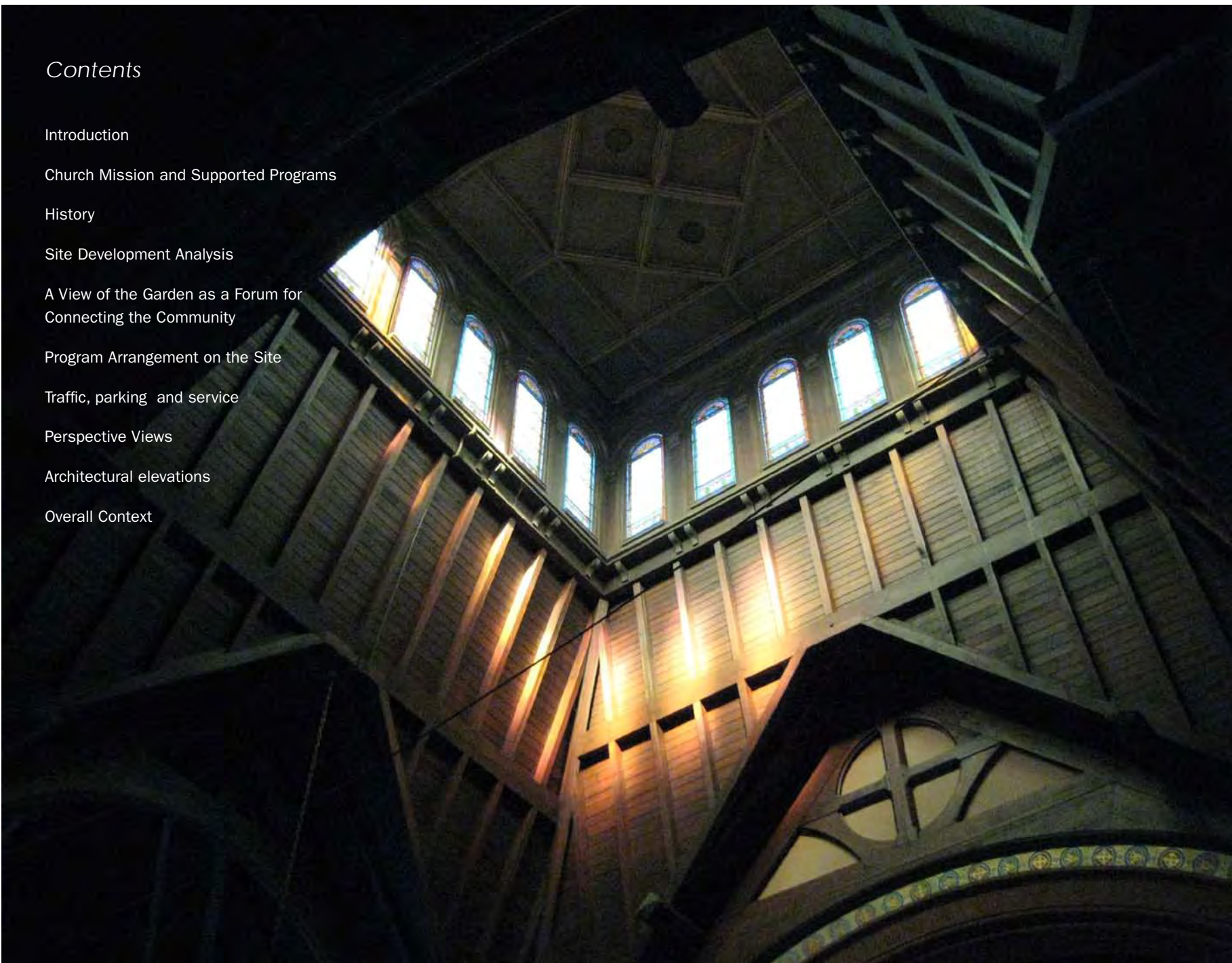


August 2009

ST. JAMES'S REGENERATION REDEVELOPMENT AT BEECH STREET AND MASSACHUSETTS AVENUE



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Introduction: A Proposal for St. James's, its Garden and Surrounding Property

Summer 2008:

In the summer of 2008, Oaktree Development entered into an agreement to buy the Porter Square Car Wash at 2013 Mass Ave, a site next door to St. James's Episcopal Church, with the intention to build condominiums there. About 28 units would be allowable with the zoning, but the preliminary plans were for 20 units. As a housing developer, Oaktree is committed to well-designed, 'green', transit-oriented housing communities. This property was attractive to Oaktree because it offered the significant pedestrian advantages of Porter Square and the Red Line 'T' as well as an overview of St. James's garden.

