



# City of Cambridge

1.

IN CITY COUNCIL

December 18, 1995

MAYOR REEVES  
COUNCILLOR BORN  
COUNCILLOR MYERS  
COUNCILLOR TRIANTAFILLOU

ORDERED: That all items pending before the City Council and not acted upon by the end of the 1995 legislative session be placed in the files of the City Clerk without prejudice, subject to recall by any member, provided that those proposed ordinances which have been passed to a second reading, advertised and listed under "Unfinished Business" shall remain on the Calendar as "Unfinished Business", and further provided that any items pending in committee may, at the discretion of the committee, be forwarded to the next City Council.

In City Council December 18, 1995  
Adopted by the affirmative vote of nine members.  
Attest:- D. Margaret Drury, City Clerk.

A true copy;

Handwritten signature of D. Margaret Drury in cursive script.

ATTEST:-

D. Margaret Drury  
City Clerk

350 Main St, Deacon and Dock Streets

petition received by City Council 5/9/94  
(Charter Righted on 5/9/94)

Referred to the Planning Board 5/16/94  
for hearing

Planning Board hearing June 7, 1994 at 7.30

Recommendation rec. of Planning Board  
received In City Council  
June 27, 1994

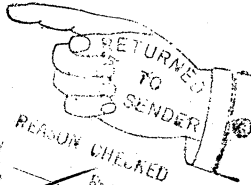
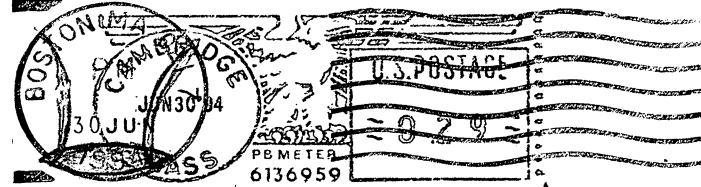
City Council hearing - published - Chronicle -  
July 14, 1994

hearing posted on 1st flr bulletin board 6/29/94 @

civic + neighborhood + althurs notified 6/30/94 @

Streets + Station posted 7-12-94 JEF

OFFICE OF THE CITY CLERK  
City Hall • Cambridge, Mass. 02139



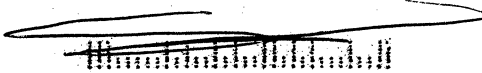
REASON CHECKED

Unclaimed	Refused
No such st	Number
Unknown	
Moved left no address	
Insufficient address	
No such P.O. in state	
No such resident in this country	



John Pitkin  
MidCambridge Neighborhood  
P O Box 807  
Cambridge, MA 02289

**ATTEMPTED  
NOT KNOWN**





# OFFICE OF THE CITY CLERK

CITY OF CAMBRIDGE

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

(617) 349-4260

FAX (617) 349-4307

D. MARGARET DRURY  
CITY CLERK

JOHN E. FLYNN  
DEPUTY CITY CLERK

June 30, 1994

To Whom It May Concern:

Please be advised that the Cambridge City Council has scheduled a public hearing on Monday, August 1, 1994 at 7:00 P. M. in the Media Cafeteria at the Cambridge Rindge and Latin School, 459 Broadway, Cambridge, Massachusetts.

The purpose of the hearing is the disposition of City Property located at 350 Main Street, also known as the Kendall Square Fire Station, Deacon Street and Dock Street. The City Council is in receipt of the Planning Board's report dated June 21, 1994 as well as the City Manager's report dated May 7, 1994 pursuant to Section 2.110.010 of the Municipal Code of the City of Cambridge - Disposition of City Property, a total of 21,910 square feet in the Kendall Square area. Copies of these reports are available at the City Clerk's Office, 795 Massachusetts Avenue, Cambridge, Massachusetts during office hours.

All interested persons are requested to attend at this time and be heard.

Your kind attention in this matter will be greatly appreciated.

Very truly yours,

*D. Margaret Drury*

D. Margaret Drury  
City Clerk

DMD/dl

LEGAL NOTICES

MORTGAGEE'S SALE OF REAL ESTATE

By virtue of and in execution of the POWER OF SALE contained in a certain Mortgage given by JOHN L. SENNOTT, TRUSTEE OF JS REALTY TRUST U/D/T dated November 19, 1990 recorded with Middlesex South District Registry of Deeds in Book 20873, Page 542, to BOSTON BANK OF COMMERCE dated November 19, 1990, recorded with Middlesex South District Registry of Deeds in Book 20873, Page 542, of which Mortgage the undersigned is the present holder, for breach of the conditions of said Mortgage, and for the purpose of foreclosing, the same will be sold at Public Auction at 11:00 o'clock a.m. on the 22nd day of July, 1994, on the mortgaged premises located at Unit 3, Tremont Street Condominium, 57 Tremont Street, Cambridge, Middlesex County, Massachusetts, all and singular the premises described in said Mortgage, to wit:

Unit 3 of 57 Tremont Street Condominium, a Condominium created by Master Deed dated February 26, 1988 and recorded with the Middlesex County South District Registry of Deeds in Book 18897, Page 36. Together with a 34.0 percent interest in the common areas and facilities of the Condominium as set forth in the Master Deed and the same undivided percentage interest in The 57 Tremont Street Condominium Trust. Subject to and with the benefit of the provisions of said Master Deed, said condominium Trust, the By-laws and Rules and Regulations of the Condominium and Massachusetts General Laws Chapter 183A.

For Mortgagor's title see Deed from Robert L. Burpee dated November 19, 1990, recorded with Middlesex South District Registry of Deeds in Book 20873, Page 547. TERMS OF SALE: The above premises will be sold subject as above and to all restrictions, easements, and encumbrances of record created prior to said mortgage, and to all outstanding tax titles, municipal or other public taxes, assessments or liens, if any.

FIVE THOUSAND (\$5,000.00) DOLLARS will be required to be paid by bank check or certified check by the purchaser at the time and place of sale as a deposit. The balance is to be paid by bank check or certified check within thirty (30) days thereafter to Joseph A. Gordon, Esquire, 40 Broad Street, Suite 805, Boston, Massachusetts 02109, at which time the Deed will be delivered to the Buyer. Other terms, if any, to be announced at the sale. DATED: June 27, 1994

SIGNED: BOSTON BANK OF COMMERCE Present Holder of said mortgage, By its attorney, Joseph A. Gordon 40 Broad Street, Suite 805 Boston, Massachusetts 02109 (617) 338-0900

(C)June30,July14 #33829

MORTGAGEE'S SALE OF REAL ESTATE

By virtue of and in execution of the Power of Sale contained in a certain Mortgage and Security Agreement originally given by William G. Coughlin, Trustee of ABP 205 Nominee Trust u/d/t dated September 25, 1987 and recorded with the Middlesex South District Registry of Deeds in the "Land Court" as Document No. 756584 and assumed by W. Albert Ellis and Standish Bradford, Jr., Trustees of Northway I Nominee Trust u/d/t dated September 25, 1987, filed with the Land Court as Document No. 756588 ("Mortgagor"), whose last known address is Northway Office Park, One Intercontinental Way, Peabody, Massachusetts 01960 to Coolidge Bank and Trust Company, a Massachusetts Bank, which mortgage is dated September 22, 1987 and filed with the Middlesex South District Registry of Deeds in the Land Court as Document No. 756585, as amended to date (collectively, the "Mortgage"), which Mortgage was assigned to Colony NYRO Partners, L.P., a Delaware limited partnership, with its principal place of business at 1999 Avenue of the Stars, Los Angeles, California 90067 ("Mortgagee") by instrument dated November 18, 1993 and filed with said Land Court as Document No. 935078 and of which Mortgage the undersigned is the present holder, for breach of the conditions of said Mortgage and for the purpose of foreclosing the same, there will be sold at Public Auction beginning at 11 a.m. on the 29th day of July, 1994, on the premises located at 205 Alewife Brook Parkway, Cambridge, Middlesex County, Massachusetts, all and singular the premises and property described in said Mortgage as the "Mortgaged Premises" (hereinafter, the "Mortgaged Property"), which Mortgaged Property consists in part of those certain parcels of land together with the improvements situated thereon and the appurtenant rights associated therewith, which land is more particularly described in the Mortgage as follows, to wit: Parcel One

That certain parcel of land situated in Cambridge in the County of Middlesex and said Commonwealth, bounded and described as follows:

NORTHEASTERLY by the southwesterly line of Terminal Road, one hundred sixty-four and 37/100;

SOUTHEASTERLY by land now or formerly of William F. McCarthy, one hundred forty-four and 87/100 feet;

SOUTHWESTERLY by land now or formerly of Alewife Brook Realty Trust, a sixty-four and 86/100 feet;

WESTERLY by land now or formerly of the Electronic Supply Corporation, one hundred twenty-two and 87/100 feet; and

NORTHWESTERLY by land now or formerly of Walter H. McLaughlin, Trustee, one hundred six and 07/100 feet.

All of said boundaries are determined by the Court to be located as shown on a plan, as modified and approved by the Court, filed in the Land Registration Office, a copy of a portion which is filed in the Registry of Deeds for the South Registry District of Middlesex County in Registration Book 595, Page 169, with Certificate 93119 (Plan No. 25812A).

There is appurtenant to the above-described land the following:

(a) a right of way over a strip of land 21.24 feet wide, marked "way" on said plan, as set forth in a deed given by John W. Powers, et al, Trustees, to Walter H. McLaughlin, Trustee, dated March 4, 1955, duly recorded in Book 8466, Page 66, registered as Document No. 293819 and noted on Certificate of Title Nos. 73334 and 68758;

(b) a right of way in common with all other persons lawfully entitled thereto over the strip of land twenty (20) feet wide called Terminal Road to Alewife Brook Parkway; and

(c) the above described land also has the benefit of an easement for electric power and telephone purposes across a strip of land thirty (30) feet wide marked "Easement" on said plan (comprising Terminal Road and a ten (10) foot strip adjacent thereto), all as set forth in, and subject to, the provisions of said deed given by Walter H.

McLaughlin, Trustee, to Electronic Supply Corporation, dated March 8, 1955 duly recorded in Book 8466, Page 73.

Also another certain parcel of land situated in said Cambridge bounded and described as follows:

NORTHEASTERLY by land now or formerly of Electronic Supply Corporation, one hundred twenty-two and 87/100 feet;

SOUTHWESTERLY by Lot D as shown on plan hereinafter mentioned, ninety-four feet; and

WESTERLY by Lot F2 on said plan, forty-five and 82/100 feet.

said parcel is shown as Lot F1 on said plan, (Plan No. 12025E).

All of said boundaries are determined by the Court to be located as shown on a subdivision plan, as approved by the Court, filed in the Land Registration Office, a copy of which is filed in the Registry of Deeds for the South Registry District of Middlesex County in Registration Book 595, Page 117, with Certificate 85067.

There is appurtenant to the above described land, rights as set forth in a deed given by John E. Somers to the Commonwealth of Massachusetts, dated March 3, 1910, duly recorded in Book 3512, Page 269.

There is appurtenant to the above described land an Easement and Right of Way over part of Lot D as shown on said plan, subject to reservations and subject to an undefined Easement and Right of Way over same to other land now of Electronic Supply Corporation, situated adjacent to but easterly of said Lot "F1" for the benefit of such adjacent land all as is set forth in Grant of Easement from Walter H. McLaughlin et al, Trustees to Walter H. McLaughlin, Trustee, dated March 4, 1955, being Document 293819, as set forth in Document 313440.

The Mortgaged Property will be sold subject to and/or with the benefit of the following as and to the extent such matters continue to be legal and binding against the Mortgaged Property (all filing references are to the Land Court and all recording references are to the Registry):

1. Easement Agreement from Cambridge Electric Light Company to W. Albert Ellis and Standish Bradford, Jr., Trustees of Northway I Nominee Trust dated October 16, 1987, filed with said Land Court as Document Number 760840.

2. Order of Taking by the City of Cambridge dated December 16, 1992, filed with said Land Court as Document Number 890708.

3. Rights and Easements as set forth in Agreement by and between Adam Winthrop, Trustee of Northway Industrial Trust and Standish Bradford, Jr., Trustee of Peabody Gunner Hill Realty Trust dated December 11, 1980 and recorded with the Middlesex South County Registry of Deeds at Book 6774, Page 406.

4. Rights reserved for the purposes of passageway as set forth in Deed dated May 9, 1827 and recorded with said Registry at Book 309, Page 37.

The Mortgaged Property will be sold subject as above and to and/or with the benefit of, inter alia, all rights, restrictions, encroachments, improvements, easements, outstanding tax titles, municipal or other public taxes, water and sewer charges, assessments, liens or claims in the nature of liens, if any, to the extent the same are prior to the Mortgage, to tenancies or occupation by persons on the Mortgaged Property now and at the time of said auction, which tenancies or occupation are subject to the Mortgage, to all matters filed with the Land Court as they may affect the Mortgaged Property, including, but not limited to, covenants, conditions, restrictions, reservations, easements, liens for assessments, options, powers of attorney, and limitations on title, all leases and tenancies having priority over the Mortgage, to rights or claims in personal property installed by tenants or former tenants now located in the Mortgaged Property, and also to all laws and ordinances including, but not limited to, all building and zoning laws and ordinances, all permits and approvals and all conditions contained in said permits and approvals granted in connection with the Mortgaged Property, and also to all rights of the public or rights of the state or federal government or their subdivisions arising as a matter of or under any law.

The Mortgaged Property shall be sold only in whole and not in part. Please be advised that the Mortgaged Property includes, and the Mortgagee shall hold a public sale of, all personal property rights, title and interest (the "Personal Property") in which the Mortgagee holds a security interest. The sale of the Personal Property shall be included with the sale of the Mortgaged Property, and there shall be one sale, for one total price, of the Mortgaged Property, including the Personal Property. The Mortgagee reserves the right to postpone the sale to a later date by public proclamation at the time and date appointed for the sale and to postpone further at any adjourned sale date by public proclamation at the time and date appointed for the adjourned sale date.

TERMS OF SALE: A deposit of Twenty-Five Thousand and 00/100 Dollars (\$25,000.00) will be required to be paid by cash or certified or bank cashier's check with no intervening endorsements to Goulston & Storrs, P.C., as escrow agent for COLONY NYRO PARTNERS, L.P., by the purchaser at the time and place of sale as earnest money. Balance to be paid by certified or bank cashier's check with no intervening endorsements at the offices of Goulston & Storrs, P.C., 400 Atlantic Avenue, Boston, Massachusetts 02110-3333, within 30 days from the date of sale. The deed shall be delivered at the time of said payment of the balance of the purchase price.

OTHER TERMS, IF ANY, TO BE ANNOUNCED AT THE TIME AND PLACE OF SALE.

COLONY NYRO PARTNERS, L.P. By its Attorney, Jennifer C. Platt, Esq. Goulston & Storrs, P.C. 400 Atlantic Avenue Boston, MA 02110-3333 Attorney for Mortgagee

(C)July7,14,21 #38857

out. To park within 10' of the building. Art. 6.000, Sec. 6.43.5 & 6.43.6 (Access For Off Street Parking Facilities). Sec. 6.441.A (Layout Of Off Street Parking Facilities). 7:30 P.M. CASE NO. 6904 15 WENDELL STREET Residence C-1 Zone STEVEN C. BONSEY Variance: To construct a deck at rear of dwelling. Art. 5.000, Sec. 5.31 (Table Of Dimensional Requirements). 7:45 P.M. CASE NO. 6905 177 PEMBERTON STREET Residence B Zone PORTLAND STONE WARE CO. INC. - JEFFREY J. UPTON, ATTORNEY Appeal: To move existing curb out six feet to the east. Art. 6.000, Sec. 6.12 (Off Street Parking & Loading Requirements). Sec. 6.43.3 (Curb-Cut Off Street Parking Facilities). 8:00 P.M. CASE NO. 6906 127 SMITH PLACE Industrial B Zone GAYLE P. FERRARO - GYMNASTICS ACADEMY OF BOSTON Special Permit: To convert occupancy from warehouse use to Children's Gymnastics School. Art. 4.000, Sec. 4.35.1 (Commercial Recreation Establishment). 8:15 P.M. CASE NO. 6907 22 LARCH ROAD Residence A-1 Zone ROBERT L. BIRNBAUM, TR. - DAVID B. CONNOLLY, ATTORNEY Variance: To construct an addition to the dwelling for a two-car garage, bathroom and bedroom space. Art. 5.000, Sec. 5.31 (Table Of Dimensional Requirements). 8:30 P.M. CASE NO. 6908 86 FOSTER STREET Residence B Zone DR. DIANE VAN DE MARK Variance: To convert garage and adjacent shed to usable living space. To park vehicle within the front yard setback. Art. 5.000, Sec. 5.31 (Table Of Dimensional Requirements). Ar. 6.000, Sec. 6.44.1.C (Off Street Parking Facilities). 8:45 P.M. CASE NO. 6909 7 PRENTISS STREET Residence B Zone MR. & MRS. BURTON DOO Variance: To construct an entry vestibule to the front of dwelling Art. 5.000, Sec. 5.31 (Table Of Dimensional Requirements). 9:00 P.M. CASE NO. 6910 1613 CAMBRIDGE STREET Residence C-1 Zone GEORGE SKENDERIAN Variance: To renovate and enlarge existing signage with non-illuminating signs. Art. 7.000, Sec. 7.16. (Permitted Signs). 9:15 P.M. CASE NO. 6911 288 PEARL STREET Residence C Zone JOHN CUSACK Variance: To construct a deck off the kitchen in the rear of the dwelling on the first floor. Art. 5.000, Sec. 5.31 (Table Of Dimensional Requirements). 9:30 P.M. CASE NO. 6912 260-264 PUTNAM AVENUE Residence C-1/Business A Zone JUST-A-START CORPORATION - BARBARA SHAW Comprehensive Special Permit: To construct a bike shed near the rear lot line. Art. 5.000, Sec. 5.31 (Table Of Dimensional Requirements). (C)July7,14 #38854

MORTGAGEE'S NOTICE OF SALE OF REAL ESTATE

Premises: 9 Florence Street Cambridge, Massachusetts By virtue of and in execution of the Power of Sale contained in a certain mortgage given by Herbert Owens to Comfed Savings Bank dated October 19, 1989 and recorded with Middlesex County (Southern District) Registry of Deeds in Book 20147, Page 602, of which mortgage the undersigned is the present holder, for breach of the conditions of said mortgage and for the purpose of foreclosing the same will be sold at Public Auction at 1:00 P.M. on the 29th day of July, 1994, A.D., upon the mortgaged premises, 9 Florence Street, Cambridge, Massachusetts, as described below, all and singular the premises described in said mortgage, To wit:

A certain parcel of land with the buildings thereon situated on Florence Street in Cambridge in the County of Middlesex being lot 6 on a plan made by Charles D. Elliot, Engineer dated September 4, 1906 recorded with Middlesex South District Registry of Deeds, bounded and described as follows, viz: Commencing at the westerly corner of lot 8 on said plan and running northeasterly along lot 9 on said plan 112.5 feet to land formerly of Merriman, thence turning and running southeasterly by said land formerly of Merriman 35 feet; thence turning and running southwesterly by lot 7 on said plan, 112.5 feet to said Florence Street; thence turning and running on said Florence Street 35 feet to the point of beginning, containing 3,937.5 square feet of land, more or less according to said plan.

For title reference see deed to mortgagor recorded with Middlesex South Registry of Deeds, Book 15497, Page 350.

TERMS OF SALE: Said premises will be sold and conveyed subject to all outstanding municipal or other public taxes, tax titles, assessments, liens or claims in the nature of liens, rights of tenants and parties in possession, and existing encumbrances of record, if any, which take precedence over the said mortgage above described.

FIVE THOUSAND DOLLARS and NO/100 (\$5,000.00) must be paid by certified, bank, treasurer's or cashier's check at the time and place of the sale by the purchaser as a deposit. The balance of the purchase price is to be paid in cash, or by certified check, bank cashier's check or bank treasurer's check within 30 days thereafter at the Law Offices of Shapiro & Kreisman, 492 Old Connecticut Path, Framingham, MA 01701 (508) 872-0221

The description for the premises contained in said mortgage shall control in the event of a typographical error in this publication. Other terms to be announced at the sale.

BARCLAYSAMERICAN/MORTGAGE CORPORATION, PRESENT HOLDER OF SAID MORTGAGE

(C)July7,14,21 #38845

COMMONWEALTH OF MASSACHUSETTS Middlesex ss. Probate Court No. 94D2091

Summons by Publication Suzette C. Nwankwo Plaintiff vs. Jude E. Nwankwo Defendant

To the above-named Defendant: A complaint has been presented to this Court by your spouse, SUZETTE C. NWANKWO, seeking DIVORCE.

You are required to serve upon CHARLES H.

LEWIS, JR., plaintiff's attorney, whose address is 90 WARREN ST. P.O. BOX 190031 ROXBURY, MA your answer on or before OCTOBER 3, 1994. If you fail to do so, the Court will proceed to the hearing and adjudication of this action. You are also required to file a copy of your answer in the office of the Register of this Court at Cambridge.

Witness, Sheila E. McGovern, Esq., First Judge of said Court at Cambridge. July 5, 1994

Donna M. Lambert Register of Probate

(C)July7,14,21 #38805

MORTGAGEE'S NOTICE OF SALE OF REAL ESTATE

Premises: 17-19 Bellis Circle, Cambridge, Massachusetts By virtue of and in execution of the Power of Sale contained in a certain mortgage given by Sheila M. Bremer and Tommaso Summa, to Mortgage Corp. of the East-I, dated March 23, 1990, recorded in Book 20452, Page 025, in the Middlesex County (South) Registry of Deeds, and subsequently assigned to First NH Mortgage Corp., by assignment dated March 23, 1990 and recorded at Book 20452, Page 030 in the Middlesex County (South) Registry of Deeds, of which mortgage the undersigned is the present holder, for breach of the conditions of said mortgage and for the purpose of foreclosing the same will be sold at Public Auction at 11:15 a.m. on the 4th day of August, 1994, upon the mortgaged premises, 17-19 Bellis Circle, Cambridge, Middlesex County, Southern District, Massachusetts, as described below, all and singular the premises described in said mortgage, to wit:

A certain parcel of land with the buildings thereon situated in Cambridge, Middlesex County, Massachusetts, being shown as Lot A on a plan of land entitled "Plan of Land in Cambridge, MA, 17-19 Bellis Circle", dated November 22, 1983, drawn by James F. Rice, Jr., Registered Land Surveyor, recorded with Middlesex South District Registry of Deeds, Book 15285, Page 586, and more particularly bounded and described as follows:

SOUTHERLY by said Bellis Circle, seventy-two and 88/100 (72.88) feet; WESTERLY by Lots 11, 25 and 26 as shown on said plan, one hundred (100) feet; NORTHERLY by Lot 43 and by land of owners unknown, seventy-seven and 61/100 (77.61) feet;

EASTERLY by Lot 39 as shown on said plan, twenty-seven (27) feet;

SOUTHERLY by said Lot 39, seven and 35/100 (7.35) feet;

EASTERLY again by said Lot 39, seventy-three (73) feet.

Containing approximately 7,276 square feet according to said plan.

Meaning and intending to describe the same premises conveyed to Sheila M. Bremer and Tommaso Summa by deed of Gary J. Vrotsos and Sheila Milmore Bremer, dated February 1, 1988 and recorded at Book 18854, Page 387 in the Middlesex County (South) Registry of Deeds.

These premises will be sold and conveyed subject to and with the benefit of all rights, rights of way, restrictions, easements, covenants, liens, or claims in the nature of liens, improvements, public assessments, and all unpaid taxes, tax titles, tax liens, water and sewer liens and any other municipal assessments or liens, or existing encumbrances of record, which are in force and are applicable, created prior to the said mortgage which is being foreclosed whether or not reference to such restrictions, easements, improvements, liens or encumbrances is made in the deed.

TERMS OF SALE: FIVE THOUSAND DOLLARS (\$5,000.00) must be paid by certified, bank, treasurer's or cashier's check at the time and place of the sale by the purchaser as a deposit. The balance of the purchase price is to be paid in cash, or by certified, bank, treasurer's or cashier's check within forty-five (45) days thereafter at the Law Offices of Follender, Connors, Wolkowski & Green, P.A., 16 Broad Street, Nashua, New Hampshire 03060, (603) 889-0536. The successful bidder shall be required to sign a Memorandum of Foreclosure Sale containing the foregoing terms at the Auction Sale. Other terms, if any, to be announced at sale.

This sale is held in accordance with an Order Granting Motion for Relief dated September 10, 1993, as granted by the United States Bankruptcy Court, Eastern District of Massachusetts, Bankruptcy No. 93-10291, in Re: Sheila M. Bremer and Tommaso Summa. Land Court Case Number 193033.

FIRST NH MORTGAGE CORP. Present holder of said mortgage, By its attorneys, and

FOLLENDER, CONNORS, WOLKOWSKI & GREEN, P.A. 16 Broad Street Nashua, NH 03060 (603) 889-0536 July 8, 1994

By: Richard C. Follender, Esquire

(C)July14,21,28 #38906

COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT THE PROBATE AND FAMILY COURT DEPARTMENT Middlesex Division Docket No. 94P2029GI

Notice of GUARDIANSHIP - MENTALLY ILL - WITH SURETIES NOTICE

To Dawn Mahoney of Cambridge in said County Middlesex and heirs apparent or presumptive:

A petition has been presented in the above-captioned matter alleging that said Dawn Mahoney is a mentally ill person and praying that some other suitable person be appointed her guardian, with court authority to treat with antipsychotic medication in accordance with the treatment plan.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before July 25, 1994.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge the twenty third of June, in the year of our Lord one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate Court

(C)July14 #38921

COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT THE PROBATE AND FAMILY COURT DEPARTMENT Middlesex Division Docket No. 94P3155GI

Notice of GUARDIANSHIP - MENTALLY ILL - WITH SURETIES NOTICE

To Sophie V. Griskus of Cambridge in said

County Middlesex and heirs apparent or presumptive:

A petition has been presented in the above-captioned matter alleging that said Sophie V. Griskus is a mentally ill person and praying that James R. Griskus of Enfield in the state of Connecticut or some other suitable person be appointed her guardian.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before July 22, 1994.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge the sixth of July, in the year of our Lord one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate Court

(C)July14 #38935

COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT THE PROBATE AND FAMILY COURT DEPARTMENT Middlesex Division Docket No. 94P2286E

Estate of Mary Ann Potter, also known as Mary Potter died on January 28, 1994 late of Cambridge in the County of Middlesex NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will of said deceased may be proved and allowed and that Frederick George Potter of Cambridge in the County of Middlesex be appointed executor without giving surety on his bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before July 22, 1994.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge the sixth of July, in the year of our Lord one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate Court

(C)July14 #38903

COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT THE PROBATE AND FAMILY COURT DEPARTMENT PROBATE OF WILL WITHOUT SURETIES Middlesex Division Docket No. 94P2286E

Estate of Mary Ann Potter, also known as Mary Potter died on January 28, 1994 late of Cambridge in the County of Middlesex NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will of said deceased may be proved and allowed and that Frederick George Potter of Cambridge in the County of Middlesex be appointed executor without giving surety on his bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on August 2, 1994.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the fifth day of July in the year of our Lord one thousand nine hundred and ninety-four.

Donna M. Lambert Register of Probate

(C)July14 #38909

COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT THE PROBATE AND FAMILY COURT DEPARTMENT PROBATE OF WILL ADMINISTRATION WITH THE WILL ANNEXED WITHOUT SURETIES Middlesex Division Docket No. 94P2186E

Estate of Charles Arthur Mead died March 13, 1994 late of Cambridge in the County of Middlesex NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will of said deceased may be proved and allowed and that Tavia Mead of Cambridge in the County of Middlesex be appointed administratrix with the will annexed without surety on her bond of said estate.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on August 9, 1994.

In addition you must file a written affidavit of objections to the petition stating the specific facts and grounds upon which the objection is based, within (30) days after the return day (or such other time as the Court, on motion with notice to the petitioner, may allow) in accordance with Probate Rule 16.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the fifth day of July in the year of our Lord one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate

(C)July14 #38911

CITY OF CAMBRIDGE BOARD OF LICENSE COMMISSIONERS

Notice is hereby given that Anna H. Eltouroy and ElSayed Eltouroy, doing business as A & S Diner, has applied for a common victualer's license to be exercised on the 1st floor at 5 Central Square. Said license if granted would allow food and non-alcoholic beverages to be sold, served, and consumed on said premises, and to have a total occupancy of 32 persons. Said license if granted would be exercised from 6 a.m. to 8 p.m. daily.

A hearing on said application will be held on Tuesday, July 26, 1994 at 6 p.m., in the Michael J. Lombardi Municipal Building, 2nd floor, 831 Massachusetts Avenue.

Any person wishing to comment on said application may attend the hearing or such person may prior to the hearing submit a written statement to the License Commission, Michael J. Lombardi Municipal Building, 1st floor, 831 Massachusetts Avenue, Cambridge, Mass., 02139.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38930

CITY OF CAMBRIDGE PURCHASING DEPARTMENT

Sealed bids will be received at the Office of the Purchasing Agent, Room 303, City Hall, Cambridge, Mass., until 11:00 o'clock A.M. THURSDAY, JULY 28, 1994 at which time and place they will be publicly opened and read for furnishing the following to the City of Cambridge:

THYROID TEST KITS (1) SIDEWALK TRACTORS (2) REPROGRAPHIC SERVICES (3) DUMP TRUCK (4)

The City of Cambridge reserves the right to waive any minor informalities or to reject any or all bids if it is in the City's best interest to do so. Specifications may be obtained at the Office of the Purchasing Agent, Room 303, City Hall, Cambridge, Mass.

Each bid must be in a sealed envelope plainly marked "Bid for 'Designate Item'" and addressed to Diane Wynshaw-Boris, Purchasing Agent, City Hall, Cambridge, Massachusetts.

Diane Wynshaw-Boris Purchasing Agent

(C)July14 #38935

COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT THE PROBATE AND FAMILY COURT DEPARTMENT Middlesex Division Docket No. 94P3164E

Estate of Harry T. Levin, also known as Harry Tuchman Levin died on May 29, 1994 late of Cambridge in the County of Middlesex NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will of said deceased may be proved and allowed and that Elena Z. Levin of Cambridge and Cambridge Trust Company of Cambridge both in the County of Middlesex be appointed executors without giving surety on their bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10

LEGAL NOTICES

...continued from previous page

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on August 2, 1994.

In addition you must file a written affidavit of objections to the petition, stating the specific facts and grounds upon which the objection is based, within (30) days after the return day (or such other time as the Court, on motion with notice to the petitioner, may allow) in accordance with Probate Rule 16.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the fifth day of July in the year of our Lord one thousand nine hundred and ninety-four.

Donna M. Lambert Register of Probate

(C)July14 #38925

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS

Pursuant to General Laws, Chapter 140, notice is hereby given that the License Commission has received an application from Middle East Restaurant, Inc., Nabil A. Sater, manager, holder of an all alcoholic beverages as a restaurant license, 2 a.m. closing at 2, 4, 8 Brookline Street & 472 & 480 Massachusetts Avenue has applied for its entertainment license as extended to include one (1) cinema screen; 2 stages; readings of poetry or other works; dancing exhibition; magic show; three (3) juke boxes; three (3) video juke boxes in addition to dancing by patrons, comedy show, light show three (3) dart boards; live musical instruments and/or live vocalists, with amplification; two (2) pool tables; audio tape machine only playing background music below ordinary conversation level; audio tape machine which may play music below, at, or above conversation level; ten (10) TV's; five (5) radios already licensed.

