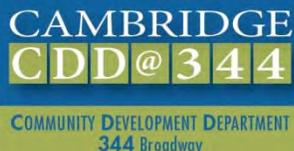


PUD-KS (Volpe Site) Rezoning November 12, 2015

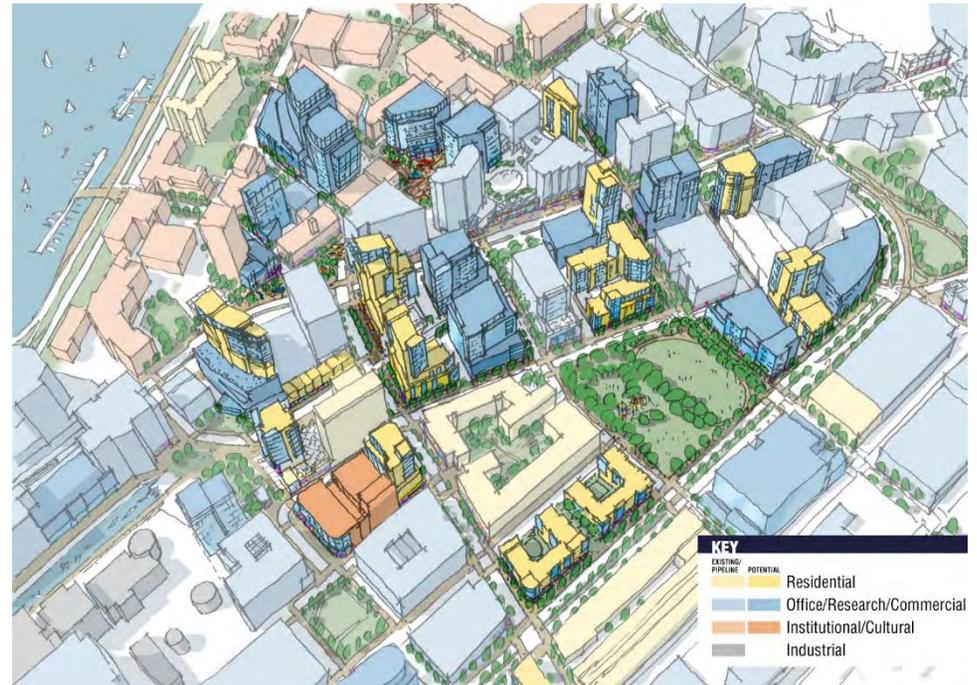


Community Development Department



Vision for Kendall Square

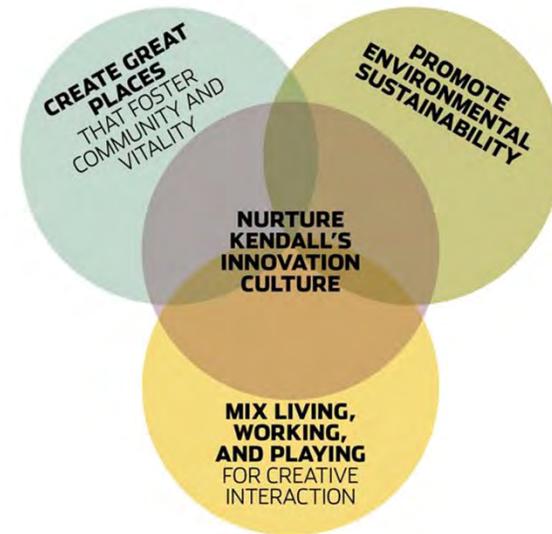
“A dynamic **public realm** connecting diverse choices for **living, working, learning, and playing** to inspire continued success of Cambridge’s **sustainable, globally-significant** innovation community.”



K2 Planning Vision (Goody Clancy)



ECPT Planning Vision (CBT Architects + Planners)



Benefits of PUD-KS Zoning Proposal (as Modified)

Housing

- 1,000 units minimum (approx.)
 - 150 affordable, 50 middle-income (approx.)
 - \$20+ million in total incentive zoning payments
-

Active Ground Floors

- Continuous active use on Third Street, Broadway
 - Up to 140,000 SF ground-floor retail including grocery/market, small operators, family uses
-

Public Open Space

- At least 3.5+ acres Public Open Space
 - Connections to adjacent streets and spaces
 - At least one major civic plaza/park, other public functions
-

Innovation Space

- 84,000 SF (approx.) at full commercial buildout
-

Sustainability

- LEED Gold + energy, stormwater requirements
 - Additional requirements from Net Zero Plan
-

Community Funds

- \$16+ million total for open space programming, transit improvements, workforce readiness
-

Urban Design

- General K2 Design Guidelines
 - Site-Specific PUD-KS Urban Design Framework
-



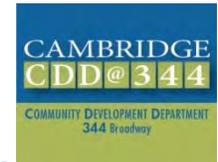
K2 Study Process 2011 – 2012



ECPT/CBT Plan



Connect Kendall Sq Competition



2011

K2 Study

- 20-person Advisory Committee --residents, businesses, property owners/developers, MIT, Kendall Square Association, CRA
- Multidisciplinary consultants -- Goody Clancy
- 18 committee meetings, 5 public meetings/working sessions/site tours
- City Council roundtable

2012

2013

2014

PUD-KS Proposal developed with discussions at Planning Board

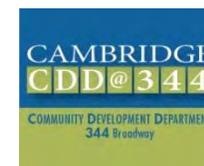
2015

PUD-KS Petition Filed by Planning Board Ordinance Committee/Planning Board Public Hearings

Volpe Site Community Outreach (summer/fall)

PUD-KS Refiled – August 2015 Petition Hearings (ongoing)

2015 Community outreach



Seven drop-in conversations

1. July 30th, 5-7pm at Clement Morgan Park
2. Aug 5th, 5-7pm at Rogers Street Park
3. Aug 12th, 11am-2pm at Lafayette Square
4. Aug 15th, 2-5 pm at Greene Rose Park
5. Aug 20th, 11am-2pm at Kendall Square Farmers' Market
6. Sept 12th, 11am-4pm at The Pride Day
7. Sept 18th, 9am-4pm at The Parking Day



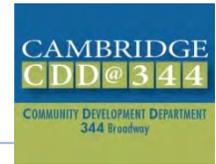
Sit-down forum

Oct 17th, 10am – 12pm Kennedy-Longfellow School

Other meetings

Area 4, ECPT

Council comments - Joint Hearing June 29, 2015



Housing

- Proportion of housing
- Affordable housing (low-mod, mid)
- Housing for families

Ground floor uses and activities

- Family-friendly restaurants
- Low-price supermarket
- Ground floor retail needs more specificity
- Affordable retail & locally-owned
- Retail to attract people
- Workforce development needs
- Incubator space
- Daycare

Other

- Cost and size of Volpe building & site
- FAR of 4.5 is dense
- Transportation – traffic impacts, red line
- Development feasibility
- Have community conversation

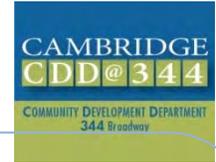
Open space & public realm

- Needs to be very special
- Building facades matter
- Need family-friendly open spaces
- Maximize sunlight & livability
- Contiguous - one primary, a secondary
- Visibility from different vantage points
- Programming
- No gates, needs to face streets
- Welcoming to the neighborhoods
- Engaging & educational indoor & outdoor
- Civic, not corporate space – medieval plaza
- Accessibility of federally-owned open space

Built form

- Composition of buildings respect each other, especially at the lower level
- Floor plate sizes important
- Don't wall off site
- 2 setbacks instead of just one
- Design guidelines need more detail

Planning Board comments– June 29 & July 14, 2015



Land use

- Supporting high-tech & innovation is most important goal for site
- Proportion of housing versus commercial/office space
- Affordable housing (low-mod, middle)
- Housing for families (3 beds)

Ground floor uses and activities

- Retail - where it is going to be located, and what sort of retail it is going to be
- Design guidelines can include retail

Other

- Need financial analysis
- FAR of 4.5 is a lot of sqf to assemble across the site
- Transit impacts

Open space and public realm

- Amount of open space
- Connections are the key for open space
- Connect Kendall shows how to make space function without 5-acre park – it's not the right location for such a large park
- Extend the canal and create more connections through the site

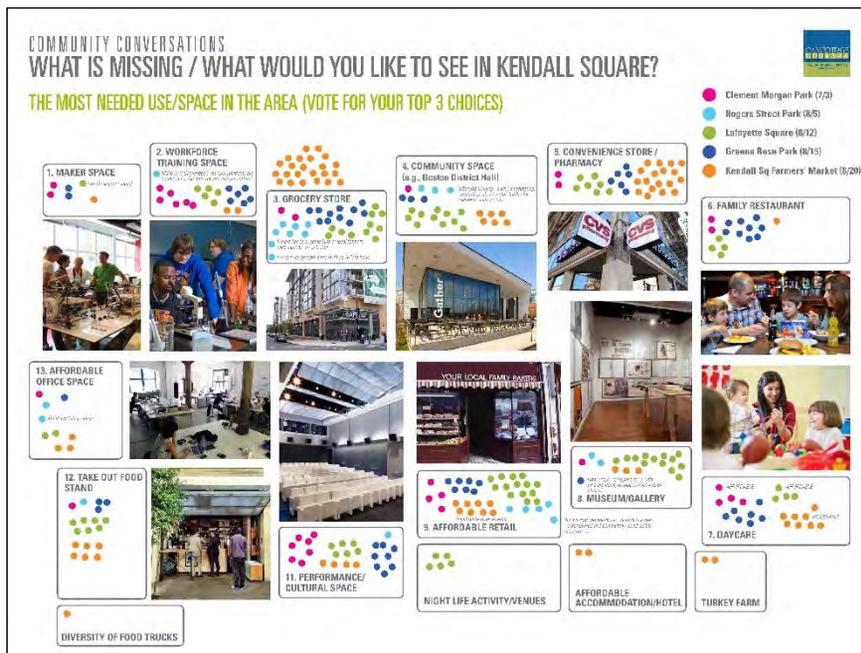
Built form & urban design

- Where taller buildings should be located & whether there's a limitation on that area in which they can be located
- Need human-scale
- Need vision for creating a great space
- Broadway & Third St intersection is important
- Variation in height
- Concentrate on people who live and work there & neighborhoods
- Allowing more height for the residential

