Process Overview

• Currently zoned for Planned Unit Development (PUD-KS District)

• K2 Study (2011-2012) recommended amendments

• Planning Board discussed January-May 2015, zoning petition filed in June

• Three-month period to consider petition (state law), can be refiled to start new three-month cycle
Volpe Center

- Facilities built in 1960s for NASA (not completed)
- U.S. National Transportation Systems Center has occupied since 1970
- 1,200+ workers
- No major site improvements in 45 years

Federal Exchange Process

Exchange Partner Solicitation (RFP/RFQ)  Exchange Partner Selection  Transaction Execution
The federal government will exchange most of the Volpe Center site for a new building.

- Competitive process to select a development partner
- Construct a new building for Volpe on approx. 3 acres
- Remainder of site (approx. 11 acres) available for private development under City’s zoning

An exchange is only possible if the costs for designing and constructing a new Volpe Center are not higher than the value within the remaining approx. 11 acres.

Federal appropriations will not be used to subsidize the construction.

www.gsa.gov/volpecenter
Kendall Square (K2) Plan

• April 2011 – June 2012
• 20-person Advisory Committee -- residents, businesses, property owners/developers, MIT, Kendall Square Association, Cambridge Redevelopment Authority
• Multidisciplinary consultant team led by Goody Clancy
• 18 committee meetings
• 2 public meetings + 2 hands-on working sessions
• Study area walking tour
• City Council roundtable + Planning Board discussions

Companion process: neighborhood sponsored ECPT/CBT plan
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.”
Housing

• 40% housing: **1,000 units** (approx.)
  *(most of any Kendall Square development area)*
• **Affordable**: 100 units low-moderate, 50 middle income (approx.)
• **Families**: 50 three-bedroom units or more (approx.)
• **$20 million(+)**: Payments to Affordable Housing Trust
  *(proposed Incentive Zoning)*
Active Ground Floors

• **Active Uses:** food stores, convenience stores, shops, restaurants, cultural and community space (not lobbies)

• **Required:** Along Broadway and Third Street (75% of frontage), encouraged on all public streets and open spaces

• **Small Retail:** Incentives for spaces 5,000 square feet or less
Public Open Space

- **Recreation, reflection** and **play** – for all ages and abilities
- **Connections** to the neighborhood, nature, water
- **At least 25%** of site devoted to public open space (balance site constraints with design flexibility)

*Photos: Gretchen Ertl*  
*Images: Richard Burck Associates, Connect Kendall Square*
Innovation Space

- Small companies & individuals on short-term leases
- Shared workspaces
- In new or existing buildings, or in partnership with other property owners
- Required for at least 5% of new office development
- Incentives to encourage more space than the minimum
Sustainability

- LEED Gold, enhanced energy efficiency
- Stormwater control and urban heat island mitigation
- Encourage on-site energy systems and co-gen;
- Assess district steam potential for new buildings
- Energy use disclosure (BEUDO)
- Anticipate net-zero and adaptation goals
Transportation

• Parking: Reduce, manage and share

<table>
<thead>
<tr>
<th>Use</th>
<th>Auto Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Based on analysis</td>
</tr>
<tr>
<td>Office</td>
<td>0.9 sp/1000 sq. ft.</td>
</tr>
<tr>
<td>Retail/consumer service</td>
<td>0.5 sp/1000 sq. ft.</td>
</tr>
<tr>
<td>Residential</td>
<td>0.75 sp/du</td>
</tr>
</tbody>
</table>

• PTDM requirements and enhanced TDM
• PUD process includes review of street/circulation design, transportation impacts and mitigation
• Proposal must consider desired transit routes identified in K2 study
Community Funds

- $10 per square foot commercial development

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Space Programming</td>
<td>$5.4 million</td>
</tr>
<tr>
<td>Transit Improvements</td>
<td>$5.4 million</td>
</tr>
<tr>
<td>Workforce Readiness</td>
<td>$5.4 million</td>
</tr>
</tbody>
</table>
Urban Design

- Public review process for development plans
- Guidelines for public space and building design
# Planned Unit Development (PUD) Process

<table>
<thead>
<tr>
<th>Zoning (City Council)</th>
<th>PUD Special Permit (Planning Board)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Controls:</strong></td>
<td><strong>Development Plan Review:</strong></td>
</tr>
<tr>
<td>• Maximum development (FAR)</td>
<td>• Site layout</td>
</tr>
<tr>
<td>• Maximum heights</td>
<td>• Building massing</td>
</tr>
<tr>
<td>• Minimum housing, affordable housing</td>
<td>• Open space design</td>
</tr>
<tr>
<td>• Minimum open space</td>
<td>• Retail plan</td>
</tr>
<tr>
<td>• Parking requirements</td>
<td>• Housing plan</td>
</tr>
<tr>
<td>• Sustainability requirements</td>
<td>• Project construction/phasing</td>
</tr>
<tr>
<td>• Other requirements/incentives</td>
<td>• Design review (ongoing)</td>
</tr>
</tbody>
</table>

