
#### Net Zero + Net Positive Targets

<table>
<thead>
<tr>
<th>Year (Fiscal Year July-June)</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
<th>2031</th>
<th>2032</th>
<th>2033</th>
<th>2034</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Zero Municipal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Zero Residential 1-3 Units</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Zero Commercial Multi-Family Institutional</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Zero Labs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Zero/Positive Target</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Action 1 - Energy Efficiency in Existing Buildings

**1.1 Custom Retrofit Program**

- **Residential**
  - Feasibility
  - Potential Multi-Family Program
  - Design
  - Potential Multi-Family Program
  - Design
  - Required O+M Plan
  - Required O+M Plan
  - Required O+M Plan

- **All**
  - Feasibility
  - Custom Retrofit Pilot
  - Review
  - Custom Retrofit Pilot
  - Review
  - Custom Retrofit Pilot
  - Review

**1.2 Additional EEDO Requirements**

- **Comm. + MF**
  - Potential O+M Plan Requirements
  - Potential T.O.S/R. Requirements
  - Potential T.O.S/R. Requirements

- **Labs**
  - Potential O+M Plan Requirements
  - Potential T.O.S/R. Requirements
  - Potential T.O.S/R. Requirements

**1.3 Upgrades at Time of Renovation or Sale**

- **All**
  - Feasibility
  - Review
  - Review
  - Review
  - Required O+M Plan
  - Required O+M Plan
  - Required O+M Plan

**1.4 O&M Plan Requirement**

- **Comm. + MF (New Const.)**
  - Potential O+M Plan Requirements
  - Potential T.O.S/R. Requirements
  - Potential T.O.S/R. Requirements

#### Action 2 - Net Zero New Construction

**2.1 Market Based Incentive Program**

- **Residential**
  - Feasibility
  - Pilot Residential
  - Pilot Commercial
  - Potential Net Zero Incentive Program
  - Potential Net Zero Incentive Program
  - Potential Net Zero Incentive Program

- **Comm. + MF**
  - Potential Net Zero Incentive Program
  - Potential Net Zero Incentive Program
  - Potential Net Zero Incentive Program

**2.2 Height + FAR Bonuses**

- **Labs**
  - Potential Height + FAR Incentive Program
  - Potential Height + FAR Incentive Program
  - Potential Height + FAR Incentive Program

**2.3 Increase Green Building Requirements in Cambridge Zoning Ordinance**

- **Stage 1 - New LEED Requirements**
  - Review
  - Review
  - Review
  - Review

**2.4 New Policy for New Construction of Municipal Buildings**

- **Stage 1 - Building Review**
  - Review
  - Review
  - Review
  - Review

**2.5 Removal of Barriers to Increased Insulation**

- **Design**
  - New Policy
  - Review

#### Action 3 - Energy Supply

**3.1 Low Carbon Energy Supply Strategy**

- **Feasibility**
  - Potential Local Carbon Fund
  - Review

**3.2 Rooftop Solar Ready Requirement**

- **Design**
  - Potential Solar Ready Requirement
  - Potential Solar Requirement Version 2
  - Potential Solar Requirement Version 2

**3.3 Develop a Memorandum of Understanding with Local Utilities**

- **Development of Multi Utility Collaboration**
  - Feasibility
  - Review

#### Action 4 - Local Carbon Fund

- **Investigate Local Carbon Fund**
  - Feasibility
  - Potential Local Carbon Fund

#### Action 5 - Engagement and Capacity Building

**5.1 Communication Strategy**

- **Pilot Standard 1**
  - Implement Potential Standard
  - Review
  - Pilot Standard 2
  - Implement Potential Standard

**5.2 Net Zero Lab Standards**

- **Feasibility**
  - Dem Standard
  - Pilot Standard 1
  - Implement Potential Standard

---

* To occur as part of Cambridge Master Plan process
** To happen in conjunction with Kendall Square study
*** Externally Led