



MXD INFILL DEVELOPMENT CONCEPT PLAN

CAMBRIDGE, MASSACHUSETTS
CONSOLIDATED REVISION ISSUED FEB, 2017

SASAKI

SUBMITTED TO**Cambridge Community Development Department**

City Hall Annex
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The Cambridge Redevelopment Authority

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FEB 2017

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Master Plan
Permitting

Commercial Building A - 145 Broadway
Residential Buildings North and South (Blue Garage)
Commercial Building B - 250 Binney Street
District / Project Landscape Architects
Traffic Engineering / Civil Engineering
Sustainability
Environmental Science
Geotech

NOTES:

The MXD Infill Development Concept Plan (IDCP Rev.2) contains updated and revised figures that also refer to figures in **The Response to Comments Document** submitted November 2016.

In certain cases a figure reference beginning with “**R**” for example *FIGURE R3.2.1* serves to answer comments found in the Comments List in addition to updating figures for corresponding sections of the IDCP. The representation of Conceptual Massings may differ slightly as updated figures have in some cases advanced in design. In these cases Design Review documents for each project or Figures beginning with “**R**” as in the Response to Comments submission are the current massing representations at the time of this revision.

INTRODUCTION AND ACKNOWLEDGMENTS

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 master 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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CONSOLIDATED COMMENT LIST / RESPONSE TO COMMENTS NOVEMBER 2016

(SEPARATE DOCUMENTS)

A. STUDY SUPPORTING DOCUMENTATION

B. CERTIFIED TIS

C. ENVIRONMENTAL IMPACT STUDIES

D. SUSTAINABILITY SUPPORTING DOCUMENTATION

E. STEAM UTILIZATION FEASIBILITY REVIEW

An architectural rendering of a city street scene. On the left is a curved, multi-story brick building. In the center and right are modern glass skyscrapers. The foreground shows a street with cars, pedestrians, and trees. The entire image is covered with a semi-transparent blue overlay.

1. PROPOSED DEVELOPMENT PLAN

1. INTRODUCTION

Boston Properties Limited Partnership (the “Applicant”) submits this MXD Infill Development Concept Plan (the “Concept Plan”) as an application for a Special Permit to develop new commercial and residential uses within the Kendall Square Mixed Use Development District (the “MXD District”) above and beyond the 3,333,000 square feet of 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 Renewal Plan (KSURP).

Refer to **Figure 1.2** for a site location map.

The Applicant proposes to construct up to 1,066,500 square feet of gross floor area (“GFA”) on four parcels within the existing Kendall Center complex in Kendall Square (the “Project”). As set forth in the Zoning Ordinance, the Concept Plan must be approved by the Cambridge Redevelopment Authority (CRA) and by a special permit granted by the Planning Board in order to authorize the development of the Infill GFA.

As stated in Section 14.32.1 of the Zoning Ordinance the purpose of the Concept Plan is to **“...provide a context and a conceptual governance structure for existing and potential future development that allows development to proceed in a flexible manner without requiring additional special permits for each building.”**

In accordance with Section 14.32.2 of the Zoning Ordinance, this Concept Plan provides the following key narratives with supporting graphical materials:

1. **Proposed Development Plan**
2. **Zoning Conformance**
3. **Open Space Plan**
4. **Retail Plan**
5. **Transportation**
6. **Infrastructure**
7. **Environmental Impacts**
8. **Sustainability Plan**
9. **Phasing Plan**
10. **Design Guidelines**

The Project marks a new phase in the Kendall Center development and, in summary, will include:

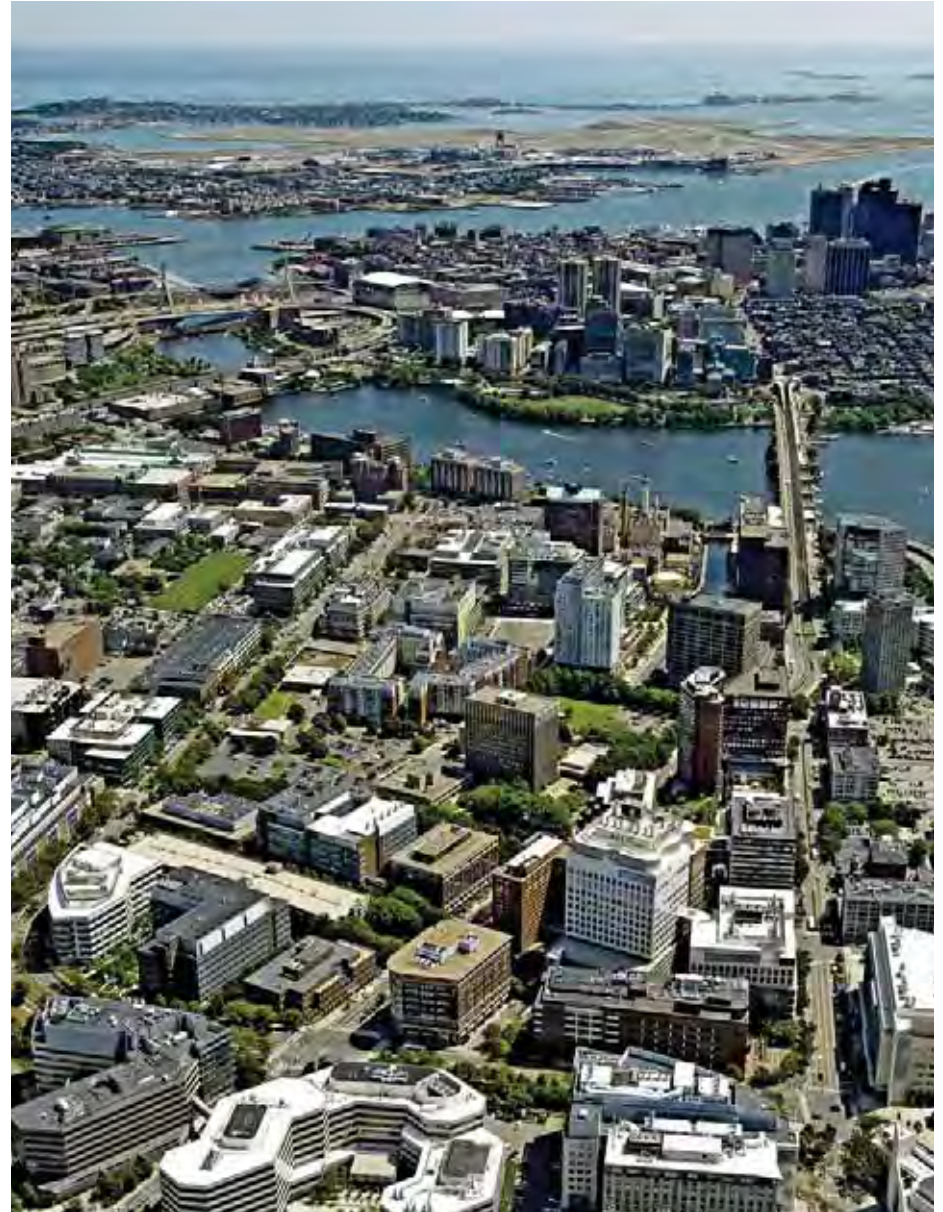
- Up to 425 units of new, diverse housing across a broad spectrum of unit type, size and affordability;
- 627,134 GFA of new commercial space that may include both office and laboratory uses;
- 105,200 GFA of new innovation space converted from existing office uses
- Approximately 19,366 GFA of new ground floor retail/active use space that will activate Broadway and Binney streets and add to the activation of Kendall Square;
- New and enhanced open space and streetscapes along Broadway and Binney Streets and the 6th Street connector;
- Up to 633 new covered and secure long-term bicycle parking spaces and 102 short-term bicycle parking spaces; and
- Up to 809 new vehicle parking spaces within the vicinity of the Project.

As demonstrated herein, the Concept Plan as submitted conforms 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 Special Permit.

The following sections provide a brief overview of the history/background of the KSURP, the more recent MEPA review, and approval process for the Project, a description of existing and proposed conditions, an analysis of the Project’s consistency with the K2 Master Plan and a summary of the Project’s public benefits.



1978 AERIAL VIEW OF KENDALL SQUARE.



2014 AERIAL VIEW OF KENDALL SQUARE.

1.1 PROJECT HISTORY AND BACKGROUND

The adoption of the KSURP in 1965 and the first Major Plan Amendment in 1977, allowed the CRA to carry out the acquisition of 70 parcels of land, relocation of over 100 businesses, demolition of about 100 buildings and clearance of 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 area boundary and property acquisition areas.

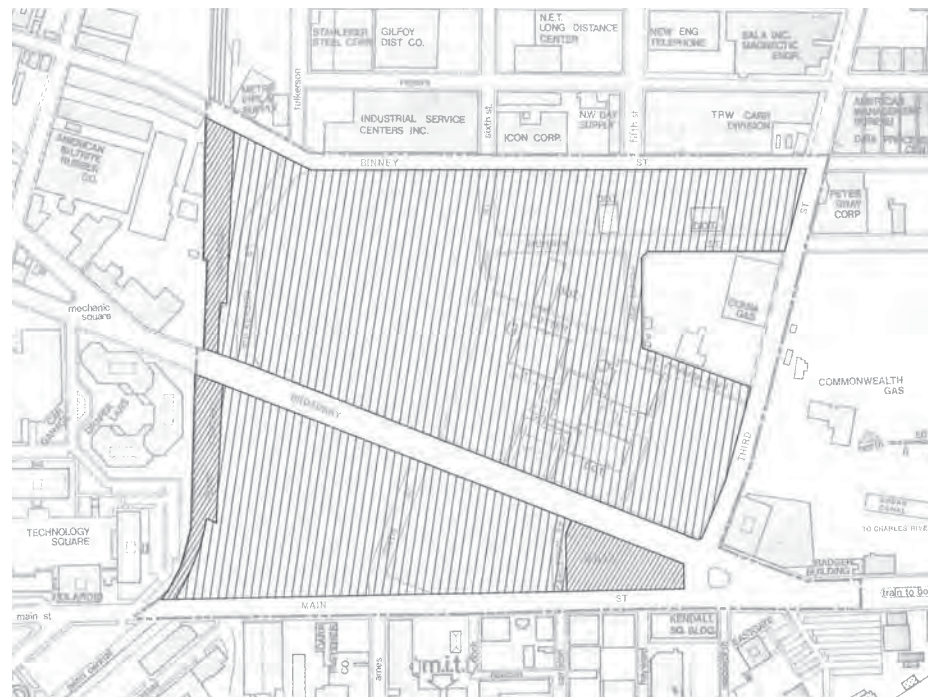
In the late 1970s, the CRA and Cambridge City Council engaged the public in a re-planning effort. In 1977, the plan was amended to create the MXD District to attract mixed-use development to the area north of the MBTA Kendall/MIT Red Line station. The District boundary, as shown in Figure 1.2, represents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

Over the last 30 years, Kendall Square has become a center of innovation, creativity and technology; exceeding the expectation of the planners, designers, and developers in the 1960's and 70's. KSURP Amendment No. 10 advanced the City of Cambridge's (the "City") planning goals for the KSURP (consistent with the recommendations from the 2013 K2C2 Planning Study for the KSURP area) through more efficient and improved use of the Kendall Square area and existing infrastructure. Amendment No. 10 updated the KSURP to not only facilitate job growth and housing opportunities, including the provision for affordable housing in Kendall Square, but also to achieve the broader

goal of creating a sustainable, inviting, and inclusive neighborhood.

The building construction limit under the Zoning Ordinance and the KSURP, which has almost been fulfilled, was increased to meet the continued demand for additional housing, office and biotechnology manufacturing space as well as to bring supporting retail to the KSURP area, while also enhancing open space opportunities. New provisions of Amendment No. 10 assist the CRA in linking transit investment to development to

ensure that the KSURP area's transit assets grow along with it. Requirements for innovation space, affordable housing, and ground floor retail are included so that Kendall Square remains not only a destination for the great thinkers of today, but also a laboratory for the great ideas of tomorrow, that will ensure the successful future of the City of Cambridge as a diverse, innovative and active neighborhood.



1976 KSURP BOUNDARY AND PROPERTY ACQUISITION AREAS



FIGURE 1.1

1.1.1 MEPA REVIEW

Adopted in 1965, the KSURP has been updated and amended a number of times since it was originally reviewed and approved under MEPA in 1977 (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. 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.

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 an SEIR for a Major Plan Amendment to the KSURP (Amendment No. 10) to allow for up to 1,034,000 gross square feet of additional commercial and residential development (the “Previously Reviewed Project”), which included the following components:

- Cambridge Center North Garage Office Buildings, including approximately 590,000 square feet of net new office, innovation, and retail space;
- Eleven Cambridge Center Residential Building, including 295 residential units and approximately 25,000 square feet of ground floor retail;

- Three Cambridge Center Mixed Use Building, including replacement office space (approximately 1,100 square feet net new), and the addition of 266 residential units and approximately 20,000 square feet of ground floor retail; and
- Approximately 75,100 square feet of new office space to be undertaken by other parties separate from the Applicant (referred to herein as “Other Developers”), including:
 - An approximately 60,000-square foot office expansion at the existing Whitehead Institute building at Nine Cambridge Center (the “Whitehead Institute Addition”); and
 - Conversion of approximately 15,100 square feet of mechanical space to commercial office space at the existing Broad Institute building at 75 Ames Street (the “Broad Institute Office Conversion”).

The submission to MEPA for this Plan Amendment 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 April 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 a 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 CRA filed the required NPC that:

1. Documented the more fully developed proposed project mitigation related to public transit for public review and comment (in the form of the Memorandum of Understanding between the Massachusetts Department of Transportation (MassDOT)/Massachusetts Bay Transportation Authority (MBTA), City of Cambridge, and the Applicant), in accordance with the SEIR Certificate (the “draft MOU”); and
2. Documented the key differences between the preliminary development program and building massing scheme previously presented in the SEIR and the currently proposed plan in response to the public process in the fall/winter of 2015 leading up to the final amendments to Article 14 of the Cambridge Zoning Ordinance approved by Cambridge City Council on December 21, 2015.

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.

This map shows the Cambridge Center area with several key locations highlighted. The callouts are as follows:

- Residential Buildings South and North Blue Garage (Cambridge Center North Garage)**: Located in the upper left quadrant.
- Commercial Building A 145 Broadway (11 Cambridge Center)**: Located on Broadway, west of the center.
- Commercial Building B 250 Binney Street (14 Cambridge Center)**: Located on Binney Street, east of the center.
- Broad Institute**: Located south of Commercial Building A.
- 6th Street Connector (6STC)**: A green highlighted area connecting the Broad Institute to the Innovation Space.
- Innovation Space 255 Main Street (1 Cambridge Center)**: Located on Main Street, south of the 6th Street Connector.

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1.2 EXISTING SITE CONDITIONS

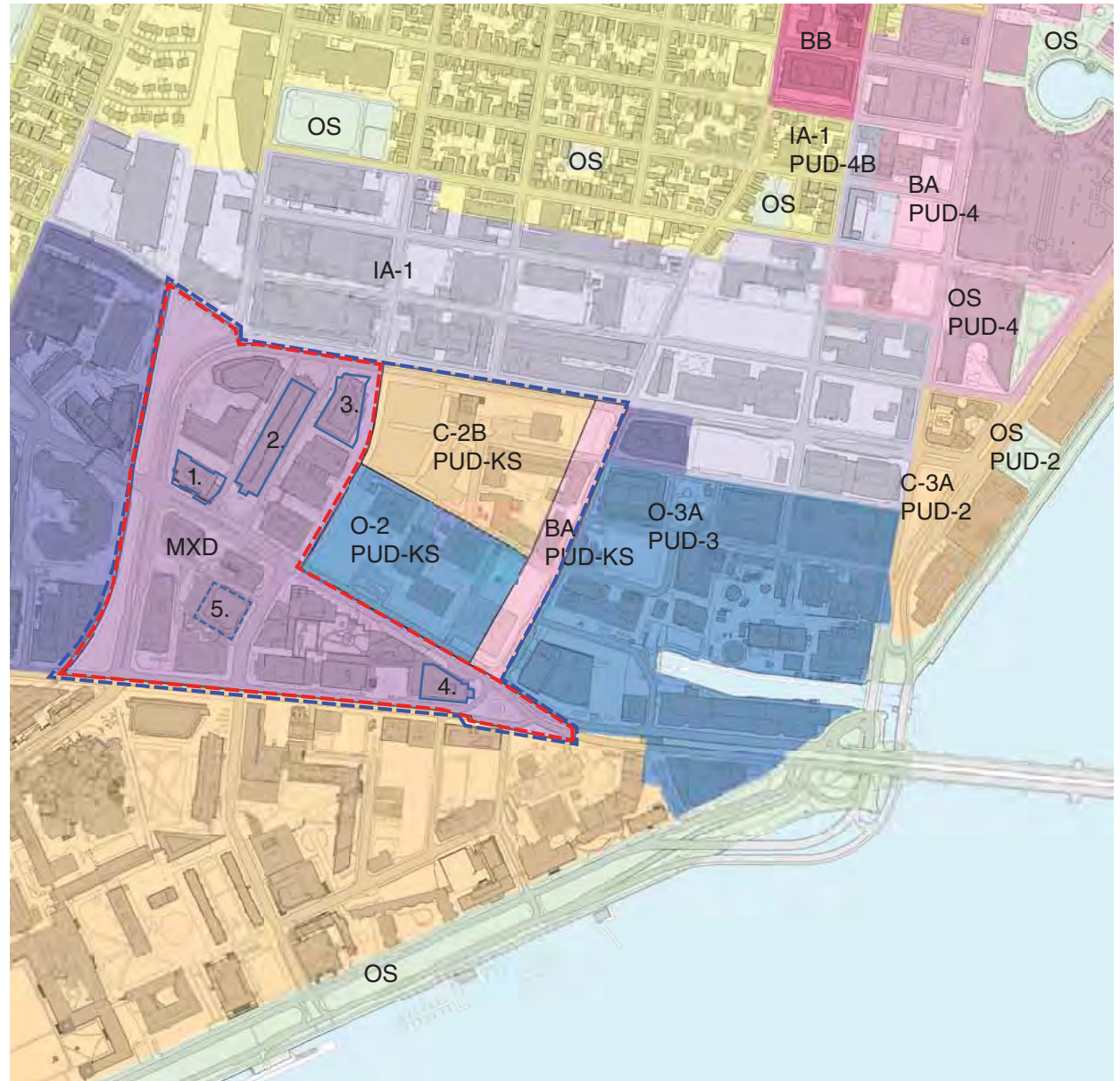
EXISTING ZONING

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

1. 145 Broadway (formerly referred to as 11 Cambridge Center);
2. Blue Garage (formerly referred to as Cambridge Center North Garage) fronting Broadway and Binney Street;
3. 250 Binney Street (formerly referred to as 14 Cambridge Center); and
4. 255 Main Street (formerly referred to as 1 Cambridge Center).
5. Completed in 2014, the approximately 246,000 square feet Broad Institute building located at 75 Ames Street was the subject of Plan Amendment No. 8. Project Change Description.



- MXD Boundary
- KSURP Boundary
- Proposed Building Sites



Source: Base Map Adapted from CDD GIS Map: prepared by Brendan Monroe on August 26, 2015.

- | | | | | |
|----------------------|-----------------------|--------------------------|--|--------------------------|
| Transportation | Government Operations | Industrial | Residential 26 - 534 units | Commercial w/Residential |
| Higher Education | Public Open Space | Utility | Residential w/Ground FI Comm. 26-492 units | General Commercial |
| Education | Privately-Owned OS | Residential 1 - 3 units | Residential w/Commercial | Office |
| Charitable/Religious | Vacant Land | Residential 4 - 25 units | Educational Residential | Office / R&D |

- MXD Boundary
--- KSURP Boundary

EXISTING LAND USE

FIGURE 1.6A



Source: Base Map Adapted from CDD GIS Map: prepared by Brendan Monroe on August 26, 2015.

- | | |
|--------------------------|----------------------------|
| Commercial w/Residential | Residential 26 - 534 units |
| General Commercial | Government Operations |
| Office | Industrial |
| Office / R&D | Transportation |

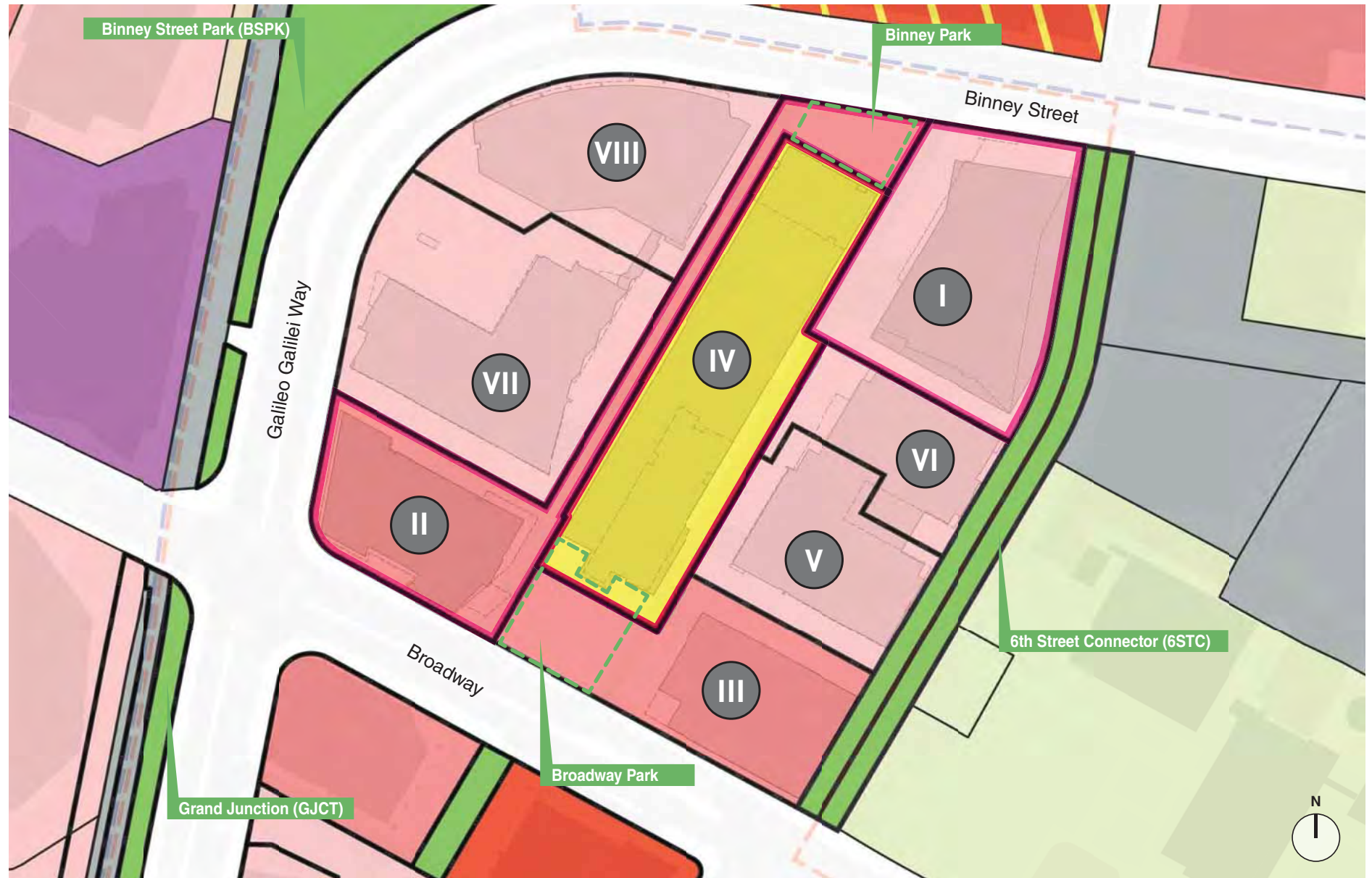
Open Space/Park

- | |
|--------------------|
| MXD Boundary |
| KSURP Boundary |
| Tract/Lot Boundary |

Tract/Lot Number

PROPOSED LAND USE

FIGURE 1.6B



Source: Base Map Adapted from CDD GIS Map: prepared by Brendan Monroe on August 26, 2015.

- | | |
|--------------------------|----------------------------|
| Commercial w/Residential | Residential 26 - 534 units |
| General Commercial | Government Operations |
| Office | Industrial |
| Office / R&D | Transportation |

- Proposed Lot Boundary
- Open Space/Park

- MXD Boundary
- KSURP Boundary
- Tract/Lot Boundary

- Tract/Lot Number

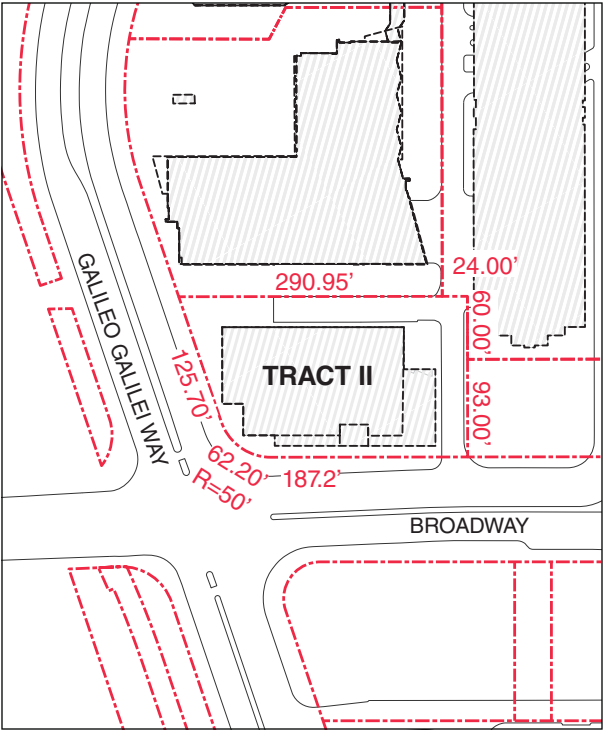
1.2.1 145 BROADWAY (FORMERLY 11 CAMBRIDGE CENTER)

The 145 Broadway site consists of approximately 37,862 square feet of land with an approximately 78,636 GFA office building located at the corner of Broadway and Galileo Galilei Way.

The site is bordered by a tree lined landscaped area and 125 Broadway to the north, the Blue Garage to the east, Broadway to the south and Galileo Galilei Way to the west.



KEY PLAN



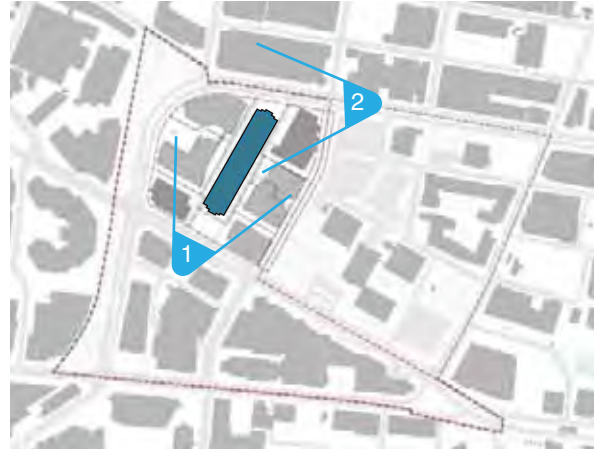
PARCEL BOUNDARY



1.2.2 BLUE GARAGE (FORMERLY CAMBRIDGE CENTER NORTH GARAGE)

The Blue Garage is a six-story approximately 92,000-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 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.

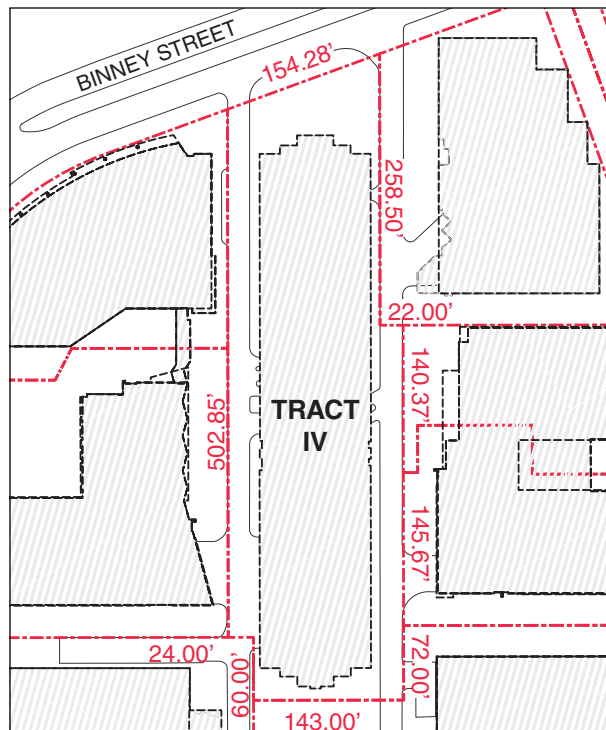
Access to the garage is through two one-way service roads (the “East Service Road” and the “West Service Road”) (collectively the “Service Roads”) on either side of the garage, that connect to Binney Street to the north and Broadway to the south.



