

# Kendall Square Initiative

Zoning Presentation  
to the Cambridge City Council, Ordinance Committee  
April 2, 2013

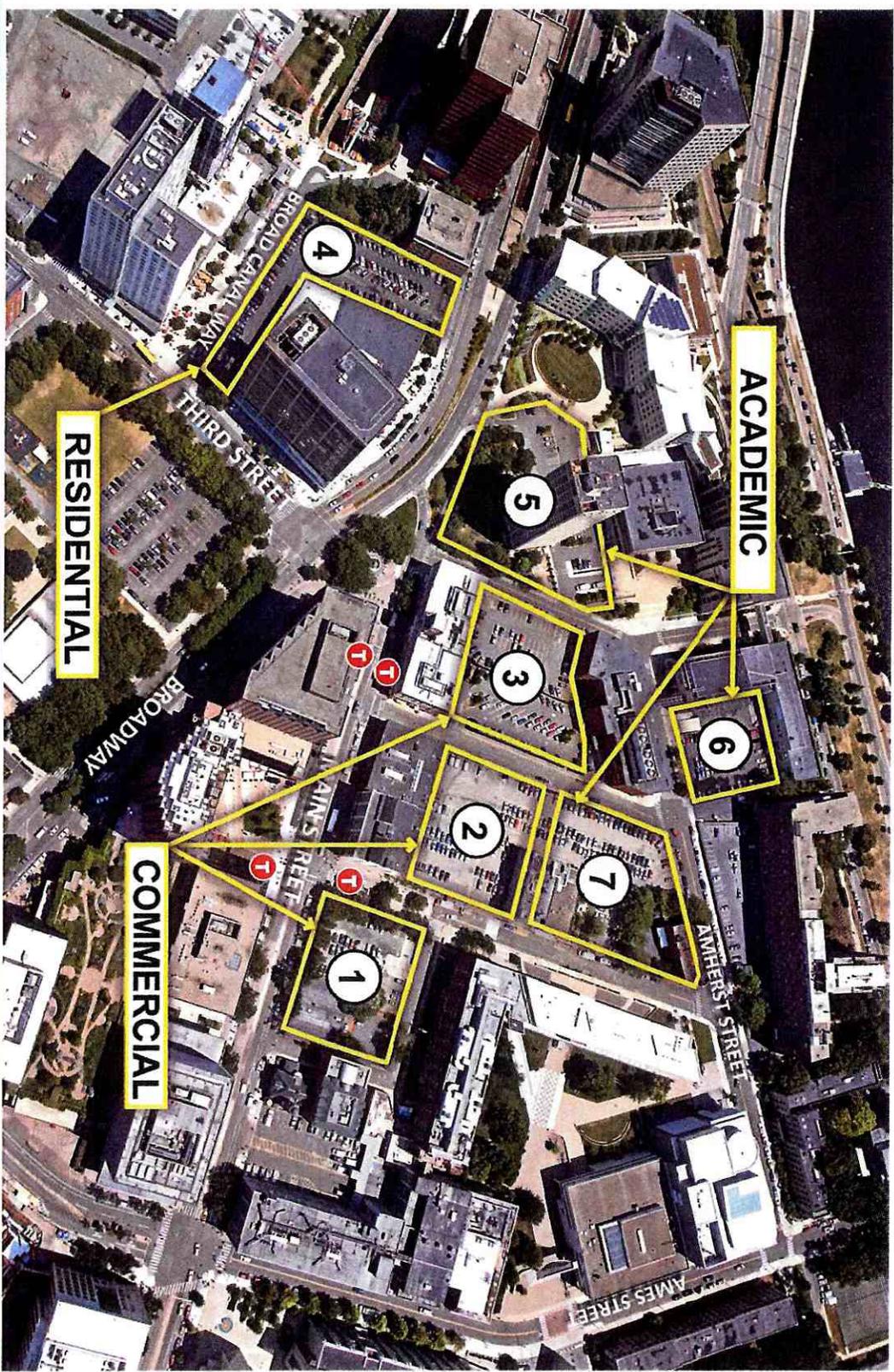
# AGENDA

1. Review of Opportunity and Proposed Zoning
2. Changes through the City Council Process
  - a) Revised Zoning
  - b) Commitment Letter
3. Discussion

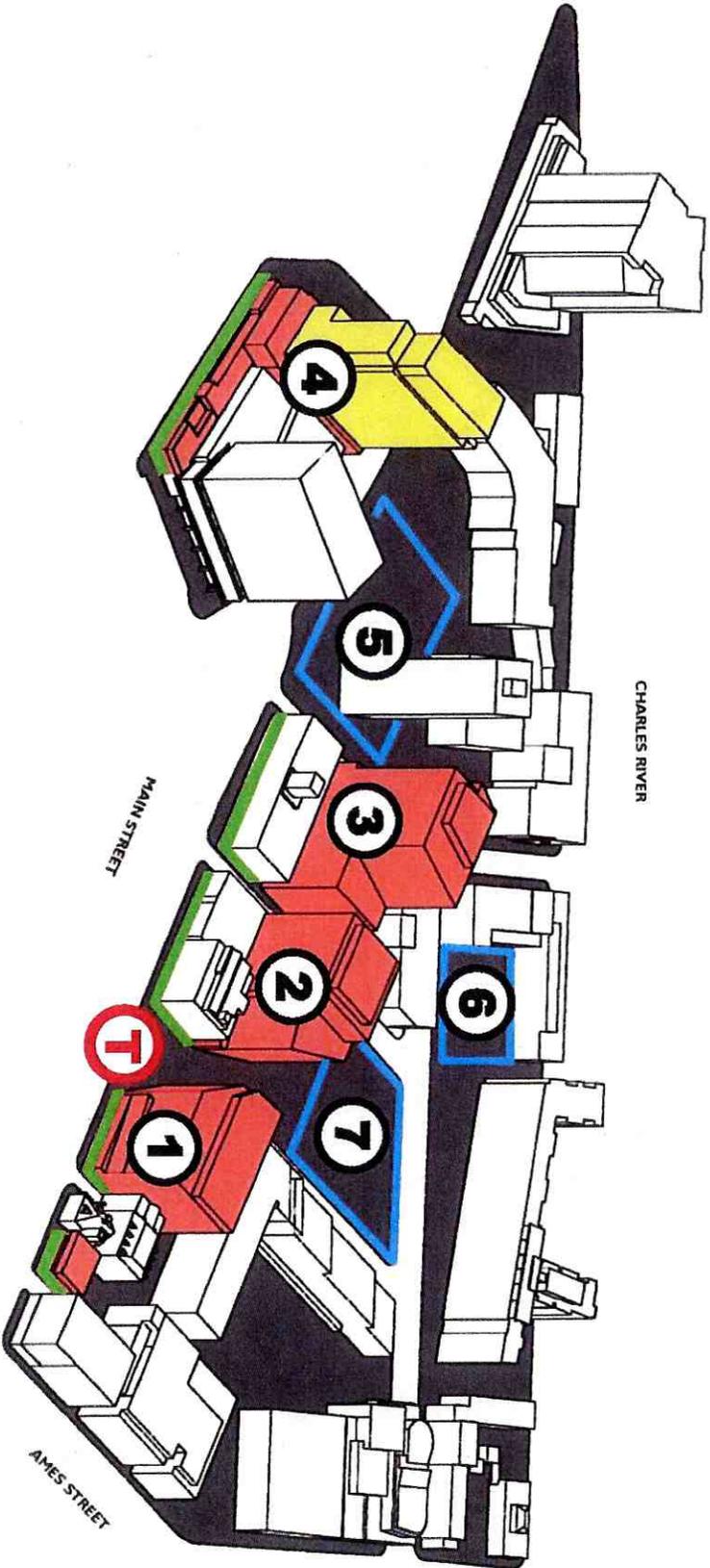


# KENDALL SQUARE INITIATIVE

## 7 PARKING LOTS



# KENDALL SQUARE INITIATIVE DEVELOPMENT OVERVIEW



Residential	Office/Lab	Academic
240,000 sf	980,000 sf	800,000 sf

# KENDALL SQUARE INITIATIVE

## OPPORTUNITIES AND COMMUNITY REQUESTED INVESTMENTS

Affordable/Moderate Housing	Approximately 48,500 SF
Other Housing	Approximately 240,000 SF
<b>Total Housing</b>	<b>Approximately 290,000 SF</b>
Retail Space	100,000 SF
Innovation Space	50,000 SF
<b>Other Required Spaces</b>	<b>150,000 SF</b>
Incentive Zoning Payment	\$4.3 million
Community Fund	Approximately \$10 million
<b>Total Community Benefit Payments</b>	<b>Approximately \$14.3 million</b>
<b>Other Opportunities</b>	
Jobs - Permanent	2,500
Jobs - Construction	1,300
New Taxes	\$10 million/year (over time)

# KENDALL SQUARE INITIATIVE

## INNOVATION LANDING @ ONE BROADWAY

-  RESIDENTIAL
-  OFFICE / INNOVATIONS
-  RETAIL

NEW BUILDING

ENHANCED  
CONNECTIONS &  
COLLABORATIONS

INNOVATION  
LANDING

INNOVATION  
CLUSTER

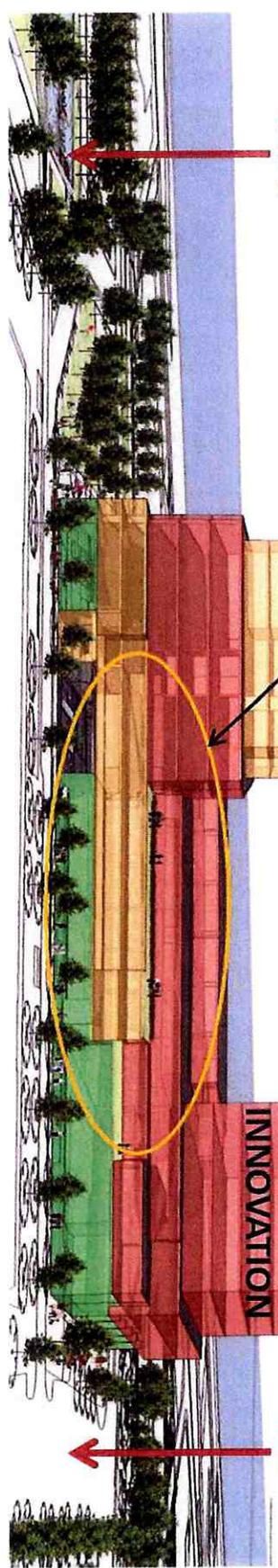
EXISTING

BROADWAY

TECH  
VENTURE  
CAPITAL  
INNOVATION

ONE

THIRD  
STREET

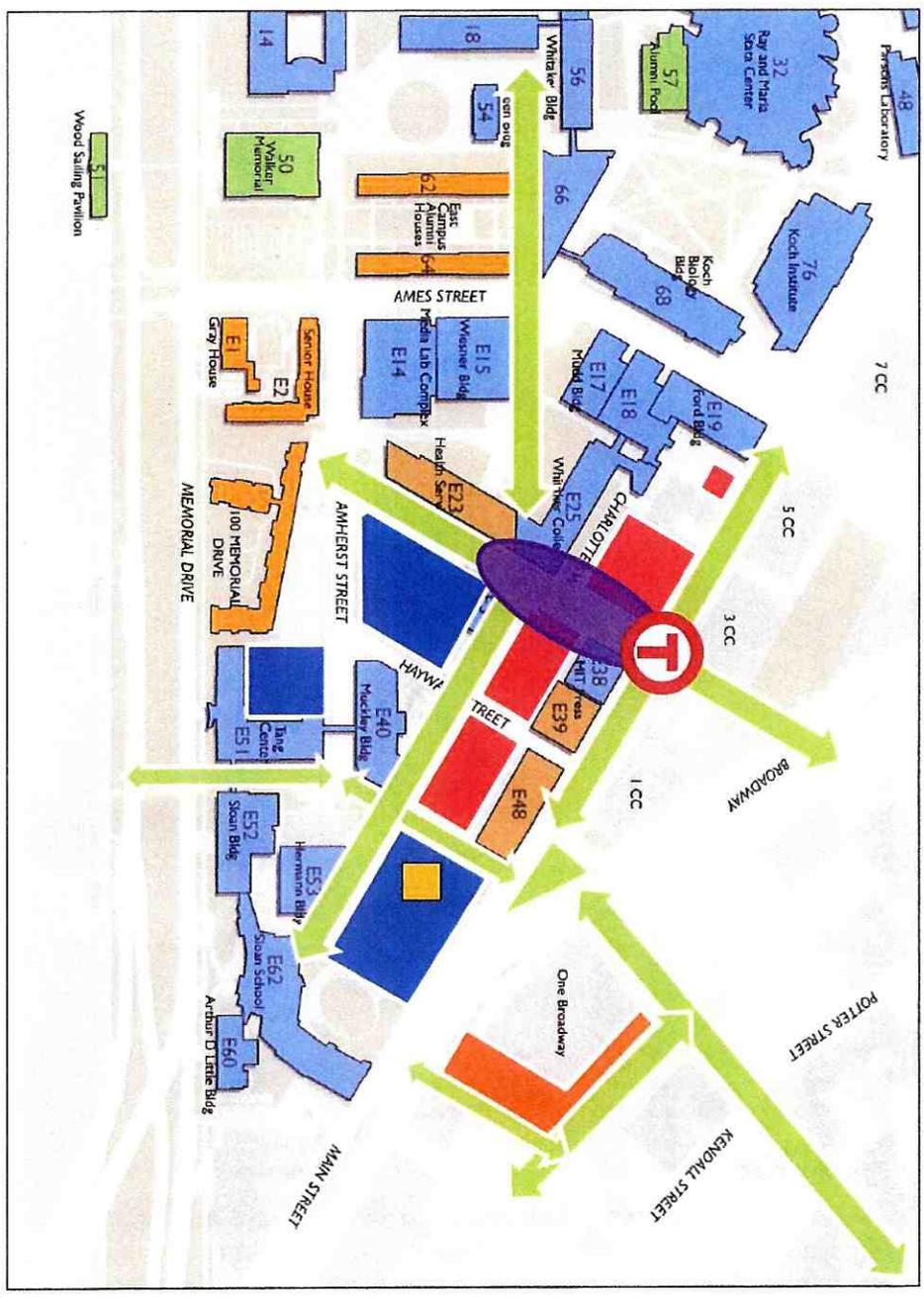


BROAD CANAL WAY

# KENDALL SQUARE INITIATIVE

## PLANNING DIAGRAM

- Academic & Research
- Residential & Institute Housing
- Athletics & Student Life
- Service & Administration
- Possible Future Academic
- Connections
- Proposed Commercial and Residential Development
- Gateway / Node



