

# **KENDALL SQUARE PLAN**

## **ZONING RECOMMENDATIONS: AREA-WIDE**

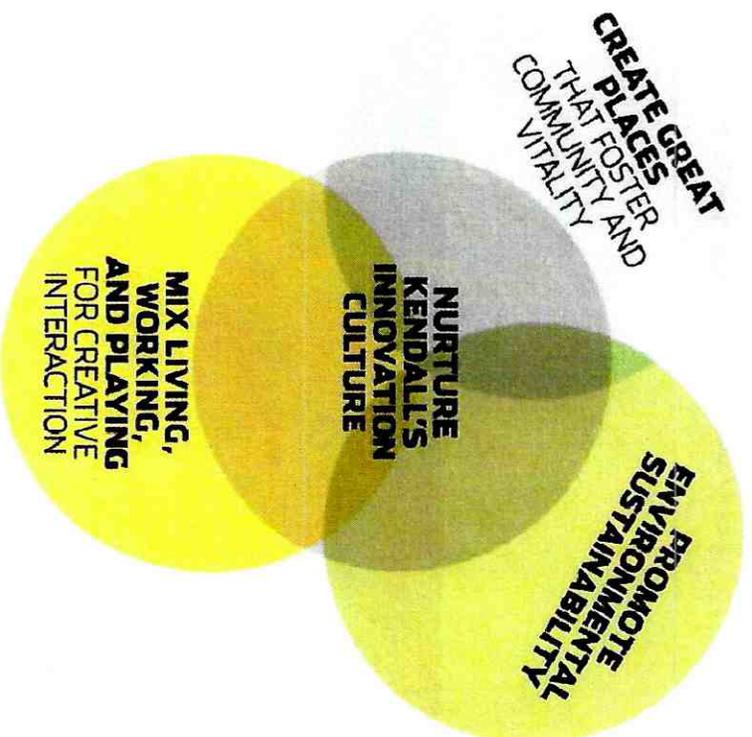
Cambridge Community Development Department

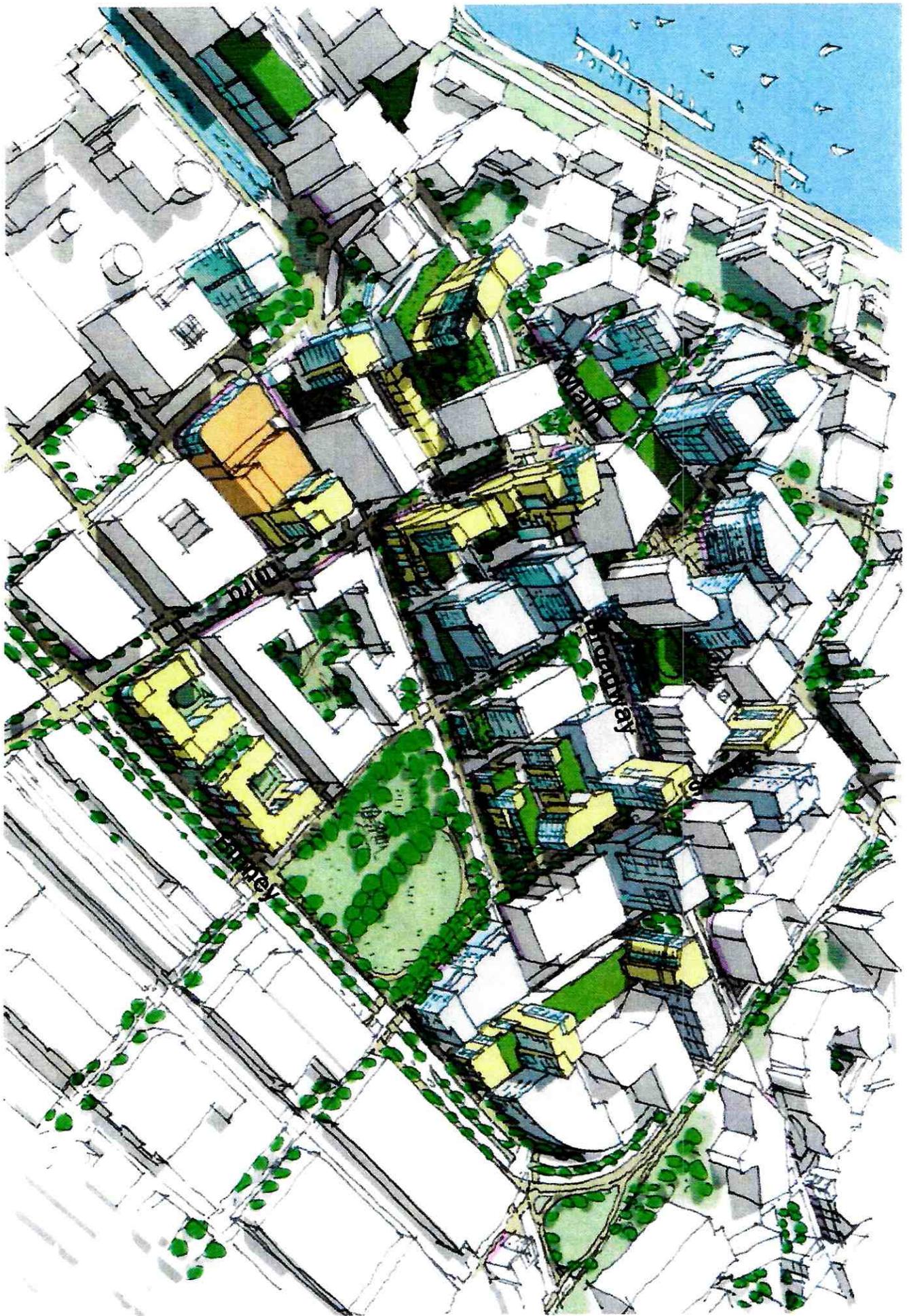
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# VISION & GOALS

A dynamic public realm connecting diverse choices for living, working, learning, and playing to inspire continued success of Cambridge's sustainable, globally-significant innovation community.

- Nurture Kendall's innovation culture
- Create great places
- Promote environmental sustainability
- Mix living, working and playing

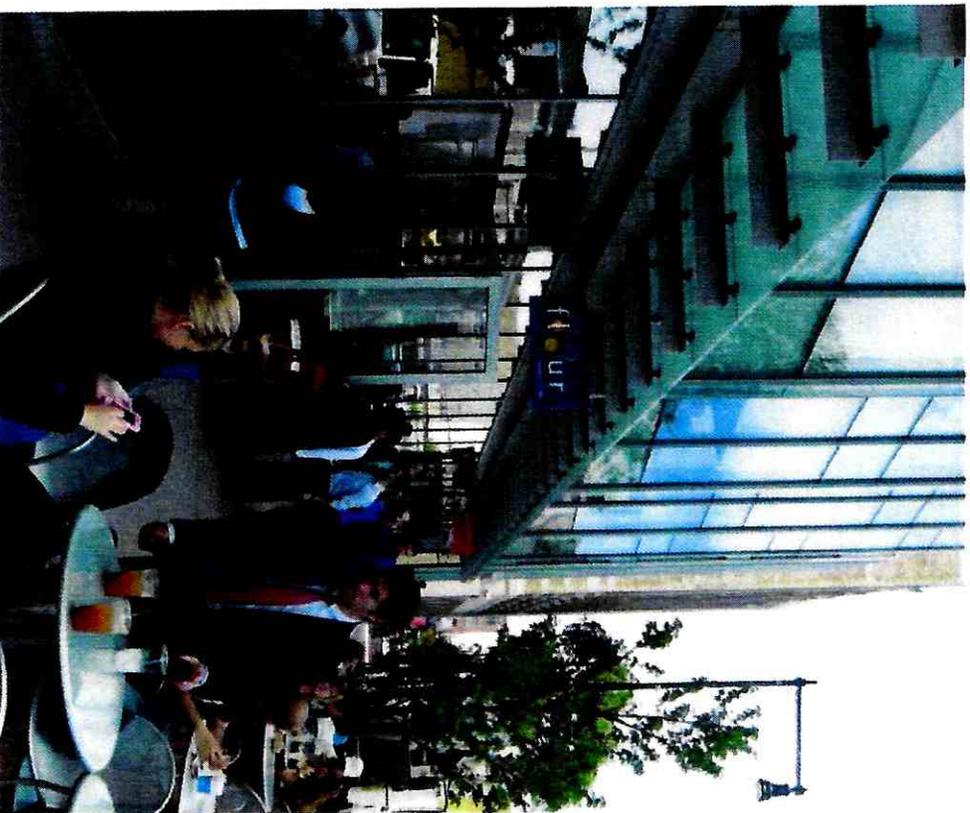






# Active Ground Floors

- **Active ground floor uses encouraged along all public streets and open spaces**
- **Ground Floor Retail: Required along Main Street, Broadway, Ames Street, Third Street and non-residential frontage along Broad Canal Way**

