

CAMBRIDGE
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For more information
about living and working
in Cambridge, contact...



City of Cambridge Community
Development Department
Economic Development Division
57 Inman Street
Cambridge, Massachusetts 02139
617/349-4600 Fax 617/349-4669



Cambridge Chamber of Commerce
859 Massachusetts Avenue
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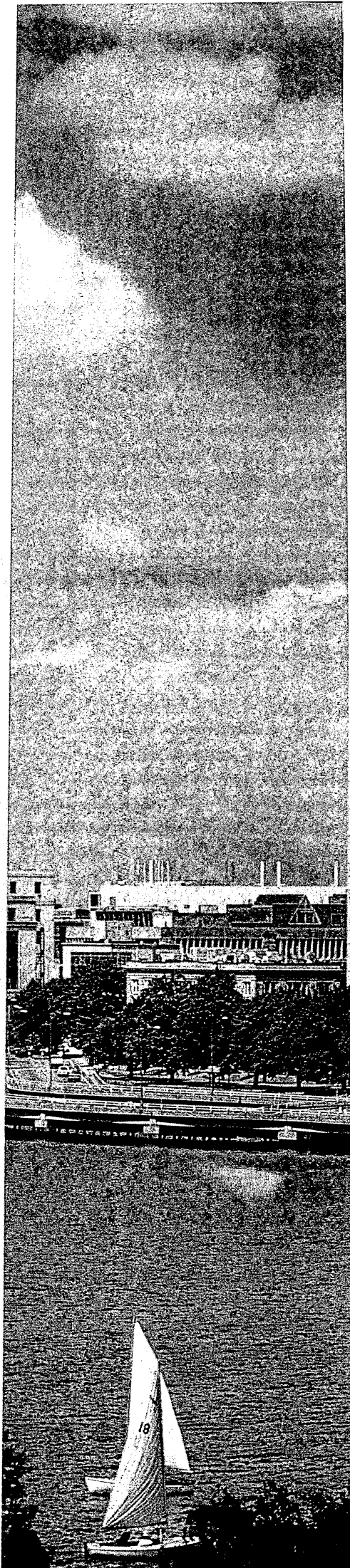
Marketing Agent

COMEnergy

FORESTCITY
DEVELOPMENT



Royal Sonesta Hotel
Cambridge





Genetics Institute

- 1845 Elias Howe perfects sewing machine model
- 1876 First long distance phone call, Kilby Street, Boston to Osborn Street, Cambridge
- 1892 The National Biscuit Company (Nabisco) introduces the Fig Newton at its Cambridge bakery
- 1931 Vannevar Bush and colleagues develop differential analyzer, the first electro-mechanical analog computer
- 1946 Edwin Land develops instant photographs

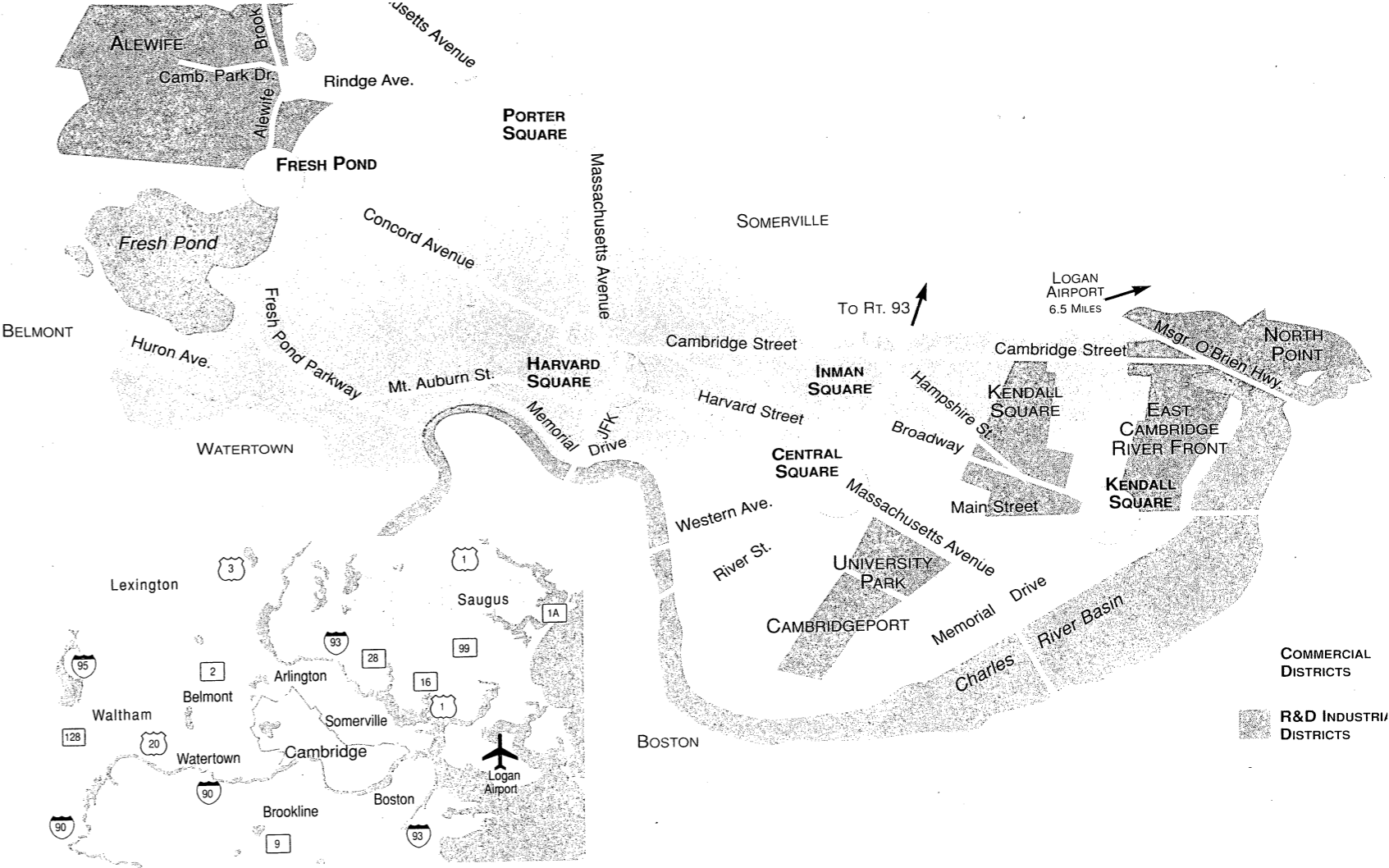


Whitehead Institute for Biomedical Research

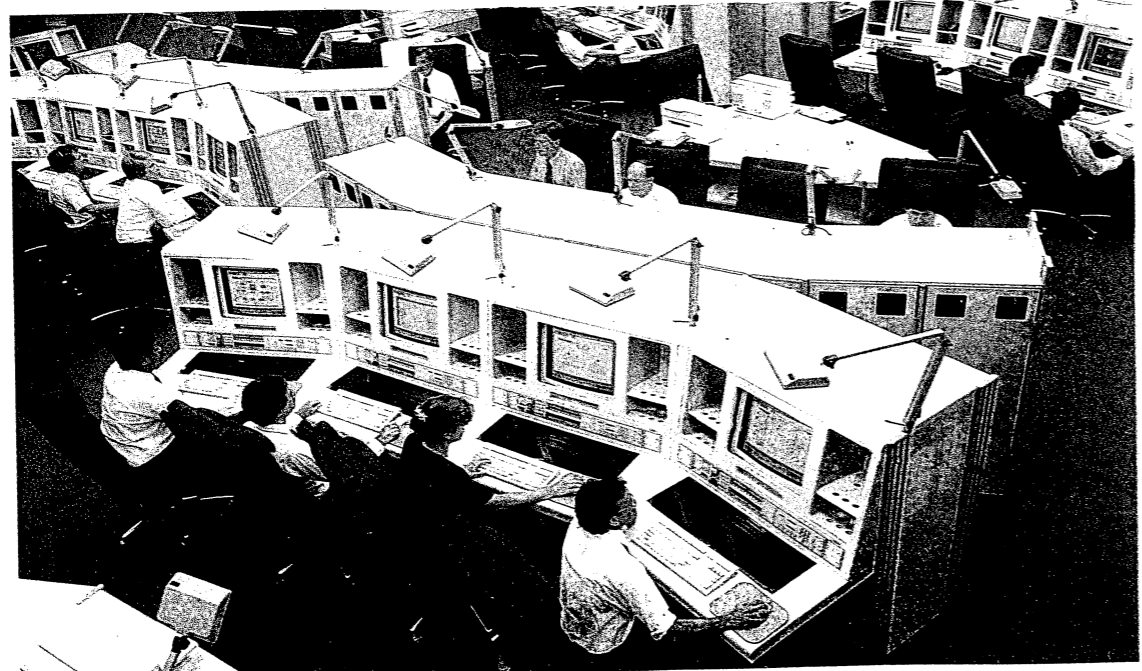
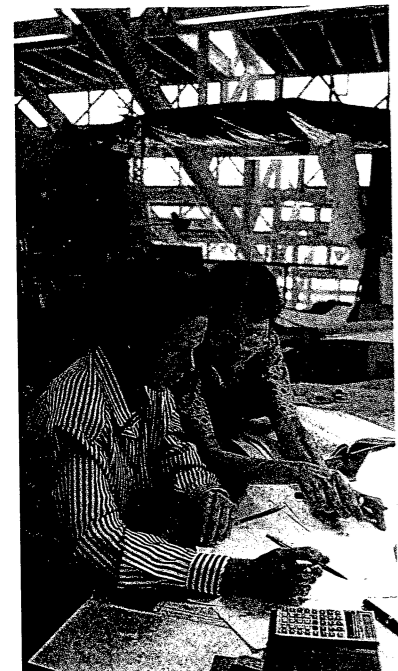
- 1957 John C. Sheehan achieves first chemical synthesis of penicillin
- 1968 BB&N creates the ARPANET, which becomes the Internet in 1990
- 1983 Lotus 1-2-3, the most popular spreadsheet program, is released to the market.
- 1988 Genzyme Tissue Repair's Epicel[®] skin graft service, the world's first process for growing new skin from a patient's own skin cells, is approved for marketing.
- 1993 MIT researchers discover a link between a gene mutation and the inherited form of Lou Gehrig's disease.

