Board Packet of Supporting Materials

Meeting of December 16, 2015

i. Agenda

1. Draft Minutes of the Regular Meeting of the Board on November 18, 2015

2. East Cambridge Planning Team letter regarding MXD Petition

3. Monthly Staff Report to the Board

5. Foundry RFP Draft Evaluation Criteria

7. Staff Revisions Summary Memo
   Proposed Revisions to KSURP Amendment
   Proposed Revisions to MXD Petition Text
   Proposed Full Article 14 Revisions


(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 (CRA) to take place as follows:

Regular Board Meeting
Wednesday December 16, 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 Board on November 18, 2015 *

Communications

2. Correspondence: December 13, 2015 Letter from the East Cambridge Planning Team regarding the MXD Zoning Petition *

Reports, Motions and Discussion Items:

3. Report: Monthly Staff Report to the Board (Mr. Evans) *

4. 2016 Forward Fund Proposal (Mr. Zogg)

5. Update: Foundry RFP Evaluation Criteria (Mr. Evans) *

6. Update: Ames Street Housing (Mr. Lavery)

7. Update: Kendall Square Urban Renewal Project and MXD Petition *

   Motion: To approve further revisions to the Tenth Plan Amendment to the Kendall Square Urban Renewal Plan
Motion: To Instruct the Executive Director to submit final revisions to the zoning petition to the City of Cambridge for changes to Article 14 of the Cambridge Zoning Ordinance – Cambridge Center Mixed Use District (MXD)

8. Report: Monthly Financial Update (Mr. Evans) *

9. Report: 2016 Budget Proposal (Mr. Evans) *

Motion: To Approve the 2016 Cambridge Redevelopment Authority Budget

Adjournment

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

Upcoming Meetings:

• City Council Meeting – December 21, 2015 - 5:30 PM

• Regular CRA Monthly Meeting – January 20, 2016 - 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

Call

CRA Chair Kathleen Born called the meeting to order at 5:45 PM. The meeting was recorded by the CRA Office Manager and one other in attendance. Other Board members present were Ms. Margaret Drury, Mr. Barry Zevin, Mr. Christopher Bator, and Mr. Conrad Crawford. Ms. Born also introduced CRA staff members – Mr. Tom Evans, Ms. Ellen Shore, Mr. Jason Zogg and Ms. Kathryn Madden.

Public Comment

Ms. Heather Hoffman commented on the proposed MXD zoning. She agrees with Mr. Kaiser in that the process that produced this zoning is better than the Volpe zoning process. She is dismayed that the MXD and Volpe parcels are being looked at separately even though they abut each other. Construction of buildings close to the 6th Street extension would create shadowing and canalization of this linear park. She urged the CRA to work with the City Council, the Community Development Department, and the Planning Board to prevent such undesired results for the community. She thanked the CRA for producing economic information about the Volpe site and asked that it be made available to the public. Ms. Hoffman also stated that the Grand Junction Path was shown in yellow on a Landline (the Metro Boston Greenway Network) map she got at a MAPC Inner Court Committee meeting indicating that it is underway with funds available. This path will enhance the area making it a better place to live area. Mr. Evans will distribute a copy of the map to the board.

Public comment was closed.

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the CRA Board on October 21, 2015

Ms. Drury gave written corrections to Ms. Shore and moved to adopt the minutes as amended.

The motion was unanimously adopted.
Communications

2. Memorandum Transmitting Revisions to the Kendall Square Urban Renewal Plan and MXD Zoning Petition to the City Council and Planning Board

Mr. Evans stated that the memo is from the CRA to the Ordinance Committee and the Planning Board and proposes changes agreed upon at the last CRA Board meeting as well as clarification of other issues.

The letter will be placed on file.

Mr. Evans passed out two other correspondences into the record. The first one is an email memo from Mr. Kaiser about the EIR. The second memo was sent to the Planning Board, which relayed a copy to the CRA, regarding noise on commercial buildings in Kendall Square since it is relevant to the CRA petition.

The two letters will be placed on file.

Reports, Motions and Discussion Items

3. Report: Monthly Staff Report to the Board – Part I

Mr. Evans explained that most of the report will be covered later under agenda items in the meeting. A contract for a four firm scope submission for GIS services and mapping assistance was offered to Sasaki. This will be a web-based, interactive tool with the potential to create public links to the viewer. The CRA hopes to have some functionality by this year. Mr. John Hawkinson mentioned the City's existing model of Kendall Square. The CRA is looking at the history of Kendall Square and would include the City's data. The tool under development could be further enhanced with other data. Mr. Zevin suggested that the CRA exercise some control measures on data input.

The CRA audit is waiting on the audit completion of the Cambridge Retirement System. The CRA budgets on a cash basis model. However, a new GASB requirement states that all defined benefit plans (CRA, Cambridge Housing Authority, the Cambridge Schools, etc.) throughout the state that are not fully funded show this liability which is included in an accrual basis model. The CRA auditors are urging an accrual basis model. The CRA will work with the CRA auditors for a resolution. Mr. Evans stated that the CRA is not in any violation. The CRA OPEB funding is another liability.

The CRA calendar for 2016 hinges on the MXD zoning results. If the results are favorable, the calendar will be filled with design reviews and programmatic elements for the goals of the Kendall Square Urban Renewal plan.

Mr. Evans did not have an update from Boston Properties on Ames Street but stated that a permit had not yet been issued. Ms. Born stated concerns with the changed renderings of the building that Stantec showed at the last Board meeting. Mr. Evans explained that CDD staff has some discretion to send designs back to the Planning Board if it determines that they deflect too much from the initial proposal. The Planning Board did not consider the “fingers” (staggered extent of vertical pieces) to be a significant change. Mr. Evans didn’t know if the transition from steel to concrete would merit another review. Mr. Zevin said that the CRA should examine the current design
working documents as soon as possible. Mr. Evans stated that the Ames project should be an agenda item in December. Ms. Madden suggested having a CDD staff advocate at the CDD meeting. Mr. Drury suggested that a CRA Board architect should attend the CDD public meeting.

Due to time constraints of Ms. Madden, Mr. Evans requested to pause the staff report for agenda item #5


Five of six teams that submitted to the RFQ were shortlisted to receive the RFP. The CRA staff has been drafting the RFP with advice from CRA consultants, HR&A and Foley Hoag. Ms. Madden passed out a handout that included the RFP Table of Contents and a draft evaluation grid, as well as the Project Vision and Objectives from the Demonstration Plan.

The CRA staff met with the Foundry Advisory Committee this morning, November 18, to review the RFP draft selection process and evaluation criteria. The Advisory Committee brings diverse perspectives that enrich the process. Based on their comments, the CRA staff will work to achieve better alignment with the evaluation criteria and the project Vision and Objectives, as well as the project requirements and submission requirements. The staff also wants to be able to incorporate new knowledge of the project based on ongoing public process last spring with the Planning Board and City Council meetings and responses to the RFQ. The draft framework for the evaluation criteria, shown in the handout, is broken into three broad topic areas – project understanding and concept, experience and capacity, and financial plan. For each subtopic, there are ranking categories: highly advantageous, advantageous, not advantageous, and unacceptable. A decision was made not to assign detailed points but to use a more qualitative metric given the nature of the project. Mr. Evans added that these rankings are based on the Inspector General’s guidelines for discretionary RFP submissions instead of points. Since there will be trade-offs in project decisions, each team is unlikely to rate highly advantageous in all areas. Ms. Born asked whether the designated developer will be able to turn the lease over to another entity; this kind of turnover could be a concern. Mr. Evans responded that the sublease will address this potential. A draft sublease will be attached to the RFP. Mr. Evans noted that this sublease will be negotiated with the developer before signing.

One of the topics of discussion is how to evaluate sustainability, since the City already rigorously evaluates all projects based on the City’s ordinances. Mr. Evans noted that a higher level of sustainability in the design submission could trigger a higher ranking in the “exceptional design for creativity & flexibility” category. In evaluating the category, “maximizes public benefit,” a project would be ranked not advantageous if they just provide the minimum 10,000 square feet required by zoning. The Foundry Advisory committee members inquired about the meaning of “degree of inclusivity.” Staff needs to determine how much clarification is needed so that the application is not a guessing game but also not prescribing solutions. The handout indicates the draft subtopics and proposed weighting, although additional input could alter these slightly in the final document. The proposed ground rent will be one of the criteria but there are many factors to take into account besides the highest bidder.

Staff visualizes the selection process to have several steps. The Foundry Advisory Committee, the staff, and consultant team would look at the submissions first and provide comments. The submissions would then go to the Foundry Selection Committee. In all cases, reviewers will review the nonfinancial submittal first and then the financial submittal. A shortlist is anticipated, in which
case these teams would then be interviewed thus providing more information. The Foundry Selection Committee, with advice from the Foundry Advisory Committee, staff, and consultants, would use the same grid to re-rank the short list. Ms. Born stated that this is similar to the State’s Designer Selection Board. The next step for CRA staff is to finalize the draft and get City input to create a final document. Mr. Evans clarified that the Advisory Committee is providing comments in the selection process, but is not expected to achieve a consensus or rank the submissions. After all evaluations, the Selection Committee will recommend a development entity to the CRA Board to approve, and this decision will go to the City Manager for approval.

Mr. David Downing, an applicant for the Foundry, introduced himself. Ms. Madden stated that the Foundry building will be open for teams to tour the building during the first weeks in December. The CRA is trying to make a clear RFP so that the teams can succeed. In response to Mr. Downing’s question, the process must go through City of Cambridge Zoning Article 19, which would also review any expansion of the building envelope. A parking issue would go through the Zoning Board of Appeals process. The goal is to get the RFP issued by the end of December 2015 or early January 2016.

This agenda item ended and the discussion moved back to complete the staff report.

3. **Report: Monthly Staff Report to the Board – Part II**

The EcoDistrict conversation about what should be accomplished continues. Other cities in the program are in the same situation. In response to Mr. Crawford, some other ecodistrict groups are located in Boston, Washington DC, Atlanta, Detroit, Austin, and Denver. The range of projects that the districts are discussing have a wide range - storm water management on a district scale, GSA bidding, district energy, branding, wayfinding, etc.

With respect to Volpe, the CRA, in conjunction with the City, presented a chart-formatted quick analysis done by HR&A to the Planning Board. The cost for this work was split 50/50 with the City. If requested, the CRA can do further analysis but there are roadblocks since GSA demands are not understood nor are the soil conditions, for example. Without such information, it is difficult to set a site price. Mr. Evans added that data projections for building projects usually have a 10-25% contingency depending on the size of the project. There’s also risk and uncertainty when projecting a project for 8-20 years. Since HR&A has done many of these large projects, Mr. Evans feels that their evaluation is reliable. If scheduling permits, the HR&A representative would be a preferred presenter of the data to the City Council Ordinance Committee. Ms. Born is pleased that the CRA is associated with this quantitative analysis. Mr. Evans added that the CRA was asked to evaluate the current zoning feasibility. There are 14 or so developers interested in the site even though a big financial hurdle exists, which is asks a developer to build a 20% inclusionary office space with no income, having that be the highest end-unit, and building it first. Creative site planning would need to occur.

By unanimous consent, the report was placed on file.

4. **Update: Forward Fund Program**

Mr. Zogg referred to the table in the board packet which outlines the grant types, grantee names and their projects, the amounts dispersed and remaining, the status and anticipated completion dates of the projects. He noted that 50% of all but one of the Capital Grants have been dispersed thus allowing those grantees to start their projects. The other 50% will be dispersed upon the
Mr. Zogg shared some of the Jury’s thoughts about the process. The jury shied away from requests if the grant money was only a small percentage of a larger financial project or didn’t have a dedicated end result. The Jury deliberated granting funds to applicants for semi-public buildings. There were a number of proposals that involved infrastructure or renovation work. Although the goal of the Forward Fund was to fund innovated ideas, there weren’t many applications from entrepreneurs, independent artists and inventors. Many applications came from neighborhood groups. The Jury also discussed requests to fund private independent urban planning projects, as well as funding public art, in particular murals. The Jury thought that creating a theme for the next round (i.e., storm water innovation, sustainable landscape innovation, retail entrepreneurship, etc.) could help focus applicant ideas.

The Board discussed ideas for next year’s fund. They suggested advertising the grant to various departments at MIT, other universities, and high schools, such as Rindge & Latin School. Mr. Zogg suggested increasing the total dollar amount from $40K to $60K. Mr. Bator suggested appropriating a larger amount but without a commitment to award it all if unnecessary. Mr. Evans suggested providing smaller gap financing to complete “important” projects. Mr. Bator would like the CRA to include funding projects that serve those in need regardless of their innovativeness. Mr. Zogg mentioned the Jury’s suggestion of three grant categories to target the different audiences – infrastructure capital grant, experimentation capital grant, and a planning/design grant. Ms. Born suggested increasing the total amount and allow the Jury to decide how to accomplish the split for each round. There was a discussion about awarding grants for public art that would activate an area. The Board didn’t feel it necessary to exclude previous awardees from getting future grants. Starting the process earlier in the year and enforcing funds to be used by the year’s end was recommended. Another idea was to select an underserved location and address funds for its improvement. Mr. Bator added that the funds should be marketed citywide. Mr. Zogg will take the Board’s feedback and come back to the Board with a proposal.

6. Update: Grand Junction Multi-Use Path Project

Motion: Authorizing the Chair to Enter into a Contract with Stantec for final soil clean up activity and documentation as the environmental Licensed Site Professional (LSP) for the Grand Junction Project.

Mr. Zogg stated that the traffic signal boxes, fire alarm control cabinet at Broadway, the bike pad, irrigation controls, backflow preventer, and drinking fountain base have been moved. To resolve a design change in the re-used granite medians at the ends of the shared use path, some rework was required as well as purchasing some additional grey smooth cut granite. The concrete forms for the irrigation control, the backflow preventer, and the bike pad are completed. The remaining concrete for the new sidewalks along Main and Broadway are being poured and scored in the next few weeks. KBI FlexiPave will then finish the porous pathway, the large granite stones will be placed in position, and onsite engraving should occur before Thanksgiving. After that, work for this year should be mostly complete. Next spring, the contractor will put several inches of topsoil across the site, complete the plantings and trees, put the final top course of asphalt on the 14-foot shared use path, and paint the lines. To signify this completion, some ribbon-cutting ceremony will be arranged. Mr. Zogg will arrange a walk for the Board.
Financially, the project is on target except for some line items. Tree removal is over-quantity. FST estimated 41 trees but the demolition plans labeled 50 trees. In addition, six additional trees were removed on the porous path because of tree root issues and ten trees were removed along the old fence that FST had not included because they assumed they were bushes although many had a diameter of trees. There was overspending on stump removal because the city-arborist required stump grinding instead of stump pulling in order to protect the London Plain trees. The underestimate for the disposal of background soils is being investigated. Change orders will be needed to transfer six trees that are being donated by Boston Properties from Ames Street, as well as for the additional grey granite purchased for the median work. Mr. Zevin stated that the work of FST needs to be more closely scrutinized.

In order to finish the project, MIT requires certification that all new topsoil being brought to the site is clean. Closing the DEP file will cost $24,050, which includes this additional requirement from MIT.

_The motion authorizing the Chair to enter into a contract with Stantec for final soil clean up activity and documentation as the environmental Licensed Site Professional (LSP) for the Grand Junction Project was unanimously approved._

7. **Update: Kendall Square Urban Renewal Plan Amendment, MXD Petition, and KSURP Implementation Plan**

Mr. Evans explained that a CRA goal is to produce a roadmap for Kendall Square's future above and beyond the new development. In other words, list the non-zoning, non-building elements that the CRA should take on in Kendall Square. A CRA implementation plan would list the mitigation measures stated in the EIR as well as other Board priorities and track them in a public document to be reviewed by the Board on a regular basis. Beyond the Foundry and finishing the Grand Junction, the programs the Board would like Staff to prioritize in the coming year will influence the 2016 budget.

In response to Ms. Born, Mr. Evans listed examples of mitigations to include in the implementation document. Some topics from the MEPA document are neighborhood based storm water improvements, resiliency improvements of the Kendall Square plaza to prevent T-station flooding, bicycle infrastructure improvements, a redesign of MassDOT identified high hazard street intersections. Other types of mitigations include innovative retail program and scholarships for innovation, etc.

Mr. Evans stated that he would have a better idea of future projects of the CRA once the Ordinance Committee meets on Thursday. The Urban Renewal Plan has no expiration date. The MXD petition expires December 23.


Mr. Evans referred to the chart. He noted that the CRA is on track except for income. A reimbursement was recently submitted to MIT for $350,000 for the Grand Junction work. Other income is dependent upon the permit being pulled for Ames Street. As for expenses by project, the Grand Junction has jumped to the most expensive due to the capital improvements. Legal expenses are also over-budget due to project activity. The contract with special council is closed.

9. **Discussion: Draft 2016 CRA Annual Budget**
CRA Treasurer Mr. Bator and Assistant Treasurer Mr. Crawford have evaluated a draft of the budget. Depending on the result of the MXD petition, the CRA would hire an additional staff member which increases the salary line item and related expenses as retirement, insurance, medical, computer, etc. Ms. Madden will remain a special employee and take the CRA through Foundry developer selection and then any future work would be done as a contractor.

The 2016 budget for office expenses is less than that of 2015 since the office renovation is completed. The purchase of a new conference table and chairs is expect to be done in 2015. In the Property Management grouping, the snow budget is hard to predict. Mr. Evans envisions higher landscaping costs due to Grand Junction Park maintenance. With regards to the Professional Services grouping, the bottom line hasn’t changed but there is a different distribution. The soil contract will be spent in 2016. The CRA will hire landscape architects rather than engineers to be the lead design of any future parks. There is a need for continued engineering work for Kendall Square traffic. The CRA is investigating the use of an archivist service to do a significant amount of organizational work for all CRA files – electronic and hardcopy, and help create a records management policy. CRA insurance policies are being evaluated. Most of the Grand Junction work has been expensed in 2015 and possibly only $90,000 will be expensed in 2016. Forward Fund is budgeted for $60,000 but could change based on previous conversations in tonight’s meeting. Foundry Funds would be allocated in the budget to show developers are commitment to the project.

10. Discussion: Proposed Calendar for 2016 CRA Board Meetings

All regular board meetings will meet on the third Wednesday of the month except for the months of February and April. The CRA will meet on the fourth Wednesday in February and the second Wednesday in April. The 2016 dates are January 20, February 24, March 16, April 13, May 18, June 15, July 20, August 17, September 21, October 19, November 16, and December 21. The August meeting will be scheduled with the option to cancel.

The calendar was unanimously accepted by the Board.

Adjournment

The meeting adjourned at 8:57 p.m.
Dear Mr. Evans,

At the June 10, 2015 meeting of the East Cambridge Planning Team (ECPT), representatives from the Cambridge Redevelopment Authority (CRA) and Boston Properties presented their preliminary designs for a 1,000,000 square foot addition to the fully built-out MXD zone in Kendall Square. In response to that meeting, ECPT issued a letter outlining its questions, concerns and requests, which are summarized below. Since the June 10 meeting, no direct meetings or communications between CRA and ECPT have taken place to specifically address the stated concerns or share revisions to the proposed design/zoning amendment. We appreciate that CRA has held public meetings on the MXD project, but for a project of this magnitude and level of neighborhood impacts, it is incumbent upon the CRA to proactively engage and respond directly to the impacted neighborhood groups. For this reason, we take the position that until CRA and Boston Properties returns to ECPT for a working meeting on unresolved issues, not City-level approval should be granted.

Including the points stated in its letter to the CRA following the June 10 presentation, ECPT has the following questions/concerns regarding the MXD up-zoning:

- **Infrastructure Capacity.** What is the cumulative impact of the massive development both already approved (Alexandria, MIT, Northpoint) and currently in the approval process (MXD, Volpe, etc.) on the infrastructure of East Cambridge? In particular, will the already strained public transit system, roadways, bike lanes, sidewalks and parking be able to manage the increased usage? We have not seen an adequate study of this, including a traffic study that includes impacted intersections outside the current narrow study area, including intersections at Third St/Cambridge St., Third St/McGrath O’Brien, Second St/Cambridge St, etc. We have also not seen adequate studies or viable solutions for the current public transit problems for both the Red Line and Green Line services to the area. Cumulative impacts and long-term master planning, including commensurate mitigation requirements from large developments, is required. In addition, climate change vulnerabilities also will demand expensive infrastructure improvements to water & sewer systems, transit facilities, emergency shelter & communications facilities, etc. Are the
largest developments that tax the systems heavily, adequately preparing for these eventualities and mitigating their impacts? Should additional large projects (over 500,000 SF) be made contingent upon increased infrastructure capacity?

- **Residential Units.** Though ECPT appreciates finally getting residential development in the MXD, including a generous affordable housing component, the existing 3+ million SF of the MXD is almost entirely commercial in use type. This was not the intent of the MXD (which stands for Mixed use) and not the consensus view of what Kendall Square currently needs to make it a more viable “Work, Live, Play” area as suggested in the K2 Plan. What is needed is far more residential units. Why can’t more than 40% of the additional 1 million SF be residential (vs the 60% commercial)? In addition, more homeownership units versus rental units, and larger family appropriate 3+ bedroom units, are needed. As noted in ECPT’S previous letter, “We are concerned about the effect that rapid tenant turnover rates of many of these newly built rental residential projects are having on the civic life of our city.” Also, in terms of phasing, the residential developments should be finished (with Certificates of Occupancy) BEFORE occupancy of the commercial development.

- **Parking.** In its prior letter to the CRA, ECPT specifically mentions that renters (and homeowners) in the new residential towers are foregoing expensive parking in the Kendall residential buildings and choosing free street parking instead. This trend is not adequately understood or accounted for in the parking requirements. The City references vacancy in parking garages, but the experience of long-standing residents is that street parking, especially in the winter when snow occupies many spaces, is difficult to find. A solution proposed by ECPT at the June 10 meeting was to require all tenants in large, new residential buildings that own cars to purchase/rent a garage space in the building as a condition for being granted a Cambridge resident parking sticker. ECPT asks the CRA and City to consider this policy suggestion and to propose others that help address the increasing street parking scarcity that residents are already experiencing – prior to the substantial addition of residential units. Better data on car ownership and parking trends in City would help with this policy development. In terms of parking requirements for MXD, the ECPT believes minimum parking requirements are needed of at least .5/residential unit, and /1,000 SF commercial space.

- **Community Benefits.** The ECPT believes for a zoning increase of this magnitude, there should be significantly greater public benefits. The Alexandria community benefits package for its zoning bonus is a viable model. The mitigation included a 2 acre park, the Foundry building, a pledge of funds, etc. Boston Properties has not been forthcoming with adequate community benefits beyond the $10/square foot for the commercial SF only, which is already a minimum requirement under current zoning. For example, the impacted neighborhoods are in dire need of community meeting and event space. And the long-range need is for a Community Recreation Center with indoor facilities, which could be a shared public/private space. The MXD up-zoning should set formal levels of funding and space allocation for greater community use of some of the building spaces. (ECPT appreciates that some degree of community access to the Innovation space is contemplated, but it does not meet the stated need, nor is it adequately formalized in the zoning petition/urban renewal plan.)
At the recent December 9, 2015 regular ECPT meeting, the membership discussed the MXD proposal and concluded that there were too many unresolved issues to support it at this time. Therefore, the ECPT membership voted unanimously to recommend that the current zoning amendment before the City Council NOT be approved at the December 21, 2015 meeting, but instead that the application be extended or re-filed to supply the needed time and opportunity for the CRA and Boston Properties to directly engage ECPT and other affected neighborhood groups, to resolve outstanding questions/concerns/requests. In line with this position, the ECPT recommends the formation of an MXD working group that includes ECPT members, or the inclusion of the MXD as an early action item in the pending City-wide Master Planning initiative.

Given the 8-10 million SF of development currently under construction/proposed for Kendall Square/East Cambridge, the necessity to master plan the area is acute. As noted in ECPT’s prior letter, “If all of this [development] is to continue in our back yard, clear, comprehensive, sustainable and sensible plans have to be made to accommodate it in such a way that the quality of life for residents is not diminished. If East Cambridge is again to bear the brunt of what we all agree is an immense boon to the city’s bottom line, mitigation need to be, at minimum, commensurate with the scale of development.”

