



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

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To: Planning Board
From: CDD Staff
Date: **November 14, 2012**
Re: **Kendall Square Zoning Recommendations**

The attached material provides some background on the topics that will be discussed on November 20 as part of our continued conversation on the zoning recommendations developed through the Kendall Square Study process.

The focus of this discussion will be the set of proposed zoning requirements that would apply broadly to PUD development across all Kendall Square PUD Districts. These requirements would apply in addition to the regulations on density, uses, scale and height of new development that would apply separately to individual PUD Districts.

These zoning strategies were recommended by the Kendall Square Committee to further the goals of making the district more lively, diverse and sustainable. Applying these requirements across all of Kendall Square helps to ensure that property owners would share equally in supporting these goals.

The zoning requirements fall into the following general categories:

- ❖ Active Ground Floors
- ❖ Middle-Income Housing
- ❖ Innovation Office Space
- ❖ Community Investments
- ❖ Sustainability
- ❖ Parking and Loading

The proposed regulations for each of these categories are outlined on the following pages.

Active Ground Floors

Purpose

- Focus public-oriented ground floor uses into the core of Kendall Square to activate the public realm, particularly outside of normal office work hours.
- Encourage the provision of ground-floor retail spaces in particular to provide activation and to provide services to area residents, employees and visitors.
- Promote creative marketing and leasing strategies for ground-floor spaces to support a variety of businesses and services, including local and independent businesses.

Proposed Requirements

As part of PUD approval, the Planning Board approves a Ground Floor Plan illustrating the spaces and types of uses that are proposed on the ground floors of all buildings. The following requirements and other provisions would apply to ground floors.

Retail Use Requirements/Exemptions

- For portions of buildings facing Main Street, Broadway, Ames Street (between Main and Broadway), Third Street or the Broad Canal, retail and consumer service uses are required on the ground floor meeting the following requirements:
 - Retail must occupy at least 75% of the building frontage on the street(s).
 - Retail must occupy a minimum average depth of 40 feet from the building façade.
 - Separate pedestrian entrances are required for separately leased retail spaces.
 - For new buildings, ground floors must be at-grade. Existing buildings being converted as part of a PUD are not required to be altered to conform.
 - The Planning Board may allow minor modifications if the Ground Floor Plan for these streets is consistent with the intent of the requirements.
- Space shown anywhere on the Ground Floor Plan that is limited to retail and consumer service uses may be exempted from the Gross Floor Area limitations in the PUD, in which case that space may be occupied only by retail and consumer service establishments each occupying 5,000 square feet or less on the ground floor. The Planning Board must approve such spaces.

Active Use Guidelines

- Active uses are encouraged on ground floors adjacent to public streets and open spaces. Such uses may include retail, office (medical, professional, agency and financial), day care or preschool, social services, community center, museums, libraries or similar uses. In general, lobbies for office or institutional uses that occupy upper floors within the building are discouraged from occupying large amounts of ground-level frontage.

Strategic Marketing/Leasing Plan

- A PUD proposal must describe the anticipated mix of ground-floor use types and establishment sizes and the leasing strategies that will be employed to fill those spaces. This plan may evolve over time with ongoing review by the City's Economic Development Division, and modifications must be reviewed by the Planning Board as part of design review for relevant buildings.

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Middle-Income Housing

Purpose

- Provide needed housing opportunities in Cambridge for households of middle income.
- Support economic diversity within Kendall Square.
- Provide options for families with children to live in Kendall Square.

Proposed Requirements

Middle-income housing would be required in a PUD as specified below. *Inclusionary and Incentive (linkage) zoning requirements would continue to apply to PUD projects.*

Standards for Middle-Income Housing

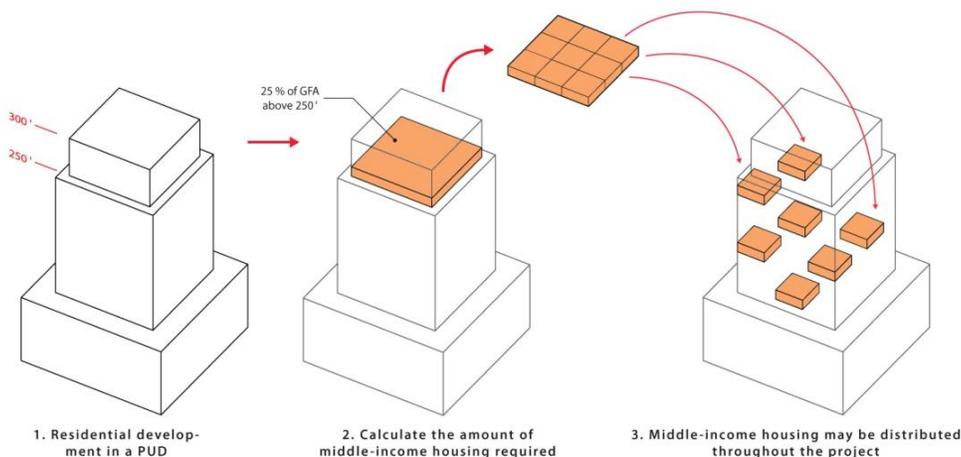
- Middle Income Dwelling Units must be available to households whose income is between 80% and 120% of the median for the Boston Standard Metropolitan Statistical Area, and the cost of the unit must not exceed 30% of household income.
- Required Middle Income Housing must contain a range of unit sizes including units with 2 bedrooms or more that are designed to be suitable for families with children. The Planning Board will approve the general size and configuration of required Middle Income Units.

