



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

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To: Planning Board
From: CDD Staff
Date: April 2, 2015
Re: **Revisions to PUD-KS Zoning Proposal**

Update

In January, CDD presented a proposal to modify the requirements of the PUD-KS zoning district in furtherance of the zoning recommendations of the Kendall Square ("K2") Planning Study. It is an opportune time to advance this rezoning because it would guide future redevelopment of the Volpe Center site currently owned and operated by the Federal government. The U.S. General Services Administration (GSA) and Department of Transportation (DOT) are currently exploring a procurement process to identify a developer that would construct a new Volpe Center facility, and in exchange redevelop the remainder of the site for private use according to City regulations.

Since the initial proposal, CDD staff has had discussions with neighborhood groups and the Planning Board, has continued to coordinate with representatives of Federal agencies, and has conducted additional study and discussion among staff responsible for urban design, affordable housing programs, economic development, transportation and environmental planning. Discussion over the past few months has centered around two key topics, based on the Board's previous discussion:

- Open Space and Urban Design
- Affordable Housing

This memo outlines recommended modifications to the initial proposal in response to those discussions, which are detailed in the revised zoning text changes that are attached. If the proposed set of modifications is favorable to the Board, then the proposed zoning text changes may be advanced as a formal zoning petition to the City Council, which would initiate a process of public hearings and consideration prior to a possible City Council vote. Additional changes may be considered either before or after a zoning petition is submitted.

Context

It is important to reiterate some key points related to the characteristics of Planned Unit Development (PUD) zoning strategies, as well as some specific issues that will be relevant to this particular district. These issues are important to understanding the context of this zoning proposal, and we have found it helpful to be mindful of these issues in crafting a proposal that will have a desirable outcome consistent with the vision of the K2 study.

Planned Unit Development (PUD) Zoning Strategies

A PUD approach allows for a holistic and urban design-centered approach to permitting development across large areas of land. It allows for phased, predictable development of a mix of building types, open spaces and connections over time. The site planning, open space and building design occurs not at the zoning stage but when a developer applies for a PUD special permit and through ongoing review over the life of the project. PUD zoning establishes development controls in broad terms, along with qualitative development and design review criteria to be considered during the public review process at the Planning Board. Moreover, PUD zoning provides flexibility so that shifts in market conditions, preferences and public priorities can be accommodated as developments evolve over time.

A nearby example of a development regulated through the PUD approach is “Cambridge Research Park” (or “Kendall Square”) opposite Third Street from the Volpe area, in the PUD-3 district. In that district, the zoning requirements are very broad, setting total use and development controls, minimum parking requirements, a minimum open space requirement of 15%, and some criteria to guide Planning Board review. The Final Development Plan, permitted in 1999 and now approaching completion (following many iterations of modification and design review), includes a mix of residential, commercial and retail uses, open spaces including the Broad Canal boat launch and Kendall skating rink (totaling about 22% of parcel area), and a system of pathways and streets that break down what was once a major industrial brownfields site into an urbanistic form of buildings, spaces and connections.



Clockwise from top left: Site plan model of Cambridge Research Park; image of existing “North Plaza” open space; rendering of open space and buildings at Broad Canal.

While PUD zoning is not meant to prescribe a specific outcome, it is most helpful when the zoning text sets clear expectations for future development and what considerations the Planning Board should take into account in reviewing and approving an urban design plan. The concern is that the zoning should not be so burdensome and inflexible that redevelopment options would be too limited.

Volpe Site Redevelopment

At the previous Planning Board discussion on this topic, a question was raised about the economics of redeveloping the Volpe parcel compared to other projects given the proposed structure of the procurement. Every redevelopment site has its own unique set of variables, some of which are widely known, some privately understood, and some completely unknown until the redevelopment process is underway. Although the anticipated structure of this development partnership is unique, a developer will need to raise private capital funds to pay for many up-front costs (known and unknown) and will hope to earn a return on that investment over time. Like any project, if the economics of redevelopment are unfavorable because the revenues do not support the costs or the capital cannot be raised, then the owner has the option of retaining the site in its present use.

A unique aspect of the redevelopment of this site is the anticipated construction of a new government facility. While the exact costs are unknown, they are likely to be significant. Analysis recently performed by HR&A Advisors for the Cambridge Redevelopment Authority estimated that total costs for new construction in Kendall Square can range from \$300-400 per square foot (depending on office, residential or lab), and costs to build structured parking can be about \$25,000 per space for above-grade parking and \$100,000 per space for below-grade parking. So the cost of constructing a 400,000 square-foot office building with parking can be in the range of \$150-250 million or more, depending on the specific needs of the project. Although land costs are similarly dependent on site-specific factors, if the cost of constructing a new government facility is considered analogous to the “land cost” for a more conventional project, it would be of a similar order of magnitude to the cost of purchasing land in Kendall Square with comparable development rights. There is an added factor of risk, because the cost to construct a building can be less predictable than a land purchase price.

There are also costs associated with public benefits required under citywide zoning or recommended in the K2 study. Those include:

- Provision of affordable housing units through inclusionary housing requirements
- Payments to the Affordable Housing Trust through incentive zoning (for which an increased rate is currently under consideration)
- Sustainable design standards with a requirement for LEED certification at the Gold level
- Payments to a Community Fund for open space programming, transit enhancements and workforce development.

Other requirements and urban design goals will have indirect costs. The district has the highest open space requirement of any redevelopment area in the city, requiring taller building heights and below-grade parking, which are more costly to build. It also has the highest housing requirement in Kendall Square, which has economic implications given the high construction cost but lower supportable value compared to commercial development. Similarly, the Innovation Office Space requirement would result

in space with high costs but lower supportable value, which may need to be supported by higher-value commercial development. Designing buildings to high expectations for quality is also in the public interest, but has associated costs.

While it is reasonable to consider requirements that best serve the City's interests, it is important to be mindful that increases in costs can have impacts that must be offset by cutting costs or increasing revenue from other aspects of the project, which can impact the quality of the project as well as its ability to secure the necessary financing.

Open Space and Urban Design

During review of the initial proposal, Planning Board members made comments regarding the urban design vision for the site, the application of building height criteria and the amount of open space required in the zoning. Staff revisited the Eastern Cambridge Planning Study (ECaPS), K2 Plan, Kendall Square Design Guidelines and the vision and goals articulated for the Connect Kendall Square competition, along with the entries themselves. Staff also tested how different urban design options might play out on the Volpe Center site given different arrangements of building sites, open space and connections to better understand how the desired open space and urban design goals could be achieved.

As a result of the further study, staff has recommended some changes to the requirements and criteria in the PUD-KS zoning in order to clearly articulate the urban design and open space outcomes intended for the district. It is also suggested that a supplementary section be appended to the Kendall Square Design Guidelines specific to the PUD-KS district. This approach recognizes the unique potential of the PUD-KS district and its prime location in the heart of Kendall Square. The supplementary section would provide further guidance in the Planning Board's review of a PUD master plan, as well as site planning and design matters pertaining to open space and circulation.

Modifications to Urban Design Requirements

In examining the urban design requirements in the district, staff focused on the purpose of the district, overarching urban design goals for the site and the building height criteria.

The purpose and intent of the district originally focused primarily on land uses. However, the K2 study and other planning efforts have acknowledged the potential of redevelopment in this particular district to transform the quality of urban design and open space in Kendall Square as a whole. As such, it is beneficial to create more certainty regarding the site's desired urban design, open space and landscape outcomes. The attached modified zoning text includes a set of overarching goals that further articulate key urban design and open space objectives, including land use, connectivity, open space and sustainable design.

Because redevelopment is likely to be reviewed and permitted at a master plan level (as provided in other PUD zoning districts as well, such as North Point), some additional clarity is provided on what elements must be provided in a master plan development proposal. For instance, a requirement to provide a Site Massing Plan, Open Space Plan and Ground Floors Plan will ensure that the urban design goals of the district can be assessed at an area-wide level.

As is typical for PUD districts, the desired outcomes for building massing are far more nuanced than the strict zoning requirements. The proposed new requirement to provide a Site Massing Plan that shows building heights and volumes is proposed to address this issue. In the Planning Board's review of a master planned development proposal, the Kendall Square Design Guidelines (developed in 2013) will provide comprehensive guidance on built form and ground floor uses, and the proposed supplementary PUD-KS Site Planning and Design Guidelines further elaborate upon what should be addressed in this plan with an emphasis on providing variation in heights and carefully considering the impacts of tall buildings. In addition, following comments from the Planning Board, the criteria for review of building heights above 125 feet are changed to more closely reflect the vision of the K2 Plan and the Kendall Square Design Guidelines.

Modifications to Open Space Requirements

In re-examining open space requirements, further consideration has been given to how the district's open space will contribute to the overall open space network of Kendall Square and the neighborhood. The key concepts and ideas revealed through the Connect Kendall Square competition have informed this review. While all competition entries have placed an emphasis on spaces for public gathering and community events, the approaches varied in the manner these goals were achieved, providing a range of character, site layout, number and size of key open space components. Consequently, the prior focus on providing one single, large-scale open space has been replaced with a more qualitative approach that addresses the need for open spaces and connections serving a range of functions.

