

Final Development Plan Approval
Riverside Galleria

Case No. PB #66

Premises: First Street, Thorndike Way, Commercial Avenue,
Lechmere Canal Park (Lechmere Department Store
Site).

Proposal: PUD Special Permit for mixed use retail/office/
housing development

Zoning District: Business A/PUD-4

Petitioner: Riverside Galleria Associates Trust

Application Date: January 23, 1987

Date of First Public Hearing: February 17, 1987

Date of Planning Board Determination
Concerning the Development Proposal: April 7, 1987

Date of Second Public Hearing: May 5, 1987 continued to May
19, 1987.

Date of Decision Concerning Special
Permit Application: June 16, 1987

Application

The following documents were submitted in support of the
application:

1. Application for a PUD, Development Proposal, dated January 23, 1987 and certified complete on January 26, 1987.
2. Application for a PUD, Final Development Plan, dated and certified complete on April 24, 1987.
3. Plans, Elevations, Cross Sections entitled "Galleria at Riverside Place, Cambridge, Massachusetts"; New England Development, Developer; Arrowstreet, Inc. Architects; Various scales, dated January 26, 1987. Sheets 1-11. (Development Proposal)
4. Plans, Elevations, Cross Sections, as above, dated April 24, 1987; Sheets 1-11. (Final Development Plan).

Other Documents Received

1. Revisions to Final Development Plan application form, Section I, Development Data, dated May 29, 1987.
2. Revisions to Plans, Elevations, Cross Sections, Final Development Plan, dated May 29, 1987; Sheets 1-11.

3. MEPA Notice of Project Change, EOE Number 03007, Volume 1 of 2, dated May 28, 1987.
4. Letter from Cambridge City Manager to Cambridge Planning Board regarding City parcel dated January 26, 1987.
5. Letter from Vanasse Hangen Brustlin, Inc. supplementing Traffic Report included in Development Proposal dated February 17, 1987.
6. Letter to Mr. Lester Barber from Thomas P. Bloch dated February 17, 1987.
7. Letter to Mr. Paul Dietrich, Chairman of the Cambridge Planning Board, from Stephen R. Karp, dated February 17, 1987.
8. Motion by East Cambridge Planning Team accepting principals of the project dated February 24, 1987.
9. Memorandum from Michael Rosenberg to the Planning Board dated March 28, 1987.
10. Letter from George Teso, Traffic Director, to Paul Dietrich, Chairman of the Cambridge Planning Board, dated March 30, 1987.
11. Memorandum from Michael Rosenberg to the Planning Board dated March 28, 1987, revised April 6, 1987.
12. Letter from Stephen R. Karp, as Trustee of Riverside Galleria Associates Trust, to Paul Dietrich, Chairman of the Cambridge Planning Board, dated April 7, 1987.
13. Letter from Paul Dietrich, Chairman of the Cambridge Planning Board, to Stephen R. Karp, Trustee of Riverside Galleria Associates Trust, dated April 7, 1987.
14. Cambridge Planning Board Preliminary Determination concerning Special Permit Application No.66, The Galleria at Riverside Place (undated).
15. Memorandum from J. Roger Boothe, Director of Urban Design, to the Cambridge Planning Board dated April 7, 1987.
16. Letter from Lester Barber, Recording Secretary of the Cambridge Planning Board and Director of Land Use and Zoning of the Cambridge Community Development Department, to Mr. Stephen R. Karp, Trustee of Riverside Galleria Associates Trust, Dated April 28, 1987.
17. Letter from Arrowstreet, Inc. to the Cambridge Planning Board dated April 28, 1987.

18. Letter to the Members of the Cambridge Planning Board from Hugo Salemm, Chairperson of the East Cambridge Stabilization Committee, dated May 5, 1987.
19. Memorandum from Michael Rosenberg to the Cambridge Planning Board dated May 15, 1987, revised June 9, 1987.
20. Letter from David E. Stein to Lester Barber dated May 22, 1987.
21. Letter from Stephen R. Karp to Mr. Paul Dietrich, Chairman of the Cambridge Planning Board, dated May 29, 1987.
22. Letters from H. Edward Abelson to Lester Barber dated June 2, 1987, June 9, 1987, June 11, 1987, June 18, 1987 and June 19, 1987.
23. Letter to Nancy Lin, Cambridge Conservation Commission, from Jeffrey Baron, dated April 14, 1987.
24. Letter to Joseph Kellogg and Michael Rosenberg from S.D. Yanoff dated April 2, 1987.
25. Letter to Michael Rosenberg from Jeffrey Baron dated February 11, 1987.
26. Letter to Paul Dietrich from Jeffrey Baron dated June 16, 1987.

Public Hearing

Public hearings on the application were held on February 17, May 5, and May 19, 1987. Mr. Stephen Karp outlined the evolution of the plan over a period of more than two years, involving extensive discussions with the staff of the Community Development Department. As presented to the Planning Board, Mr. Karp stated, the project addressed all the essential guidelines of the City for development of this critical parcel: the creation of the projected Charles Park; the extension of Charles Street to Commercial Avenue; completion of the retail frontage along Lechmere Canal Park; the orientation of the galleria space so as to connect the public open space system; the inclusion of housing within the development; and the design and orientation of the various parts of the development as it faces the public streets and parks. These are all aspects that directly serve the policy objectives of the City in this key portion of the entire riverfront district. Mr. Slattery, architect for the development, illustrated in more detail how the design of the complex was evolving in a manner consistent with the public objectives for the site.

Community comment on the proposal was generally supportive, especially of the kinds of uses to be located in the Galleria. Of principal concern however, was the amount of parking to be provided; many residents requested the maximum amount of parking feasible to prevent any spillover effect into the residential

neighborhood. The Planning Board and some members of the community were concerned with the overall scale of the project particularly as it related to the amount of traffic which would be generated. To control such traffic the Board was disposed to discourage the maximum number of parking spaces so as to encourage alternate ways of traveling to the site. In defense of the scale of the project Mr. Karp indicated that a quality facility with much of its parking underground requires a minimum size threshold in order to make it financially feasible and that in addition, a reduction in size would not result in a proportional reduction in traffic generated as a larger facility permits one trip to serve multiple shopping activities. Also to be considered, it was noted, is the fact that retail traffic has its peak in the evenings and on weekends when the office peaks have passed. Development of the site for office uses would in fact aggravate existing traffic problems much more severely than this retail complex proposal.

A number of specific design concerns were raised by the staff of the Community Development Department as indications of design direction rather than as fundamental concern with the physical form of the development as it was presented. Parking facilities on the roof were a major design concern however.

The second set of public hearings, which in part were held in the East Cambridge neighborhood, reviewed plans which had advanced as a reflection of public, Planning Board and Community Development Department comments received at the first public hearing. While many details of the design had changed, the most dramatic response to comments related to the significant reduction in the number of parking spaces and the location of most of those spaces below ground. Both the Planning Board and the Community Development Department expressed support for those changes and pledged every effort to secure for New England Development alternate shared parking elsewhere in East Cambridge for customers and employees. Comments from the community again reflected the same concerns expressed in the earlier hearings, i.e. the amount of parking (generally more was desired) to be provided on the site and for some community members the opinion that the scale of the proposal was excessive and ultimately a serious negative impact on neighborhood traffic.

Findings

1. All requirements, procedural and otherwise, of Section 12.30 of the Zoning Ordinance have been met, with the granting of extensions of time by the applicant, as detailed above.
2. The Final Development Plan as approved conforms to the requirements of Section 12.353.
 - a. All general development controls set forth in Section 12.50 and all development controls applicable in the PUD-4 district set forth in Section 13.50 have been met; no variances are required.

- b. Although a portion of the open space bonus credited to the project does not satisfy all the requirements of Section 5.223 as in past decisions (See P.B. #55) the Board is prepared to grant said bonus as an equitable and reasonable reflection of the intent of Section 5.223 as permitted in Section 10.45 of the Zoning Ordinance.
- c. The project and the modifications to the project made subsequent to the first public hearing on the Development Proposal conform to the policy plan entitled East Cambridge Riverfront Plan and the development guidelines for East Cambridge entitled East Cambridge Development Review Process and Guidelines.
- d. The public benefits of the development outweigh its adverse impacts. The factors set out in Sections 12.353 (3)(a)-(e) have been considered and the Board has found that:
 - (1) The project will fulfill the urban design objectives of the East Cambridge riverfront by completing development of the Lechmere Canal Park edge as intended by the City. The project will add to the system of open space in East Cambridge and provide vital pedestrian connections between these open spaces.
 - (2) The project will contain a mixture of uses but will be dominated by retail activities with the housing and office components clearly secondary in scale. The retail component will extend the period of activity in the riverfront area for greater periods of the day than would alternate office development of the site; the retail activity will also spread the burden of traffic drawn to the site more evenly over the day and evening than would be the case if the site were developed to office use.
 - (3) While the project will significantly increase traffic in the East Cambridge riverfront area and on arterial roads servicing it, the completed network of improved roadways in the area will be capable of handling the added traffic load within the limits of their design capacities. In addition the requirement that a transit system be developed and supported by the applicant, the reduction in on-site parking from the amount of such parking initially proposed by the permittee, and a requirement that efforts be made to secure shared parking elsewhere in the district all work to minimize the volume of traffic which is drawn to the district and encourages the use of public transit. In addition the Traffic and Parking Department has indicated a willingness to alter the directional flow of streets in the East Cambridge residential neighborhood to prevent disruptive

outside traffic through that neighborhood should a conflict become evident after the opening of the facility and should the residents of East Cambridge indicate support for such a change.

