

Cambridge Redevelopment Authority Board
Packet of Supporting Materials
Meeting of March 19, 2014

i. Agenda

~~1. Draft minutes from the annual meeting of February 19, 2014~~

2. Correspondence

- MBTA Role in the Cambridge Center Project
 - Revised Meeting Notice received from Office of Outdoor Advertising
-

5. MXD Rezoning Memo from CDD

6. Monthly Report to the Board of the Executive Redevelopment Officer

7. Report on January and February 2014 Finances

8. Proposed Ninth Amendment of the Kendall Square Urban Renewal Plan

Report of the Design Review Committee and Signage Design Materials to be provided in a Separate Packet

10. 2013 Traffic Count Program and Trip Generation Analysis

12. Certificate of Substantial Completion for Broad Institute Expansion at 75 Ames Street

13. Second Amendment of the Point Park Maintenance and Easement Agreement

14. Images of 'Octahedron' Sculpture

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6800
617 492-6804 (FAX)
www.cambridgeredevelopment.org



NOTICE OF MEETING

Pursuant to the Massachusetts Open Meeting Law, M.G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Cambridge Redevelopment Authority to take place as follows:

Wednesday March 19, 2014 at 5:30 pm

Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

AGENDA

March 19, 2014 Meeting

The following is a proposed agenda containing the items the Chair of the Authority reasonably anticipates will be discussed at the meeting:

Call

Public Comment

Minutes

1. Motion: To approve the minutes of the Annual Meeting of the Cambridge Redevelopment Authority (CRA) on February 19, 2013 *

Communications

2. "MBTA Role in the Cambridge Center Project" article from Cambridge Civic Journal forwarded to the Board by Thad Tercyak*
3. Revised Notice from the Outdoor Advertising Board regarding electronic billboard permit*

Reports, Motions and Discussion Items:

4. Discussion: East Cambridge Kendall Square Open Space Design Competition (Mr. Jennings)
5. Discussion: K2 MXD Rezoning Proposal (Ms. Farooq)*
6. Report: Monthly Report to the Board of the Executive Redevelopment Officer (Mr. Evans) *
7. Report: On the Financial Reports for January and February 2014 (Mr. Evans) *
8. Motion: To approve the Ninth Plan Amendment to the Kendall Square Urban Renewal Plan (Mr. Evans) *

9. Report: Design Review Committee: Kendall Center Signage Review*
 - a. Motion: To approve the schematic design for the Kendall Center Environmental Graphics and Wayfinding Signage conditioned on further review of the proposed monument kiosks.
10. Report: 2013 Traffic Count Program and Trip Generation Analysis (Mr. Evans)*
11. Discussion: Annual Performance Review of the Executive Redevelopment Officer (All Board Members)
 - a. Motion: To authorize the Executive Committee to negotiate an employment agreement with Tom Evans for the position of CRA Executive Director
12. Motion: To authorize the Chair and the Executive Redevelopment Officer, pending a final building walk-through, to issue a Certificate of Substantial Completion for the Broad Expansion at 75 Ames Street. (Mr. Evans)*
13. Motion: To authorize the Chair and the Executive Redevelopment Officer to execute the Second Amendment of the Point Park Maintenance and Easement Agreement to facilitate the construction of the Third Street connection to Main Street. (Mr. Evans)*
14. Motion: To authorize the Executive Redevelopment Officer to enter into a contract with Harnum Industries to relocate the Octahedron sculpture for storage in Cambridge (Mr. Evans)*

Adjournment

- (*) Supporting material can be found at:
- www.cambridgeredevelopment.org

Upcoming Community Workshop:

- March 26, 2014, 6:00PM at the Main Cambridge Library

Next Regular Board Meeting:

- April 16, 2014, 5:30PM at the Cambridge Police Station 1st Floor Community Room

The Cambridge Redevelopment Authority is a “local public body” for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18.

M. G. L. c. 30A, § 20, provides, in relevant part:

(b) Except in an emergency, in addition to any notice otherwise required by law, a public body shall post notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays and legal holidays. In an emergency, a public body shall post notice as soon as reasonably possible prior to such meeting. Notice shall be printed in a legible, easily understandable format and shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting.

(c) For meetings of a local public body, notice shall be filed with the municipal clerk and posted in a manner conspicuously visible to the public at all hours in or on the municipal building in which the clerk's office is located.

It is the policy of the Cambridge Redevelopment Authority to provide notice at least 7 calendar days prior to its meetings whenever practicable.

Cambridge Civic Journal Forum

February 13, 2014

MBTA Role in Cambridge Center Project – Kendall Station Urban Initiatives Project, 1979-1989

Filed under: [Cambridge](#), [Cambridge Redevelopment Authority](#), [Kendall Square](#), [MBTA](#), [planning](#) — Tags: [Kendall Square](#), [Urban design](#) — Robert Winters @ 11:50 am

MBTA Role in Jump-starting Development of the Cambridge Center Project Kendall Station Urban Initiatives Project, 1979-1989

By Thad Tercyak, Cambridge Redevelopment Authority, Associate Director, 1968-1990

The purpose of this narrative is to provide additional information about the Cambridge Redevelopment Authority's (CRA) Kendall Square Urban Renewal Project and to describe the role of the Massachusetts Bay Transportation Authority (MBTA) and the U.S. Dept. of Transportation, Urban Mass Transportation Administration (UMTA) in helping to jump-start development of the CRA's Cambridge Center Project in 1979-1989, a major factor in helping to attract high-tech companies to locate in the East Cambridge industrial area. UMTA provided the MBTA with critical financial assistance made available under President Carter's Urban Initiatives Program.



**KENDALL SQUARE URBAN RENEWAL PROJECT
Urban Initiatives Project – 1980**

To understand the Kendall Square Urban Renewal Project, it must be divided into two phases:

Phase 1. 1963-1979. The objective was to transform a 43-acre blighted urban industrial area into vacant land for construction of improvements.

Background. The Kendall Square Urban Redevelopment Project planning activities during Phase 1 included creating, initiating and financing the Kendall Square Urban Renewal Project; preparing an urban renewal plan to accommodate development by the National Aeronautics and Space Administration (NASA); and, after NASA withdrew from the Project, preparing an entirely new plan for development by private developers; a painful, prolonged and laborious process because Cambridge was unprepared to carry out the difficult and complicated tasks involved in overhauling the original plan with an entirely new plan.

In 1965, when the City of Cambridge approved the CRA's original Kendall Square Urban Renewal Project, it anticipated that the Project would attract NASA-related private development to replace a blighted industrial area of old, deteriorated and underutilized buildings with a modern, attractive industrial area which would generate tax revenues and jobs. In 1970, when NASA withdrew from the Kendall Square Urban Renewal Project and transferred its interests in the Kendall Square Project to the U.S. Department of Transportation (DOT), the feeling in Cambridge was that the project had been delivered a tremendous setback because it lost its major developer; a severe blow to the city's efforts to expand its economic base.

The 1970-77 period involved two major activities:

(1) **The execution of land preparation activities** in order to transform a 43-acre industrial slum into vacant land for new construction. The activities required the acquisition of 70 parcels of land, relocation of the Broad Canal to an underground water system, relocation of nearly 100 businesses, demolition of 50 buildings, construction of infrastructure, and formation of new traffic patterns of circulation. Land preparation activities are the "nitty-gritty, heavy-lifting" period of the redevelopment process because most are messy, noisy, a public nuisance and a favorite subject of complaint.

(2) **The resolution of planning issues** in order to amend the Kendall Square Urban Renewal Plan to designate new reuses for the land. Activities included negotiations between the CRA, DOT, and the U.S. General Services Administration to retrieve the rights to develop 10 acres of vacant land left behind by NASA; and rejection by the Cambridge City Council of four redevelopment plans prepared by a task force comprised of representatives from a cross section of Cambridge organizations working with the CRA.

In 1976, the CRA engaged the Urban Land Institute's (ULI) advisory panel services to review the Kendall Square Project and propose ways to help break the multi-year planning deadlock. Among the "Findings, Conclusions, and Recommendations" of the ULI panel:

- Only a few properties in the country have a broader array of locational advantages as the Kendall Square area and the opportunities associated with the Kendall Square Urban Renewal Project: Cambridge Center is a unique opportunity area, one that should be reserved to maximize its locational advantages.
- **The MBTA's Kendall Station subway is one of the more spectacular assets affecting the redevelopment potential of the CRA's Cambridge Center project** (emphasis added).
- Attracting developers will not be easy. Citizen concerns, political pressure, economic uncertainty, the absence of a united and strong development process, high taxes, environmental constraints, contentious political climate, and congested surface transportation have combined to create a credibility problem with the real estate development community relative to the City of Cambridge. With few exceptions, the lack of credibility has been a severe restraint to real estate development in Cambridge.
- **These development problems are such that all but the most determined developer, the one who perceives a very close relationship between locational advantages and development opportunities, will be deterred from coming into the community** (emphasis added).

Engaging the ULI greatly helped to break the planning deadlock because the panel's expertise gained the confidence of the Cambridge City Council and the CRA. The panel advised the CRA to make extraordinary efforts to impress potential developers by efficiently completing site preparations and all major pre-physical development activities. The CRA responded by removing legal and technical impediments to development by completing an Environmental Impact Statement; securing plan and zoning amendments; carrying out a \$7-million public improvements program; and implementing traffic circulation plans, such as widening Binney Street to provide direct major access to Memorial Drive.

In 1977, Cambridge City Council approved a mixed-use development plan for the Kendall Square Urban Renewal Project.

For marketing purposes the name Cambridge Center was adopted to refer to the 24 acres in the Kendall Square Project Area separate from the land occupied by DOT. In 1978, the CRA invited proposals to develop Cambridge Center, and in 1979, selected Boston Properties as the initial developer.

Phase 2. 1980-Present. The objective was to sell the vacant land created during Phase 1 for private development.

The CRA and Boston Properties executed a Development Agreement which provided that the CRA would sell land to Boston Properties in stages after approval of development plans; and Boston Properties was required to start construction of an office building within seven months of signing the agreement.

Because of the disorderly events of the 1970's, expectations regarding development of the CRA's Kendall Square Urban Renewal Project were gloomy. Mortimer Zuckerman, one of the two Boston Properties principals, was aware of the difficulties: "It was a very bleak time when the Kennedy Space Center moved to Texas...There was just a lot of land there" (Woolhouse, "Making a High Tech Mecca", Boston Globe, June 26, 2011)".

The CRA realized that to overcome Cambridge's credibility problem with the real estate community, it had to establish a reputation for being able to work efficiently and effectively with Boston Properties in stimulating private development of the Cambridge Center Project. The MBTA was about to provide the CRA with the opportunity to establish that reputation.

The MBTA operated three facilities in the Kendall Square Urban Renewal Project area: the Kendall subway station (Kendall Station), bus layover facilities, and a traction power substation. The Kendall Station was old (built in 1912), dilapidated, obsolete, with dimly lighted platforms. The traction power substation was considered to be obsolete and a blighting influence, and its 50' high fire-damaged brick facade dominated the heavily travelled Main Street eastern entrance to the Kendall Square area.

The MBTA recognized that because of the improvements designated for the CRA's Kendall Square Urban Renewal Project, the MBTA facilities would have to be modernized. During the mid-1970's, the MBTA and the CRA staffs met to coordinate plans regarding future reconstruction efforts. It was decided that reconstruction would be integrated with the CRA's redevelopment activities, and the CRA's Concept Design Plan for the Kendall Square Project would be used as the standard for urban design amenities.

By coincidence, Jimmy Carter was the U.S President from 1977 to 1981, and his Urban Policy plans included shifting the allocation of federal resources to favor urban areas. Priority was to be given to projects that leveraged the expenditure of federal funds and strong incentives would be awarded to projects engaged in efforts to attract private investments to urban areas. The effort would be called the President's Urban Initiatives Program.

Kendall Station Urban Initiatives Project

The MBTA determined that its Kendall Station met the qualifications to receive designation as a Urban Initiatives Project because it was already integrating its plans for modernizing the Kendall Station with the CRA's plans for the Kendall Square Urban Renewal Project, and that the CRA had executed a Development Agreement with Boston Properties to attract private development and investments to the Cambridge Center Project. In its application to UMTA for project approval, the MBTA made the following points:

"The project's financial assistance will be used to provide Kendall Station improvements in support of a major urban redevelopment effort and to stimulate private investments for urban improvements... The CRA has designated Boston Properties as developer for Cambridge Center and Boston Properties is expected to generate \$150 million of private investment over the next 10 years and produce in excess of one-million square feet of office, hotel, retail, and open space. More immediately, Boston Properties is prepared to begin construction in October, 1979, of the first office building (13 stories) involving 250,000 square feet of space and costing approximately \$20 million. This initial investment could be followed the next year with a second building of the same magnitude".

UMTA designated the Kendall Station project as an Urban Initiatives Project, agreeing that "the proposal has excellent characteristics for effectively achieving the President's intentions in calling for an UMTA Urban Initiatives Program". The Kendall Station Urban Initiatives Project involved the CRA, the MBTA, and Boston Properties. It included Parcel 4 of the Kendall Square Urban Renewal Project, a triangular 5-acre site bordered by Main Street, Broadway and Sixth Street around the Kendall Station.

Initially, because of budgetary constraints, the MBTA programmed construction of the Kendall Station improvements for the late-1980's and called for only a modest renovation of the existing facilities and entrances; and the program for the

traction power substation provided only for replacement of electrical equipment, with no provision for replacing and relocating the building. This schedule was of grave concern to the CRA because the Kendall Station, in its present antiquated condition, would have an adverse effect on the initial marketing efforts by Boston Properties to attract private development to the area.

At that time, Boston Properties marketing efforts highlighted the locational advantages of the Kendall Station: (1) The MIT campus was in the immediate neighborhood. (2) Two subway stops easterly from the Kendall Station was downtown Boston, and two subway stops westerly was Harvard University. (3) The MBTA public transit system provided access to virtually the entire Boston Metropolitan Area. (4) The Kendall Station was within easy walking distance of any location within the Cambridge Center Project area. The CRA believed that an efficient and timely transformation of the Kendall Station from old, dilapidated and obsolete to a modern, attractive, and well-designed subway station, and the simultaneous construction of buildings by Boston Properties and public improvements by the CRA could have a dramatic positive effect on Boston Properties' marketing efforts. Also it could stimulate private development of the vacant land in the rest of Cambridge Center; and might influence the real estate community's perception of Cambridge's credibility.

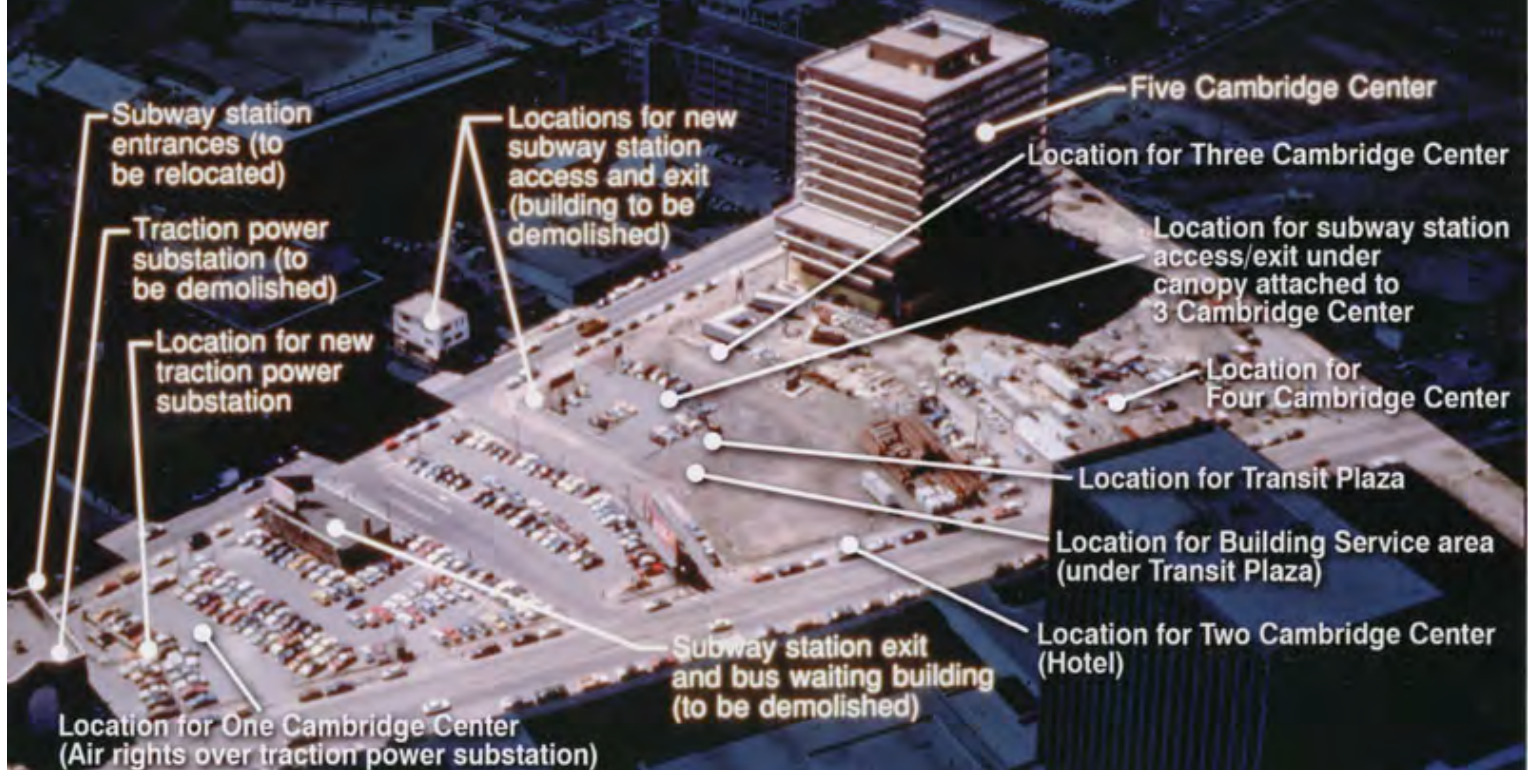
The CRA requested (1) the MBTA reschedule construction of the Kendall Station to start during the early 1980's, and the proposed station improvements be upgraded to match the CRA's design standards; and (2) the traction power substation be replaced and relocated so that it could be subsumed within the private development occurring on-site. The MBTA was supportive, but because the MBTA system had operated at a loss during the past five years, it had determined that "no part of the costs associated with the Kendall Station Urban Initiatives Project can be financed from MBTA revenue".

Designation of the Kendall Station modernization plans as an UMTA Urban Initiatives Project also qualified the MBTA for the maximum amount of Federal assistance, making it eligible to receive funding from UMTA. Accordingly, UMTA provided the critical financing the MBTA needed to reschedule construction of the Kendall Station to begin sooner, upgrade design standards, and relocate the new traction power substation.

Then a rare event took place in the City of Cambridge. Two public agencies – the CRA and the MBTA – and a private developer – Boston Properties – initiated meetings to discuss the funding, design and construction details of the Kendall Station Urban Initiatives Project. They entered into a variety of formal and informal arrangements to cooperate in the planning and development around the Kendall Station. Their arrangements extended from land use planning and urban design to land acquisition and transfer policies, construction activities, and the maintenance of public and private improvements. For example:

- The Kendall Station modernization would include lengthening the subway platforms from four cars to six cars, relocating the stations entrances, and upgrading the stations interiors.
- The MBTA's new traction power substation would be integrated with the improvements planned by the CRA and Boston Properties.
- The CRA's design standards for the renewal area would be used to plan project improvements related to the Kendall Station reconstruction.
- The CRA was awarded a \$5.1-million grant to provide transit-related improvements and urban design amenities, including street and sidewalk improvements, a bus contraflow lane, a Transit Plaza, an urban park at the gateway to the project, and pedestrian connections to nearby neighborhoods.

Urban Initiatives Project Area-1980



Construction Coordination

A particularly difficult task was the coordination of simultaneous construction activities by the three entities in performing overlapping construction work within tight, limited areas where the lines of responsibilities were difficult to draw. The parties devised a cost-sharing formula to determine how much of the total cost would be the responsibility of each party if the entire job was performed by a single contractor. A contractor would then be engaged and each party would pay its agreed-upon share of the total contractor cost. For example:

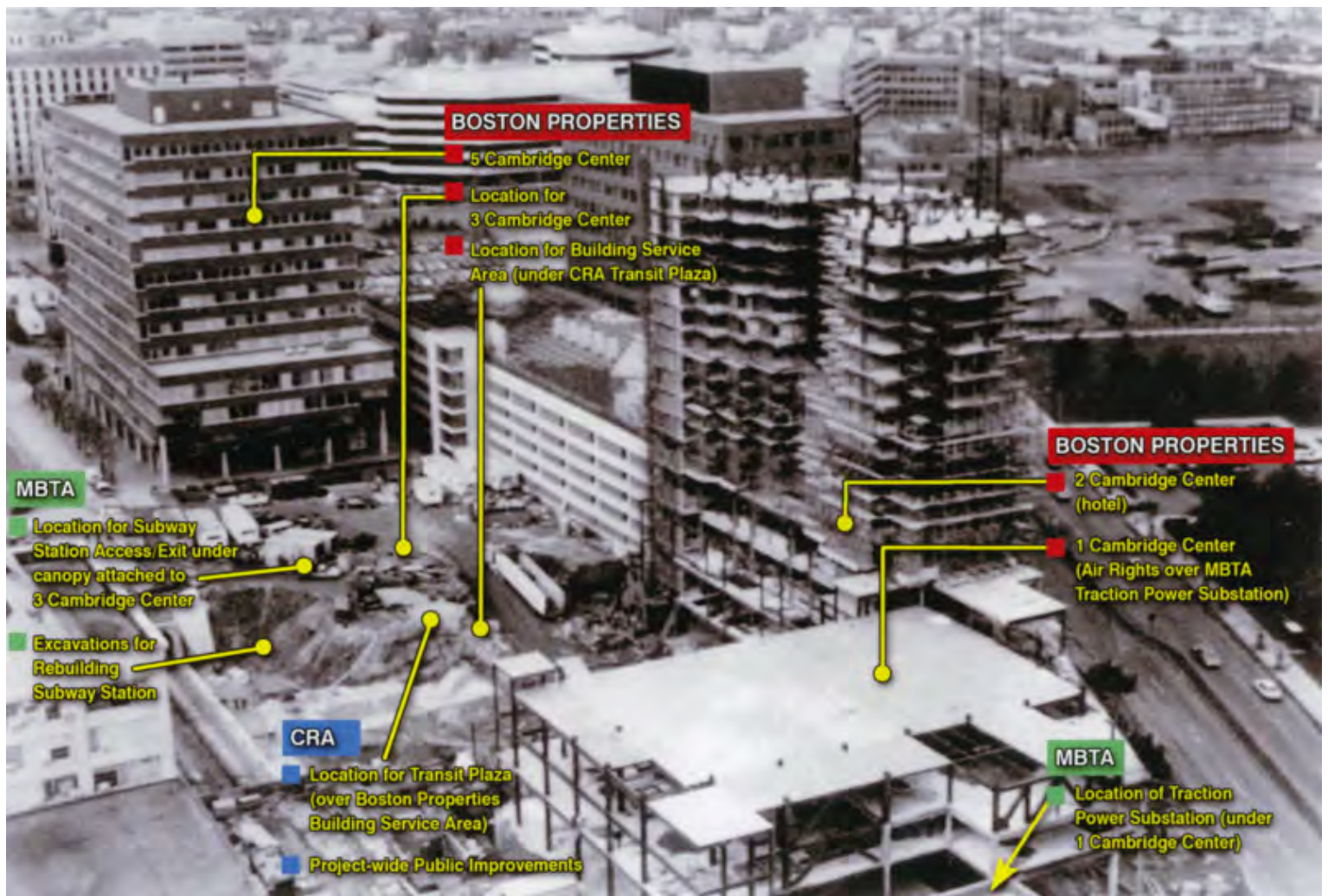
- The MBTA dug a huge excavation across Main Street and abutting vacant land. The excavation was for the expansion and renovation of the Kendall Station (to be constructed by the MBTA); and for an area to provide services to the buildings on Parcel 4 (to be built by Boston Properties). The building service area was to be located under a Transit Plaza (to be built by the CRA) so that it would be out-of-sight.
- The new northerly entrance to the subway (to be built by the MBTA) would abut the Transit Plaza (to be built by the CRA) and include an extended canopy from the wall of an office building (to be built by Boston Properties). The canopy would provide the MBTA patrons with a covered walkway and direct access to a food court (to be built by Boston Properties).
- The three parties collaborated on the location and design of the new traction power substation (to be built by the MBTA) so that a 12-story office building (to be built by Boston Properties) could be constructed on air rights over it.
- As construction was completed by the MBTA and Boston Properties, the CRA was to construct public improvements in the abutting public ways.

The redevelopment of Parcel 4 was a team effort by the CRA, the MBTA, and Boston Properties. The renovations by the MBTA in modernizing the Kendall Station, and by the CRA in constructing public improvements and urban design amenities, created an environment to reinforce Boston Properties' marketing efforts to attract highly-qualified companies to

locate in the Cambridge Center Project.



KENDALL STATION
Urban Initiatives Project – 1985



Urban Initiatives Project Area – 1985
Construction Coordination



Urban Initiatives Project Area – 1989

Transit Plaza contributions

The Transit Plaza, named Nowiszewski Plaza, abutted the Kendall Station's exit/access, and was surrounded by active uses. It included a multicolored paving pattern, and a 75-foot sculptured tower, which also served as an emergency exit for the hotel, ventilation for the building service area under the Plaza, and amphitheater seating. Boston Properties funded the tower and the gold-leaf octahedron adorning its top, and was obliged to operate, maintain, and repair the Transit Plaza.

(NOTE: The Transit Plaza was subsequently modified.)



