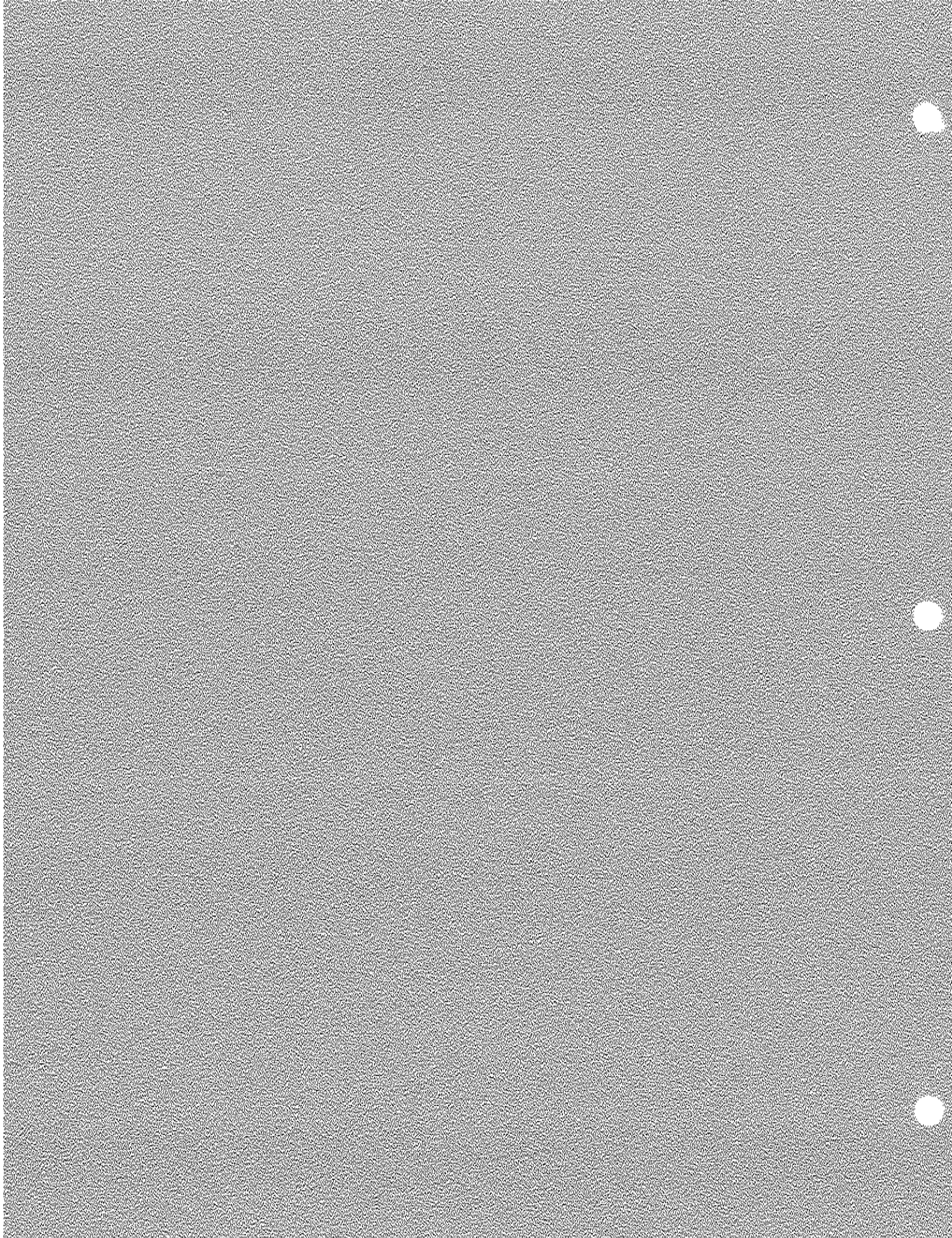


DEVELOPMENT GUIDELINES Kendall Square Urban Renewal Area

Prepared for:
Cambridge Redevelopment Authority

Monacelli Associates



DEVELOPMENT GUIDELINES

Kendall Square Urban Renewal Area

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Cambridge Redevelopment Authority

Monacelli Associates - Architects/Urban Planners

OCT 20 1977

DEVELOPMENT GUIDELINES.
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Summary of Proposed Development Guidelines.

The Development Guidelines have been prepared to aid the Cambridge Redevelopment Authority and prospective developers in creating a successful development within the Kendall Square Urban Renewal Area. The Guidelines, under the auspices of the Authority, serve three major purposes.

1. To establish objectives and criteria for development.

In addition to the more quantitative standards such as Floor Area Ratios for each use and a preferred program for development, the Guidelines indicate preferred locations for office, retail, industrial, hotel and residential uses, as well as discussing the relationships between each use. Open space, building orientation, and parking design are examples of categories which contain more qualitative criteria which will help the developer prepare his design scheme and the Authority in reviewing proposals. The goal is to bring a level of continuity and a sense of place to the Renewal Area by interrelating the physical design, auto and pedestrian circulation, open space configuration and activity patterns of development.

2. To supplement the controls within the MXD Zoning Ordinance

Amendment. By refining the Authority's intentions beyond those specified in the Ordinance, the Development Guidelines allows both developers and the Authority to maintain

a flexible approach as market conditions change. The MXD Zoning Ordinance and flexible Development Guidelines work together in combination to aid marketing in the Renewal Area and to satisfy the objectives of the Urban Renewal Plan.

3. To establish a Project Review Process for both the Authority and Prospective Developers. The Guidelines include a procedure for evaluating development proposals, and a schedule for their review as design and financial information are refined. In addition, the Review Process identifies mandatory progress meetings, submission dates, review periods and expected attendees from the Authority and City departments. The Review Process insures that the developer and the Authority will work together in developing a design and financial concept within a reasonable and efficient time period.

The following is a section by section summary of the proposed Guidelines:

Part I. Introduction

The Guidelines are to be used by the Authority as a reference to Authority members, staff, and consultants, as well as prospective developers. The objectives and criteria will be applied to any project proposal located within the Renewal Area. General development objectives are defined that promote the most desirable use of

land within the Renewal Area; encourage a diversity of land uses; foster a compatible urban design relationship between the development within and adjacent to the Renewal Area; encourage the development of coordinated pedestrian and circulation system and encourage a physical design which gives a distinct and positive identity to the Area.

Part II. Review Process

The proposal review process outlines the procedures under which development proposals in the Kendall Square Urban Renewal Area will be reviewed and approved when acceptable. A four stage review procedure commences once a developer has been granted an exclusive negotiating option time period with the Authority. Developers will formulate a concept plan and obtain preliminary letters of interest while keeping the Authority informed through the project manager liaison. Pre-established meetings will be held between the departments as needed. If the Board approves the concept plan, then a similar process will be followed during an additional time period for design development. If accepted, a third time period for finalizing design documents, financial pro formas and firm letters of commitment from prospective tenants and banks will be allowed. Once construction begins only major changes of the proposal will require approval from the Authority. The Review Process also details the objectives for reviewing each stage of development, submission requirements by developers, review criteria for the Authority, and decisions following each stage completion.

Part III. Use Quantities and Densities

The maximum allowable Gross Floor Area in the MXD District is 2,773,000 square feet, not including structured parking. Section A sets both a Minimum Threshold, and a Preferred Total for different use categories within the Renewal Area. The minimum figure is the least amount of building area for a principal use that could be built on a single parcel. The preferred program is as follows:

	<u>Preferred Total</u>
Light Industry	770,000 s.f.
Office Laboratory, and Research and Development	830,000
Retail Business and Consumer Services	150,000
Hotel	250,000
Other Residential	300,000
Fire Station	11,000
Other	-
Total	<u>2,311,000 s.f.</u>

The 462,000 sq.ft. difference between the preferred program and the maximum allowable gross floor area within the District may be applied toward any use permitted by the Renewal Plan and MXD District, excepting multi-family residential. If development proposals exceed the Preferred Total for any use, the developer, with the cooperation of the Authority should justify the proposal by preparing in writing a brief Request for Additional Floor Area. The request should include any major impacts that might affect traffic movement, city services, utility infrastructure, and parking capacity.

Section C recommends base FAR figures for each use group, and bonus FAR for development that include one or more uses within a single parcel.

Part IV. Use Groups

Part IV takes each of the permitted use groups and relates each to preferred locations, access points and ancillary uses which should be promoted. The following recommendations are a capsule summary of criteria for each use group:

- A. Industrial Use - encouraged on Parcel 2 and discouraged on Parcels 3 and 4.
- B. Retail and Consumer Service Use - encouraged on Parcels 3 and 4, and especially within 500 feet of MBTA station. Retail use of lower floor space should be integrated within non-retail use buildings.
- C. Office Use - high density, mixed use office development is especially encouraged on Parcels 3 or 4. Lobby and plaza spaces should be made conducive for people to gather, shop and/or eat.
- D. Hotel Use - preferred on Parcels 3 or 4, with active retail uses on the first and second level. Hotel use is encouraged as an accessory or secondary use within mixed-use developments.
- E. Other Residential Use - preferred on Parcels 3 or 4, and strongly discouraged on Parcel 2. Housing in a

mixed use building is particularly desirable when it is located within or above office or hotel developments. Residential development is discouraged as an initial development within the district.

- F. Other Permitted Uses - uses which promote "24-hour" activity, such as theaters, cabarets, cinemas, skating rinks, and tennis clubs, should be encouraged if they are integrated within other use groups.

Part V. Building and Site Design

This part covers the most qualitative aspects of development in Kendall Square, such as the physical relationships of buildings to their surroundings. The individual sections, which include Activity Patterns; Building Orientation, Form and Materials; Open Space; Building Height; Parking and Service; Pedestrian Activities; Signs; and Exterior Lighting, encourage a cohesiveness between developments that may be built at different times, owned by different developers, and designed by different architects. The objectives and criteria strive to unify the Cambridge Center area as an identifiable district within the City. Special considerations for encouraging mixed-use development are incorporated into the Guidelines. Examples include criteria for integrated parking garages within building structures; pedestrian bridges, decks, and shopping arcades that would connect buildings at different levels throughout Parcels 3 and 4; and open spaces

that connect with building entries rather than relying on street access alone. Whenever possible, shared service areas and loading docks are also encouraged.

PART I. Introduction.

A. Authorization

These Development Guidelines are established in accordance with Sec. 502 of the Urban Renewal Plan for the Kendall Square Urban Renewal Area, as amended, and also in accordance with the provisions of Sections 404, 408, 411, 503, and 504 of said Plan.

B. Purpose and Intent

This document will serve as a reference and guide in the ongoing process of development in Kendall Square. It contains objectives and criteria for development and is to be considered a part of the policies and procedures of the Cambridge Redevelopment Authority, for the redevelopment of the Renewal Area. It serves to inform prospective developers and the community at large of various considerations which will be used in reviewing development proposals. Developers will, in addition, adhere to applicable provisions of the Cambridge Zoning Ordinance, including provisions for the Cambridge Center MXD District.

Different project proposals, changing market conditions and evolving City needs and opportunities may be cause to alter these Guidelines, but only after

careful review and deliberation. Accordingly, the Authority reserves the right from time to time to amend, alter, or waive these guidelines when it appears to be in the public interest. Parts III and IV of the Guidelines include discretionary review by the Authority, which will be cognizant of and responsive to the needs and opportunities for the project and the City as a whole.

C. Guideline Applicability

The Development Guidelines will be applied to any project proposal located within the Renewal Area and owned by the Cambridge Redevelopment Authority. The Authority has disposed of a part of the Renewal Area to the United States of America, and such part is now utilized as the Transportation Systems Center of the Department of Transportation. Another part of the Renewal Area is now owned and utilized by the Commonwealth Gas Company. Although the general policies and requirements set forth in the Development Guidelines should be taken into account in connection with any further development on these parts of the Renewal Area, certain numerical details such as gross floor areas of development and floor area ratios stated herein are calculated in terms of the Cambridge Center MXD District, that is, the Renewal Area minus the parts owned by the United States of America and the Commonwealth Gas Company.

D. General Development Objectives

The Development Guidelines are designed to encourage proposals which meet the following objectives:

- (1) To promote the most desirable use of land in accordance with the Urban Renewal Plan, the Cambridge Center MXD Zoning Regulations, and other pertinent City policies and plans;
- (2) To favor large-scale, unified development over small-scale, incremental development;
- (3) To encourage a diversity of land uses;
- (4) To encourage mixed-use development with activities physically and functionally integrated;
- (5) To encourage a physical design which gives a distinct, positive identity to the Renewal Area while fostering compatible urban design relationships between each building element in the Renewal Area, and between the development of the Renewal Area and adjacent neighborhoods; and
- (6) To encourage the development of coordinated pedestrian and traffic circulation system within the Renewal Area.

PART II. Review Process.

A. Purpose

The purpose of this section is to outline the procedures under which development proposals in the Kendall Square Urban Renewal Area will be reviewed and approved when acceptable. These procedures are intended to establish a framework within which prospective developers, the Cambridge Redevelopment Authority, and the City will work collaboratively in moving proposed projects from formulation of the initial concept through implementation.

Development proposals will be reviewed and evaluated by the Authority, taking into consideration the objectives and controls stated in the amended Urban Renewal Plan, the applicable Development Guidelines and the financial strength of the developer. The impact of the proposal on the entire area and the surrounding community will also be considered.

To help achieve its aim of obtaining high quality design, the Authority will seek expert architectural advice in its review of the developer's submissions. A working relationship will be established and maintained between the developer's architect and the Authority's staff during the formulation of the design and subsequent stages.

B. Applicability

Each proposal for the acquisition and development of land owned by the Cambridge Redevelopment Authority within the Kendall Square Urban Renewal Area will be subject to the review process as outlined below.

C. Scope

The review process is a part of the overall land disposition procedure in which the Authority will approve or disapprove proposals based on a broad range of considerations -- socioeconomic, financial, HUD program compliance, developer qualifications, as well as land use, urban design and architectural aspects. The process consists of four stages: Concept Stage (I), Design Development Stage (II), Final Documents (III), and Construction (IV). The procedures outlined below commence immediately after an exclusive option arrangement has been signed between the selected developer and the CRA. This memo should be read in conjunction with the attached Proposal Review Process diagram.

