

Requested Special Permits	Summarized Findings <i>(detailed zoning text on following pages)</i>
Approval of a PUD Final Development Plan (Section 12.35.3)	<p>The Development Plan:</p> <ul style="list-style-type: none"> • Conforms with general PUD development controls and district development controls [in this case, requirements of Article 14.000]. • Conforms with adopted policy plans or development guidelines for that portion of the city. [Per Section 14.32.2.2: “In making its findings, the Board shall consider the objectives set forth in the Kendall Square Final Report of the K2C2 Planning Study (“K2 Plan”) and the Kendall Square Design Guidelines.” Those documents can be found at: https://www.cambridgema.gov/CDD/Projects/Planning/K2C2.] • Provides benefits to the city which outweigh its adverse effects, considering: <ul style="list-style-type: none"> ○ quality of site design ○ traffic flow and safety ○ adequacy of utilities and other public works ○ impact on existing public facilities ○ potential fiscal impact
Project Review Special Permit (Section 19.20)	<ul style="list-style-type: none"> • The project will have no substantial adverse impact on city traffic within the study area, upon review of the traffic impact indicators analyzed in the Transportation Impact Study and mitigation efforts proposed. • The project is consistent with the urban design objectives of the City as set forth in Section 19.30.
General special permit criteria (Section 10.43)	<p>Special permits will be normally granted if the zoning requirements are met, unless it is found not to be in the public interest due to one of the criteria enumerated in Section 10.43.</p>

MXD Infill Development Concept Plan

- 14.32.2** The Cambridge Redevelopment Authority (CRA) shall cause in Infill Development Concept Plan (Concept Plan) to be prepared providing for the distribution of additional GFA for new development within the District above and beyond three million, three hundred and thirty three thousand (3,333,000) square feet (“Infill GFA”) and meeting the requirements of Section 14.32.2.1. The Concept Plan shall be approved by CRA and by a special permit granted by the Planning Board in order to authorize the development of infill GFA. The purpose of the Concept Plan is to provide a context and a conceptual governance structure for existing and potential future development that allows development to proceed in a flexible manner without requiring additional special permit for each building. The Concept Plan is expect to evolve over time, and with each subsequent development proposal updated to the Concept Plan shall be submitted. Amendments to the special permit may be granted as set forth below, but revisions to a Concept Plan shall not necessarily require amending the special permit so long as the revisions remain in conformance with the conditions of the special permit.
- 14.32.2.2** Findings and Approval. The Planning Board shall grant a special permit approving an Concept Plan upon finding that the new development identified within the plan meets the criteria for approval of a Planned Unit Development set forth in Section 12.35.3(3) of the Zoning Ordinance and the criteria for approval of a Project Review Special Permit set forth in Section 19.25 of the Zoning Ordinance. In making its finding, the Board shall consider the objectives set forth in the Kendall Square Final Report of the K2C2 Planning Study (“K2 Plan”) and the *Kendall Square Design Guidelines*. The approval of a Concept Plan shall serve to meet any applicable project review requirements of Article 19.000, and no additional Project Review Special Permit shall be required for new development that is identified within an approved Concept Plan.
- 14.32.2.5** Amendments. Major or Minor Amendments to the Concept Plan may be approved as set forth in Section 12.37 of the Zoning Ordinance after review and approval by the CRA, with Major Amendments requiring the granting of a special permit by the Planning Board and Minor Amendments requiring a written determination by the Planning Board. The conditions of the special permit may specify what types of modifications would constitute Major or Minor Amendments.

PUD Special Permit Criteria

12.35.3 Approval of the Development Proposal shall be granted only upon determination by the Planning Board that the Development Proposal:

- (1) conforms with the General Development Controls set forth in Section 12.50, and the development controls set forth for the specific PUD district in which the project is located;
- (2) conforms with adopted policy plans or development guidelines for the portion of the city in which the PUD district is located;
- (3) provides benefits to the city which outweigh its adverse effects; in making this determination the Planning Board shall consider the following:
 - (a) quality of site design, including integration of a variety of land uses, building types, and densities; preservation of natural features; compatibility with adjacent land uses; provision and type of open space; provision of other amenities designed to benefit the general public;
 - (b) traffic flow and safety;
 - (c) adequacy of utilities and other public works;
 - (d) impact on existing public facilities within the city; and
 - (e) potential fiscal impact.

12.37 *Amendments to Final Development Plan.* After approval of the Final Development Plan by the Planning Board, the developer may seek amendments to the Final Development Plan, only if he encounters difficulties in constructing the PUD which could not have reasonably been foreseen, such as with terrain or soil conditions or other complications.