Previously, staff has discussed the structure of the current zoning, which requires a minimum of 42% total open space on a parcel (translating to about 6 acres on the Volpe parcel) but also requires, as a portion of the total open space, a public park of at least 7.5 acres. Not only is the requirement confusing given the mismatch in total required space and required park space, the requirement of a single 7.5 acre park within a 14.2 acre development site makes for an extremely limiting set of options for site design. The proposed modification would have a single quantitative requirement for a minimum of 40% of the parcel area to be open space (translating to about 5.7 acres on the Volpe parcel), still the highest open space requirement by far of any redevelopment area in Cambridge.

To support the single quantitative requirement, it is proposed to add a set of more qualitative criteria meant to clarify the role and function to be played by the required open space. For example, in addition to public parks and gathering spaces, future pedestrian, bicycle and vehicular connections are considered vital to the success of the district. If the Volpe parcel is redeveloped as proposed with a new Volpe Center facility, open space surrounding that facility will contribute to the overall open space network. The GSA's own guidelines emphasize a commitment to enhancing both the safety of the facility and the quality of the public realm through open space, and since the initial proposal, the GSA has provided examples of the quality of open spaces that have been developed at other federal facilities that function very successfully as public amenities. There are also unique types of spaces, such as rooftop gardens and parks, which could play a significant but smaller role in the open space system, subject to certain limitations, access and design requirements, and Planning Board approval. The criteria in the zoning will also be supported by the proposed new PUD-KS Site Planning and Design Guidelines, which focus on the qualities of these spaces and connections.

Supplemental Site Planning and Design Guidelines

As described above, Site Planning and Design Guidelines for the district are proposed as a supplement to the Kendall Square Design Guidelines. The additional section presents a vision for the district, further elaborates upon the review criteria in the zoning, and advances the connectivity and open space requirements with goals and measures. It also incorporates site-specific content from the K2 Plan and Design Guidelines, as well as the broad concepts and ideas expressed through the Connect Kendall Square process.

Affordable Housing

In past discussions of this zoning proposal, the Planning Board raised questions about housing requirements and whether higher standards for affordability might be considered. Staff explored this question through further study and has prepared the following discussion and recommendations. Staff from CDD's Housing Division, which is responsible for overseeing the City's broad range of affordable housing programs, helped to provide a more complete understanding of the issues to be considered.

Total housing creation should remain a top priority.

The creation of new housing in Kendall Square is crucial to achieving the outcomes envisioned in the K2 study, such as creating liveliness at all times of the day and week, supporting retail and other amenities, and providing opportunities to live in walking distance of major employment centers. While affordable housing programs tend to focus on making housing that is affordable to households meeting certain income criteria, an important part of addressing housing affordability at a regional level is to grow the total housing market in areas with good access to jobs and transit.

Thus far, development in Kendall Square has been predominantly non-residential. This is not a surprise, given the high demand and hence much higher values commanded by commercial development (particularly for laboratory use) in the Kendall Square real estate market. The requirements in the initial zoning proposal would result in the largest contribution to housing in Kendall Square of any single development area. Unless there are drastic changes in the real estate market, it is unlikely that such a high amount of housing will be provided without a strict requirement.

It is recommended that the total housing requirement be maintained at the current level. The economic implications of this requirement should be understood. Because commercial development can support higher land value, it is possible that tilting the mix of uses toward commercial development instead of residential could support the costs of additional public benefits, such as affordable housing units. However, reducing the overall housing would compromise the broader planning goals for the district.

Citywide affordable housing policies should be maintained.

Cambridge's inclusionary housing program is often regarded as one of the most successful in the state and even the nation. One contributor to its success is that it has been applied and administered throughout the city in a very consistent way over the past 15 years. The program has resulted in over 800 permanently affordable housing units built or in construction, but there are more nuanced aspects of the program that have had great benefits to the City, including:

- Affordable units are available to low-to-moderate income households (up to 80% of area median income, or approximately \$71,000 for a family of three) and priced at 30% of the income of the household rather than a fixed price, meaning that they are truly affordable to each tenant household.
- All residential projects subject to inclusionary requirements have provided affordable units on-site and mixed throughout the building, rather than allowing units to be provided off-site, in a separate section of the building, or not providing units through a “buy-out” provision.
- The tenure of affordable units matches the tenure of the project overall, so that rental projects result in affordable rental units, condominiums and other owner-occupied projects result in affordable homeownership units.
- Units are made permanently affordable by a permanent deed restriction, without any expiring use risk, and built without scarce public subsidy.
- The process of marketing units and screening potential tenants or buyers is administered by the City, which provides greater oversight and allows for implementation of policies such as preference for Cambridge residents and families with children.

The City has engaged with a consultant to study all aspects of the inclusionary housing policy on a citywide basis and recommend any changes. As part of this review, the consultant is investigating affordability for low, moderate and middle income households (up to 120% of area median income). A report will be completed this year.

Additionally, in January the City has completed a study of the incentive (or linkage) requirements for commercial projects to make contributions to the Affordable Housing Trust. The report recommended changes that would increase contributions and apply the requirements more consistently to large non-residential projects. That funding could be used in flexible ways, including as leverage to “buy” additional affordability restrictions in new private residential buildings, to construct new affordable units or preserve affordability elsewhere in the city.

The application of citywide affordability requirements to the Volpe parcel, under the proposed zoning, would result in extraordinary contributions. The table below summarizes the expected contributions assuming maximum buildout. Incentive zoning requirements are calculated under both current zoning and recommended citywide changes.

Total housing required by base zoning	992,000 SF (ca. 900-1,000 units)
Affordable housing (low-moderate)	149,000 SF (ca. 140-150 units)
Total housing with inclusionary bonus	1,290,000 SF (ca. 1,200-1,300 units)
Commercial development subject to incentive zoning	1,488,000 SF
Incentive zoning contributions (current zoning)	\$6.8 million
Incentive zoning contributions (study recommendation)	\$14.9 – 17.9 million

It is recommended that if any change is made to the affordable housing requirements for this district, it should be in the context of citywide policy changes, such that any adopted citywide changes would apply in this district. It is nearly certain that citywide inclusionary housing policy changes will have been thoroughly considered before any development is permitted. While planning for Kendall Square presents an opportunity to look at affordable housing in different ways, as discussed earlier, there are also significant advantages to applying the current requirements as they have been applied consistently throughout the city.

The height incentive mechanism proposed in the K2 study and incorporated in the initial zoning proposal, allowing residential heights to reach 300 feet in exchange for the provision of middle-income units, has been maintained. In the initial zoning proposal, it was anticipated that about 45,000-60,000 square feet of middle-income housing might be created by providing this incentive. Although it has been noted that this would not guarantee middle-income units, it is a provision that would not necessarily conflict with a future citywide change to inclusionary housing policy, and would provide greater design flexibility if middle-income units are either required or otherwise provided.

An alternative approach that was considered would be to simply require a minimum amount of middle-income housing comparable to what would be provided through the height incentive, such as 50,000 square feet of Gross Floor Area. This requirement could be “on top” of the allowed development and not factored into the base and inclusionary housing calculations. Middle-income units could be designed and distributed more flexibly, thus potentially less costly to build, and possibly including fewer units overall if the units are sized larger to accommodate families with children.

However, the cost of providing additional subsidized units is an issue that must be considered. As previously discussed in this memo, development costs are never entirely certain. According to the incentive zoning study recently completed, the subsidy needed to build and provide middle-income housing units can be in the approximate range of \$200,000-250,000 per unit, so a requirement of around 50 middle-income units can have additional costs in the approximate range of \$10-13 million. Those costs may need to be supported either by reducing costs elsewhere in the project, or by allowing additional commercial development, which would need to be accommodated on the site without compromising other urban design goals. Additional design flexibility, such as increased height, might be needed to compensate. Given that middle-income housing is currently being studied in the context of citywide inclusionary housing policy and policy changes will likely be considered before any development is permitted, such an approach may be unnecessary.

Housing at all income levels should include a mix of unit sizes and types.

Given the goals of providing new housing opportunities, enlivening the area and supporting retail and neighborhood-oriented amenities, a variety of housing types should be created, from small “micro-units” serving single-person households to larger units for families with children. This is true for new affordable units as well as units that will be part of the housing market as a whole. Creating a range of unit sizes is important to help provide options as households change and housing needs evolve and there is a need larger or smaller homes.

Because economic considerations alone may tend toward more uniform housing types targeting particular segments of the market, it is recommended to incorporate additional requirements and criteria into the zoning, while retaining some flexibility to adapt to change over time. The proposed modifications require a Housing Plan as part of a master plan proposal, which would be reviewed by the Planning Board in accordance with goals for a diversity of housing types. In addition, a baseline minimum of 5% of units would be required to have three bedrooms or more.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

13.10 PUD AT KENDALL SQUARE: DEVELOPMENT CONTROLS

13.11 *Purpose.* The PUD-KS district is intended to provide for the creation of a **vibrant** mixed-use district of high quality general and technical office and retail activity, with a significant components of residential use **and open space. The retention of government office facilities on the site is desired, as well as space for smaller innovation companies as a component of the commercial office space that is created.** The creation of **public open space to serve residents of the district and the larger neighborhood, as well as workers, students from nearby institutions and visitors,** a large public park is desired. The PUD-KS district permits larger scale development and supporting commercial activities close to Kendall Square and the major public transit services located there. It encourages strong linkages between new development at Kendall Square, the East Cambridge riverfront, and the PUD-KS area and the neighborhoods of eastern Cambridge, facilitated in part by a strong **and continuous** retail presence along Third Street **and Broadway.** Development in the PUD-KS district **is expected to meet high standards for urban design, environmental sustainability and open space design and** should be generally consistent with the policy objectives set forth in the **Kendall Square Final Report 2013 (K2 Plan)** Eastern Cambridge Plan and the guidance provided in the Eastern Cambridge **Kendall Square** Design Guidelines.

