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# CITY OF CAMBRIDGE

Community Development Department

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To: Planning Board

From: CDD Staff

**SANDRA CLARKE**  
Deputy Director  
Chief of Administration

Date: December 2, 2021

Re: **PB #303– MIT SoMa Site 2 Minor Amendment and Design Review**

**KHALIL MOGASSABI**  
Deputy Director  
Chief of Planning

## Area Planning & Zoning

The Massachusetts Institute of Technology (MIT) South of Main (“SoMa”) Planned Unit Development (PUD) is an approved 1+ million square foot development project planned to include a combination of commercial office/laboratory, dormitory and academic buildings, with ground-floor retail and active uses, a below-grade accessory parking garage, new publicly accessible open space, and associated public improvements. The Final Development Plan was first approved by the Planning Board in 2016, and since that time has been modified three times through the PUD amendment process.

In association with the design review of Building 2, MIT is currently seeking Minor Amendment approval to increase this parcel size by 2,736 sq.ft. with no other dimensional changes to the approved development program as well as approval of the updated subdivision plan. The parcel will include 33,560 sq.ft. of publicly beneficial open space that accounts for 34% of publicly beneficial open space in this PUD-5 district, for which the minimum requirement is 15%. The maximum net new nonexempt commercial GFA permitted in the PUD-5 district is 980,000 sq.ft and based on the information provided by MIT, the approval of Building 2 as proposed will bring the total nonexempt commercial GFA to 831,394 sq.ft.

An Amendment to an approved PUD can be found to be either a Major Amendment or a Minor Amendment. Per the general PUD provisions in Section 12.37 of the Zoning Ordinance, the Planning Board must determine whether changes to the Final Development Plan may be approved as Minor Amendments. The following guidance is provided in zoning:

*[Section 12.37.2] Minor amendments are changes which do not alter the concept of the PUD in terms of density, floor area ratio, land usage, height, provision of open space, or the physical relationship of elements of the development. Minor amendments shall include, but not be limited to, small changes in the location of buildings, open space, or parking; or realignment of minor streets.*

The following condition of the Special Permit Decision (PB-303) provides some additional guidance to determine what changes would constitute Major or Minor Amendments and procedures for granting them:

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15. *Procedures for Granting Minor and Major Amendments to this Decision.*
- a. *Determination. Except where a change is explicitly authorized as a Minor Amendment in this Decision, the Planning Board shall determine whether a proposed change is considered a Major Amendment or Minor Amendment pursuant to Section 12.37.*
  - b. *Minor Amendments. A Minor Amendment to this Decision shall be approved by an affirmative vote of at least five (5) members of the Planning Board after consideration of the proposed change, as enumerated on the Agenda, at an appropriately noticed meeting of the Planning Board. In approving a Minor Amendment, the Board shall issue a written determination that:*
    - i. *The change does not violate applicable Sections of the Zoning Ordinance, or if the change requires relief pursuant to a special permit or variance, such relief has been granted.*
    - ii. *The change will not substantially alter the Findings upon which this Decision is based.*
  - c. *Major Amendments. Notwithstanding the provisions of Article 12.000, any Major Amendment shall only be granted after an affirmative vote of at least five (5) members of the Planning Board and only after the proposed change has been advertised as a new Special Permit subject to the procedural requirements of Section 10.40. The Planning Board shall consider the substance of the change as presented in the amendment application documents and shall not be reviewing this Decision in its entirety. Upon granting a Major Amendment, the Board shall issue written Findings that the amended portions of the Final Development Plan remain in conformance with all special permit criteria applicable to the PUD. However, if the Board finds that a requested Major Amendment to this Decision constitutes a substantial alteration to the intent, purpose and substance of this Decision, such Major Amendment shall be considered under the procedures established in Article 12.000 as if it were a new Planned Unit Development Special Permit after the submission of all required application materials.*
  - d. *Conditions. Upon issuing any Amendment, the Planning Board may impose additional conditions intended to ensure conformance with the intent, purpose and substance of this Decision as well as any applicable requirements, standards or criteria set forth in applicable Sections of the Zoning Ordinance.*

No changes to the approved GFA or uses of this development site are proposed. Section 13.810.1 mandates frontage requirements for active uses along Main Street, and it is recommended that the applicant clarify how the proposed design complies with this requirement. The proposed amendment is not anticipated to affect any sections of the Zoning Ordinance. If the Board determines that the change constitutes a Minor Amendment, then the Board may approve the amendment on the affirmative vote of five Planning Board members.

