



CITY OF CAMBRIDGE, MASSACHUSETTS  
**PLANNING BOARD**  
CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

**NOTICE OF DECISION**

Case No: 225  
Address: Sloan School Building E62, 100 Main Street (proposed)  
Zoning: Residence C-3B  
Owners/Applicants: Massachusetts Institute of Technology (MIT)  
Application Date: January 8, 2007  
Public Hearing: February 20, 2007  
Date of Decision: February 20, 2007  
Date of Filing Decision: May 18, 2007  
Application: Project Review Special Permit, Section 19.20, for a new 6-story 209,000 square foot building for the MIT Sloan School of Management with offices, classrooms, and supporting dining study and building services space. There will be an approximately a 425-space underground parking garage under the new building.

2007 MAY 18 A 11:44  
OFFICE OF THE CITY CLERK  
CAMBRIDGE, MASSACHUSETTS

Decision: GRANTED, with conditions

Appeals if any, shall be made pursuant to Section 17 of Massachusetts General Laws, Chapter 40A, and shall be filed within twenty (20) days after the filing of the above referenced decision with the City Clerk. Copies of the complete decision and final plans, if applicable, are on file with the Community Development Department and the City Clerk.

Authorized Representative of the Planning Board  
For further information concerning this decision, please call Liza Paden at 617-349-4647, TTY: 617-349-4621, or [lpaden@cambridgema.gov](mailto:lpaden@cambridgema.gov).

## **Application Documents Submitted**

Special Permit Application dated January 8, 2007 certified as complete on January 9, 2007, containing the project narrative, site photographs, planning context diagrams, dimensional form, site plan, site sections, building views, urban design narrative, sanitary service and stormwater service narratives, Assessor's map, ownership certificate, Arborist Report, Traffic Impact Study, and Special Permit Application drawings dated December 15, 2006.

## **Other Documents**

Memo to Cambridge Planning Board from the Cambridge Pedestrian and Bicycle Subcommittee on Development Review dated February 5, 2007.

Memo to Cambridge Planning Board from Sue Clippinger, Director of Traffic, Parking and Transportation, dated February 13, 2007.

LEED- NC Version 2.2 Registered Checklist

## **Project Application and Review Process**

On January 8, 2007, the Massachusetts Institute of Technology (MIT) submitted to the Planning Board an application for a Project Review Special Permit pursuant to Article 19.20 of the Zoning Ordinance for the development of a new classroom and office building for the Sloan School of Management at 100 Main Street. The application was certified by the City as complete on January 9, 2007.

The application and supporting materials submitted to the Board describe the project, which consists of approximately 209,000 square feet of new construction on a 6.169 acres site between Memorial Drive and Main Street. The site is adjacent to the existing MIT Sloan School of Management. The existing surface parking lots will be reduced from 319 parking spaces to 57 parking spaces, while a new 425-space underground garage will be constructed under the building. The new building will be 92 feet in height and approximately 49% of the site (132,747sqft) will be open space.

## **Findings**

Based on its review of the application documents, supplemental materials, and other documents submitted to the Board, testimony taken at the public hearing and submitted in written form to the Board, and review and consideration of the relevant special permit criteria and Article 19.00 design objectives and traffic considerations, the Board makes the following findings.

### **1. Findings Required in Section 19.25**

*a. Section 19.25.1 – Traffic Impact Findings.* As the threshold in Section 19.23 – Table 1 for college and university uses was not reached for this project, no Traffic Study was required. Therefore, the findings set forth in this Section 19.25.1 are not required.

*b. Section 19.25.2 - Urban Design Findings.* The Planning Board finds that the project is consistent with the urban design objectives of the city as set forth in Section 19.30.

*19.31. New Projects should be responsive to the existing or anticipated pattern of development.*

The heights of the new building are lower than adjacent buildings to the north, northwest, and east of the site. On Memorial Drive, the building is set back further than adjacent structures to form an open court and in keeping with the pattern of open green spaces along the River. On Main Street the building is aligned along the setback similar to buildings across the street and the adjacent office tower. The projecting bay at this location, which also provides a lantern-like element at night, helps to identify the area as a gateway into the City.