The MXD redevelopment area was created using the public powers of eminent domain and carries a high requirement for serving the public good. The current proposal by CRA/Boston Properties needs to do more to meet this higher standard. In addition, the underlying cost for development rights to Boston Properties (about $60/SF) as we understand it, is far below the market value of say $125/FAR SF. At 1 million SF, this represents an approximate $65 million public subsidy to Boston Properties. Of course these numbers are very rough estimates and therefore we request that a more detailed economic analysis is performed by the City/CRA and shared with the Council and public to better determine how any subsidy may fairly be used to fund more public benefits, mitigation of impacts and long-term infrastructure improvements.

Respectfully,
Peter A. Crawley
President, East Cambridge Planning Team

CC:
Richard Rossi, Cambridge City Manager
Iram Farouq, Assistant City Manager for Community Development
Cambridge City Council
Cambridge Planning Board
ECPT Board
Staff Report to the Board  
December 16, 2015

**Contracting, Personnel, and General Administration**

The 2014 audit was scheduled for the December meeting but the financial statements cannot be completed until the Cambridge Retirement System audit process is complete. Staff has received the draft management findings and we are preparing our formal response to the procedural suggestions from Roselli Clark and Associates.

Staff is finalizing arrangements to relocate our storage from Metropolitan Storage. While we are planning to move numerous file boxes and other materials from storage, we are looking to sell or otherwise dispose of the metal flat files, which held architectural drawings for the Wellington-Harrington and Cambridge Center. We will work to consolidate these records with the other files currently on file at Iron Mountain, and the 60 boxes of documents currently held by Special Council. In 2016 we hope to secure a records management consultant to help organize our active and off site document organization.

After contacting multiple agencies, the CRA has selected Cambridge Snow Management (CSM), 156 Rindge Ave., Cambridge, as its contractor for snow/ice removal for the 2015-2016 season. CSM has more than 8 years of experience handling a wide range of commercial projects. The company is bonded and fully insured.

**Draft Forward Calendar**

<table>
<thead>
<tr>
<th>January 2016</th>
<th>February 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Court Signage</td>
<td>Personnel Policy Revisions</td>
</tr>
<tr>
<td>Parcel 6 – Interim Use</td>
<td>Infill Development Plan Concepts</td>
</tr>
<tr>
<td>2014 CRA Audit</td>
<td>Vail Court Alternatives</td>
</tr>
<tr>
<td>Kendall Implementation Plan</td>
<td>Point Park Designs</td>
</tr>
</tbody>
</table>

**Projects and Initiatives**

**EcoDistrict**

The EcoDistrict has initiated an energy assessment and district energy feasibility study as an element of the Barr Foundation grant. The project management contract to organize the stakeholder group and oversee the project’s development is set to expire at the end of the year. In order to maintain project continuity, the EcoDistrict stakeholder group, has requested that the CRA continue to function as the fiscal agent of the group to facilitate collection of funds to maintain contract oversight and payment.

**Foundry**

The CRA hosted tours of the Foundry for each of the project teams selected from the RFQ round to respond to the RFP. The CRA and City have nearly completed the RFP and a core element of the document, the submission requirements, and selection criteria are to be discussed at the Board meeting.
**Grand Junction**
The Grand Junction construction project continues to wind down with detail work nearing completion. After several unexpected delays with concrete shipments, the concrete was poured and scored for the bike parking pad and the sidewalks and ramps at all the intersection corners, which are now open to pedestrian traffic through this winter. The base for the play area, the backflow preventer and the irrigation controller were all installed. The Broadway median for the 14-foot bike path and the large granite boulders were placed last week. We have recently been able to save six medium sized trees that were being taken out for the Ames Street Residential project, which were transported by Boston Properties to be planted by our contractor this week. One of the final items before the contractor concludes its work before winter will be the engraving of the granite blocks with the words Grand Junction and Harvard Street. FST is currently working to get much of the soil remediation paperwork wrapped up by the end of the year with DEP. There will be additional soil testing in the spring for the new soil being brought in to complete the landscaping.

Next spring the contractor will return and put several inches of topsoil across the site, complete the plantings and trees, install the final play area rubberized surface, put the final top coarse of asphalt on the 14ft shared use path, paint the lines, and be done.

**Parcel Six**
Newport Construction has requested to use the lot at Third and Binney for storage of equipment for the Main Street reconstruction project. Staff has agreed to allow this continued staging. However, staff required that the site to be vacated and improved with temporary landscape installations by late spring. Staff has begun working on draft designs for the site and a program to activate the parcel by mid-2016.
Foundry
101 Rogers Street, Cambridge, MA

REQUEST FOR PROPOSALS EXCERPT

Submission Requirements and Evaluation Criteria

FOR DISCUSSION PURPOSES ONLY

Issued:

Due:
5.0 SUBMISSION REQUIREMENTS

All submissions shall provide information related to the elements listed below in sufficient detail to allow an informed and fair selection process. Incomplete submissions will be rejected. A checklist is provided in Appendix 8.2 (Form B).

Submissions will be in two separate, clearly marked envelopes:

- Foundry Proposal: ten (10) bound copies in 8 1/2 x 11-inch format plus one compact disk or flash drive with a digital version as a single PDF with a maximum file size of 10 MB.
- Foundry Financial Plan: ten (10) copies in 8 1/2 x 11-inch format of narrative material, plus one compact disk or flash drive of the pro forma spreadsheets, in the format of the Financial Plan Template.

All materials submitted to the CRA in response to the RFQ will become the property of the CRA and, unless specifically exempted, will be considered to be public records under Massachusetts law.

5.1 Letter of Interest

Responders must submit a letter of interest signed by the principal(s) of the Responder.

5.2 Responder Team Composition

Responders must submit a summary chart of the team composition that identifies the firms and key personnel and their respective roles and responsibilities for real estate development and operational management. Other key roles and responsibilities can also be included.

For the RFP, the Responders must submit proposals as a complete team including both real estate development and operational management proposals for the building and its programs. Based on the review of the RFQ submittals, this RFP is tailored wherever possible to clarify specific requirements and expectations of the CRA consistent with the Foundry Demonstration Project Plan, which are also evident in the evaluation criteria (Section 6). As long as one of the Responders remains a lead member of the project team, it is possible to combine differently and/or reform a team for the RFP, adding capacity as needed. Additional qualifications may be submitted as an appendix to the response to the RFP.
5.3 Developer/Operator Relationship

Responders must describe how the developer and operator will work together and with the CRA on an ongoing basis to ensure the Foundry is operated in accordance with the community vision and the Sublease. Revitalizing the Foundry to meet the community’s vision for a collaborative environment with mix of uses will require careful coordination between the real estate and operational management team members of the Development Entity.

5.4 Developer/Operator Workload

In order to demonstrate their capacity to undertake the Foundry redevelopment, Responders must list known project commitments of all key project principals through 2017, along with a statement indicating how the development entity and key principals plan to manage the Foundry redevelopment process including the amount of time that would be available to dedicate to the process.

5.5 Project Concept

Responders must submit three types of information to convey their overall concept for the building:

1) **Narrative**: Description of the design and programming vision and approach, including the strategy for community partnerships over time to achieve an inclusive space that involves a cross-section of Cambridge residents in the life of the building and program description that demonstrates how the uses and projected tenants will contribute to the building (refer to Appendix 8.1, Vision and Objectives).

2) **Program**: Matrix detailing the gross floor area (gsf) and rentable floor area (RSF) of specific uses and/or shared use areas in the Foundry, including any new floor area, reference to community-based or shared uses, and proposed parking strategy (template provided in financial pro forma);

3) **Design**: Conceptual architectural and site design plans with sufficient detail to characterize the project content and substantiate the financial pro forma, with its projections of uses, costs, and revenues.

Alternative scenarios and financial models can be presented and will be considered, such as a base proposal that does not expand the building envelope and an alternative that does. These alternatives should be modeled using the Appendix 8.5 Financial Plan Template as a framework.
5.6 Project Timeline

Responders must submit a detailed time line for project execution including the permitting strategy (zoning approval and other approvals), design phases, base building construction, tenant fit out, and building and occupancy permits. In particular, the timeline must indicate when the approvals process would begin, expected conclusion of the approvals process, and projected opening date.

5.7 Previous Experience

Responders must demonstrate their capacity to work with the CRA to carry out a financially feasible redevelopment of the Foundry Building by submitting tailored descriptions of comparable projects developed and/or managed.

To supplement materials submitted in the RFQ, the submission should include a brief description of the relevant projects and how they relate to the Foundry project, along with data regarding the location, size, the specific principal personnel involved, and completion date. Projects should illustrate Responder’s experience with the criteria below, noting that each individual project does not need to meet all of the specifications:

- Creation of mixed-use redevelopment projects with uses and characteristics similar to the Responder’s proposal for the Foundry;
- Creation of redevelopment projects with innovative operating models and tenanting strategies, including the incorporation of uses providing a public benefit and/or a mix of market and non-market rate tenants
- Role of design in adaptive reuse and innovative programs.
- Negotiation of successful partnerships, including partnerships with property managers and operators, and public entities;
- Negotiation of subleases with tenants and users similar to those proposed for the Foundry Building; and
- Development in the Boston and Cambridge areas.

5.8 Forms

Responders must submit Form A, Release of Documents and Form B, Submission Checklist.

5.9 Sublease Response

Responders may submit a mark-up or other response to the terms of the Foundry Sublease, found in Appendix 8.4.
5.10 Financial Plan

Note: All material must be submitted in a separate envelope, clearly marked “Foundry Financial Plan.”

Responders must specify their proposed structure and financial terms for partnership with the CRA. All responses must be based on the detailed pro forma information including (1) projected rents based on the range of uses, including all private and community uses, (2) projected costs and funding of improvements, including the addition of new space, if any, (3) projected tenants types, and (4) proposed payment structure to the CRA. The ground rent payment structure must be expressed in a fixed dollar amount with appropriate escalations over the entire 50-year sublease term.

Business Plan

Responders must provide a brief description of how their proposed business model and income projections for the Foundry relate to the type of tenant subleases, including duration, and what part of the fit-out costs, tenant improvements, and operating expenses are expected to be paid by tenant and Responder respectively. The business model must also address the approach to curating the community uses and overall management of and integration of the proposed uses, as well as any other characteristic of the business model with implications in the financial plan.

Evidence of Ability to Finance

Responders must demonstrate their ability to finance all the proposed improvements to the Foundry, as well as the ability to secure tenants and meet financial obligations to the CRA. This should be done by providing evidence of successful past projects, letters of interest from tenants (if any), letters demonstrating a good business relationship with financial institutions and equity sources, and a description of proposed strategies to make use of incentives and financial support from the public and non-profit sectors, including available funding sources from the CRA.

Additional material regarding the financial condition of the Responder may be requested by the CRA at any time during the negotiations, including but not limited to corporate financial statements, a description of other real estate owned (including information about any history of delinquency, default, litigation, or outstanding liens or judgments on property listed), a credit release, and/or any additional documentation or information evidencing the strength of the respondent and the respondent’s ability to support the project. For the RFP, the Responders may attach any relevant information as an appendix on a voluntary basis.

Pro Forma

All pro forma and financial information must use the Financial Plan Template (Appendix 8.5) and following the instructions found in Tab 0. Cover Page, which is summarized below:
1) Program Assumptions:
   Detailed program matrix, including GSF and RSF for existing and any additional space (information carried from 5.5, Project Concept)

2) Source & Use Assumptions:
   • Uses of funds, including hard costs, soft costs, and financing costs
   • Sources of equity, debt financing, and any public funds beyond the funds committed by the City and CRA
   • Debt assumptions (construction and permanent)

3) Operating Assumptions:
   • Revenue assumptions, including annual rent for each use as well as any other revenues
   • Vacancy contingencies
   • Reimbursed and non-reimbursed operating costs
   • Projected growth rates for revenues and expenses

4) Pro Forma (50 years):
   • Timing and magnitude of construction spending
   • Revenues and reimbursed and non-reimbursed operating expenses over time by tenant/user type
   • Revenues to the CRA by year
6.0 EVALUATION AND DEVELOPER SELECTION PROCESS

6.1 Selection Process

Evaluation of the proposal will be based on the information provided in the Responders’ submission, in accordance with the requirements of this RFP, and any interviews, public presentations, references, and additional information requested by the CRA. The Selection Committee will be comprised of CRA and City staff or their designees.

The selection process for the RFP will proceed in a multi-stage process. The submissions will be reviewed by the Project Manager to determine if each proposal has fulfilled all the submission requirements; only complete submissions will be evaluated. The Foundry Advisory Committee and the CRA’s consultant team (including but not limited to Foley Hoag and HR&A) will review and advise on the submissions, reviewing first the Foundry Proposal (non-financial) and then the Foundry Financial Plan.

The Selection Committee will open and evaluate the Foundry Proposal (non-financial) first. After this evaluation is complete, the Selection Committee will open and evaluate the respective Foundry Financial Plan submissions. The Selection Team will then consider the two evaluations together, along with the advise of the Foundry Advisory Committee and the consultant team, to select the best proposal(s).

Based on the Selection Committee’s evaluation, some or all of the Responders may be further asked to present their concept publicly and be invited for an interview. The CRA may also request additional information as part of the interview.

The Selection Committee will then evaluate all additional information, including any further advice from the Foundry Advisory Committee and the consultant team, and will make a recommendation for a Development Entity to the CRA Board and the City Manager for their approval, respectively. The CRA will notify all bidders in writing of the final decision.

6.2 Minimum Threshold Requirements

In order to meet the minimum threshold requirements, Responders must have fulfilled all of the submission requirements.

6.3 Evaluation Criteria

The redevelopment and operation of the Foundry will involve tradeoffs so not every proposal is expected to meet the Highly Advantageous criteria in every category. In general, proposals should strive to meet the Advantageous criteria as a minimum, and will receive a higher ranking wherever the proposal also meets Highly Advantageous criteria.
## PROJECT UNDERSTANDING AND CONCEPT (40% of Evaluation)

<table>
<thead>
<tr>
<th>Highly Advantageous</th>
<th>Advantageous</th>
<th>Not Advantageous</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Understanding</strong></td>
<td>Proposal integrates creative design and an inclusive, collaborative program to create a citywide resource that is financially sustainable for years to come, promoting the building vision and objectives.</td>
<td>Proposal integrates design with real estate development strategy and a method for curating building programs, reflecting building vision and objectives.</td>
<td>Proposal only addresses renovation and property management OR the proposal only addresses programmed uses without a real estate strategy.</td>
</tr>
<tr>
<td><strong>Exceptional Design for Creativity &amp; Flexibility</strong></td>
<td>Design highlights the building’s architectural features, allows creative flexibility, and integrates significant green building features to promote innovation and economic activity in collaborative spaces.</td>
<td>Design creates a physical asset that fosters creativity and innovation and will support viable economic activity in a manner that can be sustained for years to come.</td>
<td>Design is minimal, providing just enough improvements to occupy the space and meet codes.</td>
</tr>
<tr>
<td><strong>Maximizes Public Benefit</strong></td>
<td>Program will have more than half its utilization dedicated to uses that are mixed, synergistic, and/or operating in shared spaces promoting the arts and sciences (STEAM) and addressing economic development and training opportunities, especially for under-represented and low income residents.</td>
<td>Program will have between 10,000 and 20,000 square feet of space dedicated to community-oriented uses that promote arts and sciences and directly benefit and engage surrounding community and Cambridge residents.</td>
<td>Program will have a minimum of 10,000 square feet designated for community-oriented uses, as required by zoning, with some community programming.</td>
</tr>
<tr>
<td><strong>Degree of Inclusivity</strong></td>
<td>Building will be accessible, inclusive, and welcoming to the public in a variety of ways and targeting the full diversity of Cambridge.</td>
<td>Building will remain reasonably open and accessible to the general public, especially on the ground floor,</td>
<td>Building will offer few reasons for the community to enter.</td>
</tr>
<tr>
<td><strong>EXPERIENCE AND CAPACITY (30% of Evaluation)</strong></td>
<td>Highly Advantageous</td>
<td>Advantageous</td>
<td>Not Advantageous</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>---------------------</td>
<td>--------------</td>
<td>------------------</td>
</tr>
<tr>
<td><strong>Ability to Successfully Execute the Project</strong></td>
<td>Real estate team has extensive experience in adaptive reuse and public private partnerships, and has worked with community-based non-profit organizations.</td>
<td>Real estate team has experience in adaptive reuse and public private partnerships.</td>
<td>Real estate team has limited experience in either adaptive reuse project or public private partnerships.</td>
</tr>
<tr>
<td><strong>Contribution of Operator / Management Program to Successful Project</strong></td>
<td>Management team demonstrates extensive experience and presents ideas for hosting cross-disciplinary programs and collaboration with strategies to maintain community involvement in the building and its programs over time.</td>
<td>Management team has experience and presents a viable management and operational plan that supports the Foundry vision and objectives</td>
<td>Management team will provide conventional property management and has no experience with ongoing community programming; opportunities for collaboration between building uses are not demonstrated.</td>
</tr>
<tr>
<td><strong>Development Capacity and Current Workload</strong></td>
<td>Overall team has dedicated, qualified principals and committed staff resources that will focus on the Foundry project.</td>
<td>Overall team has assigned qualified principals and adequate staff resources to handle the Foundry project while balancing other project workloads</td>
<td>Overall team has overcommitted principals and not enough resources to manage the Foundry project.</td>
</tr>
<tr>
<td><strong>Strategy and Timeline</strong></td>
<td>Strategy demonstrates a creative approach, a clear understanding of approvals, and ability to start the approvals process within 3 months of Sublease execution, with realistic milestones for approvals, design, and construction within a 3-year window.</td>
<td>Strategy demonstrates an understanding of approvals and the ability to start the approvals process within 6 months of Sublease execution, with realistic milestones for approvals, design, and construction within a 3-½ year window.</td>
<td>Strategy indicates a start date for approvals process after six months of Sublease execution and does not demonstrate realistic milestones for approvals, design, and construction.</td>
</tr>
<tr>
<td><strong>Feasibility of Plan</strong></td>
<td><strong>Highly Advantageous</strong></td>
<td><strong>Advantageous</strong></td>
<td><strong>Not Advantageous</strong></td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------</td>
<td>------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Financial Plan</td>
<td>Financial Plan demonstrates a solid understanding of local market conditions, development financing, business plan, and redevelopment and operational costs for the Foundry and offers creative approaches or solutions where necessary.</td>
<td>Financial Plan demonstrates a solid understanding of local market conditions, development financing, business plan, and redevelopment and operational costs for the Foundry.</td>
<td>Financial Plan demonstrates a lack of understanding in any one of the following areas: local market conditions, development financing, business plan, and redevelopment and operational costs for the Foundry.</td>
</tr>
</tbody>
</table>

| **Ability to Secure Financing** | **Evidence** includes strong letters of interest from both construction and permanent lenders demonstrating significant capital backing from committed sources. | Evidence includes at least two letters of interest in providing either construction or permanent financing demonstrating likely capital backing. | Evidence includes at least one letter of interest in providing either construction or permanent financing. | Evidence does not include any letters of interest in providing either construction or permanent financing. |

| **Price** | Adequate ground lease payment for property | | | Inadequate ground lease payment for property |
Memo

Date: December 11, 2015

To: Cambridge Redevelopment Authority

From: Tom Evans, Executive Director

RE: Modifications to MXD Zoning Petition and Kendall Square Urban Renewal Plan Amendment

I. Introduction:

Through a series of hearings and meetings, the City Council has requested that the Cambridge Redevelopment Authority (CRA) further revise the MXD Zoning Petition and the Kendall Square Urban Renewal Plan (KSURP). The goals of the requested revisions are to improve entrepreneurship opportunities in Kendall Square, optimize retail space to serve daily needs of workers and residents, and increase the affordable housing requirements, including a focus on family housing. As these goals align with the mission of the CRA, staff has drafted the following revisions to the KSURP Amendment and the MXD Petition for consideration by the CRA Board. These are further revisions to the documents as filed and amended by the City Council on December 7, 2015. Within the Board packet, and posted on the CRA website, are redlined versions of the full documents containing the proposed text revisions summarized below.

II. Proposed Language Revisions for the Kendall Square Urban Renewal Plan:

(Revisions to the documents on file as amended shown by underline and strike-through)

A. New Section 112: Economic Development

The CRA will establish, in coordination with the City, an economic development program to facilitate opportunities to engage residents and businesses in Cambridge in the broad range of economic development opportunities within Kendall Square. This program shall include, but is not limited to:

(a) Placement of qualified individuals and small businesses within below market Innovation Space established by Sections 402 and 412 of this document, and

(b) Implementation of retail entrepreneurship opportunities in Kendall Square consistent with a Retail Plan as described in Section 507.
B. Existing Section 402: Dimensional Requirements

(4) GFA Exemptions:

The following items shall be excluded from the calculation of Aggregate GFA within the District for the purposes of determining compliance with the intensity of development requirements of the Plan and Article 14 of the Zoning Ordinance:

... Innovation Space: Innovation Space GFA up to twenty percent (20%) of the Infill Development GFA dedicated to commercial space. In order for the Innovation Space to be exempt from the Aggregate GFA limitations, at least twenty five percent (25%) of the Innovation Space utilization (measured by square footage or shared space membership) must be set aside as below market rate space to be offered by the CRA to qualifying tenants.

C. Section 411: Housing

1) Affordable Housing Requirements

Multi-family housing development shall provide that at least a final net twenty percent (20%) of the Infill GFA of new housing development is made permanently available to households qualifying for affordable housing under the Inclusionary Housing Ordinance, or the minimum percentage 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.

2) Middle Income Housing

Middle Income Units (as defined in Article 14.35(c) of the Zoning Ordinance.) shall occupy at least five percent (5%) of the total residential GFA of each residential building utilizing Infill GFA. Such Middle Income Units shall be distributed throughout each 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 411 shall not be counted against the Aggregate or Cumulative GFA limitations in the District.

3) Dwelling Type Mixture

New housing development utilizing Infill GFA shall include a range of dwelling unit types and sizes. At a minimum, five percent (5%) of the residential GFA utilizing Infill GFA shall be
devoted to dwelling units with three (3) bedrooms or more, which shall be designed to accommodate families with children.

To the extent legally permissible under Section 11.200 of the Zoning Ordinance and other applicable legal requirements, these three-bedroom units will all be Middle Income Units and Affordable Units; provided, however, that if three-bedroom units comprise more than five percent (5%) of the total floor area devoted to multi-family residential units, any such units in excess of five percent (5%) of the total floor area may be market-rate units.

D. Section 507: Retail Plan

In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the CRA shall require that the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses, and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:

1) Set forth target uses and users (and shall particularly target local and/or independent retailers and grocery store / pharmacy operators),

2) Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,

3) Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances, and

4) Include a street activation plan for Main Street, Broadway, and Ames Street, and,

5) Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.

The Concept Plan must include an annual reporting process to the CRA for the duration of the KSURP regarding the ongoing efforts on the part of the development to comply with the Retail Plan.

III. Proposed Language Revisions for the MXD Zoning Petition

(Revisions to the documents on file as amended shown by underline and strike-through)
A. 14.32.2.1 Infill Development Concept Plan Requirements:

12) In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:

   a. Set forth target uses and users (and shall particularly target local/independent retailers and grocery store/pharmacy operators),

   b. Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,

   c. Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances, and

   d. Provide a street activation plan for Main Street, Broadway and Ames Street, and

   e. Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.

The Concept Plan must include an annual reporting process to the CRA for the duration of the Kendall Square Urban Renewal Plan regarding the ongoing efforts on the part of the development to comply with the Retail Plan.

B. 14.32.6 GFA Exemptions

(3) Innovation Space: Innovation Space GFA up to twenty percent (20%) of the Infill GFA dedicated to Office and Biotechnology Manufacturing Uses. In order for the Innovation Space GFA to be exempt from the Aggregate GFA limitations, at least twenty-five percent (25%) of the Innovation Space utilization (measured by square footage or shared space membership) must be set aside as below market rate space to be offered by the CRA or the City to qualifying tenants for short-term leases consistent with Section 14.32.5(b).

