

Kendall Square Task Force

Progress Report to the Cambridge City Council

September 17, 1973

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Urban Renewal Plan

I. Summary of Findings and Recommendations

A. Need for more explicit land use provisions in the Kendall Square Urban Renewal Plan.

The Kendall Square urban renewal plan on file with HUD is entirely too permissive in the way that it specifies land uses for the project and entirely too lenient in protecting Cambridge residential neighborhoods. No further funding will be granted by HUD until the existing urban renewal plan is amended (see Appendix II). Since an amendment to the approved urban renewal plan will therefore be filed to bring industrial development to Kendall Square, the City Council should take the opportunity to restrict land uses in the urban renewal plan only to those which it desires - blue collar and white collar semi-professional industries which will provide quality jobs for Cambridge residents. There is no need to allow the broadness of the Cambridge Industrial "B" zoning district to specify permitted uses for the Kendall Square site. Undesired uses and undesired intensities of use should be specifically rejected in any approved amendment to the urban renewal plan. (See Appendix III for a sample of appropriate restrictions in an industrial urban renewal plan and Section III of the Task Force report.)

B. Task Force development of optimum industrial use report for Kendall Square area and profile of characteristics of unemployed Cambridge residents.

The Task Force with the assistance of the Planning and Development Department is developing a list of industries for the Kendall Square area which are geographically and environmentally appropriate and which provide adequate median wages, good internal advancement possibilities, and density of jobs per acre feasible in Kendall Square. A Task Force subcommittee is further, through the cooperation of CEOC and the Massachusetts Department of Employment Security, developing a profile of the characteristics of unemployed Cambridge residents. Both of these reports will be available by the end of September. (See Section IV of the Task Force report.)

C. Task Force expertise must be a meaningful part of the selection of the new Director of the Office of Economic Development and Manpower; the City Council should direct the City Manager to include funds for professional staff and office expenses in next budget.

The Task Force recommends that the City Council direct the City Manager to involve Task Force members in the evaluation of applicants for the director's position and in the establishment of criteria for the selection of a director. The work of this office is crucial to the success of the Task Force's program, and Task Force members have much expertise which would be invaluable in selecting a director. (See Section V of the Task Force report for details of this recommendation.) The City Council should direct the City Manager to provide sufficient funds in next year's budget to pay professional staff and expenses in addition to the Director's salary of the Office of Economic Development and Manpower.

D. Need for CRA commitment to amendment of urban renewal plan according to Task Force work program.

The City Council should express its desires that the CRA devote sufficient staff time and resources to the Kendall Square project to complete an adequate amendment to the urban renewal plan by the target of March 1, 1974 suggested by the Task Force.

In this vein, the Task Force was disappointed to learn that the director of the project, Ronald Thompson is on leave and is continuing with the CRA only on a part-time consultant basis. The Task Force, is nevertheless, pleased to learn that Mr. Thompson, because of his interests and concern about Kendall Square and because of his sense of professional responsibility, will make himself available to the Task Force, the CRA and the Department of Planning and Development on matters concerning Kendall Square at least 2 days per week. He will also attend the Tuesday evening Task Force meetings as long as the Task Force continues to feel his presence is useful. (See Section VI of the Task Force report.)

The Task Force, however, believes that the City Council should strongly urge the CRA to appoint a full-time director to this project, who will be able to give daily attention to the priorities of the Kendall Square Urban Renewal Area.

II. Kendall Square Redevelopment, a Joint Effort

In response to the City Council mandate, the Task Force has been meeting each week to advise the Cambridge Redevelopment Authority on "community concerns and interests." The Task Force has adopted a statement of goals for usage of land in Kendall Square (See Appendix IV). It has heard and read subcommittee reports on unemployment and underemployment, in Cambridge and attracting and keeping industry in Cambridge (See Appendix VI & VII).

Various individuals have offered their services to the Task Force and have been helpful in answering the questions of Task Force members: Roger Jewett of the Massachusetts Department of Commerce and Development, Robert Bowyer, Dan McSweeney, Mike Moser, Jack Partridge, and Jim Minuto of the Cambridge Planning and Development Department, Ron Thompson of the Cambridge Redevelopment Authority, and John Corcoran, City Manager. Special thanks are owed to Robert Remer for his excellent work as recording secretary for the Task Force. Thanks also must go to staff members at HUD for assistance in interpretation of HUD regulations.

III. Key Factors for the Kendall Square Project: An Amended Urban Renewal Plan, Controls to Protect Cambridge Neighborhoods, and Prompt Action.

As a result of the City Council's wise decision that jobs for Cambridge residents ought to be provided by the Kendall Square urban renewal project, an amendment to the urban renewal plan now on file with HUD must be developed. This amendment is far different legally and procedurally from the request from the CRA to the City Council last June that it be allowed to proceed with implementation of half the plan on file (the triangle) and explore different uses for the other half, (the quadrangle). This request essentially did not alter the plan on file.

The preparation of a major amendment, which will be required in this case, indicates that substantially new and different uses have been decided upon for an urban renewal project. Such substantial changes require new approvals or findings from the Planning Board, the City Council, the State Department of Community Affairs, the state clearinghouse agencies, and HUD. (See Appendix X for a detailed description of this process.)

The Task Force would like to emphasize the following points in relation to any amendment filed for the Kendall Square urban renewal project. The first point is that the urban renewal plan on file with HUD is entirely too permissive. It does not adequately protect several Cambridge residential neighborhoods from the effects of unwise development in Kendall Square.

It is therefore important that since an amendment of the urban renewal plan must be approved by the City Council (See Appendix II), that the City Council take the opportunity to approve only an amended urban renewal plan with enough controls in it to ensure that the community interests in industrial development are met and unwise and unwanted development does not take place. It is possible to include in an urban renewal plan specified industries (a list of these industries is being prepared by the Task Force) which are encouraged in the urban renewal area/ and to specifically exclude other uses such as hotels, motels, luxury commercial shops which might otherwise be approved for the zoning district in which the urban renewal project is located but which do not correspond to City Council desires. (See example from a Somerville urban renewal plan Appendix III, for a demonstration of specific inclusions and exclusions in an urban renewal plan. This need for restrictions, of course, must be balanced against the possibility of developing an urban renewal plan whose scope of uses is so narrow that the project cannot be developed. In the case of Kendall Square, however, there is still much need for further limitation.

As indicated, the latitude granted to the CRA in the urban renewal plan on file comes from the authority's utilization of the inherently broad categories of the Cambridge Zoning Ordinance to designate land uses for the Kendall Square project. The urban renewal plan on file with HUD allows any uses permitted generally or under special permit for "Business B Districts" in accordance with the provisions of Article IV of the Cambridge Zoning Ordinance. If the City Council had authorized a zoning change to "Business B" a few street closings, and approved in an amendment to the urban renewal plan, the deletion of the present requirement for a National Aeronautics and Space Administration (NASA) development, it would have had no further control over the specifics of development in the Kendall Square area. The development of a motel/hotel complex, luxury housing, apartment towers, and expensive shops - none of which would have substantially improved the employment picture in Cambridge and for current residents all of which would have substantially burdened service provision in the city and have drawn land speculation and overwhelming traffic problems into the residential areas of East Cambridge could not have been further opposed or amended by the City Council, though such a development plan was opposed by most community groups in Cambridge and the Planning and Development Department.

D.E.S. Research Department (Boston) has provided the Planning Department with a 10% random sample of all Greet St. active claimants (active claimants now total around 4,000 people, many from cities other than Cambridge). The sample, among other things, shows: last industry of employment, occupation (in DOT codes), average weekly wage of last employment, as well as age, sex and address of the claimant. Findings as a result of analysis of these data, will be reported to the Task Force in the very near future.

V. Office of Economic Development and Manpower

It appears to the Task Force that the newly created Office of Economic Development and Manpower is a hopeful sign for the City of Cambridge, and the Task Force commends the City Council for its wisdom in establishing this office. The Task Force believes, moreover, that the work of this office will be significant in implementing its recommendations for industrial uses in Cambridge and further that the Task Force with representatives of Cambridge industry and community groups among its membership, has significant insights to offer to the city as the management plans for this new office are drawn up.

The Task Force maintains, however, that current plans for this office must be significantly expanded. Establishing the position of Director of the Office of Development and Manpower is only the first step in stemming the flight of blue collar jobs from Cambridge. Procedures must be established to co-ordinate the work of this office with all other relevant city, state, and federal agencies and appropriate private interests. This office must receive the highest priority in city government. The City Manager should significantly broaden the suggested appropriation for this office for the next and future years so that a number of highly competent staff members may be engaged in the work of the office.

Because of its developing expertise in these matters and shared desire with everyone in the city government to see only the highest qualified individual chosen for director of this office.

The Task Force requested the City Manager to be allowed to screen the applicants for this position and to be able to work with the Manager in establishing meaningful criteria to aid in the selection of a director. The City Manager is not authorized at this time to share his responsibility for selection of the director with any other individual or groups. The Task Force therefore requests the City Council to direct the City Manager to conduct an extensive search for candidates with advertisements in appropriate newspapers, journals and to submit resumes of directorial candidates to the Nominating Subcommittee of the Task Force for review and that a representative of that committee be present at all interviews of the position for director. The Task Force also requests the City Council to direct the City Manager to utilize criteria suggested by the Nominating Subcommittee and approved by the Task Force in plenary session for selection of the director or to indicate formally why one or the other of the criterion are not appropriate to the selection process for the director.

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VI. Suggested Work Program for Continued Task Force - CRA Cooperation on the Kendall Square Site

G. Ronald Thomson, Assistant Director of the CRA, stated in a presentation to the Task Force that although no money was available from HUD for any projects in the area at the present time, that there was a possibility that HUD would receive additional funding for projects as of January 1, 1974. That seemed to be a reasonable target date, therefore, for the development of an amendment to the Kendall Square urban renewal plan, reflecting desired industrial uses, and for the start of the entire approvals process - Planning Board and City Council, at the Cambridge level, Department of Community Affairs at the State level, and HUD at the Federal level. Prior to that time informal consultative opinions will be sought from all concerned agencies. To meet this goal the Task Force proposes the following work program for continued cooperation with the CRA on the Kendall Square Project.

