



CITY OF CAMBRIDGE  
COMMUNITY DEVELOPMENT DEPARTMENT

SUSAN B. SCHLESINGER  
Assistant City Manager for  
Community Development

BETH RUBENSTEIN  
Deputy Director for  
Community Development

June 3, 1998

Robert M. Dickey  
Spaulding & Slye  
125 Cambridge Park Drive  
Cambridge, MA 02140-2329

Dear Rob Dickey:

I am writing to inform you about the discussions that took place at the April 30<sup>th</sup>, 1998 meeting between the City, the Cambridgeport Neighborhood Initiative (CNI), and Steve Kaiser, which you were unable to attend. The purpose of the meeting was to discuss Spaulding & Slye's proposed Transportation Demand Management (TDM) plan (dated March 20<sup>th</sup>, 1998). There was agreement among the meeting participants that while the proposed plan greatly improves upon the mitigation measures proposed in the original traffic study, it is important that the plan be revised to incorporate the City's comments on the plan (letter dated April 15<sup>th</sup>, 1998). In addition, a few additional items were discussed at the meeting which I request be incorporated into your TDM plan. I encourage you to think of 784 Memorial Drive as a potential showcase for TDM, which could demonstrate that significant trip reduction is indeed possible when the developer, the neighborhood and the City work together. The additional items are:

- Consideration should be given to operating a shuttle service between Polaroid's headquarters at 784 Memorial Drive and their facilities in Waltham and other suburban communities. In earlier discussions you indicated that inter-site trips are expected to occur frequently. Inter-site shuttle service should also be operated for any other tenants that have multiple sites with frequent trips.
- The project garage should be outfitted with one or more charging stations for electric vehicles, and more should be added if needed. While electric vehicles are not widely used now, the City anticipates increasing market penetration in the future especially if recharging is readily available. The technical requirements for installation of a charging station and associated costs are not substantial. By providing the required infrastructure now, 784 Memorial Drive will be

ahead of the curve and help to push this technology forward. You may contact John Bolduc in my office for more information about this technology.

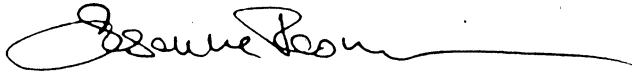
- To verify the impacts of the TDM plan, Spaulding & Slye should conduct annual driveway counts, to determine the actual trip generation of the project (for comparison with the numbers in the traffic study) and compare this data with employee mode split survey data.
- The shuttle commitment made by Spaulding & Slye should be firmed up to include more information about a possible route (including stops in both Central Square and Kenmore Square), schedules, and hours of operation. This will ensure that the service meets the real needs of the projects and its tenants.
- 10% (or more if indicated by employee mode split surveys or usage) of the parking supply (during all stages of development) should be dedicated for use by HOVs. The final plan should also take into account other parking management options that would reduce trip generation as discussed in my previous communications.
- The three phases proposed in the March 20<sup>th</sup> TDM proposal should be compressed to ensure that an effective TDM program is in place during all phases of occupancy (this is discussed in greater detail in my April 15<sup>th</sup> correspondence).

Finally, it was agreed at the April 30<sup>th</sup> meeting that it would be desirable to formalize your TDM plan by incorporating it into a Memorandum of Agreement between the City and Spaulding & Slye. This arrangement would clearly signal Spaulding & Slye's intentions to implement the plan as described. Please contact me so we can discuss drafting an MOA in more detail.

I also want to let you know that you will receive a letter from Steve Kaiser under separate cover. The letter will provide additional recommendations on behalf of CNI with respect to your TDM plan. It is my understanding that you will revise your TDM plan once you have received CNI's letter and this communication. I am looking forward to the opportunity to comment on the revised plan.

If you have any questions regarding this letter please do not hesitate to contact me. I can be reached by phone at (617) 349-4607 or by e-mail at [srasmussen@ci.cambridge.ma.us](mailto:srasmussen@ci.cambridge.ma.us).

Sincerely,

A handwritten signature in black ink, appearing to read "Susanne Rasmussen", with a long horizontal flourish extending to the right.

