i. Agenda

1. Draft Minutes of the Regular Meeting of the CRA Board on April 15, 2015
2. Letter to MassDOT regarding the Grand Junction Path
3. Monthly Report to the Board of the Executive Director
4. Monthly Financial Update

7. CRA Re-Branding and Logo Proposal

9. Kendall Square Urban Renewal Plan Summary

(Document numbering altered to reflect agenda item numbers)
NOTICE OF MEETING

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

Regular Board Meeting
Wednesday May 20, 2015 at 5:30 PM
Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

MEETING AGENDA

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

Call

Public Comment

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the CRA Board on April 15, 2015 *

Communications

2. April 17, 2015 Letter To David Mohler of MassDOT regarding the Grand Junction Path *

Reports, Motions and Discussion Items:

3. Report: Monthly Report to the Board of the Executive Director (Mr. Evans) *
4. Report: Monthly Financial Update (Mr. Evans) *
5. Report: Forward Fund Results (Mr. Zogg)
6. Update: Foundry Demonstration Project (Ms. Madden)
7. Discussion: CRA Re-Branding and Logo Proposal (Mr. Hornschemeier) *
8. Update: Ames Street Residences (Mr. Lavery)
9. Update: Kendall Square Urban Renewal Plan (Mr. Evans) *
   b. Implementation Plan Framework

10. Update: Parcel Six Temporary Use Alternatives

Other Business

At 8:00 PM, the Board will convene in executive session for the purpose of discussing correspondence from Special Counsel regarding a past personnel matter.

If the Board has concluded all of the business set forth on the regular agenda by the starting time of the executive session, the Board will not reconvene in open session thereafter.

Adjournment

(*) Supporting material posted at: www.cambridgeredevelopment.org/next-meeting/

Upcoming Meetings:

• Special Meeting regarding the Foundry – June 10, 2015 – 5:30 PM

• Regular Monthly Meeting – June 24, 2015 - 5:30 PM

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.
DRAFT MEETING MINUTES

Public sign-in sheet attached.

Call

The meeting was called to order at 5:40 p.m.

CRA Chair Ms. Kathleen Born introduced herself and other CRA Board members and CRA staff. CRA Assistant Treasurer Mr. Conrad Crawford was absent.

Public Comment

Mr. Stephen Kaiser – Mr. Kaiser noted that the C2 study, the K2 study, and MIT have not produced traffic reports. He is unaware of a study being done for the Volpe area. Mr. Kaiser requested that the CRA take the initiative to produce a transit study. He stated that there is denial across the various agencies that there is a problem with the T system.

Ms. Born noted that the last agenda item would be discussing the MEPA Notice of Project Change document. Mr. Evans stated that the report was published today and a copy is being mailed to Mr. Kaiser which does include extensive traffic and transit data. Specific instructions need to be followed to comment on the document.

Public comment was closed.

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the CRA Board on March 18, 2015

There were no comments and the minutes were unanimously approved and will be placed on file.

Communications

2. Communications from City Manager Richard Rossi reappointing Christopher Bator to the CRA Board for a five-year term
Although the letter states a 3-year term, Mr. Evans noted that according to State Law, board positions are for 5-years terms. Our letter to the City Manager specified a 5-year term. Mr. Evans will investigate the discrepancy. Mr. Bator was congratulated by all. He will need to be sworn in.

Reports, Motions and Discussion Items

3. Report: Monthly Report to the Board of the Executive Director

Mr. Evans stated the staff is still working on the shared calendar for the board and staff. We ran into a some complications and are trying another method.

We are working with the Cambridge Room in the Library to scope out a records management contract with a professional archivist. The end result would be to distribute our documents in one of four ways. Documents could be stored in long-term storage but this is expensive so we’d like to minimize this category as much as possible. The CRA office would hold documents that require active access. The Cambridge Library would hold our archival collections that could be of interest to academic facilities. And lastly, when appropriate, we would recycle.

With regards to the Forward calendar, we were too optimistic on the Foundry schedule. Monday was the deadline for Forward Fund Grant applications. Seventeen applications (10 capital grants and 7 capacity grants) were received from a diverse collection of geographies and organizations. After staff looks through these, they will be forwarded to a selection committee made up of City staff, CRA staff and a representative from the Housing Authority. A slate of projects will be brought to the CRA board. Mr. Evans thanked Mr. Zogg and intern, Mr. Silverblatt, for their outreach efforts. Ms. Drury stated that we need to account for committees in which CRA board members participate so that we avoid any conflict of interests when selecting proposals.

We are working on a new draft of the Kendall Square Renewal Plan Amendment based on comments received to date and the calibrating the successful Whitehead petition. Legal teams are trying to figure out how to work with the zoning language which is very specific to their site and the set of regulations in the Kendall Square Urban Renewal Area. The other thing that affects Kendall Square is the selection of Richard Burke Associates as the winner for the Connect Kendall Square competition. The full proposal is on their web-site. Discussions will occur regarding the 100-page plan and the community, CRA staff and CDD staff. At this point we are unsure if they have the scope to present specifically to the CRA board. We are having discussions with CDD staff about the role of providing ongoing programming for some of these sites. We will need a thoughtful conversation about Point Park and the sculpture which was not included in the proposal.

As for the Grand Junction, we are taking pre-bidding implementation steps of utility consultations and working with MassDOT about permits for working next to their tracks. The complication occurs because this is not a main train line and MassDOT owns the corridor but we an MBTA permit is required.

Ames Street Residences is getting their team together. They are currently working on the utility issue of moving these out of the way for the project site. Mr. Evans stated that Boston Properties will be using a local architect to bring the construction documents together. They will come to the CRA board with the design. Mr. Zevin hopes to see a high level of detail.
Renovation of 6,000 square feet in the basement of 80 Broadway is completed and is now innovation space. There are new benches and planting have been placed outside. There is no sign yet.

The report will be unanimously approved to be placed on file.

4. Update: MIT Coop Bookstore and Food Court Improvements

Motion: Approving the new signage program for the MIT Coop Bookstore at 325 Main Street, Parcel Four of the Kendall Square Urban Renewal Plan.

Mr. Jerry Murphy, from the COOP, explained that this sign package incorporates comments from Boston Properties, Mr. Evans, and others. They are working on two ends of the building. The store is in full throttle. They are waiting for the food court permit from the City.

Mr. Matthew Rue, McGinty Co. sign consultant explained the sign proposal. The signs are now parallel to Main Street, which resolves the visual clutter with perpendicular signage at the west entry. Instead of a light box, the new signs will use push-thru acrylic letters so only the letters will glow. A sign for the new West-end entrance has been added. The signage for the food court will be brought to the CRA board at a later time. There was a discussion of structural integrity for attaching the signs. There will be no exposed wires. A bolder branding would be located above the transom of the door on both entrances. There is still no entrance into the COOP from the arcade (Google lobby). The new signs will use less power since only the letters are lit.

Mr. Zevin mentioned that the food court seems more hidden so more work will be needed to get people into the area. The fabric banners will remain on the exterior of the Coop.

The motion approving the new signage program for the MIT Coop Bookstore at 325 Main Street, Parcel Four of the Kendall Square Urban Renewal Plan was unanimously approved.


The next three agenda items are interrelated. Looking at the bar chart on the quarterly report, we are on track in all expense categories except for redevelopment investments. The large percentage spent on professional services is due to the legal work for the MEPA analysis and the design costs for the Grand Junction. Our income expectations come from the MIT reimbursement for the Grand Junction work and the timing of a permit getting pulled for Ames Street. As the pie chart shows, the KSURP and Foundry projects are our most intensive work, followed by the Grand Junction and the Forward Fund. We also provided the current bank balances which will be referenced when we talk about the investment policy.