The hearing on this application will be held on Tuesday evening, July 26, 1994, at six o'clock, in the Michael J. Lombardi Municipal Building, 2nd floor, 831 Massachusetts Avenue, Cambridge.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38916

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS

Notice is hereby given that Herbert T. Todd d/b/a Eyes for You has applied for an antique store license at 2329 Massachusetts Avenue. The hearing on this application will be held on Tuesday evening, July 26, 1994, at six o'clock, 831 Massachusetts Avenue, 2nd floor, Cambridge, Mass., 02139.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38917

NOTICE IS HEREBY GIVEN THAT THE UNDERSIGNED WILL SELL AT PRIVATE AUCTION ON JULY 25TH AT 2:00 PM THE PERSONAL PROPERTY HERETOFORE STORED WITH THE UNDERSIGNED BY:

Frank Torino, 25 Highland Street, Somerville, Mass 02143, Unit #2311. Containing: personal items, boxes, furniture and computer; Anthony Cunningham, 160 Burkhill Apt. #506, Weymouth, Mass 02189, Unit #C9, Contains: 1984 VOLVO GLE "FOR PARTS"

CAMBRIDGE SELF STORAGE 445 CONCORD AVE CAMBRIDGE MASS 02138

(C)July14,21 #38873

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS

Notice is hereby given under General Laws, Chapter 138, as amended that LH&E Corp., Inc. d/b/a Melvin's, Melvin Black, manager, holder of an all alcoholic beverages as a restaurant license at 20-24 Prospect Street has applied to transfer its license to Coleman Murray, Inc. d/b/a The Field, Collen McMahon, manager at said address.

This applicant is also applying for an entertainment license to include one (1) dart board; readings of poetry or other works; live musical instruments and/or live vocalists, with amplification; one (1) audio tape machine only playing background music below ordinary conversation level, one (1) audio tape machine which may play music below, at, or above conversation level; one (1) TV and one (1) radio.

Officers and directors of Coleman Murray, Inc. are: Jerry Coleman, President and Director; Alisha McShea, Treasurer and Director; Finbarr A. Murray, Clerk; Colleen McMahon, Director.

The premises are described as follows: Two (2) dining rooms and kitchen with two (2) recreation areas on first floor; cellar for storage.

The hearing on this application will be held on Tuesday evening, July 26, 1994, at six o'clock, in the Michael J. Lombardi Municipal Building, 2nd floor, 831 Massachusetts Avenue Cambridge.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38920

COMMONWEALTH OF MASSACHUSETTS

LAND COURT

DEPARTMENT OF THE TRIAL COURT

(SEAL) Case No. 208043 To Anna Acevedo, Trustee of Rayce Realty Trust and to all persons entitled to the benefit of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended: Diversified Financial Southeast, Inc., having a principal place of business at 26 Marlow Lane, Palm Beach Gardens, Florida 33418, claiming to be the holder of a mortgage by assignment covering real property in Cambridge, Middlesex County, Massachusetts, known as 218-220 and 228-230 Western Avenue given by Raymond Acevedo, Jr., a/k/a Ramon Acevedo, Jr., Trustee of Rayce Realty Trust, to Mutual Bank fsb, on August 6, 1985, recorded with Middlesex South Registry of Deeds in Book 16347, Page 544 has filed with said court a complaint for authority to foreclose said mortgage in the manner following: by entry and possession and exercise of power of sale.

If you are entitled to the benefits of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended and you object to such foreclosure you or your attorney should file a written appearance and answer in said court at Boston on or before the 1st day of August 1994, or you may be forever barred from claiming that such foreclosure is invalid under said act.

Witness, ROBERT V. CAUCHON, Chief Justice of said Court this 27th day of June

1994.

Charles W. Trombly, Jr. Recorder

(C)July14 #38905

COMMONWEALTH OF MASSACHUSETTS

THE TRIAL COURT

THE PROBATE AND FAMILY COURT DEPARTMENT

PROBATE OF WILL WITHOUT SURETIES

Middlesex Division Docket No. 94P2496E

Estate of Patricia Ann Miller King, also known as Patricia Miller King died on May 3, 1994 late of Cambridge in the County of Middlesex

NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will of said deceased may be proved and allowed and that Victoria E. King of Minneapolis in the state of Minnesota and Mark Andrew Stein of Hamilton in the County of Essex be appointed executors without giving surety on their bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on August 2, 1994.

In addition you must file a written affidavit of objections to the petition, stating the specific facts and grounds upon which the objection is based, within (30) days after the return day (or such other time as the Court, on motion with notice to the petitioner, may allow) in accordance with Probate Rule 16.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the fifth day of July in the year of our Lord one thousand nine hundred and ninety-four.

Donna M. Lambert Register of Probate

(C)July14 #38907

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS

Notice is hereby given that H.H.B. Foods Corporation, doing business as Saffron Grill, by Heather Herbert Balany, Manager has applied for a common victualer's license to be exercised on the 1st floor of 795 Main Street. Said license if granted would allow food and non-alcoholic beverages to be sold, served, and consumed on said premises, and to have a total occupancy of 20 persons. Said license if granted would be exercised from 6 a.m. to 11 p.m. daily.

A hearing on said application will be held on Tuesday, July 26, 1994 at 6:00 p.m., in the Michael J. Lombardi Municipal Building, 2nd floor, 831 Massachusetts Avenue.

Any person wishing to comment on said application may attend the hearing or such person may prior to the hearing submit a written statement to the License Commission, Michael J. Lombardi Municipal Building, 1st floor, 831 Massachusetts Avenue, Cambridge, Mass., 02139.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38914

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS

Notice is hereby given that Marie C. Deravil, doing business as Camie's Bakery Plus, by Marie C. Deravil, Manager has applied for a common victualer's license to be exercised on the 1st floor of 152A Columbia Street. Said license if granted would allow food and non-alcoholic beverages to be sold, served, and consumed on said premises, and to have a total occupancy of 48 persons. Said license if granted would be exercised from 7 a.m. to 9 p.m. daily.

A hearing on said application will be held on Tuesday, July 26, 1994 at 6:00 p.m., in the Michael J. Lombardi Municipal Building, 2nd floor, 831 Massachusetts Avenue.

Any person wishing to comment on said application may attend the hearing or such person may prior to the hearing submit a written statement to the License Commission, Michael J. Lombardi Municipal Building, 1st floor, 831 Massachusetts Avenue, Cambridge, Mass., 02139.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38913

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS

Notice is hereby given that Sebastiao Ribeiro, doing business as Angela's Subs, by Sebastiao Ribeiro, Manager has applied for a common victualer's license to be exercised on the 1st floor of 746 Cambridge Street. Said license if granted would allow food and non-alcoholic beverages to be sold, served, and consumed on said premises, and to have a total occupancy of 16 persons. Said license if granted would be exercised from 9 a.m. to 11 p.m. daily.

A hearing on said application will be held on Tuesday, July 26, 1994 at 6 p.m., in the Michael J. Lombardi Municipal Building, 2nd floor, 831 Massachusetts Avenue.

Any person wishing to comment on said application may attend the hearing or such person may prior to the hearing submit a written statement to the License Commission, Michael J. Lombardi Municipal Building, 1st floor, 831 Massachusetts Avenue, Cambridge, Mass., 02139.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38919

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS

Notice is hereby given that Z.M.L. Company, Inc., doing business as Panda House, by Anthony Mei, Manager has applied for a common victualer's license to be exercised on the 1st floor of 11 Belmont Street. Said license if granted would allow food and non-alcoholic beverages to be sold, served, and consumed on said premises, and to have a total occupancy of 8 persons. Said license if granted would be exercised from 11 a.m. to 2 a.m. daily.

A hearing on said application will be held on Tuesday, July 26, 1994 at 6:00 p.m., in the Michael J. Lombardi Municipal Building, 2nd floor, 831 Massachusetts Avenue.

Any person wishing to comment on said application may attend the hearing or such person may prior to the hearing submit a written statement to the License Commission, Michael J. Lombardi Municipal Building, 1st floor, 831 Massachusetts Avenue, Cambridge, Mass.,

02139.

Alex Rodriguez Kevin Fitzgerald Henry Breen License Commission

(C)July14 #38915

COMMONWEALTH OF MASSACHUSETTS

THE TRIAL COURT

THE PROBATE AND FAMILY COURT DEPARTMENT

PROBATE OF WILL AND CODICIL WITHOUT SURETIES

Middlesex Division Docket No. 94P2444E

Estate of Esther Z. Weltman also known as Esther Weltman died on April 30, 1994 late of Cambridge in the County of Middlesex

NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will and codicil of said deceased may be proved and allowed and that Eienne W. Squire of Cambridge in the county of Middlesex and David L. Weltman of Cohasset in the County of Norfolk be appointed executors without giving surety on their bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on July 29, 1994.

In addition you must file a written affidavit of objections to the petition, stating the specific facts and grounds upon which the objection is based, within (30) days after the return day (or such other time as the Court, on motion with notice to the petitioner, may allow) in accordance with Probate Rule 16.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the thirtieth day of June in the year of our Lord one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate

(C)July14 #38926

COMMONWEALTH OF MASSACHUSETTS

THE TRIAL COURT

THE PROBATE AND FAMILY COURT DEPARTMENT

PROBATE OF WILL WITHOUT SURETIES

Middlesex Division Docket No. 94P2850A

ADMINISTRATION WITHOUT SURETIES Estate of Aurele Steven Huard died March 5, 1994 late of Cambridge in the County of Middlesex

NOTICE

A petition has been presented in the above-captioned matter praying that Aurele G. Huard of Ann Arbor in the State of Michigan be appointed administrator of said estate without giving surety on his bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on July 29, 1994.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the twenty eighth day of June in the year of our Lord one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate Court

(C)July14 #38928

COMMONWEALTH OF MASSACHUSETTS

LAND COURT

DEPARTMENT OF THE TRIAL COURT

(SEAL) Case No. 208110

To Donna M. Bayne; and to all persons entitled to the benefit of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended: BayBank, a Massachusetts trust company formerly known as BayBank Middlesex claiming to be the holder of a mortgage covering real property in Cambridge, at Unit No. 504, 12-16 Ellery Street Condominium, 12-16 Ellery Street given by Donna M. Bayne to BayBank Middlesex, dated December 20, 1988, recorded with the Middlesex County (Southern District) Registry of Deeds at Book 19546, Page 579, has filed with said court a complaint for authority to foreclose said mortgage in the manner following: by entry and possession and exercise of power of sale.

If you are entitled to the benefits of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended and you object to such foreclosure you or your attorney should file a written appearance and answer in said court at Boston on or before the 8th day of August 1994, or you may be forever barred from claiming that such foreclosure is invalid under said act.

Witness, ROBERT V. CAUCHON, Chief Justice of said Court this 1st day of July 1994.

Charles W. Trombly, Jr. Recorder

(C)July14 #38874

COMMONWEALTH OF MASSACHUSETTS

LAND COURT

DEPARTMENT OF THE TRIAL COURT

(SEAL) Case No. 208111

To Carlos A. Delgado; Linda Delgado; and to all persons entitled to the benefit of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended: BayBank, a Massachusetts trust company formerly known as BayBank Middlesex claiming to be the holder of a mortgage covering real property in Cambridge, at 199-201 Charles Street given by Carlos A. Delgado and Linda Delgado to BayBank Middlesex, dated May 16, 1990, recorded with the Middlesex County (Southern District) Registry of Deeds at Book 20553, Page 537, has filed with said court a complaint for authority to foreclose said mortgage in the manner following: by entry and possession and exercise of power of sale.

If you are entitled to the benefits of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended and you object to such foreclosure you or your attorney should file a written appearance and answer in said court at Boston on or before the 8th day of August 1994, or you may be forever barred from claiming that such foreclosure is invalid under said act.

Witness, ROBERT V. CAUCHON, Chief Justice of said Court this 1st day of July 1994.

Charles W. Trombly, Jr. Recorder

(C)July14 #38875

COMMONWEALTH OF MASSACHUSETTS

THE TRIAL COURT

THE PROBATE AND FAMILY COURT DEPARTMENT

SALE OF REAL ESTATE

GUARDIAN - MAINTENANCE Middlesex Division Docket No. 92P2966GI

SALE OF REAL ESTATE

NOTICE

To all persons interested in the estate of Pearl Clarke of Cambridge in said County,

mentally ill person. A petition has been presented to said Court praying for license to sell - at private sale - certain real estate of said Pearl Clarke for her maintenance.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on August 1, 1994.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the fifth day of July, in the year of our Lord, one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate

(C)July14 #38878

CITY OF CAMBRIDGE

PURCHASING DEPARTMENT

Sealed bids will be received at the Office of the Purchasing Agent, Room 303, City Hall, Cambridge, Mass., until 11:00 o'clock A.M. THURSDAY, JULY 28, 1994 at which time and place they will be publicly opened and read for furnishing the following to the City of Cambridge:

PHOTOGRAPHIC SUPPLIES (1) CUSTOM BUILT TRIPLE COMBINATION FIRE PUMPER (2) HAND TOOLS (3)

The City of Cambridge reserves the right to waive any minor formalities or to reject any or all bids if it is in the City's best interest to do so.

Specifications may be obtained at the Office of the Purchasing Agent, Room 303, City Hall, Cambridge, Mass.

Each bid must be in a sealed envelope plainly marked "Bid for 'Designate Item'" and addressed to Diane Wynshaw-Boris, Purchasing Agent, City Hall, Cambridge, Massachusetts.

Diane Wynshaw-Boris Purchasing Agent

(C)July14 #38879

COMMONWEALTH OF MASSACHUSETTS

THE TRIAL COURT

THE PROBATE AND FAMILY COURT DEPARTMENT

PROBATE OF WILL WITHOUT SURETIES

Middlesex Division Docket No. 94P2962E

Estate of Deane W. Lord also known as Deane Lord died on April 19, 1994 late of Cambridge in the County of Middlesex

NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will of said deceased may be proved and allowed and that Stephen M. Thomas of Peterborough in the state of New Hampshire be appointed executor without giving surety on his bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on July 27, 1994.

In addition you must file a written affidavit of objections to the petition, stating the specific facts and grounds upon which the objection is based, within (30) days after the return day (or such other time as the Court, on motion with notice to the petitioner, may allow) in accordance with Probate Rule 16.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the twenty seventh day of June in the year of our Lord one thousand nine hundred and ninety four.

Donna M. Lambert Register of Probate

(C)July14 #38882

COMMONWEALTH OF MASSACHUSETTS

THE TRIAL COURT

THE PROBATE AND FAMILY COURT DEPARTMENT

PROBATE OF WILL AND CODICILS WITHOUT SURETIES

Middlesex Division Docket No. 94P2095E

Estate of Mary Marchurs died on February 6, 1994 late of Cambridge in the County of Middlesex

NOTICE

A petition has been presented in the above-captioned matter praying that a certain instrument purporting to be the last will and Codicils of said deceased may be proved and allowed and that Sandy Farrell of Somerville in the County of Middlesex be appointed executrix without giving surety on her bond.

If you desire to object to the allowance of said petition, you or your attorney must file a written appearance in said Court at Cambridge on or before 10:00 in the forenoon on July 25, 1994.

In addition you must file a written affidavit of objections to the petition stating the specific facts and grounds upon which the objection is based, within (30) days after the return day (or such other time as the Court, on motion with notice to the petitioner, may allow) in accordance with Probate Rule 16.

WITNESS, Sheila E. McGovern, Esquire, First Justice of said Court at Cambridge, the Twenty Fourth day of June in the year of our Lord one thousand nine hundred and Ninety Four.

Donna M. Lambert Register of Probate

(C)July14 #38901

PUBLIC HEARING

CITY OF CAMBRIDGE

MASSACHUSETTS

The Cambridge City Council will conduct a public hearing on Monday, August 1, 1994 at 7:00 P.M. in the Media Cafeteria, Cambridge Rindge and Latin School, 459 Broadway, Cambridge, Massachusetts on the disposition of City Property located at 350 Main Street, also known as the Kendall Square Fire Station, Deacon Street and Dock Street. The City Council is in receipt of the Planning Board's report dated June 21, 1994 as well as the City Manager's report dated May 7, 1994 pursuant to Section 2.110.010 of the Municipal Code of the City of Cambridge - Disposition of City Property - on the proposed disposition of the Fire Station, Deacon Street and Dock Street, a total of 21,910 square feet in the Kendall Square area.

Copies of these reports are on file in the office of the City Clerk, City Hall, Cambridge, Massachusetts.

By Order of the City Council, D. Margaret Drury City Clerk

(C)July14 #38844

THE COMMONWEALTH OF MASSACHUSETTS

LAND COURT

DEPARTMENT OF THE TRIAL COURT

(SEAL)

207938

Case No.

To Barbara Terry Mase; and all persons entitled to the benefit of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended: Federal Home Loan Mortgage Corporation claiming to be the holder of a mortgage covering real property in Cambridge, at 196 Vassal Lane given by Barbara Terry Mase to Home Owners Federal Savings and Loan Association, dated July 31, 1980, recorded with Middlesex Registry of Deeds (Southern District) At Book 14022, Page 030, and now held by plaintiff by assignment has filed with said court a complaint for authority to foreclose said mortgage in the manner following: by entry and possession and exercise of power of sale.

If you are entitled to the benefits of the Soldiers' and Sailors' Civil Relief Act of 1940 as amended and you object to such foreclosure you or your attorney should file a written appearance in said court at Boston on or before the 1st day of August 1994, or you may be forever barred from claiming that such foreclosure is invalid under said act.

Witness, ROBERT V. CAUCHON, Chief Justice of said Court this 24th day of June 1994.

Charles W. Trombly, Jr. Recorder

(C)July14 #38870

CITY OF CAMBRIDGE

BOARD OF LICENSE COMMISSIONERS



# OFFICE OF THE CITY CLERK

CITY OF CAMBRIDGE

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

(617) 349-4260

FAX (617) 349-4307

D. MARGARET DRURY  
CITY CLERK

JOHN E. FLYNN  
DEPUTY CITY CLERK

June 30, 1994

To Whom It May Concern:

Please be advised that the Cambridge City Council has scheduled a public hearing on Monday, August 1, 1994 at 7:00 P. M. in the Media Cafeteria at the Cambridge Rindge and Latin School, 459 Broadway, Cambridge, Massachusetts.

The purpose of the hearing is the disposition of City Property located at 350 Main Street, also known as the Kendall Square Fire Station, Deacon Street and Dock Street. The City Council is in receipt of the Planning Board's report dated June 21, 1994 as well as the City Manager's report dated May 7, 1994 pursuant to Section 2.110.010 of the Municipal Code of the City of Cambridge - Disposition of City Property, a total of 21,910 square feet in the Kendall Square area. Copies of these reports are available at the City Clerk's Office, 795 Massachusetts Avenue, Cambridge, Massachusetts during office hours.

All interested persons are requested to attend at this time and be heard.

Your kind attention in this matter will be greatly appreciated.

Very truly yours,

*D. Margaret Drury*  
D. Margaret Drury  
City Clerk

DMD/dl



# OFFICE OF THE CITY CLERK

CITY OF CAMBRIDGE

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

(617) 349-4260

FAX (617) 349-4307

D. MARGARET DRURY  
CITY CLERK

JOHN E. FLYNN  
DEPUTY CITY CLERK

June 30, 1994

To Whom It May Concern:

Please be advised that the Cambridge City Council has scheduled a public hearing on Monday, August 1, 1994 at 7:00 P. M. in the Media Cafeteria at the Cambridge Rindge and Latin School, 459 Broadway, Cambridge, Massachusetts.

The purpose of the hearing is the disposition of City Property located at 350 Main Street, also known as the Kendall Square Fire Station, Deacon Street and Dock Street. The City Council is in receipt of the Planning Board's report dated June 21, 1994 as well as the City Manager's report dated May 7, 1994 pursuant to Section 2.110.010 of the Municipal Code of the City of Cambridge - Disposition of City Property, a total of 21,910 square feet in the Kendall Square area. Copies of these reports are available at the City Clerk's Office, 795 Massachusetts Avenue, Cambridge, Massachusetts during office hours.

All interested persons are requested to attend at this time and be heard.

Your kind attention in this matter will be greatly appreciated.

Very truly yours,

*D. Margaret Drury*  
D. Margaret Drury  
City Clerk

DMD/dl



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300

FAX 349-4307

REC'D JUL 22 PM 2:23  
CAMBRIDGE MA.

EXECUTIVE DEPARTMENT  
ROBERT W. HEALY  
City Manager

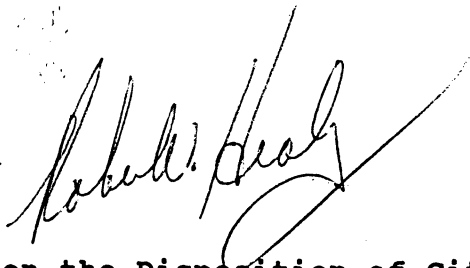
RICHARD C. ROSSI  
Deputy City Manager

TO: Margaret Drury  
City Clerk

FROM: Robert W. Healy  
City Manager

TOPIC: August 1, 1994 on the Disposition of City-Owned Land

DATE: July 22, 1994



I would like to inform you that I am withdrawing my recommendations to the City Council on the disposition of 350 Main Street, Deacon and Dock Streets, and thereby notifying you that the hearing should be cancelled.

cc: City Council



*Mailed 6/30/94*

## OFFICE OF THE CITY CLERK

CITY OF CAMBRIDGE

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

(617) 349-4260

FAX (617) 349-4307

D. MARGARET DRURY  
CITY CLERK

JOHN E. FLYNN  
DEPUTY CITY CLERK

June 30, 1994

To Whom It May Concern:

Please be advised that the Cambridge City Council has scheduled a public hearing on Monday, August 1, 1994 at 7:00 P. M. in the Media Cafeteria at the Cambridge Rindge and Latin School, 459 Broadway, Cambridge, Massachusetts.

The purpose of the hearing is the disposition of City Property located at 350 Main Street, also known as the Kendall Square Fire Station, Deacon Street and Dock Street. The City Council is in receipt of the Planning Board's report dated June 21, 1994 as well as the City Manager's report dated May 7, 1994 pursuant to Section 2.110.010 of the Municipal Code of the City of Cambridge - Disposition of City Property, a total of 21,910 square feet in the Kendall Square area. Copies of these reports are available at the City Clerk's Office, 795 Massachusetts Avenue, Cambridge, Massachusetts during office hours.

All interested persons are requested to attend at this time and be heard.

Your kind attention in this matter will be greatly appreciated.

Very truly yours,

*D. Margaret Drury*

D. Margaret Drury  
City Clerk

DMD/dl

Research Institute for Medicine &  
Chemistry, Inc.  
Attn: Real Estate Dept  
49 Amherst Street  
Cambridge, MA 02142

Cambridge Redevelopment Authority  
Joseph Tulumieri  
Executive Director  
Four Cambridge Center  
Cambridge, MA 02142

Polaroid Corporation  
c/o Corporate Real Estate  
Gerald Hathorne  
575 Technology Square 9H  
Cambridge, MA 02139

Boston Redevelopment Authority  
City Hall  
Ninth Floor  
Boston, MA 02201

Arlington Planning Board  
Town Hall  
730 Massachusetts Avenue  
Arlington, MA 02174

Donald Schmidt, EOCD  
Room 1803  
100 Cambridge Street  
Boston, MA 02202

Massachusetts Institute of  
Technology  
Office of the Treasurer  
238 Main Street  
Suite 200  
Cambridge, MA 02142  
Philip Trusell  
Director of Real Estate  
Room 12-192  
77 Massachusetts Avenue  
Cambridge, MA 02139

Julia Gregory  
Neighborhood 4 Coalition  
11 Market Street  
Cambridge, MA 02139

Somerville Planning Board  
Somerville City Hall  
93 Highland Street  
Somerville, MA 02143

Metropolitan Area Planning Council  
60 Temple Place  
Boston, MA 02111

David Barrett, et al  
Trustees of Cambridge Center Trust  
c/o Boston Properties  
8 Arlington Street  
Boston, MA 02116

Cambridge Electric Company  
ATTN Real Estate Director  
P O Box 9150  
One Main Street  
Cambridge, MA 02142

Whitehead Institute  
Attn: John Pratt  
Nine Cambridge Center  
Cambridge, MA 02142

Watertown Planning Board  
Town Hall  
149 Main Street  
Watertown, MA 02172

Belmont Planning Board  
Town Hall  
455 Concord Avenue  
Belmont, MA 02178

*Dock Street*

*Donna -*

*Fire Station*

*Dispatcher*

*Mailing list w/  
EVERYONE*

Richard Vendetti  
East Cambridge Planning Team  
28 Winter Street  
Cambridge, MA 02141

East Cambridge News  
41 Second Street  
Cambridge, MA 02141

Marty Sack  
East End House  
105 Spring Street  
Cambridge, MA 02141

James Bentubo  
Wellington/Harrington  
5 Plymouth Street  
Cambridge, MA 02141

Ken May  
Southside Neighbors  
241 Cardinal Medeiros Avenue  
Cambridge, MA 02141

Jackie Carroll  
Neighborhood 4 Coalition  
37 Market Street  
Cambridge, MA 02139

Nancy Ryan  
Neighborhood 4 Coalition  
4 Ashburton Place  
Cambridge, MA 02139

Iona Eneze, Executive Director  
Margaret Fuller House  
71 Cherry Street  
Cambridge, MA 02139

Cathy Hoffman  
Ward 5 Committee  
67 Pleasant Street  
Cambridge, MA 02139

Geneva Malenfant  
Hastings Square Assoc  
75 Henry Street  
Cambridge, MA 02139

John Pitkin  
MidCambridge Neighborhood  
P O Box 807  
Cambridge, MA 02239

John Moos, Chair  
MidCambridge Conservation  
Two Fayette Place  
Cambridge, MA 02139

Karen Larson  
Inman Square Improvement Assoc  
Seven Austin Park  
Cambridge, MA 02139

Rosa Haynes  
River Howard Tenant Council  
Two Mildred Hamilton Place  
Cambridge, MA 02139

Dawn Swan, Executive Director  
Cambridge Community Center  
5 Callendar Street  
Cambridge, MA 02139

Central Square Neighborhood  
Coalition  
P O Box 391294  
Cambridge, MA 02139

R. Phillip Dowds  
48 Banks Street  
Cambridge, MA 02139

Kathleen Manion  
Agassiz Neighborhood Council  
Six Newport Road  
Cambridge, MA 02138

Terry DeLancy, Coordinator  
Agassiz Community Center  
20 Sacramento Street  
Cambridge, MA 02138

Stuart Lesser  
Neighborhood 10 Assoc  
115 Lexington Avenue  
Cambridge, MA 02138

Gladys Gifford  
Harvard Square Defense Fund  
85 Sparks Street  
Cambridge, MA 02138

Joe Joseph  
North Cambridge Stabilization  
P O Box 593  
Cambridge, MA 02140

Alan Bell  
Clarendon Avenue Neighborhood  
32 Clarendon Avenue  
Cambridge, MA 02140

Jerry Howard  
North Cambridge News  
P O Box 342  
Cambridge, MA 02240

Ann Tennis  
Highlands Neighborhood Assoc  
71 Griswold Street  
Cambridge, MA 02138

Patricia Calorio  
Haggerty Community Schools  
20 Holmes Street  
Cambridge, MA 02138

Helena Rees  
Cambridge Chamber of Commerce  
859 Massachusetts Avenue  
Cambridge, MA 02139

Sally Alcorn  
Harvard Square Business  
18 Brattle Street Rm 256  
Cambridge, MA 02138

Carl Barron  
Central Square Business  
614 Massachusetts Avenue  
Cambridge, MA 02139

Karen Swaim/BANC  
Frameworks  
2067 Massachusetts Avenue  
Cambridge, MA 02140

David Leslie  
Executive Director, CCA  
649 Massachusetts Avenue  
Cambridge, MA 02139

Steve Kaiser  
191 Hamilton Street  
Cambridge, MA 02139

William Premo  
The TAB  
1254 Chestnut Street  
Newton, MA 02164

Dennis Carlone  
16 Martin Street  
Cambridge, MA 02138

Michael Brandon  
27 Seven Pines Avenue  
Cambridge, MA 02140

Jennifer  
New England Construction News  
P O Box 527  
Rockland, MA 02370

Lansing Fair  
Inman Square Business  
1221 Cambridge Street  
Cambridge, MA 02139

Tanya Iatridis Cvek  
Harvard Planning Rm 9-12  
1350 Massachusetts Avenue  
Cambridge, MA 02138

Paula S. Thompson  
58 Garden Street  
Unit B  
Cambridge, MA 02138

Margaret Lynch  
69 Brookline Street  
Cambridge, MA 02139

Frankie Lieberman  
24 Ellsworth Street  
Cambridge, MA 02139

John Miller  
563 Franklin Street  
Cambridge, MA 02139

# City of Cambridge

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Copies of these reports are on file in the office of the City Clerk, City Hall, Cambridge, Massachusetts.

By Order of the City Council,

  
D. Margaret Drury  
City Clerk

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*Legal Ad -  
Chronicle July 14th edition*



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CITY OF CAMBRIDGE, MASSACHUSETTS  
**PLANNING BOARD**

CITY HALL ANNEX, 57 INMAN STREET, CAMBRIDGE 02139

June 21, 1994

To: Robert W. Healy, City Manager

SUBJECT: Planning Board Report on the Disposition of Land and Buildings at 350 Main Street and Deacon and Dock Streets

**Recommendation.** The Planning Board finds no planning or policy consideration which would militate against the disposition of the above referenced City property should the City Council choose to do so. Further, the Planning Board adopts the "Guidelines for Development of 350 Main Street" which have been proposed to regulate future development on the parcels, with amendments. That amended document accompanies this report. These guidelines, applied to any future development, will ensure that the public interest in these properties, which lies in their use consistent with long range plans to enhance the urban environment in Kendall Square, will be adequately protected.

**Findings and Comments.**

**General Comments.**

1. The lot at 350 Main Street and the adjacent Deacon and Dock Streets are important to the city, not for the public functions they now or in the past did perform, but for the potential they harbor to sustain additional development that can advance the City's urban design objectives for Kendall Square, and other public objectives. Specifically with regard to the character of future building on the sites, it is most important that the City's urban design objectives be clearly articulated to ensure that appropriate future construction not be compromised by poorly conceived site development that ignores the continuing public interest in these parcels.
2. The preservation and reuse of the existing fire house would enhance any long-term plan for redevelopment of this and adjacent underdeveloped sites along Main Street; any outcome meeting the City's principal goals in the sale of these properties that also preserves the fire station would be the best possible outcome. Nevertheless, an assessment of the historical value of the structure is appropriately left to the determination of the Historical Commission through its own public hearing process.