KEY PLAN



2



PARCEL BOUNDARY



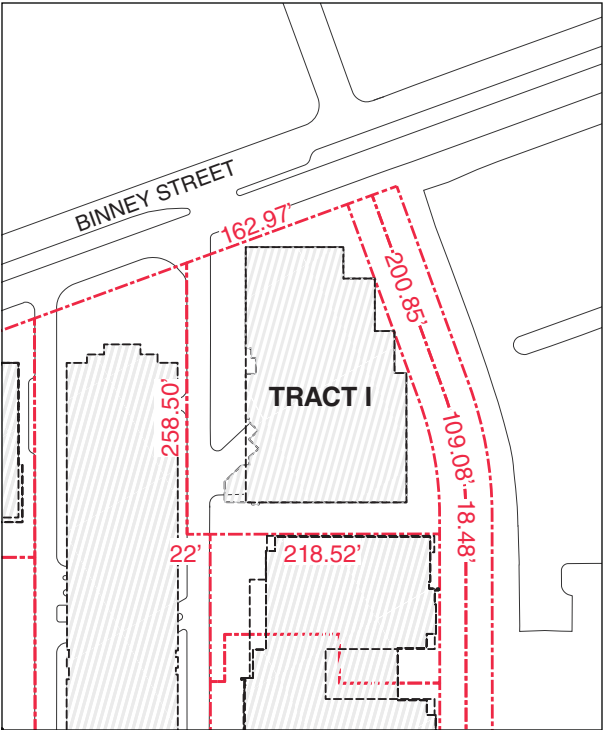
1

1.2.3 250 BINNEY STREET (FORMERLY 14 CAMBRIDGE CENTER)

The 250 Binney Street site consists of approximately 53,996 square feet 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 Loughrey Walkway to the east and 115 Broadway Street to the South, the Blue Garage to the west, and Binney Street to the north.



KEY PLAN

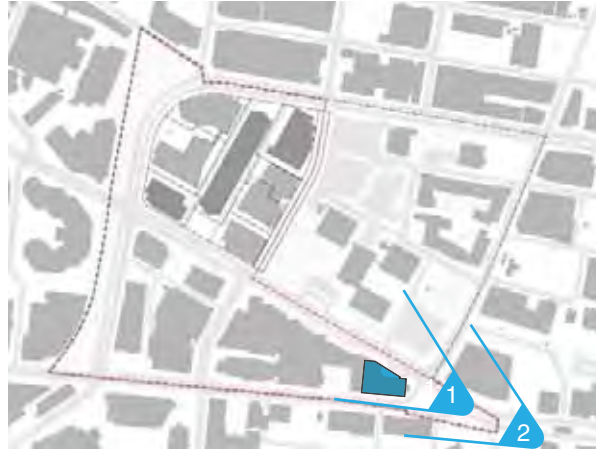


PARCEL BOUNDARY

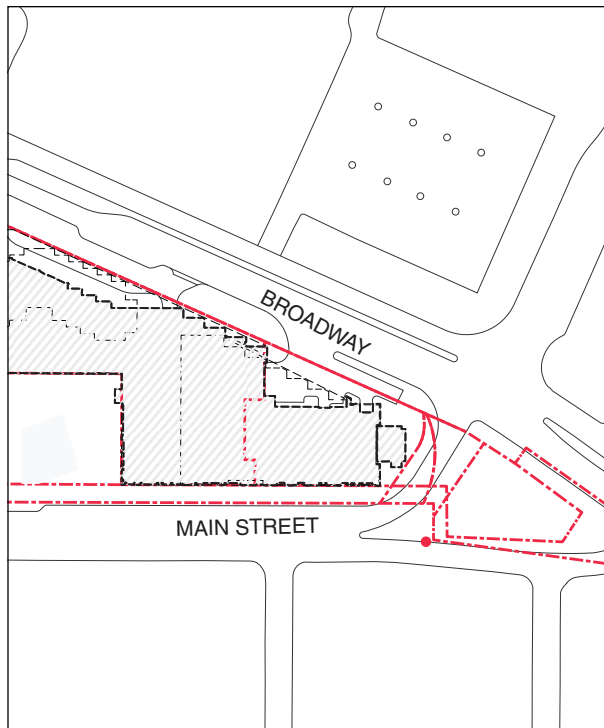


1.2.4 255 MAIN STREET (FORMERLY 1 CAMBRIDGE CENTER)

The 255 Main Street site consists of approximately 224,538 square feet of commercial office space located at the corner of Broadway and Main Street. The site is bordered by Broadway Street to the North, Point Park to the east, Main Street to the south and a plaza to the west.



KEY PLAN



PARCEL BOUNDARY



1.3 PROPOSED CONCEPT PLAN

1.3.1 OVERALL VISION

Since the establishment of the MXD District, rapid advances in technology, social interaction, health, transportation, energy and commerce have changed how we use and plan our cities. Much of this change was driven by the citizens, industry professionals, organizations and academic researchers who have made Kendall Square a globally renowned epicenter of innovation.

This Concept Plan presents a vision that reflects the unique needs and interests of the people who live, work, connect and innovate in the MXD District and creates an opportunity for the built environment to be adapted to keep pace with the innovative efforts of its citizens. As an infill development proposal, it allows the Applicant to recognize and reinforce what exists and has worked well in the past, adapt and create what is needed now and plan for the possibilities in our future.

This vision is achieved through the following specific goals:

Active and Connected Open Space

The creation of new open space and the enhancement of existing open space that prioritizes connection with existing and future public space and allows for greater flexibility in park programming and use.

Mix of Development Programs

The careful blending of office, laboratory space, housing, retail and innovation 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 broad spectrum of unit type, size and affordability through a combination of apartments, condominiums, larger units for families, middle income housing and affordable housing.

Investment in Alternative Transportation Infrastructure

The creation of new pedestrian and bicycle paths to ensure connected but separate paths of travel that recognize the varying needs and capacities of pedestrians and cyclists.

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 K2 Study but allows for purpose based design decisions that result in a better built environment.

Sustainability

Meeting established criteria but thinking beyond the constraints of a scorecard to integrate designs that incorporate public and building occupant wellness and district approaches to sustainability.

Innovation Space

The creation of 105,200 square feet of Innovation space to the project area, including at 255 Main Street, the highly visible front door of Kendall Square, to ensure the continued vitality and spirit of innovation that defines Cambridge.

1.3.2 CURRENT DEVELOPMENT PROGRAM

The Project has been designed in compliance with the recent amendment to Article 14 of the Cambridge Zoning Ordinance approved by Cambridge City Council on December 21, 2015 after a public process that began in 2012 with a broad planning process known as K2C2 the summer of 2015. The final zoning process was carried out in conjunction with the most recent MEPA review process.

The proposed Project intends to address the City's desire for affordable and middle income housing as well as the creation of innovation space consistent with the K2 Plan. Further, the Project would result in a myriad of public benefits and improvements including public open space, upgraded stormwater management facilities, increased property tax revenue, job creation, streetscape improvements and bicycle accommodations.

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

- Commercial Building A located at 145 Broadway;
- Residential Building South located atop the Blue Garage fronting Binney Street;
- Commercial Building B located at 250 Binney Street; and
- Residential Building North located atop the Blue Garage fronting Broadway;
- Innovation Space Conversion located at 255 Main Street.

The proposed changes to the existing Broad Institute building at 75 Ames Street are covered by the Zoning Ordinance and KSURP, but are under the control of Other Developers and are not included in this Concept Plan. Table 1-1 below presents the proposed development program.

DEVELOPMENT PROGRAM SUMMARY BY USE (GFA ¹)					
	PHASE 1	PHASE 2		PHASE 3	
	<u>Commercial Building A</u>	<u>Commercial Building B</u>	<u>Residential Building South</u>	<u>Residential Building North</u>	<u>Broad Institute Office Conversion²</u>
Commercial GFA ⁵	365,095	248,039	0	0	14,000
Retail/Active Use ⁴ GFA	10,037	8,029	0	1,300	0
Residential GFA ⁶	0	0	350,000	70,000	0
Total	375,132	256,068	350,000	71,300	14,000
					1,066,500

DEVELOPMENT PROGRAM SUMMARY BY BUILDING HEIGHT					
	PHASE 1	PHASE 2		PHASE 3	
	<u>Commercial Building A</u>	<u>Commercial Building B</u>	<u>Residential Building South</u>	<u>Residential Building North</u>	<u>Broad Institute Office Conversion²</u>
Height (Feet)	250'	200'	350'	170'	n/a
Floors	Up to 19 Floors	Up to 14 Floors	Up to 34 Floors	Up to 12 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. Innovation space to be developed concurrently with Phase 1 of the Project.
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 Cambridge Zoning Ordinance.
5. Incorporated within the Commercial GFA figures is the Innovation Space tied to Commercial Building A and Commercial Building B.
6. Refer to Section 2.1.1, Housing Program for a more detailed breakdown of the Residential GFA.

DEVELOPMENT PROGRAM SUMMARY (GFA ¹)						
	PHASE 1	PHASE 2		PHASE 3		
	<u>Commercial Building A</u>	<u>Commercial Building B</u>	<u>Residential Building South</u>	<u>Residential Building North</u>	<u>Broad Institute Office Conversion²</u>	<u>TOTAL</u>
Total Building GFA	453,768	318,644	350,000	71,300	14,000	1,207,712
Existing GFA	(78,636)	(62,576)	0	0	0	(-141,212)
NET NEW GFA	375,132	256,068	350,000	71,300	14,000	1,066,500
<i>EXEMPT GFA</i>						
Innovation Space ³	(62,522)	(42,678)	0	0	0	(105,200)
Middle-Income Housing	0	0	(16,667)	(3,333)	0	(20,000)
Retail/Active Use ⁴	0	0	0	(1,300)	0	(1,300)
NET NEW INFILL GFA	312,610	213,390	333,333	66,667	14,000	940,000
Existing District Aggregate Infill GFA						3,333,000
Proposed Additional Infill GFA						940,000
New District Aggregate Infill GFA						4,273,000

TABLE 1-1 PROPOSED DEVELOPMENT PROGRAM

TOTAL GFA (NET NEW)	1,066,500
Office/Laboratory (GFA)	627,134
Retail/Active Use (GFA)	19,366
Residential (GFA)	420,000
Residential Units (GFA)	Up to 425
Parking Spaces (GFA)	809
Bike Parking Long-Term Spaces	633
Bike Parking Short-Term Spaces	102

1.3.2 CURRENT DEVELOPMENT PROGRAM

The Zoning Ordinance and the KSRP regulate the amount of development through a cap on aggregate Gross Floor Area (GFA) of all land uses in the MXD District. The amount of development is further restricted through limitations of use groups and Floor Area Ratio (FAR) controls by land use. These three tiers of regulations are designed to provide flexibility in the distribution of development throughout the MXD District while maintaining a balance of land use in the area.

The Project is proposing the addition of 1,066,500 GFA comprised of 627,134 GFA of net new commercial development, 420,000 GFA of net new residential development, 19,366 GFA of net new retail development and the conversion of up to 14,000 GFA of mechanical space to commercial office space at the Broad Institute. The analysis of impacts provided throughout the Concept Plan is based on these total GFA figures.

The 1,066,500 GFA incorporates approximately 126,500 square feet 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, 20,000 GFA of middle income housing and 1,300 GFA of ground floor retail space. Excluding the exemptions provides for the addition of 940,000 square feet of Infill GFA which meets the total aggregate GFA cap of 4,273,000 square feet. This is summarized in below, and in more detail in Table 1-1.

PROJECT GFA	1,207,712
Less EXISTING GFA	(141,212)
NET NEW GFA	1,066,500
Less EXEMPT GFA	(126,500)
NET NEW INFILL GFA	940,000

The following sections describe each Project Component in further detail.

Figure 1.7 presents the proposed Project Components. Figure 1.8 presents the existing and proposed massing plans. Figure 1.9 presents existing and proposed lot lines. Figure 1.10 presents height and massing. Figures 1.11a-d present the proposed site conditions. Figure 1.12 demonstrates the Project consistencies with the City's K2 Plan.

COMMERCIAL BUILDING A (PHASE 1)

Figure 1.11a presents the proposed Commercial Building A massing. The redevelopment of 145 Broadway consists of a new up to 19-story ($\pm 250'$) commercial building with ground-floor active use space, totaling approximately 453,768 GFA. The new building is to be constructed in place of the existing 78,636 GFA, four-story commercial office building. A public plaza provides direct and open access to the lobby and active use spaces, which extends along Broadway and wraps the corner of Galileo Galilei Way.

RESIDENTIAL BUILDING SOUTH (PHASE 2)

Figure 1.11b presents the proposed massing, based on an early concept design, for both the Residential Building North and Residential Building South. The Residential Building South consists of a newly constructed up to 34-story ($\pm 350'$) residential building that will stand above the south portion of the Blue Garage and will accommodate up to 355 units, totaling approximately 350,000 GFA of new development, representing the majority of total residential GFA. All of the GFA required to be delivered as home ownership units will be accommodated within the Residential South Building.

COMMERCIAL BUILDING B (PHASE 2)

Figure 1.11c presents the proposed Commercial Building B massing. The redevelopment of 250 Binney Street consists of a new, up to 14 story ($\pm 200'$) commercial building of up to approximately 318,644 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 14 stories, which will be further defined during a separate design review process for the this phase of the Project. Ground Floor uses will include active space along Binney Street and the Sixth Street Connector, an engaging lobby entrance at Binney Street and access to the below grade parking structure from the existing internal access road. Early design concepts have studied methods for terracing the building volume to address its site and provide an appropriate scale for both the Sixth Street connector and the Binney Street corner.

RESIDENTIAL BUILDING NORTH (PHASE 3)

The proposed Residential Building North consists of a newly constructed up to 14-story ($\pm 170'$) residential building that will stand 8 stories above the north portion of the existing 6-story Blue Garage and will accommodate up to 70 units, totaling approximately 71,300 GFA of net new development. Flexibility to deliver a building that can be solely dedicated to either apartment units or home ownership units is accommodated by delivering the minimum home ownership requirement in the Residential South Building. Dedication to a single use will require only one dedicated lobby on the ground floor, thereby freeing up ground floor space for 1,300 GFA of active use/retail.

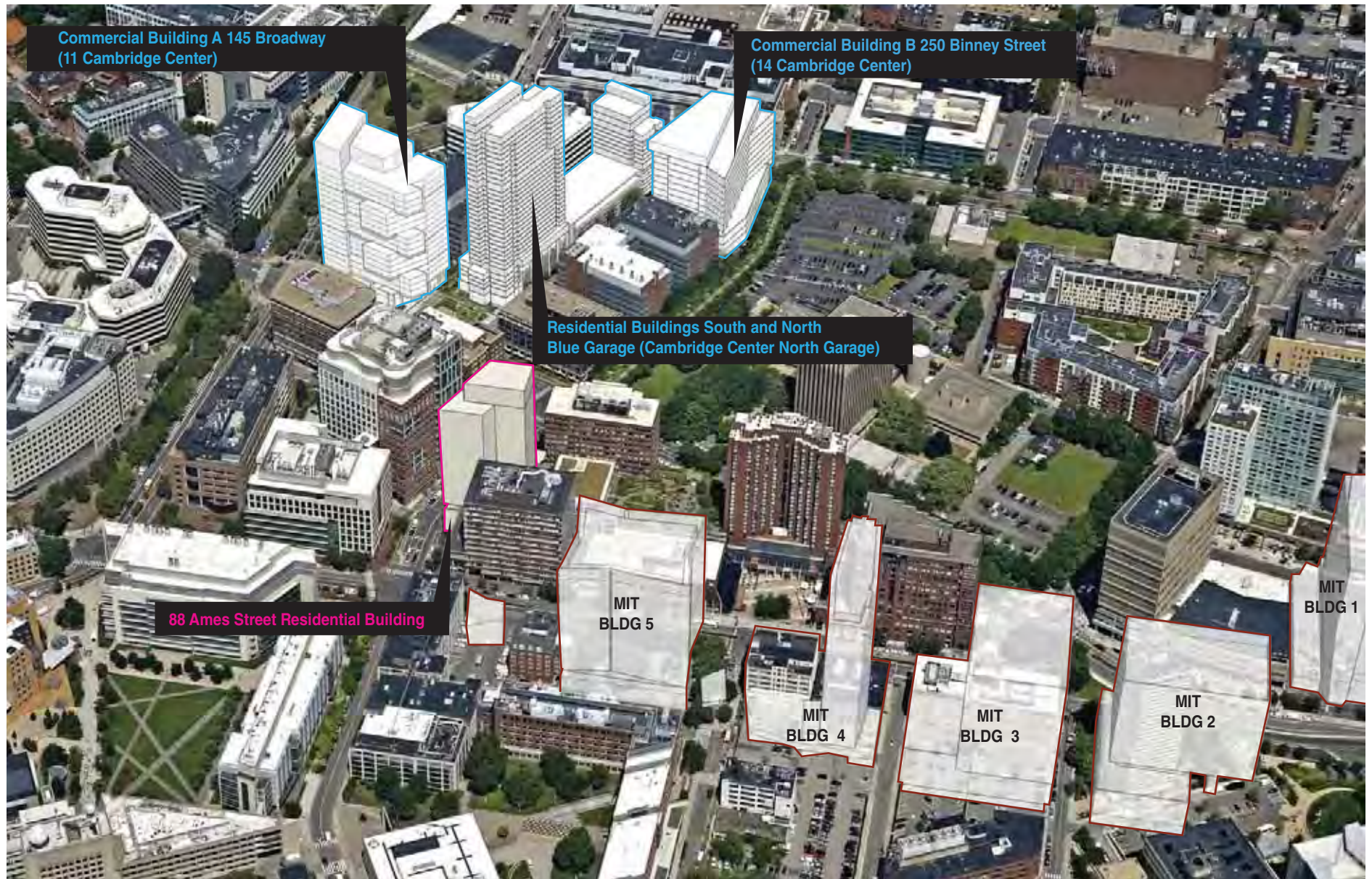
INNOVATION SPACE CONVERSION

Proposed renovations to the Project area including at 255 Main Street will provide for approximately 105,200 GFA of Innovation Space in the KSURP area. These renovations will be distributed across several floors of existing buildings, and constructed to accommodate smaller scale and start up type companies, consistent with the identity of Kendall Square. The main entry to the Innovation Space at 255 Main Street will be immediately off Point Park, at the intersection of Broadway and Main Street, with high visibility from the intersection, park, and Longfellow Bridge. Figure 1.3d presents the location of the proposed Innovation Space Conversion.

BROAD INSTITUTE OFFICE CONVERSION

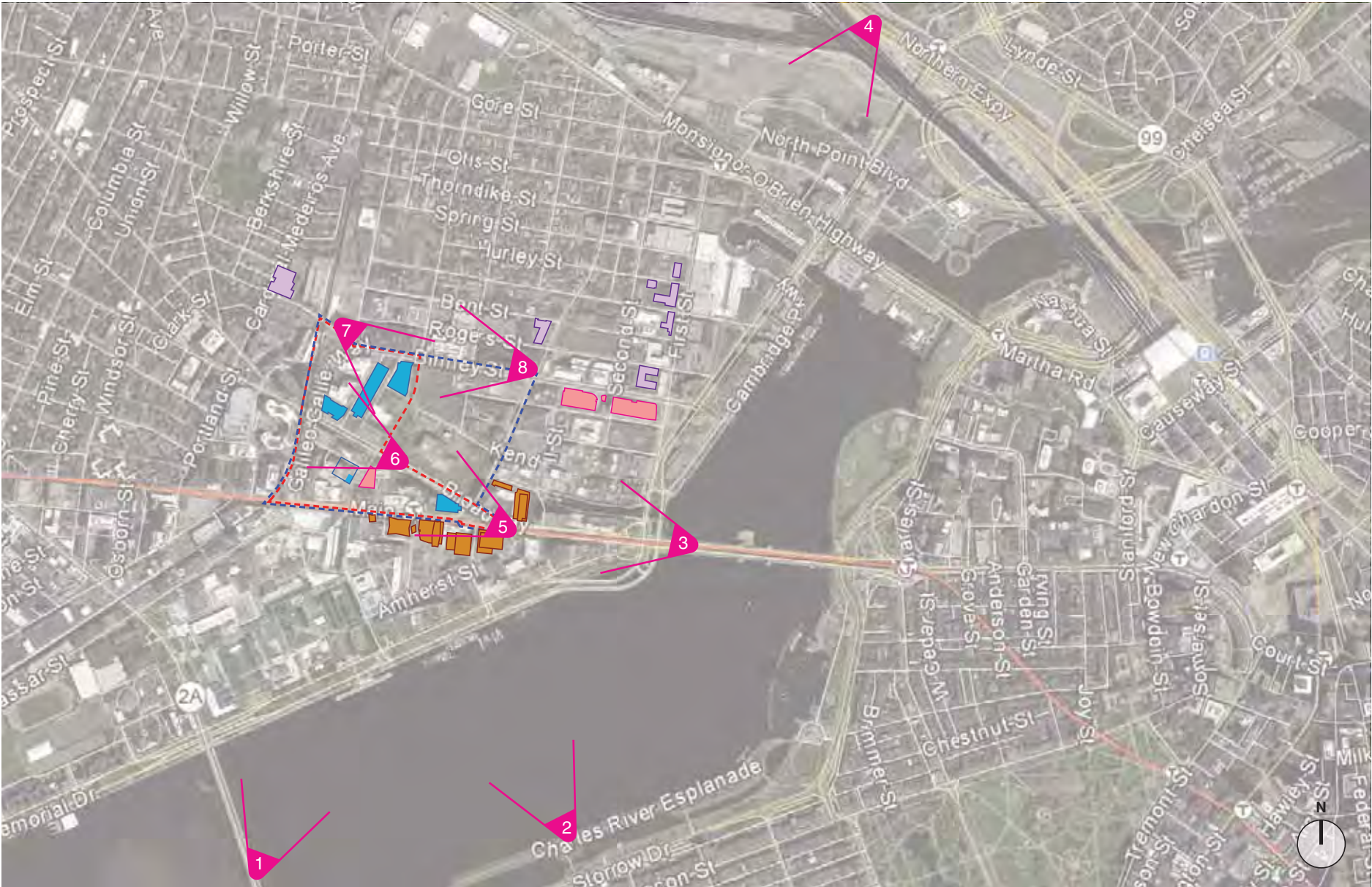
The Broad Institute proposes a change in use to their existing facility (conversion of up to 14,000 GFA of mechanical space to commercial office space) to be undertaken.





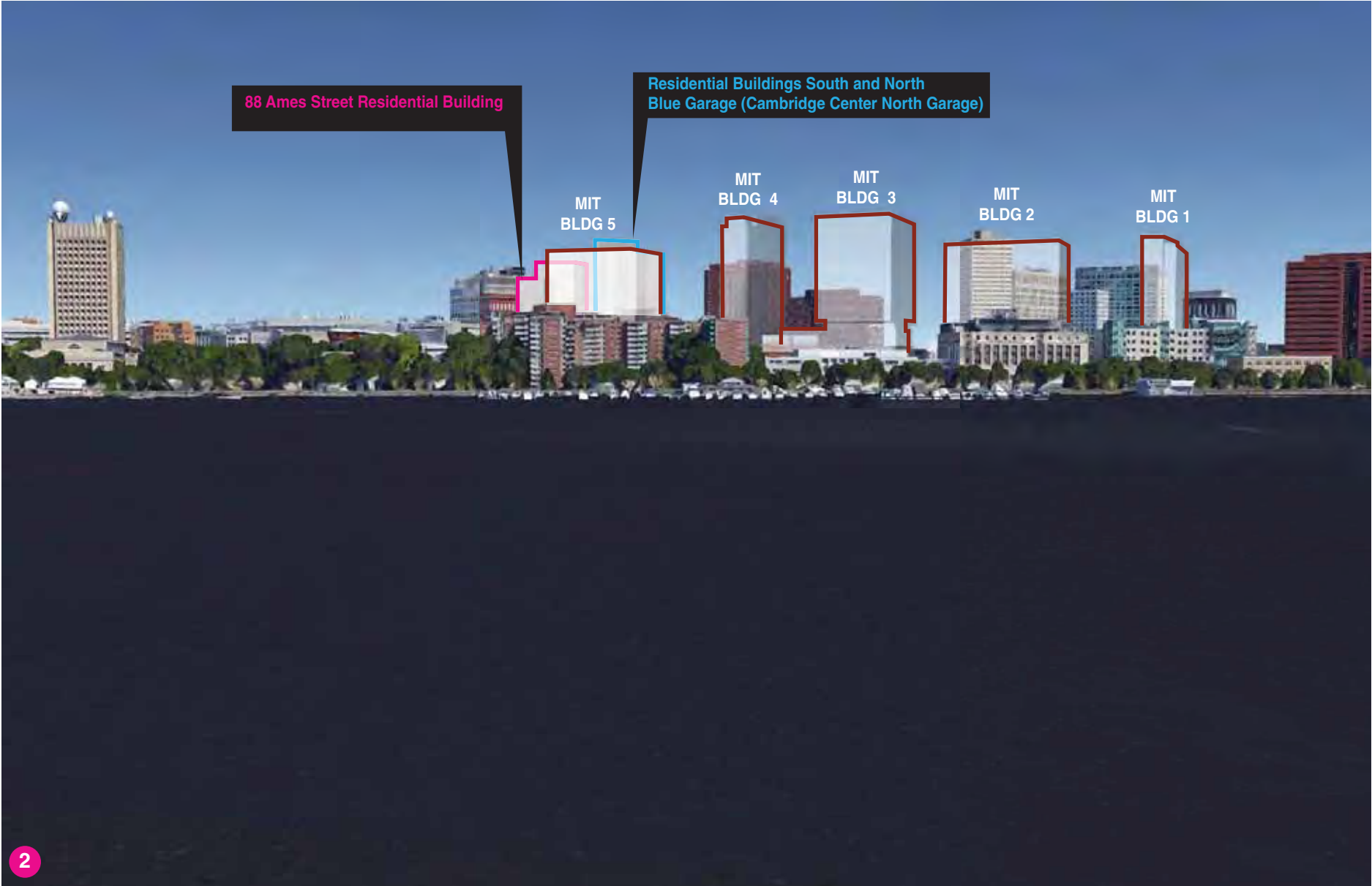
■ Permitted Under Construction
■ Proposed MIT Noma/Soma (By Others)

■ MXD IDCP Proposed Buildings





- Proposed MIT Noma/Soma
- Proposed MXD Buildings

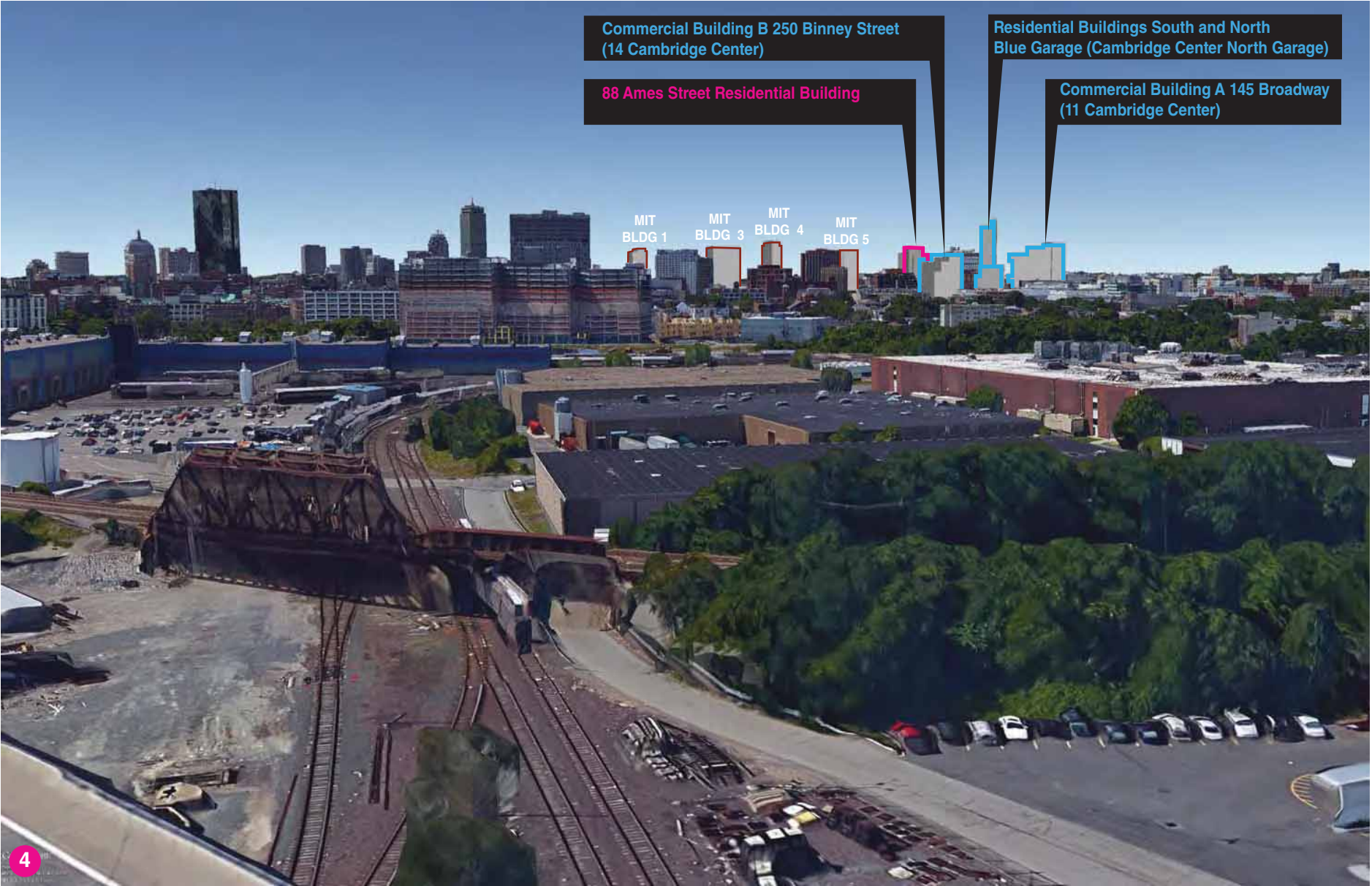


Permitted Under Construction

Proposed MIT Noma/Soma
Proposed MXD Buildings



- Proposed MIT Noma/Soma
- Proposed MXD Buildings



Permitted Under Construction

Proposed MIT Noma/Soma

Proposed MXD Buildings



Proposed MXD Buildings

1.3.3 KEY ELEMENTS

This section summarizes the key elements of the Concept Plan and how the Project addresses each. Sections of the document are referenced herein for further information.

