

Cambridgeside Galleria Associates Trust
c/o New England Development
75 Park Plaza
Boston, MA 02116

September 17, 2019

VIA EMAIL AND HAND DELIVERY

Community Development Department
344 Broadway
Cambridge, MA 02139
Attn: Liza Paden
Email: lpaden@cambridgema.gov

Dear Planning Board Members:

In connection with NED's/CambridgeSide's most recent filing (the "Refiled Petition") of the proposed PUD-8 Zoning Text and related Zoning Map amendment, we reviewed your detailed and thoughtful comments regarding our prior filing. We believe the Refiled Petition is responsive to those comments and hope it reflects a zoning proposal you can support. We have attempted to "root" this petition in the planning goals of the City, including the 1978 East Cambridge Riverfront Plan, and most recently, Envision Cambridge. We all want this project to be an expression of sound planning, respectful of the past, but cognizant of the future, and an example of how mixed-use development should be designed.

We received comments from the Planning Board both during and after the original rezoning petition process, which comments were focused, primarily, on the following topics: (1) planning principles; (2) basic zoning parameters (e.g., height, density and housing (including affordable housing)); (3) economics; (4) spot/contract zoning; (5) housing; and (6) energy demands. As our next Planning Board Meeting is September 24, 2019, we thought it would be helpful to focus on these comments and provide an outline as to how we tried to address the same.

1. Planning Principles

Today, CambridgeSide anchors an attractive, high quality commercial, residential and retail focused urban area that welcomes residents, workers and visitors alike. The redevelopment of CambridgeSide pursuant to the Refiled Petition will remain consistent not only with the guiding principles of the 1978 East Cambridge Riverfront Plan, but also those of the 2002 DCR Master Plan for the Charles River, the 2011 Cambridge Riverfront Plan and the 2019 Envision Cambridge Plan, including: (i) retention of a core retail use; (ii) increased access to the Charles River and activation of the Canal through active and diverse programming; (iii) reuse of the DCR boathouse and implementation of improved amenities and landscaping around the Canal; (iv) addition of a housing component; (v) activation of ground-floor uses along the Canal and surrounding public ways; and (vi) commitment to the local arts and small business communities through the provision of on-site display and office space. The specific planning principles and recommendations upon which we relied in drafting the Refiled Petition are detailed on the *Planning*

Principles White Paper attached hereto as Attachment A.

2. Zoning Parameters

As detailed above, we have not only tried to be thoughtful about our planning and design, but also to identify zoning changes that are reflective of the feedback we received, including:

- **30-foot reduction in maximum building height** allowed within the PUD-8 District from 185 feet to 155 feet (coupled with commitments to maintain the previously-approved 85-foot limitation on a substantial portion of the site);
- **50,000 square foot reduction in permitted Net New Gross Floor Area** allowed within the PUD-8 District from 625,000 square feet to 575,000 square feet;
- **Increased required residential component** from 20% of Net New Gross Floor Area (GFA) to 30% of Net New GFA;
- Addition of a **requirement to develop the residential component** before a certain amount of non-residential development can be completed;
- **Increased required affordable housing from 20% of total Dwelling Unit Net Floor Area to 50% of total Dwelling Unit Net Floor Area** (consisting of 25% as inclusionary housing and 25% as middle-income or workforce housing, and making **all Family-Sized Dwelling Units affordable**);
- Addition of **requirement to demonstrate adequate utility capacity exists for proposed development**, including electrical service capacity;
- **Deletion of conflict language**, which provided that Section 13.100 governs in the event of conflict with other zoning provisions or City regulations; and
- **Formalization of mitigation measures** (to be finalized with the City Council, a preliminary summary of mitigation measures is attached hereto as Attachment B), which are consistent with the City's planning efforts described above, through incorporation of a letter of commitment into the zoning text.

The Summary of Zoning Changes attached hereto as Attachment C provides a more fulsome summary of the zoning changes in the Refiled Petition made in response to feedback received during and after the original rezoning process.

3. Economics

The Board has expressed an interest in better understanding the financial structure associated with the proposed redevelopment of CambridgeSide in order to determine whether the proposed zoning parameters and mitigation measures are appropriate in scale and type. It is important to remember that real estate, like all investments, are inherent with risks that require the investor to underwrite an appropriate amount of income to offset those risks associated with the investment, including the risk of operating a property with a significant retail component in light of the rise of e-commerce and reduced retail sales. Additionally, returns for a redevelopment of the type and scale as proposed at CambridgeSide are lowered due to the significant construction premiums associated with redeveloping an operating property over a multi-year period, coupled with the extensive mitigation commitments promised in connection with the project.