A. September

1. Completion of the Optimum Industrial Uses survey by the Task Force staff; presentation of this to the City Council and the CRA
2. Task Force liaison will also work with CRA staff to develop appropriate additional land use controls for the project; to decide whether further marketability studies need to be done for the project or whether it be preferable to contact the desired industries.
3. Assist in selection process of Director of Office of Economic Development and Manpower
4. CRA prepare a memorandum for developers on all tax incentives now available under state law for development of industry.
5. Report on unemployed and underemployed in Cambridge and their level of job skills.

B. October

1. Weekly meetings with the CRA to build optimum industrial uses into the permitted land uses section of the urban renewal plan amendment. Many other uses, permitted by the Industrial B Zoning District, will be listed as "excluded" in the land use section of the amendment to the urban renewal plan.
2. Contact with developers to begin to acquire a sense of feasibility or reality; to find out what developers, employers, industry need or want to be attracted to Kendall Square.
3. Continued contact with the City Manager on make-up of Office of Economic Development and Manpower.
4. Discussion of Industrial Development Authority and other funding requirements.
5. Manpower training: the need to relate job skills in Cambridge to jobs likely to be available in Kendall Square.

C. November

1. Task Force liaison will work with the CRA to select consultants to develop a revised concept plan, representative of City Council and community desires for the Kendall Square Area. Task Force liaison individuals will meet regularly with the consultant to develop the concept plan. (The concept plan need not be completed before the amendment to the urban renewal plan is presented to the Planning Board and the City Council).
2. First draft of amendment to the urban renewal plan.
3. Discussion of development approach; single private developer; several private developers; City as a developer.

D. December

1. Informal review by City agencies of amendment to the urban renewal plan.
2. Submittal of amendment to HUD, as required, prior to formal submittal to Council.
3. Submittal to Office of State Planning and Management for A-95 clearinghouse review.

E. January

1. Submission of the amendment to the urban renewal plan to the Planning Board; public hearings held by the Planning Board on the proposed amendment.
2. Findings by the Planning Board whether the proposed amendment to the urban renewal plan is consistent with a survey of local needs and with the Cambridge comprehensive plan.
3. Final development of concept plan.

F. February

1. Pursuant to favorable Planning Board findings, submission of the amendment to the urban renewal plan to the City Council. Public hearings held by City Council on proposed amendment.
2. Decision by City Council on the proposed amendment to the urban renewal plan.

G. March

1. Amendatory Loan and Grant Application to HUD asking for additional funds to complete project.

APPENDIX I

The voting membership of the Kendall Square Task Force shall consist of representatives of community organizations who have attended two or more Task Force meetings and who shall not have missed three consecutive meetings.

Organizations who are not currently represented are invited to send a representative who shall become a voting member at the second consecutive meeting attended. After October 2, 1973 organizations wishing representation on the Task Force shall require a majority vote of the Task Force.

The Council Designates are voting members of the Task Force. If two people are present representing one councillor, only one may vote.

All Cambridge residents are welcome to observe and participate in the Task Force meetings, but shall not be voting members of the Task Force.

Task Force members as of September 17, 1973:

Department of Transportation - Anthony Minichiello

Wellington-Harrington - Mary Nicoloro, Bob Bright

Massachusetts Institute of Technology - Robert Simha

Ward 2 Democratic Committee - Sandra Bryan

East End House - Richard Brescia

Harwell Homes - Auriello Torres

East Cambridge Planning Team - Frank Budryk, Dave Carter

St. Paul's A.M.E. Church - Francis Pierce

St. Francis of Assisi Church - Anthony D'Onofrio

C.C.A. - Brett Denham

Council on Aging - Kathryn Hanley

G.R.O. - Paul Chase

Conservation Commission - Stuart Lesser

Ward 4 Republican Committee - Baryl Brony

Sacred Heart Church - Thomas Walker

Kendall Square Businessmen - Richard Sullivan, William Downey

HALT - Jeff Tryens

Cambridge Organization of Portuguese Americans - Jose Luis

C.E.O.C.

League of Women Voters - Maxine Turner

Councillor Designates

Frederick Centanni

Robert Chambers

Jacqueline Sullivan

Patrick Murphy

Oliver Brooks

Thomas Clinton

John Marcy

Pebble Gifford



REGION I
Room 800

John F. Kennedy Federal Building
Boston, Massachusetts 02203

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
BOSTON AREA OFFICE
BULFINCH BUILDING, 15 NEW CHARDON STREET
BOSTON, MASSACHUSETTS 02114

APPENDIX II

JUL 30 1973

IN REPLY REFER TO:

1.1PIR-1

Mr. Robert F. Rowland
Executive Director
Cambridge Redevelopment Authority
336 Main Street
Cambridge, Massachusetts

AUG 2 1973

| | | | |
|-------------------------------------|-----|-----|------|
| RFR | LSO | HRF | AGK |
| RCS | CDG | ESP | SJD |
| <input checked="" type="checkbox"/> | CNG | DT | GMH |
| | | PLW | YASW |
| | | ST | |
| | | SWN | |
| | | JDM | |
| HLB | | RV | |

Dear Mr. Rowland:

Subject: Revised Project Expenditures
Budget No. 8
Kendall Square Urban Renewal Area
Project No. Mass. R-107

On October 10, 1972, you submitted to this office a request for a revised project expenditures budget for the subject project.

In conducting a review of your request, it was discovered that additional information was necessary to justify Line No. 10, Disposition Costs. This information was requested on November 13, 1972. Your office complied with our request and a further review of this line item was conducted.

We cannot concur in a budget revision at this time; however, our comments ... relating to Line No. 10 Disposal, lease retention costs are:

1. The use of brokerage is recommended to facilitate the disposition program; however, such brokerage shall not be exclusive. Approval of brokers' fees is subject to a meeting subsequent to approval of the proposed plan change.
2. Your request for an exclusive contract with one consultant is denied. Discussions as to eligible expenditures for disposition activities will also be held at a date subsequent to the approved plan change.

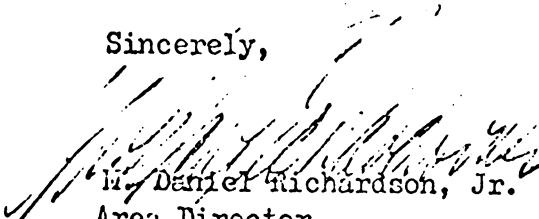


Our objection at this time is based primarily on the plan for the Kendall Square Renewal Area. It is our understanding that the present plan was vetoed by the City Council and that the City has engaged a task force to help replan the area for industrial uses.

It is therefore our recommendation that your request be resubmitted to this office after a definite plan has been approved for the area.

If we can be of further assistance, please feel free to contact this office.

Sincerely,



M. Daniel Richardson, Jr.
Area Director

Enclosure

URBAN RENEWAL PLAN
INNER BELT URBAN RENEWAL AREA
PROJECT NO. MASS. R-112

Somerville Redevelopment Authority
City of Somerville, Middlesex County, Massachusetts

March, 1968

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parking, loading, and landscaped areas, as defined in Paragraph 10 and in the following subparagraphs of Paragraph 11.

11.3 Intent of the Plan: Design. It is the intent of the Plan that the development of Parcels I-1, I-2, and I-3 shall be coordinated physically, functionally, and aesthetically and shall be harmonious in scale and building materials with the Inner Belt Industrial Center. To this end, proposed plans and specifications shall be submitted to the Authority for approval, pursuant to Paragraph 14.5.

11.4 Application of the Building Zone Ordinance. It is the intent of the Plan that the requirements of IA-Industrial District of the Building Zone Ordinance shall apply to Parcels I-1, I-2, and I-3, except for the following requirements which are more restrictive than said Building Zone Ordinance:

11.4.1 Permitted Uses. Permitted uses shall be limited to light manufacturing, compounding, assembling, and processing; craftsmanship operations; wholesaling, warehousing, storage, and distribution; research and development with prototype manufacturing; public services and utilities; offices, retail business and service establishments, and eating facilities as an accessory use; and other such accessory uses as off-street parking and loading areas related to such uses. Such permitted uses are defined by Use 7; Use 12a; and Use 13a, as listed in Section 10-3 of the Somerville Building Zone Ordinance.

11.4.2 Excluded Uses. The following uses are specifically excluded: all residential uses; hotels, motels, inns, and lodging houses; dormitories, fraternities, and sororities; hospitals, nursing homes, convalescent homes, and funeral establishments; institutional, recreational, and educational uses; retail business and service establishments as a principal use; offices as a principal use; automotive sales, service, repairs, and storage as a principal use; gasoline stations; truck freight terminals and garages; open lot storage of building materials, contractor's equipment, machinery, and metals as well as of coal, coke, sand, or other solid fuel or similar material; lumber yards and junk yards; storage of oil and petroleum as a principal use; and heavy

Adopts Council's Guidelines for Area

Task Force Acts to Create New Kendall Sq. Jobs

After adopting the City Council's guidelines which provide "maximum blue collar jobs for Cambridge residents," the Kendall sq. Task Force voted to establish a special committee to work with the Cambridge Redevelopment Authority to fulfill the Council directive.

Members of the City Council, the CRA, the city manager and other officials of Cambridge are to receive copies of a statement approved Wednesday night by the task force.

The task force's purpose is to advise the CRA on plans for development of the Kendall sq. area which now stands empty. This is the statement approved by the group:

"**THE CAMBRIDGE** City Council has designated the land usage of the 24-acre site at Kendall sq. as providing 'maximum blue collar jobs for Cambridge residents.' The City Council said 'non-professional white collar jobs' could be included in the goal of providing jobs for Cambridge residents.

"The City Council has established five priorities within the goal of bringing jobs to the Kendall sq. site:

- "To provide jobs for present and future Cambridge residents which pay enough for a worker to be able to support his or her family. (Presumably, future residents are those children now growing up in Cambridge.)

- "To provide jobs which Cambridge residents now have the skills to do but which also offer opportunities for on-the-job training and advancement, and to provide upwardly mobile jobs for which Cambridge residents may be trained.

- "**TO PROVIDE** a truck street to service the Kendall sq. site, with access and egress which avoid residential streets including 6th st. and the railroad bed north of Broadway.

- "To minimize parking facilities on the site so as to encourage the use of public transportation.

- "To disallow the taking of residential or commercial buildings for street changes.

"**THE CITY COUNCIL** created the task force to 'advise the CRA of community concerns and interests in the preparation of revised plans for Kendall sq.'

"The task force agrees with the City Council's designation of land usage in Kendall sq. as outlined above. The task force further advises the City Council and the CRA that the CRA should provide space for child care facilities for the pre-school children of people who will be employed on the Kendall sq. site.

