

Cambridge Residents for Growth Management

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June 3, 1999

Cambridge City Council
City Hall
Cambridge, Massachusetts

For the Roundtable of June 7 and Council Meeting of June 14: SPAN "Support the People and Neighborhoods" of Cambridge, a statement in support of zoning reform

The Honorable, the City Council:

We support the Council's decision to address the issues of growth management and rezoning at its first round table workshop meeting, on June 7.

We believe that growth management and rezoning belong near the top of the Council's agenda because new commercial development is rapidly destroying the things that make Cambridge a great place for all kinds of people to live and work.

- Massive new buildings wall the East Cambridge neighborhood off from the Charles River and threaten the same for Cambridgeport.
- In the middle of the city, green spaces are rapidly being paved and built on and existing low and medium-rise neighborhoods are being walled in by new high-rises.
- To the west, new offices and superstores are spilling across the Alewife Brook flood plain.
- City wide, traffic congestion is going up.
- The higher demand for housing drives rents *up* and tenants and small businesses *out*.

Too much new, commercial development works against our city. *This development is permitted by policies and zoning laws inherited from the past.*

These policies and zoning laws must be at the top of the Council's agenda because the Council, and only the Council, has the authority to change these policies and laws.... We should allow only development that works for our city, its people and its neighborhoods.

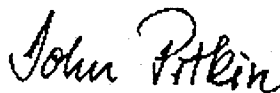
CRGM has circulated a petition of support for zoning reform. It is called the SPAN Resolution, "Support the People and Neighborhoods" of Cambridge. Already over two hundred residents from all corners of the city have endorsed this statement. More are signing it every week. A copy of the Resolution and a list of endorsers are attached.

As you consider zoning reform, on the 7th and later, we urge you to act promptly and effectively to protect Cambridge's future. A large and growing number of residents support this effort.

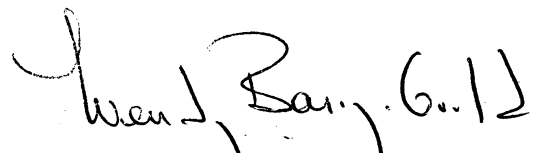
Sincerely



Philip Sego



John Pitkin



Wendy Baring-Gould

OFFICE OF THE
CITY CLERK
CAMBRIDGE, MASSACHUSETTS
1999 JUN 11 4:58

SUPPORT THE PEOPLE AND NEIGHBORHOODS (SPAN) OF CAMBRIDGE: THE WHY

WHEREAS SIX YEARS AGO in Cambridge's Growth Policy Document the City government put forth a vision to guide Cambridge into the future; and

Whereas essential parts of this vision are a vibrant, stable, diverse population, an environment where families with children can thrive, and good housing available for different kinds of households at a wide range of income levels; and

Whereas these goals continue to have the support of a broad range of residents; and

Whereas continued, rapid development as allowed and encouraged by the City's policies and zoning regulations has greatly increased the City's tax revenues but has also expanded the number of personnel in local businesses and institutions at a rate that threatens the diversity of Cambridge's population and the vitality of its neighborhoods; and

Whereas continued rapid growth in personnel adds to the demand for housing in Cambridge, drives up market rents and reduces the supply of housing affordable by households of low and moderate income and thereby reduces the City's economic and racial diversity; and

Whereas this growth has brought traffic that taxes the capacity of our streets, causes undue congestion and disrupts life in residential neighborhoods; and

Whereas this development has increased the need for public open space and at the same time sharply diminished the opportunities to create new playing fields and recreational open space to meet this need; and

Whereas development and other construction have been associated with recent increases in the frequency and extent of flooding in the area of the North Cambridge flood plain; and

Whereas the City Council in 1997 endorsed a two year rezoning study, and the Community Development Department, Planning Board and Citywide Growth Management Advisory Committee have been working on that study for the past year; and

Whereas the City's Acting Assistant City Manager for Community Development has stated that comprehensive revision of zoning limits (floor-to-area ratios) by October 1, 1999, is a feasible goal for the rezoning study; and

Whereas the City Council has passed an Interim Planning Overlay Petition (IPOP), which reduces the volume of large commercial developments while the rezoning study is carried out; and

Whereas these interim limits are due to expire on October 1, 1999; and

Whereas a resumption of rapid commercial development under current City policies and zoning regulations, in spite of possible financial benefits to the City government, will in the end undo all of our efforts and hopes for Cambridge's future as a living city with thriving neighborhoods and a rich mix of people;

Therefore.... (over)

**SUPPORT THE PEOPLE AND NEIGHBORHOODS (SPAN) OF CAMBRIDGE:
THE RESOLUTION**

W

E, THE UNDERSIGNED

Support equitable, sustainable reductions, by October 1, 1999, in the rate and amount of development and growth in jobs and personnel encouraged by City policies and allowed by zoning regulations;

Support strict enforcement of the interim zoning limits between now and October 1, 1999;

Urge all Cambridge residents to support the City's rezoning study (Growth Management Advisory Process); and further

Urge that all of the issues enumerated above be given appropriate weight in the drafting of adjustments to the City's policies and zoning regulations.

Signature	Print Name	Affiliation (if applicable)
Address and zip		email
		Phone
		Are you registered to vote? yes no

Signature	Print Name	Affiliation (if applicable)
Address and zip		email
		Phone
		Are you registered to vote? yes no

Signature	Print Name	Affiliation (if applicable)
Address and zip		email
		Phone
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		Are you registered to vote? yes no

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Address and zip		email
		Phone
		Are you registered to vote? yes no

Signature	Print Name	Affiliation (if applicable)
Address and zip		email
		Phone
		Are you registered to vote? yes no

Make copies of this page to add more signatures. Return this to CRGM, 1657 Cambridge St. #3, Cambridge 02138

(organizations indicate affiliation only)

ZIP CODE 02141

Joseph J. Avin
Steve Bikofsky, East Cambridge
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Barbara Broussard, East Cambridge
Planning Team
Jose De Freitas
Mary De Freitas
Maryanne Donofrio, East Cambridge
Planning Team
Juliet Faithfull
Alfred B. Fantini, Cambridge School
Committee, former member
Joseph G. Grassi, Cambridge School
Committee
Andrew Hapgood, Ward Three
Democratic Chair
Philip Higonnet, East Cambridge
Planning Team
Chuck Hinds, East Cambridge
Planning Team, former President
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Shannon M. Larkin
Jacob Leed
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Lisa Birk
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Elizabeth K. Boyer
Michael J. Brandon
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Ernest Carreras
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Ann Collette, Creighton-Porter-
Regent, Porter Square NA, NCSC
LeRoy Cragwell
Arlene R. Dale
Chris Deery
Dan Dewey
Robert S. Everts
Carol Fackler
Mitzi Fennel, Creighton Street
Neighborhood Association
William Fisher, Porter Square and
Creighton Street Neigh. Assns.
H.A. Crosby Forbes, Harvard Square
Defense Fund
Neva Fowler, Harvard Square Defense
Fund
Joseph Gerson
Lani Gerson
Dottie Giacobbe
Hannah Goodwin
Lisa Gould
Joan Green
Katrin J. Hallen
Hope L. Hayden Kelley
Joseph Joseph
Daniel Kamman
Seymour Kellerman, North
Cambridge Stabilization Committee
Craig Kelley, North Cambridge
Stabilization Committee
Jana M. Kiely
Robert Kiely
Gail Lemily
Andrew S.A. Levine
Fred Levy
Joanne K. Madden
Susan Maguire
Kate Mattes
Howard Medwed, Harvard Square
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Paul Miranda
Timothy J. Murphy
Roberta Pasternak
Wendy Pomeroy, Creighton Street
Neighborhood Association
Lucie Prinz
Deane Rykerson, Porter Square
Neighborhood Association
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Lew Weitzman
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Wendy Baring-Gould
Jarrett Tomas Barrios, State
Representative
Peter J. Berry
Terry Canavan
Patricia Cantor
Sharon Cantor
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Rights Commission
Margaret Cody Shaw
Leslie Cohen
Vera S. Cohen
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Rick Colbath-Hess
Ann M. Dailey
Marjorie Decker
Vincent Lawrence Dixon
Gary L. Dryfoos
Cheryl E. Ehrenkranz
Robert Ellsworth
Lee Farris, Area Four Coalition
Gordon Fellman
David Fichter
M. Katherine French
Peter Frumkin
Dan Geer
Karen Gillespie
John Gintell
Richard Goldberg
Dennis Goldsmith
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Janice Goodman
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Stash Horowitz, Cambridgeport
Neighborhood Initiative
Michael Isenberg
Duncan Kennedy
Mopsy Strange Kennedy
Arthur Lipkin
Paula Lovejoy, Mid-Cambridge
Neighborhood Association
Ellen B. Mass
Andrea Nash
Sarah Nolan
John O'Connor
Rose Pasquarello
Frank Pedro
Jeffrey Petrucelly
John Pitkin, Mid-Cambridge
Neighborhood Association, President
A.G. Rancatore

(organizations indicate affiliation only)

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Larry Rosenberg	Defense Fund, President	Paul Walker
Veta Salmon, Area Four Coalition	Manju Gokhale	Peter Weiler
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Phillip Sego	Jose Gomez-Ibanez	Lucy Wilhelm
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Ellen Shachter	Edmund G. Hamann	Dorota Wysocka
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David Slaney	Pamela C. Hogan	
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Helen Snively	Justin Kaplan	
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	Defense Fund	
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Dorothy M. Altman	Priscilla Offenhauer	
Alison C. Ball	Martha Osler, Mid-Cambridge	
Joel Bard, Agassiz Neighborhood	Neighborhood Association	
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Edward Belove	Doane Perry	
Joe Berman	Myriam Pineau	
Anne Bernays	Pat Pratt	
Marlene Booth	Harriet Price, Harvard Square	
Karen Carmean	Defense Fund	
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Swedenborg Chapel Coalition	Mary Ries	
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Julia Child	Elena Saporta	
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Betty K. Collins	Keren Schlomy, Mid-Cambridge	
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R. Philip Dowds	Defense Fund	
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Ellen Friedman	David Szlag	
	Richard D. Tabors	

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CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

BETH RUBENSTEIN
Acting Assistant City
Manager for Community
Development

TO: Robert W. Healy
City Manager

FROM: Beth Rubenstein ^{YBR}
Assistant City Manager for Community Development

DATE: June 4, 1999

RE: June 7, 1999 City Council Roundtable on Growth Management

I am forwarding this package of materials on the work of the Citywide Growth Management Advisory Committee (CGMAC) for the City Council in preparation for Monday night's roundtable discussion.

The following materials are enclosed:

- Memorandum dated May 4 to CGMAC, ORGANIZING AND SCHEDULING ZONING ACTIONS
- Summary materials from citywide growth management workshops held February 3, March 13 and April 10, 1999
- List of committee members
- Sample bulletin on transition zones in the city

Our intention Monday night is to do a brief presentation on the May 4 memorandum, which describes the substantive changes to zoning which we have been discussing with the CGMAC committee and the Planning Board. The memo also provides an anticipated schedule for introducing zoning recommendations this summer, next fall and into next year. We look forward to discussing these draft recommendations with the Council.

Public Meetings

PLEASE COME!

Public Meeting on Transition Zoning

Wednesday,
December 2nd, 1998
at 7pm

Cambridge Senior Center
806 Mass Avenue

PLEASE COME!

Public Meeting on The Big Picture

Wednesday,
February 3rd, 1999
at 7pm

Cambridge Senior Center
806 Mass Avenue

Next Steps

PLANNING BOARD/CITY COUNCIL

Beginning in January 1999, the Planning Board will hold hearings on any proposed transition zoning changes. A Planning Board recommendation will go to City Council for a hearing in late spring 1999.

Cambridge - What Kind of City. Continued from page 1

residents, civic organizations, the City's businesses, and institutions. A meeting on December 2, 1998, will give an update of where the Committee has been and where it is going, with an emphasis on its recent work on height transitions between zoning districts. A meeting on February 3, 1999, will focus on a "visioning" session to look at the broader question of what the overall image of the city should be.

What's in the Backyard Rezoning Proposal?

Now under consideration by the Planning Board and City Council, the proposed backyard zoning changes include:

- reduced densities in the City's low-scale residential districts
 - enhanced open space requirement, including a new provision that some portion be unpaved
 - increased rear yard setbacks.
- The proposal also allows for modest additions to existing residences.

It's your turn!

The Community Development Department and Citywide Growth Management Advisory Committee would like to know your thoughts on the issues discussed in this publication. Please send us your comments on issues and your concerns regarding the future growth of our city. Write your response here (feel free to attach additional pages if you need to) and mail it to: Stuart Dash, Community Development Department, 57 Inman Street, Cambridge, MA 02139 Telephone 349-4640, Fax 349-4669.

E-Mail: sdash@ci.cambridge.ma.us



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ANTHONY GALLUCCIO

Vice Mayor

KATHLEEN BORN

City Councilors

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KENNETH E. REEVES
SHEILA T. RUSSELL
MICHAEL SULLIVAN
TIMOTHY TOOMEY, JR.
KATHERINE TRIANTAFILLOU

City Manager

ROBERT W. HEALY

Deputy City Manager

RICHARD C. ROSSI

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NEXT PUBLIC MEETING: December 2nd - 7pm, Senior Center

THE

CITYWIDE REZONING BULLETIN

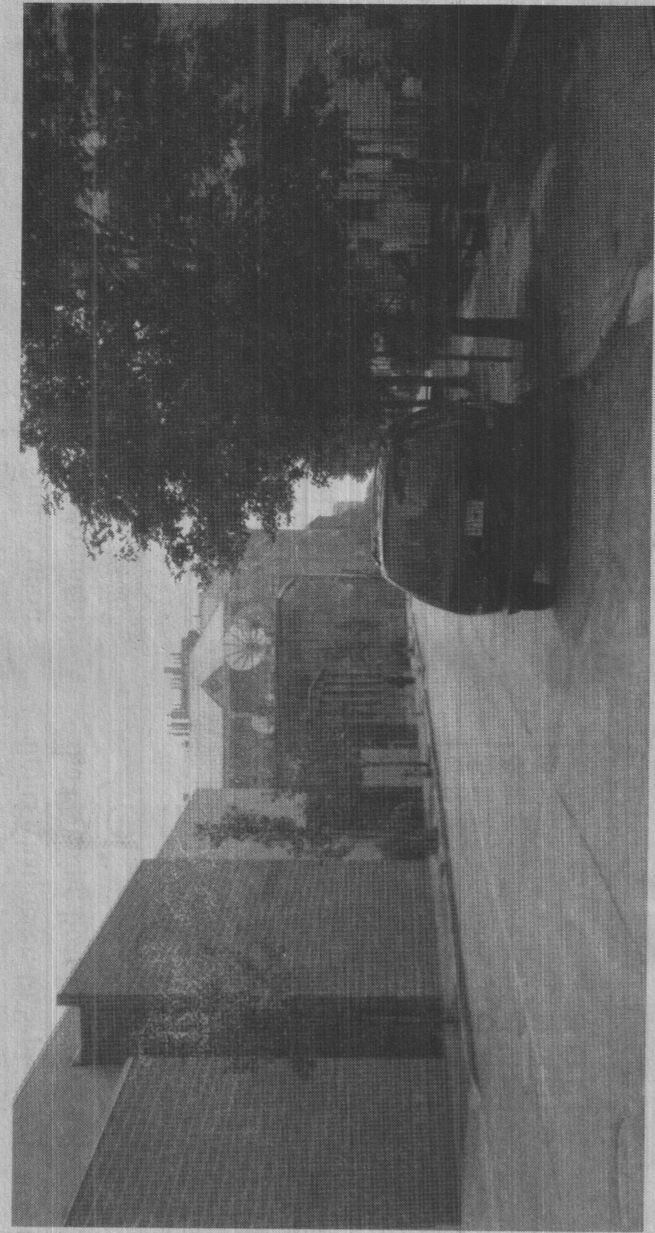
Cambridge Community Development working jointly with the Citywide Growth Management Advisory Committee

Volume II

Cambridge What Kind of City? Bringing the Image of the City into Focus

In the past year, several zoning petitions have been filed suggesting changes to the zoning ordinance to advance visions for how the physical environment of Cambridge should evolve. Would these proposed changes, and others being discussed, help to make Cambridge a better City in the future? How do these changes, relate to recent and historical patterns of development. The Community Development Department (CDD), working with the Citywide Growth Management Advisory Committee (CGMAC), will be bringing these important questions before the broader Cambridge Community over the next several months.

Questions will range from the broad level of "What should the City become in the coming decades?" to a more detailed focus on how the zoning ordinance might be changed to promote specific goals such as reducing traffic impacts due to development.



Existing residences along Cardinal Medeiros Avenue are in a C1 district with a 35 foot height limit; across the street is an I1 district, which allows heights up to 120 feet.

Over the next year, the Committee will take up issues such as the appropriate density in commercial areas using the *Cambridge Growth Policy Document: Towards a Sustainable Future* as a starting point. Public outreach is a critical aspect of this effort, and the Committee will continue to work towards the fullest possible involvement of

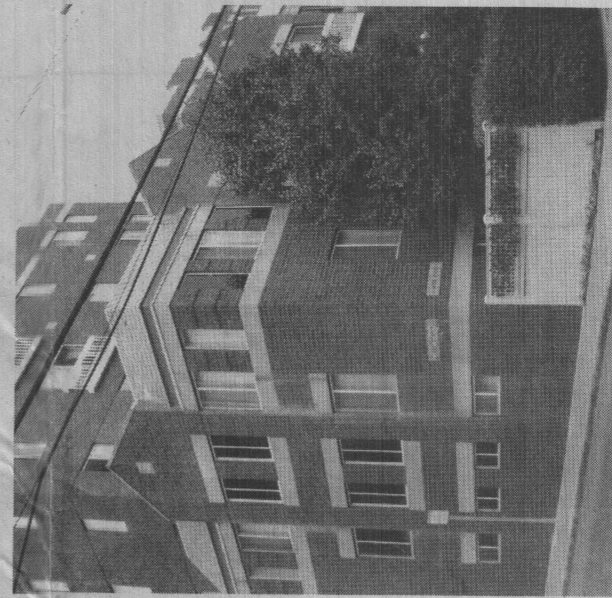
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Fall Update on the Growth Management Process

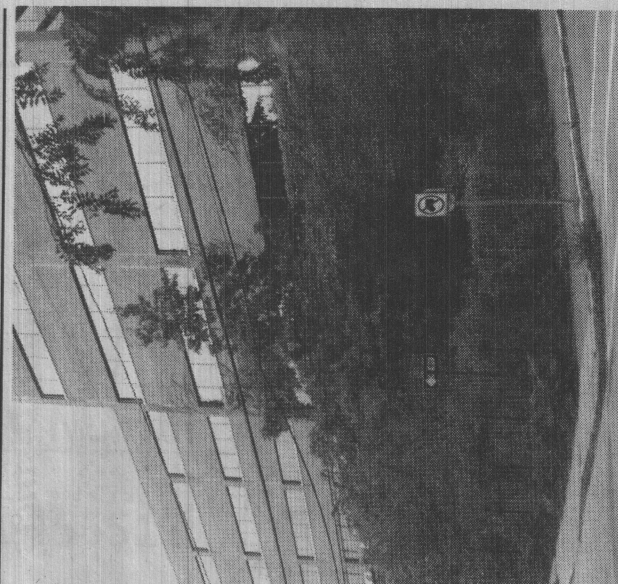
In 1997, a group of citizens petitioned the City Council to make substantial changes to the Cambridge Zoning Ordinance to guide future development in the city. The City Council adopted many of these proposed changes. The Planning Board recommended further study of several issues and, with the Community Development Department, proposed a two to three-year process to study and act on them. At the Council's request, the City Manager appointed a Citywide Growth Management Advisory Committee (see page four for membership) composed of community residents, business people, and representatives of the city's major institutions to advise the Department on the appropriate community outreach process and information needed for the rezoning study. This *Citywide Rezoning Bulletin - Volume II* provides a progress report on the Committee's work with particular focus on height transitions between zoning districts. The major issues to be addressed in the Citywide Growth Management Process are:

- (1) Inclusionary zoning to create affordable housing. This provision, which requires residential developers to include 15% affordable units in their projects, was adopted by City Council in March 1998.
- (2) Limits on infill development and loss of open space in residential areas. A rezoning proposal on this issue, which was illustrated in a previous Bulletin, was introduced to the Council in September and is currently under consideration by the Planning Board and City Council.
- (3) Transition "buffers" where high-density zones meet residential areas. This issue, which is discussed in this bulletin, is currently being studied and will be considered by the Planning Board with the intention to forward a formal zoning proposal to the City Council this winter.
- (4) Modifications in allowed density and uses in commercial districts to promote mixed use and control growth of traffic and other impacts. The Committee will begin to discuss this issue in 1999.
- (5) Following the discussion of appropriate commercial area density, the Committee will take up a number of other items identified for further study.

TRANSITIONS See Inside!



The zoning district at the Bay Square project required that a transition be made by either lower-scale housing or open space along the Green Street frontage. Here, townhouse-scale housing relates to existing buildings across the street.



1000 Mass Ave is in the same zoning district as Bay Square. Here, a park was created along Green Street to meet the requirement for transitions.

Height Transitions Between Zoning Districts

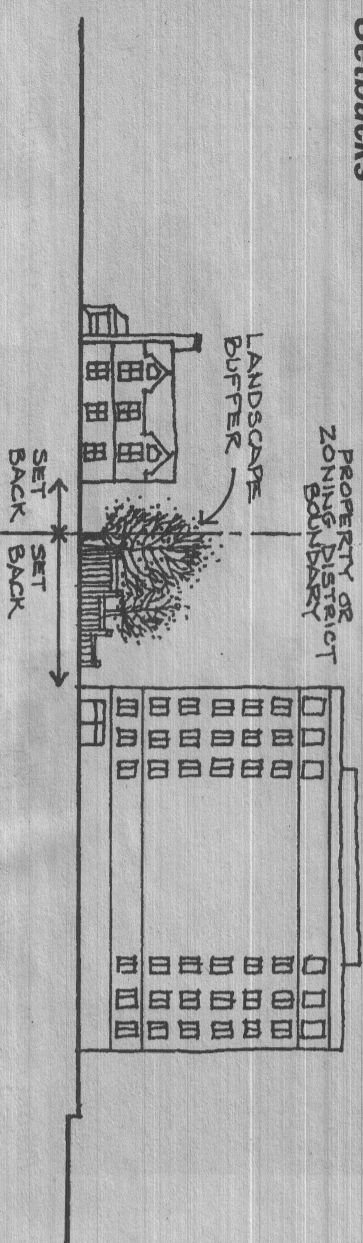
At several locations in the city, current zoning allows the construction of tall buildings overlooking and overshadowing neighboring buildings. While existing buildings in a commercial or residential zoning district may be no taller than a neighboring low scale residence, zoning may allow a significantly taller building to be built in the future, upon redevelopment of a site. Such redevelopment,

if not mitigated by appropriate modulations in height, may introduce a building which starkly overshadows a small scale (e.g. 35' tall) residence.

Progress has been made recently in height control. Up until a few months ago, there were portions of the city with no height limits whatsoever. In September 1997, upon the Planning Board's recommendation, the

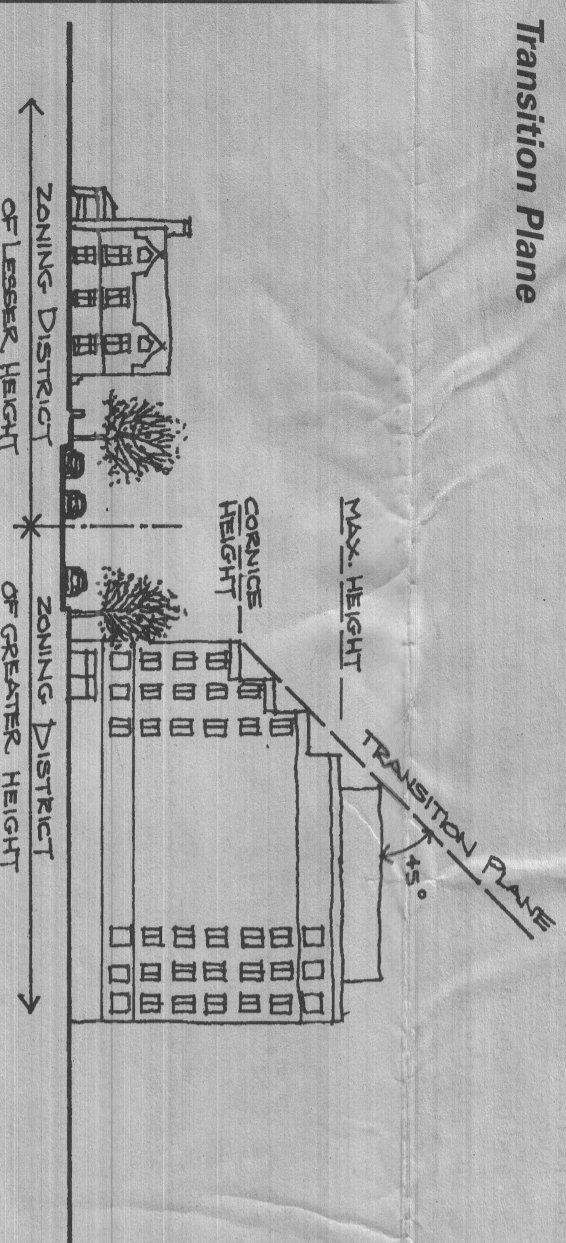
Understanding Zoning Options for Transitions

Setbacks



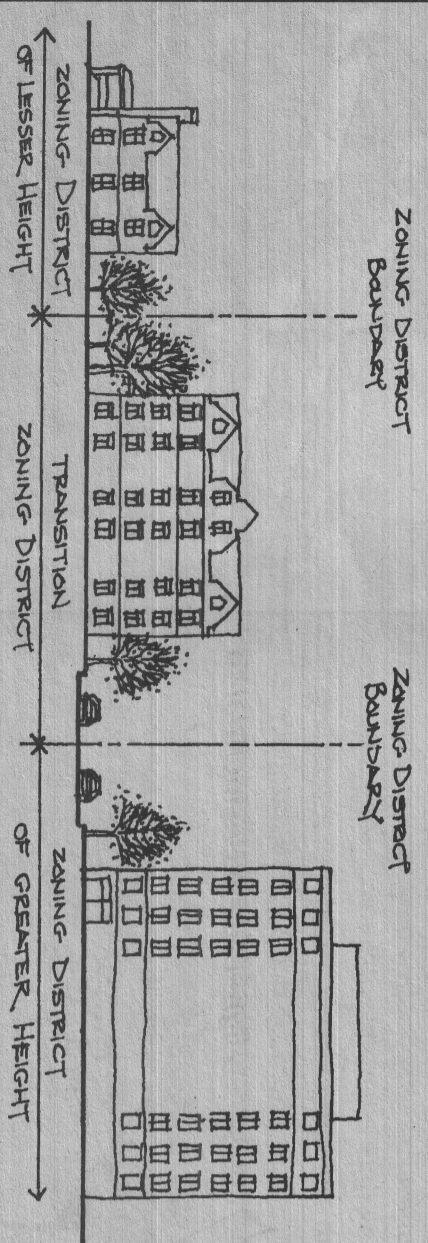
When lots which allow taller and larger buildings adjoin lots which only allow smaller ones, establishing yard setbacks is often effective in providing a reasonable transition between them. Setbacks can be useful between buildings of differing height both within a zoning district or between differing zoning districts. Often, in the Cambridge Zoning Ordinance, the larger the building, the greater its required setback from its property line. Also illustrated is a landscaped buffer which may be required in a setback.

Transition Plane



Where a zoning district which allows taller buildings adjoins another district which allows shorter ones, a sloping transition plane can be an effective tool to limit the impacts of those taller buildings on the adjoining smaller ones. The adjacent diagram illustrates a 45 degree sloping plane, starting at an established cornice height, which sets back the height of the upper floors of the taller building so as to minimize its impacts on its neighbors. This transition plane technique is currently used, for example, in the Harvard Square Overlay District and Parkway Overlay District.

Transition Zoning Districts



A Transition Zoning District is another technique to provide a gentle, rather than abrupt, transition between a zoning district which allows only small-scale homes and an adjacent one which allows significantly taller buildings. To accomplish this transition, a new zoning district is established between the two districts.

City Council adopted a 120 foot maximum height for these areas. However, there are areas where this height is still inappropriate.

The CGMAC has worked to identify those areas in the City which present the most likely locations for such transitional conflicts. The Committee has also discussed locations where existing regulation makes such conflicts unlikely.

Use Transitions

Extreme height contrasts are not the only conflicts which can occur where residential districts abut non-residential districts.

Commercial properties can sometimes introduce impacts due to noisy equipment, floodlights, dumpsters, or unsightly outdoor storage. Apart from these "mechanical" impacts, there may be issues around hours of operation, traffic, or the behavior of visitors or patrons.

The possible conflicts described above and perhaps others are "use" conflicts. Zoning changes might help deal with some of these issues. Reforms in other city regulations (the noise ordinance, health code, etc.) might also be appropriate and the Committee intends to address these during the study process.

Priority Areas? These are the Committee's ideas . . . What are yours?

Transition Locations:

The Committee initially identified the following priority transition locations. Each of these locations is an area where low density districts abut zoning districts which allow significantly taller buildings.

Commercial to Lower Scale Residential

A Putnam Avenue and Pleasant Street in Riverside and Cambridgeport: Office 3 to Residence C. This residential area is characterized by a mix of 2- and 3-family wood frame structures with a few masonry multi-family buildings; the Residence C height limit is 35 feet. The Office 3 district includes the Polaroid property, which has a very large development potential. Heights have recently been capped at 120 feet, but there is no transition requirement that heights be lower near the residential district boundary.

Industrial to Lower Scale Residential

B Main Street to Medeiros Way in Neighborhoods 3 and 4: Industry B to Residence C1. The Industry B district, which allows up to 120 feet in height, is located across the street from residential structures at Washington Elms and Newtowne Court along Main Street, and across from wood frame 2- and 3-family structures along Medeiros Way, in a C1 district with 35 foot height limits. There is currently no transition requirement.

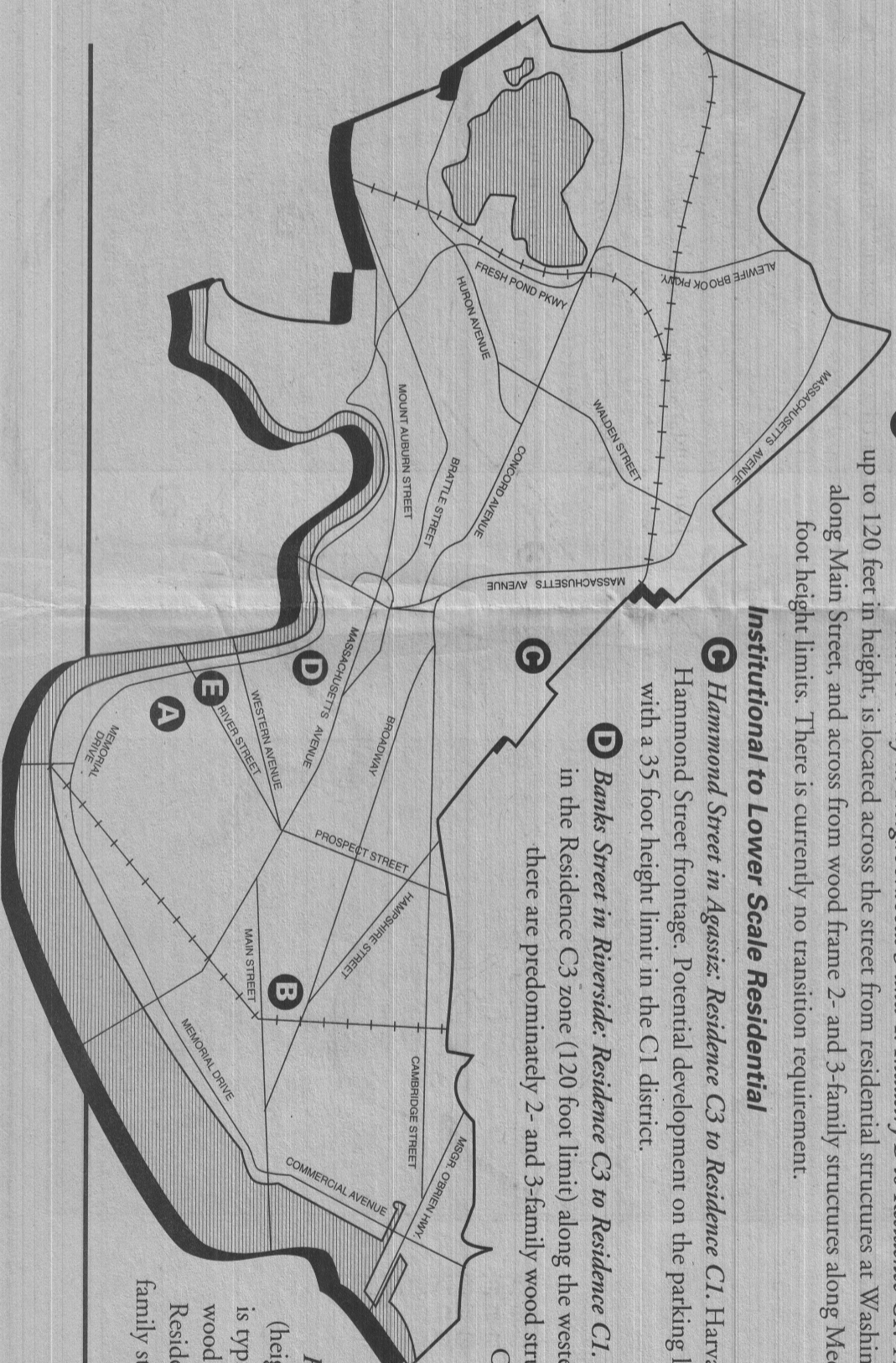
Institutional to Lower Scale Residential

C Hammond Street in Agassiz: Residence C3 to Residence C1. Harvard has a large parking lot along its Hammond Street frontage. Potential development on the parking lot is capped at 120 feet, compared with a 35 foot height limit in the C1 district.

D Banks Street in Riverside: Residence C3 to Residence C1. Harvard University owns properties in the Residence C3 zone (120 foot limit) along the western side of Banks Street, on which there are predominately 2- and 3-family wood structures in the abutting Residence C1 district (35 foot limit).

Higher Scale Residential to Lower Scale Residential

E Western Avenue in Riverside: Residence C2 to Residence C1. The Residence C1 (height limit of 35 feet) neighborhood is typified by a mix of 2- and 3-family wood frame structures. The adjacent Residence C2 zone would allow multi-family structures at 85 feet.



1 Criteria for Identifying Areas Needing Better Height Transition Rules

In its deliberations regarding transitions, the Committee first asked which areas are most important to address. It then identified areas where small scale residential development is adjacent to any potentially tall building, whether commercial, industrial, or institutional.

The Committee also identified areas of lesser concern. First, there are portions of the city in which the height differences between adjoining districts are relatively small, with only 2 or 3 stories (20 or 30 feet) of difference. Second, there are many areas in which existing regulations provide sufficient protection. Such areas may have special height and setback regulations addressing non-residential uses next to residential uses. There are other cases where strict controls are imposed by historic districts, such as Neighborhood Conservation Districts. Third, there is less concern about height differences between two commercial districts. In this case, impacts would not generally affect residential uses.

In summary, the following criteria are suggested: Consider new regulations at small-scale residential district boundaries if there are substantial height differences with adjoining zoning districts unless

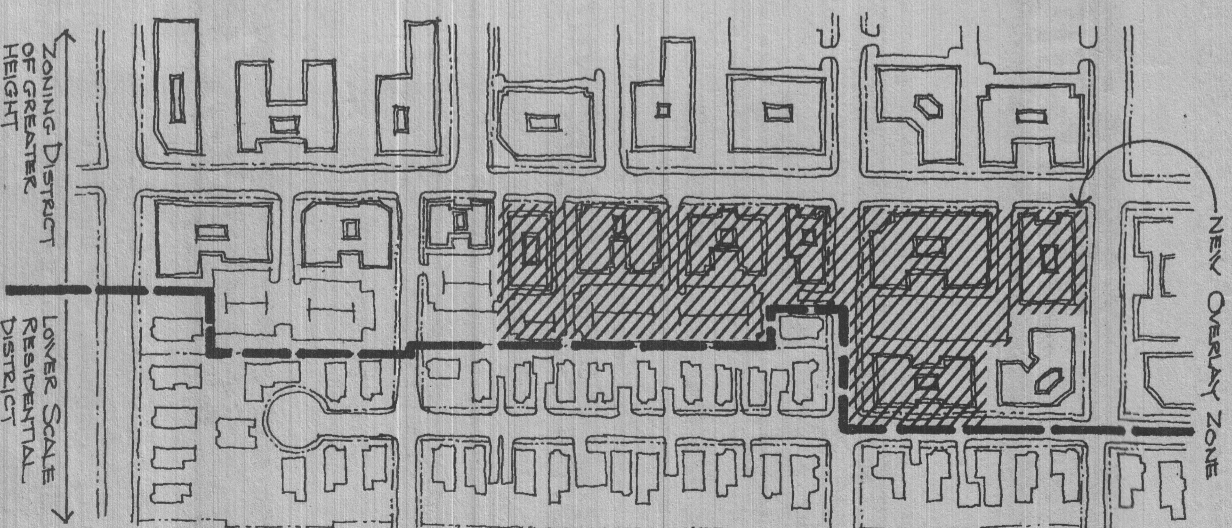
- The difference is mitigated by existing regulations.
- There is stable common ownership.
- Redevelopment is unlikely.

2 What to Do?

The Committee hopes to ensure that any new regulations affect only those areas needing more controls, and do not unduly affect areas where there are no significant problems.

3 A Possible Solution: Transition Overlay Districts

In general, when the requirements of a zoning district are changed, everything within that district is subject to the same rules. To affect only targeted areas within a district, transition overlay districts can be introduced. This tool allows the underlying zoning to remain, while modifying only the area needing attention. For instance, two blocks of a large C3 district could have transition requirements superimposed, while leaving the rest of the district unchanged. Such an overlay district could contain any of the techniques discussed on the facing page: setbacks, transition planes, buffers, transition zoning districts, and overlay zoning districts.



Please Let Us Know What You Think

COMMITTEE MEETINGS

All meetings of the CGMAC are open to the public. Meetings are held at 57 Inman Street from 5-7 p.m. on the first Wednesday and third Thursday of each month.

E-MAIL

Send comments via e-mail to sdash@ci.cambridge.ma.us

WEB PAGE

The CGMAC web page is accessible through the CDD web site on the City of Cambridge home page at www.ci.cambridge.ma.us

FAX

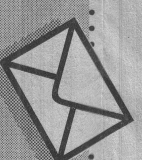
Please send us your thoughts at fax number 349-4659

PHONE

Contact Smart Dash at 349-4640

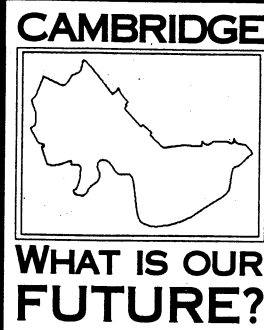
CABLE T.V.

See us on Channel 3



**CITY WIDE GROWTH MANAGEMENT
WORK SHOP # 1
February 3, 1999**

Come Discuss the Cambridge of the Future



You are invited to a public discussion sponsored by the Community Development Department and the Citywide Growth Management Advisory Committee.

Please help us review the Growth Policy Goals taken from the 1993 Growth Policy Document, "Towards a Sustainable Future." **Which of these goals are most important to you?** We want your opinion. Please rate the goals below and bring them with you to the meeting. If you can not attend, mail it to the address below.

Join Us: February 3rd at 7 PM **Mail to: Community Development**
Cambridge Senior Center **57 Inman Street**
806 Massachusetts Avenue **Cambridge MA 02139**

This is the first in a series of community workshops to evaluate growth, traffic and zoning issues in Cambridge.

Childcare for this meeting is available upon request.

How Do You Rate These Goals?

