



MXD
CAMBRIDGE, MA

INFILL DEVELOPMENT CONCEPT PLAN

AMENDMENT 2

JULY 1 2021

SASAKI

PREFACE

The second major amendment to the Approved Infill Development Concept Plan (Concept Plan Amendment #2) represents the culmination of years of work from community members, public officials and private entities. At its core Concept Plan Amendment #2 has been created to enable the relocation of a proposed electrical substation and its associated heavy infrastructure from a predominantly residential East Cambridge neighborhood to a below-grade site in the Kendall Square Mixed-Use Development District (the “MXD District”). As part of this relocation and as contemplated by the recent amendments to the Cambridge Zoning Ordinance and Kendall Square Urban Redevelopment Plan discussed in Chapter 1.0, Concept Plan Amendment #2 also seeks to construct 800,000 SF of new commercial GFA, consolidate the approved residential GFA originally in two buildings into one building, create significant additional public open space, and relocate existing above-grade parking spaces and construct new parking spaces into two below-grade parking garages.

This proposed substation relocation provides a significant public benefit to the adjoining East Cambridge residential neighborhood. The following Concept Plan Amendment #2 and its contents reflect a constrained optimization deliberated in public for many months, and fundamentally intended to address a pressing public need and improve the resilience of the area electrical grid for decades to come.

In addition to evaluating the broader changes at the master plan level, the CRA Board and Planning Board will have the opportunity to review the proposed design of Commercial Building C, Commercial Building D, and Residential Building South during the subsequent design review process to ensure the continued, successful transformation of Kendall Square into a dynamic and vibrant neighborhood. The clarifying points below should be considered along with the materials found in this submission:

- While responsive to a parallel, state-directed regulatory process, the electrical substation and its associated infrastructure drive the configuration and distribution of GFA envisioned as part of this Concept Plan Amendment #2.
- The demolition of the existing above-grade Blue Garage and the creation of public space in its stead creates the opportunity for new connections through the adjacent Volpe development and improves pedestrian connections throughout the North Parcel and the MXD District.
- The proposed amendment affirms a commitment to accelerate delivery of the full amount of remaining residential GFA in the MXD District (approximately 420,000 SF), which includes up to 465 market rate, affordable, middle income, and three-bedroom rental units in the same phase as Commercial Building C.

SUBMITTED TO**Cambridge Community Development Department**

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The Cambridge Redevelopment Authority

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APPLICANT**Boston Properties Limited Partnership**

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July 1st 2021

THE CONSULTANT TEAM**Sasaki
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Concept Plan
Permitting

Pickard Chilton

Commercial Building A (145 Broadway)
Commercial Building B (325 Main Street)
Commercial Building C (290 Binney Street)
Commercial Building D (250 Binney Street)

Stantec

Residential Building South (135 Broadway)
Commercial Building A Architect of Record
Commercial Building B Architect of Record

NBBJ
Sasaki

Urban Design (Center Plaza)
Urban Design / Project Landscape Architects (Center Plaza)
145 Broadway Interior Architects / Landscape Architects

Lemon Brooke
VHB
The Green Engineer
RWDI
Haley & Aldrich

325 Main Street Landscape Architects
Traffic Engineering / Civil Engineering
Sustainability
Environmental Science
Geotech

INTRODUCTION AND ACKNOWLEDGMENTS

This second amendment to the MXD Infill Development Concept Plan is the product of a collaborative effort from many teams. It has been prepared to communicate a comprehensive vision and is hoped that this concept plan framework will provide the blueprint for a robust mix of uses, vibrant open space, and a strong sense of place for the MXD District in Kendall Square.

This framework communicates the complete spectrum of existing regulations, site assumptions, architectural and urban design principles through a series of diagrams and annotations. Unless otherwise noted, illustrations in this document represent existing and proposed development surrounding the project site. However, the development proposal remains cognizant of potential for changing future conditions.

This document shows improvements to the public realm in some instances beyond the MXD boundary that are conceptual and require further coordination with the City of Cambridge.

We thank all of the participants for their generous contribution of time and insight.



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The background of the slide features a repeating pattern of isometric city blocks. Each block is composed of several rectangular prisms of varying heights and widths, arranged to suggest a dense urban environment. The blocks are rendered in a light yellow color with thin black outlines, creating a clean, architectural look. They are scattered across the entire slide, with some appearing more prominent than others due to their position and orientation.

1. PROPOSED DEVELOPMENT PLAN

1.0 INTRODUCTION

On January 17, 2017, Boston Properties Limited Partnership (the “Applicant”) received approval of the MXD Infill Development Concept Plan (the “Original Concept Plan”) from the Cambridge Redevelopment Authority (CRA), and the Planning Board. A special permit authorizing the development of new commercial and residential uses within the Kendall Square Mixed-Use Development District (the “MXD District”) as shown on the Original Concept Plan was issued by the Planning Board on March 20, 2017 (PB#315, or “The Original Special Permit”). The Original Concept Plan authorized the development of additional infill gross floor area (“Infill GFA”), pursuant to Article 14 of the City of Cambridge Zoning Ordinance (the “Zoning Ordinance”) and Amendment No. 10 to the Kendall Square Urban Redevelopment Plan (KSURP), totaling 1,065,900 SF (SF) of gross floor area (“GFA”) on four development sites within the existing Kendall Center complex in Kendall Square.

On December 4, 2018 the Applicant received approval of the first major amendment to the Original Concept Plan (the “Concept Plan Amendment #1”). Concept Plan Amendment #1 was focused primarily on shifting approved commercial GFA associated with Commercial Building B as shown on the Original Concept Plan from 250 Binney Street, to 325 Main Street, as well as offering an alternative approach to accommodating parking needs by taking advantage of opportunities to appropriately reduce the delivery of new structured parking spaces. There were no changes to the amount of approved GFA, the allocation of GFA between residential and commercial uses or any of the substance of the Original Special Permit.

The Applicant is submitting this second major amendment to Original Concept Plan (the “Concept Plan Amendment #2”) in order to reflect the recently enacted changes to Article 14 of the Zoning Ordinance (the “MXD Zoning”) and Amendment No. 11 to the KSURP approved by the CRA Board on September 16, 2020, and by the Cambridge City Council on February 3, 2021. Concept Plan Amendment #2 proposes the development of additional Utility Project GFA for a total Aggregate GFA not to exceed 5,073,000 SF of GFA on five development sites within the existing Kendall Center complex in Kendall Square. The proposed modifications will establish a revised master plan that will accommodate the relocation of an Eversource electrical substation to the MXD in response to a planning priority identified by the City of Cambridge and various community groups, the construction of 800,000 SF of new commercial Utility Project GFA, the consolidation of the approved residential GFA from the

Original Concept Plan into one building, the creation of significant additional public open space, and the relocation of existing above-grade parking spaces and the construction of new parking spaces into two below-grade parking garages (the “Project”).

As set forth in the MXD Zoning Ordinance, the currently proposed Concept Plan Amendment #2 is being submitted to the Planning Board and the CRA as a major amendment, meaning that this application shall be subject to all of the same review, notice and hearing requirements as would be applicable to a new special permit. This Concept Plan Amendment #2 identifies and documents the key differences between the development program and building massing scheme previously presented in Concept Plan Amendment #1 and as required by Section 14.32.2 of the Zoning Ordinance also provides narratives and supporting graphical materials that document the Project associated with the following:

Refer to Figure 1.3 for a site context map

- **Proposed Development Plan**
- **Zoning Conformance**
- **Open Space Plan**
- **Retail Plan**
- **Transportation**
- **Infrastructure**
- **Environmental Impacts**
- **Sustainability Plan**
- **Phasing Plan**
- **Design Guidelines**

1. Formerly known as the Kendall Square Urban Renewal Plan

A summary of the Concept Plan Amendment #2 is as follows. original values from Concept Plan Amendment #1 are shown in ~~red-strikethrough~~ text to highlight the additive changes to the existing approved program that would result from the currently proposed Project.

- Up to **465** ~~425~~ units of new, diverse housing across a broad spectrum of unit type, size, and affordability;
- **1,428,200** ~~636,500~~ GFA of new commercial lab/office space;
- **105,200** GFA of new innovation space converted from existing office uses.
- Approximately **17,700** ~~10,000~~ GFA of new ground floor retail/active use space that will activate Broadway and add to the activation of Kendall Square and the North Parcel;
- Approximately **40,000** ~~42,300~~ GFA of retail space that will activate Main Street and the Kendall Plaza;
- New and enhanced open space and streetscapes along Broadway, Binney Street, Main Street and the 6th Street connector;
- New covered and secure long-term and short-term bicycle parking spaces; and
- Up to **414** additional vehicle parking spaces.

As demonstrated herein, Concept Plan Amendment #2 remains in conformance with the criteria for approval of a Planned Unit Development of Article 12.35.3 and Project Review Special Permit set forth in Section 19.25 of the Zoning Ordinance (as discussed in Section 2), the Sustainable Design and Development Requirements of Article 22.23 (as discussed in Section 6), and satisfies all other requirements necessary for the issuance of the requested major amendment to the Special Permit.

The following sections provide a brief summary of Project updates, an overview of the Project history and background, including a summary of Massachusetts Environmental Policy Act (MEPA) and Special Permit Review and approvals, a description of existing and proposed conditions, an analysis of the Project's consistency with the K2 Master Plan and Volpe Design Guidelines, a description of the Project's requested amendments to the Special Permit, and a summary of public benefits associated with the Project.

CONSTRUCTION UPDATE

Since Concept Plan Amendment #1 was approved in 2019, the Applicant has completed construction of the commercial space and ground floor retail associated with the Commercial Building A (Phase 1) located at 145 Broadway. Commercial Building B (Phase 2), also known as 325 Main Street, is currently under construction and anticipated to be completed in Q2 of 2022. As part of delivery of the Phase 2 building—which will serve as Google's local headquarters—the Applicant is reconstructing approximately 40,000 SF of retail uses, enhancing the Green Garage Rooftop Garden, creating a new public lobby in the ground floor of 325 Main Street, and working closely with the Massachusetts Bay Transportation Authority (MBTA) to renovate the existing Kendall Northbound Headhouse.

PROJECT UPDATES

SUMMARY OF PROJECT REFINEMENTS SINCE CONCEPT PLAN AMENDMENT #1

The Project consists of modifications to the approved development program and building massing scheme previously presented in the Concept Plan #1, as well as an amended approach to accommodating parking requirements. Overall, the development program and accompanying building massing and site modifications are limited to the North Parcel and propose to alter the amount of approved GFA through the addition of 800,000 of new commercial Infill GFA. The Project maintains the previously approved residential GFA of 400,000 and accompanying affordability commitments with several key modifications, which include the elimination of condominium units and the consolidation of all residential GFA into a single building. The proposed modifications comply fully with the MXD Zoning, and the following points summarize the refinements to the Project since the Concept Plan Amendment #1.

Delivery of Substation Relocation Benefit: At the request of the City of Cambridge, and in response to growing demand for electricity in Cambridge the Project accommodates the relocation of a proposed electrical substation from its previously-envisioned Fulkerson Street location to a below-grade site within the MXD. Re-siting this electrical substation will require the demolition of the existing above-grade parking structure at the center of the North Parcel known as the “Blue Garage,” as well as extensive excavation to house the new facility below grade. Refer to Section 9.1 for additional details on the timing/phasing of the proposed electrical substation work.

Addition of 800,000 Commercial GFA: The Project proposes the construction of 800,000 SF of additional commercial GFA added to the MXD District comprising of two buildings, located at 290 Binney (Commercial Building C) and 250 Binney (Commercial Building D).

Delivery of Enhanced Public Space: The Project proposes an incremental increase of approximately 17,400 square feet of open space relative to what was proposed in Concept Plan Amendment #1. The new open space and pedestrian realm improvements will include a new approximately 30,000 SF central open space known as “Center Plaza”, which will serve to consolidate and expand upon the open space currently contained within Broadway and Binney Parks and contribute to a vibrant public realm, foster new cross-block connections and promote pedestrian connectivity through the North Parcel, and with the Volpe development to the east. The new open space and public realm improvements will serve residents, workers, and the general public alike. The Project aims to convert the existing service drives to East and West “Plaza Drives” (comprising an area of approximately 20,000 SF altogether), that will operate as streets that accommodate existing service uses while prioritizing bicycle and pedestrian access..

Consolidation of Residential GFA: The Project proposes to consolidate the approved residential GFA formerly located at 135 Broadway (Residential Building South) and 290 Binney Street (Residential Building North) into one residential building located at 135 Broadway. The total residential GFA located in the Residential Building South will be consistent with Concept Plan Amendment #1, however the Project proposes to eliminate the previously proposed condominium units (consistent with the recent amendment to the MXD Zoning) and proposes up to 465 all-rental units. The Project will continue to meet the MXD affordability requirements.

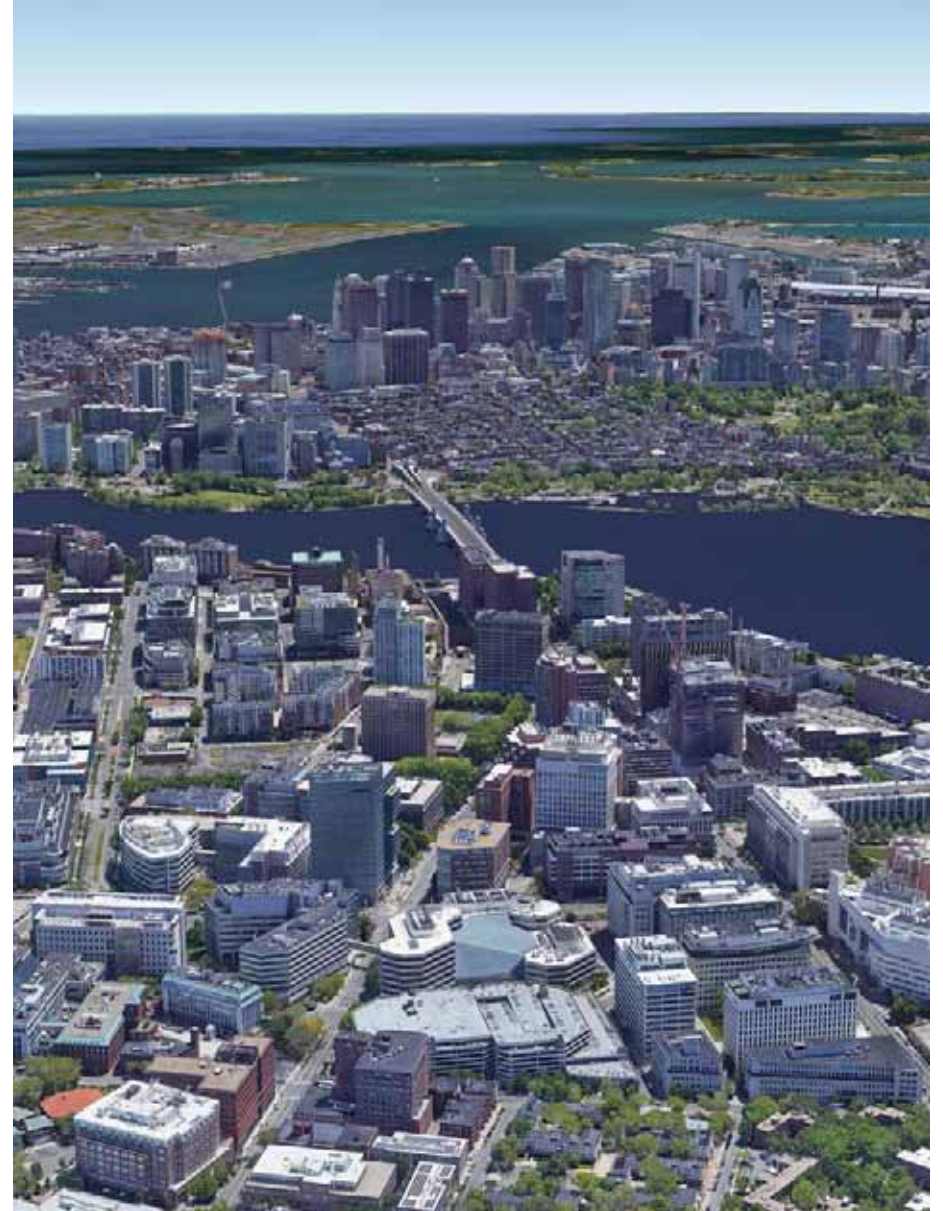
Parking Consolidation: To accommodate the electrical substation, the approximately 1,170 existing above-grade parking spaces associated with the Blue Garage will be relocated below-grade into two, connected parking garages situated beneath Commercial Building C and Commercial Building D. The Project also proposes up to an additional 414 vehicle parking spaces to be accommodated within the two garages. Please refer to Section 5.5 for a detailed summary of the Applicant's approach to accommodating vehicle parking needs the adoption of a managed parking strategy to service existing and proposed commercial buildings.

Bicycle Parking: The Applicant is proposing to implement a commercial bicycle valet to service the majority of anticipated demand for bicycle parking from the Residential Building, as well as Commercial Buildings C and D. Acknowledging the unique approach to bicycle parking being proposed as part of this plan, in accordance with Article 6.108.1 the Applicant therefore intends to seek a modification of bicycle parking requirements via special permit. The implications of applying these minimum bicycle parking requirements to the Project have been determined by applying the ratios established by the City of Cambridge Bicycle Parking Guide, shown in Table 5-1 of Section 5, Transportation.



1978 AERIAL VIEW OF KENDALL SQUARE.

FIGURE 1.1



2020 GOOGLE EARTH AERIAL VIEW OF KENDALL SQUARE.

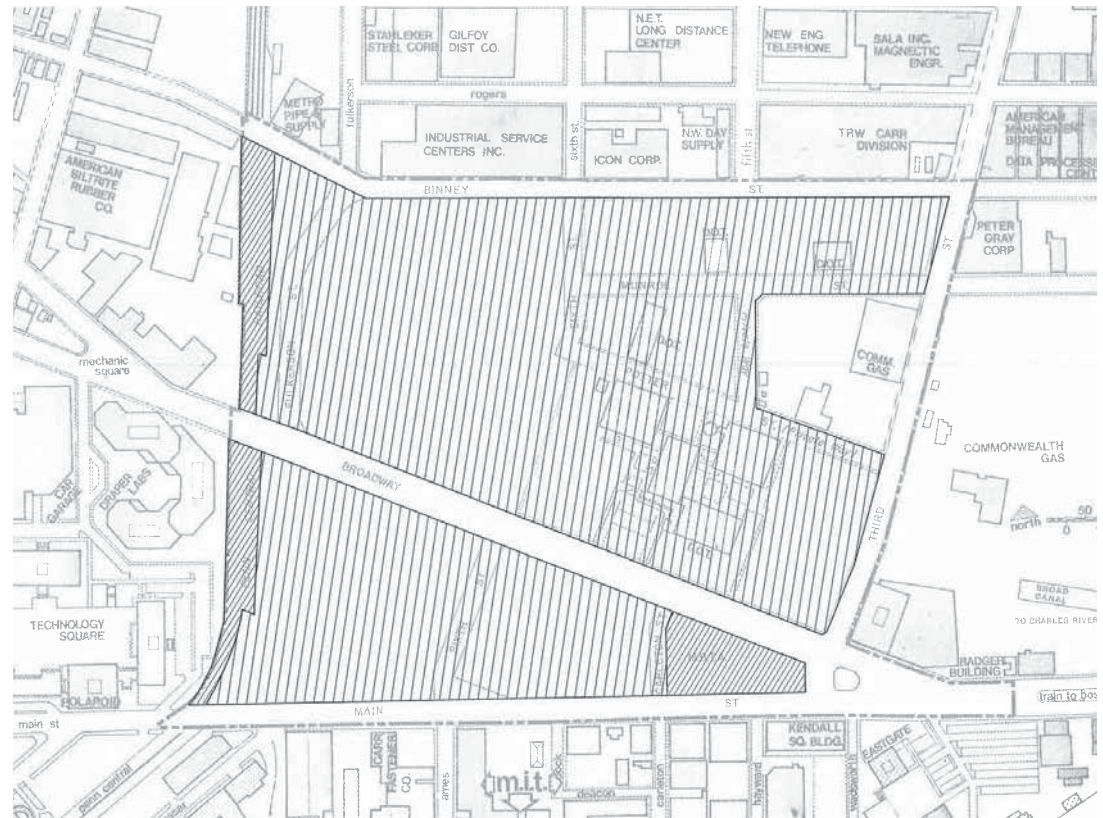
1.1 PROJECT HISTORY AND BACKGROUND

The adoption of the KSURP in 1965 allowed the CRA to acquire 70 parcels of land, relocate over 100 businesses, demolish approximately 100 buildings and clear 43 acres of land. The original Kendall Square Urban Renewal Area included land between Main, Third, and Binney Streets as well as the Grand Junction Railroad. Figure 1.1 shows the 1976 KSURP boundary and property acquisition areas.

In the late 1970s, the CRA and Cambridge City Council engaged the public in a planning effort which led to the creation of the MXD District in 1977 with the intention of attracting mixed-use development to the area north of the MBTA Kendall/MIT Red Line station. The District boundary, as shown in Figure 1.2, represents the zoning district established to facilitate the development within the Urban Renewal Area for all non-federally owned land. The CRA selected Boston Properties as the master developer for the Cambridge Center Master Plan.

Over the last 30 years, Kendall Square has become a center of innovation, creativity, and technology—exceeding the expectations of many of the planners, designers and developers who oversaw its creation. KSURP Amendment No. 10 advanced the City's planning goals for the KSURP consistent with recommendations from the 2013 K2C2 Planning Study for Kendall Square through more efficient use of area infrastructure. Amendment No.10 also updated the KSURP to achieve broader goals of creating a sustainable and inclusive neighborhood by way of requirements for affordable housing and open space. New provisions of Amendment No.10 also assisted the CRA in linking transit investment to development to ensure that the KSURP area's transit assets keep pace with growth.

Hewing to the principles and approach articulated above, KSURP Amendment No. 11 incrementally expands on these foundations by linking continued, strong market demand for commercial space in Kendall Square with investment in critical infrastructure—in this case, an Eversource electrical substation that will serve the Cambridge community and improve the resilience of the area electrical grid for decades to come.



1976 KSURP BOUNDARY AND PROPERTY ACQUISITION AREAS

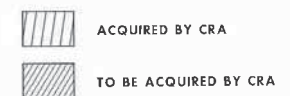


FIGURE 1.2

1.1.1 MEPA REVIEW

Since amended in 1977, the KSURP has been updated and amended a number of times since it was originally reviewed and approved (EEA No. 1891). As part of these updates (Plan Amendments No. 2 through No. 9), the CRA and the Applicant regularly consulted with and updated the MEPA office, specifically on changes to traffic as a result of development program changes.

This section provides a summary of the review and approval history for the most recent previously-reviewed proposed build condition, Plan Amendment No. 10. Refer to the Single Environmental Impact Report (SEIR) filed on October 15, 2015 for a detailed summary of the original KSURP MEPA filing and Plan Amendments No. 2 through No. 9. This Section also provides an update on the status of review and approval for Plan Amendment No. 11.

MOST RECENT PREVIOUSLY - REVIEWED PROPOSED BUILD CONDITION - AMENDMENT NO. 10

On April 15, 2015, the CRA filed an “expanded” Notice of Project Change (NPC) with a request for a Single Environmental Impact Review (SEIR) for a Major Plan Amendment to the KSURP (Amendment No. 10) to allow for up to 1,034,000 gross SF of additional commercial and residential development. The submission to MEPA included a traffic analysis, which projected that a maximum build out under Plan Amendment No. 10 would have generated 14,457 average daily vehicle trips.

On May 29, 2015, the Secretary of Energy and Environmental Affairs issued a Certificate requiring a SEIR, which was filed on October 15, 2015. The SEIR addressed the Scope presented in the NPC Certificate and, at the request of City of Cambridge reviewers, represented a final updated document

for the Project rather than providing a document that solely responds to the MEPA Scope. On November 25, 2015 the Secretary issued a Certificate on the SEIR that determined the Project adequately and properly complied with MEPA and its implementing regulations. The Certificate required the CRA to file an NPC that included updated mitigation commitments for public review and comment. Following MEPA review, Plan Amendment No. 10 was approved by the Cambridge City Council on December 21, 2015.

On June 30, 2016 the Applicant filed the NPC, and on August 5, 2016, the Secretary of EEA issued a Certificate that determined the Project adequately and properly complied with MEPA and its implementing regulations.

On May 9th, 2017 the Kendall Square Transit Enhancement Program (KSTEP) Memorandum of Understanding (MOU) was executed.

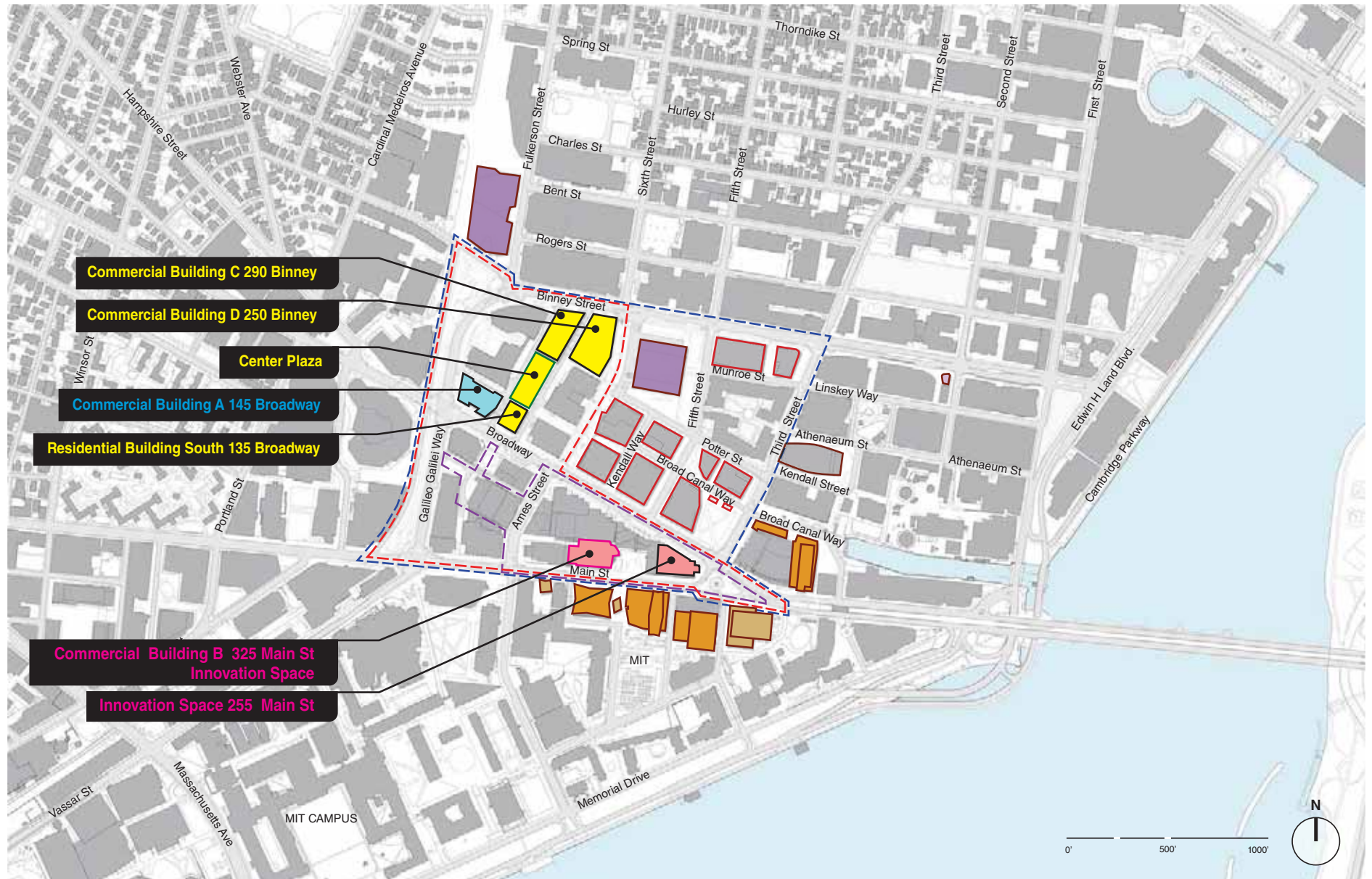
REVIEW STATUS OF KSURP AMENDMENT NO. 11

The CRA anticipates filing an “expanded” NPC concurrently with this Concept Plan Amendment #1 for a Major Plan Amendment to the KSURP (Amendment No. 11). The Project described herein is consistent with Amendment No. 11 to the KSURP which was approved by the CRA Board on September 16, 2021, and by the Cambridge City Council on February 3, 2021.

1.1.2 SPECIAL PERMIT REVIEW

The Original Special Permit was issued for the Original Concept Plan on March 20, 2017, and Concept Plan Amendment #1 was approved on December 4, 2018. Concept Plan Amendment #1 was focused primarily on shifting approved commercial GFA associated with Commercial Building B as shown on the Original Concept Plan from 250 Binney Street to 325 Main Street, as well as offering an alternative approach to accommodating parking needs by taking advantage of opportunities to appropriately reduce the delivery of new structured parking spaces. There were no changes to the amount of approved GFA, the allocation of GFA between residential and commercial uses or any of the substance of the Original Special Permit.

The currently proposed amendments to the Original Concept Plan are being submitted to the Planning Board and the CRA Board as a Major Amendment, which results in this application being subject to all of the same notice and hearing requirements as would be applicable to a new Special Permit. Under Concept Plan Amendment #2, the Planning Board and the CRA Board shall consider the substance of the proposed changes (and not review the entirety of the Original Concept Plan) where proposed changes do not constitute a substantial alteration to the intent, purpose and substance of the Special Permit.