Cambridge zoning for the Car Wash site allows a 4-story structure, with 3 stories of housing developed above a ground-level retail space opening to Mass Avenue. This configuration not only conforms to the urbanist goals articulated for the area, but offers the benefits of housing more people within walking distance of services and Mass transit (a primary urban planning principle for limiting climate change). Appreciating how important a view the St. James's garden would be for these condominium residences, Oaktree entered into a conversation with the St. James's vestry about Oaktree's proposed development.

St. James's seeking solutions for several needs:

Meanwhile, it happened that for some years, St. James's had been seeking solutions to its challenges of maintaining a uniquely beautiful 140-year-old historic pudding-stone church structure as well as a large, somewhat inaccessible and under-utilized side-garden and an extensive, long-minimally maintained, non-ADA-compliant parish house facility. Ideas for meeting the capital improvement needs of the church seemed distant and improbable. The church's rental program only helped the congregation meet operating expenses and wore the parish facility down still further. The fates of other churches that were sold, converted, moved, or devolved to disrepair were understandably unthinkable to St. James's vestry. This group had the daunting task of caring for St.



EXISTING SITE

James's architecturally outstanding and historically registered church structure while sustaining its global and Cambridge community mission.

Prompted by Oaktree's next-door car wash idea of housing development, the church considered a similar means of raising capital, and seriously examined what would be entailed in replacing its parish house by building housing in its own treasured garden. They brought in consultants to project what financial benefits would be gained in following such a course. As these studies anticipated building in the garden, congregational deliberation soon made it clear that this would be an unacceptable loss.

The St. James's leadership and congregation together decided that the most promising idea would be to explore joining with Oaktree to develop the combined sites. This could create a new, single-level parish house facility wrapped around and far-more connected to the now-central, highly functional "cloister" garden, more accessible to its surrounding community. Parish house, church sanctuary and garden would all be oriented toward Mass Ave and this new direction would appropriately express the historic community service and outreach mission of the Church. It would also orient the parish house, for the first time in the church's history, to its historic sanctuary's main western-axis entry. Housing - the focus of Oaktree's participation in the endeavor - would be above the parish house in a 2-and-3-story, L-shaped configuration, overlooking the garden on one side and the surrounding neighborhood on the other. Forty-six condominiums would now fit in the 'zoning envelope', and generate the income to pay for the new, ADA-accessible, more-functional parish house and make a significant contribution to the St. James's endowment to repair slate roof, masonry and stained glass in its historic church building. Funds for ongoing maintenance would be generated. The church and the diocese began to see in a collaboration with Oaktree the possibility of some relief to their ongoing capital-improvement concerns.

Process, Design, Economics and Neighborhood:

Then came a complex process of exploring and working out the legalities of a joint venture with Oaktree. What would the economics be? And how could the church end up not only with a new parish house with class rooms, offices, library, kitchen, chapel, parking, etc, but also a significant boost to its property endowment? This engaged vestry, rector, diocesan standing committee, congregation, consultants, lawyers and architects. And lots of dialog with Oaktree.

Neighborhood meetings were called to bring neighbors into the process as it unfolded between St. James's and Oaktree. Many questions were raised and responded to. Some modifications were made in consideration of City and neighbor concerns. Some concerns, though passionately expressed, couldn't be ameliorated.

Several architects from St. James's congregation worked with Oaktree's staff to provide perspective and skills to the project. This joint Oaktree - St. James's team generated plans and building elevations that strived to bridge the urban scale of Mass. Ave. and the residential scale of Orchard St. In fact, they also explored proportions and materials that would be compatible with the residential context while also, being respectful of and complementary to the Church's historical and architectural significance.

Those who are close to the development proposal know that it's far more than just architecturally appropriate. Providing that all progresses well through the permitting hearings, the design proposal gives promise of an invigorated new chapter for St. James's Episcopal Church and its surrounding community.

The process and design development continue as summer 2009 closes and fall begins.

Church Mission and Supported Programs

The church is blessed with a truly striking historic edifice in its stone Richardsonian Romanesque sanctuary, set by its large urban garden. It also has a three-story parish house which has been renovated many times in its history. For at least a generation, the premises have suffered a long slow decline despite the congregation's best efforts to keep the property in reasonable operating condition, including a \$600,000 capital campaign completed with the help of grants in 2008 to shore up the corner bell tower.