C. 14.35 Middle Income Housing Requirement. For any project utilizing Infill GFA for multi-family residential use, the following requirements for Middle Income Housing Units shall apply in addition to the Inclusionary Housing requirements set forth below:

(a) Middle Income Units (as defined below) shall occupy floor area equal to at least five percent (5%) of the total floor area devoted to multi-family residential use. Such Middle Income Units shall be distributed throughout the residential building in a manner approved by the Planning Board, in consultation with City and CRA staff, in order to ensure that the Middle Income Units are of an appropriate location, size, configuration and quality for households intended to occupy such units. The floor area of Middle Income Units provided per this Section 14.35 shall not be counted against the Aggregate GFA limitation in the District.

D. 14.36 Affordable Housing Requirement. For any project utilizing Infill GFA for multi-family residential uses, the following requirements shall apply in place of the Inclusionary Housing requirements set forth in Section 11.200 of this Zoning Ordinance:

a. Notwithstanding anything to the contrary in this Ordinance, no less than twenty percent (20%) seventeen (17%) of the total floor area devoted to multi-family residential use shall be
devoted to Affordable Units in accordance with the definitions and procedures set forth in Section 11.200 of the Zoning Ordinance. No increase in GFA beyond the limitations set forth in Section 14.32.1 shall be provided for a project or the District subject to the requirements of this Section 14.35.

b. The Planning Board may approve a Special Permit providing Affordable Units that are, on average, larger in area than the other dwelling units in the building. Where such units are larger in size and provide a greater number of bedrooms, they may be accordingly, fewer in number within the project, provided that the twenty percent (20%) seventeen (17%) total floor area requirement is met.

c. If the Inclusionary Housing requirements of Section 11.200 are amended subsequent to September 1, 2015 such that more than twenty percent (20%) seventeen (17%) of the total number of dwelling units must be devoted to Affordable Units, then the twenty percent (20%) seventeen (17%) total floor area requirement set forth in this Section 14.35 shall be increased to the same percentage to which the requirements have been increased under said Section 11.200.

E. 14.37

_Dwelling Units._ New multi-family residential development utilizing Infill GFA shall include a range of dwelling unit types and sizes. At a minimum, five percent (5%) of the residential GFA utilizing Infill GFA shall be devoted to dwelling units with three (3) bedrooms or more, which shall be designed to accommodate families with children.

To the extent legally permissible under Section 11.200 of the Zoning Ordinance and other applicable legal requirements, these three-bedroom units will all be Middle Income Units and Affordable Units; provided, however, that if three-bedroom units comprise more than five percent (5%) of the total floor area devoted to multi-family residential units, any such units in excess of five percent (5%) of the total floor area may be market-rate units.
<table>
<thead>
<tr>
<th>Submitted to Cambridge City Council</th>
<th>August 9, 1965</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hearing Notice by Cambridge City Council</td>
<td>August 14, 1965</td>
</tr>
<tr>
<td>Approved by Cambridge Planning Board</td>
<td>August 7, 1965</td>
</tr>
<tr>
<td>Approved by Cambridge Redevelopment Authority</td>
<td>August 24, 1965</td>
</tr>
<tr>
<td>Public Hearing by Cambridge City Council</td>
<td>August 30, 1965</td>
</tr>
<tr>
<td>Approved by Cambridge City Council</td>
<td>August 30, 1965</td>
</tr>
<tr>
<td>Approved by Cambridge City Manager</td>
<td>August 30, 1965</td>
</tr>
<tr>
<td>Submitted to Massachusetts Department of Commerce - Division of Urban Renewal</td>
<td>September 7, 1965</td>
</tr>
<tr>
<td>Submitted to Housing and Home Finance Agency</td>
<td>September 21, 1965</td>
</tr>
<tr>
<td>Hearing Notice by Division of Urban Renewal</td>
<td>September 23, 1965</td>
</tr>
<tr>
<td>Public Hearing by Division of Urban Renewal</td>
<td>September 30, 1965</td>
</tr>
<tr>
<td>Approved by Housing and Home Finance Agency</td>
<td>October 1, 1965</td>
</tr>
<tr>
<td>Approved by Division of Urban Renewal</td>
<td>October 7, 1965</td>
</tr>
<tr>
<td>Amendment No. 1 approved by Cambridge City Council</td>
<td>February 14, 1977</td>
</tr>
<tr>
<td>Revised Amendment No. 1 approved by Cambridge City Council</td>
<td>October 31, 1977</td>
</tr>
<tr>
<td>Amendment No. 2 approved by Cambridge City Council</td>
<td>June 22, 1981</td>
</tr>
<tr>
<td>Amendment No. 3 approved by Cambridge City Council</td>
<td>September 13, 1993</td>
</tr>
<tr>
<td>Amendment No. 4 approved by Cambridge City Council</td>
<td>September 8, 1997</td>
</tr>
<tr>
<td>Amendment No. 5 approved by Cambridge Redevelopment Authority</td>
<td>July 11, 2001</td>
</tr>
<tr>
<td>Amendment No. 6 approved by Cambridge Redevelopment Authority</td>
<td>April 26, 2004</td>
</tr>
<tr>
<td>Revised Amendment No. 8 approved by Cambridge Redevelopment Authority</td>
<td>November 14, 2012</td>
</tr>
<tr>
<td>Amendment No. 9 approved by Cambridge Redevelopment Authority</td>
<td>March 19, 2014</td>
</tr>
<tr>
<td>Amendment No. 10 approved by Cambridge Redevelopment Authority</td>
<td>July 15, December 16, 2015</td>
</tr>
<tr>
<td>Amendment No. 10 approved by City Council</td>
<td></td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

## CHAPTER 1: DESCRIPTION OF PROJECT

Section 101: Boundaries of the Project Area  
Section 102: Urban Renewal Plan Objectives  
Section 103: Execution of the Urban Renewal Plan  
Section 104: Proposed Urban Renewal Actions  
Section 105: Land Acquisition  
Section 106: Relocation  
Section 107: Land Clearance  
Section 108: Public Improvements and Public Facilities  
Section 109: Right-of-Way Adjustments  
Section 110: Zoning Adjustments  
Section 111: Land Disposition

## CHAPTER 2: REAL PROPERTY ACQUIRED OR TO BE ACQUIRED

Section 201: Real Property Designated to be Acquired  
Section 202: Real Property Designated to be Acquired Under Special Conditions

## CHAPTER 3: LAND USE PLAN

Section 301: Right-of-Way Adjustments  
Section 302: Street and Utility Adjustments  
Section 303: Zoning Adjustments  
Section 304: Public or Special Purpose Uses  
Section 305: Land Use and Open Space Definitions
Section 306: Other Land Uses

CHAPTER 4: LAND USE PROVISIONS AND BUILDING REQUIREMENTS

Section 401: Permitted Uses on Acquired Land
Section 402: Dimensional Requirements
Section 403: Open Space Requirements
Section 404: Vehicular Access, Parking and Loading Requirements
Section 405: Vehicular Access and Discharge Areas
Section 406: Building Construction
Section 407: Signs and Advertising Devices
Section 408: Storage
Section 409: Exterior Lighting
Section 410: Landscaping
Section 411: Affordable Housing Requirement
Section 412: Innovation Space
Section 413: Interim Uses
Section 414: Permitted Uses on Land Designated to be Acquired Under Special Conditions
Section 415: Special Provisions Applicable Within the Ames Street District
Section 416: Special Provisions Applicable

CHAPTER 5: DESIGN PRINCIPLES, DEVELOPMENT GUIDELINES AND DESIGN REVIEW, AND REDEVELOPMENT PROPOSALS

Section 501: General Design Principles
Section 502: Development Guidelines and Design Review
Section 503: Compliance with Plan and Development Guidelines
Section 504: MXD Concept Plan

Section 505: Proposed Building and Architectural Plans

Section 506: Inter-Agency Development Review

CHAPTER 6: REDEVELOPER’S OBLIGATIONS

Section 601: Use and Improvement of Project Land

Section 602: Commencement and Completion of Improvements

Section 603: Disposition of Project Land by Redeveloper

Section 604: Non-Discrimination

CHAPTER 7: RELATION OF PLAN TO DEFINITE LOCAL OBJECTIVES

Section 701: Conformity to General Plan

Section 702: Relation to Definite Local Objectives

CHAPTER 8: PROVISION FOR MODIFICATION AND TERMINATION

Section 801: Interpretation

Section 802: Modification

Section 803: Duration and Termination

EXHIBITS

A. Project Boundary Description
B. Map 1: Proposed Land Use Maps
C. Map 2: Property Map
D. Original Relocation Plan Objectives and Methodology
E. Definition of Pedestrian Ways
F. Loading Requirements
FORWARD 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 adopted many changes to the Plan in response to the dynamic development environment in Cambridge. The execution of the Plan within the Project Area has been a key catalyst to the overall transformation of the Kendall Square neighborhood. The emergence of Kendall Square as a center of innovation, creativity and technology has exceeded the expectation of the planners, designers, and developers who first drafted the Plan in 1977.

Amendment 10 aims to reflect these changes and to chart a way forward in furtherance of the recommendations from the 2013 K2 Planning Study. The update of the Plan’s objectives reflects not only the important work of bringing jobs to Kendall Square, but also the larger goal of creating a sustainable, inviting, and inclusive neighborhood. As in prior adopted amendments, the proposed amendment increases the development limits to reflect the continued demand for commercial and laboratory space, with an emphasis on bringing additional housing and retail to the Project Area. New provisions will 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 included 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 has been 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 as the document is meant not only to guide Kendall Square’s development in the future, but also to tell the story of its past. For this reason, bracketed numbers appearing at the ends of paragraphs throughout the Plan indicate where language has been changed, and sometimes changed again and again. The bracketed numbers identify 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 48 and other applicable provisions of Chapter 121B 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.”

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;
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 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]
Section 103: Execution of the Urban Renewal Plan

The CRA will undertake and carry out an urban renewal project within the perimeter boundary of the project area in accordance with the Urban Renewal Plan:

(a) After approval of the Urban Renewal Plan, and a Cooperation Agreement by and between the City of Cambridge and the CRA, by the Cambridge City Council and the City Manager;

(b) After approval of the Urban Renewal Plan by the Massachusetts Department of Housing and Community Development; and

(c) After execution of a Loan and Grant Contract by and between the CRA and the United States of America.¹

Section 104: Proposed Urban Renewal Actions

Proposed urban renewal actions will be essentially land assembly, and clearance and redevelopment, and may include as essential, appropriate or necessary for the carrying out of urban renewal objectives, but not by way of limitation:

(a) The acquisition, in whole or in part, of land, buildings, structures and other improvements, appurtenances, rights-of-way, easements, and other rights and interests in real property within the project area;

(b) The management of acquired property;

(c) The relocation of facilities, individuals, and business concerns displaced by the project;

(d) The demolition and removal of existing structures and improvements, and the undertaking of site clearance;

(e) The making of project or site improvements;

(f) The making of right-of-way, street, and utility adjustments;

(g) The provision of public improvements and public facilities;

(h) The planning and monitoring of development, construction and building usage;

(i) The making of zoning adjustments; and

¹ On April 10, 1985, the CRA, the City, and the U.S. Department of Housing and Urban Development executed a Closeout Agreement with regards to local loans and grants provided for the implementation of the Kendall Square Urban Renewal Plan.
(j) The disposition of land for reuse and development in accordance with the land use provisions and building requirements set forth in the Urban Renewal Plan.

Section 105: Land Acquisition

The CRA may acquire by donation, purchase, eminent domain, or otherwise, in whole or in part, land, buildings, structures and other improvements, appurtenances, rights-of-way, easements, and other rights and interests in real property within the Project Area.

Section 106: Relocation

The CRA assisted families, individuals, and business concerns who occupied property in the urban renewal area and who were displaced as a result of the CRA’s action in finding standard dwelling or business accommodations to meet their rehousing and business relocation needs, within their financial means, in reasonably convenient locations. The objectives and methods of the original relocation plan are described in Exhibit D. [10]

Section 107: Land Clearance

The CRA previously implemented the following land clearance activities:

1) Demolish or cause to be demolished buildings, structures, or other improvements located on land acquired by it;

2) Fill or cause to be filled the so-called Broad Canal;

3) Back-fill or cause to be back-filled cellar holes; and

4) Rough-grade or cause to be rough-graded cleared or filled land.

Section 108: Public Improvements and Public Facilities

The CRA will provide for or cause to be provided the abandonment, improvement, extension, reconstruction, construction, and installation of:

(a) Public buildings and facilities;

(b) Public open spaces, plazas, parks, and landscaping;

(c) Public rights-of-way and other easements;

2 The CRA anticipates no such relocations as a result of Amendment 10.

3 Extensive land clearance activities were performed by the CRA under the original urban renewal plan and the first amendment to the urban renewal plan. Subsequent plan amendments have revised the dimensional requirements for the lands both acquired and cleared by the CRA, but have not expanded those land clearance activities.
(d) Public streets, sidewalks, other vehicular and pedestrian facilities, public transit infrastructure, and off-street parking facilities, appurtenances, and related improvements; [10]

(e) Waterways; and

(f) Public utilities such as water, sewer, drainage, police and fire protection and communications, traffic and parking signs and signals, street lighting systems, and related improvements; and all lines for such utilities shall be maintained, relocated, or otherwise placed underground.

The CRA shall be authorized to establish a transit implementation fund to provide support for the operation of existing transit and rail service and the development of new transit and rail facilities to meet future transit needs of the Project Area and the surrounding neighborhoods. The CRA shall be authorized to obligate developers to contribute to this fund in such amounts as may be mutually agreed (taking into account the total mitigation required in connection with any specific project). The CRA shall work with the City and the Massachusetts Department of Transportation to administer and disburse these funds to further the redevelopment objectives described in Section 102. The CRA may also consider the use of programs established or otherwise used by the Commonwealth and available for the creation, modification, or financing of public infrastructure. [10]

The CRA shall further be authorized to establish an open space management fund for the purpose of maintenance and programming of public open space within and around the Project Area. [10]

The CRA further be authorized to create a Project Area Implementation Plan that outlines the projected public improvements, private development, and other redevelopment programs to be undertaken by the CRA either directly or in partnership with the City and/or designated redevelopers. This Implementation Plan will provide a projection of future public benefits resulting from the execution of the urban renewal plan. [10]

**Section 109: Right-of-Way Adjustments**

The City, upon request of the CRA, may discontinue and abandon certain existing streets and vacate certain existing rights-of-way located within the project area, and may convey any and all rights, title and interest therein to the CRA or a redeveloper. [10]

**Section 110: Zoning Adjustments**

The City, upon request of the CRA:

(a) Will amend the existing zoning district within which the project area is located;

(b) Will conduct joint conceptual site planning and development project design review; [10]

(c) Will grant certain special permits; and

(d) May authorize, except with respect to permitted uses, certain variances;
under the provisions of City of Cambridge, Massachusetts, Zoning Ordinance, ordained May 28, 1962, as amended to and including the date of approval by the Cambridge City Council of Revised Amendment No. 1 to the Urban Renewal Plan (the “Zoning Ordinance”) and subsequent plan amendments and zoning petitions.

Section 111: Land Disposition

The CRA will:

(a) Dedicate certain land or rights, title, or interests therein, in whole or in part, for public use including rights-of-way and easements; and

(b) Sell or lease at its fair market value remaining land or rights, title, or interests therein, in whole or in part, for public or private reuse and development;

in accordance with the land use plan and the land use provisions and building requirements set forth in the Urban Renewal Plan.

Section 112: Economic Development

The CRA will establish, in coordination with the City, an economic development program to facilitate opportunities to engage residents and businesses in Cambridge in the broad range of economic development opportunities within Kendall Square. This program shall include, but is not limited to:

(a) Placement of qualified individuals and small businesses within below market Innovation Space established by Sections 402 and 412 of this document, and

(b) Implementation of retail entrepreneurship opportunities in Kendall Square consistent with a Retail Plan as described in Section 507.
CHAPTER 2: REAL PROPERTY ACQUIRED OR TO BE ACQUIRED

Section 201: Real Property Designated to be Acquired

Real property, including land, buildings, structures and other improvements, appurtenances, rights-of-way, easements, and other rights and interests, acquired or to be acquired, in whole or in part, by the CRA shall be as shown on Map 2: Property Map, which is attached hereto as Exhibit C of the Urban Renewal Plan and made a part thereof as if fully set forth herein; provided, however, that real property, now or formerly of:

(a) The Boston and Albany (Grand Junction) Branch Railroad; 4
(b) The Massachusetts Bay Transportation Authority; or
(c) Any utility distribution system which is under private ownership or control;

will be acquired subject to such requisite approvals of the Interstate Commerce Commission, the Massachusetts Department of Public Utilities, or other public regulatory agencies, as may be required by law or regulation. 5

4 The original urban renewal plan also referenced the Cambridge Industrial Track Management Corporation
5 The original urban renewal plan provided for the acquisition of the real property formerly owned by the Cambridge Gas Company upon mutual consent and agreement of the CRA and the Cambridge Gas Company. This property has since then been sold and redeveloped as multi-family residential housing.
CHAPTER 3: LAND USE PLAN

Section 301: Right-of-Way Adjustments

The location of proposed rights-of-way and other easements, and right-of-way adjustments, shall be, at least tentatively, as shown on Map 1: Proposed Land Use Plan, attached hereto as Exhibit B of the Urban Renewal Plan.

Section 302: Street and Utility Adjustments

The location and nature of proposed streets and utilities, and street and utility adjustments, shall be such as to conform to the proposed rights-of-way and other easements shown, at least tentatively, on Map 1: Proposed Land Use Plan. All public and private utility lines within the project area shall be maintained, re-located, tended, reconstructed, constructed, installed, or otherwise placed underground.

Section 303: Zoning Adjustments

The zoning district within which the MXD District of the project area is located was changed from "Industry B District" to the "Cambridge Center Mixed Use Development District" (or "Cambridge Center MXD District") zoning classification for the project area, as shown on Map 1: Proposed Land Use Plan.

These zoning changes were made by amendment upon the "Zoning Map”, under the provisions of "Article I : Administration and Enforcement”, set forth in the Zoning Ordinance, prior to the time land was disposed of by the CRA for reuse and development. Future amendments to the Plan may require additional changes to the MXD District per the provisions of "Article I : Administration and Enforcement”.

Section 304: Public or Special Purpose Uses

The location and nature of proposed public or special purpose uses, shall be as shown on Map 1: Proposed Land Use Plan, to be developed by:

(a) The Department of Transportation (DOT) for a Transportation Systems Center (TSC) within a portion of the Project Area, bounded, generally, by or abutting Broadway, Sixth Street, (a portion of which was discontinued as a public way on December 15, 1969), Binney Street, and Third Street, except for land now or formerly of Cambridge Gas Company;

(b) The Massachusetts Bay Transportation Authority (MBTA) for improved subway, rapid transit, bus transportation and terminal, passenger station and interchange, electric power, and appurtenant facilities and incidental or accessory services, tentatively, in that portion of the project area adjoining or related to the present subway station and tunnel located under Main Street.

The City, the CRA, or other public or quasi-public agencies may develop or cause to be developed, at any location or locations, such other public or special purpose uses, including but not limited to public parking facilities, pedestrian circulation systems, and open space for parks
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) enclosed porches and balconies, (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) non-enclosed porches and balconies, (iv) courtyards, atriums, and enclosed gardens that are determined to qualify as public space and/or pedestrian ways and (v) attic space and other areas for elevator machinery or mechanical equipment accessory to the building.

Except as set forth above, 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 openness.

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.

Courtyards, atriums, and enclosed gardens may be determined by the CRA to qualify as open space if designed, managed, and programmed in a manner that functions similarly to public parks, 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

The portion of the Project Area located within the MXD District shall be developed for such other uses as are permitted under the provisions of Section 401 of the Plan Renewal Plan, and Article 14 of the Zoning Ordinance. [10]

The portion of the Project Area located within the Kendall PUD District of the Project Area shall be developed in accordance with Article 12 and Article 13 of the Zoning Ordinance. [10]
CHAPTER 4: LAND USE PROVISIONS AND BUILDING REQUIREMENTS

Section 401: Permitted Uses on Acquired Land

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

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

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

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

2) Eating and/or drinking establishment, whether or not liquor is sold or consumed, including restaurant, bar, lunchroom, cafeteria and food commissary.

3) Fast order food establishment only if it (i) is not located in a separate structure, (ii) it does not exceed 3,000 square feet gross floor area, and (iii) there will be no more than fifteen (15) such establishments within the MXD District (a maximum of (8) of which shall be located in the Ames Street District and a maximum of seven (7) of which shall be located in the portions of the District outside the Ames Street District), and (iv) it is approved through the granting of a Special Permit, as provided in the Zoning Ordinance. [9]

4) Consumer service establishment, including but not limited to hairdresser, barber shop, laundry or dry-cleaning pick-up establishment, self-service laundry, shoe repair or tailoring shop, or photography studio.

5) Rental agency for autos or other products, but not including taxi companies. Such agencies shall be operated entirely within a building and no major automobile repairs shall be made on the premises.

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

(4) Residential Uses

1) Multi-family dwelling.

2) Hotel or motel.

(5) Entertainment and Recreational Uses

1) Indoor commercial entertainment establishments including but not limited to cinema, theater, concert hall, cabaret and night club.

2) Recreation facilities including bowling alley, indoor or outdoor tennis courts, public recreation building, health club, or skating rink. Such recreation facilities shall be allowed only if they are located in or attached to structures containing other principal uses.

3) Halls, auditoriums and similar spaces used for public gatherings.

4) Parks or playgrounds.

(6) Institutional Uses

1) Religious purposes.
2) Educational purposes exempt by statute.

3) Library or museum.

4) Governmental offices and facilities, including post office, fire station and police station.

5) Clinic licensed under See G.L. c. 111, § 51 but not a hospital licensed under said Chapter.

(7) Transportation, Communication and Utility Uses

1) Bus, subway or railroad passenger station.

2) Automobile parking lot or parking garage.

3) Distribution center, parcel delivery center or delivery warehouse as accessory uses only.

4) Telephone exchange, as an accessory use.

5) Radio or television transmission station.

6) Transformer station, substation, gas regulator station, or pumping station and related utility uses designed primarily to serve development within the District.

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

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

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

1) All dust, fumes, odors, smoke or vapor shall be effectively confined to the premises or so disposed of as to avoid air pollution.

2) Any noise, vibration or flashing shall not be normally perceptible without instruments at a distance of one hundred (100) feet from the premises.

3) All development proposals shall comply with Federal and State air pollution and water pollution control regulations, the City of Cambridge Ordinances, and other applicable environmental laws.

4) Except during construction activity on the lot all refuse and other waste materials shall be stored within buildings prior to collection and disposal.
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, six hundred and seventy-three thousand, (3,673,000) 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 (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.6 [5] [6] [8] [9] [10]

Two hundred thousand (200,000) square feet of the multi-family residential GFA shall occur only within the area designated on the Zoning Map as the “Ames Street District” (the “Ames Street Residential Project”), 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 that may be permitted by special permit pursuant to Section 416.1 [10]

Additionally, the commencement of construction of a second residential project of at least 200,000 square feet shall precede the occupancy of any commercial GFA utilizing Infill GFA (as defined in Section 504 below) in excess of three hundred and seventy-five thousand (375,000) square feet.

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):

---

6 Previous versions of the Plan included an additional 29,100 GFA provided to Seven Cambridge Center via Amendment 6 and a subsequent variance from the MXD Zoning. The GFA limitations have revised to match the zoning ordinance and additional language allowing GFA exemptions for variances is added in Section 402 (4).

1 Provision allows the GFA provided by the Whitehead Institute zoning petition to be added independent of the residential obligation.
Cumulative GFA = 770,000 square feet.