- (4) The permittee will be required to install roadway, utility, sidewalk and park improvements to mitigate specific impacts on the surrounding public streets and parks generated by the development of the site.
3. The Final Development Plan as approved contains the revisions to the Development Proposal requested by the Planning Board.
4. The specific requirements of Section 13.50 PUD-4 have been met.
 - a. The uses proposed both principal and accessory are among the uses permitted and satisfy the requirements and limitations established in Section 13.52 for those uses and are compatible with the Lechmere Canal and Square District in the East Cambridge Riverfront Plan and/or are necessary to support the predominate uses in the PUD-4 District.
 - b. All dimensional limitations of Section 13.53 and 13.54 have been met. (See paragraph 2b of Findings above).
 - c. The development plan does not provide the 20% of the development parcel as open space as required in Section 13.55. However, the Planning Board is prepared to reduce the requirement to that provided in the approved final plans, as permitted by Section 13.551, as the project abuts the existing city park (Lechmere Canal Park), will assist in the construction and maintenance of another city park abutting the development, will complete portions of Lechmere Canal Park and will contribute to the construction of the north walkway under Commercial Avenue, will provide a new public roadway (Charles Street Extension) which, while not qualifying as an open space, is nevertheless a significant public amenity, and is physically and functionally integrated with the East Cambridge open space system by means of building orientation, location of building entrances, pedestrian linkages between major activity centers and similar factors.
 - d. Parking is being provided well in excess of that required in Section 13.571. The Board, concerned about the traffic impacts of a development of this size on the East Cambridge neighborhood and city streets at a greater distance from the site, finds that the reduction in parking spaces to be provided from the number initially proposed by the permittee, the expressed willingness of the permittee to secure shared parking elsewhere in the district, and the additional willingness to plan and operate alternate systems to

encourage non-auto modes of access to the site meet both the objectives of the city to maximize the use of public transit and the permittee's needs to secure sufficient convenient parking to satisfy the needs of the project's customers.

- e. Through extensive and continuing modifications to the design of the structure and the relationship of its multiple uses to the public domain, the project as approved fully meets the several development guidelines established for the East Cambridge riverfront.
- 5. The uses that make up the components of the project are in harmony with the general purpose and intent of the Zoning Ordinance.
- 6. The mixture of commercial, residential, open space, and other uses and the variety of building types are sufficiently advantageous to render it appropriate to grant special permission to depart from the normal requirements of the underlying zoning district as authorized by the Zoning Ordinance.

Decision

After review of the information presented in the application and at the public hearings, comments made by the staff of the Community Development Department, and other information presented to the Board, and based on the above findings the Planning Board GRANTS a Special Permit for a Planned Unit Development as described in the above referenced Final Development Plan Application at the above referenced site subject to the following conditions:

- 1. Final plans shall remain in general conformance with the Final Development Plan plans dated April 24, 1987, modified April 29, 1987, which plans were further modified and presented to the Board at the public hearing held on May 19, 1987, and were further modified and submitted to the Board on May 29, 1987. Said plans shall be in conformance with the dimensional and use limitations detailed in Appendix I of this Decision and the Final Development Plan plans as approved except as modified by this Decision.
- 2. All uses listed in Section 13.52 shall be permitted in this PUD Special Permit consistent with the requirements of said Section 13.52 and the development guidelines applicable to the East Cambridge riverfront. The area of permitted uses shall be further limited as follows:

Residential uses: A minimum gross floor area of 94,000 square feet shall be required.

Office and Laboratory Uses: A maximum gross floor area of 86,700 square feet shall be provided.

Total Parking Spaces: A maximum of 2750 parking spaces shall be provided.

Areas of the above uses in the final plans which vary from the above limits more than 10% shall require approval from the Planning Board as a minor amendment to this Special Permit except that any increase in the number of parking spaces provided above the maximum set forth above shall require approval from the Planning Board as a minor amendment upon a finding by the Planning Board, among other applicable findings, that every effort has been reasonably made to secure shared parking facilities elsewhere in the East Cambridge Riverfront District.

3. The Planning Board grants the open space bonus of 38,118 square feet as detailed in Appendix I of this Decision and the Final Development Plan for the project, as modified.
4. All requirements and obligations assumed by Riverside Galleria Associates Trust in the document entitled "Development Agreement for the Galleria Riverside Place, Cambridge, Massachusetts by and between the City of Cambridge and Stephen R. Karp, Stephen C. Plumeri and William H. McCabe, Jr. as Trustees of Riverside Galleria Associates Trust" dated as of June 30, 1987 shall in addition be conditions of this Special Permit (Appendix II). No Building Permit for the construction of Phase II of the Final Development Plan may be issued until the aforementioned Development Agreement shall have been executed by the permittee and the City of Cambridge.
5. The development plans shall continue to undergo design review by the Community Development Department as outlined in Appendix III. The Community Development Department shall certify to the Superintendent of Buildings and the Planning Board that all plans submitted to the Inspectional Services Department for building permits are in conformance with the requirements of this Decision, which certification shall be, at the Planning Board's discretion, subject to review by the Planning Board. Modifications to the design shall respond to the comments made and design issues raised in the memo to the Board, dated May 15, 1987, revised June 9, 1987 from Michael Rosenberg.

The following specific design issues shall be addressed, the final plans for which shall be approved by the Planning Board:

- a. Reasonable efforts shall be made to modify the design of the party wall between the Development Parcel and Ten Canal Park to afford reasonable light and air to the existing windows in the Ten Canal Park building and to provide an integrated public entrance to the Galleria and Ten Canal Park or another mutually satisfactory alternative at the first retail level. If reasonable modifications are not agreed upon by the permittee and

the owners of Ten Canal Park on or before June 30, 1988, the Planning Board shall determine the most equitable solution upon petition of either party.

- b. Reasonable efforts shall be made to gain appropriate control of vacant property commonly known as "Parcel 3D", owned by Edgewater Place Limited Partnership, to permit construction of the Galleria to the party wall at Ten Canal Park and along the entire perimeter of the Lechmere Canal Park. If Parcel 3D is acquired by the permittee, the permissible floor area ratio for the Galleria shall be increased by 2.0 times the square footage of Parcel 3D plus all applicable open space bonus footage derived from the acquisition of Parcel 3D.
- 6. The permittee shall be required to install brick sidewalks, street trees and the appropriate historic East Cambridge light fixtures at all public street edges of the development, said installation to be completed on or before issuance of the occupancy permits for the final 10% of the development.
 - 7. The permittee shall submit to the Board for approval, on or before June 1, 1988, and shall thereafter implement appropriate portions of, a Transit Plan applicable to this development which shall be designed to maximize the use of public transit through the stations at Kendall Square and Lechmere Square and in other ways to discourage the use of private cars by customers and employees of the commercial facilities in East Cambridge. At a minimum said plan shall contain the following:
 - a. Details of a shuttle bus system including routes, schedules, frequency and capacity serving the development, other developments and the East Cambridge transit stations.
 - b. A plan for the implementation of a computer based ride sharing information bank, including cooperation with CARAVAN for Commuters, Inc., or a similar organization to assist commuters seeking van pool and car pool arrangements.
 - c. A plan for participation in the MBTA commuter pass program for all employees and tenants of the development.
 - d. Identification of other techniques to be employed to reduce peak hour automobile usage including staggered or flex-time work programs.
 - e. Details of an on-going program, implemented immediately following 90% occupancy of the facilities, to survey customers and employees (including tenants) to determine travel modes, times of arrival and departure, home location and preferences for ride sharing, among other information. The information shall be updated annually

by the permittee or his successor and all information shall be forwarded to the Community Development Department and shall be intended to be used by the City and the permittee to more effectively provide alternate means of travel to the site.

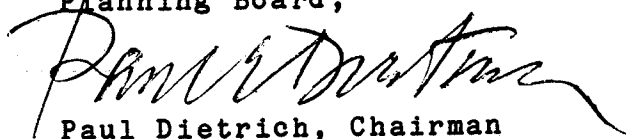
- f. A detailed time schedule for implementation of all facets of the plan, with appropriate elements of the plan initiated as facilities are completed and occupied.
- g. A management plan detailing the personnel to be provided to manage the plan and sources of financing. The permittee shall take the lead in implementing the Plan and shall, along with other participants in the plan, be responsible for financing and operating an acceptable level of service consistent with sound transportation engineering standards, where applicable, as reasonably determined by the Planning Board to the extent that elements of the plan are not funded and/or operated by public agencies.

In developing the plan the permittee is encouraged to cooperate with other property owners and businesses in East Cambridge and Kendall Square; the City through the Community Development Department and the Traffic and Parking Department, is encouraged to assist in the development of the plan, in coordinating participation by other private entities and the MBTA, and in securing the smooth implementation of the plan.

- 7. Up to 50% of the bicycle parking facilities required by Article 6.000 for this development may, with approval of the City Manager and the Community Development Department, be located elsewhere in the East Cambridge riverfront district in public parks and other suitable locations.

Voting to grant the permit were Board members Paul Dietrich, Alfred Cohn, David Kennedy, Clarence Cooper, Acheson Callahan, and Joyce Bruckner, representing two thirds or more of the membership of the Board.

Respectfully submitted for the
Planning Board,


Paul Dietrich, Chairman

ATTEST: I, DAVID E. STEIN, duly authorized representative of Riverside Galleria Associates Trust, have read this decision prior to action by the Planning Board and hereby agree to the foregoing conditions as approved by the Planning Board. (PUD only)

David E. Stein

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

ATTEST: A true and correct copy of the decision filed with the Office of the City Clerk on June 25, 1987 by Elizabeth J. Matherford, authorized representative of the Cambridge Planning Board. All plans referred to in the decision have likewise been filed with the City Clerk on such date.

Twenty (20) days have elapsed since the filing of this decision. No appeal has been filed.

Date _____

City Clerk, City of Cambridge

The Galleria at Riverside Place
Planned Unit Development Application (Final Development Plan)
Application Form

1.48

I. DEVELOPMENT DATA

Please provide the following information:

1. Parcel size (sq. ft.): $\pm 433,904 + 38,118 = 472,022$
(open space bonus = 38,118 sq. ft.)

Note: See plan attached to this document for Open Space Bonus Calculation)

2. Proposed lot coverage of structures: $\pm 85\%$
3. Project bulk

- a. Total floor area of all structures in the PUD including parking:

The total floor area of the retail uses consists of 359,000 s.f. of anchor stores and 327,000 s.f. of retail shops, 80,600 s.f. of Arcade and 46,400 s.f. of support space. The office building is 86,700 s.f., and the housing is 98,700 s.f. Most of the parking is below grade in three 381,400 s.f. (average size) levels. The parking above grade (for TBA) totals 53,300 s.f. Service and loading is in a 36,200 s.f. space accessed from First Street and an 18,200 s.f. space accessed from Commercial Avenue. These areas are approximate and subject to ongoing review with the Community Development Department's staff and their consultant.

- b. Gross floor area as defined by Article 2.000 of the Ordinance (list areas counted in total floor areas but excluded in gross floor area and key to map required below).
 $\pm 944,000$ sq. ft.

(Areas excluded in gross floor area: Garage; Service Courts; Interior Courtyard Arcades; and Mechanical Areas.)

See attached Key Plans. Note: key plans do not identify Mechanical Areas; total amount of mechanical areas is projected to be approximately 20,000 s.f.)

- c. Floor area ratio: 2.0

4. Project height:

- a. Building height as defined by Article 2.000 of the Ordinance:

Project building heights range from ± 49.5 ft. to 79.5 ft.