OPEN SPACE

- The Project will provide new and enhanced open space, including the improvement of the 6th Street Connector.
- The Project will expand activity in the KSURP area beyond the typical business day (i.e., past 7 PM) by introducing new residents and active ground-floor uses.
- The Project will enhance existing ground level open spaces with multiple outdoor connections to buildings within the KSURP area.
- The Project will create new urban open space opportunities on building rooftops in the form of green roofs and roof terraces for use by tenants that will collectively work to improve water quality and reduce heat island effect.
- The Project will implement and/or facilitate streetscape improvements along Broadway and Main Street between Ames Street to Galileo Galilei Way, the Sixth Street Connector, Point Park and Galileo Galilei Way between Ames and Binney Streets.

Refer to Section 3, Open Space for additional details on proposed open space conditions, programming and circulation/access.

GROUND LEVEL ACTIVATION/RETAIL PLAN

- The Project will provide functional active use space on the ground floors of all proposed buildings. The active use space will enliven the streetscape and will accommodate retail uses where appropriate.
- 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.

Refer to Section 4, Retail Plan for additional details on proposed retail programming and activation.

TRANSPORTATION

- The Project site is well serviced by an existing transportation system focused on reducing single occupancy vehicle trips to the area and encouraging walking, biking and the use of public transit. The Project intends to align with these goal and enhance the infrastructure focused on alternative modes of transportation. The Project will build a total of 633 long-term covered and secure bicycle parking spaces within the existing Blue Garage and the two new commercial buildings.
- A total of 102 short-term outdoor bicycle parking spaces will be provided around the site, with a significant number located in close proximity to the Sixth Street Connector pathway.
- The Project will be adding up to an additional 809 vehicle parking spaces through a combination of two underground parking garages at Commercial Buildings A and B, as well as modifications to the existing Blue Garage.
- The Project will be adding an estimated 3,650 daily vehicle trips to the area with 390 morning peak hour trips (277 entering, 113 exiting) and 429 evening peak hour trips (145 entering, 284 exiting), along with 4,424 daily transit trips, 1,546 daily walking trips and 1,184 daily bicycle trips.
- All service and loading activity will be accessed from the existing Service Roads within the site. Existing and new vehicle access to the site will also continue to be through the existing Service Roads.
- The Project is planning to enhance the Sixth Street Connector by separating the bicycle and walking paths and aligning the proposed bicycle path with the planned cycle track to the south along Ames Street.

Refer to Section 5, Transportation for additional details on existing and proposed transportation conditions, access and circulations, and proposed transit improvements.

INFRASTRUCTURE

The Project Site is currently serviced by Cambridge Department of Public Works (CDPW), Cambridge Water Department (CWD), and private utility companies. The Project was presented to the CDPW and CWD during the MEPA permitting process. The City departments provided initial confirmation that the water, sewer, and drainage infrastructure in the KSURP neighborhood could accommodate the Project.

- The Project is estimated to generate 124,368 gallons per day of net new wastewater and the baseline water demand is estimated to be 136,805 gallons per day.
- The Project will comply with the applicable CDPW and Massachusetts Department of Environmental Protection standards.
- The Project will reduce the Site stormwater runoff for the 25-year design storm in the proposed condition 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.
- 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.

Refer to Section 6, Infrastructure for additional details.

ENVIRONMENTAL IMPACTS

- The Concept Plan presents a wind 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 a wind tunnel analysis.
- The Concept Plan provides a baseline existing noise condition analysis and presents recommendations to mitigate future potential noise generation from construction activity and mechanical equipment.
- The Concept Plan presents a shadow analysis across varying times of the day and year to assess potential seasonal shadow impacts to the surrounding public open space.

Refer to Section 7, Environmental Impacts for additional details.

SUSTAINABILITY

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, a portion of which will be constructed above an existing garage.
- By reusing existing sites, the Project will achieve energy savings associated with lower embodied energy and reduced GHG emissions through the construction process.
- 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.
- 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.

Refer to Section 8, Sustainability for additional details.

introduction of vertical breaks in facades and creation of interesting and varied rooflines.

Refer to **Design Guidelines** for additional details.

PHASING PLAN

The Project has been divided into three 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 - Residential Building South and Commercial Building B
- Phase 3 - Residential Building North

Refer to Section 9, Phasing Plan for additional details on the phasing strategy of the Project.

DESIGN GUIDELINES

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 and KSURP Design Guidelines. Some of these key design guidelines include:

- Breaking up large blocks and increasing permeability with pedestrian and bicycle connections through the site, while visually connecting outdoor public realm with indoor public spaces.
- Create a strong datum to limit sense of height at street level with setbacks and provide transition to adjacent context, using setbacks as green roofs, balconies, terraces and gardens where possible.
- Create a variety of forms, rhythm, appropriate to urban context through

1.4 CONSISTENCY WITH K2 PLAN

Since the initial MEPA filing in Fall 2015, the Project has undergone a thoughtful evolution based upon public presentations, public agency feedback and the requirements of the December 2015 amendments to Article 14 of the Zoning Ordinance. In addition to adapting to programmatic changes related to the expansion of required affordable housing and the potential bonus for the inclusion of Innovation Space contained in Article 14, the Applicant further studied the Project Site in connection with the K2 Planning study from 2012.

Consistent with the K2 study massing, the residential buildings are located in the interior of the Project site immediately North and South of the existing Blue Garage and are consistent with the height and density concentrated along Broadway. The K2 study shows building massings located on top of the publicly available open spaces along Broadway and Binney. However, the Project preserves these open space resources and proposes to locate the residential buildings on top of the existing Blue Garage. Both the Concept Plan and the K2 study represent the commercial buildings at the corners of the Project site along Broadway and Binney Street.



K2C2 MASSING



MASSING VIEWS

1.5 PUBLIC BENEFITS

The Project will construct over 1 million new square feet 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 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 Project include:

ADDITIONAL HOUSING

The delivery of 420,000 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, type and affordability across both rental and home ownership product types. More information can be found about the housing program in Section 2.1.1.

AFFORDABLE HOUSING

Twenty percent (20%) of the residential Infill GFA will be dedicated affordable housing units, equal to 80,000 GFA. This is estimated to contribute approximately 80-85 affordable units, depending on the final building design, which will be proportionately distributed across the two residential buildings based on twenty percent (20%) of dedicated GFA.

MIDDLE INCOME HOUSING

Five percent (5%) of the residential Infill GFA will be dedicated to middle-income housing units, equal to 20,000 GFA. This is estimated to contribute approximately 20-25 middle-income units, depending on the final building design, which will be proportionately distributed across the two residential buildings based on five percent (5%) of dedicated GFA.

HOME OWNERSHIP UNITS

A minimum of twenty percent (20%) of the residential Infill GFA will be dedicated to home ownership units, equal to 80,000 GFA. This is estimated to contribute approximately 70-75 home ownership units. It is proposed that 100% of these units will be delivered in the Residential South Building which is scheduled for Phase II of the Concept Plan and is the first of the two residential buildings to be delivered. This will ensure the Concept Plan will meet its goal of delivering a minimum of twenty percent (20%) home ownership GFA in as short a time frame as possible.

THREE BEDROOM UNITS

A minimum of five percent (5%) of the residential Infill GFA will be dedicated to larger, three-bedroom units, equal to 20,000 GFA, of which all GFA up to the minimum five percent (5%) threshold will 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.

EARLY DELIVERY OF THE MAJORITY OF HOUSING

350,000 GFA of housing will be delivered in the Residential Building South, which will be the first of the two residential buildings to be delivered and scheduled for Phase II of the Concept Plan. This represents a significant majority of the total residential GFA, far in excess of the minimum 200,000 GFA of housing necessary to complete Phase II of the commercial development as required by Section 14.32.1 of the Zoning Ordinance. In addition to delivering a significant majority of the residential GFA, the Residential Building South will deliver the proportionate majority of the affordable housing GFA, middle-income housing GFA and three-bedroom GFA, in addition to one-hundred percent (100%) of the minimum home ownership GFA.

INNOVATION SPACE

The Concept Plan will deliver 105,200 GFA of Innovation Space. The Innovation Space is proposed to be located at 255 Main Street at the front door to Kendall Square. That existing building is proposed to be re purposed in accordance with the requirements of Article 14.32.5 and will offer 25% of the space at below market rates. The anticipated uses include business incubators, small research laboratories, office space for startups and entrepreneurs and facilities necessary for testing early stage products and prototypes. The prominent location, re purposed space and below market rent will help facilitate and ensure the future of the innovation that has contributed to success and vitality of Cambridge.

HIGH QUALITY URBAN DESIGN

In response to the City's stated planning principles and goals outlined in the K2 plan, 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) and the three East-West Connectors between the buildings. Further, pedestrian safety will be improved by enhancing lighting along sidewalks and pathways for safer pedestrian accommodations.

ENHANCEMENT OF THE 6TH STREET CONNECTOR

The existing 6th Street connector is a pedestrian and bicycle path that is an important north/south arterial for alternative transportation. The Project will enhance the connector by creating a new, bi-directional separated two-way bicycle to the west of the existing path. This will align with the newly constructed Ames Street Cycle Track to provide an additional link in a broader bicycle path infrastructure that runs throughout the district and beyond. The new pedestrian path will be constructed of porous and visually interesting paving and will include new landscaping and pedestrian amenities. Both the newly constructed bicycle path and enhanced pedestrian path will be served by LED lighting fixtures that will replace the existing fixtures.

BROADWAY PARK

The open space immediately in front of the Blue Garage is defined by brick walls and trees intended to screen the facade of the existing garage structure. While the design may have been appropriate for past conditions, it now appears restrictive and private. The newly enhanced Broadway Park will be defined by porosity, openness and programmatic flexibility to accommodate multiple potential uses. In addition to removing the walls, the park will feature architectural seating, enhanced paving that is flush with the surrounding service streets to create a the feel of an open plaza, a community table and new landscaping.

BINNEY PARK

The smaller park located along Binney Street north of the Blue Garage will be enhanced to include new hardscape, outdoor seating to compliment future retail or active uses, colorful landscaping and an interactive sculpture that can be used by all ages for lounging or recreation.

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 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 will deliver 633 new secure, long-term bike parking spaces, in addition to 102 short-term bike parking spaces. 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. The Kendall Square Transit Enhancement Program (KSTEP) will be developed in conjunction with the many stakeholders engaged in transportation planning and operations in Kendall Square, including the MBTA, MassDOT, and others.

JOB CREATION

Creation of innovative new workplace opportunities for a variety of business types that will lead to approximately 4,500 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 an estimated \$12 million in 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 MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

The Applicant remains committed to developing an expanded program of transportation mitigation and enhancements designed to both preserve the favorable non-single occupant vehicle mode share balance in Kendall Square and provide additional improvements to mitigate the trip generation projected from the Project. The Applicant has engaged in extensive discussions with MassDOT and the MBTA to identify potential transportation mitigation and enhancements in the Kendall Square area and to create a process for deciding on which measures would be recommended for funding. As described in Chapter 5, Transportation, a working group will be established to develop recommendations in conjunction with the many stakeholders engaged in transportation planning and operations in Kendall Square.

1.6.2 MASSACHUSETTS ENVIRONMENTAL POLICY ACT OFFICE

On June 8, 2016, the CRA and the Applicant held a pre-filing meeting with MEPA staff to present the Project, as presented herein, and confirm the filing approach. Additionally, an update on ongoing coordination efforts with MassDOT and the City, and on the status and overall intent of the draft MOU was provided. On August 5, the Secretary issued a Certificate of Adequacy concluding MEPA review of the Project.

1.6.3 CITY OF CAMBRIDGE

The Cambridge Planning Board made recommendations on both the Kendall Square Urban Renewal Plan Amendment and the accompanying MXD Zoning petition in November. On December 21, 2015 the City Council approved the Plan Amendment and the zoning petition.

Together, the Plan Amendment and the Zoning Ordinance create a unique planning and design review process for a project seeking that new infill development be approved. This process contains many of the same elements as a Planned Unit Development but does so over a highly built out area undergoing further redevelopment with infill buildings. The Concept Plan requires the proposed Project to provide details regarding the full plan area context, the phasing of new GFA, proposed massing, details on the provision of housing and innovation space, an open space plan, a retail program, an infrastructure plan and a sustainability strategy. The Concept Plan must be approved by both the CRA Board and the Planning Board, and the project will undergo joint staff review.

The Project engineering team has held meetings with the City's Department of Public Works to discuss stormwater measures pursuing onsite and neighborhood solutions. The Applicant has held multiple sessions with the Department of Transportation, Parking, and Traffic to scope out the future TIS study along with bike parking and loading design. The Applicant and the CRA have met on several occasions with the Community Planning Division regarding the overall Project plan, the community outreach program, and the co-design review process. Additionally, initial design review sessions have taken place to evaluate building massing and initial building design.

1.6.4 PUBLIC OUTREACH

Through 2015 and 2016, the CRA and the Applicant conducted a significant amount of outreach and community engagement to refine the language for the KSURP Amendment and MXD zoning. This included monthly public meetings of the CRA Board, multiple hearings with the Planning Board, a focused community workshop, meetings with various community groups and the utilization of an online website forum in coUrbanize, which has 264 active followers. The Applicant has utilized other innovative outreach methodologies such as a poster text survey initiative around the project site, and a Parking Day pop-up office to gather feedback.

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

- October 13, 2015 Presentations to Planning Board and the Kendall Square Association
- November 5, 2015 CRA Board adopts revisions to KSURP (v2))
- November 10, 2015 Planning Board makes recommendations to City Council
- November 19, 2015 Public hearing of the City Council Ordinance Committee
- December 01, 2015 CRA Board makes additional revisions based on Ordinance Committee hearing (v3)
- December 3, 2015 Continued public hearing of the City Council Ordinance Committee – forwarded to the full Council
- December 7, 2015 Full City Council Meeting
- December 16, 2015 CRA Board makes final set of revisions based on full City Council meeting (v4)
- December 21, 2015 City Council adopts KSURP Amendment and MXD Zoning
- March 16, 2016 CRA Board Meeting on Open Space Plan
- April 13, 2016 East Cambridge Planning Team (ECPT) – Open Space
- April 27, 2016 CRA Design Review Committee presentation on Massing and Program
- May 18, 2016 CRA Board – Sustainability Strategy Discussion
- June 8, 2016 ECPT – Massing and Sustainability Presentation
- June 15, 2016 – CRA Board – Presentation on circulation, streetscape, and parking
- June 23, 2015 – Bicycle Committee Meeting
- June 28, 2016 – Planning Board – Project Overview
- July 19, 2016 – Public Open House and Workshop on Concept Plan
- July 20, Workshop with Traffic Parking & Transportation Department
- July 20, 2016 – CRA Board Meeting – Urban Design and Concept Plan Overview



The Applicant has continued to utilize the coUrbanize website, and exploring other methods of outreach such as on-site community intercept engagements, tabling at area markets, and online surveys.



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

DEVELOPMENT COMPONENTS

COMMERCIAL BUILDING A (145 BROADWAY)

Project Summary

Located at the intersection of Broadway and Galileo Galilei Way, the project at 145 Broadway Street (Commercial Building A) is proposed to be a commercial building meeting the requirements of the recently enacted amendments to Article 14 in the Zoning Ordinance. Commercial Building A will replace an existing 78,636 GFA four-story masonry structure currently located on the site which occupies approximately the same footprint as the future Commercial Building A. The proposed core and shell Commercial Building A will have a total GFA of approximately 453,768 SF and be up to nineteen floors plus a mechanical penthouse.

The total height of Commercial Building A will be up to 250'-0" to the last occupied floor, 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 drive. Access to vehicular and underground long term bike parking are also located in this area.

Commercial Building A will accommodate up to approximately three hundred seventy four (374) vehicular parking spaces and one hundred and fifty-one (145) bike parking spaces in a five (5) story below grade garage, allowing it to serve not only the 145 Building, but also other projects identified as part of this Concept Plan.



FIGURE 1.11A

COMMERCIAL BUILDING A (145 BROADWAY) AND RESIDENTIAL BUILDING SOUTH



PERSPECTIVE VIEW FROM BROADWAY LOOKING NORTH WEST (CONCEPTUAL MASSING)



Commercial
Lobby
Active Use

Bike Parking
Mechanical
Parking

Parking Entrance
Loading

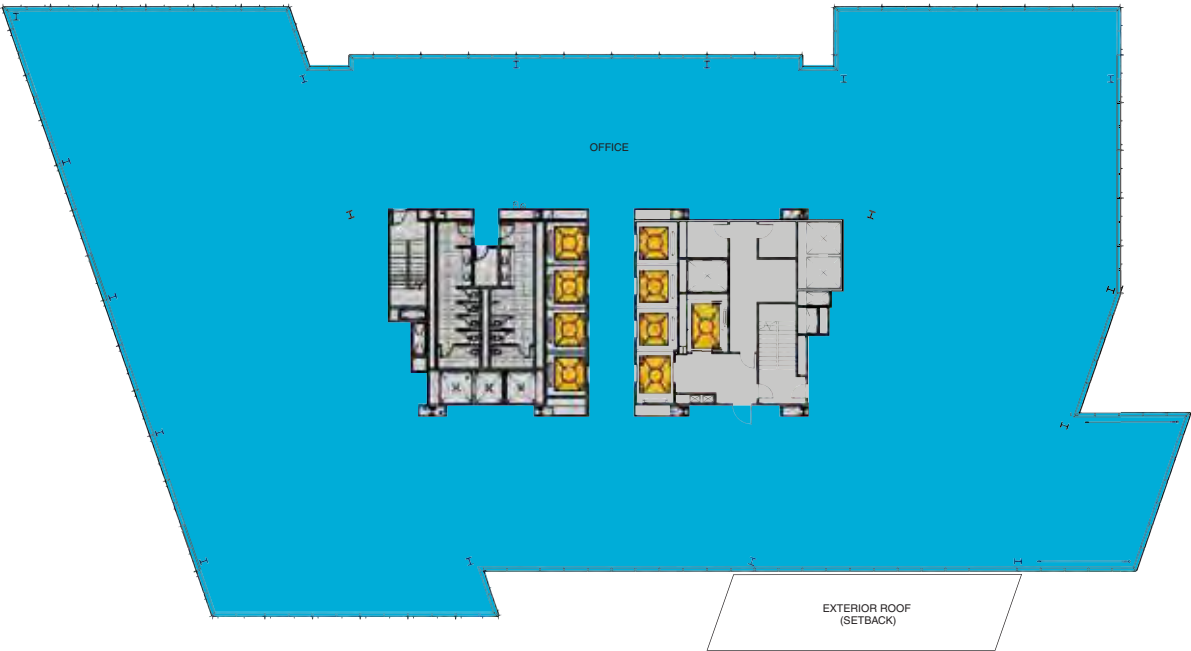
Entrance (per use type)



GROUND LEVEL

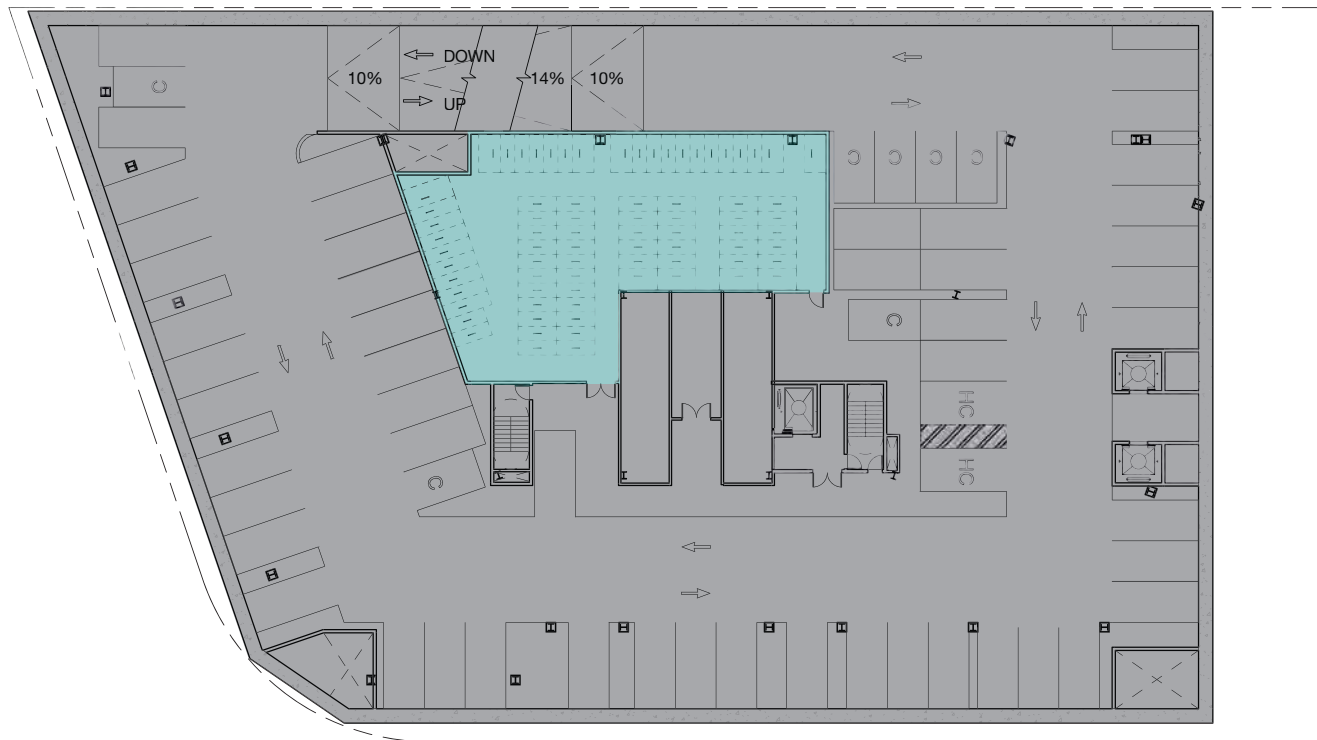
0' 20' 40'

COMMERCIAL BUILDING A (145 BROADWAY)



Office
Mechanical





PARKING

PARKING STALLS - 64
374 STALLS TOTAL

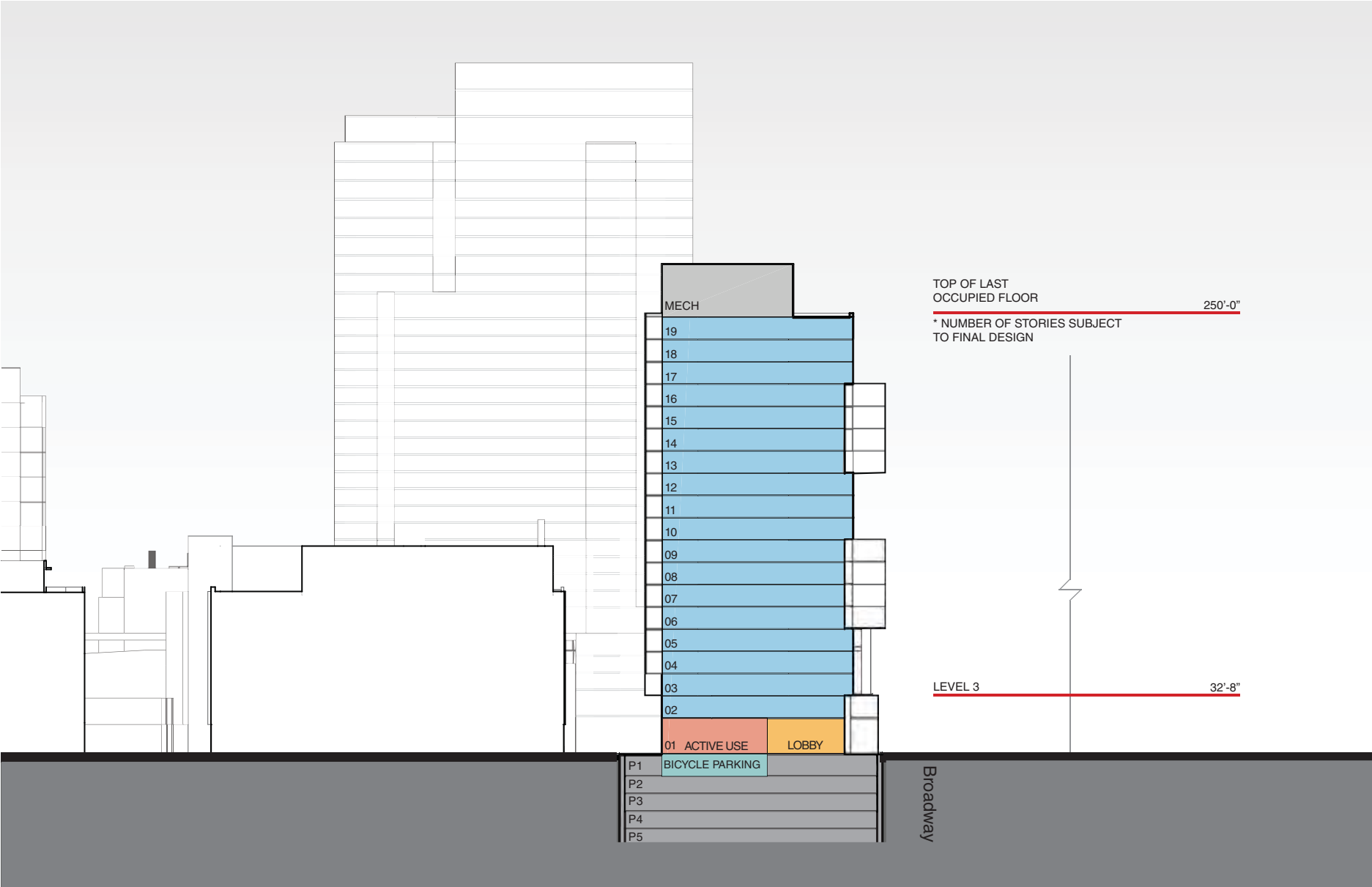
- Bike Storage
- Mechanical
- Parking



0' 20' 40'

LEVEL B1

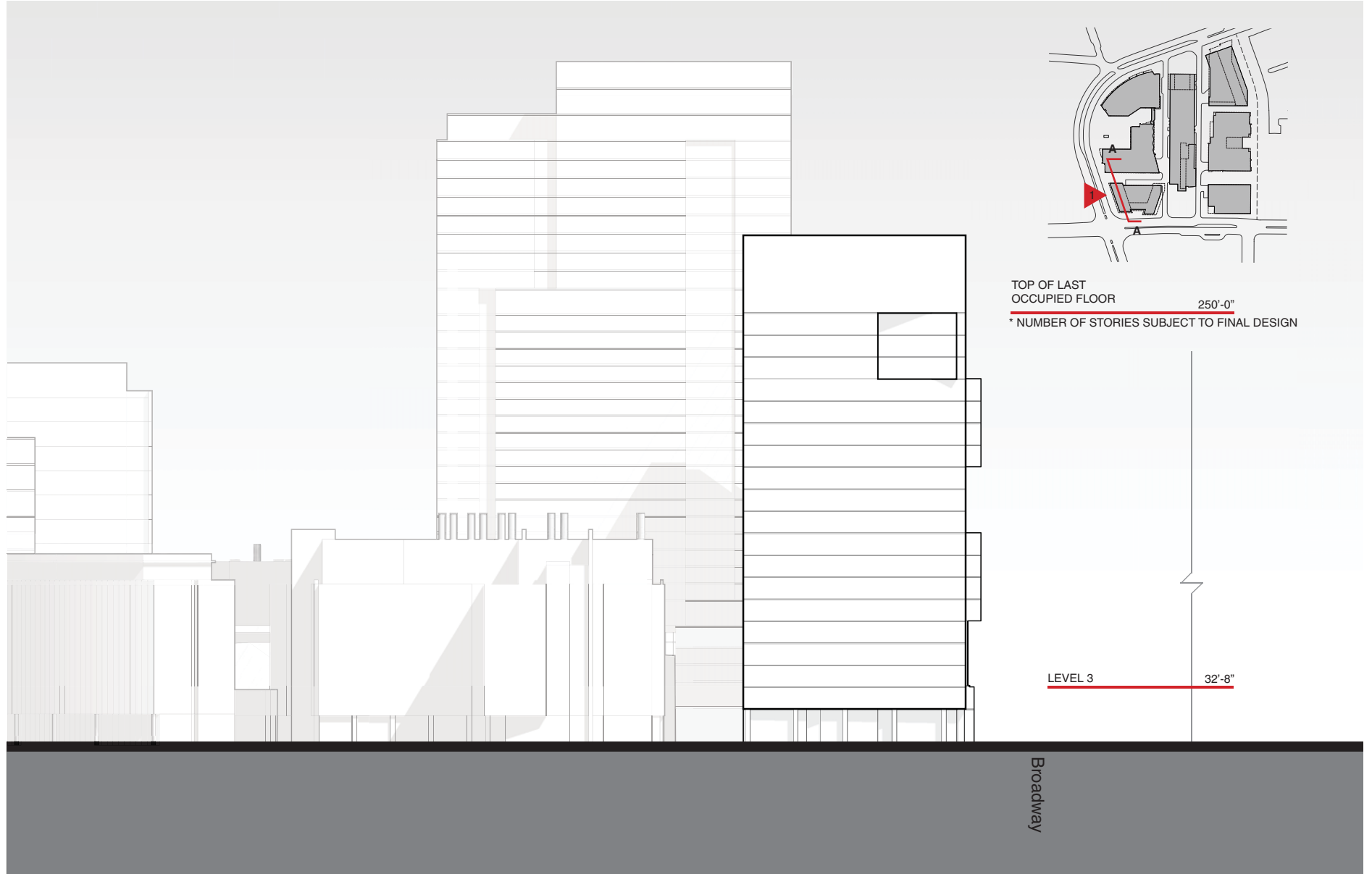
COMMERCIAL BUILDING A (145 BROADWAY) - SECTION / ELEVATION