This next report is from Odyssey Advisors. GASB 45, is an accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with Other (than pension) Post-Employment Benefits (or OPEB). This is an actuarial analysis of our long-term liability for paying for the medical insurance for retired CRA employees through the Group Insurance Commission. Three years ago, the CRA received the first of these reports, also done by Odyssey Advisors. This report compares the situation in
2012 with the situation now. The overall concept is that paying for medical coverage for vested retirees, vested future retirees, and their spouses are considered long-term liabilities. The calculation of the amount incorporates the life expectancy of the participants. Currently we use a “pay-as-you-go” system in which we get a quarterly bill from GIC and we pay it. It’s good accounting practice and also stated in our auditor’s report, that we move away from this system and begin setting aside money in a separate fund to decrease the long-term liability. The analysis shows a 30-year funding plan which requires setting aside a few thousand dollars each year. Once money is committed to an OPEB fund, it cannot be withdrawn for any reason other than making an OPEB payment to the GIC payment. The Board needs to decide whether to fund this special account and how to fund it. This OPEB fund can legally be invested differently than other investments. Exhibit C in the back of the report is the pay-as-you-go approach. Currently, the liability is $934K is the liability and column IX shows the annual payment that we make. If we go to the funded approach on Exhibit D, and pay an extra $7,000 per year into the dedicated fund, the liability will be fully funded in 30 years.

At this point, Mr. Evans introduced Mr. David Javaheri from Morgan Stanley. Mr. Javaheri stated that the rate of return used in the actuarial reports is conservative. Investing wisely can increase the rate of return and thereby fund the liability more quickly. There’s no regulating body that says contributions must be made to a fund. Mr. Javaheri also manages Cambridge’s OPEB. A Massachusetts Legal List of Investments would be the guideline for investing CRA money including the OPEB fund. The OPEB fund allows having a higher percentage of stocks. Chad Clark, our auditor’s management letter says we should start this. It is not an immediate urgency. Since this OPEB fund is in our management letter, it was suggested to open a CRA OPEB account, fund it with the some minimum, and evaluate yearly. Because we don’t have a consistent revenue stream, the auditors are concerned that this liability can get potentially serious.

7. Discussion: Draft Investment Policy

Motion: Approving the proposed CRA Investment Policy and authorizing the Treasurer, Assistant Treasurer and Executive Director to establish appropriate investment accounts in accordance with the Investment Policy

Mr. Evans distributed an updated version of the Investment Policy which included some last minute edits from our auditor. There were some legacy references to “Authority” that were changed to “CRA.” In section C, the FDIC and DIF insurance amount was removed in case this number changes and a shared insurance fund was added. Mr. Zevin suggested that we should include NCUA insurance if credit unions would be used. Another of Mr. Clark’s comments was to move OPEB out from the Investment Instruments since it’s a trust account. On page 4 or 5, the annual report of investments will be given by the investment advisor rather than the Executive Director.

The overall policy is to set forth broad objectives that include safety, liquidity and yield with priorities on safety. This document borrows from a number of municipalities including Cambridge. It makes sure that our investments are diversified in a balanced manner. We want to make sure that 80% are collateralized so that the principal is secure (page 3) and no more than 10% of cash are with any one institution. Money with Morgan Stanley will be reported on a monthly basis via a Morgan Stanley investment report. There are three signers (Treasurer, Assistant Treasurer, and the Executive Director) on the Morgan Stanley Account and a dialogue with at least two signers would occur to make transactions. Any investments in real estate go through a board decision and vote.
Mr. Jeff Mullan has seen the version in the board packet and relayed his comments. Mr. Chad Clark made many more edits.

A role call was taken on the motion:

Mr. Bator - yes
Ms. Drury - yes
Ms. Born - yes
Mr. Zevin - yes
Mr. Crawford - absent

The motion approving the proposed CRA Investment Policy and authorizing the Treasurer, Assistant Treasurer and Executive Director to establish appropriate investment accounts in accordance with the Investment Policy was unanimously approved, one absentee.

A phone conference will be arranged with the three signers and Mr. Javaheri to discuss the investment of $2,246,000 into 9 collateralized CDs.

8. Motion: Authorizing the Chair and the Executive Director to execute a new three-year personal services contract with Roselli, Clark and Associates to perform annual audits of the Cambridge Redevelopment Authority for the 2014, 2015, and 2016 fiscal years.

Ms. Drury stated that the Board is familiar with their work. Mr. Bator said that they have provided the CRA with excellent guidance. Mr. Evans stated that auditors are exempt from 30B procurement rules so we don’t need to seek three bids. Unless the workload changes dramatically, their rates will remain the same. This might occur, however, if the Foundry requires a special auditing process.

The motion authorizing the Chair and the Executive Director to execute a new three-year personal services contract with Roselli, Clark and Associates to perform annual audits of the Cambridge Redevelopment Authority for the 2014, 2015, and 2016 fiscal years was unanimously approved.

9. Discussion: CRA Re-Branding and Logo Proposal (Mr. Zogg)

Mr. Zogg explained that we didn’t include any pictures in the packet so there was an element of surprise. Mr. Zogg introduced Mr. Paul Hornschemeier from Ambit Creative Group. With a new strategic plan in 2014, we are entering a new chapter in the CRA’s history and we want to convey a new identity. There’s still confusion of what the CRA is and what we do. We’ve had a mixed identity history for years in that we’ve used changing project-based logos and also used the City’s seal on letterheads and business cards. As we continue to expand our public activities, issue more policy document and reports, etc. we need a uniform recognizable look. Staff got quotes from three graphic design firms to produce a graphic identity for the CRA that spans electronically and on paper. We choose the local company Ambit and have been in several discussions about the history and the future of the CRA and have gone through several iterations and Mr. Hornschemeier will be presenting our favorites.

After introducing himself and his experience, Mr. Hornschemeier explained that a logo should be simple, memorable, and easy to pick out. It is appropriate to the environment that the entity is in. The logo needs to grow and shrink and still be recognizable. It needs to be faxed, work in color, work in black and white, it needs to have a square lock for the social media world but also needs to be versatile and work in all media
types. He spoke about the ideas he took away from conversation with the staff. After displaying the new logo, he noted the C for Cambridge and the hash-lines representing blueprints and connecting the whole or completing the C. He showed a logo for documents but another version for when a squared version was necessary. He stated the logo was clean and modern and held up well against other logos that might appear on group projects.

Mr. Zevin had a hard time not reading the C as a zero. The others also saw an “O” not a “C.” There was a request to open-up the “C.” Ms. Born likes that it is modern but also suggestive of government. They Board liked the simplicity and clarity. There were other suggestions of lightening the C or the hash-lines. Ms. Born thinks the C might be too heavy. The Board liked the blue.

Mr. Hornschemeier will take the suggestions and come back to the board with alternatives. Ambit will also be creating style guidelines for CRA documents.

10. Discussion: Kendall Square Urban Renewal Plan Amendment
   a. MEPA Notice of Project Change
   b. Community Forum Report

The Community Forum Report is included in the board packet. The other document that is being passed out is the first public unveiling of the expanded Notice of Project Change (NPC) which is also posted on our website. As small changes were made in the Urban Renewal Plan, we would do small NPC’s. We made a change allowing biotech in 1983 and then allowing 300,000 square feet for the Broad in 2008.

