



*Rec'd 9 October 1974 - City Clerk's Copy*  
**Cambridge Redevelopment Authority**

336 MAIN STREET • CAMBRIDGE, MASSACHUSETTS 02142 • PHONE (617) 492-6800

October 9, 1974

City Manager James L. Sullivan  
Cambridge City Hall  
Cambridge, Massachusetts 02139

Re: Transmittal of Copies of Part I  
Amendatory Application for Loan and Grant

Kendall Square Urban Renewal Area  
Project No. Mass. R-107

Dear Mr. Sullivan:


Copies of Part I Amendatory Loan and Grant Application materials, which have been transmitted to the Department of Housing and Urban Development (HUD) as enclosures to our letter, dated September 27, 1974 --a copy of which was sent to you on that date--, are attached for your information.

The transmittal of all of the Part I materials required by HUD is presently being completed, as I indicated to you by telephone the other day.

As you know, Councillor Ackermann requested a copy of these materials last Monday evening. Additional copies of the materials are, therefore, being forwarded to you under separate cover for distribution to members of the City Council.

It should be pointed out once more that the Part I Amendatory Application for Loan and Grant, being submitted at this time to comply with a HUD-imposed deadline, in no way precludes the City Council from making a clear-cut decision with respect to future land use and development in Kendall Square. The submission, as you know, is general in nature so as to be able to accommodate any of the land use proposals that have been under discussion by the City Council in recent months, and to secure an adequate level of Federal funding for the actual development of any finally agreed-upon plan.

Sincerely yours,

  
Robert F. Rowland  
Executive Director

RFR:eal



# Cambridge Redevelopment Authority

336 MAIN STREET • CAMBRIDGE, MASSACHUSETTS 02142 • PHONE (617) 492-6800

## MEMORANDUM

To : James L. Sullivan

From : Robert F. Rowland

Date : September 27, 1974

Re : R-107 / Submission of HUD-Required Amendatory Application

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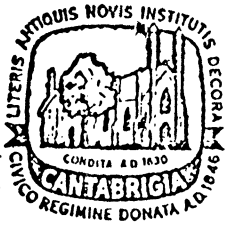
In accordance with our discussions during the last several weeks, we have submitted to the Department of Housing and Urban Development (HUD), a Part I Amendatory Application for Loan and Grant, as required by HUD, which if approved by that agency could provide for any of the land use proposals for the Kendall Square project area currently under consideration by you and the City Council.

A copy of the letter transmitting the amendatory application to HUD is attached. The submission serves to meet the City's obligation -- imposed on it by HUD in May 1974 when it was believed that a City Council decision would be made on this matter prior to the summer recess-- to transmit to HUD, on or before September 27, 1974, an amendatory application sufficient to assure the continued availability of Federal funds to meet the needs of the Kendall Square project.

It should be noted that this submission in no way precludes (1) a clear-cut decision by the City Council with respect to the use and development, in principle, of the 24 acres of available land in Kendall Square at such time as it may decide to make one, and (2) later formal approval by the City Council of further changes in the Urban Renewal Plan or proposed amendments thereto, or in any of the conditions pertaining to the proposed project undertaking, intended to scale down or contain in a more restrictive fashion the potential for the use and development of project land.

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RFR:cal



# Cambridge Redevelopment Authority

336 MAIN STREET • CAMBRIDGE, MASSACHUSETTS 02142 • PHONE (617) 492-6800

September 27, 1974

Mr. William H. Hernandez, Jr.  
Acting Area Director  
Region I  
Department of Housing and Urban Development  
Bulfinch Building  
15 New Chardon Street  
Boston, Massachusetts 02114

Re : Part I Amendatory Application for Loan and Grant  
Kendall Square Urban Renewal Area  
Project No. Mass. R-107

Dear Mr. Hernandez:

One (1) original and nine (9) copies of a Part I Amendatory Loan and Grant Application, for the Kendall Square urban renewal project, are transmitted herewith for your review and approval. This submission is made in accordance with (1) your letter to the Authority, dated May 13, 1974, in which we were informed of the availability of funds sufficient to meet the needs of the Kendall Square project, and (2) our submission to you of a "minimum" Part I Amendatory Application, dated May 31, 1974, sufficient to assure the maintenance of that reservation, as requested by HUD.

The attached submission includes Code Numbers R-201 through R-214, with the remaining code items to be transmitted during the next few days. We trust that this arrangement will be satisfactory to HUD. We also note that the portions included herein, particularly the planning-related items, are being transmitted somewhat earlier than requested in order to meet a processing schedule described to the Authority recently by Mr. David Myers of your staff.

As we stated in connection with our May 31, 1974 submission, the Application provides for (1) an increase not to exceed \$16,697,648 in the Project Capital Grant, including an increase not to exceed \$2,700,000 in interest costs, and (2) an increase not to exceed \$1,000,000 in the Relocation Grant. Since it is our understanding

That the Department has reserved a maximum of \$15,000,000 in additional Total Project Capital Grant funds for Kendall Square, excluding interest, the aggregate increase requested herein, which amounts to a maximum of \$14,997,648 if interest costs are excluded, falls within this limitation.

It should also be noted that, in an effort to keep this funding request within previously agreed-upon limits, we have eliminated certain project improvements which we continue to believe may be important to sound project planning as well as to the most expeditious marketing of project land in the context of the present downturn in the economy. We would hope that the future funding situation at HUD, as it relates to the Kendall Square project, will present an opportunity for the Authority to augment the project improvements component of this application in order to provide, at a later date, for these additional work items.

The Authority views the primary thrust of the Amendatory Application as a request for additional grant funds to cover the inflationary impact upon costs for basic activities previously contemplated and approved by HUD under the existing Urban Renewal Plan, where it has been necessary to postpone such activities as the direct result of more than seven (7) years of delay and inaction on the part of the National Aeronautics and Space Administration (NASA), the Department of Transportation (DOT), and General Services Administration (GSA). The only change in land use under the Plan involves the replacement of the original NASA designation for public use development north of Broadway, by a Department of Transportation (DOT) designation now limited to that portion of the original NASA site which had been developed prior to the closing of the NASA Electronics Research Center, and the designation of the remaining portion of that site for compatible uses consistent with local community development objectives.

If we can be of any assistance during your review of this Application, please contact us.

Sincerely yours,



Robert F. Rowland  
Executive Director

RFR:eal

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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CHECKLIST OF DOCUMENTS

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- TRANSMITTAL LETTER
- CHECKLISTS
- R-201 APPLICATION FOR LOAN AND GRANT
- (1) Form H-612 : Application for Loan and Grant.
  - (2) Exhibit A : Description of the perimeter boundary.
- R-202 LABOR STANDARDS
- R-211 COMMUNITY REQUIREMENTS DATA
- R-212 PROJECT AREA REPORT
- (1) Revised project area data. 
    - (a) Revised Form H-6120 : Summary of Project Data.
    - (b) Basis for revised project area data.
- R-213 AMENDMENT NO. 1 TO THE URBAN RENEWAL PLAN  
as proposed for submission to City Council.
- R-214 REPORT ON PLANNING PROPOSALS
- (1) Relationship to general plan and local objectives.
  - (2) Bases for determinations.
  - (3) Planning agency recognition.
  - (4) Zoning proposals.

- R-217 REPORT ON CITIZEN PARTICIPATION
- R-224 PROJECT IMPROVEMENTS REPORT
- (1) Eligibility and cost data.
- (2) Proposed solutions to special problems.
- (3) Information relating to local design standards.
- (4) Improvements of excess size or capacity.
- (5) Statement and findings respecting water pollution.
- R-225 LAND DISPOSAL REPORT
- (1) Tabulation of land disposal estimates.
- (2) Preliminary disposal plat.
- (3) Critical parcels to be disposed of for public or non-profit institutional use.
- (4) Redevelopment of land with special adaptability and value.
- R-226 COST ESTIMATE AND FINANCING REPORT
- (1) Form HUD-6200 : Project Cost Estimate and Financing Plan.
- (2) Form HUD-6220 : Project Expenditures Budget.
- (3) Narrative statements in support of Form HUD-6220.
- R-231 LEGAL DATA
- (1) Resolution of CRA authorizing filing application and certificate of recording officer.
- (2) Opinion of CRA counsel respecting Part I application and Amendment No. 1
- (3) Text of proposed notice of public hearing.

<p>U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT URBAN RENEWAL PROGRAM</p> <p><b>APPLICATION FOR LOAN AND GRANT</b></p>	<p>PROJECT LOCALITY <b>Cambridge, Massachusetts</b></p> <p>PROJECT NAME <b>Kendall Square Urban Renewal Area</b></p> <p>PROJECT NUMBER <b>Mass. R-107</b></p> <p>DATE RECEIVED (To be filled in by HUD)</p>
<p><i>INSTRUCTIONS: Prepare original and required copies for HUD. Place original in Binder No. 1, copies in remaining Binders.</i></p>	

**A. CORPORATE NAME OF APPLICANT**  
  
**Cambridge Redevelopment Authority**

**B. TYPE OF APPLICATION**

Temporary Loan and/or Capital Grant, for project execution [Complete all blocks]  
 Temporary Loan, for early land acquisition [Leave Blocks D and E Blank]

**C. SUBMISSION**

Initial application  
 Revision of previously approved application dated March 9, 19 72, for purpose of:

<input type="checkbox"/> Change in project area boundaries	<input checked="" type="checkbox"/> Revision in Relocation Grant
<input checked="" type="checkbox"/> Revision in Temporary Loan	<input type="checkbox"/> Revision in Rehabilitation Grant
<input checked="" type="checkbox"/> Revision in Project Capital Grant	<input type="checkbox"/> Other (Explain)

**D. REPAYMENT OF ADVANCES**

Upon undertaking this project, the Applicant will repay, with interest, Title I advances in the sums indicated and in accordance with the contract shown below:

ADVANCE CONTRACT NUMBER	AMOUNT OF CONTRACT	AMOUNT ADVANCED UNDER CONTRACT
Not Applicable	\$	\$
	\$	\$
	\$	\$

**E. EXISTING FEDERAL AUTHORIZATIONS** **Not Applicable**  
 Estimated survey and planning costs for this project, in accordance with the most recent approved Survey and Planning Budget No. \_\_\_\_, approved on \_\_\_\_, 19 \_\_\_\_, \$ \_\_\_\_\_

**F. TYPE AND AMOUNT OF FUNDS BEING APPLIED FOR**

TYPE <i>(Check applicable items)</i>	TOTAL AMOUNT	COMPLETE ONLY IF REVISION
		AMOUNT OF CHANGE (+) or (-)
<input checked="" type="checkbox"/> TEMPORARY LOAN	\$ 45,191,291	( + ) \$ 16,879,715
<input checked="" type="checkbox"/> PROJECT CAPITAL GRANT <input checked="" type="checkbox"/> 2/3 Basis      3/4 Basis: <input type="checkbox"/> Limited project costs <input type="checkbox"/> Municipality with population of 50,000 or less <input type="checkbox"/> In Redevelopment Area, municipality with population of more than 50,000	\$ 35,530,648	( + ) \$ 16,697,648*
<input checked="" type="checkbox"/> RELOCATION GRANT	\$ 4,705,576	( + ) \$ 1,000,000
<input type="checkbox"/> REHABILITATION GRANT	\$	( ) \$

**G. PROGRAM**       Title I of the Housing Act of 1949, as amended to date       Title I of the Housing Act of 1949, as amended prior to the Housing Act of 1954

**H. CATEGORY OF PROJECT ELIGIBILITY**Enter Roman number designation as checked on Form HUD-6120, *Summary of Project Data*: VIIIf project is under "disaster area" provisions of Section III of Title I, check here: **I. APPLICATION**

The Applicant hereby applies to the United States of America for the financial assistance indicated in Block F above, under the provisions of Title I as identified in Block G above, to aid in financing the project described in this application.

**J. SUPPORTING DOCUMENTATION**

The documentation submitted in support of this application shall be considered part of this application.