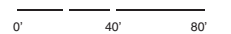
- Office
- Lobby
- Active Use
- Bike Storage
- Mechanical
- Parking

SECTION A-A

0' 40' 80'



1 WEST ELEVATION

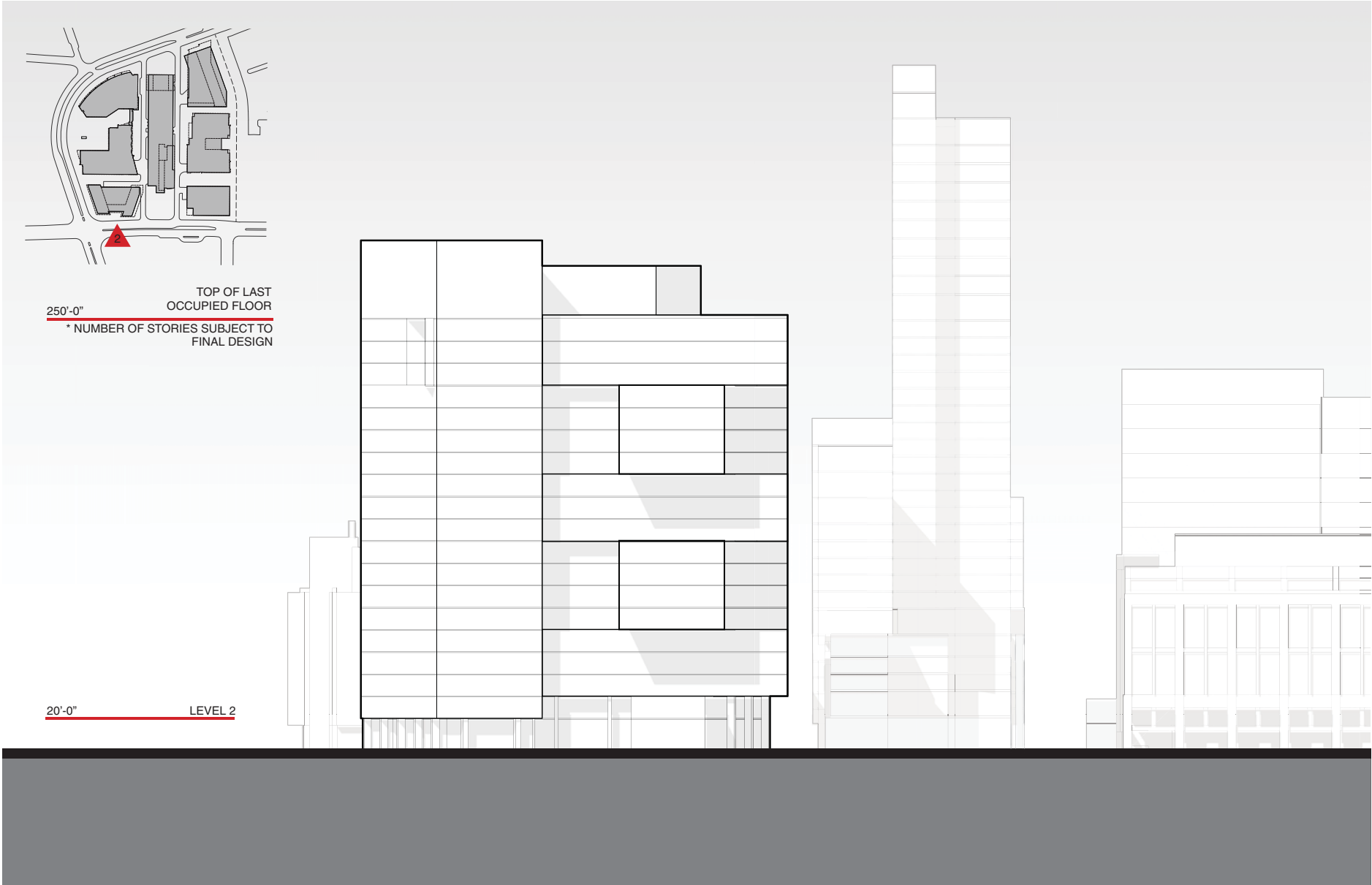


COMMERCIAL BUILDING A (145 BROADWAY)

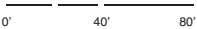


PERSPECTIVE VIEW FROM BROADWAY LOOKING NORTH WEST (CONCEPTUAL MASSING)

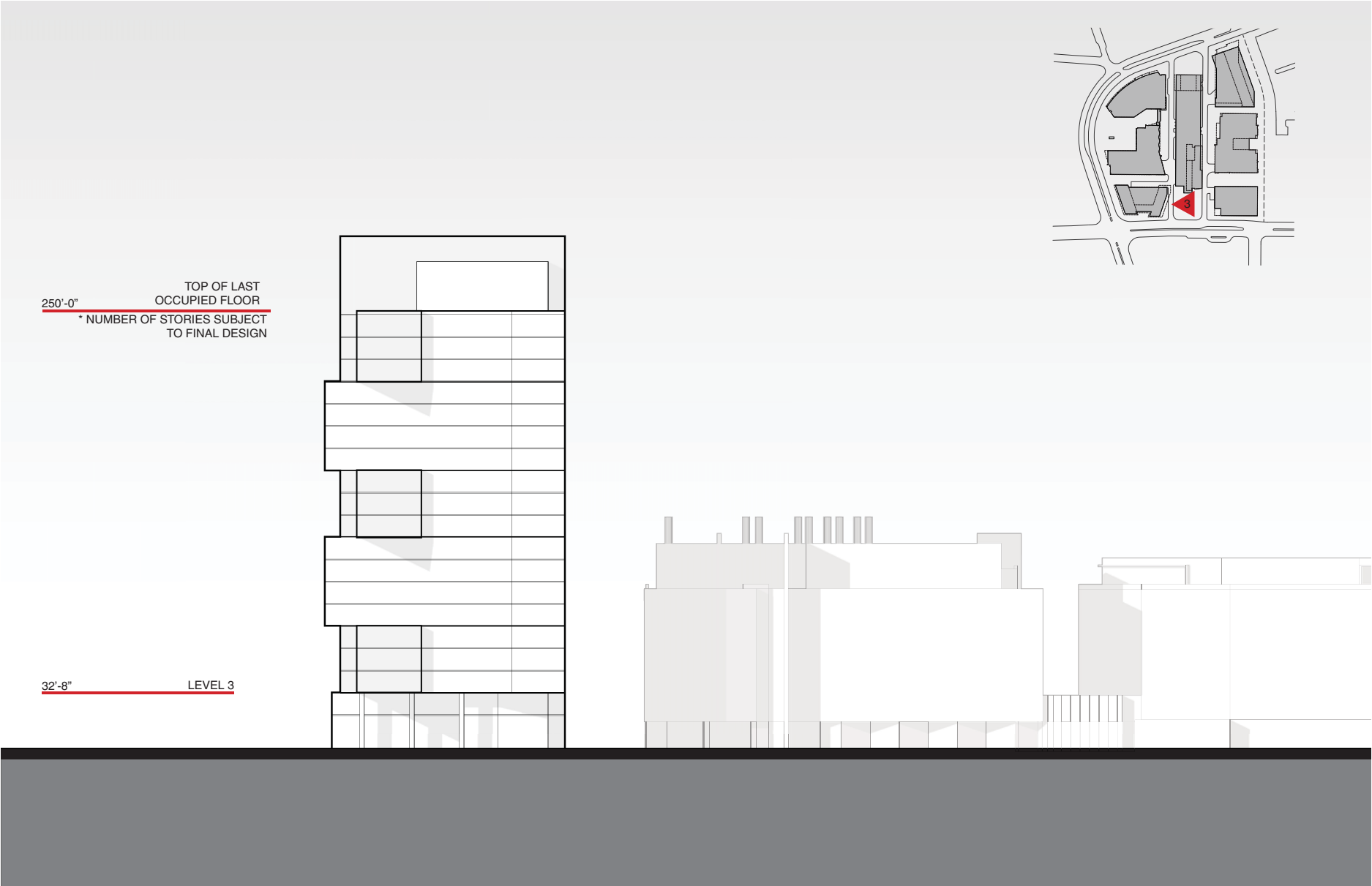
COMMERCIAL BUILDING A (145 BROADWAY) - ELEVATIONS

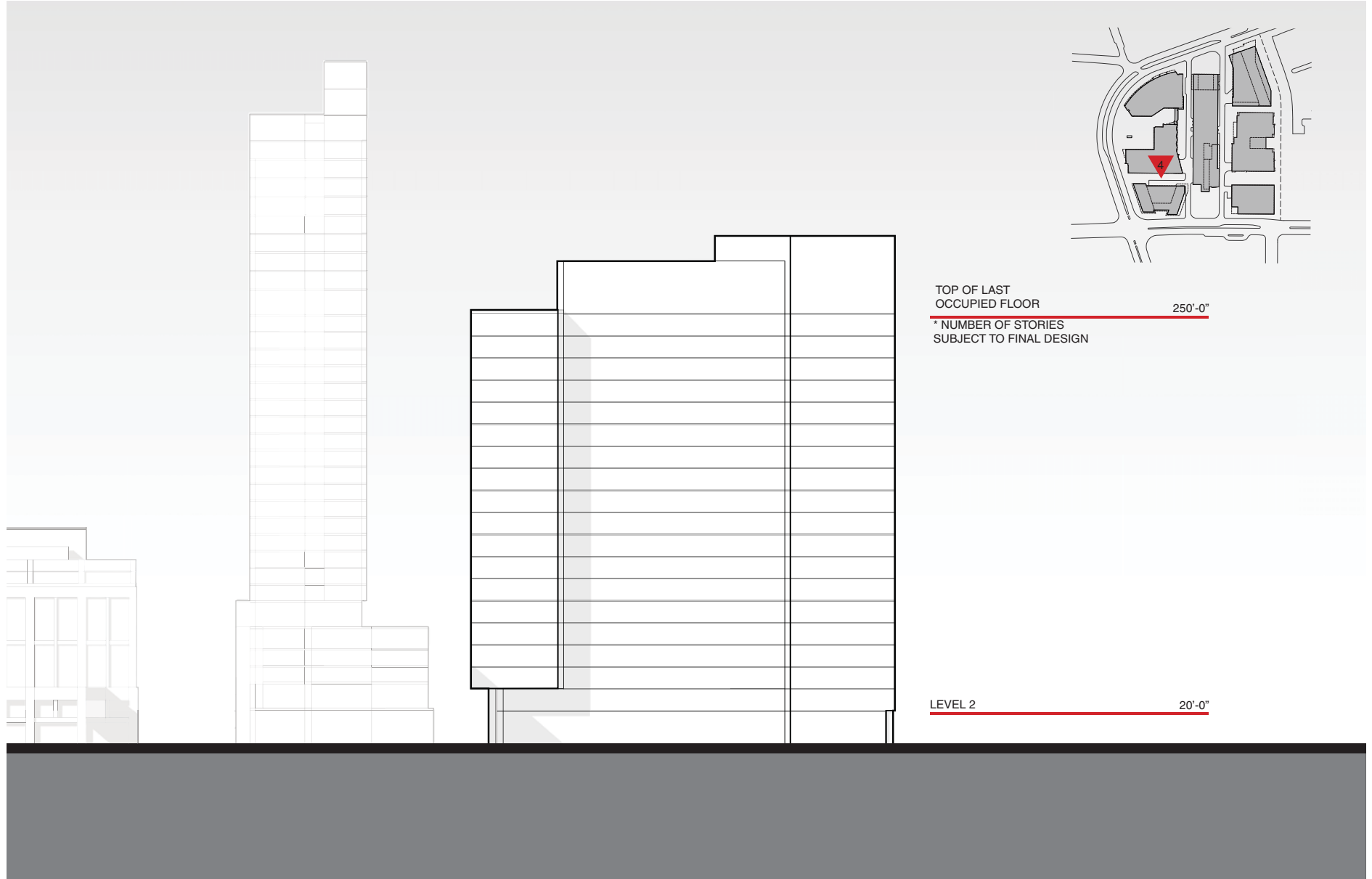


2 SOUTH ELEVATION

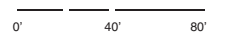


COMMERCIAL BUILDING A (145 BROADWAY) - ELEVATIONS





4 NORTH ELEVATION



PERSPECTIVE VIEW - LOOKING NW TOWARDS BROADWAY PARK



PERSPECTIVE VIEW FROM BROADWAY LOOKING NORTH WEST (CONCEPTUAL MASSING)



DEVELOPMENT COMPONENTS

RESIDENTIAL BUILDING NORTH AND SOUTH (BLUE GARAGE)

The Concept Plan is proposing the addition of 421,300 total residential GFA, contributing to the housing needs of the City through the offering of a broad spectrum of residential units ranging in size, type and affordability across both rental and home ownership product types. The residential projects comprise two standalone buildings, the Residential Building South and the Residential Building North. The two buildings are proposed to be constructed over the most southerly and northerly portions of the Blue Garage, an existing 6-story parking structure which is located on the site, bounded by the Broadway and Binney parks to the north and south, and the East and West Service Roads to the east and west. The new buildings will mask the existing parking deck with residential and retail uses, thereby significantly improving the streetscape and quality of the walking experience within the neighborhood. The existing garage will service the vehicular and long-term bike parking needs of both buildings.

Residential Building South

The Residential Building South is located along Broadway, setback fronting the Broadway Park, and stands at approximately 350 feet in height to the highest occupied floor, as defined under the zoning ordinance. Its slender massing provides for a rectangular, approximately 12,000 GFA typical floor plate for a total of 350,000 GFA over 34 occupiable floors. It is proposed that the Residential Building South will fulfill one hundred percent (100%) of the minimum home ownership GFA for the entire Project, with a total of 80,000 GFA dedicated to home ownership, as well as its proportionate share of affordable, middle-income and three-bedroom units.

The ground floor plan has been designed to activate the streetscape fronting Broadway Park through two active lobbies, individually serving the home ownership and rental units. The lobbies will be well lit and transparent, and will provide round-the-clock activity beyond the traditional working hours. The service and loading functions will be serviced through a dedicated off-street loading facility, for both deliveries and waste management, located off the West Service Road and away from pedestrian conflicts. Vehicular and long-term bicycle parking will be accessed via two dedicated elevators directly accessible from both lobbies.

Residential Building North

The Residential Building North is located along Binney Street, setback fronting the Binney Park, and stands at approximately 170 feet in height to the highest occupied floor, as defined under zoning, respecting the lower height of the neighboring residential district. Its typical floor plate is approximately 8,000 GFA for a total of 71,300 GFA. Constructed directly over 6 levels of parking structure, the building will total 14 floors (8 residential floors). The Residential Building North has been designed with the flexibility to house either home ownership or rental units and will accommodate its proportionate share of affordable, middle-income and three-bedroom units.

The ground floor plan has been designed to activate the streetscape fronting Binney Park through an active lobby as well as space dedicated to retail or active use. Both will be highly visible, well lit and transparent, and will provide round-the-clock activity beyond the traditional working hours. The service and loading functions will be serviced through a dedicated off-street loading facility, for both deliveries and waste management, located off the East Service Road and away from pedestrian conflicts. Vehicular and long-term bicycle parking will be directly accessed via the two elevators that service the residential floors.

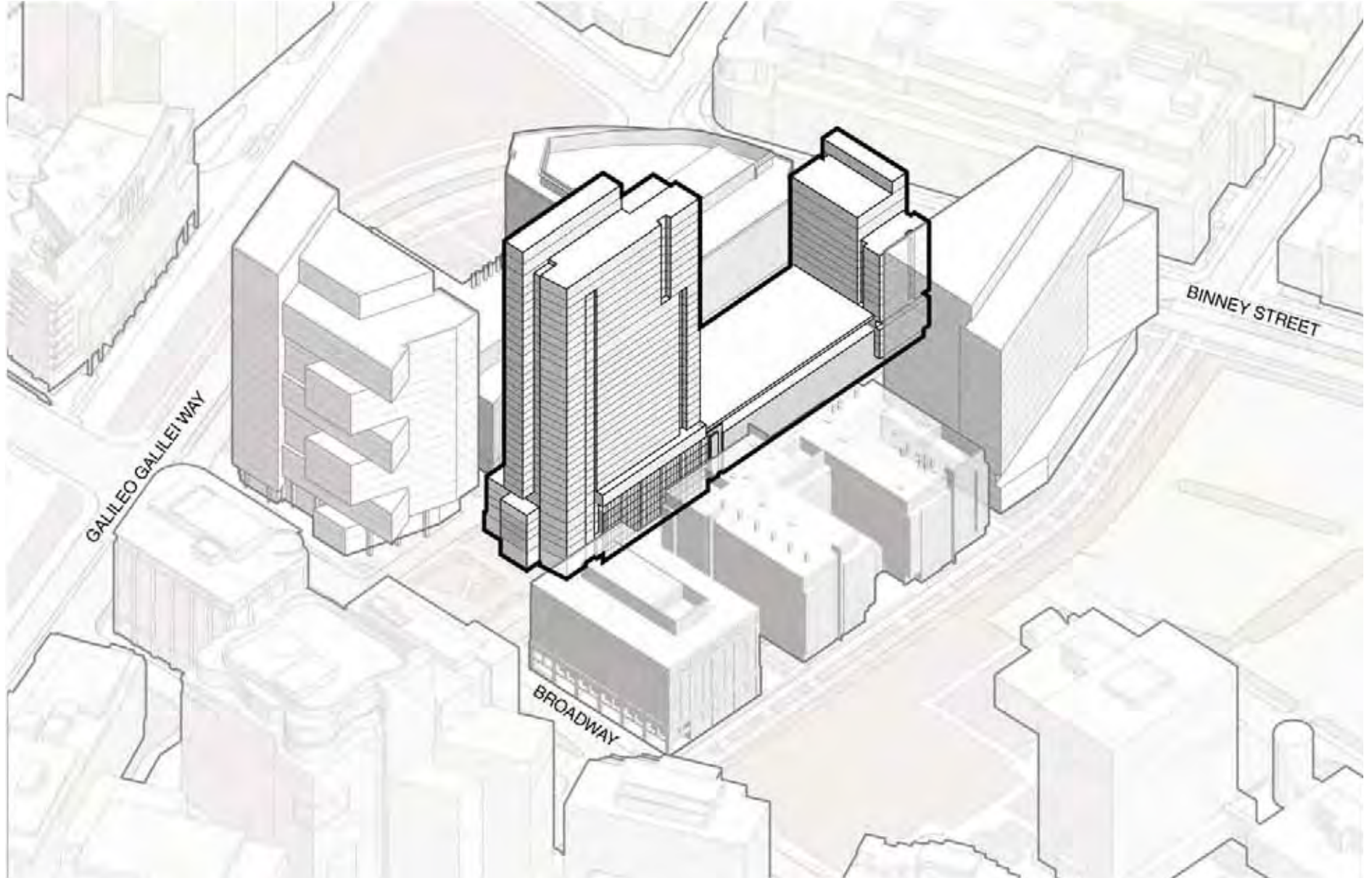
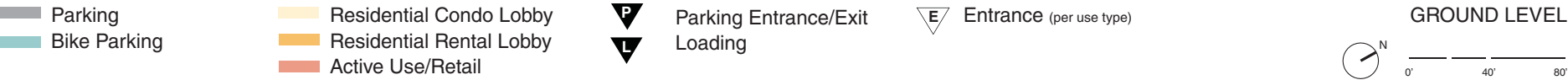
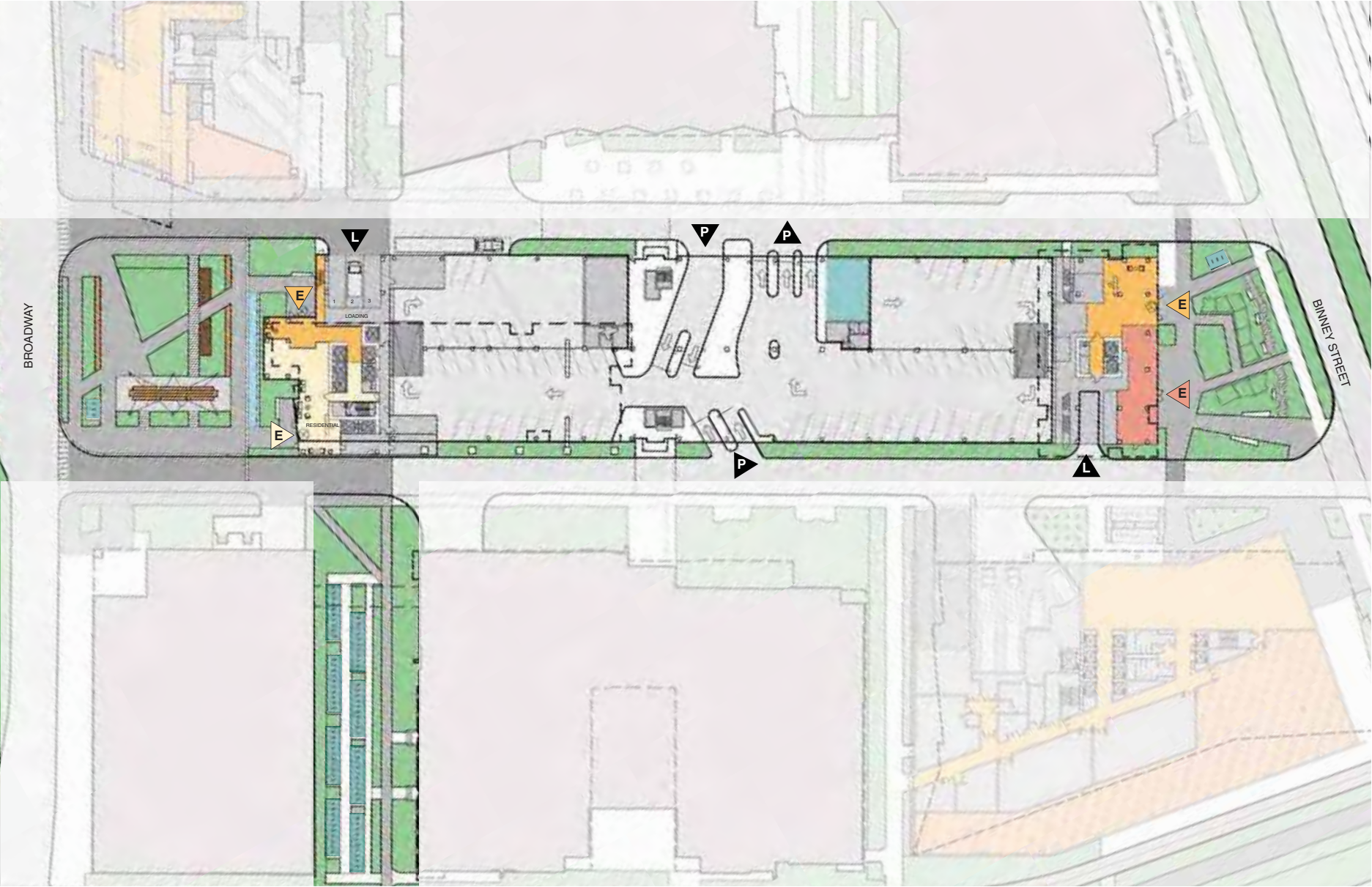


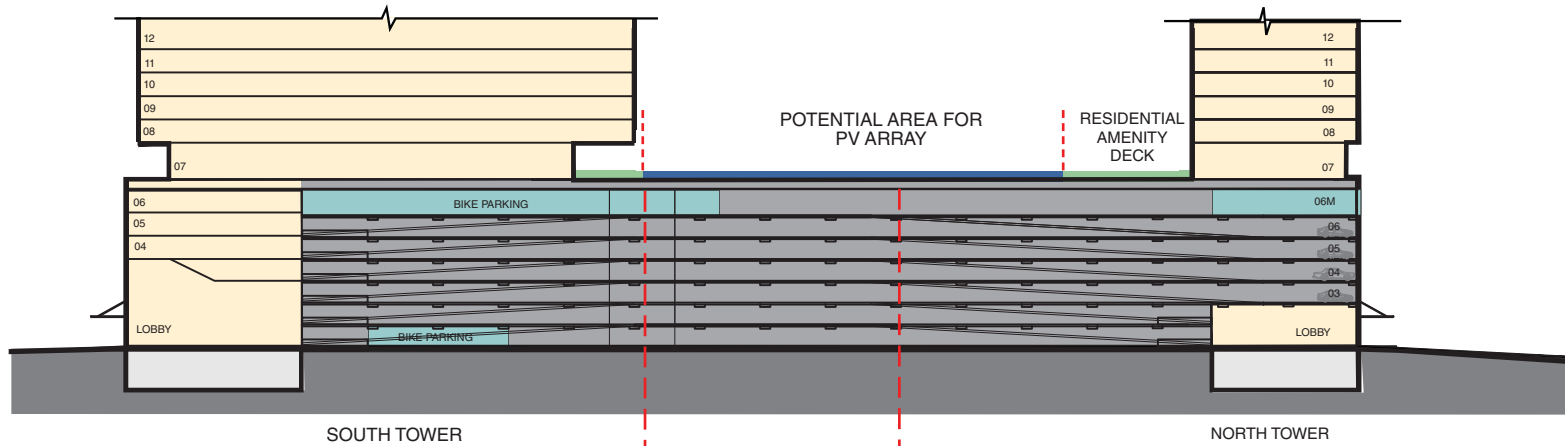
FIGURE 1.11B

RESIDENTIAL BUILDING NORTH AND SOUTH (BLUE GARAGE) - FLOOR PLANS

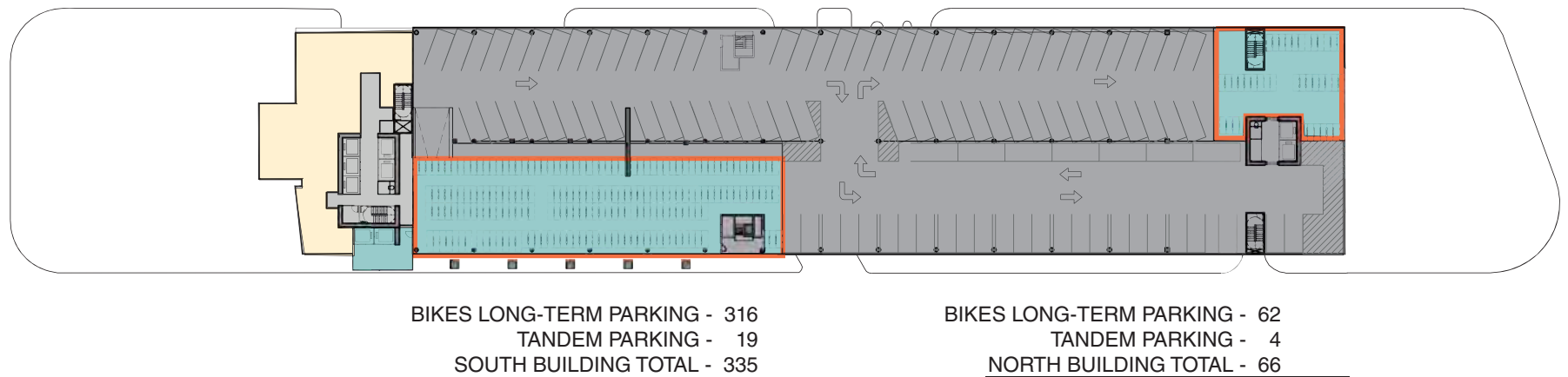


SECTION THROUGH PODIUM AND BIKE PARKING

FIGURE R1.3.6B



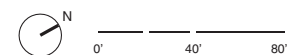
SECTION AT PODIUM



SHORT TERM PARKING LOCATED IN EAST-WEST CONNECTOR

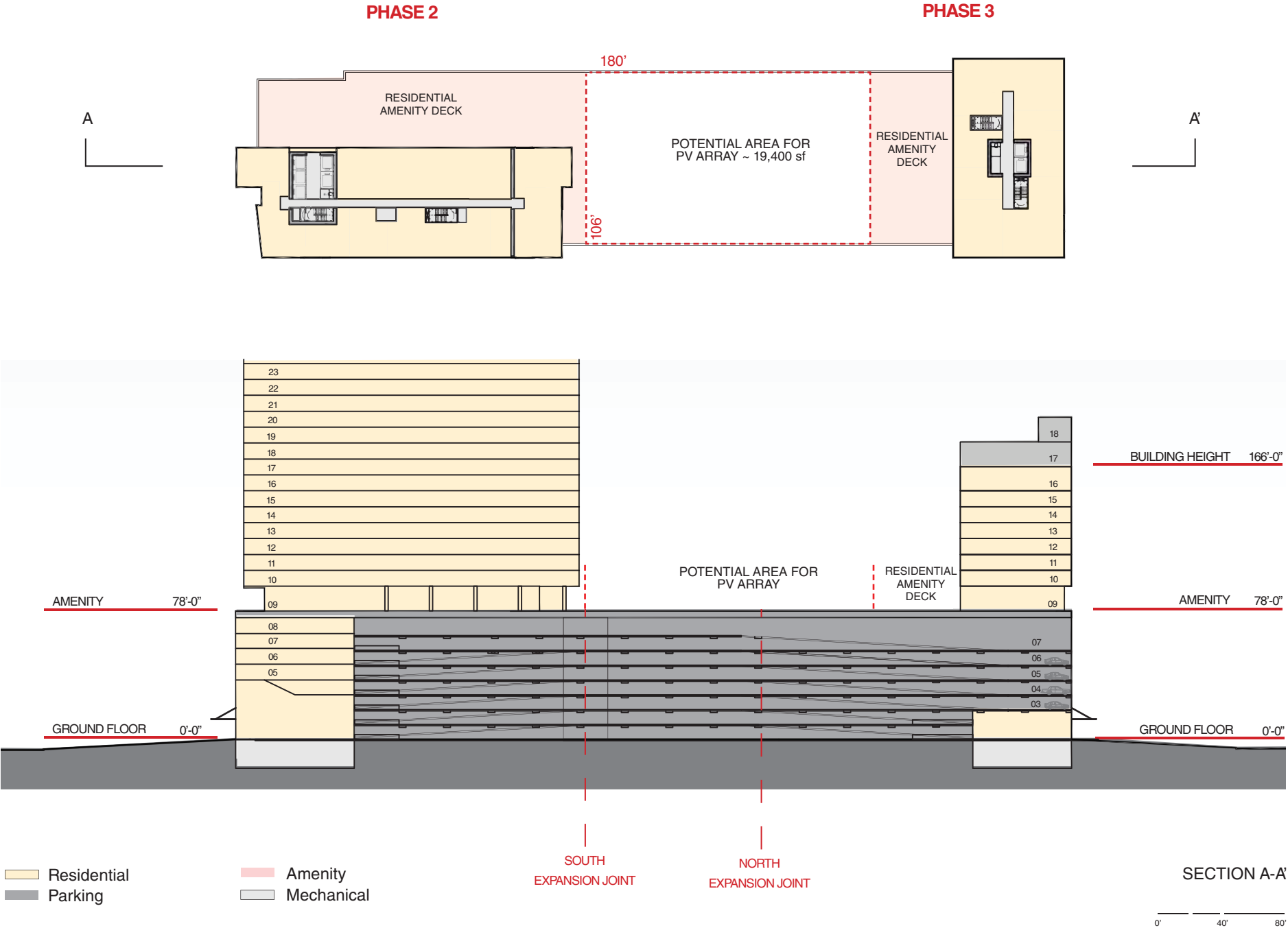
Long Term Bicycle Parking
Bicycle Access