3. Any number of policies in "*Toward a Sustainable Future*" give guidance as to how future development along Main Street in this prominent area should be viewed. Institutional policies suggest that reasonable densities should be permitted at core campuses to minimize institutional expansion into adjacent areas and reduce the incentive to remove properties from the tax rolls; the Massachusetts Institute of Technology is the holder of most property along Main Street and has long planned to redevelop much of the area to academic use. Where institutional uses are located within commercial districts, as here at Main Street, the properties should be managed such that the commercial ambience is enhanced and not diminished. Consistently the policies suggest that development at the highest acceptable densities are to be encouraged at locations with the best transportation options, especially within walking distance of rapid transit service. The Kendall Square Red Line Station is only 200 feet away from the properties to be disposed. The policies also suggest that in all planning and development decisions respect for the city's physical heritage is encouraged; the fire house, no matter what the ultimate development scheme approved for these sites, is a cultural artifact worthy of respect and full consideration. Other policies suggest that future development, particularly in evolving industrial areas, be encouraged to change in conformance with an urban design plan; the greater Kendall Square area, and Main Street in particular, has been the subject of recent study and a detailed schematic plan has been endorsed by the Planning Board that has much to say with regard to the character of Main Street in the future.

Taken as a whole these policies suggest that further development of the properties is appropriate, that a wide range of uses including institutional expansion would be acceptable, that the density of new construction can be relatively high, and that the historical and urban design value of the existing fire house should receive due consideration along with other important policy considerations. Further, conditions will be attached to the disposition that will ensure future tax revenues from the parcels, regardless of their ultimate ownership.

Many policies encourage the expansion of housing in commercial and industrial areas that are in transition to more contemporary uses. It is reasonable in this process to review the potential for housing on these sites given the long expressed desire to see a residential presence in Kendall Square. The Board believes that serious consideration has been given to the potential of these properties to address the continuing need for affordable housing in the City; the decision not to pursue that option here, by retaining ownership of the properties, is a reasonable one given their physical circumstances (small in size), the limited number of family housing units that could be constructed (about seven), and the physical isolation of the location from any residential or neighborhood environment. However, other forms of housing at higher densities might perhaps be more feasible. For instance, expansion of university affiliated housing for faculty, students, or staff would be a logical complement to the academic uses which dominate this side of Main Street while, at the same time, advancing the public objective of enlivening Kendall Square for extended hours throughout the day and evening. The Planning Board would support the changes in zoning that would be necessary to permit some forms of housing on this site should that development option be desired by any interested respondent to the request for proposal.

(See Policies #s 5, 8, 9, 10, 12 (Land Use); #15 (transportation); #s 28, 29, 33 (Housing); #35 (Economic Development); #s 50, 51, 53 (Institutions); #s 57, 59, 61 (Urban Design).

### **Modifications to the Design Guidelines.**

The design guidelines, which will ensure that the continuing public interest in these sites will be protected should they be transferred to private hands, accurately reflect the urban design policies of the Planning Board as they have been evolving over the past two decades. The Board has, however, adopted changes in the document as presented to better articulate those objectives.

4. In the first major area of concern, modifications have been made to the guidelines for height so that they more precisely reflect the desire of the Board to define a uniform cornice height for the portions of buildings directly abutting all city streets. While these guidelines may apply only to a small building constructed on the fire house site, the Planning Board would like to see similar restrictions apply in the future all along Main Street, as well as other locations throughout the city where building is allowed at a height greater than 55 or 60 feet. Such a universal restriction, however, could only be imposed through a rezoning process which has not been initiated.

5. In the second major area of concern, changes have been made to give additional specificity to the requirement for a lively, pedestrian friendly ground floor of any building constructed. The intent is to ensure that over the long term both sides of Main Street can evolve as part of an active retail corridor, although the guidelines recognize that market demand will determine the pace at which that will happen.

6. Other clarifying language has been added in a number of areas, but the substance of the original draft remains. Two additional substantive additions have been adopted: the insertion of a requirement that the design review process be a public one, with opportunity for public input, and an added requirement that any interim use on the site be approved by the design review committee.

### **Other Comments.**

The Planning Board would make the following recommendations with regard to the process of soliciting interest in the properties and for conducting the review when responses have been received.

7. It is important that any bidder understand that the guidelines are mandatory and in force permanently. It is very possible that new construction will be delayed for some years; regardless of such a delay it should be the City's intent that whenever new construction is advanced it shall conform to the guidelines as adopted.

8. To most effectively judge the merits of any response to a request for proposal, a clear

sense of the development intent of the bidder and that intent's consistency with the design guidelines is necessary. Therefore, the request for proposal should require any respondent to outline the proposed development concept through narrative description and sketch plans.

9. Finally, conformance to the design guidelines should weigh heavily in any favorable evaluation of a proposal.

Respectfully submitted for the Planning Board,

A handwritten signature in black ink, appearing to read "Paul Dietrich", with a stylized, flowing script.

Paul Dietrich, Chairman

# Land Use

## POLICY 1

Existing residential neighborhoods, or any portions of a neighborhood having an identifiable and consistent built character, should be maintained at their prevailing pattern of development and building density and scale.

## POLICY 2

Except in evolving industrial areas, the city's existing land use structure and the area of residential and commercial neighborhoods should remain essentially as they have developed historically.

## POLICY 3

The wide diversity of development patterns, uses, scales, and densities present within the city's many residential and commercial districts should be retained and strengthened. That diversity should be between and among the various districts, not necessarily within each individual one.

## POLICY 4

Adequate transitions and buffers between differing scales of development and differing uses should be provided; general provisions for screening, landscaping and setbacks should be imposed while in especially complex circumstances special transition provisions should be developed.

## POLICY 5

The major institutions, principally Lesley College, Harvard University, Massachusetts Institute of Technology and the hospitals, should be limited to those areas that historically have been occupied by such uses and to abutting areas that are reasonably suited to institutional expansion, as indicated by any institutional overlay district formally adopted by the City.

## POLICY 6

For such institutions reasonable densities should be permitted in their core campuses to forestall unnecessary expansion into both commercial districts and low-density residential neighborhoods.

## POLICY 7

Notwithstanding the limitations implied in the above policy statements, (1) the establishment of a new center of tax-exempt, institutional activity may be appropriate in one or more of the city's evolving industrial areas and/or (2) the development of a modest and discreet institutional presence may be appropriate in any nonresidential district when a combination of two or more of the following benefits accrue to the city:

1. Such action will permanently forestall excessive development at the core campus of an existing institution, in particularly sensitive locations; or
2. Existing institutional activity in a core campus area will be reduced or eliminated, particularly at locations where conflict with existing residential communities has been evident or is possible in the future; and
3. The potential for future commercial, tax paying development is not significantly reduced; or
4. The presence of a stable, well managed institutional activity could encourage, stimulate, and attract increased investment in non institutional commercial tax producing development.

## POLICY 8

The availability of transit services should be a major determinant of the scale of development and the mix of uses encouraged and permitted in the predominantly nonresidential districts of the city: the highest density commercial uses are best located where transit service is most extensive (rapid transit and trolley); much reduced commercial densities and an increased proportion of housing use are appropriate where dependence

on the automobile is greatest; mixed uses, including retail activities in industrial and office districts, should be considered to reduce the need to use the automobile during working hours. Similarly, the scale, frequency, mode and character of goods delivery should play an important role in determining the appropriate density of nonresidential uses anywhere in the city.

## POLICY 9

The evolution of the city's industrial areas should be encouraged, under the guidance of specific urban design plans, and through other public policy and regulations such that:

1. Those areas can adapt to new commercial and industrial patterns of development;
2. The residential neighborhood edges abutting such areas are strengthened through selective residential reuse within the development areas or through careful transition in density, scale and lot development pattern;
3. New uses and varied scales and densities can be introduced into such areas;
4. Uses incompatible with the city's existing and future desired development pattern are phased out.

## POLICY 10

In some evolving industrial areas multiple uses should be encouraged, including an important component of residential use in suitable locations not subject to conflict with desired industrial uses, to advance other development policy objectives of the city:

1. To provide opportunities for those who work in the city to live here;
2. To limit the use of the automobile to get to Cambridge and to travel within Cambridge;
3. To encourage more active use of all parts of the city for longer periods throughout the day; and
4. To limit the secondary impacts of new development on the existing,

established neighborhoods. These impacts may be both economic, as in the increased demand placed on the limited stock of existing housing, and environmental, as in the increase in traffic on neighborhood streets.

#### **POLICY 11**

A wide range of development patterns should be encouraged in these evolving industrial areas at scales and densities and in forms which would be difficult to accommodate in the city's fully developed districts and neighborhoods.

#### **POLICY 12**

Those necessary or desirable uses and activities which require specially tailored environments should be provided for and those uses, activities and development patterns which create distinctive environments that serve as amenities for the whole community should be protected or maintained. For example: low-rent industrial space for start-up enterprises; locations for industrial use and development which could be compromised by proximity to other, incompatible, uses, including residential uses; small commercial enclaves which directly serve their immediate surrounding residential neighborhood; locations appropriate for gas stations, car repair facilities, tow yards, etc.; structures or clusters of structures eligible for local historic district designation; or for designation as a local conservation district; environments, as frequently found in the Residence "A" districts, where a unique combination of distinctive architecture and landscaped open space prevails; areas designated or eligible as national register historic districts.

#### **POLICY 13**

A pace of development or redevelopment should be encouraged that permits the maintenance of a healthy tax base, allows for adjustment and adaptation to changing economic conditions, and is

consistent with the City's urban design and other physical development objectives yet does not unreasonably disrupt the daily activities of the city's neighborhoods and residents or overburden the city's water and sewer infrastructure.

## **Transportation**

#### **POLICY 14**

Increase the City's investment in Transportation Demand Management to promote non single-occupancy vehicle forms of transportation and assist Cambridge employers, both individually and collectively, in developing such programs for their employees and operations.

#### **POLICY 15**

Enact land use regulations that encourage transit and other forms of nonautomobile mobility by mixing land uses, creating a pleasant and safe pedestrian and bicycle environment, and restricting high density development to areas near transit stations.

#### **POLICY 16**

Encourage regional employment patterns that take advantage of areas well served by transit to and from Cambridge.

#### **POLICY 17**

Seek implementation of MBTA transit improvements that will provide more direct and, where demand is justified, express service to Cambridge from those portions of the region now inadequately served by transit to Cambridge.

#### **POLICY 18**

Improve MBTA public transportation service within the city including updating routes, schedules, signs, and bus stop placement.

#### **POLICY 19**

Investigate the feasibility of developing and implementing, within the financial resources of the City, a paratransit system, utilizing taxi cabs where appropriate, in order to supplement the current MBTA system in Cambridge.

#### **POLICY 20**

Encourage the state transportation and environmental agencies to develop a regional goods movement plan; in the meantime, use the City's limited authority as much as possible to route truck traffic around rather than through residential neighborhoods.

#### **POLICY 21**

Discourage vehicle travel through residential areas both by providing roadway improvements around the neighborhoods' perimeters and by operational changes to roadways which will impede travel on local streets.

#### **POLICY 22**

Undertake reasonable measures to improve the functioning of the city's street network, without increasing through-capacity, to reduce congestion and noise and facilitate bus and other non-automobile circulation. However, minor arterials with a residential character should be protected whenever possible.

#### **POLICY 23**

Encourage all reasonable forms of nonautomobile travel including, for example, making improvements to the city's infrastructure which would promote bicycling and walking.

#### **POLICY 24**

Support regional transportation and land use policies that will improve air quality by reducing dependence on single-occupancy vehicles, both through reduction in employment-based travel and in other trips taken for nonwork purposes.

#### **POLICY 25**

Promote the use of truly clean alternative vehicle technologies for necessary vehicle travel particularly in regards to fleets.

## **Housing**

#### **POLICY 26**

Maintain and preserve existing residential neighborhoods at their current density, scale, and character. Consider exceptions to this policy when residents have strong reservation about existing character, are supportive of change, and have evaluated potential changes in neighborhood character through a planning process.

#### **POLICY 27**

Where possible, construct new affordable housing that fits neighborhood character. In existing residential neighborhoods housing should be built at a scale, density, and character consistent with existing development patterns. Permit reconstruction of affordable housing (defined as more than 50% of units rented or owned by households at 80% or less than median income) that serves a wide range of incomes and groups at previous nonconforming density where reconstruction is less expensive than rehabilitation. Emphasize construction of affordable housing designed for families with children.

#### **POLICY 28**

Affordable housing in rehabilitated or newly constructed buildings should serve a wide range of households, particularly low-and moderate-income families, racial minorities, and single persons with special needs.

#### **POLICY 29**

Encourage rehabilitation of the existing housing stock. Concentrate City funds and staff efforts on rehabilitation that will provide units for low-and moderate-income residents.

#### **POLICY 30**

Concentrate rehabilitation efforts in the city's predominantly low-and moderate-income neighborhoods.

#### **POLICY 31**

Promote affordable homeownership opportunities where financially feasible.

#### **POLICY 32**

Encourage non profit and tenant ownership of the existing housing stock.

#### **POLICY 33**

Encourage where appropriate, recognizing housing's possible impact on desirable industrial uses, the construction of new affordable housing through requirements, incentives, and zoning regulations, including inclusionary zoning provisions, in portions of the city traditionally developed for nonresidential, principally industrial, uses. Create effective, well designed transitional zones between residential and industrial uses.

## **Economic Development**

#### **POLICY 34**

Cambridge's evolving industrial areas are a valuable resource whose mix of uses must be carefully planned over the next twenty years.

#### **POLICY 35**

Appropriate development in the city's evolving industrial areas should be encouraged to maintain the city's overall economic health, to expand the tax base, and expand job opportunities for Cambridge residents.

#### **POLICY 36**

The observable trend towards the development of clusters of related uses in the city's evolving industrial areas should be strengthened through the city's land use policies.

#### **POLICY 37**

In evolving industrial areas for which economic development, urban design, or other plans have been developed, private phased development consistent with those plans should be permitted to develop to completion, even if completion may take more than a decade.

#### **POLICY 38**

Within clearly established limits, land use regulations in the evolving industrial areas should recognize the need for flexibility of use - as for instance between office, research, and light manufacturing activities - and provide for a wide range of density options throughout the city including those which foster research and development and start-up operations.

#### **POLICY 39**

Development patterns in all nonresidential areas must be planned to minimize negative impact on abutting residential neighborhoods.

#### **POLICY 40**

The City should actively assist its residents in developing the skills necessary for them to take full advantage of the city's changing economic makeup and to provide the personnel resources which would make Cambridge a desirable place to locate and expand.

#### **POLICY 41**

The benefits of a strong employment base should be extended to portions of the resident population that have not benefitted in the past; the City should support appropriate training programs that advance this objective.

#### **POLICY 42**

While recognizing some of the disadvantages of any urban location for many kinds of manufacturing activities, the City should make every effort to retain and recruit a wide range of enterprises suitable

for a Cambridge location, presently, or in the future as manufacturing processes evolve and change. Where possible the disadvantages should be minimized and the real advantages strengthened for manufacturing activities that can widen the city's job base and solidify its economic vitality.

#### **POLICY 43**

The City should establish the regulatory environment and provide the support necessary to encourage the establishment of manufacturing activities for which the city may be a suitable location in the future.

#### **POLICY 44**

The City should actively cultivate a regulatory and policy environment that assists in the retention of existing industries, supports the creation of new businesses and the innovative thinking that precedes it, retains an inventory of low-cost space necessary for fledgling enterprises, and fosters an innovative environment where entrepreneurship thrives.

#### **POLICY 45**

Specialized economic activities for which Cambridge is a congenial host, such as the tourism and hospitality industries, should be supported.

#### **POLICY 46**

The diversity, quality, and vigor of the city's physical, ethnic, cultural, and educational environment should be nurtured and strengthened as a fundamental source of the city's economic viability. More specifically, minority businesses and economic entrepreneurship should be encouraged.

#### **POLICY 47**

Existing retail districts should be strengthened; new retail activity should be directed toward the city's existing retail squares and corridors.

#### **POLICY 48**

Retail districts should be recognized for their unique assets, opportunities, and functions, and those aspects should be encouraged, in part to assure that they can compete with regional shopping centers and maintain their economic viability.

## **Institutions**

#### **POLICY 49**

The City and its major institutions should engage in a formally established on-going dialogue to share concerns; identify problems, conflicts, and opportunities; and to fashion solutions and areas of cooperation to their mutual satisfaction. As part of this dialogue, each institution should create a plan describing its existing status as well as outlining its future needs and goals, and the means for achieving those goals.

#### **POLICY 50**

The City should recognize the need for the major institutions to adapt and respond to changing circumstances to maintain their leadership positions in education, health care, and research while recognizing, responding to and coordinating with City policy goals.

#### **POLICY 51**

Where tax-exempt academic uses are expanded into retail corridors and squares, mixed-use development including taxable retail or other commercial development should be incorporated wherever possible, especially at street level, recognizing each retail area for its unique assets, opportunities and functions, and strengthening these aspects when expanding into such areas.

#### **POLICY 52**

The city's major educational institutions should be encouraged

to provide housing for their respective faculties, students, and staff through additions to the city's inventory of housing units. Effective use of existing land holdings should be a tool in meeting this objective, where it does not result in excessive density in the core campus. In addition, where new housing is to be located within or abutting an existing neighborhood, it should match the scale, density, and character of the neighborhood. The institutions should be encouraged to retain this housing for client populations over an extended period of time. They should consider housing other city residents within these housing developments as a means of integrating the institutional community with city residents.

#### **POLICY 53**

Except in circumstances where further institutional growth is appropriate or beneficial to the city as a whole (see Policy 7) the city's institutions should be discouraged from creating new fiscal burdens on the City treasury through the conversion of property from tax producing uses to nontaxable uses, and should mitigate any harmful effects of such conversions through financial compensation.

#### **POLICY 54**

The institutions' capacity for commercial investment should be directed in part to assist in the transformation of evolving industrial areas and commercial districts, as defined by City policy and elaborated upon through formally established, on-going planning discussions.

#### **POLICY 55**

Where major institutions invest in commercial properties, their willingness to manage those properties partly in response to broader community objectives of diversity and community need, as articulated through the continuing formal dialogue with the City and its

residents, should be encouraged, consistent with the institutions' fiduciary responsibilities.

#### **POLICY 56**

Recognizing the localized nature of their physical presence, the city's smaller institutions should be regulated on an individual basis as provided in the zoning ordinance's institutional regulations and as they are impacted by zoning, urban design, and other City policies.

## **Urban Design**

#### **POLICY 57**

Design review for new development should be established throughout the city for all areas where future development will be of a scale or quantity that will potentially change or establish the character of the district.

#### **POLICY 58**

Even in areas where the character of a district is firmly established and new development is likely to be very modest, design review should be required where small scale changes are likely to disrupt the desired district character.

#### **POLICY 59**

The regulations for all zoning districts in Cambridge should reflect the city's fundamental urban design and environmental objectives: height, setback, use, site development, and density standards imposed should be consistent with or advance those urban design objectives.

#### **POLICY 60**

Urban design and environmental standards should be developed for all areas of the city which are or may be in the future subject to redevelopment or significant new development.

#### **POLICY 61**

Urban design standards should reflect the historic context within which change will occur while permitting design that is responsive to contemporary circumstances.

#### **POLICY 62**

As transitions between differing uses are extremely important in a densely developed city, urban design standards should be developed to ensure that these transitions are made properly, respecting the maximum extent possible the needs of each contrasting use.

## **Open Space**

#### **POLICY 63**

Open space and recreational facilities serving a wide range of functions and clientele, including the elderly and special needs populations, should be encouraged, either through expansion of the existing inventory, through multiple use of existing facilities, or through creative programming of those facilities.

#### **POLICY 64**

Conservation lands and other environmentally sensitive areas are a vital part of the city's open space system and should be maintained and protected appropriately. Public access to and use of these areas must be carefully planned and balanced with preservation of these resources.

#### **POLICY 65**

Expansion of Cambridge residents' opportunities to use regional recreational facilities (those owned by the Metropolitan District Commission and the Commonwealth) located in the city should be encouraged, particularly where the adjacent residential community is underserved by local recreational facilities, and when the legitimate regional use of that facility would not be unduly restricted. In addition,

there should be increased coordination of recreation programming and planning between the local and regional levels.

#### **POLICY 66**

New open space facilities, including larger ones for organized activities, should be considered for those private developments where the size of the development, the amount of land area and/or the ownership patterns provide the flexibility to accommodate such a facility without loss of economic value for other uses.

#### **POLICY 67**

Acquisition of publicly owned or administered open space should be made in those dense residential areas clearly deficient in all forms of open space, but only where significant fiscal resources are provided through federal or state acquisition programs or a substantial portion of the cost is born privately; facilities of modest size and flexible in use characteristics, located close to the homes of the persons for whom they are intended should be encouraged.

#### **POLICY 68**

Only under extraordinary circumstances should existing open space facilities be eliminated from the city's inventory for other uses; small, passively or merely visually used facilities, should not be undervalued in this regard merely for lack of intensive or active recreational use.

#### **POLICY 69**

The city should encourage the permanent retention and protection of useful, effective, attractive private open space whether publicly accessible or not. Community use of private recreational and open space facilities in the city should be encouraged at reasonable levels where the private function of those facilities would not be impaired and

where the recreational activity provided by the private facility is not well served in available public facilities.

**POLICY 70**

Repair, maintenance and timely upgrading of existing facilities should be the city's highest fiscal priority with regard to open space and recreational facilities. The City should explore, and adopt as appropriate, mechanisms whereby the private sector can reasonably provide, assist in and/or contribute to the maintenance of publicly useable open space and recreational facilities.

# Guidelines for Development of 350 Main Street

Under any development scenario, the role of this site in its broader Kendall Square context needs to be carefully considered. The basic guidelines have been articulated in the draft document entitled "Design Guidelines, Kendall Square and Environs" produced by Carlone & Associates for the Cambridge Community Development Department to summarize the findings of the series of Mayor's Forums that were held in 1992-93; that document was incorporated in the City Manager's report of May 7, 1994. The draft, which is still being refined by the Planning Board and its staff and consultants, necessarily has taken as its starting point an overview of the entire 50-odd acres in and around Kendall Square; as a result, the level of detail is quite general. The following requirements for 350 Main Street development options build upon that overview, and describe more specific ways that the use of this site should relate positively to its context.

## I. Development Scenarios

### IA. New Building on a Cleared Site

Because the existing building has a distinctive architectural image and an important historical role, the loss of its presence would need to be mitigated by a contemporary building having significant architectural integrity and good urban design qualities.

#### *1. Relation to Main Street Corridor*

The existing pattern on Main Street is primarily that of "streetwall" buildings, ie, buildings that have no setback from the street and that create a publicly oriented facade; this pattern should be continued at 350 Main. An important corollary is that no unused alleyways should be created between this site and adjacent parcels. To ensure that the building relates well to the street, the Main Street facade should have the quality of being the principal front to the building, with pedestrian access from Main. Of primary importance is that the pedestrian quality of the streetscaped should be enhanced. For example, multiple shops, each having direct entry onto the street, would be desirable. Furthermore, storefronts should contain a significant amount of clear glass, and should not be set back from the sidewalk in dark arcades.

#### *2. Relation to abutting sites*

The design of this building needs to be coordinated with abutting sites, whoever the eventual buyer might be; if an abutter buys the site, there is an even more obvious need and opportunity to make the whole block greater than the sum of its parts.

### *3. Relation to pedestrian realm*

It is essential that there be an active ground floor, with, at a minimum, visual connection to the street and sidewalk. Because retail use would be the most effective way to animate the site under any scenario, the developer should make every effort to find retail users for the first floor. If it is not possible to provide retail use within the first year after issuance of the occupancy permit, the developer may petition the design review committee to allow other use of the space. If clear evidence is presented of a good faith effort, the committee may allow a change in use within the limits of the applicable zoning restrictions. If feasible, storefront windows with publicly oriented displays of art or other works of interest should be considered to enliven the frontage. In any case, the design should allow for the future introduction of retail use when that becomes feasible.

### *4. Urban landscaping*

Street trees should be maintained along all edges. A more thorough landscaping concept would likely be necessary if the site were to be developed in conjunction with neighboring parcels.

Deacon and Dock Streets should be designed to discourage excessive automobile use; to encourage pedestrian usage, a concept using lighting, paving materials, and plant materials should be developed.

### *5. Parking*

It appears that some on-street parking may be possible along Deacon and Dock; this would likely be preferable to increasing the bulk of the building with a large amount of internalized parking. The zoning requirement for approximately 1 parking space per 1000 square feet of building may be excessive; the Growth Policy Document encourages the minimization of parking when a project is near a transit station, as is the case here. The City would, therefore, be likely to encourage the issuance of a Special Permit to decrease parking, depending upon the specific demand that would be generated by the eventual user.

### *6. Architectural Qualities*

A basic consideration in the review of a new building on this site is that the Fire Station was designed with the distinctive character of its building type in its era, and for many years has had an important architectural presence in Kendall Square. A replacement should be equally as distinguished architecturally, whatever its use and whatever associated imagery is appropriate.

### *7. Materials*

A high standard should be maintained for the palette of materials used in any new construction on this site. The architectural environment in Kendall Square is variable, with successful examples of both modern and traditional approaches to the use of materials. While various materials might be acceptable in this location, a new building should be conceived with respect given to the fact that the Fire

Station was solidly constructed and carefully detailed in brick and stone. The use of traditional masonry materials should be considered, including the use of architectural devices and textural changes in material finishes. This is not to suggest that these materials should be the only ones considered; rather, the point is that a well-designed architectural solution must include the use of good materials, and that these should be detailed so that the building works well from its broad concept to its detailing.

#### *8. Fenestration*

The building's welcoming aspect at the ground floor will be achieved in large part through the appropriate use of windows. The design of the upper floors should also be considered in terms of the effect upon the pedestrian realm—blank walls or other stark treatment should be avoided.

#### *9. Heights*

It is important that higher portions of the building be set back from public ways. Thus, a maximum of 55-60' (4 stories) will be allowed at the sidewalk edge to avoid excessive shadowing of the sidewalks on either side of the street. Starting from the 4-story height, use of a 45-degree setback plane to a maximum height of 120' (8 stories) should be considered. To assist the committee in its deliberations in regard to the project's impacts, the developer should provide studies of the building's shading of abutting public spaces. In addition, model studies of the heights and massing are essential.

#### *10. Setbacks*

The norm on Main Street is that buildings have no setback, and this should be respected here. However, it may be good to consider some setback on the sides to allow more room for street trees or other landscaping and to allow better natural lighting of the street, particularly if abutting sites are well-coordinated with the site in question. While it is important for the building to hold the line of the street, particularly at its western edge, portions of the building set back as a recess or courtyard may be incorporated if a more successful design solution results.

#### *11. Service*

No service should be allowed via Main Street. Deacon would appear to provide access without adversely impacting active edges of project.

#### *12. Mechanical equipment*

Ventilation and other rooftop machinery should be located away from publicly oriented edges, especially Main Street; it should also be adequately screened from neighbors.

## A Note on Interim Use

In the event that the fire station is demolished and there is more than six month's delay in the construction of the ultimate scheme for the site, the owner shall meet with the design review committee (see II. Design Review Process) to propose an interim use for the site. As a general guideline, the interim condition should help meet the goal of enlivening the streetscape of Kendall Square. For example, a parking lot would be unacceptable. Also, fencing with no landscaping would not be allowed. On the other hand, an interim park use with a reasonable amount of landscaping would likely be a good approach.

## IB. Preservation of the Existing Building

Engine Seven is a freestanding masonry fire station built in 1894 that stands well back from, and at a higher elevation than, Main Street. When it was designed, the site was visible from all directions, and all four elevations are articulated with a hip roof, a gabled dormer on the front, and a semi-circular bay on the east side. (The former hose-drying tower has been removed.) In the manner of the Queen Anne style, the brick masonry is smooth, with tight joints, finely detailed arches, and granite trim. The windows are double-hung, with small lights. On the interior, the first floor contains the engine bay, a large space uninterrupted by columns, while the second floor contains bedrooms for officers and men; architectural detail is minimal. The cellar and attic are unfinished.

If Engine Seven is preserved, the City's goal will be to ensure that the building retains its architectural integrity and appearance, without unduly restricting new uses or the construction of additions that will allow it to remain functionally and economically viable.

The *Secretary of the Interior's Standards for the Rehabilitation of Historic Buildings*, published by the National Park Service, prescribe widely-accepted methods for treating historic buildings. These guidelines, which are reproduced below in edited form, will be used by the City to review development proposals for the site which envision retaining the existing building.

The *Standards*, which describe sympathetic treatment of window and door openings, masonry cleaning and repointing, and design guidelines for alterations and additions, will be applied in the event that the Engine Seven lot is not developed in conjunction with adjoining properties. However, if it is combined with adjoining properties for development purposes, the following additional guidelines will apply.

### 1. Site Plan Review

In its present location, Engine Seven sits about 40 feet from Main Street on a lot that is 70 feet wide. Construction to the sidewalk and lot lines at the height

allowed by zoning on adjoining parcels would obscure the view of the building from the street. Setbacks on either side of the building to enhance its setting will be encouraged.

### *2. Relocation*

Engine Seven may be relocated; it may be moved closer to the street and set at a lower elevation. Any proposed siting, however, must maintain public visibility of the building and conform to the guideline for additions, below.

### *3. Additions*

Additions may be constructed, and Engine Seven may be joined with new buildings on the site. Taller buildings in the rear or to either side of Engine Seven may be connected at the lower levels but should be sited so that Engine Seven appears from Main Street to be freestanding.

## II. Design Review Process

As indicated by the City Manager's report on the disposition of the property, a design review committee will be established. At a minimum, this committee will include the Urban Design Director, the Historical Commission Director, and the Deputy City Manager. While it is hoped that decisions will be possible by consensus, in the end, members of this committee will vote on whether or not the plans submitted meet the guidelines; a simple majority will be sufficient to determine approval or disapproval. In any event, the committee will seek the input of interested members of the public and shall not approve the design of the project until at least one advertised public meeting has been held at which reasonably specific design proposals have been submitted for review.

It is most important that the designated developer of the project meet with this committee early to help establish that all parties are working towards a common goal, whether the decision is to rehabilitate the existing building or to build anew. Furthermore, a regular process of review should be mutually established so that the City's goals may be met while ensuring for the developer a timely and expeditious process.

Note: Attached are supplementary guidelines that have been excerpted from the 1985 *East Cambridge Guidelines*. Seen in conjunction with the *Draft Guidelines for Kendall Square and Environs of November, 1993*, these help to provide additional background for the design review process.

## **Attachment to Guidelines for Development of 350 Main Street**

These are excerpts from the 1985 *East Cambridge Design Guidelines* adapted to address the 350 Main Street site in the context of Kendall Square.

### **General Design Principles**

As in the East Cambridge Riverfront, the City's goal for Kendall Square is the creation of a functionally diverse and animated urban development. This environment should consist of handsome buildings, for the most part designed to provide an urbane "background" for activity, that focus on and enrich the public streets and open space system along Main, Ames, Broadway, and the southern end of Third Street. The City seeks new buildings that are timeless, subtle, and elegant structures that will always feel comfortable and inviting to the general public. This may be achieved in part through the design of properly scaled windows, masonry articulation, setbacks, animated silhouettes, and use of materials that are warm, inviting, and supportive of other proposed buildings and the urban design plan.

The City discourages isolated, individual architectural statements that relate only to themselves. On the contrary, the City does support projects which are positive additions to the Cambridge environment, following the guidelines that are discussed below.

Projects should be active. In particular, the City promotes an active urban setting around Main Street both during and after customary business hours. Additionally, the City encourages new residential development somewhere in Kendall Square that would maximize hours of activity and improve public security.