**K. ESTIMATED COMPLETION DATE OF PROJECT EXECUTION STAGE:** December 31, 19 78<sup>1</sup>*(Complete the following estimated time schedule of major steps in executing the project)*

PROJECT ACTIVITY	NUMBER OF MONTHS <u>Dec. 28, 1965</u>		
	TOTAL FOR ACTIVITY (a)	FROM CONTRACT EXECUTION TO	
		START OF ACTIVITY (b)	COM. OF ACTIVITY (c)
1. Rehabilitation to meet project completion requirements			
2. Land acquisition	106	2nd	108th
3. Relocation of site occupants	118	2nd	120th
4. Demolition and site clearance	117	3rd	120th
5. Site preparation, including installation of project improvements	148	4th	152nd
6. Disposition of land in project area	146	6th	152nd
7. Financial settlement and project completion <i>(After completion of above activities)</i>	3	153rd	156th

**L. PROJECT AREA BOUNDARIES**<sup>2</sup>The project area herein described is the identical area covered by the Urban Renewal or Redevelopment Plan as approved by the governing body of the Local Public Agency on August 30, 1965.*(Describe boundaries of project as set forth in each Plan and attach to this application)***M. EXECUTION**

IN WITNESS WHEREOF, the applicant has caused this application to be executed in its name, and its seal to be hereunto fixed and attested, this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_.

[SEAL]

Cambridge Redevelopment Authority*Corporate Name of Applicant*By \_\_\_\_\_  
*Signature*Robert F. Rowland  
Executive Director*Title*336 Main Street*Address*Cambridge, Massachusetts 02142*City, State, and ZIP Code*<sup>1</sup> For an Application for Early Land Acquisition Loan, enter estimated effective date of the Contract for Loan and Grant for project execution activities. Complete Lines 2, 3, and 4, and leave Lines 1, 5, 6, and 7 blank.<sup>2</sup> For an Application for Early Land Acquisition Loan, delete the phrase "covered by the Urban Renewal or Redevelopment Plan as approved" and insert "described in the Resolution adopted".

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

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EXHIBIT A : PERIMETER BOUNDARY DESCRIPTION

CODE NO. R-201

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The project area is described as follows:

That certain tract of land, referred to as the Kendall Square Urban Renewal Area, situation in the City of Cambridge, County of Middlesex, Commonwealth of Massachusetts, and bounded generally as follows:

Beginning at a point, near the southwesterly corner of the tract herein described, which point is the intersection of the northerly sideline of Main Street with the westerly sideline of land or right-of-way now or formerly of the Boston and Albany (Grand Junction) Branch Railroad;

Thence, running northerly by various courses and distances along the westerly sideline of land or right-of-way now or formerly of the Boston and Albany (Grand Junction) Branch Railroad to a point which is the intersection of said line with the northerly sideline of Binney Street;

Thence, turning an angle and running easterly by various courses and distances along the northerly sideline of Binney Street to a point which is the intersection of said line with the easterly sideline of Third Street;

Thence, turning an angle and running southerly by various courses and distances along the easterly sideline of Third Street to a point which is the intersection of said line with the northerly sideline of the so-called Broad Canal;

Thence, continuing southerly across the so-called Broad Canal to a point which is the intersection of the southerly sideline of the so-called Broad Canal with the easterly sideline of Third Street;

Thence, continuing southerly by various courses and distances along the easterly sideline of Third Street to a point of curvature at Broadway;

Thence, running southeasterly on a curved line twenty-three (23) feet more or less along the northeasterly sideline of Broadway to a point of tangency located on the northeasterly sideline of Broadway fifteen (15) feet more or less from a point which is the intersection of the prolongation of the northeasterly sideline of Broadway with the prolongation of the easterly line of Third Street;

Thence, running southeasterly by various courses and distances along the northeasterly sideline of Broadway to a point which is the intersection of said line with the northerly sideline of Main Street;

Thence, turning an angle and running easterly by various courses and distances along the northerly sideline of Main Street to a point which is the intersection of said line with the westerly property line of land now or formerly of Cambridge Gas Company;

Thence, turning an angle and running southerly across Main Street along a line which is the prolongation of the westerly property line of land now or formerly of Cambridge Gas Company to a point which is the intersection of said line with the southerly sideline of Main Street;

Thence, turning an angle and running westerly by various courses and distances along the southerly sideline of Main Street to a point which is the intersection of said line with the westerly sideline of land or right-of-way now or formerly of the Boston and Albany (Grand Junction) Branch Railroad;

Thence, turning an angle and running northerly across Main Street to a point which is the intersection of the northerly sideline of Main Street with the westerly sideline of land now or formerly of the Boston and Albany (Grand Junction) Branch Railroad, which point is the place of beginning.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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LABOR STANDARDS

CODE NO. R-202

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Request is hereby made for a determination of prevailing technical salaries by the Secretary of Housing and Urban Development. City of Cambridge and Commonwealth of Massachusetts officials make no such determination.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

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COMMUNITY REQUIREMENTS DATA

CODE NO. R-211

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HUD is no longer requiring the submission of a Workable Program by the City of Cambridge.

There have been no adopted changes to the general plan since the last submission of a Workable Program, in 1972. However, the general plan is now in the process of being revised, and any changes will be transmitted to HUD at the appropriate time. It is anticipated that the amendments to the Kendall Square Urban Renewal Plan will be consistent with the provisions of the general plan.

## DATA ON CONSERVATION AREA, OR CONSERVATION SECTIONS OF PROJECT AREA

## H. PRESENT CHARACTER, CONDITION OF BUILDINGS, AND PROPOSED LAND USES

(Areas shall be shown to nearest tenth of an acre. Meanings of terms are identical with those in Urban Renewal Manual, Ch. 3-2; material in Ch. 3-1 under the heading "Building Deficiencies"; and criteria in Ch. 10-1 for "Clearance and Redevelopment")

ITEM	ACREAGE						CONDITION OF BUILDINGS				ACREAGE BY PROPOSED LAND USES
	TOTAL	BY PRESENT CHARACTER			BY PROPOSED ACQUISITION		TOTAL BUILDINGS	NUMBER WITH DEFICIENCIES	NUMBER STRUCTURALLY SUBSTANDARD REQUIRING CLEARANCE	NUMBER WARRANTING CLEARANCE TO REMOVE BLIGHTING INFLUENCES	
		IMPROVED		UNIMPROVED	TO BE ACQUIRED	NOT TO BE ACQUIRED					
		WITH BUILDINGS OR STREETS	WITH OTHER IMPROVEMENTS								
TOTAL										63.03	
1. Streets, Alleys, Public Rights-of-Way, Total										28.86	
a. Major Transportation										-	
(1) With Federal Highway Aid										-	
(2) Without Federal Highway Aid										-	
b. Other Streets, Alleys, Public Rights-of-Way										28.86	
2. Residential, Total										-*	
a. Dwelling Purposes										-	
b. Related Public or Semipublic Purposes										-	
3. Nonresidential, Total										34.17	
a. Commercial										8.9 *	
b. Industrial										70.30	
c. Public or Semipublic (Institutional)										DOT 14.97	
d. Open or Unimproved Land Not Included in 3a, b, or c above											

\*Residential uses may be incorporated in a mixed use development under the general category of commercial development (as for example, office, retail, hotel, apartments, etc.). The amount of such residential uses, if any, and the land area to be devoted thereto, is undetermined at this time.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

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PROJECT AREA REPORT

CODE NO. R-212

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(1) (b) Basis for revised project area data.

Revisions to HUD Form H-6120, Data on Clearance Area, "Acreage by Proposed Land Uses" are a direct result of the closing of the National Aeronautics and Space Administration (NASA) Electronics Research Center prior to its completion in accordance with the approved Urban Renewal Plan and the land disposition contract dated June 13, 1966, as amended; the occupancy of the developed portion of the original NASA site by the Department of Transportation (DOT); the designation of the remaining portion of the NASA site for compatible uses consistent with definite local objectives for community development; and related matters.

September 24, 1974

AMENDMENT NO. 1  
URBAN RENEWAL PLAN  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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Whereas, the Cambridge Redevelopment Authority desires to modify, as hereinafter set forth, certain provisions of the urban renewal plan known as the "Urban Renewal Plan, Kendall Square Urban Renewal Area, Project No. Mass. R-107", approved by the Cambridge Redevelopment Authority, on August 24, 1965, in order to reflect the closing of the National Aeronautics and Space Administration (NASA) Electronics Research Center prior to its completion in accordance with the approved Urban Renewal Plan, and land disposition contract dated June 13, 1966, as amended, and related matters;

Now, therefore, said Plan is hereby modified as follows:

- (1) Section 102 of the Plan shall be amended by changing the period at the end to a comma and adding the following:  
and respecting maximum blue collar and non-professional white collar employment, employment needs of present and future Cambridge residents, upgrading of worker skills and wages in a manner commensurate with the cost of living in Cambridge, respecting improved truck access to and through the project

(amendment continued on next page...)

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area, and respecting the provision of a decent, pleasant, and humane environment involving a mixture of those land uses needed to produce balanced development.

(2) Section 103(b) and 802 of the Plan are amended by deleting the words "Division of Urban Renewal of the Massachusetts Department of Commerce and Development" and replacing those words with "Massachusetts Department of Community Affairs".

(3) Section 110 is amended by deleting the date June 30, 1965 and replacing that date with September 30, 1974.

(4) Section 303 of the Plan is amended to read as follows:

The existing zoning district within which the project area is located shall be changed from "Industry B District" to "Industry A District" within the portion of the project area located north of the proposed right of way of Broadway, as shown on Map 1 : Proposed Land Use Plan attached hereto as Exhibit B of the Urban Renewal Plan and the remaining portion of the zoning district in which the project area is located shall be changed within the project area from "Industry B District" to "Business B District", by amendment upon the "Zoning Map", under the provisions of "Article I : Administration and Enforcement", set forth in City of Cambridge,

(amendment continued on next page...)

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Massachusetts, Zoning Ordinance, ordained May 28, 1962, as amended to and including September 30, 1974. Zoning changes shall be made as soon as practicable, prior to the time land is disposed of by the Authority for reuse and development, in accordance with the land use plan and the land use provisions and building requirements set forth in the Urban Renewal Plan.

(5) Section 304 of the Plan is amended to read as follows:

The location and nature of proposed public or special purpose uses, shall be as shown on Map 1 : Proposed Land Use Plan, attached hereto as Exhibit B of the Urban Renewal Plan, to be developed by:

- (a) The Department of Transportation (DOT) for a Transportation Systems Center (TSC) in that portion of the project area, bounded, generally, by or abutting Broadway, Sixth Street, Binney Street, and Third Street, except for land now or formerly of Cambridge Gas Company;
- (b) The Massachusetts Bay Transportation Authority (MBTA) for improved subway, rapid transit, bus transportation and terminal, passenger station and interchange, electric power, and appurtenant facilities and incidental or accessory services, tentatively, in that portion of the project area adjoining or related to the present subway

(amendment continued on next page...)

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station and tunnel located under Main Street.

The City of Cambridge, the Cambridge Redevelopment Authority, or other public or quasi-public agencies, may develop or cause to be developed, at any location or locations, such other public or special purpose uses, as approved by the Cambridge Redevelopment Authority, as may be required to carry out the Urban Renewal Plan.

(6) Section 401 of the Plan is amended to read as follows:

The uses permitted in the portion of the project area north of the proposed right of way of Broadway and on land designated to be acquired by the Cambridge Redevelopment Authority shall be the uses permitted generally, or under special permit, therein for "Industry A Districts" in accordance with the provisions of "Article IV : Use Regulations", as set forth in City of Cambridge, Massachusetts, Zoning Ordinance, ordained May 28, 1962 as amended to and including September 30, 1974, except for storage uses, and open-air or drive-in retail and service uses.

The uses permitted in the remainder of the project area on land designated to be acquired by the Cambridge Redevelopment Authority shall be the uses permitted generally, or under special permit,

(amendment continued on next page...)

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therein for "Business B Districts" in accordance with the provisions of "Article IV : Use Regulations", as set forth in City of Cambridge, Massachusetts, Zoning Ordinance, as ordained May 28, 1962 as amended to and including September 30, 1974.

- (7) Section 402 is amended to be entitled "Dimensional Requirements" and to read as follows:

Dimensional requirements pertaining to floor area ratios, dwelling unit densities and parking and loading requirements shall be those set forth in the City of Cambridge, Massachusetts, Zoning Ordinance, ordained May 28, 1962 as amended to and including September 30, 1974.

- (8) Sections 403 and 404 of the Plan are deleted.

- (9) Section 405 shall become Section 403.

- (10) Section 406 shall become Section 404.

- (11) Section 407 shall become Section 405 and shall be amended by replacing the date June 30, 1965 with September 30, 1974.

- (12) Section 408 shall become Section 406.

- (13) Section 409 shall become Section 407.

(amendment continued on next page...)

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(14) Section 410 shall become Section 408.

(15) Section 411 shall become Section 409.