1.2 EXISTING SITE CONDITIONS

EXISTING ZONING

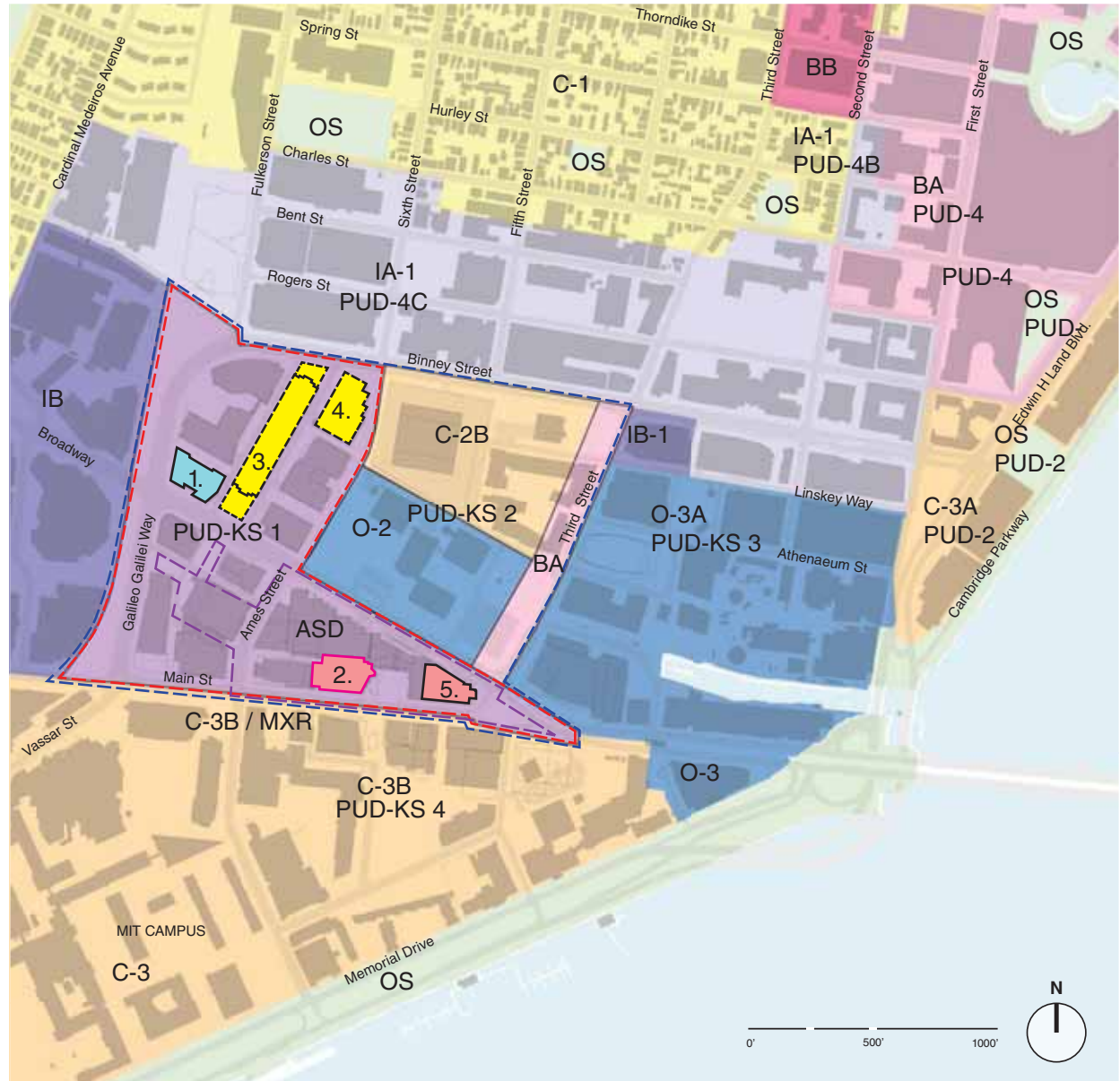
FIGURE 1.4

Figure 1.4 presents the existing zoning map and Figure 1.5 presents the existing land use diagram. Refer to Table 1-1 for a summary of the existing development on these parcels.

Figure 1.6 A and B shows the specific parcels within the Kendall Center areas that are the subject of the Project.

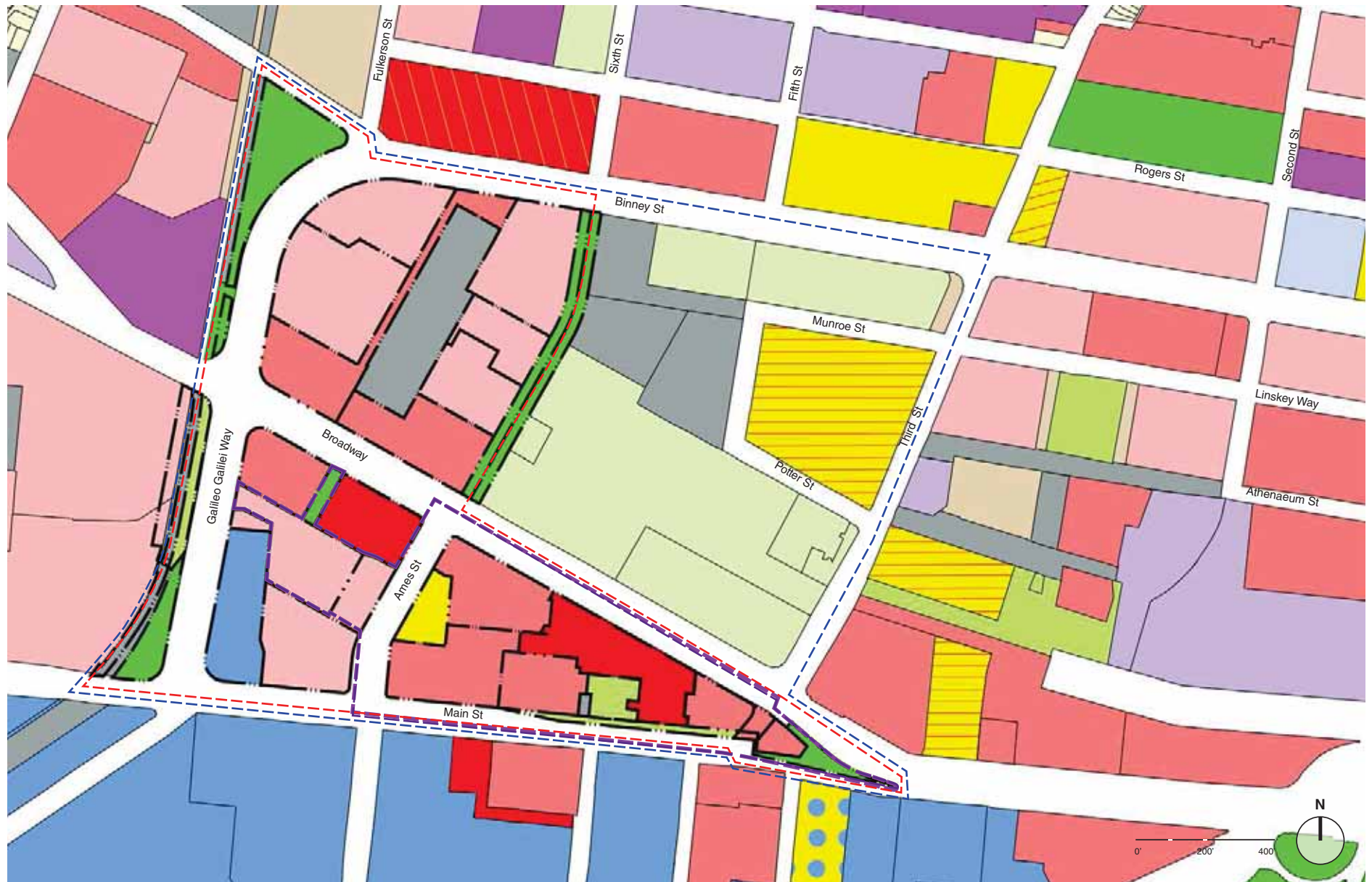
Please note the existing site conditions for Commercial Building A have been revised to show the building is complete. Similarly, the existing site conditions for Commercial Building B have been revised to show the building under construction.

1. 145 Broadway
2. 325 Main Street
3. Blue Garage: Broadway to Binney Street
4. 250 Binney Street
5. 255 Main Street

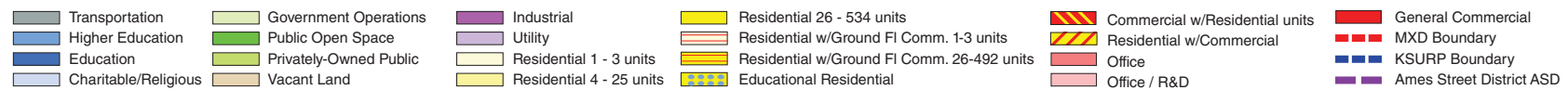


- Proposed Project Sites
- Proposed Projects Under Const.
- Proposed Projects Complete

- MXD Boundary
- KSURP Boundary
- Ames Street District ASD



Source: Base Map Adapted from CDD GIS Map: Map prepared by Brendan Monroe on August 5, 2019 Link : https://www.cambridgema.gov/-/media/Files/CDD/Maps/LandUse/cddmap_landuse_2019.pdf



EXISTING LAND USE MXD

FIGURE 1.6A



Source: Base Map Adapted from CDD GIS Map

- | | | | | |
|------------------------------|----------------------------|--------------------|-------------------------------|--------------------------|
| Transportation | General Commercial | Tract Number | Project Boundary Amendment #1 | MXD Boundary |
| Higher Education | Office | Lot Letter | Project Boundary Amendment #2 | KSURP Boundary |
| Public Open Space | Office / R&D | Tract/Lot Boundary | Open Space/Park | Ames Street District ASD |
| Privately-Owned Public Space | Residential 26 - 534 units | | | |

PROPOSED LAND USE MXD

FIGURE 1.6B

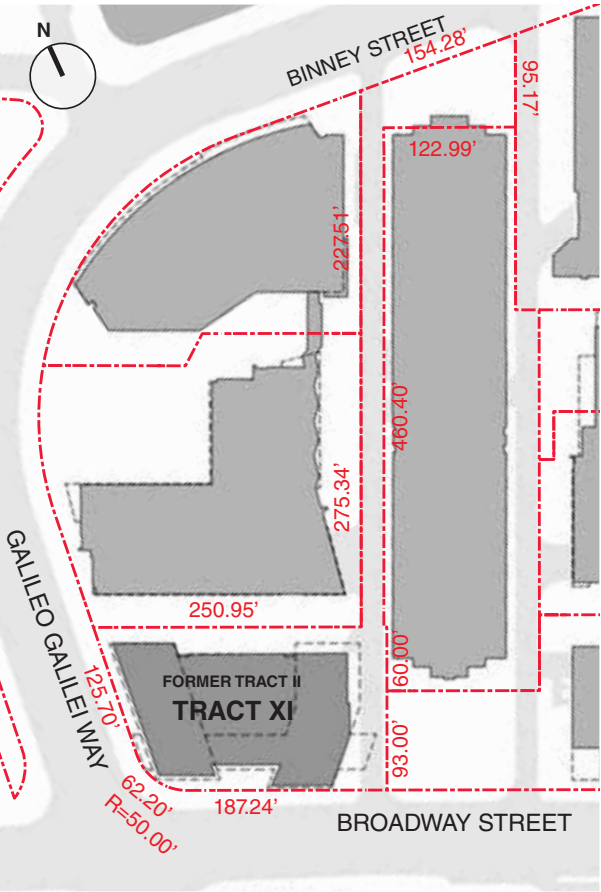


Source: Base Map Adapted from CDD GIS Map



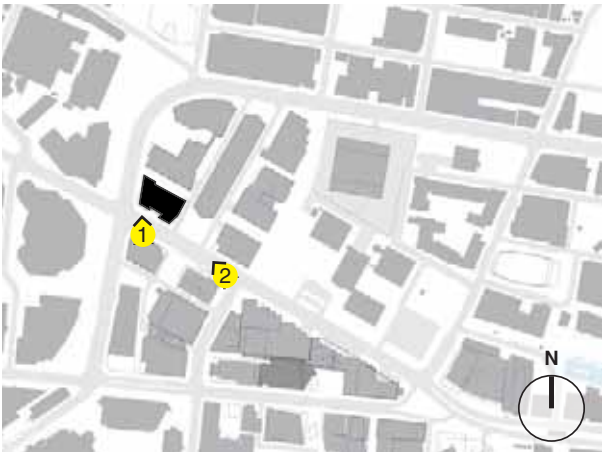
1.2.1 145 BROADWAY

The 145 Broadway site consists of approximately 57,097 SF of land at the corner of Broadway and Galileo Galilei Way. The Applicant has now completed construction of the commercial space and ground floor retail associated with the Commercial Building A (Phase 1). The office space is operating as Akamai's new global headquarters, and has delivered 8,700 GFA of new ground floor retail space.



PARCEL BOUNDARY

- 1. PARCEL BOUNDARIES SHOWN FOR REFERENCE, PLEASE REFER TO SURVEYS IN APPENDIX
- 2. *REFLECTS REVISED LOT

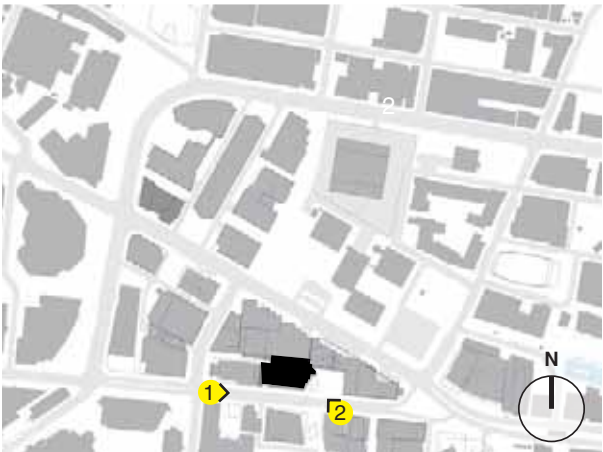


KEY PLAN

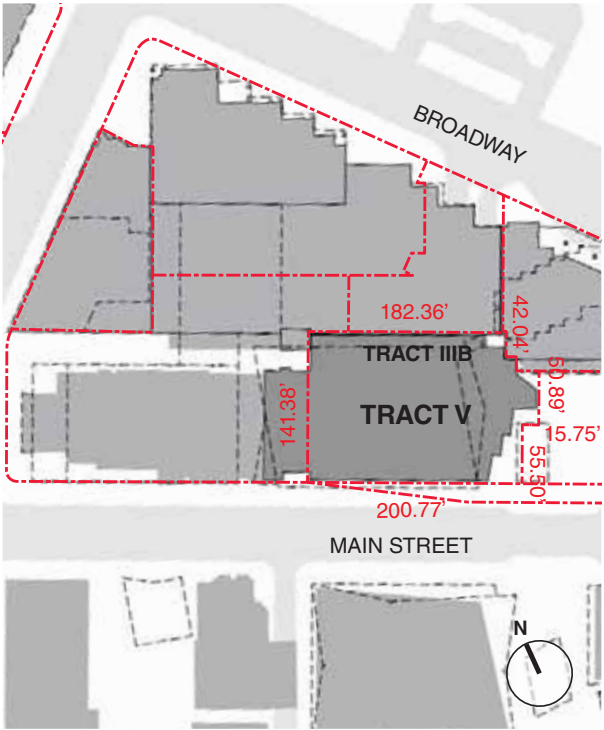


1.2.2 325 MAIN STREET

The Applicant has initiated construction of the commercial space and ground floor retail associated with Commercial Building B (Phase 2), with an estimated completion and Certificate of Occupancy in Q2 2022. The office space shall commence operating as Google's local headquarters upon completion, and will be accompanied by approximately 40,000 SF of retail GFA delivered in the basement, ground floor, and second floor. The 325 Main Street site is bordered by Main Street to the south, 355 Main Street to the west, the Green Garage to the north, and the Kendall Plaza to the east.



KEY PLAN



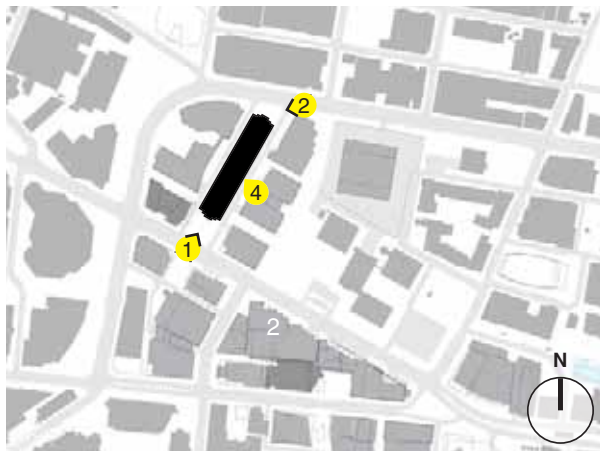
PARCEL BOUNDARY

1. PARCEL BOUNDARIES SHOWN FOR REFERENCE, PLEASE REFER TO SURVEYS IN APPENDIX



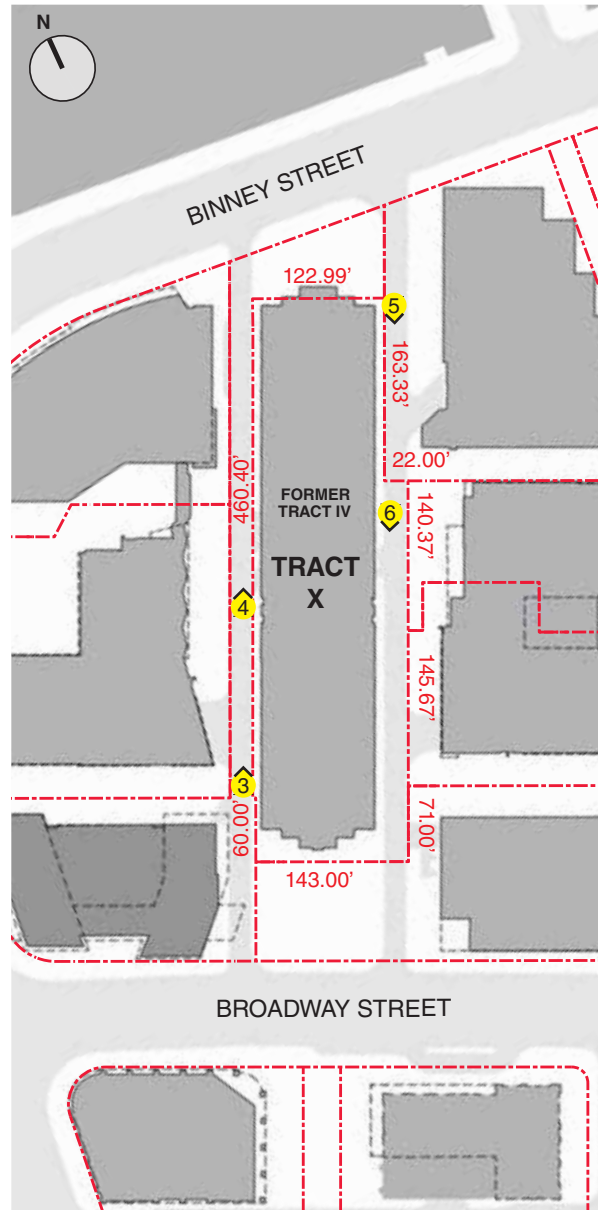
1.2.3 BLUE GARAGE

The Blue Garage is a six-story approximately 72,613 square foot site with an existing parking facility located between 105 Broadway and 145 Broadway to the south and 300 Binney and 250 Binney Street to the north. The Blue Garage is surrounded by commercial office and biotech lab buildings to the east and west and bounded by park space to the north and south. Access to the Blue Garage is through two one-way service roads (the “East Service Road” and the “West Service Road”) (collectively the “Service Roads”) on either side of the garage, that connect to Binney Street to the north and Broadway to the south. As part of the Project, the Blue Garage is contemplated for demolition and redevelopment into (i) one commercial building of approximately 412,00 net new GFA at 290 Binney Street, along with supporting attendant sub-grade parking, (ii) an electrical substation sited below grade in the center of the parcel, (iii) Center Plaza, a public plaza situated atop the roof of the electrical substation, and (iv) a 420,700 net new GFA residential building at 135 Broadway.



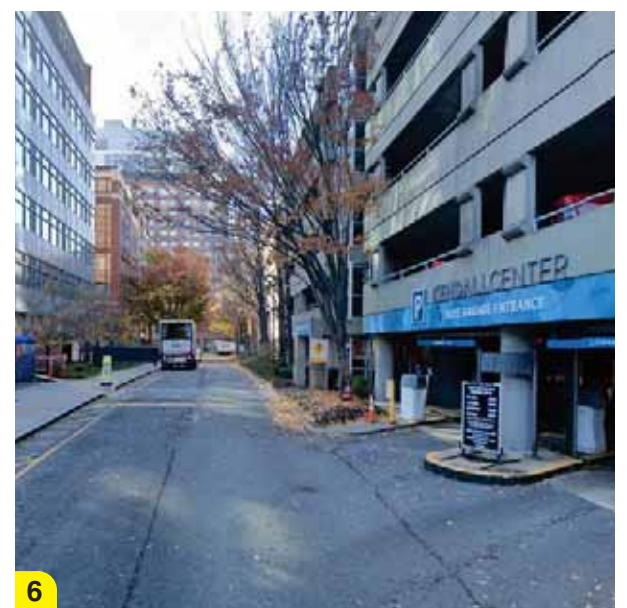
KEY PLAN

1. PARCEL BOUNDARIES SHOWN FOR REFERENCE, PLEASE REFER TO SURVEYS IN APPENDIX



PARCEL BOUNDARY



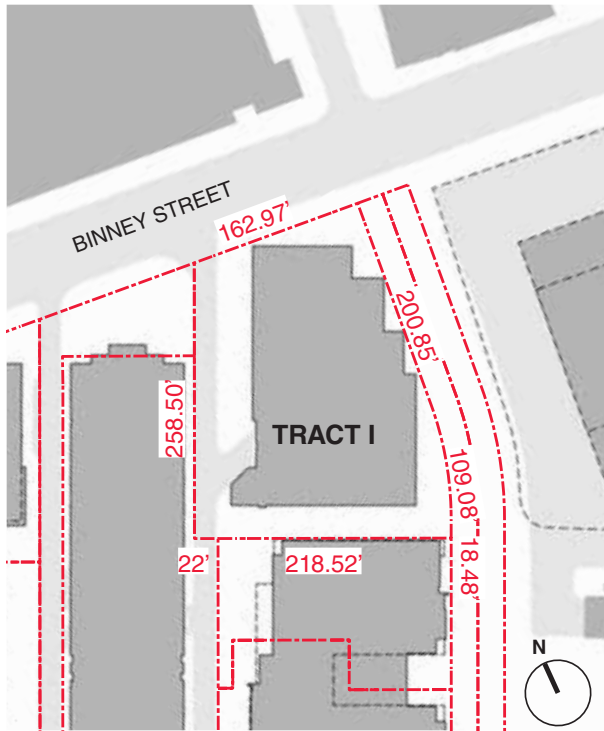


1.2.4 250 BINNEY STREET

The 250 Binney Street site consists of approximately 53,996 SF of land and contains an existing manufacturing/lab building of approximately 62,576 GFA. The site is bordered by a tree-lined landscaped path called the Six Street Walkway to the east and 115 Broadway, a lab building owned by Biogen to the south, the West Service Road to the west, and Binney Street to the north. As part of the proposed Project, this facility is contemplated for demolition and redevelopment into an approximately 450,576 GFA commercial building with supporting attendant sub-grade parking.



KEY PLAN



PARCEL BOUNDARY

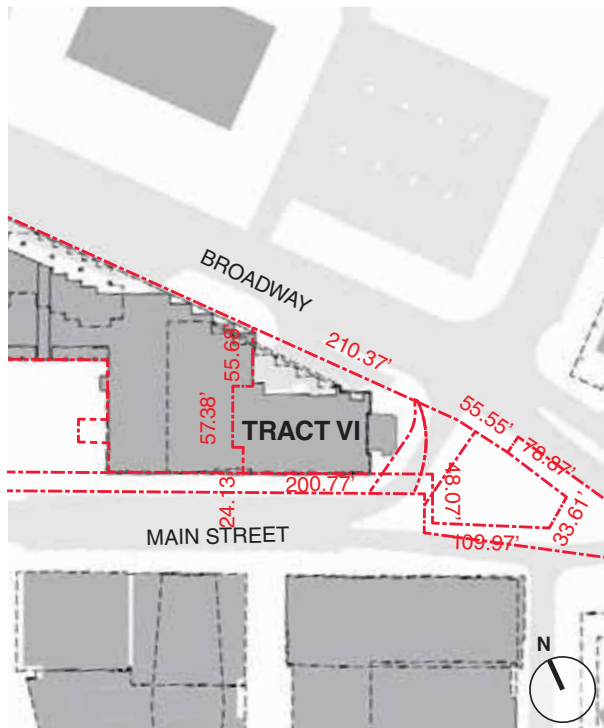


1.2.5 255 MAIN STREET

The 255 Main Street site consists of approximately 224,538 SF of commercial office space located at the corner of Broadway and Main Street. The site is bordered by Broadway to the north, Galaxy Park to the east, Main Street to the south and the Kendall Plaza to the west.



KEY PLAN



PARCEL BOUNDARY

1. PARCEL BOUNDARIES SHOWN FOR REFERENCE, PLEASE REFER TO SURVEYS IN APPENDIX



1.3 PROPOSED CONCEPT PLAN

1.3.1 OVERALL VISION

This Concept Plan Amendment #2 recommit to the vision documented in the Original Concept Plan amidst a unique set of circumstances. At its heart lies the relocation and delivery of critical energy infrastructure essential to supporting electrical service not only for businesses and residents of the MXD, but the broader Cambridge community. The proposed Eversource electrical substation relocation—arguably the catalyst for Concept Plan Amendment #2—is required to accommodate growth as well as provide better resilience. Moreover, the unique approach of constructing this infrastructure below grade promises to substantially advance key public realm improvements, including the construction of a Center Plaza open space and new cross-block pedestrian connections—all while satisfying urgent market demand for additional commercial space in Kendall Square, a hotbed of the global life sciences sector.

This vision is achieved through the following specific goals:

Active and Connected Open Space

The creation of new open space and public realm improvements that facilitates connections between existing public spaces and promotes flexibility in programming and use.

Mix of Development Programs

The blending of commercial, residential, and retail space to ensure a dynamic and lively environment that serves people of different backgrounds, interests, professions and incomes.

Diversity of Housing

The addition of new housing across a range of unit types, sizes and affordability including middle income and affordable housing.

Investment in Alternative Transportation Infrastructure

The creation of new multi-modal paths to facilitate new cross-block connections for cyclists and pedestrian with connectivity to the future Volpe development to the east.

Retail

Creating a diverse, sustainable retail program that helps enliven the streetscape while being considerate of the broader retail landscape in Kendall Square.

Distinctive Architecture in Context

Architecture that respects the context of the surrounding area but creates a visually interesting streetscape that offers a blend of materials, forms and experiences.

Thoughtful Adherence to Urban Planning Guidelines

Urban design that respects the spirit, goals and guidelines established by the by the Cambridge Zoning Ordinance, K2 Study and Volpe Working Group, but allows for purpose-based design decisions that result in a better built environment.

Sustainability

Meeting established criteria while thinking beyond the constraints of a scorecard to integrate designs that incorporate public benefits and building occupant wellness.

Infrastructure Delivery

Delivering critical electrical infrastructure while striking a considered balance between engineering requirements, the public realm, and the economic viability of this amendment's proposed substation relocation.

1.3.2 PROPOSED AMENDMENT 2 PROGRAM

The proposed Concept Plan Amendment #2 program complies with the most recent amendment to the MXD Zoning. The Concept Plan Amendment #2 process is being carried out concurrently with the most recent MEPA review process detailed in Section 1.1.1.

The Project continues to address the City and the CRA's desire for affordable and middle-income housing as well as the creation of innovation space consistent with the K2 Plan. Further, the Project will result in a myriad of public benefits and improvements including delivery of critical energy infrastructure essential to supporting electrical service, new public open space, upgraded storm water management facilities, increased property tax revenue, job creation, streetscape improvements and bicycle accommodations, all of which are documented in detail herein.

As shown in Figures 1.11 - 1.14, the Project as a whole aims to encourage new development in the form of the following individual components (the "Project Components"):

- Commercial Building A located at 145 Broadway (Complete);
- Commercial Building B located at 325 Main Street (Under Construction);
- Residential Building South located 135 Broadway (Proposed);
- Commercial Building C located at 290 Binney Street (Proposed);
- Commercial Building D located at 250 Binney Street (Proposed);
- Innovation Space Conversion (Phase 1 Innovation Space at 255 Main Street is complete. The remaining Phase 2 Innovation Space is currently in development and will be delivered at 325 Main Street and 80 Broadway concurrently with Commercial Building B.

Table 1-1 A-C presents the proposed development program. Where applicable, original values from Concept Plan Amendment #1 are shown in ~~red strikethrough~~ text to highlight the additive changes to the existing approved program that would result from the currently proposed Project.

TABLE 1-1A PROPOSED DEVELOPMENT PROGRAM

DEVELOPMENT PROGRAM SUMMARY BY USE (GFA ¹)							
	PHASE 1	PHASE 2	PHASE 3		PHASE 4		
	<u>COMMERCIAL BUILDING A</u>	<u>COMMERCIAL BUILDING B</u>	<u>RESIDENTIAL BUILDING SOUTH</u>	<u>COMMERCIAL BUILDING C</u>	<u>COMMERCIAL BUILDING D</u>	<u>BROAD INSTITUTE OFFICE CONVERSION²</u>	<u>TOTAL</u>
COMMERCIAL GFA ³	354,278	268,222	0	NA 409,500	NA 382,200	14,000	636,500 1,428,200
RETAIL/ACTIVE USE ⁴ GFA	8,700	0 [*]	1,300 700	NA 2,500	NA 5,800	0	10,000 17,700
RESIDENTIAL ⁵ GFA	0	0	420,000	0	0	0	420,000
TOTAL NET NEW	362,978	268,222	420,700	NA 412,000	NA 388,000	14,000	1,066,500 1,865,900

TABLE 1-1B PROPOSED DEVELOPMENT PROGRAM

DEVELOPMENT PROGRAM SUMMARY BY BUILDING HEIGHT						
	PHASE 1	PHASE 2	PHASE 3		PHASE 4	
	<u>COMMERCIAL BUILDING A</u>	<u>COMMERCIAL BUILDING B</u>	<u>RESIDENTIAL BUILDING SOUTH</u>	<u>COMMERCIAL BUILDING C</u>	<u>COMMERCIAL BUILDING D</u>	<u>BROAD INSTITUTE OFFICE CONVERSION²</u>
HEIGHT (FEET)	250'	250'	400'	250'	250'	N/A
FLOORS	19 FLOORS	UP TO 16 FLOORS	UP TO 38 FLOORS	UP TO 17 FLOORS	UP TO 17 FLOORS	N/A

1. GFA as defined in Article 2.0 of the Cambridge Zoning Ordinance.

2. Represents the conversion of existing mechanical space to be re-purposed/fit-out into leasable commercial/laboratory office space at the Broad Institute's 75 Ames Street location. The Applicant is not responsible for the execution of this component of the Project.

3. Incorporated within the Commercial GFA Figures is the Innovation Space tied to Commercial Building A and Commercial Building B.