The purpose is modified somewhat to reflect the current goals articulated in the K2 study, which are nevertheless similar to those in the prior Eastern Cambridge (ECaPS) Plan. In addition, the purpose supports retaining Federal facilities, while the zoning is structured to recognize that Federal facilities would, under normal circumstances, be immune from local regulation.

13.11.1 **Master Plan Area. To further the purpose of this Section, any Development Parcel or portion of a Development Parcel meeting the requirements set forth in Section 13.13.2 below and that is at least five (5) acres in area may be designated as a Master Plan Area, within which physical information may be presented in a more generalized way, subject to more detailed approval by the Planning Board at a time and in a manner determined by the Board in its PUD special permit decision.**

MODIFIED FROM INITIAL PROPOSAL:
A provision for PUD Master Plan approval (which is also in the North Point PUD zoning) was included in the initial proposal. In this version, it is expanded to better describe the elements of a PUD Master Plan and the criteria and process for approval. Given the urban design goals of the area to create connectivity and open space, the PUD Master Plan review will be a critical part of the planning process.

13.11.2 **Master Plan Requirements. At a minimum, a Development Proposal for a Master Plan Area must contain the following components:**

- a. **Site Development Plan, identifying each of the proposed existing and new building sites within the Master Plan Area and the characteristics of each, including potential uses and Gross Floor Area.**
- b. **Site Massing Plan, illustrating the height and massing of building volumes for each proposed building site, and including studies of anticipated shadow and wind impacts resulting from building mass.**

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

- c. Parking and Loading Plan, identifying the locations of all parking facilities, bicycle parking facilities and facilities for loading or other vehicular service functions, and the number of spaces proposed at each location.
- d. Connectivity Plan, illustrating all pedestrian, bicycle and vehicular circulation routes within the Master Plan Area, their connections to public circulation routes and destinations outside the Master Plan Area, and approximate locations of access and egress points on each building and parking facility within the Master Plan Area.
- e. Open Space Plan, illustrating and quantifying the areas of all proposed open space and the ownership and designation of each area (e.g., Public Open Space, Publicly Beneficial Open Space) as well as descriptions of major design elements and themes to be incorporated into each space and the types of uses and activities that will be accommodated in each space.
- f. Ground Floors Plan, illustrating the conceptual arrangement of functions such as retail establishments and other active uses, residential and office lobbies, and utility spaces at the ground floor of each building in the Master Plan Area, including the locations and sizes of retail and other active uses that may be required or incentivized by the specific provisions of this Section 13.10.
- g. Housing Plan, providing the approximate number and mix of housing unit types proposed on each residential site, and identifying the location of dwelling units that may be required or incentivized by specific provisions of this Section 13.10.
- h. Phasing Plan, describing the general sequence in which development is proposed to proceed, and specifically describing how the phasing requirements set forth in this Section 13.10 will be met.

13.11.3 Master Plan Approval. The Planning Board shall grant a PUD special permit for a Master Plan Area upon finding that the Final Development Plan is consistent with the criteria set forth below, in addition to all other criteria applicable to approval of a Final Development Plan and any other special permits being sought, and upon consideration of the Kendall Square Plan, Kendall Square Design Guidelines, PUD-KS Site Planning and Design Guidelines and other City plans and guidelines applicable to the area. The

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

PUD special permit may identify specific components of the development (such as building design, open space design and other elements) as well as specific modifications to the Final Development Plan that may be subject to future approval by a written determination of the Planning Board. Otherwise, any modifications to a Final Development Plan for a Master Plan Area shall be considered pursuant to the PUD Amendment provisions set forth in Section 12.37 of this Zoning Ordinance.

13.11.4 Master Plan Criteria. A Final Development Plan for a Master Plan Area shall meet the following objectives, subject to approval by the Planning Board:

- (1) Providing a mix of commercial, including research and technology, and residential uses, with particular emphasis on housing and ground-floor retail, to encourage activity throughout the day and evening.
- (2) Incorporating a diversity of housing typologies and dwelling sizes that are appealing and accessible to a variety of users.
- (3) Breaking up large blocks to increase permeability and create a fine-grained network of connections that seamlessly integrates the PUD district with the surrounding urban fabric of Kendall Square and East Cambridge.
- (4) Sensitively managing the height and bulk of new buildings to mitigate impacts on surrounding uses and public space.
- (5) Creating an integrated network of high-quality streets and open spaces, including significant space for public gathering and recreation, that encourages and fosters a sense of community, civic engagement, social interaction, economic development and environmental sustainability.
- (6) Providing a strong street edge on major public streets, including Broadway and Third Street, to create a memorable “main street” experience.
- (7) Providing active ground floors that animate streets and open spaces, and add to the vitality of Kendall Square.
- (8) Enhancing the architectural diversity of the district to harness the spirit of innovation and creativity in Kendall Square.
- (9) Promoting environmental sustainability in building and site design.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

13.12 *Uses Allowed in a PUD-KS District.* The uses listed in this Section 13.12, alone or in combination with each other, shall be allowed upon permission of the Planning Board. The amount and extent of uses may be further regulated and limited as set forth elsewhere in this Section 13.10.

13.12.1 Residential Uses

(1) Townhouse Development. Any special permits for parking arrangements for townhouse development required by Section 11.10 shall be granted by the Planning Board in a Planned Unit Development in a PUD-KS district.

(2) Multifamily dwellings.

13.12.11 Transient Residential Uses

For the purposes of this Section 13.10, the following Transient Residential Uses shall be considered non-residential uses

(1) Hotels or motels

13.12.2 Transportation, Communication, Utility and Institutional Uses. All uses listed in sections 4.32 and 4.33 and which are allowed or conditionally allowed in the base zoning district. Telephone exchange use set forth in 4.32 g (1) shall be permitted provided that any facility having a floor area greater than four hundred (400) square feet shall only be permitted in a building in existence as of June 1, 2001 that, if vacant, has not been occupied by a residential use in the five years immediately preceding the time of application for a Certificate Of Occupancy for the proposed use, or if occupied, the current use is any office and laboratory use, Section 4.34; any retail business and consumer service establishment, Section 4.35; any light industry, wholesale business or storage use, Section 4.37; or any heavy industry use, Section 4.38.

13.12.3 Office and Laboratory Uses. All uses listed in Section 4.34.

13.12.4 Retail Business and Consumer Service Establishments. The following retail uses shall be permitted, provided that the total amount of retail Gross Floor Area (GFA) in the District does not exceed ~~70,000 square feet~~ **five percent (5%) of GFA** and no individual establishment exceeds ten thousand (10,000) square feet of ~~Gross Floor Area~~ GFA unless the Planning

Provisions for retail space are modified to reflect the desire for expanded retail in the K2 Plan.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

Board determines in writing that more retail GFA and establishments of a greater size better serve the residents within the PUD district and in adjacent districts and better advance the policies set forth in the ~~Eastern Cambridge~~K2 Plan and the ~~Eastern Cambridge~~Kendall Square Design Guidelines.

(1) **Store or retail sale of merchandise**

a. **Establishment providing convenience goods such as drug stores, food stores, tobacco, newspaper and magazine stores, variety stores, and liquor stores.**

b. **Other retail establishments**

~~(1)~~**(2)** Stationery and office supply store.

~~(2)~~**(3)** Printing and reproduction service establishment, photography studio.

~~(3)~~**(4)** Other store for retail sale of merchandise located in a structure primarily containing non-retail use provided no manufacturing, assembly or packaging occur on the premises.

~~(4)~~**(5)** Barber shop, beauty shop, laundry and dry-cleaning pick-up agency, shoe repair, self-service laundry or other similar establishments.

~~(5)~~**(6)** Restaurants or other eating and drinking establishments listed in Subsection 4.35 e, f, and g.

~~(6)~~**(7)** Theater or hall for public gatherings.

(8) Art/Craft Studio

(9) Bakery, Retail

13.12.5 Institutional Uses. All uses listed in Section 4.33 f and g.

13.12.6 Other Uses. Any use not listed in subsections 13.12.1 through 13.12.4, otherwise allowed in a Business B District may be allowed by the Planning Board only upon written determination by the Board that such use is consistent with the objectives of the PUD-KS district and the policies and guidelines set forth in the ~~ECa~~PSK2 Plan.

13.13 *District Dimensional Regulations.*

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

13.13.1 Permitted FAR. In the PUD-KS District the maximum ratio of floor area to Development Parcel shall be ~~3.0~~ **4.0**, subject to the further use limitations set forth below in Section 13.13.11. **For the purposes of calculating FAR, the GFA of the following uses shall be exempt from the requirements of this Section 13.13.1:**

Development capacity is increased per the recommendations of the K2 Plan.

