

MEMO

Date: 12/15/2021
To: CRA Board
From: Alex Levering and Tom Evans
RE: IDCP Amendment II

Project Title: Infill Development Concept Plan Amendment II
Applicant: Boston Properties
Submission Prepared by: Sasaki / Pickard Chilton / Stantec / VHB / NBBJ / Lemon Brooke

INTRODUCTION

This memorandum provides a summary of key issues for consideration by the CRA Board in the review of the proposed Second Amendment to the MXD Infill Development Concept Plan (IDCP) and the IDCP Amendment Response to Comments supplementary material (together the IDCP Amendment II). The CRA's staff memo identifying items for consideration for the joint CRA and Planning Board Meeting on September 28, 2021 is attached for project background (Attachment A), along with notes from the joint hearing (Attachment B).

Since the joint hearing, the CRA has received a certificate of approval issued by the Secretary of Energy and Environmental Affairs regarding the Notice of Project Change for the Kendall Square Urban Redevelopment Plan submitted for the Eversource Substation project, on November 8, 2021. The Secretary's certificate, which was required as part of the Massachusetts Environmental Policy Act determined that the Expanded Notice of Project Change submission was sufficient and that further review in the form of an Environmental Impact Report was not warranted.

Additionally, the CRA Design Review Committee, consisting of two CRA Board members Kathy Born and Barry Zevin, two Planning Board members, Hugh Russell and Louis Bacci, along with CRA and CDD staff, have met twice since the joint CRA and Planning Board meeting on September 28, 2021 to discuss components of the IDCP Amendment II proposal. The first meeting was hosted on October 27, 2021 to discuss Commercial Buildings C and D. The second meeting on November 10, 2021 was held with BXP and Eversource to discuss the Eversource substation infrastructure constraints and the open space design concepts in Center Plaza and the East-West Connectors.

CRA staff have focused their review on the planning elements related to the proposed change as they effect the requirements and objectives of the KSURP. Recommended conditions for approval for the Board to consider have also been included at the end of this document. Memos from City staff will also be provided to the CRA Board for review alongside this memo.

CRA & PLANNING BOARD PROCESS TO DATE

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|--|------------|
| IDCP First Approved by CRA/Planning Board: | 01/17/2017 |
| IDCP Amendment I Approved: | 12/04/2018 |
| IDCP Amendment II Joint CRA/Planning Board Pre-Hearing | 05/18/2021 |
| IDCP Amendment II Submitted to CRA | 07/01/2021 |
| Design Review Committee Meeting to discuss 135 Broadway Residential Building | 09/15/2021 |
| IDCP Amendment II Joint CRA/Planning Board Hearing | 09/28/2021 |
| Design Review Committee Meeting to discuss Commercial Building C & D | 10/27/2021 |
| IDCP Amendment II Response to Comments Submitted | 11/05/2021 |
| Design Review Committee Meeting to discuss Substation Constraints & Open Space | 11/10/2021 |
| IDCP Amendment II Planning Board Meeting | 12/14/2021 |
| IDCP Amendment II Planning Board Meeting | 12/15/2021 |

IDCP AMENDMENT II DISCUSSION TOPICS

Massing

The CRA recognizes that the massing of the respective buildings in the IDCP Amendment II establishes a framework for Special Permit review, that will allow for further refinement of each of the proposed buildings during future Design Review processes. The comments herein are intended to inform the overall site plan as well as set the stage for specific architectural concepts for discussion after future Schematic Design submissions. The future buildings are referenced in this memo by their proposed building addresses: 135 Broadway (residential), 290 Binney (Commercial C) and 250 Binney (Commercial D).

Residential: The design of 135 Broadway must navigate a number of constraints, including the proximity of the 145 Broadway building occupied by Akamai and the substantial below grade infrastructure required by the Eversource substation. As the building continues to develop, the design should pursue a configuration that is responsive to the 145 Broadway building and setback from its signature “Jenga” extensions, as much as possible.

At the same time the residential building acts as an entry-point into Center Plaza, and the view of the building from the ground level should remain a central urban design focus. CRA staff supports a design that seeks to maintain a strong pedestrian connection that helps to draw the public into the Broadway open space amenities and into Center Plaza, and to connect to the Danny Lewin Park enhancements across the street. The small plaza on Broadway provides this linkage as well as assists with the setback issue above, and is viewed by CRA Staff as a benefitable design response that contributes to the public realm along Broadway.

The CRA appreciates BXP’s commitment to an all-electric building design for 135 Broadway, and to design for flexibility to connect to and use the rejected heat from the underground substation once that

infrastructure is complete. The CRA looks forward to further information on this innovative energy profile for a high-rise residential building in the Design Review material for 135 Broadway.

Once built, this will be the tallest building in Cambridge and therefore the architecture should be conscious of the building's presence when viewed from many directions. Likewise, as a residential building, it is expected that shared decks, individual balconies and fenestration patterns should present a human dimension to the façade. Staff is supportive of the direction the residential project has taken over the past year as the design team has responded to rounds of public feedback while balancing the multiple site constraints.

Commercial: As the massing of these buildings are further refined, it is important that while the buildings relate to each other, that their massing is experienced as separate forms when viewed from the surrounding areas. As suggested in some of the supplementary materials as well as concepts presented in the 10/27/21 Design Review meeting, this can be accomplished with different façade planes, stepbacks, façade treatments, variation in roof penthouse height, and balconies, to increase visual interest from the surrounding public streets. Additionally aligning the buildings such that their structures shift away from each other at certain levels could allow the buildings to take greater advantage of views in all directions. Overall the sculpting of the building forms shown thus far, presents good progress at reducing the massing of the commercial structures.

As building designs continue to be refined during the Design Review process, the CRA staff is encouraged that BXP's designers plan to provide planted occupiable balconies and terraces for both commercial buildings. Beyond contributing to the Green Roof Ordinance requirements, staff see balconies and roof decks throughout the project as a way to provide outdoor amenities to commercial tenants, to activate and humanize the building facades, and to increase opportunities for growth of vegetation.

The Response to Comments package also included a variation on the ground floor plan for Commercial Buildings C and D, which among other elements shifted the massing of 250 Binney toward the Sixth Street Walkway to achieve greater space between the two commercial buildings. As the ground floor plans are refined, they should reconsider a balance between creating space for the service drives and setting back the Sixth Street Walkway to preserve that as a successful open space and ensure the longevity of the established oak trees. Special attention should be given to not crowding the Kittie Knox bike path.

As 290 Binney Street will be located on the northern edge of the underground substation, exhaust venting will need to occur near the base of the building. The updated Response to Comment material provided helpful information regarding ventilation stack design considerations and constraints. As the exhaust stack is further designed, architects should consider creative solutions to integrate the ventilation needs into the design of the plaza, including programming opportunities. While artistic sculptural elements have been presented, the design team may also consider how to engineer the vent structure to be as simplified as possible to reduce its visual presence while achieving the necessary operational requirements.

Open Space & Circulation

Center Plaza: CRA staff appreciates the additional information provided by BXP and Eversource regarding resiliency standards for the substation and plans for how it is designed to handle extreme weather events. As a result, substation access points in Center Plaza must be raised to accommodate the extreme flood level estimations. The addition of the substation diagrams and longitudinal sections help clarify the unique constraints of the site. BXP should continue to consider creative solutions that ensures Center Plaza is designed in a way that is resilient but also makes the space feel publicly accessible and integrated into the surrounding infrastructure.

CRA staff supports the design of Center Plaza to be active public space, that allows for flexibility of uses that can change based on season and over-time. Attention should be paid to materials and furniture that reflect the palette of nearby parks and streetscape. The design team has added additional planting materials in the supplemental submission which softens the appearance of the public space. The ongoing design of this space should continue to work on a balance of landscaped areas and public programming opportunities. The CRA staff urge that the designers and reviewers consider the value of recreational facilities like sports courts that could be used by both residents and employees.

Staff understand the technical challenges of a water feature over the substation, so BXP should work to find another location for a fountain as had been contemplated in earlier plans. Concepts for a water feature in the public plaza in front of 135 Broadway have been shared in the Response to Comments materials, and the CRA supports developing this idea further.

Danny Lewin Park: Danny Lewin Park is located on the southern side of Broadway, across from the future 135 Broadway building. The CRA appreciates that BXP has included Danny Lewin Park as an area for enhancement in the IDCP supplementary materials and open space KSURP calculations, and for BXP's commitment to make the open space feel more welcoming and publicly accessible. Improvements to Danny Lewin Park in Phase 3 along with a permanent mid-block crossing to improve access to open space for 135 Broadway residents while Center Park is under-construction. The CRA looks forward to working closely with BXP and other stakeholders to establish design modifications for the area.