Parking
Residential
Green Roof / Amenity



POTENTIAL PV ARRAY LOCATION

FIGURE R3.1.1



PV ARRAY LOCATION SOLAR STUDY

FIGURE R3.1.1B

MARCH 21ST

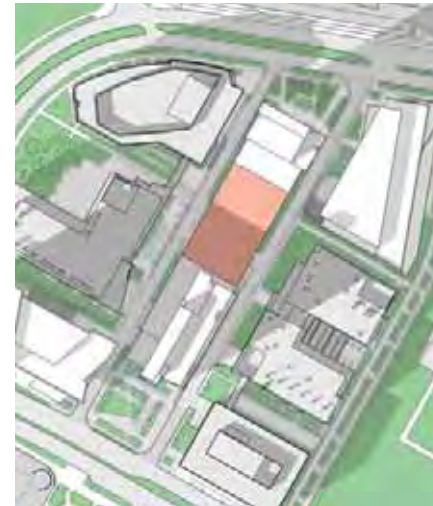
9AM



12 PM



3 PM



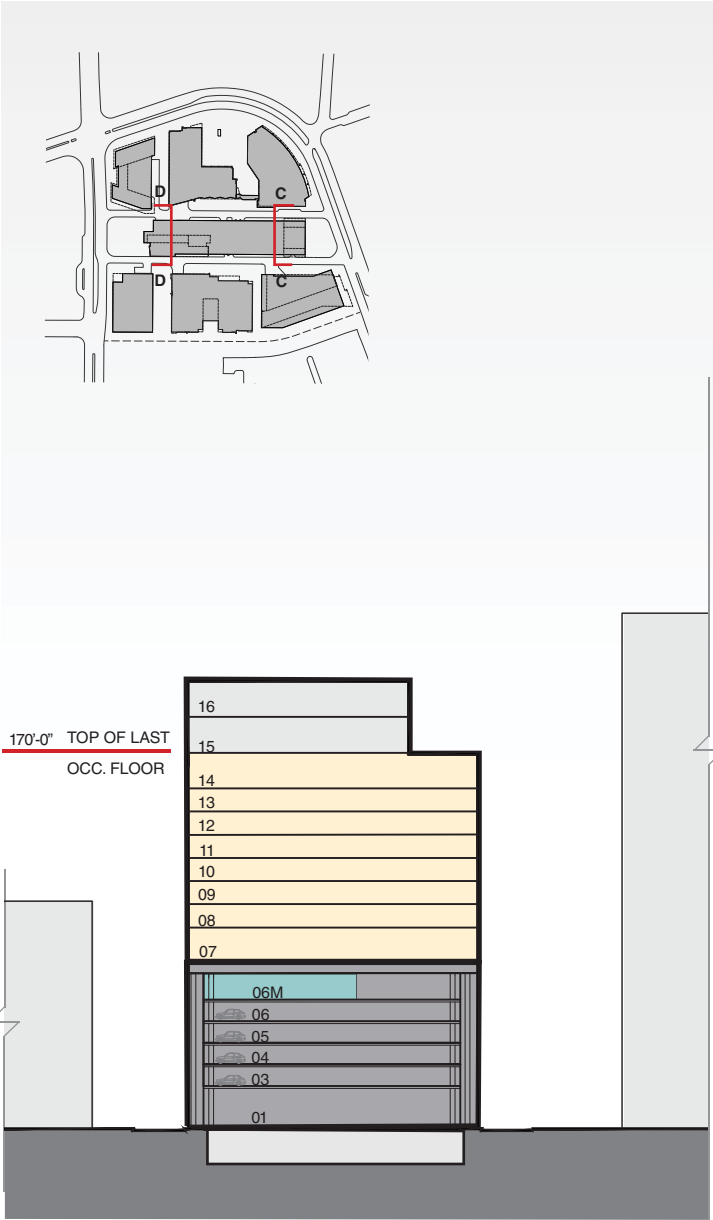
5 PM



JUNE 21ST

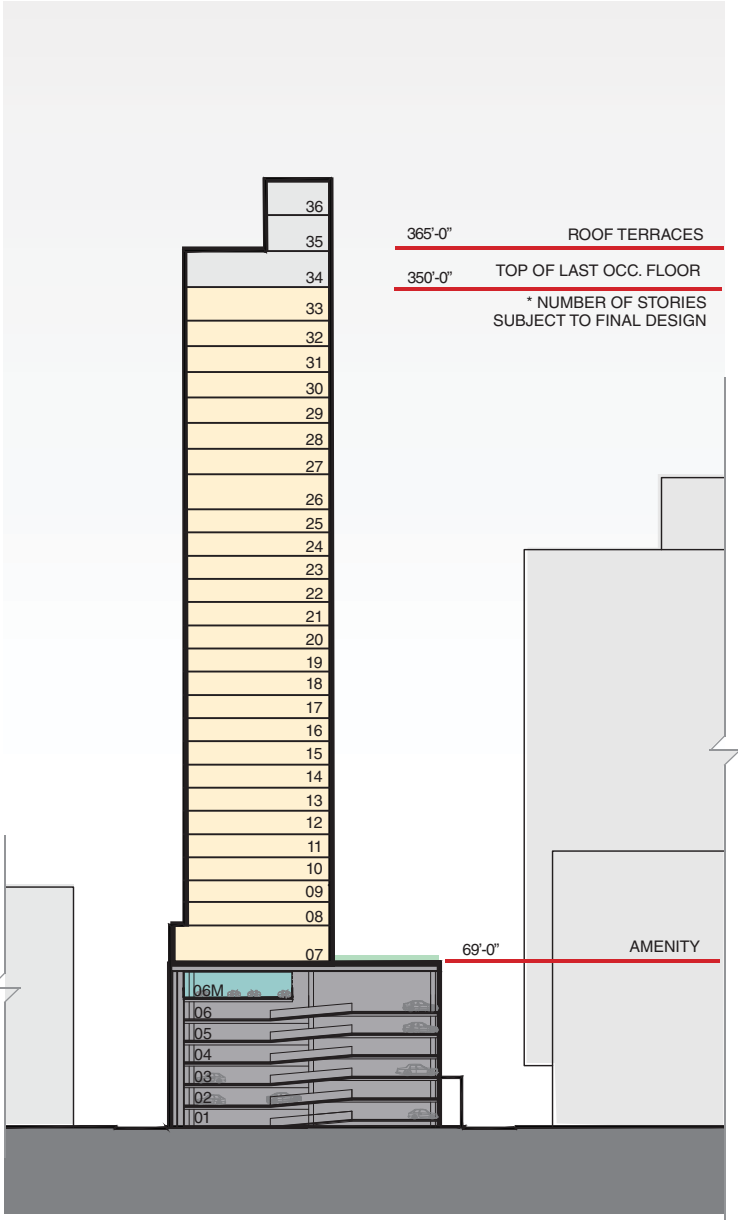


RESIDENTIAL BUILDING NORTH AND SOUTH (BLUE GARAGE) - SECTIONS

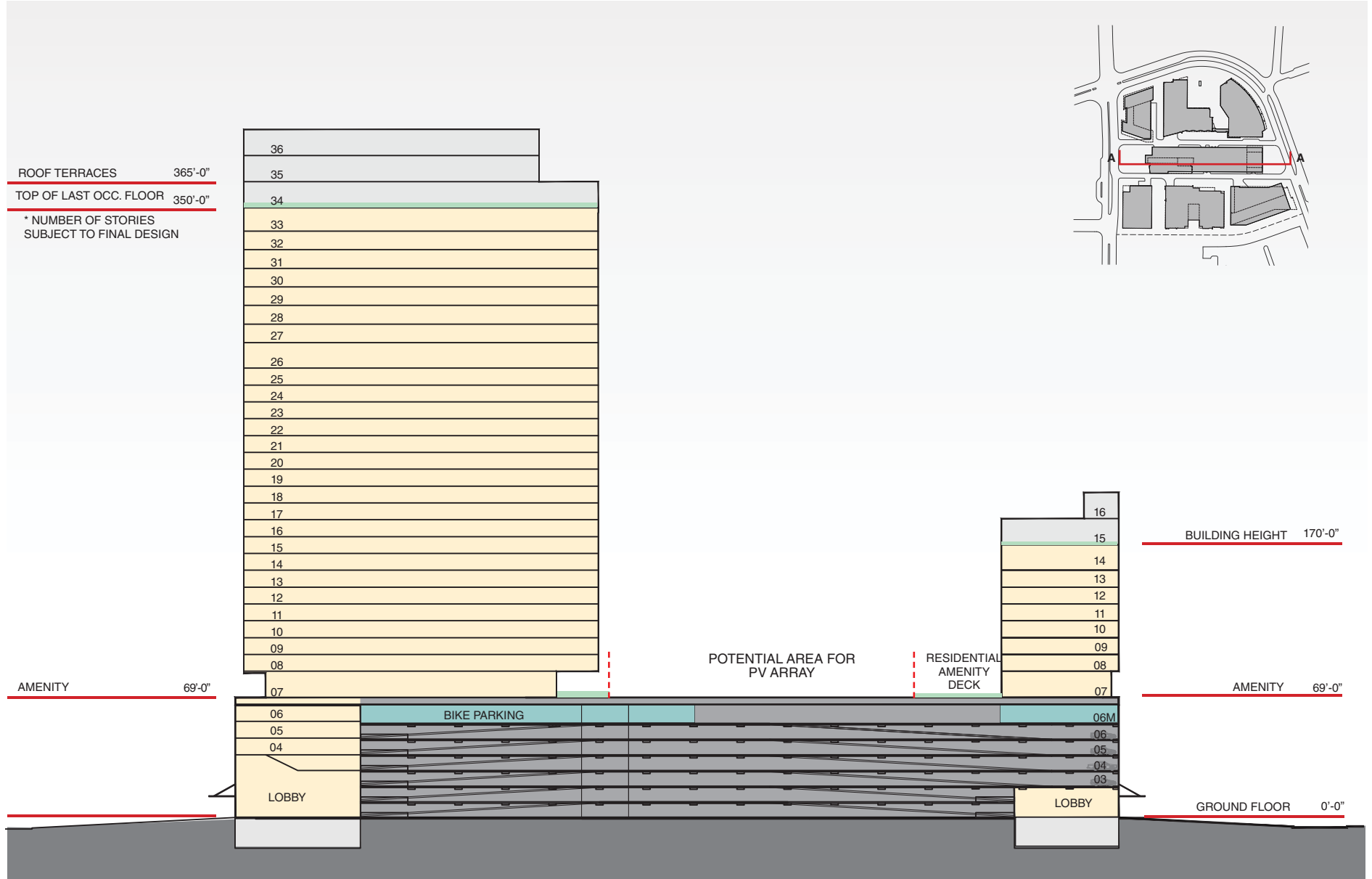


SECTION C-C

Residential
Parking



SECTION D-D



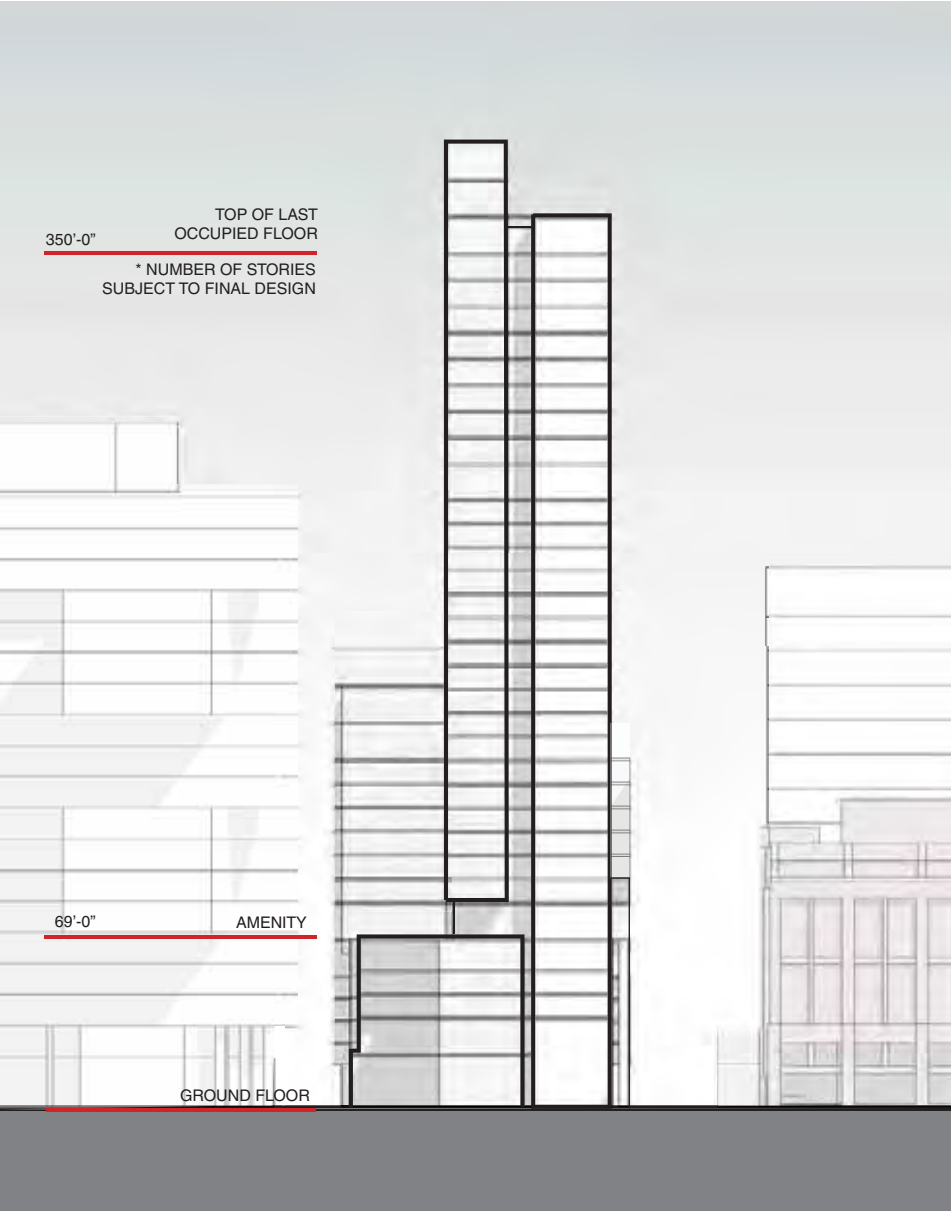
Residential
Parking

Green Roof / Amenity
Mechanical

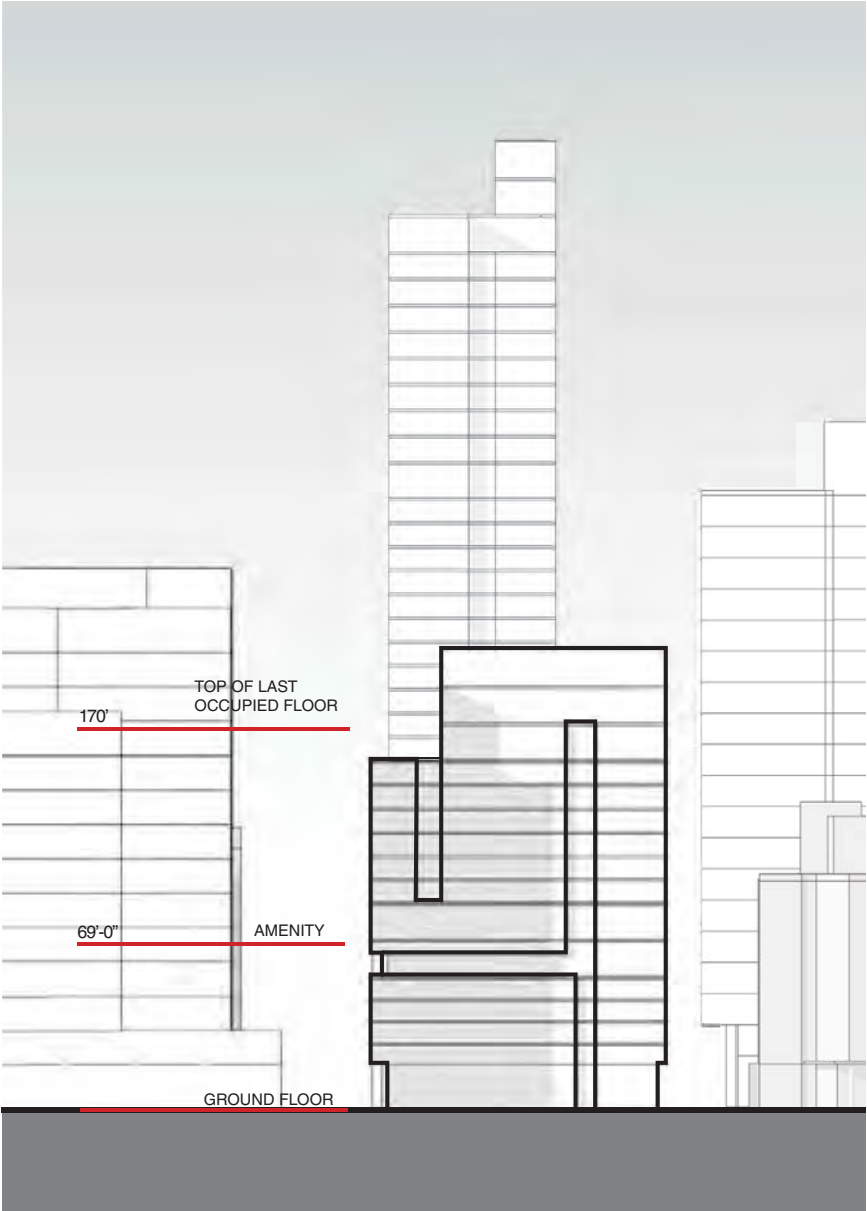
SECTION A-A

0' 40' 80'