THE BIRTHPLACE OF IDEAS

It is no mere coincidence that Cambridge, which helped create American democracy with the country's first army, also has cultivated more U.S. presidents and Nobel laureates than any other city. Throughout its nearly four centuries, the city has been an incubator of dynamic ideas in government, in science and the arts, and in business. Many of the ideas and the leaders produced in Cambridge have taken root elsewhere, stimulating ever-widening growth. But many have stayed in Cambridge, or returned to Cambridge, which is why the city today is unparalleled for the quality of its enterprises, the potential of its work force, and the opportunities it offers all its residents. In sum, Cambridge is 5300 businesses and nearly 100,000 residents in a 6.5 square mile area—few places on earth can equal it for energy, imagination, and potential.

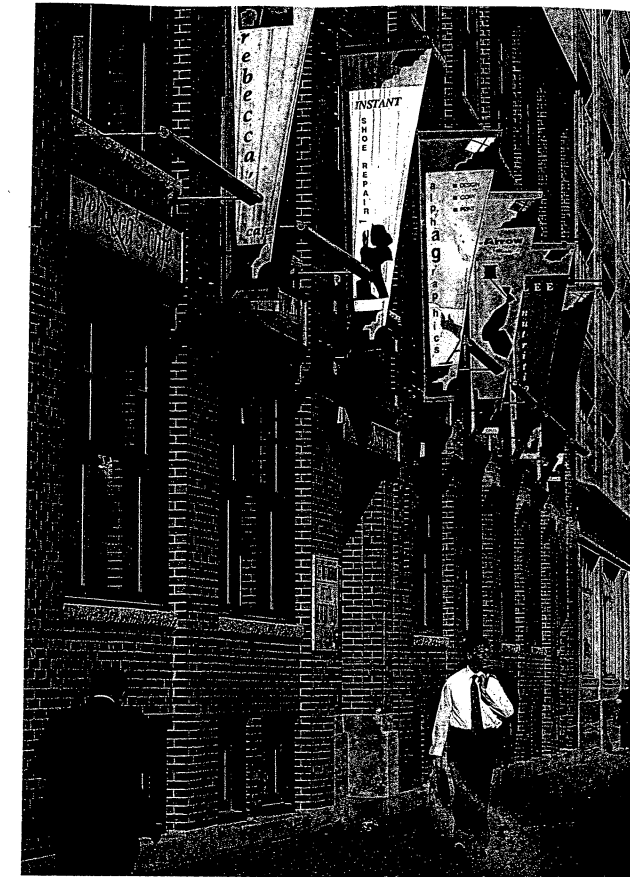
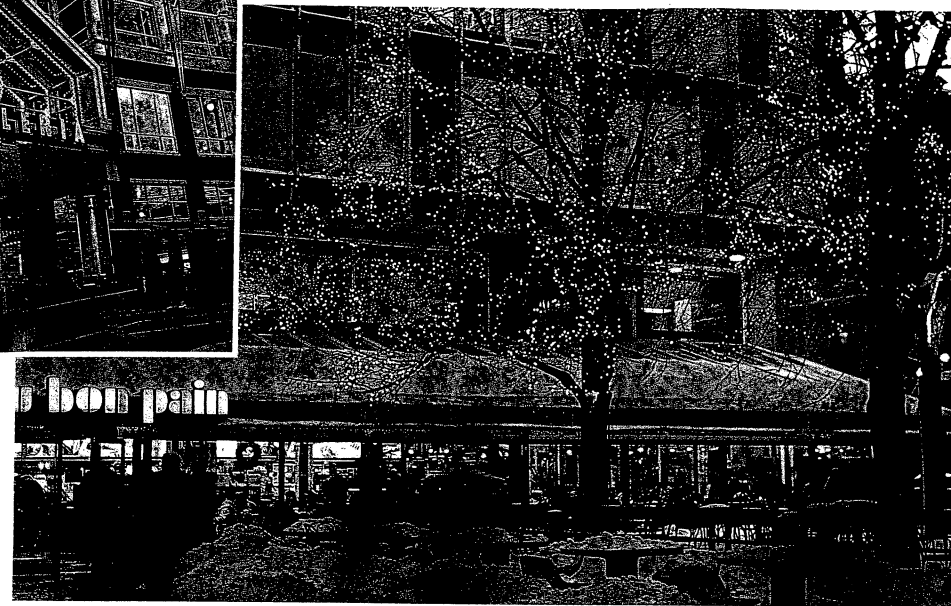
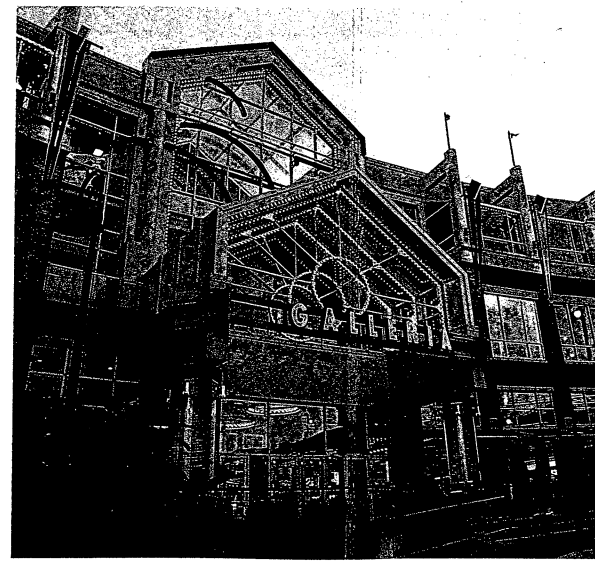


COMMERCIAL DISTRICTS
R&D INDUSTRIAL DISTRICTS



CAMBRIDGE
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Courtesy Sonesta Hotel Corporation