As shown in the Proposal Review Diagram, the Project Manager will have the prime responsibility for guiding the development proposal through the review process. His responsibilities will include, but are not limited to, scheduling of all meetings and reviews; coordination among the Authority's staff,

STAGE	CONCEPT		DESIGN DEVELOPMENT		FINAL DOCUMENTS		CONSTRUCTION
	REVISIONS MEETINGS TIME APPROVALS	STAGE 1 REVIEW PRELIMINARY DESIGN CONCEPTS	STAGE 2 REVIEW PRELIMINARY DESIGN CONCEPTS	STAGE 3 REVIEW PRELIMINARY DESIGN CONCEPTS	STAGE 4 REVIEW PRELIMINARY DESIGN CONCEPTS	STAGE 5 REVIEW PRELIMINARY DESIGN CONCEPTS	
PARTICIPANTS							
DEVELOPER							
CBA							
REG. MANAGER							
STAFF							
CONSULTANTS							
LEGAL							
CITY MGR.							
PLANNING DIR.							
TECHNICAL CHIEF							
BUILDING INSPECTION							
ZONING ADMIN							
ASSESSOR							
DECISIONS							
DEVELOPER							
CBA							
CITY							

PROPOSAL REVIEW PROCESS
 PERKINS ASSOCIATES ARCHITECTURAL FIRM
 1-28-1977

* REQUIRED ATTENDANCE
 ** OPTIONAL ATTENDANCE

the consultants and City agencies; acting as a liaison between the developer and city departments; insuring compliance with the Renewal Plan, Guidelines and Review procedures; communicating Authority approvals or rejections, and carrying out the policies and recommendations of the Authority.

Time allotments are established (see diagram) within which the (Authority) must respond in writing to the developer. Failure of the Authority to approve or disapprove any stage of the review process within the allotted time frame shall be deemed to constitute approval of that stage. Extensions shall be permitted only if both the developer and the Authority agree to such an extension of the review period.

It is the intention of the Authority that once approval has been given of a submission stage, further review will be limited to consideration of a development or refinement of previous approved submission or to review of new elements which were not presented in previous submissions.

At the point where all required elements of a stage have been submitted, the Authority will send a letter to the developer indicating either that the design submission has been reviewed and found satisfactory, or that further work is required before such approval can be given.

The four stages of submission follow.

CONCEPT STAGE

A. Objectives

1. To review the organization of the developer entity to be assured that it is capable of undertaking the proposed development.
2. To review the financial resources of the developer entity to be assured that adequate funding is available to complete the proposed development.
3. To secure necessary legal documentation.
4. To develop a concept plan for the designated parcel or lot to be developed, and begin an Authority review process during the option period.
5. To inform the heads of City agencies of the scope of the concept plan.
6. To review the proposed project in its relationship to proposed, contemplated or completed development elsewhere in the Renewal Area.

B. Submissions

1. Evidence as to the legal organization of the proposed developer entity, including its authority to undertake the proposed development.
2. Evidence of financial resources sufficient for the completion of the proposed development.

3. Updated HUD Form 6004 (Part I and II) and any other necessary legal documentation.
4. Identification of the architect engaged for the development.
5. Statement and drawings of proposed development concept and program, including land uses and quantities of each use; density of the project; major auto, pedestrian and service access; height and general bulk of building(s); outline of proposed exterior materials; parking arrangement and quantities; and open space locations. The proposal should indicate the relationship of the project to existing or anticipated development on abutting parcels.
6. Statement of the proposed staging schedule.
7. Letter(s) of interest from proposed occupants with employment profiles and projections.
8. Additional market information that may be requested during the review process.
9. Statement that the prospective developer agrees to cooperate with the Authority in the design review process and is willing to meet the objectives of the Urban Renewal Plan and the Development Guidelines.

C. Review Criteria

In determining whether or not to accept the concept stage submissions, the following criteria will be considered by the Authority:

1. Completeness and acceptability of submission requirements concerning company organization, financial capability, and legal documentation of the developer entity.
2. Acceptability of development team.
3. Relationship of the proposal with relevant objectives of the Kendall Square Urban Renewal Plan and the Development Guidelines, including floor area by use, use group location criteria, activity pattern, location criteria, employment profiles and tax revenue generation.
4. Relationship of the proposal to the Cambridge Center MXD District, included within the Cambridge Zoning Ordinance. At this stage, compliance with the use regulations, density, open space, and parking regulations are most salient.
5. Relationship of the proposal to the ongoing and developing master plan for the Renewal Area, as prepared by the Authority's consultants.

D. Result

1. If the developer satisfactorily completes the concept stage and review, to (1) pay a good faith deposit, and (2) enter into the design development stage.
2. If the developer fails to pass the review process, the CRA may continue to negotiate with the selected

developer or proceed on some alternative course as the CRA Board determines.

DESIGN DEVELOPMENT

A. Objectives

1. To further develop and refine the concept scheme into a schematic plan, and continue the Authority review process during the design development period.
2. To obtain more binding commitments of prospective tenants and letter(s) from a financial institution(s) indicating an intent to provide financing.
3. To familiarize City agency heads with the developing schematic plan.
4. To continue a more detailed review of the proposal in relationship to the Renewal Area.

B. Submissions

1. Payment of a good faith deposit.
2. A Design Development Plan shall include, as a minimum, a 40-scale study model; detailed site plan showing auto and pedestrian access, landscaping, and open space; site cross section including off site streets and buildings on abutting parcels; building plans, sections and elevations; pedestrian and auto circulation; perspective sketch indicating the general character of the proposal; a written development program including total square footage

by type of use, FAR, parking spaces (both on site owned and leased), area of open space and public open space to be reserved; proposed structural system and principal building materials; building height; and outline specifications.

3. Preliminary pro forma including projected income, expense and cost breakdowns on all proposed buildings on a use basis; estimated construction sequence including starting and completion dates for each key construction stage; letters of commitment of individual tenants; letter of intent for financing; preliminary cost estimate including building and site development costs; projected amount of real estate and other taxes to be paid to the City of Cambridge; and other pertinent information, including any federal or state subsidies, 121-A tax arrangements, the number of publicly-financed parking spaces required, if any, and developer dedication of open space, if applicable.

4. Name and qualifications of proposed contractor, or description of bidding method and terms.
5. Name and qualifications of the proposed building management company.
6. If necessary, an explanation of any deviations from state and/or local regulations and codes.
7. Resubmission and update of forms required in concept stage for any significant changes since the earlier submission.

C. Review Criteria

1. Consistency with the Concept plan approved in Stage I.
2. Relationship of the proposal to the current master plan for the Renewal Area as prepared by the Authority.
3. Conformity with relevant Development Guidelines.

For purposes of this phase, the most salient sections are those dealing with density of development, circulation patterns among uses; configuration of activity patterns and centers, building orientation, building design and form, open space location and configuration, building height, and parking/service location and configuration.

D. Results

1. Land Disposition Contract signed between developer and the Authority.
2. Developer to pay remainder of deposit to CRA at 5% of the estimated sales price of land.
3. Commitment to development schedule by both CRA and developer.
4. Agreement to proceed with contract documents, final lease and financing commitments, and all necessary City approvals for construction.

FINAL DOCUMENTS

Depending on the size and complexity of the project, Stage III will vary in length. The following maximum time periods should

be used as a guide to the Board and prospective developers for contract document production:

one and two-story industrial:	90 days
office and residential :	120 days
hotel/retail complex :	150 days
MXD project, R&D center :	150-280 days

Once contract documents have been submitted for building permit approval, the City will respond within 30 days.

A. Objectives

1. To finalize design drawings and construction specifications, and obtain all City approvals for construction.
2. To sign financing contracts and tenant leases.
3. To sign all parking agreements if necessary.
4. To finalize construction contracts.

B. Submissions

1. Complete construction documents and specifications, including site plan, landscaping and signage designs; renderings showing the color and architectural details of building facades; and any information requested by the Project Manager that would show the impact of the project on the Renewal Area and surrounding neighborhood. Package must include statement of proposal, specifying any differences, from the Design Development submission as approved by the Authority at the conclusion of Stage II.

2. Revised pro forma.
3. Proposed construction timetable.
4. Detailing financing plan.
5. Tenant contracts and expected employment figures by categories of work.

C. Review Criteria

1. Consistency with Design Development plan approved in Stage II.

D. Results

1. Pay remaining land price and obtain final approvals from Authority.
2. Agree to final land takedown schedule with the Authority and take title to the parcel.
3. Obtain all necessary City permits for construction and occupancy.

CONSTRUCTION

A. Objective

1. To insure that the project is built according to approved plans and timetable.

B. Submissions

1. Once final contract documents and specifications have been approved and construction started, it is not intended that Authority approval will be required for any changes which do not significantly affect

the exteriors of buildings, or public lobbies, entrances, arcades and open spaces, or uses of development. Permission to make such changes from the approved drawings must be requested by the developer, in writing, to the Authority that, in turn, will reply in writing, giving its approval or disapproval of the changes.

PART III. Use Quantities and Densities.

This section of the Guidelines includes objectives and criteria which will be considered by the Authority in reviewing allowable and preferred land use areas and densities of proposed development projects, in accordance with Sections 102, 401, and 403 of the Kendall Square Urban Renewal Plan, as amended.

Part A identifies minimum and preferred totals of gross floor area for each use group permitted by the Renewal Plan and the maximum gross floor area in the District. Part B establishes criteria for exceeding the preferred total if market conditions so warrant. Part C establishes density values for individual building parcels, with options of increased FAR for mixed use developments.

A. ALLOWABLE FLOOR AREAS (BY USE)

Objectives:

1. To encourage a mixture of uses which will promote a variety of mutually reinforcing activities.
2. To encourage a magnitude of development which contributes to both the economic viability and physical identity of the Renewal Area.

Criteria:

Chart 1 identifies two benchmarks of gross floor areas for each allowable use and identifies the maximum total allowable gross floor area.

The Minimum Threshold Column (1) is the minimum allowed gross floor area for a principal use that may be built at one time on any single parcel. It does not apply to ancillary uses (i.e., first floor retail in an office building could be less than 30,000 square feet).

The Preferred Total Column (2) represents the cumulative desirable gross floor areas for each use over the entire MXD District.

The Maximum total gross floor area allowed for all uses within the District is as noted below the chart. The difference between the total of the gross floor areas in the Preferred Total and the Maximum allowable may be allotted toward any use classification (except multi-

Chart 1

Allowable Gross Floor Area

(in square feet)

<u>Use Categories</u>	<u>(1) Minimum Threshold (for principal use only)</u>	<u>(2) Preferred Total (for both principal and ancillary uses)</u>
Light Industry, Manufac- turing, Wholesale & Ware- house	50,000	770,000
Office, Laboratory and Research & Development Office	80,000	830,000
Retail Business and Consumer Service	30,000	150,000
Hotel	150,000	250,000
Other Residential (if any)	100,000	300,000
Fire Station	not applicable	11,000
Other	not applicable	-
TOTAL	410,000*	2,311,000*

Total maximum allowable Gross Floor Area in MXD District is
2,773,000 s.f.*

* Structured parking not included in total Gross Floor Area.

family residential) at the discretion of the CRA.

(See Section B, Exceeding Preferred Total.)

B. EXCEEDING PREFERRED TOTAL:

Objectives:

1. To allow for ultimate development of any allowable use whose markets, operation, tenancy, or physical needs are such that areas in excess of the Preferred floor area totals are desirable, yet protect against an unsupported over build of any single use.
2. To provide for mechanisms to reconcile the desire to exceed the Preferred Total with the potential adverse effects of doing so.

Criteria:

1. If development proposals exceed the Preferred Total for any use, the developer, with the cooperation of the Authority, should justify the proposal by preparing in writing a brief Request for Additional Floor Area. This Request should include the reasons for such a request (i.e., increased market demand, needs of a major tenant, operational or technical requirements or site configuration or physical design problems).
2. The Request for Additional Floor Area should also include a brief statement of the effect of the proposed development on;
 - (a) traffic movement, potential crowding, access or circulation;

- (b) storage capacity of structured garages and efficient circulation of such structures;
- (c) critical city services - fire, police and sanitation;
- (d) utility infrastructure - water supply, power, sanitary sewage, and storm water runoff.

C. DENSITY OF DEVELOPMENT (FAR)

Objectives:

1. To encourage efficient use of land area.
2. To allow single-use structures to be built within the MXD District but, to encourage a mixture of use groups within the District.
3. To provide consideration and establish a method for the allocation of density between parcels in the District.

Criteria:

Chart 2 establishes Base FAR values according to the type of use and the quantity proposed. For this section, FAR should be calculated prior to any dedication of open space land. A development can exceed the Base FAR and receive Bonus FAR so long as a mixture of uses is provided or reserved. Adding one additional use on the parcel allows an FAR increase; adding two additional uses on the parcel allows a further FAR increase. This Bonus FAR may be applied subject to Use and Height Criteria.

Chart 2

Density Guidelines

<u>Use</u>	<u>Category</u>	<u>Proposed Range Gross Floor Area (square feet)</u>	<u>Base FAR</u>	<u>Mixed Use Incentives</u>		<u>FAR Limit</u>
				<u>Bonus FAR 1 addi- tional use*</u>	<u>Bonus FAR 2 addi- tional uses**</u>	
Light Industry	I	50,000-500,000	2.0	-	-	4.0
	II	500,001-770,000	2.0	-	-	4.0
Office	I	80,000-630,000	4.0	1.0 FAR (5.0 Total)	2.0 FAR (6.0 Total)	6.0
	II	630,001-830,000	4.0	1.0 FAR (5.0 Total)	2.0 FAR (6.0 Total)	8.0
Retail	I	30,000-75,000	2.0	1.0 FAR (3.0 Total)	1.5 FAR (3.5 Total)	4.0
	II	75,001-150,000	3.0	.5 FAR (3.5 Total)	1.0 FAR (4.0 Total)	5.0
Hotel	I	150,000-200,000	3.0	1.0 FAR** (4.0 Total)	2.0 FAR** (5.0 Total)	6.0
	II	200,001-250,000	3.5	.5 FAR** (4.0 Total)	1.5 FAR*** (5.0 Total)	6.0
Other Residential	I	100,000-200,000	2.5	.5 FAR (3.0 Total)	1.5 FAR (4.0 Total)	4.0
	II	200,001-300,000	3.0	- (4.0 Total)	- (4.0 Total)	4.0

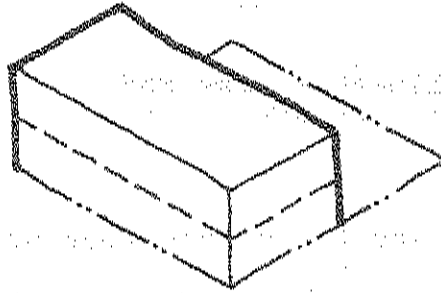
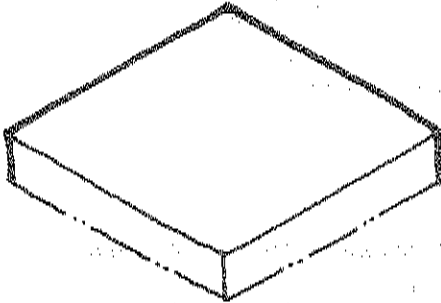
* One Additional Use must be at least 10% of the total floor area (but not less than 7,500 square feet).