- b. Greatest vertical distance between the lowest elevation at the perimeter of the project and the tallest structural element:

Vertical distance from Lechmere Canal Park area to roof of the housing is ± 81 ft.

- c. Percentage of lot area proposed to be covered by building mass in excess of ± 54 feet: ± 90 percent; and ± 81 feet: 0 percent.

The building heights are well below the 85 foot height limit for most of the site; in fact, 70% is at 54 feet or less.

5. Total amount of usable open space, both public and private: 15% not counting Charles Street Extension
17% counting Charles Street Extension

Exclusive of 9,931 s.f. (equivalent to City Parcel).

See attached Public Open Space Plan.

In addition there are private open spaces at the housing (balconies and roof terraces), the Canal Park edge, the Charles Park Retail entry, the office building, and the First Street edge.

6. Probable number and type of dwelling units by the number of bedrooms:

50 to 78 units are planned with approximately 100 bedrooms total.

7. Projected rent levels or selling price for each type of use in the development (broken down by unit size for dwelling units):

A. Residential

1. One bedroom units - \$120,000 - \$150,000
2. Two bedroom units - \$140,000 - \$255,000

B. Retail

1. Mall - \$30 per square foot retail
2. Three anchor department stores, currently contemplated to include:
 - Lechmere - sale or lease (to be determined)
 - Sears - sale or lease (to be determined)
 - Filene's - sale or lease (to be determined)

C. Office - \$22 - \$25 per square foot

8. Approximate gross residential densities: 412 s.f./unit on housing site only; 5559 s.f./unit on whole site.
9. Total area (in square feet) of each type of use in the development and percentage of total gross floor area of the development.

These numbers are approximate and represent our most recent presentation to the City staff.

Anchors	359,000	38%
Retail Shops	327,000	35%
Arcade	36,800	4%
Retail Support	43,200	4%
Hotel Parking Lobby	500	--
Office	83,200	9%
Housing	<u>94,300</u>	<u>10%</u>
Total	944,000	100%

10. Number of parking spaces to be provided, by use:

Retail	2,320 spaces (± 3.4 per 1000 s.f.)
Housing	110 spaces (± 1.5 per unit)
Office	170 spaces (± 2 per 1000 s.f.)
Sonesta	<u>150 spaces</u>
	2,750

Arrangements are being pursued in conjunction with the City and assistance to procure offsite parking for retail employees in periods of peak activity.

Essentially all of the parking is below grade; the only exceptions are the ancilliary parking at Sears' TBA (± 70 spaces) and the visitors parking at the housing (± 10 spaces).

The Galleria at Riverside Place
Planned Unit Development Application (Final Development Plan)
Application Form 1.58A

11. Total length of streets to be conveyed to the City:

±120' of Charles Street Extension

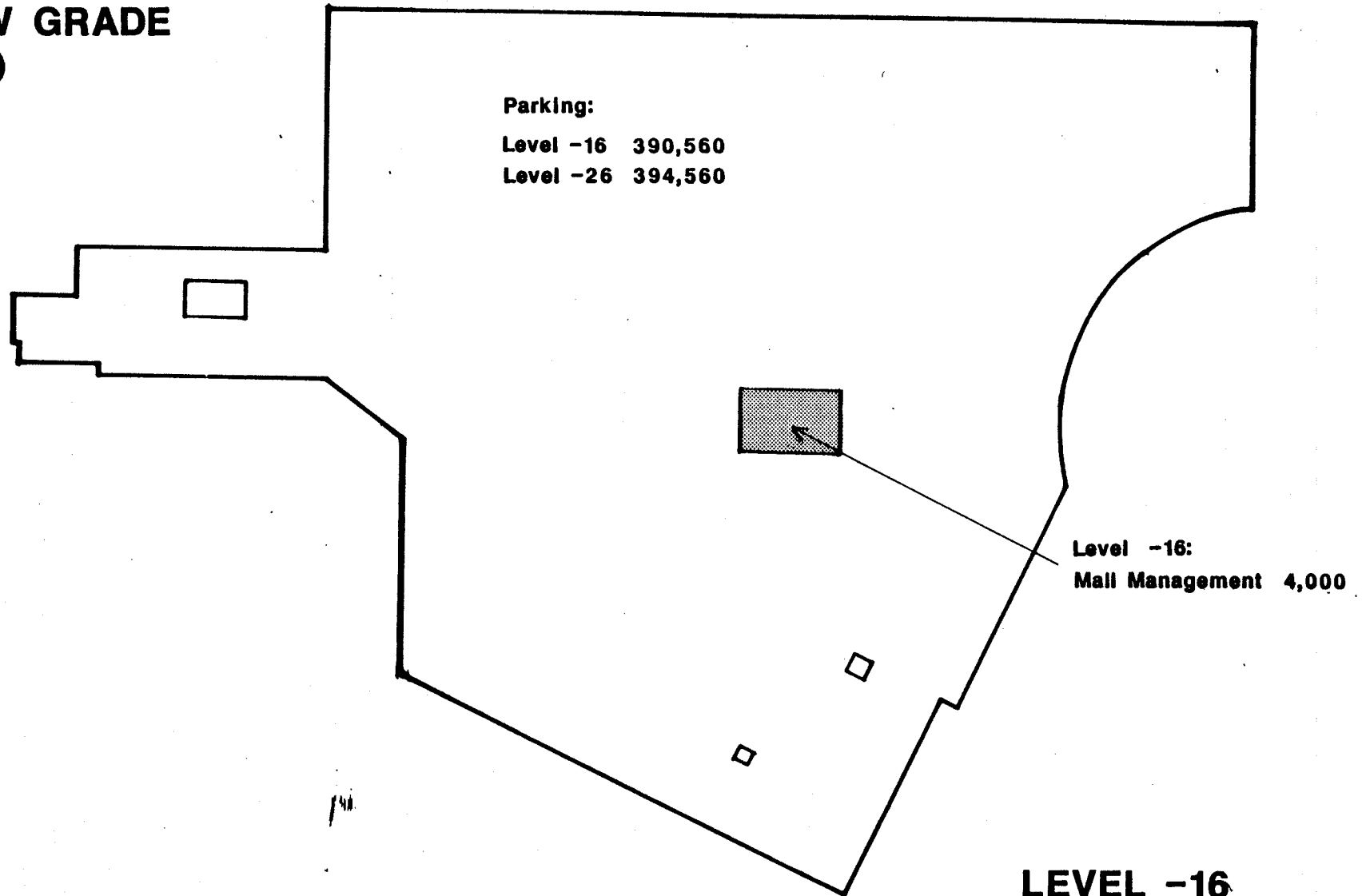
±380' of Charles Street Extension by easement

Refer also to the Preliminary Land Exchange Plan.

12. Total length of streets to be held as private ways
within the development: Zero

APPENDIX I

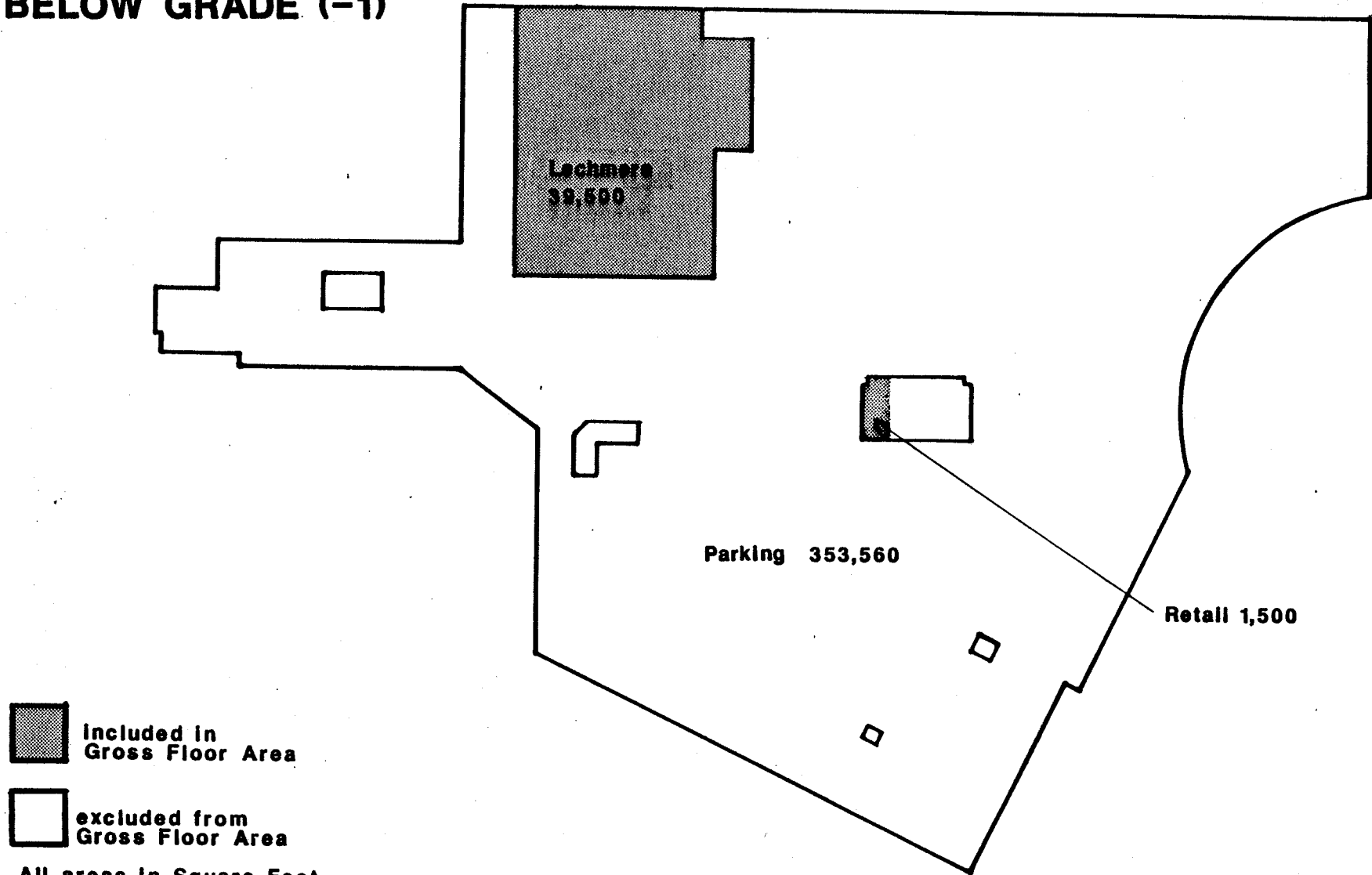
**BELOW GRADE
(-2,-3)**



The Galleria at Riverside Place

LEVEL -16
LEVEL -26
KEY PLAN

BELOW GRADE (-1)