12.37.1 Amendments to the Final Development Plan shall be considered major or minor. Minor amendments, as specified in Section 12.37.2 shall be authorized by written approval of the Planning Board. Major amendments, as specified in Section 12.37.3, shall be considered as an original application for a Special Permit to construct a PUD and shall be subject to procedures specified in Section 12.34 through 12.36. The Planning Board shall decide whether proposed changes are major or minor.

12.37.2 Minor amendments are changes which do not alter the concept of the PUD in terms of density, floor area ratio, land usage, height, provision of open space, or the physical relationship of elements of the development. Minor amendments shall include, but not be limited to, small changes in the location of buildings, open space, or parking; or realignment of minor streets.

12.37.3 Major amendments represent substantial deviations from the PUD concept approved by the Planning Board. Major amendments shall include, but not be limited to, large changes in floor space, mix of uses, density, lot coverage, height, setbacks, lot sizes, open space; changes in the location of buildings, open space, or parking; or changes in the circulation system.

Project Review Special Permit – Traffic Impact Findings

19.25.1 Traffic Impact Findings. Where a Traffic Study is required as set forth in Section 19.24 (3) above the Planning Board shall grant the special permit only if it finds that the project will have no substantial adverse impact on city traffic within the study area as analyzed in the Traffic Study. Substantial adverse impact on city traffic shall be measured by reference to the traffic impact indicators set forth in Section 19.25.11 below.

In areas where the Planning Board determines that area-specific traffic guidelines have been established in the Ordinance, the Board recognizes written agreements between project proponents and the City dealing with transportation mitigation strategies.

19.25.11 Traffic Impact Indicators. In determining whether a proposal has substantial adverse impacts on city traffic the Planning Board shall apply the following indicators. When one or more of the indicators is exceeded, it will be indicative of potentially substantial adverse impact on city traffic. In making its findings, however, the Planning Board shall consider the mitigation efforts proposed, their anticipated effectiveness, and other supplemental information that identifies circumstances or actions that will result in a reduction in adverse traffic impacts. Such efforts and actions may include, but are not limited to, transportation demand management plans; roadway, bicycle and pedestrian facilities improvements; measures to reduce traffic on residential streets; and measures undertaken to improve safety for pedestrians and vehicles, particularly at intersections identified in the Traffic Study as having a history of high crash rates.

The indicators are: (1) Project vehicle trip generation weekdays and weekends for a twenty-four hour period and A. M. and P.M. peak vehicle trips generated; (2) Change in level of service at identified signalized intersections; (3) Increased volume of trips on residential streets; (4) Increase of length of vehicle queues at identified signalized intersections; and (5) Lack of sufficient pedestrian and bicycle facilities. The precise numerical values that will be deemed to indicate potentially substantial adverse impact for each of these indicators shall be adopted from time to time by the Planning Board in consultation with the TPTD, published and made available to all applicants.

Project Review Special Permit – Urban Design Findings

19.25.2 Urban Design Findings. The Planning Board shall grant the special permit only if it finds that the project is consistent with the urban design objectives of the city as set forth in Section 19.30. In making that determination the Board may be guided by or make reference to urban design guidelines or planning reports that may have been developed for specific areas of the city and shall apply the standards herein contained in a reasonable manner to nonprofit religious and educational organizations in light of the special circumstances applicable to nonprofit religious and educational activities.

19.30 Citywide Urban Design Objectives

The following urban design objectives are intended to provide guidance to property owners and the general public as to the city's policies with regard to the form and character desirable for new development in the city. It is understood that application of these principles can vary with the context of specific building proposals in ways that, nevertheless, fully respect the policies' intent. It is intended that proponents of projects, and city staff, the Planning Board and the general public, where public review or approval is required, should be open to creative variations from the detailed provisions presented in this Section as long as the core values expressed are being served. A project need not meet all the objectives of this Section 19.30 where this Section serves as the basis for issuance of a special permit. Rather the permit granting authority shall find that on balance the objectives of the city are being served. Nor shall a project subject to special permit review be required to conform to the Required Building and Site Plan Requirements set forth in Section 19.50.

Further indicators of conformance with these policy objectives shall be found in planning documents and plans developed for specific areas of the city or the city as a whole, to the extent that they are not inconsistent with the objectives set forth in this Section 19.30. These documents include the *Harvard Square Development Guidelines*, the *Central Square Action Plan*, the *Central Square Development Guidelines*, the *North Massachusetts Avenue Urban Design Guidelines Handbook*, the *University Park at MIT Urban Design Guidelines*, the *North Point Policy Plan and Design Guidelines*, the *Cambridge Institutional Growth Management Plan*, the *East Cambridge Riverfront Plan*, the *Eastern Cambridge Plan*, the *Eastern Cambridge Design Guidelines*, the *Alewife Revitalization, Alewife Urban Design Study Phase II* and its Draft update of 1991, and *Toward a Sustainable Future: Cambridge Growth Policy Document*.