Goals taken from the Growth Policy Document, "Towards A Sustainable Future"	High	Med.	Low
1. A vibrant, stable population of diverse races, cultures and viewpoints. New cultures continue to arrive; some rise to positions of public prominence.			
2. An environment where families with children can thrive. Parks, housing, schools and child care and other supports make the city a good place to raise families.			
3. Good housing available to a wide spectrum of income levels and households (singles, families with children, older people, etc.) Hundreds of units are renovated yearly by neighborhood-based organizations. More residents are experimenting with cooperatives, co-housing and other forms of ownership which share costs, community services and benefits.			
4. Significantly reduced automobile traffic. Walking, carpooling, public transit, bicycling and jitney trips are the norm. Employers and families compete annually to reduce single occupant car trips by the greatest percentage. All corners of the city (and adjoining cities) are stitched together by bicycle lanes and paths.			
5. A national model for community energy production, pollution prevention, and recycling. Grassroots organizations and the universities, churches, and other institutions cooperate on sustainable forms of transportation, heating, waste reduction and food production and distribution.			
6. A system of beautiful, well-maintained and accessible parks and open spaces. Landscaped pedestrian parkways knit the park system together in the style of Frederick Law Olmsted. Every neighborhood has volunteer groups pitching in to ensure clean and safe parks.			
7. A renowned system for training and retraining workers for emerging industries and successful careers. Youth combine courses, work apprenticeships and community placements; older workers learn new skills and act as mentors to youth.			
8. A thriving economic base, anchored by new health, environment and communications-based industries, home-based and storefront businesses, and the academic institutions. Cambridge continues to attract national attention for its climate of innovation and entrepreneurship.			
9. Vital and distinctive retail centers serving neighbors, students and regional customers seeking an ethnic meal, a rare paperback or fresh fish and produce. Local retailers, hurt by higher rents in the 80s and early 90s, make a comeback and thrive.			
10. Strengthened and stabilized neighborhoods which retain their distinctive flavor. Connections between neighborhoods are improved by open space and transit improvements, as well as by increased cooperation on a variety of issues.			
11. A model for effective citywide design review. Widespread design review of new projects occurs in both traditional districts and in the former industrial areas, such as Alewife.			
12. A system of comprehensive, high quality city services. New revenue sources and forms of service delivery lessen the city's dependence on property taxes and physical development to fund services.			
13. An ongoing, successful process for addressing growth and development concerns. Local government expands shared responsibility for growth with the nonprofit and private sectors. All interested parties engage in continued debate about the appropriate pace and quality of development in the evolving industrial districts, and their impact on nearby residential areas.			

For more information, please contact Elaine Thorne at Cambridge Community Development: 349-4648
 Para mayor información, favor de llamar a Chantal Labossiere, Desarrollo Comunitario: 349-4620
 Pou plis enfòmasyon, rélé Chantal Labossiere, Cambridge Community Development: 349-4620

TTY: 617-349-4621

To download additional copies go to: <http://www.ci.cambridge.ma.us/-CDD/goalrating.html>

AGENDA

February 3, 1999

- 7:00 Introduction**
Beth Rubenstein, *Acting Assistant City Manager for Community Development*
- 7:10 The Cambridge Growth Policy Process**
Roger Boothe, *Director of Urban Design*
- 7:30 Small Group Exercise**
Stuart Dash, *Director of Community Planning*
- 8:30 Small Group Presentations**
- 9:00 Summary - Areas of Desired Focus**
Stuart Dash
- 9:15 Closing Remarks**
Beth Rubenstein
- 9:30 Red Dot Exercise**

Citywide Growth Management Advisory Committee

Blake Allison, Mt. Auburn Street
Dale Blank, Genetics Institute
Larissa Brown, Madison Avenue
Philip Dowds, Banks Street
Alfred Dussi, ABT Associates
Fred Fantini, Canal Park
Allan Jones, Athenaeum Group

Tanya Iatridis,
Harvard University Real Estate
Geneva Malenfant, Henry Street
Brendan Noonan III,
Cambridge Chamber of Commerce
John Pitkin, Fayette Street
Terrance Regan, Pearl Street

Beth Rubenstein,
City of Cambridge
Community Development
Robert Simha,
MIT Planning Office
Silvia Urrutia, Harvard Street
Pamela Winters,
Orchard Street, Rear

Please help us review the Growth Policy Goals taken from the 1993 Growth Policy Document, "Towards a Sustainable Future." Which goals are most important to you? We want your opinion. Please rate the goals below and bring them with you to the meeting. If you can not attend, mail to: Cambridge Community Development, 57 Inman St., Cambridge, MA 02139



How Do You Rate These Goals?

Goals taken from the Growth Policy Document, "Towards A Sustainable Future"	Low	Med.	High
1. A vibrant, stable population of diverse races, cultures and viewpoints. New cultures continue to arrive; some rise to positions of public prominence.			
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To download additional copies go to: <http://www.ci.cambridge.ma.us/~CDD/goalrating.html>



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

BETH RUBENSTEIN
Acting Assistant City
Manager for Community
Development

Feb. 3, 1999

The Community Development Department and The Citywide Growth Management Advisory Committee would like to know your thoughts!

Which areas/goals do you think are the most important for the City to focus its efforts, and why are they important?

Additional Comments:

Optional

Name: _____

Address: _____

Phone: _____

Drop in box at the door, or mail to:

Elaine Thorne
Community Development Dept.
57 Inman Street
Cambridge, MA 02139

CITY OF CAMBRIDGE, MASSACHUSETTS

**DEMOGRAPHIC &
SOCIOECONOMIC STATISTICS**

**Cambridge Community Development Department
April 16, 1999**

CAMBRIDGE DEMOGRAPHIC & SOCIOECONOMIC STATISTICS

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ABBREVIATIONS USED

CMSA.....	Consolidated Metropolitan Statistical Area
FAR.....	Floor-to-Area Ratio
HH(s).....	Household(s)
MA CTPS.....	Massachusetts Central Transportation Planning Staff
MA DET.....	Massachusetts Division of Employment & Training
MBTA.....	Massachusetts Bay Transportation Authority
MISER.....	Massachusetts Institute for Social & Economic Research
PMSA.....	Primary Metropolitan Statistical Area
SIC.....	Standard Industry Code
STF.....	Summary Tape File

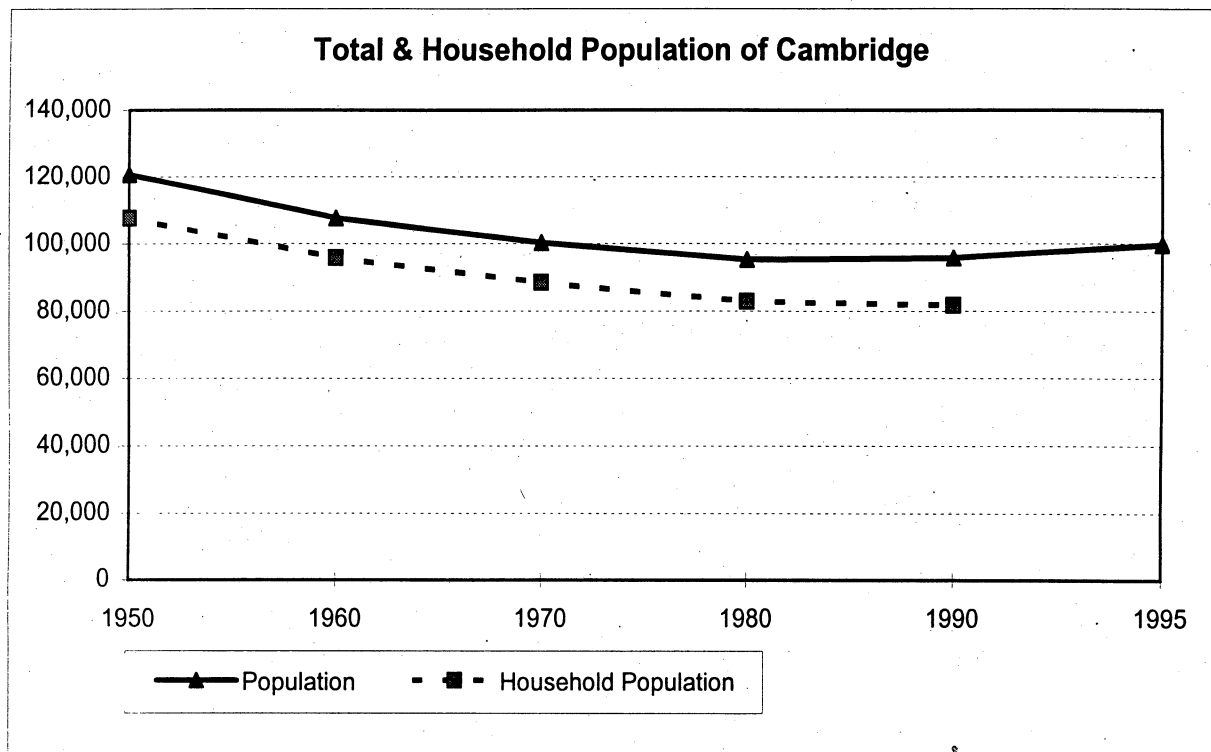
To obtain additional demographic and socioeconomic information about the City of Cambridge, visit our web site at <http://www.ci.cambridge.ma.us/~CDD/CommPlan/data/index.htm>. A wide variety of additional information is available through that location.

If you have questions regarding this document, contact Clifford Cook, Planning Information Manager, Cambridge Community Development Department, by phone at 617/349-4600 or by email at ccook@ci.cambridge.ma.us.

Cambridge Total & Household Population: 1950 - 1995

Year	Population	Household Population	Group Qtrs. Population ¹	% in Grp. Qtrs.
1950	120,740	107,676	13,064	10.8%
1960	107,716	95,778	11,938	11.1%
1970	100,316	88,502	11,859	11.8%
1980	95,322	82,888	12,434	13.0%
1990	95,802	81,769	14,033	14.6%
1995	99,772	NA	NA	NA

1. Residents of Group Quarters include residents of dormitories, hospitals, nursing homes, group homes and jails. All persons who do not reside in group quarters reside in households.

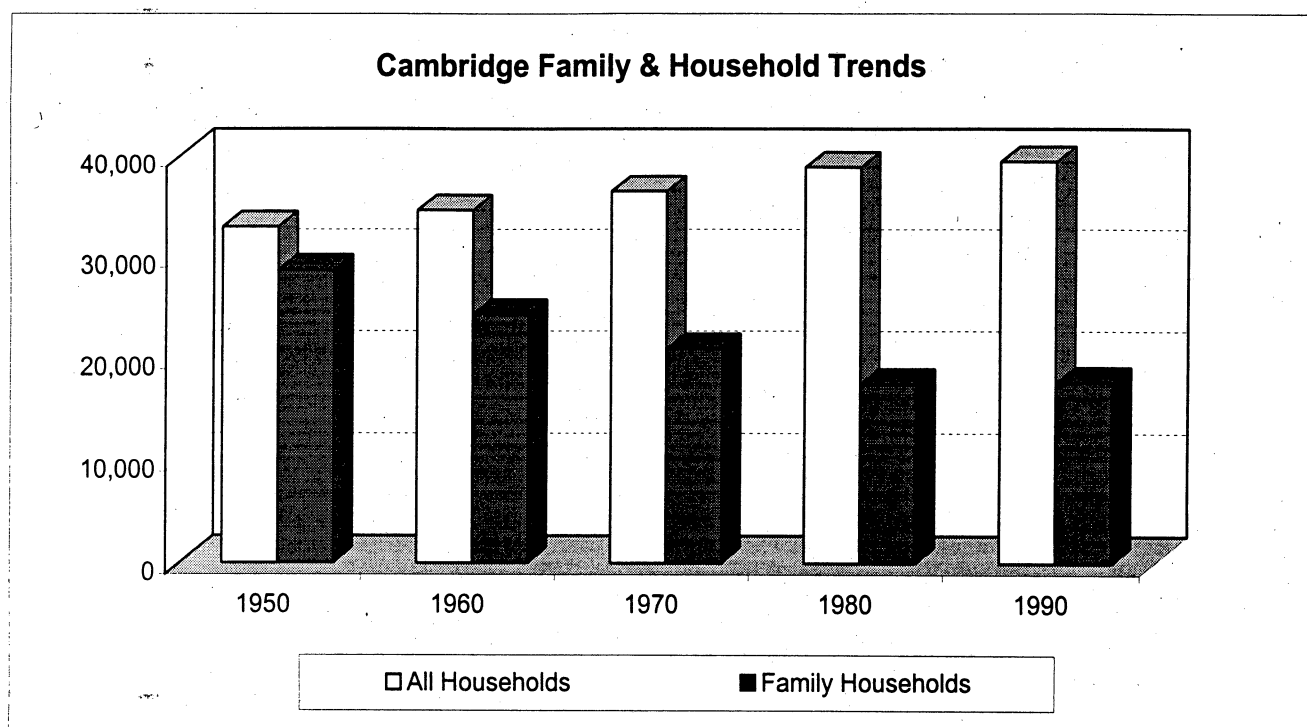


Sources: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source SFT1A tape file; Massachusetts Institute for Social & Economic Research (MISER), Population Estimate, 1997

Cambridge Household & Family Characteristics: 1950 - 1990

Year	All Households ¹	Family Households ²	% Family Households
1950	32,921	28,640	87.0%
1960	34,523	24,197	70.1%
1970	36,411	20,850	57.3%
1980	38,836	17,415	44.8%
1990	39,405	17,575	44.6%

1. Households consist of all persons who do not reside in group quarters, such as dormitories.
2. Families consist of all households composed of more than one person whose members are related by birth, marriage or adoption.



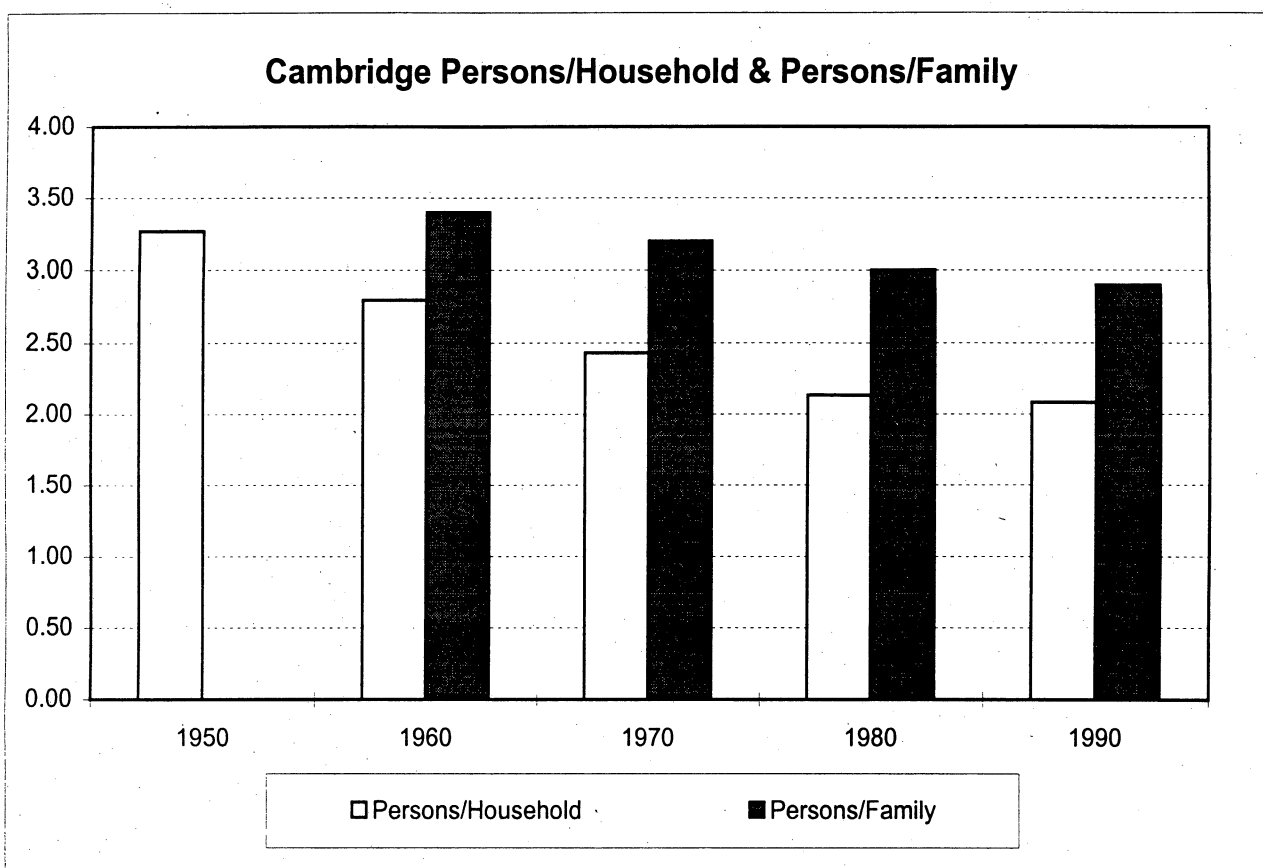
Family Households		
	1980	1990
Couples with Own Children	5,308	5,139
Couples without Own Children	7,130	7,546
Single Parent Families	2,600	2,478
All Other Families	2,681	2,485
Nonfamily Households		
Single Person Alone	16,329	16,596
Roommates	4,932	5,093

Sources for Upper Table & Chart: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source STF1A tape file.
Sources for Lower Table: U. S. Census, Decennial Census, STF3A tape file, 1980 & 1990.

Cambridge Persons Per Household & Persons Per Family: 1950 - 1990

Year	Persons/Household	Persons/Family
1950	3.27	NA ¹
1960	2.80	3.4
1970	2.43	3.2
1980	2.13	3.0
1990	2.08	2.9

1. The 1950 U. S. Census did not distinguish between family households and non-family households.

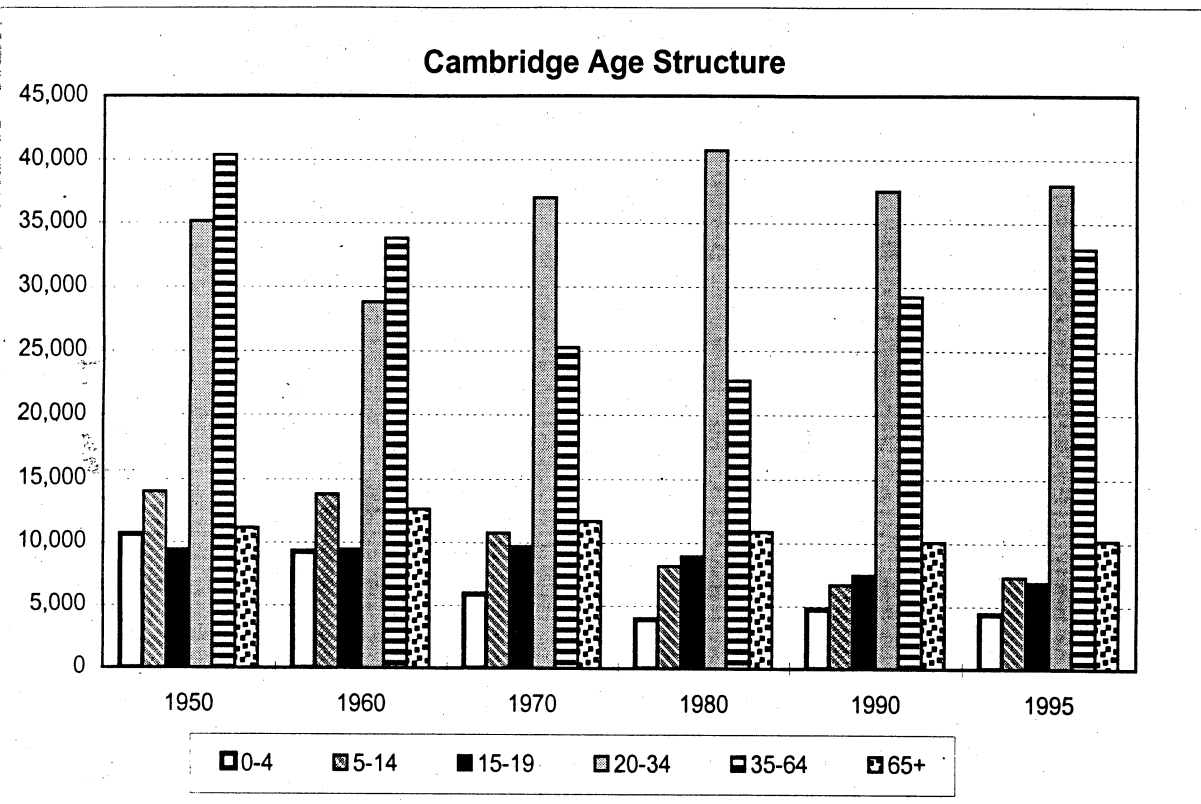


Sources: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source STF1A tape file.

Cambridge Age Structure: 1950 - 1995

	1950	1960	1970	1980	1990	1995
0-4	10,634	9,251	5,919	3,928	4,759	4,394
5-14	14,040	13,810	10,760	8,153	6,704	7,326
15-19	9,429	9,440	9,705	8,942	7,469	6,891
20-34	35,144	28,811	37,005	40,734	37,542	37,996
35-64	40,342	33,787	25,272	22,694	29,257	32,981
65+	11,151	12,617	11,700	10,871	10,071	10,184
Total	120,740	107,716	100,361	95,322	95,802	99,772
Median Age	30.1	29.6	26.8	28.6	31.1	NA

	1950	1960	1970	1980	1990	1995
0-4	8.8%	8.6%	5.9%	4.1%	5.0%	4.4%
5-14	11.6%	12.8%	10.7%	8.6%	7.0%	7.3%
15-19	7.8%	8.8%	9.7%	9.4%	7.8%	6.9%
20-34	29.1%	26.7%	36.9%	42.7%	39.2%	38.1%
35-64	33.4%	31.4%	25.2%	23.8%	30.5%	33.1%
65+	9.2%	11.7%	11.7%	11.4%	10.5%	10.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



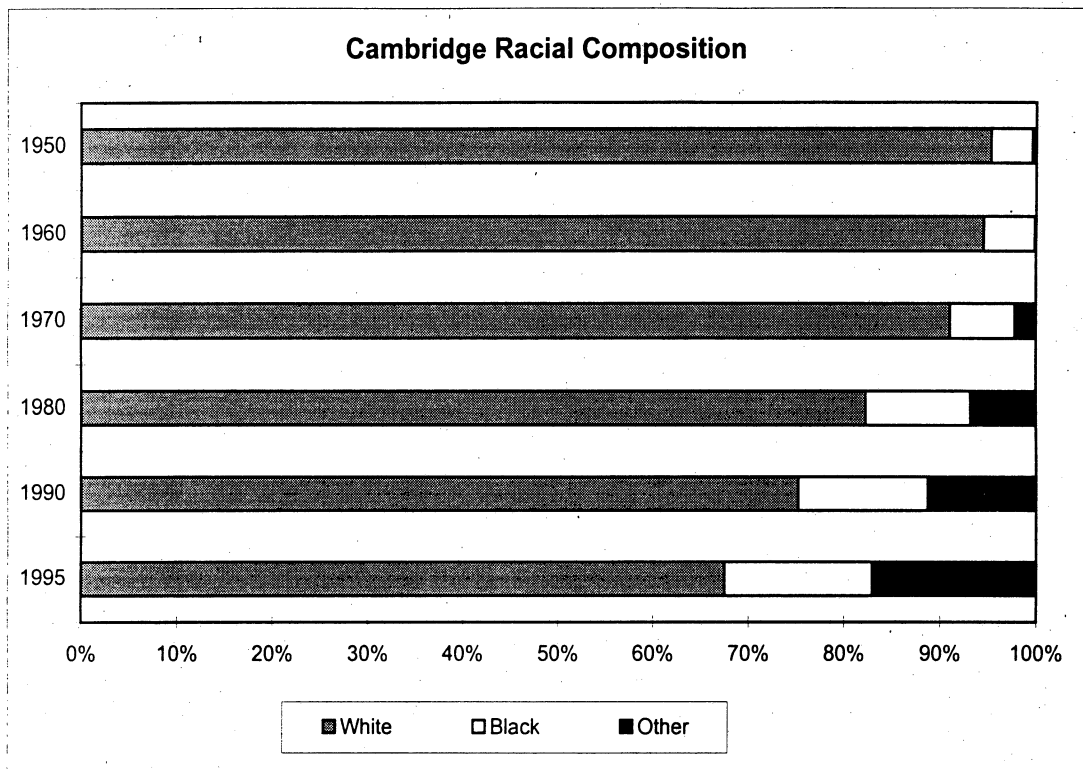
Sources: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source SFT1A tape file; MISER, Population Estimate, 1997.

Cambridge Racial Composition: 1950 - 1995

	Total	White	Black	Other ²
1950	120,740	115,068	5,235	437
1960	106,711	100,929	5,671	111
1970	100,361	91,408	6,783	2,170
1980	95,322	78,460	10,418	6,444
1990	95,802	72,122	12,930	10,750
1995 ¹	99,772	67,374	15,411	16,987

	Total	White	Black	Other ²
1950	100.0%	95.3%	4.3%	0.4%
1960	100.0%	94.6%	5.3%	0.1%
1970	100.0%	91.1%	6.8%	2.2%
1980	100.0%	82.3%	10.9%	6.8%
1990	100.0%	75.3%	13.5%	11.2%
1995 ¹	100.0%	67.5%	15.4%	17.0%

1. The MISER 1995 estimate does not indicate the race for persons of Hispanic decent. Thus, all 1995 Hispanics are assigned to the "Other" racial category, including those whose race is White.
2. Includes persons of Asian, Pacific Islander or Native American descent, as well as persons who report their race as "Other".



Sources: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source STF1A tape file; MISER, Population Estimate, 1997.

Cambridge Detailed Racial & Hispanic Population: 1980 - 1990

	1980 ¹	% 1980 Total	1990 ¹	% 1990 Total
<i>Total Population</i>	95,322	100.0%	95,802	100.0%
<i>White, Non-Hispanic</i>	75,793	79.5%	68,550	71.6%
<i>Black, Non-Hispanic</i>	10,086	10.6%	12,178	12.7%
<i>American Indian, Eskimo or Aleutian Isl. (All)</i>	184	0.2%	288	0.3%
<i>Asian or Pacific Islander (All)</i>	3,612	3.8%	8,081	8.4%
<i>Chinese</i>	1,571	1.6%	3,616	3.8%
<i>Asian Indian</i>	705	0.7%	1,386	1.4%
<i>Korean</i>	493	0.5%	1,302	1.4%
<i>Japanese</i>	609	0.6%	734	0.8%
<i>Filipino</i>	126	0.1%	250	0.3%
<i>Vietnamese</i>	67	0.1%	216	0.2%
<i>Other Asian/Pacific Isl.</i>	41	>0.1%	577	0.6%
<i>Hispanic (Any Race)</i>	4,536	4.8%	6,506	6.8%
<i>Mexican</i>	496	0.5%	801	0.8%
<i>Puerto Rican</i>	1,583	1.7%	1,875	2.0%
<i>Cuban</i>	279	0.3%	254	0.3%
<i>Other Hispanic</i>	2,178	2.3%	3,576	3.7%
<i>Other Non-Hispanic Not Listed Above²</i>	1,169	1.2%	350	0.4%

1. Figures do not sum to total population; both American Indian persons of Hispanic origin and Asian persons of Hispanic origin are double counted.
2. Includes persons reporting race as "Other" who are not of Hispanic origin.

Sources: U. S. Census, Decennial Census, STF1A tape file, 1980 & 1990.

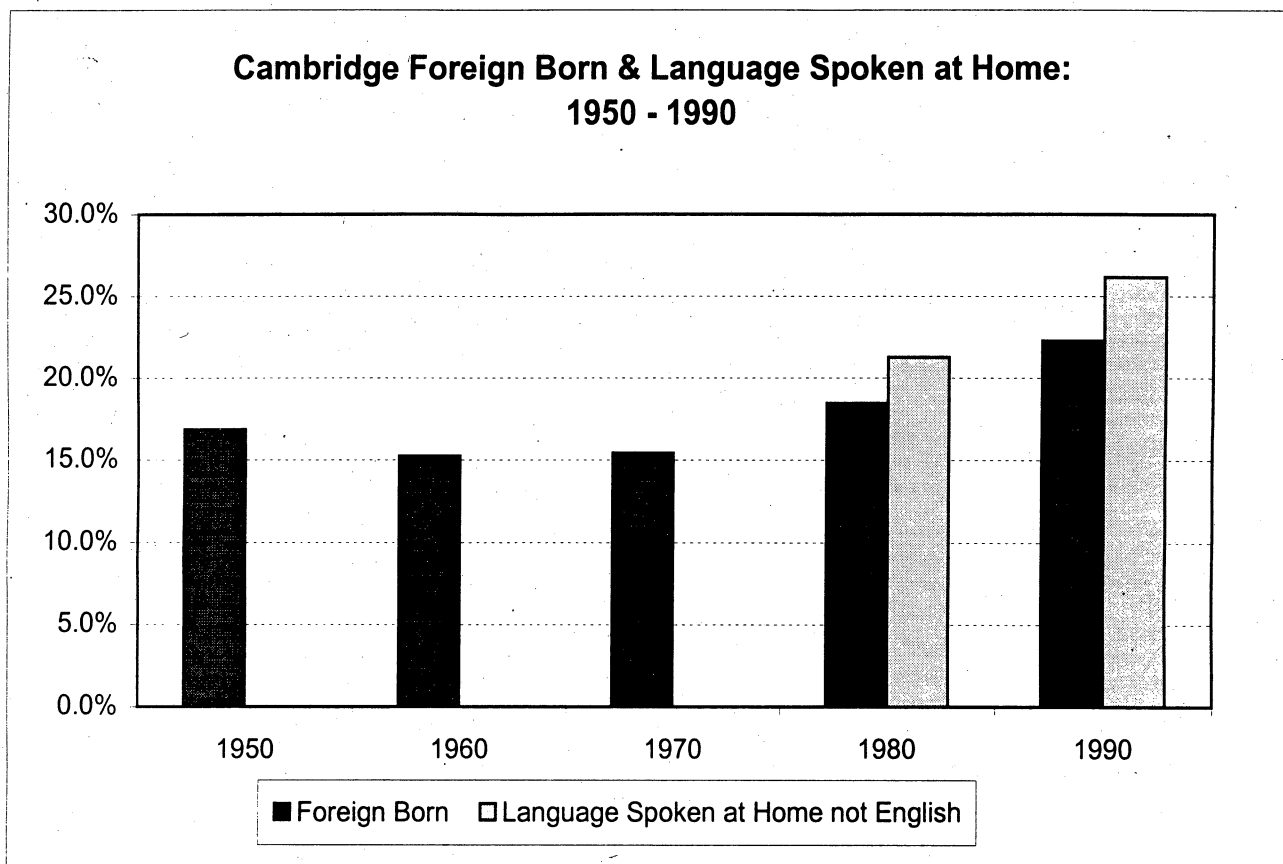
Cambridge Foreign Born Persons & Persons Speaking Language Other Than English at Home: 1950 - 1990

PERSONS 5 & OLDER

ALL PERSONS

Year	Speak Language		Foreign Born	Native Born
	Other Than English at Home	Speak English at Home		
1950 ¹	NA	NA	16.8%	83.2%
1960	NA	NA	15.2%	84.8%
1970	NA	NA	15.4%	84.6%
1980	21.3%	78.7%	18.4%	81.6%
1990	26.2%	73.8%	22.3%	77.7%

1. 1950 figure for Foreign Born is for whites only. 1950 Native Born figure includes all native born whites and all non-whites, regardless of place of birth.



Sources: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source STF3A tape file.

Cambridge Languages Spoken at Home: 1990

	Persons 5 & Older	% Persons 5 & Older	% Speaking Language Other Than English
<i>Speak only English</i>	67,307	73.8%	(NA)
<i>Spanish/Spanish Creole</i>	4,741	5.2%	19.9%
<i>French/French Creole</i>	4,150	4.6%	17.4%
<i>Portuguese/Portuguese Creole</i>	3,619	4.0%	15.2%
<i>Chinese</i>	2,960	3.2%	12.4%
<i>Other & Unspecified languages</i>	1,197	1.3%	5.0%
<i>Italian</i>	1,191	1.3%	5.0%
<i>Korean</i>	1,043	1.1%	4.4%
<i>Indic</i>	834	0.9%	3.5%
<i>Greek</i>	769	0.8%	3.2%
<i>Other Indo-European Language</i>	546	0.6%	2.3%
<i>Japanese</i>	541	0.6%	2.3%
<i>German</i>	524	0.6%	2.2%
<i>Arabic</i>	450	0.5%	1.9%
<i>Polish</i>	297	0.3%	1.2%
<i>Scandinavian Languages</i>	215	0.2%	0.9%
<i>Russian</i>	164	0.2%	0.7%
<i>Vietnamese</i>	160	0.2%	0.7%
<i>Other West Germanic Languages</i>	120	0.1%	0.5%
<i>All Other Languages Reported</i>	330	0.1%	0.4%
<i>Total Persons 5 Years and Over</i>			91,158
<i>Total Persons Speaking a Language other than English at Home:</i>			23,851
<i>Percent of all Persons 5 Years and Over</i>			26.2%

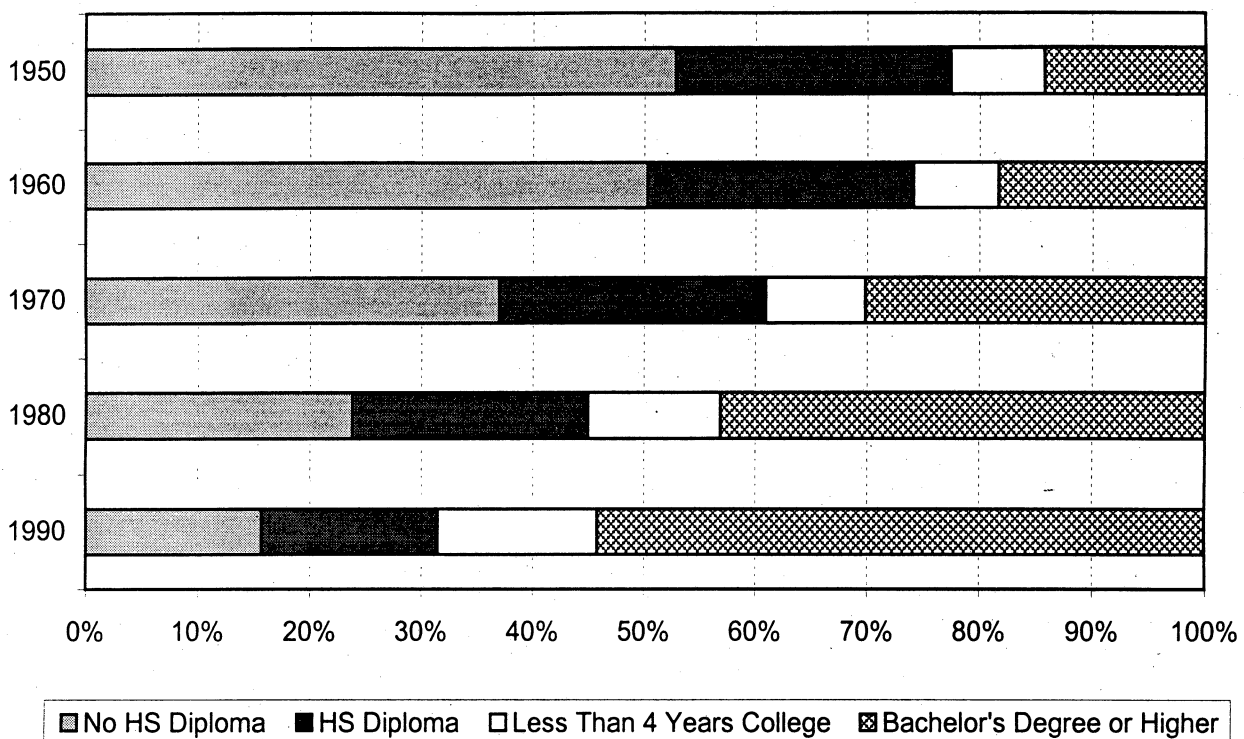
Source: U. S. Census, Decennial Census, STF3A tape file, 1990.

Cambridge Educational Attainment of Population 25 or Older: 1950 - 1990

Year	No HS Diploma	HS Diploma	Less Than 4 Years College ¹	Bachelor's Degree or Higher
1950 ^{2,3}	52.8%	24.6%	8.3%	14.2%
1960 ²	50.3%	23.8%	7.6%	18.3%
1970	37.0%	24.0%	8.9%	30.2%
1980	23.8%	21.2%	11.9%	43.1%
1990	15.6%	15.8%	14.3%	54.2%

1. Includes both persons with an Associate degree and persons with a partially completed Bachelor degree.
2. Assumes persons reported as having completed four years of high school have a high school diploma and persons reporting four or more years of post secondary education have a Bachelor degree.
3. 1950 figures based on persons reporting education level. 2,060 persons did not report an education level.

Cambridge Education Attainment Population 25 or Older

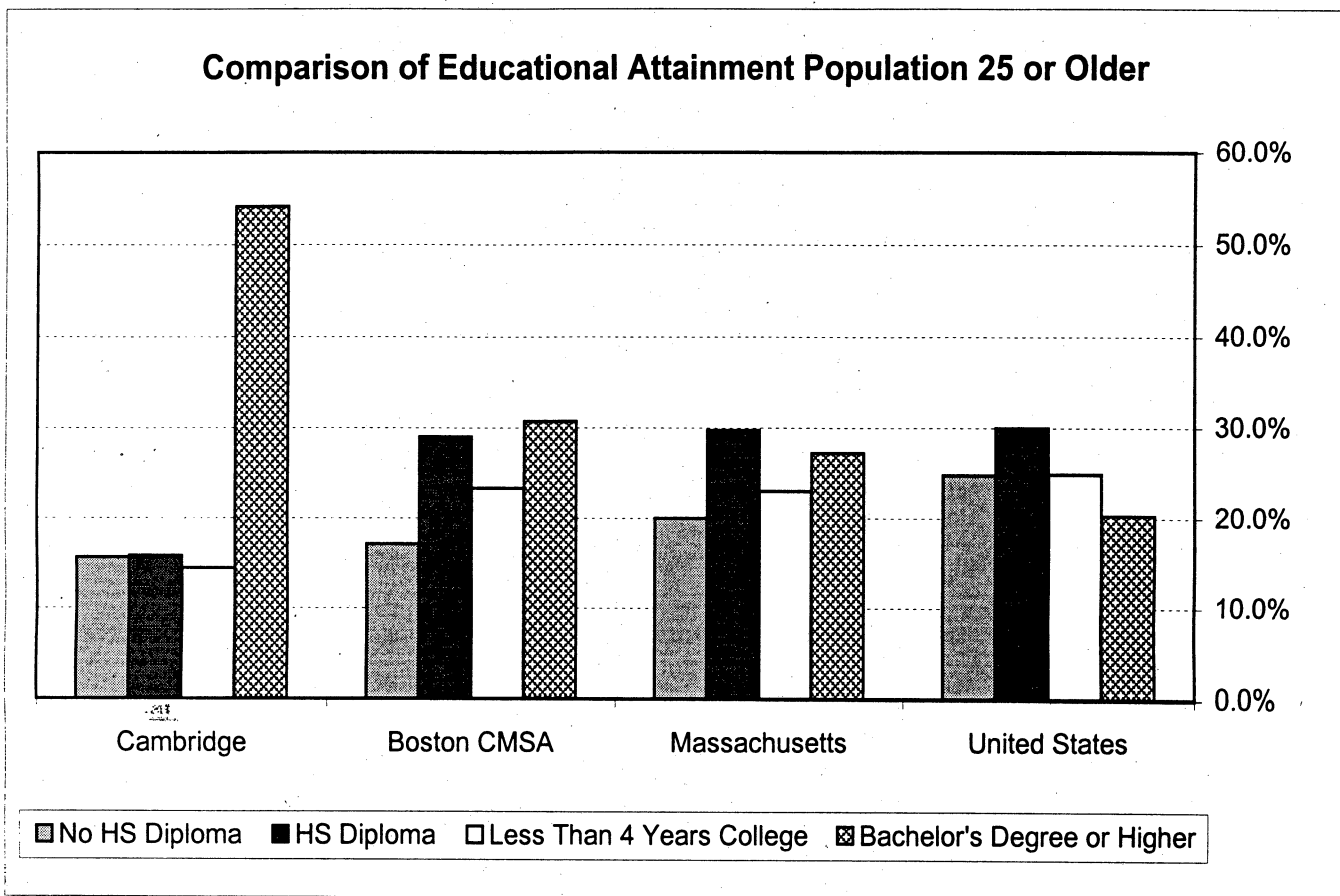


Sources: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source STF3A tape file.

Comparison of Educational Attainment of Population 25 or Older: Cambridge, Boston CMSA, Massachusetts & United States 1950 - 1990

Year	No HS Diploma	HS Diploma	Less Than 4 Years College ¹	Bachelor's Degree or Higher
<i>Cambridge</i>	15.6%	15.8%	14.4%	54.1%
<i>Boston CMSA</i>	17.1%	29.0%	23.3%	30.7%
<i>Massachusetts</i>	20.0%	29.7%	23.0%	27.2%
<i>United States</i>	24.8%	30.0%	24.9%	20.3%

1. Includes both persons with an Associate degree and persons with a partially completed Bachelor degree.
2. Assumes persons reported as having completed four years of high school have a high school diploma and persons reporting four or more years of post secondary education have a Bachelor degree.
3. 1950 figures based on persons reporting education level. 2,060 persons did not report an education level.

