



# MXD INFILL DEVELOPMENT CONCEPT PLAN

CAMBRIDGE, MASSACHUSETTS  
ISSUED AUGUST 09, 2016

SASAKI

**SUBMITTED TO**

**Cambridge Community Development Department**

City Hall Annex

344 Broadway

Cambridge, MA

**APPLICANT**

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AUGUST 2016

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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

# 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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An architectural rendering of a proposed development plan, overlaid with a semi-transparent blue filter. The scene depicts a city street with several buildings. On the left is a curved, multi-story brick building. In the center and right are modern, multi-story glass and steel buildings with complex, angular facades. The foreground shows a sidewalk with pedestrians, a street with cars, and trees. The overall atmosphere is clean and modern.

# 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:

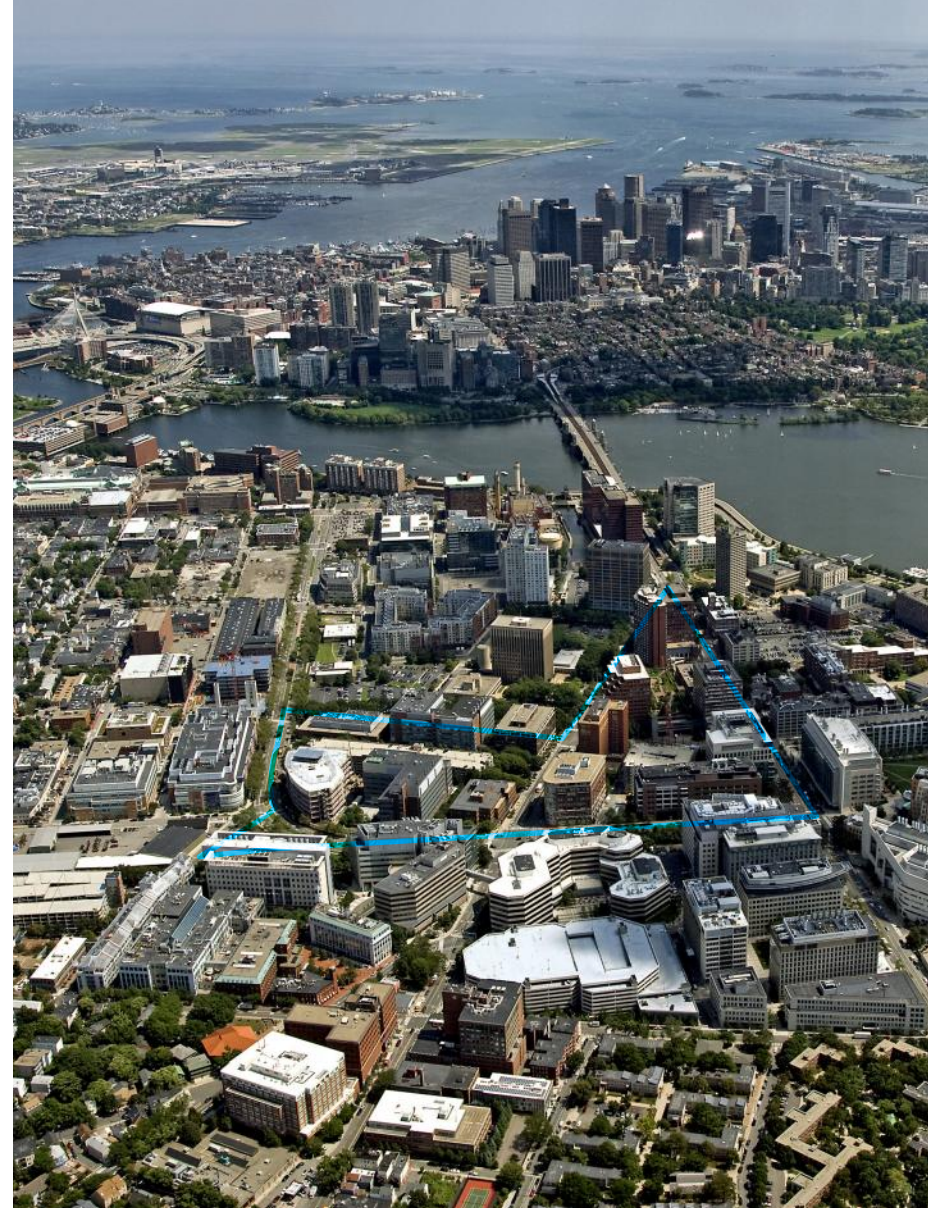
- Up to 425 units of new, diverse housing across a broad spectrum of unit type, size and affordability;
- 627,134 GFA of new commercial space that may include both office and laboratory uses;
- 105,200 GFA of new innovation space converted from existing office uses
- Approximately 19,366 GFA of new ground 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.