2. Office and Biotechnology Manufacturing Uses permitted by Section 401(2):
   Cumulative GFA = 2,265,000 square feet. [3] [8] [10]

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 – also referred to as the Superintendent of Buildings) shall maintain a record of the Aggregate GFA within the MXD District. The CRA shall also maintain a record of Cumulative GFA for each use group specified in Section 401. The CRA and ISD shall further 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 the 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 8.0 [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 uses 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:**

The following items shall be excluded from the calculation of Aggregate GFA within the District for the purposes of determining compliance with the intensity of development requirements of the Plan and Article 14 of the Zoning Ordinance:

- **Variance:** Aggregate GFA within the District authorized by a variance issued by the Board of Zoning Appeal. [9]
- **Residential Outdoor Area Exemptions:** Private outdoor decks or balconies for multi-family residential development, up to five percent (5%) of the building floor area.
- **Innovation Space:** Innovation Space GFA up to twenty percent (20%) of the Infill GFA dedicated to Office and Biotechnology Manufacturing Uses. In order for the Innovation Space to be exempt from the Aggregate GFA limitations, at least five twenty five percent (25.5%) of the Innovation Space utilization (measured by square footage or shared space membership) must be set aside as below market rate space to be offered by the CRA and/or the City to qualifying tenants.
- **Retail:** The GFA occupied by retail and consumer service uses listed in Article 14.21.3 of the Zoning Ordinance, if the conditions set forth in Section 14.32.6(4) or 14.72.4, as applicable of the Zoning Ordinance are met.
- **Middle Income Residential Housing Units:** The GFA committed to the provision of middle income housing units per the provisions of Section 411 below.
Transfer of Development Rights: Any GFA acquired through the transfer of development rights provisions of the Zoning Ordinance [10]

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 more than 450 feet north of Broadway where the maximum building height for any portion of a building located in such area shall be 200 feet. Up to two (2) mixed-use buildings elsewhere in the District may be permitted to be built up to 350 feet within the 250-foot building height area of the District provided, however, that the occupied floors above 250 feet may only contain residential uses and associated amenity space. No more than two buildings within the MXD District may exceed 250 feet in height. Additionally the average floorplate of the occupied portions of a building above 250 feet shall not exceed 12,000 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 (i) 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, (ii) wireless or broadcasting towers and other like un-enclosed structures which occupy less than ten percent of the lot area or (iii) rooftop terraces and enclosed structures ancillary thereto (provided that such structures occupy less than ten percent (10%) of the lot area). [10]

Section 403: 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) Public Open Space Requirement: 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) Project Open Space Requirement: 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, 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 any combination of the following:

(a) 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.

(b) Creating new public open space within the MXD District (not otherwise reserved by another project to meet its lot open space requirement), or enhancing existing open areas to create more publicly accessible open space (e.g., by physical improvements, access dedication, public programming, etc.). The CRA shall set conditions on the level of enhancement necessary to utilize space to qualify as an open space contribution toward the objectives of linking existing open space and activating previously unused open areas. Additionally a project may provide, as qualifying open space, funding toward sustaining, continuous public programming and maintenance of special features of open space enhancements.

(c) Providing land and/or adequate acquisition and development funds for the creation of new public open space, or adequate funds for the enhancement of existing or future public open space, elsewhere within one 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 then-prevailing market costs of acquiring, improving and/or enhancing an equivalent amount of space within a comparable open space project.

The CRA shall maintain and shall make publicly available 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 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 allowed by Section 401(1)</td>
<td>5</td>
</tr>
<tr>
<td>Office and Biotechnology Manufacturing Uses allowed by Section 401(2)</td>
<td>8</td>
</tr>
<tr>
<td>Retail and Consumer Service Uses allowed by Section 401(4)</td>
<td>10</td>
</tr>
<tr>
<td>Residential Uses allowed by Section 401(4)</td>
<td>8 15</td>
</tr>
<tr>
<td>Multifamily housing</td>
<td></td>
</tr>
<tr>
<td>Hotel or Motel</td>
<td>10</td>
</tr>
<tr>
<td>Other Uses allowed by Sections 401(5), 401(6) and 401(7)</td>
<td>8 [10]</td>
</tr>
</tbody>
</table>

3) **Pedestrian Ways:** Pedestrian ways listed and defined in Exhibit E may be counted toward the project open space requirement. For each linear foot of pedestrian way meeting the requirements within Exhibit E provided by a development project, 20 square feet may be deducted from the Project Open Space Requirement. [10]
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) With the exception of multi-family residential development, there are no minimum parking requirements in the MXD District. Multi-family residential development shall provide a minimum of 0.4 parking spaces per dwelling unit. The CRA may approve arrangements for shared parking of such residential parking spaces with commercial spaces or otherwise adjust the minimum residential parking requirements based on review and analysis of anticipated parking demand. Otherwise off-street parking allowance for motor vehicles within the MXD District shall be restricted according to building use, with additional standards as follows in Table One: [10]

Table One: Off Street Parking Maximum Allowance

<table>
<thead>
<tr>
<th>Use Group</th>
<th>Maximum Parking Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial and Wholesale Uses allowed by Section 401(1)</td>
<td>.8/1000 sq ft</td>
</tr>
<tr>
<td>Office and Biotechnology Manufacturing Uses allowed by Section 401(2)</td>
<td>.9/1000 sq ft</td>
</tr>
<tr>
<td>Retail and Consumer Service Uses allowed by Section 401(4)</td>
<td>.5 /1000 sq ft</td>
</tr>
<tr>
<td>Residential Uses allowed by Section 401(4) Multifamily housing Hotel or Motel</td>
<td>.75/unit 1 / 4 sleeping rooms</td>
</tr>
<tr>
<td>Other Uses</td>
<td>.9/1000 sq ft</td>
</tr>
</tbody>
</table>

No permanent surface (i.e. not structured), off-street parking areas shall be allowed in the MXD District. [10]

The parking for requirements specified above may be allocated 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 (or, in the case of the spaces required for residential uses, located outside of the MXD District but within 1,000 feet of the residential building for which the parking is being provided). [10]
At least ten (10) additional parking spaces reserved for car-sharing services shall be provided by the first development project utilizing at least 100,000 square feet of Infill GFA. 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. In the event that no car sharing organization or site-based car rental organization is prepared to offer services, the designated car sharing spaces may be rented on a monthly basis unless and until an organization agrees to provide the services, if there is clear documentation that such spaces are continuously offered to car sharing organizations. [10]

Parking requirements for bicycles within the MXD District shall be provided as called for in Article 6 of the Zoning Ordinance. [10]

3) Sufficient off-street loading facilities shall be constructed within the MXD District to meet the needs of users located there. Each building of 25,000 square feet or greater shall provide loading bays per Article 14. 53 of the Zoning Ordinance. [10]

In addition, parking and loading areas must be laid out, constructed, paved, equipped, landscaped, and effectively screened to provide an attractive visual appearance.

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 6 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 access and 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

Multi-family housing development shall provide that at least a final net **seventeen twenty percent (2017%)** of the Infill GFA of new housing development is made permanently available to households qualifying for affordable housing under the Inclusionary Housing Ordinance, or the minimum percentage 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

Middle Income Units (as defined in Article 14.35(c) of the Zoning Ordinance.) shall occupy at least three-five percent (53%) of the total residential GFA of each residential building utilizing Infill GFA. Such Middle Income Units shall be distributed throughout each 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 411 shall not be counted against the Aggregate or Cumulative GFA limitations in the District. [10]

3) Dwelling Type Mixture

New housing development utilizing Infill GFA shall include a range of dwelling unit types and sizes. At a minimum, five percent (5%) of the residential GFA utilizing Infill GFA shall be devoted to dwelling units with three (3) bedrooms or more, which shall be designed to accommodate families with children.

To the extent legally permissible under Section 11.200 of the Zoning Ordinance and other applicable legal requirements, these three-bedroom units will all be Middle Income Units and Affordable Units; provided, however, that if three-bedroom units comprise more than five percent (5%) of the total floor area devoted to multi-family residential units, any such units in excess of five percent (5%) of the total floor area may be market-rate units. [10]
**Section 412: Innovation Space**

Any proposal for new commercial development utilizing Infill GFA (as defined in Section 14.32.2 of the Zoning Ordinance) and containing more than 100,000 square feet for Office and Biotechnology Manufacturing Uses shall include a plan for Innovation Space meeting the requirements below. Innovation Space within the MXD District must occupy GFA equal to, or in excess of, ten percent (10%) of newly constructed Infill GFA used for Office and Biotechnology Manufacturing Uses. 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 10,000 square feet within a single building (or ten percent (10%) of newly constructed Infill GFA used for Office and Biotechnology Manufacturing Uses, if less), and may be satisfied by means of a lease to a single user who will operate and manage a facility meeting the requirements hereof.

(a) Combined Spaces. Developers of properties within the MXD District may collaborate with other developers in adjacent zoning districts in the Kendall Square area (defined as zoning districts reviewed as part of the K2 Planning Study) to create a Joint Innovation Space Plan. In such a case, the total square footage of joint Innovation Space must be large enough to satisfy the sum of the requirements, if any, for such participating developers and zoning districts.

(b) Characteristics. For the purposes of this Section 412, Innovation Space shall have the characteristics specified in Article 14.32.5(c) of the Zoning Ordinance.

(c) Variations. In reviewing development proposals, variations in the specific characteristics set forth above, may be allowed if the proposed Innovation Space is found to be consistent with the purposes of these characteristics. [10]

**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. [9]

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. [9]

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. [9]

4) Parking. The minimum number of spaces for multifamily residential use shall be 0.50 per dwelling unit. [9]

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 shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, easement or comparable legal instrument. [9]

6) Affordable Housing: So long as the requirements of the Cambridge Inclusionary Housing Ordinance are met, the Affordable Housing Requirements of Section 411 shall not apply to the initial 200,000 square feet of GFA of multi-family residential development within the Ames Street District. [10]
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) 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 Article 14.72 of the Zoning Ordinance.

3) 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.

4) Project Review. Development authorized subject to special permit under this Section 416 shall be subject to project review by the Planning Board under the provisions of Article 19.20 of the Zoning Ordinance or as may otherwise be required by the Zoning Ordinance, and shall be subject to the review and comment, but not the approval, of the CRA in accordance with Section 505.
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 by the CRA in coordination with the City and the Planning Board, as described in Section 506. [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.

Section 504: Infill Development Concept Plan

The CRA will cause an Infill Development Concept Plan (Concept Plan) to be prepared providing for the distribution of any GFA associated with new development within the MXD District above and beyond 3,333,000 square feet (“Infill GFA”) to supplement the original Redevelopment Concept Plan. This Concept Plan shall contain the required elements described in Article 14.32.2.1 of the Zoning Ordinance. All new development utilizing Infill GFA shall be consistent with the Concept Plan (as the same may be modified in accordance with Section 506 below.)

An individual building proposal utilizing Infill GFA may be submitted concurrently with the preparation and approval of the Concept Plan. Notwithstanding anything contained in this Section 14.32.2 to the contrary, (i) the GFA utilized for the Ames Street Residential Project and (ii) a maximum of 60,000 square feet of GFA associated with any project proceeding under Section 416 above, shall not be deemed to be Infill GFA for the purposes of the Plan. [10]

Section 505: Proposed Building and Architectural Plans

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 review by the CRA in order to assure compliance of development proposals and architectural plans, with any previously approved plans.

A schematic development proposal shall consist of text, maps and drawings that describe to the CRA how the parcels will be developed. The 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 Design Review

For any development requiring the approval of both the CRA and the Planning Board in accordance with the Zoning Ordinance, the CRA shall conduct its design review in close coordination with the City and the Planning Board. In connection therewith, the CRA may make such modifications to the Concept Plan as may be necessary to reflect development proposals.

Review and approval of the Concept Plan, detailed in Article 14.32.2 of the Zoning Ordinance, as well as subsequent building design review, shall be performed jointly by the CRA and the Planning Board.

The review of subsequent building designs will be guided by the Objectives outlined in Section 102, the Design Principles and Development Guidelines outlined in Sections 501 and 502, as well as by applicable design guidelines in the Zoning Ordinance. The CRA Board and the Planning Board shall hold joint meetings to consider the Concept Plan and as necessary to review subsequent building designs.

Section 507: Retail Plan

In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the CRA shall require that the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses, and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:

1) Set forth target uses and users (and shall particularly target local and/or independent retailers and grocery store / pharmacy operators),

2) Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,

3) Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances, and

4) Include a street activation plan for Main Street, Broadway, and Ames Street.

4) Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.

The Concept Plan must include an annual reporting process to the CRA for the duration of the KSURP regarding the ongoing efforts on the part of the development to comply with the Retail Plan.
CHAPTER 6: REDEVELOPER’S OBLIGATIONS

Notwithstanding lesser requirements in the provisions of any zoning or building ordinance or regulation or hereafter in effect, the CRA by use of the following controls in the form of restrictive covenants or conditions running with the land, or by other appropriate means, shall obligate and bind all developers, purchasers, and lessees of project land, and their successors in interest, lessees, sub-lessees, or assigns. Such obligations, together with suitable provisions for reasonable action in the event of default or non-compliance, shall be inserted in and made an effective part of all agreements, conveyances, and other instruments for the disposition of any rights, title, or interests, in whole or in part, in any land acquired or to be acquired within the project area by the CRA.

Section 601: Use and Improvement of Project Land

The use, development, and maintenance of any part or parcel of land within the project area together with improvements thereon shall be undertaken and carried out only for the purposes and in the manner set forth in the general conditions, land use provisions, and building requirements of the Urban Renewal Plan and in full conformity with the provisions of any applicable development proposal and the terms and conditions under which such a development proposal may have been approved and consented to in writing by the CRA.

Section 602: Commencement and Completion of Improvements

The construction of improvements on any part or parcel of land within the project area shall be commenced, carried out, and completed within such periods of time as the CRA may establish as reasonable and which it may have approved and consented to in writing as a part of any applicable development proposal.

Section 603: Disposition of Project Land by Redeveloper

No disposition of any rights, title, or interests in any part of land within the project area by the developer thereof shall be made prior to the full completion of each and all of the improvements thereon as required by and in full conformity with the terms and conditions of the Urban Renewal Plan, the approved development proposal, and the land disposition agreement which are applicable thereto, unless and until the CRA shall have consented in writing to such disposition.

Section 604: Non-Discrimination

At no time shall the acquisition, development, construction, installation, reconstruction, disposal or conveyance by sale or lease, management, or maintenance of any part or parcel of land within the project area or of improvements thereon, to or by any person, be denied, restricted, or abridged, nor his employment thereon, or his use, occupancy, or possession thereof preferred, discriminated against, segregated, or refused because of race, color, sex, age, religious creed, religious creed, disability, national origin or ancestry, sexual orientation, gender, marital status, family status, military status or source of income.
All transactions affecting or respecting such activities shall be subject to the applicable provisions of Chapter 151-B of the Massachusetts General Laws as amended, and to all other applicable Federal, State and local laws, ordinances, and regulations guaranteeing civil rights, providing for equal opportunities in housing, employment, and education, and prohibiting discrimination or segregation because of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, gender, marital status, family status, military status or source of income.

No covenant, agreement, contract, lease, conveyance, or other instrument shall be effected or executed by the CRA, or its contractors, or by developers, purchasers, or lessees of any part or parcel of land within the project area, or their successors in interest, contractors, lessees, sub-lessees, or assigns, whereby the disposition of any rights, title, or interests, in whole or in part in such land shall be restricted because of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, gender, marital status, family status, military status or source of income.

Every covenant, agreement, contract, lease, conveyance, or other instrument by which any part or parcel of land within the project area is disposed of or by which its improvement is provided for shall include an affirmative covenant which shall obligate and bind each developer, contractor, purchaser, lessee, grantee, or other party to such instrument, or any successors in interest, so that there shall be no discrimination because of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, gender, marital status, family status, military status or source of income in the sale, lease, or rental, or in the employment on, or in the use, occupancy, or possession of such land or of any improvements constructed or to be constructed thereon. [10]

For the purposes of Section 604 of the Plan, the definition of the word “age” shall be in accordance with the provisions of Chapter 151B of the Massachusetts General Laws as amended.

The CRA shall take all steps necessary and appropriate to enforce such provisions and covenants, and shall not itself so discriminate.
CHAPTER 7: RELATION OF PLAN TO DEFINITE LOCAL OBJECTIVES

Section 701: Conformity to General Plan

The Urban Renewal Plan is based upon a local survey, and is in conformity with a comprehensive plan for the City as a whole. Proposed urban renewal actions and the renewal and redevelopment of the project area for predominantly nonresidential uses are necessary for the proper development of the community.

Section 702: Relation to Definite Local Objectives

The Urban Renewal Plan for the project area, proposed urban renewal actions, and the renewal and redevelopment of the project area for predominantly nonresidential uses are related to definite local objectives as set forth in Section 102 by:

(a) Providing for such mixture and density of land uses as will produce a balanced development consistent with the Plan objectives, land use provisions, building requirements, design principles, and other controls, as set forth in the Urban Renewal Plan;

(b) Providing for the development of those light industrial uses which are consistent with the socio-economic and other objectives of the Plan;

(c) Providing for the discontinuance of local, short and narrow streets and private ways, and for the establishment of a rational and efficient street network which reduces congestion, improves traffic flow, including truck access to and through the project area, and otherwise conforms to the objectives, design principles, and other controls of the Plan;

(d) Providing for the redevelopment of Massachusetts Bay Transportation Authority (MBTA) facilities in such a way as to make them more convenient, attractive and efficient;

(e) Providing for the adjustment of utility service lines, making them more efficient and capable of providing better and more uninterrupted service; and

(f) Requiring new building development to contain appropriate allowances for open space, landscaping and vehicular parking and loading arrangements.
CHAPTER 8 : PROVISION FOR MODIFICATION AND TERMINATION

Section 801: Interpretation

Interpretation of the objectives, general conditions, land use and building requirements, and other provisions of the Urban Renewal Plan by the CRA shall be final and binding.

Section 802: Modification

The Urban Renewal Plan may be modified at any time by the CRA; provided, however, that if the general conditions, land use provisions, and building requirements, applicable to any part or parcel of land within the project area are modified after the disposition of any land within the project area affected thereby, the modification shall be consented to in writing by the purchaser or lessee, or by his successors or assigns, of the land affected by the proposed modification.

Whenever proposed modifications of the Urban Renewal Plan will substantially or materially alter or change the Urban Renewal Plan, the proposed modifications shall be approved by the Cambridge City Council and the City Manager, and by the Massachusetts Department of Housing and Community Development [10].

Section 803: Duration and Termination

The Urban Renewal Plan shall be maintained and in effect for a period of sixty-five (65) years from the date of the original approval of the Urban Renewal Plan by the Cambridge City Council and the City Manager, and by the Massachusetts Department of Housing and Community Development; provided, however, that the provisions of Section 604 shall remain in effect for a period of one hundred (100) years from the date of the original approval of the Urban Renewal Plan. [3] [8] [10]
Exhibit A: Project Area Description

The project area is described as follows:
That certain tract of land, referred to as the Kendall Square Urban Renewal Area, situated in the City of Cambridge, County of Middlesex, Commonwealth of Massachusetts, and bounded generally as follows:

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

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

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

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

Thence, continuing southerly across the alignment of the former Broad Canal to a point which is the intersection of the southerly sideline of the former Broad Canal with the easterly sideline of Third Street Thence, continuing southerly by various courses and distances along the easterly sideline of Third Street to a point of curvature at Broadway:

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

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

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

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

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

Thence, turning an angle and running northerly across Main Street to a point which is the intersection of the northerly sideline of Main Street with the westerly sideline of land now or formerly of the Boston and Albany (Grand Junction) Branch Railroad, which point is the place of beginning.
Exhibit B: Map 1 Proposed Land Uses

* See Section 401 of Urban Renewal Plan for description of permitted land uses.
Exhibit C: Map 2 Property Map
Exhibit D: Historic Relocation Assistance Program

A relocation assistance program was established by the CRA for this purpose of finding standard dwelling or business accommodations to meet the rehousing and business relocation needs of displaced residents and business, within their financial means, in reasonably convenient locations at the earliest practicable time. The basic objectives of the relocation assistance program were:

1) To provide such measures, facilities, and services as were necessary to determine the needs of displaced site occupants for relocation assistance; and

2) To make information and assistance available to them in such a way as to minimize the hardships of displacement.

Assistance included the making of such relocation payments as were provided for under the provisions of Federal, State, or local laws and regulations.

The CRA administered the relocation assistance program. It was the only agency responsible for the relocation of site occupants displaced from the Project Area as a result of its land acquisition.

There were some 10 families and individuals who occupied property, all of whom were relocated when the Project Area was originally cleared. [10]

The method for the relocation of persons previously living in the Project Area, and the availability of and the means by which there were provided dwelling units for such persons substantially equal in number to the number of dwelling units cleared from the Project Area were as follows:

1) Method for Relocation:

   Each dwelling unit vacancy found by or referred to the CRA will be inspected for the CRA by a trained housing inspector in order to determine (1) that it is decent, safe, and sanitary; (2) that it complies with the provisions of the Cambridge Housing Code; (3) that it contains adequate heating, lighting, cooking, and sanitary facilities; and (4) that it is structurally sound.

   Only standard dwelling units reasonably accessible to the places of employment of displaced site occupants, and in areas not less desirable in regard to public utilities and commercial facilities than the project area, will be referred to families and individuals to be displaced from the Project Area.

   The cost of any dwelling unit referred to a family or individual for rehousing purposes will, generally, not exceed (1) one-quarter of monthly income, in the case of dwelling units for rent, or (2) twice annual income, in the case of dwelling units for sale.

   In order to make such referrals, the CRA will secure and maintain listings of all standard dwelling units for sale or rent in Cambridge and the Cambridge housing market area.

   Preference will be accorded by the Cambridge Housing Authority to persons who appear to be eligible for (1) state-aided veterans’ housing and housing for the elderly; and (2) federally-aided low-rent housing and housing for the elderly. Persons eligible to be
accorded preference will be admitted to public housing projects under “continued occupancy” income limits by the Cambridge Housing Authority.

(b) Availability of Dwelling Units:

Availability of private rental housing: As of the date of the original adoption of the Plan, records maintained by the CRA indicated that 1131, 1083, 1105 and 1126 private dwelling units were available for rent in the City alone for each year during a recent four-year period. [10]

Availability of private sales housing: As of the date of the original adoption of the Plan, records maintained by the CRA indicated that 107, and 122 private dwelling units were available for sale in the City alone for each year during a recent two-year period. [10]

Availability of public housing: As of the date of the original adoption of the Plan, records maintained by the Cambridge Housing Authority, as reported in December of 1964, indicated that 220 dwelling units in public housing developments become available on the average for occupancy each year.

Clearly, dwelling units for the relocation of persons living in the Project Area at that time substantially equal in number to the number of units to be cleared are available, as are the means by which they can be provided through suitable methods, for the relocation of persons now living in the project area. [10]
Exhibit E: Definition of Pedestrian Ways:

Pedestrian ways shall be designed to provide for public access and shall have the following meanings:

(i) **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.

(ii) **A raised pedestrian deck** is a continuous, open platform at least 20 feet in width which is at least 9 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.

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

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

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

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

(vii) **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". 
### Exhibit F:

**Table Three: Loading Requirements**

<table>
<thead>
<tr>
<th>Use Group</th>
<th>Incremental Area for Additional Bay Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial and Wholesale Uses</td>
<td>100,000</td>
</tr>
<tr>
<td>allowed by Section 401(1)</td>
<td></td>
</tr>
<tr>
<td>Office and Biotechnology Manufacturing Uses</td>
<td>200,000</td>
</tr>
<tr>
<td>allowed by Section 401(2)</td>
<td></td>
</tr>
<tr>
<td>Retail and Consumer Service Uses</td>
<td>50,000</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>200,000</td>
</tr>
<tr>
<td>Hotel or Motel</td>
<td>100,000</td>
</tr>
<tr>
<td>Other Uses</td>
<td>100,000</td>
</tr>
<tr>
<td>allowed by Sections 401(5), 401(6) and 401(7)</td>
<td></td>
</tr>
</tbody>
</table>
Petition: To amend Article 14 of the Cambridge Zoning Ordinance -
MIXED USE DEVELOPMENT DISTRICT: CAMBRIDGE CENTER – as set forth below:

1. **Rename Article 14** to “Mixed Use Development District – Kendall Center” as replace the Term “Cambridge Center” with “Kendall Center” throughout the Article.

