

DRAFT

Innovation Space Compliance Report 2022 Update

December 14, 2022

Introduction

The following Innovation Space Annual Compliance report is submitted to fulfill requirements stipulated by the MXD Infill Development Concept Plan (IDCP), administered by the Cambridge Redevelopment Authority (CRA) and the Planning Board via Special Permit PB315 (the “Special Permit”). As part of the new commercial and residential uses authorized by the Special Permit within the Kendall Square Urban Redevelopment Plan (KSURP) area, Boston Properties (BXP) pledged to deliver Innovation Space as a condition of approval for Commercial Building A (145 Broadway, a component of Phase I of the IDCP) and Commercial Building B (325 Main, a component of Phase II). BXP also pledged to deliver Pre-Innovation Space associated with 75 Ames Street, as stipulated in the Commitment Letter for Ordinance Number 1334.

The Innovation Space mandate is intended to ensure a dynamic, diverse environment within the urban ecosystem of Kendall Square and the City of Cambridge at large. To this end, Cambridge Innovation Center (CIC) and The Link are operating at 255 Main Street as platforms for startups, innovators, and workforce development. Looking forward, CommonWealth Kitchen will join this ecosystem, an organization driving inclusive entrepreneurship in the food industry.

This document illustrates how Innovation Space operators at 255 Main Street are fulfilling the conditions mandated by the MXD IDCP process and the granting of the special permit on an ongoing basis. It enumerates how both the Market Rate Innovation Space—operated by CIC—and the Opportunity Space component—operated by TSNE MissionWorks—offer space compliance with the standards established by Article 14 and Section 412 of the Kendall Square Urban Renewal Plan. It also outlines plans to deliver over 15,000 GFA of additional Opportunity Space at 325 Main and 90 Broadway, in line with the delivery of Commercial Building B.

CIC continues to successfully operate at 255 Main Street, creating a place for entrepreneurs to develop new products and companies better and faster. Tenants benefit from CIC’s world-class infrastructure and programming for innovators. CIC’s success is reflected in its grassroots recognition: in 2021, it was named “Best Coworking Space” in Startup Boston’s first-ever Community Awards, celebrating CIC’s ability to “constantly [create] opportunities for the startup community to connect and learn from one another.”

In partnership with BXP, TSNE MissionWorks is operating The Link, a co-working, training, and event venue intended to provide affordable space for nonprofits, employers, and innovators focused on workforce development. The Link’s mission is to foster opportunities for diverse stakeholders in the Kendall Square innovation economy. Anchored by MassBioEd and Per Scholas, tenants at The Link have trained over 100 individuals in 2022 for pathways into the life sciences and technology industries.

Since the last Innovation Report, BXP has finalized the design for a food hall and production kitchen at 325 Main and 90 Broadway—scheduled to open early Q1 2024 subject to mutually agreeable terms with operator CommonWealth Kitchen. CommonWealth Kitchen is a nonprofit that supports local entrepreneurs start and grow successful food businesses. The food hall will provide emerging businesses a retail presence in the heart of Kendall Square and will offer the Kendall Square community access to a broad range of exciting, new food concepts.

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I. Innovation Space Phasing Plan

Innovation Space Phasing Plan

The enclosed phasing diagram delineates the required delivery of both Market Rate Space and Opportunity Space within the KSURP area as a condition of approval for Commercial Building A (145 Broadway) and Commercial Building B (325 Main) as part of the MXD IDCP.

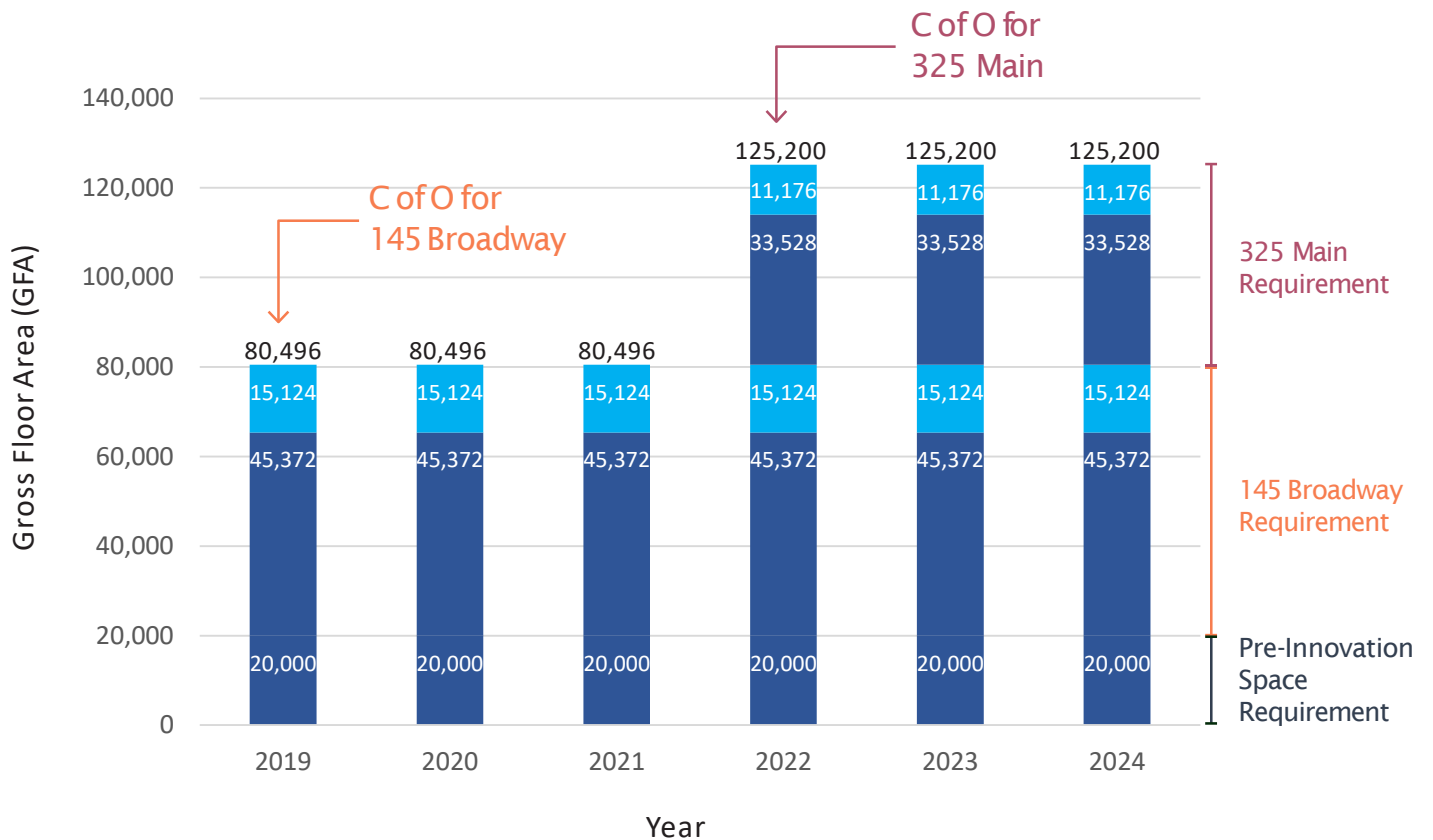
It also depicts the 20,000 GFA “pre-innovation space” requirement referenced in the Commitment Letter for Ordinance Number 1334 dated August 2, 2010 as “Boston Properties’ Commitments” # 4 .

