Cambridge Redevelopment Authority

Board Packet of Supporting Materials

Meeting Of July 17th, 2013

- 1. Agenda
- 2. Draft minutes from the meeting of June 19, 2013
- 3. Correspondence from Thad Tercyak
- 4. Freedom of Information Act Request from Marc Levy
- 5. Monthly Report to the Board of the Executive Redevelopment Officer
- 6. Budget Report
 - Trial Balance
 - CD/Cash Schedule
 - Cash Flow
- 7. Design Review Report on the Microsoft Signage proposal for One Cambridge Center
- 8. Design Review Report on the discussions regarding the Google Connector of 3, 4, and 5 Cambridge Center
- 9. Highlighted portions of the Land Use Section (Chapter 4) of the KSURP
- 10. Documents related to the redesign of the Main Street and Third St intersection and modifications to Point Park.
- 11. Discussion Materials from the Strategic Planning Interviews

Cambridge Redevelopment Authority

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



NOTICE OF MEETING and PROPOSED AGENDA

July 17, 2013 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 July 17, 2013 at 5:30 pm Cambridge Police Department First Floor Community Room 125 Sixth Street Cambridge, Massachusetts

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 most recent regularly scheduled meeting of the Authority on June 19, 2013 *

Communications

- 2. Correspondence dated July 1, 2013 from Thad Tercyak *
- 3. Freedom of Information Act request received on July 8, 2013 from Marc Levy *

Reports, Motions and Discussion Items:

- 4. Report: Monthly Report to the Board of the Executive Redevelopment Officer (Mr. Evans) *
- 5. Report: On trial balance as of 6/30/13; CD Schedule/All Cash; & Cash Flow 2013 (Mr. Evans) *
- 6. Report: Design Review Committee review of proposed revisions of Microsoft signage on One Cambridge Center. (Ms. Born)*
 - a) Motion: To grant approval for the redesign and replacement of the Microsoft roof sign on the eastern façade of One Cambridge Center.
- 7. Report: Design Review Committee update of the status of the Google Connector Project for Three, Four, and Five Cambridge Center. (Ms. Born) *

- 8. Report: Ames Street Housing Status (Boston Properties and Mr. Evans) *
 - a) Inventory of development square footage in MXD District
 - b) Action Plan for proposed Ames Street Housing
 - c) Proposal for modification of the Kendall Square MXD District Zoning and corresponding amendments to the Kendall Square Urban Renewal Plan Amendment.
- 9. Report: Update of Point Park / Main Street Improvement designs and proposed land transfers. (Mr. Evans)
- 10. Discussion: Strategic planning process * (Ms. Madden)

Adjournment

(*) Supporting materials can be found at:

http://cambridgema.gov/cdd/zoninganddevelopment/cra

Next Meeting: The Next Scheduled meeting of the Board will be a strategic planning workshop. This meeting is to have a facilitated group discussion of the Strategic Plan for the Cambridge Redevelopment Authority. It is open to the public but no formal actions will take place. The workshop will be held at 5:30 on Wednesday August 7, 2013 at the Cambridge Police Department, First Floor Community Room, 125 Sixth Street.

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.

Regular Meeting Cambridge Redevelopment Authority

Wednesday, June 19, 2013; 5:30pm Cambridge Police Station 125 Sixth Street Community Room

DRAFT MEETING MINUTES

Present

Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator, Conrad Crawford, Barry Zevin Executive Redevelopment Officer Tom Evans, Counsel Jeffrey Mullan, Assistant City Manager for Community Development Brian P. Murphy

Call to Order: Kathleen Born, called the meeting to order (5:37).

Public Comment

Written materials related to comments entered into record.

Stephen Kaiser

Mr. Kaiser noted that the City Manager has appointed a Transit Advisory Committee would be an additional contact for CRA on transit-related issues. He further noted that the MBTA is looking at red line improvements and interested in cost effective ways to improve function and increase capacity. Mr. Kaiser supports intent of the Tercyak communication and the effort to give recognition where appropriate. He noted former CRA director not reappointed to Arlington board and urged CRA to address legal issues connected to past activity. Mr. Kaiser encouraged rigorous review of Microsoft signage proposal, and also stressed CRA's potential role in City planning activity. He referred to Twining Properties letter to the Planning Board and his response issues raised, emphasizing need for careful planning for Kendall and Central squares and suggests Planning Board focus on the legal function of zoning approval.

Tom Stohlman:

Mr. Stohlman expressed concerns about the sustainability of CRA spending, and recommends review of rental pricing and market rates to make sure Authority is optimizing revenue sources. Has questions regarding revised budget with respect to Boston Properties payment. He noted the process for transfer of the "pork chop lot" and suggested similar process for City to transfer property, such as courthouse, to CRA. Mr. Stohlman noted past issues related to Microsoft signage and urged board to consider that blade sign now dominates the corner and the MBTA entrance. He supports efforts to give appropriate credit to Robert Rowland for his role and accomplishments on behalf of CRA.

Ms. Born announced that the Rowland resolution may be tabled because of possibility that he can attend a future meeting in person.

Heather Hoffman

Ms. Hoffman supports recognition for Mr. Rowland. She hopes that public rooftop park will be worthy destination, given the history of this project. Supports application of the City's sign ordinance in the MXD district, bringing the MXD under the general rules and regulations of City, and addressing any illegally installed signs. Ms. Hoffman also announced that on Saturday June 22, the Foundry Building would be open for an arts open house, noting that the direction of its redevelopment could greatly benefit and influence the area.

Marc Levy (Editor, Cambridge Day)

Mr. Levy stated that he had communicated with CRA on June 15 asking for written information related to prior CRA activity reports; invited the board to have a conversation about request.

Ms. Born noted that she had looked at the CRA web site and saw that minutes from last June, July and August had not been posted. She requested that Mr. Evans find and post those minutes.

Public comment closed.

Ms. Born announced that at the end of the regular meeting, the board would go into executive session.

Acceptance of minutes:

Motion: To approve the minutes of most recent regularly scheduled meeting of the Authority on May 15, 2013

Vote: Approved. All in favor.

Motion: To place on file the Minutes of the joint CRA, and Neighborhood and Long Term

Planning Committee of the City Counsel meeting of April 17, 2013

Vote: Approved. All in favor.

Communications

Correspondence dated June 7,2013 from Thad Tercyak

The board discussed method, content and location for honoring Mr. Rowland. Mr. Evans will explore best practices.

Motion: To place logistics of honoring Robert Rowland on the table.

Vote: Approved. All in favor.

- o Communication from Stephen Kaiser. *Voted* to place on file.
- o Communication from Marc Levy.

Ms. Born noted that follow up email will be sent to clarify issues raised. Voted to place on file.

Report of the Executive Redevelopment Officer

Mr. Evans reported that he is still working on some technical elements of office startup, but the office is fully operational. Auditors are taking up 2010 (already started), 2011 and 2012, and will issue all three at same time (draft expected next month). He has taken closer look at recordkeeping and will continue to explore appropriate structures. CRA Twitter account established and he plans additional public outreach.

He is reviewing past personnel obligations and working with auditors on long term sustainability. Police Station Community Room not available in August, September or November; he will explore alternatives and ensure any scheduling/location changes are fully communicated to public. Kathryn Madden has started work with him on strategic planning and there may be alternative meeting setup for strategic planning discussion with the Board.

Mr. Evans has established forward-looking calendar to manage meeting workload. Has received positive feedback about his posting meeting materials as unified document; however it may be hard to print (will investigate).

Mr. Evans attended design review tours of buildings near completion: 17 Cambridge Center and 3/4/5 Cambridge Center noting separate discussions on Agenda. Issue came up regarding new restaurant space on Main Street and potential tenant, which requires fast food permit hearing before the BZA (scheduled for June 27). This would potentially fill third slot in MXD's fast food allowance--may be appropriate for CRA to communicate with BZA regarding this application.

Board discussion of MXD fast food limitations and definitions, and possibility of making revisions to reflect current environment.

Attorney Mullan noted that CRA might conduct inventory of current capacity and have executive officer verify that there is slot available before taking position with BZA regarding pending application.

Motion: To express general support for the Clover application, pending verification by Executive Redevelopment Officer of an available fast food slot in the MXD and confirmation of existing establishments in this category.

Vote: Approved. All in favor.

Mr. Evans reported that he and three board members attended a walk around courthouse site with members of East Cambridge community and heard their proposal for modification of current redevelopment plan. Will continue to talk to the City to determine if appropriate role for CRA in this effort.

Mr. Evans noted a meeting scheduled for following week with City staff and Boston Properties regarding Point Park and potential land exchange to facilitate proposed Main/Third street connection. Streetscape work on Main will start in fall; resolving traffic issues there is important and the new design allows more moves.

Updates: Broad project topped off; Broadway construction moved to south side. Greenscape has equipment on site and ready to remove tot lot equipment. Gazebo is sitting on concrete and may be difficult to remove; Greenscape recommends leaving it and establishing circulation around it. They could do this work under current financial scope but complete removal of gazebo would likely go beyond scope.

Board discussed this approach as interim step toward more extensive renovation and redesign of open space, and a way to observe actual use and response by public.