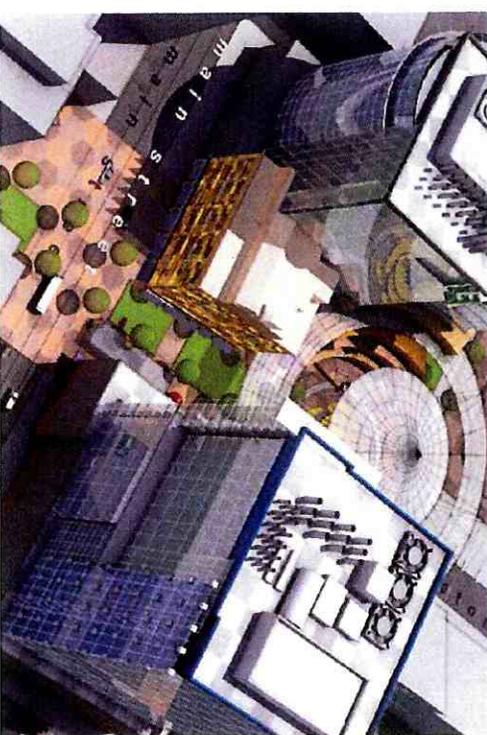
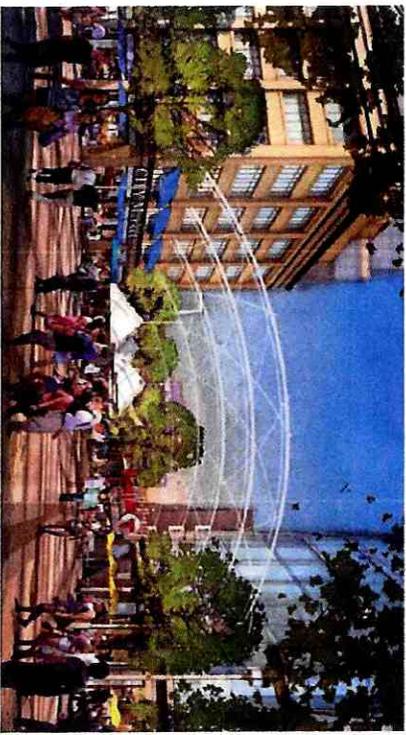
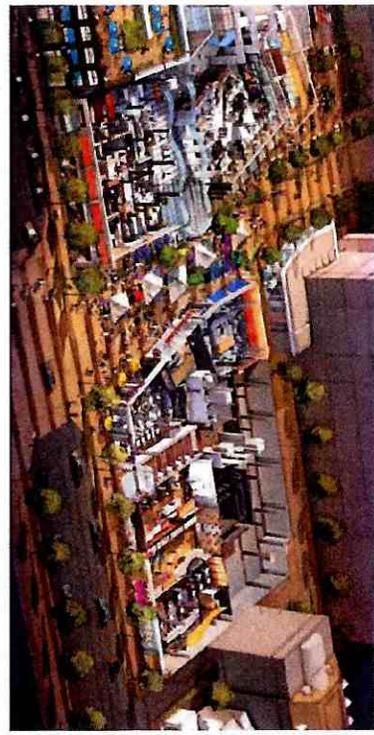
# KENDALL SQUARE INITIATIVE EXISTING GATEWAY TO MIT



# KENDALL SQUARE INITIATIVE

## EAST CAMPUS GATEWAY

Some Early Concepts with MIT Press

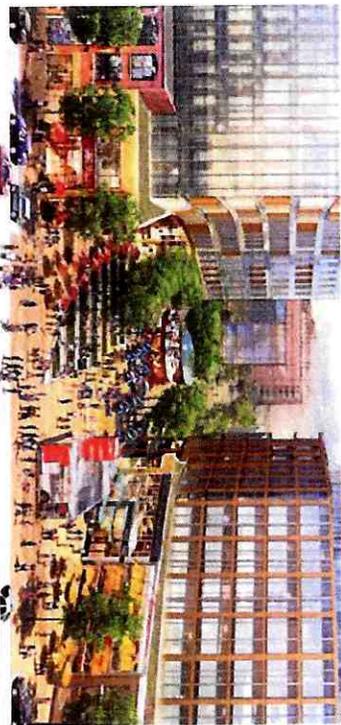
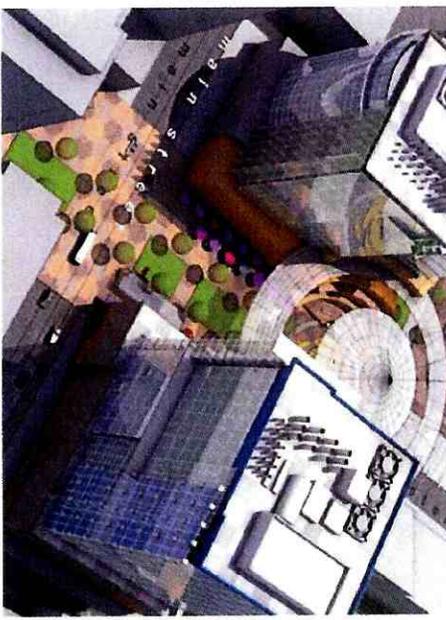


More to come after East Campus/Gateway Planning Study...

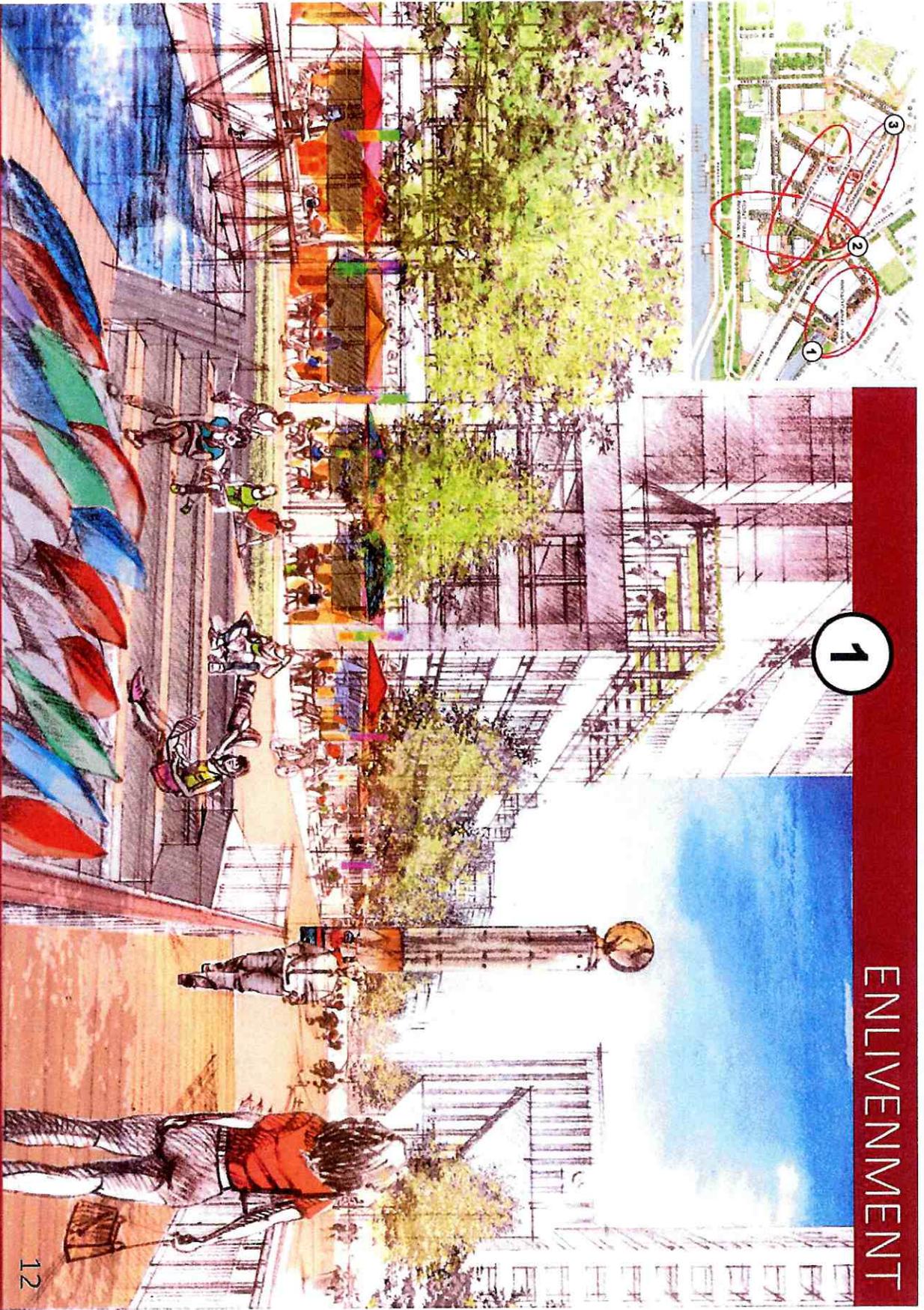
# KENDALL SQUARE INITIATIVE

## EAST CAMPUS GATEWAY

Some Early Concepts without MIT Press



More to come after East Campus/Gateway Planning Study...



ENLIVENMENT

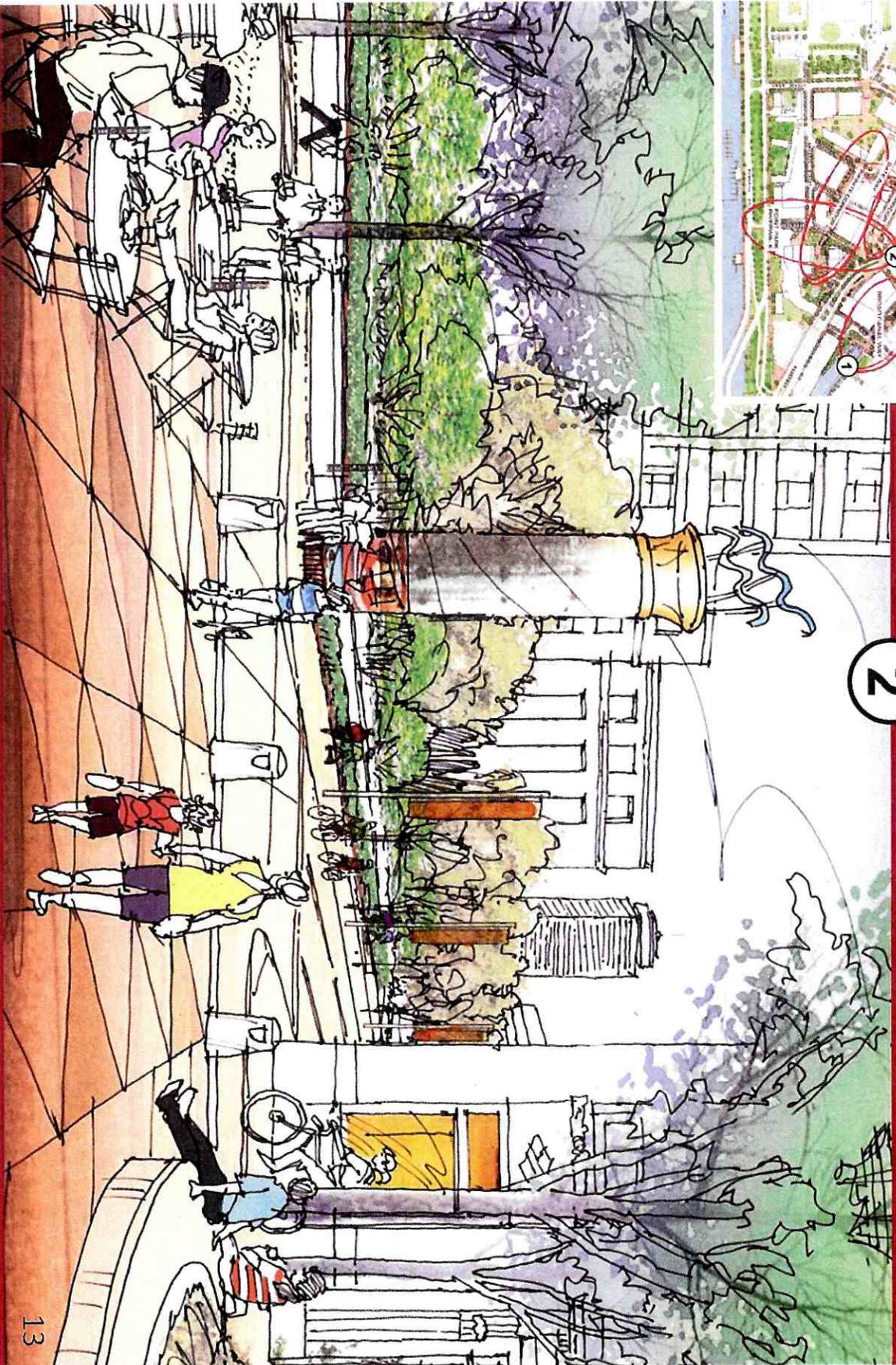
1

Development along the north and east sides of One Broadway with active ground floor uses will further energize the Broad Canal.