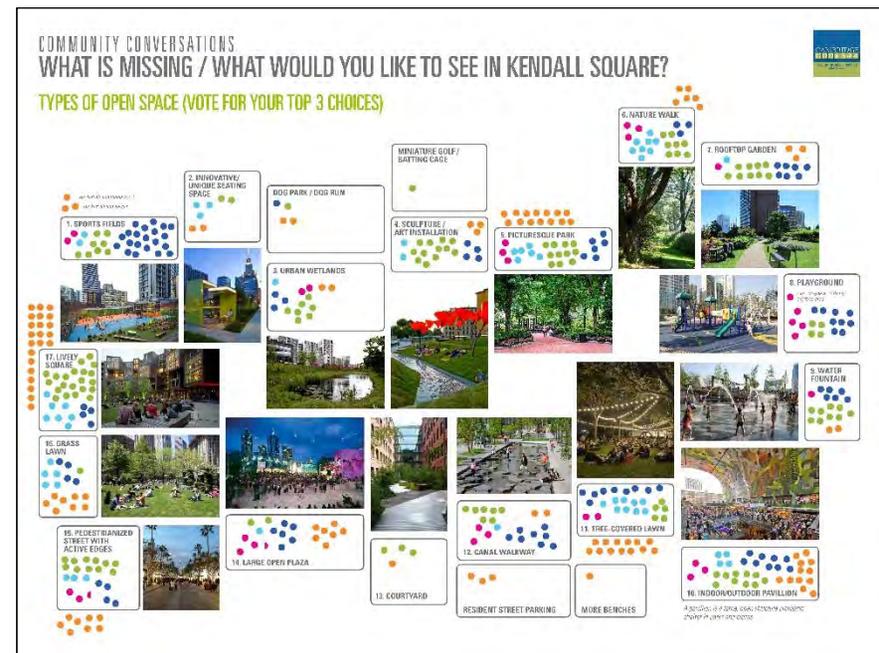
Community comments

Soliciting community feedback

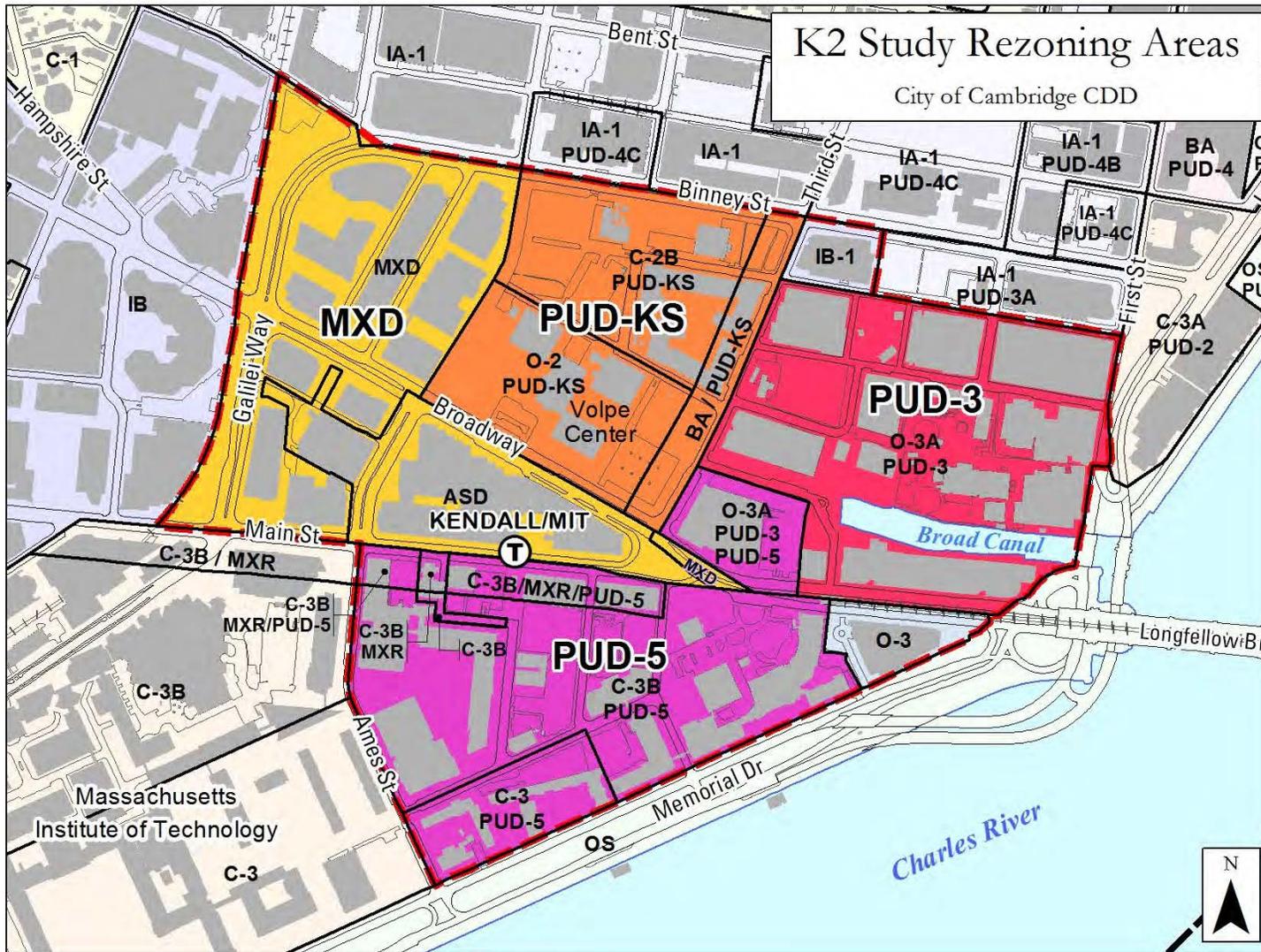
Preferred ground floor uses and amenities



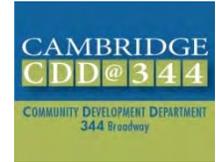
Preferred types of open spaces



Zoning

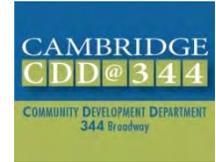


Major Proposed Modifications



- **Affordable Housing Requirements**
15% low-moderate + 5% middle income minimum
- **Open Space**
Detailing desired open space functions
Limiting how much of the requirement can be met on a Federal site
- **Height**
More flexibility in arrangement, limiting bulk at taller elevations
- **Active Uses**
More desired ground floor uses including grocery stores, family-serving uses, small independent operators; limitations on banks
- **Urban Design**
Urban Design Framework to inform future development review

Modifications: Affordable Housing



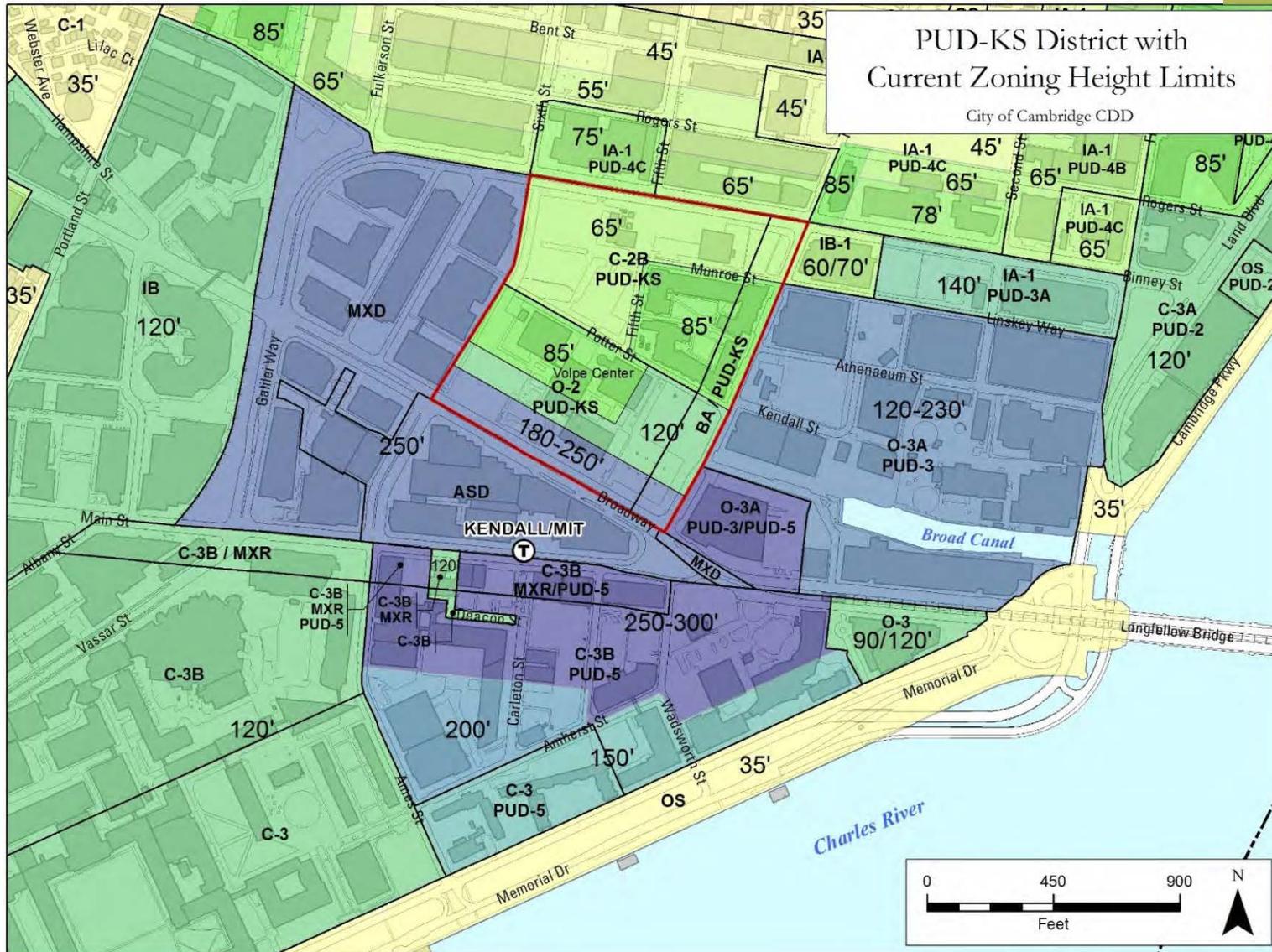
<i>APPROXIMATE</i>	Current Zoning	Initial Proposal	Modifications
Total Units	879	1,014	1,014
Low-Moderate Units	101	101	152
Middle Income Units	None required	51	51
Total Affordable Units	101	152	203

Modifications: Public Open Space

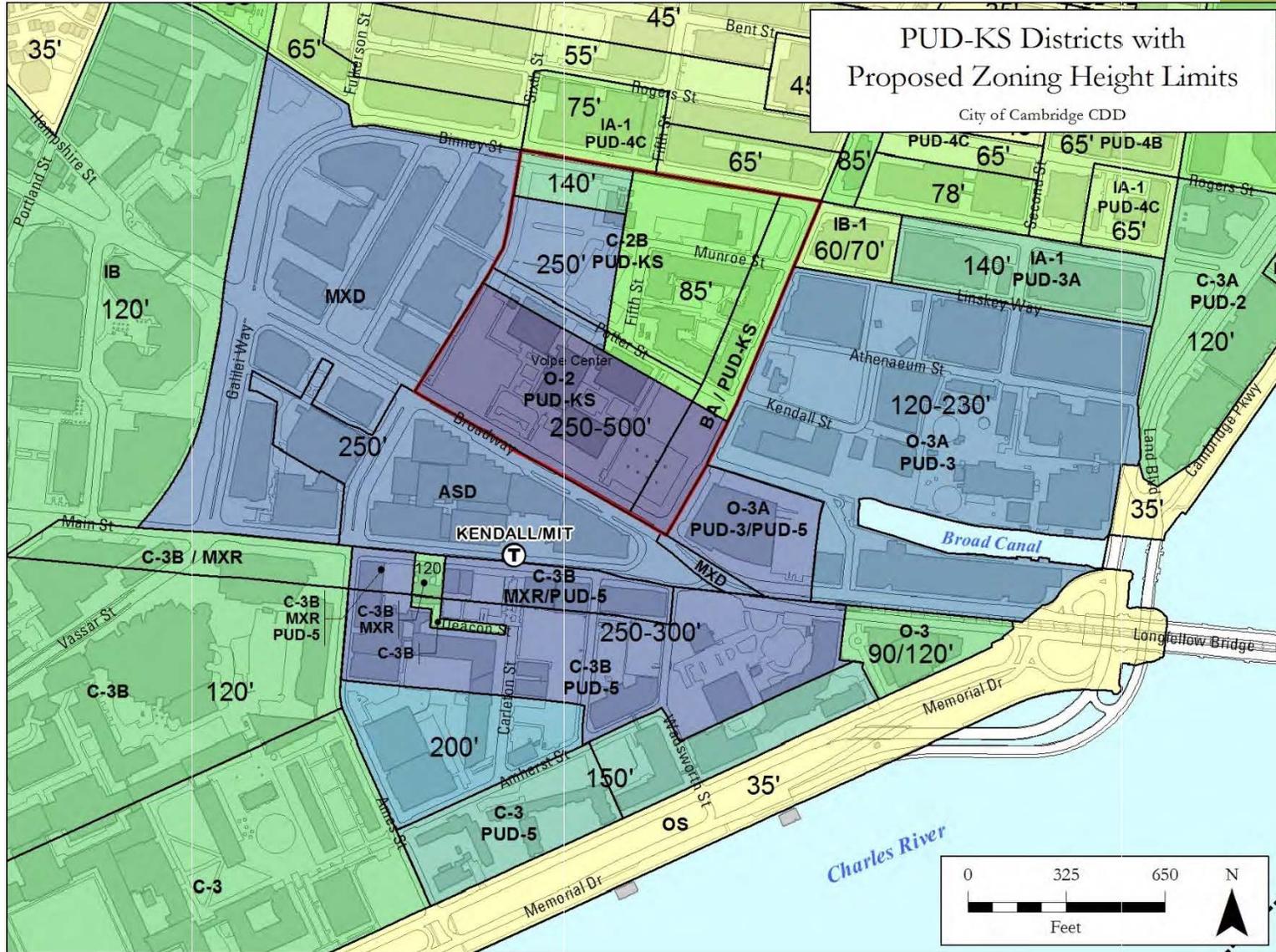
- **System:** All spaces must serve a public function, integrate with the area's open space network
- **Civic park or plaza:** Required element of the public open space system
- **Federal site:** Fulfills no more than half of requirement