Mr. Evans reported the start of zoning discussions with Community Development Department staff. In July will discuss PUD proposal for the MXD district and explore open space definitions and requirements. Mr. Evans is getting a grasp on CRA holdings and plans to conduct more thorough title analysis.

Ms. Hoffman suggested that the title examiner in the City Assessor's office may be able to help with this process.

Motion: To place the Executive Redevelopment Officer report on file.

Vote: Approved. All in favor.

Trial Balance; CD Schedules and Cash Flow

Mr. Evans noted some variations from original budget developed by Susan Glazer; is working on the reconciliation process with City staff. Ms. Born commented that the board looks forward to receiving the audit and believes auditors may have recommendations on how to improve budgeting and projections. The auditor is new to CRA and was engaged through an open procurement process; the board is pleased with their work.

Motion: To place these reports on file.

Vote: Approved. All in favor.

Report on Status of 2013 Budget Revisions

Mr. Evans walked the board through items listed in the report as most significant shifts of funds. These include:

o An income shift for development at 17 Cambridge Center and the Google Connector

The board discussed allowable/appropriate investment strategy for CRA revenue and will discuss appropriate procedures for seeking investment with the auditor.

- Remaining obligations for past employees.
- o Shifting the line item for Kathryn Madden from professional services to personnel
- Establishing funding for intern stipends in the personnel budget
- Understanding and refining office equipment and contract costs

Mr. Evans is waiting for audit outcome to propose additional revisions but will monitor and follow up. Board expressed appreciation for quality and scope of communication from Executive Redevelopment Officer.

Motion: To place 2013 Budget Revision report on file.

Vote: Approved. All in favor.

Robert Rowland Resolution

Board discussed draft resolution and Mr. Rowland's input and appreciation. Discussed various approaches to ceremonial presentation and documentation and the board agreed to continue conversations to best accommodate Mr. Rowland.

Motion: To place the draft resolution on the table pending further discussion.

Vote: Approved. All in favor.

Escrow Agreement/Certificate of Completion for 3/4/5 Cambridge Center

Mr. Evans reviewed process for recognition of substantial completion of improvements in conjunction with the Urban Renewal Plan, noting that signage discussions are ongoing, to be resolved with Boston Properties and their design consultant. Wants to make sure public knows garden available to visit.

Described site tour, noting programmable colored lighting used as a place-making element. Board discussed project build-out and whether developers responded to the things that the CRA asked for in terms of transparency, sense of movement, etc. Ms. Born noted that the drawings they were shown were conceptual, but the Bluestone report accurately describes issues that had been discussed. Board members recognized the importance of the quality of the result and the public experience, given the physical diminishing of a public benefit. It was agreed that the board had expressed modest design priorities and had received assurance that view from public park through to the connector would be reasonably attractive/pleasant. The board will be disappointed if that is not the case and will bear in mind for future projects.

Kevin Sheehan (Boston Properties) stated that the shell building was consistent with what had been presented and that Google was aware of CRA concerns. Mr. Evans suggested that interior schematic imagery/perspectives addressing this element of the design may be helpful to the board.

Attorney Mullan noted that the matter under consideration is sign-off on certificate of completion, and suggested an alternative approach to allow Boston Properties to fulfill obligations to the tenant and provide the opportunity for Google to address interior fit-out issues.

Substitute Motion: To authorize the Executive Redevelopment Officer to provide a letter to the Inspectional Services Department authorizing issuance of a temporary certificate of occupancy to allow work to advance, but also reserve CRA's rights to design review prior to a Certificate of Completion. The public interest in the view from the park is a priority for this decision.

Vote: Approved. All in favor.

Broad Institute Signage & Modified Canopy for 75 Ames Street

Project team presented materials showing elements under consideration and discussed design process and intent, and materials selected.

Motion: To grant approval for the installation of Broad Institute signage and the revised entry canopy design for 75 Ames St.

Vote: Approved. All in favor.

Transfer of CRA property to City of Cambridge for Open Space Purposes

Board discussed the configuration of the site under consideration and its protection, per City Council, for open space purposes.

Motion: Authorizing the Chair and the Executive Redevelopment Officer to execute and deliver, for and on behalf of the Cambridge Redevelopment Authority, a deed conveying Parcel CRA-2 (containing 3,061 sf, more or less) and Parcel CRA-3 (containing 47,000 square feet more or less), bounded by Binney Street, Galileo Galilei Way, and the current MassDOT / former CSXT railroad right-of-way, to the City of Cambridge for open space purposes.

Vote: Approved. All in favor.

Report on Design Review Committee walk-through & Certificate of completion for 17 Cambridge Center/300 Binney Street (Biogen project)

Mr. Evans noted that the ground floor on Binney Street frontage is still being fit out for child care center under separate occupancy permit. Committee members agreed that this was a good project with no outstanding issues and a short punch list of items on which Mr. Evans to report back. Attorney Mullan noted that the minutes should reflect that the Certificate of Completion was issued in the intervening month, consistent with prior CRA board activity.

Motion: To accept Design Review Committee report and place on file.

Vote: Approved. All in favor.

Report on East Cambridge Open Space Planning Process/Committee

Mr. Crawford provided an overview of the process for this City planning initiative, which will include a design competition articulating community goals and future sequential build-out. It should take 12 months to finish public process and identify competition awardees; a consultant will oversee the juried process. Selected design teams will receive a stipend and the process will incorporates public input. The public advisory committee will give thought to providing different types of gathering spaces within the subject area. A walkthrough is scheduled for June 24 and July 11 is the next meeting of the full committee.

Mr. Murphy noted that the goal is to view the open spaces as part of an integrated network.

The board discussed the nature and approach to the open spaces and opportunities provided by this process to reflect and build off the river; to consider the context of climate issues and how open space works to deal with increased water; and to provide a forum for the larger community to discuss these issues as well as streetscape, wayfinding, etc. A slide show of area history has been assembled by Community Development Department staff and is available to view.

Motion: To accept report and place on file.

Vote: Approved. All in favor.

Update on Ames Street Housing and Microsoft Signage

Mr. Sheehan reported to the board that they have initiated the disposition process for the Ames Street parcel with City Council and that the City is working to engage appraisers. Boston Properties is now thinking about zoning amendments that may be required for project to proceed and discussing with CRA and Community Development Department. A parallel amendment to the Kendall Square Urban Renewal Plan, approved by CRA, would also be required.

Board and Mr. Evans discussed revisions to MXD controls that would reflect current thinking about planning and urban design, involving both place-making and smart growth planning. They will continue conversations with the Community Development Department.

Mr. Sheehan presented plans to update Microsoft signage (at top of bldg and blade sign on Main St.) to be consistent with Microsoft's new logo. Board discussed new signs in comparison with the old, and requested additional technical information, noting the desire for the lowest possible level of lighting to achieve function.

Discussion of issues related to the blade sign design and other changes near its location. Board was generally favorable to building sign changes, and agreed that further discussion with the Design Review Committee would be necessary, particularly for blade sign.

Strategic Planning Process

Mr. Evans distributed a graphic showing the anticipated model for the strategic planning process, emphasizing the need to have a robust conversation about big-picture goals before looking at geographic and project-by-project issues. Board appreciated the logic and visual presentation, looking forward to the process.

Motion: To adjourn regular CRA Board meeting and reconvene in executive session.

Vote: Approved. All in favor.

Meeting Adjourned at 8:44

Next regular meeting: July 17, 2013.

Thad J. Tercyak

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July 1, 2013

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

Re: Cambridge Civic Journal publication of "Kendall Square Urban Renewal Project: Six Pivotal Episodes".

Dear Mr. Evans:

At the February 27, 2013 meeting of the Cambridge Redevelopment Authority the board reviewed a narrative, "The 50-year Kendall Square Urban Renewal Project", and voted to acknowledge Mr. Robert F. Rowland's efforts and accomplishments during his tenure as the CRA Executive Director from 1964 to 1982. The narrative was based on a July 12, 2012 Cambridge Civic Journal publication, "Kendall Square Urban Renewal Project, Initial Years, 1963 to 1982".

Using material from both narratives, I prepared a commentary, "Kendall Square Urban Renewal Project: Six Pivotal Episodes", that focused on six pivotal episodes during the 1963-1982 time period which provided the impetus for major development in the Kendall Square Urban Renewal Project area.

The commentary was published in the Cambridge Civic Journal on June 8, 2013. As you suggested, I am notifying the Authority about the publication of the commentary, attached.

Sincerely,

Shaff Dengotz Thad J. Tercyak

Cambridge Civic Journal Forum

June 8, 2013

Kendall Square Urban Renewal Project: Six Pivotal Episodes

Filed under: <u>Cambridge, Cambridge Redevelopment Authority, Kendall Square, MIT, planning</u> — Tags: <u>Cambridge, Kendall Square, Urban design</u> — Robert Winters @ 3:32 pm

Kendall Square Urban Renewal Project: Six Pivotal Episodes

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

In 2012, the Cambridge Civic Journal published "Kendall Square Urban Renewal Project: Initial Years. 1963 to 1982". The following commentary focuses on six pivotal episodes during the 1963-1982 time period which provided the impetus for major development in the Kendall Square Urban Renewal Project. Successful development of the Kendall Square Project was a major factor in helping to attract high-tech companies to locate in the eastern sector of the City of Cambridge. Today there are over 163 institutional research companies within a 1-mile radius of the Kendall Square Urban Renewal Project area (Source: Boston Consulting Group, Capital IQ DB, U.S. Census Bureau, National Science Foundation.)

