

Exhibit C:

Design Review & Document Approval Procedures

1. INTRODUCTION

This **Kendall Square Urban Renewal Plan Design Review and Document Approval Procedure, (DRDAP)** sets forth the procedure for design submittals of the plans and specifications for the developments within the MXD District of the Kendall Square Urban Renewal Plan (KSURP) in the City of Cambridge (City), and the review and consideration of the developments for approval. The development will include mixed-use residential and commercial projects; public and private open spaces; and other permanent improvements. The developments will include those developed by Boston Properties (Developer); its affiliates, and successors. The Cambridge Redevelopment Authority (CRA) and the City shall review plans and specifications to assure that they conform to the KSURP, the Cambridge Zoning Ordinance and the Cambridge Center Development Agreement (Development Agreement) by and between the Developer and the CRA. Other departments of the City will review plans and specifications for compliance with applicable City regulations.

In summary, project review and consideration for approval shall consist of three distinct components, with Building Design Review having two stages:

1. Infill Development Concept Plan (IDCP)
2. Schematic Design approval (Schematic Design)
3. Building Design Review
 - a. Design Development Documents phase (Design Development)
 - b. Construction Documents phase (Construction Documents)

Approval of any phase of the approvals process (Schematic Design, Design Development, Construction Documents) by the Authority will authorize the Developer to proceed to the next succeeding phase of the approvals process.

A summary diagram visually mapping the DRDAP process described here within may be found in [Attachment 2: Standard Process Map for Building Design Review](#).

2. DEFINITIONS

Capitalized terms, unless separately defined in this DRDAP, shall have the meanings set forth in the KSURP and the Development Agreement. For the purposes of this DRDAP, when the term "CRA" is used herein, the use of such term shall mean the Cambridge Redevelopment Authority, acting in its official capacity through the CRA Board. Likewise within the DRDAP, when the term "CRA Staff" is used herein, the use of such term shall mean the CRA's Executive Director, Staff of the Cambridge Redevelopment Authority, or consultants of the CRA as designated by the Executive Director. The term "Planning Board" is used in this DRDAP whenever any determination is required to be made by the Cambridge Planning Board. For purposes of this DRDAP, when the term "CDD Staff" is used, such term shall mean the Assistant City Manager for Community Development, or staff or consultants of the Community Development Department (CDD) as designated by the Assistant City Manager. The term "days" is used to refer to all calendar days including weekends and holidays. The phrase "MXD Zoning" shall mean Article 14 of the Cambridge Zoning Ordinance.

3. GENERAL REVIEW SCOPE AND PROCEDURES

Each building in the MXD District utilizing Infill GFA, and associated landscaping, open space, private streetscape improvements, or other associated physical improvements, shall be subject to design approval by the CRA Board

and the Planning Board before the issuance of a building permit. The overall project review process is initiated by the CRA approval of an Infill Development Concept Plan (IDCP) and the concurrent granting of a special permit by the Planning Board under the MXD Zoning, which shall include design review procedures that run parallel to this DRDAP.

After approval of the IDCP, the design approval process continues with Schematic Design approval and then moves into Building Design Review, which is further split into two phases: Design Development and Construction Documents. No ISD building permit for vertical construction of a building utilizing Infill GFA shall be issued until the CRA Board and Planning Board have voted to approve the Schematic Design, and CRA Staff have approved the Design Development and Construction Documents according to the procedures outlined in this DRDAP. This process does not substitute for other City review procedures for the review of construction projects, but is to be closely coordinated with all City departments.

3.1 SCOPE OF REVIEW

The CRA in consultation with the CDD and the Inspectional Services Department (ISD), and other City Departments shall review the IDCP, Schematic Design plans, Design Development Documents and Construction Documents, each as defined below, for conformity with any prior approvals and conditions thereof, the KSURP, MXD Zoning and the Development Agreement. The CRA's review shall include consideration of such items as the architecture and urban design, site planning, retail planning, sustainability planning, transportation and infrastructure improvements, phasing and construction staging, landscape/open space design, sound, shadow, air quality, light pollution, and wind impacts as applicable and appropriate to each submittal. The CRA shall review all plans to ensure general consistency with the State approved 2015 Environmental Impact Report (EIR) and associated 2016 Notice of Project Change (NPC) documents, including designs for any mitigation requirements from the EIR and NPC, or alternative mitigation solutions.

The continued redevelopment of the MXD District of the KSURP is a priority project for the CRA. The CRA shall review all applications for project approvals as expeditiously as possible. CRA Staff shall keep the Developer informed of the CRA's review and comments, as well as comments by CDD, other City departments, other government agencies, or community organizations consulted by the CRA. The CRA shall provide the Developer opportunities to meet and confer with the CRA staff, along with City staff, prior to CRA Board meetings, to review the specific application for project approval.

3.3 COOPERATION OF THE DEVELOPER

In addition to the required information set forth in Attachment 1: Documents to be Submitted for Project Approvals attached hereto, the Developer shall submit materials and information as CRA Staff may reasonably request which are consistent with the type of documents listed in Attachment 1 and which are required to clarify a submittal provided pursuant to this DRDAP. Additionally, the Developer shall cooperate with, and participate in good faith with, design review presentations to the CRA Board, the Planning Board and to the public through workshops and/or neighborhood committees.

3.4 ROLES THROUGHOUT EACH REVIEW STAGE

CRA BOARD REVIEW

- Infill Development Concept Plan:
 - Initial Approval and finding of consistency with KSURP
 - Major and Minor Amendments
- Schematic Design Approval
- Signage: Approval under the KSURP and *MXD District Signage Review & Approval Process*.