The project will include a formal open space on Memorial Drive. The Gallery, which is the primary social, circulation space connecting other MIT buildings is located on the first floor on the Memorial Drive side. Student lounges and study space extend to Main Street on the first floor.

The Arthur D. Little building is listed on the National Register of Historic Places and is adjacent to the proposed building. The Cambridge Historical Commission was consulted to ensure sensitive treatment of the building. The Luke Building is a 5-story commercial landmark building that is located across the street from the project.

The area is generally a high-density office and institutional district within which the proposal is appropriately scaled.

*19.32. Development should be pedestrian and bicycle friendly, with a positive relationship to its surroundings.*

The most active spaces of the new building will be located on the ground floor, including lobbies, social lounges, dining spaces, and group study rooms which will extend along Memorial Drive and north sides of the building. In addition, at Main Street, there will be group study and meeting spaces, which open up to the street through large windows. The ground floor uses are consistent with neighboring uses, and are integral and compatible with the primary uses of the building.

The majority of parking on site will be below grade (448 spaces). However, there will be 57 surface parking spaces. Landscape areas and gardens will screen the surface parking from Wadsworth Street and Main Street.

The Planning Board has some concerns regarding the driveway to and from the site at the intersection Broadway and Main Streets, safety and access through the site to the preschool nearby, and vehicular access and circulation to and within the site.

Coordination with the Traffic, Parking and Transportation Department are expected to resolve any lingering concerns.

The building will be near 100% transparent at both entries, along the south at Memorial Drive and at the North Garden. The south façade will be almost entirely glazed, opening the building's primary gallery to the open space along Memorial Drive. The entry and lounge areas will be nearly 100% transparent; study rooms, and dining areas will have large windows.

The proposed North Garden and associated building entry will support access to and from the T station at Kendall Square. Crosswalks are provided where pedestrians will cross driveways within the site. The building is designed to accommodate pedestrian access from either the north or the south.

Pedestrian entry points to the site will be from the open spaces: a) the Plaza at Wadsworth Street, b) the North Garden along Main Street, or c) the River Court along Memorial Drive, and provide pedestrian only access to the proposed building. Bicycles will be able to access the site from either Wadsworth Street or Main Street. There will be 178 bicycle parking spaces located within the garage, within the North Garden, under the Wadsworth Street Sloan Plaza, and along Wadsworth Street. The site design is entirely pedestrian and bicycle friendly. Some additional outdoor bicycle parking was suggested at the Memorial Drive entry plaza to encourage the public to make use of that space.

*19.33. The building and site design should mitigate adverse environmental impacts of a development upon its neighbors.*

Mechanical equipment on the roof of the new Sloan Building will be fully enclosed within penthouses and shielded from view. All other mechanical, electrical, and plumbing equipment will be located within the building. Exhaust stacks will be grouped together and organized at the center penthouse. All air handling equipment, with the exception of a unit in the basement, will be within the penthouses and intake / exhaust louvers are located at the roof. The basement unit has an intake facing the East Garden. Garage exhaust will be accomplished through (4) sculptural site elements along Main Street and contained within (4) translucent glass enclosures.

Refuse from the new Sloan Building will be stored at the loading dock area, which will be located well within the site, and includes both interior and exterior trash and recycling storage areas.

The loading zone will be accessed from Main Street and will not be visible from any street or neighbor's property. The loading zone will include a compactor. There will also be a small compactor under Sloan Plaza that is associated with MIT operations in the basement of existing E52.

The site will be designed to meet the provisions of the Department of Environmental Protection Stormwater Management Policy for a redevelopment project. Proposed

stormwater runoff mitigation measures include the use of Cambridge approved Best Management Practices including deep-sump hooded catch basins and stormwater treatment units to remove Total Suspended Solids ; and underground retention basins to control peak rates of runoff. Department of Public Works will review and approve the final configuration of stormwater management systems.