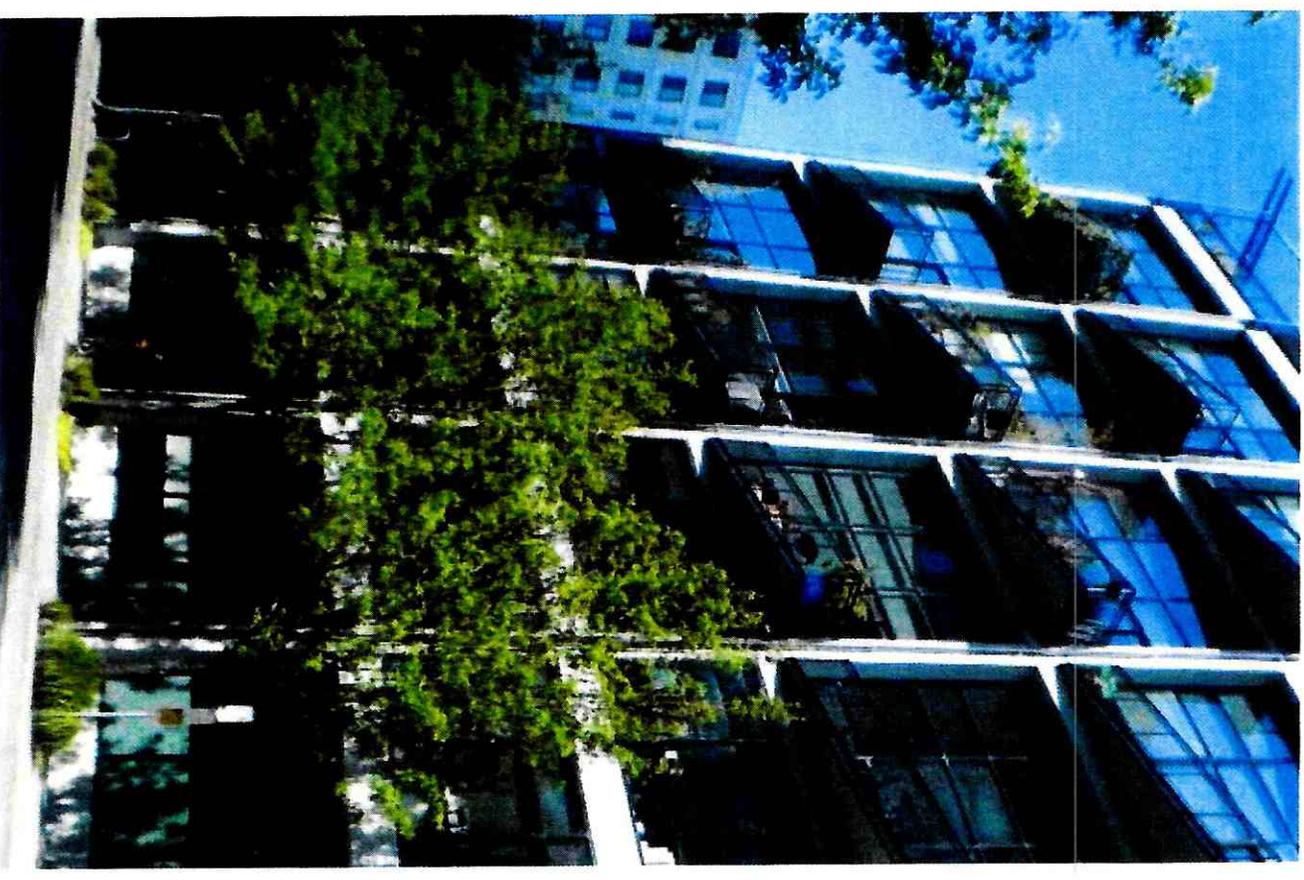


- **Retail Exemption:** Ground-level retail exempted from the district GFA limitations
- **Criteria for required and exempt retail**
  - Min. 75% frontage
  - Min. 40' average depth
  - Individual pedestrian entrances
- Encourage needed retail e.g. **grocery and pharmacy**
- **Remove restrictions on retail and open-air retail** (not including drive-in retail) -- as-of-right if within an existing building and 5,000 SF or less; by Planning Board special permit otherwise.

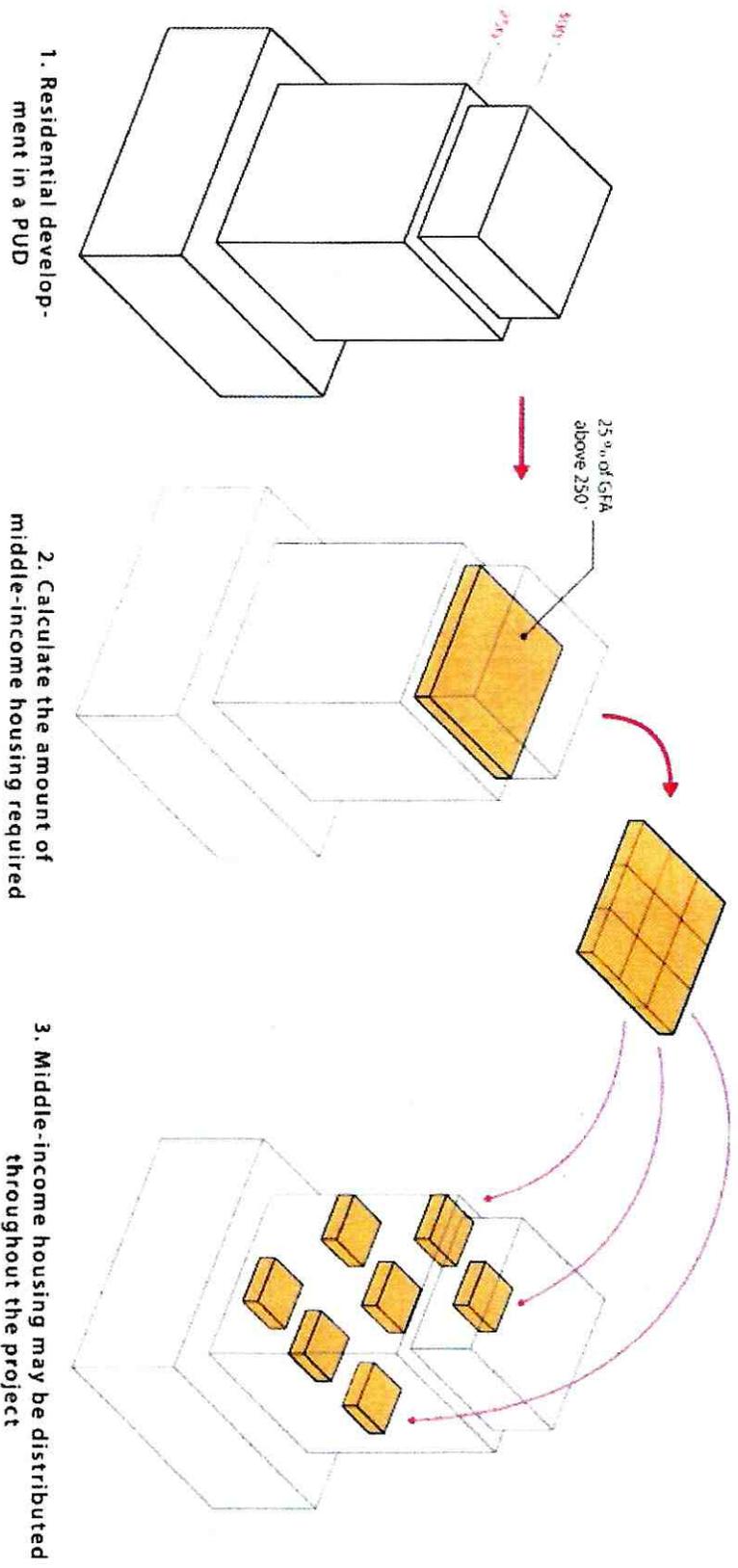


# Housing

- **Minimum required housing:** PUD KS-1, KS-2, and KS-4 include a minimum housing requirement.
- **Middle Income Housing (80 – 120% of AMI):** Required in buildings that exceed 250' in height. Diverse sizes, including 2-BR and 3-BR. Distributed throughout the building, not just on the top floors.
- **Phasing of minimum required housing:** Certificate of occupancy for no more than 60% of the non-residential capacity may be granted until a Certificate of Occupancy for 100% of the required housing is obtained.