**Example:** Alexandria Zoning

![Image of Alexandria Zoning}

**Alexandria PUD Development Plan**

Public hearings at both phases
## Proposed Zoning: Development Controls

<table>
<thead>
<tr>
<th></th>
<th>Current Zoning</th>
<th>Proposed Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Allowed FAR</strong></td>
<td>3.0 / 3.36 (w/inclusionary bonus)</td>
<td>4.5 (no additional bonus)</td>
</tr>
<tr>
<td><strong>Minimum Housing</strong></td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Affordable Housing</strong></td>
<td>11.5% low-moderate (effective after bonus)</td>
<td>10% low-moderate 5% middle income 15% total</td>
</tr>
<tr>
<td><strong>Public Open Space</strong></td>
<td>42% / 53%</td>
<td>At least 25%</td>
</tr>
<tr>
<td><strong>Parking</strong></td>
<td>Minimums</td>
<td>Maximums</td>
</tr>
<tr>
<td><strong>Ground Floor Retail</strong></td>
<td>Incentivized</td>
<td>Required (major streets)</td>
</tr>
<tr>
<td><strong>Innovation Space</strong></td>
<td>N/A</td>
<td>Min. 5% of office/lab</td>
</tr>
<tr>
<td><strong>Sustainability/Environmental</strong></td>
<td>LEED Silver</td>
<td>LEED Gold + other req’s</td>
</tr>
<tr>
<td><strong>Community Funds</strong></td>
<td>N/A</td>
<td>$10/sq.ft. commercial</td>
</tr>
<tr>
<td><strong>Government Facility</strong></td>
<td>Flexibility allowed</td>
<td>Encouraged in PUD</td>
</tr>
</tbody>
</table>
Height Limits: Proposed
<table>
<thead>
<tr>
<th>Type</th>
<th>Current Zoning</th>
<th>Proposed Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Area</td>
<td>620,000</td>
<td>620,000</td>
</tr>
<tr>
<td>Residential</td>
<td>967,000</td>
<td>1,116,000</td>
</tr>
<tr>
<td>Office / Lab</td>
<td>1,086,000</td>
<td>1,632,000</td>
</tr>
<tr>
<td>(not including Innovation Space)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>50,000</td>
<td>140,000</td>
</tr>
<tr>
<td>Innovation Space (min)</td>
<td>0</td>
<td>84,000</td>
</tr>
<tr>
<td>Total Private Development</td>
<td>2,103,000</td>
<td>2,972,000</td>
</tr>
</tbody>
</table>

*Figures in Square Feet of Gross Floor Area

*ALL FIGURES APPROXIMATE*
Goals

- Create a **positive mixed-use district** where tall buildings can be good neighbors to public spaces, and adjacent residential neighborhoods.
- Create **high-quality public environments**, and ensure **development contributes** to the **character and vitality** of the surrounding community.
- **Sensitively manage the impacts of bulk and height** and
- **Animate streets and public spaces** by encouraging **active ground floors**.

Key themes

1. Street types and edges
2. Walkability
3. Public realm / open space
4. Built Form
5. Ground Floor Design
6. Environmental Quality

*Will be considered as part of Project Review*

*Not intended to be strict controls on building style or character*
Kendall Square Design Guidelines 2013

Main principles
1. Create a highly permeable, walkable environment
2. Focus on relationships between private buildings/open spaces & public streets/parks
3. Ground floor design and activation
4. A network of diverse places building community, vitality and innovation
5. Emphasize a distinct built form identity and architectural composition
6. Vary the architecture of individual buildings
7. Create strong street walls to frame sidewalks and public space
8. Relate to surrounding context and create sensitive transitions to neighboring uses
9. Design buildings to minimize monolithic massing and break down scale
10. Tall buildings provided in locations to help define the center of Kendall Square
PUD-KS Supplementary Design Guidelines

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

Goals
1. Highly legible & integrated movement network with connections to all routes
2. A cohesive network of high-quality open spaces and places
Conceptual Massing Studies

Study looked at:

• Proposed requirements
  o GFA (at full anticipated buildout)
  o Open space
  o Maximum height
• Possible arrangement of streets, connections + pathways
• Different open space layouts
• Possible building sites
• Options for building heights and massing
  o Consideration of K2 guidelines

At the planning stage the massing studies do not consider:

• Building design, articulation
• Quality of connections and open space
• Economic feasibility
Conceptual Massing Study 1

Conceptual illustration only – not a development plan

- Two slender residential towers (350 ft and 500 ft)
- Two commercial towers at 350 ft
Conceptual Massing Study 2

- One larger residential tower at 500 ft
- One commercial tower at 350 ft

*Conceptual illustration only – not a development plan*
Conceptual Massing Study 3

- Three large commercial towers (2 x 350’, 500’)

*Conceptual illustration only – not a development plan*
Conceptual Massing Study 4

- One large commercial tower with a height of 1000’

*Height exceeds current zoning proposal*

*Conceptual illustration only – not a development plan*
Conceptual Massing Studies
Outreach

*Over the coming months:*

* Conversations in the parks
* Meetings with groups and associations
* Web site, e-mail, social media