(16) Section 412 shall become Section 410.

(17) Section 413 shall become Section 411.

(18) Section 502 of the Plan is amended by adding the following:

(f) An environmental impact assessment.

(19) A new section 508 shall be added to the Plan entitled

"Environmental Impact Assessment" to read as follows:

The environmental impact assessment shall set forth in appropriate detail any anticipated damage by the development to the natural resources of the area.

(20) Section 508 of the Plan shall become Section 509.

(21) Section 509 of the Plan shall become Section 510.

(22) Section 604 of the Plan is amended to read as follows:

At no time shall the acquisition, development, construction, installation, reconstruction, disposal or conveyance by sale or lease, management, or maintenance of any part or parcel of land

(amendment continued on next page...)

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within the project area or of improvements thereon, to or by any person, be denied, restricted, or abridged, nor his employment thereon, or his use, occupancy, or possession thereof preferred, discriminated against, segregated, or refused because of race, religion, sex, color, or national origin.

All transactions affecting or respecting such activities shall be subject to the applicable provisions of Chapter 151-B of the Massachusetts General Laws as amended, and to all other applicable Federal, State and local laws, ordinances, and regulations guaranteeing civil rights, providing for equal opportunities in housing, employment, and education, and prohibiting discrimination or segregation because of race, religion, sex, color, or national origin.

No covenant, agreement, contract, lease, conveyance, or other instrument shall be effected or executed by the Cambridge Redevelopment Authority, or its contractors, or by developers, purchasers, or lessees of any part or parcel of land within the project area, or their successors in interest, contractors, lessees, sub-lessees, or assigns, whereby the disposition of any rights, title, or interests, in whole or in part in such land

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shall be restricted because of race, religion, sex, color, or national origin.

Every covenant, agreement, contract, lease, conveyance, or other instrument by which any part or parcel of land within the project area is disposed of or by which its improvement is provided for shall include an affirmative covenant which shall obligate and bind each developer, contractor, purchaser, lessee, grantee, or other party to such instrument, or any successors in interest, contractors, lessees, sub-lessees, grantees, assigns, or other parties, so that there shall be no discrimination because of race, religion, sex, color, or national origin in the sale, lease, or rental, or in the employment on, or in the use, occupancy, or possession of such land or of any improvements constructed or to be constructed thereon.

The Cambridge Redevelopment Authority shall take all steps necessary and appropriate to enforce such provisions and covenants, and shall not itself so discriminate.

(23) Section 702 of the Plan is amended to read as follows:

The Urban Renewal Plan for the project area, proposed urban renewal actions, and the renewal and redevelopment of the

(amendment continued on next page...)



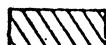
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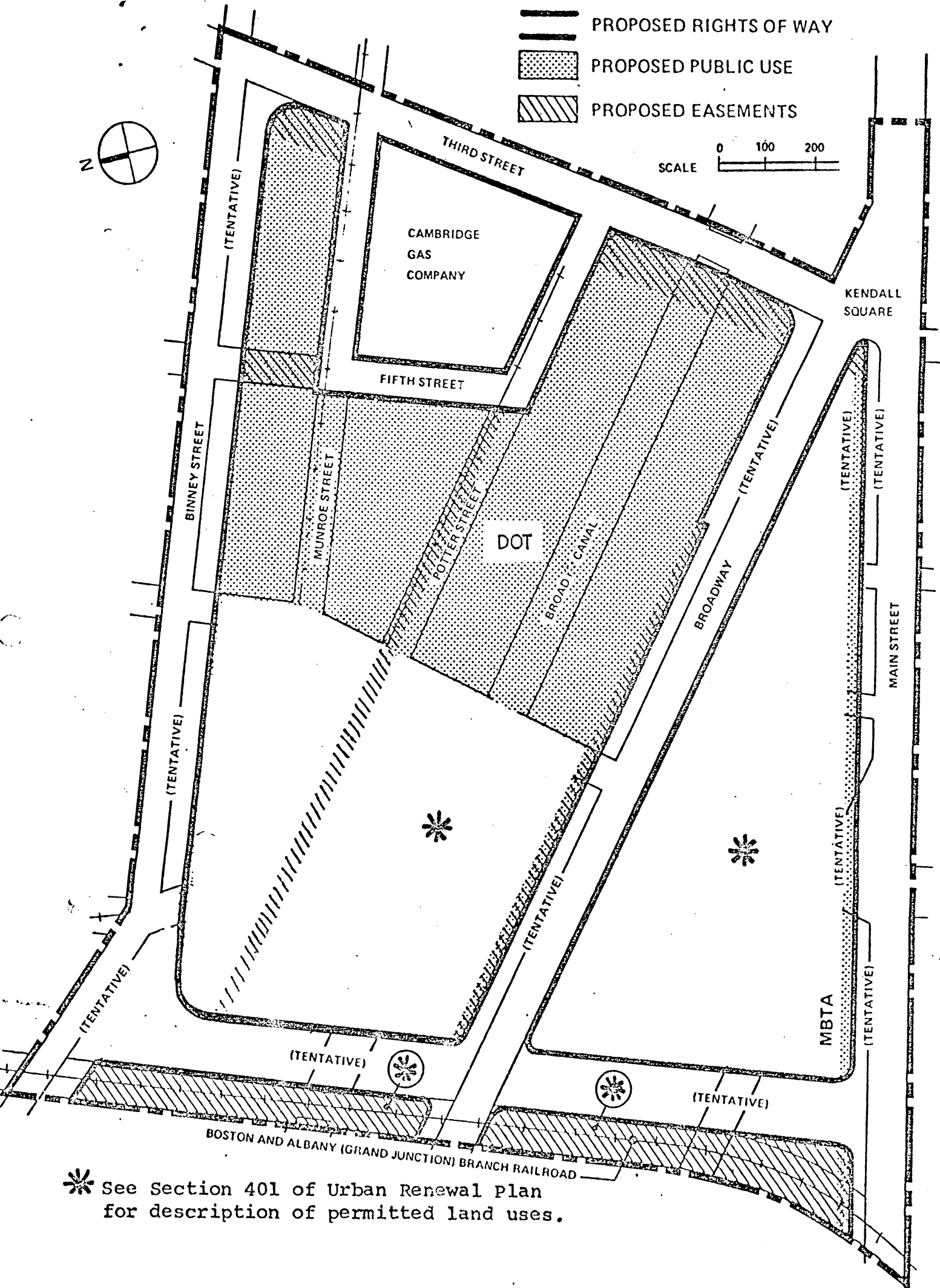
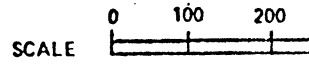
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project area for predominantly nonresidential uses are related to definite local objectives as set forth in Section 102 by:

- (a) Providing for the development of those uses normally permitted in light industry with those exceptions set forth in Section 401 and general business areas;
  - (b) Providing for the discontinuance of local, short and narrow streets and private ways;
  - (c) Providing for the redevelopment of Massachusetts Bay Transportation Authority (MBTA) facilities in such a way as to make them more convenient, attractive and efficient;
  - (d) Providing for the adjustment of utility service lines, making them more efficient and capable of providing better and more uninterrupted service; and
  - (e) Requiring new building development to contain appropriate allowances for open space, landscaping and vehicular parking and loading arrangements.
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EXHIBIT B MAP 1: PROPOSED LAND USE PLAN

-  PROPOSED RIGHTS OF WAY
-  PROPOSED PUBLIC USE
-  PROPOSED EASEMENTS



\* See section 401 of Urban Renewal Plan for description of permitted land uses.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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REPORT ON PLANNING PROPOSALS

CODE NO. R-214

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(1) Relationship to general plan and local objectives.

The degree to which planning proposals are in conformity with the general plan, and consistent with definite local objectives, is described in the approved Urban Renewal Plan and the proposed plan amendment submitted as Code No. 213.

(2) Bases for determination.

The following documents outline the progression in the articulation of local objectives, and in preliminary planning proposals which resulted in the planning proposals incorporated in the proposed urban renewal plan amendment:

- (a) City Council order, adopted July 2, 1973.
- (b) Land use recommendation for Kendall Square, dated May 14, 1974, submitted by the Kendall Square Task Force.
- (c) Memorandum, dated July 24, 1974, from Cambridge City Manager to Cambridge City Council, regarding City Manager land use proposals.
- (d) Pamphlet, dated August, 1974, outlining land use plans for Kendall Square.

Copies of these documents are attached hereto.

(3) Planning agency recognition.

The Urban Renewal Plan as amended conforms to a comprehensive plan for the community as a whole as described in the Plan amendment submitted as Code No. 213. A formal determination to this effect by the Cambridge Planning Board is anticipated and will be forwarded to HUD at the appropriate time.

(4) Zoning proposals.

Zoning proposals are described in the Plan amendment submitted as Code No. R-213. The amendment clearly identifies the zoning district changes required to carry out the Urban Renewal Plan as amended:

- (a) "heavy industry" (I-B) to "light industry (I-A) north of Broadway, and
- (b) "heavy industry" (I-B) to "general business" (B-B) in the remainder of the project area.

## REPORT AND RECOMMENDATIONS

Various public hearings, documents prepared by the city's line agencies and authorities, as well as efforts by the City Council underscore the urgent need for an expanded job base, expanded tax base, additional low and moderate income housing, additional open space, and additional recreational space. Limitations on land and fiscal resources within the city to implement these objectives create the necessity for the City Council to establish priorities firmly and to set city-wide policies. The twenty-four acre Kendall Square Urban Renewal Area represents to the City Council the opportunity to begin to insure that the City's priorities are met by the City's operations. To this end, the Joint Committee reports the following findings and recommendations.

The Joint Subcommittee finds that:

1. It is indispensable to the future of Cambridge to create and maintain within the City an adequate and balanced economic base capable of providing for the ongoing employment needs of the City's residents. Cambridge has recently experienced a painful exodus of industrial employers; this is expected to increase in magnitude and severity. The City has been unable to recruit new industrial tenants. Unemployment among the City's labor force has grown, and the proportion of unskilled unemployed as compared to skilled unemployed has grown. There are indications that the employment base of the City will become more unbalanced and inadequate unless new actions are undertaken.

2. The twenty-four acre Kendall Square site should be regarded for the purposes of development as one continuous site. The consultant to the CRA emphasizes that development of one part of the site seriously limits development of the remainder.

3. The absence of Federal subsidies for housing and the presence of rail access and the opportunity for truck access make the site better suited for job related pursuits than for housing. The Joint Subcommittee recognizes that land for housing is scarce, but on balance feels that development aimed at creating blue collar and other non-professional jobs is more appropriate for the Kendall Square Urban Renewal Area.

4. In planning for Kendall Square, the CRA should insist on retaining maximum flexibility for truck access to the area and should favor proposals which encourage maximum use of public transportation to reach the area. Off-street parking should be included only to the minimum extent reasonably required.

5. Development of Kendall Square will inevitably produce some effect on nearby residential neighborhoods and nearby institutions, and general acceptance of a redevelopment plan cannot be expected if those affected by it do not understand and accept it. Accordingly, involvement of representatives of affected neighborhoods and institutions in the process of planning and of seeking and evaluating proposals, consistent with the primary responsibility in the CRA to oversee the redevelopment of Kendall Square, is a necessity.

Based on these observations the Joint Subcommittee recommends the following:

(a) That the City Council adopt the order introduced into the Council by Councillor Vellucci on June 4, 1973, which reads as follows:

ORDERED:

That the City Manager be and hereby is requested to direct the Cambridge Redevelopment Authority to institute a development plan for the Kendall Square Area that will create and provide maximum blue collar jobs for Cambridge residents, and be it further

ORDERED:

That the Cambridge Redevelopment Authority submit said plan to this City Council for their consideration.

The Joint Subcommittee understands that the reference "maximum blue collar jobs" means non-professional white collar jobs as well.

(b) That the City Manager request the CRA to develop plans for the twenty-four acre area in close consultation with the Cambridge Planning Board and, when created, with the Office of Economic Development and Manpower recommended in the accompanying supplementary report of the Joint Subcommittee.

(c) That the CRA, in cooperation with and subject to the approval of both the City Manager and the Mayor, establish means and procedures for responsible participation by affected neighborhoods and institutions in planning for development of the Kendall Square area.

(d) That no resolution or action implementing development of any part of Kendall Square be taken by the City Council until a complete plan for the entire twenty-four acre area is presented to and accepted by the City Council.