2015 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.

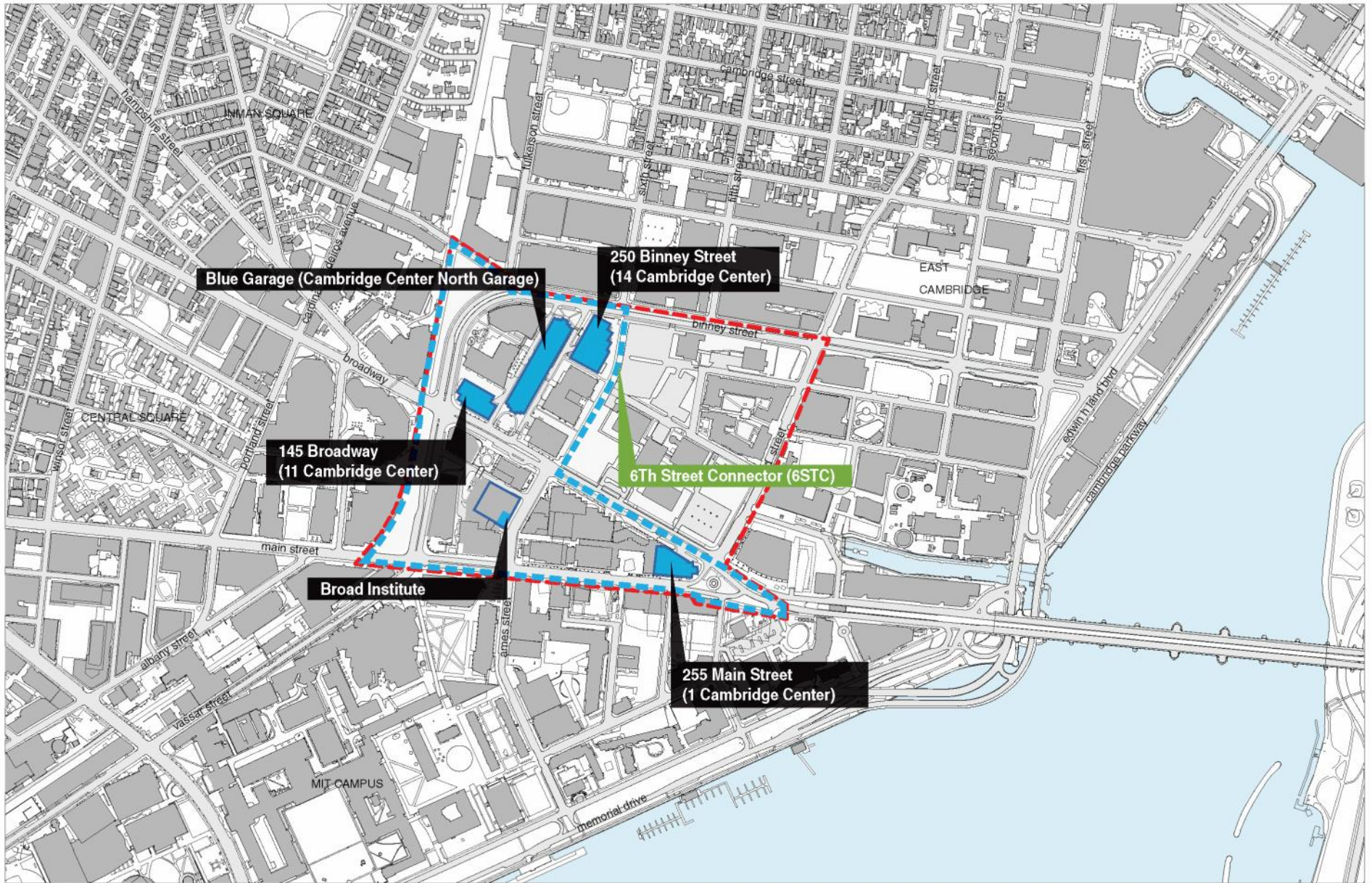
On May 29, 2015, the Secretary of Energy and Environmental Affairs issued a Certificate requiring a SEIR, which was filed on April 15, 2015. The SEIR addressed the Scope presented in the NPC Certificate and, at the request of City of Cambridge reviewers, represented a final updated document for the Project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



- MXD District
- KSURP District
- Proposed Building Sites

FIGURE 1.2 - SITE CONTEXT

# 1.2 EXISTING SITE CONDITIONS

Figure 1.4 presents the existing zoning map and Figure 1.5 presents the existing land use diagram. Refer to Table 1-1 below 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.