Development in the public and private realms should be integrated in as positive, secure and elegant a manner as possible. Any part of the perimeter of the development which fronts on an existing street or public open space should be designed to complement and harmonize with adjacent land uses (planned or existing) with respect to use, scale, density, set-back, bulk, height, landscaping, and screening.

### **A. Open Space and Circulation Design**

#### *1. Open Space & Pedestrian Circulation*

Any planned private open space must receive a minimum of 4 hours of sunlight to be successful as a general rule. Therefore, useable open spaces will be sought on the northern side of Main Street rather than at the fire house location, which is not sunny.

All development must directly relate to, provide easy access to, and reinforce activity at the existing ground plane. Design must be coordinated to relate well to public open space and public or private passageways that connect with that open space. All

retail/restaurant/first floor rental spaces should be at the same level as the adjoining sidewalk or public open space.

## *2. Service Facilities*

Entrances to parking facilities and service areas should be coordinated with adjacent development. In addition, entries need to be as far from intersections and public open space corridors as possible, and integrated into the building forms to minimize visual impact. Service roads should be coordinated where several adjacent private developments occur.

## **B. Mix of Land Uses**

A mixture of uses is desirable to help ensure that a variety of users come to the Square and that, as a consequence, a lively urban place is created.

### *1. Retail*

In the *Kendall Square Guidelines*, the retail focus of the development occurs along Main Street from Wadsworth to Binney Streets and Ames Street between Main Street and Broadway, and sections of Broadway on either side of Third Street.

Kendall Square retail should encourage patronage by Neighborhood 4, East Cambridge and MIT residents, as well as local office and institutional employees and students. Such uses include cinemas and moderately priced, light-fare restaurants.

The ground floors of buildings facing the above streets should be designed to facilitate the eventual accommodation of retail or restaurant uses, whether or not the buildings are actually used in this way during the first years of occupancy.

Existing commercial activity along Main Street should be reinforced with the introduction of additional commercial establishments, where possible.

### *2. Housing*

MIT has approximately 2,000 units of faculty and student housing adjacent to Kendall. The *Kendall Square Guidelines* envision the development of a significant residential pattern of use throughout the development area. As the area becomes more and more established, new housing will be built to help give a 24 hour presence and the depth of interest and vitality that only more people living in an area can provide.

### *3. Office*

The City will continue to require that office buildings and office components of mixed use buildings be as attractive and humane as possible. The presence of the office space should be secondary to the open space system and active ground floor retail pattern.

#### *4. Parking*

Given the immediate proximity of transit, only minimal parking is needed. All parking shall be screened to the satisfaction of the City from all public view and from view of adjacent private development. Any parking facilities should be incorporated and located within development projects to maximize the opportunity for ground level retail activity and to limit inactive, unsecured areas.

### **C. Elements of Form**

#### *1. Height*

Height and bulk of buildings should be configured to minimize their visual dominance, the extent of cast shadows, and undesirable alterations of air currents affecting the pedestrian realm and open space system. To this end, along the southern edge of Main Street, building heights of 55-60', with the top floor set back, would be preferred. More height would be allowed only if shadow and visual impacts can be shown to be mitigated.

In general, chimneys, water towers, mechanical equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to structures which are usually carried over roofs must not be visually obtrusive. However, if those features are designed in a coordinated, distinctive manner in concert with the upper floors of the building and, if the design is approved by the City as creating a successful roof from the point of view of architecture and urban design, the same non-occupied features may be acceptable.

#### *2. Scale*

Projects must relate to human dimensions in all aspects of design from building concept development to construction details. Of particular importance are the treatment of the ground plane and other parts of the projects which can be seen and experienced directly by users.

#### *3. Massing*

Regardless of any preconceived development configuration for any particular use, new development is expected to break down any building type's typical massing to relate to the historic character and mass of Cambridge buildings and to avoid a monolithic appearance. If immediately adjacent properties are controlled by the applicant, design proposals for 350 Main Street should include design intent, both short and long term, for neighboring sites.

All adjacent private developments, when bordering the public domain, must build to a common party wall in an architecturally compatible manner, with adjacent buildings responding to their neighbors. The City does not encourage the creation of alleyways along property lines visible from any public view.

#### *4. Silhouette*

As buildings increase in height, they should be shaped to be increasingly slender and broken down in scale toward the top. Consideration should be given to creating a tripartite architectural configuration consisting of a base, middle, and expressive top, although that may not always be appropriate.

Buildings should provide animated silhouettes that enliven views from the pedestrian and open space system, the thoroughfares through and entries to Eastern Cambridge. This greater articulation should be an integral part and emphasis of the building concept.

#### *5. Details*

Development bordering the public domain must be rich in architectural details, pay special attention to the ground plane and silhouette, and convincingly incorporate appropriate imagery depending on project location and use, e.g. historic Cambridge tradition, and traditional Main Street imagery. Overall form and individual elevations should be designed to emphasize human scale and presence through the use of properly proportioned features, such as punched windows, lateral-arm awnings, balconies, setbacks, passageways, etc.

Excerpts from the Secretary of the Interior's  
Standards for the Rehabilitation of Historic Buildings,  
edited with reference to 350 Main Street

1. [The] property shall be . . . placed in a new use that requires minimal change to the defining characteristics of the building and its site . . .
2. The historic character of [the] property shall be retained and preserved. The removal of historic materials or alterations of features . . . that characterize [the] property shall be avoided.
3. [The] property shall be recognized as a physical record of its time, place and use. Changes that create a false sense of historical development . . . shall not be undertaken.
4. . . . changes that have acquired historical significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures . . . shall be undertaken using the gentlest means possible.
8. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale and architectural features to protect the historic integrity of the property and its environment.
9. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future the essential form and integrity of the historic property and its environment would be unimpaired.



15.

## 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

May 7, 1994

To members of the Planning Board, City Council and interested parties:

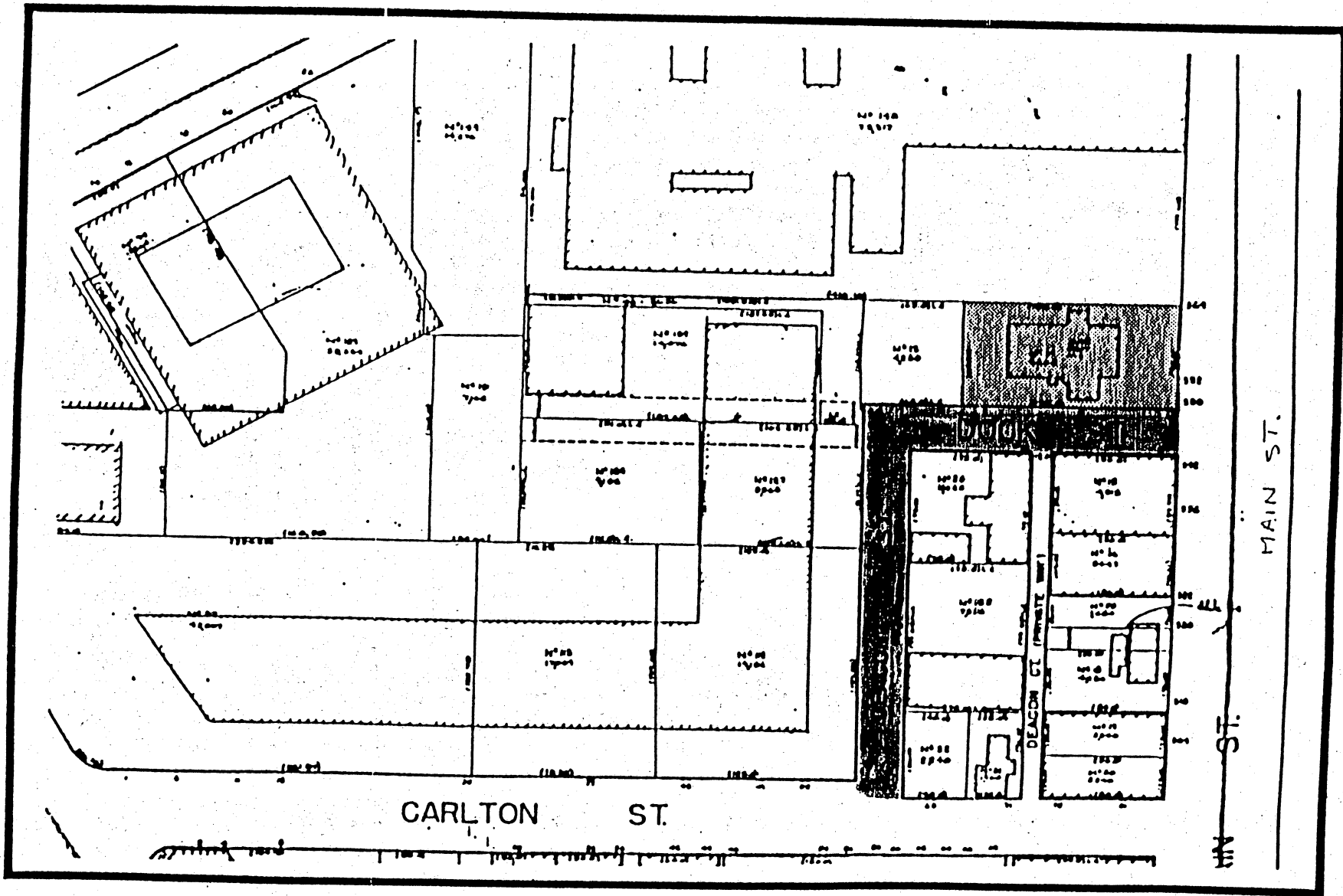
### REPORT ON THE DISPOSITION OF 350 MAIN STREET, DEACON STREET & DOCK STREET:

#### Introduction

On several occasions over the past year, I have stated my intention to leverage the sale of the former fire station at 350 Main Street, and two abutting streets, Deacon and Dock, to offset the costs of two priority capital projects: a computer-aided-dispatch (CAD) system to serve the emergency communications needs of the Fire and Police Departments, and a youth center to serve residents of the East Cambridge and Wellington-Harrington neighborhoods. On January 31, 1994, the City Council declared these parcels of land surplus property and available for disposition, consequently allowing the process for land disposition to begin.

Also over this past year, the entire Kendall Square area was the subject of a series of forums sponsored by the Mayor in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. The urban design recommendations that resulted from these forums (attached), now before the Planning Board, are important considerations in disposing of this property.

Section 2.110.010 of the City of Cambridge Municipal Code, Disposition of City Property, outlines a process for the City Manager to conduct which will result in "fair analysis of how the greatest public benefit can be obtained from the property in question." The ordinance enumerates a series of issues and stipulates that the City Manager prepare a report to carefully consider them. As required by the ordinance, a community meeting was held at City Hall on April 5, 1994 to discuss issues and community concerns. The following report addresses the points contained in the ordinance as well as the concerns raised at this meeting.

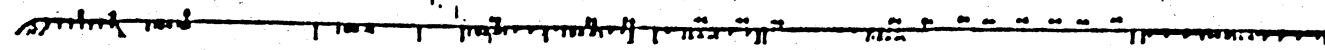


CARLTON ST.

MAIN ST.

DEACON CT.

BLOCK



## The City Property

Deacon Street, Dock Street, and 350 Main Street (see map) consist of approximately 21,910 square feet in the Kendall Square area. At present, Deacon and Dock Streets are used for vehicular, pedestrian and bicycle traffic, providing access to the parking lot at Cambridge Trust Co. Both streets have asphalt paving and granite curbing in parts. The property at 350 Main Street is a former fire station which was built in 1894 and closed on July 1, 1993; it is a two story brick building which is currently boarded-up and vacant.

350 Main Street consists of 9,400 square feet of land. Deacon Street consists of 6,600 square feet of land. Dock Street consists of 5,910 of land.

### 1. Description and Analysis of the Alternative Uses for the City Property

There appear to be several reasonable alternatives for this City property, outlined below. The potential also exists for a mix of these uses, particularly alternatives 2 and 4; the public benefits and drawbacks would be adjusted accordingly.

1. Land is not sold.
2. Land is sold and used for commercial purposes.
3. Land is sold and used for housing.
4. Land is sold and used for institutional purposes.

Alternative #1:      Land is not sold.

Public benefits of not selling the property appear to be the following:

The primary public benefit of not selling the land is that it could be available for a future City purpose. The building could either be renovated, kept the way it is or demolished. This parcel could potentially be used for open space, for dead storage, or for general, city related office space.

Deacon and Dock Streets would remain open for vehicular circulation.

A public drawback to this alternative as open space:

The location and size of this parcel preclude its use for active open space. In addition, this particular area is a low priority for Capital budget park renovations.

**Financial Impacts:**

In this alternative, the City loses the opportunity for revenue, and incurs capital and operating expenses for remodeling, maintaining and staffing the building. If the building were renovated, at \$135 per square foot, it would cost the City approximately \$1.1 million (8,000 sf) to renovate the existing building. Based on the loss of potential revenue by not selling the property (and the expenses incurred for remodeling, maintaining and staffing), capital and operating funds would be diverted from other municipal purposes.

Alternative #2: Land is sold and used for commercial purposes.

Public benefits of selling the property and using it for commercial purposes appear to be the following:

Commercial development on this site would activate both sides of Main Street. A first floor commercial retail area would particularly improve the pedestrian environment on Main Street. This is consistent with the recommendations from the Mayor's forums on Kendall Square.

The development of this parcel for commercial purposes would result in employment opportunities from a multi-million dollar construction project. Also, there will potentially be future employment opportunities in such a commercial establishment.

Public drawbacks to this alternative include:

Depending on the use and size of the development, increased automobile traffic on neighborhood streets and increased parking demand are expected. However, the Traffic and Parking Department does not anticipate an increase in traffic congestion on surrounding roadways.

Development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that the only significant use of these streets is to provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

In this alternative the City will receive significant revenue from the sale of property, as well as annual property taxes. The maximum building capacity for a commercial establishment on this site is approximately 37,500 square feet (after allowing reasonable access, set-back and required parking). A five story building with a combination of retail and office space is worth

approximately \$120 per square foot, and based on FY94 property taxes, would yield the city an additional \$147,000/year.

The City no longer has the financial liability and costs of maintaining the building and streets.

Alternative #3: Land is sold and used for housing.

Public benefits of selling this property and using it for housing include the following:

This would be consistent with the Growth Policy Document (Policy #10) which encourages multiple uses - including residential use - in some evolving industrial areas to provide opportunities for those who work in the City to live there, to limit the use of automobiles to get to and travel within Cambridge, to encourage a more active use for longer periods throughout the day, and to limit the secondary impacts of new development on the existing established neighborhoods.

This would be consistent with a recommendation from Mayor's forum on Kendall Square: make new housing a significant component in the entire area, in order to add to the functional diversity of the area.

Public drawbacks appear to include the following:

The site is currently zoned Industry B, which does not allow for residential uses. The site would have to be rezoned. Two likely alternative zoning scenarios would be a high density residential zone comparable to the East Cambridge Riverfront area such as residence C3A, or a medium density multifamily residential zone such as Residence C1.

Housing in a Residence C3A zoned area would allow a 31 unit building; however after considering the allowed FAR, the minimum lot area per unit, and the setback, height and parking requirements, the building would be very awkward. Parking would need to be on the first two floors, which would create inactive space.

Housing in a Residence C1 zoned area would allow a maximum of 7 units on this parcel. Seven units on this particular parcel of land would be very isolated.

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that these streets provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

The costs of developing residential units on this property make it prohibitively expensive: costs include land and development costs. At \$100 per square foot for development, a 31 unit building would cost approximately \$100,000 per unit, exclusive of land costs; a 7 unit building would cost approximately \$110,000 per unit, exclusive of land costs.

The City will no longer have the financial liability and costs of maintaining the building and streets.

Alternative #4: Land is sold and used for institutional purposes.

Public benefits of selling this property and using it for institutional purposes include the following:

It is likely, given the location and land-ownership patterns in the area, that MIT will be a prime institutional bidder. This would be consistent with the City's Growth Policy document. The Growth Policy document on University expansion (Policy #5) states: "(M)ajor institutions...should be limited to those areas that historically have been occupied by such uses and to abutting areas that are reasonably suited to institutional expansion, as indicated by an institutional overlay district formally adopted by the City."

MIT is able to absorb the additional parking space required in its existing parking facilities; consequently use by it will not increase the demand on parking in the area.

Increased development in this area is consistent with the recommendation from the Mayor's forum on Kendall Square: the need to activate both sides of Main Street.

Public Drawbacks appear to include the following:

Use for a purely institutional purpose might not improve the pedestrian environment on Main Street. If this alternative is adopted, the Community Development Department advises that particular attention be given to creating visual connections between ground floors of buildings and the adjacent public ways (e.g. well lighted lobbies and spaces with people looking out as they work).

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets; however, these streets provide access only to MIT properties.

### Financial Impacts:

In this alternative the City will receive significant revenue from the sale of the property. However, the property will remain off the tax rolls, unless it is used commercially or the sale can be tied to a significant in-lieu of tax agreement which could affect the ultimate sale price.

The City will no longer have the financial liability and costs of maintaining the building and streets.

### 2. The Use of the City Property

On July 1, 1993, Engine 7 at 350 Main Street was closed and ceased to operate as a Fire Station. It is currently boarded-up and vacant. Deacon and Dock Streets are used for vehicular, pedestrian and bicycle traffic, providing access to the parking lot at Cambridge Trust Co.

The costs associated with keeping the former fire station boarded up and vacant are minimal: approximately \$100/month for electricity for security lighting. The costs of maintaining the streets in the short-term are also minimal. However, it appears that the streets would need to be repaved and sidewalks replaced within the next 5 years at a cost of approximately \$50,000 (more than likely reimbursable by the State).

### 3. Zoning Status of the Property & Other Laws/Ordinances that Apply

#### Zoning

Each of these properties is in the Industry B district, which allows for institutional, office/lab, retail and manufacturing. Two uses prohibited in this district are residential (transient housing is allowed by Board of Zoning Appeals special permit) and heavy manufacturing/processing as listed in Section 4.38.e. 1-8.

#### Historical

Since the building located on this property is over 50 years old (built in 1895), Chapter 2.78 of the Cambridge Municipal Code on "Historical Buildings and Landmarks" applies if demolition is to occur. According to the executive director of the Historical Commission, the building is significant, and before a demolition permit may be issued there must be a public hearing before the Historical Commission. The Commission has two choices: find the building to be preferably preserved - a finding that delays the demolition for six months and requires that the

building be maintained until "all approvals necessary for the issuance of a building permit" have been granted; or find that the new building would be preferable to the historic building - this option discourages the preparation of cleared sites and favors specific proposals for replacement buildings. Since this is an open bidding process where the buyer is unknown, the form of the new building (in this second alternative) would be determined by the seller through binding design guidelines; these guidelines can be presented to the Commission as evidence that the replacement building will be preferable.

#### **4. Attempts to Rezone the Property**

There have been no attempts to rezone this property within the past five years.

#### **5. The Development Potential of the Property**

Current zoning allows a FAR of 4.0 which would indicate that a building no greater than 87,640 square feet could be constructed on the site. For a developer of this property as a single site - without the ability to develop adjacent land in conjunction with the subject - achievement of the full density appears infeasible because of the difficulty of incorporating parking to meet minimum standards. If a non-abutter purchased the property, a maximum building size of 37,500 square feet is more realistic, after allowing for required parking, and reasonable access and set-back.

According to two recent independent real estate appraisals of this property (conducted by The Beal Companies and Eric Reenstierna Associates), the highest and best use of this property is the development of a multi-story building to the maximum feasible density, with the ground floor dedicated to retail use and the upper floors to office use. [The Appraisal Institute defines the highest and best use as that which is "physically possible, appropriately supported, financially feasible, and that results in the highest value."]

If this parcel is developed for purely institutional purposes by MIT, the site can be developed to its maximum potential. If this property were purchased for any commercial purpose (including an institutional/commercial mixed use), parking would need to be incorporated into the site unless an exemption were granted, as permitted under the Zoning Ordinance.

#### **6. A Full Description of Development Plans Proposed for the Site**

At this time, there are no specific development plans for this site. However, there are traffic and urban design issues that are important considerations for this site.

### Traffic

According to the Traffic and Parking Department, Deacon and Dock Streets are not critical to the traffic circulation pattern in the Kendall Square area. The only requirement is that accommodations be made for vehicles to turn around at the end of Carleton Street. The site is adjacent to or within walking distance of the Kendall Red Line Station, a bus stop, a taxi stand, commercial parking garages and a shuttle to Lechmere Station on the Green Line.

In addition, the City currently has a parking freeze with only a limited number of controlled parking spaces available for allocation to businesses and developments citywide. Therefore, development of these sites under three of the proposed alternatives (not sold, housing or commercial) would have limited parking on site; none of the proposed alternatives should increase traffic congestion on Main Street, Carleton Street or the surrounding roadways.

Deacon and Dock Streets are narrow two-way streets which form a right angle where they intersect, and provide access to Carleton Street and the building and parking lots located between Deacon and Main Streets. Carleton Street was leased to MIT in 1993 for 20 years with an option to renew for another 20 years. The City's understanding is that the street will remain open for general traffic during the lease period. If Deacon and Dock Streets were discontinued, a suitable turn-around area would need to be created at the end of Carleton Street to prevent vehicles from backing up the length of the street. Emergency vehicle access to Carleton Street from Main Street currently exists beside the MBTA station.

Development of part or all of this site would require additional parking and loading facilities. The parking would require the issuance of a Controlled Parking Facility Permit (CPFP) by the Interim Parking Control Committee. It is the policy of the Committee to issue only the minimum number of parking spaces required by the Zoning Ordinance; the development should meet the criteria outlined in Section 10.16.060 F of the Parking Freeze Ordinance. Access to a parking facility could be via Main Street with right turns in and out, or from Carleton Street. Neither driveway location would cause a traffic problem on area streets. A loading facility should be designed to allow vehicles to be completely off the public right-of-way when loading and unloading, which would reduce traffic congestion and improve public safety.

### Urban Design

Since November, 1992, Kendall Square and environs has been studied in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. In this regard, a series of forums sponsored by Mayor Reeves led to the Report of the Mayor's Forums and the subsequent City Council Order of November 1, 1993 (attached). As requested in that order, the Planning Board is reviewing the principles for the area, with the goal of making recommendations to the Council on actions to further the goals.

Deacon and Dock Streets and 350 Main Street are located on the Main Street corridor which relates both to the most active part of Kendall Square (the MBTA station, the public plaza, the Marriott Hotel, the Food Court, the Coop and Legal Seafoods) and to the mix of uses on the south side of the street including cafes and other retail, the Post Office, and office and academic facilities of MIT. In the short term, the guidelines encourage increased visibility of the retail uses in the vicinity, with improvements such as more inviting window displays at the Coop and perhaps some outdoor cafe tables at Legal Seafood.

The fire station site is on one of the most important pathways in Kendall Square. Therefore, in the opinion of the Community Development Department, every effort should be made to relate the building and its uses to this pathway in a positive manner. As new development occurs in the longer term, the Main Street frontage should have the most active ground floor uses that reasonably can be established. Kendall Square suffers from a lack of animation; this can be best overcome by retail on the ground floor of buildings. If such uses are not economically feasible, attention should be given to visual connections between ground floors of buildings and the adjacent public ways. For example, attractive, well lighted lobbies and spaces with people looking out as they work are essential. Blank walls and opaque glass should be avoided. Heights of buildings should be kept reasonably low alongside the public way, with higher elements set back to avoid excessive massiveness and shadow impacts.

Another long-term consideration is that a new transit facility could be established to serve not only this district, but also the entire region: the proposed circumferential transit system. Conceptually, this system could be designed to link Kendall Square via Lechmere Station to Boston, to Logan Airport, with ties to the Longwood Medical area and Roxbury. Obviously this is a visionary undertaking that will necessitate an enormous amount of study, political backing, money and time; it is only in the earliest stages of consideration. However, it is important to consider that Main Street would become even more critical as a link between Kendall Station and a new circumferential station that would most likely be established a block from the fire station, near the corner of Main and Binney Streets.

## 7. A Review of the Financial Arrangements

The City recognizes that an important consideration on the sale of this property is insuring that future revenue potential beyond the sale price be considered when determining the highest bidder.

### Appraisals

Two independent appraisals have been prepared on this property. The appraisers were asked to evaluate the property in two ways: as a cleared site, and with the building on site.

Cleared site:           \$3,250,000   Eric Reenstierna Associates

                              \$1,525,000   The Beal Companies

With the building:   \$1,860,000   Eric Reenstierna Associates

                              \$606,000    The Beal Companies

While the ordinance requests the property's worth to the prospective buyer be determined, these appraisals were conducted for an unknown buyer. Obviously, the parcels' worth to the abutter is higher than to a nonabutter because of the potential assemblage value.

### The Community Meeting

A community meeting, convened by the City Manager, was held on April 5, 1994 to discuss community concerns and discuss issues related to the sale of 350 Main Street, Deacon and Dock Streets. This meeting was attended by approximately 25 persons representing the business community in Kendall Square, the East Cambridge neighborhood, and interested purchasers. Also in attendance were representatives of various City Departments (including Finance, Community Development, Emergency Communications, Historical Commission), and Councillors Born, Toomey and Sullivan. The comments from the 10 people who spoke were both positive and negative, and included a number of additional suggestions.

All speakers - except one - were in favor of the disposition. Most of the discussion centered around the City's process, timeline and cost expectations for disposition of these properties (from interested purchasers), the estimated costs for rehabilitating the existing building, and historical preservation issues.

There was interest in preserving the building, or at least encouraging a development on the parcel that addresses a "respect for the past" and "maintains part of the building's integrity." The one speaker against the disposition, from the Boston Preservation Alliance, supported preserving the building, and selling alternative property. The City Manager reaffirmed his commitment to historic preservation. Within the last 10 years, over \$26 million has been spent by the City on renovating buildings over 50 years old; an additional \$5.3 million has been approved for renovations to City Hall.

An East Cambridge resident who spoke supported the sale of the property to fund a youth center for the East Cambridge and Wellington-Harrington neighborhoods.

There was also discussion about the potential purchasers of the property. The City Manager

acknowledged the likelihood of MIT bidding on the property, since the Institute owns the abutting parcels.

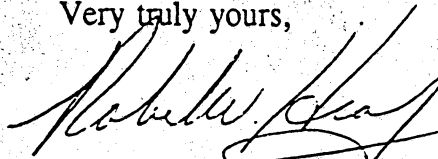
### Conclusion

The capital projects to be funded out of the proceeds of the sale of this property will provide clear, immediate benefits both to the City at large and the immediate neighborhood. Development of these parcels also has the potential to significantly improve the Kendall Square area.

Since there are urban design and historic preservation concerns with regard to the development of the parcel, I am instituting a design review process. I have assembled an interdepartmental group, including Urban Design Director Roger Boothe, Historical Commission Director Charles Sullivan and Deputy City Manager Richard Rossi, to develop binding design guidelines for any replacement building to be included in the Request for Proposal for Land Disposition. These guidelines will be forwarded to the Planning Board for review and recommendation; the Planning Board recommendation will be forwarded to me, and I will then submit my recommendations, with an application for a demolition permit, to the Historical Commission for approval. The interdepartmental group that drafts these guidelines will also be responsible for reviewing the plans for any future development.

I look forward to continued discussion and feedback on this proposal.

Very truly yours,



Robert W. Healy  
City Manager

### Attachments:

Report on Mayor's Forums

City Council Calendar Item #28 of 11/1/93



# City of Cambridge

23.

Calendar Item # 28

IN CITY COUNCIL

~~October 25, 1993~~

November 1, 1993

MAYOR REEVES

WHEREAS: Many opportunities exist for public and private cooperation in the future development of the eastern part of Cambridge, including in particular Kendall Square, the Commonwealth Energy sites, the Department of Transportation site, and the Kendall Square edge of the MIT campus; and

WHEREAS: The Mayor has sponsored a series of forums attended by representatives of the residential neighborhood, of businesses and institutional uses, and of the public sector; and

WHEREAS: These forums helped to create a common vision for how this area should evolve over the coming decades; and

WHEREAS: It would be most appropriate for the City Council to adopt a set of principles to help guide future development activities in this area in harmony with the ideas produced in these forums; now therefore be it

RESOLVED: That this Cambridge City Council request the Planning Board to consider the attached guidelines that are the product of the forums; and be it further

RESOLVED: That the Planning Board review these principles, acknowledging the participation and perspectives of all parties, and make recommendations to this Cambridge City Council for actions to further the goals developed through the forums as stated in the attached guidelines.

In City Council November 1, 1993.

Adopted by a ye and nay 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

# Report on the Mayor's Forums

## DRAFT Guidelines for Kendall Square and Environs

### The First Forum

I am pleased to transmit this report on the series of forums held to discuss the future of the eastern sector of Cambridge, i.e. Kendall Square and environs. In the first forum of November, 1992, a broad range of questions were asked about economic development and employment, urban design, housing, transportation, and community participation over the next years in the development of this part of Cambridge. In a panel discussion, neighborhood residents and businesspeople expressed their concerns for how to create an economically viable part of the city that would also be people-oriented.

### The Second Forum

These themes were given some additional perspective in the second forum of March, 1993, with presentations by Peter Madsen of Gunwyn Development Corporation and Peter Rowe, Dean of the Harvard Graduate School of Design, who were asked to speak as distinguished professionals who have not been involved in this area. Their messages differed only in matters of detail and emphasis; they were remarkably similar in their overall assessment of what works and what could be better. They emphasized the need for active streets and ground floors of buildings, and for a coherent strategy for knitting all the future projects together, so that the whole will be greater than the sum of the parts.

### The Third Forum

Building on those themes and the complementary policies of the city's recent Growth Policy Initiative, the Community Development Department and their urban design consultant Dennis Carlone created a coherent set of principles to help us all guide development in Kendall Square and environs over the coming decades; these were presented at the final forum held in September, 1993. At that forum, Michael Rosenberg, Assistant City Manager for Community Development first explained the connections between the eastern sector urban design plan and the growth policy initiative.

In the broadest terms, the draft growth policy document entitled *Toward a Sustainable Future* intends to focus an image for Cambridge in the coming decades. That vision is "conserving, respecting the past, while not suggesting

that land uses in Cambridge remain frozen or static. It recognizes that some growth and change can be beneficial to the city. It builds on the recognition that Cambridge works and human diversity works. The current mix of urban form, scale, density, and mix of uses is worth sustaining and enhancing, both in existing neighborhoods and commercial districts, and in the older industrial areas."

Applying this vision to the eastern sector means that we must continue to find ways to make the entire area feel like it belongs in Cambridge. We must make better connections between all the constituent parts: the edge of the MIT campus, Kendall Square, the large holdings of Comm Energy, the DOT property, as well as the East Cambridge Riverfront and neighborhood and the Central Square area.

Many opportunities exist to enhance the area as a wide variety of projects come to fruition in the coming decades. We hope that the following principles can lead to a shared vision that will help the community make the most of this important part of the city.

#### Urban Design Principles: Recommendations for Kendall Square and Environs

*1. Recognize that development opportunities in Cambridge's eastern sector will not be used up for a long time, possibly 30 years.*

RECOMMENDATION: Develop in phases that both stand alone and work together.

*2. Treat the entire area as a useable part of Cambridge, even though full development is not likely to occur for some time.*

RECOMMENDATION: Clean up debris and weeds, seed areas with grass where possible, and consider open space uses for vacant sites on an interim basis.