(e) That in planning for the development of the Kendall Square Urban Renewal Area, the CRA observe the following priorities:

(i) The site should, to the maximum extent possible, be developed to meet the employment needs of present and future Cambridge residents and provide for upgrading of workers' skills and wages commensurate with the cost of living in Cambridge.

(ii) Sufficient land should be reserved on the Kendall Square site for a truck right of way, and a truck route to service the area should be planned in cooperation with the traffic department.

(iii) The upgrading of streets into arterials because of increased automobile traffic must be achieved without the taking of residential or commercial dwellings.

(iv) Public parking facilities on or for the Kendall Square site should be kept to the minimum amount required to satisfy the demands of industrial - commercial tenants, so that the use of public transportation is encouraged.

(f) That a progress report on the planning process and re-programming be submitted to the Subcommittee and the City Council by the CRA no later than September 1, 1973.

The Joint Subcommittee wishes to thank the private citizens, community groups, city agencies, and the CRA for the information and cooperation they provided. The subcommittee is cognizant that the final plan for the use of Kendall Square area will require some compromises but feels confident that the purposes of the City as expressed earlier will be served.

## KENDALL SQUARE TASK FORCE AMENDMENT

### AMENDMENT TO REPORT # 1

The Cambridge City Council believes firmly that residents should be more completely involved in the reprogramming of the Kendall Square Urban Renewal Area. It is the intent of the Cambridge City Council that a task force be formed to advise the C. R. A. of community concerns and interests in the preparation of revised plans for Kendall Square. The responsibility of the task force shall include advising the C. R. A. in the development plan, review of the concept plan, review of economic, fiscal, and circulation impacts, and the establishment of criteria for and the review of any environmental impact statement. The task force shall be formed of representatives from any interested organizations, association, or committees that have been invited to elect or otherwise designate a representative to the task force. the Mayor shall issue invitations to such groups to form the task force as the Mayor deems appropriate.

LAND USE RECOMMENDATION FOR KENDALL SQUARE

SUBMITTED BY KENDALL SQUARE TASK FORCE

These land use recommendations for the Kendall Square Urban Renewal Area are made in light of the socio/economic criteria developed by the Kendall Square Task Force and the technical staff during more than nine months of replanning the project. It also contrasts these recommendations with other proposed re-use plans: the so-called MIT plan and the Gifford proposal which is actually not a plan but a list of land uses with allowable floor space.

- (1) In summary, we support a "low density/limited mixed use" plan with a floor to area ratio (F.A.R.) of between 1.1 and 1.4, not including structured parking.\* These parameters should allow for at least one million square feet of light industrial and related office space; between 50 and 100,000 square feet of retail/commercial space (less than a regional shopping center); 1 - 300,000 square feet of additional technical or general office space, and up to 220,000 square feet (5 acres) for parking, open space, or a municipal facility such as a modern fire station.

This proposal would produce approximately 1.1 - 1.3 million dollars in tax revenue for the city, lead to a projected \$1.39 - 1.49 drop in the tax rate, produce approximately 2800 blue-collar jobs and generate an additional 1200 - 1500 non-professional white-collar and professional opportunities. It would also hold traffic to and from the area to a minimum; Planning Department estimates indicate 1300 cars and 150 trucks would enter and leave the area daily due to Kendall Square development.

It is important to note that this recommendation specifically excludes a hotel, luxury housing, and a subsidized parking garage. We feel this proposal comprizes the only plan offered to date which maximizes blue-collar employment, minimizes the amount of traffic and pollution and still produces substantial tax benefits to the city. Moreover, we feel it is the only proposal which politically compromises the differences between the diverse population groups in the city and is at the same time economically feasible.

(\*) F.A.R. of 1.1 to 1.4 is based on land area including 5 acres of open space.

Finally, as part of the plan, two conditions should be written into the submission to the U.S. Department of Housing and Urban Development. First, that the industrial and technical office space should be developed either before, or at the same time as, the higher density parts of the plan. Second, if any portion of the urban renewal area is consigned for use as a public facility and necessitates the taking of additional space within the project area, such space should be allotted by proportionately diminishing the space given each of the other proposed components.

- (2) The other two higher density proposals were proposed to allow a potential developer a more "flexible" set of options and provide a higher tax yield to the city. Also, the proponents of the higher/highest density schemes have advanced the idea of setting a time limit on the marketing of the light industrial space, asserting that if the marketing effort fails within the specified time framework, the entire renewal area should be turned over to additional research and development, retail/commercial hotel, or housing development.

There are serious flaws in this type of plan.

- (a) Both plans, by including such items as luxury housing and hotel can be characterized as an attempt by private interests to use public money to subsidize their needs: subsidized housing for moderately well-off MIT personnel; hotel space for wealthy tourists visiting the area during the Bicentennial; a regional shopping center which threatens to destroy small business presently located in Central Square and along Cambridge Street; and additional office space for out of town white-collar professionals.

- (b) The MIT plan, in particular, promises to drastically escalate traffic and pollution problems by attracting up to 7,000 vehicles per day. The areas most adversely impacted are, of course, the present victims of Cambridge's traffic problems, namely, the residents of Areas 4, 5, 1, and 2.

In fact, the additional traffic overload which will be caused by all of the development (Simplex, Kendall, the Courthouse, the Hyatt Hotel, etc.) might be enough to review pressure for a new Inner Belt. (It is interesting to note here that Boston University has allowed both Sargent Gym and the Boathouse to deteriorate, that speculators have continued in large numbers to invest in Brookline Street property, and that the Hyatt Corp. is building a large riverfront hotel right along the projected route of the "old" beltway.)

- (c) The tax figure for the high density plan, which promises some \$3 million in annual tax yield to the city and might lead to as much as a \$4.50 cut in the tax rate, can be misleading. These estimates are based on a varied projection of the rate of inflation, assume that the city will be able to drastically increase its debt load in order to duck the sky-high initial service costs implied by the plan, and assume a "reasonable" time limit for full occupancy and thus maximum tax yield. However, there seems to be little evidence substantiating the two latter assumptions, especially in light of the failure of Tech Square to reach full occupancy even after 15 years. The tax relief projected from the high density plan would only be \$3 to \$4 on the tax rate, which might reach \$300 to \$350 by 1980.
  - (d) While proponents of the higher/highest density schemes have repeatedly expressed skepticism that inner city light industrial space is, in fact, marketable, there is no conclusive evidence at all that either high density plan is marketable.
  - (e) While the Gifford compromise which might include a hotel, luxury housing, and additional R & D space, projects less of the undesirable features of the MIT plan, it still threatens to subsidize private interests without guaranteeing broad-based social benefits, and further threatens to sabotage the Task Force mandate to maximize blue-collar employment.
- (3) Contrary to the editorial position of the Cambridge Chronicle, which urged the Council to pay less heed to the Task Force efforts, we would urge the Council to accept our recommendation as a means of dispelling this municipality's image as a politically fragmented area too risky to attract large scale, comprehensive development.



# CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139  
Tel. 876-6300

EXECUTIVE DEPARTMENT  
JAMES L. SULLIVAN  
City Manager

July 24, 1974

To the Honorable, the City Council:

Re: Land Use Proposals for Kendall Square Development.

In late 1973, the City Manager's office was requested to take a more emphatic role in orchestrating and carrying out Kendall Square reprogramming work. It was recognized that only through the City Manager's office could we attain accurately defined and agreed-upon local community objectives for Kendall Square and secure the necessary prompt and effective provisions of important contributions from a number of Federal, State and local agencies involved in the preparation of an urban renewal plan. Consequently, the City Manager's office placed the Assistant City Manager for Community Development in charge of an interagency Technical Staff to work with the Kendall Square Task Force and to provide clear centralized direction.

After eleven (11) months of hard work by the Technical Staff and Task Force, a consensus on any single plan has not been reached. In fact, various groups prepared a number of land use recommendations which are summarized in the attached appendix, "Alternative Illustrative Plans". Consequently, City Council requested that the City Manager submit a recommendation for Kendall Square to City Council for its consideration, which I am prepared to do at this time.

First, unfortunately, a "perfect" plan for Kendall Square is impossible because of the apparent irreconcilable philosophical, social, economic and political viewpoints held by some groups. Consequently, I am left with really one option: to evaluate Kendall Square redevelopment opportunities from the standpoint of the entire City. Doing this recognizes the reality that any major proposal must, in the final analysis, be acceptable not only to one or even a few groups, but to the entire City and must be economically feasible and workable to potential developers.

While my land use proposal falls between the extremes of the various plans reviewed, I want to emphasize it is not a "compromise" proposal, but represents my judgment as to the kind of development we must pursue in Kendall Square in order to achieve the best combination of economic, social and physical benefits for Cambridge. Further, my proposal is not a "copy" of any of the plans reviewed by me, and no group should feel it has "won" or "lost". Instead, the participants in this process should feel great satisfaction because they brought the issues into focus, clarified the objectives, and helped us to better appreciate the consequences of our actions. Consequently, I am appealing to all the groups and persons participating in the Kendall Square replanning effort to judge my proposal from the standpoints of both feasibility and acceptability by Cambridge as a whole.

To: The City Council (cont.)

July 24, 1974

I am confident that if my proposal is judged on that basis, it will receive the support I am respectfully requesting.

LAND USES PROPOSED FOR KENDALL SQUARE

In preparing my proposal for Kendall Square land uses, I have reviewed the original July 2, 1973 City Council Order on Kendall Square, the work of the Technical Staff and Task Force, the land use recommendations for Kendall Square proposed by various organizations and institutions, and available marketability information. The Ryan, Elliott Appraisal and Consulting Company, Inc. prepared a significant document specifying "new actions" by the City needed to develop the entire Kendall Square area for industrial purposes; unfortunately, the "new actions" involve tax concessions and parking subsidies which appear to be too great compared to the number of jobs and net taxes generated if Kendall Square is developed entirely as an industrial park. Consequently, my proposal includes mixed-use development, as outlined below; however, the predominant land use for Kendall Square is proposed to be "Light Industry and Technical Office and Laboratory", without unreasonable tax concessions or parking subsidies, in response to Council's finding last year that "It is indispensable to the future of Cambridge to create and maintain within the City an adequate and balanced economic base capable of providing for the ongoing employment needs of the City's residents".

The main objective of my proposal is to be in accord with the spirit of the priority set forth by Council that "the (Kendall Square) site should, to the maximum extent possible, be developed to meet the employment needs of present and future Cambridge residents and provide for upgrading of workers' skills and wages commensurate with the cost of living in Cambridge". Consequently, the major thrust of my proposal is the creation of as many jobs as possible, particularly of the types identified by the Task Force and Technical Staff; also my proposal is concerned with generating significant tax revenues, without producing unacceptable negative environmental impacts. Some desirable development goals are mutually exclusive, such as maximizing jobs and minimizing traffic; I feel that my proposal includes the best "balance" among development options considered by the Task Force and Technical Staff, including generation of jobs and tax revenues, minimizing traffic, height limitations, etc...

Permitted Uses.

The proposed plan contemplates a multi-use development for Kendall Square, permitting light industrial, office, retail, etc. uses. The dominant land use, in terms of both floor space and land area guideline allocations, is proposed to be light industrial, technical office and laboratory.

In general, the Triangle portion of the Kendall Square project area is proposed for mixed-use development including space for technical office and laboratory, general office, retail, hotel and structured parking; residential is allowed as a "minor supportive" use only if it is the only way a developer can put a workable plan together. The Quadrangle portion of the project area is proposed for primarily light industrial, technical office and laboratory uses, structured parking and a public use, specifically a fire station.

To: The City Council (Cont.)

July 24, 1974

The following table represents guidelines for floor space allocations implied by my proposal. Open space is not included in the table because it does not involve a "floor space" allocation; however, open space, functional and recreational, is to be considered a major element in the preparation of detailed site plans and one of the major purposes of the design review process is to ensure that adequate open space is provided. It should be understood, however, that these allocations are not rigid; that the market-place itself, in combination with "non-marketplace" priorities, is to determine the actual allocation of space to each use.

Proposed Land Uses for Kendall Square Development

A. <u>Permitted Uses</u>	<u>Floor Space</u> <u>(000 Square Feet)</u>	<u>Estimated</u> <u>Jobs</u>
Light Industry and Technical Office	1,300	5,000
General Office	300	1,500
Retail	200	600
Residential	*	*
Hotel	200	200
Fire Station	11	-
Structured Parking	<u>361</u>	<u>-</u>
Total	2,372	7,300

(\*) Considered a minor supportive use; amount of residential space will depend on minimum amount of housing needed to produce a feasible, workable development plan.

