

E. Open Space Plan

Illustrate and quantify the areas of all proposed open space and the ownership and designation of each area, specifically delineating open space required in Section 13.94 and the portions of such open space that will be permanently guaranteed for public use, as well as descriptions of major design elements and themes to be incorporated into each space and the types of uses and activities that could be accommodated in each space including areas that will be designated for programmed uses such as spill-out dining and performance space.

As shown on **Figure E1: Conceptual Open Space Plan**, the Project will create four distinct new publicly-accessible parks as well as streetscapes that are flexible and extend the vibrancy of the open spaces through the Site and into the adjacent neighborhoods (**Figure E2: Open Space Typologies** and **Figure E3: Four New Parks: Approximate Size**). The design details will be developed in conjunction with the community through a robust public process. Each of the four new parks will be reviewed by the City through subsequent Design Review.

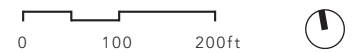
The Project will contain over 3.5 acres of new Publicly-Beneficial Open Space (**Figure E4: Open Space Plan – Publicly Beneficial Open Space**) including two acres of open space permanently guaranteed for public use by means of a recorded covenant, easement, conservation restriction or similar legal instrument as required by Section 13.94 (d) (**Figure E5: Open Space Plan – Permanently Guaranteed for Public Use**).



Figure E1: Conceptual Open Space Plan



Figure E2: Open Space Typologies

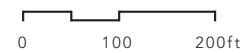


Open Space	Acres
Third Street Park	approximately 1.0 acre
Community Center Park	approximately 0.5 acre
Sixth Street Park	approximately 0.5 acre
Binney Street Pocket Park	approximately 0.2 acre



 AREA OF OPEN SPACE

Figure E3: Four New Parks: Approximate Size

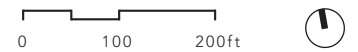


Category of Open Space	Acres
Publicly Beneficial Open Space	over 3.5 acres
Potential Additional Publicly Beneficial Open Space	0.04 acres



- PUBLICLY BENEFICIAL OPEN SPACE
- POTENTIAL ADDITIONAL PUBLICLY BENEFICIAL OPEN SPACE

Figure E4: Open Space Plan - Publicly Beneficial Open Space

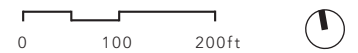


Category of Open Space	Acres
Permanently Guaranteed Open Space	2.00 acres
Publicly Beneficial Open Space	over 3.5 acres
Potential Additional Publicly Beneficial Open Space	0.04 acres



- PERMANENTLY GUARANTEED OPEN SPACE
- PUBLICLY BENEFICIAL OPEN SPACE
- POTENTIAL ADDITIONAL PUBLICLY BENEFICIAL OPEN SPACE

Figure E5: Open Space Plan – Permanently Guaranteed for Public Use



WEEKDAY LUNCH
(APPROX. 250 PEOPLE)



MOVIE NIGHT
(APPROX. 1,000 PEOPLE)



JAZZ FEST
(APPROX. 3,000 PEOPLE)



*BLUE DOTS IN THE PLAN REPRESENT PEOPLE, SHOWING DISPERSED ACTIVITIES THROUGH THE OPEN SPACE AT DIFFERENT TIMES OF THE DAY AND YEAR.

Figure E6: Third Street Park, Community Center Park, and Broad Canal Way Conceptual Programming

Cultural Events



Micro-soccer



Food Truck Festival



3-on-3 Basketball



Rib Fest



Volpe Block Party



Figure E7: Open Space Activation 'Block Party'

Third Street Park

Third Street Park will be a significant new open space in the heart of Kendall Square. Located at the most visible intersection in Kendall Square, on the northwest corner of Broadway and Third Street. Although this location would be ideal for commercial development, MIT has reserved this area for a highly-visible public park in direct response to community input. Third Street Park will be bounded by Broadway along the south, Third Street on the east, and the extension of Broad Canal Way on the north. Placement along these streets underlines the park's public accessibility, and its corner location maximizes solar exposure. It will directly relate to the existing Kendall Square plaza/Galaxy Park and incorporate an extension of Broad Canal Way, already a successful pedestrian-centric street to the east of Third Street. The Park's organization provides for a large flexible lawn, while accommodating circulation patterns to draw pedestrians to and from the very heart of the proposed development, along the active retail and linking with Fifth Street and the proposed Community Center.

This approximately one-acre park will be a sizable civic space for the neighborhood and the city. As shown on **Figures E6-E8**, it will be a place that can take on different character throughout the day, week and year, where residents, workers, and visitors can relax, recreate and interact and where

events of very significant size, including markets, festivals, celebrations and community events, may be programmed. Final design will include a mix of large lawns, paved gathering spaces, and shaded areas with both existing mature trees and newly planted species. A single step creates a raised zone of pavement and seating along the Third Street edge of the park, acting as a buffer from the traffic on Third Street. Kiosks and pavilions will further activate the space and can also be used to strengthen the street wall along Broad Canal Way. The park will be further activated by outdoor food and beverage space along Building C1 for activation. Because the new park is framed by regular City streets and public ways and will be used constantly by commuters and neighbors, it will be, by its very nature, welcoming and inclusive for all. Collectively, these attributes will give Kendall Square a truly civic "Square" while simultaneously creating a grand entrance into the balance of the Site. This park will become one of the City's very best spaces for urban social mixing and programmed civic life.



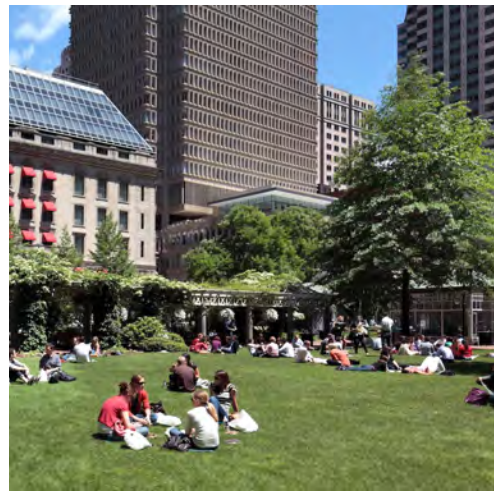
FRONT PARK
APPROX. 1.0 ACRE



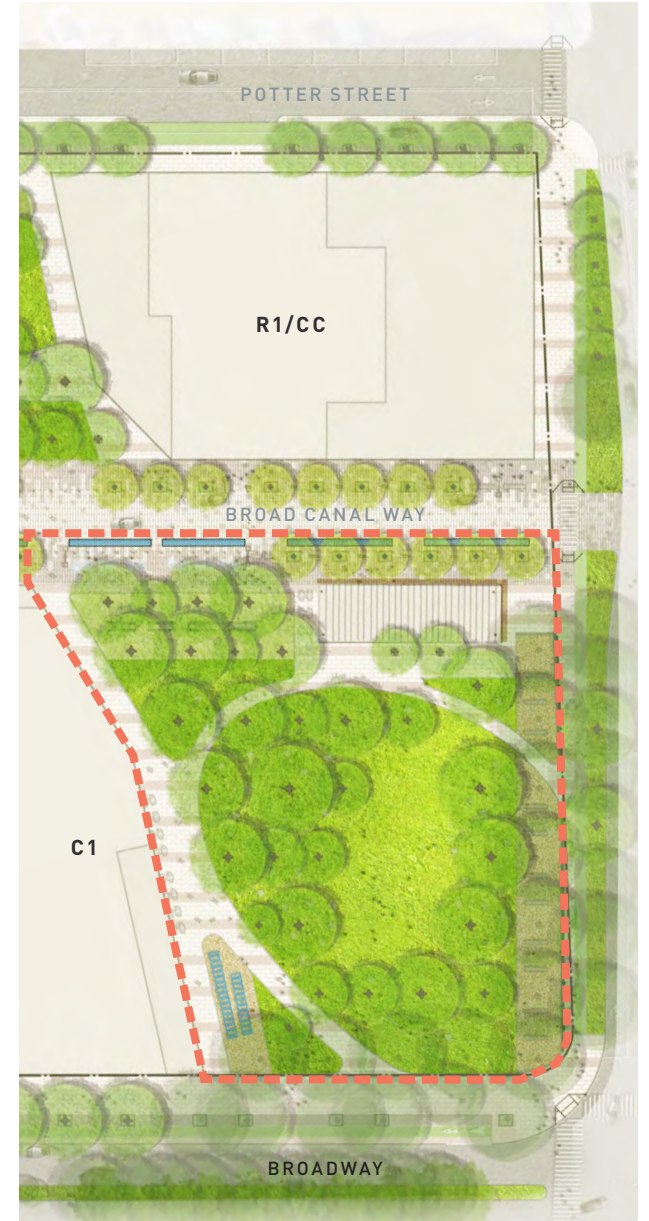
NEW RIVERSIDE PARK
APPROX. 0.7 ACRE



WINTHROP SQUARE
APPROX. 0.3 ACRE



POST OFFICE SQUARE
APPROX. 1.5 ACRE



THIRD STREET PARK
APPROX. 1.0 ACRE

Figure E8: Third Street Park Scale Comparisons

Sixth Street Park

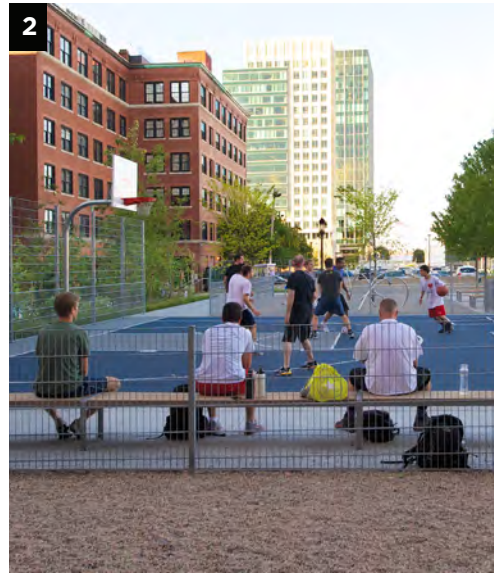
Sixth Street Park builds on the long success of two significant commemorative spaces: The Officer William Loughrey Walkway, which honors a Cambridge patrolman who was slain while on duty in 1860, and the recently inaugurated Kittie Knox Bike Path, which honors Cambridge’s remarkable young Black bicycle activist of the 1890s. These two spaces figure prominently in the local pedestrian and bicycle networks. Their most notable spatial character is defined by the mature oak trees and continuous shaded canopy above. While the eastern edge is tightly enclosed by fencing today and PUD-7 Zoning requires a ten foot offset, the proposed Sixth Street Park will extend the space an additional fifty feet—effectively doubling the corridor’s current dimension—from Broadway to Potter Street. This ensures preservation of the existing oaks and provides a broad swath of

parkland that can be activated with a variety of community recreation spaces.

