PURPOSE: To discuss and develop an urban design framework and set of planning principles to provide guidance to potential developers about the City’s priorities and expectations for the site.
Volpe Center

• Facilities built in 1960s for NASA (not completed)
• U.S. National Transportation Systems Center has occupied since 1970
• 14.2-acre site
• 1,200+ workers
• No major site improvements in 45-46 years
1978 Rezoning

- Formerly Industry B (4.0 FAR, few use restrictions)
- Zoned to Office 3A (3.0 FAR, office/residential only)

ECaPS Rezoning (2001)

- Transition in land uses from Broadway to neighborhoods
- Lower heights closer to the neighborhoods, taller heights closer to Broadway.
- Create a strong residential presence in the area.
- Require a major new public park
- Encourage retail on Third Street and Broadway
- 3.0 FAR allowed only by PUD special permit
Kendall Square (K2) Plan

• April 2011 – June 2012
• 20-person **Advisory Committee** -- residents, businesses, property owners/developers, MIT, Kendall Square Association, Cambridge Redevelopment Authority
• Multidisciplinary consultant team led by **Goody Clancy**
• 18 committee meetings
• 2 public meetings + 2 hands-on working sessions
• Study area **walking tour**
• **City Council** roundtable + **Planning Board** discussions

Companion process: **neighborhood sponsored** ECPT/CBT plan
Vision for Kendall Square

“A dynamic public realm connecting diverse choices for living, working, learning, and playing to inspire continued success of Cambridge’s sustainable, globally-significant innovation community.”

K2 Planning Vision (Goody Clancy)

ECPT Planning Vision (CBT Architects + Planners)
K2 Recommendations: Housing

- Required along with commercial growth
- Affordable and Middle-Income units
- Diverse household types, including families with children
- Payments to Affordable Housing Trust for non-residential development (now $12+ per square foot)
K2 Recommendations: Active Ground Floors

• **Active Uses:** food stores, convenience stores, shops, restaurants, cultural and community space *(not lobbies)*

• **Required:** 75% of frontage along major streets; encouraged on all public streets and open spaces

• **Small Retail:** Incentives for spaces 5,000 square feet or less
K2 Recommendations: Public Open Space

• “Connect Kendall Square” – integrated system of open space connecting residents, workers, businesses and the natural environment
• Volpe Site as an opportunity for major new civic space(s)
K2 Recommendations: Innovation Space

- Small companies & individuals on short-term leases
- Shared workspaces
- In new or existing buildings, or in partnership with other property owners
- Required for at least 5% of new office development
- Incentives to encourage more space than the minimum
K2 Recommendations: Sustainability

- LEED Gold, enhanced energy efficiency
- Stormwater control and urban heat island mitigation
- Encourage on-site energy systems and co-gen;
- Assess district steam potential for new buildings
- Energy use disclosure (BEUDO)
- Anticipate net-zero and climate resiliency goals
K2 Recommendations: Transportation

- **Parking**: Reduce, manage and share

<table>
<thead>
<tr>
<th>Use</th>
<th>Auto Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Based on analysis</td>
</tr>
<tr>
<td>Office</td>
<td></td>
</tr>
<tr>
<td>Retail/consumer service</td>
<td></td>
</tr>
<tr>
<td>Residential</td>
<td>0.5 sp/du</td>
</tr>
</tbody>
</table>

- **PTDM** requirements and enhanced TDM
- **PUD process** includes review of street/circulation design, transportation impacts and mitigation
- Desired transit routes identified in K2 study
K2 Recommendations: Community Funds

- $10 per square foot commercial development

Open Space Programming

Transit Improvements

Workforce Readiness
K2 Zoning Recommendations

Recommended additional development:
3 million SF commercial (approx.)
2 million SF residential (approx.)
+ 1-2 million SF retail, academic, other

Note: in addition to current zoning
K2 Zoning Recommendations: Current Status

MXD/CRA Area
1 million new SF (apprx.)
40% min. residential
Zoning proposed in 2015;
development plan under review

Volpe Area
3 million new SF (apprx.)
(2 million currently allowed)
40% min. residential
Zoning adopted in 2015;
development plan under review

MIT Area
1.5 million new SF proposed
450,000 SF new residential/dorm
Zoning adopted in 2013; special permit granted in 2015; design review underway