B. Floor Area Ratio	2.4	.
C. Estimated Parking Spaces	1,600	
(1) Employees per parking space	5	
(2) Hotel rooms per parking space	2	
D. Height Limits	100-200 feet	
E. Estimated Net Tax Revenue after development is completed, 1974 dollars	\$1.9 million	
(1) Net effect on Tax Rate (Reduction)	\$5.85	

To: The City Council (cont.)

July 24, 1974

It must be emphasized that the floor space allocations in the table are merely guidelines and I intend to be flexible when considering development proposals in order to ensure that our overall objectives concerning jobs and tax revenues are accomplished to the fullest possible extent.

TRIANGLE. Respecting mixed-use development for the Triangle, according to available marketability information, there appear to be strong markets in the urban core, including Kendall Square, for hotel and general office use. The technical office and laboratory uses very likely must be developed by firms who find a special advantage in being located in the Kendall Square area with its unique features of being on a major subway line and close to MIT, the Department of Transportation, and other technical office and laboratory development, and easy accessibility to downtown Boston and to Logan Airport. It is important to note that the purposes of retail space development in the project area are to (1) accommodate the tremendous increase in daytime population arising from new development, (2) take advantage of the existing retail market there, which is under-served now, and (3) intercept consumers normally bound for downtown Boston by creating a direct connection between the subway and retail space; Kendall Square retail space is not intended to compete with retail facilities in Central Square or on Cambridge Street.

A hotel is included as one of the major uses in the Triangle, because, as noted by the Planning Board, "a hotel will contribute much to keeping the area populated during evening hours; exploit the locational and transportation advantages of Kendall Square; respond to a demonstrable need of the many commercial and industrial enterprises in the vicinity, as well as MIT; contribute significantly to the City's tax base; and reinforce retail commercial activities".

Residential uses are permitted in the Triangle portion only; however, residential development is allowed as a "minor supportive" use and is limited to the minimum amount of housing needed to produce a feasible, workable development plan.

It is recommended that the Triangle be zoned Business "B", permitting mixed-use development, with the exception of industrial uses.

In summary, it is felt that the mixed-use development proposed above will (a) result in high job density, high value, and high tax revenue producing uses, and (b) make Kendall Square a safe, pleasant, human environment on almost an around-the-clock basis.

QUADRANGLE. It is proposed that the Quadrangle, approximately equal in land area to the Triangle, be developed mainly for industrial, technical office and laboratory uses; also permitted are structured parking and a fire station. Available marketability information indicates that a strong aggressive marketing effort, as well as land write-down and perhaps other inducements, will be required to attract industrial developers providing the kinds of jobs recommended by the Task Force. It is my intention to make every effort to attract high job density industries identified in the industrial surveys. Further, in evaluating industrial development proposals for Kendall Square, I intend to give primary consideration to the "bottom line" combination of projected tax revenues plus the number, kinds and wages of the jobs

July 24, 1974

to be created by the proposed development.

It is recommended that the Quadrangle remain Industry "B" zone, permitting all uses except residential.

JOBS. Special efforts must be made to attract the kinds of high density employment uses which survived the Task Force industrial screening stages. The Task Force and Technical Staff conscientiously selected "preferred" industries which seemed to meet City Council guidelines respecting potential for upgrading of workers' skills, payment of "wages commensurate with the cost of living in Cambridge", favorable career opportunities and economic growth potential. In addition, industries with adverse environmental features, such as air or noise pollution, were ruled out. The "preferred" industries also employ high proportions of blue collar, including non-professional white collar workers. Consequently, the industrial job densities are projected at a much higher level than one would expect in an ordinary industrial park. A table showing examples of "preferred" industries interested in Kendall Square is attached.

The replanning work indicated that the total number of jobs and tax revenues in Kendall Square can be increased greatly if General Office is permitted as a major use; accordingly, General Office is considered a major use in this proposal.

The combination of job intensive uses and land intensive development, including implied limitations of the amount of space that could be used for parking, results in very high employment projections within reasonable floor area ratios (FAR's). Consequently, this proposal results in a projection of up to 7,300 new jobs in Kendall Square.

If a job training and placement program is coordinated with Kendall Square development, it is possible that up to 30% of the projected 7,300 jobs, or over 2,000 jobs, may be held by Cambridge residents. The City Manager's office is committing itself to pursuing manpower training programs that will ensure that as many new Kendall Square jobs as possible will go to present and future Cambridge residents.

TAX REVENUES. In general, developers should expect to pay full local taxes unless they can show there are extraordinary extenuating circumstances justifying a trade-off. For example, it must be recognized that it may be very difficult, even impossible, to attract the "right" kind of industry meeting our environmental, job density, wage level, and job advancement standards without some kind of tax incentive. It is proposed therefore, that if a potential developer is willing to develop industrial space meeting our standards, but feels that he cannot do so unless he is offered a "reasonable" tax incentive, the City should at least be willing to negotiate an incentive, provided that the potential tax revenues generated, even with the incentive, are substantial.

The proposed plan includes high tax revenue producing uses, with the exception of light industrial uses. Light industrial uses produce tax gains, but of lesser magnitude than hotel or office uses because light industries are not usually developed at the same high densities as office and hotel uses.

To: The City Council (cont.)

July 24, 1974

Estimates of gross tax revenue generation by land use do not consider costs the City must incur to provide services to the users, and therefore can be misleading. Consequently, estimates of net tax revenue, or the difference between gross tax revenues and services costs, are presented herein, with the following qualifications.

While gross tax revenues for new construction, using today's construction costs; can be predicted with reasonable accuracy, it is almost impossible to predict service costs which have to be, at best, educated guesses because of inherent problems in allocating total municipal service costs to specific locations and users. Other problems related to projections of net tax revenues are uncertainties relative to (1) inflation rates; (2) expansion of the City's over-all tax base and service costs; and (3) rate of construction and occupancy, from which tax revenues flow, of new Kendall Square development.

Consequently, net tax revenue calculations are presented not as "forecasts", but for comparative and illustrative purposes only. Further, for simplicity's sake, the estimates are in 1974 dollars, even though none of the net tax revenues will be collected in 1974. Indeed, maximum tax yield from Kendall Square development will be realized after development is fully completed which could require five to ten years after the marketing program commences. The significant point is that parameters for estimating net tax revenues are applied uniformly to all plans under consideration so that comparative, not absolute, differences among the plans can be estimated.

With these qualifications in mind, it is estimated that this proposal results in average annual net tax revenues of \$1.9 million, or a reduction of \$5.85 on the tax rate.

TRAFFIC AND PARKING. One of the major concerns of the replanning effort is the effect of Kendall Square development on traffic volumes on streets in the neighborhoods surrounding Kendall Square. Considering that City Council guidelines expressly prohibited any land takings to upgrade arterials, and no major traffic improvements leading to and from Kendall Square are being planned on a city-wide basis, any new development in Kendall Square is bound to increase traffic on existing streets. The question is, how can the increased volumes be kept to a minimum, avoiding adverse effects on surrounding areas, while simultaneously providing sufficient parking needed to successfully develop Kendall Square so that it yields as many jobs and as much tax revenue as possible.

To begin with, some of the things that are not being recommended for Kendall Square:

- (1) We are not recommending that a heavily subsidized public parking garage be provided, as suggested in the industrial survey.
- (2) We are not recommending that large tracts of renewal land be sold to developers for permanent on-grade parking in the Triangle portion of the renewal area.
- (3) We are not recommending that developers be required to provide parking in excess of zoning requirements.

To: The City Council (cont.)

July 24, 1974

- (4) We are not recommending that any new highways be constructed in Cambridge to handle Kendall Square traffic.

The following are recommended with respect to traffic and parking:

- (1) In general, developers are responsible for solving their own parking problems. They can provide for parking by constructing their own parking facilities, including space underneath their buildings or in garage structures; leasing space in parking garages located in and around Kendall Square; leasing or buying vacant land in the industrial area east of Kendall Square, i.e., "remote parking areas"; or a combination of these. In addition, employers will be urged to encourage their employees to use car pools or public transit by arranging with MBTA for reduced rates. For our part, we will work with MBTA to improve and expand public transit serving Kendall Square, including, among other things, shuttle bus service between transportation nodes, such as remote parking areas, and Kendall Square.
- (2) Recognizing that our initial land marketing efforts must be successful because they will set the tone for the entire Kendall Square development, it is proposed that CRA-owned vacant land awaiting development be used to provide temporary on-grade parking for the early developments. Developers can lease parking space from CRA, with the understanding that the arrangement is to terminate when it is time to develop the land. In this way, early developers are assured of adequate parking during the critical "start-up" years, and time is made available for them to work out permanent solutions as noted above.
- (3) Every effort must be made by Cambridge to cooperate with other public agencies endeavoring to reduce the use of automobiles in favor of public transit, including the MBTA's 1.5 billion dollar transit expansion program to be carried out during the next decade in the Greater Boston area; the State DPW's extensive system of "fringe" parking facilities attempting to get commuters to park their cars in lots on the fringes of urban areas and take public transit to the urban core; and the Environmental Protection Agency's (EPA) endeavors to reduce automobile traffic in urban areas in connection with its clean air program.

In summary, it is proposed that everything possible be done to get people working in the Kendall Square area to use as much public transportation and car pooling as possible, while simultaneously providing sufficient parking during the "start-up" years to promote successful development of the Kendall Square area.

It is really impossible to predict the exact amount of traffic Kendall Square development is to generate under the conditions described above. The objective we hope to achieve is to limit the amount of parking spaces in the Kendall Square project area to approximately 1,600 spaces, or approximately 5 jobs per parking space and 2 hotel rooms per parking space; parking spaces for retail customers are not required by the plan.

To: The City Council (cont.)

July 24, 1974

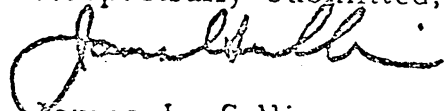
If it is assumed that Kendall Square's average daily traffic is equal to the number of parking spaces, we can expect Kendall Square development to increase traffic volumes by about 1,600 motor vehicles; if we further assume that all of this traffic occurs during peak hours, the additional 1,600 cars will increase traffic volumes on the corridors leading to Kendall Square by approximately 6% during peak hours. According to our local traffic experts, this amount of traffic appears to be manageable. Whether this increase in traffic volume becomes serious or insignificant in future years depends largely upon the efforts of the MBTA, State DPW, and EPA to get Americans out of their automobiles and into public transit, and the willingness of people to join car pools.

It appears that traffic resulting from Kendall Square development will not affect the East Cambridge residential neighborhood. This can be done by improving traffic channelization and signalization on Msgr. O'Brien Highway to facilitate the flow of traffic to Commercial Avenue, which is under the control of the MDC, a two-way street; and creating a one-way pair of streets involving Binney Street, one-way easterly, and Munroe Street, one-way westerly, to facilitate traffic between the Kendall Square project area and Commercial Avenue. According to traffic experts, this arrangement can be greatly improved if the prohibition against any takings for traffic circulation purposes is slightly relaxed.

With respect to the neighborhoods west and south of the Kendall Square project area, it is estimated that Kendall Square related traffic will increase traffic volumes during peak hours about 5-6% on existing arterials, or an increase of 800 motor vehicles to a total of 16,800 motor vehicles. This too appears to be manageable, and major revisions in traffic circulation patterns are not necessary at this time from the standpoint of Kendall Square development.

NEXT STEPS. Notwithstanding our mutual concern for moving Kendall Square redevelopment ahead as quickly as possible, I feel, because of the importance of Kendall Square replanning to the future of Cambridge, that before Council takes any actions on the proposal, it is appropriate to give interested parties an opportunity to review the proposal and transmit their comments to Council and the City Manager's office. Further, I recommend that Council plan to hold a public meeting or hearing in September so that public discussions on the proposal can be held. If Council follows this recommendation, I shall immediately start preparations for holding the meeting or hearing.