PLANNING BOARD REVIEW

- Infill Development Concept Plan:
 - Special Permit Issuance
 - Major and Minor Amendments
- Schematic Design: Approval consistent with conditions of the IDCP Special Permit

CRA STAFF REVIEW

- Building Design Review:
 - Design Development: *Finding of consistency with prior CRA Board Approval of Schematic Design.*
 - Construction Documents: *Finding of consistency with prior CRA Board Approval of Schematic Design and approval of Design Development* (Transmitted to Inspectional Services Department – ISD)
 - Construction Completion: *CRA Certificate of Completion*

CDD STAFF REVIEW

- Building Design Review:
 - Design Development: *invitation to review with CRA Staff*
 - Construction Documents: *Certification of consistency and completeness with Special Permit*

CRA DESIGN REVIEW COMMITTEE

- IDCP and Schematic Design review:
 - Advisory only, no vote, no formal recommendation

3.5 REVIEW OF INITIAL PROPOSALS

Prior to filing an IDCP or schematic design application for any Board approvals, the Developer shall submit to the CRA Staff preliminary maps, plans, design sketches and other data concerning the proposed project and request a pre-submission conference. Within fifteen (15) days after the receipt of such request and material, CRA Staff shall hold a conference with the Developer, and provide an invitation to CDD Staff, to discuss the proposed application.

Before bringing either IDCP Amendments or Schematic Design proposals to the CRA and Planning Board for consideration, the Developer shall bring their design proposal before the public for review and comment at a CRA Design Review Committee meeting. The Developer shall provide the CRA with sufficient presentation materials to describe its planned design submittal, using the submission materials outline described in *Attachment 1* and/or other presentation materials such as working models or conceptual studies to illustrate the building design to the Design Review Committee as recommended by CRA and City Staff.

Upon notification from the Developer of its intent to proceed with the next phase of design under the IDCP, CRA Staff will schedule CRA Design Review Committee meeting(s) to allow adequate review by CRA Board, CDD and community members before further approvals. CRA Staff will provide the CRA Board with regular updates on the design review process.

4. IDCP REVIEW

The IDCP is intended to demonstrate a conceptual level of detail regarding massing, circulation, infrastructure, open space, and phasing, of Infill GFA permitted by the 10th Amendment to the KSURP, and revisions to the MXD Zoning approved in 2015.

The CRA shall review the IDCP submitted for conformity with the KSURP, MXD Zoning and the Development Agreement including but not limited to KSURP Urban Design Principles; open space requirements; implementation of the housing, innovation space and, retail programs. The Developer shall submit a report regarding compliance with the mitigations identified within the previously approved 2015 EIR/2016 NPC. The CRA shall review such a report to ensure compliance with MEPA. After initial approval, the Developer shall submit any proposed amendments to the IDCP to the CRA and the City for review and consideration.

4.2 DOCUMENT SUBMITTAL REQUIREMENTS (IDCP)

See [Attachment 1](#) which lists the IDCP submittal requirements contained in the Kendall Square Urban Renewal Plan and the MXD Zoning.

4.3 SCOPE OF IDCP REVIEW

The IDCP shall be approved by both the CRA and Planning Board, which must grant a special permit under the MXD Zoning to authorize the development of Infill GFA. The purpose of the IDCP is to provide a context and a conceptual district plan for existing and potential future development that allows development to proceed in a flexible manner, without requiring special permits for each building.

The IDCP is anticipated to evolve over time, thus with each subsequent development proposal, any conforming updates to the IDCP shall be submitted as needed. Amendments to the special permit may be granted as set forth below, but revisions to the IDCP shall not necessarily require amending the IDCP or special permit so long as the revisions are consistent with the initial IDCP approval and remain in conformance with the conditions of the special permit. In general, revisions to the IDCP (as opposed to Amendments discussed below) are urban design changes and refinements of either buildings and/or open spaces that would be expected to occur during Design Review. Such revisions include but are not limited to selection of proposed façade materials, fenestration patterns, retail entry locations, and minor dimensional refinements in conformance with approved design guidelines within the IDCP. Revisions shall also include building massing changes of less than five percent (5%) of key building dimensions, changes made due to LEED requirements or other legal obligations and revisions required by utilities or other third parties. Additionally, additions or modifications to the plans within IDCP in response to conditions from the initial IDCP approval shall be considered revisions under the MXD Zoning. In the event that CRA and CDD Staff determines that the proposed revisions deviate materially from the IDCP already approved, the changes will be considered an IDCP Amendment and CRA Staff will require submittal of an amended IDCP document for review by the CRA Board and then Planning Board in accordance with the provisions of the KSURP and Article 14 MXD Zoning.

4.4 AMENDMENTS TO THE IDCP

After approval of the IDCP, the Developer may seek an amendment to the IDCP in response to changes in the site context within the KSURP, improvements in building technology or fluctuations in local market conditions. Upon receiving a request to modify the IDCP, CRA Staff shall make a written recommendation to the Planning Board as to whether the CRA considers the proposed changes constitute a Minor or a Major Amendments to the IDCP. CRA Staff may utilize the CRA Design Review Committee (described below) for input into this recommendation. The Planning Board shall independently make its own determination as to whether a proposed

amendment is considered a Minor or Major Amendment. Amendments may shift Infill GFA between buildings but cannot allow total development to exceed the Aggregate GFA allowed in the MXD District.

In general Minor Amendments are changes to the plan, which do not alter the concept of the IDCP in terms of density, land use, building height, or provision of open space; phasing and/or involve significant dimensional modifications. Minor amendments shall include, but not be limited to, small changes in the location and massing of buildings, design modifications of the open space plans, or reductions in commercial parking, movement of parking capacity within the project not to exceed 5% of the project approved parking, or transfer of Exempt GFA from retail programming to future phases.