Susanne Rasmussen  
Director of Environmental and Transportation Planning

Cc: Steve Kaiser, Cambridge  
Stash Horowitz, CNI  
Beth Rubenstein, City of Cambridge

June 18, 1998

Stephen H. Kaiser  
191 Hamilton Street  
Cambridge, Mass. 02139

To : Cambridge City Council (Re : Order #43 of March 23, 1998)

From : Stephen Kaiser, Traffic Consultant, CNI

**Summary Progress Report :**  
**Traffic Matters for 784 Memorial Drive**

Over the past year, the development of the Polaroid site at 784 Memorial Drive has been the focus on considerable attention by City officials and the Cambridgeport Neighborhood. The traffic issue is represented by the existing difficulties of afternoon congestion on Memorial Drive and Putnam Avenue, as well as cut-through traffic on Pleasant and Florence Streets. The future would see operation of 600 parking spaces on the Polaroid site, as well as added traffic from other developments, such as University Park.

The way to provide mitigation is to either increase capacity or efficiency of the road system, or to reduce the number of peak hour car trips – or do both. In the area of capacity improvements, we have made significant progress. An Engineers' subcommittee was formed late last year, and met to discuss ways of improving conditions on Memorial Drive. The hope was that there would be a multiple benefit from the increased efficiency – less traffic on local streets, more crossing time for pedestrians and added capacity for the flow of vehicles.

The Engineers' group developed a proposal which was submitted to the MDC in April and appears to be ready for implementation in a matter of days – primarily involving traffic signal timing changes. The City and the neighborhood have also cooperated on the measurement of traffic for existing conditions, as well as planning to measure the traffic flows after the MDC makes the changes to the lights.

I contend that Polaroid/Spaulding & Slye's participation in this mitigation effort is worth about half of the estimated the traffic efficiency benefit, with the other half going to relieve local residential streets in the community. Coincidentally, the mitigation achieved for the Polaroid site is about half of the projected traffic from the site, so the developers are half way to achieving full mitigation.

The other component of mitigation is trip reduction, and the current state of Transportation Demand Management for this site and for the City as a whole is still extremely vague and "squishy." The goals of the City and the Developer are to make an effort to achieve a 10% shared ride usage of the 577-car garage, which means the remaining 90% of all cars need only be single-occupant – which is a totally inappropriate suburban "ideal." Because of the very vague and unambitious nature of the TDM proposals, I feel that we are still stuck at zero for any mitigation credits for trip reduction.

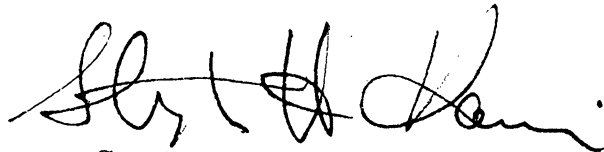
June 18, 1998

The driveway situation remains bogged down in confusion over process, safety and even definition. The City has not changed in its assertions that a T-intersection is not an intersection, even through all the traffic literature defines a T-intersection as an intersection and even has computer models to evaluate T-intersections. City officials have taken a page from Humpty Dumpty in trying to redefine words and make them mean whatever one says they do. The developers have appeared quite reluctant to file for necessary permits in a timely manner, notably both driveways, state MRWA permits, and submissions to the Cambridge License Commission.

I feel that the rather messy situation over the driveways is the result of somewhat traditional, hard-nosed legal thinking by the developers – whereby heroes are created if permits can be avoided or rammed through. By contrast, the success of our off-site traffic mitigation effort is the result of much fortuitous planning, patience and unexpected participation and cooperation by the City, the developer and the neighborhood. It may well be that such conditions may never again be duplicated in the City, but I do believe that the Polaroid site traffic signal mitigation efforts represent a rare and so far successful effort at cooperative mitigation. This is an achievement which I have not observed anywhere else in the City and is a quite unexpected result for everyone who might otherwise have expected no agreement whatsoever on traffic matters.