*3. Build in the spirit of the best of Cambridge, with its strong sense of community.*

RECOMMENDATION: Design public edges of Kendall Square and environs to be unified in spirit with neighboring properties.

*4. Incorporate those qualities of cities that make livable places to work and play.*

RECOMMENDATION: Consider the positive role that private development can play in making publicly oriented places.

5. *Build on the pedestrian and public transit nature of the city and make the main public ways into inviting avenues for people.*

RECOMMENDATION: Support the Circumferential project and potential connection to Parcel 3, improve pedestrian environment on Broadway, Main, Ames, and Third.

6. *Build new sidewalks and streets that reinforce the existing urban pattern.*

RECOMMENDATION: Extend the street grid pattern to make neighborhood-scale blocks.

7. *Create a special sense of place for each development area.*

RECOMMENDATION: Add significant new open spaces at the street level in each major area.

8. *Link areas' public open spaces with safe and enjoyable streets and walkways.*

RECOMMENDATION: Establish linking streets and walkways, including an improved Athenaeum St., Fifth St. Way, and new spaces for major blocks of development.

9. *Integrate public and private development in a positive, secure, and elegant manner.*

RECOMMENDATION: Build the principal open space and street system early in the process, limit unsightly, unused areas, and shift development bulk away from neighborhood.

10. *Group buildings to create an overall order in which the whole is greater than the sum of its parts.*

RECOMMENDATION: Recognize importance of activating both sides of Main Street, establish a typical five-story building block, orient taller buildings to avoid shading public spaces.

11. *Promote activity at the street level, the most important place for people.*

RECOMMENDATION: Encourage Coop to open up more to its surroundings, encourage Legal Seafood to have street cafes, urge new development to be welcoming at the street level.

12. *Create a functionally diverse and animated urban development.*

RECOMMENDATION: Continue to activate heart of Kendall Square, expand retail presence (especially at Parcel 3), make new housing significant component of the entire area.

*13. Make the image of the Eastern Sector feel more like Cambridge.*

RECOMMENDATION: Encourage diversity of architectural responses within a master plan that includes guidelines for timeless architecture and respect for human scale.

### Process for Implementation

I would like to ask that the City Council adopt these recommendations in principle, and send them to the Planning Board to be analyzed as to how these ideas could best be implemented. There are a variety of approaches. For example, they could be treated as advisory guidelines, to be used by City agencies and boards for reference in regard to any public actions taken in the area. Alternatively, they could be adopted more formally as part of the Zoning Ordinance relating to Kendall Square and neighboring districts. The Planning Board should be asked to report back to the Council by the end of the year for a proposed course of action.

44,



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

June 27, 1994

To the Honorable, the City Council:

As you will recall, on May 7, 1994 I submitted a report to the City Council on the disposition of City-owned land: 350 Main Street (Kendall Square Fire Station), Deacon and Dock Streets (attached). This report was forwarded to the Planning Board, which held a public hearing on this disposition on June 7, 1994 and made its recommendation on June 21, 1994; also included at the Planning Board hearing was deliberation on the design guidelines for a replacement building on the site or for preservation of the existing building.

At this time, as required under Section 2.110.010 of the Cambridge Municipal Code on the Disposition of City-owned Property, I would like to submit to you my recommendations on the sale of this property, as well the Planning Board report.

**RECOMMENDATIONS:**

- (1) That the land be sold subject to binding design guidelines for the replacement building or for the preservation of the existing building. These design guidelines, approved by the Planning Board and currently before the Historical Commission, will ensure that the development of the site is consistent with the City's objectives in Kendall Square.
- (2) That the process for solicitation of competing proposals for the property be completed. The document soliciting the proposals will clearly articulate the need to balance the urban design, historic preservation and financial needs; this will include a method for ensuring equity in evaluating prices submitted by both taxable and tax-exempt entities.
- (3) That the City Council schedule a public hearing on this disposition, as required under Section 2.110.110, at the August meeting of the City Council.



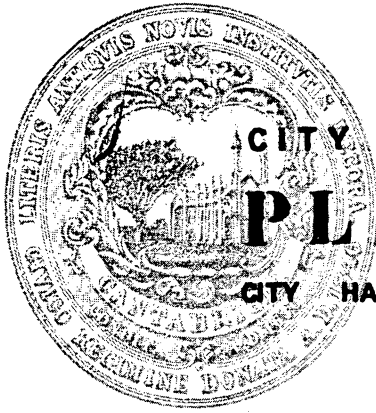
Consent Agenda # 44

Planning Board report on the disposition  
of land and Buildings at 350 Main Street  
and Deacon and Dock Streets.

In City Council,

June 27, 1994

*Referred to public  
hearing on August 1, 1994  
at 7 P.M.*



CITY OF CAMBRIDGE, MASSACHUSETTS

**PLANNING BOARD**

CITY HALL ANNEX, 57 INMAN STREET, CAMBRIDGE 02139

RECEIVED  
CITY CLERK  
JUN 26 AM 10:55  
1994

June 21, 1994

To: Robert W. Healy, City Manager

SUBJECT: Planning Board Report on the Disposition of Land and Buildings at 350 Main Street and Deacon and Dock Streets

**Recommendation.** The Planning Board finds no planning or policy consideration which would militate against the disposition of the above referenced City property should the City Council choose to do so. Further, the Planning Board adopts the "Guidelines for Development of 350 Main Street" which have been proposed to regulate future development on the parcels, with amendments. That amended document accompanies this report. These guidelines, applied to any future development, will ensure that the public interest in these properties, which lies in their use consistent with long range plans to enhance the urban environment in Kendall Square, will be adequately protected.

**Findings and Comments.**

**General Comments.**

1. The lot at 350 Main Street and the adjacent Deacon and Dock Streets are important to the city, not for the public functions they now or in the past did perform, but for the potential they harbor to sustain additional development that can advance the City's urban design objectives for Kendall Square, and other public objectives. Specifically with regard to the character of future building on the sites, it is most important that the City's urban design objectives be clearly articulated to ensure that appropriate future construction not be compromised by poorly conceived site development that ignores the continuing public interest in these parcels.
2. The preservation and reuse of the existing fire house would enhance any long-term plan for redevelopment of this and adjacent underdeveloped sites along Main Street; any outcome meeting the City's principal goals in the sale of these properties that also preserves the fire station would be the best possible outcome. Nevertheless, an assessment of the historical value of the structure is appropriately left to the determination of the Historical Commission through its own public hearing process.

3. Any number of policies in "*Toward a Sustainable Future*" give guidance as to how future development along Main Street in this prominent area should be viewed. Institutional policies suggest that reasonable densities should be permitted at core campuses to minimize institutional expansion into adjacent areas and reduce the incentive to remove properties from the tax rolls; the Massachusetts Institute of Technology is the holder of most property along Main Street and has long planned to redevelop much of the area to academic use. Where institutional uses are located within commercial districts, as here at Main Street, the properties should be managed such that the commercial ambience is enhanced and not diminished. Consistently the policies suggest that development at the highest acceptable densities are to be encouraged at locations with the best transportation options, especially within walking distance of rapid transit service. The Kendall Square Red Line Station is only 200 feet away from the properties to be disposed. The policies also suggest that in all planning and development decisions respect for the city's physical heritage is encouraged; the fire house, no matter what the ultimate development scheme approved for these sites, is a cultural artifact worthy of respect and full consideration. Other policies suggest that future development, particularly in evolving industrial areas, be encouraged to change in conformance with an urban design plan; the greater Kendall Square area, and Main Street in particular, has been the subject of recent study and a detailed schematic plan has been endorsed by the Planning Board that has much to say with regard to the character of Main Street in the future.

Taken as a whole these policies suggest that further development of the properties is appropriate, that a wide range of uses including institutional expansion would be acceptable, that the density of new construction can be relatively high, and that the historical and urban design value of the existing fire house should receive due consideration along with other important policy considerations. Further, conditions will be attached to the disposition that will ensure future tax revenues from the parcels, regardless of their ultimate ownership.

Many policies encourage the expansion of housing in commercial and industrial areas that are in transition to more contemporary uses. It is reasonable in this process to review the potential for housing on these sites given the long expressed desire to see a residential presence in Kendall Square. The Board believes that serious consideration has been given to the potential of these properties to address the continuing need for affordable housing in the City; the decision not to pursue that option here, by retaining ownership of the properties, is a reasonable one given their physical circumstances (small in size), the limited number of family housing units that could be constructed (about seven), and the physical isolation of the location from any residential or neighborhood environment. However, other forms of housing at higher densities might perhaps be more feasible. For instance, expansion of university affiliated housing for faculty, students, or staff would be a logical complement to the academic uses which dominate this side of Main Street while, at the same time, advancing the public objective of enlivening Kendall Square for extended hours throughout the day and evening. The Planning Board would support the changes in zoning that would be necessary to permit some forms of housing on this site should that development option be desired by any interested respondent to the request for proposal.

(See Policies #s 5, 8, 9, 10, 12 (Land Use); #15 (transportation); #s 28, 29, 33 (Housing); #35 (Economic Development); #s 50, 51, 53 (Institutions); #s 57, 59, 61 (Urban Design).

### **Modifications to the Design Guidelines.**

The design guidelines, which will ensure that the continuing public interest in these sites will be protected should they be transferred to private hands, accurately reflect the urban design policies of the Planning Board as they have been evolving over the past two decades. The Board has, however, adopted changes in the document as presented to better articulate those objectives.

4. In the first major area of concern, modifications have been made to the guidelines for height so that they more precisely reflect the desire of the Board to define a uniform cornice height for the portions of buildings directly abutting all city streets. While these guidelines may apply only to a small building constructed on the fire house site, the Planning Board would like to see similar restrictions apply in the future all along Main Street, as well as other locations throughout the city where building is allowed at a height greater than 55 or 60 feet. Such a universal restriction, however, could only be imposed through a rezoning process which has not been initiated.

5. In the second major area of concern, changes have been made to give additional specificity to the requirement for a lively, pedestrian friendly ground floor of any building constructed. The intent is to ensure that over the long term both sides of Main Street can evolve as part of an active retail corridor, although the guidelines recognize that market demand will determine the pace at which that will happen.

6. Other clarifying language has been added in a number of areas, but the substance of the original draft remains. Two additional substantive additions have been adopted: the insertion of a requirement that the design review process be a public one, with opportunity for public input, and an added requirement that any interim use on the site be approved by the design review committee.

### **Other Comments.**

The Planning Board would make the following recommendations with regard to the process of soliciting interest in the properties and for conducting the review when responses have been received.

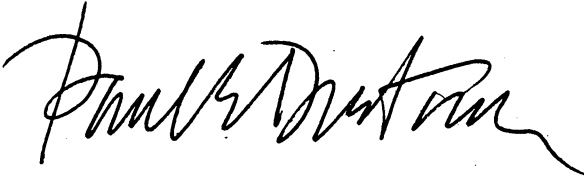
7. It is important that any bidder understand that the guidelines are mandatory and in force permanently. It is very possible that new construction will be delayed for some years; regardless of such a delay it should be the City's intent that whenever new construction is advanced it shall conform to the guidelines as adopted.

8. To most effectively judge the merits of any response to a request for proposal, a clear

sense of the development intent of the bidder and that intent's consistency with the design guidelines is necessary. Therefore, the request for proposal should require any respondent to outline the proposed development concept through narrative description and sketch plans.

9. Finally, conformance to the design guidelines should weigh heavily in any favorable evaluation of a proposal.

Respectfully submitted for the Planning Board,

A handwritten signature in black ink, appearing to read "Paul Dietrich", with a stylized, flowing script.

Paul Dietrich, Chairman

# Land Use

## POLICY 1

Existing residential neighborhoods, or any portions of a neighborhood having an identifiable and consistent built character, should be maintained at their prevailing pattern of development and building density and scale.

## POLICY 2

Except in evolving industrial areas, the city's existing land use structure and the area of residential and commercial neighborhoods should remain essentially as they have developed historically.

## POLICY 3

The wide diversity of development patterns, uses, scales, and densities present within the city's many residential and commercial districts should be retained and strengthened. That diversity should be between and among the various districts, not necessarily within each individual one.

## POLICY 4

Adequate transitions and buffers between differing scales of development and differing uses should be provided; general provisions for screening, landscaping and setbacks should be imposed while in especially complex circumstances special transition provisions should be developed.

## POLICY 5

The major institutions, principally Lesley College, Harvard University, Massachusetts Institute of Technology and the hospitals, should be limited to those areas that historically have been occupied by such uses and to abutting areas that are reasonably suited to institutional expansion, as indicated by any institutional overlay district formally adopted by the City.

## POLICY 6

For such institutions reasonable densities should be permitted in their core campuses to forestall unnecessary expansion into both commercial districts and low-density residential neighborhoods.

## POLICY 7

Notwithstanding the limitations implied in the above policy statements, (1) the establishment of a new center of tax-exempt, institutional activity may be appropriate in one or more of the city's evolving industrial areas and/or (2) the development of a modest and discreet institutional presence may be appropriate in any nonresidential district when a combination of two or more of the following benefits accrue to the city:

1. Such action will permanently forestall excessive development at the core campus of an existing institution, in particularly sensitive locations; or
2. Existing institutional activity in a core campus area will be reduced or eliminated, particularly at locations where conflict with existing residential communities has been evident or is possible in the future; and
3. The potential for future commercial, tax paying development is not significantly reduced; or
4. The presence of a stable, well managed institutional activity could encourage, stimulate, and attract increased investment in non institutional commercial tax producing development.

## POLICY 8

The availability of transit services should be a major determinant of the scale of development and the mix of uses encouraged and permitted in the predominantly nonresidential districts of the city: the highest density commercial uses are best located where transit service is most extensive (rapid transit and trolley); much reduced commercial densities and an increased proportion of housing use are appropriate where dependence

on the automobile is greatest; mixed uses, including retail activities in industrial and office districts, should be considered to reduce the need to use the automobile during working hours. Similarly, the scale, frequency, mode and character of goods delivery should play an important role in determining the appropriate density of nonresidential uses anywhere in the city.

## POLICY 9

The evolution of the city's industrial areas should be encouraged, under the guidance of specific urban design plans, and through other public policy and regulations such that:

1. Those areas can adapt to new commercial and industrial patterns of development;
2. The residential neighborhood edges abutting such areas are strengthened through selective residential reuse within the development areas or through careful transition in density, scale and lot development pattern;
3. New uses and varied scales and densities can be introduced into such areas;
4. Uses incompatible with the city's existing and future desired development pattern are phased out.

## POLICY 10

In some evolving industrial areas multiple uses should be encouraged, including an important component of residential use in suitable locations not subject to conflict with desired industrial uses, to advance other development policy objectives of the city:

1. To provide opportunities for those who work in the city to live here;
2. To limit the use of the automobile to get to Cambridge and to travel within Cambridge;
3. To encourage more active use of all parts of the city for longer periods throughout the day; and
4. To limit the secondary impacts of new development on the existing,

established neighborhoods. These impacts may be both economic, as in the increased demand placed on the limited stock of existing housing, and environmental, as in the increase in traffic on neighborhood streets.

#### **POLICY 11**

A wide range of development patterns should be encouraged in these evolving industrial areas at scales and densities and in forms which would be difficult to accommodate in the city's fully developed districts and neighborhoods.

#### **POLICY 12**

Those necessary or desirable uses and activities which require specially tailored environments should be provided for and those uses, activities and development patterns which create distinctive environments that serve as amenities for the whole community should be protected or maintained. For example: low-rent industrial space for start-up enterprises; locations for industrial use and development which could be compromised by proximity to other, incompatible, uses, including residential uses; small commercial enclaves which directly serve their immediate surrounding residential neighborhood; locations appropriate for gas stations, car repair facilities, tow yards, etc.; structures or clusters of structures eligible for local historic district designation; or for designation as a local conservation district; environments, as frequently found in the Residence "A" districts, where a unique combination of distinctive architecture and landscaped open space prevails; areas designated or eligible as national register historic districts.

#### **POLICY 13**

A pace of development or redevelopment should be encouraged that permits the maintenance of a healthy tax base, allows for adjustment and adaptation to changing economic conditions, and is

consistent with the City's urban design and other physical development objectives yet does not unreasonably disrupt the daily activities of the city's neighborhoods and residents or overburden the city's water and sewer infrastructure.

## **Transportation**

#### **POLICY 14**

Increase the City's investment in Transportation Demand Management to promote non single-occupancy vehicle forms of transportation and assist Cambridge employers, both individually and collectively, in developing such programs for their employees and operations.

#### **POLICY 15**

Enact land use regulations that encourage transit and other forms of nonautomobile mobility by mixing land uses, creating a pleasant and safe pedestrian and bicycle environment, and restricting high density development to areas near transit stations.

#### **POLICY 16**

Encourage regional employment patterns that take advantage of areas well served by transit to and from Cambridge.

#### **POLICY 17**

Seek implementation of MBTA transit improvements that will provide more direct and, where demand is justified, express service to Cambridge from those portions of the region now inadequately served by transit to Cambridge.

#### **POLICY 18**

Improve MBTA public transportation service within the city including updating routes, schedules, signs, and bus stop placement.

#### **POLICY 19**

Investigate the feasibility of developing and implementing, within the financial resources of the City, a paratransit system, utilizing taxi cabs where appropriate, in order to supplement the current MBTA system in Cambridge.

#### **POLICY 20**

Encourage the state transportation and environmental agencies to develop a regional goods movement plan; in the meantime, use the City's limited authority as much as possible to route truck traffic around rather than through residential neighborhoods.

#### **POLICY 21**

Discourage vehicle travel through residential areas both by providing roadway improvements around the neighborhoods' perimeters and by operational changes to roadways which will impede travel on local streets.

#### **POLICY 22**

Undertake reasonable measures to improve the functioning of the city's street network, without increasing through-capacity, to reduce congestion and noise and facilitate bus and other non-automobile circulation. However, minor arterials with a residential character should be protected whenever possible.

#### **POLICY 23**

Encourage all reasonable forms of nonautomobile travel including, for example, making improvements to the city's infrastructure which would promote bicycling and walking.

#### **POLICY 24**

Support regional transportation and land use policies that will improve air quality by reducing dependence on single-occupancy vehicles, both through reduction in employment-based travel and in other trips taken for nonwork purposes.

**POLICY 25**

Promote the use of truly clean alternative vehicle technologies for necessary vehicle travel particularly in regards to fleets.

**Housing**

**POLICY 26**

Maintain and preserve existing residential neighborhoods at their current density, scale, and character. Consider exceptions to this policy when residents have strong reservation about existing character, are supportive of change, and have evaluated potential changes in neighborhood character through a planning process.

**POLICY 27**

Where possible, construct new affordable housing that fits neighborhood character. In existing residential neighborhoods housing should be built at a scale, density, and character consistent with existing development patterns. Permit reconstruction of affordable housing (defined as more than 50% of units rented or owned by households at 80% or less than median income) that serves a wide range of incomes and groups at previous nonconforming density where reconstruction is less expensive than rehabilitation. Emphasize construction of affordable housing designed for families with children.

**POLICY 28**

Affordable housing in rehabilitated or newly constructed buildings should serve a wide range of households, particularly low-and moderate-income families, racial minorities, and single persons with special needs.

**POLICY 29**

Encourage rehabilitation of the existing housing stock. Concentrate City funds and staff efforts on rehabilitation that will provide units for low-and moderate-income residents.

**POLICY 30**

Concentrate rehabilitation efforts in the city's predominantly low-and moderate-income neighborhoods.

**POLICY 31**

Promote affordable homeownership opportunities where financially feasible.

**POLICY 32**

Encourage non profit and tenant ownership of the existing housing stock.

**POLICY 33**

Encourage where appropriate, recognizing housing's possible impact on desirable industrial uses, the construction of new affordable housing through requirements, incentives, and zoning regulations, including inclusionary zoning provisions, in portions of the city traditionally developed for nonresidential, principally industrial, uses. Create effective, well designed transitional zones between residential and industrial uses.

**Economic Development**

**POLICY 34**

Cambridge's evolving industrial areas are a valuable resource whose mix of uses must be carefully planned over the next twenty years.

**POLICY 35**

Appropriate development in the city's evolving industrial areas should be encouraged to maintain the city's overall economic health, to expand the tax base, and expand job opportunities for Cambridge residents.

**POLICY 36**

The observable trend towards the development of clusters of related uses in the city's evolving industrial areas should be strengthened through the city's land use policies.

**POLICY 37**

In evolving industrial areas for which economic development, urban design, or other plans have been developed, private phased development consistent with those plans should be permitted to develop to completion, even if completion may take more than a decade.

**POLICY 38**

Within clearly established limits, land use regulations in the evolving industrial areas should recognize the need for flexibility of use - as for instance between office, research, and light manufacturing activities - and provide for a wide range of density options throughout the city including those which foster research and development and start-up operations.

**POLICY 39**

Development patterns in all nonresidential areas must be planned to minimize negative impact on abutting residential neighborhoods.

**POLICY 40**

The City should actively assist its residents in developing the skills necessary for them to take full advantage of the city's changing economic makeup and to provide the personnel resources which would make Cambridge a desirable place to locate and expand.

**POLICY 41**

The benefits of a strong employment base should be extended to portions of the resident population that have not benefitted in the past; the City should support appropriate training programs that advance this objective.

**POLICY 42**

While recognizing some of the disadvantages of any urban location for many kinds of manufacturing activities, the City should make every effort to retain and recruit a wide range of enterprises suitable

for a Cambridge location, presently, or in the future as manufacturing processes evolve and change. Where possible the disadvantages should be minimized and the real advantages strengthened for manufacturing activities that can widen the city's job base and solidify its economic vitality.

#### **POLICY 43**

The City should establish the regulatory environment and provide the support necessary to encourage the establishment of manufacturing activities for which the city may be a suitable location in the future.

#### **POLICY 44**

The City should actively cultivate a regulatory and policy environment that assists in the retention of existing industries, supports the creation of new businesses and the innovative thinking that precedes it, retains an inventory of low-cost space necessary for fledgling enterprises, and fosters an innovative environment where entrepreneurship thrives.

#### **POLICY 45**

Specialized economic activities for which Cambridge is a congenial host, such as the tourism and hospitality industries, should be supported.

#### **POLICY 46**

The diversity, quality, and vigor of the city's physical, ethnic, cultural, and educational environment should be nurtured and strengthened as a fundamental source of the city's economic viability. More specifically, minority businesses and economic entrepreneurship should be encouraged.

#### **POLICY 47**

Existing retail districts should be strengthened; new retail activity should be directed toward the city's existing retail squares and corridors.

#### **POLICY 48**

Retail districts should be recognized for their unique assets, opportunities, and functions, and those aspects should be encouraged, in part to assure that they can compete with regional shopping centers and maintain their economic viability.

### **Institutions**

#### **POLICY 49**

The City and its major institutions should engage in a formally established on-going dialogue to share concerns; identify problems, conflicts, and opportunities; and to fashion solutions and areas of cooperation to their mutual satisfaction. As part of this dialogue, each institution should create a plan describing its existing status as well as outlining its future needs and goals, and the means for achieving those goals.

#### **POLICY 50**

The City should recognize the need for the major institutions to adapt and respond to changing circumstances to maintain their leadership positions in education, health care, and research while recognizing, responding to and coordinating with City policy goals.

#### **POLICY 51**

Where tax-exempt academic uses are expanded into retail corridors and squares, mixed-use development including taxable retail or other commercial development should be incorporated wherever possible, especially at street level, recognizing each retail area for its unique assets, opportunities and functions, and strengthening these aspects when expanding into such areas.

#### **POLICY 52**

The city's major educational institutions should be encouraged

to provide housing for their respective faculties, students, and staff through additions to the city's inventory of housing units. Effective use of existing land holdings should be a tool in meeting this objective, where it does not result in excessive density in the core campus. In addition, where new housing is to be located within or abutting an existing neighborhood, it should match the scale, density, and character of the neighborhood. The institutions should be encouraged to retain this housing for client populations over an extended period of time. They should consider housing other city residents within these housing developments as a means of integrating the institutional community with city residents.

#### **POLICY 53**

Except in circumstances where further institutional growth is appropriate or beneficial to the city as a whole (see Policy 7) the city's institutions should be discouraged from creating new fiscal burdens on the City treasury through the conversion of property from tax producing uses to nontaxable uses, and should mitigate any harmful effects of such conversions through financial compensation.

#### **POLICY 54**

The institutions' capacity for commercial investment should be directed in part to assist in the transformation of evolving industrial areas and commercial districts, as defined by City policy and elaborated upon through formally established, on-going planning discussions.

#### **POLICY 55**

Where major institutions invest in commercial properties, their willingness to manage those properties partly in response to broader community objectives of diversity and community need, as articulated through the continuing formal dialogue with the City and its

residents, should be encouraged, consistent with the institutions' fiduciary responsibilities.

#### **POLICY 56**

Recognizing the localized nature of their physical presence, the city's smaller institutions should be regulated on an individual basis as provided in the zoning ordinance's institutional regulations and as they are impacted by zoning, urban design, and other City policies.

## **Urban Design**

#### **POLICY 57**

Design review for new development should be established throughout the city for all areas where future development will be of a scale or quantity that will potentially change or establish the character of the district.

#### **POLICY 58**

Even in areas where the character of a district is firmly established and new development is likely to be very modest, design review should be required where small scale changes are likely to disrupt the desired district character.

#### **POLICY 59**

The regulations for all zoning districts in Cambridge should reflect the city's fundamental urban design and environmental objectives: height, setback, use, site development, and density standards imposed should be consistent with or advance those urban design objectives.

#### **POLICY 60**

Urban design and environmental standards should be developed for all areas of the city which are or may be in the future subject to redevelopment or significant new development.

#### **POLICY 61**

Urban design standards should reflect the historic context within which change will occur while permitting design that is responsive to contemporary circumstances.

#### **POLICY 62**

As transitions between differing uses are extremely important in a densely developed city, urban design standards should be developed to ensure that these transitions are made properly, respecting the maximum extent possible the needs of each contrasting use.

## **Open Space**

#### **POLICY 63**

Open space and recreational facilities serving a wide range of functions and clientele, including the elderly and special needs populations, should be encouraged, either through expansion of the existing inventory, through multiple use of existing facilities, or through creative programming of those facilities.

#### **POLICY 64**

Conservation lands and other environmentally sensitive areas are a vital part of the city's open space system and should be maintained and protected appropriately. Public access to and use of these areas must be carefully planned and balanced with preservation of these resources.

#### **POLICY 65**

Expansion of Cambridge residents' opportunities to use regional recreational facilities (those owned by the Metropolitan District Commission and the Commonwealth) located in the city should be encouraged, particularly where the adjacent residential community is underserved by local recreational facilities, and when the legitimate regional use of that facility would not be unduly restricted. In addition,

there should be increased coordination of recreation programming and planning between the local and regional levels.

#### **POLICY 66**

New open space facilities, including larger ones for organized activities, should be considered for those private developments where the size of the development, the amount of land area and/or the ownership patterns provide the flexibility to accommodate such a facility without loss of economic value for other uses.

#### **POLICY 67**

Acquisition of publicly owned or administered open space should be made in those dense residential areas clearly deficient in all forms of open space, but only where significant fiscal resources are provided through federal or state acquisition programs or a substantial portion of the cost is born privately; facilities of modest size and flexible in use characteristics, located close to the homes of the persons for whom they are intended should be encouraged.

#### **POLICY 68**

Only under extraordinary circumstances should existing open space facilities be eliminated from the city's inventory for other uses; small, passively or merely visually used facilities, should not be undervalued in this regard merely for lack of intensive or active recreational use.

#### **POLICY 69**

The city should encourage the permanent retention and protection of useful, effective, attractive private open space whether publicly accessible or not. Community use of private recreational and open space facilities in the city should be encouraged at reasonable levels where the private function of those facilities would not be impaired and

where the recreational activity provided by the private facility is not well served in available public facilities.

**POLICY 70**

Repair, maintenance and timely upgrading of existing facilities should be the city's highest fiscal priority with regard to open space and recreational facilities. The City should explore, and adopt as appropriate, mechanisms whereby the private sector can reasonably provide, assist in and/or contribute to the maintenance of publicly useable open space and recreational facilities.

# Guidelines for Development of 350 Main Street

Under any development scenario, the role of this site in its broader Kendall Square context needs to be carefully considered. The basic guidelines have been articulated in the draft document entitled "Design Guidelines, Kendall Square and Environs" produced by Carlone & Associates for the Cambridge Community Development Department to summarize the findings of the series of Mayor's Forums that were held in 1992-93; that document was incorporated in the City Manager's report of May 7, 1994. The draft, which is still being refined by the Planning Board and its staff and consultants, necessarily has taken as its starting point an overview of the entire 50-odd acres in and around Kendall Square; as a result, the level of detail is quite general. The following requirements for 350 Main Street development options build upon that overview, and describe more specific ways that the use of this site should relate positively to its context.

## I. Development Scenarios

### IA. New Building on a Cleared Site

Because the existing building has a distinctive architectural image and an important historical role, the loss of its presence would need to be mitigated by a contemporary building having significant architectural integrity and good urban design qualities.

#### *1. Relation to Main Street Corridor*

The existing pattern on Main Street is primarily that of "streetwall" buildings, ie, buildings that have no setback from the street and that create a publicly oriented facade; this pattern should be continued at 350 Main. An important corollary is that no unused alleyways should be created between this site and adjacent parcels. To ensure that the building relates well to the street, the Main Street facade should have the quality of being the principal front to the building, with pedestrian access from Main. Of primary importance is that the pedestrian quality of the streetscaped should be enhanced. For example, multiple shops, each having direct entry onto the street, would be desirable. Furthermore, storefronts should contain a significant amount of clear glass, and should not be set back from the sidewalk in dark arcades.

#### *2. Relation to abutting sites*

The design of this building needs to be coordinated with abutting sites, whoever the eventual buyer might be; if an abutter buys the site, there is an even more obvious need and opportunity to make the whole block greater than the sum of its parts.

### *3. Relation to pedestrian realm*

It is essential that there be an active ground floor, with, at a minimum, visual connection to the street and sidewalk. Because retail use would be the most effective way to animate the site under any scenario, the developer should make every effort to find retail users for the first floor. If it is not possible to provide retail use within the first year after issuance of the occupancy permit, the developer may petition the design review committee to allow other use of the space. If clear evidence is presented of a good faith effort, the committee may allow a change in use within the limits of the applicable zoning restrictions. If feasible, storefront windows with publicly oriented displays of art or other works of interest should be considered to enliven the frontage. In any case, the design should allow for the future introduction of retail use when that becomes feasible.

### *4. Urban landscaping*

Street trees should be maintained along all edges. A more thorough landscaping concept would likely be necessary if the site were to be developed in conjunction with neighboring parcels.

Deacon and Dock Streets should be designed to discourage excessive automobile use; to encourage pedestrian usage, a concept using lighting, paving materials, and plant materials should be developed.

### *5. Parking*

It appears that some on-street parking may be possible along Deacon and Dock; this would likely be preferable to increasing the bulk of the building with a large amount of internalized parking. The zoning requirement for approximately 1 parking space per 1000 square feet of building may be excessive; the Growth Policy Document encourages the minimization of parking when a project is near a transit station, as is the case here. The City would, therefore, be likely to encourage the issuance of a Special Permit to decrease parking, depending upon the specific demand that would be generated by the eventual user.