In particular, the following factors impact CambridgeSide returns:

- Construction Costs - costs continue to increase in an amount, approximately .5% per month, which is higher than the overall inflation rate, and will continue to challenge any return on projects.
- Phasing Risks - as the redevelopment of the property will be done on a longer-term timeline, there are inherent risks in a changing economy.
- Interest Rates - rates fluctuate which can impact the overall return on a project based on its timing.
- Income- while the Cambridge market has been strong, development continues to increase throughout the greater Boston market, which will inevitably slow down the growth of income as we reach peaks in market cycles.
- Returns on Projects- overall project returns have been reduced, due to the increasing construction costs which gives investors/developers less margin for error should market conditions change.
- Project Costs- significant costs that will not bring additional revenue to the property, which include:
 - premium costs that are related to structural elements, due to the current existing construction of the property, estimated to be \$60-\$80M, in an environment where costs continue to escalate;
 - keeping the property operating during development, and maintaining the public benefits such as the public atrium that runs through the property;
 - Mitigation costs to the City of Cambridge, in excess of approximately \$60M;
 - Costs related to relocating and/or buying out existing tenants from the property; and
 - 50% Affordable Housing component which brings the return on this component of the project below 4%, a level that is well below the requirements of investors in today's market.

The reality of the overall return for the redevelopment of CambridgeSide, is that the blended return on project costs is in the 6% range, which is essentially the minimum return that an investor and lenders would accept for a permitted project in the market today. As mentioned previously, this also ignores the risks that are associated with the exposure of a phased project to future market conditions (i.e., what happens if a commercial and residential building are built, but nothing further {returns in the 5% range}), increasing costs, interest rates, rents related to leasing risk, and the potential of a recession during the build-out time period. **What this project will do is help stabilize CambridgeSide as a mixed-use asset, support the over 2,000 people who work there today and allow CambridgeSide to continue to generate the taxes (over \$45M in the past 10 years) and community support payments (over \$100,000/year) to various non-profit agencies and commissions. We have made and will continue to make a long-term commitment to CambridgeSide based on years of reinvestment, most recently a \$50 million reinvestment.**

We acknowledge that as part of the original petition an “analysis” was circulated to the Board making certain revenue assumptions regarding the project. Those assumptions grossly overstated the building square footage (gross vs. leasable), the market value of residential space, and assumed a rental/value growth rate (12.5% per year) that was unrealistic and unsustainable.

4. Spot/Contract Zoning

We understand that Board members may be concerned that rezoning the parcels that comprise

CambridgeSide could be considered “spot” or “contract” zoning. It is well settled case law in Massachusetts that zoning amendments do not constitute either spot zoning or contract zoning where there is a public benefit, the parcels being rezoned are distinguishable from surrounding lots, the action is not contrary to the best interests of the City and it does not involve extraneous considerations which would impeach the enacting vote.

The rezoning proposed under the Refiled Petition serves a public benefit and would be in the best interests of the City. First, as detailed above, it conforms to historic and current planning studies and reports applicable to the property. It also maintains a core retail component, increases commercial development and provides market-rate and affordable housing in a location proximate to public transportation and other City amenities. Additionally, it will revitalize First Street and the Canal Park by introducing active ground-floor uses. Finally, it will result in a dramatic increase in the City’s tax base, as well as provide employment opportunities, both during construction and post-completion. Here, the rezoning proposed pursuant to the Refiled Petition is reasonable, rooted in the City’s planning goals and provides numerous public benefits.

The Refiled Petition also applies to an area of land that is distinguishable from the surrounding lots as since the early 1990s, it has been used as a core retail mall, whereas properties in the immediate vicinity have historically been devoted to more traditional residential and office uses. Further, owing to its current use, lot configuration and proximity to the Canal, the property presents a unique opportunity for a comprehensive mixed-use development that can improve not only major public ways but also widely-used public open spaces.

We hope that this information clarifies that rezoning the parcels that comprise CambridgeSide could not be considered “spot” or “contract” zoning and, to the contrary, is a petition rooted in the planning goals of the City that will result in tremendous public benefits.

5. Energy Demands

We understand members of the Planning Board have expressed concerns about new development projects in Kendall Square/East Cambridge increasing peak electricity loads, necessitating a new substation in Kendall Square/East Cambridge. CambridgeSide has been operating since 1990, with existing transformers and distribution infrastructure serving existing tenants. With the phased redevelopment of CambridgeSide projected over the next decade and through advancements in technology and conservation, we anticipate our future electric usage will be approximately equal to our previous annual load of 27 mkWh.

Based on earlier feedback from the Planning Board, we have engaged Eversource to discuss our future demand. As an existing customer and based on our proposed redevelopment, we have learned that the proposed CambridgeSide is not in the “load pocket” driving the siting for a new substation nor was the CambridgeSide project included as one of the 16 step load projects for which the new substation became necessary. Our phased mixed use project will act much more like the regional background growth rather than the projected KS/EC peak step load projects.

Over the last 30 years, CambridgeSide has established a proven track record of adopting energy conservation measures and limiting its needs on the electrical grid. With respect to CambridgeSide’s future demand, we highlight a few benefits of the redevelopment and/or conservation measures being taken, including:

- Our proposed PUD-8 Zoning now includes a requirement to demonstrate adequate utility capacity

exists for proposed development, including electrical service capacity.