2. Within the existing Subsection **14.21.3 (1)** insert the phrase " including grocery store, pharmacy, and market” after the word “merchandise.”

3. **Create the following new Subsection 14.21.8**

   14.21.8 Other Uses. Any use not listed in subsections 14.21.1 through 14.21.7 may be allowed by the Planning Board in its approval of an Infill Development Concept Plan or subsequent Amendment, upon written determination by the Board that such use is consistent with the objectives of the District and with adopted City policies and guidelines applicable to Kendall Square.

4. **Replace first two paragraphs of current Subsection 14.32.1 with the text below:**

   14.32.1 The Aggregate gross floor area (GFA) of development in the District shall not exceed the sum of (i) three million, six hundred seventy three thousand (3,673,000) square feet, plus (ii) six hundred thousand (600,000) square feet that shall be limited to multi-family residential uses as permitted in Section 14.21.4(1), for a total Aggregate GFA not to exceed 4,273,000 square feet. Up to sixty thousand (60,000) square feet of such Aggregate GFA of 3,673,000 in clause (i) of the preceding sentence, shall be allowable only by special permit pursuant to Section 14.72.

   At least two hundred thousand (200,000) square feet of the GFA restricted to housing uses shall occur only within the area designated on the Zoning Map as the “Ames Street District” and has been approved by special permit dated March 27, 2015 (the “Ames Street Residential Project”). The commencement of construction for the Ames Street Residential Project, approved by special permit in 2015, 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 that may be permitted by special permit pursuant to Section 14.72.3.

   Additionally, the commencement of construction of a second residential project of at least 200,000 square feet shall precede the occupancy of any commercial GFA utilizing Infill GFA (as defined in Section 14.32.2 below) in excess of three hundred and seventy five thousand (375,000) square feet.

5. **Replace current Subsection 14.32.2 in its entirety with the following text:**

   14.32.2 The Cambridge Redevelopment Authority (CRA) shall cause an Infill Development Concept Plan (“Concept Plan”) to be prepared providing for the distribution of
additional GFA for new development within the District above and beyond 3,333,000 square feet ("Infill GFA") and meeting the requirements of Section 14.32.2.1. The Concept Plan shall be approved by CRA and by a special permit granted by the Planning Board in order to authorize the development of Infill GFA. The purpose of the Concept Plan is to provide a context and a conceptual governance structure for existing and potential future development that allows development to proceed in a flexible manner without requiring additional special permits for each building. The Concept Plan is expected to evolve over time, and with each subsequent development proposal updates to the Concept Plan shall be submitted. Amendments to the special permit may be granted as set forth below, but revisions to a Concept Plan shall not necessarily require amending the special permit so long as the revisions remain in conformance with the conditions of the special permit.

14.32.2.1 Infill Development Concept Plan Requirements:

1) A current development program illustrating the size, location, and uses of existing buildings at the time of submission,

2) A site plan for all proposed new development within the District including locations of Innovation Space as described in Section 14.32.5 and Active Ground Floor Uses described in Section 14.36.

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

4) A Phasing Plan describing the anticipated timing of commercial and housing development.

5) A Transportation Impact Study certified by the Traffic, Parking and Transportation Department in accordance with the requirements of Section 19.24, Paragraph (2) of this Zoning Ordinance, which shall also include a parking demand analysis and a projection of proposed reliance on transit and plans to address non-automobile use.

6) A housing program describing the distribution of new housing units, including affordable housing units, middle income housing units, and larger family units containing two (2), three (3) or more bedrooms. The housing program shall also describe the anticipated housing tenancy (rental/home ownership) and a description of efforts to provide a mixture of tenancy types.

7) An open space plan depicting the size, layout and configuration of all open space within the District. This open space plan shall illustrate the open space existing in the District and open space to be developed or modified within the District and / or outside of the District in accordance with Section 14.40. The plan shall provide a narrative discussion of public programming concepts for new and existing open space.

8) A plan describing street and public infrastructure improvements to be undertaken in coordination with the development program, including all proposed water, stormwater and sewage facilities, which shall also be submitted to the Department of Public Works for review.

9) A plan illustrating proposed building scale, height and massing, including a model and a study demonstrating the anticipated shadow and wind
impacts of all proposed buildings taller than 100 feet, and a general description of proposed mitigation measures that will be employed.

10) Proposed modifications, if any, to the development plans then approved pursuant to the Massachusetts Environmental Policy Act (MEPA) and an update on implementation of required mitigations from MEPA.

11) A sustainability plan describing concepts for how additional development will meet the requirements set forth in Section 14.74 below, including but not limited to district-wide approaches to energy, water and wastewater management, climate resiliency and waste management.

12) In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:
   a. Set forth target uses and users (and shall particularly target local/independent retailers and grocery store/pharmacy operators),
   b. Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,
   c. Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances, and
   d. Provide a street activation plan for Main Street, Broadway and Ames Street, and
   e. Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.

The Concept Plan must include an annual reporting process to the CRA for the duration of the Kendall Square Urban Renewal Plan regarding the ongoing efforts on the part of the development to comply with the Retail Plan.

14.32.2.2 Findings and Approval. The Planning Board shall grant a special permit approving a Concept Plan upon finding that the new development identified within the plan meets the criteria for approval of a Planned Unit Development set forth in Section 12.35.3(3) of the Zoning Ordinance and the criteria for approval of a Project Review Special Permit set forth in Section 19.25 of the Zoning Ordinance. In making its findings, the Board shall consider the objectives set forth in the Kendall Square Final Report of the K2C2 Planning Study ("K2 Plan") and the Kendall Square Design Guidelines. The approval of a Concept Plan shall serve to meet any applicable project review requirements of Article 19.000, and no additional Project Review Special Permit shall be required for new development that is identified within an approved Concept Plan.

14.32.2.3 Conditions. The special permit shall include a summary of approved Infill GFA in the aggregate, a description of the sites on which the development of Infill GFA is permitted, and the allowed range of development and uses on each site. Alternatives
and variations may be allowed as set forth in the conditions of the special permit. The special permit shall also include conditions for project mitigation applicable to each Infill GFA development site. Development on a particular site identified in the Concept Plan shall be authorized if the conditions applicable to that site are met.

14.32.2.4 Ongoing Review. The conditions of the special permit shall set forth a process for future review and approval of the design of buildings, landscaping and other significant components of an approved Concept Plan. Such process shall include representation by the CRA, Planning Board and City staff, in compliance with the Kendall Square Urban Renewal Plan. The special permit may specify that such further review not be required for any building design that is determined to have been sufficiently advanced at the time of granting of the special permit as to meet the standards for project review as set forth in Section 14.73.

14.32.2.5 Amendments. Major or Minor Amendments to the Concept Plan may be approved as set forth in Section 12.37 of the Zoning Ordinance after review and approval by the CRA, with Major Amendments requiring the granting of a special permit by the Planning Board and Minor Amendments requiring a written determination by the Planning Board. The conditions of the special permit may specify what types of modifications would constitute Major or Minor Amendments.

14.32.2.6 Notwithstanding anything contained in this Section 14.32.2 to the contrary, (i) the GFA utilized for the Ames Street Residential Project and (ii) a maximum of 60,000 square feet of Aggregate GFA associated with a project seeking a special permit under Section 14.72.3, shall not be deemed to be Infill GFA for the purposes of this Article 14.

6. Replace current Subsection 14.32.3 with the following text:

14.32.3 Any construction or change of use within the District, which would cause Aggregate GFA limitation of Section 14.32.1 to be exceeded, shall not be allowed.

(1) Compliance with this Section 14.32.3 shall be determined by the Superintendent of Buildings at all times including at the time of issuance of a building permit and at the time of issuance of a Certificate of Occupancy under Section 9.20 of this Ordinance.

(2) The CRA shall maintain a record of the Aggregate GFA within the District and shall provide an Aggregate GFA record to the Superintendent of Buildings and the Community Development Department (CDD) with any building permit or certificate of occupancy application utilizing Infill GFA. Such record shall separately account for development within 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 the CRA as to an outstanding contract (including option) for the construction of a building. The CRA shall also maintain a record of cumulative GFA by land use for the purpose of determining and tracking open space requirements for existing and future development.

(3) Each applicant for a building permit or a certificate of occupancy shall submit to the Superintendent of Buildings information, including the following, as appropriate to the application, in order to determine compliance with this Section 14.32 and to demonstrate that the proposed construction and/or occupancy will not violate or be inconsistent with any outstanding contract or deed:
(a) measurement of total gross floor area of the building or building additions;
(b) measurement of future development commitments or limitations on the lot specified in deed restrictions, covenants or comparable legal instruments.

7. **Revise the title of the current Subsection 14.32.4 to Applicability of Section 19.20 and add the following sentence at the end of the paragraph:**

   It is understood and agreed that the provisions of this Section 14.32.4 shall apply only to development proposals that are not included within the Infill Development Concept Plan process described in Section 14.32.2 above.

8. **Create the following new Subsection 14.32.5:**

   **14.32.5 Innovation Space:** A Concept Plan proposing more than 100,000 square feet of GFA for Office and Biotechnology Manufacturing Uses shall include a plan for Innovation Space meeting the requirements below. Innovation Space within the District must occupy GFA equal to, or in excess of, ten percent (10%) of the Infill GFA used for Office and Biotechnology Manufacturing Uses. Existing GFA within the District may be converted to meet this requirement. The Innovation Space requirement shall be met through the provision of office spaces of at least 10,000 square feet (or ten percent (10%) of the newly-constructed GFA for Office and Biotechnology Manufacturing Uses, if less) 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:

   (a) **Combined Spaces.** Developers of properties within the District may collaborate with other developers in adjacent zoning districts in the Kendall Square area (defined as zoning districts reviewed as part of the K2 Planning Study) to develop a Joint Innovation Space Plan. In such a case, the total square footage of joint Innovation Space must be large enough to satisfy the sum of the requirements, if any, for such participating developers and zoning districts.

   (b) **Characteristics.** For the purposes of this Section 14.32.5, 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.

      (ii) No single business entity may occupy more than 2,000 square feet or 10% of the entire Innovation 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, circulation, supplies and kitchens) available to all tenants and must occupy at least 50% of the Innovation Space.

**Note:** See attached document for proposed text changes with edits shown.
(v) Individual entities occupying Innovation Space may include small business incubators, small research laboratories, 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.

(c) Variations. In approving a Concept Plan, Major or Minor Amendments to the Concept Plan, or through subsequent design review of individual building design per Section 14.32.2.4, the Planning Board may approve variations in the specific characteristics set forth above, if the proposed Innovation Space is found to be consistent with the purposes of these characteristics.

9. Create the following new Subsection 14.32.6:

14.32.6 GFA Exemptions

The following items shall be excluded from the calculation of Aggregate GFA within the District for the purposes of determining compliance with the intensity of development requirements of Article 14:

(1) Variance: Any GFA within the District authorized by a variance issued by the Board of Zoning Appeal.

(2) Residential Outdoor Area Exemptions: Private outdoor decks or balconies for multifamily residential development, up to eight percent (8%) of the building floor area.

(3) Innovation Space: Innovation Space GFA up to twenty percent (20%) of the Infill GFA dedicated to Office and Biotechnology Manufacturing Uses. In order for the Innovation Space GFA to be exempt from the Aggregate GFA limitations, at least twenty-five percent (25%) of the Innovation Space utilization (measured by square footage or shared space membership) must be set aside as below market rate space to be offered by the CRA or the City to qualifying tenants for short-term leases consistent with Section 14.32.5(b).

(4) Retail: The GFA occupied by retail and consumer service uses listed in Section 14.21.3, if the following conditions are met:

a) the excluded GFA is not located above the ground level of a building (provided, however, that the Planning Board may waive this limitation in specific instances where it finds that the proposed use would be uniquely beneficial to area residents, such as a grocery store or pharmacy);

b) the excluded GFA has frontage and direct pedestrian entrances onto Main Street, Binney Street, Broadway, 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;

c) the excluded GFA is occupied by separate retail establishments, each occupying no more than five thousand (5,000) square feet of floor area (provided, however, that the Planning Board may waive this limitation in specific instances where it finds that the proposed use would be uniquely beneficial to area residents, such as a grocery store, pharmacy, or an
innovative retail format where multiple small vendors occupy a larger market space);

d) the ground level façade is designed with entrances and glazing materials such that at least 60% of the façade area is transparent providing visibility between the retail use and the public sidewalk or open space; and

e) A minimum of 25% of the retail space, exclusive of retail space used for grocery stores and/or pharmacies, consists of Independent and Local Retailers. “Independent and Local Retailers” shall include any retail operator, which does not own or operate more than ten (10) retail locations in the Commonwealth of Massachusetts with the same name and retail concept.

(5) Middle Income Housing Units: The square footage of middle income housing units as defined in Section 14.35(c).

(6) Transfer of Development Rights: Any GFA acquired through the transfer of development rights provisions of the Zoning Ordinance.

10. Within the first paragraph of the current Section 14.33, capitalize “Aggregate” and remove the phrase “and cumulative” in the first sentence, and replace the phrase “Section 14.33.6” with the phrase “Sections 14.32.6 and 14.33.6” in the second sentence.

11. Replace the current Subsection 14.33.4 with the following text:

14.33.4 Residential uses:

(1) Multifamily housing: FAR 8.0

(2) Hotel/Motel: FAR 6.0

12. Replace current Section 14.34 with the following text:

14.34 Building Height Limitation. The maximum building height in the District shall be two hundred and fifty (250) feet, except for the area of the District more than 450 feet north of the centerline of Broadway, where the maximum building height for any portion of a building in such area shall be 200 feet. Up to two (2) mixed-use buildings within the 250-foot height area of the District may reach 350 feet provided, however, that the occupied floors above 250 feet may only contain residential and associated amenity space. Additionally, the floorplate of any portion of a building above 250 feet shall not exceed 12,000 square feet.

This requirement shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators, solar or wind 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 (i) 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, (ii) wireless or broadcasting towers and other like unenclosed structures which occupy less than ten percent (10%) to the lot area or (iii) rooftop terraces and enclosed
structures ancillary thereto (provided that such structures occupy less than ten percent (10%) of the lot area).

13. Create the following new Section 14.35:

14.35 Middle Income Housing Requirement. For any project utilizing Infill GFA for multi-family residential use, the following requirements for Middle Income Housing Units shall apply in addition to the Inclusionary Housing requirements set forth below:

(a) Middle Income Units (as defined below) shall occupy floor area equal to at least five percent (5%) three percent (3%) of the total floor area devoted to multi-family residential use. Such Middle Income Units shall be distributed throughout the residential building in a manner approved by the Planning Board, in consultation with City and CRA staff, in order to ensure that the Middle Income Units are of an appropriate location, size, configuration and quality for households intended to occupy such units. The floor area of Middle Income Units provided per this Section 14.35 shall not be counted against the Aggregate GFA limitation in the District.

(b) For the purposes of this Section 14.35, Middle Income Units shall be defined as residential dwelling units for which:

i. the occupancy is restricted to households whose total income 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;

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.

14. Create the following new Section 14.36:

14.36 Affordable Housing Requirement. For any project utilizing Infill GFA for multi-family residential uses, the following requirements shall apply in place of the Inclusionary Housing requirements set forth in Section 11.200 of this Zoning Ordinance:

a. Notwithstanding anything to the contrary in this Ordinance, no less than twenty percent (20%) seventeen percent (17%) of the total floor area devoted to multi-family residential use shall be devoted to Affordable Units in accordance with the definitions and procedures set forth in Section 11.200 of the Zoning Ordinance. No increase in GFA beyond the limitations set forth in
Section 14.32.1 shall be provided for a project or the District subject to the requirements of this Section 14.35.

b. The Planning Board may approve a Special Permit providing Affordable Units that are, on average, larger in area than the other dwelling units in the building. Where such units are larger in size and provide a greater number of bedrooms, they may be accordingly, fewer in number within the project, provided that the twenty percent (20%) seventeen percent (17%) total floor area requirement is met.

c. If the Inclusionary Housing requirements of Section 11.200 are amended subsequent to September 1, 2015 such that more than twenty percent (20%) seventeen percent (17%) of the total number of dwelling units must be devoted to Affordable Units, then the twenty percent (20%) seventeen percent (17%) total floor area requirement set forth in this Section 14.35 shall be increased to the same percentage to which the requirements have been increased under said Section 11.200.

15. Create the following new Section 14.37:

14.37 **Dwelling Units.** New multi-family residential development utilizing Infill GFA shall include a range of dwelling unit types and sizes. At a minimum, five percent (5%) of the residential GFA utilizing Infill GFA shall be devoted to dwelling units with three (3) bedrooms or more, which shall be designed to accommodate families with children.

To the extent legally permissible under Section 11.200 of the Zoning Ordinance and other applicable legal requirements, these three-bedroom units will all be Middle Income Units and Affordable Units; provided, however, that if three-bedroom units comprise more than five percent (5%) of the total floor area devoted to multi-family residential units, any such units in excess of five percent (5%) of the total floor area may be market-rate units.

16. Create the following new Section 14.38:

14.38 **Active Ground Floors.** The ground floor of newly constructed buildings utilizing 50,000 square feet or more of Infill GFA, where that ground floor fronts onto Main Street, Broadway or Ames Street, must be occupied by (i) Retail and Consumer Service uses, as listed in Section 14.21.3, or (ii) active public gathering space (whether enclosed or open), along a minimum length of seventy-five percent (75%) of the building façade along this frontage. Dimensional variations and alternate uses may be approved by the Planning Board upon determining that the specific uses and designs proposed are consistent with the purpose and intent of this Section 14.36. Alternatively, if a Concept Plan provides for the redevelopment of existing buildings to include new Retail and Consumer Service uses along the ground floor of any of the identified street frontages, then the Planning Board may permit a reduction in the required length of active street frontage for new buildings for up to fifty percent (50%) of the length of new active street frontage provided in existing buildings and only if the Board finds that it results in a better outcome for the District as a whole. Banks and financial institutions shall not be considered active ground floor uses for the purposes of meeting this requirement.
17. **In the current Subsection 14.41, within the third sentence insert the terms “roof decks, balconies” after the phrase “decorative plantings.”**

18. **Create the following new Subsection 14.42.2:**

14.42.2 In addition to the Public Open Space provisions above, development in the District shall provide that a combination of public open spaces and private but publicly accessible spaces such that the total open space areas in the District are equivalent to at least fifteen percent (15%) of the land area (excluding road rights-of-way) within the District. The open spaces within the District shall contribute to an interconnected network of public spaces in the broader Kendall Square neighborhood, accommodating a variety of activities for employees, residents and visitors, consistent with the place-making goals of the 2013 K2 Final Report.

19. **Replace current Section 14.43 with the following text, including deletion of Table 1:**

14.43 Project Based Minimum Open Space Requirement. Each development project shall be required to contribute to the open space network of the District and/or the surrounding neighborhood, consistent in the case of Infill GFA with an open space plan approved through the Special Permit application as described in Section 14.32.2 and consistent with the Open Space Requirements of Section 403 of the Kendall Square Urban Renewal Plan.

20. **Delete the current Section 14.44 in its entirety.**

21. **Replace current Subsection 14.45.1 with the following text, including deletion of Table 2:**

14.45.1 Pedestrian ways listed and defined below may be counted toward the open space requirement determined in Section 14.43.

22. **Replace the first sentence of Subsection 14.45.2 with the following text:**

14.45.2 Pedestrian ways shall be designed to provide for public access and shall have the following meaning:

23. **Replace the current Subsection 14.52.2 (including the table, to be renamed Table 1) with the following text and table:**

14.52.2 With the exception of multi-family residential development, there are no minimum parking requirements for new development in the District. Residential development shall provide at a minimum 0.4 automobile parking spaces per dwelling unit. All proposed development shall be restricted from constructing parking spaces, either on or off the lot within the District, beyond the maximum allowances of Table 1. If a development includes more than one category of use, then
the number of spaces allowed for the development shall be the sum of the allowance 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. The Planning Board may approve arrangements for shared parking of such residential parking spaces with commercial spaces or otherwise adjust the minimum parking requirements based on review and analysis of anticipated parking demand within the Transportation Impact Study.

At least ten (10) additional parking spaces reserved for carsharing vehicles shall be provided by the first development project utilizing at least 100,000 square feet of Infill GFA. These spaces are not counted toward maximum parking space ratios. In the event that no carsharing or site-based car rental organization is prepared to offer services, the designated car share spaces may be rented on a monthly basis unless and until an organization agrees to provide the services, if there is clear documentation that such parking spaces are continuously offered to carsharing organizations.

**Table 1 MXD District Parking Restrictions**

<table>
<thead>
<tr>
<th>Use</th>
<th>Maximum number of spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial uses allowed by Section 14.21.1</td>
<td>.8/1000 sq. ft.¹</td>
</tr>
<tr>
<td>Office uses and Biotechnology Manufacturing Uses allowed by Section 14.21.2</td>
<td>.9/1000 sq. ft.</td>
</tr>
<tr>
<td>Retail and consumer establishment allowed by Section 14.21.3</td>
<td>.5/1000 sq. ft.</td>
</tr>
<tr>
<td>Residential uses allowed by Section 14.21.4</td>
<td></td>
</tr>
<tr>
<td>Multi-family residences</td>
<td>.75 per-dwelling unit</td>
</tr>
<tr>
<td>Hotels or Motels</td>
<td>1/4 sleeping rooms</td>
</tr>
<tr>
<td>Public assembly uses allowed by Sections 14.21.3(2), 14.21.3(3), and Section 14.21.5</td>
<td>1/15 seats</td>
</tr>
<tr>
<td>Other uses allowed by Section 14.21.6 and 14.21.7</td>
<td>.9/1000 sq. ft. ²</td>
</tr>
</tbody>
</table>

1. All space measurements are in terms of square feet of gross floor area.
2. For assembly spaces having no fixed seating.

**24. Replace current Subsection 14.52.3 with the following text:**

14.52.3 The parking allowances specified in Table 1 may be satisfied by a lease agreement between the developer and the City, other public entity, or private consortium for use of parking spaces in a public or pooled private parking facility located within the District (or, in the case of the spaces required for residential uses, located outside of the District but within 1,000 feet of the residential building for which the parking is being provided). The total number of parking spaces leased and constructed within the district for development on a lot shall not exceed the maximum allowances provided for in Table 2.
25. Replace current Subsection 14.52.4 with the following text:

14.52.4 Off-street, on-grade parking lots, not enclosed in a structure, may be constructed in the District only on an interim basis in anticipation of later construction of structured parking provided that there is compliance with each of the following:

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

(b) construction of the future parking structure will commence within three years of the date of permit application for development on the lot;

(c) such future parking structure may be constructed and/or operated by the applicant or by a public or private entity;

(d) the future parking structure will contain sufficient spaces reserved for users of the lot to meet the parking requirements of the lot specified in Table 3; and

(e) binding commitments shall exist to guarantee, to the reasonable satisfaction of the Superintendent of Buildings, that requirements (a) through (d) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, performance bond, or comparable legal instrument.

26. Create the following new Subsection 14.52.6:

14.52.6 Bicycle parking shall be provided as set forth in Section 6.100 of this Ordinance.

27. Rename the table in current Subsection 14.53.1 as “Table 2”.

28. Revise the title of Section 14.70 to read “Special Provisions”

29. Within the current Subsection 14.71.3, capitalize the word “Space” where it appears in the first sentence, and replace the phrase “the Lot Minimum Open Space Requirement in Section 14.43 shall be inapplicable within the Ames Street District” with the phrase “there shall be no open space requirement for any individual lots within the Ames Street District.”

30. Create the following new Section 14.73:

14.73 INTER-Agency DESIGN REVIEW

Review and approval of the Concept Plan, as described in Section 14.32.2, and subsequent building design review under Section 14.32.2.4 shall be conducted jointly by the Planning Board and the CRA. The Planning Board and CRA shall hold at least one joint public meeting to consider the Concept Plan. In order to insure high quality architectural design and thoughtful adherence to the Concept Plan, evaluation of subsequent building proposes shall include the review of:
a) A site plan illustrating the new building proposal in context with existing and proposed new development within the District.
b) A proposed development program illustrating the size and location of uses within the building.
c) Building plans, sections, elevations, and rendering sufficient to describe the urban design setting and architectural character of the proposed building(s). A materials board shall be provided along with annotated building elevations.
d) A digital or physical model of the building within the context of neighboring buildings.
e) A project specific open space plan depicting the design of open space provided on site by the project and any Public Open Space contributions to the area to be executed by the Project. Additionally streetscape designs for building frontages.
f) A sustainability narrative describing how the development proposal will meet the requirements set forth in Section 14.74 below.