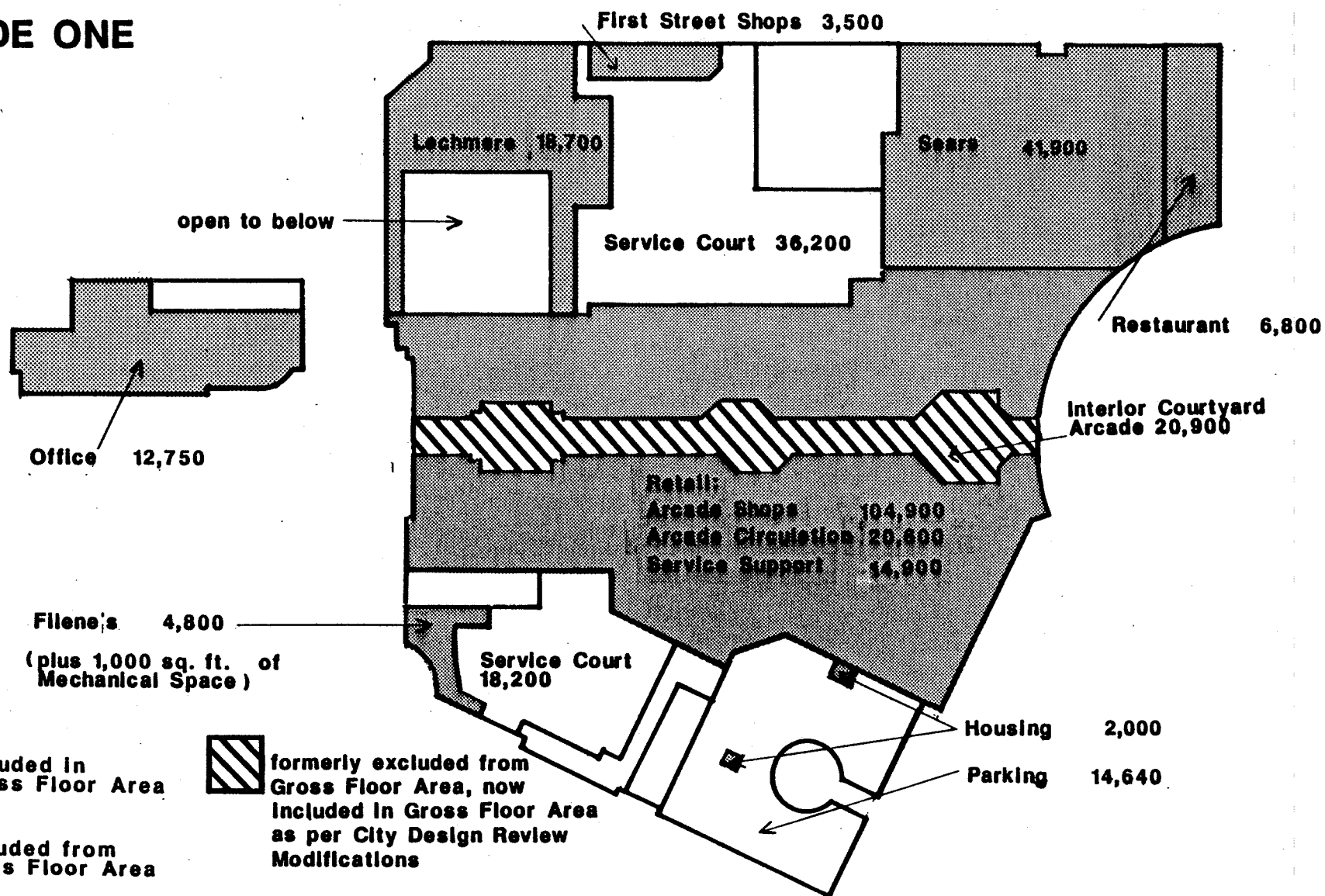


The Galleria at Riverside Place

LEVEL -6

KEY PLAN

ARCADE ONE

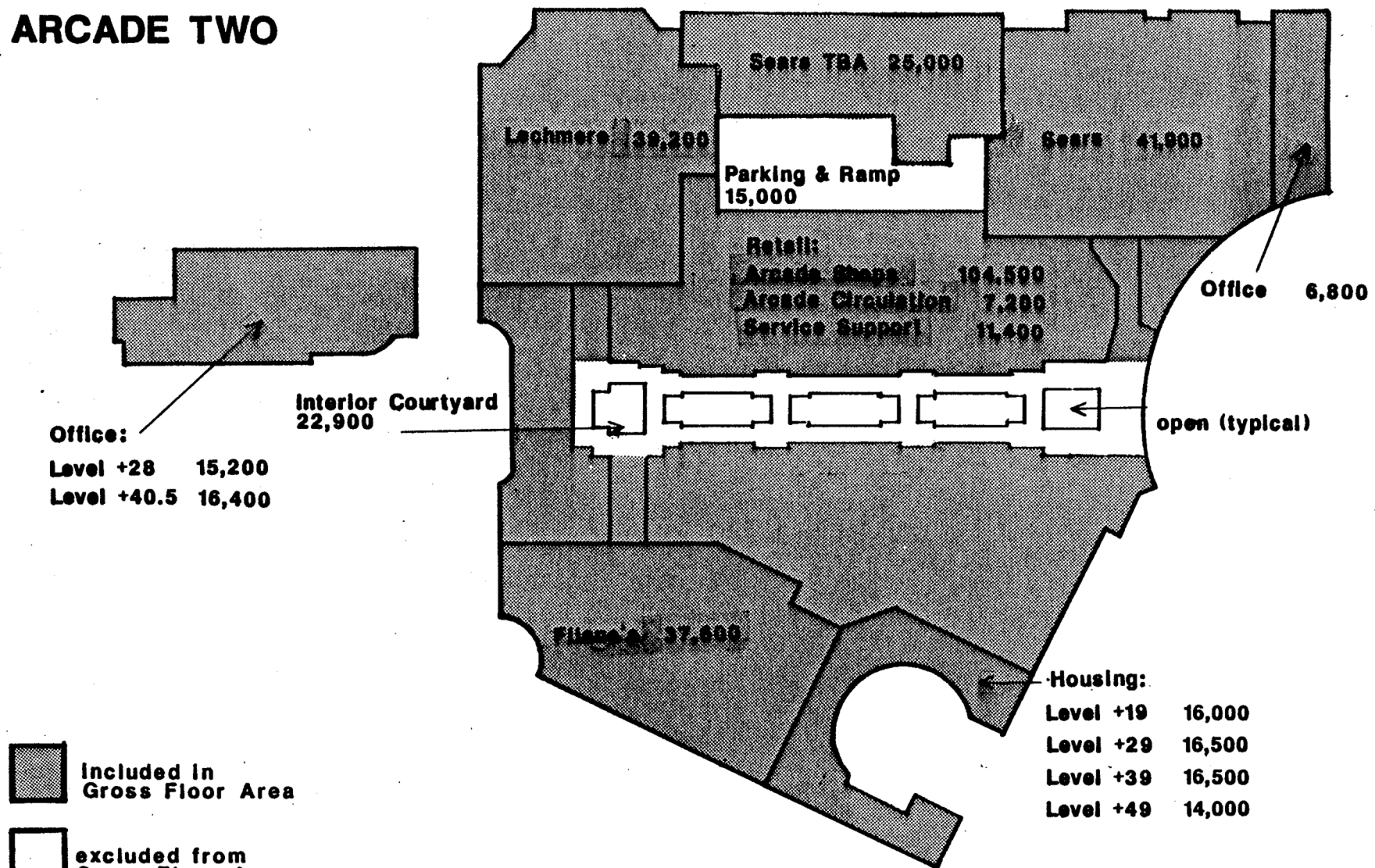


LEVEL +10

KEY PLAN

The Galleria at Riverside Place

ARCADE TWO



 Included in Gross Floor Area

 excluded from Gross Floor Area

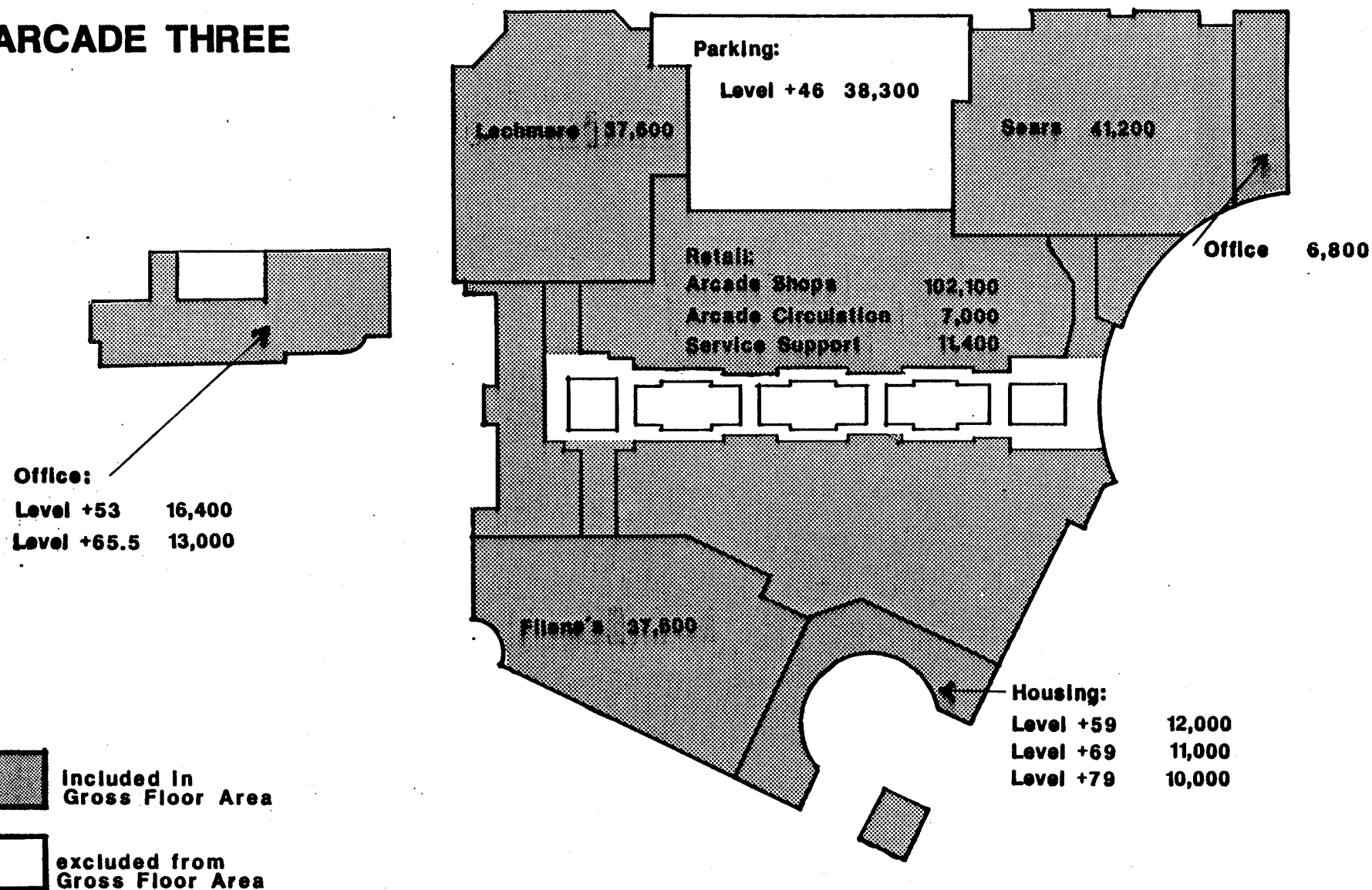
All areas in Square Feet

TYPICAL LEVEL +28

KEY PLAN

The Galleria at Riverside Place

ARCADE THREE

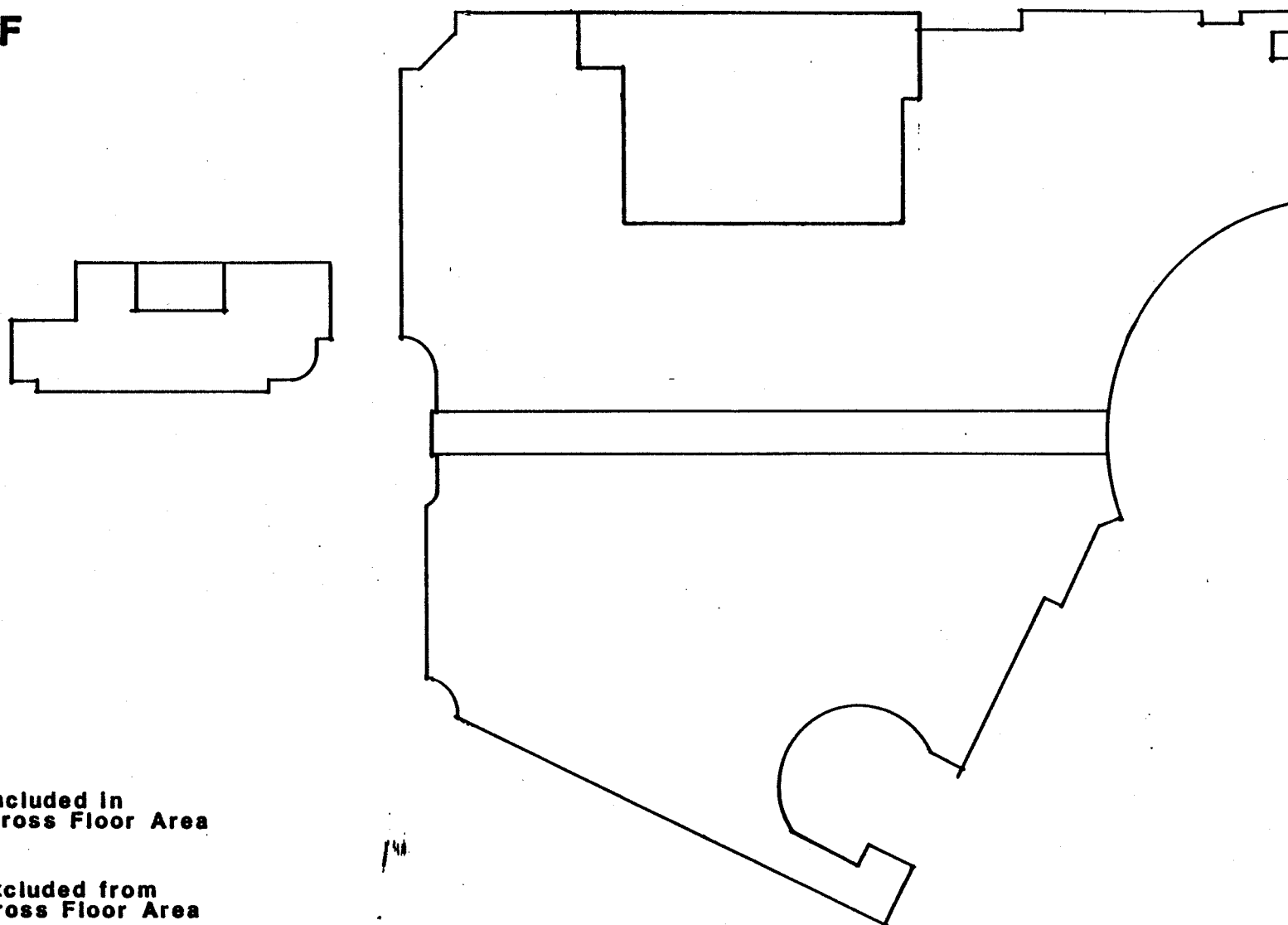


All areas in Square Feet

The Galleria at Riverside Place

LEVEL +46
 KEY PLAN

ROOF



The Galleria at Riverside Place

KEY PLAN

To: The Planning Board

From: Michael H. Rosenberg
Assistant City Manager for Community Development

Date: May 15, 1987, revised June 9, 1987

Subject: Design Review: The Galleria at Riverside Place
Response to "Final Development Plan"

The extensive ongoing design review process has been summarized again by Roger Boothe and Dennis Carlone. Their comments as of April 6, 1987, which you received earlier, are those underlined throughout the document. Subsequently, their latest reactions to the PUD "Final Development Plan" have been added following the earlier underlined comments. You may wish to compare the Developer's statements in the "Final Development Plan" with Dennis and Roger's reactions. I know this is a little cumbersome to follow, but I think it is essential to be thorough on this very important project.

The general direction of the project is positive, especially given its size and complexity. However, there is still much work to be done to ensure that the project successfully achieves the goals articulated in the Guidelines. We are now at a point where the project's form is shifting less drastically than it has over the last two years of the give and take of design review. We are pleased with the working relationship between the City and the Developer's team. Assuming the project's momentum continues, Dennis and Roger will need to sustain a very serious design review process well beyond the Board's final determination. The project is still a bit diagrammatic in terms of its design specificity. We expect it to be one of the very best arcades in the country, if not the best -- we know the Developer shares this desire. In this spirit, the design review process is intended to help ensure that the goals of compatibility with the architectural heritage of East Cambridge are met and that the project itself has the greatest possible design integrity.

These Guidelines have been used as the basis for summarizing design review comments on the Galleria project, as of March 26, 1987.

Table of Contents

1. RECENT PLANNING AND DEVELOPMENT IN EAST CAMBRIDGE
2. THE PLANNED UNIT DEVELOPMENT (PUD) PROCESS
 - A. Open Space Bonus
 - B. Project-Related Public Improvements
 - C. Project Models
 - D. Environmental Analysis
 - E. Exceptions
3. DESIGN PRINCIPLES
 - A. Open Space and Circulation Design
 1. Open Space
 2. Pedestrian Circulation
 3. Service Facilities
 - B. Mix of Land Uses
 1. Retail
 2. Housing
 3. Office
 4. Parking
 - C. Elements of Form
 1. Height
 2. Scale
 3. Massing
 4. Streetwalls and Setbacks