If proposed changes are determined to be a Minor Amendments by the CRA Staff, the CRA may approve Minor Amendments to the previously approved IDCP, provided that the changes satisfy conditions or design requests from the previous IDCP review and approvals, and/or that the amendment meets the following conditions:

- (1) the amendment requested involves a deviation that does not constitute a material change in the development program
- (2) The amendment to the IDCP does not change the distribution of building GFA or other dimensional measure greater than five (5%) percent from the approved plans within the approved IDCP, and/or involves the use of exempt retail GFA in future phases;
- (3) the requested approval will not be detrimental to the public welfare or injurious to the property or public and private improvements in the vicinity of the project;
- (4) the grant of the approval will be consistent with the general purposes and intent of the KSURP, the Article 14 MXD Zoning and the approved IDCP; and
- (5) the publicly beneficial uses and improvements associated with the IDCP (these include but are not limited to open space, streetscape, ground floor retail, innovation space, and residential development) are not compromised by the amendment.

In accordance with the MXD Zoning, Minor Amendments to the IDCP may be first considered by the CRA Board, and then if approved, considered by the Planning Board. Minor Amendments may be considered at a joint meeting of the CRA and Planning Board and/or in conjunction with the Schematic Design review process described below.

Major Amendments represent substantial deviations from the IDCP provisions approved by the CRA and Planning Boards. Major amendments shall include, but not be limited to, large shifts in GFA or other dimensional factors (greater than 5%), changes to the mix of uses across multiple buildings, increases in height over the five (5%) percent of the approved IDCP, significant reductions of setbacks, reduction of open space provisions; significant changes in the location of buildings, open space, or parking; or changes in the circulation system. Any changes to phasing, the distribution of the approved development program, zoning conformance, public open space, district wide transportation, infrastructure, or the district retail plan require approval of the CRA Staff or Board as a Major Amendment.

IDCP Major Amendments will be processed utilizing the same process as initial IDCP approval as prescribed in the KSURP and the Article 14 MXD Zoning. CRA and CDD Staff will coordinate with the Developer to agree on content, organization and format for IDCP Major Amendment documentation. Consideration of an IDCP Major Amendment may also proceed concurrently with a Schematic Design submission.

5. SCHEMATIC DESIGN REVIEW

5.1 INTRODUCTION

Schematic Design documents shall be formally submitted to the CRA Board and Planning Board for review and consideration. Schematic Design documents should not be submitted for consideration until at least one CRA Design Review Committee meeting has occurred as described below in the Pre-Submittal phase. Schematic

Design documents shall present plan refinements and design details for a specific project and accompanying site and open space improvements, advancing the massing and design concepts outlined in the IDCP. Schematic Designs for buildings within the KSURP utilizing Infill GFA may be reviewed concurrently with or after the approval of an IDCP. Schematic designs are anticipated to include some IDCP revisions that should be documented in the Schematic Design submission and at the discretion of CRA Staff may be accepted as part of the review and approval process described in this section, without a separate Amendment to the IDCP document. If a Schematic Design deviates substantially from the approved IDCP, CRA Staff, in coordination with CDD Staff may determine that the Developer must also provide an Amendment to the IDCP for review and consideration as described above.

Approval of the Schematic Design by the CRA Board and Planning Board will be documented and transmitted in the form of Schematic Design approval letter from the CRA, potentially with design review conditions. If at any time during Schematic Design review, the members of the Planning Board and CRA Board do not agree on a particular issue, the CRA and CDD Staff shall convene a discussion to seek a mutually agreeable solution with the Developer and a process for consideration of the solution to be presented to the CRA Board and Planning Boards.

5.2 PRE-SUBMITTAL PHASE / CRA DESIGN REVIEW COMMITTEE

The purpose of the pre-submittal phase is to facilitate an effective review process by advising and preparing the Developer and their design team prior to the formal submission of documents. CRA and CDD Staff will coordinate with the Developer to agree on content, organization and format for pre-submittal presentation materials. The CRA shall hold at least one CRA Design Review Subcommittee meeting within 45 days of the initial request from the Developer to initiate the design review process for an individual building.

For the purposes of this review process, the CRA Design Review Committee is comprised of two members of the CRA Board, CRA Staff, CDD Staff and potentially two members of the Planning Board. This body performs an interdepartmental public review of building design details with the Developer and architect in a more informal workshop setting, with the aide of scaled 3D models, illustrative drawings, and material samples. The Committee shall convene such a public meeting at least once during the Pre-Submittal phase review. The meeting(s) of the Committee will serve to further inform and refine the building design prior to submission but will be advisory only, not approving, voting or providing an official recommendation to the CRA Board and the Planning Board. Meeting notes will be taken and a summary distributed and presented to the CRA Board and Planning Board prior to their next meeting(s) to further enhance information sharing and collaboration between the two Boards.

Within 10 days of the CRA Design Review Committee meeting(s), CRA and CDD Staff will host at least one joint meeting with the Developer and their design team to review draft materials and the Committee's initial reactions. Other City Departments such as the Department of Public Works (DPW) and the Department of Traffic Parking and Transportation (TPT) may be invited as needed. During the Pre-Submittal phase, the Developer may set up individual coordination meetings with other City Departments, but must inform the CRA of the scheduling and significant outcomes of each meeting.