## Design Review

The fourth building in the SoMa PUD, “Building 2” (the lab/R&D building) has been submitted for design review approval. The review of the design and surrounding open space is guided by the conditions of the special permit, which references the design standards specified in the *Kendall Square PUD-5 Design Guidelines, 2016* (Appendix C of Final Development Plan), the Sustainability Strategies described in Appendix D of the Final Development Plan, and the *Kendall Square (K2) Design Guidelines, 2013*. These guidance documents are available on the [City’s website](#) and a summary is included in Appendix 1.

Broadly, these Guidelines seek to create consistently high-quality public environments, and to ensure that development contributes to the character and vitality of the surrounding community. More specifically, the Guidelines aim to create a positive, mixed-use district where tall buildings with large floorplates can be good neighbors to public spaces, smaller existing buildings, and adjacent residential neighborhoods. Given these aims, the guidelines focus on sensitively managing the impacts of bulk and height, and animating major streets and public spaces. The public realm is recognized as a critical link between MIT, the innovation industries in Kendall Square and the surrounding community. The Guidelines recommend that the public realm feel inviting and connected, and reflect both the innovative character of activities that happen within buildings and the open space needs of the existing and emerging community.

As set out in the Special Permit, during the design review process, the Board shall consider:

1. The architectural design of building façades, with special attention to the ground level.
2. The placement of rooftop mechanical equipment, along with the design of penthouses and other features meant to screen such equipment, and any other exterior features within or surrounding the building site.
3. The configuration and design of pedestrian, bicycle and vehicular modes of access and egress.
4. The design of open spaces, landscape elements, and modifications to abutting street or sidewalk rights of way, with attention to pedestrian and bicycle circulation and comfort and management of potential conflicts between pedestrian and bicycle paths of travel.
5. Any potential impacts of the proposed design on the public realm or on properties outside of the PUD, including but not limited to visual impacts, noise impacts, wind impacts, and effects on the safety and comfort of pedestrians, bicyclists and motorists in the area, and measures that are being taken to mitigate such impacts.
6. The measures being implemented to promote highly sustainable design and development reflecting the goals and objectives established by the City that are included in the Final Development Plan and referenced in this Decision. As described in Section 13.810.3, the Planning Board's review shall be guided by the design standards specified in the Final Development Plan, which are summarized in Appendix C, Urban Design Guidelines and Appendix D, Sustainability Strategies, and by the Kendall Square Design Guidelines, provided that in the event of any conflict between any guidelines and the provisions of Section 13.80, the provisions of Section 13.80 shall govern.

## Staff Comments

The project site is located on the southeast corner of Main and Wadsworth streets, southeast of Galaxy Park. It is very much a gateway location into Kendall Square and the MIT campus. The proposed commercial laboratory building will replace the MIT Eastgate tower, which is currently being demolished. Eastgate was constructed in the 1960s in the Brutalism style that was popular at the time. It was designed as a cast-in-place concrete building, separated and setback from surrounding streets. While the Cambridge Historical Commission found it to be significant for its architecture as an example of Brutalism constructed at MIT and as a design by Eduardo Catalano, it was found to not be preferably preserved in the context of the SoMa PUD and the restoration of the Main Street Landmark Buildings.

## Site Design and Massing

The siting and massing approach remains consistent with the PUD approval. At a height of 240 feet (including mechanicals), the building will be comparable with other existing and proposed buildings in Kendall Square. The dramatic cantilevered upper volume remains a key feature and is proposed to be supported by a glass enclosed stair. The base of the building (podium) is formed from one story of retail/active functions surmounted by three stories of lab space. The podium is set back from Main Street to provide view lines to the historical clocktower, and the tower volume is further set back above it.

The Design Guidelines that are most relevant to the consideration of tall buildings include:

- Maximum plan dimensions of 175' x 175' above 125'.
- Set back two thirds of facades above the podium by a depth of 15' facing major streets and plazas, and 10' facing secondary streets.
- Façades above the podium facing parks and plazas exceeding 100' in length should be separated by a gap of approximately 50 feet, extending back 50 feet from the ground level façade.
- Create a major vertical break for every 100' of façade length with a displacement of approximately 8' in depth. Avoid broad "slab" volumes that make buildings appear bulky. Point towers expressing vertical volumes are encouraged.