4. Active Ground Floor Uses, can include retail uses and active public gathering space (whether open or enclosed) where that ground floor fronts Main Street, Broadway or Ames Street, per Article 14.38 of the Zoning Ordinance.

5. Refer to Section 2.1.1, Housing Program for a more detailed breakdown of the Residential GFA.

6. The Applicant plans the distribution of up to approximately 8,300 SF of ground floor active use or retail GFA between Commercial Building C and Commercial Building D so as to activate the northeast edge of the proposed Center Plaza open space. The majority of this space may be required for a bike valet to meet City of Cambridge requirements and may include some complementary bike oriented service retail.

7. Innovation space delivered with Phase 1 of the Project.

8. Per Article 14.32.2 of the Zoning Ordinance, the CRA shall require an Infill Development Concept Plan to be prepared providing for the distribution of additional GFA for new Utility Project GFA within the District above and beyond 4,273,000 SF of infill GFA approved under Concept Plan Amendment #1.

* Area represents zero net new GFA (As a part of the Concept Plan Amendment #1, Commercial Building B is replacing and reconstructing approximately 40,000 SF of existing retail GFA, the majority of which will be located on the ground level, and one level above ground. A portion may remain at one level below ground. The Project will therefore not only result in a net increase of enhanced retail GFA as compared to the Original Concept Plan, but the majority of the reconstructed retail space at 325 Main Street will be located above grade, making the retail space more attractive to potential tenants, and better activating the public realm and the existing retail corridor along Main Street and the Kendall Plaza.

TABLE 1-1C PROPOSED DEVELOPMENT PROGRAM

DEVELOPMENT PROGRAM SUMMARY (GFA ¹)							
	PHASE 1	PHASE 2	PHASE 3		PHASE 4		
	<u>COMMERCIAL BUILDING A</u>	<u>COMMERCIAL BUILDING B</u>	<u>RESIDENTIAL BUILDING SOUTH</u>	<u>COMMERCIAL BUILDING C</u>	<u>COMMERCIAL BUILDING D</u>	<u>BROAD INSTITUTE OFFICE CONVERSION²</u>	<u>TOTAL</u>
TOTAL BUILDING GFA	441,614	385,423	420,700	N/A 412,000	N/A 450,576	14,000	1,264,101 1,124,313
EXISTING GFA	(78,636)	(117,201)	0	N/A 0	N/A (62,576)	0	(-197,601) (-258,413)
NET NEW GFA	362,978	268,222	420,700	N/A 412,000	N/A 388,000	14,000	1,066,550 1,865,900
EXEMPT GFA							
INNOVATION SPACE ⁶	(60,496)	(44,704)					(105,200)
MIDDLE-INCOME HOUSING			(20,000)				(20,000)
RETAIL/ACTIVE USE ⁴			(700)				(700)
NET NEW INFILL GFA	302,482	223,518	400,000	N/A 412,000	N/A 388,000	14,000	940,000 1,740,000
EXISTING DISTRICT AGGREGATE INFILL GFA ⁸							4,273,000
PROPOSED ADDITIONAL UTILITY PROJECT GFA							800,000
NEW DISTRICT AGGREGATE GFA							4,273,000 5,073,000

TABLE 1-1D PROPOSED DEVELOPMENT PROGRAM

TOTAL GFA (NET NEW)	1,066,500 1,865,900
Office/Laboratory (GFA)	636,500 1,428,200
Retail/Active Use (GFA)	10,000 17,700
Residential (GFA)	420,000
Residential Units	Up to 425 465
Parking Spaces (total)	3,750
Bike Parking Long-Term Spaces	685 875
Bike Parking Short-Term Spaces	122 143

The Zoning Ordinance and the KSURP regulate the amount of development through a cap on aggregate GFA of all land uses in the MXD District and a minimum requirement for residential development. The aggregate GFA regulation is designed to provide flexibility in the distribution of development throughout the MXD District while maintaining a balance of land use in the area.

Consistent with the recently enacted zoning amendments to the MXD District, this Concept Plan Amendment #2 proposes a total Infill GFA of 5,073,000 SF of GFA on five development sites. The distribution of planned GFA is comprised of 1,428,200 SF of GFA of net new commercial development, 420,000 SF of GFA of net new residential development, 17,700 SF of GFA of net new active use/retail development and the conversion of up to 14,000 SF of GFA of mechanical space to commercial office space at the Broad Institute. The analysis of impacts provided throughout the Concept Plan Amendment #2 is based on these revised Program figures.

The 1,865,900 SF of GFA continues to incorporate approximately 126,500 SF of exempt gross floor area ("Exempt GFA"), as specified in Section 14.32.6 of the Zoning Ordinance. These exemptions comprise 105,200 GFA of Innovation Space satisfied in Phases and Phase 2, 20,000 GFA of middle-income housing which will be satisfied in Phase 3, and 700 GFA of ground floor retail space satisfied in Phase 3. (Refer to Table 2-1 of Section 2, Regulatory Compliance, for a detailed summary of zoning compliance.) Excluding the exemptions provides for the addition of 1,740,000 SF of Infill GFA which meets the total aggregate GFA cap of 5,073,000 SF. This is summarized in below, and in more detail in Table 1-1D

PROJECT GFA	1,264,101 2,124,313
LESS EXISTING GFA	(197,837) (-258,413)
NET NEW GFA	1,065,900 1,865,900
LESS EXEMPT GFA	(125,900)
NET NEW INFILL GFA	940,000 1,740,000

THE FOLLOWING SECTIONS DESCRIBE EACH PROJECT COMPONENT IN FURTHER DETAIL THAT ARE CONTROLLED BY THE APPLICANT.

Figures 1.7 A–B presents the Current and Proposed massing conditions. Figure 1.8 A–D presents proposed massing views. Figure 1.9 A–B demonstrates the Projects consistencies with the City's K2 Plan, and Figures 1.10 –1.14 present the proposed site conditions.

COMMERCIAL BUILDING A (PHASE 1)

Figure 1.10 presents the approved Commercial Building A massing at 145 Broadway. The Applicant has completed construction of the 19-story commercial building with ground floor retail associated with the Commercial Building A (Phase 1). The office space is occupied by Akamai's new global headquarters.

COMMERCIAL BUILDING B (PHASE 2)

Figure 1.11 presents the approved Commercial Building B massing at 325 Main Street. The Applicant has commenced construction on the 16-story commercial and retail building associated with the Commercial Building B (Phase 2), with an estimated completion and Certificate of Occupancy in Q2 of 2022. The office space will be occupied by Google's local headquarters. As a component of Phase 2, the Applicant will deliver an enhanced Kendall Roof Garden, and a renovated Kendall Northbound Headhouse.

RESIDENTIAL BUILDING SOUTH (PHASE 3)

Figure 1.12 presents the proposed amended massing for the single Residential Building South located at 135 Broadway. The proposed Residential Building South consists of a new, up to 38-story ($\pm 400'$) residential building with up to 465 rental units, totaling approximately 420,700 GFA of net new development. Dedication to a single use will require only one dedicated lobby on the ground floor, thereby freeing up ground floor space for 700 GFA of active use/retail along Broadway.

COMMERCIAL BUILDING C (PHASE 3)

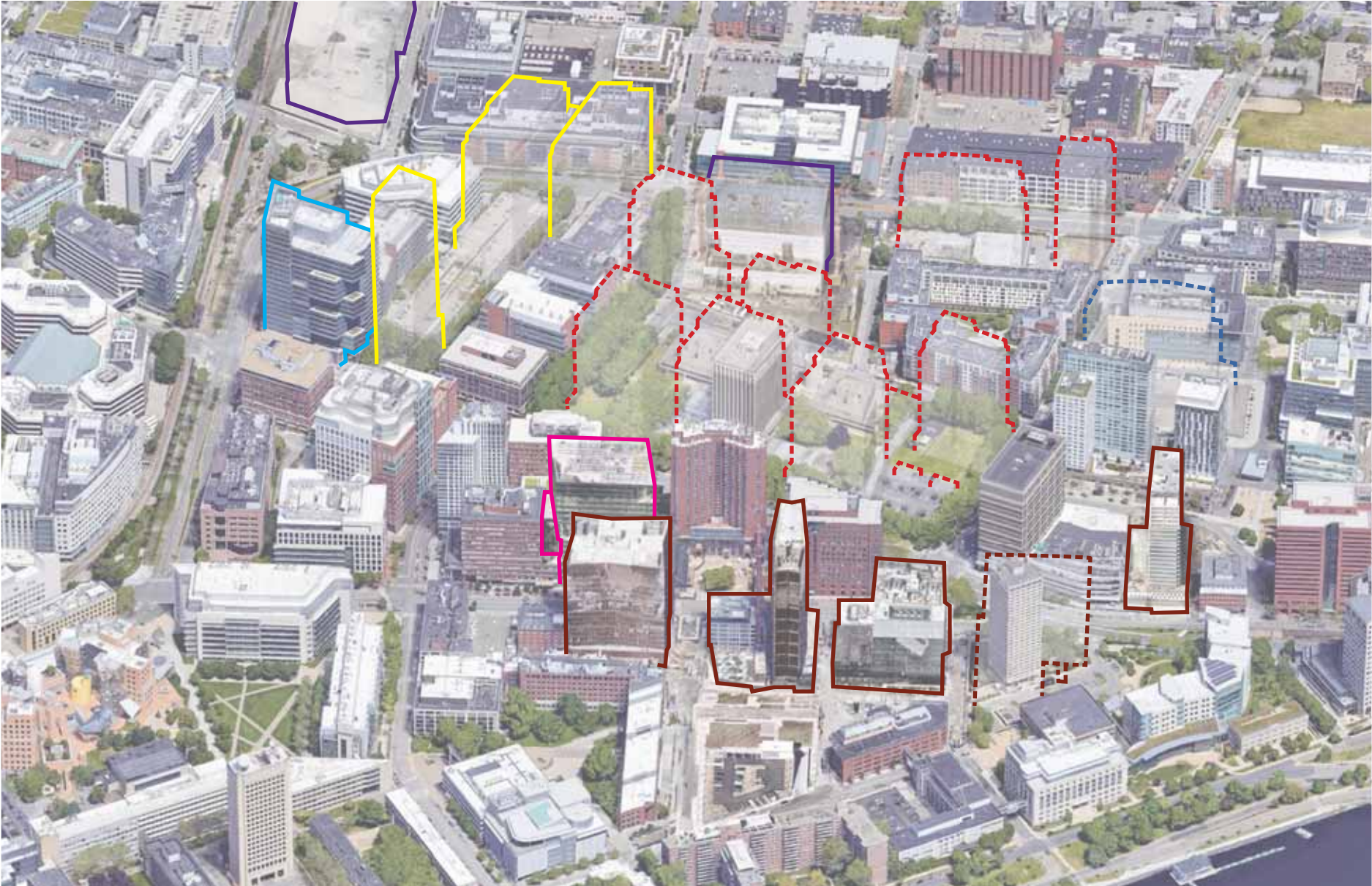
Figure 1.13 presents the proposed Commercial Building C massing. The proposed Commercial Building consists of a new, up to 17-story ($\pm 250'$) commercial office and retail/active use building up to approximately 412,000 net new utility GFA. Ground floor uses will include active space along Binney Street and the West Service Drive, the building's ground level will connect to the new Center Plaza on the south side of the building.










COMMERCIAL BUILDING D (PHASE 4)

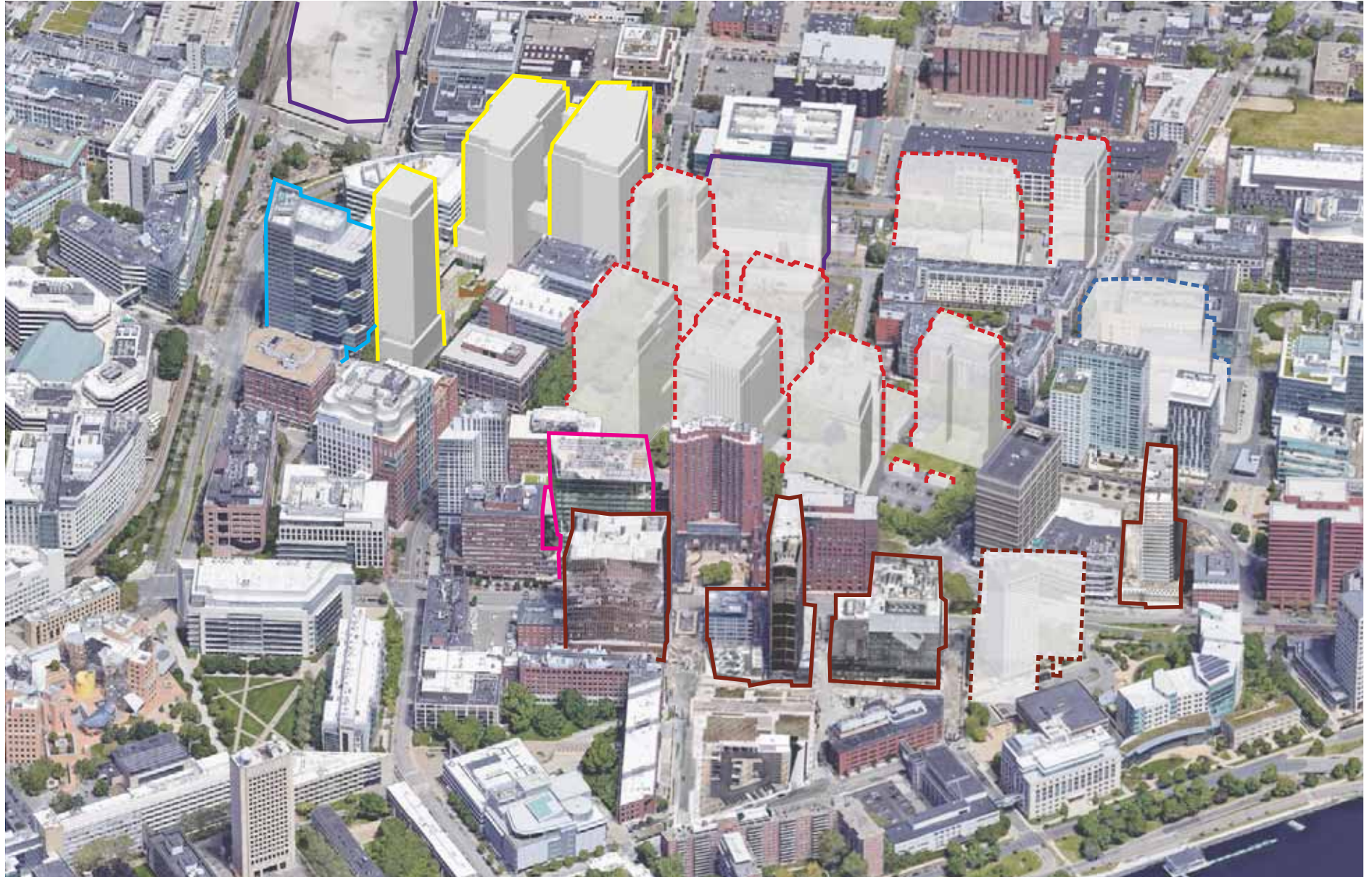
Figure 1.14 presents the proposed Commercial Building D massing. The redevelopment of 250 Binney Street consists of a new, up to 17 story ($\pm 250'$) commercial building of up to approximately 460,576 GFA, (including 388,000 net new utility GFA). The new building will be constructed in place of the existing 62,576 GFA two-story masonry commercial office and laboratory building, originally built in 1983. In order to provide programmatic flexibility to accommodate either an office or research laboratory program, the building, as currently designed, contains up to 17 stories, which will be further defined during the future design review process for this phase of the Project. Ground floor uses will include retail/active use space along Binney Street and the Sixth Street Connector, an engaging lobby entrance at Binney Street and access to the below grade parking from the existing internal access road.

INNOVATION SPACE CONVERSION

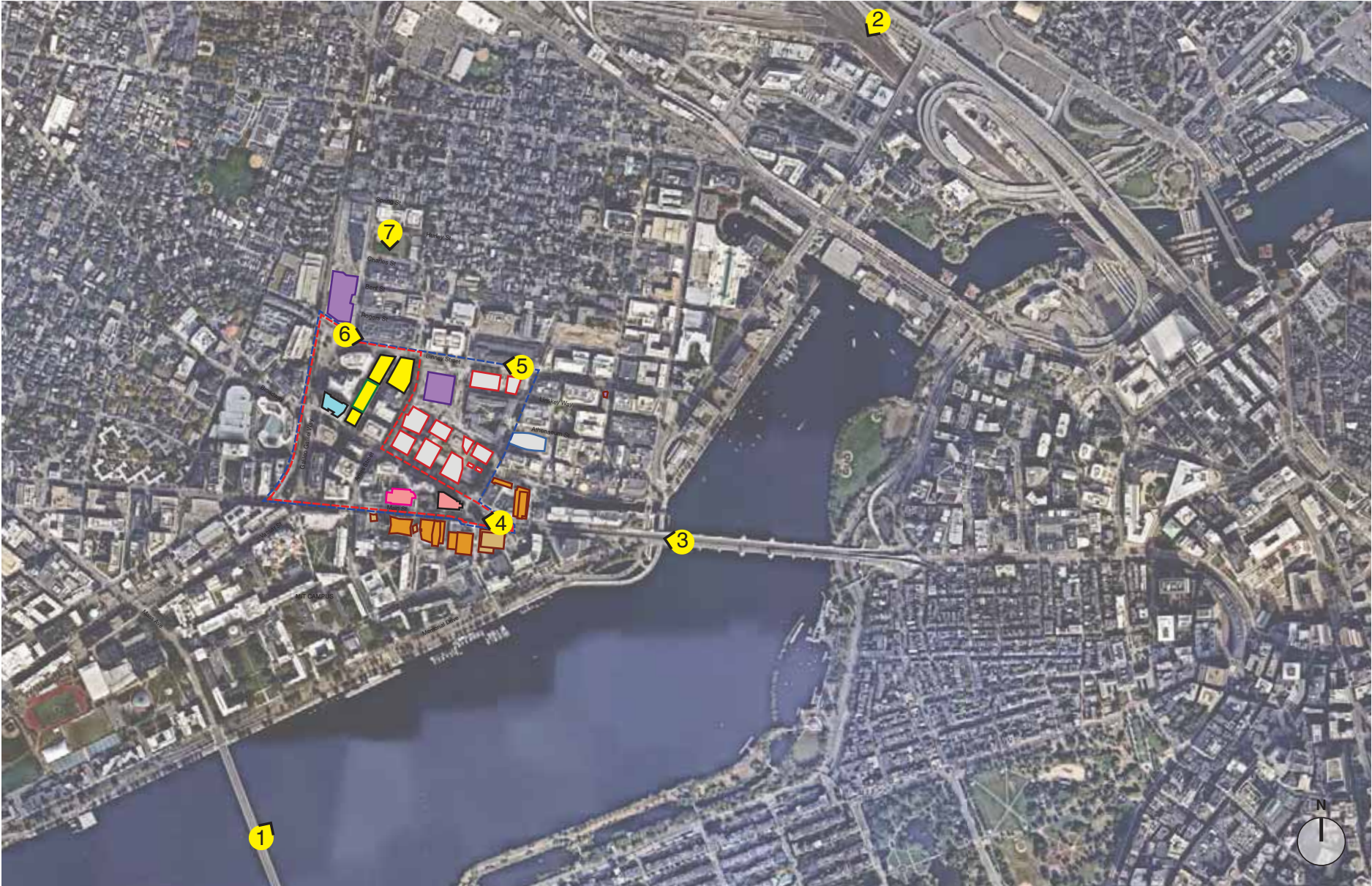
Consistent with the Concept Plan Amendment #1, Phases 1 and 2 of the Project include the delivery of approximately 105,200 GFA of Innovation Space in at 255 Main Street, 325 Main Street and 80 Broadway. The Applicant has delivered the Innovation Space conversion at 255 Main Street, and anticipates that the remaining Innovation Space will be delivered at 325 Main Street and 80 Broadway concurrent with Commercial Building B, which anticipates a Certificate of Occupancy in Q2 of 2022. Figure 1.14C represents the location of the proposed Innovation Space Conversion.



- | | | |
|---|--|---|
|  Proposed Projects |  Proposed Projects (Volpe) |  Proposed Projects by others |
|  Proposed Projects Under Const. |  Projects Permitted (MIT Noma/Soma) |  Permitted Projects by others |
|  Proposed Projects Complete |  Projects Under Const.(MIT Noma/Soma) |  Permitted Projects by others Under Const. |



- | | | |
|---|---|---|
| ▬ Proposed Projects | - - - Proposed Projects (Volpe) | - - - Proposed Projects by others |
| ▬ Proposed Projects Under Const. | - - - Projects Permitted (MIT Noma/Soma) | - - - Permitted Projects by others |
| ▬ Proposed Projects Complete | ▬ Projects Under Const.(MIT Noma/Soma) | ▬ Permitted Projects by others Under Const. |



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|--------------------------------|--------------------------------------|---|----------------|
| Proposed Projects | Proposed Projects (Volpe) | Proposed Projects by others | MXD Boundary |
| Proposed Projects Under Const. | Permitted Projects (MIT Noma/Soma) | Permitted Projects by others | KSURP Boundary |
| Proposed Projects Complete | Projects Under Const.(MIT Noma/Soma) | Permitted Projects by others Under Const. | |












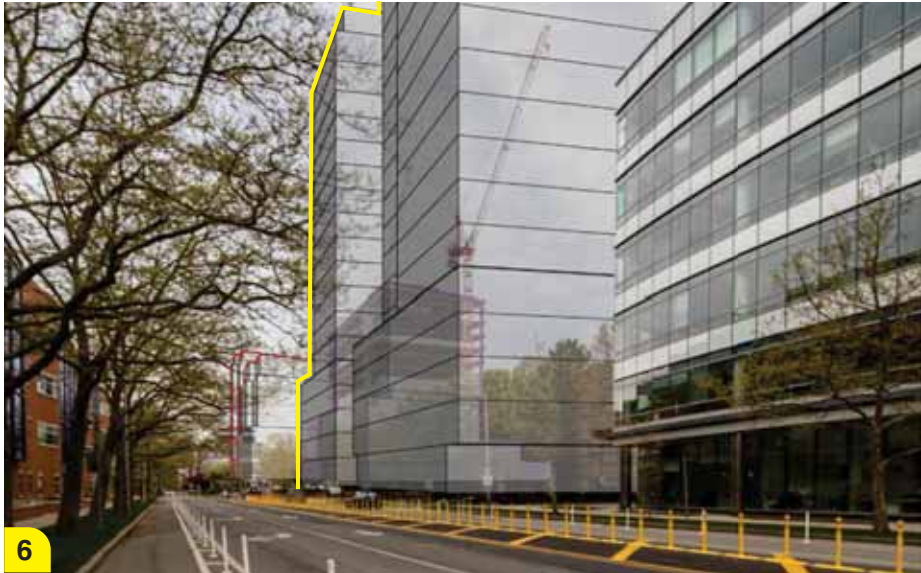
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| Proposed Projects | Proposed Projects (Volpe) | Proposed Projects by others |
| Proposed Projects Under Const. | Permitted Projects (MIT Noma/Soma) | Permitted Projects by others |
| Proposed Projects Complete | Projects Under Const.(MIT Noma/Soma) | Permitted Projects by others Under Const. |



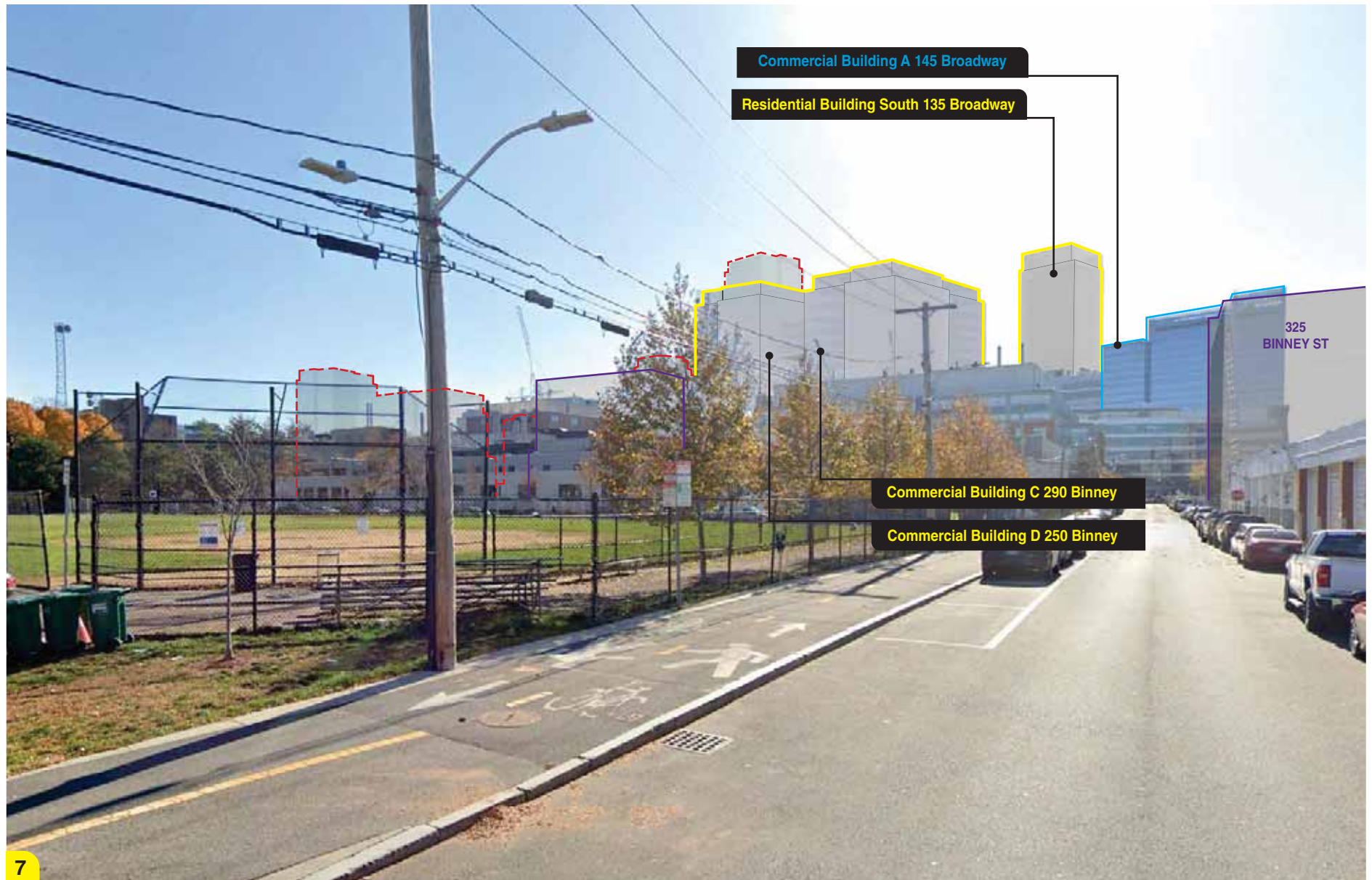
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|--------------------------------|--------------------------------------|---|
| Proposed Projects | Proposed Projects (Volpe) | Proposed Projects by others |
| Proposed Projects Under Const. | Permitted Projects (MIT Noma/Soma) | Permitted Projects by others |
| Proposed Projects Complete | Projects Under Const.(MIT Noma/Soma) | Permitted Projects by others Under Const. |



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|--|--|---|
|  Proposed Projects |  Proposed Projects (Volpe) |  Proposed Projects by others |
|  Proposed Projects Under Const. |  Permitted Projects (MIT Noma/Soma) |  Permitted Projects by others |
|  Proposed Projects Complete |  Projects Under Const.(MIT Noma/Soma) |  Permitted Projects by others Under Const. |



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|--------------------------------|--------------------------------------|---|
| Proposed Projects | Proposed Projects (Volpe) | Proposed Projects by others |
| Proposed Projects Under Const. | Permitted Projects (MIT Noma/Soma) | Permitted Projects by others |
| Proposed Projects Complete | Projects Under Const.(MIT Noma/Soma) | Permitted Projects by others Under Const. |



- | | | |
|---|---|---|
| Proposed Projects | Proposed Projects (Volpe) | Proposed Projects by others |
| Proposed Projects Under Const. | Permitted Projects (MIT Noma/Soma) | Permitted Projects by others |
| Proposed Projects Complete | Projects Under Const.(MIT Noma/Soma) | Permitted Projects by others Under Const. |

1.3.3 KEY ELEMENTS

This section summarizes the key elements of the Concept Plan Amendment #2 and how the Project addresses each.

Sections of the document are referenced herein for further information.

OPEN SPACE (CHAPTER 3)

- The Project proposes an incremental increase of approximately 17,400 square feet of open space relative to what was proposed in Concept Plan Amendment #1. The new open space and pedestrian realm improvements will include the approximately 30,000 SF Center Plaza between Residential Building South and Commercial Building C
- The Project will provide improvements to existing East and West service drives via conversion to a “Plaza Drive” condition and the creation of a thoughtful interface between the new Center Plaza and Broadway. The East and West plaza drives measure approximately 20,000 SF in total, and aim to operate as a street that accommodates existing service uses, while prioritizing pedestrian and bicycle access.
- The Project will eliminate a 30+ year-old parking structure, creating new opportunities for open space and cross-block connectivity for cyclists and pedestrians

GROUND LEVEL ACTIVATION / RETAIL PLAN (CHAPTER 4)

- Retail will be located in visible, well-traveled areas that will help ensure their viability.
- The broader market mix of retail in Kendall Square will be evaluated to ensure that potential retailers complement existing retail offerings.
- The Project will identify and prioritize retailers that will serve the diverse needs of the new mixed-use environment.
- The retail program will be consistent with the requirements of Article 14.