- By redeveloping from an exclusively retail use to a mixed-use project with retail, residential, and commercial space, we spread our peak demands throughout the day and the days of the week.
- As noted above, we have included in our proposed PUD-8 Zoning to provide an evaluation of CambridgeSide's ability to meet the City's Net Zero Action Plan, including enhanced commissioning, locally sourced renewable energy, and a reduction in CambridgeSide's reliance on fossil fuels.
- We are investigating the "electrification" of mechanical systems, water and air source heat pumps, to support the reduction of greenhouse gas.
- We are investigating renewable energy through photovoltaics and innovative battery storage systems to reduce peak demands.

We anticipate that during the phased redevelopment of CambridgeSide over the next decade and with future advancement in technologies and conservation measures that we will be able to further reduce our future demand, as we have through the past 30 years.

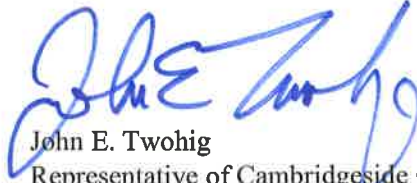
6. Housing

Adoption of the PUD-8 zoning amendment will advance the City's housing goals in a number of important ways. As revised, the proposed amendment requires a minimum of 30% of the Net New GFA of the project to be residential, resulting in the creation of a significant number of new housing units, many of which will be designed to be suitable for families. As further described herein, the Refiled Petition is estimated to generate more than 80 units, which is an increase of more than 60 units from the prior petition. Specifically, the rezoning requires 50% of the newly created units to be affordable housing units, 25% of which would be available to households earning no more than 80% of the area median income (compliant with the Inclusionary Housing requirements of the City) and 25% of which would be available to those earning between 80% and 120% of the area median income (so-called "Workforce Housing"), and requires that all family sized units be affordable. Improving access to housing and housing affordability, at various income levels and available to a variety of household types, including families, is a significant focus of the City's long-term planning goals, as more particularly described in Envision Cambridge. The units that could be created at CambridgeSide following the approval of the proposed rezoning would provide residents with all of the benefits provided by being a resident of the East Cambridge neighborhood, including access to a wide variety of jobs, retail and other conveniences and numerous public transportation choices. Finally, adoption of the PUD-8 zoning amendment would pave the way for a Housing Contribution to the Affordable Housing Trust in excess of \$6.5 million, enabling the City to use these funds for the creation of even more affordable housing.

We hope that the above information is helpful and assists in your analysis regarding the CambridgeSide mixed-use project. We look forward to working with you at our Planning Board meeting on September 24, 2019.

As always, any questions, please let us know.

Very truly yours,



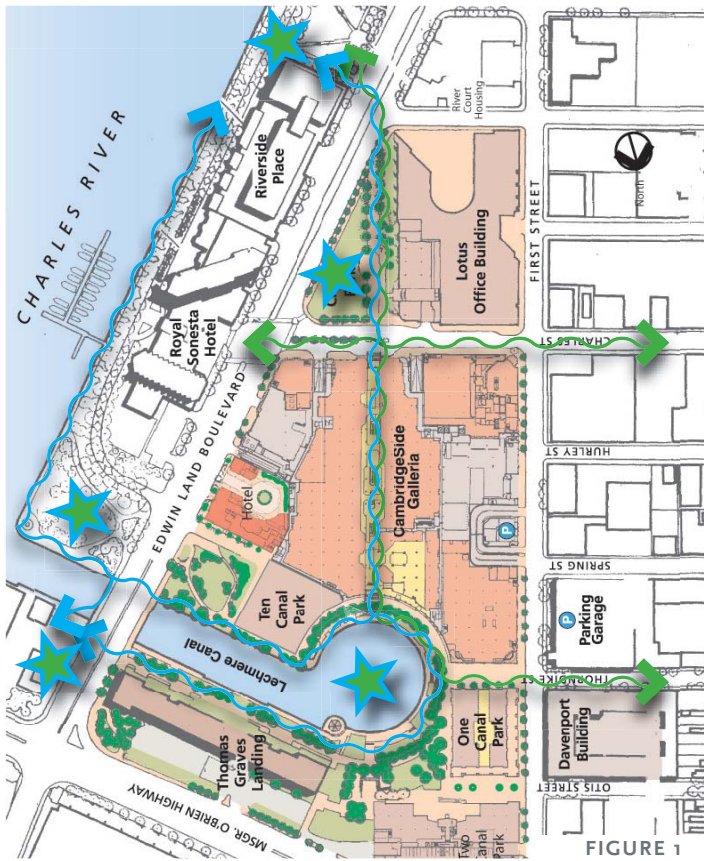
John E. Twohig
Representative of Cambridgeside Galleria
Associates Trust (owner of the subject property)

Planning Principles : White Paper

The original development of CambridgeSide in the late 1980s as a retail epicenter to serve the East Cambridge neighborhood was, and continues in its proposed design to be, rooted in bringing the 1978 East Cambridge Riverfront Plan to life. The site was designated in the plan for that purpose. Upon its opening in 1990, CambridgeSide Galleria realized the goals of the 1978 Plan by completing and activating the Canal and by further connecting the new Canal Park to the new Charles Park and, ultimately, Front Park, with a three-story public atrium.