- 145 Broadway (formerly referred to as 11 Cambridge Center);
- Blue Garage (formerly referred to as Cambridge Center North Garage) fronting Broadway and Binney Street;
- 250 Binney Street (formerly referred to as 14 Cambridge Center); and
- 255 Main Street (formerly referred to as 1 Cambridge Center).

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.

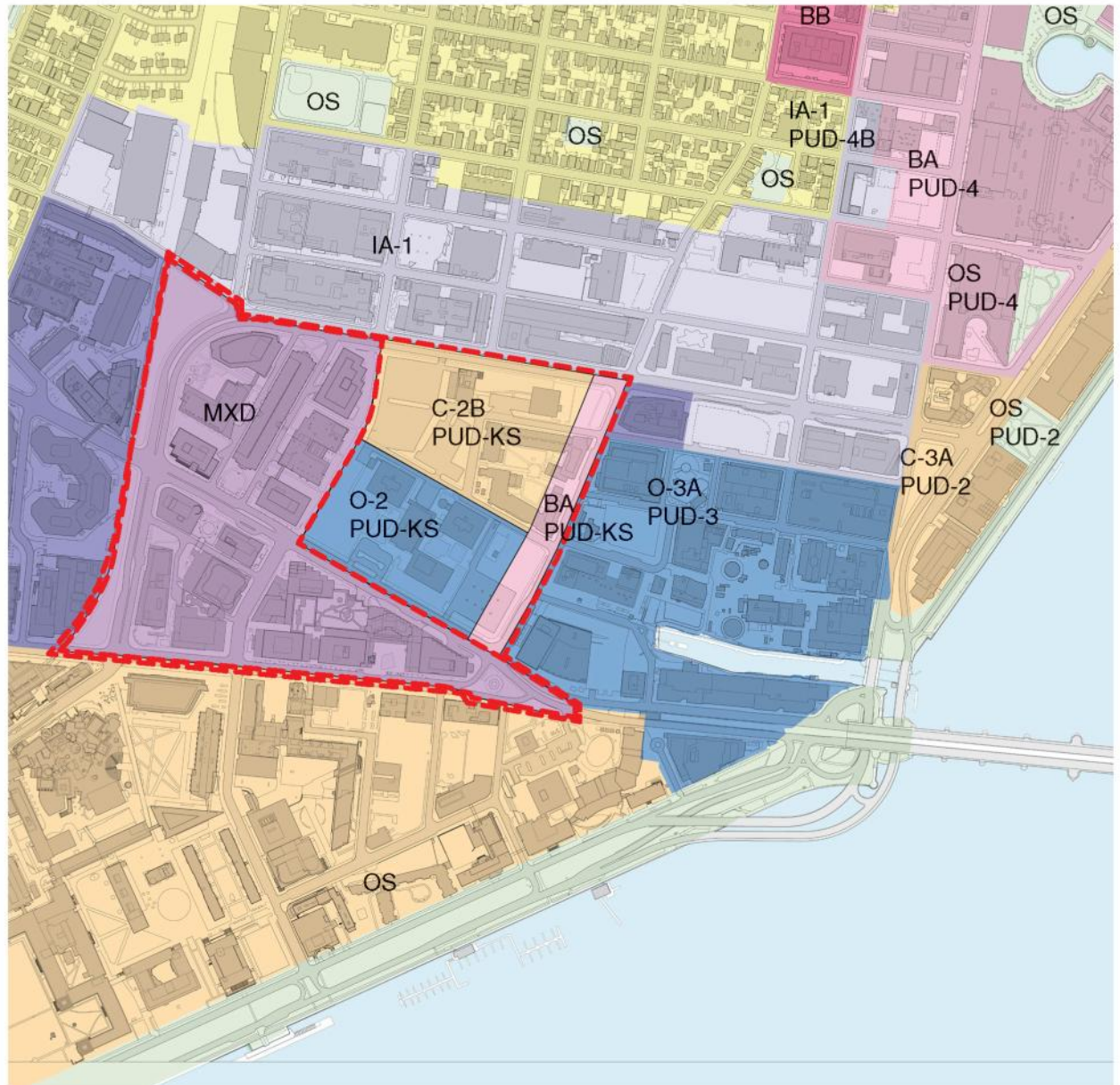
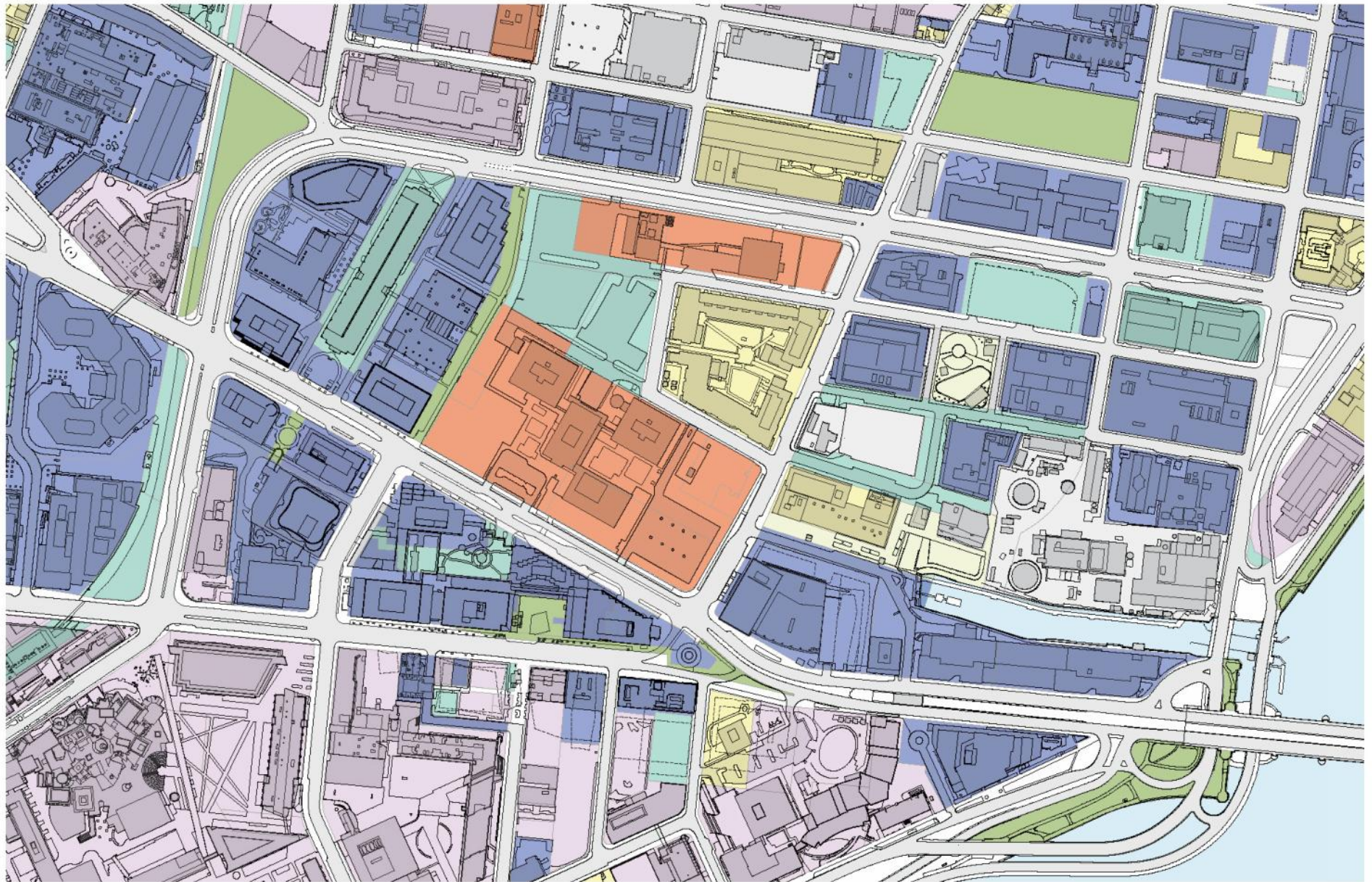