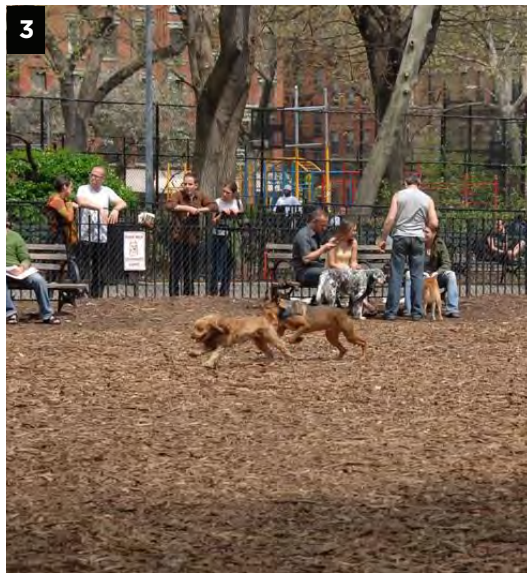
As shown on the **Figure E9: Sixth Street Park Conceptual Programming**, the one-half acre linear park is organized to host a number of different community recreation uses, while still providing spill-out space for the Entertainment Venue. Potential program includes the children’s play space, a dog park, and a 3-on-3 half court for basketball and other games. These facilities will welcome both residents and visitors to engage in an active urban lifestyle alongside the linear walkway and bike path. The park connects with Broad Canal Way to the east via a generous piazza that can be utilized as an all-weather extension to park programming and provide pedestrian and bicyclist passage.



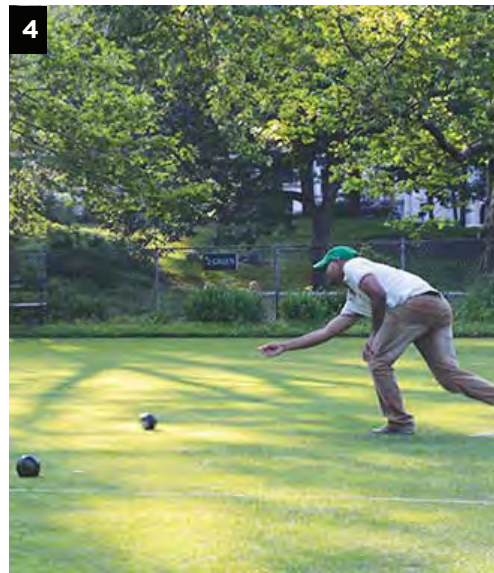
1
CHILDREN'S PLAY SPACE



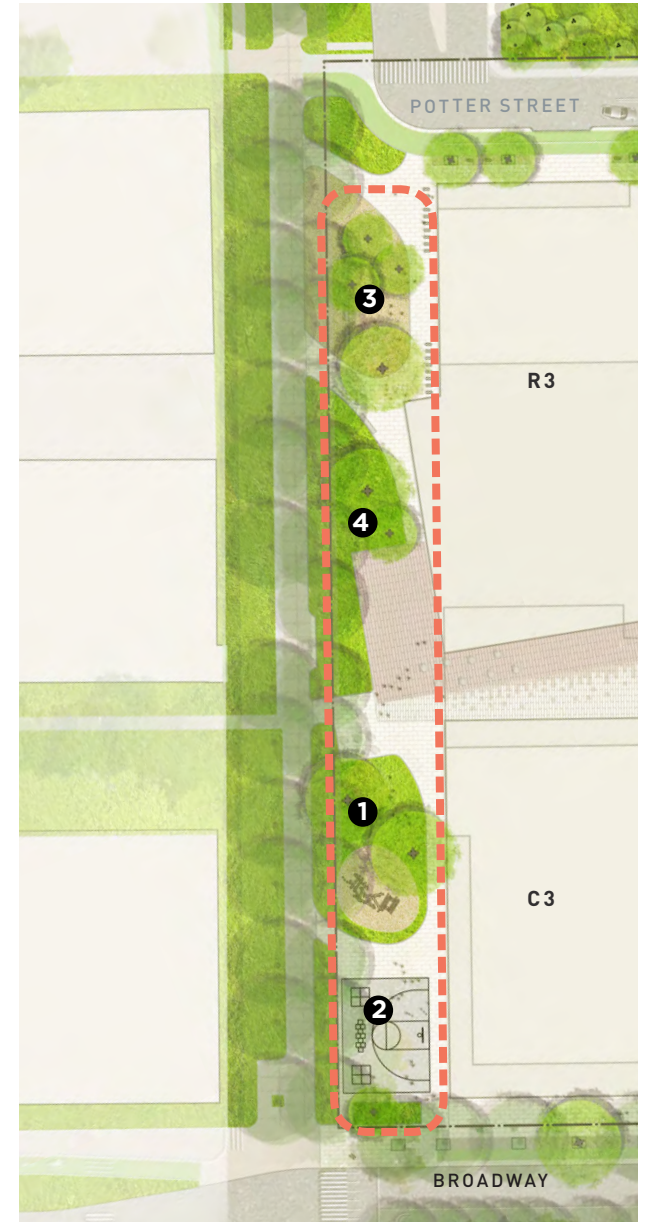
2
BASKETBALL COURT



3
DOG PARK



4
PLAY LAWN



SIXTH STREET PARK
APPROX. 0.5 ACRE

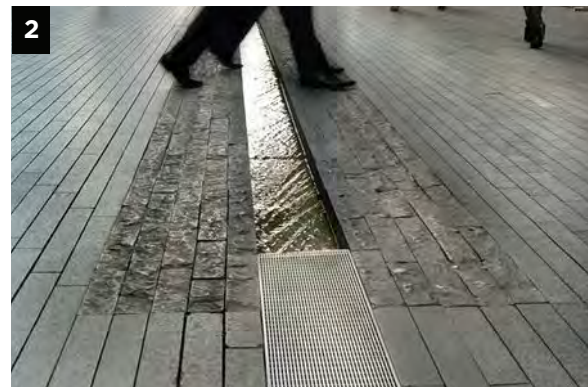
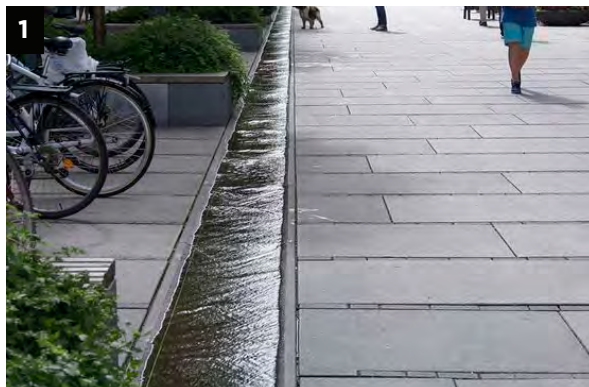
Figure E9: Sixth Street Park Conceptual Programming

An Extended Broad Canal Way

Broad Canal Way is envisioned as a welcoming, social street, full of vibrancy and bustling with activity. An Entertainment Venue will be prominently located at the west end of the street, a visual anchor that acts as a magnet to draw people east-to-west. It is proposed as a curbless street that will utilize high quality streetscape materials, textures and signage to guide pedestrians, bicycles and vehicles along the way. It is a street akin to what we might find in classic European communities where pedestrians and bicycles are given priority, easily able to cross from side to side as they make their way to local retailers lining each side.

The Project builds upon the success of Broad Canal Way in recent years in activating the neighborhood and providing access to the Charles River. The Project will extend the ground floor retail and other active uses to the west from the Canal District to the nearby MXD District. Beyond a new pedestrian crosswalk on Third Street, Broad Canal Way leads to the corner site of the proposed Community Center. Past the intersection with Fifth Street, the route passes all the way to the proposed Sixth Street Park and the Loughrey Walkway/Kittie Knox Bike Path, dramatically improving connectivity and continuity throughout the Site. The spatial character of Broad Canal Way for these two blocks builds on earlier successes to the east: it will have modest and controlled vehicle traffic with active

curb management, but it is primarily designed for pedestrians and bicyclists through the use of special paving, flush curbing, unique bollards and furnishings, tree canopy and lighting, and retail activation with a focus on vibrant storefronts and diverse offerings for food and beverage. As shown in **Figure E10: Broad Canal Way Water Feature**, the history of the Broad Canal is interpreted and celebrated through a water channel, punctuating the length of the east block, and culminating with a series of jets adjacent Third Street Park. This water feature animates the street edge, creating a lively atmosphere and a draw for families. Vehicular movements are one-way toward Fifth Street, resulting in slower speeds in these blocks. There will be times when the street could be closed to vehicular traffic to allow for programmed events in association with community gatherings, festivals, or street fairs.



1. Aker Brygge / Oslo, Norway
2. The Rill / London, England
3. Central Green / Baton Rouge, LA

Figure E10: Broad Canal Way Water Feature

Community Center Park

At a half-acre in size, the Community Center Park at the corner of Broad Canal Way and Fifth Street is the front door and welcome space for the Community Center. This space extends the diagonal flow of open space from the corner of Third & Broadway, through the site to the USDOT Art Lawn and up to Binney Street. Envisioned as an active and programmable site at the heart of the Project, it is a place for shade, play, sculpture, and rest. As shown in **Figure E11: Community Center Park Conceptual Programming**, the Community Center Park will be activated with formal and informal community programming but, given its location, can also be integrated into larger events and festivals as a central part of the open space network.



1
OUTDOOR CLASSROOM



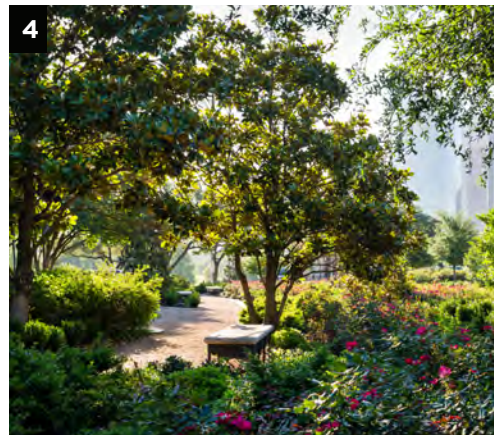
2
COMMUNITY YOGA



COMMUNITY CENTER PARK
APPROX. 0.5 ACRE



3
SCIENCE FESTIVAL



4
PUBLIC HORTICULTURE

Figure E11: Community Center Park Conceptual Programming

Entertainment and Kendall Way

A proposed 600-seat (1,200-person, if standing-room only) Entertainment Venue will serve as a beacon to draw people down Broad Canal Way toward the Sixth Street Park. Kendall Way is a new north-south street that predominantly defines the intersection where Broad Canal Way, the Entertainment Venue and the weather-protected connection to Sixth Street Park meet. This unique location makes it an important nexus for outdoor activities in the public realm, indoor activities at the Entertainment Venue, and weather-protected activities in the passageway. The space, a generous passage that will range in width from 30 to 55 feet and extended with light and art, will be nestled between the corners of R2 and C2 and provide an opportunity for year-round, sheltered

programming as shown on **Figure E12: Passage Conceptual Programming.**

Kendall Way will be a plaza-like space that allows for managed building service access without looking like a conventional street. It will be designed to ensure pedestrian safety at all times, but this space is envisioned to be a curbsless, continuously paved space that can be closed to vehicle traffic and enlivened by programmed events related to the Entertainment Venue or other active uses as shown on **Figure E13: Kendall Way Conceptual Programming.** Special lighting and temporary staging would make this space very engaging for evening activities as shown on **Figure E14: Kendall Way Conceptual Art and Lighting.**



