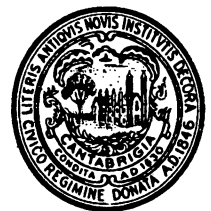


CITY OF CAMBRIDGE

**Application for
Economic Development
Incentive Program
Economic Target Area**



April 1, 1994



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300
FAX 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

April 1, 1994

RICHARD C. ROSSI
Deputy City Manager

Mr. Andre Jacobs
Director of Economic Assistance
Massachusetts Office of Business Development
One Ashburton Place, Room 2101
Boston, MA 02108

Dear Mr. Jacobs:

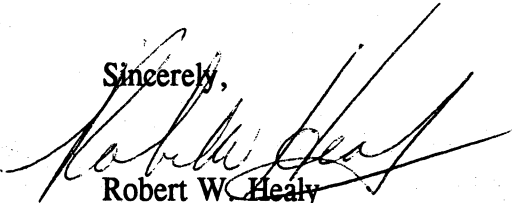
The City of Cambridge is herewith submitting to you for consideration an application requesting designation of the City as an Economic Target Area (ETA) under the Commonwealth's Economic Development Incentive Program (EDIP).

The benefits available through the EDIP will support the City's goals of job creation and access and business attraction, retention and expansion while acting as a catalyst for new private investment. In addition, the City is also applying for the designation of a Federal Enterprise Community for Census Tract #3524 in Kendall Square. Both programs will provide significant resources and tools for achieving our overall economic development goals.

The City has identified the commercial area of Central Square and the older industrial areas in Alewife, Cambridgeport, East Cambridge, Kendall Square and North Point as potential Economic Opportunity Areas (EOA). The City will continue to work with resident, property owners and businesses in these areas to further refine and assess the opportunities that are essential to a successful designation.

We look forward to working with you to achieve the economic benefits of job creation and fiscal strength that the residents of the City of Cambridge and the Commonwealth will enjoy. Attached to this letter is a copy of a City Council resolution supporting the submission of applications to both the Commonwealth's ETA and the Federal Enterprise Community programs.

Sincerely,


Robert W. Healy
City Manager

attachment



City of Cambridge

IN CITY COUNCIL
March 7, 1994

- WHEREAS: In the 1980's the City of Cambridge benefitted from Federal and State programs that promoted strong economic development to provide job opportunities for Cambridge residents, encourage new businesses to locate here, assist in the development and growth of existing Cambridge businesses and expand the tax base, thereby providing funds to finance needed city services; and
- WHEREAS: The Clinton/Gore Administration has recently announced the Empowerment Zone/Enterprise Communities Program, a critical element of the Administration's community revitalization strategy; and
- WHEREAS: The Program is based on four key principles: Economic Opportunity, Sustainable Community Development, community-Based Partnerships, and Strategic Vision for Change; and
- WHEREAS: The City has one census 3524 tract, which includes parts of Neighborhood 4, Wellington-Harrington Enterprise Communities Program; and
- WHEREAS: The Program will provide 65 designated communities up to \$3 million in Enterprise Community - Social Service Block Grant funds, based on activities to support the creation of jobs and other activities identified in a Strategic Plan developed through an extensive public participation process; and
- WHEREAS: An Enterprise Community Designation will provide the community special consideration in competition for other Federal funds; and
- WHEREAS: The City of Cambridge must be nominated by the Commonwealth of Massachusetts to participate in the Federal Program; and
- WHEREAS: The Commonwealth of Massachusetts has established an Economic Development Incentive Program to promote economic development; and
- WHEREAS: Participation in this program will provide the City consideration in competing for State funds; and
- WHEREAS: The first step to participate in these programs is to receive State designation as an Economic Target Area; and

WHEREAS: The Commonwealth expects to designate up to 20 target areas across the State;
and

WHEREAS: Both the Federal and State programs will greatly assist the City in achieving its
economic development goals; now therefore be it

RESOLVED: That this City Council supports the initiation of the required planning processes
to develop an application for a Federal Enterprise Community designation; and
be it further

RESOLVED: That this City Council supports the preparation and submission of an application
for designation by the Commonwealth as an Economic Target Area.

In City Council March 7, 1994
Adopted by a yeas and nays vote:-
Yeas 9; Nays 0; Absent 0.
Attest: D. Margaret Drury, City Clerk

A true copy:

ATTEST:-

D. Margaret Drury
D. Margaret Drury
City Clerk

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**SECTION I
APPLICATION FOR DESIGNATION
OF ECONOMIC TARGET AREAS**

PART A: SUMMARY SHEET: After you have completed Parts B through D of this application form, please copy your responses onto this summary sheet.

APPLICANT INFORMATION

1. Name of each municipality completing this application.

Cambridge

2a. Contact person for each municipality completing this application:
Please provide the name, title, municipality, address, telephone number,
and fax number for the contact person from each municipality.

Jeanne Strain, Director of Economic Development
57 Inman Street, Cambridge, MA 02139 ph: 349-4600 fx: 349-4669

2b. If more than one municipality is completing this application, please designate one contact person as the project leader.

Project leader:

1. Description of project area

a. List the municipalities where the proposed ETA will be located.

Cambridge

b. List the census tracts that comprise the proposed ETA.

Tracts 3521-3550 (all Cambridge tracts)

2. Unemployment rate in the proposed ETA for the most recent four complete quarters for which DET data is available: 4.6%

3(a). The ETA located in a: Metropolitan Statistical Area ("MSA")
 Primary Metropolitan Statistical Area ("PMSA")
 Rural area

3(b). Household Income: Percent of households in the proposed ETA with household incomes below 80 percent of the median household income in the applicable MSA, PMSA, or for rural areas, in the Commonwealth: 49%

4. Poverty rate of the proposed ETA: 10.7%

5. Cumulative number of jobs lost within the past four years: 1,412

6. Distress factor of the proposed ETA: 1.76

7. Commercial vacancy rate during the past twelve (12) months: 14.2%

8. Size of land within proposed ETA that is owned by a state agency: . . . 545 acres

9. Brief Summary of Any Special Factors that Should Be Considered in Reviewing the Proposed ETA Designation:

Many of the challenges and opportunities facing Cambridge's economy stem from its transformation from a center for manufacturing in the first half of the century, to a service based economy centered on higher education, government and health care during the 1970's and 1980's to a center for emerging technologies in the nineties.

These changes have had a dramatic impact on the structure of employment in Cambridge. In 1940, 40% of Cambridge residents worked in skilled and semi-skilled blue collar jobs, while less than one quarter worked in professional, technical and managerial jobs. Today, 55% of Cambridge residents work in professional, technical and managerial jobs, whereas 11% work in skilled and semi-skilled blue collar jobs.

In 1972 one in four jobs were in construction and manufacturing; today less than one in ten jobs are in this category. The service sector, which primarily represents higher skilled and white collar employment, grew from 40% of total jobs to 70% of jobs in Cambridge.

Harvard, MIT and the City of Cambridge are the three largest employers. Higher education, government, and health services combined comprise 27% of the city's total employment. Cambridge's academic institutions have spawned many small and mid-sized firms whose founders or technologies are rooted in the academic community. Business consulting firms such as Abt Associates and Arthur D. Little, software firms including Lotus and engineering and technology firms such as Bolt, Beranek and Newman all grew to prominence during the seventies and eighties. In fact, a total of 10,000 jobs were added to the Cambridge economy during the eighties. However, this growth did not offset the impact of the loss of over 12,000 manufacturing jobs for Cambridge residents who do not have a college degree.

Cambridge has entered the nineties facing significant employment challenges. None of the city's three largest employers project employment growth during the next ten years. In fact, Harvard has had layoffs and MIT is undertaking a planning process to eliminate 400 jobs. Between 1990-1992 Cambridge experienced a net loss of 2,670 jobs, many of them in precisely those firms that had added employment in the eighties: Polaroid, Lotus, Badger and Bolt Beranek, and Newman to name a few.

The transformation of an industrial economy to a service economy impacted Cambridge's workforce unevenly and created challenges in reducing disparity of opportunity. The many jobs available for professionals in Cambridge's institutions, research, and professional services firms have caused college graduates to prosper, whereas those segments of the workforce with a high school diploma or less have not fared as well. The technical positions which form the middle tier of the service economy require one or two years of post-high school training to qualify for an entry level position. In 1991 a survey of Cambridge employers reported that residents filled just over five percent of all jobs for technicians (see attached "Jobs, Training And The Evolving Cambridge

Economy"). Those least likely to have technical training: displaced manufacturing workers, new immigrants and high school drop-outs, all face an uncertain economic future.

Real estate development in Cambridge has been highly cyclical. Where Cambridge brought only 2 million square feet of new real estate development on line from 1964 - 1984, over eight million square feet was added to the City's commercial landscape during the eighties, allowing Cambridge to expand its tax base. However, the intense development of the eighties also brought soaring real estate costs and traffic congestion that caused growing firms to move to lower cost suburban locations as they matured.

New construction came to a halt in 1991 and today only one significant new development is underway, Biogen's 148,000 square foot plant. Since Fiscal Year 1991 the City's total assessed valuation declined by almost \$1.9 billion, with over \$1.2 billion of this decline representing commercial and industrial real property. As a result of the decline in valuation and the decline in new construction activity the City reached its tax levy limit in FY 1994 and has drained its Free Cash reserves by over \$8 million since 1990. Cambridge is again faced with the challenge of rebuilding its tax base.

Many segments of the Cambridge population need City services to augment their quality of life. One in six Cambridge residents have not finished high school. It is estimated that over two thirds of Cambridge's immigrants have incomes below the federal poverty guidelines. Cambridge ranks in the bottom 10% of income among 101 municipalities in the Boston Metropolitan Area. Non-white Cambridge residents are twice as likely as whites to face unemployment. One in four black children live in poverty, compared to one in ten children of all Cambridge residents. Without an improved level of economic growth, services and the quality of life for many Cambridge residents will erode significantly.

The bright spot in the real estate picture is the growth of the biotechnology industry. During 1993, over 300,000 square feet of renovated space in Cambridge's older industrial areas was brought on line by biotechnology companies. Most of these expansions were small build-outs of 50,000 square feet or less. Cambridge has worked aggressively with the biotechnology industry to enable companies to remain in Cambridge as they expand and to link employment opportunities to disadvantaged Cambridge residents. During the last year Cambridge has graduated its first class of biotechnology technicians, developed a gap financing program to assist companies with the fit out of additional laboratory space, assisted growing companies in finding locations and obtaining permits and entered into a 121A tax agreement with Biogen.

Cambridge's older industrial areas represent the greatest potential for economic growth during the nineties and the Economic Target Area designation can be helpful in allowing the City to finance the rebuilding of infrastructure in these areas. The City is working in partnership with its emerging technology industries including biotechnology, telecommunications, specialty materials and enviro-tech to seek ways to help these industries to remain in Cambridge as they mature and to develop training programs for

residents in technical careers. Comprehensive studies and plans have been developed for Alewife, Cambridgeport, North Point, East Cambridge and Kendall Square. These districts are candidates for nomination as Economic Opportunity Areas if the City's Economic Target Area application is approved.

The City of Cambridge brings special strengths to the application as an Economic Target Area and ultimately to applications for Economic Opportunity Areas.

- Cambridge has a long and successful history of leveraging public resources with private resources to bring about economic development objectives. The renaissance of the East Cambridge waterfront and industrial area and the University Park biotechnology development are examples of this success.
- Cambridge is not only a regional employment center (roughly 80% of Cambridge jobs are held by people from surrounding communities), but a generator of regional economic activity because Cambridge technology companies spin off branch plants throughout the region. Thus, the boost that ETA and EOA designation will provide to Cambridge's economy will also bolster the regional economy.
- Cambridge is also submitting an application for federal Enterprise Community Designation for the Kendall Square census tract #3524. State designation will allow Cambridge to bring the resources of both programs to bear on this area, which includes both a center for emerging technology companies and two of the city's largest public housing developments.
- Each of the areas under consideration for Economic Opportunity Area designation has already undergone an extensive planning process and is either being implemented or ready to be implemented. EOA designation will provide incentives and resources that will allow Cambridge to proceed with projects that might otherwise be delayed for years. Because extensive planning has already been done, designation of Cambridge will allow the Commonwealth to demonstrate success of the ETA/EOA program on a timely basis. Some examples of real projects that could move ahead if designated as Certified Projects in an EOA include: the next two R&D buildings at University Park in Cambridgeport (approximately 250,000 square feet); development of new headquarters for Polaroid and Stride Rite in Kendall Square; renovation of an outdated R&D building at 620 Memorial Drive in Cambridgeport into a new biotechnology facility (91,000 square feet); and, the first phase renovation of an old custom mold factory at 30 CambridgePark Drive into a new 40,000 square foot biotechnology facility.
- The Cambridge economy represents a unique mix of challenges and opportunities. Although Cambridge ranks in the bottom 10% of income in the 101 communities in the metro area and faces major challenges in promoting equality of opportunity for all of its citizens, it also provides a home to hundreds of small and growing technology based companies that represent the economy of the future. Cambridge is making a concerted effort to support the growth of these companies and to integrate job training programs in technology based areas into its economic development efforts. Thus, the challenges are

great, but Cambridge has all the ingredients for success.