The project stated in the report is an expanded Notice of Project Change, which basically includes much of the analysis as a new EIR. We scoped out the need to analyze historic resources. Comments go to Secretary Beaton of the EOEEA who collects them. We respond to the comments and they’ll certify if we have done enough through the MEPA process. It includes an extensive analysis of traffic. It also includes an analysis on the air quality due to emissions from vehicles, greenhouse gas from vehicles as well as buildings, and vulnerability to sea level rising. Although we weren’t scoped by MEPA to do this, the report includes an analysis on storm water and sewage effects. An analysis of construction impacts is also included. The final chapter states what we will do to mitigate the million square feet that will be added. On page 9-5, the enhanced mitigation program says that we will work with MassDOT to create a fund to relieve transit. This is coming before the task force, we are committed to creating a fund that can respond to findings which can help the situation in Kendall Square. Other mitigations are commitments to green design and public open space enhancements. For example, we’ve spoken to DPW about looking at ways to mitigate storm water and sewage issues in a more centralized solution. Instead of looking at problems that each building creates, we want to look at situations on a per neighborhood or district-wide solution that focuses on certain pipe chokepoints. In the MEPA process, we declare what the threshold requirements. In some cases, the City of Cambridge thresholds are stricter. We are looking at State standards and a City standard if it exists.

This will get published on April 22nd, in the Environmental Monitor, the State’s official notice of EIRs. Although this is all that needs to be done, we have posted this report onto our website and there’s a link to this document on the coUrbanize site. MEPA does traffic analysis differently than the City. MEPA asks you to project forward your impact (we choose 2025), layer in all the growth that is anticipated in the area and include background growth that assumes that traffic increases. We were pleased that they allowed us to use our adjusted mode share from the FST Traffic Report. After that, you add your project to see the effect. The City analyzes the project today and the impact today.
The report is being mailed to the staff at CDD. CDD staff has been involved in the process of creating the report scope. We hope the community sees that the CRA does its homework. The public comment period is until May 22nd. The list of people getting hardcopies is listed in the document. Any person who has commented previously NPCs would get a copy but there is no record of anyone. A copy goes to the Clerk. VHB can mail more hardcopies if desired. All property owners in the KSURP get a copy. Ken Williams, present at the meeting and works with Mike Owu from MIT requested a copy. Ms. Madden noted that Table S1 shows why the CRA is doing the study and the table walks through the plan amendments explaining the history. Mr. Evans stated that a little more than a million square feet is listed in this document because the K2 plan drafted that ground-floor retail and a portion of innovation space is not counted toward the GFA but MEPA cares if it’s in the zoning. So although it’s exempted space, it still impacts trips. Ms. Born asked for a copy to be sent to Robert Winters and John Hawkinson. Mr. Evans suggested making a public copy available at the Main Library. MEPA has specific protocols and a process for comments.

The Community Forum Report found in the Board packet explains the successful participatory process. Mr. Zogg mentioned that this forum was only one way to inform our implementation of KSURP and MXD zoning. Other inputs to the Kendall Square Urban Renewal plan implementation are the K2 plan, CDD intercept survey, MEPA mitigation in the document, a future MASSDOT mobility survey, etc. Mr. Evans stated that the key next step is the deliverables by CRA and/or Boston Properties to meet the goals over the next 5-10 years. Mr. Zevin wants to make sure we don’t lose track of the ideas and how they were resolved. Mr. Evans said that we aren’t responsible for all of the implementation but we are trying to congeal the ideas coming out of many groups. We might take on open space and transit implementation that fall outside our boundaries since they fall into a vacuum. Mr. Evans stated that we might seek voluntary contributions from a broader pool in the area for programming in the area. We have been approached by companies that want to adopt parks. We could work to build civic interest and get a sustainable form of revenues.

Adjournment

The meeting was adjourned at 8:50 p.m.
April 17, 2015

David Mohler, Director
Office of Transportation Planning
Massachusetts Department of Transportation
10 Park Plaza, Suite 4160
Boston, MA 02116

Re: Grand Junction Path, Cambridge

Dear David:

I enclose for MassDOT’s information and review a presentation pertaining to the Cambridge Redevelopment Authority’s plans for the Grand Junction Path. As you are aware, the Grand Junction rail line runs through the eastern portion of Cambridge, directly through the Kendall Square and Area Four neighborhoods, crossing Main Street, Broadway, and Binney Street. Generally speaking, it is the CRA’s goal to help redevelop area along the Grand Junction line into a multi-use biking and walking path to serve as an important, sustainable transportation link between neighborhoods in Cambridge and beyond. The project is being advanced in partnership with the City of Cambridge, which is a strong supporter of increased open space in East Cambridge and of increased activity along the corridor, and MIT, which owns a portion of the land and is providing financial assistance to the project. Our goal is to put the Grand Junction Path and adjacent open space improvements out for bid for construction this year.

The CRA either owns or holds a permanent easement over all of the property on which improvements are proposed. We understand that MassDOT owns the adjacent rail line and the land on which the line is located, and that both the MBTA and CSX currently run, and plan to continue to run, heavy rail trains along the Grand Junction line. We are also very aware of MassDOT’s continued interest in transportation options for the corridor. Please accept this letter as the CRA’s assurance that our plans are being designed in a manner consistent with, and in no way conflict with, the continued use of the Grand Junction line as an important rail link, and that, should MassDOT decide to expand rail transportation options along the Grand Junction in the future, we intend to cooperate and support those efforts. To that end, note that the enclosed design documents illustrate our understanding of right-of-way needed for a future two-track railroad alignment and that the proposed design has located most major improvements outside this area.

Since no building permit will be required for the project, the CRA will not be submitting a request for approval to MassDOT under the requirements of c. 40, §. 54A. We have, however,
been in contact with Jody Ray regarding the potential need for railroad flagging and railroad protective insurance, and plan to continue to work with the MBTA’s commuter rail team to make sure that the project is executed in compliance with any of the MBTA’s requirements.

Thank you for your attention to this important matter. Please don’t hesitate to contact me should you have any questions.

Sincerely,

[Signature]

Thomas Evans
Executive Director

Enclosure: Grand Junction Path Landscape Design Plans 3.18.15

Copies:
Mr. Richard Rossi, City Manager
Ms. Kathleen Born, CRA Board Chair
Mr. John Ray, Deputy Administrator, Rail
Mr. Scott Hamwey.
SITE PLAN: OPTION 1 - Long Path with 3 Seating Areas and Children’s Play
Trees, Shrubs and Screening Plants

- **Thornless Honeylocust**
  Gleditsia triacanthos var. inermis

- **River Birch**
  Betula nigra

- **Serviceberry**
  Amelanchier x grandiflora

- **Bayberry**
  Myrica pensylvanica

- **Virginia Creeper**
  Parthenocissus quincefolia

Groundcover, Grasses and Perennials

- **Creeping Lilyturf**
  Liriope spicata

- **Knock Out Rose**
  Rosa ‘Radrazz’

- **Feather Reed Grass**
  Calamagrostis x acutiflora

- **Ivory Halo Dogwood**
  Cornus alba ‘Bailhalo’

- **Fragrant Sumac**
  Rhus aromatica ‘Gro-Low’

PLANTING PALETTE
SALVAGED GRANITE BLOCKS
CAMBRIDGE REDEVELOPMENT AUTHORITY

Logo Proposal

May 20, 2015

Paul Hornschemeier, Creative Director
Contracting, Personnel, and General Administration

This month we send off both our spring interns Shani Carter and Gabriel Silberblatt to New York City. Over the summer we will have a new part time intern Aline Reynolds joining us from the GSD and are applying to host a Mayor’s Summer Youth Employment Program intern.

We have completed our plans for re-arranging and redecorating the office and are looking for contractors to conduct the work. We will be selecting furniture for the new conference room and workstations that provides the greatest flexibility for the current and future CRA office space.

We have subscribed to higher speed internet for the office as the DSL line was not holding up with three or more people working at the same time. We may also transition our phone system to a web based voice service, depending on pricing and the option to retaining the existing phone numbers.