1
OUTDOOR CAFES



2
PERFORMANCE



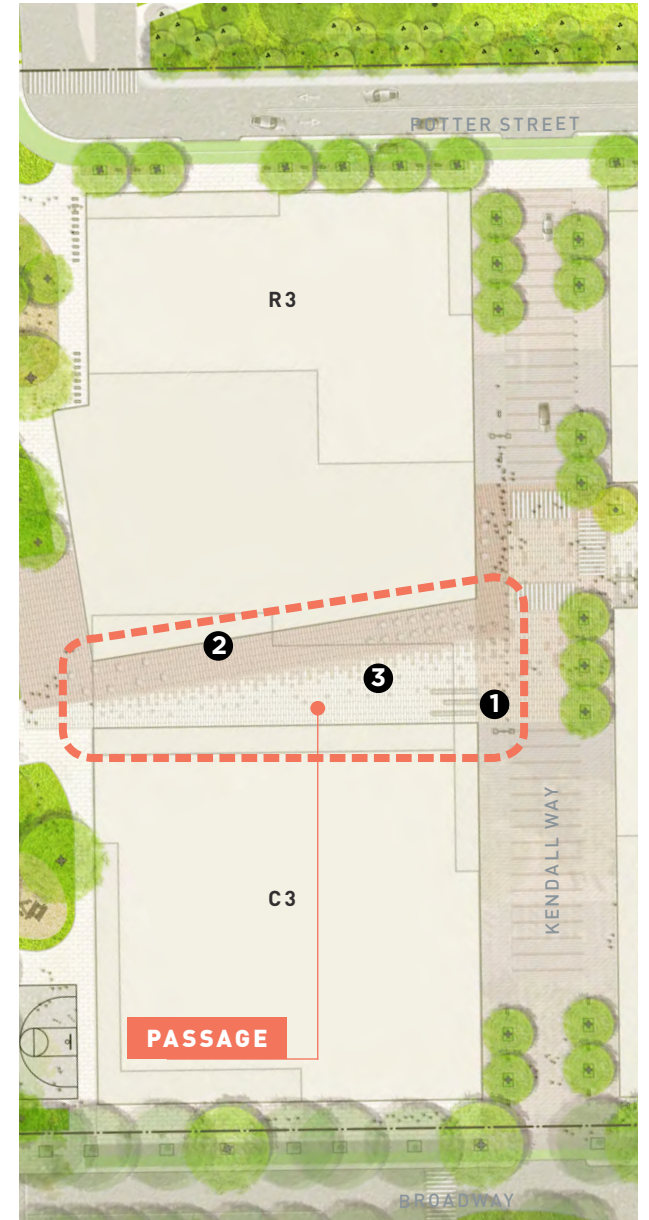
3
COVERED MARKET



3
SOCIAL GATHERINGS

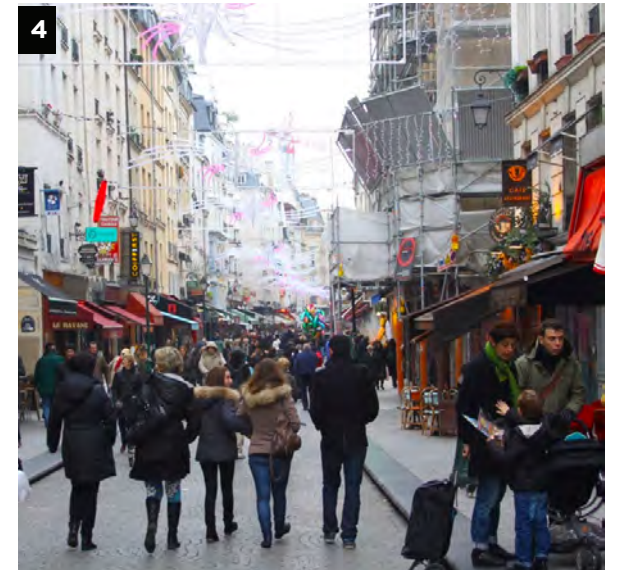


3
PEDESTRIAN/ BIKE SHARED CONNECTION



PASSAGE

Figure E12: Passage Conceptual Programming



1. Chop House Row / Seattle, WA
2. District Wharf / Washington D.C.
3. MIT North Corridor / Cambridge, MA
4. Rue Montorgueil / Paris, France
5. Durham Convention Center / Durham, NC
6. St. Martin's Courtyard / London, UK
7. 3 Miami Central / Miami, FL

Figure E13: Kendall Way Conceptual Programming

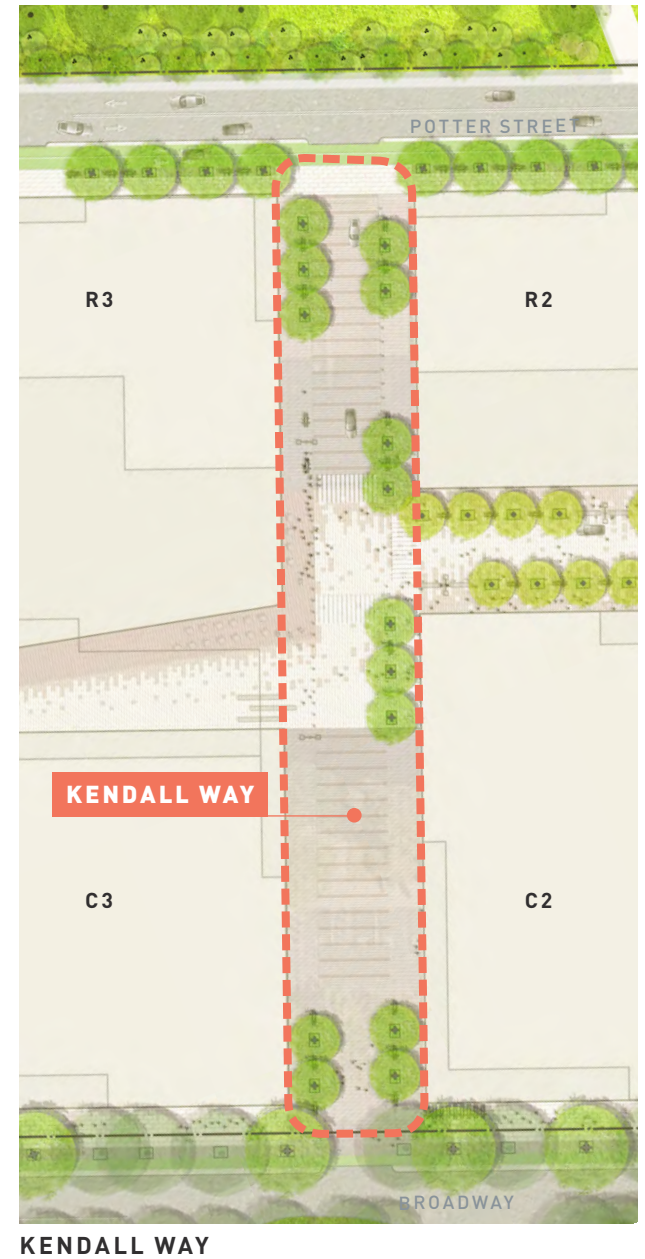
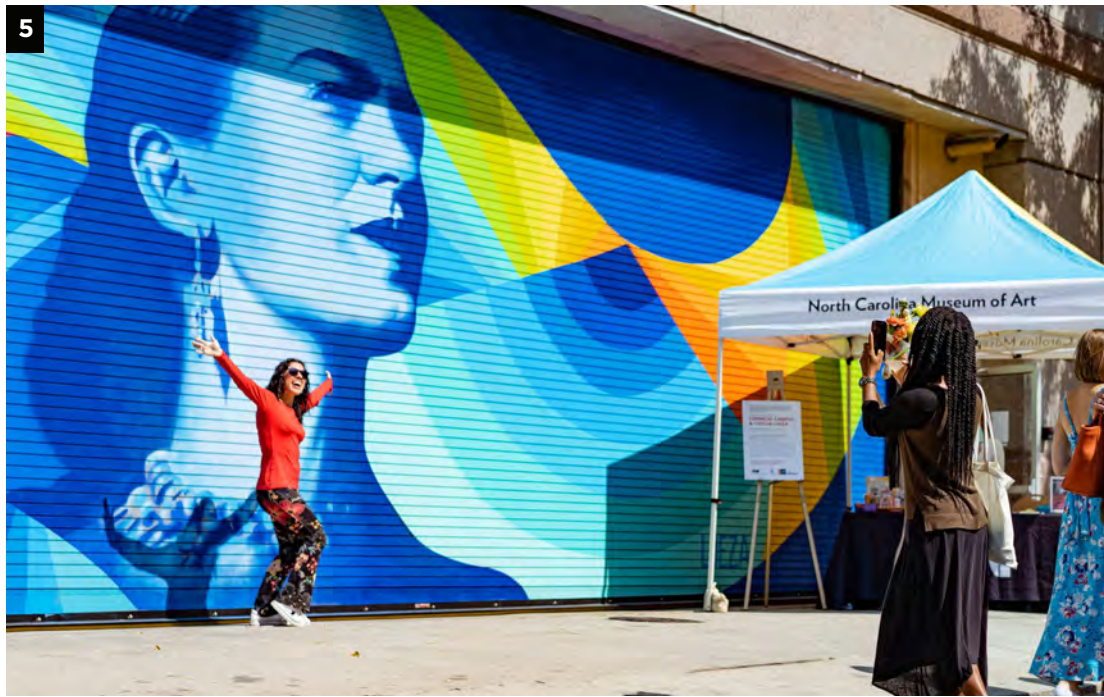


Figure E14: Kendall Way Conceptual Art and Lighting

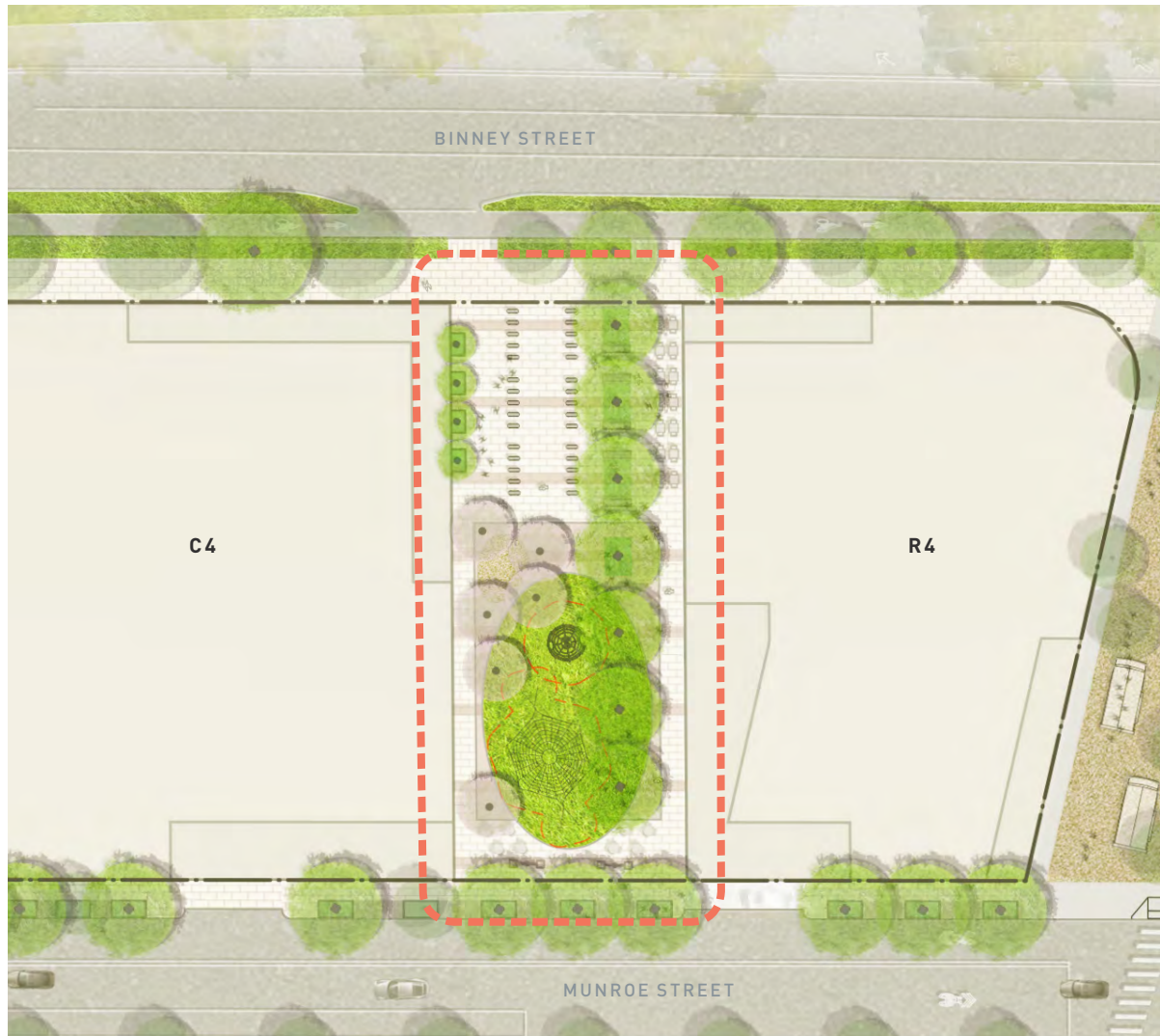
Volpe USDOT Transportation Center Open Space

The new Volpe Art Lawn, part of the adjacent USDOT project, is a public art project designed by the artist Maya Lin in collaboration with Reed Hilderbrand, includes an earthwork titled: 'The Sound We Travel At'. The lawn creates a block-long shaded promenade along Fifth Street between Binney and Potter Streets. While it is part of the Government Owned Parcel and not contained within the Development Parcel, it is fully connective with the rest of the Project's open space network and makes an especially wide tree-lined Fifth Street sidewalk a unique part of the Project's public realm.