10. Brief Summary of the Municipality's Economic Development Goals, its Criteria for Designating EOAs, and Local Resources Available to support Economic Development in the Proposed EOAs:

Cambridge's economic development goals may be summarized as follows:

- Support the conversion of under-utilized industrial areas to centers for emerging technology companies. Once ETA designation is achieved, Cambridge will submit an analysis of those areas it expects to propose for designation and a time frame for submission.
- Reduce the attrition of maturing Cambridge technology based firms to other locations, including out of State, by forming partnerships with such industries as biotechnology, telecommunications, specialty materials and enviro-tech. These partnerships will address such needs as training, capital access, permitting and identification of suitable locations.
- Maintain Cambridge's strength as a center for start up businesses by preserving low cost industrial space suitable for technology based start-up companies.
- Enhance the vitality of Cambridge's commercial squares and corridors, particularly Central Square.
- Promote the development of training and retraining programs that enable Cambridge residents to qualify for technical positions in emerging technology industries.
- Provide innovative programs to support business formation in Cambridge, including programming for neighborhood micro-enterprise, mentored support groups for CEO's of small high growth companies and individual counseling for high growth potential businesses by supporting the Cambridge Business Development Center.
- Maintain property tax revenues sufficient to support the City's service base.
- Improve the City's infrastructure systems, including roadways, water and sewer, public transportation and wiring with fiber optics.
- Evaluate and streamline as necessary the City's permitting process and provide technical assistance to businesses where needed.
- Maintain a social context which recognizes the interdependence of the business and civic sectors of the community, in which a diverse range of economic actors

thrive and demonstrate respect for the City's environment and high quality residential life.

The City will use some or all of the following criteria in selecting areas for designation as EOAs. The area:

- meets all criteria specified in the statute and regulations, including blighted open area, decadent area or substandard area as specified in 402 CMR 2.03;
- has the potential to provide significant job growth in emerging technology industries requiring a diversity of skill requirements and education levels;
- is within an older industrial or commercial district suffering from decay or disinvestment as evidenced by physically deteriorated buildings, underutilized buildings or land, and/or a high vacancy rate;
- has the ability to offer significant job creation if existing infrastructure is improved;
- is accessible by public transportation;
- has been studied and/or rezoned in order to encourage development; and
- within the proposed Federal Enterprise Community area, Census Tract #3524 in Kendall Square, must agree to participate in both the State's ETA/EOA program and the Federal Enterprise Community program if designation is approved.

The local resources available to support economic development in the proposed EOAs are as follows:

- **Citywide** - To bolster business development the City has been systematically developing various forms of business support. The City:
 - ◆ developed a \$5 million CDBG Section 108 program to assist with the financing of biotechnology and related facilities;
 - ◆ approved a Chapter 121 A tax agreement to retain Biogen and to provide for their future expansion needs;
 - ◆ developed and sponsored the Cambridge Biomedical Careers Initiative, a one year training program for technical positions in the biotechnology industry.
 - ◆ created the Cambridge Business Development Center to provide an array of support programs to early stage companies with high growth potential including, a mentored support group for CEOs and support groups for forming alliances and entering the export market, a self-employment initiative for neighborhood

entrepreneurs and regular workshops and classes on business formation;

◆ reactivated the Cambridge Industrial Development Finance Authority, which is authorized to issue industrial revenue bonds; and,

◆ publishes semi-annually the Cambridge SiteFinder, a database of research and development and industrial space available for sale or lease.

The Citywide FY '95 initiatives will include:

◆ evaluating the success of the Cambridge Biomedical Careers Initiative and determining the need and resources for a technical training facility to be located in the City of Cambridge;

◆ creating a Department of Employment & Training to better coordinate job training efforts in Cambridge with economic development and the delivery of human services;

◆ conducting market research on the need for new business finance products to support the growth of Cambridge companies;

◆ conducting a finance expo to bring companies seeking financing together with existing sources of funds;

◆ developing a technology and manufacturing database to track job growth and real estate absorption on an annual basis;

◆ conducting industry studies in emerging technology industries to determine the basis of industry partnerships; and,

◆ publishing directories of women and minority owned businesses in Cambridge.

● **Cambridgeport** - The City supports the public-private partnership model developed at University Park and has committed to bringing the necessary resources to fulfill its obligations from such local resources as Community Development Block Grant entitlement monies, general fund, utility fees and bond proceeds and to apply for State and Federal assistance programs as resources become available. The City has already discontinued unnecessary roadways, improved water and sewer lines and reconstructed roadways and sidewalks to support this development. The City has already expended over \$335,000 and expects to expend another \$230,000 in water and sidewalk improvements by the end of 1994. The total value of City commitments were estimated in 1988 to be \$5 million.

A public-private partnership agreement was established to be used between the City and selected Cambridgeport property owners to strengthen the manufacturing base in the Light Manufacturing Incentive Zone. As part of its commitment the City agreed to provide

substantial resources and technical assistance including job training, infrastructure development and assessment, relocation assistance, reactivation of its Industrial Development Finance Agency and exploration of tax relief measures as permitted by the Commonwealth.

As part of the Central Artery/Tunnel Services Agreement with the Massachusetts Highway Department and the Executive Office of Transportation and Construction an important roadway reconfiguration will be undertaken that will support the development of the Cambridgeport area. The "Lafayette Square/Massachusetts Avenue Reconstruction Project" is in design and is scheduled for advertising in October of 1995.

- **Central Square** - The City has proposed a three year \$3.35 million capital improvement program for Central Square. In FY '95, the City plans a \$1 million bond to fund technical and design studies and the construction of new lighting and streetscape improvements.

In addition, the City will utilize \$225,000 of the Community Development Block Grant (CDBG) program for neighborhood business development activities in Central Square. \$75,000 will be used to continue the Cambridge Business Development Center in Central Square and \$150,000 will be used for Central Square programs including a facade improvement initiative.

- **Kendall Square** - This area fully contains Census Tract #3524 which is part of a federal application to HUD designating this area an Enterprise Community. This new HUD program combines federal grants and tax exempt bonding to strengthen and revitalize communities. States with designated Enterprise Communities will receive up to \$3 million per municipality to fund activities identified in each community's Strategic Plan.

In the Kendall Square Urban Renewal Area it is estimated that \$2.5 million of additional PWED and Transportation Improvement Program funds will be required for roadway improvements. In addition, applications will be filed with the Federal Highway Administration for funds for pedestrian circulation improvements and with the National Endowment for the Arts for a long-term arts program.

- **North Point** - Funding for roadway, infrastructure, open space and mass transit improvements have been committed to this area by the State as part of a Services Agreement signed by the Massachusetts Highway Department and the Executive Office of Transportation and Construction and the City. The State will design and construct all roadways and infrastructure needed for this area. The Massachusetts Bay Transit Authority has committed \$50 million to relocate the Lechmere green line rapid transit station across Monsignor O'Brien Highway into this area.

- **Alewife** - Working through the Metropolitan Area Planning Council (MAPC) the City is currently seeking Massachusetts Highway Department approval of several transportation projects in the Alewife area. These funds will enable the City to implement a number of

projects that will increase transit use, bicycle and pedestrian activity and to provide better linkages between the neighborhood, the abutting business districts and the MBTA Alewife station. Improved transit will allow the older industrial district within Alewife to reach its potential for generating employment.

- **East Cambridge** - Public transportation in East Cambridge will be upgraded by the construction of the relocated Lechmere Green Line station. Under the Services Agreement mentioned above the state is committed to construction of the relocated station.

PART B: CHARACTERISTICS OF THE PROPOSED ETA

1. Description of the proposed project area

- a. Municipality: Cambridge
- b. Census tracts: 3521-3550 (all Cambridge tracts)
- c. Map: refer to Appendix 1

2. Unemployment Rate

- a. Municipal Unemployment Rate, last 4 quarters (1993): 4.6%
Source: Mass. Department of Employment & Training

3. Household Income

- a. The ETA is located in the Boston Primary Metropolitan Statistical Area.

- b. Boston PMSA '89 median household income: \$40,491
80% of median: 32,393

Estimated % Cambridge households below 80%: 49%

50% of Cambridge households earn below \$33,140, the city's median income.
Source: US Census

4. Poverty Rate

Percentage of persons in poverty: 10.7%
Source: US Census

5. Cumulative Job Loss

Total Jobs Covered by Unemployment Insurance

1989	102,043
1990	103,278
1991	100,317
1992	100,631

Net job loss, 1989-1992: 1,412
1990-1992: 2,647

Source: Mass. Department of Employment & Training

5. Cumulative Job Loss (continued)

While a portion of net job loss is attributable to consolidation or relocation of positions, over 2,000 positions have been eliminated permanently through lay-offs or attrition at several of the city's leading employers, including educational institutions, manufacturers and research and development organizations. Specific employers who have reduced staff include Harvard University, Draper Labs (defense research), Bolt, Beranek and Newman, Polaroid, Raytheon Engineers & Constructors and the Hyatt Regency Hotel. Among those who have closed plants entirely are Baxter Healthcare, Teledyne Crystalonics (defense electronics) and Eckel Industries (sound-proofing equipment.)

6. Distress Factor

Step 1:	Cambridge	Massachusetts
3 year average unemployment rate:	5.4%	8.1%
Ratio of Cambridge/Commonwealth:		<u>.66</u>
Step 2:	Cambridge	Massachusetts
Per capita income 1989	\$19,878	\$17,224
Ratio of Commonwealth/Cambridge:		<u>.87</u>
Step 3:		
Sum of Step 1 & 2:	<u>1.53</u>	
Step 4:		
Divide Step 3 by Step 2:	<u>1.76</u>	

Source: Mass Department of Employment & Training; US Census

7. Commercial Vacancy Rate

1993 Overall Commercial Vacancy Rate:	14.2%
Eastern Cambridge:	16.7%
Mid-Cambridge:	5.2%
Western Cambridge:	20.8%

Source: Whittier Partners; Cambridge SiteFinder

8. State/Authority Owned Land

a. The City of Cambridge is comprised of approximately 4,000 acres of land of which 545 acres are under the ownership of the following: Metropolitan District Commission, Massachusetts Water Resource Authority, Massachusetts Bay Transit Authority and the Commonwealth of Massachusetts. This represents less than 15% of the total land area in the City and is not a significant obstacle or opportunity for development in terms of the City's plans for economic growth, nor does it impact upon the implementation of economic development plans.

Part C: ETA IMPLEMENTATION PLAN

1. Existing Economic Conditions

Many of the challenges and opportunities facing Cambridge's economy stem from its transformation from a center for manufacturing in the first half of the century, to a service based economy centered on higher education, government and health care during the 1970's and 1980's to a center for emerging technologies in the nineties.

These changes have had a dramatic impact on the structure of employment in Cambridge. In 1940, 40% of Cambridge residents worked in skilled and semi-skilled blue collar jobs, while less than one quarter worked in professional, technical and managerial jobs. Today, 55% of Cambridge residents work in professional, technical and managerial jobs, whereas 11% work in skilled and semi-skilled blue collar jobs.

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partnership with its emerging technology industries including biotechnology, telecommunications, specialty materials and enviro-tech to seek ways to help these industries to remain in Cambridge as they mature and to develop training programs for residents in technical careers. Comprehensive studies and plans have been developed for Alewife, Cambridgeport, North Point, East Cambridge and Kendall Square. These districts are candidates for nomination as Economic Opportunity Areas if the City's Economic Target Area application is approved.

The City of Cambridge brings special strengths to the application as an Economic Target Area and ultimately to applications for Economic Opportunity Areas.

- Cambridge has a long and successful history of leveraging public resources with private resources to bring about economic development objectives. The renaissance of the East Cambridge waterfront and industrial area and the University Park biotechnology development are examples of this success.
- Cambridge is not only a regional employment center (roughly 80% of Cambridge jobs are held by people from surrounding communities), but a generator of regional economic activity because Cambridge technology companies spin off branch plants throughout the region. Thus, the boost that ETA and EOA designation will provide to Cambridge's economy will also bolster the regional economy.
- Cambridge is also submitting an application for federal Enterprise Community Designation for the Kendall Square census tract #3524. State designation will allow Cambridge to bring the resources of both programs to bear on this area, which includes both a center for emerging technology companies and two of the city's largest public housing developments.
- Each of the areas under consideration for Economic Opportunity Area designation has already undergone an extensive planning process and is either being implemented or ready to be implemented. EOA designation will provide incentives and resources that will allow Cambridge to proceed with projects that might otherwise be delayed for years. Because extensive planning has already been done, designation of Cambridge will allow the Commonwealth to demonstrate success of the ETA/EOA program on a timely basis. Some examples of real projects that could move ahead if designated as Certified Projects in an EOA include: the next two R&D buildings at University Park in Cambridgeport (approximately 250,000 square feet); development of new headquarters for Polaroid and Stride Rite in Kendall Square; renovation of an outdated R&D building at 620 Memorial Drive in Cambridgeport into a new biotechnology facility (91,000 square feet); and, the first phase renovation of an old custom mold factory at 30 CambridgePark Drive into a new 40,000 square foot biotechnology facility.
- The Cambridge economy represents a unique mix of challenges and opportunities. Although Cambridge ranks in the bottom 10% of income in the 101 communities in the metro area and faces major challenges in promoting equality of opportunity for all of its citizens, it also provides a home to hundreds of small and growing technology based

companies that represent the economy of the future. Cambridge is making a concerted effort to support the growth of these companies and to integrate job training programs in technology based areas into its economic development efforts. Thus, the challenges are great, but Cambridge has all the ingredients for success.

2. Economic Development Goals

The City is committed to promoting sustainable economic development and has undertaken a number of planning efforts to this end. The City's growth policy document, "Toward a Sustainable Future" (copy attached), provides a framework for looking at the physical development aspects of economic development. The draft document is presently being used by the Planning Board in making land use decisions and has been referred to the City Council for its review. In addition, a series of planning efforts are in progress in the older industrial areas (described in #3 below) these areas are under consideration for future applications as Economic Opportunity Areas. The City's capital plan is phased to assist in the implementation of the physical development portions of the economic development goals.