Over 12,000,000 square feet of commercial/industrial real estate

Over \$200 million in infrastructure investment in the last ten years

Largest concentration of biotechnology companies on the East Coast

Over 200 software companies

5,300 companies in 6.5 square mile area

30.1% of the workforce has a professional or graduate degree

Sixty Nobel laureates and counting

More bookstores per capita than any other city in America

448 restaurants, representing the cuisine of thirty cultures

337 acres of public space, including 67 playgrounds and parks

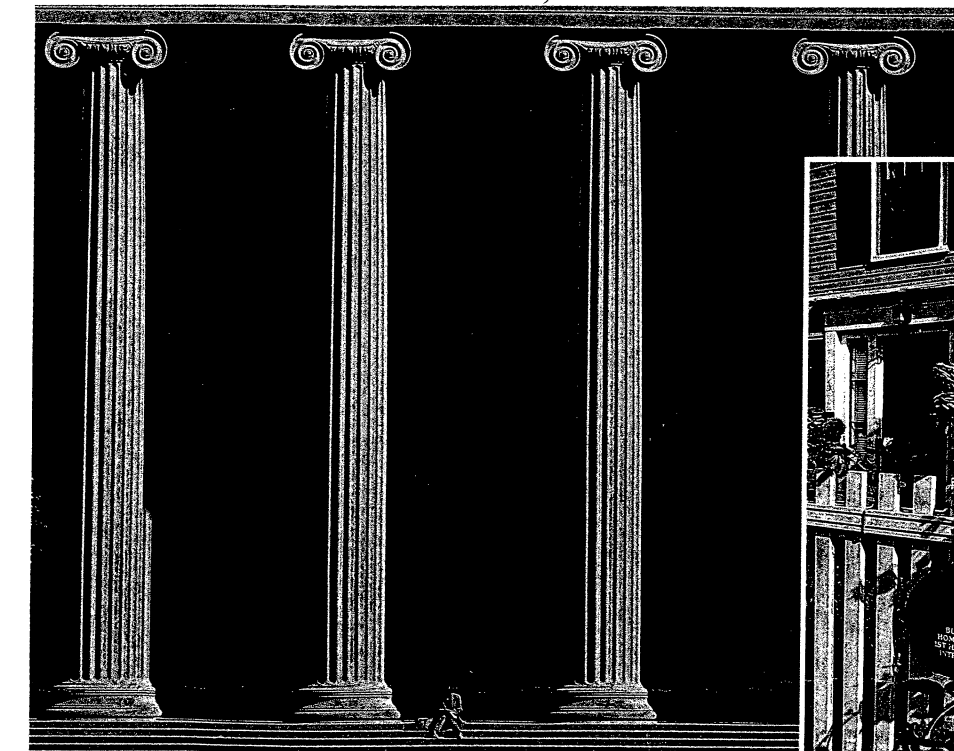
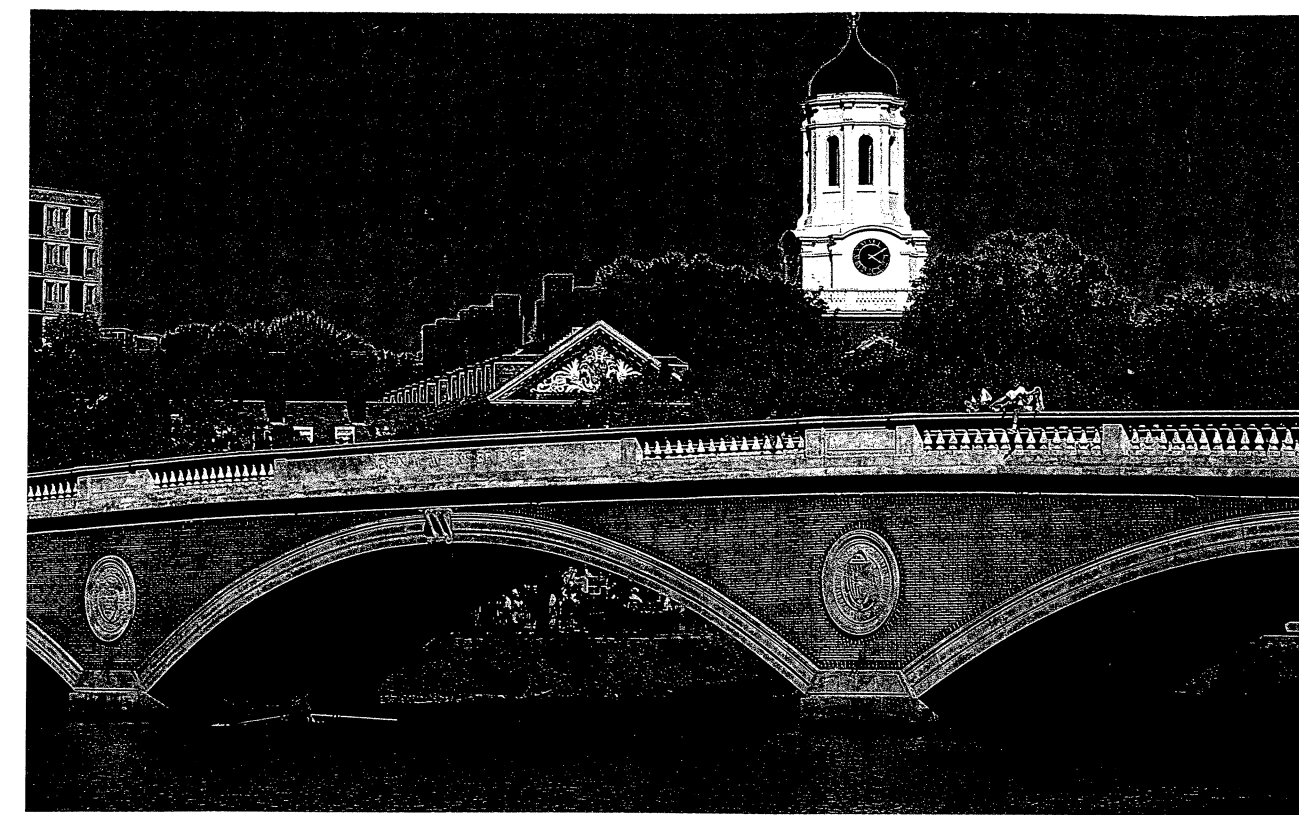
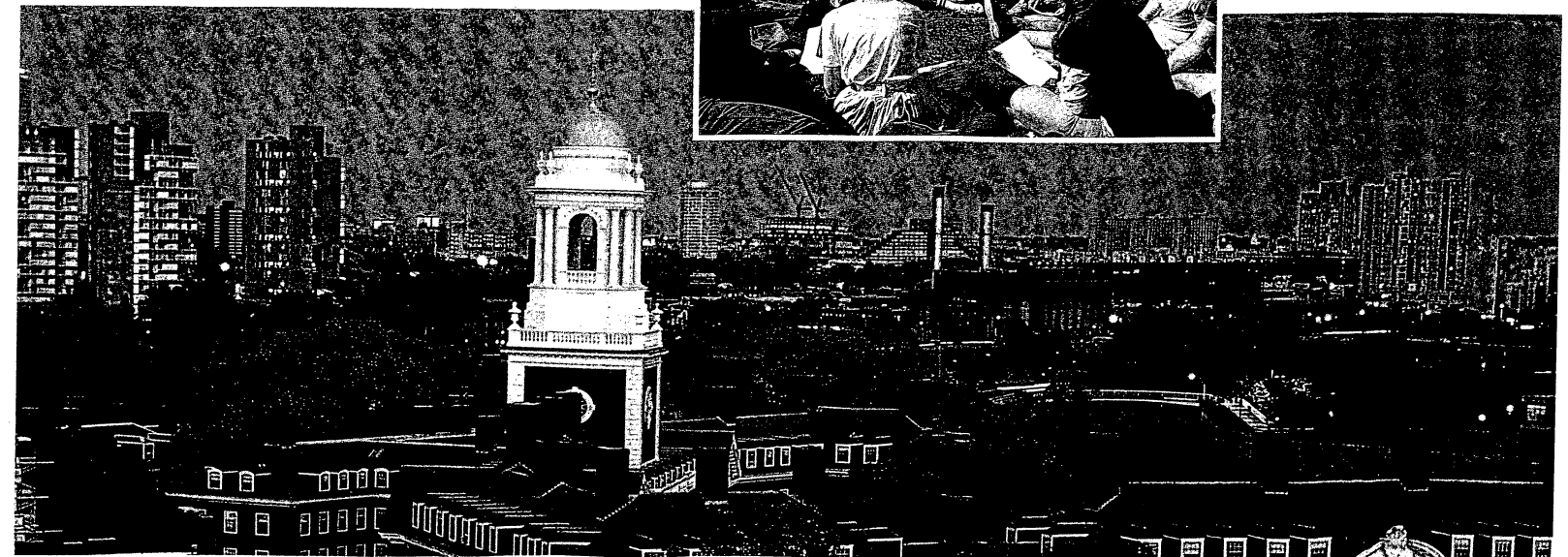
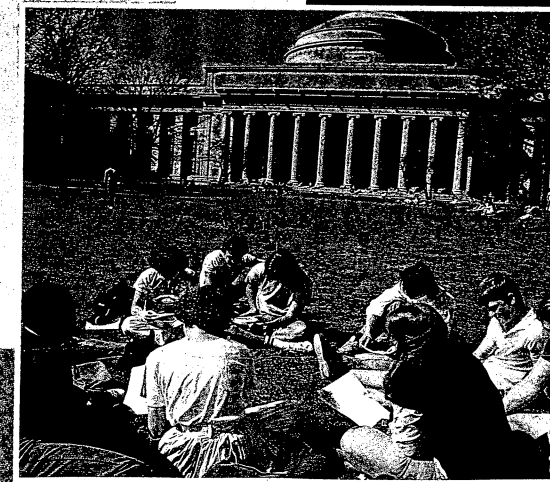
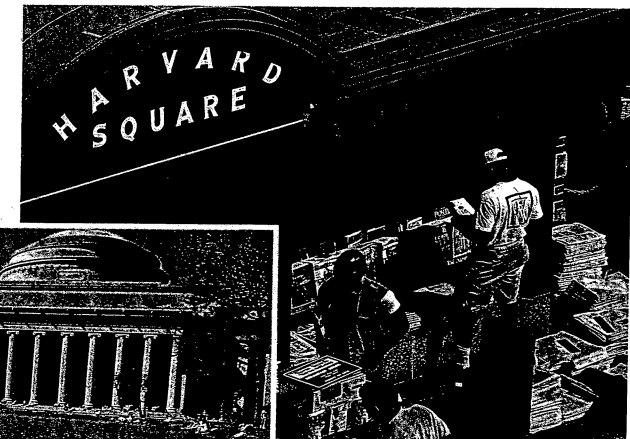
Site of the largest one-day rowing event in the world, the Head of the Charles Regatta

Just across the river from Boston, home of the Pops and the Red Sox

"There are some things we take for granted in Cambridge and that make it the most diversely civilized city in all the land. Here people of widely different ethnic, language, religious, and social commitment live peacefully, agreeably together with great mutual regard and without anyone giving much thought to the matter. What elsewhere too often is a source of tension is here accepted and enjoyed. So it will remain."