As set forth in Section 14.32.2.4, the procedures for ongoing design review of subsequent building proposals shall be further defined per the Concept Plan Special Permit.

31. Create the following new Section 14.74:

14.74 Sustainability. New buildings constructed within the District shall comply with the provisions of Section 22.20 of the Ordinance. For those construction projects utilizing Infill GFA subject to Section 22.23, LEED certification at the Gold level or better is required and must enlist a Commissioning Authority to perform Enhanced Commissioning of the building’s performance. In connection with the submission requirements of Section 22.24.2.a., the Developer of such buildings shall submit a Statement of Energy Design Intent produced through the EnergyStar Target Finder tool, or comparable method. New buildings in the District utilizing Infill GFA must incorporate an integrated design approach and incorporate best practices for meeting sustainability in the following five (5) areas:

   a) Energy and Emissions. Each new building must conserve building energy and, to the extent applicable, reduce greenhouse gas emissions. The project proponent must evaluate the potential for on-site energy generation or the construction or expansion of co-generation or district energy facilities within the District. All new construction shall be developed to be Solar-Ready, allowing for the immediate installation of solar voltaic units or provisions of building systems to allow future solar installation. Building proposals shall include a study considering the feasibility of connecting to the existing district steam system or other energy co-generation facility in the area.

   b) Water Management. The Developer, for each new building, must explore opportunities for:

      (i) potable water use reductions,

      (ii) storm water management using open spaces,
(iii) the incorporation of indigenous vegetation and,
(iv) storm water for irrigation purposes.

c) Cool Roofs. All new buildings approved in the District must employ Functional Green Roofs (as such term is defined in Article 22.000 of this Zoning Ordinance), high-albedo “white” roofs or a functionally equivalent roofing system.

d) Monitoring. All new buildings approved in the District shall be required to conform to the requirements of the Cambridge Building Energy Use Disclosure Ordinance, Chapter 8.67 of the Municipal Code.

e) Rooftop Mechanical Equipment Noise Mitigation. Sound emanating from rooftop mechanical equipment on all new or substantially altered structures shall be minimized by the adoption of best available and feasible practices regarding the location and sizing of equipment, the selection of equipment and sound attenuation measures.
ARTICLE 14.000 MIXED USE DEVELOPMENT DISTRICT:
CAMBRIDGE KENDALL CENTER

MXD Zoning Petition Submitted by the Cambridge Redevelopment Authority 12.7.15

KEY:
Language additions are UNDERLINED
Language deletions are show with STRIKETHROUGH text

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

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

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

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

14.21.1 Light Industry

1. Manufacturing: fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use) without limit as to category or product.

2. 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 district shall not be devoted exclusively to wholesale uses.

3. Printing, binding, or related establishment.

4. Storage warehouse, cold storage building, as an accessory use only and not exceeding twenty thousand (20,000) square feet, but not including storage or bailing of junk scrap metal, rags, paper or other waste materials and not including outside storage of products or materials.

14.21.2 Office Uses and Biotechnology Manufacturing Uses

1. Business or professional offices.

2. Bank, trust company, or other financial institution

3. Research and development office.

4. Research, experimental and testing laboratory.

5. Radio or television studio.

6. Manufacturing of biotechnology and pharmaceutical products, including
   (a) Fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use).
   (b) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other nonwholesale uses.
   (c) Storage warehouse, cold storage building, as an accessory use only.

14.21.3 Retail and Consumer Service Establishments

1. Store for retail sale of merchandise, including grocery store, pharmacy, and market but not a sales place for automobiles or trucks.

2. Eating and/or drinking establishment, whether or not liquor is sold or consumed, including restaurant, bar, lunchroom, cafeteria and food commissary.

3. Fast order food establishment only if (i) it is not located in a separate structure, (ii) it does not exceed three thousand (3,000) square feet of gross floor area, (iii) there will be no more than fifteen (15) such establishments within the District (a maximum of eight (8) of which shall be located in the Ames Street District and a maximum of seven (7) of which shall be located in the portions of the District outside of the Ames Street District) and (iv) it is granted a Special Permit, as provided in Section 10.40 and 11.30.
(4) Consumer service establishment, including but not limited to hairdresser, barber shop, laundry or dry cleaning pick up establishment, self-service laundry, shoe repair or tailoring shop, or photography studio.

(5) Rental agency for autos or other products, but not including taxi companies. Such agencies shall be operated entirely within a building and no major automobile repairs shall be made on the premises.

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

14.21.4 Residential Uses

(1) Multifamily dwelling

(2) Hotel or Motel

14.21.5 Entertainment and Recreational Uses

(1) Indoor commercial entertainment establishments including but not limited to cinema, theater, concert hall, cabaret and night club.

(2) Recreation facilities including bowling alley, indoor or outdoor tennis courts, public recreation building, health club, or skating rink. Such recreation facilities shall be allowed only if they are located in or attached to structures containing other principal uses.

(3) Hall, auditoriums and similar spaces used for public gatherings.

(4) Park or playground

14.21.6 Institutional Uses

(1) Religious purposes

(2) Educational purposes exempt by statute

(3) Library or museum as an accessory use only.

(4) Governmental offices and facilities, including post office, fire station and police station.

(5) Clinic licensed under Section 51, Ch. 111, General Laws but not a hospital licensed under said Chapter.

14.21.7 Transportation, Communication and Utility Uses

(1) Bus, subway or railroad passenger station.

(2) Automobile parking lot or parking garage.

(3) Distribution center, parcel delivery center or delivery warehouse as accessory uses only.

(4) Telephone exchange, as an accessory use.

(5) Radio or television transmission station.

(6) Transformer station, substation, gas regulator station, or pumping station and related utility uses designed primarily to serve development within the District.
14.21.8 **Other Uses.** Any use not listed in subsections 14.21.1 through 14.21.7 may be allowed by the Planning Board in its approval of an Infill Development Concept Plan or subsequent Amendment, upon written determination by the Board that such use is consistent with the objectives of the District and with adopted City policies and guidelines applicable to Kendall Square.

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

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

14.23.1 All dust, fumes, odors, smoke or vapor shall be effectively confined to the premises or so disposed of as to avoid air pollution.

14.23.2 Any noise, vibration or flashing shall not be normally perceptible without instruments at a distance of one hundred (100) feet from the premises.

14.23.3 All development proposals shall comply with Federal and State air pollution and water pollution control regulations, the City of Cambridge Ordinances, and other applicable environmental laws.

14.23.4 Except during construction activity on the lot all refuse and other waste materials shall be stored within buildings prior to collection and disposal.
14.30 **INTENSITY OF DEVELOPMENT REQUIREMENTS**

14.31 **Applicability.** The amount and density of development within the Cambridge Kendall Center MXD District shall be governed by the provisions of this Section 14.30.

14.32 **District Development Limitations.** There shall be limitations on the overall amount of development within the District as specified below.

14.32.1 The Aggregate gross floor area (GFA) of development in the District shall not exceed the sum of (i) three million, one-hundred-thirty-seven thousand (3,673,000) square feet, providing that any development in excess of two million eight-hundred-thirty-three thousand (2,833,000) shall occur only within the area designated on the Zoning Map as the “Ames Street District”, and plus (ii) six two-hundred thousand (620,000) square feet that shall be limited to multi-family residential uses as permitted in Section 14.21.4(1), for a total Aggregate GFA not to exceed 4,273,000 square feet. Up to sixty thousand (60,000) square feet of such Aggregate GFA of 3,133,000 in clause (i) of the preceding sentence, shall be allowable only by special permit pursuant to Section 14.72.

The at least two hundred thousand (200,000) square feet of the GFA restricted to housing uses shall occur only within the area designated on the Zoning Map as the “Ames Street District” and has been approved by special permit dated March 27, 2015 (the “Ames Street Residential Project”). The commencement of construction for the Ames Street Residential Project, approved by special permit in 2015, 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 that may be permitted by special permit pursuant to Section 14.72.3.

Additionally, the commencement of construction of a second residential project of at least 200,000 square feet shall precede the occupancy of any commercial GFA utilizing Infill GFA (as defined in Section 14.32.2 below) in excess of three hundred and seventy-five thousand (375,000) square feet.

However, may only be used in that portion of the MXD district located between Main Street and Broadway.

Aggregate GFA of development in the District is at any time the sum of the GFA (as defined in Article 2.000 of this Ordinance) of all buildings (i) which are then located in the District, (ii) which are being constructed or may be constructed in the District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority to the Superintendent of Buildings, may be constructed in the District in the future. Notwithstanding the definition in Article 2.000 for Gross Floor Area and the provisions of Section 5.25, parking garages and accessory parking facilities shall be exempt from the requirements as to Floor Area Ratio and shall not be included in the calculation for Gross Floor Area on a lot.

14.32.2 The Cambridge Redevelopment Authority (CRA) shall cause an Infill Development Concept Plan (“Concept Plan”) to be prepared providing for the distribution of additional GFA for new development within the District above and beyond 3,333,000 square feet (“Infill GFA”) and meeting the requirements of Section 14.32.2.1. The
Concept Plan shall be approved by CRA and by a special permit granted by the Planning Board in order to authorize the development of Infill GFA. The purpose of the Concept Plan is to provide a context and a conceptual governance structure for existing and potential future development that allows development to proceed in a flexible manner without requiring additional special permits for each building. The Concept Plan is expected to evolve over time, and with each subsequent development proposal updates to the Concept Plan shall be submitted. Amendments to the special permit may be granted as set forth below, but revisions to a Concept Plan shall not necessarily require amending the special permit so long as the revisions remain in conformance with the conditions of the special permit.

14.32.2.1 Infill Development Concept Plan Requirements:

1) A current development program illustrating the size, location, and uses of existing buildings at the time of submission.

2) A site plan for all proposed new development within the District including locations of Innovation Space as described in Section 14.32.5 and Active Ground Floor Uses described in Section 14.36.

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

4) A Phasing Plan describing the anticipated timing of commercial and housing development.

5) A Transportation Impact Study certified by the Traffic, Parking and Transportation Department in accordance with the requirements of Section 19.24, Paragraph (2) of this Zoning Ordinance, which shall also include a parking demand analysis and a projection of proposed reliance on transit and plans to address non-automobile use.

6) A housing program describing the distribution of new housing units, including affordable housing units, middle income housing units, and larger family units containing two (2), three (3) or more bedrooms. The housing program shall also describe the anticipated housing tenancy (rental/home ownership) and a description of efforts to provide a mixture of tenancy types.

7) An open space plan depicting the size, layout and configuration of all open space within the District. This open space plan shall illustrate the open space existing in the District and open space to be developed or modified within the District and / or outside of the District in accordance with Section 14.40. The plan shall provide a narrative discussion of public programming concepts for new and existing open space.

8) A plan describing street and public infrastructure improvements to be undertaken in coordination with the development program, including all proposed water, stormwater and sewage facilities, which shall also be submitted to the Department of Public Works for review.
9) A plan illustrating proposed building scale, height and massing, including a model and a study demonstrating the anticipated shadow and wind impacts of all proposed buildings taller than 100 feet, and a general description of proposed mitigation measures that will be employed.

10) Proposed modifications, if any, to the development plans then approved pursuant to the Massachusetts Environmental Policy Act (MEPA) and an update on implementation of required mitigations from MEPA.

11) A sustainability plan describing concepts for how additional development will meet the requirements set forth in Section 14.74 below, including but not limited to district-wide approaches to energy, water and wastewater management, climate resiliency and waste management.

12) In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:
   a. Set forth target uses and users (and shall particularly target local/independent retailers and grocery store/pharmacy operators),
   b. Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,
   c. Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances, and
   d. Provide a street activation plan for Main Street, Broadway and Ames Street, and
   e. Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.
   f.

The Concept Plan must include an annual reporting process to the CRA for the duration of the Kendall Square Urban Renewal Plan regarding the ongoing efforts on the part of the development to comply with the Retail Plan.

14.32.2.2 Findings and Approval. The Planning Board shall grant a special permit approving a Concept Plan upon finding that the new development identified within the plan meets the criteria for approval of a Planned Unit Development set forth in Section 12.35.3(3) of the Zoning Ordinance and the criteria for approval of a Project Review Special Permit set forth in Section 19.25 of the Zoning Ordinance. In making its findings, the Board shall consider the objectives set forth in the Kendall Square Final Report of the K2C2 Planning Study (“K2 Plan”) and the Kendall Square Design Guidelines. The approval of a Concept Plan shall serve to meet any applicable project review
requirements of Article 19.000, and no additional Project Review Special Permit shall be required for new development that is identified within an approved Concept Plan.

14.32.2.3 **Conditions.** The special permit shall include a summary of approved Infill GFA in the aggregate, a description of the sites on which the development of Infill GFA is permitted, and the allowed range of development and uses on each site. Alternatives and variations may be allowed as set forth in the conditions of the special permit. The special permit shall also include conditions for project mitigation applicable to each Infill GFA development site. Development on a particular site identified in the Concept Plan shall be authorized if the conditions applicable to that site are met.

14.32.2.4 **Ongoing Review.** The conditions of the special permit shall set forth a process for future review and approval of the design of buildings, landscaping and other significant components of an approved Concept Plan. Such process shall include representation by the CRA, Planning Board and City staff, in compliance with the Kendall Square Urban Renewal Plan. The special permit may specify that such further review not be required for any building design that is determined to have been sufficiently advanced at the time of granting of the special permit as to meet the standards for project review as set forth in Section 14.73.

14.32.2.5 **Amendments.** Major or Minor Amendments to the Concept Plan may be approved as set forth in Section 12.37 of the Zoning Ordinance after review and approval by the CRA, with Major Amendments requiring the granting of a special permit by the Planning Board and Minor Amendments requiring a written determination by the Planning Board. The conditions of the special permit may specify what types of modifications would constitute Major or Minor Amendments.

14.32.2.6 Notwithstanding anything contained in this Section 14.32.2 to the contrary, (i) the GFA utilized for the Ames Street Residential Project and (ii) a maximum of 60,000 square feet of Aggregate GFA associated with a project seeking a special permit under Section 14.72.3, shall not be deemed to be Infill GFA for the purposes of this Article 14.

In addition to the Aggregate GFA limitation establishment in Section 14.32.1, the Cumulative GFA for each of the use groups shall not exceed the respective amounts stated below, except as provided in Subsection 14.32.2(5). Cumulative GFA for a use group is at any time the sum of GFA (as defined in Article 2.000 of this Ordinance) of all portions, occupied or to be occupied by uses within such use group, of all building (i) which are then located in the District, (ii) which are being constructed or may be constructed in the District pursuant to then effective building permits, and (iii) which pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority and so stated in certificates from the Authority to the Superintendent of Buildings, may be constructed in the District in the future.

(1) Industrial uses permitted by Section 14.21.1 of this Article: Cumulative GFA=770,000 square feet.
(2) Office Uses and Biotechnology Manufacturing Uses permitted by Section 14.21.2 of this Article: Cumulative GFA=1,665,000—2,205,000 square feet.

Aggregate GFA within the District authorized by a variance issued by the Board of Zoning Appeal to exceed the District Development Limitation of Section 14.32 shall not be counted by the Superintendent of Buildings for any purpose in determining the aggregate GFA within the District or compliance with the intensity of development requirements of Article 14.00.

The Superintendent of Buildings shall maintain a separate record of any development within the area of the MXD district designated on the Zoning Map as the “Ames Street District.”

Development after September 30, 2010, within the area of the MXD District designated on the Zoning Map as the “Ames Street District” shall be allocated first to the increment of allowable GFA in the MXD District between two million eight-hundred and thirty three thousand (2,833,000) and three million, one hundred thirty three thousand (3,133,000) square feet, and then to any remaining GFA under two million eight-hundred and thirty three thousand (2,833,000) as authorized by the District Development Limitations of Section 14.32. Development allowed by special permit under Section 14.72 shall be allocated to the increment of allowable GFA in the MXD District under two million, eight hundred and thirty three thousand (2,833,000) as authorized by the District Development Limitations of Section 14.32, and not to the increment between two million, eight hundred and thirty three thousand (2,833,000) and three million, one hundred thirty three thousand (3,133,000).

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

(3) Retail and consumer service uses permitted by Section 14.21.3 of this Article: Cumulative GFA=150,000 square feet.

(4) Residential uses permitted by Section 14.21.4 of this Article:
   (a) Multifamily housing: Cumulative GFA=300,000 square feet
   (b) Hotel/Motel: Cumulative GFA=440,000 square feet

(5) Entertainment, recreation, institutional, transportation, communication and utility uses permitted by Sections 14.21.5, 14.21.6 and 14.21.7 and additional development of industrial, office and biotechnology manufacturing uses, retail,
consumer service and hotel/motel uses exceeding the cumulative GFA limitations of paragraphs (1), (2), (3), and (4b) above: Cumulative GFA = 973,000 square feet.

14.32.3 Any construction or change of use within the District which would cause Aggregate cumulative GFA limitation of Section 14.32.1 and 14.32.2 to be exceeded, shall not be allowed.

(1) Compliance with this Section 14.32.3 shall be determined by the Superintendent of Buildings at all times including at the time of issuance of a building permit and at the time of issuance of a Certificate of Occupancy under Section 9.20 of this Ordinance.

(2) The Superintendent of Buildings CRA shall maintain a record of the Aggregate GFA within the District and shall provide an Aggregate GFA record to the Superintendent of Buildings and the Community Development Department (CDD) with any building permit or certificate of occupancy application utilizing Infill GFA, and a record of cumulative GFA for each use group specified in Section 14.32.2. Such record shall separately account for development within 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 the CRA Cambridge Redevelopment Authority as to an outstanding contract (including option) for the construction of a building. The CRA shall also maintain a record of cumulative GFA by land use for the purpose of determining and tracking open space requirements for existing and future development.

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

(3) Each applicant for a Special Permit, building permit or a certificate of occupancy shall submit to the Superintendent of Buildings information, including the following, as appropriate to the application, in order to determine compliance with this Section 14.32 and to demonstrate that the proposed construction and/or occupancy will not violate or be inconsistent with any outstanding contract or deed:

(a) measurement of total gross floor area of the building or building additions;

(b) in a building containing uses in more than one use group, the measurement of gross floor area(s) by use group, for spaces to be devoted exclusively to uses in such group and the measurement of gross floor area of spaces to be shared by users in more than one use group;

(c) measurement of gross floor areas of renovations or use changes within existing buildings;

(b) measurement of future development commitments or limitations on the lot specified in deed restrictions, covenants or comparable legal instruments.

14.32.4 Applicability of Section 19.20 for Residential Uses. Notwithstanding the provisions of Section 19.22 (1), a structure, any portion of which contains residential uses as set
forth in Section 14.21.4 (1) above, shall be subject to the provisions of Section 19.20 – Project Review Special Permit. In addition, notwithstanding the provisions of Section 19.22(1), any development within the area designated on the Zoning Map as the “Ames Street District” utilizing the 2010 Additional GFA under Section 14.32.3(2) above shall be subject to the provisions of Section 19.20-Project Review Special Permit, with the exception of Section 19.21.1. It is understood and agreed that the provisions of this Section 14.32.4 shall apply only to development proposals that are not included within the Infill Development Concept Plan process described in Section 14.32.2 above.

14.32.5 **Innovation Space:** A Concept Plan proposing more than 100,000 square feet of GFA for Office and Biotechnology Manufacturing Uses shall include a plan for Innovation Space meeting the requirements below. Innovation Space within the District must occupy GFA equal to, or in excess of, ten percent (10%) of the Infill GFA used for Office and Biotechnology Manufacturing Uses. Existing GFA within the District may be converted to meet this requirement. The Innovation Space requirement shall be met through the provision of office spaces of at least 10,000 square feet (or ten percent (10%) of the newly-constructed GFA for Office and Biotechnology Manufacturing Uses, if less) 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:

(a) **Combined Spaces.** Developers of properties within the District may collaborate with other developers in adjacent zoning districts in the Kendall Square area (defined as zoning districts reviewed as part of the K2 Planning Study) to develop a Joint Innovation Space Plan. In such a case, the total square footage of joint Innovation Space must be large enough to satisfy the sum of the requirements, if any, for such participating developers and zoning districts.

(b) **Characteristics.** For the purposes of this Section 14.32.5, 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.

(ii) No single business entity may occupy more than 2,000 square feet or 10% of the entire Innovation 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, circulation, supplies and kitchens) available to all tenants and must occupy at least 50% of the Innovation Space.

(v) Individual entities occupying Innovation Space may include small business incubators, small research laboratories, 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.

(c) Variations. In approving a Concept Plan, Major or Minor Amendments to the
Concept Plan, or through subsequent design review of individual building
design per Section 14.32.2.4, the Planning Board may approve variations in
the specific characteristics set forth above if the proposed Innovation Space
is found to be consistent with the purposes of these characteristics.

14.32.6 GFA Exemptions

The following items shall be excluded from the calculation of Aggregate GFA within the
District for the purposes of determining compliance with the intensity of development
requirements of Article 14:

(1) Variances: Any GFA within the District authorized by a variance issued by the Board
of Zoning Appeal.

(2) Residential Outdoor Area Exemptions: Private outdoor decks or balconies for multi-
family residential development, up to eight percent (8%) of the building floor area.

(3) Innovation Space: Innovation Space GFA up to twenty percent (20%) of the Infill GFA
dedicated to Office and Biotechnology Manufacturing Uses. In order for the Innovation
Space GFA to be exempt from the Aggregate GFA limitations, at least twenty five
percent (25%) five percent (5%) of the Innovation Space utilization (measured by
square footage or shared space membership) must be set aside as below market rate
space to be offered by the CRA or the City to qualifying tenants for short-term leases
consistent with Section 14.32.5(b).

(4) Retail: The GFA occupied by retail and consumer service uses listed in Section
14.21.3, if the following conditions are met:

a) the excluded GFA is not located above the ground level of a building
(provided, however, that the Planning Board may waive this limitation in
specific instances where it finds that the proposed use would be uniquely
beneficial to area residents, such as a grocery store or pharmacy);

b) the excluded GFA has frontage and direct pedestrian entrances onto Main
Street, Binney Street, Broadway, 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;

c) the excluded GFA is occupied by separate retail establishments, each
occupying no more than five thousand (5,000) square feet of floor area
(provided, however, that the Planning Board may waive this limitation in
specific instances where it finds that the proposed use would be uniquely
beneficial to area residents, such as a grocery store, pharmacy, or an
innovative retail format where multiple small vendors occupy a larger market
space).
d) the ground level façade is designed with entrances and glazing materials such that at least 60% of the façade area is transparent providing visibility between the retail use and the public sidewalk or open space; and

e) A minimum of 25% of the retail space, exclusive of retail space used for grocery stores and/or pharmacies, consists of Independent and Local Retailers. "Independent and Local Retailers" shall include any retail operator, which does not own or operate more than ten (10) retail locations in the Commonwealth of Massachusetts with the same name and retail concept.

(5) Middle Income Housing Units: The square footage of any middle income housing units as defined in Section 14.35(c).

(6) Transfer of Development Rights: Any GFA acquired through the transfer of development rights provisions of the Zoning Ordinance.

14.33 Lot Density Limitation. In addition to the Aggregate GFA limitation and cumulative established in Section 14.32, there shall also be a density limitation for each lot within the District. The following floor area ratios (as defined in Article 2.000) for each lot shall not be exceeded, except as provided in Sections 14.32.6 and 14.33.6. The area of the lot to be counted in determining FAR shall include land dedicated by the owner or former owner of the lot as public open space under Section 14.42.

