



## ARTICLE 19 Project Review Special Permit Application

December 20, 2010

**The Art Institute of Boston at Lesley University**  
1801 Massachusetts Avenue, Cambridge, MA

# Team Members

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Project Review Special Permit Application

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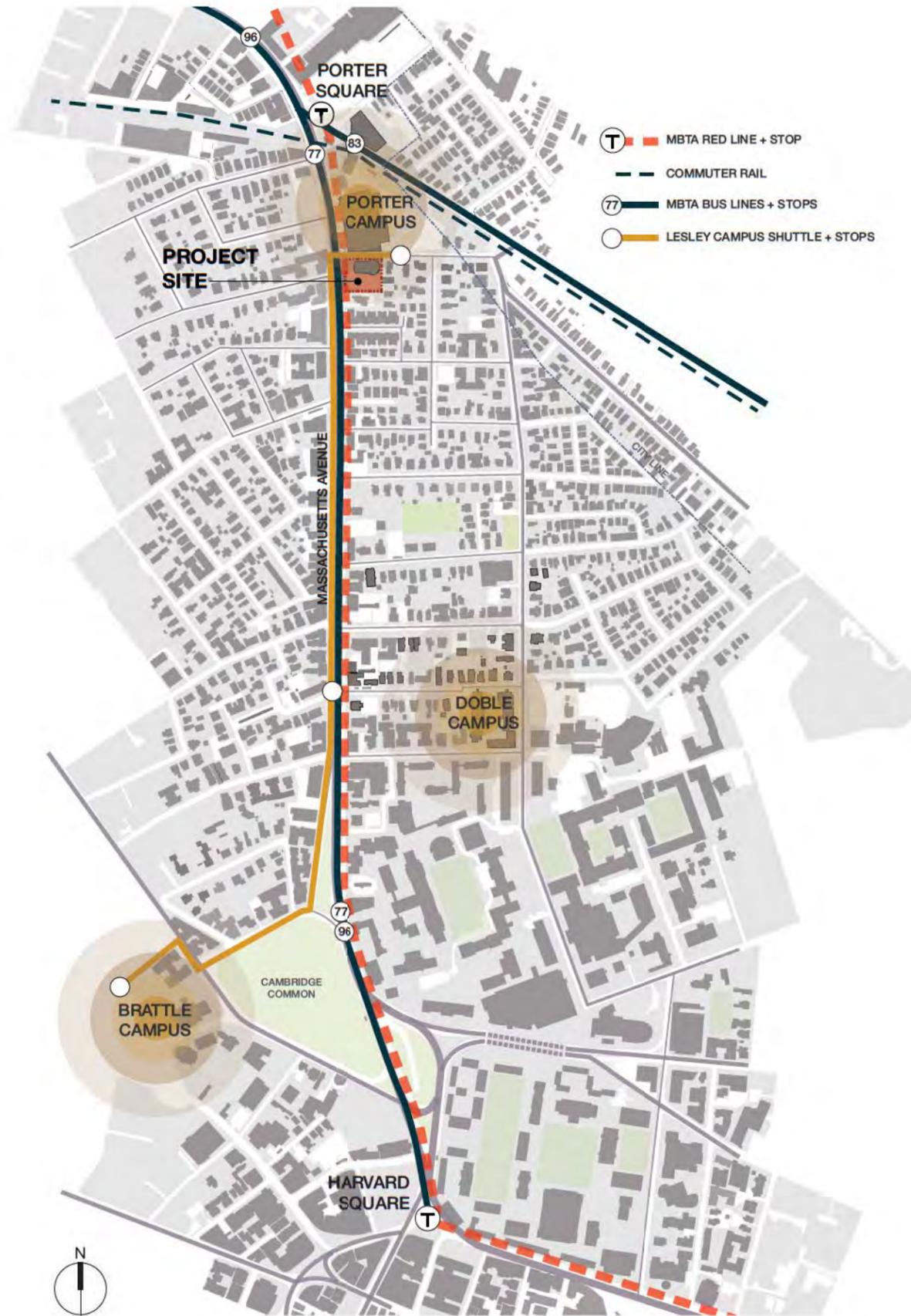


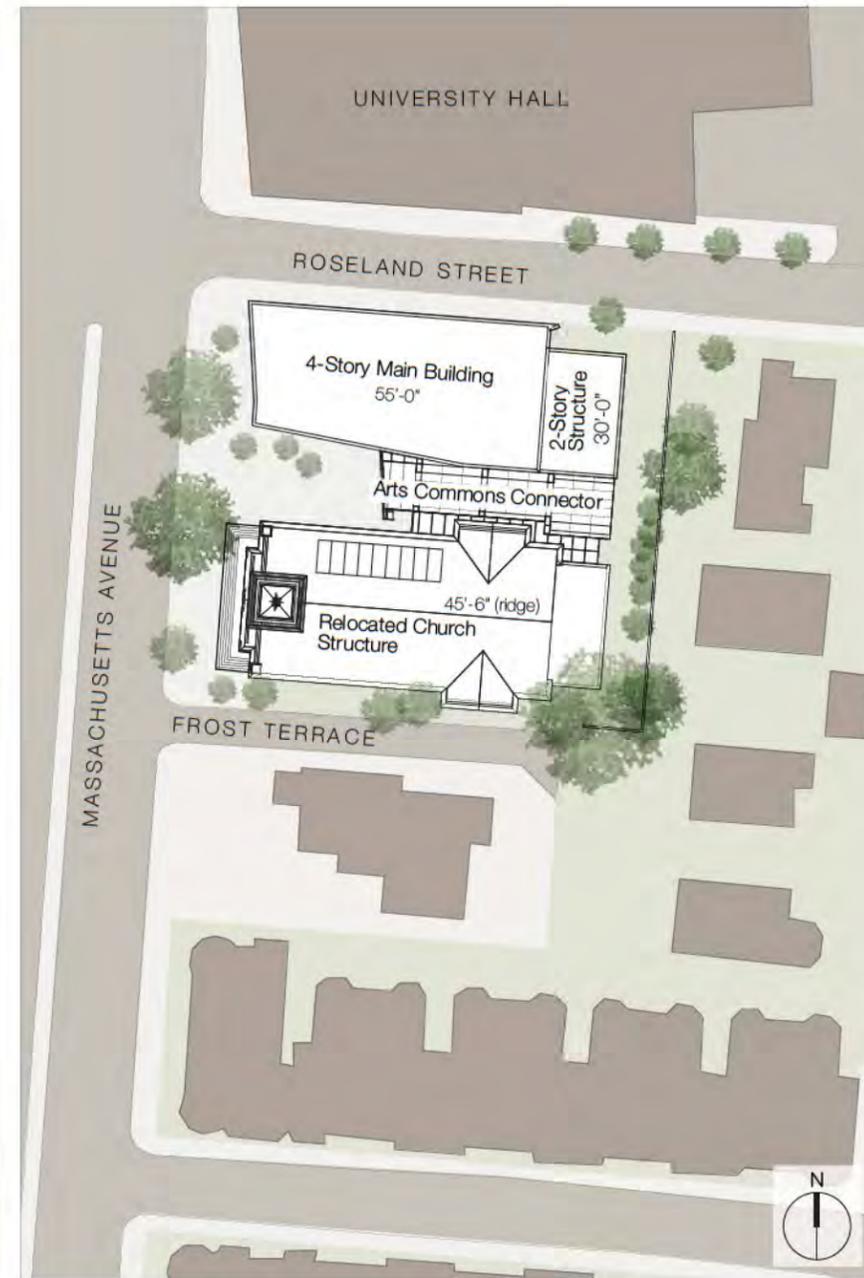
# Project Description

Lesley University proposes 1799-1801 Massachusetts Avenue for a new Art Institute building, integrating a bold new structure with a historic one. Located within the Lesley Porter Square Overlay District, the new Art Institute will be 74,500 square feet, inclusive of the former North Prospect Congregationalist Church. Occupying a prominent location along Massachusetts Avenue, it will have a unique Cambridge presence, while functioning as a working building for the teaching, making, and displaying of art.

Wide-ranging art programs such as painting and photography, disciplines ranging from the traditional - drawing and foundations - to the emerging - animation and digital design - will be taught in the Art Institute building. Outdoor and indoor spaces of various scales and composition will be designed for human interaction, fostering discussion about art and its place in our lives.

The Art Institute of Boston's (AIB) vision recognizes the long-held community goals of a vibrant streetscape on Massachusetts Avenue, including a new focus for increased pedestrian traffic, community activities at the ground floor level, well-lit evening activity, and enhancement of economic opportunity for small businesses on Massachusetts Avenue and in Porter Square. The Art Institute sponsors a continuous array of exhibitions, visiting artist lectures, performances, gallery talks, and other programs for our students, faculty, neighbors and the general public. Its massing reflects the grain of Massachusetts Avenue, its height and setbacks transition to the adjacent residential neighborhood, and its equipment is carefully considered to reduce impact.





Site Plan **Existing**

Site Plan **Proposed Art Institute**

The new Art Institute building has four parts:

- The relocated historic church structure
- A new four-story main building, 55 feet tall
- A lower, two-story structure along the back of the site, 30 feet tall
- A new glass-covered Arts Commons connector

The largest mass is set against University Hall, while the more delicate and finely-detailed church relates to the residential-scaled neighbors. The two-story structure is lower than many of the surrounding residences. One level is placed below-grade for work areas that do not require natural light. At the entrance, the sidewalk widens, creating an Arts Plaza. Side yards along the Frost Terrace and perpendicular to Roseland Street are landscaped and serve as buffers to the residential neighborhood.

### Project Goals

Understanding the importance of this project to Porter Square, Lesley University carefully planned the design process, using the last three years to collect input from a city appointed working group, several neighborhood organizations, and a series of open public forums. That input was used to develop the following set of goals:

- Design suitably-sized interior and exterior spaces that are comprised of simple and durable materials, appropriate technical infrastructure, lighting, and adequate storage systems for teaching, creating and displaying art.
- Create a public presence for the Art Institute that displays Lesley University's commitment to the arts.
- Facilitate a strong connection to the art world -- locally and globally -- for students, faculty, and community participants.
- Be a good urban neighbor; enliven streetscape and Porter Square.
- Contribute to the emerging arts district in Porter Square.
- Understand the capacity of the site and propose strategies for dealing with constraints.
- Reflect the diverse and multicultural nature of Lesley University.
- Embody sustainable design principles: reduce impact, create a durable building, and yield a safe and healthy environment.

# Context

## Surrounding Context Porter Square / Massachusetts Avenue

Cambridge's Porter Square is a vibrant neighborhood, with residential neighborhoods abutting a significant transit hub and an eclectic, utilitarian business district.

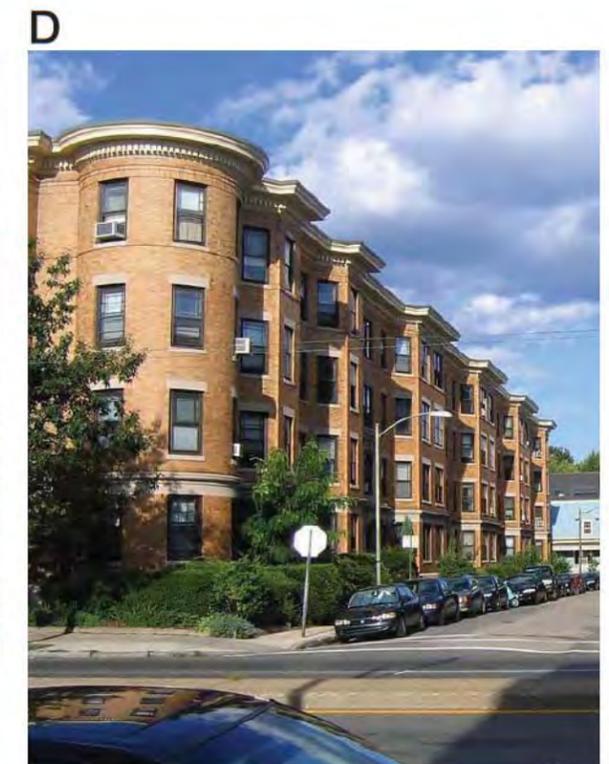
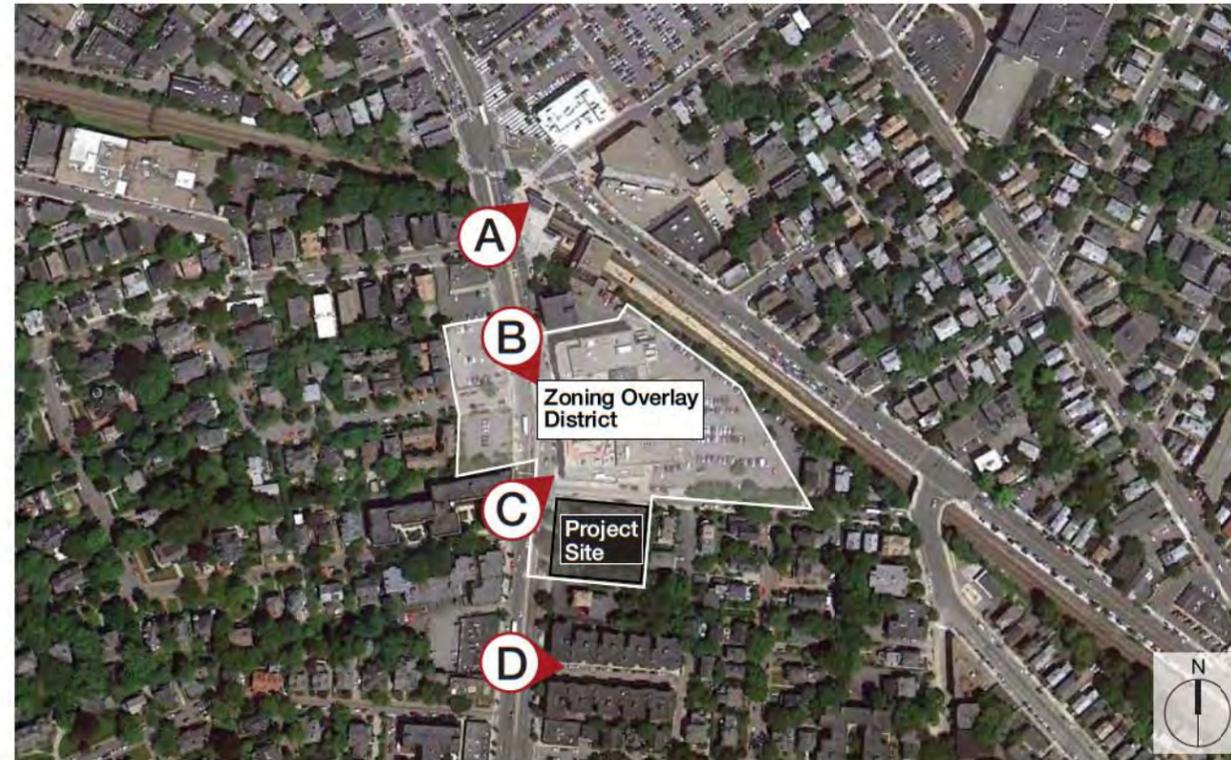
Community groups and Cambridge's Office of Community Development have focused energy and attention on fostering a vibrant streetscape along Massachusetts Avenue, advocating for strong retail uses that invite neighbors, encourage pedestrian traffic, and provide light, activity and increased safety, particularly in evening hours.

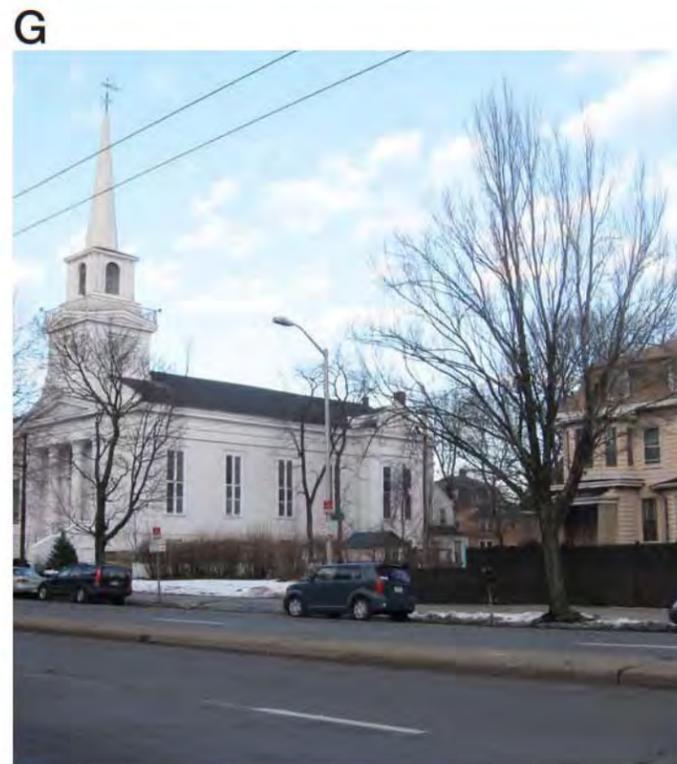
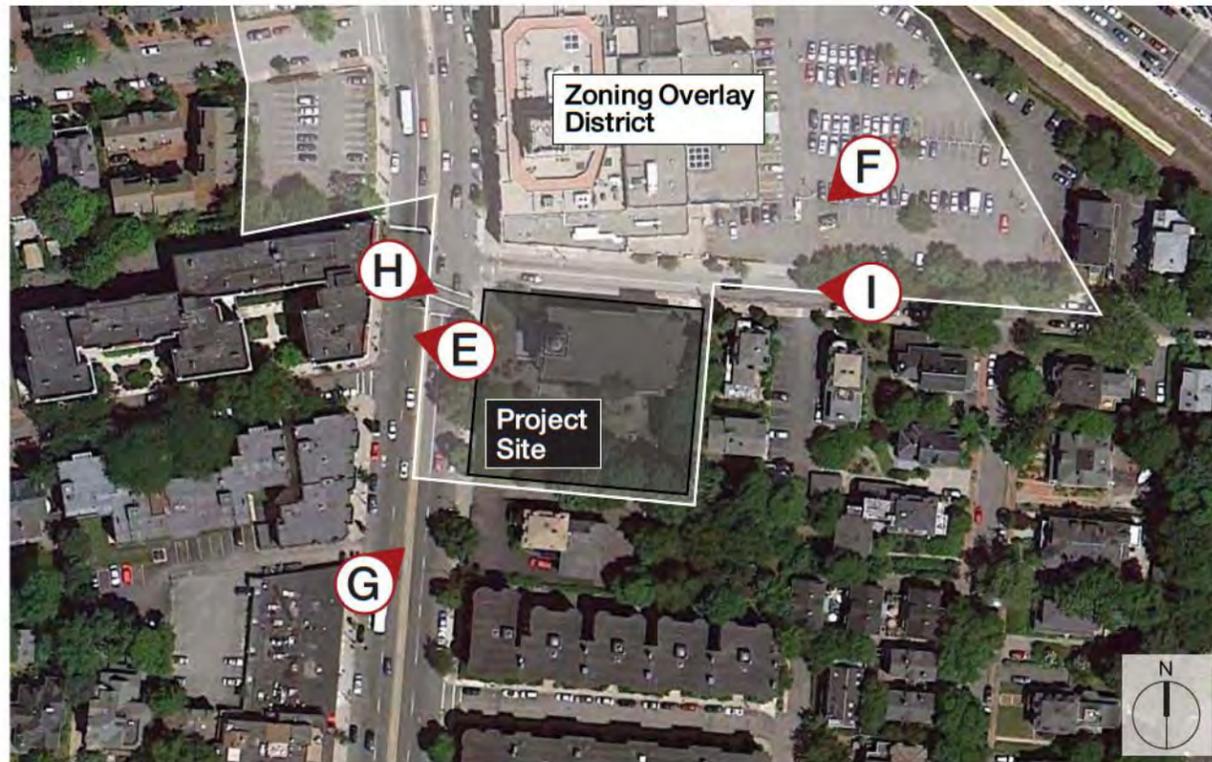
Porter Square is served by the MBTA's Red Line and Commuter Rail, as well as bus routes and the Minute Man Bike Path. Lesley University has been a significant steward of community goals for Porter Square, maintaining a center of ground floor retail in University Hall, and increasing retail space on Massachusetts Avenue within a residence hall constructed in 2009.