5.3 SCOPE AND TIMING OF SCHEMATIC DESIGN APPROVAL

The CRA Staff shall review the Schematic Design for completeness and advise the Developer in writing of any deficiencies within ten (10) days following receipt of the Developer's Schematic Design submittal. In the event the CRA Staff does not so advise the Developer, the application for Schematic Design shall be deemed complete. The Developer will separately send to CDD and other City Departments submissions for Schematic Design review. The time limit for the CRA Staff review and the beginning of formal Board consideration shall be within sixty (60) days from the date the Schematic Design has been determined to be complete. Within that 60 day time frame the CRA shall arrange with CDD to hold at least one joint CRA Board / Planning Board hearing. CRA shall

take such reasonable measures necessary to comply with the time periods set forth herein, but does not have control over Planning Board scheduling.

The CRA Board shall review and consider; a) approve, b) conditionally approve c) request changes for resubmission for Schematic Design, or d) disapprove the application within the sixty (60) day period set forth above. The timeline for consideration may be extended per request of the Developer or either reviewing Board. If the CRA Board conditionally approves the Schematic Design, such approval shall set forth the concerns and/or conditions on which the CRA is granting approval. At the sole discretion of the CRA Board, the CRA Board may delegate review of conditions to the CRA Staff or the CRA Design Review Committee. If the revisions are determined by the CRA Staff to be required to be resubmitted to the CRA Board, the CRA Board shall either approve or disapprove such revisions as soon as possible, and may choose to convene a joint CRA Board / Planning Board hearing for such final approval actions on the revised submission. If permitted by the CRA and Planning Boards, ongoing resolution of conditions can be presented in the next phase of Building Design Review.

If the CRA Board requests changes for resubmission of the Schematic Design in whole or in part, the CRA Board shall set forth the reasons for such a request in the resolution adopted by CRA. If the CRA Board requests a resubmission, the time for review shall be extended to enable the Developer to cure the deficiencies specified by the CRA Board. The CRA will facilitate an informal meeting with the Developer, their design team, and CRA and CDD Staff as soon as possible to review the issues in question. The CRA shall review all revisions as expeditiously as possible. If revisions are made within the existing 60-day review period, the revisions shall permit additional review time from the original timeframe of review or within a time frame extension agreed to by the CRA and the Developer.

5.4 DOCUMENT SUBMITTAL REQUIREMENTS (SCHEMATIC DESIGN)

A Schematic Design proposal shall consist of text, maps and drawings that describe how a parcel will be developed consistent with the IDCP. Each subsequent Schematic Design submission will provide the CRA with the overall development context regarding the existing and future construction within the MXD District through development tables and site plans. The Developer shall submit Schematic Design Documents, which shall include the documents and information listed in *Attachment 1* hereto. The CRA Staff may waive certain document submittal requirements if the CRA Staff determines such documents are not necessary for the specific application. Likewise additional materials may be requested by the CRA or CDD Staff in order to facilitate thorough review.

6. BUILDING DESIGN REVIEW

6.1 INTRODUCTION

Building Design Review is split into two phases: Design Development and Construction Documents. No building permit (with the exception of related utility and project enabling permits, foundation permits and demolition permits) for vertical building construction shall be issued until the Staff has approved the Design Development and Construction Documents according to the procedures outlined in this DRDAP and *Attachment 1* (see further details on building permits in Section 7). Likewise CDD must also make a certification of consistency and completion.

The CRA Board may at their discretion require the Developer to present updates to the CRA Board during the Design Development and Construction Drawings phases if deemed necessary.

Throughout the Building Design Review process, the CRA's basis of review is primarily the KSURP, the MXD Zoning, the approved IDCP and IDCP Design Guidelines, the Development Agreement, and the 2015 EIR/2016 NPC.

6.2 DESIGN DEVELOPMENT PHASE

The purpose of Design Development is to expand and develop the Schematic Design incorporating changes resulting from resolution of comments and concerns during the Schematic Design approval and to prepare drawings and other documents as to architectural, structural, mechanical and electrical systems. The CRA Staff shall review the Design Development Documents for consistency with earlier approved documents, the KSURP, Article 14 MXD Zoning and the Development Agreement. Design Development Documents will provide an additional level of refinement and detail for a specific development project and accompanying site and open space improvements.

Following the approval of the Schematic Design, Design Development Documents shall be submitted for review and receive from CRA Staff either a) approval, b) conditional approval, or c) request changes for resubmission. The Design Development approval will be documented and transmitted in the form of Design Development phase approval letters from CRA and CDD Staff, with conditions. Approval of any phase of the approvals process (Schematic Design, Design Development, Construction Documents) by the CRA will authorize the Developer to proceed to the next succeeding phase of the approvals process. If at any time a resolution between the Developer and CRA Staff on an issue of design consistency cannot be reached during the Design Development phase, the issue may be returned to both the CRA Board discussion, potentially at a joint hearing with the Planning Board.

6.3 SCOPE AND TIMING OF DESIGN DEVELOPMENT REVIEW

The CRA Staff shall review the Design Development Documents for completeness and general consistency with the Schematic Design and shall advise the Developer in writing of any deficiencies within ten (10) days after the receipt of the Design Development Documents. In the event CRA Staff does not so advise the Developer, the Design Development Documents shall be deemed complete.

The time limit for CRA Staff review shall be thirty (30) days from the date the Design Development Documents were determined to be complete. The CRA Staff shall take such reasonable measures necessary to comply with the time periods set forth herein. In the cases when the Design Development for multiple buildings are submitted for review simultaneously or overlapping, the timeline for review will be forty-five (45) days from the date the Design Development Documents were determined to be complete. If the Design Development does not meet the conditions outlined in prior approvals, or extensive revisions or clarifications to the Design Development are requested by the CRA or CDD, the CRA may request a extension from the Developer. The Developer and CRA Staff may agree to any extension of time necessary to allow revisions of submittals prior to a decision by the CRA Staff. CRA Staff shall review all such revisions as expeditiously as possible, within the time frame of the extension agreed to by CRA Staff and the Developer. If agreed to by CRA Staff, resolution of said conditions can be provided in the Construction Document phase of Building Design Review.