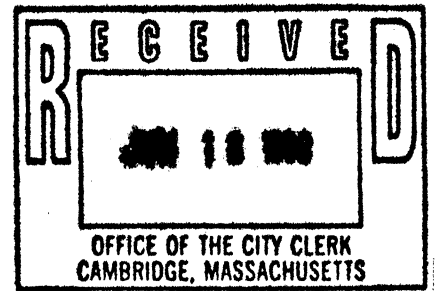
The on-going efforts to monitor traffic in Cambridgeport have been continued primarily by the City and CNI, and I hope that Spaulding & Slye with their traffic consultant, Vanasse Associates, may be persuaded to continue their positive participation.

Sincerely,



Stephen H. Kaiser  
Traffic and Transportation Engineer  
Cambridgeport Neighborhood Initiative

cc. S. Horowitz, CNI  
E. Yarden, CNI



To: The Honorable, the City Councillors

From: The Cambridgeport Neighborhood Initiative (CNI)

Co-Chairs: Daphne Abeel, Gordie Fellman, Stash Horowitz  
Anastasia Leotsakos, Laurie Taymor-Berry, Maureen VanStry, Elie Yarden

For: Council Meeting of June 22, 1998

Re: Update on a series of meetings between Spaulding & Slye, sponsored by CDD and TP&T, examining neighborhood traffic concerns resulting from a proposed 577-car garage at 784 Memorial Drive.

Since December 1997, monthly meetings have occurred between Spaulding & Slye, the lead proponent for the proposed 300,000 sq ft office project at 784 Memorial Drive, and the Cambridgeport Neighborhood Initiative (CNI).

These meetings have been attended by three representatives from Community Development (CDD), two from Traffic, Parking & Transportation (TP&T), and three traffic engineers for Spaulding & Slye, CNI, and the City.

Additionally, the three traffic engineers have held smaller meetings on technical matters more frequently (once every 2 or 3 weeks).

Four smaller meetings on transportation demand management were held by CDD and Spaulding & Slye, the last two attended by CNI, the last one not attended by the proponent.

Finally, two meetings of the larger group were held with the Metropolitan District Commission's (MDC) Director of Planning and two of her assistants. The MDC has jurisdiction over Memorial Drive, Soldiers Field Road, and the bridges to the Massachusetts Pike.

Issues addressed were:

1. Discussion of the three traffic reports generated by this very large proposed project, i.e.
  - (a) Vanasse study for Spaulding & Slye/Polaroid, Dec. 1997
  - (b) Kaiser Study for CNI, Jan. 1998
  - (c) Pell/Rizzo study for the City, as its consultant, analyzing (a) and (b), and commenting on the issues, Feb. 1998.
2. Discussion of existing and projected increased traffic flow and queuing on neighborhood streets, especially Putnam Ave. and Pleasant St., and on Memorial Drive, due to this proposed project.
3. Adequacy and safety of the two existing curb cuts to service the 577-car garage, and

the need to move them to safer, more rational locations.

4. Pedestrian safety, consideration of additional signals.
5. Possibility of improving traffic flows on Memorial Drive by changing signal timing on Memorial Drive and on Soldiers Field Road at the Western Avenue Bridge.
6. How to study traffic flow on Memorial Drive, Western Ave. and Putnam Ave. during peak afternoon hours, to obtain a baseline measurement. CNI members and our traffic consultant helped Rizzo Associates in gathering some of these measurements recently.
7. Parking and transportation "demand management" (PTDM) measures that the proponent will voluntarily commit to and the City's desire for a firmer, stronger commitment with a goal of a higher percentage of non-single-occupancy vehicles (SOV).

The meetings thus far:

a) General Traffic Studies. The proposed project is expected to generate between 2700 (Vanasse study) and 3600 (Kaiser study) daily vehicle trips (DVTs) through neighborhood streets, and on Memorial Drive. Both neighborhood streets and Memorial Drive already function at "level of service" F (or failure level) given existing traffic volumes, in the afternoon peak hours.

b) MDC Trial. The MDC agreed to a thirty day trial period for instituting some signal time changes as mentioned above, which may result in a 10-15% improvement in the flow of traffic along Memorial Drive.

Baseline figures have recently been collected by Rizzo Associates, with the help of CNI, prior to the signal changes. Traffic flows and queue lengths will be measured in July and again in September. (See attached letter from CDD to MDC, May 22, 1998.)