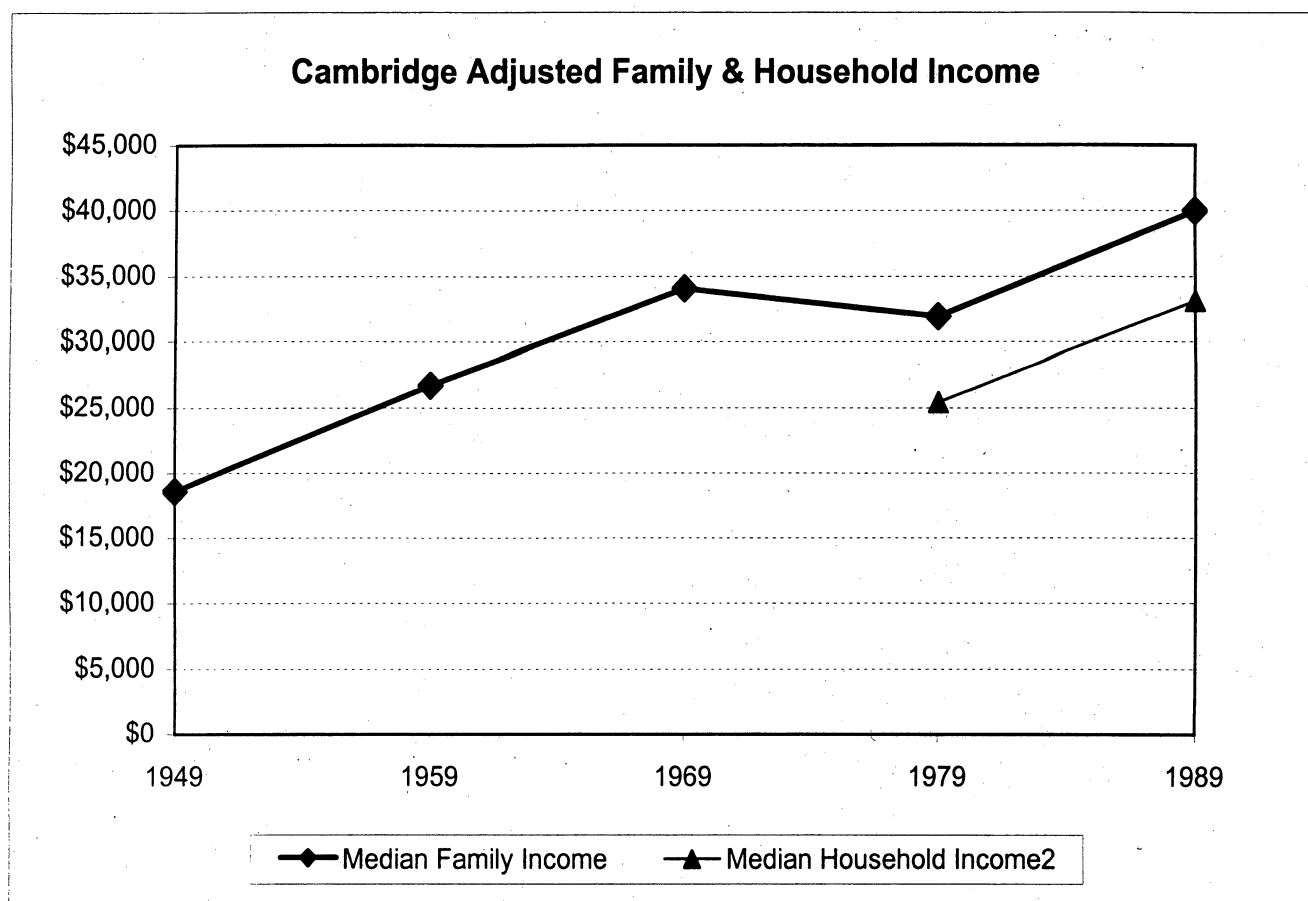


Source: U. S. Census, Decennial Census, STF3A tape file, 1990.

Cambridge Adjusted Family & Household Income: 1949 - 1989

	1949	1959	1969	1979 ¹	1989
Median Family Income	\$18,621	\$26,725	\$34,092	\$31,943	\$39,990
Median Household Income ²	NA	NA	NA	\$25,438	\$33,140

1. All figures are adjusted to the 1989 level using the change in Consumer Price Index for the Boston-Brockton-Nashua MA-NH-ME-CT Consolidated Metropolitan Statistical Area from 1949 to 1989.
2. Household Income was not calculated by the Census Bureau prior to the 1980 census.



Sources: U. S. Census, Decennial Census, 1950 - 1990, 1980 & 1990 source STF3A tape file.

Cambridge Neighborhood Family & Household Income: 1979 & 1989

RANK OF NEIGHBORHOODS BY MEDIAN HOUSEHOLD INCOME

1979 ¹		1989	
Neighborhood 10	\$37,978	Neighborhood 10	\$54,656
Neighborhood 9	\$30,845	Cambridge Highlands (12)	\$37,125
Cambridge Highlands (12)	\$30,781	Mid Cambridge (6)	\$37,075
Agassiz (8)	\$28,585	Agassiz (8)	\$36,853
Mid Cambridge (6)	\$27,263	Neighborhood 9	\$36,608
Strawberry Hill (13)	\$25,790	North Cambridge (11)	\$31,516
MIT/Neighborhood 2	\$25,679	East Cambridge (1)	\$30,281
North Cambridge (11)	\$24,804	Wellington-Harrington (3)	\$30,231
Wellington-Harrington (3)	\$23,571	Cambridgeport (5)	\$28,466
Cambridgeport (5)	\$20,266	Strawberry Hill (13)	\$28,368
Riverside (7)	\$19,758	Riverside (7)	\$27,415
Neighborhood 4	\$18,722	MIT/Neighborhood 2	\$26,397
East Cambridge (1)	\$18,235	Neighborhood 4	\$24,665

RANK OF NEIGHBORHOODS BY MEDIAN FAMILY INCOME

1979 ¹		1989	
Neighborhood 10	\$50,618	Neighborhood 10	\$73,300
Agassiz (8)	\$44,061	Agassiz (8)	\$55,407
Cambridge Highlands (12)	\$42,264	Neighborhood 9	\$52,721
Neighborhood 9	\$41,249	Mid Cambridge (6)	\$50,272
Mid Cambridge (6)	\$36,716	Cambridge Highlands (12)	\$43,214
North Cambridge (11)	\$30,650	North Cambridge (11)	\$37,236
Strawberry Hill (13)	\$29,053	East Cambridge (1)	\$37,013
East Cambridge (1)	\$28,513	Strawberry Hill (13)	\$35,357
Wellington-Harrington (3)	\$28,355	Riverside (7)	\$32,746
Cambridgeport (5)	\$27,698	Wellington-Harrington (3)	\$32,615
Riverside (7)	\$24,906	Cambridgeport (5)	\$32,432
MIT/Neighborhood 2	\$23,182	Neighborhood 4	\$26,836
Neighborhood 4	\$19,821	MIT/Neighborhood 2	\$25,000

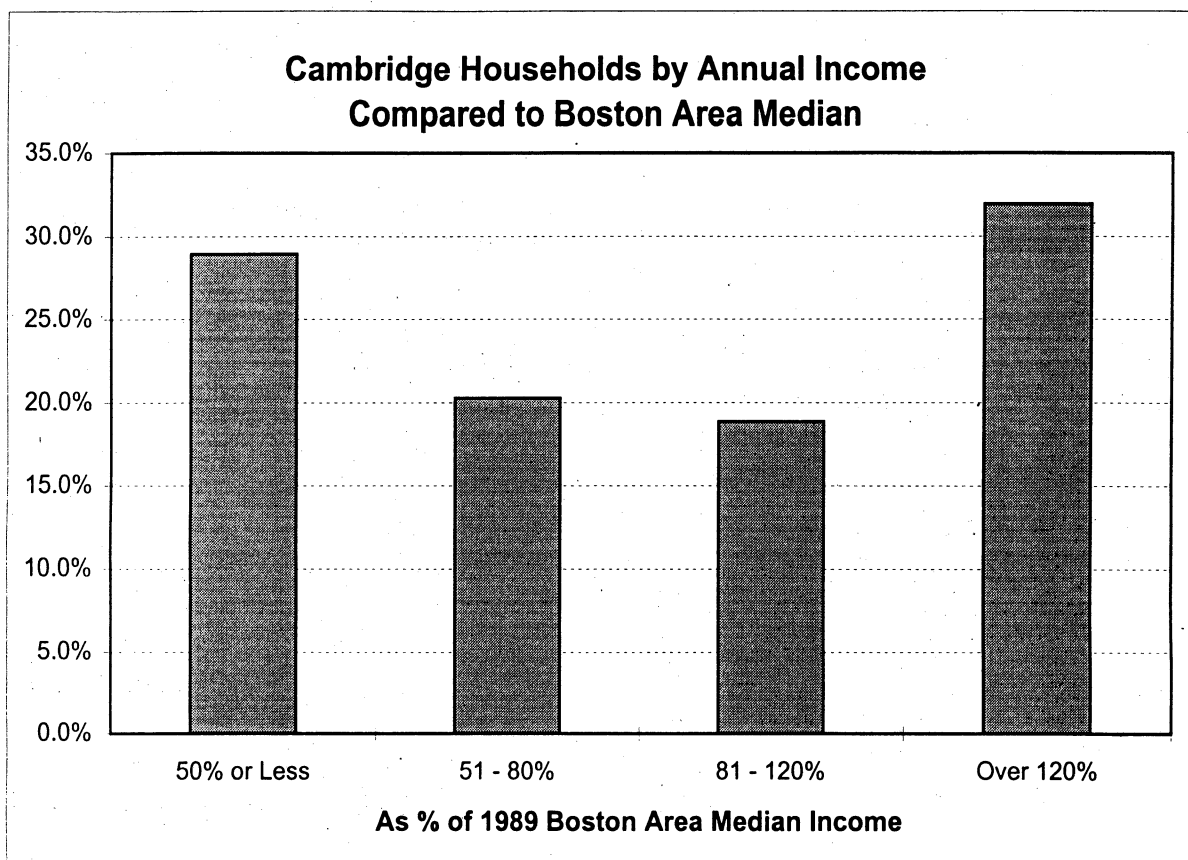
1. 1979 figures are adjusted to the 1989 level using the change in Consumer Price Index for the Boston-Brockton-Nashua MA-NH-ME-CT Consolidated Metropolitan Statistical Area from 1979 to 1989.

Sources: U. S. Census, Cambridge, Mass. Neighborhood Statistics, 1980;
U. S. Census, User Defined Areas Program analysis of Cambridge, MA., 1990.

1989 Cambridge Annual Household Incomes as Percentage of Boston Area Median Income

Income Level ¹	% of Cambridge Households ²
50% or Less of Median (\$20,000 or less)	28.9%
51 - 80% of Median Income (\$20,000 to \$32,500)	20.3%
81 - 120% of Median Income (\$32,500 - \$50,000)	18.9%
Over 120% of Median Income (Over \$50,000)	31.9%
Total	100.0%

1. Half of households in the Boston Primary Metropolitan Statistical Area (PMSA) have an income greater than the median and half an a income lower than the median; median and average are defined differently.
2. Compares distribution of Cambridge 1989 household incomes to 1989 Boston PMSA median household income of \$40,491. The figures provided here are derived from counts of households by \$2,500 income ranges.



Sources: U. S. Census, Decennial Census, STF3A tape file, 1990;
U. S. Census, Decennial Census, Census of Boston CMSA Population & Housing, 1990.

Cambridge Resident Labor Force: 1950 - 1990

Category	1950 ¹	1960 ¹	1970 ¹	1980 ¹	1990 ¹
Potential Workers	97,268	85,767	82,454	82,461	83,720
Residents in Labor Force ²	50,522	48,126	49,092	52,070	57,151
Labor Force Participation Rate ²	51.9%	56.1%	59.5%	63.1%	68.3%
Women in Labor Force	19,187	19,950	22,632	25,492	28,453
Women as % of Labor Force	38.0%	41.5%	46.1%	49.0%	49.8%
Unemployed Residents	2,984	690	1,959	2,332	2,941
Civilian Labor Force Unemployment Rate ³	5.9%	1.4%	4.0%	4.5%	5.2%
Potential Workers Not in Labor Force	46,746	37,641	33,362	30,391	26,569
Residents 16 to 19 Enrolled in School, Not in Labor Force	NA	NA	NA	3,992	3,248
Residents Enrolled in College ⁴	13,545	14,318	18,972	23,403	24,364
Residents over 65	11,151	12,617	11,700	10,924	9,941
Noninstitutionalized Residents Unable to Work due to a Disability	3,894	NA	1,834	1,951	1,994
Institutionalized Residents	633	959	1,032	1,061	1,118

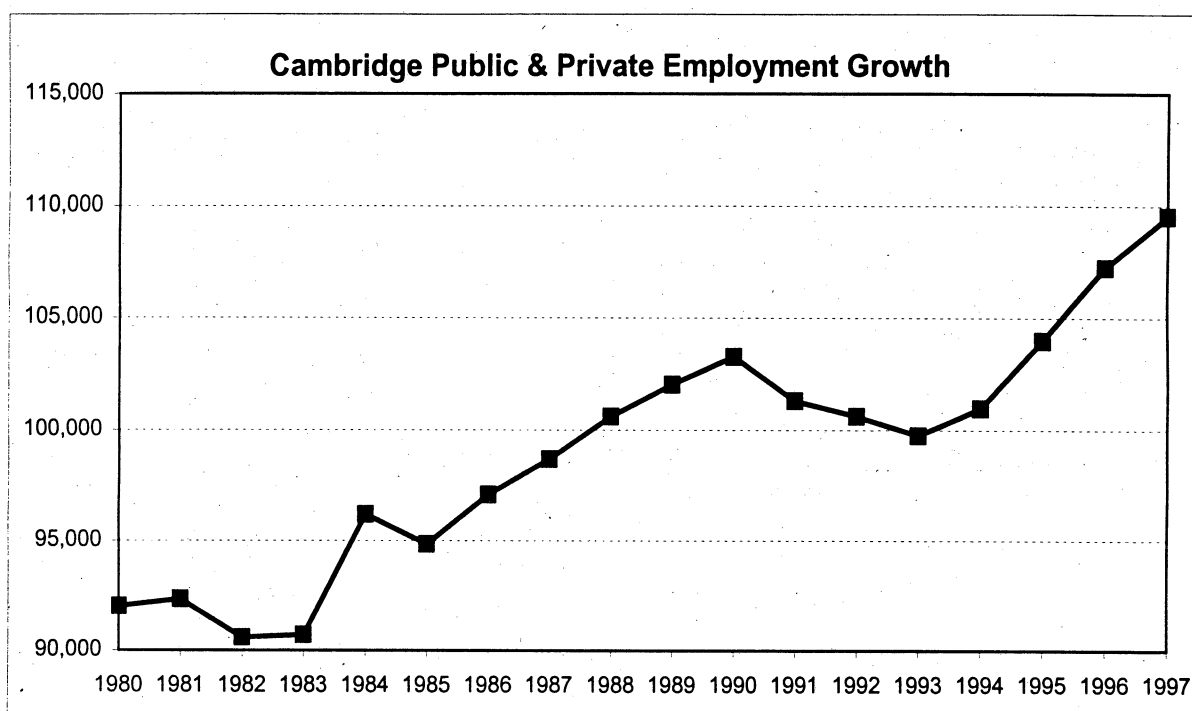
1. For 1950 and 1960 all figures are based on residents 14 and older, unless otherwise stated. 1970, 1980 and 1990 figures are based on residents 16 or older, unless otherwise stated.
2. The Labor Force is composed of all persons 16 or older who work or are currently seeking work. The Labor Force Participation Rate is the fraction of persons 16 or older who are members of the Labor Force.
3. The unemployment rate stated above is calculated by comparing the number of unemployed persons detected by the U. S. Census to the civilian labor force, which in the case of Cambridge is slightly smaller than the total labor force. The civilian labor force does not include residents who actively serve as members of the armed forces. Note that the unemployment rate used here differs significantly from the rate devised by the U. S. Department of Labor and the Massachusetts Dept. of Employment & Training (MA DET), both in how the number is calculated and the result. For example, according to the MA DET, the citywide rate at the time of the 1990 U. S. Census was 3.4%, and in 1980 the annual average was 5.1%. (See page __ for MA DET rates.)
4. For 1950 the figure reported is Persons Not in Labor Force for reasons "Other and Not Reported." The majority of these persons are assumed to be college students.

Sources: U. S. Census, Decennial Census, 1950 - 1990; 1980 & 1990 source STF3A tape files.

Cambridge Public & Private Employment: 1980 - 1997

Year	Jobs Reported ¹
1980	92,044
1981	92,363
1982	90,602
1983	90,724
1984	96,192
1985	94,848
1986	97,073
1987	98,686
1988	100,621
1989	102,043
1990	103,277
1991	101,317
1992	100,631
1993	99,751
1994	100,978
1995	103,988
1996	107,240
1997	109,553

1. MA DET figures reflect only those firms and employed persons subject to the unemployment tax. Changes in reporting requirements and corrections to previous reports are responsible for some of the variation over time.

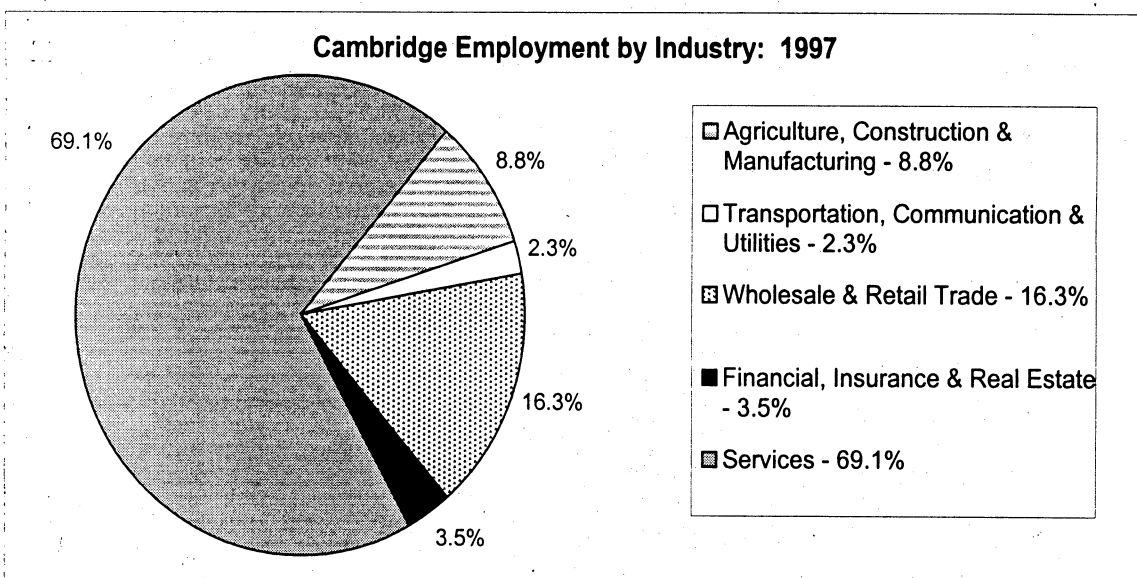
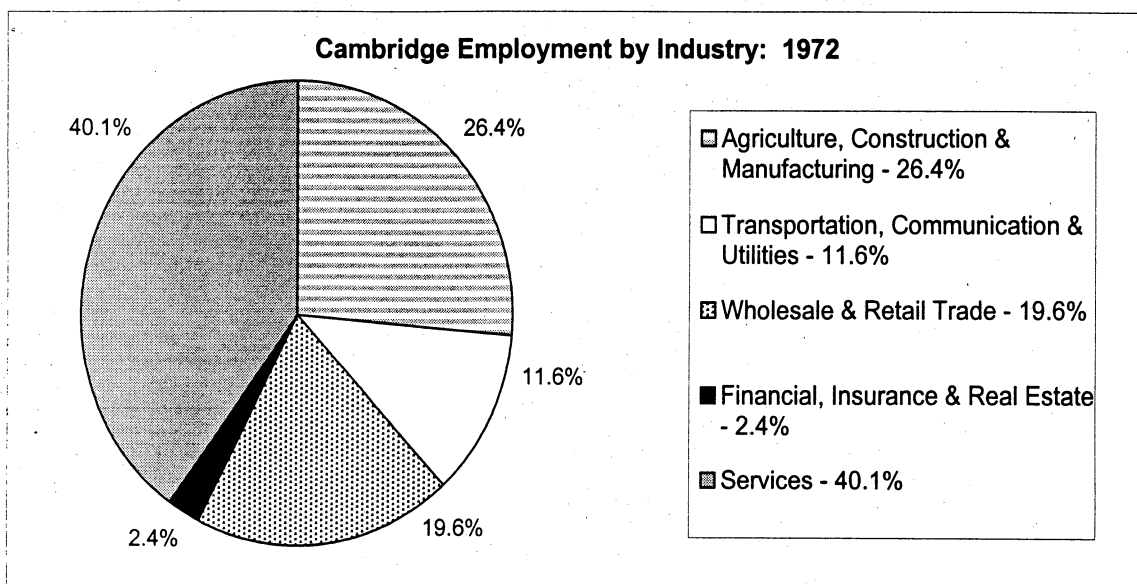


Source: MA DET, 1998.

Private Employment by Industry in Cambridge: 1972 vs. 1997

Industry	1972	% of 1972	1997	% of 1997
	Jobs ¹	Total	Jobs ¹	Total
Agriculture/Mining	111	0.1%	210	0.2%
Construction	3,454	4.0%	2,319	2.3%
Manufacturing	19,214	22.3%	6,422	6.3%
Transportation, Communications & Utilities	9,960	11.6%	2,321	2.3%
Wholesale & Retail Trade	16,858	19.6%	16,557	16.3%
Finance, Insurance & Real Estate	2,051	2.4%	3,503	3.5%
Services ²	34,506	40.1%	70,168	69.1%
Total Private Employment	86,154	100.0%	101,500	100.0%

- Changes in reporting requirements affect the comparability of 1972 and 1997 figures. Standard Industrial Codes (SICs) used to classify workplaces were redefined in both 1973 and 1988. In 1979 changes enacted into law led to the inclusion of most employees of federal, state and local government, of non-profit pre-elementary, elementary and secondary schools and of certain domestic workers.
- The services sector includes education, health, business, household and professional services.

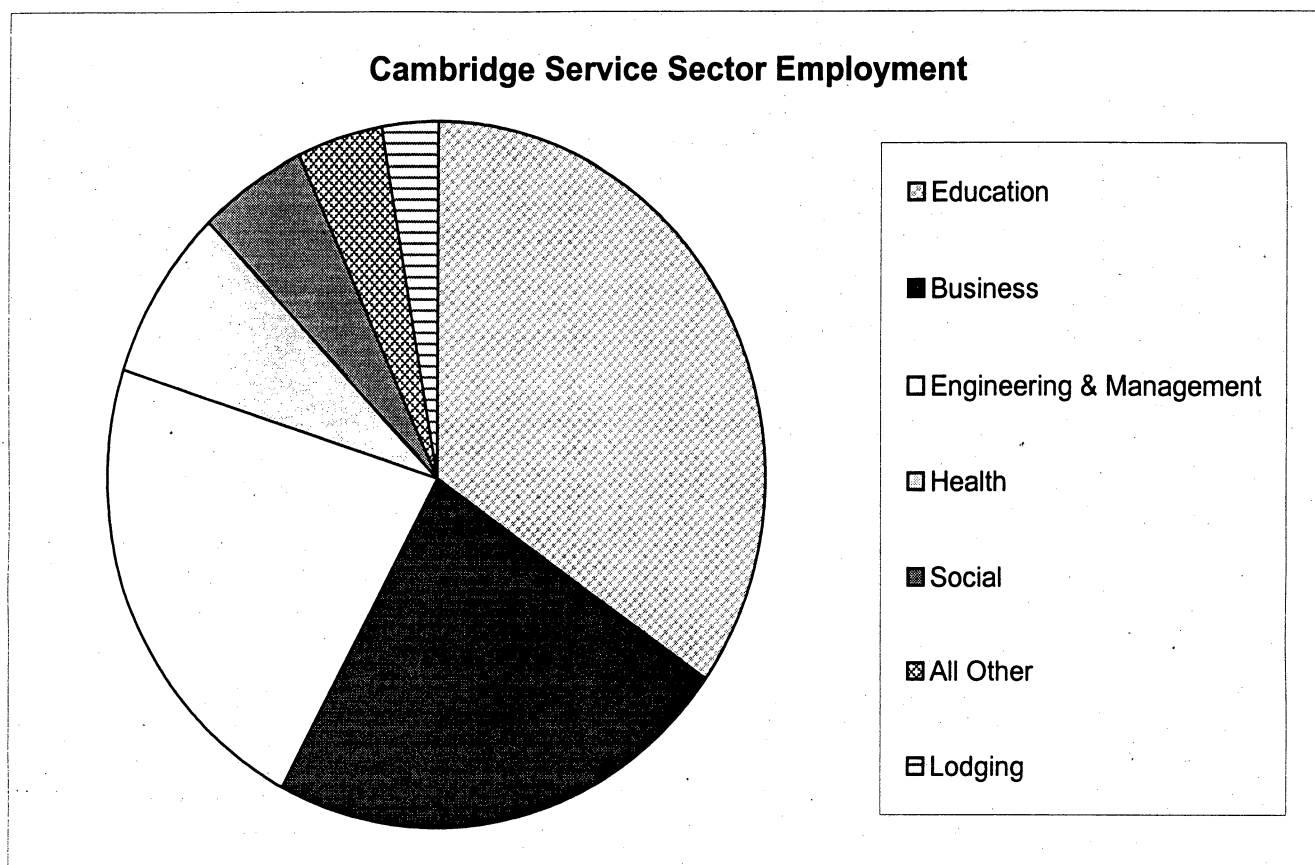


Source: MA DET, 1998.

Services Sector Employment in Cambridge: 1997

Service Sector	Average 1997 Employment
Education	24,458
Business	16,147
Engineering & Management	15,432
Health	5,569
Social	3,600
All Other	2,964
Lodging	1,998
Total¹	70,168

1. Due to confidential information, note that the total service sector employees reported here does not match the service sector total reported in the preceding chart.



Source: MA DET, 1998.

Top 25 Cambridge Employers: June 1998

Rank	Name of Employer	Nature of Business	1998 Employees
1	MIT	EDUCATION	7,745
2	HARVARD UNIVERSITY	EDUCATION	7,394
3	CITY OF CAMBRIDGE	GOVERNMENT	3,060
4	LOTUS DEVELOPMENT CORP./IBM	COMPUTER SOFTWARE	1,883
5	BOLT, BERANEK & NEWMAN/GTE	RESEARCH & DEVELOPMENT	1,847
6	CAMBRIDGE PUBLIC HEALTH COMM. ²	MEDICAL	1,524
7	MT AUBURN HOSPITAL	MEDICAL	1,496
8	FEDERAL GOVERNMENT	GOVERNMENT	1,489
9	POLAROID	PHOTO & OPTIC EQUIPMENT	1,118
10	DRAPER LABS	RESEARCH & DEVELOPMENT	1,059
11	ARTHUR D. LITTLE	MANAGEMENT CONSULTING	985
12	COMMONWEALTH OF MASSACHUSETTS ³	GOVERNMENT	939
13	GENZYME	PHARMACEUTICAL PRODUCTS	891
14	BIOGEN	BIOTECHNOLOGY/R&D	692
15	GENETICS INSTITUTE	BIOTECHNOLOGY/R&D	632
16	YOUVILLE HOSPITAL	MEDICAL	619
17	CAMP, DRESSER, MCKEE	ENGINEERING	618
18	STAR MARKET	RETAIL	612
19	MILLENIUM	BIOTECHNOLOGY/R&D	605
20	NECCO/HAVILAND	CONFECTIONARY PRODUCTS	570
21	QUEST DIAGNOSTICS/BIORAN	CLINICAL TESTING SERVICES	500
22	LIFELINE SYSTEMS	MEDICAL DEVICES	497
23	ABT ASSOCIATES	MANAGEMENT CONSULTING	450
24	CAMBRIDGE TECHNOLOGY PARTNERS	MANAGEMENT CONSULTING	427
25	LESLEY COLLEGE	EDUCATION	424
TOTAL			38,076

1. All figures collected between 4/98 and 5/98. All figures reflect employment within the the City of Cambridge only. Whenever possible, totals are based on Full Time Equivalent (FTEs). Part time workers counted as 0.5 FTEs.
2. The Cambridge Public Health Commission was created in 1996 from agencies of the Cities of Cambridge and Somerville. The figure given reflects 1998 Cambridge employment only. In 1996 many of these same positions were counted as City of Cambridge employees.
3. During 1997 the legislature dissolved Middlesex County, transferring County functions to the Commonwealth.

Source: Cambridge Community Development Department, 1998.

Cambridge Resident Employment by Sector & Occupation: 1950 - 1990

Employed Residents by Sector	1950 ²	% 1950 Total	1980	% 1980 Total	1990	% 1990 Total
Agriculture/Mining	177	0.4%	202	0.4%	196	0.4%
Construction	2,129	4.5%	1,166	2.3%	1,374	2.5%
Manufacturing	13,678	28.9%	6,620	13.3%	5,240	9.7%
Transportation, Communications & Utilities	3,660	7.7%	2,178	4.4%	2,114	3.9%
Wholesale & Retail Trade	8,894	18.8%	6,013	12.1%	6,089	11.3%
Finance, Insurance & Real Estate	2,391	5.0%	2,531	5.1%	3,337	6.2%
Services ¹	13,538	28.6%	28,435	57.2%	33,376	61.7%
Government	2,887	6.1%	2,537	5.1%	2,371	4.4%
Total Residents Employed	47,354	100.0%	49,682	100.0%	54,097	100.0%

Employed Residents by Occupation	1950 ²	% 1950 Total	1980	% 1980 Total	1990	% 1990 Total
Professional & Technical	7,342	15.6%	17,555	35.3%	21,211	39.2%
Executive & Managerial	3,109	6.6%	5,533	11.1%	8,559	15.8%
Clerical & Administrative	8,947	19.0%	9,034	18.2%	8,418	15.6%
Sales Workers	2,987	6.4%	2,796	5.6%	3,961	7.3%
Service Occupations	6,245	13.3%	6,650	13.4%	6,148	11.4%
Skilled Crafts & Repairs	5,805	12.4%	2,939	5.9%	2,425	4.5%
Operatives & Laborers	12,560	26.7%	5,175	10.4%	3,375	6.2%
Total Residents Employed	46,995	100.0%	49,682	100.0%	54,097	100.0%

1. The service sector includes education, health, business, household and professional services.

2. The Employment by Sector and Occupation totals for 1950 are not equal due both to persons who did not report an occupation and to a data reporting error.

EXAMPLES OF SECTORS

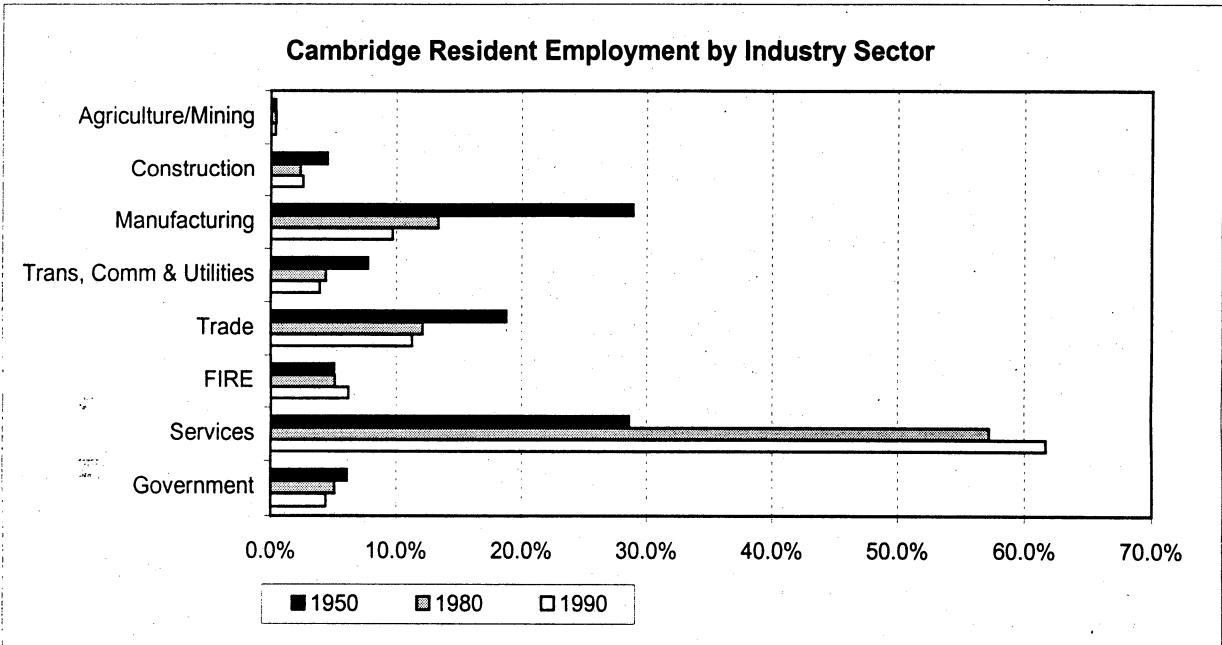
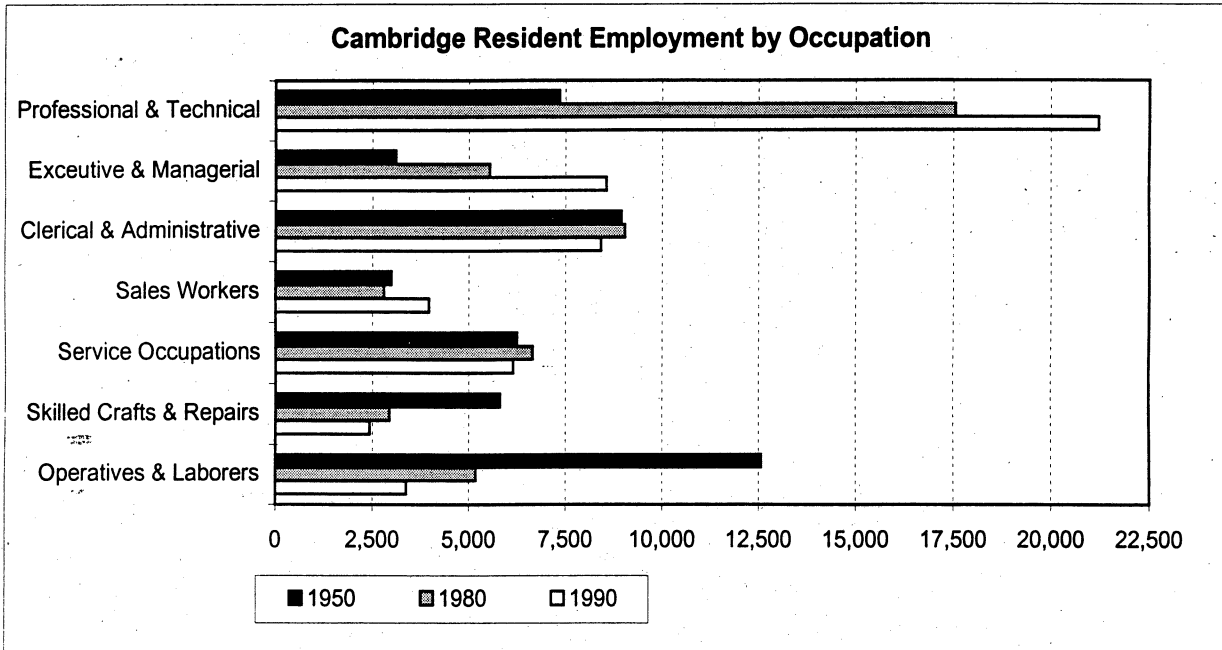
Agriculture/Mining	Plant Nurseries, Landscaping, Fishing
Construction	Building & Highway Construction, Construction Trades
Manufacturing	Confectionary Products, Printing, Chemicals, Electronic Equipment, Instruments
Transportation, Communications & Utilities	Trucking, Transit, Post Office, Airlines, Telephone, TV, Electric Utilities
Wholesale & Retail Trade	Warehousing, Retail Stores, Supermarkets, Auto Dealers, Service Stations, Restaurants
Finance, Insurance & Real Estate	Banks, Credit Unions, Mortgage Brokers, Insurance Agents, Real Estate Brokers
Services ¹	Education, Business Consulting, Engineering, Health Care, Social Services
Government	Federal, State & Local Government Offices and Agencies

EXAMPLES OF OCCUPATIONS

Professional & Technical:	Architects, Scientists, Health Practitioners, Teachers, Artists, Laboratory Technicians, Dental Hygienists, Pilots, Computer Programmers
Executive & Managerial:	Managers, Auditors, Postmasters
Clerical & Administrative:	Office Supervisors, Secretaries, Clerks, Mail Carriers
Sales Workers:	Salespersons, Cashiers, Auctioneers
Service Occupations:	Nannies, Laundry Workers, Police Officer, Cooks, Janitors, Hairdressers, Child Care
Skilled Crafts & Repairs:	Mechanics, Repair Persons, Construction Trades, Machinists, Tailors, Butchers
Operatives & Laborers:	Machine Operators, Bus Drivers, Heavy Equipment Operators, Laborers, Gardeners

Note that workers are classified by both occupation and employer. For example, a police officer (service occupation) can be employed by a City (government industry).

Cambridge Resident Employment by Sector & Occupation: 1950 - 1990

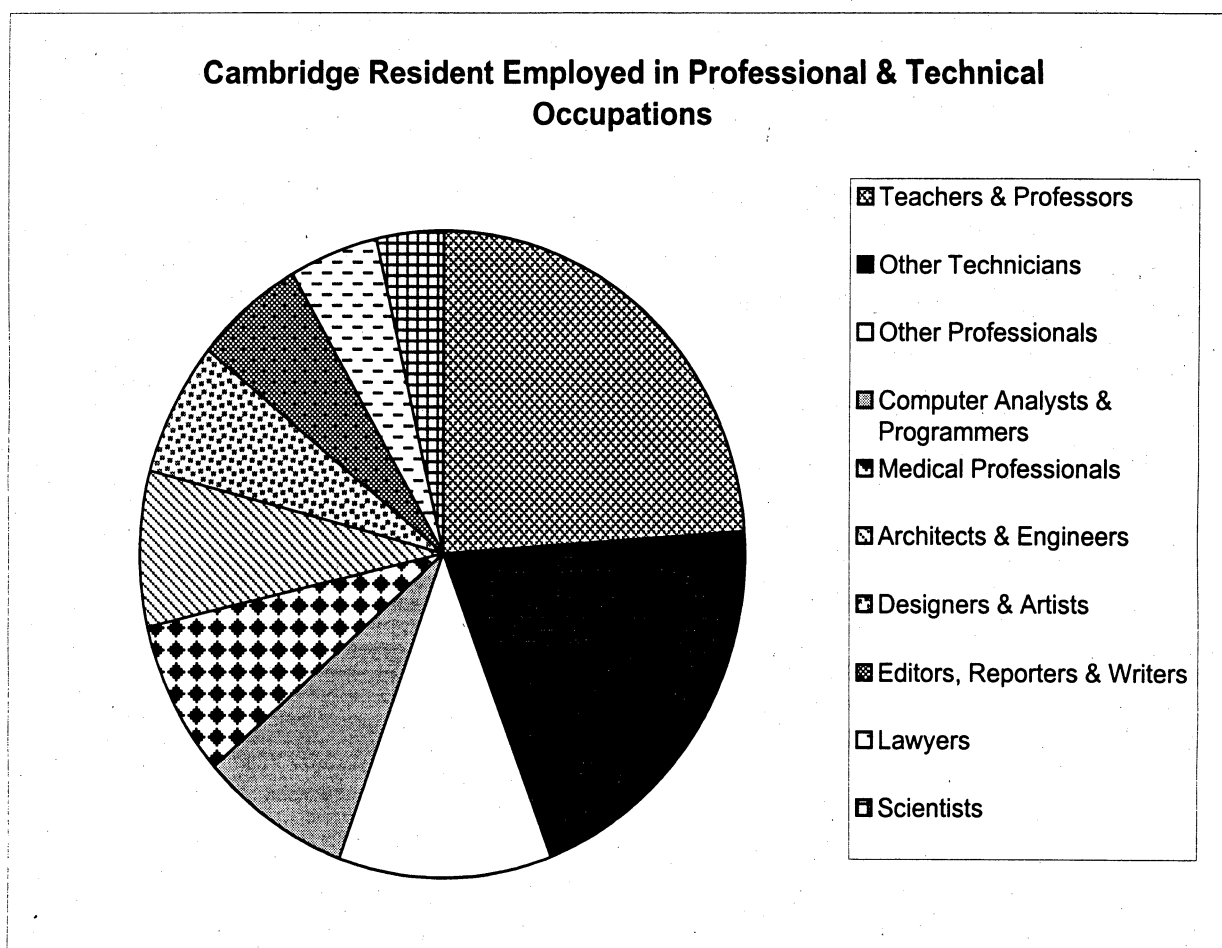


Sources: U. S. Census, Decennial Census, 1950 - 1990; 1980 & 1990 source STF3A tape files.

Cambridge Resident Employment in Professional & Technical Occupations: 1990

Occupation	Persons
Teachers & Professors	5,266
Other Technicians	4,521
Other Professionals	2,519
Computer Analysts & Programmers	1,744
Medical Professionals	1,734
Architects & Engineers	1,689
Designers & Artists	1,495
Editors, Reporters & Writers	1,298
Lawyers	1,040
Scientists	796
Total¹	22,102

1. Note that this table includes unemployed persons who have a professional or technical occupation. The Employment by Sector & Occupation Table includes only employed persons.