19.30 Citywide Urban Design Objectives [SUMMARIZED]

Objective	Indicators
New projects should be responsive to the existing or anticipated pattern of development.	<ul style="list-style-type: none"> • Transition to lower-scale neighborhoods • Consistency with established streetscape • Compatibility with adjacent uses • Consideration of nearby historic buildings
Development should be pedestrian and bicycle-friendly, with a positive relationship to its surroundings.	<ul style="list-style-type: none"> • Inhabited ground floor spaces • Discouraged ground-floor parking • Windows on ground floor • Orienting entries to pedestrian pathways • Safe and convenient bicycle and pedestrian access
The building and site design should mitigate adverse environmental impacts of a development upon its neighbors.	<ul style="list-style-type: none"> • Location/impact of mechanical equipment • Location/impact of loading and trash handling • Stormwater management • Shadow impacts • Retaining walls, if provided • Building scale and wall treatment • Outdoor lighting • Tree protection (requires plan approved by City Arborist)
Projects should not overburden the City infrastructure services, including neighborhood roads, city water supply system, and sewer system.	<ul style="list-style-type: none"> • Water-conserving plumbing, stormwater management • Capacity/condition of water and wastewater service • Efficient design (LEED standards)
New construction should reinforce and enhance the complex urban aspects of Cambridge as it has developed historically.	<ul style="list-style-type: none"> • Institutional use focused on existing campuses • Mixed-use development (including retail) encouraged where allowed • Preservation of historic structures and environment • Provision of space for start-up companies, manufacturing activities
Expansion of the inventory of housing in the city is encouraged.	<ul style="list-style-type: none"> • Housing as a component of large, multi-building development • Affordable units exceeding zoning requirements, targeting units for middle-income families
Enhancement and expansion of open space amenities in the city should be incorporated into new development in the city.	<ul style="list-style-type: none"> • Publicly beneficial open space provided in large-parcel commercial development • Enhance/expand existing open space, complement existing pedestrian/bicycle networks • Provide wider range of activities

Kendall Square (K2) Study & Design Guidelines, 2013 - Summary

K2 Study Vision

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 Study Goals

Nurture Kendall’s Innovation Culture	<ul style="list-style-type: none"> • Expand opportunities for Kendall Square knowledge economy to continue to grow. • Foster a strong connection between the MIT campus and the rest of Kendall Square. Enable MIT to develop in a manner consistent with its academic and research mission, so that it continues to be a magnet attracting innovative businesses to the area. • Support a vibrant environment for creative interaction.
Create Great Places	<ul style="list-style-type: none"> • Support open space and recreation needs of a growing neighborhood. • Create lively, walkable streets. • Expand opportunities for Kendall’s diverse community to interact. • Development and public place improvements must happen in tandem.
Promote Environmental Sustainability	<ul style="list-style-type: none"> • Expand convenient, affordable transportation and access choices. • Enhance streets as public places. • Create a healthier natural environment. • Reduce resource consumption, waste and emissions. • Leverage the environmental and economic benefits of compact development.
Mix Living, Working, Learning, And Playing	<ul style="list-style-type: none"> • Leverage community and innovation benefits of mixed-use environment. • Focus intensity around transit. • Minimize development pressures on traditional neighborhoods. • Continue to support city and state economic development.

K2 Design Guidelines

The K2 Design Guidelines aim to:

- Create a positive mixed-use district where tall buildings with large floorplates can be good neighbors to public spaces, smaller existing buildings, and adjacent residential neighborhoods.
- Sensitively manage the impacts of building bulk and height, and animate major streets and public spaces through encouraging active ground floors.
- Enhance the quality of public street and park spaces.