The gracious sidewalk will extend South of Potter Street where Fifth Street will be activated with retail spaces on both sides and will include wide sidewalks along the west side providing opportunities for gathering and relaxation, including generous commercial frontage for café tables and chairs. Fifth Street will provide an activated north-south corridor connecting the neighborhood to the north through the Site and to the Kendall Square MBTA Station and beyond to the river.

Binney Street Pocket Park

As shown in **Figures E15 and E16**, the proposed Binney Street Pocket Park provides a shaded play space between Binney and Munroe Streets for residents, visitors, and the surrounding neighborhood. Programmed with climbing structures and other play equipment, the space takes advantage of the solar exposure and limited traffic on Munroe Street to create a needed amenity for the neighborhood. Ample space allows for short-term bicycle storage, shaded gardens, and spillover from adjacent retail.



**BINNEY STREET POCKET PARK
APPROX. 0.2 ACRE**

Figure E15: Binney Street Pocket Park Plan



BINNEY STREET POCKET PARK PERSPECTIVE LOOKING NORTH



PLAYSCAPE

Figure E16: Binney Street Pocket Park Conceptual Programming



CLIMBING STRUCTURE



SANDBOX

F. Ground Floor and Activation Plan

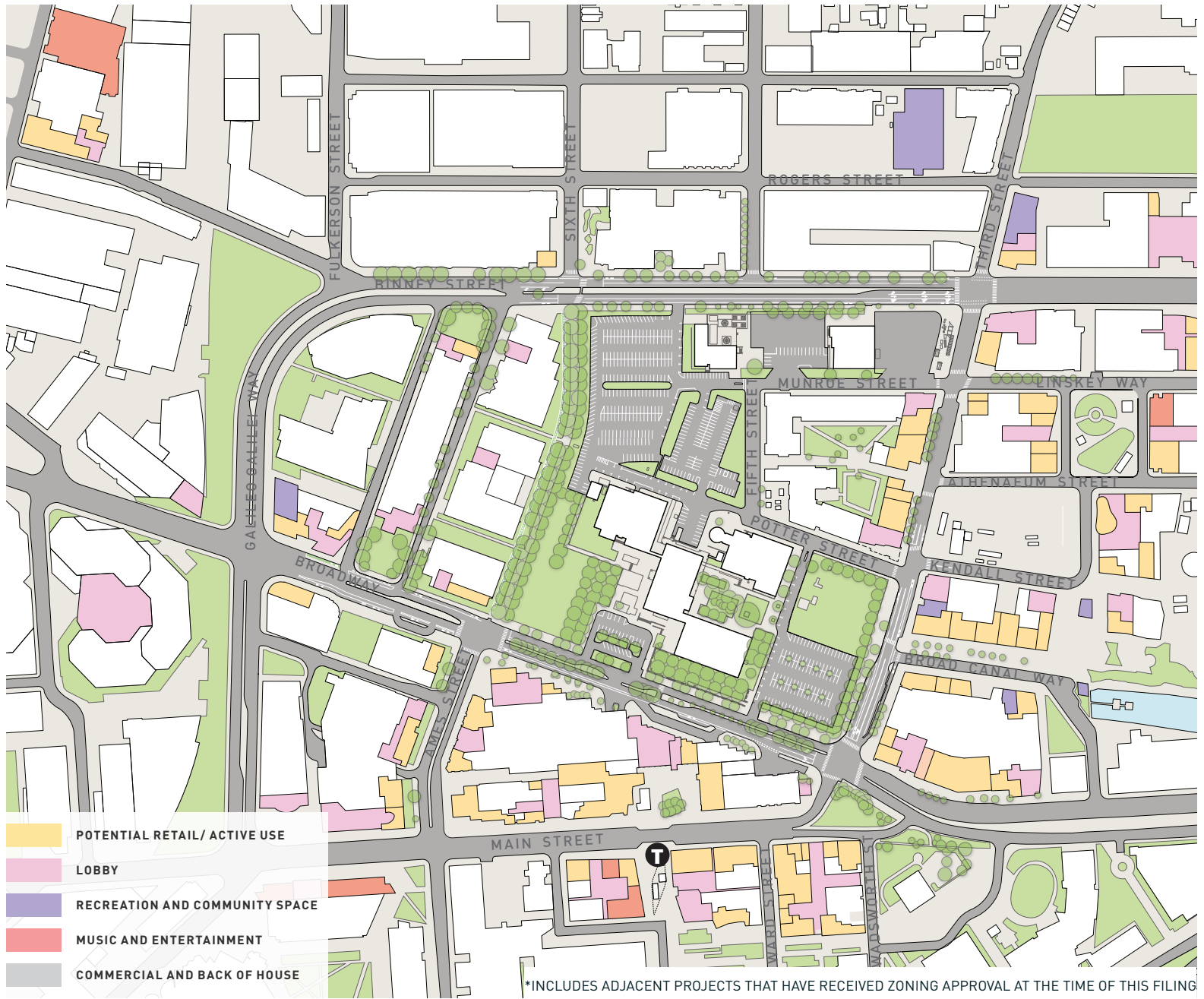
Illustrate the conceptual arrangement of functions such as retail establishments and other active uses, residential and office lobbies, and utility spaces at the ground floor of each building in the Master Plan Area, as well as the locations and anticipated sizes of Active Space, Innovation Space and Community Space that may be required or incentivized by the specific provisions of the Section 13.90 and strategies for programming and activating those spaces (specifically including a report from a retail specialist describing strategies for recruiting and supporting retail tenants in a manner that will support the requirements and goals of the District).

The Project is designed to enhance the pedestrian usage of the sidewalks and create a sense of neighborhood continuity by providing an interesting, lively and active presence at street-level. Over the past 20 years, Kendall Square has transformed from an industrial area to one with successful ground floor amenities and retail along Third Street, Main Street and Binney Street, as well as along One Broadway, Broad Canal Way and Kendall Streets east of Third Street (**Figure F1: Ground Floor Activation – Existing Context**). In addition, there are several planned cultural facilities in the area, including those at the Foundry and 585 Third Street, as well as the MIT Museum, that will add additional texture to the resident and visitor experiences. The ground floor and public realm at the Project is an opportunity to further advance this vision. MIT will build upon this activation by creating a ground floor environment that is inclusive, innovative, extends hours of operation and nurtures local and independent concepts to create a destination that resonates with all members of the Cambridge community.

As shown on **Figure F2: Ground Floor Activation – Proposed**, the Project creates a central node of activity in and around Broad Canal Way, a pedestrian-scaled street that cuts through the heart of the Project and builds upon the success of the existing eastern portion of the street, which runs between Third Street and the Broad Canal.

Building fronts on Broad Canal Way will be occupied by retail, cultural, community, recreational and other active uses. North-south running streets intersecting Broad Canal Way will act as retail feeder streets, providing ground floor spaces that can be occupied by similar uses, and also spaces that will support less foot-traffic dependent active uses such as fitness, neighborhood services, and personal services. Buildings in the Project fronting Binney Street, Third Street and Broadway will house retail and active uses that benefit from adjacencies to vehicular-centric streets and the unique attributes of said edges and their respective proximity to projects outside of the PUD-7 District.

The Project's **Conceptual Activation Plans (Figures F3 and F4)** are organized around three integrated concepts that work together to activate the development: a network of programmed open spaces, community and cultural spaces, and accessible, inventive retail and active uses.



- POTENTIAL RETAIL/ ACTIVE USE
- LOBBY
- RECREATION AND COMMUNITY SPACE
- MUSIC AND ENTERTAINMENT
- COMMERCIAL AND BACK OF HOUSE

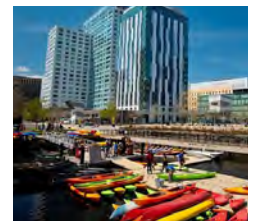
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LANDMARK THEATER



THE FOUNDRY



KAYAK LAUNCH

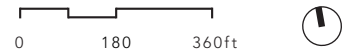


BROTHERS MARKETPALCE



MIT MUSEUM

Figure F1: Ground Floor Activation - Existing Context



Integrated Concept 1 - A Network of Programmed Open Spaces

As described in Section E - Open Space Plan of this proposal, the Project will include four major new parks that will anchor a network of open spaces that connect to the neighborhood context. With activation that touches all sides of each building, the retail will work together with the parks, sidewalks and streets to create a range of gathering spaces that foster community and allow for new and enhanced social and economic opportunities. This activation also provides the necessary flexibility to site complementary uses next to each other to create synergies and to support diverse retail.