Cambridge's economic development goals may be summarized as follows:

- Support the conversion of underutilized industrial areas as centers for emerging technology companies. Once ETA designation is achieved, Cambridge will submit an analysis of those areas it expects to propose for designation and a time frame for submission.
- Reduce the attrition of maturing Cambridge technology based firms to other locations, including out of State by forming partnerships with such industries as biotechnology, telecommunications, specialty materials and enviro-tech. These partnerships will address such needs as training, capital access, permitting and identification of suitable locations.
- Maintain Cambridge's strength as a center for start up businesses by preserving low cost industrial space suitable for technology based start-up companies.
- Enhance the vitality of Cambridge's commercial squares and corridors, particularly Central Square.
- Promote the development of training and retraining programs that enable Cambridge residents to qualify for technical positions in emerging technology industries.
- Provide innovative programs to support business formation in Cambridge, including programming for neighborhood micro-enterprise, mentored support groups for CEO's of small high growth companies and individual counseling for high growth potential businesses by supporting the Cambridge Business

Development Center.

- Maintain property tax revenues sufficient to support the City's service base.
- Improve the City's infrastructure systems, including roadways, water and sewer, public transportation and wiring with fiber optics.
- Evaluate and streamline as necessary the City's permitting process and provide technical assistance to businesses where needed.
- Maintain a social context which recognizes the interdependence of the business and civic sectors of the community, in which a diverse range of economic actors thrive and demonstrate respect for the City's environment and high quality residential life.

3. Criteria For Designation of Economic Opportunity Areas (EOAs)

a. The City will use some or all of the following criteria in selecting areas for designation as EOAs. The area:

- meets all criteria specified in the statute and regulations, including blighted open area, decadent area or substandard area as specified in 402 CMR 2.03;
- has the potential to provide significant job growth in emerging technology industries requiring a diversity of skill requirements and education levels;
- is within an older industrial or commercial district suffering from decay or disinvestment as evidenced by physically deteriorated buildings, underutilized buildings or land and/or a high vacancy rate;
- has the ability to offer significant job creation if existing infrastructure is improved;
- is accessible by public transportation;
- has been through a planning study process and/or rezoned in order to encourage development; and
- within the proposed Federal Enterprise Community area, Census Tract #3524 in Kendall Square, must agree to participate in both the State's ETA/EOA program and the Federal Enterprise Community program if designation is approved.

b. The City has not yet completed its analysis of the areas to be recommended for designation as an EOA. Areas that are under consideration include the commercial area of Central Square and the City's five evolving industrial areas: Cambridgeport, Kendall

Square, Alewife, East Cambridge and North Point (see map in Appendix #2). The City is in the process of applying to the United States Department of Housing and Urban Development for the designation of an Enterprise Community in the Kendall Square area census tract #3524. Presented below is a summary of these six development areas with a description of their current economic activities, constraints and future potentials.

Kendall Square. This area lies across the Charles River from Boston at the Longfellow Bridge, adjacent to the MIT Campus and East Cambridge Riverfront areas. This area is served by the MBTA's renovated Kendall Red Line rapid transit station, surface bus routes and a bus shuttle. The district incorporates the Kendall Square Commercial Area Revitalization District and the Kendall Square Urban Renewal Area as well as the private development at One Kendall Square. The Kendall Square area includes Census Tract #3524, the area in which the City is applying for designation as a Federal Enterprise Community.

Buildings completed in the 1980's added over 2.0 million square feet to bring the total Kendall Square area to over 5.0 million square feet of first class office/R&D space. The area is enhanced by an active commercial center at the Cambridge Center Marriott; a public plaza adjacent to the MBTA station; handsome new streets, sidewalks, street furniture and trees; a year round fountain/steam sculpture; and, other public open space.

The most recent new development has been the ground-breaking in the Fall of 1993 for a new 148,000 square foot new building at Twelve Cambridge Center for Biogen, Inc. This building represents the first phase of a fifteen year development program that will total 630,000 square feet. The area also houses the headquarters of The Stride Rite Corporation, Computer Corporation of America, CSC/Index, Polaroid, and Camp, Dresser & McKee. Office leasing is heavily influenced by the close proximity to MIT and Harvard University. The ten to fifteen year development potential will accommodate another 3.5 million square feet of commercial space.

Despite the progress over the last fifteen years development has been stalled in this area. Boston Properties, the designated developer for a significant part of the urban renewal area (Cambridge Center), has needed several contract extensions with the Cambridge Redevelopment Authority to complete their development plans. This area is also facing the potential loss of two major employers, Polaroid and Stride Rite, who are considering relocating.

The City is presently writing a grant application to the Department of Housing and Urban Development (HUD) for designation of Census Tract #3524 as an Enterprise Community. The application will include a strategic plan and must address economic opportunities, through job creation, entrepreneurial initiatives, small business expansion and training for jobs offering upward mobility. The plan must also be based on partnerships among affected citizens, community agencies, business people, educators, banks and government. It must provide for "sustainable community development," through coordinated economic, physical, environmental and human development, and extend a "strategic vision for change," which identifies goals and builds on the community's assets.

Alewife. This area in the western part of the City near Fresh Pond Reservoir, the M.D.C. Alewife Reservation, and the Belmont and Arlington town lines, consists of approximately 370 acres within a thirty minute drive to Logan International Airport and downtown Boston as well as the residential suburbs and the Route 128 corridor. The area is served by the MBTA's Red Line rapid transit system as a result of the 1985 opening of three stations along the 2.5 mile extension from Harvard Square, including the Alewife Station, all of which are supplemented by MBTA surface bus lines. A 2,000 car parking garage is located adjacent to the station and has direct access to State Route 2.

Over 1.5 million square feet of prime office/R&D space was built in Alewife over the last twelve years including two major planned developments on opposite sides of the MBTA station. Alewife has become a center for companies in consulting and biotechnology. The area is headquarters for Bolt Beranek and Newman, Genetics Institute, and Arthur D. Little. Although new development activity has stalled in Alewife as in other parts of Cambridge, several small projects have recently been completed. The ten year potential including the planned projects in Alewife will accommodate an additional 2.3 million square feet of commercial space.

The City is currently finalizing a draft planning study for this area, updating the Alewife Master Plan completed in 1979. The new plan, Alewife: A Plan for Sustainable Development, established goals and recommendations for open space and environmental resources, economic development, housing, transportation and urban design (copy attached). Economic development recommendations encourage private development to maintain and expand the number and type of job opportunities in the area, increase the tax base and upgrade the physical environment.

In addition to proposing a variety of office and retail uses in Alewife, the plan recommends future development of a 90 acre area known as the Quadrangle as an emerging technology district. The plan proposes a number of infrastructure improvements to assist in achieving this goal including roadways, bicycle paths and pedestrian connections to better connect this area with the Alewife MBTA station, other parts of the Alewife area and the surrounding neighborhoods.

The draft is now under review by the Planning Board and will be sent to the City Council for their review in Spring, 1994.

Cambridgeport. This area comprising 70-80 acres located between the Charles River at the Boston University Bridge and Central Square is a former industrial area being redeveloped primarily for research and development (R&D) with some retail, light manufacturing and residential uses. Over 630,000 square feet of R&D and manufacturing space and 280 housing units have been completed over the last twelve years with an estimated value in excess of \$90 million. Over 200,000 square feet of older industrial buildings have either recently been renovated or are presently under renovation for new tenants, mainly in the biotechnology area.

Forest City Development is in the process of constructing University Park, a long-term

phased development of 2.3 million square feet including a major hotel, retail shopping center, R&D space and 400 units of housing, on land owned by the Massachusetts Institute of Technology in Cambridgeport. Over 350,000 square feet of R&D space has been completed and is fully occupied by predominately biotechnology tenants and 148 units of housing are completed. Despite University Park's success, plans for the next phase of commercial development, a hotel and two R&D buildings, have been delayed since 1990 due to disruptions in the capital markets. The next phase of housing construction has also been delayed, but a ground breaking is anticipated by the end of 1994 for the construction of 77 units of mixed-income housing.

The balance of the Cambridgeport industrial district has recently undergone an extensive planning and rezoning effort. The rezoning clearly identified the areas for continued and future development of emerging technology and light industrial uses. Among the potential EOA areas, this area is the least accessible by public transportation. The existing property owners and tenants are working with the City's Transportation Program Manager to develop a Transportation Management Association (TMA) which will centralize and provide a forum for collectively addressing and solving transportation needs in the area. The TMA will also work with other employers, agencies and residents interested in realizing the potential of the Circumferential Loop (Inner-Ring).

In addition, a roadway improvement plan has been developed that will provide for a better roadway circulation system in and out of Cambridgeport. Key implementation elements of this plan are timed to the development at University Park, but will have a significant impact on circulation in and around Cambridgeport as a whole.

Central Square. Central Square is an older commercial area which had traditionally functioned as Cambridge's "downtown". It is centrally located between Harvard Square and the Massachusetts Institute of Technology along Massachusetts Avenue, the spine of the City. It is well served by public transportation, with immediate access to the Central Square Red Line rapid transit station and numerous bus routes. In the past few years, Central Square has seen a decrease in commercial vacancies and the establishment of a variety of new restaurants, helping to establish Central Square as a center for ethnic restaurants. Despite these factors, Central Square looks shabby and rundown, with many buildings poorly maintained and underutilized; it lacks the cohesion and range of goods and services that would allow it to function more fully as a vibrant commercial district.

Central Square has been the target of intensive revitalization efforts. The Mayor's Commission To Promote and Enhance Central Square Now! studied the area for eighteen months and presented its recommendations to the City Council in December, 1993. Ongoing meetings with the Central Square Neighborhood Coalition and the Central Square Business Association have enabled the City to develop an implementation program. Economic development implementation activities are listed below.

- Work with targeted property owners to continue to reduce real estate vacancies. Eleven new restaurants and ten software companies have located in Central Square during the last year.

- Support the arts related uses in Central Square. The City of Cambridge provided a low interest loan to be used as a down payment in the purchase of the Dance Complex building at 536 Massachusetts Avenue.
- Encourage restaurant owners to put cafe tables outdoors on the sidewalk during the warmer months in areas where sidewalk widths are sufficient. A group of participating restaurants are being assisted through the licensing process with a hearing date set for May 3, 1994 at the License Commission.
- Improve the physical attractiveness of Central Square as a location to do business by developing a facade improvement program to assist property owners and businesses in upgrading the Square's physical image. The City will match the cost of improvements up to \$25,000 per project.

In addition to economic development implementation efforts the planning process has identified a number of capital improvements including sidewalk and street enhancements with Massachusetts Avenue and side streets as priorities. Following technical planning studies in FY 95 a capital improvement program will be undertaken. Designation as an Economic Opportunity Area could enhance the City's ability to attract investment and carry out these improvements.

East Cambridge. The East Cambridge industrial area encompasses approximately 56 acres. The area lies directly across the Charles River from downtown Boston at the Museum of Science and Charles River Dam area, approximately 15 minutes from Logan International Airport. Access to public transportation is by way of the MBTA's Kendall Station on the Red Line and Lechmere Station on the Green Line, rapid transit stations with connections to the metropolitan Boston area. In addition, there are surface bus routes that connect the area to the rest of the Cambridge. Over the past ten years, the City has improved vehicular access to the area through construction of the federally funded \$14 million East Cambridge Roadway Improvements project, completed in 1993.

Prior to World War II, the area was a successful industrial area with a variety of industrial businesses; the majority of these have now moved to suburban locations that are more easily accessible to trucks. This area still retains the image of an older industrial area with a concentration of one and two story brick buildings. The area has attracted many small research and development businesses, a number of which are start-up companies spawned by research activities initiated at Massachusetts Institute of Technology. Despite this activity, large sites are still available offering the potential for significant job growth in emerging technologies. Sites include a vacant five story, 280,000 square foot industrial building and a 10 acre development site owned by ComEnergy and now used as a parking lot. In addition, much of the area is underdeveloped; under present zoning, there could be as much as three to four million square feet of new development.

North Point. This is an underutilized industrial and railroad service area situated in a

strategic location in East Cambridge adjacent to the Charles River and the City of Somerville. Boston's Central Artery project impacts this area and is under intense planning review. Given the area's proximity to major research areas such as the Massachusetts General Hospital and the East Cambridge/Kendall Square areas, North Point has a strong future development potential. This area could accommodate up to 2.0 million square feet of mixed use development, but is presently constrained by the lack of public roadways and a developed infrastructure system. Development in North Point will likely be delayed further by the construction impacts associated with the Central Artery-Third Harbor Tunnel Project. However, the area has great long term development potential and could provide opportunity for a joint development project with the City of Somerville.

4. Other Local, State, and Federal Resources

The City has undertaken major planning initiatives to support business development and the development of its older industrial areas and Central Square. As part of these planning efforts the opportunities and constraints of development are analyzed and an implementation plan is developed. Highlights of these endeavors and the resources required are described below:

- **Citywide** - To bolster business development the City has been systematically developing various forms of business support. The City:
 - ◆ developed a \$5 million CDBG Section 108 program to assist with the financing of biotechnology and related facilities;
 - ◆ approved a Chapter 121 A tax agreement to retain Biogen and to provide for their future expansion needs;
 - ◆ developed and sponsored the Cambridge Biomedical Careers Initiative, a one year training program for technical positions in the biotechnology industry;
 - ◆ created the Cambridge Business Development Center to provides an array of support programs to early stage companies with high growth potential including, a mentored support group for CEOs and support groups for forming alliances entering the export market, a self-employment initiative for neighborhood entrepreneurs and regular workshops and classes on business formation;
 - ◆ reactivated the Cambridge Industrial Development Finance Authority, which is authorized to issue industrial revenue bonds; and,
 - ◆ publishes semi-annually the Cambridge SiteFinder (copy attached), a database of research and development and industrial space available for sale or lease.