14.33.1 Industrial and Wholesale uses: FAR 4.0

14.33.2 Office Uses and Biotechnology Manufacturing Uses: FAR 8.0

14.33.3 Retail and Consumer Services uses: FAR 5.0

14.33.4 Residential uses:
   (1) Multifamily housing: FAR 4.0 8.0
   (2) Hotel/Motel: FAR 6.0

14.33.5 Other uses: FAR 4.0

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

14.34 Building Height Limitation. The maximum building height in the District shall be two hundred and fifty (250) feet, except for the area of the District more than 450 feet north of the centerline of Broadway, where the maximum building height for any portion of a building in such area shall be 200 feet. Up to two (2) mixed-use buildings may reach 350 feet provided, however, that the occupied floors above 250 feet may only contain residential and associated amenity space. Additionally, the floorplate of any portion of a building above 250 feet shall not exceed 12,000 square feet.

This requirement shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators, solar or wind 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 (i) 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, (ii) wireless or broadcasting towers and other like unenclosed structures which occupy less than ten percent (10%) to the lot area or (iii) rooftop terraces and enclosed structures ancillary thereto (provided that such structures occupy less than ten percent (10%) of the lot area).

14.35 **Middle Income Housing Requirement.** For any project utilizing Infill GFA for multi-family residential use, the following requirements for Middle Income Housing Units shall apply in addition to the Inclusionary Housing requirements set forth below:

(a) Middle Income Units (as defined below) shall occupy floor area equal to at least five percent (5%) three percent (3%) of the total floor area devoted to multi-family residential use. Such Middle Income Units shall be distributed throughout the residential building in a manner approved by the Planning Board, in consultation with City and CRA staff, in order to ensure that the Middle Income Units are of an appropriate location, size, configuration and quality for households intended to occupy such units. The floor area of Middle Income Units provided per this Section 14.35 shall not be counted against the Aggregate GFA limitation in the District.

(b) For the purposes of this Section 14.35, Middle Income Units shall be defined as residential dwelling units for which:

i. the occupancy is restricted to households whose total income 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;

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.

14.36 **Affordable Housing Requirement.** For any project utilizing the Infill GFA for multi-family residential uses, the following requirements shall apply in place of the Inclusionary Housing requirements set forth in Section 11.200 of this Zoning Ordinance.

a. Notwithstanding anything to the contrary in this Ordinance, no less than twenty percent (20%) seventeen percent (17%) of the total floor area devoted to multi-family residential use shall be devoted to Affordable Units in accordance with the definitions and procedures set forth in Section 11.200 of the Zoning Ordinance. No increase in GFA beyond the limitations set forth in Section 14.32.1 shall be provided for a project or the District subject to the requirements of this Section 14.35.
b. The Planning Board may approve a Special Permit providing Affordable Units that are, on average, larger in area than the other dwelling units in the building. Where such units are larger in size and provide a greater number of bedrooms, they may be accordingly, fewer in number within the project, provided that the twenty percent (20%) seventeen percent (17%) of total floor area requirement is met.

c. If the Inclusionary Housing requirements of Section 11.200 are amended subsequent to September 1, 2015 such that more than twenty percent (20%) seventeen percent (17%) of the total number of dwelling units must be devoted to Affordable Units, then the twenty percent (20%) seventeen percent (17%) total floor area requirement set forth in this Section 14.35 shall be increased to the same percentage to which the requirements have been increased under said Section 11.200.

14.37 Dwelling Units. New multi-family residential development utilizing Infill GFA shall include a range of dwelling unit types and sizes. At a minimum, five percent (5%) of the residential GFA utilizing Infill GFA shall be devoted to dwelling units with three (3) bedrooms or more, which shall be designed to accommodate families with children. To the extent legally permissible under Section 11.200 of the Zoning Ordinance and other applicable legal requirements, these three-bedroom units will all be Middle Income Units and Affordable Units; provided, however, that if three-bedroom units comprise more than five percent (5%) of the total floor area devoted to multi-family residential units, any such units in excess of five percent (5%) of the total floor area may be market-rate units.

14.38 Active Ground Floors.

The ground floor of newly constructed buildings utilizing 50,000 square feet or more of Infill GFA, where that ground floor fronts onto Main Street, Broadway or Ames Street, must be occupied by (i) Retail and Consumer Service uses, as listed in Section 14.21.3, or (ii) active public gathering space (whether enclosed or open), along a minimum length of seventy-five percent (75%) of the building façade along this frontage. Dimensional variations and alternate uses may be approved by the Planning Board upon determining that the specific uses and designs proposed are consistent with the purpose and intent of this Section 14.36. Alternatively, if a Concept Plan provides for the redevelopment of existing buildings to include new Retail and Consumer Service uses along the ground floor of any of the identified street frontages, then the Planning Board may permit a reduction in the required length of active street frontage for new buildings for up to fifty percent (50%) of the length of new active street frontage provided in existing buildings and only if the Board finds that it results in a better outcome for the District as a whole. Banks and financial institutions shall not be considered active ground floor uses for the purposes of meeting this requirement.

14.40 OPEN SPACE REQUIREMENTS

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

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

14.42.1 Public Open Space shall be open space reserved for public use and enjoyment as guaranteed through one or more of the following:

(a) Retention by the Cambridge Redevelopment Authority;

(b) Dedication to and acceptance by the City of Cambridge or other public entity;

(c) Easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes.

(d) Dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the District for reasonable amounts of time on a regular basis;

(e) Lease agreements of ninety-nine (99) years or longer from the private developer or owner to the City or other public entity.

14.42.2 In addition to the Public Open Space provisions above, development in the District shall provide a combination of public open spaces and private but publicly accessible spaces such that the total open space areas in the District are equivalent to at least fifteen percent (15%) of the land area (excluding road rights-of-way) within the District. The open spaces within the District shall contribute to an interconnected network of public spaces in the broader Kendall Square neighborhood, accommodating a variety of activities for employees, residents and visitors, consistent with the place-making goals of the 2013 K2 Final Report.

14.43 Project Based Lot Minimum Open Space Requirement. Each development project shall be required to contribute to the open space network of the District and/or the surrounding neighborhood, consistent, in the case of Infill GFA, with an open space plan approved through the Special Permit application as described in Section14.32.2 and consistent with the Open Space Requirements of Section 403 of the Kendall Square Urban Renewal Plan. The minimum amount of open space to be provided on each lot within the District shall be as shown on Table 1, subject to the reduction provided in Section 14.44. When development on a lot includes uses in more than one of the use categories in Table 1, the requirement for each use category shall be calculated and totaled to determine a total requirement for the lot. Some or all of this required
open space may be designated and also serve as public open space, if reserved by one of the methods specified in Section 14.42

Table 1: MXD Minimum Open Space Requirements

<table>
<thead>
<tr>
<th>User Group</th>
<th>Required Open Space (number of sq. ft. of open space required for each 100 sq. ft. of gross floor area in the use group)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial and Wholesale Uses allowed by Section 14.21.1</td>
<td>5</td>
</tr>
<tr>
<td>Office Uses and Biotechnology Manufacturing Uses allowed by Section 14.21.2</td>
<td>8</td>
</tr>
<tr>
<td>Retail and Consumer Service Establishment Uses allowed by Section 14.21.3</td>
<td>10</td>
</tr>
<tr>
<td>Residential Uses allowed by Section 14.21.4</td>
<td>15.8</td>
</tr>
<tr>
<td>Multifamily housing</td>
<td>15.8</td>
</tr>
<tr>
<td>Hotel or Motel</td>
<td>10</td>
</tr>
<tr>
<td>Other uses allowed by Section 14.21.5, 14.21.6, &amp; 14.21.7</td>
<td>8</td>
</tr>
</tbody>
</table>

14.44 Reduction of Required Lot Open Space.

14.44.1 Eligibility for Reduction. The minimum amount of open space required for a lot by Section 14.43 may be reduced if at least twenty (20%) percent of the total perimeter boundary of the lot abuts public open space reserved under Section 14.42, and if at least one major pedestrian entrance to the principal building will abut and provide direct access to said open space.

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

14.44.3 Public Open Space in Common Ownership Located Directly Across a Private Way. Public Open Space held in common ownership with the lot for which open space is required, located within the District and directly across a private way from said lot, shall be counted toward satisfaction of the lot minimum open space requirements of Section 14.43. The perimeter of such public open space, less the boundary that abuts the private way, shall count toward the “total perimeter boundary of the lot” under Section 14.44.1 and “the length of the lots’ common boundary on the public open space” under Section 14.44.2. The perimeter of such public open space, including the boundary that abuts the private way, shall count toward the “total boundary of the public open space” under Section 14.44.2.

14.45 Pedestrian Ways.

14.45.1 Pedestrian ways listed and defined below may be counted toward the open space requirement determined in Section 14.43. Each linear foot of pedestrian way provided may be deducted from the Project’s Open Space requirement described in Section
In calculating the open space reduction in said table, all of the area of the pedestrian way located within the lot boundary and one half (1/2) the area of such ways over streets of service drives adjoining but outside the lot shall be counted.

Table 2: Open Space Substitutions for Constructing Pedestrian Ways

<table>
<thead>
<tr>
<th>Pedestrian Way</th>
<th>Open Space Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Pedestrian Bridge</td>
<td>30 sq. ft.</td>
</tr>
<tr>
<td>Raised Pedestrian Deck</td>
<td>50 sq. ft.</td>
</tr>
<tr>
<td>Enclosed Pedestrian Bridge</td>
<td>40 sq. ft.</td>
</tr>
<tr>
<td>Elevated Pedestrian Bridge</td>
<td>120 sq. ft.</td>
</tr>
<tr>
<td>Shopping Arcade</td>
<td>20 sq. ft.</td>
</tr>
<tr>
<td>Elevated Shopping Way</td>
<td>50 sq. ft.</td>
</tr>
<tr>
<td>Through Block Arcade</td>
<td>40 sq. ft.</td>
</tr>
</tbody>
</table>

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

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

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

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

4. An elevated shopping bridge is a continuous, enclosed space which spans a street, pedestrian way, access or service road or open space, making connection within a lot or between two adjacent lots. Such a shopping bridge shall have a minimum width of thirty-six (36) feet and a maximum width of forty-eight (48) feet, with retail uses as allowed in Section 14.21.3 along one or both sides of a pedestrian circulation route with a minimum width of twelve (12) feet. Such
shopping bridge shall connect, at a minimum, at both ends to other internal or external pedestrian ways.

(5) A shopping arcade is a continuous, covered, but not necessarily enclosed, space which extends along the front facade of a building facing a street or pedestrian way within the District, and having retail uses as permitted in Section 14.21.3 accessible from it. It shall have a minimum continuous width, unobstructed, except for building columns, of at least twelve (12) feet, and also have a minimum continuous height of twelve (12) feet. Such shopping arcades shall have access from the abutting street or pedestrian way, having its floor at the same level and continuous with the sidewalk or other abutting pedestrian way. It shall be open to the public at all hours.

(6) An elevated shopping way is a continuous, enclosed space which extends along the front facade of a building facing a street or a pedestrian way and which has a minimum width of twelve (12) feet. It shall be located on the second level of the building and have a minimum continuous height of twelve (12) feet. It shall be open to the public for a minimum of twelve (12) hours daily, on weekdays, and shall have fronting retail uses as permitted in Section 14.21.3.

(7) A through block arcade is a covered space which provides a connection through a building and connects streets, open spaces, pedestrian ways, or any combination of the above, and is directly accessible to the public. A through block arcade shall have a minimum area of at least two thousand (2,000) square feet and a minimum width at any point of twenty (20) feet. A through block arcade shall have openings at the face of the building for entrance at least twelve (12) feet in width and ten (10) feet high. At least fifty (50%) percent of its aggregate interior frontage shall be retail use as permitted in Section 14.21.3. Vertical circulation elements, columns, pedestrian bridges and balconies are permitted obstructions provided they do not cover in the aggregate more than fifteen (15%) percent of the floor area of the arcade.

14.45.3 The minimum height of any pedestrian way above the surface of a public way over which it is constructed shall be fourteen feet (14'-0").
14.50 VEHICULAR ACCESS, PARKING AND LOADING

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

14.52 Parking Requirements. Off-street parking requirements for the Kendall Cambridge Center MXD District shall be as follows:

14.52.1 No on-grade, open parking areas shall be allowed in the District except as provided for in Section 14.52.4.

14.52.2 Each With the exception of multi-family residential development, there are no minimum parking requirements for new development in the District. Residential development shall provide at a minimum 0.4 automobile parking spaces per dwelling unit. All proposed development shall be restricted from constructing parking spaces, either on or off the lot within the District, beyond to satisfy the maximum allowances requirements of Table 13. 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 allowance 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. The Planning Board may approve arrangements for shared parking of such residential parking spaces with commercial spaces or otherwise adjust the minimum parking requirements based on review and analysis of anticipated parking demand within the Transportation Impact Study.

At least ten (10) additional parking spaces reserved for car-sharing vehicles shall be provided by the first development project utilizing at least 100,000 square feet of Infill GFA. These spaces are not counted toward maximum parking space ratios. In the event that no car sharing or site-based car rental organization is prepared to offer services, the designated car share spaces may be rented on a monthly basis unless and until an organization agrees to provide the services, if there is clear documentation that such parking spaces are continuously offered to car sharing organizations.
Table 1 3 MXD District Parking Restrictions

<table>
<thead>
<tr>
<th>Use</th>
<th>Minimum</th>
<th>Maximum</th>
<th>number of spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial uses allowed by Section 14.21.1</td>
<td>81/1000</td>
<td>750 sq. ft.</td>
<td>1</td>
</tr>
<tr>
<td>Office uses and Biotechnology Manufacturing Uses allowed by Section 14.21.2</td>
<td>.9/12000</td>
<td>sq. ft.</td>
<td></td>
</tr>
<tr>
<td>Retail and consumer establishment allowed by Section 14.21.3</td>
<td>.5/1000</td>
<td>sq. ft.</td>
<td></td>
</tr>
<tr>
<td>Residential uses allowed by Section 14.21.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multifamily residences</td>
<td>.75 per1 dwelling unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotels or Motels</td>
<td>1/4 sleeping rooms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public assembly uses allowed by Sections 14.21.3(2), 14.21.3(3), and Section 14.21.5</td>
<td>1/15 seats</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other uses allowed by Section 14.21.6 and 14.21.7</td>
<td>9/1000 sq. ft. 2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. All space measurements are in terms of square feet of gross floor area.
2. For assembly spaces having no fixed seating.

14.52.3 The parking requirements allowances specified in Table 1 may be provided satisfied in total or in part by a lease agreement between the developer and the City, other public entity, or private consortium for use of parking spaces in a public or pooled private parking facility located within the District (or, in the case of the spaces required for residential uses, located outside of the District but within 1,000 feet of the residential building for which the parking is being provided). The total number of parking spaces leased and constructed within the district for development on a lot shall not exceed the maximum allowances provided for in Table 2 be at least equivalent to the Table 3 requirements.

14.52.4 Off-street, on-grade parking lots, not enclosed in a structure, may be constructed in the MXD District only under the following conditions. (1) on an interim basis in anticipation of later construction of structured parking provided that there is compliance with each of the following:

(a) the future parking structure will be constructed within the District but it may be located either on or off the lot;
(b) construction of the future parking structure will commence within three years of the date of permit application for development on the lot;
(c) such future parking structure may be constructed and/or operated by the applicant or by a public or private entity;
(d) the future parking structure will contain sufficient spaces reserved for users of the lot to meet the parking requirements of the lot specified in Table 3; and
(e) binding commitments shall exist to guarantee, to the reasonable satisfaction of the Superintendent of Buildings, that requirements (a) through (d) above shall be satisfied. Such commitments shall be made by negotiated lease
agreement, deed restriction, covenant, performance bond, or comparable legal instrument.

(2) On a permanent basis on the lot for visitors parking or for such other limited uses as the user of the lot deems appropriate, provided that no more than ten (10%) percent of the spaces required by Table 3 or twenty-five (25) spaces, whichever is lesser, shall be allowed on grade under Section 14.52.4(2).

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

14.52.6 Bicycle parking shall be provided as set forth in Section 6.100 of this Zoning Ordinance.

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

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

(1) In buildings with uses in more than one use group under Section 14.21, the loading bay requirements for that use consuming the most gross floor area shall be first computed and required. Only fifty (50%) percent of the floor area of the other uses shall be counted in determining the additional loading requirements.

(2) Where there are contractual arrangements for sharing loading and service facilities with other users in the District for a period of ten (10) years or more, a fifty (50%) percent reduction in the loading bay requirements computed in Subsection 14.53.1 or 14.53.1(1) shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, or comparable legal instrument.

Table 2 - Table 4
MXD Off-Street Loading Requirements
(Number of bays required by gross floor area or use)

<table>
<thead>
<tr>
<th>Use</th>
<th>Up to 25,000 sq. ft.</th>
<th>25,001 - 40,000 sq. ft.</th>
<th>40,001 - 100,000 sq. ft.</th>
<th>100,001 - 200,000 sq. ft.</th>
<th>Over 200,000 sq. ft. for each additional 150,000 sq. ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial Uses</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Office Uses and Biotechnology</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Manufacturing Uses allowed by Section 14.21.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail and consumer service establishments allowed by Section 14.21.3</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>
14.32 Regulations governing the location, layout and design of loading facilities, specified in Section 6.90 of this Ordinance shall not be applicable in the MXD District. This Article 14.00 establishes no such regulations for the MXD District.

14.60 SIGNS

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

14.70 SPECIAL PROVISIONS

14.71 Special Provisions Applicable within the Ames Street District

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

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

14.71.3 Lot Minimum Open Space Requirement. So long as the District Public Open Space Requirement in Section 14.42 is met, and there exists within the Ames Street District a minimum of fifty-three thousand (53,000) square feet of public open space (as defined in Section 14.42), the Lot Minimum Open Space Requirement in Section 14.43 shall be inapplicable there shall be no open space requirement for any individual lots within the Ames Street District.

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

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

14.72 Special Provisions Applicable Outside the Ames Street District

14.72.1 Applicability. The provisions set forth in this Section 14.72 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 14.72 specifies some standards or makes some other requirement contrary to the standards or requirements set forth elsewhere in this Article 14.00 or in the Ordinance, the provisions of this Section 14.72 shall control.

14.72.2 **Purpose and Intent.** In furtherance of the intent provided in Section 14.72, and in response to the Kendall Square planning process, the purpose and intent of this Section 14.72 is to provide an incentive for improvements that will remedy a gap in the urban street edge, propose 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.

14.72.3 **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, the Planning Board may grant a special permit allowing improvements containing incremental square footage of not more than 60,000 square feet of GFA within the limits of Section 14.32 in excess of the square footage of improvements located on such lot as of October 1, 2014. 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.

14.72.4 **Retail and Consumer Services Uses.** If retail or consumer services uses are a part of any improvements authorized by special permit under this Section 14.72, 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 this Article 14.00 and the Ordinance, provided that the portion of any individual retail or consumer service 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.

14.72.5 **Parking and Loading.** The improvements authorized by special permit under this Section 14.72 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.
14.72.6 Bicycle Parking. Additional bicycle parking shall be provided as required in Section 6.100 to the extent of the incremental development authorized by special permit under this Section 14.72, 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.

14.72.7 Open Space. The Lot Open Space Requirements in Section 14.43 shall be inapplicable on any lot on which improvements are authorized by special permit under this Section 14.72, and the Planning Board may in its discretion waive any other open space requirement applicable to such lot under this Ordinance. Any ground floor publicly accessible feature, if so determined by the Planning Board, shall be excluded from calculations of Gross Floor Area and FAR for the purposes of this Article 14.00 and the Ordinance. The Planning Board may grant a special permit for improvements to be located within the area of the open space covenant that would need to be released by the City notwithstanding that such open space covenant may not have been released prior to issuance of such special permit.

14.72.8 Sustainable Design and Development. The incremental development authorized by special permit under this Section 14.72 shall comply with the green building requirements of Section 22.20, provided that the Planning Board may in its discretion vary or waive any such requirements.

14.72.9 Project Review. Incremental development authorized by special permit under this Section 14.72 shall be subject to project review by the Planning Board under the provisions of Section 19.20.

14.72.10 Incentive for Housing Development. The incremental development authorized by special permit under this Section 14.72 shall be considered an Incentive Project pursuant to Section 11.200.

14.72.11 Contribution to Community Fund. Upon issuance of a Final Certificate of Occupancy for the incremental development authorized by special permit under this Section 14.72, the permittee shall contribute to a Community Fund, established by the City Manager, an amount equal to $10.00 multiplied by the number of square feet of new gross floor area for office and biotechnology manufacturing uses identified in Section 14.21.2 contained in such incremental development.

14.72.12 Public Benefits. The public benefits to be provided by a development for which a special permit may be granted under this Section 14.72, including those provided in Sections 14.72.10 and 14.72.11, shall be deemed to satisfy any future requirements for public benefits that may be adopted with respect to the MXD District or any portion thereof that may include any lot eligible for such special permit, including without limitation any other funding requirement or exaction, any requirements to provide innovation or other space or services, or any limitations relating to the progress or sequence of development of residential or other space, none of which shall apply thereto.

14.72.13 Letter of Commitment. The Letter dated March 26, 2015, by Richard McKinnon on behalf of the Whitehead Institute and received by the City Council as Communication #5 of March 30, 2015, and attached “Design Narrative/Zoning Guidelines” Memorandum prepared by Andy Pecora of Tsoi / Kobus & Associates, shall be binding
upon the Whitehead Institute and its successors and assigns. The issuance of any building permit or certificate of occupancy authorized by a special permit issued pursuant to this Section 14.72 shall be conditioned upon certification by the Community Development Department and all other relevant City departments to the Inspectional Services Department that all portions of the aforementioned Letter are continuing to be met.

14.73 INTER-AGENCY DESIGN REVIEW

Review and approval of the Concept Plan, as described in Section 14.32.2, and subsequent building design review under Section 14.32.2.4 shall be conducted jointly by the Planning Board and the CRA. The Planning Board and CRA shall hold at least one joint public meeting to consider the Concept Plan. In order to insure high quality architectural design and thoughtful adherence to the Concept Plan, evaluation of subsequent building proposes shall include the review of:

a) A site plan illustrating the new building proposal in context with existing and proposed new development within the District.

b) A proposed development program illustrating the size and location of uses within the building.

c) Building plans, sections, elevations, and rendering sufficient to describe the urban design setting and architectural character of the proposed building(s). A materials board shall be provided along with annotated building elevations.

d) A digital or physical model of the building within the context of neighboring buildings.

e) A project specific open space plan depicting the design of open space provided on site by the project and any Public Open Space contributions to the area to be executed by the Project. Additionally streetscape designs for building frontages.

f) A sustainability narrative describing how the development proposal will meet the requirements set forth in Section 14.74 below.

As set forth in Section 14.32.2.4, the procedures for ongoing design review of subsequent building proposals shall be further defined per the Concept Plan Special Permit.

14.74 Sustainability. New buildings constructed within the District shall comply with the provisions of Section 22.20 of the Ordinance. For those construction projects utilizing Infill GFA subject to Section 22.23, LEED certification at the Gold level or better is required and must enlist a Commissioning Authority to perform Enhanced Commissioning of the building’s performance. In connection with the submission requirements of Section 22.24.2.a., the Developer of such buildings shall submit a Statement of Energy Design Intent produced through the EnergyStar Target Finder tool, or comparable method. New buildings in the District utilizing Infill GFA must
incorporate an integrated design approach and incorporate best practices for meeting sustainability in the following five (5) areas:

a) **Energy and Emissions.** Each new building must conserve building energy and, to the extent applicable, reduce greenhouse gas emissions. The project proponent must evaluate the potential for on-site energy generation or the construction or expansion of co-generation or district energy facilities within the District. All new construction shall be developed to be Solar-Ready, allowing for the immediate installation of solar voltaic units or provisions of building systems to allow future solar installation. Building proposals shall include a study considering the feasibility of connecting to the existing district steam system or other energy co-generation facility in the area.

b) **Water Management.** The Developer, for each new building, must explore opportunities for:

   (i) potable water use reductions,

   (ii) storm water management using open spaces,

   (iii) the incorporation of indigenous vegetation and,

   (iv) storm water for irrigation purposes.

c) **Cool Roofs.** All new buildings approved in the District must employ Functional Green Roofs (as such term is defined in Article 22.000 of this Zoning Ordinance), high-albedo “white” roofs or a functionally equivalent roofing system.

d) **Monitoring.** All new buildings approved in the District shall be required to conform to the requirements of the Cambridge Building Energy Use Disclosure Ordinance, Chapter 8.67 of the Municipal Code.

e) **Rooftop Mechanical Equipment Noise Mitigation.** Sound emanating from rooftop mechanical equipment on all new or substantially altered structures shall be minimized by the adoption of best available and feasible practices regarding the location and sizing of equipment, the selection of equipment and sound attenuation measures.