Amount of Required Middle-Income Housing

- Where residential uses in a PUD are proposed at a height that exceeds 250 feet, Middle-Income Housing shall be required as a component of the PUD. The minimum required amount of Middle-Income Housing shall be equal to 25% of the residential Gross Floor Area within the PUD above the 250-foot height standard.

Location of Middle-Income Housing

- Although the required *amount* of housing is based on the height, the Middle-Income Dwelling Units may be located anywhere within the PUD, with Planning Board approval of the location.
- In approving the location of Middle-Income Dwelling Units for families with children, the Planning Board will give special attention to factors such as the availability of open space and other amenities.



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Innovation Office Space

Purpose

- As technology office uses continue to grow and develop in Kendall Square, include space that allows small start-up businesses to remain part of the mix of companies in the area.

Proposed Requirements

A PUD proposal including new office space (of any type) shall include a plan for Innovation Office Space meeting the following requirements, to be approved by the Planning Board:

Definition of Innovation Office Space

Innovation Office Space shall have the following operational characteristics:

- Tenant lease durations must not be longer than one month (renewable).
- No single business tenant may exclusively occupy a suite of more than 200 square feet.
- Shared resources (*e.g.*, conference space, office equipment, supplies, kitchens) must be available to all tenants and must occupy at least 50% of the office space.

Space Requirements/Incentives

- For a PUD containing at least 200,000 square feet of new office space, Innovation Office Space must be provided at a rate of 5% of the total other office space in the PUD.
- Innovation Office Space may be exempted from limitations on total office Gross Floor Area in the PUD up to an amount equal to 10% of the total remaining office space in the PUD (any Innovation Office Space exceeding this amount shall be counted under office space limitations).
- Where at least 40,000 square feet of Innovation Office Space is required, it may be distributed into different locations, provided that each separate “unit” has at least 20,000 square feet. Otherwise, the space must be contiguous within a single building. In general, larger contiguous spaces are preferred.
- The Innovation Office Space may be located anywhere in the Kendall Square Districts.
- Multiple PUD developers may collaborate on a joint Innovation Office Space Plan, which must be signed by all participating property owners before receiving Planning Board approval. In such a case, the total square footage of Innovation Office Space must be large enough to satisfy the sum of the requirements for each of the participating PUDs.

Approval and Monitoring

- In approving an Innovation Office Space Plan, the Planning Board may allow minor variations in the specific standards above if it finds that the plan as a whole is consistent with the purpose of the requirements.
- Following initial start-up, the developer shall submit annual reports to the Community Development Department on the performance of the space, including number of tenants, sizes of tenants, number and size of separately leased spaces, and general areas of endeavor.

Community Investments

Purpose

- Provide a dedicated source of funds to support activities that benefit the Kendall Square community as a whole, and could therefore be better provided on a collective basis instead of independently by different property owners.
- In particular, focus resources on (1) management and programming of open space, (2) enhanced public transit connections, and (3) workforce readiness programs.

Proposed Requirements

Fund Establishment

- A Kendall Square Fund shall be established, with oversight by a Kendall Square Fund Committee appointed by the City Manager.
- The Fund Committee includes representatives from property owners, business owners, neighborhood residents, experts on particular topic areas, and City staff.
- The Fund Committee makes recommendations on the disbursement of funding for different initiatives, to be approved by the City Manager; however, at least 30% of the funds must be spent in each of these general categories:
 - Open space
 - Transit
 - Workforce readiness

Required Contributions

- For development under PUD regulations, a contribution of \$10.00 per square foot of non-residential development (excluding any exempted retail or Innovation Office Space) is required, to be paid at the time of issuance of a building permit for that development.
- Projects that do not require PUD approval in the Kendall Square Districts are exempt from required contributions.
- In-kind contributions may be permitted in place of monetary contributions, but must be approved by the Fund Committee and the City Manager. In addition, any in-kind contribution involving the transfer of land shall be presented to the Planning Board as part of the PUD proposal.
- Contributions to the Fund shall not take the place of (nor be decreased as a result of) any other required project-specific mitigation, such as transportation and infrastructure improvements, PTDM requirements, inclusionary housing and incentive zoning contributions, required open space and landscaping, or other measures that may be required by zoning or other laws.