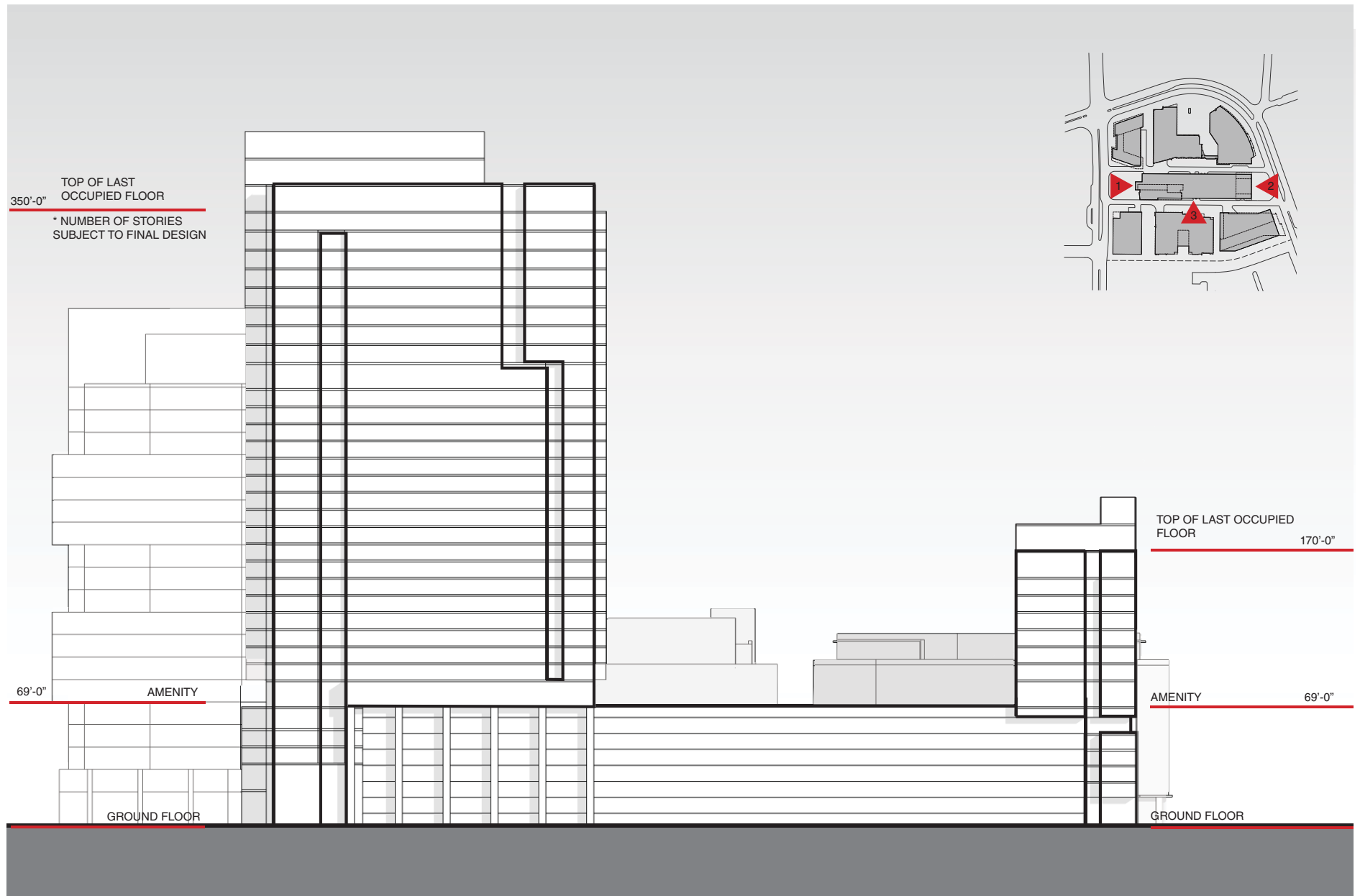
RESIDENTIAL BUILDING NORTH AND SOUTH (BLUE GARAGE) - ELEVATIONS



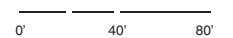
1 SOUTH ELEVATION



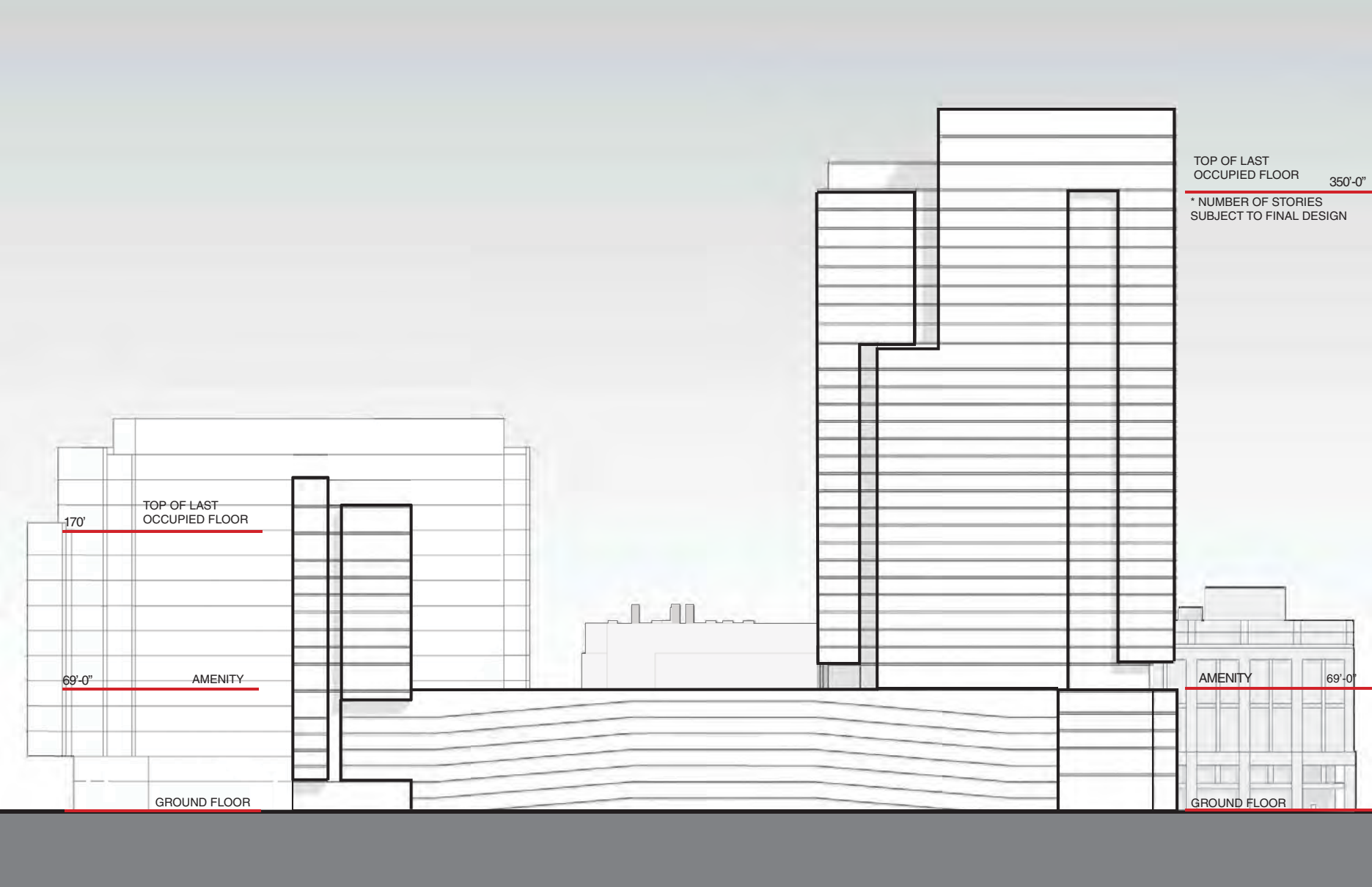
2 NORTH ELEVATION



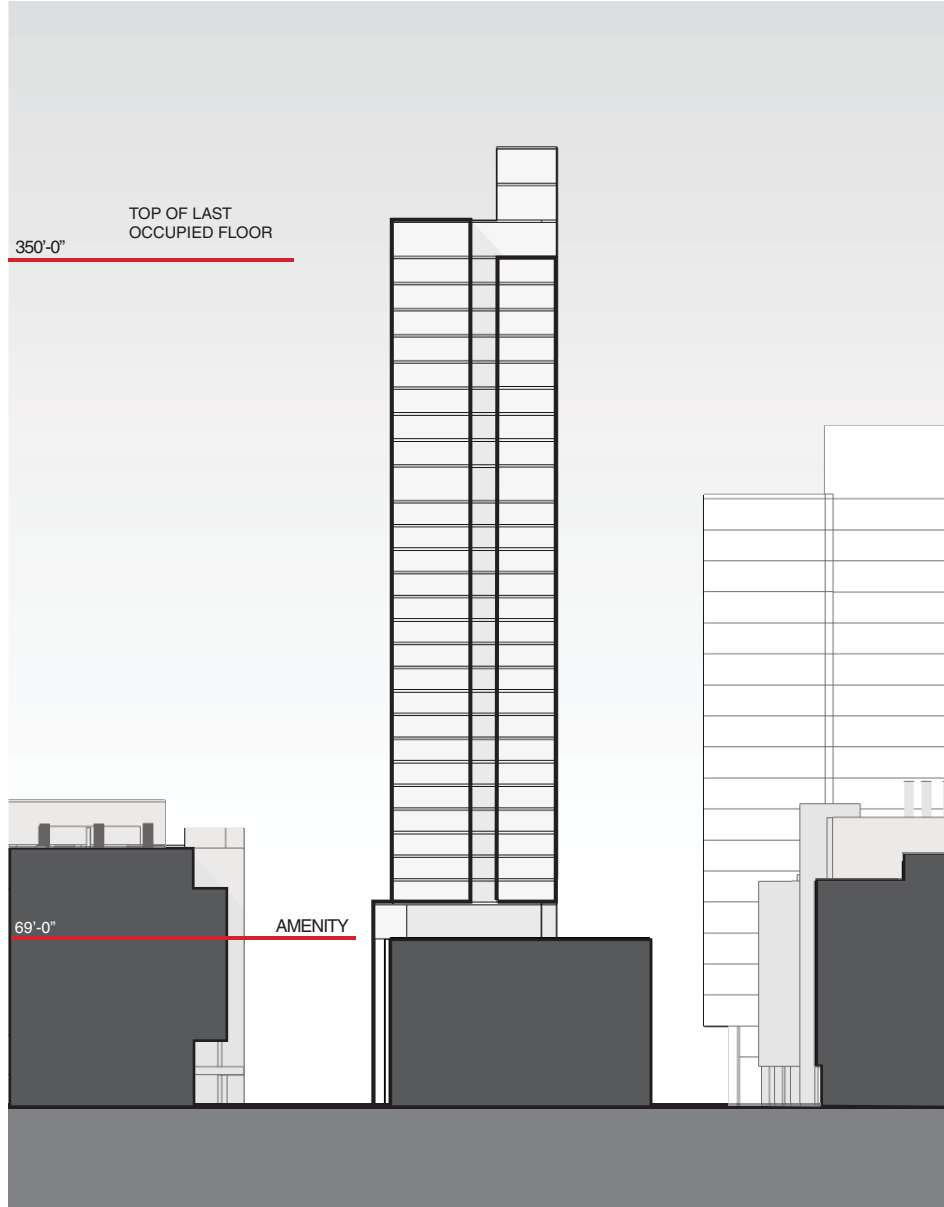
3 EAST ELEVATION



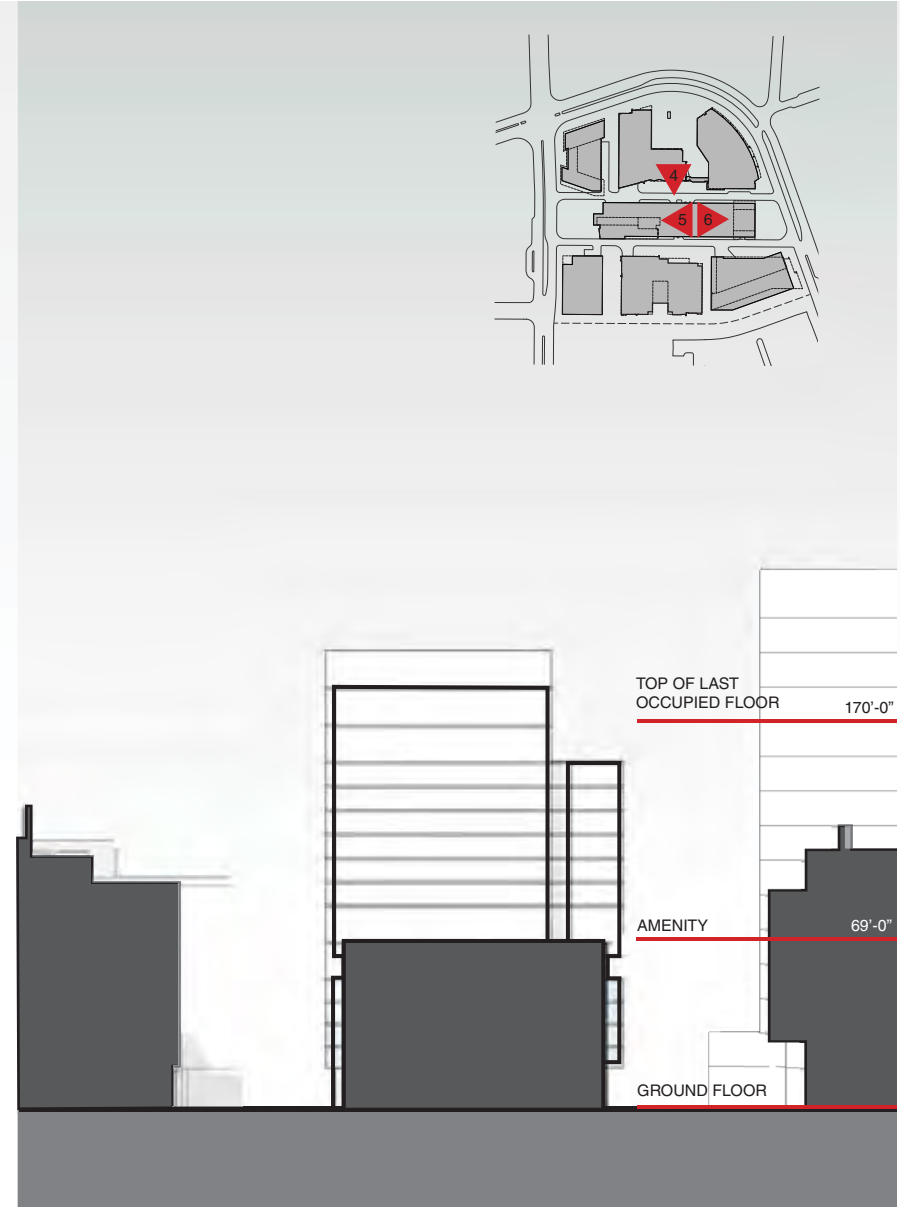
RESIDENTIAL BUILDING NORTH AND SOUTH (BLUE GARAGE) - ELEVATIONS



4 SOUTH ELEVATION



5 SOUTH BUILDING: NORTH ELEVATION



6 NORTH BUILDING: SOUTH ELEVATION

DEVELOPMENT COMPONENTS

COMMERCIAL BUILDING B (250 BINNEY STREET) AND RESIDENTIAL BUILDING NORTH



PERSPECTIVE VIEW FROM BINNEY STREET LOOKING SOUTH EAST (CONCEPTUAL MASSING)

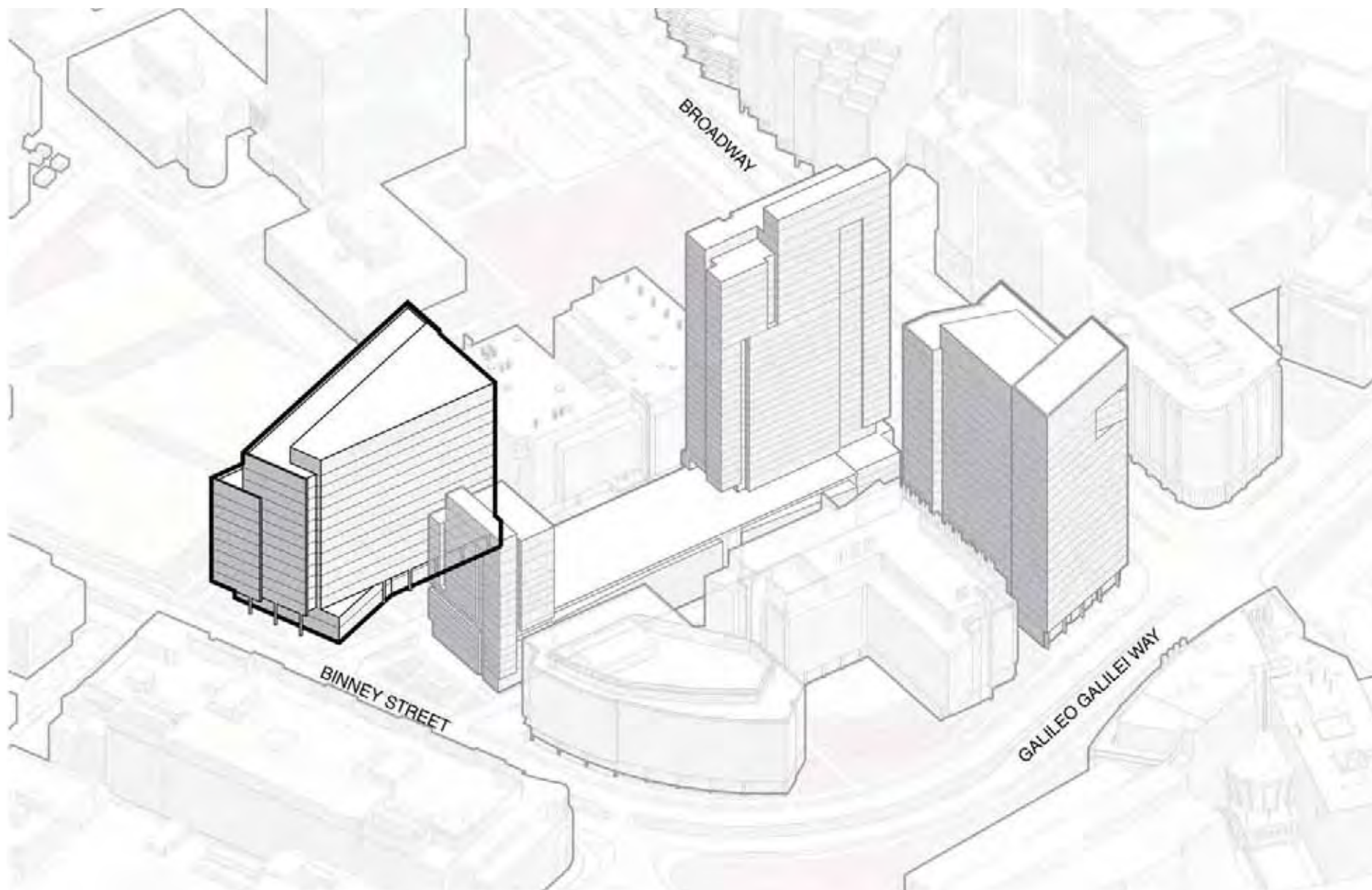


FIGURE 1.11C

COMMERCIAL BUILDING B (250 BINNEY STREET)

Project Summary

Located within the Concept Plan area, the project at 250 Binney Street (Commercial Building B) is proposed to be a commercial building meeting the requirements of the recently enacted amendments to Article 14 in the Zoning Ordinance. It will replace an existing two-story masonry structure currently located on the site which occupies approximately the same footprint as the future Project. The proposed core and shell building will have a total GFA of approximately 318,644 and be up to fourteen floors plus a mechanical penthouse.

The total height of Commercial Building B will be up to 200'-0" to the last occupied floor, as defined under zoning. In order to provide programmatic flexibility at this early stage of design and to accommodate either an office or research laboratory program, the building, as currently designed, could be up to 13 or 14 stories, depending on the final program.

The ground floor plan is designed to activate the adjacent public realm to the greatest extent possible, with an emphasis on the Binney Street and 6th Street Connector frontage. It provides lobby space with entrances on both Binney Street and the eastern internal drive as well as retail or active use space fronting on Binney Street and the 6th Street Connector. Service and loading are tucked deep into the site, with a dedicated off street loading facility for both deliveries and waste management provided at the southwest corner of the building off the eastern internal drive. Access to vehicular and underground long term bike parking are also located in this area.

Commercial Building B will accommodate up to six hundred and fifty (650) vehicular parking spaces in a five (5) story below grade garage, allowing it to serve the parking needs of this building and other projects components identified as part of this Concept Plan. In addition, the building will provide up to 75 long term and 24 short term bike parking spaces.

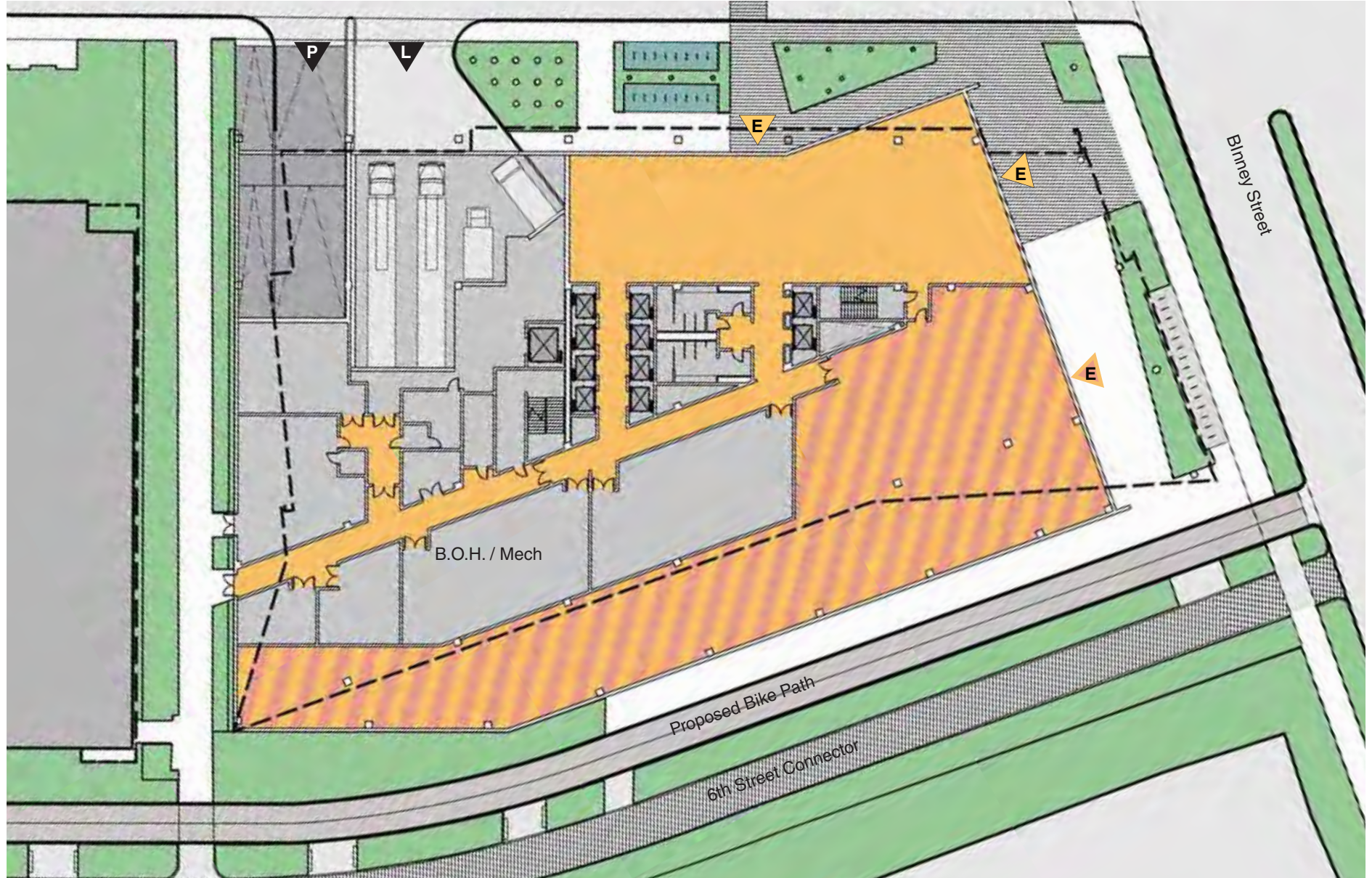
The massing of Commercial Building B has been designed with the K2 Plan in mind. The proposed massing scheme responds to the site's irregular perimeter resulting in a trapezoidal floor plate and building form, while individual facades respond to site-specific conditions on each side of the building.

As recommended in the K2 Plan, Commercial Building B is defined by a base, a middle and a top; however, the delineation of these components is moderately differentiated on each facade in response to the unique character of each side of the site – urban street or corridor park. The first two stories of the building define a base around the entire site. Along the Binney Street façade, the middle is defined by a projecting volume and the top by the remaining full size floors. Along the 6th Street Connector, the middle zone is offset from the base by an inset third floor, providing a reveal further emphasizing the distinction between the base and the middle, but also allowing a set back from the corridor park, thus enhancing the pedestrian experience while also increasing the building's connection to open space and the visual interest of the building.

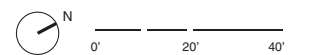
Commercial Building B enhances the pedestrian experience by stepping the building's base away from Binney Street. The building helps establish a wider path of travel and, in turn, a better connection between the bike and pedestrian traffic occurring on the 6th Street Connector and Binney Street. The building creates a better overall microclimate for pedestrians by cantilevering the middle volume over the base along Binney Street defining an entry portico. The entry, itself is a projecting two story volume located off of Binney Street adjacent to the existing park in front of the Blue Garage.

The massing of the middle volume achieves visual interest through a series of overlap conditions and setbacks. Each of these moves has a specific relationship to found site conditions. The overlapping Binney Street elevation helps break down the façade to a pedestrian scale that is responsive to the urban context. The setback on the third floor along the 6th Street Connector creates a green roof amenity for the building occupants while effectively serving as a continuation of the open space along the edge of the future to-be-developed Volpe Site. The vertical slot within the facade facing the Cambridge Center North Garage creates a direct visual connection between the building and the parks along Binney Street.

The top of the building features an integrated mechanical penthouse and screen wall. The penthouse steps back on both the Binney Street and 6th Street Connector facades allowing for the massing to be deemphasized along these primary elevations.