Urban Initiatives Project – 1989

Pedestrian Circulation

Efforts were made to facilitate pedestrian circulation and activities: 5 Cambridge Center contained Legal Seafood restaurant; 3 Cambridge Center had a food court and MIT Coop store; and 2 Cambridge Center, a hotel abutting the Transit Plaza, had a restaurant, bar, and a public easement through the hotel lobby connecting to a pedestrian way to the surrounding area. The Transit Plaza provided exit/access for the subway, outdoor use of tables and chairs, amphitheater seating, and occasional entertainment programs, fairs and informal performances by free-lancers. Directly east of 1 Cambridge Center was an urban park, "Galaxy at Murphy Park". Also, Boston Properties constructed an elevator-accessible 1-acre public park on the roof of a parking garage. (Note: The garage roof was subsequently modified.)

"Galaxy at Murphy Park"

The eastern gateway to the Kendall Square area at the intersection of Main Street and Broadway, was a triangular site used to construct "Galaxy at Murphy Park". Galaxy was conceived through the successful collaborative efforts of the CRA and the MIT Center for Advanced Visual Studies.

The CRA considered Galaxy to be one of the most attractive features of Cambridge Center.

The centerpiece of Galaxy was an environmental structure which featured a 5-foot-in-diameter "earthsphere" placed in a fountain. Water spray – during the warm months – , or steam – during the cold months – enveloped the sphere to create the appearance of "floating" on clouds. Surrounding the fountain were 12" moon-globes which were perforated in individual patterns. At nighttime, the globes were illuminated from within and its shadows cast light and patterns on the pavement

around the globes; and when steam from the earthsphere passed over the globes, rays of light were visible coming through the perforations. Surrounding the fountain were benches for sitting; two rows of trees and shrubs; and grassy open spaces.

Boston Properties was responsible for operating, maintaining and repairing "Galaxy".

Urban Initiatives Project 1989



GALAXY

Cold Months, Steam



National Association of Housing and Redevelopment Officials (NAHRO)

In 1990, NAHRO's Annual Agency Awards of Excellence in Housing and Community Development chose the Kendall Station Urban Initiatives Project for its Administrative Innovation Award. "The Kendall Square Project showed excellent coordination of public and private funding, as well as excellent planning and team work by three major agencies over the 10-year development period. A joint development carried out among two public agencies, the CRA and the MBTA, and a private developer, Boston Properties".

Summary

Although the project was complex, the objectives of the Kendall Station Urban Initiatives Project were achieved:

- The MBTA modernized and expanded the Kendall Station by relocating station entrances, lengthening the station platforms, and renovating the station's interiors; and constructed a new traction power substation to replace the old, outmoded one.
- Boston Properties marketing operations attracted qualified competent companies to locate within the Urban Initiatives Project area, resulting in the construction of 1.1-million square feet of mixed-used development, including two 12- to 13-story retail, office buildings; a 13-story office building constructed on air rights over the MBTA traction power substation; a 25-story hotel; a 4-story retail, office building; and a 863-car garage with a one-acre open space roof-top garden.
- The CRA constructed public improvements throughout the area: streets and sidewalks, landscaping, Transit Plaza, Galaxy park, and pedestrian walkways.
- UMTA provided the critical financing the MBTA needed to reschedule and upgrade its Kendall Station facilities. UMTA considered the Kendall Station Project to be a successful Urban Initiatives Project because it attracted private investments

to the Cambridge urban area, and "a model for other cities on the positive impact that transit accessibility can have on community development".

- The joint public-private cooperative effort helped to create an environment that supported Boston Properties' marketing operations and provided a jump-start to generate momentum to develop Parcel 4.

In 1979, when the MBTA submitted its application for Kendall Station designation as an Urban Initiatives Project, the CRA's expectations were that the Cambridge Center Project would be completed in about ten years and produce 1.7-million square feet of mixed-use development and generate \$200-million of private investments. Thirty years later, the Cambridge Center Project is in its last phase, and upon completion is projected to have produced 3-million square feet of mixed-uses, and generated about \$1-billion of private investments, \$15-million of property tax revenues and about 6,000 jobs.

The joint public-private team enterprise in the successful redevelopment of Parcel 4 was a factor in the real estate development community's apparent re-evaluation of its skepticism about the development climate in the City of Cambridge. Starting in the 1980's, private investments were made to develop the rest of the Cambridge Center Project, and subsequently a flood of development occurred in the East Cambridge industrial area.

END

P.S.: Robert F. Rowland was the CRA Executive Director in the 1970's when planning to integrate the CRA's and MBTA's urban redevelopment operations in the Kendall Square Urban Renewal Project were initiated, and which resulted in the designation of the Kendall Station as an Urban Initiatives Project.

Thad J. Tercyak Professional Resume

1610 N Pebble Beach Blvd., Sun City Center, FL 33573; Phone (813) 633-5746 (Nov-May)

108 Alden Village Ct., Cary, NC 27519; Phone (919) 460-4526 (June-Oct)

E-Mail: tedtercyak AT cs DOT com

Professional Employment

Cambridge Redevelopment Authority: Associate Director, 1968-1990.

Boston Redevelopment Authority: Project Director, Washington Park and South End urban renewal projects; 1961-1968.

Cuyahoga County Planning Authority (Cleveland, Ohio): Economist, 1957-1960.

Connecticut Development Commission (Adams, Howard & Greeley, City Planning Consultants): Economist, 1956-1957.

Academic

University of Pittsburgh: Master's Degree, Public Administration, 1961.

University of Connecticut: Master's Degree, Economics, 1956.

Boston University Metropolitan College: Part-time Instructor, Urban Renewal, 1975-6.

Publications

Cambridge Civic Journal:

"[Kendall Square Urban Renewal Project: Six Pivotal Episodes](#)"; June, 2013.

"[Kendall Square Urban Renewal Project, Initial Years, 1963 to 1982](#)"; July, 2012.

Urban Land Institute:

"Joint Development at Kendall Square"; April, 1991.

"Marketing Public Land"; February, 1986.

"Cambridge Center Project Design"; April, 1985.

"Panel Revisits: Cambridge Center: Downtown Redevelopment"; February, 1985.

Journal of Housing:

"Project Design: A Cooperative Effort"; September/October, 1984.

"Kendall Square: An Urban Renewal Success"; September/October, 1982.

Urban Land Institute (ULI) , Advisory Services Panelist:

An Evaluation of the Development Potential and Revitalization Strategy for the Silver Triangle Site, Downtown Silver Spring, Maryland, 1992.

An Evaluation of Kennedy and LaGuardia Airport Access for the Port Authority of New York and New Jersey, the Metropolitan Transportation Authority and the City of New York, 1991

Professional Resume, summary

Mr. Tercyak's professional background includes Master's degrees in Economics and Public Administration; 22 years as Associate Director of the Cambridge Redevelopment Authority; 7 years as project director of the Boston Redevelopment Authority's Washington Park and South End urban renewal projects; 5 years as an economist with city and county planning agencies; and Urban Land Institute advisory services panelist evaluating potential development projects for the Port Authority of New York and New Jersey, and for downtown Silver Spring, Maryland. Several articles published in the Cambridge Civic Journal, Urban Land Institute Magazine and Journal of Housing. Part-time instructor, Community Development, Boston University Metropolitan College.

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4 Comments »



spectacular, thank you.

Comment by PatrickBarrett — February 13, 2014 @ [4:07 pm](#)



A fantastic history and a must-read for anyone interested in Cambridge planning.

Thanks to Mr. Tercyak (and Rowland and Winters).

Comment by [Tom Stohlman](#) — February 14, 2014 @ [7:47 am](#)



Great story and pictures. Brings me back to the days when I used to pack parcel post at the Kendall Sq. P.O. Also delivered mail to a lot of companies that existed on those empty lots during the summers at same P.O. I rambler Better Homes, Carter's Ink, American Biltrite, Fenton Shoe and lots of other places. It is the place where I learned about all the small town names up in Maine and N.Y. amongst other places. Thanks. What a change in over 50 years.

Comment by Bob Richards — February 14, 2014 @ [10:09 am](#)



Interesting story.

Although some people complain that there is too much of this or too little of that, this project gave a tremendous boost to the City – generating lots of tax revenue which have enabled lower residential tax rates and lot of money for the city to spend on other things such as schools, library, police, and causes more people to come to the city to patronize businesses, etc. And it set the stage for the continuing development in the area. The stats that I read show that all this commercial development has not increased traffic because so many of the employees come to work by car, foot, or public transportation. Who would have thought the long term consequences of MIT's move to

Cambridge in 1916?

Comment by John Gintell — February 15, 2014 @ [12:45 pm](#)

[RSS feed for comments on this post.](#)

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Comment

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Please use your REAL name or your comment may be rejected.

Click the "Preview" button to preview your comment here.

☐ Notify me of follow-up comments by email.

☐ Notify me of new posts by email.

- Purpose

This forum serves two purposes.

- To facilitate discussion among readers of the Cambridge Civic Journal, its contributors, and its editor.

- To permit stories posted here to appear on other sites and to more easily be indexed by search engines and other tools.

The primary website of the Cambridge Civic Journal will remain at <http://rwinters.com>.



Deval L. Patrick, Governor
Richard A. Davey, Secretary & CEO
Frank DePaola, Administrator



CERTIFIED MAIL: 7012 2210 0002 3941 8303

MAR 03 2014

Office of Outdoor Advertising
Ten Park Plaza, Suite 6160, Room 6141
Boston, MA 02116

February 27, 2014

Donna P. Lopez, City Clerk
Cambridge City Hall
795 Massachusetts Avenue
Cambridge, MA 02139

Re: Proposed conversion of static outdoor advertising billboard(s) to
electronic billboard(s) – Change of date of public meeting

Dear Ms. Lopez:

Please be advised that the date of the Office of Outdoor Advertising's public meeting to address an application by Clear Channel Outdoor for one electronic permit to replace an existing traditional billboard permit at Broadway at Galileo Galilei Way (Application 2014D016, current permit #: 33939, facing south) has been **postponed** at the applicant's request until:

Thursday, April 10, 2014 11:00 AM in Conference room/s 5 & 6 on the second floor of the Transportation Building at 10 Park Plaza, Boston MA.

Public comment regarding the proposed electronic billboard(s) and/or display(s) may be presented at the meeting or in writing prior to the meeting to:

The Office of Outdoor Advertising,
Attention Edward J. Farley, Director
Ten Park Plaza, Room 6141
Boston, MA 02116

Thank you for attention to this matter.

Sincerely,

Edward J. Farley, Director
MassDOT – Office of Outdoor Advertising

cc: Richard C. Rossi, City Manager
Arthur J. Goldberg, Deputy City Solicitor
Thomas Evans, Executive Redevelopment Officer,
Cambridge Redevelopment Authority

Ten Park Plaza, Suite 6160, Boston, MA 02116

Tel: 857-368-9700, TTY: 857-368-0655

www.mass.gov/massdot/ooa



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

BRIAN MURPHY
Assistant City Manager for
Community Development

To: Planning Board, CRA Board
From: CDD Staff
Date: March 14, 2014
Re: **Kendall Square Zoning Discussion – MXD Area**

The purpose of this brief is to provide an update on the status of the Kendall Square (K2) study recommendations, and to begin discussing the next phases of implementation.

Earlier this year, the Planning Board received the ***K2C2-Kendall Square Final Report***. We hope Board members have had an opportunity to review the report, as it provides a comprehensive review of the analysis, discussion, and final recommendations of the Kendall Square Study Committee.

Process to-Date

The work of the K2 Study Committee concluded in June, 2012. Over the course of the following nine months, the Planning Board had several discussions about the Committee's recommendations.

The K2 study recommended an overall framework to guide future development in Kendall Square as a whole (described on the following page). It also identified four distinct districts within the study area, each of which would have its own unique development objectives (see attached map):

- KS1. The district controlled by the CRA (currently the MXD zoning district)
- KS2. The district predominated by the US-DOT Volpe Center (currently PUD-KS)
- KS3. The district adjacent to the Broad Canal and riverfront (currently PUD-3)
- KS4. The land area owned by MIT (subject of the MIT-Kendall rezoning petition)

In its early discussions of the K2 study recommendations, the Planning Board expressed a desire to address each of these districts individually, with input from the property owners.

The initial discussion of the K2 recommendations was followed closely by discussion of the MIT-Kendall rezoning petition, which incorporated the recommendations of the K2 study into a more specific vision for MIT land holdings in Kendall Square. The City Council adopted that rezoning in April, 2013.

Since the development of new housing on Ames Street in the short-term is likely, given the recent approval of the Ames Street land disposition and zoning amendments, there is renewed interest in proceeding with the K2 proposal for rezoning of the MXD district.

Kendall Square Study – Overall Planning Framework

The planning vision articulated by the K2 Study Committee includes four main points:

- **NURTURE KENDALL’S INNOVATION CULTURE** by allowing for growth in the knowledge economy, strengthening connections between MIT and Kendall Square, and supporting a vibrant environment for creative interaction.
- **CREATE GREAT PLACES** with open space and recreational opportunities for the neighborhood, lively and walkable streets, and interaction among diverse segments of the community.
- **PROMOTE ENVIRONMENTAL SUSTAINABILITY** by expanding transportation choices with less reliance on automobile travel, reducing resource consumption and waste emissions, encouraging compact development and promoting a healthier environment.
- **MIX LIVING, WORKING AND PLAYING** with added housing, retail and amenities, focused intensity around transit, and minimized development pressures on traditional neighborhoods.

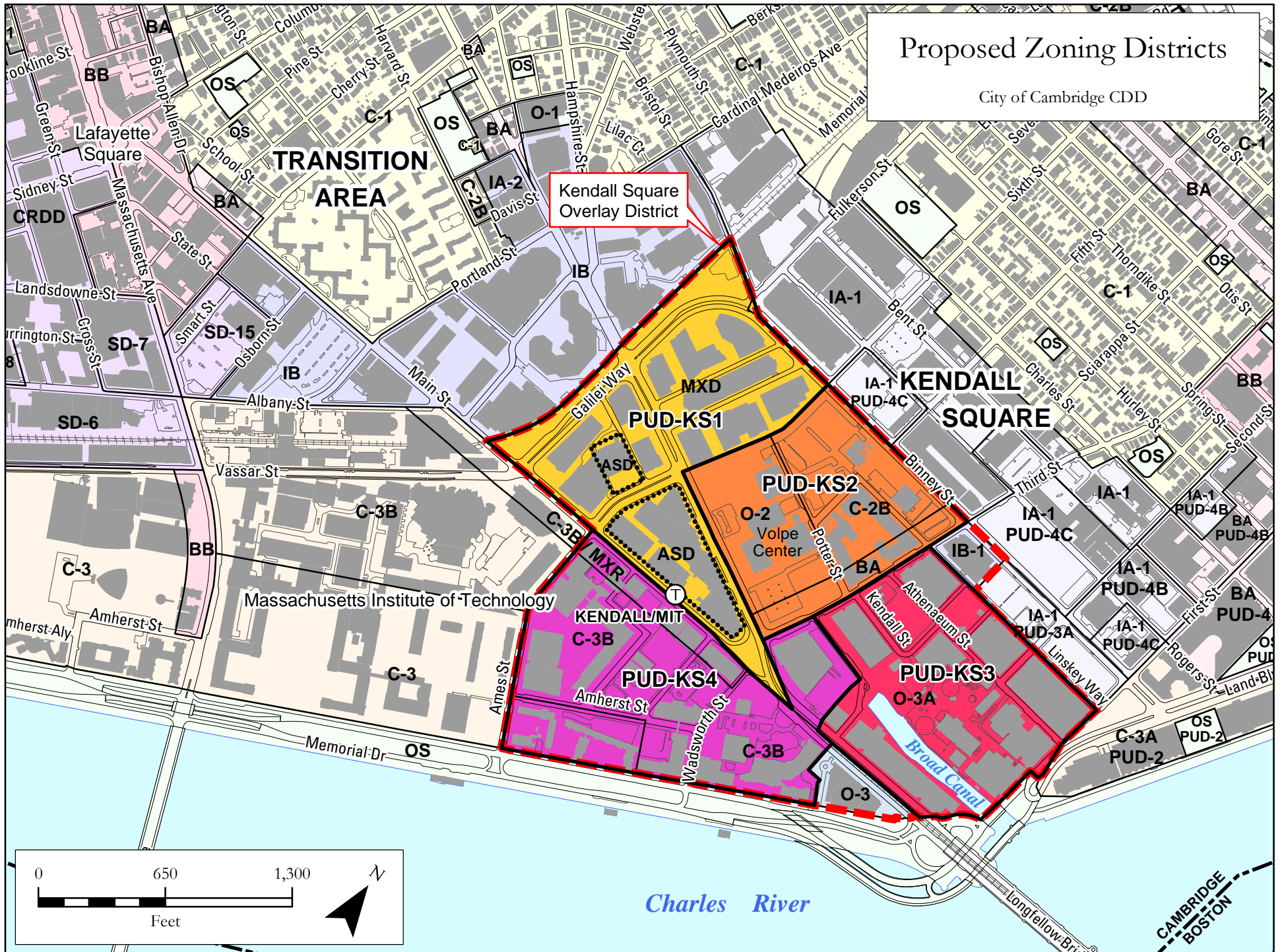
Based on this vision, the following zoning provisions were recommended for each of the four districts:

- **Active Ground-Floor Uses** would be required on major streets including Main Street, Ames Street, Broadway and Third Street, and incentivized throughout.
- **Middle-Income Housing** would be required in housing developments taller than 250 feet.
- **Innovation Office Space** for small companies and start-ups would be required as a component of all new office development.
- **Community Investments** into a common fund would support open space improvement and activation, expanded transportation options, and workforce development programs.
- **Sustainability** in new buildings would be improved by requiring LEED Gold standards, energy monitoring, cool roofs and stormwater management, and encouraging use of district steam, cogeneration and other efficient energy systems.
- **Parking and Loading** impacts would be mitigated through strict parking maximums, flexible minimums, and encouragement of sharing among different users within the area.
- **Design Guidelines**, developed through the K2 study, would be applied during project review.

MXD Area

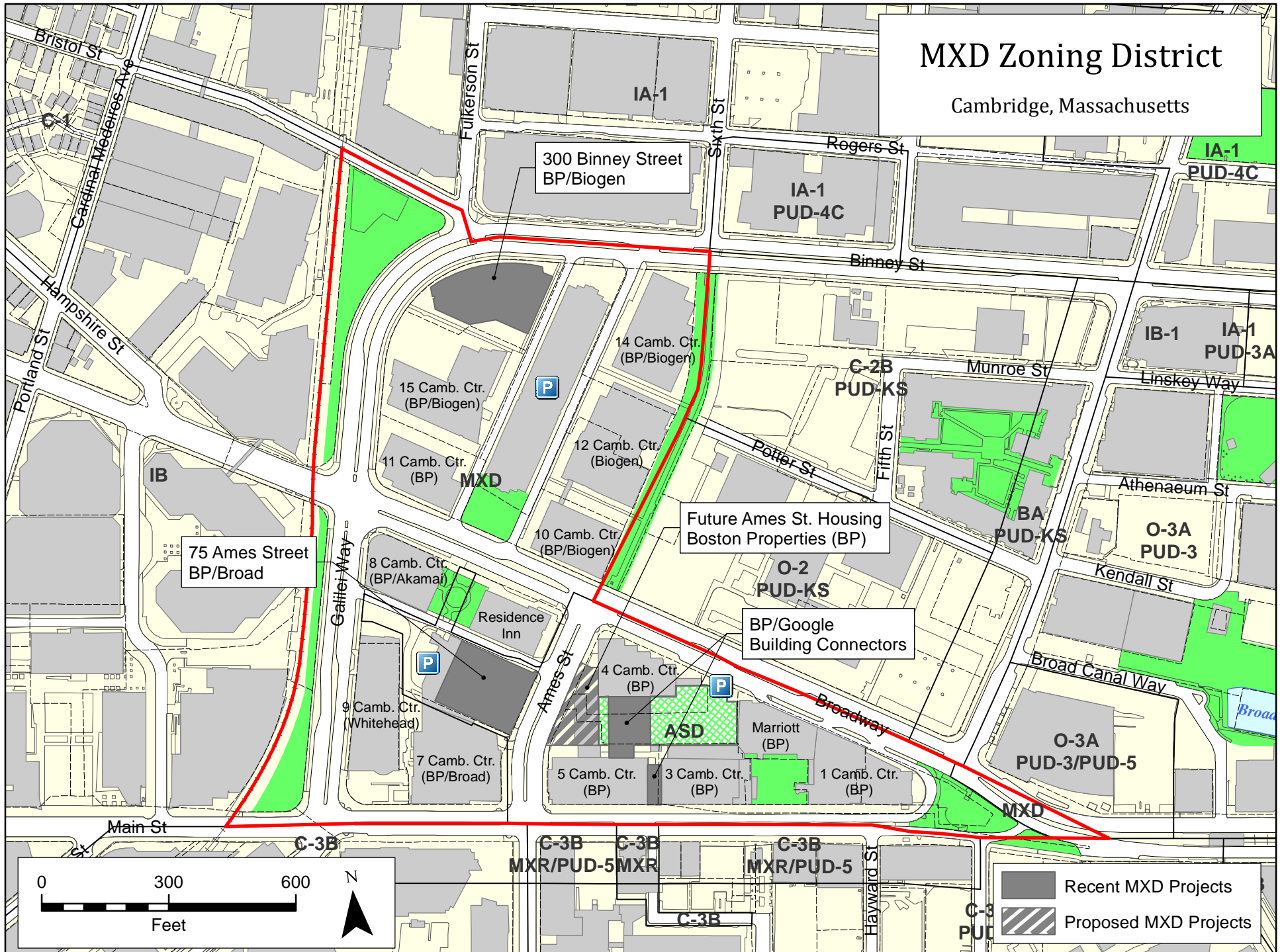
The K2 study envisions about an additional one million square feet of new development in the MXD area, with up to 60% for commercial uses and at least 40% for residential. This new development would be allowed only after the completion of 200,000 square feet of residential development currently permitted by the MXD zoning, which is now being planned for Ames Street.

At Tuesday’s meeting, representatives of the CRA and owners of land within the MXD area will be present along with CD staff to participate in a discussion of how future development might take place within this conceptual framework. This discussion will be an opportunity to raise specific issues and questions to be addressed as the planning process continues.



MXD Zoning District

Cambridge, Massachusetts



Map prepared by on March 13, 2014. All locations and information approximate. CDD GIS S:\GIS\ZoningPetitions\MXDZone\MXDZone2014onS.mxd



Executive Redevelopment Officer Report to the Board

March 19, 2014

Contracting, Personnel, and General Administration

Advertisements are currently posted for both an Office Manager position and a real estate advisory consultant. A contractor selection committee will be put together to review responses to the Responses to the real estate RFP, which are due April 7th, and I will work closely with the Executive Committee through the hiring process for the administrative position. Both resources will expand our internal capacity to evaluate and implement redevelopment programs as we transition from various short-term contracts and administrative support arrangements, toward a consistent operational structure. We are also currently seeking graduate interns to join us for the summer.

This month we completed our transition to a new bookkeeping system and payroll processing service. The draft Internal Controls Policy is undergoing a major reorganization in an effort to make the CRA's invoicing and disbursement procedures clear for staff and Board members. A draft Investment Policy and a Procurement Procedures document are drafted and will be discussed with the Finance Committee over the course of the next month.

Staff is diving into our archival process scanning and sorting photos, plans and documents located in both the office and our storage space in Four Cambridge Center. We are preparing to send most of our documents related to CRA projects that preceded the Kendall Square Urban Renewal Area (KSURA) to the Cambridge Library archives. While processing this collection, we are developing materials that summarize the CRA's history to plug into the strategic planning process. For the time being all KSURA documents are to remain in the CRA office.

The Design Review Committee has overhauled its draft Signage Design Guidelines and Procedures over the past few months and hope to bring a draft before the full Board next month.

Board Meeting Draft Forward Calendar

April	May
MXD Rezoning	Google Interior Design Review
Signage Review Procedure	Community Loan Fund
Internal Controls Policy	Revised KSURA Master Plan
Ames Street Design	Procurement Procedure Manual
The Foundry Building	Parcel 6
Draft Strategic Plan	Final Strategic Plan

Projects and Initiatives

Strategic Plan: Staff have been preparing for the upcoming Community Strategic Planning workshop to be held next week, March 26th, at the Main Library Community Room from 6:00 PM to 8:00 PM. Our coUrbanize website (www.courbanize.com/cambridge/cambridge-redevelopment-authority-strategic-plan/) was launched last week to establish an online platform for collecting ideas and feedback on the Strategic Plan and potential CRA initiatives throughout Cambridge. We have received numerous comments to date, and we encourage visitors to register and revisit the site as we additional comments are posted.

Strategic Planning presentations have been made to the Cambridge Combined Business Association and the East Cambridge Business Association. We are hoping to meet with other community groups at their request, and are scheduled to attend the first East Cambridge Planning Team meeting in April.

Ames Street Residential Project: Although there were no new plans ready for review by the Design Review Committee progress is continuing on the building's design, advancing the conceptual design of the building's exterior and performing wind tunnel test for the ground-level comfort wind study. Boston Properties is putting together the required elements for Article 19 submission. CRA staff and FST are working to help BP address the City's requirement for a new traffic study. BP's designers are also preparing landscape concepts for the ground level spaces including 'Pioneer Alley.'

The Foundry Building: On March 3rd, the City Council held a special meeting on the reuse of the city-owned Foundry Building. At this meeting the City Manager presented multiple scenarios for the redevelopment of the Foundry, a number of which involve collaboration with the CRA. The Council is considering a policy order at its meeting on March 17th, that includes a request that the City Manager "...determine the legal and regulatory process necessary to collaborate with the Cambridge Redevelopment Authority (CRA), companies in the private and public sector, and/or local universities, and/or donors that are willing to partner with the City". We will begin working with CDD staff on developing an outline of a Demonstration Project based on the programmatic parameters set by the City.

K2 Zoning: Multiple meetings have been held with Boston Properties (BP), representatives from the Whitehead Institute, and CDD staff regarding the zoning recommendations that emerged from the K2 Planning Study. The next steps towards implementing those recommendations are to be discussed at this month's Board meeting. BP has identified sites where it has the potential to add additional residential and commercial space within the KSUR, and is working with staff to evaluate urban design and phasing alternatives.

