

## 5. DESIGN GUIDELINES

# 5.1.1 BUILT FORM

## ARCHITECTURAL IDENTITY

### Built Form

The existing Kendall Square embraces various styles of developments, each symbolizing the predominant economy of different eras: industrial and manufacturing, R&D, and now, the knowledge economy. Recently, companies are increasingly seeking buildings with large floor plates to allow greater flexibility to accommodate multiple disciplines, and to provide opportunities for interaction, collaboration, and creativity.

#### a. Architectural Identity of Kendall Square

**Goal:** Architectural composition should particularly emphasize **a distinct identity for the building** as well as for Kendall Square. This identity should be legible from adjacent streets and critical viewpoints, as well as within the overall Kendall Square skyline when seen from a distance.

**Measure:** Methods of creating a distinct architectural composition include use and **proportioning of materials, colors and shapes that differ from those of adjacent buildings.**

**Goal:** Design buildings to help create streetwalls, where appropriate, to help frame the sidewalks, plazas, and other public spaces in Kendall Square.

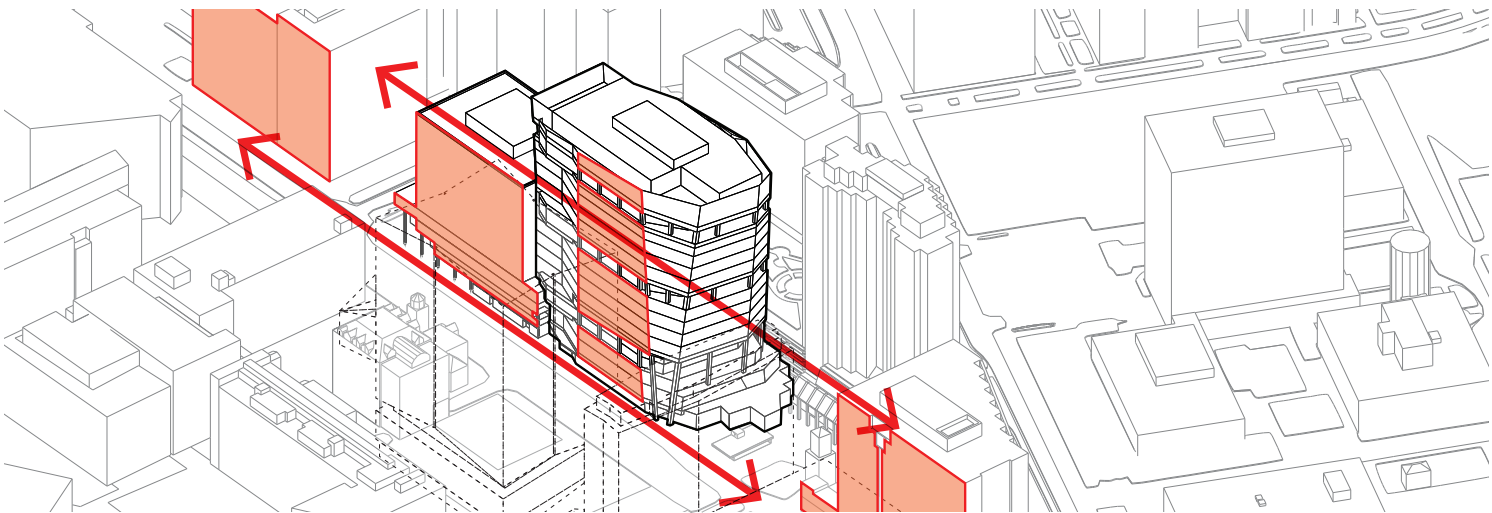
**Measures:**

- a. **Align new facades** with existing ones if doing so helps give a sense of spatial cohesiveness to the sidewalks.
- b. **Allow breaks in the streetwall** if needed to help define entryways to buildings.
- c. Streetwall design should take into account the need to provide **active ground floor uses.**

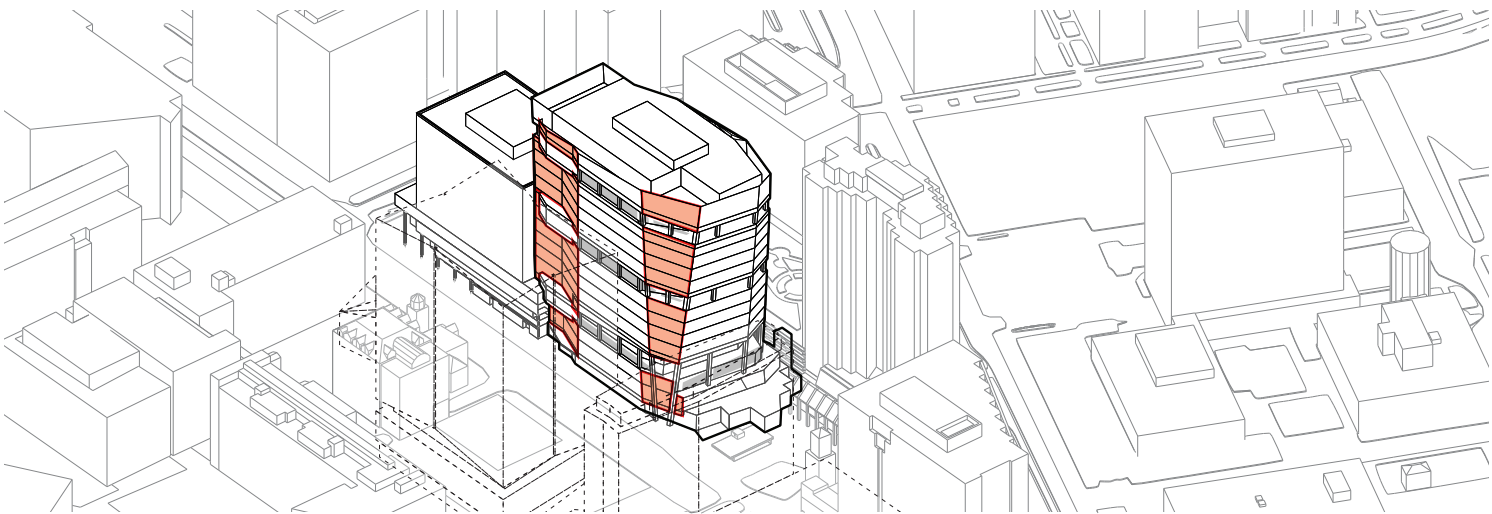
**Goal:** Convey the act and **spirit of innovation** in Kendall Square through transparency that directly reveals activity and displays visual media.

**Measures:**

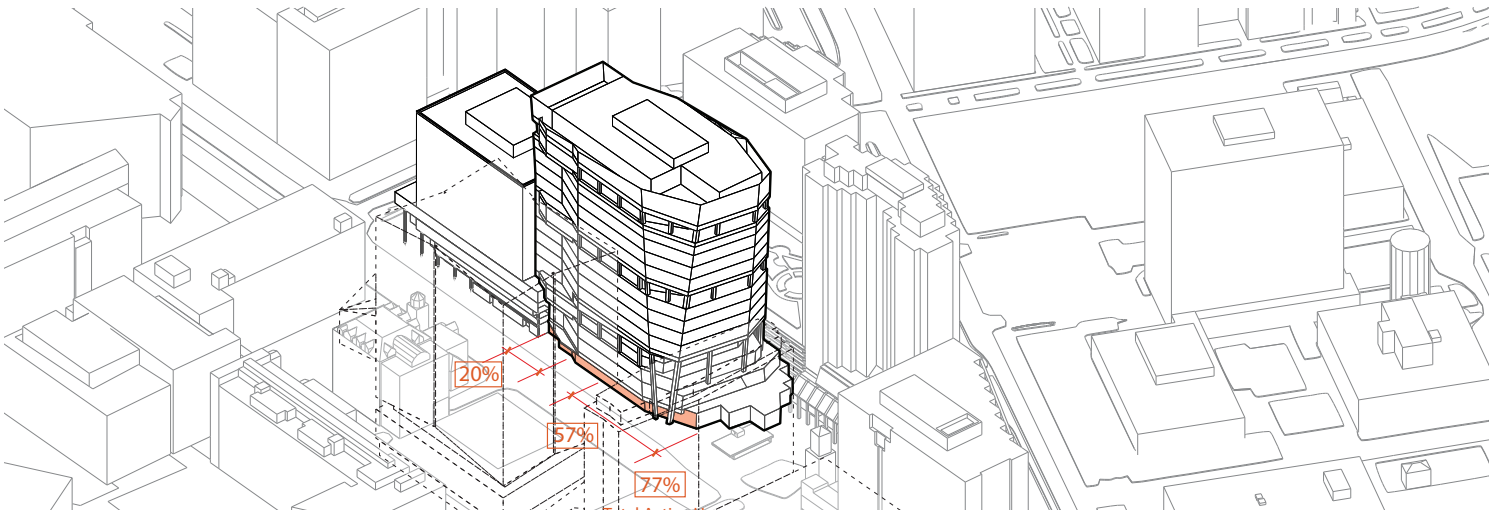
- a. **Use transparent building materials.**
- b. Install media displays that show the works being done inside the buildings; avoid “advertising” imagery
- c. Install interactive media to bring cutting-edge technology closer to the public, directly revealing the scene of innovators at work



a. Building facades align with existing buildings, giving a sense of spatial cohesiveness to the sidewalks.



b. Breaks on the streetwall help define entryways to the building.



c. Streetwall design allows for active ground use on Main Street as well as adjacent to Kendall Plaza