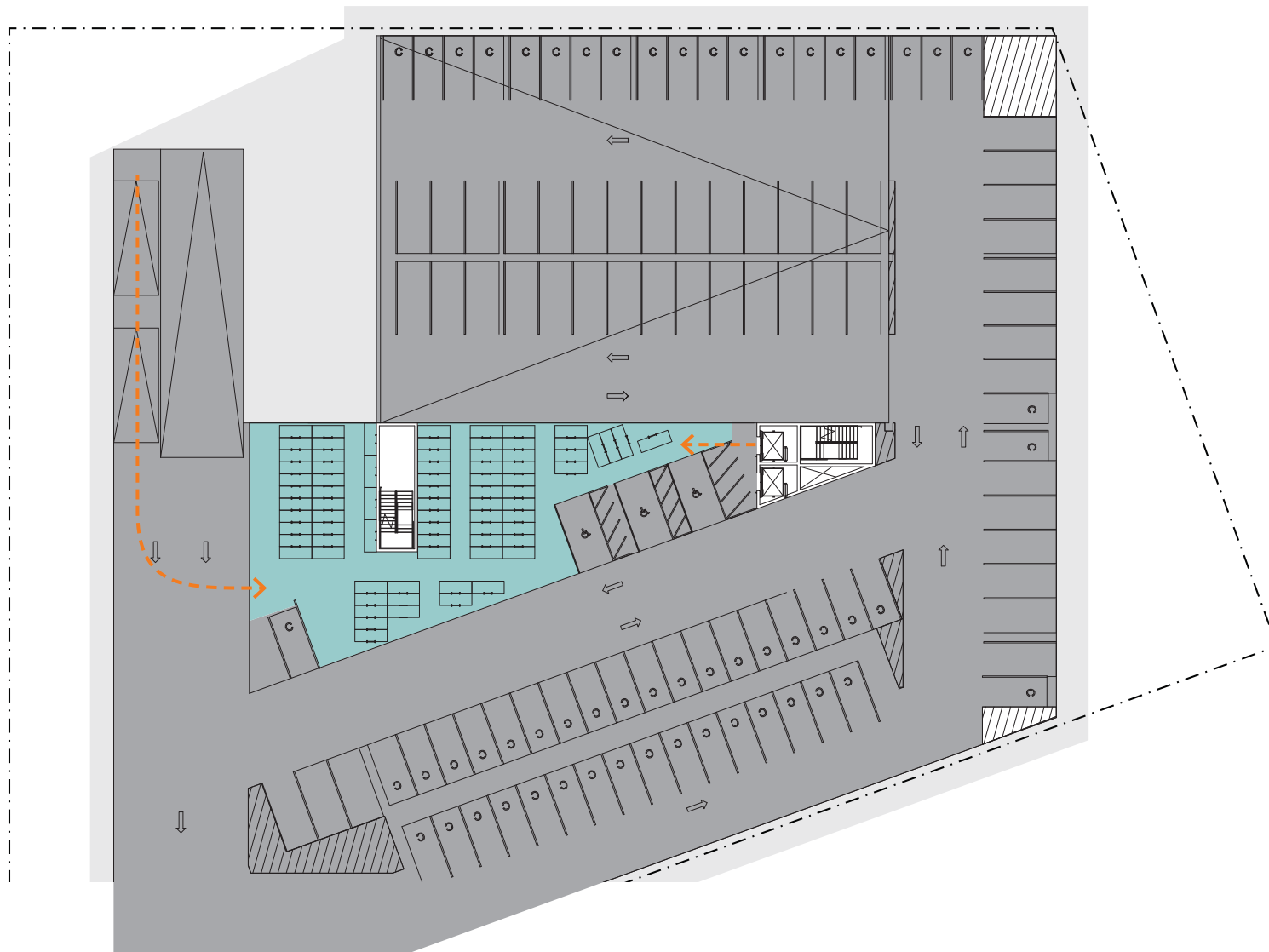


GROUND LEVEL

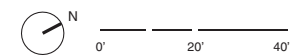


COMMERCIAL BUILDING B (250 BINNEY STREET) - PLANS



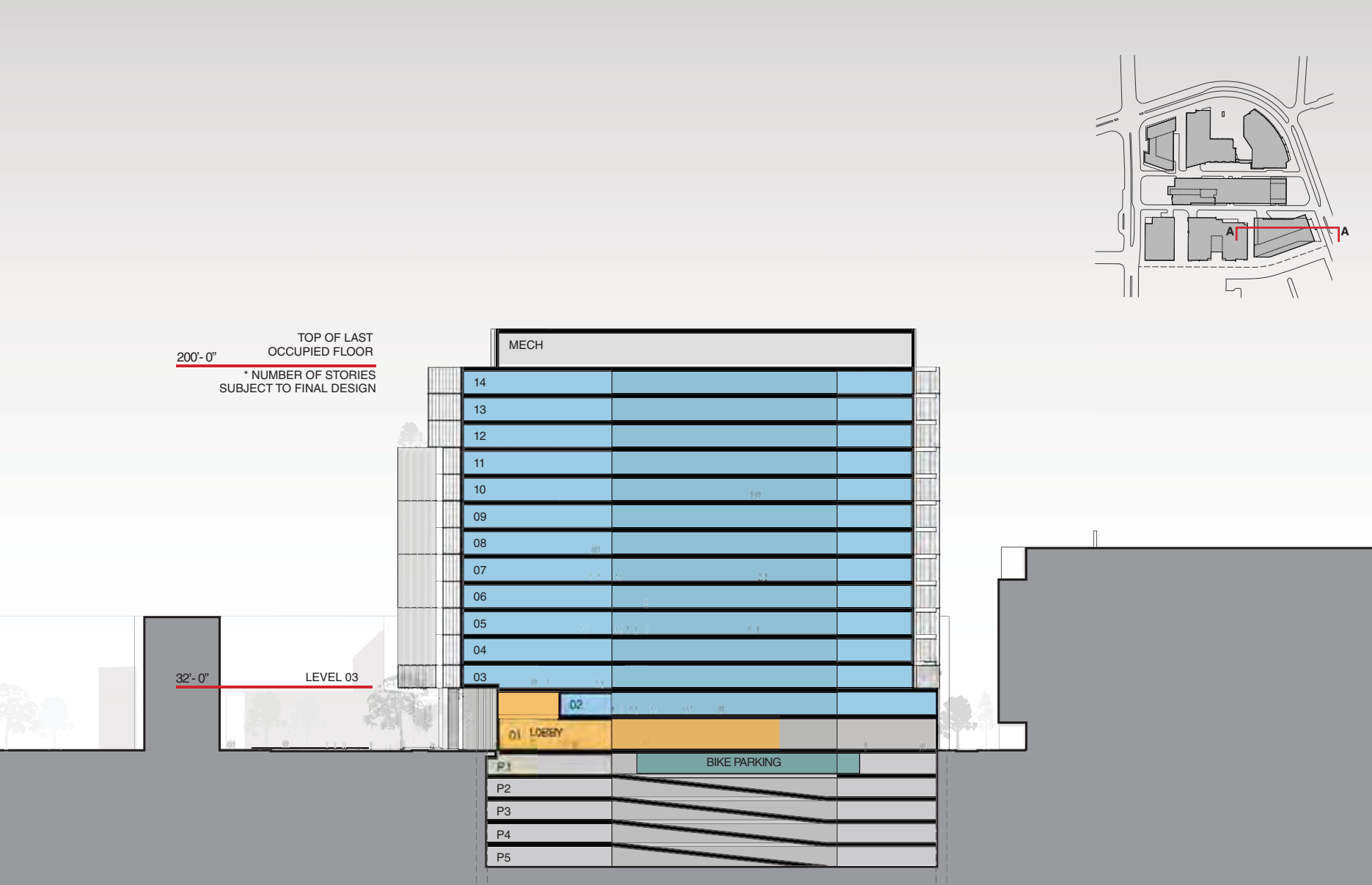


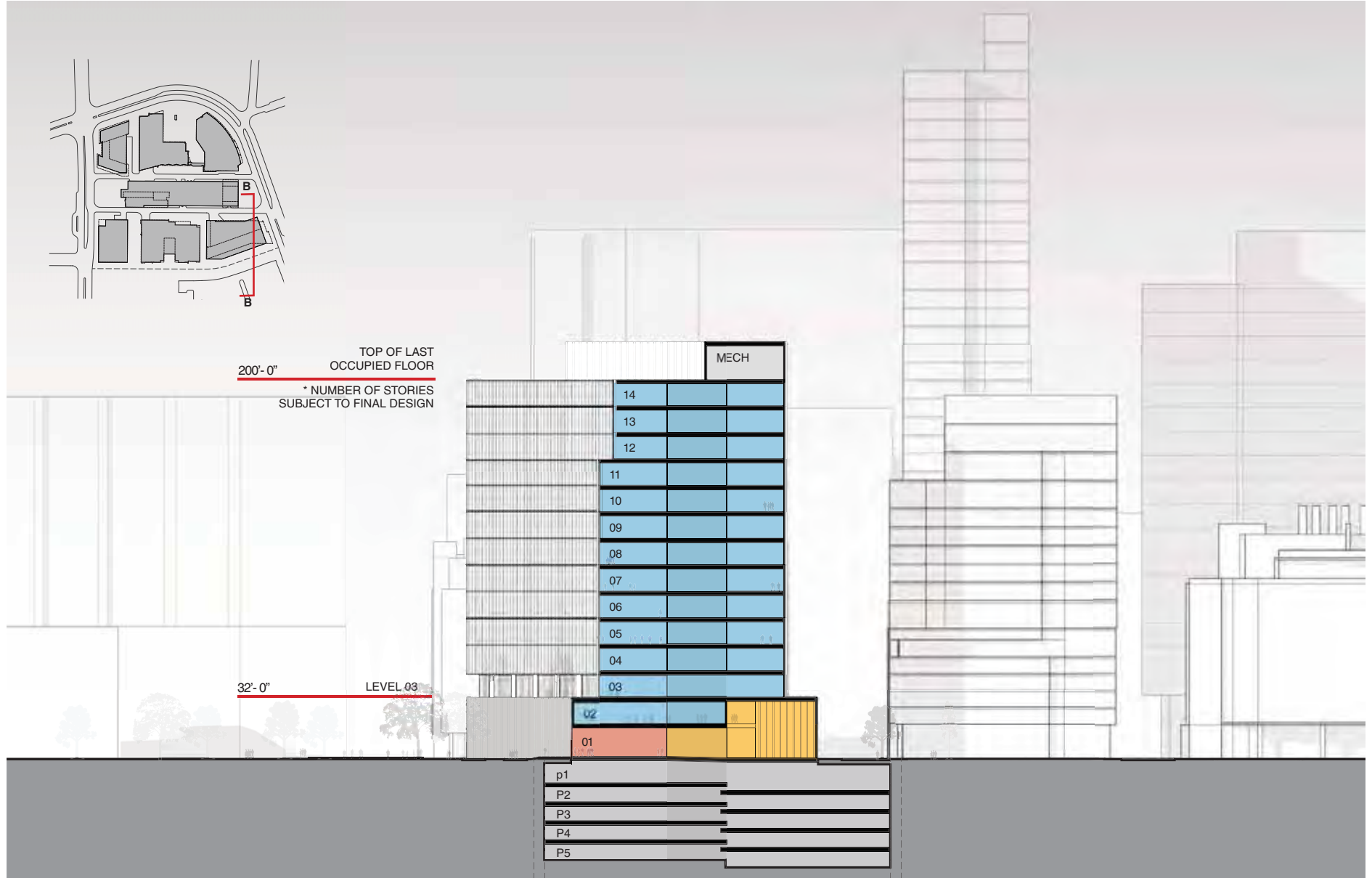
- Bike Parking
- Mechanical
- Parking



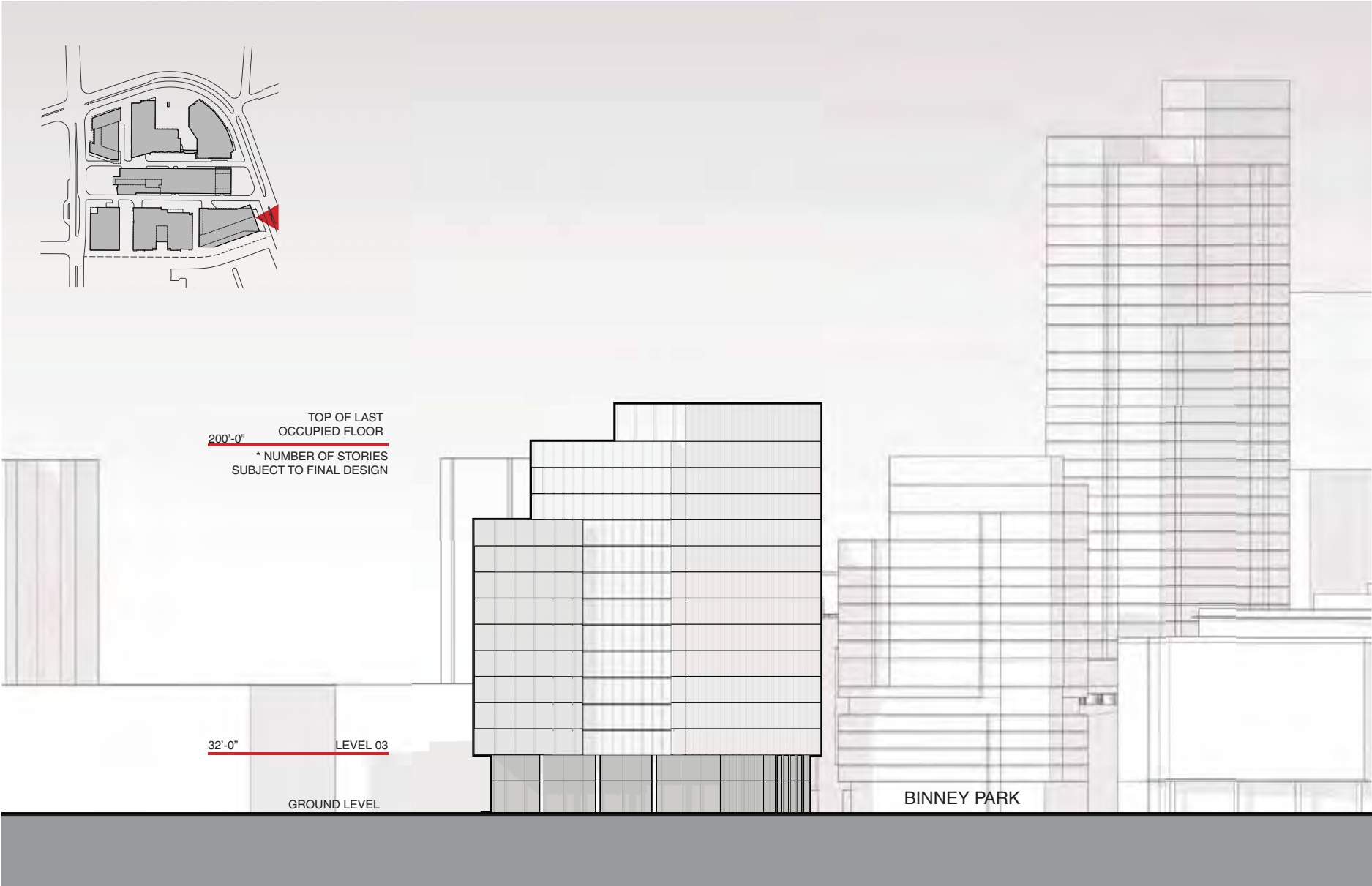
LEVEL B1

COMMERCIAL BUILDING B (250 BINNEY STREET) - SECTIONS

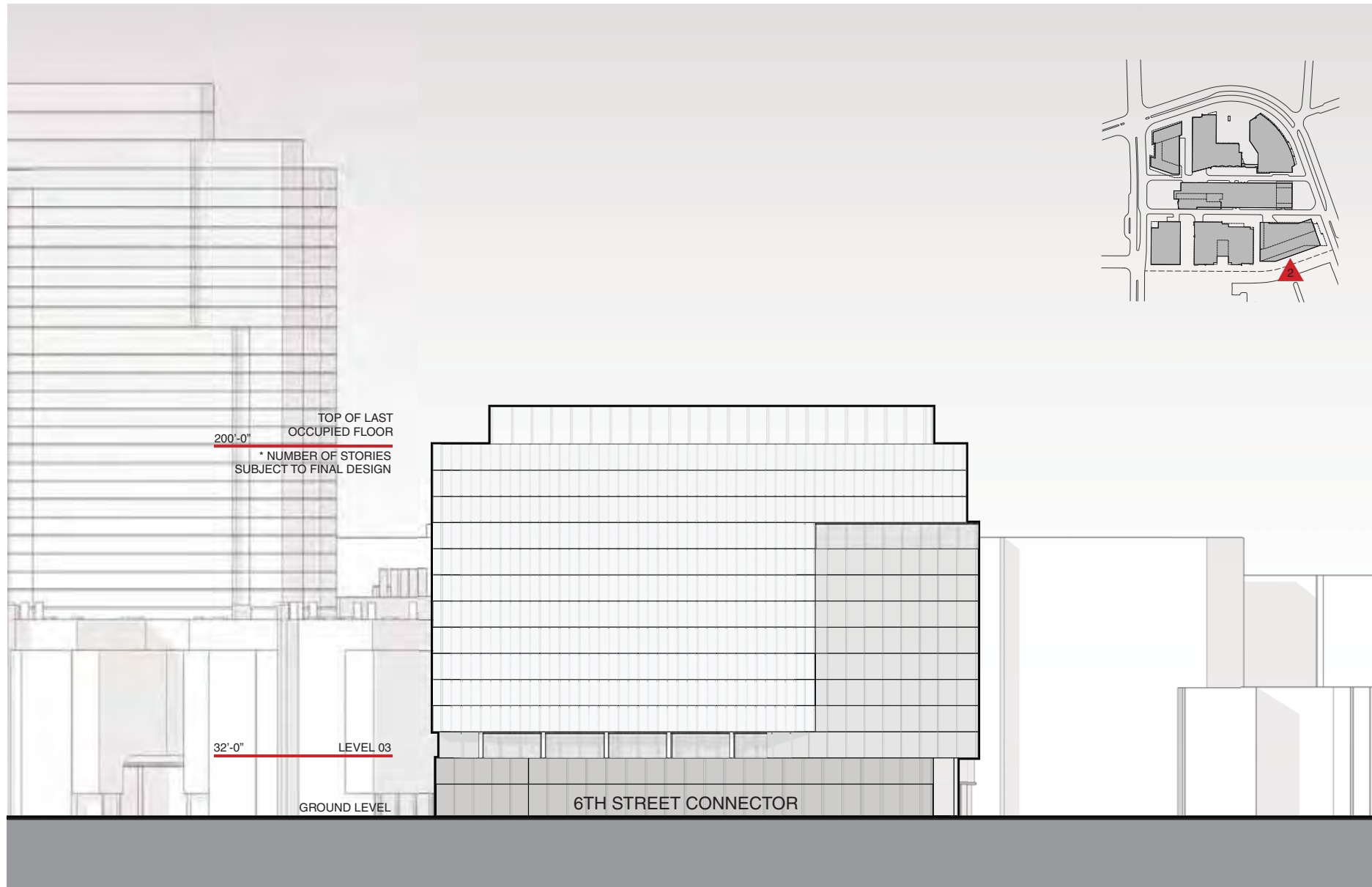




COMMERCIAL BUILDING B (250 BINNEY STREET) - ELEVATIONS



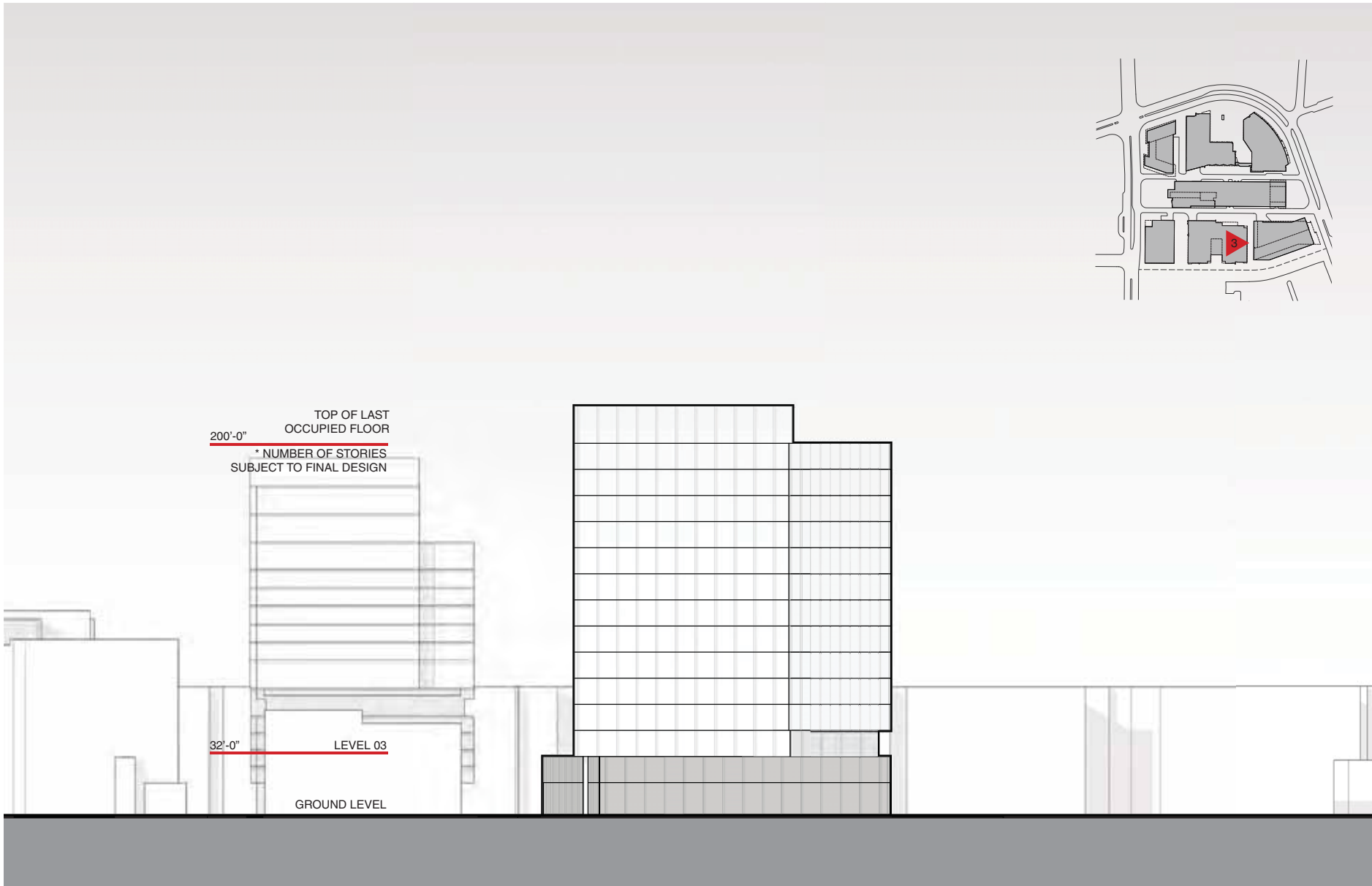
1 NORTH ELEVATION (BINNEY STREET)



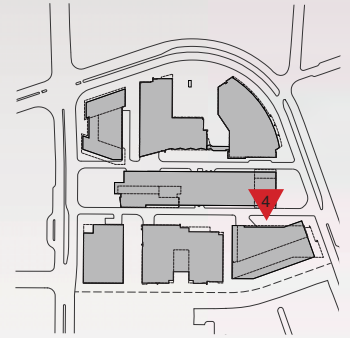
2 EAST ELEVATION (6TH STREET CONNECTOR)

0' 20' 40'

COMMERCIAL BUILDING B (250 BINNEY STREET) - ELEVATIONS



3 SOUTH ELEVATION



TOP OF LAST
OCCUPIED FLOOR
200'-0"
* NUMBER OF STORIES
SUBJECT TO FINAL DESIGN

32'-0" LEVEL 03

GROUND LEVEL

4 WEST ELEVATION

0' 20' 40'

DEVELOPMENT COMPONENTS

INNOVATION SPACE CONVERSION (255 MAIN STREET)

FIGURE R1.4.2

Project Summary

Located within the Concept Plan area, the project at 255 Main Street is proposed to be a innovation space conversion meeting the requirements of the recently enacted amendments to Article 14 in the Zoning Ordinance.

The proposed conversion will have a total GFA of approximately 105,200 phased with the development GFA of Commercial Buildings at 145 Broadway and 250 Binney Street Respectively.

The anticipated uses include business incubators, small research laboratories, office space for startups and entrepreneurs and facilities necessary for testing early stage products and prototypes. The prominent location, re purposed space and below market rent will help facilitate and ensure the future of the innovation that has contributed to success and vitality of Cambridge

Figure R1.4.1 shows a conceptual Operation Plan and phasing for the Innovation Space delivery and will be expanded on in Design Review with an understanding of whether the proponent will approach the management of the innovation space directly or with a innovation space partner as operator.

INNOVATION SPACE CONVERSION: GREAT BOSTON AREA COWORKING PROVIDERS



CONCEPTUAL OPERATION PLAN OPTIONS

FIGURE R1.4.1



OPERATIONAL PLAN OPTION 1



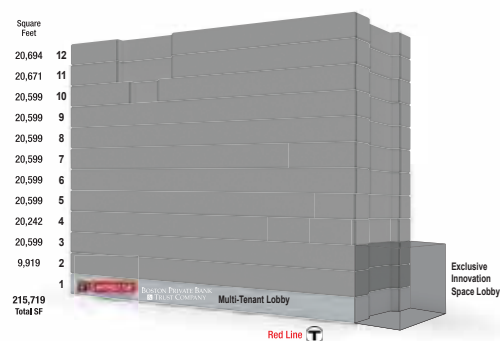
Boston properties manages the Innovation space directly

OPERATIONAL PLAN OPTION 2



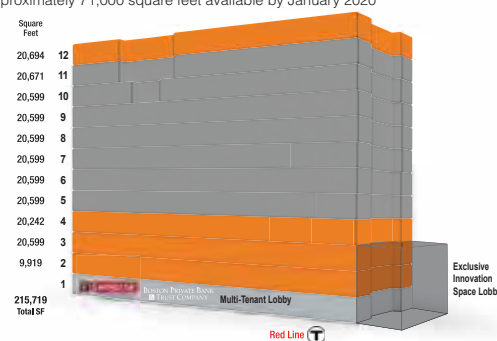
Boston properties hires / subleases the space to a potential or existing third party operator of innovation space

255 MAIN STREET- EXISTING



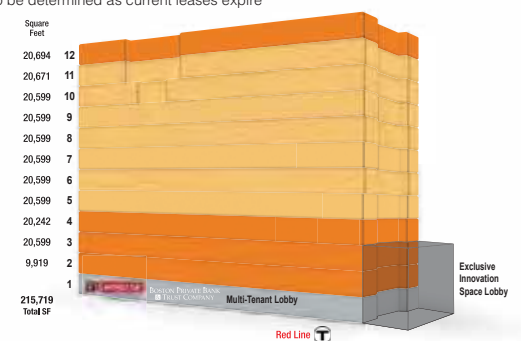
255 MAIN STREET - PHASE I

Approximately 71,000 square feet available by January 2020



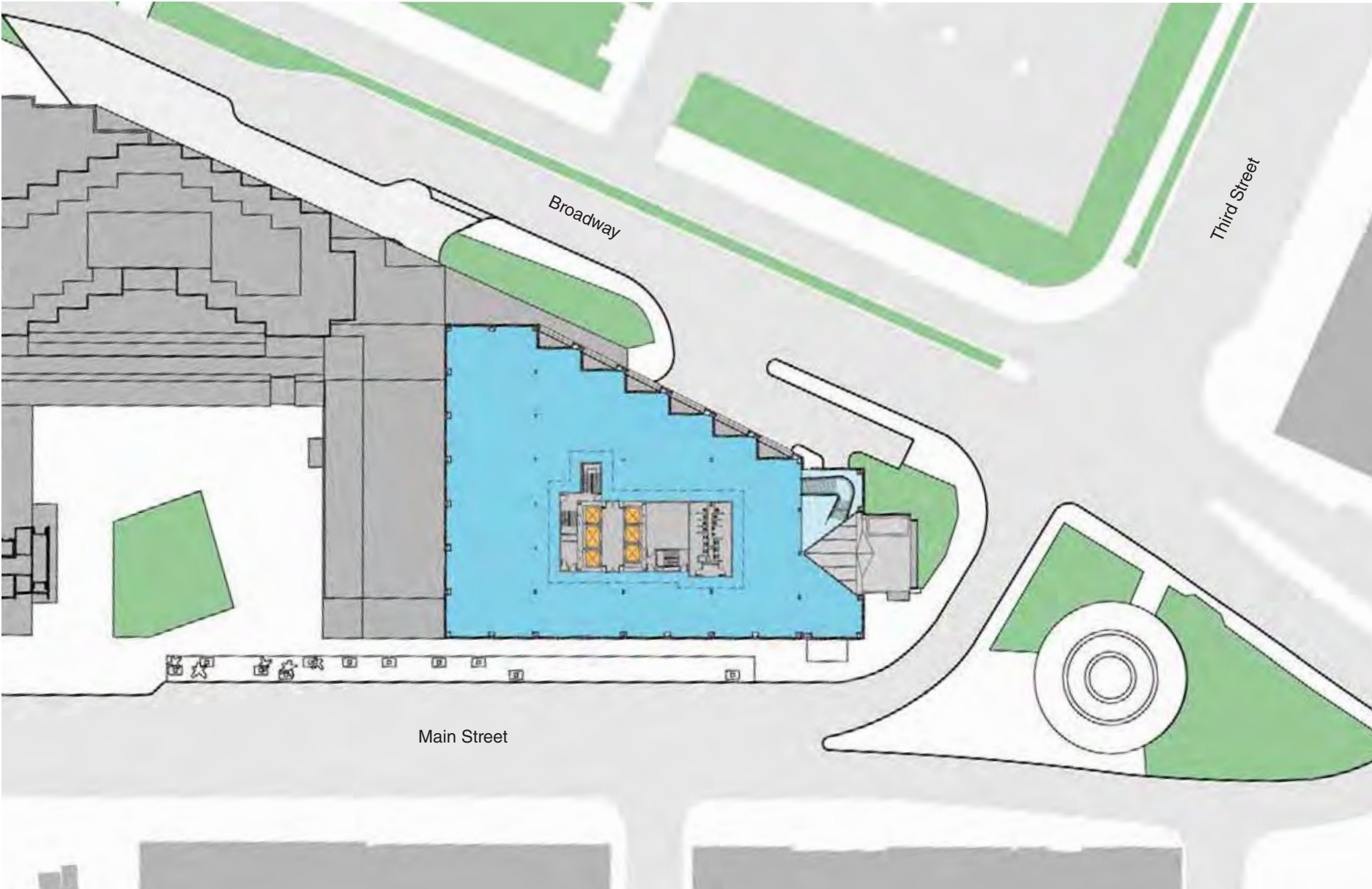
255 MAIN STREET - PHASE II

To be determined as current leases expire



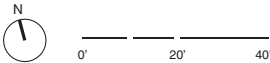
Phasing and percentage of Innovation space will be in conjunction with the GFA of Commercial Buildings

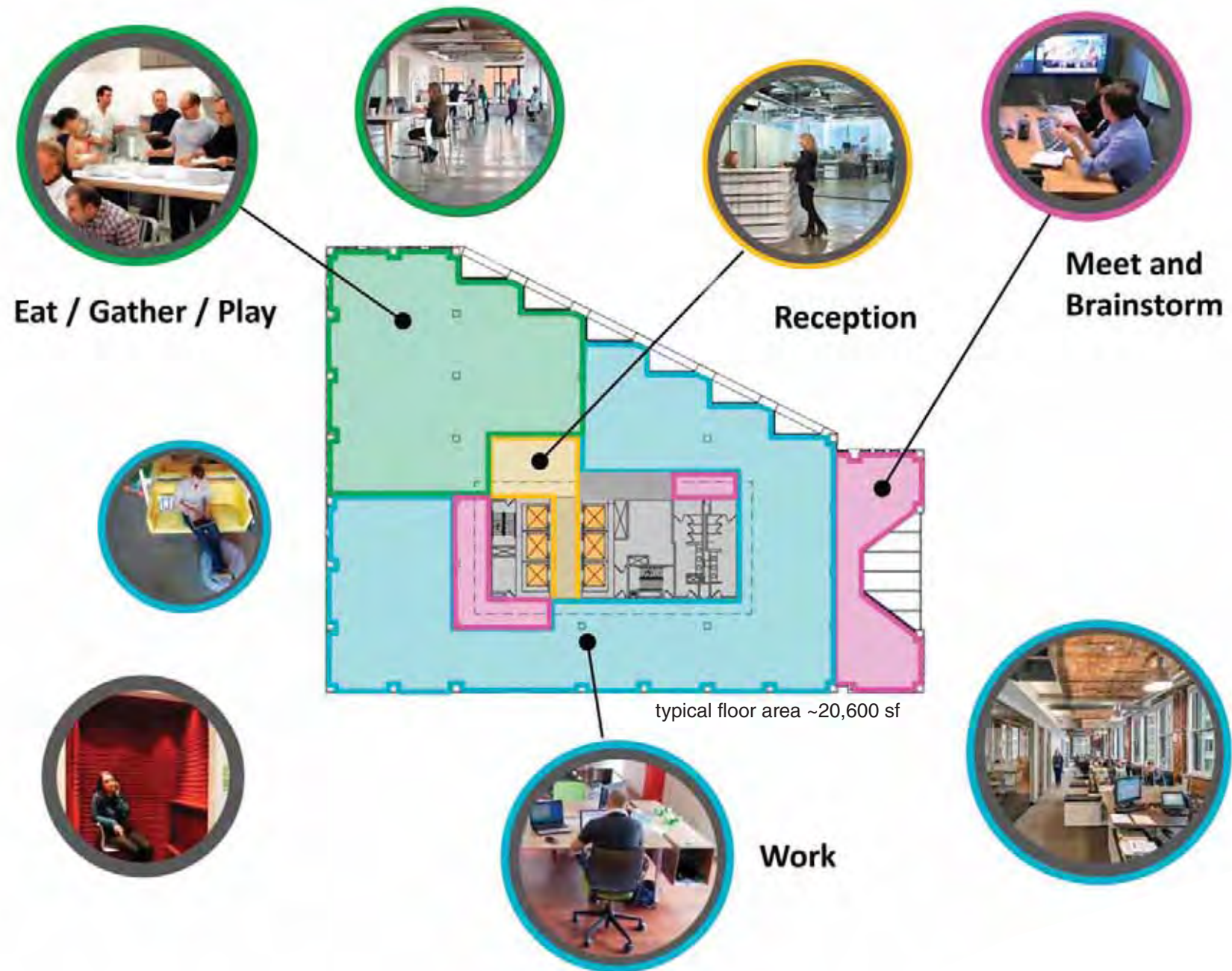
INNOVATION SPACE CONVERSION AT 255 MAIN STREET



- Office
- Mechanical

FIGURE 11.1D TYPICAL FLOOR





2. REGULATORY CONTEXT



2. INTRODUCTION

The following sections address the zoning requirements and describe how the Project complies, specifically addressing the housing program and Innovation Space program. This section also outlines the anticipated review and approval process for the Concept Plan and the individual Project Components as the design advances through a Design Review Submission. Lastly, this section outlines the criteria for approval pursuant to Sections 12.35.3(3) and 19.25 of the Zoning Ordinance, and consistency with the KSURP.

2.1 ZONING REQUIREMENTS

CATEGORY	ZONING REQUIREMENT	PROPOSED	DOCUMENT REFERENCE
14.34: MAXIMUM BUILDING HEIGHT	UP TO 250 FEET	250 FEET (COMMERCIAL BUILDING A) 200 FEET (COMMERCIAL BUILDING B)	TABLE 1-1
	UP TO 350 FEET FOR NO MORE THAN TWO (2) MIXED-USE/RESIDENTIAL BUILDINGS	350 FEET (RESIDENTIAL BUILDING SOUTH)	TABLE 1-1
14.32.5: INNOVATION SPACE	MINIMUM OF 10% OF OFFICE AND BIOTECH MANUFACTURING USES	105,200 GFA	SECTION 1.3.2
	EXISTING GFA WITHIN THE DISTRICT CAN BE CONVERTED	EXISTING COMMERCIAL OFFICE AT 255 MAIN STREET TO BE CONVERTED	
14.35: MIDDLE INCOME HOUSING	AT LEAST 5% OF THE TOTAL FLOOR AREA DEVOTED TO MULTI-FAMILY RESIDENTIAL SHALL BE DEVOTED TO MIDDLE INCOME HOUSING	20,000 GFA	SECTION 2.1.1
14.36: AFFORDABLE HOUSING	NO LESS THAN 20% OF THE TOTAL FLOOR AREA DEVOTED TO MULTI-FAMILY RESIDENTIAL SHALL BE DEVOTED TO AFFORDABLE UNITS	80,000 GFA	
14.37: DWELLING UNITS	A MINIMUM 5% OF RESIDENTIAL GFA SHALL BE DEVOTED TO UNITS OF 3-BEDROOMS OR MORE	20,000 GFA	
14.38: ACTIVE GROUND FLOORS	GROUND FLOOR OF BUILDINGS OF 50,000 SF OR MORE MUST BE OCCUPIED BY RETAIL AND CONSUMER SERVICE USES OR ACTIVE PUBLIC GATHERING SPACE (WHETHER OPEN OR CLOSED) ALONG A MINIMUM 75% OF FRONTAGE ¹	APPROX 25,000 GFA	FIGURE 4.X FOR THE RETAIL PLAN; SECTION 4.2 FOR FURTHER DETAILS
14.42: DISTRICT PUBLIC OPEN SPACE	MINIMUM 100,000 SF WITHIN THE DISTRICT RESERVED OR DESIGNATED AS PUBLIC OPEN SPACE	183,532 GFA	FIGURE 3.X FOR THE OPEN SPACE PLAN; SECTION 3.2 FOR FURTHER DETAILS

This table summarizes the key zoning requirements and demonstrates how the Project aims to comply with these requirements. Sections of the document are referenced for further details.

2.1.1 HOUSING PROGRAM

The Project is proposing the addition of 420,000 GFA of residential development, comprising 400,000 Infill GFA, in addition to Exempt GFA totaling 20,000 square feet attributable to middle-income housing. This addition of residential GFA will contribute to the housing needs of the City through the delivery of up to 425 units, offering a broad spectrum of residential units ranging in size, type and affordability across both rental and home ownership product types.

The Project will meet the requirements under the Zoning Ordinance and the Commitment Letter dated December 21, 2015. This includes a minimum of twenty percent (20%) of residential Infill GFA dedicated to affordable units, a minimum of five percent (5%) of residential Infill GFA dedicated to middle-income units, a minimum of five percent (5%) of the residential Infill GFA dedicated to three bedroom units and a minimum of twenty percent (20%) of residential Infill GFA dedicated to home-ownership units. These commitments contribute to the City of Cambridge's goal of creating more housing product in the Kendall Square area, across a range of sizes and affordability.