6th Street Walkway: The 6th Street Walkway's mature oak trees are an important amenity to Kendall Square. As the commercial buildings are further designed and developed, careful attention should be given to ensure the trees will continue to have environmental conditions that allow them to thrive. Additionally, the phasing on construction activity will need to be carefully coordinated to minimize disruption to the park's usage and travel between Binney and Broadway.

105 Broadway Sidewalk: The CRA appreciates that BXP has agreed to contemplate the removal of the existing planters and expansion of the adjacent sidewalk at 105 Broadway. The sidewalk space in front of the building is narrow, and removal of the existing planters will allow for a consistent sidewalk dimension on the north side of Broadway between Galileo and Ames Street.

East and West Service Drives: The CRA recognizes that BXP is improving the East and West Service Drives to better connect and frame Center Plaza, and to accommodate multi-modal uses and loading. The CRA appreciates that the supplementary materials confirmed that BXP will seek to consolidate loading functions on the East Service drive so as to allow for a stronger pedestrian experience on the West Service Drive. To ensure safe and inviting pedestrian circulation, the CRA recommends

consideration of features such as flush curbs or sidewalk expansions to promote shared use space where appropriate. Consideration of Biogen's bus fleet, which uses the East Service Drive as a location for pick-up, drop-off and layover, should also be considered as the drives are further designed.

Sidewalk pedestrian easements run the length of the East and West Service Drives connecting Binney Street to Broadway. These should be accommodated in the final designs of the project, but realigned if needed to match the block's improvements.

East/West Open Space Connectors: CRA appreciates the work BXP has presented in the supplementary materials to enliven the southern East/West Connector with a play structure and furnishings. The CRA sees this location as an appropriate location for a children's play area, while being in close proximity to the 135 Broadway residential building and improving circulation to the 6th Street Walkway and the Volpe parcel MITIMCO Development.

Open Space Phasing: The CRA recognizes that BXP has provided the required open space calculations under the KSURP in the IDCP supplementary material, and appreciates BXP's inclusion of Danny Lewin Park's enhancement of open space in Phase 3 of the IDCP project. The construction of the open space on Parcel 2, including the Center Plaza and the southern and northern East/West connectors are identified to be completed in Phase 4 of the IDCP. The CRA would like to work with BXP to see if an earlier completion of the southern East/West Connector, in line with the completion of the Residential Building could be feasible.

Transportation

Grand Junction Transit Study: The Grand Junction multi-use path is currently under design by the City of Cambridge to provide an off-street bicycle and pedestrian path, with the first portion of the path having been built in 2016 by the CRA. While the path's design seeks to ensure two track passenger transit service remains feasible, transit service utilizing the existing rail right-of-way connecting Cambridge and Boston has not been studied in great detail. As part of the Development Agreement with the CRA, BXP has agreed to fund a study to investigate the future of rail transit service along the Grand Junction, as part of the Eversource Project. The CRA greatly appreciates BXP's commitment to improving transit service in Kendall Square, and looks forward to moving the study forward.

Streetscape Improvements: The CRA has appreciated Boston Properties' commitment to making improvements on all sides of Parcel Two as part of the original IDCP Special Permit obligation. Some of those permanent improvements have been delayed due to Eversource's transmission and distribution line designs, and it is recognized that interim treatments have been installed help fill the gap until the full streetscape installation is complete. Staff will work closely with the City, Eversource and BXP to coordinate the execution of the permanent improvements as efficiently as possible. Additionally, the CRA recognizes that BXP is providing funding toward the completion of the "Alta" streetscape redevelopment on the north and south sides of Binney Street between Fifth Street and the Sixth Street Walkway.

Broadway Mid-Block Crossing: The CRA recognizes that BXP included two studies in the IDCP supplemental materials for the mid-block crossing, located on Broadway between the future 135 Broadway building and Danny Lewin Park. This crossing acts as an important connection linking the two open spaces, and retail. The CRA looks forward to further design discussions to determine how to

best integrate the crossing with the design of the Broadway cycle track and to design the crossing to respond to the new residential building and pedestrian circulation. This will likely require some adjustments to the permanent cycletrack design for Broadway. The CRA would also like to explore how the Broadway sidewalk may be widened in front of 105 Broadway.

Bike Parking: The CRA supports the premise of a campus wide solution to bike parking, and a bike valet parking system, and sees it as a creative and accessible approach that could promote bicycle ridership. The CRA also appreciates BXP's commitment in the supplementary materials to make the valet accessible 24/7, free for all resident and commercial tenants, and have the capacity to serve 10% of parked bicycles with electric charging. Understanding that operations of the bicycle parking plan and valet system will need to be worked out in later design review processes, the CRA staff agrees that establishing operational performance standards will allow for necessary design flexibility, and design evolution over time, while ensuring the parking system achieves its goals.

The CRA also supports the reorganization of bike parking for Parcel 4 as part of a campus plan. As was noted in the CRA's IDCP Amendment I approval letter, further consideration should be given to relocate the bike parking from the below grade level of 325 Main Street to a location that provides easier and more convenient access to bike parking.

Retail Plan

Retail Viability: In light of the pandemic, the economic viability and needs of retail have changed significantly in Kendall Square. The CRA would support retail spaces that are designed with as much flexibility as possible to adapt to future retail needs. The CRA also strongly supports BXP's IDCP commitment to incentivize local retail and small business owners.

IDCP AMENDMENT II RECOMMENDED CONDITIONS

The CRA staff believe there are a few elements in the IDCP Amendment II and supplementary materials for the Board to consider as conditions of approval. Below are some topics for further review should the Board approve the proposed IDCP Amendment II.

- Continuing Design Review: The CRA is approving the IDCP Amendment II submission modified by the November 5, 2021 Response to Comments subject to continuing review by the CRA under the CRA's Design Review and Document Approval Procedures (DRDAP).
- Open Space Phasing: The construction of all open space on Parcel 2, including the Center Plaza and the southern and northern East/West connectors are identified in the IDCP materials to be completed in Phase 4 of the IDCP. As the design reviews of buildings and open space proceeds, the CRA expects BXP to strive to establish interim areas or facilitate early completion of open spaces where and when possible. Specifically, the completion of the southern East/West connector is identified to be completed in Phase 4, the CRA requests BXP to consider completing this Connector with the Residential Building in Phase 3.

- 105 Broadway Sidewalk: Widening the sidewalk at 105 Broadway will be a substantial improvement to the pedestrian realm. The CRA appreciates that BXP has included this concept in the IDCP supplementary materials, and expects BXP to further study the removal of the planters and implement widening of the sidewalk if it is found feasible in Phase 3 of the project.
- Open Space Access: Staff recognize that Center Park needs to accommodate access for maintenance and operational needs by Eversource. As the open space is designed, the CRA expects that BXP will include an access plan that clarifies how the plaza will be managed during regular (non-emergency) and larger-scale maintenance work by Eversource.
- Pedestrian Easement: Today, a pedestrian easement exists through the Blue Parking Garage connecting the East and West Service Drives. While the easement may be interrupted for periods of construction and its location might need to be shifted pending future open space designs, the CRA requests that access between the East and West drives be provided in some format for as much of the project's implementation as possible. The CRA will need to review the Construction Management Plan (CMP) for all phases of the project development.
- Improved Broadway Connection through Parcel 4: As committed to in the IDCP Amendment I, BXP agreed to construct a new passageway through Parcel 4 during the second residential phase of that IDCP, to facilitate a stronger pedestrian connection through the block. The CRA expects that this commitment be maintained in the IDCP Amendment II as a component of Phase 3. The purpose of this connection is to create a more publicly visible passageway from Broadway to the MBTA head house and improve the broader circulation system from Kendall Plaza and the retail at 325 Main Street. This connection could potentially involve improvements to the connection through the hotel, or a more visible and direct connection through the block in an alternative location. The CRA is supportive of redesigning this connection as it was proposed in the 325 Main Street Schematic Designs, if it will allow commuters from the Red Line to have a more direct route to destinations to the north in alignment with the Volpe redevelopment.
- Privately Owned Public Space Signage: In an effort to create comfortable and welcoming open spaces in Kendall Square and to identify spaces that are privately owned public spaces (POPS), the CRA and the City of Cambridge developed 'Open to All' signage in consultation with BXP and other property owners. BXP is expected to add the signage to all privately owned but publicly accessible open spaces under development in the IDCP, to ensure Kendall residents, businesses, employees, and visitors will know the spaces are open and accessible to them.
- Public Space Programming: As has been presented for the publicly accessible space in Parcel 4 of the KSURP, the CRA staff look forward to reviewing a similarly robust open space programming and operations plan for the open spaces in Parcel 2. CRA staff further sees broader four-season programming and cultural events across all of the KSURP's open spaces as an important way to foster inclusivity.
- Loading and Access Information: The CRA finds the Applicant's commitment to provide a service/loading management plan for the residential and commercial buildings prior to issuance

of a construction permit for each building to be adequate and consistent with prior practices. The CRA expects to see a service/loading management plan accompany the Construction Documents submission for each building. The goal is to make a safe and pleasant pedestrian environment while meeting the functional needs of the buildings and the other users of the private ways.