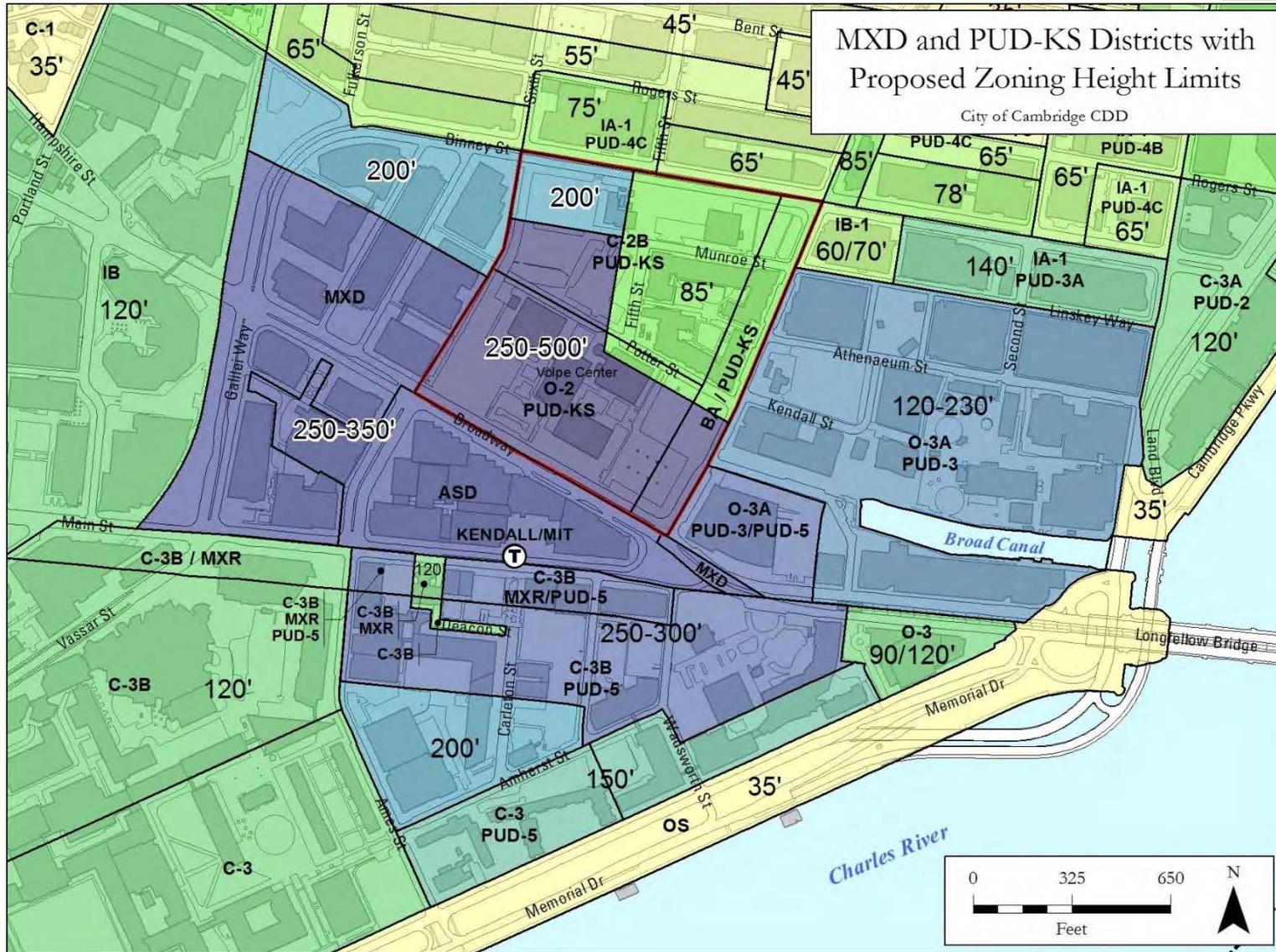
Height Limits: Current



Height Limits: Initial Petition

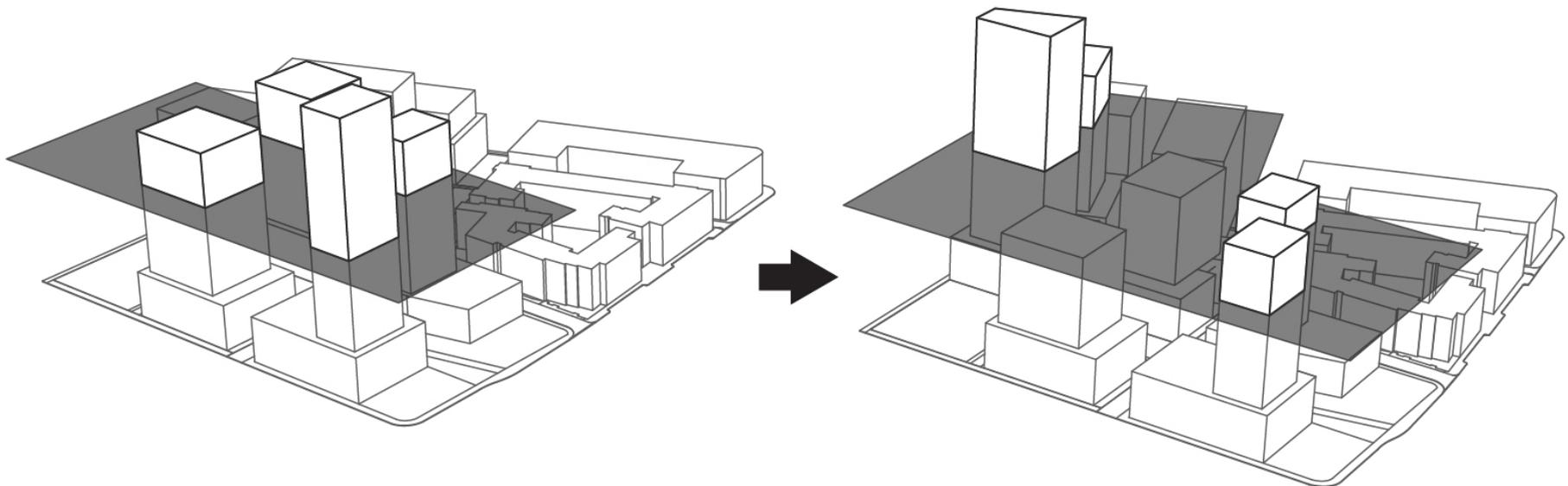


Height Limits: Proposed Modifications



Height Limits: **Proposed Modifications**

- **Above 250 feet:**
No more than 15,000 SF floor plate
No more than 10% of parcel area total (62,000 SF)
- **Above 350 feet:**
No more than one building as a distinctive landmark
Planning Board can reject a proposal if it does not provide the desired benefit, in favor of a plan with a 350-foot limit

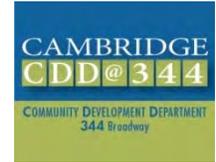


Modifications: Active Ground Floors



- **Required:** 75% of frontage along major streets
- **Incentivized:** spaces of 5,000 square feet or less
- **Active Uses Must Include:** grocery, market, general store space for small operators (2,500 square feet or less)
- **Active Uses May Include:** child care, recreation, education and cultural uses for families
- **Active Uses May Not Include:** banks, office lobbies

Volpe Site: Anticipated Development



	Current Zoning	Proposed Zoning
Site Area	620,000	620,000
Residential	967,000 (min)	1,116,000 (min)
Office / Lab (not including Innovation Space)	1,086,000 (max)	1,632,000 (max)
Retail	50,000	140,000
Innovation Space (min)	0	84,000
Total Private Development	2,103,000	2,972,000
Volpe Facility (replacement)	375,000 (exist.)	375,000 (approx.)

Figures in Square Feet of Gross Floor Area. ALL FIGURES APPROXIMATE

Benefits of PUD-KS Zoning Proposal (as Modified)

Housing

- 1,000 units minimum (approx.)
 - 150 affordable, 50 middle-income (approx.)
 - \$20+ million in total incentive zoning payments
-

Active Ground Floors

- Continuous active use on Third Street, Broadway
 - Up to 140,000 SF ground-floor retail including grocery/market, small operators, family uses
-

Public Open Space

- At least 3.5+ acres Public Open Space
 - Connections to adjacent streets and spaces
 - At least one major civic plaza/park, other public functions
-

Innovation Space

- 84,000 SF (approx.) at full commercial buildout
-

Transportation

- Cap on total parking
-

Sustainability

- LEED Gold + energy, stormwater requirements
 - Additional requirements from Net Zero Plan
-

Community Funds

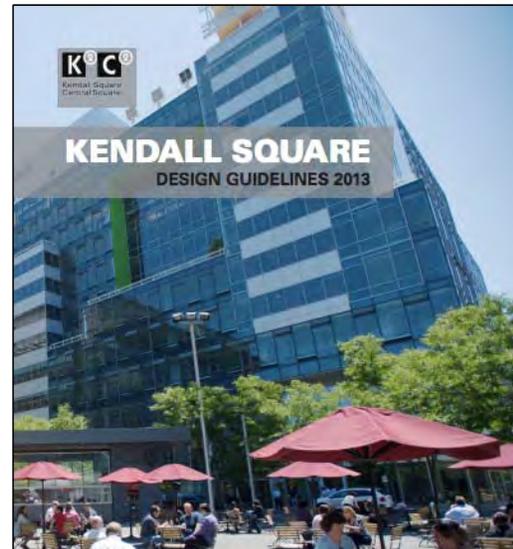
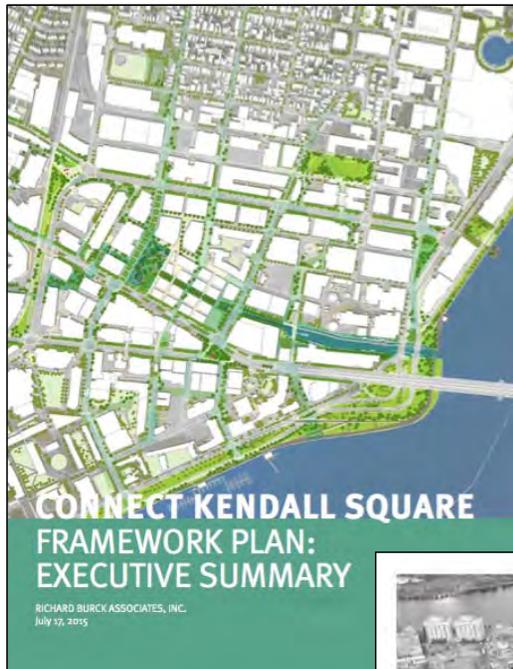
- \$16+ million total for open space programming, transit improvements, workforce readiness
-

Urban Design

- General K2 Design Guidelines
 - Site-Specific PUD-KS Urban Design Framework
-

PUD-KS Urban Design Framework

Background materials



Purpose

1. Visually represent the City's and the community's key goals and aspirations for the site
2. Inform the City's review process for development projects
3. Identify key principles, concepts, and ideas

PUD-KS Urban Design Framework

Vision – Volpe site

- 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, and the **community**.
- 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**.