Accounting for this “pre-innovation space,” BXP’s initial aggregate requirement was for approximately 80,500 GFA, linked to 145 Broadway’s Certificate of Occupancy (C of O) in 2019. This included a mix of Market Rate Space and below-market rate Opportunity Space.

In 2022, BXP received temporary C of O for 325 Main Street. This increased BXP’s innovation space requirement by approximately 44,700 GFA, to 125,200 GFA total.

These innovation space requirements have supported the continued inclusion of small businesses, incubators, teaching facilities, entrepreneurs, and investors, among other entities, within the KSURP area.

Required Innovation Space Delivery



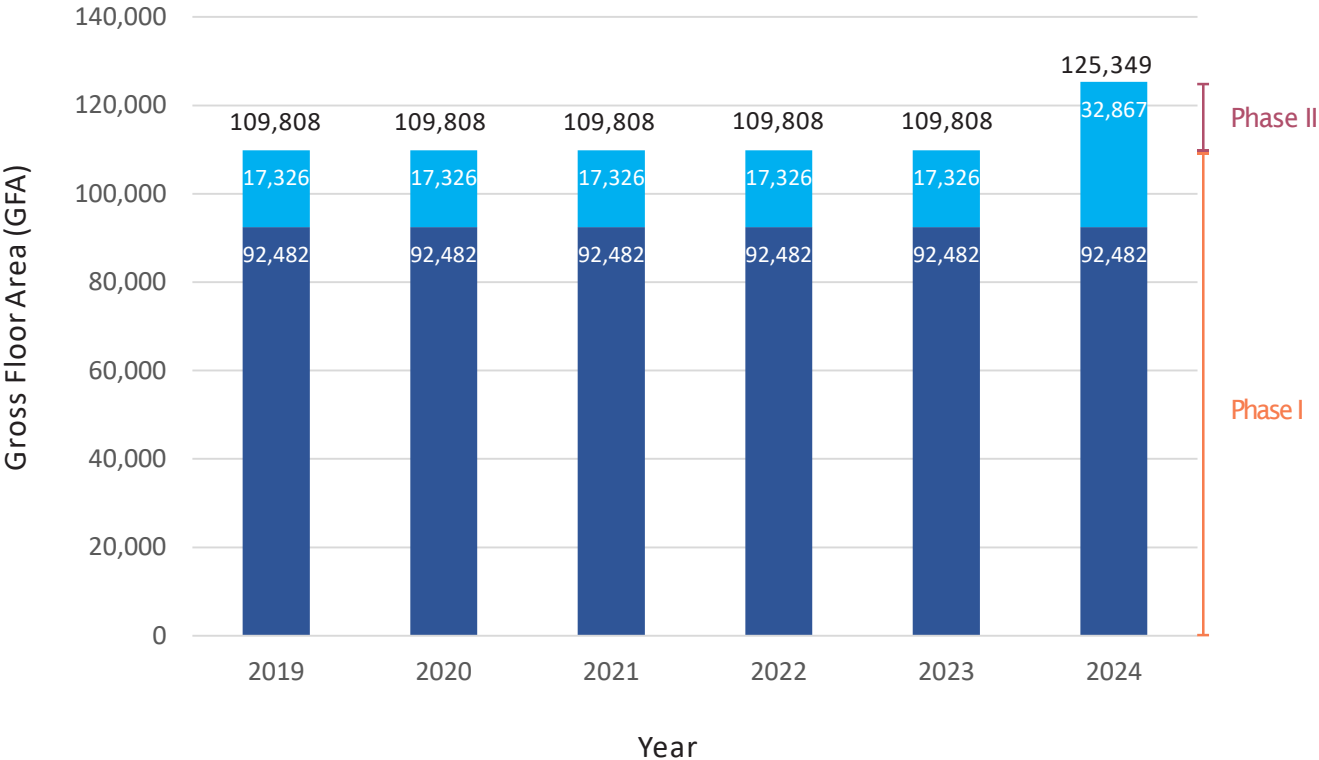
The phasing diagram below illustrates the executed delivery of the Innovation Space mandate from 2019 through 2022, and the planned delivery of remaining requirements through 2024.

BXP fulfilled both “pre-innovation” space requirements and innovation space requirements associated with the C of O for 145 Broadway through the delivery of 92,482 GFA of Market-Rate Space and 17,326 GFA of Opportunity Space. This total – 109,808 GFA – well exceeded the Phase I minimum of 80,496 GFA.

With the completion of Phase I, BXP was able to bring two mission-oriented organizations to the KSURP area, at 255 Main. In the Market-Rate Space: Cambridge Innovation Center (CIC), an operator of collaborative work environments for entrepreneurs and startups. In the Opportunity Space: TSNE MissionWorks, a nonprofit offering a co-working, training, and event venue for organizations focused on workforce development.

In Phase II, BXP will deliver an additional 15,541 GFA of Opportunity Space early Q1 2024, associated with the C of O for 325 Main. This will offer an additional 6,547 GFA of below-market rate space above BXP’s total requirement. To accomplish this, BXP has partnered with Commonwealth Kitchen to create a food hall and production kitchen for local food businesses. BXP has collaborated extensively with the Cambridge Redevelopment Authority (CRA) in the vision and design of these spaces.