Draft Forward Calendar

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<th>July 2015</th>
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<tr>
<td>MXD Zoning</td>
<td>MXD Zoning &amp; KSURP</td>
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<td>KSURP Plan Amendment</td>
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<td>Foundry Lease and RFQ</td>
<td>Ames Street Design Development</td>
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<tr>
<td>Food Court Signage</td>
<td>Grand Junction Contract Award</td>
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<tr>
<td>Volpe Update / Parcel 6</td>
<td>Kendall Square Open Space Plan</td>
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Projects and Initiatives

KSURP
MEPA hosted a public scoping meeting on the KSURP Expanded Notice of Project Change on May 14th. CRA and Boston Property staff provided an overview of the project and the VHB team reviewed the impact analysis within the NPC. Public comments on the NPC are due to MEPA on Friday May 22nd. We have requested a single EIR process whereby MEPA would provide us a certificate stating our next required step - to issue a set of Responses to Comments, which combined with the initial Expanded NOP provides a complete MEPA review.

Open Space Programming and Wayfinding
CRA staff has begun discussions with CDD and the Arts Commission staff regarding partnerships in future park programming for the new open space under development as part of the design competition as well as existing open space and pocket parks in the Kendall
Square area. CRA staff are coordinating wayfinding / Kendall branding efforts between Boston Properties, Biogen, MIT and the Kendall Square Association.

**Grand Junction**
The Grand Junction Shared Use Path has been working through several design and permitting challenges during the past month. FST finalized a cost estimate, which did come in within the budgeted $500,000 from MIT. The past two weeks have focused on working with FST and closely with DPW to work out final adjustments in the full bid package including detailed specifications and drawings. The next step will be advertising the bid and selecting a contractor, which is anticipated in early to mid-June. We do not yet have a solid construction start date for this summer but hope to be under contract by the end of July. The construction is anticipated to take 2-3 months but keeping to this schedule is dependent on utility coordination in modifying their infrastructure. The contingency plan for the milestone schedule is to do tree and shrub planting in the spring along with any punch list items.

For a small thin parcel of land, the complexities of the site, utilities, rail line, and soils have demanded significant project management time of CRA staff since January. Since the April Board Meeting, CRA staff has been working out specific design details with connections to the City Water Department, an unanticipated design change with the City Electrical Department, determination of necessary permits with all city departments, potential steam utility work with Veolia, and the lowering of electrical utilities with Eversource. The most significant effort of the past month has been working out agreements with MassDOT, regarding permitting requirements, removal and replacement of fencing, and complexities of contractor permitting and flagging in the railroad right-of-way.

**Ames Street Residences**
Boston Properties is working on the next phase of utility and street design design work, required to prepare the site for development. Initial construction is currently scheduled to begin in the fall. Boston Properties is currently working through a separate structural maintenance project within the Green Garage, phased to be completed one deck at a time. There may be some overlap of the two projects.

**Main Street Reconstruction**
Newport is completing the initial repaving of the Main Street road surface this month. This has required numerous detours especially for the MBTA and shuttles. New signal arms and lights have been installed at Broadway and Third. The sidewalk reconstruction will follow the roadway, and is being coordinated to minimize disruption to the Wednesday Farmer’s Market. MIT and the City are working to find a temporary location for the Google/CRA Hubway station on Main in a space as close as possible to the MBTA station.

**Sixth Street Walkway**
CRA staff have been coordinating with Biogen and the City toward the installation of two 'smart' benches that provide social solar charging stations on each end of the Sixth Street Walkway. This will require the removal of one of the wooden park benches, installed in the late 1980’s. The CRA has also scheduled a contractor to sand and refinish the remaining wooden park benches along the walkway to improve the overall appearance of the corridor.
## Cambridge Redevelopment Authority
### Budget vs. Actuals
#### January - April, 2015

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<td><strong>Net Income</strong></td>
<td>$(323,332.43)</td>
<td>$(32,850.00)</td>
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Cambridge Redevelopment Authority
EXPENSES

Budget vs. Actuals
January - April, 2015

[Bar chart showing expenses by category:
- Personnel: $130,933 (Actual), $418,100 (Budget)
- Office: $48,796 (Actual), $177,150 (Budget)
- Property Management: $26,796 (Actual), $65,000 (Budget)
- Professional Services: $124,860 (Actual), $299,000 (Budget)
- Redevelopment Investments: $540,000 (Actual), $0 (Budget)]

Expenses by Project:
- Ames Street
- EcoDistrict
- Strategic Planning
- Volpe
- Other
- MXD Design Review
- Grand Junction
- Foundry
- Forward Fund
- Parcel 6
- KSURP/K2 Zoning
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INTRODUCTION TO AMENDMENT 10 AND THE RE-STATED KENDALL SQUARE URBAN RENEWAL PLAN

In the nearly forty years since the adoption of Amendment 1 to the Kendall Square Urban Renewal Plan (Plan), the CRA has facilitated many changes to the Plan document, but those changes pale in comparison to the transformation of Kendall Square itself both within the Project Area and the neighborhood around it. The Kendall Square area has become a center of innovation, creativity and technology, certainly exceeding the expectation of the planners, designers, and developers in 1977.

Amendment 10 will aim to reflect these changes and to chart a way forward in furtherance of the recommendations from the 2013 K2 Planning Study. The proposed update of the Plan’s objectives reflects not only the important work of bringing jobs and opportunity to Kendall Square, but also the larger goal of creating a sustainable, inviting, and inclusive neighborhood. As in prior adopted amendments, the proposed amendment would increase many of the development limits to reflect the continued demand for the built environment, with an emphasis on bringing additional housing and retail to the Project Area. New provisions would assist the CRA in linking transit investment to development, aiming to ensure that the Project Area’s transit assets grow along with it. Provisions for innovation space and affordable housing are proposed so that Kendall Square remains not only a destination for the great thinkers of today, but also a laboratory for the great ideas of tomorrow and a great urban neighborhood for Cambridge.

The Plan under Amendment 10 is being re-stated, not remade anew. Consequently, some sections - such as those discussing land clearance - address matters already undertaken and have been modified accordingly to reflect things that happened in the past. This is by design; the document is meant not only to guide Kendall Square’s development in the future, but also tell the story of its past. For this reason, bracketed numbers appearing at the end of paragraphs throughout the plan indicate where language has been changed, and sometimes changed again and again. The bracketed number identifies which plan amendment facilitated the revisions. The proposed language changes of Amendment 10 are further designated with underlined and strikethrough text. Formatting updates and clarifications of defined terms are not highlighted or numbered.
CHAPTER 1: DESCRIPTION OF PROJECT

This document, prepared by the Cambridge Redevelopment Authority (CRA), sets forth a plan for urban renewal action in the so-called Kendall Square Area of Cambridge, in accordance with the terms of Section 26ZZ and other applicable provisions of Chapter 121 of the Massachusetts General Laws, and with the provisions of the U.S. Housing Act of 1949 as amended.

Section 101: Boundaries of the Project Area

The project is situated in an area bounded generally by Main Street, the land or right of way now or formerly of the Boston and Albany (Grand Junction) Branch Railroad, Binney Street, and Third Street.

A description of the perimeter boundary of the project area is attached hereto as Exhibit A of the Urban Renewal Plan and is made a part hereof as if fully set forth herein.

The perimeter boundary of the project area is shown on Map 1: Proposed Land Use Plan, which is attached hereto as Exhibit B of the Urban Renewal Plan and made a part hereof as if fully set forth herein.