"To insure that the task force and the CRA work together in fulfilling the City Council directive, the task force has asked the CRA to make weekly reports of all their activities concerning the Kendall sq. site. The task force has established a three person subcommittee to work with the CRA on a daily basis, if necessary, to fulfill the council directive.

"**INASMUCH AS** the City Council and the task force are in agreement with the usage of the Kendall sq. land, the CRA must now develop a plan to meet this usage. As a first step the task force suggests that the CRA begin the process of withdrawing the plan formerly approved by the City Council which permits the development of the triangle land separate from that of the remaining land

(contrary to the recent Council directive to develop the land as one site).


"That plan is currently on file with HUD. HUD should be officially notified that the City Council has rejected the concept plan for the triangle land and is on record as wishing the 24-acre site to be developed as a unit to "provide maximum blue-collar jobs for Cambridge residents.

"**WE URGE** to CRA to do the paper-work necessary to withdraw the NASA-Triangle Plan from HUD and that they make whatever recommendations as are necessary to the City Council that this be accomplished.

"By withdrawing the former plan from HUD, the City Council, city manager, City Planning Dept., CRA, and the task force will be on record as unanimously favoring the development of the Kendall sq. site so as to maximize jobs for Cambridge residents.

"This in turn would be the first step in providing a good political climate for industries to build and stay in Cambridge."

| | | | | |
|---|--|---|---|-------------------------------|
| U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT URBAN RENEWAL PROGRAM REPORT ON BUDGETARY STATUS | INSTRUCTIONS: Prepare original and 3 copies for HUD. Submit to HUD with Form HUD-6251. | REPORT PERIOD: <input type="checkbox"/> Jan. - June <input type="checkbox"/> July - Dec. <input type="checkbox"/> FINAL REPORT | NAME OF LPA Redevelopment Authority 336 Main Street Cambridge, Mass. 02142 | PROJECT NUMBER Mass. R-107 |
|---|--|---|---|-------------------------------|

| LINE NO. | 1. CLASSIFICATION OF COSTS | TOTAL IN LATEST BUDGET APPROVED | TOTAL ENCUMBRANCES AS OF June 30, 1973 | | | UNENCUMBERED BALANCE (Col. (a) - (d)) (e) | 2. Are any changes anticipated in the following items which will require revision of the Project Financing Plan (HUD-6200)? (If "Yes" for any item, attach Schedule A) |
|----------|--|---------------------------------|--|--------------------------------|--|---|---|
| | | June 14, 1972 (a) | COSTS INCURRED (b) | OUTSTANDING COMMITMENTS (c) | TOTAL ENCUMB. (Col. (b) + (c)) (d) | | |
| 1 | TOTAL SURVEY AND PLANNING EXPENDITURES (Includes all costs incurred (except furniture and equipment), costs estimated to be incurred, and interest on advances to repayment date) (1401, 1403, 1404) | \$ 295,785 | \$ 295,785 | \$ | \$ 295,785 | \$ - | |
| 2 | PROJECT EXECUTION EXPENDITURES: | | | | | | |
| | Administrative costs (1410, 1475) | 2,237,900 | 1,683,767 | | 1,683,767 | 554,133 | Item 1 of Gross Project Cost |
| 3 | Legal services (1415.02 through 1415.05) | 155,000 | 130,004 | 24,169 | 154,173 | 827 | Item 2 of Gross Project Cost |
| 4 | Survey and planning (1430) | 250,000 | 181,574 | 34,110 | 215,684 | 34,316 | Disposition Proceeds |
| 5 | Real estate acquisition expenses (1440.02 through 1440.06) | 161,000 | 138,868 | 2,621 | 141,489 | 19,511 | Relocation Payments |
| 6 | Operation of acquired property - Profit (-) or Loss (+) (1448, 1448.038) (See Footnote 1) | 100,795 | (-) 40,599 | 430 | (-) 40,169 | 140,964 | Rehabilitation Grants |
| 7 | Relocation and community organization, excluding relocation payments (1443) | 150,000 | 36,010 | 1,210 | 37,220 | 112,780 | Other Pooled Projects |
| 8 | Site clearance - Proceeds (-) or Cost (+) (1450) | 1,223,997 | 1,100,082 | 1,800 | 1,101,882 | 122,115 | SUBMITTED BY: |
| 9 | Project improvements (1455) | 4,670,222 | 1,811,127 | 110,353 | 1,921,480 | 2,748,742 |  Senior Accountant Title |
| 10 | Disposal, lease, retention costs (1445) | 75,000 | 25,948 | | 25,948 | 49,052 | |
| 11 | Rehabilitation excluding Rehabilitation Grants (1460.1, 1460.2) | - | - | | - | - | Footnote 1. Includes real estate tax credits as follows: (1448.038) |
| 12 | Interest (1420.013, 1420.02) | 1,360,000 | 2,057,346 | | 2,057,346 | (-) 697,346 | |
| 13 | Other income (-) (1449) | (-) 552,000 | (-) 668,259 | (-) | (-) 668,259 | (+) 116,259 | |
| 14 | Contingencies | 98,655 | - | | - | 98,655 | |
| 15 | Real estate purchases (1440.01) | 14,551,760 | 14,850,493 | | 14,850,493 | (-) 298,733 | |
| 16 | Project inspection (1418) | 140,486 | 131,396 | | 131,396 | 9,090 | |
| 17 | TOTAL PROJECT EXPENDITURES (ITEM 1 OF GROSS PROJECT COST) (Sum of Lines 1 - 16) | \$24,918,600 | \$21,733,542 | \$ 174,693 | \$21,908,235 | \$3,010,365 | |
| 18 | Relocation payments (100% reimbursable to LPA) (1501) | \$ 3,705,576 | \$ | \$ | \$ | \$ | |
| 19 | Rehabilitation grant payments (100% reimbursable to LPA) (1502) | \$ | \$ | \$ | \$ | \$ | |

MEMORANDUM

To: Kendall Square Task Force
From: Aurelio Torres and Pat Cusick
Re: Investigation of the unemployed and potentially unemployed in
Cambridge
Date: August 8, 1973

A. Potentially unemployed

In May of 1973 CEOC engaged the Lawrence Berkley Laboratory in conjunction with the Manpower Administration, Department of Labor to perform a Manpower profile of the city of Cambridge with data obtained from the second and fourth counts of the 1970 census. The attached Manpower profile is the analysis obtained from this computer run performed on May 9, 1973 at the University of California. This profile, with additional tables to be submitted at a later date, gives a picture of the potentially unemployed residents of the city of Cambridge.

B. Unemployed

It is impossible to obtain a profile of the unemployed from existing data. However, the data on unemployed Cambridge residents is available on cards at the local Division of Employment Security (DES) office. These cards are unfortunately mixed with cards from Somerville and other cities. It is our recommendation that either 1,000 or three clerical staff persons working two weeks be made available to retrieve the cards of Cambridge residents from the DES files, so that for the first time there will be available a concrete study of the unemployed in Cambridge. It will also be necessary for the Task Force to request permission from the DES.

C. Possibilities of re-training

Possibilities of re-training cannot be discussed until a profile of the unemployed is obtained.

D. Maximizing jobs for Cambridge residents

There are several options available to maximize jobs for Cambridge residents in any new industries attracted to Kendall Square. These options require further study and include tax abatements for the city of Cambridge to attract new industries, a quota system for hiring Cambridge residents to be tied in with any tax abatement, and the development of facilities in the planning of the Kendall Square development by the CRA which will attract new industries.

Manpower Profile

RACIAL AND ETHNIC CHARACTERISTICS

The total population of the area in April 1970 was 100,393 with a racial composition of whites, 91,309 (91.4%); blacks, 6,636 (6.6%); other races, 1,948 (1.9%). The Spanish American ethnic group (also counted primarily in the white race, but includes some blacks and other races) accounted for 1,954 (1.9%). Persons of foreign stock made up 38,534 (38.4% of the total population).

AGE

One half of the male white population was below 25.1 years old, compared with 25.2 years for male blacks, 24.8 years for males in other races, and 22.7 years for male Spanish Americans. The respective median age for females were -- white 28.3 years, black 30.5 years, other races 26.3 years and Spanish Americans 24.3 years. Some 70,635 (70.4% of the total population) were in the prime working age group, 16 - 64 years old. Persons over 65 accounted for 11,819 (11.8 % of the total population).

EMPLOYMENT AND UNEMPLOYMENT

The civilian labor force in this area was 43,983 comprised of 45,006 (91.9% whites, 3,036 (6.3%) blacks, 391 (1.8%) other races, and 779 (1.6%) Spanish Americans. The total labor force participation rate was 59.5%.

Civilian employment in the area totaled 47,042 with 43,235 (91.9%) whites at work, 2,965 (6.3%) blacks, 324 (1.8%) other races, and 692 (1.5%) Spanish Americans. The largest number of jobs occurred in the following four major industry divisions: Services, Manufacturing, retail trade, fin. ins. and real estate.

Federal, state and local governments employed 7,523 persons in nonagricultural jobs, 16.0% of the total employed in the area.

The occupational groups employing the largest number of persons in each racial and ethnic group were:

| | all races | white | black | other | Spanish Amer. |
|-------------------|-----------|--------|-------|-------|---------------|
| Total employed, # | 47,024 | 43,235 | 2,965 | 324 | 692 |
| horizontal % | 100 | 91.9 | 6.3 | 1.8 | 1.5 |
| vertical % | 100 | 100 | 100 | 100 | 100 |
| white collar | 66.6* | 67.7* | 50.2* | 70.8* | 64* |
| blue collar | 20.5* | 20.2* | 26.4* | 15.5* | 22.1* |
| service | 12.8* | 12.1* | 23* | 13.7* | 13.9* |
| farm | .1 | .0 | .4 | .0 | .0 |

Total employment in low pay and low status occupations was 9.2% for whites, 16.6% for blacks, 13.0% for other races, and 11.3% for Spanish Americans.

Unemployment totaled 1,959 or 4% of the vicilian labor force. April 1970 unemployment rates by race/ethnic groups were: whites, 3.9%; blacks 3.9%; other races, 7.5%; Spanish Americans, 11.2%. Persons over 16 years old not in the Armed Forces, not at work and not looking for work totalled 33,362. Of these 3.1% were in institutions and 36 % were enrolled in school. There were 2,539 persons in the area between 16-64 years old who were disabled or handicapped.