Executed and Planned Innovation Space Delivery



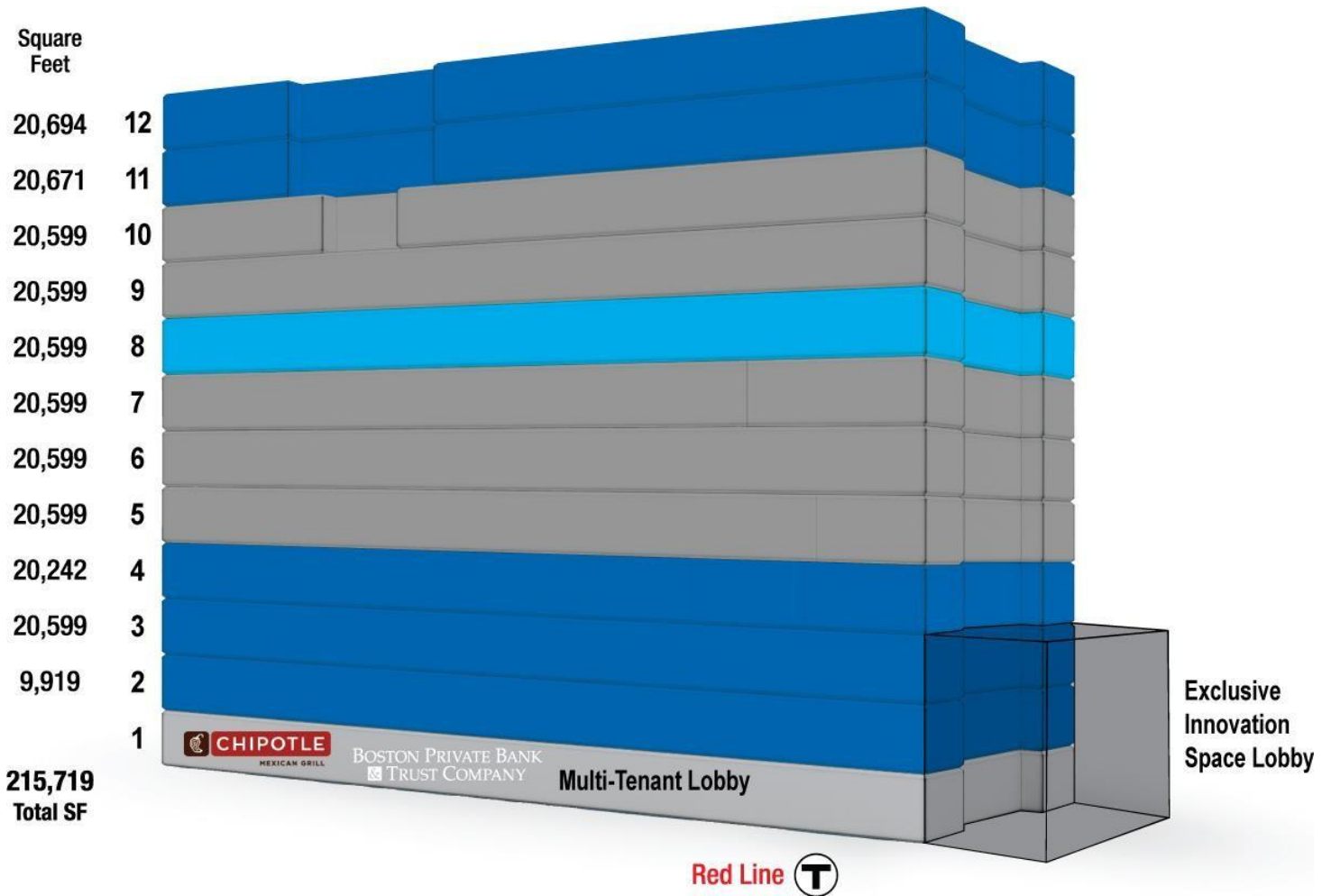
- Market Rate Innovation Space
- Below Market Rate Innovation Space

II. Stacking Diagram – 255 Main Street

Overall Stacking Diagram

The following depicts the innovation space currently delivered as part of Phase I, at 255 Main Street, Cambridge MA.

- Floors 2, 3, 4, 11, 12: Cambridge Innovation Center (CIC)
- Floor 8: TSNE MissionWorks – The Link



- Market Rate Innovation Space
- Below Market Rate Innovation Space

III. Market Rate Zoning Compliance Narrative

Market Rate Zoning Compliance Narrative

CIC develops innovation ecosystems that enable exceptional entrepreneurs to create new products and companies better and faster. We do this by creating world-class infrastructure and programming for innovators, including high quality, flexible office space; shared wet-lab facilities; public, civic innovation spaces; and targeted initiatives to help entrepreneurs grow their companies.

CIC client companies come from all industries, primarily startups, innovation companies, as well as the innovation arms of larger corporations. Globally, CIC has housed over 7,500 client companies in over 1,140,000 SF of premium office and co-working space.

CIC Innovation Space Overview

CIC occupies floors 2, 3, 4, 11, and 12 of 255 Main Street in Cambridge. Within these 5 floors, 92,482 GFA qualifies as Innovation Space.

Fulfillment of Innovation Space Plan

Innovation Space: A Concept Plan proposing more than 100,000 square feet of GFA for Office and Biotechnology manufacturing uses shall include a plan for Innovation Space meeting the requirements below. Innovation Space within the District must occupy GFA equal to, or in excess of, ten percent (10%) of nonresidential Infill GFA. Existing GFA within the District may be converted to meet this requirement. The Innovation Space requirement shall be met through the provision of office spaces of at least ten thousand (10,000) square feet or [ten percent (10%) of the newly constructed non-residential GFA, if less] within a single building and may be satisfied by means of a lease to a single user who will operate and manage a facility meeting the requirements hereof.