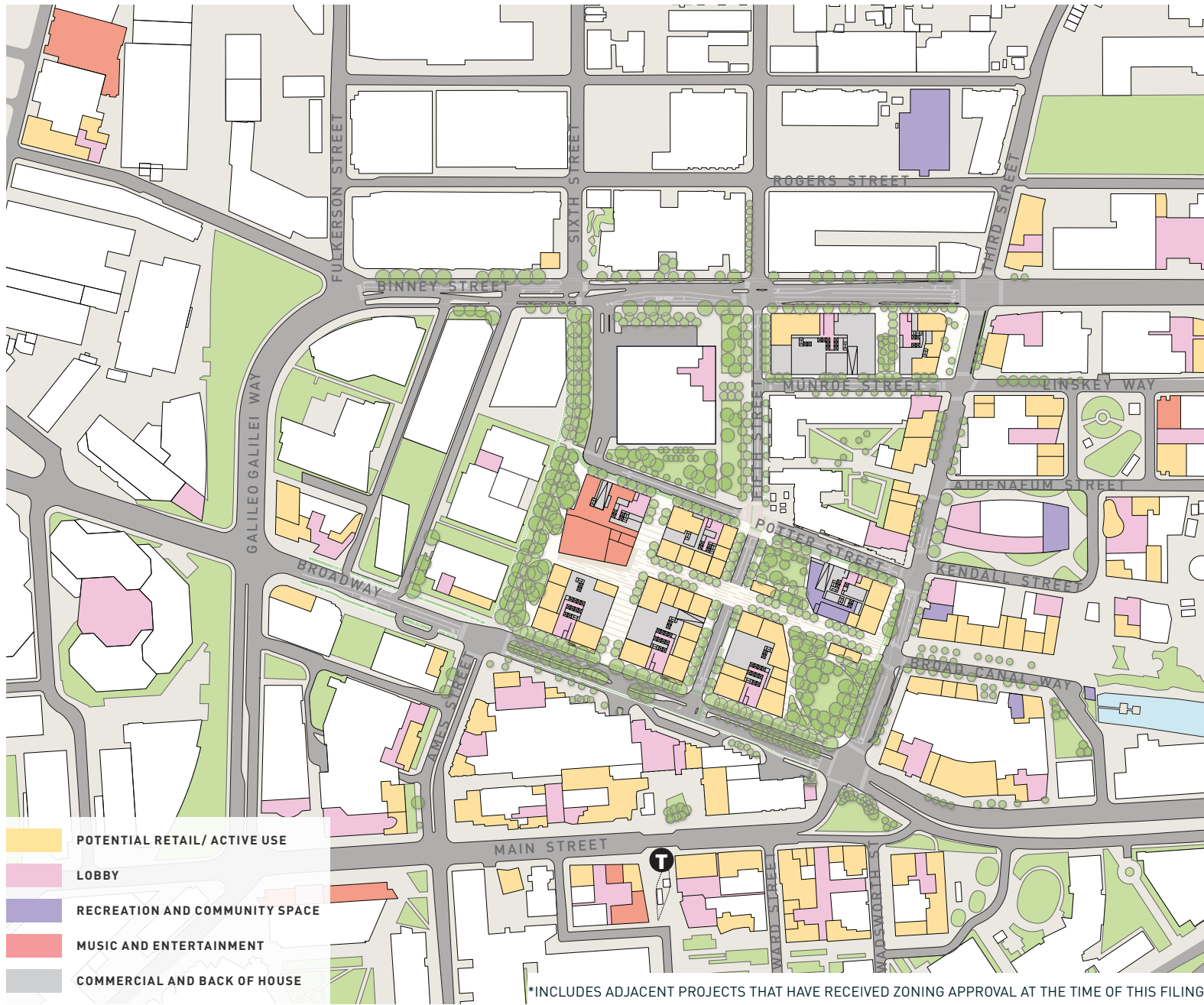
Integrated Concept 2 - Community and Cultural Spaces

The Community Center, Entertainment Venue, and cultural and art uses together will allow for a fully integrated place with a range of experiences that naturally bring together a diverse audience.

The Community Center and its adjacent open space and park will be designed as a place for friends and neighbors to come together for recreation, relaxation and recharging. The Community Center has been relocated to the lower floors of Building R1 - including interior and adjacent open spaces - for community related programming. The entrance to the Community Center will be

on the adjacent park space and the first floor of the Community Center will be connected visually and programmatically to the Community Center Park. Moving the Community Center into the base of R1 and the relocation of Fifth Street 13 feet west allows a significant increase in the size of Community Center Park to more than half an acre. The immediate surrounding retail space and pavilion will have complementary uses, such as an ice cream shop, bakery, smoothie bar, pizza shop and the like, in effect creating a mini neighborhood hub right in the middle of the Project.

The Entertainment Venue will be an active anchor that is visible from Third Street and Broadway, drawing people into the Site from both the east and the west, a visual anchor that acts as a magnet to draw people east-to-west. The distinct programming of the Entertainment Venue will bolster nearby retail activity. This symbiotic, interdependent relationship that exists between the Project's retail and the Entertainment Venue and open space, is central to the Project's success and the viability of the retail plan. Each of these components are strategically sited to maximize their support of one another and thus increase their potential for success and prolonged viability. Likewise, the Entertainment Venue will be an integral part of a burgeoning cultural district in Kendall Square that will include the MIT Museum as well as the Foundry and the Canal District Arts +



- POTENTIAL RETAIL/ ACTIVE USE
- LOBBY
- RECREATION AND COMMUNITY SPACE
- MUSIC AND ENTERTAINMENT
- COMMERCIAL AND BACK OF HOUSE

*INCLUDES ADJACENT PROJECTS THAT HAVE RECEIVED ZONING APPROVAL AT THE TIME OF THIS FILING



RETAIL



ARTS AND ENTERTAINMENT



RECREATION AND COMMUNITY SPACE

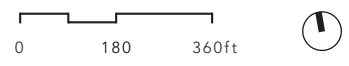


ACTIVE CIVIC SPACE



RETAIL AND ACTIVE USE

Figure F2: Ground Floor Activation - Proposed



Culture facility planned for 585 Third Street.

While the other planned venues focus on performing arts, the Volpe Entertainment Venue is envisioned as a place for live music of all genres that appeals to all ages managed by a for profit operator similar to the Sinclair in Harvard Square. The flexible design of the space will allow for indoor/outdoor musical activation that can spill out into the adjacent spaces including Sixth Street Park, the passageway and the plaza at the nexus of Kendall Way and Broad Canal Way (**Figure F7: Role of Entertainment Venue - Music and Entertainment** and **Figure F8: Role of Entertainment Venue - Retail and Active Use**). To activate the venue during concert off hours the venue could host community events, corporate events and musical instruction and lessons. MIT will continue to coordinate with the sponsors of the other venues to ensure that programming is complementary and works together to strengthen the cultural district as a whole. MIT requests that the Planning Board deem the Entertainment Venue as being exempt from the calculation of GFA for the Final Development Plan as provided in Section 13.96.1(a)(3) because it is a large-scale Active Space that, as a major driver of activation of the open space and the retail components of the Project, will be consistent with the purpose and objectives of the PUD-7 District and the PUD-7 Guidelines and Principles.

These spaces are designed to accommodate a

variety of programs – from daily, passive activities like eating lunch or playing a game of chess on a weekday afternoon to a weekend farmers’ and/or artisans’ market that takes advantage of the variety of the open spaces to a full-scale festival that incorporates the retailers, parks and utilizes the ability to close down streets.

Integrated Concept 3 - Accessible, Inventive Retail and Active Uses

The retail mix of the future will be inventive and familiar, accessible and interesting. It will offer a variety of price points and experiences while blending the innovative and the every day (**Figure F5: Variety of Retailers/ Active Use**). This Project will build upon MIT’s values of diversity, equity and inclusion and strategies for achievement will be developed in concert with the community through a robust public process.

Broad Canal Way will be a pedestrian-scaled street that serves to connect to and bring the existing activity along Broad Canal Way east of Third Street into and through the Project (**Figure F6: Broad Canal Way Activation**). Storefronts will be filled with a mix of traditional and small, locally-owned retailers whose concepts are so compelling that people will want to visit from both near and far. Retail will be complemented by other active uses, such as cultural, community and recreational spaces and will be fed by the activity coming in

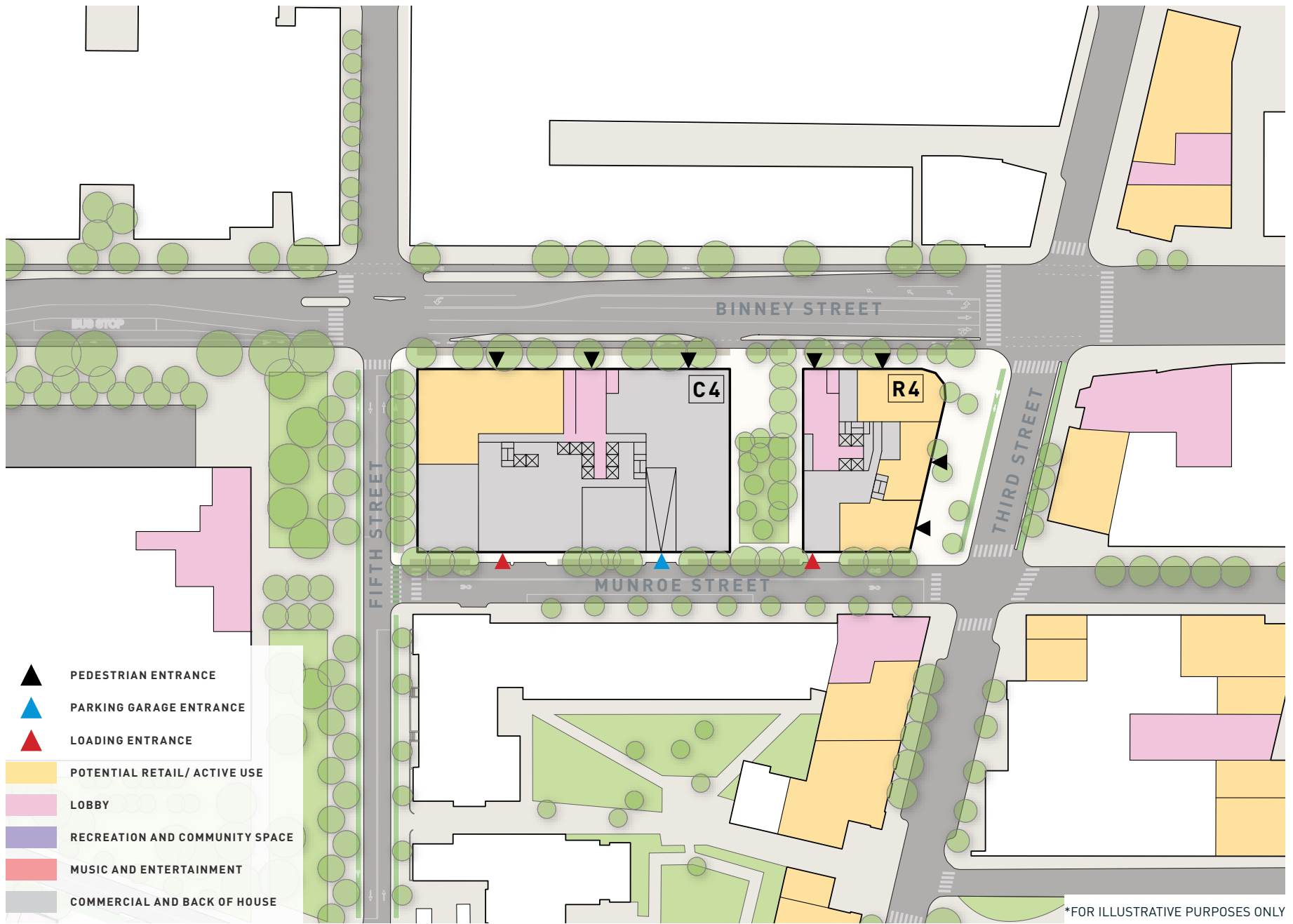
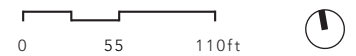


Figure F3: Conceptual Activation Plan - North of Potter Street



from the North-South streets that connect into Broad Canal Way. The locations of retail will be intentional and strategic: those located closest to the periphery will have a relationship to the character and use of their adjacent streets and neighboring developments.

Broad Canal Way has been designed to be a very active street with significant spill out activity and many doors on the street. Broad Canal Way is prioritized for retail uses, each of which will have its own ground floor entry onto the street. To further enhance the activation and contribute to a two sided retail corridor, the plan proposes pavilions for retail incubation and pop ups along the Third Street Park and Community Center Park edges (**Figure E9: Role of Retail Pavilions**). While pedestrians and bicycles will be given priority on this shared, curbless street, the design also accommodates limited vehicular traffic, short-term on-street parking and drop off areas that are so essential to retail success and viability. This is compatible with the design intent as the best and most strollable retail streets have parallel parking. In addition, limited, short-term parking and drop off areas will provide access to those who, due to age or ability, may be unable to walk or bike. Because of the limited vehicular usage, Broad Canal Way can be shut down to accommodate street festivals and other car free events from time-to-time. Broad Canal Way will

use high quality streetscape materials, textures and signage to guide pedestrians, bicycles and vehicles along the way as opposed to hard edges that will separates uses and divert from the free flowing character of this retail street.