As shown on Map 1 Proposed Land Use Plan, that portion of the project area which has not been conveyed to the United States of America (and which is bounded generally by Binney Street on the North, the Boston and Albany (Grand Junction) Branch Railroad on the west, Main Street on the South and discontinued Sixth Street and Broadway on the East) is hereinafter described as the “MXD District” or “MXD District portion” and the remaining portion of the Project Area is hereinafter described as the “remainder of the project area”. [10]

Section 102: Urban Renewal Plan Objectives

The Urban Renewal Plan objectives of the project are as follows:

(a) To secure the elimination and prevent the recurrence of blighted, deteriorated, deteriorating, or decadent conditions in the project area;

(b) To insure the replacement of such conditions by well-planned, well-designed improvements which provide for the most appropriate reuse of the land in conformity with the general plan for the City of Cambridge (the “City”) as a whole and with definite local objectives, which objectives are:

1. The provision of land uses which maximize job opportunities at a variety of skill levels within Kendall Square’s knowledge and innovation based economy, including blue-collar and non-professional white-collar employment, for present and future Cambridge residents, upgrade Cambridge workers' skills and wages in a manner commensurate with the cost of living in Cambridge, and help stabilize the City's economic base and maximize the provision of local jobs; [10]
2. The improvement of land development and design to facilitate multi-modal circulation, emphasizing transit, pedestrian, and bicycle travel; [10]

3. The improvement of public transportation facilities, infrastructure and utilities, open space and other public realm improvements; [10]

4. The improvement of material handling and freight access to and within the project area; and [10]

5. The provision of a decent, pleasant, and humane environment involving a mixture of those land uses, including multi-family housing, needed to produce balanced development;

(c) To capitalize on the location of rapid transit facilities to maximize the full socio-economic potential of the project area with transit-oriented land uses and densities, and consistent with the other objectives stated herein; [10]

(d) To promote economic development which strengthens the City's tax base without unacceptably impacting upon the physical, social, and cultural environment;

(e) To establish the minimum necessary land use controls which promote development, yet protect the public interest and the common good; with a flexible set of controls which are adaptable to both current and future market conditions;

(f) To create an urban environment that encourages innovation, entrepreneurship, and creative interaction; [10]

(g) To secure development in the shortest possible time period to be responsive to economic conditions and housing demand; [10]

(h) To relate to development controls in the surrounding area;

(i) To provide economic development opportunities for residents of the existing surrounding neighborhoods, including East Cambridge, Area Four, and Wellington Harrington; [10]

(j) To help alleviate problems of mobility throughout the surrounding neighborhoods for all modes of travel and goods movement; [10]

(k) To achieve harmonious visual and functional relationships with adjacent areas;

(l) To establish a sense of identity and place for Kendall Square and integrate it into the built environment including public open space; [10]

(m) To encourage the development of Kendall Square as an activity center in which to live, work, play, and learn; [10]

(n) To promote neighborhood safety, public health, and wellness through universal access and active environmental design; and

(o) To promote both environmental sustainability and climate change resiliency through resource efficient development and district level infrastructure planning. [10]
and plazas, as approved by the CRA and as may be required to carry out the Urban Renewal Plan.

Section 305: Land Use and Open Space Definitions

(a) Gross Floor Area or "GFA" is hereby defined as follows:

The sum, in square feet, of the gross horizontal areas of all of the floors of a building, as measured from the exterior face of the exterior walls or center lines of walls separating two buildings, including: (i) roofed and enclosed porches and balconies, whether enclosed or unenclosed, and unroofed porches and balconies above the second floor, (ii) elevator shafts and stairwells on each floor, (iii) attic space, whether finished or unfinished, except as herein after excluded, (iv) interior balconies, mezzanines and penthouses, and (v) basement and cellar areas not devoted exclusively to uses accessory to the operation of the building;

but excluding: (i) areas used for parking garages, accessory parking, off-street loading purposes, (ii) basement and cellar areas devoted exclusively to uses accessory to the operation of the building, (iii) unenclosed unroofed porches and balconies for residential uses no higher than the second floor, (iv) courtyards, atriums, and enclosed gardens that are determined to qualify as public open space and (v) attic space and other areas for elevator machinery or mechanical equipment accessory to the building.

Interior courtyards whether or not covered by a roof, which have a minimum dimension of less than forty feet in any direction shall be included in GFA calculations, unless twenty-five percent or more of the perimeter of such courtyard at each floor level measured consecutively is not enclosed and the courtyard is open to the sky.

(b) Floor area ratio or "FAR" is defined as ratio of gross floor area of a structure to the total area of the lot.

(c) Open space shall mean a portion of a lot or other area of land associated with and adjacent to a building or group of buildings in relation to which it serves to provide light and air, or scenic, recreational, or similar purposes. Such space may either be:

(i) Public open space or private open space accessible to the general public.

(ii) Available exclusively for entry and use by the occupants of the building(s) with which it is associated or

(iii) A limited proportion of space so located and treated as to enhance the amenity of development by providing landscaping features, for the occupants or neighbors or a general appearance of openess.

Open space shall include parks, plazas, lawns, landscaped areas, decorative plantings, roof decks or gardens, non-enclosed balconies, pedestrian ways, active and passive recreational areas, including playgrounds and swimming pools. Streets, parking lots, driveways, service roads, loading areas, and areas normally inaccessible to pedestrian circulation beneath pedestrian bridges, decks, or shopping bridges shall not be counted in determining required open space. [10]

Section 306: Other Land Uses
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:

1) **Aggregate GFA:** The Aggregate Gross Floor Area ("GFA") of development in the MXD District shall not exceed **three million, seven six hundred and two seventy-three thousand, and one hundred** (3,702,100) square feet plus six hundred thousand (600,000) square feet that shall be limited to multi-family residential, for a total GFA not to exceed **four million, two hundred seventy-three thousand and two thousand, and one hundred** (4,273,000) 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 CRA and so stated in certificates from the CRA to the Superintendent of Buildings, may be constructed in the MXD District in the future.\(^5\) \[5\] \[6\] \[8\] \[9\] \[10\]

At least two hundred thousand (200,000) square feet of the multi-family residential GFA shall occur within the area designated on the Zoning Map as the “Ames Street District”, the construction of which shall precede the occupancy of any commercial GFA in excess of three million and seventy three thousand (3,073,000) square feet, other than the 60,000 square feet of commercial space than may be permitted by special permit pursuant to Section 416.\(^1\) \[10\]

2) **Cumulative GFA:** 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. The sum of the Cumulative GFA limitations below exceeds the Aggregate GFA limitation to provide flexibility between uses in the Project Area. 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 the CRA to the Superintendent of Buildings, may be constructed in the MXD District in the future.

1. Industrial uses permitted by Section 401(1):

   Cumulative GFA = 770,000 square feet.

2. Office and Biotechnology Manufacturing Uses permitted by Section 401(2):

   Cumulative GFA = 2,294,100 square feet. \[3\] \[8\] \[10\]

   Cumulative GFA = 2,265,000 square feet. \[3\] \[8\] \[10\]

---

\(^5\) These figures differ from MXD zoning due to 29,100 GFA provided to Seven Cambridge Center via Amendment 6 and a subsequent variance.

\(^1\) Provision allows the GFA provided by the Whitehead Institute zoning petition to be added independent of the residential obligation.
3. Retail and consumer service uses permitted by Section 401(3):

   Cumulative GFA = 200,000 square feet. [10]

4. Residential uses permitted by Section 401(4):

   (i) Multi-family housing:

   Cumulative GFA = 800,000 square feet. [5] [10]

   (ii) Hotel/Motel:

   Cumulative GFA = 440,000 square feet. [4]

5. 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 = 973,000 square feet for buildings which are located or are being constructed or may be constructed at any location within the MXD District. [2] [6] [10]

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

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

3) Floor Area Ratio: In addition to both 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") 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, as well as developed land.
Industrial and Wholesale Uses: FAR 4.0

Office Uses and Biotechnology Manufacturing Uses: FAR 8.0 [3]

Retail and Consumer Services Uses: FAR 5.0

Residential uses:

- Multi-family housing: FAR 6.0 [10]
- 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 group above, the maximum FAR for the lot shall be the FAR for the use group containing the largest proportion of space on the lot.