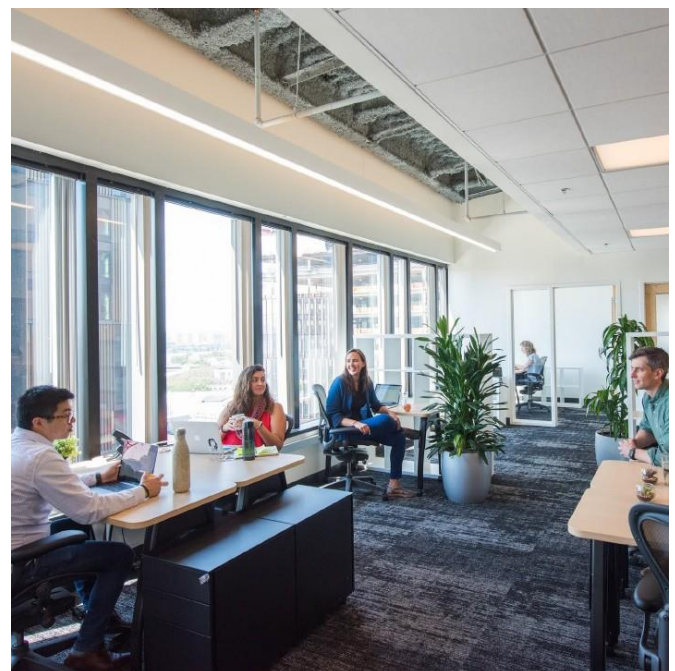
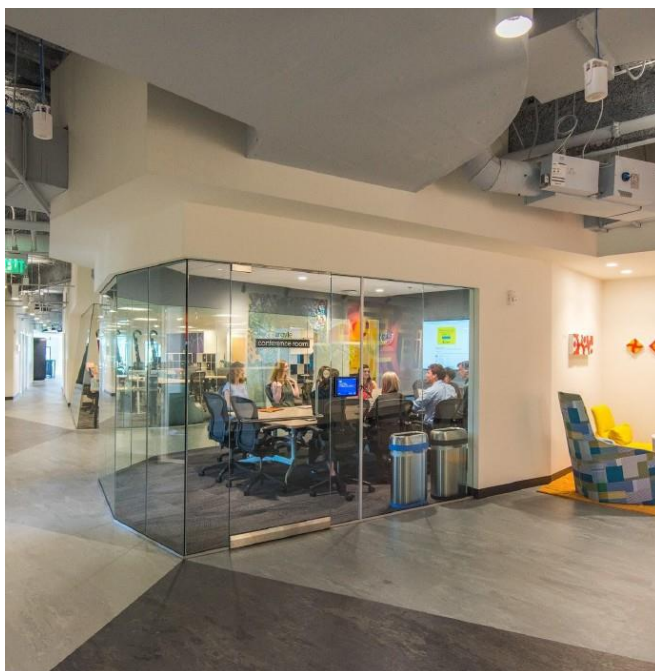
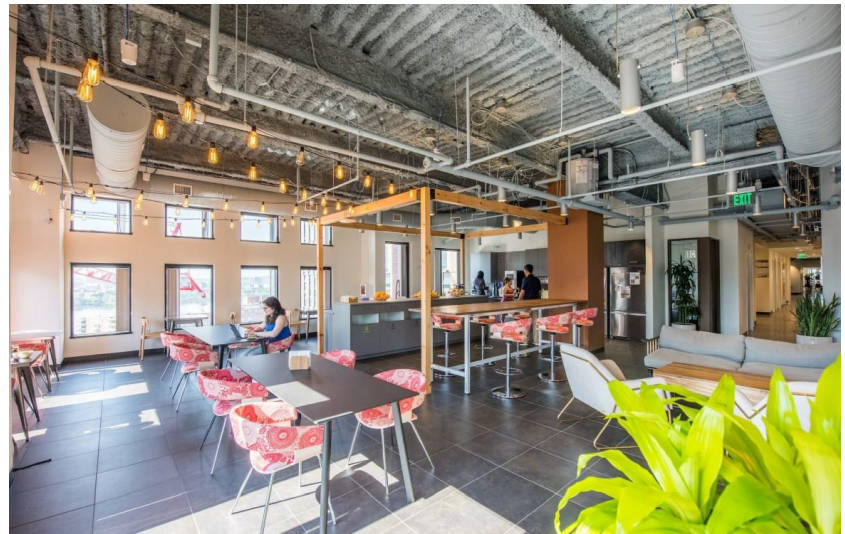
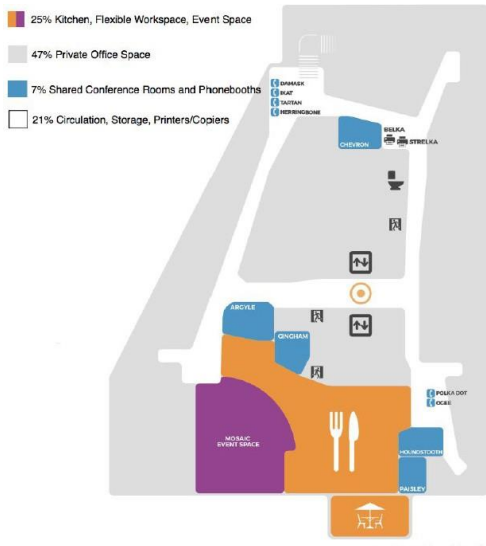
DESCRIPTION OF REQUIREMENT	HOW CIC FULFILLS THIS REQUIREMENT
Durations of lease agreements with individual office tenants shall be for periods of approximately one (1) month.	CIC maintains the same 30 day service agreements for all clients.
No single business entity may occupy more than two thousand (2,000) square feet or ten percent (10%) of the entire Innovation Space provided in the District, whichever is greater.	Total innovation space within the District is 92,482 GFA. All CIC clients are currently under 10% of this total space. Top five clients by sf: - Client A: 2,419 - Client D: 1,222 - Client B: 1,887 - Client E: 1,106 - Client C: 1,238
The average size of separately contracted private office suites may not exceed two hundred (200) square feet of GFA.	Based on a review of offices within the defined innovation space, the average size of separately contracted private offices is 180 square feet.
Innovation Space shall include shared resources (i.e. co-working areas, conference space, classroom space, office equipment, showroom, shop or lab equipment, storage, circulation, supplies, and kitchens) available to all tenants and must occupy at least fifty percent (50%) of the Innovation Space.	All innovation space floors have at least 50% shared resources.



Market Rate Zoning Compliance Narrative

DESCRIPTION OF REQUIREMENT	HOW CIC FULFILLS THIS REQUIREMENT
<p>Individual entities occupying Innovation Space may include small businesses, incubators, small research laboratories, office space for investors and entrepreneurs, facilities for teaching and for theoretical, basic, and applied research, product development and testing and prototype fabrication or production of experimental products.</p>	<p>CIC services a range of clients, and our clients fall into one or more of the described sectors, including:</p> <ul style="list-style-type: none"> - Approximately 71% focused on science + technology - Remaining 29% focused on: <ul style="list-style-type: none"> - Finance + VC - Education - Business Services

CIC Shared Spaces



Market Rate Zoning Compliance Narrative

Client Success Stories

2022 has seen CIC members in Cambridge win recognition, attract funding, and launch exciting new ventures—reflecting the impact that CIC (and the Innovation Space mandate more broadly) is having in supporting a dynamic urban ecosystem in Kendall Square.