TRANSPORTATION (CHAPTER 5)

- The Applicant proposes to implement a commercial bike valet to manage the required bicycle parking associated with the Residential Building South, and Commercial Buildings C and D. Acknowledging this unique approach to bicycle parking being proposed as part of this plan, in accordance with Article 6.108.1 the Applicant therefore intends to seek a modification of bicycle parking requirements via special permit. The implications of applying these minimum bicycle parking requirements to the Project have been determined by applying the ratios established by the City of Cambridge Bicycle Parking Guide, shown in Table 10 of the TIS Update #2 in Appendix B.
- The Project will increase parking capacity to accommodate up to 414 additional parking spaces (3,750 total) within the MXD. The Applicant is proposing to accommodate these spaces in two, connected parking garages situated beneath Commercial Building C and Commercial Building D, which will replace the above-grade parking hosted in the existing Blue Garage and add incremental spaces to service new commercial and residential GFA.
- The Project will be adding an estimated 4,948 daily vehicle trips to the area with 627 morning peak hour trips (487 entering, 140 exiting) and 654 evening peak hour trips (164 entering, 490 exiting), along with up to 6,146 daily transit trips, 1,706 daily walking trips and 1,590 daily bicycle trips.
- Off-street designated loading areas will be provided for loading and service activities associated with the Project. The loading areas will be located within the ground level of the proposed buildings, with the exception of Commercial Building B, which is serviced from a below-grade loading dock, accessed from Broadway. The loading dock activities will be managed so that service and loading operations do not impact traffic circulation on the adjacent local roadways.
- The KSTEP MOU was executed on May 9, 2017. Refer to Section 5.2 for a summary of the KSTEP, including an update on the status of transit mitigation projects that have been advanced since the Original Concept Plan to improve transit access in Kendall Square.
- The City and CRA worked in partnership to complete a schematic redesign of the Streetscapes through parts of Kendall Square to include separated bicycle and pedestrian facilities, pocket parks, redesigned intersections and floating bus stops among other changes known collectively as the ALTA plan.

INFRASTRUCTURE (CHAPTER 6)

The Project Site is currently serviced by Cambridge Department of Public Works (DPW), and private utility companies.

- The Project is estimated to generate 196,152 gallons per day of net new wastewater and the baseline water demand is estimated to be 215,767 gallons per day.
- The Project will comply with the applicable CDPW and Massachusetts Department of Environmental Protection standards.
- The Project will implement a District stormwater management system, which incorporates green roofs, permeable pavements, landscaped areas, and subsurface infiltration structures. The remaining Project utilities will be coordinated with the individual utility service providers.
- The Project will reduce the Site stormwater runoff for the 25-year design storm to be less than the runoff in the 2-year design storm in the existing condition, while reducing the Phosphorus loads to meet the requirements of the Lower Charles River Basin Total Maximum Daily Load.

ENVIRONMENTAL IMPACTS (CHAPTER 7)

- Concept Plan Amendment #2 presents a revised wind tunnel analysis based upon the proposed scale and massing of the Project to assist the CRA and Planning Board in evaluating the potential wind impacts. Following approval of the Concept Plan, all future Design Review submissions will incorporate revised wind tunnel analysis and necessary mitigation.
- Concept Plan Amendment #2 presents a revised shadow analysis across varying times of the day and year to assess potential seasonal shadow impacts to the surrounding public open space. The shadow analysis also includes the approved massing for the Volpe Site and other recent project proposals in the immediate vicinity of the MXD.
- Concept Plan Amendment #2 provides an existing noise condition analysis and presents recommendations to mitigate future potential noise generation from construction activity and mechanical equipment

SUSTAINABILITY / RESILIENCY (CHAPTER 8)

Sustainability has been integrated into the Project design in the following ways:

- The repurposing of previously developed land rather than building on vacant land, as well as locating new development within a high-density area accessible to public transportation, sidewalks, and a bicycle network.
- New commercial and residential space will be located on previously developed sites.
- As a Transit Oriented Development (TOD), the Project will utilize the existing public transportation and mode share infrastructure to further reduce traffic and indirect air emissions, including mobile source GHG emissions.
- The Project will promote the design and construction of high-performance, green buildings through an integrated design approach where all project disciplines are engaged early and throughout the design process in order to meet sustainability goals.
- The Project design will prioritize sustainability as a core strategic imperative and will implement state-of-the-art high-performance green building technologies, construction, and operating procedures. Sustainability planning with an integrated design team during conceptual design will establish a pathway to Gold-level certification under the Leadership in Energy and Environmental Design (LEED®) Green Building Rating System Version 4.
- The Project design teams will use iterative energy modeling and life cycle analysis to consider the long-term value of sustainable property investment decisions.
- The integrated design approach will address best practices in energy and emissions, water management, reduced urban heat island effect (cool roofs), energy use monitoring and rooftop mechanical equipment noise mitigation, as set forth in Article 14.74.
- The Applicant is looking beyond these zoning requirements by addressing climate change preparedness, implementing sustainable tenant guidelines, and considering the health and wellness of its future occupants and users possibly through the use of the WELL Building Standard® ("WELL") design and operation principles.

SUSTAINABILITY / RESILIENCY CONT.

- The Applicant will explore strategies that address climate change-related impact including storm surge and precipitation-related flooding events that include setting the finished floor elevation (FFE) and elevating critical infrastructure above the design flood elevation (DFE) where feasible, and exploring flood-resistant material selection on the ground floor to minimize potential flood damage in the event of an extreme weather event.
- The Project will promote design strategies that address negative impacts from urban heat island effect and strive to keep occupants and visitors safe and comfortable during extreme heat events. Strategies could include but are not limited to using roof and non-roof hardscape materials that do not absorb heat such as light-colored, high albedo paving and roofing, planting trees that will provide shaded spaces, and using drought-resistant plantings.

PHASING PLAN (CHAPTER 9)

The Project has been divided into four distinct phases for execution, with each phase delivering key Project Components as outlined below, and with them the delivery of public benefits including open space, housing, public realm improvements, Innovation Space and bicycle parking:

- Phase 1 - Commercial Building A
- Phase 2 - Commercial Building B
- Phase 3 - Residential Building South, Commercial Building C,
- Phase 4 - Commercial Building D

DESIGN GUIDELINES (CHAPTER 10)

The Project seeks to incorporate several key design guidelines into the massing and urban design in a manner that speaks to the context and intent of the K2, KSURP, and Volpe Design Guidelines. Some of these key design guidelines include:

- Consistent with representations made during the MXD re-zoning petition that is enabling this proposed Concept Plan Amendment #2, the Applicant in this instance intends to adopt the design guidelines applied to the adjacent Volpe development project while respecting the aspirations and objectives of the guidelines that acted on Amendment #1 to the Infill Development Concept Plan. This evolution in design direction will ensure that the proposed amendment is responsive to the interrelationship between the Applicant's proposed Concept Plan Amendment #2 and the adjacent Volpe development being advanced by the MIT. As such, the design guidelines for Concept Plan Amendment #2 shall serve the purpose intended in prior iterations of the Infill Development Concept Plan—to promote cohesive design via harmonization of goals, objectives and guidelines within the MXD.

1.3.4 REQUESTED AMENDMENTS TO SPECIAL PERMIT

SUMMARY OF REQUESTED AMENDMENTS TO THE APPROVED CONCEPT PLAN

The Original Concept Plan and Concept Plan Amendment #1 authorized the construction of up to 1,065,900 SF of GFA for a total Aggregate GFA not to exceed 4,273,000 SF of GFA. The Project documented in this application will establish a revised master plan that will enhance the Project by accommodating the relocation of an Eversource electrical substation to the MXD at the request of the City of Cambridge, the construction of 800,000 SF of new Utility Project GFA, the consolidation of the approved residential GFA into one building, the creation of significant additional public open space, and the relocation of existing above-grade parking spaces and the construction of new parking spaces into two below-grade parking garages beneath Commercial Buildings C and D.

REQUESTED AMENDMENTS TO THE APPROVED CONCEPT PLAN

The following sections address the requested amendments by condition.

CONDITION 1 - APPROVED DEVELOPMENT PROGRAM

1(a)(i): Total Development: The maximum Gross Floor Area (GFA) permitted within the MXD District shall not exceed 4,273,000 SF, in the aggregate, as more specifically set forth in Appendix B. Such GFA shall not include certain spaces that are specifically exempted from the calculation of GFA by Section 14.32.6 of the Zoning Ordinance.

Requested Amendment: As described above, the Project proposes additional commercial Utility Project GFA above and beyond the approved 4,273,000 SF of Infill GFA, for a total Aggregate GFA of 5,073,000.

1(a)(ii): Mix of Uses: Subject to the provisions of Section 14.32.1, within the MXD District as a whole, GFA devoted to non-residential uses shall not exceed 3,673,000 SF, and the remaining GFA permitted in the district shall be limited to multifamily residential uses.

Requested Amendment: As described above, the Project proposes an additional commercial Utility Infill GFA. Within the MXD District as a whole, GFA devoted to non-residential uses shall not exceed 4,673,000 SF, and the remaining GFA permitted in the district shall be limited to multifamily residential uses.

1(a)(v): Retail Uses: The Concept Plan Amendment #1 modified the aggregate development plan to authorize an increase in retail GFA from approximately 19,366 SF to approximately 53,637 SF, of which approximately 42,300 SF is existing retail space to be demolished and reconstructed at 325 Main Street.

Requested Amendment: The Project proposes to increase the aggregate retail GFA from approximately 53,637 to 57,700 SF, including 42,300 SF of exiting retail space to be demolished, approximately 40,000 SF of which will be reconstructed at 325 Main Street. The Project will result in a new increase of enhanced retail and active use GFA through the construction of new ground-level retail/active uses in Commercial Building C and Commercial Building D, which will better activate the public realm along Binney Street, as well as the new cross-block connections that will promote pedestrian connectivity through the North Parcel, and between the Volpe development to the east.

The Applicant plans to construct up to approximately 8,300 SF of ground floor active use or retail GFA between Commercial Building C and Commercial Building D so as to activate the northeast edge of the proposed Center Plaza open space. The majority of this space may be required for a bike valet to meet City of Cambridge requirements and may include some complementary bike oriented service retail.

1(a)(vi): New Development Authorized by IDCP: As modified by Concept Plan Amendment #1, the Special Permit authorized the demolition of approximately 197,601 SF of GFA in two commercial buildings and the construction of approximately 828,801 SF of GFA in two new commercial buildings for a total of 631,200 SF of net new infill GFA, as well as the construction of 421,300 SF of GFA in two primarily residential buildings, of which 21,300 SF shall be exempt from GFA in accordance with Section 14.32.6 (including 20,000) SF devoted to middle income housing units and 700 SF devoted to ground-floor retail use), containing up to 425 total dwelling units.

Requested Amendment: As described above, the Project proposes the construction of 800,000 SF of additional commercial Utility Project GFA between two commercial buildings, located at 290 Binney (Commercial Building C) and 250 Binney Street (Commercial Building D). This Concept Plan Amendment #2 requests authorization to demolish approximately 62,576 GFA of existing GFA at 250 Binney Street (aggregate of 258,413 SF existing GFA to be demolished), and the construction of 1,428,200 of GFA across four commercial buildings for a total of 1,340,000 SF of net new infill commercial GFA. The Project also proposes to consolidate the approved residential GFA associated with Residential Building North into one Residential Building South located at 135 Broadway. The total residential GFA will be consistent with the Original Concept Plan, however in response to shifting market demands, the Project eliminates the previously proposed condominium units and proposes an up to 465 all-rental units (consistent with the recent amendment to the MXD Zoning).

1(a)(vi): Parking: As modified by Concept Plan Amendment #1, the Special Permit authorized a net increase of 413 parking spaces for a total of 3,121 parking spaces in the MXD. Accessory parking shall serve non-residential and residential uses in accordance with the limitations set forth in Section 14.52.2. Parking spaces may be used for carsharing to the extent allowable by zoning. Electric Vehicle (EV) charging stations shall also be allowed within parking facilities. A reduction in the total number of off-street parking spaces may be approved administratively by CDD, without requiring an amendment from the Planning Board, provided that such decrease does not exceed five percent (5%) of the total number of approved parking spaces on the Development Parcel, while any further reduction may be approved as a Minor Amendment pursuant to Condition #11 of this Decision provided that the provisions of the Zoning Ordinance are met.

Requested Amendment: The Project proposes to relocate the approximately 1,170 existing above-grade parking spaces associated with the Blue Garage below-grade into in two, connected parking garages situated beneath Commercial Building C and Commercial Building D. The Concept Plan Amendment #2 also proposes up to an additional 414 vehicle parking spaces to be accommodated within the two garages to support the additional commercial Utility Project GFA as well as the Residential South Building. This results in a net total addition of 1,042 spaces since the Original Concept Plan was approved, and total future parking supply of 3,750 spaces. Please refer to Section 5.5 for a detailed summary of the Applicant's approach to accommodating vehicle parking needs via minor additions of new parking and adoption of a managed parking strategy.

1(a)(x): Bicycle Parking: A minimum of 633 long-term and 102 short-term bicycle parking spaces will be provided for new development authorized by this Special Permit, as required by Section 6.100. Any modifications that deviate from the requirements of Section 6.100 shall require a special permit from the Planning Board pursuant to Section 6.108.

Requested Amendment: As part of Concept Plan Amendment #2, the Applicant is proposing to implement a bicycle valet to manage required parking associated with the Residential Building and Commercial Buildings C and D. For reference, the straightforward application of bicycle parking requirements in Section 6.107 to Concept Plan Amendment #2 would entail delivery of 875 long-term and 143 short-term traditional bicycle parking spaces in support of the Project. Acknowledging the unique approach to bicycle parking being proposed as part of this plan, in accordance with Article 6.108.1 the Applicant therefore intends to seek a modification of bicycle parking requirements via special permit. Please refer to Section 5.3.1 for a detailed narrative and figures depicting the amount and location of bike parking associated with each Project component.

1(b)(iii): Residential Building South, 135 Broadway (fronting Broadway): This Special Permit authorizes the construction of a new residential building with approximately 350,000 SF of GFA and up to 355 dwelling units.

Requested Amendment: As described above, the Concept Plan Amendment #2 requests authorization to consolidate the approved aggregate residential GFA formerly located at Residential Building South and Residential Building North into one residential building located at Residential Building South. At the site of the previously proposed Residential Building North along Binney Street, the Applicant proposes the construction of a new commercial office and retail building with approximately 412,000 new Utility Project GFA (Commercial Building C).

1(b)(iv): Residential Building North B, 135 Broadway (fronting Binney Street). This Special Permit authorizes the demolition of a portion of an existing above-grade parking structure and the construction of a new residential building with approximately 71,300 SF of GFA and up to 70 dwelling units, and a ground-floor retail use.

Requested Amendment: As described above, the Concept Plan Amendment #2 requests authorization to consolidate the approved aggregate residential GFA formerly located at Residential Building South and Residential Building North into one residential building located at Residential Building South. At the site of the previously proposed Residential Building North along Binney Street, the Applicant proposes the construction of a new commercial office and retail building with approximately 412,000 new GFA (Commercial Building C).

1(b)(ii): Commercial Building B, 250 Binney Street: Concept Plan Amendment #1 modified the Original Concept Plan by relocating the approved commercial GFA associated with Commercial Building B from the previously approved 250 Binney Street location, to 325 Main Street, which as is currently under construction and is anticipated to be completed in Q2 of 2022.

Requested Amendment: This Concept Plan Amendment #2 requests authorization for the demolition of an existing commercial building at 250 Binney Street with approximately 62,576 SF of GFA and the construction of a new commercial office and retail building with approximately 388,000 SF of net new commercial GFA (Commercial Building D).

CONDITION 2 - OPEN SPACE

2(b): According to the IDCP, the approved development shall result in approximately 276,289 SF of Public Open Space in the MXD district, exceeding the minimum of 100,000 SF required by Section 14.42. Such Public Open Space shall be reserved for public use and enjoyment as guaranteed through one or more of the following: retention by the Cambridge Redevelopment Authority (CRA); dedication to and acceptance by the City of Cambridge or other public entity; easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes; dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the MXD district for reasonable amounts of time on a regular basis; or lease agreements of ninety-nine (99) years or longer from the private developer or owner to the City or other public entity.

Requested Amendment: As described above, with the demolition and relocation of the Blue Garage below-grade and consolidation of Binney and Broadway Parks, The Project proposes an incremental increase of approximately 17,400 square feet of open space relative to what was proposed in Concept Plan Amendment #1. The new open space and pedestrian realm improvements will include an approximately 30,000 central open space known as “Center Plaza”, which will contribute to a vibrant public realm, foster new cross-block connections and promote pedestrian connectivity through the North Parcel, and to between the Volpe development to the East. The proposed modifications to the Original Concept Plan shall result in approximately 302,919 SF of Public Open Space in the MXD district, exceeding the minimum of 100,000 SF required by Section 14.42.

CONDITION 6 - RETAIL AND ACTIVE USES

(c): Any relocation of retail use or other active public gathering space from the locations depicted in the IDCP to another location within the MXD district may be permitted as a Minor Amendment pursuant to Condition #11 of this Decision, upon a determination by the Planning Board that there will be no reduction in the total amount of such uses and that the proposed relocation will better serve the objectives of the district, and provided that the requirements of Section 14.38 continue to be met. Conditions 13a and 13b shall be provided with Residential Building South design review information. Condition 13c has been revised and integrated as Section 10 of the Concept Plan Amendment.

Requested Amendment: The Project proposes to increase the aggregate retail GFA from approximately 53,637 to 57,700 SF, including 42,300 SF of exiting retail space to be demolished, approximately 40,000 SF of which will be reconstructed at 325 Main Street. The Project will result in a net increase of enhanced retail GFA through the construction of new ground-level retail and active uses in Residential Building South along Broadway, and in Commercial Building C and Commercial Building D, which will better activate the public realm along Binney Street, as well as the new cross-block connections that will promote pedestrian connectivity through the North Parcel, and between the Volpe development to the east.

1.4 CONSISTENCY WITH K2 PLAN

Since the Original Concept Plan was approved in January 2017, the Applicant has completed construction of the 19-story commercial building with ground floor retail associated with the Commercial Building A (1). The office space is occupied by Akamai's new global headquarters. Since the Concept Plan Amendment #1 was approved in 2019 the Applicant has also commenced construction on the 16-story commercial and retail building associated with the Commercial Building B (2), with an estimated completion and Certificate of Occupancy in Q2 of 2022. The office space will be occupied by Google's local headquarters. The construction of Commercial Building B at 325 Main Street is consistent with the K2 study, and the height and density concentrated along Main Street. K2 building outlines in black are for comparison to the proposed development massing.

Consistent with the representations made during the zoning process, for incremental development proposed for the North Parcel the Applicant intends to adhere to the Volpe Design Guidelines while continuing to respect the aspirations and objectives of the guidelines that acted on Amendment #1 to the Infill Development Concept Plan. This evolution in design direction will ensure that the proposed amendment is responsive to the interrelationship between the

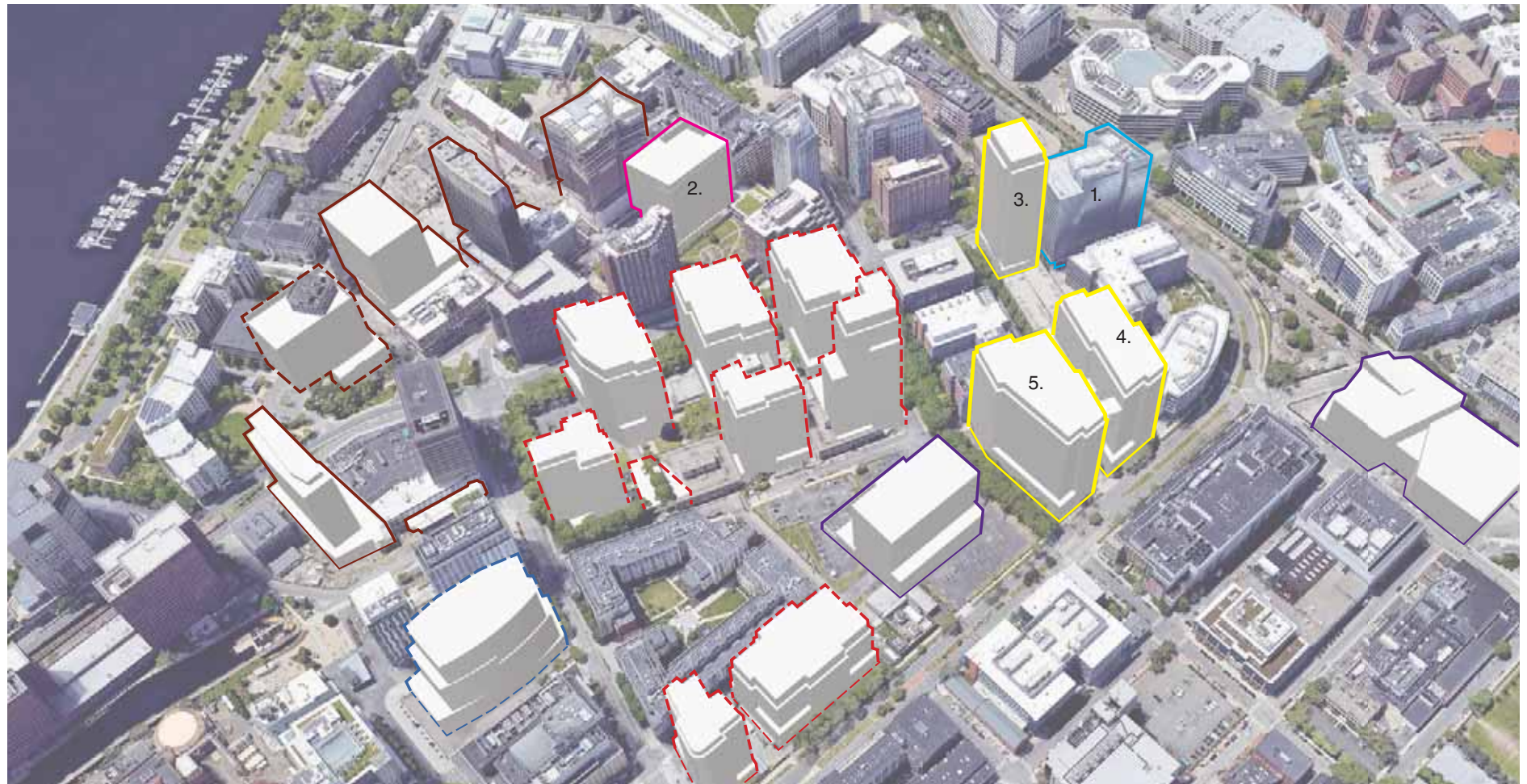


K2C2 MASSING

From: Kendall Square Final Report 2013

FIGURE 1.9A

Applicant's proposed Concept Plan Amendment #2 and the adjacent Volpe development being advanced by the MIT. As such, the design guidelines for Concept Plan Amendment #2 shall serve the purpose intended in prior iterations of the Infill Development Concept Plan—to promote cohesive design via harmonization of goals, objectives and guidelines within the MXD. To this end, as documented in the Original Concept Plan and Concept Plan Amendment #1, consistent with the K2 study massing, the Residential Building South (3) and Commercial Building C (4) are located in the interior of the Project Site along the south and north sides of the existing Blue Garage and are consistent with the height and density concentrated along Broadway and Binney Street. Consistent with the K2 Plan, the Project Change proposes the demolition and relocation of the Blue Garage below-grade, and the construction of the approximately 30,000 SF Center Plaza designed to foster new cross-block connections and promote pedestrian connectivity through the North Parcel and between the Volpe development to the east. Both the Concept Plan Amendment #2 and the K2 study represent the Commercial Building D (5) at the corner of the Project site along Binney Street.



- | | | |
|--|--|--|
| Proposed Projects | Proposed Projects (Volpe) | Proposed Projects by others |
| Proposed Projects Under Const. | Permitted Projects (MIT Noma/Soma) | Permitted Projects by others |
| Proposed Projects Complete | Projects Under Const.(MIT Noma/Soma) | Permitted Projects by others Under Const. |

FIGURE 1.9B

1.5 PUBLIC BENEFITS

The Project as a whole will construct over 1.8 million new SF of mixed-use infill development contributing to the overall vitality of the Kendall Square neighborhood by bringing new and complementary uses, creating additional housing, and enhancing the urban environment. The Project will deliver numerous public benefits, including the accommodation of critical energy infrastructure, considerable urban design and public realm improvements, a mix of new residential units, job opportunities and new tax revenues.

Public benefits to be delivered as part of the cumulative Project include:

ADDITIONAL HOUSING

The delivery of 420,000 SF of GFA of housing that will significantly contribute to the housing needs of the City of Cambridge through the offering of a broad spectrum of residential units ranging in size and affordability. More information can be found about the housing program in Section 2.1.1.

AFFORDABLE HOUSING

Twenty percent (20 percent) of the residential Infill GFA will be dedicated affordable housing units, equal to approximately 80,000 SF of GFA. This is estimated to contribute approximately 80-85 affordable units, depending on the final building design.

MIDDLE INCOME HOUSING

Five percent (5 percent) of the residential Infill GFA will be dedicated to middle-income housing units, equal to 20,000 SF of GFA. This is estimated to contribute approximately 20-25 middle-income units, depending on the final building design.

THREE BEDROOM UNITS

A minimum of five percent (5 percent) of the residential Infill GFA will be dedicated to larger, three-bedroom units, equal to 20,000 SF of GFA to be devoted to middle-income and affordable uses. These units will be designed to accommodate families intended to further the City's goal of providing large, family-sized housing across varied income levels.

ACCELERATED DELIVERY OF THE HOUSING

All 420,000 GFA of housing will be delivered in the single Residential Building, scheduled for Phase 3 of the Concept Plan Amendment #2 and slated for construction concurrently with any of the incremental commercial GFA contemplated by this Concept Plan Amendment #2. This represents a significant increase in area residential density, and ensures accelerated delivery of 100 percent of the housing envisioned as part of the Original Concept Plan.

INNOVATION SPACE

The 105,200 SF of GFA Innovation Space is to be located at 255 Main Street and 325 Main Street. The Applicant has delivered the Innovation Space conversion at 255 Main Street associated with Phase 1 and Phase 2.

255 Main Street has been re-purposed in accordance with the requirements of Article 14.32.5 and offer 25 percent of the space at below market rates. At the present time, the fulfillment of the innovation space requirement at this location will be split between two entities. Market innovation space will be offered by Cambridge Innovation Center (CIC), an established, Cambridge based provider of flexible office, co-working, and lab space for entrepreneurs and early-stage companies. The below-market innovation space is located on the 8th floor and operated by an appropriate third-party manager as a co-working space for non-profits focused on providing technology education as well as associated classroom and conference facilities available for rent. The program and cultivation of applicable non-profits will be the responsibility of an advisory board composed of relevant stakeholders including but not limited to the Applicant, the CRA and the CIC. The prominent location in the middle of the Kendall Square technology economy will help ensure the continued proliferation of entrepreneurial ventures and offer a new pathway for all residents of Cambridge to gain practical technology education to prepare for employment within the technology sector. Consistent with the requirements of Article 14, an operations plan was submitted to the CRA in July of 2018. The remaining Phase 2 Innovation Space will be delivered at 325 Main and at 80 Broadway concurrent with Commercial Building B, which anticipates a Certificate of Occupancy in Q2 of 2022 (Figures 1.14A-C).

HIGH QUALITY URBAN DESIGN

In response to the City's stated planning principles and goals outlined in the K2 plan and Volpe Design Guidelines, the Applicant is committed to delivering high-quality architecture and has engaged a selection of world-class architecture, landscape architecture and planning firms to design the Project. The resulting development will greatly contribute to the architectural diversity of the City, reinforcing the Applicant's commitment to creating a high-quality built environment.

IMPROVED PUBLIC REALM AND CONNECTIVITY

Through a combination of new active ground floor uses and high-level streetscape design, the public realm will be greatly enhanced from existing conditions. Pedestrian and bicycle connectivity will be enhanced by significant improvements to the 6th Street Connector (described below), the two East-West Connectors between the buildings, and the construction of the multi-modal improvements associated with Phase 2, which will improve the Broadway to Galileo Galilei Way intersection to be a protected intersection. Improvements will also include new landscaping and lighting along sidewalks and pathways for safer pedestrian accommodations. Additionally, the Project aims to convert the existing service drives to east and west plaza drives, comprising an area of approximately 20,000 SF altogether. This concept will be explored further during design review for Commercial Building C and Residential Building South.

ENHANCEMENT OF THE 6TH STREET CONNECTOR (LOUGHREY WALKWAY)

The Loughrey Walkway (6th Street connector) is a pedestrian and bicycle path that is an important north/south arterial for alternative transportation. As a component of Phase 1, the Project completed improvements to the 6th Street connector in 2019 that created a new, bi-directional separated two-way bicycle path to the west of the existing path that aligns with the Ames Street Cycle Track to provide an additional link in a broader bicycle path infrastructure that runs throughout the district and beyond. This bike path is now known as the Kittie Knox Bike Path.

KENDALL PLAZA AND KENDALL SQUARE ROOFTOP GARDEN

With the construction of Commercial Building B, the Project will significantly enhance and enliven the public realm in multiple ways, including a redesigned ground and second floor retail edge along Main Street and the building's east facade, directly abutting Kendall Plaza, thus enhancing the pedestrian experience at the street level and further enlivening the Plaza. In addition, the Project will create a new pedestrian connection from Kendall Plaza up to the Kendall Roof Garden through a combination of publicly accessible stairs and an elevator, providing an opportunity for multi-level public space and potential programming as well as increased visual interest on Kendall Plaza. As described in more detail in Chapter 3, Open Space, the Kendall Roof Garden has been completely redesigned and reimagined to accommodate a wide range of programming through the day and into the evening hours during the warmer seasons.

Further, Commercial Building B will provide enhanced access from Pioneer Way through the ground floor retail portion of the building to facilitate pedestrian connection between Ames Street and the Kendall Plaza, enhance neighborhood connectivity and permeability and to enliven the proposed retail. The Project will also deliver aesthetic and functional upgrades to the MBTA Red Line Outbound Headhouse.

CENTER PLAZA

With the demolition and relocation of the Blue Garage below-grade, the Project will deliver a new approximately 30,000 SF of new open space atop the roof of the electrical substation, and between Residential Building South and Commercial Building C. The new open space and pedestrian realm improvements will contribute to a vibrant public realm, foster new cross-block connections and promote pedestrian connectivity through the North Parcel, and between the Volpe development to the east. The new open space and public realm improvements will serve the residents and workers in the MXD, and the general public alike.

SUSTAINABLE DEVELOPMENT

The Project design will prioritize sustainability as a core strategic imperative and will implement state-of-the-art high-performance green building technologies, construction, and operating procedures. Sustainability planning with an integrated design team during conceptual design will establish a pathway to Gold-level certification under Version 4 of the Leadership in Energy and Environmental Design (LEED®) Green Building Rating System. The Project design teams will use iterative energy modeling and life cycle analysis to consider the long-term value of sustainable property investment decisions.

REDUCED CLIMATE CHANGE IMPACTS

The Project Components are being designed to significantly reduce Greenhouse Gas (GHG) emissions and will work with its design teams to evaluate and incorporate, where feasible and reasonable, strategies that support the Cambridge Net Zero Action Plan.

ENCOURAGE ALTERNATIVE MODES OF TRANSPORTATION

The Project aims to implement a bicycle valet to service bicycle parking demand from the Residential Building and Commercial Buildings C and D. This, along with significant improvements to bike and pedestrian paths of travel and proximity to public transit, will encourage the use of sustainable modes of transportation and seek to reduce vehicle trips.