Volpe Center

Broad Canal Area
No current zoning proposal
Urban Design

- Public review process for development plans
- Guidelines for public space and building design
## Public Development Review Process

<table>
<thead>
<tr>
<th>Zoning (City Council)</th>
<th>PUD Special Permit (Planning Board)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Controls:</strong></td>
<td><strong>Development Plan Review:</strong></td>
</tr>
<tr>
<td>• Maximum development (FAR)</td>
<td>• Site layout</td>
</tr>
<tr>
<td>• Maximum heights</td>
<td>• Building massing</td>
</tr>
<tr>
<td>• Minimum housing, affordable housing</td>
<td>• Open space design</td>
</tr>
<tr>
<td>• Minimum open space</td>
<td>• Retail plan</td>
</tr>
<tr>
<td>• Parking requirements</td>
<td>• Housing plan</td>
</tr>
<tr>
<td>• Sustainability requirements</td>
<td>• Project construction/phasing</td>
</tr>
<tr>
<td>• Other requirements/incentives</td>
<td>• Design review (ongoing)</td>
</tr>
</tbody>
</table>

### Example: Alexandria Zoning

- Alexandria PUD Development Plan
- Public hearings at both phases
Volpe Site: Exchange Process (2014-present)

- Federal government will exchange most of the site for a new building
- Competitive process to select a development partner
- Government retains new Volpe site (approx. 3 acres)
- Remainder of site developed privately under City’s zoning (approx. 11 acres)

www.gsa.gov/volpecenter

- CDD proposal based on K2 zoning recommendations
- Planning Board discussions January-May 2015
- City Council and Planning Board public hearings June-July 2015
- Community engagement summer-fall 2015
- Additional public hearings October-December 2015
<table>
<thead>
<tr>
<th>Current Zoning</th>
<th>Proposed Zoning</th>
</tr>
</thead>
</table>
| **Allowed “Base” FAR** | 3.0 / 3.36  
(w/inclusionary bonus) | 4.5  
(no additional bonus) |
| **Housing** | 40% minimum | 40% minimum |
| **Affordable Housing**  
(as % of total housing) | 11.5% low-moderate  
(effective after bonus) | 10% low-moderate  
5% middle income  
15% total |
| **Public Open Space**  
(as % of parcel area) | 42% / 53%  
(7.5 acres) | At least 25%  
(3.5+ acres) |
| **Parking** | Minimums | Maximums |
| **Ground Floor Retail** | Incentivized | Required (major streets) |
| **Innovation Space** | N/A | Min. 5% of office/lab |
| **Sustainability/Environmental** | LEED Silver | LEED Gold + other req’s |
| **Community Funds** | N/A | $10/sq.ft. commercial |
| **Government Facility** | Flexibility allowed | Encouraged in PUD |
### Volpe Site: Initial Zoning Proposal (June, 2015)

<table>
<thead>
<tr>
<th></th>
<th>Current Zoning</th>
<th>Proposed Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Site Area</strong></td>
<td>620,000</td>
<td>620,000</td>
</tr>
<tr>
<td><strong>Residential</strong></td>
<td>967,000 (min)</td>
<td>1,116,000 (min)</td>
</tr>
<tr>
<td><strong>Office / Lab</strong></td>
<td>1,086,000 (max)</td>
<td>1,632,000 (max)</td>
</tr>
<tr>
<td>(not including Innovation Space)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retail</strong></td>
<td>50,000</td>
<td>140,000</td>
</tr>
<tr>
<td><strong>Innovation Space (min)</strong></td>
<td>0</td>
<td>84,000</td>
</tr>
<tr>
<td><strong>Total Private Development</strong></td>
<td>2,103,000</td>
<td>2,972,000</td>
</tr>
</tbody>
</table>

*Figures in Square Feet of Gross Floor Area
ALL FIGURES APPROXIMATE*
Council comments - Joint Hearing June 29, 2015

**Housing**
- Proportion of housing
- Affordable housing (low-mod, mid)
- Housing for families

**Ground floor uses and activities**
- Family-friendly restaurants
- Low-price supermarket
- Ground floor retail needs more specificity
- Affordable retail & locally-owned
- Retail to attract people
- Workforce development needs
- Incubator space
- Daycare