FY '95 initiatives will include:

- ◆ evaluating the success of the Cambridge Biomedical Careers Initiative and determining the need and resources for a technical training facility to be located in the City of Cambridge;
 - ◆ creating a Department of Employment & Training to better coordinate job training efforts in Cambridge with economic development and the delivery of human services;
 - ◆ conducting market research on the need for new business finance products to support the growth of Cambridge companies;
 - ◆ conducting a finance expo to bring companies seeking financing together with existing sources of funds;
 - ◆ developing a technology and manufacturing database to track job and real estate growth on an annual basis;
 - ◆ conducting industry studies in emerging technology industries to determine the basis of partnerships similar to the partnership developed with the biotechnology industry; and,
 - ◆ publishing directories of women and minority owned businesses in Cambridge.
- **Cambridgeport** - In the University Park section of Cambridgeport the City, MIT (land owner) and Forest City Development (developer) formalized several agreements to collectively fund and develop infrastructure, open space and roadway improvements that are prerequisites for a successful development at University Park (see "Miscellaneous Attachments"). The City supports the public-private partnership model developed at University Park. Cambridge has committed to bringing the necessary resources to fulfill its obligations from such local resources as Community Development Block Grant entitlement monies, general fund, utility fees and bond proceeds and to apply for State and Federal assistance programs as resources become available. The City has already discontinued unnecessary roadways, improved water and sewer lines and reconstructed roadways and sidewalks to support this development. The City has already expended over \$335,000 and expects to expend another \$230,000 in water and sidewalk improvements by the end of 1994. The total value of City commitments were estimated in 1988 to be \$5 million.

In addition to University Park the remaining industrial areas of Cambridgeport have been studied and rezoned. The newly created Light Manufacturing Incentive Area was developed to promote the retention, expansion and relocation of light manufacturing and research and development companies into locations better suited to commercial and industrial development. A public-private partnership agreement was established, to be used between the City and selected Cambridgeport property owners, including MIT, to strengthen the manufacturing base in the Light Manufacturing Incentive Zone (see "Miscellaneous Attachments"). As part of its commitment the City agreed to provide

substantial resources and technical assistance including job training, infrastructure assessment and development, relocation assistance, reactivation of its Industrial Development Finance Authority and exploration of tax relief measures as permitted by the Commonwealth.

As part of the Central Artery/Tunnel Services Agreement (see "Miscellaneous Attachments") with the Massachusetts Highway Department and the Executive Office of Transportation and Construction an important roadway reconfiguration will be undertaken that will support the development of the Cambridgeport area. The "Lafayette Square/Massachusetts Avenue Reconstruction Project" is in design and is scheduled for advertising in October of 1995. Total project cost is estimated at \$3 million.

- **Central Square** - In the mid-eighties, Central Square was studied and rezoned to encourage revitalization of the business district on the basis of guidelines and a review process, taking into account preservation goals. In 1992, the Mayor established a "Commission to Enhance Central Square Now!". To implement the recommendations of the Commission, the City has proposed a three year \$3.35 million capital improvement program. In FY '95, the City Manger will recommend a \$1 million bond to fund construction of new lighting and streetscape improvements following completion of our urban design plan.

In addition, the City will utilize \$225,000 of the Community Development Block Grant (CDBG) program for neighborhood business development activities in Central Square. \$75,000 will be used to continue the Cambridge Business Development Center in Central Square and \$150,000 will be used for Central Square programs including a facade improvement initiative.

- **Kendall Square** - This area fully contains Census Tract #3524 which is the subject of a federal application to HUD to designate this area an Enterprise Community. This new HUD program combines federal grants and tax exempt bonding to strengthen and revitalize communities. States with designated Enterprise Communities will receive up to \$3 million per municipality to fund activities identified in each community's strategic plan. Within the area nominated for the program, funds may be used for a great variety of activities including job training, social services, housing and purchase or improvement of land. Enterprise Communities also become eligible for tax exempt facilities bonds for certain business activities. Successful grantees receive greater funding consideration for other federal initiatives.

Since the 1960s over \$50 million of HUD funds were utilized in the Kendall Square Urban Renewal Area for acquisition, relocation, demolition, site preparation and infrastructure development. A combination of land proceeds, various HUD programs and UMTA funds were utilized to construct a gateway park, a plaza at the transit station and other surface improvements. Nearly \$20 million of UMTA funds were used for station modernization, construction of a new transit power substation and a bus contraflow facility. To date, these public expenditures leveraged approximately \$250 million of private investment. It is estimated that \$2.5 million of additional PWED and

Transportation Improvement Program funds will be required for roadway improvements. Applications will be filed also with the Federal Highway Administration for funds for pedestrian circulation improvements and National Endowment for the Arts for a long-term arts program.

- **North Point** - Funding for roadway, infrastructure, open space and mass transit improvements have been committed to this area as part of a Services Agreement mentioned above. The State will design and construct all roadways and infrastructure needed for this area. The Massachusetts Bay Transit Authority has committed \$50 million to relocate the Lechmere green line rapid transit station across Monsignor O'Brien Highway into this area to allow for future expansion of the green line into West Medford and to ease traffic flow along Monsignor O'Brien Highway. This relocation is 90% designed. Lastly, the Metropolitan District Commission has an agreement with the Central Artery to develop a park system in the lower Charles River Basin which includes North Point. The scheduling of the roadway, infrastructure and park system is dependent upon the Central Artery project.

- **Alewife** - Over the past three years, the City of Cambridge has provided staff and financial resources to update the Alewife Master Plan and undertake preliminary urban design work. The implementation section of the plan identifies a number of local, state and federal resources that will be needed to achieve the Master Plan recommendations.

Working through the Metropolitan Area Planning Council (MAPC) the City is currently seeking Massachusetts Highway Department approval of several transportation projects in the Alewife area. These funds will enable the City to implement a number of projects that will increase transit use and bicycle and pedestrian activity and provide better linkages between the neighborhood, the abutting business districts and the MBTA Alewife station.

The roadway improvements recommended in the Master Plan will not increase roadway capacity, but will improve safety and link together important geographic areas within Alewife by providing pedestrian and vehicular connections. The B&M Railroad tracks currently limit access to the MBTA station from that part of Alewife suitable for new growth in the next ten to twenty years. The roadway plan includes a connection across the railroad tracks and proposes a series of street improvements to the area targeted for economic development activity. The proposed improvements will improve internal circulation, provide better access to the Alewife MBTA transit station and improve safety. The first phase improvements will rebuild Concord Avenue from the Alewife Brook Parkway to the Belmont town line and reconstruct the hazardous intersection at Smith Place.

- **East Cambridge** - The City has improved vehicular access to this area as part of a \$14 million East Cambridge Roadway Improvements project, constructed in four phases and completed in 1993. The improvements were constructed by the state using federal highway funds. The roadway improvements provide through truck access from the Massachusetts Turnpike to Route 93 north.

Public transportation in East Cambridge will be upgraded by the construction of the relocated Lechmere Green Line station. Under the Services Agreement mentioned above the state is committed to construction of the relocated station.

In addition, mitigation funds related to construction of the Central Artery and Third Harbor Tunnel project have been designated for a regional job training program. Cambridge will participate fully in the Project's overall effort to help low-income and unemployed minorities enter the workforce.

The City will continue to bring these and similar resources to areas seeking designation as Economic Opportunity Areas.

5. Private Funds

An EOA is not being proposed at this time and therefore there are no private funds committed to support development in a proposed EOA. However, there are a number of projects in potential EOAs that the City believes will be able to move forward with EOA designation. Some examples of real projects include: the next two R&D buildings at University Park in Cambridgeport (approximately 250,000 square feet); development of new headquarters for Polaroid and Stride Rite in Kendall Square; renovation of an outdated R&D building at 620 Memorial Drive in Cambridgeport into a new biotechnology facility (91,000 square feet); and, the first phase renovation of an old custom mold factory at 30 CambridgePark Drive into a new 40,000 square foot biotechnology facility.

Cambridge has a successful history of public-private collaborations that have contributed financial resources to support infrastructure and open space improvements to enhance the success of development projects. Three such examples are the developments at University Park in Cambridgeport mentioned above (Part C: question #4), the Kendall Square Urban Renewal Area mentioned above (Part C: question #4) and the East Cambridge Riverfront Project.

The development of the East Cambridge Riverfront area involved almost \$50 million of local, state and federal resources including City Bonds, UDAG, Land & Water, Urban Self-Help, CARD, Roadway Improvement and Off-Street Parking funds to create a revitalized mixed-use district integrated with the historic East Cambridge neighborhood. The City adopted a visionary plan organized around a new system of interconnected parkland. These funds leveraged approximately \$630 million of private investment for extensive research and development activities, new housing and a major retail center.

6. Local Business Support for ETA Designation

See Appendix #3.

7. Staff Commitment

The ETA/EOA program will be managed by the Economic Development Division of the Cambridge Community Development Department under the direction of Jeanne Strain, Director of Economic Development. When EOA designation is attained for individual development areas, a project manager will be designated from the economic development staff for each EOA to manage the planning and implementation efforts in that EOA. The project manager will be assisted by a project assistant and a multi-disciplinary team assembled from within the Community Development Department and other relevant City agencies to include such disciplines as public works, traffic, urban design and open space. In addition, a citizen steering committee comprised of residents and stakeholders will be appointed to advise the project manager in her efforts. It is anticipated that a project manager will devote 50% - 75% of her time to each EOA and the project administrator will devote 20% of her time to each EOA.

In addition, the Economic Development Division will undertake a review of the permitting process and make recommendations for improving the efficiency of the process and prepare a consumers guide to the permitting process. Project Planner Catherine Daly Woodbury will serve as project manager for this effort. Ms. Woodbury will devote approximately 15% of her time to the permitting process review.

The Economic Development staff is comprised of the following people and positions:

- Director of Economic Development - Jeanne Strain
- Project Planner - Catherine Daly Woodbury
- Project Planner - Ellen Pruyne
- Associate Project Planner - vacant
- Project Administrator - Elaine Thorne

8. Municipal Services and Infrastructure in Proposed ETA

The City operates under a Plan E form of government. The legislative and policy making body of the City is the nine-member City Council whose members are elected at-large for two-year terms. The Council elects a Mayor and Vice-Mayor from among its members with the Mayor serving as Chairman of the School Committee.

The City Manager is the Chief Executive and Administrative Officer and carries out the policies of the City Council. With the assistance of the Deputy City Manager and three Assistant City Managers, he coordinates the function of 41 municipal departments responsible for the delivery of services to residents.

The City provides general governmental services including police and fire protection, collection and disposal of garbage and rubbish, public education in grades kindergarten through twelve, a hospital, water and sewer services, parks and recreation, health and social services, libraries/culture and maintenance of streets and highways.

In addition to municipal services, the Massachusetts Bay Transportation Authority provides rapid transit service and bus coverage throughout the City with connections to the Metropolitan Boston area. The Metropolitan District Commission maintains certain parks and highways. The Massachusetts Water Resources Authority provides sewerage disposal services to the City. The Cambridge Housing Authority provides public housing for eligible low-income families, the elderly and the handicapped.

Infrastructure improvements are financed from the City's capital budget. The capital budget is considered one of the most significant components of the City's financial plan. In order to receive the maximum benefits from this plan, the Capital Improvement Committee, comprising the Deputy City Manager and the heads of the Budget, Community Development, Finance, Human Services and Public Works departments, meets periodically throughout the year to monitor the status of all capital projects to ensure that, as needs arise, they may be addressed on a timely basis. The information gained from reviewing the timing and structure of capital projects has proven to be a valuable planning tool. It is the goal of the committee to apply this information to future capital budgeting processes.

Cambridge systematically evaluates and analyzes services and infrastructure in the City to determine if services are adequately meeting current and anticipated future demands. Given the City's approach to developing the capital budget, necessary infrastructure improvements are phased to meet the needs of known development projects. The City has completed the planning and analysis of roadway plans for Alewife, Cambridgeport and North Point and is seeking funding sources to carry out the implementation of these improvements. Roadway improvements have already been completed for East Cambridge and Kendall Square.

The City is at various stages of analysis and implementation for each of the following areas: fire, police, water, sewer, streets and sidewalks and traffic. The following is a summary of the City's review:

Public Safety (Fire & Police) - The City maintains an extensive commitment to public safety, and in an effort to further improve efficiencies retained Ernst & Young in 1992 to conduct a comprehensive analysis of the City's fire suppression system. The City is in the process of implementing their recommendations to reorganize emergency dispatch functions into one centralized operation to cover both fire and police 911 emergencies and to close a fire station in Kendall Square. Proceeds from the sale of the fire station will finance the new CAD system for the 911 Center. Centralizing and automating the dispatch functions is a far-reaching and equitable public safety improvement affecting all areas of the City, and should result in numerous public benefits including a reduction in the amount of time it takes for the Fire Department to respond to an emergency. The present system passes information from the Police Department 911 system to the Electrical Department's Communication Center which operates the Fire dispatch using a cardex system.

In addition the City hired 30 additional fire fighters to increase the size of response teams

and 30 new police officers. In 1991 the City created a new position of Police Commissioner and subsequently has undergone a reorganization of the department.