MIT envisions Broad Canal Way, Third Street and Broadway as the most prominent and successful retail corridors in the City and region. Not only will these streets and sidewalks be heavily activated by bicyclists, pedestrians and vehicles but the width of the sidewalks provides a unique opportunity to integrate indoor/outdoor elements such as patio seating. The City's recently completed Retail Study indicated that businesses with a deck or patio can experience a 20% to 60% increase in revenue, depending on the number of seats provided and whether the area is weatherized. Since then, the restaurant industry has learned first-hand how valuable outdoor seating can be and have found creative ways to prolong their ability to provide outdoor seating well into and even beyond the shoulder seasons. The Project contemplates ample space for outdoor activities such as this particularly along Broad Canal Way and Fifth Street, and on Broadway, where the use of "porches" will allow a slightly elevated and unique view of street-level activity. In addition to food and beverage (F&B), these retail corridors are also primed for a combination of traditional, experience-based and tech-based retail establishments.

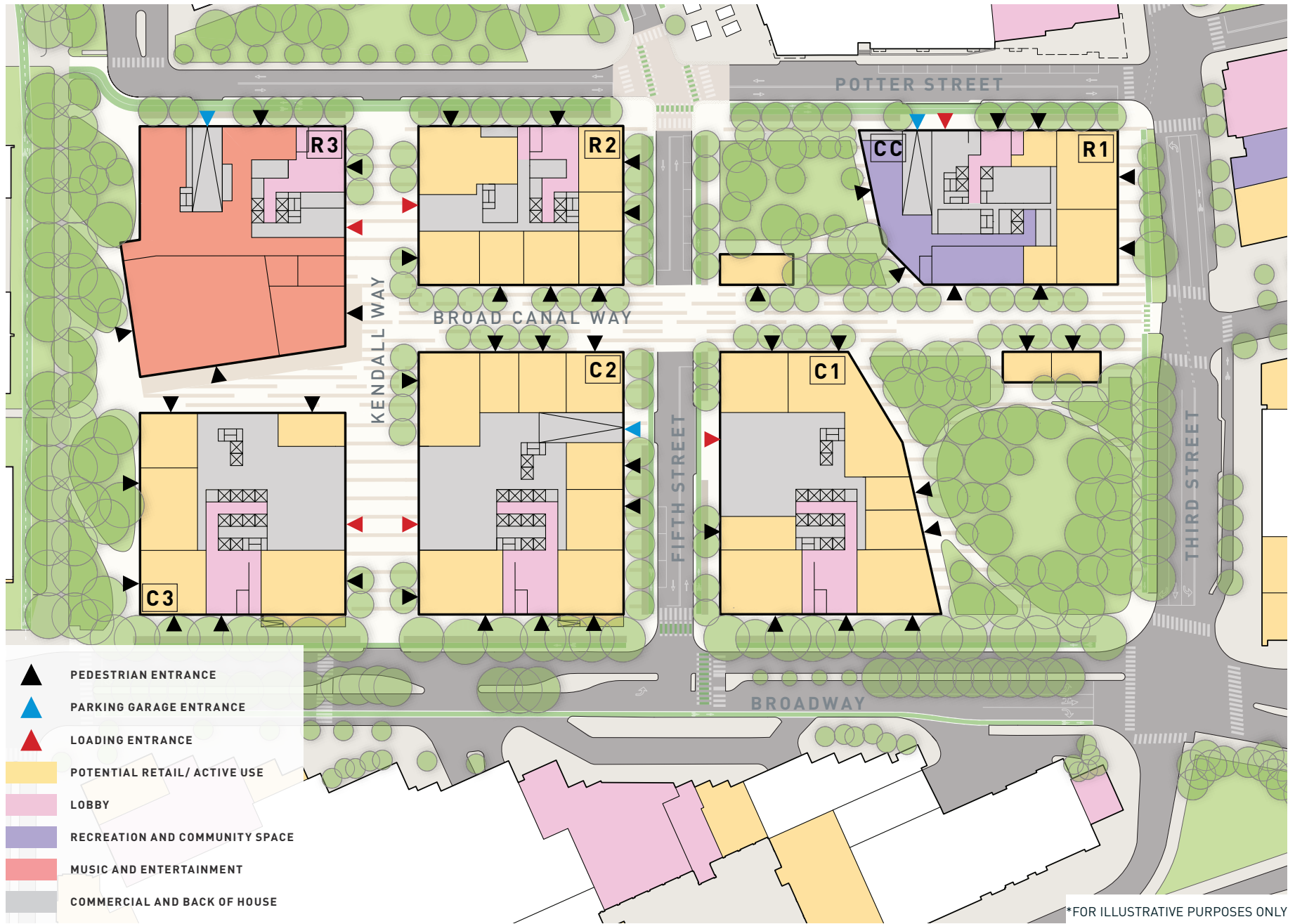
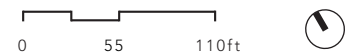
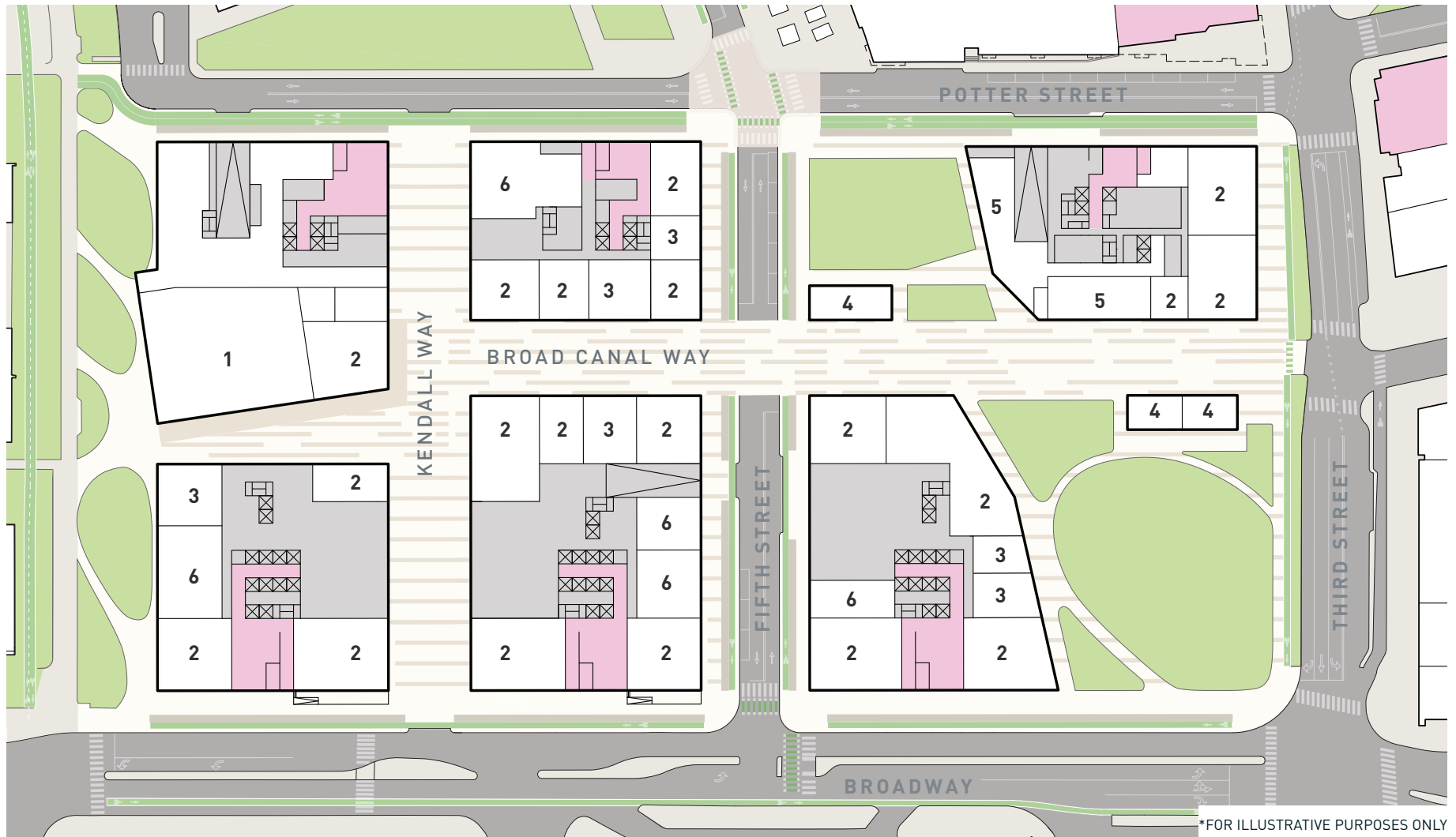


Figure F4: Conceptual Activation Plan - South of Potter Street





- POTENTIAL RETAIL/ ACTIVE USE
- LOBBY
- RECREATION AND COMMUNITY SPACE
- MUSIC AND ENTERTAINMENT
- COMMERCIAL AND BACK OF HOUSE

1. Music and Entertainment
2. Food & Beverage
3. Retail/ Services
4. Incubator/ Pop Up
5. Community Center
6. Other Active Uses