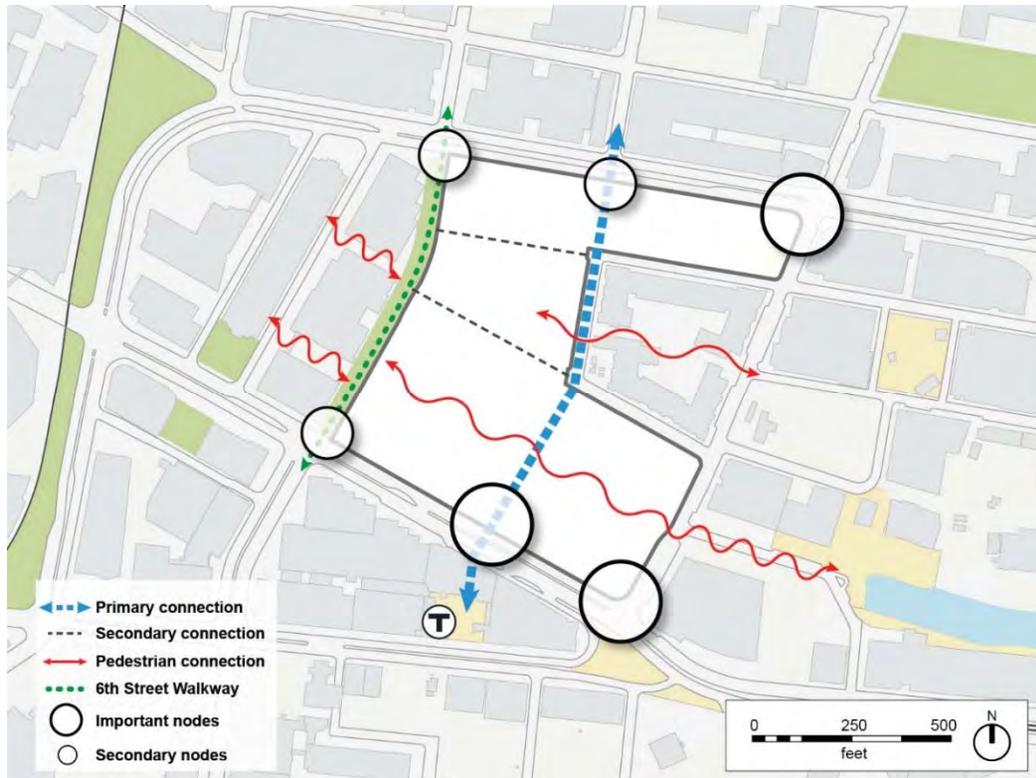
Framework structure

1. Connections
2. Open space
3. Active ground floors
4. Housing for families



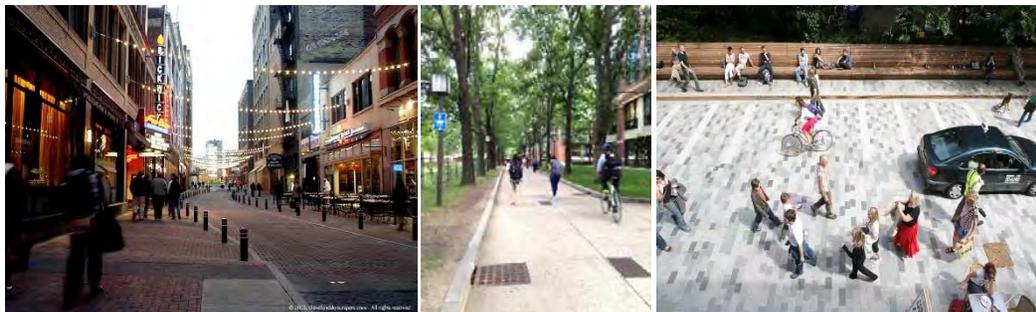
PUD-KS Urban Design Framework

Connections



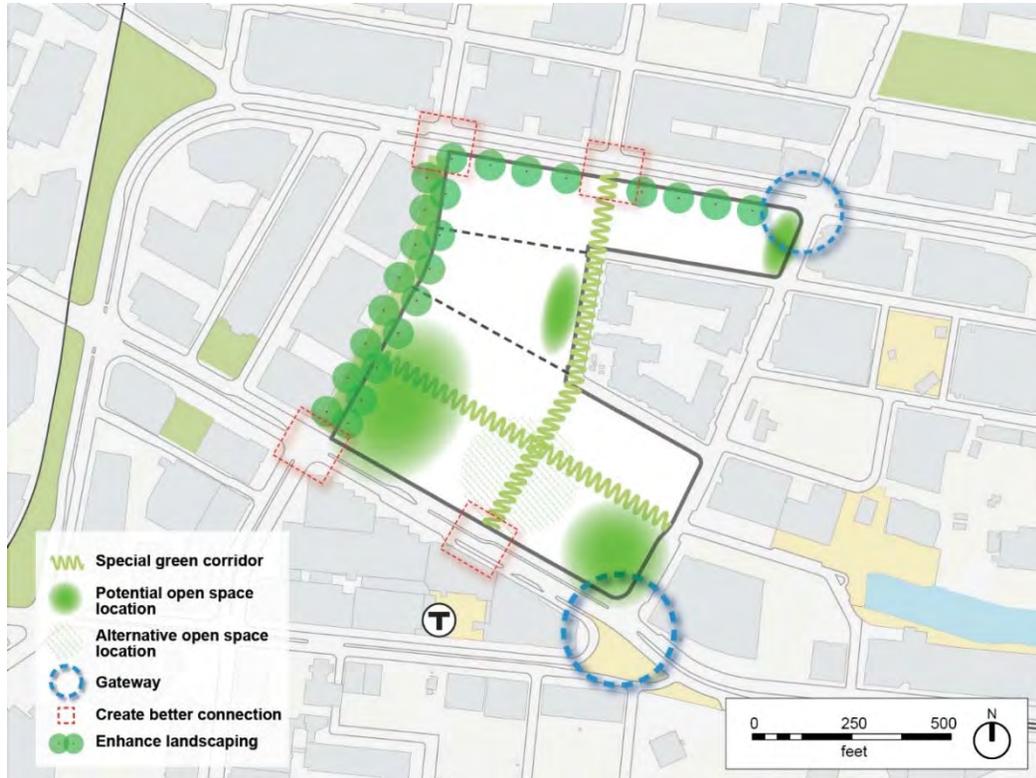
Main organizing features

1. Extend surrounding streets and connections into the site (e.g., Fifth Street and Broad Canal Way)
2. Enhancement of the Sixth Street Walkway
3. Provision of different types of connections (e.g., shared streets, multi-modal streets, bike lanes, mid-block connections, alleys etc.)



PUD-KS Urban Design Framework

Open space



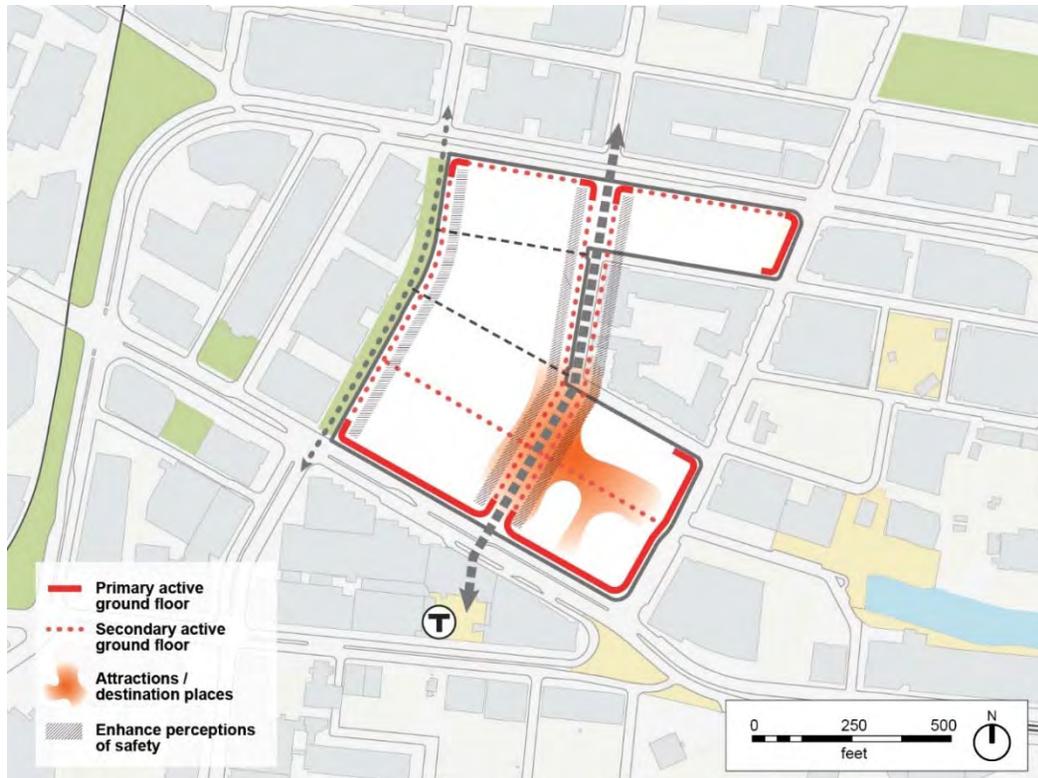
Main organizing features

1. Network of open space areas organized along the extension of Fifth Street and/or Broad Canal Way
2. The corner of Broadway and Third Street as a gateway
3. A balanced mix of lively gathering spaces and more naturalistic, passive parks



PUD-KS Urban Design Framework

Active ground floors



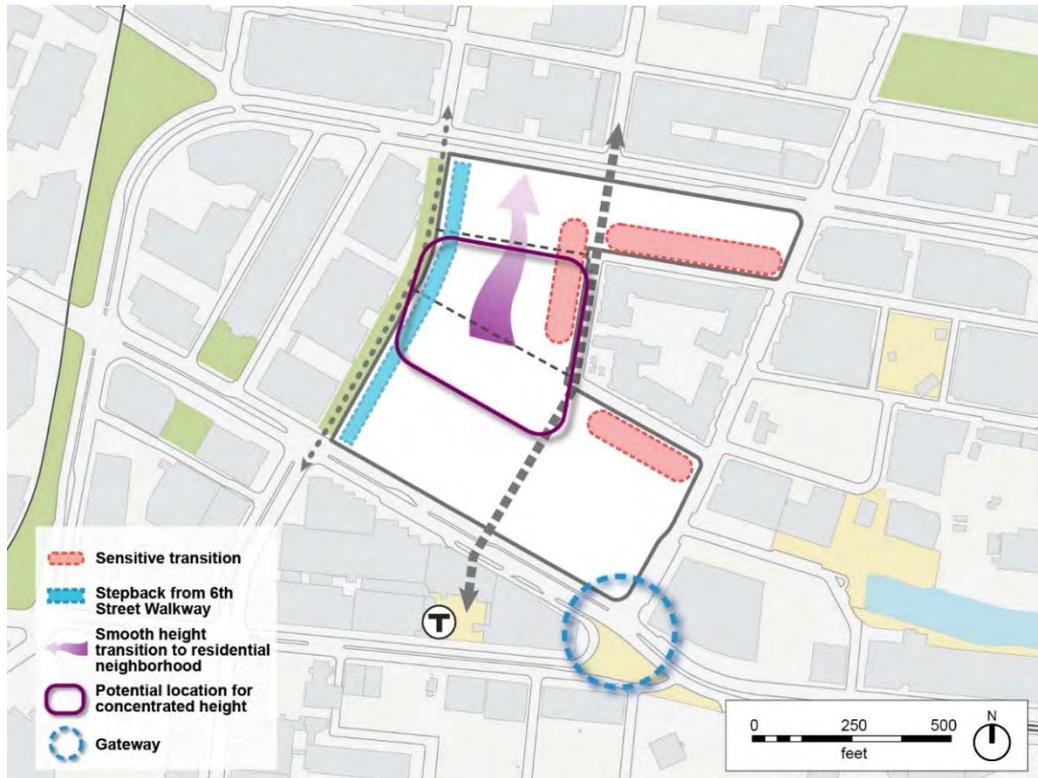
Main organizing features

1. Creating a hierarchy of streets with different activity levels
2. Concentration of destination type activities



PUD-KS Urban Design Framework

Built form



Main organizing features

1. areas and interfaces that require careful and sensitive transition to the surrounding environment

Also includes matters the Planning Board should consider when determining if a tall building is a “distinctive architectural landmark”

PUD-KS Urban Design Framework

Housing for families



1. Design objectives and guidelines to address key siting and design issues relating to housing for families with children.

PUD-KS Urban Design Framework



PUD-KS Urban Design Framework







CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

IRAM FAROOQ
Assistant City Manager for
Community Development

To: Ordinance Committee and Planning Board
From: Iram Farooq, Assistant City Manager for Community Development
Date: November 9, 2015
Re: **Revisions to the Re-filed PUD-KS (Volpe Site) Zoning Proposal**

Process Update

In June, the City Council and Planning Board began official consideration of a set of amendments to the PUD-KS zoning district regulations. The proposal was developed by CDD staff and the Planning Board based on the recommendations of the Kendall Square (K2) Planning Study conducted in 2011-2012. The majority of the PUD-KS district is owned by the Federal government and is home to the Volpe National Transportation Systems Center.

The City Council determined that additional outreach to inform residents about the petition and to gather input on the proposal would be beneficial. The original petition was not acted upon and the petition was re-filed to allow time for such outreach. Since June, CDD staff have received a feedback on the proposal through a number of discussions and processes, including the following:

- Joint Public Hearing of the City Council and Planning Board (June 29) and additional public hearings at the Planning Board (July 14 and October 20).
- Seven community “drop-in” discussions at neighborhood parks, public buildings and events throughout the summer and a workshop-style community forum in the fall.
- Visits to neighborhood organizations including Area 4/Port Neighborhood Coalition and East Cambridge Planning Team.
- Completion of the *Connect Kendall Square* open space planning and design process, with the publication of a Final Framework Plan by Richard Burck Associates.

Suggested Modifications to Proposal

These discussions have informed staff’s thinking on several key aspects of the proposal, leading to a set of suggested modifications for the Planning Board and Ordinance Committee to review and consider recommending as a substitute for the initial petition. The major revisions are explained further in this report. In addition, this package includes the following items:

- Revised zoning text, with a “clean” version (with deletions omitted) and “full mark-up” version.
- Draft “Urban Design Framework” intended to inform future development review, including a vision for desired site connections, public spaces, active ground floors and built form.
- Summary of community outreach process and feedback.