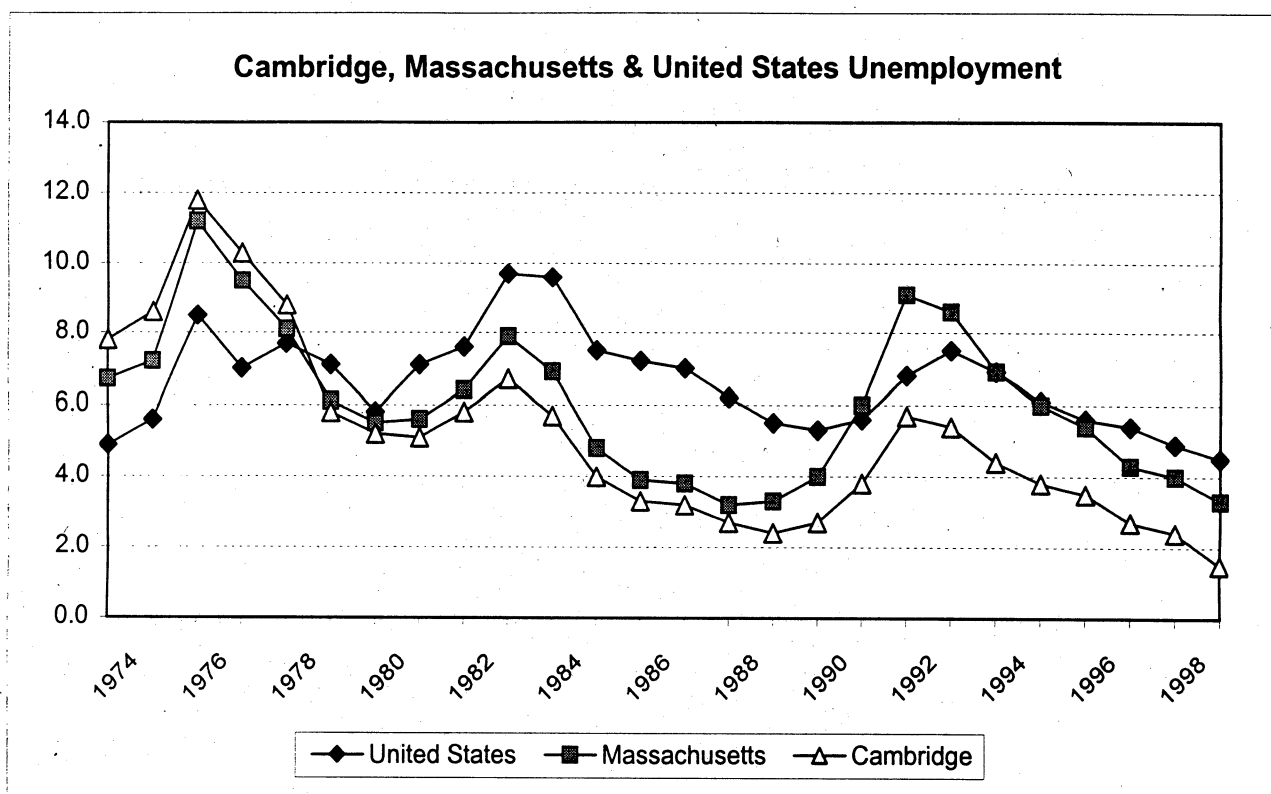


Source: U. S. Census, Equal Employment Opportunity (EEO) File, 1990.

Cambridge Unemployment: 1973 - 1998

Year	US Rate ¹	MA Rate ¹	Cambridge Rate ¹	Year	US Rate ¹	MA Rate ¹	Cambridge Rate ¹
1973	4.9	6.7	7.8	1986	7.0	3.8	3.2
1974	5.6	7.2	8.6	1987	6.2	3.2	2.7
1975	8.5	11.2	11.8	1988	5.5	3.3	2.4
1976	7.0	9.5	10.3	1989	5.3	4.0	2.7
1977	7.7	8.1	8.8	1990	5.6	6.0	3.8
1978	7.1	6.1	5.8	1991	6.8	9.1	5.7
1979 ²	5.8	5.5	5.2	1992	7.5	8.6	5.4
1980	7.1	5.6	5.1	1993	6.9	6.9	4.4
1981	7.6	6.4	5.8	1994	6.1	6.0	3.8
1982	9.7	7.9	6.7	1995	5.6	5.4	3.5
1983	9.6	6.9	5.7	1996	5.4	4.3	2.7
1984	7.5	4.8	4.0	1997	4.9	4.0	2.4
1985	7.2	3.9	3.3	1998	4.5	3.3	1.9

1. The unemployment rates presented in this table are not seasonally adjusted.
2. Two changes occurred in 1979. For the first time the table includes most employees of state and local government, of non-profit pre-elementary, elementary and secondary schools, as well as to certain domestic workers. In addition, data was incorporated for the first time for employees covered by the Compensation for Federal Employees Law. Due to these changes, prior year figures are fully comparable.

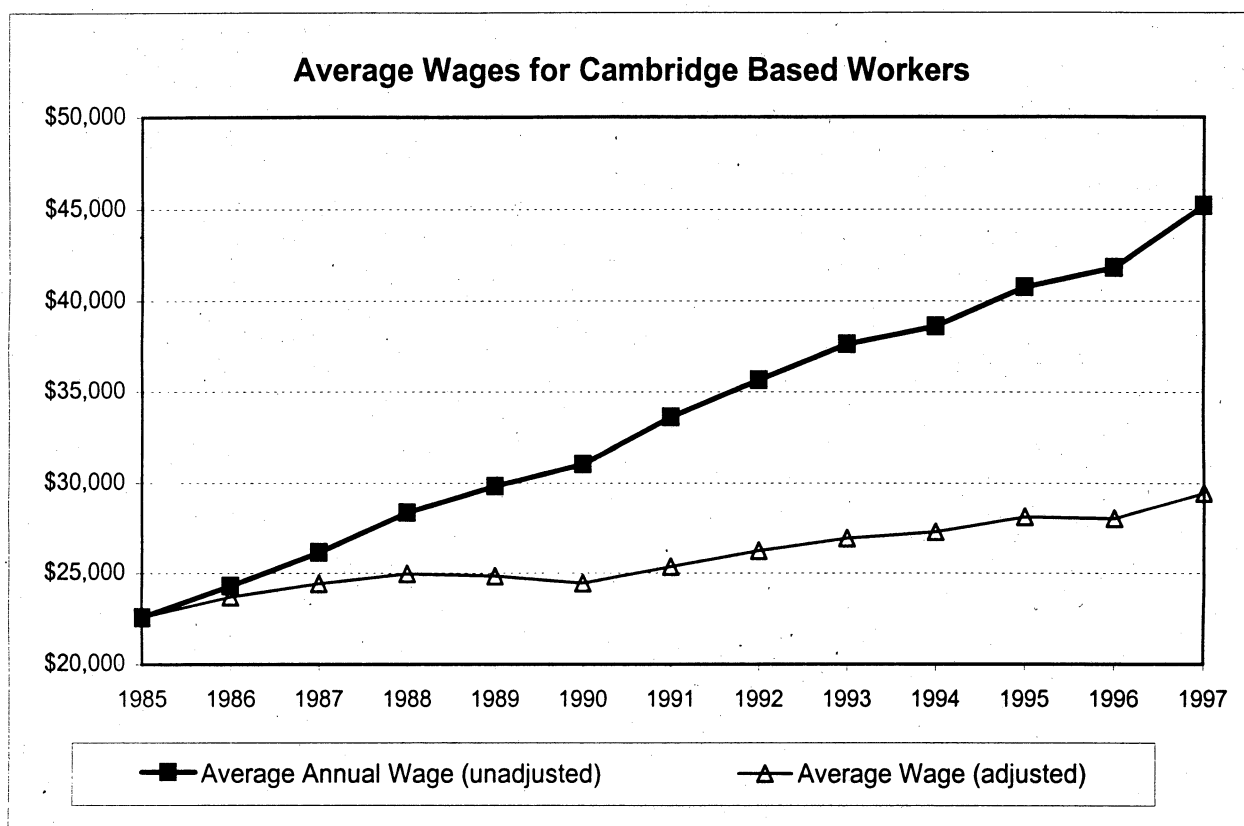


Source: MA DET, 1998.

Cambridge Average Reported Annual Wage: 1985 - 1997

Year	Average Annual Wage (unadjusted)	Average Annual Wage (adjusted) ¹	Jobs Reported ²
1985	\$22,571	\$22,571	94,848
1986	\$24,301	\$23,695	97,073
1987	\$26,150	\$24,430	98,686
1988	\$28,341	\$24,964	100,621
1989	\$29,821	\$24,847	102,043
1990	\$31,038	\$24,446	103,277
1991	\$33,622	\$25,367	101,317
1992	\$35,652	\$26,247	100,631
1993	\$37,641	\$26,932	99,751
1994	\$38,620	\$27,276	100,978
1995	\$40,767	\$28,120	103,988
1996	\$41,840	\$28,030	107,240
1997	\$45,199	\$29,451	109,553

1. Wages adjusted to 1985 dollars using the Consumer Price Index for all Urban Consumers for the Boston-Brockton-Nashua MA-NH-ME-CT statistical area.
2. MA DET figures reflect only those firms and employed persons subject to the unemployment tax.

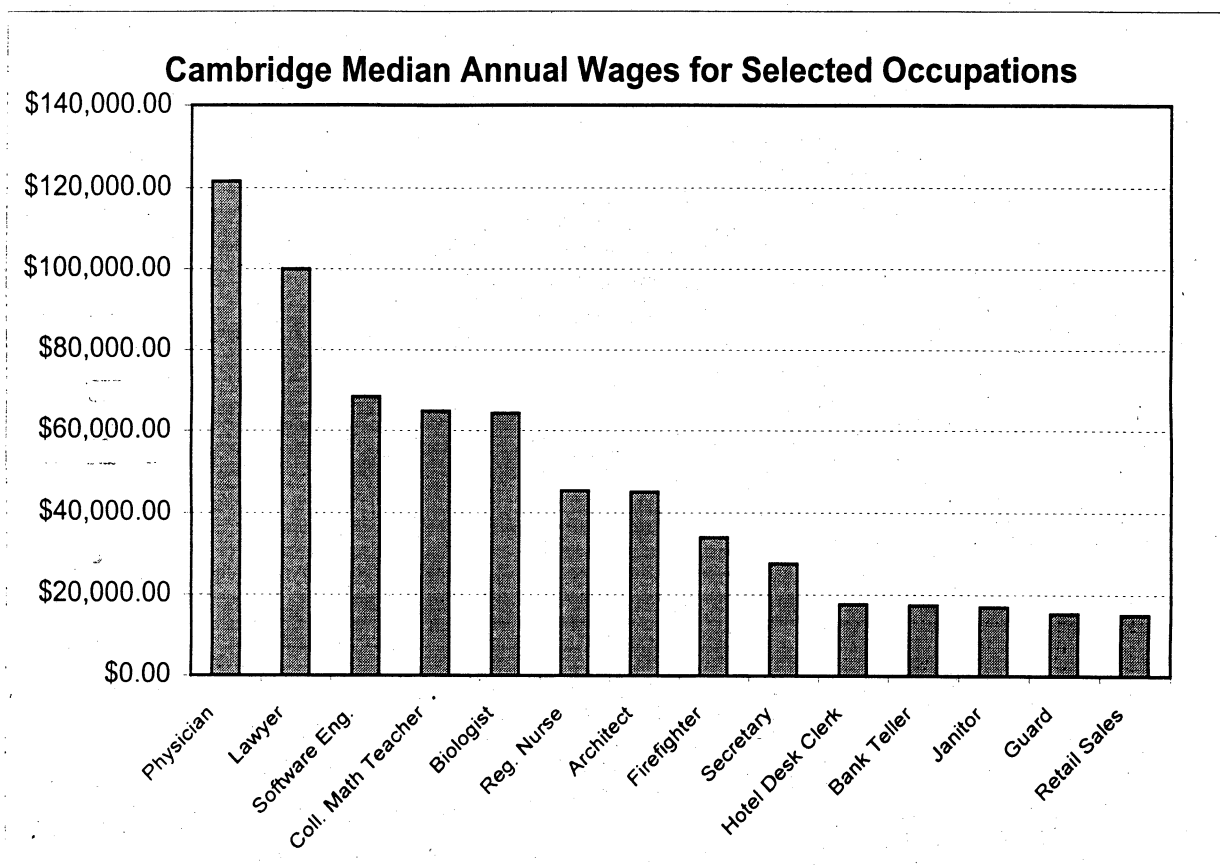


Source: MA DET, 1998.

Cambridge Median Annual Wages for Selected Occupations

Occupation	Annual Salary ¹	Hourly Rate
Architect, except Landscape & Marine	\$45,136.00	\$21.70
Bank Teller	\$17,409.60	\$8.37
Biological Scientist	\$64,376.00	\$30.95
Firefighter	\$33,904.00	\$16.30
Guards & Watch Guards	\$15,371.20	\$7.39
Hotel Desk Clerk	\$17,659.20	\$8.49
Janitors, except Maids & Housekeeping Cleaners	\$16,993.60	\$8.17
Lawyer	\$100,000.00	\$48.08
Physicians & Surgeons	\$121,600.00	\$58.46
Postsecondary Mathematical Sciences Teacher	\$64,896.00	\$31.20
Registered Nurse	\$45,448.00	\$21.85
Retail Sales	\$15,038.40	\$7.23
Secretary, except Legal & Medical	\$27,456.00	\$13.20
Software Engineer	\$68,400.00	\$32.88

1. Annual salaries are based on 2,080 hours worked. Hourly rates are typically reported by MA DET on for nonexempt positions.

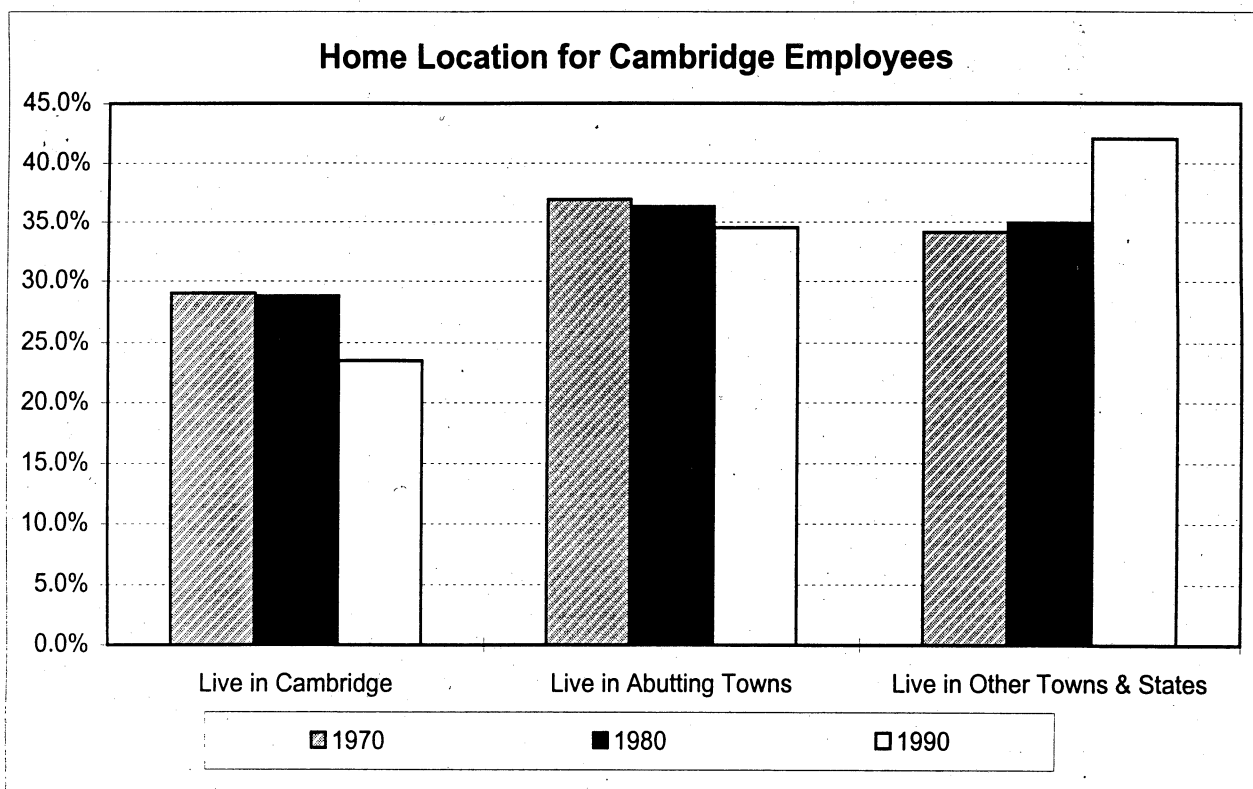


Source: MA DET, Occupational Wage Survey, Boston MA-NH PMSA, 1996.

Where People Who Work in Cambridge Reside: 1970 - 1990

	1970	1980	1990
Live in Cambridge	29.0%	28.8%	23.5%
Live in Abutting Towns ¹	36.9%	36.3%	34.5%
Total Live in Cambridge & Abutting Towns	65.9%	65.1%	58.0%
Live in Other Towns & States	34.1%	34.9%	42.0%
All Cambridge Employees	100.0%	100.0%	100.0%

1. Abutting towns include Arlington, Belmont, Boston, Brookline, Somerville, and Watertown.

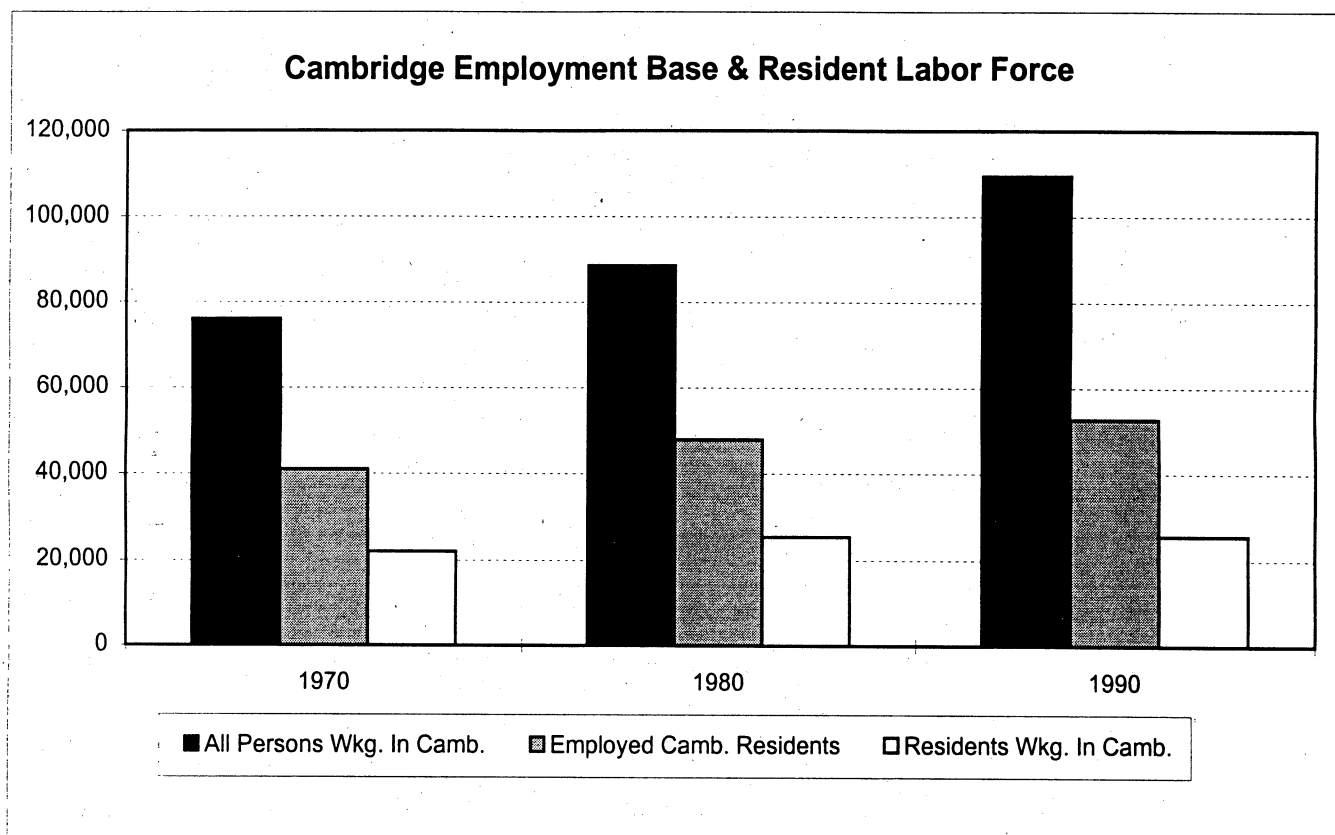


Sources: U. S. Census, Journey to Work Subject Report, 1970. U. S. Census, UAC Data Report, 1970; U. S. Census, Urban Transportation Planning Package for Massachusetts, Pt. VI, 1980; U. S. Census, Statewide Element of Census Transportation Planning Package, 1990.

Where Cambridge Residents Work: 1970 - 1990

	1970 ¹	1980 ²	1990 ³
<i>All Persons Reporting Place of Work in Cambridge⁴</i>	76,112	88,594	109,490
<i>Cambridge Residents Reporting Place of Work</i>	40,984	47,818	52,588
<i>Cambridge Residents Employed in Cambridge</i>	22,074	25,512	25,730
<i>As % of All Persons Wkg. In Cambridge</i>	29.0%	28.8%	23.5%
<i>As % of Employed Residents</i>	53.9%	53.4%	48.9%
<i>Camb. Residents Working Elsewhere</i>	18,910	22,306	26,858

1. Figures for workers 16+. Figures reported elsewhere may include workers 14+. Employed persons not reporting a place or work not included in table. In 1970, 4,873 employed Cambridge residents did not report a place of work.
2. Figures for workers 16+. Reflects Cambridge residents employed only in New England states. Nonreporters allocated by Census Bureau Journey to Work branch.
3. Figures for workers 16+. Allocation of nonreporters by Census Bureau as part of 1990 census data processing.
4. This figure consists of all persons reporting a workplace in Cambridge, regardless of place of residence. These figures are reported by the U. S. Census, and they do not match either the labor force figures generated by the Census Bureau or the annual employment figures generated by the MA DET.

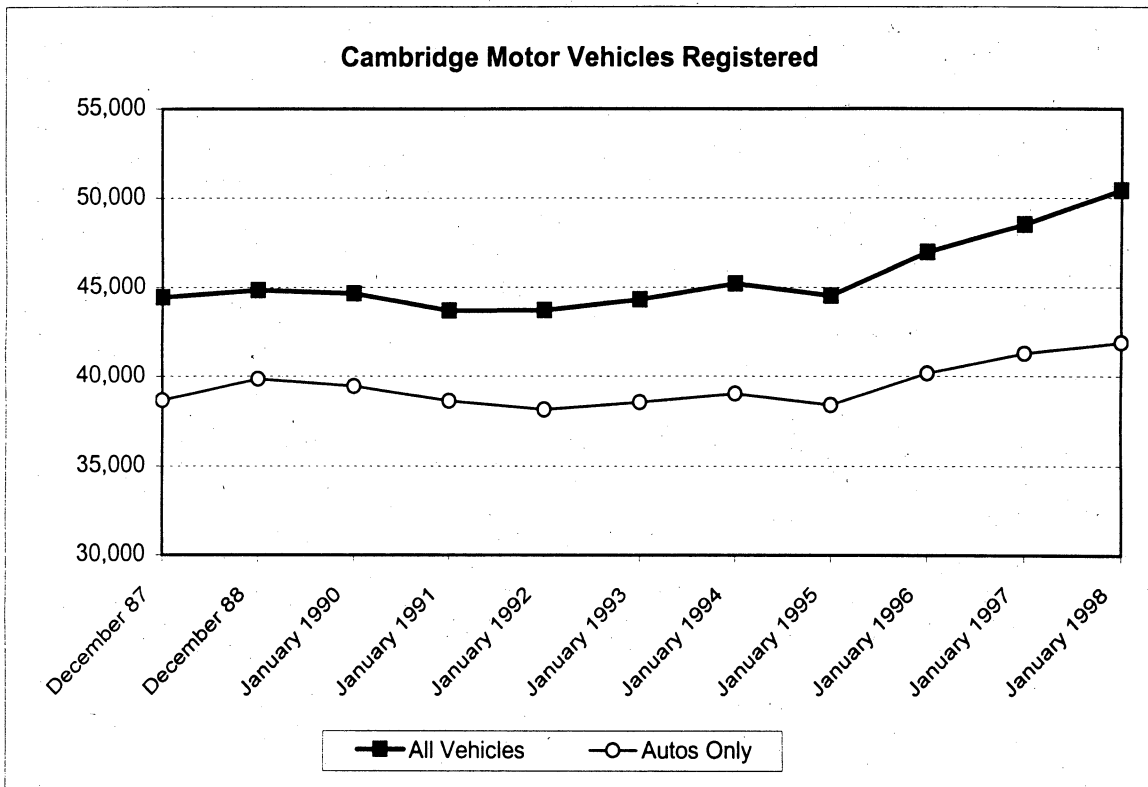


Sources: U. S. Census, *Journey to Work Subject Report*, 1970;
 U. S. Census, *Urban Transportation Planning Package for Massachusetts, Pt. VI*, 1980;
 U. S. Census, *Statewide Element of Census Transportation Planning Package*, 1990.

Cambridge Resident Automobile Registration: 1970 - 1998

Date	Total Vehicles Registered	% Change from Previous Year	Autos Registered	All Other Vehicles Registered ¹
1970	--	--	27,866	--
1981	37,969	--	33,130	4,839
1982	--	--	34,763	--
1986	--	--	38,997	--
December 87	44,459	--	38,650	5,809
December 88	44,856	0.9%	39,846	5,010
January 1990	44,661	-0.4%	39,429	5,232
January 1991	43,684	-2.2%	38,623	5,061
January 1992	43,710	0.1%	38,127	5,583
January 1993	44,321	1.4%	38,528	5,793
January 1994	45,218	2.0%	39,025	6,193
January 1995	44,524	-1.5%	38,385	6,139
January 1996	47,001	5.6%	40,156	6,845
January 1997	48,523	3.2%	41,272	7,251
January 1998	50,451	4.0%	41,890	8,561

1. All other vehicle types include trucks (including many SUVs), trailers, motorcycles and misc. vehicle types.



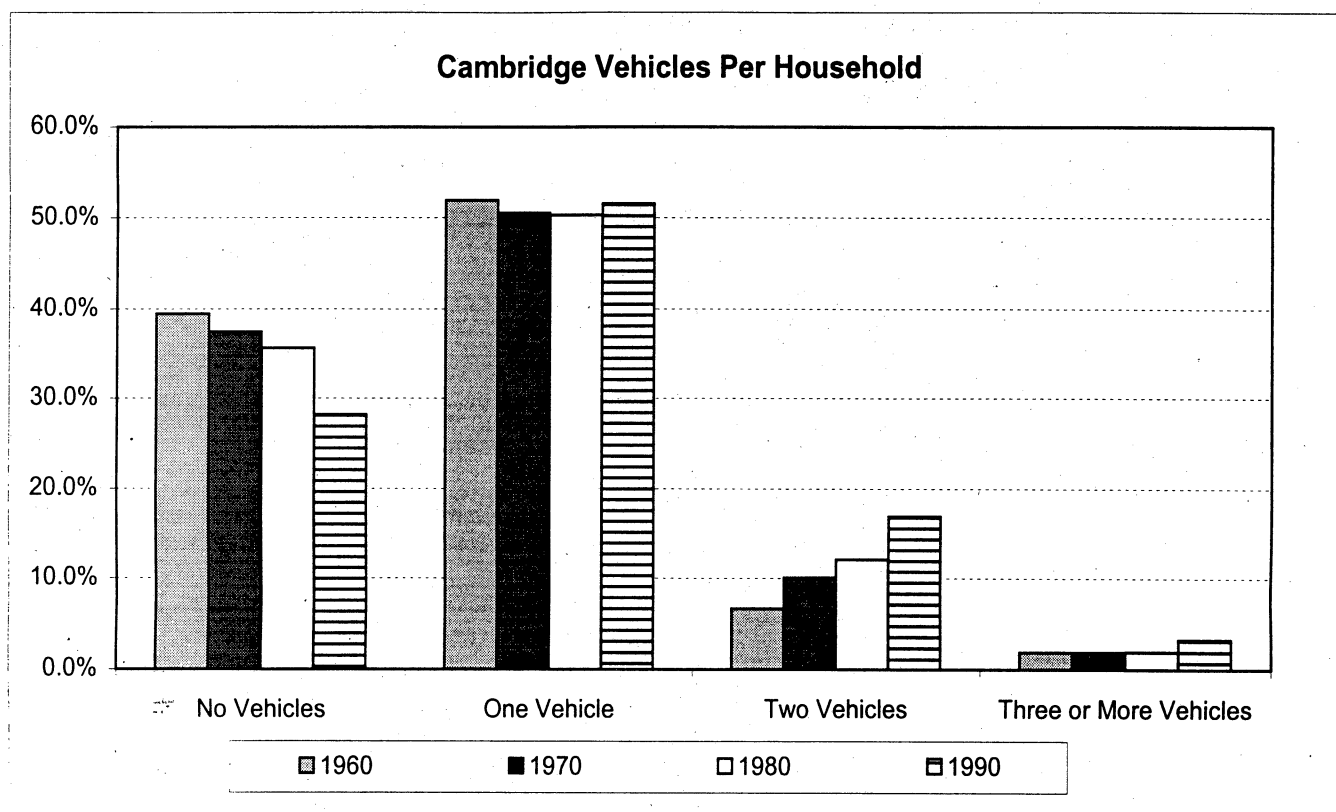
Sources: Mass. Registry of Motor Vehicles & Mass. Dept. of Revenue Municipal Data Bank, 1998;
 Boston Globe, Passenger Vehicle Registrations, February 15, 1988;
 CTPS, Transportation Facts for the Boston Region, 1983.

Cambridge Vehicles Per Household: 1960 - 1990

NUMBER OF VEHICLES PER HOUSEHOLD¹

Year	None		One		Two		Three or More		Est. Total ²
1960 Households	13,516	39.5%	17,791	51.9%	2,295	6.7%	651	1.9%	24,334
1970 Households	13,642	37.5%	18,411	50.6%	3,673	10.1%	690	1.9%	27,827
1980 Households	13,844	35.6%	19,542	50.3%	4,706	12.1%	744	1.9%	31,186
1990 Households	11,137	28.2%	20,339	51.6%	6,676	16.9%	1,283	3.3%	37,540

- Note that the number of vehicles reported here differs from that reported by the Registry of Motor Vehicles. The figures are collected using different methodologies and are not directly comparable. The Decennial Census does not report commercial vehicles owned.
- Estimated total assumes three cars owned for all households reporting three or more vehicles.

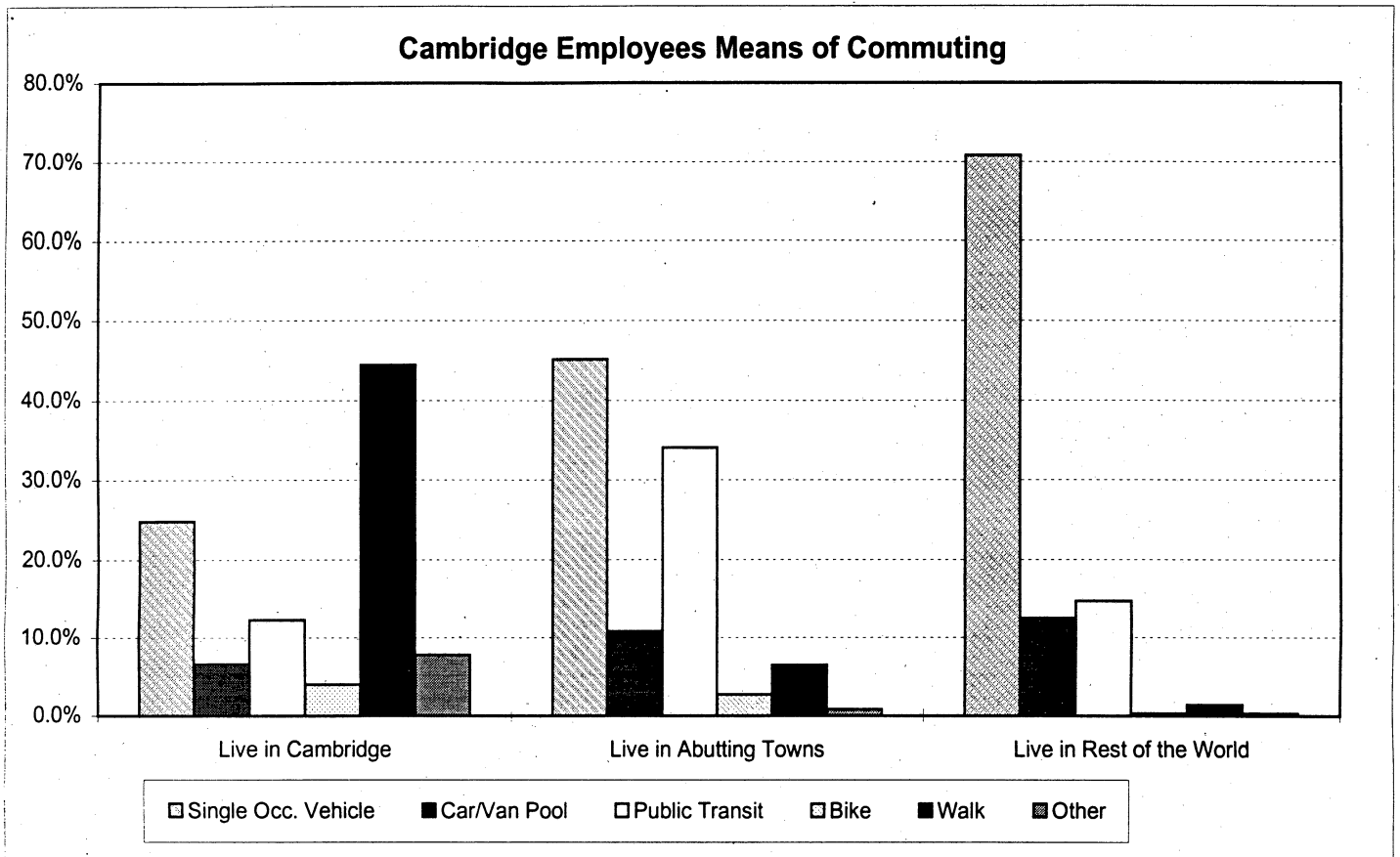


Sources: U. S. Census, Decennial Census, 1960 - 1990, 1980 & 1990 source STF3A tape file.

1990 Means of Commuting to Work in Cambridge

Cambridge Employees By Home Location	Home Location	Single Occ. Vehicle	Car/Van Pool	Public Transit	Bike	Walk	Other
Live in Cambridge	23.3%	24.8%	6.6%	12.3%	4.0%	44.5%	7.8%
Live in Abutting Towns ¹	34.6%	45.2%	10.8%	34.0%	2.7%	6.5%	0.8%
Total Cambridge & Abutting Towns	57.9%	37.0%	9.1%	25.2%	3.2%	21.8%	3.6%
Live in Other Towns & States	42.1%	70.8%	12.5%	14.7%	0.3%	1.4%	0.3%
All Cambridge Employees	100.0%	51.2%	10.6%	20.8%	2.0%	13.2%	2.2%

1. Abutting towns include Arlington, Belmont, Boston, Brookline, Somerville, and Watertown.

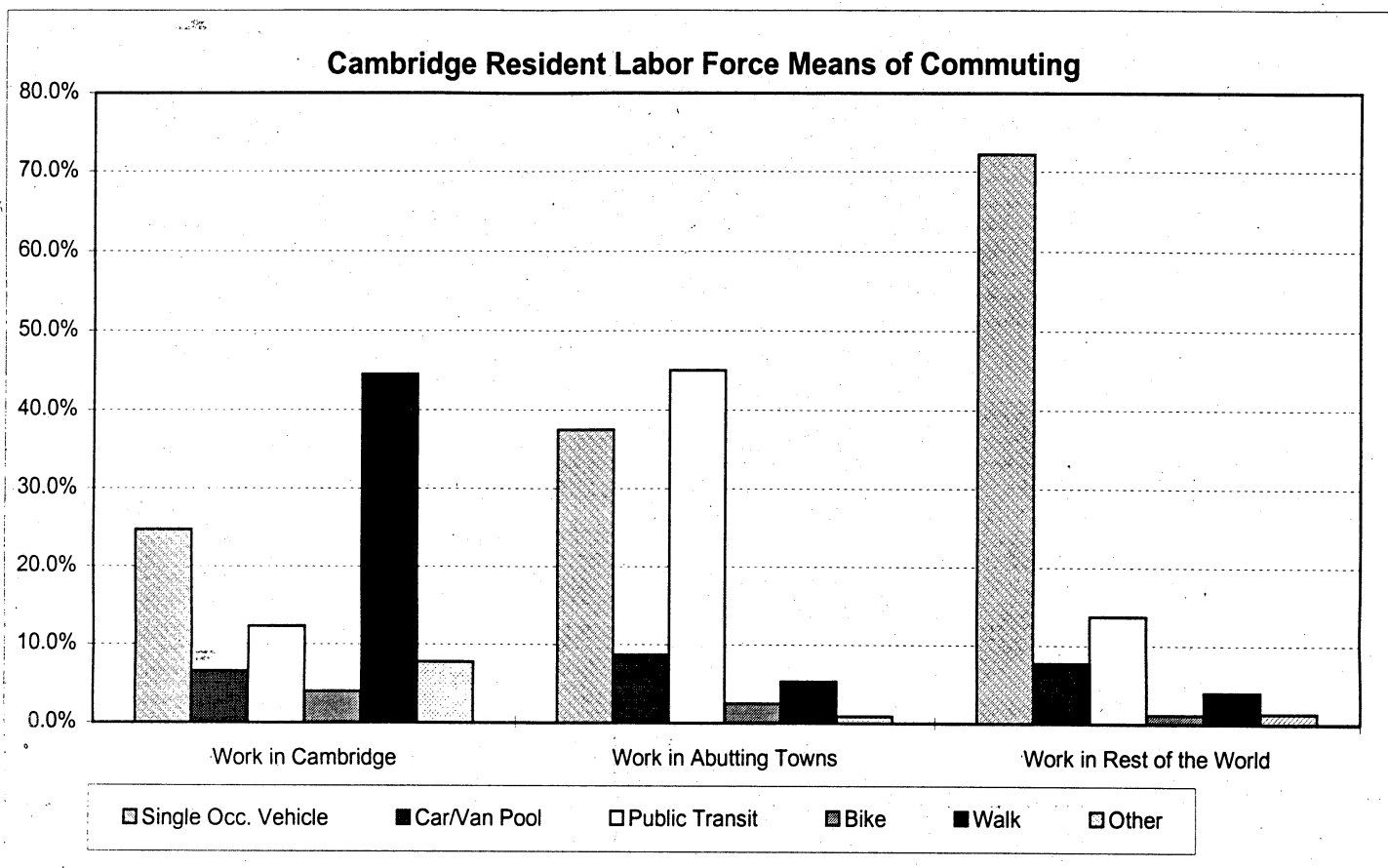


Source: CTPS & U. S. Census, Journey to Work traffic zone data file, 1990.

1990 Cambridge Residents Means of Commuting to Work

Cambridge Labor Force By Work Location	Workplace Location	Single Occ. Vehicle	Car/Van Pool	Public Transit	Bike	Walk	Other
Work in Cambridge	48.7%	24.8%	6.6%	12.3%	4.0%	44.5%	7.8%
Work in Abutting Towns ¹	33.0%	37.5%	8.7%	45.0%	2.5%	5.3%	0.9%
Total Cambridge & Abutting Towns	81.7%	29.9%	7.5%	25.5%	3.4%	28.7%	5.0%
Work in Other Towns & States	18.3%	72.2%	7.7%	13.7%	1.1%	4.0%	1.3%
All Resident Labor Force	100.0%	37.7%	7.5%	23.4%	2.9%	24.2%	4.3%

1. Abutting towns include Arlington, Belmont, Boston, Brookline, Somerville, and Watertown.



Source: CTPS & U. S. Census, Journey to Work traffic zone data file, 1990.

Cambridge MBTA Usage

TOTAL DAILY BOARDINGS

Red Line Station	1989	1997	Change	% Change
Alewife	8,237	9,317	1,080	13.1%
Davis	7,157	10,634	3,477	48.6%
Porter	5,980	7,187	1,207	20.2%
Harvard	19,772	19,967	195	1.0%
Central	10,393	11,553	1,160	11.2%
Kendall	9,986	11,147	1,161	11.6%

Green Line Station	1985	1997	Change	% Change
Lechmere ¹	3,753	5,312	1,559	41.5%

1. Lechmere figures are for 1985 and 1997 respectively. Note that it differs from Red Line figures, which are all from 1989 and 1997.