** The combined floor area of two Additional Uses must be at least 15% of the total floor area.

*** See Section IVD, Hotel Use, for further description of bonusable conditions.

Illustrative Examples of FAR:

Example 1: FAR of 1.0



Example 2: FAR of 2.0

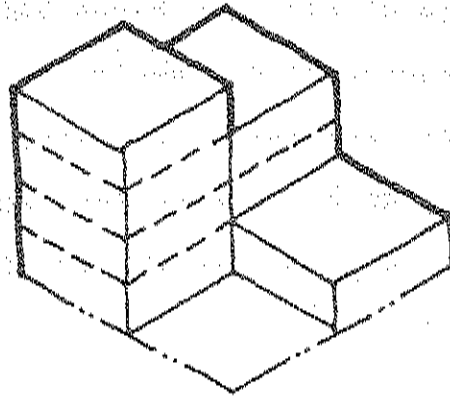
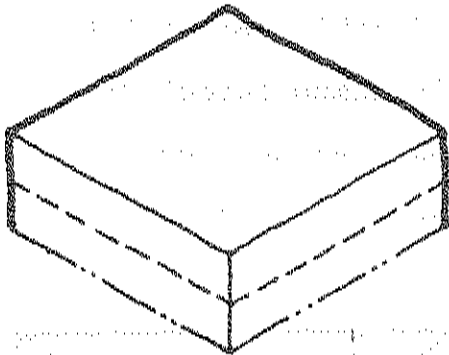
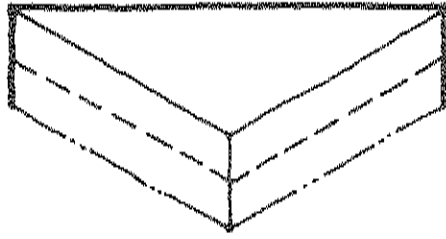


Illustration of the Use of Chart 2 (Density Guidelines)

Example 1: A retail development of 70,000 square feet is proposed on the Triangle on a 100,000 square foot parcel. The FAR is .7, or 1.3 below the 2.0 Base FAR for Category I retain space. This would be acceptable.

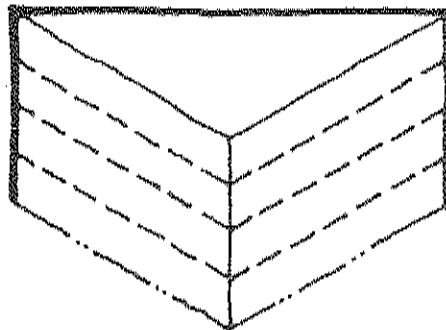


Allowable Base FAR 2.0
for Category I retail

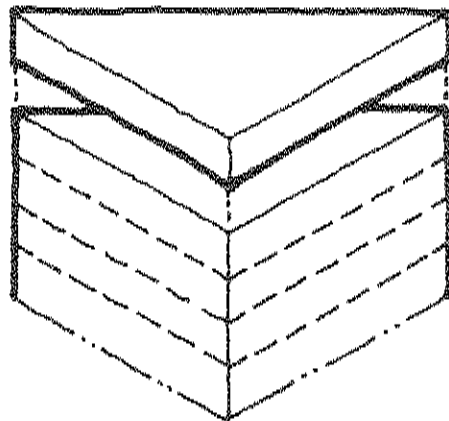


Acceptable FAR 0.7

Example 2: A 400,000 square foot office/ mixed-use complex is proposed, of which 40,000 square feet (10% of Gross Floor Area) will be allocated for retail use. The Base FAR for Category I office use (4.0) plus the Bonus FAR gained by the mixed-use factor (1.0) results in an allowable FAR of 5.0 for the entire complex, or a minimum parcel area of 80,000 square feet would have to be acquired to accommodate the 400,000 square foot development.



Allowable Base FAR 4.0
for Category I office



Base FAR 4.0 + Bonus 1.0
for Category I office/
mixed-use

Example 3: Assume the 400,000 square foot complex of Example 2 exists within the District. Another 300,000 square foot office complex is proposed, of which 60,000 square feet will be set aside for (1) 15,000 square feet of retail on the first floor, and (2) 45,000 square feet of housing on the top three floors that combine to a total of over 15% of the total gross floor area. As shown in Category II for office uses, a 2.0 FAR Bonus is allotted for two additional uses, resulting in a 6.0 allowable FAR total for the entire project, or a minimum parcel area of 50,000 square feet to allow the 300,000 square foot development.

Example 4: Assume the office development in Example 3 was a 500,000 square foot proposal rather than a 300,000 square foot complex. If combined with the 400,000 square foot complex in Example 2, this would result in an aggregate office use of 900,000 square feet within the District, which exceeds the Preferred Total for office use (830,000 square feet) by 70,000 square feet. The developer would then submit a Request for Additional Floor Area stating the reasons for exceeding the Preferred Total.

PART IV. Use Groups.

Section IV establishes objectives and criteria for each use group permitted in the Renewal Plan. Preferred locations, relationships to other uses, and qualitative descriptions are included for Industrial, Retail and Consumer Service, Office, Hotel, Other Residential, and Other Permitted Uses. Criteria are also established for mixing use groups within the Renewal Area.

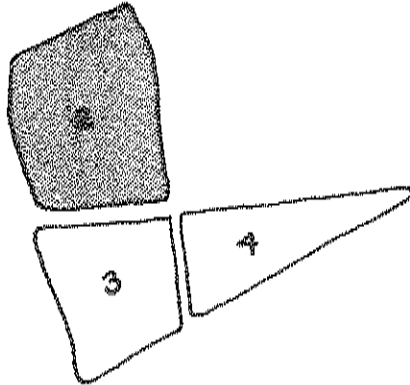
A. INDUSTRIAL USE

Objective:

To encourage industrial development which is labor-intensive and draws its labor pool from Cambridge residents where practical.

Critical for Preferred Industrial Uses:

1. Industrial Uses which create or foster the possibility of job training and career enhancement opportunities for Cambridge residents is preferred.
2. Industrial development as a principal use is encouraged on Parcel 2 and discouraged on Parcels 3 and 4.



3. If industrial development is not the principal use, it should only be allowed when such use will not create environmental conflicts with principal uses, i.e., that office space would be adequately separated from production areas within the same structure.

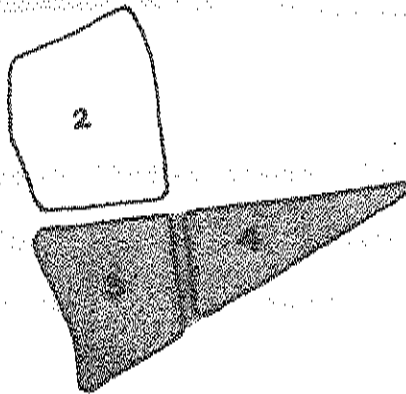
B. RETAIL AND CONSUMER SERVICE USE

Objective:

To promote the development of retail enterprises as an integral part of development in furtherance of the mixed-use concept.

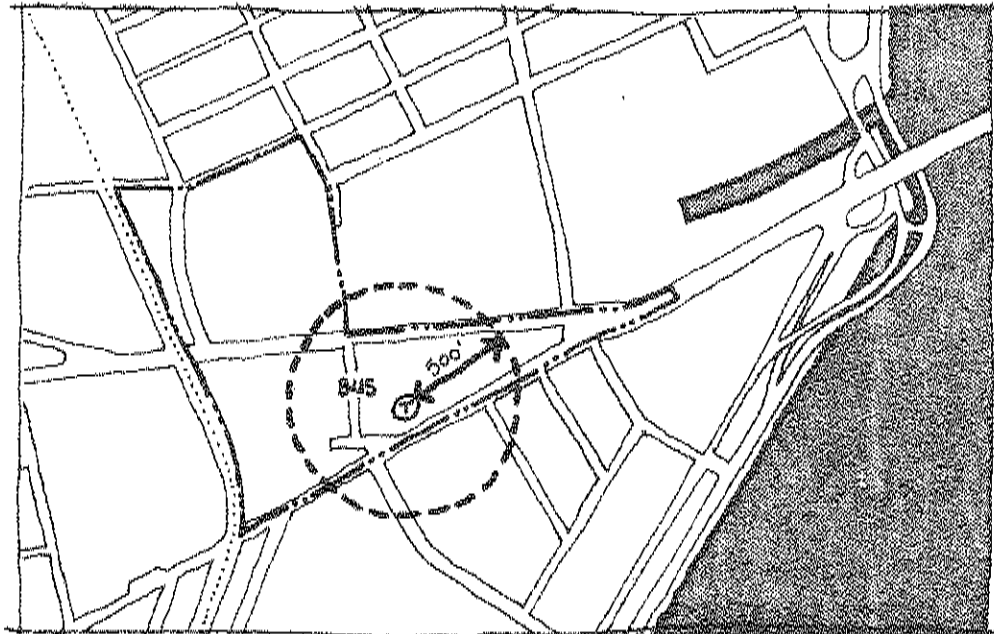
Criteria for Preferred Small-Scale Retail Uses:

1. Small scale retail uses (typically less than 20,000 square feet) should be of the convenience retail, specialty shop, or service establishment types and should be integrated within non-retail use buildings located on Parcels 3 and 4.



2. To the extent practical, retail usage of lower floor space is encouraged in major buildings.

- Retail uses are particularly encouraged within 500 feet of the MBTA station and proposed bus terminal.



- Whenever possible, small scale retail uses should be located along principal pedestrian routes; including second level areas, pedestrian bridges, or arcades.

Criteria for Preferred Large-Scale Retail Uses:

- Large scale Retail Uses (typically over 20,000 square feet) should be located with direct access from public and pedestrian ways and parking areas, and preferably in a central location within the District.

2. Office space which is not directly related to the retailing activity of the principal retail user is a desired second use.

Criteria for Non-Preferred Retail Users:

1. Certain retail or commercial users are discouraged from location on principal pedestrian pathways or ground floor areas because of their low intensity of use and their short hours. These uses include, but are not limited to, major appliance stores, brokerage offices and corporate show rooms.
2. Concentration of specialty shops, restaurants and other small retail enterprises should be discouraged from locating in a single use retail building unless the proposer can adequately demonstrate that such concentration of small retail enterprises will not detract from the desired goal of establishing and nurturing such retail uses in mixed-use buildings or galleria-type structures.
3. Large scale retail uses as a single use are strongly discouraged from Parcel 2. A retail use occupying no more than 30% of the gross floor area of a development proposal may be permitted on Parcel 2.
4. Each rental agency should not normally store more than 20 pieces of rolling stock within the District.

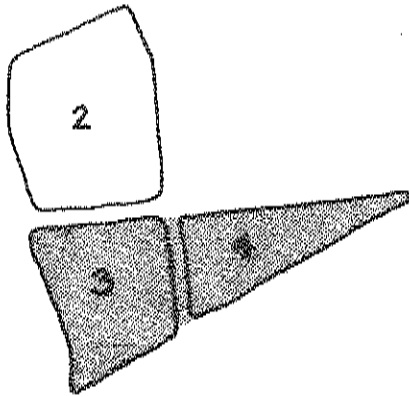
C. OFFICE USE

Objective:

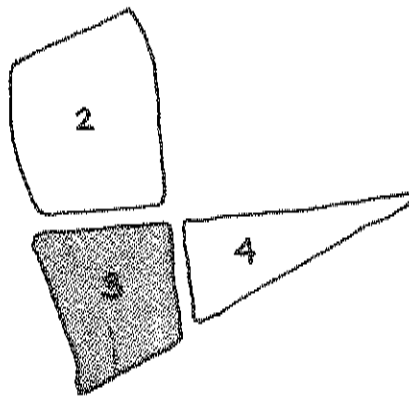
To encourage the development of office uses that create potential employment opportunities for Cambridge residents.

Criteria:

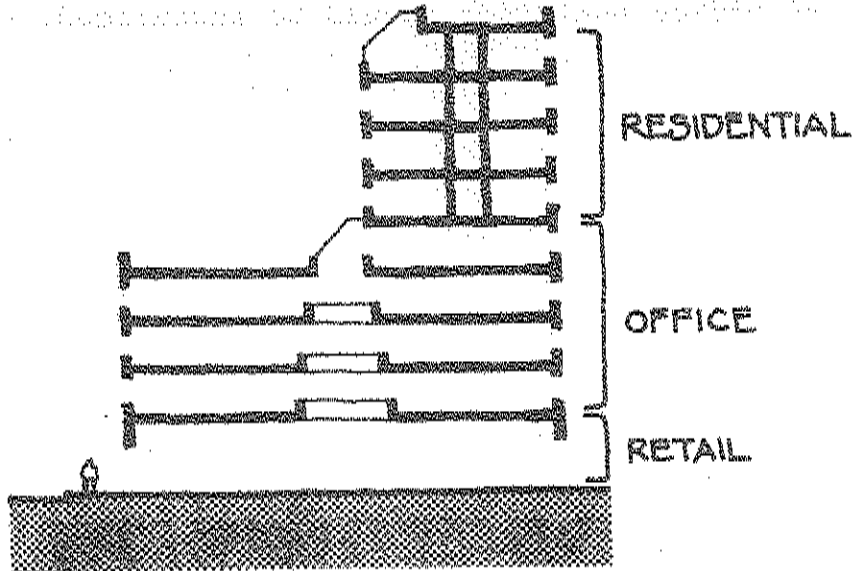
1. High-density, mixed-use office development is especially encouraged on Parcels 3 and 4 to take advantage of the mass-transit facilities available here.



2. Parcel 3 is the preferred location for research and development office parks.



3. Bonuses offered under Section IIIC for mixed-use development on office sites should encourage ground floor retail uses and upper story residential development.



4. Lobby space occupying more than 30% of the ground floor of main pedestrian entry level is discouraged. Small restaurants and retail enterprises are preferred here.
5. Plaza spaces related to office structures or mixed-use structures with at least 40% office use should be made available for active and passive recreational activities and should be discouraged when they serve only an ornamental or ceremonial use.
6. Lobby or ground floor areas containing restaurants and retail enterprises should be made available for

evening users, although the office floors may be closed to the public.

7. Roof-top restaurants, viewing platforms or balconies and athletic facilities built as an integral part of office buildings should be encouraged.