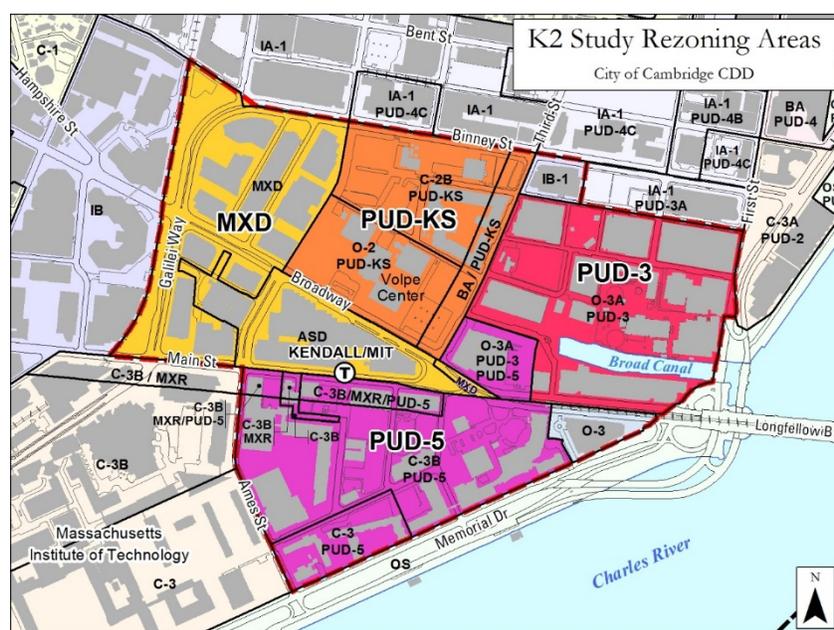
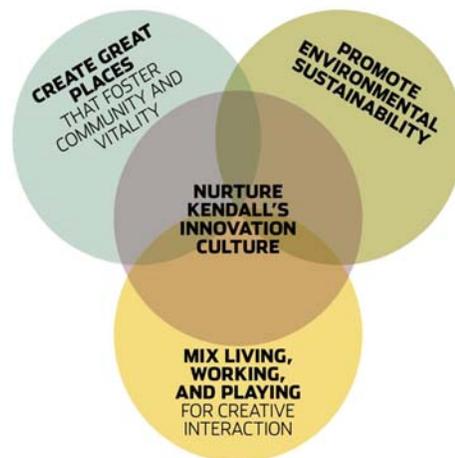
Overview of Major Proposed Revisions

- **Affordable Housing:** Requiring 15% low-moderate plus 5% middle income housing.
- **Open Space:** Clearer expectations for desired open space functions; limiting how much of the requirement can be met on a Federal site.
- **Height:** More flexibility in arrangement while limiting building bulk at taller elevations to manage shadows and other impacts.
- **Active Uses:** More explicit desired ground floor uses including grocery stores, spaces to serve families with children, and spaces for small independent operators; limitations on banks.
- **Urban Design:** Creation of an Urban Design Framework to inform future development review.

Background

The Kendall Square (K2) component of the “K2C2” Planning Study, which concluded in 2012, recommended zoning changes to four districts (see below). The K2 plan proposed increasing the overall capacity for development by approximately 5 million square feet above 2011 zoning limits, of which about 40% or more would be housing. The additional capacity would also support other public goals such as providing active uses on the street, public open space, increased sustainability requirements, reduced auto demand, innovation space to retain smaller companies, and funding to support public space programming, transit improvements and workforce readiness.

The PUD-KS zoning proposal, initiated by CDD and discussed at the Planning Board starting in January, follows the recommendation of the K2C2 study with some variations informed by discussions at the



Planning Board and City Council. The timing of the proposal responds to the U.S. General Services Administration (GSA) announcing in 2014 that it would begin a process to select a development partner to construct a new Volpe facility in exchange for the ability to develop the remainder of the site for private uses in accordance with the City’s zoning. The GSA expects to complete the selection process in 2016.

Affordable Housing Requirements

Housing was one of the main issues raised in the public hearings and community discussions. The feedback received echoes the City’s longtime planning objectives to transform the character of the area from an office district to a mixed-use neighborhood, to add to the City’s housing stock in a sustainable way, and to provide new affordable housing opportunities.

The revised zoning proposal suggests increasing the minimum affordability requirement in a PUD-KS development plan from 15% of total housing to 20% of total housing, with a 15% low-moderate income component and a 5% middle-income component. The revised proposal is written with some flexibility in the occupancy limitations for the middle-income component, so it could be occupied by low, moderate or middle income households in order to adjust to changes in demand over time. The total of 20% affordable is more than has been required of any privately-funded residential project in Cambridge so far, and matches the zoning for the “Mass and Main” portion of Central Square adopted earlier this year. The expected result on the Volpe parcel would be about 200 or more affordable units.

The total housing expected on the Volpe parcel would remain the same at over one million square feet, which is about half of the residential development anticipated by the K2 study. This is still a minimum requirement, which allows for more housing to be included in a development plan with a commensurate decrease in commercial development and proportional increase in affordable housing. It is not unreasonable that a developer may seek a somewhat higher proportion of housing due to physical, economic or other factors related to the specific development plan.

It is important to note that while housing is a priority, Kendall Square is a leading economic center in the region and the district is best suited to accommodate future commercial growth in the city. Fundamentally, the demand for commercial space in Kendall Square is what makes complex redevelopment opportunities like the Volpe site possible.

<i>ALL FIGURES APPROXIMATE</i>	Current Zoning	Initial Proposal	Revised Proposal
Total Housing (SF)	967,000 (min.)	1,116,000 (min.)	1,116,000 (min.)
Affordable Requirement	11.5% low-mod. inc. 11.5% total	10% low-mod. inc. 5% middle inc. 15% total	15% low-mod. Inc. 5% middle inc. 20% total
Total Units	879 (approx.)	1,014 (approx.)	1,014 (approx.)
Low-Moderate Units	101 (approx.)	101 (approx.)	152 (approx.)
Middle Income Units	None required	51 (approx.)	51 (approx.)
Total Affordable Units	101 (approx.)	152 (approx.)	203 (approx.)

** Assuming an average ratio of about 1,100 square feet of residential Gross Floor Area per dwelling unit.*

Public Open Space

A variety of opinions have been elicited about future open space on the Volpe site. Some community members prefer one expansive public park while others have advocated for smaller, urban parks that are integrated with surrounding uses. People also expressed desires for active recreation, passive enjoyment, natural environments, public art, and indoor/outdoor spaces. While the ideas have been varied and sometimes conflicting, some common themes that emerged included the following:

- A space that performs a true civic function with a public feel.
- Spaces with active building edges.
- Enhancements to surrounding open spaces and connections such as Loughrey Walkway (Sixth Street extension) and the Broad Canal
- Minimal overshadowing by buildings.

The revised zoning proposal and the new Urban Design Framework incorporate these common themes.

The *Connect Kendall Square* competition process also informed discussions by allowing planners and designers to demonstrate different systemic approaches to open space. The competition winner, Richard Burck Associates, proposed a plan (below) with different public spaces on the Volpe site serving different functions, including a large natural wetland, an active civic plaza, and a connecting pathway extension of the Broad Canal corridor serving as a “marketplace” fronted by active ground floors. This concept, while not a finished plan, demonstrates how an integrated, contiguous open space system can serve varied needs. It also demonstrates how open spaces and buildings can complement each other.



Some discussion has centered on the quantity of public open space. The initial zoning proposal requires at least 25% of a development parcel to be public open space. While this quantity could be increased, either by increasing the zoning minimum or by approving a higher amount in the PUD permitting process, it would limit how buildings could be arranged on the site. Public discussions of the proposal, some of which have involved movable mock-ups of building forms, have revealed that flexibility is helpful in determining a successful balance of uses, buildings and public space where the uses complement and enhance each other, and undesired impacts like “dead” frontages, shadows and wind are minimized.

Therefore, at the present time, **the revised proposal does not recommend increasing the strict minimum from 25%**, though a greater amount could be provided through the development review process. This would remain the highest requirement for public open space in a redevelopment area and would result in over 3.5 acres of public open space on the Volpe site, the most in Kendall Square. This would also result in a percentage of open space similar to other large redevelopment projects like North Point, Alexandria and Cambridge Research Park. Moreover, while the *Connect Kendall Square* process did not focus on the amount of open space, the proposals have shown several attractive options for open space configurations that occupy approximately one quarter of the site or more.

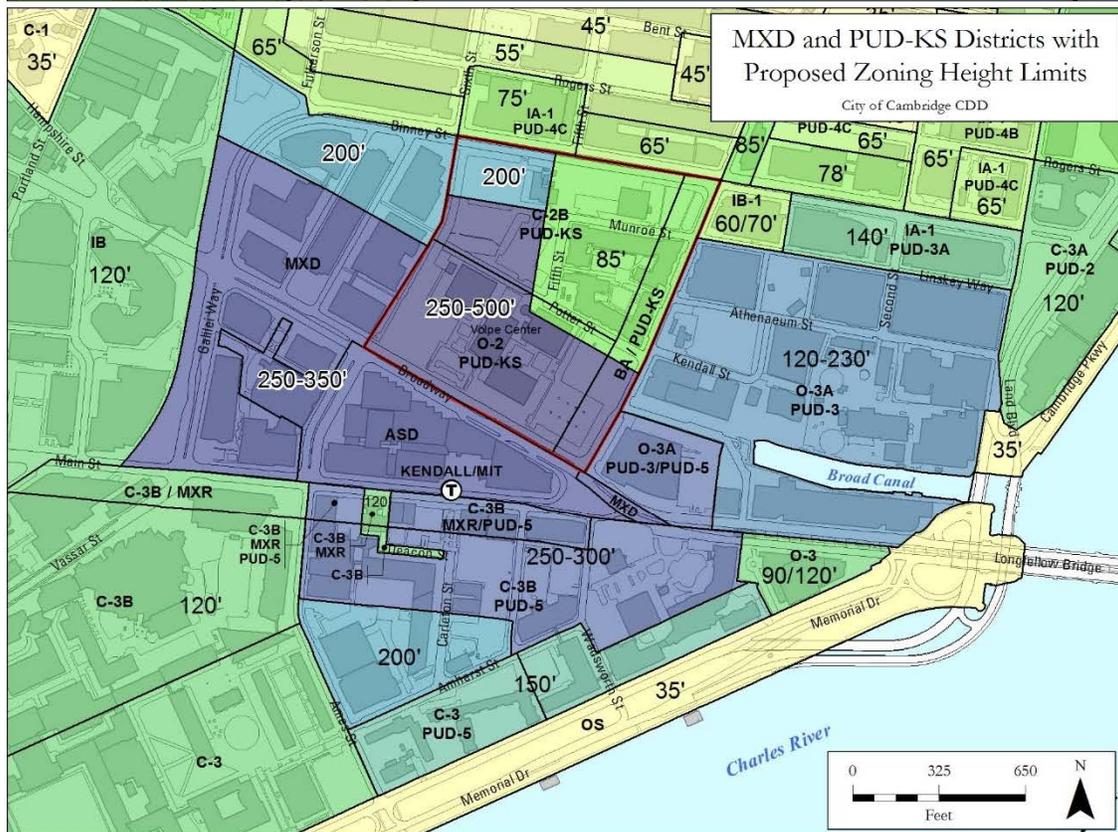
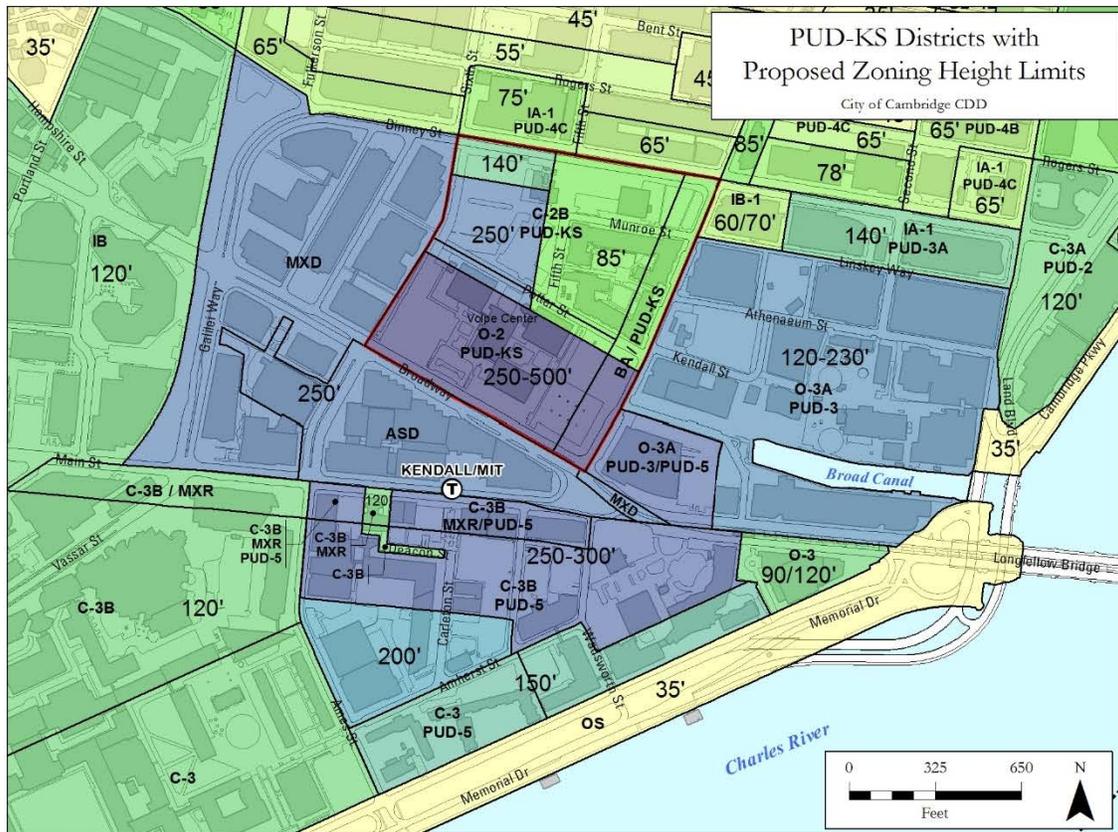
The role of Federal land in the public open space system has also been discussed. If a new Volpe facility is built, then that site will include open space as is generally required for a Federal building. While the current Volpe site has limited public access to open space, it is more typical for new Federal facilities to have open spaces that are designed to allow pedestrian access while still meeting Federal security standards. The City cannot regulate how Federal land is used, but the City can encourage Federal open space to be usable to the public and integrated into the area-wide open space system by allowing it to fulfill some of the zoning requirement. This was the rationale behind the initial proposal.