PARKING FACILITY UTILIZATION²

Facility Name	FY 95	FY 96	FY 97
Alewife			
Parking Spaces	2,331	2,331	2,474
% Utilization	112.1%	113.9%	111.9%
Lechmere			
Parking Spaces	328	328	328
% Utilization	110.1%	108.5%	108.8%

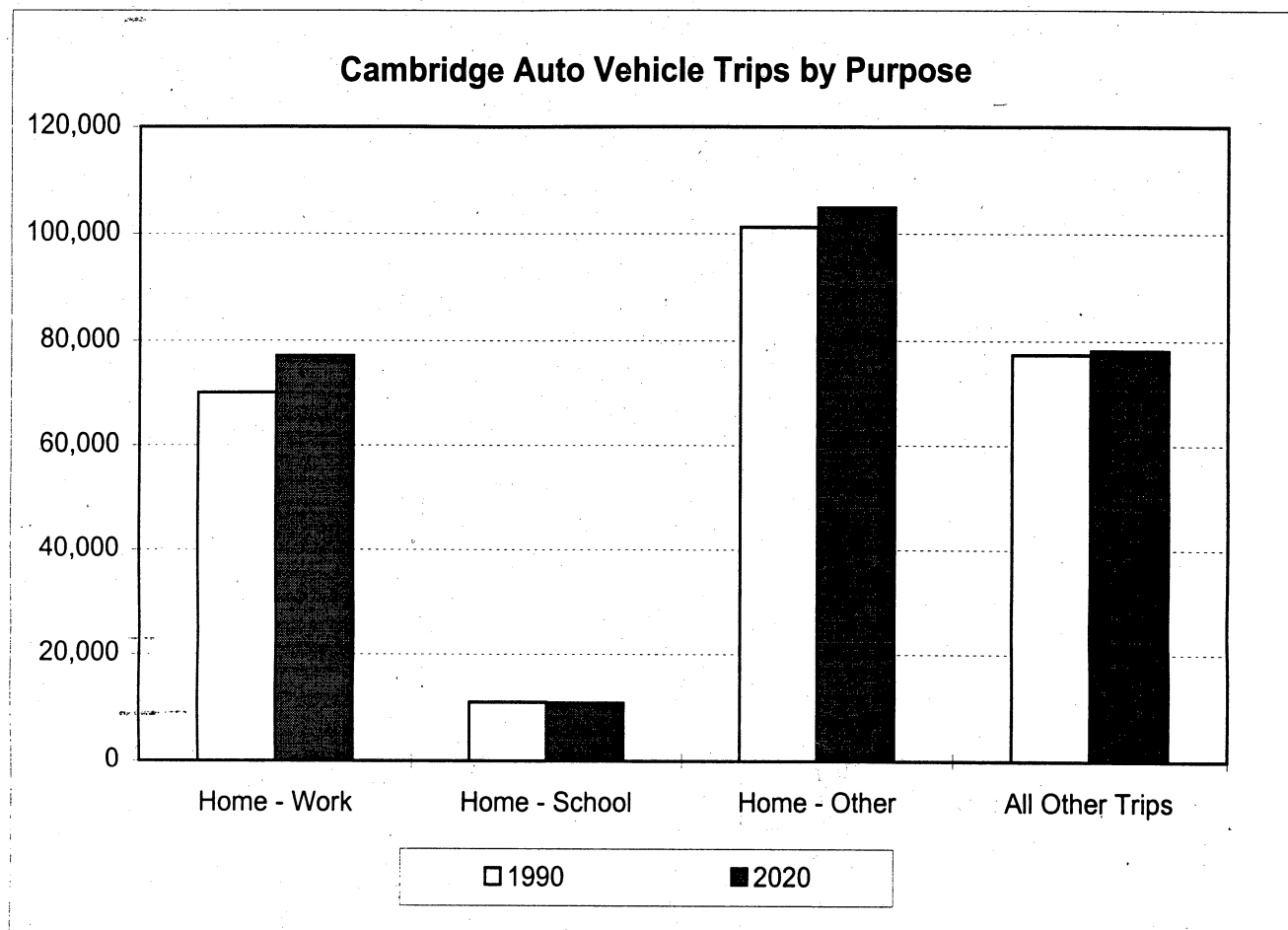
2. Note that Fiscal Years (FYs) start on July 1 of the previous calendar year and end on June 30 of the year enumerated.

Source: MBTA, 1999.

Estimated Auto Vehicle Trips with Cambridge Destinations: 1990 - 2020

Auto Trip Purpose ¹	1990 ²	2020 ²
Home - Work or Return (employed persons)	70,100	77,100
Home - School or Return (students)	10,900	10,750
Home - Other Destinations or Return	101,200	104,850
All Other Trips (Non-Home Based)	77,350	78,130
Total	259,550	270,830

1. Each trip segment with a destination in Cambridge is counted as a separate trip. Thus, a round trip from a home in Cambridge to a workplace in Cambridge and return is counted as two trips.
2. All figures are based on a projection from a model and supplied to the City of Cambridge by Massachusetts Central Transportation Planning Staff (MA CTPS).

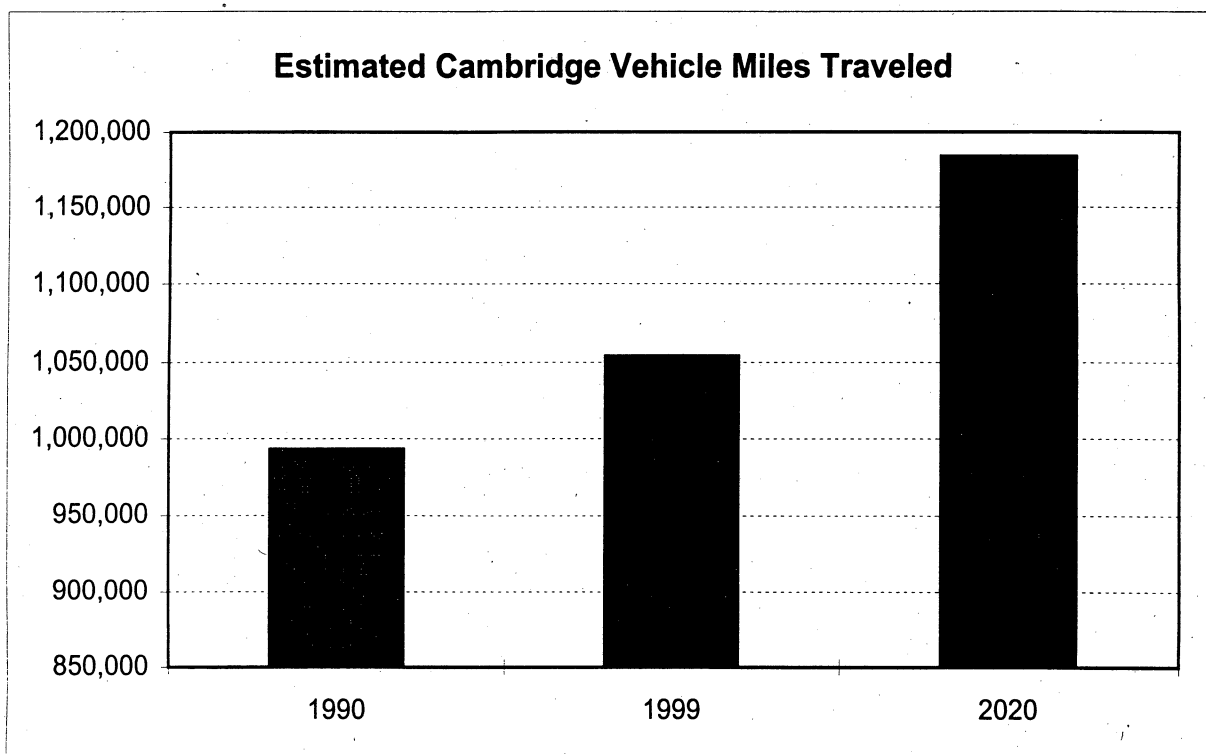


Source: MA CTPS, 1997.

Estimated Auto Vehicles Miles Traveled within Cambridge: 1990 - 2020

Estimated Vehicle Miles Traveled w/in Cambridge	Year ¹
1990	993,300
1999	1,054,150
2020	1,184,100

1. All figures are based on a projection from a model and supplied to the City of Cambridge by MA CTPS.

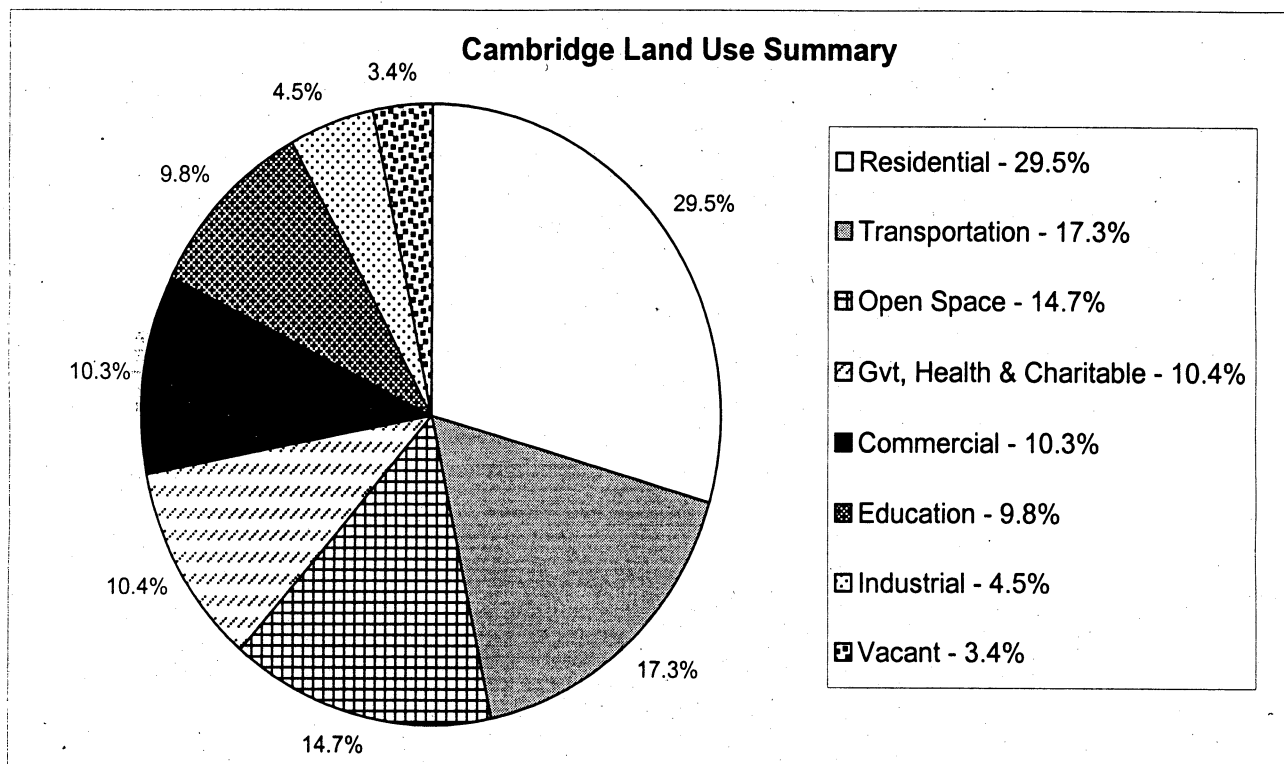


Source: MA CTPS, 1997.

1998 Cambridge Land Use Summary

Land Use Category	Parcels	Acres	Acres As % of City
Residential ¹	11,009	1,347	29.5%
Transportation ²	209	788	17.3%
Protected Open Space ³	90	671	14.7%
Gvt, Health & Charitable ⁴	368	475	10.4%
Commercial ⁵	1,090	472	10.3%
Education ⁶	365	448	9.8%
Industrial ⁷	184	207	4.5%
Vacant	283	154	3.4%
Total	13,598	4,563	100.0%

1. Residential properties includes private residential, housing authority developments, and rectories.
2. Transportation uses include MBTA properties, street right-of-ways, and parking lots.
The origin of the figure for street right-of-ways, which dates from 1980, is unclear.
3. Open Space uses include city recreation land, MDC properties, and open water.
However, a small amount of land under water is included in the Commercial uses category.
4. Gvt., Health and Charitable uses include city, federal, state, and county properties, as well as health related uses, cemeteries and misc. charitable properties. Public school properties are grouped with Educational uses.
5. Commercial uses include both commercial and mixed use commercial/residential properties.
6. Educational uses include properties owned by colleges, as well as all public and private school grounds.
7. Industrial uses include both industrial and mixed use industrial/residential properties.



Sources: Cambridge Community Development Department, 1998;
Cambridge Revaulation Office, 1998.

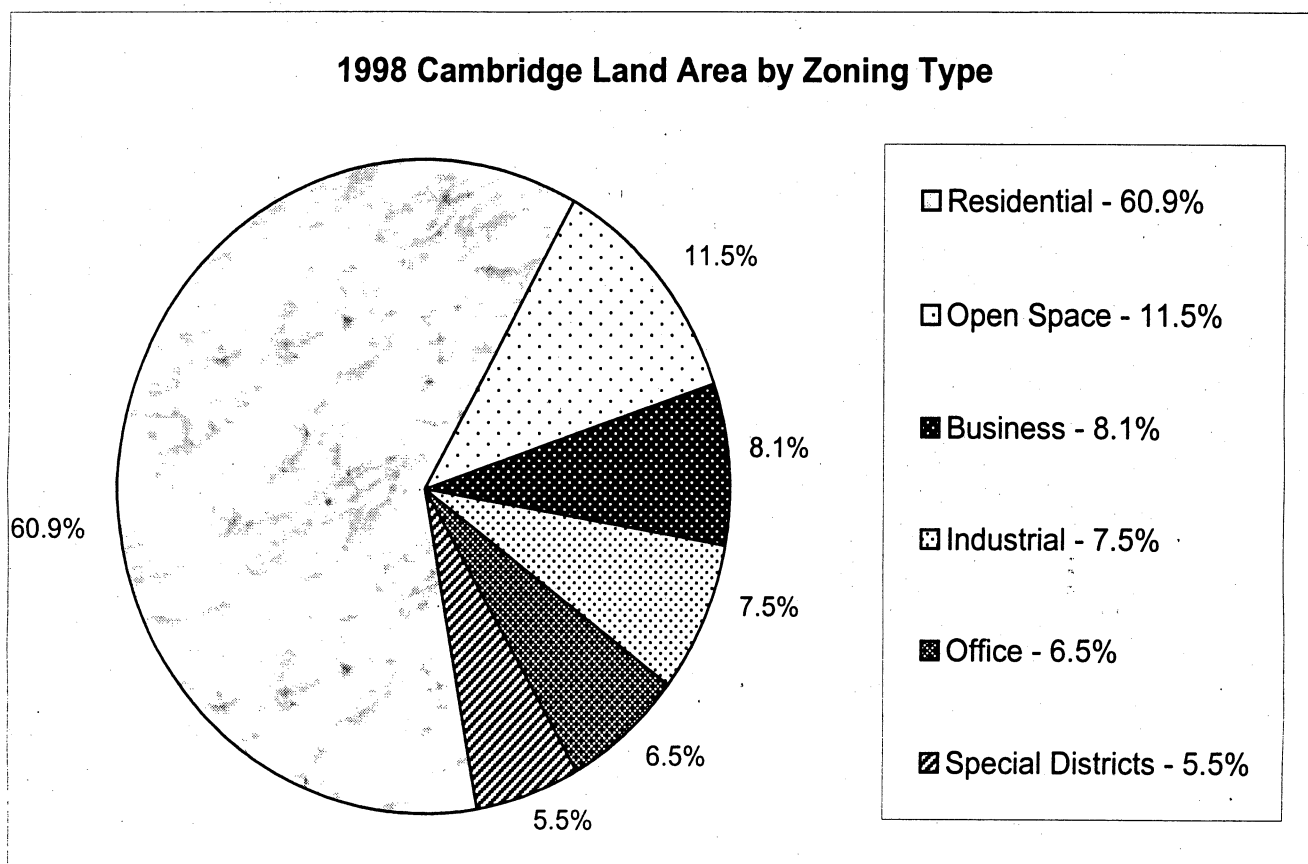
1998 Cambridge Zoning District Areas

Zoning District Type ¹	Acres ²	Acres as % of City
Zoned Residential	2,777	60.9%
Zoned Open Space	527	11.5%
Zoned Business	370	8.1%
Zoned Industrial	344	7.5%
Zoned Office	295	6.5%
Special Zoning Districts ³	250	5.5%
Total	4,563	100.0%

1. These terms refer to zoning district designations; the zoning district in which a parcel is located and the current use may differ. Unlike the preceding table, this table does not include land dedicated to transportation uses.

2. Reflects zoning as amended through Ordinance # 1210 of October 26, 1998.

3. Special Districts include the MXD, CRDD and SD zoning districts.

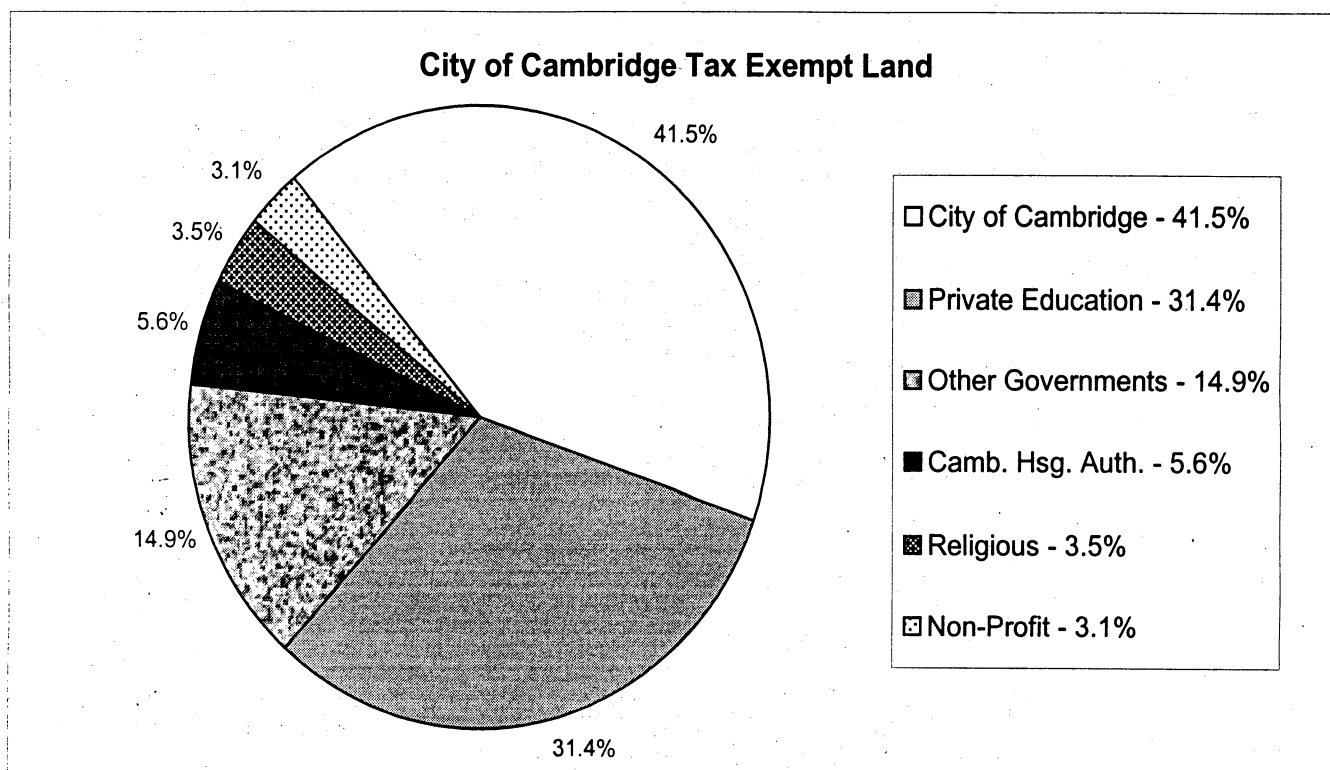


Source: Cambridge Community Development Department, 1998.

1998 Cambridge Tax Exempt Land Ownership

Property Owner	Parcels	Acres	As % of Total
<i>City of Cambridge</i> ¹	238	528	41.5%
<i>Private Education</i> ²	339	400	31.4%
<i>Other Governments</i> ³	170	190	14.9%
<i>Cambridge Hsg. Auth.</i> ⁴	65	72	5.6%
<i>Religious</i> ⁵	131	44	3.5%
<i>Other Non-Profit</i> ⁶	60	40	3.1%
Total Non-Taxable	1003	1,274	100.0%

1. *City of Cambridge includes municipal property, public schools and Cambridge Redevelopment Authority property.*
2. *Private Education includes colleges and private and parochial schools.*
3. *Other Governments includes federal, state and county property.*
4. *CHA includes all properties owned by the Cambridge Housing Authority.*
5. *Religious includes churches, synagogues, rectories and cemeteries.*
6. *Non-Profit includes all other owners of non-taxable property in the City of Cambridge. This category does not include privately owned federally assisted housing subject to 121A tax agreements.*

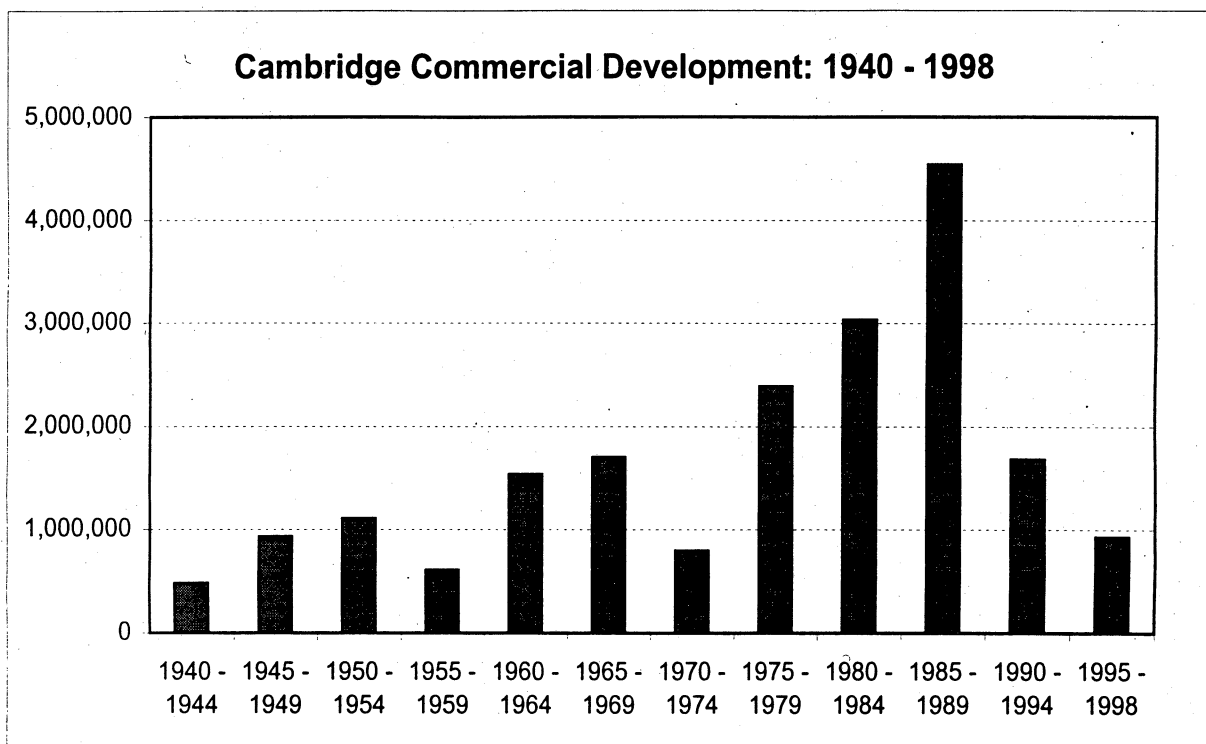


Sources: Cambridge Community Development Department, 1998;
Cambridge Revaulation Office, 1998.

Cambridge Commercial Development: 1940 - 1998

Years Completed	Commercial Development Completed in Square Feet ¹
1940 - 1944	483,773
1945 - 1949	982,825
1950 - 1954	1,108,191
1955 - 1959	612,505
1960 - 1964	1,539,200
1965 - 1969	1,706,790
1970 - 1974	796,480
1975 - 1979	2,382,141
1980 - 1984	3,034,599
1985 - 1989	4,535,884
1990 - 1994	1,684,077
1995 - 1998 (est.)	927,953

1. Figures derived from Assessor's office for all non-residential construction, except for 1998 data which is an estimate based on information taken from the Community Development Log.



Sources: Cambridge Community Development Dept., 1999;
Cambridge Revaulation Office, 1999.

1997 Cambridge Commerical Build Out & Potential Build Out

Location	Lot Area in Square Feet ¹	Floor Area in Square Feet	Average Existing Built FAR ²	% Built Out ³
<i>Alewife/ADL</i>	7,870,138	3,560,309	0.45	21.53%
<i>Cambridgeport</i>	2,740,155	2,198,958	0.80	32.43%
<i>Central Square</i>	1,452,834	2,124,651	1.46	49.37%
<i>East Cambridge</i>	3,122,425	4,618,085	1.48	56.63%
<i>Harvard Square</i>	686,038	1,602,993	2.34	58.11%
<i>Kendall Square</i>	3,928,482	6,867,953	1.75	42.51%
<i>Mass. Ave.</i> (Cntl. Sq. to Hvd. Sq.)	668,423	1,202,824	1.80	54.10%
<i>North Point</i>	3,257,402	830,868	0.26	7.14%
<i>Misc. Other Areas</i>	2,078,169	1,487,089	0.72	47.29%

1. Does not include tax exempt property.
2. FAR refers to Floor-to-Area ratio. FAR is calculated by dividing the total livable built area by the land area.
3. These figures reflect the allowable maximum build out under current zoning.

They do not include buildings under construction.

The calculated build out for each parcel reflects only allowable FAR and lot area; it does not include other requirements, such as setbacks, cornice height, maximum height, open space, flood plain or parking.

Where either residential or commercial uses are allowed, full build out assumes 100% future commercial use.

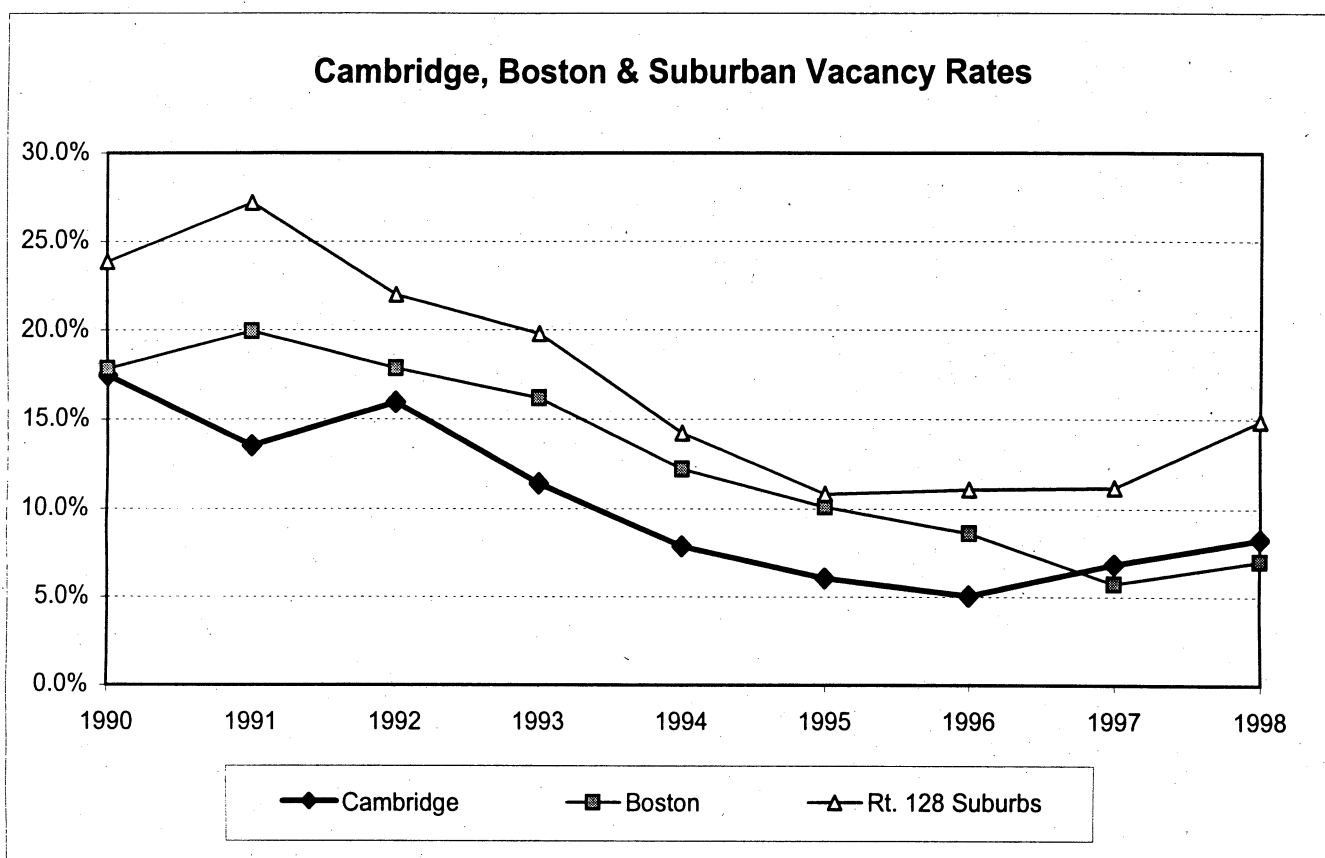
This figure compares existing development to current allowable FAR and reflects the sum of the development potential remaining for individual parcels; in no case does the build out of a parcel exceed 100%.

Sources: Cambridge Community Development Dept., 1999;
Cambridge Revaluation Office, 1999.

Cambridge, Boston & Suburban Commercial Real Estate Vacancy Rate: 1990 - 1998

	Cambridge ¹	Boston ¹	Rt. 128 Suburbs ¹
1990 Year End	17.5%	17.8%	23.9%
1991 Year End	13.5%	19.9%	27.2%
1992 Year End	15.9%	17.9%	22.0%
1993 Year End	11.4%	16.2%	19.8%
1994 Year End	7.9%	12.2%	14.2%
1995 Year End	6.1%	10.1%	10.8%
1996 Year End	5.1%	8.6%	11.1%
1997 Year End	6.9%	5.7%	11.2%
1998 Year End	8.3%	7.0%	14.9%

1. These rates are for office space only; industrial and retail space are not included. The vacancy samples includes all space offered as available, including sublease space and future availability.



Sources: CB Richard Ellis / Whittier Partners, LP, 1999;
Cambridge Community Development Department, 1999.

**Number & Dollar Value of Cambridge Building Permits Issued:
FY1985 - FY1998¹**

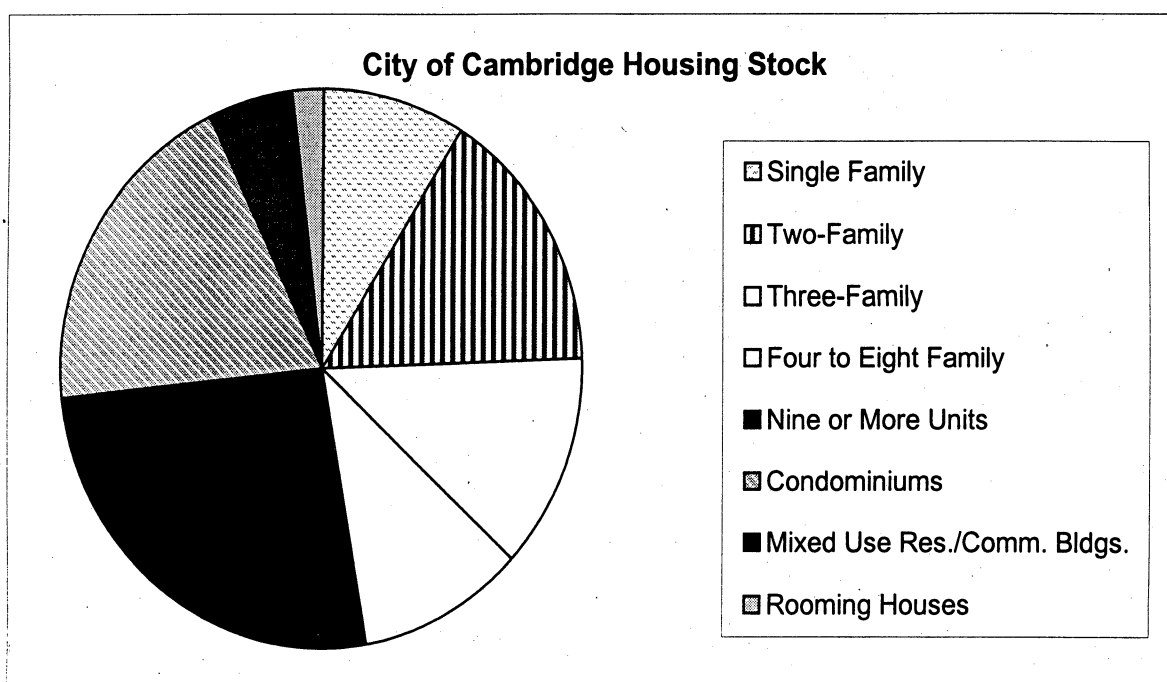
Year ²	Number of Permits	Value of Construction (Real Dollars)	Value% Residential ³	Value% Commercial ³	Value of All Construction (Adjusted to 6/98 Dollars)	Value of Residential Construction (6/98 Dollars)	Value of Commercial Construction (6/98 Dollars)
FY1985	1845	\$142,381,619	27%	73%	\$172,182,423	\$46,489,254	\$125,693,169
FY1986	1866	\$133,090,381	44%	56%	\$165,765,265	\$72,936,717	\$92,828,548
FY1987	2982	\$201,222,034	46%	54%	\$244,285,115	\$112,371,153	\$131,913,962
FY1988	2021	\$289,218,235	33%	67%	\$337,646,733	\$111,423,422	\$226,223,311
FY1989	1590	\$247,169,263	14%	86%	\$274,926,239	\$38,489,673	\$236,436,566
FY1990	1964	\$178,232,594	32%	68%	\$191,259,052	\$61,202,897	\$130,056,155
FY1991	1,979	\$83,572,870	24%	76%	\$89,526,989	\$21,486,477	\$68,040,511
FY1992	1,318	\$145,693,744	21%	79%	\$165,141,461	\$32,579,707	\$122,561,754
FY1993	1,621	\$143,324,133	29%	71%	\$150,436,096	\$43,626,468	\$106,809,628
FY1994	1,678	\$178,799,112	24%	76%	\$217,911,418	\$52,298,740	\$165,612,677
FY1995	1,749	\$162,701,784	18%	82%	\$162,832,259	\$29,309,807	\$133,522,452
FY1996	1,665	\$185,204,825	33%	67%	\$180,998,921	\$59,729,644	\$121,269,277
FY1997	1,984	\$388,057,114	25%	75%	\$379,541,754	\$94,885,439	\$284,656,316
FY1998 ³	2,032	\$446,781,823	38%	62%	\$446,781,823	\$169,777,093	\$277,004,730
FY1999 ⁴	1,014	\$150,559,763	Unknown	Unknown	\$150,559,763	Unknown	Unknown

1. This chart does not take into account changes, if any, in regulations that affect the requirement to notify the Inspectional Services Dept. of planned construction.
2. Note that Fiscal Years (FYs) start on July 1 of the previous calendar year and end on June 30 of the year enumerated.
3. FY1998 figures for commercial and residential percentages are through 11/30/97.
4. FY1999 figures are through 12/31/98 only.

Sources: Cambridge Inspectional Services Department, 1999;
Cambridge Community Development, Department 1999.

1999 Cambridge Housing Stock Overview

Type of Housing	Number of Bldgs. ¹	Number of Units ¹	% of Units
Single Family	3,677	3,677	8.9%
Two-Family	3,256	6,512	15.7%
Three-Family	1,725	5,175	12.5%
Four to Eight Family	804	4,266	10.3%
Nine or More Units	267	10,824	26.1%
Condominiums	1,016	8,010	19.3%
Mixed Use Res./Comm. Bldgs.	341	2,249	5.4%
Rooming Houses	52	770	1.9%
Total	11,138	41,483	100.0%



Type of Units	Number of Units ¹	% of Units
Owner Occupied - Market Rate	11,889	28.7%
Owner Occupied - Affordable ²	301	0.7%
Rental - Market Rate	23,252	56.1%
Rental - Affordable ²	6,041	14.6%
Total	41,483	100.0%

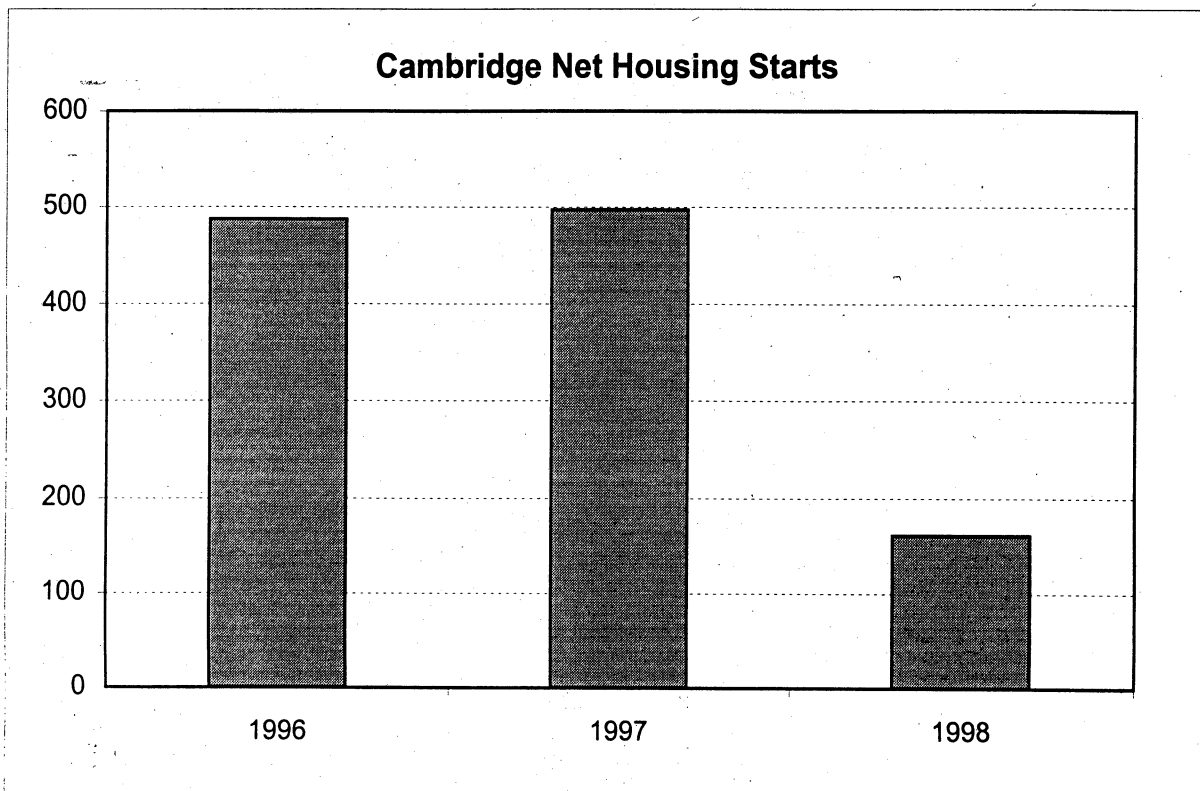
1. Above data is as of January 1999. Housing located in dormitories is not included. Note that the method used to develop these figures differs from that used in previous years; direct comparisons with previous data or similar data from other sources is unreliable.
2. Affordable housing is defined as that restricted to households earning 80% or less of median income and subject to a long term restriction regarding affordability.

Sources: Cambridge Revaluation Office, 1999;
Cambridge Community Development Department, 1999.

Cambridge Housing Starts: 1996 - 1998

	1996	1997	1998
New Units Permitted¹	494	526	195
Units Demolished²	7	29	33
Net Change	487	497	162

1. Figures compiled by Community Development Department from building permit information. Reflects permits issued only. Start date for individual projects may vary.
2. Figures compiled by Community Development Department from building permit information.