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# 5.1.2 BUILT FORM

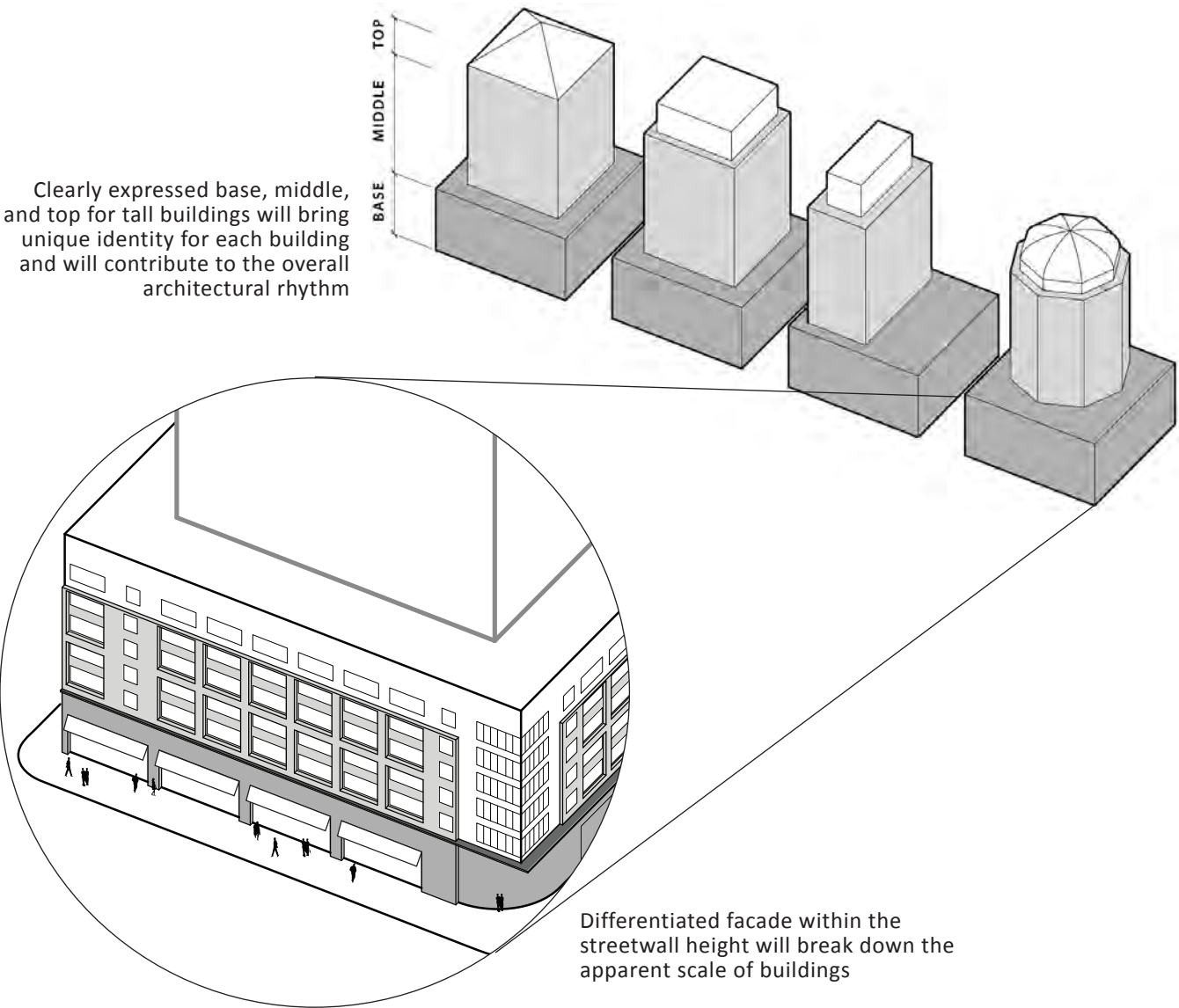
## SCALE AND MASSING

### Scale and Massing

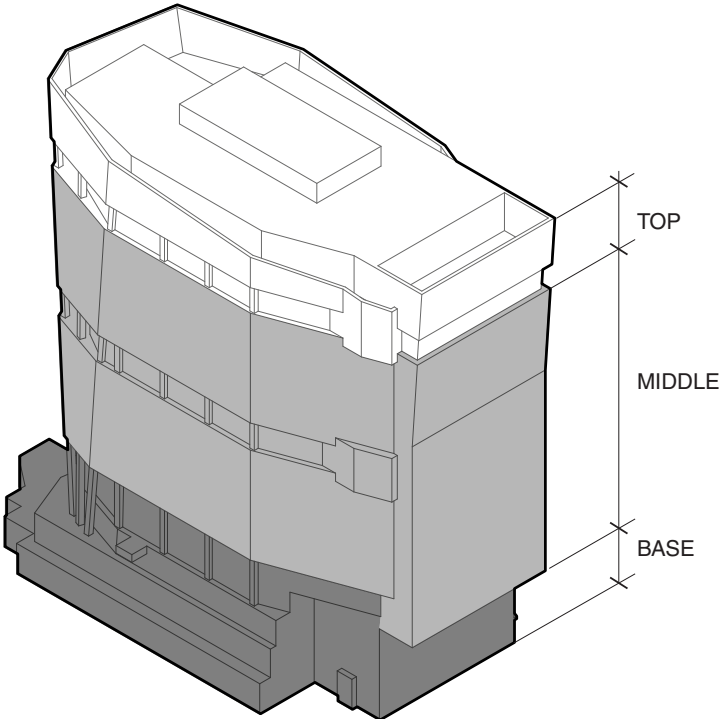
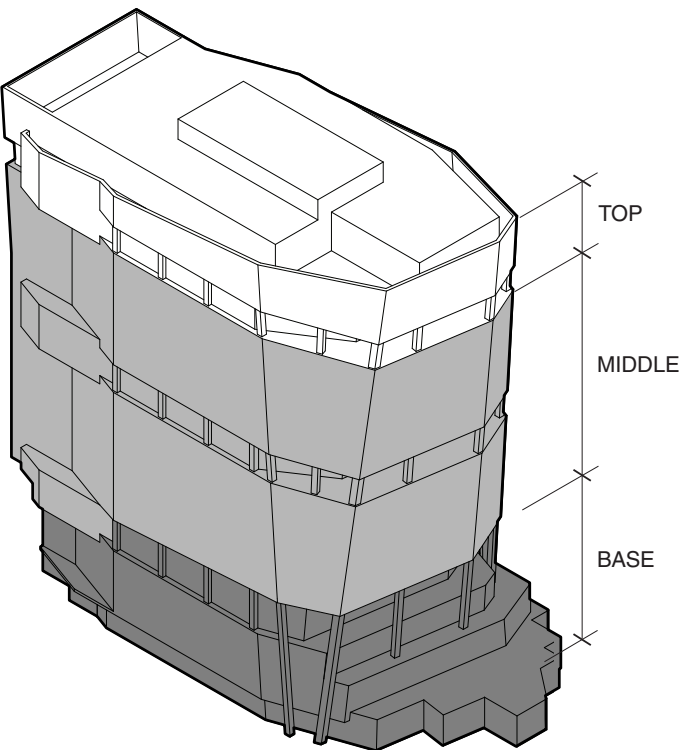
**Goal:** Design buildings to minimize monolithic massing and break down the scale of large buildings

**Measures:**

- a. Generally, buildings should have a clearly expressed base, middle, and top. This division should be expressed within the streetwall height zone as well as for buildings exceeding streetwall height.
- b. Pay special attention to the first floors (bottom 20 feet) of buildings, where buildings relate the most to the street and pedestrians. Different design guidelines may be applicable depending on location and uses of buildings.



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- a. Massing is organized to clearly express a well defined base, middle, and top.



# 5.1.3 BUILT FORM

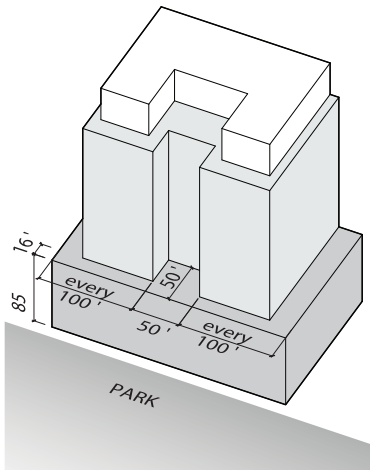
## PARK EDGES

### Park Edges

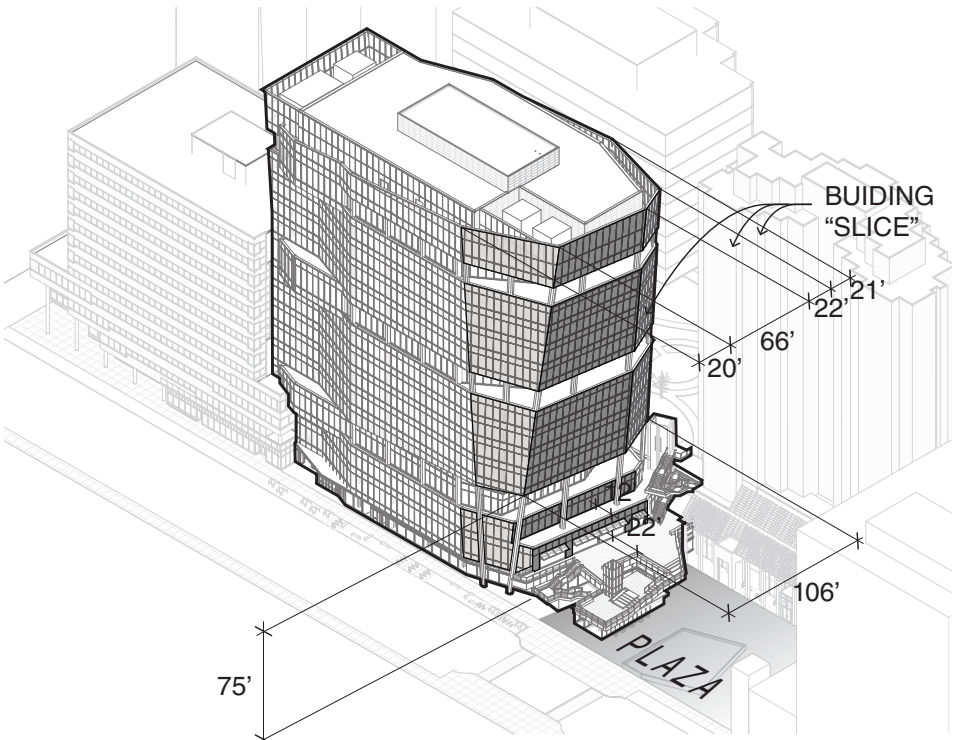
**Goal:** Development around parks and plazas should support an environment that is active, safe, and welcoming to a wide spectrum of users throughout the day, week and year.

### Measures :

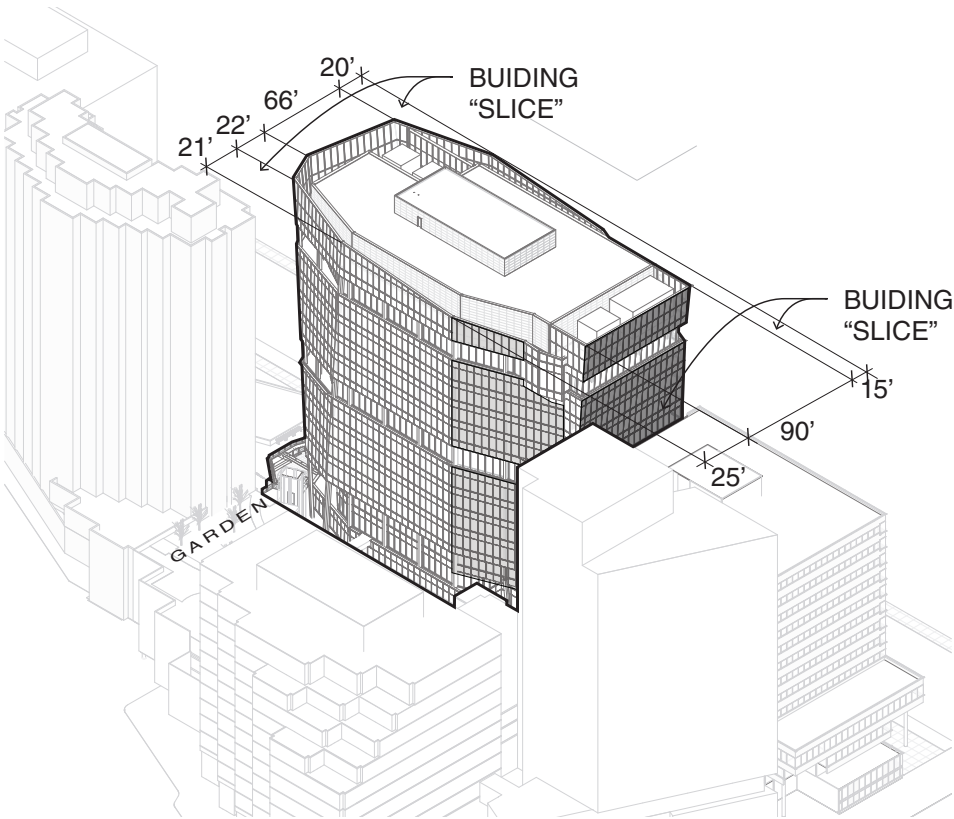
- a. Pay special attention to **scale and shadows of buildings along park edges.**
- b. Set back about two-thirds of the building façade above 85 feet from the principal façade depth of approximately 15 feet
- c. **Create vertical breaks for building volumes above 120'** in height facing the park -- façades facing the park exceeding 100' in width should be separated from adjacent façades by a gap of approximately 50 feet, extending back 50 feet from the ground level façade. Residential balconies may project up to 4 feet into setbacks and gaps.
- d. Façade areas without setback may be appropriate at corners or in specific locations to create architectural variety.