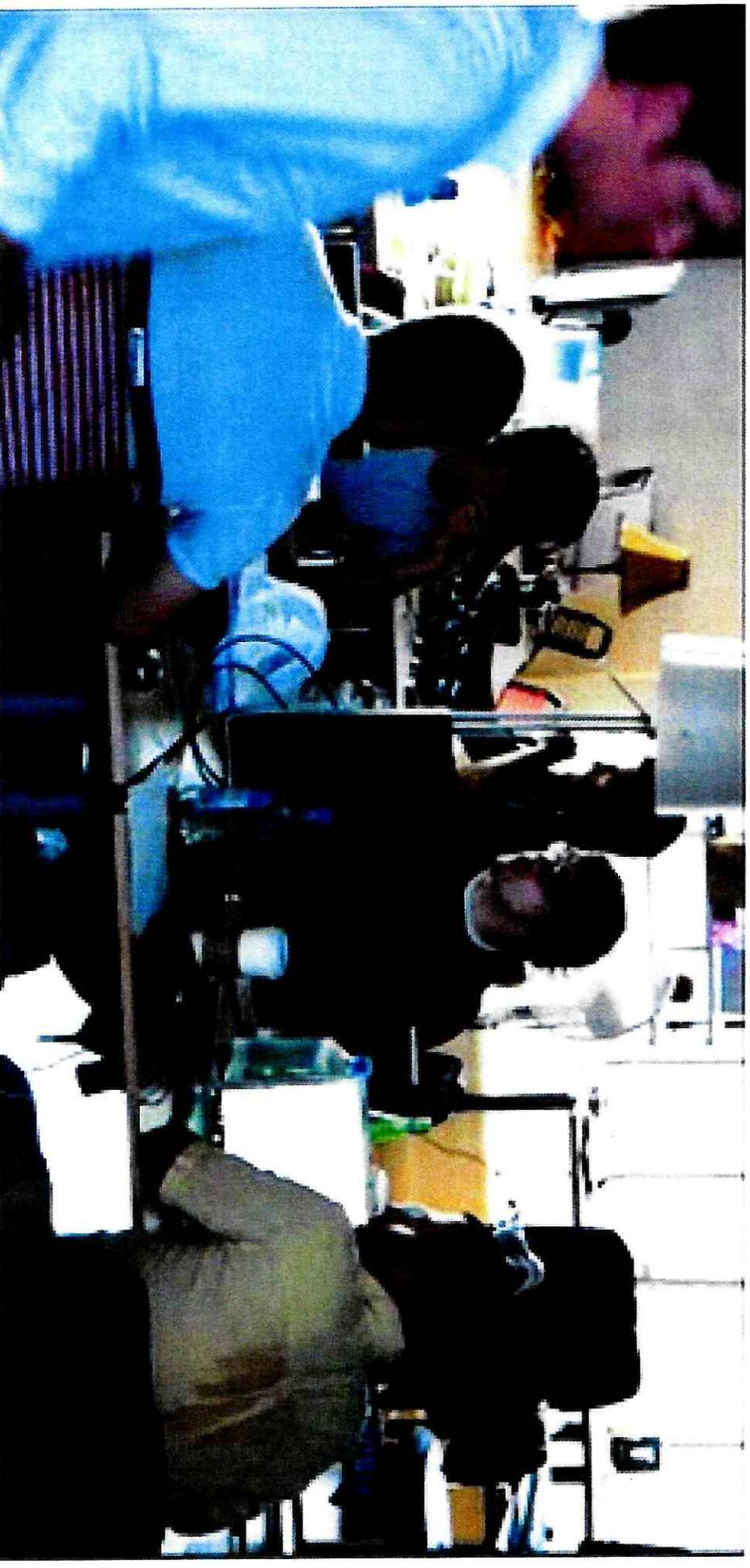
# Middle-Income Housing



- **Middle Income** is 80 – 120% of AMI
- **Buildings over 250'** must include middle income units
- Units may be of **diverse sizes**, including 2-BR and 3-BR
- Units to be **distributed throughout the building**. Ground floor units with access to open space are preferred for **family size units**
- **Inclusionary housing** and **incentive zoning** requirements continue to apply

# Startup Innovation Space

- 5% of all non-residential GFA to be affordable 'startup innovation space' for technology startup companies
- Up to 50% of startup innovation GFA exempt from GFA limit (up to a max. 5% of non-residential GFA in the PUD)



# Startup Innovation Space

- General standards for 'startup innovation space':
  - must be provided in contiguous increments of 20,000 sf or more
  - Min. 50% of space devoted to co-working & shared common areas
  - flexible, short term leases of 1 month
  - ≤ 10% of the 'startup innovation space' to be leased by single company
  - average size of privately-rentable suites ≤200 sq. ft.
  - Alternative format w/PB approval
- To be located in new or existing buildings, or in partnership with other property owners.
- Annual reporting required -- number of tenants, size of spaces etc.
- May be provided off-site. Consolidation encouraged.



## Community Investments / Kendall Square Fund

- **Kendall Square Fund** \$10.00 per square foot payment on all non-residential GFA in a PUD (min. 30% to each category)
  - **public open space** (primarily management and programming; land, design, and construction in some cases)
  - **Enhanced transit connections** to benefit Kendall Square needs e.g. improved connection and frequency to LMA and North Station and Orange Line (EZ Ride or other)
  - **workforce readiness training** for Cambridge residents (for all ages to supplement existing programs run by the City, school system, and local businesses)
- Oversight by K2 Fund Committee
- In-kind contributions possible
  - May not include project-specific mitigation, PTDM measures, project review conditions, and the cost of land leases



# Sustainability

Key sustainability goals	Example initiatives
<p><i>Improve building energy performance</i></p>	<p>Require <b>LEED Gold</b> for new &amp; existing buildings and <b>enhanced energy efficiency</b>            Require <b>energy tracking &amp; reporting</b></p>
<p><i>Increase use of renewable energy and/or district steam</i></p>	<p>Encourage <b>on-site energy</b> systems and <b>co-gen</b>;            Assess <b>district steam</b> potential for new buildings</p>
<p><i>Reduce reliance on automobiles; increase use of alternative fuel vehicles</i></p>	<p>Utilize ‘<b>enhanced TDM</b>’ mode shares for future development            Advocate <b>enhanced transit links</b> (Central, North Point, Sullivan, LMA...) via MBTA and EZ Ride – <b>via K2 Fund</b>            Adjust <b>parking ratios</b>; encourage <b>shared parking</b>  <b>Hubway</b> stations in Kendall</p>
<p><i>Prevent urban heat gain</i></p>	<p>Require <b>cool roofs</b> (green/white);            Encourage <b>green walls</b> &amp; plant more <b>trees</b></p>
<p><i>Reduce storm water runoff quantity, improve quality</i></p>	<p>Require <b>on-site stormwater retention and treatment</b>;            Encourage LID measures (i.e. <b>graywater, rain gardens</b>)</p>

# Parking & Loading

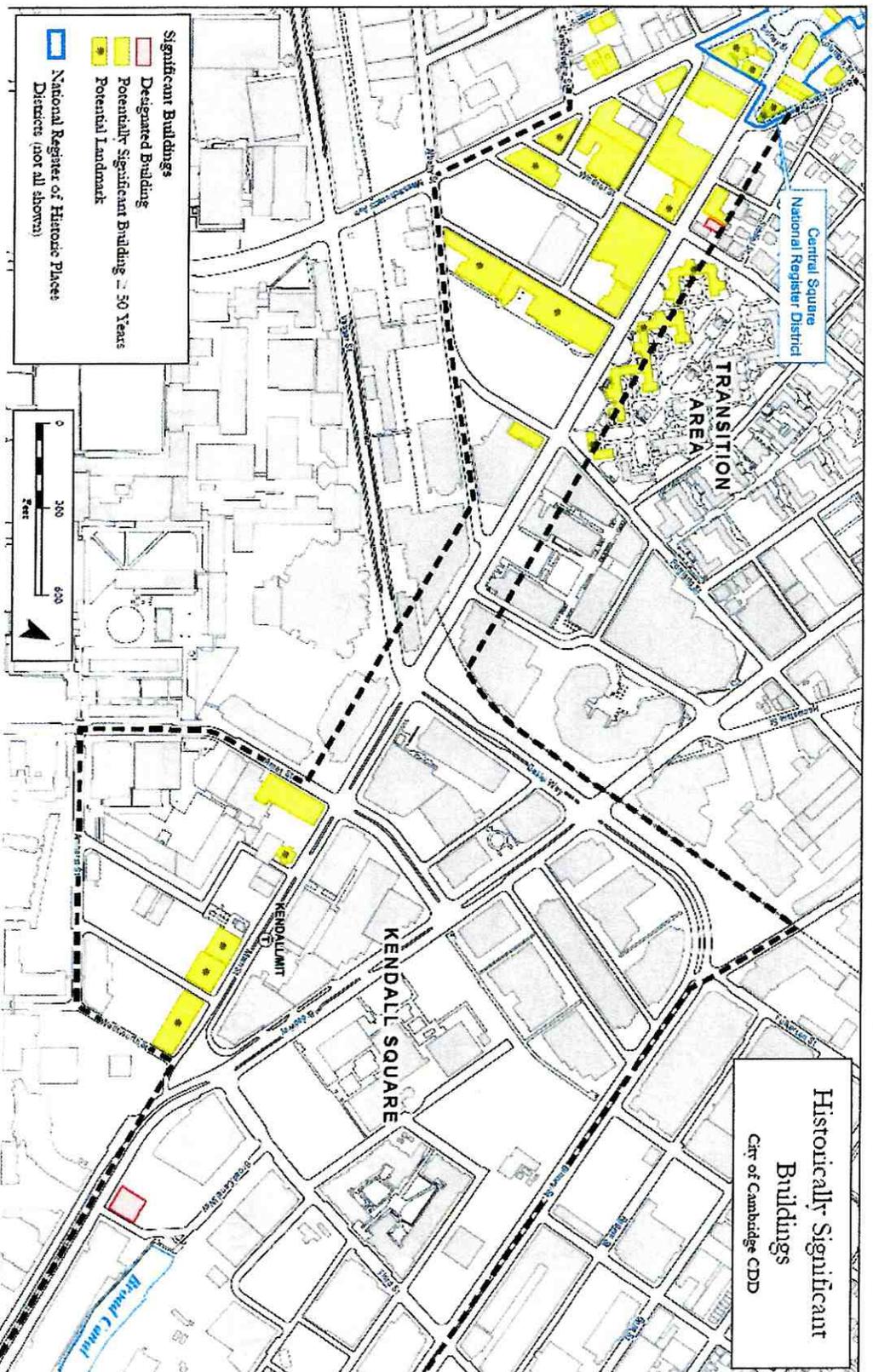
- Establish defined parking maximums for all uses
- Flexible minimum parking based on analysis and as approved by Planning Board

Use	Auto Parking	Minimum	Maximum
R&D			0.8 sp/1000 sq. ft.
Office		Based on analysis	0.9 sp/1000 sq. ft.
Retail/consumer service			0.5 sp/1000 sq. ft.
Residential		0.5 sp/du	0.75 sp/du

- **Shared parking study** required for mixed-use development (for uses with different peak utilization e.g. housing & office)
- Expand distance within which **off-site shared parking** is permitted to 2,000'
- Planning Board may waive required number of **loading** bays to allow consolidation of loading operations

# Historic Preservation

- Allowed GFA may be transferred (with some limitations) to a site elsewhere in the PUD from an existing lot containing a building determined by the Cambridge Historical Commission to be historically or architecturally significant.