Streets & Sidewalks - The City retained Vanasse Hangen Brustlin, Inc. and Christman Associates in 1993/1994 to survey the City and develop a pavement management system. The management system will evaluate streets and sidewalks and prioritize projects annually for repairs and reconstruction to be funded out of the Public Works Department's capital improvement budget.

Water - Cambridge manages and maintains its own water supply through the Cambridge Water Department (CWD). The main reservoirs, Stony Brook and Hobbs Brook, are located along Route 128 in the municipalities of Waltham, Lincoln, Lexington and Weston. Water is piped to Fresh Pond in Cambridge, treated, and then sent to Payson Park Reservoir in Belmont for storage and distribution. The CWD completed its latest Five Year Capital Improvement Program during FY 92 and completed a Distribution System Study to identify the improvements needed to the transmission and distribution systems. The Distribution Study has formed the basis for a twenty year Capital Improvement Program that began in FY 94.

Sewer - The City retained C.E. Maguire, Inc. to undertake a complete survey of the City's sewer system. The review established a seven phase program to systematically upgrade deteriorated lines, replace undersized lines and separate combined systems. The City is presently implementing phase six of this program.

Traffic - In 1989 the Traffic Department undertook a Citywide evaluation of all of the traffic signals in the City to facilitate and monitor the movement of traffic in and out of and through the City. The Traffic Department has been systematically upgrading all signals and tying them into a central computer system which allows two way communication with the signal to change signal timing to facilitate the movement of traffic. The Traffic Department is also beginning to install loop detectors in the pavement to make the signal system traffic responsive. These improvements are aimed at reducing congestion and air pollution and regulating the speed of traffic flow through the City. Traffic improvements are financed through the City's Parking Fund which is generated by parking tickets and fees. In addition the City will install a traffic counting loop system around the perimeter of the City to count traffic in and out of the City as part of the Central Artery mitigation measures funded by the Central Artery project.

9. Permit and Approval Processes

The Community Development Department will work with project proponents in designated EOAs to coordinate the permit and approval processes. Depending on the particulars of the project, several City Departments or Boards also may be involved in project review.

When a project is in the planning stages, Community Development Department staff are

available to meet with the developer/property owner to review the development proposal. Staff discuss the required procedures that pertain to a particular site and discuss the application process for the project. One staff person will be assigned to each project in an Economic Opportunity Area to ensure complete familiarity with it and guide the project through to approval.

All new construction or renovation projects must obtain building permits from the Inspectional Services Department (ISD). ISD conducts a preliminary project review and refers the applicant to the appropriate City agency if any approvals or regulatory relief are required for construction. Review could be undertaken by the following: the Planning Board, the Board of Zoning Appeal, the Historic Commission, the Harvard Square Advisory Committee, the Central Square Advisory Committee, License Commission, the Mid-Cambridge Neighborhood Conservation District, the Conservation Commission, Rent Control Board and/or the Interim Parking Commission.

In circumstances that require no committee or board review or zoning relief from either the Board of Zoning Appeals (BZA) or the Planning Board, a building permit is issued within thirty days from application submittal.

When zoning relief is sought the applicant is either referred to the BZA or Planning Board, depending on the type of relief requested. The BZA is staffed by the ISD and the Planning Board is staffed by the Community Development Department.

All new permit requests for projects greater than 8,000 square feet, hotels, health centers, cinemas, parking facilities, restaurants and fast food establishments are entered by project into a computerized development log to enable all departments involved in the review process to track project progress. To address any issues or concerns raised by these projects, the City has formed a Development Cabinet comprising the City Manager, Fiscal Director, Inspectional Services Commissioner, Assistant City Manager for Community Development, License Commissioner and the Director of Traffic and Parking. This cabinet meets as necessary to discuss possible permitting or review problems and to form recommendations to improve the project. The cabinet also facilitates access to decision makers if needed.

In several development areas, the City has a comprehensive and streamlined zoning and development procedure. For example, at University Park in Cambridgeport a detailed set of agreements and zoning regulations have been established that regulates the district's building uses, density, open space and height requirements. This allows for a well established and speedy design review process.

Although the City tries to work closely with applicants to ensure a strong application and a speedy process, the process for special permits can take over five months. To address this the Economic Development Division of the Community Development Department is presently reviewing the permitting process. Coordination with other permitting boards and authorities will be part of the evaluation process. Recommendations will be made to improve the efficiency of the process and a consumers guide to the permitting process

will be produced.

10. Other statistical or economic data in support of designation of proposed ETA

- **Assessed Value of Commercial and Industrial Property '90-'94**
1990: \$3.74 billion
1991: \$3.83 billion
1992: \$3.47 billion
1993: \$2.87 billion
1994: \$2.57 billion
Source: Cambridge Assessors
- **Examples of firms closing or moving out of state since 1990:** Baxter/Healthcare, Bicycle Exchange, Broadway Supermarket, Biotechnica International, Eckel Industries, Enseco, Reading International, Teledyne Crystallonics, Tropical Banana
- **Examples of major layoffs or jobs eliminated:** Badger Engineering, Bolt, Beranek & Newman, Draper Laboratories, W.R. Grace, Lotus Development, MetPath, National Computer Systems, Polaroid, Sancta Maria, TRW Fasteners Division, Youville Hospital
Source: Cambridge Community Development Department
- **Income ranking:** Cambridge ranks in the bottom 10% in income among the 101 municipalities in the Boston metropolitan area. (93rd in median household income, 94th in median family income.)
Source: Metropolitan Area Planning Council; US Census
- **Long term employment losses:** In the last two decades (1972-1992), Cambridge lost two thirds of its manufacturing base, or over 12,000 jobs. Construction employment fell during this period by a similar proportion, with a drop of over 2,000 jobs. These sectors provided higher than average salaries to workers with high school educations or less.
Source: Mass. Department of Employment & Training
- **Job Access:** Minority and resident workers are under-represented in high growth, higher salary occupations such as technical, sales/marketing and managerial/professional positions. In a 1991 survey, Cambridge employers reported that residents filled just over five percent of all technician jobs, yet these are the fastest growing occupations in the city.
Source: "Jobs, Training & the Evolving Cambridge Economy," Cambridge Community Development, 6/91.
- **Income Equality:** Racial minorities earn lower incomes, on average, than do white, non-Hispanic residents. About one in six black residents (17%) and 19% of Hispanic residents live in poverty, compared to 8% of white residents.
Source: US Census 1990
- **Immigration:** Many low income residents of Cambridge, especially the working poor, are

newly arrived from Haiti, Portugal, Brazil, Central America, Southeast Asia and other areas. Several thousand immigrants are estimated to have arrived here in the past decade. According to a survey of agencies serving immigrants, 60% report low incomes. Many immigrants face significant barriers of language, education and skill levels to advancing in the local economy.

Source: "The Changing Environment for Employment & Training," Cambridge Community Development, Cambridge Community Services, 1990.

PART D: Evaluation and Monitoring Plan

As part of the planning and implementation process for each EOA, an implementation timetable and benchmarks of success will be developed. These measures will be submitted with the EOA application. Each EOA will be expected to contribute to the appropriate overall economic development goals of the city as outlined in Part C, in addition to area specific goals. Each EOA project manager will review progress in meeting the implementation timetable and performance benchmarks with the Economic Development Director on an ongoing basis at weekly staff meetings. In addition, written reports summarizing progress and constraints in meeting timetables and achieving benchmarks will be prepared twice a year and submitted to the State.

The Economic Development Division maintains an annual work program which will have to be substantially revised if applicants for the Federal Enterprise Community and the State ETA/EOA are successful. A revised work plan will be submitted with the EOA application. The following is a general outline of the benchmarks we will use to evaluate the progress of economic development activities in the ETA:

Goal

Maintain Cambridge's strength as a center for start up businesses by preserving low cost industrial space suitable for technology based start-up companies.

Benchmarks

- ◆ Work with tenants of 100 Inman Street to preserve the incubator
Ongoing
- ◆ Explore public/private partnerships to convert suitable buildings to incubators.
Summer 1994

Goal - Reduce the attrition of maturing Cambridge technology based firms to suburban locations by forming partnerships with such industries as biotechnology, telecommunications, specialty materials and enviro-tech. These partnerships will address such needs as training, capital access, permitting and identification of suitable locations.

Benchmarks

- ◆ Maintain the partnership with the biotech industry
Ongoing
- ◆ Develop one new industry partnership
FY '95
- ◆ Continue to publish the Cambridge SiteFinder
Ongoing

Goal - Support the conversion of underutilized industrial areas as centers for emerging technology companies.

Benchmarks

- ◆ Submit State ETA application April '94
- ◆ Submit Federal Enterprise Community application June '94
- ◆ Finalize choice of EOA's and timeframe Sept. '94

Goal - Enhance the vitality of Cambridge's commercial squares and corridors, particularly Central Square.

Benchmarks

- ◆ Cafe tables on sidewalks May '94
- ◆ Facade improvement program July '94
- ◆ Recruit desired retailers Ongoing

Goal - Promote the development of training and retraining programs that enable Cambridge residents to qualify for technical positions in emerging technology industries.

Benchmarks

- ◆ Complete job placement of Cambridge Biomedical Careers program graduates April '94
- ◆ Plan for Cambridge training facility Ongoing

Goal - Provide innovative programs to support business formation in Cambridge, including programming for neighborhood micro-enterprise, mentored support groups for CEO's of small high growth companies and individual counseling for high growth potential businesses by supporting the Cambridge Business Development Center.

Benchmarks

- ◆ Spin the Center off as a 501c(3) February '94
- ◆ Fund the center in FY'95 July '94

Goal - Maintain property tax revenues sufficient to support the city's service base.

Benchmarks

- ◆ Presentation to the City Council's Economic Development and Employment Committee on tax policy April '94
- ◆ Implement Growth Policy Ongoing

Goal - Improve the city's infrastructure systems, including roadways, water and sewer, public transportation and wiring with fiber optics.

Benchmarks

- ◆ Department of Public Works planning process Ongoing
- ◆ EOA designation Fall '94

Goal - Evaluate and streamline as necessary, the City's permitting process and provide technical assistance to businesses where needed.

Benchmarks

- ◆ Compile information on each department's role Complete
- ◆ Establish interdisciplinary committee and review roles and recommend streamlining Summer 1994
- ◆ Make recommendations to the Development Cabinet regarding streamlining January 1995
- ◆ Submit changes to City Council for approval March 1995

Goal - Maintain a social context which recognizes the interdependence of the business and civic sectors of the community, in which a diverse range of economic actors thrive and demonstrate respect for the city's environment and high quality residential life.

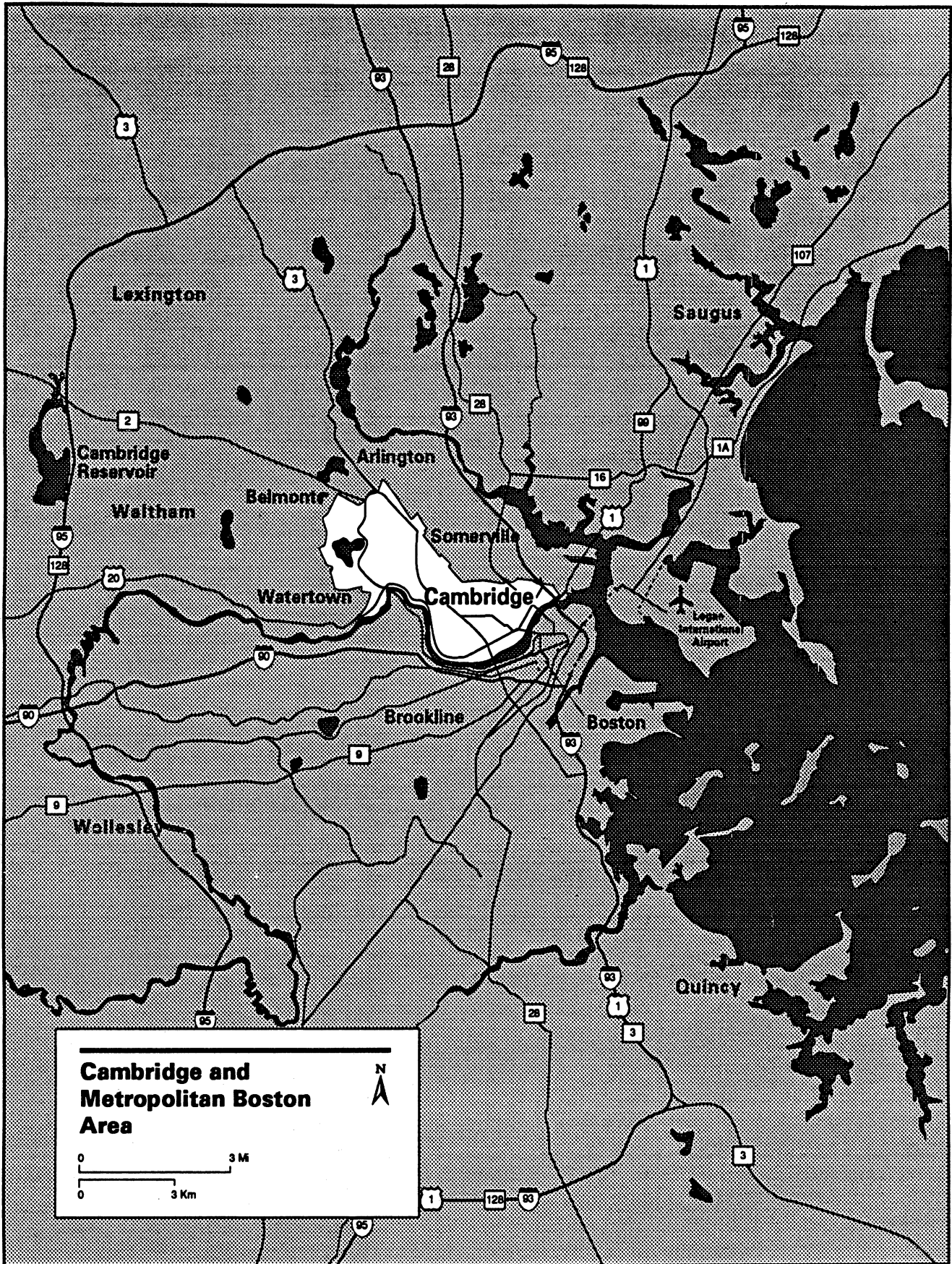
Benchmarks

- ◆ Provide status report to the City Council's Economic Development and Employment Committee on issues impacting the Cambridge economy. March 1994
- ◆ Conduct two goal setting sessions with the City Council's Economic Development and Employment Committee to prepare the FY '95 work program. April 1994
- ◆ Provide staff support to the Cambridge Civic Forum. Ongoing