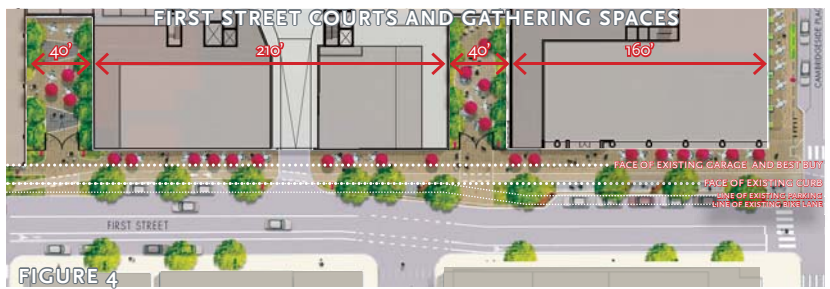
Today, CambridgeSide anchors an attractive, high quality commercial, residential and retail focused urban area that welcomes residents, workers and visitors alike. The redevelopment of CambridgeSide pursuant to the proposed PUD-8 District zoning will remain consistent not only with the guiding principles of the 1978 East Cambridge Riverfront Plan, but also those of the 2002 DCR Master Plan for the Charles River, the 2011 Cambridge Riverfront Plan and the 2019 Envision Cambridge Plan.

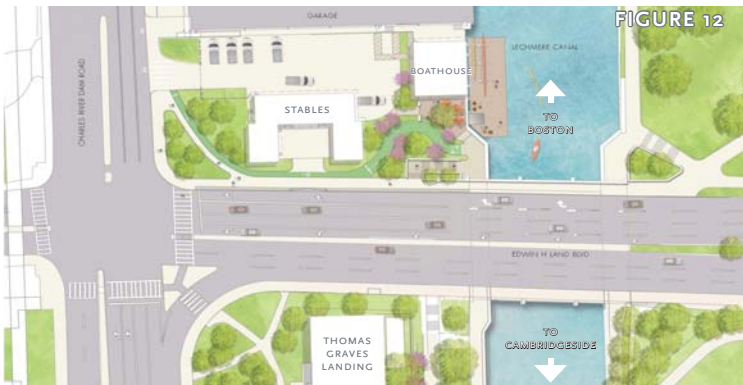
The following bullets summarize planning principles and recommendations that we relied upon in drafting the PUD-8 District zoning text, and the Figures referenced below and attached hereto demonstrate how the redevelopment of CambridgeSide (the “Project”) implements these principles:



• **1978 East Cambridge Riverfront Plan**

- “Create a **strong and inviting pedestrian environment around the Canal.**” As shown in Figures 1, 2 and 3 on this page, and Figures 11 to 26 on following pages, the Project will enhance pedestrian connectivity and make the area around the Canal more welcoming, including with improved lighting, landscaping and amenities.
- “Create a **functionally diverse and active urban focus with the Canal reclamation and surrounding development.**” As shown in Figures 4 to 8 on this page, and Figures 9, 10, 11 and 27 on following pages, the Project will diversify First Street through the inclusion of dynamic ground-floor uses and exterior pedestrian courts and gathering spaces.

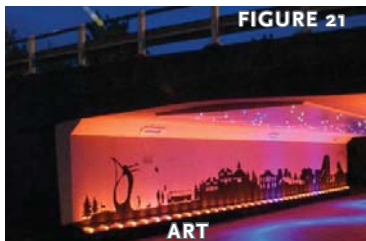
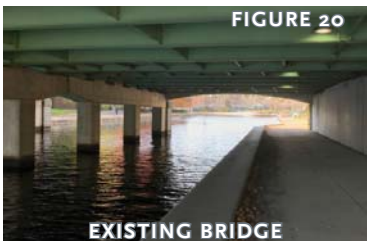




- “Require development in the area that provides **expanded shopping facilities, general office space and new housing.** Stress commercial uses.” As shown in Figures 9 to 11, the Project will incorporate ground-floor uses, including retail and restaurant, to support the expanding shopping, office and housing uses.
- “Encourage development around the Canal that is **colorful in details and rich in open space amenities.**” As shown in Figures 9 to 11 on this page, and Figures 26 and 27 on following pages, the Project will revitalize the area surrounding the Canal, including through the provision of public seating areas, art installations and programming.
- “**Preserve old MDC stable and boathouse.**” As shown in Figure 12 on this page, and Figures 13, 14 and 22 to 25 on following pages, the Project will involve rehabilitation of the old MDC boathouse and the surrounding area to increase connections to the water, pedestrian and bicycle safety and landscaping.