The episodes are described in chronological order.

1. Conceptualization and initiation of the Kendall Square Urban Renewal Project

In 1963, Mr. Robert F. Rowland, a city planner with extensive urban redevelopment experience, commuted to his job with the Boston Redevelopment Authority (BRA), parking his car in the Massachusetts Bay Transportation Authority (MBTA) Kendall Square rapid transit station parking lot. He noticed the area north of the rapid transit station was severely underdeveloped and an urban blight with underutilized, largely vacant and obsolete industrial and warehouse buildings. Because of the extent of urban blight, there did not appear to be any prospects for private development there. As a city planner, he visualized the land as an ideal site for urban redevelopment because of its unique locational advantages, including the rapid transit station, proximity to the Massachusetts Institute of Technology (MIT), direct subway connections to Harvard and downtown Boston, and easy connection to Logan Airport.

Rowland was aware President John F. Kennedy had assigned the task of sending an American astronaut safely to and from the Moon before the end of the decade to the National Aeronautics and Space Administration (NASA) which was searching for a site in the Boston area for development of its Electronic Research Center.

On their own time, Rowland and two associates sketched out a redevelopment plan for the Kendall Square area which would accommodate NASA and provide land for NASA-related private development. He presented his concept plan to the Cambridge Redevelopment Authority (CRA) which asked him to work with the CRA to move the plan through the redevelopment process. Rowland agreed, left his job with the BRA, was hired by the CRA and in 1964 was appointed CRA Executive Director.

In 1964, the CRA presented the concept plan to the Cambridge City Council. The Council voted to have the CRA prepare a redevelopment plan for the Kendall Square area with two objectives: (1) to provide land

for both NASA and private development which would generate needed tax revenues for the City of Cambridge and employment opportunities; and (2) to secure maximum federal funds to help alleviate concerns about Cambridge's ability to finance its share of the cost to carry out the project.

With respect to the first objective, the City of Cambridge, with support from local and congressional representatives, convinced NASA officials of the advantages of a Kendall Square location. After discussions and consultations among the CRA, NASA, Cambridge representatives and the U.S. Department of Housing and Urban Development (HUD), it was determined that development could be expedited by using the urban renewal process.

2. Financing Cambridge's \$6.5-million share of the project cost

With respect to the second objective, the CRA advised Cambridge officials to take advantage of a complex urban renewal financing formula which could be used to "secure maximum federal funds" to finance Cambridge's share of the cost to carry out the project.. The formula, based on Section 112 of the Housing Act of 1949, provided that expenditures by educational institutions and hospitals on facilities located within a mile of an urban renewal project that contributed to the objectives of the urban renewal project can be used as credits ("Section 112 credits") to cover the local share of the project cost.

The CRA took the lead in coordinating the efforts of Cambridge, MIT officials and congressional representatives to work out the details required to secure federal approval of the Section 112 credits financing plan. The City and MIT entered into an agreement which provided that MIT prepare a Development Plan which included MIT property located within a mile of the redevelopment area to be used for educational purposes. After the City's review and approval of the plan, the expenditures incurred by MIT to acquire land and construct buildings in accordance with the plan could be used as Section 112 credits. Subsequently, when the Kendall Square Urban Renewal Project was approved, MIT provided \$6.5-million dollars in Section 112 credits to cover the City of Cambridge's entire share of the project cost.

3. NASA Quits. CRA amends Kendall Square redevelopment plan and objectives

The original Kendall Square Urban Renewal Plan covered 43 acres of land and designated 29 acres for use by NASA and 14 acres for NASA-related private development. The initial four years of the project were executed expeditiously. The CRA transferred 19 acres of vacant land to NASA for construction of a 14-story office tower and five low-rise buildings, and prepared an additional 10 acres of vacant land for future development by NASA. In 1970, without warning, NASA decided to abandon its operations in the project. It indicated it did not need the 10-acre site of vacant land designated for its development, and was transferring its interests in the project to the U.S. Department of Transportation (DOT). DOT established the National Transportation System Center on the site formerly occupied by NASA and named it after John A. Volpe, Secretary of DOT and former governor of Massachusetts

Cognizant that the 10-acre site originally designated for NASA's use under the terms of the original Kendall square Urban Renewal Plan was still undeveloped and in CRA possession, the CRA recognized an opportunity to expand the area of land which could be developed for private uses which would benefit Cambridge more than if the land was developed by the federal government. The CRA decided to amend the Kendall Square Plan to designate new reuses for the undeveloped land even though that meant starting again the complicated and time consuming process of preparing a second Kendall Square Plan.

The CRA commenced negotiations with DOT Secretary Volpe, making the case that DOT should relinquish its rights to Parcel 2 because NASA's withdrawal from the project was a breach of its contractual obligation with the CRA; a flagrant disregard of its commitment to the community; and had undermined the City's program to market the project area for private development. After 2 years of

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prolonged negotiations among the CRA, DOT, U.S. General Services Administration, and HUD, Secretary Volpe released DOT's rights to Parcel 2 to the CRA.

When NASA decided to withdraw from the Kendall Square area, the feeling in the City of Cambridge was that the project had been delivered a tremendous setback because it had lost its major developer. As it turned out, despite the years of development delays caused by NASA's the withdrawal, it was a blessing in disguise because the additional 10-acres of land plus the 14 acres already designated for private development became a 24-acre site large enough to create a critical mass for high-tech development in the Kendall Square Project which eventually helped to attract additional high-tech development in the eastern sector of Cambridge.

4. Urban Land Institute Advisory Services engaged to help break planning deadlock.

Cambridge was unprepared for carrying out the difficult and complicated tasks involved in overhauling the original plan and replacing it with an entirely new plan. Cambridge City Council created a task force comprised of representatives from a cross-section of Cambridge organizations and the Cambridge Planning Department to work with the CRA in the re-planning effort. A number of plans were developed, including proposals with contradictory project objectives, including "quick-fix" land uses, such as a beer distribution warehouse, a soccer field, open space, even restoring the Broad Canal, but the City could not arrive at a consensus.

Over time, a cloud descended over the project's development potential and grumbles concerning the apparent lack of progress in redeveloping the site began to be heard, even mockery about changing the name of Kendall Square to "Nowhere Square".

To help break the planning deadlock, the CRA retained the advisory panel services of the Urban Land Institute (ULI) to review the Kendall Square Project and propose ways to move the project in the right direction. In carrying out the assignment for the CRA, panel members first spent two days reviewing comprehensive briefing materials prepared by the CRA staff and touring the project and surrounding area. Then individual panelists and teams conferred with nearly 100 community spokespersons, citizens, business persons, government officials, members of the local real estate community, and others interested and concerned with the future revitalization of the Kendall Square area.

The ULI panel concluded that only a few properties in the country had 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 ULI panel presented a point of view that the Kendall Square Project was a valuable asset that has the potential to produce great benefits to the City of Cambridge; and that the CRA and Cambridge City Council should resist the impulse to dispose of the land to take advantage of its short term marketability in response to concerns being expressed about development delays. The panel urged the CRA and City to be patient and adopt an optimal type of development that reflected the highest and best use for the land which would bring the greatest long range benefit to the Cambridge community. The panel proposed a long-term, sophisticated, large-scale, mixed-use optimal type of development.

The ULI panel's professionalism and diligence in carrying out its mission impressed and gained the confidence of the CRA and Cambridge City Council which endorsed the panel's recommendations and approved a Kendall Square Urban Renewal Plan for a mixed-use development, with the general objectives of generating tax revenues and jobs.

The ULI panel also warned that attracting developers would not be easy: "Citizen concerns, political pressures, economic uncertainty, and the absence of a united and strong development process have

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combined to create a credibility problem with the real estate development community". The Panel advised the CRA could overcome developer skepticism about the development climate in Cambridge by establishing a record for getting things done.

The CRA responded by removing all legal and technical impediments to development; completing an Environmental Impact Statement; securing plan and zoning amendments; and carrying out a \$7-million public improvements program, including construction of infrastructure and execution of traffic circulation plans.

5. Boston Properties selected to develop Cambridge Center

For marketing purposes the name Cambridge Center was adopted to refer to the 24 acres in the Kendall Square Urban Renewal Project outside of the land occupied by DOT. In 1978, the CRA invited proposals to develop Cambridge Center. Four well qualified developers were selected as finalists, including Boston Properties which was not as well known in the Boston area as the other developers. After exhaustive interviews with each developer and analysis of each development proposal, the CRA designated Boston Properties as developer for Cambridge Center because it had two significant advantages over its competition:

- 1. Boston Properties' two principals had worked as a team for many years producing a number of successful well-designed real estate developments nationwide. In contrast, the other finalists had undergone changes or formed new teams, making evaluations of future performance difficult.
- 2. Boston Properties' financial capabilities were impressive. It was well capitalized and had a net worth adequate to sustain a large and complex development such as Cambridge Center. It had current assets sufficient to fund first-rate design and site planning; a cash flow arising from a broad, geographically diverse base of real estate investments that could support substantial start-up costs and sustain development during difficult economic times; and a proven ability to manage investment property effectively and efficiently.