- (1) GFA devoted exclusively to a use designated as Other Government Facility in the Table of Use Regulations on a Government Owned Lot, as set forth in the provisions of Section 13.113 below. Notwithstanding such exemption, a Government Owned Lot can be included in calculating the area of a Development Parcel.**
- (2) GFA devoted to retail and consumer service uses, provided the GFA is located on the ground floor or basement level, is clearly identified within the Active Use Plan as described in Section 13.112.1 below (though the exempt GFA may exceed the required Active Use), fronts on and has a public entrance onto a public street, park, or plaza, and for each individual establishment the GFA does not exceed 5,000 square feet. The Planning Board may approve such exemption for a space of a larger size if it is devoted to a particular type of retail that is desired in the neighborhood but requires a larger space to be feasible.**
- (3) Fifty (50) percent of the GFA devoted to innovation office space, up to a maximum of five (5) percent of non-residential GFA in a Final Development Plan, as described in Section 13.112.3.3 below.**

13.13.11 Limitations on Non-Residential Development. In the PUD-KS District all non-residential uses shall be further limited as set forth below. Where the amount of non-residential GFA is limited to a percentage of the total GFA authorized, the calculation shall be based on GFA authorized exclusive of any GFA that may be constructed as a result of the application of the FAR bonuses permitted in Section 11.200 or any GFA devoted exclusively to structured parking.

(1) For any lot or combination of lots held in common ownership as of June 1, 2001 having in total an area of less than five acres, the total GFA devoted to non-residential uses shall not exceed ten (10) percent of the total GFA authorized in a PUD for that portion of a PUD Development Parcel containing such lot or lots, or any portion thereof. This limitation shall apply to each Development Parcel individually. This limitation shall not apply to any individual lot created subsequent to the Planning Board approval of the PUD Final Development Plan.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

Notwithstanding the above limitations, additional non-residential GFA shall be permitted as set forth in Paragraph (3) below.

(2) For any lot or combination of lots held in common ownership as of June 1, 2001 having in total an area of more than five (5) acres, the total GFA devoted to non-residential uses shall not exceed sixty (60) percent of total GFA authorized, **exclusive of GFA exempted in Section 13.13.1 above**, ~~inclusive of any GFA otherwise exempt from the provisions of the Cambridge Zoning Ordinance in a PUD for that portion of a PUD Development Parcel containing such lot or lots, or any portion thereof. This limitation shall not apply to any individual lot created subsequent to the Planning Board approval of the PUD Final Development Plan.~~ **The limitations set forth in this Section 13.13.11(2) shall not apply to any individual lot within a Development Parcel created subsequent to the Planning Board approval of the PUD Final Development Plan.**

The residential component of a PUD shall be subject to any applicable Inclusionary Housing requirements set forth in this Zoning Ordinance at the time of approval of a Final Development Plan, including the application of any bonus development rights that may be permitted by the Ordinance. When calculating the percentage requirement set forth in the paragraph above, it is the base residential component (prior to the application of any bonus development rights) that shall be counted.

The Final Development Plan shall include a Phasing Plan providing a general sequence for the construction of residential and non-residential uses. The Planning Board shall approve such a Phasing Plan if it is found to ensure that residential uses will be completed on a schedule that meets the objectives of the City and ensures compliance with the requirements of this Paragraph (2). In general, non-residential development shall not be authorized to exceed sixty percent (60%) of the total non-exempt GFA permitted for non-residential uses until substantial construction activity of residential uses has commenced. Full completion of the permitted non-residential GFA shall not be allowed before the full permitted residential development has been completed or substantial construction activity has commenced. The Planning Board may approve variations to the standards in this Paragraph if the Phasing Plan is found to be in general conformance with the intent of this Paragraph.

Notwithstanding the above limitations, additional non-residential GFA shall be permitted as set forth in Paragraph (3) below.

Required residential development is kept at the same percentage as recommended in the K2 Plan. Standards for phasing are added.

MODIFIED FROM INITIAL PROPOSAL:

The paragraph to the left does not change the regulations, but clarifies how the application of inclusionary housing requirements would interact with the requirements for the percentage mix of residential and non-residential uses. This is to clarify that any residential “inclusionary bonus” development would be considered after determining the required use mix. However, the text is written with the understanding that any changes to the inclusionary housing ordinance that are adopted in the future would apply.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

~~At least ninety-five (95) percent of the authorized non-residential GFA must be located on the portion of said lot or lots having an Office 2 base district designation.~~

~~However, where circumstances related to the transfer of property from the federal government to other governmental or private entities (for the purpose of private development on a portion or all of the land in the control of the federal government) the Planning Board may in its discretion approve a Final Development Plan providing GFA in excess of sixty (60) percent of the authorized GFA in the PUD provided it is conclusively demonstrated to the Planning Board that all residential GFA required to be developed on such lot or lots in their entirety, by this Paragraph, has already been constructed.~~

~~(3) For the entire PUD-KS district, the first 50,000 square feet of retail and customer service uses authorized in total in all approved PUDs shall not be counted toward the non-residential GFA limitations of Paragraphs (1) and (2) above provided the GFA is located on the ground floor of a multistory building, fronts on and has a public entrance onto Third Street, Broadway, or a public park, and for each individual establishment the GFA does not exceed 10,000 square feet.~~

13.13.2 Minimum Development Parcel Size. The minimum size of a Development Parcel within the PUD-KS shall be the greater of (1) 40,000 square feet or (2) seventy-five percent of the area of a lot or combination of lots (a) in existence as of June 1, 2001 and (b) held in common ownership where it is proposed to incorporate any portion of such lot or lots within the Development Parcel. A Development Parcel within the PUD-KS may contain noncontiguous lots elsewhere in the PUD-KS district or within a contiguous PUD district. There shall be no specified minimum lot size for lots located within a Development Parcel.

However, where circumstances related to the transfer of property from the federal government to other governmental or private entities (for the purpose of private development on a portion or all of the land in the control of the federal government) limit the feasibility of creating a Development Parcel meeting the size requirements of this Section 13.13.2, the Planning Board may in its discretion approve a PUD application having a smaller Development Parcel size.

13.13.3 Residential Density. ~~For the purpose of computing residential density, the minimum lot size for each dwelling unit shall be three hundred (300) square feet. Residential density shall be~~

The K2 study recommends removing limits on unit density to allow for a variety of unit types and sizes, including micro-units.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

~~computed based on the entire development parcel.~~ **There shall be no required minimum Lot Area Per Dwelling Unit in the PUD-KS District.**

13.13.4 Maximum Building Height.

13.13.41 The maximum height permitted in the district shall be ~~sixty-five (65)~~ **two hundred fifty (250)** feet except as it may be further limited or permitted below. The permitted heights are further illustrated on the Building Height Regulation Map for the PUD-KS, Map 13.11.

Existing height limits are deleted and replaced with those recommended in the K2 study (see attached map). Note that the map reference will need to be updated.

- (1) **Reduced Building Height to One Hundred Twenty Feet. The maximum height shall be reduced to one hundred twenty (120) feet in portions of the PUD-KS District within one hundred fifty (150) feet of the centerline of Binney Street, except as further reduced below.**
- (2) **Reduced Building Height to Eighty-Five Feet. The maximum height shall be further reduced to eighty-five (85) feet in the portion of the PUD-KS District bounded by the centerline of Binney Street, the centerline of Third Street, a line seventy-five (75) feet south of and parallel to the centerline of Potter Street, and a line seventy-five (75) feet west of and parallel to the centerline of Fifth Street, including the extension of such lines to their intersection with other reference lines identified in this Paragraph.**

~~Additional Building Height to Eighty-Five Feet. The maximum height shall be eighty-five (85) feet in the areas described below:~~

~~(a) An area bounded by the centerlines of Fifth Street, Monroe Street, Third Street and Potter Street.~~

~~(b) An area bounded by the centerline of Potter Street and its northwesterly extension; then the centerline of the former Sixth Street (the MXD district boundary line); then a line northeasterly of, parallel to and two hundred (200) feet distant from the northeasterly sideline of Broadway; then a line northwesterly of, parallel to, and three hundred (300) feet distant from the northwesterly sideline of Third Street, to the point of beginning.~~

~~(2) Additional Building Height to One Hundred and Twenty Feet. The maximum height shall be one hundred and twenty (120) feet in that area bounded by areas described in Paragraph (1) above; then the centerline of Third Street; then a line northeasterly of, parallel to, and one~~

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

~~hundred (100) distant from the northeasterly sideline of Broadway; then the centerline of the former Sixth Street (the MXD district boundary line) to the point of beginning.~~

~~(3) Additional Building Height to One Hundred and Eighty Feet with Portions to Two Hundred and Fifty Feet. The maximum height shall be one hundred and eighty (180) feet in that area bounded by the area described in Paragraph (2) above; then the centerline of Third Street; then the centerline of Broadway; and then the centerline of the former Sixth Street (the MXD district boundary line) to the point of beginning. However, portions of buildings may rise above one hundred and eighty (180) feet to no more than two hundred and fifty (250) feet provided the area of all floorplates of portions of buildings above 180 feet do not exceed ten percent of the total area of the Development Parcel.~~

~~(4) Portions of Buildings limited to Forty five Feet. Notwithstanding the provisions of Paragraphs (1) – (3) above, any portion of a building that is within fifty (50) feet of an existing or proposed Public Open Space or single intervening street abutting that open space may exceed 45 feet only if for each floor above 45 feet, that floor is set back an additional 10 feet from the façade of the floor below, until the maximum height is attained, or until a 20 foot setback from the façade at 45 feet is attained. Alternately, a set back of 20 feet from the façade of the building at a height of 45 feet shall be permitted, and the remaining portions of the building allowed to achieve the maximum height permitted in Paragraphs (1) – (3) above or any variation between the two provisions.~~

(3) Middle Income Housing Incentive. The Planning Board may approve buildings exceeding two hundred fifty (250) feet up to three hundred (300) feet in height; provided that:

- a. **the use of any occupiable space situated above 250 feet in height shall be limited to residential and/or institutional dormitory uses, and**
- b. **Middle Income Units (as defined below) shall occupy an aggregate GFA equal to at least twenty-five percent (25%) of the total residential GFA (excluding any GFA occupied by institutional dormitory uses) in the portions of the building that exceed 250 feet in height. Such Middle Income Units shall be evenly distributed throughout the residential development in a manner approved by the Planning Board, in consultation with City staff, in the Final Development Plan for a Development Parcel, in order to ensure that the Middle Income Units are of an**

This height incentive is recommended in the K2 study to encourage the creation of middle-income units. The same provision was included in the MIT Kendall Square (PUD-5) zoning.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

appropriate location, size, configuration and quality for households intended to occupy such units.

