

Memorandum

Date: June 12, 2016

To: CRA Board

From: Tom Evans Executive Director

RE: Kendall Square Infill Development Concept Plan – Review Process

The memo is presented to the CRA Board to review the ongoing public engagement efforts related to the Infill Development Concept Plan, in order to provide opportunities for meaningful community input into the Concept Plan.

During 2014 and 2015, The CRA conducted a significant amount outreach and community engagement to review and refine the KSURP Amendment #10 and the MXD zoning petition. This outreach included monthly public meetings of the CRA Board, multiple hearings at the Planning Board, a focused community workshop, meetings with various community groups and the utilization of the online website forum, coUrbanize, and a onsite poster feedback campaign. This led to a series of hearings before the City Council in the fall of 2015. During the final hearings in December, before approving both the amendment and zoning petition, the City Council requested that the CRA continue to expand its outreach efforts in the neighboring communities during the next phase of planning and design.

Beginning in March, the CRA invited Boston Properties (BP) to present to the CRA Board, various elements of their proposed project, utilizing the Infill Development Concept Plan (Concept Plan) requirements as a framework for discussions. Listed below are the public meetings held or scheduled to date, provide for review of elements of the Concept Plan.

Public Meetings to Date:

- January 13, 2016 East Cambridge Planning Team (ECPT) – KSURP Overview
- March 16, 2016 CRA Board Meeting - Open Space Plan
- April 13, 2016 ECPT Meeting – Open Space Plan
- April 27, 2016 CRA Design Review Committee - Massing and Program
- May 18, 2016 CRA Board – Sustainability Strategy Discussion
- June 9, 2016 ECPT – Massing and Sustainability Presentation
- June 15, 2016 CRA Board – Presentation on circulation, streetscape, and parking

Planned Summer Meetings:

- June 29, 2016 Planning Board – Project Overview
- July 12, 2016 Kendall Square Association - Lunch and Learn - Project Overview
- July 19, 2016 Public Open House and Workshop on Concept Plan
- July 20, 2016 CRA Board Meeting – Urban Design and Concept Plan Overview

Additional Public Comment Opportunities:

- coUrbanize website
- MEPA Notice of Project Change – to be published in July
- Local engagement efforts in public parks and Kendall farmer's markets

It is anticipated that BP will submit a Concept Plan for consideration by the Fall of this year. Staffs of the CRA and the Community Development Department (CDD) have reviewed the outline of the Concept Plan and begun conversations about how to structure a joint review process with the CRA Board and Planning Board. The KSURP commits that the two boards will meet together in a public meeting to review the Concept Plan proposal. Staff expects that multiple meetings will be required as the CRA Board considers the Concept Plan. The KSURP provides the opportunity for BP to bring forth specific buildings for full design review along with the broader Concept Plan. The Concept Plan will include design guidelines, which should guide the architectural elements of buildings subject to further design review. Both CRA and CDD staff will conduct subsequent design review jointly. Per the MXD Zoning, the Special Permit may specify ongoing review by the Planning and CRA Boards. Additionally, it is expected that through the development agreement with BP, the CRA Board will remain actively involved in design review after any Special Permit is issued.

Attachments:

- Chapter Five the Kendall Square Urban Renewal Plan as amended
- Excerpt from Article 14 of the Cambridge Zoning Ordinance (MXD)

CHAPTER 5: DESIGN PRINCIPLES, DEVELOPMENT GUIDELINES AND DESIGN REVIEW, AND REDEVELOPMENT PROPOSALS

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 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 Kendall rapid transit station.
- (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. [10]
- (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. [10]

Section 502: Development Guidelines

The CRA 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 also utilize urban design guidelines established by the City, including the “K2 Design Guidelines.”[10]

The design review process will be conducted by the CRA in coordination with the City and the Planning Board, as described in Section 506. [10]

Section 503: Compliance with Plan and Development Guidelines

Redevelopment in the project area shall conform to the Plan objectives, land use provisions, building requirements, design principles, and other controls as set forth in the Urban Renewal Plan and to development guidelines established by the CRA.

