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## Cambridge Redevelopment Authority

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### Memorandum

**RE: Kendall Square Urban Renewal Plan Amendment**

Date: January 16, 2015  
To: Cambridge Redevelopment Authority Board  
From: Tom Evans, Executive Director

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### Introduction

In the nearly forty years since the adoption of Amendment 1 to the Kendall Square Urban Renewal Plan (Plan), the CRA has facilitated many changes to the Plan document, but those changes pale in comparison to the transformation of Kendall Square itself both within the Project Area and the neighborhood around it. The Kendall Square area has become a center of innovation, creativity and technology, certainly exceeding the expectation of the planners, designers, and developers in 1977.

Amendment 10 will aim to reflect these changes and to chart a way forward in furtherance of the recommendations from the 2013 K2 Planning Study. As we reviewed last month, the Plan's objectives have been proposed to be updated to reflect not only the important work of bringing jobs and opportunity to Kendall Square, but the larger goal of creating a sustainable, inviting, and inclusive neighborhood. Many of the development limits, as in prior Amendments, are proposed to be increased to reflect the continued demand for the built environment, with an emphasis on bringing additional housing and retail to the Project Area, while also enhancing open space opportunities. New provisions would assist the CRA in linking transit investment to development, aiming to ensure that the Project Area's transit assets grow along with it. Provisions for innovation space and affordable housing are proposed so that Kendall Square remains not only a destination for the great thinkers of today, but also a laboratory for the great ideas of tomorrow and a great urban neighborhood for Cambridge.

This memorandum includes excerpts from the text of the Plan with areas of substantial revisions for review and discussion by the Board for policy consideration. This discussion will help inform a full amended and restated plan which staff, hope to bring forward to the Board in the upcoming months.

## Chapter One: Introduction

### Section 108: Public Improvements and Public Facilities

The CRA will provide for or cause to be provided the abandonment, improvement, extension, reconstruction, construction, and installation of:

- (a) Public buildings, facilities, and fall-out shelters;
- (b) Public open spaces, plazas, parks, and landscaping;
- (c) Public rights-of-way and other easements;
- (d) Public streets, sidewalks, ~~and malls~~ and other vehicular and pedestrian and bicycle facilities, public transit ~~and transportation infrastructure~~, and off-street parking facilities, appurtenances, and related improvements;
- (e) Waterways; and
- (f) Public utilities such as water, sewer, drainage, police and fire protection and communication, traffic and parking sign and signal, and street lighting system devices, appurtenances, and related improvements, and all lines for such utilities shall be maintained, relocated, or otherwise placed underground.

The CRA shall be authorized to establish a transit impact mitigation fund to provide support for the operation of existing rail service and the development of new transit and rail facilities to meet future transit needs of the Project Area and the surrounding neighborhoods. The CRA shall be authorized to obligate developers to contribute to this fund in such amounts as may be mutually agreed. The CRA shall work with the City and the MBTA to administer and disburse these funds to further the redevelopment objectives described in Section 102. Further, the CRA may also consider use of programs established by the Commonwealth available for the creation and financing of public infrastructure.

## Chapter Four: Land Use Provisions and Building Requirements

### Section 402: Dimensional Requirements

(a) The aggregate gross floor area (hereinafter referred to as "GFA" and defined in Appendix I of the Urban Renewal Plan attached hereto and made a part hereof as if fully set forth herein) of development in the MXD District shall not exceed ~~3,102,100 square feet plus 200,000 that shall be limited to multi-family residential, for a total GFA not to exceed 3,302,100 square feet.~~ three million, six hundred and seventy three thousand (3,702,100) square feet, plus 600,000 that shall be limited to multi-family residential, for a total GFA not to exceed 4,302,100 square feet. Aggregate GFA of development in the MXD District is at any time the sum of the GFA of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to the effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with ~~CRA Cambridge Redevelopment Authority~~ and so stated in certificates from the ~~CRA Cambridge Redevelopment Authority~~ to the Superintendent of Buildings, may be constructed in the MXD District in the future.

At least two hundred thousand (200,000) square feet of the multi-family residential GFA shall occur within the area designated on the Zoning Map as the "Ames Street District", the construction of which shall proceed the occupancy of any commercial GFA in excess of three million and seventy three thousand (3,073,000) square.