At this point, the capital improvements required to raise the condition of church, garden and parish house to a sustainable baseline are well beyond the resources of the congregation. Moreover, their Parish House is ADA non-compliant, subject to systems failures of all kinds, and energy-inefficient. Like many historic urban congregations, St. James's risks a loss of energy for its mission of community and global services as it struggles to get on top of the repair needs in its aging property.

St. James's mission is "not to be served but to serve." (Matthew 20:28) From that resolve flow many works of outreach and community service, some locally, some on the other side of the world. A few are listed below.

- Helping Hand Food Pantry - a three-day-a-week food pantry supplying groceries to a citywide pool of clients
- Thursday Women's Meal - a nourishing community for women
- Prison Ministry - cultivating supportive relationships with those undergoing incarceration
- Philips Brooks Summer Shelter - providing housing and job-support for 12 people each summer
- Outdoor Church - a congregation for homeless people at the Porter Square T Stop
- Greater Boston Interfaith Organization - social justice advocacy
- Missions Committee - supporting a variety of programs worldwide that serve children, with which St. James's congregation has personal connections



- MSASA- St James's partnership with the Episcopal Diocese of Massachusetts to offer hospitality to theological scholars from developing countries
- Overseas Missionaries - Ruth and Jim Padilla-DeBorst in San Jose, Costa Rica; Chris and Trish Morck in the Diocese of Central Ecuador; Jodi Mikalachki in Burundi

We also rent our space to organizations whose mission compliments our own:

- Cambridge Symphony Orchestra - a community group which uses St. James's parish hall for weekly rehearsal
- Keshet Hebrew After-School program
- Kids' Coop cooperative nursery program
- Groovy Baby music classes for toddlers
- Ebbpod Productions, producers of the documentary "Traces of the Trade"

We've hosted programs in the past, many of which have become independent and have full-fledged missions of their own:

- A Brazilian Evangelical Church
- A Foster-parent organization
- The Cambridge Ellis School
- "On the Rise" women's day-time shelter
- "Bread and Jams" Sunday dinner for the homeless
- Abundant Life Counseling
- The Cambridge Mental-Health Drop-In Center
- NA 12-step group

The current uses to improve include:

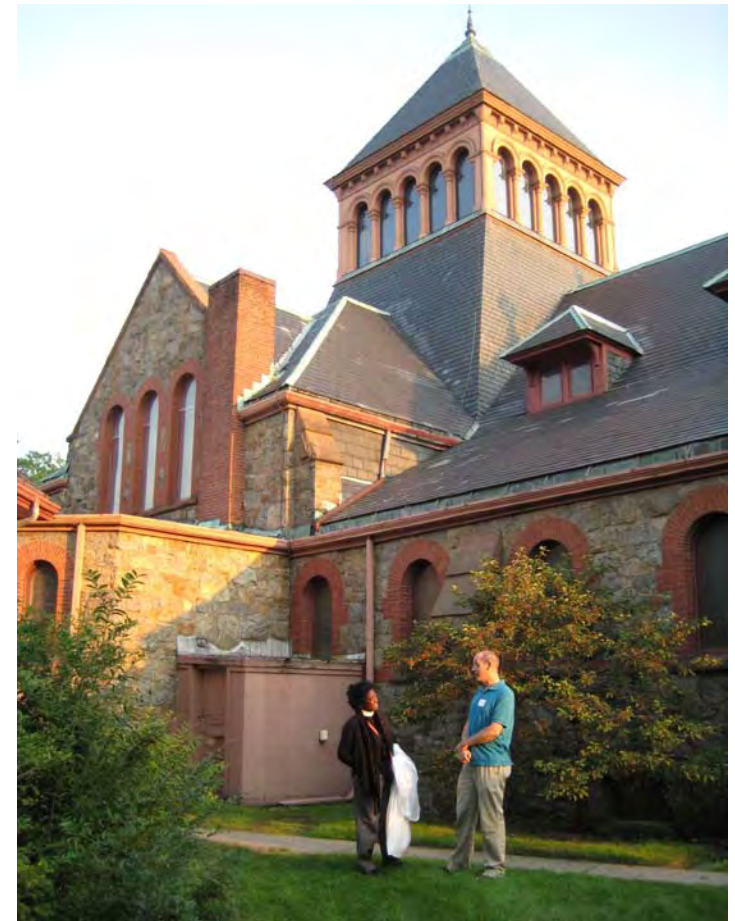
- Parish Hall, with storage for tables and chairs, and stage that can be disassembled, access to garden and kitchen that could be rented out for functions
- Full functioning kitchen with storage for a complete set of dishes etc for parish functions,
- Sunday School classrooms (5 and one nursery) for day use by preschool program and in evening by after-school program
- Separate storage for various use groups
- Youth group room dedicated solely to that use
- Food Pantry, on grade, with separate entrance and adequate waiting space
- Handicap accessible bathrooms with showers
- Upgraded sacristy
- Office space for secretary, rector and additional staff with entrance off Mass Ave and within view of office
- Music Space including office for Music Director, storage space for music and instruments, separate storage spaces for choir robes for men, women, youth
- Adult and Youth Choir practice room
- Counting room with storage for financial records