Regarding the guidelines, the tower has overall floorplate dimensions of approximately 204 feet by 138 feet, with no breaks or articulations. The long façade faces Main Street, and since it is on the north side of the building, it lacks the fins and shading devices proposed for the south façade. While staff note that this approach was shown in the Final Development, due to the divergent treatment of the penthouse mechanicals, the tower volume now appears to have squatter, horizontal proportions.

While the cantilever has been a prominent feature of the design since the beginning of the PUD process, staff have concerns about the space beneath, particularly its use, animation, and visual appeal. The stair that supports the cantilevered volume will most certainly be a dramatic visual element; however, it is only an egress, and therefore it is not anticipated to have many activation benefits.

As the project advances, staff recommend further study of the following:

- A possible penthouse screening approach that fully conceals the mechanicals, by extending the curtainwall façade. Such approaches have been successful in other projects across the city.

- Expansion of the egress stair so that it has more of a public purpose. Ideas to consider include: a small kiosk/coffee shop, pop-up store or small event space, opportunities to highlight other building services or to showcase the building's sustainable design features.
- As with Buildings 3 and 4, the soffit/underside of the cantilevered volume offers an opportunity for a special moment within the language of the building. At present, the underside is treated with silver metal panel; however, like the other cantilevers in the PUD, a future art installation should be considered.

#### Architectural character

The treatment of the building's skin overall is elegant and sensitively detailed. The façade system differs based on solar orientation, with a prominent array of mullion caps, vertical fins and horizontal shading devices on the south façade, and lesser treatment on the other facades. Differentiation also occurs at the penthouse level and at each floor with a glass shadowbox and a metal panel reveal at the slab edge. The lack of texture on the north façade of the tower appears to contribute to its reading as a broad, horizontal mass.

The podium has been differentiated from the tower with the use of a darker metal panel reveal at each slab edge, which is a relatively subtle change. A stronger response might help to further distinguish the two volumes and respond to the historic context of the masonry buildings on Main Street.

Another key feature of the façade is the expression of the truss structure around the supporting stair element and the first, two floors of the upper volume. This is visually captivating in the renderings due to the color selection, and is reminiscent of the high-tech architectural style, which features visible structure that often includes cross bracing. While it is understood that the proposal is purely a structural response, staff feel that the exposed structure could be more expressive, particularly if applied across the entire façade system, or that more of the buildings services could be celebrated to further enrich the design.

As the project advances, staff recommend further consideration of the following:

- Exploration of further scale-enhancing differentiation. The north façade of the podium and tower should be studied to explore possible massing readings at a smaller scale. This might be accomplished with subtle massing shifts or variations of the façade system to create more liveliness, depth and interest, and more opacity at the podium.
- Consideration of exposing additional structural elements or building services to further celebrate the proposed high-tech style of the building.
- Given the reflective properties of many high-performance glazing systems, it will be important to understand how much of the truss will be visible from the exterior. Specifications for Glass Visible Light Transmittance and Reflectance should be provided.

#### Ground floor design, activation and uses

The building lobby occupies the north-west corner of the building, which is a change from the central Main Street location that was shown in the approved Final Development Plan. The revised lobby's frontage on Main Street has been minimized and appears to meet the active use/retail frontage

requirements of the PUD. However, the Wadsworth Street lobby frontage exceeds the length recommended in the Guidelines. This corner was previously occupied by retail with potential for outdoor dining and a spill out zone. Coupled with an expanded loading dock, the extent of retail/active use on Wadsworth Street is significantly reduced when compared with the Final Development Plan.

The ground floor design is characterized by a series of small storefronts fronting Main Street, which are individually articulated. The windows are operable and wrap around to the east façade under the cantilever. This design approach creates a pedestrian-scale at the street level and mitigates some of the austerity of the building's architecture. It is a vast improvement upon the undifferentiated, curtainwall storefront façades seen previously.

It would be helpful if the following were considered:

- Opportunities to provide more retail/active use frontage on Wadsworth Street.
- Provision of further details on the lobby design, including how it will be activated and provide the same benefits as an active retail use.
- More porosity between the retail/active uses and the lobby.
- Ensuring that the two, retail/active use spaces are designed to allow for multiple uses/tenants.