 5. Silhouette
 6. Details
4. THE EAST CAMBRIDGE DEVELOPMENT PLAN, 1985

1. RECENT PLANNING AND DEVELOPMENT IN EAST CAMBRIDGE

Less than ten years ago, the Lechmere Triangle area in East Cambridge was a neglected run-down former industrial area with no development activity. The City took the initiative to encourage coordinated redevelopment in 1978 with the publication of the East Cambridge Riverfront Plan (see Attachment 1) and passage of new zoning for the area. Further efforts, with private cooperation, led to millions of dollars of public investment, including two UDAG's, major roadway projects, a CDAG, park improvements, etc. This work has been matched by millions of dollars in private investment. In 1985, the result is the emergence of a new sector of the city, with a large portion of the Triangle yet undeveloped.

As final development of the Triangle approaches, this is the appropriate time to refocus the process for monitoring growth in East Cambridge. Members of the community have expressed concerns that aspects of the new developments relate inadequately or not at all to the residential area. Of particular concern is the question of the area's ability to absorb additional impacts to the roadway and infrastructure system. In this regard, it is essential that the findings of the EIS be respected. The EIS was based on a maximum development scenario for the Triangle of about 1.5 million square feet and 2000 parking spaces (see Attachment 2). This development potential, added to that already built in the last few years, constitutes a profound change for East Cambridge; it is absolutely essential that this growth be coordinated and that the review process be thorough and explicit in its intent. Alternative development scenarios must be examined in light of the environmental assessments, and additional mitigation must accompany any increased impacts.

The floor area of this project as proposed is 943,500 square feet; the total number of parking spaces would be 3200. The proponent is aware that the state Secretary of Environmental Affairs must review the proposal to determine whether the EIS analyses are sufficient to cover the impacts that the Galleria project would cause. The Secretary's preliminary indication is that traffic impacts are the most problematic; some additional analysis has been made by Norm Abend, who has presented his work to the Planning Board. Further study is pending. The City Department of Traffic and Parking is reviewing the plans and will soon give the Board their recommendation as to what is appropriate for the site in regard to parking and traffic patterns.

5/15/87

We appreciate that the Developer has agreed to reduce the parking from 3200 to 2750 spaces; this reduction of 450 spaces on site will probably be offset by subleases of 300 spaces in the public garage. Further reductions could be made towards the 2500-space total preferred by the Board. Most importantly, the adjacent 656-space garage proposed in the PUD for Lotus could provide additional subleases on the order of 300 spaces. We have recommended that this be a condition of the Lotus PUD.