- Annual Transportation Data Report: BXP has assisted in the preparation of the CRA's Annual KSURP Transportation Data Report by providing aggregated parking garage data across all BXP owned garages. The CRA expects this to continue for BXP's new parking garage on Parcel 2, and requests that some usage data from the bicycle valet system be provided for inclusion in this annual report.
- Innovation Space Plan: The IDCP Amendment II submission provides details on the development of the market rate and below market rate innovation space program provided in 255 Main Street and through operations of The Link. BXP should provide an updated innovation space operations plan to the CRA, with details on how they intend to fulfill the innovation space requirement for 75 Ames Street, and utilize the below market retail space at 325 Main Street.
- Real Time Parking System: As an adaptation of a previous IDCP condition, the CRA has asked BXP to collaborate with TPT and the CRA to design a real time parking information system application for the publicly accessible garages in the MXD to inform availability of visitor parking.

CONCLUSION

CRA staff welcomes feedback from the Board and the Applicant on the scope and mechanics of the proposed conditions, and will work with the City to align expectations with any Planning Board special permit approval conditions. Most previous conditions related to the IDCP approval of 1/17/2017 and 02/13/19 remain unchanged by the proposed IDCP Amendment II.

Overall, staff are supportive of the IDCP Amendment II's revised master plan and the Response to Comments document received. Foremost, the amendment relocates the Eversource substation out of the East Cambridge neighborhood and underground into the MXD district, providing a substantial and significant community benefit for the area. Additionally, Amendment II provides the opportunity to redesign the Parcel 2 super-block, demolishing the Blue Parking Garage, relocating parking underground, and creating a substantial open space and improved site connectivity and cross-block connections.

Further attention will be given during building design reviews to refine the commercial and residential massing. The massing of the residential building remains a critical component to be considered, as the lot constraints provide challenges that requires creative solutions. The two proposed commercial buildings at 290 Binney and 250 Binney, also provide opportunities to define the Center Plaza, the northern East / West Connector and Binney Street. The CRA looks forward to continuing the discussion and seeing further refinement of these buildings in future design review conversations.

Attachments:

A: CRA Staff Memo on the IDCP Amendment II – September 24, 2021

B: Joint CRA/ Planning Board Hearing Notes - September 28, 2021

MEMO

Date: 9/24/2021

To: CRA Board

From: Alex Levering and Tom Evans

Project Title: Infill Development Concept Plan Amendment II

Applicant: Boston Properties

Submission Prepared by: Sasaki / Pickard Chilton / Stantec / VHB / NBBJ / Lemon Brooke

INTRODUCTION

This memorandum provides a summary of key issues for consideration by the CRA Board in the review of the proposed Second Amendment to the MXD Infill Development Concept Plan (IDCP Amendment II). The IDCP functions as the planning document for the placement of Infill Gross Floor Area (GFA) and Utility Project GFA as defined in the Kendall Square Urban Redevelopment Plan (KSURP) and Article 14 of the Cambridge Zoning Ordinance (MXD Zoning).

The amendment to the IDCP establishes a revised master plan that accommodates the construction of an Eversource substation within Parcel 2 of the MXD district. To accommodate open space and site connectivity, the substation will be buried underground in the location of the current Blue Parking Garage, creating a large public open space at the heart of the parcel and new cross-block connections. Two new commercial buildings will be constructed at 290 and 250 Binney Street, producing 800,000 SF of new GFA. The residential building, consisting of 420,000 SF will also be consolidated into a single building and completed in a single phase, while preserving the 25% below-market-rate commitment.

CRA Staff have focused its review of the documents on the planning elements related to the proposed change as they effect the requirements and objectives of the KSURP. Attached to this memo for the Board's reference is a document review memo from David Gamble, the CRA's urban design consultant. Review memos from City staff will also be provided to the CRA Board for review alongside this memo.

URBAN REDEVELOPMENT PLAN & MXD ZONING CONTEXT

Section 504 of the Kendall Square Urban Redevelopment Plan (KSURP) requires the creation of an IDCP:

"The CRA will cause an Infill Development Concept Plan (Concept Plan) to be prepared providing for the distribution of any GFA associated with new development within the MXD District above and beyond 3,333,000 square feet ("Infill GFA") to supplement the original Redevelopment Concept Plan. This Concept Plan shall contain the required elements described in Article 14.32.2.1 of the Zoning

Ordinance. All new development utilizing Infill GFA shall be consistent with the Concept Plan (as the same may be modified in accordance with Section 506 below.) An individual building proposal utilizing Infill GFA may be submitted concurrently with the preparation and approval of the Concept Plan.”

The MXD Zoning in Article 14.32.2 of the Cambridge Zoning Ordinance adds:

“The Concept Plan shall be approved by CRA and by a special permit granted by the Planning Board in order to authorize the development of infill GFA. 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 permit for each building. The Concept Plan is expected to evolve over time, and with each subsequent development proposal, updates to the Concept Plan shall be submitted. Amendments to the special permit may be granted as set forth below, but revisions to a Concept Plan shall not necessarily require amending the special permit so long as the revisions remain in conformance with the conditions of the special permit.”

Section 506 of the KSURP provides guidance on inter-agency review:

“For any development requiring the approval of both the CRA and the Planning Board in accordance with the Zoning Ordinance, the CRA shall conduct its design review in close coordination with the City and the Planning Board. In connection therewith, the CRA may make such modifications to the Concept Plan as may be necessary to reflect development proposals. Review and approval of the Concept Plan, detailed in Article 14.32.2 of the Zoning Ordinance, as well as subsequent building design review, shall be performed jointly by the CRA and the Planning Board. The CRA Board and the Planning Board shall hold joint meetings to consider the Concept Plan and as necessary to review subsequent building designs.”

The MXD Zoning Article 14.73 adds: *“The Planning Board and CRA, shall hold at least one joint public meeting to consider the Infill Development Concept Plan.”*

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IDCP AMENDMENT DISCUSSION TOPICS

Massing

The CRA recognizes that the massing of the respective buildings in the IDCP Amendment II establishes a framework and vision for Special Permit review, that will allow for further refinement of each of the proposed buildings during the future Design Review processes. The comments herein are intended to inform the overall site plan as well as set the stage for specific architectural review discussions with Schematic Design submissions.

Residential: The CRA recognizes that the design of 135 Broadway must navigate a number of constraints, including the proximity of 145 Broadway and working around the infrastructure required for the Eversource Electrical Substation including transmission lines running below grade. As the building develops, the design should pursue a configuration that is responsive and set back from Broadway and the 145 Broadway building. This is important to better preserve the celebrated architectural characteristics and views of 145 Broadway, and to accommodate more comfortable living spaces for residents within 135 Broadway.

As one of the tallest buildings planned in Cambridge, the residential building should achieve a massing that emphasizes and celebrates the building's height and verticality. At the same time the view of the building from the ground level, especially Broadway, should remain a central urban design concern. The residential building also acts as an entry-point into Center Plaza. The CRA staff supports a design that seeks to maintaining a strong pedestrian connection that helps to draw the public into Center Plaza, and to connect to Danny Lewin Park across the street.

Commercial: The two proposed buildings at 290 Binney and 250 Binney provide an opportunity to redevelop a parking garage and a low-scale manufacturing site, which can activate the Binney Street edge. They also will help to define and activate the northern edge of Center Plaza, the northern East / West Connector and the 6th Street Walkway. The massing and articulation of the buildings will have an important role at defining the connection from the East Cambridge neighborhood to Center Plaza from Binney Street.