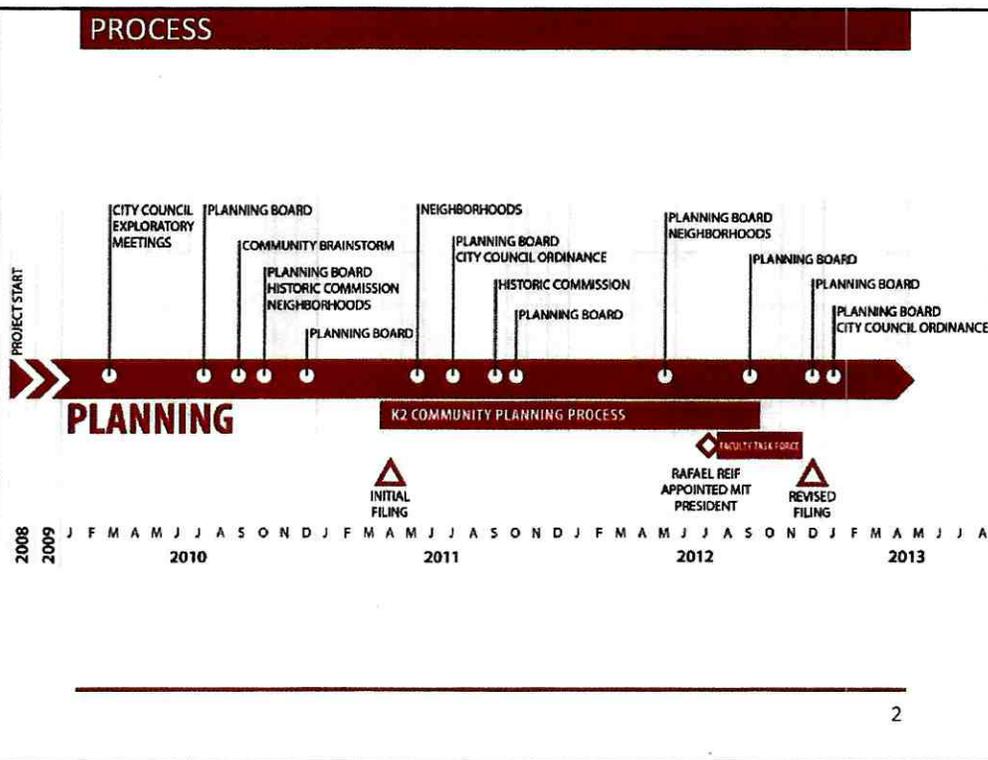


# Kendall Square Initiative

Zoning Presentation  
to the Cambridge City Council, Ordinance Committee  
January 24, 2013



## PROCESS



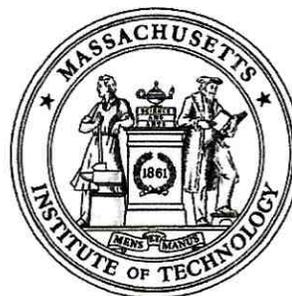
## AGENDA

1. Introduction
2. MIT Context
  - MIT and the Innovation Economy
  - MIT Housing
  - Moving Forward
3. PUD-5 Zoning Petition Overview
  - Review of Language
  - Alignment with Planning Studies
  - Evolution of Proposal
4. Conceptual Buildout / Mix of Uses
  - East Campus Planning
  - Repurpose of 7 parking lots
  - Housing and Lab
  - Open Space and Connections
  - Retail and Active Uses
5. Discussion

## MIT Context

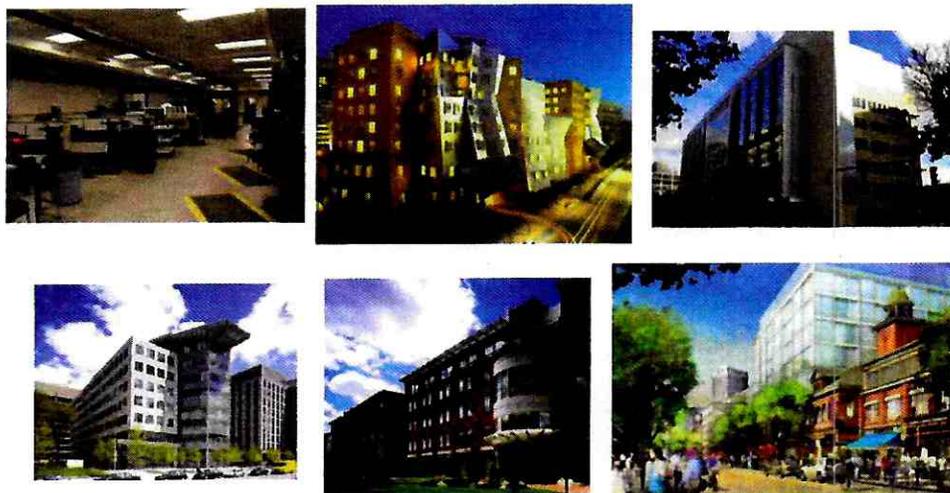
## MIT AND THE INNOVATION ECONOMY

- MENS ET MANUS : mind and hand
- Real world problem solving and hands-on research
- Innovation continuum from basic science/engineering to applied research to start-up companies
- MIT stands apart in the depth, breadth, continuity and intensity of our connections with industry



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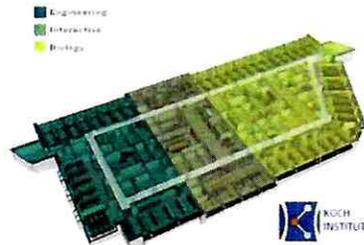
## MIT AND THE INNOVATION ECONOMY



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## MIT AND THE INNOVATION ECONOMY PLANNING CONSIDERATIONS

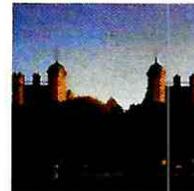
- Dynamic relationship between campus and an enhanced mixed-use district
- Redevelopment and growth in the campus context
- Large scale, specialized research facilities and the need for connection, interaction, collaboration at the building level



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## MIT HOUSING GRADUATE AND UNDERGRADUATE

- Over 98% of MIT's 4,363 undergraduates live in residence halls or FSILGs
- MIT houses 39% of its 6,259 graduate students
- Since 1997, over 1,300 new graduate beds added in the northwest sector of campus in Ashdown House (541 beds), Sidney-Pacific (681 beds), and The Warehouse (120 beds)

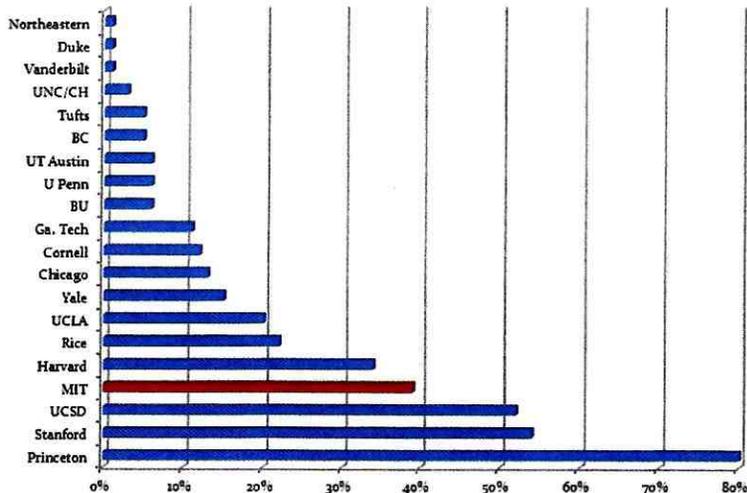


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**MIT HOUSING**

**GRADUATE**

Percentage of **graduate** students housed by a sampling of other colleges and universities:



Source: Phone survey and web searches, updated 2012

**PUD-5 Zoning Petition  
Overview**

**PURPOSE**  
**SECTION 13.80**

- Advance Kendall Square as a world-renowned center of innovation
- Create a vibrant mixed-use district
- Enable MIT's academic mission



**PUD LIMITS AND SUBDISTRICTS**  
**SECTIONS 13.81.1 AND 13.81.2**



26 acres

**ALLOWED USES****SECTION 13.82**

- **All uses are allowed across the entire district.**
  - Residential – allows multifamily and hotel
  - Transportation / Communications – MBTA
  - Office and lab uses
  - Institutional uses, including dormitories
  - Retail
  - Open Air / Drive-in – does not allow drive-thru but does enable open air retail and entertainment
  - Light industry – allows light manufacture of a variety of goods to support entrepreneurial retail but no noxious or heavy industry
  - Planning Board may allow other uses consistent with objectives of PUD-5

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13**FAR****SECTIONS 13.83.1 AND 13.83.2**