### *6. Architectural Qualities*

A basic consideration in the review of a new building on this site is that the Fire Station was designed with the distinctive character of its building type in its era, and for many years has had an important architectural presence in Kendall Square. A replacement should be equally as distinguished architecturally, whatever its use and whatever associated imagery is appropriate.

### *7. Materials*

A high standard should be maintained for the palette of materials used in any new construction on this site. The architectural environment in Kendall Square is variable, with successful examples of both modern and traditional approaches to the use of materials. While various materials might be acceptable in this location, a new building should be conceived with respect given to the fact that the Fire

Station was solidly constructed and carefully detailed in brick and stone. The use of traditional masonry materials should be considered, including the use of architectural devices and textural changes in material finishes. This is not to suggest that these materials should be the only ones considered; rather, the point is that a well-designed architectural solution must include the use of good materials, and that these should be detailed so that the building works well from its broad concept to its detailing.

#### *8. Fenestration*

The building's welcoming aspect at the ground floor will be achieved in large part through the appropriate use of windows. The design of the upper floors should also be considered in terms of the effect upon the pedestrian realm—blank walls or other stark treatment should be avoided.

#### *9. Heights*

It is important that higher portions of the building be set back from public ways. Thus, a maximum of 55-60' (4 stories) will be allowed at the sidewalk edge to avoid excessive shadowing of the sidewalks on either side of the street. Starting from the 4-story height, use of a 45-degree setback plane to a maximum height of 120' (8 stories) should be considered. To assist the committee in its deliberations in regard to the project's impacts, the developer should provide studies of the building's shading of abutting public spaces. In addition, model studies of the heights and massing are essential.

#### *10. Setbacks*

The norm on Main Street is that buildings have no setback, and this should be respected here. However, it may be good to consider some setback on the sides to allow more room for street trees or other landscaping and to allow better natural lighting of the street, particularly if abutting sites are well-coordinated with the site in question. While it is important for the building to hold the line of the street, particularly at its western edge, portions of the building set back as a recess or courtyard may be incorporated if a more successful design solution results.

#### *11. Service*

No service should be allowed via Main Street. Deacon would appear to provide access without adversely impacting active edges of project.

#### *12. Mechanical equipment*

Ventilation and other rooftop machinery should be located away from publicly oriented edges, especially Main Street; it should also be adequately screened from neighbors.

## A Note on Interim Use

In the event that the fire station is demolished and there is more than six month's delay in the construction of the ultimate scheme for the site, the owner shall meet with the design review committee (see II. Design Review Process) to propose an interim use for the site. As a general guideline, the interim condition should help meet the goal of enlivening the streetscape of Kendall Square. For example, a parking lot would be unacceptable. Also, fencing with no landscaping would not be allowed. On the other hand, an interim park use with a reasonable amount of landscaping would likely be a good approach.

## IB. Preservation of the Existing Building

Engine Seven is a freestanding masonry fire station built in 1894 that stands well back from, and at a higher elevation than, Main Street. When it was designed, the site was visible from all directions, and all four elevations are articulated with a hip roof, a gabled dormer on the front, and a semi-circular bay on the east side. (The former hose-drying tower has been removed.) In the manner of the Queen Anne style, the brick masonry is smooth, with tight joints, finely detailed arches, and granite trim. The windows are double-hung, with small lights. On the interior, the first floor contains the engine bay, a large space uninterrupted by columns, while the second floor contains bedrooms for officers and men; architectural detail is minimal. The cellar and attic are unfinished.

If Engine Seven is preserved, the City's goal will be to ensure that the building retains its architectural integrity and appearance, without unduly restricting new uses or the construction of additions that will allow it to remain functionally and economically viable.

The *Secretary of the Interior's Standards for the Rehabilitation of Historic Buildings*, published by the National Park Service, prescribe widely-accepted methods for treating historic buildings. These guidelines, which are reproduced below in edited form, will be used by the City to review development proposals for the site which envision retaining the existing building.

The *Standards*, which describe sympathetic treatment of window and door openings, masonry cleaning and repointing, and design guidelines for alterations and additions, will be applied in the event that the Engine Seven lot is not developed in conjunction with adjoining properties. However, if it is combined with adjoining properties for development purposes, the following additional guidelines will apply.

### 1. Site Plan Review

In its present location, Engine Seven sits about 40 feet from Main Street on a lot that is 70 feet wide. Construction to the sidewalk and lot lines at the height

allowed by zoning on adjoining parcels would obscure the view of the building from the street. Setbacks on either side of the building to enhance its setting will be encouraged.

### *2. Relocation*

Engine Seven may be relocated; it may be moved closer to the street and set at a lower elevation. Any proposed siting, however, must maintain public visibility of the building and conform to the guideline for additions, below.

### *3. Additions*

Additions may be constructed, and Engine Seven may be joined with new buildings on the site. Taller buildings in the rear or to either side of Engine Seven may be connected at the lower levels but should be sited so that Engine Seven appears from Main Street to be freestanding.

## II. Design Review Process

As indicated by the City Manager's report on the disposition of the property, a design review committee will be established. At a minimum, this committee will include the Urban Design Director, the Historical Commission Director, and the Deputy City Manager. While it is hoped that decisions will be possible by consensus, in the end, members of this committee will vote on whether or not the plans submitted meet the guidelines; a simple majority will be sufficient to determine approval or disapproval. In any event, the committee will seek the input of interested members of the public and shall not approve the design of the project until at least one advertised public meeting has been held at which reasonably specific design proposals have been submitted for review.

It is most important that the designated developer of the project meet with this committee early to help establish that all parties are working towards a common goal, whether the decision is to rehabilitate the existing building or to build anew. Furthermore, a regular process of review should be mutually established so that the City's goals may be met while ensuring for the developer a timely and expeditious process.

Note: Attached are supplementary guidelines that have been excerpted from the 1985 *East Cambridge Guidelines*. Seen in conjunction with the *Draft Guidelines for Kendall Square and Environs of November, 1993*, these help to provide additional background for the design review process.

## **Attachment to Guidelines for Development of 350 Main Street**

These are excerpts from the 1985 *East Cambridge Design Guidelines* adapted to address the 350 Main Street site in the context of Kendall Square.

### **General Design Principles**

As in the East Cambridge Riverfront, the City's goal for Kendall Square is the creation of a functionally diverse and animated urban development. This environment should consist of handsome buildings, for the most part designed to provide an urbane "background" for activity, that focus on and enrich the public streets and open space system along Main, Ames, Broadway, and the southern end of Third Street. The City seeks new buildings that are timeless, subtle, and elegant structures that will always feel comfortable and inviting to the general public. This may be achieved in part through the design of properly scaled windows, masonry articulation, setbacks, animated silhouettes, and use of materials that are warm, inviting, and supportive of other proposed buildings and the urban design plan.

The City discourages isolated, individual architectural statements that relate only to themselves. On the contrary, the City does support projects which are positive additions to the Cambridge environment, following the guidelines that are discussed below.

Projects should be active. In particular, the City promotes an active urban setting around Main Street both during and after customary business hours. Additionally, the City encourages new residential development somewhere in Kendall Square that would maximize hours of activity and improve public security.

Development in the public and private realms should be integrated in as positive, secure and elegant a manner as possible. Any part of the perimeter of the development which fronts on an existing street or public open space should be designed to complement and harmonize with adjacent land uses (planned or existing) with respect to use, scale, density, set-back, bulk, height, landscaping, and screening.

### **A. Open Space and Circulation Design**

#### *1. Open Space & Pedestrian Circulation*

Any planned private open space must receive a minimum of 4 hours of sunlight to be successful as a general rule. Therefore, useable open spaces will be sought on the northern side of Main Street rather than at the fire house location, which is not sunny.

All development must directly relate to, provide easy access to, and reinforce activity at the existing ground plane. Design must be coordinated to relate well to public open space and public or private passageways that connect with that open space. All

retail/restaurant/first floor rental spaces should be at the same level as the adjoining sidewalk or public open space.

## *2. Service Facilities*

Entrances to parking facilities and service areas should be coordinated with adjacent development. In addition, entries need to be as far from intersections and public open space corridors as possible, and integrated into the building forms to minimize visual impact. Service roads should be coordinated where several adjacent private developments occur.

## **B. Mix of Land Uses**

A mixture of uses is desirable to help ensure that a variety of users come to the Square and that, as a consequence, a lively urban place is created.

### *1. Retail*

In the *Kendall Square Guidelines*, the retail focus of the development occurs along Main Street from Wadsworth to Binney Streets and Ames Street between Main Street and Broadway, and sections of Broadway on either side of Third Street.

Kendall Square retail should encourage patronage by Neighborhood 4, East Cambridge and MIT residents, as well as local office and institutional employees and students. Such uses include cinemas and moderately priced, light-fare restaurants.

The ground floors of buildings facing the above streets should be designed to facilitate the eventual accommodation of retail or restaurant uses, whether or not the buildings are actually used in this way during the first years of occupancy.

Existing commercial activity along Main Street should be reinforced with the introduction of additional commercial establishments, where possible.

### *2. Housing*

MIT has approximately 2,000 units of faculty and student housing adjacent to Kendall. The *Kendall Square Guidelines* envision the development of a significant residential pattern of use throughout the development area. As the area becomes more and more established, new housing will be built to help give a 24 hour presence and the depth of interest and vitality that only more people living in an area can provide.

### *3. Office*

The City will continue to require that office buildings and office components of mixed use buildings be as attractive and humane as possible. The presence of the office space should be secondary to the open space system and active ground floor retail pattern.

#### *4. Parking*

Given the immediate proximity of transit, only minimal parking is needed. All parking shall be screened to the satisfaction of the City from all public view and from view of adjacent private development. Any parking facilities should be incorporated and located within development projects to maximize the opportunity for ground level retail activity and to limit inactive, unsecured areas.

### **C. Elements of Form**

#### *1. Height*

Height and bulk of buildings should be configured to minimize their visual dominance, the extent of cast shadows, and undesirable alterations of air currents affecting the pedestrian realm and open space system. To this end, along the southern edge of Main Street, building heights of 55-60', with the top floor set back, would be preferred. More height would be allowed only if shadow and visual impacts can be shown to be mitigated.

In general, chimneys, water towers, mechanical equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to structures which are usually carried over roofs must not be visually obtrusive. However, if those features are designed in a coordinated, distinctive manner in concert with the upper floors of the building and, if the design is approved by the City as creating a successful roof from the point of view of architecture and urban design, the same non-occupied features may be acceptable.

#### *2. Scale*

Projects must relate to human dimensions in all aspects of design from building concept development to construction details. Of particular importance are the treatment of the ground plane and other parts of the projects which can be seen and experienced directly by users.

#### *3. Massing*

Regardless of any preconceived development configuration for any particular use, new development is expected to break down any building type's typical massing to relate to the historic character and mass of Cambridge buildings and to avoid a monolithic appearance. If immediately adjacent properties are controlled by the applicant, design proposals for 350 Main Street should include design intent, both short and long term, for neighboring sites.

All adjacent private developments, when bordering the public domain, must build to a common party wall in an architecturally compatible manner, with adjacent buildings responding to their neighbors. The City does not encourage the creation of alleyways along property lines visible from any public view.

#### *4. Silhouette*

As buildings increase in height, they should be shaped to be increasingly slender and broken down in scale toward the top. Consideration should be given to creating a tripartite architectural configuration consisting of a base, middle, and expressive top, although that may not always be appropriate.

Buildings should provide animated silhouettes that enliven views from the pedestrian and open space system, the thoroughfares through and entries to Eastern Cambridge. This greater articulation should be an integral part and emphasis of the building concept.

#### *5. Details*

Development bordering the public domain must be rich in architectural details, pay special attention to the ground plane and silhouette, and convincingly incorporate appropriate imagery depending on project location and use, e.g. historic Cambridge tradition, and traditional Main Street imagery. Overall form and individual elevations should be designed to emphasize human scale and presence through the use of properly proportioned features, such as punched windows, lateral-arm awnings, balconies, setbacks, passageways, etc.

Excerpts from the Secretary of the Interior's  
Standards for the Rehabilitation of Historic Buildings,  
edited with reference to 350 Main Street

1. [The] property shall be . . . placed in a new use that requires minimal change to the defining characteristics of the building and its site . . .
2. The historic character of [the] property shall be retained and preserved. The removal of historic materials or alterations of features . . . that characterize [the] property shall be avoided.
3. [The] property shall be recognized as a physical record of its time, place and use. Changes that create a false sense of historical development . . . shall not be undertaken.
4. . . . changes that have acquired historical significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures . . . shall be undertaken using the gentlest means possible.
8. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale and architectural features to protect the historic integrity of the property and its environment.
9. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future the essential form and integrity of the historic property and its environment would be unimpaired.

15.



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

May 7, 1994

To members of the Planning Board, City Council and interested parties:

**REPORT ON THE DISPOSITION OF 350 MAIN STREET, DEACON STREET & DOCK STREET:**

**Introduction**

On several occasions over the past year, I have stated my intention to leverage the sale of the former fire station at 350 Main Street, and two abutting streets, Deacon and Dock, to offset the costs of two priority capital projects: a computer-aided-dispatch (CAD) system to serve the emergency communications needs of the Fire and Police Departments, and a youth center to serve residents of the East Cambridge and Wellington-Harrington neighborhoods. On January 31, 1994, the City Council declared these parcels of land surplus property and available for disposition, consequently allowing the process for land disposition to begin.

Also over this past year, the entire Kendall Square area was the subject of a series of forums sponsored by the Mayor in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. The urban design recommendations that resulted from these forums (attached), now before the Planning Board, are important considerations in disposing of this property.

Section 2.110.010 of the City of Cambridge Municipal Code, Disposition of City Property, outlines a process for the City Manager to conduct which will result in "fair analysis of how the greatest public benefit can be obtained from the property in question." The ordinance enumerates a series of issues and stipulates that the City Manager prepare a report to carefully consider them. As required by the ordinance, a community meeting was held at City Hall on April 5, 1994 to discuss issues and community concerns. The following report addresses the points contained in the ordinance as well as the concerns raised at this meeting.

### The City Property

Deacon Street, Dock Street, and 350 Main Street (see map) consist of approximately 21,910 square feet in the Kendall Square area. At present, Deacon and Dock Streets are used for vehicular, pedestrian and bicycle traffic, providing access to the parking lot at Cambridge Trust Co. Both streets have asphalt paving and granite curbing in parts. The property at 350 Main Street is a former fire station which was built in 1894 and closed on July 1, 1993; it is a two story brick building which is currently boarded-up and vacant.

350 Main Street consists of 9,400 square feet of land. Deacon Street consists of 6,600 square feet of land. Dock Street consists of 5,910 of land.

#### 1. Description and Analysis of the Alternative Uses for the City Property

There appear to be several reasonable alternatives for this City property, outlined below. The potential also exists for a mix of these uses, particularly alternatives 2 and 4; the public benefits and drawbacks would be adjusted accordingly.

1. Land is not sold.
2. Land is sold and used for commercial purposes.
3. Land is sold and used for housing.
4. Land is sold and used for institutional purposes.

#### Alternative #1: Land is not sold.

Public benefits of not selling the property appear to be the following:

The primary public benefit of not selling the land is that it could be available for a future City purpose. The building could either be renovated, kept the way it is or demolished. This parcel could potentially be used for open space, for dead storage, or for general, city related office space.

Deacon and Dock Streets would remain open for vehicular circulation.

A public drawback to this alternative as open space:

The location and size of this parcel preclude its use for active open space. In addition, this particular area is a low priority for Capital budget park renovations.

**Financial Impacts:**

In this alternative, the City loses the opportunity for revenue, and incurs capital and operating expenses for remodeling, maintaining and staffing the building. If the building were renovated, at \$135 per square foot, it would cost the City approximately \$1.1 million (8,000 sf) to renovate the existing building. Based on the loss of potential revenue by not selling the property (and the expenses incurred for remodeling, maintaining and staffing), capital and operating funds would be diverted from other municipal purposes.

Alternative #2: Land is sold and used for commercial purposes.

Public benefits of selling the property and using it for commercial purposes appear to be the following:

Commercial development on this site would activate both sides of Main Street. A first floor commercial retail area would particularly improve the pedestrian environment on Main Street. This is consistent with the recommendations from the Mayor's forums on Kendall Square.

The development of this parcel for commercial purposes would result in employment opportunities from a multi-million dollar construction project. Also, there will potentially be future employment opportunities in such a commercial establishment.

Public drawbacks to this alternative include:

Depending on the use and size of the development, increased automobile traffic on neighborhood streets and increased parking demand are expected. However, the Traffic and Parking Department does not anticipate an increase in traffic congestion on surrounding roadways.

Development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that the only significant use of these streets is to provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

In this alternative the City will receive significant revenue from the sale of property, as well as annual property taxes. The maximum building capacity for a commercial establishment on this site is approximately 37,500 square feet (after allowing reasonable access, set-back and required parking). A five story building with a combination of retail and office space is worth

approximately \$120 per square foot, and based on FY94 property taxes, would yield the city an additional \$147,000/year.

The City no longer has the financial liability and costs of maintaining the building and streets.

Alternative #3: Land is sold and used for housing.

Public benefits of selling this property and using it for housing include the following:

This would be consistent with the Growth Policy Document (Policy #10) which encourages multiple uses - including residential use - in some evolving industrial areas to provide opportunities for those who work in the City to live there, to limit the use of automobiles to get to and travel within Cambridge, to encourage a more active use for longer periods throughout the day, and to limit the secondary impacts of new development on the existing established neighborhoods.

This would be consistent with a recommendation from Mayor's forum on Kendall Square: make new housing a significant component in the entire area, in order to add to the functional diversity of the area.

Public drawbacks appear to include the following:

The site is currently zoned Industry B, which does not allow for residential uses. The site would have to be rezoned. Two likely alternative zoning scenarios would be a high density residential zone comparable to the East Cambridge Riverfront area such as residence C3A, or a medium density multifamily residential zone such as Residence C1.

Housing in a Residence C3A zoned area would allow a 31 unit building; however after considering the allowed FAR, the minimum lot area per unit, and the setback, height and parking requirements, the building would be very awkward. Parking would need to be on the first two floors, which would create inactive space.

Housing in a Residence C1 zoned area would allow a maximum of 7 units on this parcel. Seven units on this particular parcel of land would be very isolated.

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that these streets provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

The costs of developing residential units on this property make it prohibitively expensive: costs include land and development costs. At \$100 per square foot for development, a 31 unit building would cost approximately \$100,000 per unit, exclusive of land costs; a 7 unit building would cost approximately \$110,000 per unit, exclusive of land costs.

The City will no longer have the financial liability and costs of maintaining the building and streets.

Alternative #4: Land is sold and used for institutional purposes.

Public benefits of selling this property and using it for institutional purposes include the following:

It is likely, given the location and land-ownership patterns in the area, that MIT will be a prime institutional bidder. This would be consistent with the City's Growth Policy document. The Growth Policy document on University expansion (Policy #5) states: "(M)ajor institutions...should be limited to those areas that historically have been occupied by such uses and to abutting areas that are reasonably suited to institutional expansion, as indicated by an institutional overlay district formally adopted by the City."

MIT is able to absorb the additional parking space required in its existing parking facilities; consequently use by it will not increase the demand on parking in the area.

Increased development in this area is consistent with the recommendation from the Mayor's forum on Kendall Square: the need to activate both sides of Main Street.

Public Drawbacks appear to include the following:

Use for a purely institutional purpose might not improve the pedestrian environment on Main Street. If this alternative is adopted, the Community Development Department advises that particular attention be given to creating visual connections between ground floors of buildings and the adjacent public ways (e.g. well lighted lobbies and spaces with people looking out as they work).

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets; however, these streets provide access only to MIT properties.

### **Financial Impacts:**

In this alternative the City will receive significant revenue from the sale of the property. However, the property will remain off the tax rolls, unless it is used commercially or the sale can be tied to a significant in-lieu of tax agreement which could affect the ultimate sale price.

The City will no longer have the financial liability and costs of maintaining the building and streets.

### **2. The Use of the City Property**

On July 1, 1993, Engine 7 at 350 Main Street was closed and ceased to operate as a Fire Station. It is currently boarded-up and vacant. Deacon and Dock Streets are used for vehicular, pedestrian and bicycle traffic, providing access to the parking lot at Cambridge Trust Co.

The costs associated with keeping the former fire station boarded up and vacant are minimal: approximately \$100/month for electricity for security lighting. The costs of maintaining the streets in the short-term are also minimal. However, it appears that the streets would need to be repaved and sidewalks replaced within the next 5 years at a cost of approximately \$50,000 (more than likely reimbursable by the State).

### **3. Zoning Status of the Property & Other Laws/Ordinances that Apply**

#### Zoning

Each of these properties is in the Industry B district, which allows for institutional, office/lab, retail and manufacturing. Two uses prohibited in this district are residential (transient housing is allowed by Board of Zoning Appeals special permit) and heavy manufacturing/processing as listed in Section 4.38.e. 1-8.

#### Historical

Since the building located on this property is over 50 years old (built in 1895), Chapter 2.78 of the Cambridge Municipal Code on "Historical Buildings and Landmarks" applies if demolition is to occur. According to the executive director of the Historical Commission, the building is significant, and before a demolition permit may be issued there must be a public hearing before the Historical Commission. The Commission has two choices: find the building to be preferably preserved - a finding that delays the demolition for six months and requires that the

building be maintained until "all approvals necessary for the issuance of a building permit" have been granted; or find that the new building would be preferable to the historic building - this option discourages the preparation of cleared sites and favors specific proposals for replacement buildings. Since this is an open bidding process where the buyer is unknown, the form of the new building (in this second alternative) would be determined by the seller through binding design guidelines; these guidelines can be presented to the Commission as evidence that the replacement building will be preferable.

#### **4. Attempts to Rezone the Property**

There have been no attempts to rezone this property within the past five years.

#### **5. The Development Potential of the Property**

Current zoning allows a FAR of 4.0 which would indicate that a building no greater than 87,640 square feet could be constructed on the site. For a developer of this property as a single site - without the ability to develop adjacent land in conjunction with the subject - achievement of the full density appears infeasible because of the difficulty of incorporating parking to meet minimum standards. If a non-abutter purchased the property, a maximum building size of 37,500 square feet is more realistic, after allowing for required parking, and reasonable access and set-back.

According to two recent independent real estate appraisals of this property (conducted by The Beal Companies and Eric Reenstierna Associates), the highest and best use of this property is the development of a multi-story building to the maximum feasible density, with the ground floor dedicated to retail use and the upper floors to office use. [The Appraisal Institute defines the highest and best use as that which is "physically possible, appropriately supported, financially feasible, and that results in the highest value."]

If this parcel is developed for purely institutional purposes by MIT, the site can be developed to its maximum potential. If this property were purchased for any commercial purpose (including an institutional/commercial mixed use), parking would need to be incorporated into the site unless an exemption were granted, as permitted under the Zoning Ordinance.

#### **6. A Full Description of Development Plans Proposed for the Site**

At this time, there are no specific development plans for this site. However, there are traffic and urban design issues that are important considerations for this site.

### Traffic

According to the Traffic and Parking Department, Deacon and Dock Streets are not critical to the traffic circulation pattern in the Kendall Square area. The only requirement is that accommodations be made for vehicles to turn around at the end of Carleton Street. The site is adjacent to or within walking distance of the Kendall Red Line Station, a bus stop, a taxi stand, commercial parking garages and a shuttle to Lechmere Station on the Green Line.

In addition, the City currently has a parking freeze with only a limited number of controlled parking spaces available for allocation to businesses and developments citywide. Therefore, development of these sites under three of the proposed alternatives (not sold, housing or commercial) would have limited parking on site; none of the proposed alternatives should increase traffic congestion on Main Street, Carleton Street or the surrounding roadways.

Deacon and Dock Streets are narrow two-way streets which form a right angle where they intersect, and provide access to Carleton Street and the building and parking lots located between Deacon and Main Streets. Carleton Street was leased to MIT in 1993 for 20 years with an option to renew for another 20 years. The City's understanding is that the street will remain open for general traffic during the lease period. If Deacon and Dock Streets were discontinued, a suitable turn-around area would need to be created at the end of Carleton Street to prevent vehicles from backing up the length of the street. Emergency vehicle access to Carleton Street from Main Street currently exists beside the MBTA station.

Development of part or all of this site would require additional parking and loading facilities. The parking would require the issuance of a Controlled Parking Facility Permit (CPFP) by the Interim Parking Control Committee. It is the policy of the Committee to issue only the minimum number of parking spaces required by the Zoning Ordinance; the development should meet the criteria outlined in Section 10.16.060 F of the Parking Freeze Ordinance. Access to a parking facility could be via Main Street with right turns in and out, or from Carleton Street. Neither driveway location would cause a traffic problem on area streets. A loading facility should be designed to allow vehicles to be completely off the public right-of-way when loading and unloading, which would reduce traffic congestion and improve public safety.

### Urban Design

Since November, 1992, Kendall Square and environs has been studied in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. In this regard, a series of forums sponsored by Mayor Reeves led to the Report of the Mayor's Forums and the subsequent City Council Order of November 1, 1993 (attached). As requested in that order, the Planning Board is reviewing the principles for the area, with the goal of making recommendations to the Council on actions to further the goals.

Deacon and Dock Streets and 350 Main Street are located on the Main Street corridor which relates both to the most active part of Kendall Square (the MBTA station, the public plaza, the Marriott Hotel, the Food Court, the Coop and Legal Seafoods) and to the mix of uses on the south side of the street including cafes and other retail, the Post Office, and office and academic facilities of MIT. In the short term, the guidelines encourage increased visibility of the retail uses in the vicinity, with improvements such as more inviting window displays at the Coop and perhaps some outdoor cafe tables at Legal Seafood.

The fire station site is on one of the most important pathways in Kendall Square. Therefore, in the opinion of the Community Development Department, every effort should be made to relate the building and its uses to this pathway in a positive manner. As new development occurs in the longer term, the Main Street frontage should have the most active ground floor uses that reasonably can be established. Kendall Square suffers from a lack of animation; this can be best overcome by retail on the ground floor of buildings. If such uses are not economically feasible, attention should be given to visual connections between ground floors of buildings and the adjacent public ways. For example, attractive, well lighted lobbies and spaces with people looking out as they work are essential. Blank walls and opaque glass should be avoided. Heights of buildings should be kept reasonably low alongside the public way, with higher elements set back to avoid excessive massiveness and shadow impacts.

Another long-term consideration is that a new transit facility could be established to serve not only this district, but also the entire region: the proposed circumferential transit system. Conceptually, this system could be designed to link Kendall Square via Lechmere Station to Boston, to Logan Airport, with ties to the Longwood Medical area and Roxbury. Obviously this is a visionary undertaking that will necessitate an enormous amount of study, political backing, money and time; it is only in the earliest stages of consideration. However, it is important to consider that Main Street would become even more critical as a link between Kendall Station and a new circumferential station that would most likely be established a block from the fire station, near the corner of Main and Binney Streets.

## **7. A Review of the Financial Arrangements**

The City recognizes that an important consideration on the sale of this property is insuring that future revenue potential beyond the sale price be considered when determining the highest bidder.

### **Appraisals**

Two independent appraisals have been prepared on this property. The appraisers were asked to evaluate the property in two ways: as a cleared site, and with the building on site.

Cleared site:	\$3,250,000	Eric Reenstierna Associates
	\$1,525,000	The Beal Companies
With the building:	\$1,860,000	Eric Reenstierna Associates
	\$606,000	The Beal Companies

While the ordinance requests the property's worth to the prospective buyer be determined, these appraisals were conducted for an unknown buyer. Obviously, the parcels' worth to the abutter is higher than to a nonabutter because of the potential assemblage value.

### The Community Meeting

A community meeting, convened by the City Manager, was held on April 5, 1994 to discuss community concerns and discuss issues related to the sale of 350 Main Street, Deacon and Dock Streets. This meeting was attended by approximately 25 persons representing the business community in Kendall Square, the East Cambridge neighborhood, and interested purchasers. Also in attendance were representatives of various City Departments (including Finance, Community Development, Emergency Communications, Historical Commission), and Councillors Born, Toomey and Sullivan. The comments from the 10 people who spoke were both positive and negative, and included a number of additional suggestions.

All speakers - except one - were in favor of the disposition. Most of the discussion centered around the City's process, timeline and cost expectations for disposition of these properties (from interested purchasers), the estimated costs for rehabilitating the existing building, and historical preservation issues.

There was interest in preserving the building, or at least encouraging a development on the parcel that addresses a "respect for the past" and "maintains part of the building's integrity." The one speaker against the disposition, from the Boston Preservation Alliance, supported preserving the building, and selling alternative property. The City Manager reaffirmed his commitment to historic preservation. Within the last 10 years, over \$26 million has been spent by the City on renovating buildings over 50 years old; an additional \$5.3 million has been approved for renovations to City Hall.

An East Cambridge resident who spoke supported the sale of the property to fund a youth center for the East Cambridge and Wellington-Harrington neighborhoods.

There was also discussion about the potential purchasers of the property. The City Manager

acknowledged the likelihood of MIT bidding on the property, since the Institute owns the abutting parcels.

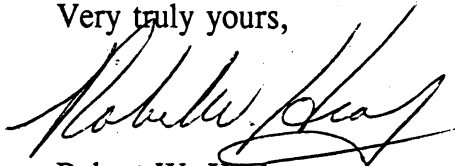
### Conclusion

The capital projects to be funded out of the proceeds of the sale of this property will provide clear, immediate benefits both to the City at large and the immediate neighborhood. Development of these parcels also has the potential to significantly improve the Kendall Square area.

Since there are urban design and historic preservation concerns with regard to the development of the parcel, I am instituting a design review process. I have assembled an interdepartmental group, including Urban Design Director Roger Boothe, Historical Commission Director Charles Sullivan and Deputy City Manager Richard Rossi, to develop binding design guidelines for any replacement building to be included in the Request for Proposal for Land Disposition. These guidelines will be forwarded to the Planning Board for review and recommendation; the Planning Board recommendation will be forwarded to me, and I will then submit my recommendations, with an application for a demolition permit, to the Historical Commission for approval. The interdepartmental group that drafts these guidelines will also be responsible for reviewing the plans for any future development.

I look forward to continued discussion and feedback on this proposal.

Very truly yours,



Robert W. Healy  
City Manager

### Attachments:

Report on Mayor's Forums

City Council Calendar Item #28 of 11/1/93



# City of Cambridge

23.

Calendar Item # 28

IN CITY COUNCIL

~~October 25, 1993~~

November 1, 1993

MAYOR REEVES

- WHEREAS: Many opportunities exist for public and private cooperation in the future development of the eastern part of Cambridge, including in particular Kendall Square, the Commonwealth Energy sites, the Department of Transportation site, and the Kendall Square edge of the MIT campus; and
- WHEREAS: The Mayor has sponsored a series of forums attended by representatives of the residential neighborhood, of businesses and institutional uses, and of the public sector; and
- WHEREAS: These forums helped to create a common vision for how this area should evolve over the coming decades; and
- WHEREAS: It would be most appropriate for the City Council to adopt a set of principles to help guide future development activities in this area in harmony with the ideas produced in these forums; now therefore be it
- RESOLVED: That this Cambridge City Council request the Planning Board to consider the attached guidelines that are the product of the forums; and be it further
- RESOLVED: That the Planning Board review these principles, acknowledging the participation and perspectives of all parties, and make recommendations to this Cambridge City Council for actions to further the goals developed through the forums as stated in the attached guidelines.

In City Council November 1, 1993.