As the massing of these buildings are refined, it is important that while the buildings should relate to each other, they be experienced as separate massing structures. This can be accomplished with different façade planes, stepbacks, and façade treatments to increase visual interest from the surrounding public streets. Additionally aligning the buildings such that their structures shift away from each other at certain levels could allow the buildings to take greater advantage of views in all directions.

As 290 Binney Street will be located on the northern edge of the underground substation, venting will need to occur at the base of the building. Designers should consider creative solutions to integrate the ventilation needs of the substation into the building's architectural design as that might be a more elegant solution than an artistic stand-alone element.

Open Space, Landscape & Pedestrian Circulation

Center Plaza: The IDCP Amendment II provides a unique opportunity to re-envision Parcel 2 and to better integrate the block's open space to the surrounding neighborhoods and development. Consolidating the open space in the center of the parcel forming Center Plaza will create a node of activity that will enliven the area, and promote inter-pedestrian connectivity. The CRA staff supports the design of Center Plaza to be active public space, that allows for flexibility of uses that can change based on season and over-time. Attention should be paid to materials and furniture that reflect the palette of nearby parks and streetscape. Additionally, some recreational amenities that do not require active management should be put into place.

Staff recognize that the open space needs to accommodate access for maintenance and operational needs by Eversource. As the open space is designed, BXP should provide an access plan that clarifies how the plaza will be managed or adapted during larger-scale maintenance work by Eversource.

Today, a pedestrian easement exists through the Blue Parking Garage connecting the East and West Service Drives. While the easement's location might need to be shifted pending future open space designs, the easement should be maintained to ensure public access across the plaza.

As the park is designed, careful attention will need to be placed on ensuring the park, and the roof garden structure over the substation is designed to handle extreme weather events. As a result, the Center Plaza may be required to be raised to accommodate the necessary resiliency standards. Should that occur, BXP should consider creative solutions that ensures Center Plaza is designed in a way makes it feel publicly accessible and integrated into the surrounding infrastructure.

Danny Lewin Park: Danny Lewin Park is located on the southern side of Broadway, across from the future 135 Broadway building. To enhance open space connections in the area, and to provide access to open space for 135 Broadway residents while Center Park is under-construction, the CRA would like to see Danny Lewin Park's design refined in a way that makes the open space feel more welcoming and publicly accessible. The CRA's sees this being achieved through design interventions such as removing the brick barriers on the north and south sides of the park. Consideration of this should be included in future IDCP supplementary materials.

Trees: The 6th Street Walkway's mature oak trees are an important amenity to Kendall Square. The established trees help to reduce the heat-island effect in the area and create a pedestrian and bicycle oasis connecting the East Cambridge neighborhood and Kendall Square. As the commercial buildings are further designed and developed, careful attention should be given to ensure the trees will continue to have environmental conditions that allow them to thrive.

Open Space Balconies and Roof Decks: CRA staff supported the zoning amendment language that incentivized the creation of outdoor balconies and roof decks, as a way to provide outdoor amenities to residential tenants, to activate and humanize the building facades, and to increase opportunities for growth of vegetation. The CRA recognizes lab buildings require significant equipment needs, but encourages BXP to provide planted occupiable terraces and roof decks where possible.

Public Space Programming: As was approved for the publicly accessible space in Parcel 4 of the KSURP, the CRA staff looks forward to reviewing a similarly robust open space programming, operations, and maintenance plan for the open spaces in Parcel 2. CRA staff further sees broader four-

season programming and cultural events in all of the KSURP's open spaces as an important way to foster inclusivity.

Privately Owned Public Space Signage: In an effort to create comfortable and welcoming open spaces in Kendall Square and to identify spaces that are privately owned public spaces (POPS), the CRA and the City of Cambridge developed 'Open to All' signage. Adding the signage to all privately owned but publicly accessible open spaces under development in the IDCP will allow Kendall residents, businesses, employees, and visitors to know the spaces are open and accessible to them.

East and West Service Drives: The CRA recognizes that BXP is improving the East and West Service Drives and to reconceptualize the access ways to better connect with and frame the Center Plaza, and to accommodate multi-modal uses and loading. To ensure safe and inviting pedestrian circulation, the CRA will look to BXP to develop a strong pedestrian experience on the West Service Drive, and to consider features such as flush curbs or sidewalk expansions to promote shared use space where appropriate. Sidewalk pedestrian easements run the length of the East and West Service Drives connecting Binney Street to Broadway. These should be accommodated in the final designs of the project, but realigned if needed to match the block's improvements.

Stronger Broadway Connection through Parcel 4: As was committed to in the previous IDCP Amendment, BXP agreed to construct a new passageway through Parcel 4 to facilitate a stronger pedestrian connection through the block. The CRA expects that this commitment be maintained in the IDCP Amendment II. The purpose is to create a more publicly visible connection from Broadway to the MBTA head house and improve the broader circulation system from Kendall Plaza and the retail at 325 Main Street. This connection could potentially involve improvements to the connection through the hotel, or a more visible and direct connection through the block in an alternative location. The CRA is supportive of redesigning this connection if it will allow commuters from the Red Line to have a more direct route to destinations to the north in alignment with the Volpe redevelopment.

East/West Connectors through Parcel 2: The demolition of the Blue Parking Garage, proposed in this amendment, presents an opportunity to re-evaluate circulation patterns on the entire Parcel 2 block. Enhancing the East/West connectors will promote connections to the Volpe parcel MITIMCO development and provide better pedestrian links to the 6th Street Walkway. CRA appreciates the work BXP has begun to explore ways to enliven the southern East/West Connector with potential play structures and furnishings.

Open Space Phasing: The required open space calculations under the KSURP have not been included in the IDCP Amendment as they were in the previous IDCP documents. These are different project based open space provisions or enhancement calculations that go beyond the MXD zoning ordinance. CRA staff are working with Boston Properties in verifying this spatial data and it should be included in any revised submission.

The construction of open space on Parcel 2, including the Center Plaza and the East / West connectors are identified to be completed in Phase IV of the IDCP. The CRA would like to see BXP commit to earlier completion of the southern East / West Connector, in line with the completion of the Residential Building. Additionally, as the building and open space designs are refined, BXP should strive to establish interim areas or facilitate early completion of open spaces where and when possible.

Transportation

Streetscape Improvements: The CRA has appreciated Boston Properties commitment to making improvements on all sides of Parcel Two as part of the original Special Permit obligation. It makes sense that some of those permanent improvements may need to be delayed due to Eversource's transmission design efforts, and it is recognized that interim treatments that have been installed help fill the gap of the full streetscape execution. The CRA is ready to work with Boston Properties in facilitating the continuation of the 'ALTA' improvements beyond the MXD boundary.

Broadway Mid-Block Crossing: The mid-block crossing, located on Broadway between the existing South Park and Danny Lewin Park, has been installed to accommodate construction of 145 Broadway, and the Broadway streetscape design for a number of years. It acts as an important connection linking the two open spaces, and retail. The CRA recognizes the inclusion of the mid-block crossing of Broadway as a mitigation within the recent MEPA filing. Permanent installation of the Broadway mid-block crossing should be included in future IDCP supplemental material.

Loading and Access Information: The CRA finds the Applicant's commitment to provide a service/loading management plan for the residential and commercial buildings prior to issuance of a construction permit for each building to be adequate and consistent with prior practices. The CRA expects to see a service/loading management plan accompany the Construction Documents submission for each building. The goal is to make as safe and pleasant of a pedestrian environment as possible while meeting the functional needs of the buildings and the other users of the private ways.

Annual Transportation Data Report: BXP has assisted in the preparation of the CRA's annual KSURP Transportation Data Report by providing aggregated parking garage data across all BXP owned garages. The CRA expects this to continue for BXP's new parking garage on Parcel 2, and requests data on the planned campus wide valet system to include in the annual report.

Bike Parking:

- 325 Main Street: The CRA supports the reorganization of bike parking for Parcel 4 as part of a campus plan. As was noted in the IDCP Amendment I approval letter, further consideration should be given to relocate the bike parking from the below grade level of 325 Main Street to a location that provides easier and more convenient access to bike parking.
- Parcel 2: The CRA supports the premise of a campus wide solution to bike parking, and a bike valet parking system, and sees it as a creative and accessible approach that could promote bicycle ridership. Understanding that operations of the bicycle parking plan and valet system will need to be worked out in later design review processes, the CRA staff agrees that establishing operational performance standards will allow for design flexibility, while ensuring the parking system achieves its goals. Establishing performance standards to which BXP must achieve, further allows for the operations and design of the system to adapt, and evolve overtime to improve functions.