Figure F5: Variety of Retailers/ Active Use



Recreation and Community Space



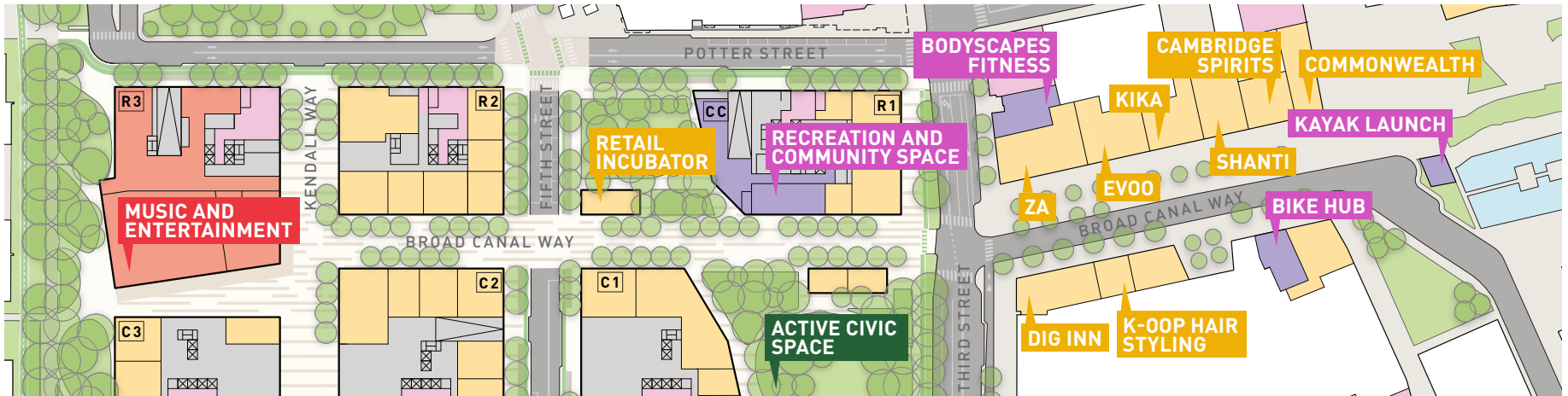
Retail Incubator



Active Civic Space



Music and Entertainment



Live Music



Innovation Space



Neighborhood Amenities

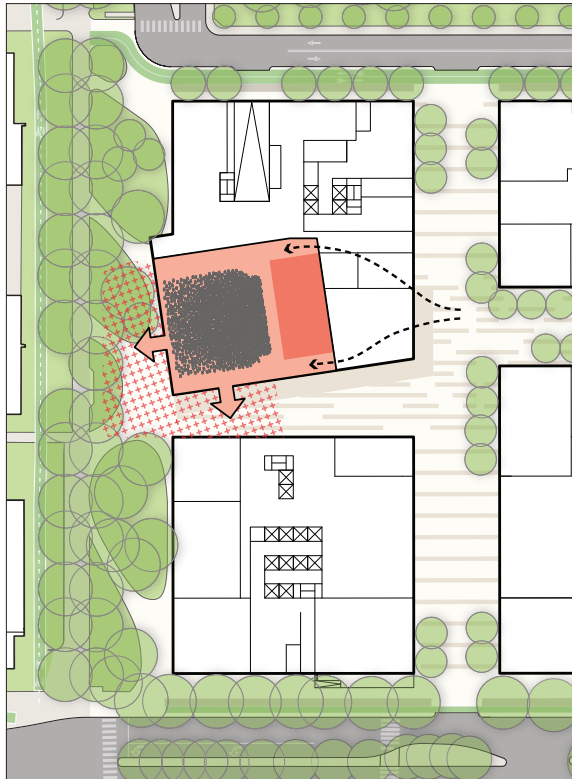


Outdoor Dining

Figure F6: Broad Canal Way Activation

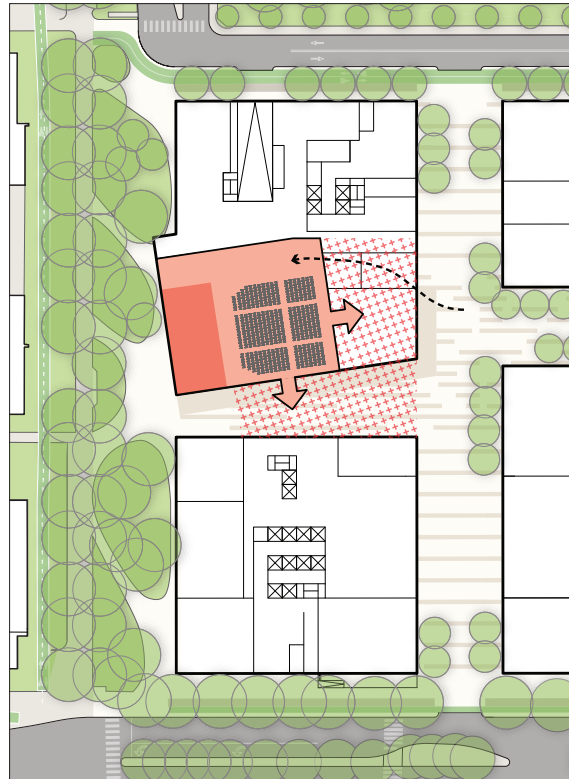
STANDING

1,200 STANDEES - SUMMER CONCERT



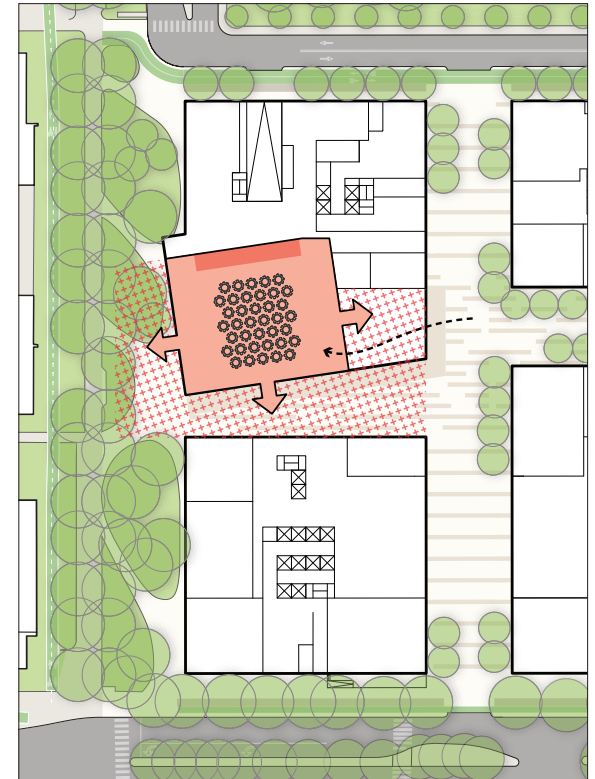
SEATED

500 MOVEABLE SEATS - FILM SCREENING



TABLES AND CHAIRS

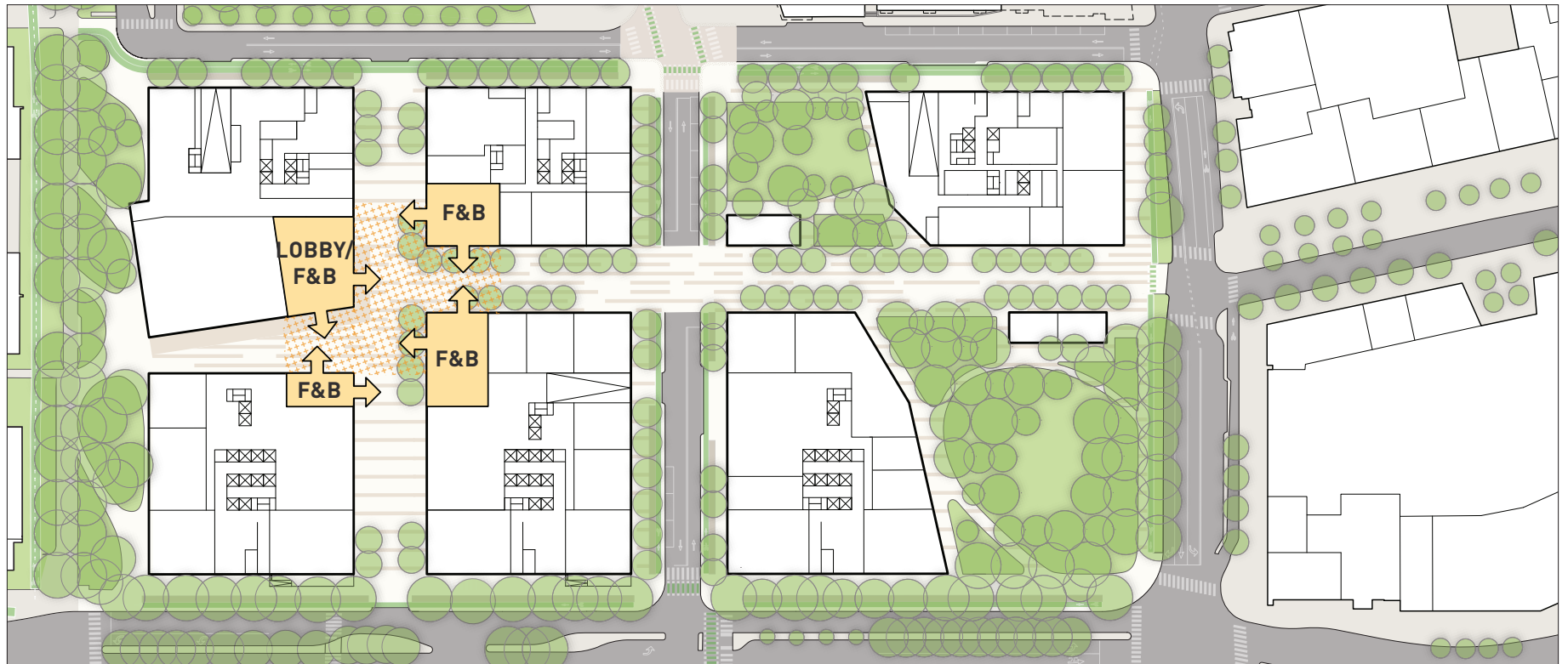
304 CHAIRS, 38 TABLES - SOCIAL GATHERING



- POTENTIAL RETAIL/ ACTIVE USE
- MUSIC AND ENTERTAINMENT

The Entertainment Venue encourages social exchange and fosters a sense of community. Operable glass doors will allow the event to spill out to Sixth Street Park and the Passage.

Figure F7: Role of Entertainment Venue - Music and Entertainment



- POTENTIAL RETAIL/ ACTIVE USE
- MUSIC AND ENTERTAINMENT

Figure F8: Role of Entertainment Venue - Retail and Active Use

Small bar with simple food open all day at the Entertainment Venue lobby. Restaurants on all corners of Kendall Way activate the Passage and Kendall Way.

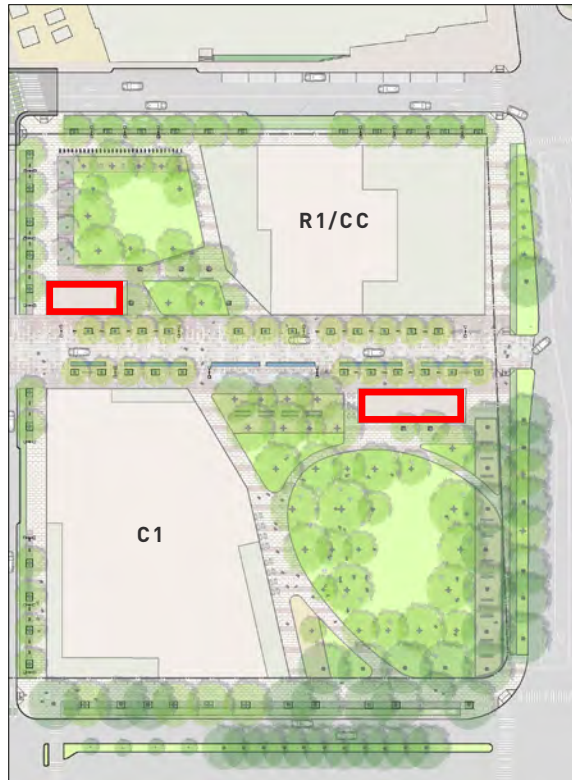
Areas along particular nodes of activity, such as near the Community Center and Third Street Park, will be secondary retail locations with uses that complement their adjacencies. For example, food and beverage concepts in the base of C1 could include large windows that open to the outside and outdoor dining that overlooks Third Street Park, or an ice cream shop being located near the Community Center.