● **2002 DCR Master Plan for the Charles River**

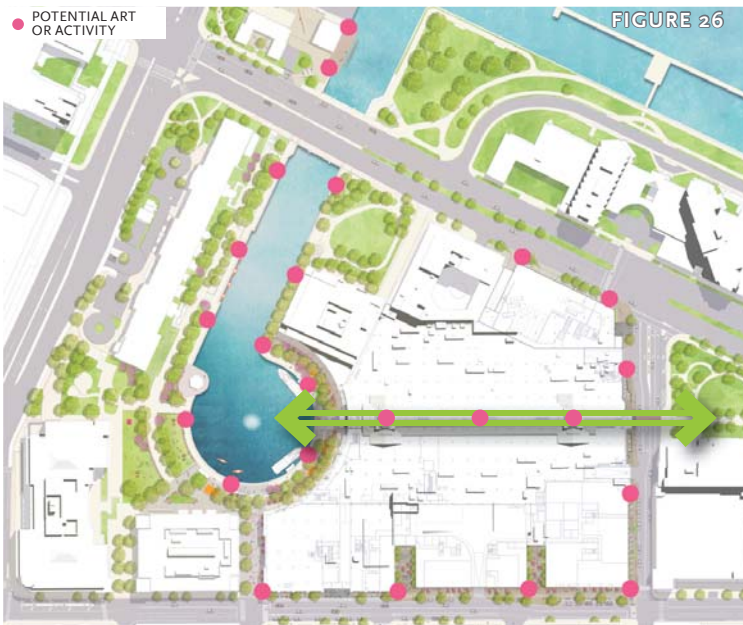
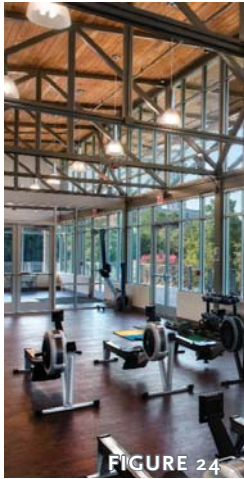
- “Create **more opportunities for Basin users to get down to the shore** and have close contact with the water.” As shown in Figures 11 and 12 on this page, and Figures 13 to 25 on following pages, the Project will improve connectivity to the River, enhance pedestrian amenities around the same and provide an opportunity for reuse of the DCR boathouse.
- “**Animate The Front with increased activity.**” As shown in Figure 11 on this page, and Figures 13 to 21 on following pages, the Project will introduce dynamic retail and restaurant uses along the Canal, along with improved pedestrian amenities, lighting and landscaping.
- “**Strengthen pedestrian access.**” As shown in Figures 11 and 12 on this page, and Figures 13, 14, and 18 to 21 on following pages, the Project will strengthen pedestrian access to the Canal via Thorndike Way, the walkway surrounding the Canal and the pedestrian and bicycle pathway proximate to the DCR boathouse.
- “**Restore and reuse the lock houses, stables and boathouse.**” As noted above, and as shown in Figure 12 on this page and elsewhere, the Project will result in restoring and reusing the boathouse.



- “Expand public access to the water and publicize public-access programs (e.g., provide more launch sites for small, hand-carried boats).” As shown in Figures 15 to 17 on this page, and Figures 22 to 26 on following pages, the Project will improve connectivity to the Riverfront and establish public programming to allow opportunities for the community to engage (e.g., art and gathering space).

● **2011 Cambridge Riverfront Plan**

- “Support the creation of destinations along the riverfront, such as well-shaded seating clusters, food kiosks, trees, “look-outs” that would provide opportunities to pause and enjoy the views, and opportunities for informal and innovative play.” As shown in Figures 13 to 17 on this page, and Figures 22 to 26 on following pages, the Project will improve landscaping and lighting and introduce innovative pedestrian amenities and gathering areas along the Riverfront.
- “Encourage welcoming and active ground-floor uses along the riverfront.” As noted above and as previously shown in Figure 11, the Project will revitalize Thorndike Way by incorporating dynamic retail and restaurant uses (e.g., outdoor café space).
- “Improve the flow of pedestrians to and along the river. (Especially with more street trees, improved sidewalks, street lighting and street furnishings such as benches.)” As noted above and as shown in Figures 13 to 17 on this page, and Figures 22 to 26 on following pages, the Project will improve lighting and landscaping along the River along with introducing public programming and art installations to encourage increased pedestrian activity.
- “Support activities, both regular and special ones, such as the summer-long Riverbend Park and the variety of Charles River Conservancy and other cultural and sporting events that bring people to the river.” As shown in Figures 15 to 17 on this page, and Figures 22 to 26 on following pages, the Project will support the integration of art and community programming along the River, such as outdoor fitness classes and movie presentations.



- **“Work with DCR to encourage appropriate, lively reuse of their stable and boathouse buildings** located between the Museum of Science and Land Boulevard.” As noted above and as shown previously in Figures 12 and 14, and in Figures 22 to 25 on this page, the Project will reuse the boathouse building to provide increased opportunities for the public to engage with the Riverfront (e.g., rowing facilities and bicycle paths).