It was observed by CNI that the typical queue length, from River Street to Magazine Street in afternoon peak hours for outbound traffic (to the Pike) varies from 60 to 90 car lengths and that turns from the proposed garage, from Pleasant Street right or left on to Memorial Drive, will be extremely difficult before 6:45pm without a traffic light there. Placement of signal is planned for discussion with the MDC as Phase II, after signal changes are tested and implemented.

c) Curb cuts and restricted turns for the garage. The city and its consultant, Rizzo Associates, labeled one of the proposed garage curb cuts unsafe. CNI and its consultant labeled both curb cuts unsafe. Spalding & Slye applied to relocate them and obtained its garage building permit simultaneously. The proponent then decided to use only one curb cut.

Upon discovering that a public hearing for tree removal would be required, and upon the voiding of Public Works Department (PWD) approval, and upon failure to notify abutters in a timely manner, the proponent withdrew its application, "postponing it".

TP & T, in a recent letter to Spalding & Slye (here attached) requested that both curb cuts be relocated and pointed out that using one curb cut to serve the garage would be unacceptable.

To date there has been no reapplication, and this is a major concern of CNI.

Also, the City and Rizzo Associates both recommend allowing right turns only from traffic exiting the garage onto Pleasant Street. This would direct a large number of vehicles onto Memorial Drive, forcing them to break an unyielding peak afternoon queue. The alternative is unacceptable also -- routing them through congested neighborhood streets. These meetings have not yet discovered a solution.

d) PTDM. The PTDM subcommittee and CNI praised Spalding & Slye for participating voluntarily. The City, however, recommends stronger measures, especially in a firm written commitment to reduce single occupancy vehicles to 80% (current Polaroid data from Technology Square shows 83% SOV). CNI believes SOVs should be reduced to 50-60% for any significant effect to occur. In addition, the City urges shuttles between various Polaroid locations during the day, as well as a written commitment to peak-hour shuttles to transportation loci, and CNI concurs. (See attached recent letter from the CNI to Spalding and Slye.) We are awaiting Spalding & Slye's response to the latest City proposal. Mr. Kaiser's comments on PTDM are appended.

#### Summary

If all the above measures are implemented, including an optimistic 10-15% improvement in Memorial Drive traffic flows, and an 80% maximum SOV, what would be their anticipated effect on improving traffic conditions should the 577-car garage be built?

Giving all the above measures their maximum effects, and assuming they all would be "granted" to Spalding & Slye's project, and daily vehicle trips and queue lengths would still be much too high in number and length. They would worsen an already "F" level of traffic conditions. They would impose an additional significant traffic congestion and pollution burden on neighborhood streets during peak hours. There is much more work to be done. The proponent and CNI must work together creatively to obtain a project that minimizes neighborhood damages while serving reasonable project goals.

The CNI wishes to thank Beth Rubenstein, Deputy Director of CDD, for ably chairing these meetings, Catherine Woodbury of CDD, for organizing and for taking CDD's minutes, Susanne Rasmussen and Joe Barr for PTDM efforts, Susan Clippinger and Loren Preston for TP & T's contributions, Barry Pell and Ed Gardiner of Rizzo Associates, the City's traffic consultants, Rob Dickey, Project Manager of Spalding and Slye, and David DeBaie of Vanesse Associates, Spalding & Slye's traffic engineer. CNI would especially like to thank Steve Kaiser, our traffic engineer and consultant, for his generous and high quality pro bono work. Thanks to Julia O'Brien, Ken Kerwin, and Fran Faucher, of the MDC. Thanks also to the Cambridge City Council for several resolutions supporting the traffic concerns of the neighborhood caused by this proposal (See March 23, 1998, Council Order).

*Submitted by  
Eric Gardiner or - chair's*



---

CITY OF CAMBRIDGE  
COMMUNITY DEVELOPMENT DEPARTMENT

---

SUSAN B. SCHLESINGER  
Assistant City Manager for  
Community Development

BETH RUBENSTEIN  
Deputy Director for  
Community Development

Julia O'Brien  
Director of Planning  
Metropolitan District Commission  
20 Somerset Street  
Boston, MA 02108

May 22, 1998

Re: Proposed Signal Timing Changes  
Western Avenue at Soldiers Field Road  
Western Avenue at Memorial Drive

Dear Ms. O'Brien:

As we discussed in our meeting on May 5th, enclosed is the additional coordination data requested by Ken Kerwin for MDC review and approval of implementation of signal timing changes at the locations identified above. Also enclosed is a detailed description of the monitoring program that Rizzo Associates will undertake on behalf of the City with assistance from the Cambridgeport Neighborhood Initiative (CNI) and Steve Kaiser, CNI's traffic consultant, and Spaulding & Slye/Polaroid's traffic consultant, R.D. Vanasse & Associates.