The retail environment is changing rapidly, and as such, the ground floor has been designed to provide tremendous flexibility for whatever the “retail of the future” will look like. The planned pavilions along Broad Canal Way present a perfect opportunity for local retail entrepreneurs to test concepts before committing to a longer term lease within the ground floor of the development’s buildings. As noted in the City’s Retail Study, flexibility for retailers is important. They need the flexibility to test new concepts and incorporate new offerings, and the plan allows them to do so. In areas where traditional, transaction-based retail might otherwise struggle, “other active uses” would be sited including makerspaces, civic and cultural spaces, galleries, creative office or shared workspaces. In fact, it is this combination of uses - traditional retail plus other non-traditional but active uses - that will serve to attract different user groups to the site for several different purposes, well beyond simply shopping or dining, and at many

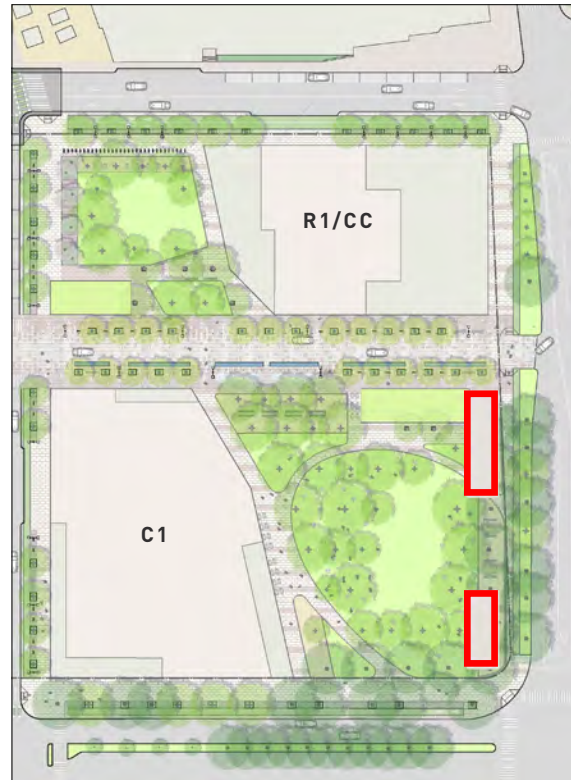
times of day.

Retail viability will require more than just thoughtful siting. Businesses - particularly local and independent businesses - may need other forms of support to be viable—both during their buildout phase and well into operations. This may include flexibility with their physical space, financing, lease terms, rent structure, on-going technical support and more. MIT is uniquely positioned to provide these different levels of support, having institutional patience and having found similarly unique solutions for retailers at NoMa-SoMa and beyond. MIT will continue to explore various ways to support local business - particularly small, locally-owned and minority owned businesses - to ensure their viability at the Project. MIT will lean on its Community Workshops and Retail Advisory Committee for advice as it seeks new and impactful ways to support its retailers and will look to fill vacancies as expeditiously, yet thoughtfully, as possible when turnover inevitably occurs from time to time.

To this end, MIT has committed that at least 25% of the retail space (in the aggregate) will be leased to local and independent retailers, including women and minority owned retail concepts. This multi-pronged approach will position the Project to be a case study in how large, retail-forward mixed-use projects can support the local retail economy.

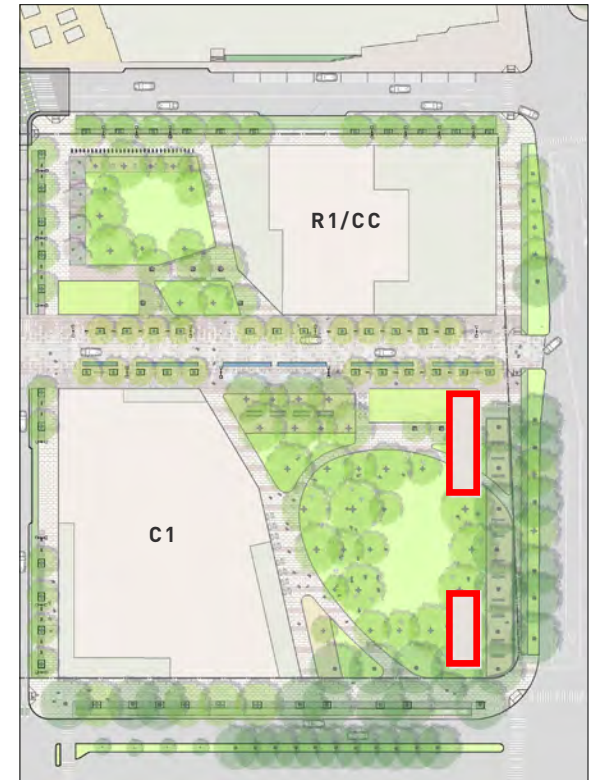


**PROPOSED LOCATION OF
RETAIL PAVILIONS**



ALTERNATE LOCATION #1

- Loss of existing trees along third street
- Loss of retail edge and activation along Broad Canal Way



ALTERNATE LOCATION #1

- Reduction in lawn space on Third Street
- Loss of retail edge and activation along Broad Canal Way

 LOCATION OF RETAIL PAVILION

Figure F9: Role of Retail Pavilions

The retail plan will meet the requirements of 13.96.1, including provisions related to activating the street edges along Third Street and Broadway and tenancing 25% of the active use spaces by individual Independent Retail Operators occupying less than 3,000 square feet per storefront. As incented by the PUD-7 Zoning, the proposed retail plan intends to include a significant number of small-scale retail establishments. MIT has engaged a retail consultant to advise on tenancing strategies for Project and the recommendations are included in a memo in Volume 3: Appendices, Section F.

The mix of retail and other Active Uses shown on the Conceptual Activation Plans and elsewhere in this submission are conceptual in nature. The locations and amounts of such uses are subject to refinement during the Design Review process, provided that any Active Uses, and the corresponding calculations of GFA and exempt floor area, will comply with the provisions of Section 13.96.1 and 13.93.1(b)(2) of the CZO.

G. Housing Plan

Provide the approximate number and mix of housing unit types proposed on each residential site and identifying the anticipated location of dwelling units that may be required or incentivized by specific provisions of this Section 13.90.

Housing will be a significant component of this Project. At least 40% of the non-exempt GFA included in the Project is devoted to residential use. This equates to approximately 1,400 units of new housing located throughout the four residential buildings. As shown in **Figure G1: Site Development Plan - Residential**, the four buildings will be located on Potter Street and Binney Street. Twenty percent (20%) of the net residential unit square footage of each building will be designated as affordable. The Project also includes 20 middle-income units that will be affordable to eligible renters with incomes of 80% to 120% of the Area Median Income. The Project will include three-bedroom units to encourage families to live in the district. In addition, 5% of the net square footage of the net residential unit square footage is devoted to Innovation Units, defined as 350 to 450 SF, to further assist with affordability and diversity of housing on the site.

MIT will work with the City's Housing Division to determine the distribution of inclusionary housing, middle-income, and Innovation Units. Preliminarily, the Project distributes units proportionately by square footage (approximately 230 units in R1, 365 units in R2, 535 units in R3 and 270 units in R4), but this distribution is likely to change as building concepts and designs evolve. During the Design Review process for a specific building, the proponent will present information

regarding the type and size of units, their overall distribution, the unit and floor plan layouts, and building services. The identification of each individual inclusionary and middle-income unit will come after the approval of the Special Permit and before the issuance of the Building Permit.

MIT is committed to the creation of a residential community that includes a variety of ages, races, genders, and family structures that is reflective of the broader Cambridge community. The Project offers a variety of community recreation spaces and active areas. The open spaces could support a dog park, playground, exercise space, outdoor dining and farmers'/artisans' markets. Additionally, the Community Center will be an inclusive and welcoming space for all employees and residents of the Project and the surrounding community designed to encourage all to interact, play, exercise, learn and come together in one place to foster chance encounters and collaboration across diverse community members.

In addition to the variety of Project amenities, MIT intends to develop a robust program of building amenities inside and additional open space on rooftop terraces for family friendly activities that will further foster MIT's values of diversity, equity, inclusion and provide a sense of community for all residents.

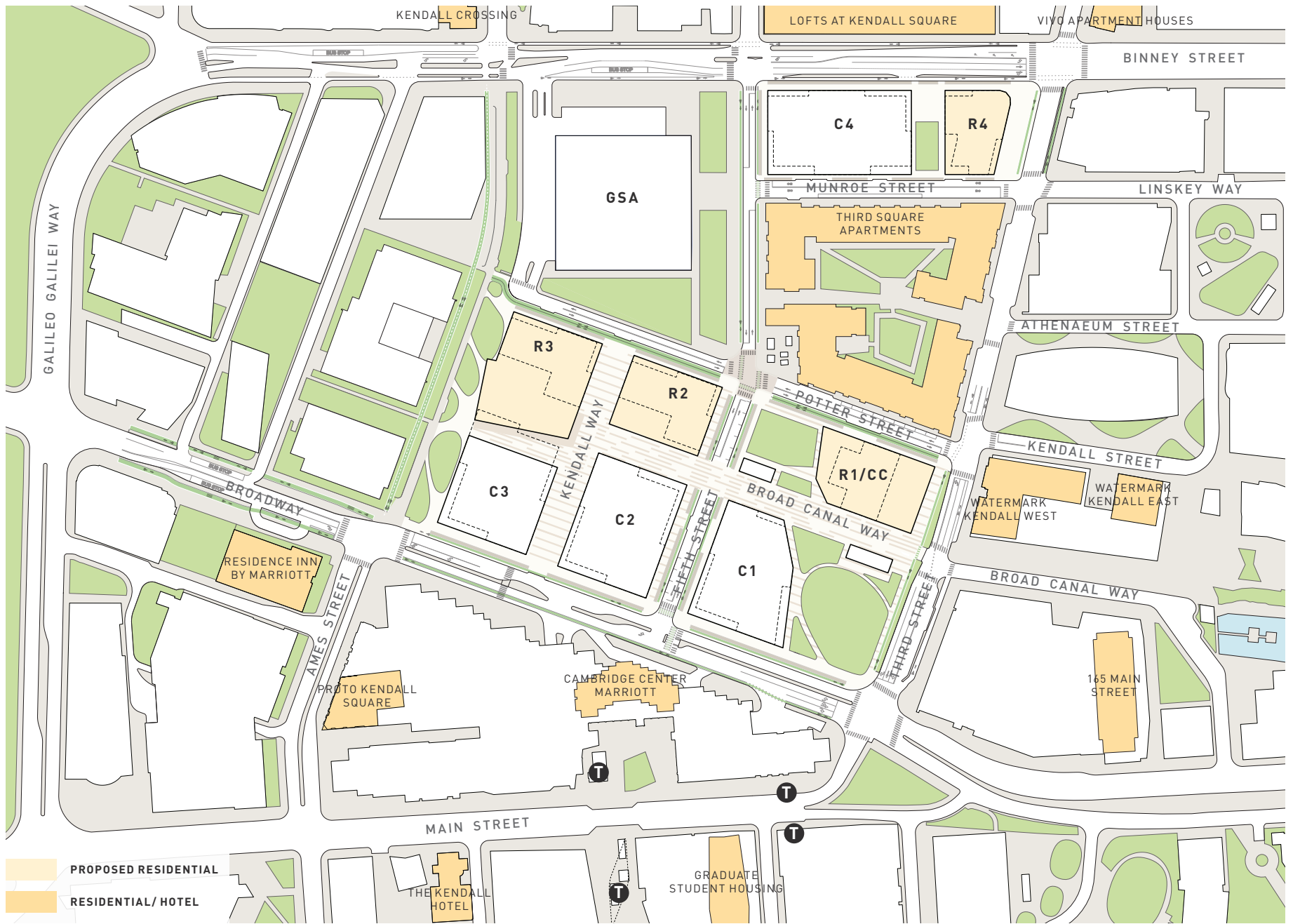


Figure G1: Site Development Plan - Residential

As the building designs are developed, the project team will be evolving unit mix, unit sizes, targeted demographics, programming and phasing across the residential buildings in the development. The beginning of strategies for achieving DEI goals as they relate to housing have been developed in concert with the community during community workshops, including a workshop focused on housing equity.

Each of the four residential buildings will be distinct in design, character, material palette and identity. As parts of a neighborhood, not a project, these buildings will be designed by individual architects adhering to the Design Guidelines and each bringing a different design approach.