Retail Plan

Retail Viability: In light of the pandemic, the economic viability and needs of retail have changed significantly in Kendall Square. The CRA acknowledges that retail spaces should be designed with as much flexibility as possible to adapt to future retail needs. The CRA also strongly supports BXP's commitment to incentivize local retail and small business owners found on page 172 of the IDCP.

Coordination with MIT Volpe: The Applicant's retail plan for the site should be informed by MIT's retail planning for the SoMa/NoMa and Volpe Exchange Parcel projects.

Annual Retail Reporting: BXP has committed in previous IDCP plans to annually report to the CRA on retail performance. While this was waived for 2020 and 2021 due to the pandemic, the CRA expects for this reporting requirement to continue in the future and to include retail spaces in Amendment II.

Innovation Space Plan: The amendment provides details on the development of the market rate and below market rate innovation space program provided in 255 Main Street and through operations of The Link. BXP should provide an updated innovation space operations plan to the CRA, with details on how they intend to fulfil the innovation space requirement for 75 Ames, and utilize the below market retail space at 325 Main Street.

Sustainability & Environmental Impacts

Wind Analysis: CRA staff are satisfied with the wind analysis efforts to date for the IDCP Amendment II, and expects wind tunnel analysis to be performed during Design Review of each building.

All Electric Residential Building: The CRA appreciates BXP's commitment to an all-electric building design for 135 Broadway, and to design for flexibility to connect to and use the rejected heat from the underground substation once that infrastructure is complete. The CRA looks forward to having that information incorporated in supplemental information for the IDCP Amendment II.

CONCLUSION

CRA Staff are conceptually supportive of the IDCP Amendment II's revised master plan. The design, which is centered around relocating the Eversource substation out of the East Cambridge neighborhood and into the MXD district, provides a significant community benefit. Additionally, Amendment II provides a unique opportunity to redesign the Parcel 2 super-block, demolishing the large Blue Parking Garage, relocating that parking underground, and creating a substantial open space and improved site connectivity and cross-block connections.

Further attention should be given during building design reviews to refine the commercial and residential massing. The massing of the residential building remains a critical component to be considered, as the lot constraints and proximity to the 145 Broadway building provide challenges that requires creative solutions. The two proposed buildings at 290 Binney and 250 Binney, also provide opportunities to define the Center Plaza, the northern East / West Connector and Binney Street. The

CRA looks forward to continuing the discussion and seeing further refinement of these buildings in future design review conversations.

The CRA Board must await the final certificate from the State's MEPA office before making a final decision on the IDCP Amendment. We will continue to work with City staff and Boston Properties to refine the IDCP Amendment II in order to advance the vital infrastructure project that this development plan supports.

Attachment:

Memo from David Gamble – CRA Design Consultant

GAMBLE ASSOCIATES

678 Massachusetts Avenue Suite 502
Cambridge MA 02139

To: Alexandra Levering, Project Manager
Cambridge Redevelopment Authority
FR: David Gamble AIA AICP
Gamble Associates
DATE: September 22, 2021
RE: MXD Infill Development Concept Plan
Sent Via Email

EVERSOURCE SUBSTATION Cambridge Massachusetts Urban Design + Public Realm

GENERAL COMMENTS

New infill development surrounding the Eversource Substation will represent a remarkable transformation in area of the Cambridge that has generally lacked a strong, cohesive identity or a superlative public realm. There are many new buildings defining the street wall and the block, but new growth emerging will be informed as much by *the character of the spaces between buildings* than by the particularities of the architectural massing, fenestration pattern or cladding materials on individual buildings. In addition, navigating the tensions between vehicular access, service and pedestrian movement signals that the material treatment of the ground plane needs to be both durable for vehicles while at the same time preferencing the pedestrian. The family of streetscape elements in terms of lighting, color, patterns and signage/wayfinding have a large role to play in forging an identity that pulls the various buildings into a dialogue with one another.

RECOMMENDATIONS vs. REQUIREMENTS

The Design Guidelines are helpful in identifying the elements that direct the development and design teams. However, Guidelines are only as strong as the mechanism to enforce them. Is there a way to *require teams* to include a component or attribute of the palette that *ensures* implementation; the “must” versus the “shall”? Most people are not aware of the distinction between requirements (standards) and recommendations (guidelines).

PUBLIC REALM INTERFACE

The 3d views of the individual buildings are very helpful in the “Built Form and Massing” category. Efforts should be made to create a similar mode of representation for the “Public Realm”, without the buildings shown or only with the vertical surfaces of the buildings that define the spaces. A diagram such as this - similar to a Nolli Plan - could identify hard versus soft areas, material preferences for the Plaza Drives and Center Plaza and locations or patterns for landscape elements. An interstitial space drawing will also underscore that the construction of individual buildings will occur on different time frames but that an underlying framework will be applied across the sites to ensure consistency and reinforce connectivity.

COHESION

There will be a great deal of variation in the design aesthetics of the buildings that define the public realm. In the absence of tighter controls for the street furniture, lighting and material palette, a good deal of variation will occur due to cost considerations and variability in specific site constraints. This will likely be resolved as teams move forward from concept design to design development and beyond. However, consider *a more specific design imprint and/or greater level of detail* for the more than 30,000sf of open space such that the identity of the ground plane is consistently treated *across boundaries*. Either more specific materials can be selected in terms of their color, material or performative characteristics and/or a single team (if possible) should be responsible for the design of the interstitial spaces. There will be greater variation in implementation if different landscape/urban design firms are responsible for individual areas. In the likely event that there are multiple firms involved in the design of the public realm, more specificity is warranted. Another approach may be to establish general guidelines for the area as a whole and work more closely on the building interface between properties that blend characteristics.

Sincerely,



David Gamble, AIA AICP LEED AP
Principal, Gamble Associates
Lecturer, Department of Urban Planning and Design
Harvard Graduate School of Design

END OF MEMO

Joint Meeting of the CRA and Planning Board

Tuesday, September 28, 2021 at 6:30pm

Due to the COVID-19 pandemic, this meeting was held virtually via Zoom

APPROVED Meeting Minutes

At 6:30 PM, Planning Board (PB) Chair Catherine Preston Connolly called the meeting. It is being held remotely due to state-wide emergency orders limiting the size of public gatherings in response to Covid-19 and in accordance with Governor Baker's order of March 12, 2020 which was updated and passed into law with the Acts of 2021. The meeting is being video and audio recorded, and is being streamed live on the City of Cambridge's online meeting portal and on Cambridge cable TV channel 22. There will also be a transcript of the proceeding. Speakers will state their names before speaking and all votes will be taken by roll call. Members of the public will be kept on mute until it is time for public comment.

A roll call of Planning Board members was taken. Planning Board members present were Louis Bacci, H. Theodore Cohen, Steve Cohen, Mary Flynn, Hugh Russell, Alan Price, Ashley Tan, Catherine Preston Connolly. Tom Sieniewicz was absent.

Iram Farooq, Community Development Department (CDD) Assistant City Manager, introduced her staff. Tonight's agenda is a public hearing of an amendment to the MXD District special permit. This was facilitated by zoning changes that were adopted by the City Council earlier this year. The intention is to move the initial site plan and uses for an electric substation that Eversource plans to build, from a site adjacent to a residential neighborhood to a site in the heart of Kendall Square. She gave a status of non-CRA related dates and items.

Ms. Connolly then began the hearing for the proposal to amend the Infill Development Concept Plan (IDCP) for the MXD Zoning District (PB #315) by Boston Properties Limited Partnership (BxP). As this is a joint hearing held with the Cambridge Redevelopment Board (CRA), the CRA will now open their meeting.

CRA Chair Kathleen Born said that the same Covid-19 meeting provisions hold for the CRA. A roll call of CRA Board members was taken. Besides herself, Vice Chair Conrad Crawford, Assistant Treasurer Barry Zevin, and Assistant Secretary Margaret Drury were present. Treasurer Christopher Bator was absent. Also present was Executive Director Thomas Evans. As this is a remote meeting, any votes taken by the CRA tonight will be taken by roll call and repeated by Thomas Evans.