Planning for The Art Institute's relocation to Porter Square included engagement with the Agassiz Baldwin Community, The Porter Square Neighbors Association (PSNA), and a city-appointed working group comprised of neighbors from Agassiz, Neighborhood Nine, and PSNA. Throughout discussions, the significant infusion of the arts through the Institute's galleries, learning opportunities and year-round events were recognized as a positive addition to the Porter Square neighborhood.

The Art Institute at Lesley contributes to many of the community goals established by the Lesley Porter Overlay District:

- Development consistent with community goals for active streetscape, including evening activity, that is pedestrian-friendly, and inviting to the community
- Street facing art galleries, art library, and year-round programming brings increased vitality of the arts to Porter Square and the Cambridge community
- Predictable and appropriately scaled future development on all Lesley properties
- Future reduction of street level parking lots on Massachusetts Avenue & Roseland Street
- Addition of urban plaza on Massachusetts Avenue, providing usable, public/private open space for student and neighbors
- Improvements to Roseland Street edge, and improved pedestrian access through University Hall lot







View from Across Massachusetts Avenue



**North West** Corner from Across Massachusetts Avenue



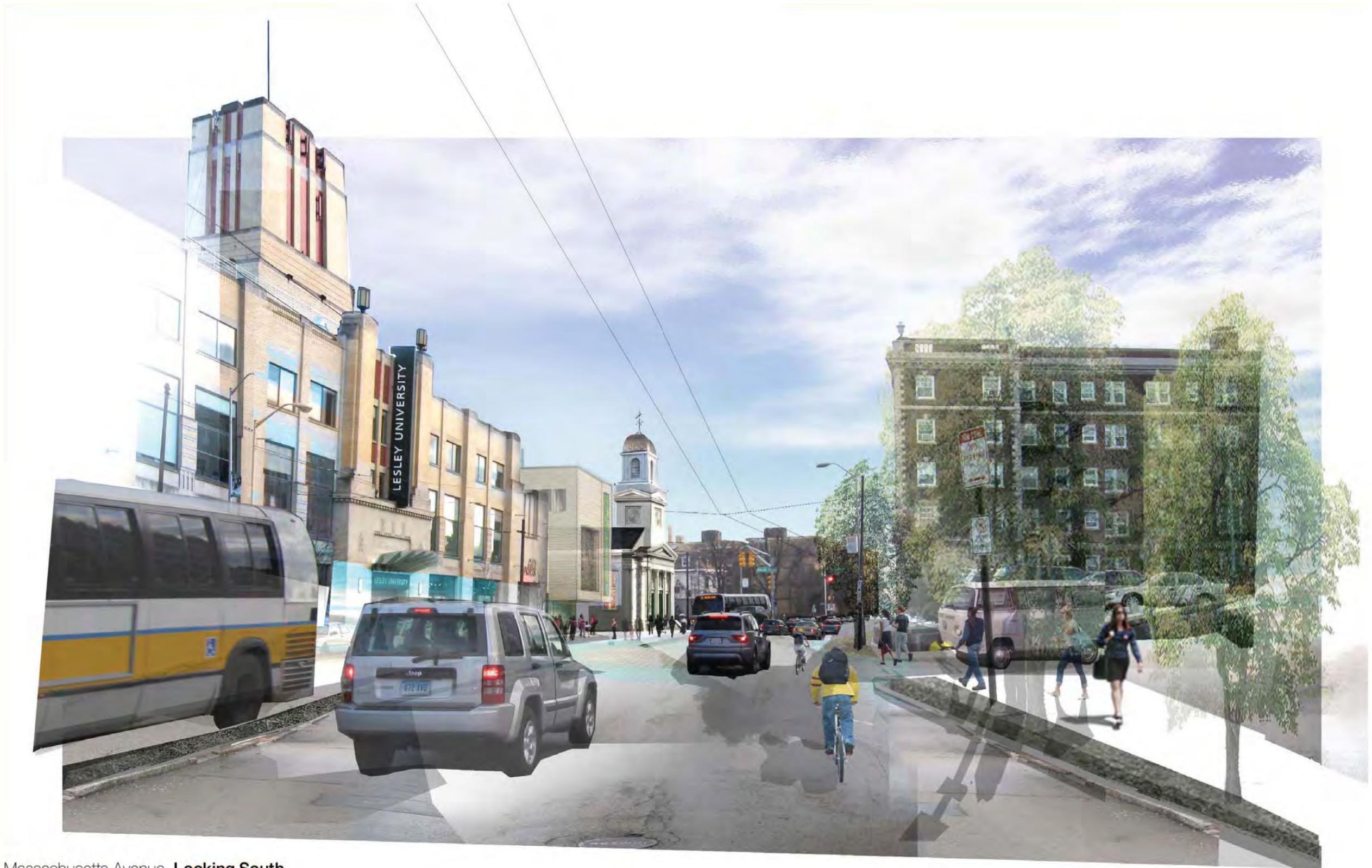
**South West** Corner from Across Massachusetts Avenue



**North East** Corner from Roseland Street



**South East** Corner from Residential Neighborhood



Massachusetts Avenue **Looking South**

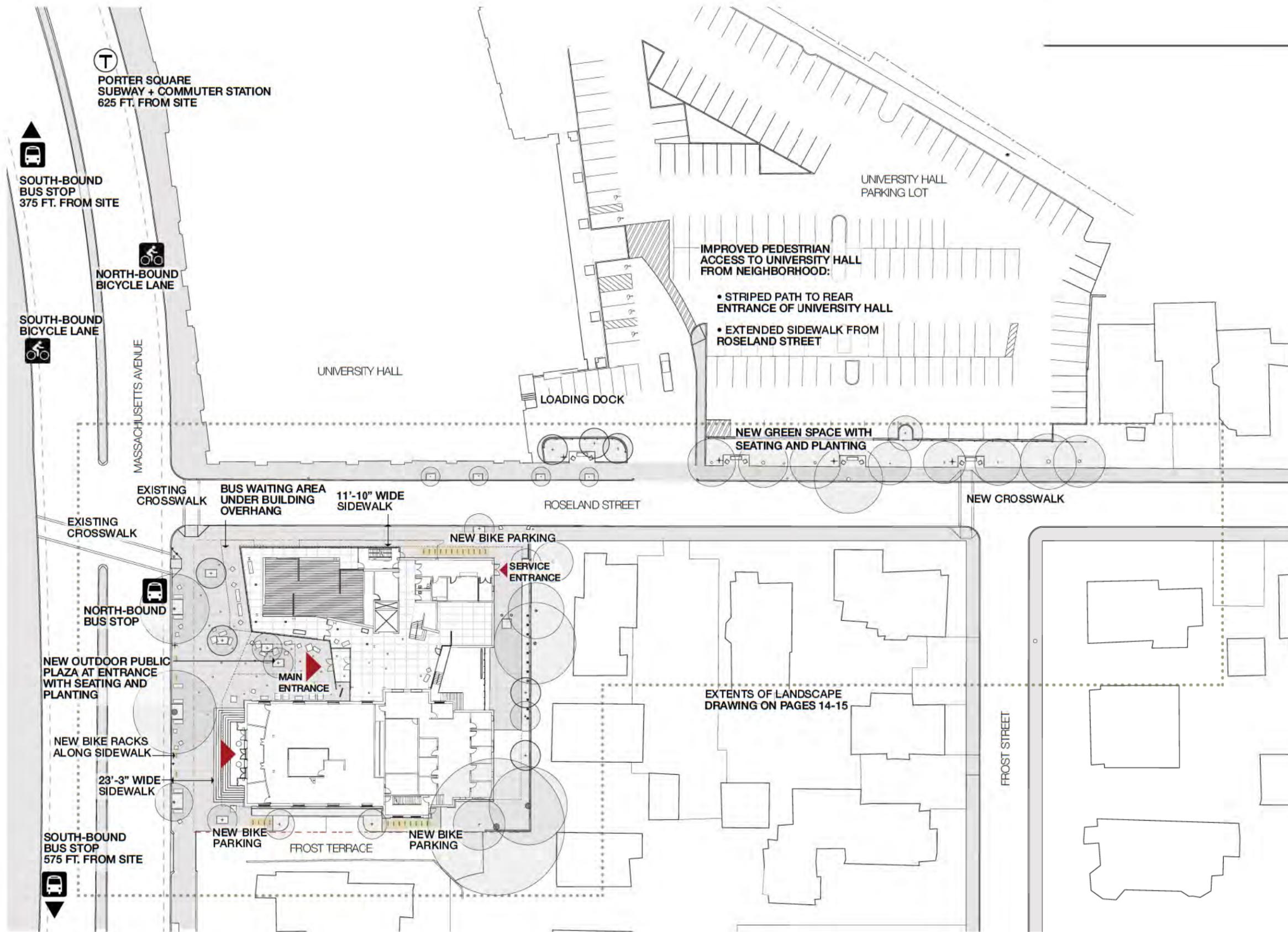


Massachusetts Avenue **Looking North**

Site Context

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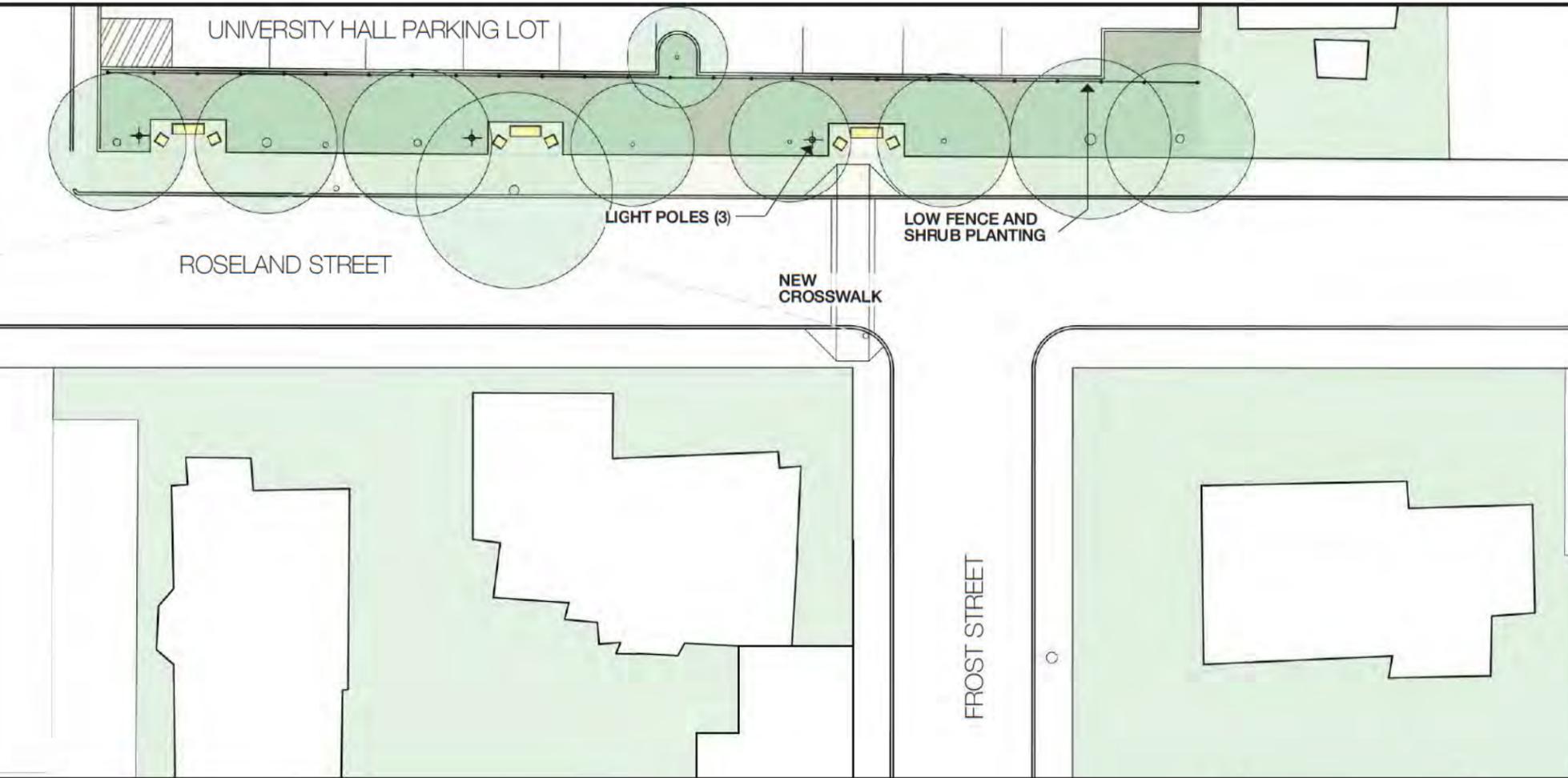






Site Landscape Plan





**Landscape Site Design**

The Art Institute at Lesley's Arts Plaza creates a setting for a vibrant, pedestrian oriented environment.

The historic church structure and the new building are set back from Massachusetts Avenue, creating a broad sidewalk and plaza between the buildings. Three large existing maple trees will be preserved and joined by new trees. A concrete ground plane, stained in some areas, runs continuously from the street into the Arts Commons and Gallery, connecting the plaza to the art being made and displayed inside+. Across the groundplane, benches, seats, lights, and planters will be artfully composed in the plaza to foster social interaction.

On the south side of the relocated church structure, linear plantings along the building edge are fronted by trees and bicycle racks. Two parking spaces replace those currently used by residents of Frost Terrace.

The east side of the Art Institute has a service access and sculpture pad, maintains the healthy existing trees in the Southeast corner of the site, and includes new boundary fencing and groundcoverings. The south side of Roseland Street is a widened concrete sidewalk with bike racks.

**Roseland Street**

Following Overlay District guidelines, improvements to Roseland Street focus on creating a better pedestrian experience along the street edge, a more direct pedestrian connection to the rear entrance of University Hall, and a screen for the University Hall parking lot.

The planted buffer between Roseland and the University Hall parking lot will be widened by about seven feet. A low fence, additional plants, and seating areas soften the parking lot edge and control pedestrian circulation. To make up for parking spaces lost for the expanded buffer, additional marking and re-striping will occur within the existing parking lot.

For those walking to University Hall, or through to Massachusetts Avenue, a new raised walkway protected by curbs extends from the curb cut into the parking lot past the existing guard booth. This raised walk transitions to a striped, painted walkway on the vehicular drive that crosses to the rear entry to the building.