PUBLIC TRANSIT ENHANCEMENTS

In conjunction with the City and State, the CRA and Applicant are committed to developing an expanded program of transportation enhancements designed to both preserve the favorable mode share balance in Kendall Square and provide additional improvements to support local efforts to further reduce the vehicle trips generated as a result of the Project and the broader Kendall Square area. Refer to Section 5.2 for a summary of the KSTEP, including an update on the status of transit mitigation projects that have been advanced since the Original Concept Plan to improve transit access in Kendall Square.

JOB CREATION

Creation of innovative new workplace opportunities for a variety of business types that will lead to approximately 9,000 permanent jobs in the City, and approximately 2,600 construction jobs. The new buildings and the uses therein will attract new workers and residents to Cambridge who will shop in the City and take advantage of the nearby cultural opportunities.

TAX REVENUE GENERATION

Generate substantial new annual real estate tax revenue for the City of Cambridge, along with additional tax and sales revenues tied directly to the influx of new workers and residents.

1.6 AGENCY COORDINATION AND PUBLIC OUTREACH

1.6.1 CITY AND STATE AGENCY COORDINATION

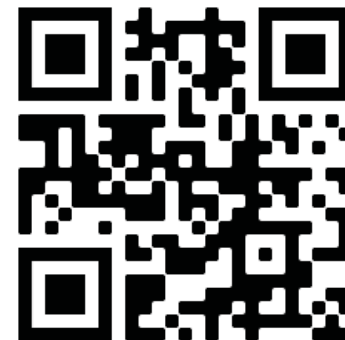
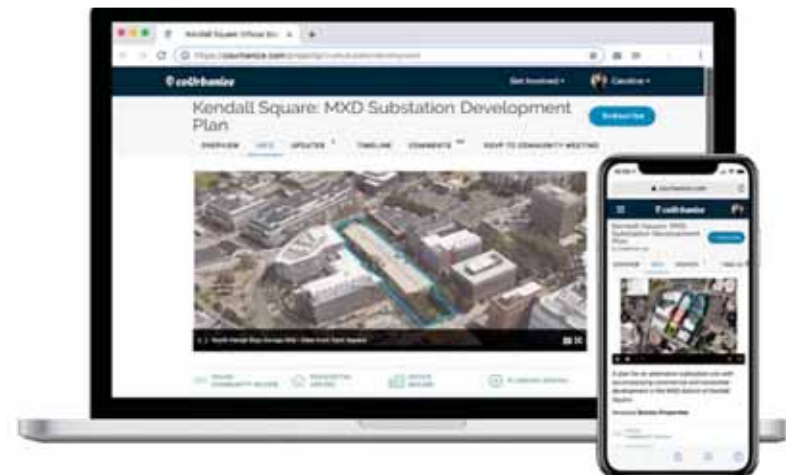
Before filing this Concept Plan Amendment #2, the Applicant has met with numerous City and State public agencies, including the following:

- Cambridge Traffic, Parking & Transportation;
- Cambridge Engineering Department;
- Cambridge Community Development Department;
- MEPA Office;
- Massachusetts Department of Energy Resources;
- Massachusetts Department of Transportation; and
- Massachusetts Bay Transportation Authority.

1.6.2 PUBLIC OUTREACH

Through 2020 and 2021, the CRA and the Applicant conducted a robust outreach program centered on various community group meetings, virtual open house sessions, monthly public meetings of the CRA Board, a hearing with the Planning Board, and utilization of an online website forum on the CoUrbanize platform. As of June 2021 the number of followers on the project is now 122 with 144 comments and 2,691 unique visitors.

For updated information about various components of the amendment, please log onto: **[HTTPS://WWW.MXDSub.SITE](https://www.mxdsup.site)** or you can access the site using this QR code with a mobile device.



Numerous public meetings have been held by the CRA and the Applicant in preparation for this submission.

2020

- 07 April ECPT Meeting [Project Introduction]
- 15 April CRA Board Meeting [Project Introduction]
- 21 April Linden Park Neighbors [Project Overview]
- 20 May CRA Board Meeting [Preliminary Zoning Changes]
- 17 June CRA Board Meeting [Draft MXD Zoning Petition]
- 25 June Virtual Open House [Concept Plan Development]
- 01 July Zoom Open office Hours [Q&A]
- 15 July CRA Board Meeting [Draft KSURP Amendment]
- 22 July ECPT Meeting [Eversource Update]
- 04 August ECBA Meeting [Project Overview]
- 19 August Linden Park Neighbors [Project Update]
- 02 September Kendall Square Association [Project Update]
- 03 September Kendall Residents Association [Project Update]
- 16 September CRA Board Meeting [Vote on Zoning Petition]
- 11 November CRA/CDD Design Review Committee [Project Update]
- 12 November Cambridge Planning Board Meeting [Zoning Petition Review]
- 19 November Cambridge Ordinance Committee [Zoning Petition Review]

2021

- 05 January Cambridge City Council [Review & Q&A]
- 27 January Cambridge Ordinance Committee [Financial Review]
- 03 February Cambridge City Council [Zoning Petition Approved]
- 30 March Design Review Committee Meeting [Review & Q&A]
- 31 March Virtual Open House Community Meeting [Review & Q&A]
- 04 April Open Office Hours [Review & Q&A]
- 14 April ECPT Meeting [Review & Q&A]
- 13 May CRA/BXP Joint MXD Substation Open House 18 May Joint Planning Board and CRA Board Meeting [Project Introduction]
- 28 May Cambridge Community Charter School [Project Introduction]
- 09 June Joint Design Review Committee Meeting [135 Broadway Design Consultation]

PROJECT RESPONSE TO FEEDBACK

Additionally, through the public meeting process, the project team has focused on the following suggestions and feedback:

Project Origins – The origins of Concept Plan Amendment #2 are intimately tied to an extensive community process that culminated in a request from the City of Cambridge for proposals to relocate the proposed Fulkerson Street electrical substation. The central task of identifying an alternative site within the MXD and developing a potential urban plan to support that alternative site all stem from these initial consultations and ongoing public support for a relocation facilitated by Boston Properties and Eversource.

Public Open Space – It was noted during early CRA Board meetings that—despite the need to accommodate an electrical substation--the redevelopment of the North Parcel (particularly demolition of the Blue Garage) created an opportunity for developing new open space and strengthening pedestrian circulation. These comments led to a substantial and ultimately successful effort to prove the engineering feasibility of housing the electrical substation below grade, thereby opening up a new public space at the center of the North Parcel and the contemplated commercial and residential buildings.

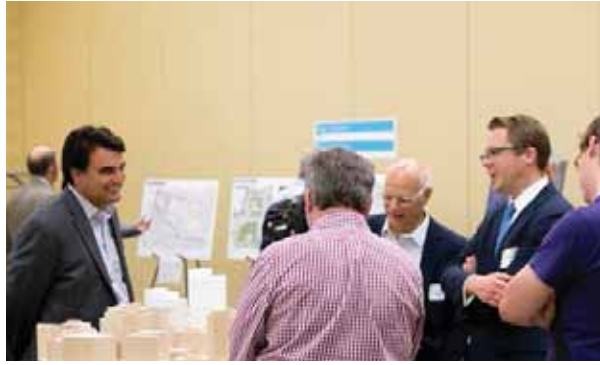
Open Space Amenities – The possibility of creating a new central open space in turn catalyzed considerable community input—both online and within public meetings—regarding the potential programming and amenities that could be incorporated within this new central open space, subject to substation engineering constraints. This feedback led to evaluation of a series of thematic alternatives, incorporation of a water feature, and evaluation of a variety of schemes for incorporating ventilation infrastructure for the below grade substation that were eventually integrated into the baseline scheme for “Center Plaza” proposed within Concept Plan Amendment #2.

Service Drives – Throughout the process, members of the public and members of the CRA Board and Planning Board raised the potential for modifying the character of the service drives as part of the contemplated redevelopment so as to emphasize a pedestrian character. While the precise nature of the intervention remains to be determined, rethinking one or parts of both service drives now represents a modal assumption for the Project Team's efforts. Additional detail will be provided during design review.

Broadway Connection – The project team has heard from multiple sources that fostering a connection between Broadway and the contemplated new public open space would be highly salient to activating the envisaged new public open space. Partially in response to this feedback, the proposed residential tower was shifted to the east end of the site so as to create a pedestrian corridor from Broadway, opening up the new public open space to street traffic.

Retail – Throughout the process, the project team has solicited feedback on how to integrate retail into the proposed development plan as well as received feedback on desired uses from members of the public. This has informed targeted placement of potential retail/active use space within Commercial Building

JULY 19, 2016 – PUBLIC OPEN HOUSE AND WORKSHOP ON CONCEPT PLAN



AUGUST 1, 2018 – PUBLIC OPEN HOUSE ON AMENDMENT TO CONCEPT PLAN



DEVELOPMENT COMPONENTS

COMMERCIAL BUILDING A (145 BROADWAY)

PROJECT SUMMARY

Since the Concept Plan Amendment #1 was approved in 2019, the Applicant has completed construction of the commercial space and ground floor retail associated with the Commercial Building A, which includes 441,614 SF of commercial GFA across nineteen floors plus a mechanical penthouse at the intersection of Broadway and Galileo Galilei Way.

The total height of Commercial Building A is up to 250'-0", as defined in the zoning ordinance. Commercial Building A is designed with a +/-12'- 8" floor to floor height on typical floors above ground level in order to accommodate commercial office program, ensuring the building's longevity in a rapidly evolving commercial office market.

The ground floor plan is designed to activate the adjacent public realm to the greatest extent possible, with a public plaza providing direct and open access to the lobby and active use spaces, which extends along Broadway and wraps the corner of Galileo Galilei Way. Ground-level pedestrian circulation along Broadway and the West Service Road allows direct access and views to the existing open park space. Service and loading is accessed along the northern side of the site, with a dedicated off-street loading facility for both deliveries and waste management provided at the northeast corner of the building off the western internal service drive. Access to vehicular and underground long-term bike parking are also located in this area.

Commercial Building A was constructed with the capacity to accommodate 457 vehicle parking spaces, and 131 bike parking spaces in a five (5) story below grade garage, allowing it to serve not only the 145 Broadway building, but also other projects identified as part of this Concept Plan.



145 BROADWAY
CONCEPT PLAN MARCH 2017



145 BROADWAY MAY 2021



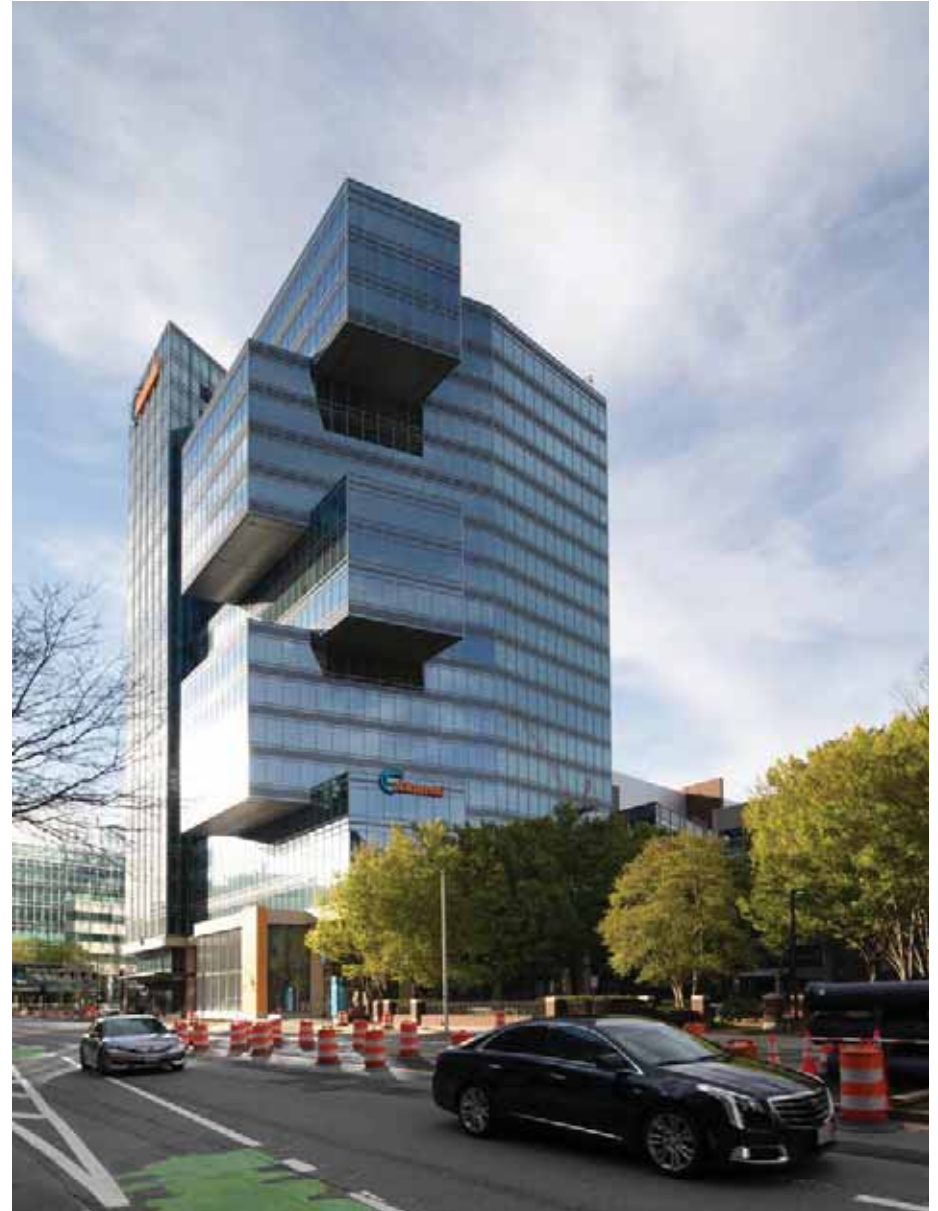
145 BROADWAY - AKAMAI'S GLOBAL HEADQUARTERS

COMMERCIAL BUILDING A (145 BROADWAY)

FIGURE 1.10



145 BROADWAY CONCEPT PLAN MARCH 2017



145 BROADWAY MAY 2021

DEVELOPMENT COMPONENTS

COMMERCIAL BUILDING B (325 MAIN STREET)

PROJECT SUMMARY

Commercial Building B is currently under construction and anticipated to be completed in Q2 of 2022. Commercial Building B will replace an existing, approximately 117,201 SF four-story masonry commercial office and retail building, and will occupy approximately the same footprint. Commercial Building B will have a total GFA of approximately 387,187 SF and be up to sixteen floors plus a mechanical penthouse. The total height will be up to 250'-0" to the last occupied floor, as defined under zoning.

Commercial Building B will significantly enhance and enliven the public realm in multiple ways. The Project includes a redesigned ground and second floor retail edge along Main Street and the building's east facade, directly abutting Kendall Plaza, thus enhancing the pedestrian experience at the street level and further enlivening Kendall Plaza. In addition, the Project will create a new pedestrian connection from Kendall Plaza up to the Kendall Square Rooftop Garden through a combination of publicly accessible stairs, a second-level terrace and an elevator. This will provide a multi-level public space and programming opportunities, as well as increased visual interest on Kendall Plaza. Further, Commercial Building B will provide enhanced access from Pioneer Way through the ground floor retail portion of the building, creating a pedestrian connection between Ames Street and the Kendall Plaza. This will enhance neighborhood connectivity and permeability and enliven the proposed ground floor retail. The Applicant is also working closely with the Massachusetts Bay Transportation Authority (MBTA) to renovate the existing Kendall Northbound Headhouse as a benefit of this Project component.

Commercial Building B will be served by the existing dedicated off-street loading facility for both deliveries and waste management that is shared with 255 Main and the Marriott Hotel, and accessed from Broadway. The loading dock activities will be managed so that service and loading operations do not adversely impact traffic circulation on the adjacent local roadways. Parking for 325 Main will be provided through the existing garages managed by the Applicant in the area. No parking will be constructed on-site at Commercial Building B. Additionally, Commercial Building B will provide 108 long term bike parking spaces within the basement and 47 short term bike parking spaces at grade distributed at various entrances to the building.



325 MAIN STREET
CONCEPT PLAN JAN 2019



325 MAIN STREET MAY 2021



KENDALL SQUARE ROOFTOP GARDEN- UNDER CONSTRUCTION

COMMERCIAL BUILDING B (325 MAIN STREET)

FIGURE 1.11



325 MAIN STREET CONCEPT PLAN JAN 2019



325 MAIN STREET MAY 2021

DEVELOPMENT COMPONENTS

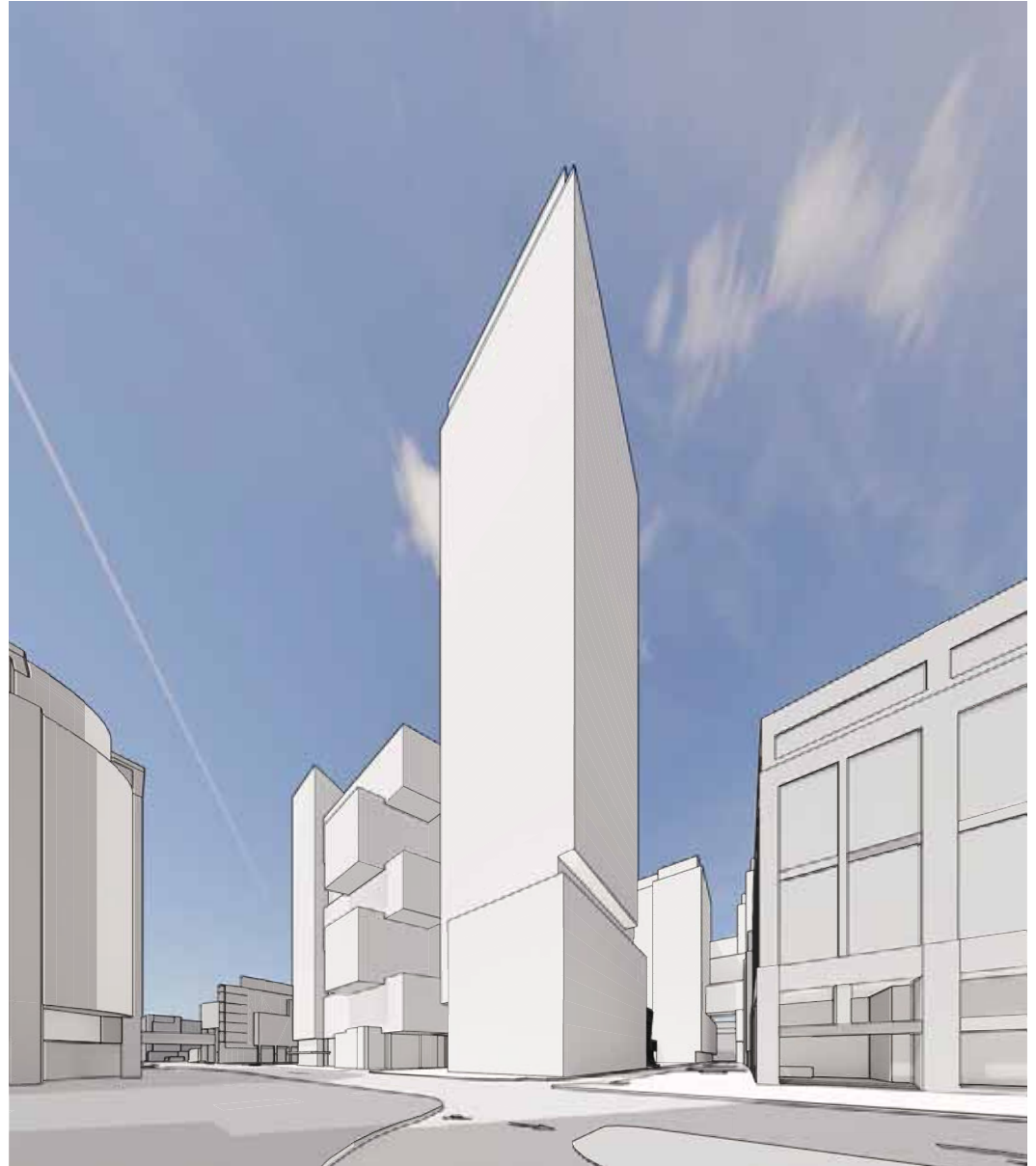
RESIDENTIAL BUILDING SOUTH (135 BROADWAY)

PROJECT SUMMARY

This Concept Plan Amendment #2 is proposing the construction of 420,000 total residential GFA, contributing to the housing needs of the City through the offering of a broad spectrum of residential rental units ranging in size, type and affordability. This GFA is slated for delivery in one consolidated residential building which is proposed for construction on the south end of the existing Blue Garage parcel situated between Broadway, the East and West Service Roads, and the planned Center Plaza public open space and below grade Eversource electrical substation.

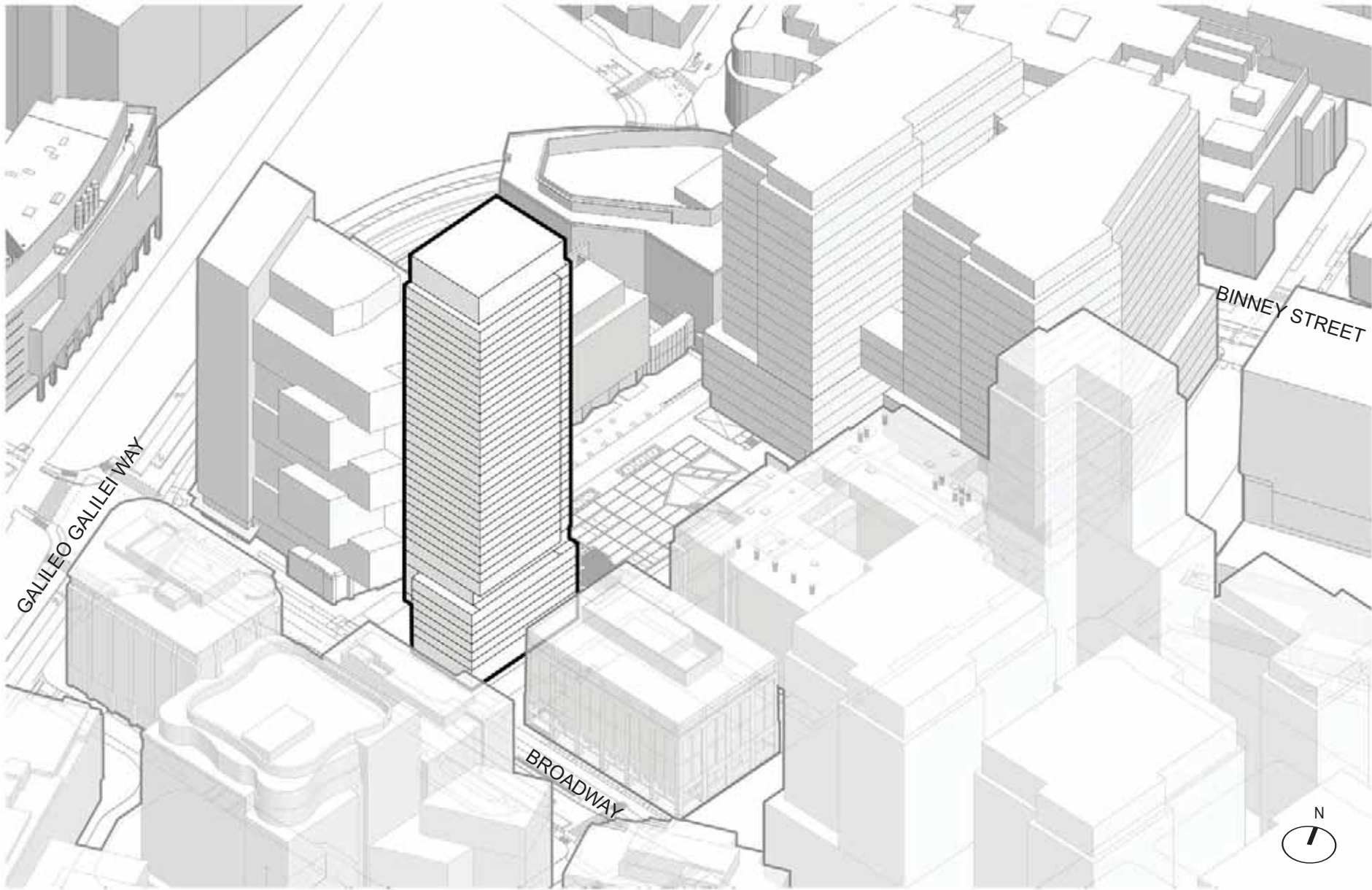
The Residential Building South is located along Broadway and will stand at approximately 400 feet in height to the highest occupied floor as defined under the zoning ordinance. The building's massing provides for a rectangular, approximately 12,000 GFA typical floor plate for a total of 420,000 GFA over 38 occupiable floors. The Residential Building South will deliver one hundred percent (100%) of the residential density envisioned as part of the Original Concept Plan, as well as its proportionate share of affordable, middle income and three-bedroom units.

The ground floor has been designed to activate the streetscape fronting Broadway through an active lobby serving the rental units, as well as adjacent ground floor retail. The lobby will be well lit and transparent, providing around the clock activity beyond traditional working hours. Service and loading functions will be handled via a dedicated off-street loading facility for both deliveries and waste management, located off the East Service Road. Vehicular parking will be accommodated by the new below-grade parking garage planned for construction beneath Commercial Buildings C and D located at 290 Binney and 250 Binney, while bicycle parking will be delivered via a bicycle valet situated within Commercial Buildings C and D, as well as traditional bicycle parking spaces distributed between the residential and commercial components of Concept Plan Amendment #2.



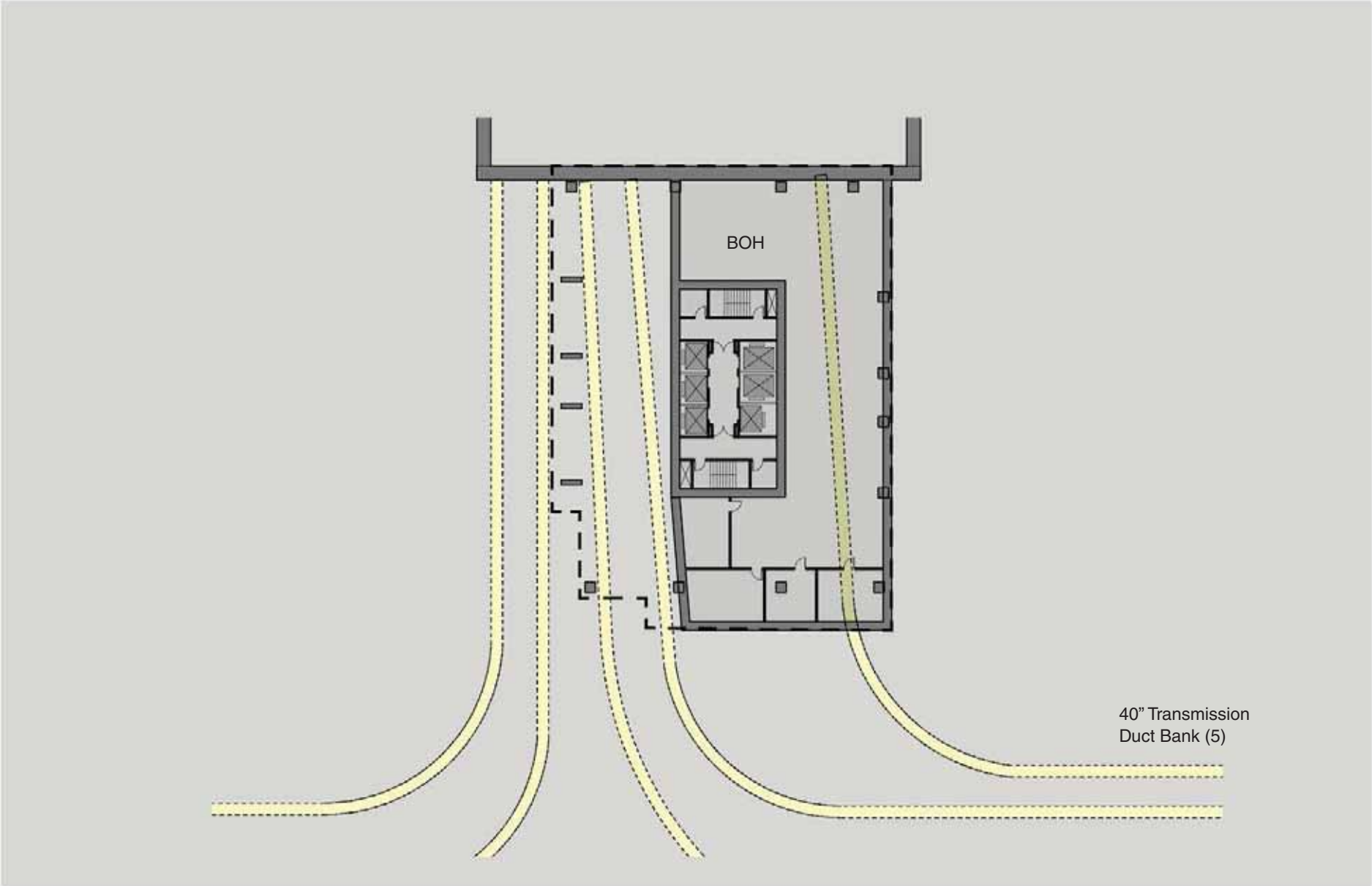
PERSPECTIVE VIEW FROM BROADWAY LOOKING NORTH WEST
(CONCEPTUAL MASSING)

FIGURE 1.12



RESIDENTIAL BUILDING SOUTH (135 BROADWAY)