Daniel Messplay, CDD Senior Zoning Manager, explained that this is the second major amendment to the MXD IDCP which is regulated by Article 14 of the zoning ordinance. Article 14 was amended earlier this year to allow for additional commercial development, in combination with the siting of an Eversource electrical transformer substation within the site. The IDCP functions like a PUD plan, where there is approval of the overall plan for a site at a schematic level, and then individual building sites are subject to future design review by the PB. To improve the collaboration of the PB and the CRA Board, this is a joint hearing, although joint action on this request is not a requirement. The PB's action is to grant or deny the proposed major amendment. Relevant approval criteria and issue summaries are provided by memos from CDD, the Traffic, Parking, and Transportation Department (TPT) and the Department of Public Works (DPW). Staff is also present to answer questions.

Thomas Evans, CRA Executive Director, said that the IDCP is an outgrowth of the Kendall Square Urban Redevelopment Plan (KSURP), which was amended concurrently with the MXD zoning in order to facilitate the relocation of the Eversource substation. The CRA Board is considering the IDCP, and after it is adopted, will continue to follow established design review procedures, with participation of members from the PB, CDD staff, and BxP. The CRA Board has to make a finding consistent with the KSURP but cannot make that finding until a MEPA certification is complete. A MEPA document is being circulated now and a decision from the state is expected in November.

Michael Tilford, from BxP, gave some background for the amendment to Special Permit #315 in the form of the IDCP, named the "Yellow Book". He named other BxP colleagues, consultants (Sasaki, Stantec, VHB, Pickard Chilton, NBBJ, Lemon Brooke), and Eversource. He thanked City and CRA staff for guidance on the design. At the last two times that BxP has come before the joint boards, a full planning book was brought, as well as a design review submission for one of the buildings that contained more advanced design concepts. In this case, however, the planning book is being advanced at a schematic level with design review books for the buildings to follow later.

Ian Hatch, from BxP, said the BxP presentation will start with a contextual overview for the IDCP amendment, followed by a review of the south residential building, the center plaza, and commercial buildings C & D, and conclude with Q&A. Four years ago, Eversource's proposal of the Fulkerson Street site for the substation catalyzed a wave of community activism. This culminated in a request for proposals (RFP) to facilitate the relocation of this proposed site to a site away from the Linden Park and East Cambridge residential neighborhoods, as well as the Kennedy-Longfellow school. BxP identified the Blue Garage as a potential site, responded to the RFP, and initiated a course of public engagement with public authorities, community groups, Eversource, and other area stakeholders to refine a redevelopment proposal. During the past 18 months, this has been determined to be a constrained optimization problem that requires a considered balance between heavy infrastructure, engineering needs, a public planning priority, and the economic cross-subsidy from commercial development that sustains the investment. He spoke about the components of the amendment. He emphasized that tonight's presentation is a Master Plan level proposal comprised of baseline massings that are intended to illustrate major ideas of program distribution, known site constraints, and opportunities. Refined building designs are not part of tonight's presentation. There would be a full design process for each component.

Susannah Shaw, from BxP, spoke about the residential portion of the project. In conformance with previously envisioned residential programming and zoning, a significant portion of the residential square footage will be allocated to affordable and middle-income units. Design challenges and site constraints for the building include working around major below-grade transmission ducts on a narrow site; preserving views of the architectural corner of the Akamai building from the pedestrian's perspective; maximizing efficiency of the building's floor plate, loading, and access to the building; and embracing public open space around the site, including Danny Lewin Park.

Mr. Tilford presented a conceptual framework of the Central Plaza component. A formal design review book will be forthcoming. In addition to being a public space, the plaza sits above a critical piece of electrical infrastructure which will need access for operations and maintenance. It also has to be designed to prevent damage from worst-case flooding. He envisions this space to be a flexible open plane without curbs or grade changes, flanked on either side with woonerfs which will also function as service drives, a fountain marking the entrance, and a children's play space. Soliciting public input, BxP would activate the space seasonally. The intake and exhaust structures are structural opportunities. He mentioned a planting infrastructure, commercial entrances of the adjacent buildings, cycle facilities, pedestrian circulation, and cycle connections.

Mr. Hatch continued with the commercial component. Baseline massings with program distribution were discussed, as opposed to a final design. The two buildings are roughly equal in size, and include the new incremental GFA contemplated as part of Amendment #2, that was not previously permitted in 2018 with Amendment #1. The engineering considerations dictated the position of the substation. After adding in the existing service drives and the Sixth Street Connector, the location and footprint of the commercial building was determined. The height is essential from an economic perspective to support the heavy infrastructure investment of the proposal.

Before opening the meeting to public comment, Ms. Connolly asked members of either board if they had clarifying questions.

Mr. Bacci asked if the feeder duct banks running below the residential building could be rerouted to provide basement space for bike parking under the building. Eversource staff spoke about the radius restrictions and the position of the cables when they enter the substation. Ms. Connolly suggested that the project team come back with a more complete explanation.

Mr. Bacci asked if the residential building lands on the southern slurry wall of the substation structure.

Ms. Tan asked if the two zoning reliefs - parking and green roofs – were being considered tonight. Ms. Connolly replied that no action is being taken tonight. Mr. Evans said that the Board would take a single action to approve the development plan for the overall site as well as grant the requested zoning relief.

Ms. Connolly opened the Public Comment section of the meeting. As of 5:00 pm yesterday, she said that the PB had received written communication from Robert Simha, Bjorn Poonen, Stephen Kaiser, and Mark Boswell. Mr. Evans said that the CRA also received a letter this afternoon from the East Cambridge Planning Team.

Heather Hoffman said that a written requirement should be included that mandates that BxP continue to protect the trees along the Sixth Street Connector to its maximum ability from encroachment, building shadow, and wind impacts that would impact their health. She added that BxP is also adding 800,000 SF of new commercial development with zero residential. The residential discussed was already in the previous plan. A lot of construction is happening in this area and it is going to continue encroaching on the ability of people to live their lives with all the construction noise, road closures, work lights during the night, etc. Navigating Third Street in recent months has been a huge challenge. She urged the City to plan ahead for these projects so people can get around.

There were no other requests for public comment. The meeting moved to questions from Board members.

Ms. Flynn asked about the bicycle parking valet system - its location, security measures, and response time. She also wanted to know if other designs for intake and exhaust vents, that are smaller and take up less space, have been explored.

Ms. Tan asked about bike valet operations after hours and the time it will take to retrieve one's bicycle. She also wanted to know the locations of the drop-offs and pickups. She asked about the status of the PTDM report.

Mr. Bacci noted the staff memo and asked if the vent shafts could be built in the new buildings as they take up a lot of space on the plaza. He thought better engineering might be possible. Rather than have buildings C & D connected by three three-story bridges, he asked if the buildings could be built over the road, narrowing their footprints. He is distressed that the original plan showed a much greener plaza and now it is paved and basically a paved area with some planters in it.

Joe Barr, Director of Traffic, Parking and Transportation (TP&T), responded to the bike valet comments. He said that the City has been working closely with BxP to define operational parameters which will evolve as the building is designed. It is agreed that 24/7 access is needed for residential uses. BxP should confirm that this will be available for the commercial component, too. The level of service one would get at 3am is different than 5pm with regards to security and staffing. This is a relatively new concept on this scale and for a mixed-use building. He said that details will evolve through design review. If the City can get to an agreement on basic operating parameters, he's confident the City can come to a resolution.

Ms. Flynn asked about the operational parameters. Mr. Barr replied that operational parameters are focused on hours of operation, include the type of storage system being used, gathering statistics correlated with meeting user needs, and reporting information required for a special permit or for the PTDM plan. Integrating a staffed bike repair shop is also being discussed. BXP and the City agree that would be valuable but BxP wants to make sure the operator can operate the storage element before adding value features. A zoning requirement is that the valet is free for users. However, the term "user" needs to be better defined before the PB votes on the amendment. He added that this is not a public bike parking station since the purpose is for it to be available for the residents and not be overwhelmed by other users.

Ms. Flynn asked about the length of time people would need to wait before they contact the valet to get their bicycle back.

Mr. Russell said that valet operations should include online reservation capability. As a principle, any amenity that's given to automobile valet parking should apply similarly to bicycles. He asked how the PB's requirement to make a finding that the project will have no substantial adverse effect on any City traffic

within the study area can be made given Mr. Barr's traffic impact report. Mr. Barr explained that Kendall Square and the City have issues with traffic which have to do with Cambridge development as well as regional growth. The City needs to mitigate the impacts with sustainable transportation but it shouldn't be held hostage to that data as the City's doing a better job than the rest of the area to discourage driving. The level of service has worsened in the area, but the City is not in the business of fixing the level of service but rather getting people to the project in other ways. The issue can be discussed again in more detail.