In addition to the aggregate GFA limitation, the cumulative GFA for each of the use groups shall not exceed the respective amounts stated below, except as provided hereinafter. Cumulative GFA for a use group is at any time the sum of the GFA of all portions, occupied or to be occupied by uses within such use group, of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with ~~CRA Cambridge Redevelopment Authority~~ to the Superintendent of Buildings, may be constructed in the MXD District in the future.

Industrial uses permitted by Section 401(1):

Cumulative GFA = 770,000 square feet.

Office Uses and Biotechnology Manufacturing Uses permitted by Section 401(2):

Cumulative GFA = 2,294,100 ~~1,634,100~~ square feet.

Retail and consumer service uses permitted by Section 401(3):

Cumulative GFA = 200,000 ~~150,000~~ square feet.

Residential uses permitted by Section 401(4):

(a) Multi-family housing:

Cumulative GFA = ~~800,000~~ 200,00 square feet for buildings that may be constructed within that portion of MXD District located between Main Street and Broadway.

(B) Hotel/Motel:

Cumulative GFA = 440,000 square feet.

Entertainment, recreational, institutional, transportation, communication and utility uses permitted by Sections 401(5), 401(6) and 401(7) and additional development of industrial, office, retail, consumer service and hotel/motel uses exceeding the foregoing cumulative GFA limitations:

Cumulative GFA = ~~489,292~~ 973,000 square feet for buildings which are located or are being constructed or may be constructed at any location within the MXD District, plus an additional 483,708 square feet for buildings which may be constructed within the MXD District North of Broadway.

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The CRA shall also maintain a record of cumulative GFA by land use for the purpose of determining and tracking open space requirements for existing and future development.

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***New Section: GFA Exemptions***

(1) Variances: Aggregate GFA within the District authorized by a variance issued by the Board of Zoning Appeal shall not be counted by the Superintendent of Buildings for any purpose in determining the Aggregate GFA within the District.

(2) Residential Outdoor Area Exemptions: Private outdoor decks or balconies for multi-family residential development shall be excluded from the Aggregate GFA calculations nor the and Cumulative GFA for residential, up to five percent (5%) of the building floor area.

(3) Innovation Space: Fifty percent (50%) of the Innovation Space GFA required in Section 412 below shall not count against the GFA cap for the District, the Cumulative GFA for the office and Biotechnology use group, or the maximum FAR for the development lot.

(4) Ground Floor Retail: The GFA occupied by new retail and consumer service uses listed in Section 14.21.3 shall be excluded from the limitations on Aggregate GFA and Cumulative GFA in the District set forth above, if the following conditions are met:

The excluded GFA is located at the ground level of a building or not more than one story below grade.

The excluded GFA has frontage and direct pedestrian entrances onto Main Street, Binney, Broadway, Third Street or Ames Street, or onto open space that is directly accessible and not more than one hundred (100) feet distant from at least one of the aforementioned streets.

The excluded GFA is occupied by separate retail establishments each occupying no more than five thousand (5,000) square feet of floor area at the ground-level floor. The Planning Board may waive this limitation in specific instances where it finds that the proposed use would be uniquely beneficial to area residents, such as a grocery store or pharmacy.

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~~(C) Building Heights: The maximum building height in portions of the MXD District south of the southerly boundary of Broadway shall be for commercial buildings in the MXD District shall be 250 feet. Residential buildings may be permitted to be built up 300 feet provided they meet the provisions for Middle Income Housing described below. The maximum building height in portions of the MXD District north of the southerly boundary of Broadway shall be 96 feet.~~

These requirements shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to buildings which are usually carried above roofs and are not used for human occupancy, nor to domes, towers or spires above buildings if such features are not used for human occupancy and occupy less than ten percent of the lot area, nor to wireless or broadcasting towers and other like un-enclosed structures which occupy less than ten percent of the lot area.