Example of a building massing located at park edges



SOUTHEAST VIEW



NORTHWEST VIEW

c. Vertical breaks are created for the building volume above 120' in height facing the park -- facade facing the park averages 100' in width.

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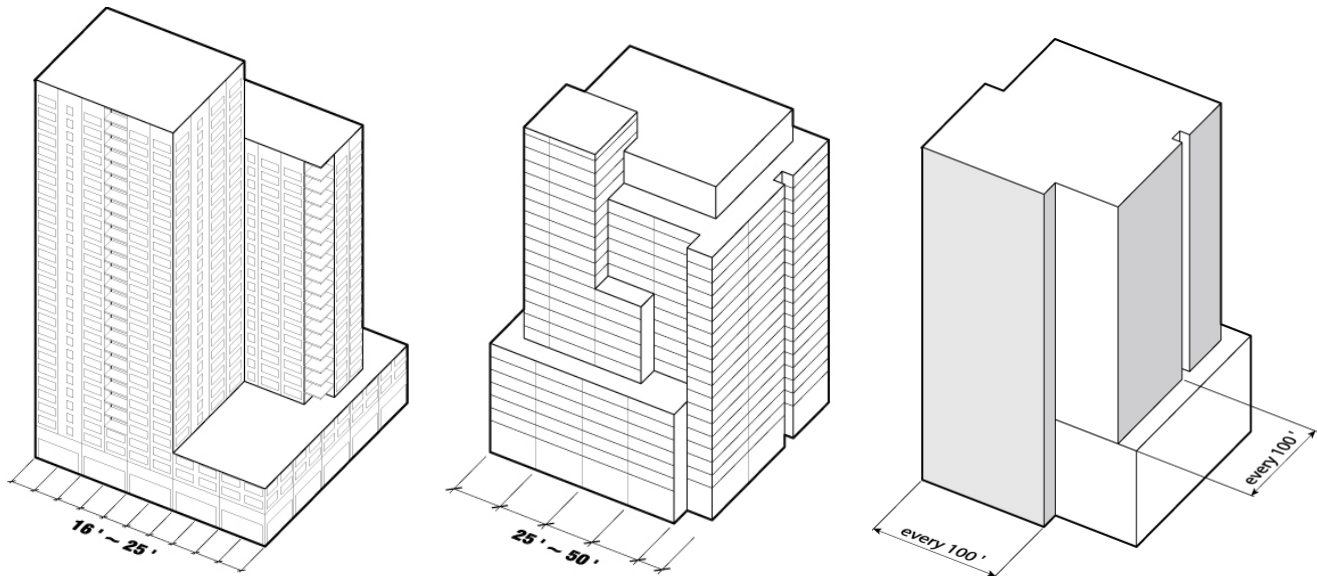
5.1.4 BUILT FORM  
VISUAL INTEREST

c. Visual Interest

Goal: Buildings should reflect a rhythm and variation appropriate to the urban context.

Measures:

- a. Express bay widths of 16 to 25 feet in predominantly residential areas and 25 to 50 feet along edges where commercial and institutional uses are prevalent.
- b. Establish an urban rhythm by creating a major vertical break for every 100' of façade length with a displacement of approximately 8' in depth or that divides building form into major distinct massing elements.

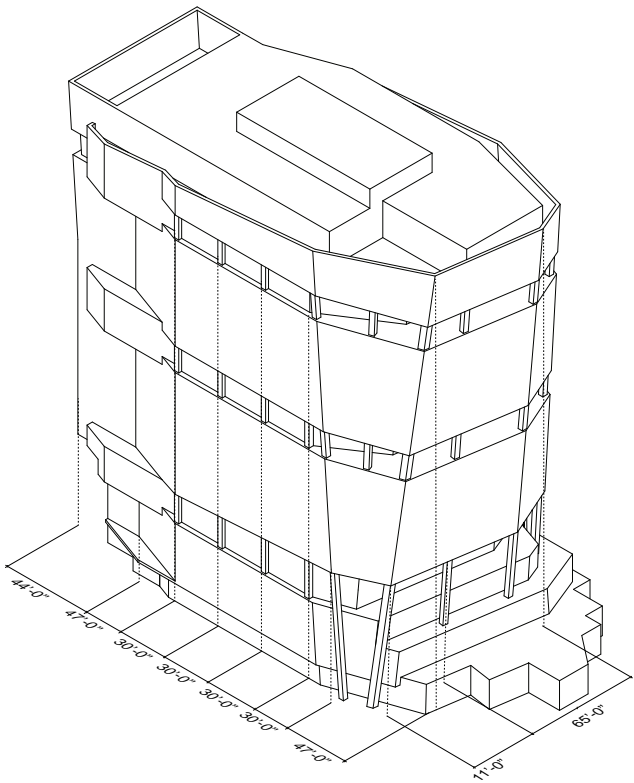


a. Bay widths of 16 to 25 feet for residential uses

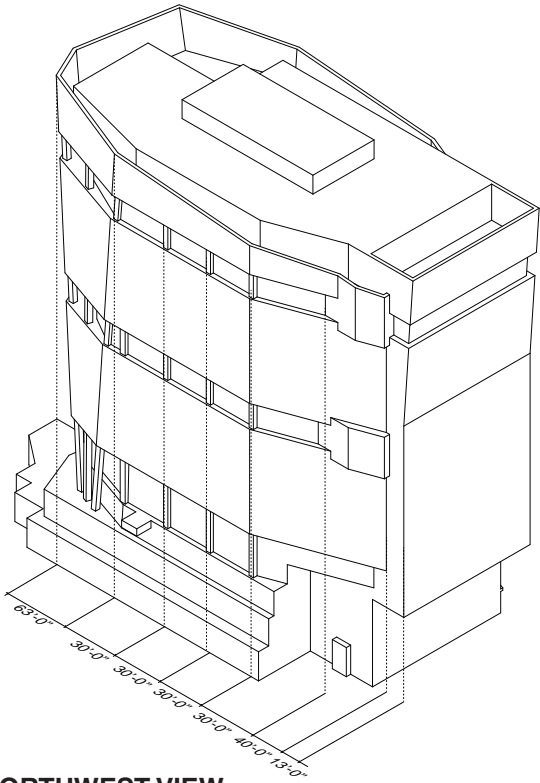
a. Bay widths of 25 to 50 feet for commercial and institutional uses

b. Example of a vertical break

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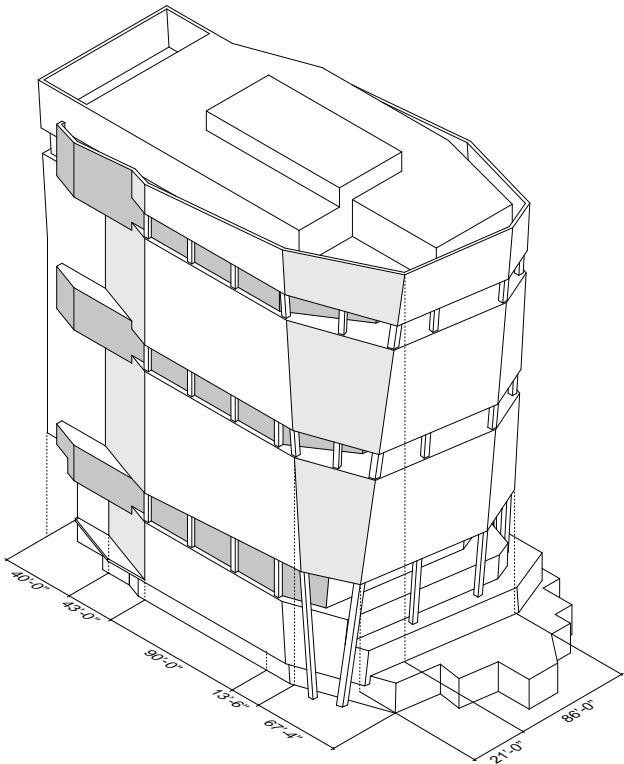


SOUTHEAST VIEW

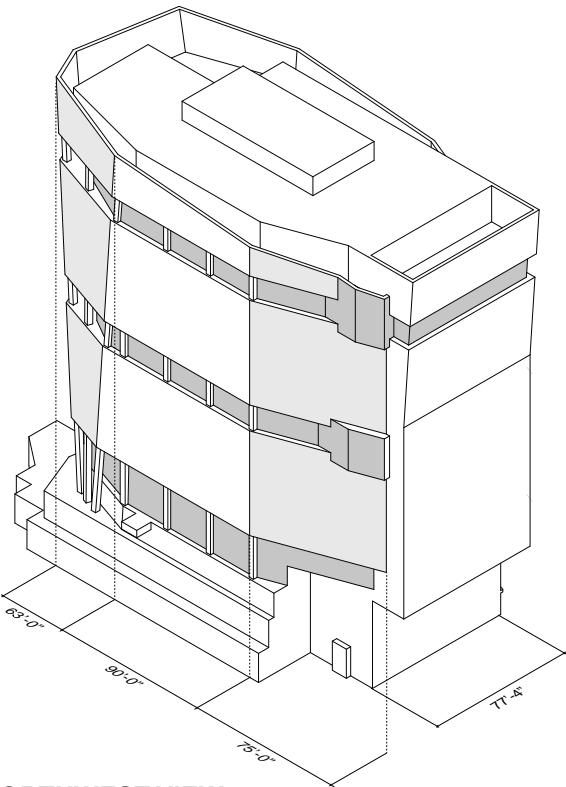


NORTHWEST VIEW

- a. Massing reflects a rhythm and variation that is appropriate to the urban context. Typical bay widths are organized on a nominal 30' module.



SOUTHEAST VIEW



NORTHWEST VIEW

- b. Vertical breaks help to define the massing and break it up into distinct massing elements.