Guideline Summary

1. Introduction and Site Organization	
Major Public Streets	<ul style="list-style-type: none"> • Create a well-defined streetwall to help frame Kendall Square’s major public streets as public spaces. • Provide adequate space along sidewalks for outdoor activity associated with active ground level uses.
Park Edges	<ul style="list-style-type: none"> • Pay special attention to activating the ground floors of buildings abutting open space resources. • Scale and massing design should be carefully considered to minimize negative impacts to the nearby parks and plazas.
2. Environmental Quality	
Shadow, Wind, Vegetative Cover, Noise	<ul style="list-style-type: none"> • Carefully design new projects to avoid unnecessary environmental impacts. • Evaluate each design decision to find outcomes that balance the positive aspects of building near a transit hub with the changes in the environment that result from more density in relatively dense new structures located in close proximity to one another.
3. Walkability	
Connections/Block sizes	<ul style="list-style-type: none"> • Break up large blocks and increase permeability by creating pedestrian and bicycle connections through the site.
Loading and Servicing	<ul style="list-style-type: none"> • Locate and design loading and servicing areas to support the walkability of the area and minimize dead zones.
Street Activity	<ul style="list-style-type: none"> • Support pedestrian flow throughout the district and provide access to outdoor and indoor public spaces that allow people to gather. • Encourage public activity throughout the day and evening.
Universal Access	<ul style="list-style-type: none"> • Design of buildings and outdoor spaces should provide an emphasis on universal access.
4. Built Form	
Architectural Identity of Kendall Square	<ul style="list-style-type: none"> • Architectural composition should particularly emphasize a distinct identity for the building as well as for Kendall Square. • Design buildings to help create streetwalls, where appropriate, to help frame the sidewalks, plazas, and other public spaces in Kendall Square • Convey the act and spirit of innovation in Kendall Square through transparency that directly reveals activity and displays visual media.
Scale and Massing	<ul style="list-style-type: none"> • Encourage building forms and site planning that relate to the surrounding context. • Create sensitive transitions to neighboring uses, especially to existing residential buildings, historical structures, and public parks. • Design buildings to minimize monolithic massing and break down the scale of large buildings • Limit the impact of tall buildings both at street level within the district and from, nearby areas.

Major Public Streets	<ul style="list-style-type: none"> • Create a strong datum by setting back the building at upper floors to create a strong edge to the street and to limit the sense of height at street level.
Park Edges	<ul style="list-style-type: none"> • Development around parks and plazas should support an environment that is active, safe, and welcoming to a wide spectrum of users throughout the day, week and year.
Visual Interest	<ul style="list-style-type: none"> • Buildings should reflect a rhythm and variation appropriate to the urban context • Where appropriate, vary the architecture of individual buildings to create architecturally diverse districts
Tall Buildings	<ul style="list-style-type: none"> • Design buildings over 200 feet tall with particular attention to the architectural character of the top of the building, which will be visible from significant public spaces and from some distance.
Connectors	<ul style="list-style-type: none"> • Connectors over public ways are not encouraged in the heart of Kendall Square. • Consider upper-floor connections only in circumstances where tenants need large floorplates that might otherwise result in excessive apparent building mass. • Design connectors to provide architectural interest, maintain permeability, and continue to allow light and views of the sky. • Connectors may be more acceptable over minor streets internal to the quieter parts of the MIT campus, such as Carlton or Hayward.
Rooftops	<ul style="list-style-type: none"> • Design rooftops, including mechanical equipment and cellular installations, as integral to the rest of the architecture of the building.
5. Ground Floor	
Uses	<ul style="list-style-type: none"> • First floors of the buildings should be actively used. • Retail and services should serve local communities as well as people who work in the area. • Where retail is not provided, ground floor spaces should be designed to accommodate retail in the future
Setbacks	<ul style="list-style-type: none"> • Create space at the sidewalk level to allow for interaction between activities on the ground floor of the buildings and the public sidewalk. • Directly engage the public and create a well-defined streetwall to help frame Kendall Square’s streets and public spaces
Facades	<ul style="list-style-type: none"> • Reduce the distinction between exterior and interior space to extend the effective public realm indoors and reveal indoor activity on the street.
Entrances	<ul style="list-style-type: none"> • Locate major entrances on public streets, and on corners wherever possible. • Entrances should relate to crosswalks and pathways that lead to bus stops, transit and bike stations.

General Criteria for Issuance of a Special Permit

10.43 *Criteria.* Special permits will normally be granted where specific provisions of this Ordinance are met, except when particulars of the location or use, not generally true of the district or of the uses permitted in it, would cause granting of such permit to be to the detriment of the public interest because:

- (a) It appears that requirements of this Ordinance cannot or will not be met, or
- (b) traffic generated or patterns of access or egress would cause congestion, hazard, or substantial change in established neighborhood character, or
- (c) the continued operation of or the development of adjacent uses as permitted in the Zoning Ordinance would be adversely affected by the nature of the proposed use, or
- (d) nuisance or hazard would be created to the detriment of the health, safety and/or welfare of the occupant of the proposed use or the citizens of the City, or
- (e) for other reasons, the proposed use would impair the integrity of the district or adjoining district, or otherwise derogate from the intent and purpose of this Ordinance, and
- (f) the new use or building construction is inconsistent with the Urban Design Objectives set forth in Section 19.30.