Boston Properties turned out to be the right choice because it had the background, experience, resources and patience to attract the type of users that met the standards proposed in the ULI recommendations, that of promoting land development to its highest and best uses. Subsequently, the development of Cambridge Center benefitted the City of Cambridge by achieving goals for the amended Kendall Square Urban Renewal Plan set by the Cambridge City Council: generating \$15-million in annual property tax revenues and 7,500 jobs.

6. High-tech development

The combination of (a) the presence of MIT, an international leader in high-tech research and innovation; (b) Polaroid's decision to locate in Technology Square, a real estate development started in the 1960's by Cabot, Cabot and Forbes in partnership with MIT that also included Rogers Block, a CRA urban renewal project adjacent to the Kendall Square Project; (c) the presence of Draper Laboratories in the immediate neighborhood; and (d) decisions by the Whitehead Institute and Biogen in 1982 to locate in the Kendall Square Urban Renewal Project area were key elements leading to the emergence of high-tech development in the Kendall Square Project, and helping to attract major technology and biotechnology development in the eastern sector of Cambridge. Today there are over 163 institutional research companies within a 1-mile radius of the Kendall Square Urban Renewal Project area.

P.S. Robert F. Rowland was CRA Executive Director during all the episodes from 1963 to 1982.

As CRA Associate Director, Thad Tercyak participated directly in the episodes from 1968 to 1990.

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Comments (4)

4 COMMENTS ON "KENDALL SQUARE URBAN RENEWAL PROJECT: SIX PIVOTAL EPISODES"



Tom Stohlman on June 9, 2013 at 7:21 am said:

These pieces by Mr. Tercyak are a "must read" for anyone who wants to know what role government played in making Kendall Square what it is today. Thanks you for writing it, Thad, and thank you for publishing it, Robert.

HUGH RUSSELL on June 9, 2013 at 7:59 pm said:

Most interesting.

Not included was step 0 – the formation of the CRA and the designation district, which I believe began in 1959.

Also, Step 3 was the result of national politics – JFK brought NASA to Massachusetts. When LBJ became President he shifted NASA's focus to a Manned Space Flight center created in Houston. It was only a matter of time until the Cambridge operation would close.

Kevin P. Crane on June 10, 2013 at 8:51 pm said:

As my father used to say:"The one person who had the most effect on the development of Kendall Square was Lee Harvey Oswald."

Chris Forthdeck on June 11, 2013 at 7:51 pm said:

Need to tell the story of Lyme Properties doing much of development beg late 1990's – Vertex & Genzyme. Lyme cleaned up Square of coal gas. Without it there would be no dev behind Main St. Won Phoenix award for most innovative brownfield cleanup in U.S.

Leave a Reply

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☐ Notify me of new posts by email.

http://cambridgecivic.com/?p=2731

Marc Levy <cambridgeday1@gmail.com>

To: Tom Evans FOI request

Monday, 8 July 2013

Tom Evans Cambridge Redevelopment Authority One Cambridge Center, 4th Floor Cambridge, MA 02142

Re: Massachusetts Public Records Request

Dear Tom Evans:

This is a request under the Massachusetts Public Records Law (M.G.L. Chapter 66, Section 10). I am requesting that I be provided a copy of or access to a copy of the following records; or answers to some or all of the following request in summary form that make copies of the relevant records or access to a copy of those records unnecessary:

- What the law firm Foley Hoag billed the Cambridge Redevelopment Authority per hour while researching, writing and presenting its "Report on the Activities of the Cambridge Redevelopment Authority: September 17, 2009 — May 21, 2012," delivered to the members of the Cambridge Redevelopment Authority Sept. 12, 2012 (according to the cover sheet of the report).
- The number of billable hours researching, writing and presenting that report.
- A log or listing of all phone calls or other communications received by the law firm Foley Hoag and its partners, associates or employees from board members or any staff, full time or part time, of the Cambridge Redevelopment Authority between the moment its board requested that the law firm create that report and Sept. 19, 2012, when the report was discussed at a Cambridge Redevelopment Authority meeting. These records should be maintained by Foley Hoag for billing purposes.
- An indication of which of those phone calls or other communications discussed the researching, writing and presentation of that report. These
 records should be maintained by Foley Hoag for billing purposes.
- Copies of or access to copies of any e-mails or other written communication between members of the Cambridge Redevelopment Authority board and/or any authority staff, full time or part time, between 12:01 a.m. Sept. 12, 2012, and 12:01 a.m. Oct. 1, 2012 (excluding communications devoted solely to matters that are exempt from FOI and redacting information exempt from FOI from the remaining communications)
- The date on which Sandra Shapiro began work with/for the Cambridge Redevelopment Authority and the date on which she ended her work with/for the agency, if she has; and a listing and/or description of her official role(s) working with/for the agency.
- A listing of any and all other Foley Hoag employees, full time or part time, who have worked with/for the Cambridge Redevelopment Authority
 since the start date of former employee Joseph Tulimieri with the agency and the dates on which their work with the agency began and ended, if
 it has
- Copies of or access to copies of any memos, e-mails or other written Cambridge Redevelopment Authority communications or notes
 questioning, exploring or explaining a rationale for not holding monthly CRA board meetings during the Sept. 17, 2009 May 21, 2012, period
 (with redaction of information therein that is exempt from FOI, if any). These memos, e-mails or other written Cambridge Redevelopment
 Authority communications or notes should have been gathered and organized by Foley Hoag during its work researching, writing and presenting
 its "Report on the Activities of the Cambridge Redevelopment Authority: September 17, 2009 May 21, 2012."
- Copies of or access to copies of any memos, e-mails or other written Cambridge Redevelopment Authority communications or notes with or to
 the office of the city manager of the city of Cambridge in regard to or relating to a lack of city-appointed board members or a need for cityappointed board members since the start date of former employee Joseph Tulimieri with the agency (with redaction of information therein that is
 exempt from FOI, if any). Some or all of these memos, e-mails or other written Cambridge Redevelopment Authority communications or notes
 will also have been gathered and organized by Foley Hoag during its work researching, writing and presenting its "Report on the Activities of the
 Cambridge Redevelopment Authority: September 17, 2009 May 21, 2012."

Please note that none of these requests involve disclosure of a Foley Hoag attorney's opinion or advice, nor any underlying deliberation at the firm; nor any substance of communications from the CRA as a client to Foley Hoag as the agency's attorney. Therefore, if attorney-client privilege is cited as a reason for refusal for any or all of these requests, I ask you to explain the rationale and cite the legal precedent underlying that rationale.

If you are unable to produce data, records and other materials I have indicated should have been gathered and organized by Foley Hoag because the law firm does not have the data, records or other materials or an accounting for it, I will have to know why.

I recognize that you may charge reasonable costs for copies, as well as for personnel time needed to comply with this request. If you expect costs to exceed \$10.00, please provide a detailed fee estimate. Because I am interested in minimizing expense and time expenditure on my part and the part of the agency, I invite to engage with me on ways to minimize both.

The Public Records Law requires you to provide me with a written response within 10 calendar days. If you cannot comply with my request, you are statutorily required to provide an explanation in writing that I expect to include a schedule of compliance.

If any of this request is unclear I ask that you contact me immediately at this e-mail address or by telephone at (617) 230-9632 to list what is unclear so we may speed compliance.

Sincerely,

Marc Levy Cambridge Day 132 Oxford St. #1A Cambridge MA 02140 (617) 230.9632

Cambridge Redevelopment Authority

Executive Redevelopment Office Report to the Board July 17, 2013



Contracting, Personnel, and General Administration

The audit field work by Roselli, Clark and Associates in the CRA and CDD offices was completed in June, and the auditors expect to complete a draft report by the end of the month. I anticipate that the management letter will provide helpful direction on a number of our office procedures and policies, as well as our budget.

I have initiated discussions with an IT specialist regarding website design which would allow us to set up an independent website where we could directly manage content and design, verses using the city's system. I have otherwise continued to look into areas for cost savings in running the office and CRA operations, including downsizing our copier and phone services. We have resumed invoicing our tenant at the Third and Binney lot and may want to re-evaluate the current arrangement.

A potential strategy to consider is sharing our office space with the personnel of the Kendall Square Association, who will lose their space in September of this year. I have met with Alexandra Lee and we have discussed two potential phases of shared space planning within the CRA office. A clear arrangement with Boston Properties has not been defined, however their leadership has expressed an interest in finding a solution. I had begun re-arranging the office to improve space utilization and at this time can easily accommodate their space needs.

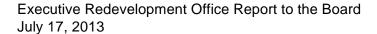
Mr. Rowland asked to postpone the resolution on his behalf until our September meeting. He and Mr. Tercyak are working on a brief history report, which they would like to submit to the Board and into the record at the same meeting; building off the 'Six Pivotal Episodes' document that has been provided to you. He was very interested in the oral history interview we discussed last month working toward a future multi-media installation, but wanted to wait until after the September item is resolved before moving ahead with this. He also reiterated his lack of interest in being recognized in any form of a plaque.

I have reserved the Police Station Community Room for our strategic planning Board meeting on Wednesday, August 7th at 5:30. I am discussing options for a classroom location for our regularly scheduled September and November meetings.