**LEGEND**

-  EXISTING TREE TO REMAIN
-  NEW TREE ON GRADE
-  PLANTER BOX, 30" HIGH
-  BENCH, 20" HIGH
-  SINGLE SEAT, 20" HIGH
-  IN-GROUND TILE UPLIGHT
-  PROPERTY LINE

**A** Gallery from Sidewalk



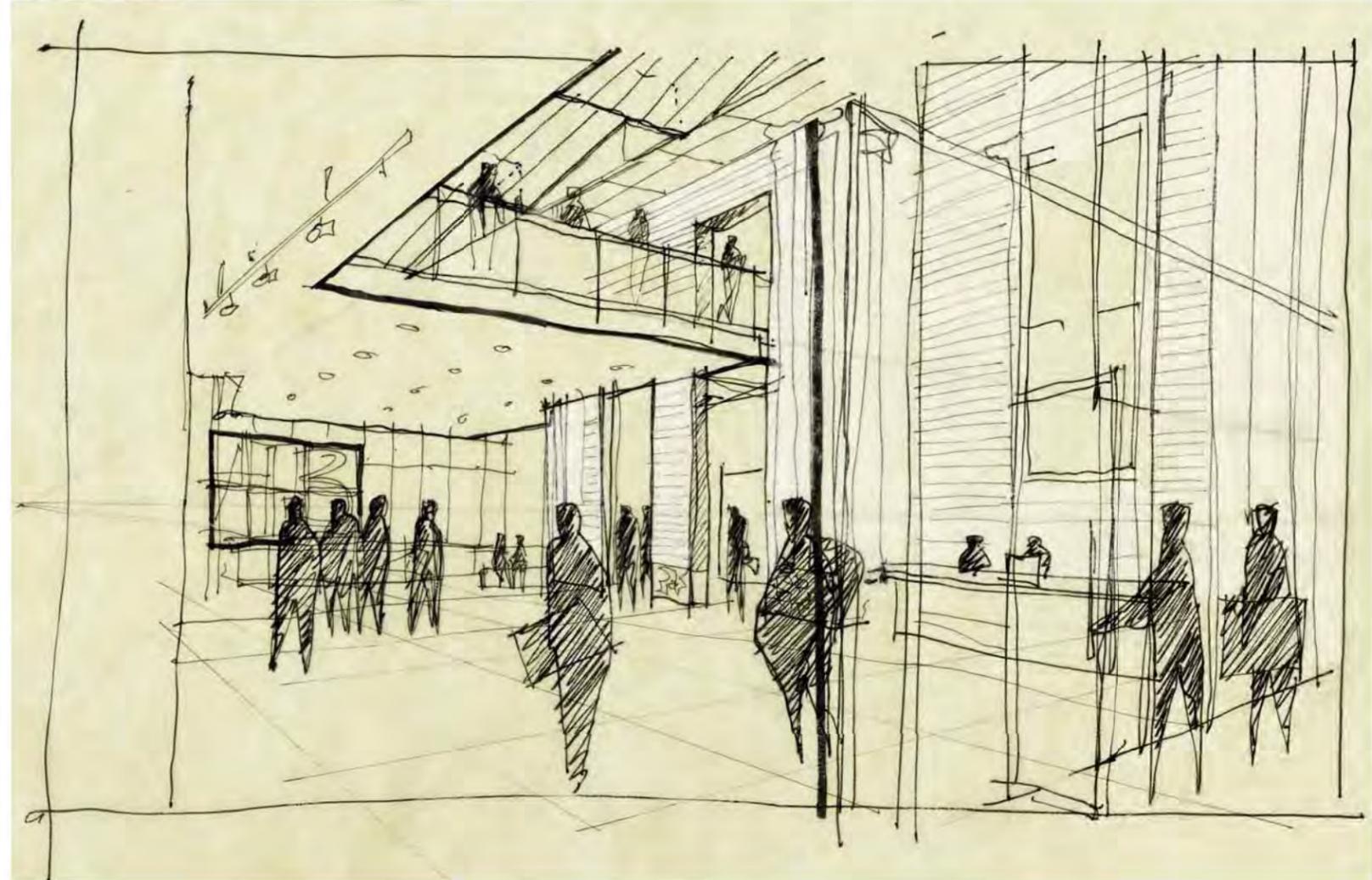
**B** Inside Gallery

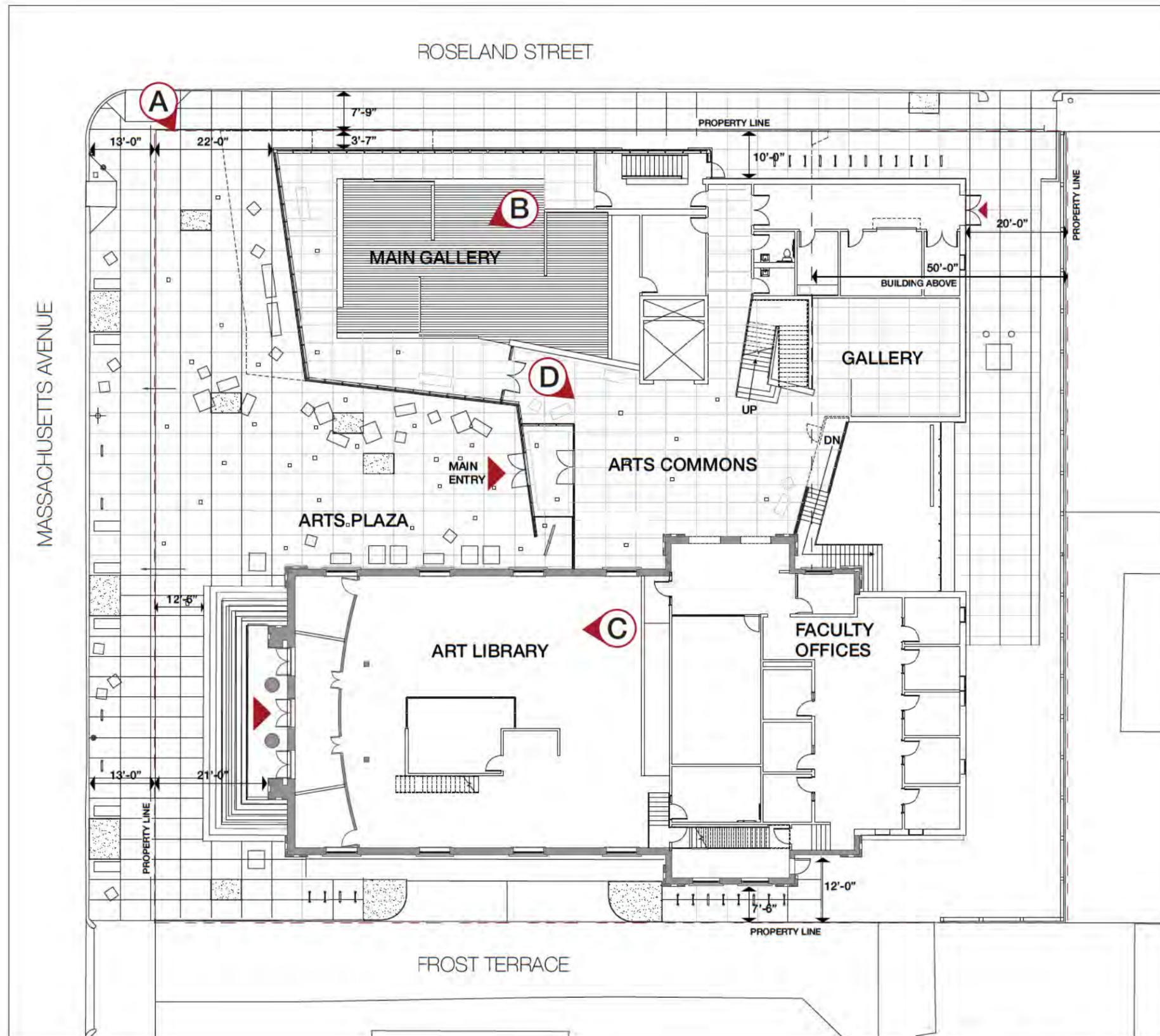


**C** Library



**D** Arts Commons





Ground Floor Plan

The new Art Institute building has four parts:

- The relocated historic church structure
- A new four-story main building
- A lower structure along the back of the site
- A new glass-covered Arts Commons connector

The Ground floor (Level 1) hosts the primary public programs and the most public spaces of the Art Institute -- the Arts Commons, the gallery and the Art Library. The Arts Commons is a two story space located immediately off the Main Entrance and leads to the gallery, Art Library, and admissions area. The 1,500 square foot art gallery is entered from the Arts Commons and it will showcase work by students and faculty as well as traveling exhibitions. The Art Library is in the relocated church structure, with entrances directly off Massachusetts Avenue and the Art Common.

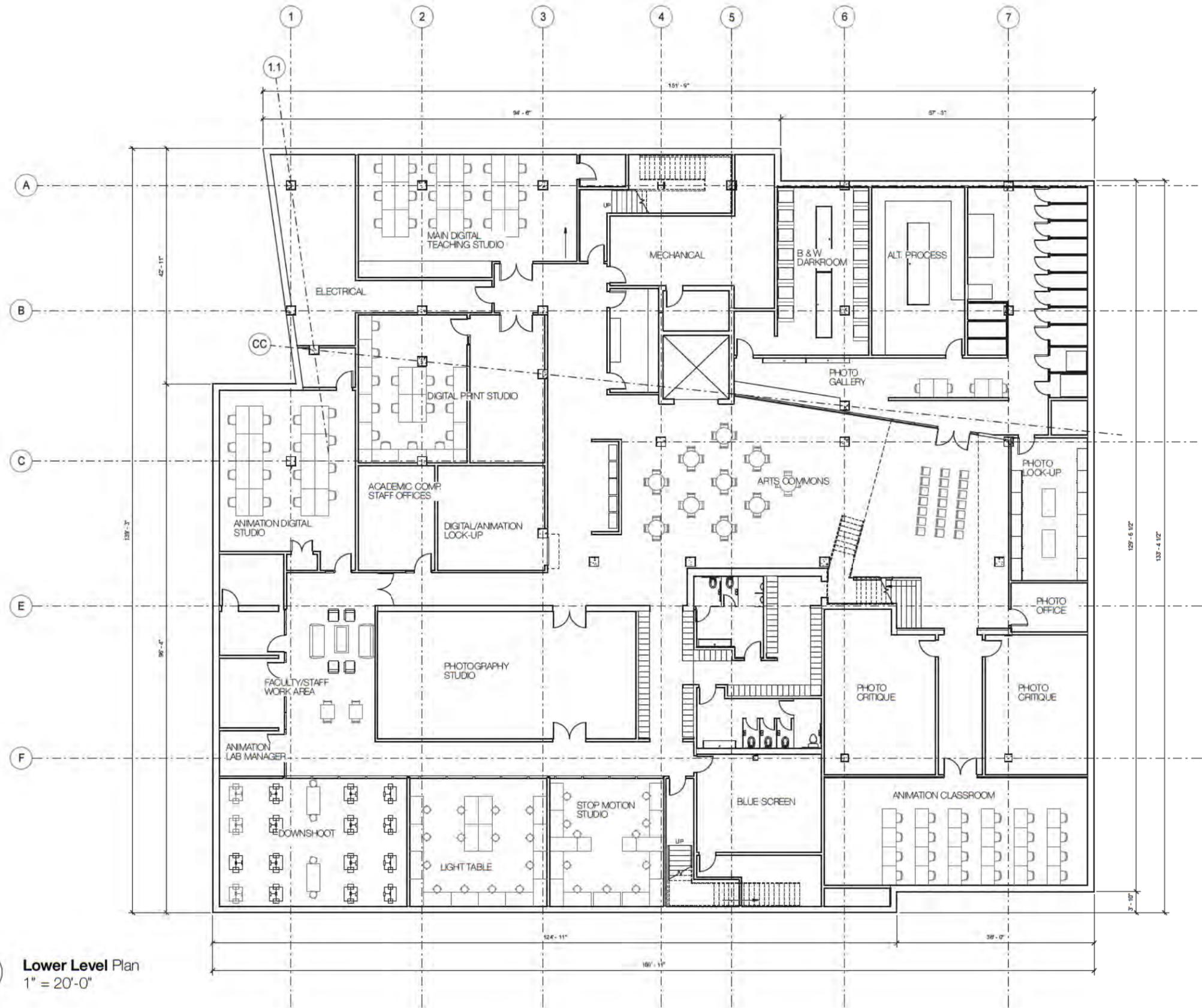
Photography, Animation and other programs which require controlled light levels are in the Lower Level, along with the mechanical, electrical and service rooms. A Lower Commons, a place for discussion and social interaction, connects these program areas.

The Art Library's mezzanine connects the church structure to the Second Floor of the new building and Arts Commons. The Dean's and administrative offices are behind the library mezzanine. The north section of the Second Floor has foundations studios and three large painting studios with wide hallways to display and critique art.

Printmaking and drawing studios are on the Third Floor of the new building. Within the church structure a new floor is suspended from the roof trusses creating a new library ceiling below and the design and illustration studio above.

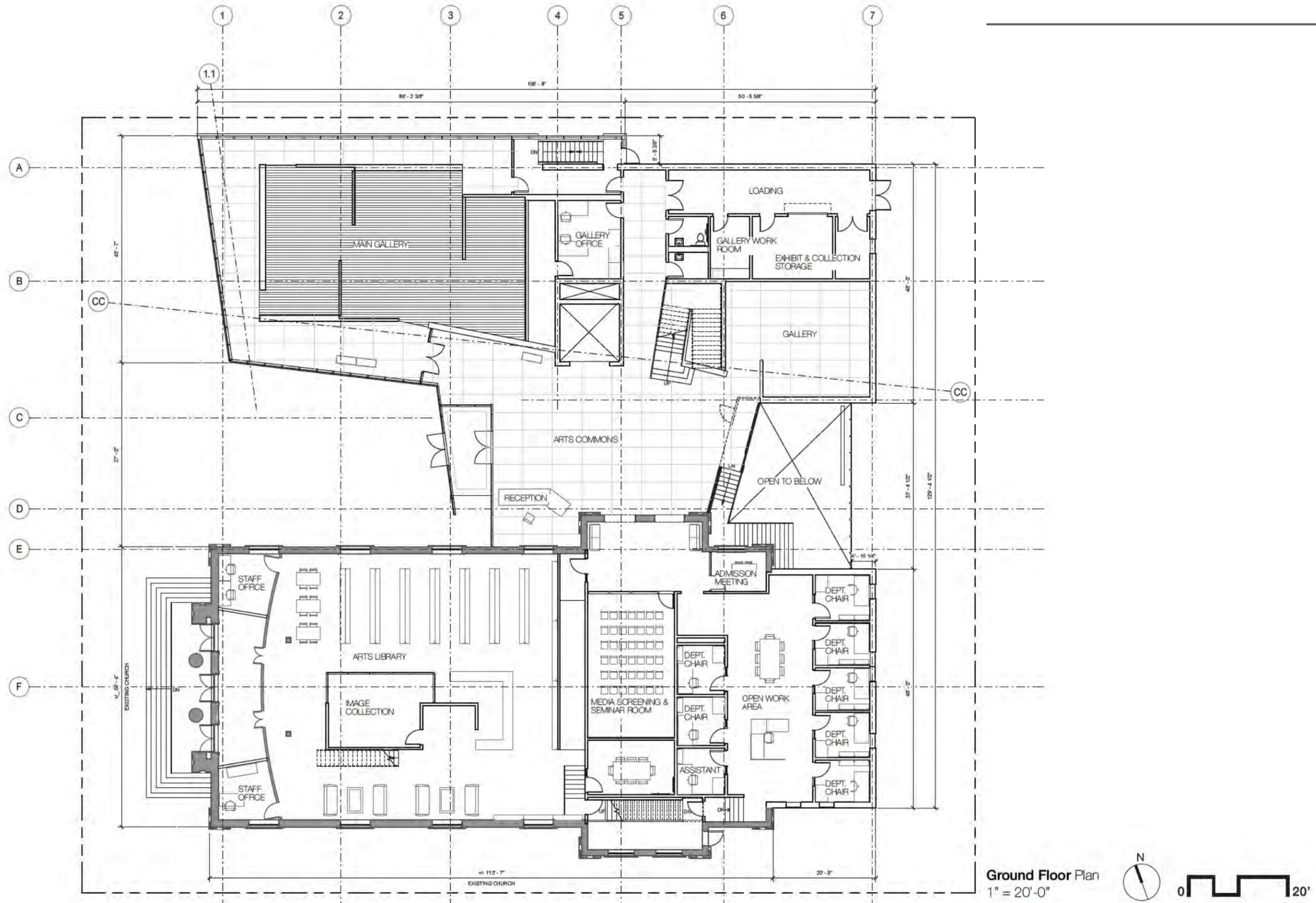
On the Fourth Floor are spaces that require the most ventilation -- the clay and ceramics studio, 3D studios, and the wood and metal shops.

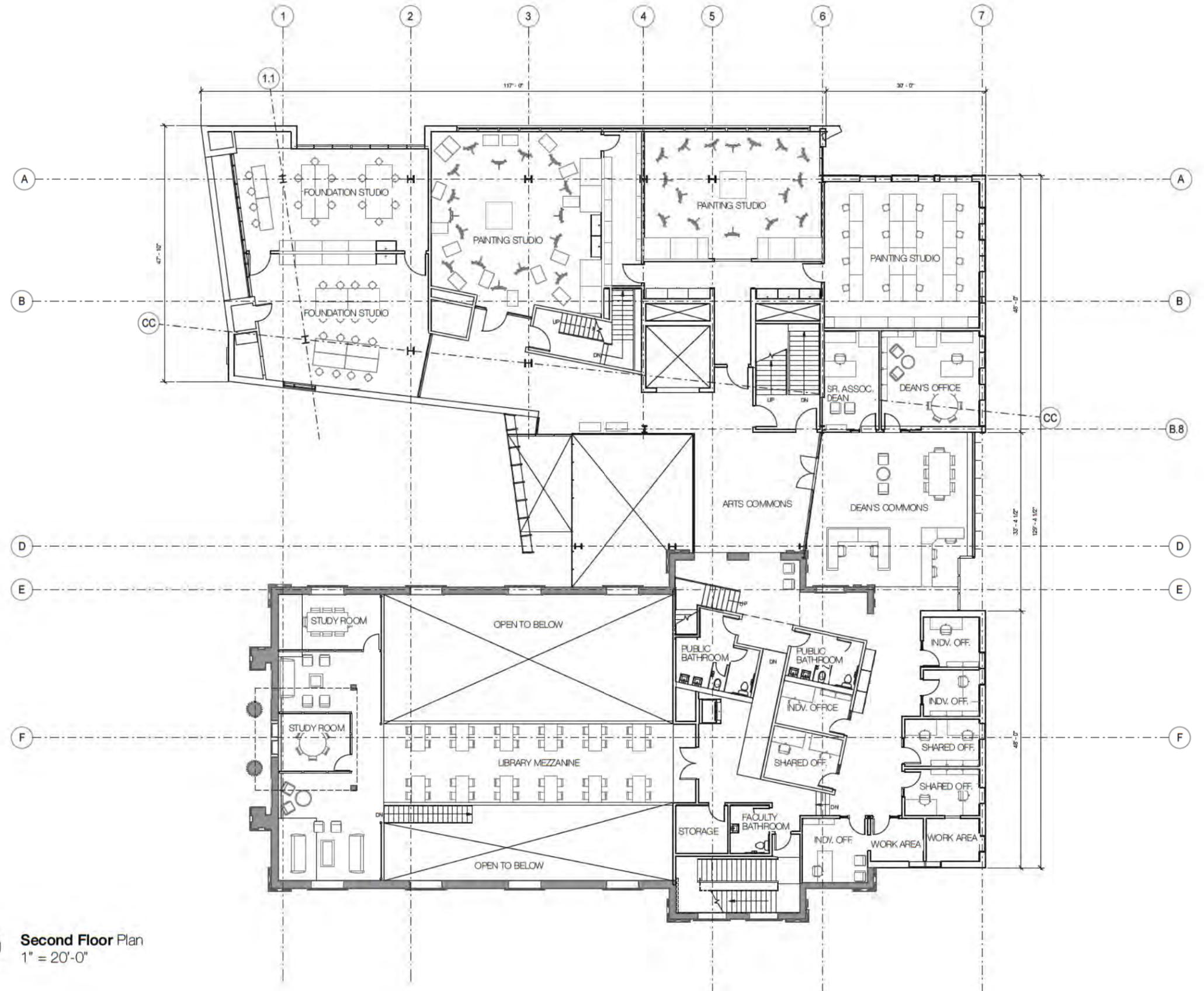
Some elements of the program, including studios dedicated to senior-year students, are in the adjacent University Hall building. This creates interaction between Art Institute students and those of other disciplines.