John Kenneth Galbraith
Economist and Author, Harvard University

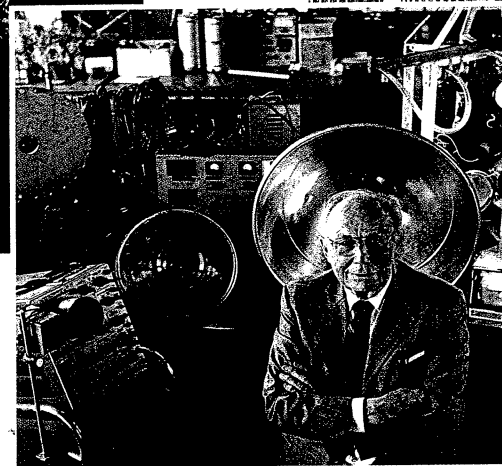
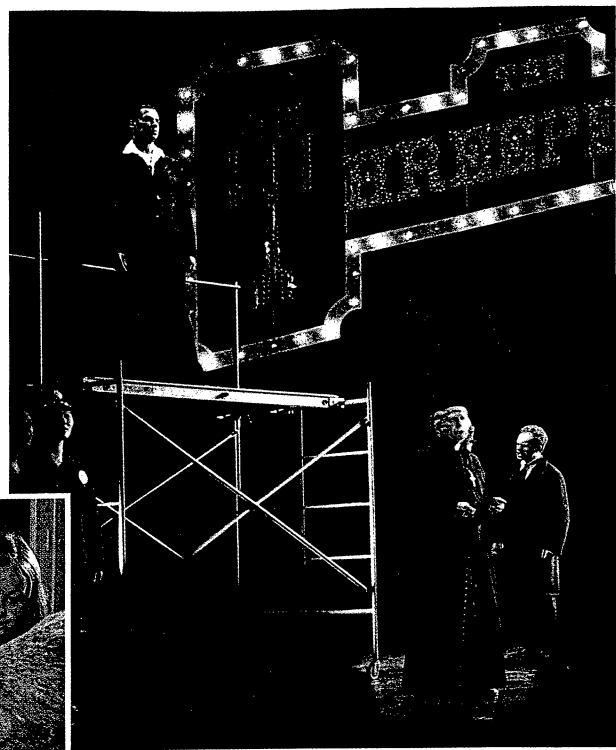
Courtesy MIT



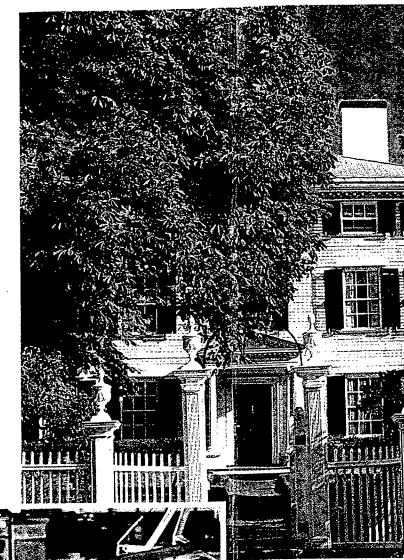


ACTIVE DAYS AND NIGHTS

A dozen major museums of art and science, hundreds of restaurants for nearly as many cuisines, resident theater companies, adult education, jazz, rock and classical music at the clubs and the universities, cinema retrospectives, a variety of



Courtesy MIT



A CITY OF YOUNG IDEAS

Cambridge is an even more stimulating environment for children, who benefit from excellent choices in public and private education and the abundant cultural influences on every phase of daily life.

hotels, parks and playgrounds— in short, Cambridge provides everything you'd expect to find in a vibrant international city.

Within two hours of the city are wholly different adventures—

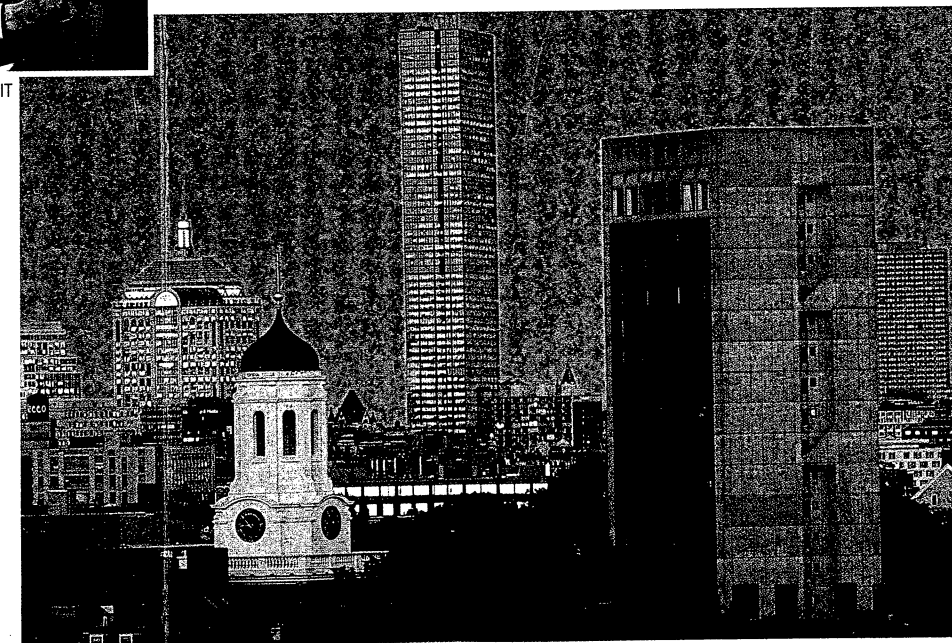
to the north, skiing; to the south, summer getaways on Cape Cod; to the west, the Berkshire Mountains and the music of Tanglewood; to the east, fishing and sailing the Atlantic.