However, subsequent discussions have raised a concern that all of the open space requirement might be met on Federal land, leaving no public space under the City's control, which is not the intent. Therefore, **the revised zoning proposes that no more than half of the public open space requirement can be met on the Federal site**, which would avoid an outcome that would leave all public open space under Federal control, but would still encourage the Federal open space that is created to be integrated into the overall network of public open space in the district and the surrounding area.

Heights

Similar to open space, discussions around height have revealed that there may be benefits to greater flexibility in site design. The initial zoning proposal, like the current zoning, included a system of "height bands" allowing taller heights along Broadway, stepping down to lower heights along Binney Street. Some people suggested considering options with more dispersed heights, with some taller buildings away from Broadway in order to allow for open space with fewer shadows and less environmental impact on nearby residential uses. **As shown in the maps on the following page, the revised proposal makes slight modifications providing more flexibility in height between the extensions of Sixth Street and Fifth Street.** Any arrangement of building height and massing would still be subject to review and approval by the Planning Board, informed by applicable design guidelines.

The revised proposal also reframes but largely retains the limitations on building heights exceeding 250 feet. **Above 250 feet, the revised proposal would limit individual floor plate area to 15,000 square feet or less and total floor plate area to 10% of the development parcel (on the Volpe site, 10% would be approximately 62,000 square feet).** As in the initial proposal, only one building in the 350-500 foot range could be approved if it provides a distinctive, landmark building for Kendall Square. The new Urban Design Framework provides additional guidance and the zoning clarifies that the Planning Board could explicitly not allow any building to exceed 350 feet if a plan with a taller building is not found to provide the desired benefit.



Above: Initial proposal (June, 2015). Below: Revised proposal, including current MXD proposal.

Active Ground Floors

One of the more interesting and revealing areas of discussion has been the desired variety of uses at the public-facing ground floors of new buildings. It is clear that the successful incorporation of uses that are accessible and inviting to a diverse set of community members across the city is crucial to ensuring that redevelopment in Kendall Square will meet the community's goals.

The K2 plan provided a fairly simple formulation of the ground floor use requirements – most of the frontage along major streets would be required to be some type of retail or other public-facing use, with a Gross Floor Area exemption provided as an incentive for retail establishments of 5,000 square feet or less. More recent discussions have added nuance to these goals by identifying the types of activities that are desired, such as the following:

- Businesses that would provide convenient goods and services to the population at large, such as grocery stores, pharmacies, department stores and general merchandisers.
- Amenities and services for families, such as recreation and entertainment centers, indoor play spaces, family restaurants and child care facilities.
- Smaller spaces with lower start-up costs that could accommodate more independent and innovative retailers, such as indoor markets and retail co-sharing spaces;
- Civic indoor/outdoor spaces that could accommodate a variety of public programming.

The revised zoning proposal and Urban Design Framework more explicitly identify the types of desired uses noted above, with standards related to the amount of space dedicated to different types of ground floor activities. Some flexibility is still provided, with the understanding that in order for a plan to be successful, there must be business owners who can fill the space and thrive at that location. The revised proposal further clarifies that banks are not allowed to be included as active ground floor uses.

Urban Design

Throughout the preparation of the rezoning proposal, it was recognized that there are many potential urban forms that would meet the zoning requirements and comply with the K2 Study and Design Guidelines. While flexibility is key to enabling a successful outcome, it is also important to provide an urban design vision that describes and illustrates what a desirable outcome could look like.

The attached PUD-KS Urban Design Framework elaborates on the K2 Plan and Design Guidelines, the PUD-KS Site-Specific Guidelines that were presented in the initial proposal, the *Connect Kendall Square* process and the knowledge gained through community engagement. The framework addresses five main topics: Connections, Open Space, Active Ground Floors, Built Form and Housing for Families. Using statements, diagrams and illustrations, the framework connects the broad goals and policies found in the K2 Study to physical planning and urban design recommendations specific to the Volpe site.

Like the city's urban design guidelines for various parts of the city, the Urban Design Framework would inform the city's review process for development proposals. A development proposal may suggest alternative design approaches in order to fulfill the objectives described in the framework.

Current Status of Kendall Square Proposals

Discussions also have raised questions about the PUD-KS zoning proposal in relation to other proposals currently under review in Kendall Square, including the Cambridge Redevelopment Authority (CRA) rezoning proposal for the MXD district and the MIT “NoMa” and “SoMa” Planned Unit Development Proposals. As noted earlier, these are three of the main component areas of the Kendall Square (K2) Planning Study, and so the proposals are closely related.

- In 2013, the City Council approved the creation of the PUD-5 zoning district for portions of Kendall Square owned by MIT. This zoning incorporated the requirements recommended in the K2 plan along with some specific elements tailored to the site. MIT is currently seeking approval from the Planning Board for development plans that follow the PUD-5 requirements.
- The MXD (CRA) and PUD-KS (Volpe) proposals are only at the rezoning stage. In either case, if the zoning is adopted, then future developers would likewise need to propose specific development plans that would require public hearings and special permit approval from the Planning Board.

The conceptual illustration below is a combination of the current MIT PUD development proposal, a potential development scheme shown by the CRA during consideration the MXD zoning proposal (including the approved Ames Street residential project, which is permitted under the current zoning), and an alternative site arrangement that follows the revised PUD-KS zoning proposal.



Cumulative Development

The K2 Planning Study suggested an increase in the capacity for development in Kendall Square of approximately 5 million square feet above 2011 zoning limitations, of which about three-fifths would be commercial (primarily office/lab) and two-fifths would be residential, resulting in a total of about 15 million square feet of development within the study area by 2030. The study assessed the opportunities and impacts of that new development and recommended requirements for public benefits, which form the basis of the zoning proposals. The development figures for each of the three major K2 development areas are summarized in the table below, as they are currently envisioned under the respective PUD and zoning proposals.

One note about the table below is that it calculates the “actual” aggregate floor area ratio (FAR) of the development areas. Because some uses are exempted from FAR limitations as a policy choice to incentivize preferred types of development, it is not unusual for the actual FAR to exceed the zoning-limited FAR. The PUD-KS district especially differs because the floor area of a Federal facility is exempt from FAR limitations, resulting in a higher “actual” FAR. This choice was made to encourage the Federal facility to be integrated into a master planned development rather than developed as a stand-alone site that would be divorced from the development review process.

Anticipated Net New Gross Floor Area (GFA)* – Cumulative

District	Status	Residential	Office/Lab*	Retail	Other	Total
PUD-5 (MIT)	PUD Plans Under Review	285,000	871,000	87,000	207,000*	1,450,000
PUD-KS (Volpe)	Zoning Proposal Under Review	1,116,000	1,716,000	140,000	None *	2,972,000
MXD (CRA)	Zoning Proposal Under Review	400,000	660,000	30,000	None	1,090,000

Anticipated Total Gross Floor Area (GFA)* – Cumulative

District	Land Area	Existing GFA*	Net New GFA*	Total GFA*	Total FAR*
PUD-5 (MIT)	1,150,000	2,571,000	1,450,000	4,021,000*	3.5
PUD-KS (Volpe)	620,000*	375,000	2,972,000	3,347,000	5.4
MXD (CRA)	890,000	3,288,000	1,090,000	4,378,000	4.9

* Notes: **ALL FIGURES APPROXIMATE**

- Figures include GFA that is exempt from zoning limitations. Innovation space is included within office/lab.
- Retail figures are estimates.
- “Other” GFA in PUD-5 includes academic and dormitory space.
- Figures include GFA that is exempt from zoning limitations.
- Land Area in PUD-KS is of the Volpe parcel only.
- Total GFA in PUD-5 district does not account for additional development capacity for future academic and dormitory uses.

The driving force behind this plan is to build enough on this property to provide a big profit for a developer AND a free building for the Department of Transportation.

This proposal is good for the Federal Government. It is good for a developer to be named later. It is bad for the people of Cambridge. Without the free building, this site could be developed at a much lower density. It asks us to give up a lot of open space. The density will be tremendous, and what do we get? Maybe more housing. This density is required to make it profitable for a developer. That is not our problem.

We could get more housing by negotiating with a real (not hypothetical) developer on a real plan, where instead of just loosening up all our requirements we could do a little horse-trading for moderate density increases, in appropriate locations, in exchange for additional housing.

Let's keep the existing rules that were developed to protect us. Keep the open space requirement where it is. Save the greenways for a specific proposal where we will know what we are getting.

This sweeping overhaul benefits →

a developer, and gives a nice prize to the Feds, but it does NOT serve the interests of the citizens of Cambridge.

It is not Cambridge's responsibility to provide the Department of Transportation with a new home at our expense.

You don't need to change the rules, and I ask you to vote down this proposal.

Lopez, Donna

ATTACHMENT C-2

From: Jane Sanford Stabile <jsstabile@comcast.net>
Sent: Thursday, November 12, 2015 3:07 PM
To: City Council
Cc: Lopez, Donna; 'cddat344@cambridgema.gov'; citymanager@cambridge.gov
Subject: Volpe Property Rezoning- comments for tonights meeting

To the Ordinance Committee and the Planning Board of the City of Cambridge:

As a proud American citizen, I love my federal government. But I already contribute to it in the form of a whole lot of tax money every year. I don't think we owe the feds any special favors, especially favors that diminish the quality of life in Cambridge. If the proposed zoning changes are enacted, the federal government will be able to pay for its new building by getting you to let the developer build something way more dense than the current zoning will allow. Why would we want to allow that? What's in it for us?

I ask you to say no. Uphold the current zoning, which was designed to protect the people of Cambridge. If someone comes to the City with a detailed proposal and asks for specific relief in the form of minor deviations from the existing rules, the established process will allow you and the Planning Board to study that real proposal and decide whether it is in the city's interest. As it is now, we are being asked to give up open space, sunlight, and a lot of other quality of life measures in exchange for what? I see how Volpe will benefit from this proposal. I see how the so-far-undesignated developer will make a killing. I do not see any advantage for the citizens of Cambridge.

There seems to be a lot of pressure to ram this through so the Volpe Center can get its free building. Pressure from the outside is not a good reason to make a decision. Please turn this down. Tell them to follow the rules. There is no need for a new set of rules just for them.

Jane Sanford Stabile

303 Third St

Kendall Square Resident and Abutter to the Volpe property

jsstabile@comcast.net

ATTACHMENT D

303 3rd St. Unit 416
Cambridge, MA 02142-1165

November 12, 2015

Dear City Council and Cambridge Development Department:

I am writing to document my questions posed at the November 12, 2015 Ordinance Committee hearing on the November 9, 2015 Volpe rezoning proposal.

First, however, I would like to commend the CDD and Planning Board for several improvements in the November 9, 2015 proposal relative to the previous one, such as the restoration of the sentence on health and safety being a factor in height review (Section 13.13.4.2(d)), the requirement that at least half of the open space be on *non-Federal* land (Section 13.14(2)), and the requirement that a “large civic space” be included in the open space (Section 13.14.1(a)).