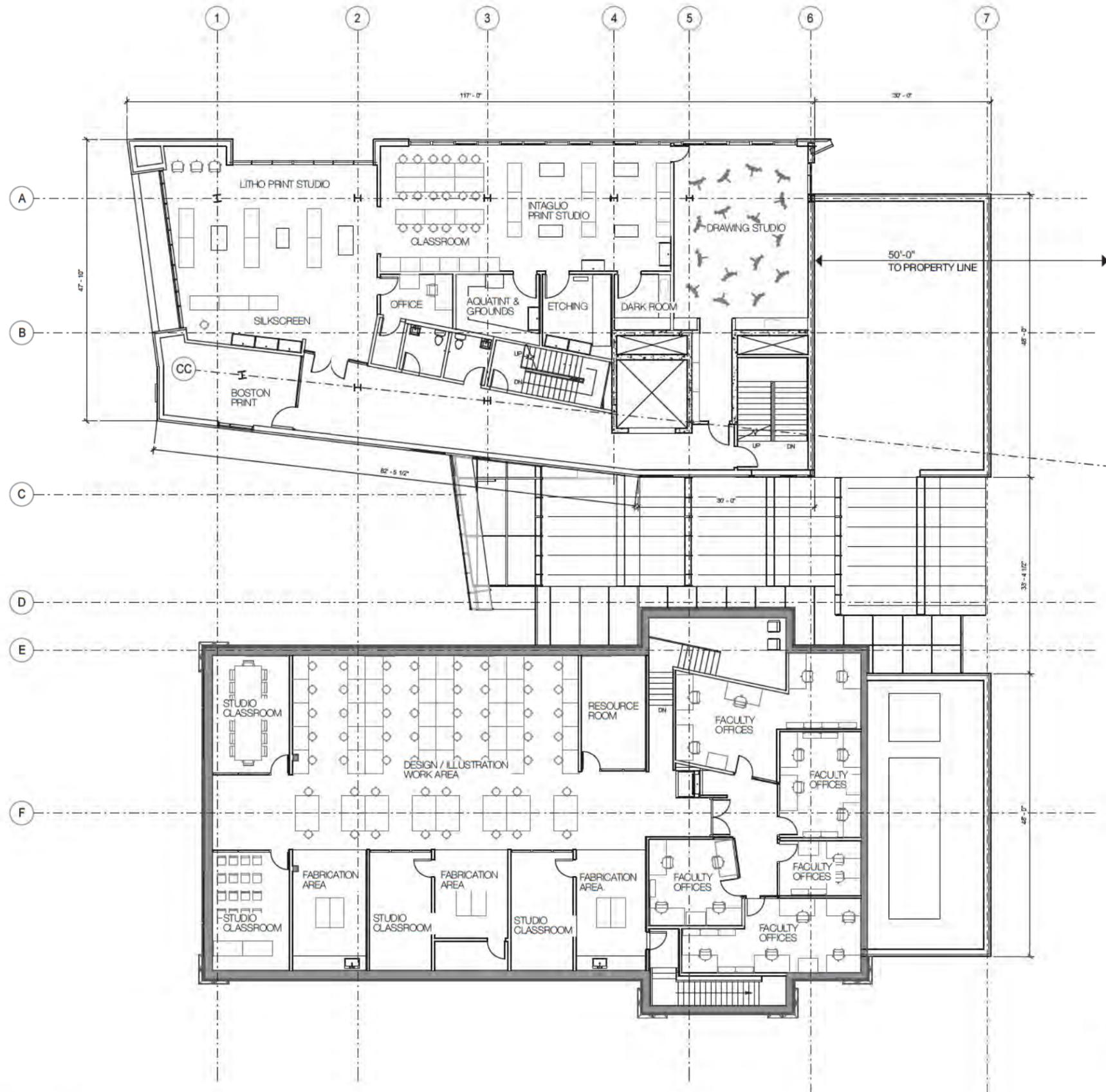
**Lower Level Plan**  
 1" = 20'-0"







**Second Floor Plan**  
 1" = 20'-0"



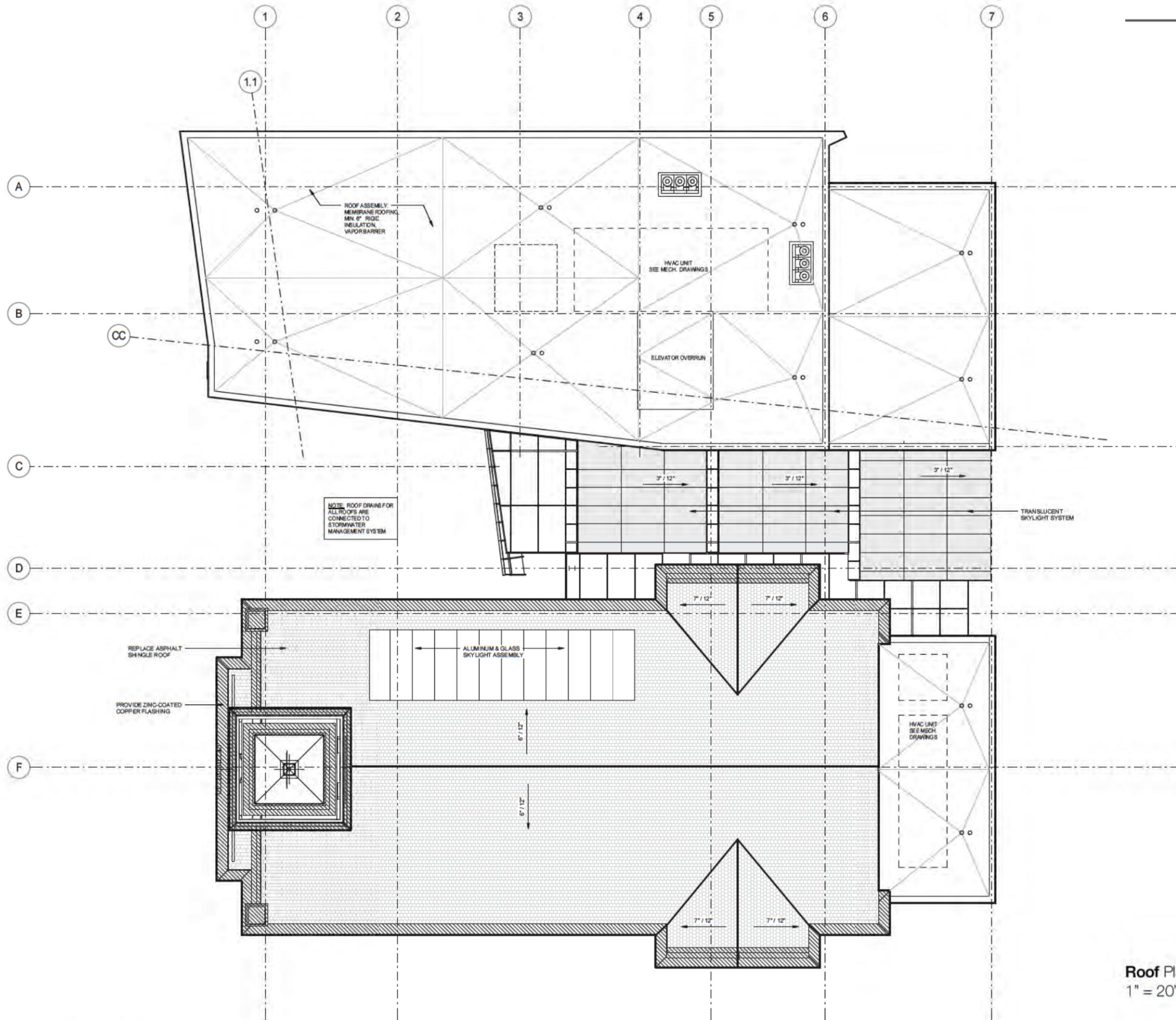
Third Floor + Studio Level Plan  
1" = 20'-0"





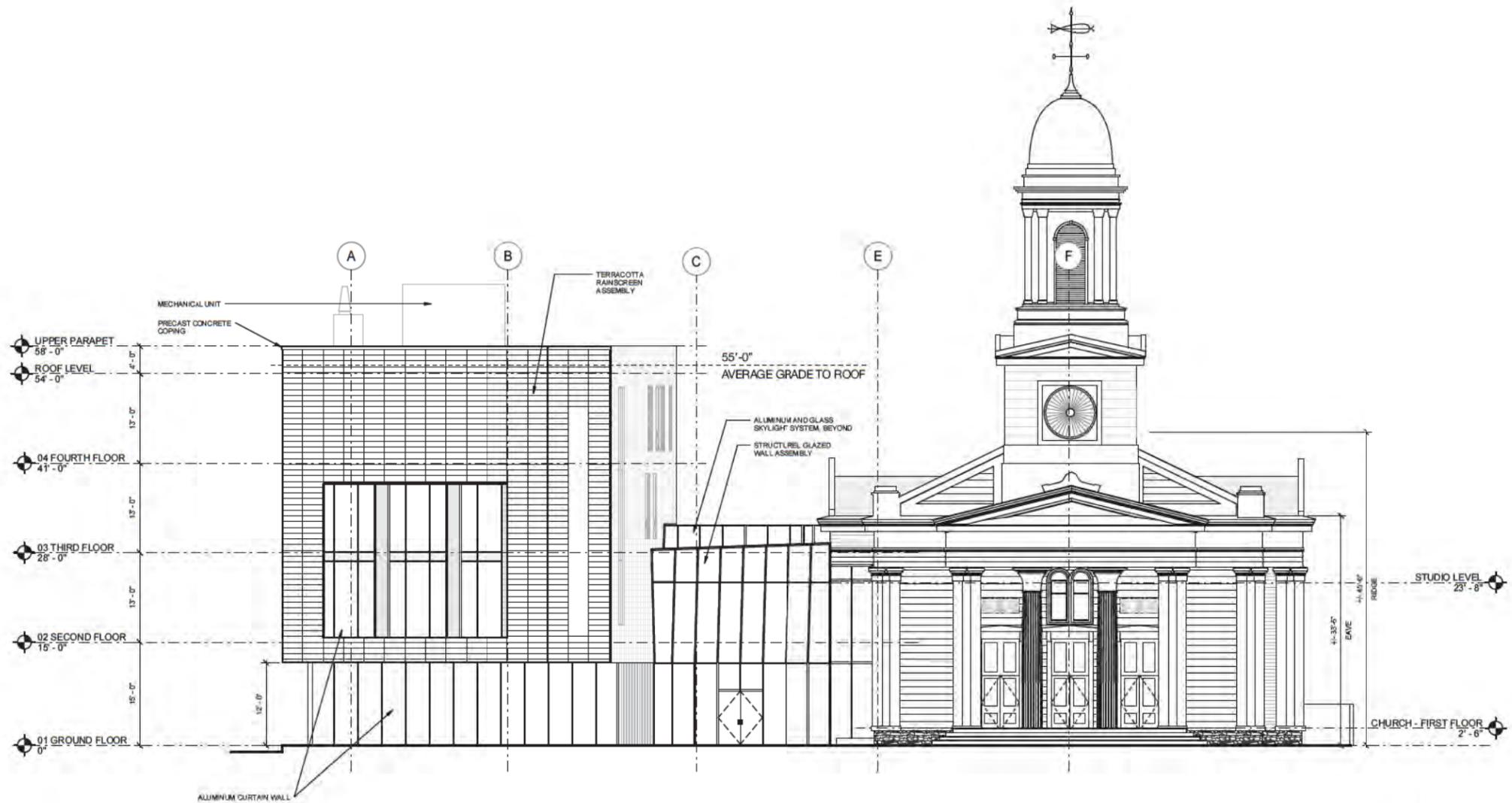


**Fourth Floor Plan**  
 1" = 20'-0"

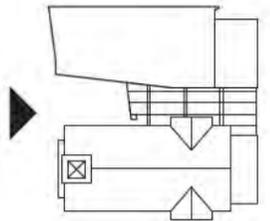


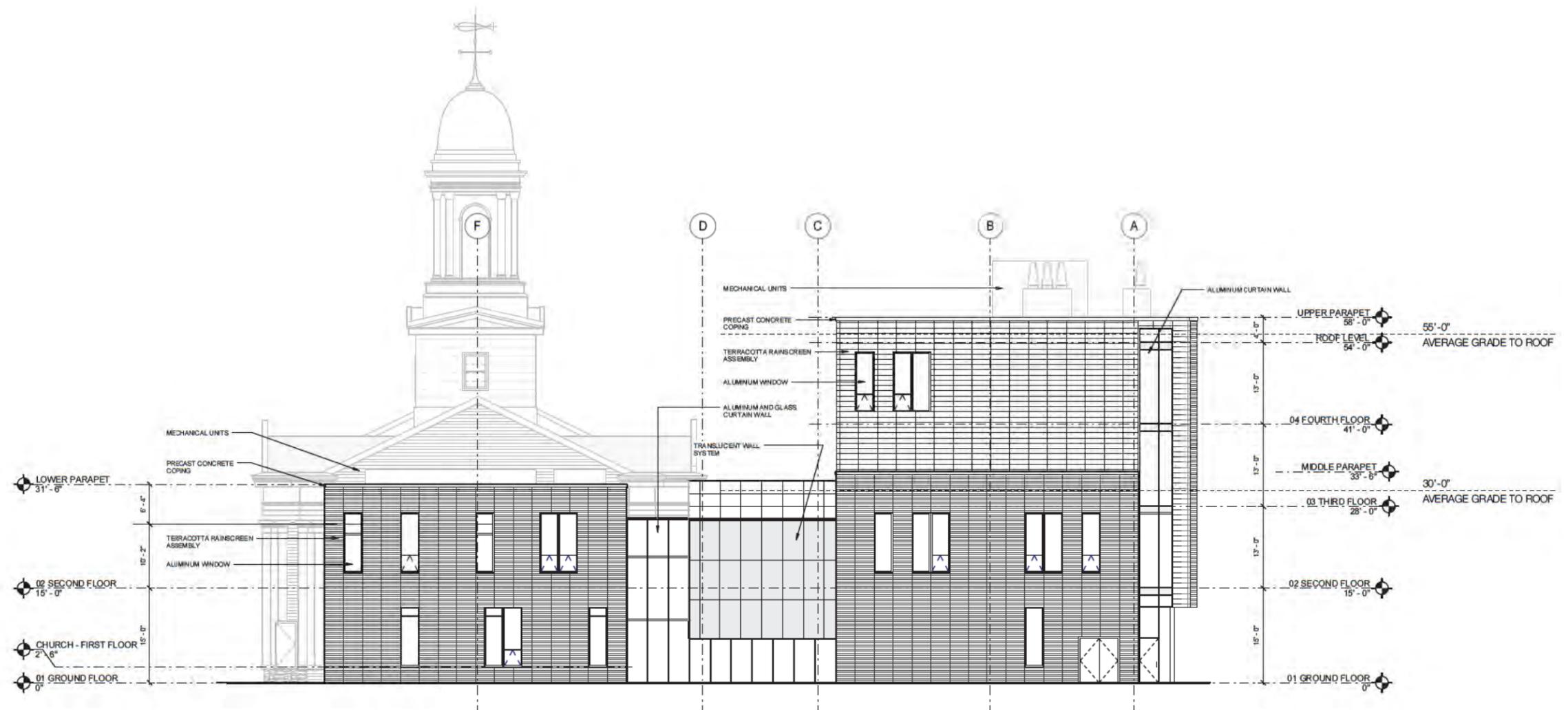
Roof Plan  
1" = 20'-0"