Adopted by a yea and nay vote:-

Yeas 9; Nays 0; Absent 0.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

A handwritten signature in cursive script that reads "D. Margaret Drury".

D. Margaret Drury  
City Clerk

# Report on the Mayor's Forums

## DRAFT Guidelines for Kendall Square and Environs

### The First Forum

I am pleased to transmit this report on the series of forums held to discuss the future of the eastern sector of Cambridge, ie. Kendall Square and environs. In the first forum of November, 1992, a broad range of questions were asked about economic development and employment, urban design, housing, transportation, and community participation over the next years in the development of this part of Cambridge. In a panel discussion, neighborhood residents and businesspeople expressed their concerns for how to create an economically viable part of the city that would also be people-oriented.

### The Second Forum

These themes were given some additional perspective in the second forum of March, 1993, with presentations by Peter Madsen of Gunwyn Development Corporation and Peter Rowe, Dean of the Harvard Graduate School of Design, who were asked to speak as distinguished professionals who have not been involved in this area. Their messages differed only in matters of detail and emphasis; they were remarkably similar in their overall assessment of what works and what could be better. They emphasized the need for active streets and ground floors of buildings, and for a coherent strategy for knitting all the future projects together, so that the whole will be greater than the sum of the parts.

### The Third Forum

Building on those themes and the complementary policies of the city's recent Growth Policy Initiative, the Community Development Department and their urban design consultant Dennis Carlone created a coherent set of principles to help us all guide development in Kendall Square and environs over the coming decades; these were presented at the final forum held in September, 1993. At that forum, Michael Rosenberg, Assistant City Manager for Community Development first explained the connections between the eastern sector urban design plan and the growth policy initiative.

In the broadest terms, the draft growth policy document entitled *Toward a Sustainable Future* intends to focus an image for Cambridge in the coming decades. That vision is "conserving, respecting the past, while not suggesting

that land uses in Cambridge remain frozen or static. It recognizes that some growth and change can be beneficial to the city. It builds on the recognition that Cambridge works and human diversity works. The current mix of urban form, scale, density, and mix of uses is worth sustaining and enhancing, both in existing neighborhoods and commercial districts, and in the older industrial areas."

Applying this vision to the eastern sector means that we must continue to find ways to make the entire area feel like it belongs in Cambridge. We must make better connections between all the constituent parts: the edge of the MIT campus, Kendall Square, the large holdings of Comm Energy, the DOT property, as well as the East Cambridge Riverfront and neighborhood and the Central Square area.

Many opportunities exist to enhance the area as a wide variety of projects come to fruition in the coming decades. We hope that the following principles can lead to a shared vision that will help the community make the most of this important part of the city.

### Urban Design Principles: Recommendations for Kendall Square and Environs

*1. Recognize that development opportunities in Cambridge's eastern sector will not be used up for a long time, possibly 30 years.*

RECOMMENDATION: Develop in phases that both stand alone and work together.

*2. Treat the entire area as a useable part of Cambridge, even though full development is not likely to occur for some time.*

RECOMMENDATION: Clean up debris and weeds, seed areas with grass where possible, and consider open space uses for vacant sites on an interim basis.

*3. Build in the spirit of the best of Cambridge, with its strong sense of community.*

RECOMMENDATION: Design public edges of Kendall Square and environs to be unified in spirit with neighboring properties.

*4. Incorporate those qualities of cities that make livable places to work and play.*

RECOMMENDATION: Consider the positive role that private development can play in making publicly oriented places.

*5. Build on the pedestrian and public transit nature of the city and make the main public ways into inviting avenues for people.*

RECOMMENDATION: Support the Circumferential project and potential connection to Parcel 3, improve pedestrian environment on Broadway, Main, Ames, and Third.

*6. Build new sidewalks and streets that reinforce the existing urban pattern.*

RECOMMENDATION: Extend the street grid pattern to make neighborhood-scale blocks.

*7. Create a special sense of place for each development area.*

RECOMMENDATION: Add significant new open spaces at the street level in each major area.

*8. Link areas' public open spaces with safe and enjoyable streets and walkways.*

RECOMMENDATION: Establish linking streets and walkways, including an improved Athenaeum St., Fifth St. Way, and new spaces for major blocks of development.

*9. Integrate public and private development in a positive, secure, and elegant manner.*

RECOMMENDATION: Build the principal open space and street system early in the process, limit unsightly, unused areas, and shift development bulk away from neighborhood.

*10. Group buildings to create an overall order in which the whole is greater than the sum of its parts.*

RECOMMENDATION: Recognize importance of activating both sides of Main Street, establish a typical five-story building block, orient taller buildings to avoid shading public spaces.

*11. Promote activity at the street level, the most important place for people.*

RECOMMENDATION: Encourage Coop to open up more to its surroundings, encourage Legal Seafood to have street cafes, urge new development to be welcoming at the street level.

*12. Create a functionally diverse and animated urban development.*

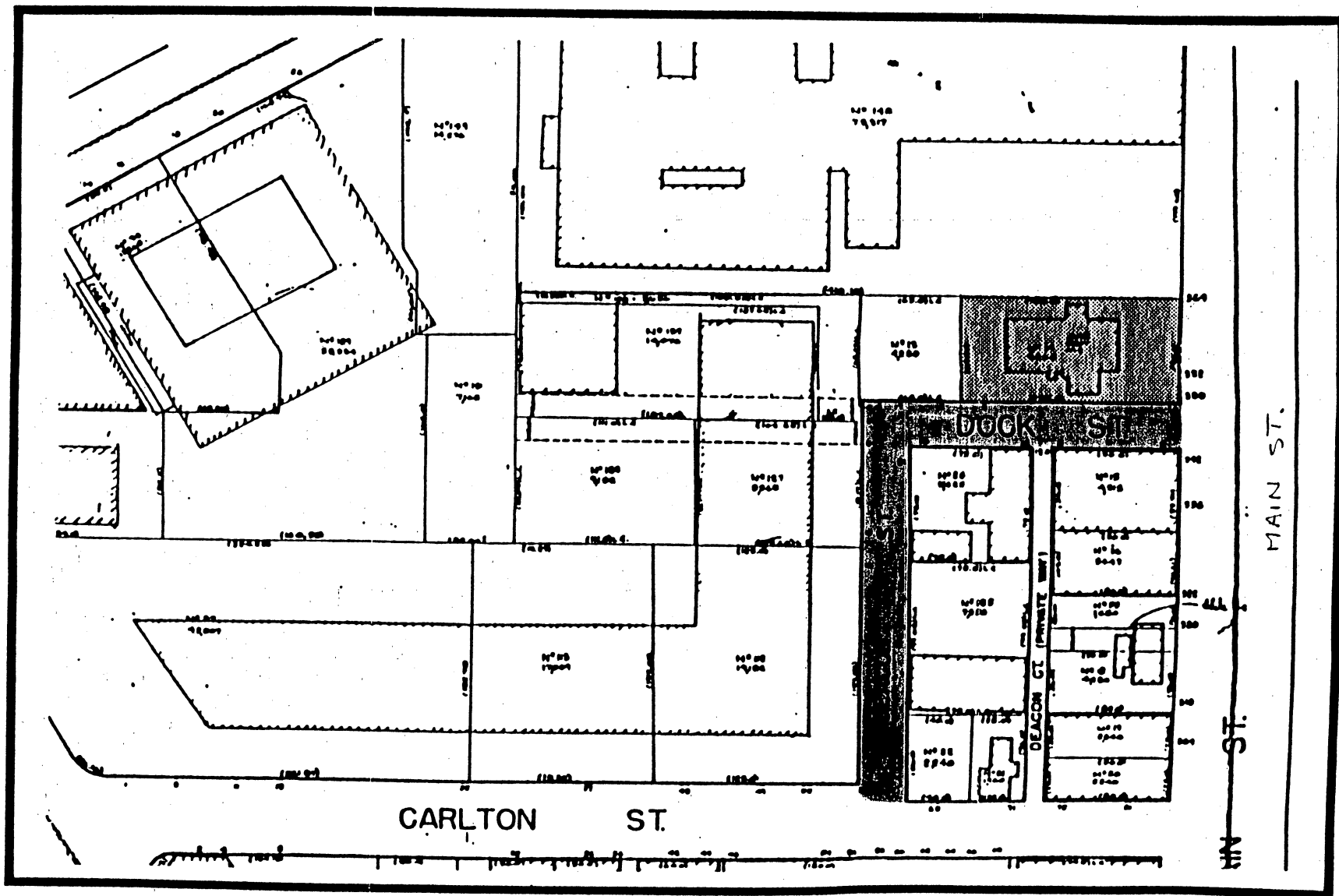
RECOMMENDATION: Continue to activate heart of Kendall Square, expand retail presence (especially at Parcel 3), make new housing significant component of the entire area.

*13. Make the image of the Eastern Sector feel more like Cambridge.*

**RECOMMENDATION:** Encourage diversity of architectural responses within a master plan that includes guidelines for timeless architecture and respect for human scale.

### **Process for Implementation**

I would like to ask that the City Council adopt these recommendations in principle, and send them to the Planning Board to be analyzed as to how these ideas could best be implemented. There are a variety of approaches. For example, they could be treated as advisory guidelines, to be used by City agencies and boards for reference in regard to any public actions taken in the area. Alternatively, they could be adopted more formally as part of the Zoning Ordinance relating to Kendall Square and neighboring districts. The Planning Board should be asked to report back to the Council by the end of the year for a proposed course of action.



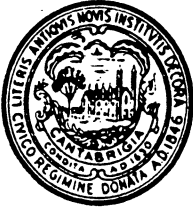
CARLTON ST.

MAIN ST.

DOCK ST.

DEACON CT. (PRIVATE WAY)

15.



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

May 7, 1994

To members of the Planning Board, City Council and interested parties:

**REPORT ON THE DISPOSITION OF 350 MAIN STREET, DEACON STREET & DOCK STREET:**

**Introduction**

On several occasions over the past year, I have stated my intention to leverage the sale of the former fire station at 350 Main Street, and two abutting streets, Deacon and Dock, to offset the costs of two priority capital projects: a computer-aided-dispatch (CAD) system to serve the emergency communications needs of the Fire and Police Departments, and a youth center to serve residents of the East Cambridge and Wellington-Harrington neighborhoods. On January 31, 1994, the City Council declared these parcels of land surplus property and available for disposition, consequently allowing the process for land disposition to begin.

Also over this past year, the entire Kendall Square area was the subject of a series of forums sponsored by the Mayor in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. The urban design recommendations that resulted from these forums (attached), now before the Planning Board, are important considerations in disposing of this property.

Section 2.110.010 of the City of Cambridge Municipal Code, Disposition of City Property, outlines a process for the City Manager to conduct which will result in "fair analysis of how the greatest public benefit can be obtained from the property in question." The ordinance enumerates a series of issues and stipulates that the City Manager prepare a report to carefully consider them. As required by the ordinance, a community meeting was held at City Hall on April 5, 1994 to discuss issues and community concerns. The following report addresses the points contained in the ordinance as well as the concerns raised at this meeting.

## The City Property

Deacon Street, Dock Street, and 350 Main Street (see map) consist of approximately 21,910 square feet in the Kendall Square area. At present, Deacon and Dock Streets are used for vehicular, pedestrian and bicycle traffic, providing access to the parking lot at Cambridge Trust Co. Both streets have asphalt paving and granite curbing in parts. The property at 350 Main Street is a former fire station which was built in 1894 and closed on July 1, 1993; it is a two story brick building which is currently boarded-up and vacant.

350 Main Street consists of 9,400 square feet of land. Deacon Street consists of 6,600 square feet of land. Dock Street consists of 5,910 of land.

### 1. Description and Analysis of the Alternative Uses for the City Property

There appear to be several reasonable alternatives for this City property, outlined below. The potential also exists for a mix of these uses, particularly alternatives 2 and 4; the public benefits and drawbacks would be adjusted accordingly.

1. Land is not sold.
2. Land is sold and used for commercial purposes.
3. Land is sold and used for housing.
4. Land is sold and used for institutional purposes.

Alternative #1:      Land is not sold.

Public benefits of not selling the property appear to be the following:

The primary public benefit of not selling the land is that it could be available for a future City purpose. The building could either be renovated, kept the way it is or demolished. This parcel could potentially be used for open space, for dead storage, or for general, city related office space.

Deacon and Dock Streets would remain open for vehicular circulation.

A public drawback to this alternative as open space:

The location and size of this parcel preclude its use for active open space. In addition, this particular area is a low priority for Capital budget park renovations.

**Financial Impacts:**

In this alternative, the City loses the opportunity for revenue, and incurs capital and operating expenses for remodeling, maintaining and staffing the building. If the building were renovated, at \$135 per square foot, it would cost the City approximately \$1.1 million (8,000 sf) to renovate the existing building. Based on the loss of potential revenue by not selling the property (and the expenses incurred for remodeling, maintaining and staffing), capital and operating funds would be diverted from other municipal purposes.

Alternative #2: Land is sold and used for commercial purposes.

Public benefits of selling the property and using it for commercial purposes appear to be the following:

Commercial development on this site would activate both sides of Main Street. A first floor commercial retail area would particularly improve the pedestrian environment on Main Street. This is consistent with the recommendations from the Mayor's forums on Kendall Square.

The development of this parcel for commercial purposes would result in employment opportunities from a multi-million dollar construction project. Also, there will potentially be future employment opportunities in such a commercial establishment.

Public drawbacks to this alternative include:

Depending on the use and size of the development, increased automobile traffic on neighborhood streets and increased parking demand are expected. However, the Traffic and Parking Department does not anticipate an increase in traffic congestion on surrounding roadways.

Development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that the only significant use of these streets is to provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

In this alternative the City will receive significant revenue from the sale of property, as well as annual property taxes. The maximum building capacity for a commercial establishment on this site is approximately 37,500 square feet (after allowing reasonable access, set-back and required parking). A five story building with a combination of retail and office space is worth

approximately \$120 per square foot, and based on FY94 property taxes, would yield the city an additional \$147,000/year.

The City no longer has the financial liability and costs of maintaining the building and streets.

Alternative #3: Land is sold and used for housing.

Public benefits of selling this property and using it for housing include the following:

This would be consistent with the Growth Policy Document (Policy #10) which encourages multiple uses - including residential use - in some evolving industrial areas to provide opportunities for those who work in the City to live there, to limit the use of automobiles to get to and travel within Cambridge, to encourage a more active use for longer periods throughout the day, and to limit the secondary impacts of new development on the existing established neighborhoods.

This would be consistent with a recommendation from Mayor's forum on Kendall Square: make new housing a significant component in the entire area, in order to add to the functional diversity of the area.

Public drawbacks appear to include the following:

The site is currently zoned Industry B, which does not allow for residential uses. The site would have to be rezoned. Two likely alternative zoning scenarios would be a high density residential zone comparable to the East Cambridge Riverfront area such as residence C3A, or a medium density multifamily residential zone such as Residence C1.

Housing in a Residence C3A zoned area would allow a 31 unit building; however after considering the allowed FAR, the minimum lot area per unit, and the setback, height and parking requirements, the building would be very awkward. Parking would need to be on the first two floors, which would create inactive space.

Housing in a Residence C1 zoned area would allow a maximum of 7 units on this parcel. Seven units on this particular parcel of land would be very isolated.

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that these streets provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

The costs of developing residential units on this property make it prohibitively expensive: costs include land and development costs. At \$100 per square foot for development, a 31 unit building would cost approximately \$100,000 per unit, exclusive of land costs; a 7 unit building would cost approximately \$110,000 per unit, exclusive of land costs.

The City will no longer have the financial liability and costs of maintaining the building and streets.

Alternative #4: Land is sold and used for institutional purposes.

Public benefits of selling this property and using it for institutional purposes include the following:

It is likely, given the location and land-ownership patterns in the area, that MIT will be a prime institutional bidder. This would be consistent with the City's Growth Policy document. The Growth Policy document on University expansion (Policy #5) states: "(M)ajor institutions...should be limited to those areas that historically have been occupied by such uses and to abutting areas that are reasonably suited to institutional expansion, as indicated by an institutional overlay district formally adopted by the City."

MIT is able to absorb the additional parking space required in its existing parking facilities; consequently use by it will not increase the demand on parking in the area.

Increased development in this area is consistent with the recommendation from the Mayor's forum on Kendall Square: the need to activate both sides of Main Street.

Public Drawbacks appear to include the following:

Use for a purely institutional purpose might not improve the pedestrian environment on Main Street. If this alternative is adopted, the Community Development Department advises that particular attention be given to creating visual connections between ground floors of buildings and the adjacent public ways (e.g. well lighted lobbies and spaces with people looking out as they work).

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets; however, these streets provide access only to MIT properties.

### **Financial Impacts:**

In this alternative the City will receive significant revenue from the sale of the property. However, the property will remain off the tax rolls, unless it is used commercially or the sale can be tied to a significant in-lieu of tax agreement which could affect the ultimate sale price.

The City will no longer have the financial liability and costs of maintaining the building and streets.

### **2. The Use of the City Property**

On July 1, 1993, Engine 7 at 350 Main Street was closed and ceased to operate as a Fire Station. It is currently boarded-up and vacant. Deacon and Dock Streets are used for vehicular, pedestrian and bicycle traffic, providing access to the parking lot at Cambridge Trust Co.

The costs associated with keeping the former fire station boarded up and vacant are minimal: approximately \$100/month for electricity for security lighting. The costs of maintaining the streets in the short-term are also minimal. However, it appears that the streets would need to be repaved and sidewalks replaced within the next 5 years at a cost of approximately \$50,000 (more than likely reimbursable by the State).

### **3. Zoning Status of the Property & Other Laws/Ordinances that Apply**

#### Zoning

Each of these properties is in the Industry B district, which allows for institutional, office/lab, retail and manufacturing. Two uses prohibited in this district are residential (transient housing is allowed by Board of Zoning Appeals special permit) and heavy manufacturing/processing as listed in Section 4.38.e. 1-8.

#### Historical

Since the building located on this property is over 50 years old (built in 1895), Chapter 2.78 of the Cambridge Municipal Code on "Historical Buildings and Landmarks" applies if demolition is to occur. According to the executive director of the Historical Commission, the building is significant, and before a demolition permit may be issued there must be a public hearing before the Historical Commission. The Commission has two choices: find the building to be preferably preserved - a finding that delays the demolition for six months and requires that the

building be maintained until "all approvals necessary for the issuance of a building permit" have been granted; or find that the new building would be preferable to the historic building - this option discourages the preparation of cleared sites and favors specific proposals for replacement buildings. Since this is an open bidding process where the buyer is unknown, the form of the new building (in this second alternative) would be determined by the seller through binding design guidelines; these guidelines can be presented to the Commission as evidence that the replacement building will be preferable.

#### **4. Attempts to Rezone the Property**

There have been no attempts to rezone this property within the past five years.

#### **5. The Development Potential of the Property**

Current zoning allows a FAR of 4.0 which would indicate that a building no greater than 87,640 square feet could be constructed on the site. For a developer of this property as a single site - without the ability to develop adjacent land in conjunction with the subject - achievement of the full density appears infeasible because of the difficulty of incorporating parking to meet minimum standards. If a non-abutter purchased the property, a maximum building size of 37,500 square feet is more realistic, after allowing for required parking, and reasonable access and set-back.

According to two recent independent real estate appraisals of this property (conducted by The Beal Companies and Eric Reenstierna Associates), the highest and best use of this property is the development of a multi-story building to the maximum feasible density, with the ground floor dedicated to retail use and the upper floors to office use. [The Appraisal Institute defines the highest and best use as that which is "physically possible, appropriately supported, financially feasible, and that results in the highest value."]

If this parcel is developed for purely institutional purposes by MIT, the site can be developed to its maximum potential. If this property were purchased for any commercial purpose (including an institutional/commercial mixed use), parking would need to be incorporated into the site unless an exemption were granted, as permitted under the Zoning Ordinance.

#### **6. A Full Description of Development Plans Proposed for the Site**

At this time, there are no specific development plans for this site. However, there are traffic and urban design issues that are important considerations for this site.

### Traffic

According to the Traffic and Parking Department, Deacon and Dock Streets are not critical to the traffic circulation pattern in the Kendall Square area. The only requirement is that accommodations be made for vehicles to turn around at the end of Carleton Street. The site is adjacent to or within walking distance of the Kendall Red Line Station, a bus stop, a taxi stand, commercial parking garages and a shuttle to Lechmere Station on the Green Line.

In addition, the City currently has a parking freeze with only a limited number of controlled parking spaces available for allocation to businesses and developments citywide. Therefore, development of these sites under three of the proposed alternatives (not sold, housing or commercial) would have limited parking on site; none of the proposed alternatives should increase traffic congestion on Main Street, Carleton Street or the surrounding roadways.

Deacon and Dock Streets are narrow two-way streets which form a right angle where they intersect, and provide access to Carleton Street and the building and parking lots located between Deacon and Main Streets. Carleton Street was leased to MIT in 1993 for 20 years with an option to renew for another 20 years. The City's understanding is that the street will remain open for general traffic during the lease period. If Deacon and Dock Streets were discontinued, a suitable turn-around area would need to be created at the end of Carleton Street to prevent vehicles from backing up the length of the street. Emergency vehicle access to Carleton Street from Main Street currently exists beside the MBTA station.

Development of part or all of this site would require additional parking and loading facilities. The parking would require the issuance of a Controlled Parking Facility Permit (CPFP) by the Interim Parking Control Committee. It is the policy of the Committee to issue only the minimum number of parking spaces required by the Zoning Ordinance; the development should meet the criteria outlined in Section 10.16.060 F of the Parking Freeze Ordinance. Access to a parking facility could be via Main Street with right turns in and out, or from Carleton Street. Neither driveway location would cause a traffic problem on area streets. A loading facility should be designed to allow vehicles to be completely off the public right-of-way when loading and unloading, which would reduce traffic congestion and improve public safety.

### Urban Design

Since November, 1992, Kendall Square and environs has been studied in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. In this regard, a series of forums sponsored by Mayor Reeves led to the Report of the Mayor's Forums and the subsequent City Council Order of November 1, 1993 (attached). As requested in that order, the Planning Board is reviewing the principles for the area, with the goal of making recommendations to the Council on actions to further the goals.

Deacon and Dock Streets and 350 Main Street are located on the Main Street corridor which relates both to the most active part of Kendall Square (the MBTA station, the public plaza, the Marriott Hotel, the Food Court, the Coop and Legal Seafoods) and to the mix of uses on the south side of the street including cafes and other retail, the Post Office, and office and academic facilities of MIT. In the short term, the guidelines encourage increased visibility of the retail uses in the vicinity, with improvements such as more inviting window displays at the Coop and perhaps some outdoor cafe tables at Legal Seafood.

The fire station site is on one of the most important pathways in Kendall Square. Therefore, in the opinion of the Community Development Department, every effort should be made to relate the building and its uses to this pathway in a positive manner. As new development occurs in the longer term, the Main Street frontage should have the most active ground floor uses that reasonably can be established. Kendall Square suffers from a lack of animation; this can be best overcome by retail on the ground floor of buildings. If such uses are not economically feasible, attention should be given to visual connections between ground floors of buildings and the adjacent public ways. For example, attractive, well lighted lobbies and spaces with people looking out as they work are essential. Blank walls and opaque glass should be avoided. Heights of buildings should be kept reasonably low alongside the public way, with higher elements set back to avoid excessive massiveness and shadow impacts.

Another long-term consideration is that a new transit facility could be established to serve not only this district, but also the entire region: the proposed circumferential transit system. Conceptually, this system could be designed to link Kendall Square via Lechmere Station to Boston, to Logan Airport, with ties to the Longwood Medical area and Roxbury. Obviously this is a visionary undertaking that will necessitate an enormous amount of study, political backing, money and time; it is only in the earliest stages of consideration. However, it is important to consider that Main Street would become even more critical as a link between Kendall Station and a new circumferential station that would most likely be established a block from the fire station, near the corner of Main and Binney Streets.

## **7. A Review of the Financial Arrangements**

The City recognizes that an important consideration on the sale of this property is insuring that future revenue potential beyond the sale price be considered when determining the highest bidder.

### **Appraisals**

Two independent appraisals have been prepared on this property. The appraisers were asked to evaluate the property in two ways: as a cleared site, and with the building on site.

Cleared site:	\$3,250,000	Eric Reenstierna Associates
	\$1,525,000	The Beal Companies
With the building:	\$1,860,000	Eric Reenstierna Associates
	\$606,000	The Beal Companies

While the ordinance requests the property's worth to the prospective buyer be determined, these appraisals were conducted for an unknown buyer. Obviously, the parcels' worth to the abutter is higher than to a nonabutter because of the potential assemblage value.

### The Community Meeting

A community meeting, convened by the City Manager, was held on April 5, 1994 to discuss community concerns and discuss issues related to the sale of 350 Main Street, Deacon and Dock Streets. This meeting was attended by approximately 25 persons representing the business community in Kendall Square, the East Cambridge neighborhood, and interested purchasers. Also in attendance were representatives of various City Departments (including Finance, Community Development, Emergency Communications, Historical Commission), and Councillors Born, Toomey and Sullivan. The comments from the 10 people who spoke were both positive and negative, and included a number of additional suggestions.

All speakers - except one - were in favor of the disposition. Most of the discussion centered around the City's process, timeline and cost expectations for disposition of these properties (from interested purchasers), the estimated costs for rehabilitating the existing building, and historical preservation issues.

There was interest in preserving the building, or at least encouraging a development on the parcel that addresses a "respect for the past" and "maintains part of the building's integrity." The one speaker against the disposition, from the Boston Preservation Alliance, supported preserving the building, and selling alternative property. The City Manager reaffirmed his commitment to historic preservation. Within the last 10 years, over \$26 million has been spent by the City on renovating buildings over 50 years old; an additional \$5.3 million has been approved for renovations to City Hall.

An East Cambridge resident who spoke supported the sale of the property to fund a youth center for the East Cambridge and Wellington-Harrington neighborhoods.

There was also discussion about the potential purchasers of the property. The City Manager

acknowledged the likelihood of MIT bidding on the property, since the Institute owns the abutting parcels.

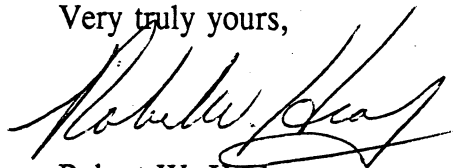
### Conclusion

The capital projects to be funded out of the proceeds of the sale of this property will provide clear, immediate benefits both to the City at large and the immediate neighborhood. Development of these parcels also has the potential to significantly improve the Kendall Square area.

Since there are urban design and historic preservation concerns with regard to the development of the parcel, I am instituting a design review process. I have assembled an interdepartmental group, including Urban Design Director Roger Boothe, Historical Commission Director Charles Sullivan and Deputy City Manager Richard Rossi, to develop binding design guidelines for any replacement building to be included in the Request for Proposal for Land Disposition. These guidelines will be forwarded to the Planning Board for review and recommendation; the Planning Board recommendation will be forwarded to me, and I will then submit my recommendations, with an application for a demolition permit, to the Historical Commission for approval. The interdepartmental group that drafts these guidelines will also be responsible for reviewing the plans for any future development.

I look forward to continued discussion and feedback on this proposal.

Very truly yours,



Robert W. Healy  
City Manager

### Attachments:

Report on Mayor's Forums

City Council Calendar Item #28 of 11/1/93



# City of Cambridge

23.

Calendar Item # 28

IN CITY COUNCIL

~~October 25, 1993~~

November 1, 1993

MAYOR REEVES

WHEREAS: Many opportunities exist for public and private cooperation in the future development of the eastern part of Cambridge, including in particular Kendall Square, the Commonwealth Energy sites, the Department of Transportation site, and the Kendall Square edge of the MIT campus; and

WHEREAS: The Mayor has sponsored a series of forums attended by representatives of the residential neighborhood, of businesses and institutional uses, and of the public sector; and

WHEREAS: These forums helped to create a common vision for how this area should evolve over the coming decades; and

WHEREAS: It would be most appropriate for the City Council to adopt a set of principles to help guide future development activities in this area in harmony with the ideas produced in these forums; now therefore be it

RESOLVED: That this Cambridge City Council request the Planning Board to consider the attached guidelines that are the product of the forums; and be it further

RESOLVED: That the Planning Board review these principles, acknowledging the participation and perspectives of all parties, and make recommendations to this Cambridge City Council for actions to further the goals developed through the forums as stated in the attached guidelines.

In City Council November 1, 1993.

Adopted by a ye and nay 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

# Report on the Mayor's Forums

## DRAFT Guidelines for Kendall Square and Environs

### The First Forum

I am pleased to transmit this report on the series of forums held to discuss the future of the eastern sector of Cambridge, ie. Kendall Square and environs. In the first forum of November, 1992, a broad range of questions were asked about economic development and employment, urban design, housing, transportation, and community participation over the next years in the development of this part of Cambridge. In a panel discussion, neighborhood residents and businesspeople expressed their concerns for how to create an economically viable part of the city that would also be people-oriented.

### The Second Forum

These themes were given some additional perspective in the second forum of March, 1993, with presentations by Peter Madsen of Gunwyn Development Corporation and Peter Rowe, Dean of the Harvard Graduate School of Design, who were asked to speak as distinguished professionals who have not been involved in this area. Their messages differed only in matters of detail and emphasis; they were remarkably similar in their overall assessment of what works and what could be better. They emphasized the need for active streets and ground floors of buildings, and for a coherent strategy for knitting all the future projects together, so that the whole will be greater than the sum of the parts.

### The Third Forum

Building on those themes and the complementary policies of the city's recent Growth Policy Initiative, the Community Development Department and their urban design consultant Dennis Carlone created a coherent set of principles to help us all guide development in Kendall Square and environs over the coming decades; these were presented at the final forum held in September, 1993. At that forum, Michael Rosenberg, Assistant City Manager for Community Development first explained the connections between the eastern sector urban design plan and the growth policy initiative.

In the broadest terms, the draft growth policy document entitled *Toward a Sustainable Future* intends to focus an image for Cambridge in the coming decades. That vision is "conserving, respecting the past, while not suggesting

that land uses in Cambridge remain frozen or static. It recognizes that some growth and change can be beneficial to the city. It builds on the recognition that Cambridge works and human diversity works. The current mix of urban form, scale, density, and mix of uses is worth sustaining and enhancing, both in existing neighborhoods and commercial districts, and in the older industrial areas."

Applying this vision to the eastern sector means that we must continue to find ways to make the entire area feel like it belongs in Cambridge. We must make better connections between all the constituent parts: the edge of the MIT campus, Kendall Square, the large holdings of Comm Energy, the DOT property, as well as the East Cambridge Riverfront and neighborhood and the Central Square area.

Many opportunities exist to enhance the area as a wide variety of projects come to fruition in the coming decades. We hope that the following principles can lead to a shared vision that will help the community make the most of this important part of the city.

### Urban Design Principles: Recommendations for Kendall Square and Environs

*1. Recognize that development opportunities in Cambridge's eastern sector will not be used up for a long time, possibly 30 years.*

RECOMMENDATION: Develop in phases that both stand alone and work together.

*2. Treat the entire area as a useable part of Cambridge, even though full development is not likely to occur for some time.*

RECOMMENDATION: Clean up debris and weeds, seed areas with grass where possible, and consider open space uses for vacant sites on an interim basis.