(4) GFA Exemptions:

(A) Variances: Aggregate GFA within the District authorized by a variance issued by the Board of Zoning Appeal shall not be counted by the Superintendent of Buildings for any purpose in determining the Aggregate GFA within the District.

(B) Residential Outdoor Area Exemptions: Private outdoor decks or balconies for multi-family residential development shall be excluded from the Aggregate GFA and Cumulative GFA calculations for residential, up to five percent (5%) of the building floor area.

(C) Innovation Space: Fifty percent (50%) of the Innovation Space GFA required in Section 412 below shall not count against the GFA cap for the District, the Cumulative GFA for the office and Biotechnology use group, or the maximum FAR for the development lot.

(D) Retail: The GFA occupied by new retail and consumer service uses listed in Article 14.21.3 of the Zoning Ordinance shall be excluded from the limitations on Aggregate GFA and Cumulative GFA in the District set forth above, if the following conditions are met:

i) The excluded GFA is located on the ground or second story levels of a building or not more than one story below grade.

ii) The excluded GFA has frontage and direct pedestrian entrances onto Main Street, Binney, Broadway, Third Street, Ames Street, Galileo Way, Pioneer Way, internal service drives or onto open space that is directly accessible and not more than one hundred (100) feet distant from at least one of the aforementioned streets or services drives.

iii) The excluded GFA is occupied by separate retail establishments each occupying no more than ten thousand (10,000) square feet of floor area. This space limitation for GFA exclusion may be waived for a grocery, market or pharmacy retail use. [10]
(E) Middle Income Residential Housing Units: The GFA committed to the provision of middle income housing units per the provisions of Section 411 below shall be excluded from the calculations of aggregate and cumulative GFA.

(5) Building Height Limits

The maximum building height for commercial buildings in the MXD District shall be 250 feet, except for the area of the district 450 feet north of Broadway where the maximum building height shall be 200 feet. Residential buildings within 450 feet of Broadway may be permitted to be built up to 350 feet provided they meet the provisions for Middle Income Housing described within Section 411 below. No more than two buildings within the MXD District may utilize the middle income height bonus. Additionally the floorplate of those portions of buildings above 250 feet shall not reach a total of 24,000 square feet. [10]

These requirements shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators, solar or wind turbine energy systems, and other necessary features appurtenant to buildings, which are usually carried above roofs and are not used for human occupancy. These requirements shall also not apply to domes, towers or spires above buildings if such features are not used for human occupancy and occupy less than ten percent (10%) of the lot area, nor to wireless or broadcasting towers and other like un-enclosed structures which occupy less than ten percent of the lot area. [10]

Section 403: Space-Use Allocations and Development Intensity

Open Space Requirements

To the maximum feasible degree, the CRA 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.

1) The CRA will reserve at least 100,000 square feet of land in the MXD District for the development of public open space for parks, gardens and plazas. 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 CRA;

   (2) Dedication to and acceptance by the City 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; or

   (5) Lease agreements of 99 years or longer from the private developer or owner to the City or other public entity.
2) Each development project shall be required to contribute to the open space network of the Project Area. Table One lists the minimum amount of open space (public, private or combined) to be provided by each development within the MXD District shall be as shown on Table One, subject to the reduction provided hereinafter. When development on a lot includes uses in more than one of the use categories in Table One, the requirement for each use category shall be calculated and totaled to determine a total requirement for the project. This open space requirement may be met by:

1) Creating open space on the development 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.

2) Creating or enhancing publically accessible new public open space within the MXD District, not otherwise reserved by another project to meet its lot open space requirement, or enhancing existing public open space (e.g., by physical improvements, programming, etc.). The CRA may set conditions on the level of enhancement is necessary in order for the space to qualify. Additionally a project may provide funding toward sustaining, continuous public programming and maintenance of special features of open space enhancements.

3) Providing land or adequate acquisition and development funds for the creation of new public open space, or the enhancement of existing public open space, within a half mile of the MXD District. This outside of the MXD option may be used to provide up to fifty percent (50%) of the Project Open Space Requirement. The CRA will set a funding level necessary for this financial contribution to meet a portion of the open space requirement, based on the anticipated acquisition and improvement cost for an equivalent amount of space within an identified open space project.

The CRA shall maintain a record of cumulative GFA by land use for the purpose of determining and tracking open space requirements for existing and future development.

[10]

Table One: Project Lot Open Space Requirements

<table>
<thead>
<tr>
<th>Use Group</th>
<th>Required Open Space (SF of open space required for each 100 SF of GFA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial and Wholesale Uses</td>
<td>5</td>
</tr>
<tr>
<td>allowed by Section 401(1)</td>
<td></td>
</tr>
<tr>
<td>Office and Biotechnology Manufacturing</td>
<td>8</td>
</tr>
<tr>
<td>Manufacturing Uses</td>
<td></td>
</tr>
<tr>
<td>allowed by Section 401(2)</td>
<td></td>
</tr>
<tr>
<td>Retail and Consumer Service Uses</td>
<td>10</td>
</tr>
<tr>
<td>allowed by Section 401(4)</td>
<td></td>
</tr>
<tr>
<td>Residential Uses allowed by Section 401(4)</td>
<td></td>
</tr>
<tr>
<td>Multifamily housing</td>
<td>8</td>
</tr>
<tr>
<td>Hotel or Motel</td>
<td>10</td>
</tr>
<tr>
<td>Other Uses</td>
<td>8</td>
</tr>
</tbody>
</table>

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2) 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.

3) Pedestrian ways listed and defined in Exhibit E may be counted toward the lot open space requirement determined in this Section 403. In calculating the open space reduction, 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.

Section 404: Vehicular Access, Parking and Loading Regulations

1) Buildings erected in the MXD District need not be located on lots that 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 Fire Department, and the City Traffic Department.

2) Off-street parking requirements and restrictions for motor vehicles within the MXD District shall be determined according to building use, with additional standards as follows in Table Two: [10]
Table Two: Off Street Parking Minimum and Maximum Requirements

<table>
<thead>
<tr>
<th>Use Group</th>
<th>Minimum Parking Required</th>
<th>Maximum Parking Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial and Wholesale Uses</td>
<td>.5/1000 sq ft</td>
<td>.8/1000 sq ft</td>
</tr>
<tr>
<td>allowed by Section 401(1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office and Biotechnology Manufacturing Uses</td>
<td>.5/1000 sq ft</td>
<td>.9/1000 sq ft</td>
</tr>
<tr>
<td>allowed by Section 401(2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail and Consumer Service Uses</td>
<td>none</td>
<td>.5 /1000 sq ft</td>
</tr>
<tr>
<td>allowed by Section 401(4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Uses allowed by Section 401(4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multifamily housing</td>
<td>.25/unit</td>
<td>.75/unit</td>
</tr>
<tr>
<td>Hotel or Motel</td>
<td>none</td>
<td>1 / 4 sleeping rooms</td>
</tr>
<tr>
<td>Other Uses</td>
<td>none</td>
<td>.9/1000 sq ft</td>
</tr>
</tbody>
</table>
No permanent surface (i.e. not structured) on-grade, off-street parking areas shall be allowed in the MXD District. [10]

The parking for requirements specified above 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. [10]

Parking spaces permanently dedicated to accessible parking, car sharing programs, vanpools, or electronic vehicle charging stations are not included in the maximum parking space calculations so long as the aggregate number spaces of the special designated spaced does not exceed 10% of the maximum allowance per use.

Parking requirements for bicycles within the MXD District shall be provided as called for in Article 6 of the Zoning Ordinance.