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### ***Section 403: Space-Use Allocations and Development Intensity***

*Definition of Open Space from Chapter Three.* For purposes of this Section, open space shall mean a portion of a lot or other area of land associated with and adjacent to a building or group of buildings in relation to which it serves to provide light and air, or scenic, recreational or similar purposes. Such space shall, in general, be available for entry and use by the occupants of the building(s) with which it is associated, and at times to the general public, but may include a limited proportion of space so located and treated as to enhance the amenity of development by providing landscaping features, ~~screening or buffering~~ for the occupants or neighbors or a general appearance of openness. Open space shall include parks, plazas, lawns, landscaped areas, decorative plantings, roof decks, balconies, pedestrian ways, active and passive recreational areas, including playgrounds and swimming pools. Streets, parking lots, driveways, service roads, loading areas, and areas normally inaccessible to pedestrian circulation beneath pedestrian bridges, decks or shopping bridges shall not be counted in determining required open space.

*Lot Minimum Open Space Requirement.* The minimum amount of open space to be

provided on each lot within the District shall be as shown on Table 1, subject to the reduction provided below. When development on a lot includes uses in more than one of the use categories in Table 1, the requirement for each use category shall be calculated and totaled to determine a total requirement for the lot. Some or all of this required open space may be designated and also serve as public open space, if reserved by one of the methods specified in Section 403. Alternatively a development proposal may meet up to fifty percent (50%) of its Lot Open Space Requirement with an equivalent or greater quantity of publicly accessible open space on the same block.

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**Exhibit D: Revisions (previously attached – to be embedded)**

Use Group	Required Open Space (number of sq. ft. of open space required for each 100 sq. ft. of gross floor area in the use group)
Light Industrial and Wholesale Uses allowed by Section 401(1)	5
Offices and Biotechnology Uses allowed by Section 401(2)	8
Retail and Consumer Service Uses allowed by Section 401(4)	10
Residential Uses allowed by Section 401(4)	
Multifamily housing	8 <del>15</del>
Hotel or Motel	10
Other Uses allowed by Sections 401(5), 401(6) and 401(7)	8

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***New Section 411: Housing***

*Affordable Housing Requirements*

All multi-family housing in the Project Area shall be subject to the Cambridge Inclusionary Housing Ordinance. Multi-family housing development above and beyond the initial 200,000 GFA of housing to be developed within the Ames Street District, shall provide that at least a final net fifteen percent (15%) of new housing available to households qualifying for affordable housing under the Inclusionary Housing Ordinance, or the minimum required by this Ordinance, whichever is greater. The CRA will seek to

utilize square footage measurement rather than unit counts for meeting this requirement to provide opportunities for larger affordable units with two and three bedrooms to be constructed.

#### *Middle Income Housing Bonus*

The CRA and Planning Board may permit building heights to be increased to three hundred (300) feet, provided that the following requirements are met:

- (a) the use of any occupiable space situated above 250 feet in height shall be limited to residential and/or institutional dormitory uses, and
- (b) Within a residential building, Middle Income Units (as defined below) shall occupy an aggregate Gross Floor Area equal to at least twenty five percent (25%) of the total residential Gross Floor Area (excluding any Gross Floor Area occupied by institutional dormitory uses) in the portions of the building that exceed 250 feet in height. Such Middle Income Units shall be evenly distributed throughout the residential building in a manner approved by the Planning Board, in consultation with City and CRA staff, in order to ensure that the Middle Income Units are of an appropriate location, size, configuration and quality for households intended to occupy such units. The floor area of Middle Income Units provided per this section shall not be counted against the Aggregate GFA limitation in the MXD District.

For the purposes of this Section, Middle Income Units shall be defined as residential dwelling units for which:

- a) the occupancy is restricted to households whose total income does not exceed 120% of the median income of households in the Boston Standard Metropolitan Statistical Area adjusted for family size, or such other equivalent income standard as may be determined by the Board of Trustees of the Affordable Housing Trust Fund; and
- b) the rent (including utilities) does not exceed thirty percent (30%) of the income of the renting household or, in the instance of home ownership units, the monthly mortgage payment (including insurance, utilities and real estate taxes) does not exceed thirty percent (30%) of the income of the purchasing household, or such other equivalent standard as may be determined by the Board of Trustees of the Affordable Housing Trust Fund; and
- c) the Middle-Income Units are not also designated as Affordable Units for the purpose of meeting the Inclusionary Housing requirements above.