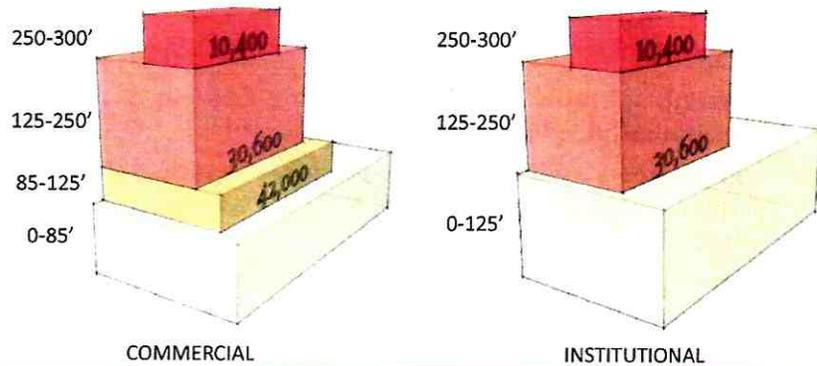
- **Maximum FAR for the entire district is 3.9**
- **Any parcel can exceed as long as it does not cause the entire district to be over**
- **Ground floor retail is excluded from FAR**

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**GFA LIMITATIONS****SECTION 13.83.3**

- No more than 980,000 sf of new commercial
- Floor plates aligned with K2 recommendations
- More flexibility for institutional floor plates



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**PARCEL SIZE AND SETBACKS****SECTIONS 13.84 AND 13.85**

- Minimum size for development parcel is 25,000 sf
- Setback 16' at and above 85' in height along Main Street, Third Street and Broadway
- Pedestrian bridges are allowed, with City Council approval when over public land, and are exempt from floor plate restrictions

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**HEIGHT**

**SECTION 13.86**

- One new building in the Main Street Subdistrict and another in the Third Street Transition Subdistrict is allowed to a height of 300' if the use above 250' is residential
- Additional residential square footage above 250' is subject to a moderate income housing requirement



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**OPEN SPACE**

**SECTION 13.87**

- Minimum Open Space 15% across the PUD-5 district



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**PARKING****SECTIONS 13.88.1 TO 13.88.4**

- **Automobile parking consistent with Traffic, Parking & Transportation recommendations in the K2 study**
  - 0.90 spaces per 1000 sf of Office
  - 0.80 spaces per 1000 sf of Lab
  - 0.50 to 0.75 spaces per residential unit
  - 0.50 spaces per 1000 sf of Retail
  - 0.25 spaces per hotel key



Electric Vehicle Charging Station  
One Broadway

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**PARKING****SECTIONS 13.88.5 TO 13.88.10**

- Development proposals to include shared parking study
- Requires below grade parking south of Main Street but allows extension of above grade at One Broadway; allows 5% on grade
- Temporary parking provisions during project phasing
- Provisions for replacement of existing parking for continuing uses
- Loading flexibility between buildings
- Bike parking complies with the ordinance



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**HOUSING****SECTIONS 13.89.1 AND 13.89.2**

- Requirement for construction commencement of 240,000 sf of residential prior to commercial development over 600,000 sf
- Residential GFA is subject to 11.203.2 Inclusionary Housing of affordable units
- Commercial GFA is subject to 11.203.1 Incentive Zoning Contribution (\$4.44 per sf – up to \$4.3m)

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**INNOVATION SPACE****SECTION 13.89.3**

- The district must include innovation space that is equal to 5% of the new commercial GFA
- Characteristics include small business incubators, flexible short-term leases & shared space
- 5 year review of the implementation of such innovation space may be requested by the Planning Board or developer
- Existing innovation space GFA can be used to meet this requirement



Cambridge Innovation Center  
One Broadway

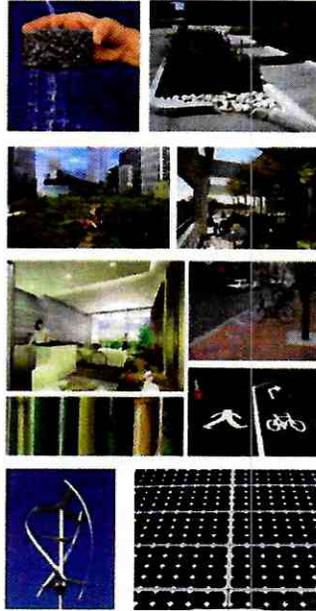
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**SUSTAINABILITY**

**SECTION 13.89.4**



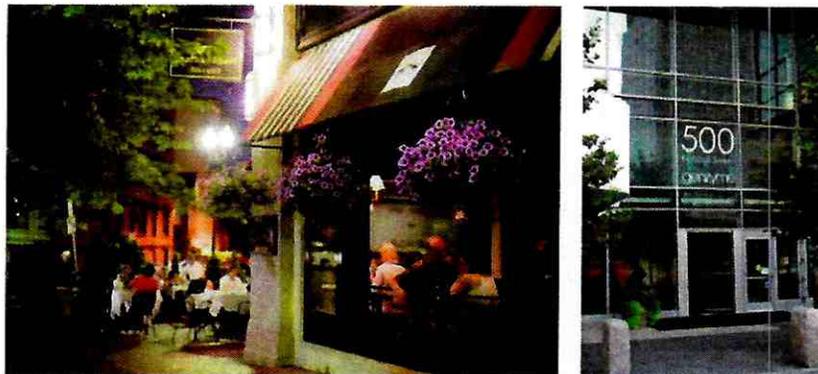
- LEED Gold for new commercial lab and office buildings
- Incorporate best practices in energy and emissions, landscape and water management, healthy living, transportation and sustainability awareness



**SIGN ORDINANCE**

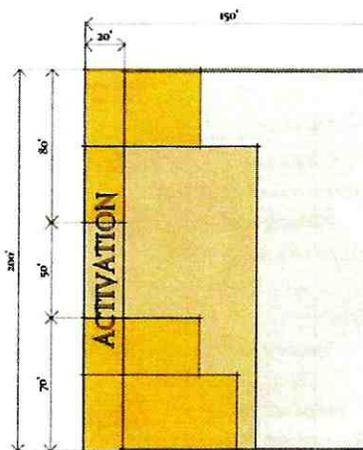
**SECTION 13.810.1**

- Article 7 - Business, Office and Industrial Districts (7.16.22) sign regulations applicable to PUD-5



**ACTIVE USES****SECTION 13.810.2**

- 75% of first floor new GFA at 20' depth along Main Street, Broadway and Broad Canal Way must be devoted to active uses including retail, institutional uses open to the public, open air retail and other uses approved by the Planning Board that meet the criteria
- Lobbies are not considered active uses



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**COMMUNITY FUND****SECTION 13.810.3**

- Establishment of a Community Fund
- 7 member committee including one from each of 3 abutting neighborhood associations, KSA and MIT
- \$10.00 per new gfa paid at Certificate of Occupancy
- Three components are:
  - Open spaces within 500 feet of the district
  - Transportation improvements to Kendall and adjacent neighborhoods
  - Workforce development citywide
- Preapproved credits are allowed

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### GENERAL ALIGNMENT WITH KENDALL PLANNING

	MIT	K2	CBT
Heights	✓	✓	✓
Floorplates	✓	✓	✓
Total SF	✓	✓	✓
Residential SF	✓	✓	✓
Commercial SF	✓	✓	✓
Active Ground Floor Use	✓	✓	✓
Parking Ratios	✓	✓	N/A
Open Space Network	✓	✓	✓
Public Realm	✓	✓	✓
Middle Income Housing	✓	✓	N/A
Sustainability	✓	✓	N/A
Setbacks	✓	✓	N/A
Innovation Space	✓	✓	N/A
Community Benefits	✓	✓	N/A

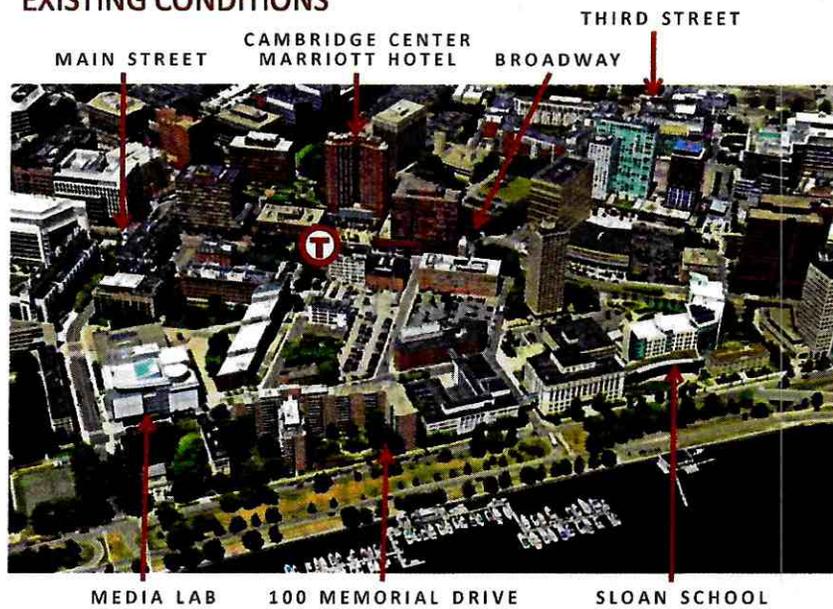
### ZONING PETITION OVERVIEW

	2011	2012
Commercial Max.	980,000 SF	Same
Residential Min.	120,000 SF	240,000 SF
FAR	3.8	3.9
Height	150' - 250' Up to 300' may be allowed	Same Up to 300' may be allowed only for residential with a middle income component Smaller floorplates at higher height
Floorplates	None	
Open Space	15%	Same
Parking Ratios	.9 office, 0.5 residential & retail .9 lab 1/2 hotel rooms	Same .8 lab 1/4 hotel rooms
Signage	No limitations	Commercial sign regulations apply
Innovation Space	Not included	5% of office space in district
Sustainability	Not addressed	New Commercial Buildings LEED Gold
Community Fund	Not addressed	Contribution to Community Fund of \$10 psf of commercial development
Active Uses	Minimum 60,000 SF	75% of ground level space along Third St., Main St., and Broad Canal Way
Low & Moderate Income Housing	42,000 SF	48,500 SF
Incentive Zoning Payment	Not included	Up to \$4.3m contribution to Affordable Housing Trust