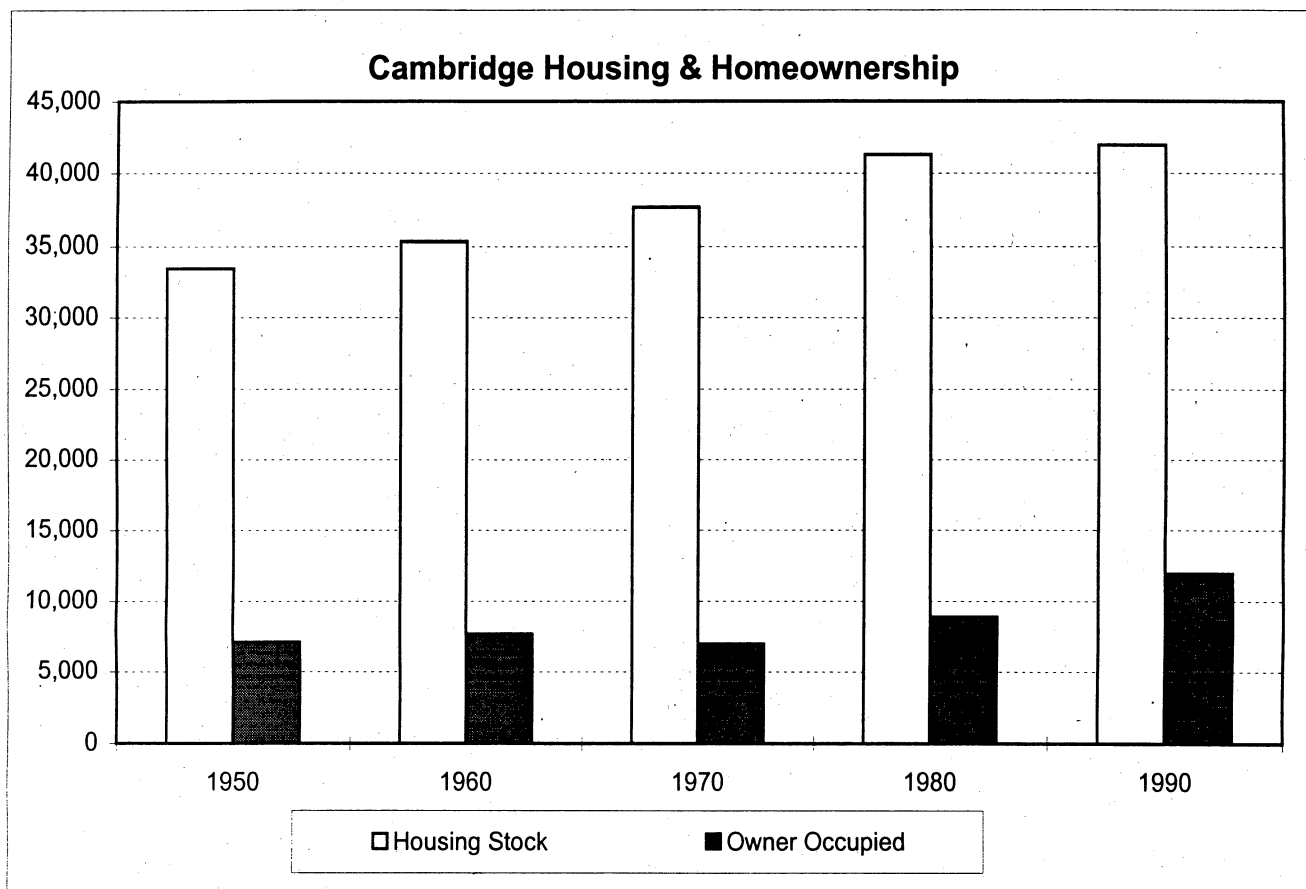


Sources: Cambridge Community Development Department, 1999;
Cambridge Inspectional Services PERMITS Database, 1999.

Cambridge Homeownership: 1950 - 1998

Year	Total	Occupied	Owned ¹	% Owned	Rented	% Rented
1950	33,437	32,795	7,130	21.7%	25,605	78.1%
1960	35,330	34,253	7,708	21.8%	26,545	77.5%
1970	37,648	36,411	6,990	18.6%	29,421	80.8%
1980	41,300	38,836	8,889	21.5%	29,947	77.1%
1990	41,979	39,405	11,959	28.5%	27,446	69.7%

1. The U. S. Census and the Cambridge Revaluation Office use different methods for evaluating the size of the housing stock and to determine the owner occupancy rate. Thus, the figures stated above are not strictly comparable to those stated in the previous table.



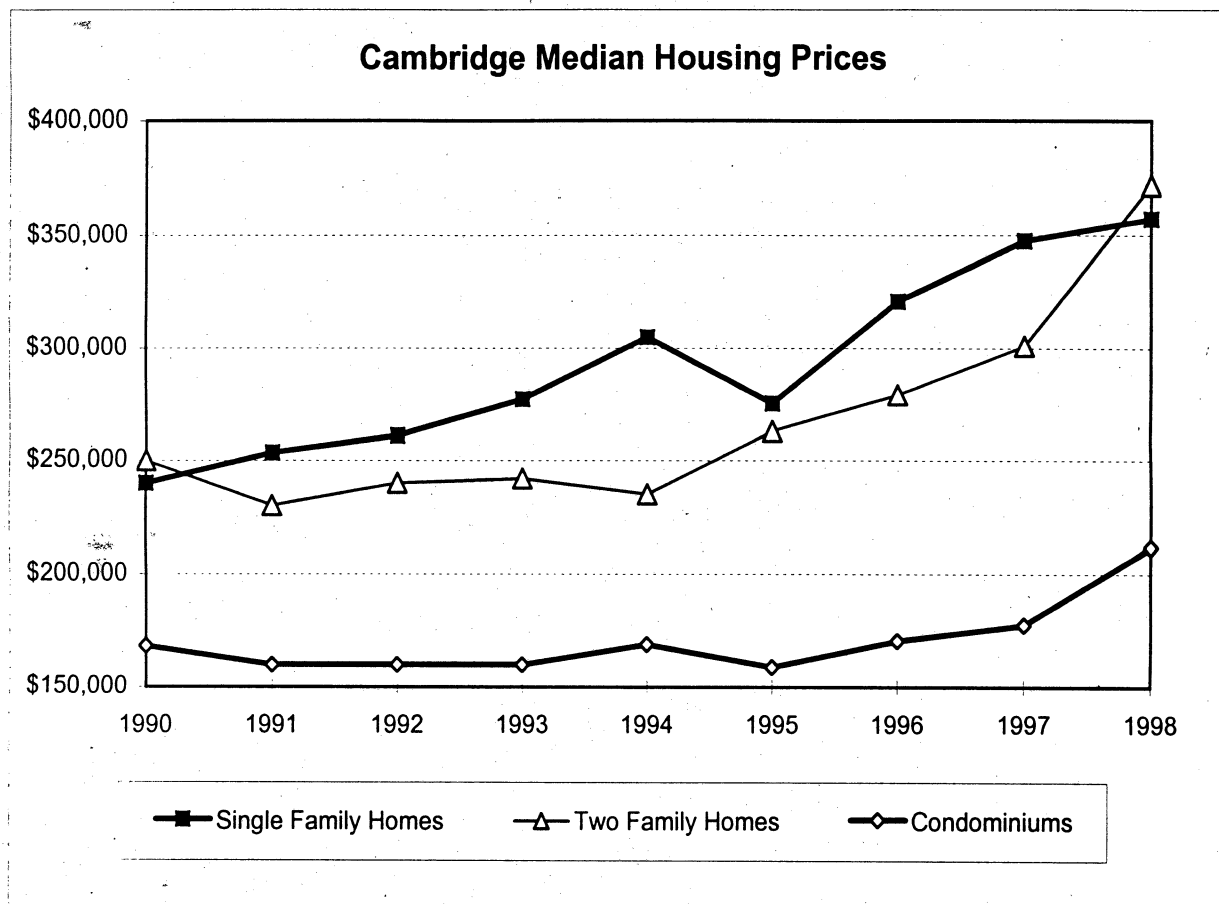
Sources: U. S. Census, Decennial Census, 1950 -1990; 1980 & 1990 source STF3A tape file.

Cambridge Median Housing Prices: 1990 - 1998

Year	Single Family ¹	Two Family ¹	Condominiums ¹
1990	\$240,000	\$250,000	\$168,300
1991	\$253,500	\$230,000	\$160,000
1992	\$261,000	\$240,000	\$160,000
1993	\$277,000	\$242,000	\$160,000
1994	\$305,000	\$235,000	\$169,000
1995	\$275,250	\$263,000	\$159,000
1996	\$321,000	\$279,000	\$170,500
1997	\$347,500	\$301,000	\$177,500
1998 ²	\$357,250	\$372,000	\$211,500

N.B.: Note that all cost figures are unadjusted for inflation

1. These numbers are not constructed using the same methods as *Banker & Tradesman* and cannot be used to make valid comparisons with figures reported by that publication.
2. 1998 figures based on sales through July 1998 only.

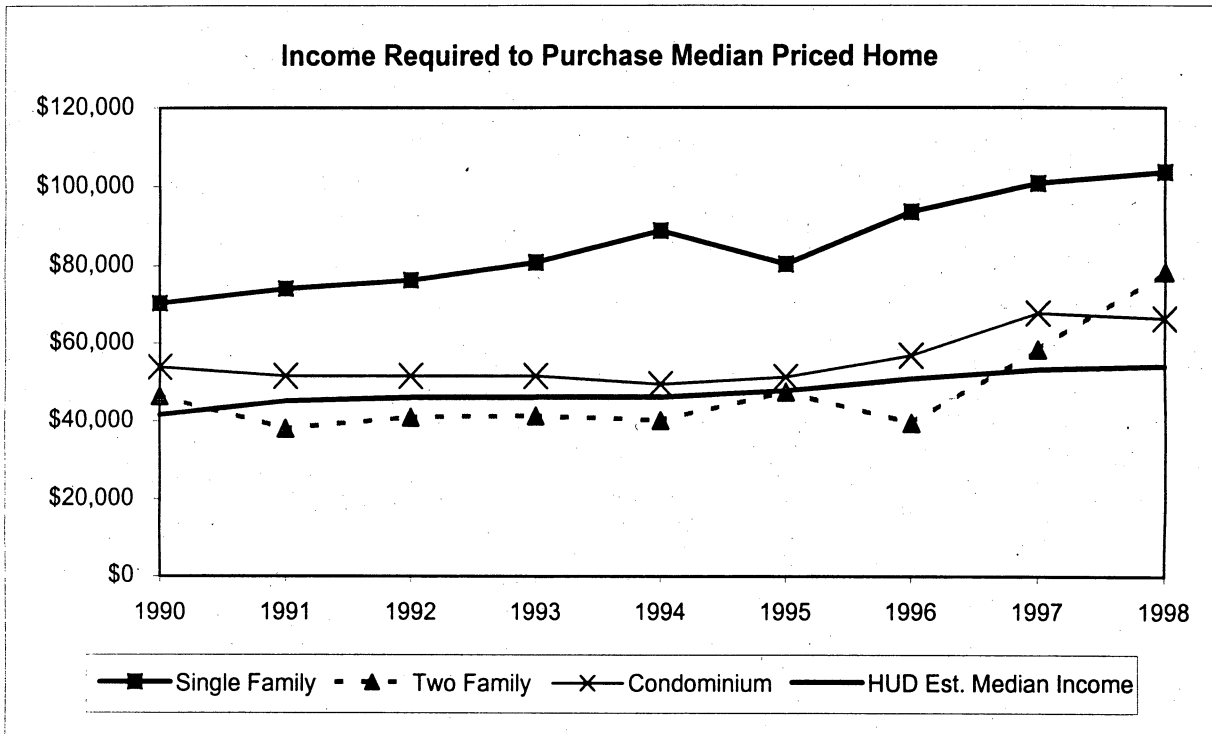


Sources: Cambridge Revaluation Office, 1998;
Cambridge Community Development Department, 1998.

Income Required to Purchase Cambridge Median Priced Homes: 1990 - 1998

Year	<u>SINGLE FAMILY</u>		<u>TWO FAMILY</u>		<u>CONDOMINIUM</u>		HUD Est. Median Income for Family of 3
	Median Price ¹	Income Required ²	Median Price ¹	Income Required ²	Median Price ¹	Income Required ²	
1990	\$240,000	\$70,320	\$250,000	\$46,440	\$168,300	\$53,840	\$41,650
1991	\$253,500	\$74,080	\$230,000	\$38,080	\$160,000	\$51,520	\$45,200
1992	\$261,000	\$76,200	\$240,000	\$41,000	\$160,000	\$51,520	\$46,000
1993	\$277,000	\$80,760	\$242,000	\$41,300	\$160,000	\$51,520	\$46,100
1994	\$305,000	\$88,720	\$235,000	\$40,200	\$155,000	\$49,400	\$46,150
1995	\$275,250	\$80,280	\$263,000	\$47,480	\$159,000	\$51,240	\$47,800
1996	\$321,000	\$93,520	\$235,000	\$39,520	\$169,000	\$56,720	\$50,850
1997	\$347,500	\$100,760	\$301,000	\$58,280	\$217,000	\$67,720	\$53,150
1998	\$357,250	\$103,600	\$372,000	\$78,440	\$211,500	\$66,320	\$54,000

1. These numbers are not constructed using the same methods as *Banker & Tradesman* and cannot be used to make valid comparisons with figures reported by that publication.
2. Income required assumes 10% downpayment, 7.0% interest rate, 30 year financing and no Private Mortgage Insurance (PMI). Two family income required assumes availability of 75% of \$1,000/month rent payment.
3. 1998 figures based on sales through July 1998 only.
4. HUD estimated median income for a family of three is 90% of the figure calculated for a family of four. HUD's methodology changes from time to time, affecting the comparability of figures from different periods. Note that these figures are estimates; they are not taken directly from a survey of households.

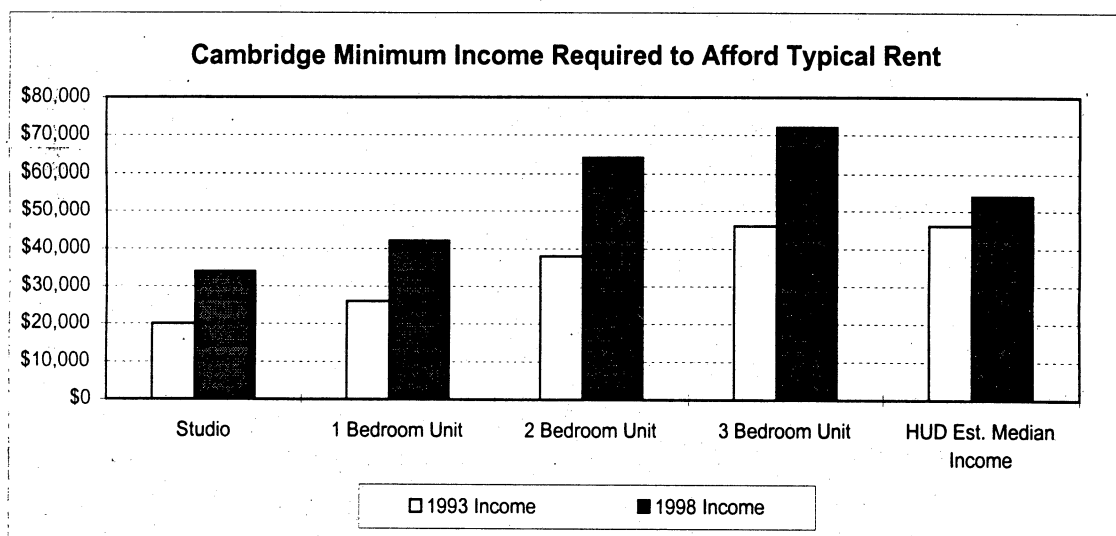
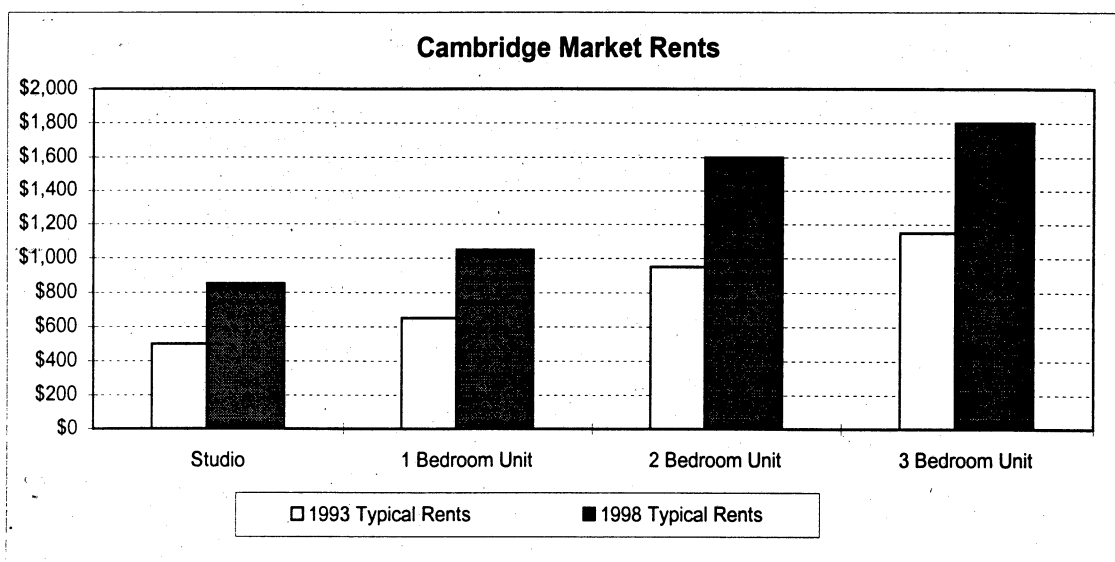


Sources: Cambridge Revaluation Office, 1998;
 Cambridge Community Development Department, 1999;
 HUD CDBG Program, 1999.

Cambridge Market Rents & Minimum Income Required: 1993 - 1998

Apt. Size	1993 Typical Rent Asked	1993 Minimum HH Income Required ¹	1998 Typical Rent Asked ²	1998 Minimum HH Income Required ¹	Increase In Typical Rent
Studio	\$500	\$20,000	\$850	\$34,000	70%
1 Bedroom Unit	\$650	\$26,000	\$1,050	\$42,000	62%
2 Bedroom Unit	\$950	\$38,000	\$1,600	\$64,000	68%
3 Bedroom Unit	\$1,150	\$46,000	\$1,800	\$72,000	57%
HUD Est. Median for Family of 3	NA	\$46,100	NA	\$54,000	17%

1. Minimum incomes based on payment of 30% of pre-tax income for housing expenses. HH refers to Household.
2. Based on a telephone survey by CDD staff of Cambridge realtors during mid-1998, except studio rent which is taken from late 1998 rents advertised in the Boston Globe.

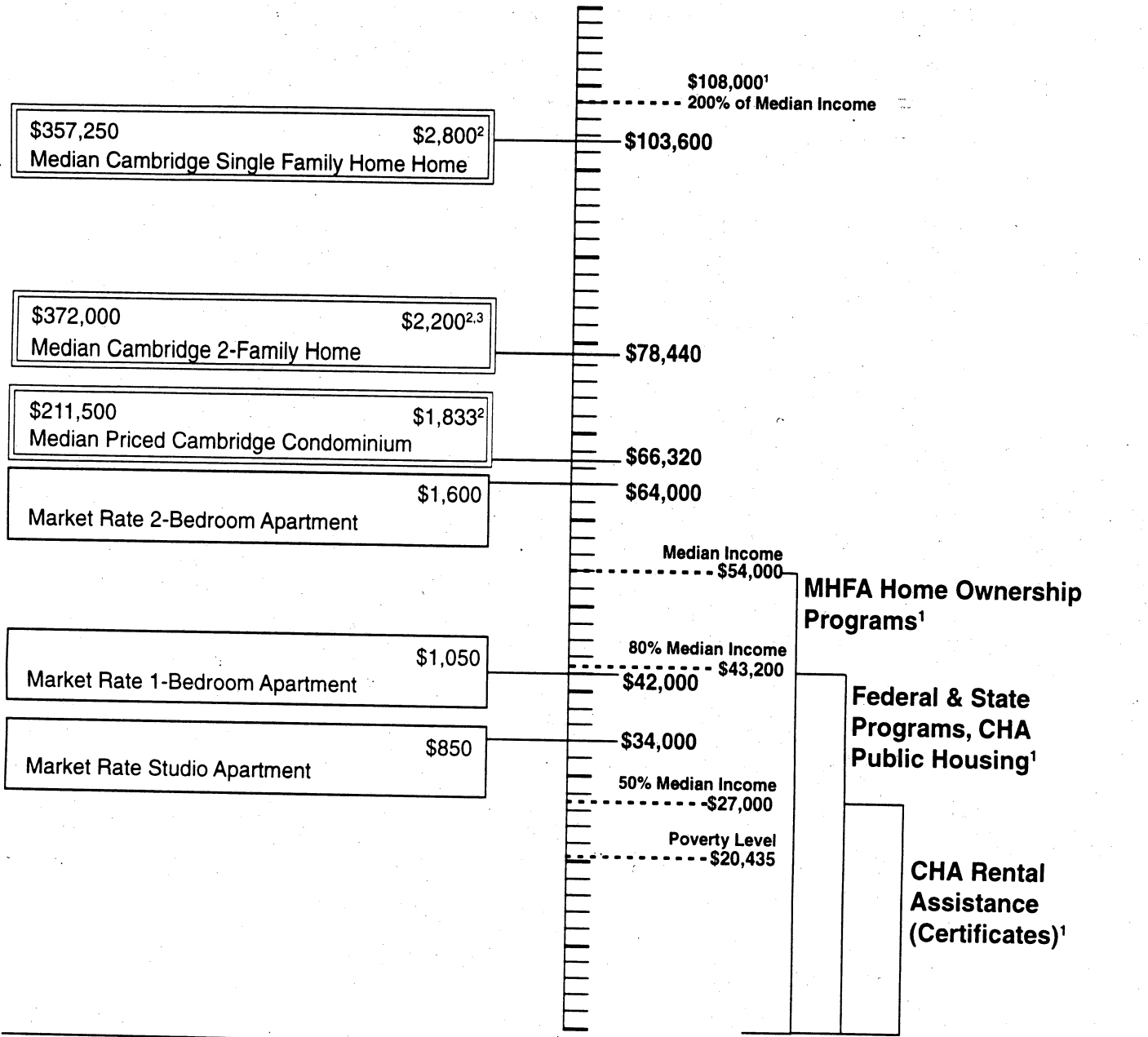


Sources: Cambridge Community Development Department, 1998; Boston Globe, 1998; Toward A Sustainable Future, draft document, Cambridge Community Development Dept., 2/23/93; HUD CDBG Program, 1999.

1998 Cambridge Housing Affordability Comparison

HOUSING COSTS **INCOME REQUIRED** **PROGRAM ELIGIBILITY**

Purchase Price Monthly Cost/Rent



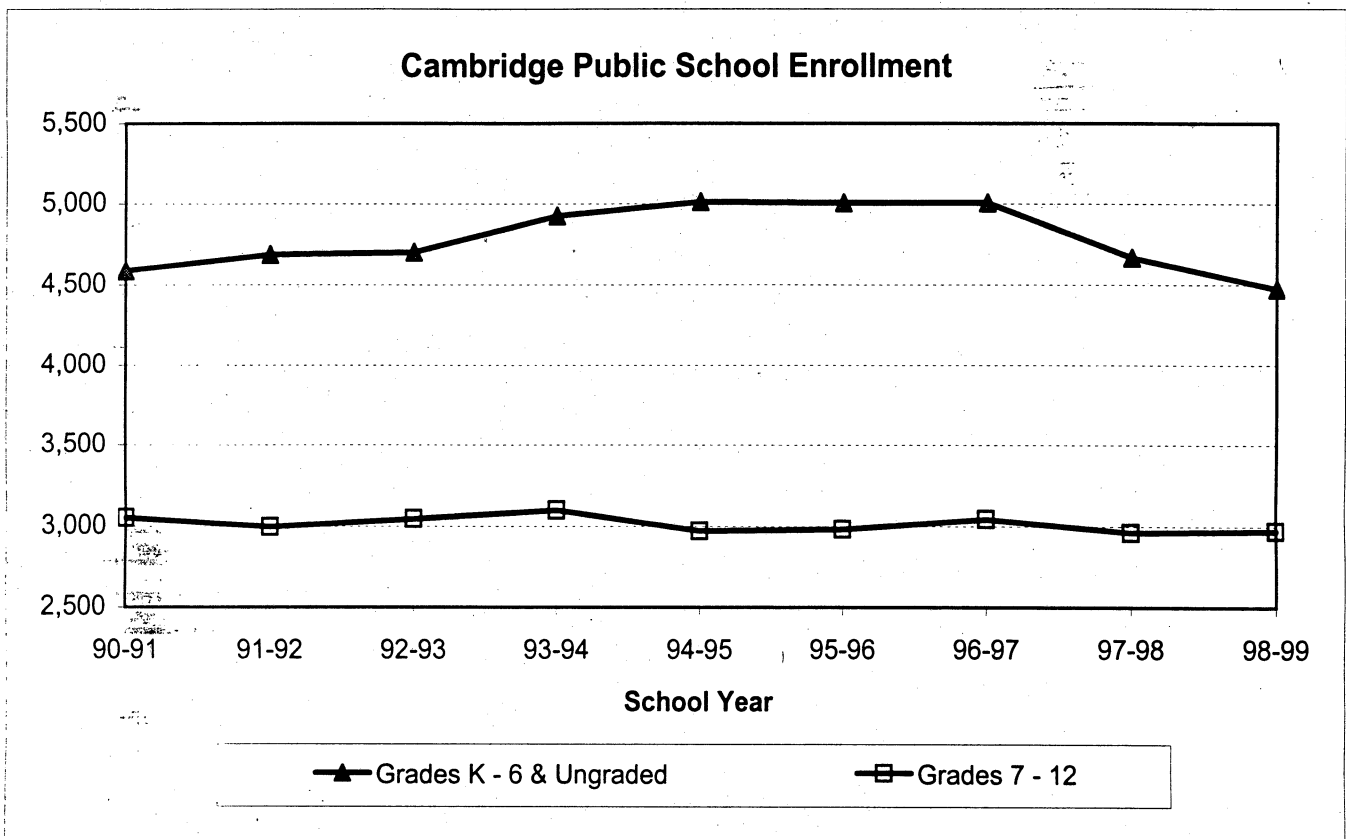
Purchase Rental

¹ 3 Person Household
² Assumes 10% down payment and 7% interest rate
³ Assumes \$1,000 rental payment per month

Cambridge Public School Enrollment: 1990 - 1998

School Year ¹	Total Enrollment	Grades K - 6 & Ungraded		
		Ungraded	Grades 7 - 8	Grades 9 - 12
90-91	7,640	4,587	960	2,093
91-92	7,682	4,686	958	2,038
92-93	7,747	4,702	1,007	2,038
93-94	8,023	4,925	1,062	2,036
94-95	7,983	5,011	983	1,989
95-96	7,988	5,006	973	2,009
96-97	8,050	5,006	991	2,053
97-98	7,629	4,668	1,051	1,910
98-99	7,446	4,474	1,062	1,910

1. All data derives from the School Attending Children (SAC) census taken on January 1 of the school year, except for 98-99 data which is as of October 1, 1998.



Sources: Cambridge School Dept., 1999;
Massachusetts Dept. of Education, 1999.

Cambridge 1998 Town-Gown Report Summary

	Cambridge College	Harvard University	Lesley College	MIT	Total
Term	'97 - '98	'97 - '98	'97 - '98	Fall '97	NA

Employees (Figures stated are Full Time Equivalents (FTEs), unless otherwise noted.)

Staff	79	6,330	299	6,829	13,537
Faculty	108	1,064	126	916	2,214

Number Living in Cambridge (not FTEs)	47	3,340	79	1,200	4,666
---------------------------------------	----	-------	----	-------	-------

Student Population

Enrolled in Degree Program	951	15,325	2,784	9,732	28,792
Undergraduate	243	7,086	818	4,381	12,528
Graduate	708	8,323	1,966	5,351	16,348

Not in Degree Program	31	5,690	0	0	5,721
-----------------------	----	-------	---	---	-------

Students Housed in Cambridge

Undergraduate Students Housed	unknown	6,623	416	3,402	10,441
in Dormitories	0	6,403	350	3,223	9,976
in Off Campus Affiliate Hsg.	0	160	0	14	174
in Off Campus Non-Affiliate Hsg.	unknown	60	66	165	10,150

Graduate Students Housed	unknown	5,800	149	3,057	9,006
in Dormitories	0	1,500	0	1,517	3,017
in Off Campus Affiliate Hsg.	0	1,300	0	215	1,515
in Off Campus Non-Affiliate Hsg.	unknown	3,000	149	1,325	4,474

Total Students Housed in Cambridge	unknown	12,423	565	6,459	19,447
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Tax Exempt Facilities

Acres	0.9	192	unknown	154	347
Buildings	1	270	33	134	438
Square Feet	39,511 ¹	11,800,000	443,491	9,241,000	21,484,491

Taxable Land Owned

Acres	0 ¹	27	unknown	65 ²	92
Commercial Property (sq. ft.)	0 ¹	272,338	220,000	1,468,000 ³	1,960,338
Other Property (sq. ft.)	0	628,000	138,851	unknown	628,000
Housing Units (units)	0	500	40	655 ⁴	1195

Affiliate Housing⁵

Occupied by Students	0	1,475	0	136	1,611
Occupied by Staff	0	35	0	20	55
Occupied by Faculty	0	75	0	incl. above	75

Total Affiliate Housing	0	1,585	0 ⁶	156 ⁷	1,741
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Cambridge 1998 Town-Gown Report Summary

	Cambridge College	Harvard University	Lesley College	MIT	Total
Payments to City (FY 97)					
<i>Real Estate Taxes</i>	\$228,899	\$3,725,906	\$329,261	\$4,828,095	\$9,112,161
<i>PILOT⁸</i>	\$2,417	\$1,441,349	\$0	\$1,039,000	\$2,482,766
<i>Fees & Permits</i>	\$0 ⁹	\$2,910,334	\$8,508	\$4,949,192	\$7,868,034
Total Payments to City FY 97	\$231,316	\$8,077,589	\$337,769	\$10,816,287	\$19,462,961

1. The Cambridge College facility is a mix of tax exempt and taxable property, all of which is listed as tax exempt in the table.
2. The MIT report includes 100 Memorial Drive and independant living units acreage, unlike the 1997 report.
3. The MIT report includes University Park commercial square feet, unlike the 1997 report.
4. The MIT report includes units located at 100 Memorial Drive, Kennedy Biscuit Lofts and Auburn Court, unlike the 1997 report.
5. Affiliate housing refers to other housing owned that is available only to members of the academic community; it does not include either dormitories or housing available for rent to persons not affiliated with the institution. The figures stated refer to numbers of housing units. The number of students who live in such housing exceeds the number of units that they occupy.
6. Lesley College mistakenly reported dormitories as affiliate housing in their report.
7. MIT affiliate housing does not include any units at 100 Memorial Drive, Kennedy Biscuit Lofts or Auburn Court.
8. PILOT refers to Payment in Lieu of taxes.
9. Did not provide water and sewer fees.

Sources: Cambridge College, Harvard University, Lesley College, MIT, 1998 Town-Gown Reports.

GROWTH MANAGEMENT WORKSHOP #1: SUMMARY NOTES

February 18, 1999; revised February 26, 1999.

EXPLORING PRIORITIES

On February 3rd more than 150 Cambridge citizens took part in a workshop exploring directions for the City's growth management program, organized by the Community Development Department and the Citywide Growth Management Advisory Committee. Following an introduction, a slide presentation reviewed the process leading to and following the 1993 Growth Policy Document *Towards a Sustainable Future*, and noted its thirteen listed goals, around which the workshop was structured. Participants then divided into eight break-out groups. Each participant related to the small group where he or she thought the City should focus its efforts, either drawing on the thirteen "...*Sustainable Future*" goals or adding to them. Each group then selected the four or five highest priority concerns for the group as a whole. Upon reconvening, each break-out group made a presentation of its results, which was followed by a brief staff summary. At the end of the meeting, participants "red dot voted" their priorities for City effort among the thirteen goals, using "sticky dots" and goal poster sheets.

In the weeks prior to and following that event, about 160 citizens had "voted" their rating of the importance of the thirteen goals by mailing back a widely circulated questionnaire or "voting" through the Community Development Department's Web page.

RESULTS

Results are strikingly consistent across groups and between the workshop and the questionnaires. The small group priority selections are of particular interest, since they represent group agreements on picking out just a few items from a long list, not just individual responses. All seven of the groups that selected priorities for their concerns chose as one of them "good housing for a wide spectrum of incomes and households."

Five of the groups selected some type of economic development as one of its top priorities. In every case they did so not just for whatever business comes along, but expressing more specific priorities, such as small neighborhood businesses, home-based businesses, and businesses building on the special strengths of the City. Groups not selecting an economic development priority virtually all listed selective economic development among their remaining choices for City efforts.

Strengthening growth management, expressed one way or another, was selected as a priority topic by five of the seven groups reporting priorities, even though that was not

among the 13 published goals they were given. Both of the remaining groups listed controlling excessive growth among their concerns, though not in the top four. Diversity, reduced auto traffic, and parks and open space each were a priority for three of the seven reporting groups

Echoing those results, the leading recipient of "red dot votes" was good housing, by a wide margin. Reduced traffic, parks and open space, and a strong economic base were three of the next four ranked dot-winners. Similarly, on the filled-in questionnaires and Web inputs, good housing, parks and open space, and reduced traffic were three of the top four goals voted as being of "high" importance. The small group citation of need for strong growth control wasn't mirrored in the red dotting and questionnaires, since as an added topic it wasn't available for voting.

In the results taken together, participants stressed concern for the quality of life in their City, and for protecting the City's diversity and environment. Participants indicated their belief that large amounts of development are not necessary to sustain those qualities. They clearly supported action to better manage growth, and called for a more effective voice for citizen participants in that management process.

Every one of the thirteen goals had substantial support as being of high importance, both in the red dot voting and in the questionnaires and web inputs. Some participants in fact expressed impatience with further review of the goals, declaring them all to be clearly important. Others noted that the City has changed since 1993, notably with the loss of rent control and the booming economic expansion, underlining the importance of revisiting rather than just assuming basic City directions.

NEXT STEPS

The next workshop in this series, scheduled for Saturday, March 13th, will feature presentations on housing and demographics, transportation, design and the environment, and economics. Discussion will center on how those topics relate to zoning and other actions the City can take, giving special attention to concerns, such as diversity and sustainability, that were identified in this February workshop.

GROWTH POLICY GOALS REVIEW: SURVEYS AND WORKSHOP TABULATED RESULTS

Number	Goal statement	Group "high"	Red dot votes	Survey "high"
1.	A vibrant, stable population of diverse races, cultures and viewpoints.	3	20	109
2.	An environment where families with children can thrive.		22	146
3.	Good housing available to a wide spectrum of income levels and households.	7	60	137
4.	Significantly reduced automobile traffic.	3	39	113
5.	A national model for community energy production, pollution prevention, recycling.	1	12	91
6.	A system of beautiful, well-maintained and accessible parks and open spaces.	3	34	123
7.	A renowned system for training and retraining workers.		13	84
8.	A thriving economic base, anchored by new industries, businesses, institutions.	5	30	101
9.	Vital and distinctive retail centers serving neighbors, students, regional customers.		12	100
10.	Strengthened and stabilized neighborhoods which retain their distinctive flavor.	2	30	106
11.	A model for effective citywide design review.	1	25	74
12.	A system of comprehensive, high quality city services.		16	89
13.	An ongoing, successful process for addressing growth and development concerns.	2	22	103
---	Broadened participation and control.	2		
---	Growth control	4		

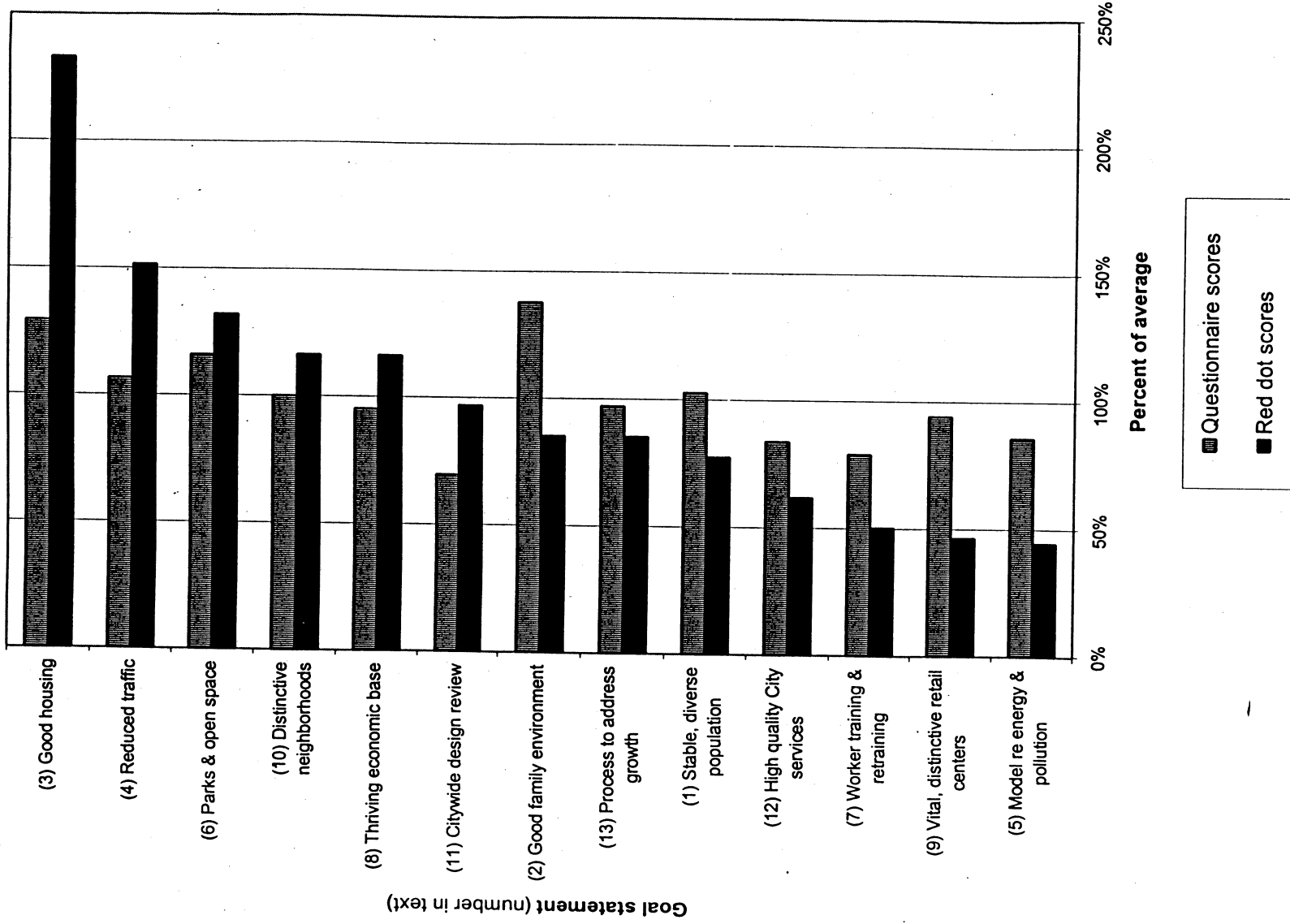
"Number" identifies the Goal as listed in full in the circulated questionnaire and "Towards a Sustainable Future."

"Group high" is the number of small group "top four" choices closely related to that goal.

"Red dot votes" (4 each) were placed by participants on Goals of their choice at the end of the February 3rd Workshop.

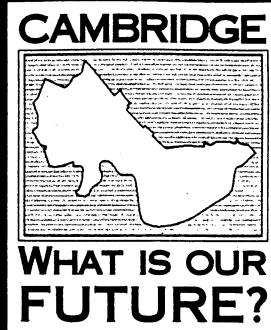
"Survey high" is the count of questionnaire and Web site responses selecting the Goal as "High" in importance.

GOAL SCORES
Ranked by "Red Dot" scores



**CITY WIDE GROWTH MANAGEMENT
WORK SHOP # 2
March 13, 1999**

Come Discuss the Cambridge of the Future



You are invited to the second in a series of public discussions sponsored by the Community Development Department and the Citywide Growth Management Advisory Committee. Come discuss economic development, housing, urban design, and environmental & transportation planning, as we continue to evaluate growth, traffic and zoning issues in the city.

Join Us:

Saturday, March 13th at 9AM - Noon
Cambridge Senior Center
806 Massachusetts Avenue

Below is a summary of the findings of the first workshop.

GROWTH MANAGEMENT WORKSHOP #1: SUMMARY NOTES

EXPLORING PRIORITIES

On February 3rd 1999, more than 150 Cambridge citizens took part in a citywide growth management workshop, organized by the Community Development Department and the Citywide Growth Management Advisory Committee. Another 160 persons participated in the exploration by responding to the City's questionnaire by mail or by the Internet.

At the workshop, a slide presentation reviewed the process leading to and following the 1993 Growth Policy Document *Towards a Sustainable Future*. Participants then divided into groups for discussing and adding to the thirteen "...Sustainable Future" goals. Each group selected its four or five highest priority concerns, and made a presentation of them when the groups reconvened. At the end of the meeting, participants voted their four priorities for City effort among the thirteen goals. Those participating by mail and Internet did similar voting.