Grand Junction: The City's inter-departmental work group on the Grand Junction trail has encouraged the CRA to focus its engineering resources first on the construction of the trail between Main and Broadway, rather than evaluate Galileo Way design alternatives. Scope alternatives for designing the pathway within the currently adopted contract budget are to be provided by FST Engineering for review. CRA and CDD staff are participating in MIT's technical study of the Grand Junction Trail options through the MIT campus.

Main Street: The City anticipates going out to bid in early spring for the reconstruction of Main Street. The CRA is working with the City and Boston Properties to establish the appropriate easements and access agreements to allow for the roadway connection from Main Street. We are also coordinating with BP to refurbish the Point Park Plaza in conjunction with the streetscape work. Veolia Energy has been asked to investigate the steam connection issue, in connection with upcoming utility work they are conducting shortly along Third Street.

Other KSURP Projects: The Marriott Hotel lobby improvements are nearly complete. The redesign of the Starbucks Café in the lobby has required an alternative public access route - this work should be completed within a few weeks.

The customized Broad entrance signage is installed and work is underway to fit out the ground floor of 75 Ames Street for a new restaurant tenant. The Broad anticipated moving into the office and R&D space beginning in April.

DRAFT 2014 BUDGET WORKSHEET - Cambridge Redevelopment Authority

3/17/14

SUMMARY				
	2013	2013	2014	2014
	Budget	Actuals	Budget	Actuals
Operating Revenue:		\$1,846		
Discounts Given			\$0	\$100
Proceeds from sale of development rights	\$0	\$2,329,326	\$67,500	\$0
Rental income	\$6,000	\$11,844	\$1,316	\$6,008
Equity Participation Income	\$0	\$0		
Project Income (land and building sales)	\$0	\$0		
Reimbursed Expenses	\$0	\$56	\$2,832	\$0
Grants	\$0	\$0	\$83,332	\$0
Total Operating Revenue	\$6,000	\$2,343,072	\$154,980	\$6,108
Non-Operating Revenue				
Interest Income	\$75,000	\$38,559	\$60,000	\$0
Dividend Income	\$0		\$0	\$121
Asset Write-Downs	\$0		\$0	\$0
Total Non Operating Revenue	\$75,000	\$38,559	\$60,000	\$121
TOTAL ALL SOURCES OF REVENUE	\$81,000	\$2,381,632	\$214,980	\$6,229
Cash Reserves	\$9,357,656	\$9,357,656	\$11,108,171	\$11,108,171
Operating Expenses:				
Personnel	\$174,000	\$239,009	\$62,522	\$34,329
Office/Administrative	\$616,350	\$179,912	\$36,124	\$51,143
Community Outreach/Professional Dev.	\$450	\$5,821	\$844	\$30
Property Management	\$67,000	\$26,613	\$8,746	\$9,071
Total Operating Expenses	\$857,800	\$451,354	\$108,236	\$94,573
Project/Program Expenses				
Unassigned Professional Services	\$220,000	\$374,837	\$45,830	\$5,287
Ames Street			\$0	\$0
MXD Zoning & Design Review			\$0	\$0
East Cambridge			\$0	\$0
Volpe			\$0	\$0
Point Park			\$0	\$0
Grand Junction			\$0	\$0
Redevelopment Investments			\$0	\$0
Real Estate Acquisitions			\$0	\$0
Community Loan Fund Program			\$50,000	\$0
Capital Costs			\$400,000	\$0
Sub-Total				
Total Project/Program Expenses	\$220,000	\$374,837	\$495,830	\$5,287
TOTAL ALL EXPENSES	\$1,077,800	\$786,916	\$604,066	\$99,860
ALL REVENUES LESS ALL EXPENSES	(\$996,800)	\$1,594,715	(\$389,086)	(\$93,631)
Year End Cash Reserve	\$8,360,856	\$10,952,371	\$10,719,085	\$11,014,540

DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

3/17/14

PERSONNEL			
	2013	2014	2014
	Budget	Budget	Actuals
Salaries	\$112,500	32,632	32,161
Payroll Taxes		0	0
Unemployment	\$0	0	72
Medicare	\$0	332	604
Payroll Taxes - Other	\$1,500	332	0
Total Payroll Taxes	\$1,500	\$664	\$676
Personnel and Fringe Benefits		0	0
T Subsidy	\$0	280	0
Pension Contribution	\$0	4,582	1,327
Insurance - Medical (Employee)	\$0	4,800	0
Insurance - Medical (Retiree)	\$0	14,832	0
Insurance - Dental	\$0	400	0
Workers Comp & Disability Insurance	\$0	332	165
Total Employee Benefits	\$60,000	\$25,226	\$1,492
Retiree Benefits		0	0
Pension System Assessment	\$0	4,000	0
Payroll Expenses - Other	\$0	0.00	0.00
Total Personnel	\$174,000	\$62,522	\$34,329.28
Personnel Costs by Project	<i>not available</i>	<i>to be assigned</i>	
Administration			
Ames Street		\$0	\$0
KS Design Review		\$0	\$0
Volpe		\$0	\$0
MXD Zoning		\$0	\$0
East Cambridge		\$0	\$0
Point Park		\$0	\$0
Grand Junction		\$0	\$0
Community Loan Fund		\$0	\$0
Total Personnel	\$174,000	\$62,522	\$34,329

DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

3/17/14

OFFICE AND ADMINISTRATIVE			
	2013	2014	2014
	Budget	Budget	Actuals
Office Space		\$0	\$0
Office Rent	\$55,000	\$9,000	\$14,739
Parking		\$82	\$0
Furniture		\$66	\$0
Repairs and Maintenance		\$0	\$0
Archives		\$1,000	\$750
Other Rental Space		\$0	\$289
Office Equipment		\$0	\$0
Equipment Purchase (computers, etc.)	\$2,500	\$332	\$0
Equipment Lease	\$4,000	\$1,066	\$1,444
Printing and Supplies		\$0	\$388
Postage and Delivery	\$1,000	\$8	\$64
Printing and Reproduction	\$500	\$66	\$123
Software		\$332	\$0
Office Supplies	\$1,000	\$66	\$0
Board Meeting Expenses-misc	\$0	\$100	\$0
Office Expenses	\$7,750	\$82	\$400
Utilities		\$0	\$0
Gas and Electric	\$5,600	\$750	\$468
Water	\$0	\$0	\$0
Utilities - Other	\$0	\$0	\$0
Telecommunications		\$0	\$0
Telephone	\$10,000	\$280	\$1,070
Internet		\$160	\$0
Mobile		\$240	\$0
Website Hosting		\$16	\$0
Insurance		\$0	\$0
Commercial Liability	\$14,000	\$900	\$846
Special Risk	\$0	\$250	\$0
Art and Equipment		\$800	\$0
Administrative Professional Services		\$0	\$0
Financial Service Charges		\$32	\$0
Payroll Services		\$332	\$165
Accounting	\$15,000	\$3,332	\$13,985
Marketing		\$0	\$0
Legal	\$500,000	\$16,666	\$15,806
Temp and Contract Labor		\$0	\$0
Web Design		\$166	\$608
Total Administrative	\$616,350	\$36,124	\$51,143

DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

3/17/14

COMMUNITY OUTREACH & PROFESSIONAL DEVELOPMENT			
	2013	2014	2014
	Budget	Budget	Actuals
Community Outreach		\$0	\$0
Public Workshops		\$166	\$0
Materials		\$16	\$0
Other		\$0	\$0
Marketing & Professional Development		\$0	\$0
Recruiting - Admin		\$0	\$0
Staff Development		\$0	\$0
Dues and Membership	\$200	\$332	\$30
Subscriptions		\$16	\$0
Advertising	\$0	\$66	\$0
Conferences and Training	\$0	\$166	\$0
Travel	\$0	\$66	\$0
Meals	\$250	\$16	\$0
Total Community Outreach/Marketing	\$450	\$844	\$30
PROPERTY MANAGEMENT			
	2013	2014	2014
	Budget	Budget	Budget
Landscaping	\$67,000	\$5,000	\$2,961
Snow Removal		\$1,666	\$6,110
Utilities	\$5,600	\$832	\$0
Contract Work		\$1,166	\$0
Repairs		\$82	\$0
Total Property Management	\$67,000	\$8,746	\$9,071

DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

3/17/14

PROJECTS			
	2013	2014	2014
	Budget	Budget	Actuals
Unassigned Professional Services		\$0	\$0
Legal		\$25,000	\$0
Planning	\$220,000	\$8,332	\$0
Design - Architects	\$0	\$2,500	\$0
Design - Landscape Architects		\$0	\$0
Engineers and Survey		\$3,332	\$5,287
Real Estate and Finance		\$6,666	\$0
Construction Management		\$0	\$0
Sub-Total Project Costs, Unassigned	\$220,000	\$45,830	\$5,287
Personnel Costs by Project	<i>not available</i>	<i>to be assigned</i>	<i>to be assigned</i>
Ames Street		\$0	\$0
K2 Design Review		\$0	\$0
Volpe		\$0	\$0
MXD Zoning & Design Review		\$0	\$0
East Cambridge		\$0	\$0
Point Park		\$0	\$0
Grand Junction		\$0	\$0
Community Loan Fund		\$0	\$0
Sub-Total	\$0	\$0	\$0
Professional Services by Project			
Ames Street		\$0	\$0
K2 Design Review		\$0	\$0
Volpe		\$0	\$0
MXD Zoning & Design Review		\$0	\$0
East Cambridge		\$0	\$0
Point Park		\$0	\$0
Grand Junction		\$0	\$0
Sub-Total	\$0	\$0	\$0
Redevelopment Investments		\$0	\$0
Real Estate Acquisitions		\$0	\$0
Community Loan Fund		\$50,000	\$0
Capital Costs		\$66,666	\$0
Sub-Total	\$0	\$116,666	\$0
Total (not carried forward)	\$220,000	\$162,496	\$5,287

Cambridge Redevelopment Authority
Budget vs. Actuals: 2014 Budget - FY14 P&L
January - February, 2014

	Total		
	Actual		Budget
Income			
Discounts given	100.00		0.00
Operating Revenue	0.00		0.00
Grants	0.00		83,332.00
Proceeds from sale of development rights	0.00		67,500.00
Reimbursed Expenses	0.00		2,832.00
Rental Income	6,008.00		1,316.00
Total Operating Revenue	\$ 6,008.00	\$	154,980.00
Total Income	\$ 6,108.00	\$	154,980.00
Gross Profit	\$ 6,108.00	\$	154,980.00
Expenses			
Operating Expenses	0.00		0.00
.Personnel	0.00		0.00
Payroll Expenses - Other	0.00		0.00
Payroll Taxes	0.00		0.00
Medicare	604.31		332.00
Payroll Taxes - Other	0.00		332.00
Unemployment	72.05		0.00
Total Payroll Taxes	\$ 676.36	\$	664.00
Personnel and Fringe Benefits	0.00		0.00
Insurance - Dental	0.00		400.00
Insurance - Medical (Employee)	0.00		4,800.00
Insurance - Medical (Retiree)	0.00		14,832.00
Pension Contribution	1,326.93		4,582.00
T Subsidy	0.00		280.00
Workers Comp & Disability Insurance	165.00		332.00
Total Personnel and Fringe Benefits	\$ 1,491.93	\$	25,226.00
Retiree Benefits	0.00		0.00
Pension System Assessment	0.00		4,000.00
Total Retiree Benefits	\$ -	\$	4,000.00
Salaries	32,160.99		32,632.00
Total .Personnel	\$ 34,329.28	\$	62,522.00
Community Outreach & Marketing	0.00		0.00

Community Outreach	0.00	0.00
Materials	0.00	16.00
Other	0.00	0.00
Public Workshops	0.00	166.00
Total Community Outreach	\$ -	\$ 182.00
Marketing & Professional Development	0.00	0.00
Advertising	0.00	66.00
Conferences and Training	0.00	166.00
Dues and Membership	30.00	332.00
Meals	0.00	16.00
Recruiting - Admin	0.00	0.00
Staff Development	0.00	0.00
Subscriptions	0.00	16.00
Travel	0.00	66.00
Total Marketing & Professional Development	\$ 30.00	\$ 662.00
Total Community Outreach & Marketing	\$ 30.00	\$ 844.00
Office/Administrative	0.00	0.00
Insurance	0.00	0.00
Art and Equipment	0.00	800.00
Commercial Liability	846.38	900.00
Special Risk	0.00	250.00
Total Insurance	\$ 846.38	\$ 1,950.00
Office Equipment	0.00	0.00
Equipment Lease	1,443.53	1,066.00
Equipment Purchase (computers, etc.)	0.00	332.00
Total Office Equipment	\$ 1,443.53	\$ 1,398.00
Office Space	0.00	0.00
Archives (Iron Mountain)	749.52	1,000.00
Furniture	0.00	66.00
Office Rent	14,738.99	9,000.00
Other Rental Space	289.00	0.00
Parking	0.00	82.00
Repairs and Maintenance	0.00	0.00
Total Office Space	\$ 15,777.51	\$ 10,148.00
Printing and Supplies	387.60	0.00
Board Meeting Expenses - misc	0.00	100.00
Office Expenses	400.00	82.00
Office Supplies	0.00	66.00

Postage and Delivery	64.01	8.00
Printing and Reproduction	122.80	66.00
Software	0.00	332.00
Total Printing and Supplies	\$ 974.41	\$ 654.00
Professional Services - Administrative	0.00	0.00
Administrative	0.00	0.00
Accounting	13,985.00	3,332.00
Financial Service Charges	0.00	32.00
Legal	15,805.54	16,666.00
Marketing	0.00	0.00
Payroll Services	165.08	332.00
Temp and Contract Labor	0.00	0.00
Web Design	607.50	166.00
Total Administrative	\$ 30,563.12	\$ 20,528.00
Total Professional Services - Administrative	\$ 30,563.12	\$ 20,528.00
Telecommunications	0.00	0.00
Internet	0.00	160.00
Mobile	0.00	240.00
Telephone	1,070.16	280.00
Website Hosting	0.00	16.00
Total Telecommunications	\$ 1,070.16	\$ 696.00
Utilities	0.00	0.00
Gas and Electric	467.59	750.00
Utilities - Other	0.00	0.00
Water	0.00	0.00
Total Utilities	\$ 467.59	\$ 750.00
Total Office/Administrative	\$ 51,142.70	\$ 36,124.00
Property Management	0.00	0.00
Contract Work	0.00	1,166.00
Landscaping	2,961.00	5,000.00
Repairs	0.00	82.00
Snow Removal	6,110.00	1,666.00
Utilities	0.00	832.00
Total Property Management	\$ 9,071.00	\$ 8,746.00
Total Operating Expenses	\$ 94,572.98	\$ 108,236.00
Project/Program Expenses	0.00	0.00
Assigned Professional Services	0.00	0.00
Ames Street	0.00	0.00

East Cambridge	0.00	0.00
Grand Junction	0.00	0.00
K2 Design Review	0.00	0.00
MXD Zoning	0.00	0.00
MXD Zoning & Design Review	0.00	0.00
Point Park	0.00	0.00
Volpe	0.00	0.00
Total Assigned Professional Services	\$ -	\$ -
Personnel Costs by Project	0.00	0.00
Ames Street	0.00	0.00
Community Loan Fund	0.00	0.00
East Cambridge	0.00	0.00
Grand Junction	0.00	0.00
KS Design Review	0.00	0.00
MXD Zoning	0.00	0.00
Point Park	0.00	0.00
Volpe	0.00	0.00
Total Personnel Costs by Project	\$ -	\$ -
Redevelopment Investments	0.00	0.00
Capital Costs	0.00	66,666.00
Community Loan Fund	0.00	50,000.00
Real Estate Acquisitions	0.00	0.00
Total Redevelopment Investments	\$ -	\$ 116,666.00
Unassigned Professional Services	0.00	0.00
Construction Management	0.00	0.00
Design - Architects	0.00	2,500.00
Design - Landscape Architects	0.00	0.00
Engineers and Survey	5,286.62	3,332.00
Legal	0.00	25,000.00
Planning	0.00	8,332.00
Real Estate & Finance	0.00	6,666.00
Total Unassigned Professional Services	\$ 5,286.62	\$ 45,830.00
Total Project/Program Expenses	\$ 5,286.62	\$ 162,496.00
Total Expenses	\$ 99,859.60	\$ 270,732.00
Net Operating Income	\$ (93,751.60)	\$ (115,752.00)
Other Income		
Non-Operating Revenue	0.00	0.00
Dividend Income	121.00	0.00

Interest Income	0.00	60,000.00
Total Non-Operating Revenue	\$ 121.00	\$ 60,000.00
Total Other Income	\$ 121.00	\$ 60,000.00
Net Other Income	\$ 121.00	\$ 60,000.00
Net Income	\$ (93,630.60)	\$ (55,752.00)

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6801
617 492-6804 (FAX)



RESOLUTION OF CAMBRIDGE REDEVELOPMENT AUTHORITY APPROVING AMENDMENT NO. 9 TO THE KENDALL SQUARE URBAN RENEWAL PLAN

The Cambridge Redevelopment Authority (the "Authority"), following a public presentation of Amendment No. 9 (the "Amendment") to the Kendall Square Urban Renewal Plan, as amended to date (the "Plan") at its meeting held on March 19, 2014 and after consideration of all of the facts and comments presented to the Authority, hereby finds as follows:

That the Authority, through public notice, has made the Amendment available for public inspection and comment and has duly considered the Amendment at its March 19, 2014 meeting;

That there have been changes to the City of Cambridge Zoning Ordinance (the "Ordinance") that have created inconsistencies between the Plan and the Ordinance;

That it is hereby found and determined that the Plan should be revised to be consistent with the provisions of the Ordinance in every respect and that the Amendment will make the Plan consistent with the Ordinance;

That the Amendment is a minor plan change;

That the Amendment, attached to and made a part of this vote, is hereby approved.

That the Executive Redevelopment Officer is hereby directed to file a certified copy of the Amendment with the minutes of this meeting, to forward the Amendment to the City Manager for the official City of Cambridge files, and to forward the Amendment to the Department of Housing and Community Development for approval in accordance with applicable law.

Approved by a vote of the Cambridge Redevelopment Authority on March 19, 2014

—

CAMBRIDGE REDEVELOPMENT AUTHORITY

AMENDMENT NO. 9

URBAN RENEWAL PLAN

PROJECT NO. MASS R-107

Kendall Square Urban Renewal Area

Cambridge Redevelopment Authority

Cambridge Massachusetts

WHEREAS, 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 and by the Cambridge City Council on August 30, 1965, and subsequently amended on February 14, 1977, October 31, 1977, June 22, 1981, September 13, 1993, September 8, 1997, July 11, 2001, April 26, 2004, and November 14, 2012, in order to reflect revisions to Chapter 14 of the Cambridge Zoning Ordinance as of December 16, 2013;

NOW THEREFORE, said Plan is hereby further amended as follows:

Chapter 4: Land Use Provisions and Building Requirements is hereby amended by deleting the entire chapter and substituting in lieu thereof the following:

CHAPTER 4 LAND USE PROVISIONS AND BUILDING REQUIREMENTS

Section 401: Permitted Uses on Acquired Land

Terms used in this Urban Renewal Plan and not otherwise defined shall have the meanings ascribed to them in the Cambridge Zoning Ordinance, as the same may be amended from time to time. The uses permitted in the MXD District of the project area on land previously acquired by the Cambridge Redevelopment Authority shall be: [9]

(1) Light Industry

- a) Manufacturing: fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use) without limit as to category or product.
- b) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses . Development on any lot in the MXD District shall not be devoted exclusively to wholesale uses.
- c) Printing, binding, or related establishment.
- d) Storage warehouse, cold storage plant, storage building, as an accessory use only and not exceeding 20,000 square feet, but not including storage or bailing of junk, scrap metal, rags, paper or other waste materials and not including outside storage of products or materials.

(2) Office Uses and Biotechnology Manufacturing Uses [3]

- a) Business or professional offices.
- b) Bank, trust company or other financial institution.
- c) Research and development office.
- d) Research, experimental and testing laboratory.
- e) Radio or television studio.
- f) Manufacturing of biotechnology and pharmaceutical products, including:
 - (i) Fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use).
 - (ii) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses.
 - (iii) storage warehouse, cold storage building, as an accessory use only. [3]

(3) Retail and Consumer Service Establishments

- a) Store for retail sale of merchandise, but not a sales place for automobiles or trucks.
- b) Eating and/or drinking establishment, whether or not liquor is sold or consumed, including restaurant, bar, lunchroom, cafeteria and food commissary.
- c) Fast order food establishment only if (i) it is not located in a separate structure, (ii) it does not exceed 3, 000 square feet gross floor area, (iii) there will be no more than fifteen (15) such establishments within the MXD District (a maximum of eight (8) of which shall be located in the Ames Street District and a maximum of seven (7) of which shall be located in the portions of the District outside of the Ames Street District), and (iv) it is approved through the granting of a Special Permit, as provided in the Cambridge Zoning Ordinance. [9]
- d) Consumer service establishment, including but not limited to hairdresser, barber shop, laundry or dry-cleaning pickup establishment, self-service laundry, shoe repair or tailoring shop, or photography studio.
- e) Rental agency for autos or other products, but not including taxi companies. Such agencies shall be operated entirely within a building and no major automobile repairs shall be made on the premises.
- f) Automobile service station, provided that it is located within or attached to a parking garage or other structure as an accessory use, that no major repairs are made on the premises, and that all lubrication and repairs are carried out within the building.

(4) Residential uses

- a) Multi-family dwelling.
- b) Hotel or motel.

(5) Entertainment and Recreational Uses

- a) Indoor commercial entertainment establishments including but not limited to cinema, theater, concert hall, cabaret and night club.
- b) Recreation facilities including bowling alley, indoor or outdoor tennis courts, public recreation building, health club, or skating rink. Such recreation facilities shall be allowed only if they are located in or attached to structures containing other principal uses.
- c) Halls, auditoriums and similar spaces used for public gatherings.
- d) Parks or playgrounds.

(6) Institutional Uses

- a) Religious purposes.
- b) Educational purposes exempt by statute.

- c) Library or museum as an accessory use only.
- d) Governmental offices and facilities, including post office, fire station and police station.
- e) Clinic licensed under Sec. 51, Ch. 111, General Laws but not a hospital licensed under said Chapter.

(7) Transportation, Communication and Utility Uses

- a) Bus, subway or railroad passenger station.
- b) Automobile parking lot or parking garage.
- c) Distribution center, parcel delivery center or delivery warehouse as accessory uses only.
- d) Telephone exchange, as an accessory use.
- e) Radio or television transmission station.
- f) Transformer station, substation, gas regulator station, or pumping station and related utility uses designed primarily to serve development within the District.

The location of these uses will be in accordance with the Zoning Ordinance changed as specified in Section 303 and with the objectives of the Urban Renewal Plan as specified in Section 102.

The uses permitted in the remainder of the project area, and the location of such uses, shall be as set forth in Section 304 hereof.

No activity shall be permitted in the MXD District unless it shall be in conformity with the following standards for environmental protection:

- a) All dust, fumes, odors, smoke or vapor shall be effectively confined to the premises or so disposed of as to avoid air pollution.
- b) Any noise, vibration or flashing shall not be normally perceptible without instruments at a distance of one hundred (100) feet from the premises.
- c) All development proposals shall comply with Federal and State air pollution and water pollution control regulations, the City of Cambridge Ordinances, and other applicable environmental laws.
- d) Except during construction activity on the lot all refuse and other waste materials shall be stored within buildings prior to collection and disposal. [9]

Section 402 : Dimensional Requirements

Dimensional requirements pertaining to floor area ratios, dwelling unit densities, and height limitations in the MXD District of the project area shall be as follows:

- (a) The aggregate gross floor area (hereinafter referred to as "GFA" and defined in Appendix I of the Urban Renewal Plan attached hereto and made a part hereof as if fully set forth herein) of development in the MXD District shall not exceed 3,102,100 square feet plus 200,000 that shall be limited to multi-family residential, for a total GFA not to exceed 3,302,100 square feet. Aggregate GFA of development in the MXD District is at any time the sum of the GFA of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to the effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority to the Superintendent of Buildings may be constructed in the MXD District in the future. [5][6][8][9]

In addition to the aggregate GFA limitation, the cumulative GFA for each of the use groups shall not exceed the respective amounts stated below, except as provided hereinafter. Cumulative GFA for a use group is at any time the sum of the GFA of all portions, occupied or to be occupied by uses within such use group, of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority to the Superintendent of Buildings, may be constructed in the MXD District in the future.

Industrial uses permitted by Section 401(1):

Cumulative GFA = 770,000 square feet

Office Uses and biotechnology manufacturing uses permitted by Section 401(2) -
Cumulative GFA = 1,634,100 square feet. [3][6][8]

Retail and consumer service uses permitted by Section 401(3):

Cumulative GFA = 150,000 square feet

Residential uses permitted by Section 401(4):

a) Multi-family housing: Cumulative GFA =

200,000 square feet for buildings that may be constructed within that portion of the MXD District located between Main Street and Broadway. [5]

b) Hotel/Motel: Cumulative GFA = 440,000 square feet [4]

Entertainment, recreational, institutional, transportation, communication and utility uses permitted by Sections 401(5), 401(6) and 401(7) and additional development of industrial, office and biotechnology manufacturing uses, retail, consumer service and hotel/motel uses exceeding the foregoing cumulative GFA limitations. Cumulative GFA = 489,292 square feet for buildings which are located or are being constructed or may be constructed at any location within the MXD District, plus an additional

483,708 square feet for buildings which may be constructed within the MXD District north of Broadway. [2][6]

Any construction or change of use within the MXD District which would cause the foregoing aggregate or cumulative GFA limitations to be exceeded shall not be allowed.