- **2019 Envision Cambridge**

- **“Maintain the character of the urban fabric of historic neighborhoods, by encouraging growth near public transit** (Kendall Red Line, Lechmere Green Line), employment corridors (Kendall Square), **shopping districts** (Cambridgeside), **and other community amenities** (Charles River waterfront).” As shown previously and in Figure 26 on this page, the Project will maintain the existing core retail use, support the growth of use proximate to public transportation and provide numerous community amenities along the Riverfront (e.g., art, programming and landscaping).
- **“Encourage significant commercial development to absorb current demand and support the property tax base.”** The Project will result in increased commercial development, as demanded by the market, and result in substantial tax revenue to the City.
- **“Protect and enhance opportunities to produce art** and enjoy the City’s shared culture, and **ensure that artists have space in Cambridge to work, meet, produce, perform and display their work.”** As noted above and as shown in Figure 26, the Project will support integration of art within the core retail space and along the Canal through coordination with the local arts community.
- **“Encourage formal and informal participation in community life through direct programming and support for community groups.”** As shown in Figure 26 and described in the zoning, the Project will involve organized community programming as informed by a designated advisory committee that will give priority to local community groups.

CS ^{2.0} **CAMBRIDGE SIDE**
CAMBRIDGE, MASSACHUSETTS
ZONING PETITION PUD-8



- “**Provide programs** and services that meet the needs of seniors and people with disabilities.” The Project will provide opportunities for seniors to engage with the Riverfront through regularly scheduled free programming (e.g., lunches and cruises).
- “Ensure that **local businesses** of different types, sizes, and growth stages **are able to start, grow, and remain in Cambridge**, and incentivize the creation and preservation of **affordable commercial space**.” As shown previously in Figure 9 to 11 and described in the zoning, the Project will incorporate dynamic ground-floor retail spaces, as well as identify space within the Project to be offered to local businesses at a subsidized rate.
- “Encourage **active street life in Cambridge’s retail districts**.” As noted above and as shown previously in Figures 9 to 11, the Project will revitalize the surrounding ground-floor uses to ensure the future vitality of the core retail use at the Project.
- “**Increase overall housing production**.” As described in the zoning, the Project will be required to devote at least 30% of the Net New Gross Floor Area to residential use.

The threshold zoning requirements and mitigation commitments provided in connection with the proposed PUD-8 District support how CambridgeSide will continue to be rooted in the City’s planning and design principles for the East Cambridge neighborhood enumerated above, including:

- (i) retention of a core retail use;
- (ii) increased access to the Charles River and activation of the Canal through active and diverse programming;
- (iii) reuse of the DCR boathouse and implementation of improved amenities and landscaping around the Canal;
- (iv) addition of a housing component; (v) activation of ground-floor uses along the Canal and surrounding public ways; and
- (vi) commitment to the local arts and small business communities through the provision of on-site display and office space.

PUD-8 Zoning Petition
Summary Term Sheet of Commitments
[Updated as of: July 25, 2019]

COMMITMENT	DESCRIPTION
Height	<ul style="list-style-type: none"> - ELIMINATE THE 185' HEIGHT. - <u>Base height of 85'</u>, with a maximum height <u>up to 155'</u>. - Additional height focused on new buildings fronting on First Street, Cambridgeside Place and Land Boulevard. - All building <u>heights subject to full Planning Board, PUD-8 Special Permit review.</u>
Net New Gross Floor Area	<u>Reduce</u> the total amount of permitted Net New Gross Floor Area from 625,000 square feet <u>to 575,000 square feet.</u>
Required Residential Component	<u>Thirty percent (30%)</u> of the Project's Net New Gross Floor Area will be devoted to <u>housing.</u>
Affordable Housing	<u>Fifty percent (50%)</u> of the Project's <u>residential</u> Net New Gross Floor Area <u>will be affordable</u> (i.e., 25% subject to Inclusionary Housing requirements and 25% as Middle Income Units). The Project is estimated to generate more than 80 affordable units.
Family-Sized Affordable Dwelling Units	<u>All Family-Sized (3 bedroom) Dwelling Units</u> in the Project <u>will be affordable</u> (i.e., 50% subject to Inclusionary Housing requirements and 50% as Middle Income Units).
Activation	<u>Active Uses</u> to be incorporated on the ground floor abutting First Street, Cambridgeside Place and Lechmere Canal Park, including dynamic retail and restaurant uses. Improved bicycle and pedestrian connectivity will be included in the First Street redevelopment.
Setbacks and Stepbacks	Any new buildings on First Street will incorporate a <u>10-foot setback.</u> All new or renovated buildings above 85' in height will incorporate a <u>10-foot stepback</u> of the building façade at elevations of approximately 65' and 135' (as applicable).
Delivery of Residential Component	Development of the residential component shall have commenced prior to or simultaneous with the <u>earlier to occur of (i) issuance of a final certificate of occupancy for more than 325,000 square feet of non-residential Net New Gross Floor Area or (ii) issuance of a building permit for the second new building within the PUD-8 District.</u>
Noise and Light Mitigation Measures	<u>Noise and light mitigation</u> strategies will be implemented in connection with laboratory use at the Project to reduce the number and size of rooftop mechanical equipment and any additional light produced by lab use.
Net Zero Plan	Submit a narrative describing how the Project will evaluate the ability to meet the goals included in the City's <u>Net Zero Action Plan,</u> including the potential incorporation of enhanced commissioning for newly constructed or renovated office and lab buildings.
Utilities Plan	Submit a narrative describing how each proposed building site at the time of <u>development will be adequately served by water, sewer, gas, and electric infrastructure</u> capacity or describing appropriate infrastructure capacity improvements that will be implemented to accommodate the building(s).
Greenhouse Gas Analysis	Conduct a <u>greenhouse gas emissions analysis</u> for the Project and will implement energy efficiency mitigation to achieve the percentage of CO2 emissions reduction suggested in such analysis.
Stepback of Rooftop Mechanical Penthouses	New or renovated buildings will provide a <u>15-foot stepback of the rooftop mechanical penthouses.</u>
Design Review	In approving a Final Development Plan, the Planning Board may incorporate criteria and additional guidelines for future design review of individual building sites and open spaces in support of its findings.
Maintain Public Access and Atrium Space	<u>Open atrium</u> through the core of CambridgeSide and the associated interior pedestrian walkway that provides for public access from Charles Park to Lechmere Canal Park to be maintained.