#### Loading and Back of House

While it is acknowledged that loading and service areas are critical lab building functions, they should be located and designed to support walkability and minimize dead zones. Loading and back of house functions, including parking access, for the project are proposed to be located on Wadsworth Street, which is consistent with the Final Development Plan. However, an additional loading bay has been added and the curb cut expanded, which when combined with other back-of-house functions is approximately 120 feet wide. The result is a prominent dead zone, which is a concern as the Wadsworth Street sidewalk is to be expanded and is proposed to be a major civic connector to the Charles River. As such, further efforts should be made to mitigate the negative impacts of the loading, back of house functions and wide curb cut, including consideration of:

- Potential introduction of occupied ground level spaces with windows between loading/ servicing areas wherever possible to help diminish their impact.
- Use of architectural doors designed to complement the overall façade composition. Doors should be recessed and closed when loading/servicing bays are not in use.
- Other creative solutions such as artwork, environmental graphics, plantings, changes in hardscape materials, etc.
- Provision of more detailed street-level elevations of the ground floor and a perspective rendering looking down Wadsworth Street towards the loading bays.

#### Mechanicals

As noted above, the mechanicals are contained in the top floor of the building and a rooftop penthouse. The rooftop penthouse incorporates photovoltaics and curved lines as a distinct design element. While this approach has merit in relation to the high-tech style of the building, it does appear to exaggerate the horizontal proportions of the tower. Also, some of the rooftop equipment rises above the parapet

line, which is likely to be visible in longer range views of the project. Additionally, the mechanical floor and penthouse have a height of 40 feet, which seems high when combined with the exposed lab stacks.

As the project advances, it is recommended that the Applicant:

- Clarify whether the rooftop mechanicals are right-sized for the building. Often mechanical penthouses are oversized when future tenants are unknown, which contributes to bulk issues.
- Provide improved screening for the exposed lab stacks or demonstrate that they will not be visible in long views of the building and provide technical justification for their exposure.
- Further study the proposed penthouse screening to determine if an approach that extends the curtain wall façade to the top of the mechanicals would provide benefits.

### Public realm improvements

#### *Landscape design*

According to the Design Guidelines and other relevant studies, open space in the area should include a range of unique experiences including different levels of interaction, gathering and community events, recreational opportunities, nature, water, public art, and history. The design of open space should also create a pedestrian friendly environment and interconnected open space network. These goals appear to be met with the expansive open space connections provided around the site, and the richly textured landscape of oval planting beds, curved benches, and moveable tables and chairs.

Much of the proposed SoMa activity and programming is to occur further west in the primary open space area, and it is unclear what initiatives are planned for the site's large hardscape areas, including at the corner of Main and Wadsworth Streets, and below the cantilever. To enliven these spaces, staff suggest further study of the following:

- Greater emphasis on each of the landscape/open space zones in terms of their character, public amenities, integration of public art and play for both children and adults. Strategic insertions of public arts programming and/or interactive play elements, would help to foster a sense of playfulness, exploration, and humanize the building.
- If feasible, additional shade trees and plantings to help mitigate the large expanses of hardscape.
- Review of the driveway/shared street treatment since it is proposed as an extension of the infinite corridor but does not integrate the linear paving bands that currently exist within the corridor to the west.

The Main Street sidewalk is proposed to be continued along the street edge and in front of the building, which results in extensive hardscape, particularly at the corner of Wadsworth and Main Streets. The Applicant has proposed that the sidewalk directly in front of the building have a different material treatment, which would belong to the palette of the building, rather than the city standard scored concrete. While a material change is applauded, as this is mostly City property further consideration should be given to:

- A material change that is more consistent with the sidewalk design further to the west on Main Street, i.e., brick on the street edge and scored concrete along the building frontage.

### Environmental Comfort

#### *Urban heat island effect*

The proposed landscaping incorporates a substantial increase in canopy trees and other plantings. As the design advances, opportunities for additional vegetation should be considered for its moderating effects on the microclimate, its aesthetic value, and for the spatial definition and intimate scale it can provide.