Rainwater collected from the rooftops of the new Sloan Building will discharge into one of two underground retention basins, which will be sized to mitigate the stormwater flows into the public system as required by City of Cambridge standards. The North Garden area includes an intensive (deep growing medium) green roof over the parking structure below. The roof of the Gallery on Memorial Drive is an extensive (more shallow growing medium) green roof, which primarily slows the rate of drainage to the system. Through new landscaping, the project will reduce the impervious area on the site and reduce surface parking areas.

The Sloan Building will have a small shadow impact on its neighbors with some impact on the north side of Main Street on winter mornings and afternoons. There will be shadowing of the driving lane and border plantings at One Memorial Drive during afternoons.

The first floor of the proposed building will be 6 feet above the existing grade, which is consistent with the existing floor levels of the adjacent connecting buildings. There is a retaining wall on Memorial Drive associated with the grade change. The wall will be incorporated into the design of the proposed River Court.

The Sloan building will be in operation 24 hours a day, and the lighting at the site will comply with Dark Sky requirements.

A licensed professional has surveyed the existing trees at the site. The loss of significant trees is mitigated through the proposed landscaping. An Existing Tree Survey and Mitigation Plan is included in Part 2 of the application.

*19.34. Projects should not overburden the City infrastructure services, including neighborhood roads, city water supply system, and sewer system:*

Low flow and low water use plumbing fixtures will be employed in the building design. A Stormwater narrative, a Water Service Infrastructure narrative, and a Traffic Impact Summary are included in the application. The new Sloan Building will pursue LEED (Leadership in Energy and Environmental Design) certification.

*19.35 New construction should reinforce and enhance the complex urban aspects of Cambridge as it has developed historically.*

The new Sloan Building will connect existing buildings currently used by the Sloan School of Management. The design preserves the Arthur D Little building. The Cambridge Historical Commission was also consulted to ensure sensitive treatment of the

building. The proposed North Garden will replace a fenced parking area. The frontage of the site along Main Street will be greatly enhanced and contribute to the quality of the experience for pedestrians using the side walk to access the Charles River waterfront.

*19.36 Expansion of the inventory of housing in the City is encouraged.*

The new Sloan Building does not include housing.

*19.37 Enhancement and expansion of open space amenities in the City should be incorporated into the development of the city.*

Publicly accessible open space is included in the design. There will be a formal open space along the river and a garden to the north of the building. All of the open space facilities on site will be accessible from adjoining and nearby bikeways and pedestrian walkways. The Sloan School will provide opportunities for passive open space activities in an area that is surrounded by mostly commercial developments.

## **2. Conformance with the General Special Permit Criteria in Section 10.43**

*Special permits will normally be granted where specific provisions of this Ordinance are met, except when particulars of the location or use, not generally true of the district or of the uses permitted in it, would cause granting of such permit to be to the detriment of the public interest.*

The Planning Board finds that the requested special permits should be granted, as the project authorized will not be a detriment to the public interest because:

*a. The requirements of the Zoning Ordinance can be met.*

With the granting of the requested special permits, and certain variances for which an application has been made, all requirements of the Zoning Ordinance will be met.

*b. Traffic and patterns of access and egress will not cause hazard or congestion or change in neighborhood character.*

The Board has requested further analysis and discussion between the Permittee and the Traffic, parking and transportation Department regarding the configuration of existing access to the site from Main Street onto the site. In general, however, the project will not cause any hazard or congestion or change the character of the traffic in the neighborhood.

*c. The operation or development of adjacent uses will not be adversely affected.*

Adjacent uses are large-scale office buildings and other university functions. They will not be adversely affected, and in important aspects may be enhanced by the proposed development scheme.

*d. No nuisance or hazard will be created to the detriment of the health, safety and welfare of future residents or citizens of Cambridge.*

No nuisance or hazard will be created.

*e. The use will not impair the integrity of the District or adjoining districts or otherwise derogate from the intent and purpose of this Ordinance.*

The zoning district is intended as a site for expansion of institutional activities at a fairly high density.