Subsidy for Innovation/Start-Up or Non-Profit Office Space	Defined <u>office space</u> (which may include designated work areas) will be provided at <u>reduced rates</u> , and for shorter durations within the PUD-8 District to serve as an incubator for <u>small businesses</u> or <u>non-profits</u> in East Cambridge.
Subsidy for Local Retail	Defined (approximately 2,500 square feet) retail space within the PUD-8 District will be provided at a reduced rate and term to <u>local retailers</u> .
Minority- and Women-Owned Businesses	Work with the City of Cambridge Economic Development Department to determine a program to support <u>local minority- and women-owned businesses</u> .
Boathouse Pedestrian Connection and Reconstruction	Subject to obtaining necessary permits and approvals, NED will implement a connection from the Project to the Boathouse and improvements to the existing Boathouse itself, which will: <ul style="list-style-type: none"> - <u>Improve the existing pathway</u> along Lechmere Canal Park by providing additional plantings, replacing pavers and installing more lighting; - <u>Construct pathways</u> on either side of Lechmere Canal Park that would extend the existing pathway to allow pedestrians to cross from Lechmere Canal Park, under the Land Boulevard Bridge, and ultimately to access the Boathouse property; and - <u>Reconstruct the Boathouse</u>, including the provision of a dock for use by the public, and related landscaping improvements.
Tree Fund	<u>\$500,000</u> contribution to the City's Tree Replacement Fund.
Scholarship Contribution	New England Development and a group of neighbors founded the East Cambridge Scholarship Fund 30 years ago this June. We have supported it since. We <u>pledge a \$1,000,000 contribution to the ECSF</u> (payable in equal installments over a 30-year period).
Community Space	Provide <u>community meeting space</u> (for up to 40 people) within the PUD-8 District at no charge to local residents, community groups and small businesses, subject to reasonable rules and regulations.
Arts Community Support	Develop a <u>comprehensive system</u> that simplifies <u>coordination</u> with the <u>local Arts Community</u> and gives local artists opportunities to perform, display and/or sell their work at or within the vicinity of the Project, including Lechmere Canal Park. Such a commitment may entail funding the installation of art within the Park or CambridgeSide and/or expansion of the electronic display space within CambridgeSide.
Contribution to Cambridge Arts Initiative	<u>\$500,000</u> contribution to Cambridge Arts Initiative.
Community and Open Space Event Programming	Host <u>community engagement events</u> in or within the vicinity of the PUD-8 District on a regular basis, which may include a seasonal farmer's market or the provision of space (e.g., shipping containers or kiosks) for small pop-up retail incubators within Lechmere Canal Park.
Open Space and Retail Advisory Committee	Establish an <u>advisory committee</u> to provide input on the programming of the open space and local retail spaces, which committee will include representatives from the Community Development Department, the East Cambridge neighborhood and representatives designated by NED.
Affordable Childcare Space	Provide up to 2,500 square feet of space within the PUD-8 District at a reduced rate for a <u>daycare facility</u> to rent.
Snow Emergency Parking	Continue to make <u>parking</u> at the Project available to East Cambridge residents during snow emergencies.
Cambridge Public Schools Charles River Project	Work with the City of Cambridge Public School Department to develop a <u>curriculum-based program</u> that includes the opportunity for each third grader the opportunity to experience the Charles River, including a free boat ride.
Seniors and the Charles	For the next 20 years New England Development will develop evolving ways to connect Cambridge Seniors to the Charles River. In the first year, from May through September, NED will sponsor, for Seniors, free weekly rides on the Charles River with lunches and activities.
First Street Sunday Closings	NED will seek, in cooperation with the City and its neighbors, to initiate a <u>pedestrian-only area located on First Street</u> between CambridgeSide Place and Thorndike Way on <u>Sunday afternoons between Memorial Day and Labor Day</u> with active programming and activities.