#### *Wind*

Mean Wind Speeds and Wind Gusts are expected to generally remain similar to those of the existing Eastgate building. On an annual basis, no dangerous winds speeds are anticipated, and wind conditions are expected to be suitable for the intended use of various pedestrian areas, including sidewalks, walkways, and the open spaces. Seasonally though, there will be a couple of locations where uncomfortable conditions for walking are expected, including one at the western most corner of Galaxy Park. As the project advances, Staff suggest that the following be considered:

- Further study of the uncomfortable pedestrian wind conditions to determine if any additional mitigation measures can be provided, particularly those that can benefit Galaxy Park, which is a public open space with high pedestrian volumes. Measures such as additional canopy trees, and pedestrian scaled structures, should be explored.

#### *Shadows*

Shadow impacts on public open spaces are most noticeable during the Spring and Fall Equinoxes when new shadows will reach Galaxy Park in the morning.

#### *Noise*

According to the Noise Study, the project complies with the Cambridge Noise Ordinance, and there are no sensitive uses adjacent to the building.

#### *Lighting*

Site lighting appears relatively modest and is confined to the ground floor. No exterior façade lighting is proposed on the tower.

### Sustainability

While the project meets the Green Building Requirements, the following comments and recommendations are provided for consideration on how the project might further improve its energy performance or reduce their embodied carbon:

- Pursuing tentative points to achieve higher level LEED certification i.e., LEED Platinum.
- Provide an update on the energy modeling performance (i.e., at finalized design development DD phase or at construction documents CD phase).
- Provide roof plan and information on what is anticipated to be free from roof-top mechanical equipment and potentially available for solar PV or green roof.
- If there are any pending clarifications, provide before the Planning Board meeting. The GBR states that 'an all-electric system would increase operating cost by 6-10% while decreasing the



annual energy use by 15% and greenhouse gas emissions by 2.5% compared to a baseline design.’ Provide some clarification on the previous statement from 8/31/2021.

- Commit to targeting 75% waste diversion from landfill in lieu of 50%.
- Provide an estimate on the outdoor water use reduction.
- Continue assessment information on embodied carbon and GHG emissions to select materials with low carbon footprint.

### Transportation

The following further information requests have been assembled in consultation with TP&T. Some responses have been provided by the Applicant, but have not yet been fully reviewed by staff.

- Explain changes made between the current project with the TIS regarding number of parking spaces, loading bays, short-term and long-term bike parking spaces. For example, it appears that the TIS had a different long-term bike parking layout plan.
- For Building 2, The special permit indicates 278 auto spaces (269 office spaces and 9 retail spaces), 93 long-term bicycle parking spaces, and 31 short-term bicycle parking spaces. Please clearly compare those numbers to the proposed numbers and explain any differences.
- Provide sightline triangles for cars exiting the parking garage.
- Provide sightline triangles for trucks exiting the loading bays.
- Verify that the three proposed curb cuts meet zoning regulations for the number and length of curb cuts at this location.
- Explain the loading dock bay shape and purpose of the most northern curb cut, since there appears to be no space for a truck to back in.
- Clarify how the trash and recycling dumpster will work in the loading dock and how trucks will not need to block the sidewalk when collecting.
- Review the design of Wadsworth Street bike racks to ensure they meet City standards.
- Review the design of the relocated curb cut/driveway on Broadway with City staff.

## Appendix 1

### Kendall Square PUD-5 Design Guidelines, 2016

These design objectives and strategies specific to the site were developed as part of the PUD process. Those most relevant objectives to the review of Site 2 are:

#### Siting, Scale and Massing

- Employ creative siting and massing approaches that maximize physical and visual porosity on Main Street, both at grade and volumetrically.
- Site and shape buildings to minimize their impact on the historical buildings, as well as the public realm, particularly associated with Main Street and Broad Canal Way.
- Create a strong pedestrian scaled street wall throughout the PUD area and particularly on Main Street to align with the existing historic fabric and achieve the level of public realm activity desired in the heart of Kendall Square.
- Enhance the pedestrian experience along the secondary streets.