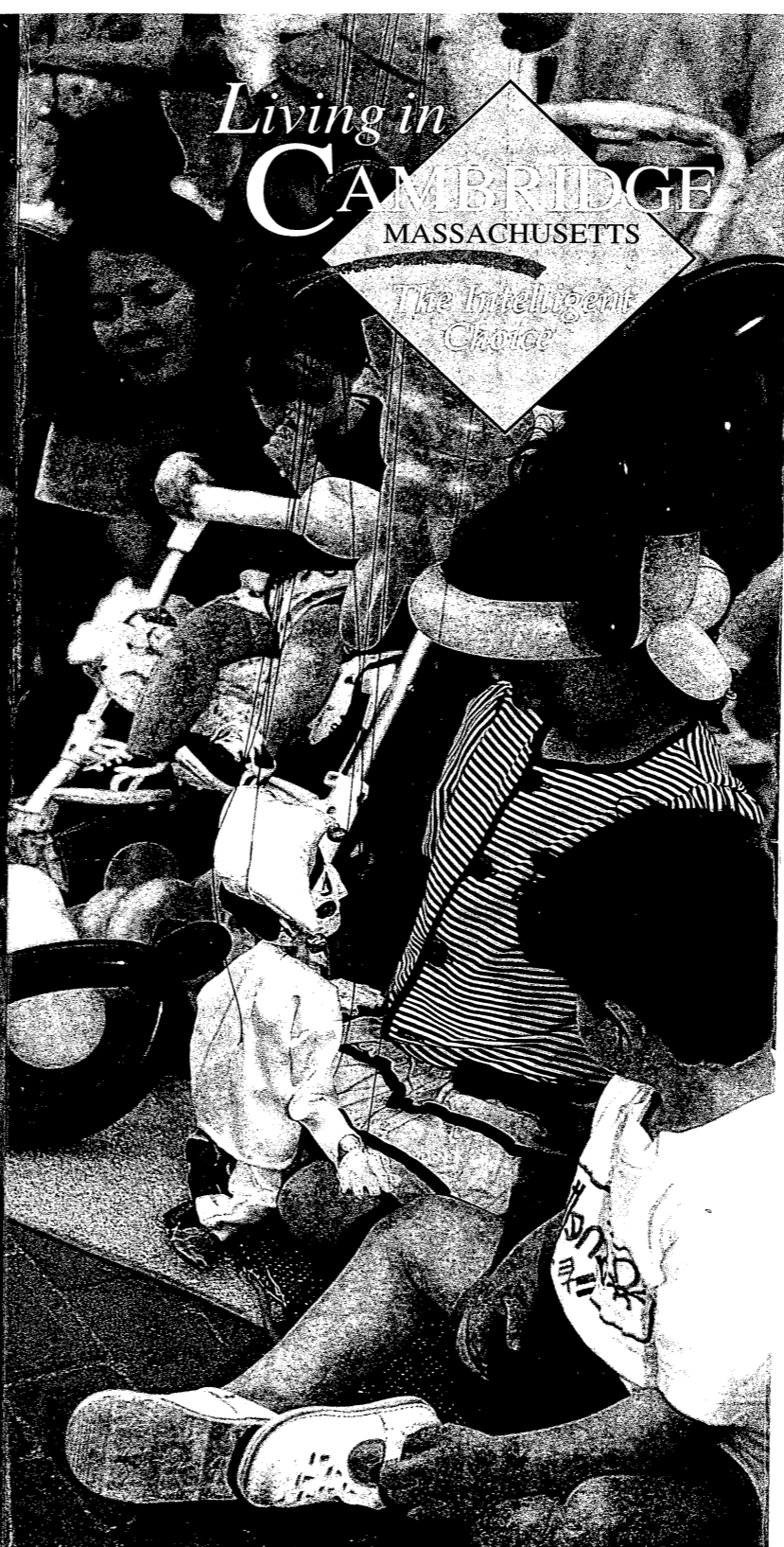
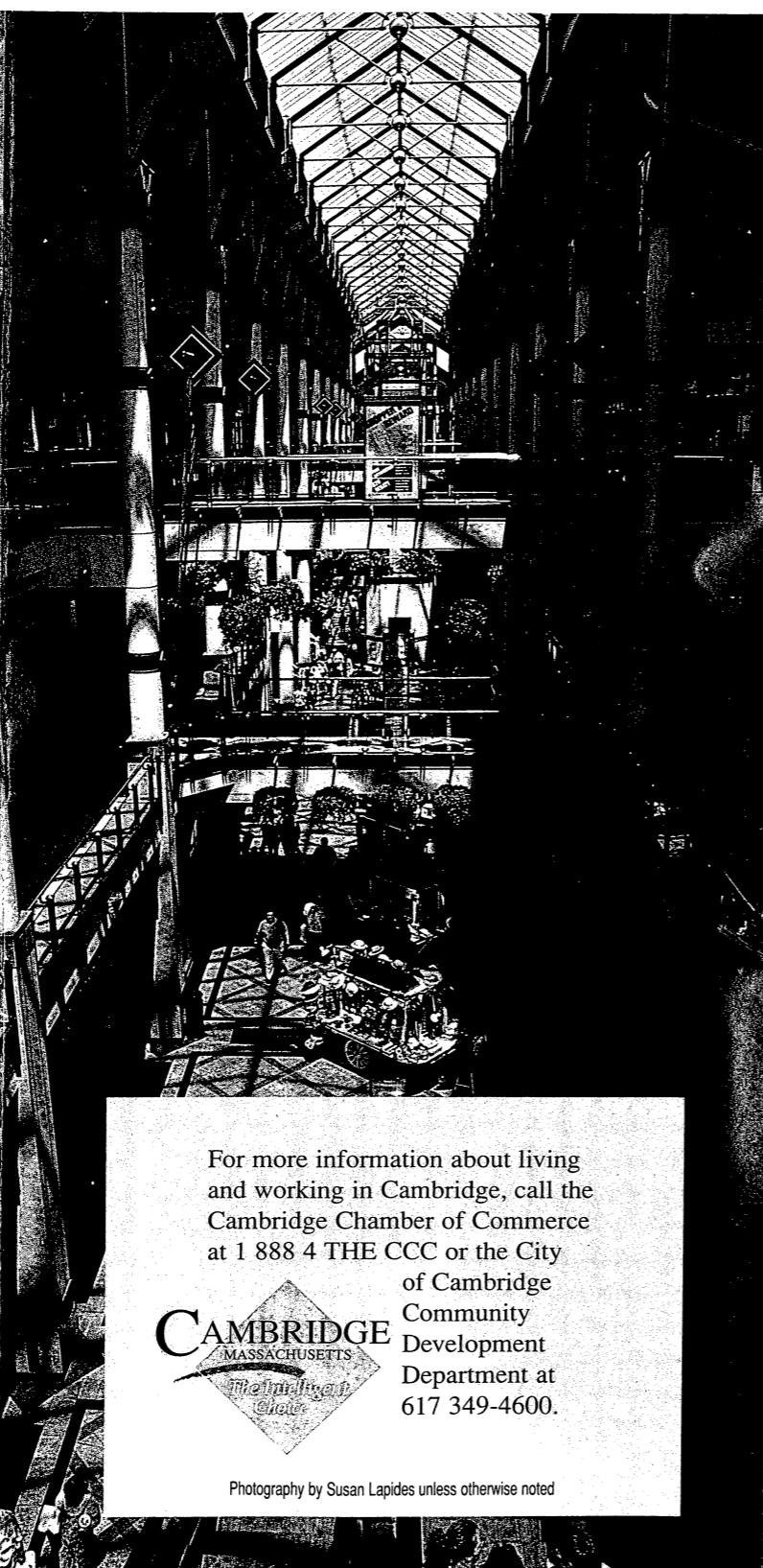
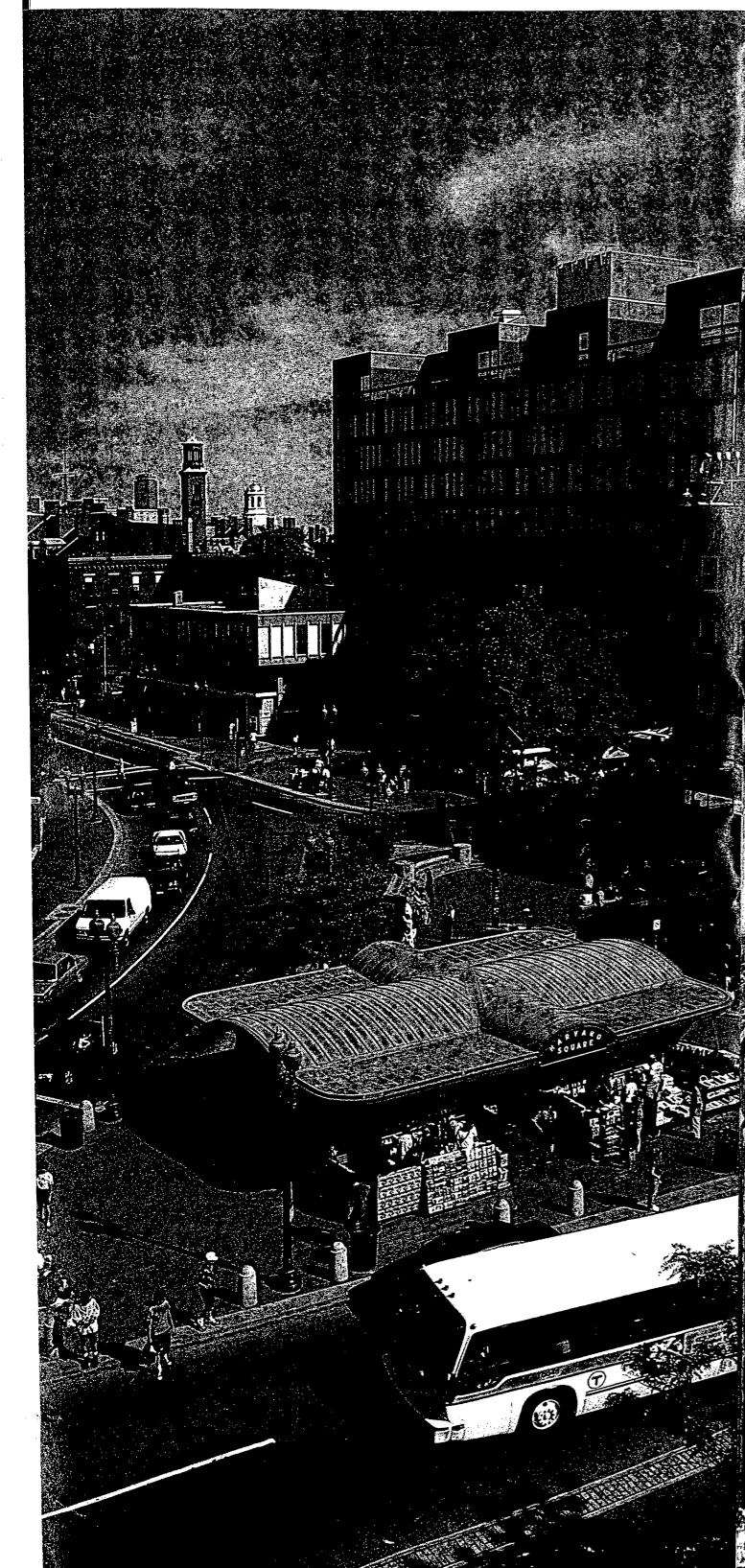
A WORKING CITY

The East Coast's leading center for biotechnology, Cambridge is also a primary source for software development, medical technology, business consulting, telecommunications, and many other emerging technologies as well as forward-looking professional services.



Courtesy Sonesta International Hotels Corporation





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Photography by Susan Lapidés unless otherwise noted

CAMBRIDGE

THE INTELLIGENT CHOICE

The city's uniqueness begins with Harvard and MIT, world-renowned academic centers within two miles of each other. Add to that the fact that Cambridge is situated at one of America's oldest international gateways and it becomes clear why Cambridge has evolved into a city of many distinctive neighborhoods and cultures, rich in history and tradition, and crackling with the energy of new enterprises.

AN ACCOMMODATING CITY

People from all over the world find the social atmosphere and the climate of Cambridge equally inviting: mild springs and sunny summers along the Charles River, spectacularly colorful autumns, and snowy winters.

The result is a city where every ethnic group feels at home, where nearly sixty languages are spoken in the public schools, and where citizenship has meaning.