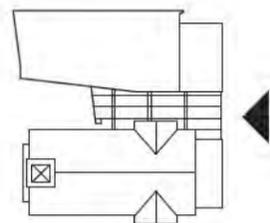


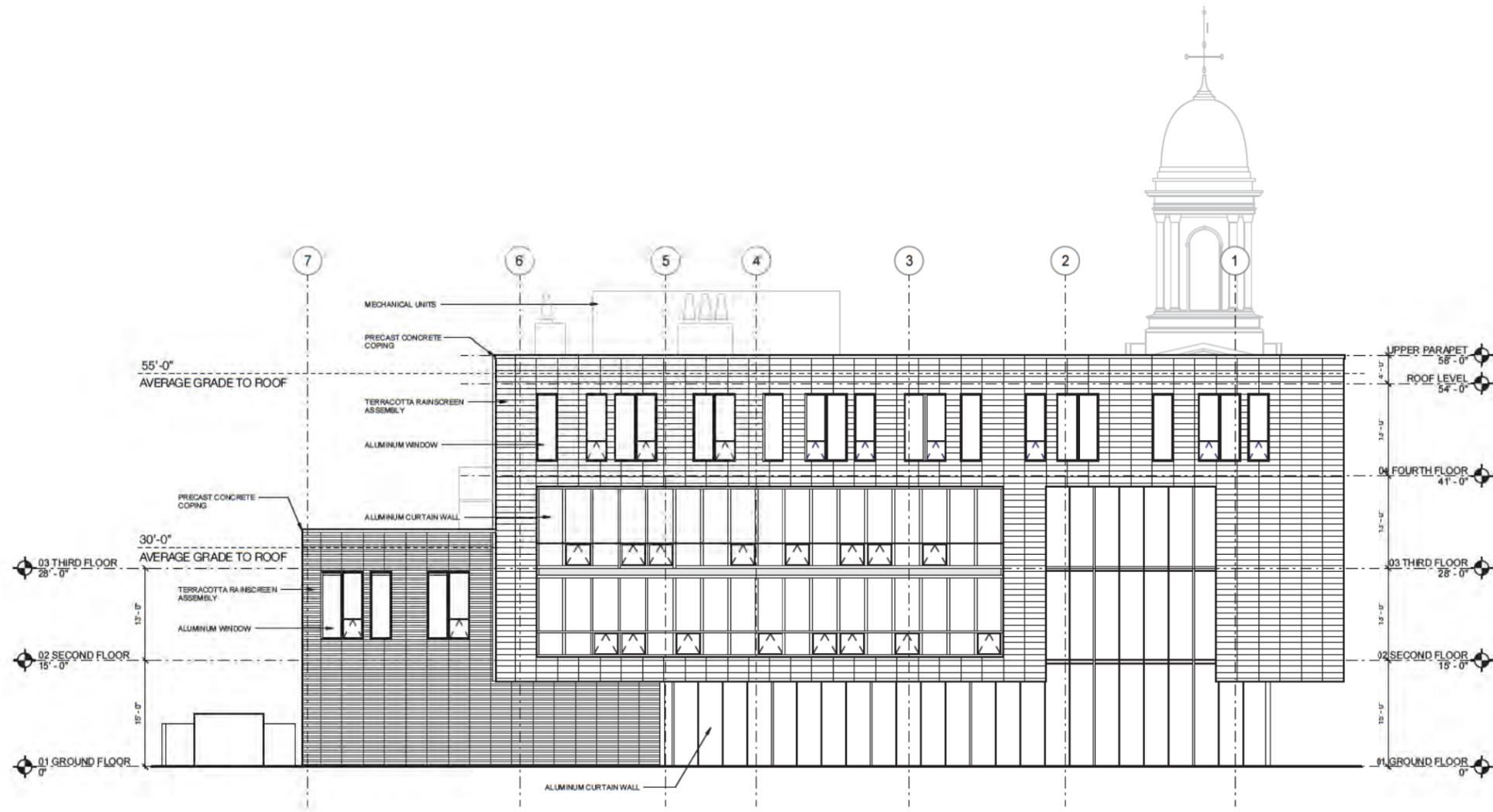
**West Building Elevation**  
 1" = 20'-0"



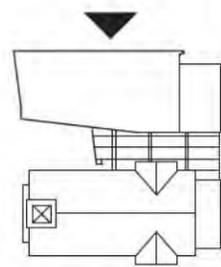


**East Building Elevation**  
1" = 20'-0"



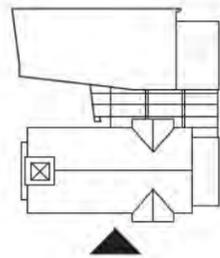


North Building Elevation  
 1" = 20'-0"



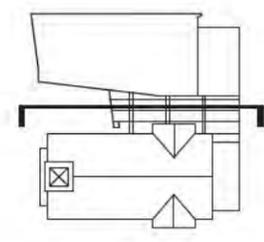


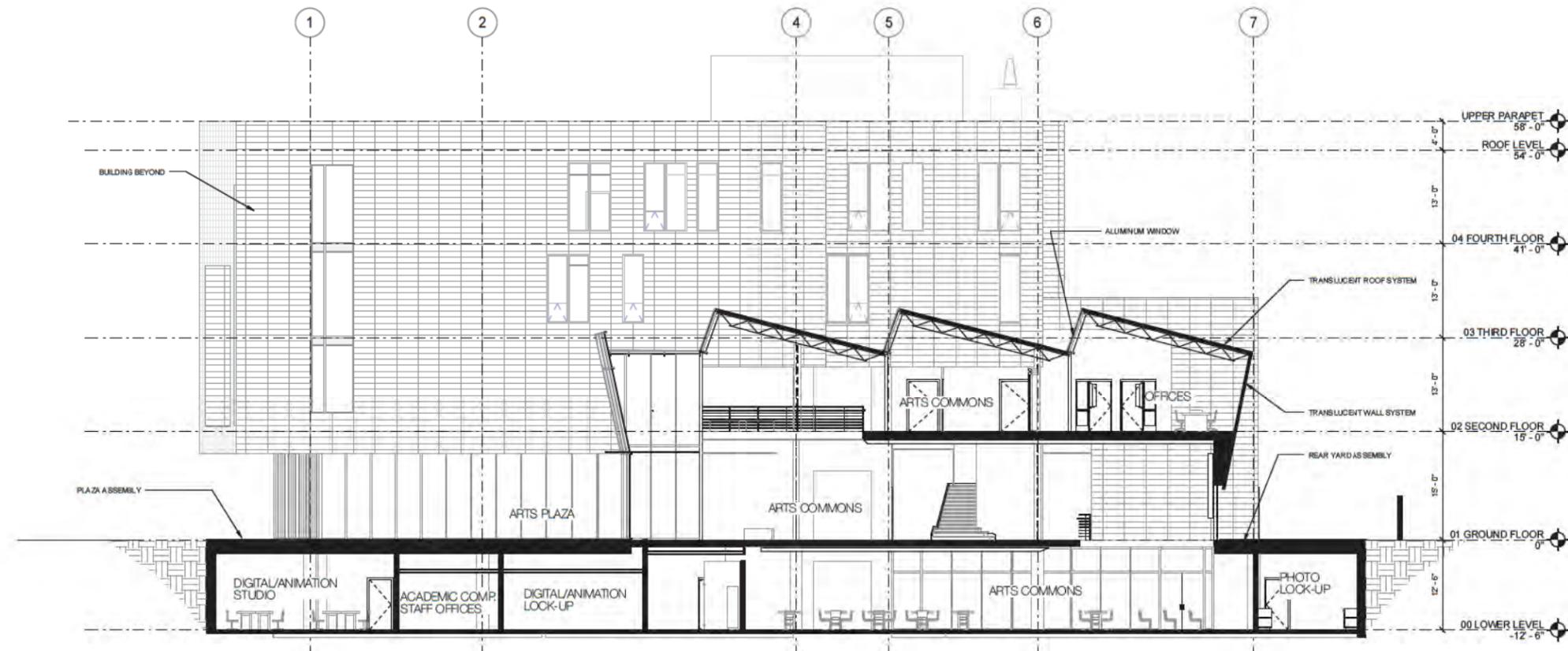
South Building Elevation  
1" = 20'-0"



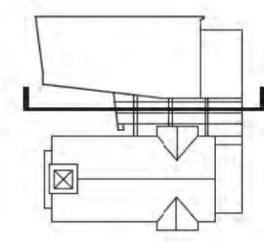


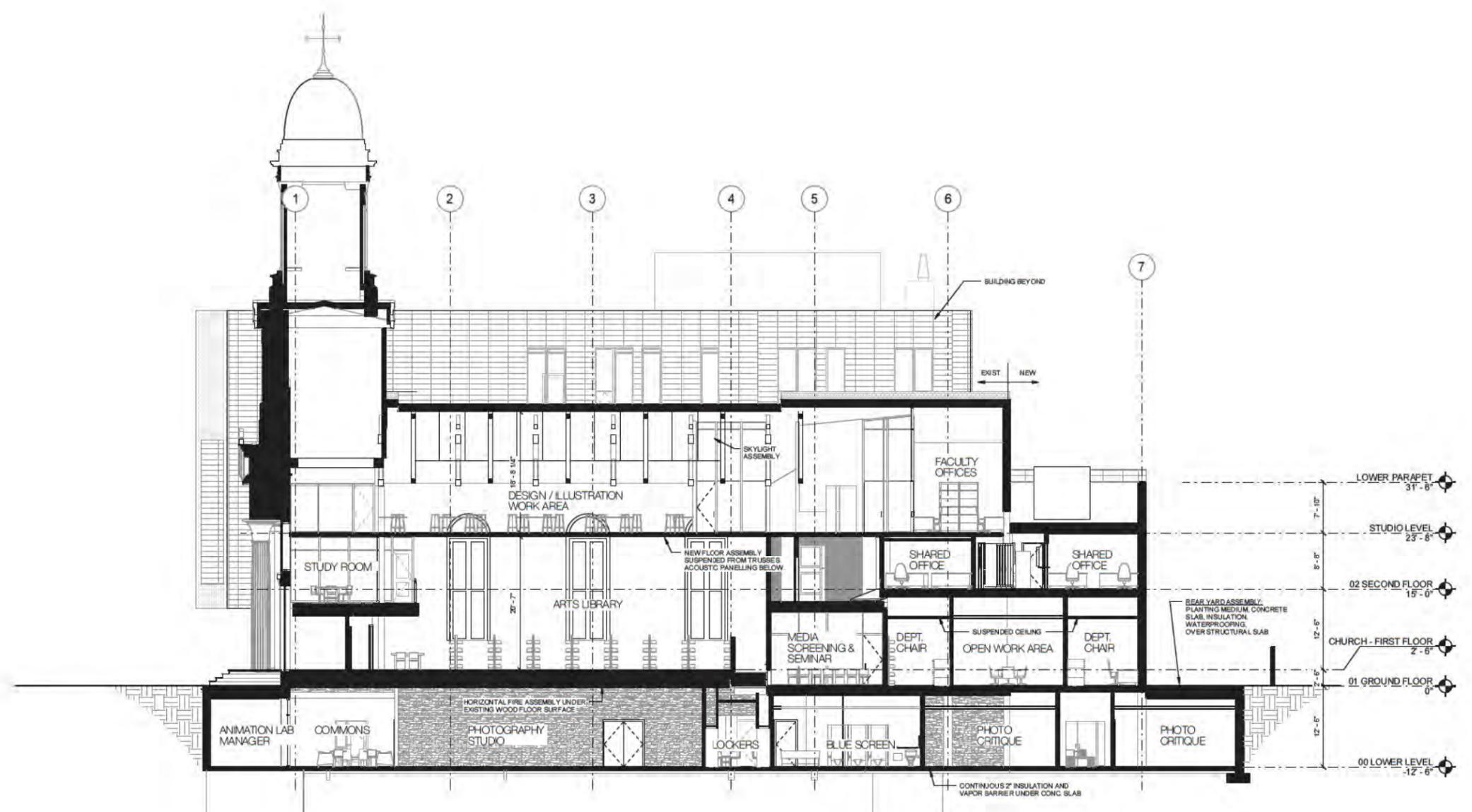
**Arts Commons** Section Looking South  
 1" = 20'-0"



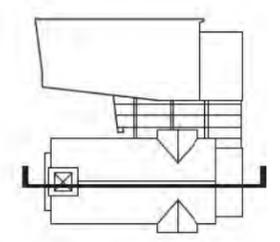


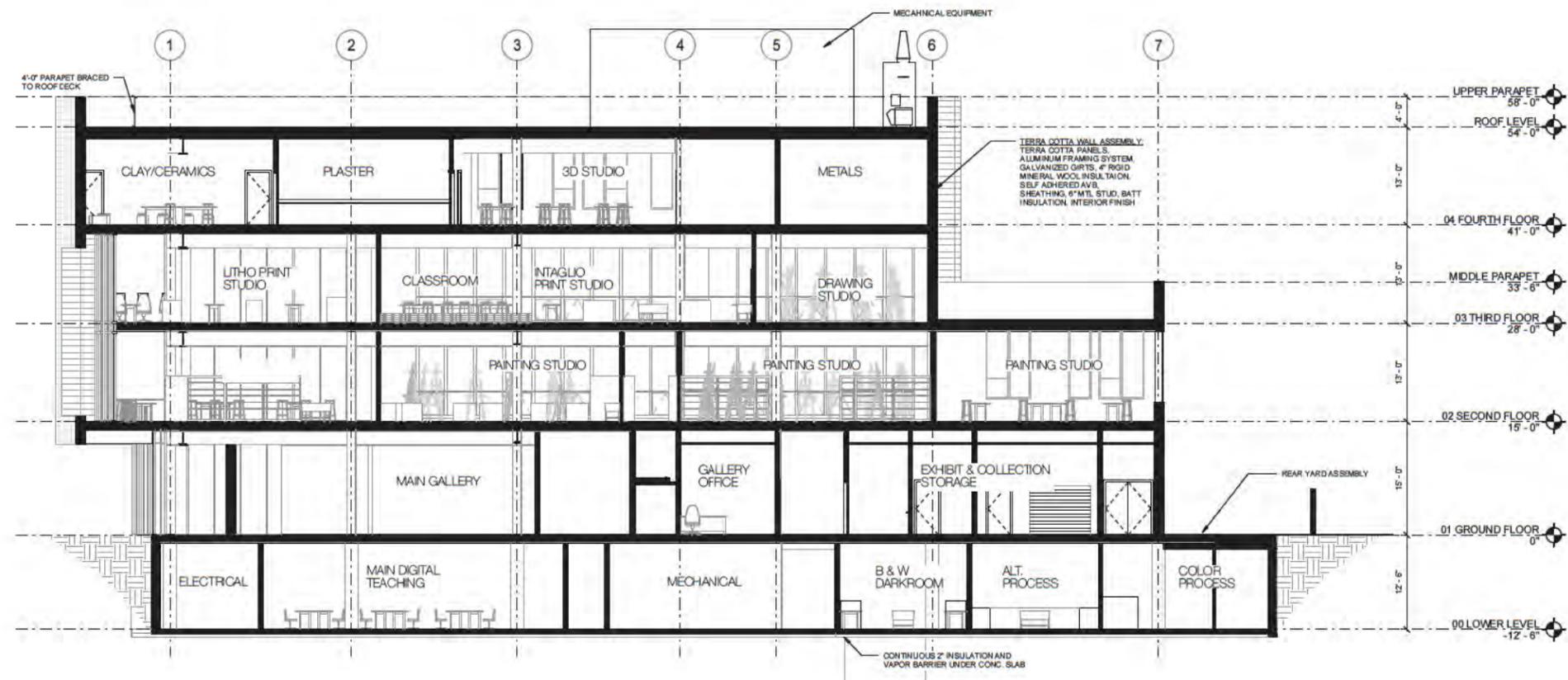
**Arts Commons** Section Looking North  
 1" = 20'-0"



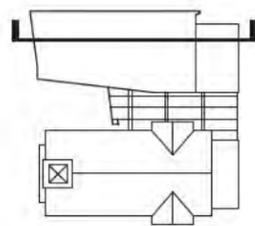


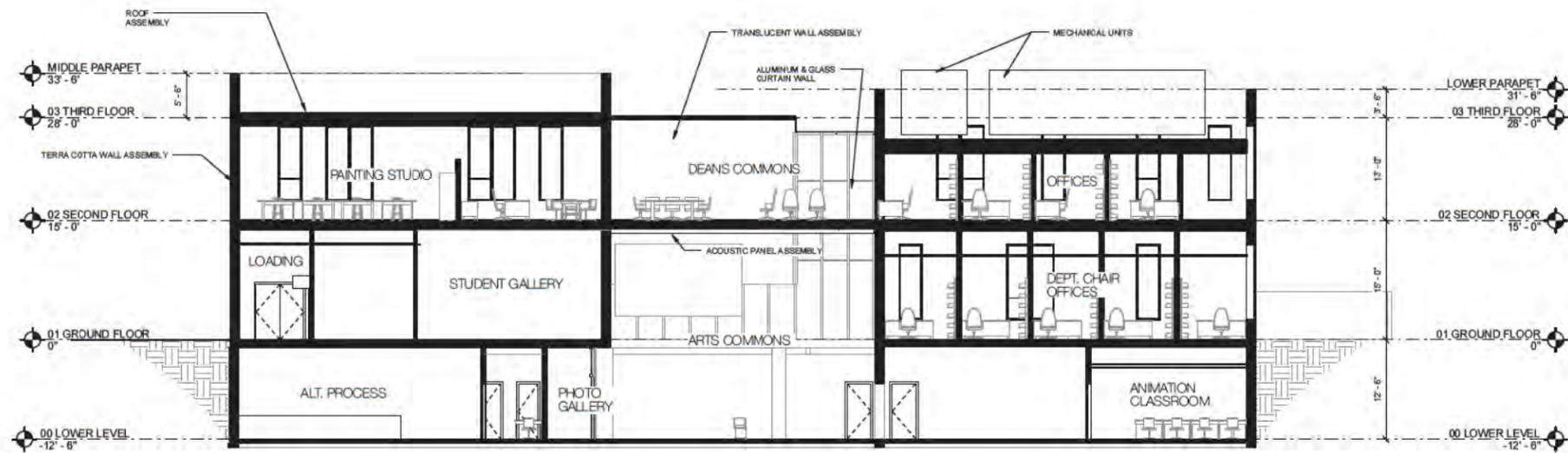
**Library** Section Looking North  
 1" = 20'-0"