#### Architectural Character

- Create a family of buildings that work harmoniously together while allowing for individual character and definition to be developed and celebrated.
- Integrate and celebrate the existing ensemble of historical buildings on Main Street to preserve and honor this important industrial heritage while simultaneously preparing for the groundbreaking work of the future — the work that defines MIT's mission and that of its many innovative partners in this district and beyond.
- Create an architectural approach that will distinctly represent Kendall Square, employing innovative, contemporary architecture and the latest cost-effective green building design technologies.
- Enable each building to maintain a distinct character due to its unique context, use and relationship to the public realm.
- *Ground level design and uses*
- Establish a seamlessly integrated pattern of robust retail and active uses that contribute to an active and pleasant ground floor environment on the south side of Main Street.
- To the greatest extent possible, activate the edges of secondary streets and the interior open spaces to provide activity and interest for pedestrians.

#### Site Design and Open Space

- Transform existing parking lots and streets into new publicly accessible and porous open space that will extend the network of open spaces within and adjacent to the PUD-5 District.
- Design the landscape to be a cohesive and pedestrian-oriented open space, the connective tissue of the Kendall Square Development, connecting the MIT east and main campuses, and connecting the campus, the community, and the Charles River.
- Areas beneath cantilevers should be designed to be human-scaled and activated with art or other features in order to frame and contribute to public spaces.

- Any covered outdoor areas should work in tandem with adjacent retail and adjacent public realm to form gathering spaces and activity zone.
- Create a series of places designed to become gateways and gathering spaces for the MIT and Cambridge communities, and anchors for various locations within the PUD area. Each space should have a unique sense of place designed to complement the surrounding architecture, but also to provide a unifying element between individual buildings across the PUD development parcels.
  - Activity Area (adjacent to Building 2): This activity area will be an arrival point into the City of Cambridge from Boston across the Longfellow Bridge and will reflect the diversity of open space and programs that are inherent to Kendall Square and Cambridge. This area will be designed to reflect both the character of the newly created MIT Kendall open space and the existing Sloan School open space. Framed by Building 2, which will contain active ground floor uses and spill out space on its western side and will blend into passive seating areas of lawn and plaza with movable furniture. The lawn areas and paved areas will be generous enough for programming which will animate this area through the day, week and year.

Specific Building 2 Design Guidelines include:

- Building 2 has potential to serve as a gateway to the Campus and Kendall Square, as well as the opportunity to maximize publicly accessible uses at the ground level to activate the streetscape and public realm.
- Site the building to define and activate the corner (urban edge) of Main Street and Wadsworth Street, in a way that Eastgate does not.
- Incorporate setbacks along the northerly edge to allow for views to the historic clock tower (the Kendall Building at 238 Main Street) for visitors to Cambridge arriving from the east,
- Incorporate setbacks along the westerly edge to create a streetscape environment on Wadsworth Street, with wider sidewalk and outdoor seating
- Building massing should contribute to the extension and integration of the open space fronting the MIT Sloan School to connect it as part of the broader open space system.
- Building massing may be composed of two volumes in order to relate to the historic streetwall of adjacent buildings and enhance open space. The base volume should be composed of a lower mass that relates to the height of the existing buildings fronting the south side of Main Street. The upper volume may be rotated 90 degrees to create a dynamic cantilever that could serve to define a unique and dynamic ground level open space and reduce the overall building massing impact on the surroundings.
- Efforts to mitigate the perceived bulk of the upper volume as it presents to Main Street should be employed.
- Ground floor should include a mix of uses including retail, campus active uses, building lobby, and necessary functional access including minimal mechanical space, loading, and access to below-grade parking.
- The cantilever space, including the underside of the building, should not be used for corporate advertising.