AFFORDABLE HOUSING

The Concept Plan will deliver 80,000 GFA dedicated to affordable housing. This represents 20 percent (20%) of the residential Infill GFA and will create approximately 80-85 units. This will be proportionately distributed across the Residential Buildings North and South based on 20 percent (20%) of the residential Infill GFA, delivering 66,667 GFA of affordable housing at Residential Building South and 13,333 GFA of affordable housing at Residential Building North.

MIDDLE INCOME HOUSING

The Concept Plan will deliver 20,000 GFA dedicated to middle-income housing. This represents five percent (5%) of residential Infill GFA and will contribute approximately 20-25 units. This will be proportionately distributed across Residential Buildings North and South based on 5 percent (5%) of residential Infill GFA, providing approximately 16,667 GFA of middle-income housing at Residential Building South and 3,333 GFA of middle-income housing at Residential Building North.

THREE BEDROOM UNITS UNITS

The Concept Plan will deliver a minimum of 20,000 GFA as three-bedroom units, equivalent to five percent (5%) of the residential Infill GFA. All three-bedroom units up to the five percent (5%) threshold will be devoted to middle-income and affordable uses. These units are designed as larger units to accommodate families with children and are intended to further the City's goal of providing larger family-sized across varied income levels.

HOME OWNERSHIP UNITS

The Concept Plan will deliver a minimum of 80,000 GFA of home ownership units. This represents twenty percent (20%) of the residential Infill GFA and will create approximately 70-75 units. It is proposed that one-hundred percent (100%) of these units will be delivered in the Residential Building South project which is earmarked for Phase 2 of the Concept Plan. This will ensure the Concept Plan will meet its goal of delivering twenty percent (20%) home ownership units, at the earliest possible opportunity, while maintaining future flexibility to deliver the Residential Building North project as either a one-hundred percent (100%) home ownership building or a one-hundred percent (100%) rental building.

TABLE 2-2 SUMMARY OF HOUSING PROGRAM

	RESIDENTIAL BUILDING SOUTH	RESIDENTIAL BUILDING NORTH	TOTAL GFA ¹	UNIT RANGES
<i>Affordable Housing</i>				
Affordable Housing Rental	50,667	13,333	64,000	
Affordable Housing Home Ownership	16,000	0	16,000	
TOTAL Affordable Housing	66,667	13,333	80,000	80-85 Units
<i>Market Rate Housing</i>				
Market Rate Housing - Rental	202,666	53,334	256,000	
Market Rate Housing - Home Ownership	64,000	0	64,000	
TOTAL Market Rate Housing	266,666	53,334	320,000	315-325 Units
<i>Middle Income Housing - GFA EXEMPT</i>				
Middle Income Housing - Rental	12,667	3,333	16,000	
Middle Income Housing - Home Ownership	4,000	0	4,000	
TOTAL Middle Income Housing	16,667	3,333	20,000	20-25 Units
<i>Residential GFA</i>				
Rental Housing	266,000	70,000	336,000	
Home Ownership Housing	84,000	0	84,000	
TOTAL Residential GFA	350,000	70,000	420,000	Up to 425 Units

1. The Allocation of GFA between Residential Building South and Residential Building North is approximate and subject to further design as the project moves through Design Review.

2. The distribution between rental housing and home ownership housing shown is targeting a minimum of 20% GFA dedicated to home ownership housing. The distribution is subject further design as the project moves through Design Review.

2.1.2 INNOVATION SPACE PROGRAM

Pursuant to the Zoning Ordinance, the Project will deliver 105,200 GFA of Innovation Space. The 105,200 GFA is inclusive of two components as outlined in the applicable Zoning Ordinance: (1) an obligation to deliver Innovation Space equaling ten percent (10%) of nonresidential Infill GFA and (2) a right to deliver Innovation Space equaling an additional ten percent (10%) of nonresidential Infill GFA for an Innovation Space total of twenty percent (20%) of nonresidential Infill GFA.

The Applicant is proposing to take existing office space out of service in an existing asset, replace it with newly designated Innovation Space, and transfer the office GFA into the proposed Commercial Buildings A and B.

BASE LINE GFA CALCULATION		
Commercial Infill GFA		600,000.00
Whitehead Deduction (provided in zoning)		(60,000.00)
Broad Institute Space Reservation		(14,000.00)
Base Commercial Infill GFA		526,000.00

INNOVATION SPACE TRANSFER		
10% Innovation Space Requirement	10%	52,600.00
10% Innovation Space Bonus	10%	52,600.00
Total Innovation Space GFA		105,200.00

It is proposed that the Innovation Space be located in 255 Main Street, backfilling a 124,000 square feet of forthcoming vacancy. This space is scheduled to be made available concurrently with Phase 1 of the Project. For more specific detail on the phasing refer to Section 9, Phasing.

Strategically situated at the front door of Kendall Square, 255 Main Street is well-suited to accommodate a home for emerging businesses. The Project will promote and foster the continued innovative spirit of Kendall Square (and by extension, MIT) with the development of a new innovation hub modeled after, and improving upon, well-established co-working and incubation environments.

A few characteristics of the Innovation Space will include shorter term leases with roughly one month lease terms, a highly diverse set of smaller tenants (with no one tenant occupying more than ten percent (10%) of the entire Innovation Space provided in the District), and separately contracted private office suites of 200 square feet or less. As is often found with this type of product, shared resources including co-working areas, conference space, classroom space, office equipment, showroom, shop or lab equipment, storage, circulation, supplies, and kitchens will be made available to all tenants and will occupy the majority of the Innovation Space.

To maintain compliance with the requirements set forth in the Zoning Ordinance, potential tenants of the Innovation Space may include small businesses, incubators, small research laboratories, office space for investors and entrepreneurs, facilities for teaching and theoretical, basic, and applied research, product development and testing, and prototype fabrication or production of experimental products.

Additionally, we will engage other developers in the Kendall Square neighborhood to explore possibilities for collaboration in the development of joint Innovation Space. The development and operation of the Innovation Space will either be (1) executed via a master lease to an existing co working or innovation space operator or (2) developed and managed by the Applicant. In either case, the Applicant will ensure that twenty-five percent (25%) of the innovation space membership or leases are at below market rates.

2.2 CAMBRIDGE OUTDOOR LIGHTING ORDINANCE

The Applicant is aware that the City Manager has appointed an Outdoor Lighting Ordinance Task Force to work with City staff to evaluate existing standards and offer guidance for the creation of a new ordinance/approach for regulating and enforcing an outdoor lighting ordinance. While an ordinance has not been adopted by the City at the time of this submission, the Project will explore outdoor lighting that promotes the safe use and enjoyment of outdoor areas, mitigates light trespass and glare to abutters and the public at large, reduces light pollution, and promotes energy conservation.

2.3 REVIEW AND APPROVAL PROCESS

As stated in Section 14.32.2 of the Zoning Ordinance, this Concept Plan is submitted to establish the “context and conceptual governance structure for existing and potential future development that allows development to proceed in a flexible manner without requiring additional special permit for each building.”

This Concept Plan seeks to obtain a special permit for the entire Project but still allow for specific design review of each of the four proposed Project Components at the appropriate junctures in the future.

Accordingly, the information presented within this Concept Plan addresses the public realm, open space, design guidelines and urban design context along with the massing of each of the Project Components.

As described in the Zoning Ordinance, a Design Review Submission will be submitted for each Project Component, addressing specific design criteria that seeks to supplement the design elements submitted within the Concept Plan. It is the Applicant's intent to submit a Design Review Submission for Commercial Building A simultaneously with the Concept Plan for concurrent review.

The Design Review Submission seeks to develop upon the design guidelines established in this Concept Plan and provide specific details about the individual Project Components appropriate for review and approval jointly by the Planning Board and the CRA Board.

Table 2-3 presents the anticipated sequence and general detail of information submitted with each component piece of the Special Permit:

SPECIAL PERMIT SUBMISSION INFORMATION PLAN					
	Submission 1		Submission 2	Submission 2	Submission 3
	INFILL DEVELOPMENT CONCEPT PLAN	Design Review Commercial A 145 Broadway	Design Review Commercial B 250 Binney	Design Review Residential Building South	Design Review Residential Building North
Transportation	X				
Ped. Circulation	X				
Open Space	X				
Bike Parking	X				
Vehicle Parking	X				
Loading	X				
Retail Planning	X				
Storm water	X				
Shadow Analysis	X				
Noise	X				
Wind - Desktop	X				
Sustainability	X	X	X	X	X
Wind - Wind Tunnell		X	X	X	X
Building Design		X	X	X	X

TABLE 2-3 ARTICLE 14 FILING STRATEGY

2.4 FINDINGS AND APPROVAL

As described in Section 14.32.2.2 of the Zoning Ordinance, the Planning Board shall grant a special permit approving a Concept Plan upon determining that the Project identified within the plan meets the criteria for approval of a Planned Unit Development set forth in Section 12.35.3(3) of the Zoning Ordinance and the criteria for approval of a Project Review Special Permit set forth in Section 19.25 of the Zoning Ordinance. In making its findings, the Planning Board shall consider the objectives set forth in the Kendall Square Final Report of the K2C2 Planning Study ("K2 Plan") and the Kendall Square Design Guidelines. The approval of a Concept Plan shall serve to meet any applicable project review requirements of Article 19.000. No additional Project Review Special Permit shall be required for any new development identified within an approved Concept Plan and only design review shall take place for each specific Project Component.

2.4.1 CONFORMANCE WITH ARTICLE 12.35.3(3)

Section 12.35.3.3 of the Zoning Ordinance provides that:

Approval of the Development Proposal shall be granted only upon determination by the Planning Board that the Development Proposal provides benefits to the City which outweigh its adverse effects. In making this determination the Planning Board shall consider the following:

QUALITY OF SITE DESIGN

This Concept Plan presents a vision that reflects the unique needs and interests of the people who live, work, connect and innovate within Kendall Square. The Project will comply with the Zoning Ordinance as recently amended in response to the public process that occurred in fall/winter 2015 and approved by the Cambridge City Council on December 21, 2015. The Project has been responsive to the K2 Plan, as outlined throughout this Concept Plan, through the thoughtful integration of office, laboratory space, housing, retail and innovation space to ensure a dynamic and lively environment that serves people of different backgrounds, interests, professions and incomes.

For details on this refer to Section 3, Open Space, Section 4, Retail Plan and Section 10, Design Guidelines.

TRAFFIC FLOW AND SAFETY

A Traffic Impact Study (TIS) was developed and certified by the City of Cambridge Traffic, Parking and Transportation Department (TP&T) on July 14, 2016. Refer to Section 5, Transportation for more details, along with Appendix B for a full copy of the Traffic Impact Study (TIS), including the City's scoping letter and Certification.

ADEQUACY OF UTILITIES AND OTHER PUBLIC WORKS

City utilities are generally adequate to support the Project. Section 6, Infrastructure, details the existing and proposed utility infrastructure, and specific infrastructure improvements and services associated with the Project. This section also details measures that the Applicant will take to reduce the impacts of the Project on the existing utility systems.

IMPACT ON EXISTING PUBLIC FACILITIES WITHIN THE CITY

It is not anticipated that the Project will have a significant impact on City services. The proposed buildings contained in the Project will meet all applicable codes at the time of building construction.

DELIVERY OF PUBLIC BENEFIT

The Project is proposing to deliver significant public benefits, as outlined throughout this Concept Plan and highlighted below:

- Up to 425 units of new, diverse housing across a broad spectrum of unit type, size and affordability;
- 627,134 GFA of new commercial space that will blend office and laboratory uses;
- 19,366 GFA of active use/retail space;
- New and enhanced open space and streetscapes along Broadway and Binney Streets;
- Activation of Broadway and Binney Street through 19,366 GFA of new ground floor retail/active use that will enhance the Kendall Square area;
- Delivery of approximately 105,200 gross square feet of new innovation space converted from existing office uses;

- Generate approximately \$12 million in new annual real estate taxes revenue for the City, as well as additional income and sales tax revenues generated through the influx of new workers and residents;
- Create approximately 4,500 permanent jobs, as well as approximately 2,600 construction jobs across all the Project Components; and
- Provide a series of enhancements that will encourage alternative modes of transportation, through the addition of 633 long-term, secure and covered bike parking spaces, 102 short-term bike parking spaces, and the enhancement of pedestrian and bicycle connections.

2.4.2 CONFORMANCE WITH ARTICLE 19.25

The following section demonstrates that the Project conforms with Article 19.25: Review Criteria.

TRAFFIC IMPACT FINDINGS

A TIS was developed for the Project that is consistent with Section IV, Guidelines for Presenting Information to the Planning Board of the City of Cambridge Transportation Impact Study Guidelines, Sixth Revision dated November 28, 2011. The TIS, dated June 23, 2016, was Certified by the TP&T on July 14, 2016. Refer to Appendix B for a copy of a copy of the full TIS, including the City's scoping letter and Certification.

TRAFFIC IMPACT INDICATORS

The TIS analysis identified impacts that the Project will have on the transportation network and is used by the City to identify possible mitigation to offset these impacts. Based on the TIS analysis, the Project has been evaluated within the context of the Planning Board Criteria to determine if the Project has any potential adverse transportation impacts. The Planning Board Criteria evaluates the Project's vehicular trip generation, impact to intersection level of service and queuing, as well as increase of volume on residential streets. In addition, pedestrian and bicycle conditions are considered. A discussion of the criteria set forth by the Planning Board and a summary of Planning Board Criteria Performance is presented in the TIS.

Exceeding one or more of the criteria is indicative of a potentially adverse

impact on the City's transportation network. However, the Planning Board will consider mitigation efforts, their anticipated effectiveness, and other information that identifies a reduction in adverse transportation impacts. The TIS analysis demonstrated that the Project had 31 criteria exceedances out of a possible 445 data entries. The Applicant, the CRA and the City are continuing the process of developing and discussing the mitigation program associated with this Project. The TIS identified policies and programs that could potentially be implemented as Project mitigation.

CONSISTENCY WITH K2 MASTER PLAN

Since the filing of the SEIR in October 2015, the Project has undergone a thoughtful evolution based upon public presentations, public agency feedback and the requirements of the recent amendments to the Zoning Ordinance. In addition to adapting to programmatic changes related to the expansion of required affordable housing and the potential bonus for the inclusion of Innovation Space contained in Zoning Ordinance, the Applicant further studied the Project site in connection with the K2 Planning study from 2012. Refer to Section 1.4 for a description of the Project's consistency with the K2 Master Plan.

The Project conforms to Section 501, General Design Principles of the the KSURP.

An architectural rendering of a modern, multi-story building with a glass and metal facade. The building is surrounded by lush green trees and a paved area with people walking, jogging, and cycling. The entire image is overlaid with a semi-transparent blue filter. The text "3. OPEN SPACE PLAN" is centered in the middle of the image in a bold, white, sans-serif font.

3. OPEN SPACE PLAN

3. INTRODUCTION

PUBLIC REALM

The public realm in the redevelopment area between Broadway and Binney Street consists of Broadway Park and Binney Park, three East West Pedestrian Connectors and the Sixth Street Connector. Streetscapes include Broadway, Binney Street, Galileo Galilei and the North South Streets flanking the existing parking garage.

The proposed four new buildings and related areas of the public realm are designed to enhance the connectivity and pedestrian experience in this part of the MXD. The two existing open spaces, Broadway Park to the south and Binney Park to the north, are redesigned as more recognizable and visible focal points, as well as more usable and attractive public gathering spaces. These two small but significant open spaces are redesigned to express stronger connections to the existing and proposed buildings, framing the spaces. The intent is to reposition each park to better engage the proposed new active ground floor uses as well as the pedestrian circulation along Broadway and Binney Street.

Overall pedestrian connectivity is enhanced by refinements and adjustments to the Sixth Street Connector as well as redesign of the three East West Pedestrian Connectors. A new bicycle path paralleling the Sixth Street Connector separates pedestrian and bike traffic on this well used route. The streetscape along Broadway and Galileo Galilei at 145 Broadway is transformed with new active ground floor uses and streetscape design for pedestrian use that will be coordinated with the proposed CRA redesign for these streets. Likewise, the Binney Street streetscape at 250 Binney Street is enhanced with new active uses at the ground floor and expanded pedestrian space.

The combination of new active ground floor uses, the redesign of key existing spaces along with adjustments and refinements to other parts of the public realm will significantly improve the connectivity, as well as the experience of the public realm between Broadway and Binney Street in the MXD.

3.1 EXISTING OPEN SPACE

DEFINITION OF OPEN SPACE

Open spaces, as described in this document, and reinforced by Article 14, are described in the following ways:

1) Portion of a lot or other area of land associated with and adjacent to a building for a group of buildings in relation to which it serves to provide light and air, or scenic, recreational or similar purposes. Such space shall, in general, be available for entry and use by the occupants of the building(s) with which it is associated, and at times to the general public, but may include a limited proportion of space so located and treated as to enhance the amenity of development by providing landscape features, screening or buffering for the occupants or neighbors or a general appearance of openness. Open space shall include parks, plazas, lawns, landscaped areas, decorative plantings, pedestrian ways as listed in Section 14.45 of the Zoning Ordinance, active and passive recreational areas, including playgrounds and swimming pools.

2) Parks, gardens and plazas reserved for public use and enjoyment as guaranteed through one or more of the following:

- Retention by the CRA.
- Dedication to and acceptance by the City 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.
- Lease agreements of 99 years or longer from the private developer or owner to the City or other public entity.

3) Open space on the development lot. Some or all of this required open space may be designated and also serve as open space.

Spaces that **are not** considered as open spaces, as described in this document and reinforced by the Zoning Ordinance are:

- Streets, parking lots, driveways, service roads, loading areas, and areas normally inaccessible to pedestrian circulation beneath pedestrian bridges, decks or shopping bridges.



- Existing open space on grade
- Existing open space above grade

3.1 EXISTING OPEN SPACE

EXISTING MXD PARCEL AREAS & OPEN SPACE CALCULATION

EXISTING MXD DEVELOPABLE PARCEL AREA	
P2	445,825
P3	229,558
P4	257,824
GRAND JUNCTION + BINNEY	79,611
TOTAL EXST MXD AREA (±SF)	1,012,817

EXISTING OPEN SPACE (OS) TOTALS	
P2	148,825
P3	77,429
P4	141,247
GRAND JUNCTION. + BINNEY	79,611
TOTAL EXISTING MXD OS (±SF)	447,112

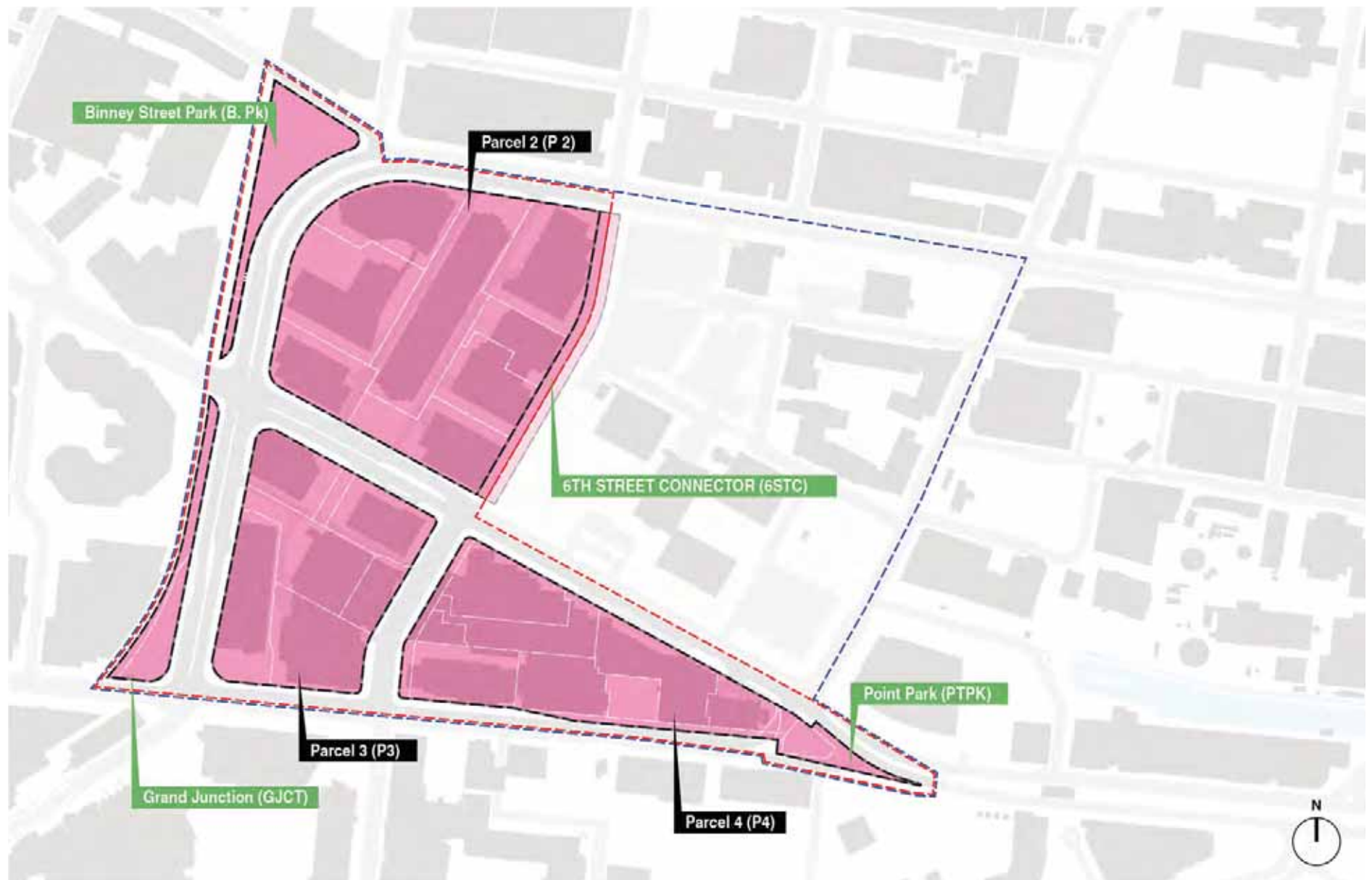
TOTAL EXISTING MXD PUBLIC OS	
GARAGE ROOF GARDEN	25,798
MARIOTT PLAZA	14,372
POINT PARK	22,933
DANIEL LEWIN PARK (CENTER STRIP ONLY)	5,297
ORIGINAL BROAD OPEN SPACE (7CC)	5,022
WHITEHEAD PLAZA	10,930
GRAND JUNCTION	32,611
BINNEY STREET PARK	47,000
6TH STREET WALKWAY	19,569
TOTAL EXST PUBLIC OS (±SF)	183,532

REQUIRED	PROVIDED
100K 100,000 ±SF	TOTAL EXISTING PUBLIC OPEN SPACE 183,532 ±SF
15% OF TOTAL MXD AREA 151,923 ±SF	TOTAL EXISTING OPEN SPACE 466,681 ±SF

REQUIRED OPEN SPACE VS. PROVIDED OPEN SPACE

SOURCES:

1. CAD/Alta survey
2. Exhibit A Development Area Map. CRA Document. March 18, 1982.
3. Exhibit A Development Area Map. CRA Document. May 25, 1979.
4. CRA's KSURP Open Space Accounting. June, 2015.
5. Kendall Center Open Space Parcels 2, 3, and 4. July 31, 2015.



-  Parcels
-  MXD Boundary
-  Open Space/Park
-  KSURP Boundary

3.1 EXISTING OPEN SPACE - PARCEL 2 TRACTS

EXISTING PARCEL 2 BREAKDOWN PER TRACT

TRACT	BLDG	EXST. TRACT AREA	EXST. DEV. AREA	EXST. BLDG. FTPRINT	LOT COVERAGE (BLDG/TRACT)	EXST. OPEN SPACE	REQ'D OPEN SPACE
I	250 BINNEY	60,622	40,839	33,538	55.32%	19,783	5,006
II	145 BROADWAY	37,862	25,437	20,563	54.31%	12,424	6,231
III	105 BROADWAY	49,115	28,107	24,721	50.33%	21,008	11,648
IV	BLUE GARAGE	91,848	72,852	53,504	58.25%	18,997	-
V	12 CC	36,571	24,924	23,677	64.74%	11,647	COMBINED IN TRACT VI
VI	12 CC	25,916	17,554	17,554	67.73%	8,362	
VII	15 CC	74,783	35,070	33,604	44.94%	39,714	16,380
VIII	300 BINNEY	49,544	32,654	32,276	65.15%	16,890	17,093

PARCEL 2 EXISTING OPEN SPACE REQUIRED (±SF)	68,216
PARCEL 2 EXISTING OPEN SPACE PROVIDED (±SF)	148,825

NOTES: Existing Required Open Space figures based on Applicant survey of Parcel 2 buildings.

SOURCES:

1. CAD/Alta survey
2. Exhibit A Development Area Map. CRA Document. March 18, 1982.
3. Exhibit A Development Area Map. CRA Document. May 25, 1979.
4. CRA's KSURP Open Space Accounting. June, 2015.
5. Kendall Center Open Space Parcels 2, 3, and 4. July 31, 2015.



--- Tract/Lot Boundary
 Open Space/Park

V Tract/Lot Number

3.2 PROPOSED OPEN SPACE

OPEN SPACE OBJECTIVES

The landscape in the MXD District is designed to function as a landscape that embraces, integrates and embodies design, environmental and real estate values. As a complete system, the landscape responds to the climate and natural conditions of the site, working with its features to maximize their functional qualities. The landscape serves as an extension of the collaborative environment of Kendall Square, embracing academic values and utilizing the landscape as an integrated living laboratory to enhanced connectivity. The following tenets were established to guide the landscape design process and are fully reflected in the site plan:

- Create an identifiable “district” experience that is inviting, reinforces the pedestrian environment
- Design with the New England climate in mind
- Enhance and respond to local climates and ecology as a fundamental design determinant for district landscape, including the high water table
- Develop a functional landscape that incorporates water conservation, integrates rainwater management into the various landscape and open space elements, and is easy to maintain
- Create outdoor living spaces to promote a strong feeling of community in addition to supporting activities of the community and contain a system of lively public spaces that provide a hospitable environment for social interaction
- Create a network of shade and comfort zones where people can walk, gather and rest outdoors
- Create an identity and community presence through signature campus gateways and a defined, unified landscape along the public edges of the district
- Define design standards for landscape elements, including furnishings and lighting
- Create pedestrian paths and connections that are well proportioned and offer a variety of spatial sequences
- Use native trees and plant material that adapt to the site conditions and integrate the new with the existing landscape
- Use the landscape as a living lab to educate the community and visitors of the climate, local vegetation and natural systems.



Proposed open space enhancements on grade
 Potential Proposed open space above grade

Existing open space on grade
 Existing open space above grade

3.2 PROPOSED OPEN SPACE

PROPOSED PARCEL AREA AND OPEN SPACES

EXISTING MXD DEVELOPABLE PARCEL AREA	
P2	445,825
P3	229,558
P4	257,824
GRAND JUNCTION + BINNEY	79,611
TOTAL EXST MXD AREA (±SF)	1,012,817

PROPOSED OPEN SPACE (OS) TOTALS	
P2	155,605
P3	77,429
P4	141,247
GRAND JUNCTION + BINNEY	79,611
TOTAL PRPSD MXD OS (±SF)	453,892

TOTAL PROPOSED MXD PUBLIC OS	
TRACT III (BROADWAY PARK)	11,674
TRACT II (BINNEY PARK)	7,793
6TH STREET WALKWAY	19,569
P2 ENHANCED OPEN SPACE	73,290
GRAND JUNCTION	32,611
BINNEY ST. PARK	47,000
GARAGE ROOF GARDEN	25,798
MARIOTT PLAZA	14,372
POINT PARK	22,933
DANIEL LEWIN PARK (CENTER STRIP ONLY)	5,297
ORIGINAL BROAD OPEN SPACE (7CC)	5,022
WHITEHEAD PLAZA	10,930
TOTAL PRPSD PUBLIC OS (±SF)	276,289

REQUIRED	PROVIDED
100K 100,000 ±SF	TOTAL PROPOSED PUBLIC OPEN SPACE 276,289 ±SF
15% OF TOTAL MXD AREA 151,923 ±SF	TOTAL PROPOSED OPEN SPACE 473,546 ±SF

REQUIRED OPEN SPACE VS. PROVIDED OPEN SPACE

TOTAL EXISTING MXD PUBLIC OS	
GARAGE ROOF GARDEN	25,798
MARIOTT PLAZA	14,372
POINT PARK	22,933
DANIEL LEWIN PARK (CENTER STRIP ONLY)	5,297
ORIGINAL BROAD OPEN SPACE (7CC)	5,022
WHITEHEAD PLAZA	10,930
GRAND JUNCTION	32,611
BINNEY STREET PARK	47,000
6TH STREET WALKWAY	19,569
TOTAL EXST PUBLIC OS (±SF)	183,532

SOURCES:

1. CAD/Alta survey
2. Exhibit A Development Area Map. CRA Document. March 18, 1982.
3. Exhibit A Development Area Map. CRA Document. May 25, 1979.
4. CRA's KSURP Open Space Accounting. June, 2015.
5. Article 14. July 31, 2015.