INCOME AND POVERTY STATUS

During the calendar year 1969, 1/3 of the families in the area received under \$9,814 per year. Some 1,805 (8.6% of the families) received less than the poverty level while 4,716 (22.6%) received more than \$15,000. In 1969, 1/3 of the unrelated individuals received less than \$2,626; 6,926 (28% of these individuals) were below the poverty level, while 1,107 (3.4%) had incomes over \$15,000. Median white family income was \$9,923 compared with \$8,415 for blacks, \$9,068 for other races, and \$6,611 for Spanish Americans.

Families below poverty received a mean income of \$1,710 in 1969; 25.7% of the poverty families received public assistance income. Of the poverty families, 735 (40.7%) were headed by women.

The total number of persons in poverty was 12,891 (14.3% of all persons). The "near poor" persons with income less than 125% of the poverty level totalled 17,905 (19% of all persons) while the "poor poor" persons with income less than 75% of the poverty level numbered 9,338 (10.4% of all persons.)

VETERANS

Among males 16 years old and over, 12,218 (30.6%) were veterans. Men who served during the Vietnam War period numbered 2,555; during the Korean Conflict, 1,737. Some 272 had served in both Korea and World War II. Service in previous periods accounted for 7,644 veterans.

EDUCATIONAL ATTAINMENT

Of the total population over 25 years old, 20,228 (37%) had less than a high school education. However, 63% had graduated from high school and 30.1% were college graduates. $\frac{1}{2}$ of the white population in this age group had at least 12.6 years of education, compared with 12.1 years for blacks, 16.7 years for other races and 12.3 years for Spanish Americans.

School enrollment rates for persons 16 - 21 years old were 72.3% for the white population, 68.8% for blacks, 93.2% for other races, and 57% for Spanish Americans. Of the population 16 - 21 years old, some 4,475 (27.3%) were not enrolled in school; of this total 3,180 were high school graduates and 1,295 were school dropouts. About 22.2% of the graduates and 43.2% of the dropouts were unemployed or not in the labor force.

TABLE 1

EDUCATIONAL ATTAINMENT AND SCHOOL ENROLLEMENT OF PERSONS BY AGE AND
VOCATIONAL TRAINING OF MEN 16-64 YEARS OLD, BY RACE AND ETHNIC GROUP

CITY OF CAMBRIDGE
MASSACHUSETTS

| <u>Years of School Completed, Persons Age 25+</u> | | <u>Total</u> | <u>White</u> | <u>Black</u> | <u>Other Races</u> | <u>Spanish American</u> |
|---|-----------------|--------------|--------------|--------------|------------------------|-----------------------------|
| Elementary | C-4 years | 2,408 | 2,235 | 120 | 53 | 23 |
| | 5-7 years | 3,950 | 3,534 | 379 | 37 | 104 |
| | 8 years | 5,344 | 4,918 | 370 | 56 | 62 |
| High School | 1-3 years | 8,526 | 7,625 | 856 | 45 | 101 |
| | 4 years | 13,109 | 11,865 | 1,145 | 99 | 191 |
| College | 1-3 years | 4,888 | 4,432 | 356 | 100 | 82 |
| | 4 years or more | 16,499 | 15,427 | 438 | 634 | 340 |
| Percent with less than 8 years | | 11.6 | 11.5 | 13.6 | 8.8 | 14.1 |
| Percent high school graduate | | 63.0 | 63.4 | 52.9 | 81.3 | 67.9 |
| Percent college graduate | | 30.1 | 30.8 | 12.0 | 61.9 | 37.7 |
| Median years completed | | 12.5 | 12.6 | 12.1 | 16.7 | 12.8 |
| <u>Years of School Completed, Persons 18-24 Years Old</u> | | | | | | |
| Percent High School Graduate | | 62.0 | 61.5 | 69.1 | 71.7 | 55.0 |
| Percent College Graduate | | 29.4 | 30.6 | 5.4 | 23.2 | 17.7 |
| <u>School Enrollment, by Age</u> | | | | | | |
| Total enrolled, 14-34 Years old | | 23,852 | 21,881 | 1,128 | 843 | 421 |
| 14-15 years | | 2,258 | 1,984 | 229 | 45 | 29 |
| 16-21 years | | 11,709 | 10,708 | 601 | 400 | 162 |
| 16-17 years | | 2,205 | 1,948 | 214 | 43 | 44 |
| 18-19 years | | 4,624 | 4,253 | 206 | 165 | 56 |
| 20-21 years | | 4,880 | 4,507 | 181 | 192 | 62 |
| 22-24 years | | 5,233 | 5,047 | 44 | 142 | 57 |
| 25-34 years | | 4,652 | 4,142 | 254 | 256 | 173 |
| <u>Percent of Population in School, by Age</u> | | | | | | |
| Total, 14-34 years | | 50.1 | 50.0 | 44.4 | 62.7 | 41.2 |
| 14-15 years | | 96.0 | 98.8 | 77.6 | 93.8 | 100.0 |
| 16-21 years | | 72.7 | 72.3 | 68.8 | 93.2 | 57.0 |
| 16-17 years | | 86.2 | 84.1 | 109.7 | 91.5 | 81.5 |
| 18-19 years | | 75.8 | 76.2 | 58.2 | 97.1 | 53.3 |
| 20-21 years | | 65.6 | 65.3 | 55.7 | 90.6 | 49.6 |
| 22-24 years | | 45.0 | 45.4 | 13.5 | 79.3 | 41.6 |
| 25-34 years | | 26.5 | 26.2 | 24.4 | 37.2 | 30.2 |

TABLE I (cont.)

| | | | | | |
|---|--------|--------|-------|------|------|
| Total men 16-64 years old with less than 3 years of college completed 1/ | 23,075 | 21,027 | 1,707 | 341 | 557 |
| With vocational training | 7,005 | 6,196 | 748 | 61 | 141 |
| Percent of 16-64 years old with less than 3 years college | 30.4 | 29.5 | 43.8 | 17.9 | 25.3 |

1/ based on 5 percent sample

TABLE II

EMPLOYMENT STATUS FOR PERSONS 16 YEARS AND OVER
TOTAL, MALE AND FEMALE, BY RACE AND ETHNIC GROUP

CITY OF CAMBRIDGE
MASSACHUSETTS

| | <u>Total</u> | <u>White</u> | <u>Black</u> | <u>Other Races</u> | <u>Spanish American</u> |
|--|--------------|--------------|--------------|--------------------|-------------------------|
| <u>Total Both Sexes, 16 Years & Over</u> | 82,454 | 75,958 | 4,864 | 1,632 | 1,324 |
| Total Labor Force | 49,093 | 45,113 | 3,088 | 891 | 779 |
| Labor Force Participation Rate | 59.5 | 59.4 | 63.5 | 54.6 | 58.8 |
| Civilian Labor Force | 48,983 | 45,006 | 3,086 | 891 | 779 |
| Employed | 47,024 | 43,235 | 2,965 | 824 | 692 |
| Unemployed | 1,959 | 1,771 | 121 | 67 | 87 |
| Unemployment Rate | 4.0 | 3.9 | 3.9 | 7.5 | 11.2 |
| Not in Labor Force | 33,362 | 30,845 | 1,776 | 741 | 545 |
| Inmate of Institution | 1,027 | 979 | 48 | 0 | 5 |
| Enrolled in School | 12,024 | 11,149 | 427 | 448 | 305 |
| Other Under 65 Years | 11,677 | 10,683 | 731 | 263 | 219 |
| Disabled or Handicapped | 2,539 | 2,424 | 115 | 0 | 84 |
| Other Over 65 Years | 8,634 | 8,034 | 570 | 30 | 16 |
| <u>Total Male, 16 Years & Over</u> | 39,958 | 36,762 | 2,216 | 980 | 668 |
| Total Labor Force | 26,460 | 24,317 | 1,573 | 570 | 418 |
| Labor Force Participation Rate | 66.2 | 66.1 | 71.0 | 58.2 | 62.6 |
| Civilian Labor Force | 26,361 | 24,220 | 1,571 | 570 | 418 |
| Employed | 25,296 | 23,243 | 1,525 | 528 | 365 |
| Unemployed | 1,065 | 977 | 46 | 42 | 53 |
| Unemployment Rate | 4.0 | 4.0 | 2.9 | 7.4 | 12.7 |
| Not in Labor Force | 13,498 | 12,445 | 643 | 410 | 250 |
| Inmate of Institution | 272 | 264 | 9 | 0 | 0 |
| Enrolled in School | 8,300 | 7,651 | 317 | 332 | 218 |
| Other Under 65 Years | 2,313 | 2,120 | 119 | 74 | 32 |
| Disabled or Handicapped | 1,109 | 970 | 49 | 0 | 45 |
| Other Over 65 Years | 2,613 | 2,410 | 199 | 4 | 0 |
| <u>Total Female, 16 Years and Over</u> | 42,496 | 39,196 | 2,648 | 652 | 656 |
| Total Labor Force | 22,632 | 20,796 | 1,515 | 321 | 361 |
| Labor Force Participation Rate | 53.3 | 53.1 | 57.2 | 49.2 | 55.0 |
| Civilian Labor Force | 22,622 | 20,786 | 1,515 | 321 | 361 |
| Employed | 21,728 | 19,992 | 1,440 | 296 | 327 |
| Unemployed | 894 | 794 | 75 | 25 | 34 |
| Unemployment Rate | 4.0 | 3.8 | 5.0 | 7.8 | 9.4 |
| Not in Labor Force | 19,864 | 18,400 | 1,133 | 331 | 295 |
| Inmate of Institution | 755 | 715 | 40 | 0 | 5 |
| Enrolled in School | 3,724 | 3,498 | 110 | 116 | 87 |
| Other Under 65 Years | 9,364 | 8,563 | 612 | 189 | 187 |

TABLE II (cont.)