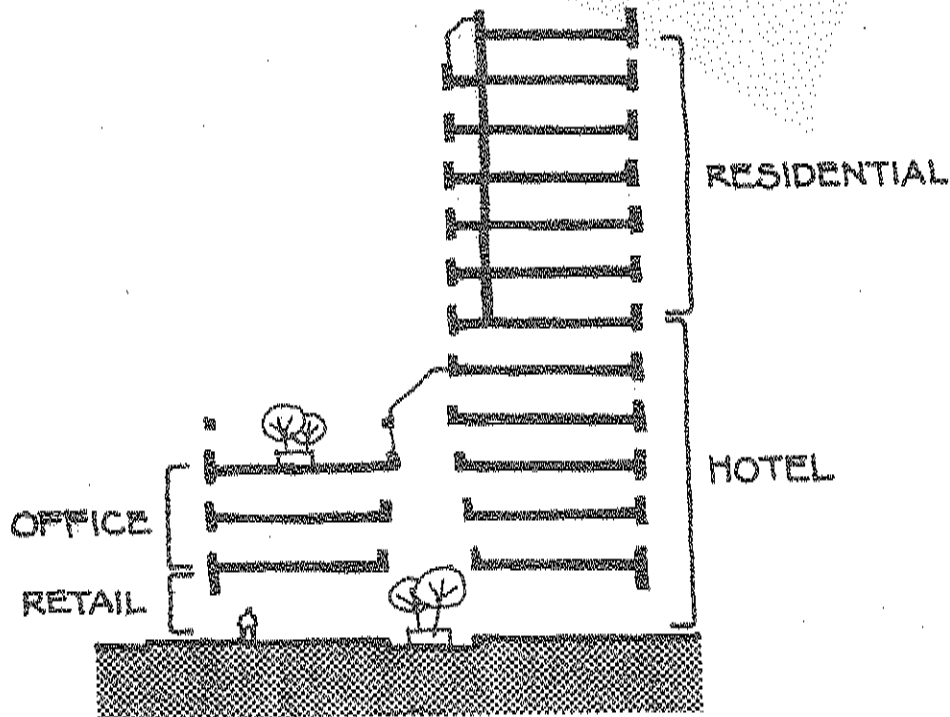
D. HOTEL USE

Objective:

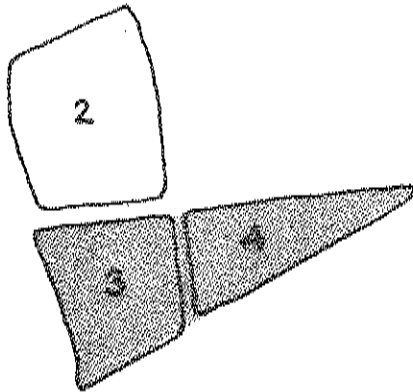
To promote hotel development either as a single use or mixed-use development and to establish hotel facilities as a principal attractor of other desired development.

Criteria:

1. Hotels should be encouraged which maximize ground floor or second level for retail enterprises.
2. Hotel uses as an accessory or secondary use within mixed-use developments is especially encouraged with office, retail and other residential uses.



3. Single use hotel proposals which could not ordinarily take advantage of FAR bonus for the introduction of other uses may be allowed such increases in FAR when meeting rooms, conference halls, ballrooms or other large hotel-related facilities are available on a regular basis to the general public.
4. The preferred location for hotel development is on Parcels 3 and/or 4.



E. OTHER RESIDENTIAL USES

Objective:

To foster residential uses which help to promote an active 24 hour environment in Kendall Square Urban Renewal Area.

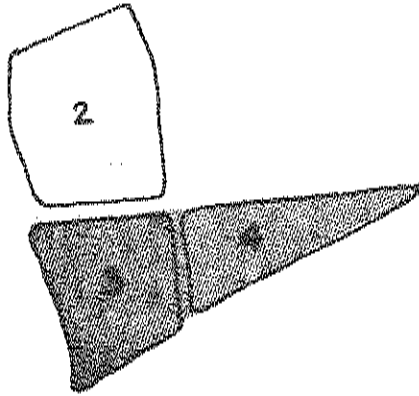
Criteria for Accessory or Mixed-Use Residential Development:

1. Housing in a mixed-use building is particularly desirable when it is located within or above office or hotel developments.
2. When housing is located within office buildings, separate elevators and secured entrance lobbies are required.
3. Where housing is built within or on top of office or hotel buildings, large family units are discouraged.

Criteria for Residential Development:

1. Proposed residential uses should reflect the demographic needs of existing and future Cambridge residents.
2. Market-rate housing is encouraged.
3. Where practicable, proposed housing should offer occupants the opportunity for ownership participation in their dwelling units.

4. Residential uses are preferred on Parcels 3 and 4. Principal use residential development is strongly discouraged from Parcel 2.

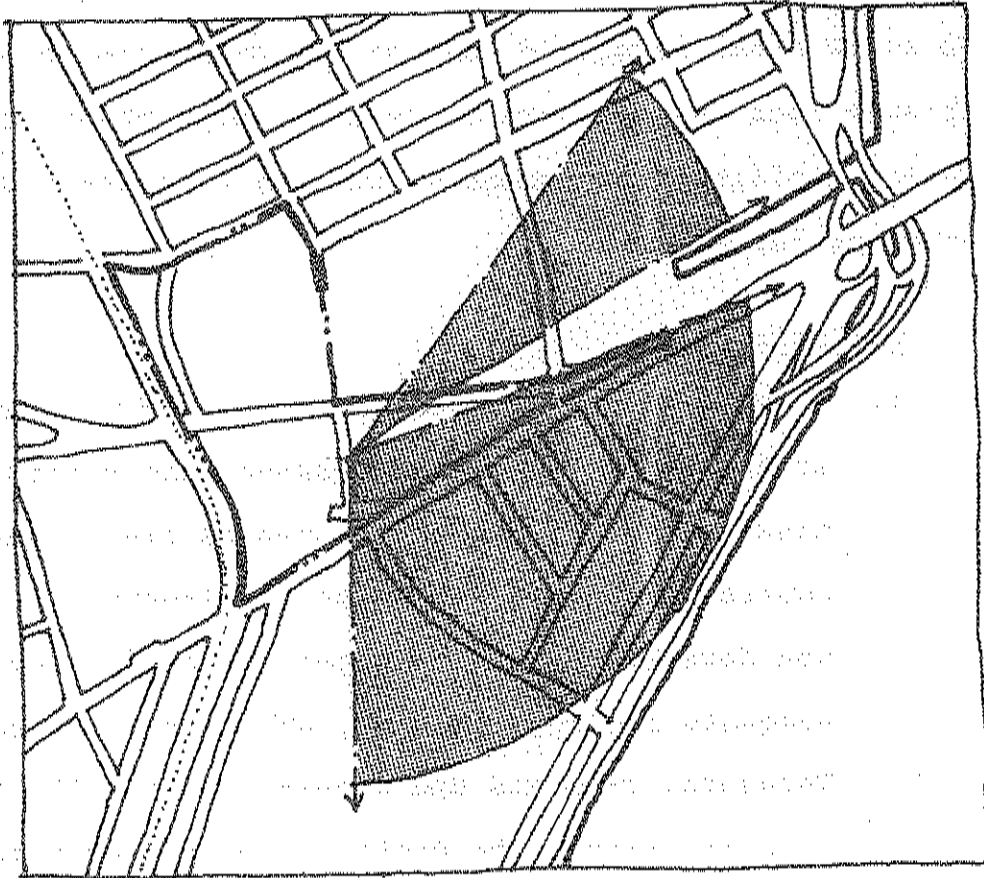


5. If residential development of this type is proposed, it should contain at least 100 units of housing.

Criteria for Large-Scale Single Use Residential Development:

1. Principal use residential development is discouraged as an initial development within the District. However, it may be encouraged in later phases of the development when support facilities are available.
2. The design of housing development with over 100 units should emphasize connection and architectural compatibility with adjacent or nearby uses.

3. The provision of views to the majority of residential units is desirable.



4. The provision of adequate sun exposure to residential units is strongly encouraged.
5. Convenience shopping consistent with the Retail Use Guidelines located in the base of residential buildings and adjacent to principal pedestrian paths is particularly desirable.

F. OTHER PERMITTED USES

Objective:

To allow other permitted uses at the discretion of the CRA, if such uses can be shown to demonstrably enhance the economic viability, environmental quality or attractiveness of other preferred uses.

Criteria:

1. Privately owned and operated uses such as appropriately scaled indoor and outdoor arenas and sports facilities, i.e., skating rinks, tennis clubs, and squash courts, are normally enhancing elements in mixed-use development, and, subject to design review and adequate parking capacity, should be encouraged.
2. Theaters, cabarets and cinemas promote "24 hour" activity within the District and are encouraged, especially to enhance retail and/or evening activity centers.
3. Institutional uses such as educational facilities, museums, public exhibition and convention halls are not encouraged.
4. Certain hospitals, clinics, veterinary establishments, health care and social service facilities, while permitted, are not encouraged. There should be careful consideration of tax base impact, land depletion and potential detracting from other preferred uses when such uses are proposed.

5. Permitted wholesale uses are encouraged only as accessory uses to Industrial and/or Office uses, and should store all material within the principal use structure.

PART V. Building and Site Design.

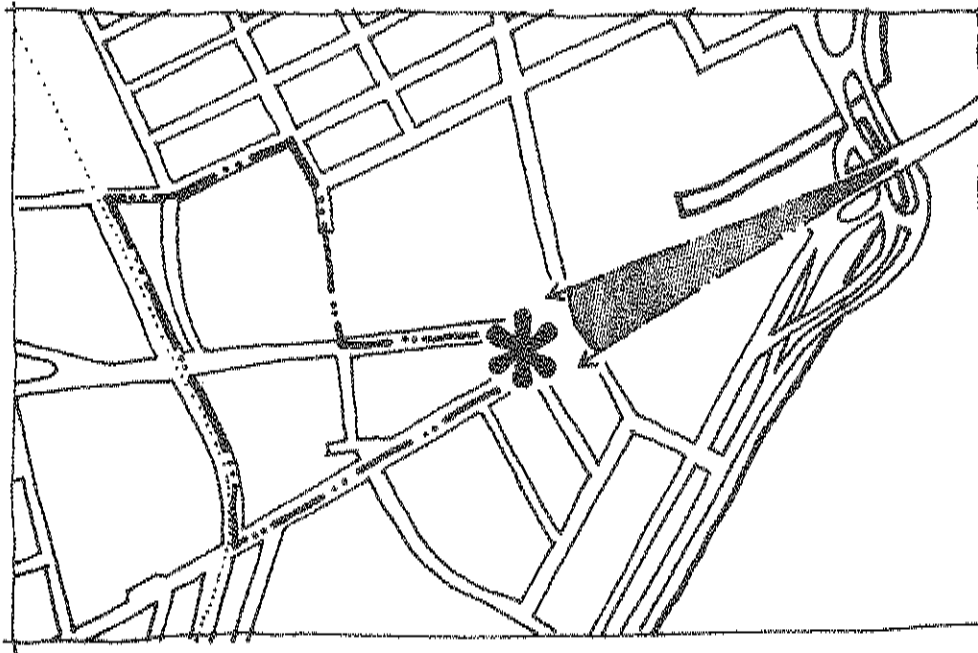
This part of the Guidelines includes objectives and criteria which will be considered by the Authority in reviewing building and site design for proposed development projects, in accordance with the design principles of Section 501, and the open space requirements of Sections 304 and 403 of the Kendall Square Urban Renewal Plan, as amended.

Part A identifies criteria for establishing coherent activity patterns, and identifies locations that have potential to become development centers. Part B establishes the importance of proper building orientation for both building users and visitors. Part C identifies criteria of design and form that are special to a mixed use development, while Part D suggests criteria for continuity of building materials within the Renewal Area. Parts E, F and G deal with open space, building height, and parking respectively. They encourage cohesive physical relationships for each element between parcels, and suggest locational criteria within the Renewal Area. Part H establishes criteria for locating and separating service areas from pedestrian activity, while Part I encourages public pedestrian ways that will provide a safe and pleasant network throughout the Renewal Area. Parts J and K identify signs and graphics and exterior lighting criteria for establishing uniform information systems and appropriately lit areas for different uses in the Renewal Area.

A. ACTIVITY PATTERNS AND CENTERS

Objectives:

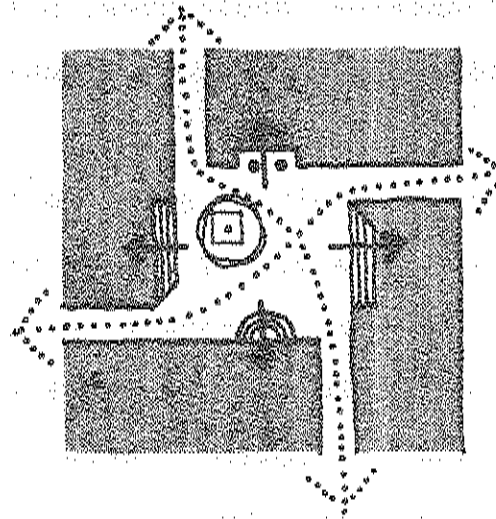
1. To promote the development of pedestrian activities patterns which establish continuity of use, integrated linkages between development parcels and surrounding parcels, and clear focus of centers and ways.
2. To establish a sense of place and identification for the area as a whole and for the District specifically.
3. To capitalize on the prominent location of the Triangle site (Parcel 4) as a "gateway" from Boston.



4. To capitalize on the potential of the rapid transit location as a focus of development and activities.
5. To establish activity patterns which are viable by day and evening users.

Criteria:

1. All pedestrian ways, spaces, plazas or open space should have a clearly defined purpose and intended level of expected activity (i.e., a passive park, an intense shopping area, etc.)
2. Uses proposed for the District should be analyzed to determine level of activity generator, potential entrances and exits, and their location in relation to the related activities in the area.
3. Uses which generate peak loads should be located to reinforce proposed activity centers of retail or civic purpose.
4. Activity centers should not be located as cul-de-sacs but rather should be at the crossroads of major pedestrian movement patterns.



5. Retail or commercial frontage should be located in relation to their potential activity generation, hours of opening, and the intended activity space or way.
6. A full range of activity spaces and ways should be considered, including locations for civic functions, recreation functions, exhibitions, outdoor merchandising, intense shopping, passive rest areas, and formal and informal networks of ways.
7. Ingredients which contribute to public activities in the District should be located to reinforce the intent. For example, active public spaces should include kiosks, public telephones, toilets, postal services, etc. Passive public areas should provide for restful setting natural landscape features. Works of art (fountains, sculptures, paintings, etc.) should be considered to enhance the public and private spaces and ways.
8. Major consideration should be given to the creation of a transit-oriented activity center and its connection to buses, rapid transit, parking and building locations. The rapid transit station should be developed to provide a safe, well lit, inviting approach to the subway.