In the case of conditional approval, CRA Staff will coordinate with the Developer to review Design Development documents and address issues of concern with the Developer, but may allow the Developer to proceed to Construction Document review where such changes can be integrated into CDs. During the Design Development phase, the Developer may setup individual coordination meetings with other City Departments such as DPW and TPT, but should include the CRA if those design discussions will impact the Design Development review.

6.4 CONSTRUCTION DOCUMENTS PHASE

The CRA Staff shall review the Construction Documents for consistency with earlier approved documents, the KSURP, the MXD Zoning and the Development Agreement. Construction Documents shall be submitted for review following approval of the Design Development phase, and shall be deemed by CRA Staff as either a) approval, b) conditional approval, or c) request for resubmission,. Construction Documents will provide full construction level of detail for a specific development project and accompanying site and open space improvements. The purpose of this submittal is to expand and develop the Design Development Documents to their final form, prepare drawings and specifications in sufficient detail to set forth the requirements of construction

of the project and to provide for permitting. The Developer may submit plans for simultaneous ISD review of related building permits.

The CRA Staff shall review construction Documents for consistency with prior approvals within thirty (30) days following the Staff's receipt of such documents. When approved, the Construction Documents phase approval will be documented in the form of Construction Documents approval letter from CRA Staff to ISD. In the case of request for resubmission, CRA Staff will coordinate with the Developer to review Construction Documents and address issues of the CRA, in coordination with the review by CDD. If after the review period and good faith efforts by both parties, a resolution with the Developer on a Construction Document design consistency issue(s) cannot be reached during the Construction Documents phase, the project revision may be returned to the CRA Board for consideration. It is however preferable to find resolution at the staff level once the design has reached this phase of review.

6.5 DOCUMENT SUBMITTAL REQUIREMENTS

The Developer shall submit Design Development and Construction Documents, which shall include the materials and information listed in *Attachment 1*. CRA Staff may waive certain document submittal requirements if the CRA Staff determines such documents are not necessary for the specific application. Likewise additional materials submitted to clarify the construction documents may be requested by the CRA Staff in order to facilitate thorough review but additional material submission shall not necessarily constitute a reset of the review timeline.

6.6 ON-SITE EXTERIOR SAMPLE PANEL / MOCK-UP

In the Design Development or Construction Documents phase, the developer is required to submit designs of and the proposed location of the required sample panel (Mock-Up) of exterior wall and window materials to be erected on or near the proposed development site. The purpose of this Mock-Up is to illustrate the actual appearance of these materials on the site, in various natural light and weather conditions, identify architectural issues in relation to the facade construction, demonstrate the visual and aesthetic composition of materials, and their relationships to one another. As a standard condition of Construction Documents phase approval, the Mock-Up shall be constructed by the developer and reviewed by the CRA with the interpretive assistance of the Developer's design team (Mock-Up Meeting) prior to the final selection and ordering of these materials. If any issues arise during the sample panel on-site review meeting, CRA Staff will work as expeditiously as possible to resolve these issues with the Developer's design team prior to the ordering of these materials. Within ten (10) days of the Mock-Up Meeting the CRA staff will provide a written determination of its approval or any proposed material modifications.

6.7 REVISIONS TO PREVIOUSLY APPROVED DESIGN DOCUMENTS

Design Revisions to the previously approved Schematic Design, Design Development, or Construction Documents may only be approved if the changes do not constitute a material change in the development as approved under the Schematic Design process, and/or the changes satisfy conditions or design requests from the previous approvals. No material changes to Construction Documents are permitted after CRA Staff approval without notifying CRA Staff of the change and reason for such change. In this case, CRA Staff approval is required for the development project to proceed to completion and occupancy.

In the event that CRA and/or CDD Staff determines that such document contains changes which deviate materially from the document already approved by the CRA Board and Planning Board during the Schematic Design approval, this will be considered a substantial design revision, and CRA and CDD Staff may require submittal of amended documentation, for review by the CRA Board and Planning Board and other City departments, as needed.

7. PERMITTING AND COMPLIANCE

7.1 CITY OF CAMBRIDGE BUILDING PERMITS

The Developer may apply for a Building Permit to commence construction from ISD upon the CRA Staff's determination that the Design Development documents are complete and generally consistent with the Schematic Design. The Building Permit *application* can be submitted before the Construction Documents for the project have been completed and submitted for approval to the CRA. The Developer however may **not** obtain a Building Permit until the Construction Documents have been approved or conditionally approved by CRA Staff.

Notwithstanding the foregoing, the Developer may also apply for and receive City permits related only to demolition, grading and excavation activities prior to the CRA Staff's approval of the Construction Documents, provided that the CRA Staff is notified of such activities prior to issuance of any City permits.

7.2 CRA NOTIFICATION OF CITY PERMITS

No building permit, or any other City construction permit, including but not limited to any permits required by DPW shall be issued unless the CRA has been notified of the permit application and has confirmed compliance with this DRDAP and approvals of the CRA. Developer shall use best efforts to notify the CRA of any and all permit submissions made to the City and DPW and will work with the CRA to ensure that any concerns of consistency are addressed prior to the issuance of such any applicable permit. The Developer should continue to work closely with all other relevant City Departments such as DPW and TPT during the permitting process and should continue to inform the CRA of the scheduling and significant outcomes of each meeting.

7.3 SIGNAGE APPROVALS PROCESS

The CRA Board and CRA Staff will approve exterior signage through a separate process that may run concurrently, outlined in the CRA's *MXD District Signage Review and Approval Process*.