Highlights include:

- Housing Navigator, which launched a comprehensive, searchable database of affordable housing to connect renters to affordable housing throughout Massachusetts.
- Unlearn, an AI company, which received a final favorable qualification opinion from the European Medicines Agency (EMA) to apply its method for running smaller, faster clinical trials.
- Modulate, which raised a \$30 million Series A for its AI product, ToxMod, and earned a spot on Time's 100 Most Influential Companies 2022; Modulate has been a CIC member for four years, and recently graduated to larger office space.
- Parexel, which Frost & Sullivan recognized with its 2022 Global Customer Value Leadership Award for its recent analysis of the global decentralized clinical trials (DCT) industry.
- Photys Therapeutics, which secured \$75 million Series A financing to advance its mission developing new treatment options for cancer, immune disorders, rare diseases, and metabolic issues.

IV. Opportunity Space Operations Report

Opportunity Space Operations Report

In accordance with our first Opportunity Space Operations Plan, Boston Properties has retained lease control of the 8th floor of 255 Main Street while partnering with an experienced licensee operator to run the Opportunity Space. Via extensive collaboration with TSNE MissionWorks (TSNE)—operator of the NonProfit Center of Boston (NPC)—as of the submission of this report, Boston Properties has delivered its Innovation Space requirement in the form of The Link.

Conceived in response to the guidelines of the IDCP and the unique context of the Kendall Square community, The Link seeks to connect underrepresented job seekers to the innovation ecosystem of Kendall Square and Greater Boston. With a focus on workforce training and skills-matching, the space boasts facilities for co-working, flexible office, classrooms, and conference space. Both office and events spaces are open to all, and offer creative opportunities for fostering connections between different facets of the business and non-profit community in Kendall.

Completed in 2019, The Link serves as a platform for a variety of different uses. Over 30 workstations and ten offices host co-working and office users, while three different classrooms facilitate instructional programming. Demountable walls between classrooms allow for considerable flexibility in use patterns, broadening The Link's appeal. Conference rooms are available as an amenity to users of the space.

As previously envisaged, tenants of The Link have access to a variety of services and amenities, including:

- High speed internet
- Tech support
- Networked printer/copier/scanner
- Access to conference space
- Cleaning, security, engineering services
- Stocked kitchen
- Community/educational events and programming

Through its three years of operations, TSNE has had sustained success at The Link in both attracting and supporting tenants. Office and co-working tenancy have remained stable through the COVID-19 pandemic, reflecting strong demand for The Link's services. Moreover, Per Scholas and MassBioEd have continued to grow their presence—and impact—at The Link. As organizations working to build sustainable technology and life science workforces in the region, respectively, they have helped maintain a strong connection between The Link and its mission.

Drawing from The Link's resources, Per Scholas held its first in-person graduations since the pandemic (July and October 2022), graduating 31 learners total. Another 20 students are set to graduate in February 2023. In addition, Per Scholas has hosted numerous mock interviews for learners at The Link, partnering with companies such as IGT, TEKsystems, LabCentral, Eliassen, YUPRO, and Insource Services. Meanwhile, MassBioEd has trained a total of 118 educators at the Link over the course of 2022.

V. Opportunity Space Zoning Compliance Report

Opportunity Space Zoning Compliance

As currently conceived, the Opportunity Space on the 8th floor of 255 Main Street (The Link) complies fully with the requirements of Article 14, as well as the prescribed mission for Innovation Space under the KSURP as described by the narrative above. The below zoning compliance matrix is included for reference:

DESCRIPTION OF REQUIREMENT	HOW THE LINK FULFILLS THIS REQUIREMENT
Durations of lease agreements with individual office tenants shall be for periods of approximately one (1) month.	TSNE's business plan incorporates agreements for private and shared office, as well as co-working space at 255 Main Street on short-term license agreements. Relief was sought and received from the CRA board to offer terms as long as (1) year due to specific tenant requirements.
No single business entity may occupy more than two thousand (2,000) square feet or ten percent (10%) of the entire Innovation Space provided in the District, whichever is greater.	Average clients of TSNE's currently occupy 448 SF of space, and the floorplan in place at The Link does not include single-tenant space larger than 2,000 square feet in size
The average size of separately contracted private office suites may not exceed two hundred (200) square feet of GFA.	The Link's buildout includes 112 SF per private office on average.
Innovation Space shall include shared resources (i.e. co-working areas, conference space, classroom space, office equipment, showroom, shop or lab equipment, storage, circulation, supplies, and kitchens) available to all tenants and must occupy at least fifty percent (50%) of the Innovation Space.	Over 50% of The Link's space qualifies as co-working, shared kitchen, storage, and/or circulation space available to all tenants, as well as shared conference, and meeting facilities available to both non-profit and for-profit organizations irrespective of tenancy in The Link space.
Individual entities occupying Innovation Space may include small businesses, incubators, small research laboratories, office space for investors and entrepreneurs, facilities for teaching and for theoretical, basic, and applied research, product development and testing and prototype fabrication or production of experimental products.	The Link's tenants as of the submission of this report fall into one or more of the enumerated categories, with the majority situated in the field of workforce development.