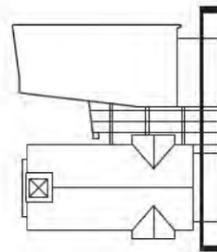


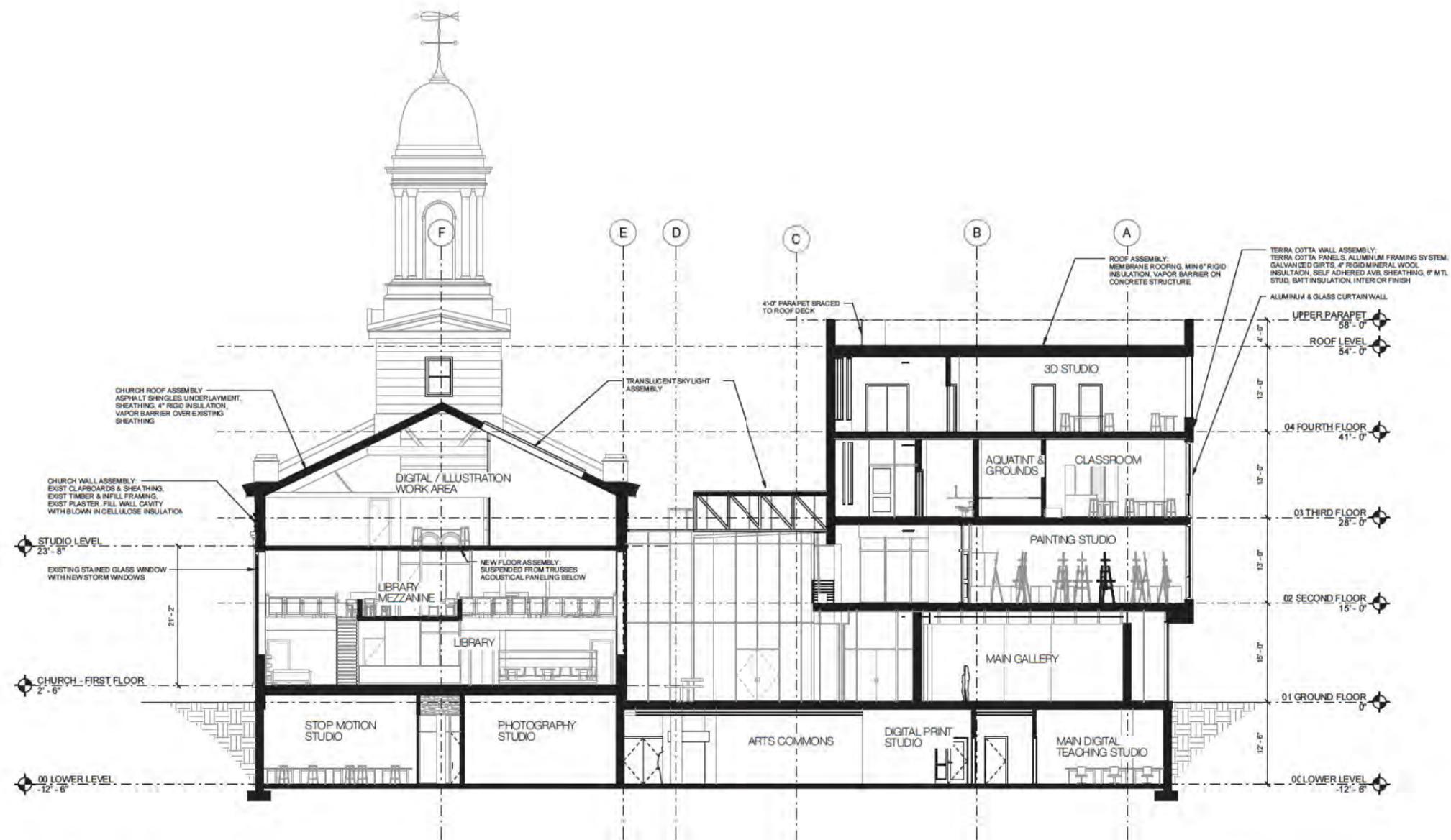
**Main Building** Section Looking North  
1" = 20'-0"



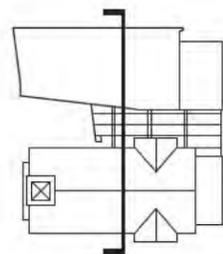


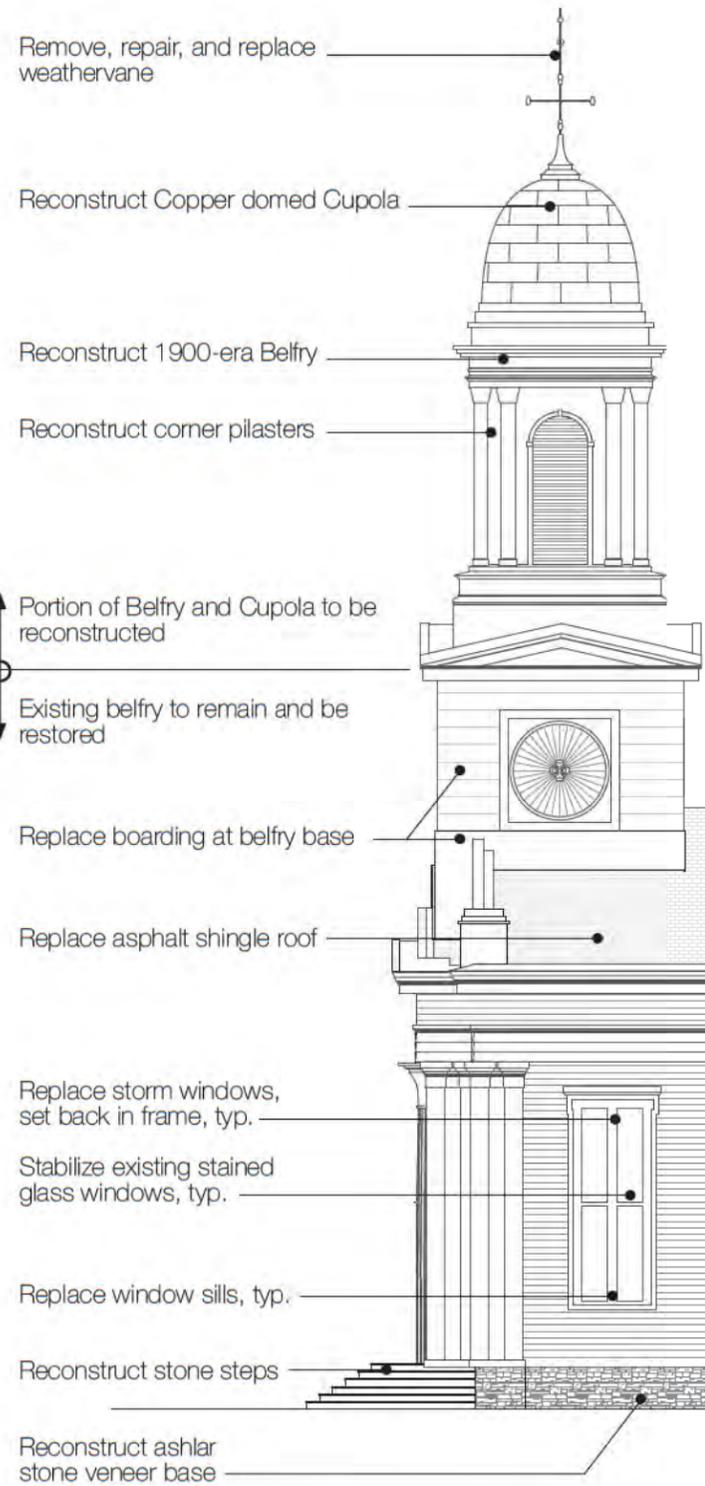
Rear Building Cross Section Looking East  
 1" = 20'-0"





**Gallery + Library** Cross Section Looking West  
1" = 20'-0"





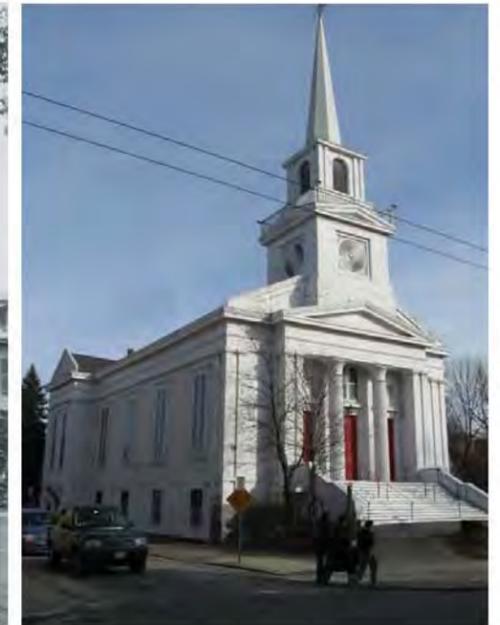
Church Elevation **South**



**1845**  
Church with original relationship to ground plane and public way



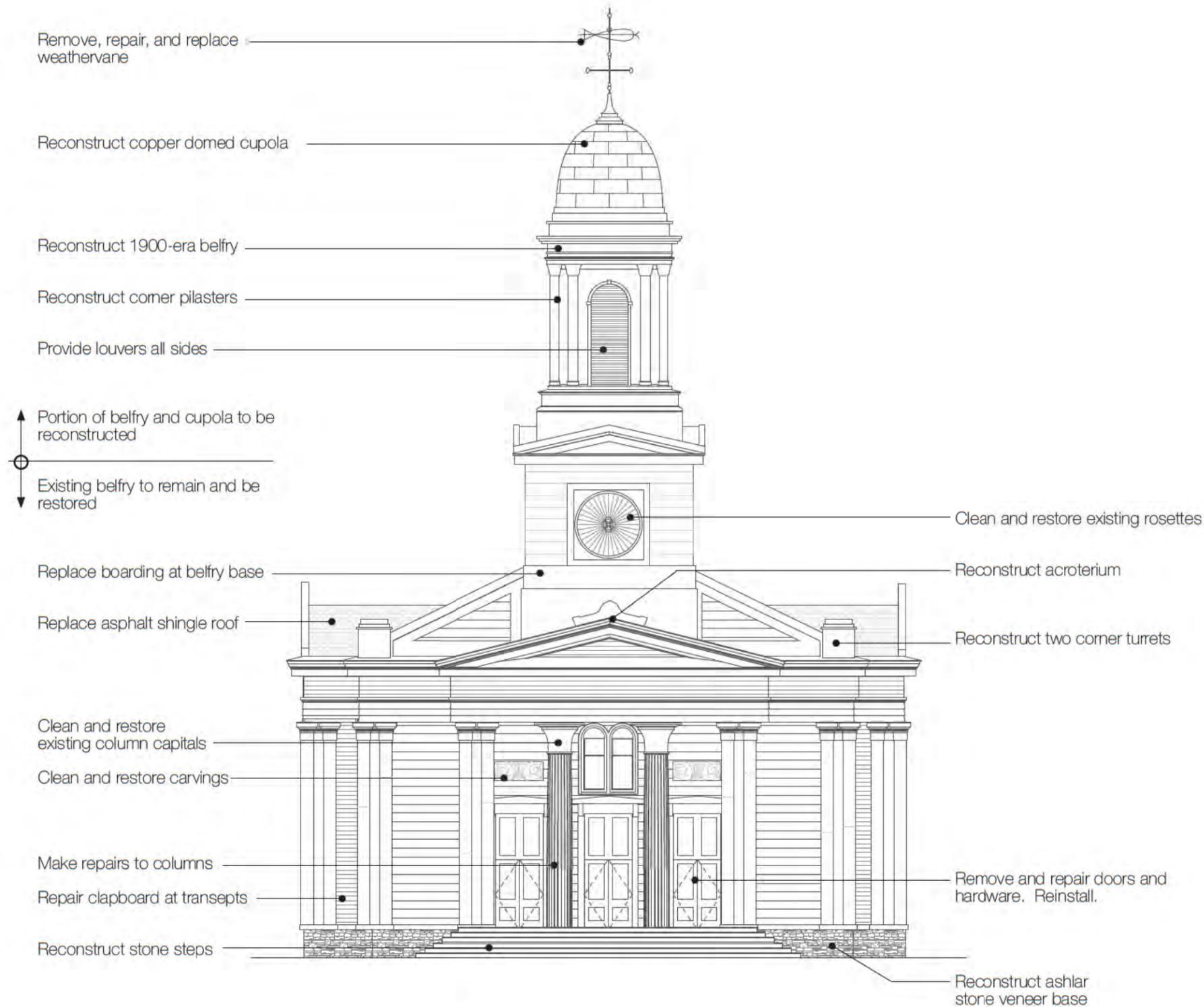
after **1900**  
Church on current site with belfry and cupola (to be restored)



**2009**  
Church in project location (with steeple and basement story to be removed)

Patch and repair at demolished chimney

Clean and restore existing transept pediments



Church Elevation **West**

The church was originally constructed in 1845 on a site near the present day Harvard Law School and moved to the current site in 1867 where it was placed on top of a new basement level. Transepts were added in 1872 and a less significant rear addition was constructed in 1899.

In 2009, the Cambridge Historical Commission, with the support of Lesley University, designated the North Prospect Congregationalist church local landmark status. The proposed design, including relocating the church to the south edge of the lot, without the 1867 basement level and removing the 1899 rear addition, was approved in concept by the Cambridge Historical Commission in June of 2010.

For the Art Institute project, the church will be relocated on the site where its original relationship to the ground will be restored. It will be placed on a new concrete foundation approximately 3'-6" above grade with a new stone veneer base. The current basement of the church and 1899 rear addition will be removed. The relocation of the church will enhance the public view of the front and sides of the original structure. The current steeple - dating from 1964 - will be removed and replaced with a more secular design replicating the 1900-era church belfry and four-sided copper dome. The church will adjoin the new structure through a transparent glass connector. The exterior of the church will be restored as shown on these pages.

The church interior will be modified for the new Art Library. The church attic will be converted into a sky lit design and illustration studio. This floor will be located above the heads of the existing stained glass windows and will not be visible on the exterior. The Art Institute project will restore the historic church structure and re-position it as a University and community asset for years to come.

**SUPPORTING STATEMENT FOR A SPECIAL PERMIT**

Please describe in complete detail how you meet each of the following criteria referring to the property and proposed changes or uses which are requested in your application. Attach sheets with additional information for special permits which have additional criteria, e.g. fast food permits, comprehensive permits, etc., which must be met.

Granting the Special Permit requested for 1801 Mass Ave (location) would not be a detriment to the public interest because:

- A) **Requirements of the Ordinance can or will be met for the following reason:**  
The project as proposed complies with the Special Permit criteria contained in Article 19.20 and Article 20.505.
  
- B) **Traffic generated or pattern of access or egress would not cause congestion hazard, or substantial change in established neighborhood character or the following reasons:**  
As evidenced by the Traffic Impact Study (TIS) certified by the Traffic and Transportation Department, the project will not generate a significant number of motor vehicle trips. Moreover, there will not be any new driveway openings for vehicles created.
  
- C) **The continued operation of or the development of adjacent uses as permitted in the Zoning Ordinance would not be adversely affected by the nature of the proposed use for the following reasons:**  
The project has been designed to meet the requirements of the newly created Lesley Porter Overlay District with an emphasis on minimizing impact on the surrounding residential uses.
  
- D) **Nuisance of hazard would not be created to the detriment of the health, safety and/or welfare of the occupants of the proposed use or the citizens of the City for the following reasons:**  
The project will be designed and constructed in accordance with all applicable building, health and safety requirements of the Massachusetts State Building Code and City of Cambridge Ordinance Requirements.
  
- E) **For other reasons, the proposed use would not impair the integrity of the district or adjoining district or otherwise derogate from the intent or purpose of this Ordinance for the following reasons:**  
The proposed use will achieve the objectives of the Lesley Porter Overlay District to "allow for the establishment of an emerging art district".

Appendix I – Dimensional Form

Special Permit #	Address:			
	Allowed/Required	Existing	Proposed	Granted
<b>Total FAR</b>				
Residential	N/A	N/A	N/A	
Non-Residential	2.5	.54	2.5	
Inclusionary Bonus	N/A			
<b>Total GFA in Sq. Ft.</b>				
Residential				
Non-Residential	95,157 sf	15,192 sf	74,500 sf	
Inclusionary Bonus				
<b>Max. Height</b>				
Range of heights	55' / 35'	55'	55' / 30'	
<b>Lot Size</b>	none	28,063 sf 1,737 sf*	no change	
<b>Lot area/du</b>	N/A			
<b>Total Dwelling Units</b>	N/A			
Base units				
Inclusionary units				
<b>Min. Lot Width</b>	none	156'	no change	
<b>Min. Yard Setbacks</b>				
Mass Front	none	45.3'	12'6"	
Roseland Side, Left	0/10	3.2'	0/10'	
Frost Terr Side, Right	7.5' / 10'	84'	7.5' / 12'	
Left Rear	20'	8.2'	20'	
<b>Total % Open Space</b>	.10	.64	.30	
Usable	N/A			
Other				
<b>Off Street Parking</b>				
Min #	75	1	0	
Max #				
Handicapped				
<b>Bicycle Spaces</b>		0	70	
<b>Loading Bays</b>	0	1	0	

\*Lot area utilized from University Hall lot pursuant to transfer of GFA allowed under Section 20.504.1

# Urban Design Objectives Narrative

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## 19.31

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

### 19.31 (1) Heights and setbacks provide suitable transition to abutting or nearby residential zoning districts that are generally developed to low scale residential uses.

Relocating the historic church structure to the South side of the lot creates a suitable adjacency to the residential buildings on Massachusetts Avenue. The new 55-foot tall, four-story Art Institute building will be built along Roseland Street opposite the larger University Hall (former Porter Exchange) building and across the street from six-story apartment buildings. The Art Institute building steps down to two-stories and 30-feet in height within 50-feet of the rear property line at the residential edge (East) of the site. The East property line has a 20-foot setback. Proposed setbacks and building heights are in compliance with sections 20.504.2 and 20.504.3 of the City of Cambridge Zoning Ordinance, including a 10-foot transitional setbacks along Frost Terrace and Roseland Street.

### 19.31 (2) New buildings are designed and oriented on the lot so as to be consistent with the established streetscape on those streets on which the project lot abuts. Streetscape is meant to refer to the pattern of building setbacks and heights in relationship to public streets.

Sited along and facing Massachusetts Avenue, the building relates to, but is smaller than neighboring apartment complexes directly across the Avenue (Oxford Court) and to the South (Newport Road Condominiums), and University Hall (former Porter Exchange) to the North. The immediate scale of the new building takes its cues from the scale and proportions of the historic church structure. The historic church is moved from its current, raised location and brought closer to the street edge, aligning it better with the otherwise consistent streetscape of the avenue. Having the Arts Commons/building entry set back from the street edge allows both the historic church and the new Art Institute building to have distinct, human-scaled identities on the streetscape.

### 19.31 (3) In mixed-use projects, uses are to be located carefully to respect the context, e.g. retail should front onto a street, new housing should relate to any adjacent existing residential use, etc.

The Art Institute at Lesley University functions as a school for the teaching of art. This includes an arts library and gallery open to the public. These public functions are located at the street level and are accessible through the main entry. The ground floor gallery has a glass enclosure on three sides facing Roseland Street, Massachusetts Avenue and the Art Plaza. The Library is to be housed in the historic church structure and will maintain the existing church doors as an entrance. The Gallery and the Library are intended to be the vibrant social spaces for the Art Institute and entry points for the public attending gallery exhibitions, lectures or using the library. The primary entries to the gallery and arts library are through the new building's accessible main entrance at the Arts Commons, the public space connecting the gallery and the Arts Library.

### 19.31 (4) Where relevant, historical context are respected, e.g. special consideration should be given to buildings on the site or neighboring buildings that are preferably preserved.