3) 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. The off-street loading requirements shall be those detailed within the Zoning Ordinance. Each building of 25,000 square feet or greater shall provide one loading bay plus an additional bay in accordance with Exhibit F, up to a maximum requirement of four loading bays. All buildings in the MXD District shall provide the number of bays required unless they qualify for one or more of the exemptions below: [10]

   (1) 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.

   (2) 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 60% 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. [10]

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 CRA.

4) 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 the Zoning Ordinance, as it may be amended from time to time.
Section 405: Vehicular Access and Discharge Areas

All buildings within the Project Area on land designated to be acquired, shall be suitably provided with automobile, bicycle and truck service and delivery areas in such a way as not to impede general vehicular and pedestrian traffic flow in public streets and rights-of-way. [10]

Section 406: Building Construction

All buildings within the project area shall be constructed as Type I or Type II, in full conformity with the provisions of and as defined in the Massachusetts Building Code, as amended from time to time.

Section 407: Signs and Advertising Devices

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

Section 408: 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 409: 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 410: Landscaping

All open areas within the project area on land disposed of by the CRA 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 411: Housing

1) Affordable Housing Requirements

All multi-family housing in the Project Area shall be subject to the Cambridge Inclusionary Housing Ordinance. Multi-family housing development above and beyond the initial 200,000 GFA of housing within the Ames Street District shall provide that at least a final net fifteen percent (15%) of the GFA of new housing development is made permanently available to households qualifying for affordable housing under the Inclusionary Housing Ordinance, or the minimum required by the Zoning Ordinance, whichever is greater. The CRA will utilize this square footage measurement rather than unit counts for meeting this requirement to provide opportunities for larger affordable units with two and three bedrooms to be constructed. [10]

2) Middle Income Housing
New residential development may utilize the middle-income housing bonus as described below to construct buildings up to 350 feet in height, under the following conditions:

(a) the use of any occupiable space situated above 250 feet in height shall be limited to residential units, and associated amenity and mechanical space, and

(b) Middle Income Units (as defined below) shall occupy an aggregate GFA equal to at least twenty five percent (25%) of the total residential GFA of the portions of the building that exceed 250 feet in height. Such Middle Income Units shall be distributed throughout the residential building and be comparable in size, configuration and quality to the market rate units. The floor area of Middle Income Units provided per this section shall not be counted against the Aggregate GFA limitation in the District.

For the purposes of this Section, Middle Income Units shall be defined as residential dwelling units for which:

i. the occupancy is restricted to households whose total income exceeds 80% but does not exceed 120% of the median income of households in the Boston Standard Metropolitan Statistical Area adjusted for family size, or such other equivalent income standard as may be determined by the Board of Trustees of the Affordable Housing Trust Fund; and

ii. the rent (including utilities) does not exceed thirty percent (30%) of the income of the renting household or, in the instance of home ownership units, the monthly mortgage payment (including insurance, utilities and real estate taxes) does not exceed thirty percent (30%) of the income of the purchasing household, or such other equivalent standard as may be determined by the Board of Trustees of the Affordable Housing Trust Fund; and

iii. the Middle-Income Units are not also designated as Affordable Units for the purpose of meeting the Inclusionary Housing requirements in Section 11.200 of the Zoning Ordinance.

Section 412: Innovation Space

Any new commercial development proposal containing more than 100,000 square feet for Office and Biotechnology Manufacturing Uses beyond the three million one hundred sixty-two thousand seven hundred six hundred ninety-two (3,162,706) square feet shall include a plan for Innovation Commercial Space meeting the requirements below. Innovation Commercial Space within the MXD District must occupy GFA equal to, or in excess of, five percent (5%) of newly constructed non-residential GFA. Existing GFA within the MXD District may be converted to meet this requirement. The Innovation Commercial Space requirement shall be met through the provision of office spaces of at least twenty thousand (20,000) square feet within a single building, and may be satisfied by means of a lease to a single user who will operate and manage a facility meeting the requirements hereof. Up to 25% of the Innovative Commercial Space may be met through provision of non-traditional ground floor retail space meeting the characteristics below.
Required Space. For a development proposal containing new Office Uses, Innovation Commercial Space within the MXD District must occupy Gross Floor Area equal to, or in excess of, the amount of Gross Floor Area that is five percent (5%) of newly constructed Gross Floor Area for Office Uses. Existing Gross Floor Area within the District may be used to meet this requirement.

Combined Spaces. Developers of properties within the MXD District may collaborate with other developers in adjacent zoning districts in the Kendall Square area to develop a joint Innovation Office Space Plan. In such a case, the total square footage of joint Innovation Commercial Space must be large enough to satisfy the sum of the requirements, if any, for such participating developers and zoning districts.

Characteristics. For the purposes of this Section 412, Innovation Space shall have the following characteristics:

(i) Durations of lease agreements (or other similar occupancy agreements) with individual office tenants shall be for periods of approximately one (1) month. For retail or industrial business entities lease agreements shall be for periods of approximately one year that are customary for users at the same particular stage of development of the business at issue.

(ii) No single business entity may occupy more than 2,000 square feet or 10% of the entire Innovation Office Space provided in the District, whichever is greater.

(iii) The average size of separately contracted private office suites may not exceed 200 square feet of GFA.

(iv) Innovation Space shall include shared resources (i.e., co-working areas, conference space, classroom space, office equipment, showroom, shop or lab equipment, storage, supplies and kitchens) available to all tenants and must occupy at least 50% of the Innovation Office Space.

(v) Individual entities occupying Innovation Space may include small business incubators, small research laboratories, non-traditional retail vendors, office space for investors and entrepreneurs, facilities for teaching and for theoretical, basic and applied research, product development and testing and prototype fabrication or production of experimental products.

Variations. In reviewing development proposals, variations in the specific characteristics set forth above, may be allowed if the proposed Innovation Commercial Space is found to be consistent with the purposes of these characteristics.

Section 413: Interim Uses

The CRA 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 CRA may deem essential, necessary, or appropriate to the carrying out of the objectives of the Urban Renewal Plan.
Section 414: 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 CRA the land use provisions and building requirements, which shall pertain thereto shall be those set forth in Chapter 4 of the Urban Renewal Plan.

Section 415: Special Provisions Applicable Within the Ames Street District

1) Applicability. The provisions set forth in this Section 415 shall apply solely within the Ames Street District. Where this Section 415 specifies some standard or makes some other requirement contrary to the standards or requirements set forth elsewhere in Chapter Four of this Plan, the provisions of this Section 415 shall control.

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

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

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

5) Loading Requirements. Where there are contractual arrangements for sharing loading and service facilities with other users in the Ames Street District for a period of ten (10) years or more, a sixty percent (60%) reduction in the loading bay requirements computed in Subsection 14.53.1 or 14.53.1(1) shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, easement or comparable legal instrument.
Section 416: Special Provisions Applicable Outside the Ames Street District.

1) Applicability. The provisions set forth in this Section 416 shall apply solely within the portion of the MXD District consisting of lots fronting on Main Street that are not within the Ames Street District as such District is constituted as of October 1, 2014. Where this Section 416 specifies some standards or makes some other requirement contrary to the standards or requirements set forth elsewhere in Chapter Four of this Plan, the provisions of this Section 416 shall control.

2) Purpose and Intent. In furtherance of the intent provided in Section 416, and in response to the Kendall Square planning process, the purpose and intent of this Section 416 is to provide an incentive for improvements that will remedy a gap in the urban street edge, promote retail and other ground floor activity to increase public engagement, reduce parking utilization levels and enhance sustainability, and upgrade design to current standards, in keeping with Kendall Square’s identity as a world-renowned research center and a vibrant neighborhood.