# Conceptual Buildout

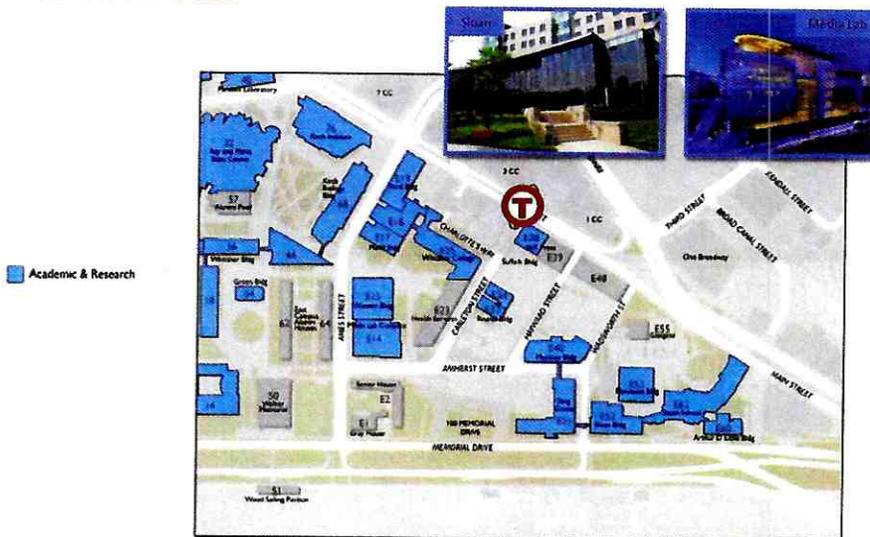
## MIT EAST CAMPUS

### EXISTING CONDITIONS



Aerial by : www.levants.com

### MIT EAST CAMPUS CURRENT USES



### MIT EAST CAMPUS CURRENT USES

**STUDENT**  
 East Campus 354 beds  
 Senior House 146 beds  
 Eastgate 201 units

**MARKET**  
 100 Memorial 270 units

Academic & Research  
 Residential & Institute Housing



### MIT EAST CAMPUS CURRENT USES

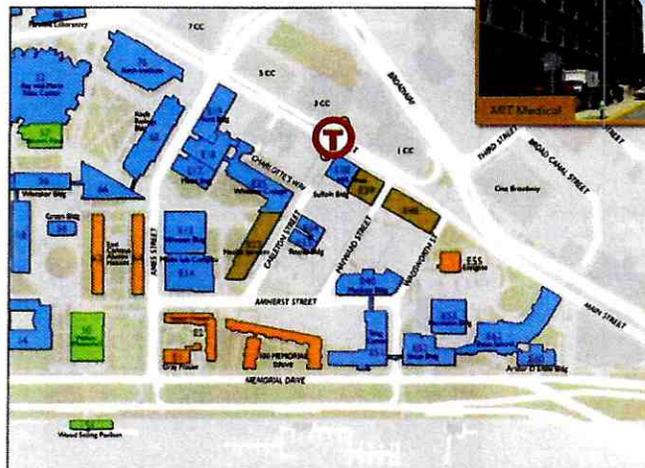
- Academic & Research
- Residential & Institute Housing
- Athletics & Student Life



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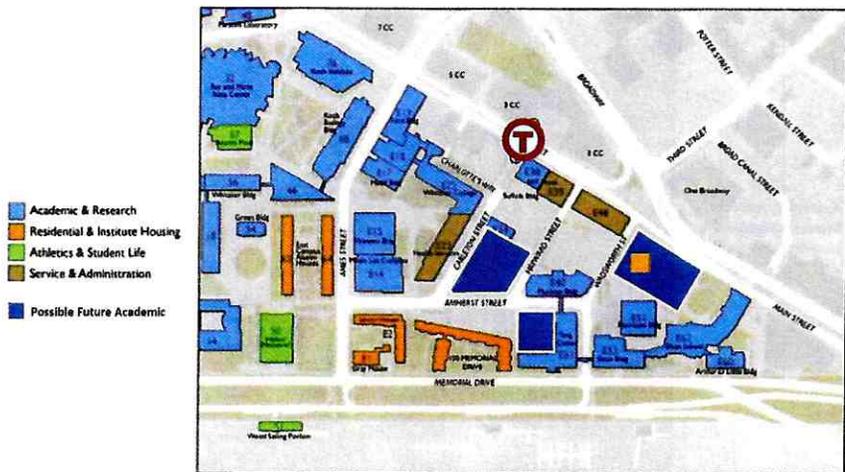
### MIT EAST CAMPUS CURRENT USES

- Academic & Research
- Residential & Institute Housing
- Athletics & Student Life
- Service & Administration

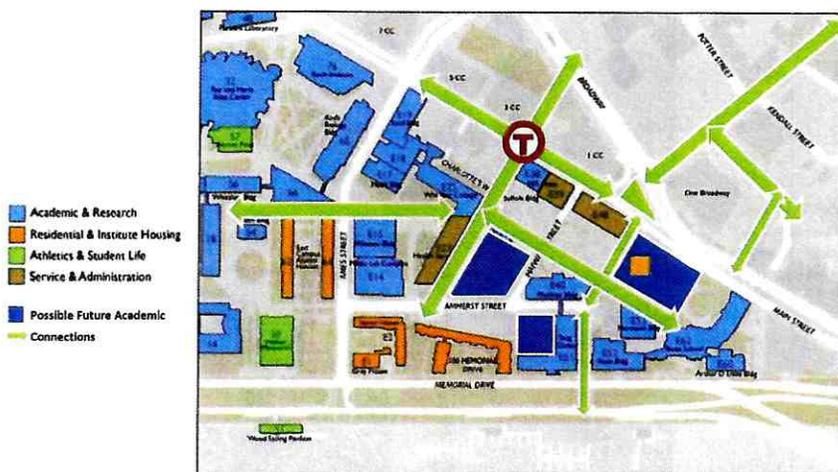


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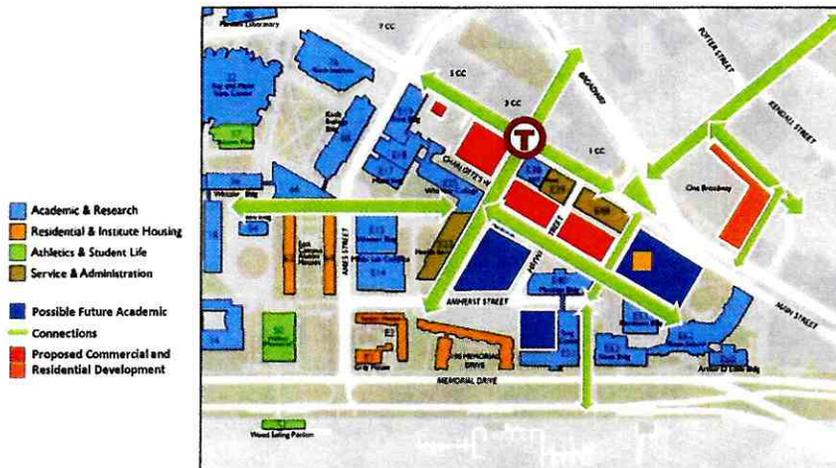
### MIT EAST CAMPUS POSSIBLE FUTURE ACADEMIC DEVELOPMENT SITES ON EXISTING PARKING LOTS



### MIT EAST CAMPUS CONNECTIONS BETWEEN CAMPUS AND COMMUNITY

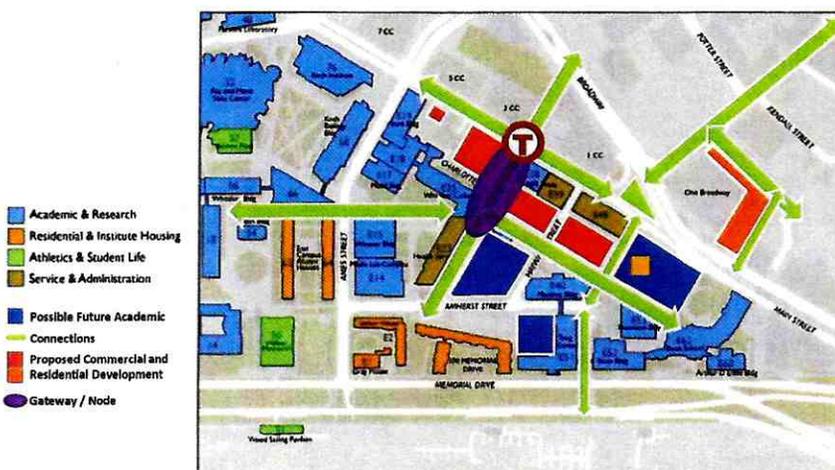


### MIT EAST CAMPUS PROPOSED SITES FOR COMMERCIAL DEVELOPMENT



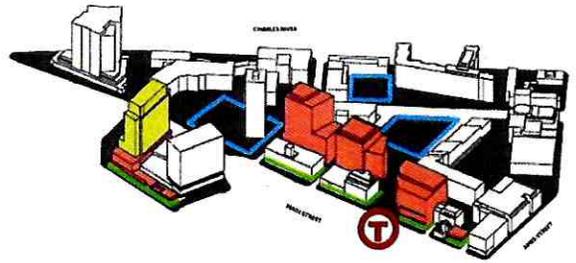
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### MIT EAST CAMPUS AREA OF FUTURE GATEWAY / NODE