2

# ACCESS TO THE RIVER

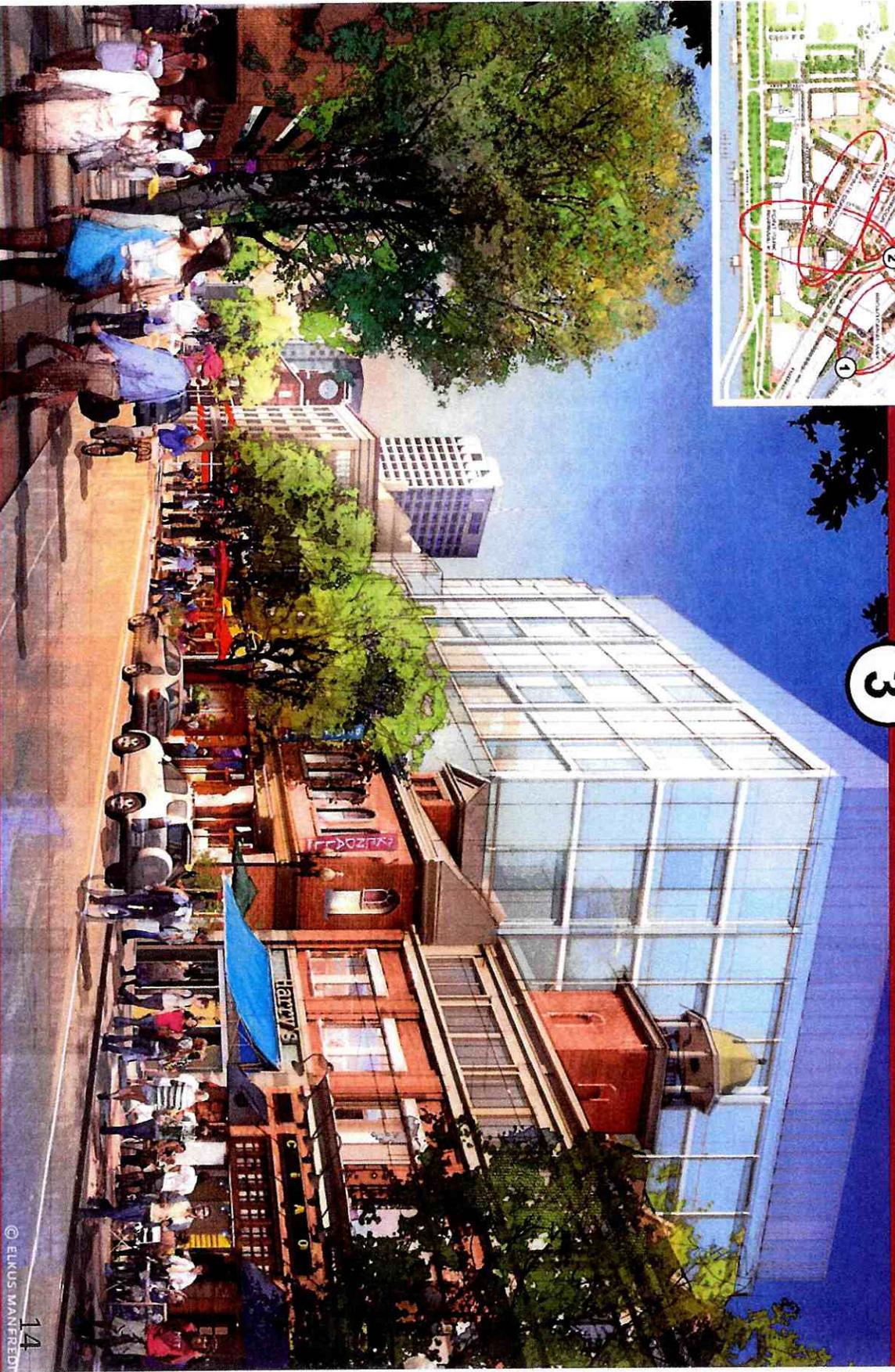


Improvements to Point Park and Wadsworth Street will provide a direct and visible connection to the Charles River.



3

# VIBRANT RETAIL



© ELKUS MANFREDI  
14

Development of parking lots with active ground floor uses will create a vibrant Main Street retail corridor.

# KENDALL SQUARE INITIATIVE

## PUD-5 ZONING PETITION OVERVIEW

Future Academic SF - Currently Allowed	800,000 SF
Office/Lab/Retail Maximum SF	980,000 SF
Residential Minimum SF	240,000 SF
Floor Area Ratio (FAR)	3.9
Allowable Height	150' to 300'
	Additional Review over 200'; Over 250' must be residential
Floorplate Restrictions	Smaller floorplates at higher height
Minimum Open Space	15%
	0.9 office, 0.8 lab and 0.5 retail (max)
	0.5 -.75 residential
Parking Ratios	1/4 hotel rooms
Signage Ordinance	Subject to all Business, Office and Industrial District standards
Innovation Space Requirement	5% of office space in district
Sustainability Requirement	All buildings LEED Gold except non-traditional high-tech academic labs
Community Fund Contribution	Contribution to Community Fund of \$10 psf of commercial development
Ground Floor Active Use Requirement	75% of ground level space along Third St., Main St., Broad Canal Way
Low and Moderate Income Housing Requirement	48,500 SF
Incentive Zoning Payment	Up to \$4.3m contribution to Affordable Housing Trust

**MIT KENDALL SQUARE INITIATIVE -- ZONING AMENDMENT TO CREATE PUD-5  
PRESENTATION TO CAMBRIDGE CITY COUNCIL, APRIL 2, 2013**

**I. OVERVIEW OF CHANGES TO THE ZONING LANGUAGE SINCE PLANNING BOARD REFERRAL**

**Community Fund (Section 13.810.3)**

- Removed concept of "credits."
- Separated open space and transit from workforce development.
- Simplified committee details.
- Added aggressive payment triggers: 50% of the payments (approximately \$5 million) will occur within three years of the adoption of the zoning amendment.

**Noise (Section 13.89.1)**

- Added "substantially altered" to definition of noise compliance along with new buildings."
- Added an acoustical reporting requirement to the noise section.

**Signage (Section 13.810.1)**

- Eliminated reference to Article 7 sign ordinance.

**Housing (Section 13.89.2)**

- Increased inclusionary housing percentage to 18%.

**ATTACHMENT C**

**REVISED ZONING LANGUAGE RECEIVED AT ORDINANCE COMMITTEE ON APRIL 2, 2013**

The undersigned hereby petition the City Council of the City of Cambridge to amend the Cambridge Zoning Ordinance and Cambridge Zoning Map, both as most recently amended, as follows:

Add a new Section 13.80 to the Zoning Ordinance of the City of Cambridge as set forth in the attached document.

Amend the Zoning Map of the City of Cambridge to add a new PUD-5 District the parcels in the Kendall Square area labeled as "PUD-5" and shaded on the attached map entitled "Proposed PUD-5 District."

## 13.80 PUD-5 DISTRICT

**13.81 Purpose.** The PUD-5 District is intended to provide for Kendall Square's continued prominence as a world-renowned center of innovation and a vibrant neighborhood through the creation of a mixed-use district of high quality general and technical office and laboratory uses with significant retail activity proximate to the MBTA station. The PUD-5 District helps organize placement of commercial and institutional buildings and establishes an additional mixed-use development containing a significant residential component to support the burgeoning residential corridor along Third Street and the strong links to existing neighborhoods and the riverfront. The PUD-5 District allows for continued support of the academic mission at MIT and encourages connective links, physical and otherwise, between the Institute and adjacent neighborhoods.

The PUD-5 District responds to the Kendall Square planning process and is intended to be a smart-growth, transit-oriented district and therefore allows for replacing surface parking lots with larger scale development in Kendall Square and the major public transit services located there. The PUD-5 District encourages low parking ratios, shared parking strategies, the use of public transportation and improved pedestrian and bicycle environments. The PUD-5 District furthers the City's goals for sustainable development through buildings and sites that are planned, designed and constructed in a sustainable way so as to minimize adverse environmental impacts as they are initially constructed and as they are occupied and operated over the course of their useful lives.

The PUD-5 District promotes the creation of a strong retail corridor along Main Street and the enhancement of Broad Canal Way. Combined, this new public crossroads will have broad appeal as a desirable destination during and beyond the traditional workday by providing a critical mass of diverse restaurants, shops, entertainment and programming. The ground floor space will engage pedestrians and provide a variety of indoor and outdoor gathering spaces, including retail that can address the needs and reflect the creativity of the local community.

### **13.81.1** *Establishment and Scope of Subdistricts within the PUD-5 District.*

The PUD-5 District shall be divided into a series of Subdistricts as described below for the purpose of defining requirements that may not apply to the District as a whole. All provisions of the PUD-5 shall apply equally to each Subdistrict, except as provided for elsewhere in Section 13.80.

### **13.81.2** *Description of the Subdistricts within the PUD-5 District.*

**13.81.2.1** The Third Street Transition Subdistrict is the area bounded by the northern sideline of Lot # 31 on Assessor's Map 14 running to the centerline of Third Street, then the centerline of Third Street running

southerly to the centerline of Broadway, then the centerline of Broadway and Main Street running from Third Street to a point in the centerline of Main Street that is consistent with the point of intersection that the eastern sideline of the above-referenced Parcel would have with the centerline of Main Street if such sideline continued in a straight line to the centerline of Main Street, then the eastern sideline of the above-reference Parcel northerly from the centerline of Main Street to the northern sideline of the above-referenced Parcel.

- 13.81.2.2** The Main Street Subdistrict is the area bounded by the point in the centerline of Main Street that is consistent with the point of intersection that the eastern sideline of Lot #15 on Assessor's Map 46 would have with said centerline if said eastern sideline were continued in a straight line to said centerline, then southerly by the eastern boundary of said Parcel to a line 150 feet north of and parallel to the property lines of lots abutting the northern sideline of Memorial Drive, then westerly by said to the centerline of Wadsworth Street, then the centerline of Wadsworth Street running north from Memorial Drive, then the centerline of Amherst Street running west from Wadsworth Street, then the centerline of Hayward Street running north from Amherst Street to its intersection with a line 400 feet to the south of and parallel to the Main Street front property lines of lots abutting Main Street and located between Ames and Hayward Streets, then centerline of Ames Street from the parallel line to Main Street, then the centerline of Main Street, but excluding Lot #14 on Assessor's Map 48 (and the portion of Main Street immediately abutting the northern sideline of Lot #14 on Assessor's Map 48).
- 13.81.2.3** The Transitional Height Subdistrict is the area bounded by the centerline of Ames Street running northerly from the intersection with Amherst Street to a line 400 feet to the south and parallel to the Main Street front lot lines of properties abutting Main Street and located between Ames and Hayward Streets, then the centerline of Hayward Street running south toward Amherst Street and then the centerline of Amherst Street running west to Ames Street.
- 13.81.2.4** The Memorial Drive Height Subdistrict is the area bounded by the centerline of Ames Street running northerly from the northern sideline of Memorial Drive, then the centerline of Amherst Street running east toward Wadsworth Street, then the centerline of Wadsworth Street running south to its intersection with a line 150 feet north of and parallel to the lot lines of the parcels abutting the northerly boundary of Memorial Drive, then easterly along said line to the easterly boundary of Lot #15 on Assessor's Map 46, then southerly along said easterly boundary to the northern edge of the DCR right of way along Memorial Drive, then westerly by the northern sideline of Memorial Drive.

**13.82** *Uses Allowed in the PUD-5 District.* The uses listed in this Section 13.82, alone or in combination with each other, shall be allowed upon permission of the Planning Board.

**13.82.1** Residential Uses. All uses listed in Section 4.31(d-g) and (i)(2).

**13.82.2** Transportation, Communication and Utility Uses. All uses listed in Sections 4.32, except for railroad freight terminal, railroad yard and shops (4.32c), truck or bus terminal yard or building for storage or servicing of trucks, trailers or buses, or parking lot for trucks (4.32d), and helipad or airport (4.32h).

**13.82.3** Institutional Uses. All uses listed in Section 4.33.

**13.82.4** Office and Laboratory Uses. All uses listed in Section 4.34.

**13.82.5** Retail Business and Consumer Service Establishments. All uses listed in Section 4.35.

**13.82.6** Open Air or Drive in Retail & Service. All uses listed in Sections 4.36a. (Sales place for flowers, garden supplies agricultural produce conducted partly or wholly outdoors, commercial greenhouse or garden) and 4.36e. (Open air theatre or other open air place of entertainment), but not including drive in theatres.

**13.82.7** Light Industry, Wholesale Business and Storage. All uses listed in Sections 4.37(a), (b), (c) and (f).

**13.82.8** Other Uses. Any use not listed in subsections 13.82.1 - 13.82.7 shall be allowed only upon written determination by the Planning Board that such use is consistent with the objectives of the PUD-5 District and is consistent with the predominant uses in the PUD-5 District.

**13.83** *Floor Area Ratio; Gross Floor Area.*

**13.83.1** Maximum Floor Area Ratio. The maximum total Floor Area Ratio (FAR) of the PUD-5 District shall be 3.9 for all permitted uses. The FAR of any given Development Parcel may exceed the limitation set forth above as long as the overall FAR in the PUD-5 District for such uses does not at any time exceed the limitation set forth above.