FIGURE 1.4 ZONING



- |                      |                               |                      |                       |                       |
|----------------------|-------------------------------|----------------------|-----------------------|-----------------------|
| Charitable/Religious | Education Residential         | Higher Education     | Mixed Use Higher Ed   | Office                |
| Commercial           | Government Operation Proposed | Industrial           | Mixed Use Industrial  | Office/R&D            |
| Education            | Health                        | Mixed Use Commercial | Mixed Use Residential | Privately Owned Space |

FIGURE 1.5 EXISTING LAND USE



# EXISTING LAND USE

FIGURE 1.6A



- Tract/Lot Boundary
- Open Space/Park
- KSURP District
- MXD District
- Tract/Lot Number

# PROPOSED LAND USE

FIGURE 1.6B

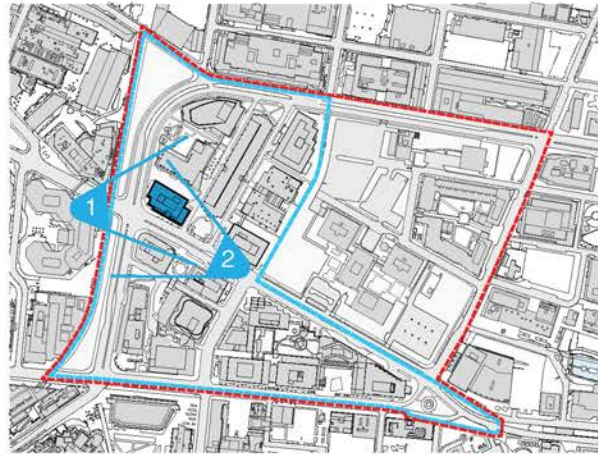


- Tract/Lot Boundary
- KSURP District
- Tract/Lot Number
- Open Space/Park
- MXD District

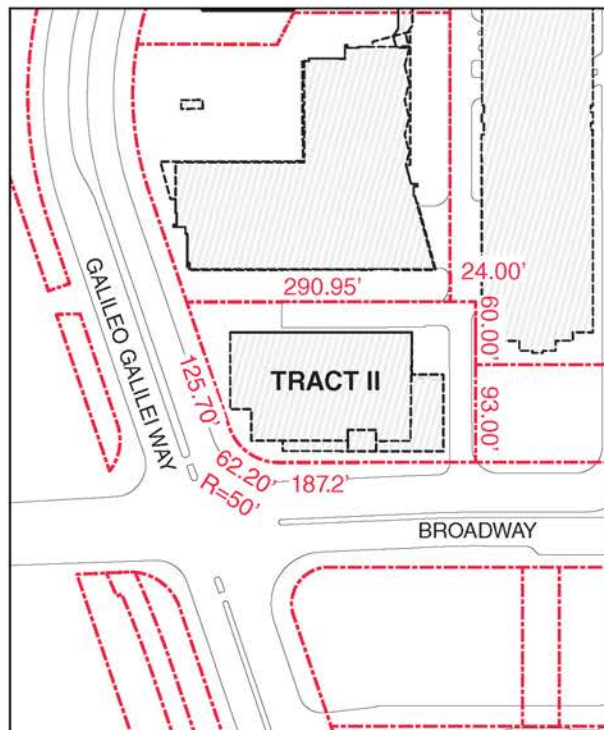
## 1.2.1 145 BROADWAY (FORMERLY 11 CAMBRIDGE CENTER)

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



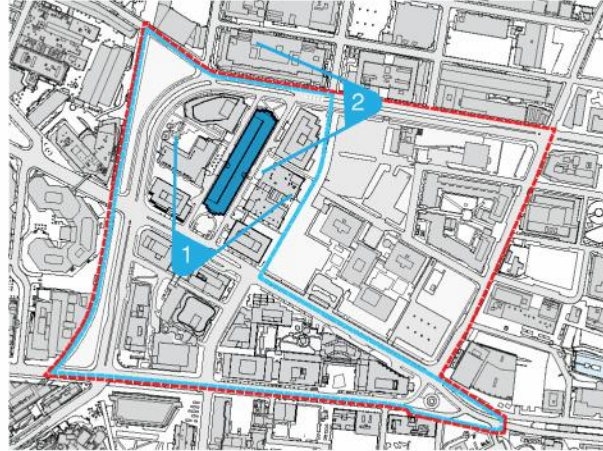
PARCEL BOUNDARY



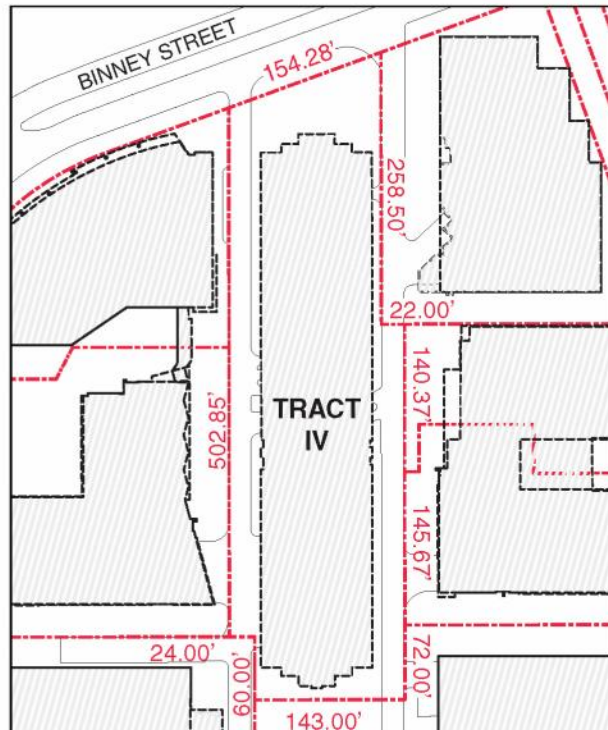
## 1.2.2 BLUE GARAGE (FORMERLY CAMBRIDGE CENTER NORTH GARAGE)