**Open space & public realm**
- Needs to be very special
- Building facades matter
- Need family-friendly open spaces
- Maximize sunlight & livability
- Contiguous - one primary, a secondary
- Visibility from different vantage points
- Programming
- No gates, needs to face streets
- Welcoming to the neighborhoods
- Engaging & educational indoor & outdoor
- Civic, not corporate space – medieval plaza
- Accessibility of federally-owned open space

**Built form**
- Composition of buildings respect each other, especially at the lower level
- Floor plate sizes important
- Don’t wall off site
- 2 setbacks instead of just one
- Design guidelines need more detail

**Other**
- Cost and size of Volpe building & site
- FAR of 4.5 is dense
- Transportation – traffic impacts, red line
- Development feasibility
- Have community conversation
Planning Board comments—June 29 & July 14, 2015

**Land use**
- Supporting high-tech & innovation is most important goal for site
- Proportion of housing versus commercial/office space
- Affordable housing (low-mod, middle)
- Housing for families (3 beds)

**Open space and public realm**
- Amount of open space
- Connections are the key for open space
- Connect Kendall shows how to make space function without 5-acre park – it’s not the right location for such a large park
- Extend the canal and create more connections through the site

**Ground floor uses and activities**
- Retail - where it is going to be located, and what sort of retail it is going to be
- Design guidelines can include retail

**Built form & urban design**
- Where taller buildings should be located & whether there's a limitation on that area in which they can be located
- Need human-scale
- Need vision for creating a great space
- Broadway & Third St intersection is important
- Variation in height
- Concentrate on people who live and work there & neighborhoods
- Allowing more height for the residential

**Other**
- Need financial analysis
- FAR of 4.5 is a lot of sqf to assemble across the site
- Transit impacts
Conceptual Massing Studies

• Two slender residential towers (350’ and 500’)
• Two commercial towers at 350’

• One larger residential tower at 500’
• One commercial tower at 350’

• Three large commercial towers (2 x 350’, 1 x 500’)

• One large commercial tower with a height of 1000’

*Conceptual illustration only – not a development plan*
Community outreach (2015)

Seven drop-in conversations
1. July 30th, 5-7pm at Clement Morgan Park
2. Aug 5th, 5-7pm at Rogers Street Park
3. Aug 12th, 11am-2pm at Lafayette Square
4. Aug 15th, 2-5 pm at Greene Rose Park
5. Aug 20th, 11am-2pm at Kendall Square Farmers’ Market
6. Sept 12th, 11am-4pm at The Pride Day
7. Sept 18th, 9am-4pm at The Parking Day

Sit-down forum
Oct 17th, 10am – 12pm Kennedy-Longfellow School

Other meetings
Area 4, ECPT
COMMUNITY CONVERSATIONS
WHAT IS MISSING / WHAT WOULD YOU LIKE TO SEE IN KENDALL SQUARE?

THE MOST NEEDED USE/SPACE IN THE AREA (VOTE FOR YOUR TOP 3 CHOICES)

1. MAKER SPACE
   - A dedicated space for makers and artists to work and collaborate.

2. WORKFORCE TRAINING SPACE
   - A place for professional development and skills training.

3. GROCERY STORE
   - A local grocery store with fresh produce and everyday essentials.

4. COMMUNITY SPACE
   - A community hub for events, meetings, and social gatherings.

5. CONVENIENCE STORE / PHARMACY
   - A nearby store for quick essentials and medication.

6. FAMILY RESTAURANT
   - A family-friendly restaurant offering a variety of cuisines.

7. DAYCARE
   - A daycare facility for children.

8. MUSEUM/GALLERY
   - A cultural institution showcasing local and international art.

9. AFFORDABLE OFFICE SPACE
   - Affordable workspace options for small businesses and freelancers.

10. TAKE OUT FOOD STAND
    - Convenient food options for quick meals on the go.

11. PERFORMANCE/CULTURAL SPACE
    - A venue for live performances and cultural events.

12. UNIVERSITY OF FOOD TRUCKS
    - A food truck park offering a variety of eats.

13. AFFORDABLE RETAIL
    - Affordable clothing and retail stores.

14. NIGHT LIFE ACTIVITY/VENUES
    - A place to enjoy nightlife and social events.

15. AFFORDABLE ACCOMMODATION/HOTEL
    - Affordable lodging options for visitors.

16. TURKEY FARM
    - A farm specializing in raising turkeys for food.

Clement Morgan Park (7/2)
Beecroft Street Park (8/5)
Lafayette Square (8/12)
Bramen Road Park (8/15)
Kendall Sq Farmers Market (8/20)
COMMUNITY CONVERSATIONS
WHAT IS MISSING / WHAT WOULD YOU LIKE TO SEE IN KENDALL SQUARE?