The Superintendent of Buildings shall maintain a record of the Aggregate GFA within the MXD District and a record of cumulative GFA for each use group specified in Section 401. The Superintendent of Buildings shall maintain a separate record of any development within the area of the MXD district designated in Exhibit G as the "Ames Street District." These records shall be adjusted, as appropriate, from time to time, including upon issuance revocation or expiration of a building permit or certificate of occupancy and upon receipt of a certificate from Cambridge Redevelopment Authority as to an outstanding contract (including option) for the construction of a building. Additional building area within the MXD District authorized by a variance issued by the Board of Zoning Appeal, shall not be counted by the Cambridge Redevelopment Authority or the Superintendent of Buildings against the GFA Limitations of this Section 402. [9]

In determining cumulative GFA for a building containing uses in more than one use group, spaces to be utilized by users in more than one of the use groups, such as lobbies, interior courts, elevator shafts and basement storage areas shall be apportioned to each use group in proportion to the share of space that use group will occupy within the building.

- (b) In addition to the aggregate and cumulative GFA limitations established herein, there shall also be a density limitation for each lot within the MXD District. The following floor area ratios (hereinafter referred to as "FAR" and defined in Appendix I) for each lot shall not be exceeded, except as provided hereinafter. The area of the lot to be counted in determining FAR shall include land dedicated by the owner or former owner of the lot as public open space under Section 403.

Industrial and Wholesale uses: FAR 4.0

Office uses and biotechnology manufacturing uses: FAR 8.0 [3]

Retail and Consumer Services uses: FAR 5.0

Residential uses:

-Multi-family housing: FAR 4.0

-Hotel/Motel: FAR 6.0

Other uses: FAR 4.0

If development on a lot is to include activities in more than one of the use groups above, the maximum FAR for the lot shall be the FAR for the use group containing the largest proportion of space on the lot.

- (c) The maximum building height in the portion of the MXD District south of the southerly boundary of Broadway shall be 250 feet. The maximum building height in the portion of the MXD District north of the southerly boundary of Broadway shall be 96 feet. [3] These requirements shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to buildings which

are usually carried above roofs and are not used for human occupancy, nor to domes, towers or spires above buildings if such features are not used for human occupancy and occupy less than ten percent of the lot area, nor to wireless or broadcasting towers and other like unenclosed structures which occupy less than ten percent of the lot area.

- (d) The gross floor area ratio of any structure constructed or to be constructed within the remainder of the project area shall not exceed four (4.0) times the net area of any parcel of land, as bounded by other parcels or by public rights-of-way, which is designated by the Cambridge Redevelopment Authority to be used, developed or built upon as a unit under single ownership; provided, however, that neither arcades, nor the roof or uncovered and unbuilt open area on top of any platform, podium, plaza, construction deck or other similar structure shall be deemed to be a part of gross floor area for the purposes of this calculation.

Section 403 : Space-Use Allocations and Development Intensity

To the maximum feasible degree, the Cambridge Redevelopment Authority will dispose of project land in such a manner as to achieve the mixture and density of those land uses needed to produce balanced development in accordance with the objectives set forth in Section 102.

The Cambridge Redevelopment Authority will reserve at least 100,000 square feet of land in the MXD District for the development of open space for parks and plazas in accordance with the provisions of Section 304. Public open space shall be open space reserved for public use and enjoyment as guaranteed through one or more of the following:

- (1) Retention by the Cambridge Redevelopment Authority;
- (2) Dedication to and acceptance by the City of Cambridge or other public entity;
- (3) Easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes;
- (4) Dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the MXD District for reasonable amounts of time on a regular basis; and
- (5) Lease agreements of 99 years or longer from the private developer or owner to the City or other public entity.

A table of the MXD District minimum open space requirements is attached hereto as Exhibit D of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. The minimum amount of open space to be provided on each lot within the MXD District shall be as shown on Exhibit D, subject to the reduction provided hereinafter. When development on a lot includes uses in more than one of the use categories in Exhibit D, the requirement for each use category shall be calculated and totaled to determine a total requirement for the lot. Some or all of this required open space may be designated and also serve as public open space, if reserved by one of the methods specified above. The minimum amount of open space required for a lot may be reduced if at least 20% of the total perimeter boundary of the lot abuts public open space reserved under this Section 403, and if at least one major pedestrian entrance to the principal building will abut and provide direct access to said open space.

The allowed percentage reduction of required open space shall be determined by dividing the length of the lot's common boundary on the public open space by the length of the total boundary of the public open space. Public open space held in common ownership with the lot for which open space is required, located within the MXD District and directly across a private way from said lot, shall be counted toward satisfaction of the lot minimum open space requirements

of Section 403. The perimeter of such public open space, less the boundary that abuts the private way, shall count toward the “total perimeter boundary of the lot” and “the length of the lots’ common boundary on the public open space”. The perimeter of such public open space, including the boundary that abuts the private way, shall count toward the “total boundary of the public open space”.

A table of the MXD District open space substitutions for constructing pedestrian ways is attached hereto as Exhibit E of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Pedestrian ways listed and defined below may be counted toward the lot open space requirement determined in this Section 403 in the proportions specified in Exhibit E. In calculating the open space reduction in said Exhibit E, all of the area of the pedestrian way located within the lot boundary and one-half (1/2) the area of such ways over streets or service drives adjoining but outside the lot shall be counted.

The pedestrian ways listed in Exhibit E shall be designed to provide for public access and shall have the following meanings:

An **open pedestrian bridge** is a continuous open bridge having a minimum width of 6 feet and spanning a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots.

A **raised pedestrian deck** is a continuous, open platform at least 20 feet in width which is at least 8 feet above the mean elevation of the lot and which extends over a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots. It shall have direct pedestrian access from abutting buildings, shall provide seating facilities and shall be landscaped including one tree, of at least 3-1/2 inch caliper, per 500 square feet of pedestrian deck.

An **enclosed pedestrian bridge** is a continuous, enclosed space having a minimum width of 8 feet which spans a street, pedestrian way, access or service road or open space, making connections within a lot or between two adjacent lots. At least 50% of the surface area along its facades shall consist of transparent materials.

An **elevated shopping bridge** is a continuous, enclosed space which spans a street, pedestrian way, access or service road or open space, making connection within a lot or between two adjacent lots. Such a shopping bridge shall have a minimum width of 36 feet and a maximum width of 48 feet, with retail uses as allowed in Section 401(3) along one or both sides of a pedestrian circulation route with a minimum width of 12 feet. Such shopping bridge shall connect, at a minimum, at both ends to other internal or external pedestrian ways.

A **shopping arcade** is a continuous, covered, but not necessarily enclosed, space which extends along the front facade of a building facing a street or a pedestrian way within the MXD District, and having retail uses as permitted in Section 401(3) accessible from it. It shall have a minimum continuous width, unobstructed, except for building columns, of at least 12 feet, and also have a minimum continuous height of 12 feet. Such shopping arcade shall have access from the abutting street or pedestrian way, having its floor at the same level and continuous with the sidewalk or other abutting pedestrian way. It shall be open to the public at all hours.

An **elevated shopping way** is a continuous, enclosed space which extends along the front facade of a building facing a street or a pedestrian way and which has a minimum width of 12 feet. It shall be located on the second level of the building and have a minimum continuous height of 12 feet. It shall be open to the public for a minimum of 12 hours daily, on weekdays, and shall have fronting retail uses as permitted in Section 401(3).

A **through-block arcade** is a covered space, which provides a connection through a building and connects streets, open spaces, pedestrian ways, or any combination of the above, and is directly accessible to the public. A through-block arcade shall have a minimum area of at least 2,000 square feet and a minimum width at any point of 20 feet. A through-block arcade shall have openings at the face of the building for entrances at least 12 feet in width and 10 feet high. At least 50% of its aggregate interior frontage shall be retail use. Vertical circulation elements, columns, pedestrian bridges and balconies are permitted obstructions provided they do not cover in the aggregate more than 15% of the floor area of the arcade.

The minimum height of any pedestrian way above the surface of a public way over which it is constructed shall be 14'-0".

Section 404: Vehicular Access, Parking and Loading Requirements

(A) Buildings erected in the MXD District need not be located on lots which have frontage on a street. However, provisions for access to all buildings by emergency and service vehicles in lieu of public street access shall be made possible by the layout and design of driveways, interior service roads, or pedestrian and bicycle circulation corridors not normally open to vehicular traffic to the reasonable satisfaction of the City of Cambridge Fire Department, and the City of Cambridge Traffic Department.

(B) Off-street parking requirements for the MXD District shall be as follows:

- (1) No on-grade, open parking areas shall be allowed in the MXD District except as provided for in Subsection (4) hereof.
- (2) A table of the MXD District parking requirements is attached hereto as Exhibit F of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Each development shall provide enough parking spaces either on or off the lot within the MXD District to satisfy the requirements of Exhibit F. If a development includes more than one category of use, then the number of spaces required for the development shall be the sum of the requirements for each category of use. Where the computation of required spaces results in a fractional number, only a fraction of one-half or more shall be counted as one.
- (3) The parking requirements specified in Exhibit F may be satisfied in total or in part by a lease agreement between the developer and the City, other public entity, or private consortium for use of parking spaces in a public or pooled private parking facility located within the MXD District. The total number of parking spaces leased and constructed within the district for development on a lot shall be at least equivalent to the Exhibit F requirement.
- (4) On-grade parking, not enclosed in a structure, may be constructed in the MXD District only under the following conditions:

On an interim basis in anticipation of later construction of structured parking provided that there is compliance with each of the following:

- (a) The future parking structure will be constructed within the MXD District but it may be located either on or off of the lot;

- (b) Construction of the, future parking structure will commence within three years of the date of building permit application for development on the lot;
- (c) Such future parking structure may be constructed and/or operated by the applicant or by any public or private entity;
- (d) The future parking structure will contain sufficient spaces reserved for users of the lot to meet the parking requirements for the lot specified in Exhibit F; and
- (e) Binding commitments shall exist to guarantee, to the reasonable satisfaction of the Superintendent of Buildings, that requirements (a) through (d) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, performance bond, or comparable legal instrument.

On a permanent basis on the lot for visitor parking or for such other limited uses as the user of the lot deems appropriate, provided that no more than 1 of the spaces required by Exhibit F or 25 spaces, whichever is lesser, shall be allowed on-grade under this paragraph.

- (C) It is the intent of this Section that sufficient off-street loading facilities be constructed within the MXD District to meet the needs of users located there.

A table of the MXD District off-street loading requirements is attached hereto as Exhibit G of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. All buildings in the MXD District shall provide the number of bays required in Exhibit G unless they qualify for one or more of the exemptions below:

- (a) In buildings with uses in more than one use group under Section 301, the loading bay requirements for that use consuming the most gross floor area shall be first computed and required. Only 50% of the floor area of the other uses shall be counted in determining the additional loading requirements.
- (b) Where there are contractual arrangements for sharing loading and service facilities with other users in the MXD District for a period of ten years or more, a 50% reduction in the loading bay requirement shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, or comparable legal instrument.

- (D) The parking and loading of vehicles within the remainder of the project area on land designated to be acquired shall be provided in accordance with the provisions of "Article VI: Off-Street Parking and Loading Requirements", as set forth in Cambridge Zoning Ordinance, as it may be amended from time to time. [9]

In addition open parking and loading areas must be laid out, constructed, paved, equipped, landscaped, and effectively screened to provide an attractive visual appearance. The number, location, and character of parking and loading spaces provided or to be provided must be approved and consented to in writing by the Cambridge Redevelopment Authority.

Section 405: Vehicular Access and Discharge Areas

All buildings within the project area on land designated to be acquired shall be suitably provided with:

- a) Automobile passenger discharge areas;
- b) Automobile and truck service and delivery areas;
- c) Vehicular access points;

in such a way as not to impede general vehicular and pedestrian traffic flow in public streets and rights-of-way.

Section 406 : Arcaded Pedestrian Ways

Any public street or right-of-way within the project area may be provided with arcaded pedestrian ways, or may be covered with a platform, podium, plaza, construction deck, or other similar structure intended to separate the flow of rapid transit vehicles, busses, automobiles, and pedestrians, or to elevate buildings with sufficient clearance above the public street or right-of-way.

Section 407 : Building Construction

All buildings within the project area shall be constructed as "Type 1", fireproof, or "Type 2", semi-fireproof, in full conformity' with the provisions of and as defined in the Cambridge Building Code, as amended from time to time. [9]

Section 408 : Signs and Advertising Devices

Signs within the project area, except for official, uniform traffic and parking signals and devices, shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 409 : Storage

The open air storage of materials, equipment, or merchandise, other than the temporary parking of automobiles, shall not be permitted within the project area on any land designated to be acquired.

Section 410 : Exterior Lighting

Exterior lighting within the project area shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 411 : Landscaping

All open areas within the project area on land disposed of by the Cambridge Redevelopment Authority must be suitably landscaped so as to provide a visually attractive environment in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 412: Interim Uses

The Cambridge Redevelopment Authority may devote real property designated to be acquired or acquired under special conditions, prior to the time such properties are needed for disposition for reuse and development in accordance with the provisions of the Urban Renewal Plan to temporary, interim uses for signs for project identification, relocation, parking, traffic circulation and public transportation, project or site improvements or building construction, storage, recreation, or landscaping in accordance with such provisions, requirements, standards, controls, and regulations as the Authority may deem essential, necessary, or appropriate to the carrying out of the objectives of the Urban Renewal Plan.

Section 413: Permitted Uses on Land Designated to be Acquired Under Special Conditions

In the event that the real property described in Section 202 above is acquired by the Cambridge Redevelopment Authority, the land use provisions and building requirements which shall pertain thereto shall be those set forth in Chapter 4 of the Urban Renewal Plan.

Section 414: Special Provisions Applicable Within The Ames Street District

(A) Applicability. The provisions set forth in this Section 414 shall apply solely within the Ames Street District. Where this Section 414 specifies some standard or makes some other requirement contrary to the standards or requirements set forth elsewhere in Chapter Four of this Plan, the provisions of this Section 414 shall control.

(B) Notwithstanding the Lot Density Limitations in Section 402, there shall be no maximum FAR for Multi-family dwelling uses. However, the District Development Limitations in Section 402 shall continue to apply.

(C) Lot Minimum Open Space Requirement. So long as the District Public Open Space Requirement in Section 403 is met and there exists within the Ames Street District a minimum of fifty-three thousand (53,000) square feet of public open space (as defined in Section 403), the Lot Minimum Open Space Requirements in Section 403 shall be inapplicable within the Ames Street District.

(D) Parking. The minimum number of spaces for multifamily residential use shall be 0.50 per dwelling unit.

(E) Loading Requirements. Where there are contractual arrangements for sharing loading and service facilities with other users in the Ames Street District for a period of ten (10) years or more, a sixty percent (60%) reduction in the loading bay requirements computed in Subsection 14.53.1 or 14.53.1(1) shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, easement or comparable legal instrument. [9]

ON-LINE ZONING ORDINANCE DISCLAIMER

The Web version of the City of Cambridge, Massachusetts Zoning Ordinance is provided for reference and the convenience of having the Ordinance in a computer-readable format. The print version of the Zoning Ordinance, together with any amendments adopted by the City Council subsequent to the most recent update to the print version, remains the official version of the Ordinance. If any discrepancies exist between the print and web versions of the Zoning Ordinance, the print version, together with any City Council amendments, shall be considered correct. Recent amendments to the Zoning Ordinance may appear on the Web prior to being incorporated into the print version of the Ordinance.

ARTICLE 14.000 MIXED USE DEVELOPMENT DISTRICT: CAMBRIDGE CENTER

Text current through Ordinance
#1359 of December 16, 2013.

- 14.10 SCOPE AND INTENT
- 14.20 USE REGULATIONS
- 14.30 INTENSITY OF DEVELOPMENT REQUIREMENTS
- 14.40 OPEN SPACE REQUIREMENTS
- 14.50 VEHICULAR ACCESS, PARKING AND LOADING
- 14.60 SIGNS
- 14.70 SPECIAL PROVISIONS APPLICABLE WITHIN THE AMES STREET DISTRICT
- 14.80 INAPPLICABILITY OF CERTAIN OTHER REGULATIONS

14.10 SCOPE AND INTENT

14.11 *Scope.* This Article regulates development within the Cambridge Center Mixed Use Development (MXD) District, located within the Kendall Square Urban Renewal Project Area, as shown on the Zoning Map, as amended.

14.12 *Intent.* The purpose of the District is to allow a diversity of land uses in close proximity, within a limited area; to promote a balance of land uses; to facilitate development proposals responsive to current and future market conditions; to facilitate integrated physical design; and to encourage interaction among activities located within the District.

14.13 *Approach.* This Article is designed to fulfill the above purposes of the Cambridge Center MXD District by establishing controls which will facilitate development while protecting the public interest; by setting regulations which limit the aggregate amount of development within the District and set other district wide requirements while permitting flexible development scale and configuration on individual lots within the District; by allowing a broad set of land uses within the District; and by encouraging development of appropriate density for each class of land use.

14.20 USE REGULATIONS

14.21 *Permitted Uses.* The following uses, except as explicitly prohibited are permitted in the Cambridge Center MXD District. All uses not listed within one of the use groups in this section shall be prohibited. All uses within the District shall comply with the environmental protection standards of Section 14.23.

14.21.1 Light Industry

- (1) Manufacturing: fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use) without limit as to category or product.
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- (2) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other nonwholesale uses. Development on any lot in the district shall not be devoted exclusively to wholesale uses.
- (3) Printing, binding, or related establishment.
- (4) Storage warehouse, cold storage building, as an accessory use only and not exceeding twenty thousand (20,000) square feet, but not including storage or bailing of junk scrap metal, rags, paper or other waste materials and not including outside storage of products or materials.

14.21.2 Office Uses and Biotechnology Manufacturing Uses

- (1) Business or professional offices.
- (2) Bank, trust company, or other financial institution
- (3) Research and development office.
- (4) Research, experimental and testing laboratory.
- (5) Radio or television studio.
- (6) Manufacturing of biotechnology and pharmaceutical products, including
 - (a) Fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use).
 - (b) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other nonwholesale uses.
 - (c) Storage warehouse, cold storage building, as an accessory use only.

14.21.3 Retail and Consumer Service Establishments

- (1) Store for retail sale of merchandise, but not a sales place for automobiles or trucks.
 - (2) Eating and/or drinking establishment, whether or not liquor is sold or consumed, including restaurant, bar, lunchroom, cafeteria and food commissary.
 - (3) Fast order food establishment only if (i) it is not located in a separate structure, (ii) it does not exceed three thousand (3,000) square feet of gross floor area, (iii) there will be no more than fifteen (15) such establishments within the District (a maximum of eight (8) of which shall be located in the Ames Street District and a maximum of seven (7) of which shall be located in the portions of the District outside of the Ames Street District) and (iv) it is granted a Special Permit, as provided in Section 10.40 and 11.30.
 - (4) Consumer service establishment, including but not limited to hairdresser, barber shop, laundry or dry cleaning pick up establishment, self-service laundry, shoe repair or tailoring shop, or photography studio.
 - (5) Rental agency for autos or other products, but not including taxi companies. Such agencies shall be operated entirely within a building and no major automobile repairs shall be made on the premises.
-

- (6) Automobile service station, provided that it is located within or attached to a parking garage or other structure as an accessory use, that no major repairs are made on the premises, and that all lubrication and repairs are carried out within the building.
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14.21.4 Residential Uses

- (1) Multifamily dwelling
- (2) Hotel or Motel

14.21.5 Entertainment and Recreational Uses

- (1) Indoor commercial entertainment establishments including but not limited to cinema, theater, concert hall, cabaret and night club.
- (2) Recreation facilities including bowling alley, indoor or outdoor tennis courts, public recreation building, health club, or skating rink. Such recreation facilities shall be allowed only if they are located in or attached to structures containing other principal uses.
- (3) Hall, auditoriums and similar spaces used for public gatherings.
- (4) Park or playground

14.21.6 Institutional Uses

- (1) Religious purposes
- (2) Educational purposes exempt by statute
- (3) Library or museum as an accessory use only.
- (4) Governmental offices and facilities, including post office, fire station and police station.
- (5) Clinic licensed under Section 51, Ch. 111, General Laws but not a hospital licensed under said Chapter.

14.21.7 Transportation, Communication and Utility Uses

- (1) Bus, subway or railroad passenger station.
- (2) Automobile parking lot or parking garage.
- (3) Distribution center, parcel delivery center or delivery warehouse as accessory uses only.
- (4) Telephone exchange, as an accessory use.
- (5) Radio or television transmission station.
- (6) Transformer station, substation, gas regulator station, or pumping station and related utility uses designed primarily to serve development within the District.

14.22 *Multiple Uses in the Same Structure.* Within the District there shall be no restriction on combining different categories of use within the same building other than those imposed by the State Building Code or other federal, state or local regulations other than the Zoning Ordinance.

14.23 *Environmental Protection Standards.* No activity shall be permitted in the District unless it shall be in conformity with the following standards for environmental protection.

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- 14.23.1** All dust, fumes, odors, smoke or vapor shall be effectively confined to the premises or so disposed of as to avoid air pollution.
- 14.23.2** Any noise, vibration or flashing shall not be normally perceptible without instruments at a distance of one hundred (100) feet from the premises.
- 14.23.3** All development proposals shall comply with Federal and State air pollution and water pollution control regulations, the City of Cambridge Ordinances, and other applicable environmental laws.
- 14.23.4** Except during construction activity on the lot all refuse and other waste materials shall be stored within buildings prior to collection and disposal.

14.30 INTENSITY OF DEVELOPMENT REQUIREMENTS

- 14.31** *Applicability.* The amount and density of development within the Cambridge Center MXD District shall be governed by the provisions of this Section 14.30.
- 14.32** *District Development Limitations.* There shall be limitations on the overall amount of development within the District as specified below.
- 14.32.1** The aggregate gross floor area (GFA) of development in the District shall not exceed three million, seventy three thousand (3,073,000) square feet, providing that any development in excess of two million seven-hundred and seventy three thousand (2,773,000) shall occur only within the area designated on the Zoning Map as the “Ames Street District”, and two hundred thousand (200,000) square feet that shall be limited to residential uses as permitted in Section 14.21.4(1). The two hundred thousand (200,000) square feet of GFA restricted to housing uses, however, may only be used in that portion of the MXD district located between Main Street and Broadway. Aggregate GFA of development in the District is at any time the sum of the GFA (as defined in Article 2.000 of this Ordinance) of all buildings (i) which are then located in the District, (ii) which are being constructed or may be constructed in the District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority to the Superintendent of Buildings, may be constructed in the District in the future. Notwithstanding the definition in Article 2.000 for Gross Floor Area and the provisions of Section 5.25, parking garages and accessory parking facilities shall be exempt from the requirements as to Floor Area Ratio and shall not be included in the calculation for Gross Floor Area on a lot.
- 14.32.2** In addition to the aggregate GFA limitation establishment in Section 14.32.1, the cumulative GFA for each of the use groups shall not exceed the respective amounts stated below, except as provided in Subsection 14.32.2(5). Cumulative GFA for a use group is at any time the sum of GFA (as defined in Article 2.000 of this Ordinance) of all portions, occupied or to be occupied by uses within such use group, of all building (i) which are then located in the District, (ii) which are being constructed or may be constructed in the District pursuant to then effective building permits, and (iii) which pursuant to then outstanding contracts (including options) with Cambridge
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Redevelopment Authority and so stated in certificates from the Authority and so stated in certificates from the Authority to the Superintendent of Buildings, may be constructed in the District in the future.

- (1) Industrial uses permitted by Section 14.21.1 of this Article: Cumulative GFA=770,000 square feet.
- (2) Office Uses and Biotechnology Manufacturing Uses permitted by Section 14.21.2 of this Article: Cumulative GFA=1,605,000 square feet.

Aggregate GFA within the District authorized by a variance issued by the Board of Zoning Appeal to exceed the District Development Limitation of Section 14.32 shall not be counted by the Superintendent of Buildings for any purpose in determining the aggregate GFA within the District or compliance with the intensity of development requirements of Article 14.00. The Superintendent of Buildings shall maintain a separate record of any development within the area of the MXD district designated on the Zoning Map as the "Ames Street District." Development after September 30, 2010, within the area of the MXD District designated on the Zoning Map as the "Ames Street District" shall be allocated first to the increment of allowable GFA in the MXD District between two million, seven hundred and seventy three thousand (2,773,000) and three million, seventy three thousand (3,073,000) square feet, and then to any remaining GFA under two million, seven hundred and seventy three thousand (2,773,000) as authorized by the District Development Limitations of Section 14.32.

Issuance of any base building permit or certificate of occupancy for any building in the Ames Street District utilizing any part of the 2010 Additional GFA shall be conditioned upon certification of all relevant departments of the City to the Superintendent of Buildings that the project is proceeding in accordance and compliance with all provisions of that certain "Letter of Commitment" dated August 2, 2010 given by the property owner of the Ames Street District to the City of Cambridge pertaining to the utilization of the 2010 Additional GFA.

- (3) Retail and consumer service uses permitted by Section 14.21.3 of this Article: Cumulative GFA=150,000 square feet.
- (4) Residential uses permitted by Section 14.21.4 of this Article:
 - (a) Multifamily housing: Cumulative GFA=300,000 square feet
 - (b) Hotel/Motel: Cumulative GFA=440,000 square feet
- (5) Entertainment, recreation, institutional, transportation, communication and utility uses permitted by Sections 14.21.5, 14.21.6 and 14.21.7 and additional development of industrial, office and biotechnology manufacturing uses, retail, consumer service and hotel/motel uses exceeding the cumulative GFA limitations of paragraphs (1), (2), (3), and (4b) above: Cumulative GFA=973,000 square feet.

14.32.3 Any construction or change of use within the District which would cause aggregate or cumulative GFA limitations of subsections 14.32.1 and 14.32.2 to be exceeded shall not be allowed.