# 5.1.4 BUILT FORM

## VISUAL INTEREST

### d. Visual Interest

**Goal:** Where appropriate, vary the architecture of individual buildings to create architecturally diverse districts.

**Measures:**

- a. Use **variations in height and architectural elements** such as parapets, cornices, passive shading devices, illumination and other details to create interesting and varied rooflines.
- b. Avoid flat façades and create visual interest.
  - **Articulate bays and balconies.**
  - Utilize architectural articulation such as **changes in material, fenestration**, architectural detailing, or other elements to break down the scale.
- c. Where buildings are set back at upper stories, use lower roofs as **green roofs, balconies, terraces, and gardens.**

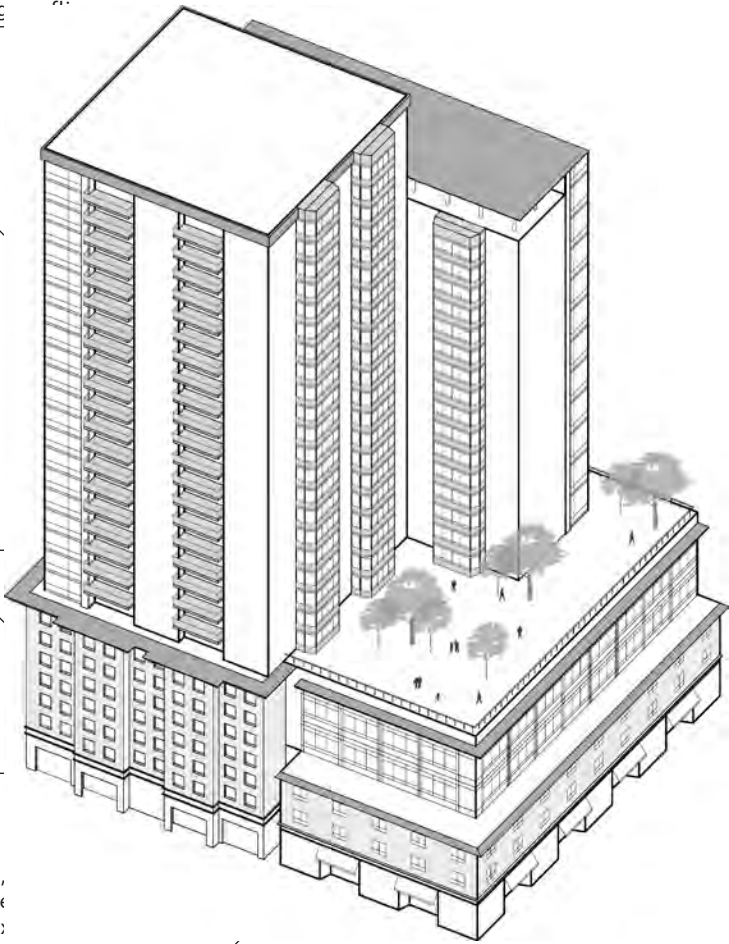
a. Varied height and architectural elements create interesting

b. Articulated bays and balconies help to avoid flat facades

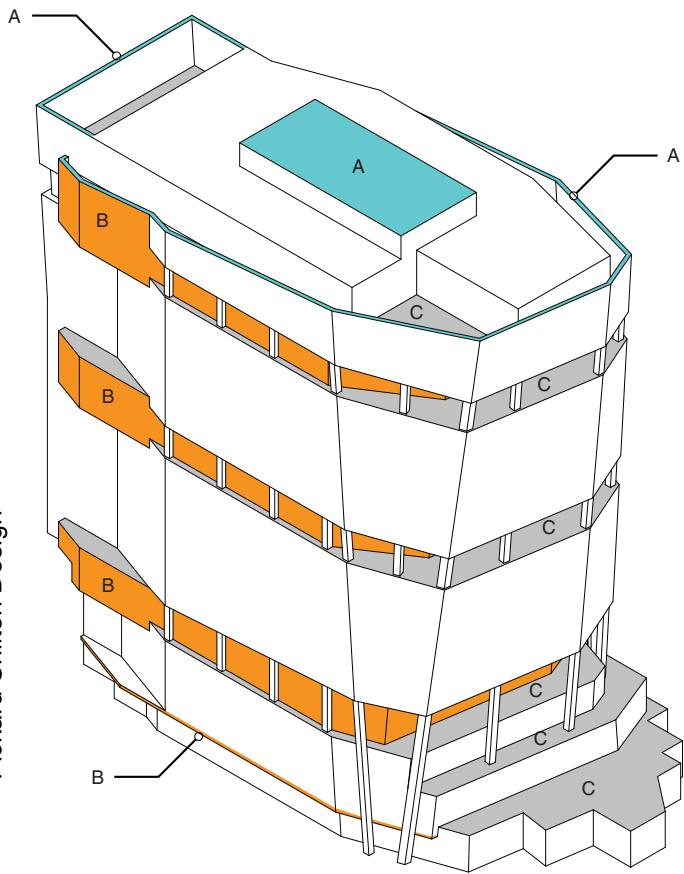
c. Articulated materials, fenestration, and architectural detailing break down the scale of large buildings and create visual interest

d. Building setback and podium rooftop can be used as a roof garden

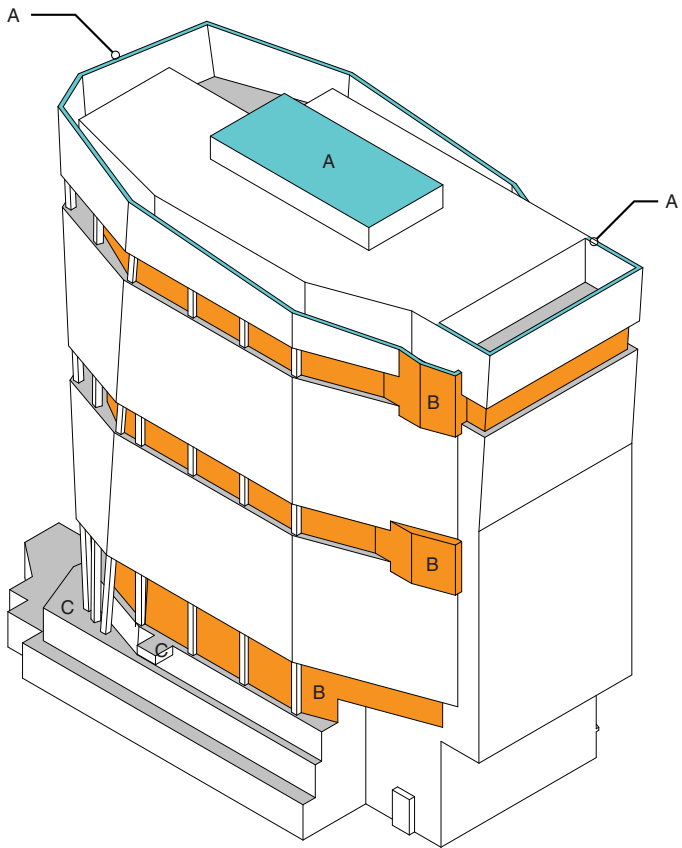
e. Recessed or projected entryways, canopies, awnings and other archite elements enhance the pedestrian e:






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SOUTHEAST VIEW



NORTHWEST VIEW

-  a. Varied height and architectural elements create interesting and varied roof lines.
-  b. Articulated bays, fenestration, and architectural detailing help avoid flat facades.
-  c. Above level 2, any potential green roofs, balconies, terraces, or gardens, are tenant improvement work at tenant's option.



# 5.1.5 BUILT FORM

## TALL BUILDINGS

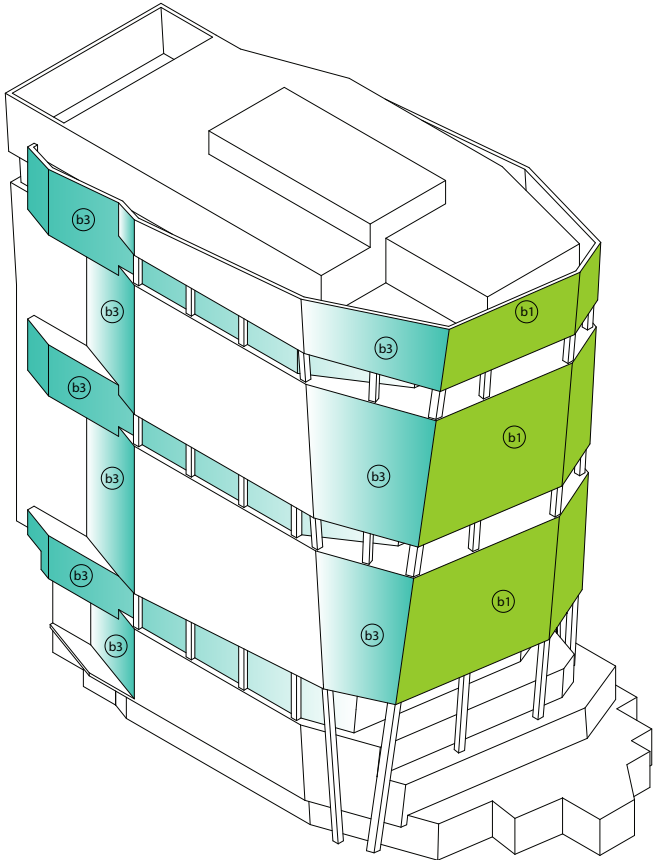
### d. Tall Buildings

**Goal:** Buildings over 200 feet tall should be designed 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. Tall buildings could potentially enhance the identity of Kendall Square by defining edges or serving as landmarks.

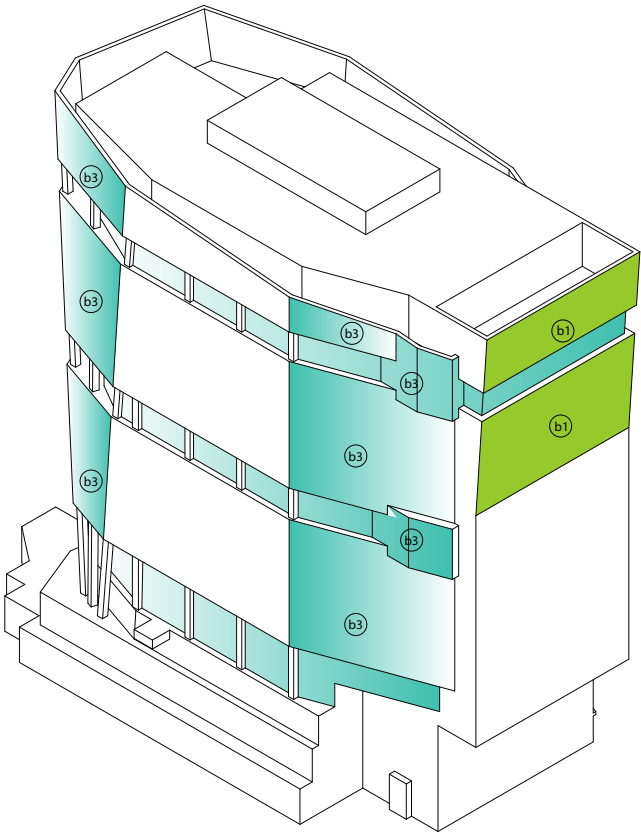
**Measures:**

- a. During design, consider the variety of vantage points from which tall buildings may be seen, especially from significant public spaces and nearby low-scale residential neighborhoods.
- b. Tall buildings should be articulated to avoid a monolithic appearance, and should emphasize slender, vertically-oriented proportions.
  - b.1 • Emphasize corners using taller elements such as towers, turrets, and bays.
  - b.2 • Consider the use of at least two distinct finish materials and colors on each building.
  - b.3 • Consider variation in forms that present different profiles to different vantage points, if appropriate.
- c. Avoid broad “slab” volumes that make the building appear bulky. Point towers expressing vertical volumes are encouraged.
- d. Consider legibility of the building top both by day and night, while demonstrating responsible use of lighting and energy consistent with sustainability requirements.