For the purposes of this Section 13.13.41, Middle Income Units shall be defined as residential dwelling units for which:

- i. the occupancy is restricted to households whose total income exceeds 80% but does not exceed 120% of the median income of households in the Boston Standard Metropolitan Statistical Area adjusted for family size, or such other equivalent income standard as may be determined by the Board of Trustees of the Affordable Housing Trust Fund; and
- ii. the rent (including utilities) does not exceed thirty percent (30%) of the income of the renting household or, in the instance of home ownership units, the monthly mortgage payment (including insurance, utilities and real estate taxes) does not exceed thirty percent (30%) of the income of the purchasing household, or such other equivalent standard as may be determined by the Board of Trustees of the Affordable Housing Trust Fund.

~~13.13.42~~ The Planning Board shall not approve any Final Development Plan in the PUD-KS District not in conformance with the regulations of Section 13.13.4 above. In the portion of the PUD-KS that allows buildings to 200 feet or more, the Planning Board may approve a building up to 250 feet if other buildings or portions of buildings in that portion of the Development Parcel are no higher than one hundred and fifty (150) feet.

13.13.43 In evaluating a development proposal Development Proposal or a Site Massing Plan for a Master Plan Area providing building height in excess of ~~one hundred and twenty (120)~~ one hundred twenty-five (125) feet, the Planning Board shall give consideration to evidence presented on the following:

- (a) that increased height is located on the site and designed in such a way to reduce the impact of shadows, excessive wind, and obstruction of light and views, with specific consideration given to residential buildings and public spaces ~~will not cast shadows or alter air currents in ways that will unreasonably limit the amount of light and air reaching other buildings in the vicinity to a significantly greater extent than if the building height did not exceed one hundred and twenty (120) feet;~~

MODIFIED FROM INITIAL PROPOSAL:
Following comments from the Planning Board, the criteria for height review are changed somewhat to be more consistent with the vision of the K2 Plan and the Kendall Square Design Guidelines.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

(b) that increased height would mitigate detrimental environmental impacts such as excessive ground coverage, diminution of open space, and monotonous development;

(c) that increased height would ~~not adversely affect and would result in increased sensitivity to the visual and physical characteristics of the particular location~~ **be sensitively managed to provide an appropriate scale at interfaces with adjoining sensitive uses, such as** ~~through more harmonious relationships to the terrain and to the proposed and existing buildings~~ **and open spaces** in the vicinity that have functional or visual relationships to the proposed building;

~~that increased height would result from actions taken to lessen the impact of traffic and parking on the surrounding area; and~~

(d) that the orientation and location of the proposed ~~structure~~ **structures** would not otherwise diminish the health and safety of the area around the development parcel.

~~The~~ **(e) if applicable, the** additional height permits accommodation of GFA transferred from the Eastern Cambridge Development Rights Transfer Donating District.

Notwithstanding the provisions of Paragraphs (a) through (f) above, the Planning Board shall give consideration to the consistency of any Final Development Plan in achieving the design and site planning goals, as well as the measures set out to achieve these goals, as set forth in the Kendall Square Design Guidelines 2013.

13.13.5 Other Dimensional Requirements. There shall be no minimum width for the development parcel and no minimum width for lots located within the development parcel. There shall be no minimum required front, rear and side yard requirements for a development parcel or for lots located within a development parcel. The Planning Board shall approve all such lot sizes and building setbacks.

13.14 *Open Space.* The following Open Space requirements shall be met on each Development Parcel.

(1) For that portion of a Development Parcel consisting of lots described in Section 13.13.11, Paragraph (1) above, any combination of Public Open Space **or Publicly Beneficial Open Space**, ~~Green Area Open Space or Permeable Open Space~~, as defined in this Ordinance,

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

shall be provided on the Development Parcel and shall in the aggregate equal at least twenty (20) percent of the area of that portion of the Development Parcel.

(2) For that portion of a Development Parcel **or Master Plan Area** consisting of lots described in Section 13.13.11, Paragraph (2) above, any combination of Public Open Space **or Publicly Beneficial Open Space**, ~~Green Area Open Space or Permeable Open Space~~, as defined in this Ordinance, shall be provided on the Development Parcel and shall in the aggregate equal at least ~~Forty-two (42)~~ **forty (40)** percent of the area of that portion of the Development Parcel, subject to the further ~~limitations~~ **criteria** set forth in ~~Section 13.14.4~~ below. **In granting a PUD special permit, the Planning Board shall determine what areas qualify as open space fulfilling the requirements of this Section, and may determine that areas not meeting the strict definitions set forth in this Zoning Ordinance may satisfy the requirements of this Section so long as they are consistent with the intent of this Section and in general conformance with the criteria set forth below.**

- a. **The required open space shall include new public pathways and enhancements to existing public pathways providing north-south and east-west access through the site, and connecting to major public intersections, travel routes and destinations at the perimeter of the site. Pathways shall be provided at grade and open to the air except as may be otherwise approved by the Planning Board in limited circumstances. Except where such pathways are on a Government Owned Lot, public access shall be guaranteed to the satisfaction of the City of Cambridge through fee simple conveyance, easement, or other legal mechanism.**
- b. **The required open space shall include one or more significant public parks that provide opportunities for civic gathering, active and passive recreation, access to sunlight, greenery, and other natural features. Such park or parks shall be conveniently accessible to the public from all directions, and public use shall be guaranteed through fee simple conveyance, easement, or other legal mechanism acceptable to the City of Cambridge.**
- c. **Open space on a Government Owned Lot, in accordance with the provisions set forth in Section 13.113 below, may be counted toward the required open space provided the Planning Board finds that it is well integrated into the system of pedestrian circulation and reasonably complements other open spaces on and around the site.**

MODIFIED FROM INITIAL PROPOSAL:
 After studying the site in more detail and gaining inspiration from the “Connect Kendall Square” competition, the requirement is reformulated from a two-tiered requirement of total open space and public open space to a single open space requirement, with a minimum size of 40% of the site (about 5.7 acres applied to the Volpe site), that would include public pathways, parks, open space around a federal facility, and some other specific types of space that contribute to the goals and vision articulated in the K2 plan and subsequent planning efforts.

 This guarantees a substantial amount of open space – the largest requirement by far of any PUD district in the city – but also allows flexibility to consider different arrangements of space through the PUD review process.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

- d. Street surfaces that are devoted to motor vehicle use, but prohibit pedestrian use, shall not be included in the required open space. However, surfaces dedicated to pedestrians and bicyclists, such as pathways, sidewalks and cycle tracks, may be included in the required open space. Furthermore, surfaces designed to allow safe and convenient shared use by pedestrians, bicyclists and motor vehicles at low speeds may be included in the required open space, subject to Planning Board approval, if they are found to benefit the open space system as a whole.
- e. Required open space shall be located predominantly at ground level and open to the air. However, to a limited extent, the Planning Board may approve either above-grade open spaces (such as rooftop parks) or covered open spaces (such as arcades or pavilions) to be included in the required open space, provided they are found to be safe, reasonably accessible and inviting to all members of the general public, and found to result in uniquely beneficial amenities that contribute positively to the area as a whole.
- f. All required open space shall be generally accessible to the public for reasonable periods throughout the day for the purposes for which the open space is designed and approved by the Planning Board. Except where open space is located on a Government Owned Lot, the Planning Board must approve in writing any proposal to significantly limit public access to any portion of required open space if such proposal is consistent with the objectives of the PUD-KS district and the policies and guidelines set forth in the Kendall Square Plan. For example, the Planning Board may approve small portions of required open space areas to be dedicated to private outdoor seating for restaurants, if is found to contribute to ground-level activity along streets or in adjacent open spaces.
- g. Any open space that is not located on a Government Owned Lot or conveyed to the City of Cambridge shall be maintained by the PUD Permittee for the use of the general public as originally designed and approved by the Planning Board in the Special Permit.
- h. The required open space shall be designed and constructed by the PUD permittee according to the conditions of the PUD special permit and, if conveyed to the City, shall be conveyed in a condition environmentally and otherwise suitable for the uses for which it is designed.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