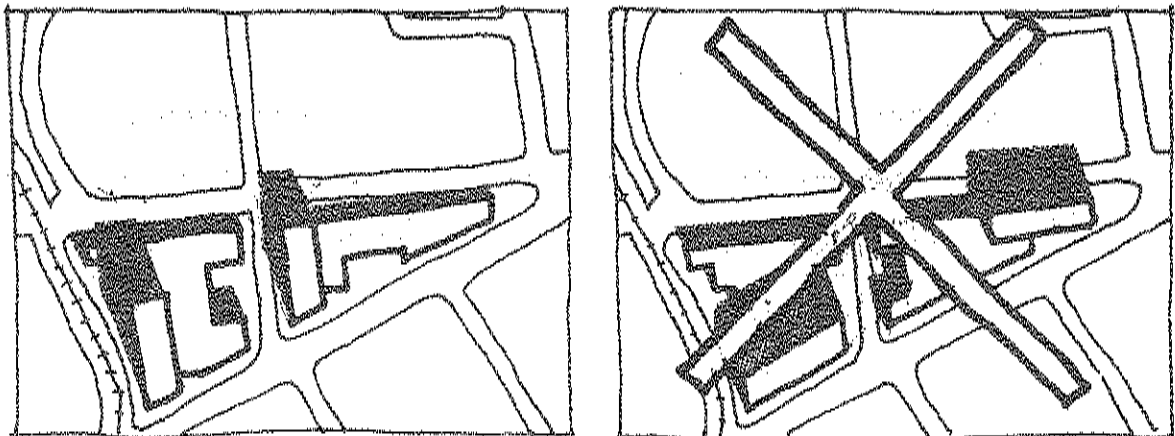
B. BUILDING ORIENTATION

Objectives:

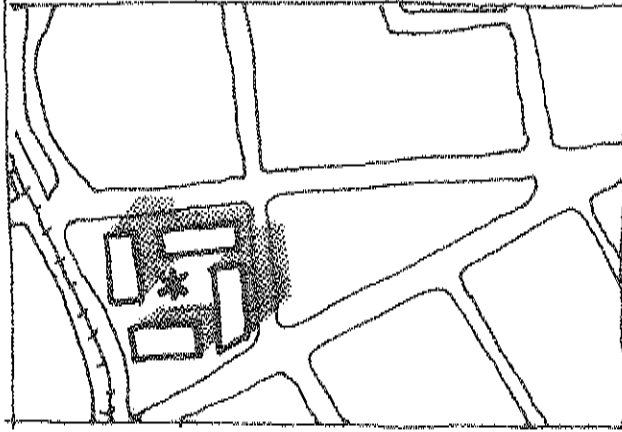
1. To present an open receptive orientation of the entire project to public view.
2. To allow buildings to capture desirable views to the Charles River and Boston.
3. To discourage building forms that create visual barriers or that cast excessive shadows on adjacent parcels or open spaces for prolonged periods of time.

Criteria for Building Orientation:

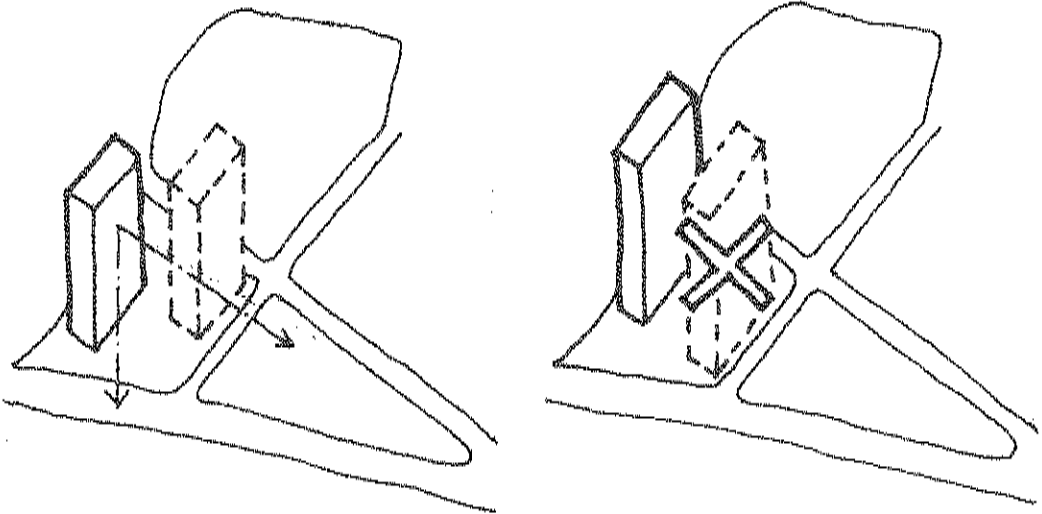
1. Building and open space orientation should be such that the presentation of the project is inviting and not foreboding, creating open space that can be seen into and not walled off from the surrounding activities.
2. Tower buildings should be designed and oriented to allow sunlight to penetrate onto the northern side of the Triangle. Rectangular buildings should be oriented with the longer sides on a North/South axis.



3. Developers should be encouraged to orient their developments towards interior pedestrian activity.

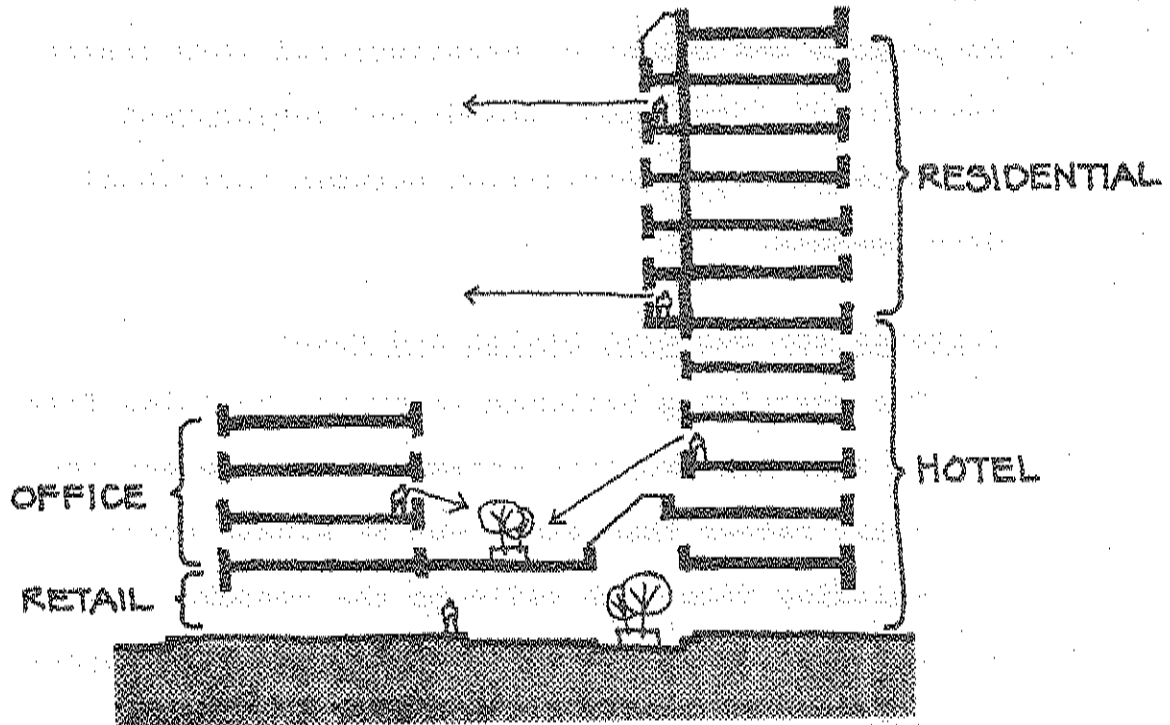


4. Buildings should be oriented so as not to restrict desirable views from other existing structures.



5. Both public and private open spaces should offer choices for sun exposure in cool weather and protection from sun in hot weather.

6. Office, hotel, and other residential uses within buildings should be oriented to maximize the potential for both desirable short-range views and long-range vistas.



7. Buildings should be designed and oriented in such a way as to minimize or avoid severe wind effects on pedestrians.

C. BUILDING DESIGN AND FORM

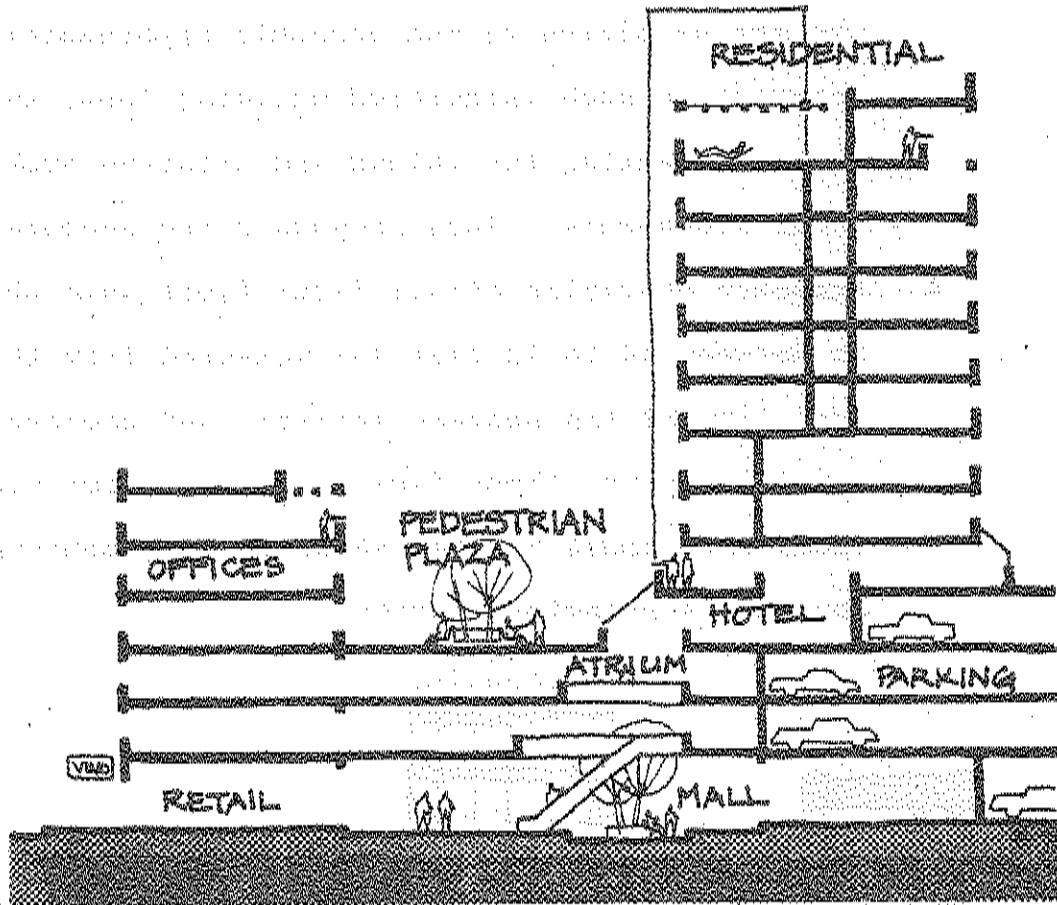
Objectives:

1. To encourage high-quality complementary building design within and amongst developments.
2. To promote and encourage architectural form characteristic of integrated "mixed-use" development.
3. To foster design coordination between individual developments.

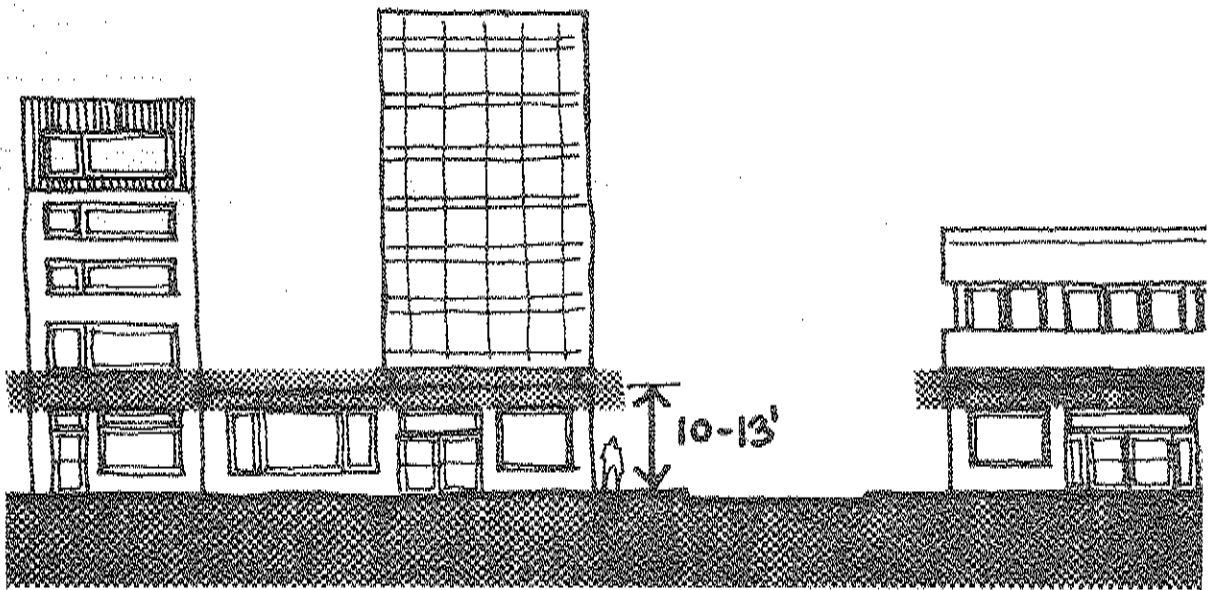
Criteria for Building Design and Form:

1. The overriding criterion regarding building form is that all projects attempt to complement the total rather than stand out as single events. Building form which reflects the concern of its context and potential neighbors should be encouraged.
2. Highly integrated architectural form is the natural result of "mixed-use" developments. Structured parking incorporated into major buildings, vertical integration of a variety of principal uses (i.e., residential, office, retail, etc.), a comprehensive multi-level pedestrian circulation system and consolidated open spaces are some of the use and design features which characterize and set apart "mixed-use" development from the more common individual

building in a setting surrounded by parking and meager open space. These characteristics are highly desirable and are encouraged.



3. Such "mixed-use" development need not be the product of a single large-scale developer, but can be the result of many developers and designers who are sensitive to the economic opportunities inherent in such integrated building form, as well as the potential for unique and creative architectural statements. Such proposals are encouraged.
4. Standard elevation of all first-floor uses should be between 10 to 13 feet (as measured from the curb line of the nearest street), and whenever possible, first floor facades should match elevations when there are two adjacent developments abutting a principal street.



D. BUILDING MATERIALS

Objectives:

1. To promote compatibility of color, texture, and form within the District.
2. To encourage a positive relationship between buildings within the District and between those in the District and the surrounding area.

Criteria:

1. Building facade material should generally be light in color to continue the basic color and texture approach existing in the Kendall Square/MIT area.
2. Specific deviation from the above approach may occur if the circumstance of a particular use and building type can rationally define the departure.
3. As buildings are constructed within the District, design of new buildings should recognize the established precedent of facade treatments of color, glazing and expression. Unless certain stores of a special nature require or are desirable, the basic precedent direction should be followed.
4. All exterior building materials should be used in such a way as to minimize heat loss or heat gain for the purpose of energy conservation, using the ASHRAE #90-75 standards as a guide.

5. All exterior building materials should be chosen with the intent of endurance, and quality should not be considered temporary or short term. They should also be materials which require low maintenance and are not prone to staining or discoloring due to natural weather conditions.