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SOUTHEAST VIEW



NORTHWEST VIEW

- b. 1 Emphasize corners using taller elements such as towers, turret, and bays.
- b. 3 Variation in forms present different profiles to different vantage points.

# 5.1.6 BUILT FORM

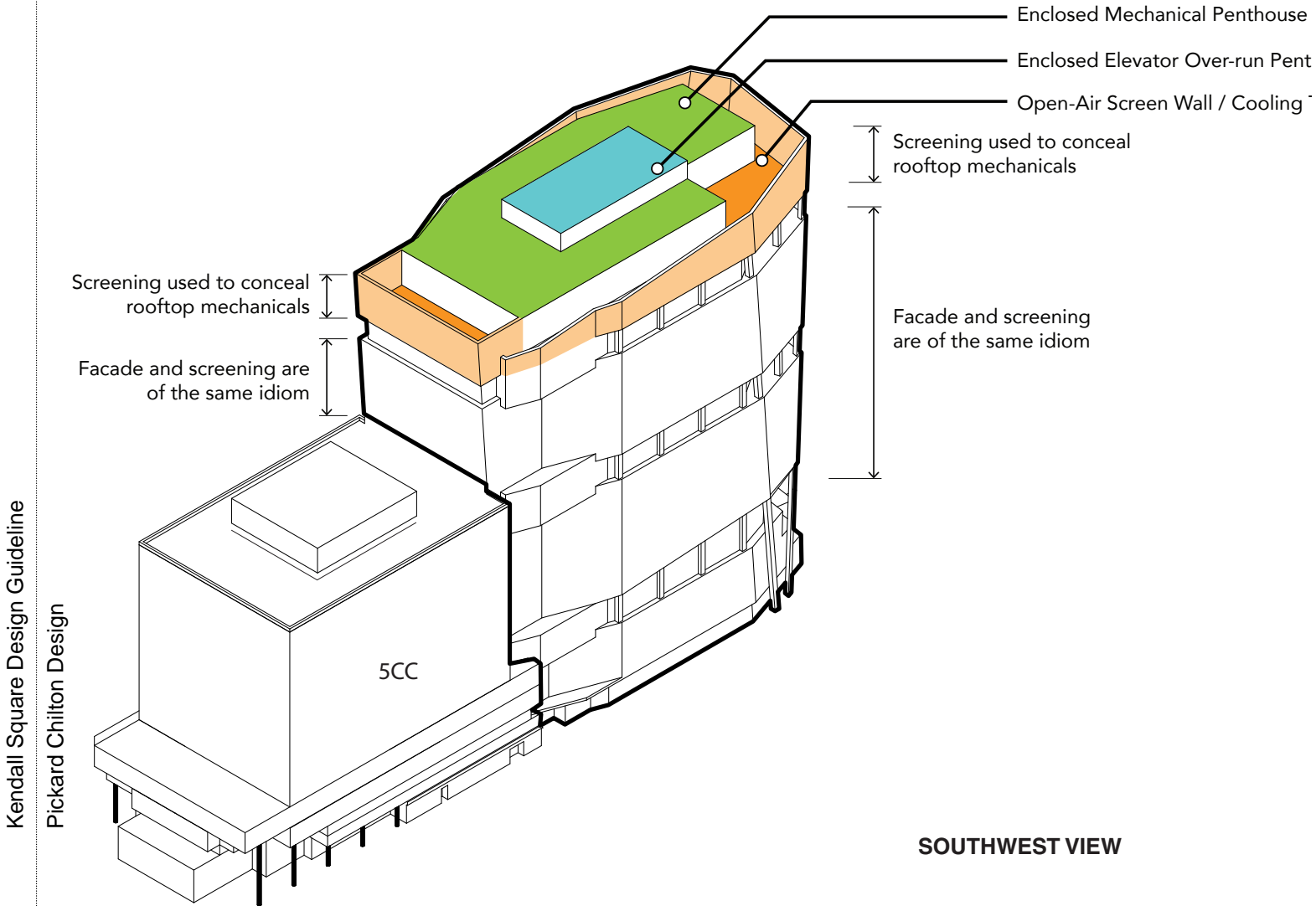
## ROOFTOPS

### Rooftops

**Goal:** The design of rooftops, including mechanical equipment and cellular installations, should be conceived as integral to the rest of the architecture of the building.

**Measures:**

- a. Rooftop mechanicals may be designed to stand out as machinery, in which case it needs to be carefully arranged to give a pleasing visual image.
- b. Screening may be used to conceal rooftop mechanicals, and in this case, the screening should be in the same idiom as the rest of the architecture.
- c. It may be possible to use both techniques listed above.
- d. To the extent possible, provisions should be made so that future cellular installations may be placed upon the building without detriment to the architecture, e.g. a blank wall of a mechanical screen may be conceived as such a location.



1. Screening used to conceal rooftop mechanicals is of the same idiom as the rest of the architecture. No rooftop mechanical will be visible from the ground level and will be screened from view.



# 5.2.1 GROUND FLOOR

## RETAIL OR MIXED-USE GROUND FLOORS

### Ground Floor Design Guidelines

#### a. Retail or Mixed-use Ground Floors

– Uses

**Goal:** First floors of the buildings should be actively used.

**Measures:**

- a. **Along Major Public Streets** - Approximately 75 percent of the street frontage should be occupied by retail uses such as cafes, restaurants and shops.
- b. **Along Secondary Streets** - Approximately 75 percent of the street frontage should be occupied by active uses. Active uses include:
  - retail (i.e. cafes, restaurants, shops)
  - educational and cultural venues
  - services for the public or for commercial offices (fitness centers, cafeterias open to the public, daycare centers, etc.)
  - community spaces (exhibition or meeting space)
  - art/information exhibition windows; live/work spaces
- c. Lobbies for office, research and residential uses are discouraged from occupying extensive ground floor frontage.
- d. Carefully designed residential stoops and entries that meet ADA requirements are encouraged.

**Goal:** Retail and services should serve local communities as well as people who work in the area.

**Measures:**

- a. Leasing of space to small, locally-owned businesses is encouraged.
- b. Diverse retail and service offerings that serve current and future Kendall Square residents and surrounding neighborhoods (e.g. pharmacy, greengrocer, bakery, drycleaner, and convenience store) are encouraged.
- c. Building frontage devoted to bank, trust company or similar financial institution should be limited to approximately 25 feet. Larger floor areas can be devoted to bank uses when fronted with other active retail uses.

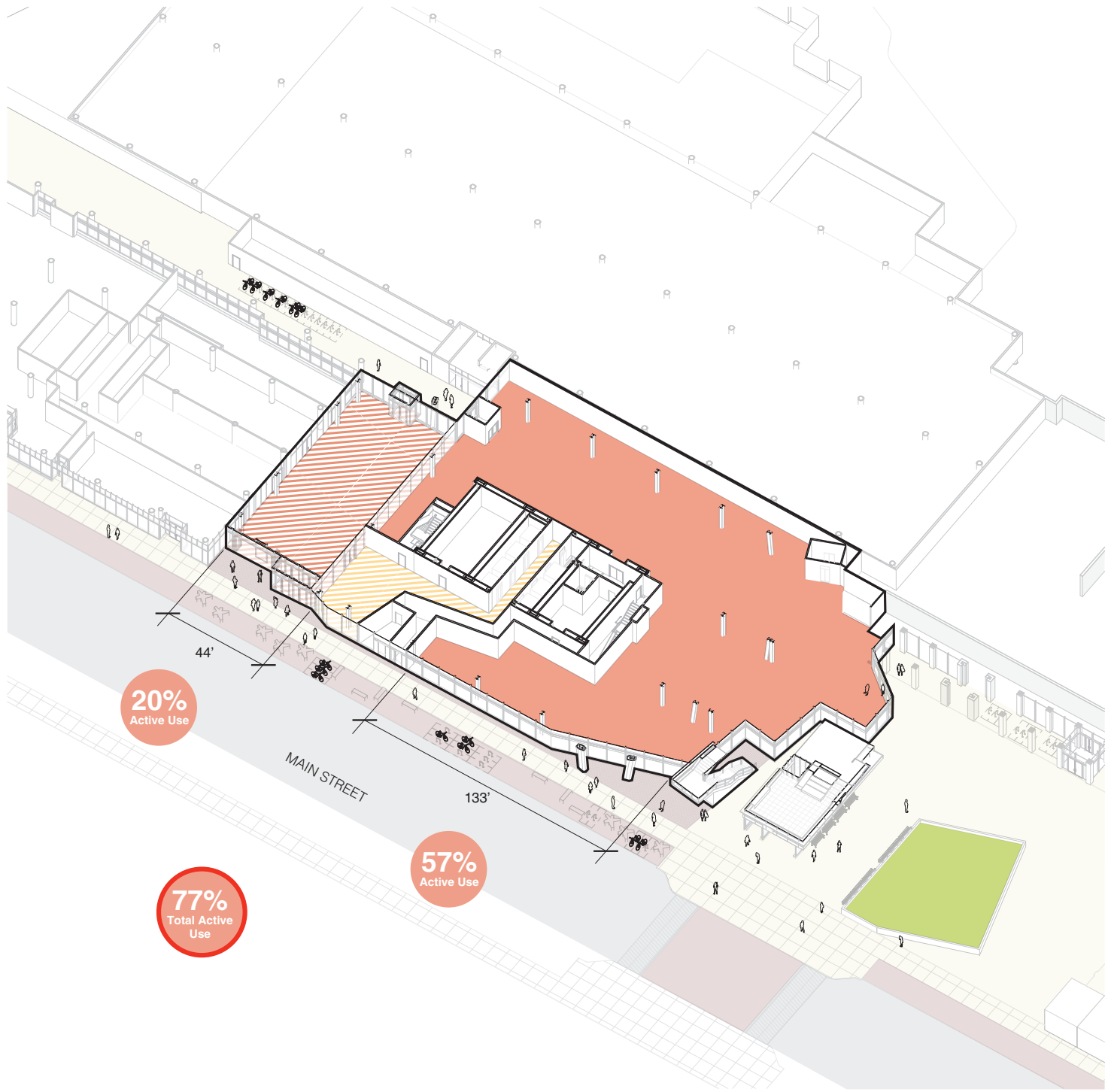
**Goal:** Where retail is not provided, ground floor spaces should be designed to accommodate retail in the future.

**Measures:**

Standards for spaces convertible to retail include:

- a. Adequate floor-to-floor height (e.g. 15-20 feet) to allow food-oriented uses, with ventilation etc.
- b. Leasable ground floor depth from façade should average about 40 feet
- c. Ground floor level flush with or easily accessible from sidewalk
- d. Ground floor façade readily convertible to retail-style storefront
- e. Designed to accommodate venting and exhaust needs of food service uses
- f. Services such as interior power and HVAC zoned or easily convertible to enable convenient division and sublease of interior spaces to retail tenants.

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# 5.2.2 GROUND FLOOR SETBACKS

– Setbacks

**Goal:** Create space at the sidewalk level to allow for interaction between activities on the ground floor of the buildings and the public sidewalk.