Disabled or Handicapped
Other Over 65 Years

1,520
6,021

1,454
5,624

66
371

0
26

39
16

TABLE III

**EMPLOYMENT STATUS BY SCHOOL COMPLETION FOR 16-21 YEAR OLDS, AND BY DISABILITY STATUS FOR 16-64 YEAR OLDS,
BY SEX, RACE AND ETHNIC GROUP**

CITY OF CAMBRIDGE
CAMBRIDGE

| | M A L E S | | | | | F E M A L E S | | | | |
|--|-----------|--------|-------|-------|------------------|---------------|--------|-------|-------|------------------|
| | Total | White | Black | Other | Spanish American | Total | White | Black | Other | Spanish American |
| 16-21 Year Olds Not Enrolled in School | | | | | | | | | | |
| TOTAL | 1791 | 1655 | 116 | 20 | 53 | 2684 | 2460 | 203 | 21 | 69 |
| Not High School Graduate | 600 | 541 | 51 | 8 | 22 | 695 | 634 | 58 | 3 | 36 |
| Percent of all 16-21 year olds | 6.3 | 6.2 | 10.8 | 2.7 | 15.7 | 10.6 | 10.5 | 14.5 | 2.2 | 25.0 |
| Employed or in Armed Forces | 408 | 373 | 31 | 4 | 5 | 328 | 309 | 16 | 3 | 10 |
| Unemployed or Not in Labor Forces | 192 | 168 | 20 | 4 | 17 | 367 | 325 | 42 | 0 | 26 |
| Percent of Non-High School Grads | 32.0 | 31.1 | 39.2 | 50.0 | 77.3 | 52.8 | 51.3 | 72.4 | 0. | 72.2 |
| High School Graduate | 1191 | 1114 | 65 | 12 | 31 | 1989 | 1826 | 145 | 18 | 33 |
| Employed or in Armed Forces | 892 | 826 | 59 | 7 | 31 | 1581 | 1470 | 93 | 18 | 15 |
| Unemployed or Not in Labor Force | 299 | 288 | 6 | 5 | 0 | 408 | 356 | 52 | 0 | 18 |
| Percent of High School Grads | 25.1 | 25.9 | 9.2 | 41.7 | 0. | 20.5 | 19.5 | 35.9 | 0. | 54.5 |
| | | | | | | | | | | |
| 16-64 Year Olds Not Inmates and Not Enrolled in School 1/ | | | | | | | | | | |
| TOTAL | 22,858 | 21,062 | 1,396 | 400 | 568 | 29,521 | 27,143 | 1,841 | 537 | 622 |
| Not Disabled or Handicapped | 20,050 | 18,449 | 1,240 | 361 | 495 | 27,112 | 24,891 | 1,728 | 493 | 583 |
| In Labor Force | 18,215 | 16,745 | 1,145 | 325 | 456 | 18,699 | 17,116 | 1,269 | 314 | 343 |
| L Labor Force Participation Rate | 90.8 | 90.8 | 92.3 | 90.0 | 92.1 | 69.0 | 68.8 | 73.4 | 63.7 | 58.8 |
| Disabled or Handicapped | 2,808 | 2,613 | 156 | 39 | 73 | 2,409 | 2,252 | 113 | 44 | 39 |
| In Labor Force | 1,789 | 1,643 | 107 | 39 | 28 | 889 | 798 | 47 | 44 | 0 |
| Labor Force Participation Rate | 63.7 | 62.9 | 68.6 | 100.0 | 38.4 | 36.9 | 35.4 | 41.6 | 100.0 | 0. |
| Employed | 1,595 | 1,449 | 107 | 39 | 28 | 791 | 725 | 22 | 44 | 0 |
| Unemployed | 194 | 194 | 0 | 0 | 0 | 98 | 73 | 25 | 0 | 0 |
| Unemployment Rate | 10.8 | 11.8 | 0. | 0. | 0. | 11.0 | 9.1 | 53.2 | 0. | 0. |
| Not in Labor Force | 1,109 | 970 | 49 | 0 | 45 | 1,520 | 1,454 | 66 | 0 | 39 |
| Able to Work | 178 | 167 | 11 | 0 | 0 | 527 | 527 | 0 | 0 | 0 |
| Unable to Work | 841 | 803 | 38 | 0 | 45 | 993 | 927 | 66 | 0 | 39 |
| Disabled more than 6 mos. | 767 | 743 | 24 | 0 | 45 | 983 | 927 | 56 | 0 | 39 |
| Percent of Unable to Work | 91.2 | 92.5 | 63.2 | 0. | 100.0 | 99.0 | 100.0 | 84.8 | 0. | 100.0 |

1/ Table Based on 5 percent Sample

TABLE IV

EMPLOYED PERSONS 16 YEARS AND OVER BY OCCUPATION, TOTAL BY RACE
AND ETHNIC GROUP (PERCENT DISTRIBUTION)

CITY OF CAMBRIDGE
MASSACHUSETTS

| | <u>Total</u> | <u>White</u> | <u>Black</u> | <u>Other Races</u> | <u>Spanish American</u> |
|--|--------------|--------------|--------------|--------------------|-------------------------|
| <u>Total, all Occupations, Number</u> | 47,024 | 43,235 | 2,965 | 824 | 692 |
| <u>Percent</u> | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Professional, Technical & Related | 34.2 | 35.0 | 16.9 | 51.8 | 27.9 |
| Engineers** | 1.5 | 1.5 | 1.0 | 3.5 | 0. |
| Medical and Health Workers | 3.1 | 3.2 | 2.2 | 4.9 | 1.7 |
| Teachers, Public School | 5.1 | 5.4 | 1.4 | 1.2 | 3.2 |
| Other Professional Workers | 24.5 | 25.0 | 12.3 | 42.2 | 23.0 |
| Non-Farm Managers and Administrators | 5.3 | 5.4 | 4.0 | 3.6 | 3.8 |
| Salaried** | 4.8 | 4.9 | 3.6 | 3.0 | 1.7 |
| Self-Employed** | .5 | .5 | .4 | .6 | 2.0 |
| Sales Workers | 4.1 | 4.2 | 3.2 | 1.3 | 4.6 |
| Retail Stores | 2.3 | 2.5 | 1.0 | .7 | 2.2 |
| Other Sales Workers | 1.8 | 1.7 | 2.2 | .6 | 2.5 |
| Clerical Workers | 23.1 | 23.0 | 26.1 | 14.0 | 27.7 |
| Secretaries, Stenographers & Typists | 8.0 | 8.2 | 6.3 | 3.0 | 12.3 |
| Other Clerical Workers | 15.1 | 14.8 | 19.8 | 10.9 | 15.5 |
| Craftsmen, Foremen and Related | 7.2 | 7.2 | 7.5 | 2.9 | 9.8 |
| Construction Craftsmen** | 1.8 | 1.9 | 1.3 | .6 | 0. |
| Mechanics and Repairmen** | 1.3 | 1.4 | 1.2 | .7 | 4.8 |
| Machinist and Other Metal Craftsmen** | .6 | .5 | .9 | .5 | 2.3 |
| Other Craftsmen** | 3.4 | 3.4 | 4.0 | 1.1 | 2.7 |
| Operatives, Except Transport | 8.7 | 8.3 | 14.0 | 10.0 | 9.8 |
| Durable Goods Mfg. | 2.9 | 2.7 | 6.7 | 1.9 | 5.1 |
| Non-Durable Goods Mfg. | 3.8 | 3.7 | 4.7 | 3.4 | 2.7 |
| Non-Manufacturing | 2.0 | 1.9 | 2.6 | 4.6 | 2.0 |

TABLE IV (cont.)

| | | | | | |
|---|------|------|------|------|------|
| Transport Equipment Operatives | 2.3 | 2.3 | 2.0 | 0. | .9 |
| Non-Farm Laborers | 2.4 | 2.4 | 2.9 | 2.7 | 1.6 |
| Service Workers exc. Private Households | 11.7 | 11.2 | 18.9 | 12.7 | 10.5 |
| Cleaning & Food Service Workers | 6.2 | 5.9 | 9.6 | 9.3 | 6.4 |
| Protective Service Workers | 1.7 | 1.7 | 1.9 | 0. | 0. |
| Personal, Health & Other | 3.8 | 3.6 | 7.4 | 3.4 | 4.2 |
| Private Household Workers | 1.2 | 1.0 | 4.1 | 1.0 | 3.3 |
| Farm Worker 1/ | .1 | .0 | .4 | 0. | 0. |
| Low Pay, Low Status Occupations 2/ | 9.8 | 9.2 | 16.6 | 13.0 | 11.3 |

1/ Farmers, farm managers, farm laborers and foremen

2/ Non-farm laborers, farm laborers and foremen, cleaning and food service workers, and private household workers.

** Not available for women

TABLE V

EMPLOYED PERSONS 16 YEARS AND OVER BY INDUSTRY AND CLASS OF WORKERS, BY RACE AND ETHNIC GROUP

CITY OF CAMBRIDGE
MASSACHUSETTS

| | <u>Total</u> | <u>White</u> | <u>Black</u> | <u>Other Races</u> | <u>Spanish American</u> |
|---------------------------------------|--------------|--------------|--------------|------------------------|-----------------------------|
| <u>Total Employed, All Industries</u> | 47,024 | 43,235 | 2,965 | 824 | 692 |
| Agriculture, Forestry and Fisheries | 102 | 90 | 12 | 0 | 0 |
| Mining | 0 | 0 | 0 | 0 | 0 |
| Construction | 1,235 | 1,157 | 78 | 0 | 0 |
| Manufacturing | 8,021 | 7,093 | 805 | 123 | 150 |
| Durable Goods | 4,078 | 3,566 | 443 | 69 | 97 |
| Non-Durable Goods | 3,943 | 3,527 | 362 | 54 | 53 |
| Transportation | 926 | 849 | 62 | 25 | 15 |
| Communications and Public Utilities | 1,109 | 1,057 | 38 | 14 | 0 |
| Wholesale Trade | 1,617 | 1,547 | 70 | 0 | 43 |
| Retail Trade | 4,408 | 4,133 | 201 | 74 | 101 |
| Finance, Insurance & Real Estate | 2,707 | 2,481 | 201 | 25 | 52 |
| Services | 24,482 | 22,738 | 1,174 | 570 | 299 |
| Business and Repair | 1,819 | 1,689 | 91 | 39 | 20 |
| Personal | 1,420 | 1,186 | 187 | 47 | 23 |
| Medical and Health | 3,385 | 2,991 | 324 | 70 | 66 |
| E Educational | 12,790 | 12,077 | 376 | 337 | 162 |
| Schools & Colleges | 12,194 | 11,514 | 348 | 332 | 148 |
| Government | 2,800 | 2,661 | 120 | 19 | 30 |
| Private | 9,394 | 8,853 | 228 | 313 | 118 |
| Other Educational & Related | 596 | 563 | 28 | 5 | 14 |
| Other Professional & Related | 5,068 | 4,795 | 196 | 77 | 28 |
| Public Administration | 2,417 | 2,090 | 324 | 3 | 32 |
| <u>Employed by Class of Worker</u> | | | | | |
| Agriculture, Total | 102 | 90 | 12 | 0 | 0 |
| Private Wage & Salary Worker | 58 | 51 | 7 | 0 | 0 |
| Government Worker | 0 | 0 | 0 | 0 | 0 |
| Self-Employed | 38 | 33 | 5 | 0 | 0 |
| Unpaid Family Worker | 6 | 6 | 0 | 0 | 0 |
| Non-Agricultural Workers, Total | 46,922 | 43,145 | 2,953 | 824 | 692 |
| Private Wage & Salary Worker | 37,654 | 34,729 | 2,211 | 714 | 584 |
| Government Worker | 7,523 | 6,776 | 686 | 58 | 75 |