5/15/87

In hearings and other meetings, the Board and the staff have raised the issue of a private shuttle bus system as a very worthwhile way to help mitigate traffic impact. The Developer has agreed that this is a reasonable idea. The Developer must be obligated to comply with the conditions concerning a Transit Plan set forth in the Planning Board's Final Development Plan Approval.

2. THE PUD PROCESS

The rezoning established base zones with Planned Unit Development (PUD) overlays (see Attachment 3). A basic level of development is allowed as-of-right. However, IT MUST BE UNDERSTOOD BY ALL CONCERNED THAT THE ADDITIONAL AREA BEYOND THE AS-OF-RIGHT LEVEL UP TO THE MAXIMUM ALLOWABLE WILL BE GRANTED BY THE PLANNING BOARD IF AND ONLY IF THE IMPACT FINDINGS AND DESIGN GUIDELINES ARE RESPECTED.

A. Open Space Bonus

The Open Space Bonus Proposal will be evaluated as a separate square footage element. The Planning Board and its Community Development staff will review the impact of the added floor area on a building-by-building basis and determine the appropriateness or inappropriateness of granting a partial or full bonus. As part of this approval, the City will require that the disposition of this additional square footage within the building impact the public domain in only positive ways. It should be noted that the City Council is currently considering a proposal to eliminate or modify the open space bonus city-wide.

As noted by the proponent, the open space bonus represents a small percentage of the total floor area as compared with previously granted bonuses on the other projects. The Galleria bonus would be 76,000 s.f. of 943,500 s.f. total, or 8%; this compares with the Charles River Terrace bonus of 80,000 s.f. of 368,858 s.f. total, or 22%.

In many settings, 76,000 s.f. would have very significant impacts as an individual building or as a percentage of a discrete building. However, an argument for allowing the bonus is that, because it is a small percentage, the inclusion or exclusion of the bonus would not have a noticeable effect on how the project is perceived as a whole. Another argument is that the Board has never denied the bonus on any other project. On the other hand, one could argue that the project is simply too big, and any reduction in floor area is desirable, regardless of precedent.

In making a determination whether or not to grant the bonus, the staff recommends to the Board that the whole project be judged as to whether or not it significantly enhances the open space environment which enabled the proponent to ask for the bonus. These judgements could be made in terms of the amount and quality of new open space amenities, the provision of long-term maintenance, and the design of positive physical relationships of the project structure to abutting spaces.

5/15/87

As noted by the Developer, a Development Agreement is being negotiated. This contract negotiation is proceeding in a satisfactory manner.

Certain open space design issues still need to be resolved. In particular, the landscaping treatment of the arcade needs careful attention. The "conservatory" image will only succeed if the plantings are appropriate for the space and of high quality. Additionally, Charles Street must be designed to accommodate good sized street trees -- this is an issue because the parking garage structure is under the street. The plans do not show trees, though the Developer has indicated a willingness to provide them.

B. Public Improvements in the PUD Areas

As part of the agreements to allow floor area up to the specified PUD levels, the City has required the private developers in each of the PUD projects to provide project-related, public-oriented improvements. These include brick sidewalks, new roadways, new open space, street lighting, and landscaping. Since public funds are becoming even more scarce, the City will have to continue to look to private financing for such improvements.

C. Project Model

The Developer must provide an accurate project model at 20th scale for presentation and design purposes including adjacent built or planned buildings with sufficient detail to portray accurately the architectural character, height, mass, and bulk of the proposed development and environs. The purposes of this model are to ensure the harmony of the individual project within the urban design context and to illustrate the extent of shadows cast on the open space system in East Cambridge and adjoining private development. To the extent feasible, developers are encouraged to work together in creating a coordinated model.

The Developer's architect has been using models throughout the design process. An important model study is underway to finalize the arcade space; the quality and proportions of this space are essential to the success of the project. In regard to the model of the entire site, it is essential that the Developer bring the model to the Board again with studies of alternative parking solutions which greatly limit the perceived mass from both the neighborhood and the Canal.

5/15/87

Larger-scale model studies are needed for detailed consideration of the First Street facade treatment and the Crescent, as well as for continued work on the Arcade.

D. Environmental Analysis

Each development project is required to execute wind tunnel studies, present findings, and suggest solutions to problem areas prior to PUD design review approval at the 90% design development stage. In addition, the development team and their contractor must show how they will limit any negative side effects caused by their project on the nearby residential neighborhood and commercial properties. Impacts to be analyzed include, but are not limited to, noise, air quality, traffic, and street maintenance. Each project submitted for review must be accompanied by a traffic study which shows project impact on the areas circulation system, particularly with regard to the effect on residential neighborhoods. A capacity analysis must be made at the access/egress points as well as at all major street intersections using area development projections in the expected year of project opening.

The Developer has been told that we expect wind analysis for the arcade and for the crescent space along the Canal. The need for further traffic study was noted earlier.

5/15/87

We have yet to receive any wind analysis.

E. Exceptions

The thrust of the development guidelines is to maximize design quality and integrate projects into the historic presence of East Cambridge following the Riverfront Plan policy guidelines. An exception to the guidelines will be entertained only if that exception will more effectively achieve the overall architectural and urban design goals as determined by the Planning Board and the Community Development Department.

3. DESIGN PRINCIPLES

The goal of the East Cambridge Riverfront Plan is to create a functionally diverse and animated urban development, consisting of handsome background buildings that focus on and enrich the public open space system extending from Lechmere Canal to the Front and the main thoroughfares (First Street, Commercial Avenue and Cambridge Parkway). Furthermore, new structures must be compatible with East Cambridge's historic architecture. The City seeks new buildings that are timeless, subtle, and elegant structures that will always feel comfortable and inviting to the general public. This will be achieved in part through the design of properly scaled windows, masonry articulation, setbacks, animated silhouettes, and use of materials that are warm, inviting, and supportive of other proposed buildings and the urban design plan.

The City will not support isolated, individual architectural statements that relate only to themselves. The City does support projects which are positive additions to the East Cambridge environment. General guidelines are discussed below.

Projects should be active. In particular, the City promotes an active urban setting around the Lechmere Canal both during and after customary business hours. Additionally, the City supports new residential development bordering the Front that will maximize hours of activity and improve public security along the riverfront.

The project does meet many of the goals of the Plan in regard to the Lechmere Canal edge, although further refinements are needed. The main entry to the arcade is centered on the fountain, as required; however, the architectural treatment of the entry is still in flux. The latest version we have reviewed exceeds the amount of glass wall treatment that would be desirable. Although a glazed accentuation of the entry is appropriate, it is also important to continue the curved, largely masonry wall which contains the space of the Canal. While the proposed uses are generally active, we have some concern about whether the portion of Sears frontage on the second level will appear to be active. Finally, the proposed Food Court at the ground floor entry appears to impede free passage from the Canal park through the arcade. So that the public spatial quality of the arcade and the canal are not only respected but architecturally strengthened, a better definition of the main entry should be achieved at both ends. In this regard, an additional restaurant on the canal between Thorndike Way and the arcade entry is needed similar to the arrangement at Harbor Place in Baltimore.

5/15/87

Although designs of the entries at each end of the Arcade continue to improve, more work is still needed. In particular, at the Crescent end, some elements, such as the inverted arch form, are gratuitous and arbitrary -- as always, timeless elegance should be the goal. Some of the fenestration reads too much as strip windows or curtain wall; generally, the treatment should be punched windows, as per the Guidelines. We agree that a more crystalline treatment at the entries is appropriate; however, more study to achieve greater finesse is needed.

We are encouraged by revisions to the flow through the Arcade from the Crescent. The elimination of the "Branch Malls" is positive. The intent for the Arcade to function as a promenade with "Cafe-style" seating is positive.

Development in the public and private realms should be integrated in as positive, secure and elegant a manner as possible. Any part

of the perimeter of the planned unit development which fronts on an existing street or public open space should be designed to complement and harmonize with adjacent land uses (planned or existing) with respect to use, scale, density, set-back, bulk, height, landscaping, and screening. Finally, each individual project should be carefully conceived and executed to the mutual benefit of its immediate neighbors.

The perimeter of the project is extensive; frontages on public spaces are many and complex. The following is a very brief summary of some of the important issues. First Street: We have encouraged the Developer to break down the potentially severe First Street facade by requiring active use at the ground floor; by providing fenestration in all walls (including Sears and Lechmere which typically in other centers are overly internalized, without windows); by varying the planes of the streetwall, with special attention at cross streets such as Spring and Hurley, where significant entries could occur, such as for Sears; in addition, these special locations need enhancement in the form of art or architectural treatment. Commercial Avenue: This frontage is less problematic than First Street. However, the same concerns about humanizing the facades apply. Opposite Sonesta, the Filene's corner entry should be active and inviting. At the canal end of Commercial, the housing block is being designed to have a good relationship to the street, though we still have some concern about the potentially isolating quality of the stairway up to the entry. It should be noted that the original Plan envisioned less parking, on First and more on Commercial, but in fact the opposite is true, and represents a major deviation having serious implications for both streets. Charles Park: The office block abuts the Lotus project along Charles Park. The juncture of these two projects needs further design study.

5/15/87

First Street: Many issues still remain unresolved; in fact, the treatment of this edge is the most problematic aspect of the project, at this time. 1) We appreciate the attempt to recognize Spring and Hurley Streets as a way to articulate the largely long and unbroken facade; however, the attempt falls short of being a truly effective response to the street grid. 2) Three-foot setbacks should be used to strengthen the Charles and Thorndike corners and the Spring and Hurley relationships, with five-foot setbacks in between. The clock tower's design appears promising, but it should be located directly on the corner of Thorndike and First. The proposed setbacks seem somewhat arbitrary and chaotic, generally. 3) The Sears elevation is gracefully handled, though

shifting the entry to align with Spring Street should be considered. 4) The Lechmere entry and elevation is one of the weakest aspects of the entire project. The 45-degree slice off the corner is suburban and unrelated to the historic East Cambridge context. In addition, the Lechmere storefront at First Street is animated only by a view of escalators; we are concerned that this may not provide adequate animation and interest for this very important corner. 5) The move of Sears TBA to the roof appears to be a generally positive idea. As noted elsewhere, the massing needs further study; a special aspect of that study is to ensure that the view down Spring Street has a positive terminus -- i.e., not a messy view of the TBA facility. A related concern is that noise from the TBA activities not be perceived in any of the people-oriented spaces of the complex.

The new development projects will inevitably affect the existing East Cambridge community. Therefore, attractive and inviting connections to and from adjacent neighborhoods are essential. Further, every possible physical amenity that is easily accessible to and inviting for present East Cambridge residents should be provided.