*3. Build in the spirit of the best of Cambridge, with its strong sense of community.*

RECOMMENDATION: Design public edges of Kendall Square and environs to be unified in spirit with neighboring properties.

*4. Incorporate those qualities of cities that make livable places to work and play.*

RECOMMENDATION: Consider the positive role that private development can play in making publicly oriented places.

*5. Build on the pedestrian and public transit nature of the city and make the main public ways into inviting avenues for people.*

RECOMMENDATION: Support the Circumferential project and potential connection to Parcel 3, improve pedestrian environment on Broadway, Main, Ames, and Third.

*6. Build new sidewalks and streets that reinforce the existing urban pattern.*

RECOMMENDATION: Extend the street grid pattern to make neighborhood-scale blocks.

*7. Create a special sense of place for each development area.*

RECOMMENDATION: Add significant new open spaces at the street level in each major area.

*8. Link areas' public open spaces with safe and enjoyable streets and walkways.*

RECOMMENDATION: Establish linking streets and walkways, including an improved Athenaeum St., Fifth St. Way, and new spaces for major blocks of development.

*9. Integrate public and private development in a positive, secure, and elegant manner.*

RECOMMENDATION: Build the principal open space and street system early in the process, limit unsightly, unused areas, and shift development bulk away from neighborhood.

*10. Group buildings to create an overall order in which the whole is greater than the sum of its parts.*

RECOMMENDATION: Recognize importance of activating both sides of Main Street, establish a typical five-story building block, orient taller buildings to avoid shading public spaces.

*11. Promote activity at the street level, the most important place for people.*

RECOMMENDATION: Encourage Coop to open up more to its surroundings, encourage Legal Seafood to have street cafes, urge new development to be welcoming at the street level.

*12. Create a functionally diverse and animated urban development.*

RECOMMENDATION: Continue to activate heart of Kendall Square, expand retail presence (especially at Parcel 3), make new housing significant component of the entire area.

*13. Make the image of the Eastern Sector feel more like Cambridge.*

**RECOMMENDATION:** Encourage diversity of architectural responses within a master plan that includes guidelines for timeless architecture and respect for human scale.

### **Process for Implementation**

I would like to ask that the City Council adopt these recommendations in principle, and send them to the Planning Board to be analyzed as to how these ideas could best be implemented. There are a variety of approaches. For example, they could be treated as advisory guidelines, to be used by City agencies and boards for reference in regard to any public actions taken in the area. Alternatively, they could be adopted more formally as part of the Zoning Ordinance relating to Kendall Square and neighboring districts. The Planning Board should be asked to report back to the Council by the end of the year for a proposed course of action.



### **The City Property**

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#### **1. Description and Analysis of the Alternative Uses for the City Property**

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The primary public benefit of not selling the land is that it could be available for a future City purpose. The building could either be renovated, kept the way it is or demolished. This parcel could potentially be used for open space, for dead storage, or for general, city related office space.

Deacon and Dock Streets would remain open for vehicular circulation.

A public drawback to this alternative as open space:

The location and size of this parcel preclude its use for active open space. In addition, this particular area is a low priority for Capital budget park renovations.

**Financial Impacts:**

In this alternative, the City loses the opportunity for revenue, and incurs capital and operating expenses for remodeling, maintaining and staffing the building. If the building were renovated, at \$135 per square foot, it would cost the City approximately \$1.1 million (8,000 sf) to renovate the existing building. Based on the loss of potential revenue by not selling the property (and the expenses incurred for remodeling, maintaining and staffing), capital and operating funds would be diverted from other municipal purposes.

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Public benefits of selling the property and using it for commercial purposes appear to be the following:

Commercial development on this site would activate both sides of Main Street. A first floor commercial retail area would particularly improve the pedestrian environment on Main Street. This is consistent with the recommendations from the Mayor's forums on Kendall Square.

The development of this parcel for commercial purposes would result in employment opportunities from a multi-million dollar construction project. Also, there will potentially be future employment opportunities in such a commercial establishment.

Public drawbacks to this alternative include:

Depending on the use and size of the development, increased automobile traffic on neighborhood streets and increased parking demand are expected. However, the Traffic and Parking Department does not anticipate an increase in traffic congestion on surrounding roadways.

Development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that the only significant use of these streets is to provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

In this alternative the City will receive significant revenue from the sale of property, as well as annual property taxes. The maximum building capacity for a commercial establishment on this site is approximately 37,500 square feet (after allowing reasonable access, set-back and required parking). A five story building with a combination of retail and office space is worth

approximately \$120 per square foot, and based on FY94 property taxes, would yield the city an additional \$147,000/year.

The City no longer has the financial liability and costs of maintaining the building and streets.

Alternative #3: Land is sold and used for housing.

Public benefits of selling this property and using it for housing include the following:

This would be consistent with the Growth Policy Document (Policy #10) which encourages multiple uses - including residential use - in some evolving industrial areas to provide opportunities for those who work in the City to live there, to limit the use of automobiles to get to and travel within Cambridge, to encourage a more active use for longer periods throughout the day, and to limit the secondary impacts of new development on the existing established neighborhoods.

This would be consistent with a recommendation from Mayor's forum on Kendall Square: make new housing a significant component in the entire area, in order to add to the functional diversity of the area.

Public drawbacks appear to include the following:

The site is currently zoned Industry B, which does not allow for residential uses. The site would have to be rezoned. Two likely alternative zoning scenarios would be a high density residential zone comparable to the East Cambridge Riverfront area such as residence C3A, or a medium density multifamily residential zone such as Residence C1.

Housing in a Residence C3A zoned area would allow a 31 unit building; however after considering the allowed FAR, the minimum lot area per unit, and the setback, height and parking requirements, the building would be very awkward. Parking would need to be on the first two floors, which would create inactive space.

Housing in a Residence C1 zoned area would allow a maximum of 7 units on this parcel. Seven units on this particular parcel of land would be very isolated.

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets. However, it should be noted that these streets provide access to MIT properties; alternative access to these properties is possible.

**Financial Impacts:**

The costs of developing residential units on this property make it prohibitively expensive: costs include land and development costs. At \$100 per square foot for development, a 31 unit building would cost approximately \$100,000 per unit, exclusive of land costs; a 7 unit building would cost approximately \$110,000 per unit, exclusive of land costs.

The City will no longer have the financial liability and costs of maintaining the building and streets.

Alternative #4: Land is sold and used for institutional purposes.

Public benefits of selling this property and using it for institutional purposes include the following:

It is likely, given the location and land-ownership patterns in the area, that MIT will be a prime institutional bidder. This would be consistent with the City's Growth Policy document. The Growth Policy document on University expansion (Policy #5) states: "(M)ajor institutions...should be limited to those areas that historically have been occupied by such uses and to abutting areas that are reasonably suited to institutional expansion, as indicated by an institutional overlay district formally adopted by the City."

MIT is able to absorb the additional parking space required in its existing parking facilities; consequently use by it will not increase the demand on parking in the area.

Increased development in this area is consistent with the recommendation from the Mayor's forum on Kendall Square: the need to activate both sides of Main Street.

Public Drawbacks appear to include the following:

Use for a purely institutional purpose might not improve the pedestrian environment on Main Street. If this alternative is adopted, the Community Development Department advises that particular attention be given to creating visual connections between ground floors of buildings and the adjacent public ways (e.g. well lighted lobbies and spaces with people looking out as they work).

The development of this property will result in the loss of vehicular access through Deacon and Dock Streets; however, these streets provide access only to MIT properties.

### **Financial Impacts:**

In this alternative the City will receive significant revenue from the sale of the property. However, the property will remain off the tax rolls, unless it is used commercially or the sale can be tied to a significant in-lieu of tax agreement which could affect the ultimate sale price.

The City will no longer have the financial liability and costs of maintaining the building and streets.

### **2. The Use of the City Property**

On July 1, 1993, Engine 7 at 350 Main Street was closed and ceased to operate as a Fire Station. It is currently boarded-up and vacant. Deacon and Dock Streets are used for vehicular, pedestrian and bicycle traffic, providing access to the parking lot at Cambridge Trust Co.

The costs associated with keeping the former fire station boarded up and vacant are minimal: approximately \$100/month for electricity for security lighting. The costs of maintaining the streets in the short-term are also minimal. However, it appears that the streets would need to be repaved and sidewalks replaced within the next 5 years at a cost of approximately \$50,000 (more than likely reimbursable by the State).

### **3. Zoning Status of the Property & Other Laws/Ordinances that Apply**

#### Zoning

Each of these properties is in the Industry B district, which allows for institutional, office/lab, retail and manufacturing. Two uses prohibited in this district are residential (transient housing is allowed by Board of Zoning Appeals special permit) and heavy manufacturing/processing as listed in Section 4.38.e. 1-8.

#### Historical

Since the building located on this property is over 50 years old (built in 1895), Chapter 2.78 of the Cambridge Municipal Code on "Historical Buildings and Landmarks" applies if demolition is to occur. According to the executive director of the Historical Commission, the building is significant, and before a demolition permit may be issued there must be a public hearing before the Historical Commission. The Commission has two choices: find the building to be preferably preserved - a finding that delays the demolition for six months and requires that the

building be maintained until "all approvals necessary for the issuance of a building permit" have been granted; or find that the new building would be preferable to the historic building - this option discourages the preparation of cleared sites and favors specific proposals for replacement buildings. Since this is an open bidding process where the buyer is unknown, the form of the new building (in this second alternative) would be determined by the seller through binding design guidelines; these guidelines can be presented to the Commission as evidence that the replacement building will be preferable.

#### **4. Attempts to Rezone the Property**

There have been no attempts to rezone this property within the past five years.

#### **5. The Development Potential of the Property**

Current zoning allows a FAR of 4.0 which would indicate that a building no greater than 87,640 square feet could be constructed on the site. For a developer of this property as a single site - without the ability to develop adjacent land in conjunction with the subject - achievement of the full density appears infeasible because of the difficulty of incorporating parking to meet minimum standards. If a non-abutter purchased the property, a maximum building size of 37,500 square feet is more realistic, after allowing for required parking, and reasonable access and set-back.

According to two recent independent real estate appraisals of this property (conducted by The Beal Companies and Eric Reenstierna Associates), the highest and best use of this property is the development of a multi-story building to the maximum feasible density, with the ground floor dedicated to retail use and the upper floors to office use. [The Appraisal Institute defines the highest and best use as that which is "physically possible, appropriately supported, financially feasible, and that results in the highest value."]

If this parcel is developed for purely institutional purposes by MIT, the site can be developed to its maximum potential. If this property were purchased for any commercial purpose (including an institutional/commercial mixed use), parking would need to be incorporated into the site unless an exemption were granted, as permitted under the Zoning Ordinance.

#### **6. A Full Description of Development Plans Proposed for the Site**

At this time, there are no specific development plans for this site. However, there are traffic and urban design issues that are important considerations for this site.

### Traffic

According to the Traffic and Parking Department, Deacon and Dock Streets are not critical to the traffic circulation pattern in the Kendall Square area. The only requirement is that accommodations be made for vehicles to turn around at the end of Carleton Street. The site is adjacent to or within walking distance of the Kendall Red Line Station, a bus stop, a taxi stand, commercial parking garages and a shuttle to Lechmere Station on the Green Line.

In addition, the City currently has a parking freeze with only a limited number of controlled parking spaces available for allocation to businesses and developments citywide. Therefore, development of these sites under three of the proposed alternatives (not sold, housing or commercial) would have limited parking on site; none of the proposed alternatives should increase traffic congestion on Main Street, Carleton Street or the surrounding roadways.

Deacon and Dock Streets are narrow two-way streets which form a right angle where they intersect, and provide access to Carleton Street and the building and parking lots located between Deacon and Main Streets. Carleton Street was leased to MIT in 1993 for 20 years with an option to renew for another 20 years. The City's understanding is that the street will remain open for general traffic during the lease period. If Deacon and Dock Streets were discontinued, a suitable turn-around area would need to be created at the end of Carleton Street to prevent vehicles from backing up the length of the street. Emergency vehicle access to Carleton Street from Main Street currently exists beside the MBTA station.

Development of part or all of this site would require additional parking and loading facilities. The parking would require the issuance of a Controlled Parking Facility Permit (CPFP) by the Interim Parking Control Committee. It is the policy of the Committee to issue only the minimum number of parking spaces required by the Zoning Ordinance; the development should meet the criteria outlined in Section 10.16.060 F of the Parking Freeze Ordinance. Access to a parking facility could be via Main Street with right turns in and out, or from Carleton Street. Neither driveway location would cause a traffic problem on area streets. A loading facility should be designed to allow vehicles to be completely off the public right-of-way when loading and unloading, which would reduce traffic congestion and improve public safety.

### Urban Design

Since November, 1992, Kendall Square and environs has been studied in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. In this regard, a series of forums sponsored by Mayor Reeves led to the Report of the Mayor's Forums and the subsequent City Council Order of November 1, 1993 (attached). As requested in that order, the Planning Board is reviewing the principles for the area, with the goal of making recommendations to the Council on actions to further the goals.

Deacon and Dock Streets and 350 Main Street are located on the Main Street corridor which relates both to the most active part of Kendall Square (the MBTA station, the public plaza, the Marriott Hotel, the Food Court, the Coop and Legal Seafoods) and to the mix of uses on the south side of the street including cafes and other retail, the Post Office, and office and academic facilities of MIT. In the short term, the guidelines encourage increased visibility of the retail uses in the vicinity, with improvements such as more inviting window displays at the Coop and perhaps some outdoor cafe tables at Legal Seafood.

The fire station site is on one of the most important pathways in Kendall Square. Therefore, in the opinion of the Community Development Department, every effort should be made to relate the building and its uses to this pathway in a positive manner. As new development occurs in the longer term, the Main Street frontage should have the most active ground floor uses that reasonably can be established. Kendall Square suffers from a lack of animation; this can be best overcome by retail on the ground floor of buildings. If such uses are not economically feasible, attention should be given to visual connections between ground floors of buildings and the adjacent public ways. For example, attractive, well lighted lobbies and spaces with people looking out as they work are essential. Blank walls and opaque glass should be avoided. Heights of buildings should be kept reasonably low alongside the public way, with higher elements set back to avoid excessive massiveness and shadow impacts.

Another long-term consideration is that a new transit facility could be established to serve not only this district, but also the entire region: the proposed circumferential transit system. Conceptually, this system could be designed to link Kendall Square via Lechmere Station to Boston, to Logan Airport, with ties to the Longwood Medical area and Roxbury. Obviously this is a visionary undertaking that will necessitate an enormous amount of study, political backing, money and time; it is only in the earliest stages of consideration. However, it is important to consider that Main Street would become even more critical as a link between Kendall Station and a new circumferential station that would most likely be established a block from the fire station, near the corner of Main and Binney Streets.

## **7. A Review of the Financial Arrangements**

The City recognizes that an important consideration on the sale of this property is insuring that future revenue potential beyond the sale price be considered when determining the highest bidder.

### Appraisals

Two independent appraisals have been prepared on this property. The appraisers were asked to evaluate the property in two ways: as a cleared site, and with the building on site.

Cleared site:           \$3,250,000   Eric Reenstierna Associates

                              \$1,525,000   The Beal Companies

With the building:   \$1,860,000   Eric Reenstierna Associates

                              \$606,000    The Beal Companies

While the ordinance requests the property's worth to the prospective buyer be determined, these appraisals were conducted for an unknown buyer. Obviously, the parcels' worth to the abutter is higher than to a nonabutter because of the potential assemblage value.

### **The Community Meeting**

A community meeting, convened by the City Manager, was held on April 5, 1994 to discuss community concerns and discuss issues related to the sale of 350 Main Street, Deacon and Dock Streets. This meeting was attended by approximately 25 persons representing the business community in Kendall Square, the East Cambridge neighborhood, and interested purchasers. Also in attendance were representatives of various City Departments (including Finance, Community Development, Emergency Communications, Historical Commission), and Councillors Born, Toomey and Sullivan. The comments from the 10 people who spoke were both positive and negative, and included a number of additional suggestions.

All speakers - except one - were in favor of the disposition. Most of the discussion centered around the City's process, timeline and cost expectations for disposition of these properties (from interested purchasers), the estimated costs for rehabilitating the existing building, and historical preservation issues.

There was interest in preserving the building, or at least encouraging a development on the parcel that addresses a "respect for the past" and "maintains part of the building's integrity." The one speaker against the disposition, from the Boston Preservation Alliance, supported preserving the building, and selling alternative property. The City Manager reaffirmed his commitment to historic preservation. Within the last 10 years, over \$26 million has been spent by the City on renovating buildings over 50 years old; an additional \$5.3 million has been approved for renovations to City Hall.

An East Cambridge resident who spoke supported the sale of the property to fund a youth center for the East Cambridge and Wellington-Harrington neighborhoods.

There was also discussion about the potential purchasers of the property. The City Manager

acknowledged the likelihood of MIT bidding on the property, since the Institute owns the abutting parcels.

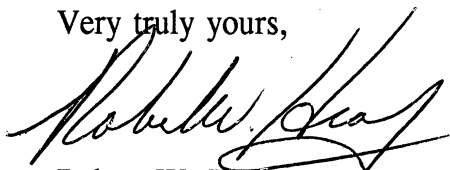
### Conclusion

The capital projects to be funded out of the proceeds of the sale of this property will provide clear, immediate benefits both to the City at large and the immediate neighborhood. Development of these parcels also has the potential to significantly improve the Kendall Square area.

Since there are urban design and historic preservation concerns with regard to the development of the parcel, I am instituting a design review process. I have assembled an interdepartmental group, including Urban Design Director Roger Boothe, Historical Commission Director Charles Sullivan and Deputy City Manager Richard Rossi, to develop binding design guidelines for any replacement building to be included in the Request for Proposal for Land Disposition. These guidelines will be forwarded to the Planning Board for review and recommendation; the Planning Board recommendation will be forwarded to me, and I will then submit my recommendations, with an application for a demolition permit, to the Historical Commission for approval. The interdepartmental group that drafts these guidelines will also be responsible for reviewing the plans for any future development.

I look forward to continued discussion and feedback on this proposal.

Very truly yours,



Robert W. Healy  
City Manager

### Attachments:

Report on Mayor's Forums

City Council Calendar Item #28 of 11/1/93



# City of Cambridge

23.

Calendar Item # 28

IN CITY COUNCIL

~~October 25, 1993~~

November 1, 1993

MAYOR REEVES

- WHEREAS: Many opportunities exist for public and private cooperation in the future development of the eastern part of Cambridge, including in particular Kendall Square, the Commonwealth Energy sites, the Department of Transportation site, and the Kendall Square edge of the MIT campus; and
- WHEREAS: The Mayor has sponsored a series of forums attended by representatives of the residential neighborhood, of businesses and institutional uses, and of the public sector; and
- WHEREAS: These forums helped to create a common vision for how this area should evolve over the coming decades; and
- WHEREAS: It would be most appropriate for the City Council to adopt a set of principles to help guide future development activities in this area in harmony with the ideas produced in these forums; now therefore be it
- RESOLVED: That this Cambridge City Council request the Planning Board to consider the attached guidelines that are the product of the forums; and be it further
- RESOLVED: That the Planning Board review these principles, acknowledging the participation and perspectives of all parties, and make recommendations to this Cambridge City Council for actions to further the goals developed through the forums as stated in the attached guidelines.

In City Council November 1, 1993.

Adopted by a ye and nay 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

# Report on the Mayor's Forums

## DRAFT Guidelines for Kendall Square and Environs

### The First Forum

I am pleased to transmit this report on the series of forums held to discuss the future of the eastern sector of Cambridge, ie. Kendall Square and environs. In the first forum of November, 1992, a broad range of questions were asked about economic development and employment, urban design, housing, transportation, and community participation over the next years in the development of this part of Cambridge. In a panel discussion, neighborhood residents and businesspeople expressed their concerns for how to create an economically viable part of the city that would also be people-oriented.

### The Second Forum

These themes were given some additional perspective in the second forum of March, 1993, with presentations by Peter Madsen of Gunwyn Development Corporation and Peter Rowe, Dean of the Harvard Graduate School of Design, who were asked to speak as distinguished professionals who have not been involved in this area. Their messages differed only in matters of detail and emphasis; they were remarkably similar in their overall assessment of what works and what could be better. They emphasized the need for active streets and ground floors of buildings, and for a coherent strategy for knitting all the future projects together, so that the whole will be greater than the sum of the parts.

### The Third Forum

Building on those themes and the complementary policies of the city's recent Growth Policy Initiative, the Community Development Department and their urban design consultant Dennis Carlone created a coherent set of principles to help us all guide development in Kendall Square and environs over the coming decades; these were presented at the final forum held in September, 1993. At that forum, Michael Rosenberg, Assistant City Manager for Community Development first explained the connections between the eastern sector urban design plan and the growth policy initiative.

In the broadest terms, the draft growth policy document entitled *Toward a Sustainable Future* intends to focus an image for Cambridge in the coming decades. That vision is "conserving, respecting the past, while not suggesting

that land uses in Cambridge remain frozen or static. It recognizes that some growth and change can be beneficial to the city. It builds on the recognition that Cambridge works and human diversity works. The current mix of urban form, scale, density, and mix of uses is worth sustaining and enhancing, both in existing neighborhoods and commercial districts, and in the older industrial areas."

Applying this vision to the eastern sector means that we must continue to find ways to make the entire area feel like it belongs in Cambridge. We must make better connections between all the constituent parts: the edge of the MIT campus, Kendall Square, the large holdings of Comm Energy, the DOT property, as well as the East Cambridge Riverfront and neighborhood and the Central Square area.

Many opportunities exist to enhance the area as a wide variety of projects come to fruition in the coming decades. We hope that the following principles can lead to a shared vision that will help the community make the most of this important part of the city.

### **Urban Design Principles: Recommendations for Kendall Square and Environs**

*1. Recognize that development opportunities in Cambridge's eastern sector will not be used up for a long time, possibly 30 years.*

RECOMMENDATION: Develop in phases that both stand alone and work together.

*2. Treat the entire area as a useable part of Cambridge, even though full development is not likely to occur for some time.*

RECOMMENDATION: Clean up debris and weeds, seed areas with grass where possible, and consider open space uses for vacant sites on an interim basis.

*3. Build in the spirit of the best of Cambridge, with its strong sense of community.*

RECOMMENDATION: Design public edges of Kendall Square and environs to be unified in spirit with neighboring properties.

*4. Incorporate those qualities of cities that make livable places to work and play.*

RECOMMENDATION: Consider the positive role that private development can play in making publicly oriented places.

*5. Build on the pedestrian and public transit nature of the city and make the main public ways into inviting avenues for people.*

RECOMMENDATION: Support the Circumferential project and potential connection to Parcel 3, improve pedestrian environment on Broadway, Main, Ames, and Third.

*6. Build new sidewalks and streets that reinforce the existing urban pattern.*

RECOMMENDATION: Extend the street grid pattern to make neighborhood-scale blocks.

*7. Create a special sense of place for each development area.*

RECOMMENDATION: Add significant new open spaces at the street level in each major area.

*8. Link areas' public open spaces with safe and enjoyable streets and walkways.*

RECOMMENDATION: Establish linking streets and walkways, including an improved Athenaeum St., Fifth St. Way, and new spaces for major blocks of development.

*9. Integrate public and private development in a positive, secure, and elegant manner.*

RECOMMENDATION: Build the principal open space and street system early in the process, limit unsightly, unused areas, and shift development bulk away from neighborhood.

*10. Group buildings to create an overall order in which the whole is greater than the sum of its parts.*

RECOMMENDATION: Recognize importance of activating both sides of Main Street, establish a typical five-story building block, orient taller buildings to avoid shading public spaces.

*11. Promote activity at the street level, the most important place for people.*

RECOMMENDATION: Encourage Coop to open up more to its surroundings, encourage Legal Seafood to have street cafes, urge new development to be welcoming at the street level.

*12. Create a functionally diverse and animated urban development.*

RECOMMENDATION: Continue to activate heart of Kendall Square, expand retail presence (especially at Parcel 3), make new housing significant component of the entire area.

*13. Make the image of the Eastern Sector feel more like Cambridge.*

**RECOMMENDATION:** Encourage diversity of architectural responses within a master plan that includes guidelines for timeless architecture and respect for human scale.

### **Process for Implementation**

I would like to ask that the City Council adopt these recommendations in principle, and send them to the Planning Board to be analyzed as to how these ideas could best be implemented. There are a variety of approaches. For example, they could be treated as advisory guidelines, to be used by City agencies and boards for reference in regard to any public actions taken in the area. Alternatively, they could be adopted more formally as part of the Zoning Ordinance relating to Kendall Square and neighboring districts. The Planning Board should be asked to report back to the Council by the end of the year for a proposed course of action.





15.

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

May 7, 1994

To members of the Planning Board, City Council and interested parties:

**REPORT ON THE DISPOSITION OF 350 MAIN STREET, DEACON STREET & DOCK STREET:**

**Introduction**

On several occasions over the past year, I have stated my intention to leverage the sale of the former fire station at 350 Main Street, and two abutting streets, Deacon and Dock, to offset the costs of two priority capital projects: a computer-aided-dispatch (CAD) system to serve the emergency communications needs of the Fire and Police Departments, and a youth center to serve residents of the East Cambridge and Wellington-Harrington neighborhoods. On January 31, 1994, the City Council declared these parcels of land surplus property and available for disposition, consequently allowing the process for land disposition to begin.

Also over this past year, the entire Kendall Square area was the subject of a series of forums sponsored by the Mayor in an attempt to clarify the community's vision for future work, building upon the experiences of the last decade of development in the area. The urban design recommendations that resulted from these forums (attached), now before the Planning Board, are important considerations in disposing of this property.

Section 2.110.010 of the City of Cambridge Municipal Code, Disposition of City Property, outlines a process for the City Manager to conduct which will result in "fair analysis of how the greatest public benefit can be obtained from the property in question." The ordinance enumerates a series of issues and stipulates that the City Manager prepare a report to carefully consider them. As required by the ordinance, a community meeting was held at City Hall on April 5, 1994 to discuss issues and community concerns. The following report addresses the points contained in the ordinance as well as the concerns raised at this meeting.

Cal #3

Consent Agenda #15

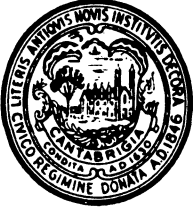
Transmitting communication from R. W. Healy  
relative to a report on the disposition of  
350 Main Street, Deacon Street and Dock Street.

In City Council May 9, 1994

Charter Right  
exercised by  
Councilman Born.

5/16/94 Referred to the

Planning Board  
5/18/94 Copy sent to Planning  
Board (D)



## 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

August 1, 1994

To the Honorable, the City Council:

At the June 27th meeting of the City Council, in accordance with Section 2.110.010 of the Cambridge Municipal Code, I submitted my recommendations on the disposition of Deacon, Dock Streets, and 350 Main Street as well as the Planning Board report. Also at the meeting, the City Council scheduled a public hearing to take place at tonight's meeting. **At this time I request that my recommendations on the disposition of this property be withdrawn.**

Background:

At the June 30th meeting of the Historical Commission, the City requested the Commission's sign-off on the demolition of the former fire station on this site, and was denied. Given this decision, I feel it is wise to stop the disposition process, for now, and re-examine the City's options for the site, given our financial needs and desire among some to preserve the building.

While preservation is appealing, there are several obstacles to this alternative, the most significant of which is cost. I do believe that financing for this project from a private party will be difficult to come by. The building needs extensive renovations, estimated in excess of \$1,000,000; in addition, there are substantial land costs.

Evaluating the alternative of building preservation raises the possibility of a City subsidy to a private concern, if City's priority is preservation of the building. I do not recommend such subsidy due to the fact that there are many projects awaiting financing that are a much higher priority, including the most immediate needs of a public safety computer-aided-dispatching (CAD) system and Eastern Cambridge Youth Center.

While we will take the next few months to re-examine the site and the City's options, I feel there is a strong likelihood that demolition of the building will eventually need to take place. There are several strong reasons why demolition should be allowed to take place:

1. Economic reality.

It is highly unlikely that a private party will be able to purchase this property for our minimum asking price, and invest additional money into renovating the structure. Two independent appraisals support this view: both valued the property significantly less with the building on the property.

Part of the economic reality of this site must also involve MIT and its desire for the location. It is my belief that MIT will eventually own the land, either directly from the City or from a private party if the City sold the site encumbered by the building. Imagine this scenario: the City sells the land and the building for a low initial sale price. After a few years, the private venture sells the property to MIT at a premium, and the City has essentially subsidized the private venture.

2. Strong design guidelines.

Design guidelines for a replacement building, submitted to the Council at the last meeting, take into consideration the City's desire for a livelier Kendall Square. Also, because these guidelines are binding on any building which encroaches upon the former City land, the City will have more say on the nature of development of this site than on any other site in Kendall Square.

3. Lack of strong support from the Cambridge Community for the preservation of the building.

After 4 public hearings (1 by City Manager, 2 by Planning Board, 1 by Historical Commission), opposition by Cambridge residents to the demolition has been limited. Those who have spoken against the demolition have for the most part either been non-residents or parties interested in purchasing the site. At the June 30th Historical Commission hearing, only one Cambridge resident was present in opposition to the demolition.

4. Recent history of historic renovations

Since I became City Manager, the City has spent over \$26,000,000 in renovating City buildings over 50 years old; these include extensive renovations to Fire Headquarters, Engine 4 (Porter Square) and Engine 6 (River Street). In addition \$5,300,000 has been approved by the City Council for the renovation of City Hall.

5. Commitment to other period fire stations.

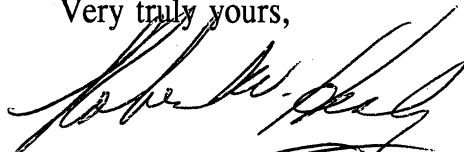
Engine 7 is one of 7 fire stations built by the City in the 1890's. In addition to the recently renovated Engine 4 and Engine 6, Engine 2 (Lafayette Square), Engine 8 (Taylor Square) and Engine 9 (Lexington Avenue) remain in operation. As a result of the fire consultants' study, these stations are likely to be in service for many years to come. While there is no guarantee

they will be renovated, the likelihood that they will be is quite high.

Also submitted tonight, under separate cover, is a request to borrow funds required to finance CAD. It is necessary to bond the CAD project since the revenue from the sale of City-owned property is not imminent and, in order for the CAD project to proceed, there needs to be an appropriation to which the expenses of the CAD project can be charged. If, in the relatively near future we are able to sell the property, I will request that the bond authorization be rescinded and the revenues from the sale offset the costs of CAD. The City Council should know that if we are forced to issue debt to finance CAD, the annual cost will exceed \$500,000 in tax supported debt.

The future of the youth center is less certain at this time. I have made a commitment to the East Cambridge and Wellington-Harrington neighborhoods for a youth center, one I fully intend to honor. Within the next few months I will submit to the City Council my recommended timeline and financing plan for this project. However, all must understand that we are at our legal property tax levy and our ability to finance both of these projects through tax supported debt is by no means certain.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy", written in a cursive style.

Robert W. Healy  
City Manager

Consent Agenda # 14 *Col #1*

Disposition of Deacon, Dock Streets  
and 350 Main Street.

*S-412*

*12/18/95 - Placed on file  
Pursuant to Order #1*

In City Council,  
August 1, 1994

*Tabled by  
Councillor Sullivan*

*12/19/94 Remains on  
table per request  
of Councillor  
Sullivan*