E. OPEN SPACE

Objectives:

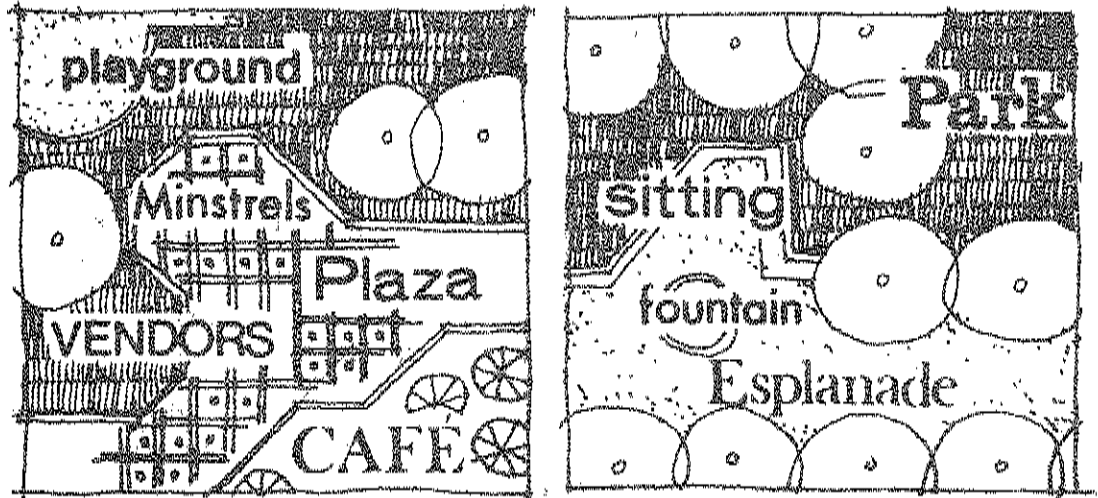
1. To encourage the development of safe and clearly defined usable open space, available to the general public as well as to building occupants.
2. To encourage the location of open space such that it will act as a reinforcement and generator of pedestrian activity in the district.
3. To foster design sensitivity to sun, wind and adverse weather conditions in the design of open space.
4. To use open space as a creative setting for significant buildings or other architectural elements.
5. To promote combining and concentration of open space within mixed-use developments or between adjacent developments.
6. To link activities and developments within the Renewal Area, as well as connect to existing major buildings outside the renewal boundaries.

Criteria:

The following criteria may be used in evaluating the design quality of the proposed open space:

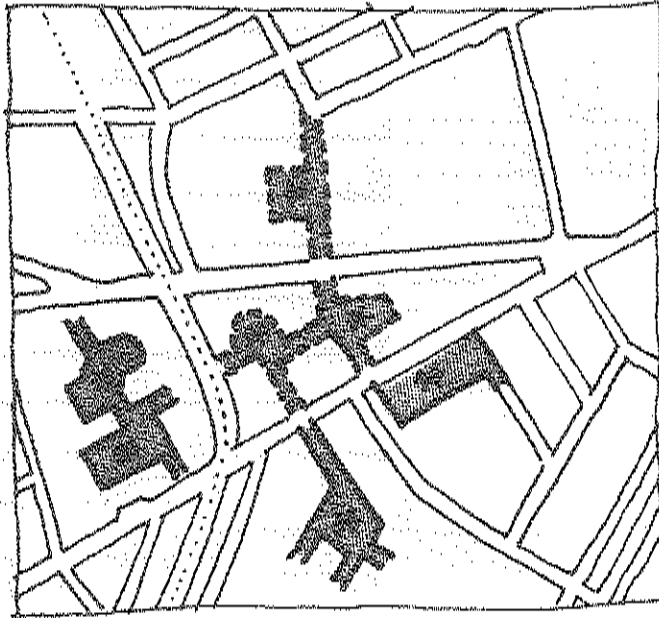
1. Usable open space should be designed to allow for a variety of human activity from passive sitting areas to active recreation. Open areas may provide room for civic events, outdoor cafes,

exhibition areas, outdoor vending or the display of commercial goods.

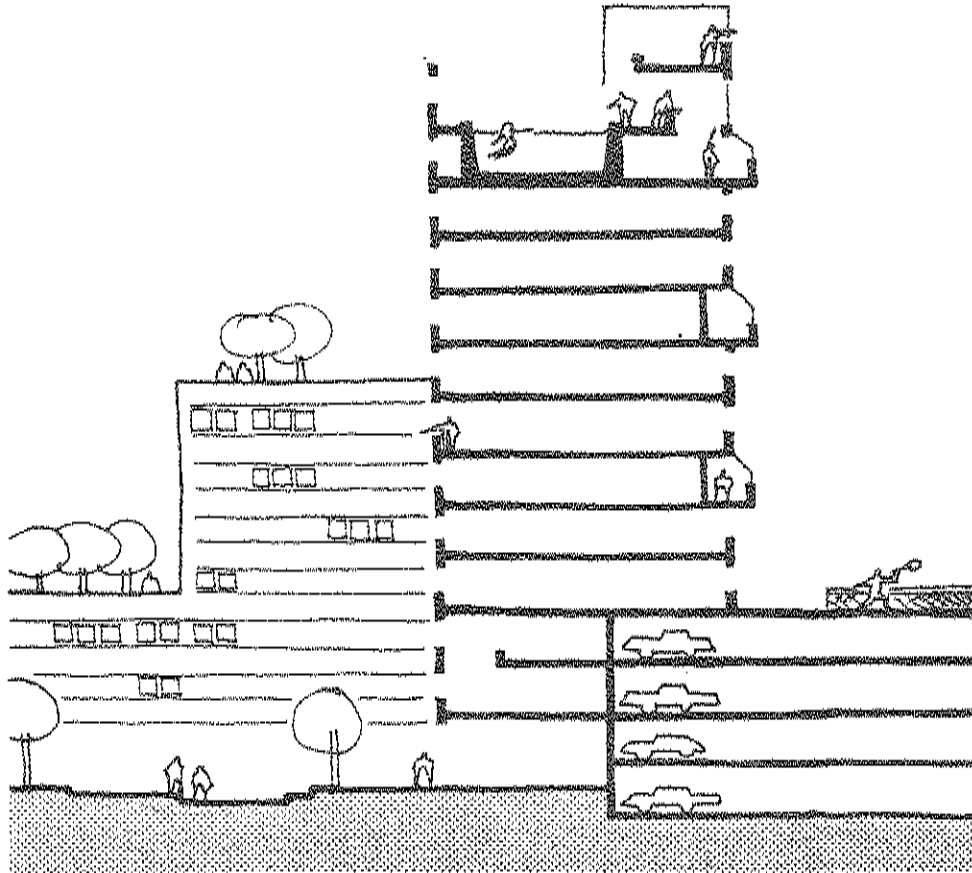


2. Open space should be located to maximize pedestrian connections to other activity centers within the district. Such areas should be sited in such a way as to provide easy pedestrian movement to building entries and exits, transit facilities and parking.
3. Buildings should be designed and oriented to avoid the creation of adverse wind conditions, especially pedestrian areas and open spaces.
4. All open areas should be capable of receiving sun for at least 30% of the daylight hours. Shade trees of at least a 3-1/2" caliper should be provided. Trellises or arbors are encouraged.
5. Plant materials such as hedges, flower beds and other plantings can significantly reduce street noise and should be encouraged if open space abuts major thoroughfares.

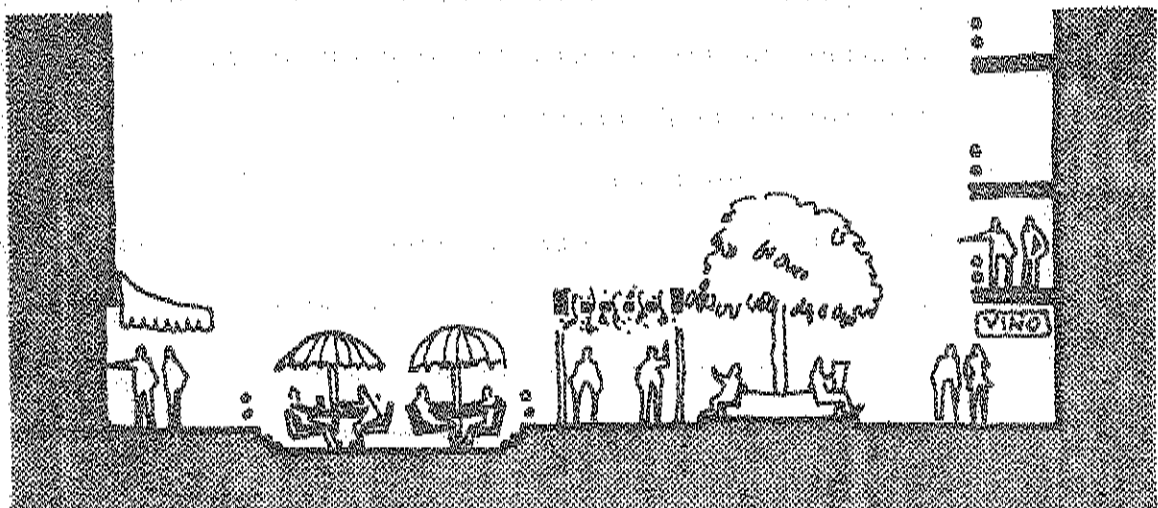
6. Open space can be used to provide a setting for certain distinctive buildings. In such cases care should be exercised to insure that the open space will not result in ornamental or decorative plazas, hostile to people, and devoid of human activity.
7. Open space abutting or adjacent to existing or planned for open space on another parcel should be designed to provide maximum connection and possible consolidation.



8. All major residential developments should have high-quality passive and active recreational areas designed for occupant use and incorporated within the site. Roof tops and setbacks may provide additional opportunities for this kind of activity.



9. Long narrow strips of open space between buildings are strongly discouraged. In general, open spaces should contain at least 1,000 square feet and have a minimum dimension of 30 feet.
10. Open spaces physically or functionally inaccessible to pedestrians because of their configuration or immediate surroundings are discouraged.
11. Exterior open spaces should be unobstructed from their lowest level to the sky. However, arbors or trellises, awnings or canopies, umbrellas or kiosks, railings and fences, flag poles, steps, ornamental fountains, statuary, elevated pedestrian bridges, which permit accessible areas thereunder, benches or other similar street furniture are considered permitted obstructions. Such permitted obstructions should not occupy more than 50% of an open space. Trees and other plantings are not considered to be an obstructions.



F. BUILDING HEIGHT

Objectives:

1. To establish height ranges that relate to the areas adjacent to the District.
2. To coordinate building heights within the District so as to promote a visual identity without constraining design flexibility.
3. To allow sunlight to reach open spaces and pedestrian ways when possible.

Criteria:

The following dimensional range should be considered in establishing building heights within the District. Building heights throughout the District should not be uniform. A general guide to height ranges should be as follows.

1. Building height range on Parcel 2 should be no greater than 70 to 80 feet for the preferred industrial use. Buildings which may require a greater height should be located so as not to cause any detrimental physical or visual effect on neighboring properties.
2. Building height range on Parcel 3 should be generally 100 to 150 feet. This height is the range of Tech Square and would be compatible. Greater height of building on this space should be examined so as not to diminish or foreclose the presence

of Tech Square as a visible part of the Kendall Square development.

3. Building height range for principal structures on Parcel 4 should be between 200 and 250 feet.
4. Shadows from any buildings on adjacent property (other buildings and open public spaces) should not cause negative effects significant enough to diminish the identity of other uses.
5. The exact determination of building height must be considered in terms of their dominance and image portrayed in the Renewal Area and their role in the contribution to the whole.

G. PARKING

Objectives:

It is the intent of these Guidelines:

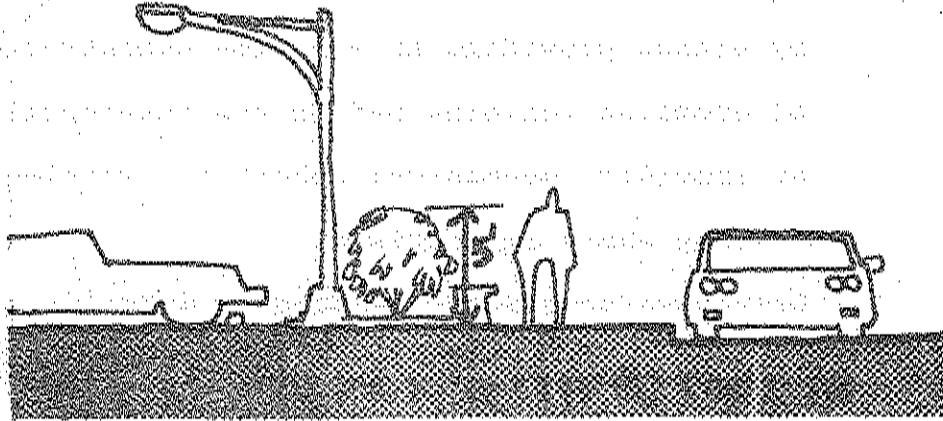
1. To consolidate parking in structured garages in preferred locations.
2. To limit on-grade parking for executive/visitor spaces and industrial users.
3. To minimize the visual impact of garage facades along major streets.
4. To encourage vehicular access to parking from secondary streets or drives.

Criteria for On-Grade and/or Interim Parking:

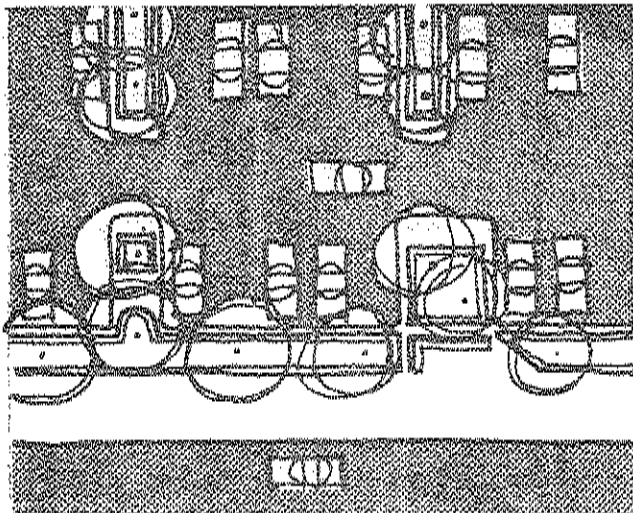
On-grade parking requirements should be met in the following ways:

1. Any on-grade parking should be located away from the streets edges of Broadway and Main.
2. Where appropriate, surface parking should not be located to the front of buildings.
3. Surface lots should be built to interior parcel boundary lines where there is an opportunity to consolidate on-grade parking with an adjacent, expected or existing surface facility.
4. Landscaped or architectural screening of surface parking from principal pedestrian routes or

areas is required. Such landscaped screening shall be no less than 5 (five) feet high measured from the curb. Where plant materials are used, they should be of an enduring variety. Evergreen plant materials are preferred.



5. Continuous, uninterrupted surface parking should be discouraged in favor of groupings of from 5 to 10 spaces interrupted by landscaping or architectural features.