**Measures:**

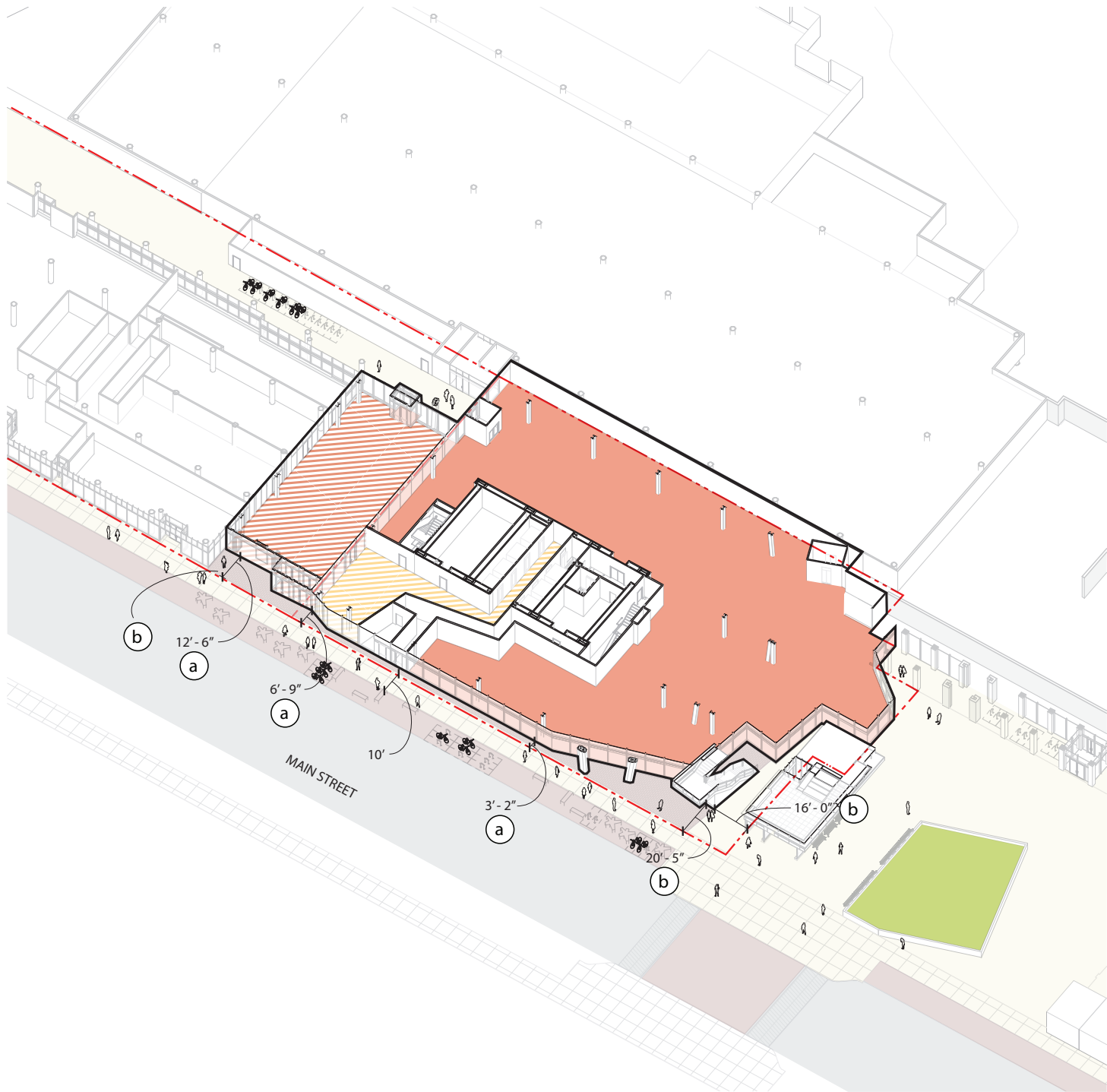
- a. Ensure that the sidewalk includes ample space for walking, street furniture, street trees, bicycle parking and other plantings, and is designed to accommodate a high level of access for all users, including those in wheelchairs or pushing strollers.
- b. Provide a small setback (5 to 15 feet ) from the right-of-way for café seating, benches or small open spaces.

**Goal:** Buildings should be directly engaging to the public and create a well-defined streetwall to help frame Kendall Square’s streets and public spaces.

**Measures:**

- a. Setbacks exceeding 10 feet should be provided with caution.
- b. Setbacks used exclusively for ornamental landscaping are not encouraged.

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- a. Sidewalk includes ample space and is designed to accommodate a high level of access for all users, including those in wheelchairs or pushing strollers.
- b. Architecture provides a small setback from the right-of-way for cafe seating, benches and small open spaces.

# 5.2.3 GROUND FLOOR FACADES

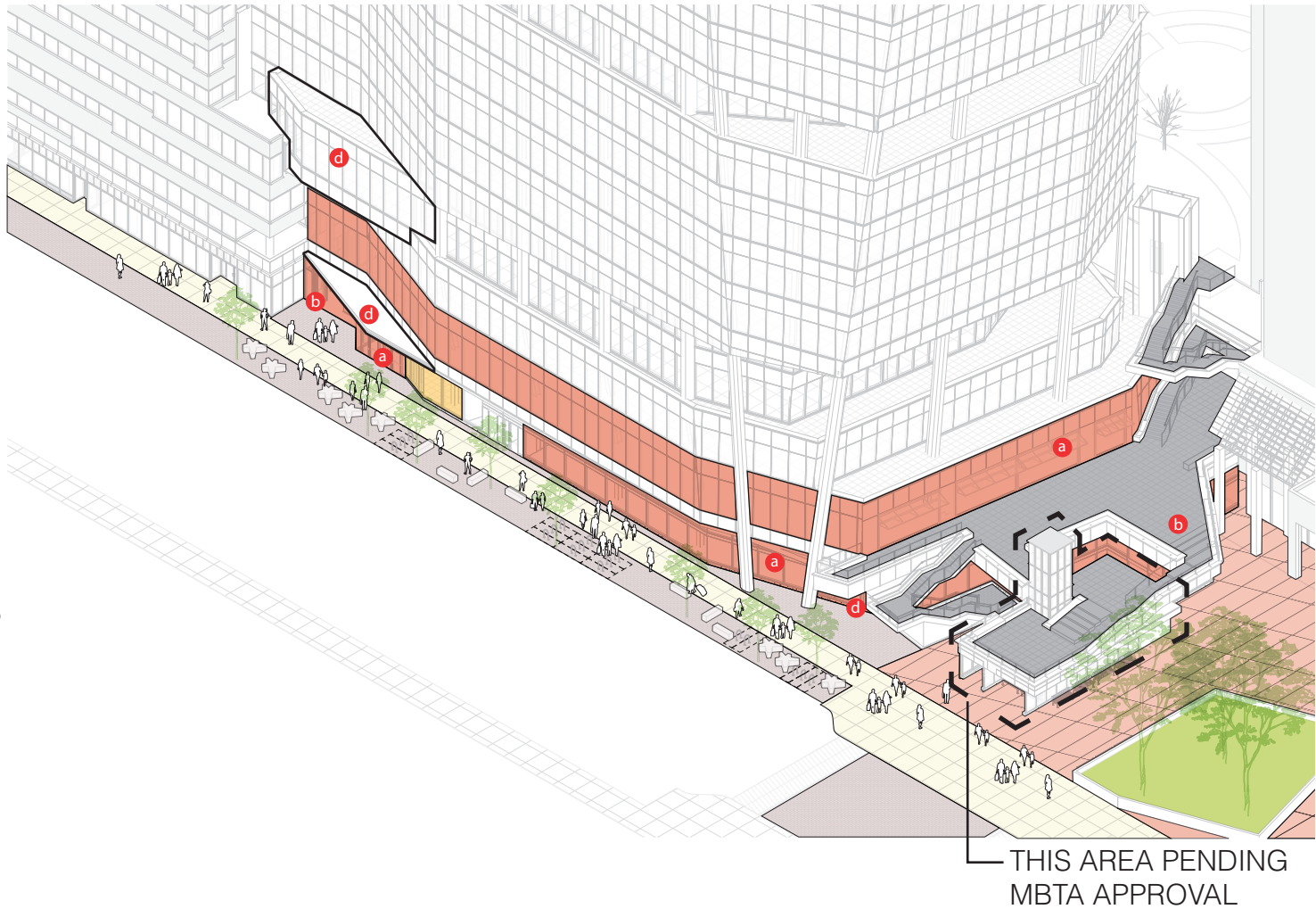
– Façades

**Goal:** Design ground floor façades of building to **reduce the distinction between exterior and interior space to extend the effective public realm indoors and reveal indoor activity on the street.**

**Measures:**

- a. **Transparent materials** and interior lighting should be used to maximize visibility of street level uses. Transparency is most important in the portion of the facade between about 2 feet to about 10 feet above the sidewalk level, i.e. where people are likely to look in. **Incorporate 60 to 75 percent transparent glazing** in the ground level façade **along major public streets** and 40 to 60 percent transparent glazing in the ground level façade **along secondary streets.**
- b. Active ground level spaces should have strong, interactive connections with adjacent public sidewalk/plaza space using strategies such as extensive transparent glazing, interactive media or public art, **large operable doors and windows**, or associated outdoor seating.
- c. Blank walls exceeding 20 feet in length should be avoided.
- d. **Awnings and canopies** are encouraged to provide shelter and enliven ground floor facade.
- e. Mechanical/utility rooms and service/loading areas are not appropriate along the major streets and should be located on secondary streets.

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- a. Transparent materials used to maximize visibility of street level uses.
- b. Associated outdoor seating.
- d. Awnings and canopies provide shelter and enliven ground floor facade.



# 5.2.4 GROUND FLOOR ENTRANCES

– Entrances

**Goal:** Major entrances should be located on public streets, and on corners wherever possible. If appropriate, entrances should relate to crosswalks and pathways that lead to bus stops, transit and bike stations.