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- (1) Compliance with this Section 14.32.3 shall be determined by the Superintendent of Buildings at all times including at the time of issuance of a building permit and at the time of issuance of a certificate of occupancy under Section 9.20 of this Ordinance.
 - (2) The Superintendent of Buildings shall maintain a record of the aggregate GFA within the District and a record of cumulative GFA for each use group specified in Section 14.32.2. These records shall be adjusted as appropriate, from time to time, including upon issuance, revocation or expiration of a building permit or certificate of occupancy and upon receipt of a certificate from Cambridge Redevelopment Authority as to an outstanding contract (including option) for the construction of a building.
 - (3) In determining cumulative GFA for a building containing uses in more than one use group, spaces to be utilized by users in more than one of the use groups, such as lobbies, interior courts, elevator shafts and basement storage areas shall be apportioned to each use group in proportion to the share of space that use groups will occupy within the building.
 - (4) Each applicant for a building permit or a certificate of occupancy shall submit to the Superintendent of Buildings information, including the following, as appropriate to the application, in order to determine compliance with this Section 14.32 and to demonstrate that the proposed construction and/or occupancy will not violate or be inconsistent with any outstanding contract or deed:
 - (a) measurement of total gross floor area of the building or building additions;
 - (b) in a building containing uses in more than one use group, the measurement of gross floor area(s) by use group, for spaces to be devoted exclusively to uses in such group and the measurement of gross floor area of spaces to be shared by users in more than one use group;
 - (c) measurement of gross floor areas of renovations or use changes within existing buildings;
 - (d) measurement of future development commitments or limitations on the lot specified in deed restrictions, covenants or comparable legal instruments.

14.32.4 Applicability of Section 19.20 for Residential Uses. Notwithstanding the provisions of Section 19.22 (1), a structure, any portion of which contains residential uses as set forth in Section 14.21.4 (1) above, shall be subject to the provisions of Section 19.20 – Project Review Special Permit. In addition, notwithstanding the provisions of Section 19.22(1), any development within the area designated on the Zoning Map as the “Ames Street District” utilizing the 2010 Additional GFA under Section 14.32.3(2) above shall be subject to the provisions of Section 19.20-Project Review Special Permit, with the exception of Section 19.21.1.

14.33 *Lot Density Limitation.* In addition to the aggregate and cumulative GFA limitation established in Section 14.32, there shall also be a density limitation for each lot within the District. The following floor area ratios (as defined in Article 2.000) for each lot shall not be exceeded, except as provided in Section 14.33.6. The area of the lot to be

counted in determining FAR shall include land dedicated by the owner or former owner of the lot as public open space under Section 14.42.

14.33.1 Industrial and Wholesale uses: FAR 4.0

14.33.2 Office Uses and Biotechnology Manufacturing Uses: FAR 8.0

14.33.3 Retail and Consumer Services uses: FAR 5.0

14.33.4 Residential uses:

(1) Multifamily housing: FAR 4.0

(2) Hotel/Motel: FAR 6.0

14.33.5 Other uses: FAR 4.0

14.33.6 If development on a lot is to include activities in more than one of the use groups above, the maximum FAR for the lot shall be the FAR for the use group containing the largest proportion of space on the lot.

14.34 *Building Height Limitation.* The maximum building height in the District shall be two hundred and fifty (250) feet. This requirement shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to buildings which are usually carried above roofs and are not used for human occupancy, nor to domes, towers or spires above buildings if such features are not used for human occupancy and occupy less than ten percent (10%) of the lot area, nor to wireless or broadcasting towers and other like unenclosed structures which occupy less than ten percent (10%) to the lot area.

14.40 OPEN SPACE REQUIREMENTS

14.41 *Definition of Open Space.* For purposes of this Section 14.40, open space shall mean a portion of a lot or other area of land associated with and adjacent to a building or group of buildings in relation to which it serves to provide light and air, or scenic, recreational or similar purposes. Such space shall, in general, be available for entry and use by the occupants of the building(s) with which it is associated, and at times to the general public, but may include a limited proportion of space so located and treated as to enhance the amenity of development by providing landscaping features, screening or buffering for the occupants or neighbors or a general appearance of openness. Open space shall include parks, plazas, lawns, landscaped areas, decorative plantings, pedestrian ways listed in Section 14.45, active and passive recreational areas, including playgrounds and swimming pools. Streets, parking lots, driveways, service roads, loading areas, and areas normally inaccessible to pedestrian circulation beneath pedestrian bridges, decks or shopping bridges shall not be counted in determining required open space.

14.42 *District Public Open Space Requirement.* A minimum of one hundred thousand (100,000) square feet within the District shall be reserved or designated as public open space. No development shall be allowed which would reduce public open space in the

District below one hundred thousand (100,000) square feet. Public open space shall be open space reserved for public use and enjoyment as guaranteed through one or more of the following:

- 14.42.1** Retention by the Cambridge Redevelopment Authority;
- 14.42.2** Dedication to and acceptance by the City of Cambridge or other public entity;
- 14.42.3** Easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes.
- 14.42.4** Dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the District for reasonable amounts of time on a regular basis;
- 14.42.5** Lease agreements of ninety-nine (99) years or longer from the private developer or owner to the City or other public entity.
- 14.43** *Lot Minimum Open Space Requirement.* The minimum amount of open space to be provided on each lot within the District shall be as shown on Table 1, subject to the reduction provided in Section 14.44. When development on a lot includes uses in more than one of the use categories in Table 1, the requirement for each use category shall be calculated and totaled to determine a total requirement for the lot. Some or all of this required open space may be designated and also serve as public open space, if reserved by one of the methods specified in Section 14.42.

Table 1: MXD Minimum Open Space Requirements

User Group	Required Open Space (number of sq. ft. of open space required for each 100 sq. ft. of gross floor area in the use group)
Light Industrial and Wholesale Uses allowed by Section 14.21.1	5
Office Uses and Biotechnology Manufacturing Uses allowed by Section 14.21.2	8
Retail and Consumer Service Establishment Uses allowed by Section 14.21.3	10
Residential Uses allowed by Section 14.21.4	
Multifamily housing	15
Hotel or Motel	10
Other uses allowed by Section 14.21.5, 14.21.6, & 14.21.7	8

14.44 *Reduction of Required Lot Open Space.*

- 14.44.1** Eligibility for Reduction. The minimum amount of open space required for a lot by Section 14.43 may be reduced if at least twenty (20%) percent of the total perimeter boundary of the lot abuts public open space reserved under Section 14.42, and if at least one major pedestrian entrance to the principal building will abut and provide direct access to said open space.
- 14.44.2** Amount of reduction. The allowed percentage reduction of required open space shall be determined by dividing the length of the lot's common boundary on the public open space by length of the total boundary of the public open space.
- 14.44.3** Public Open Space in Common Ownership Located Directly Across a Private Way. Public Open Space held in common ownership with the lot for which open space is required, located within the District and directly across a private way from said lot, shall be counted toward satisfaction of the lot minimum open space requirements of Section 14.43. The perimeter of such public open space, less the boundary that abuts the private way, shall count toward the "total perimeter boundary of the lot" under Section 14.44.1 and "the length of the lots' common boundary on the public open space" under Section 14.44.2. The perimeter of such public open space, including the boundary that abuts the private way, shall count toward the "total boundary of the public open space" under Section 14.44.2.

14.45 *Pedestrian Ways.*

- 14.45.1** Pedestrian ways listed and defined below may be counted toward the open space requirement determined in Section 14.43 and 14.44 in the proportions specified in Table 2. In calculating the open space reduction in said table, all of the area of the pedestrian way located within the lot boundary and one half (1/2) the area of such ways over streets or service drives adjoining but outside the lot shall be counted.

Table 2: Open Space Substitutions for Constructing Pedestrian Ways

Pedestrian Way	For each lineal foot of pedestrian way provided, the following amounts of open space may be deducted from the lot's open space requirement
Open Pedestrian Bridge	30 sq. ft.
Raised Pedestrian Deck	50 sq. ft.
Enclosed Pedestrian Bridge	40 sq. ft.
Elevated Pedestrian Bridge	120 sq. ft.
Shopping Arcade	20 sq. ft.
Elevated Shopping Way	50 sq. ft.
Through Block Arcade	40 sq. ft.

14.45.2 The pedestrian ways listed in Table 2 shall be designed to provide for public access and shall have the following meanings:

- (1) An open pedestrian bridge is a continuous open bridge having a minimum width of 6 (six) feet and spanning a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots.
 - (2) A raised pedestrian deck is a continuous, open platform at least twenty (20) feet in width which is at least eight (8) feet above the mean elevation of the lot and which extends over a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots. It shall have direct pedestrian access from abutting buildings, shall provide seating facilities and shall be landscaped including one tree, of at least three and a half (3 1/2) inch calliper, per five hundred (500) square feet of pedestrian deck.
 - (3) An enclosed pedestrian bridge is a continuous, enclosed space having a minimum width of eight (8) feet which spans a street, pedestrian way, access or service road or open space, making connections within a lot or between two adjacent lots. At least fifty (50%) percent of the surface area along its facades shall consist of transparent materials.
 - (4) An elevated shopping bridge is a continuous, enclosed space which spans a street, pedestrian way, access or service road or open space, making connection within a lot or between two adjacent lots. Such a shopping bridge shall have a minimum width of thirty-six (36) feet and a maximum width of forty-eight (48) feet, with retail uses as allowed in Section 14.21.3 along one or both sides of a pedestrian circulation route with a minimum width of twelve (12) feet. Such shopping bridge shall connect, at a minimum, at both ends to other internal or external pedestrian ways.
 - (5) A shopping arcade is a continuous, covered, but not necessarily enclosed, space which extends along the front facade of a building facing a street or pedestrian way within the District, and having retail uses as permitted in Section 14.21.3 accessible from it. It shall have a minimum continuous width, unobstructed, except for building columns, of at least twelve (12) feet, and also have a minimum continuous height of twelve (12) feet. Such shopping arcades shall have access from the abutting street or pedestrian way, having its floor at the same level and continuous with the sidewalk or other abutting pedestrian way. It shall be open to the public at all hours.
 - (6) An elevated shopping way is a continuous, enclosed space which extends along the front facade of a building facing a street or a pedestrian way and which has a minimum width of twelve (12) feet. It shall be located on the second level of the building and have a minimum continuous height of twelve (12) feet. It shall be open to the public for a minimum of twelve (12) hours daily, on weekdays, and shall have fronting retail uses as permitted in Section 14.21.3.
 - (7) A through block arcade is a covered space which provides a connection through a building and connects streets, open spaces, pedestrian ways, or any combination of the above, and is directly accessible to the public. A through block arcade shall
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have a minimum area of at least two thousand (2,000) square feet and a minimum width at any point of twenty (20) feet. A through block arcade shall have openings at the face of the building for entrance at least twelve (12) feet in width and ten (10) feet high. At least fifty (50%) percent of its aggregate interior frontage shall be retail use as permitted in Section 14.21.3. Vertical circulation elements, columns, pedestrian bridges and balconies are permitted obstructions provided they do not cover in the aggregate more than fifteen (15%) percent of the floor area of the arcade.

- 14.45.3** The minimum height of any pedestrian way above the surface of a public way over which it is constructed shall be fourteen feet (14'-0").

14.50 VEHICULAR ACCESS, PARKING AND LOADING

- 14.51** *Access.* Buildings erected in the Cambridge Center MXD District need not be located on lots which have frontage on a street. However, provisions for access to all buildings by emergency and service vehicles in lieu of public street access shall be made possible by the layout and design of driveways, interior service roads, or pedestrian and bicycle circulation corridors not normally open to vehicular traffic to the reasonable satisfaction of the City of Cambridge Fire Department, and the Cambridge Traffic Department.

- 14.52** *Parking Requirements.* Offstreet parking requirements for the Cambridge Center MXD District shall be as follows:

- 14.52.1** No on grade, open parking areas shall be allowed in the District except as provided for in Section 14.524.

- 14.52.2** Each development shall provide enough parking spaces either on or off the lot within the District to satisfy the requirements of Table 3. If a development includes more than one category of use, then the number of spaces required for the development shall be the sum of the requirements for each category of use. Where the computation of required spaces results in a fractional number, only a fraction of one half or more shall be counted as one.
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Table 3 MXD District Parking Requirements

Use	Minimum number of spaces
Light Industrial uses allowed by Section 14.21.1	1/1750 sq. ft. ¹
Office uses and Biotechnology Manufacturing Uses allowed by Section 14.21.2	1/2000 sq. ft.
Retail and consumer establishment allowed by Section 14.21.3	1/1000 sq. ft.
Residential uses allowed by Section 14.21.4	
Multifamily residences	1 dwelling unit
Hotels or Motels	1/1.75 sleeping rooms
Public assembly uses allowed by Sections 14.21.3(2), 14.21.3(3), and Section 14.21.5 (restaurants, entertainment and recreation facilities)	1/15 seats or 1/300 sq. ft. ²
Other uses allowed by Section 14.21.6 and 14.21.7	1/1800 sq. ft.

1. All space measurements are in terms of square feet of gross floor area.

2. For assembly spaces having no fixed seating.

14.52.3 The parking requirement specified in Table 3 may be satisfied in total or in part by a lease agreement between the developer and the City, other public entity, or private consortium for use of parking spaces in a public or pooled private parking facility located within the District. The total number of parking spaces leased and constructed within the district for development on a lot shall be at least equivalent to the Table 3 requirement.

14.52.4 Ongrade parking, not enclosed in a structure, may be constructed in the MXD District only under the following conditions.

- (1) On an interim basis in anticipation of later construction of structured parking provided that there is compliance with each of the following:
 - (a) the future parking structure will be constructed within the District but it may be located either on or off the lot;
 - (b) construction of the future parking structure will commence within three years of the date of permit application for development on the lot;
 - (c) such future parking structure may be constructed and/or operated by the applicant or by a public or private entity;
 - (d) the future parking structure will contain sufficient spaces reserved for users of the lot to meet the parking requirements of the lot specified in Table 3; and
 - (e) binding commitments shall exist to guarantee, to the reasonable satisfaction of the Superintendent of Buildings, that requirements (a) through (d) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, performance bond, or comparable legal instrument.
- (2) On a permanent basis on the lot for visitors parking or for such other limited uses as the user of the lot deems appropriate, provided that no more than ten (10%)

percent of the spaces required by Table 3 or twenty-five (25) spaces, whichever is lesser, shall be allowed on grade under Section 14.52.4(2).

14.52.5 Regulations governing the layout and design of parking facilities in Article 6.000 of this Ordinance shall not be applicable in the MXD District. This Article 14.000 sets no such regulations for the MXD District.

14.53 Loading Requirements. It is the intent of this Section that sufficient offstreet loading facilities be constructed within the District to meet the needs of users located there. The requirements of Article 6.000 shall not apply in the MXD District.

14.53.1 All buildings in the MXD District shall provide the number of bays required in Table 4 unless they qualify for one or one or more of the exemptions below:

- (1) In buildings with uses in more than one use group under Section 14.21, the loading bay requirements for that use consuming the most gross floor area shall be first computed and required. Only fifty (50%) percent of the floor area of the other uses shall be counted in determining the additional loading requirements.
- (2) Where there are contractual arrangements for sharing loading and service facilities with other users in the District for a period of ten (10) years or more, a fifty (50%) percent reduction in the loading bay requirements computed in Subsection 14.53.1 or 14.53.1(1) shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, or comparable legal instrument.

Table 4 **MXD Off-Street Loading Requirements**
(Number of bays required by gross floor area or use)

GROSS FLOOR AREA BY USE					
(1) Use	Up to 25,000 sq. ft.	25,001 - 40,000 sq. ft.	40,001 - 100,000 sq. ft.	100,001 - 200,000 sq. ft.	Over 200,000 sq. ft. for each additional 150,000 sq. ft.
Light Industrial Uses allowed by Section 14.21.1	1		2	3	1
Office Uses and Biotechnology Manufacturing Uses allowed by Section 14.21.2	0	1	1	2	1
Retail and consumer service establishments allowed by Section 14.21.3	1	1	2	4	1
Residential uses allowed by Section 14.21.4					
Multifamily residences	0	1	1	2	1
Hotels and motels	1	1	1	2	1
Public assembly uses allowed by Sections 14.21.3(2), 14.21.3(3) and 14.21.5 (restaurants, entertainment and recreational facilities)	0	1	1	2	1
Other uses allowed by Section 14.21.6 and 14.21.7	0	0	1	2	1

14.53.2 Regulations governing the location, layout and design of loading facilities, specified in Section 6.90 of this Ordinance shall not be applicable in the he MXD District. This Article 14.000 establishes no such regulations for the MXD District.

14.60 SIGNS

During the life of the Kendall Square Urban Renewal Plan as amended, the sign regulations of Section 7.10 shall not be applicable in the MXD District.

14.70 SPEICAL PROVISIONS APPLICABLE WITHIN THE AMES STREET DISTRICT

14.71.1 *Applicability.* The provisions set forth in this Section 14.71 shall apply solely within the Ames Street District. Where this Section 14.71 specifies some standards or makes some other requirement contrary to the standards or requirements set forth elsewhere in this Article 14.00 or in the Ordinance, the provisions of this Section 14.71 shall control.

14.71.2 *Lot Density Limitation.* Notwithstanding the Lot Density Limitations in Section 14.33, there shall be no maximum floor area ratio for Multifamily dwelling uses. However, the District Development Limitations in Section 14.32 shall continue to apply.

14.71.3 *Lot Minimum Open Space Requirement.* So long as the District Public Open space Requirement in Section 14.42 is met, and there exists within the Ames Street District a minimum of fifty-three thousand (53,000) square feet of public open space (as defined in Section 14.42), the Lot Minimum Open Space Requirements in Section 14.43 shall be inapplicable within the Ames Street District.

14.71.4 *Parking.* The minimum number of spaces for multifamily residential uses shall be 0.50 per dwelling unit.

14.71.5 *Loading Requirements.* Where there are contractual arrangements for sharing loading and service facilities with other users in the Ames Street District for a period of ten (10) years or more, a sixty percent (60%) reduction in the loading bay requirements computed in Subsection 14.53.1 or 14.53.1(1) shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, easement or comparable legal instrument.

14.80 INAPPLICABILITY OF CERTAIN OTHER REGULATIONS

Where this Article 14.000 specifies some standard or makes some other requirement contrary to a requirements elsewhere in this Ordinance, the provisions of this Article 14.000 shall control.

CHAPTER 4 LAND USE PROVISIONS AND BUILDING REQUIREMENTS

Section 401: Permitted Uses on Land Designated to be Acquired

The uses permitted in the MXD District of the project area on land designated to be acquired by the Cambridge Redevelopment shall be:

(1) Light Industry

- a) Manufacturing: fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use) without limit as to category or product.
- b) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses . Development on any lot in the MXD District shall not be devoted exclusively to wholesale uses.
- c) Printing, binding, or related establishment.
- d) Storage warehouse, cold storage plant, storage building, as an accessory use only and not exceeding 20,000 square feet, but not including storage or bailing of junk, scrap metal, rags, paper or other waste materials and not including outside storage of products or materials.

(2) ~~Office Uses~~ Office Uses and Biotechnology Manufacturing Uses

(Global substitution Amendment No. 3, 1993)

- a) Business or professional offices.
- b) Bank, trust company or other financial institution.
- c) Research and development office.
- d) Research, experimental and testing laboratory.
- e) Radio or television studio.
- f) Manufacturing of biotechnology and pharmaceutical products, including
 - (i) Fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use).
 - (ii) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses.
 - (iii) storage warehouse, cold storage building, as an accessory use only."

(Addition from Amendment No. 3, 1993)

(3) Retail and Consumer Service Establishments

- a) Store for retail sale of merchandise, but not a sales place for automobiles or trucks.
- b) Eating and/or drinking establishment, whether or not liquor is sold or consumed, including restaurant, bar, lunchroom, cafeteria and food commissary.
- c) Fast order food establishment only if it *is* not located in a separate structure, it does not exceed 3, 000 square feet gross floor area, and there will be no more than 3 such establishments within the MXD District, and it is granted a Special Permit, as provided in the zoning ordinance of the City of Cambridge.
- d) Consumer service establishment, including but not limited to hairdresser, barber shop, laundry or dry-cleaning pickup establishment, self-service laundry, shoe repair or tailoring shop, or photography studio.
- e) Rental agency for autos or other products, but not including taxi companies. Such agencies shall be operated entirely within a building and no major automobile repairs shall be made on the premises.
- f) Automobile service station, provided that it is located within or attached to a parking garage or other structure as an accessory use, that no major repairs are made on the premises, and that all lubrication and repairs are carried out within the building.

(4) Residential uses

- a) Multi-family dwelling.
- b) Hotel or motel.

(5) Entertainment and Recreational Uses

- a) Indoor commercial entertainment establishments including but not limited to cinema, theater, concert hall, cabaret and night club.
- b) Recreation facilities including bowling alley, indoor or outdoor tennis courts, public recreation building, health club, or skating rink. Such recreation facilities shall be allowed only if they are located in or attached to structures containing other principal uses.
- c) Halls, auditoriums and similar spaces used for public gatherings.
- d) Parks or playgrounds.

(6) Institutional Uses

- a) Religious purposes.
- b) Educational purposes exempt by statute.
- c) Library or museum as an accessory use only.
- d) Governmental offices and facilities, including post office, fire station and police station.
- e) Clinic licensed under Sec. 51, Ch. 111, General Laws but not a hospital licensed under said Chapter.

(7) Transportation, Communication and Utility Uses

- a) Bus, subway or railroad passenger station.
- b) Automobile parking lot or parking garage.
- c) Distribution center, parcel delivery center or delivery warehouse as accessory uses only.
- d) Telephone exchange, as an accessory use.
- e) Radio or television transmission station.
- f) Transformer station, substation, gas regulator station, or pumping station and related utility uses designed primarily to serve development within the District.

The location of these uses will be in accordance with the Zoning Ordinance changed as specified in Section 303 and with the objectives of the Urban Renewal Plan as specified in Section 102.

The uses permitted in the remainder of the project area, and the location of such uses, shall be as set forth in Section 304 hereof.

Section 402: Dimensional Requirements

Dimensional requirements pertaining to floor area ratios, dwelling unit densities, and height limitations in the MXD District of the project area shall be as follows:

- (a) The aggregate gross floor area (hereinafter referred to as "GFA" and defined in Appendix I of the Urban Renewal Plan attached hereto and made a part hereof as if fully set forth herein) of development in the MXD District shall not exceed ~~2,773,000 square feet~~ 2,802,100 square feet ~~plus 200,000 that shall be limited to multi-family residential~~ 3,073,000 square feet plus 200,000 that shall be limited to multi-family residential. Aggregate GFA of development in the MXD District is at any time the sum of

the GFA of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to the effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority to the Superintendent of Buildings may be constructed in the MXD District in the future.

(Substitution Amendment No. 5, 2001)

(Second Substitution Amendment No. 6, 2004)

(Third Substitution Amendment no. 8 2010-2012)

In addition to the aggregate GFA limitation, the cumulative GFA for each of the use groups shall not exceed the respective amounts stated below, except as provided hereinafter. Cumulative GFA for a use group is at any time the sum of the GFA of all portions, occupied or to be occupied by uses within such use group, of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority to the Superintendent of Buildings, may be constructed in the MXD District in the future.

Industrial uses permitted by Section 401(1):

Cumulative GFA = 770,000 s.f.

~~Office Uses permitted by Section 401(2):~~

~~Cumulative GFA = 830,000 s.f.~~

~~Office uses and biotechnology manufacturing uses permitted by Section 401 (2):
Cumulative GFA=830,000 for buildings which are located or are being
constructed or may be constructed at any location within the MXD District, plus
an additional 475,000 for buildings which may be constructed within the MXD
District north of Broadway.~~

~~(Substitution Amendment No. 3, 1993)~~

Office Uses (and biotechnology manufacturing uses) permitted by Section
401(2) - Cumulative GFA = 1,234,100 s.f.-1,534,100 square feet.

(Second Substitution Amendment No. 6, 2004)

(Third Substitution Amendment No. 8 2010-2012)

Retail and consumer service uses permitted by Section 401(3):

Cumulative GFA =150,000 s.f.

Residential uses permitted by Section 401(4):

a) Multi-family housing : Cumulative GFA =~~300,000 s.f.~~

200,000 square feet for buildings that may be constructed within that
portion of the MXD District located between Main Sreet and Broadway.

(Substitution Amendment No. 5, 2001)

b) ~~Hotel/Motel: Cumulative GFA = 250,000 s.f.~~

b) Hotel/Motel: Cumulative GFA = 440,000 s.f.
(*Substitution Amendment No. 4, 1997*)

~~Entertainment, recreational, institutional, transportation, communication and utility uses permitted by Sections 401(5), 401(6) and 401(7) and additional development of industrial, office, retail, consumer service and hotel/motel uses exceeding the foregoing cumulative GFA limitations:
Cumulative GFA = 473,000 s.f.
(*Deletion from Amendment No. 2, 1981*)~~

~~Entertainment, recreational, institutional, transportation, communication and utility uses permitted by Sections 401(5), 401(6) and 401(7) and additional development of industrial, office uses, office uses and biotechnology manufacturing uses, retail, consumer service and hotel/motel uses exceeding the foregoing cumulative GFA limitations:~~

~~Cumulative GFA = 473,000 s.f. for buildings which are located or are being constructed or may be constructed at any location within the MXD District, plus an additional 500,000 s.f. for buildings which may be constructed within the MXD District north of Broadway.~~

~~(*Substitution from Amendment No. 2, 1981*)
(*Global substitution Amendment No. 3, 1993*)~~

~~Entertainment, recreational, institutional, transportation, communication and utility uses permitted by Sections 401(5), 401(6) and 401(7) and additional development of industrial, office uses (*and biotechnology manufacturing uses*), retail, consumer service and hotel/motel uses exceeding the foregoing cumulative GFA limitations. Cumulative GFA = 489,292 s.f. for buildings which are located or are being constructed or may be constructed at any location within the MXD District, plus an additional 483,708 s.f. for buildings which may be constructed within the MXD District north of Broadway.~~

~~(*Second Substitution Amendment No. 6, 2004*)~~

Any construction or change of use within the MXD District which would cause the foregoing aggregate or cumulative GFA limitations to be exceeded shall not be allowed.