3) Special Permit. Where improvements are proposed to be constructed on any lot within the portion of the MXD District fronting on Main Street that is not within the Ames Street District as such District is constituted as of October 1, 2014, and release of an open space covenant by the City will be necessary to accommodate such improvements, improvements containing incremental square footage of not more than 60,000 square feet of GFA within the limits of Section 402 in excess of the square footage of improvements located on such lot as of October 1, 2014 shall be allowed, subject to the issuance of a special permit by the Cambridge Planning Board under Section 14.72 of the Zoning Ordinance. In granting such special permit, the Planning Board shall find the following:

   (1) The lot upon which such improvements are proposed contained, as of October 1, 2014, no portion of a building located so as to create a street edge along any part of the Main Street frontage of such lot; and the proposed improvements will remedy that condition by including the establishment of a street edge in keeping with the urban nature of the area, on at least a portion of the Main Street building façade.

   (2) The ground level of the proposed improvements fronting on Main Street will be designed to enhance public access and interaction.

4) Retail and Consumer Services Uses. If retail or consumer services uses are a part of any improvements authorized by special permit under this Section 416, the Gross Floor Area of any first floor or areas situated no more than one (1) floor below grade of such improvements devoted to such retail or consumer service uses shall be excluded from calculations of Gross Floor Area and FAR for all purposes of Chapter Four of this plan, provided that the portion of any individual retail or consumer services use exceeding 5,000 square feet (or 10,000 square feet for a grocery, market or pharmacy retail use) shall be counted as Gross Floor Area for the purposes of calculating allowable FAR.

5) Parking and Loading. The improvements authorized subject to special permit under this Section 416 shall not require vehicle parking or loading facilities by reason of the incremental development authorized, and no additional parking spaces shall be provided.
by reason of improvements located on such lot beyond the number of parking spaces provided as of October 1, 2014.

6) Bicycle Parking. Additional bicycle parking shall be provided as required in Section 6.100 of the Zoning Ordinance to the extent of the incremental development authorized subject to special permit under this Section 416, provided that any such spaces may be located anywhere on the lot or in such other location as the Planning Board may in its discretion approve.

7) Open Space. The Project Open Space Requirements in Section 403 shall be inapplicable on any lot on which improvements are authorized subject to special permit under this Section 416. Any ground floor publicly accessible feature shall be excluded from calculations of Gross Floor Area and FAR for all purposes of Chapter Four of this plan. The requirement for a Planning Board special permit for improvements to be located within the area of the open space covenant that would need to be released by the City may be fulfilled notwithstanding that such open space covenant may not have been released prior to issuance of such special permit.

8) Sustainable Design and Development. The incremental development authorized subject to special permit under this Section 416 shall comply with the green building requirements of Section 22.20 of the Cambridge Zoning Ordinance, as the Planning Board may in its discretion vary or waive any such requirements.

9) Project Review. Incremental development authorized subject to special permit under this Section 416 shall be subject to project review by the Planning Board under the provisions of Section 19.20 of the Zoning Ordinance.
CHAPTER 5: DESIGN PRINCIPLES, DEVELOPMENT GUIDELINES AND DESIGN REVIEW, AND REDEVELOPMENT PROPOSALS

Section 501: General Design Principles

Proposals by redevelopers shall be designed to:

(1) Create an environment which will be lively and attractive and provide daily amenities and services for the use and enjoyment of the working population and City residents.

(2) Establish an active urban character for the area by the intensive utilization of land and by the mixing of compatible land uses, especially near the Kendall rapid transit station.

(3) Achieve a proper integration of buildings and spaces within and outside the project area by carefully relating the scale and materials in new development both among project components and with respect to the scale and materials of surrounding development.

(4) Establish a focus through building form and open space which will serve to create development identity of sufficient positive impact.

(5) Preserve and enhance long and short range views, visual privacy, and sun orientation by the careful positioning of buildings and open space.

(6) Obtain a relationship between buildings, open space and public ways, which provides increased protection to the pedestrian during unfavorable weather conditions.

(7) Link all project components with continuous and safe pedestrian and bicycle circulation systems. [10]

(8) Establish an orderly sequence and hierarchy of open spaces and pedestrian routes throughout the site.

(9) Provide maximum opportunity for safe and convenient pedestrian and bicycle access to surrounding areas. [10]

Section 502: Development Guidelines

The CRA shall from time to time establish land disposition policies and procedures, design standards, and other development guidelines and evaluate the quality and appropriateness of development proposals with reference to the Plan objectives, land use provisions, building requirements, design principles and other controls as set forth in this Plan, in the disposition documents, and development guidelines. The CRA shall also utilize urban design guidelines established by the City, including the “K2 Design Guidelines.”[10]
The design review process will be conducted or caused to be conducted by the CRA in coordination with the City and the Planning Board. [10]

Section 503: Compliance with Plan and Development Guidelines

Redevelopment in the project area shall conform to the Plan objectives, land use provisions, building requirements, design principles, and other controls as set forth in the Urban Renewal Plan and to development guidelines established by the CRA.

All development proposals and architectural plans will be subject to design review, comment, and approval by the CRA prior to land disposition (if applicable) and prior to the commencement of construction. All construction work will be subject to inspection review by the CRA in order to assure compliance with the approved development proposals and architectural plans, with previously approved plans. [10]

Section 504: Approvals of MXD Concept Plan

The CRA, in consultation with the City, will approve a Conceptual Development Plan (Concept Plan) for new development within the MXD District. All new development shall be consistent with the Concept Plan which is to be reviewed and approved by the Planning Board. This Concept Plan shall include:

a) A current development program illustrating the size and location of existing buildings within the MXD District.

b) A site plan for all proposed new development including the program for housing development, a description of Innovation Space phasing as described in Section 412 and the location of retail or other active ground floor uses.

c) A table summarizing the current and proposed future uses on building sites in the MXD District and indicating the potential size and use (or alternate uses) of future development.

d) An open space plan depicting the size, layout and configuration of all existing and planned Public Open Space within the District, and any private open space to be provided by future development proposals. This conceptual open space plan shall illustrate or otherwise describe enhancement to the existing open space in the MXD District and any open space proposed to be developed or modified within or outside of the MXD District.

e) A sustainability narrative describing how the new development in the Concept Plan will meet the sustainability goals established by the City, such as reduced energy consumption, mitigating urban heat island effect, promoting district energy systems, and resilience to adapt to future impacts of climate change.

f) An analysis of anticipated parking demand for all uses in the Concept Plan throughout the course of a typical day and week. This analysis may identify opportunities for reducing the total amount of parking required to serve all uses through the sharing of parking...
spaces by multiple uses and the provision of spaces reserved for car sharing services.

Section 505: Proposed Building and Architectural Plans

A development proposal shall consist of text, maps and drawings that describe to the CRA how the parcels will be developed. The exact form, content and time schedule for each development proposal will be specified in development guidelines established by the CRA pursuant to Section 502 of the Plan, and the Concept Plan pursuant to Section 504. [10]

Proposed building and architectural plans and related materials including diagrams, scale models, perspective sketches, and photographs illustrating building design and arrangement, to a suitable scale, and based upon the land development specifications set forth above, shall show, among other things:

1) Detailed elevations and floor plans for all buildings, and dwelling unit types;

2) The specific use of all non-residential floor space;

3) The location and layout of all signs; and

4) Outline specifications for building types, including construction and finish, together with actual samples of proposed exterior and interior building materials.

Section 506: Inter-Agency Development Review

The CRA shall conduct its design review in close coordination with the City and the Planning Board. Subsequent development proposals shall be reviewed by the CRA for conformance with the Concept Plan before being submitted to the Planning Board or the CRA for approval. In connection therewith, the CRA may make such modifications to the Concept Plan as may be necessary to reflect development proposals. [10]