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## **6. DESIGN / PLANNING EVOLUTION**

# 6.1 RESPONSE TO COMMUNITY AGENCY FEEDBACK

## DESIGN/PLANNING EVOLUTION

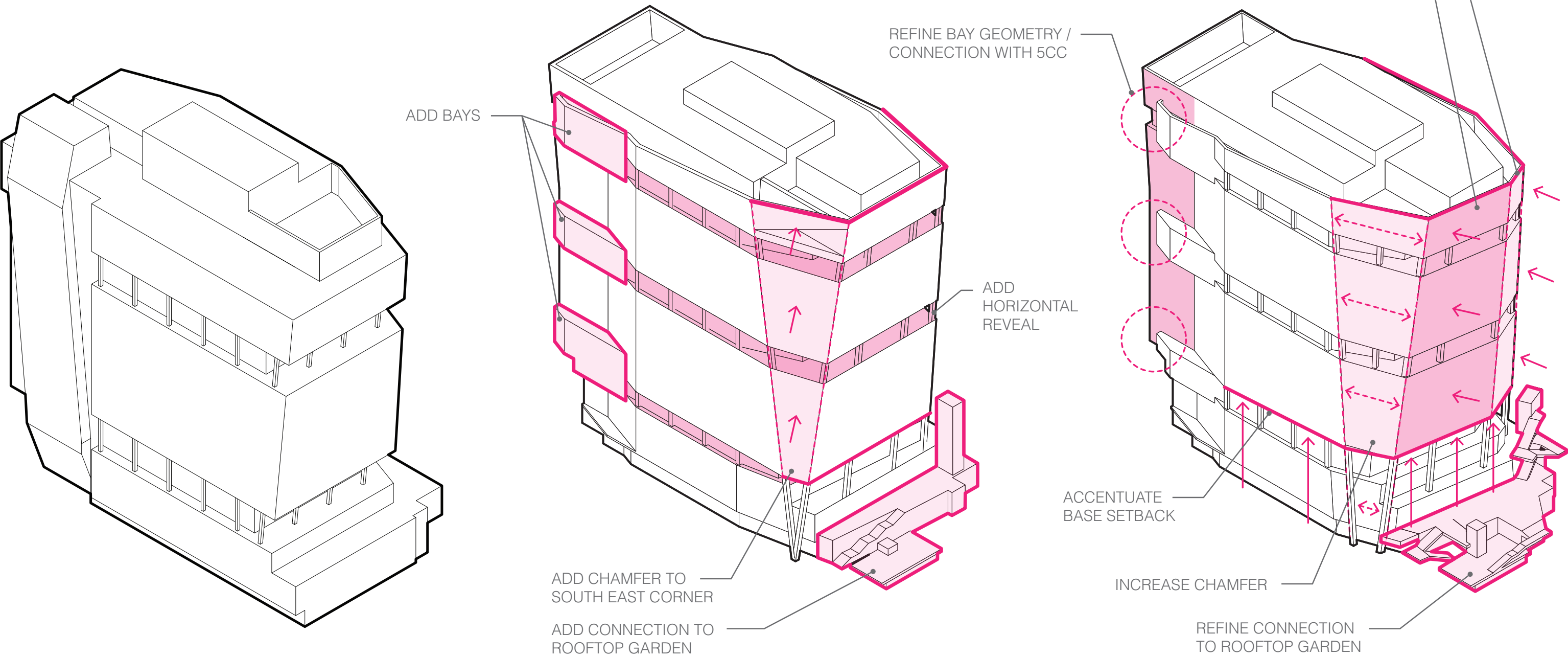
During the early stages of the design process, the Applicant and design team met multiple times with the CRA and various City departments, including CDD, TP&T and DPW, to discuss the proposed Amendment and the design of 325 Main. In addition, the Applicant presented to the East Cambridge Planning Team on July 11, 2018 and held a public Open House on August 1, 2018. Lastly, the Applicant and the design team had the opportunity to present to the joint CRA and Planning Boards at an informal hearing on July 31, 2018 and to the CRA Board on August 8, 2018.

At all of these meetings, valuable feedback was received related to the massing of 325 Main and its relationship to adjacent buildings and open spaces, the design of the proposed connection between Kendall Plaza and the Kendall Square Rooftop Garden, and impacts to the public realm both during and after construction.

The diagrams on the following pages describe how the design has evolved to incorporate that feedback through sculpting the building and reducing the bulk, while still maintaining commercially viable office floor plates. In addition, Chapter 7 provides additional detail on the development of the connection between the Plaza and Garden.

Lastly, as discussed with DPW, the Applicant remains committed to minimizing impacts during construction, while preserving vehicular, bike and pedestrian access along the southern edge of the site. The existing street trees will be removed and replanted in a mutually agreeable location and the Main Street streetscape will be restored to its exiting condition upon completion of the Project.

6.2.1 MASSING REFINEMENTS  
3D VIEW FROM SOUTHEAST

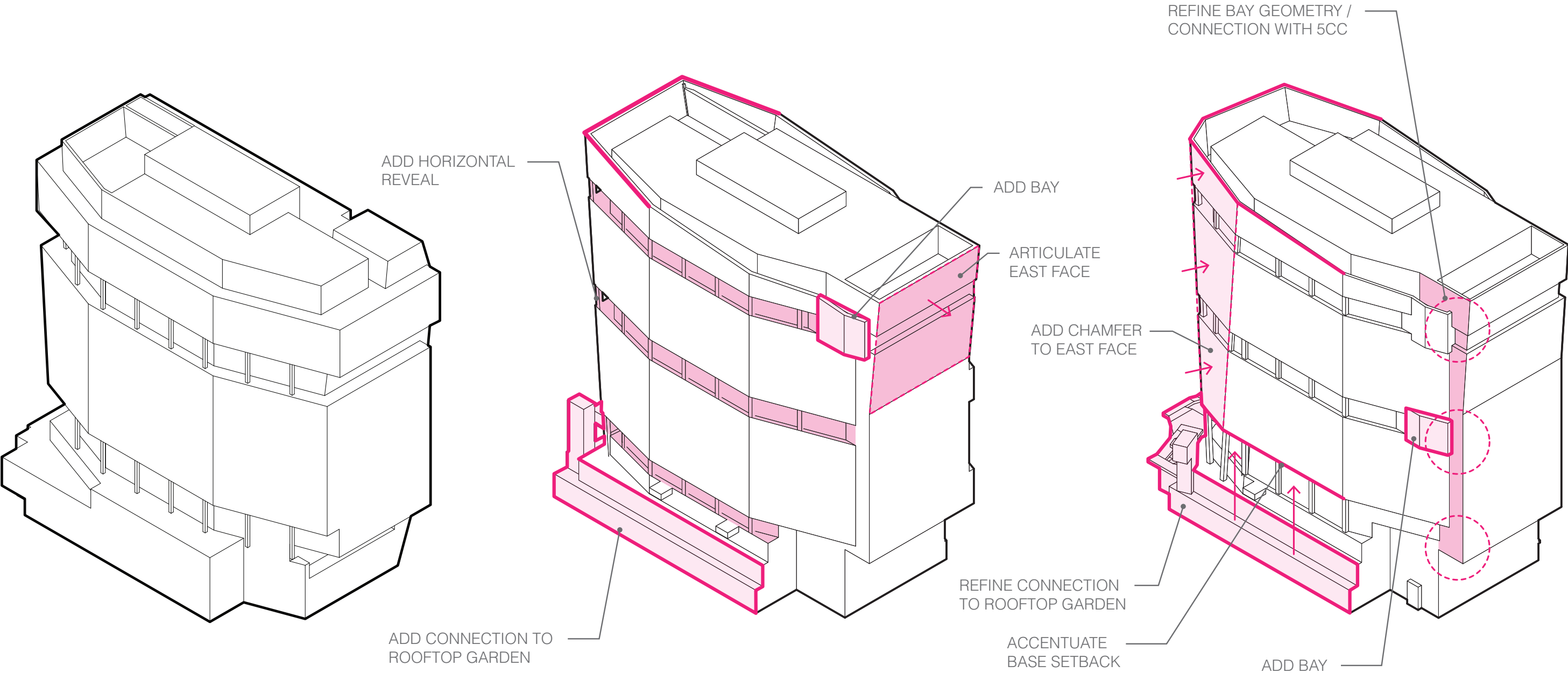


MASTER PLAN

CDD / CRA  
JULY 31 2018

SEPTEMBER 06 2018

6.2.1 MASSING REFINEMENTS  
3D VIEW FROM NORTHWEST



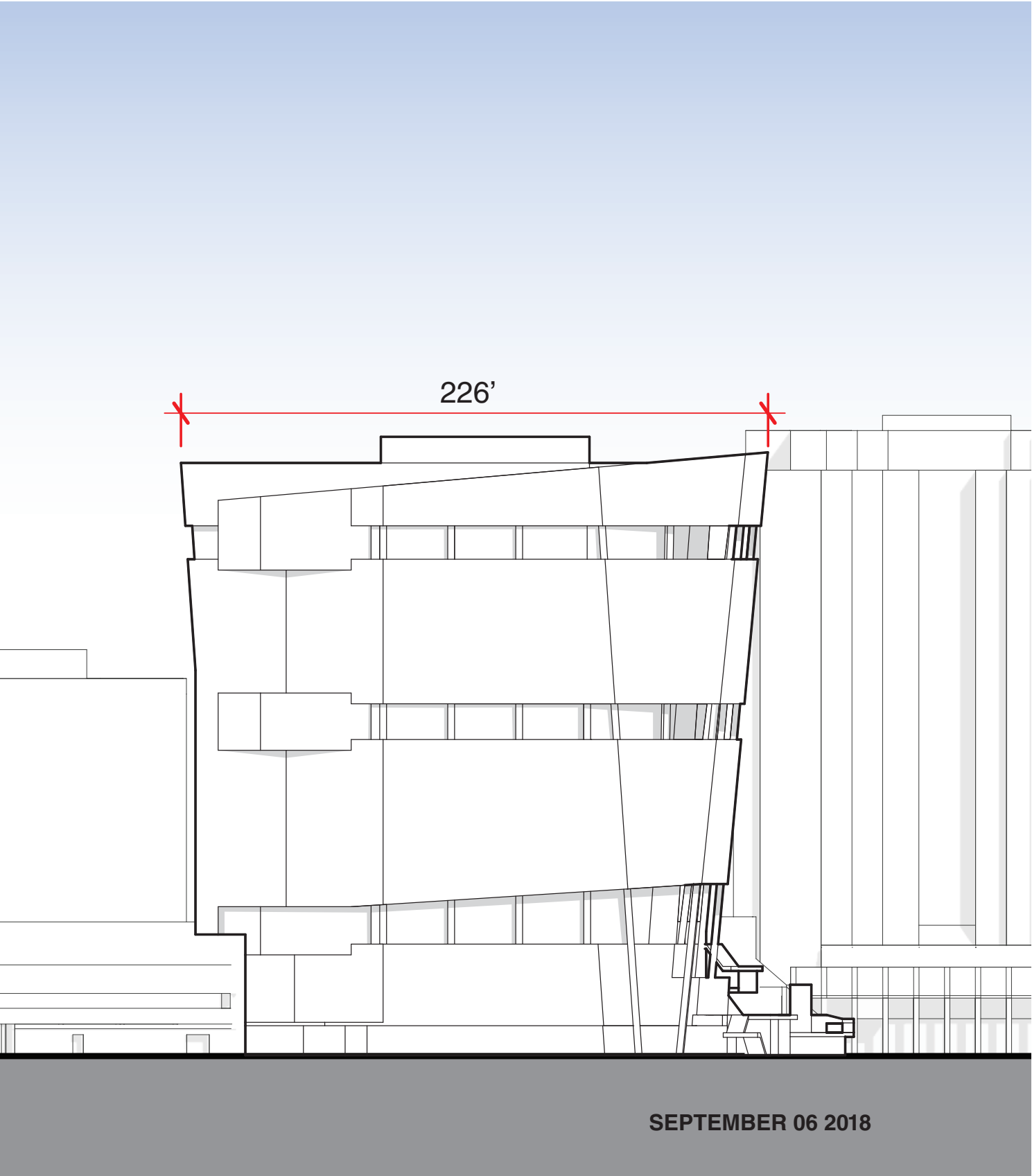
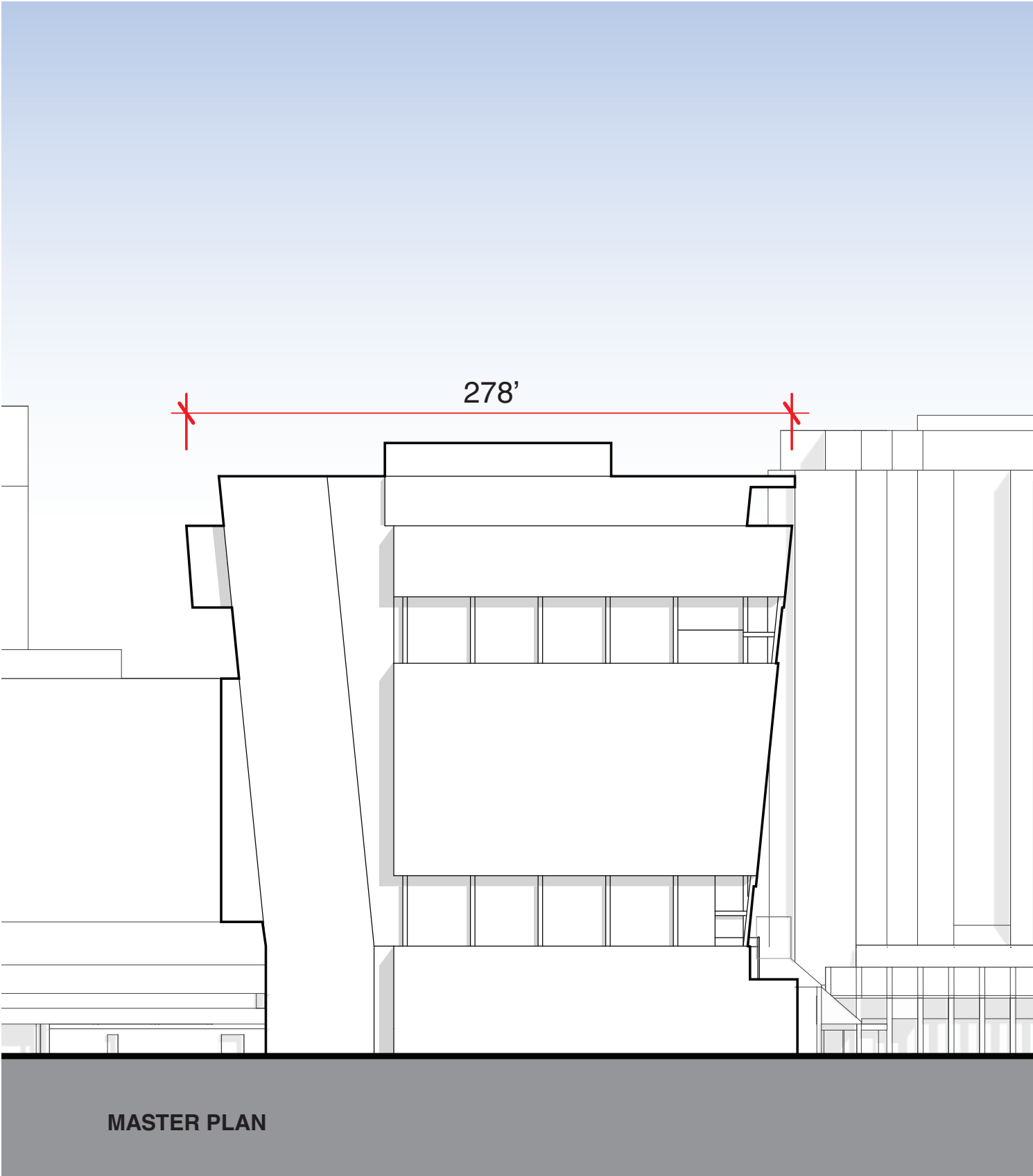
MASTER PLAN