Respectfully submitted,



James L. Sullivan  
City Manager

JLS/b

July 24, 1974

Kendall Square Urban Renewal Area  
Alternative Illustrative Plans

	TASK FORCE	CCA	MIT/ E. CAMB.	PROPOSED CCM
<u>PERMITTED USES</u> (000 S.F. Floor Space)				
Light Ind. and T.O.	1,150	1,300	1,000	1,300
General Office	150	170	300	300
Retail	100	100	250	200
Residential	0	0	500	-
Hotel	0	130	250	200
Fire Station	11	11	11	11
Structured Parking	-	-	500	361
<b>Total</b>	<b>1,411</b>	<b>1,711</b>	<b>2,811</b>	<b>2,372</b>
<b>FAR</b>	<b>1.4</b>	<b>1.7</b>	<b>2.8</b>	<b>2.4</b>
<u>EMPLOYMENT (Jobs)</u>				
Light Ind. and T.O.	4,750	5,370	4,010	5,000
General Office	750	850	1,500	1,500
Retail	330	330	830	600
Hotel	0	130	250	200
<b>Total</b>	<b>5,830</b>	<b>6,680</b>	<b>6,590</b>	<b>7,300</b>
<u>EMPLOYMENT (Type)</u>				
Blue Collar	3,640	3,870	3,270	3,500
Non-Professional White Collar	1,580	2,030	2,410	2,730
Professional	610	780	910	1,070
<b>Total</b>	<b>5,830</b>	<b>6,680</b>	<b>6,590</b>	<b>7,300</b>
<b>Net Effect on Tax Rate</b>	<b>(\$3)</b>	<b>(\$4)</b>	<b>(\$6)</b>	<b>(\$6)</b>
<b>HEIGHT</b>	<b>120</b>	<b>200</b>	<b>250</b>	<b>200</b>
<u>PARKING</u>				
Employees 5/space	1,166	1,336	1,318	1,460
Transients 2/space	-	85	150	133
Residents 1/space	-	-	500	-
<b>Total</b>	<b>1,166</b>	<b>1,421</b>	<b>1,968</b>	<b>1,593</b>

July 24, 1974

Kendall Square Urban Renewal Area

EXAMPLES OF "PREFERRED" INDUSTRIES INTERESTED IN KENDALL SQUARE

SIC	Line of Business	Empl/ Acre	Empl.	Acres	Floors	Floor Area
283	Biological Elec- tronics	520	250	.5	4	50,000
278	Bookbinding	104	40	.4	2	18,000
3357	Microwave equip.	118	26	.25	1	4,500
3674	Semiconductor products	200	200	1	multi.	20,000
3431, 2	Plumbing Fixtures	870	200	.25	5	30,000
229	Curtains & Drapes	240	67	.3	1	10,000
3221	Electronic Mfg.	100	200	2	2	90,000
3952	Drafting Supplies	106	95	.8	2	45,000
173	Alarm Systems	120	70	.6	1	20,000
307	Plastic Products	242	726	3	1	100,000
395	Stationery Mfg.	350	50	.14	2	5,000
3573, 4	Data Commun. Equipment	131	381	2.9	1	87,000
3679	Electronics	200	50	.25	2	15,000
3671	Electronic Comp.	360	900	2.5	1	130,000
381	Engin. Mfg. Instru.	275	300	1.1	3	90,000
3674	Mfg. Language labs	250	50	.25	1	8,000
3662	Communications Eq.	125	250	2.0	2	100,000
3821	Mfg. Electronic instruments	220	100	.5	4	40,000
TOTALS 17 firms		206	3855	18.7		862,500

Source: "Industrial Marketability Survey Summary  
Kendall Square Urban Renewal Area,  
Cambridge, Massachusetts,"  
Ryan, Elliott Appraisal and Consulting Company, Inc.

July 11, 1974

KENDALL SQUARE URBAN RENEWAL AREA  
ALTERNATIVE ILLUSTRATIVE PLANS

		HT CTOC	KSTF	CCA	CPB	City Staff	MIT CCC ECPT	CRA	High +Best
ITEM	UNIT.	A	B	C	D	E	F	G	H
PERMITTED USES									
Light Industry	000 S.F.	500	1,000	1,000	960	500	800	0	800
Technical Office	000 S.F.	0	150	300	410	800	200	340	340
General Office	000 S.F.	0	150	170	0	300	300	737	737
Retail	000 S.F.	0	100	100	160	200	250	190	250
Residential	DU's	300	0	0	0	0	500	1,700	1,000
Hotel	Rooms	0	0	170	260	266	300	400	400
Total	000 S.F.	800	1,400	1,700	1,660	2,000	2,320	3,267	3,427
FAR		0.8	1.4	1.7	1.7	2.0	2.3	3.3	3.4
PROJECTED EMPLOYMENT									
Light Industry	242 SF/Employee	2,066	4,130	4,130	3,970	2,070	3,300	0	3,310
Technical Office	280 SF/Employee	0	620	1,240	1,460	2,860	710	1,210	1,210
General Office	200 SF/Employee	0	750	850	0	1,500	1,500	3,690	3,690
Retail	300 SF/Employee	0	330	330	530	670	830	630	830
Hotel	Luxury .75/Room	0	0	130	130	200	250	300	300
	Mod. .50/Room								
Total		2,066	5,830	6,680	6,090	7,300	6,590	5,890	9,340
Construction	Man-Years	1,207	2,020	2,500	2,530	2,460	3,520	5,850	5,800

(table continued on next page...)

ALTERNATIVE ILLUSTRATIVE PLANS (continued)

ITEM	UNIT	A	B	C	D	E	F	G	H
PROJECTED EMPLOYMENT COMPOSITION									
Blue Collar		1,343	2,906	3,005	2,934	1,981	2,711	713	2,938
Non-Professional									
White Collar		537	1,944	2,382	2,108	3,223	2,525	3,015	3,971
Professional		186	980	1,293	1,048	2,096	1,354	2,142	2,471
Net Effect on Tax Rate		(\$1)	(\$3)	(\$4)	(\$4)	(\$6)	(\$6)	(\$9)	(\$9)
CONTROLS									
Height		85	120	200	250	200	250	350	350
Parking									
Employees	5/space	415	1,166	1,336	1,218	1,460	1,318	1,166	1,868
Transients	2/space	-	-	85	130	133	150	200	200
Residents	1/space	300	-	-	-	-	500	1,700	1,000
Total		715	1,166	1,421	1,348	1,593	1,968	3,066	3,068
IMPACTS									
Gross FAR including parking		0.9	1.8	2.2	2.1	2.6	3.0	4.4	4.6
Traffic Increase	%	1.9	4.3	4.8	4.6	5.8	6.1	7.2	8.6

## NOTES

### Key to Alternative Plans.

- A. Hard Times/Cambridge Tenants Organizing Committee.
- B. Kendall Square Task Force.
- C. Cambridge Civic Association.
- D. Cambridge Planning Board.
- E. City Technical Staff.
- F. MIT/Chamber of Commerce/East Cambridge Planning Team.
- G. CRA Concept Plan.
- H. Illustrative Highest and Best Use.

Employment Density. Estimated employment densities, or number of square feet of floor space per employee, are used in assigning numbers of jobs to the different land uses. The estimates used are:

<u>Land Use</u>	<u>Sq. Ft. Floor Space per Employee</u>
Light Industry	242
Technical Office	280
General Office	200
Retail	300
Hotel	1,000

The estimate for light industry varies according to the total amount of floor space since the less industry required the more selective the marketing process can be, resulting in higher job density firms.

The light industry and technical office estimates are based on the findings of the Ryan Elliott and Cambridge Business Expansion surveys. The general office estimate comes from a study done for the Boston Redevelopment Authority by Gladstone Associates. The retail and hotel figures are in-house estimates by the Technical Staff.

Parking Required @ 5-2-1. In order to have a standard of comparison we have calculated this common parking requirement figure for all of the plans under the following assumptions:

- One parking space for every 5 employees
- One parking space for every 2 hotel rooms
- One parking space for each residential unit
- No parking spaces for retail customers
- Visitor parking for firms provided on each firm's land and not included in these requirements

Structured Parking Provided. This figure includes structured parking only. Different plans may or may not contemplate additional surface

parking or remote parking. The figures are based on 350 sq. ft. of floor space per parking space.

Planning Board Plan. This "plan" is a combination of specific quantities recommended by the Planning Board in its April 17, 1974 letter to Assistant City Manager Farrell and the "Scheme I" plan which was the subject of the letter. The large amount of structured parking is based on the Board's recommendation of one space per three employees. We have assumed no surface parking since maximum land would be needed to achieve the relatively high job density.

Percent Increase in Rush Hour Traffic. This figure is based on the employee traffic @ one car per 5 employees plus one car for every two residential units. It thus assumes that half of the cars parked in the residential parking spaces are used for a journey to work. The base rush hour traffic figure used is 28,400 cars. This estimate is based on a 1972 traffic survey. It assumes that the rush hour, morning or evening, involves 20 percent of total daily traffic.

Hotel and Residential Assumptions are as follows:

	<u>Gross Sq. Ft. Per Unit</u>	<u>Employees Per Unit</u>	<u>Gross Sq. Ft. Per Employee</u>
Luxury Hotel	750	.75	1,000
Moderate Rate Hotel	500	.50	1,000
All residential	1,000		

Moderate rate hotels are assumed for the "Planning Board" and "MIT/E. Cambridge Planning Team" plans. Luxury hotels are assumed for the "CCA" "Illustrative", "Highest and Best", and "Concept Plan" plans.

Cost Revenue Footnotes

General, applies to all plans:

1. No tax breaks for industry.
2. Assumes Federal funding and 112 credits will cover entire project cost.
3. Assumes all private parking.

Specific, regarding particular plans:

1. Open Space Plan:
  - a. City Service costs for open space-conservation would be higher for developed open space.
  - b. Second figure (surplus) reflects advantage over equal area of open space elsewhere @ \$4/sq. ft.
2. CCA + Illustrative Plans: Assume Luxury Hotel.
3. Planning Board Plan:
  - a. Non-Luxury Hotel.
  - b. 1 parking space/3 employees.
4. MIT/E. Cambridge Planning Team Plan:
  - a. Market Rate Rental housing @ \$24/sq. ft. construction cost (1974 dollars); no school children.
  - b. Non-Luxury Hotel.
  - c. 400,000 sq. ft. of "Industry + Research" category classified as Technical office for Cost Revenue purposes.
5. "Highest + Best" Plan:
  - a. Luxury Condominium housing @ \$40/sq. ft. constructions costs (1974 dollars); @ 27½% assessment ratio, 1 school child/3.7 units.
  - b. Luxury hotel.
6. Concept Plan:
  - a. Market Rate Housing @ \$24/sq. ft. construction cost (1974 dollars); 80% non-family, 20% family @ 1 school child/3.7 units.
  - b. Luxury Hotel.

# kendall square: four plans

There is widespread disagreement within Cambridge on how to develop Kendall Square. Months of talking among various interest groups has not produced a consensus. There are four plan variations competing for City Council approval differentiated along several lines: • sponsorship • mixture of land uses (industrial, commercial, residential, retail, etc.) • density (building area) • number and type of jobs provided • annual net taxes

TYPE & MIX OF USES  
area in  
100,000 sq.ft.

LIGHT INDUSTRIAL &  
TECHNICAL OFFICE

GENERAL OFFICE

RETAIL

RESIDENTIAL

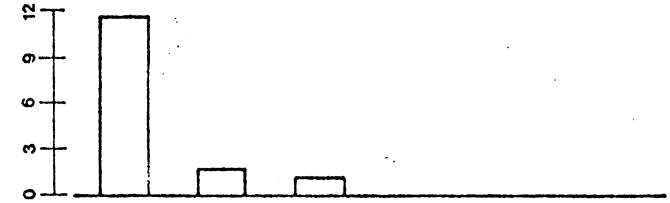
HOTEL

STRUCTURED  
PARKING

## TASK FORCE PLAN

A Task Force was formed last year to recommend a plan for Kendall Square. After internal disagreements, this 34-person group voted not to make a recommendation. Three councillors insisted that a recommendation be made and in May, a low-density plan oriented toward industrial uses was adopted by an 8 to 2 vote.

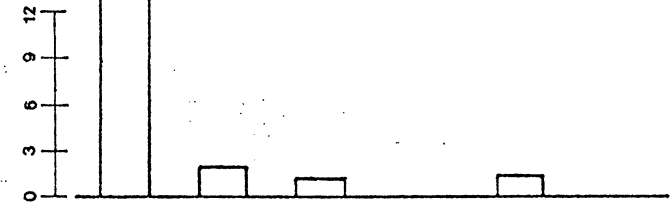
**Building Area** 1.4 m.sq.ft.  
**Jobs** 5800  
**Annual Net Taxes** \$1,000,000



## C.C.A. PLAN

After the Task Force recommendation, the Cambridge Civic Association (CCA) issued a plan for Kendall Square. This plan contains an additional 300,000 square feet, primarily for tax-generating uses. Even so, it does not produce as much tax return as the next two.