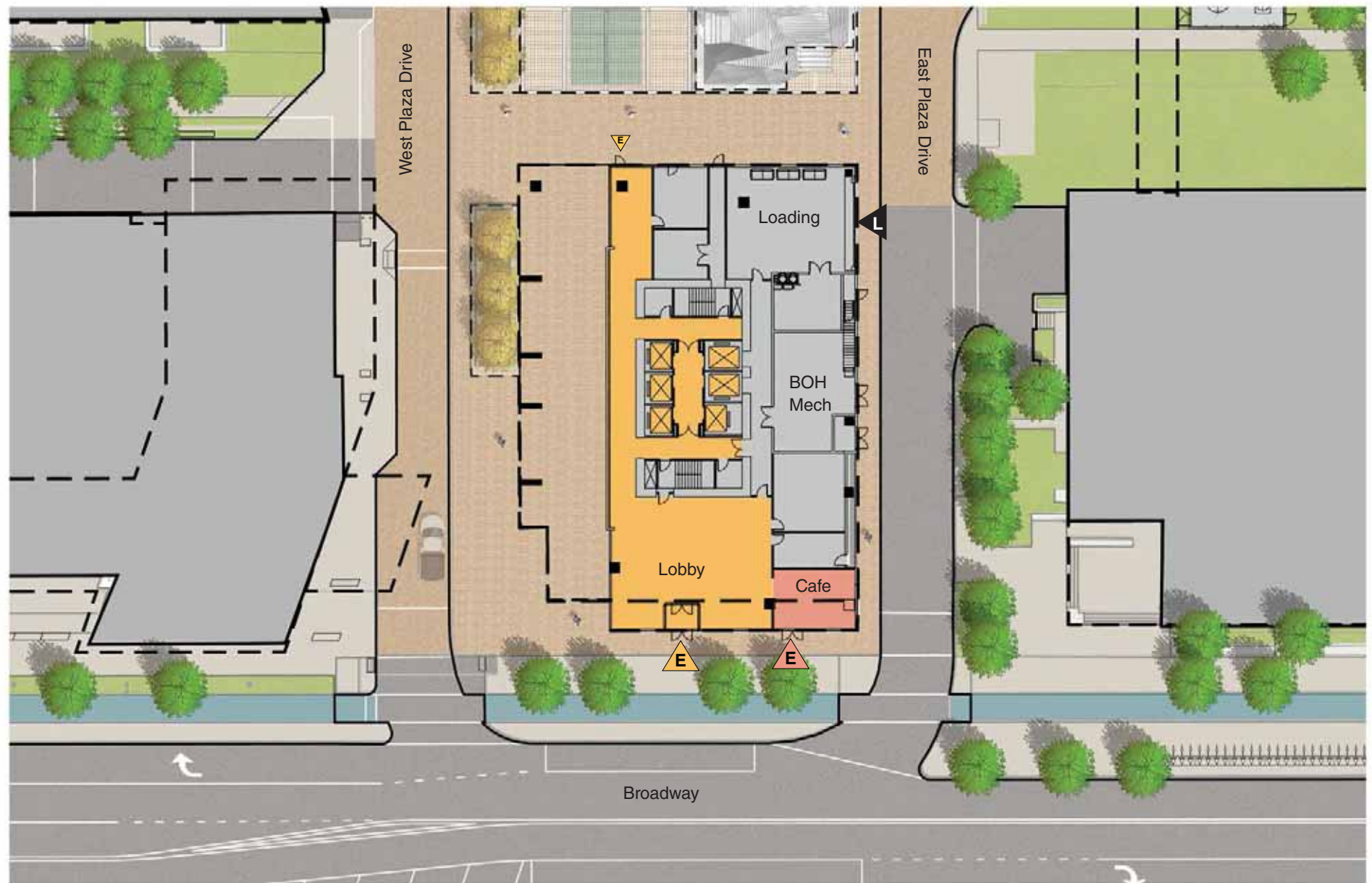
FIGURE 1.12B



TYP. BASEMENT LEVEL

RESIDENTIAL BUILDING SOUTH (135 BROADWAY)

FIGURE 1.12C



- Lobby
- Active use
- Mechanical / BOH

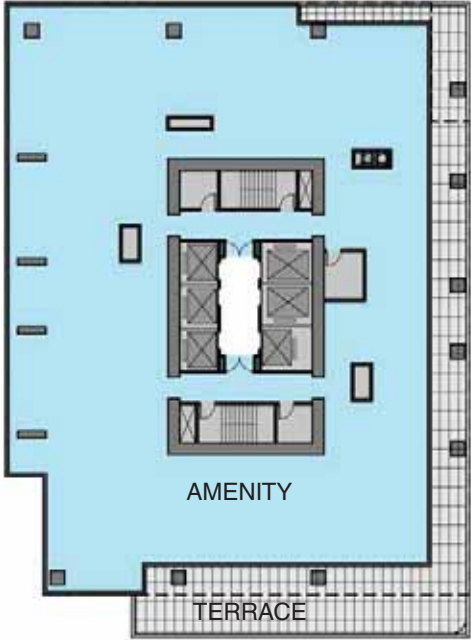
P
L Parking Entrance
Loading

E Entrance (per use type)

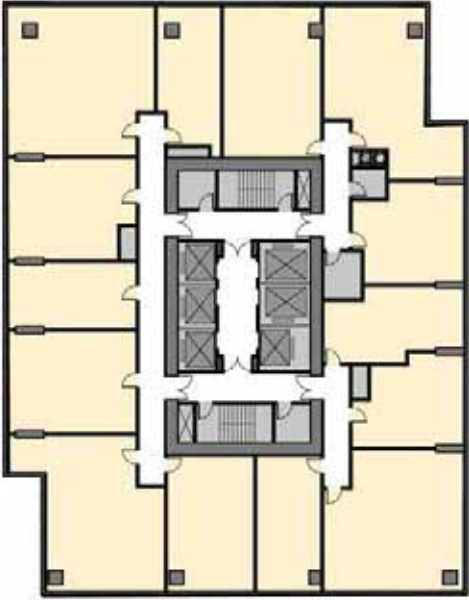


GROUND LEVEL

0' 20' 40'



AMENITY LEVEL 5-6

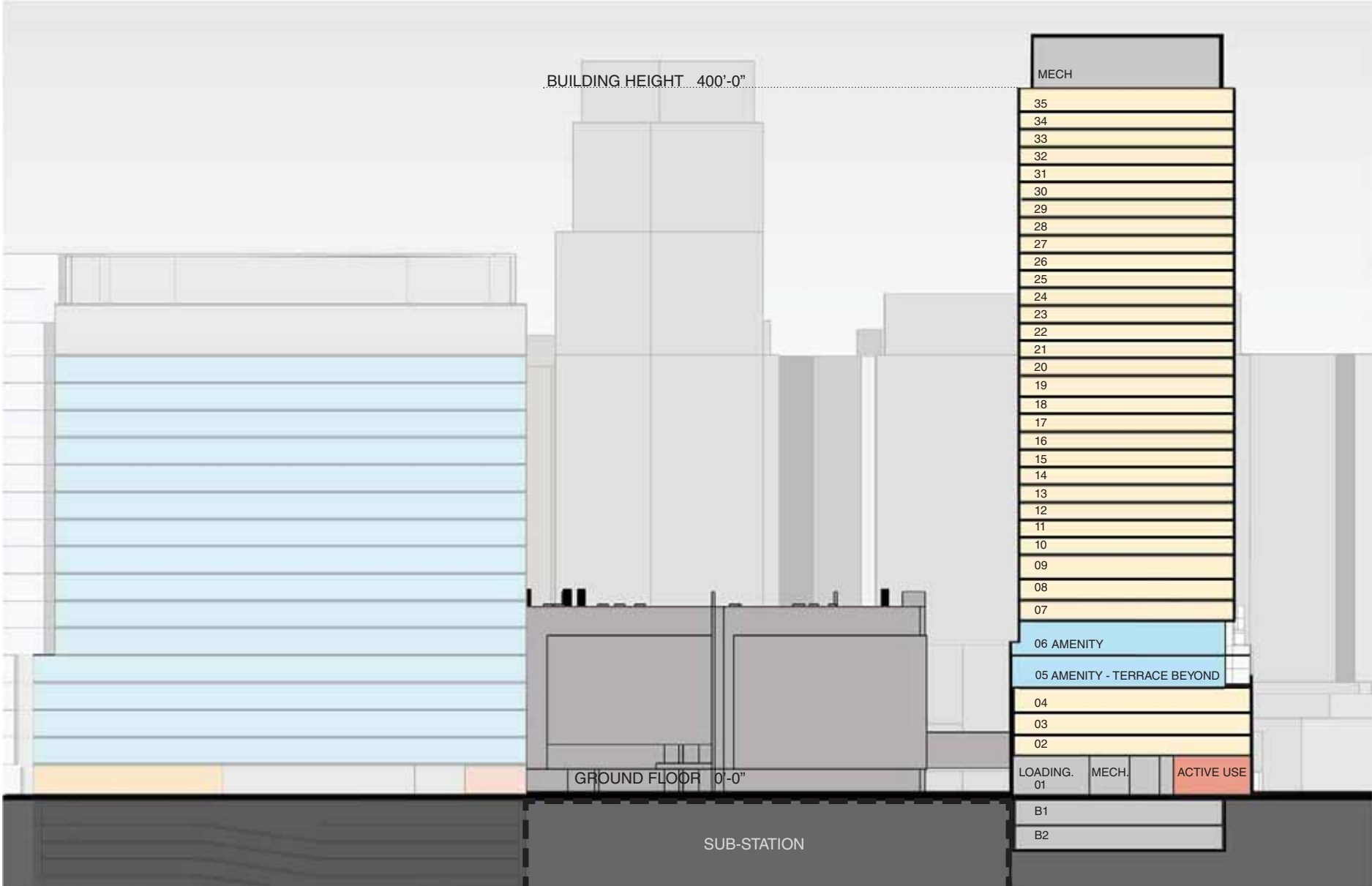


TYPICAL RESIDENTIAL LEVELS 7-35



RESIDENTIAL BUILDING SOUTH (135 BROADWAY)

FIGURE 1.12E



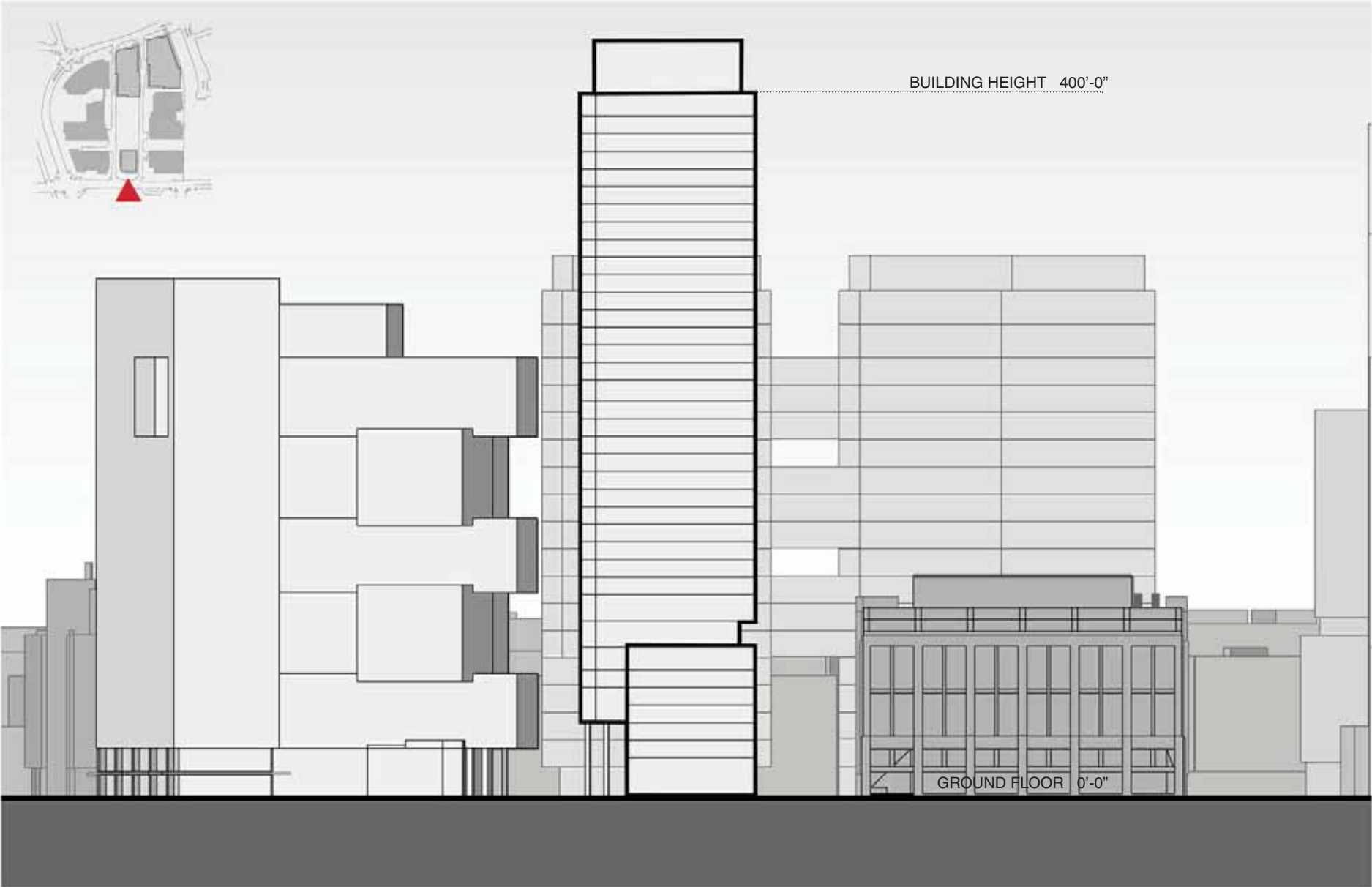
- Residential
- Lobby
- Active use
- Mechanical / BOH

SECTION A-A

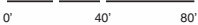
0' 40' 80'

RESIDENTIAL BUILDING SOUTH (135 BROADWAY) - ELEVATION

FIGURE 1.12F

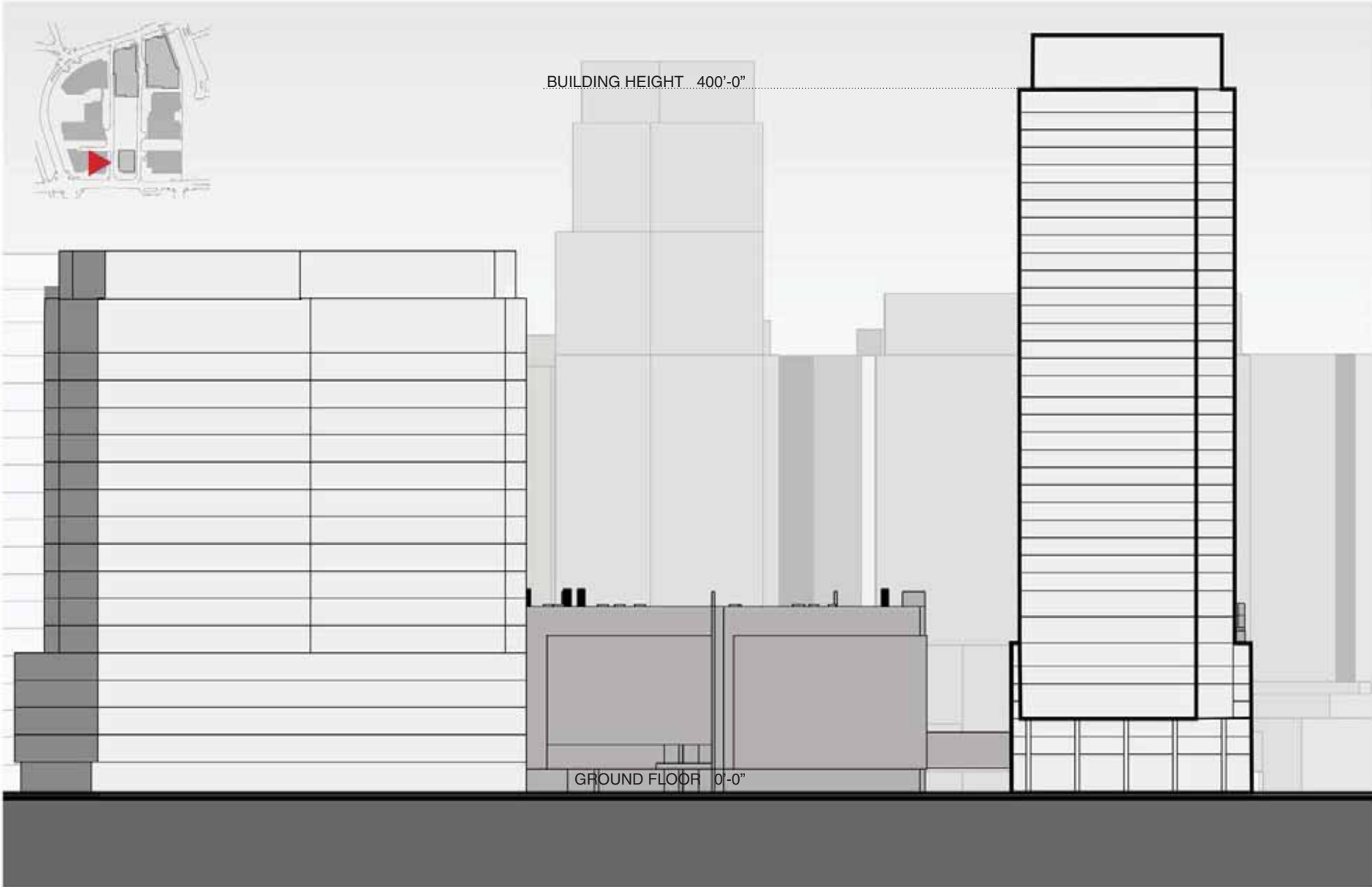


SOUTH ELEVATION

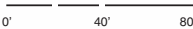


RESIDENTIAL BUILDING SOUTH (135 BROADWAY)

FIGURE 1.12G



WEST ELEVATION

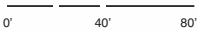


RESIDENTIAL BUILDING SOUTH (135 BROADWAY)

FIGURE 1.12H

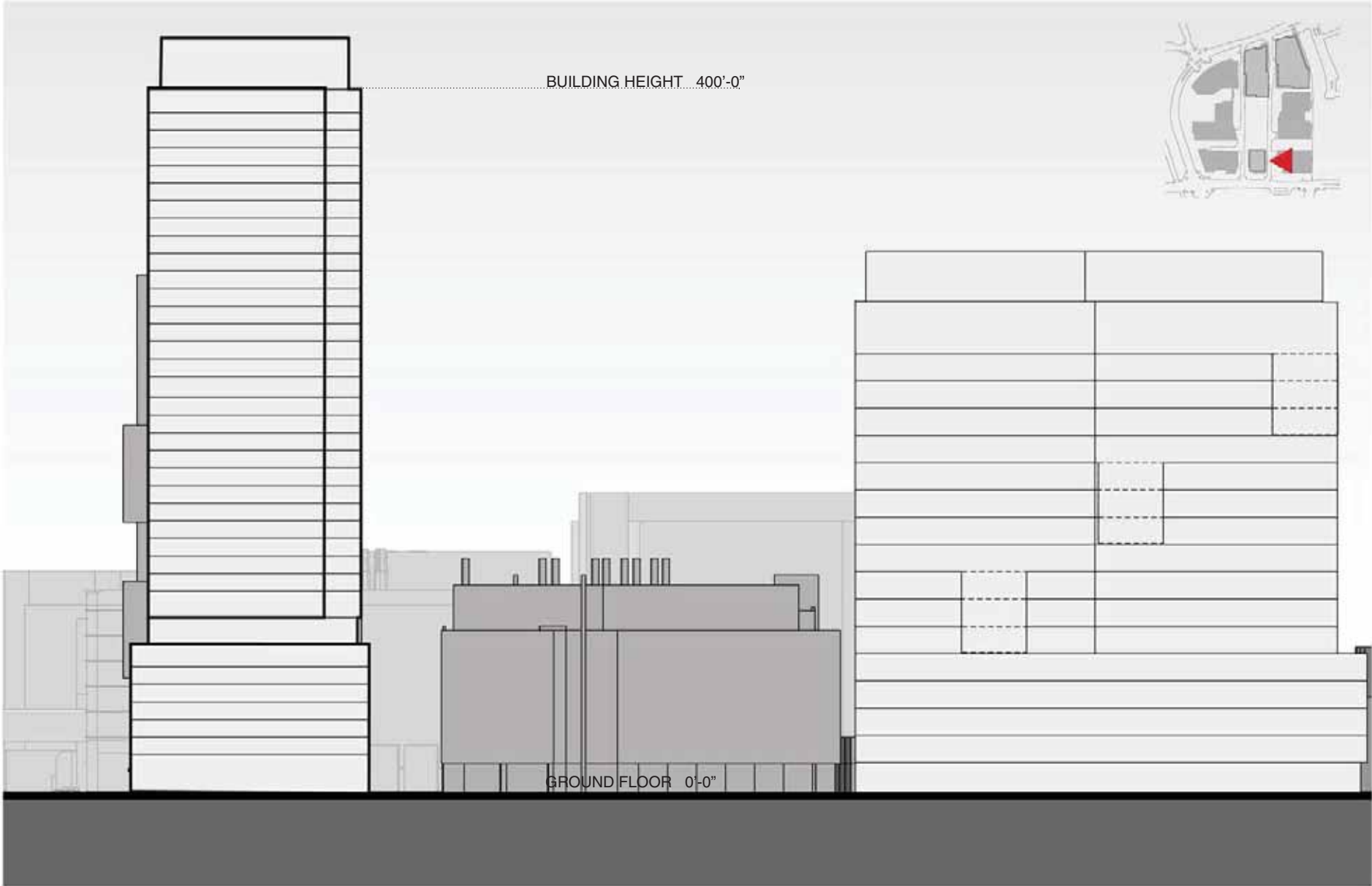


NORTH ELEVATION

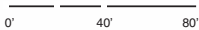


RESIDENTIAL BUILDING SOUTH (135 BROADWAY)

FIGURE 1.121



EAST ELEVATION



DEVELOPMENT COMPONENTS

COMMERCIAL BUILDING C (290 BINNEY STREET)

PROJECT SUMMARY

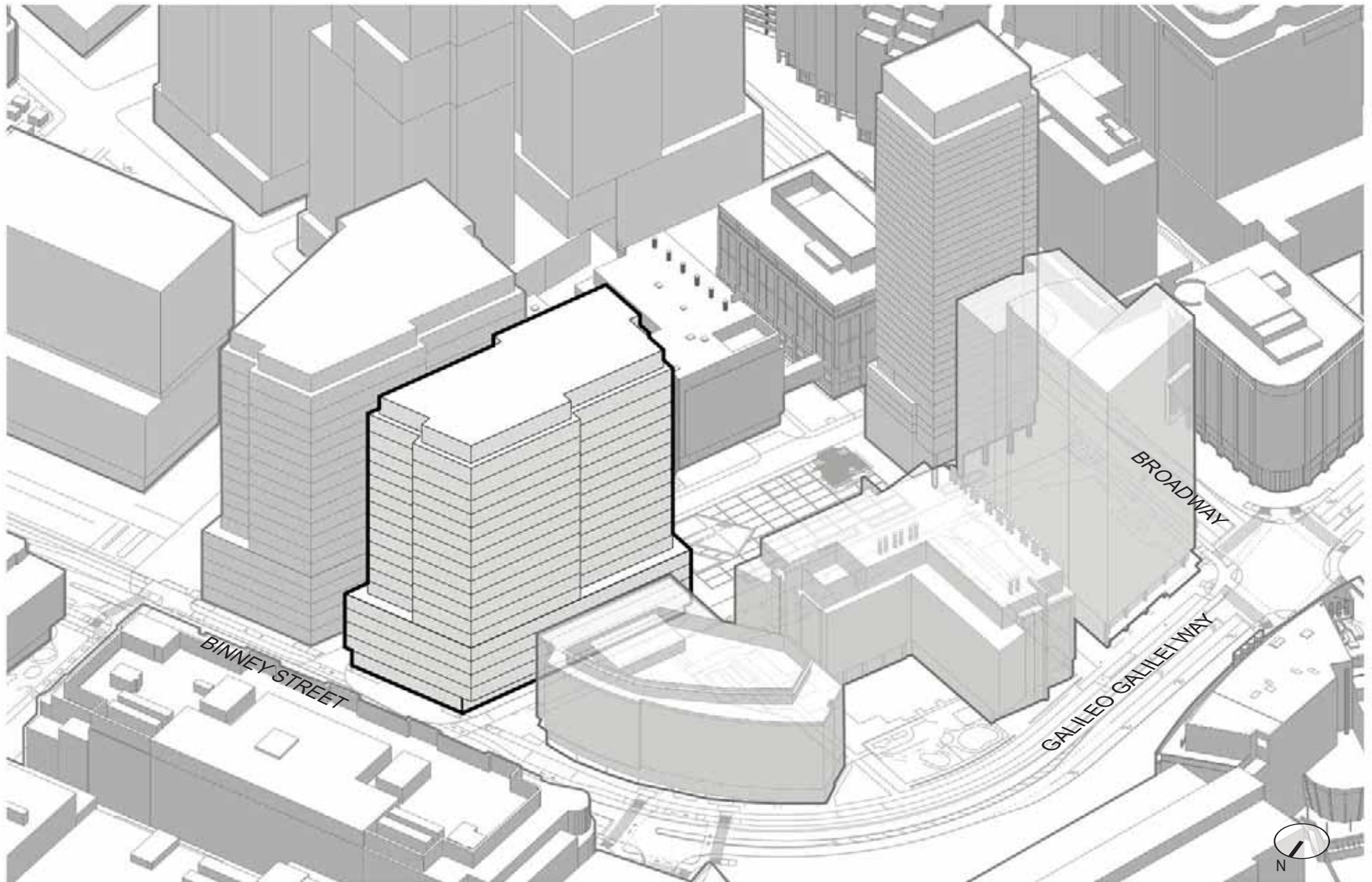
The project at 290 Binney Street (“Commercial Building C” or “Commercial West”) is proposed to be a commercial office/laboratory building meeting the requirements of Article 14 of the zoning ordinance. Commercial Building C will be situated at the north end of the Blue Garage parcel, located between the East and West Service Drives, Binney Street, and the new Center Plaza public open space atop a below-grade electrical substation. Commercial Building C will contain total GFA of approximately net new 412,000 SF of net new commercial utility GFA, and will be up to seventeen floors plus a mechanical penthouse. Total height will be up to 250'-0" to the last occupied floor as defined under zoning.

Directly abutting the proposed Center Plaza public open space, Commercial Building C will significantly enliven the public realm contemplated as part of this Concept Plan, as well as offer critical support to the Concept Plan Amendment's transportation strategy for Phase 3. The Project will provide an opportunity for potential ground floor active use on the northeast edge of the Center Plaza, as well as host a bike valet operation designed to meet demand from both tenants and residents of Residential Building South for bicycle parking. The Project will also serve as a source of pedestrian activation for the East Service Drive, alongside its counterpart at 250 Binney Street—aiding in the transformation of the Service Drives from strictly auto centric conduits to corridors for the circulation of vehicles, pedestrians, and cyclists. Vehicular parking will be accommodated by the new below-grade parking garage planned for construction beneath Commercial Buildings C and D respectively.