CDD / CRA  
JULY 31 2018

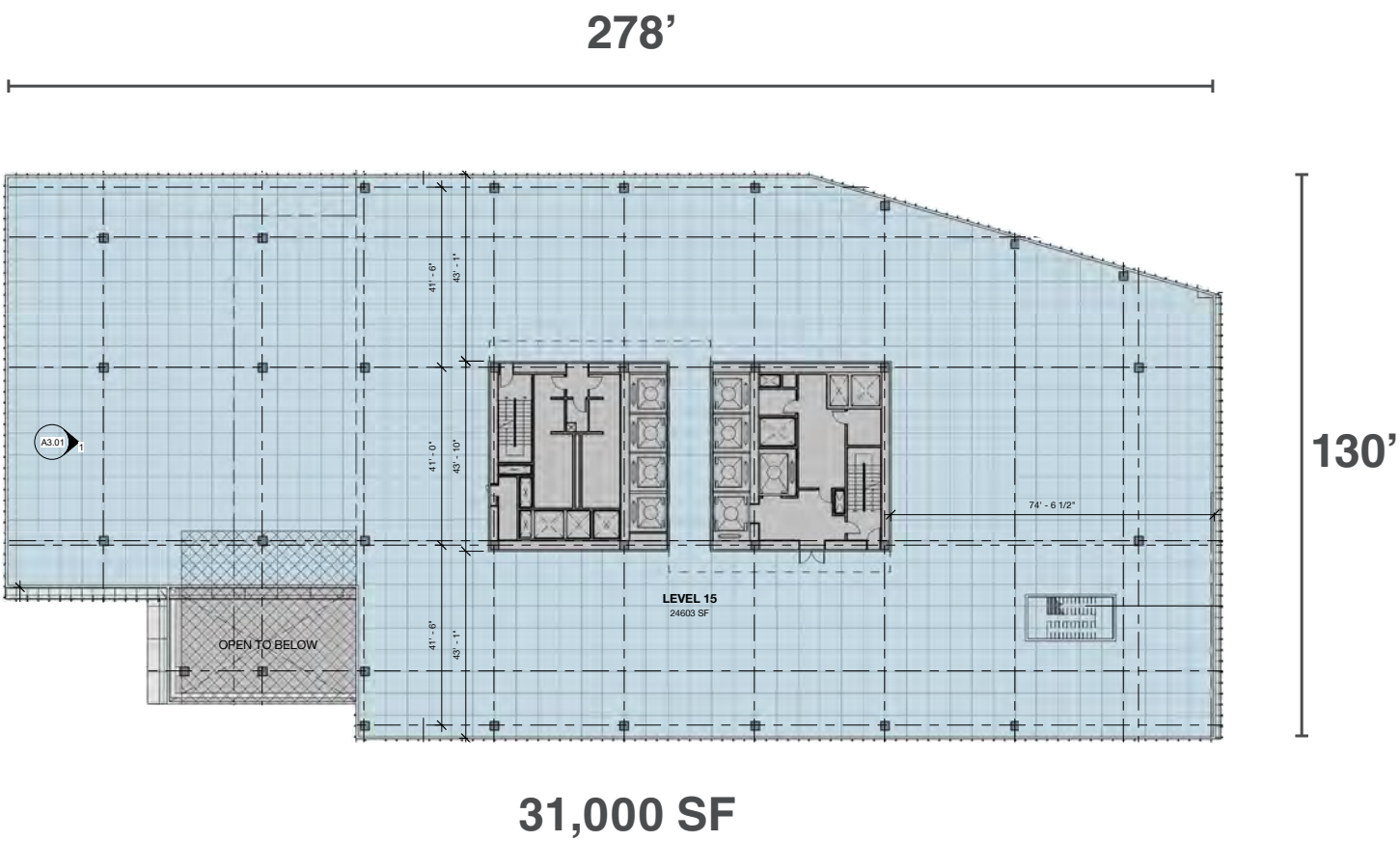
SEPTEMBER 06 2018



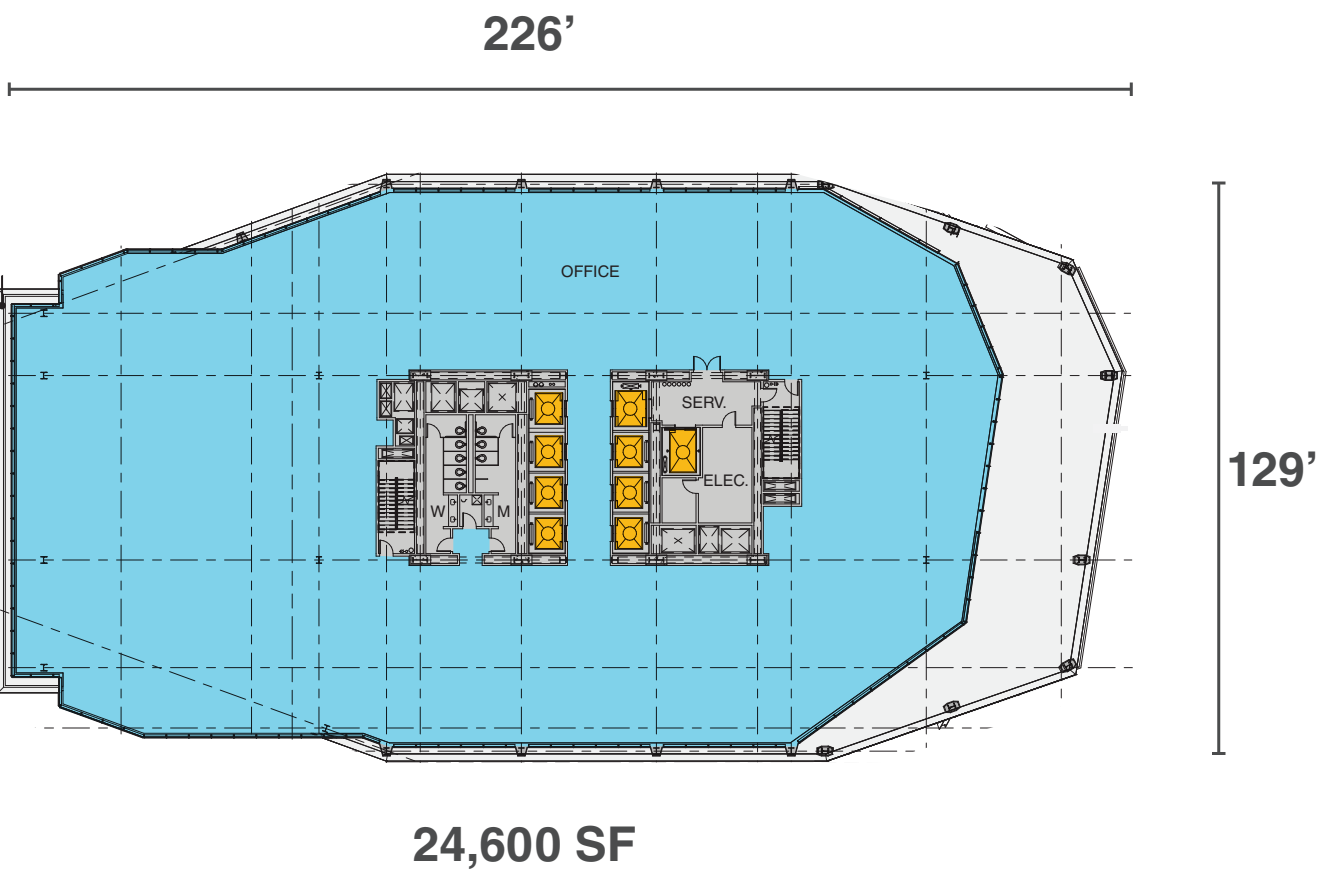
6.2.2 MASSING REFINEMENTS  
SOUTH ELEVATION COMPARISON



6.2.3 MASSING REFINEMENTS  
UPPER LEVEL PLAN COMPARISON



MASTER PLAN



SEPTEMBER 06 2018

6.2.3 MASSING REFINEMENTS

OVERLAY OF MASTER PLAN AND CURRENT PLAN SHOWING FLOOR PLATE REDUCTION