The historic former North Prospect Congregationalist Church sits within the Lesley Porter Overlay District. Working in conjunction with Lesley University, this building received a landmark

designation by the Cambridge Historic Commission (CHC) in 2009. This project includes relocating the historic church to the South side of the site and restoring the exterior – see Church Restoration section in this document on pages 34-35. In the proposed design, the church's original relationship to the ground plane is reestablished by lowering the first floor to approximately 3'-6" above the sidewalk. Also, the church building will be moved closer to Massachusetts Avenue. At the June 3, 2010 CHC meeting, the Commission approved in concept:

"the application to relocate the church, remove the existing basement and rearmost additions, construct a new basement below the relocated church, replace the steeple, repair and restore the siding, roof, and windows, install skylights, and construct a new four-story building on the lot with a connection to the church, with conceptual approval for the general massing and siting of the buildings as generally depicted in the application materials submitted on May 11, 2010, on the condition that ongoing review and approval will be required for all exterior aspects of the project..."

The design team is continuing an ongoing review with the CHC on all exterior aspects of the project.

## 19.32

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

### 19.32 (1) Ground floors, particularly where they face public streets, public parks, and publicly accessible pathways, consist of spaces that are actively inhabited by people, such as retail stores, consumer service businesses and restaurants where they are allowed, or general office, educational or residential uses and building lobbies. Windows and doors that normally serve such inhabited spaces are encouraged to be a prominent aspect of the relevant building facades. Where a mix of activities are accommodated in a building, the more active uses are encouraged facing public streets, parks and pathways.

**In commercial districts, such active space consists of retail and consumer service stores and building lobbies that are oriented toward the street and encourage pedestrian activity on the sidewalk. However, in all cases such ground floor spaces should be occupied by uses (a) permitted in the zoning district within which the building is located, (b) consistent with the general character of the environment within which the structure is located, and (c) compatible with the principal use for which the building is designed.**

The most active programmatic uses of the Art Institute at Lesley face Massachusetts Avenue, Roseland Street, and the Arts Plaza. Directly off the Arts Plaza is the main entrance of the Art Institute and the Arts Commons. A prominent feature of the design and clad in glass, the Arts Commons will be used for the Art Institute's public circulation. The Arts Commons will also be used for school-wide gatherings such as gallery receptions, public presentations, and other events. The Arts Commons is the link between the Art Library and Gallery and provides the primary entrance to both and is accessible to the public at large. The 1,500 square foot gallery, open to the public, will showcase student work, faculty work, and traveling exhibitions. Sited at the prominent corner of Mass Ave and Roseland Streets and clad with floor-to-ceiling glass on three sides, the gallery will connect visually to the public realm of the Arts Plaza and city sidewalks. Benches will be located on both sides of these glass walls allowing for the interaction with and discussion of the art in the gallery. Also, the Art Library is in the ground floor of the historic church structure. This library is accessed off of Mass Ave through the existing

church doors or through an accessible entrance through the Arts Commons. The Art Library is available for public use.

**19.32 (2) Covered parking on the lower floors of a building and on-grade open parking, particularly where located in front of a building, is discouraged where a building faces a public street or public park, and publicly accessible pathways.**

The Art Institute at Lesley provides no parking on its site; students, faculty and visitors will utilize the adjacent parking lots around University Hall in accordance with Lesley University's PTDM. This project includes a Roseland Street landscape that screens the current parking lot at University Hall with new plantings and street trees. For more information on the parking for the proposed project see the Traffic Impact Study.

**19.32 (3) Ground floors should be generally 25-50% transparent. The greatest amounts of glass would be expected for retail uses with lesser amounts for office, institutional or residential use.**

At the proposed Art Institute the ground floor is approximately 45% transparent, inclusive of the relocated, historic church structure. The gallery and Arts Common entry are entirely transparent. The portion of the ground floor facing the residential neighborhood is less transparent – 27% – in order to lessen the visible activity of the Art Institute along the neighborhood edge. The fenestration of the historic church at the ground floor is preserved at 21% transparent. The offices and service entry, programs that will be used during normal business hours are located along the residential edge while the public programs that provide activity at more hours of the day (gallery, library) are located along Mass Ave in the most transparent zones of the ground floor.

**19.32 (4) Entries to buildings are located so as to ensure safe pedestrian movement across streets, encourage walking as a preferred mode of travel within the city and to encourage the use of public transit for employment and other trips. Relating building entries as directly as possible to crosswalks and to pathways that lead to bus stops and transit stations is encouraged; siting buildings on a lot and developing site plans that reinforce expected pedestrian pathways over the lot and through the district is also encouraged.**

The proposed Art Institute encourages pedestrian traffic. Widened sidewalks on Mass Ave and Roseland Street allow for a positive walking experience around the site. The primary public open space, the Arts Plaza, is located directly off Massachusetts Avenue with the Arts Commons/Main Entrance adjacent. The entrance is a plane of glass, a contrasting portal between the church and the new building. The proximity to the Porter Square MBTA subway and commuter rail stops encourages their use to and from the site. The proposed project is served by three MBTA bus lines (#77, #83, and #96) stopping in front of the site or at the Porter Square MBTA station. Lesley University operates a shuttle bus service between its campuses. The site plan engages the street edge connecting new curb ramps with existing crosswalks at the corner of Mass Ave and Roseland Street. There is a proposed crosswalk from the residential neighborhood across Roseland Street to the Lesley-proposed new green space along Roseland Street. Additionally, there is an improved pedestrian connection through the University Hall parking lot to the rear entrance of University Hall which connects through the building to Massachusetts Avenue. See Site Circulation on page 13.

**19.32 (5) Pedestrians and bicyclists are able to access the site safely and conveniently; bicyclists should have, secure storage facilities conveniently located on-site and out of the weather. If bicycle parking is provided in a garage, special attention must be aid to providing safe access to the facilities from the outside.**

Pedestrians access the site through the sidewalks along Massachusetts Avenue or Roseland Street. The site design connects to the existing crosswalks at the intersection of Mass Ave and Roseland Street. Widened sidewalks along Roseland Street and Mass Ave lead to the Arts Plaza, the main public open space. Bicyclists access the site from Mass Ave or Roseland Street and are provided 70 bicycle parking spaces. Bicycle parking is provided along Mass Ave (8 spaces) and along the South side of the relocated church structure (38 spaces) accessed from Mass Ave. Along Roseland Street there are an additional 24 spaces. Covered bicycle parking is located at the adjacent University Hall parking lot. The new green space along Roseland Street and sidewalk provide a more pedestrian and neighborhood friendly edge to University Hall parking lot. Also, proposed improvements make pedestrian travel from Roseland Street to the rear entrance of University Hall safer for pedestrian travel. See Site Circulation on page 13 and Site Design on pages 14-15.

**19.32 (6) Alternate means of serving this policy objective 19.32 through special building design, siting, or site design can be anticipated where the building form or use is distinctive such as freestanding parking structures, large institutional buildings such as churches and auditoriums, freestanding service buildings, power plants, athletic facilities, manufacturing plants, etc.**

Not applicable.

## 19.33

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

**19.33 (1) Mechanical equipment that is carefully designed, well organized or visually screened from its surroundings and is acoustically buffered from neighbors. Consideration is given to the size, complexity and appearance of the equipment, its proximity to residential areas, and its impact on the existing streetscape and skyline. The extent to which screening can bring order, lessen negative visual impacts, and enhance the overall appearance of the equipment should be taken into account. More specifically:**

**(a) Reasonable attempts have been made to avoid exposing rooftop mechanical equipment to public view from city streets. Among the techniques that might be considered are the inclusion of screens or a parapet around the roof of the building to shield low ducts and other equipment on the roof from view.**

**(b) Treatment of the mechanical equipment (including design and massing of screening devices as well as exposed mechanical elements) that relates well to the overall design, massing, scale and character of the building.**

**(c) Placement of mechanical equipment at locations on the site other than on the rooftop (such as in the basement), which reduces the bulk of elements located on the roof; however, at-grade locations external to the building should not be viewed as desirable alternatives.**

**(d) Tall elements, such as chimneys and air exhaust stacks, which are typically carried above screening devices for functioning reasons, are carefully designed as features of the building, thus creating interest on the skyline.**

**(e) All aspects of the mechanical equipment have been designed with attention to their visual impact on adjacent areas, particularly with regard to residential neighborhoods and views and vistas.**

(a) New air handling systems are placed on the roof behind a four foot high parapet in order to minimize the mechanical units' visual impact. Also, rooftop units are located away from roof edges, where they are minimally visible from neighboring streets – See Mechanical Equipment on pages 46-47.

(b) The proposed ventilation system is separated from the space heating and cooling. The size of the air-handling equipment is reduced significantly compared to a combined air conditioning and ventilation system. The heating and cooling of the spaces is performed hydronically via hydronic pumps, which are located inside the building. Rooftop units and fans are primarily located on the taller four-story building, and not on the historic church structure where they would disturb the character of the structure.

(c) The mechanical system design for the proposed Art Institute project will take advantage of the existing mechanical infrastructure located within and on the roof of the adjacent University Hall building. Where possible, the existing systems will be tapped into for use in the new building or enhanced to handle the increased loads imposed by the new building. Utilizing existing major equipment like boilers and chillers already a part of the University Hall physical plant avoids placing these boilers and chillers on the new building's roof. There is a mechanical room in the basement on the proposed new building which houses some equipment as well. Together, these strategies minimize the amount and size of the rooftop equipment proposed for the new building.

(d) The necessary fans and stacks for the Art Institute are designed as building features in that the stacks are clustered together in groups where possible and are located on the roof of the taller, four-story new building. Screening is provided from neighborhood views based on equipment location and parapet height and not from an architectural enclosure.

(e) See Mechanical Equipment on pages 46-47. The proposed mechanical equipment is also shown in all renderings and images of the project found in this document.

**19.33 (2) Trash that is handled to avoid impacts (noise, odor, and visual quality) on neighbors, e.g. the use of trash compactors or containment of all trash storage and handling within a building is encouraged.**

Trash and recycling will be stored inside on the first floor of the proposed building, near the Northeast corner service entrance. This space will have a ventilation system designed to mitigate the production of odors. Items that need to be compacted will be taken to the compactor located in University Hall. On pickup days, the containers will be wheeled out of the service entrance to be collected by the private contractor on the service driveway. The private contractor will utilize the existing curb cut on Roseland Street for pickup of the trash and the recycling. The frequency of trash and recycling collection will remain unchanged from the current cycle (trash collected three times per week and recycling collected once per week). The service entrance and driveway are screened from the residential neighbors by a fence and landscaping located along the property line. Refer to Site Design on pages 14-15.

**19.33 (3) Loading docks that are located and designed to minimize impacts (visual and operational) on neighbors.**

The Art Institute will utilize Lesley University's existing loading docks located at University Hall directly across Roseland Street for its loading purposes. The proposed Art Institute service entry, accessed by a service driveway off an existing curb cut on Roseland Street will allow for catering, deliveries and other small vehicle drop-offs for the Art Institute. This service entrance and driveway are screened from the residential neighbors by a fence located along the property line. Refer to Site Design on pages 14-15.

**19.33 (4) Stormwater Best Management Practices and other measures to minimize runoff and improve water quality are implemented.**

The proposed stormwater management system has been designed in a manner that will meet the provisions of the Department of Environmental Protection (DEP) Stormwater Management Policy for a new construction project. The design is also in conformance with the City of Cambridge stormwater management guidelines, as outlined in the document "Wastewater and Stormwater Management Guidance" dated May 2008. The proposed Stormwater Management System for the Art Institute will infiltrate (allow the water to permeate into the ground) the runoff volume from the post-development conditions of the site for a 25-year storm event. See Sewer Service Infrastructure Narrative in Appendix B.

**19.33 (5) Landscaped areas and required Green Area Open Space, in addition to serving as visual amenities, are employed to reduce the rate and volume of stormwater runoff compared to pre-development conditions.**

The site has been designed such that the majority of the stormwater runoff generated on-site will be collected and infiltrated on-site. For rainfall events less than or equal to the 25-year, 24-hour event, stormwater is not anticipated to overflow from the galleys to the City system. This will match the pre-development condition as currently the rainfall infiltrates the ground for the entire site. The landscaped areas will reduce the rate and volume of stormwater runoff as well as use the collected stormwater as a source of irrigation. On Roseland Street, the creation of new green space as a buffer between the University Hall parking lot and Roseland Street will increase the pervious material at that site.

**19.33 (6) The structure is designed and sited to minimize shadow impacts on neighboring lots, especially shadows that would have a significant impact on the use and enjoyment of adjacent open space and shadows that might impact the operation of a Registered Solar Energy System as defined in Section 22.60 of this Zoning Ordinance.**

The proposed Lesley University project will have a shadow impact on the site's residential neighbors to the East in late evening hours of the Summer, which generally matches that of those residential neighbor's own shadows onto their neighbors. Art Institute shadow impacts on adjacent properties are mitigated by the following design moves: 1- Relocating the church to the South side of the site and moving it closer to Massachusetts Avenue minimizes the shadows impacting the residential neighbors to the East, 2- Stepping the building scale down at the residential edge to a parapet height of 32 feet height (three feet less than required) reduces shadow impact on the residential neighbors as the building's scale at the neighborhood edge reflects the scale of adjacent buildings, and 3- The building's setbacks on the East property line of 20-feet and the South property line of 7.5 feet minimize off-site shadow impacts. See Shadow Studies section on page 48.

**19.33 (7) Changes in grade across the lot are designed in ways that minimize the need for structural retaining walls close to property lines.**

The existing surrounding site is relatively flat; no retaining walls are proposed. The neighborhood grade is followed, and grades along the Roseland Street sidewalk are to be made more level. The proposed design removes the existing earth mound and raised first floor entry of the former church, significantly lowering the church structure's ground floor to its historic height, 3'-6" above the sidewalk.

**19.33 (8) Building scale and wall treatment, including the provision of windows, are sensitive to existing residential uses on adjacent lots.**

The building scale reduces at the residential edge dropping to a two-story structure of 30-feet. The windows in this office and studio area located along the residential edge are scaled appropriately. The glass connector at the rear of the Arts Commons is located facing the space between two residences and is set back by four feet from the adjacent masonry-clad buildings to provide relief to the façade. The majority of the connector is constructed of a

translucent wall system that blocks 80% of the interior light transmission. The rear elevation / building line is set 20' back from property line and behind a 6' high opaque fence. Existing buffer trees along the property lines shared with residential uses are retained. See Tree Study in Appendix A.

**19.33 (9) Outdoor lighting is designed to provide minimum lighting and necessary to ensure adequate safety, night vision, and comfort, while minimizing light pollution.**

The outdoor lighting at the Art Institute will utilize existing light poles along Massachusetts Avenue. In addition, in-ground LED lighting that provides low-level lighting in the Arts Plaza for safety and ambiance is proposed for the outdoor public spaces. The ground floor program spaces of the gallery, Arts Commons, and the Art Library (housed in the relocated church structure) will be internally lighted and will be visible to pedestrians along Massachusetts Avenue and in the Arts Plaza at night.

**19.33 (10) The creation of a Tree Protection Plan that identifies important trees on the site, encourages their protection, or provides for adequate replacement of trees lost to development on the site.**

Existing trees on the site have been surveyed and identified. The three street trees along Massachusetts Avenue are to remain and are to be protected during construction. Buffer trees at East (residential neighborhood side) and South of site are to remain where feasible. New trees will be planted in the Arts Plaza and along the South side of the site. Additional trees will be planted along Roseland Street near the University Hall Loading Dock. See Tree Study in Appendix A.

## 19.34

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

**19.34 (1) The building and site design are designed to make use of water-conserving plumbing and minimize the amount of stormwater run-off through the use of best management practices for stormwater management.**

Low-flow and ultra low water-conserving plumbing fixtures will be employed in the plumbing design which aid in water conservation. In addition, the toilets will be plumbed to use graywater for flushing. Graywater will also be used to irrigate the plants and trees on the site. Regarding stormwater collection, the site has been designed such that the majority of the stormwater runoff generated on-site will be collected and infiltrated on-site. A precast galley infiltration system located underground will detain and infiltrate the entire post development 25-year, 24-hour rainfall event for the site. Surface runoff on-site will be collected by a series of drains with sumps that will also be directed to the underground infiltration system. For rainfall events less than or equal to the 25-year, 24-hour event, stormwater is not anticipated to overflow from the galleys to the City system. This will match the pre-development condition as currently the rainfall infiltrates the ground for the entire site. See also the Sewer Service Infrastructure Narrative included in Appendix B.

**19.34 (2) The capacity and condition of drinking water and wastewater infrastructure systems are shown to be adequate, or the steps necessary to bring them up to an acceptable level are identified.**

The current capacity will be adequate for the proposed design. See the Water Service Infrastructure Narrative included in Appendix C.

**19.34 (3) Buildings are designed to use natural resources and energy resources efficiently in construction, maintenance, and long-term operation of the building, including supporting mechanical systems that reduce the need for mechanical equipment generally and its location on the roof of a building specifically. The buildings are sited on the lot to allow construction on adjacent lots to do the same. Compliance with Leadership in Energy and Environmental Design (LEED) certification standards and other evolving environmental efficiency standards is encouraged.**

The Art Institute at Lesley will pursue a minimum of a LEED silver certification, incorporating numerous environmental efficiency standards. Highlighting the sustainable design of the building are the reuse of the historic church structure, a targeted ventilation system to address indoor air quality, and a low-energy hydronic radiant mechanical system. The mechanical system has been designed to extend the use of the existing systems located within Lesley University's University Hall on an adjacent site. The ventilation and heating/cooling systems for the Art Institute are designed with a goal of improving energy performance by 40% over current energy codes. Locating the Art Institute on an urban infill site in close proximity to public transportation is in keeping with initiatives found within the Leadership in Energy and Environmental Design standards. See the Sustainability section on page 49, and the LEED Project Checklist and Affidavit included in Appendix E.

## 19.35

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

**19.35 (1) New educational institutional construction that is focused within the existing campuses.**

The Art Institute at Lesley is located within Lesley University's Porter Campus next to University Hall. Some of the program of the Art Institute will be located within the University Hall building strengthening the connection between the two buildings. The proposed building will contribute to an emerging 'Arts District' in Porter Square.