**13.83.2** Floor Area Ratio and Gross Floor Area Exemptions. Notwithstanding anything appearing in this Section 13.83 or otherwise contained in the Zoning Ordinance to the contrary, the following shall not be counted as Gross Floor

Area for the purposes of calculating the allowable FAR for the PUD-5 District or the Gross Floor Area limitations set forth further below:

- a. The Gross Floor Area of any first floor or areas situated no more than one (1) floor below grade of a building devoted to the retail uses identified in Sections 13.82.5 and 13.82.6, constructed or, if located in an existing building, substantially renovated, after the adoption of Section 13.80, provided, however, that in the event that the average size of individual retail uses located in the PUD-5 District exceed 5,000 square of Gross Floor Area, the portion of any individual retail use exceeding 5,000 square feet (or 10,000 square feet for a grocery, market or pharmacy retail use) shall be counted as Gross Floor Area for the purposes of calculating allowable FAR. The floor area of any grocery, market or pharmacy uses shall not be included in calculating the average size of individual retail uses for the purposes of this Section 13.82.3.a.
- b. The area of any public transportation facility directly providing public transportation services that is owned or controlled by a public transportation agency.
- c. The Gross Floor Area of any residential and institutional dormitory uses constructed in any of the Main Street, Transitional Height and Memorial Drive Height Subdistricts after January 1, 2013, but only to the extent that such Gross Floor Area, when taken together with the aggregate Gross Floor Area of all other residential and institutional dormitory uses then-situated within said Subdistricts, exceeds the total amount of Gross Floor Area devoted to such uses within said Subdistricts as of January 1, 2013.
- d. Fifty percent (50%) of the Gross Floor Area devoted to Innovation Office Space (as defined in Section 13.89.3), up to an amount equal to ten percent (10%) of the total office space remaining in the PUD-5 District.

**13.83.3** Gross Floor Area Limitations.

- a. Definition of New Gross Floor Area. For purposes of this Section 13.80, "New Gross Floor Area" shall mean an amount of square feet of Gross Floor Area in excess of the amount of Gross Floor Area in existence in the PUD-5 District as of January 1, 2013. For example, if an existing building in the PUD-5 District containing 50,000 square feet of Gross Floor Area is demolished and a building containing 55,000 square feet of Gross Floor Area is constructed in its place, 5,000 square feet of Gross Floor Area would be considered New Gross Floor Area.

b. Plan Requirements.

- i. Existing Uses. As part of the first application for a PUD special permit under the provisions of this Section 13.80, such existing Gross Floor Area for the entire PUD-5 District shall be identified as to quantity, type of use and location and such enumeration shall thereafter serve as the basis from which to administer this Section 13.83.3.
- ii. Conceptual Development Plan. A Development Proposal shall include, in addition to the required site plans for development within that particular Development Parcel, a conceptual plan depicting the range of potential building sites elsewhere in the PUD-5 District and indicating the potential size and use (or alternate uses) of future development on those sites. The purpose of this plan is to place the Development Proposal in context with existing and potential future development and to illustrate how the remaining allowed development within the District may be distributed in the future. The conceptual development plan shall be expected to evolve over time. With each subsequent Development Proposal within the PUD-5 District, a revised conceptual plan shall be submitted. Revisions to a conceptual plan shall not require amending any previously approved PUD Special Permit, but shall not be effective to waive or modify any of the specific conditions contained in a previously approved PUD Special Permit. The Conceptual Development Plan may also incorporate the Conceptual Open Space Plan required in Section 13.87.2.

c. Commercial Limitation. No more than an aggregate of 980,000 square feet of New Gross Floor Area of the types of uses listed in Sections 13.82.4-13.82.7 shall be permitted in the PUD-5 District.

Notwithstanding anything in this Ordinance to the contrary, a building shall not be considered to be a "commercial building" if institutional uses occupy in excess of seventy-five percent (75%) of the Gross Floor Area of the building, excluding the Gross Floor Area of any retail contained therein, for the purposes of Sections 13.88 and 13.89.4.

**13.84** *Parcel and Lot Requirements*

- 13.84.1** *Parcel and Lot Size.* The minimum size for a Development Parcel for a PUD in the PUD-5 District shall be 25,000 square feet. There shall be no minimum lot size for lots within a Development Parcel in the PUD-5 District.
- 13.84.2** *Lot Width.* There shall be no minimum width for a Development Parcel and no minimum width for lots located within a Development Parcel.

- 13.84.3** *Minimum Lot Area Per Dwelling Unit.* There shall be no required minimum Lot Area per dwelling unit in the PUD-5.
- 13.85** *Setbacks.* Except as provided below, there shall be no minimum required front, rear and side yard requirements for a Development Parcel or for lots located within a Development Parcel.
- 13.85.1** New commercial buildings along Main Street, Third Street and Broadway containing uses set forth in Sections 13.82.4 -13.82.7 above in the PUD-5 District must be set back sixteen (16) feet from the Street Line of Main Street, Third Street and Broadway at and above a point eighty-five (85) feet above mean grade. Up to one-third of the façade length on such a street, on a cumulative basis, may be exempt from this requirement.
- 13.85.2** New buildings constructed in the Third Street Transition Sub-District must be set back from the portion the easterly boundary of the Sub-District situated within 120 feet of the northerly Street Line of Main Street (the "Limited Setback Boundary") (a) a distance of at least twenty (20) feet, running parallel from the Limited Setback Boundary, and (b) thirty-six (36) feet for any portions of the building that exceed a height of eighty-five (85) feet above mean grade, running parallel from the Limited Setback Boundary.
- 13.86** *Height.*
- 13.86.1** In the Third Street Transition and the Main Street Subdistricts, the maximum height of any building shall be 250 feet, except as permitted by Section 13.86.1.1.
- 13.86.1.1** The Planning Board may approve Final Development Plans that result in no more than one new building exceeding 250 feet up to 300 feet in height in the Third Street Transition Subdistrict and one additional building up to 300 feet in height in the Main Street Subdistrict; provided that:
- (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 staff, in the Final Development Plan for a Development Parcel, 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.

For the purposes of this Section 13.86.1.1, Middle Income Units shall be defined as residential dwelling units for which:

(i) the occupancy is restricted to households whose total income exceeds 80% but 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

(ii) 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.

**13.86.2** In the Transitional Height Subdistrict, the maximum height of any building shall be 200 feet. Notwithstanding the above, if at least 50% of the area of the ground floor footprint of a building is located within the Main Street Subdistrict, a portion of the building at the higher height may extend into the Transition Height Subdistrict, but by no more than 50 feet.

**13.86.3** In the Memorial Drive Height Subdistrict, the maximum height of any building shall be 150 feet.

### **13.87** *Open Space.*

**13.87.1** *Minimum Open Space.* The minimum overall percentage of Publicly Beneficial Open Space of the total area of the PUD-5 District shall be fifteen percent (15%). The percentage of Publicly Beneficial Open Space provided in any given Final Development Plan for a Development Parcel may be less than 15% as long as the overall ratio in the PUD-5 District is not less than 15%. In the event that a Development Parcel provides less than 15% open space, the Final Development Plan for the Development Parcel shall identify the Publicly Beneficial Open Space in the PUD-5 District that shall equal or exceed 15% of the total area of the PUD-5 District.

**13.87.2** *Conceptual Open Space Plan.* A Development Proposal shall include a conceptual plan depicting the size, layout and configuration of Publicly Beneficial Open Space within the PUD-5 District upon completion of the proposed building(s) in the Development Parcel. This conceptual plan shall indicate the Publicly Beneficial Open Space that exists in the PUD-5 District as of the time of the submission of the Development Proposal, that will be constructed as part of the Development Proposal, and that are planned for elsewhere in the PUD-5 District. The conceptual open space plan shall be expected to evolve over time as some portions of Publicly Beneficial Open Space may be relocated or reconfigured as part of future Development Proposals. With each subsequent Development Proposal within the PUD-5 District, a revised conceptual open space plan shall be submitted. Revisions to a conceptual open space plan shall not require amending any previously approved PUD Special Permit, but shall not be effective to waive or modify any of the specific conditions contained in a previously approved PUD Special Permit. The Conceptual Open Space Plan may be presented jointly with the Conceptual Development Plan required in Section 13.83(b)(ii).

**13.88** *Parking and Loading Requirements.* Development in the PUD-5 district shall conform to the off street Parking and Loading Requirements set forth in Article 6.000, except as modified by this Section 13.88.

**13.88.1** With regard to uses contained within new commercial buildings, provided that the requirements of Section 6.23 of the Ordinance are met, the parking requirements of this Section 13.88 may be satisfied (a) anywhere in the PUD-5 District or, if located outside of the PUD-5 District, within 2,000 feet of the use being served, notwithstanding anything to the contrary contained in Article 6.000 and (b) in total or in part by a lease agreement between the developer and the City, other public entity or private owner or consortium for use of parking spaces in the public or pooled private parking facilities within said area.

**13.88.2** All parking provided within an approved PUD shall be considered collectively accessory to all approved uses within the PUD, including any uses outside of the Development Parcel that may be approved by the Planning Board. Notwithstanding anything to the contrary in Article 6.000, this Ordinance shall not restrict the management and assignment of parking spaces in a way that will most efficiently utilize the existing and proposed parking spaces to serve all approved uses. As an exception to this rule, all parking spaces (whether existing or proposed) to be included within an institutional parking pool shall be distinctly identified, and shall not be used for any other uses except in ways that are explicitly approved by the Planning Board in issuing a PUD Special Permit Decision.

**13.88.3** *Minimum Parking.* In approving a Final Development Plan for a Development Parcel, the Planning Board may waive any minimum parking requirements applicable in the zoning district, with the exception that parking for residential uses shall not be less than 0.5 parking spaces per dwelling unit. The Planning Board may approve arrangements for shared parking of such residential parking spaces with commercial spaces. The Planning Board shall specify a minimum parking requirement for a PUD based on review and analysis of Transportation Impact Studies and other relevant information on parking demand provided in application documents, including the Shared Parking Study as required further below, and with the guidance of City agencies.

**13.88.4** *Maximum Parking.* Maximum allowed parking for a PUD shall be limited by applying the rates set forth below to each use within the PUD and taking the summation of the result for all uses. Exceeding the maximum allowed parking shall require a waiver of maximum parking ~~is requested~~required under the general provisions of Article 6.000.

a. Maximum of 0.9 spaces per 1,000 square feet of Gross Floor Area for office uses, excluding technical office (Section 4.34(a-e)).

b. Maximum of 0.8 spaces per 1,000 square feet of Gross Floor Area for laboratory use and technical office uses (Section 4.34(f)).

c. Maximum of 0.75 spaces per residential dwelling unit (Section 4.31(d-g)).

d. Maximum of 0.5 spaces per 1,000 square feet of retail (Sections 4.35 and 4.36).

e. Maximum of 1 space per 4 sleeping rooms for hotel use (Section 4.31(i)(2)).

**13.88.5** *Shared Parking Study.* A Development Proposal for development in the PUD-5 District shall include an analysis of anticipated parking demand for all uses in the development throughout the course of a typical day and week. This analysis may identify opportunities for reducing the total amount of parking required to serve all uses through the sharing of parking spaces by multiple uses. Based on this analysis, the Planning Board may approve a reduced minimum or maximum parking requirement upon finding that the approved amount of parking will be sufficient to serve all permitted uses.

**13.88.6** *Design, Dimensional, and Other Requirements of Provided Parking and Loading Facilities*

a. Except as provided herein, all parking for new non-residential and non-institutional uses shall be underground structured parking. Notwithstanding this underground parking requirement, parking for all uses

in the Third Street Transition Subdistrict may be in above-ground structured parking provided such structured parking is consistent with the existing structured parking in the Subdistrict.

b. In its approval of a Final Development Plan, the Planning Board, in consultation with City staff (including the Traffic Parking and Transportation Department), may approve (i) the location, layout and design of parking spaces that deviate from the requirements of Article 6.000; (ii) the location, width and layout of curb cuts serving the Development Parcel that deviate from the requirements of Section 6.43; and (iii) a small number of on-grade parking and loading spaces to be used for, among other things, handicap parking, short-term loading, use by food trucks and other short-term or special purposes.

**13.88.7** *Temporary On-Grade Open Parking for Commercial Uses*

On an interim basis in anticipation of later construction of underground or other structured parking sufficient to meet all parking requirements of a new commercial use constructed on a Development Parcel, on-grade open parking shall be allowed ~~on~~ within the PUD-5 District to serve such a use subject to the following conditions:

- a. The future underground parking structure will be constructed within the PUD-5 District, but it may be located either on or off of the lot which it will serve;
- b. Construction of the replacement subsurface parking structure is anticipated to commence within four (4) years of the date of certificate of occupancy for the building initially served by on grade parking;
- c. The future subsurface parking structure will contain sufficient spaces for users of the building initially served by on grade open parking so as to meet the parking requirements for such building; and
- d. Binding commitments shall exist to establish, to the reasonable satisfaction of the Planning Board, that requirements (a) through (c) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, or comparable legal instrument.

**13.88.8** *Pre-Existing Parking Spaces*

a. The Planning Board, after consultation with City staff, may approve in a Final Development Plan, underground or structured parking spaces as replacements for pre-existing accessory parking spaces that will be displaced by improvements contemplated by such Final Development Plan, provided that such spaces are serving pre-existing commercial uses that are not

proposed to be substantially altered. The Planning Board shall approve such replacement spaces upon determining that they were legally permitted under the applicable zoning regulations when the pre-existing use was established and that the traffic generated by the pre-existing use shall not be increased as a result. If such pre-existing spaces have been guaranteed to a third party by virtue of the terms of a duly executed lease, license or other legally binding written agreement that exists as of January 1, 2013, the Planning Board may include conditions to its approval that would take effect upon the expiration of the third party's pre-existing use and occupancy of building, pursuant to the existing agreement (as such agreement may be extended and/or renewed from time to time).

b. Where any pre-existing accessory off-street parking spaces located in a Development Parcel that are serving a pre-existing use located outside the Development Parcel (whether within or outside the PUD-5 District) are proposed to be eliminated or displaced in accordance with the Final Development Plan for that Development Parcel, such pre-existing off-street parking may be relocated to a Parcel other than the Development Parcel by Special Permit granted by the Planning Board to the owner of the off-site use after consultation with City staff, provided, however, that such use is permitted on such other Parcel either as-of-right or by virtue of zoning relief granted for such Parcel by the Planning Board or the Board of Zoning Appeals, as the case may be. In granting such Special Permit, the Planning Board may grant deviations from the requirements of Article 6.000 of this Ordinance for the number, location, layout and design of the relocated parking spaces.

c. Such replacement or relocated accessory parking spaces for pre-existing uses shall not count toward the maximum parking permitted under this Section 13.88.