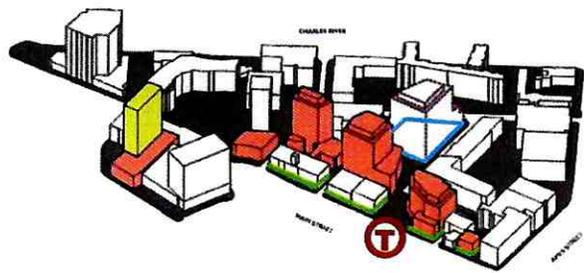
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**CONCEPTUAL COMMERCIAL BUILDOUT**



**MIT DIAGRAM**

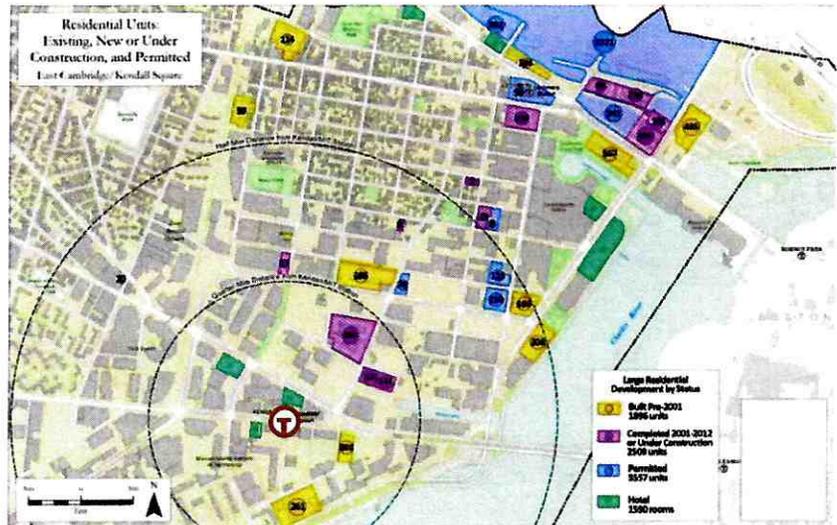
Residential	Office Lab Retail	Academic
240,000 sf	980,000 sf	800,000 sf



**K2 DIAGRAM**

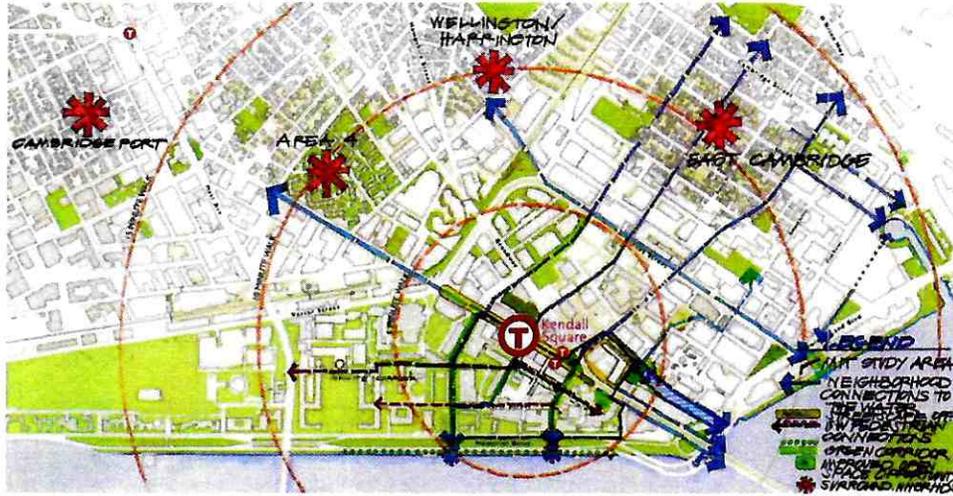
Residential	Office Lab Retail	Academic
200,000 sf	1,000,000 sf	800,000 sf

**HOUSING**



figures and graphic by Cambridge Community Development Department, September 2012

**CONNECTIONS  
BETWEEN CAMPUS AND COMMUNITY**



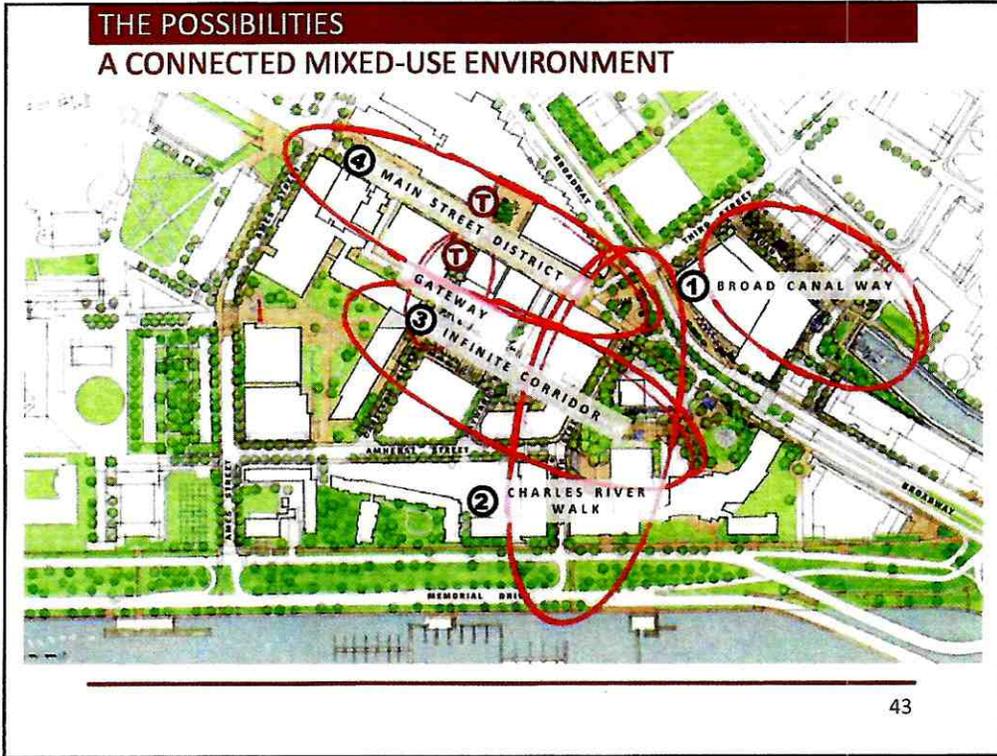
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**KEY INTEGRATION OPPORTUNITIES**

- Eastern Campus Gateway
- Relationship between edge commercial buildings and core academic buildings/infinite corridor
- Connections across Main Street
- Relationship to the broader neighborhood



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**BROAD CANAL WAY**  
**EXISTING VIEW FROM 3<sup>RD</sup> STREET – MAY 2012**



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**BROAD CANAL WAY**  
**POSSIBLE VIEW FROM 3<sup>RD</sup> STREET**



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**OPPORTUNITY  
ENLIVENMENT**



*Development along north and east sides of One Broadway with active ground floor uses will further energize the Broad Canal*

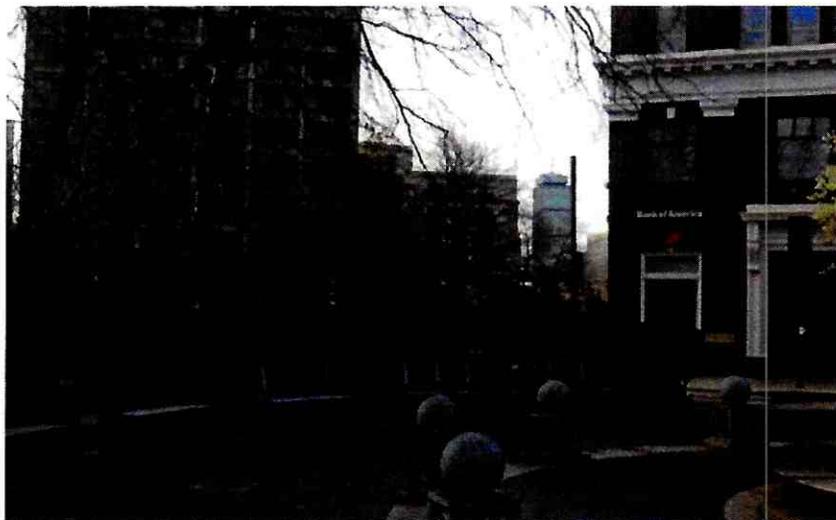
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**THE POSSIBILITIES  
STOP 2 - CHARLES RIVER WALK**