### 14.80 INAPPLICABILITY OF CERTAIN OTHER REGULATIONS

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

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000</td>
<td>Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4100</td>
<td>Discounts given</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>4200</td>
<td>Operating Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4210</td>
<td>Grants</td>
<td>347,532.32</td>
<td>500,000.00</td>
</tr>
<tr>
<td>4220</td>
<td>Proceeds from sale of development rights</td>
<td></td>
<td>830,400.00</td>
</tr>
<tr>
<td>4230</td>
<td>Reimbursed Expenses</td>
<td>17,253.73</td>
<td>18,000.00</td>
</tr>
<tr>
<td>4240</td>
<td>Rental Income</td>
<td>8,933.00</td>
<td>6,000.00</td>
</tr>
<tr>
<td>4250</td>
<td>Other</td>
<td>40,785.74</td>
<td>27,000.00</td>
</tr>
<tr>
<td></td>
<td>Total 4200 Operating Revenue</td>
<td>414,504.79</td>
<td>1,381,400.00</td>
</tr>
<tr>
<td>4300</td>
<td>Other Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4310</td>
<td>Dividend Income</td>
<td>1,597.13</td>
<td>0.00</td>
</tr>
<tr>
<td>4320</td>
<td>Interest Income</td>
<td>66,987.04</td>
<td>85,000.00</td>
</tr>
<tr>
<td>4350</td>
<td>Unrealized gain/loss</td>
<td>-19,542.33</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total 4300 Other Income</td>
<td>49,041.84</td>
<td>85,000.00</td>
</tr>
<tr>
<td></td>
<td>Total 4000 Income</td>
<td>463,546.63</td>
<td>1,466,400.00</td>
</tr>
<tr>
<td></td>
<td>Gross Profit</td>
<td>463,546.63</td>
<td>1,466,400.00</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000</td>
<td>Operating Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6100</td>
<td>Personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6110</td>
<td>Salaries</td>
<td>261,647.97</td>
<td>280,000.00</td>
</tr>
<tr>
<td>6120</td>
<td>Payroll Taxes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6121</td>
<td>Medicare &amp; OASDI (SS)</td>
<td>6,644.72</td>
<td>13,000.00</td>
</tr>
<tr>
<td>6122</td>
<td>Payroll Taxes - Fed &amp; MA</td>
<td>-41.58</td>
<td>0.00</td>
</tr>
<tr>
<td>6123</td>
<td>Unemployment &amp; MA Health Ins</td>
<td>303.37</td>
<td>1,000.00</td>
</tr>
<tr>
<td></td>
<td>Total 6120 Payroll Taxes</td>
<td>6,906.51</td>
<td>14,000.00</td>
</tr>
<tr>
<td>6130</td>
<td>Personnel and Fringe Benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6131</td>
<td>Insurance - Dental</td>
<td>2,973.52</td>
<td>3,600.00</td>
</tr>
<tr>
<td>6132</td>
<td>Insurance - Medical (for Employees)</td>
<td>35,387.28</td>
<td>16,000.00</td>
</tr>
<tr>
<td>6133</td>
<td>Pension Contribution (Employees &amp; Retirees)</td>
<td>30,041.00</td>
<td>60,000.00</td>
</tr>
<tr>
<td>6134</td>
<td>T Subsidy</td>
<td>1,811.00</td>
<td>2,500.00</td>
</tr>
<tr>
<td>6135</td>
<td>Workers Comp &amp; Disability Insurance</td>
<td>772.00</td>
<td>2,000.00</td>
</tr>
<tr>
<td>6136</td>
<td>Sick Time</td>
<td>23,550.29</td>
<td></td>
</tr>
<tr>
<td>6137</td>
<td>Vacation Time</td>
<td>18,106.44</td>
<td></td>
</tr>
<tr>
<td>6138</td>
<td>Comp Time</td>
<td>7,694.30</td>
<td></td>
</tr>
<tr>
<td>6139</td>
<td>Personal Time</td>
<td>2,262.46</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total 6130 Personnel and Fringe Benefits</td>
<td>122,598.29</td>
<td>84,100.00</td>
</tr>
<tr>
<td></td>
<td>Total 6140 Insurance - Medical (for Retirees, Survivors)</td>
<td>70,902.23</td>
<td>76,000.00</td>
</tr>
<tr>
<td></td>
<td>Total 6100 Personnel</td>
<td>462,055.00</td>
<td>454,100.00</td>
</tr>
</tbody>
</table>

---

**Budget vs. Actuals**

January - November 2015
<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6200 Office</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6210 Community Outreach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6211 Materials</td>
<td>2,737.99</td>
<td>2,000.00</td>
</tr>
<tr>
<td>6212 Public Workshops</td>
<td>49.20</td>
<td>50.00</td>
</tr>
<tr>
<td>6213 Other</td>
<td>1,166.26</td>
<td>4,000.00</td>
</tr>
<tr>
<td><strong>Total 6210 Community Outreach</strong></td>
<td>3,953.45</td>
<td>6,050.00</td>
</tr>
<tr>
<td>6220 Marketing &amp; Professional Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6221 Advertising</td>
<td>3,328.75</td>
<td>5,000.00</td>
</tr>
<tr>
<td>6222 Conferences and Training</td>
<td>2,442.39</td>
<td>2,500.00</td>
</tr>
<tr>
<td>6223 Dues and Membership</td>
<td>9,105.00</td>
<td>3,500.00</td>
</tr>
<tr>
<td>6224 Meals</td>
<td>198.70</td>
<td>200.00</td>
</tr>
<tr>
<td>6225 Recruiting</td>
<td></td>
<td>300.00</td>
</tr>
<tr>
<td>6226 Staff Development</td>
<td>2,980.17</td>
<td>9,000.00</td>
</tr>
<tr>
<td>6227 Subscriptions</td>
<td></td>
<td>100.00</td>
</tr>
<tr>
<td>6228 Travel</td>
<td>149.11</td>
<td>500.00</td>
</tr>
<tr>
<td><strong>Total 6220 Marketing &amp; Professional Development</strong></td>
<td>18,204.12</td>
<td>21,100.00</td>
</tr>
<tr>
<td>6230 Insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6231 Art and Equipment</td>
<td>3,725.75</td>
<td>4,000.00</td>
</tr>
<tr>
<td>6232 Commercial Liability</td>
<td>5,809.00</td>
<td>3,000.00</td>
</tr>
<tr>
<td>6233 Special Risk</td>
<td>5,698.00</td>
<td>3,000.00</td>
</tr>
<tr>
<td><strong>Total 6230 Insurance</strong></td>
<td>15,232.75</td>
<td>10,000.00</td>
</tr>
<tr>
<td>6240 Office Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6241 Equipment Lease</td>
<td>5,924.59</td>
<td>6,500.00</td>
</tr>
<tr>
<td>6242 Equipment Purchase (computers, etc.)</td>
<td>2,308.99</td>
<td>2,500.00</td>
</tr>
<tr>
<td>6423 Furniture</td>
<td></td>
<td>10,000.00</td>
</tr>
<tr>
<td><strong>Total 6240 Office Equipment</strong></td>
<td>8,233.58</td>
<td>19,000.00</td>
</tr>
<tr>
<td>6250 Office Space</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6251 Archives (Iron Mountain)</td>
<td>4,973.29</td>
<td>6,000.00</td>
</tr>
<tr>
<td>6252 Office Rent</td>
<td>95,478.00</td>
<td>90,000.00</td>
</tr>
<tr>
<td>6253 Office Utilities</td>
<td>4,284.00</td>
<td>4,000.00</td>
</tr>
<tr>
<td>6254 Other Rental Space</td>
<td>5,580.00</td>
<td>4,800.00</td>
</tr>
<tr>
<td>6255 Parking</td>
<td></td>
<td>500.00</td>
</tr>
<tr>
<td>6256 Repairs and Maintenance</td>
<td>16,241.00</td>
<td>16,000.00</td>
</tr>
<tr>
<td><strong>Total 6250 Office Space</strong></td>
<td>126,556.29</td>
<td>121,300.00</td>
</tr>
<tr>
<td>6260 Office Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6261 Board Meeting Expenses</td>
<td>447.69</td>
<td>500.00</td>
</tr>
<tr>
<td>6262 Office Expenses</td>
<td>825.97</td>
<td>600.00</td>
</tr>
<tr>
<td>6263 Office Supplies</td>
<td>1,068.29</td>
<td>1,200.00</td>
</tr>
<tr>
<td>6264 Postage and Delivery</td>
<td>159.06</td>
<td>150.00</td>
</tr>
<tr>
<td>6265 Printing and Reproduction</td>
<td>348.80</td>
<td>800.00</td>
</tr>
<tr>
<td>6266 Software</td>
<td>517.64</td>
<td>1,000.00</td>
</tr>
<tr>
<td>6267 Payroll Services</td>
<td>827.81</td>
<td>1,500.00</td>
</tr>
<tr>
<td>6268 Financial Service Charges</td>
<td></td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Total 6260 Office Management</strong></td>
<td>4,195.26</td>
<td>5,850.00</td>
</tr>
<tr>
<td>6270 Telecommunications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6271 Internet</td>
<td>2,142.08</td>
<td>1,500.00</td>
</tr>
<tr>
<td>6272 Mobile</td>
<td>1,095.55</td>
<td>1,000.00</td>
</tr>
<tr>
<td>6273 Telephone</td>
<td>1,954.96</td>
<td>1,600.00</td>
</tr>
<tr>
<td>6274 Website &amp; Email Hosting</td>
<td>844.21</td>
<td>450.00</td>
</tr>
<tr>
<td>6275 Information Technology</td>
<td>1,083.00</td>
<td>1,800.00</td>
</tr>
<tr>
<td><strong>Total 6270 Telecommunications</strong></td>
<td>7,119.80</td>
<td>6,350.00</td>
</tr>
<tr>
<td><strong>Total 6200 Office</strong></td>
<td>183,495.25</td>
<td>189,650.00</td>
</tr>
</tbody>
</table>
### Budget Details

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6300 Property Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6310 Contract Work</td>
<td>4,150.00</td>
<td>6,000.00</td>
</tr>
<tr>
<td>6320 Landscaping</td>
<td>4,718.28</td>
<td>13,000.00</td>
</tr>
<tr>
<td>6330 Repairs</td>
<td>3,000.00</td>
<td>3,000.00</td>
</tr>
<tr>
<td>6340 Snow Removal</td>
<td>26,660.00</td>
<td>40,000.00</td>
</tr>
<tr>
<td><strong>6350 Utilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6351 NSTAR Gas &amp; Electric</td>
<td>2,960.72</td>
<td>3,000.00</td>
</tr>
<tr>
<td>6352 Water</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total 6350 Utilities</strong></td>
<td>$2,960.72</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>6360 Other</td>
<td>4.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total 6300 Property Management</strong></td>
<td>$41,493.00</td>
<td>$65,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total 6000 Operating Expenses</strong></td>
<td>$687,043.25</td>
<td>$708,750.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7000 Professional Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7001 Construction Management</td>
<td>29,736.24</td>
<td>35,000.00</td>
</tr>
<tr>
<td>7002 Design - Architects</td>
<td>0.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>7003 Design - Landscape Architects</td>
<td>16,344.00</td>
<td>24,000.00</td>
</tr>
<tr>
<td>7004 Engineers and Survey</td>
<td>40,720.64</td>
<td>30,000.00</td>
</tr>
<tr>
<td>7005 Legal</td>
<td>183,516.37</td>
<td>120,000.00</td>
</tr>
<tr>
<td>7006 Real Estate &amp; Finance</td>
<td>74,333.85</td>
<td>80,000.00</td>
</tr>
<tr>
<td>7007 Planning</td>
<td>7,184.67</td>
<td>10,000.00</td>
</tr>
<tr>
<td>7008 Market Management</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>7009 Accounting</td>
<td>5,718.75</td>
<td>14,000.00</td>
</tr>
<tr>
<td>7010 Marketing</td>
<td>9,276.00</td>
<td>8,000.00</td>
</tr>
<tr>
<td>7011 Temp and Contract Labor</td>
<td>6,578.02</td>
<td>1,000.00</td>
</tr>
<tr>
<td>7012 Web Design</td>
<td></td>
<td>1,000.00</td>
</tr>
<tr>
<td>7013 Land Surveys</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>7015 Other</td>
<td>5,000.00</td>
<td>10,000.00</td>
</tr>
<tr>
<td><strong>Total 7000 Professional Services</strong></td>
<td>$378,408.54</td>
<td>$338,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8000 Redevelopment Investments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8100 Capital Costs</td>
<td>443,851.31</td>
<td>740,000.00</td>
</tr>
<tr>
<td>8200 Forward Fund</td>
<td>22,500.00</td>
<td>40,000.00</td>
</tr>
<tr>
<td><strong>8300 Real Estate Acquisitions</strong></td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total 8000 Redevelopment Investments</strong></td>
<td>$466,351.31</td>
<td>$780,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$1,531,803.10</td>
<td>$1,826,750.00</td>
</tr>
<tr>
<td><strong>Net Operating Income</strong></td>
<td>$(1,068,256.47)</td>
<td>$(360,350.00)</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$(1,068,256.47)</td>
<td>$(360,350.00)</td>
</tr>
</tbody>
</table>

*Thursday, Dec 10, 2015 04:19:30 PM PST GMT-5 - Accrual Basis*
The image contains a bar chart titled "Cambridge Redevelopment Authority Budget vs. Actuals Expenses January - November, 2015". The chart compares actual and budget amounts for various categories:

- **Personnel**: $462,055 (Actual), $454,100 (Budget)
- **Office**: $183,495 (Actual), $189,650 (Budget)
- **Property Management**: $41,493 (Actual), $65,000 (Budget)
- **Professional Services**: $378,409 (Actual), $338,000 (Budget)
- **Redevelopment Investments**: $466,351 (Actual), $780,000 (Budget)

The bar chart visually represents the spending for each category, with the actual amounts shown as darker bars and the budget amounts as lighter bars.}

The pie chart titled "Total Expenses by Project" shows the distribution of expenses across different projects:

- **Grand Junction**
- **KSURP/K2 Zoning**
- **Foundry**
- **Forward Fund**
- **EcoDistrict**
- **Other**
- **Ames Street**
- **Parcel 6**
- **MXD Design Review**
- **Volpe**
- **Strategic Planning**

Each project is represented by a different color slice of the pie chart.
<table>
<thead>
<tr>
<th>Income</th>
<th>1/1/15 - 11/30/15 *</th>
<th>2015 Budget</th>
<th>2016 Budget **</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000 Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4100 Discounts given</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>4200 Operating Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4210 Grants</td>
<td></td>
<td>347,552.50</td>
<td>500,000.00</td>
<td>52,467.68</td>
</tr>
<tr>
<td>4220 Proceeds from sale of development rights</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4230 Reimbursed Expenses</td>
<td></td>
<td>17,253.75</td>
<td>18,000.00</td>
<td>2,000.00</td>
</tr>
<tr>
<td>4240 Rental Income</td>
<td></td>
<td>8,933.00</td>
<td>6,000.00</td>
<td></td>
</tr>
<tr>
<td>4241 Lot License Agreements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4242 Foundry Ground Lease</td>
<td></td>
<td></td>
<td></td>
<td>1/2 year estimate</td>
</tr>
<tr>
<td>4243 Parcel Six Rental Space</td>
<td></td>
<td></td>
<td></td>
<td>Two Food Trucks @ 50 day</td>
</tr>
<tr>
<td>4250 Other</td>
<td></td>
<td>40,785.74</td>
<td>27,000.00</td>
<td></td>
</tr>
<tr>
<td>Total 4200 Operating Revenue</td>
<td></td>
<td>$414,504.79</td>
<td>$1,381,400.00</td>
<td>$200,667.68</td>
</tr>
<tr>
<td>4300 Other Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4310 Dividend Income</td>
<td></td>
<td>1,597.13</td>
<td>0.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>4320 Interest Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4350 Unrealized gain/loss</td>
<td></td>
<td>-19,544.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total 4300 Other Income</td>
<td></td>
<td>$49,041.84</td>
<td>$85,000.00</td>
<td>$95,000.00</td>
</tr>
<tr>
<td>Total 4000 Income</td>
<td></td>
<td>$463,546.63</td>
<td>$1,466,400.00</td>
<td>$295,667.68</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6000 Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6100 Personnel</td>
<td></td>
<td></td>
<td></td>
<td>Includes New Hire in 2016</td>
</tr>
<tr>
<td>6110 Salaries</td>
<td></td>
<td>261,647.97</td>
<td>320,000.00</td>
<td></td>
</tr>
<tr>
<td>6120 Payroll Taxes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6121 Medicare &amp; OASDI (SS)</td>
<td></td>
<td>5,923.29</td>
<td>8,300.00</td>
<td></td>
</tr>
<tr>
<td>6122 Payroll Taxes - Fed &amp; MA</td>
<td></td>
<td>4,000.00</td>
<td>4,000.00</td>
<td></td>
</tr>
<tr>
<td>6123 Unemployment &amp; MA Health Ins</td>
<td></td>
<td>5,924.59</td>
<td>5,809.00</td>
<td></td>
</tr>
<tr>
<td>Total 6120 Payroll Taxes</td>
<td></td>
<td>$6,096.51</td>
<td>$14,000.00</td>
<td>$10,400.00</td>
</tr>
<tr>
<td>6130 Personnel and Fringe Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6131 Insurance - Dental</td>
<td></td>
<td>2,973.52</td>
<td>3,600.00</td>
<td>4,800.00</td>
</tr>
<tr>
<td>6132 Insurance - Medical (for Employees)</td>
<td></td>
<td>35,387.28</td>
<td>18,000.00</td>
<td>40,000.00</td>
</tr>
<tr>
<td>6133 Pension Contribution (Employees &amp; Retirees)</td>
<td></td>
<td>30,041.00</td>
<td>60,000.00</td>
<td>42,000.00</td>
</tr>
<tr>
<td>6134 T Subsidy</td>
<td></td>
<td>775.60</td>
<td>2,000.00</td>
<td>2,000.00</td>
</tr>
<tr>
<td>6135 Workers Comp &amp; Disability Insurance</td>
<td></td>
<td>775.60</td>
<td>2,000.00</td>
<td>2,000.00</td>
</tr>
<tr>
<td>Total 6130 Personnel and Fringe Benefits</td>
<td></td>
<td>$70,994.80</td>
<td>$84,100.00</td>
<td>$93,600.00</td>
</tr>
<tr>
<td>6140 Insurance - Medical (for Retirees, Survivors)</td>
<td></td>
<td>70,920.22</td>
<td>78,000.00</td>
<td>70,000.00</td>
</tr>
<tr>
<td>Total 6100 Personnel</td>
<td></td>
<td>$410,441.51</td>
<td>$454,100.00</td>
<td>$494,000.00</td>
</tr>
<tr>
<td>6200 Office</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6210 Community Outreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6211 Materials</td>
<td></td>
<td>2,734.99</td>
<td>2,000.00</td>
<td>3,000.00</td>
</tr>
<tr>
<td>6212 Public Workshops</td>
<td></td>
<td>49.20</td>
<td>50.00</td>
<td>500.00</td>
</tr>
<tr>
<td>6213 Other</td>
<td></td>
<td>1,186.28</td>
<td>4,000.00</td>
<td>1,000.00</td>
</tr>
<tr>
<td>Total 6210 Community Outreach</td>
<td></td>
<td>$3,953.45</td>
<td>$6,050.00</td>
<td>$4,500.00</td>
</tr>
<tr>
<td>6220 Professional Development</td>
<td></td>
<td></td>
<td></td>
<td>Assumes new planning effort</td>
</tr>
<tr>
<td>6221 Advertising</td>
<td></td>
<td>3,328.75</td>
<td>5,000.00</td>
<td>4,000.00</td>
</tr>
<tr>
<td>6222 Conferences and Training</td>
<td></td>
<td>2,442.30</td>
<td>2,500.00</td>
<td>4,000.00</td>
</tr>
<tr>
<td>6223 Dues and Membership</td>
<td></td>
<td>9,165.04</td>
<td>5,000.00</td>
<td></td>
</tr>
<tr>
<td>6224 Meals</td>
<td></td>
<td>198.70</td>
<td>500.00</td>
<td>500.00</td>
</tr>
<tr>
<td>6225 Recruitment</td>
<td></td>
<td>300.00</td>
<td>300.00</td>
<td></td>
</tr>
<tr>
<td>6226 Staff Development</td>
<td></td>
<td>2,980.17</td>
<td>9,000.00</td>
<td>8,000.00</td>
</tr>
<tr>
<td>6227 Subscriptions</td>
<td></td>
<td>100.00</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>6228 Travel</td>
<td></td>
<td>149.11</td>
<td>500.00</td>
<td>500.00</td>
</tr>
<tr>
<td>Total 6220 Professional Development</td>
<td></td>
<td>$18,204.12</td>
<td>$21,100.00</td>
<td>$21,400.00</td>
</tr>
<tr>
<td>6230 Insurance</td>
<td></td>
<td></td>
<td></td>
<td>Increases for replacement cost</td>
</tr>
<tr>
<td>6231 Art and Equipment</td>
<td></td>
<td>3,735.75</td>
<td>4,000.00</td>
<td>4,200.00</td>
</tr>
<tr>
<td>6232 Commercial Liability</td>
<td></td>
<td>3,480.00</td>
<td>3,480.00</td>
<td></td>
</tr>
<tr>
<td>6233 Special Risk</td>
<td></td>
<td>5,698.00</td>
<td>3,400.00</td>
<td>4,000.00</td>
</tr>
<tr>
<td>Total 6230 Insurance</td>
<td></td>
<td>$15,232.75</td>
<td>$10,000.00</td>
<td>$11,600.00</td>
</tr>
<tr>
<td>6240 Office Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6241 Equipment Lease</td>
<td></td>
<td>5,024.59</td>
<td>6,500.00</td>
<td>6,200.00</td>
</tr>
<tr>
<td>6242 Equipment Purchase (computers, etc.)</td>
<td></td>
<td>2,308.99</td>
<td>2,500.00</td>
<td>1,200.00</td>
</tr>
<tr>
<td>6423 Furniture</td>
<td></td>
<td></td>
<td></td>
<td>New computer for new staff</td>
</tr>
<tr>
<td>Total 6240 Office Equipment</td>
<td></td>
<td>$8,333.58</td>
<td>$19,000.00</td>
<td>$7,700.00</td>
</tr>
<tr>
<td>6250 Office Space</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6251 Archives (iron Mountain)</td>
<td></td>
<td>4,973.29</td>
<td>6,000.00</td>
<td>5,100.00</td>
</tr>
<tr>
<td>6252 Office Rent</td>
<td></td>
<td>50,470.00</td>
<td>50,000.00</td>
<td>100,000.00</td>
</tr>
<tr>
<td>Total 6250 Office Space</td>
<td></td>
<td>$55,443.29</td>
<td>$56,000.00</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>Initial DRAFT Budget - Cambridge Redevelopment Authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1/1/15 - 11/30/15 *</td>
<td>2015 Budget</td>
<td>2016 Budget **</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td>$463,546.63</td>
<td>$1,466,400.00</td>
<td>$295,667.68</td>
<td></td>
<td></td>
</tr>
<tr>
<td>152,467.68</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$320,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$85,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$400.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$10,400.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$4,500.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$10,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$4,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$3,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$4,200.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$4,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$3,500.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$7,700.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$10,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$150,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Net Income

| Net Operating Income | $1,480,185.61 | $1,826,750.00 | $3,475,800.00 |

### Net Income

| Net Income | $(1,016,638.98) | $(360,350.00) | $(3,180,132.32) |

---

* Nov 30, 2015 - Accrual Basis