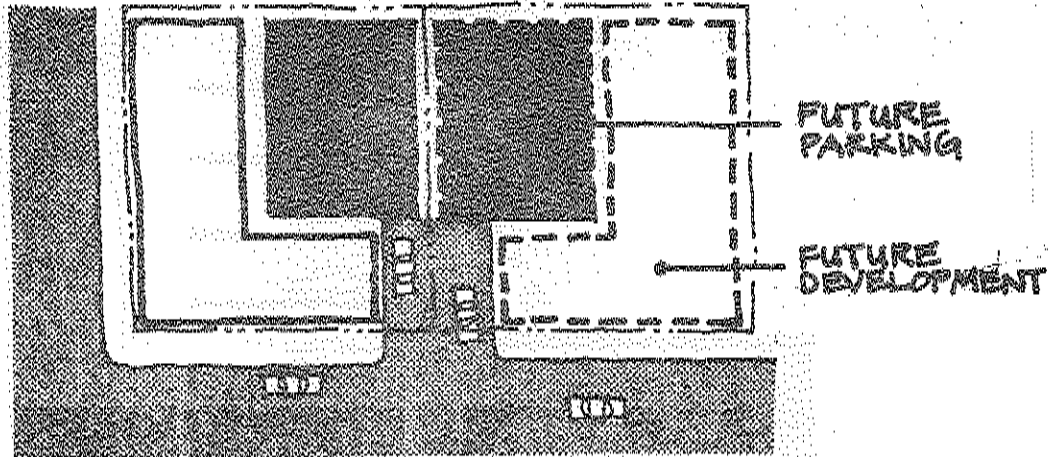
6. Curb cuts to parking areas should not be allowed within 50 feet of an intersection.
7. Curb cuts and access ways leading to interior parking and crossing principal pedestrian paths shall be designed in such a manner as to minimize danger to pedestrians. This may be accomplished by either providing an adequate unobstructed view of crossing vehicles before the intersection or by providing mechanical pedestrian warning devices where appropriate.
8. Driveways/accessways leading to interior parking areas should be located at an interior parcel boundary, and where appropriate, the developer/owner of said driveway shall grant right-of-way easement to areas as called for by the CRA.
9. Permanent security fences of any sort for on-grade parking are discouraged.

Criteria for On-Site Structured Parking:

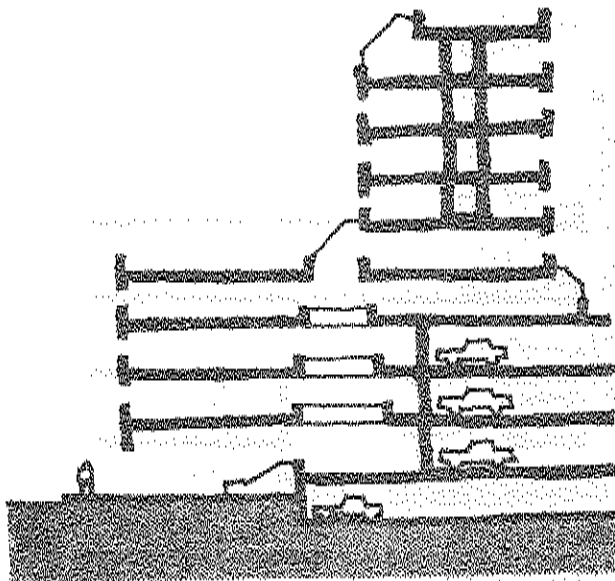
Where on-site structured parking is proposed within a parcel, the following criteria should be met.

1. Where appropriate, structured parking should not be located to the front of buildings.

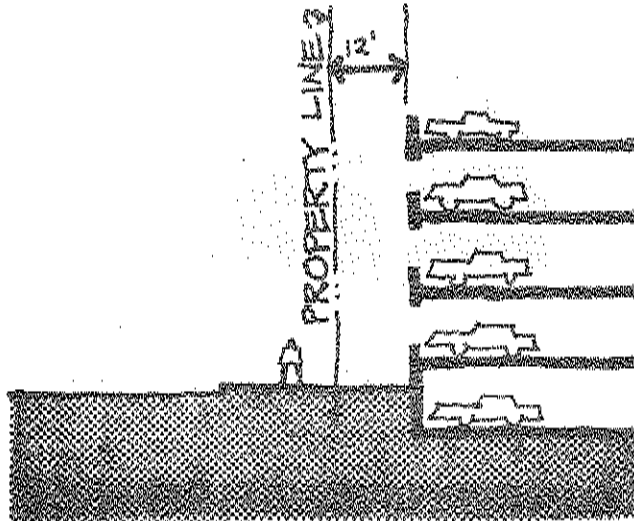
2. Structured parking should be built near parcel boundary lines where there is an opportunity to consolidate parking with an adjacent, expected or existing surface facility.



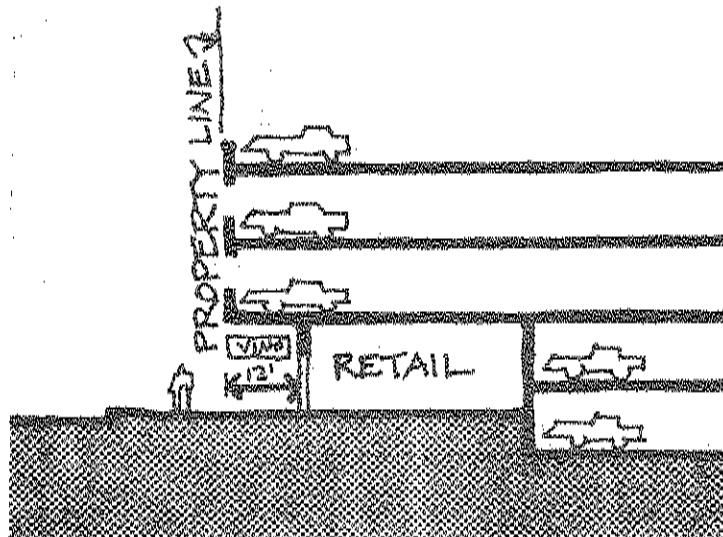
3. Where appropriate, developers are encouraged to design and construct structured parking as an integral part of the principal structures. Where this can be accomplished, criteria 1 and 2 will not apply.



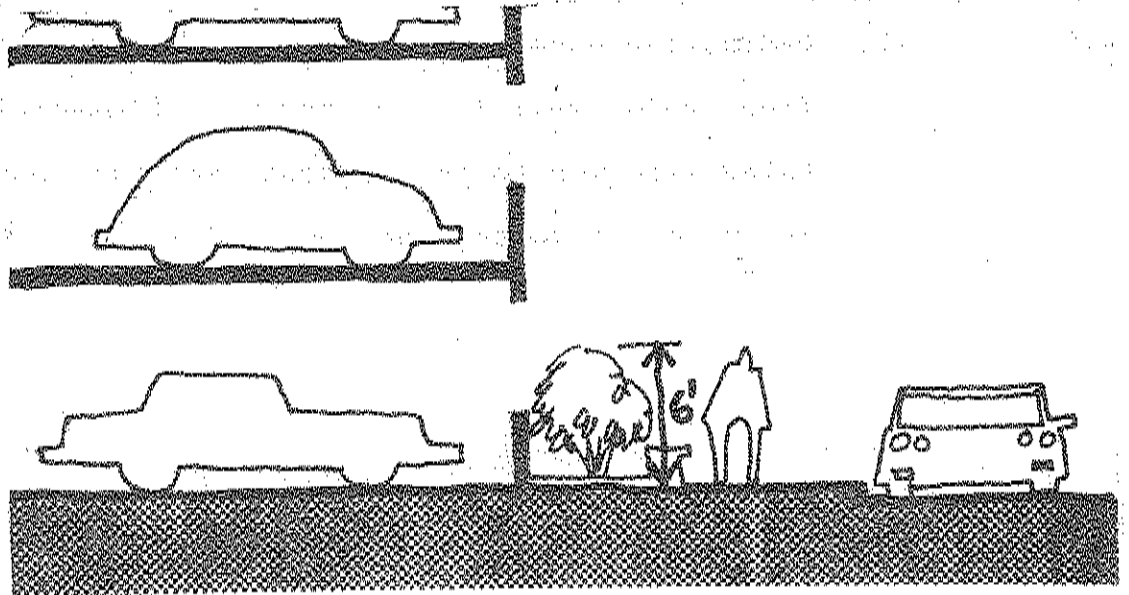
4. Parking structures located along Main Street and Broadway should have at least a 12' setback from the property line.



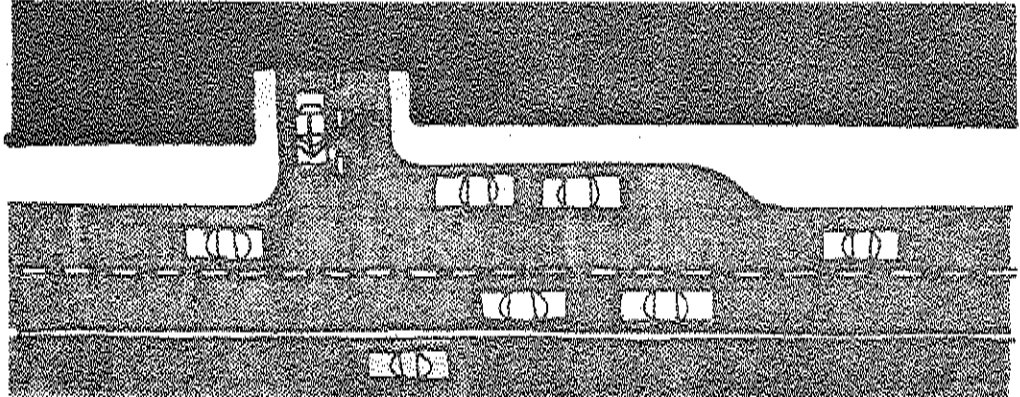
5. If the first floor of a parking structure facing a street or pedestrian way contains at least 50% retail use frontage, then the upper floors may be built to property boundaries, but the first level must be set back 12 feet creating a covered pedestrian arcade.



6. Vehicular entries to structured parking should be located on or near parcel boundaries so as to encourage the need for one curb cut for two adjacent garages.
7. Where a structured garage is proposed to be developed adjacent to an already existing garage, fronting on a principal street, every effort should be made to achieve coordination of the floor elevations and materials used with that of the existing garage.
8. Landscaping or architectural screening of both freestanding and integral parking structures should be required to at least a 6-foot height.

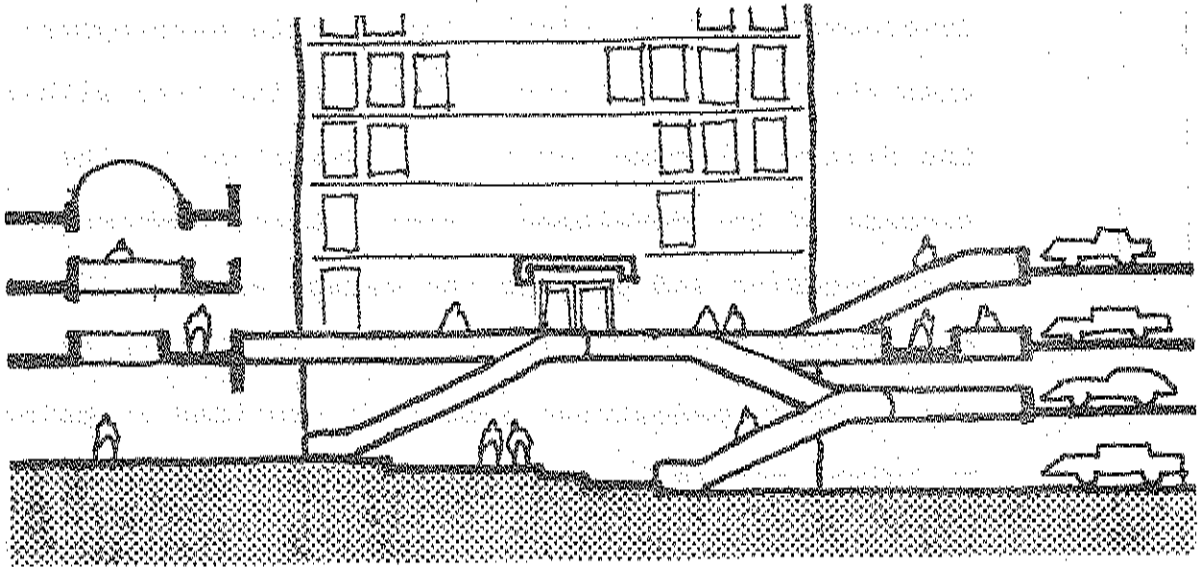


9. In both attendant and self-park facilities, adequate queuing space must be provided off the public right-of-way so as to avoid impeding of sidewalks or the flow of traffic on public streets.



10. Pedestrian access to parking should be barrier-free, safe, well lit and secure. Closed-circuit television monitoring devices, security patrols, or current industrywide approved methods should be used.

11. Direct pedestrian connections from upper parking levels to adjacent developments are encouraged where feasible.



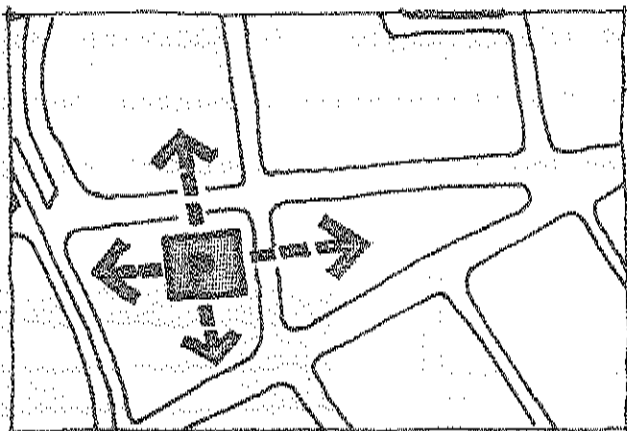
12. Where practical, pick-up and loading zones should be located within the ground floor of parking structures.
13. Where the developer proposes both short-term customer parking and long-term tenant parking in a single structured garage, every effort should be made to locate long-term users on levels more remote from the entry and exit areas than short-term parking.

Criteria for Consolidated Structured Parking:

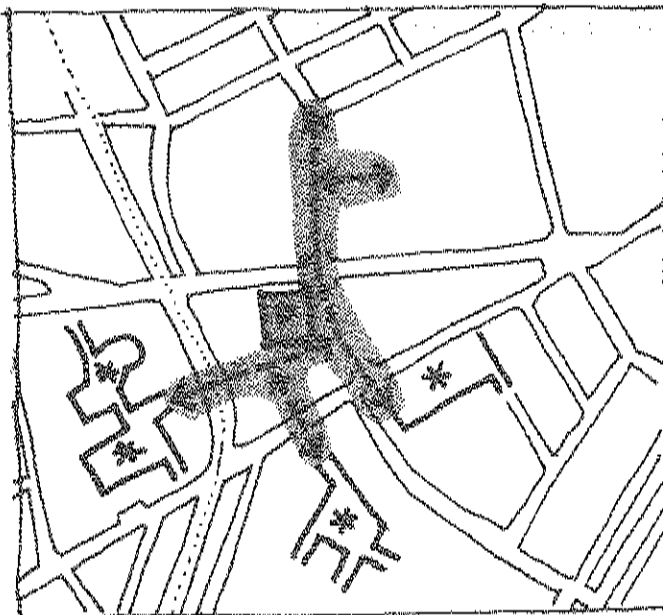
If a major parking structure is proposed which is intended to serve the needs of several different developments or any single large-scale development, then the location of such a parking facility within the district becomes critically important to the success of the development area. Large numbers of cars entering and exiting the garage and the interface with the public street system as well as the way in which pedestrian access is provided to major buildings should be carefully designed and sited.