TYPES OF OPEN SPACE (VOTE FOR YOUR TOP 3 CHOICES)
Community forum (2015)

Site planning and design
Community forum (2015)

Built form

[Images of model buildings on a map]
What we heard

Open Space

- Large, consolidated park vs. collection of smaller, more intimate spaces
- Active play – basketball, playground, water features
- Passive, natural setting to escape city
- More active, lively urban plaza
- Extend Broad Canal
- Indoor/outdoor market pavilion

Common themes

- Active & defined edges
- Sense of safety
- Public feel
- Visible from outside site
- Not overshadowed or overwhelmed by buildings
- Focus on outdoor spaces with some indoor opportunities
- Smaller open spaces need to be well-designed
- Streets to connect with open space
- Quality & character of the place is important
What we heard

Ground Floor Uses
• Grocery – fresh produce
• Family restaurant, incl. fast-order food, chains
• Pharmacy / Convenience Store
• More nightlife
• Affordable Daycare
• Workforce training space
• Connect Cambridge residents to new jobs
• Community & cultural spaces

Common themes
• Diverse & affordable retail
• Flexibility
• Smaller spaces
• Larger spaces to accommodate chains
• Not all needs can be met on the Volpe site
• Need to create destinations & retail attractors
What we heard

Streets & Connections

• 6th street walkway is important
• North-south connections for pedestrians & cyclists
• Don’t forget connections to East Cambridge & Wellington-Harrington
• Connections though Third Square
• Need some cars so site is not isolated
• Narrow Binney Street
• Transit improvements
What we heard

Built Form
• Recognition that this is the right location for density
• Create an urban environment with strong urban form
• Taller buildings distributed throughout site
• Taller buildings clustered towards the middle of the site
• Capitalize on the corner of Broadway & Third St
• Avoid tall buildings on Binney St
• Transition to sensitive uses
• Consider low buildings & strong edge on sixth street connector
• Access open space through buildings
• Buildings need to have Cambridge character

Common themes
• Encourage human scale within an urban setting
• Don’t want suburbs
• Start with an assemblage of places (not objects or buildings)
• Design buildings to frame public spaces
• Building height & massing, especially of taller buildings, should not overwhelm streets or open spaces
• Visual & physical permeability
Major Proposed Modifications

• Affordable Housing Requirements
  15% low-moderate + 5% middle income minimum

• Open Space
  Detailing desired open space functions
  Limiting how much of the requirement can be met on a Federal site

• Height
  More flexibility in arrangement, limiting bulk at taller elevations

• Active Uses
  More desired ground floor uses including grocery stores, family-serving uses,
  small independent operators; limitations on banks

• Urban Design
  Urban Design Framework to inform future development review
## Modifications: Affordable Housing

<table>
<thead>
<tr>
<th>APPROXIMATE</th>
<th>Current Zoning</th>
<th>Initial Proposal</th>
<th>Modifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Units</td>
<td>879</td>
<td>1,014</td>
<td>1,014</td>
</tr>
<tr>
<td>Low-Moderate Units</td>
<td>101</td>
<td>101</td>
<td>152</td>
</tr>
<tr>
<td>Middle Income Units</td>
<td>None required</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>Total Affordable Units</td>
<td>101</td>
<td>152</td>
<td>203</td>
</tr>
</tbody>
</table>
Modifications: Public Open Space

- **System:** All spaces must serve a public function, integrate with the area’s open space network
- **Civic park or plaza:** Required element of the public open space system
- **Federal site:** Fulfills no more than half of requirement
Height Limits: Current

PUD-KS District with Current Zoning Height Limits
City of Cambridge CDD
Height Limits: Proposed Modifications
Height Limits: Proposed Modifications