The Superintendent of Buildings shall maintain a record of the Aggregate GFA within the MXD District and a record of cumulative GFA for each use group specified in Section 401. These records shall be adjusted, as appropriate, from time to time, including upon issuance revocation or expiration of a building permit or certificate of occupancy and upon receipt of a certificate from Cambridge Redevelopment Authority as to an outstanding contract (including option) for the construction of a building.

In determining cumulative GFA for a building containing uses in more than one use group, spaces to be utilized by users in more than one of the use groups, such as lobbies, interior courts, elevator shafts and basement storage areas shall be apportioned to each use group in proportion to the share of space that use group will occupy within the building.

- (b) In addition to the aggregate and cumulative GFA limitations established herein, there shall also be a density limitation for each lot within the MXD District. The following floor area ratios (hereinafter referred to as "FAR" and defined in Appendix I) for each lot shall not be exceeded, except as provided hereinafter. The area of the lot to be counted in determining FAR shall include land dedicated by the owner or former owner of the lot as public open space under Section 403.

Industrial and Wholesale uses: FAR 4.0

~~Office uses~~ Office uses and biotechnology manufacturing uses: FAR 8.0
(Global substitution Amendment No. 3 1993)

Retail and Consumer Services uses: FAR 5.0

Residential uses:

-Multi-family housing: FAR 4.0

-Hotel/Motel: FAR 6.0

Other uses: FAR 4.0

If development on a lot is to include activities in more than one of the use groups above, the maximum FAR for the lot shall be the FAR for the use group containing the largest proportion of space on the lot.

- (c) The maximum building height in the portion of the MXD District south of the southerly boundary of Broadway shall be 250 feet. The maximum building height in the portion of the MXD District north of the southerly boundary of Broadway shall be ~~80 feet~~ 96 feet. These requirements shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to buildings which are usually carried above roofs and are not used for human occupancy, nor to domes, towers or spires above buildings if such features are not used for human occupancy and occupy less than ten percent of the lot area, nor to wireless or broadcasting towers and other like unenclosed structures which occupy less than ten percent of the lot area.
(Substitution Amendment No. 3 1993)

- (d) The gross floor area ratio of any structure constructed or to be constructed within the remainder of the project area shall not exceed four (4.0) times the net area of any parcel of land, as bounded by other parcels or by public rights-of-way, which is designated by the Cambridge Redevelopment Authority to be used, developed or built upon as a unit under single ownership; provided, however, that neither arcades, nor the roof or uncovered and unbuilt open area on top of any platform, podium, plaza, construction deck or other similar structure shall be deemed to be a part of gross floor area for the purposes of this calculation.

Section 403: Space-Use Allocations and Development Intensity

To the maximum feasible degree, the Cambridge Redevelopment Authority will dispose of project land in such a manner as to achieve the mixture and density of those land uses needed to produce balanced development in accordance with the objectives set forth in Section 102.

The Cambridge Redevelopment Authority will reserve at least 100,000 square feet of land in the MXD District for the development of open space for parks and plazas in accordance with the provisions of Section 304. Public open space shall be open space reserved for public use and enjoyment as guaranteed through one or more of the following:

- (1) Retention by the Cambridge Redevelopment Authority;
- (2) Dedication to and acceptance by the City of Cambridge or other public entity;
- (3) Easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes;
- (4) Dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the MXD District for reasonable amounts of time on a regular basis;
- (5) Lease agreements of 99 years or longer from the private developer or owner to the City or other public entity.

A table of the MXD District minimum open space requirements is attached hereto as Exhibit D of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. The minimum amount of open space to be provided on each lot within the MXD District shall be as shown on Exhibit D, subject to the reduction provided hereinafter. When development on a lot includes uses in more than one of the use categories in Exhibit D, the requirement for each use category shall be calculated and totaled to determine a total requirement for the lot. Some or all of this required open space may be designated and also serve as public open space, if reserved by one of the methods specified above. The minimum amount of open space required for a lot may be reduced if at least 20% of the total perimeter boundary of the lot abuts public open space reserved under this Section 403, and if at least one major pedestrian entrance to the principal building will abut and provide direct access to said open space.

The allowed percentage reduction of required open space shall be determined by dividing the length of the lot's common boundary on the public open space by the length of the total boundary of the public open space.

A table of the MXD District open space substitutions for constructing pedestrian ways is attached hereto as Exhibit E of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Pedestrian ways listed and defined below may be counted toward the lot open space requirement determined in this Section 403 in the proportions specified in Exhibit E.

In calculating the open space reduction in said Exhibit E, all of the area of the pedestrian way located within the lot boundary and one-half (1/2) the area of such ways over streets or service drives adjoining but outside the lot shall be counted.

The pedestrian ways listed in Exhibit E shall be designed to provide for public access and shall have the following meanings:

An open pedestrian bridge is a continuous open bridge having a minimum width of 6 feet and spanning a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots.

A raised pedestrian deck is a continuous, open platform at least 20 feet in width which is at least 8 feet above the mean elevation of the lot and which extends over a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots. It shall have direct pedestrian access from abutting buildings, shall provide seating facilities and shall be landscaped including one tree, of at least 3-1/2 inch caliper, per 500 square feet of pedestrian deck.

An enclosed pedestrian bridge is a continuous, enclosed space having a minimum width of 8 feet which spans a street, pedestrian way, ' access or service road or open space, making connections within a lot or between two adjacent lots. At least 50% of the surface area along its facades shall consist of transparent materials.

An elevated shopping bridge is a continuous, enclosed space which spans a street, pedestrian way, access or service road or open space, making connection within a lot or between two adjacent lots. Such a shopping bridge shall have a minimum width of 36 feet and a maximum width of 48 feet, with retail uses as allowed in Section 401(3) along one or both sides of a pedestrian circulation route with a minimum width of 12 feet. Such shopping bridge shall connect, at a minimum, at both ends to other internal or external pedestrian ways.

A shopping arcade is a continuous, covered, but not necessarily enclosed, space which extends along the front facade of a building facing a street or a pedestrian way within the MXD District, and having retail uses as permitted in Section 401(3) accessible from it. It shall have a minimum continuous width, unobstructed, except for building columns, of at least 12 feet, and also have a minimum continuous height of 12 feet. Such shopping arcade shall have access from the abutting street or pedestrian way, having its floor at the same level and continuous with the sidewalk or other abutting pedestrian way. It shall be open to the public at all hours.

An elevated shopping way is a continuous, enclosed space which extends along the front facade of a building facing a street or a pedestrian way and which has a minimum width of 12 feet. It shall be located on the second level of the building and have a minimum continuous height of 12 feet. It shall be open to the public for a minimum of 12 hours daily, on weekdays, and shall have fronting retail uses as permitted in Section 401(3).

A through-block arcade is a covered space which provides a connection through a building and connects streets, open spaces, pedestrian ways, or any combination of the above, and is directly accessible to the public. A through-block arcade shall have a

minimum area of at least 2,000 square feet and a minimum width at any point of 20 feet. A through-block arcade shall have openings at the face of the building for entrances at least 12 feet in width and 10 feet high. At least 50% of its aggregate interior frontage shall be retail use. Vertical circulation elements, columns, pedestrian bridges and balconies are permitted obstructions provided they do not cover in the aggregate more than 15% of the floor area of the arcade.

The minimum height of any pedestrian way above the surface of a public way over which it is constructed shall be 14'-0".

Section 404: Vehicular Access, Parking and Loading Requirements

- (A) Buildings erected in the MXD District need not be located on lots which have frontage on a street. However, provisions for access to all buildings by emergency and service vehicles in lieu of public street access shall be made possible by the layout and design of driveways, interior service roads, or pedestrian and bicycle circulation corridors not normally open to vehicular traffic to the reasonable satisfaction of the City of Cambridge Fire Department, and the City of Cambridge Traffic Department.
- (B) Off-street parking requirements for the MXD District shall be as follows:
- (1) No on-grade, open parking areas shall be allowed in the MXD District except as provided for in Subsection (4) hereof.
 - (2) A table of the MXD District parking requirements is attached hereto as Exhibit F of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Each development shall provide enough parking spaces either on or off the lot within the MXD District to satisfy the requirements of Exhibit F. If a development includes more than one category of use, then the number of spaces required for the development shall be the sum of the requirements for each category of use. Where the computation of required spaces results in a fractional number, only a fraction of one-half or more shall be counted as one.
 - (3) The parking requirements specified in Exhibit F may be satisfied in total or in part by a lease agreement between the developer and the City, other public entity, or private consortium for use of parking spaces in a public or pooled private parking facility located within the MXD District. The total number of parking spaces leased and constructed within the district for development on a lot shall be at least equivalent to the Exhibit F requirement.
 - (4) On-grade parking, not enclosed in a structure, may be constructed in the MXD District only under the following conditions:

On an interim basis in anticipation of later construction of structured parking provided that there is compliance with each of the following:

- (a) The future parking structure will be constructed with~~in~~ in the MXD District but it may be located either on or off of the lot⁷
- (b) Construction of the, future parking structure will commence within three years of the date of building permit application for development on the lot:
- (c) Such future parking structure may be constructed and/or operated by the applicant or by any public or private entity:
- (d) The future parking structure will contain sufficient spaces reserved for users of the lot to meet the parking requirements for the lot specified in Exhibit F; and
- (e) Binding commitments shall exist to guarantee, to the reasonable satisfaction of the Superintendent of Buildings, that requirements (a) through (d) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, performance bond, or comparable legal instrument.

On a permanent basis on the lot for visitor parking or for such other limited uses as the user of the lot deems appropriate, provided that no more than 1~ of the spaces required by Exhibit F or 25 spaces, whichever is lesser, shall be allowed on-grade under this paragraph.

- (C) It is the intent of this Section that sufficient off-street loading facilities be constructed within the MXD District to meet the needs of users located there.

A table of the MXD District off-street loading requirements is attached hereto as Exhibit G of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. All buildings in the MXD District shall provide the number of bays required in Exhibit G unless they qualify for one or more of the exemptions below:

In buildings with uses in more than one use group under Section 301, the loading bay requirements for that use consuming the most gross floor area shall be first computed and required. Only 50% of the floor area of the other uses shall be counted in determining the additional loading requirements.

Where there are contractual arrangements for sharing loading and service facilities with other users in the MXD District for a period of ten years or more, a 50% reduction in the loading bay requirement shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, or comparable legal instrument.

- (D) The parking and loading of vehicles within the remainder of the project area on land designated to be acquired shall be provided in accordance with the provisions of "Article VII : Off-Street Parking and Loading Requirements", as set forth in City of Cambridge, Massachusetts, Zoning Ordinance, ordained February 13, 1961, as amended to and including the date of approval by the Cambridge City Council of Revised Amendment No. 1 to the Urban Renewal Plan; provided however, that at least one (1) off-street parking space shall be provided per 1,000 square feet of gross floor area: and further provided, however, that the following minimum requirements for off-street parking spaces shall be applicable to:

- (a) Public assembly: 1 space per 8 seats: and
- (b) Storage: 1 space per 2,000 square feet of gross floor area.

In addition open parking and loading areas must be laid out, constructed, paved, equipped, landscaped, and effectively screened to provide an attractive visual appearance. The number, location, and character of parking and loading spaces provided or to be provided must be approved and consented to in writing by the Cambridge Redevelopment Authority.

Section 405 : Vehicular Access and Discharge Areas

All buildings within the project area on land designated to be acquired shall be suitably provided with:

- a) Automobile passenger discharge areas;
- b) Automobile and truck service and delivery areas;
- c) Vehicular access points;

in such a way as not to impede general vehicular and pedestrian traffic flow in public streets and rights-of-way.

Section 406 : Arcaded Pedestrian Ways

Any public street or right-of-way within the project area may be provided with arcaded pedestrian ways, or may be covered with a platform, podium, plaza, construction deck, or other similar structure intended to separate the flow of rapid transit vehicles, busses, automobiles, and pedestrians, or to elevate buildings with sufficient clearance above the public street or right-of-way.

Section 407: Building Construction

All buildings within the project area shall be constructed as "Type 1", fireproof, or "Type 2", semi-fireproof, in full conformity' with the provisions of and as defined in the Cambridge Building Code, as amended to and including the date of approval by the Cambridge City Council of Revised Amendment No. 1 to the Urban Renewal Plan.

Section 408: Signs and Advertising Devices

Signs within the project area, except for official, uniform traffic and parking signals and devices, shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 409 : Storage

The open air storage of materials, equipment, or merchandise, other than the temporary parking of automobiles, shall not be permitted within the project area on any land designated to be acquired.

Section 410 : Exterior Lighting

Exterior lighting within the project area shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 411 : Landscaping

All open areas within the project area on land disposed of by the Cambridge Redevelopment Authority must be suitably landscaped so as to provide a visually attractive environment in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 412 : Interim Uses

The Cambridge Redevelopment Authority may devote real property designated to be acquired or acquired under special conditions, prior to the time such properties are needed for disposition for reuse and development in accordance with the provisions of the Urban Renewal Plan to temporary, interim uses for signs for project identification, relocation, parking, traffic circulation and public transportation, project or site improvements or building construction, storage, recreation, or landscaping in accordance with such provisions, requirements, standards, controls, and regulations as the Authority may deem essential, necessary, or appropriate to the carrying out of the objectives of the Urban Renewal Plan.

Section 413: Permitted Uses on Land Designated to be Acquired Under Special Conditions

In the event that the real property described in Section 202 above is acquired by the Cambridge Redevelopment Authority, the land use provisions and building requirements which shall pertain thereto shall be those set forth in Chapter 4 of the Urban Renewal Plan.



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March 6, 2014

Mr. Thomas Evans
Cambridge Redevelopment Authority
Executive Redevelopment Officer
One Cambridge Center, 4th Floor,
Cambridge, MA 02142

Subject: Kendall Square Urban Renewal Area
2013 Traffic Count Program and Trip Generation Analyses

Dear Tom:

Fay, Spofford & Thorndike (FST) is pleased to submit this summary annual update of the Kendall Square Urban Renewal Area (the "Area") traffic count program to reflect May 2013 traffic conditions in the Area in compliance with its Section 61 Finding requirements. This letter also includes an updated evaluation of the Area's existing trip generation characteristics compared to earlier projections FST made in connection with Plan Amendment # 8 in our CRA letter dated June 15, 2010. Year 2013 parking garage data compiled during the month of May by Boston Properties, LLP have also been analyzed and summarized, along with tenant/employee travel mode surveys. The 2013 count program represents the nineteenth year of the annual count update program, and findings are consistent with prior years.

As requested by the Cambridge Redevelopment Authority, data collected for the 2013 Annual Report has been expanded to include peak period bicycle counts, a full week automatic traffic recorder counts at the study area cordon as well as a full week of hourly parking data at the Area's parking garages. Additionally, due to the reconstruction of the Longfellow Bridge, a manual count has been undertaken at the external intersection of Monsignor O'Brien Highway with Land Boulevard. The reconstruction of the Longfellow Bridge will alter how traffic will arrive to the Area via the City of Boston for up to three years.

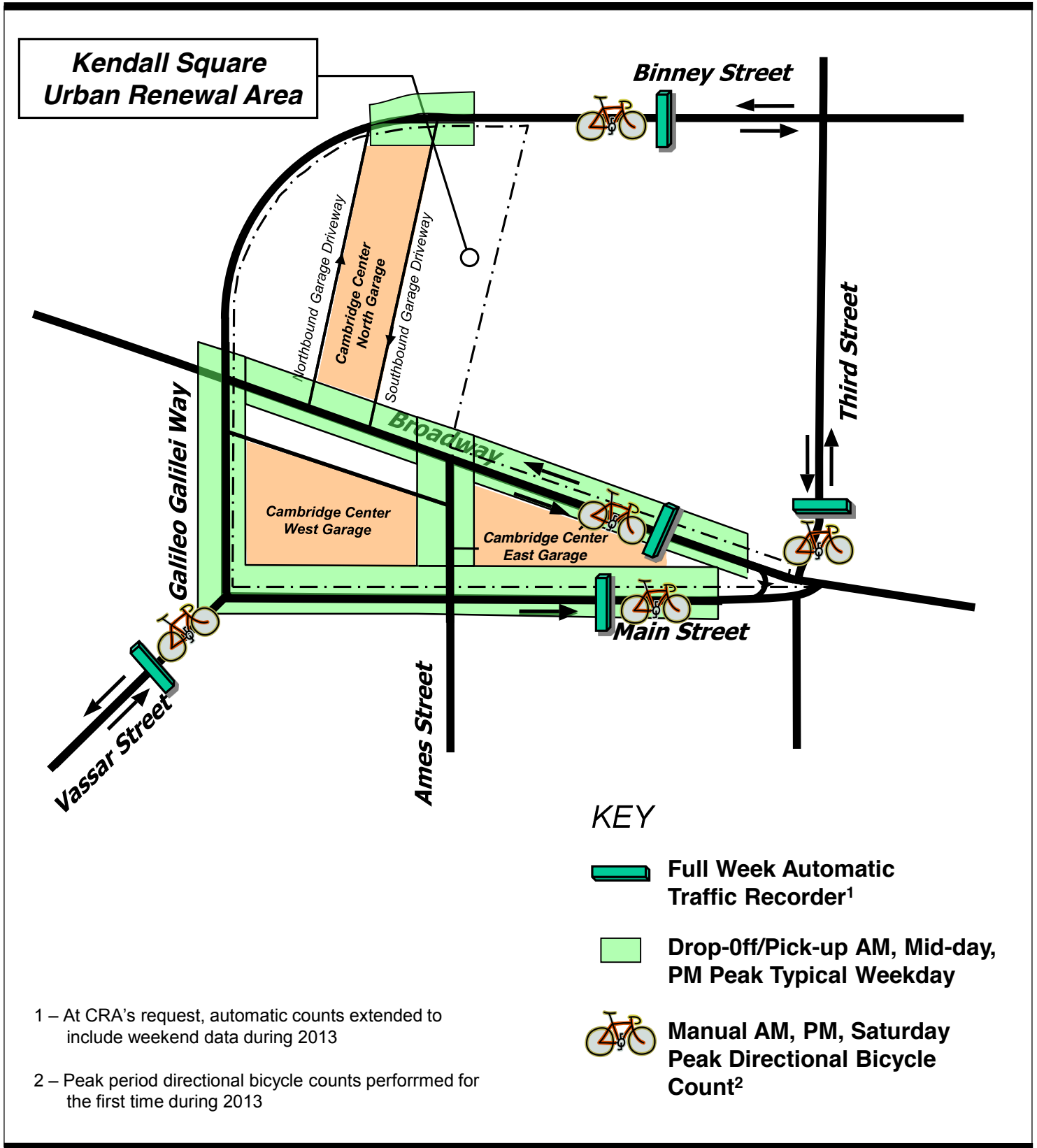
Task I - Traffic Count Program

Figure 1A illustrates the program of ATR and the manual vehicle count locations conducted within the Area. Figure 1B illustrates the external count location of Monsignor O'Brien Highway (Route 28) at Land Boulevard within the context of the Area with a small inset of the impending detour route from Boston. The change in the Area's access, which began after this count program was completed, will continue for up to three years, thereby affecting the comparability of subsequent cordon counts for this annual update report. Copies of the ATR and manual count field sheets are provided in the attached Technical Appendix.

The automatic traffic recorder count program for 2013 was conducted for a total of 8 consecutive days. Counts were performed at the following locations with durations indicated:

- Main Street, east of Ames Street (May 11- 18).
- Broadway, east of the Mid-Block Connector (May 11- 18).
- Binney Street, west of Fifth Street (May. 11 – 18).
- Third Street, north of Broadway (May 11 - 18).
- Vassar Street, southwest of Main Street and the Western Connector (May 11 - 18).

On Wednesday, May 15, 2013, manual vehicle counts were also conducted to determine drop-off/pick-up activity and ins/outs from the Cambridge Center East and North garages between 7 AM - 9 AM, 11 AM - 1 PM, and 4 PM - 6 PM within the following seven block face areas (refer to page 4):

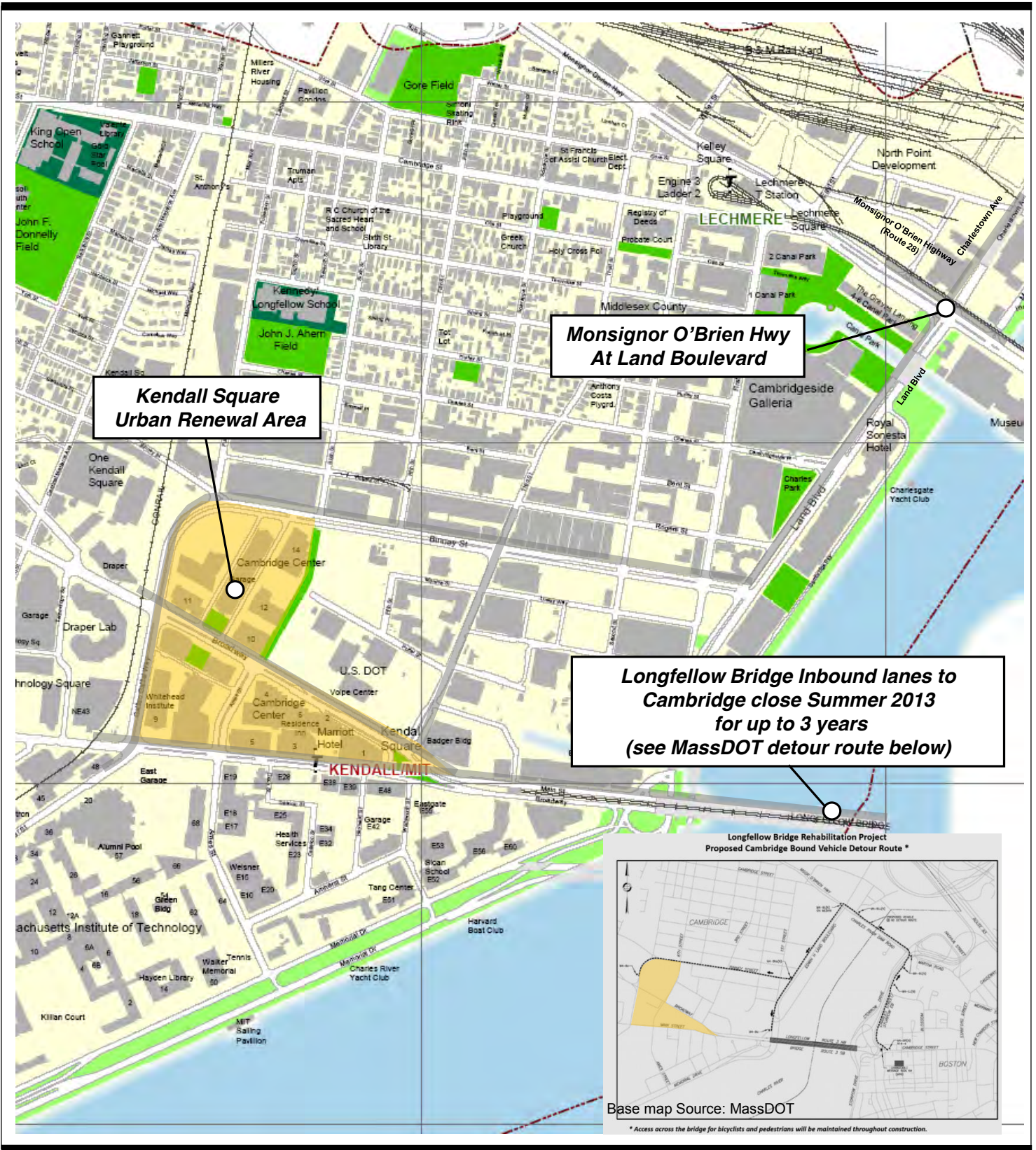


Schematic Diagram:
Not to Scale

Kendall Square Urban Renewal Area
2013 Area Traffic Count Locations

Cambridge Redevelopment Authority

Figure 1A



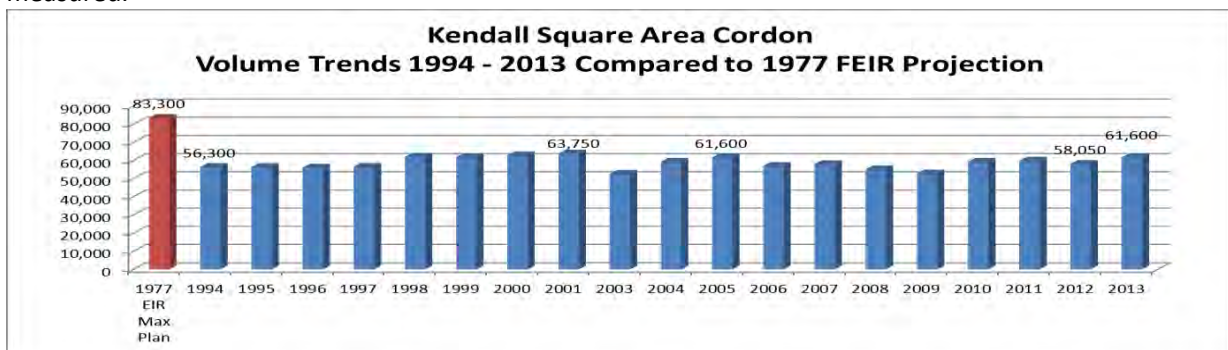
**Kendall Square Urban Renewal Area
Monsignor O'Brien Hwy (Route 28) at Land Boulevard
2013 Supplemental External Count Location**

Cambridge Redevelopment Authority

Figure 1B

- Main Street, between Ames Street and Wadsworth Street.
- Main Street, between Ames Street and Vassar Street.
- Broadway, between Ames Street and Third Street.
- Broadway, between Ames Street and Binney Street.
- Mid-Block Connector, between Main Street and Broadway
- Galileo Gallilei Way between Main Street and Broadway.
- Binney Street between Fulkerson and Sixth Streets.

Table 1 compares the Average Annual Weekday Traffic volumes (AAWDT) projected in the 1977 FEIR to the Area's AAWDT volumes counted by FST during 1989-2013. Annual comparisons of the 1994-2013 AAWDT volumes by location are illustrated on Figure 2, while Figure 3 summarizes cordon bike volumes. The chart below summarizes overall AAWDT cordon volumes for the five roads where traffic volumes are measured.