***New Section 412: Innovation Space***

Any Development Proposal containing at least 200,000 square feet of newly constructed Gross Floor Area for Office Uses shall include a plan for Innovation Office Space meeting the requirements of this Section.

- (a) *Required Space.* For a Development Proposal containing new Office Uses, Innovation Office Space within the MXD District must occupy Gross Floor Area equal to, or in excess of, the amount of Gross Floor Area that is five percent (5%) of newly constructed Gross Floor Area for Office Uses. Existing Gross Floor Area within the MXD District may be used to meet this requirement. Where at least 40,000 square feet of Innovation Office Space is required, such Space may be distributed in separate buildings, provided, however, that each separate “unit” of Innovation Office Space contains at least 20,000 square feet. If less than 40,000 square feet of Innovation Office Space is required to be contained in the District, such space must be contained in a single building.
- (b) *Combined Spaces.* Developers of properties within the MXD District may collaborate with other developers in adjacent zoning districts in the Kendall Square area to develop a joint Innovation Office Space Plan. In such a case, the total square footage of joint Innovation Office Space must be large enough to satisfy the sum of the requirements, if any, for such participating developers and zoning districts.
- (c) *Characteristics.* For the purposes of this Section 13.89.3, Innovation Office Space shall have the following characteristics:
  - (i) Durations of lease agreements (or other similar occupancy agreements) with individual business entities shall be for periods of approximately one (1) month.
  - (ii) No single business entity may occupy more than 2,000 square feet or 10% of the entire Innovation Office Space provided in the District, whichever is greater.
  - (iii) The average size of separately contracted private suites may not exceed 200 square feet of GFA.
  - (iv) Innovation Office Space shall include shared resources (i.e., co-working areas, conference space, office equipment, supplies and kitchens) available to all tenants and must occupy at least 50% of the Innovation Office Space.
  - (v) Individual entities occupying Innovation Office Space may include small business incubators, small research laboratories, office space for investors and entrepreneurs, facilities for teaching and for theoretical, basic and applied research, product development and testing and prototype fabrication or production of experimental products.



## **Chapter Five**

### **Section 501: General Design Principles**

Proposals by redevelopers shall be designed to:

(1) Create an environment which will be lively and attractive and provide daily amenities and services for the use and enjoyment of the working population and Cambridge City residents.

(2) Establish an active urban character for the area by the intensive utilization of land and by the mixing of compatible land uses, especially near the rapid transit station within the portion of the project area located south of the proposed right of way of Broadway.

~~Promote the utilization of the portion of the project area located north of the proposed right of way of Broadway for light industrial uses consistent with the objectives of the Urban Renewal Plan.~~

(3) Achieve a proper integration of buildings and spaces within and outside the project area by carefully relating the scale and materials in new development both among project components and with respect to the scale and materials of surrounding development.

(4) Establish a focus through building form and open space which will serve to create development identity of sufficient positive impact.

(5) Preserve and enhance long and short range views, visual privacy, and sun orientation by the careful positioning of buildings and open space.

(6) Obtain a relationship between buildings, open space and public ways which provides increased protection to the pedestrian during unfavorable weather conditions.

(7) Link all project components with continuous and safe pedestrian and bicycle circulation systems.

(8) Establish an orderly sequence and hierarchy of open spaces and pedestrian routes throughout the site.

(9) Provide maximum opportunity for safe and convenient pedestrian and bicycle access to surrounding areas.

### **Section 502: Development Guideline and Design Review:**

The Cambridge Redevelopment Authority shall from time to time establish land disposition policies and procedures, design standards, and other development guidelines and evaluate the quality and appropriateness of development proposals with

reference to the Plan objectives, land use provisions, building requirements, design principles and other controls as set forth in this Plan, in the disposition documents, and development guidelines. The CRA shall utilize urban design guidelines established by the City, including the K2 Design Guidelines.

**Section 503: Compliance with Plan and Development Guidelines:**

A development proposal shall consist of text, maps and drawings that describe to the Authority how the parcels will be developed. The exact form, content and time schedule for each development proposal will be specified in development guidelines established by the CRA Authority pursuant to Section 502 of the Plan. All new development shall conform to a Conceptual Site Plan (Concept Plan) approved by the CRA.

The CRA shall conduct its design review in close coordination with the City and the Planning Board.

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