Summary of Zoning Changes – Section 13.100
February 2019 Petition vs. Revised July 2019 Petition

Zoning Concept	February 2019	July 2019	Section Reference
Maximum Building Height	Base height of 85', with a maximum height up to 185'	Base height of 85', with a maximum height up to 155'	13.104.3 and Building Height Map (Map 13.101)
Permitted Net New Gross Floor Area	625,000 square feet	575,000 square feet	13.104.1(b)
Required Residential Development	20% of Net New Gross Floor Area	30% of Net New Gross Floor Area	13.104.1(d)
Affordable Housing	At least 20% of total Dwelling Unit Net Floor Area devoted to Inclusionary Housing	Fifty percent (50%) of total Dwelling Unit Net Floor Area shall be affordable (i.e., 25% subject to Inclusionary Housing requirements and 25% as Middle Income Units (as defined in Section 13.104.1(d)(3)(ii))	13.104.1(d)(2) and 13.104.1(d)(3)
Family-Sized Dwelling Units	No requirement	The required residential development shall include Family-Sized Dwelling Units, and to the extent legally permissible, all such units shall be affordable (50% as Inclusionary Housing and 50% as Middle Income Units)	13.104.1(d)(4)
Delivery of Residential Component	No trigger included	Development of the residential component shall have commenced prior to or simultaneous with the earlier to occur of issuance of a final certificate of occupancy for more than 325,000 square feet of non-residential Net New Gross Floor Area or (ii) issuance of a building permit for the second new building within the PUD-8 District	13.104.1(d)(1)
Building Line Setback	No requirement	New buildings on First Street shall provide a 10-foot setback	13.107.5(a)(i)(2)
Building Façade Stepback	No requirement	New or renovated buildings that exceed 85' in height shall provide (a) a 10-foot stepback of the building façade at an elevation of approximately 65' in height and (b) a 10-foot stepback of the building façade at an elevation of approximately 135' in height (if applicable) New or renovated buildings that do not exceed 85' in height are encouraged to provide distinct horizontal articulation at a datum of approximately 65' through means other than a stepback	13.107.5(a)(ii)(1) and 13.107.5(a)(ii)(2)
Building Spacing	No requirement	New buildings shall be designed to provide for appropriate spacing to preserve adequate light, air and central view corridors for the benefit of the East Cambridge neighborhood	13.107.5(a)(iii)
Rooftop Mechanical Stepback	No requirement	New or renovated buildings shall provide a 15-foot stepback of the rooftop mechanical penthouses	13.107.5(a)(ii)(3)
Design Review	No requirement	The Planning Board may incorporate additional criteria and guidelines for future design review in its approval of a Final Development Plan	13.102.11
Active Uses	Required on the ground floor of buildings immediately fronting on First Street	Required on the ground floor of buildings fronting on First Street, Cambridgeside Place and Lechmere Canal	13.107.1

Utilities Plan	No requirement	An applicant shall submit a narrative describing how each proposed building site at the time of development will be adequately served by water, sewer, gas, and electric infrastructure capacity or describing appropriate infrastructure capacity improvements that will be implemented to accommodate the building(s)	13.102.3(o)
Letter of Commitment	No requirement	The Letter of Commitment (to be finalized with the City Council) is incorporated into zoning by reference	13.107.6
Noise and Light Mitigation Measures	No requirement	Specific noise and light mitigation strategies shall be implemented in connection with laboratory use to reduce the number and size of rooftop mechanical equipment and any additional light produced by lab use	13.107.2 and 13.107.3
Public Access and Atrium Space	No requirement	Criteria to maintain existing ground level pedestrian connections between Charles Park and Lechmere Canal Park	13.102.4(c)
Greenhouse Gas Emissions Analysis	No requirement	An applicant shall conduct a greenhouse gas emissions analysis for any development and implement energy efficiency mitigation to achieve the percentage of CO2 emissions reduction suggested in such analysis	13.107.4(a)
Net Zero Plan	No requirement	An applicant shall submit a narrative describing how the Project will evaluate the ability to meet the goals included in the City's Net Zero Action Plan, including the potential incorporation of enhanced commissioning for newly constructed or renovated office and lab buildings	13.102.3(j)
Minimum Parking	Minimum parking ratios provided	The Planning Board may specify a minimum parking requirement in its approval of a Final Development Plan	13.106.3
Conflict with Other Zoning Provisions or City Regulations	Section 13.100 governs in the event of such a conflict	Language deleted	13.102.10