Policies and Procedures

A first draft amendment to the personnel policy has been drafted and reviewed by the personnel committee and a new draft revision is underway. I hope to bring this policy document before the Board for consideration in September. I am meeting with CDD staff this week to re-initiate discussions of a signage review procedure document originally drafted by Larry Bluestone. With the intensive focus of the Strategic Planning process and our planned planning session in August in lieu of a regular Board meeting, some of the other policy discussions will be delayed until the fall.

Cambridge Redevelopment Authority





Below is a forward calendar for policy discussions and potential actions over the upcoming three months.

August	September	October
Strategic Planning	Audit Report	K2 MXD Zoning
	KSURP Amendment	Investment Policy
	Personnel Policy	Records Management Protocol
	Microsoft Signage	E.C. Open Space Planning
	MS and Google Signage	Infrastructure Update
	Budget Revision	Signage Review Procedure
	Strategic Planning	Strategic Planning

Planning, Development, and Infrastructure Projects

Much of the past month has been focused on Strategic Planning discussions with Board members and CDD staff, and corresponding background research and field work. We are working to collect citywide GIS data to analyze a few areas under discussion.

The Design Review Committee participated in two meetings last week; one to discuss the Google Connector project at Three, Four, and Five Cambridge Center, and the second to continue the Microsoft signage discussion that began at the last full Board meeting. Both meetings will be discussed later in the agenda.

I have conducted additional review of the current MXD zoning and KSURP amendments and have held numerous discussions with CDD staff about approaches to revising the zoning within the KSURP. Alongside the zoning analysis, I have continued looking into the inventory of current buildings and property holding within the KSURP. It was determined that further discussions of the PUD proposal for the MXD district with CDD staff are needed before bringing an update before the Board.

Greenscape has nearly finished their landscape work on the tot lot on the corner of Main and Binney, and the space seems much more inviting opened up to the street. The final elements to be completed are temporary irrigation and pathway treatments.

The Longfellow Bridge project is heading into full swing. MassDOT held a well-attended hearing of the project and the traffic management plan, with a vocal collection of stakeholders questioning the full detour of Cambridge-bound traffic during the construction project. The CRA, City staff, and Boston Properties met again to review the details of a proposed land swap at Point Park, to provide right-of-way for the enhanced Third and Main Streets connections. DPW expects to begin the streetscape work on Main Street in the spring.

The Zoning Board of Appeals issued a Special Permit to Clover Fast Food Inc. to operate a fast food restaurant at Five Cambridge Center, per the requirements of the KSURP and MXD zoning.

11:07 AM 07/10/13 Accrual Basis

Cambridge Redevelopment Authority Trial Balance (Unaudited) As of June 30, 2013

	Jun 30	, 13
	Debit	Credit
ECSB CD 3678471	804,660.25	
ECSB CD #3679008	1,903,147.91	
East Cambridge SB Adv Sav .4%	554,727.06	
Eastern Bank CD .2% 3 /13	250,297.38	
Cambridge Trust CD Var. 10/14 East Boston S B Mon Mark 1.2%	251,187.04	
ECSB CD 3553088 .75% 6/13	2,014,094.90 0.00	
Brookline Checking Account	10.00	
Winter Hill Bank CD .55% 6/13	206,365.00	
First Commons Bk 15 MO 1.5% 311	0.00	
Brookline Bank 15MO .95 9/13	259,613.27	
East Camb SB 3509270 .60% 12/12	0.00	
Bank of America CD 1% 4/10	0.00	
Cambridge Savings Bk 1% 12/13 CDARS .45% 12/10	157,203.25	
Treasury Direct 13 wks	0.00 0.00	
Treasury Direct 26 wks M 2/08	0.00	
Leader Bank CD 1% M 02/14	252,767.48	
Cambridge Savings 1% 2/15	2,015,091.70	
East Camb CD 3169885 1% 3/14	0.00	
Boston Private Bk 3.82 8/08	0.00	
Boston Private Bk .4% 3/13	252,691.77	
Citizens Bank Sweep Boston Private Bank & Trust Co.	0.00	
Cambridge Savings	1,634,748.69 0.00	
Cambridge Trust	693,103.04	
Checking-Citizens Bank	173,479.36	
Money Market-Cambridge Savings	11,067.18	
Petty Cash	100.19	
Advance to KSA	2,500.00	
Accounts Receivable	5,673.98	
Other receivables Prepaid expenses	0.00	
Property & Equipment	23,987.02 14,972.15	
Property & Equipment:Land	249,724.92	
Property & Equipment:Land:Net Assets	_ 10,1 _ 110	881,488.20
Earned Fringe Benefit	3,506.89	•
Accumulated Depreciation		14,972.15
Security Deposit	6,805.83	
Accounts Payable		3,820.64
Mastercard2033 Additional 2010 GFA Deposit	0.00	1,420.30
Post Employment Bene Obligation	0.00	245,437.00
Deposit Galaxy Park Repairs/ins		1,166.52
Deposit Held Parcel 2	0.00	v, 10010
Direct Deposit Liabilities	0.00	
Payroll Liability	0.00	
Line of Credit-Camb. Svgs Bank	0.00	
Deferred Costs	0.00	
Accrued expenses Credit Union	0.00 0.00	
Deposits held Parcel 3 & 4	0.00	4,354.00
Payroll Liabilities		1,186.45
Payroll Liabilities:Vision WH	47.92	.,
Payroll Liabilities:Def Comp WH	0.00	
Payroll Liabilities:Dental WH	300.35	
Payroll Liabilities:Federal WH		1,242.00
Payroll Liabilities: Medical 1	146.32	
Payroll Liabilities: Medical 2 Payroll Liabilities: Medicare	145.47	270 50
Payroll Liabilities:Medicare Payroll Liabilities:Misc WH	0.00	379.50
Payroll Liabilities:Retire WH	0.00	1,009.55
Payroll Liabilities:State WH		662.57
Prepaid rental income	0.00	

11:07 AM 07/10/13 **Accrual Basis**

Cambridge Redevelopment Authority Trial Balance (Unaudited) As of June 30, 2013

Ju	n	30	. 1	3

	Juli 30, 13		
	Debit	Credit	
Deferred Compensation		3,506.89	
Opening Bal Equity		467,111.47	
Retained Earnings		8,179,184.91	
Development Agreements		2,329,326.20	
Reimbursed Expenses		56.00	
Rental Income		4,000.00	
Conference Costs	775.82	•	
Computer Expense	71.12		
Payroll Expenses	5,881.45		
Payroll Expenses:Salaries	18,923.08		
Payroll Expenses:Payroll taxes	626.88		
Payroll Expenses:Payroll taxes:Medicare	341.44		
Payroll Expenses:Benefits:Insurance-Medical	71,686.86		
Bank Service Charges	1,475.30		
Dues and Subscriptions	600.00		
Equipment Rental	4,742.71		
Insurance:Liability Insurance	5,476.50		
Miscellaneous	303.37		
Office Expenses	4,731.84		
Printing and Reproduction	585.65		
Professional Fees:Accounting	4,250.00		
Professional Fees:Consulting	17,791.13		
Professional Fees:Legal Fees	219,914.08		
Professional Fees:Survey & Planning	7,794.88		
Property Manage.	4,006.00		
Rent	27,097.98		
Telephone	4,876.41		
Travel & Ent:Meals	0.00		
Utilities:Gas and Electric	1,060.51		
Interest Income		5,429.14	
Other Expenses	574.16		
DTAL	12,145,753.49	12,145,753.49	

Cambridge Redevelopment Authority CD Schedule/All Cash 6/30/13

		No Maturity	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Feb-14	Mar-14	Oct-14	Feb-15	
Boston Private bank .4% 9/12	\$252,691.77					\$252,691.77						\$252,691.77
Brookline Bank 15MO .95 9/13	\$259,613.27					\$259,613.27						\$259,613.27
Cambridge Savings Bk 1% 12/13	\$157,203.25						\$157,203.25					\$157,203.25
Cambridge Savings 1% 2/15	\$2,015,091.70	\$2,015,091.70										\$2,015,091.70
Cambridge Trust CD Var. 10/14	\$251,187.04									\$251,187.04		\$251,187.04
Eastern Bank CD .2% 3/13	\$250,297.38			\$250,297.38								\$250,297.38
East Boston SB Mon Mark 1.2%	\$2,014,094.90	\$2,014,094.90										\$2,014,094.90
East Cambridge SB Adv Sav .4%	\$554,727.06	\$554,727.06										\$554,727.06
East Camb CD 3679008 .75% 6/13	\$1,903,147.91				\$1,903,147.91							\$1,903,147.91
East Camb CD 3678471 1% 3/14	\$804,660.25								\$804,660.25			\$804,660.25
Leader bank CD 1% M 02/14	\$252,767.48							\$252,767.48				\$252,767.48
Winter Hill Bank CD 1.1% 6/13	\$206,365.00				\$206,365.00							\$206,365.00
												\$0.00
	\$8,921,847.01	\$4,583,913.66	\$0.00	\$250,297.38	\$2,109,512.91	\$512,305.04	\$157,203.25	\$252,767.48	\$804,660.25	\$251,187.04	\$0.00	\$8,921,847.01

Additional Funds	
Citizens Operating Acct	\$173,479.36
Boston Private	\$1,634,748.69
Cambridge Savings Money Market	\$11,067.18
Cambridge Trust	\$693,103.04
Brookline Bank	\$10.00
Petty cash	\$100.19
	\$11,434,355.47