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

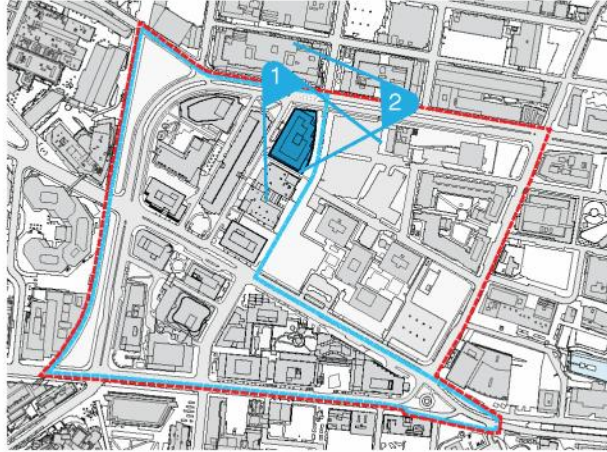


PARCEL BOUNDARY

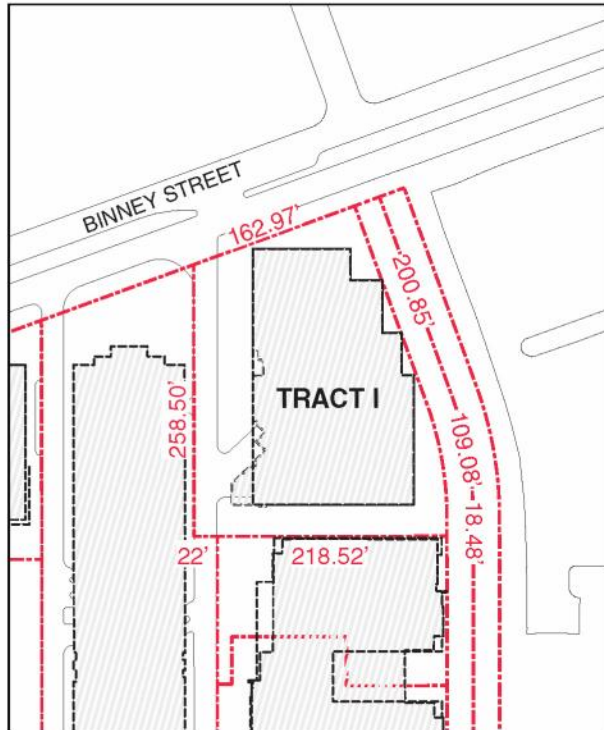


### 1.2.3 250 BINNEY STREET (FORMERLY 14 CAMBRIDGE CENTER)

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

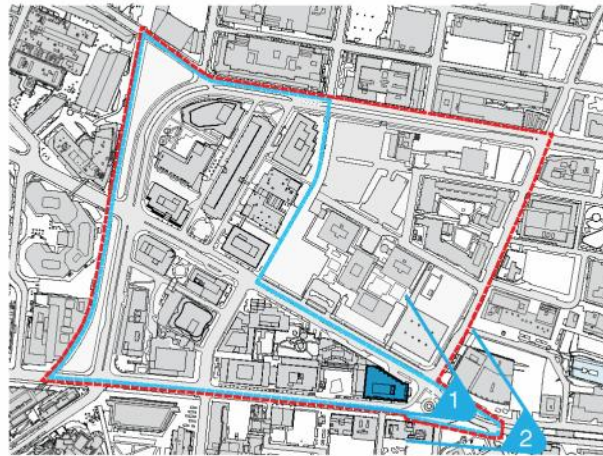


PARCEL BOUNDARY

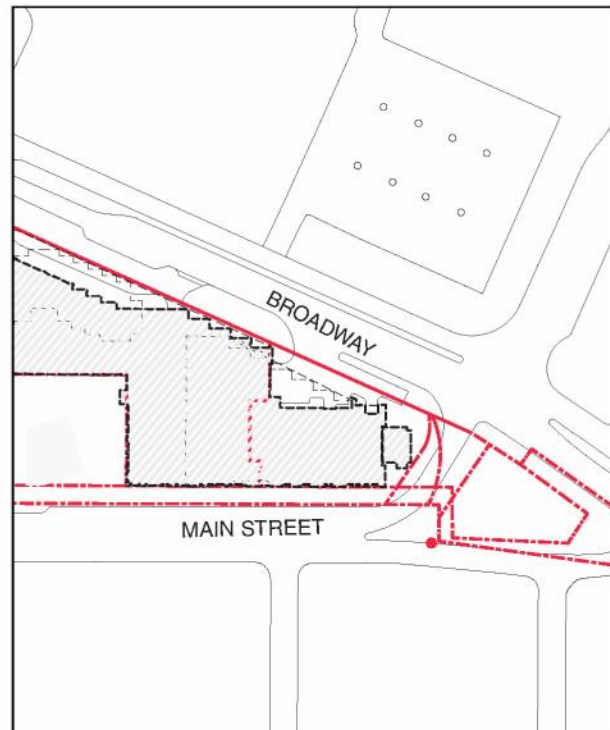


## 1.2.4 255 MAIN STREET (FORMERLY 1 CAMBRIDGE CENTER)

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 <sup>1</sup> )						
	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 Conversion<sup>2</sup></u>	<u>TOTAL</u>
Commercial GFA <sup>5</sup>	365,095	248,039	0	0	14,000	627,134
Retail/Active Use <sup>4</sup> GFA	10,037	8,029	0	1,300	0	19,366
Residential GFA <sup>6</sup>	0	0	350,000	70,000	0	420,000
<b>Total</b>	<b>375,132</b>	<b>256,068</b>	<b>350,000</b>	<b>71,300</b>	<b>14,000</b>	<b>1,066,500</b>

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 Conversion<sup>2</sup></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.

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

TABLE 1-1 PROPOSED DEVELOPMENT PROGRAM

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

## 1.3.2 CURRENT DEVELOPMENT PROGRAM

The Zoning Ordinance and the KSURP 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.