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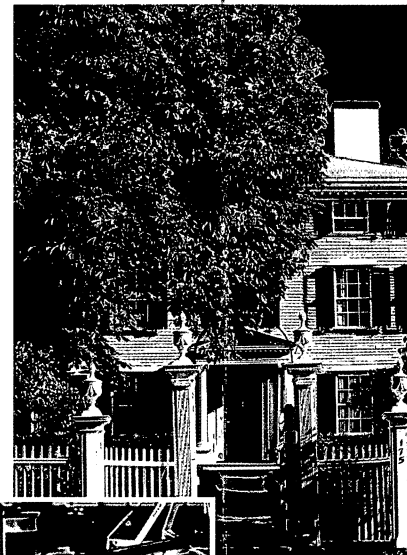
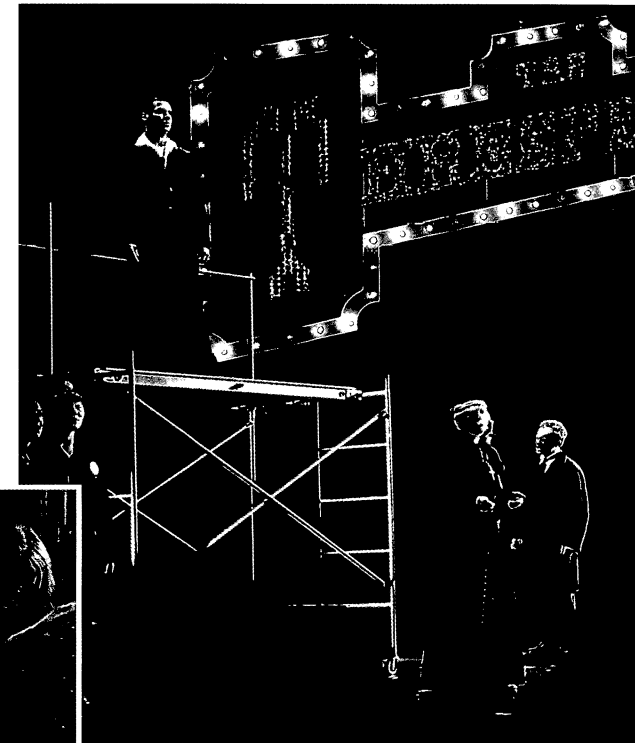
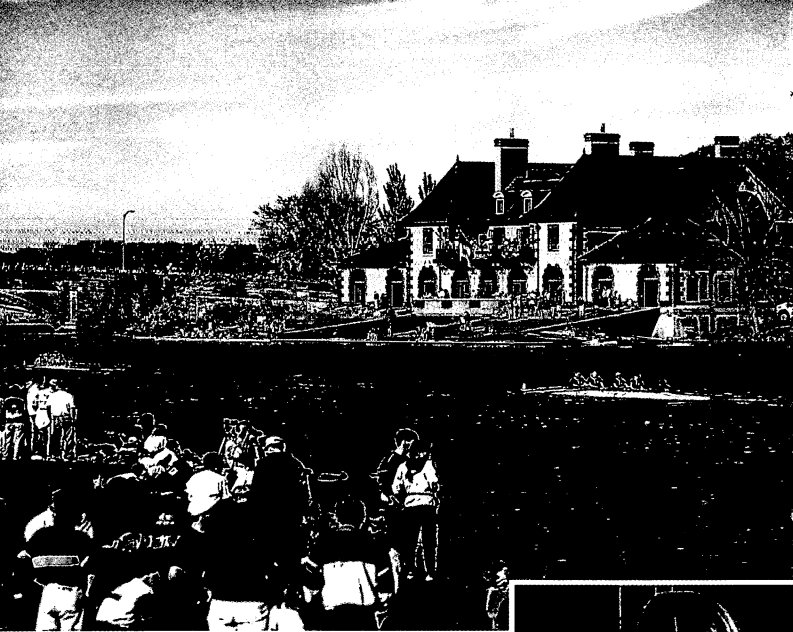
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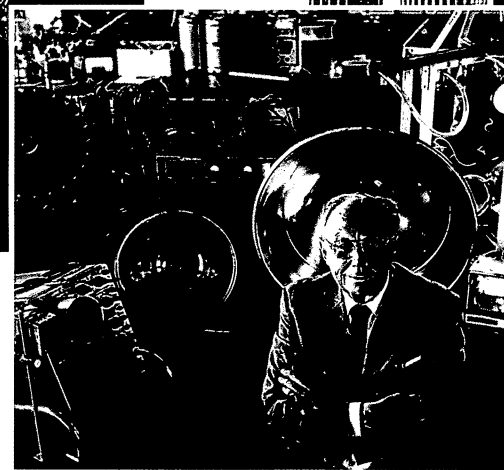
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hotels, parks and playgrounds— in short, Cambridge provides everything you'd expect to find in a vibrant international city.

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Courtesy MIT

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Courtesy Sonesta International Hotels Corporation



"Cambridge's unique civic environment grows from successful collaboration among the public and private sectors. The City of Cambridge is truly open for business."

Robert Healy
Cambridge City Manager

◇ A MAGNET FOR INVESTMENT

The success of Cambridge businesses has attracted the attention of bankers, venture capitalists, and private investors—so much so that during the last four quarters the 6.5 square mile area received 20% of all venture capital in Massachusetts, according to the Price Waterhouse Venture Capital Survey.

◇ THE COMPETITIVE ADVANTAGE OF UNIVERSITY RESOURCES

The universities promote Cambridge businesses through networks of technology innovators, outreach policies promoting faculty/business interaction, business-oriented forums, dedicated consulting groups, and world-class technology licensing offices. Formal programs at MIT include the Enterprise Forum, Technology Venture Partners, Media Lab, Artificial Intelligence Lab, Center for Entrepreneurship, and Industrial Liaison Program.

◇ THE "HUB" OF COMMERCE

Just across the Charles River from Boston, Cambridge is both a national and international gateway, with the capacity for every kind of cargo and passenger traffic. Logan

International Airport is only 10 minutes away by car or 30 minutes by subway; a second, all-purpose aviation facility, Hanscom Field, is within easy reach as well. Cambridge also enjoys quick access to Boston and major interstate rail and trucking arteries.

◇ THE ART OF HOSPITALITY

With ten major hotels providing an aggregate of nearly 2,500 rooms and event facilities of up to 22,000 square feet, Cambridge can host meetings of all sizes and kinds, from small private executive conferences to national sales events. The major educational and governmental organizations also provide stimulating settings for business gatherings and training programs. In addition, Boston has a full complement of visitor services, including 39 hotels with over 12,000 rooms and a major convention center.

"MIT sees itself as a working partner with Cambridge. We are fortunate, indeed, to have each other as friends, sparring partners, and allies. By working together, neighbors in the community, government, business, and academia have created a vibrant city that is known throughout the world for its spirited energy, sense of community, sense of history, and sense of the future."

President Charles M. Vest, MIT
Inauguration of "Cambridge First Day"

The Business Environment of CAMBRIDGE

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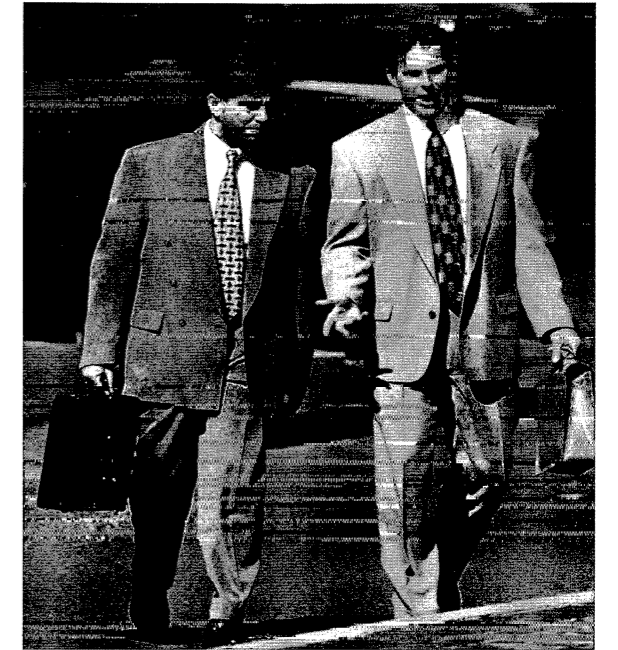
◇ THE MOST ENTREPRENEURIAL PLACE ON EARTH

Cambridge is a city of firsts. From the first analog computer to the creation of the Internet, the first Polaroid instant photograph to the chemical synthesis of penicillin, discovery and development are the hallmarks of the Cambridge economy.

The distinctive character of the Cambridge business environment begins with the major institutions, MIT and Harvard, which stimulate many commercial opportunities, and the city government, which has launched innovative mechanisms for business enhancement. Add to that the zeal of entrepreneurs, and the intended result has been a clustering of businesses whose competitive yet cooperative relationships have fostered extraordinary growth. In fact, *Inc. Magazine* has rated the city "the most entrepreneurial place on earth."