List of Appendixes

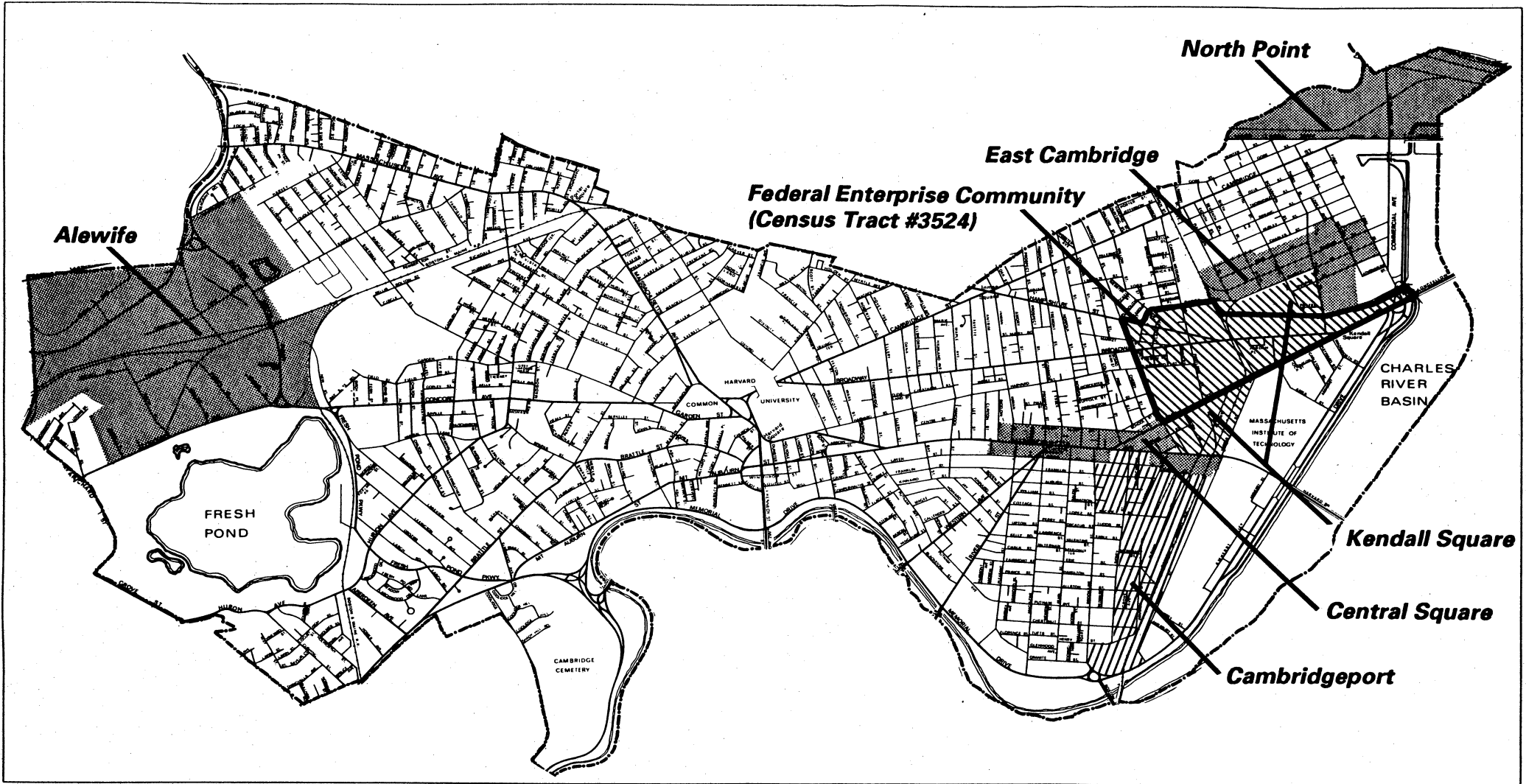
- 1. Map of Economic Target Area**
- 2. Map of Potential Economic Opportunity Areas**
- 3. Local Business Support for ETA Designation**
- 4. List of Attachments**

APPENDIX #1

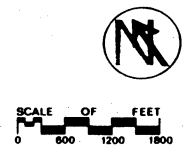


MASSACHUSETTS ECONOMIC DEVELOPMENT INCENTIVE PROGRAM
Map of Economic Target Area/ Part B:1 (c) Cambridge, MA

APPENDIX #2



Potential Economic Opportunity Areas



APPENDIX #3



OFFICE OF THE PRESIDENT

CAMBRIDGE, MASSACHUSETTS 02139

March 28, 1994

Mr. Michael Rosenberg
Assistant City Manager
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mike:

MIT is supportive of the City of Cambridge's efforts to be designated an Economic Target Area under the Commonwealth's new Economic Development Incentive Program. Over the past few decades MIT, working with many other parties in the City, has been an active participant in efforts to stimulate business expansion in Cambridge. Through those experiences -- in Technology Square, Kendall Square and the Cambridgeport Light Manufacturing Incentive zone -- Cambridge has demonstrated its ability to craft and complete projects that expand its tax base and provide new jobs for its citizens.

However, we cannot rest on the successes of the past. The competitive economy in which we find ourselves requires that we seize every opportunity to support business expansion in future Economic Opportunity Areas. The new tools available, such as tax increment financing, and various forms of tax relief and infrastructure financing will be critical to Cambridge's ability to attract new business and new jobs.

MIT is aware and proud of the role it plays in the regional economy. Many of the state's largest employers had their origins at MIT and we are eager to support their successor companies of the twenty-first century. Collaboration among the State, the City of Cambridge and new emerging companies will be necessary to assure that our economy will continue to grow.

MIT looks forward to working with the City of Cambridge in support of the designation of Economic Opportunity Areas. We share with the City and the Commonwealth an eagerness to improve economic conditions and to create jobs. We are pleased to lend our full support to your efforts for Cambridge to receive designation as an Economic Target Area.

Sincerely,

Ronald P. Suduiko
Assistant to the President

HARVARD UNIVERSITY

JANE CORLETTE, Acting Vice President
Government, Community and Public Affairs

MASSACHUSETTS HALL
CAMBRIDGE, MASSACHUSETTS 02138
TEL: (617) 495-1703
FAX: (617) 495-3749

March 24, 1994

Michael Rosenberg
Assistant City Manager for Community Development
Cambridge Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg,

I am writing to express Harvard University's support for the City of Cambridge's designation as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Harvard University is the largest employer in Cambridge as well as one of the largest employers of Cambridge residents. Harvard seeks to support the City through innumerable connections between the Harvard community and the Cambridge community, including being a founding member in the Cambridge Partnership for Public Education and an active member of the Cambridge Youth Employment Council. We continue to welcome opportunities to work with the City and Cambridge businesses.

Both Harvard and Cambridge share the opportunities and challenges of being highly diverse communities. The City has been extremely forward-looking in recognizing that its citizens have a broad range of needs and, most importantly, in working to identify the resources to help its residents to realize their potential. We support the City's efforts to help upgrade the Cambridge economy and bolster job creation.

The City's pursuit of the Economic Opportunities Areas designation is the most recent example of the City's effort to bring economic opportunities to its residents and its businesses. If given the resources to tackle the problems, we certainly believe that Cambridge will again prove its competence in responding to the problems of urban America. As such, Harvard University fully supports the designation of Cambridge as an Economic Target Area.

Yours sincerely,



Jane Corlette

JC:cl



Member FDIC

Cambridge Trust Company

1336 Massachusetts Avenue, Cambridge, Massachusetts 02138-3829

(617) 876-5500
FAX (617) 349-1421

March 25, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

The Cambridge Trust Company has been in Cambridge for over 100 years and presently employs 175 people. Elements that are critical to our long-term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Very truly yours,


James F. Dwinell III
President

**EAST CAMBRIDGE
SAVINGS BANK**

292 Cambridge Street
Cambridge, MA 02141-1263
(617) 354-7700

March 30, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

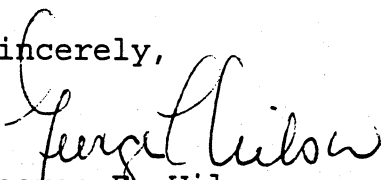
Dear Mr. Rosenberg:

As President and Chief Executive Officer of East Cambridge Savings Bank, I wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's New Economic Development Incentive Program.

East Cambridge Savings Bank has been in Cambridge since 1854 and currently employs 131 people. It is reinforcing to know that, through the use of Tax Increment Financing, the city is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing.

We lend our full support in the city's efforts to receive designation as an Economic Target Area. We welcome the opportunity to work with the city of Cambridge in support of the designation of economic opportunity areas to fulfill the city's and the Commonwealth's goals for improved economic condition and job creation.

Sincerely,


George B. Wilson
President & Chief Executive Officer

GEW/al

1310 Cambridge Street
Cambridge, MA 02139-1342

285 Highland Avenue
Somerville, MA 02143-1397

One Canal Park
Cambridge, MA 02141-2203

Cambridge Redevelopment Authority

Four Cambridge Center/Second Floor
Cambridge, Massachusetts 02142
617 492 6800
617 492 6804 (FAX)



March 30, 1994

Mr. Michael Rosenberg
Assistant City Manager for Community Development
Community Development Department
City Hall Annex
57 Inman Street
Cambridge, Massachusetts 02139

Re: Participant Letter of Support
Kendall Square Urban Renewal Area
Wellington-Harrington Neighborhood Renewal Area

Dear Michael:

As a participating agency, the Authority has asked that I extend to you its full support for the designation of the City of Cambridge as an Economic Target Area (ETA). The Authority wishes to indicate its support of the establishment of the Kendall Square District as an Economic Opportunity Area (EOA). Further, the Authority herein pledges its full cooperation in the implementation of the Commonwealth's Economic Development Incentive Program as well as the programs which will be generated in the Broadway/Kendall Square area (Census Tract 3524).

Within the Kendall Square Urban Renewal Area, the Authority anticipates a number of potential development opportunities requiring the supplemental assistance available through the Economic Incentive Program. These development opportunities include office, retail, research & development, manufacturing, and housing uses. Clearly, a potential area for expansion relates to the biotech industry which presents an opportunity to assist in propelling the economy of the Commonwealth to the forefront of economic growth in the 90's. Successful economic development is dependent upon the continuation of the effective public/private partnership which has been the hallmark of the redevelopment of Kendall Square.

The Kendall Square/Broadway District also includes a portion of the Wellington-Harrington Neighborhood Renewal Area. About half of the residents of Census Tract 3524 live in the Neighborhood Renewal Area. One institutional use, the Dante Alighieri Society building, was constructed on land acquired by the Cambridge Redevelopment

Mr. Michael Rosenberg
March 30, 1994
Page Two

Authority. That building could serve as a central training facility with some improvements required.

The Authority, working with other public sector representatives and private sector businesses, is prepared to assist in realizing the attainment of the City's and the Commonwealth's goals for improved economic opportunities and significant tax revenue and job generation.

The Authority as a participating agency, looks forward to the opportunity to work with your office to secure Commonwealth and Federal approval of the designation of the Kendall Square District as an EOA, as well as its approval of the City of Cambridge as an ETA.

Sincerely,



Joseph F. Tulimieri
Executive Director

COMEnergy

March 22, 1994

Commonwealth Energy System
One Main Street
Post Office Box 9150
Cambridge, Massachusetts 02142-9150
Telephone (617) 225-4000

Office of the President

Mr. Michael H. Rosenberg, Assistant City
Manager for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

On behalf of Commonwealth Energy System, I wish to express our strong support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program. We are encouraged to learn of Cambridge's efforts in seeking this status as another element of its economic development program.

A fundamental challenge facing Cambridge for the next decade is retaining its competitive edge in a global economy. While Cambridge's inherent strengths are such that they cannot easily be matched elsewhere, by seeking an Economic Target Area designation, Cambridge is assured that its reputation as one of the world's renown research environments will be enhanced.

As we have on past collaborations to attract and retain businesses in Cambridge (i.e., Genzyme, Lotus, BIOGEN, and AMGEN), we stand ready to contribute to a concerted effort to promote and encourage business development that creates jobs and a higher standard of living for Cambridge residents. We are anxious to lend our expertise in providing comprehensive energy services to help your program bring economic growth to Cambridge. To this end, we suggest the creation of a task force comprised of city officials, developers and members of our marketing team, whose role it will be to formulate an economic development and marketing program for Cambridge.

We look forward to assisting the City in implementing an economic development and marketing program and fully support its efforts to receive designation as an Economic Target Area.