* Vassar Street was under construction during the 2003 count program and open to one-way traffic only.

Between 1994 and 2013, the Area's AAWDT volumes along a fixed cordon have varied between a low of 52,550 and high of 63,750 vehicles per day. Year 2013 Area background traffic, while growing compared to the volumes measured in 2012, is comparable to that measured during 2005, eight years ago. While traffic counts tend to fluctuate from year to year, traffic volumes in the area have remained relatively stable for the past 15 years. Nonetheless, Overall, AAWDT volumes measured in 2013 at the cordon are equivalent to those measured in 2005 and only 9% higher than those measured in 1994, when the program started. The Area has added more than 1 million square feet of gross floor area since 1994, but none during the past six years, though new space is under construction and should be occupied by 2014. Still, **at the KSA cordon, overall 2,150 fewer vehicles per day were carried during 2013 than 2001, the year the highest KSA cordon volumes were measured.** While Area trip generation has grown as a result of new development since 1994, it has grown less than predicted due to lower drive-alone numbers than assumed at time of permitting. Also, background through traffic in the Area declined for several years following completion of the Central Artery/Tunnel project. In the meantime, development around the Area in East Cambridge has continued, while the City of Cambridge has implemented a trip reduction ordinance, and continues to aggressively pursue bike travel enhancements and other improvements to other non-auto modes like TMA shuttles and transit. During the 2013 count program, the stronger economy, coupled with greater occupancy/construction of developments in the broader East Cambridge Area just outside the Area seem to be producing higher background traffic volumes compared to the height of the recent recession.

Four types of field data were collected manually:

- Entering and exiting vehicles to/from the Cambridge Center East, West, and North Garages;
- Curbside drop-off/pick-up activities on Area streets and in designated zones at the local land uses;
- Directional bicycle counts during AM, PM, and Saturday peak hours; and
- Manual turning movement counts at the intersection of Land Boulevard at Monsignor O'Brien Highway (Route 28) including bicycles.

Table 1

Kendall Square Urban Renewal Project Area

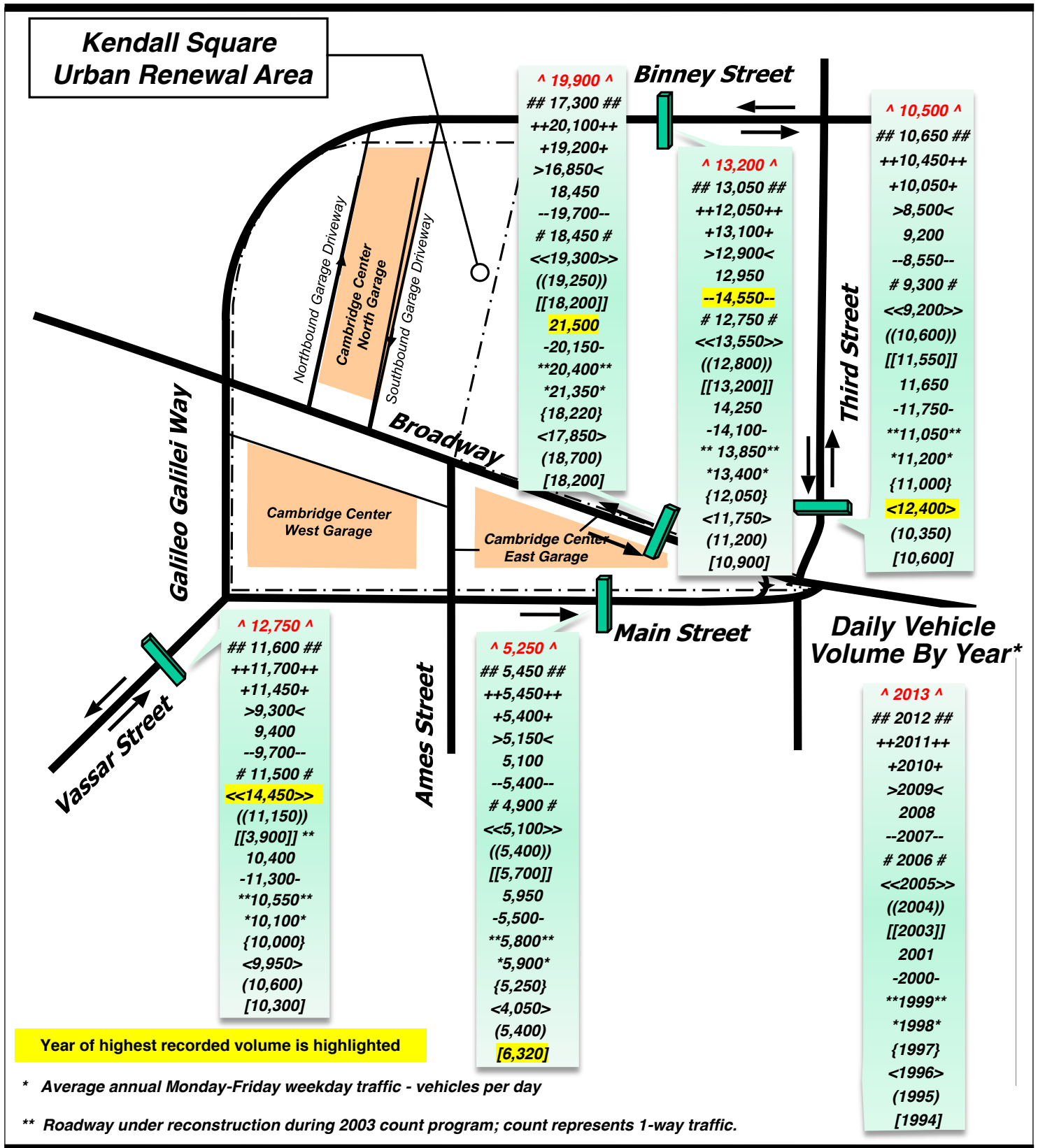
Comparison of Projected FEIR Full Build-out Average Weekday Traffic Volumes To Actual 1989 - 2013 Average Weekday Traffic Volumes¹

	1977																					%
	FER Max Plan	1989	1994	1995	1996	1997	1998	1999	2000	2001	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Differences 2013-2012
ROADWAY	Volume (vpd) ²	Volume (vpd)	Volume (vpd)	Volume (vpd) ³	Volume (vpd) ⁴	Volume (vpd) ²	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	Volume (vpd) ⁴	
Main Street ⁵	7,900	4,250	6,300	5,400	4,050	5,250	5,900	5,800	5,500	5,950	5,700	5,400	5,100	4,900	5,400	5,100	5,150	5,400	5,450	5,450	5,250	-4%
Near MBTA Station																						
Broadway																						
west of Mid-Block Connector	36,700	17,700	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	-
Broadway	32,900	N/M	18,200	18,700	17,850	18,200	21,350	20,400	20,150	21,500	18,200	19,250	19,300	18,450	19,700	18,450	16,850	19,200	20,100	17,300	19,900	15%
east of Mid-Block Connector																						
Binney Street																						
west of Third Street	11,500	8,800	10,900	11,200	11,750	12,050	13,400	13,850	14,100	14,250	13,200	12,800	13,550	12,750	14,550	12,950	12,900	13,100	12,050	13,050	13,200	1%
Third Street																						
north of Broadway	16,300	N/M	10,600	10,350	12,400	11,000	11,200	11,050	11,750	11,650	11,550	10,600	9,200	9,300	8,550	9,200	8,500	10,050	10,450	10,650	10,500	-1%
Vassar Street																						
west of Main Street	14,700	N/M	10,300	10,600	9,950	10,000	10,100	10,550	11,300	10,400	3,900	11,150	14,450	11,500	9,700	9,400	9,300	11,450	11,700	11,600	12,750	10%
CORDON TOTAL ⁶	83,300	N/A	56,300	56,250	56,000	56,500	61,950	61,650	62,800	63,750	62,550	59,200	61,600	56,900	57,900	55,100	52,700	59,200	59,750	58,050	61,600	10%

Red indicates highest volume measured for street or cordon total during a year between 1994 and 2013.

9%	Difference between 2013 and 1994
-3%	Difference between 2013 and 2001 (highest year)

- 1 FEIR volume projections illustrated on FEIR Figures II.5.10 & II.5.11. Total volumes exclude Broadway west of Mid-Block Connector.
- 2 Measured volumes are on an average annual basis to nearest 50 vehicles per day.
- 3 vpd = vehicles per day.
- 4 March 11-18, 1996 measured volumes calibrated (increased by 2%) to reflect 1995 average annual conditions.
- 5 Measured volumes assumed to reflect average annual conditions.
- 6 Eastbound AAWDT only for Main Street.
- 7 Vassar Street was limited to one-way operation and under reconstruction during the 2003 survey only.
- 8 Broadway west of Mid-Block connector not included.
- 9 N/M = Not Measured; N/A = Not Applicable.

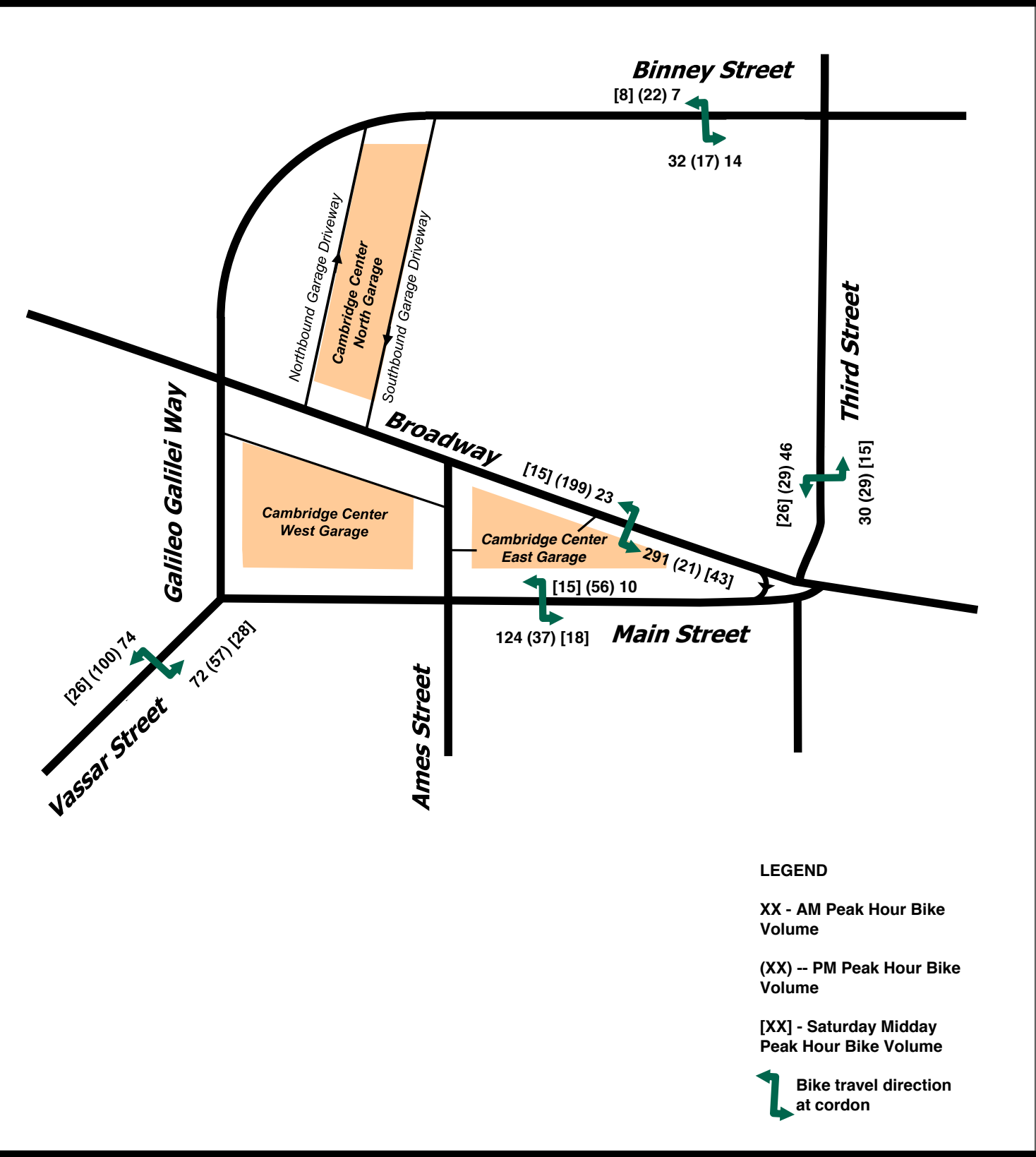


Schematic Diagram:
Not to Scale

Kendall Square Urban Renewal Area Average Annual Weekday Traffic Volumes 1994-2013

Cambridge Redevelopment Authority

Figure 2



Schematic Diagram:
Not to Scale

Kendall Square Urban Renewal Area
2013 Peak Hour Cordon Bicycle Volumes

Cambridge Redevelopment Authority

Figure 3

As Figure 3 indicates, year 2013 weekday and Saturday counts, all performed on nice-weather days, indicate that Area roadways are attracting a substantial bicycle commuter mode share. Based on the volume of bicycles counted during the AM and PM commuter hours, FST estimates the existing two-way daily bicycle volume at the cordon is approximately **5,350 trips per day**. Following are estimates for each of the five cordon Area roadways:

- Broadway – 2,250 bicycle trips per day
- Vassar Street – 1,300 bicycle trips per day
- Main Street – 950 bicycle trips per day
- Third Street – 550 bicycle trips per day
- Binney Street – 250 bicycle trips per day

Assuming a typical 1.2 persons per vehicle auto occupancy at the cordon, the data indicates that the **bicycling mode share represents approximately 7.2% of person movements at the Area's cordon**. This represents a tremendous achievement in multimodal mode share accommodation.

Table 2 compares year 2013 to year 2012 manual count data compilations related to actual trip generation within the Area during the AM, Midday, and PM peak hours. During the 2013 count program, the total available development square footage in the Area remained the same as it was since 2006. The Cambridge Center garages also have the same capacities with approximately 2,750 spaces in total between 2006 and 2013.

During the same period between 2013 and 2012, measured overall trip generation during the combined AM, mid-day, and PM peak hours increased by approximately 8%, inclusive of drop-off/pick-up activity. Area trip generation *declined* 2% during the AM and mid-day peak hours, while it *increased* 20% during the PM peak hour. During the 2013 count program, the Area's drop-off/pick-up activity represented approximately 29%, 39%, and 27% of its actual AM, mid-day, and PM peak hour traffic generation, respectively. The year 2013 count program took place during a period when drop-off/pick-up activity represented 31% of all trip making, within the range of drop-off/pick-up activity observed during prior years, but 1% higher than that measured in 2012 (30%). Overall rates of AM, mid-day, and PM peak hour trip generation from Area developments are generally comparable to trip generation rates found during prior count programs, still 14-15% lower than estimates from Area Plan Amendment No. 8 and far below typical *ITE Trip Generation* report (8th Edition, 2008) rates for similar land uses. Along with tenant changes, drop-off/pick-up activity continues to represent one of the most significant variables in the Area's trip generation totals. The illustrated PM peak hour traffic increase largely reflects an increase in drop-off/pick-up activity on the day the drop-off/pick-up counts were performed

During the combined AM, mid-day, and PM peak hours, year 2013 Cambridge Center East, North, and West garage activity increased by approximately 11% compared to the year 2012.

Binney Street remains the only roadway that has exceeded its projection of average weekday volumes at full build-out provided in the 1977 EIR. **Overall, actual year 2013 average weekday volumes measured on the Area roadway cordon are approximately 28% below those projected at full build-out of the Area in the 1977 EIR, while the Area is only 22% below its full build-out potential.**

As it has in prior years, the 2013 AM peak hour within the Area varies by location but typically occurs during the one-hour period between 8 AM and 9 AM. The Area's 2013 PM peak hour also varies by location but typically occurs from 5 PM to 6 PM. Count data indicates that the mid-day peak hour is typically from 12:00 Noon to 1 PM.

Table 2

Kendall Square Urban Renewal Project Area

Peak Hour Vehicle Count Summaries -- 2013 vs. 2012⁴

LOCATION	AM PEAK HOUR				MIDDAY PEAK HOUR				PM PEAK HOUR			
	May 2012		May 2013		May 2012		May 2013		May 2012		May 2013	
	IN	OUT	D/P ¹		IN	OUT	D/P*		IN	OUT	D/P ¹	
Cambridge Center North Garage ²	263	7	--		243	8	--		10	253	--	6
Cambridge Center East Garage ²	161	10	--		195	14	--		23	135	--	24
Cambridge Center West Garage ²	150	9	--		168	8	--		13	137	--	13
Main Street; Near MBTA Station	--	--	188		--	--	202		--	--	120	--
Broadway; east of Mid-Block Connector	43	50	54		41	23	44		31	34	66	61
Broadway; west of Mid-Block Connector	6	8	24		9	8	48		10	8	30	8
Mid-Block Connector; south of Broadway ³	4	1	12		8	7	14		0	4	4	4
Binney Street; vicinity of North Garage Driveways	--	--	0		--	--	6		--	--	0	--
Vassar Street/ Main Street/ Western Connector Area	42	37	0		30	11	2		10	20	2	11
RAW SUBTOTALS	669	122	278		694	79	316		97	591	222	127
HOURLY TOTALS		1069				1089				910		
Drop-off/ Pick-up %		26%				29%				24%		
% Difference (2013 vs 2012)			2%				2%				20%	

- 1 D/P = Drop-off/pick-up vehicle trips in or out counted on.
- 2 Based on actual peak hour garage activity counted on Wednesday, May 15, 2013 for the Cambridge Center East, West, and North garages, and on Wednesday, May 16, 2012 for the Cambridge Center East, West, and North garages.
- 3 Includes non-garage vehicle activity on both sides of the Mid-Block Connector (Ames Street).
- 4 Difference was largely in drop-off/pick-up measurements that are highly variable over a one-day period. Garage counts are within normal range of typical in/out variations. Net difference for all three peak hours was +8% growth in generated traffic between 2012 and 2013 for the identical square footage. However, comparable week-long M-F garage in/out counts for the North, East, and West garages during 2013 were only 1% higher than weeklong in/out garage counts measured during 2012. Additionally, while year 2013 volumes were 20% higher than year 2012 PM peak hour volumes, we note that 2012 PM volumes were 26% *lower than* comparable 2011 PM peak hour volumes. Therefore, the variation between 2013 and 2011 is balancing out, and, as discussed further on, is still 15% lower than projections associated with approved Plan Amendment # 8.

Table 3 provides a breakdown of the existing year 2013 land use quantities and types within the Area, and compares these development quantities to the maximum Area development permitted under the most recent Plan Amendment No. 8. As of May 2013, buildings in the Area contained approximately 2,569,200 square feet of gross floor area (sf GFA). This represents approximately 78% of the Area's maximum approved build-out potential of 3,302,100 sf GFA with Area Plan Amendment No. 8. The Area's total building square footage (GFA) and its parking supply have remained constant since 2006.

FST's June 15, 2010 letter to the CRA contained estimates of AM peak hour, PM peak hour, and daily trip generation projected for the Area at maximum build-out with Area Plan Amendment No. 8. In that letter, trip generation rates (i.e., trips per 1,000 sf GFA of development) were developed for each of the development land use types using the ITE Trip Generation manual. FST adjusted these rates to reflect the Area's localized proximity to transit, walk-in activity, employer shuttles, carpool promotion, etc. The adjusted trip generation rates, verified by counts performed from 1994-2013, were used as the basis for trip generation estimates associated with the maximum build-out condition under MEPA-approved Area Plan Amendment No. 8. Table 4 provides a summary of adjusted trip generation rates for Area land uses from FST's June 15, 2010 letter regarding Plan Amendment No. 8.

Table 3

Kendall Square Urban Renewal Project Area
Existing 2013 and Future Development Quantities
By Land Use Category¹

LAND USE TYPE	2013 EXISTING²	PROJECTED MAXIMUM AREA DEVELOPMENT WITH PLAN AMENDMENT NO. 8
Biotech Manufacturing	189,500	214,550
General and Technical Office	1,769,700	1,977,550
Research and Development Center	0	300,000
Retail	90,000	90,000
Multi-family Residential	0	200,000 ³
Business Hotel	190,000	190,000
Hotel	<u>330,000</u>	<u>330,000</u>
TOTAL	2,569,200	3,302,100

1 Quantities indicate square feet (sf) of Gross Floor Area (GFA) from approved Plan Amendment No. 8.

2 Existing year 2013 quantities remain the same as during the 2006-2012 count programs.

3 Plan Amendment No. 8 restored the 200,000 sf multi-family residential maximum originally approved under approved Plan Amendment No. 6. While the multi-family residential land use category adopted under approved Plan Amendment No. 7 was increased by 75,000 square feet to 275,000 sf, the Cambridge City Council did not approve this increase.

Table 4

Kendall Square Urban Renewal Project Area**2013 Adjusted Trip Generation Rates¹**

LAND USE TYPE	AM PEAK HOUR	PM PEAK HOUR	DAILY
Biotech Manufacturing	0.42	0.43	2.18
Research and Development	0.65	0.61	4.72
General and Technical Office	0.55	0.48	3.83
Hotel	0.41	0.42	5.01
Business Hotel	0.31	0.32	3.86
Retail	0.26	1.71	13.79
Multi-family Residential²	0.24	0.23	2.69

- 1 Trips per 1,000 sf GFA based on trip generation adjustments made in FST's June 15, 2010 letter concerning Plan Amendment No. 8.
- 2 Rate per unit, assuming 1,000 gsf/unit.

Table 5 applies adjusted trip generation rates from FST's June 15, 2010 letter on the traffic impacts of Plan Amendment No. 8. Table 5 contains an estimate of the number of trips projected for land uses in the Area assuming existing 2013 development quantities from Table 3 above. From Table 5, combined AM and PM peak hour trips to/from the Area constitute approximately 23.5% of the Area's 2013 projected total daily trip ends (i.e., 1,271 AM peak hour + 1,284 PM peak hour trips represent 23.5% of the 10,819 daily trips).

Table 6 provides a summary comparison of projected 2013 Area AM and PM peak hour trip generation (from rates contained in the FST's Plan Amendment No. 8 June 15, 2010 letter and summarized in Table 5) to 2012 rates calculated from measured 2012 Area ground counts (from Table 2). Table 6 also contains a comparison of 2013 daily Area trip ends based upon measured AM and PM peak hour volumes to 2012 daily trip end volumes based on the adjusted trip generation rates contained in the Plan Amendment No. 8 analysis and reiterated in Table 5.

Table 5

Kendall Square Urban Renewal Area
Adjusted ITE Rate Trip Generation Computations for May 2013¹

	Gross Floor Area	AM Peak Hour		PM Peak Hour		Daily	
LAND USE TYPE	(000's SF)	RATE	TRIPS	RATE	TRIPS	RATE	TRIPS
Biotech Manufacturing	189.5	0.42	80	0.43	81	2.18	413
Research and Development	0	0.65	0	0.61	0	4.72	0
General and Technical Office	1,769.7	0.55	973	0.48	849	3.83	6,778
Business Hotel	190	0.31	59	0.32	61	3.86	733
Hotel	330	0.41	135	0.42	139	5.01	1,653
Retail	90	0.26	23	1.71	154	13.79	1,241
Multi-family Residential	0	0.26	0	0.27	0	2.69	0
TOTAL	2,569.2		1,271		1,284		10,819

- 1 Trips per 1,000 gsf GFA adjusted to reflect assumed high use of transit and other non-single occupant vehicles per FST's June 15, 2010 letter concerning Plan Amendment No. 8.

Table 6

Kendall Square Urban Renewal Area
Actual vs. Projected 2013 Trip Generation

	AM PEAK HOUR ¹	PM PEAK HOUR ¹	DAILY TRIP ENDS
2013 PROJECTED FORECAST ²	1,271	1,284	10,819
2013 ACTUAL EXISTING ³	1,089	1,089	9,223 ³
NET DIFFERENCE (%)	- 14%	-15%	- 15%

- 1 AM and PM peak hour trips represent both entering and exiting vehicle trip ends.
- 2 Predicted trip totals are based on adjusted trip generation rates developed for FST's June 15, 2010 letter regarding Area Plan Amendment No. 8 and the 2012 Area development quantities reported in Table 3 of this correspondence.
- 3 Refer to Table 2 for existing May 2013 AM and PM peak hour trip counts. Daily trip ends were **estimated** from the actual AM and PM peak hour trip generation totals and their expected relationship to daily trip generation based upon the relationship of AM and PM peak hours to daily generation reported in Table 5 (adjusted ITE rates).

From Table 6 on the previous page, the year 2012 actual trip generation for Area uses during the AM peak hour is 16% lower than calculated by applying the Amendment No. 8 trip generation projection methodology (1,138 counted trips versus 1,271 calculated trips). Actual PM peak hour trip generation is 29% lower than the projected volume from the Amendment No. 8 trip generation projection methodology (910 counted trips versus 1,284 calculated trips). Similarly, the actual daily trip generation of 8,380 is 23% lower than the projected daily trip generation of 10,819. Area development continues to generate traffic at rates generally lower than projected using the 2010 Plan Amendment No. 8 trip generation analysis methodology.

Task II - Review of Tenant/Employee Travel

Two types of tenant/employee travel surveys were reviewed: 1) a survey by Boston Properties of their tenants; and 2) Boston Properties surveys of tenant garage use in the North, West, and East Cambridge Center garages.

Boston Properties LLC conducted year 2013 surveys of its Cambridge Center tenants to provide an indication of employee travel mode choices and use within the Area. This information is supplemental to the actual count data. Refer to the Technical Appendix for a copy of the overall survey results.