Here are my questions:

1. This new proposal would increase the effective FAR to 5.4, according to the CDD’s November 9, 2015 memo. This would be significantly denser than any other 14-acre area in Cambridge, existing or proposed. Have you received any quantitative economic analysis explaining why 5.4 is the appropriate density, for providing the funds needed to support the new Federal building? If the Federal Government does not provide an analysis, should not the City do its own before making such an important decision?
2. The new proposal requires only 1.75 acres of non-Federal open space (half of 25% of 14 acres, according to Section 13.14(2)), while the K2 Plan recommended 7.5 acres of open space. Why only 1.75 acres, if this non-Federal open space is to contain a large civic space and a network of connections? Even a single walkway such as the existing Loughrey Walkway (6th St. connector) requires at least 0.5 acres, I believe, so it is hard to imagine that there would be enough open space left to accommodate a large civic space.

I had posed a third question about Registered Marijuana Dispensaries, but a conversation with Councilor McGovern afterwards convinced me that my question was misguided, so I

withdraw this third question.

Sincerely,

A handwritten signature in black ink, appearing to read "Bjorn Poonen". The signature is written in a cursive, flowing style with some loops and flourishes.

Bjorn Poonen
303 3rd St. Unit 416
Cambridge, MA 02142-1165

ATTACHMENT E

Cambridge Residents Alliance statement on the revised Volpe up-zoning petition, Nov. 12, 2015

Dear Mayor and City Councilors,

Throughout 2014, the Cambridge Residents Alliance raised concerns with the City Manager, city staff, and Planning Board members about the process of rezoning and planning in Cambridge. The city held a number of meetings in response, which recommended that residents' groups should be contacted and meaningfully involved BEFORE rezoning is begun. That did not happen in the case of the Volpe site. Instead, CDD drafted proposed zoning, brought it to the Planning Board and City Council, and then held public comment opportunities over the summer. Those public comment sessions asked for residents' priorities, but did not engage residents in a process of considering trade-offs, for example, between below-market housing and open space, or between height and open space.

We agree with ECPT recent statement in its letter on the Volpe up-zoning proposal to the Council and Planning Board: "Neither ECPT... nor groups from other impacted neighborhoods including Area 4 and Wellington-Harrington were invited to participate on formal committees or working groups to help develop the re-zoning. This is disconcerting, given ... the meetings [with city staff] during which early and meaningful involvement of neighborhood groups in development planning had been agreed upon. To avoid the widespread public dissatisfaction with the planning /approval processes of the Sullivan Courthouse and Alewife projects, the City Manager should have appointed a committee including neighborhood group representatives, to collaborate on the Volpe rezoning. We call upon the City Manager to slow down the rezoning process and appoint such a committee now, and make the Volpe rezoning an "early action" item under the City-wide Master Planning process." [Underline added.]

As ECPT stated, the 1 million increase in square feet represents \$125 million in bonus value being created for the federal government. "Before finalizing any up-zoning, the City needs to articulate the *economic/political rationale* for granting this bonus, and decide what ***commensurate payments or benefits*** will be made to Cambridge residents in exchange for this bonus." What economic projections has the city run on this proposal, and how do they inform the rezoning?

The density and huge amount of GFA proposed in this petition makes it hard to achieve the K2 goals of livability and recreation. We note that the images shown in the petition of the buildout options are far more dense than the images included in the K2 Plan; some K2 committee participants may not have realized the possible outcome of their recommendations.

Before any further rezoning, the city should develop a desired final ratio of housing and commercial GFA for the whole Kendall Sq. area. All the studies for the Kendall Sq. area have recommended substantially more housing be added to the area. If an overall ratio of housing to commercial is not developed, given that Kendall Sq. already has a very high proportion of commercial space relative to residential space, any increase in FAR above 3 or in height above the current 250' should go largely to housing. The rezoning should increase the required minimum residential space to at least 60%, instead of the current 40%. This would increase residential construction and help achieve the "live, work, play" goal in the K2 study. It would also reduce transportation congestion, with more workers living near their jobs, and will support local retail.

The revised petition's increase in below market housing to 15% low/moderate-income and 5% middle-income is greatly appreciated. However, given the extreme shortage of non-luxury housing, and the high amount of luxury housing in Kendall Sq., this amount of below market housing is not adequate. Instead the Cambridge Residents Alliance calls for the petition to require at least 20% low/moderate and 5% middle-income housing, and in fact, substantially more is needed. All of the required 3BRs should be affordable to low, moderate, and middle-income families, which would ensure that they are inhabited by families, rather than by roommates.

The petition's language on phasing of minimum required housing should be strengthened by using K2's language: "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."

The zoning should require a large public park of at least 5 acres, with a public easement; fragmented corporate front yards are not helpful open space. The park should not feel walled-off by tall buildings that shadow it for hours each day. None of the federal government's open space should count toward an open-space requirement, because the government could choose to tighten its access restrictions at any time. The current language permitting half of the public open space to be on federal land is not acceptable. In addition, sidewalks, roof decks, roadways should not count in the calculation of open space.

As ECPT wrote, since "total additional development in eastern Cambridge will exceed 10 million sq.ft., ...the permitting process should be made *contingent upon* creation of increased infrastructure capacity. Studies should be conducted to establish workable infrastructure-to-development ratios that inform both zoning and phasing of new projects. The planning principle, *infrastructure first, development second*, should be respected." It would be helpful if the zoning required a funded transit improvement plan before occupancy of new commercial buildings, so that the state moves forward with transit improvements in a timely way.

As ECPT wrote about community benefits, "a significant portion of which should be invested in the most impacted neighborhoods adjacent to the development, and made part of a participatory budgeting process for residents." The current petition does not say the benefits should go to the nearby neighborhoods.

Sincerely,

Lee Farris, 269 Norfolk St., for the Cambridge Residents Alliance, which has 1000+ supporters citywide.

Lopez, Donna

ATTACHMENT F

From: Peter Crawley <peteracrawley@gmail.com>
Sent: Wednesday, November 11, 2015 10:00 AM
To: City Council; Lopez, Donna; City Manager; Farooq, Iram; Dash, Stuart
Subject: East Cambridge Planning Team letter re: Volpe rezoning - Ordinance Committee meeting (11/12)
Attachments: Volpe letter pdf (1).pdf

Dear Sirs/Mams,

In anticipation of the City Council Ordinance Committee meeting on Thursday, November 12 regarding the Volpe rezoning petition (PUD-KS Volpe Rezoning), please find the attached letter addressing the topic from the East Cambridge Planning Team (ECPT). The ECPT appreciates your due consideration of the issues and questions raised in the letter and looks forward to further engagement with you on this matter.

Many thanks,
Peter Crawley
President, ECPT

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A Neighborhood Organization for the Betterment of East Cambridge

ECPT OFFICERS
President
Mark Jaquith
Vice President
Peter Crawley
Secretary
Abigail Lewis-Bowen

Treasurer
Carole Bellew

Executive Board
Joseph Avin
Al D'Isidoro
Alan Greene
Chris Matthews
Bethany Stevens

October 16, 2015

Re: PUD-KS (Volpe) Rezoning Proposal

Dear Chairman H. Theodore Cohen, Vice Chair Catherine Preston Connolly, Members Louis J. Bacci, Jr., Steven A. Cohen, Mary T. Flynn, Hugh Russell, Tom Sieniewicz, and Associate Members Ahmed Nur and Thacher Tiffany:

Redevelopment of the Federally owned 14-acre Volpe National Transportation Center (Volpe) parcel in the heart of Kendall Square represents a singular and perhaps the last large-scale opportunity to transform Kendall Square into a balanced “live, work, play” community, as recommended by the 2013 Kendall Square Planning Study.

The ECPT, and many other stakeholders and their consultants, invested innumerable hours participating in the City Manager-appointed K2 Plan Advisory Committee from 2011 to 2013. Now, two years later, the K2 Plan recommendations are apparently being overridden. Neither ECPT, the formal advisory group for the neighborhood, nor groups from other impacted neighborhoods including Area 4 and Wellington-Harrington, were invited to participate on formal committees or working groups to help develop the re-zoning. This is especially disconcerting given the recent meetings between the Planning Board, City Council, City Manager, CDD and neighborhood group representatives over the past year during which early and meaningful involvement of neighborhood groups in development planning had been agreed upon. To avoid repeating the widespread public dissatisfaction with the planning/approval processes of the Sullivan Courthouse, and Alewife projects, for example, the City Manager should have appointed a committee, including neighborhood group representatives, to collaborate on the Volpe rezoning. We call on the City Manager to slow-down the rezoning process and appoint such a committee now, and make the Volpe rezoning an “early action” item under the City-wide Master Planning process.

Given that ECPT did not feel meaningfully included in the Volpe rezoning process, it recently formed an internal Volpe Subcommittee to spend time analyzing the proposed up-zoning and make recommendations, which are:

Before finalizing any rezoning

- Especially in winter, traffic congestion, parking and public transportation challenges are already acute in East Cambridge. As the 8-10 MM sq ft of additional building by Alexandria, Boston Properties, MIT, Volpe and others come on-line, the situation will clearly be exacerbated. Serious transportation

infrastructure improvements are necessary to accommodate these high levels of growth. More study and information is required to plan properly. Therefore, the Volpe rezoning should be timed to integrate the findings and recommendations of the Kendall Square Mobility Task Force. This Task Force was formed earlier this year by the Mass Department of Transportation and City of Cambridge and is scheduled to complete its Kendall area mobility studies and release recommendations near year-end 2015, with a full report to follow in early 2016.

- Include the Volpe rezoning in the City-wide planning process that was recently kicked off with the hiring of the planning consultancy Utile. As mentioned previously, the Volpe rezoning could be an “early action” item under the City-wide planning process, as the Alewife planning area is.
- The increase in floor area ratio (FAR) from 4.0 in the K2 Plan to effectively 5.5 or more (including the new Volpe building of approximately 400,000 sq ft), in the proposed rezoning amounts to a zoning bonus of about 1MM sq ft. At a conservative estimated value of \$125/FAR sq ft this **represents \$125MM in bonus value** being created for the federal government when they sell the site to developers. Before finalizing any up-zoning, the City needs to articulate the *economic/political rationale* for granting this bonus, and decide what *commensurate payments or benefits* will be made to Cambridge residents in exchange for this bonus. (Has CDD run economic projections on the development? And if so, what are they and how are they informing the rezoning?)

Changes to proposed zoning needed

- The proposed rezoning should be revised to exclude federal land (which will be the site of a separate, new federal building on a 4 acre site) from calculations of the FAR for the remainder of the site. It is highly distorting to include the land for the federal building in the overall site FAR calculation, while not including the square footage of the new federal building in that calculation. Revised FAR calculations should be published and available.
- The amount of public open space required on the Volpe site should be at least 5 acres and should be accessible to the public 24/7. This open space should exclude federal land, roof decks, roadways, sidewalks and the like. The open space can be distributed around the site, but should create at least one significant park at least 3 acres in size that is located to receive adequate sunlight, versus being in the shadow of new buildings. The open space requirement should specifically exclude federal land, because such land cannot be guaranteed to be publicly accessible in the long term. (For reference, the K2 and Eastern Cambridge Planning Study (ECaPS) plans both recommended 7.5 acres of open space.) In addition, ECPT feels that if the density of development and heights of buildings on the site are radically increased, as proposed, (even up to 500 ft), the amount of open space should logically **increase** not decrease. The reduction of open space by about 50% while increasing the density by about 30% is an unfair trade for residents and will create an urban canyon effect. Cambridge is the 10th densest city in the US and, according to the City’s own 2000 Green Ribbon Open Space Study, needs much more open space to balance its density and provide the environmental and social benefits that make for healthy communities, including more playing fields for community youth programs. (As another point of reference, all of the ConnectKendall landscape plans showed more open space on the 14 acre Volpe site than is proposed in the current rezoning, and three of the finalists recommended at least one large public park on the site.)

- Under the proposed rezoning, the total square footage of new buildings, excluding the estimated 400,000 sq ft building to replace the Volpe facility, will amount to about 3.0MM total sq ft, with a maximum of 60% commercial. Given that Kendall Square already has a very high proportion of commercial office space relative to residential units, the rezoning should reduce the commercial maximum to 40% of the non-Federally owned buildings. This reduction would spur residential development and help achieve the core “live, work, play” goal expressed in the K2 Plan. It will also help reduce anticipated transportation congestion, as more workers will be able to reside near their jobs.
- Total additional development in the pipeline for East Cambridge, including Volpe, MXD, Alexandria, MIT, Northpoint and other developments, exceeds 10MM sq ft over the next 5-10 years. Given current infrastructure capacity limits (transportation in particular), the permitting process for Volpe and other major Kendall Square developments, should be made *contingent upon* creation of increased infrastructure capacity. That is, studies should be conducted to establish workable infrastructure-to-development ratios that inform both zoning and phasing of new projects. The planning principle: *infrastructure first, development second*, should be respected.
- Detailed design guidelines must be developed to accompany any rezoning, to assure lively, human-scale pedestrian experiences and environmentally healthy spaces. These include ensuring minimal wind, noise, traffic, heat-island and shadow impacts as well as requiring sustainability features, such as green roofs/walls, public emergency spaces, district and renewable energy, etc. This is especially important given 1. The proposal to raise the height limits of the buildings on the Volpe site, including one building up to 500 ft, almost twice the height of the current tallest buildings in the city, and 2. The need to plan for severe weather events and integrate climate change resiliency into the plans. (The rezoning should also be integrated into the Eco-District planning currently underway for Kendall Square.)
- As compensation/mitigation for any zoning bonus granted, the developers should make commensurate Public Benefit payments, a significant portion of which should be invested in the most impacted neighborhoods adjacent to the development, and made part of a participatory budgeting process for those residents.