We request that upon your acceptance of the coordination data that you provide us with at least one week advance notice of the signal timing changes. This will allow Rizzo Associates sufficient time to mobilize their crew to begin the "before" condition monitoring program and for the City to coordinate the rolls of CNI and Vanasse Associates in the monitoring program.

Thank you for your attention to this request. We look forward to reviewing these changes after a 30 day trial period. At the end of this time period if the MDC agrees that these changes result in an acceptable level of operation, the City will authorize Rizzo Associates to design a monitoring program for the end of September, to monitor signal operations following the opening of schools in the fall.

We look forward to hearing from you.

Sincerely,

Beth Rubenstein  
Deputy Director

Attachment  
cc: Ken Kirwin

---

City Hall Annex  
57 Inman Street  
Cambridge, MA 02139  
Voice: 617 349-4600  
Fax: 617 349-4669  
TTY: 617 349-4621

---



**CITY OF CAMBRIDGE**  
**Traffic, Parking and Transportation**  
57 Inman Street,  
Cambridge, Massachusetts 02139

Susan E. Clippinger  
Director

Robert Dickey  
Spaulding & Slye  
125 CambridgePark Drive  
Cambridge, MA 02140

Administration 349-4700  
Parking Violations 349-4705  
Resident Parking 349-4701

June 8, 1998

Dear Rob:

As you know, the plans as currently approved and permitted for the garage at 784 Memorial Drive provide automobile access from a single curb cut on Pleasant Street. Although safe operationally, a 577 car parking garage is at the threshold at which two vehicle access points would be more desirable for efficient entry and exit options.

As we have discussed the City recommends that both existing curb cuts on Putnam Avenue and Pleasant Street be relocated. Relocation of the Putnam Avenue curb cut would allow for the safe use of this curb cut for exit and entry into the site. Relocation of the Pleasant Street curb cut would provide for a more efficient intersection and would discourage the use of Florence Street. Additionally, we have discussed a restriction prohibiting left turns exiting from the Pleasant Street curb cut to further protect Florence Street and the intersection of Pleasant Street with Putnam Avenue.

Spaulding & Slye submitted a curb cut relocation request to the city for action on and later postponed action on the application, pending your identification of building tenants. While the existing building permit allows you to operate the garage with the single curb cut, we strongly recommend that you reactivate your request to relocate both the Pleasant Street and Putnam Avenue curb cuts for the reasons outlined above. Prior to reactivating the curb cuts, I recommend further that you review possible curb cut restrictions, such as right turn only out of the Pleasant Street curb cut, with the traffic engineering team representing the City, CNI and Spaulding & Slye that was set up to review the transportation elements of your project.

I look forward to hearing from you and to resolving these outstanding curb cut issues.

Sincerely,

  
Susan E. Clippinger  
Director

cc: R. Healy  
S. Schlesinger  
B. Rubenstein  
R. Bersani  
L. Preston



---

CITY OF CAMBRIDGE  
COMMUNITY DEVELOPMENT DEPARTMENT

---

SUSAN B. SCHLESINGER  
*Assistant City Manager for  
Community Development*

June 3, 1998

BETH RUBENSTEIN  
*Deputy Director for  
Community Development*

Robert M. Dickey  
Spaulding & Slye  
125 Cambridge Park Drive  
Cambridge, MA 02140-2329

Dear Rob Dickey:

I am writing to inform you about the discussions that took place at the April 30<sup>th</sup>, 1998 meeting between the City, the Cambridgeport Neighborhood Initiative (CNI), and Steve Kaiser, which you were unable to attend. The purpose of the meeting was to discuss Spaulding & Slye's proposed Transportation Demand Management (TDM) plan (dated March 20<sup>th</sup>, 1998). There was agreement among the meeting participants that while the proposed plan greatly improves upon the mitigation measures proposed in the original traffic study, it is important that the plan be revised to incorporate the City's comments on the plan (letter dated April 15<sup>th</sup>, 1998). In addition, a few additional items were discussed at the meeting which I request be incorporated into your TDM plan. I encourage you to think of 784 Memorial Drive as a potential showcase for TDM, which could demonstrate that significant trip reduction is indeed possible when the developer, the neighborhood and the City work together. The additional items are:

- Consideration should be given to operating a shuttle service between Polaroid's headquarters at 784 Memorial Drive and their facilities in Waltham and other suburban communities. In earlier discussions you indicated that inter-site trips are expected to occur frequently. Inter-site shuttle service should also be operated for any other tenants that have multiple sites with frequent trips.
- The project garage should be outfitted with one or more charging stations for electric vehicles, and more should be added if needed. While electric vehicles are not widely used now, the City anticipates increasing market penetration in the future especially if recharging is readily available. The technical requirements for installation of a charging station and associated costs are not substantial. By providing the required infrastructure now, 784 Memorial Drive will be

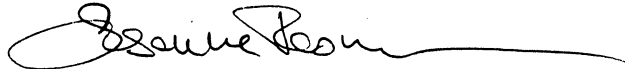
---

City Hall Annex  
57 Inman Street  
Cambridge, MA 02139  
Voice: 617 349-4600  
Fax: 617 349-4669  
TTY: 617 349-4621

---

If you have any questions regarding this letter please do not hesitate to contact me. I can be reached by phone at (617) 349-4607 or by e-mail at [srasmussen@ci.cambridge.ma.us](mailto:srasmussen@ci.cambridge.ma.us).

Sincerely,

A handwritten signature in black ink, appearing to read "Susanne Rasmussen", with a long horizontal flourish extending to the right.

Susanne Rasmussen  
Director of Environmental and Transportation Planning

Cc: Steve Kaiser, Cambridge  
Stash Horowitz, CNI  
Beth Rubenstein, City of Cambridge

June 4, 1998

*Stephen H. Kaiser  
191 Hamilton Street  
Cambridge, Mass. 02139*

To : Stash Horowitz, CNI

From : Stephen H. Kaiser, Traffic Consultant

**SUBJECT: Proposed TDM Plans for 784 Memorial Drive**

The status of TDM mitigation for the Polaroid site is somewhat confused. Initially, a subcommittee was set up to deal with the issue, but it contained only CDD and Spaulding & Slye as members. The November 1997 Vanasse traffic study contained only the briefest listing of mitigation concepts without definition or commitments.

The Rizzo review of February 1998 contained more explicit comments and proposals on pages 5-6 and mentioned a figure of 80-90 fewer trips if mitigation goals are achieved. On January 6, 1998 a "Report of the Subcommittee on TDM" was issued by CDD, but Spaulding & Slye quickly demurred on any support. On January 27, CDD issued the same report on City stationery. About two months later, on March 20, Spaulding and Slye counter-proposed which included several concepts described in the CDD report, but the wording appeared to be a 100% rewrite. On April 15, CDD responded to Rob Dickey with comments on the TDM proposal offering suggests for revisions.

At the end of the April 15 letter CDD refers to the need for "additional plan elements" to include parking management. The City's interest in parking issues is reflected in its more frequent references to PTDM, which includes Parking and TDM.

For many months I have been complaining about the "voluntary" nature of TDM planning, even within the context of the new proposed ordinance. CDD naturally becomes defensive and seeks to claim that the management plan will have more backbone to it than just being voluntary. I feel that the enforcement provisions and regulatory clout associated with TDM is seriously lacking and that the result is "mushy" -- all words and too much room for evasiveness. The fact that S&S effectively chose to deep-six the CDD draft and submit an entirely new one of their own suggests who has the clout here.

..... TDM Plan for 784 Memorial Drive

The April 15 CDD letter effectively admits that S&S has been successful. Now it is the developer's submission which is on the table for discussion, not the original CDD drafts of last January.