**13.88.9** The Planning Board, in its approval of a Final Development Plan for a Development Parcel, may waive any requirements for the amount, location and design of loading facilities within a Development Parcel, and may permit loading facilities to be shared across various uses and lots within the PUD-5 District.

**13.88.10** The quantity, design and location of bicycle parking shall comply with the provisions set forth in Article 6.000 of this Ordinance.

**13.89** *Special Requirements, Conditions and Standards Applicable to Certain Development Authorized by the Planning Board in the PUD-5 District.* The Planning Board shall approve a Final Development Plan only after finding that in addition to all other applicable requirements the following requirements have been met. The Planning Board shall, in addition, include conditions in the approval of a Final Development Plan that will ensure ongoing compliance with these requirements.

13.89.1

Rooftop Mechanical Equipment Noise Mitigation. Sound emanating from rooftop mechanical equipment on all new or substantially altered structures in an approved Final Development Plan shall be minimized by the adoption of best available and feasible practices regarding the location and sizing of equipment, the selection of equipment and sound attenuation measures. ~~Any~~

At a minimum, any noise or vibration emanating from new commercial buildings or substantially altered commercial buildings shall not be normally perceptible at ground level without instruments at a distance of one hundred (100) feet from the source lot line and shall comply with the provisions of the City of Cambridge Noise Ordinance applicable to Commercial Areas (as such term is defined in the Noise Ordinance).

In order to enforce these requirements, the applicant shall provide, in addition to Noise Mitigation narrative required as part of Article 19.000 review, acoustical reports prepared by a professional acoustical engineer as described below:

- (a) Prior to and as a condition of the issuance of the first certificate of occupancy for a new or substantially altered commercial building, an acoustical report, including field measurements, demonstrating compliance of such building with all applicable noise requirements; and
- (b) Prior to obtaining any building permit to add any equipment having a capacity greater than five (5) horsepower to the rooftop, a narrative report demonstrating that there will be continued compliance with all applicable noise requirements after such addition, and upon completion of such addition and as a condition to operation thereof, an acoustical report, including field measurements, demonstrating such compliance.

13.89.2 Required Housing.

At least 240,000 square feet of New Gross Floor Area in the aggregate must be devoted to residential uses in the PUD-5 District. Prior to the issuance of a building permit allowing construction of New Gross Floor Area for commercial uses in excess of 600,000 square feet in the aggregate, the Developer must demonstrate that construction of a minimum of 240,000 square feet of New Gross Floor Area of residential use has commenced, a full building permit has been issued for the construction of such residential use and that the construction of such square footage is being continuously and diligently pursued. The required residential Gross Floor Area shall be subject to the provisions of Section 11.200 of the Zoning Ordinance. Except as otherwise set forth herein, a Final Development Plan shall be subject to the requirements of Section 11.203.1 (Requirements for Incentive Zoning

Contributions) and 11.203.2 of the Zoning Ordinance (Requirements for Inclusionary Housing).

**13.89.3** Innovation Space. A Development Proposal containing at least 200,000 square feet of new Office Uses shall include a plan for Innovation Office Space meeting the requirements of this Section 13.89.3.

**13.89.3.1 Required Space.** For a Development Proposal containing new Office Uses, Innovation Office Space within the PUD-5 District must occupy Gross Floor Area equal to, or in excess of, the amount of Gross Floor Area that is five percent (5%) of the New Gross Floor Area approved in the Final Development Plan for Office Uses. Existing Gross Floor Area within the PUD-5 District may be used to meet this requirement. Where at least 40,000 square feet of Innovation Office Space is required, Innovation Office 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 PUD-5 District, the Innovation Office Space must be contained in a single building.

Developers of properties within the PUD-5 District may collaborate with ~~other developers~~ property owners 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.

**13.89.3.2 Characteristics.** For the purposes of this Section 13.89.3, Innovation Office Space shall have the following characteristics:

(a) Durations of lease agreements (or other similar occupancy agreements) with individual business entities shall be for periods of approximately one (1) month.

(b) No single business entity may occupy more than 2,000 square feet or 10% of the entire Innovation Office Space required to be provided in the PUD-5 District, whichever is greater.

(c) The average size of separately contracted private suites may not exceed 200 square feet of GFA.

(d) 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.

(e) 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.

**13.89.3.3 Variations.** In approving a Final Development Plan or a Minor Amendment to a Final Development Plan, the Planning Board may allow variations in the specific standards and characteristics set forth Sections 13.89.3.1 and 13.89.3.2 above, if the Planning Board finds that the Innovation Office Space, as proposed, will be consistent with the purposes of these standards and characteristics.

**13.89.4 Sustainability.**

New buildings constructed within the PUD-5 District shall comply with the provisions of Section 22.20 of the Ordinance. Notwithstanding the above, new commercial buildings containing uses identified in Sections 13.82.4 and 13.82.7 and new residential buildings identified in Section 13.82.1, shall comply with LEED Gold level criteria. In connection with the submission requirements of Section 22.24.2.a., the developer of such buildings shall submit a Statement of Energy Design Intent produced through the EnergyStar Target Finder tool, or comparable method. New institutional buildings will meet LEED Gold level criteria, unless the technological specifications of a proposed specialized research facility are such that the developer can demonstrate the impracticability of achieving the LEED Gold level criteria or the inordinate impact achieving the LEED Gold level would have on such specialized research facility. New buildings in the PUD-5 District must incorporate an integrated design approach and incorporate the best practices for meeting sustainability in the following five (5) areas:

a. Energy and Emissions; Steam. Each new building must conserve building energy and, to the extent applicable, reduce carbon/GHG emissions. The Developer, with each Development within the PUD-5 District, must evaluate the potential for on-site energy generation or the construction of co-generation facilities within the PUD-5 District that will serve the new building and other buildings located within the PUD-5 District. A Development Proposal for a commercial building shall include a study, prepared by the Developer, considering the feasibility of connecting the building identified in the Development Proposal to the existing district steam system.

b. Urban Site and Landscaping; Water Management. The Developer, for each new building, must explore opportunities for (i) potable water use reductions, (ii) storm water management using open spaces, (iii) the incorporation of indigenous vegetation and (iv) storm water for irrigation purposes. At a minimum, all new buildings within the PUD-5 District must meet the Department of Public Works' standards for water quality

management and the retention/detention of the difference between the 2-year 24-hour pre-construction runoff hydrograph and the post-construction 25-year 24-hour runoff hydrograph.

c. Healthy Living & Working. Each new building must provide people with access to daylight and enhance the visual and thermal comfort of people living and working within the PUD-5 District.

d. Transportation. The Final Development Plan for the PUD-5 District must encourage multimodal transportation, provide facilities for cyclists and provide an infrastructure to support alternative energy vehicles.

e. Promotion of Sustainability Awareness. New buildings within the PUD-5 must be designed to incorporate features that demonstrate other sustainability strategies.

f. Cool Roofs. All new buildings approved in the District after January 1, 2013, must employ Functional Green Roofs (as such term is defined in Article 22.000 of this Zoning Ordinance), high-albedo "white" roofs or a functionally equivalent roofing system.

g. Monitoring. All new buildings approved in the PUD-5 District after January 1, 2013, shall track and report energy use to the City using EnergyStar, Labs21, LEED-EBOM or a substantially similar mechanism. Such reporting shall occur at the end of the first year of occupancy of the building, then once annually during the first five (5) years of occupancy, and once every five (5) years thereafter. Failure to provide such reports to the City shall not constitute a failure of condition of any PUD-5 Special Permit.

In connection with the approval of a Final Development Plan or in connection with the granting of a Special Permit pursuant to Article 19 of the Ordinance, the Planning Board may grant dimensional and other zoning relief in order to permit the construction of a co-generation facility or other energy systems that allow developments to develop shared solutions to minimize energy usage.

### 13.810 Other Provisions.

13.810.1 ~~Signs. The regulations of Article 7.000 applicable to Business, Office and Industrial Districts shall be applicable to buildings in the PUD-5 District.~~ 13.810.2 Active Uses and Pedestrian Activity.

Final Development Plans for commercial uses shall enhance the public pedestrian usage of the sidewalks and create a sense of neighborhood continuity by providing an interesting, lively and active presence at street level. Accordingly, portions of the first floors of commercial buildings in locations enumerated below shall generally be planned, designed, constructed

and used for Active Uses (defined below). At a minimum, a total of at least seventy-five percent (75%) of the aggregate New Gross Floor Area of the Activation Space situated within a commercial building in the PUD-5 District shall be devoted to Active Uses. For the purposes of this Section ~~13.810.2~~, 13.810.1, the term "Activation Space" shall mean the portions of the first floors of commercial buildings immediately abutting Main Street, Broadway and the Broad Canal, situated between the Principal Front Wall Plane of such building along said Main Street and Broadway and along the northerly and easterly boundaries of the Third Street Transition Subdistrict along Broad Canal Way and the line that is situated twenty (20) feet from said Principal Front Wall Plane. Notwithstanding the above, the Planning Board, in approving a Final Development Plan for a new building, may, in consultation with City staff, grant a reduction of the required minimum total area of Active Uses within the Activation Space of the new building, where such reduction is necessitated by site conditions or other complications.

Definition of Active Uses. For purposes of this Section ~~13.810.2~~, 13.810.1, "Active Uses" means:

- (1) Retail business and consumer service establishments listed in Section 4.35;
- (2) Institutional uses that are generally open to the public, such as museums and exhibition spaces;
- (3) Uses listed in Section 13.82.6; and
- (4) Other uses which the Planning Board determines meet the goals of this Section ~~13.810.2~~, 13.810.1.

The definition of "Active Uses" shall specifically exclude lobbies or other spaces that serve an accessory function to upper-story office or laboratory uses.

Building and Site Design Requirements for Active Uses and Open Spaces.

- (1) Active Uses shall have one or more entrance(s) from the sidewalk or plaza separate from the principal entrance of the building for non-retail uses.
- (2) Outdoor courtyards, delineated gathering space, or sitting areas are encouraged throughout each Development Parcel in any approved Final Development Plan.

Prior to submitting any application for a special permit in the PUD-5 District, the applicant shall engage the services of a consultant or other party with

retail expertise to advise the applicant in connection with retail and other Active Uses to be included in the applicable Development Parcel. The recommendations of that consultant shall be included in the applicable special permit application.

~~13.810.3~~ 13.810.2 Contribution to Community Fund.

Upon the Planning Board's approval of the first Final Development Plan for a Development Parcel within ~~the PUD-5, the City Manager shall establish a Community Fund, which Fund shall be administered by a committee appointed by the City Manager and approved by the City Council, which committee (the "Community Fund Committee") shall contain no more than seven (7) members, with at least one (1) member from each of the following: East Cambridge Planning Team, the Kendall Square Association, Area IV Neighborhood Coalition, Wellington-Harrington Neighborhood Association and the Massachusetts Institute of Technology. Said members shall be selected by their respective organizations.~~ Subject to the provisions of this Section ~~13.810.3, upon the issuance of a Final Certificate of Occupancy for a new commercial building in~~ the PUD-5 District, ~~the Developer MIT shall be required to contribute to make a payment to the~~ Community Fund ~~in, established by the City Manager,~~ an amount equal to \$10.00 multiplied by the number of square feet of ~~New Gross Floor Area~~ new gross floor area for the commercial uses identified in ~~Section~~ section 13.82.4 and 13.82.7 ~~that are the subject of such Final Certificate of Occupancy~~ (such an amount, a "Fund Contribution Payment"). The ~~City~~ city shall use the funds contributed by the ~~Developer~~ developer pursuant to this ~~Section 13.810.3~~ section 13.910.2.

Notwithstanding the above, the developer shall, within ninety (90) days of the adoption of this Section 13.80, make a payment of \$2,500,000 to the City as a deposit against future Fund Contribution Payments. On the earlier to occur of the issuance of the first Final Certificate of Occupancy for a new commercial building within the PUD-5 District or three (3) years from the date of the adoption of Article 13.80, the developer shall make a payment of \$2,500,000 to the City as an additional deposit against future Fund Contribution Payments. Following the payment of the second deposit the developer shall not be required to make any further Fund Contribution Payments until such time as the City has issued Final Certificates of Occupancy for new commercial buildings containing 500,000 square feet of Gross Floor Area, in the aggregate.

(a) Open space and transit improvements

(a) 66.7% of any Fund Contribution Payments shall be allocated for the establishment and betterment of Publicly Beneficial Open Spaces publicly beneficial open spaces located in the PUD-5 District district and within 500 feet of the boundaries of the District district and shall include, without limitation, improvements to the Broad Canal, Broad Canal Way, Point Park and other Publicly Beneficial Open Space publicly beneficial open spaces abutting streets within the PUD-5 District; (b) district provided they are not owned by MIT or an assignee or designee and such funds may be co-mingled with other open space funding to effectuate such open space improvements and transportation improvements and services to benefit the Kendall Square Neighborhood neighborhood and adjacent neighborhoods; and not already required by the City of Cambridge Parking and Traffic Demand Management Ordinance (PTDM).

~~(c) workforce development and training.~~

~~The Developer shall have the right to obtain credits for actual, out-of-pocket costs incurred by the Developer in creating or implementing, or contributing to a third party's creation or implementation of, any of (a), (b) or (c) above (each such cost or contribution, a "Qualified Contribution"). Ninety (90) days prior to commencing any of the above or making any such contribution, the Developer shall notify the Community Fund Committee, in writing, of its intention to credit the Qualified Contribution against future Fund Contribution Payments (the "Credit Notice"). The Credit Notice shall provide a reasonably detailed description of Qualified Contribution and the estimated amount and/or value of the same.~~

The open space and transit improvement funds shall be allocated at the direction of a committee appointed by the City Manager, which committee shall contain representatives from adjacent neighborhoods.