Cambridge Redevelopment Authority CASH FLOW 2013

7/10/13	Jan 13	Feb 13	Mar 13			Jun-13	Jul-13	Aug-13	Sep-13	Oct-13
				Apr 13	May-13					
Beginning Cash	9,538,058.37	9,471,224.17	9,402,814.68	9,324,030.08	9,281,881.72	9,204,313.10	11,507,152.49	11,420,922.45	11,334,692.41	11,247,587.37
Income Land Proceeds	0.00	0.00	0.00	0.00	0.00	2,329,326.20	0.00	0.00	0.00	0.00
Grants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reimbursed Expenses Rental Income	0.00	56.00 0.00	0.00	0.00	0.00	0.00 4,000.00	0.00 500.00	0.00 500.00	0.00 500.00	0.00 500.00
Interest Income	6,250.00 (a)	6,250.00 (a)	6,250.00 (a)	6,250.00 (a)	6,250.00 (a)	6,250.00 (a)	6,250.00	6,250.00	6,250.00	6,250.00
Total Income	6,250.00	6,306.00	6,250.00	6,250.00	6,250.00	2,339,576.20	6,750.00	6,750.00	6,750.00	6,750.00
Total Cash	9,544,308.37	9.477.530.17	9.409.064.68	9.330.280.08	9,288,131.72	11,543,889.30	11,513,902.49	11,427,672.45	11,341,442.41	11,254,337.37
	3,344,300.37	3,477,330.17	3,403,004.00	3,330,200.00	3,200,131.72	11,343,003.30	11,513,302.43	11,427,072.43	11,041,442.41	11,234,337.37
Expense Conference Costs	0.00	0.00	775.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Computer Expense	0.00	0.00	8.48	0.00	0.00	0	0.00	0.00	625.00	0.00
Payroll Expenses										
Salaries Payroll taxes	0.00	0.00	0.00	0.00	9,461.54	9,461.54	12,500.00	12,500.00	12,500.00	12,500.00
Unemployment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Medicare	0.00	0.00	0.00	0.00	137.19	204.25	0.00	0.00	0.00	0.00
Payroll taxes - Other	0.00	0.00	300.86	294.47	589.43	31.55	166.66	166.66	166.66	166.66
Total Payroll taxes	0.00	0.00	300.86	294.47	726.62	235.80	166.66	166.66	166.66	166.66
Benefits T Pass Subsidy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retirement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Insurance-Medical	0.00	26,198.52	0.00	23,268.60	22,219.74	0.00	6,666.66	6,666.66	6,666.66	6,666.66
Insurance-Dental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disability Insurance Total Benefits	0.00	0.00 26,198.52	0.00	0.00 23,268.60	0.00 22,219.74	0.00	0.00 6,666.66	0.00 6,666.66	0.00 6,666.66	0.00 6,666.66
Payroll Expenses - Other	0.00	0.00	0.00	0.00	0.00	5,292.02	0.00	0.00	0.00	0.00
Total Payroll Expenses	0.00	26,198.52	300.86	23,563.07	32,407.90	14,989.36	19,333.32	19,333.32	19,333.32	19,333.32
Bank Service Charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract Labor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contributions Dues and Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Rental	0.00 1,623.43	0.00 576.95	0.00 811.48	600.00 676.95	0.00 576.95	0.00 476.95	0.00	0.00	0.00	0.00
Insurance										
Liability Insurance	1,654.00	0.00	2,636.25	0.00	0.00	1,186.25	1,122.36	1,122.36	1,122.36	1,122.36
Insurance - Other Total Insurance	1,654.00	0.00	2,636.25	0.00	0.00	1,186.25	1,122.36	1,122.36	1,122.36	1,122.36
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		,			,	,	,	,	,
Interest Expense Developmentment Dep.Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interest Expense - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Interest Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	0.00	0.00	0.00	0.00	61.47	0.00	0.00	0.00	0.00	0.00
Office Supplies Office Expenses	0.00 -63.98	0.00 3,128.26	0.00 421.06	0.00 416.89	0.00 416.89	0.00 412.72	0.00 861.11	0.00 861.11	250.00 861.11	0.00 861.11
Postage and Delivery	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Printing and Reproduction Professional Fees	69.00	69.00	135.05	69.00	69.00	174.60	47.88	47.88	47.88	47.88
Accounting	0.00	0.00	4,250.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Consulting	11,000.00	0.00	5,550.63	0.00	1,240.50	0.00	0.00	0.00	0.00	0.00
Legal Fees Survey & Planning	44,088.94 2,668.75	37,581.08 0.00	67,871.22 0.00	10,811.81 1,280.00	44,184.93 0.00	15,376.10 3,846.13	41,446.46 18,757.38	41,446.46 18,757.38 -	41,446.46 18,757.38	41,446.46 18,757.38
Professional Fees - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Professional Fees	57,757.69	37,581.08	77,671.85	12,091.81	45,425.43	19,222.23	60,203.84	60,203.84	60,203.84	60,203.84
Property Manage.	1,182.00	1,511.00	920.00	262.00	131.00	0.00	5,983.45	5,983.45	5,983.45	5,983.45
Rent Other Expenses	9,032.66 -29.02	4,516.33 215.00	0.00	9,032.66 368.93	4,516.33 0.00	0.00	4,178.85 0.00	4,178.85 0.00	4,178.85 0.00	4,178.85 0.00
Marketing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Telephone Travel & Ent	1,520.80	738.40	1,327.61	979.16	35.74	274.70	770.83	770.83	770.83	770.83
Holiday Event	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Meals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Travel & Ent - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Travel & Ent	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Utilities										
Gas and Electric	337.62	180.95	26.14	337.89	177.91	0.00	478.40	478.40	478.40	478.40
Water Utilities - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Utilities	337.62	180.95	26.14	337.89	177.91	0.00	478.40	478.40	478.40	478.40
Total Expense	73,084.20	74,715.49	85,034.60	48,398.36	83,818.62	36,736.81	92,980.04	92,980.04	93,855.04	92,980.04
Ending Cash	9,471,224.17	9,402,814.68	9,324,030.08	9,281,881.72	9,204,313.10	11,507,152.49	11,420,922.45	11,334,692.41	11,247,587.37	11,161,357.33

THE GASB 45 OPEB ACCRUAL IS AT \$245,437 A/O 12/31/2011. IT WILL NEED TO BE FUNDED. POST EMPLOYMENT BENEFITS OTHER THAN PENSION - MAINLY HEALTH INSURANCE.

7/10/13	Nov-13	Dec-13	TOTAL
		<u> </u>	
Beginning Cash	11,161,357.33	11,075,127.29	\$9,538,058.37
Land Proceeds	0.00	0.00	2,329,326.20
Grants	0.00	0.00	0.00
Reimbursed Expenses	0.00	0.00	56.00
Rental Income	500.00	1,000.00	7,500.00
Interest Income	6,250.00	6,250.00	75,000.00
Total Income	6,750.00	7,250.00	2,411,882.20
Total Cash	11,168,107.33	11,082,377.29	11,949,940.57
Expense			
Conference Costs	0.00	0.00	775.82
Total Computer Expense	0.00	625.00	1,258.48
Payroll Expenses			
Salaries	12,500.00	12,500.00	93,923.08
Payroll taxes			0.00
Unemployment Medicare	0.00	0.00	341.44
Payroll taxes - Other	166.66	166.72	2,216.33
Total Payroll taxes	166.66	166.72	2,557.77
Benefits			,
T Pass Subsidy	0.00	0.00	0.00
Retirement			0.00
Insurance-Medical	6,666.66	6,666.72	111,686.88
Insurance-Dental	0.00	0.00	0.00
Disability Insurance	0.00	0.00	0.00
Total Benefits	6,666.66	6,666.72	111,686.88
Payroll Expenses - Other Total Payroll Expenses	19,333.32	19,333.44	5,292.02 213,459.75
Bank Service Charges	0.00	0.00	0.00
Contract Labor	0.00	0.00	0.00
Contributions	0.00	0.00	0.00
Dues and Subscriptions	0.00	0.00	600.00
Equipment Rental	0.00	0.00	4,742.71
Insurance			12 210 70
Liability Insurance Insurance - Other	1,122.36 0.00	1,122.40	12,210.70 0.00
Total Insurance	1,122.36	1,122.40	12,210.70
Interest Expense			
Developmentment Dep.Interest	0.00	0.00	0.00
Interest Expense - Other	0.00	0.00	0.00
Total Interest Expense	0.00	0.00	0.00
Miscellaneous	0.00	0.00	61.47
Office Supplies	0.00	250.00	500.00
Office Expenses	861.11	925.10	9,962.49 333.34
Postage and Delivery Printing and Reproduction	0.00 47.88	333.34 47.96	873.01
Professional Fees	47.00	47.30	075.01
Accounting	0.00	15,000.00	19,250.00
Consulting	0.00	0.00	17,791.13
Legal Fees	41,446.46	41,446.46	468,592.84
Survey & Planning	18,757.38	18,757.45	120,339.23
Professional Fees - Other	0.00	0.00	0.00
Total Professional Fees	60,203.84	75,203.91	625,973.20
Property Manage.	5,983.45	5,983.50	39,906.75
Rent	4,178.85	4,178.84 0.00	52,171.07 554.91
Other Expenses Marketing	0.00	0.00	0.00
Telephone Travel & Ent	770.83	770.90	9,501.46 0.00
Holiday Event	0.00		0.00
Meals	0.00	0.00	0.00
Travel	0.00	0.00	0.00
Travel & Ent - Other	0.00	0.00	0.00
Total Travel & Ent	0.00	0.00	0.00
Utilities			
Gas and Electric	478.40	478.38	3,930.89
Water	0.00	0.00	0.00
Utilities - Other	0.00	0.00	0.00
Total Utilities	478.40	478.38	3,930.89
Total Expense	92,980.04	109,252.77	976,816.05
Ending Cash	11,075,127.29	10,973,124.52	10,973,124.52
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CAMBRIDGE REDEVELOPMENT AUTHORITY