RESULTS

Results were strikingly consistent across groups and between the workshop and the questionnaires. Every one of the thirteen 1993 goals had substantial support, both in the final workshop voting and in the mail and web inputs. All seven workshop groups that selected priorities for their concerns chose as one of them "good housing for a wide spectrum of incomes and households." That same concern also gained the most individual "votes" at the end of the workshop, and among those voting by mail and Internet it was second only to "An environment where families and children can thrive."

Five groups selected some type of economic development as one of its top priorities. In every case they expressed specific development preferences, such as small neighborhood businesses or home-based businesses. Strengthening growth management was also selected as a priority topic by five of the seven reporting groups, even though that was not among the 13 published goals. Priorities included diversity, reduced auto traffic, and parks and open space for three of the seven reporting groups.

Looking across all the results, participants stressed concern for the quality of life, and for protecting the City's diversity and environment. Participants suggested that large amounts of development are not necessary to sustain those qualities. They supported action to better manage growth, and sought a more effective voice for citizen participants in that management process. The challenge now is to move from these priority goals to effectively serving them, with a special focus on revisions to zoning, the topic with which this effort began.

Childcare for this meeting is available upon request.

For more information, please contact Elaine Thorne at Cambridge Community Development: 349-4648
Para mayor información, favor de llamar a Chantal Labossiere, Desarrollo Comunitario: 349-4620
Pou plis enfòmasyon, rélé Chantal Labossiere, Cambridge Community Development: 349-4620

FAX: 617-349-4669 TTY: 617-349-4621 WEB: <http://www.ci.cambridge.ma.us>

The City of Cambridge Community Development Department does not discriminate on the basis of disability. Community Development will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures to qualified individuals with disabilities upon request.



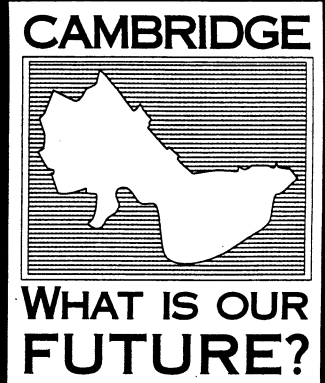
AGENDA
March 13, 1999

- 9:00** **Introduction**
Beth Rubenstein, Acting Assistant City Manager for Community Development
- 9:15** **Community Development Workshop Presentations**
- Housing
 Roger Herzog, Director of Housing
 - Environmental and Transportation Planning
 Susanne Rasmussen, Director of Environmental Transportation Planning
 - Economic Development
 Jeanne Strain, Director of Economic Development
 - Community Planning
 Stuart Dash, Director of Community Planning
- 11:30** **Large Group Exercise**
Stuart Dash
- 12:00** **Closing Remarks**
Beth Rubenstein

Citywide Growth Management Advisory Committee

Blake Allison Dale Blank Larissa Brown Philip Dowds Alfred Dussi Fred Fantini Allan Jones Tanya Iatridis Geneva Malenfant
Brendan Noonan III John Pitkin Terrance Regan Beth Rubenstein Robert Simha Silvia Urrutia Pamela Winters

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*Cambridge Growth
Management
Workshop Two*

Housing

HOUSING - March 13th WORKSHOP #2

I The Challenge/Problem

- ◆ Preserving Diversity and long-term Cambridge residents
- ◆ Cost of Housing
- ◆ Land and Housing Supply
- ◆ Public Policy Changes, e.g. end of rent control, changes in federal housing policy
- ◆ Affordability Gap

II Tools

- ◆ What is Affordable Housing?
 - incomes and types of households served
 - housing cost is based on income (30%)
- ◆ Resources
 - Public/private/nonprofit partnerships
 - Funding Sources
 - Use of publicly-owned land
 - Existing affordable housing
 - Housing production & design
- ◆ Zoning & Density
 - Inclusionary Housing
 - Incentive Zoning (Linkage)
 - Numerous ways to use the zoning code to encourage development of affordable housing.
 - Impact of zoning changes on affordable housing.

III Issues & Tradeoffs

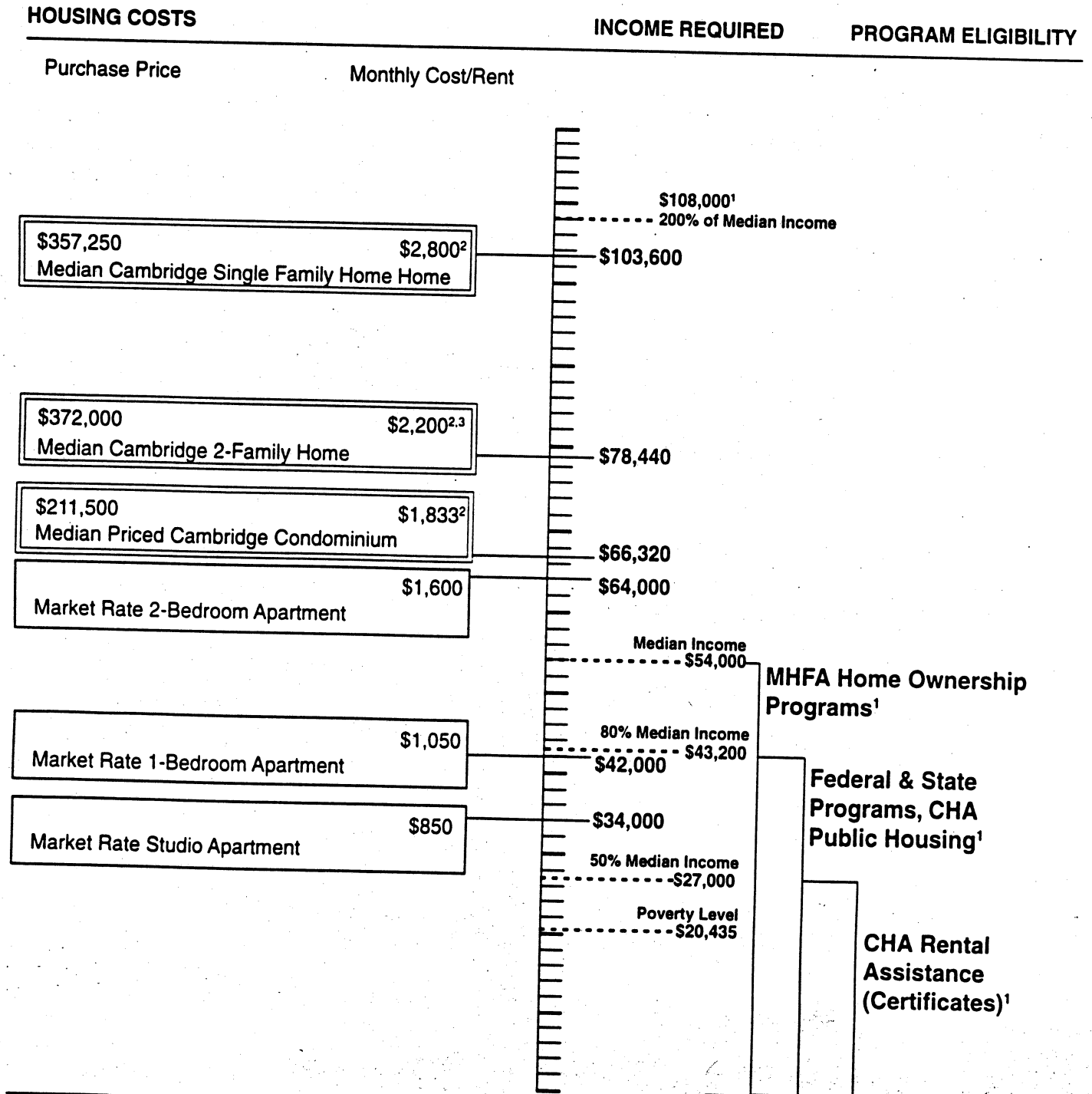
- ◆ Density
 - Reduced density produces fewer units
 - Reduced density increases development costs
- ◆ Siting
 - Few available sites
 - Rapidly increasing property costs
 - NIMBY attitudes
- ◆ Funding
 - Major City funding commitments
 - Dwindling state and federal funding
 - Increased subsidy needs
 - Need to fund other public services

For additional information on the City's housing programs, please contact the Community Development Department at 349-4600.

INCOME LIMITS FOR STATE & FEDERAL PROGRAMS

Household size	50% Median	80% Median	100% Median
1 person	\$21,950	\$33,450	\$43,900
2 persons	\$25,100	\$38,250	\$50,200
3 persons	\$28,200	\$43,000	\$56,400
4 persons	\$31,350	\$47,800	\$62,700
5 persons	\$33,850	\$51,600	\$67,700
6 persons	\$36,350	\$55,450	\$72,700

1998 Cambridge Housing Affordability Comparison



Purchase Rental

¹ 3 Person Household

² Assumes 10% down payment and 7% interest rate

³ Assumes \$1,000 rental payment per month

AFFORDABLE HOUSING PRODUCTION

- TOTAL # OF HOUSING UNITS IN CAMBRIDGE = 41,483

- EXISTING AFFORDABLE HOUSING
 - # of Affordable Rental Units = 6,041
 - # of Affordable Homeownership Units = 301
 - Total # of Affordable Housing Units = 6,342

- NEW AFFORDABLE HOUSING PRODUCTION:
 - Since 1995: 1,451 Units

ZONING TOOLS TO CREATE AFFORDABLE HOUSING

	Contributions To Date	Contributions Over next 18 months
Incentive Zoning Program (Linkage)	\$255,000	\$484,000
Inclusionary Housing Program	37 Units	17 Units

- Other ways to use the zoning ordinance to encourage development of affordable housing, e.g. density bonuses, reduction of parking requirements, setbacks, and other dimensional requirements.
- Analyze all proposed zoning changes for impact on affordable housing.

ISSUES & TRADE OFFS

■ DENSITY

- Reduced density produces fewer units
- Reduced density increases development costs

■ SITING

- Few available sites
- Rapidly increasing property costs
- NIMBY attitudes

■ FUNDING

- Major City funding commitments
- Dwindling state & federal funding
- Increased subsidy needs
- Need to fund other public services

GROWTH MANAGEMENT
WORKSHOP II
TRANSPORTATION

Citywide Growth Management: Transportation

Our Mobility Needs/Expectations

- Getting where you want to go: work, shopping, school, church, my friend's house, the movies, etc.
- Convenience: reasonable time, effort, cost
- Options: drive, transit, walk, bike
- Safety: actual/perceived low risk

Our Mobility Needs/Expectations

- Meet the need of businesses: get employees to work, attract customers, get deliveries by truck
- Fit into the urban environment
- Minimal environmental impacts

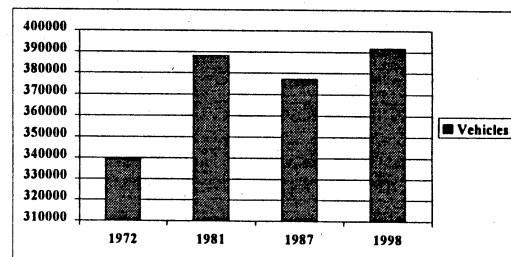
Issues

- Desire for high mobility, individual freedom to drive conflicts with other expectations
- Past planning primarily aimed at capacity for cars, leaving little for other modes
- If you build it they will come
- Can't create capacity for *us* but not *them*
- Cambridge is affected by regional traffic

Traffic Growth: Magnitude

- Traffic volumes have increased 0.6% per year over past 25 years (cordon count)
- Relatively low growth rate in Cambridge compared to region = 1.5% per year
- Most significant growth happened in the 1970s
- Through traffic significant on some roads

Cambridge Traffic Volumes (vehicles entering/leaving per day)



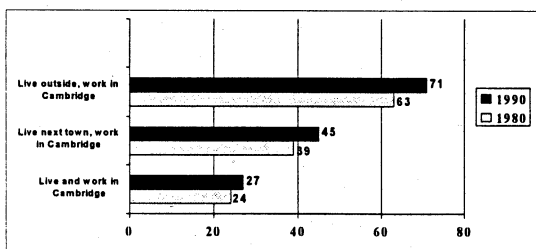
Reasons for Traffic Growth

- Societal Change
- Sprawl
- Demographics and Housing
- Employment Trends
- Parking Availability
- Lack of Disincentives/Alternatives

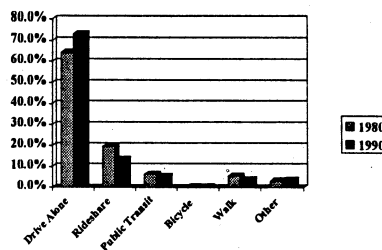
Societal Changes and Sprawl

- Life style changes: double-income households, longer working hours, kids in daycare, etc.
- Distance between home and work up
- Roadway capacity in region has grown
- Results:
 - increase in trips for all purposes
 - increase in % trips by car

Work Trips - % Drive Alone: Cambridge Employees



Changes in Travel Mode in U.S. 1980-1990 (all purposes)

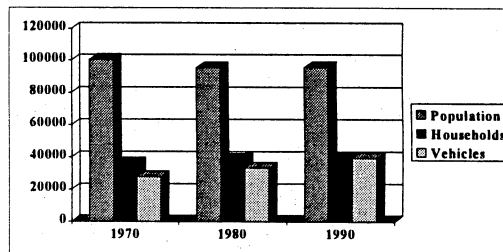


Source: US Census

Demographics and Housing

- About 1,000 new housing units last 3 years
- Vast majority market rate, luxury apartments = more likely to own car/drive
- Lower income households in formerly rent-controlled units replaced with higher income households
- Vehicle registrations up 7% last 3 years while virtually flat previous decade

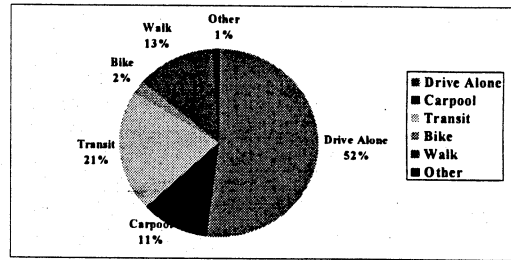
Households and Vehicles: Cambridge 1970-1990



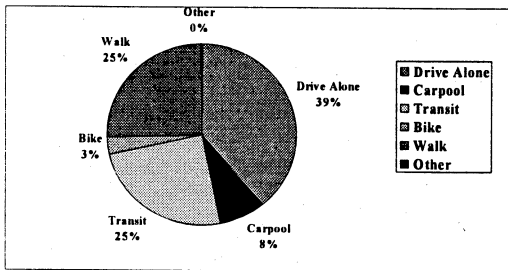
Employment Trends

- Since 1980 about 1,000 jobs added per year
- Change towards more management and professional jobs affects modal split
- In 1990 52 of every 100 employees working in Cambridge drove alone to work - number probably higher now
- Cambridge residents less likely to drive alone to work

How we get to work: People Working in Cambridge



How we get to work: Cambridge Residents



Parking Availability

- Parking ratios for new development are generous
- Residents have often supported generous ratios to protect on-street parking
- No political support for graduated parking sticker fee system
- No political support for parking zones
- Parking is generally free or very cheap

Lack of Disincentives/Alternatives

- Driving is cheap: gas prices at all-time low, hidden subsidies, cars very affordable for many people
- Many communities have minimal or no public transportation or other alternatives

Current City Policies:

- Provide adequate and safe infrastructure for all modes
- Reduce drive-alone mode share
- Limit impacts on residential streets

Specific Efforts

- Modify or construct facilities to serve all modes of transportation: traffic calming, bike lanes, pedestrian enhancements, etc.
- Transportation Demand Management
- Advocate for better transit service
- Develop new controls on vehicle trip generation caused by development
- Attempt to influence regional planning

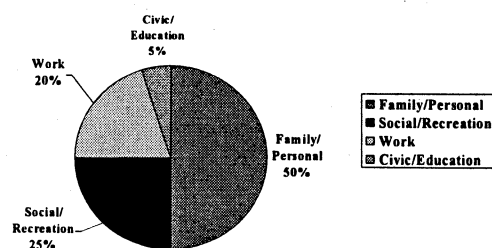
Reducing Traffic Growth: Zoning

- Reduce parking
- Reduce commercial build-out potential
- Housing development and other land uses that generate less traffic
- Allow higher densities near transit
- Accessory retail, daycare etc. in larger developments

Reduce Traffic: Other Tools

- TDM - new ordinance expected to reduce vehicle trips from new commercial development at least 10%
- Improving transit service
- Limit capacity for additional vehicle trips
- Improve infrastructure for pedestrians, bicyclists and transit users

Trip Purpose (nationwide 1995)



Cambridge Auto Trips by Type of Development

Development Type	Unit	Daily Trips	A.M. Peak Trips	P.M. Peak Trips
Manufacturing	for every 1,000 square feet	3	0.6	0.6
Warehouse	for every 1,000 square feet	4	0.5	0.6
Office -- 200,000 square feet	for every 1,000 square feet	9	1.3	1.2
Office -- 100,000 square feet	for every 1,000 square feet	11	1.4	1.4
Shopping Center -- 200,000 square feet	for every 1,000 square feet	46	1.0	4.3
Shopping Center -- 100,000 square feet	for every 1,000 square feet	60	1.4	5.6
Low-Rise Apartments	for every unit	6	0.4	0.5
Single Family	for every unit	8	0.6	0.8
Hotel	for every room	8	0.6	0.7
Movie Theater	for every screen	123	0.0	15.2

Analysis: Rizzo Associates 7/97

Citywide Growth Management

Economic Development

Core Values Overview

- Interdependence of Civic Life and Business Life
- Participation and Choice
- A Self-Sustaining Economy

Core Values

Interdependence of Civic Life and Business Life

- Jobs
- Taxes
- Quality of Life
- Local Spending
- Philanthropy

Core Values

Participation and Choice

- An adequate job supply
- Training opportunities
- Avenues to business ownership
- Limited disparities among groups

Core Values

A Self-Sustaining Economy

- Entrepreneurship
- Innovation
- Balanced development
- Reinvestment
- Export
- Good environmental practices

Entrepreneurial Economy

Overview

- Companies start here and grow
- Academic & medical research fuels entrepreneurship
- Growth in technology & professional services
- Re-use of industrial buildings as incubator spaces
- Need for larger spaces for growing companies

Entrepreneurial Economy

Issues and Tradeoffs

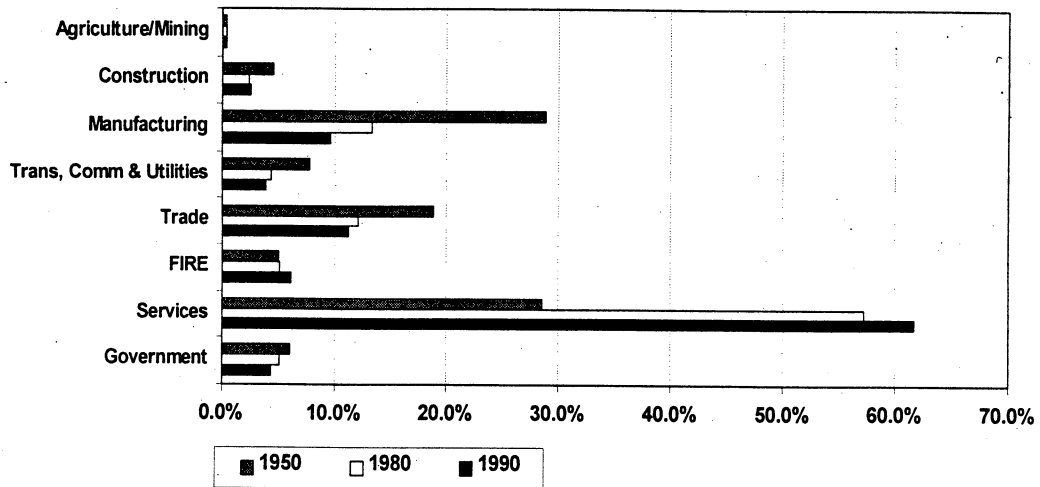
- Older industrial buildings as incubators vs. conversion to housing
- R& D boutiques in small spaces vs. fully integrated firms in larger spaces impact on the job base

Employment

Overview

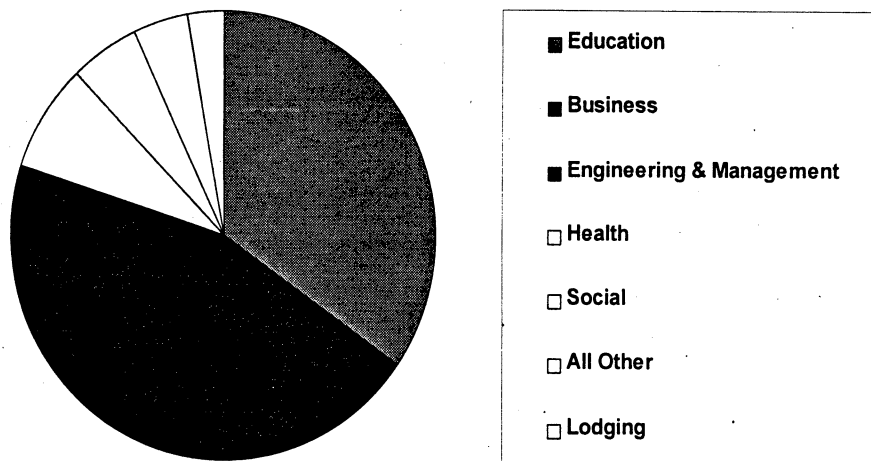
- Employment structure
- Trends in employment
- The Missing Middle

Cambridge Resident Employment by Industry Sector



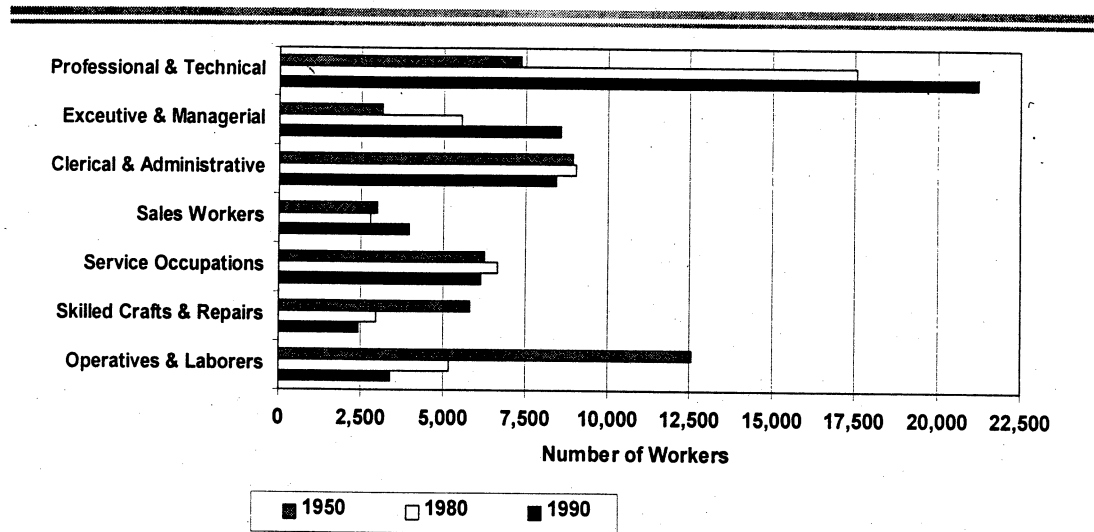
U.S. Census, Decennial Census, 1950-1990; 1980 & 1990 STF3A tape files

Cambridge Service Sector Employment: 1997



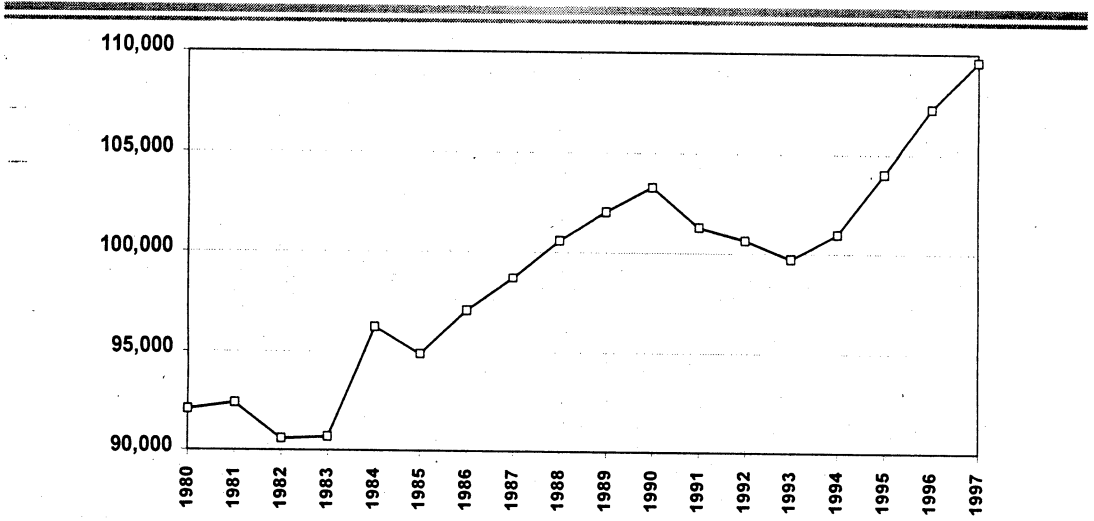
MA DET, 1998

Cambridge Resident Employment by Occupation



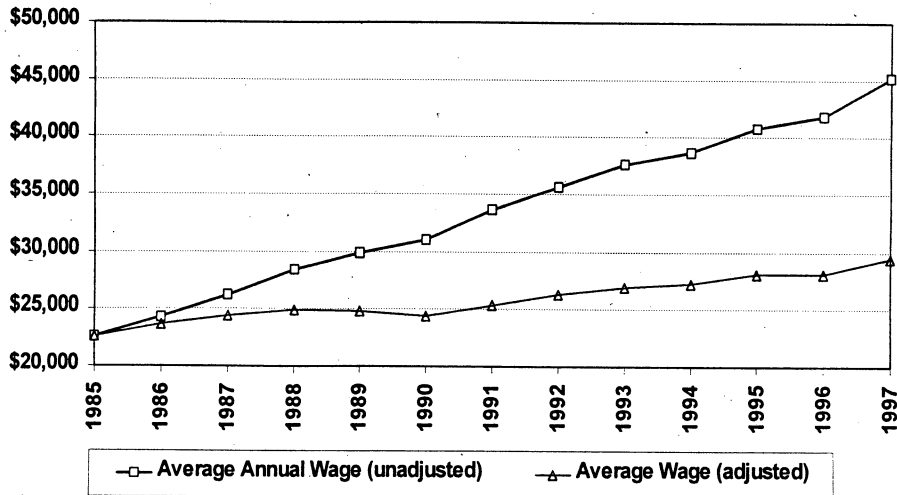
U.S. Census, Decennial Census, 1950-1990; 1980 & 1990 STF3A tape files

Cambridge Public & Private Employment Growth



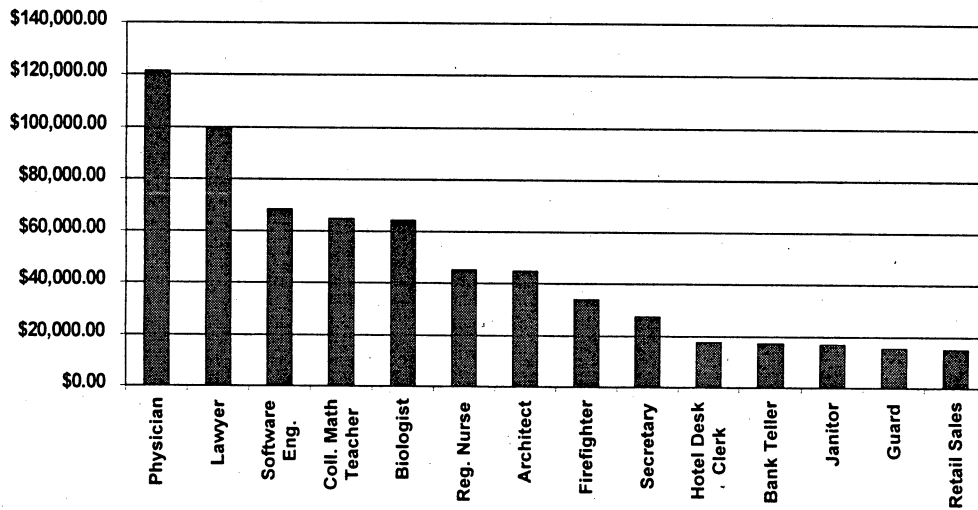
MA DET, 1998

Average Wages for Cambridge Based Workers



MA DET, 1998

Cambridge Median Annual Wages for Selected Occupations



MA DET, 1998

Cambridge Resident Education Attainment: 1990, Persons 25 or Older

	H i g h S c h o o l D i p l o m a o r l e s s	S o m e C o l l e g e / A s s o c i a t e s D e g r e e	B a c h e l o r s D e g r e e o r B e y o n d
C a m b r i d g e	3 1 . 4 %	1 4 . 4 %	5 4 . 1 %
B o s t o n C M S A	4 6 . 1 %	2 3 . 3 %	3 0 . 7 %
S t a t e o f M A	4 9 . 7 %	2 3 . 0 %	2 7 . 2 %
U . S .	5 4 . 8 %	2 4 . 9 %	2 0 . 3 %

U.S. Census, STF File, 1990

Employment Issues and Tradeoffs

- Rebuilding the middle vs. limiting growth of firms
- Need for training
- Traffic vs. jobs: False dichotomy?
- Who can afford to live here?

Real Estate Overview

- Diversity of real estate
- Commercial districts
- Industrial / mixed use districts
- Development trends
- Patterns of geographic dispersion
- Tax generation

Real Estate Commercial districts

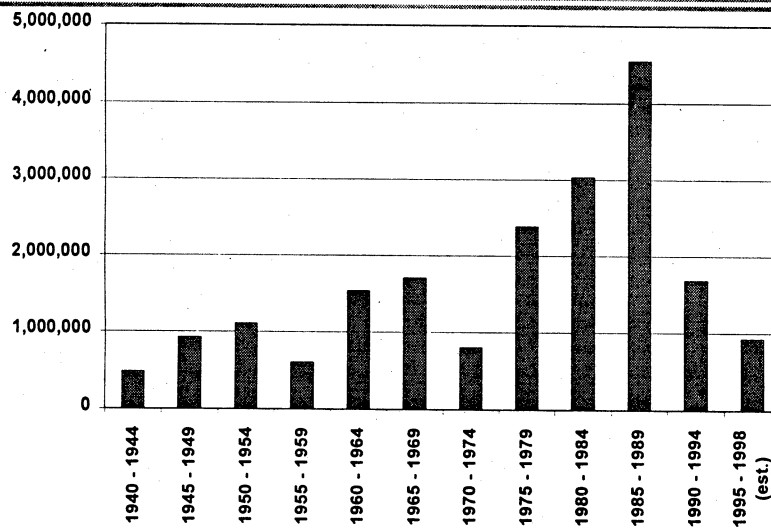
- Central Square
- Inman Square / Cambridge Street
- Porter Square / North Massachusetts Avenue
- Cambridgeside Galleria
- Harvard Square
- Fresh Pond

Real Estate

Industrial / Mixed Use Districts

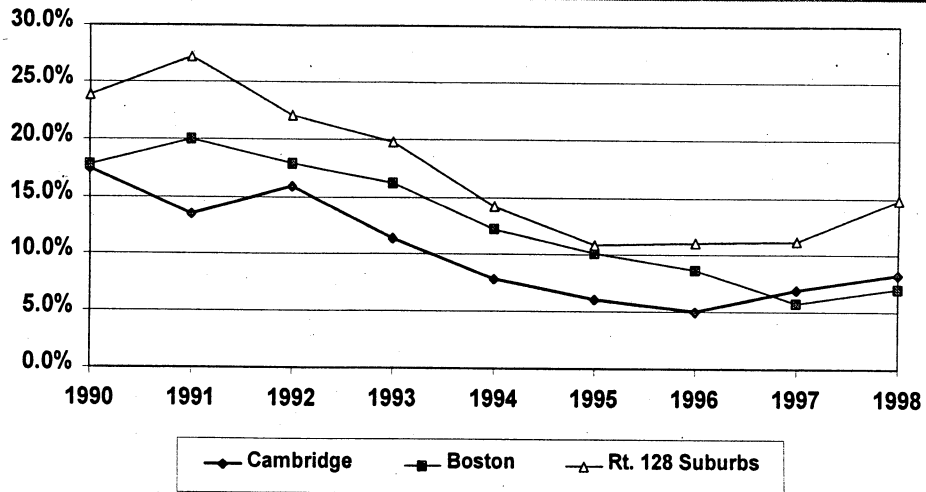
- East Cambridge / Kendall Square
- Cambridgeport
- North Point
- Alewife

Cambridge Commercial Development: 1940 - 1998



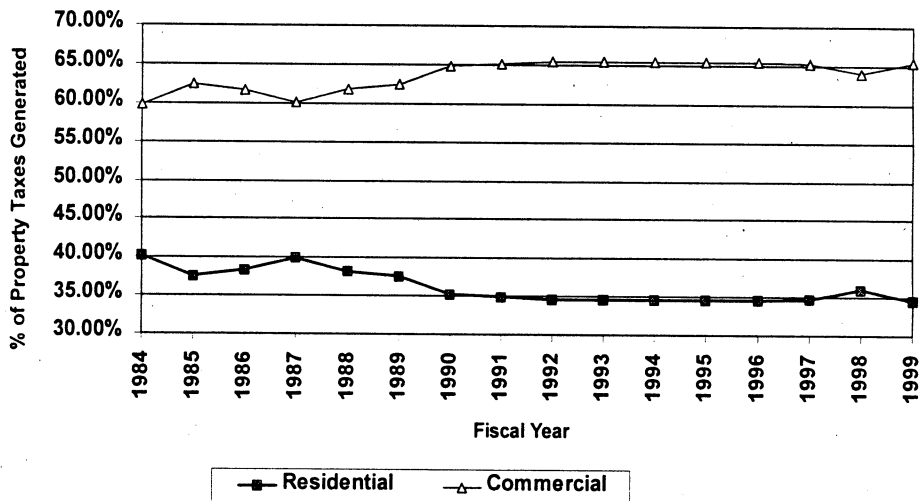
Cambridge Revaluation Office, 1999; Cambridge Community Development Dept. 1999

Cambridge, Boston & Suburban Commercial Vacancy Rates



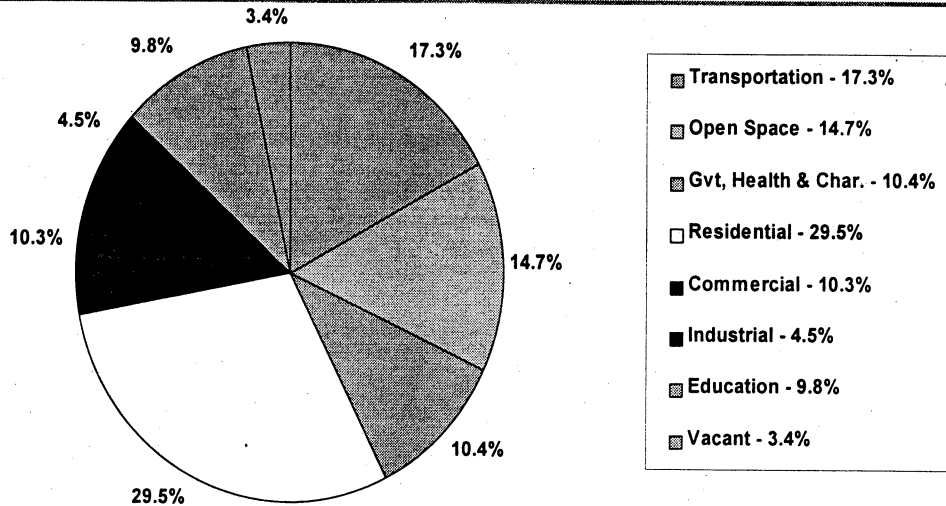
CB Richard Ellis / Whittier Partners, LP, 1999

Cambridge Tax Generation by Land Use



MA Department of Revenue, 1998

Cambridge Land Use Summary



Cambridge Community Development Department, 1998 and Cambridge Revaluation Office, 1998

Real Estate Issues and Tradeoffs

- Managing development impacts
- Limiting growth vs. maintaining the service base
- Limiting growth vs. retaining affordable space for growing firms
- Preserve the uniqueness of commercial districts

Business Climate

Overview of a Good Business Climate

- Good quality of life
- Predictable regulatory environment
- Costs

Business Climate

Issues and Tradeoffs

- Predictability vs. change in regulation
- Growth of tax base vs. limitation of services
- Keeping costs comparable with competitors

GROWTH MANAGEMENT WORKSHOP #2: SUMMARY NOTES

March 29, 1999.

SHAPING SCENARIOS

On March 13th, many Cambridge citizens took part in a workshop that included presentations on housing, economics, transportation, and community design, organized by the Community Development Department and the Citywide Growth Management Advisory Committee. Following those presentations, suggestions were requested, either orally or in writing, for inclusion in alternative scenarios to be explored at the next growth management workshop. Following is a listing of the ideas that were given on notes or forms either at the workshop or later, edited for brevity, and organized by general topic. There is a strong consistency between the direction of these suggestions and the goal priorities noted in Workshop #1 (see "Growth Management Workshop #1: Summary Notes," February 26, 1999).

BUSINESS-RELATED

- Encourage ground-level neighborhood businesses in residential zones.
- Test how well commercial areas serve their surroundings.
- Allow neighborhood retail with reduced parking.
- Encourage active ground floor use in commercial areas.
- Increase residential tax to decrease commercial development.
- Zoning to encourage trades & networks among businesses.

COMMUNITY PLANNING & DESIGN

- Regulate interiors of "special places."
- Help neighborhood groups frame development guidelines.
- Zoning to restrict opaque fence above eye level, especially at corners.
- Require pedestrian amenities at development edges.
- Promote continuity of street edge.
- Encourage mixed uses.
- Encourage mixed use along corridors and near transit.
- Encourage mixed use developments with amenities.
- Increase density near transit.
- Minimize "accessory use" (convenience shopping) trips by residents.
- Promote reasonable density and discourage sprawl.

ENERGY & ENVIRONMENT

- Zoning to require energy efficiency, good waste management.
- Create energy efficiency districts in zoning.
- Analysis of current and future energy use and CO2 production.
- Zoning to protect open space.
- Maximize open space requirements.

HOUSING

- Rezone some commercial to residential.
- Maximize affordable housing requirements.
- Establish target for affordable housing, use in zoning.
- Create incentives for affordable housing.
- Convert as much land as possible to housing.
- Create affordable housing target.
- Increase affordable housing.

INSTITUTIONS

- Need info re institutional expansion.
- Institutions to provide satellite sites outside Cambridge.
- Institutions to provide for their affordable housing demand.
- Institutional linkage & inclusionary requirements.

WORKSHOP PROCESSES

- Scenario: utopia based on workshop proposals.
- N.b. minority absence.
- Increase diversity in the workshops.
- Do build-out analysis under current regulations.
- Slide relationship between Agassiz School & Issues and Tradeoffs?
- Provide regional data in addition to city data.
- Post meeting announcements/results on web.
- Thanks for day care.
- Fiscal impact of residential development versus commercial.
- Fiscal effects of affordable versus market/commercial.
- Print and distribute charts and presentation materials.
- Access to Advisory Committee, CDD and CM recommendations.

BASIC CITY PROCESSES

Zoning process: elected boards, more accountability, empowerment.
Need regional planning.

LAND USE & TRANSPORTATION

Zoning to require environmentally positive "mode split."
Reduce parking requirements near transit.
Scenario: triple transit routes, higher density at hubs.
Encourage parking on city periphery.
Parking credits to supermarkets/malls which provide transit.

BICYCLES

Collaboratively promote bike use.
Bicycle drivers ed & licensing in schools.
Bike rack requirements for commercial & public buildings.
Bike cars on MBTA for commuting.
Encourage use of City's bike rack design.
Improve bike hours & accommodations on MBTA.
Make parking meters more bike lock friendly.
Explore bikes on buses.
Increase bike access to MBTA.

OTHER TRANSPORTATION

Qualitative goals for inter-modal transportation.
Limit lot paving to small area.
Increase car permit fees.
Use school buses for transit in off hours.
Free natural gas bus loop between MBTA stops.
Free guest parking cards to residents without cars.
Review Cambridge Hospital transportation demand mgmt program.
Improve waiting areas for buses.
Pro-active attack on traffic problem.
Study length of trips to jobs.
Plans for jitney service or other alternatives to MBTA.
Encourage inter-modal transportation.
Explore alternatives to shopping trips ie. delivery, shuttles.

ZONING

Make commercial districts mixed-use resid/comm..

Scenario: 5 year building freeze: what economic effects?

Zoning to promote affordability and transit, restrict commercial.

Parking included in FAR.

Clarify parking/zoning status re FAR.

Continue IPOP.