"Over the past thirty years we've seen dramatic changes in the economic climate here. It used to be a fairly accommodating town for business, but the large number of breakthrough successes has changed the way the City looks at itself. That new mindset has made it a great town for business."

Bill Poist, President
Commonwealth Energy



◇ TECHNOLOGY LEADERSHIP ON A GLOBAL SCALE

The Cambridge business community reflects the city's economic diversity: there are local, national, and international companies of all sizes in fields as varied as emerging technology and biomedical research, hospitality, retail, wholesale, manufacturing, professional services, and the arts.

Some segments stand out, however. Cambridge is a worldwide capital for biotechnology (Massachusetts receives 13% of all national grants in biomedical research and



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training, even though the state's population is only 2.4% of the U.S. total). Cambridge also is home to acknowledged global trend setters in business consulting, computer engineering, software development, telecommunications, medical equipment, architectural design, and environmental engineering and research. Established leaders like IBM/Lotus Development, Arthur D. Little, and Bolt Beranek and Newman compete and flourish side by side with a new generation of trail blazers such as Biogen, Genetics Institute, and CSC/Index. It's an atmosphere in which innovative technology transfer is common and commercial hybrids proliferate.

◇ A HEALTHY ECONOMIC CLIMATE

Cambridge's business fundamentals are strong and secure. A \$7 billion property assessment provides tax stability. The City's Aa+ Bond Rating attests to Wall Street's confidence in Cambridge's fiscal management. In the last ten years, approximately \$200 million has been invested in modernizing municipal infrastructure, including fiber-optic communications, roadway improvements, open space renovations, and a major upgrading of water and sewer facilities. Public safety, mass transit, waste disposal, and utilities all exceed the highest industry standards. Award-winning public schools and world-class universities assure business of a labor force with skills to meet any requirement. In short, business can invest with confidence in the value added by a Cambridge address.

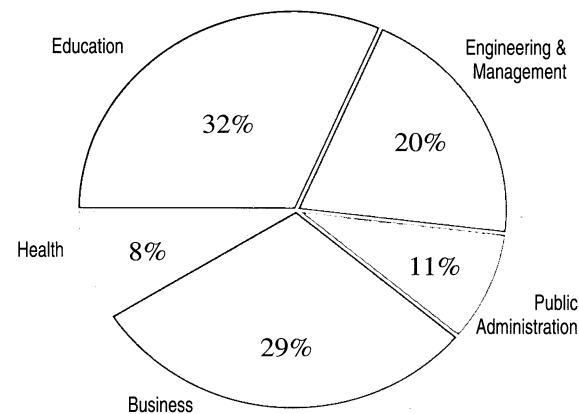
◇ COMPREHENSIVE GOVERNMENT SUPPORT

City government offers a comprehensive economic development program intended to increase Cambridge's value as a business address. Highlights of this program include:

CAPITAL ACCESS Growing firms need capitalization strategies and introductions to sources of capital. The City's Community Development Department provides these services and participates in a variety of financing programs. Cambridge makes 5% of its pension funds available to be managed by a private venture capital firm, offers small issue tax-exempt industrial revenue bonds, provides gap financing for the "fit out" of specialized laboratory space, and seeks to continually develop new products and services to meet emerging needs.

SUPPORT FOR ENTREPRENEURS The Cambridge economy is based on entrepreneurship. The City's economic development efforts seek to support the continuous generation of new and growing firms by helping entrepreneurs access private and public resources. The Cambridge Business Development Center, a not-for-profit organization founded by the city, supports entrepreneurship by providing mentored support groups for CEO's of high-growth firms as well as other services to meet their individual needs. The City of Cambridge works actively with three incubators providing space to start-ups.

JOBS IN SELECTED PROFESSIONAL SERVICE INDUSTRIES



REAL ESTATE The City offers customized site searches and maintains a database of commercial, research and development, and industrial space available for sale and lease.

REGULATION The City seeks to establish a clear and predictable environment for business growth and assists companies through the regulatory process. For example, Cambridge boasts an RDNA ordinance that is a model for all such municipal regulations, creating a simple, predictable pathway for cutting-edge biotechnology. Additionally, a major effort is underway to streamline the permitting process, making it a more user-friendly process.

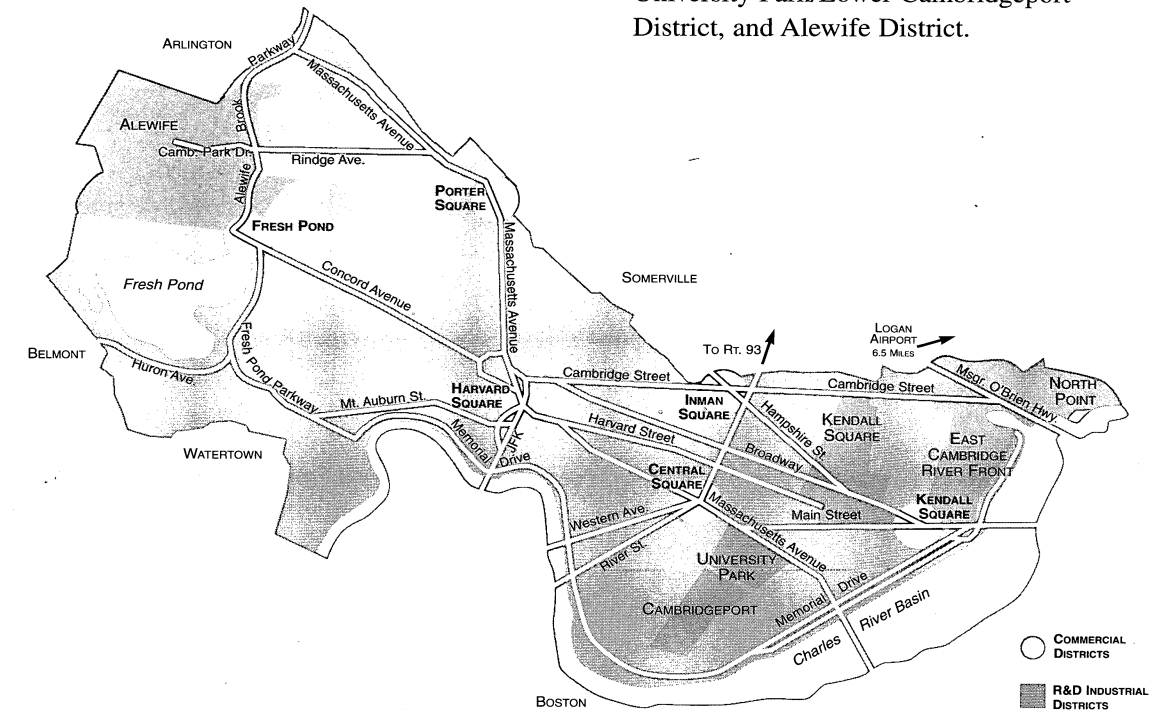
◇ REAL ESTATE OPTIONS

Commercial and industrial real estate in Cambridge is an attractive combination of the old and the new: innovative reuse of existing

structures and the construction of highly efficient new facilities. Cambridge is home to a large number of world-class architectural firms. The result is a dynamic mix of competitively priced office space, specialized R & D facilities and industrial/manufacturing sites, and a variety of retail venues managed by well capitalized and knowledgeable owners.

Cambridge's mixed-use zoning has stimulated the growth of diverse business centers, and allows companies to remain in the same location throughout a product's life cycle without the need for changing location.

Currently there are four major centers for mixed-use development, providing a total of 10 million square feet in over 100 buildings, and the potential for 6.5 million square feet in new construction. These centers, distributed across the city, are the North Point District, East Cambridge/Kendall Square District, University Park/Lower Cambridgeport District, and Alewife District.



The Workforce in CAMBRIDGE

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◆ INTELLECTUAL CAPITAL

On a per capita basis, there is no richer source for intellectual capital than Cambridge, with its world-renowned universities attracting and nurturing the finest minds.

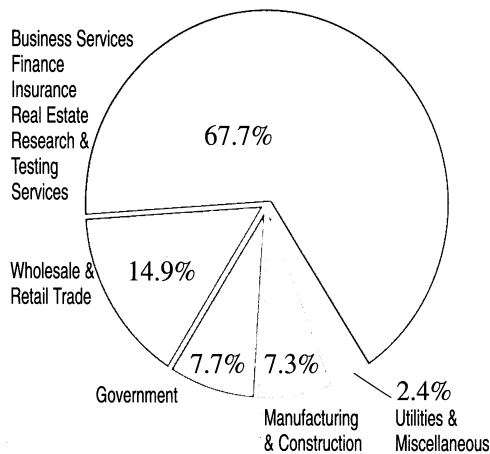
University graduates and faculty have created the fast-growing businesses that characterize the Cambridge economy and also staff these companies. For example, by 1995 MIT had directly or indirectly launched 636 enterprises that employed 300,000 across the state with \$10 billion in annual income for Massachusetts residents. MIT start-ups succeed at a rate approaching 90%, nearly double the national average for comparable businesses.

Moreover, in 1994 alone Harvard and MIT's technology transfer offices licensed nearly 150 technologies to industry, generating 10% of the national total for patents issued to universities.