TABLE V (cont.)

| | | | | | |
|-----------------------|-------|-------|-----|----|----|
| Federal | 1,537 | 1,295 | 209 | 33 | 40 |
| State | 1,552 | 1,301 | 242 | 9 | 11 |
| Local | 4,434 | 4,183 | 235 | 16 | 24 |
| Self-Employed | 1,653 | 1,558 | 56 | 39 | 19 |
| Unpaid Family Workers | 93 | 79 | 0 | 13 | 14 |

TABLE VI

INCOME IN 1969 OF FAMILIES AND UNRELATED INDIVIDUALS 1/
14 YEARS OLD AND OVER, BY RACE AND ETHNIC GROUP

CITY OF Cambridge
MASSACHUSETTS

| | <u>Total</u> | <u>White</u> | <u>Black</u> | <u>Other Races</u> | <u>Spanish American</u> |
|--|--------------|--------------|--------------|--------------------|-------------------------|
| <u>Total Families</u> | 20,902 | 19,034 | 1,523 | 354 | 482 |
| Less than \$2,000 (includes none and loss) | 1,038 | 900 | 102 | 36 | 65 |
| \$2,000 to \$2,999 | 840 | 766 | 74 | 0 | 38 |
| \$3,000 to \$3,999 | 1,029 | 902 | 112 | 15 | 22 |
| \$4,000 to \$4,999 | 1,025 | 928 | 84 | 13 | 30 |
| \$5,000 to \$5,999 | 1,160 | 981 | 145 | 34 | 45 |
| \$6,000 to \$6,999 | 1,251 | 1,157 | 77 | 17 | 67 |
| \$7,000 to \$7,999 | 1,426 | 1,259 | 138 | 29 | 38 |
| \$8,000 to \$8,999 | 1,448 | 1,350 | 71 | 27 | 33 |
| \$9,000 to \$9,999 | 1,515 | 1,379 | 114 | 22 | 0 |
| \$10,000 to \$14,999 | 5,454 | 4,931 | 432 | 91 | 112 |
| \$15,000 to \$24,999 | 3,296 | 3,074 | 164 | 58 | 32 |
| \$25,000 and over | 1,420 | 1,407 | 10 | 3 | 0 |
| Median Family Income | 9,814 | 9,923 | 8,415 | 9,068 | 6,611 |
| Mean Family Income | 12,011 | 12,308 | 8,823 | 9,692 | 7,024 |
| <u>Total Families with Female Heads</u> | 3,653 | 3,112 | 511 | 30 | 90 |
| Mean Family Income | 8,181 | 8,613 | 5,575 | 7,785 | 5,216 |
| <u>Total Unrelated Individuals 1/ 14 years old +</u> | 32,580 | 30,261 | 1,531 | 788 | 300 |
| Less than \$1,000 (includes none and loss) | 7,630 | 6,998 | 321 | 311 | 137 |
| \$1,000 to \$1,999 | 6,204 | 5,648 | 396 | 160 | 11 |
| \$2,000 to \$2,999 | 3,922 | 3,657 | 160 | 105 | 33 |
| \$3,000 to \$3,999 | 2,787 | 2,557 | 187 | 43 | 30 |
| \$4,000 to \$4,999 | 1,907 | 1,730 | 138 | 39 | 17 |
| \$5,000 to \$5,999 | 2,001 | 1,901 | 70 | 30 | 24 |
| \$6,000 to \$6,999 | 1,933 | 1,824 | 79 | 30 | 7 |
| \$7,000 to \$7,999 | 1,503 | 1,413 | 56 | 33 | 24 |
| \$8,000 to \$8,999 | 1,144 | 1,097 | 31 | 16 | 0 |
| \$9,000 to \$9,999 | 640 | 589 | 46 | 5 | 8 |
| \$10,000 to \$14,999 | 1,803 | 1,753 | 34 | 16 | 9 |
| \$15,000 and over | 1,107 | 1,094 | 13 | 0 | 0 |
| Median Income | 2,626 | 2,679 | 2,303 | 1,518 | 2,060 |
| Mean Income | 4,263 | 4,366 | 3,220 | 2,335 | 2,676 |

TABLE VI (cont.)

| | | | | | |
|---|--------|--------|-------|-------|-------|
| Total Families and Unrelated Individuals 14 Years Old and Over | 53,482 | 49,295 | 3,054 | 1,133 | 782 |
| Median Income | 5,113 | 5,194 | 4,788 | 2,566 | 5,356 |

Persons living alone or with non-relatives only.

TABLE VII

TYPE OF INCOME ON 1969 OF FAMILIES AND UNRELATED INDIVIDUALS 1/ 14 YEARS OLD, AND RATIO
OF FAMILY INCOME TO POVERTY LEVEL 2/ BY RACE AND ETHNIC GROUP

CITY OF CAMBRIDGE
MASSACHUSETTS

| Type of Income of Families and Unrelated Individuals | Total | White | Black | Other Races | Spanish American |
|--|--------|--------|-------|-------------|------------------|
| <u>Total Families 3/</u> | 20,902 | 19,034 | 1,523 | 345 | 482 |
| With Earnings | 20,545 | 18,691 | 1,473 | 381 | 444 |
| Mean Earnings | 10,030 | 10,217 | 8,143 | 8,186 | 6,895 |
| With Social Security | 4,394 | 4,066 | 307 | 21 | 60 |
| Mean Social Security | 1,067 | 1,627 | 1,393 | 800 | 820 |
| With Public Assistance Income | 1,576 | 1,395 | 181 | 0 | 40 |
| Mean Public Assistance Income | 1,676 | 1,630 | 2,029 | 0 | 1,057 |
| With Other Income | 9,760 | 9,231 | 371 | 158 | 116 |
| Mean Other Income | 3,614 | 3,729 | 1,743 | 1,317 | 2,003 |
| <u>Total Unrelated Individuals, 14 Years + 3/</u> | 32,580 | 30,261 | 1,531 | 788 | 300 |
| With Earnings | 26,731 | 24,928 | 1,146 | 657 | 243 |
| Mean Earnings | 3,962 | 4,021 | 3,585 | 2,374 | 3,053 |
| With Social Security | 3,992 | 3,614 | 346 | 32 | 7 |
| Mean Social Security | 1,099 | 1,120 | 924 | 681 | 1,050 |
| With Public Assistance Income | 1,070 | 926 | 136 | 8 | 0 |
| Mean Public Assistance Income | 1,123 | 1,171 | 800 | 1,100 | 0 |
| With Other Income | 13,507 | 12,858 | 410 | 239 | 47 |
| Mean Other Income | 2,027 | 2,079 | 956 | 1,047 | 1,143 |
| Ratio of Family Income to Poverty Level (Percent of All Families) | | | | | |
| Less than .50 of poverty level | 3.6 | 3.4 | 5.7 | 5.8 | 13.5 |
| .50 to .74 of poverty level | 2.0 | 1.8 | 4.3 | 4.6 | 3.9 |
| .75 to .99 of poverty level | 3.1 | 3.0 | 5.0 | 0. | 1.0 |
| 1.00 to 1.24 of poverty level | 3.4 | 3.4 | 2.9 | 6.4 | 4.1 |
| 1.25 to 1.49 of poverty level | 3.7 | 3.7 | 3.4 | 6.4 | 19.7 |
| 1.50 to 1.99 of poverty level | 9.8 | 9.5 | 12.9 | 12.2 | 15.4 |
| 2.00 to 2.99 of poverty level | 21.1 | 21.0 | 22.4 | 21.2 | 16.2 |
| 3.00 or more of poverty level | 53.3 | 54.3 | 43.4 | 43.5 | 26.1 |

1/ Persons living alone or with non-relatives only

2/ Poverty levels refer to the Social Security Administration Poverty Index. All tabulation concerning the poverty level excludes inmates of institutions, members of the Armed Forces living in barracks, college students living in dormitories, and unrelated individuals under age 14.

3/ A unit may be tabulated in more than one category.

TABLE VIII **MEDIAN AND MEAN INCOME IN 1969 BY MAJOR OCCUPATIONAL GROUP OF MALES AND FEMALES 16 YEARS OLD AND OVER, BY RACE AND ETHNIC GROUP 1/** **CITY OF CAMBRIDGE MASSACHUSETTS**

| Income | <u>Total</u> | <u>White</u> | <u>Black</u> | <u>Other Races</u> | <u>Spanish American</u> |
|---|--------------|--------------|--------------|--------------------|-------------------------|
| Male | | | | | |
| Professional, Managerial and Kindred Workers | | | | | |
| Median | 7,169 | 7,264 | 7,369 | 4,472 | 5,125 |
| Mean | 9,256 | 9,464 | 7,241 | 5,431 | 6,037 |
| Craftsmen, Foremen and Kindred Workers | | | | | |
| Median | 7,437 | 7,528 | 6,585 | 3,750 | 6,599 |
| Mean | 7,058 | 7,134 | 6,163 | 4,797 | 6,225 |
| Operatives, Including Transport | | | | | |
| Median | 6,495 | 6,527 | 6,379 | 4,821 | 4,752 |
| Mean | 6,099 | 6,126 | 6,005 | 4,821 | 4,752 |
| Laborers, except farm | | | | | |
| Median | 5,221 | 5,374 | 3,666 | 1,875 | 3,500 |
| Mean | 5,035 | 5,182 | 3,913 | 2,509 | 3,550 |
| Farmers and Farm Managers | | | | | |
| Median | 7,825 | 6,500 | 7,500 | 0 | 0 |
| Mean | 7,240 | 6,050 | 7,750 | 0 | 0 |
| Farm Laborers Except Unpaid and Farm Foremen | | | | | |
| Median | 727 | 727 | 0 | 0 | 0 |
| Mean | 1,456 | 1,456 | 0 | 0 | 0 |
| Total Male Experienced Labor Force | | | | | |
| Median | 6,369 | 6,438 | 6,146 | 3,939 | 5,746 |
| Mean | 7,720 | 7,407 | 6,012 | 4,763 | 5,701 |
| Female | | | | | |
| Clerical and Kindred Workers | | | | | |
| Median | 4,628 | 4,676 | 4,301 | 1,674 | 2,839 |
| Mean | 4,254 | 4,286 | 4,074 | 2,079 | 3,331 |
| Operatives Including Transport | | | | | |
| Median | 4,091 | 4,063 | 4,311 | 3,555 | 3,287 |
| Mean | 3,795 | 3,750 | 4,124 | 4,100 | 2,645 |
| Total Female Experienced Labor Force | | | | | |
| Median | 4,371 | 4,430 | 3,932 | 3,646 | 3,215 |
| Mean | 4,572 | 4,619 | 3,983 | 4,248 | 3,441 |