(b) Workforce development and training – Developing the workforce for Cambridge in the 21<sup>st</sup> Century

~~Within thirty (30) days of its receipt of such notice, the Community Fund Committee shall either approve or deny the requested credit in writing to the Developer, provided, however, the Community Fund Committee's approval of such a credit request shall not be unreasonably withheld or conditioned. In the event that the Community Fund Committee fails to provide a written approval or denial of a credit request within said thirty (30) days period, the credit shall be deemed approved. With regard to an approved (or deemed approved) Qualified Contribution, the Developer shall provide a certification to the Community Fund Committee detailing the actual amount of the Qualified Contribution within thirty (30) days of Developer's completion of or~~

~~contribution to the associated work or conveyance. Provided that the amount of the Qualified Contribution contained in the certification is materially consistent with the estimated amount of the same contained in the Credit Notice, the Developer shall thereafter have the right to apply the actual amount of the Qualified Contribution against any future Fund Contribution Payment(s) that it desires.~~ 33.3% of any Fund Contribution Payment shall be allocated separately for workforce development serving residents throughout the City of Cambridge. The workforce development and training funds shall be allocated at the direction of a committee appointed by the City Manager.

~~The Developer and the Community Fund Committee shall maintain a written record of all approved (and deemed approved) Qualified Contributions and the Developer's application of such credits to Fund Contribution Payments.~~

**13.810.413.810.3** Planning and Zoning Studies; Design Guidelines. In its review and approval of a Final Development Plan for a Development Parcel, the Planning Board shall consider all future planning and zoning studies and design guidelines adopted by the Planning Board for a geographic area containing the Development Parcel.

This zoning petition for amendment of the Zoning Ordinance and Zoning Map of the City of Cambridge is respectfully submitted by the owner of the land to be affected by the changes, for consideration and adoption by the Cambridge City Council in accordance with the provisions of Massachusetts General Laws, Chapter 40A, Section 5.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

By: \_\_\_\_\_

Name: Israel Ruiz

Title: Executive Vice President & Treasurer

**MIT KENDALL SQUARE INITIATIVE -- ZONING AMENDMENT TO CREATE PUD-5  
PRESENTATION TO CAMBRIDGE CITY COUNCIL, APRIL 2, 2013**

**II. OVERVIEW OF THE COMMITMENT LETTER**

**A. Community Path (Grand Junction Corridor)**

- MIT will contribute \$500,000 to begin construction of the Community Path on CRA property along the Grand Junction railroad.
- MIT will conduct a study of its parcels adjacent to Grand Junction between Main Street and Memorial Drive to consider feasibility for the path. This study will be completed 18 months following zoning amendment adoption.

**B. Lot at 35 Cherry Street**

- MIT will convey 35 Cherry Street to the City or a third party designated by the City within 90 days of request.

**C. Commitment to Union Labor/Pathways Program**

- MIT will use union labor for all building trades for new commercial buildings.
- MIT will contribute \$20,000 annually for 10 years for an apprentice program. This should create no fewer than 15 new apprentice opportunities for Cambridge residents.
- MIT will include in its leases in PUD-5 that tenants must notify the City of Cambridge Office of Workforce Development of all new job opportunities as they become available.

**D. Commitment to Locally Based and Independent Retail**

- No more than 50% of new retail space in the PUD-5 shall be occupied by retailers who own/operate more than 5 locations in Massachusetts.

**E. Open Space and Retail Advisory Committee**

- MIT will establish an advisory committee that will provide input on the programming of the public spaces in PUD-5.
- The Committee will include representatives from neighborhood, arts and other community organizations.

- MIT will develop and complete plans for presentation to the Committee 6 months prior to the completion of each building.

#### **F. Real Estate Taxes**

- In the event that the new commercial buildings are converted to exempt institutional uses, MIT will remove the property from the tax rolls incrementally over 5 years (currently 3 years).

#### **G. Contribution to Community Benefit Organizations**

- MIT will contribute \$4 for each new square foot of commercial uses (office and laboratory space) to establish a fund to the City of Cambridge to provide financial support to non-profit, charitable organizations.
- MIT will contribute \$2 million within the three years following adoption of the zoning petition.

#### **H. Additional Innovation Space for Emerging Companies**

- In addition to the traditional innovation space included in the zoning, MIT will provide innovation space equal to 5% of new gross floor area for use by emerging companies that require space larger than typical innovation space but less than 5,000 sf.

#### **I. Innovation Housing**

- MIT commits that 8% of new gross floor area of required housing will be to units measuring between 300 and 550 square feet (innovation units).
- MIT will require 30 residential leases for micro housing units to include a covenant by the tenant to not apply for a resident parking permit.

## [TO BE REPRODUCED ON THE LETTERHEAD OF MIT]

April 8, 2013

Mayor Henrietta Davis  
Vice Mayor E. Denise Simmons  
Ordinance Committee Chair David Maher  
City Councilor Leland Cheung  
City Councilor Marjorie C. Decker  
City Councilor Craig A. Kelley  
City Councilor Kenneth E. Reeves  
City Councilor Timothy J. Toomey, Jr.  
City Councilor Minka vanBeuzekom  
Cambridge City Hall  
795 Massachusetts Avenue  
Cambridge, Massachusetts 02139

**Re: Commitments and conditions accompanying the amended zoning petition for PUD-5 District attached hereto as Attachment A**

Dear Mayor Davis, Vice Mayor Simmons, Ordinance Committee Chair Maher and Councilors Cheung, Decker, Kelley, Reeves, Toomey and vanBeuzekom:

The purpose of this letter is to describe commitments and benefits which the Massachusetts Institute of Technology ("MIT") is prepared to offer the City of Cambridge, to facilitate and enable MIT to revitalize and redevelop Kendall Square (the "Project") through the construction of new mixed-use buildings, subject to the satisfaction of the "Conditions" set forth below.

MIT's Commitments

- A. **Off-Road Bicycle and Pedestrian Facilities Adjacent to the Grand Junction.** In connection with the City's continued desire to construct off-road bicycle and pedestrian facilities through Cambridge adjacent to the Grand Junction railroad branch and in furtherance of MIT's previous granting of easements to the Cambridge Redevelopment Authority (the "CRA") over real estate it owns at Technology Square for the construction of a portion of such facilities, MIT shall contribute, within 90 days of MIT's receipt of notification from the CRA that the CRA, its designee or successor, has commenced planning and or the construction of off-road bicycle and pedestrian facilities on property adjacent to the Grand Junction now owned by the CRA between Binney Street and Main Street, an amount requested by the CRA, in its discretion, of up to \$500,000, which funds shall be used for the construction of the facilities. In furtherance of providing appropriate

[TO BE REPRODUCED ON THE LETTERHEAD OF MIT]

off-road bicycle and pedestrian facilities through Cambridge adjacent to the Grand Junction railroad branch, MIT will complete a study of all parcels that it owns adjacent to the portion of the Grand Junction railroad branch situated between Main Street and Memorial Drive, in order to consider the feasibility of granting the City of Cambridge easements for the construction, now or in the future, of off-road bicycle and pedestrian facilities adjacent to the railroad line and, if appropriate, alternative routes for such facilities. MIT will update the City of Cambridge and request the appointment of a city liaison to coordinate with the city during the study process. MIT will complete its study and report its findings to the City Council within eighteen (18) months of the adoption of the PUD-5 zoning amendment.

- B. **Cherry Street Lot.** MIT shall convey the parcel of real estate situated at 35 Cherry Street (Assessor's Lot # 75-118) to the City of Cambridge or a third party to be designated by the City of Cambridge to be used, in perpetuity, for uses that directly benefit residents in the Area IV Neighborhood and surrounding communities. The transferee and use of the property shall be determined through a public process conducted by the City of Cambridge Community Development Department. The conveyance shall occur on the later to occur of (i) ninety (90) days after MIT's receipt of notice from the City as to the identity of the transferee and the designation of the proposed use, and (ii) MIT's completion of environmental remediation efforts on the property, if any are required, to a condition that is reasonably acceptable to MIT and the City. The conveyance shall be made by MIT upon such terms and conditions as the City and MIT may reasonably agree.
- C. **Labor; Pathways Program; Jobs.** MIT agrees that, in connection with construction of new commercial buildings within the PUD-5 District, it shall use or cause its contractors to use union labor for all building trades. In conjunction with this commitment, MIT will contribute up to \$20,000 annually for a period of ten (10) years, commencing upon the Building Trade Council's creation of an apprentice Pathways Program for Cambridge residents for such program. It is understood that this funding will create no less than fifteen (15) new apprentice opportunities annually for Cambridge residents within twelve (12) months of the creation of the pathway program. In addition, MIT agrees that it will include in new leases of commercial space situated within the PUD-5, a covenant requiring that tenants notify the City of Cambridge Office of Workforce Development of all new job opportunities as they become available.

[TO BE REPRODUCED ON THE LETTERHEAD OF MIT]

- D. **Locally based and Independent Retail.** MIT agrees that no more than fifty percent (50%) of new retail space in the PUD-5 District shall be occupied by retailers who own and operate retail establishments at more than five (5) locations in Massachusetts at the time the retailer's lease is initially executed.
- E. **Open Space and Retail Advisory Committee.** In order to ensure that the adjacent neighborhoods are involved in the programming of activities for the open spaces and the types of retailers for the retail space in the PUD-5 District, MIT will establish an advisory committee to provide input on the programming of these spaces. The advisory committee shall meet once annually for a period of 10 years. The advisory committee shall include representatives from the Community Development Department, adjacent neighborhoods and three (3) representatives from MIT. To effectuate a vibrant community-based open space and retail plan, MIT shall complete its internal planning process with faculty, students, and staff, and shall create an open space and retail programming plan for any new commercial building and present such plan to the advisory committee six (6) months prior to the substantial completion of that building. MIT may update the programming plan from time to time.
- F. **Real Estate Taxes.** Notwithstanding the provisions of any agreement that MIT may have entered into with the City previously, MIT hereby agrees that in the event that it converts any new commercial building constructed pursuant to the PUD-5 zoning amendment from commercial to exempt institutional use, MIT will remove such property from the tax rolls of the City of Cambridge incrementally over a period of five (5) years. During the four (4) year period following the conversion of such a property to institutional use, MIT agrees not to claim an exemption for the percentage of the assessed value of the property that would exceed the following: 20% in year one, 40% in year two, 60% in year three, and 80% in year 4. Commencing in year five and for each subsequent year that the ownership and use of such parcel satisfies the requirements for exemption under M.G.L. c. 59, MIT will have the right to claim that 100% of the value of property is exempt from assessment.
- G. **Community Benefit Organization Contribution.** MIT shall make a contribution to the City of Cambridge in an amount equal to \$4 multiplied by the number of square feet of New Gross Floor Area for the commercial uses identified in Sections 13.82.4 and 13.82.7, which contribution shall be used to establish a fund that provides financial support to non-profit charitable community benefit organizations serving residents of the City of Cambridge (such contributions, "CBO Contributions"). Notwithstanding the above, CBO Contributions shall be made as follows:
- a. The first contribution of \$1,000,000 shall be made within ninety (90) days of the adoption of the zoning amendment.
  - b. The second contribution of \$1,000,000 shall be made on the earlier to occur of (i) the issuance of the Final Certificates of Occupancy for new commercial

[TO BE REPRODUCED ON THE LETTERHEAD OF MIT]

buildings within the PUD-5 District containing 500,000 square feet of New Gross Floor Area and (ii) three years from the adoption of the zoning amendment.

- c. Additional payments shall be made upon issuance of Final Certificates of Occupancy for new commercial buildings within the PUD-5 District containing New Gross Floor Area in excess of 500,000 square feet, in the aggregate.
- H. **Innovation Space.** In addition to the Innovation Office Space required by Section 13.89.3, for a Development Proposal containing new Office Uses, MIT shall provide Gross Floor Area of innovation space equal to, or in excess of, the amount of Gross Floor Area that is five percent (5%) of the New Gross Floor Area approved in the Final Development Plan for Office Use. Existing Gross Floor Area situated within the PUD-5 may be utilized to satisfy this requirement. Such innovation space may be situated on other parcels owned by the developer or an affiliate of such developer located within 1.25 miles of the PUD-5 District. Innovation space utilized by a single emerging business entity shall not exceed 5,000 square feet of Gross Floor Area. Such innovation space shall not require shared space or resources nor shall it be required to be contiguous to any other innovation space.
- I. **Innovation Housing.** A minimum of eight percent (8%) of the New Gross Floor Area of the minimum housing required by Section 13.89.2 shall be devoted to units measuring between three hundred (300) and five hundred fifty (550) square feet in size. Such units may include flexible unit layouts, combined living and working spaces, shared common areas and other design features to increase affordability and communication among residents.
- J. **Limitations on Residential Parking Permit.** MIT agrees that it shall include or cause to be included in thirty (30) residential leases (or other equivalent occupancy agreements) for residential micro-housing units constructed within the PUD-5 containing the fewest square feet, a covenant by the tenant that the tenant shall not apply to the City of Cambridge Traffic, Parking & Transportation Department for a Resident Parking Permit.

Conditions to MIT's Commitments

For purposes of clarification, MIT's commitments set forth above are offered if the following conditions (the "Conditions") are met:

1. The amendments to the Cambridge Zoning Ordinance set forth in Attachment A are duly adopted in the form attached hereto as Attachment A, and no challenge to the validity of the same shall have been made (or in the event of any challenge, such challenge shall have been finally resolved in favor of such validity).

**[TO BE REPRODUCED ON THE LETTERHEAD OF MIT]**

2. With regard to any outstanding commitments, to the extent applied for by MIT, MIT shall have received such Special Permits, including, without limitation, PUD Special Permits and Article 19 Special Permits, from the City of Cambridge Planning Board, and such other permits and approvals as may be necessary to allow for the build-out of the new Gross Floor Area contemplated by the zoning amendment.