Boston and other neighboring communities contribute to the intellectual wealth of the area. Babson College, Boston College, Boston University, Brandeis University, Northeastern University, Tufts University, and Wellesley College boast nationally-ranked programs in business, law, dentistry, medicine, engineering, and other professional and graduate specialties.

◆ PUBLIC & PRIVATE JOBS BY INDUSTRY



"As the world's first consulting firm, for over one hundred years Arthur D. Little, Inc., has maintained a reputation for the quality and expertise of its people. Our ability to draw on the outstanding Cambridge talent pool is clearly a competitive advantage."

Alan Friedman, Senior Vice President
& Worldwide Director of Human Resources,
Arthur D. Little, Inc.

The teaching hospitals in Boston and Cambridge are indisputably among the most distinguished such groups in the world, generating research that serves as a magnet for investment and entrepreneurial companies that help to drive the Cambridge economy.

◇IMPRESSIVE RESUMES

The average educational level in the City is especially high, with over 30% of the adult population (25 years and older) having a graduate or professional degree. Many of these degree holders have been recruited by Cambridge's successful businesses, but many are home grown. For instance, there are 2,200 degree holders from MIT living and/or working in Cambridge.

Massachusetts as a whole also contributes to the extraordinary quality of the Cambridge work force. With nearly 100 public and independent four year colleges, Massachusetts is the country's leading educator. Many of the best students from these superb colleges and universities, as well as from leading universities around the world, gravitate to Cambridge to pursue further educational and professional opportunities.

◇PROGRESSIVE PARTNERSHIPS FOR TRAINING

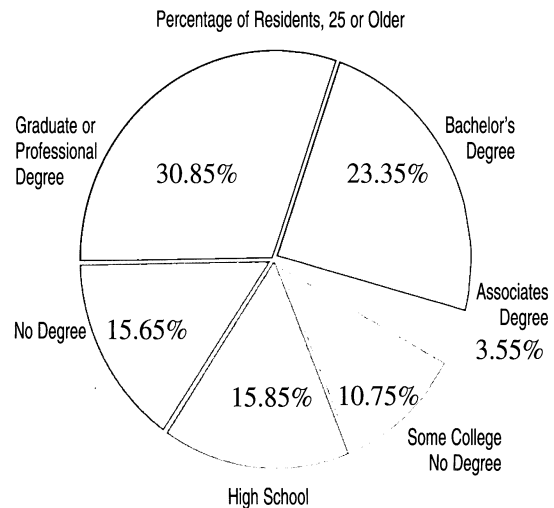
The city and the public and private schools have teamed up to provide young people with training opportunities in many critical areas, such as Harvard's building engineer program; weekly lab rotations in local hospitals; Lesley College's program for careers in education; the Cambridge Partnership for Public Education, a university/business coalition housed at MIT that supports placement and training for high school students; and the City's Office of Workforce Development, providing assistance to employers in need of personnel.

◇A WORLD OF SKILLS

Cambridge has a long tradition of welcoming cultural diversity, an essential quality for competition in the international business arena. Over the years, the City has attracted people of many nationalities with a wide range of talents and uniform industriousness. The result is that Cambridge offers a uniquely gifted and versatile work force, mastering all of the technical specialties and service skills demanded by today's business.

The Cambridge Employment Program, a job-matching service offered free to local employers, maintains an active database of job seekers from diverse educational and professional backgrounds.

◇PROFILE OF EDUCATIONAL ATTAINMENT



◇GETTING TO WORK

Of the 100,000 people who work in Cambridge, half live in the City itself or one of its immediate neighbors. About a quarter of the workforce commutes via an extensive public transportation network including two lines of the "T" (Massachusetts Bay Transportation Authority), a commuter rail system, a host of private shuttle services, and a bus network. The City's public transportation is highly efficient, minimizing stress and pollution, and enhancing productivity and the overall quality of life in the City.



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◇ A TRADITION OF DEMOCRATIC UNITY

Cambridge embodies the American democratic ideal—a stimulating and accommodating place where future presidents and immigrants study together and where residents strive for higher goals and a richer life. It's also one of the most exciting cities in the world, with a dazzling variety of recreation and culture packed into a very convenient 6.5 square miles.

◇ A COMMUNITY OF FRIENDLY NEIGHBORHOODS

Over the course of its 350 years of history, Cambridge has welcomed different populations. The result is a rich collection of neighborhoods—many of them might be called “urban villages”—providing attractive housing of every kind, from Colonial mansions to town houses to riverfront high rises, for a wide range of budgets. A powerful sense of history and community serves to tie neighborhoods and families together.



“Cambridge and Harvard have one of the longest lasting partnerships and friendships in America—one that reaches back more than 350 years. Our relationship has continually changed both of us for the better. There’s an energy and vitality in the neighborhoods of Cambridge that make the City an incomparable place to live, work, and to learn. The Harvard community is both fortunate and proud to be a part of those neighborhoods, and we look forward to many more years of fruitful cooperation and collaboration.”

Neil Rudenstine, President
Harvard University

It's also a “walker's city,” where most shopping and major cultural attractions are no more than a short walk from home, and where a European-style cafe culture makes every afternoon a pleasure.

◇ WORLD CLASS ARTS AND ENTERTAINMENT

Few of America's largest cities offer as much cultural enrichment as Cambridge. There are twelve major museums, such as Harvard's Fogg Museum and the Museum of Science, featuring a planetarium and a special effects theater. The city also hosts a chamber orchestra, the Cambridge Pro Arte, judged among the world's best, and the Dance Umbrella, which has premiered works by leading international choreographers like Mark Morris.

"It's a great place to try out new ideas, because the people here appreciate innovation (It's) a laboratory for experiments in cuisine and service. This is where our restaurant concept was born."

Roger Berkowitz, President/CEO
Legal Sea Foods

Cultural variety extends to the nightlife, too, with nearly five hundred restaurants representing every cuisine imaginable, and with clubs for every musical and performance specialty — even poetry "slams," which attract local laureates and Nobel prize winners alike.

Neighboring Boston, of course, is a center for major league entertainment of all kinds, including the Red Sox; Celtics; Bruins; the Boston Symphony Orchestra and Boston Pops; the Museum of Fine Arts, with its prized collection of Impressionists; the Children's Museum; the Computer Museum; superb ballet, opera, and theater; and the "Freedom Trail," a unique collection of Revolutionary Era landmarks.

Within a few hours of the city there are altogether different kinds of activities— to the north, skiing; to the south, summer getaways on Cape Cod; to the west, the Berkshire Mountains and the music of Tanglewood; to the east, fishing and sailing the Atlantic.

◇PUBLIC SCHOOLS

The Cambridge Public Schools are the cornerstone of the City's tradition of continuous innovation. Cambridge's fifteen public elementary schools and comprehensive high schools tailor their curricula to a diverse range of learning styles and interests. From foreign languages to computer laboratories and advanced sciences, instruction is geared towards producing graduates who can compete in Cambridge's cutting-edge economy.

◇A LIVELY COMMUNITY

Cambridge has so much more to offer its residents and visitors. Here's a small sampling:

- Farmers' markets, street fairs, and festivals around the city throughout the year
- A public library with nearly 500,000 volumes and 6 neighborhood branches
- Three fine hospitals— Cambridge, Youville, and Mt. Auburn— and access to Boston's medical centers, the best in the world
- A 9-hole public golf course at Fresh Pond
- Nearly 60 houses of worship embracing over 20 religions
- Public transportation at nearly every corner: 6 major T stops on both the Red and Green lines, countless bus routes criss-crossing the city, and a commuter rail station

"Retail has thrived in the last ten years as the city has become a magnet for tourism and mid-sized trade meetings. But the city still retains its character as a place of history and culture ... a unique hybrid."

Steve Karp, CEO
New England Development Corporation
(CambridgeSide Galleria)

- Close proximity to Logan International Airport: 10 minutes by car and 30 minutes by subway
- Youth programs at both the YMCA and the YWCA
- A new centrally located, state-of-the-art senior center
- Dedicated bicycle lanes along major routes, including the MinuteMan Bike Path that winds from North Cambridge out to Lexington
- Countless lush green parks and playgrounds, with regulation ball fields, football fields, and tot lots
- Private and public health clubs to suit every need



Cambridge Chamber of Commerce
859 Massachusetts Avenue
Cambridge, Massachusetts 02139
617/876-4100 Fax 617/354-9874



City of Cambridge Community Development Department
57 Inman Street
Cambridge, Massachusetts 02139
617/349-4600 Fax 617/349-4669



The Cambridge Chamber of Commerce and the City of Cambridge Community Development Department would like to thank the following sponsors and contributors for their generous support of the Cambridge Economic Development Initiative:

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300
FAX. 349-4307



*In packets for
Nov. 4th meeting*

November 1, 1996

To The Honorable, The City Council:

Please find attached the marketing package developed jointly by the Community Development Department and Chamber of Commerce. This package is designed to introduce the City to businesses considering locating in Cambridge.

Very truly yours,

Robert W. Healy
City Manager

RWH/mec
attachment

5-545

Marketing package developed
jointly by the Community
Development Department and Chamber
of Commerce entitled "Cambridge
Massachusetts the Intelligent
Choice."

In City Council November 4, 1996