.	.99 lb.	.83 lb.	.89 lb.
SPANISH ONIONS	.98 lb.	.45 lb.	.44 lb.	.69 lb.
SUMMER SQUASH	1.29 lb.	1.19 lb.	.44 lb. *	1.29 lb.
80% LEAN HAMBURGER	2.59 lb.	1.89 lb. *	1.79 lb.	1.99 lb.
CHICKEN WHOLE	1.79 lb.	1.19 lb.	.99 lb.	.99 lb.
CHICKEN BR. QTRS.	1.69 lb.	1.29 lb.	.99 lb.	1.29 lb.
CHICKEN LEG QUARTERS	1.29 lb.	.79 lb.	.69 lb.	1.19 lb.
HOT DOGS	not avail. (1.04)	not avail. (1.04)	.99 lb.	1.09 lb.
GROUND TURKEY	4.99 lb.	2.69 lb.	.99 lb.	.88 lb.*
TUNA IN WATER 6.5oz.	1.19	.65	.69	.69
WHITE BREAD	not avail. (.84)	1.29 lb.	.58 lb.	.64 lb.
WHEAT BREAD	1.53 lb.	1.32 lb.	.89 lb.	.89 lb.
SPAGHETTI	1.59 lb.	.75 lb.	.33 lb. *	.59 lb.
SUGAR	not avail. (.41)	41 lb.	.38 lb.	.44 lb.
FLOUR	.79 lb.	.36 lb.	.20 lb.	.20 lb.
WHITE RICE	not avail. (.49)	.55 lb.	.43 lb.	.49 lb.
BROWN RICE	.69 lb.	.58 lb.	.99 lb.	1.19 lb.
CHEDDAR CHEESE	3.89 lb.	2.89 lb.	2.89 lb.	2.89 lb.
MEUNSTER CHEESE	3.69 lb.	3.59 lb.	3.19 lb.	2.89 lb.
YOGURT	2.19 32oz.	1.99 32 ozs.	1.69 32ozs.	1.99 32ozs.
BUTTER	1.49 lb.	1.39 lb.	1.29 lb.	1.49 lb.
MARGARINE	not avail. (.56)	.69 lb.	.50 lb.	.50 lb.
HOMOGENIZED MILK	2.69 gal.	2.59 gal.	2.39 gal.	2.55 gal.

2% MILK	2.49 gal.	2.45 gal.	2.19 gal.	2.39 gal.
EX. LARGE BROWN EGGS	1.49 doz.	1.19 doz.	1.19 doz.	1.29 doz.
ORANGE JUICE	1.79 64oz.	1.19 64oz. *	1.49 64oz.	1.49 64 oz.
FROZEN ORANGE JUICE	1.49 12oz.	.99 12oz.	.79 12oz.	1.09 12oz.
KIDNEY BEANS dry	.99 lb.	.75 lb.	.69 lb.	.69 lb.
CORN FLAKES	3.59 18oz.	2.09 18oz.	1.99 18oz.	2.49 18oz.
CAN TOMATO PUREE	1.49 28oz.	.95 28oz.	.79 28oz.	.79 28oz.
SPAGHETTI SAUCE	2.89 28oz.	1.99 28oz.	.88 28oz.	.95 28oz.
CANOLA OIL	2.79 32oz.	2.39 32oz.	1.55 32oz.	2.13 32oz.
CAN CARROTS	not avail. (.55)	.59 16oz.	.50 16oz.	.55 16oz.
CAN PEAS	2.79 16oz.	.59 16oz.	.59 16oz.	.59 16oz.
CAN CORN	not avail. (.64)	.59 16oz.	.59 16oz.	.75 16oz.
CAN GREEN BEANS	2.89 16oz.	.55 16oz.	.50 16 oz.	.59 16oz.
CHICKEN NOODLE SOUP	1.69 10oz.	.87 10oz.	.69 10oz.	.75 10oz.
APPLE SAUCE	2.19 25oz.	.99 25oz.	.88 25oz.	.99 25oz.
SALTINES	not avail. (.99)	.99 lb.	.99 lb.	.99 lb.
CHOC. SAND COOKIES	2.39 7oz.	1.35 7oz.	.50 7 oz.	.50 7oz.
APPLE JUICE	2.69 64oz.	1.15 64 oz.	1.19 64oz.	.77 64oz. *
PEANUT BUTTER	2.99 18oz.	1.89 18oz.	1.69 18oz.	1.69 18oz.
MAYONNAISE	3.19 32oz.	1.59 32oz.	1.59 32oz.	1.59 32oz.
CATSUP	2.99 26oz.	1.08 26oz.	1.05 26oz.	.85 26oz. *
CAN KIDNEY BEANS	.99 16oz.	.59 16oz.	.45 16oz.	.49 16oz.
ICE CREAM	2.79 qt.	.99 qt.	.95 qt.	.99 qt.
FRESH SCROD FILLETS	4.99 lb.	2.89 lb. *	3.19 lb.	3.69 lb.