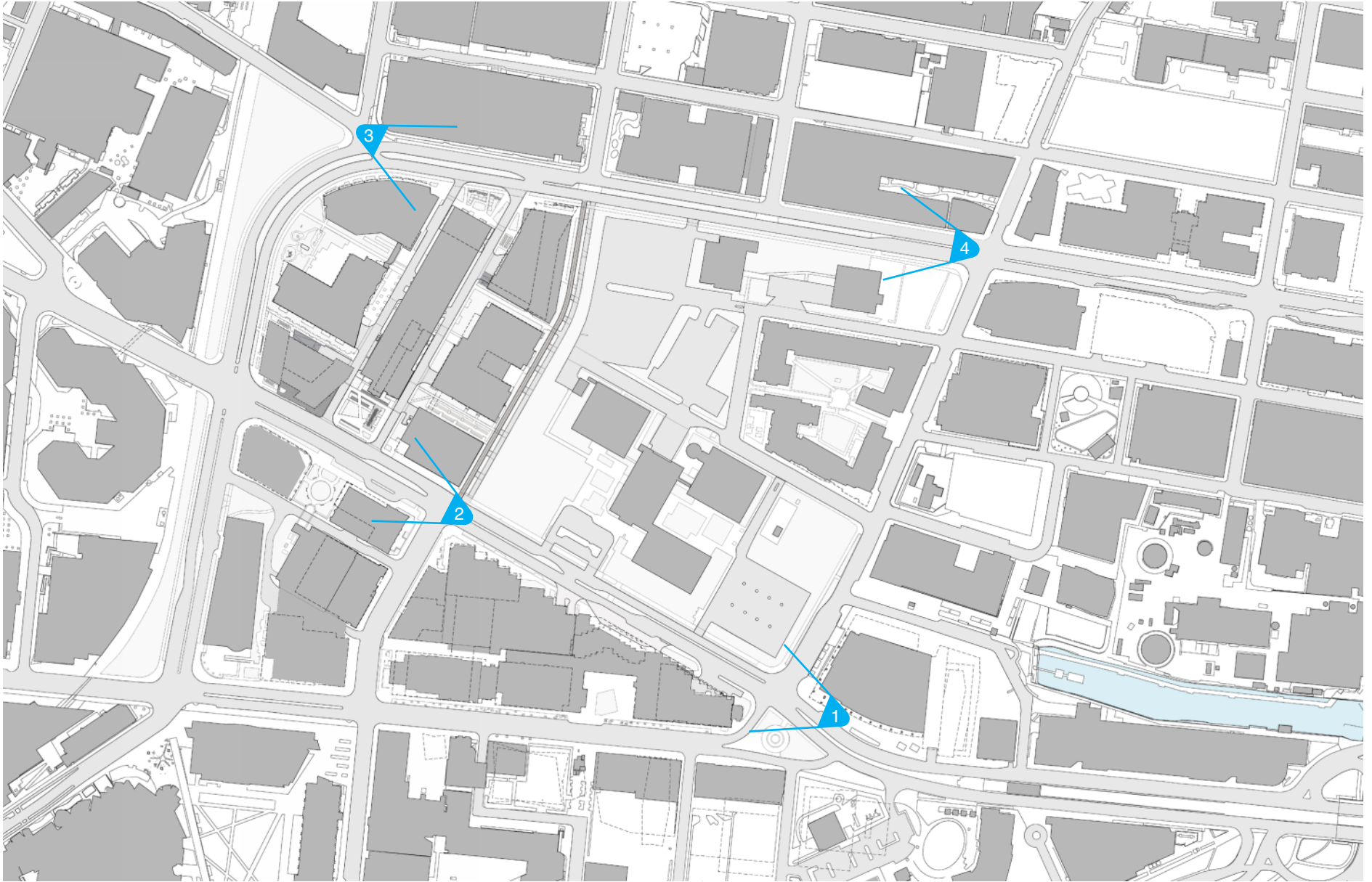
EXISTING CONDITIONS 2015

1. PROPOSED DEVELOPMENT PLAN

AUGUST 09 2016



CONCEPT MASSING



SITE VIEWS (KEY MAP)



1



3



2



4

SITE VIEWS



### 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 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 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.

## **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

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

Refer to Section 10, Design Guidelines for additional details.

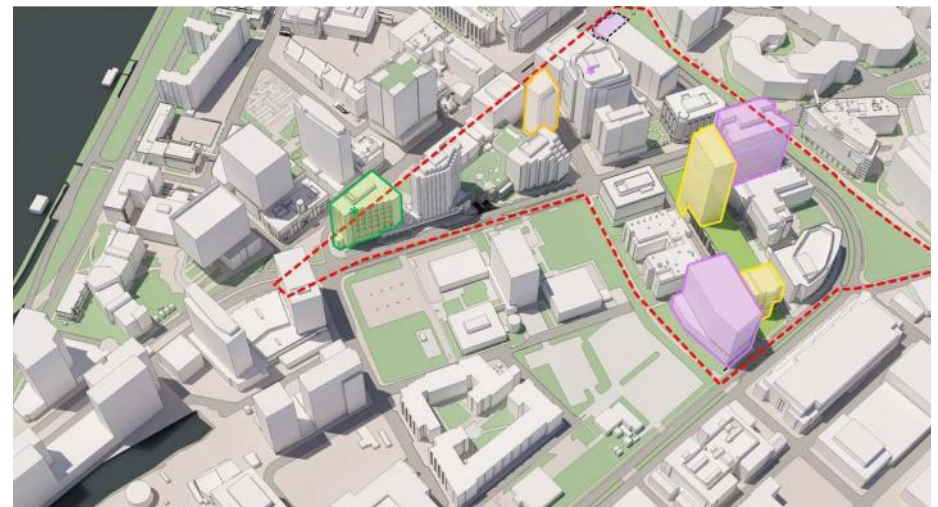