Ms. Connolly said that the PB usually is able to make that determination because there's a finalized package of mitigation measures which offset those exceedances. With the PTDM plan still in development and some bike parking under discussion, the mitigation plan for this amendment has not been worked out yet. Mr. Barr agreed that TP&T's memo described the parameters of the project and provided an idea of what the mitigation might involve. The next communication from TP&T will be more focused on the mitigation and the PTDM plan which will be updated to reflect the additional development.

Mr. Crawford said that as this project is responsible for the Binney Street redesign between Fifth and Sixth Street, he noted that the intersection of Binney Street at the Sixth Street Walkway is a pinch-point. Also, currently at Ames Street, there are a lot of different moves between cyclists and pedestrians and it's only going to get more congested. He asked for a district look at bike parking, since creating a bike valet in this area might not be the best idea.

Mr. T. Cohen said that he would like more greenery in the Central Plaza. He wanted to know what is being planned for the flexible active use areas shown in buildings C & D. A narrow area between the two buildings is not going to be the type of area where kids are going to want to run around or play ball. He would like to know where open green space could go in the project. He wanted to know why commercial buildings C & D are being connected. If the intent is for one company to occupy both building, the buildings could be redesigned as one larger building instead. Several bridges going over the East Plaza Drive is not the best use of that space or the best use of the roadway.

Mr. Bacci said that with respect to the loading issue, the trucks extend beyond the building envelope onto the sidewalk. He asked if there will be protection for pedestrians on the two access roads as there will be a lot of car and truck traffic. He asked if the roads are one-way or two-way. There appeared to be some bottlenecks built into them. He asked for more detail about the bike storage location.

Mr. Hatch replied that bike parking will be on the ground floor of the commercial building, ultimately consolidated into the ground floor of commercial building D.

Mr. Bacci said that at rush hour, a considerable number of valets would be needed.

Mr. Hatch said that the valet concept for this project sprang from the creative tension of lacking space for bike parking. The zoning ordinance has a dimensional requirement for standard, self-park bicycle spaces. Multiplying the number of spaces needed by that area yielded a number that was astronomical relative to the amount of available space given the other objectives and the heavy infrastructure. The best places for precedents are in Denmark and the Netherlands. This will be the largest project in the US for valet bike parking. He noted that BxP brought in a consultant who is operating the current largest valet system, out in Portland. It is smaller but not by much compared to what BxP is proposing. The wait time he targets is three minutes for retrieval. One would hand their bike to a valet and receive a confirmation email. This email would also be used to notify the valet of the pickup time so that the bike would be ready.

Mr. Bacci asked if there would be a secure area for the bikes waiting to be picked up.

Mr. Hatch replied that the valet would serve as a campus bike storage facility for residents in the tower and both commercial buildings. 24/7 staffing would be supported by BxP with staffing levels to match the traffic patterns. Bike data currently exists that can inform staffing decisions. Possible outside staging and the bike valet area will be further discussed in design review. Although their consultant in Portland operates entirely outside, BXP is assuming that 100% of the actual storage will be inside the commercial building, which also helps from a security perspective.

Ms. Born said that during the CRA process for public comment and at other opportunities, people are asking for a greener place, which is a perfectly understandable concern. She hasn't seen a clear understandable section that indicates how much plaza is the roof of the substation. and how much space there is for planting, without varying the elevation of the plaza. During the presentation, it was said that a design goal is to have a level area there. Perhaps for a future hearing, a clearer understanding of some of the technical constraints of the site is important.

Ms. Connolly agreed that this a PB concern as well.

Mr. Bacci said that since the plaza is a roof of a structure, it might fall under the green roof ordinance.

Mr. Messplay said that he would look into this and get an answer for next time.

Mr. Russell noted that this is a utility structure which may be exempt from some of the City's regulations. He added that the entrances to the utility structure must be above flooding levels, which is about four feet above the current service drives. This needs more study to determine whether everything, including the hatches, needs to be lifted to get one unbroken area. The stage area shown on the plan seems to contemplate this. There's an issue that the items going through the roof hatches are heavy, with cranes and trucks needed to access the area, which provides another layer of constraint. He would like to see more greenery and more trees. He is unsure whether this falls within the IDCP, or if it needs to be stated as a design review guideline, or if it is to be left to the design review of the open space. He agrees with all the comments made in CDD's urban design memo. Most specifically, he noted that there has been no discussion of why additional residential space isn't required with the entitlement for additional commercial space of buildings C & D, as is usually done. As noted in the staff memo, buildings C & D on Binney Street are much taller than any other buildings on the street. He'd like to see a 50-foot difference between buildings C and D. Any building height over 250 feet would have to be allowed in the planning document. A better strategy is needed.

Erik Thorkildsen, CDD urban designer, said that many PB and CRA Board member comments parallel those included in CDD's memo. Plaza and green space are important, not just for the incorporation of vegetation but also for the potential of the street trees defining the space and to complement the spaces set up by the building masses. This project is potentially a wonderful thing. Taking a congested super block and removing the parking garage will transform the district and provide a new center. It is important to keep in mind during further review that street trees and framing the space are important to provide a solid center. Incorporating one of the exhaust vents into Commercial Building C building would be a benefit to the project. He's also concerned about the noise the vents will be making. The noise study in the plan only includes the noise of the buildings, not that of the Eversource vault. If the vent area needs to be as large as what the intake vent shows, there will be a lot of air movement in this area that will affect the space. He repeated a previous concern regarding a coherent landscape if the edges of the hatchways need to be four feet above anticipated flood levels, i.e., above the service drives. He wondered if the East Drive should be stronger as a street or be downplayed so that it is not shown as a pedestrian route, but rather a service area. At this point in the process, CDD is concerned with big picture items – the spatial character of the public realm, activation of its ground-floor uses, and how the building massing enhances the landscape designs. An overlay of landscape design for the area would help distinguish the space. He is concerned about comfort levels, including wind, shadow, and noise.

Ms. Drury agreed with Mr. Thorkildsen's remarks about the potential of this space and what it can do and bring. The space will bring a lot of children there so it's important to think about them and their concerns and how to structure them into what's being built.

Mr. Bacci asked if any of the existing trees on the site would be retained. He is also concerned about ventilation from the substation. The air temperature could be relatively high and have a great volume. He wanted to know if this will create a hot spot, especially if there's not a lot of cover. He asked if there would be any smell.

Mr. Crawford is concerned about the protection of the trees. If the trees cannot stay in the same place he asked about the potential for them to be replanted around East Cambridge. The healthy trees on the south side of the Blue Garage will not remain. East Cambridge has 13% of cover of tree canopy. One of the views from Fulkerson was pretty sparse. Although DPW's been good about planting more trees, he'd like to see more.

Mr. Evans followed up on Mr. Thorkildsen's statements and responded to Mr. Bacci. He referenced a circulation pattern proposed on page 182, which has the West Drive function as the primary pedestrian connection and consider the value of the East Drive as just a service area. The question is whether more should be built on top of it to get more articulation of design or if the designs should keep that area free of structures. The connection to Volpe remains very important as the open space is planned out; the two projects should be closely coordinated. The play structure shown at one connector might complement the open space that is on the other side of the Sixth Street Walkway. He also thinks a connection across Broadway to Danny Lewin park needs more exploration.

Mr. Bacci questioned the ability to have play areas in the narrow east-west connectors that are flanked by buildings and utility areas.

Mr. Zevin said that the tree plan starts on page 159 in the IDCP book, and that view also shows that there's a large and well-equipped play area belonging to Biogen. Although there is an ownership issue, he wondered if there is a way to make more use of that. He emphasized that this space can accommodate only a limited number of amenities, and that some desires may need to be fulfilled elsewhere.

Mr. S. Cohen is concerned about the quality as well as the amount of the outdoor space. He isn't convinced that the City needs to take these building structures in these proportions as a given. It's not necessarily the square footage of the buildings, but more their impact on the ground and the amount of open space that's left. Comparing the size of the buildings plus the additional thousands of people living and working here with the size and quality of the open space, the proportion is wrong. He questioned the urban area being created and whether something better is possible. Cambridge was settling. He thinks the site plan needs more and better open space.

Mr. Bacci asked for more details on how the substation is getting built, if BxP was providing the real estate, if BxP was building the shell, and if Eversource is providing the equipment.