**Kendall Square (K2) Design Guidelines, 2013 – Summary**

<b>1. Introduction and Site Organization</b>	
Major Public Streets	<ul style="list-style-type: none"> <li>• Create a well-defined streetwall to help frame Kendall Square’s major public streets as public spaces.</li> <li>• Provide adequate space along sidewalks for outdoor activity associated with active ground level uses.</li> </ul>
Park Edges	<ul style="list-style-type: none"> <li>• Pay special attention to activating the ground floors of buildings abutting open space resources.</li> <li>• Scale and massing design should be carefully considered to minimize negative impacts to the nearby parks and plazas.</li> </ul>
<b>2. Environmental Quality</b>	
Shadow, Wind, Vegetative Cover, Noise	<ul style="list-style-type: none"> <li>• Carefully design new projects to avoid unnecessary environmental impacts.</li> <li>• Evaluate each design to find outcomes that balance the positive aspects of building near a transit hub with the changes in the environment that result from more density in relatively dense new structures located in close proximity to one another.</li> </ul>
<b>3. Walkability</b>	
Connections/Block sizes	<ul style="list-style-type: none"> <li>• Break up large blocks and increase permeability by creating pedestrian and bicycle connections through the site.</li> </ul>
Loading and Servicing	<ul style="list-style-type: none"> <li>• Locate and design loading and servicing areas to support the walkability of the area and minimize dead zones.</li> </ul>
Street Activity	<ul style="list-style-type: none"> <li>• Support pedestrian flow throughout the district and provide access to outdoor and indoor public spaces that allow people to gather.</li> <li>• Encourage public activity throughout the day and evening.</li> </ul>
Universal Access	<ul style="list-style-type: none"> <li>• Design should provide an emphasis on universal access.</li> </ul>
<b>4. Built Form</b>	
Architectural Identity of Kendall Square	<ul style="list-style-type: none"> <li>• Architectural composition should particularly emphasize a distinct identity for the building as well as for Kendall Square.</li> <li>• Design buildings to help create streetwalls, where appropriate, to help frame the sidewalks, plazas, and other public spaces in Kendall Square</li> <li>• Convey the act and spirit of innovation in Kendall Square through transparency that directly reveals activity and displays visual media.</li> </ul>
Scale and Massing	<ul style="list-style-type: none"> <li>• Encourage building forms and site planning that relate to the surrounding context.</li> <li>• Create sensitive transitions to neighboring uses, especially to existing residential buildings, historical structures, and public parks.</li> <li>• Design buildings to minimize monolithic massing and break down the scale of large buildings</li> </ul>

	<ul style="list-style-type: none"> <li>• Limit the impact of tall buildings both at street level within the district and from, nearby areas.</li> </ul>
Major Public Streets	<ul style="list-style-type: none"> <li>• Create a strong datum by setting back the building at upper floors to create a strong edge to the street and to limit the sense of height at street level.</li> </ul>
Park Edges	<ul style="list-style-type: none"> <li>• Development around parks and plazas should support an environment that is active, safe, and welcoming to a wide spectrum of users throughout the day, week and year.</li> </ul>
Visual Interest	<ul style="list-style-type: none"> <li>• Buildings should reflect a rhythm and variation appropriate to the urban context</li> <li>• Where appropriate, vary the architecture of individual buildings to create architecturally diverse districts</li> </ul>
Tall Buildings	<ul style="list-style-type: none"> <li>• Design buildings over 200 feet tall with particular attention to the architectural character of the top of the building, which will be visible from significant public spaces and from some distance.</li> </ul>
Connectors	<ul style="list-style-type: none"> <li>• Connectors over public ways are not encouraged in Kendall Square.</li> <li>• Consider upper-floor connections only in circumstances where tenants need large floorplates that might otherwise result in excessive apparent building mass.</li> <li>• Design connectors to provide architectural interest, maintain permeability, and continue to allow light and views of the sky.</li> <li>• Connectors may be more acceptable over minor streets internal to the quieter parts of the MIT campus, such as Carlton or Hayward.</li> </ul>
Rooftops	<ul style="list-style-type: none"> <li>• Design rooftops, including mechanical equipment and cellular installations, as integral to the rest of the architecture of the building.</li> </ul>
<b>5. Ground Floor</b>	
Uses	<ul style="list-style-type: none"> <li>• First floors of the buildings should be actively used.</li> <li>• Retail and services should serve local communities as well as people who work in the area.</li> <li>• Where retail is not provided, ground floor spaces should be designed to accommodate retail in the future</li> </ul>
Setbacks	<ul style="list-style-type: none"> <li>• Create space at the sidewalk level to allow for interaction between activities on the ground floor of the buildings and the public sidewalk.</li> <li>• Directly engage the public and create a well-defined streetwall to help frame Kendall Square’s streets and public spaces</li> </ul>
Facades	<ul style="list-style-type: none"> <li>• Reduce the distinction between exterior and interior space to extend the effective public realm indoors and reveal indoor activity on the street.</li> </ul>
Entrances	<ul style="list-style-type: none"> <li>• Locate major entrances on public streets, and on corners wherever possible.</li> <li>• Entrances should relate to crosswalks and pathways that lead to bus stops, transit, and bike stations.</li> </ul>