Owners of adjacent Development Parcels may collectively provide the required open space by ~~easement, deed restriction, covenant, or comparable legal instrument enforceable by the City of Cambridge or other public entity~~ **provided the Planning Board finds that the owners of each Development Parcel have provided written evidence of an agreement, that the total amount of open space required for both Development Parcels is provided, and that the Open Space Plans for each Development Parcel meet the standards for approval.** In that event, **the Planning Board shall record in the Special Permits for each PUD the amount of open space required on each Development Parcel** ~~each Development Parcel shall, for purposes of this Section 13.10 be deemed to include that portion of such open space as the owners shall allocate to it in chosen legal instrument.~~

~~All required open space shall be generally accessible to the public for reasonable periods throughout the day for the purposes for which the open space is designed and approved by the Planning Board, which may include but not be limited to walking, bicycling, active and passive recreation. The Planning Board must approve any proposal to significantly limit public access to the required open space.~~

~~**13.14.1** Required Public Open Space. For that open space required in Section 13.14, Paragraph (2) above, the required open space shall consist in part of a contiguous 7.5-acre Public Open Space to be located in the northwest quadrant of the PUD-KS district as further described and located in the Eastern Cambridge Plan. The Public Open Space shall be under the control of the City of Cambridge through fee simple conveyance, easement, or other legal mechanism acceptable to the City. In the event that the City of Cambridge does not accept the facility, the PUD permittee shall maintain the park for the use of the general public as originally designed and approved by the Planning Board in the Special Permit. The Public Open Space shall be designed and constructed by the permittee according to the conditions of the PUD special Permit and when conveyed to the City shall be environmentally and otherwise suitable for the recreational uses for which it is designed.~~

~~However, where circumstances related to the transfer of property from the federal government to other governmental or private entities (for the purpose of private development on a portion or all of the land in the control of the federal government) limit the feasibility of creation of a 7.5-acre park, the Planning Board may at its discretion approve a Final Development Plan providing a contiguous Public Open Space of less than 7.5 acres. In approving such a Final Development Plan the Planning Board shall find that a smaller facility continues to meet the objectives of the Eastern Cambridge Plan and the Eastern Cambridge Design Guidelines.~~

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

13.14.2 The Planning Board shall encourage development that is located adjacent to a Public Open Space to be physically and functionally integrated with the open space by means of building orientation, **active frontages**, location of building entrances, pedestrian linkages between major activity centers, and similar techniques **in accordance with the objectives set forth in the K2 Plan and the Kendall Square Design Guidelines**.

13.15 *Perimeter and transition.* Any part of the perimeter of a PUD-KS which fronts on an existing **or future** street or public open space should be so designed as to complement and harmonize with adjacent land uses with respect to scale, density, setback, bulk, height, landscaping, and screening. Developments in the PUD-KS district should provide integrated pedestrian circulation systems, with particularly strong linkages to **the Broad Canal and** the riverfront, Kendall Square, and the Eastern Cambridge neighborhoods.

MODIFIED FROM INITIAL PROPOSAL:
Some additions are made to encompass perimeter connections identified in the K2 Plan and Connect Kendall Square process.

13.17 *Parking and Loading Requirements.* Development **in** the PUD-KS District shall conform to the off street Parking and Loading Requirements set forth in Article 6.000, and in the Schedule of Parking and Loading Requirements applicable to the Residence C-3, Office 3, Business B and Industry B districts, except as modified by this Section 13.17.

13.17.1 **With regard to uses contained within new commercial buildings, provided that the requirements of Section 6.23 of the Ordinance are met, the parking requirements of this Section 13.17 may be satisfied (a) anywhere in the PUD-KS District or, if located outside of the PUD-KS District, within 2,000 feet of the use being served, notwithstanding anything to the contrary contained in Article 6.000 and (b) in total or in part by a lease agreement between the Developer and the City, other public entity or private owner or consortium for use of parking spaces in the public or pooled private parking facilities within said area.**

Current parking requirements are deleted and replaced with those developed through the K2 study.

13.17.2 **All parking provided within an approved PUD shall be considered collectively accessory to all approved uses within the PUD. Notwithstanding anything to the contrary in Article 6.000, this Ordinance shall not restrict the management and assignment of parking spaces in a way that will most efficiently utilize the existing and proposed parking spaces to serve all approved uses. As an exception to these rules, all parking spaces (whether existing or proposed) that are accessory to an Other Government Facility use as listed in Section 4.33, paragraph (g) of the Table of Use Regulations shall be distinctly identified, and shall not be accessory to any other uses.**

13.17.3 **Minimum Parking. In approving a Final Development Plan for a Development Parcel, the Planning Board may waive any minimum parking requirements applicable in the zoning**

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

district, with the exception that parking for residential uses shall not be less than 0.5 parking spaces per dwelling unit. The Planning Board may approve arrangements for shared parking of such residential parking spaces with commercial spaces. The Planning Board shall specify a minimum parking requirement for a PUD based on review and analysis of Transportation Impact Studies and other relevant information on parking demand provided in application documents, including the Shared Parking Study as required further below, and with the guidance of City agencies.

13.17.4 Maximum Parking. Maximum allowed parking for a PUD shall be limited by applying the rates set forth below to each use within the PUD and taking the summation of the result for all uses. For any use not listed below, the maximum parking ratio set forth in Article 6.000 shall apply. Exceeding the maximum allowed parking shall require a waiver of maximum parking required under the general provisions of Article 6.000.

- a. Maximum of 0.9 spaces per 1,000 square feet of GFA for office uses, excluding technical office (Section 4.34(a-e)).
- b. Maximum of 0.8 spaces per 1,000 square feet of GFA for laboratory use and technical office uses (Section 4.34(f)).
- c. Maximum of 0.75 spaces per residential dwelling unit (Section 4.31(d-g)).
- d. Maximum of 0.5 spaces per 1,000 square feet of retail (Sections 4.35 and 4.36).
- e. Maximum of 1 space per 4 sleeping rooms for hotel use (Section 4.31(i)(2)).

13.17.5 Shared Parking Study. A Development Proposal for development in the PUD-KS District shall include an analysis of anticipated parking demand for all uses in the development throughout the course of a typical day and week. This analysis may identify opportunities for reducing the total amount of parking required to serve all uses through the sharing of parking spaces by multiple uses. Based on this analysis, the Planning Board may approve a reduced minimum or maximum parking requirement upon finding that the approved amount of parking will be sufficient to serve all permitted uses.

13.17.6 Interim Use of Surface Parking. On an interim basis, in anticipation of later construction of structured parking sufficient to meet all parking requirements, on grade open parking shall be allowed in a Development Parcel subject to the following conditions:

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

(1) The future parking structure will be constructed within the Development Parcel but it may be located either on or off of the lot which it will serve;

(2) Construction of the replacement parking structure will commence within four years of the date of certificate of occupancy for the building initially served by on grade parking;

(3) The future parking structure will contain sufficient spaces for users of the building initially served by on grade open parking so as to meet the parking requirements for such building; and

(4) Binding commitments shall exist to establish, to the reasonable satisfaction of the Planning Board, that requirements (1) through (3) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, or comparable legal instrument.

~~13.17.1~~ Off street parking facilities shall be provided as follows:

- ~~(1) Residence: 1 space per unit minimum, 1.5 spaces per unit maximum.~~
- ~~Public Assembly: Number of seats requiring one space: 15.~~
- ~~(3) Institutional: 1 space per 1,800 square feet.~~
- ~~(4) Retail (except as noted in Section 13.17.2 below) and Office: _____~~

~~Ground floor: 1,125 square feet~~

~~_____ Other level: 1,800 square feet~~

13.17.27 Ground Floor Retail and Customer Service Uses. Retail and customer service uses fronting on and having a public entrance onto a public street or a public open space, located at the first floor level of a multistory building, and not exceeding 10,000 square feet for each separately leased establishment shall not be required to provide any accessory parking. Where parking is provided it shall be subject to Section 13.17.1 above.

13.17.8 Loading. The Planning Board, in its approval of a Final Development Plan, may waive any requirements for the amount, location and design of loading facilities within a

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

Development Parcel, and may permit loading facilities to be shared across various uses and lots within the PUD-KS District.

13.18 Traffic Mitigation Measures. In reviewing a development proposal under the provisions of this Section 13.70 and Section 19.20, the Planning Board shall determine that the proponent has demonstrated, at the time of Final Development Plan approval, a commitment to a Transportation Demand Management Program consistent with the reduce parking mandated in this PUD. The measures to be taken in this program must address:

- (1) The amount of parking provided,
- (2) The scale of development and the mix of uses proposed, and
- (3) The assumptions employed with regard to the proportion of automobile use for those traveling to the site.

For examples of such Measures, the Planning Board shall refer to the Eastern Cambridge Plan, Article 18.000, and the requirements of Section 19.20 in establishing Transportation Demand Management measures applicable to any approved PUD.

13.19 ~~Relationship to MBTA Urban Ring Future Transportation Plans ~~Project~~.~~ In all PUD application documents, the applicant shall indicate how the proposed PUD development relates physically to **future transportation options intended to connect existing radial transit lines (subway, commuter rail, and bus), as identified in the K2 Plan, including the implementation of bus rapid transit (BRT) service** ~~the most current plans developed by the MBTA for implementation of the Urban Ring transportation project.~~

Although the Urban Ring project is not currently being pursued by the MBTA, desired transit connections serving a similar function are identified in the K2 Plan, such as connections from Kendall Square to Sullivan Square and the Longwood Medical Area.