**19.35 (2) Where institutional construction occurs in commercial areas, retail, consumer service enterprises, and other uses that are accessible to the general public are provided at the ground (or lower) floors of buildings. Where such uses are not suitable for programmatic reasons, institutional uses that encourage active pedestrian traffic to and from the site.**

Commercial and retail uses exist on portions of both sides of Mass Ave adjacent to site, but are not proposed on the site itself. Ground floor uses in keeping with the arts nature of Lesley University's program include both gallery and library uses, which will encourage pedestrian interest and activity. The Arts Plaza provides a welcoming Mass Avenue urban space for neighbors and students alike, and the new building's overhang acts as a sheltered bus stop during inclement weather.

**19.35 (3) In large, multiple-building non-institutional developments, a mix of uses, including publicly accessible retail activity, is provided where such uses are permitted and where the mix of uses extends the period of time the area remains active throughout the day.**

Not applicable.

## 19.35 (4) Historic structures and environments are preserved.

The design preserves the landmarked, former North Prospect Congregationalist Church structure. The design relocates the church and restores its original relationship to the street as well as proximity to the single-family residence at the South of the site. We have consulted with the Cambridge Historical Commission and will continue to do so as details develop. Proposed measures include restoring the column capitals, restoring and replacing of the original pediment turrets and acroterium (ornamental embellishment centered above the pediment). We are restoring the belfry to its appearance circa 1900 given both its history and proposed new use. See the Church Restoration section of the document on pages 34-35.

## 19.35 (5) Preservation or provision of facilities for start-up companies and appropriately scaled manufacturing activities that provide a wide diversity of employment paths for Cambridge residents as a component of the development; however, activities heavily dependent on trucking for supply and distribution are not encouraged.

Not applicable.

## 19.36

### Expansion of the inventory of housing in the city is encouraged.

#### 19.36 (1) Housing is a component of any large, multiple building commercial development. Where such development abuts residential zoning districts substantially developed to low-scale residential uses, placement of housing within the development such that it acts as a transition/buffer between uses within and without the development.

The Art Institute at Lesley project does not include housing.

#### 19.36 (2) Where housing is constructed, providing affordable units exceeding that mandated by the Ordinance. Targeting larger family-sized middle income units is encouraged.

The Art Institute at Lesley project does not include housing.

## 19.37

### Enhancement and expansion of open space amenities in the city should be incorporated into new development in the city.

#### 19.37 (1) On large-parcel commercial developments, publicly beneficial open space is provided.

Publicly beneficial open space is an essential, integral part of the proposed design. The 3,900 square foot Arts Plaza at the entrance to the site is populated with 'social seating' – chairs and benches gathered around trees and planters – to encourage interaction between students and neighbors and each other. The design makes a public amenity of the open space in contrast to the current private, fenced open space. On Roseland Street and Massachusetts Avenue, there are to be widened pedestrian sidewalks (11' wide on Roseland Street at a minimum of 24' wide on Mass Ave) allowing for a better walking experience around the site. At the rear of

the site, in the 20-foot setback, the open space is calm and is comprised of a service drive and a planting area not used by students. Adjacent to the site, a portion of the University Hall parking lot is to be made into a new green space along Roseland Street buffering to the parking lot from the neighborhood.

#### 19.37 (2) Open space facilities are designed to enhance or expand existing facilities or to expand networks of pedestrian and bicycle movement within the vicinity of the development.

The proposed Arts Plaza is an open space with widened sidewalks and is accessible and welcoming to adjoining pedestrian walkways and bikeways. Originally requested by neighbors, the proposed new green space along Roseland Street will shield Roseland Street residences and pedestrians from the existing University Hall parking lot and service bay. At the same time, it will provide a south-facing seating/meeting area for all to use.

#### 19.37 (3) A wider range of open space activities than presently found in the abutting area is provided.

Most of the current open space on the Art Institute site is private, behind a fence and hedge. At the proposed Art Institute there are a variety of open spaces that allow for various activities for the public. The Arts Plaza encourages both social interaction and art making. The relocated church structure's steps provide a natural, informal seating platform. The Art Institute building overhang allows users to wait for bus undercover. The new green space along Roseland Street provides seating and a buffer between the neighborhood and the surface parking lot. The site design also provides two parking spaces for Frost Terrace residents.

## Conformance with Cambridge Zoning Ordinance:

### Article 5 Development Standards

See Dimensional Table on page 37.

### Article 20.500 Lesley Porter Overlay District

#### 20.505 Special Permit Criteria

##### 20.505.1 Public Accessible Uses on Ground Floor

The Ground Floor of the new Art Institute shall contain a publically accessible gallery and Art Library.

##### 20.505.2 New Structures that spatially define and enrich Massachusetts Avenue

The relationship between the historic church structure and abutting residential structures of the same time period is restored by the relocation of the church to the south side of the site. The proposed Arts Plaza will activate the pedestrian environment along Massachusetts Avenue.

### 20.505.3 Minimize adverse impacts on abutting low-density housing

The proposed Art Institute building is designed at five feet below the allowable height (30 feet) along its residential edge. The building is sited in accordance with the 20-foot setback requirements perpendicular to Roseland Street and the transitional setback and height requirements of Section 5.40. It is intended that the landscaping and fencing in this area will be designed with input from abutters.

### 20.505.4 Preserve Historic Structures

The landmarked church will be carefully restored in accordance with the requirements of the Certificate of Appropriateness issued by the Cambridge Historical Commission. See Church Restoration section on pages 34-35 for further description.

### 20.505.5 Retail Activity

The Art Institute building on the site will not contain any retail uses. However, the influx of students, faculty, and visitors will support the nearby retail activity along Massachusetts Avenue.

### 20.505.6 Minimize Vehicle Traffic

As reflected in the Traffic Impact Study (TIS) certified by the Traffic and Transportation Department, the Art Institute will generate limited vehicular traffic since very few, if any, students will arrive at the site by motor vehicle.

### 20.505.7 Inviting Open Space with public art focus

The Arts Plaza will encourage pedestrian activity and contain street furniture and opportunities for gathering. In addition, the adjacent glass-clad gallery and interior Arts Commons will provide opportunities for the public to experience art. See Site Design on pages 14-15.

### 20.505.8 Roseland Street edge of University Hall rear lot should reflect 'urban campus' character

The new green space along Roseland Street is aligned with the axis of Frost Street. A new pedestrian walkway will originate from this green space through the rear portion of the University Hall lot. See Site Circulation on page 13 and Site Design on pages 14-15.

### 20.505.9 Scale of new construction to be consistent with existing residential structures

The proposed Art Institute does not contain a continuous building wall along its residential edge but rather is broken into a series of planes with a four-foot variation. As noted in Section 20.505.3 above, this area will be used as a passive green open space without any programming or activities.

### 20.505.10 Maintain a reasonable level of privacy for abutters

In designing the floor plans for the building, significant attention has been paid to locating uses that have little evening or weekend utilization (such as academic offices) along those portions of the building most proximate to existing residential uses. In addition, a translucent wall system is used on the Arts Commons wall where it abuts the residential neighborhood which will reduce the vast majority of light emanating from the building.

### 20.505.11 Improvements to Massachusetts Avenue

The proposed Arts Institute landscape will provide a better environment for the existing street trees along Massachusetts Avenue. The building overhang will provide weather protection for bus riders. In addition the sidewalk is widened and will include street furniture and bicycle racks.

### 20.505.12 Construction Mitigation Plan

Prior to seeking the issuance of a building permit, a Construction Mitigation Plan will be developed in consultation with the abutters and neighborhood associations. In accordance with Section 18.20, the Construction Mitigation Plan will be submitted to the Inspectional Services Department for approval.

## Article 22

### Sustainable Design and Development

**22.23** The Art Institute at Lesley project is over 50,000 gsf and will meet the requirements of the most current applicable LEED building rating system at the level 'Silver' or better. See Sustainability section on page 49, and the LEED Project Checklist and Affidavit included in Appendix E.

**22.30 – 22.75** The Art Institute at Lesley project does not include any green roofs, double-skin facades, solar energy systems, or wind turbine systems in the project scope.





# Mechanical Equipment

1



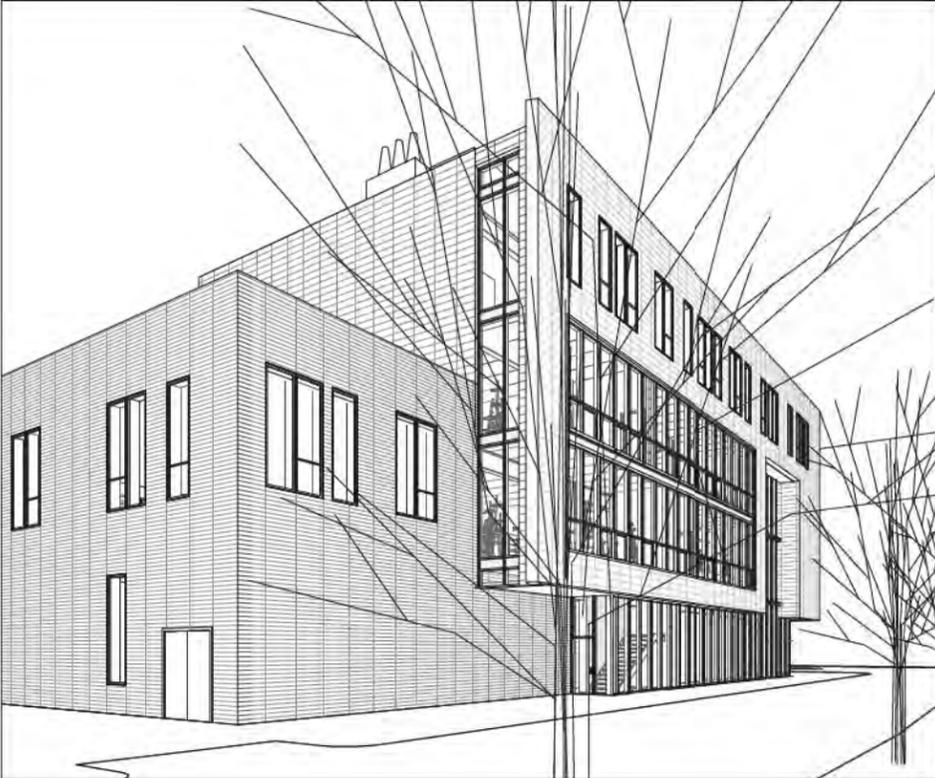
2



3



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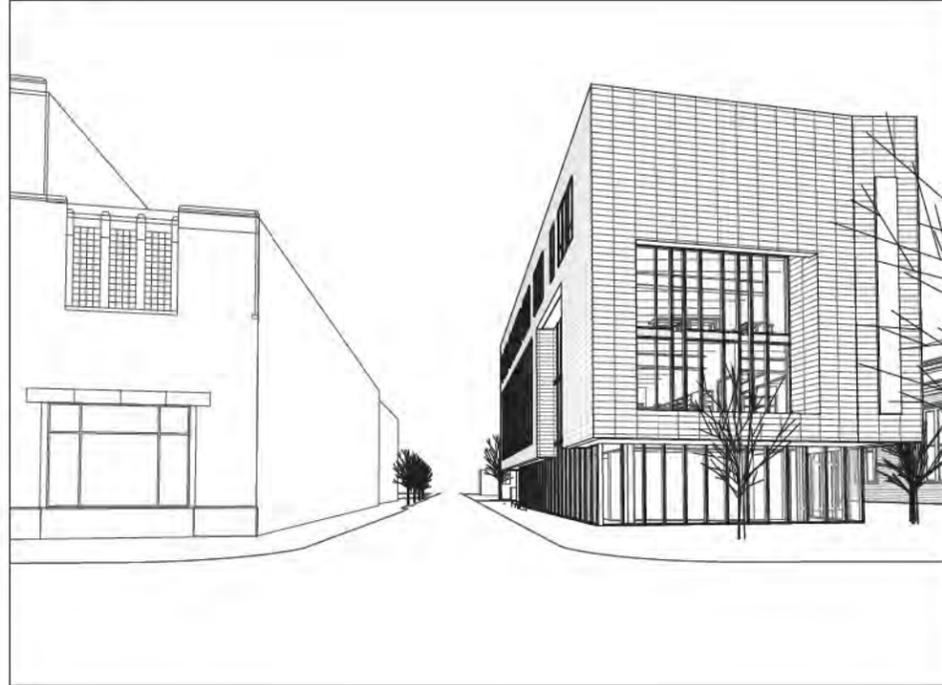
6



7



4



8



Mechanical Roof Key Plan

The proposed design seeks to minimize the mechanical system's visual impact on the neighborhood. The amount of rooftop equipment is minimized by locating primary heating and cooling equipment on the roof of University Hall. Further minimizing the size of the mechanical equipment, the ventilation system has been de-coupled from the space heating and cooling system. Space heating is achieved hydronically with radiant flooring and chilled beams. Hot and chilled water are created at University Hall and circulated through the Art Institute building by pumps that are located in the lower level. Air handling equipment, reduced substantially from that of a standard HVAC system, are located on rooftops in areas where they are minimally visible from neighboring streets -- see views on opposite page.

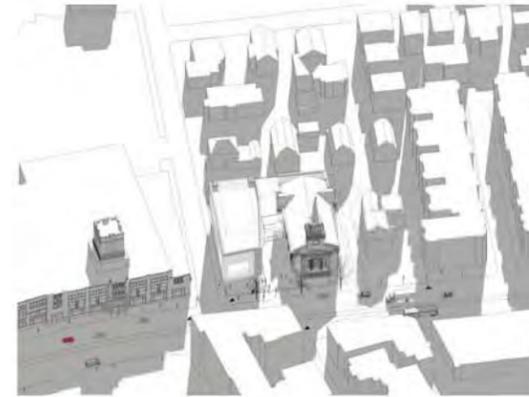
The new building has a tall parapet to minimize the visual impact of the rooftop mechanical equipment -- as opposed to an architectural enclosure. The necessary fans and ventilation stacks are designed as building features and ganged in groups.

# Shadow Studies

The building's shadow impact on neighboring sites is minimal. Residential neighbors to the East will be shaded in late evening hours of the Summer. During these hours, those houses cast shadows on their adjacent neighbors. Shadow impacts on adjacent properties are mitigated in the following ways:

- Relocating the church to the South side of the site and moving it closer to Massachusetts Avenue minimizes the afternoon shadows impacting the residential neighbors to the East.
- Stepping the building scale down at the residential edge to a parapet height of 32 feet height reduces shadow impact on the residential neighbors as the building's scale at the neighborhood edge reflects the scale of adjacent buildings.
- The building's 20 foot setback on the East property line, and 7.5/10 foot setback on the South property line minimize off-site shadow impacts.

In conclusion, moving the church structure closer to Massachusetts Avenue and to the South side of the site combined with stepping down the rear of the proposed building to follow the City of Cambridge Zoning Ordinance guidelines allows the adjacent neighbors to have fewer shadows cast on their properties with the proposed design than in the current site condition with the church located at the northeast corner of the site.



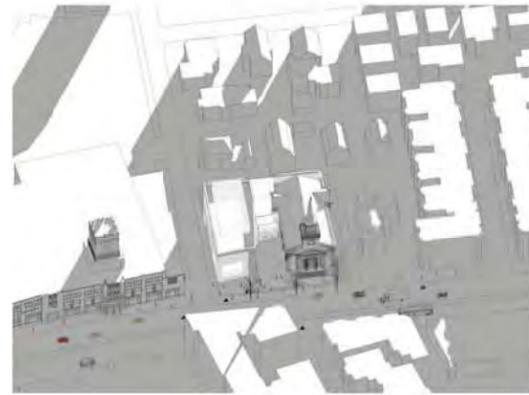
Spring/Fall Equinox **9am**



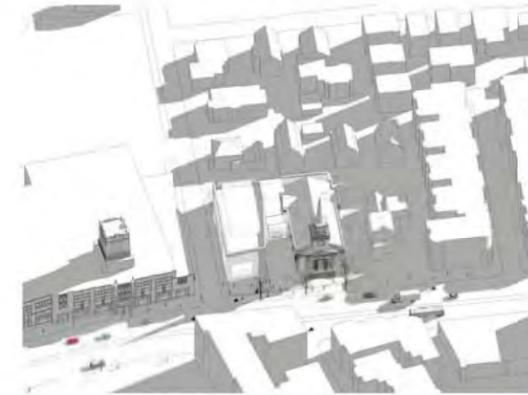
Spring/Fall Equinox **12pm**



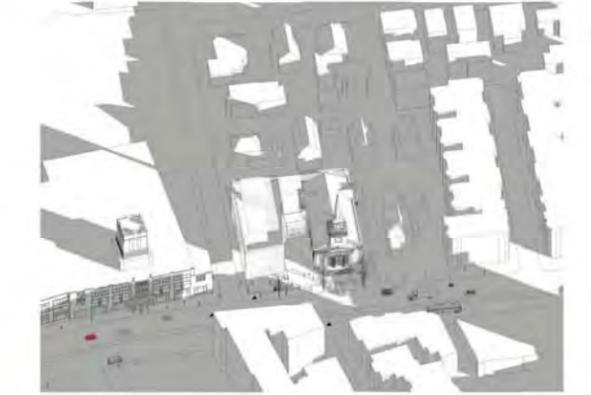
Spring/Fall Equinox **4pm**



Winter Solstice **9am**



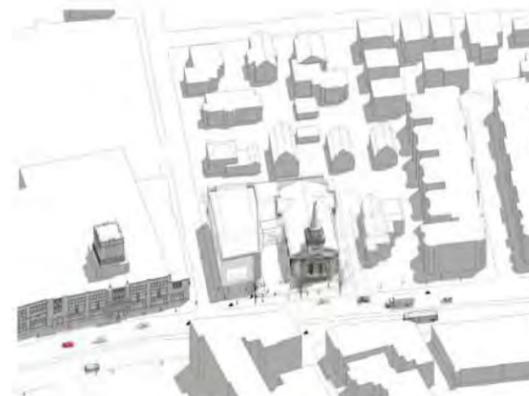
Winter Solstice **12pm**



Winter Solstice **4pm**



Summer Solstice **9am**



Summer Solstice **12pm**



Summer Solstice **4pm**



Summer Solstice **7pm**