• **Above 250 feet:**
  No more than 15,000 SF floor plate
  No more than 10% of parcel area total (62,000 SF)

• **Above 350 feet:**
  No more than one building as a distinctive landmark
  Planning Board can reject a proposal if it does not provide the desired benefit, in favor of a plan with a 350-foot limit
Modifications: Active Ground Floors

- **Required:** 75% of frontage along major streets

- **Incentivized:** spaces of 5,000 square feet or less

- **Active Uses Must Include:**
  grocery, market, general store space for small operators (2,500 square feet or less)

- **Active Uses May Include:**
  child care, recreation, education and cultural uses for families

- **Active Uses May Not Include:**
  banks, office lobbies
PUD-KS Urban Design Framework

Background materials

Purpose
1. Visually represent the City’s and the community’s key goals and aspirations for the site
2. Inform the City's review process for development projects
3. Identify key principles, concepts, and ideas
PUD-KS Urban Design Framework

Connections

Main organizing features
1. Extend surrounding streets and connections into the site (e.g., Fifth Street and Broad Canal Way)
2. Enhancement of the Sixth Street Walkway
3. Provision of different types of connections (e.g., shared streets, multi-modal streets, bike lanes, mid-block connections, alleys etc.)
PUD-KS Urban Design Framework

Open space

Main organizing features
1. Network of open space areas organized along the extension of Fifth Street and/or Broad Canal Way
2. The corner of Broadway and Third Street as a gateway
3. A balanced mix of lively gathering spaces and more naturalistic, passive parks
PUD-KS Urban Design Framework

Active ground floors

Main organizing features
1. Creating a hierarchy of streets with different activity levels
2. Concentration of destination type activities
PUD-KS Urban Design Framework

Built form

Main organizing features
1. areas and interfaces that require careful and sensitive transition to the surrounding environment

Also includes matters the Planning Board should consider when determining if a tall building is a “distinctive architectural landmark”
Housing for families

1. Design objectives and guidelines to address key siting and design issues relating to housing for families with children.
PUD-KS Urban Design Framework
PUD-KS Urban Design Framework
## Benefits of PUD-KS Zoning Proposal (as Modified)

| **Housing** | 1,000 units minimum (approx.)  
|             | 150 affordable, 50 middle-income (approx.)  
|             | $20+ million in total incentive zoning payments |
| **Active Ground Floors** | Continuous active use on Third Street, Broadway  
|                     | Up to 140,000 SF ground-floor retail including grocery/market, small operators, family uses |
| **Public Open Space** | At least 3.5+ acres Public Open Space  
|                       | Connections to adjacent streets and spaces  
|                       | At least one major civic plaza/park, other public functions |
| **Innovation Space** | 84,000 SF (approx.) at full commercial buildout |
| **Transportation** | Cap on total parking |
| **Sustainability** | LEED Gold + energy, stormwater requirements  
|                     | Additional requirements from Net Zero Plan |
| **Community Funds** | $16+ million total for open space programming, transit improvements, workforce readiness |
| **Urban Design** | General K2 Design Guidelines  
|                      | Site-Specific PUD-KS Urban Design Framework |
Pace of Development Scenarios

- 2015 K2C2 (100% build-out)
- 2012 K2C2 (Volpe 33%; rem. 80%)
2030 Estimated Person Trips by Mode

- **Auto**
  - 2012: 3,781
  - Hi emp density: 5,347
  - Low emp density: 4,407

- **Transit**
  - 2012: 3,873
  - Hi emp density: 5,453
  - Low emp density: 4,491

- **Walk**
  - 2012: 1,302
  - Hi emp density: 1,792
  - Low emp density: 1,632

- **Bike**
  - 2012: 968
  - Hi emp density: 1,365
  - Low emp density: 1,136

- **Other**
  - 2012: 76
  - Hi emp density: 104
  - Low emp density: 104
Approach

- Current zoning requires traffic study and mitigation program
- Require transit analysis and mitigation
- Link to milestones, thresholds or performance standards
- Current proposal includes $10 per square foot requirement ($6.67 for open space and transit)
- Final Development Plan/Special Permit to include specific and detailed set of requirements
## Assumptions and Methodology