VI. Opportunity Space Summary Report

Opportunity Space Summary Report

Space Allocation

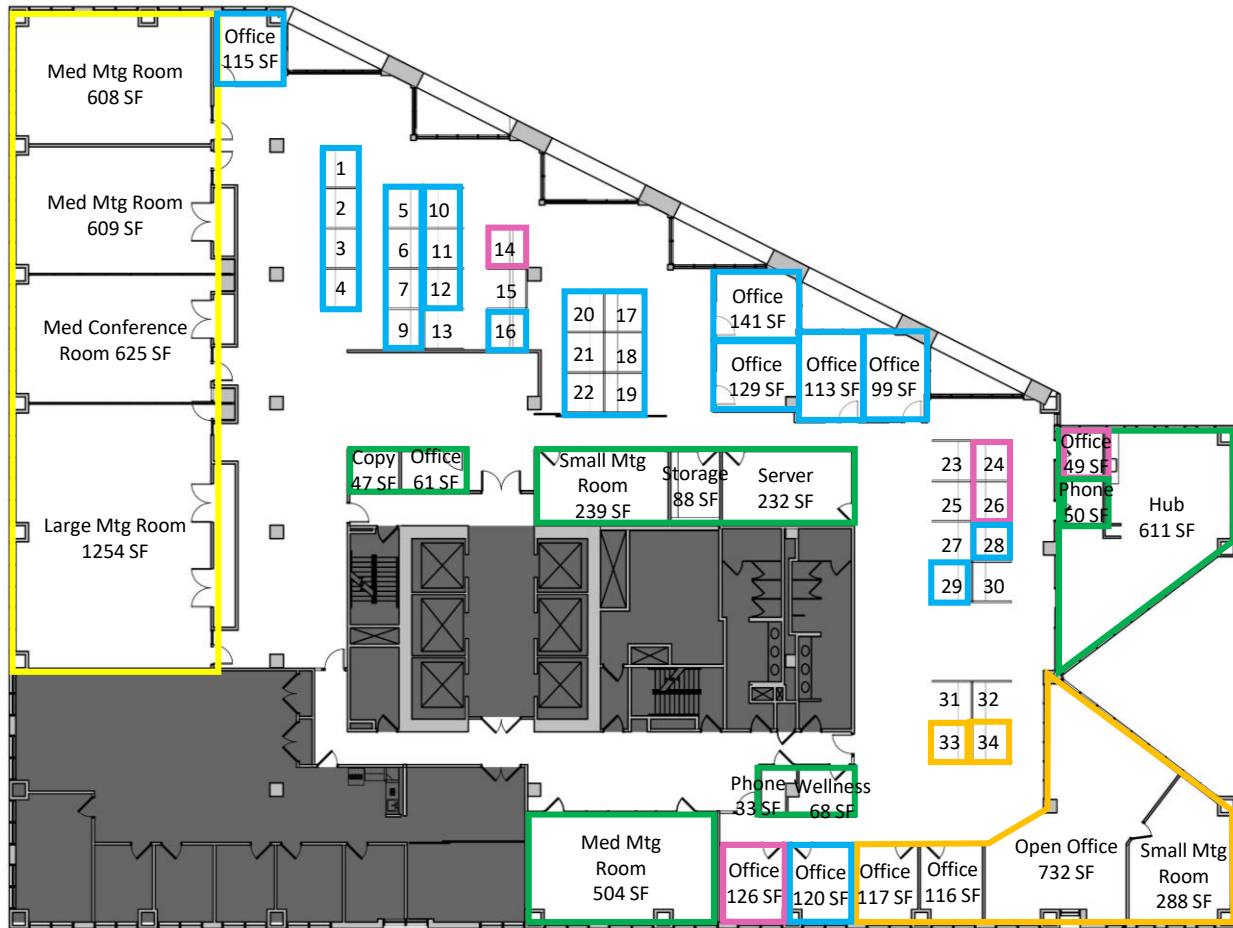
1. The space has been designed with three instructional spaces capable of accommodating 25 students each, as well as one large event space with a capacity of 50. Operable partitions have been installed between two of these spaces to provide flexibility in accommodating larger events and classes. These spaces account for roughly 3,100 SF in total.
2. The majority of available square footage has been configured as a co-working area with a total of 33 workstations, accounting for approximately 5,000 SF of available square footage.
3. 10 private offices—each measuring under 140 SF—account for approximately 1,125 SF. This includes 4 additional private offices built in 2021 for MassBioEd, adding approximately 600 SF.
4. Residual square footage—approximately 9,000 SF—is dedicated to shared resources, including a kitchen/cafeteria area, a lounge, shared meeting spaces, and operational areas including uses such as storage, copy room, server room, and operator’s room.

Tenancy

1. Occupancy: All workspaces at The Link, with the exception of CRA’s space, are rented out to 501c(3) organizations as follows:
 - a) Education/Workforce Development: 20 workstations and 6 private office
 - b) Research/Advisory: 3 workstations and 2 private offices
2. Occupant List:
 - a) A-T Children’s Project
 - b) Cambridge Redevelopment Authority
 - c) CDA Collaborative
 - d) Coalition of Schools Educating Boys of Color (COSEBOC)
 - e) Green Soul Organics Foundation
 - f) MassBioEd
 - g) Per Scholas
3. Vacancy:
 1. Workstations: 8 vacant
 2. Private office: 0 vacant

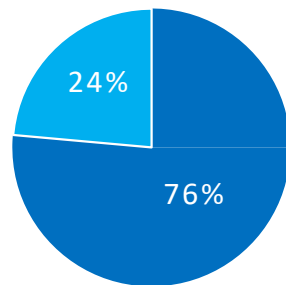
VII.Link Space Floor Plan

The Link Kendall Usage Breakdown



Link Usage Breakdown

- Instructional Spaces
- Workforce Dev/Education Workspaces
- Research/Advisory Workspaces
- Shared Resources/Operational
- CRA



- Shared Resources
- Tenant Workspaces

VIII.Future Innovation Space

Future Innovation Space: Food Hall

As part of BXP’s commitment to deliver an additional 15,392 GFA of innovation space, BXP has finalized the design for a food hall at 325 Main Street and for a supporting production kitchen at 90 Broadway. Construction is estimated to commence May 2023, with completion of both spaces in Q1 2024.

Located adjacent to the MBTA Headhouse, Kendall Plaza, and Kendall Roof Garden, the 325 Main Food Hall will be a publicly accessible space for workers, residents, and visitors alike to experience a diverse range of homegrown food options. The space will include 5 permanent stalls, 3 “flex” stalls, and 1 coffee bar, offering prepared, pre-packaged, and specialty foods. The food hall is also designed to support programming, including food tastings, movie screenings, open mics, local concerts, and other community events.

Plans and timelines are subject to mutually agreeable terms with CommonWealth Kitchen (CWK), an engaged partner and the future operator of the 325 Main Food Hall. CWK is a nonprofit food business incubator that has helped launch 250+ companies, generating \$55 M combined annual revenue and 600+ new jobs. Their member businesses are 75% BIPOC-owned and 70% women-owned. CWK has had success bringing local start-up food entrepreneurs to Kendall Square, including the Launchpad Food Court at MIT. With their expertise, the food hall will provide a broad range of diverse, local food concepts a retail presence right in the heart of Kendall Square.