Charles Street extension (which does not now exist) will become a major public access way for the neighborhood. It also serves important vehicular functions: the major parking entry and exit will be via Charles; the Lechmere package pick-up will be via Charles; and potentially, the Lotus garage entry and exit will be there. More design study is needed to find ways to make this street work for all users, including pedestrian. The current design favors the automobile, and does not provide sufficient landscaping.

5/15/87

The design of Charles Street extension has improved, though several points still need to be addressed. 1) The concept of a "gateway" image linking the office corner on one side and the Galleria entry on the other side has not yet been fully realized. The design needs to be strengthened to tie the buildings together and to strengthen the clarity of the gateway concept. 2) Charles Street can function better with the elimination of Lechmere's package pick-up, as proposed. The sidewalk is more continuous. However, good-sized street trees need to be provided, even though we recognize this will be costly since the garage goes under Charles Street. 3) The parking garage entry for Lotus must be accommodated, which we understand the Developer has done.

A. Open Space and Circulation Design

1) Open Space

The Zoning Ordinance requires that open space be provided in the PUD-2 District (Lechmere Canal area to Rogers St.) Useable open space shall be at least 20% of land and consist of parks, landscaped areas open to the sky, and

through-building arcades at the ground level. In the PUD-4 District (South of Rogers St. and the riverfront), useable open space shall be 25% of land and consist of parks and landscaped areas open to the sky at the ground level.

The project only provides 18% useable open space instead of 20% required by the Ordinance. The Developer has argued that the Charles Street extension (between First and Commercial) might count, in which case the project would provide 23% open space; however, a roadway with sidewalks does not meet the definition of open space, even though it is true that the street is a valued element of the Plan.

Since the open space requirement is not being met in the strictest sense, the staff's recommendation is that special attention be paid to the quality of paving materials, lighting, furniture and plantings throughout the project; furthermore, the Charles Street extension should be made as hospitable as possible through high quality landscaping design; as in other projects where the open space requirement has not been met, the Developer will be required to pay for other related open space improvements.

Private development bordering public open space and public thoroughfares must have direct access to that public space, and must present inviting elevations and imagery, with special attention at the ground plane. More generally, all development must directly relate to, provide easy access to, and reinforce activity at the existing ground plane. Design must be coordinated to relate well to public open space and public or private passageways that connect with that open space. All retail/restaurant/first floor rental spaces must be at the same level as the adjoining sidewalk or public open space. The City strongly discourages the use of steps between the public domain and first floor rental space.

After the initial disagreement sometime ago, the Developer has fully endorsed the City's requirement for an active ground plane, and has been generally cooperative in this regard. Most of the small shops and cafes at the ground floor inherently address this concern. However, the three large anchor stores tend more towards internalization of activity. Everywhere entries to these stores meet the public realm, special design review attention is being given to ensure that active and inviting frontages are provided. Of particular concern is the Lechmere entry at First and Charles Street, which has an important role to play in the life of this corner, and especially in the public vitality and security of Charles Street.

All credited open space must be built using the same palette of materials as Lechmere Canal Park. To ensure that these high standards are met, all tree and planting selections will be reviewed by Cambridge's Planting Committee. When and where requested by the City, projects that immediately border the new public open spaces must provide sufficient enclosed space for park refuse and/or equipment storage. All privately owned open space must be designed to reinforce and enhance the design intent of any adjoining public open space.

The plan by Arrowstreet makes preliminary suggestions for how Charles Park should be treated. Although it is reasonable for the Developer to make these suggestions, the City will hire a landscape architect to design this park to meet public objectives, taking into account the private needs of all abutters. The only conceptually fixed part of the design at this point is the double row of trees on axis with the arcade, which is in turn centered on the fountain of Lechmere Canal.

2) Pedestrian Circulation

All developments must include an integrated pedestrian circulation system with particularly strong connections between Lechmere Canal and Front Park at the Riverfront, and between the historic residential neighborhood by way of an extended Charles Street to the planned Charles Park. As development proceeds, a continuous brick paved arcade along the eastern edge of First Street from Lechmere Square to the south side of Spring Street extending into a major market complex entry should be created.

In the development of any large, multi-acre site in the area, the City will expect numerous lobbies and other entries, each serving a particular section of a complex, rather than one large lobby and one or two entries serving the entire complex. Offices and residential lobbies should be directly located on public streets and, in the case of a mixed-use building, need to be clearly separated from each other.

The design of First Street has yet to be reviewed in great detail. The Developer has indicated general agreement with the requirement expressed above.

3) Service Facilities

Entrances to parking facilities and service areas must be coordinated with adjacent development. In addition, entries need to be as far from street intersection and public open space corridors as possible, and integrated into the building forms to minimize visual impact. Service roads should be coordinated where several adjacent private developments occur. For example, Lechmere's service easement from

Commercial Avenue should serve the shopping complex, the One Canal office project, and the development opposite the Sonesta Hotel in a cooperative way.

Lechmere's service entry is now via First Street, but there is a proposed Filene's service entry from Commercial Avenue. The detailed design of these has not yet been finalized. Resolution of issues such as scheduling of deliveries, possible screening elements, lighting treatment, etc. will be essential for approval of these service areas.

B. Mix of Land Uses

Each development is expected to include a mixture of uses as follows:

PUD-4 (Market complex and Sonesta site) - retail, restaurant; cinema on the lower two floors with office, residential and/or hotel above.

PUD-4 (Charles St extended south) - retail, restaurant on first floor with office and/or housing above.

PUD-2 (West of Commercial Ave.) - retail, restaurant on first floor with office and/or housing above.

PUD-2 (Riverfront) - restaurant, retail facing Front Park and riverfront, housing above.

1) Detail

In the Riverfront Plan, the retail focus of the development plan occurs between Lechmere Canal and Charles Street (extended), with two levels of active, restaurant, and related marketplace retail overlooking and fronting on the canal. This retail ties directly into a publicly accessible, through-block shopping arcade that is parallel to First Street and on axis with the fountain.

Lechmere Canal retail should encourage patronage by East Cambridge residents. Such uses include cinemas and moderately priced, light-fare restaurants.

The ground floors of all buildings facing the canal, planned Charles Park, First Street and Front Park must be designed to easily accommodate retail/restaurant uses, regardless of whether the buildings are actually used for retail/restaurant uses in the first years of occupancy.

Existing commercial activity along First Street should be reinforced with the introduction of additional commercial establishments, where possible.

A through-block shopping arcade is an indispensable component of the pedestrian system in the Riverfront Plan. This arcade

will provide a grade-level connection through the PUD-4 shopping building and connect Lechmere Canal to the planned triangular open space at Charles Street extension. The arcade must be directly accessible to the public.

The nature of the retail focus is similar, though the proposal is for three levels, instead of the two levels originally proposed. The spatial quality of a three-level arcade can be both dramatic and inviting, if properly designed. The Developer is making an in-depth study of the possibilities through design studies and visits to centers all over the country. We are encouraged by the seriousness of this study, though we have yet to see a definitive design for the Galleria's arcade. A model is being prepared which should help resolve this design issue.

5/15/87

The spatial quality of the Arcade is generally very appropriate. 1) A major remaining concern is that the storefront system so far suggested in the drawings has not looked convincingly like a street system that would be reminiscent of the great arcades in Europe (and a very few in the U.S.). The system needs to be more elegant and structured than the proposal to date would indicate. We do not want a typical American open-bay mall, in which chaos reigns. 2) As noted elsewhere, the entry to the Arcade from the Canal crescent needs to be simplified and made more direct. 3) A positive addition is the provision of an escalator and a glass-enclosed lobby leading from the first parking level to the first level of the Arcade. The enclosure is important to prevent automobile noise from invading the Arcade space.

Of major concern is the success of the entire crescent retail and restaurant frontage. This concern extends beyond the Galleria project to include the neighboring Ten Canal Park building. The developer of that project provided, at the City's insistence, for an internal connection between the two projects. On the basis of long-standing negotiations between the City and the Galleria developer, this connection is shown on the drawings for the Galleria which were submitted with the PUD. However, in a meeting on March 27, the Galleria developer objected for the first time to this connection, citing his concern that he has no control over the quality or character of the retail in this space. In terms of spatial limitations, he is concerned that his restaurants near the main Galleria entry will not fit properly with the adjoining uses. In summary,

no revised plans have yet been reviewed by the City; we want a fair resolution to this problem, especially given that we initiated the connection between the two projects to create an animated crescent.

2) Housing

The Riverfront Plan envisions the development of a significant residential pattern of use throughout the development area. This has not been achieved in the early phases of development, but the City anticipates that, as the area becomes more and more established, housing will be built to help give a 24 hour presence and the depth of interest and vitality that only people living in an area can provide.

We feel that the design of the housing block is proceeding in a positive way. The courtyard approach is sensible though the final resolution of the design is complicated by the somewhat conflicting needs for views versus the need to front onto both Commercial Avenue and the MDC park at the intersection of the canal with the river.

5/15/87

The entry to parking under the housing is somewhat problematic. We are still generally enthusiastic about the housing approach, but the ground floor treatment has not yet been well-resolved. Needed are ways to soften the aspect of the parking entry and to make the ground floor a pleasant place.

3. Office

A large amount of new and rehabilitated space has been created for office use in East Cambridge; much more is planned and likely in the near future. The City will continue to require that office buildings and office components of mixed use buildings be as attractive and humane as possible. The presence of the office space should be secondary to the open space system and active ground floor retail pattern.

4) Parking

All parking shall be screened to the satisfaction of the City from all public view and from view of adjacent private development, if it will have a detrimental effect on either the design of or leasing of a planned or existing adjacent development. Parking facilities should be incorporated and located within development projects to maximize the opportunity for ground level retail activity and to limit inactive, unsecured areas.

Parking is almost always the most difficult design issue to resolve gracefully and in a manner that respects the urbane qualities of the project. As noted earlier, this proposal

includes 3200 parking spaces (for a total parking area of 1,710,300 square feet); 1200 spaces are above grade (583,500 square feet). Most of the spaces above grade are located along the First Street frontage, between Lechmere and Sears. Ideally, the number of these above grade spaces will be reduced through arrangements to use the public garages or the Lotus garage. Very serious attention must be given to screening the above grade spaces that the Board approves.