13.110 Residential Uses Abutting Binney Street. Where any Development Proposal locates residential dwellings along Binney Street, the Planning Board shall, in approving a Final Development Plan containing such residential units, be satisfied that the negative impacts of truck and other heavy vehicular traffic on Binney Street will be adequately mitigated for the residents of the proposed dwelling units. Such mitigation shall be achieved through the location of the buildings within the Development Parcel and the distribution of activities within those buildings; the provision of setbacks, landscaping and similar kinds of buffers; the inclusion of non-residential uses at the ground floor; the employment of construction techniques to minimize the transmission of sound and vibrations; and/or through the employment of any other appropriate measures.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

13.111 Other Housing Provisions. New housing shall include a range of dwelling unit types and sizes. At a minimum, five percent (5%) of the residential Gross Floor Area in a Final Development Plan shall be devoted to dwelling units with three bedrooms or more.

MODIFIED FROM INITIAL PROPOSAL:
 This requirement is added to address the housing goal of providing units for many household types, including families with children.

13.112 Special Requirements, Conditions and Standards Applicable to Certain Development Authorized by the Planning Board in Kendall Square. The Planning Board shall approve a Final Development Plan in the PUD-KS District only after finding that in addition to all other applicable requirements the following requirements have been met. The Planning Board shall, in addition, include conditions in the approval of a Final Development Plan that will ensure ongoing compliance with these requirements.

13.112.1 Required Active Uses. Final Development Plans shall enhance the public pedestrian usage of the sidewalks and create a sense of neighborhood continuity by providing an interesting, lively and active presence at street level. Accordingly, for those buildings in the PUD immediately fronting a public street, public park, or public plaza, with the exception of buildings on a Government Owned Lot that are exempt from GFA per the provisions of Section 13.113, the first floors of these buildings shall generally be planned, designed, constructed and used for Active Uses as defined below. At a minimum, a total of at least seventy-five percent (75%) of the frontage on the ground floors of such buildings facing Broadway and Third Street shall be devoted to spaces containing Active Uses. The Planning Board shall review an Active Use Plan as a component of a Development Proposal and a Final Development Plan describing how the proposal meets the requirements and intent of this Section. Notwithstanding the above, the Planning Board, in approving a Final Development Plan, may grant minor modifications to the requirements set forth in this Section 13.112.1 upon finding that the proposed Active Use Plan meets the objectives of the District and the K2 Plan.

The following are the requirements recommended in the K2 Plan for all areas of Kendall Square. The text is substantially the same as text in the MIT Kendall Square zoning adopted in 2013.

(a) Definition of Active Uses. For purposes of this Section, “Active Uses” shall mean:

(1) Retail business and consumer service establishments listed in Section 13.12.4;

(2) Institutional uses that are generally open to the public, such as museums and exhibition spaces; and

(3) Other uses which the Planning Board determines meet the goals of this Section.

The notes below are to describe the proposed revisions, and not to be incorporated into the Ordinance.

The definition of “Active Uses” shall specifically exclude lobbies or other spaces that serve an accessory function to upper-story office or laboratory uses.

(b) Building and Site Design Requirements for Active Uses and Open Spaces.

(1) Active Uses shall have one or more entrance(s) from the sidewalk or plaza separate from the principal entrance of the building serving nonretail uses.

(2) Adequate space shall be provided along sidewalks adjoining active uses for outdoor activity (e.g. café seating) associated with those uses.

(2) Outdoor courtyards, delineated gathering space, or sitting areas are encouraged in any approved Final Development Plan.

Prior to submitting any application for a special permit in the PUD-KS District, the applicant shall engage the services of a consultant or other party with retail expertise to advise the applicant in connection with retail and other Active Uses to be included in the applicable Development Parcel. The recommendations of that consultant shall be included in the applicable special permit application.

13.112.2 Rooftop Mechanical Equipment Noise Mitigation. Sound emanating from rooftop mechanical equipment on all new or substantially altered structures in an approved Final Development Plan shall be minimized by the adoption of best available and feasible practices regarding the location and sizing of equipment, the selection of equipment and sound attenuation measures.

At a minimum, any noise or vibration emanating from new commercial or substantially altered commercial buildings shall not be normally perceptible at ground level without instruments at a distance of one hundred (100) feet from the source lot line and shall comply with the provisions of the City of Cambridge Noise Ordinance applicable to Commercial Areas (as such term is defined in the Noise Ordinance).

In order to enforce these requirements, the applicant shall provide, in addition to a Noise Mitigation narrative required as part of Article 19.000 review, acoustical reports prepared by a professional acoustical engineer as described below:

(a) Prior to and as a condition of the issuance of the first certificate of occupancy for a new or substantially altered commercial building, an acoustical report, including

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field measurements, demonstrating compliance of such building with all applicable noise requirements; and

- (b) Prior to obtaining any building permit to add any new equipment having a capacity greater than five (5) horsepower to the rooftop, a narrative report demonstrating that there will be continued compliance with all applicable noise requirements after such addition, and upon completion of such addition and as a condition thereof, an acoustical report, including field measurements, demonstrating such compliance.

13.112.3 Innovation Space. A Development Proposal containing at least two hundred thousand (200,000) square feet of new Office Uses, specifically excluding any office space designated as Other Government Facility on a Government Owned Lot pursuant to Section 13.113, shall include a plan for Innovation Office Space meeting the requirements of Section 13.112.3.1.

13.112.3.1 Required Space. For a Development Proposal containing new Office Uses (excluding any office space designated as “Government Facility, Other” as defined in Article 2 of this Ordinance), Innovation Office Space within the PUD-KS District must occupy GFA equal to, or in excess of, the amount of GFA that is five percent (5%) of the new GFA approved in the Final Development Plan for Office Uses. Existing GFA within the PUD-KS District may be used to meet this requirement. Where at least 40,000 square feet of Innovation Office Space is required, Innovation Office Space may be distributed in separate buildings, provided, however, that each separate “unit” of Innovation Office Space, contains at least 20,000 square feet. If less than 40,000 square feet of Innovation Office Space is required to be contained in the PUD-KS District, the Innovation Office Space must be contained in a single building.

Developers of properties within the PUD-KS District may collaborate with property owners in adjacent zoning districts in the Kendall Square area to develop joint Innovation Office Space. In such a case, the total square footage of Joint Innovation Office Space must be large enough to satisfy the sum of the requirements, if any, for such participating Developers and zoning districts.

13.112.3.2 Characteristics. For the purposes of this Section 13.112.3.2, Innovation Office Space shall have the following characteristics:

- (a) Durations of lease agreements (or other similar occupancy agreements) with individual business entities shall be for periods of approximately one (1) month.

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(b) No single business entity may occupy more than 2,000 square feet or ten percent (10%) of the entire Innovation Office Space required to be provided in the PUD-KS District, whichever is greater. The average size of separately contracted private suites may not exceed 200 square feet of GFA.

(c) Innovation Office Space shall include shared resources (i.e., co-working areas, conference space, office equipment, supplies and kitchens) available to all tenants and must occupy at least fifty percent (50%) of the Innovation Office Space. Individual entities occupying Innovation Office Space may include small business incubators and accelerators, small research laboratories, office space for investors and entrepreneurs, facilities for teaching and for theoretical, basic and applied research, product development and testing prototype fabrication or production of experimental products. Developers within the PUD-KS District obligated to provide Innovation Office Space, must provide an annual report to the City's Community Development Department showing the location and size of all Innovation Office Space, the number of separately leased spaces, if any, information regarding the number of tenants, size of company, and area of endeavor.

13.112.3.3 GFA deductions for Innovation Office Space. For a development proposal required to provide Innovation Office Space, 50% of the required GFA devoted to Innovation Office Space shall not be counted toward the FAR requirements of 13.13.1 and the non-residential GFA limitations as set forth in Section 13.13.11.

13.112.3.4 Variations. In approving a Final Development Plan or a Minor Amendment to a Final Development Plan, the Planning Board may allow variations in the specific standards and characteristics set forth in Sections 13.112.3.1 and 13.112.3.2 above, if the Planning Board finds that the Innovation Office Space, as proposed, will be consistent with the purposes of these standards and characteristics.

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

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- (a) Energy and Emissions; Steam. Each new building must conserve building energy and, to the extent applicable, reduce carbon/GHG emissions. The Developer, with each Development within the PUD-KS District, must evaluate the potential for on-site energy generation or the construction of co-generation facilities within the PUD-KS District. A Development Proposal for a commercial building shall include a study, prepared by the Developer, considering the feasibility of connecting the building(s) identified in the Development Proposal to the existing district steam system.
- (b) Urban Site and Landscaping; Water Management. The Developer, for each new building, must explore opportunities for (i) potable water use reductions, (ii) storm water management using open spaces, (iii) the incorporation of indigenous vegetation, and, (iv) stormwater for irrigation purposes. At a minimum, all new buildings within the PUD-KS District must meet the Department of Public Works' standards for water quality management and the retention/detention of the difference between the 2-year 24-hour pre-construction runoff hydrograph and the post-construction 25-year 24-hour runoff hydrograph. The design of buildings and outdoor spaces must also provide for vegetation such as canopy trees, green walls and other measures to reduce urban heat gain.
- (c) Cool Roofs. All new buildings approved in the District after January 1, 2014, must employ Functional Green Roofs (as such term is defined in Article 22.000 of this Zoning Ordinance), high-albedo "white" roofs or a functionally equivalent roofing system.
- (d) Monitoring. All new buildings approved in the PUD-KS District shall be required to conform to the requirements of the Cambridge Building Energy Use Disclosure Ordinance, Chapter 8.67 of the Municipal Code.
- (e) In connection with the approval of a Final Development Plan or in connection with the granting of a Special Permit pursuant to Article 19 of the Ordinance, the Planning Board may grant dimensional and other zoning relief in order to permit the construction of a co-generation facility or other energy systems that allow developments to develop shared solutions to minimize energy usage.
- (f) A Development Proposal shall include a Sustainability Narrative describing how the project will meet the requirements set forth in this Section, and shall additionally describe the consistency of the proposed development with other

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sustainability goals that may be established by the City, such as mitigating urban heat island effect, promoting district energy systems, and preparedness for impacts of climate change.