7.4 CRA CERTIFICATE OF COMPLETION

Upon building completion, the CRA shall issue a Certificate of Completion, as described in the process outlined in Development Agreement. Past approval of Construction Documents does *not* act as certification that such building, even if constructed in substantial conformance with such approval, complies with the terms of the KSURP and the Development Agreement until such a Certificate of Completion is issued by the CRA.

7.5 COMPLIANCE WITH OTHER LAWS

The Developer must comply with all applicable local, state and federal laws in relation to building construction, engineering and accessibility. CRA review and/or approval of the Schematic Design Documents, Design Development Documents or Construction Documents shall not be relied upon or presented as a determination of compliance with any building codes and standards, including building engineering and structural design, or compliance with building codes or regulations, or any other applicable state or federal law or regulation relating to construction standards or requirements, including, without limitation, compliance with any local, state or federal law or regulation related to the suitability of the improvements for use by persons with physical disabilities.

ATTACHMENT 1

DOCUMENTS TO BE SUBMITTED FOR PROJECT APPROVALS

During each stage of the project design review process, CRA and CDD Staff and the applicant shall agree upon the necessary scale and number of copies and format (paper/digital) of the drawings for project submissions. Prior to the development team commencing work, CRA and CDD Staff and the applicant shall discuss and formally agree upon the scope of the subsequent project submissions recognizing that each project is unique and that all documents outlined herein may not be required for each project.

All plans and drawings submitted during Building Design Review shall be prepared based on accepted professional practice by an architect licensed to practice in and by the Commonwealth of Massachusetts.

A1.1 Infill Development Concept Plan (IDCP)

The Infill Development Concept Plan shall include the following items in compliance with Section 14.32.2.1 MXD District of the Cambridge Zoning Ordinance:

- 1) A current development program illustrating the size, location, and uses of existing buildings at the time of submission,
- 2) A site plan for all proposed new development within the MXD Zoning District including locations of Innovation Space as described in Section 14.32.5 of the Zoning Ordinance and Active Ground Floor Uses described in Section 14.36 of the Zoning Ordinance.
- 3) A table summarizing the current and proposed future uses on building sites in the District and indicating the potential size and use (or alternate uses) of future development.
- 4) A Phasing Plan describing the anticipated timing of commercial and housing development.
- 5) A Transportation Impact Study certified by the Traffic, Parking and Transportation Department in accordance with the requirements of Section 19.24, Paragraph (2) of the Zoning Ordinance, which shall also include a parking demand analysis and a projection of proposed reliance on transit and plans to address non-automobile use.

- 6) A housing program describing the distribution of new housing units, including affordable housing units, middle income housing units, and larger family units containing two (2), three (3) or more bedrooms. The housing program shall also describe the anticipated housing tenancy (rental/home ownership) and a description of efforts to provide a mixture of tenancy types.
- 7) An open space plan depicting the size, layout and configuration of all open space within the District. This open space plan shall illustrate the open space existing in the District and open space to be developed or modified within the District and / or outside of the District in accordance with Section 14.40. The plan shall provide a narrative discussion of public programming concepts for new and existing open space. The open space plan should also describe connections between the District and the neighboring PUD-KS District.
- 8) A plan describing street and public infrastructure improvements to be undertaken in coordination with the development program, including all proposed water, stormwater and sewage facilities, which shall also be submitted to the Department of Public Works (DPW) for review.
- 9) A plan illustrating proposed building scale, height and massing, including a model and a study demonstrating the anticipated shadow, wind, noise, and light pollution impacts of all proposed buildings taller than 100 feet, and a general description of proposed mitigation measures that will be employed.
- 10) A set of urban design guidelines to be utilized in the design review process shall be included.
- 11) Proposed modifications, if any, to the development plans then approved pursuant to the Massachusetts Environmental Policy Act (MEPA) and an update on implementation of required mitigations from MEPA.
- 12) A sustainability plan describing concepts for how additional development will meet the requirements set forth in Section 14.74 of the Zoning Ordinance, including but not limited to district-wide approaches to energy, water and wastewater management, climate resiliency and waste management.
- 13) In order to effectuate the goals of promoting a vibrant retail environment and street-level activation, the Concept Plan shall include a Retail Plan to demonstrate how the project will improve and diversify the existing retail environment, create active street-level uses and attract and support the provision of local and independent businesses. Among other things, the Retail Plan shall:
 - a. Set forth target uses and users (and shall particularly target local/independent retailers and grocery store/pharmacy operators),

- b. Designate an individual responsible for implementing the plan who shall serve as a point of contact with the CRA,
- c. Describe the types of economic incentives which may be offered to tenants such as rental and fit-up allowances,
- d. Provide a street activation plan for Main Street, Broadway and Ames Street, and
- e. Identify opportunities for “start-up” retail uses at an entrepreneurial or developmental stage of business, which opportunities may, for example, be located in indoor or outdoor temporary space (such as kiosks, markets, food trucks and the like) or in leased space, or in some combination thereof.

The Infill Development Concept Plan must outline an annual reporting process to the CRA for the duration of the Kendall Square Urban Renewal Plan (KSURP) regarding the ongoing efforts on the part of the development to comply with the Retail Plan as described in Cambridge Zoning Ordinance Section 14.32.2.1 as well as the below market innovation office program described in Cambridge Zoning Ordinance Section 14.32.6(3) and mitigation commitments found in the 2015 Environmental Impact Report (EIR) and 2016 Notice of Project Change (NPC).