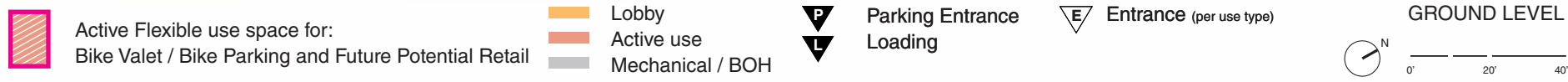
PERSPECTIVE VIEW OF COMMERCIAL BUILDING C FROM BINNEY STREET
LOOKING EAST (CONCEPTUAL MASSING)

FIGURE 1.12



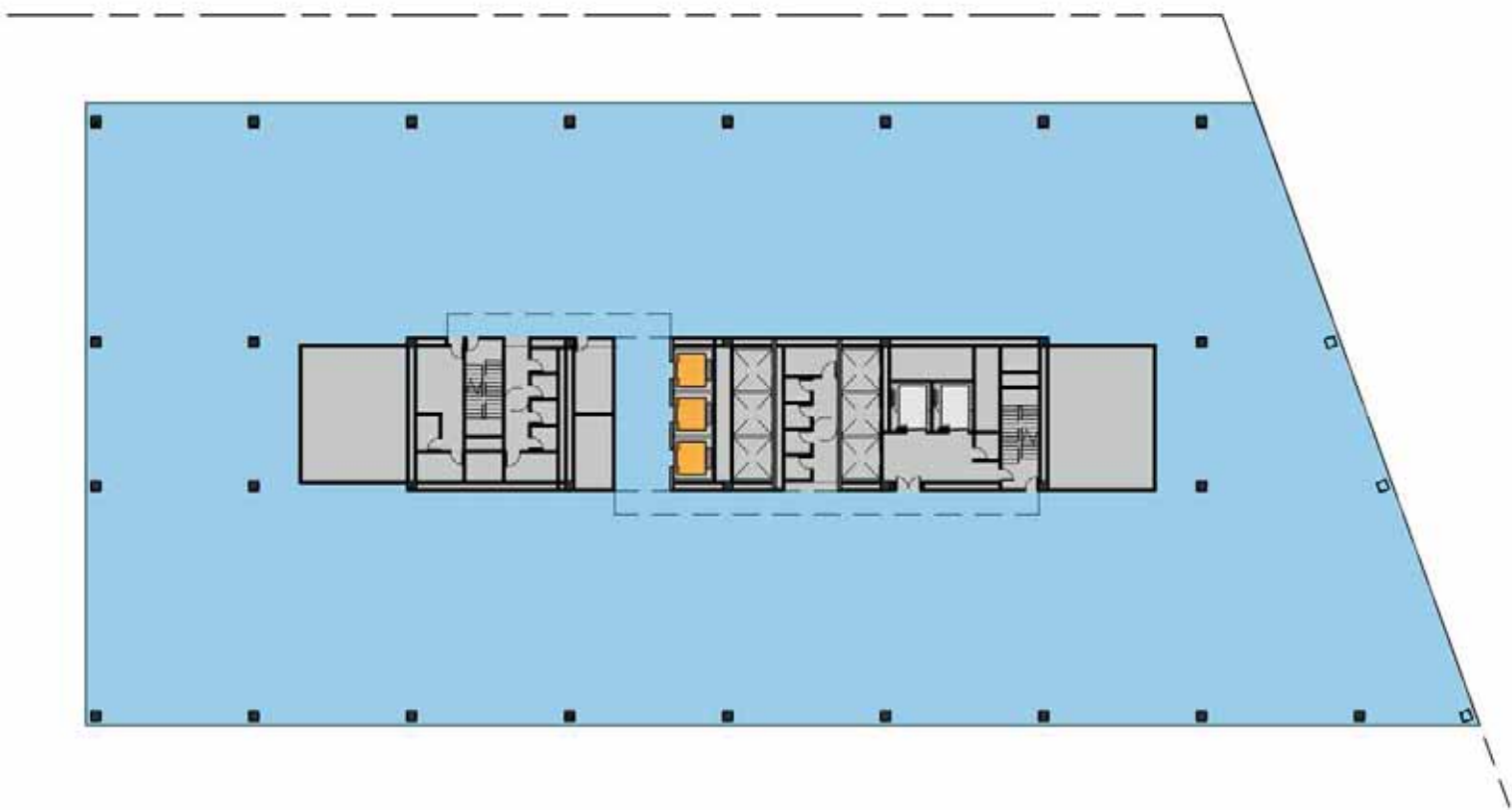
(Intentionally Blank)

FIGURE 1.12B



COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.12C



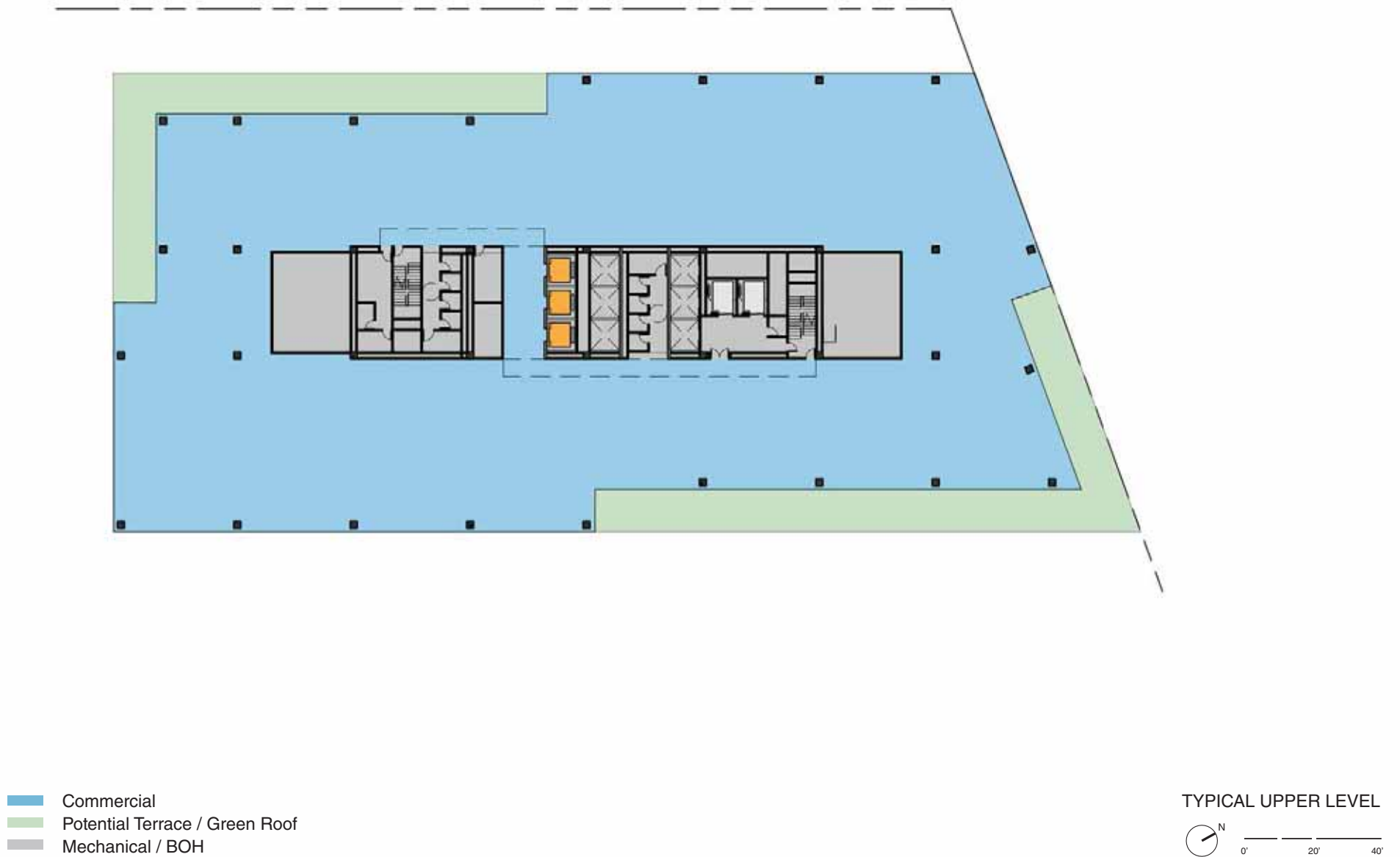
- Commercial
- Potential Terrace / Green Roof
- Mechanical / BOH

TYPICAL LOWER LEVEL

0' 20' 40'

COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.12D



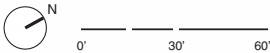
COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.12E



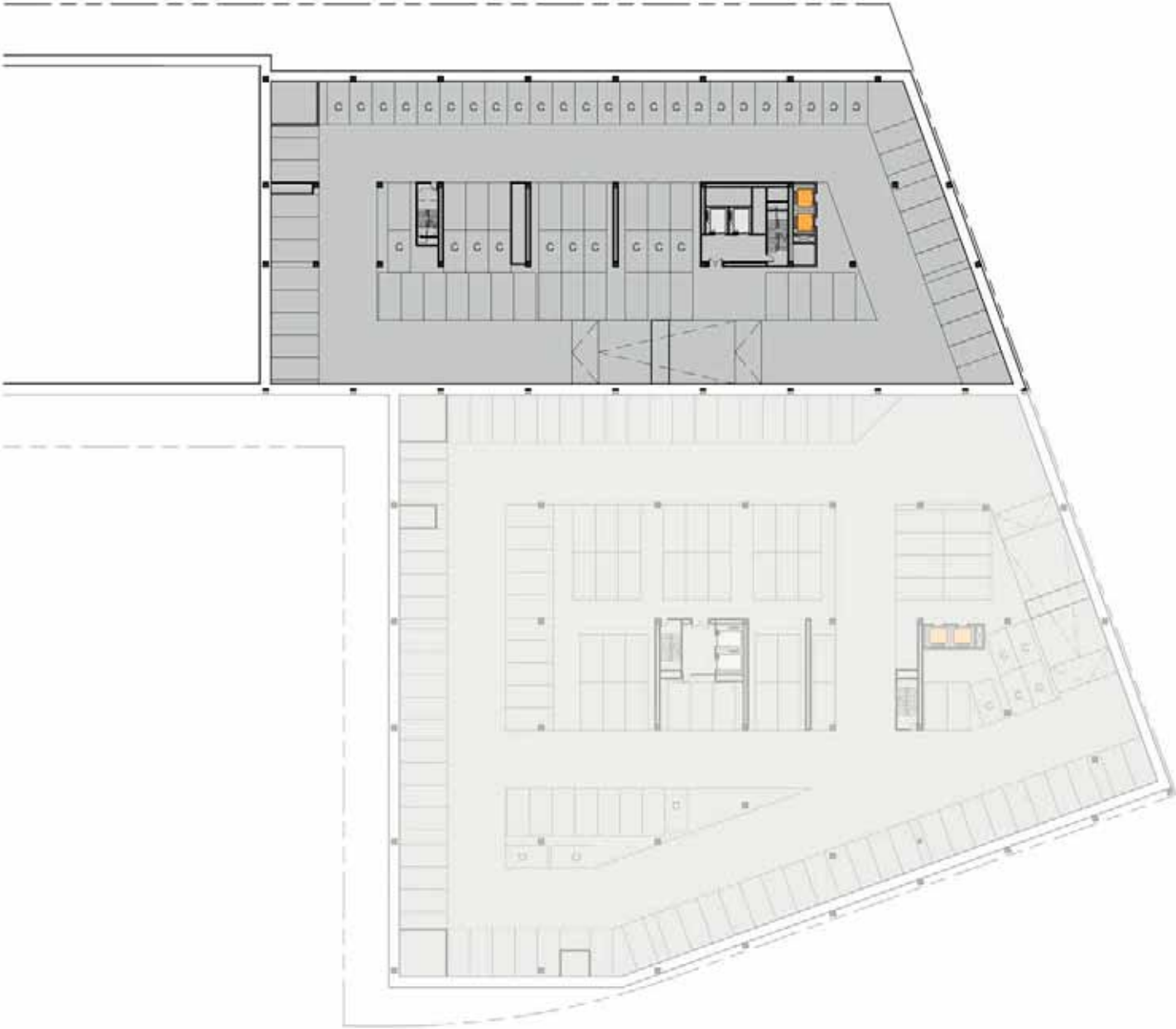
PARKING STALLS - 60
374 STALLS TOTAL

LEVEL B1



COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.12F



PARKING STALLS - 78 TYPICAL
374 STALLS TOTAL



COMMERCIAL BUILDING C (290 BINNEY STREET) - SECTION A-A'

FIGURE 1.12G



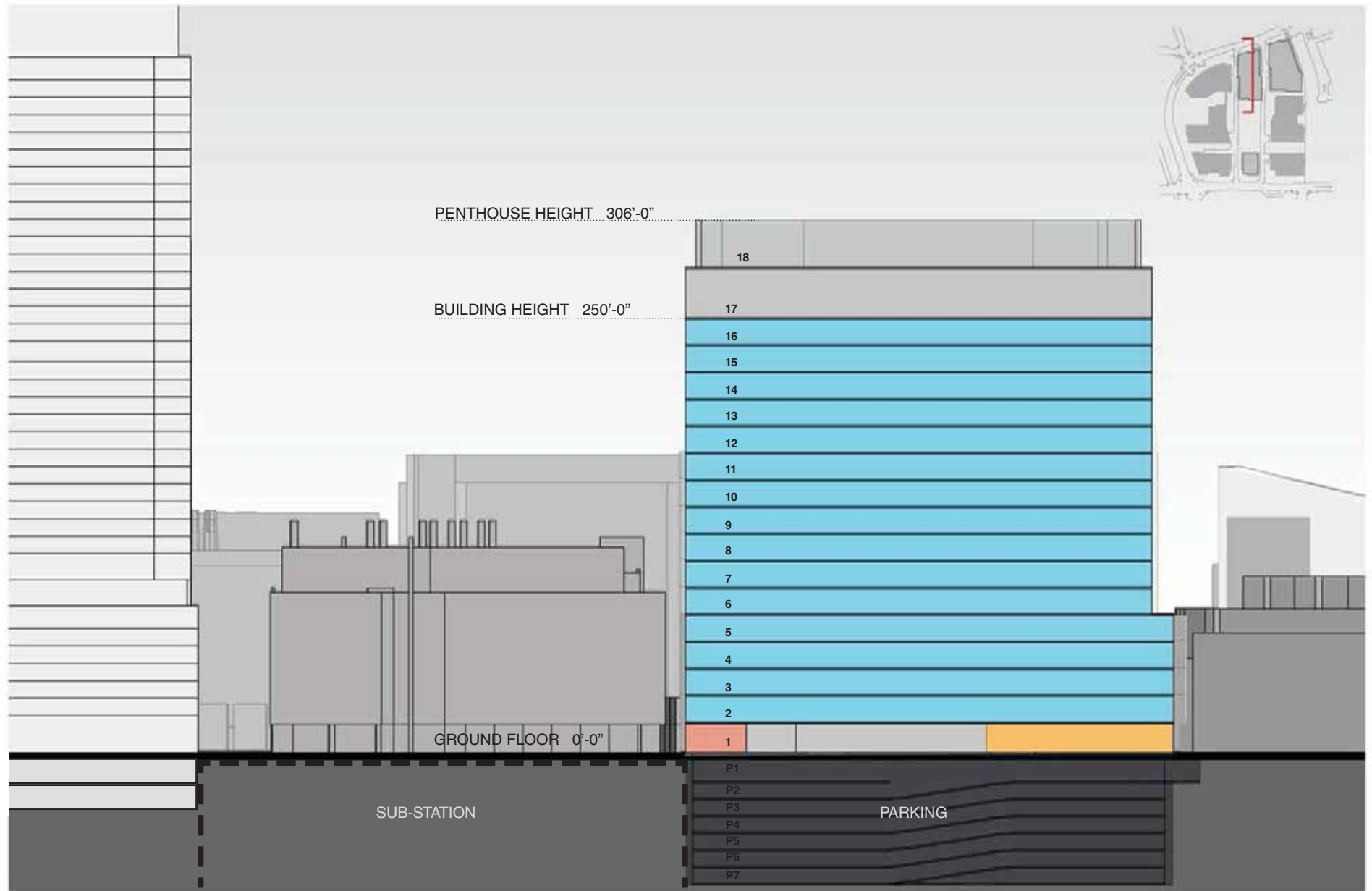
- Commercial
- Lobby
- Active use
- Mechanical / BOH

SECTION A-A'

0' 40' 80'

COMMERCIAL BUILDING C (290 BINNEY STREET) - SECTION B-B'

FIGURE 1.12H



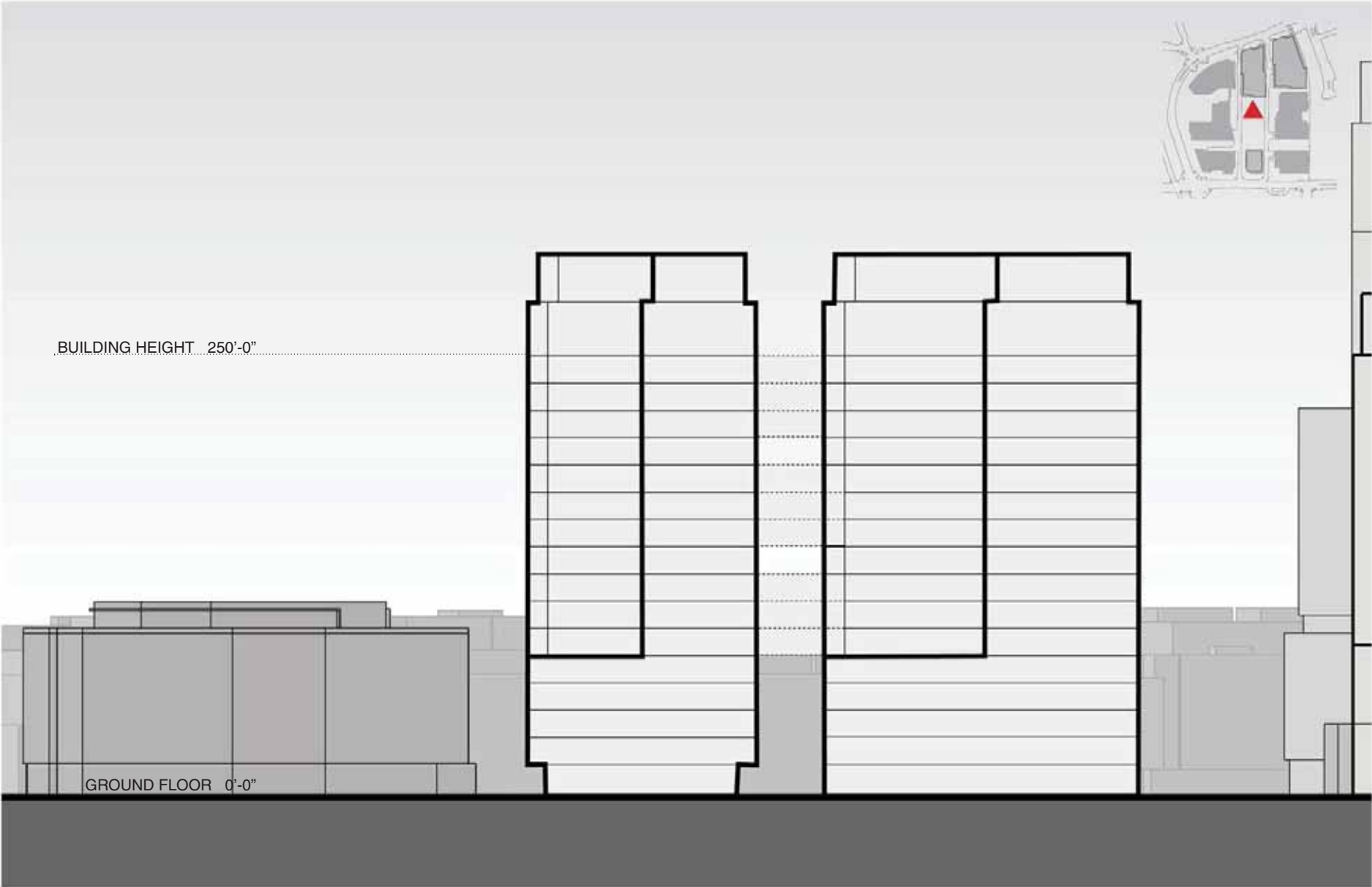
- Commercial
- Lobby
- Active use
- Mechanical / BOH

SECTION B-B'

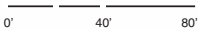
0' 40' 80'

COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.121

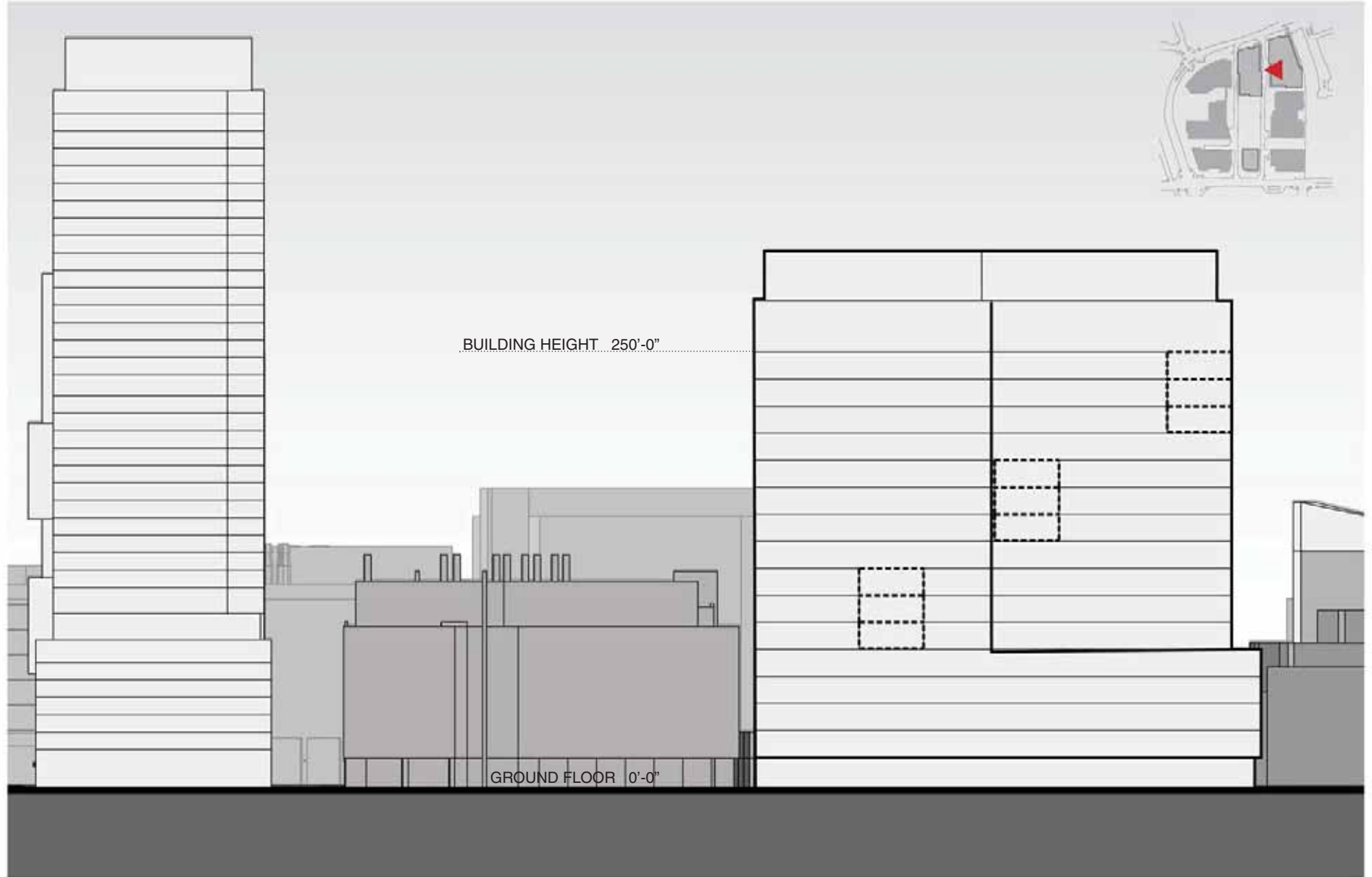


SOUTH ELEVATION



COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.12J

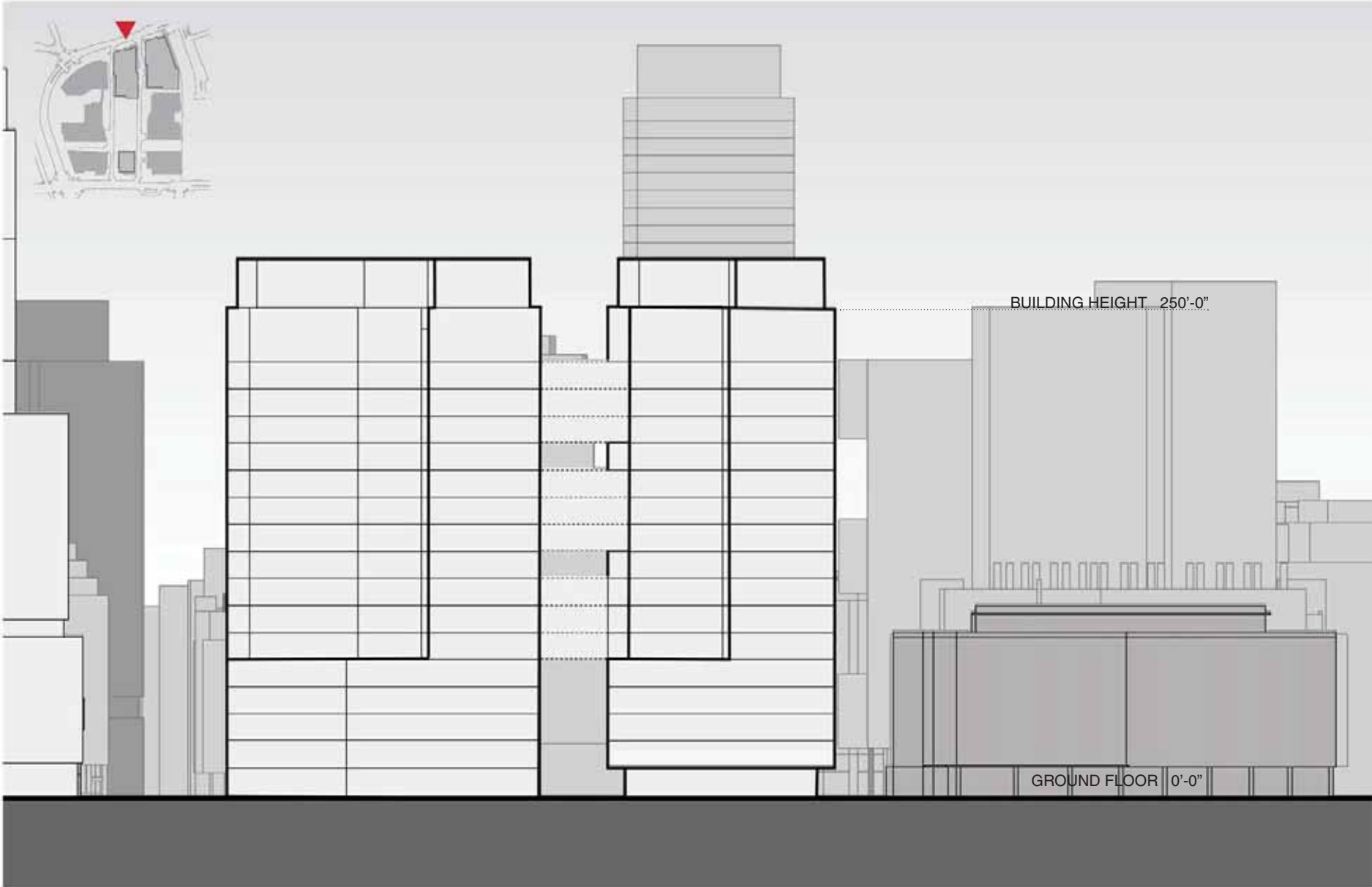


EAST ELEVATION

0' 40' 80'

COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.12K

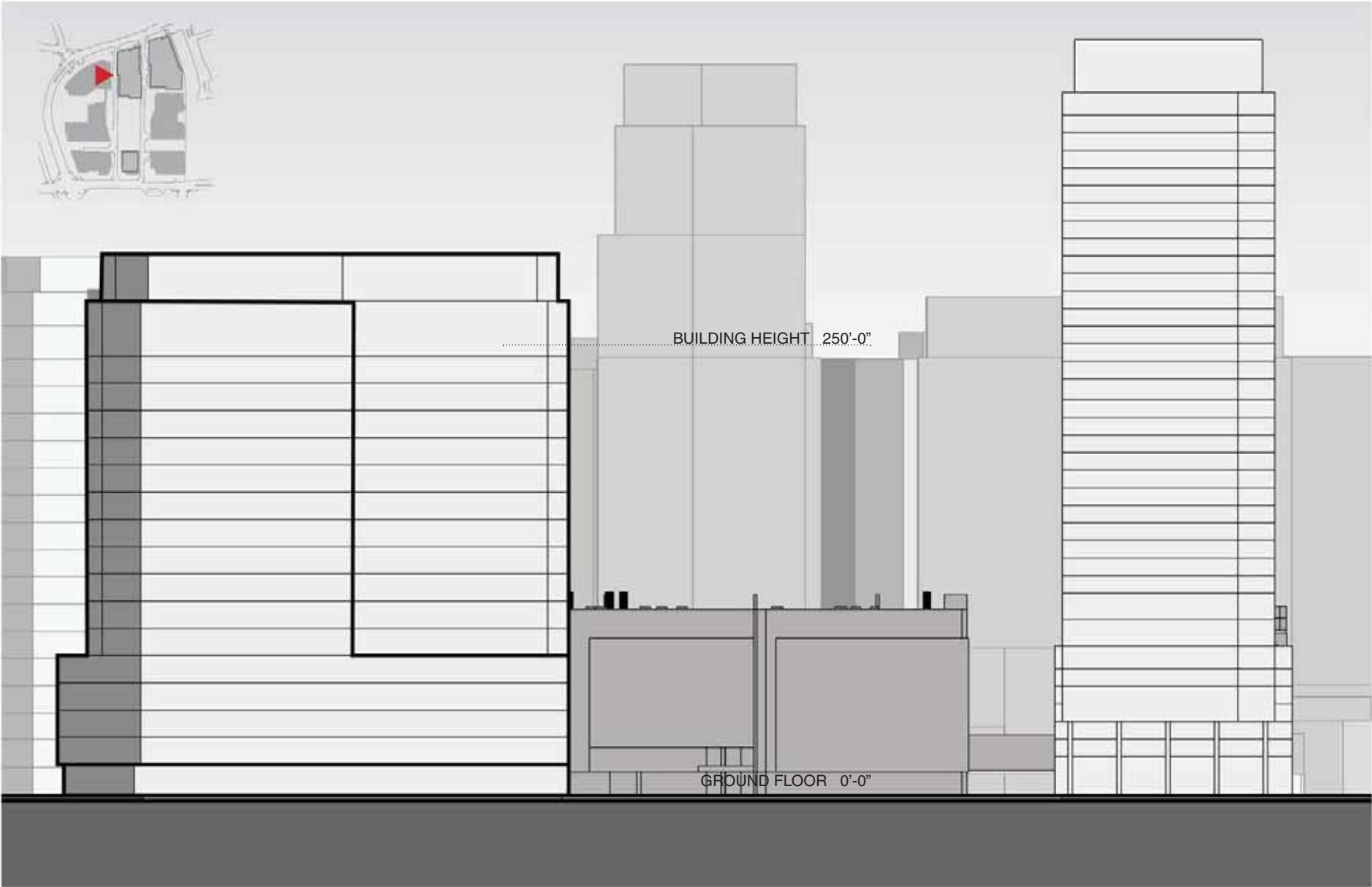


NORTH ELEVATION

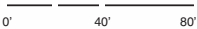
0' 40' 80'

COMMERCIAL BUILDING C (290 BINNEY STREET)

FIGURE 1.12L



WEST ELEVATION



DEVELOPMENT COMPONENTS

COMMERCIAL BUILDING D (250 BINNEY STREET)

PROJECT SUMMARY

The project at 250 Binney Street (“Commercial Building D,” or “Commercial East”) is proposed to be a commercial office/laboratory building meeting the requirements of Article 14 in the Zoning Ordinance. 250 Binney will replace an existing manufacturing/lab building of approximately 62,576 GFA distributed over two stories. The site comprises approximately 53,996 square feet of land, and is bordered by the tree-lined Sixth Street Connector to the east, 115 Broadway Street to the south, the existing Blue Garage to the west, and Binney Street to the north. Commercial Building D will contain a total GFA of approximately 450,576 SF of net new commercial and retail GFA (including 388,000 of utility GFA, and 62,576 of reconstructed existing GFA), and will be up to seventeen floors plus a mechanical penthouse. Total height will be up to 250'-0” to the last occupied floor as defined under zoning.