# 1.4 CONSISTENCY WITH K2 PLAN

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 repurposed 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, repurposed 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.



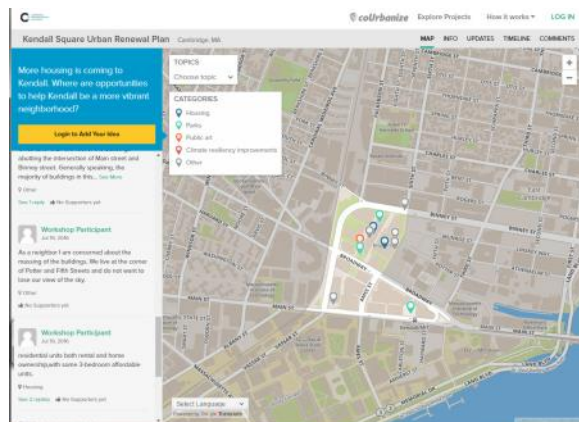
## 1.6.4 PUBLIC OUTREACH

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.

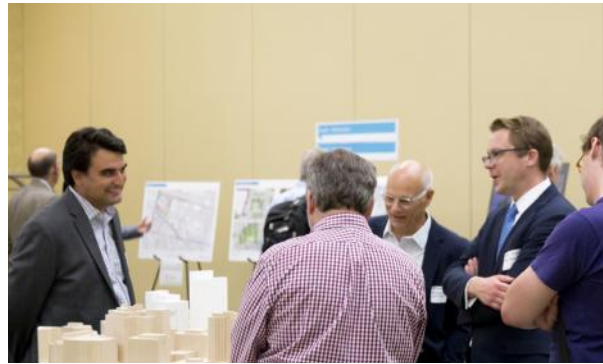
Numerous public meetings have been held by the CRA and the Applicant in preparation for this submission.

- 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