I testified before the Ordinance Committee a month or so ago about all of the various ways that somewhat less than scrupulous developers could use to get around any toughness in the TDM Ordinance requirements. I could repeat the same procedure of token compliance for 784 Memorial Drive, but let me instead look at the mushiness of the wording: "conduct a survey .... sell passes .... promote ridesharing .... post schedules ... act as a resource ... distribute schedules ... research ... explore .... organize ... encourage ...." There are too many ways out using this language, and without any specific goals.

On the positive side the provision for a Guaranteed Ride Home program is encouraging, since one of the weaknesses of many ride-sharing programs is the loss of transportation if one is late leaving the office. There is nothing logically wrong with any of the proposals in the plan. The difficulty is the possible lack of commitment. Every proposal has its own built-in escape route.

The bottom line is that the developer ~~will~~ has offered to "strive" to achieve the "City-recommended drive-alone population of 80 percent" but then cites examples of "*inherent constraints that could prohibit achieving this rate.*" I have felt for quite a while that a target of 80% drive-alone cars entering the garage is woefully inadequate and sounds almost suburbanite -- yet the developer is proposing simply to "strive" towards this goal. What does that mean, legally? What are they trying to do? Justify the need for a parking freeze?

20% MOV?  
as goal?

### The Need for Comprehensive Mitigation

Clearly, we need a TDM program with true credibility. This belief must be based on some sort of commitment with enforcement. The current plan seems to have too much spin and not enough spunk. I suspect this will become a common program if the TDM ordinance passes and the City comes to see many more of these "TDM Plans."

The role for TDM is to take up the gap in mitigation which cannot be provided by more capacity. From the beginning I have been saying that we should begin from zero and build up in terms of development at 784 Memorial Drive. Because of the work the developer and his consultant have done with the traffic subcommittee, I claim that Spaulding & Slye is off

ground zero and has achieved credit for significant mitigation. It does not matter that the original ideas may have been seeded by CNI and proposed to the subcommittee by Rizzo for the City. Vanasse made a significant and independent contribution to the work and success of this committee effort.

In this sense both Rizzo & CNI have identified a possible 125 to 150 vph added capacity as a result of better signal timing and less intersection blocking at Western Avenue. Who should have access to this capacity? I believe that it should be restricted to parties who deserve it, to those who have earned it. At the moment, this would mean the Cambridgeport neighborhood (especially Putnam Avenue and Pleasant Street) and Spaulding & Slye. No one else has earned any mitigation credits here -- not University Park with its 3,200 parking spaces or "Cambridge Center" or "1 Kendall Square" or David Clem. This latter grouping is what I call the Zero Mitigation Squad, because they are simply dumping their traffic onto the already congested streets of Cambridge and doing nothing about the consequences.

Of the available 125 to 150 cars an hour of extra capacity, let me suggest 50 to 75 for the neighborhood and 75 for Spaulding and Slye. The neighborhood trips would go towards reducing the recent peak hour growth on Putnam Avenue. The developer's trips would be designed to be handled on Memorial Drive.

With this arrangement, I note from the various traffic studies that about 50% of the peak hour traffic would go through the intersection of Memorial Drive and Western Avenue. If the site were to develop 150 vehicle trips in the peak hour, this would mean 50% at Western Avenue is 75 trips. We can also assume in the peak hour that half the parking garage capacity will be released. This assumption supports a parking garage capacity of 300 cars, which is half the size of the currently proposed garage.

I realize that last year some citizen advocates proposed cutting the parking garage in half as an alternate to the full size of the new garage. My trip generation and capacity analysis above suggests an alternate way of coming to the same conclusion, which begins from zero and builds up through mitigation, rather than starting from the top and cutting back in the size of the parking garage. This analysis also represents the only calculations I know of which would show how the impacts of development would be mitigated. All previous proposals have based at best on only partial mitigation of traffic impacts.

### TDM Plus Traffic Mitigation

With the goal of an effective traffic and parking mitigation strategy, we can get a handle on the necessary dimensions of a PTDM program. This effort will focus on what targets need to be set to reduce single-occupant vehicle travel at 784 Memorial Drive.