A1.2 Building Design Review

A1.2.1 SCHEMATIC DESIGN PHASE

Documents submitted at this stage in the design review will relate to schematic design level of detail for a specific project. The purpose of this submittal is to propose a specific building site design based on the IDCP, incorporating changes resulting from resolution of the CRA or City conditions, and resolution of design concerns raised and refinements requested during the IDCP approval. The Schematic Design submission for a specific project should be consistent with the prior IDCP approval and the KSURP. A Schematic Design submittal will include at minimum the following documents:

A. Written Statement

A statement of proposal shall list and quantify at minimum:

The written statement should begin with a chart with the following data points clearly delineated:

- development program including the final gross floor area calculations by use group according to the KSURP and Article 14 MXD Zoning District,
- open space areas and required open space calculations,
- floor area ratio calculations,
- vehicle and bicycle parking program and calculations,
- service and loading information (number of bays provided, uses, etc.),
- sustainability program (LEED rating),
- proposed schedule including each phase of design review, and construction including excavation/utilities/foundation, structure, and completion,
- summary of exterior materials,
- proposed structural system,
- preliminary estimate of total probable construction cost

Following the data chart described above, the following shall also be documented in a narrative and visual format:

- relationship between the proposed building and existing or proposed surroundings analyzing principles such as building form, use adjacencies, activity relationships, visual compatibility, and functional relationships.
- statement of compliance which shall include consistency with the Kendall Square Urban Renewal Plan, Article 14 of the Cambridge Zoning Ordinance, 2015 EIR / 2016 NPC, and conformity with applicable federal, state and local laws and regulations is required.
- A preliminary study demonstrating the anticipated shadow, wind, noise, and light pollution impacts of all proposed buildings taller than 100 feet, and a general description of proposed mitigation measures that will be employed.

- The complete sustainability program including at minimum a summary of LEED certification approach and resiliency plan.

B. Schematic Design drawings

The Schematic Drawings shall generally include, but not be limited to:

- Isometric or perspective drawings sufficient to illustrate overall project and understand the proposed building scale, height and massing
- Site plan at appropriate scale showing all proposed land uses within the parcel and adjacent parcels; relationships of buildings with their respective uses designating public and private open spaces, terraces, landscaped areas, walkways, loading areas, streets, sidewalks, crossings, parking facilities, transit facilities, points of vehicular, pedestrian and bicycle access, and water elements. Existing and proposed new paving, planting, lighting, streets, sidewalks, and structures should be shown, both within the parcel and adjacent parcels.
- Site sections showing height relationships of those areas noted above as well as nearby buildings.
- Building plans, elevations and sections sufficient to describe the development proposal, the general architectural character, and materials proposed at appropriate scale to fully explain the concept.
- A preliminary draft proposed parcelization plan or alternative parcelization plans illustrating possible lot boundaries, vertical elevations of proposed finished grade at corners of tracts, public and private ownership, easements, and rights-of-way.

C. Model

To facilitate the understanding of the impact of the specific building and site design being proposed, a 3D model of the building and site shall be submitted to the CRA, which shall be prepared at an appropriate scale indicating the exterior building

design including façade articulation, site layout, pedestrian relationship, streetscape, building landscaping and open space treatments and texture of materials. The detailed building and site model shall be inserted into a larger model encompassing adjacent areas as required by CRA Board and Staff. Facilities not under review or not yet designed may be represented in simple massing form. Additional model studies at a larger scale may be needed in order to fully understand specific proposed design details. The need for such studies will be determined at the time in consultation with the CRA Board and Staff.

D. Perspectives, Sketches and Renderings

Perspectives, sketches, and renderings, (and other appropriate illustrative materials acceptable to the CRA) as necessary to indicate the architectural character of the project and its relationship to the pedestrian level including landscaping, streetscape and adjacent open spaces, as well as viewable angles from key view points shall be submitted to the CRA.

E. Façade Materials Board

Samples of proposed façade materials and exterior colors shall be submitted to the CRA in a manner to allow reviewing staff and members of the public to clearly understand where materials are to be used on the proposed building and how they relate to each other.

A1.2.2 DESIGN DEVELOPMENT PHASE

Documents submitted at the Design Development stage in design review will relate to design development level of detail for a specific project. The purpose of this submittal is to expand and develop the Schematic Design incorporating changes resulting from resolution of comments and concerns during the Schematic Design phase and to prepare drawings and other documents as to architectural, structural, mechanical and electrical systems. It is expected in this phase for the CRA to receive a complete set of Design Development drawings based on accepted professional practice.

The Design Development Document submission for a specific project should generally be consistent with the prior Schematic Design approval, and include at minimum the following documents:

A. Design Development drawings:

- Building relationships to landscaped areas, parking facilities, loading facilities, roads, sidewalks, crossings, mid-block connections, terraces, landscaped areas, any transit facilities, and both public and private open space areas. All proposed land uses within the subject parcel shall be designated. Existing and proposed new points of vehicular, pedestrian, and bicycle access shall be shown, indicating proposed new paving, planting, lighting, streets sidewalks and structures within the parcel and adjacent parcels.
- All utilities or service facilities which are a part of or link this project to the public infrastructure shall be shown.
- Grading plans depicting proposed finish site elevations
- Site drainage and roof drainage.
- Required connections to existing and proposed utilities.
- All existing structures adjacent the site.

B. Building floor plans and elevations including structural system, at an appropriate scale.

C. Building sections showing typical cross sections at an appropriate scale, and in particular indicating street walls and adjacent open spaces, relationship of ground floor uses to pedestrian outdoor areas, and including mechanical equipment.

D. Open space associated with the proposed building and consistency to the existing circulation plans of the IDCP shall be fully analyzed and presented in the Schematic Design phase. Landscape design plans showing details of landscape elements including walls, fences, planting, outdoor lighting, ground surface materials. Appropriate reference to improvements in the City's right of way shall be shown.