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**POINT PARK RIVERWALK**  
**EXISTING VIEW FROM POINT PARK – MAY 2012**



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**OPPORTUNITY**  
**ACCESS**



*Improvements to Point Park and Wadsworth Street will provide a direct and visible connection to the Charles River*

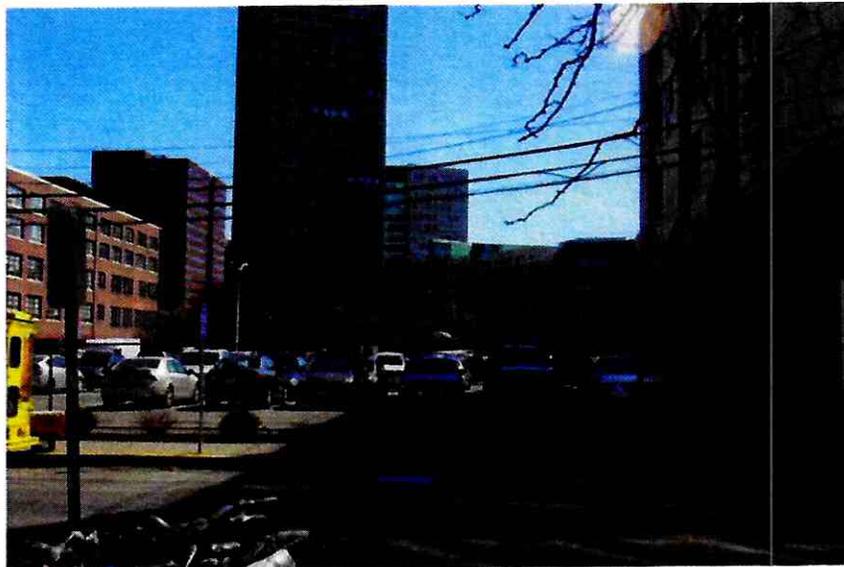
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**THE POSSIBILITIES**  
**STOP 3 - INFINITE CORRIDOR**



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**INFINITE CORRIDOR**  
**EXISTING VIEW FROM MIT MEDICAL – MAY 2012**



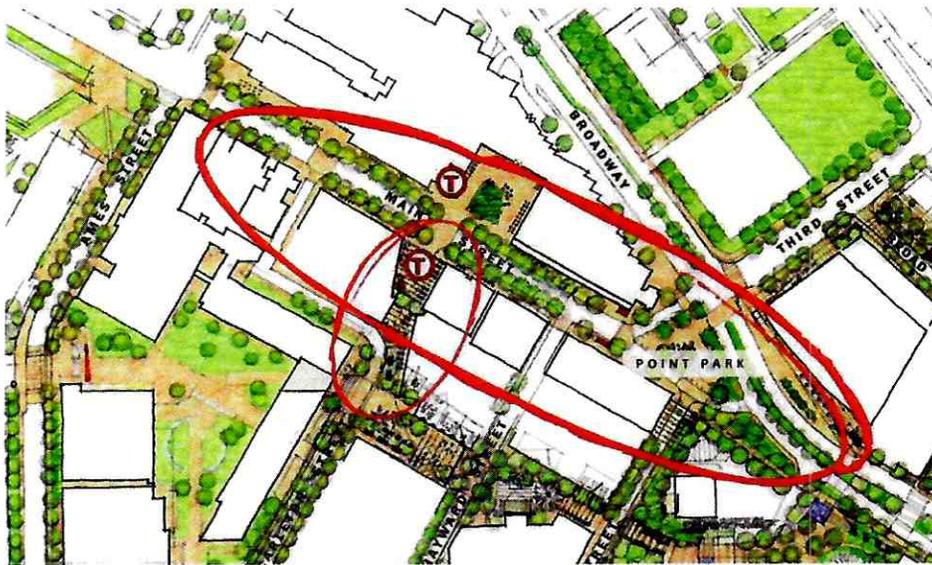
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**INFINITE CORRIDOR**  
**POSSIBLE VIEW FROM MIT MEDICAL**



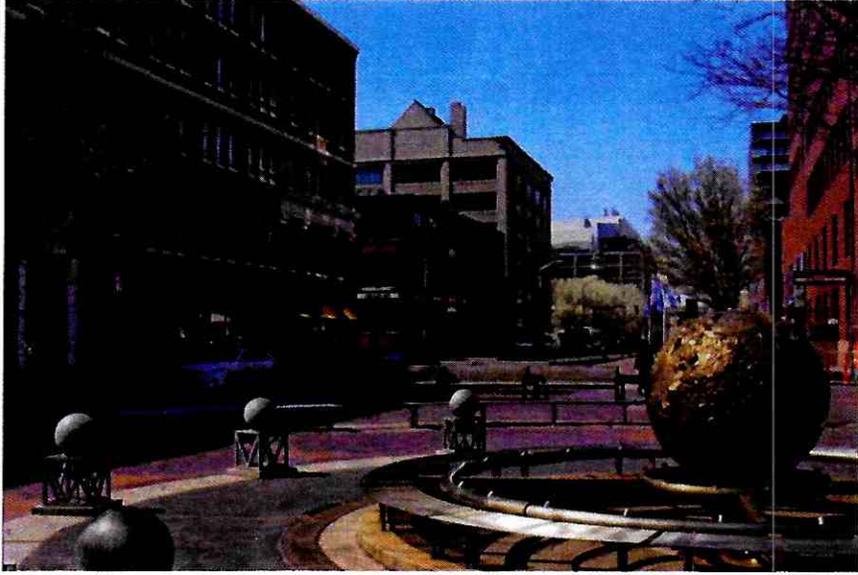
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**THE POSSIBILITIES**  
**STOP 4 - MAIN STREET DISTRICT**



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**MAIN STREET DISTRICT**  
**EXISTING VIEW FROM POINT PARK – MAY 2012**



55

**MAIN STREET DISTRICT**  
**POSSIBLE VIEW FROM POINT PARK**



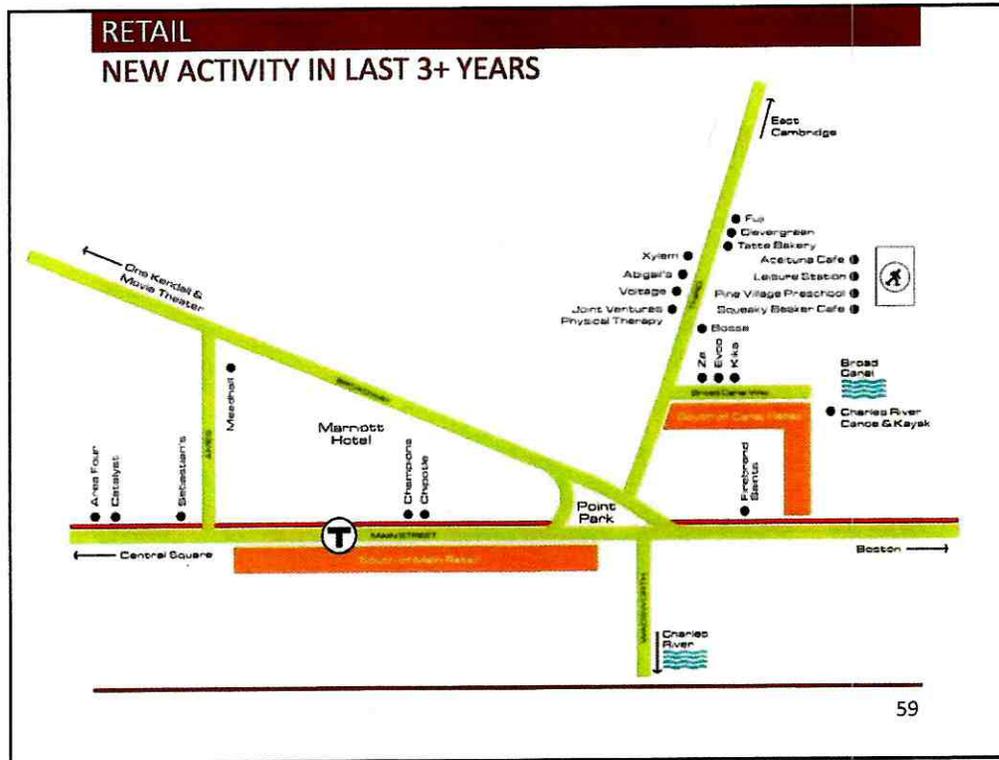
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**OPPORTUNITY**  
**VIBRANT RETAIL**



*Development of parking lots with active ground floor uses will create a vibrant Main Street retail corridor*

**Retail**



### RETAIL

#### ACTIVE, BUSY, UNIQUE STOREFRONTS AND USES

retail identity:

- ▶ small & busy spaces
- diverse storefronts
- spill-out (actual & digital)
- day & night activity
- showrooms & playrooms

The collage consists of 12 small photographs arranged in a grid-like fashion, showcasing various retail environments:

- Top row: A long, narrow retail space with a red floor; a storefront with a large digital display; a storefront with a sign.
- Middle row: A storefront with a sign; a storefront with a sign; a storefront with a sign.
- Bottom row: A storefront with a sign; a storefront with a sign; a storefront with a sign.

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# Discussion

## KENDALL SQUARE INITIATIVE