As stated earlier the location of this parking is a major difference from the city's Plan. Because of the visually negative image of this parking, as viewed both from the neighborhood and the Canal, the Developer should study all means of diminishing this negative impact, including shifting some of the parking to the Commercial Avenue side so that there is a more less equal balance in massing on both side of the Arcade. This will maximize hours of sunlight in the Arcade mornings and afternoon, will limit the bulk as perceived from both the neighborhood and the Riverfront, and potentially offer a view of the glass enclosed arcade to everyone.

On First Street, the ground floor level is for service docks; the second through sixth levels are parking decks not set back from the sidewalk; the seventh, eighth, and ninth levels are set back from the sidewalk 60 feet to reduce the apparent bulk of this garage structure. While there is some ground floor retail space, more efforts need to be made to screen this garage.

The number of parking and service entries and exits could easily overwhelm the planned character of the retail frontage along First Street. The physical design of these entries must be given very serious priority. Special treatment in terms of materials, architectural detailing, and limited hours if usage are essential.

5/15/87

It is certainly positive that the impact of the parking is being reduced. We still intend to work closely with the Developer to review any design changes which could further mitigate this impact. We understand that the parking efficiency has been improved.

C. Elements of Form

1) Height

Height and bulk of buildings should be configured to minimize undesirable alterations of air currents affecting the public

open space system, the historic East Cambridge neighborhood and adjacent new or planned development. Limited building height around the canal is essential, especially at the northern edges of the shopping crescent and the site opposite the Sonesta Hotel. The crescent must contain the Lechmere Canal spatially as well as maximize the hours that sunlight reaches the crescent open space. The Riverfront Plan achieves this by suggesting building to the property line a maximum height of 2 or 3 stories near the center of the crescent with additional stories stepped back from the canal. As the crescent meets Thorndike Way, the height of the development at the canal's edge must match that of the four story development at One Canal Park. In general, to assure that adequate sunlight reaches the riverfront's public and publicly accessible open space, building planes facing or generally oriented toward the riverfront open space system must be stepped back to minimize the shadows that are cast on the open space system.

No building element may project vertically beyond the maximum building height allowed within the PUD, unless a coordinated system of expressive building tops becomes an integral part of the development's design concept. An expressive building roofline appropriately celebrates the building's union with the sky and is reminiscent of late 19th and turn of the century architecture. In general, chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to structures which are usually carried above roofs should not extend beyond the maximum building height requirements for each district. However, if those features are designed in a coordinated, distinctive manner in concert with the upper floors of the building and, if the design is approved by the

City as creating an architecturally and urbanistically successful roof to the development, the same non-occupied features may project beyond the maximum height limit.

Although this is the most complex project in the East Cambridge area, height has not generally been as problematic as for many other projects. The most worrisome height issue for this project relates to the parking along First Street. Even though the top three levels are set back 60 feet from the street edge of the project, the top levels will be seen by people coming down streets from the neighborhood, which is at a somewhat higher elevation than the canal area.

2) Scale

Projects must relate to human dimensions and provide a sense of intimacy in all aspects of design from building concept development to construction details. Of particular importance are the treatment of the ground plane and other parts of the projects which can be seen and experienced directly by users.

The total size of this project has always been a concern of the staff, the Board, and residents. If the parking truly cannot be reduced, then perhaps the overall scale of the project needs to be reduced. The Developer has insisted that this is impossible, because the anchors are as small as the tenants will accept, all the shops are necessary to animate the public ways, etc. The project is like a house of cards in which removal of any card makes the whole thing collapse. If the logic of this argument is accepted, then the only remaining question is whether the parking could be reduced, possibly through joint use of other garages in the area.

3) Massing

Regardless of any preconceived development configuration for any particular use, new development west of Commercial Avenue is expected to extend the East Cambridge grid pattern; to maximize historic East Cambridge access to the open space system via Charles Street extension; to break down any building type's typical massing to relate to the historic character and mass of 19th century Cambridge; and to prevent a monolithic appearance.

To reinforce Lechmere Canal as a dynamic, handsome publicly oriented marketplace and open space, the atmosphere of the canal must be integrated into the market and arcade, employing a level of architectural quality equal to that of the canal park throughout the arcade and market.

Properties must maximize the hours of sunlight available to Lechmere Canal and architecturally balance the massing of the Ten Canal Park office/retail building mass along the western part of the crescent. These guidelines intend to create a harmonious, architecturally integrated, appropriately festive crescent that incorporates the building at Ten Canal Park in a unified and elegant manner.

All adjacent private developments, when bordering the public domain, must build to a common party wall in an architecturally compatible manner, with adjacent buildings responding to their neighbors. The City does not encourage the creation of alleyways along property lines visible from any public view.

Three areas where massing needs further study are 1) at the connection between the Lotus project and the office block 2) the relations between the Ten Canal Park building, the retail crescent and The One Canal Park building 3) along the centerline of the arcade, especially at the main entries, 4) the impact of parking as previously noted; and 5) containment of the MDC park at the housing block.

5/15/87

As the project evolves, there are shifts in massing which need to be carefully considered. 1) The massing at the corner of First and Charles has been damaged by the 45-degree angular slice, which is arbitrary as regards the street grid. The desire for visibility into Lechmere's can be adequately addressed without this violation of the grid.

4) Streetwalls and Setbacks

Maintenance of existing streetwalls is required within the district. This may be accomplished by principal front wall plane setbacks and cornice lines which are consistent with existing buildings on the same block or neighboring blocks. A three to five foot setback, matching One Canal Park, is required along the eastern side of First Street in order to create adequate space for people to walk and trees to grow.

A nine foot setback above elevation +4.5 is anticipated along the western side of Cambridge Parkway. The setback control will only take effect above elevation +4.5 so that each developer can maximize the parking potential below grade. Exceptions to this setback, subject to design review, would be those architectural elements that complement the Park's edge. This might include, but not be limited to, entrance canopies and trellis-covered seating or overlook areas.

A three foot setback has been established along both sides of Commercial Avenue. Permissible exceptions, subject to design review, might include entrance canopies and other at-grade open space amenities.

Some further study of setbacks along First Street is needed, though this seems relatively easy to resolve.

5) Silhouette

As buildings increase in height, they should be shaped to be increasingly slender and broken down in scale toward the top. Buildings should be of a tripartite architectural configuration consisting of base/middle/expressive top. Buildings must provide animated silhouettes that enliven

views from the open space system, the historic neighborhood, the Charles River Basin, the thoroughfares through and entries to East Cambridge. This greater articulation should be an integral part and emphasis of the building concept.

The silhouettes of the various parts of the projects generally show the promise of adding positively to the East Cambridge skyline. As noted earlier, the treatment of the parking mass on the First Street side is very problematic.

6) Details

Development bordering the public domain must be rich in architectural details, pay special attention to the ground plane and silhouette, and convincingly incorporate appropriate imagery depending on project location, i.e. historic East Cambridge tradition, waterfront, and open space imagery. Overall form and individual elevations must be designed to emphasize human scale and presence through the use of properly proportioned features, including but not limited to punched windows, lateral-arm awnings, balconies, setbacks, passageways, etc.

Because the larger issues have demanded so much attention, there has not yet been time to look at details in a thorough fashion.

5/15/87

A little progress has been made, in terms of the spirit of the more detailed design intentions. It is still too early to comment with much specificity, since the overall form is just now firming up.

Materials

All new buildings should be mainly faced with an authentic New England water-struck brick, Kane Gonic, or equal approved by the Community Development Department. In addition, elegant highlights and subtle embellishments with granite and limestone are desirable. A granite base treatment (to match that used at Lechmere Canal) is needed to relate to the public open space system and thoroughfares. This is especially important for all first floor columns meeting the pedestrian level at important public locations. Limestone or granite string courses, lintels, sills and trim will soften and refine the brick facades. The City recommends a pattern similar to Flemish bond or American bond with headers every 6 or 7 courses.

The highest quality of materials must be used at the pedestrian level of all buildings. The use of pre-cast concrete is not considered to be an embellishment at any level.

Materials have only been discussed in general terms for most of the project. More specific ideas are being studied and presented currently for the interior of the arcade. The current idea is to design a predominately white/off-white treatment to create a light and elegant "conservatory" atmosphere with major landscaping features. Granite would be used as an element to tie the interior to the exterior, and especially to the parks, where granite is one of the most important materials.

Awnings

All new buildings should provide lateral-arm awnings, color coordinated with adjacent development, at all retail frontage overlooking public open space, especially the Canal/Front axis, and First Street (where arcades do not exist). The awnings will assist in offering an active, vital marketplace image, while at the same time creating a means of protection for shoppers, residents and office workers during inclement weather.

The proposed metal and glass awning along the First Street facade seems overly hard and "high-Tech". Some special treatments at main entries seems reasonable, but colorful fabric remains a highly desirable humanizing feature.

Transparency of Ground Floor Spaces

All new buildings should maximize visibility and transparency through ground floor retail or possible future retail space as determined by the City, especially along the perimeter of the Canal Park and First Street. The City realizes that future additions of storage rooms, toilets and restaurant kitchens will limit areas of transparency, but it is Cambridge's objective to locate these areas to maximize visibility and transparency where it is desirable.

All tenant improvements visible from public open spaces and thorough-fares are subject to design review as part of the P.U.D. process.

Of major importance to the success of the arcade will be the treatment of the tenant spaces. We have emphasized to the Developer the need for mutually agreeable design guidelines for storefront so that we are not overwhelmed with design review of 150 shops on a one-by-one basis.

Balconies

All new buildings should provide human-scaled balconies at appropriate locations overlooking the public open space systems. The balconies must be detailed so that they are inviting, highly useable and relate directly to the character of the adjoining open space.

Penthouse

All mechanical penthouse and other projections should be architecturally integrated within the overall form and individual elevations of the building. They must be faced with the same building materials and enhance, not detract from, the overall building appearance and balance.

Color

The City encourages the subtle use of warm and inviting color in all the buildings in the project area. The selection of colors must be sympathetic to 19th century Cambridge and the general palette of materials being used for Lechmere Canal and the Front.

Windows

For reasons of public health, aesthetics and future energy concerns, the City desires operable windows to be used throughout the buildings of the development area. As noted earlier, strip windows are not acceptable. Traditional masonry openings and articulated fenestration are expected.

Art

Individual works of art and their respective settings must work together in a harmonious, subtle way. The City encourages artists to work on basic architectural elements of the building instead of individual free-standing objects.

Signs

All signage is subject to design review as part of the P.U.D. process. In general, signs should be designed to fit well on the buildings, to be legible but not overpowering, and to complement other elements applied to buildings, such as awnings, canopies, or artwork.

The above categories of detailing have not been reviewed.