In addition to meeting the requirements and conditions of any required permits for the Project, MIT is making these payments and providing the other mitigation referenced above to the City in order to provide the City with resources should it become necessary to mitigate any impacts which might result from the Project as a result of the rezoning, any special permit issued pursuant thereto and the issuance of the building permit. Should such impacts arise, the payments and other mitigation contained in this letter will enable the city to take appropriate steps to mitigate those impacts in the manner and at the times deemed most appropriate by the city.

**[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]**

**[TO BE REPRODUCED ON THE LETTERHEAD OF MIT]**

As MIT's duly authorized representative, I am pleased to make these commitments on MIT's behalf.

Sincerely,

MASSACHUSETTS INSTITUTE OF TECHNOLOGY,  
a Massachusetts non-profit corporation

By: \_\_\_\_\_

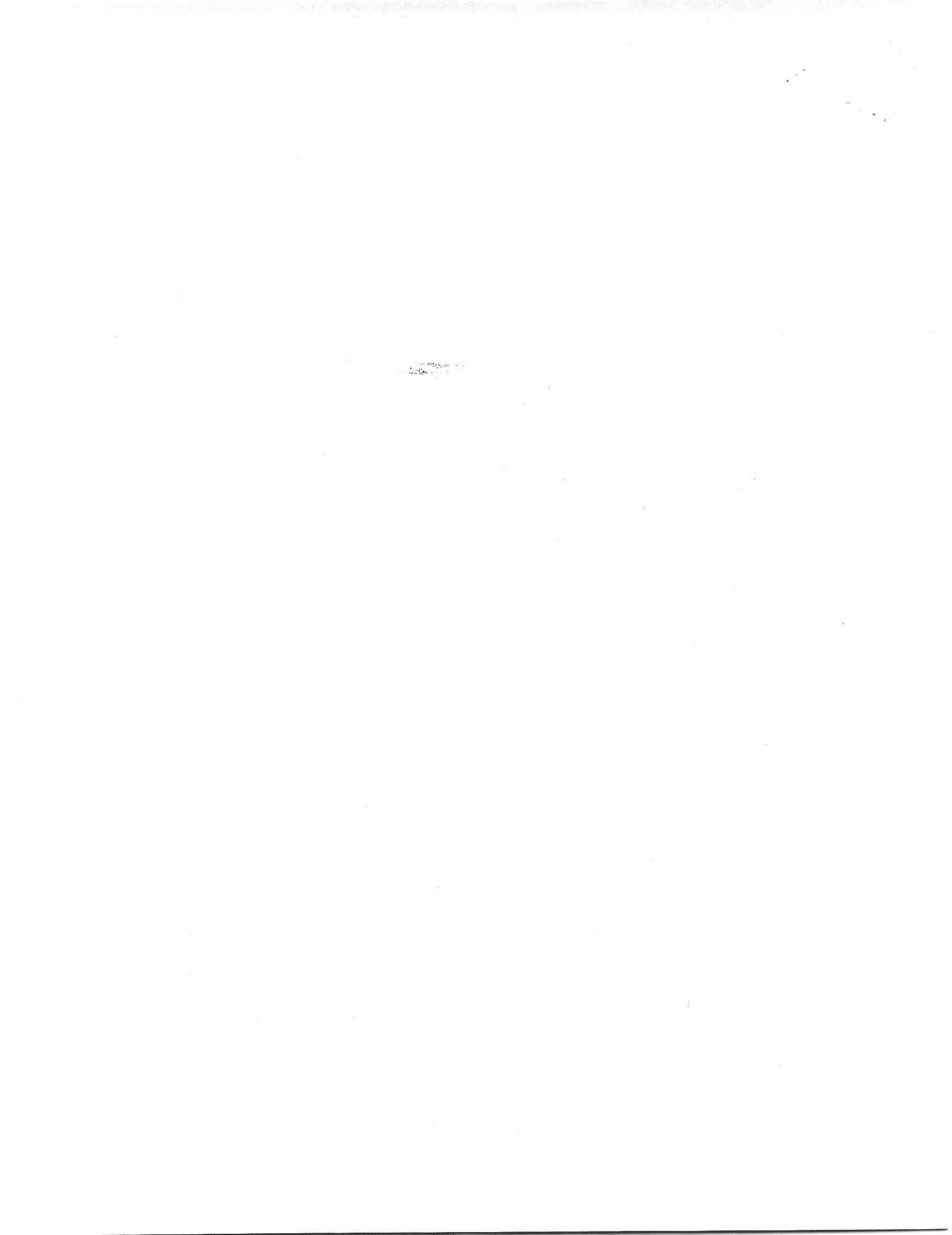
Name: Israel Ruiz

Title: Executive Vice President and Treasurer

Attachment A: Zoning Petition

[TO BE REPRODUCED ON THE LETTERHEAD OF MIT]

ATTACHMENT A



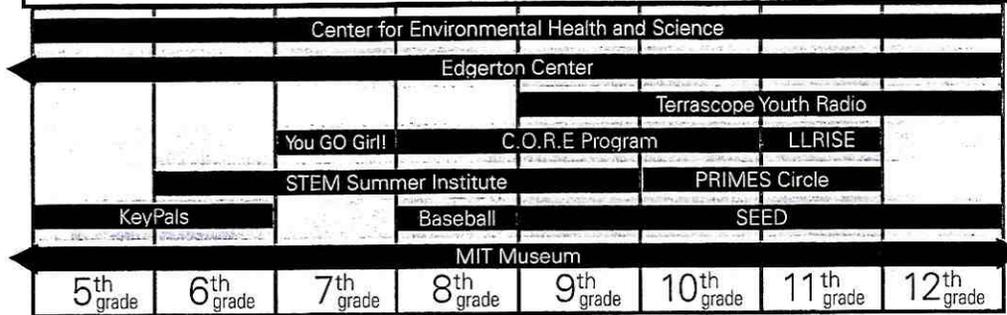
ATTACHMENT F

MIT KENDALL SQUARE INITIATIVE -- Zoning Amendment to Create PUD-5  
Presentation to Cambridge City Council, April 2, 2013

Public Benefits		
	January 2013	April 2013
Jobs and Taxes		
Jobs - Permanent	2,500	2,500 plus requirement to post jobs with City
Jobs - Construction	1,300	1,300 plus Apprentice Pathways
New Taxes	\$10 million per year	\$10 million per year
<b>Total Community Benefit Payments</b>		
Incentive Zoning Payment	\$4.3 million	\$4.3 million
Community Fund	Approximately \$10 million	Approximately \$10 million
Community Benefits Organization Contribution		Approximately \$4 million
Other: Community Path, Apprentice Pathways, Cherry Street		Approximately \$1.2 million
	<b>Approximately \$14.3 million</b>	<b>Approximately \$19.5 million</b>

## MIT Programs in Support of Cambridge Public Schools

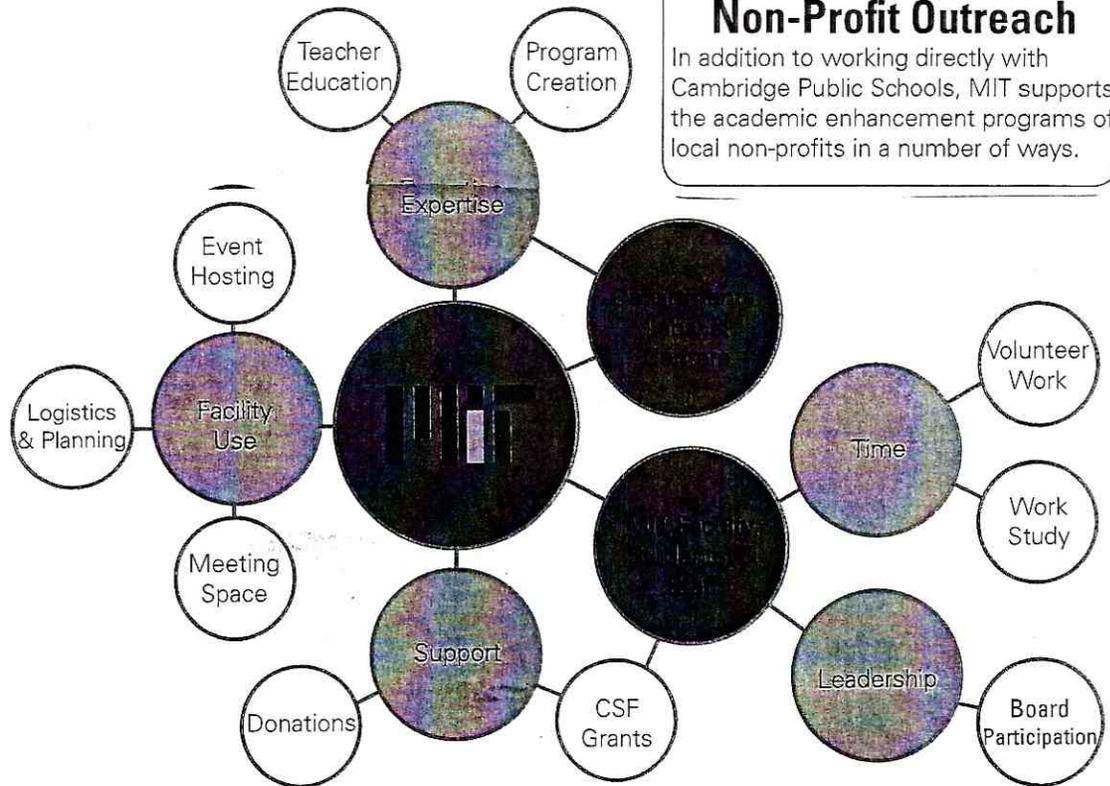
Administered by MIT departments, labs and centers, these educational programs use Institute resources to coordinate and plan activities that bolster STEM engagement.



<b>Center for Environmental Health &amp; Science (CEHS)</b>	Provides biology curriculum to Breakthrough Cambridge Students; LEGO biology sets and teacher training to CRLS; and stages "A Closer Look at Exposures" event at the Cambridge Science Festival.
<b>Edgerton Center</b>	Offers campus visits for three-hour, hands-on science and engineering activities to local students. Last year, every sixth grader in Cambridge Public Schools visited the Edgerton Center. The center also works with CEHS to enhance teacher training.
<b>Terrascope Youth Radio</b>	Terrascope Youth Radio is a partnership with MIT and Cambridge Youth Programs. Through the program, local teens create radio broadcasts and other audio material on environmental topics.
<b>You GO Girl!</b>	You GO Girl! is a four day summer program at the MIT Edgerton Center designed for girls entering the 9th grade in the fall.
<b>C.O.R.E. Program</b>	The Confronting Obstacles and Realizing Excellence (C.O.R.E) program is an intensive two-week summer workshop focused on increasing the quantitative reasoning skills of local youth who need help in improving their math performance.
<b>Lincoln Lab Radar Intro for Student Engineers (LLRISE)</b>	LLRISE is a two-week summer residential, project-based enrichment program for Juniors. Students attending this program gain experience building small radar systems in a state-of-the-art laboratory at Lincoln Labs.
<b>STEM Summer Institute</b>	Five-week summer program on MIT's campus for students. Taught by MIT undergraduates, the Summer Institute combines lectures, projects and experiments to support learning. Participants learn college-level material, play sports, and take field trips.
<b>PRIMES Circle</b>	This after-school program for talented math students provides an opportunity to explore fascinating mathematical theories, like graph theory, knot theory, or game theory while working in small groups under the guidance of MIT undergraduates.
<b>KeyPals</b>	The KeyPals program pairs MIT mentors with middle school students for one-on-one communication via e-mail. Students share assignments from a variety of disciplines, including science, math literacy, and language arts.
<b>Science of Baseball Program</b>	MIT Science of Baseball Program sparks a passion for science through baseball. Through this four-week program, participants learn the principles of math, physics, and statistics as they apply them to baseball, and play in daily scrimmage games.
<b>Saturday Engineering Enrichment &amp; Discovery Academy (SEED)</b>	SEED's primary mission is to increase the number of local students in the STEM pipeline. Participants are provided with an interesting, hands-on curriculum that strengthens their foundational math, science and communication skills.
<b>MIT Museum</b>	MIT Museum hosts a number of K-12 outreach programs to get students excited about STEM. Programs include MIT Museum Engineers Week, Friday After Thanksgiving Chain Reaction, Student Workshops and Cambridge Science Festival programming.

## MIT Network of Non-Profit Outreach

In addition to working directly with Cambridge Public Schools, MIT supports the academic enhancement programs of local non-profits in a number of ways.



## MIT Student Programs in

### Support of Cambridge Public Schools

Programs developed and driven by MIT students or student groups.

#### Elementary & Middle School

Currently in a pilot semester at the Fletcher Maynard Academy, **MITxplore** pairs 5th grade students with math mentors for weekly after school math explore sessions.

Run by the Society of Women Engineers (SWE), **Discovery UnliMITed** introduces middle school girls to engaging experiments and projects to spark their curiosity in STEM.

**InnoWorks** provides a free week-long science and engineering camp for under-served middle school students in the Cambridge and Boston areas. Their goal is to provide students with the opportunity to learn about STEM through exciting and interactive activities outside of the traditional school environment.

Run by SWE, **KEYs** is an empowering program that brings 5-7th grade girls and female MIT students together for workshops designed to promote self-confidence and highlight opportunities in STEM careers.

#### High School

**Amphibious Achievement** is a dual athletic and academic program for high school students. Amphibious Achievement's goal is to promote success in and out of the water through a combination of aquatic instruction and college preparatory tutoring.

**Educational Studies Program (ESP)** organizes MIT student-led classes on a number of subjects. Activities include weekend programs (Spark and Splash), 7 week courses, advanced summer courses (Junction), and AP Test Preparation (Delve).

Academic Teaching Initiative (ATI) maintains **SATPrep**, which has provides an affordable alternative to test-preparation offered by professional vendors. The program has tutored test takers since 1985.

**WISE** is a year-long outreach program that pairs high school girls with MIT student mentors to promote STEM engagement. High school students participate in lectures, lab tours and panel discussions while learning about STEM careers.