Section 504: Infill Development Concept Plan

The CRA will cause an Infill Development Concept Plan (Concept Plan) to be prepared providing for the distribution of any GFA associated with new development within the MXD District above and beyond 3,333,000 square feet (“Infill GFA”) to supplement the original Redevelopment Concept Plan. This Concept Plan shall contain the required elements described in Article 14.32.2.1 of the Zoning Ordinance. All new development utilizing Infill GFA shall be consistent with the Concept Plan (as the same may be modified in accordance with Section 506 below.)

An individual building proposal utilizing Infill GFA may be submitted concurrently with the preparation and approval of the Concept Plan. Notwithstanding anything contained in this Section 14.32.2 to the contrary, (i) the GFA utilized for the Ames Street Residential Project and (ii) a maximum of 60,000 square feet of GFA associated with any project proceeding under Section 416 above, shall not be deemed to be Infill GFA for the purposes of the Plan. [10]

Section 505: Proposed Building and Architectural Plans

All development proposals and architectural plans will be subject to design review, comment, and approval by the CRA prior to land disposition (if applicable) and prior to the commencement of construction. All construction work will be subject to review by the CRA in order to assure compliance of development proposals and architectural plans, with any previously approved plans. The CRA shall develop Urban Design Guidelines, to be reviewed by the City, specific for the evaluation of development projects utilizing Infill GFA. [10]

A schematic development proposal shall consist of text, maps and drawings that describe to the CRA how the parcels will be developed. The form, content and time schedule for each development proposal will be specified in development guidelines established by the CRA pursuant to Section 502 of the Plan, and the Concept Plan pursuant to Section 504. [10]

Proposed building and architectural plans and related materials including diagrams, scale models, perspective sketches, and photographs illustrating building design and arrangement, to a suitable scale, and based upon the land development specifications set forth above, shall show, among other things:

- 1) Detailed elevations and floor plans for all buildings, and dwelling unit types;
- 2) The specific use of all non-residential floor space;

- 3) The location and layout of all signs; and
- 4) Outline specifications for building types, including construction and finish, together with actual samples of proposed exterior and interior building materials.

Section 506: Inter-Agency Design Review

For any development requiring the approval of both the CRA and the Planning Board in accordance with the Zoning Ordinance, the CRA shall conduct its design review in close coordination with the City and the Planning Board. In connection therewith, the CRA may make such modifications to the Concept Plan as may be necessary to reflect development proposals.

Review and approval of the Concept Plan, detailed in Article 14.32.2 of the Zoning Ordinance, as well as subsequent building design review, shall be performed jointly by the CRA and the Planning Board.

The review of subsequent building designs will be guided by the Objectives outlined in Section 102, the Design Principles and Development Guidelines outlined in Sections 501 and 502, as well as by applicable design guidelines in the Zoning Ordinance. The CRA Board and the Planning Board shall hold joint meetings to consider the Concept Plan and as necessary to review subsequent building designs. [10]

Section 507: Retail Plan

In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the CRA shall require that the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses, and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:

- 1) Set forth target uses and users (and shall particularly target local and/or independent retailers and grocery store / pharmacy operators),
- 2) Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,
- 3) Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances,
- 4) Include a street activation plan for Main Street, Broadway, and Ames Street, and
- 5) Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.

The Concept Plan must include an annual reporting process to the CRA for the duration of the KSURP regarding the ongoing efforts on the part of the development to comply with the Retail Plan. [10]

14.30 INTENSITY OF DEVELOPMENT REQUIREMENTS

14.31 *Applicability.* The amount and density of development within the Kendall Center MXD District shall be governed by the provisions of this Section 14.30.

14.32 *District Development Limitations.* There shall be limitations on the overall amount of development within the District as specified below.

14.32.1 The Aggregate gross floor area (GFA) of development in the District shall not exceed the sum of (i) three million, six hundred seventy three thousand (3,673,000) square feet, plus (ii) six hundred thousand (6200,000) square feet that shall be limited to multi-family residential uses as permitted in Section 14.21.4(1), for a total Aggregate GFA not to exceed 4,273,000 square feet. Up to sixty thousand (60,000) square feet of such Aggregate GFA of 3,673,000 in clause (i) of the preceding sentence, shall be allowable only by special permit pursuant to Section 14.72.