Sincerely,



William G. Poist
President and Chief
Executive Officer

CES
81/94

cc: Mayor Kenneth E. Reeves
Mr. Robert Healy, City Manager

BIOGEN

March 30, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman St.
Cambridge, MA 02139

Dear Mr. Rosenberg:


We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Biogen has been in Cambridge since 1978 and presently employs 400 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,


Kenneth M. Bate
Vice President, Marketing and Sales



environmental engineers, scientists,
planners, & management consultants

CAMP DRESSER & McKEE INC.

Ten Cambridge Center
Cambridge, Massachusetts 02142-1403
617 252-8000

March 30, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Camp Dresser & McKee Inc. has been in Cambridge since 1989 and presently employs 700 people locally. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, and the availability of a trained workforce. It is reinforcing to know that the City is interested in supporting a partnership that includes the Commonwealth, City and the business community to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Very truly yours,

CAMP DRESSER & McKEE INC.

William F. Callahan, P.E.
Senior Vice President
Northeast Division Manager

WFC/j



TOFIAS
FLEISHMAN
SHAPIRO & CO., P.C.
CERTIFIED PUBLIC ACCOUNTANTS
AND BUSINESS CONSULTANTS

March 29, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Tofias, Fleishman, Shapiro & Co., P.C. has been in Cambridge since 1985 and presently employs 150 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,



Tracy Gallagher



March 29, 1994

Mr. Michael H. Rosenberg
Assistant City Manager for
Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

The Royal Sonesta Hotel has been in Cambridge since 1964 and presently employs 328 people. We constantly look for qualified people, who have an orientation to provide prompt and friendly service. We hire people at many different levels of experience. The number of people we employ is directly a result of the levels of business we anticipate.

We therefore strongly support any program that better trains Cambridge's work force and creates jobs for Cambridge residents. A thriving business community in Cambridge, brings more travelers to our hotel, allowing us to employ more people ourselves.

Please let us know if we can do anything to further support Cambridge's efforts.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephanie SH'. The signature is fluid and cursive, with the initials 'SH' being particularly prominent.

Stephanie Sonnabend
President

Corporate Real Estate

Polaroid Corporation
575 Technology Square
Cambridge, Massachusetts 02139

Polaroid

March 31, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

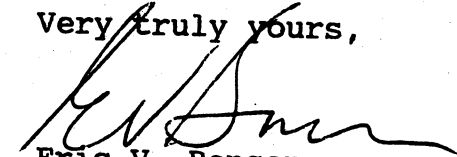
Cambridge and the Commonwealth need the support of all interests in the community to provide initiatives which can bring economic growth and the creation of new jobs.

We are delighted to learn that the City of Cambridge is seeking designation as an Economic Target Area under the Commonwealth's Economic Development Incentive Program.

Polaroid has been an employer in Cambridge for over 50 years and is one of the major employers in the City today. We are keenly aware that a cost competitive location, well trained work force and stable tax base are vital to the support of business expansion. We applaud your efforts to receive designation as an Economic Target Area.

We look forward to a continuing working relationship with the City and to lend our full support to your important effort.

Very truly yours,



Eric V. Benson
Director
Corporate Real Estate

EVB/jp

BIOPURE[®]

March 22, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Biopure Corporation has been in Cambridge since 1990 and presently employs 45 people. We are currently planning to relocate our corporate headquarters to Cambridge at the end of this year, at which time we will employ approximately 100 people in Cambridge. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved support in the City's efforts to received designations an Economic Target Area.

Sincerely yours,



Brian A. Lajoie
Vice President - Finance



PRAXIS

Praxis International Inc.
Four Cambridge Center
Cambridge, MA 02142-1489

(617) 661-9790 Tel
(617) 497-1072 Fax

Richard P. Ryan
Chief Financial Officer

March 28, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Praxis International Inc. has been in Cambridge since 1965 and presently employs 230 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

RPR:ch

April 1, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
Community Development
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg,

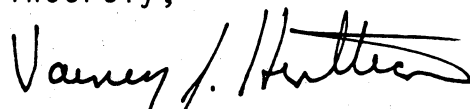
I am writing to express my support for the City of Cambridge's application for designation as an economic target area under the Commonwealth's New Economic Development Incentive Program.

My family has owned property and operated businesses in Cambridge since 1936. Aside from the Deran Candy Company (now Great American Brands) which employs well over 200 people, biotechnology tenants occupying family properties employ an additional 100 persons. As proposed, this program will significantly benefit old line mature businesses like Great American Brands as well as emerging technology companies. Accordingly, we certainly support the city's application.

Aside from tax incentives that will contribute to attracting and retaining a broad range of commercial businesses, the potential employee training opportunities provided by such a program will provide Cambridge with significant competitive advantage. Moreover, a strong public private partnership between the State, City and private business will contribute to the City's long term success.

Mr. Rosenberg, if I can be of further assistance in your application process, please call me at 561-0628.
Thank you.

Sincerely,


Varney J. Hintlian



FIVE CAMBRIDGE CENTER • CAMBRIDGE, MA 02142

617/499-6016 FAX 617/499-6393

Robert C. Siegel
CHAIRMAN, PRESIDENT & CEO

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, Ma 02139

March 28, 1994

Dear Mr. Rosenberg,

The Stride Rite Corporation would be pleased to lend our support to your effort to have the City of Cambridge designated as an Economic Target Area under The Commonwealth of Massachusetts' new Economic Development Incentive Program.

We recognize that many of our urban areas are under increasing pressure in their attempts to retain quality employers that provide good jobs with competitive salaries. The Stride Rite Corporation has been located in Cambridge since 1980 and presently employs 480 people. Several of the elements that are critical to our long term residence and future expansion plans in Cambridge include the availability of a trained work force, our need to remain cost competitive, and the forging of a dynamic partnership with the City. It is encouraging for us at Stride Rite to know that the City of Cambridge is actively involved in supporting business expansion in future Economic Opportunity Areas by providing the various forms of tax incentives that will lead to job creation and economic expansion.

Clearly, as this decade progresses, it will be very important for The Commonwealth of Massachusetts, the various cities and towns, and the business community as a whole, to work together in order to strengthen and expand our economy. We support your effort in this partnership to make the City of Cambridge economically attractive to good corporate citizens such as The Stride Rite Corporation. We lend our full support to the City's effort to receive the designation as an Economic Target Area. And we look forward to the opportunity to work with the City of Cambridge in the designation of Economic Opportunity Areas within the City, to maximize job creation and economic expansion.

Sincerely,

Robert C. Siegel



Clam Associates
101 Main Street
Cambridge
Massachusetts
02142

617 621-2542
Fax 252-0820

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

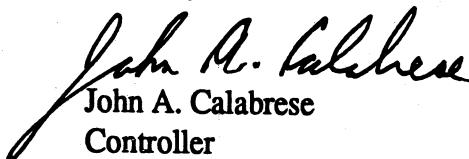
We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

CLAM Associates, Inc. has been in Cambridge since 1987 and presently employs 85 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,


John A. Calabrese
Controller



MINUTEMAN PRESS®

Printing "FOR THE JOB YOU NEEDED YESTERDAY"

Five Cambridge Center
Main Street Kendall Square
Cambridge, MA 02142
(617) 876-3688
(FAX) 876-3896

March 29, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

DMR Print, Inc./Minuteman Press has been in Cambridge since October 1992 and presently employs 7 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

David M. Reed
President, DMR Print, Inc./Minuteman Press

MACDONALD, MURPHY & MAY

ATTORNEYS AT LAW

DOUGLAS R. MacDONALD

PAUL F. MURPHY

KENNETH D. MAY

March 30, 1994

Michael H. Rosenberg
Assistant City Manager
For Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg,

Southside Neighbors, the Cambridge Redevelopment Authority's designated group for part of the Wellington-Harrington Redevelopment area, wishes to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Since 1979, Southside Neighbors has been involved with housing developments such as Lilac Court, Linden Park and other rehab efforts. We have also been included in the strategic development of One Kendall Square, particularly The Binney Street Garage.

Southside Neighbors and myself as a partner in the law firm of MacDonald, Murphy & May, whose offices are in One Candle Square, both strongly support your application.

It is reinforcing to know that the City is interested in supporting and combining business expansion and community involvement. The provision of various forms of tax relief and infrastructure financing through the use of Tax Increment financing is an exciting approach to the employment problems of this area.

As you know, Cambridge is not only a regional employment center, but also a generator of emerging technologies that will put our state's economy on the forefront of economic growth in the years ahead. A partnership that includes the Commonwealth, the City, the business community and the neighborhoods is what is needed to bolster and retain these emerging businesses. The participation and economic involvement of this partnership is critical to dealing with the low employment and income figures prevalent in this area.

We look forward to the opportunity to work with the City in the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. Representing both Southside Neighbors and our law firm at One Candle Square, we further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

Kenneth D. May

Kenneth D. May
For Southside Neighbors
And MacDonald, Murphy & May

Phase One Office Products, Inc.
89 Fulkerson St., Cambridge, MA 02141
Tel. (617) 547-0700 Fax (617) 354-3927

March 31, 1994

Representative Tim Toomey
State House, Rm. 1A
Boston, MA 02133

Dear Representative Toomey:

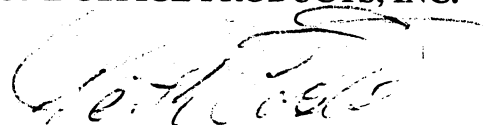
We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Phase One has been in Cambridge since 1985 and presently employs 58 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community are what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,
PHASE ONE OFFICE PRODUCTS, INC.



Keith Castle
President

KC/sab

Phase One Office Products, Inc.
89 Fulkerson St., Cambridge, MA 02141

Tel. (617) 547-0700 Fax (617) 354-3927

March 31, 1994

Senator Robert Travaglini
State House, Rm. 416A
Boston, MA 02133

Dear Senator Travaglini:

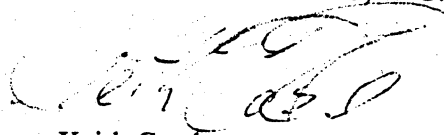
We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Phase One has been in Cambridge since 1985 and presently employs 58 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community are what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,
PHASE ONE OFFICE PRODUCTS, INC.


Keith Castle
President

KC/sab

FORESTCITY

DEVELOPMENT



March 30, 1994

Mr. Michael Rosenberg
Assistant City Manager
Cambridge Community Development
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We are writing to state our avid support for the City of Cambridge's designation as an Economic Target area under the Commonwealth's new Economic Development Incentive Program, and look forward to working with you and your staff to obtain the designation of Economic Opportunities Areas to meet the goals of continuing job creation and economic revitalization of University Park and Cambridgeport.

As you know, Forest City established a unique position in Cambridge over a decade ago, when designated by MIT to be the developer of the University Park at MIT project, and has since become landlord to some sixteen companies, over 850 employees and approximately 300 residents.

University Park was initiated in the early and mid eighties, in an era of economic expansion that had rendered economic assistance and incentive programs basically extinct. Bolstered by the then almost universal belief in an ever expanding economy, we invested millions of dollars, renovating the historic Kennedy Biscuit Company's original home to provide 142 new rental housing units (with 59 available to "low" and "moderate" income residents), renovating approximately 100,000 square feet and constructing approximately 250,000 additional square feet for the Commonwealth's burgeoning biotech industry, and providing significant improvements to the City's infrastructure.

During this same period, the remaining area of Cambridgeport has provided some 600,000 square feet of space for the biotech industry and has been rezoned to both allow continued growth and to protect its vital residential sector.

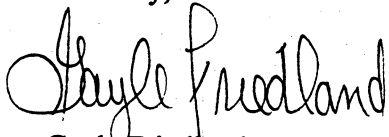
Today the continuing buildout of this area is held captive to the economic constraints of the '90's. Without the provision of the assistance and incentive programs being defined in the Commonwealth's new Economic Development Incentive Program and linked to Economic Target Areas, our ability to continue buildout is dramatically constrained.

As you know, we, like yourself and your staff, have been extremely active in promoting the Emerging Technology Fund, the City's 108 program for biotech, and any other means of fostering Cambridge's and University Park's positions as the premier locations for the biotech industry, and have initiated discussions re: defining means of improving the existing infrastructure throughout a greater portion of Cambridgeport to assure its ongoing role in this biotech development.

Though we continue to offer great appeal to virtually all the biotech firms seeking to locate or expand (with a location immediately adjacent to the MIT Campus; a demonstrated high degree of sophistication in biotech build-out, and a master plan providing not only an inter-related biotech community, but also both "affordable" and "market rate" housing, hotel and conference facilities and retail), we, without the programs you seek, are all too often "a close second" due to the difficulty in being economically competitive.

Aside from the personal commitments made by a great many individuals over the last decade, over 1 1/2 million square feet of commercial development and over 250 additional housing units are at risk in University Park alone. The City's stake in jobs, tax base, and revitalization is tremendous. And a necessary ingredient for success is Cambridge's designation as an Economic Target Area.

Sincerely,

A handwritten signature in cursive script that reads "Gayle Friedland". The signature is written in dark ink and is positioned above the printed name.