E. Drawings showing structural, mechanical and electrical systems.

- F. Materials and colors samples as they may vary from those submitted for Schematic Design approval
- G. Signage and wayfinding locations
- H. Outline specifications for materials
- I. Roof plan showing location of and screen design for all rooftop equipment, rooftop terraces or green spaces; and roof drainage
- J. Final parcelization plan or alternative parcelization plans illustrating possible lot boundaries, vertical elevations of proposed finished grade at corners of tracts, public and private ownership, easements, and rights-of-way.
- K. An updated wind tunnel model and a study demonstrating the anticipated wind impacts of all proposed buildings taller than 100 feet, and a general description of proposed mitigation measures that will be employed.

A1.2.2 CONSTRUCTION DOCUMENTS PHASE

Documents submitted at the Construction Documents stage in the design review will relate to the construction documents level of detail for a specific project. The purpose of this submittal is to expand and develop the Design Development Documents, prepare drawings and specifications in sufficient detail to set forth the requirements of construction of the project and to provide for permitting. It is expected in this phase for the CRA to receive a complete set of Construction Drawings based on accepted professional practice.

The Construction Document submission for a specific project should generally be consistent with the prior Design Development approval, and include at minimum the following documents:

- A. Full set of Construction Drawings and Specifications in sufficient detail to provide for permitting by the Inspectional Services Department.
- B. An updated final copy of the written summary document from the Schematic Design phase quantifying the development program and other required calculations should be included as well as a statement of consistency with the provisions of the Kendall Square Urban

Renewal Plan, the Article 14 MXD Zoning District, and the 2015 EIR / 2016 NPC.

- C. Initial concepts for the Construction Phasing and Management Plan including proposed staging, detours and temporary bike & pedestrian accommodations during construction should be included in the CD phase.
- D. A presentation of all exterior color schedules including samples, if appropriate, and final design drawings for all exterior signs and graphics prior to completed construction if different or updated since the Design Development set.
- E. A final digital copy of the existing conditions survey information is required for the project area in PDF and CAD format for the CRA to maintain accurate historic survey of the KSURP area.
- F. In the CD phase, the developer is required to submit designs of and the proposed location of the required sample panel (mock-up) of exterior wall and window materials to be erected on or near the site. The purpose of this sample panel is to illustrate the actual appearance of these materials on the site, in various natural light and weather conditions and architectural issues in relation to its erection and demonstrate proposed material relationships to one another. As a condition of CD phase approval, this sample panel shall be constructed by the developer and reviewed by certain members of the CRA Board and Staff prior to the final selection and ordering of these materials.

The Construction Documents shall generally be consistent with the approved Design Development Documents. The Construction Documents shall comply with the requirements of the City's Inspectional Services Department, including Site Plans and Construction Drawings and Specifications ready for permitting. CRA Staff and applicant shall continue to work to resolve any outstanding design issues, as necessary.

As a condition of CD phase approval, upon project completion and prior to issuing the CRA Certificate of Completion, the developer is required to submit, in PDF and CAD format, an updated as-built survey of the ground plane and all subsurface utilities including any building outlines, building or parking entries and exits, landscaping, sidewalk, roadway or parcel changes that were included as part of the project.

Attachment 2: Standard Process Map for Building Design Review

CRA Board / Planning Board

CRA Staff / CDD Staff

Pre-Submittal

SD Phase

DD Phase

CD / Phase

Joint CRA/CDD Staff coordination with applicant to agree on Content, Organization and Format

Applicant formally submits Schematic Design Review Document for consideration (including proposed materials board)

Applicant submits DD documents for CRA review

Applicant submits CD documents for CRA and CDD Staff review (including drawings for on-site sample panel mock-up)

CRA Design Review Committee Presentation(s)
no vote taken, advisory only

*10 Days for completeness check

*10 Days for completeness check

60 Days

Simultaneous CRA/CDD Staff review (Staff will prepare separate review memos)

CRA Staff review (invite CDD staff as well)

Simultaneous CRA/CDD Staff review

21 Days

Joint CRA/CDD staff meeting with applicant to discuss/review draft materials and Board initial reactions. Individual meetings as needed (TPT, DPW, E&T, etc.)

Joint CRA Board / Planning Board meeting for consideration of schematic design by both boards (Optional simultaneous review of IDCP)

CRA/CDD Staff coordinate with applicant to review DD documents and address issues
Individual meetings as needed (TPT, E&T, DPW, etc.)

CRA/CDD Staff coordinate with applicant to review CD documents and address issues

NOTE: CRA Design Review Committee Presentations will include 2 CRA Board Members and 2 Planning Board Members present in addition to CDD and CRA Staff, the Developer and Architect.

NOTE: If the schematic design is not approved at the joint CRA Board/Planning Board meeting, CDD and CRA staff will coordinate together to meet with the Applicant to discuss outstanding design issues and setup additional meetings as necessary. The Applicant may submit additional materials as necessary.

NOTE: If at any time a resolution cannot be reached during the DD phase, the issue may be returned to both the CRA Board and Planning Board for resolution.

NOTE: When DD phase approval is complete, the Applicant may apply for and receive a Demolition and Excavation Permit as well as a Preliminary Permit for Foundation work. The Applicant may also submit an application for a Building Permit but may not receive a Building Permit until CD phase is approved.

CRA Staff Approval with CDD Staff consultation

CRA provides ISD with approval documentation
Building Permit Certification: CDD signs off on Building Permit

Applicant constructs mock-up panel on-site and hosts a joint CRA/CDD Staff mock-up review meeting

CRA and CDD Staff review on-site mock-up panel, any issues resolved as soon as possible with Developer and design team

CDD signs off on Occupancy Permit

CRA Issues Certificate of Completion