	Forecast 06 2013	2013	
	TOTAL	BUDGET	VARIANCE
PREPARED 07/10/13	6/30/13	1/1/13	
Income	-,, -	, , -	
Land Proceeds	2,329,326.20	0.00	(2,329,326.20)
Grants	0.00	0.00	0.00
Reimbursed Expenses	56.00	0.00	(56.00)
Rental Income	7,500.00	6,000.00	(1,500.00)
Interest Income	75,000.00	75,000.00	0.00
Total Income	2,411,882.20	81,000.00	(2,330,882.20)
Expense			
Conference Costs	775.82	0.00	(775.82)
Total Computer Expense	1,258.48	2,500.00	1,241.52
Payroll Expenses			
Salaries	93,923.08	112,500.00	18,576.92
Payroll taxes			
Unemployment	0.00	0.00	0.00
Medicare	341.44	0.00	(341.44)
Payroll taxes - Other	2,216.33	1,500.00	(716.33)
Total Payroll taxes	2,557.77	1,500.00	(1,057.77)
Benefits			
T Pass Subsidy	0.00	0.00	0.00
Retirement	0.00	0.00	0.00
Insurance-Medical	111,686.88	0.00	(111,686.88)
Insurance-Dental	0.00	0.00	0.00
Disability Insurance	0.00	0.00	0.00
Total Benefits	111,686.88	60,000.00	(51,686.88)
Payroll Expenses - Other	5,292.02	0.00	(5,292.02)
Total Payroll Expenses	213,459.75	174,000.00	(39,459.75)
Bank Service Charges	0.00	0.00	0.00
Contract Labor	0.00	0.00	0.00
Contributions	0.00	0.00	0.00
Dues and Subscriptions	600.00	200.00	(400.00)
Equipment Rental	4,742.71	4,000.00	(742.71)
Insurance			, ,
Liability Insurance	12,210.70	14,000.00	1,789.30
Insurance - Other	0.00	0.00	0.00
Total Insurance	12,210.70	14,000.00	1,789.30
Interest Expense	,	,	•
Developmentment Dep.Interest	0.00	0.00	0.00
Interest Expense - Other	0.00	0.00	0.00
Total Interest Expense	0.00	0.00	0.00
Miscellaneous	61.47	0.00	(61.47)
Office Supplies	500.00	1,000.00	500.00
Office Expenses	9,962.49	7,750.00	(2,212.49)
Postage and Delivery	333.34	1,000.00	666.66
Printing and Reproduction	873.01	500.00	(373.01)
Professional Fees	575.01	230.00	(373.01)

CAMBRIDGE REDEVELOPMENT AUTHORITY

	Forecast 06 2013	2013	
	TOTAL	BUDGET	VARIANCE
PREPARED 07/10/13	6/30/13	1/1/13	
Accounting	19,250.00	15,000.00	(4,250.00)
Consulting	17,791.13	0.00	(17,791.13)
Legal Fees	468,592.84	500,000.00	31,407.16
Survey & Planning	120,339.23	220,000.00	99,660.77
Total Professional Fees	625,973.20	735,000.00	109,026.80
Property Manage.	39,906.75	67,000.00	27,093.25
Rent	52,171.07	55,000.00	2,828.93
Other Expenses	554.91	0.00	(554.91)
Marketing	0.00	0.00	0.00
Telephone	9,501.46	10,000.00	498.54
Travel & Ent	0.00	0.00	0.00
Holiday Event	0.00	0.00	0.00
Meals	0.00	250.00	250.00
Travel	0.00	0.00	0.00
Travel & Ent - Other	0.00	0.00	0.00
Total Travel & Ent	0.00	250.00	250.00
Utilities			
Gas and Electric	3,930.89	5,600.00	1,669.11
Water	0.00	0.00	0.00
Utilities - Other	0.00	0.00	0.00
Total Utilities	3,930.89	5,600.00	1,669.11
al Expense	976,816.05	1,077,800.00	100,983.95

BPG / Bluestone Planning Group

Urban Design Planning Architecture

DRAFT

MEETING NOTES: Microsoft One Cambridge Center (1CC) Signage Design Review - Proposed Change to Blade Signage and Rooftop Signage

July 11, 2013

Attending from CRA, City, and Boston Properties: Kathy Born (CRA), Barry Zevin (CRA), Tom Evans, (Executive Redevelopment Officer, CRA), Stuart Dash (CDD), Roger Boothe (CDD), Kevin Sheehan (BP), and Larry Bluestone (BPG)

Notes Submitted By: Larry Bluestone, July 12, 2013

On July 11, 2013, the CRA's design review committee and Boston Properties (BP) met with representatives of Microsoft to review current signage proposals. Dena Quinn of Microsoft, together with her other Microsoft colleagues presented their signage design proposals over speaker phone and by remote video conference presentation.

1. Replace Faces on Existing Blade Sign:

Microsoft presented proposed changes to their existing blade sign extending out from the eastern façade wall of 1CC. Their proposal was to replace the existing Microsoft lettering faces on the blade sign with the new corporate Microsoft branding logo consisting of smaller Microsoft lettering and a four-colored-square logo. The blade sign size would remain the same.

The CRA / City design review team had a number of comments:

- 1. The original administrative approval of the blade sign and its installation took place against the request of the Board membership to not approve additional signs. Although approved as part of the iconic entry design, the blade sign on the corner of the building sits in closer proximity to the MBTA station entry, and its orientation and placement competes with the wayfinding to the station.
- 2. It was pointed out that the blade sign was originally intended by Microsoft to help visitors to Microsoft, who are on Main Street, find Microsoft's new main entrance on the eastern side of 1CC. However, some believed it did not currently serve this purpose well as a wayfinding sign, but simply served as a corporate branding sign. Other wayfinding options such as door markings at the Main St. entrance to 1CC were discussed.
- 3. Given that the eastern frontage of 1CC is scheduled to be reconfigured by the City with Third Street running through to Main Street, new sidewalks installed, and Point Park being redesigned, this is an opportunity for Microsoft to reconsider its wayfinding and branding message at this location. When these public changes happen, Third Street will become much more important; and, many more vehicles and pedestrians will be passing Microsoft's main iconic entrance on Third Street.. Dena Quinn was unaware of these upcoming changes. Kevin Sheehan said he would send Dena the City's new roadway reconfiguration plans.
- 4. Some thought that the horizontal blade sign should be replaced with a vertically-oriented blade sign or a sidewalk-mounted pedestal sign so as to not compete with the horizontal MBTA station entrance sign right below the Microsoft blade sign. Other options proposed included adding a circular T sign to the MBTA entrance and truncating the existing blade sign so that only a square

containing only the graphic part of the Microsoft logo would project beyond the building line on Main St.

2. Modifications to the CC 1 Building Top Illuminated Microsoft Sign

Microsoft is proposing to replace its current LED illuminated sign at the top of the eastern 1CC façade with a new sign reflecting its new corporate logo.

The primary concern of the CRA / City design review team was that they had received complaints from residents of nearby MIT Eastgate Tower that the illumination of the sign was too bright and that the light shined into their apartment windows at night.

Microsoft said that the new sign was also a LED lit sign of similar brightness. They will send the lumen specifications to BP and the Authority and try to find the lumen output of the current sign. They also said they could provide a dimmer timer on the sign to lower late night brightness or even turn off the sign at certain hours.

Signage Approval Procedure: Two Tracks

Kevin Sheehan asked if the approval process timing for the two sign proposals could be separated onto two different action tracks by the CRA Board. The Board members present responded that that could be done.

If you have any edits to these meeting notes, please forward them to Larry Bluestone at lbluestone@bluestoneplangroup.com, or at 617.661.0725.

BPG / Bluestone Planning Group

Urban Design Planning Architecture

DRAFT

MEETING NOTES: Google 4CC – 5CC Connector Interior Plans, Google Connector 3CC – 5CC Signage Plans Design Review

July 11, 2013

Attending from CRA, City, and Boston Properties: Kathy Born (CRA), Barry Zevin (CRA), Tom Evans, (Executive Redevelopment Officer, CRA), Stuart Dash (CDD), Roger Boothe (CDD), Kevin Sheehan (BP), and Larry Bluestone (BPG)

Notes Submitted By: Larry Bluestone, July 12, 2013

On July 11, 2013, the CRA's design review committee and Boston Properties (BP) met with representatives of Google to review current design progress and signage proposals.