Food Hall Vision



AN AGENT FOR CHANGE

Transforming the local food economy by supporting local diverse entrepreneurs while also transforming the heart of Kendall Square.



GOOD FOOD FAST, FOR ALL

Providing an array of high quality, culturally diverse food quickly for all types of people.



KENDALL SQUARE'S LIVING ROOM

A magnetic, inclusive gathering spot that draws people in and makes them feel comfortable and welcome.



MORNING THRU EVENING

A place that is as enticing at 7 am as it is at lunch, happy hour and late night.



AUTHENTIC

A place that feels "of Cambridge" and reflects the area's history, energy, intelligence and current transformation.



FUNKY & INVITING

A space that engages all of your senses with a dynamic, edgy sensibility.

Update 1: Completed Design for the Food Hall

As of the last Innovation Space Compliance Report, issued March 2022, BXP had completed a high-level schematic design of the food hall. Since then, BXP and Commonwealth Kitchen have finalized this design – including 11,018 GFA on the ground floor of 325 Main Street and 557 GFA of additional basement storage supporting food hall operations. Construction Documents (CDs) were issued on September 16, 2022.

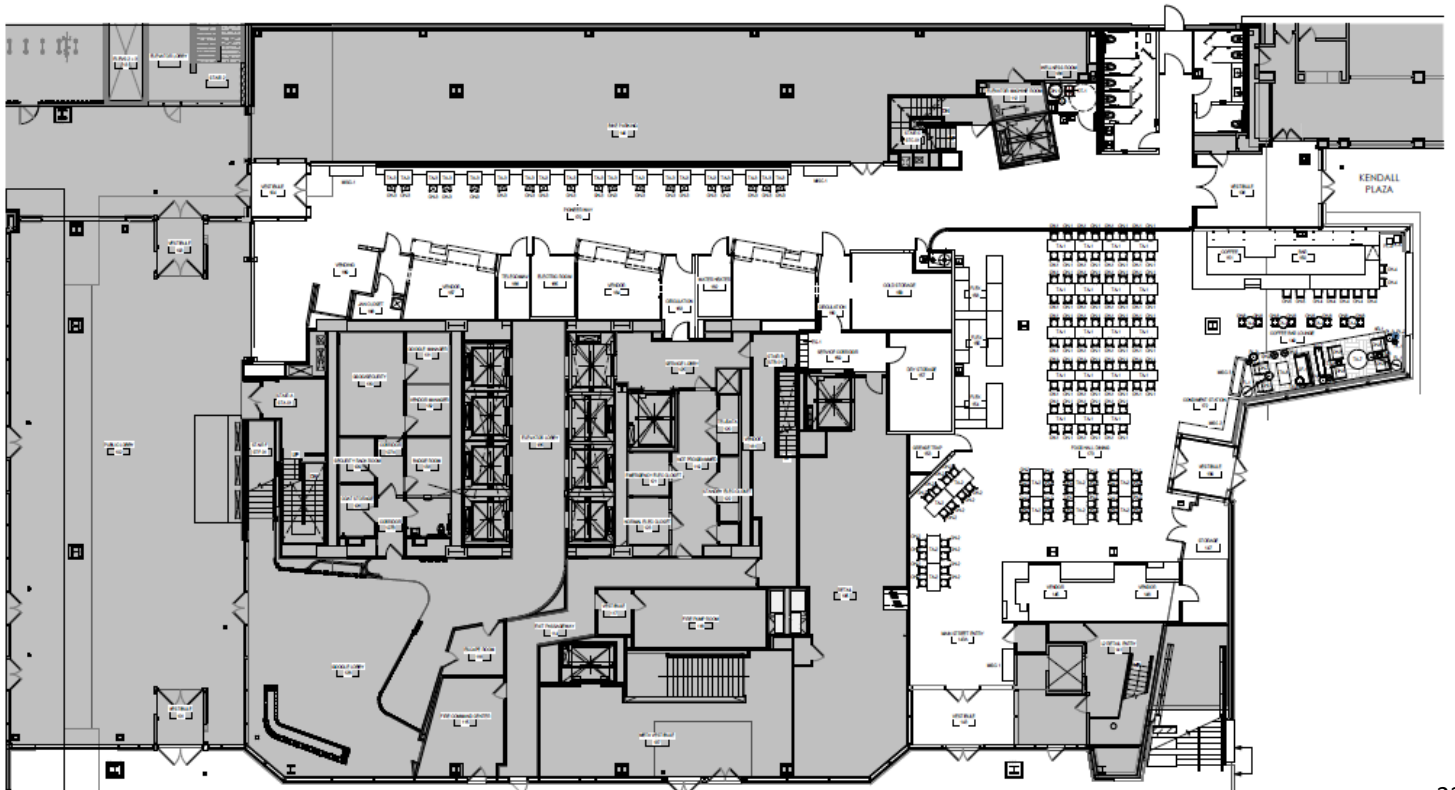
Key design updates include:

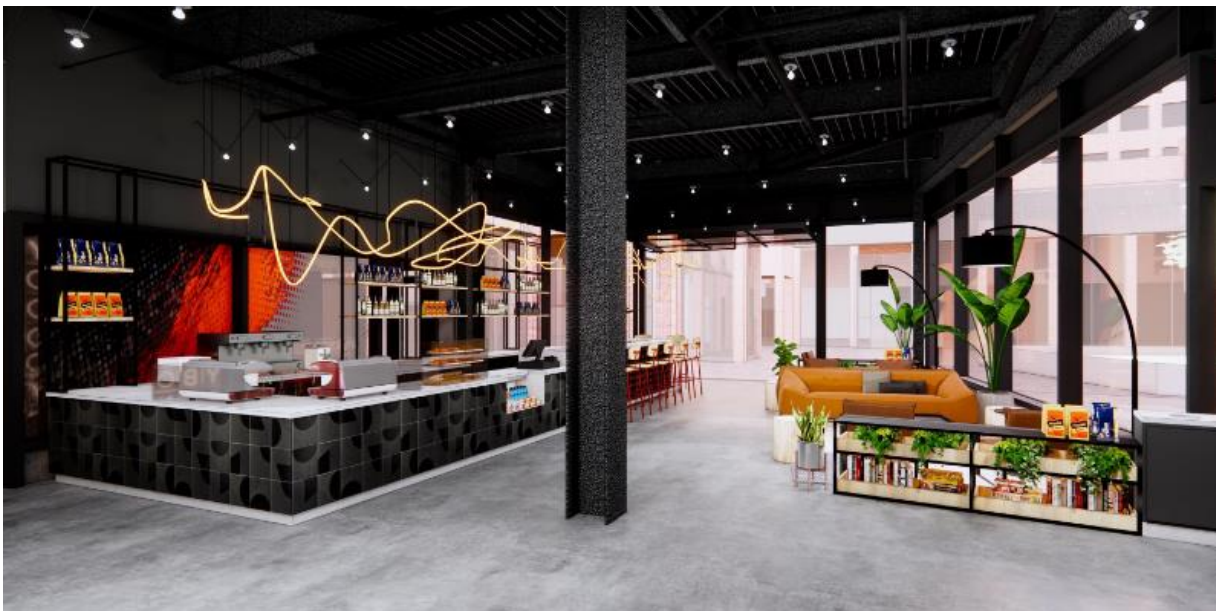
- Alignment on “Kendall Public Market” branding, reflecting the food hall’s intended function as an inclusive and open community space
- Relocation of the wellness room adjacent to restrooms for greater visibility
- Addition of Audio Visual (AV) equipment – including projectors, a sound system, and show lighting – to facilitate flexible community programming