1/ With earnings

HOW A COMMUNITY ATTRACTS AND KEEPS INDUSTRY by Jeff Tryens

For the past three weeks, I have been trying to get a grip on how to attract and keep industry in Cambridge. At this point I do not have the answers, but a few things have become clear. First, very little information is readily available to the Task Force about how to attract or keep industry in Cambridge. Second, the city government provides almost no leadership in keeping or attracting industry in Cambridge. Third, Cambridge must act immediately to keep existing industry in Cambridge. Fourth, each type of industry has different development requirements; so no inclusive list can be developed which will apply to all types of industry.

These four findings form the basis for this subcommittee report. Each of the findings will be discussed in more detail and proposals for further action on this matter are included. *Readers please note: Any criticism of the city government or its staff functions is not aimed at the Planning Department staff on the Task Force.

FINDING:

1. Lack of Information - The Cambridge Planning Department has limited information on how other municipalities keep and attract industry. Also, they have only general information on why firms leave Cambridge (for an example of this type of information see pages 6 to 9). In depth interviews of departed employers like Hyde Shoe, Simplex, and Riverside Press were not done.

The Mass. Department of Commerce and Development has general information on what a community should do to attract industry. These fact sheets are helpful for an initial understanding of the process. Generally the approach they outline is to be honest about assets and liabilities of the city, use all available resources in the city, have a well financed effort to get industry and don't offer door prizes. While this sounds like a sound approach, it still leaves us a long way from how to attract industry to Kendall Square.

There are no simple answers for what communities do to attract and keep industry. There are many communities in Massachusetts which have successfully attracted industry, others have failed. It seems that these communities and the people who are involved in industrial development are the only source of detailed information on how they did it.

PROPOSAL: Members and staff of the Task Force should perform extensive interviews with all of the parties involved in typical similar developments in Massachusetts. An initial list of types of people to interview would include: city or town officials, industrial developers, Mass. Department of Commerce and Development people, involved citizens and representatives of the industries which were either induced to move to or remain in a certain community.

FINDING:

2. Leadership Crisis - City leadership is vital in attracting and keeping industry. For years the City of Cambridge had chosen to allow the universities and the speculators to control development. This has caused the continuing transformation of Cambridge from a working class

city into a middle class university dominated town. We are now at a point, according to The Economic State of the City report, where the universities own, tax free, land valued at approximately as much as all of the residential land in the rest of Cambridge.

The Economic State of the City also reported that the major reason manufacturers leave Cambridge "is the unavailability of suitable space for expansion, even though there may be as much as 1 million square feet of vacant industrially zoned floor space in Cambridge." Yet, even with this glaring problem, there is no one in Cambridge city government with even a detailed inventory of the types of industrial space presently available for rent or purchase to prospective employers. Or as Commissioner Centanni reported a few weeks ago, there is no one to go to in Cambridge for industrial development.

The City Council finally acted on this crisis by ordering the City Manager to create an Office of Economic Development and Manpower. It will be the job of this office to attract and keep industry in Cambridge. Because this new office is so important to industrial development, including Kendall Square, the Task Force should do everything in its power to insure that a good person is hired for this position. (It should be clear to people that this office alone does not mean a change of heart for the city. Other actions such as taxing the universities their fair share is just as important to long term industrial development.)

PROPOSAL:

The Task Force request the City Manager to compile a list of all cities of 75,000 population and over in New England with an office similar to the Cambridge Office of Economic Development and Manpower. In the list the Manager should include the name of the director, her or his salary, and job qualifications (a resume if possible). This would give the Task Force a yardstick to compare Cambridge candidates with.

FINDING:

3. Keeping Industry in Cambridge - During the investigation of how to attract and keep industry, it became apparent that numerous industries, especially manufacturers, were considering moving out of Cambridge. Commissioner Centanni and Mr. Jewett have alluded to certain unnamed Cambridge industries which are planning to leave. The Economic State of the City predicted that Cambridge will lose 24% (4,500) of its manufacturing jobs between 1971 and '75. The Task Force staff has said that they know of industries which may leave. If Cambridge does not act to stem these upcoming losses, there will soon be an unprecedented number of unskilled and semi-skilled workers out of work in Cambridge.

Irregardless of how the debate over the future of Cambridge is resolved, it is critical that Cambridge do all it can to keep the blue collar jobs it now has. If the Task Force agrees with this premise, we must instruct the Cambridge Redevelopment Authority to develop a plan for Cambridge industries to expand onto Kendall Square as one of the options to be considered.

This type of plan would require the CRA and the Planning Department to perform an extensive survey of Cambridge industries to determine if desirable jobs could be found in this way. The development of a plan for local expansion onto Kendall Square does not mean that the Task Force would have to accept it as the final recommendation, but it should be one of the options available to choose from.

PROPOSAL:

The Task Force instruct the CRA to make available three staff people to perform interviews of Cambridge industries for the Task Force. The staff would work for Mr. Sullivan's subcommittee in conjunction with Mike Moser and Jack Partridge. Industries in the immediate area, as listed by Mr. Jewett (see attached list) is a good place to start. Another area which would be good to cover is all of the industries which used to be located on Kendall Square, before urban renewal to see if any of them would be interested in moving back. The results of this survey could then be the basis for a CRA plan to have Cambridge industry expand onto Kendall Square.

FINDING:

4. Industrial Development Requirements - Kendall Square and Cambridge have industrial development assets and liabilities compared with other parts of the region. These assets and liabilities have to be clearly identified as part of the industrial development process. The liabilities include high taxes, expensive land, and poor city services. Assets of the city include the Kendall Square subway stop, rail access, water supply (for manufacturing), good labor supply and open land to build tailor-made structures.

MANUFACTURERS IN THE KENDALL SQUARE AREA

| <u>Number</u> | <u>Street</u> | <u>Name</u> | <u>Size</u> | <u>Sic</u> |
|---------------|-------------------------------|--------------------------------|-------------|-----------------------------------|
| 185 | Bent St. | Cambridge Marine Industries | 4 | 3679 electronic Compo. |
| 225 | " | Anderson Engineering Co., Inc. | 4 | 3531 construction mach. |
| 21 | Charles St. | A.W. Banister and Co., Inc. | 4 | 3564 blowers, fans |
| 58 | Charles St. | Parry Footwear Inc. | 6 | 3142 house slippers |
| 190 | Fifth | Schultz Woodworking | 4 | 2541 wood fixtures, partitions |
| 122 | First St. | National Casket Co. | 6 | 3994 |
| 161 | " | Nicholson and Co., Inc. | 4 | 2891 glue and gelatin |
| 239 | " | Carter's Ink | 6 | 2899 chemicals |
| 71 | Falkerson | East Coast Division | 5 | 2445 cooperage |
| 7 | Harvard | American Electroplating Co, | 5 | 3471 electroplating |
| | Hurley | S.R.C. Division | 4 | 3494 steel springs |
| 600 & 651 | Main | Polaroid Corp. | 9 | 8931 services |
| 653 | " or Portland at Binney | American Biltrite Rubber Co. | 4 | 7392 services |
| 668 | Main | General Latex and Chemical Co. | 5 | 3069 rubber products |
| 680 | " | Cambridge Rubber Co. | 5 | 3021 rubber footwear |
| 83 | Munroe | Barbour Stockwell Co. | 3 | 3511 steam engines |
| 26 | Otis | Doten-Denton Desk Co. | 5 | 2521 office furnitures |
| 28 | " | Pine and Baker Inc. | 4 | 2511 household furnitures |
| 39 | Rogers | Cambridge Nipple Co. | 3 | 3498 fabricated pipe fittings |
| 67 | " | Magnetic Corp. of America | 4 | 3579 office machines |
| 144 | " | Shintron Co., Inc. | 5 | 3662 communication equip. |
| 251 | Third | Cambridge Chemical Co. Inc. | 4 | 2891 glue and gelatin |
| 300 | " | Scientific Research Corp. | 3 | 2514 metal furniture |
| 224 | Thorndike | Boston Metal Products | 4 | 2599 furniture |

A general list of industrial development factors which employers would look at includes:

ACCESS - How will the industry receive supplies and sent out its products? This is especially important for manufacturers.

SPACE - Is the space that is available useful to the industry? Can a building be constructed on the site which will satisfy the industry's needs?

TAXES - How much tax will the industry have to pay?

CITY SERVICES -(i.e. Police Protection, snow plowing and fire protection) - Does an industry have special needs which cannot be met by the city? What city services will be provided?

INDUSTRIAL CLIMATE - Can an industry be certain that city policies toward industry will be consistent? This is a special problem for types of industries which have already been forced out of Cambridge.

MARKET LOCATION - What markets can be served from the site? Can the industry afford to ship all over the country or does it have to depend on local markets?

LINKAGES - How close are the supplier industries for a particular employer?

There are changes which can be made to Kendall Square under many of these categories to make it more desirable for industries. A good example is the truck street referred to in the City Council order on Kendall Square. If a truck street is built connecting Kendall Square with the Massachusetts Turnpike, access to the site would be increased greatly, making the site much more desirable for truck dependent industries.

A major problem the Task Force has now is that many people have no idea of what types of industries could use the Kendall Square site in what ways. The group has a rough idea of what assets the site might have, but it is difficult to visualize how the site might be used.