The tenant survey was completed by a total of 26 firms and businesses representing 3,155 employees or approximately 67% of the Area's approximately 4,700 total employees. Overall tenant survey results are generally consistent with prior year surveys. Respondents to the 2013 tenant survey indicated that their employees arrive to Kendall Square as follows:

- 26 % drive alone;
- 36 % use MBTA services;
- 33 % cite other modes, primarily walking, shuttles, or biking; and
- 5 % carpool with 2 or more people.

The 2013 survey resulted in percentages essentially unchanged from 2012. Approximately 74% of respondents indicated they use alternative modes of transportation to and from work rather than drive alone. The proportion of employee respondents who indicated they drive alone continues to represent 26% of respondents. The proportion of respondents who report using MBTA services, carpooling, or other modes, primarily walking, shuttles, or bicycles also stayed the same compared to those who responded to the 2012 survey. Akamai Technologies, still the largest of the employer respondents with 950 employees between its two divisions, indicates that 19% of its combined employees drive alone and 81% use alternate modes -- 3% carpool, 32% use the MBTA, and 46% either walk, shuttle, or bike. Approximately 96% of responding Area businesses start their business operations between 7:00-9:00 AM and conclude business operations between 4:00-6:00 PM. Of the respondents, 96% offer flextime hours. Of employers surveyed, approximately 8% offer incentives for free or subsidized parking (i.e., driving) incentives, while 92% of those responding offer either MBTA or shuttle use incentives, such as passes or salary deductions. Both of the employers offering transit incentives also offer driving incentives. Overall, survey responses seem to be consistent with earlier FST projections.

Survey responses continue to indicate a very strong reliance on alternative travel modes compared to typical suburban areas where 90% or more employees drive alone to work sites. The *ITE Trip Generation* report (8th Edition, 2008) indicates that the vehicle trips per employee for the General Office category are 0.55 during the AM peak hour and 0.48 during the PM peak hour. The May 2013 update data indicates that 0.23 vehicle trips per employee are actually generated during the AM and PM peak hours including garage and drop-off/pick-up components. ***Therefore, during 2013, actual employee-based vehicle trip generation rates were 53%-54% lower than unadjusted ITE employee-based AM and PM peak hour rates estimated in approved Plan Amendment No. 8.***

Task III - Review of Area Parking Garage Data

We assume May 2013 traffic counts at the garages generally reflect average annual conditions. For 2013, eight days of garage data was obtained for each of the three garages. Detailed hour-by-hour garage occupancy data was compared to garage data collected for a similar, Monday-Friday period during May 2012. The number of trips destined for the Area that park outside the Area, and subsequently would not have been accounted for in the data collection program is likely to be small. Similarly, the amount of motorists who may have parked in the Area, and were not destined for the Area is also likely to be small. Copies of comparative 8-day garage surveys are contained in the attached Technical Appendix.

Boston Properties LLC provided a usage survey of the Cambridge Center North, Cambridge Center West, and Cambridge Center East parking garages for the period from Saturday May 11 to Saturday May 18, 2013. These records indicate that a maximum of 2,125 transient parkers plus tenant employees who leased monthly parking in the East, West, and North Cambridge Center garages were parked in the garages simultaneously. This is approximately 10% more simultaneous vehicles than found during the May 2012 survey period that found 1,927 parked vehicles at maximum occupancy. Excluding transient parkers, if the number of employees is assumed to be relatively constant throughout the year, during peak demand times, the Area averaged approximately 0.45 occupied parking spaces per employee during 2013 – very close to the occupied parking spaces per employee found during the 2012 survey. Transient parkers continue to account for approximately 30% of total Area garage parking demands on a daily basis.

Table 7 summarizes and compares average trip activity data during the AM and PM peak hours based on week-long garage surveys conducted on May 13-17, 2013 and May 14-18, 2012. The AM peak hour at the East and North garages continues to occur from 8 to 9 AM, while the West Garage peaked from 9 to 10 AM. The PM peak hour continues to occur between 5 to 6 PM for all three garages. Table 8 contains an estimated comparison of peak parking accumulation, as well as a comparison to the total spaces available in the Cambridge Center North garage during the week average for May 2013 and May 2012.

Weeklong activity at the North garage was down 6-8% overall during the AM/PM peaks, while year 2013 parking activity at the East Garage was up by 9-14%, while the West Garage was up by 1-3%, compared the activity measured during 2012. Findings of the garage peak hours for entering and exiting movements are consistent with findings for the Area's street peaks (from the ATR data) and the Area's drop-off/pick-up activity that was counted manually. Most importantly, the week-long Monday through Friday garage movements data indicates that total garage in/out movements were very stable between 2013 and 2012. *Weeklong* garage activity for the combined North, East and West Garages increased 1% during the morning peak hour and with no change during the evening peak hour between 2013 and 2012.

Table 7

Kendall Square Urban Renewal Project Area

Cambridge Center East and North Garages

Summary M-F Weeklong Comparison of 2013-2012 Garage Vehicle Trip Activity¹

LOCATION	Average May 13-17, 2013 ²		Average May 14-18, 2012 ³		PERCENT CHANGE BETWEEN MAY 2013 AND MAY 2012	
	AM	PM	AM	PM	AM	PM
Cambridge Center North Garage	248	246	270	263	-8%	-6%
Cambridge Center East Garage	195	173	171	158	14%	9%
Cambridge Center West Garage	164	154	159	152	3%	1%
COMBINED TOTAL	607	573	600	573	1%	0%

1 Volumes represent total vehicular movements entering and exiting each garage.

2 Volumes represent a typical **one-week** sample from May 13-17, 2013.

3 Volumes represent a typical **one-week** sample from May 14-18, 2012.

Table 8

Kendall Square Urban Renewal Project Area

Cambridge Center East, North, and West Parking Garages

Summary and Comparison of Peak Parking Occupancy - 2013 to 2012

LOCATION	CAPACITY Number of Spaces ³	PEAK PARKING OCCUPANCY 5/14-5/18/12 ¹		PEAK PARKING OCCUPANCY 5/13-5/19/13 ²	
		Number Occupied	% of Capacity	Number Occupied	% of Capacity
Cambridge Center North Garage	1170	934	80%	971	83%
Cambridge Center West Garage	734	451	61%	507	69%
Cambridge Center East Garage	844	542	64%	668	79%
COMBINED TOTAL	2,748	1,927	70%	2,146	78%

1 Average peak garage occupancy data for the Cambridge Center East, West, and North Garages for the week of May 14-18, 2012.

2 Average peak garage occupancy data for the Cambridge Center East, West, and North Garages for the week of May 13-19, 2013.

3 Numbers are the reported year 2013 Area parking capacities.

This count program accurately accounts for the vast majority of vehicle trips related to the Area. This finding is due to the proximity of the East, West, and North Garages to the Area's land uses, and the modest price differential to surface lots external to the Area.

Similar to the Tuesday garage peak hour movements, M-F peak garage occupancy during 2013 was 11% higher than that found in 2012 –i.e., 78% peak occupancy in 2013 vs. 70% peak occupancy in 2012. None of the garages are operating above their practical capacity (i.e., more than 90% of its actual capacity). Peak occupancy of all garages was up or by 219 vehicles compared to 2012, as the occupancy of the site's same square footage increased with the stronger economy. In particular, the peak East Garage occupancy was up by 126 vehicles compared to 2012.

Nonetheless, while the Area is well served by public transportation, the garages provide enough additional parking to ensure that Area parking demands are accommodated within the Area. From an Area-wide parking perspective, the May 13-19, 2013 week was busier than the May 14-18, 2012 week.

Conclusion

The 2013 traffic counts showed a 10% increase compared with 2012 numbers. However, traffic counts in Kendall Square have fluctuated from year to year and overall traffic volumes in the area have remained relatively stable for the past 15 years. The highest traffic volumes, measured in 2001, were 3% higher than volumes measured in 2013. The improved regional arterial system continues to divert traffic volumes in Cambridge and the Kendall Square area back to the I-90 and Memorial Drive mainlines, as it has done for the last several years.

Cambridge's trip reduction measures and higher use of alternative modes, particularly bicycling, are reducing background traffic growth compared to earlier projections made in 1977. The Area's peak parking activity is overall very similar to that found in 2012. No new buildings have been developed and temporary vacancies are filling up again. With no changes in available square footage, the Area's measured trip generation has been relatively stable during the past seven years, tending to fluctuate with tenant and economic climate changes.

The Area continues to generate vehicle trips at rates far lower than those contained in the latest edition of the *ITE Trip Generation (8th Edition, 2008)* report. ***Actual Area vehicle trip generation rates -- including garage trips plus drop-off/pick-up trips -- continue to be similar to, but 14-15% lower than, those contained in FST's June 15, 2010 Amendment No. 8 letter to the CRA.***

The low Area trip generation findings are consistent with continuing Commonwealth of Massachusetts investments in the regional transit infrastructure and the City of Cambridge's strong commitment to minimizing motor vehicle trip making through the implementation of alternate mode infrastructure enhancements and policies associated with its Trip Reduction Ordinance.

We therefore conclude there is no 'significant variation' to report regarding the Area's traffic generation and its traffic impacts within the Area.

Mr. Thomas Evans

Page 17 of 17

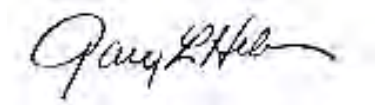
March 6, 2014

Please do not hesitate to contact me should you have questions on the study update or require additional information.

Very truly yours,

FAY, SPOFFORD & THORNDIKE

By

A handwritten signature in black ink, appearing to read "Gary L. Hebert", is written over a light blue rectangular background.

Gary L. Hebert, P.E., PTOE
Associate-Consultant

GLH:gh

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Attachmentts: Technical Appendix

ESCROW AGREEMENT

AGREEMENT made as of the ____ day of ____, 2014 by and among the Cambridge Redevelopment Authority (the “Authority”), a public body, corporate and politic, duly organized and existing pursuant to the General Laws of Massachusetts, having its at One Cambridge Center, Cambridge, Massachusetts 02142, The Broad Institute, Inc., (“Broad”), a Massachusetts corporation, having its office at Seven Cambridge Center, Cambridge, Massachusetts 02142, and Boston Properties Limited Partnership (“BPLP”), a Delaware limited partnership, having its office c/o Boston Properties, Inc. at 800 Boylston Street, Boston, Massachusetts 02199.

W I T N E S S E T H:

WHEREAS, Authority, Broad, BPLP and Cambridge Center West Garage LLC (“CCWG”), a Delaware limited liability company of which BPLP is the sole member, are parties to a certain letter agreement dated May 23, 2011 (the “Agreement”) regarding the construction of certain Additional Improvements (as that term is defined in the Agreement) by BPLP on behalf of Broad on a portion of Tract VI of Parcel 3 of the Development Area;

WHEREAS, Broad and BPLP have represented to the Authority that, except for those incomplete items of work (the “Work”) described in Exhibit A annexed hereto and made a part hereof, all of the Additional Improvements required to be constructed in accordance with the provisions of the Agreement have been completed;

WHEREAS, Broad and BPLP have requested that the Authority issue a certificate (the “Certificate of Completion”) certifying as to the completion of the Additional Improvements in accordance with the provisions of the Agreement; and

WHEREAS, the Authority would not agree to issue its Certificate of Completion unless Broad agreed to make the escrow deposit and complete the Work under the terms and conditions of this Escrow Agreement;

NOW, THEREFORE, in consideration of these presents and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. The Authority, by its execution of this Agreement, acknowledges receipt of an unconditional and irrevocable letter of credit (the "Letter of Credit"), in the face amount of \$_____ issued to the Authority by Bank of America, N.A. ***[OR ANOTHER BANK SELECTED BY BROAD]*** (the "Bank"), which Letter of Credit shall be held and disposed of in accordance with the provisions of this Agreement.

2. The Authority herewith delivers to BPLP its Certificate of Completion in the form of Exhibit B annexed hereto and made a part hereof, which Certificate of Completion Broad and BPLP shall be entitled to record.

3. Broad hereby covenants and agrees to complete in a good and workmanlike manner, and in accordance with plans and specifications approved previously by the Authority pursuant to the Agreement and free and clear of any claims or liens for labor or materials, on or before August 31, 2014, which date shall be automatically extended for such periods of time as the completion of the Work is delayed because of causes beyond Broad's control and without its fault or negligence, including, but not restricted to, acts of God or of the public enemy, acts of the Government (including, without limitation, the delay or refusal of any governmental authority to issue permits, approvals and the like when the application therefor conforms to all legal requirements and is based upon plans approved by the Authority), acts of the Authority, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, unusually severe weather, delays of contractors or subcontractors or materials shortages (such date, as it may be so extended, being hereinafter referred to as the "Completion Date"), the

Work described in Exhibit A hereto. Upon completion of the Work as aforesaid, BPLP, Broad and/or the Mortgagee (hereinafter defined), as the case may be, shall certify in writing to the Authority that the Work has been completed as aforesaid. Upon completion of the Work described in Exhibit A hereto, the Authority, promptly after receipt of such certification and the determination by the Authority that the Work has been completed, which determination shall not be unreasonably withheld or delayed, shall surrender the Letter of Credit to the certifying party. If the party certifying to completion of the Work does not receive any objections in writing from the Authority to its certificate so certifying to completion of the Work within five (5) Business Days (hereinafter defined) after receipt by the Authority of such certifying party's completion certificate, then, for all purposes hereof, completion of the Work shall be deemed to have occurred. As used herein, "Business Days" shall mean a day when federally chartered banks in Boston, Massachusetts are open for business.

4. If there is a failure to complete the Work as aforesaid, the Authority, or the holder of a first mortgage on the Land and Improvements whose identity and address shall have been furnished previously to the Authority (hereinafter called the "Mortgagee"), shall have the right to convert that amount of the Letter of Credit attributable to the Work not completed by the Completion Date into cash (the "Cash Proceeds") and shall forthwith return to Broad the remainder of the Letter of Credit attributable to the Work completed by the Completion Date, but only upon the following terms and conditions:

(i) If the Work shall not have been completed by the Completion Date, the Mortgagee, within forty-five (45) days following the date on which it shall have received written notice of that fact from the Authority (the Authority agreeing to give such notice to the Mortgagee, Broad and BPLP within thirty (30) days after the Completion Date) shall send written notice to Broad, BPLP and the Authority of its election to complete or not to complete the Work. The failure of the Mortgagee to send such notice (the "Mortgagee Election Notice") within said forty-five (45) day period shall be deemed, for all purposes hereunder, an election

by the Mortgagee not to complete the Work. If the Mortgagee shall elect to complete the Work, the Mortgagee shall be entitled to the Cash Proceeds, as hereinafter provided, and promptly upon its sending of the Mortgage Election Notice, shall commence and thereafter diligently prosecute the Work to completion. Upon completion of the Work, the Mortgagee shall certify to Broad, BPLP and the Authority that it has completed the Work.

(ii) If the Mortgagee shall elect not to complete the Work or shall be deemed to have elected not to complete the Work, as aforesaid, within forty-five (45) days following its receipt of the Mortgagee's Election Notice not to complete the Work (or the end of the forty-five (45) day period described in subparagraph (i) next above, without the Mortgagee having sent a Mortgage Election Notice, as the case may be) the Authority shall have the right, by written notice sent to Broad, BPLP and to the Mortgagee to elect to complete or not to complete the Work. Failure of the Authority to send such notice within such forty-five (45) day period shall be deemed, for all purposes hereunder, an election by the Authority not to complete the Work. If the Authority shall elect to complete the Work or any part thereof, the Authority shall be entitled to the Cash Proceeds and, promptly upon its receipt thereof, shall commence and thereafter diligently prosecute such Work or part thereof to completion. In such circumstance, Broad hereby grants to the Authority the right to enter upon the Land and Improvements in order to perform the Work. Upon completion of the Work, or any part thereof, the Authority shall certify to Broad, BPLP and the Mortgagee that it has completed the Work or such part thereof. The Authority shall have the right to retain, as liquidated damages, any portion of the Cash Proceeds not required in connection with the completion of the Work or portion thereof as aforesaid.

(iii) If the Authority shall elect or shall be deemed to have elected not to complete the Work, as aforesaid, and if the Mortgagee shall elect or shall be deemed to have elected not to complete the Work, as aforesaid, and if, prior to the date(s) on which the election shall have been made (or shall have been deemed to

have been made) not to complete the Work, whether by the Mortgagee or the Authority, as the case may be, then, in such event only, the Cash Proceeds shall be paid over to the Authority and the Authority shall have the right to retain the amount thereof as liquidated damages for the failure of Broad and BPLP to fulfill its obligations hereunder.

(iv) If the Mortgagee shall have elected to perform the Work, then, promptly following certification of completion of the Work by the Mortgagee and the determination by the Authority that such Work has been completed, consistent with the provisions of Paragraph 3 hereof, the Authority shall direct the Bank to pay the Cash Proceeds to the Mortgagee in accordance with the provisions of the Letter of Credit. If the Mortgagee shall not have elected to perform the Work, the Authority shall have the right, at any time thereafter, to direct the Bank to make the payment of the Cash Proceeds to the Authority, provided, however, that nothing contained in this sentence shall relieve or be deemed to relieve the Authority of its obligations to send the notices required by the provisions of subparagraph (ii) of this Paragraph (4) as therein provided.

5. If the Authority or the Mortgagee elects to perform the Work, Broad shall indemnify the Authority or the Mortgagee, as the case may be, and hold it harmless against any and all losses, liabilities, claims, damages and expenses, including reasonable attorneys' fees, arising from such performance (the "Performance Costs"). If the Cash Proceeds are less than the Performance Costs, Broad shall pay to the Authority or the Mortgagee the amount of such deficiency within ten (10) days after demand therefor.

6. Any notice, communication or document, including the Letter of Credit, required or permitted to be given or delivered by any party hereunder shall be in writing and shall be deemed given or delivered when personally delivered or mailed by certified or registered first-class mail, postage prepaid, and

(i) in the case of Broad, is addressed to The Broad Institute, Inc., at Seven Cambridge Center, Cambridge, Massachusetts 02142, Attention: Diane MacDonald; and to Goulston & Storrs, 400 Atlantic Avenue, Boston, Massachusetts 02110, Attention: Darren Baird, Esquire;

(ii) in the case of BPLP, is addressed to Boston Properties Limited Partnership c/o Boston Properties, Inc. at 800 Boylston Street, Suite 1900, Boston, Massachusetts 02199, Attention: Mr. Richard Monopoli (with copies to Boston Properties, Inc., 800 Boylston Street, Suite 1900, Boston, Massachusetts 02199, Attention: Regional General Counsel); and

(iii) in the case of the Authority, is addressed to the Authority at One Cambridge Center, Cambridge, Massachusetts 02142, Attention: Executive Director; and to Foley Hoag LLP, 155 Seaport Boulevard, Boston, Massachusetts 02210, Attention: Jeffrey Mullan, Esquire;

or such changed address as the party to be notified shall have communicated in writing to the other party. Upon receipt by the Authority from the Mortgagee of its identity and address to which communications and notices are to be sent, the Mortgagee so named, for all purposes hereof, shall be treated as a party to this Agreement just as if it had been a party signatory to this Agreement on the date hereof.

7. This Agreement shall inure to the benefit of and bind the respective heirs, legal representatives, successors and assigns of the parties hereto and shall be construed and enforced in accordance with the laws of The Commonwealth of Massachusetts.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, this Agreement has been duly executed under seal by the parties as of the day and year first above written.

CAMBRIDGE REDEVELOPMENT AUTHORITY

By: _____
Name: _____
Title: _____

THE BROAD INSTITUTE, INC.

By: _____
Name: _____
Title: _____

BOSTON PROPERTIES LIMITED
PARTNERSHIP

By: Boston Properties, Inc., its general partner

By: _____
Name: _____
Title: _____

EXHIBIT A

Description of the Work

EXHIBIT B

CERTIFICATE OF COMPLETION

CAMBRIDGE REDEVELOPMENT AUTHORITY (the “Authority”), a public body, politic and corporate, duly organized and existing pursuant to the General Laws of Massachusetts, as amended, and having its principal office at One Cambridge Center in the City of Cambridge, Middlesex County, Massachusetts, DOES HEREBY CERTIFY that the improvements required of The Broad Institute and Boston Properties Limited Partnership on that portion of Tract VI of Parcel 3 of the Cambridge Center Development Area known as and numbered 75 Ames Street, Cambridge, Massachusetts, have been completed, to the end that, from and after the date of recording this Certificate of Completion with said Middlesex South District Registry of Deeds (the “Registry”) and the Middlesex South Registry District of the Land Court (the “Land Court”), the only surviving continuing covenants with reference to said granted premises shall be those set forth in Paragraphs (1) through (23) of (i) that certain deed dated July 21, 2004 from the Authority to BP Seven Cambridge Center LLC, filed with the Land Court as Document No. 1343100 and recorded with the Registry in Book 43358, Page 395 (as applicable to Tract VI), and (ii) that certain deed dated April 14, 2005 from BP Seven Cambridge Center LLC to Cambridge Center West Garage LLC filed with the Land Court as Document No. 1371052 and recorded with the Registry in Book 45013, Page 121, both inclusive, for the respective periods stated therein.

IN WITNESS WHEREOF said CAMBRIDGE REDEVELOPMENT AUTHORITY has caused this CERTIFICATE to be executed and its seal to be hereto affixed by its officers thereunto duly authorized, as of the ____ day of _____, 2014.

ATTEST:

CAMBRIDGE REDEVELOPMENT
AUTHORITY

By: _____
Name: _____
Title: _____

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

_____, 2014

On this ____ day of _____, 2014, before me, the undersigned notary public, personally appeared _____, proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding and acknowledged to me that he/she signed it voluntarily for its stated purpose as _____ for the Cambridge Redevelopment Authority.

Notary Public
My Commission Expires:

SECOND AMENDMENT TO POINT PARK
MAINTENANCE AND EASEMENT AGREEMENT

Second Amendment dated this ____ day of March, 2014, by and among CAMBRIDGE REDEVELOPMENT AUTHORITY, a public body politic and corporate (which, together with any successor public body or officer hereafter designated by or pursuant to law, is hereinafter referred to as the "CRA"), organized and existing pursuant to Massachusetts law and having its office at One Cambridge Center, Cambridge, Massachusetts 02142, BOSTON PROPERTIES LIMITED PARTNERSHIP ("BPLP"), the successor to Cambridge Center Associates, as developer (the "Developer"), with a present mailing address c/o Boston Properties, Inc., 800 Boylston Street, Suite 1900, Boston, Massachusetts 02199 and the Trustees of ONE CAMBRIDGE CENTER TRUST ("One CCT"), u/d/t dated May 14, 1985 and recorded with Middlesex South District Registry of Deeds on June 13, 1985, in Book 16221, Page 413, as amended by First Amendment to Trust dated July 31, 1986 and recorded with said Registry of Deeds on September 26, 1986, in Book 17438, Page 23, as it may have been further amended, with a present mailing address c/o Boston Properties, Inc, at its address as aforesaid.

RECITALS

Reference is made to (i) that certain Agreement entitled "Point Park Maintenance and Easement Agreement" dated as of September 16, 1987 by and among the CRA, Cambridge Center Associates, the predecessor to BPLP, and One CCT recorded with the Middlesex South District Registry of Deeds (the "Registry") in Book 18560 Page 508 and (ii) that certain Amendment to Point Park Maintenance and Easement Agreement dated as of March 12, 2012 and recorded with the Registry in Book 60484, Page 86 (such instruments being hereinafter referred to collectively as the "Agreement").

The parties desire to further amend the Agreement.

NOW THEREFORE, in consideration of \$10.00 and other good and valuable consideration paid by each to the others, the receipt and sufficiency of which is hereby acknowledged, and in further consideration of the provisions hereof, the CRA, BPLP and One CCT agree as follows:

1. The Turnaround Roadway described on Exhibit C (the "Subject Parcel") is hereby released from the Agreement and shall no longer be subject to any of the terms, conditions, easements, restrictions and other provisions of the Agreement. Without limiting the generality or scope of the foregoing release, the parties hereby agree that the Subject Parcel is hereby released from Section 1, Section 5(b) and Section 7 of the Agreement. The Subject Parcel is also described in Exhibit A attached hereto.

2. Section 7 of the Agreement, entitled “Construction and Maintenance of the Turnaround Roadway,” is hereby deleted in its entirety and shall be null and void and of no further force or effect.
3. Except as amended hereby, the Agreement shall remain unchanged and in full force and effect.

[signatures appear on next page]

Executed under seal on the date and year first above written.

CAMBRIDGE REDEVELOPMENT
AUTHORITY

By: _____
Name: _____
Title: _____
Hereunto Duly Authorized

BOSTON PROPERTIES LIMITED
PARTNERSHIP

By: Boston Properties, Inc.,
its general partner

By: _____
Name: _____
Title: _____
Hereunto Duly Authorized

ONE CAMBRIDGE CENTER TRUST

By: _____
Michael A. Cantalupa, for himself
and his fellow Trustees, but not
individually

COMMONWEALTH OF MASSACHUSETTS)
)
COUNTY OF MIDDLESEX)

On this ____ day of _____, 2014, before me, the undersigned notary public, personally appeared _____, proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding and acknowledged to me that he signed it voluntarily for its stated purpose as _____ of the Cambridge Redevelopment Authority.

_____(official signature and seal of notary)

My commission expires:_____

COMMONWEALTH OF MASSACHUSETTS)
)
COUNTY OF SUFFOLK)

On this ____ day of _____, 2014, before me, the undersigned notary public, personally appeared Michael A. Cantalupa, proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding and acknowledged to me that he signed it voluntarily for its stated purpose as Trustee of One Cambridge Center Trust but not individually.

_____(official signature and seal of notary)

My commission expires:_____

COMMONWEALTH OF MASSACHUSETTS)
)
COUNTY OF SUFFOLK)

On this ____ day of _____, 2014, before me, the undersigned notary public, personally appeared _____, proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding and acknowledged to me that he signed it voluntarily for its stated purpose as Senior Vice President of Boston Properties, Inc., the general partner of Boston Properties Limited Partnership.

_____(official signature and seal of notary)

My commission expires:_____

EXHIBIT A

[LEGAL DESCRIPTION TO BE ADDED]

Octahedron Sculpture in Storage Location