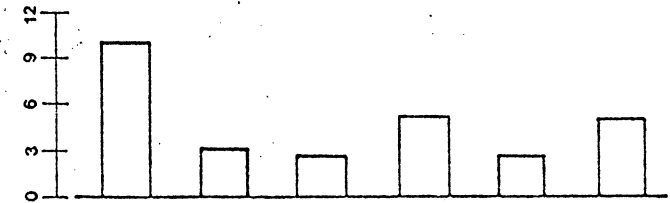
**Building Area** 1.7 m.sq.ft.  
**Jobs** 6700  
**Annual Net Taxes** \$1,300,000



## NEIGHBORHOOD PLAN

The East Cambridge Planning Team, MIT, and the Kendall Square Business Ass'n are neighborhood interests. Their plan increases tax-return and expands the mix of land uses over the Task Force and CCA plans. It includes industrial uses, but also proposes residential and increased office, hotel and retail space.

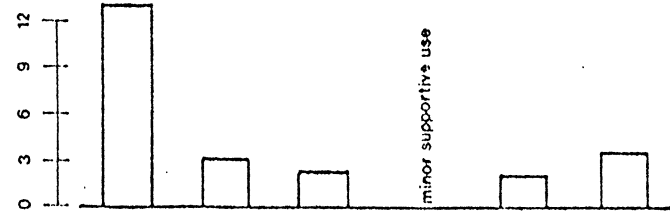
**Building Area** 2.3 m.sq.ft.  
**Jobs** 6800  
**Annual Net Taxes** \$2,100,000



## MANAGER'S PLAN

Faced with conflicting views, the Council instructed the City Manager to prepare a recommendation. This plan, proposed in July by Manager Sullivan, proposes a more intensive, varied land use plan than the Task Force or CCA, but it is less varied and slightly less developed than the Neighborhood Plan.

**Building Area** 2.0 m.sq.ft.  
**Jobs** 7300  
**Annual Net Taxes** \$1,900,000



\*Building areas above exclude parking.  
Allowable building area 4.0 m.sq.ft.

\*Municipal uses not included

## support the neighborhood plan

The East Cambridge Planning Team, MIT, and Kendall Square Business Association --the immediate neighbors of Kendall Square-- believe this plan is best for the neighborhood and best for the city.

### HOUSING

The inclusion of housing in Kendall Square will:

- create a people-oriented neighborhood which will make a more humane environment
- promote security and a sense of community
- produce a more flexible and marketable redevelopment plan.

### TAXES

Compared to the Task Force and CCA plans, the Kendall Square Neighborhood Plan will provide the greatest tax relief.

### JOBS/TRAFFIC

This plan will provide appropriate job density (6,600) for the size of the site. More jobs would create more traffic, for the great majority of the new jobs will be held by out-of-town commuters. A balanced plan, including housing, will create less commuter traffic for a given amount of taxable development.

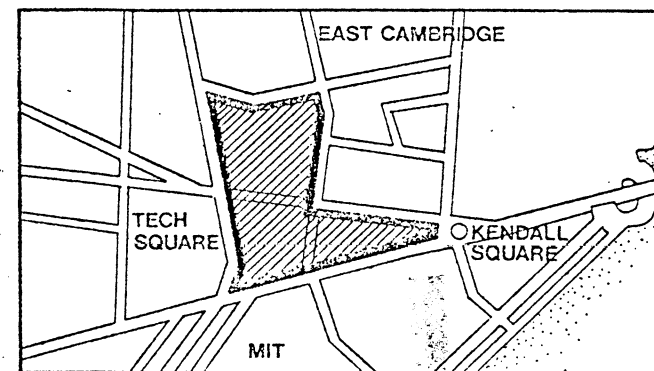
The Kendall Square Neighborhood Plan is a balanced plan that provides all the ingredients for a development program which will contribute to the vitality and variety of life in our city. Each use will be supportive of the others and all will combine to create a neighborhood which will make Kendall Square a source of pride, jobs, and income to the city.

For further information contact:

Data supplied by  
City of Cambridge

August 1974

a matter of  
concern to all  
citizens of cambridge:



## KENDALL SQUARE

The issue of redevelopment at Kendall Square has been of concern to residents of Cambridge for a long time. It now appears that a resolution of the City's opportunity for development there will take place soon. And so it should, for it is very costly --over \$400,000 a year in interest charges alone-- to carry the Kendall renewal area as vacant land.

What happens at Kendall Square will affect every Cambridge citizen. The effects of development at Kendall Square will be most apparent in the following areas:

### TAXES

Redevelopment can substantially expand the tax base leading to a reduction in the property tax rate.

### JOBS

Redevelopment can provide increased employment opportunities.

### ENVIRONMENT

Redevelopment can enhance the quality of the total living environment.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

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REPORT ON CITIZEN PARTICIPATION

CODE NO. R-217

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On July 2, 1973, the Cambridge City Council acted to redefine the goals and objectives for the completion of the Kendall Square project and directed the formation of a task force which would maximize citizen participation in the re-planning effort. Specifically, the Council issued the following directive:

The Cambridge City Council believes firmly that residents should be more completely involved in the reprogramming of the Kendall Square Urban Renewal Area. It is the intent of the Cambridge City Council that a task force be formed to advise the C.R.A. of community concerns and interests in the preparation of revised plans for Kendall Square. The responsibility of the task force shall include advising the C.R.A. in the development plan, review of the concept plan, review of economic, fiscal, and circulation impacts, and the establishment of criteria for and the review of any environmental impact statement. The task force shall be formed of representatives from any interested organizations, association, or committees that

have been invited to elect or otherwise designate a representative to the task force. The Mayor shall issue invitations to such groups to form the task force as the Mayor deems appropriate.

Subsequently, then-Mayor Barbara Ackermann invited the following organizations and agencies to participate in the Kendall Square re-planning effort:

Department of Transportation	Cambridge Civic Association
Cambridge City Council	Grass Roots Organization
Wellington-Harrington Citizens Committee	Cambridge Organization of Portuguese Americans
Massachusetts Institute of Technology	Kendall Square Business Association
Ward 2 Democratic Committee	Conservation Commission
Area Four Planning Team	Ward 4 Republican Committee
East End Union	Sacred Heart Church
Harwell Homes	HALT
East Cambridge Planning Team	NAACP
St. Paul's A.M.E. Church	League of Women Voters
St. Francis of Assisi Church	Cambridge Economic Opportunity Committee
Council on Aging	

The task force membership was comprised of representatives from most of these groups.

The Assistant City Manager, with supporting technical staff from the

Authority, the Planning and Development Department, and the Office of Economic Development and Manpower, and with the advice and counsel from the Kendall Square Task Force commenced to refine City Council guidelines for Kendall Square replanning into specific land use provisions to be incorporated in an amendment to the original urban renewal plan.

First weekly, then later bi-weekly meetings of the Task Force were scheduled. A Task Force Working Committee to work directly with technical staff was formed and held regular weekly meetings with the technical staff. Substantial technical, administrative, and clerical assistance was made available to the Task Force on an on-going basis. All full Task Force meetings were tape-recorded for reference purposes. Most meetings were held at the John F. Kennedy School, an elementary school in the East Cambridge neighborhood adjacent to the project.

The Technical Staff presented to the Task Force, through its Working Committee, preliminary drafts for review, discussions, and recommendations of a full range of alternative planning and financial components in order to promote an understanding of the technical constraints and possibilities, to enhance the responsiveness of the Technical Staff to the recommendations of the Task Force, and to form the basis for a considered judgment by the Task Force for presentation to the City Council. The Task Force and Working Committee participated not only

in the review of drafts and final submissions to HUD, but also in the preparation of invitations for proposals which were sent to consultants, the review of the consultants' proposals, and the consultants' work products.

The Task Force and the Technical Staff undertook to (1) identify the types of business and industry which would fulfill City Council goals, (2) determine what had to be done to attract such firms, (3) determine if any such firms already in Cambridge desired to expand in Kendall Square, and (4) to reshape the urban renewal plan accordingly. Furthermore, with the assistance of Ryan, Elliott Appraisal and Consulting Company, a similar study was undertaken with respect to firms located outside Cambridge.

During this work effort, substantial concern was expressed about the degree to which future land use development would affect municipal expenditures and local real estate tax revenues. Consequently, the City Council requested the City Manager to prepare recommendations which would minimize such costs, while increasing jobs and tax revenue potential through an appropriate mix of land uses. During this time, the combination of interagency Technical Staff, working under the direction of the City Manager's office, and close collaboration between the Technical Staff and the Task Force, including frequent meetings between the Task Force Working Committee

and the Technical Staff, and similar meetings between constituent organizations of the Task Force and the Technical Staff, provided for an intense and concerted community effort to establish a unified position with respect to future land use development in Kendall Square.

It is expected that the City Manager will prepare a program providing for ongoing citizen participation in the formulation and execution of plans for Kendall Square.

Cambridge / Mass. R-107 / ALG / R-225 / 1-4.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

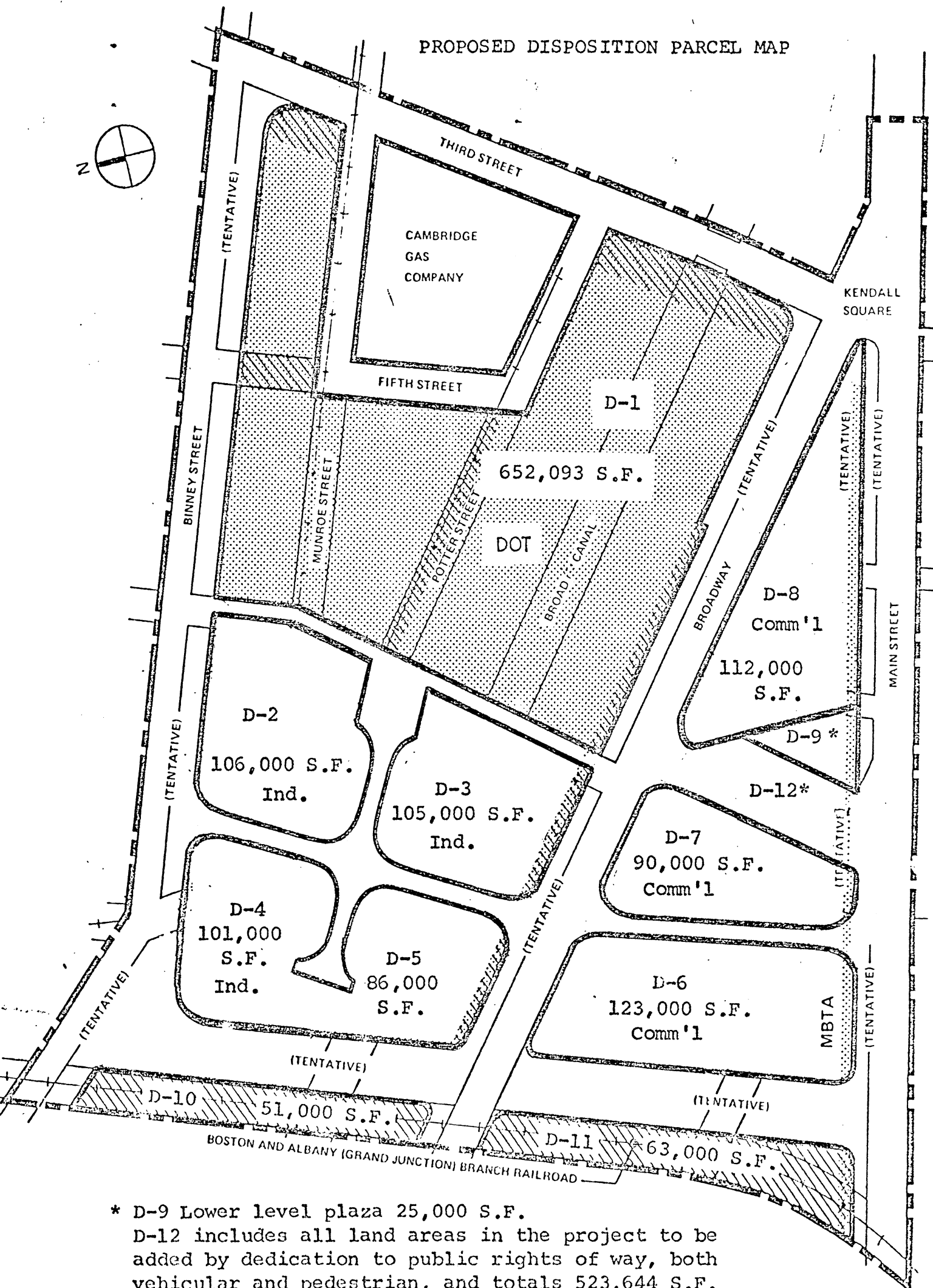
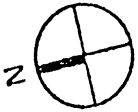
TABULATION OF LAND DISPOSAL ESTIMATES