Mr. Tilford explained that what is before the two Boards tonight is a very fragile proposal that originated with a request to move the substation away from Fulkerson Street to Kendall Square. The massive economic constraint, which was adjudicated very effectively in the City Council process, was generated by staff consultants. It's fragile because of the many aspirations for public space and because of the realities of what a substation needs. BXP is putting their best foot forward to solve the issue of moving the substation. The play area is 60 feet, which is more than adequate for creative solutions. BxP's 2016, 2018, and 2021 proposals all have the same tree diagram. There is no way to dig a 100-foot-deep substation and retain the existing trees.

Mr. Lanham, from Eversource, addressed the amount of greenery on top of an electrical substations. He emphasized that this is an atypical substation electric infrastructure project. A typical substation is in open air, on a gravel base, and secured by a chain linked fence. A substation needs to be as close as possible to where electricity is needed and this is for the Kendall Square area. The station will meet local electricity needs and the substation will increase resiliency regionally. Extensive modeling has been done to design adequate venting and ducting in and out of the station, which would normally occur naturally in the open air. A lot of hard work has occurred to create a public space on top of the station, which normally isn't done. This is a key benefit of this project. The vent stacks have been located in a way that impacts the open space in the least obtrusive way. The exhaust louvers are 12 feet above ground so this won't impede the pedestrian experience. Eversource asked BxP to help design the hardscape aspect because in addition to being a substation roof, there will be a need for maintenance vehicles to operate on top of this station. Greenery will get damaged; hardscape gives engineers flexibility. There might be times where vehicles need to move off of the alleyways onto parts of the station. The goal is to create a welcoming

space. He appreciates the feedback and the collaboration of the staff and boards, and the various agencies. He emphasized that this is an operating electric substation which has constraints and limitations.

Mr. Zicko, from Eversource, confirmed that the mechanical equipment proposed to be put in the substation gives off heat. The substations are typically outdoors and the heat dissipates into the outdoors. Because this substation is in an underground building, that building must be force ventilated. They are calculating 1,500,000 cubic feet a minute to move air through the station to keep the temperatures within the operating limits of the electrical equipment. A sufficient amount of space is required to move the air. Working with sound consultants, the proposed vent stacks are as small as reasonably possible while also being able to maintain an appropriate sound level. It has been a herculean routing effort to get all the duct work around all the electrical equipment.

Mr. Bacci asked for the expected air temperature of the vented air. He said that he has relocated transformers which are never hardscaped. They always have stone so grounding can be put below the grade. These are usually crane mats and steel plates to provide access to the transformers.

Mr. Zicko responded that at full design heat rejection, which is about 6.5 million BTU/hour, as is expected on a peak day, the design parameters are 104-degrees Fahrenheit air in and 120-degrees air out. He agreed that transformers in yards are on a concrete foundation usually surrounded by crushed stone. The transformers will be in the base, on the lowest level of the substation. Accordingly, they will be on a reinforced concrete floor with a reinforced concrete pad around it. The finish of the plaza level or the substation roof has no bearing on setting the transformers.

Mr. Bacci asked if the difference in grade might be an issue.

Mr. Zicko said that the grades are being explored to keep the entrance ports above the flood elevation. He explained that it is a balancing act and there's more detail to come.

Mr. Lanham added that is it not desirable to have tree roots which can impact the waterproof membrane of the roof of the substation. Grass is different, but water and irrigation lines are still a concern. Hardscaping is also more conducive to accessing the station.

Mr. Bacci asked if having more cover over the roof of the substation would make more sense.

Mr. Lanham said that the lip would be at the access hatches, where there would be potential for water intrusion.

Mr. Zicko noted the level of the top of the substation is proposed to be four feet below the plaza area. Roots growing into the waterproofing membrane are unwanted, as are chemicals that could damage the waterproof membrane or introduce chlorides into the concrete. The more greenery there is, the more retained water there is in the soil, which would add to the dead load on top of the roof.

Mr. Tilford agreed with Ms. Born's suggestion of a detailed cross section being useful. He said that the idea for resiliency and having a lot of greenery is mutually exclusive, as articulated by Eversource. Planters can add greenery. He also added that the Fulkerson site could be used for the open space mitigation since it won't have the substation.

Mr. Zevin said that the existing park between Akamai and Biogen is framed by two rows of mature trees that are almost as far apart as the edges of the proposed central plaza. Trees planted along the service drives could eventually grow to replicate this very satisfactory arrangement.

Mr. Tilford added that BxP can help define the outer edges of the slurry wall system underneath. The areas in front of the drive isles and Biogen buildings are terra-firma and could include additional plantings.

Ms. Connolly said that there will be another chance to continue this discussion. She summarized that both Boards want a better understanding of what can be done to make this a cool, inviting, green place that is

useful and attractive to the public. More drawings would be helpful to convince the boards that it could work.

Mr. Bacci repeated his question regarding the removal of all the trees. Mike Tilford again referenced the drawings in the IDCP submission.

Mr. Evans asked for BxP to clarify who's responsible for building the Eversource structure.

Mr. Hatch said that BXP will build the shell of the structure for Eversource, in addition to providing the real estate. Eversource will put their equipment into it and route the transmission and distribution lines.

Ms. Farooq focused on the amount of housing and the overall building-to-open space ratio on the site. She said that this rezoning was thrust upon the proponent as a problem-solving effort between the City, BxP, Alexandria, Wellington-Harrington residents, and East Cambridge residents. There was no perfect solution and no good place to put the substation. This isn't the absolute ideal outcome, but looking at the whole project, including the substation, it was the best of the solutions in the Kendall Square proper and surrounding environment. There are big infrastructure moves to be accommodated on the site, which lead to outcomes above grade, particularly the building-to-open space ratio. It's possible that the buildings could have a different form. There isn't more housing commensurate with the increased commercial GFA due to financially balancing all the pieces on the site. She welcomes further detailed discussions about ensuring that the amount of space on the site makes a great space, and that the buildings add to the character of the district rather than feel like the buildings are simply placed there. The height was not modified in the zoning, so there are constraints on going any taller. Some of the past design guidelines have urged applicants to break up the massing. If BxP were to combine the massing of the two commercial buildings into one, it might be too large, and could create some other problems.

Mr. S. Cohen asked that the open space be made better and larger.

Ms. Connolly said that she related to Ms. Farooq's comments about the zoning. A lot of the tradeoffs to open space and housing that are being discussed tonight was worked out in the zoning.

Mr. Russell agreed that being reminded of the background of the project is important. The basic parameters are different because of the need to get the substation in this location. There are things, however, that can be done in the design of the buildings that might create more usable open space at upper levels. He referenced Isola Bella, an island in Lake Maggiore, Italy that has a pyramid structure that's a garden. The walls mediate the climate so they can grow plants that typically wouldn't grow in northern Italy. With awareness to the compromises needed, there are creative ways to incorporate other green roofs as you go up the building.

Mr. Bacci added that building over the roadway and narrowing the footprint of the buildings would create more open space, using the available space over the roadway.

Mr. S. Cohen said that he would gladly trade off additional height in exchange for more open space at the ground level. Height is always a big issue in the City, and more so in other locations. In this location, it is not much of a negative.

Mr. Russell said that even office buildings don't want to have massive floor-plates because people want to see daylight, which keeps buildings C & D from being one building. Covering part of the service drive and wrapping the building around into it might provide more options. More height provides more flexibility to do more but he doubts anyone would want to go through rezoning.

Ms. Flynn agreed that it would be great to have the flexibility but didn't want to tackle another petition. This project has an enormous number of constraints. Open space on Fulkerson could be considered.

Organizational Next Steps

The PB voted unanimously in favor to continue the hearing. Kathleen Born said that the CRA did not need to take any action this evening. With this meeting, the Boards have fulfilled the zoning requirements for a meeting as a joint body. Since the PB is waiting for the PTDM plan and the CRA is waiting for MEPA approval, which have different timings, Ms. Connolly suggested that future hearings are held separately. Members from both Boards spoke about benefitting from joint meetings. Ms. Born said that the CRA holds Design Review meetings with PB representation by Mr. Russell and, until this project, Mr. Sieniewicz, as well as CDD staff members. She would like that to continue. Ms. Farooq suggested that CDD staff could attend relevant CRA meetings and CRA staff could present at relevant PB meetings.

Mr. Evans noted the possibility for a future joint meeting if different designs directions are presented, such as one building mass versus two or making a sculpture of the vent shaft versus incorporating it into the building.

Adjournment of CRA Board Meeting

Ms. Connolly adjourned the meeting at 9:25 PM