We ask you to deeply consider and adopt our requests. And please reach out to us to discuss further. Thank you for your service to our City.

Sincerely,

Mark Jaquith
President, ECPT

Peter Crawley
Chair, ECPT Volpe Subcommittee

cc: City Council, City Manager, Community Development Department,
Patrick Sclafani/GSA, Robert Johns/Volpe

Lopez, Donna

ATTACHMENT G

From: Ovadia Simha <simha@exchange.mit.edu>
Sent: Thursday, November 12, 2015 11:36 AM
To: City Council; CDDat344
Cc: Lopez, Donna; City Manager; Farooq, Iram; Robert C. Johns;
david.ishihara.dot.gov@MIT.EDU
Subject: Volpe Zoning Proposals
Attachments: Volpe Zoning Comparisons Memo.doc

Please see attached Memorandum on the matter of the proposed Changes to the zoning of the Volpe Site:

Memorandum on Volpe Zoning Proposal Comparisons

The following are comments and proposals for modifications in the proposed Volpe site zoning proposals

Owner and Goal The CDD goals Violates the views of the only genuine resident and business committee, appointed by the city manager , to protect residents and to enhance the quality of life in East Cambridge and Kendall Square.

The K2 study recommendations were dominated by land owner/ developer and business interests. Resident and community concerns were systematically ignored.

The result of the proposals before you would be over development without the 24 /7 life desired and a congestion disaster due to the lack of an appropriate transportation infrastructure.

FAR The addition of 3 million square feet on the Volpe site and another 1 million square feet on the CRA/ Boston Properties will result in the addition of almost 10,000 new inhabitants in Kendall Square competing for the already inadequate transportation services ,painfully inadequate community facilities, retail services and public open space serving the Kendall / East Cambridge area .

GFA The density that Volpe and the GSA have proposed in order to facilitate the justification for a private developer to build a new Volpe facility is a snare and a delusion. Volpe and the city would be better off if Volpe leased the entire site to a developer, had the developer build their building and lease it back to Volpe. Volpe could then pay its lease costs from the leasehold income. Moreover the entire site would then become tax paying and would not require the heavy burden of an initial expenditure for a land acquisition. Volpe would benefit from this approach over the long term because it would have regular stream of revenue even beyond its own building lease payments which it could use to buy and maintain its building downstream. The GSA has had very poor luck with similar projects such as the FBI building in Washington DC and Cambridge should not be the victim of limited imagination .Furthermore, the building would have to meet Cambridge zoning and design review requirements. Finally a different approach would not require the over development that is being proposed and more of the

development capacity could be devoted to much needed housing, open space as well as commercial and retail development. It would be well worth the city's time to evaluate the tax revenue derived from this strategy rather than the one which the GSA has proposed before any zoning changes are put in place .

It is well to be reminded that when the city first negotiated with Nasa to come to Kendall Square the feeder al officials made many demands that were not in the interest of the city. Fortunately, the city officials did not fold on all of NASA's wishes and the city and NASA was the better for it

Residential Share The need to support both the existing and the additional population that wants to live work and play in the Kendall area will require more not less housing. The demand for housing would recommend that 50% of the new development be mandated for housingThe need for work force and family housing for this area is essential for the long term health and stability of the city. The housing costs in Cambridge are already \$200 over the median cost of housing in New York City according to a recent Niche Survey. (\$1612 Cambridge vs \$1,442 in NYC). Our needs are for more than micro or luxury units if the area is to remain stable and attractive in the years ahead. You have only to look around Kendall Square now to see what the result of unbalanced development looks like. A larger commitment to affordable middle income housing needs to match the lower income housing needs if there are to be a genuine mix of individual and family housing in this neighborhood. See for example the proposal from The Related Companies in Boston for the affordable housing as one example of how some of the Volpe site could be developed.

Affordable Housing The CDD proposal for a minimum of 15% affordable housing is painfully low. The lack of recognition of the need for more substantial amounts of middle income housing is beyond understanding given the kind of population that Cambridge has been losing and the demands for housing from the very population that fuel the industries and commercial establishments that we hope will thrive in Kendall Square. It has to be more than 5% just to demonstrate the serious need that the city has . Fifty percent of the development split between low and middle income housing would be more appropriate.

Building Height A 500' height belies understanding. There is no need for buildings over 250 feet high leaving an exception for residential buildings up to 300 feet. As demonstrated by recent construction of bio tech and commercial buildings in the area they prefer lower buildings with larger floor plates. An important height consideration is the frontage on 3rd Street and Broadway. The ECAPS zoning established an 85 foot eight limit which has been respected in completed residential and commercial developments. To destroy the value of homes already built and occupied with ill considered tall buildings that will create shadows and wind tunnels should not be allowed. The 85 foot height limit in BA/PUD KS along Third Street should be retained.

Public Open Space We are disappointed that the CDD plan does not reflect the clear requirement for a major open space to serve needs of both the new population and the opportunity to create a "real" square in Kendall square. As illustrated in the Richard Burck plan that just won first prize in the city's competition for a public focus for Kendall square. The plan for the area along 3rd Street and Broadway provides the opportunity to create a truly great entrance to the city and community gathering space. To make it truly successful it should be surrounded by buildings of uniform height of 85' which would allow human scale buildings to define this important new "Kendall Square". The new zoning should reflect that continuity. You should also note that there is a keen relationship between the kind of housing and the kind of public open space that is needed. The current proposal, while it speaks of accommodating the needs of families has a housing plan that does not reflect a serious commitment to family housing. You can and should make the change that will put the housing and open space needs in better balance. Please note that the present Volpe Center maintains a child care center with an (restricted) adjacent playground and park. These will undoubtedly need to be replaced as will the continuing demand for outdoor space for child care required by the many new employees in the area.

Light, Shadow, Air The design studies that have been prepared for the CDD and Planning Board for building heights reflect an inadequate understanding of the potential impact of shadows on existing lower buildings. Buildings, that fulfilled the city's zoning for

maintaining the lower 85 foot height limit and may now suffer
irreparable harm with the insensitive concentration of tall
buildings immediately adjacent to the existing community.

Parking One of the opportunities in a large development of this kind
is to avoid the mistakes of the past and to benefit from
creative solutions that have proven successful. An example of a creative
parking solution that could be applied on the Volpe site is
the post office square garage in Boston. This large multi user
garage was financed by long term users who have long term leases
for their parking needs. There is in addition public parking
within the garage .Finally ,it is topped by one of the
most attractive open specs in the city. A beautiful well maintained
landscaped park.

The Volpe site is an excellent opportunity to create a large
underground parking facility that would serve many users both
public and private. This could be accomplished by a similar agency
used in Boston's Post office square through which the principal public
open spaces can be developed and maintained. The opportunity to
engage the future developer in building the garage under the proposed
public space illustrated in the Burck plan as well as contributing
to its cost and maintenance is something that should be
seriously considered.

One glaring issue not addressed in the CDD proposal is the
lack of a unified bus and rail interconnect system for the area.
The K2 study revealed how poorly served the Kendall area is by bus service.
The existing congestion created by cars, trucks, T buses and a variety of
private shuttle buses suggests that the city should encourage the
development of a bus terminal below grade as part of the parking facilities
developed for Volpe. In addition, there is no indication in
this plan that the city's long term interests lie in the
circumferential transit line with a direct interconnect to the red
line at a new portal at Vassar and Main . This could play an important role in
the servicing of all of this new development.

Sustainability The CDD plan focuses on building sustainable buildings by
applying a LEED gold standard but makes no provision for the fact
that the U.S.Corps of Engineers has projected
that the entire Volpe site would be subject to flooding . Nowhere in this
proposal are there recommendations that the provision
of flood capture areas in the underground garages be developed . Storage
facilities that would save millions of dollars in flood

damage. Such devices are used in Dutch Cities on a regular basis.

We are aware that in the last few days the CDD zoning officer has produced a large number of changes in language and intent . Changes that require careful review .The opportunity to do that for the public ,City Council ,Planning Board and other public agencies . Time should be provided for such a review and comment.

We hope that these suggestions and comments will be assist you evaluating the proposed zoning and guiding the development of more creative development proposals for the Volpe Site.

Respeptfully submitted to the
City Council Ordinance Committee
Cambridge Planning Board

O. Robert . Simha

11/11/15

Lopez, Donna

ATTACHMENT H

From: Rosemary Booth <RosemaryBooth@verizon.net>
Sent: Thursday, November 12, 2015 2:32 PM
To: Lopez, Donna; City Council
Subject: Letter re PUD-KS/Volpe rezoning
Attachments: 11122015ltrordcomm.docx; ATT00001.htm

Dear Ms. Lopez,

Please record our attached letter to the Cambridge Ordinance Committee, as part of the official record for the PUD-KS/Volpe rezoning hearing tonight.

To: Cambridge Ordinance Committee

Subject: Objections to Volpe site (PUD-KS) Rezoning Proposal and Process

Date: November 12, 2015

Dear Chairman Dennis A. Bengan and Members Dennis J. Carlone, Leland Cheung, Craig A. Kelley, David P. Maher, Nadeem A. Mazen, Marc C. McGovern, E. Denise Simmons, and Timothy J. Toomey, Jr.:

As resident-owners who live in a condo directly facing the Volpe Center property, we object to provisions of the Planning Board's refiled petition of last May to amend current zoning for the PUD-KS (Volpe Center) site, especially provisions for density, building height, open space and affordable housing.

Further, we are troubled by the pace and obscurity of the process being used to define zoning parameters for this unprecedented, complex 14-acre "land swap" involving the federal government and unknown developers. Rezoning of the Volpe site seems to lack transparency, especially at its heart—the question of how much development will be allowed.

We favor developing the Volpe site and the improvements it will bring to Kendall Square and to Cambridge, but along with others we feel that the rezoning petition goes too far and allows too much development. When we have tried to find out how the petition's development numbers were arrived at, we have been more or less stonewalled. To our knowledge, no credible analysis of the underlying economics that dictate the proposed amount of development has been shared with the public.

We have spoken at three public hearings, worked with neighborhood groups to research and compare existing studies of Kendall Square and the Volpe site (ECAPS 2001, K2 2013) and written detailed letters to the Planning Board and Ordinance Committee. At the joint Ordinance Committee and Planning Board hearing last June and at the Planning Board hearing in October dozens of speakers voiced objections to the rezoning proposal and to the fast tempo and lack of openness of the process.

Yet we find ourselves facing a rezoning petition substantially the same as the one filed by the Planning Board last May.

Cambridge should not sacrifice its last major development site to satisfy the desire of the Department of Transportation for a \$400 million replacement facility, nor should we rezone at breakneck speed to meet the internal deadline of the General Services Administration (GSA).

In point of fact, the GSA has had widely known difficulties with its first "land swap" involving the FBI's Hoover Building in Washington, D.C. That project is now stalled, so that our City will likely be the first such experiment. In addition, DOT's Volpe Center Director Robert Johns has moved back to Minnesota to resume his academic

career. Taking more time with the process will give us a chance to work with a new Volpe director when he/she comes on board, and to examine together the economic, aesthetic and livability tradeoffs involved in this enormous undertaking.

We want to see Cambridge in the strong lead, applying a rezoning process based on solid numbers put together with citizen involvement, like the K2 Study of 2013. Results of that study have been overridden in the rezoning petition; for example, the K2 study proposed:

- *public open space* of 42%, with a 7.5-acre public park (rather than 25%)
- a *floor area ratio* (FAR) of 4 (rather than 4.5)
- *building heights* not to exceed 300" (rather than 500')
- *affordable housing* min 25% (rather than 15%)

In the absence of a Master Plan, we propose to take the K2 Study numbers as a starting point for Volpe site rezoning and update them with information in key areas from the citywide planning process that has just begun and from the Kendall Square Mobility Task Force study now well underway.

We ask that you as the Ordinance Committee relax the timeline for the rezoning process long enough to identify and assert Cambridge requirements, rather than let GSA/DOT and developers define development for this critical area of our City.

Sincerely,
Rosemary Booth and Jerry O'Leary

303 Third Street, Unit 505
Cambridge, MA 02142-1166

cc: Donna P. Lopez, City Clerk