### Capital Assumptions
- **Interest Rate (Total Project Costs)**: 6.00%
- **LTV (Total Project Costs)**: 60.00%

### Affordable Housing Assumptions
- **65% AMI**: 15.00%
- **95% AMI**: 5.00%

### Program Total Proposed SF Percent of Total

<table>
<thead>
<tr>
<th>Program</th>
<th>Total Proposed SF</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>1,116,000</td>
<td>38%</td>
</tr>
<tr>
<td>Office</td>
<td>816,000</td>
<td>27%</td>
</tr>
<tr>
<td>Lab</td>
<td>816,000</td>
<td>27%</td>
</tr>
<tr>
<td>Retail</td>
<td>140,000</td>
<td>5%</td>
</tr>
<tr>
<td>Innovation</td>
<td>84,000</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,972,000</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### Estimated Construction Costs (Hard & Soft)*

<table>
<thead>
<tr>
<th>Program</th>
<th>Cost per GSF/Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>$407 per GSF</td>
</tr>
<tr>
<td>Office</td>
<td>$358 per GSF</td>
</tr>
<tr>
<td>Lab</td>
<td>$413 per GSF</td>
</tr>
<tr>
<td>Retail</td>
<td>$330 per GSF</td>
</tr>
<tr>
<td>Innovation</td>
<td>$358 per GSF</td>
</tr>
<tr>
<td>Parking</td>
<td>$100,000/space</td>
</tr>
</tbody>
</table>

*Projected construction costs are based on current projects being built in the Cambridge area and do not reflect any sensitivity to future design requirements, unusual ground or soil conditions, or other unique costs associated with redevelopment.

Source: HR&A Advisors, Inc.
## Land Value Output

<table>
<thead>
<tr>
<th>Costs Included in Program Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building construction</td>
</tr>
<tr>
<td>Soft costs</td>
</tr>
<tr>
<td>On site improvements</td>
</tr>
<tr>
<td>Inclusionary and Middle Income Housing</td>
</tr>
<tr>
<td>Commercial Linkage Payments</td>
</tr>
<tr>
<td>Community Fund @ $10/gsf</td>
</tr>
</tbody>
</table>
## Preliminary Results

<table>
<thead>
<tr>
<th>Estimated Land Value</th>
<th>Per GSF</th>
<th>Total (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential (2)</td>
<td>$58</td>
<td>$65,000,000</td>
</tr>
<tr>
<td>Office</td>
<td>$155</td>
<td>$126,000,000</td>
</tr>
<tr>
<td>Lab</td>
<td>$199</td>
<td>$162,000,000</td>
</tr>
<tr>
<td>Retail</td>
<td>$68</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Innovation</td>
<td>$129</td>
<td>$11,000,000</td>
</tr>
<tr>
<td><strong>Subtotal-Residual Land Value (3)</strong></td>
<td><strong>$126</strong></td>
<td><strong>$374,000,000</strong></td>
</tr>
<tr>
<td>Financing and Other Costs (4)</td>
<td>-$30</td>
<td>-$91,000,000</td>
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<tr>
<td><strong>Subtotal-Financing and Other Costs</strong></td>
<td><strong>-$30</strong></td>
<td><strong>-$91,000,000</strong></td>
</tr>
<tr>
<td><strong>Supportable Site and Volpe Replacement Costs</strong></td>
<td><strong>$95</strong></td>
<td><strong>$283,000,000</strong></td>
</tr>
</tbody>
</table>

1. Rounded to the nearest million.
2. The residual land values of the market-rate and affordable components are $120 and -$192, respectively.
3. Based on proposed program SF.
4. Includes incentive/linkage fees, debt, and equity costs.

Source: HR&A Advisors, Inc.
“Frequently Raised Issues”

- **Housing**
  *Amount, types*

- **Open Space**
  *Size, configuration, character, activities*

- **Built Form**
  *Key principles of scale, transition, building typology*

- **Active Uses**
  *How to serve a wide range of community members, bring a more diverse community to Kendall Square?*

- **Redevelopment Strategy**
  *What can be supported by future commercial development?*
Volpe Working Group

Community Development Department
Michael Dennis & Associates

Existing Open Space - Areas

Green Space 1.7 acres
New Volpe Building – Potential Sites

Volpe Working Group
Community Development Department
Michael Dennis & Associates