1. Tour of Google Renovated Space at 4CC - Construction Progress

The CRA and City design review team met with representatives of Google to tour current renovations at 4CC. The Google representatives included: Liz Schwab, Kristin Chiles, Steve Vinter, and Jonathan Merin from NELSON architects. A Gilbane Construction representative also attended

Renovation of Google space at 4CC was well underway. Space at 4CC is largely for Google's Travel Team. The space consists of shared and private offices, various meeting and lounge spaces, and kitchens. Much of the ceiling space was exposed (without hung ceiling tiles) to easily allow for future changes to electrical tray conduits, ductwork, etc.

From the windows of 4CC, we observed that the landscaped private roof garden to the west of the 4CC – 5CC Google Connector was complete. When the planned Ames Street housing is built, the landscaped deck will be apportioned for both Google employees and future residents of the proposed Ames Street housing development – with a planted dividing strip between the two portions of the roof deck. (Kevin Sheehan of BP said that the land appraisal for the future housing development is almost complete. This is a key step in being able to acquire a portion of the Ames St. ROW from the City to gain a sufficiently large parcel to build the project on Ames Street.)

We also observed that the green roof atop the CC4 – CC 5 Connector was under construction.

2. Google 4CC – 5CC Connector Interior Plans Review

The CRA's and City's design review team then met with Google representatives to review current progress layout plans for the two floors of the 4CC –5CC Google Connector Building.

Google representatives made it clear that the plans and renderings they were showing today were still preliminary and not final. Kevin Sheehan affirmed that no approvals were being requested today. Instead, Google simply wanted to share their progress designs with the CRA and City.

Google representatives presented their progress plans for the interior of the 4CC – 5CC Connector. The lower floor at garden roof deck level consisted of amenity spaces such as seating lounge areas, a barrista coffee bar, and three large enclosed meeting rooms.

The upper floor included additional amenity space, conference room, micro kitchen, and library. The two floors were interconnected by a functional 4 foot wide switchback stair, not a grand stairway shown in earlier drawing. Because of the change in floor levels required to link 4CC with 5CC, stair and ramps are part of each floor plan. In general, the plans were much like the hand sketched plans we were shown last month. One floor of the bridge over the alley between 4CC and 5CC is occupied almost entirely by bathrooms.

Occupancy of the Connector is scheduled for the spring of 2014.

The discussion that followed focused on several areas of concern by the CRA's and City's design review team:

1. It was again pointed out that the floor plan layouts were not nearly as open or transparent as initially presented by BP and Elkus Manfredi Architects much earlier – and that was a disappointment and inconsistent with the stated need for open circulation between buildings. Even so, Google had provided 'active' uses, as requested, along the Connector's eastern façade so park users could see Google employees inside at open seating areas and at the coffee bar.

It was pointed out that it can be difficult, in fact, for people outside to see easily into interior spaces because the outside lighting levels of the sun are so much brighter than interior lighting levels. It was suggested that Google both use interior lighting creatively as a theme to brighten the inside to allow outside public park garden users to see in more easily, and paint interior walls light colors to reflect more light inside. Kevin Sheehan pointed out that the glass façade utilized much improved glazing that had less reflectivity and that was much more transparent than the glazing used earlier, for example, by the Broad Institute in the DNAtrium – where it's very difficult to see into.

2. The large lecture hall two story wall set back about 12 feet from the eastern glass façade was shown painted green with large two-story high super graphic letters in white spelling portions of the word 'Google' visible to park users. The CRA / City design review team felt that 'branding' the Google name next to a public open space was inappropriate. It may be viewed as particularly offensive to some park users who had decried the loss of former public rooftop garden space by the construction of the Connector building in the first place. Instead it was suggested that this wall could be used for a large-scaled art installation or murals, perhaps even a dynamic electronic display. It was suggested that, park related images or materials could be used as part of the art/interior design installation.

3. Google 3CC - 5CC Connector / BP Arcade Signage Review on Main Street

Timothy Cohan of Selbert Perkins Design (SPD) presented initial signage design ideas for the Main Street 3CC – 5CC Connector Main Street Façade. The signage proposals were complex and multifaceted since they had to announce a number of destinations – the Public Arcade, individual retailers within the arcade, the Roof Garden, the building address which served as the main entrance lobby for Google office space, and the branding of the corporate Google name itself.

SPD presented a thorough review of the area's context and relevant view studies. Their proposal illustrated a large Google sign in large letters across the upper floors facade of the Connector (This was not a proposal by the Google team.). The extended glass entry canopy of the Arcade had a sign in large letters atop it saying, "Kendall Center". Hanging below the entry canopy were smaller individual signs announcing interior retailers within the ground floor Arcade. On the outside Main Street sidewalk, but within private property in front of the Arcade entrance, was a vertical street

address sculpture. Climbing vertically along the blank brick western façade of CC 3 were painted signs announcing the Roof Garden and a sign saying 'Kendall Square' – both of which were painted on the wall in a faux-historic style reminiscent of old painted industrial company signs that existed on old industrial buildings throughout Kendall Square.

Recognizing that the signage mission here was complex, the design review team had a number of comments. In general, it was felt that the signage proposals were too busy, too cluttered and maybe too much. The reviewers asked that the design be simplified.

- 1. The faux historic painted wall signage theme was thought to be inappropriate. Kendall Square is being branded as a 21st century global innovation district, not an historic industrial district. The nod or gesture to the old industrial past was appreciated, but judged not appropriate for the future ambitions of Kendall Square.
- 2. The name 'Kendall Center' on the canopy was confusing Kendall Square? Cambridge Center? Names and addresses were already confusing enough without adding another branding name to the area. Somehow, the sign over the entry canopy into the Arcade had to announce the fact the arcade was a public passage. Should it simply be signed as the 'Kendall Arcade', just 'Arcade' or another name referencing the rooftop garden access such as 'Garden Lobby'? In the end most agreed that simply placing the building address 355 Main Street, on the canopy was most appropriate.
- 3. The Connector façade signage had to balance between announcing the entrance to public amenities such as the retail arcade and access to the Garage Roof Garden beyond, and Google's corporate branding signage and entrance into its corporate lobby. Google reps at the meeting said that SPD's Google signage proposal at the top of the Connector Façade wasn't far off from their own preliminary thinking.

It was decided that the conversation on signage needed to continue, and BP said that SPD will take another pass at revised designs based on the conversation.

If you have any edits to these meeting notes, please forward them to Larry Bluestone at lbluestone@bluestoneplangroup.com, or at 617.661.0725.

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 Authority 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

- 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.
- (3) Retail and Consumer Service Establishments
 - a) Store for retail sale of merchandise, but not a sales place for automobiles or trucks.

Cambridge / R-107 / R-213 / 15-35.

- 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.

Cambridge / R-107 / R-213 / 16-35.

- 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:

Cambridge / R-107 / R-213 / 17-35.

(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. 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.

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.

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

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.

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 : FAR 8.0

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

Cambridge / R-107 / R-213 / 19-35.

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. 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;
- (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 <u>enclosed pedestrian bridge</u> 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 <u>elevated shopping bridge</u> 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 <u>shopping arcade</u> 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.

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An <u>elevated shopping way</u> 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 10% 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.

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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.

<u>Use</u>	Minimum Number of Spaces		
Light industrial uses allowed by Section 401(1)	1/1750 sq. ft. 1		
Office uses allowed by Section 401(2)	1/2000 sq. ft.		
Retail and consumer establish- ments allowed by Section 401(3)	1/1000 sq. ft.		
Residential uses allowed by Section 401(4)			
Multi-family residences	1/dwelling unit		
Hotels and motels	1/1.75 sleeping rooms		
Public assembly use allowed by Section 401(3) b, c and Section 401(5)	•		
(restaurants, entertainment and recreation facilities)	1/15 seats or 1/300 sq. ft. ²		
Other uses allowed by Sections 401(6) and 401(7)	1/1800 sq. ft.		

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

^{2.} For assembly space having no fixed seating.

Exhibit G : MXD District Off-Street Loading Requirements (Number of bays required by gross floor area of use)

GROSS FLOOR AREA BY USE					
(1) Use	Up to 25,000 sq.ft	25,001- 20,000 sq.ft	40,001- t. 100,000 sq.ft	100,001-	Over 200,000 sq. ft. for each additional . 150,000 sq.ft.
Light Industrial Uses allowed by Section 401(1)	1	2 2	2	The second secon	1
Office uses allowed by Section 401(2)	0	1	1	2	1
Retail and consumer service establishments allowed by Section 401(3)	1	1	2	4	1
Residential uses allowed by Section 401(4)	•				• ·
Multi-family residences	0	1		2	1 1
Hotels and Motels	1	1	1	2	1
Public assembly uses allowed by Section 401(3)b, 401(3)c, and Section 401(5) (restaurants, entertainment and recreation facilities)		1	1	2	1
Other uses allowed by Section 401(6) and 401(7)	0	0	1	2	1

Use 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 401(1)	5
Office Uses allowed by Section 401(2)	8
Retail and Consumer Service Establishment Uses allowed by Section 401(3)	10
Residential Uses allowed by Section 401(4)	
Multi-family housing	<u>15</u>
Hotel or Motel	10
Other Uses allowed by Sections 401(5), 401(6) and 401(7)	8