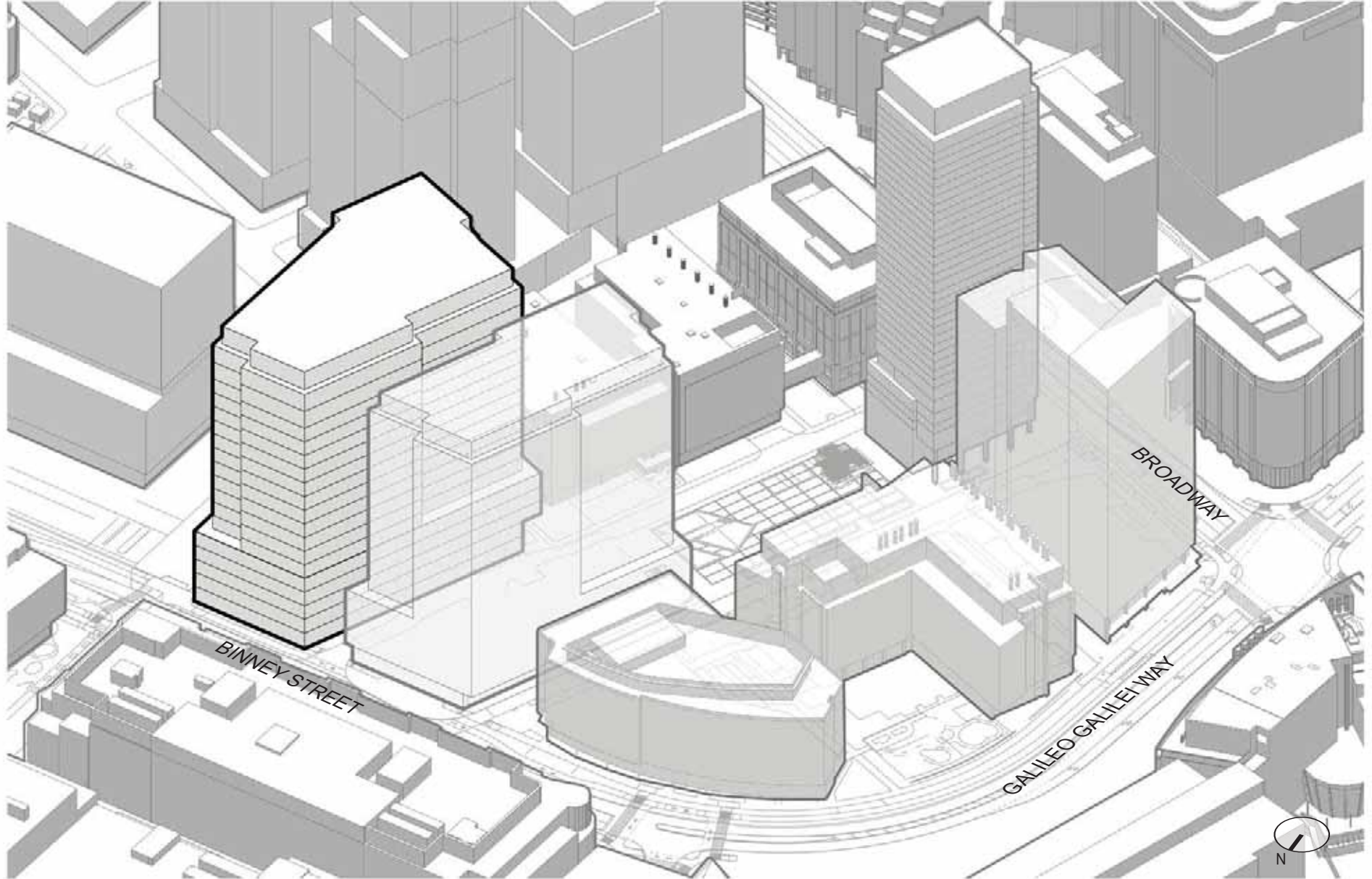
Commercial Building D will build on the valuable public realm improvements envisioned as part of this Concept Plan Amendment #2. Specifically, the configuration of the new building is expected to open up pedestrian connections between the adjacent Sixth Street Connector and the Volpe Parcel along its southern edge. This promises to further enhance the intra-block porosity expected with the demolition of the Blue Garage, as well as build greater intra-parcel connectivity between the North Parcel and Volpe. As with the adjacent Commercial Building C at 290 Binney Street, Commercial Building D is also expected to contribute substantially to activating the East Service Drive as part of the reconceptualization of pedestrian, cyclist, and vehicle circulation adjacent to 135 Broadway, 290 Binney, 250 Binney, and the new Center Plaza open space.



PERSPECTIVE VIEW FROM MAIN STREET LOOKING WEST (CONCEPTUAL MASSING SUBJECT TO CHANGE DURING DESIGN REVIEW)

COMMERCIAL BUILDING D (250 BINNEY STREET)

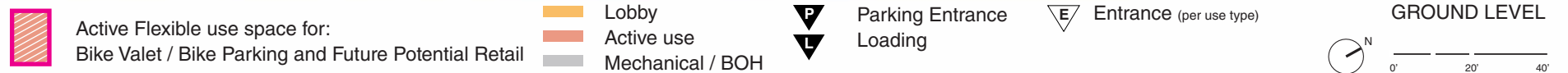
FIGURE 1.13A



(Intentionally Blank)

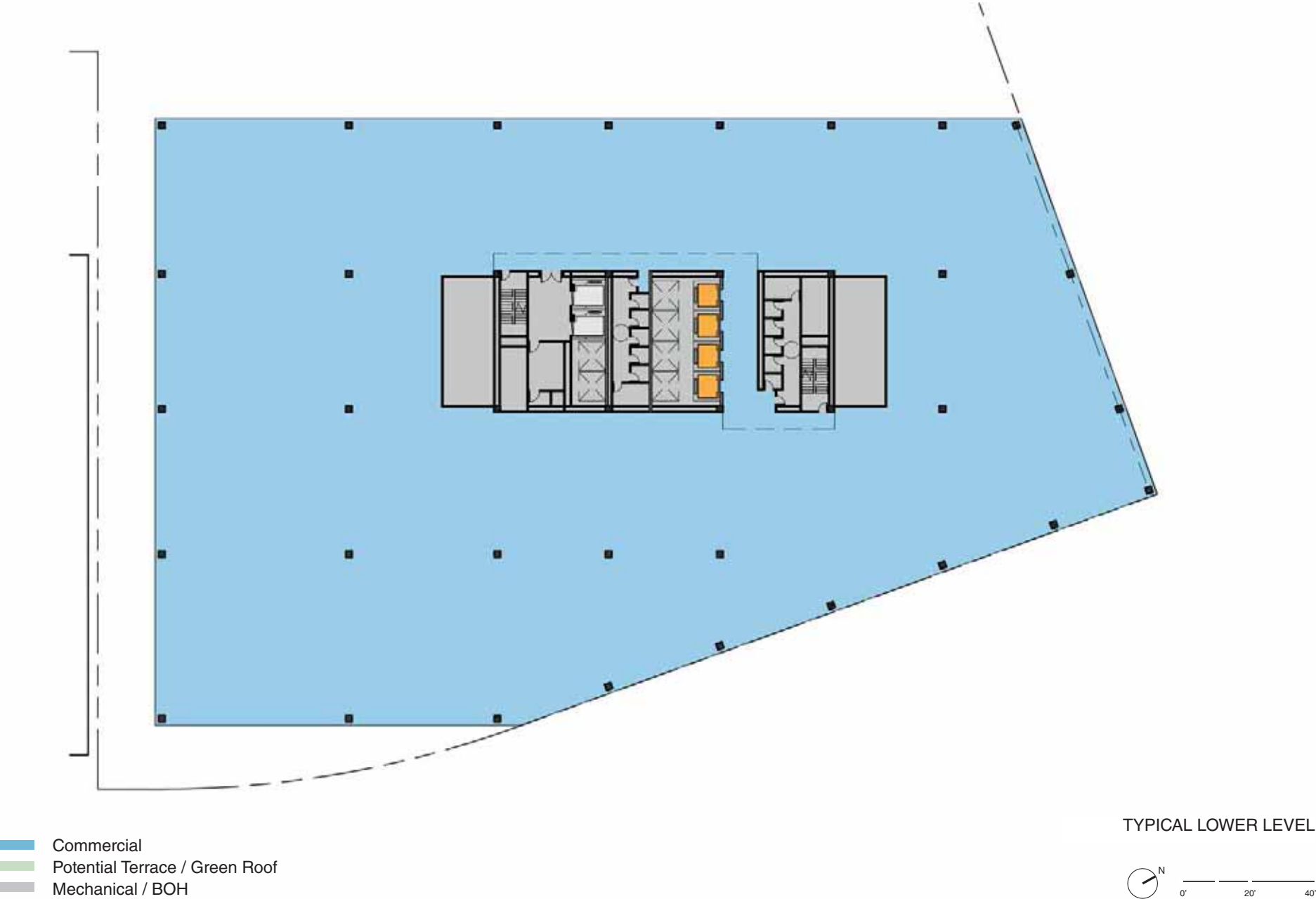
COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13B



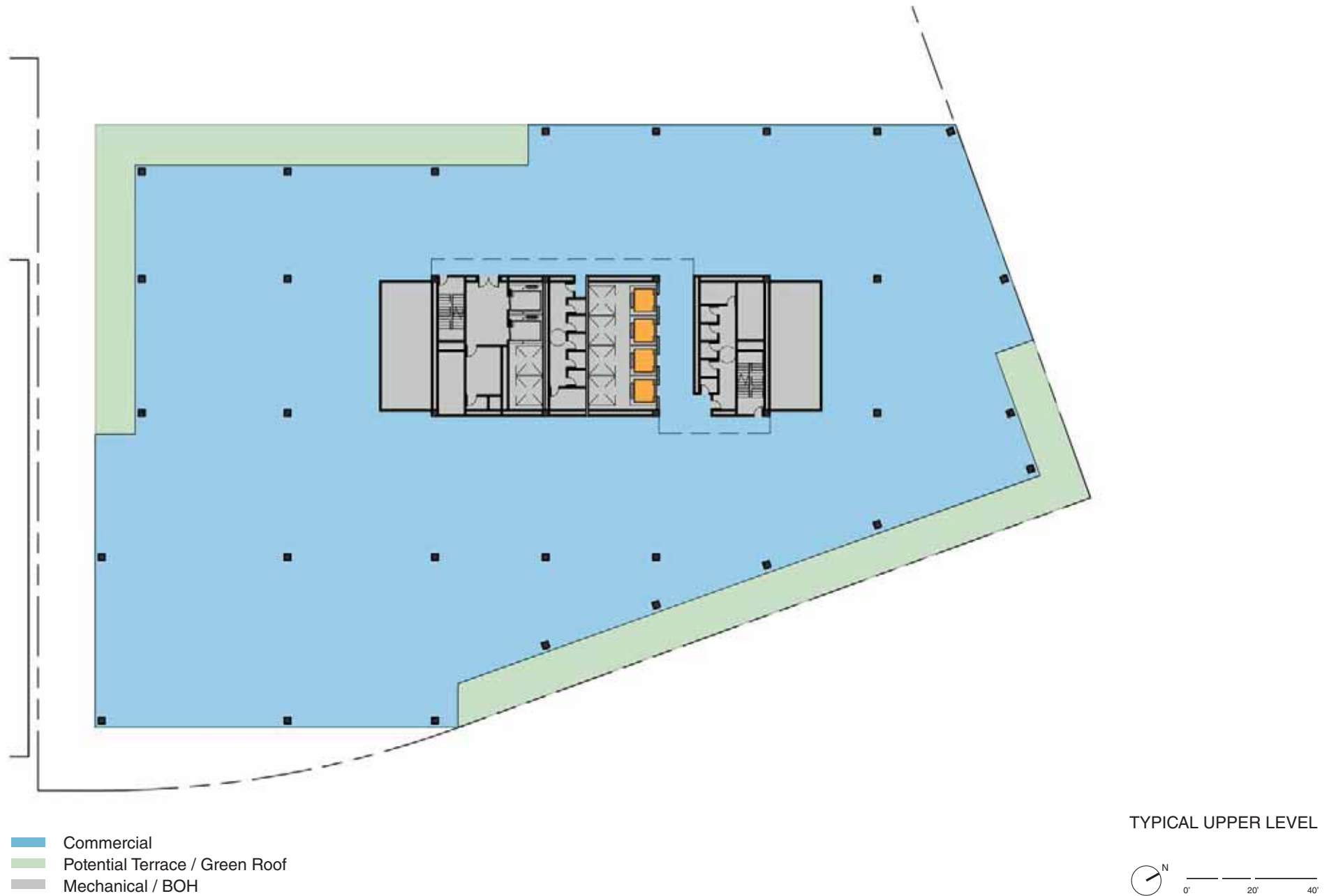
COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13C



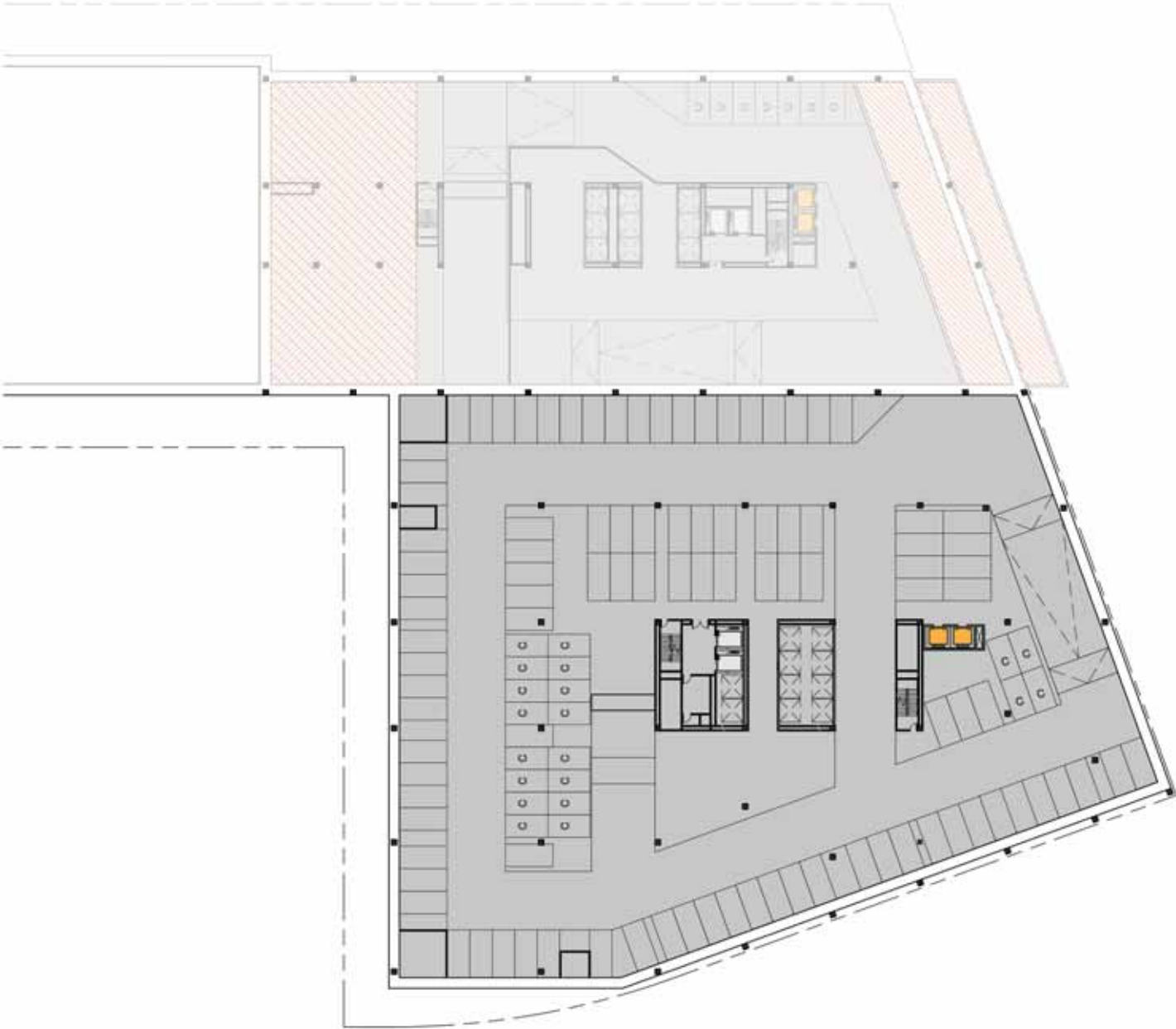
COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13D



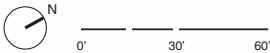
COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13E



PARKING STALLS - 60
374 STALLS TOTAL

LEVEL B1



COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13F



PARKING STALLS - 78 TYPICAL
374 STALLS TOTAL

TYPICAL LEVELS B2-B7

COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13G



- Commercial
- Lobby
- Active use
- Mechanical / BOH

SECTION A-A'

0' 40' 80'

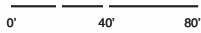
COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13H



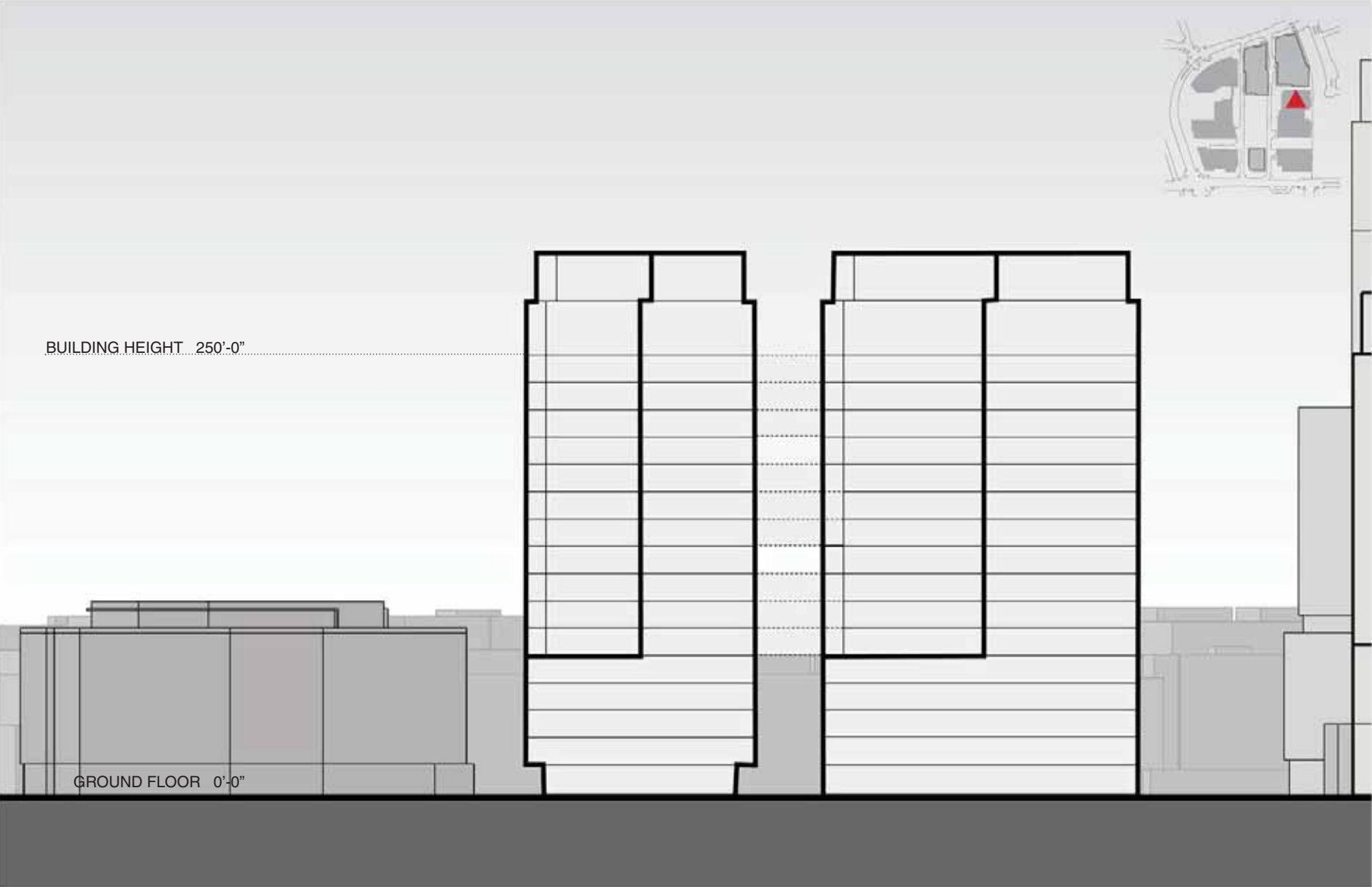
- Commercial
- Lobby
- Active use
- Mechanical / BOH

SECTION B-B'

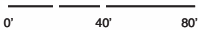


COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.131



SOUTH ELEVATION

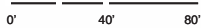


COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13J



EAST ELEVATION



COMMERCIAL BUILDING D (250 BINNEY STREET)

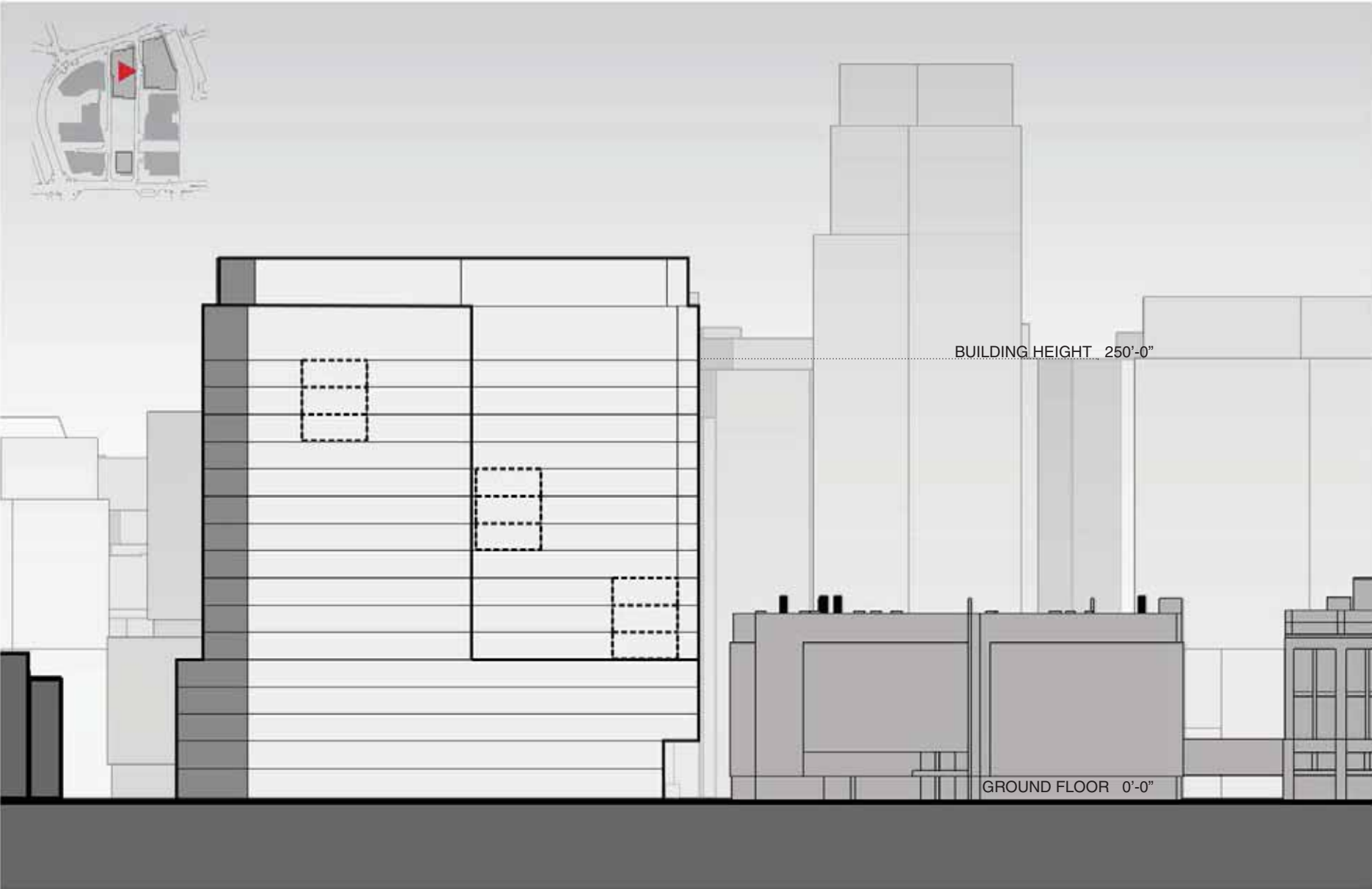
FIGURE 1.13K



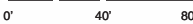
NORTH ELEVATION

COMMERCIAL BUILDING D (250 BINNEY STREET)

FIGURE 1.13L



WEST ELEVATION



DEVELOPMENT COMPONENTS

INNOVATION SPACE CONVERSION (255 MAIN STREET, 325 MAIN STREET AND 80 BROADWAY)

PROJECT SUMMARY

The project at 255 Main Street hosts the market rate and below market rate innovation space in a manner consistent with the requirements of Article 14. The market rate space is operated by the CIC and the below market rate space is operated by a third party manager who will lease co working, classroom and event space to nonprofits focused on providing technology education.

The proposed conversion will have a total GFA of approximately 105,200 phased with the development GFA of Commercial Buildings at 145 Broadway and 325 Main Street Respectively. The Applicant has delivered the Innovation Space conversation at 255 Main Street associated with Phase 1. The remaining Phase 2 Innovation Space plan will be delivered at 325 Main Street and 80 Broadway concurrently with Commercial Building B, which anticipates a Certificate of Occupancy in Q2 of 2022.

The anticipated market rate uses include business incubators, small research laboratories, office space for startups, non-profits and entrepreneurs, and facilities necessary for testing early stage products and prototypes. The below market space will include tech education focused nonprofits. The prominent location, re purposed space, and below market rents will help facilitate and guarantee the future of the innovation ecosystem that has contributed to the vitality of Cambridge.



BELOW MARKET SPACE OPERATION DIAGRAM

Figure 1.14 shows a conceptual Operation Plan for the below market space and a phasing and delivery plan for the market and below market Innovation Space overall.

1. Owns space at economic risk



2. Licensee operates space for share of revenue

LICENSEE OPERATOR

3. Non profits* serve their target clients



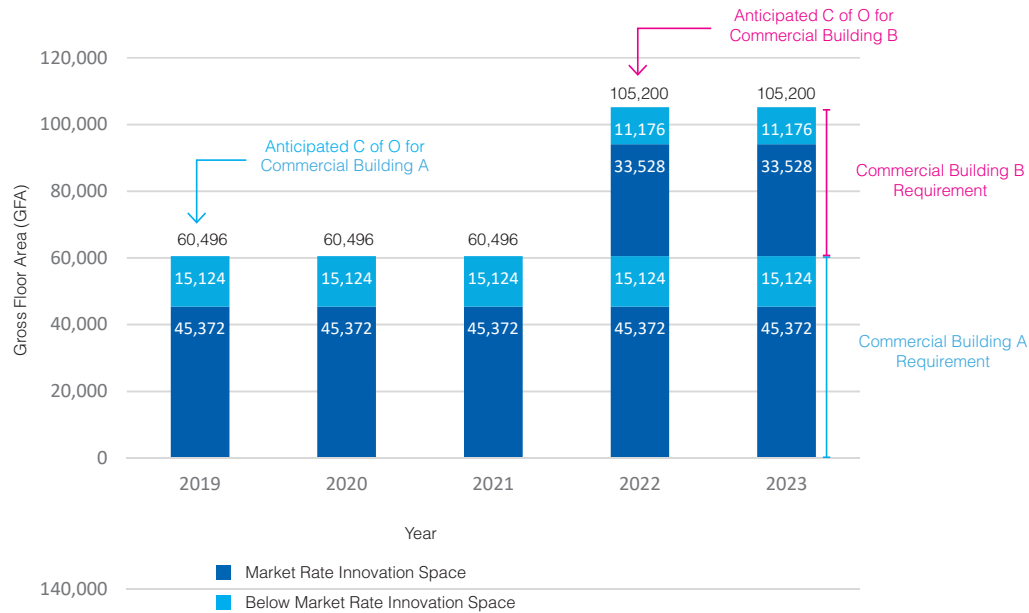
Governance Board** Chooses Non Profits Tenants



1. *Non profits represented here as of 2020
2. ** Governance Board to be composed of applicable stakeholders
3. Images from: link-kendall.org / cic.com

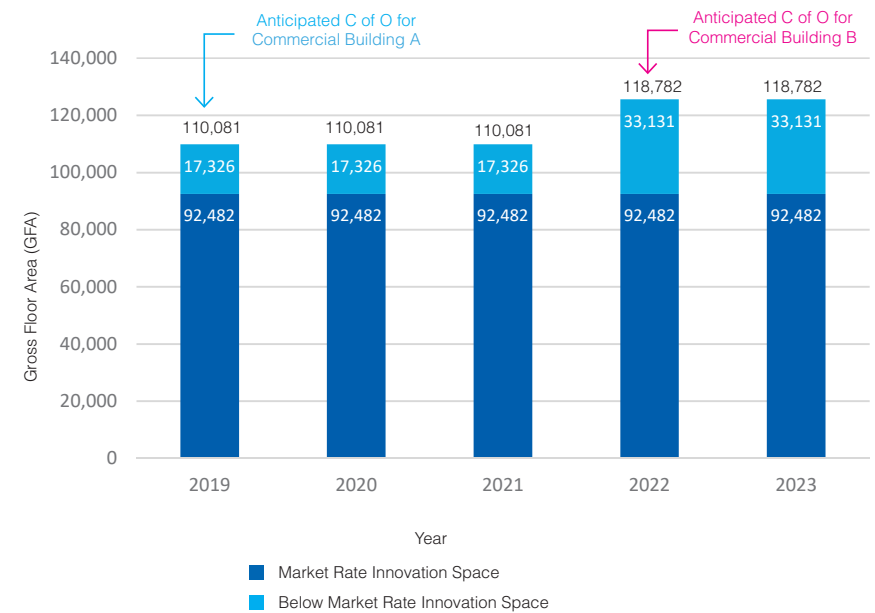
FIGURE 1.14

REQUIRED INNOVATION SPACE DELIVERY

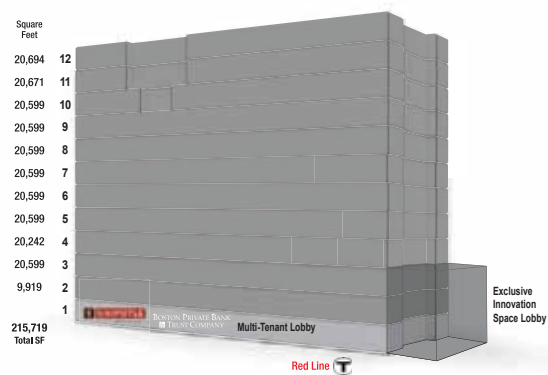


PLANNED INNOVATION SPACE DELIVERY

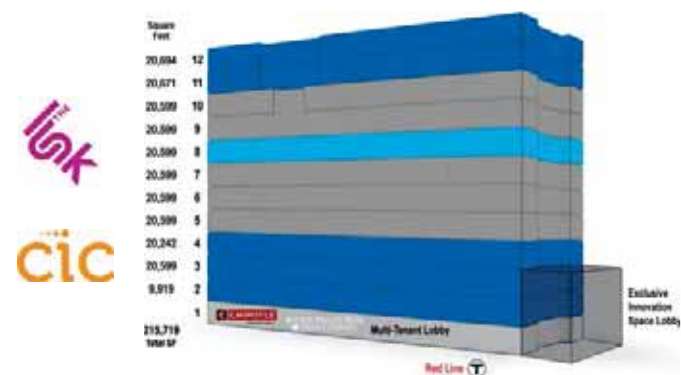
FIGURE 1.14



255 MAIN STREET– EXISTING



255 MAIN STREET– STACKING



1. Phasing and percentage of Innovation space will be in conjunction with the GFA of Commercial Buildings A and B Respectively

(Intentionally Blank)