According to the November 1997 traffic study by Vanasse, the project will generate 387 added trips including the front building. Mitigation at Western Avenue as noted above is worth 150 peak hour trips of mitigation credit for the developer. This leaves 237 trips which need to be reduced from the site trip generation for full traffic mitigation. The unmitigated base case would include 80% SOV and 10% car pool with 2 occupants (remaining 10% transit/bike/walk).

One way to help achieve the goals is to do peak spreading which would spread peak activity over 2.5 hours rather than concentrated in two. For the base case the 387 trips would be reduced by 20% to 310. Suppose SOVs were reduced to 20% and ride-shared trips were organized with 25% more per-vehicle occupancy, with transit/bike/walk percentage doubling to 20%. The bottom line is a site trip generation which matches the Capacity Mitigation credit of 150 and provides for a fully-mitigated development package.

	SOV	Car-Pool	Transit/Bike/Walk	Total
	=====	=====	=====	=====
<b>Base Case (No Mitigation)</b>	<b>80%</b>	<b>10%</b>	<b>10%</b>	<b>100%</b>
Vehicles/peak hour	365	22	0	387
<b>Capacity Mitigation Credit</b>				<b>150</b>
<b>Mitigation Shortfall</b>				<b>237</b>
<b>Mitigation Case</b>	<b>20%</b>	<b>60%</b>	<b>20%</b>	<b>100%</b>
Vehicles/peak hour	70	80	0	150
<b>Capacity Mitigation Credit</b>				<b>150</b>
<b>Mitigation Shortfall</b>				<b>0</b>

Clearly, this is a case where Polaroid must take a lead as the Corporate tenant of the front building. Instead of 80 % of the employees coming by single-occupant-vehicle, the goal should be 20 %. Top management officials including all corporate officials should set the example by sharing rides or taking other actions to reduce the traffic/parking burden. They would be setting the model for how to do it, while other developers are simply dumping their traffic into a Cambridge soupdish of congestion.

Part of the overall policy should be a refusal to grant special parking privileges to front office personnel as a perk -- simply because they are top brass. Many top staffers at the Conservation Law Foundation ride bicycles to work because the office director has done so for 20 years. Such action shows the importance of leadership and setting a good example.

We should expect Polaroid/Spaulding & Slye to review their own proposal and that of the City to provide substance and numbers in order to meet the trip generation goals. I would also like to suggest that if Polaroid can work with the Riverside Technology Center to "*create further synergies and opportunities to enhance access to the region,*" then any trip reductions occurring at RTC caused by direct involvement with the Polaroid programs should be credited to the 150 trips per hour already identified as achieved mitigation for 784 Memorial Drive. I would caution against any paper claims for trip reduction. fsCDD and CNI would need to closely review and verify any claims for trip reductions occurring at other sites.

=====



# City of Cambridge

43.

IN CITY COUNCIL

March 23, 1998

COUNCILLOR DAVIS  
COUNCILLOR BORN  
MAYOR DUEHAY  
VICE MAYOR GALLUCCIO  
COUNCILLOR REEVES  
COUNCILLOR SULLIVAN  
COUNCILLOR TRIANTAFILLOU

WHEREAS: Traffic on Putnam Avenue is already "maxxed out" during rush hour and will become even worse with other developments planned in Cambridgeport; now therefore be it

ORDERED: That the City Manager be and hereby is requested to direct appropriate city staff to work with Polaroid and Spaulding & Slye to ensure that they direct westbound traffic out of their development from Pleasant Street to Memorial Drive; and be it further

ORDERED: That the City Council urges Polaroid and Spaulding & Slye to work with the MDC to place a traffic light at Memorial Drive.

In City Council March 23, 1998.

Adopted by the affirmative vote of nine members.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

A handwritten signature in cursive script that reads "D. Margaret Drury".

ATTEST:-

D. Margaret Drury  
City Clerk

Consent Communication #25

4715

A communication was received from Elie Yarden, The Cambridgeport Neighborhood Initiative (CNI) Co-Chairs, transmitting an update on a series of meetings between Spaulding & Slye, examining neighborhood traffic concerns resulting from a proposed 577-car garage at 784 Memorial Drive.

In City Council June 22, 1998

**PLACED ON FILE**