NEXT STEPS

The next workshop in this series, scheduled for Saturday, April 10th, will involve development and discussion of three alternative scenarios for the future of Cambridge, generated by alternative policies on growth. The intent is primarily to provide guidance for next steps in studying the consequences of possible change in how business development is managed in Cambridge.

Draft by Philip B. Herr & Associates
CAMB\WSHOP-2

**CITY WIDE GROWTH MANAGEMENT
WORK SHOP # 2
March 13, 1999**

Come Discuss the Cambridge of the Future



Alternative Scenarios for a Better Cambridge is the subject of the third Growth Management Workshop sponsored by the Community Development Department and the Citywide Growth Management Advisory Committee. This workshop will focus on three scenarios, framing possible directions for city efforts to manage growth, chiefly through zoning.

Join Us:

**Saturday, April 10th at 9AM - Noon
Cambridge Senior Center
806 Massachusetts Avenue**

Alternative Scenarios for a Better Cambridge

At the April workshop, Assistant City Manager for Fiscal Affairs, James T. Maloney, Jr. will make a brief presentation on the relationship of development to city finances. The workshop will then move to a discussion of three scenarios, suggesting possible directions for city efforts to manage development. Each of the three scenarios includes doing a better job of basic growth management, but they differ in other respects such as the appropriate amount of development.

Scenario 1: Better Regulate Development

This scenario would assume no significant change in the total amount of development in the city. The intent would be to attempt to regulate the impact, character, and/or location of development through a variety of tools. For example, zoning could be changed to allow increased density near public transportation with compensatory reduction away from the T to reduce traffic impacts of development.

Scenario 2: Increase Housing, Reduce Commercial

Under this scenario, a number of changes would be made to increase the amount of housing allowed and to reduce the amount of commercial space permitted in the city, assuming no significant change in the total amount of development. For example, the commercial development areas could be rezoned to allow 50/50 commercial/housing, to create lively urban neighborhoods and increase the supply of housing while reducing the traffic impacts of growth.

Scenario 3: Reduce Development Potential in Commercial Districts

Under this scenario, the development potential in commercial districts would be reduced significantly by lowering commercial FARs to reduce impacts. For example, floor area ratios could be lowered citywide by some percentage, say 33%, to control impacts of new development.

Participants will break into small groups to brainstorm and expand upon the scenario of their choice, and will then reassemble to present their thoughts to the larger group. The workshop intent is not to choose among those three approaches at this point, but rather to:

- identify areas of agreement among groups,
- frame the areas of study and dialogue that are needed to settle the differences that arise from the discussions, and
- solicit thoughts about how best to proceed in seeking agreement on rezoning recommendations.

Next steps following the workshop will depend heavily on workshop outcomes, but will be aimed at reaching closure on a series of actions, primarily dealing with the regulation of the city's commercial zoning districts. The goal is to have appropriate actions before the City Council prior to the expiration of the IPOP amendment in October.

Childcare for this meeting is available upon request.

For more information, please contact Elaine Thorne at Cambridge Community Development: 349-4648
Para mayor información, favor de llamar a Chantal Labossiere, Desarrollo Comunitario: 349-4620
Pou plis enfòmasyon, rélé Chantal Labossiere, Cambridge Community Development: 349-4620

FAX: 617-349-4669 TTY: 617-349-4621 WEB: <http://www.ci.cambridge.ma.us>

The City of Cambridge Community Development Department does not discriminate on the basis of disability. Community Development will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures to qualified individuals with disabilities upon request.

AGENDA

April 10, 1999

- 9:00 Introduction**
Beth Rubenstein, *Acting Assistant City Manager for Community Development*
- 9:15 Community Development Workshop Presentations**
- **Overview of City Finances -**
James T. Maloney, *Assistant City Manager for Fiscal Affairs*
 - **Zoning Overview -**
Les Barber, *Director of Land Use and Zoning*
- 10:15 Small Group Breakout Sessions**
Stuart Dash, *Director of Community Planning*
- 11:05 Small Group Presentations and Discussion**
- 11:45 Wrap Up**
Beth Rubenstein

Citywide Growth Management Advisory Committee

Blake Allison, Mt. Auburn Street
Dale Blank, Genetics Institute
Larissa Brown, Madison Avenue
Philip Dowds, Banks Street
Alfred Dussi, ABT Associates
Fred Fantini, Canal Park
Allan Jones, Athenaeum Group

Tanya Iatridis,
Harvard University Real Estate
Geneva Malenfant, Henry Street
Brendan Noonan III,
Cambridge Chamber of Commerce
John Pitkin, Fayette Street
Terrance Regan, Pearl Street

Beth Rubenstein,
City of Cambridge
Community Development
Robert Simha,
MIT Planning Office
Silvia Urrutia, Harvard Street
Pamela Winters,
Orchard Street, Rear

Citywide Growth Management

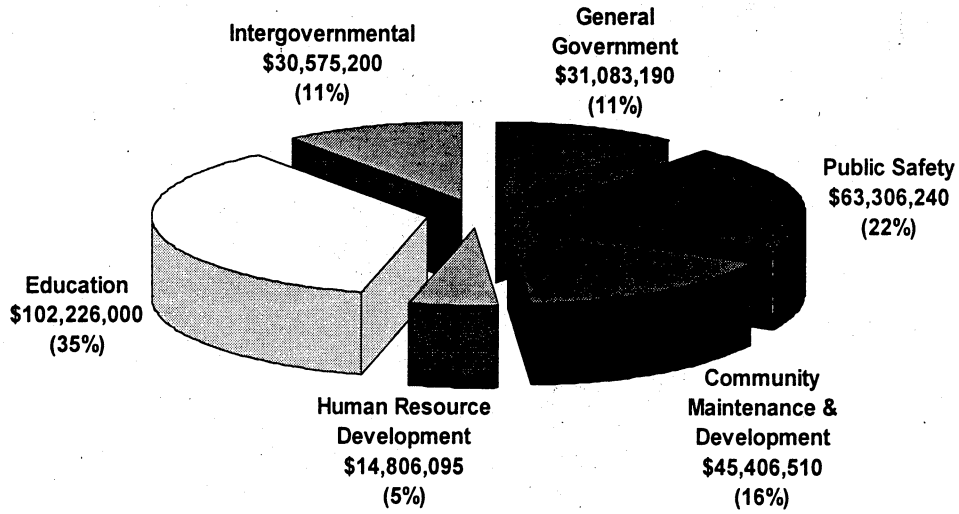
City of Cambridge Finances

City of Cambridge Finances

Agenda

- A general overview of the City's finances
- Relationship between the tax dollars generated from new development and the City's current financial position.
- A brief glimpse into the future regarding the City's expenditure projections

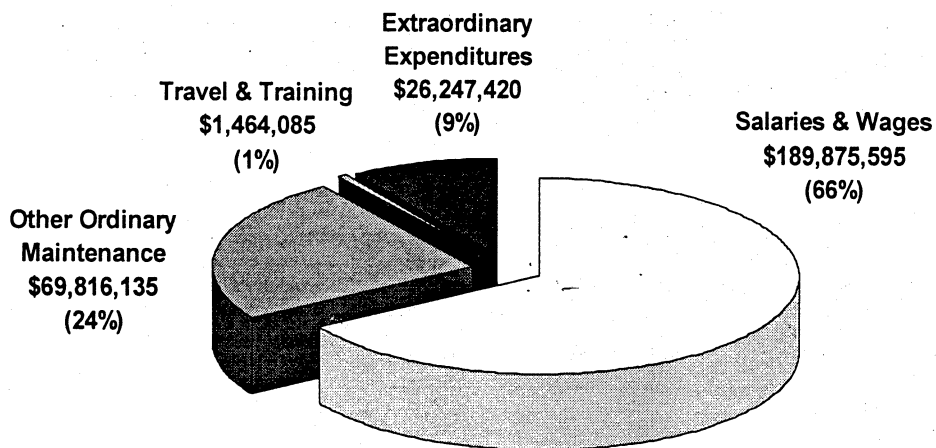
Appropriation by Function: FY 2000



City of Cambridge Finance Department, 1999.

TOTAL BUDGET: \$287,403,235

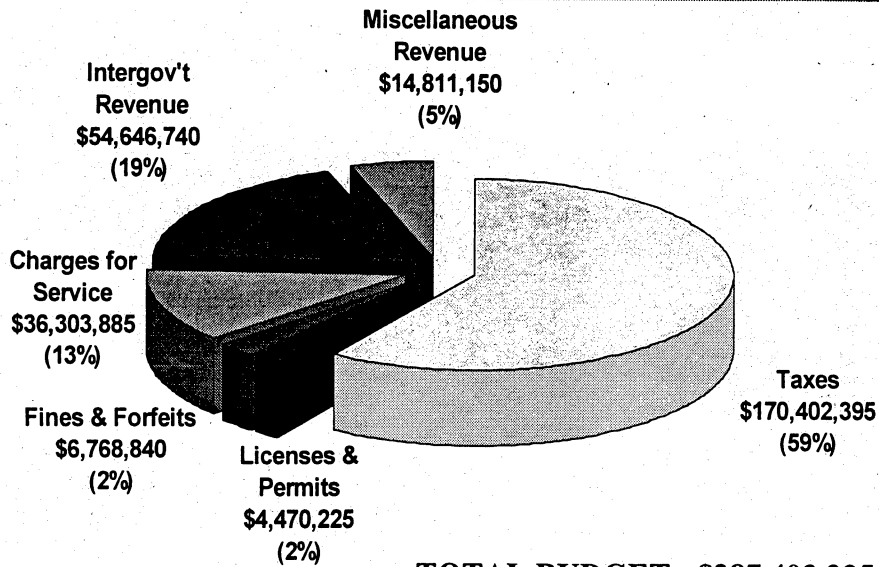
Appropriation by Statutory Categories: FY 2000



City of Cambridge Finance Department, 1999.

TOTAL BUDGET: \$287,403,235

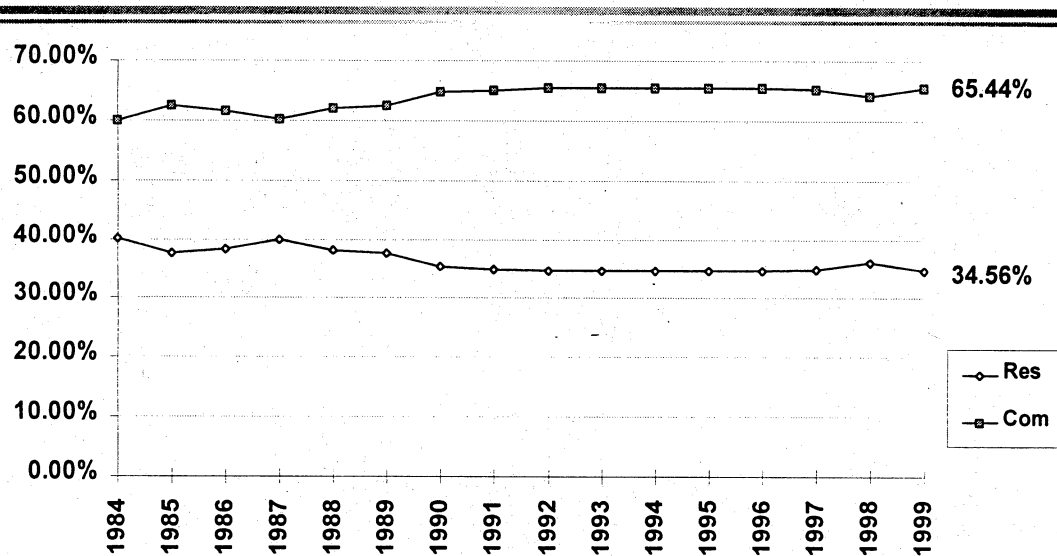
Revenue by Source: FY 2000



City of Cambridge Finance Department, 1999.

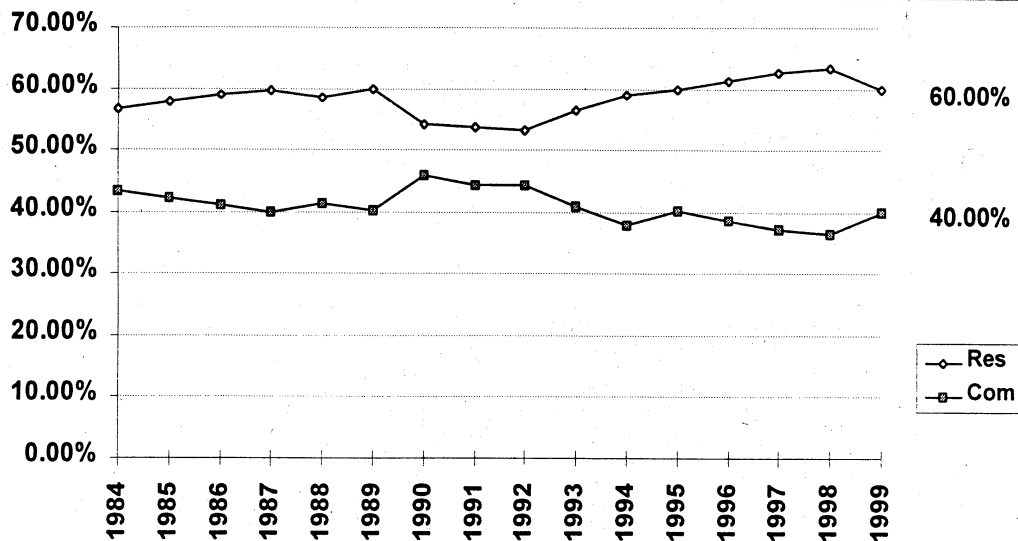
TOTAL BUDGET: \$287,403,235

Cambridge Tax Levy Breakdown: FY 1984 to FY 1999



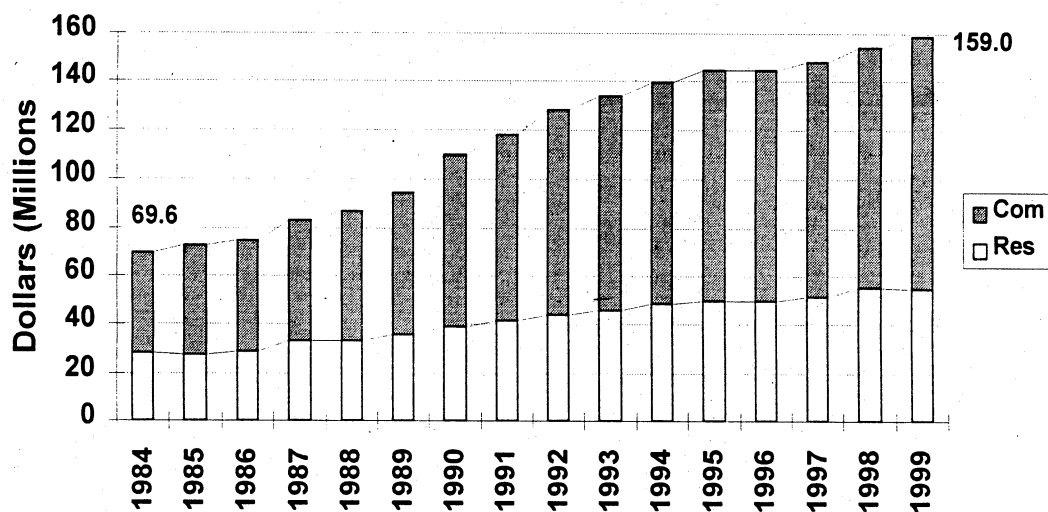
City of Cambridge Finance Department, 1999.

Cambridge Property Valuation Breakdown: FY 1984 to FY 1999



City of Cambridge Finance Department, 1999.

Cambridge Tax Levy: FY 1984 to FY 1999



City of Cambridge Finance Department, 1999.

Comparison of Key Financial Indicators with Matched Municipalities

	1996 Population	FY 99 Gen Fund Expend.	FY 99 Per Capita Expend.	FY 96 Per Student Expend.	FY 99 Police Expend.	FY 99 Fire Expend.
Brookline	54,137	121,582,135	2,246	8,903	8,888,321	9,238,077
Cambridge	93,707	227,644,526	2,429	10,455	15,787,781	14,695,396
Lexington	29,484	63,084,823	2,140	7,377	3,160,366	3,126,332
Newton	80,238	161,592,112	2,014	7,315	10,953,092	11,171,183
Somerville	74,356	111,467,146	1,499	6,512	7,875,813	7,809,365

City of Cambridge Finance Department, 1999.

Proposition 2 1/2 Overview

- State statute that limits the total amount of taxes raised by a community to 2 1/2% of assessed value.
- Communities can only raise the tax levy annually by 2 1/2% plus any taxes paid by new construction.
- Communities are allowed to bankroll any excess levy capacity.

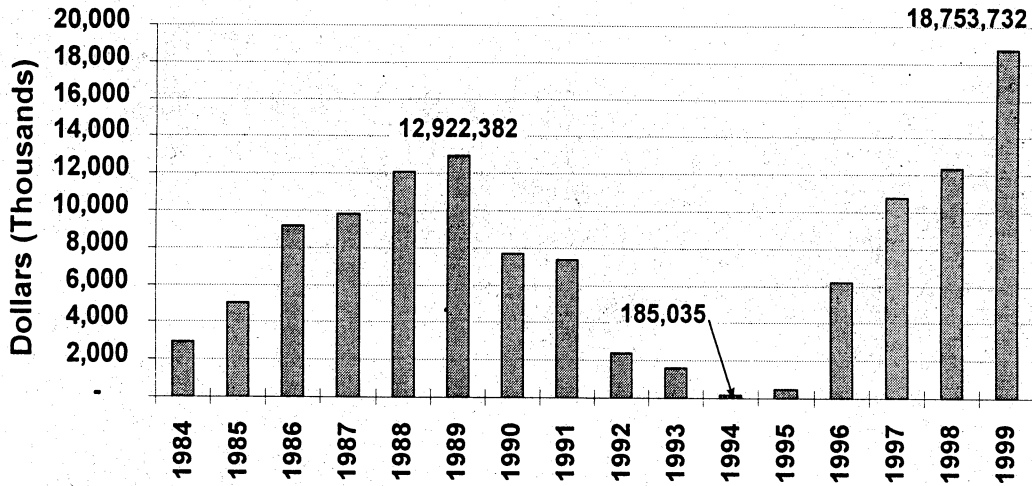
Typical Levy Limit Calculation

FY 98 Levy Limit of Anytown, U.S.A.	\$100,000,000
Plus 2 1/2% of above	2,500,000
Plus Taxes from New Construction	500,000
<hr/>	
FY 99 Levy Limit of Anytown, U.S.A.	\$103,000,000

Typical Excess Levy Capacity Calculations

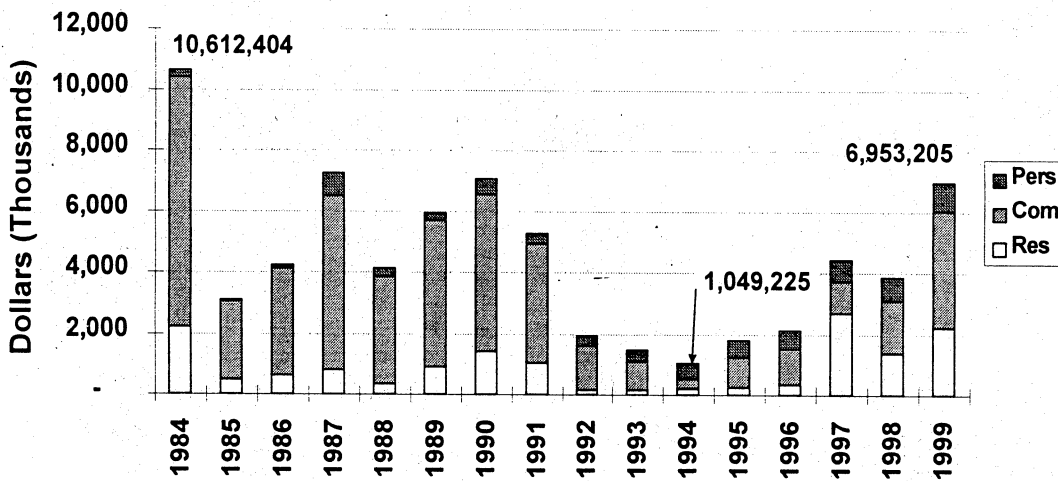
FY 98 Levy Limit of Anytown, U.S.A.	\$100,000,000
FY 99 Levy Limit of Anytown, U.S.A.	\$102,500,000
Minus FY 99 Actual Tax Levy	101,000,000
<hr/>	
FY 99 Excess Levy Capacity	1,500,000
FY 00 Levy Limit of Anytown, U.S.A.	\$105,062,500
Minus FY 00 Actual Tax Levy	103,000,000
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FY 00 Excess Levy Capacity	2,062,500

Excess Levy Capacity: FY 1984 to FY 1999



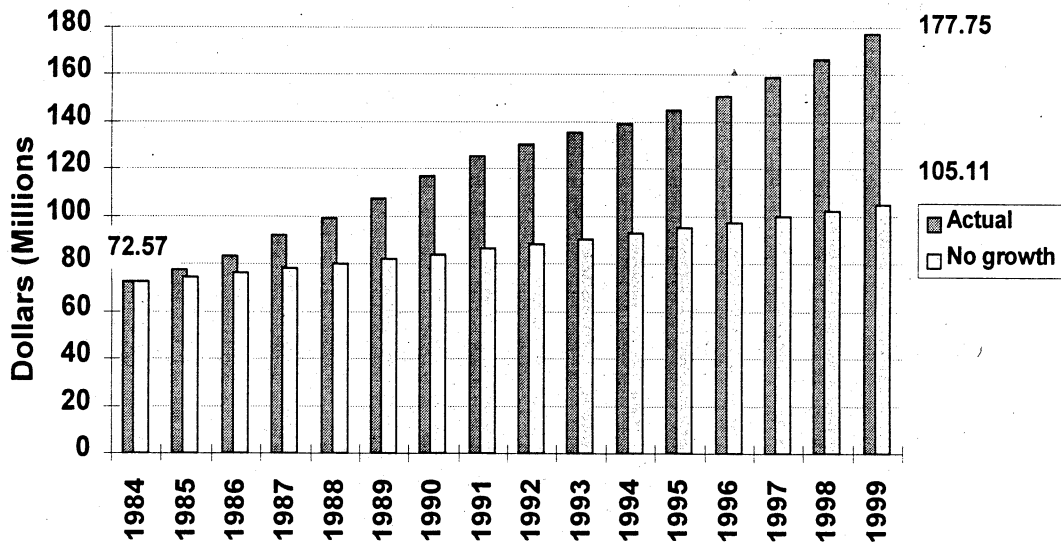
City of Cambridge Finance Department, 1999.

Levy Limit Increase Allowed from New Construction: FY 1984 to FY 1999



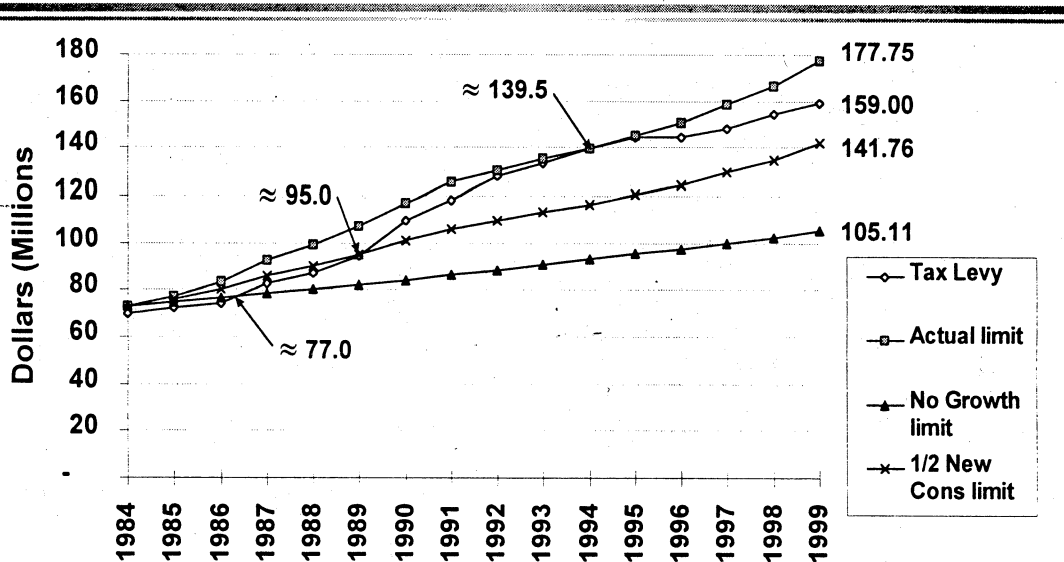
City of Cambridge Finance Department, 1999.

Comparison of Actual and No Growth Tax Levy Limits: FY 1984 to FY 1999



City of Cambridge Finance Department, 1999.

Comparison of Levy Limits and Tax Levy: FY 1984 to FY 1999



City of Cambridge Finance Department, 1999.

Effect of Reducing New Construction (from FY 1984 to present) on Tax Rates

	R e s i d e n t i a l T a x R a t e	C o m m e r c i a l T a x R a t e
A c t u a l F Y 9 9	1 1 . 0 5	2 7 . 2 5
E s t i m a t e d @ 5 0 % N e w C o n s t r u c t i o n	1 6 . 5 3	3 5 . 6 0
% I n c r e a s e	4 9 . 6 %	3 0 . 6 %

Note: These higher rates correspond to a spending level of over \$17,000,000 less than what the City is actually spending

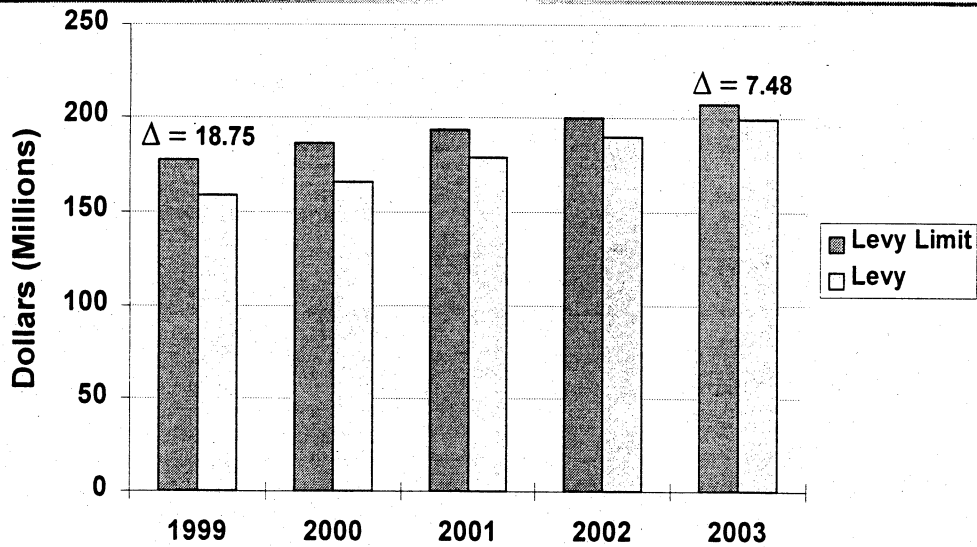
City of Cambridge Finance Department, 1999.

Estimated Impact on Residential Taxpayers

Residential Assessed Value	Tax Bill @ FY 99 Actual Tax Rates	Tax Bill @ FY 99 Tax Rates w/ 50% New Construction	Annual Difference in Bill	Monthly Difference in Bill
200,000	2,210	3,306	+ 1,096	+ 91.33
300,000	3,315	4,959	+ 1,644	+ 137.00
400,000	4,420	6,612	+ 2,192	+ 182.66
500,000	5,525	8,265	+ 2,740	+ 228.33

City of Cambridge Finance Department, 1999.

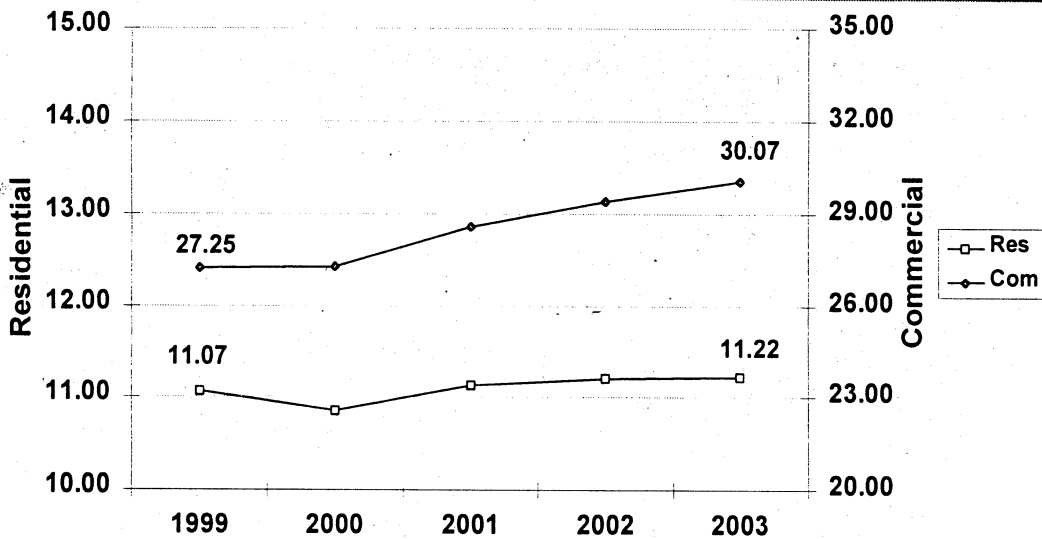
Projected Tax Levy and Limit through FY 2003 *



* Based on an estimated construction growth from FY 2001 to FY 2003.

City of Cambridge Finance Department, 1999.

Projected Property Tax Rates through FY 2003 *



* Based on an estimated construction growth from FY 2001 to FY 2003.

City of Cambridge Finance Department, 1999.

Cambridge Expected Annual Debt Service: FY 1999 to FY 2003

Fiscal Year	Tax Supported Debt
1999	5,069,053
2000	4,587,454
2001	6,525,441
2002	8,242,672
2003	12,180,816

City of Cambridge Finance Department, 1999.

City of Cambridge Finances What Have We Seen

- The City is in a strong financial position with a Aaa bond rating - the highest one awarded.
- The City is highly dependent upon property taxes to fund its programs.
- Commercial property while only 44% of the City's total assessed value pays 65% of all taxes raised.
- The tax levy is limited by state statute.

City of Cambridge Finances

What Have We Seen

- Taxes paid by new construction are exempt from the levy limit - it can increase the limit.
- Cambridge funds a wide array of programs from its tax base which other municipalities do not fund or do so at considerably lower levels than here.
- The City has a very ambitious capital improvement program which will more than triple tax supported debt in the next 4 years.

City of Cambridge Finances

What Have We Seen

- Cambridge is currently well below the property tax levy limit.
- The City's recent financial history shows that one of the main reasons for the City's financial health is growth in the tax base.
- Taxes from new development have kept residential taxes relatively low while at the same time allowing the City to provide an active and caring municipal service structure.

GROWTH MANAGEMENT WORKSHOP #3: SUMMARY NOTES

Workshop of April 10, 1999

Prepared May 14, 1999

DESIGNING THE FUTURE

At the April 10th Growth Management Workshop, participants first heard presentations from City staff on the City's zoning structure and on its economic and fiscal condition and prospects. Participants then explored and further defined alternative scenarios of how the City's growth might best be guided. Although there was no formal vote-taking or other decision-making process, clearly there was more agreement than disagreement among those attending, and appropriate direction for next step efforts seemed clear by the end of the workshop.

The 100 or so persons participating divided into five small groups for discussion, each group focusing on one of three scenarios:

- Scenario 1: Better regulate development, but with no intended change in the total *amount* of growth in the City.
- Scenario 2: Better regulate development, but also increase the amount of housing allowed, offsetting that with reductions in the total amount of commercial growth being permitted.
- Scenario 3: Better regulate development, but also reduce the total amount of development potential in commercial districts.

Although the scenarios were designed to highlight divisions among participants, in the final reporting it became clear that the distinctions were chiefly of emphasis and priority, rather than conflict. The reported results can be organized under the four sections of the Community Development Department: Housing, Transportation, Economic Development, and Community Planning, plus one concurrence topic, Mixed Use Development, and one recurrent topic, Process.

HOUSING

Each of the five groups, regardless of the scenario, reported suggestions for meeting diverse housing needs. There are questions about what is the correct balance of housing and commercial development, and concern over the fiscal consequences of more housing, but there was no ambiguity about the desire to see a future in which efforts are made to address housing opportunities in a variety of ways. The tools most mentioned called for removal of regulatory impediments and the offering of incentives, rather than imposing new mandates.

ECONOMIC DEVELOPMENT

Participants recognized the importance of business development for the ability of the City to provide quality services. Participants, as in earlier workshops, again made clear the image of the businesses that are most desired: small in scale, with strong community linkages. There were calls for further studies and moving only carefully, but there was clear support for focusing business development efforts on just the kind of business the City really wants, and accepting a

shifting balance towards committing more of the City's development opportunities towards housing.

TRANSPORTATION

Four of the five discussion groups reported one or more proposals for orienting development towards transit, so long as it is done with sensitivity to what exists in those station areas, especially residential communities. More than half of the proposed tools for transportation-related implementation in one way or another dealt with parking, typically (but not always) calling for less of it. There was broad support for promotion of alternatives to single-occupant auto travel.

MIXED USE DEVELOPMENT

All five discussion groups included mixed-use development as a goal or a tool or both. Many expressed the view that anywhere in the City could potentially be appropriate for residences, so current prohibitions and limitations should be reconsidered. A variety of specific ways of achieving mixed use were suggested, but the concept was clear: with appropriate impact controls and management of scale, City vitality can be enhanced by mixing residences with business within districts and even on the same premises.

PROCESS

Comments from all five discussion groups included process proposals of one kind or another: for community education, improving the City's development approval processes, urging regulatory stability, making regulatory changes only incrementally, using performance standards, or better controlling design.

NEXT STEPS

The Community Development Department and the Citywide Growth Management Advisory Committee are now developing a set of proposals for zoning and other actions to implement the directions heard at this and earlier workshops along with other community input. The expectation is that a number of the zoning proposals will be forwarded to the Planning Board early in the summer, with others to follow in the fall.



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

BETH RUBENSTEIN
Acting Assistant City
Manager for Community
Development

To: Citywide Growth Management Advisory Committee
From: CDD Staff
Re: **ORGANIZING AND SCHEDULING ZONING ACTIONS**
Date: May 4, 1999

On the following pages is a set of DRAFT zoning actions that grew out of Growth Management Workshop 3, held on April 10, 1999, and Citywide Growth Management Advisory Committee discussions at its past two meetings. Additional non-zoning suggestions made in the workshop may be considered at a later date, but for now the focus is on zoning for growth management.

At the next CGMAC meeting, the content, "bundling," and scheduling of these elements will be discussed, along with possible additions to them. These pages take a tentative "first cut" at these issues, but Committee members are urged to critically review this outline and make their own suggestions.

Above each group of actions is a brief statement of intentions (*in Italics*). Are these appropriate recommendations, in light of the workshops and other sources of guidance we have received? The next critical step is selecting items for action prior to the expected expiration of the IPOP amendment. The rationale used here was to move first with a set of actions that:

1. Has a reasonable chance of being soundly prepared for submittal to the Planning Board early in the summer. That appears to preclude location-specific Zoning Map revisions at this time, for example.
2. Includes items making a very substantial step towards achieving the intentions expressed through workshops and other inputs. We took that to mean facilitating movement of the development mix towards a larger share of housing, strengthening the relationship between zoning and transportation, and doing so in ways that prominently include incentives, as opposed to only adding restrictions.
3. Is ambitious: the agenda laid out will be challenging to staff, the CGMAC, and the Planning Board. This agenda reflects a choice to be very aggressive in pursuing identified ends.

On the presumption that "helping housing" and "connecting zoning and transportation" will remain primary intentions, "teams" of staff and consultants will be formed to work in parallel on those two topic areas, assuring that related items are designed with carefully considered relationship to each other.

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Scheduling Zoning

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SUMMER/FALL EFFORTS

FACILITATING HOUSING

Intention: to enable residential use to better compete with commercial and other uses for limited land opportunities, perhaps often resulting in a small-scale intermixing of uses. In the long run this is likely to result in a higher ratio of housing units to jobs across the City than would otherwise be true, providing benefits in reduced peak hour traffic, affordable housing, and city vitality.

1. **Pro-Residence Rules in Business Districts and Buildings:** Identify and eliminate regulations that needlessly deter either housing development in commercial (business, office, and industrial) districts or residential conversion of existing factories, offices, and other commercial buildings in residential districts.
2. **Facilitate Small-Scale Mixed Use Development:** Enact zoning that would permit a mix of uses, both within a site, and within the district, particularly enabling residential development in business districts.
3. **Rezone Selected Business Zones to Residential:** Seek areas within business districts that would be appropriate to rezone to residential, where both property owners and neighbors support the rezoning.

IMPROVING LAND USE/TRANSPORTATION RELATIONSHIPS

Intention: to guide land use to improve access for residents, workers, and others in the City and to promote all modes of transportation, while reducing traffic impacts below what they otherwise would be.

4. **Parking Limits through Zoning:** Provide incentives to reduce parking, reduce or eliminate minimum parking requirements where appropriate, and make the application of the maximum permitted parking more stringent, providing businesses and developers with incentives to make effective trip reduction efforts.
5. **Design Rules to Encourage Alternate Transportation Modes:** Adopt design rules to help make the City more transit-, pedestrian-, and bicycle-friendly at the site and at the building.
6. **Traffic Impact-Limited Development I:** Building upon the ongoing learning from assessment of projects under the IPOP and PTDM Ordinances, design an interim set of performance standards for effective control of traffic impacts while "permanent" rules are being developed. Developers may alter the proposed uses or implement trip reduction efforts or other mitigation measures that would enable them to meet the performance standards, providing a powerful incentive for lower-impact development.

FALL/WINTER EFFORTS

PURSUING TARGETED HOUSING OBJECTIVES

Intention: to guide housing development so that it better serves the City's housing objectives, such as those regarding diversity in housing costs, types of structures, forms of tenure, and design.

7. **Density Bonuses for Housing:** Permit higher density for housing development that meets City objectives even better than existing zoning mandates.
8. **Middle Income Inclusion Rules:** Require a percentage of all new housing to include units for middle-income families, that is, those not qualifying for federal or state subsidies, but priced out of the Cambridge market.

IMPROVING LAND USE/TRANSPORTATION RELATIONSHIPS

Intention: to guide land use to improve access for residents, workers, and others in the City and to promote all modes of transportation, while reducing traffic impacts below what they otherwise would be. This would continue and bring to completion the work of the previous phase

9. **Traffic Impact-Limited Development II:** Complete development of a system of performance standards for projects in relation to projected auto trip levels and their impacts, such as level of service and impact on residential streets. Developers may alter the proposed uses or implement trip reduction efforts or other mitigation measures that would enable them to meet the performance standards, providing a powerful incentive for lower-impact development.

ZONING MAP REVISION

Intention: to make a series of well-coordinated revisions to the Zoning Map to better relate land use and transportation infrastructure, encourage mixed use, and selectively remedy over-permissive zoning.

10. **Create Mixed-Use Zones:** Rezone certain areas currently in office, business, and industry districts to mixed use development districts, with rules making inclusion of both business and residential uses within developments the usual outcome.
11. **Transit-based FAR Revisions:** Permit higher density near transit stops compared to areas further away from the T, either through adoption of a rule increasing otherwise applicable density when near stations, or through reconfiguring districts on the map, or both.
12. **Selective FAR Reductions:** Identify other areas where permitted FAR should be reduced for consistency with overall City objectives regarding the location and intensity of development.

FEES AS AN ALTERNATIVE TO ON-SITE REQUIREMENTS.

Intention: to provide additional flexibility in reconciling individual property circumstances and City objectives, through use of fees in lieu of on-site performance in particular cases.

13. **Transportation Impact Fees:** Provide for fees to compensate the City for costs of transportation improvements necessitated by development. This could entail working with existing TMAs and identifying strategies to increase the viability of alternative transportation.
14. **Open Space Impact Fees:** Strengthen open space requirements for non-residential development, and allow a dollar contribution to an Open Space Fund in lieu of on-site provisions in appropriate cases.

LATER STUDIES

Intention: to follow through with other suggestions, either advancing them or determining that their purpose is being served by other actions in the effort.

15. **Citywide FAR Cap:** Establish a maximum FAR not to be exceeded anywhere in the City, much as height has been limited to not more than 120 feet.
16. **FAR reductions:** Rather than a cap, impacting only the highest FARs, all FAR limits above some minimum would be reduced by some amount, perhaps a percentage.
17. **Transfer of Development Rights (TDR):** Allow floor area permitted on one site to actually be built on another site, allowing the shift of densities in ways serving the public interest without reducing property values.
18. **University housing incentives:** providing means for universities to further contribute to meeting housing demand created by their communities.

4065
Citywide Growth Management Advisory
Committee - Organizing and Scheduling
Zoning Actions.

Special City Council Roundtable
Meeting June 7, 1999