Gayle Friedland

Managing Director & Vice President

64 Sidney Street
Cambridge
Massachusetts
02139 4136
U.S.A.

Telephone
617 494 0171
Facsimile
617 494 9255/9263

Alkermes

March 23, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

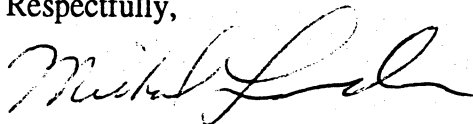
We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Alkermes has been in Cambridge since 1988 and presently employs 150 people. The reasons we initially chose Cambridge to locate in were primarily to access a highly trained work force and the proximity to the universities and hospitals in the area that were important for our research. As our research matures into product candidates, our expansion criteria will have to take into account the site costs of remaining in Cambridge. This will become increasingly important as our national health care reform and cost containment policy evolve. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

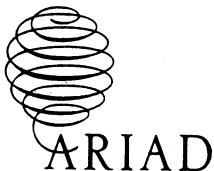
We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Respectfully,



Michael J. Landine
Vice President and Chief Financial Officer

MJL:djk



March 22, 1994

Mr. Michael H. Rosenberg
Assistant City Manager for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

ARIAD supports the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

ARIAD has been in Cambridge since late 1991 and presently employs 92 people. Our success as a Company depends in part on our ability to access a trained workforce, to operate economically and to work cooperatively with local government. Therefore, we are pleased to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies, such as biotechnology, which many people believe are the best engines for economic growth. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and enhance our ability to create new jobs and new business opportunities in the Cambridge area.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunity Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

Charles C. Cabot III
Senior Vice President
Chief Operating Officer

Technology Inc.

Suite 380
64 Sidney Street
Cambridge, Massachusetts 02139-4136
(617) 225-0850
(617) 225-0822 FAX

March 24, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

I wish to express my support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Ascent Technology, Inc., has been located in Cambridge since our founding in 1986. We employ approximately 25 people full-time and 5 people seasonally. Some of the elements that are critical to our decision to remain in the City of Cambridge include the following:

- The cost-competitiveness of office space.
- The availability of a highly trained work force.
- The level of support we can expect from the City of Cambridge.

It is reassuring to know that the City of Cambridge is interested in supporting business expansion by means of Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

Cambridge is not only a regional employment center, but also a generator of the emerging technologies that could put Massachusetts's economy in the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, the City, and the business community will bolster the economy and help to retain maturing companies like Ascent Technology in Cambridge.

I lend my support to the City's efforts to obtain designation as an Economic Target Area.

Sincerely yours,



Karen A. Prendergast
President

KAP/lh

March 24, 1994

Oculon Corporation
26 Landsdowne St.
Cambridge, MA 02139

617.621.3141
617.621.1434 : FAX

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge MA 02139

Dear Mr. Rosenberg:

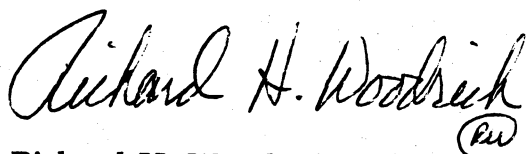
We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Oculon has been in Cambridge since 1988 and presently employs 21 people. We are a rapidly growing biopharmaceutical company with limited financial resources. Cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City are elements critical to our long term tenancy and future expansion. It is important to our future plans to know that the City is interested in supporting business expansion in Economic Opportunity Areas that will support job creation and provide various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. Oculon itself springs from technology licensed from MIT. A partnership that includes the Commonwealth, the City and the business community is what is needed to bolster the economy and retain maturing companies.

We lend our full support in the City's efforts to receive designation as an Economic Target Area. We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goal for improved economic conditions and job creation.

Very truly yours,



Richard H. Woodrich
Vice President and Chief Financial Officer

RHW/ru



Executive Offices
1260 Boylston Street
Boston, MA 02215
(617) 262-1745
FAX (617) 262-6365

March 31, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 022139

Dear Mr. Rosenberg:

Howard Johnson Hotel
575 Commonwealth Avenue
Boston, MA 02215
(617) 267-3100

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Howard Johnson Hotel
777 Memorial Drive
Cambridge, MA 02139
(617) 492-7777

Sage Hotel Corporation has been in Cambridge since 1967 and presently employs 130 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

Howard Johnson Lodge
1271 Boylston Street
Boston, MA 02215
(617) 267-8300

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

Howard Johnson Lodge
407 Squire Road
Revere, MA 02151
(617) 284-7200

Howard Johnson Lodge
Main Street
Waterville, ME 04901
(207) 873-3335

/bs:mr0331

Page 2
Michael Rosenberg
March 31, 1994

We look forward to the opportunity to work with the City in support of the designation of economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,



William Sage
Executive Vice President

/bs:mr0331a



WILSON-CAMBRIDGE REALTY TRUST

March 21, 1994

Mr. Michael H. Rosenberg
Asst. City Manager for
Community Development
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We understand that you are working with the Commonwealth to have the City of Cambridge designated an Economic Target Area. We applaud and support this effort.

The A.O. Wilson Structural Company and its successor, the Wilson-Cambridge Realty Trust, have been located in the Alewife part of the City since 1923, and have seen many changes in these seventy-plus years. It is now poised for more change. Half of the biotechnology companies in the Commonwealth are located in Cambridge, and they provide an opportunity for major economic growth. A logical place for them to grow is in Alewife: the site is cost competitive; a trained workforce is available in this City known for its education facilities; and this City is supportive of new efforts.

We look forward to this opportunity to work with the City in support of the designation of Alewife as an Economic Opportunities Area to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We lend our full support to the City's efforts to receive designation as an Economic Target Area.

Sincerely,

Albert O. Wilson, Jr.

OUR NEW ADDRESS IS 40 SMITH PLACE · CAMBRIDGE, MA 02138-1068 · TELEPHONE (617) 547-2450

ONE KENDALL SQUARE · BUILDING 700 E · CAMBRIDGE, MASSACHUSETTS 02139-1562 · TELEPHONE (617) 621-2950



March 30, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Genetics Institute has been in Cambridge since 1985 and presently employs 500 people in Cambridge and 1000 people in Massachusetts. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

A handwritten signature in cursive script that reads "Dale Blank".

Dale Blank
Vice President,
Facilities & Technical Services



**Continental
Cablevision®**

March 30, 1994

Mr. Michael H. Rosenbeg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Continental Cablevision has been in Cambridge since 1986 and presently employs 65 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

A handwritten signature in cursive script that reads "Stephen Marx".

Steve Marx
Program Director



EXECUTIVE OFFICES

614 Massachusetts Ave.
Cambridge, Mass. 02139
617-354-3358
FAX: 617-354-5571

SHOWROOMS

614 Massachusetts Ave.
Cambridge, Mass. 02139
617-354-3358
11 Acton Rd.
Chelmsford, Mass. 01824
508-256-9251
929 Worcester Rd.
Framingham, Mass. 01701
508-879-8383
1280 Oaklawn Ave.
Cranston, RI 02920
401-463-6360
7 Jansen Court
W. Hartford, Conn. 06110
203-953-4015
23 Daniel St.
Milford, Conn. 06460
203-877-2791

March 30, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

I wish to express my support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Putnam Furniture Leasing Company, Inc., has been in Cambridge since 1939 and presently employs 77 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained workforce and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

I look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. I further lend my full support to the City's efforts to receive designation as an Economic Target Area.

Sincerely,

Carl F. Barron

Member of



CFB/b.3291



A Tradition, A Community, A Dynamic Future

820 Massachusetts Avenue
Cambridge, Massachusetts
02139-3296

(617) 661-9622

March 23, 1994

Mr. Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg,

The Cambridge Family YMCA is pleased to offer an endorsement for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth of Massachusetts's new Economic Development Incentive Program. The effectiveness of the community's social service system is in part tied to the economic vitality of the City. The Cambridge Family YMCA envisions the Economic Development Incentive Program to stimulate and strengthen the economy of Cambridge.

Established in 1883, the YMCA in Cambridge has a rich history of serving the community. The strength of this venerable social service institution is drawn from the reservoir of human talent and creativity in the city. The Cambridge Family YMCA has prospered in a city where social services are an integral component of the economic base of the community.

The Cambridge Family YMCA looks forward to working with elected and appointed municipal and state leaders to support the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improving economic conditions and job creation.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Foot'.

Richard A. Foot
YMCA President

THIS AGENCY IS
SUPPORTED BY



United Way

YMCA Mission:
To put Christian principles
into practice through programs
that build healthy body,
mind, and spirit for all.

Baron+HammerAssociates

80 Prospect Street
Cambridge MA 02139

Phone: 617.876.7600
Fax: 617.492.7660

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

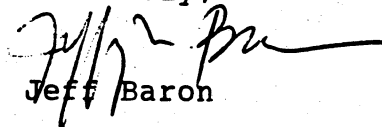
Dear Mr. Rosenberg,

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Baron and Hammer Associates has been in Cambridge for many years. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained work force, and the level of support we can expect from the City of Cambridge. Indeed, it is reinforcing to know that the city is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

We look forward to the opportunity to work with the city in support of the designation of Economic Opportunities Areas to fulfill the city's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City of Cambridge's efforts to receive designation as an Economic Target Area.

Sincerely,


Jeff Baron



Sheraton Commander

H O T E L
C A M B R I D G E

16 GARDEN STREET, CAMBRIDGE, MA 02138-3609
PHONE: (617) 547-4800 FAX: (617) 868-8322

March 30, 1994

Michael H. Rosenberg
Assistant City Manager
for Community Development
Community Development Dept.
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg.

We wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

The Sheraton Commander Hotel has been in Cambridge since 1927 and presently employs 130 people. Elements that are critical to our long term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained work force and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

Edward N. Guleserian
Managing Director



THE SHERATON
COMMANDER HOTEL
IS OWNED BY
COMMANDER REALTY ASSOC.
AND OPERATED BY
COMMANDER PROPERTIES, INC.
UNDER A LICENSE ISSUED BY
SHERATON INNS, INC.

ITT Sheraton
WORLDWIDE HOTELS, INNS, RESORTS & ALL-SUITES

ELLIS & ANDREWS, INC.

REALTORS

IN HARVARD SQUARE SINCE 1888

March 28, 1994

Michael H. Rosenberg
Assistant City Manager for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

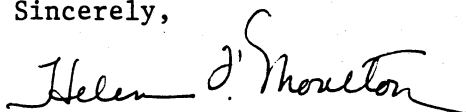
Dear Mr. Rosenberg:

Ellis & Andrews, Inc., has been in Harvard Square for well over one hundred years and has a proud history of service to the City of Cambridge. Therefore, we wish to express our support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

Cambridge is not only a regional employment center but a generator of emerging technologies that will put our State's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City of Cambridge, and the business community is what is needed to bolster the economy and retain maturing companies. It is reassuring to know that the City is interested in supporting business expansion in future Economic Target Areas which create jobs by providing various forms of tax relief.

We look forward to the opportunity to work with the City of Cambridge in support of the designation as an Economic Target Area to fulfill the City's and the Commonwealth's goal for improved economic conditions and job creations.

Sincerely,



Helen F. Moulton, President

HFM/jm



SERVING THE ACADEMIC COMMUNITY SINCE 1882

JEREMIAH P. MURPHY, JR., President
WILLIAM R. DICKSON, Chairman of the Board

April 1, 1994

Michael H. Rosenberg
Assistant City Manager for Community Development
Community Development Department
57 Inman Street
Cambridge, MA 02139

Dear Mr. Rosenberg:

The Coop wishes to express its support for the designation of the City of Cambridge as an Economic Target Area under the Commonwealth's new Economic Development Incentive Program.

The Harvard Cooperative Society has been in Cambridge since 1882 and presently employs 500 people. Elements that are critical to our long-term tenancy and future expansion include the cost competitiveness of the site, the availability of a trained work force and the level of support we can expect from the City. It is reinforcing to know that the City is interested in supporting business expansion in future Economic Opportunity Areas that will support job creation by providing various forms of tax relief and infrastructure financing through the use of Tax Increment Financing.

As you know, Cambridge is not only a regional employment center, but a generator of the emerging technologies that will put our state's economy on the forefront of economic growth in the next decade. A partnership that includes the Commonwealth, City and the business community is what is needed to bolster the economy and retain maturing companies.

We look forward to the opportunity to work with the City in support of the designation of Economic Opportunities Areas to fulfill the City's and the Commonwealth's goals for improved economic conditions and job creation. We further lend our full support in the City's efforts to receive designation as an Economic Target Area.

Sincerely,

A handwritten signature in black ink, appearing to read "JPM".

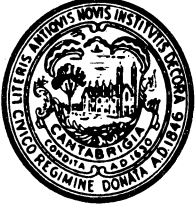
Jeremiah P. Murphy, Jr.
President

JPM/aga

APPENDIX #4

List of Attachments

1. **Jobs, Training, And The Evolving Cambridge Economy, June 20, 1991**
2. **Toward A Sustainable Future, Cambridge Growth Policy Document, February 1993, Draft**
3. **Alewife: A Plan For Sustainable Development, March 1, 1994, Draft**
4. **Cambridge SiteFinder, Fall 1993**
5. **Miscellaneous Attachments**
 - **University Park - Roadway & Infrastructure Agreements**
 - **Light Manufacturing Incentive Zone**
 - **Services Agreement**



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300
FAX. 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

15.
May 2, 1994

To The Honorable, The City Council:

In response to Awaiting Report Item No. 43, regarding a status report on property tax incentives to promote economic development, please find attached our application to the Commonwealth of Massachusetts for designation of Cambridge as one of its twenty economic target areas. This application, prepared by the Community Development Department, was among the first submitted to the Commonwealth. If Cambridge is selected, then we will have new tools to provide the kind of tax incentives for companies that result in job and training opportunities for residents. We anticipate a response prior to June 30, 1994.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment

Consent Agenda #15 *S-188*
Awaiting report Item Number 43,
regarding a status report on property
tax incentives to promote economic
development.

*for original order per
Order # 5 of 4/25/94*

In City Council,

May 2, 1994