Left: rendering of the food hall's entrance on Main Street

Bottom: floor plan for the food hall





Top: view from Main Street entrance

Middle: view of coffee bar

Bottom: view along Pioneer Way

Representative renderings provided for illustrative purposes and may not exactly reflect final delivery conditions.

Update 2: Relocated Production Kitchen to 90 Broadway and Completed Design

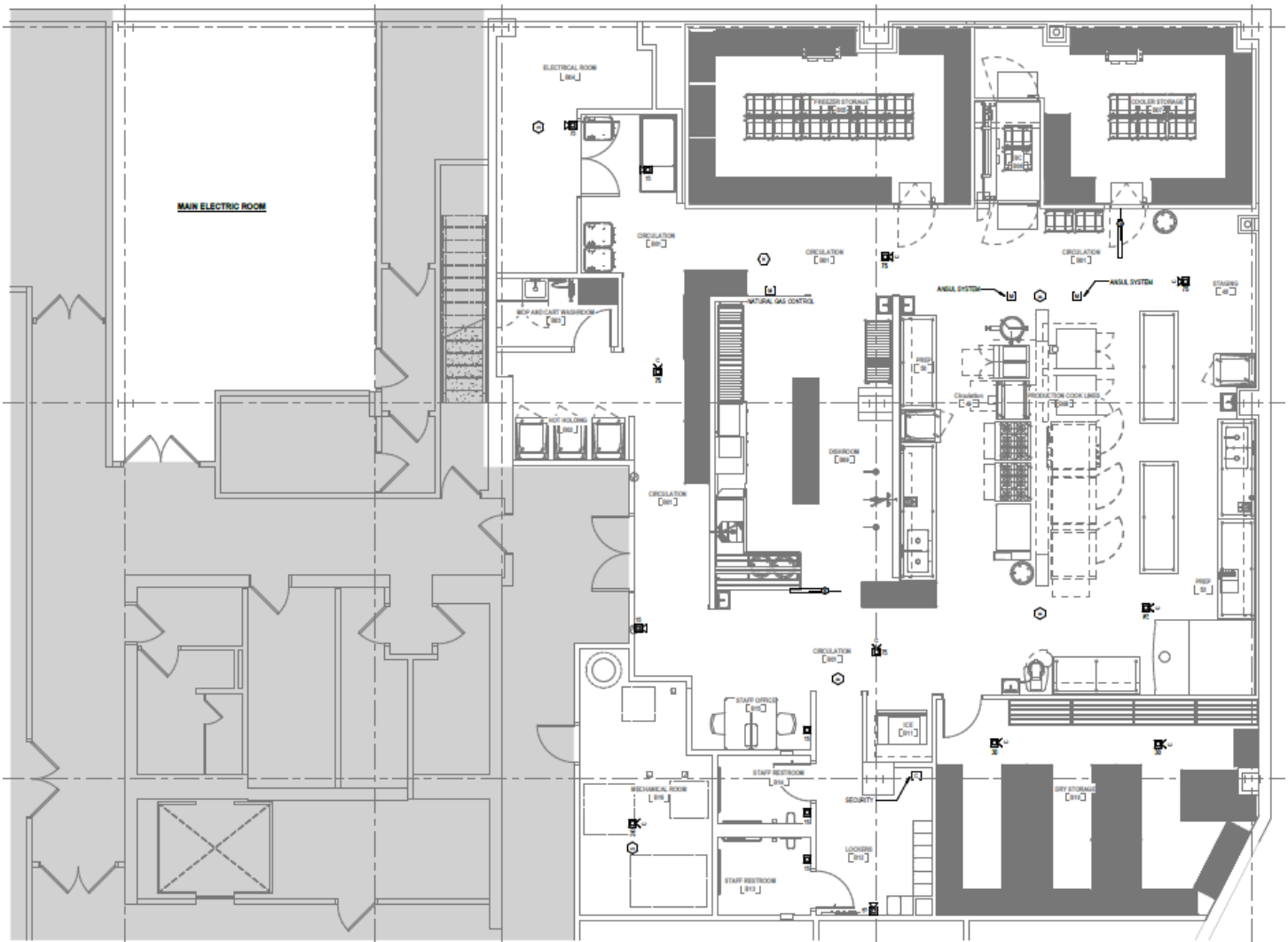
Originally, 80 Broadway was identified as the location for the food hall's production kitchen. However, delivery of this space was dependent on the relocation of the Coop Bookstore from its temporary location at 80 Broadway to its permanent storefront at 325 Main. This would have delayed the delivery of the production kitchen and impacted operations at the food hall in its first 1-2 years.

Since the last Innovation Space Compliance Report, BXP has identified an alternate space at 90 Broadway and finalized its design in collaboration with CommonWealth Kitchen, its future operator. This has moved up the delivery of a remaining 3,966 GFA, so that the food hall and production kitchen will now open concurrently.

Construction Documents (CDs) were issued on September 30, 2022.

Key design features include:

- A walk-in freezer, cooler, blast chiller, and dry storage
- A full suite of kitchen equipment, including two burner ranges, convection ovens, and combi-steamers to support multiple users in the space and more efficient production
- Dedicated dishwashing and food prep stations
- Office space, staff area, and restrooms for employees in the food hall and kitchen



Above: 90 Broadway production kitchen floor plan