PROPOSAL:

The Task Force should instruct the CRA to develop four rough concept plans for different general types of industries. The CRA should use the above mentioned list of industrial development factors (or a more detailed version) to describe the plan. The four general types of industries could be, for example, heavy manufacturing, light manufacturing, warehousing or shipping, and services industries.

NUMBER ONE REASON CITED BY FIRMS PLANNING TO MOVE OR EXPAND OUTSIDE OF
CAMBRIDGE

The information below is from a survey of Cambridge firms conducted during the summer of 1971 by the Department of Planning and Development. Of the 451 firms responding to the survey, 61 reported that they expected to move out of Cambridge or add a facility outside of the City. The table below indicates the number of firms citing each of the items as their number one reason for moving or expanding outside of the city.

| | <u>Total Firms</u> | <u>A + B* Firms</u> | <u>C* Firms</u> |
|-------------------------------|------------------------|-------------------------|---------------------|
| Customers | 15 | 1 | 14 |
| Insufficient space | 10 | 9 | 1 |
| Space too costly | 5 | 1 | 4 |
| Close competitors | 5 | 1 | 4 |
| Airport | 4 | 0 | 4 |
| City Taxes | 4 | 4 | 0 |
| Highways | 4 | 1 | 3 |
| Insufficient labor | 3 | 2 | 1 |
| Rail - water | 3 | 0 | 3 |
| Raw Materials | 3 | 0 | 3 |
| High labor costs | 2 | 1 | 1 |
| Can't accomodate - 1 story | 1 | 1 | 0 |
| Space prohibits consolidation | 1 | 1 | 0 |
| Suburban amenities | <u>1</u> | <u>0</u> | <u>1</u> |
| Totals | 61 | 22 | 39 |

*A + B Firms: Manufacturing, construction, transportation, communication, electric, gas, and sanitary services.

C Firms: Wholesale and retail trade, finance, insurance, real estate, and private service industries.

BUSINESS FIRM'S REASONS FOR NOT MOVING OUT OF CAMBRIDGE

| | <u>Percent of respondents citing the item as one of the most important reasons for not moving</u> |
|---------------------------------------|---|
| Space sufficient for future | 23 |
| Supply of skilled Labor available | 16 |
| Near Universities | 13 |
| Good Loading or Parking Facilities | 13 |
| Access to Raw Materials | 10 |
| Good Business Climate | 9 |
| Access to Rail, Water Frontage | 9 |
| Cost of Skilled Labor Reasonable | 9 |
| Access to Water, Gas or Electric | 7 |
| Access to Customers | 6 |
| Next to Boston | 6 |
| Access to Regional Highways | 6 |
| Space sufficient for present | 5 |
| Access to Airport | 4 |
| Difficult to Move | 4 |
| Invested too Much in Area | 3 |
| Proximity to Workers, Owners | 3 |
| Access to Suburban or Rural Amenities | 2 |
| Too costly to Build Now | 1 |
| Good City Services | 1 |
| Have not given it much thought | 6 |

BUSINESS FIRM'S REASONS FOR MOVING TO CAMBRIDGE (since 1960) A & B FIRMS

| | <u>Percent of respondents citing the item as one of the most important reasons for moving to Cambridge</u> |
|-------------------------------|--|
| Quality of Available Property | 25 |
| Customers | 19 |
| Near Universities | 17 |
| Near Transportation | 11 |
| Near Source of Workers | 9 |
| Need to Expand | 8 |
| Near Formers Address | 2 |
| Miscellaneous | 11 |
| No Reason Given | 9 |

These firms, those moving to Cambridge since 1960, are 38% of the sample.

BUSINESS FIRM'S VIEW OF CAMBRIDGE SERVICES

Four hundred and fifty-one firms responded to the Industrial Survey of 1971. That is about 17 percent of the 2,686 establishments in our Directory. Of the respondents, the following numbers considered the listed services to be "inadequate for your firm's needs":

| | <u>Firms Considering The Service Inadequate</u> | |
|------------------------------|---|-----------------------------------|
| | <u>Number</u> | <u>Percent of Respondents</u> |
| Parking | 212 | 45 |
| Road Maintenance and Plowing | 203 | 43 |
| Traffic Circulation | 122 | 26 |
| Rubbish Disposal | 113 | 24 |
| Police Services | 52 | 11 |
| Mass. Transit | 52 | 11 |
| Gas and Electricity | 28 | 6 |
| Water Supply | 24 | 5 |
| Fire Protection | 9 | 2 |

APPENDIX

VIII. Approval Procedures for Amendment to Kendall Square Urban Renewal Plan

Under the requirements of Chapter 121B of the Massachusetts General Laws and usual urban renewal procedure, a number of important steps must take place before final development of the Kendall Square Urban Renewal area can occur. These steps in rough outline form include the following:

- A. Preparation of an amendment to the urban renewal plan by the CRA. Market studies by the CRA staff or consultants and a concept plan of the type using models and diagrams done for the earlier proposed amendment may be executed. Only the urban renewal plan, however, as broad or as narrow as it might be, is subject to approval by the city authorities and only the specifications in the approved urban renewal plan are binding upon the CRA. The urban renewal plan contains such elements as a general description of the project (i.e. boundaries, objectives, land to be acquired, needed public improvements and public facilities, street changes and street closings desired, and necessary zoning adjustments.) The urban renewal plan or an amendment will include land use controls, such as permitted land uses, maximum floor area ratio, maximum dwelling unit density, minimum parking and loading requirements, and access areas. General reference may also be made to building construction, signs and advertising, lighting, landscaping, and storage. The urban renewal plan with amendment will also include a description of the requirements for development proposals which are submitted to the CRA. These are significant, but it must be remembered that decisions on the adequacy of the development proposals are made solely by the Redevelopment Authority.
- B. Submission of proposed amendment to HUD (required by HUD regulations). HUD may require revisions in amendment, new marketability studies, etc., to meet its own criteria for major plan amendments.
- C. Submission of proposed amendment to Office of State Planning and Management for review by state clearinghouse procedure, required of all federally funded projects by Circular A-95 (Revised) of the Office of Management and Budget. Under this clearinghouse procedure all state and regional agencies review adequacy of plan, its conformance with state and regional comprehensive plans, etc.
- D. The amendment to the urban renewal plan will be submitted to the Planning Board, which must make two findings. The amended urban renewal plan must be in conformance with:
 1. A survey of local needs, and
 2. The comprehensive plan for the City of Cambridge.

The Planning Board has no legal veto power over an urban renewal plan but a finding that an urban renewal plan was not in con-

formance with the city's comprehensive plan might be a de facto veto. The Massachusetts Department of Community Affairs, which must ultimately make a number of findings on a project before it is approved, must stipulate that the plan conforms to local master plans.

- E. The amendment to the urban renewal plan is submitted to the City Council. The City Council may not further modify the amendment to the urban renewal plan but must simply accept or reject the plan as presented. The City Council must hold hearings on the proposed amendment and then act upon the proposed amendment. (121B)
- F. When an amendment to the urban renewal plan has finally been approved (reflecting, in this case, industrial uses for the Kendall Square site), an amendatory Loan and Grant Application may be submitted to HUD asking for the additional funds that will probably be necessary to complete the project at this time. Additional funds might be required for (a) increased real estate costs (b) interest (c) further site improvements (d) further administrative costs (See Appendix IV for listing of funds received and costs incurred as of June 30, 1973). As noted earlier, however, it can be inferred (see Appendix II) from the letter from HUD Area Director Daniel Richardson to CRA Director Rowland that no new amendatory grant and loan applications will be considered until an amendment to the urban renewal plan, corresponding to the city's desires for industrial uses in the project area, is on file with HUD.

The CRA has indicated to the Task Force that HUD has promised no further funding for the Kendall Square project beyond June 30, 1974. This cut-off date is not necessarily, however, an indication that HUD will cease to treat the Kendall Square project as a "hardship case", toward which it has special responsibility because of the earlier federal withdrawal from the project (termination or area NASA installation). This is simply a reflection of HUD's practice at the present time of funding all urban renewal projects on an annual basis. Annual reapplication for funds required to maintain the project for one year must be made in the case of all continuing, HUD funded urban renewal projects. From whatever funds it receives, HUD then appropriates a yearly allocation to each urban renewal project.

CRA Director Rowland sent a letter to HUD last June indicating that approximately \$19 million in additional funds would be required to complete the Kendall Square project, regardless of the uses finally designated by the amendment to the urban renewal plan. No action was taken on this letter, however, because of its informal nature and because the practice of funding projects on a yearly basis instead of granting a lump sum for project completion (earlier HUD practice) prevails.

- G. The Massachusetts Department of Community Affairs (DCA) must make a number of findings in relation to the urban renewal plan for the Kendall Square site and associated elements. The findings must attest to the adequacy of the following:
 - 1. The conformance of the proposed project to local comprehensive plans and local surveys

2. The area would not be renewed by private enterprise
3. The plan is consistent with the sound needs of the community as a whole
4. The soundness of the financial plan to bring the project to completion.
5. The adequacy of relocation plans for former tenants and residents of the project area.
6. The adequacy of the environmental impact statement prepared for the project.
7. The project area is a decedent, substandard or blighted area
8. The urban renewal plan is sufficiently complete

Not all these findings will be required in the case of Kendall Square, however, #'s 2,7 and for the most part 5 have already been met.

- H. The Cambridge Redevelopment Authority, according to the provisions of the approved urban renewal plan, solicits development proposals and possible developers for the project. A selection is made of one or more developers and proposals for all or portions of the project site. The site is turned over to the developer(s) for an appropriate price. The project must be completed according to the provisions of the development plan approved by the CRA.



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 876-6800

EXECUTIVE DEPARTMENT
JOHN H. CORCORAN
City Manager

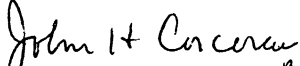
September 17, 1973

To the Honorable, the City Council,

I transmit herewith self-explanatory progress report on the development of Kendall Square, which has been prepared by the Kendall Square Task Force.

It is my understanding that a representative of the Task Force will be present at tonight's meeting to discuss this matter with your Honorable Body.

Very truly yours,


John H. Corcoran
City Manager

JHC/m

Agenda # 4.

362

Progress report on the development of the
Kendall Square Area.

In City Council,

Sept. 17, 1973

9/17/73 Referred
to a hearing at 8PM
on Sept 24, 1973 -