1. Parking in the western or northern portion of the quadrangle is remote from the location preferred for enhancing the activity center on the triangle and should be carefully evaluated in terms of a total district plan.
2. A parking structure cannot be efficiently reconciled with the triangular shape and small size of Parcel 4. Additionally, an above-grade parking structure on this location would conflict with the concept of maximizing intensity of use at this location. Therefore, a parking garage should be discouraged on the eastern end of Parcel 4.

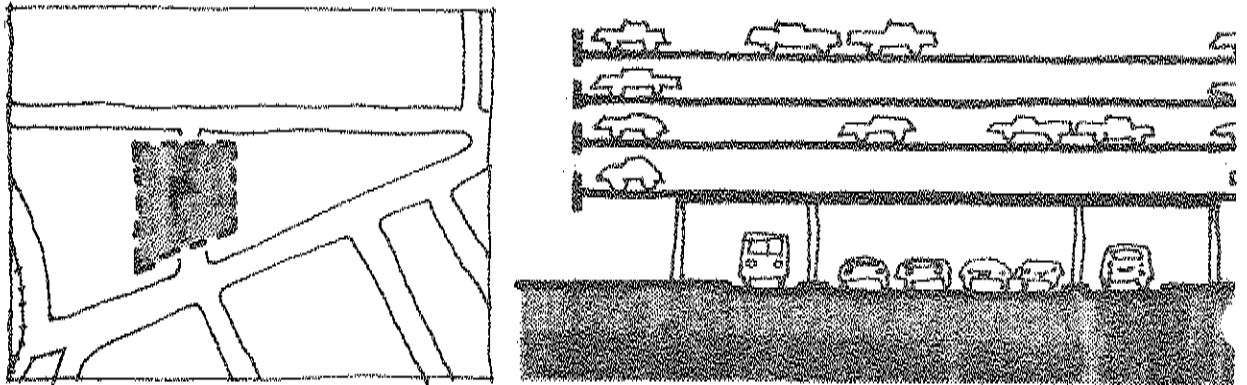
3. Parcel 3 is centrally located to the entire urban renewal area. A parking facility on this location would provide convenient access to all future uses in the District.



4. Parking should not interfere with a potential pedestrian link from Tech Square. Parking should fit into an area which allows for maximum parcel sizes, and it should feed major pedestrian paths.



5. An air-rights parking garage located near the middle of the triangle and over the mid-triangle connector would maximize the utilization of land and provide direct connections to uses in the east and west sections of the triangle. In addition, the potential exists for integrating a central service facility and bus terminal underneath the garage structure.



6. Further guidelines are reflected under On-Site Structured Parking items 5 through 12.

H. SERVICE

Objectives:

1. To provide sufficient areas and facilities for servicing uses in the MXD District.
2. To cause minimal visual and auditory disruption of the adjacent occupied uses.
3. To cause minimal functional disruption of adjacent uses.

Criteria:

1. Service areas should not conflict with pedestrian networks.
2. Exposed storage areas, exposed machinery installations, service areas, truck loading areas, utility buildings and structures, and similar accessory areas and structures should be incorporated within a building complex, but at minimum should be set back and screened (by landscaping, fencing or other methods) that will reduce their visual incongruity with and aural and olfactory disruption of surrounding areas.
3. Adequate containers should be provided to seal stored organic material. These containers should be screened and under cover.
4. Access to service areas and loading docks should be provided from secondary streets.

5. Shared service areas and loading docks are encouraged.
6. Drop-off zones and service access should not interfere with basic vehicular circulation through and around the District.
7. Provide adequate access for service and emergency vehicles in accordance with local and state health and fire standards.
8. Provide adequate temporary standing space for short-term service and delivery vehicles.
9. Special attention should be given to proper site surface drainage of service areas so that removal of surface waters will not adversely affect neighboring properties or the public storm drainage system.
10. Off-street loading spaces should be of usable shape, accessible and properly maintained, and should not be less than 12 feet in width, 33 feet in length, and 14 feet in height, exclusive of access platform and maneuvering area. The entrance to loading spaces should be at least 50 feet from any point of intersection of street lines. The dimensions of off-street berths shall not include driveways or entrances to or exits from such off-street berths. Such berths should be covered and contained within structures or adequately screened from pedestrian view.

I. PEDESTRIAN AMENITIES

Objectives:

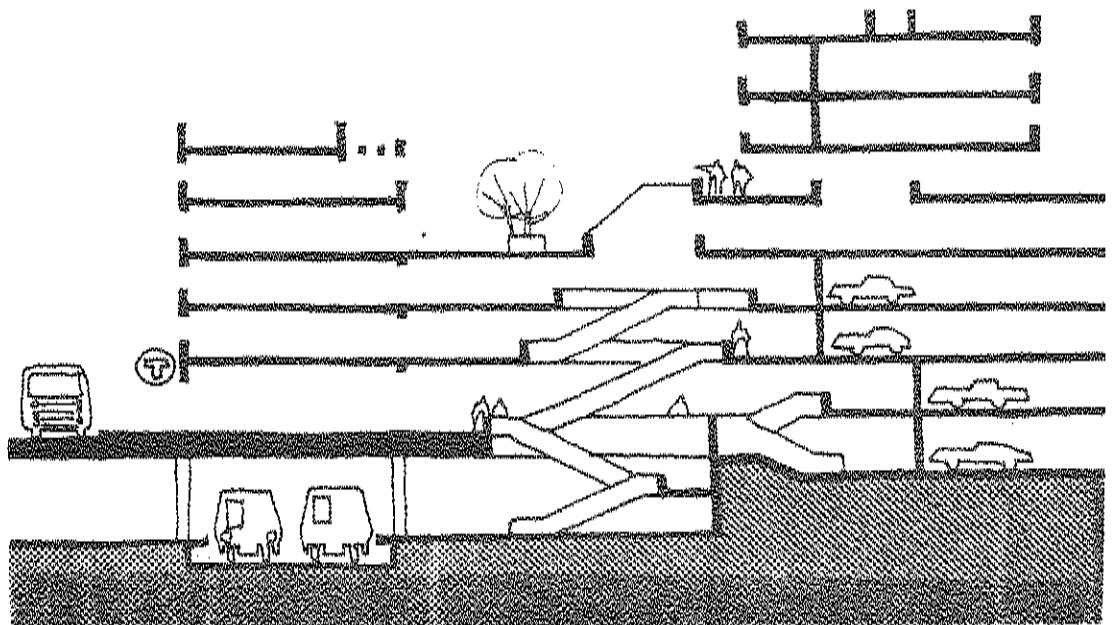
1. To promote an integrated pedestrian circulation system within the District, separate and distinct from the vehicular network.
2. To encourage public pedestrian rights-of-way within the District which connect to principal on-site and off-site activity centers.
3. To incorporate publicly available pedestrian rights-of-way within private structures.
4. To require barrier-free design of the pedestrian circulation system.
5. To foster a safe and secure pedestrian system throughout.

Criteria for Pedestrian Amenities:

1. Pedestrian connections to the MBTA bus and transit stations are strongly encouraged. The pathways should lead directly to entrances of other uses located within 500 feet of the station area(s).
2. A continuous second level pedestrian network is encouraged on Parcels 3 and 4. Once such a bridge system has begun, developers are encouraged to continue the network for their development area.
3. The design of the pedestrian circulation within any development parcel should provide the opportunity to make direct connection to existing or

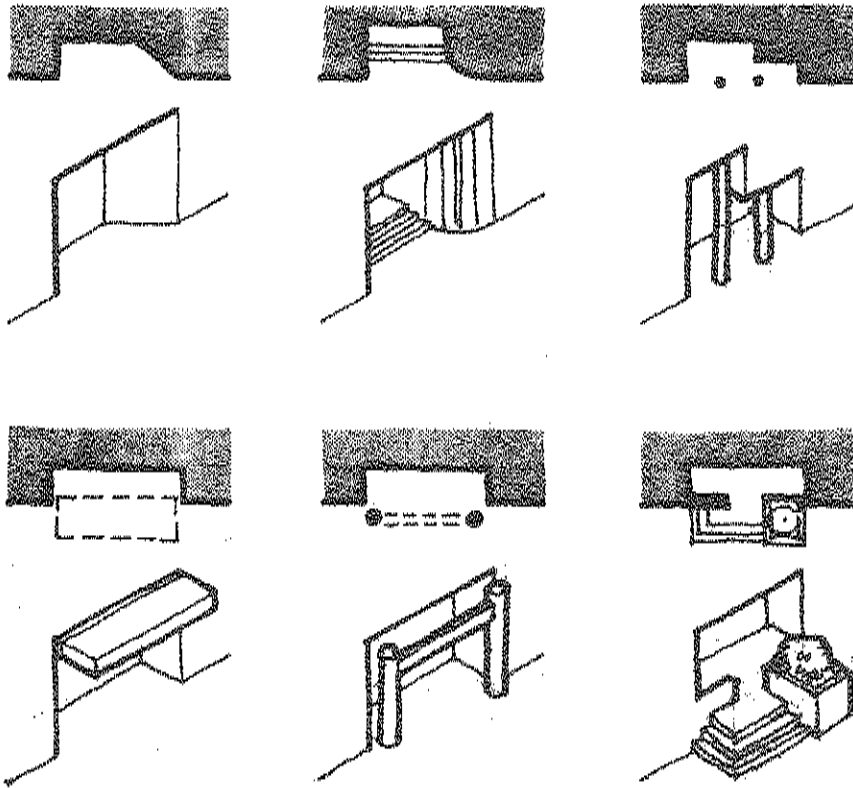
future adjacent properties by designing pedestrian circulation which will include the following considerations:

- a. making connection at comparable elevations;
- b. arranging the circulation routes in plan to make connections which will reinforce both the planned for uses and adjacent existing or future uses;
- c. making use of compatible surface materials and fixtures at connection points; and
- d. where opportunities exist for making connection to the transit station, bus terminal, or consolidated structured parking, such connection should be encouraged.



4. Areas within development sites which will become intensely used pedestrian gathering places or thoroughfares should be designed in such a way as to promote positive connection to other areas of high pedestrian activity, both within and outside of the parcel. Such connections may include over-street bridge or decks to sites within the District, as well as to off-District developments (i.e., Draper Labs and D.O.T. complex).
5. A variety of preferred pedestrian amenities (as defined in the MXD District) should be included within and adjacent to private buildings. These arcades, pedestrian bridges, shopping bridges, raised decks, pathways or through-block arcades should be designed to be responsive to the uses they connect or those which may abut the pathway. The principal purpose of such pedestrian amenities is to provide a highly attractive and functional circulation system and thus should be carefully evaluated for their utility as well as design.
6. Where arcades are proposed, they should be flanked by a variety of retail enterprises, restaurants or specialty shops.

7. Where raised pedestrian decks are provided, either as a bridging element or on the tops of structures, they should contain both passive and active areas that receive sunlight at least 30% of daylight hours and are protected from wind conditions. Such decks should be planted with shade trees or other plant material and afford opportunities for outdoor seating and recreation.
8. Pedestrian circulation and entry points along principal fronting streets should be designed to invite pedestrians into the District. Major points of entry should be clearly marked and distinguishable from vehicular routes.



9. Specific exception to the above guidelines may be made when the lobby space provides a significant through movement for pedestrians to other uses, activities, open space features or access to mass transportation facilities.
10. Office buildings should provide direct, secure, well-lit, weather-protected pedestrian ways to parking and/or transit facilities.
11. In office park-type proposals, individual buildings should be connected, wherever possible, by weather-protected pedestrian ways.
12. Curb ramps, level change ramps or mechanical conveyance devices should be provided throughout the development to facilitate the movement of the handicapped.
13. Convoluted or circuitous pedestrian pathways resulting in visually inaccessible, insecure, or unsafe areas should be avoided unless surveillance is provided by some mechanical means (i.e., closed-circuit television monitoring). In addition, all pedestrian circulation systems should be well lit (see K, Exterior Lighting).

J. SIGNS AND GRAPHICS

Objectives:

It is the intent of these Guidelines to:

1. Coordinate signs and information graphics within the development so that people can quickly orient themselves to their destination;
2. Design graphics appropriately scaled for pedestrian users;
3. Develop a diversity of compatible and exciting graphics; and;
4. Avoid oversized, inappropriate and visually confusing or incongruous graphic designs.

Criteria:

1. Graphics should be at a scale and character to add to the interest and variety of the townscape.
2. A uniform system of directional, identification, and service signs and amenity graphics are encouraged.
3. Directional signs should be conveniently located with clear graphics to provide easy and safe movement through the development.
4. Signs should complement their surroundings as much as possible, considering:
 - (a) consistency of sign materials with proposed or existing buildings on the lot.

(b) for detached signs, the preservation of visual corridors for eye-level views.

(c) possibility of unreasonable distraction of motorists, pedestrians, and neighboring premises, especially glare caused by sign illumination.

6. A clear compatible system of information graphics should be provided throughout the District. It should include a directory of what can be found in the area, a map of the site and should provide the opportunity to present other information of general interest.

7. Generally, the less amount of lettering on a sign the better. Avoid unnecessary information.

K. EXTERIOR LIGHTING

Objectives:

In accordance with Section 410 of the Kendall Square Urban Renewal Plan, as amended, it is the intent of these Guidelines to:

1. Ensure that building entrances, walkways, important facades and parking areas are appropriately lit to provide a safe and aesthetic night-time atmosphere which will encourage evening activity; and
2. Minimize the nuisance of exterior lighting for development in the District from other uses within or outside the District.

Criteria:

1. Numerous small-scale, low lumen fixtures shall be favored overall tall, high lumen fixtures.
2. Arc lamp illumination should be avoided in public open spaces used for pedestrian circulation and passive recreation.
3. Lighting and building form should be arranged so that dark pockets, sharply contrasting with adjacent illuminated areas are avoided.
4. Consideration will be given to:
 - the scale of the space
 - shape of the space
 - the anticipated use of the space

- the size and orientation of windows in surrounding buildings
 - the shape and mass of surrounding buildings
 - the light reflecting or absorbing characteristics of proposed building materials
5. In open spaces expected to be used for special events, electrical outlets should be available for special lighting and other equipment.
 6. Arrangement of light fixtures should reinforce the shape of open spaces by responding to and emphasizing changes in scale, degree of openness, etc.
 7. In parking garage development, night-lighting shall be of the high intensity low-silhouette type. Lighting stations should not exceed 12 feet and where possible should be lower.
 8. Flood lighting provided as integral part of a building facade is permissible except that the resulting light pattern shall not infringe on other adjacent uses.