At least two hundred thousand (200,000) square feet of the GFA restricted to housing uses shall occur only within the area designated on the Zoning Map as the “Ames Street District” and has been approved by special permit dated March 27,2015 (the “Ames Street Residential Project”). The commencement of construction for the Ames Street Residential Project, approved by special permit in 2015, shall precede the occupancy of any commercial GFA in excess of three million and seventy three thousand (3,073,000) square feet, other than the 60,000 square feet of commercial space that may be permitted by special permit pursuant to Section 14.72.3.

Additionally, the commencement of construction of a second residential project of at least 200,000 square feet shall precede the occupancy of any commercial GFA utilizing Infill GFA (as defined in Section 14.32.2 below) in excess of three hundred and seventy five thousand (375,000) square feet.

Aggregate GFA of development in the District is at any time the sum of the GFA (as defined in Article 2.000 of this Ordinance) of all buildings (i) which are then located in the District, (ii) which are being constructed or may be constructed in the District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority to the Superintendent of Buildings, may be constructed in the District in the future. Notwithstanding the definition in Article 2.000 for Gross Floor Area and the provisions of Section 5.25, parking garages and accessory parking facilities shall be exempt from the requirements as to Floor Area Ratio and shall not be included in the calculation for Gross Floor Area on a lot.

14.32.2 The Cambridge Redevelopment Authority (CRA) shall cause an 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 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 permits for each building. The

Concept Plan is expected to evolve over time, and with each subsequent development proposal updates 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.

14.32.2.1 Infill Development Concept Plan Requirements:

- 1) A current development program illustrating the size, location, and uses of existing buildings at the time of submission,
- 2) A site plan for all proposed new development within the District including locations of Innovation Space as described in Section 14.32.5 and Active Ground Floor Uses described in Section 14.36.
- 3) A table summarizing the current and proposed future uses on building sites in the District and indicating the potential size and use (or alternate uses) of future development.
- 4) A Phasing Plan describing the anticipated timing of commercial and housing development.
- 5) A Transportation Impact Study certified by the Traffic, Parking and Transportation Department in accordance with the requirements of Section 19.24, Paragraph (2) of this Zoning Ordinance, which shall also include a parking demand analysis and a projection of proposed reliance on transit and plans to address non-automobile use.
- 6) A housing program describing the distribution of new housing units, including affordable housing units, middle income housing units, and larger family units containing two (2), three (3) or more bedrooms. The housing program shall also describe the anticipated housing tenancy (rental/home ownership) and a description of efforts to provide a mixture of tenancy types.
- 7) An open space plan depicting the size, layout and configuration of all open space within the District. This open space plan shall illustrate the open space existing in the District and open space to be developed or modified within the District and / or outside of the District in accordance with Section 14.40. The plan shall provide a narrative discussion of public programming concepts for new and existing open space. The open space plan should also describe connections between the District and the neighboring PUD-KS District.
- 8) A plan describing street and public infrastructure improvements to be undertaken in coordination with the development program, including all proposed water, stormwater and sewage facilities, which shall also be submitted to the Department of Public Works for review.
- 9) A plan illustrating proposed building scale, height and massing, including a and model and a study demonstrating the anticipated shadow and wind impacts of all proposed buildings taller than 100 feet, and a general

description of proposed mitigation measures that will be employed. Additionally a set of urban design guidelines to be utilized in the design review process shall be included.

- 10) Proposed modifications, if any, to the development plans then approved pursuant to the Massachusetts Environmental Policy Act (MEPA) and an update on implementation of required mitigations from MEPA.
- 11) A sustainability plan describing concepts for how additional development will meet the requirements set forth in Section 14.74 below, including but not limited to district-wide approaches to energy, water and wastewater management, climate resiliency and waste management.
- 12) In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:
 - a. Set forth target uses and users (and shall particularly target local/independent retailers and grocery store/pharmacy operators),
 - b. Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,
 - c. Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances,
 - d. Provide a street activation plan for Main Street, Broadway and Ames Street, and
 - e. Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.

The Concept Plan must include an annual reporting process to the CRA for the duration of the Kendall Square Urban Renewal Plan regarding the ongoing efforts on the part of the development to comply with the Retail Plan.

14.32.2.2 Findings and Approval. The Planning Board shall grant a special permit approving a 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 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*. 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.