13.112.5 Contribution to Kendall Square Fund. Prior to issuance of a Certificate of Occupancy for any building authorized by a PUD special permit in the PUD-KS District and containing non-residential uses not exempt from GFA pursuant to Section 13.13.1, the permittee shall be required to contribute to a Kendall Square Fund established by the City Manager. The contribution (referred to as a “Fund Contribution Payment”) shall be calculated by multiplying ten dollars (\$10.00) by the number of square feet of new GFA greater than is permitted in the base districts for all non-residential uses not exempt from GFA pursuant to the provisions of Section 13.13.1. The City shall use the Fund Contribution Payment pursuant to this Section 13.112.5.

- (a) Open Space and Transit Improvements. 67% of any Fund Contribution Payments shall be allocated for the establishment and betterment of publicly beneficial open spaces located in the PUD-KS District and adjoining neighborhoods, and transportation improvements and services to benefit the Kendall Square neighborhood and adjacent neighborhoods; not already required by the City of Cambridge Parking and Traffic Demand Management (PTDM) Ordinance. The open space and transit improvement funds shall be allocated at the direction of a committee appointed by the City Manager, which committee shall contain representatives from Kendall Square and adjacent neighborhoods.
- (b) Workforce Development and Training. Thirty-three percent (33%) of any Fund Contribution Payment shall be allocated separately for workforce development serving residents throughout the City of Cambridge. The workforce development and training funds shall be allocated at the direction of a committee appointed by the City Manager.

13.113 Special Requirements Related to Government Use on Government Owned Lots. Where a Development Parcel or Master Plan Area in the PUD-KS district includes a Government Owned Lot as it is defined below, the special provisions set forth in this Section 13.113 shall apply notwithstanding any other regulations to the contrary set forth in this Ordinance.

- (a) For the purpose of this Section 13.113, a Government Owned Lot shall mean a lot owned by the federal government that may be developed in conjunction with a

These provisions are included acknowledging that the development of Federal facilities would, under normal circumstances, be immune from local regulation. There would be a benefit to including such facilities in a PUD plan rather than having them developed separately on a stand-alone site. This text seeks to remove requirements that may be seen as impediments by a Federal agency, to incentivize development of government facilities within a PUD area.

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transfer of land to a private entity, where such transferred land abuts the Government Owned Lot, and where, for the convenience of the government, the Government Owned Lot is included as part of a Development Parcel or Master Plan Area. If so included, such Government Owned Lot shall be clearly identified in a Development Proposal and Final Development Plan.

- (b) Uses on a Government Owned Lot categorized as Other Government Facility in Section 4.33, item (g) in the Table of Use Regulations in this Zoning Ordinance, if included within a Final Development Plan, shall be exempt from the requirements set forth in this Section 13.113 and elsewhere in the Ordinance, including but not limited to Floor Area Ratio (FAR) limitations, limitations on non-residential use allowed in a Final Development Plan, Active Use requirements, Innovation Space requirements, Community Fund contributions and Incentive Zoning contributions.
- (c) Notwithstanding the above, a Government Owned Lot shall be included in calculating the area of a Development Parcel for all purposes, including the calculation of FAR limitations and Open Space requirements. Publicly Beneficial Open Space on a Government Owned Lot may be counted toward meeting the open space requirements of Section 13.14, notwithstanding any limitations on access or use that may be imposed by the controlling government entity.
- (d) If a Special Permit has been granted authorizing development on a Development Parcel or Master Plan Area containing a Government Owned Lot in accordance with a Final Development Plan, and the controlling government entity later separates the Government Owned Lot from the remainder of the Development Parcel or Master Plan Area, then no future modification to development on the Government Owned Lot shall affect the development authorized in the approved Final Development Plan on the remainder of the Development Parcel or Master Plan Area, and such development shall be allowed to proceed in accordance with the Final Development Plan.
- (e) If a Special Permit has been granted authorizing development on a Development Parcel or Master Plan Area containing a Government Owned Lot in accordance with a Final Development Plan, and the Government Owned Lot is later transferred in ownership such that it no longer meets the definition of a Government Owned Lot as set forth in Paragraph (a) above, then the provisions of this Subsection 13.113 shall no longer apply and any modifications to the Final Development Plan shall be required to conform to the requirements and procedures set forth in Article 12.000

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and this Section 13.10 along with other applicable provisions of the Zoning Ordinance.

PUD-KS Site Planning and Design Guidelines

Vision

- An accessible, diverse and unique place that integrates the PUD-KS district seamlessly into the surrounding urban fabric of Kendall Square and the Eastern Cambridge neighborhoods.
- A place that is defined by high quality sustainable architecture, urban design and open space with an enduring sense of place that celebrates Kendall Square’s spirit of innovation and creativity.

Master Plan Requirements

This section is intended to inform the preparation of materials and information required as part of the PUD application process.

- The **Site Massing Plan** should demonstrate compliance with the zoning requirements, provide for a degree of variation and interest in overall building and podium heights, and sensitively manage the height and bulk of new buildings. Ensure views from significant public spaces are considered in the placement of tall buildings (over 200’) and identify appropriate sites for tall buildings that will enhance the identity of Kendall Square by defining edges or intersections, or serving as landmarks.
- The **Connectivity Plan** should define the function, character and feel of all streets, and pedestrian and bicycle connections.
- The **Open Space Plan** should configure open space as a key feature of the site with a view towards maximizing solar access, while balancing the need for logical pedestrian circulation and spatial organization of new buildings. The plan shall establish a hierarchy of open spaces including streets, paths, parks, formal gathering spaces, plazas, gardens, courtyards and ‘in-between spaces’. The Open Space Plan should show how buildings and uses on the edges of open space will frame these spaces and encourage activity.

Connectivity

Goal:

- Create a highly legible and integrated movement network that connects into every kind of route in order to encourage walking and cycling throughout the district.

Measures:

- a. Designate a hierarchy of streets and connections with different pedestrian experiences, functions and levels of importance that will help shape the future design of buildings and open spaces.

- b. Ensure that site planning and design provides for good connections and movement options through the district, and more broadly contributes to the accessibility, connectivity and permeability of the neighborhood.
- c. Ensure connections are overlooked and are lined with active frontages, and integrated into Kendall Square’s urban layout and structure.
- d. Improve connections to Broad Canal to promote its use and create a pedestrian circuit around the Charles River.
- e. Ensure high quality pedestrian connectivity between all uses in the PUD area.
- f. Design all streets to prioritize pedestrians and cyclists.

Open Space

Goal:

- Create a cohesive network of high-quality open spaces and places that are well-connected and provide opportunities for people to relax, play and meet.

Measures:

- a. Create a significant public gathering space or public park with dimensions large enough to encourage civic participation and community events, and in a location that is either central to the site or at an important gateway to the site.
- b. Ensure that the design and configuration of open space creates significant visual and physical connections through the site, including to Broad Canal and Point Park. Provide opportunities for views out of the site and access to sunlight and greenery for building inhabitants.
- c. Public open space should have good solar access, not be dominated by buildings, be protected from wind, accommodate tree plantings and be directly accessible from streets.
- d. Rooftop open space should be connected to adjacent interior space, be designed to be directly accessible from public spaces, and preferably have visual connections with sidewalks and other buildings
- e. Support wayfinding by locating public open space at strategic points in the movement network, such as the intersections of important connections.
- f. Strengthen the role of Loughrey Walkway (connecting Sixth Street to Ames Street) as a ‘green spine’ linking Kendall Square to the Eastern Cambridge residential neighborhoods. Ensure a pleasant and inviting pedestrian and cycling link is maintained.
- g. Consider ways to design open space to enhance the identity and character of Kendall Square (e.g. wayfinding initiatives, public art and sculpture, interactive installations etc.).
- h. Design and program open spaces to be flexible, and to promote robust activity and social life throughout the day and evening, on weekends and throughout the year.

- i. Identify strategies for how future public and private open spaces will be integrated into the open space network, and ensure that privately-owned spaces accessible to the public are clearly legible as such, and are welcoming to the public.
- j. In the case of development including or adjacent to a government-owned facility and open space, encourage positive relationships between that facility and adjacent streets and open spaces and active public uses, especially where the facility includes active-use spaces that are open to the public, in order to contribute to the vitality of Kendall Square.
- k. Investigate opportunities to incorporate stormwater treatment / management strategies and environmental sustainability into the design of open space areas.