STORES SURVEYED: HARVEST COOP, CENTRAL SQUARE, CAMBRIDGE  
 BREAD AND CIRCUS, CENTRAL SQUARE, CAMBRIDGE  
 STAR MARKET, PORTER SQUARE, CAMBRIDGE  
 PURITY SUPREME, CENTRAL SQUARE, CAMBRIDGE

\* denotes special sale

An effort was made to list the cheapest comparable item available, and to list them in equal amounts.  
 The price of not available items was averaged and added to the market basket to complete the 71 item count.

Costs of the complete market basket and price percentage differences and numbers of price leaders:

STAR MARKET	\$70.70	55 items of price leadership (incl. ties)
HARVEST COOP	\$84.67 (19.8 % higher than STAR)	22 items of price leadership (incl. ties)
PURITY SUPREME	\$85.14 (20.4% higher than STAR)	19 items of price leadership (incl. ties)
BREAD & CIRCUS	\$124.49 (76.1% higher than STAR)	0 items of price leadership

Issues such as numbers of choices, availability of culturally and ethnically acceptable foods, convenience, quality, ability to purchase other items such as pharmacy items, parking, public transportation, etc. must be considered as well. STAR MARKET and PURITY had the greatest number of items.

## RESOURCE LIST FOR FOOD ACCESS

O'Connor, James and Barbara Abell. Successful Supermarkets in Low-Income Inner Cities. U.S. Department of Agriculture. Alexandria, Virginia: August 15, 1992

The Hartford Food System. Food Retailing in Hartford: A Strategy To Meet Consumer Needs Hartford, Connecticut: January 1, 1986

Fairclough, Pamela and Shelley Herman. Developing Successful Neighborhood Supermarkets in New York City: A Guide for Community Based Organizations. Community Food Resource Center, Inc. New York, New York: 1994.

Food Marketing Institute. Directory of Government Programs and Legislation for Underserved Communities. Washington: 1994.

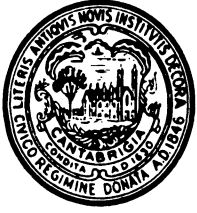
Food Marketing Institute. Joint Venture in the Inner City - Supermarkets General Corporation and New Community Corporation

Kennedy, Shawn G. "A Supermarket Invests in Harlem." New York Times, September 22, 1994, p. B3

Radov, Carl and Glen Weisbrod. "The Seven Deadly Sins of Retail Market Studies." Urban Land, 2/88.

Robicheau, Nannete. "The Uphams' Corner Model: A Comprehensive Commercial Revitalization Strategy for Multiethnic, Low-Income, Inner City Communities," in Melendez and Uriarte, Latino Poverty and Economic Development in Massachusetts, University of Massachusetts Press, Boston: 1993.

Steiker, Joel. "Community Development Corporations, New Ventures and Urban Economic Development Strategies," Journal of Employee Ownership Law and Finance, Fall 1993, p. 8.



CITY OF CAMBRIDGE  
CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300  
FAX 349-4307

EXECUTIVE DEPARTMENT  
ROBERT W. HEALY  
City Manager

RICHARD C. ROSSI  
Deputy City Manager

December 19, 1994

To The Honorable, The City Council:

Please find attached a response to Awaiting Report Item Nos. 12, 13, 21 and 24, which all concern food stores and supermarkets in Cambridge, received from Assistant City Manager for Community Development Susan Schlesinger.

Very truly yours,

Robert W. Healy  
City Manager

RWH/mev  
attachment

Consent Agenda # 4 S-553

Response to Awaiting Report Item Numbers  
Twelve, Thirteen, Twenty-one and Twenty-  
four regarding food stores and super-  
markets in Cambridge.

Rep. # 12 - for original see - 1994  
City Manager Request # 298

Rep. # 13 - for original see - 1994  
City Manager Request # 297

Rep. # 21 - for original see 1994  
City Manager Request # 346

Rep. # 24 - for original see 1994  
City Manager Request # 376

In City Council,

December 19, 1994

Referred to the  
Food Policy  
Committee

12/21/94 Copy sent to Food  
Policy Committee @