CODE NO. R-225

Redevelopment Use	Approx. No. of Parcels	Area in Square Feet	Valuations	
			Appraiser's Estimate	LPA's Estimate
(1) Total Uses	10	2,037,737	\$4,955,067	Same
(2) Total Public and Quasi-Public Uses	3	1,200,737	1,515,550	Same
(a) Streets and Other Public Rights of Way (by dedication)	1	523,644	-	-
(b) Streets and Other Public Rights of Way	-	-	-	-
(c) Parks, Playgrounds, etc. (by dedication)	1	25,000	-	-
(d) Parks, Playgrounds, etc. (Open Space)	-	-	-	-
(e) Public Utility Easements	-	-	-	-
(f) Low-Rent Public Housing	-	-	-	-

Redevelopment Use	Approx. No. of Parcels	Area in Square Feet	Valuations	
			Appraiser's Estimate	LPA's Estimate
(g) Other Public Uses	-	-	-	-
(h) Non-Profit Institutional NASA/DOT	1	652,093	\$1,515,550	Same
(i) Moderate Income Housing	-	-	-	-
(3) Total Private Uses	7	837,000	\$3,439,512	Same
(a) Residential	-	-	-	-
(b) Commercial	3	388,000	\$2,213,933	Same
(c) Light Industrial	4	449,000	\$1,225,584	Same
(d) Heavy Industrial	-	-	-	-
(e) Other	-	-	-	-
(f) Moderate Income Housing	-	-	-	-

PROPOSED DISPOSITION PARCEL MAP



\* D-9 Lower level plaza 25,000 S.F.  
 D-12 includes all land areas in the project to be added by dedication to public rights of way, both vehicular and pedestrian, and totals 523,644 S.F.

Cambridge / Mass. R-107 / ALG / R-225 / 3-4.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

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(3) STATEMENT REGARDING CRITICAL PARCELS

CODE NO. R-225

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(a) Disposal Parcel Number	(b) Name of Proposed Redeveloper	Proposed Use	(c) Date by which Redeveloper will Acquire Land	(d) Land Area in Square Feet	(e) Estimated Disposal Price	(f) Date by which LPA will seek HUD con- currence in Pro- posed Disposal	
D-1	NASA/DOT	ERC/TSC	1966	1969/1975	652,093	\$1,515,550	1966/1974
D-9	City	Plaza	1978		25,000	-	1975
D-12	City	Street Additions	1978		523,644	-	1975

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AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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(4) STATEMENT REGARDING LAND WITH  
SPECIAL ADAPTABILITY AND VALUE

CODE No. R-225

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This type of statement is not applicable to the Kendall Square  
Amendatory Application.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

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RESOLUTION OF CRA AUTHORIZING FILING

CODE NO. R-231

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RESOLUTION OF CAMBRIDGE REDEVELOPMENT AUTHORITY  
AUTHORIZING THE FILING OF AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

WHEREAS, Cambridge Redevelopment Authority (herein called the "Local Public Agency") has entered into a contract dated the 28th of December, 1965, numbered Contract No. Mass. R-107 (LG), (which together with any supplements thereto or amendments, modifications, or waivers of any provisions thereof, is herein called the "Contract for Loan and Grant"), with the United States of America acting through the Department of Housing and Urban Development (herein called the "Government") providing, in part, for a Project Temporary Loan (herein called the "Loan") under Section 102(a) of Title I of the Housing Act of 1949, as amended (42 U.S.C. 1450 et seq.), and for a Project Capital Grant and a Relocation Payments Grant to aid the Local Public Agency in its undertaking and carrying out of a certain urban renewal project (herein called the "Project") designated Project No. Mass. R-107, which is more fully identified in the Contract for Loan and Grant, and

WHEREAS, the Local Public Agency desires to apply for an additional Project Capital Grant and Relocation Payments Grant to carry out the objectives of the Project, and

WHEREAS, the Government requires that the Contract for Loan and Grant be amended to authorize and make available such an additional Project Capital Grant and Relocation Payments Grant, and

WHEREAS, the Local Public Agency and the Government have, in separate action, re-amended said Contract for Loan and Grant in order to take advantage of "Option I", known as the Contract amendment pursuant to the Comptroller General's Opinion, and which provides that all relocation payments made to eligible displacees who move on or after January 2, 1971, from existing projects will be reimbursed by HUD without requiring local participation until the relocation is completed;

NOW, THEREFORE, BE IT RESOLVED BY THE CAMBRIDGE REDEVELOPMENT AUTHORITY:

1. That the United States of America and the Secretary of Housing and Urban Development be, and they hereby are, assured of full compliance by the Local Public Agency with regulations of the Department of Housing and Urban Development effectuating Title VI of the Civil Rights Act of 1964 and applicable Executive Orders, and
2. That an application on behalf of the Local Public Agency for an amendment to the Contract for Loan and Grant increasing the Project Temporary Loan to an amount not to exceed \$45,500,000, and the Project Capital Grant and Relocation Payments Grant, to the full amounts available for undertaking and financing the project is hereby approved, and that the Chairman or Vice Chairman or Executive Director of the Agency be, and each of them acting singly hereby is, authorized and directed to execute and to file such application with the Government to provide such additional information and to furnish such documents as may be required by the Government and to act as the authorized correspondent of the Local Public Agency, and
3. That it is hereby recognized that relocation payments made to eligible displacees who have moved, or will move, on or after January 2, 1971, from the Kendall Square Urban Renewal Area, may be fully reimbursed by the Department of Housing and Urban Development under "Option I", known as the Contract amendment pursuant to the Comptroller General's Opinion.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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CERTIFICATE

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CAMBRIDGE REDEVELOPMENT AUTHORITY  
336 Main Street  
Cambridge, Massachusetts

CERTIFICATE

I, Robert F. Rowland, hereby certify that:

- (1) I am the duly appointed, qualified, and acting Secretary of the Cambridge Redevelopment Authority, herein called the "Authority";
- (2) I am the custodian of the records of said Authority;
- (3) The attached copy of a "Resolution of Cambridge Redevelopment Authority authorizing the Filing of Amendatory Application for Loan and Grant, Project No. Mass. R-107" is a true and correct copy of said Resolution as adopted at a Meeting of the said Authority held on 1974, and as recorded in the Minutes of the Authority;
- (4) Said meeting was duly convened and held in accordance with the Authority By-Laws; a quorum was present throughout the meeting; a sufficient number of members of said Authority

- voted favorably and in the manner required by the By-Laws for the adoption of said Resolution; and all requirements for the adoption of such a Resolution were fully observed;
- (5) No action has been taken by the said Authority to amend, repeal or rescind said Resolution;
- (6) There have been the following changes in the membership of the Authority or its Officers between and the date of this Certificate: None.
- (7) Since such date, there has been no amendment to the By-Laws of the Authority;
- (8) No litigation of any nature is now pending which would in any way affect the corporate existence of the Authority, or the right or title of any of its Officers, or Members, in and to their offices, or the validity or security of any of its contracts or other obligations.

IN WITNESS WHEREOF, I have hereunto set my hand and the corporate seal of the Authority this            day of

(SEAL)

\_\_\_\_\_  
Secretary and Executive Director

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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OPINION OF CRA COUNSEL  
RESPECTING APPLICATION AND AMENDMENT NO. 1

CODE NO. R-231

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The Authority's legal counsel is reviewing the Amendatory Application at this time and an appropriate Opinion of Counsel will be forwarded to HUD within the next few days.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
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Kendall Square Urban Renewal Area  
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TEXT OF PROPOSED NOTICE OF PUBLIC HEARING

CODE NO. R-231

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The text of the proposed notice of public hearing on the amendment to the Urban Renewal Plan is attached herewith.

The proposed notice identifies the Cambridge City Council as the public body which is to hold the hearing. A proposed order of the City Council (1) setting a date, time, and place for the hearing, and (2) authorizing the publication of the notice, is also attached herewith, together with a proposed Certificate of the City Clerk.

The proposed notice identifies the Cambridge Redevelopment Authority as the agency which is to undertake the project.

The proposed notice states the date, time, and place of the proposed hearing.

The proposed notice identifies the project area by perimeter street boundaries.

The proposed notice states the purpose of the hearing, and indicates that any person or organization desiring to be heard will be afforded an opportunity to be heard.

The proposed notice will be published at least once a week, for at least two successive weeks immediately prior to the date of the hearing, in at least one newspaper of general circulation in the locality, with the first publication being not less than ten (10) days prior to the actual date of the hearing, inclusive of the date of publication but exclusive of the date of hearing.

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge • Massachusetts

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PROPOSED ORDER OF CITY COUNCIL ON PUBLIC HEARING      CODE NO. R-231

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C I T Y   O F   C A M B R I D G E

IT IS HEREBY ORDERED:

That a public hearing be held by the City Council in its chambers, Cambridge City Hall, 794 Massachusetts Avenue, Cambridge, at 7:30 P.M. (EST) on Monday      for the purpose of considering and acting upon an amendment to the Urban Renewal Plan for the urban renewal project being undertaken by Cambridge Redevelopment Authority in the Kendall Square Area of Cambridge, and such other matters as may be presented and are reasonably related to the foregoing; and that the City Clerk of the City of Cambridge is hereby directed to cause a notice of such hearing to be published in at least on newspaper of general circulation in the City of Cambridge, the first such notice to be no later than

AMENDATORY APPLICATION FOR LOAN AND GRANT  
PROJECT NO. MASS. R-107

Kendall Square Urban Renewal Area  
Cambridge Redevelopment Authority  
Cambridge . Massachusetts

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NOTICE OF PUBLIC HEARING

CODE NO. R-231

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Notice is hereby given that a public hearing will be held by the Cambridge City Council in its chambers, Cambridge City Hall, 795 Massachusetts Avenue, Cambridge, Massachusetts, at 7:30 P.M. (EST) on Monday, for the purpose of considering and acting upon an amendment to the Urban Renewal Plan for the urban renewal project being undertaken by Cambridge Redevelopment Authority in the Kendall Square Area of Cambridge, and such other matters as may be presented and are reasonably related to the foregoing.

The urban renewal project includes, among other things, acquisition of land in the project area; relocation; demolition and removal of buildings and improvements; installation, construction, and reconstruction of streets, utilities and other improvements; and disposition of land for development or redevelopment by private enterprise or public agencies as authorized by law.

The proposed amendment to the Urban Renewal Plan provides, in part, for the confirmation of the Federal Department of Transportation (DOT) as the developer of land bounded, generally, by or abutting Broadway, Sixth Street, Binney Street, and Third Street, except for land now or formerly of Cambridge Gas Company, whereas the currently approved Plan designates the National Aeronautics and Space Administration (NASA) as developer for the land bounded, generally, by or abutting Broadway, the land or right-of-way now or formerly of the Boston and Albany (Grand Junction) Branch Railroad, Binney Street, and Third Street, except for land now or formerly of Cambridge Gas Company.

The proposed amendment also provides, among other things, that the uses permitted in the portion of the project area located north of the proposed right-of-way of Broadway will be those permitted in an "Industry A District" under the Cambridge Zoning Ordinance, as amended to and including September 30, 1974, with the exception of open-air or drive-in retail and service uses, and storage uses.

Permitted uses in the remainder of the project area will be those permitted in a "Business B District" under said Zoning Ordinance.

The proposed amendment to the Urban Renewal Plan will be available for examination prior to the hearing at the office of the City Clerk, Cambridge City Hall, Cambridge, Massachusetts and will be open for discussion at the hearing.

Any person or organization desiring to be heard in connection with these proposals may appear and will be given an opportunity to be heard.

The project area is described as follows:

The area bounded generally by Third Street on the East, Binney Street on the North, the Boston and Albany (Grand Junction) Branch Railroad on the West, and Main Street on the South.

Per order of the City Council:

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Paul E. Healy  
City Clerk  
City of Cambridge

Cambridge Redevelopment Authority re: Trans-  
mittal of Copies of Part I Amendatory Applica-  
tion for Loan and Grant and Kendall Sq. Ur-  
ban Renewal Area Project No. Mass. R-107

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