April 2, 2013

PLANNING CHECKLIST FOR KENDALL

Prepared by Stephen Kaiser

		Done	Partial	Not Done
1	Overall Kendall Plan and Report	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2	Housing Plan and Report	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3	Long-Term Protection for Affordable Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Long Term Protection for Housing Incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Street Design Plan and Report	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6	Traffic Plan and Report	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7	Kendall and MIT Plan for Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8	General Transit Plan and Report	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9	Specific transit plan to increase capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10	Zoning Requirement to reduce congestion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11	Design for building-sidewalk interface	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12	Design for First Floor Uses	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13	Plan for building heights, shadow and wind impacts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14	Edited Zoning Petition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Plan Filed before the Zoning	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**KENDALL SQUARE ASSOCIATION, INC.**  
One Cambridge Center, 6th Floor  
Cambridge, Massachusetts 02142

April 2, 2013

Board of Directors

**Thomas Andrews**  
Alexandria Real Estate Equities

**Christopher Barr**  
Amgen

**Kelley Brown**  
MIT, Department of Facilities

**Michael Cantalupa**  
Boston Properties, Inc.

**Ed Dondero**  
Biogen Idec

**Alan Fein**  
The Broad Institute

**Sarah Gallop**  
Massachusetts Institute of Technology

**William Gartner**  
BioMed Realty Trust

**Brian Murray**  
Akamai Technologies

**Jeffrey Lockwood**  
Novartis

**Stephen Meunier**  
Genzyme, a Sanofi company

**Martin Mullins**  
The Whitehead Institute

**Michael Owu**  
MIT Investment Management Co.

**Eric Quadrino**  
Mexicali Burrito Co.

**Timothy Rowe**  
Cambridge Innovation Center

**Alan Smith**  
Cambridge Marriott Hotel

**Sara Spalding**  
Microsoft Corporation

**Stephen Vinter**  
Google

**CA Webb**  
New England Venture  
Capital Association

Cambridge City Council  
Cambridge City Hall  
795 Massachusetts Avenue  
Cambridge, MA 02139

Dear Mayor Davis and Members of the Cambridge City Council:

On behalf of the Board of Directors of the Kendall Square Association (KSA), I would like to express our support for MIT's petition to rezone 26 acres of its land in Kendall Square. The KSA is a membership-based organization that consists of companies and institutions committed to promoting the health, vitality, and vibrancy of Kendall Square. The KSA has more than 115 member institutions located in Kendall Square, including global leaders such as Akamai, Google, Microsoft, VMWare, Amgen, Biogen, Genzyme and Novartis. Our mission is to support all aspects of business and civic growth in the area, and ensure that Kendall Square remains the place where the world gathers to develop breakthrough discoveries that positively impact our society.

With more tech and biotechnology companies per square mile than anywhere else in the world, Kendall Square is among the most prolific and dynamic innovation superclusters anywhere. It has critical importance to the City, the region and the world. In order to continue leading innovation, attracting established leaders in the global technology sectors and drawing the best and brightest minds, it is critical to advance the physical and intellectual evolution of Kendall Square. Currently, MIT's properties closest to the MIT/Kendall MBTA station and Main Street—essentially those in the heart of Kendall Square—lie underutilized as surface parking lots. Together, these form a gap in the continuity and potential of Kendall Square. By any measure, Kendall Square as a gateway to the City of Cambridge, to MIT, and to the innovation community is lacking.

We believe that MIT's proposal is based on the right vision for Kendall Square and that it appropriately integrates necessary elements to enhance community and technology that are critical to the transformation that is so truly needed. The addition of over 800,000 square feet of lab and office space will provide much needed growth capacity for the area. However, it is also important that as Kendall Square becomes more attractive to large companies, that we preserve the ability for small and emerging companies to thrive and grow. We are pleased that this proposal continues, and expands, support to small and emerging companies through the requirement for innovation space characterized by small suites, short-term leases, and shared resources.

Officers

**Timothy Rowe**  
President

**Sarah Gallop**  
Vice President

**Stephen Vinter**  
Vice President

**Sara Spalding**  
Secretary

**Michael Owu**  
Acting Treasurer

Team

**Alexandra Lee**  
Deputy Director

**Janneke House**  
Director of Member  
and Community  
Relations

**KENDALL SQUARE ASSOCIATION, INC.**

*One Cambridge Center, 6th Floor  
Cambridge, Massachusetts 02142*

Page 2 of 2

Over the last decade, the evolution of the character of Kendall Square into a mixed-use neighborhood has been synergistic with its growth as a center of innovation. Therefore, we applaud the residential and ground floor commitments included in MIT's proposal. The requirement that 75% of ground floor space be reserved for restaurants, shops and other publicly available spaces, the incentive for small tenants, and the limit on chain tenants will reflect the unique environment that has been emerging along Third Street in recent years.

We are pleased that the proposal will add 240,000 square feet of new residential development. We also believe that One Broadway is the right location, and contains the appropriate amount of housing, for this particular petition. MIT's desire to include "innovation housing" units at One Broadway is consistent with the leading edge character of the neighborhood.

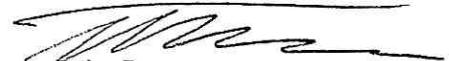
KSA members are also excited about the potential for the enhancement of Main Street and the area around the MBTA station. Innovation is propelled through "bumping and connecting"—the informal transfer of knowledge, in the elevator or on the street, that happens in parts of Kendall Square like nowhere else in the world. The potential to transform the heart of our district into a true public square where this interaction can thrive will further define Kendall Square as the epicenter of innovation. We also see MIT's proposed Gateway area as mechanism for technology transfer to the public — to celebrate and share innovative work being done at MIT and in Kendall Square with those in our community who don't live it every day.

While we appreciate all of the potential of this proposed zoning, MIT will need to perform to realize the vision. As partners with them in prioritizing the future of Kendall Square, this Board is confident that MIT has the commitment and ability to fulfill the expectations that accompany approval of this petition. MIT will continue to be a long-term neighbor and has effective relationships with the community and the City. As a landlord to corporate tenants, independent restaurateurs, and the Cambridge Innovation Center (CIC), MIT has demonstrated its ability to support the types of businesses that make Kendall Square thrive.

We urge you to approve the zoning petition for PUD-5 as quickly as possible. We, and many others in the community, have worked with MIT over the last three years to shape both the common vision for Kendall Square, and this petition specifically. It is time to begin to realize the true potential of Kendall Square.

Thank you for your consideration.

Sincerely,



Tim Rowe  
President, KSA

**From:** Spengler, John D. [spengler@hsph.harvard.edu]  
**Sent:** Tuesday, April 02, 2013 7:44 AM  
**To:** City Council  
**Cc:** Lopez, Donna; Davis, Henrietta (home)  
**Subject:** Cambridge Development

Dear Council members,

At the recent request of Jonathan Hecht, my State Representative for the 29th Middlesex District, I met with citizens of Cambridge interested in the sustainability aspects of a proposal by MIT to develop portions of their east campus. A parcel referred to as PUD-5. I understand there is a zoning petition ordinance committee hearing on April 2, 2013. I have had a very short time to become familiar with the proposal and it is possible that detail plans include some of the aspects I am recommending. I was struck by the full extent of the development plans that MIT was considering, not just the sizable square footage proposed for PUD-5. Given the magnitude of all the projects that extends from the Charles River through Kendall towards Central and beyond, there is an opportunity for Cambridge to be a distinguished civic leader for a sustainable community.

Opportunities abound. Requiring the new buildings to simply achieve LEED Gold is not aspirational and does not guarantee deep reductions in energy consumption, efficient use of spaces, or material use. The designers for the new buildings would have to look no further than the MIT faculty to find innovation in energy (<http://mitei.mit.edu/about>), urban planning (<http://senseable.mit.edu/>) and transportation (<http://www.media.mit.edu/search/node/transportation>). For those who would say these academic advancements are years away from practical applications should know that universities that MIT faculty collaborate with such as EHT Zurich have built and are now operating a new campus above the city of Zurich (larger than the proposed PUD-5 proposal) powered entirely with geothermal and solar energy.

At this moment in time as you contemplate the massive development before you please consider the longer term implications. The recent World Bank report **Turn Down the Heat**, (prepared for the World Bank by the Potsdam Institute for Climate Impact Research (PIK) and Climate Analytics), says that the world is on a path to a 4 degree Celsius (4°C) warmer world by end of this century and current greenhouse gas emissions pledges will not reduce this by much. World Bank Group President Jim Yong Kim as he introduced the report said, "Lack of action on climate change threatens to make the world our children inherit a completely different world than we are living in today. Climate change is one of the single biggest challenges facing development, and we need to assume the moral responsibility to take action

on behalf of future generations, especially the poorest.”

(<http://www.worldbank.org/en/news/press-release/2012/11/18/new-report-examines-risks-of-degree-hotter-world-by-end-of-century>).

In a very tangible way, your decisions on this one development before you and those which will follow are your legacy to Cambridge and the world. Both Harvard and MIT as members of the International Sustainable Campus Network (<http://www.international-sustainable-campus-network.org/>) have committed to its Charter principles (included below). Therefore, you should look to these academic institutions for leadership and inspiration -----and expect more.

Jack Spengler

Akira Yamaguchi Professor of Environmental Health and Human Habitation  
Harvard University, School of Public Health

**The signatories of the ISCN/GULF Sustainable Campus Charter** acknowledge that organizations of research and higher education have a unique role to play in developing the technologies, strategies, citizens, and leaders required for a more sustainable future. Signature of the present charter represents an organization’s public commitment to aligning its operations, research, and teaching with the goal of sustainability. The signatories commit to:

1. implement the three ISCN/GULF sustainable campus principles described below,
2. set concrete and measurable goals for each of the three principles, and strive to achieve them,
3. and report regularly and publicly on their organizations’ performance in this regard.

**Principle 1: To demonstrate respect for nature and society, sustainability considerations should be an integral part of planning, construction, renovation, and operation of buildings on campus.**

A sustainable campus infrastructure is governed by respect for natural resources and social responsibility, and embraces the principle of a low carbon economy. Concrete goals embodied in individual buildings can include minimizing environmental impacts (such as energy and water consumption or waste), furthering equal access (such as nondiscrimination of the disabled), and optimizing the integration of the built and natural environments. To ensure buildings on campus can meet these goals in the long term, and in a flexible manner, useful processes include participatory planning (integrating end-users such as faculty, staff, and

students) and life-cycle costing (taking into account future cost-savings from sustainable construction).

**Principle 2: To ensure long-term sustainable campus development, campus-wide master planning and target-setting should include environmental and social goals.**

Sustainable campus development needs to rely on forward-looking planning processes that consider the campus as a whole, and not just individual buildings. These processes can include comprehensive master planning with goals for impact management (for example, limiting use of land and other natural resources and protecting ecosystems), responsible operation (for example encouraging environmentally compatible transport modes and efficiently managing urban flows), and social integration (ensuring user diversity, creating indoor and outdoor spaces for social exchange and shared learning, and supporting ease of access to commerce and services). Such integrated planning can profit from including users and neighbors, and can be strengthened by organization-wide target setting (for example greenhouse gas emission goals).

**Principle 3: To align the organization's core mission with sustainable development, facilities, research, and education should be linked to create a "living laboratory" for sustainability.**

On a sustainable campus, the built environment, operational systems, research, scholarship, and education are linked as a "living laboratory" for sustainability. Users (such as students, faculty, and staff) have access to research, teaching, and learning opportunities on connections between environmental, social, and economic issues. Campus sustainability programs have concrete goals and can bring together campus residents with external partners, such as industry, government, or organized civil society. Beyond exploring a sustainable future in general, such programs can address issues pertinent to research and higher education (such as environmental impacts of research facilities, participatory teaching, or research that transcends disciplines). Institutional commitments (such as a sustainability policy) and dedicated resources (such as a person or team in the administration focused on this task) contribute to success.

As signatories to the ISCN/GULF Charter, we strive to share our goals and experiences on sustainable campus initiatives amongst our peers and other stakeholders. A key instrument for this is our regular reporting on progress under this Charter, which will be supported by the Charter stewardship (provided by the GULF group) and the Charter secretariat function (provided by the ISCN).

Lopez, Donna

ATTACHMENT K

**From:** Joseph Aiello [joseph.aiello@gmail.com]  
**Sent:** Tuesday, April 02, 2013 10:11 AM  
**To:** Cheung, Leland; Davis, Henrietta; Decker, Marjorie; Kelley, Craig; Maher, David; Reeves, Ken; Simmons, Denise; Toomey, Tim (home); vanBeuzekom, Minka; Lopez, Donna  
**Subject:** Ordinance Committee/MIT Zoning Petition

To the City Clerk and Council,

My name is Joseph Aiello and I live at 207 Charles St in East Cambridge. I am writing you today in hopes that you will show your support for our neighborhood and approve the MIT zoning petition.

This petition is directly in line with the K2C2 study that many of us in the neighborhood worked tirelessly on to create a "master plan" for Kendall Square. MIT has taken many ideas from that work and expanded some of the most important aspects.

This petition will help bring about more retail, innovation space for the next best & brightest, more residential opportunities, and open space that will bring about vibrant walking areas for the public. It will bring more life to the Broad Canal, which has already seen a revitalization thanks to the kayak rental area during the summer. It will help bring a much needed grocery store and pharmacy to the area. It will also allow MIT to create a community fund of nearly \$10 million, not to mention the tax revenue benefits for the City of Cambridge.

I understand the growing need (and the loud voices in support of) graduate student housing, but voting against this petition will not instantly bring about a plan that will make 100% of the city satisfied. The benefits of the plan in front of you FAR outweigh the negatives.

I thank you for your time and hope for your support,

Joseph Aiello  
207 Charles St  
Cambridge, MA

--

-----  
**Joseph A. Aiello, Ward 1 Committeeman**

[fb.me/JoeAiello.Ward1](https://www.facebook.com/JoeAiello.Ward1) | [joseph.aiello@gmail.com](mailto:joseph.aiello@gmail.com)