*f. The new use or building construction is consistent with the Urban Design Objectives set forth in Section 19.30.*

The project is consistent with the citywide Urban Design Objectives as outline in Finding 1 above.

#### **Decision**

Based on a review of the application documents, comments made at the public hearing, and based on the above findings, the Planning Board Grants the requested Project Review Special Permit – Section 19.20 subject to the following conditions and limitations:

1. All use building construction, and site plan development shall be in substantial conformance with the plans and application documents submitted to the Planning Board as referenced above.
2. The project shall be subject to continuing design review by the Community Development Department (CDD). Before issuance of the Building Permit for the project, the CDD shall certify to the Superintendent of Buildings that the final plans submitted to secure the Building Permit are consistent with and meet all conditions of this Permit.
3. The applicant shall continue to work with the Traffic, Parking and Transportation Department to address concerns regarding the driveway to and from the site at the intersection of Broadway and Main Streets, safety and access to the preschool located at Eastgate and accessed from this site, and general vehicular circulation to and within the site.
4. The Permittee shall address the issues raised by the recommendations of the Pedestrian and Bicycle Subcommittee on Development, as outlined in the above referenced memo to the Planning Board.
5. All authorized development shall conform to the requirements of the City of Cambridge “Noise Control Ordinance”, Chapter 8.16 of the City Municipal Code.
6. The recommendations of the Tree Study shall be implemented.

Voting in the affirmative to GRANT the Special Permit were B. Shaw, H. Russell, P. Winters, W. Tibbs, T. Anninger, S. Winter, and A. Finlayson constituting at least two thirds of the membership of the Board.

For the Planning Board,

*Barbara Shaw* <sup>EMP</sup>

Barbara Shaw, Chair

A copy of this decision #225 shall be filed with the Office of the City Clerk. Appeals if any, shall be made pursuant to Section 17 of Massachusetts General Laws, Chapter 40A, and shall be filed within twenty (20) days after the filing of the above referenced decision with the City Clerk.

ATTEST: A true and correct copy of the above decision filed with the Office of the City Clerk on May 18, 2007 by Elizabeth Paden, authorized representative of the Cambridge Planning Board. All plans referred to in the decision have been filed with the City Clerk on said date.



### Appendix I – Dimensional Form

Special Permit # 225

Address: 100 Main Street

	<u>Allowed/Required</u>	<u>Existing</u>	<u>Proposed</u>	<u>Granted</u>
<b>Total FAR</b>	3.26	1.79	2.44	2.44
Residential	4.0			
Non-Residential	3.0			
<b>Inclusionary Bonus</b>				
<b>Total GFA in Sq. Ft.</b>	876,003	480,617	654,339	654,339
Residential		172,350	172,350	172,350
Non-Residential		308,267	481,989	481,989
<b>Inclusionary Bonus</b>				
<b>Max. Height</b>	120	NA	92	92
<b>Range of heights</b>				
<b>Lot Size</b>	5,000	268,713	268,713	268,713
<b>Lot area/du</b>	NA	NA	NA	NA
<b>Total Dwelling Units</b>	NA	NA	NA	NA
Base units				
Inclusionary units				
<b>Min. Lot Width</b>	50	540	540	540
<b>Min. Yard Setbacks</b>				
Front, Main	10	NA	10*	10*
Front, Memorial	10		55	55
Front, Wadsworth	10	E52 = 5.5	Existing *	Existing *
Side	None	NA	NA	NA
<b>Total % Open Space</b>	NA	NA	NA	NA
Usable				
Other				
<b>Off Street Parking</b>				
Min #	117	342	505**	505**
Max #	174			
Handicapped	13		13	13
<b>Bicycle Spaces</b>	34		178	178
<b>Loading Bays</b>	3		5	5

\*Dimensional variances are being sought by the Board of Zoning Appeal

\*\* No Net Addition to MIT Inventory. Proposed parking serves other campus buildings which are required by zoning regulations to have parking.