Sustainability

Purpose

- Require stronger environmental performance standards for new buildings where additional development density is allowed (through the PUD process), with a particular focus on energy efficiency, renewables, stormwater management and urban heat-island effect reduction.
- Encourage use of shared energy resources: *e.g.*, district steam, cogeneration, community solar.

Proposed Requirements

The following provisions would apply to development within a PUD:

Sustainable Building Design

- **Green building:** New buildings must meet Article 22.20 standards at the LEED Gold level or higher (*i.e.*, must be designed in accordance with the LEED criteria; certification is not required).
- **Energy target:** Article 22.20 submission must include Statement of Energy Design Intent produced through the EnergyStar Target Finder tool, or comparable statement.
- **Cool roofs:** New buildings must employ green or white (high-albedo) roofs.

Building Operations/Monitoring

- **Energy disclosure:** All buildings must track and report energy use to the City using EnergyStar, Labs21, LEED-EBOM or comparable mechanism. Reporting is to be done annually for the first 5 years starting at initial building occupancy, then once every 5 years thereafter.

Sustainable Site Design

- **Stormwater management:** PUD must meet DPW standard for water quality management and retention or detention of the difference between the 2-year 24-hour runoff hydrograph (pre-construction) and the 25-year 24-hour hydrograph (post-construction).

Shared Energy Resources

- **District steam:** PUD applications must include a study of the technical and cost feasibility of utilizing the district steam system to provide heating energy for new or existing buildings in the PUD.
- **Zoning relief for shared energy:** The Planning Board may waive applicable base zoning restrictions to allow for shared energy systems that utilize waste heat or other measures to minimize energy loss (*e.g.*, co-generation facilities, community solar).

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Parking and Loading

Purpose

- Mitigate increased traffic by limiting the amount of new parking created
- Provide flexibility to allow for greater reductions in auto use over time
- Allow pooled parking facilities to serve different sites in Kendall Square as a way to reduce parking
- Encourage shared parking between residential and non-residential uses as a way to reduce parking
- Encourage the use of existing underutilized parking facilities instead of building new parking
- Maintain current controls and regulations on institutional pooled parking

Proposed Requirements

As part of a PUD approval, the Planning Board approves a Parking and Loading Plan which may vary from the Article 6.000 requirements in the following ways. (*Bicycle parking is still required per Article 6.000.*)

Changes to Quantity Requirements

- **Minimum parking:** Ratios may be reduced by the Planning Board, except that for residential uses the ratio cannot be less than 0.5 spaces per dwelling unit.
- **Maximum parking:** A PUD shall have a maximum limit on parking based on the following ratios:

Use Category	Maximum Parking Ratio
Residential (4.31), excluding Hotel and Motel	0.75 space per dwelling unit
Hotel or Motel	0.25 space per sleeping room
Office (4.34), excluding Technical Office	0.90 space per 1,000 square feet
Technical Office (4.34.f)	0.80 space per 1,000 square feet
Retail and Consumer Service (4.35, 4.36)	0.50 space per 1,000 square feet
Educational Uses (4.33.b), excluding dormitory	0.25 space per 1,000 square feet
Educational Use Dormitory (4.33.b.7)	0.10 space per bed
Other Non-Residential	0.50 space per 1,000 square feet

- **Shared parking:** A mixed-use PUD proposal must include a shared parking study that predicts utilization of parking for different uses over time and demonstrates where there may be opportunities to further reduce the total amount of parking by having shared spaces.
- **Loading:** The Planning Board may permit reductions in the required number of loading bays and may approve loading facilities to serve multiple buildings.

Waiver of Normal Location/Use Standards for Parking

- Parking spaces may collectively serve any set of uses within the Kendall Square Districts (*i.e.*, each space is not necessarily tied to a particular use or PUD).
- Existing parking spaces may be part of a PUD, with Planning Board approval, provided that the spaces are within 2,000 feet of all uses served.
- Parking spaces within a PUD may serve uses within 2,000 feet that may be outside of the PUD, with Planning Board approval and subject to other limitations.
- Approved parking spaces for a PUD may be leased from a separate property owner, with Planning Board approval of the conditions for such a lease.