Additional uses:

- Smaller chapel for early services, separate from main body of church for quiet, meditative, healing services
- A narthex, or place for ushers to meet
- Godly Play space, based on Montessori philosophy with children's furniture and easy access to storage of manipulatives. Could be used as children's chapel as well.
- Lounge for seniors with comfortable furniture
- Forum room or rooms
- Library

What do we need for growth/future needs?

- Gallery space
- Larger and better facilities
- To become a destination
- Welcoming face along Mass Ave and Beech Street with main entrance emphasized
- Inviting entrance to parish hall
- Meeting rooms that are aesthetically pleasing
- Community space available for use by local groups



Historical Development and Significance

Wendy Frontiero, Preservation Consultant for Oaktree Development

The St. James's Church property consists of three adjacent lots at the corner of Massachusetts Avenue and Beech Street. The land is presently occupied by the main church sanctuary, set diagonally at the intersection; a Parish Hall behind and to the north; and a landscaped area, the Knights Garden, to the west, fronting on Massachusetts Avenue. The present church building was constructed in 1888, replacing the Davenport Tavern, which had stood at this site since the mid-18th century.

The Cambridge Historical Commission has noted that, "Historically, St. James's Church is located on the site of an important 18th century tavern and at the intersection of two roads prominent in the settlement and transportation patterns of 17th and 18th century Cambridge. . . Architecturally, it is significant as the first Richardsonian Romanesque church in Cambridge, as the only building designed by nationally-noted church architect Henry Congdon in Massachusetts, and as a fully-developed expression of the integration of art and architecture that characterized late 19th-century church architecture." (Landmark Designation Report: 13)

In the 17th century, the intersection of Beech Street and Massachusetts Avenue was already prominent as the cross-roads of major thoroughfares to surrounding towns. The village that grew up here included residents, businesses, and the well-known Davenport Tavern. The railroad arrived in 1842 near Porter Square, shifting the center of economic and transportation activity to the east. The area around St. James's Church was developed with carriage factories and cattle yards. Residential development was light until the late 19th century.

Organized in 1864, St. James's Church occupied rental quarters until building its first sanctuary, an elaborate, wood-frame building in the Gothic Revival style, at what is now 5 Beech Street, in 1871. At the time, the adjacent land to the north of the church and the opposite side of Beech Street were undeveloped. The Davenport Tavern stood to the south along Massachusetts Avenue; to the west of the tavern, stable buildings extended from Massachusetts Avenue to the back of the church property.



1903 ATLAS SHOWING PROPERTY OWNERSHIP NEAR MASSACHUSETTS AVE AND BEECH STREET (GW BROMLEY ATLAS OF THE CITY OF CAMBRIDGE, 1903)

After the Civil War, the nearby cattle market and feed lots disappeared, and residential development of the area steadily increased. The architecturally-modest Parish Hall was constructed in 1883 behind the original church. After construction of the present sanctuary in 1888, the original church was used as a chapel and extension of the Parish House. It was demolished for construction of the additions on the front and side of the Parish House in 1958-59; its site is now occupied by a surface parking lot.

By the turn of the 20th century, the neighborhood was densely populated with 2 ½ - to 3 - story houses. The stretch of Massachusetts Avenue between Beech and Blake streets included a large stable building covering most of what is now the Knights Garden; a distinguished brick fire house on the corner of Blake Street (built in 1896); and two substantial (probably residential)



HISTORICAL PHOTOGRAPH OF "THE CORNER LOT" AT MASS. AVE AND BEECH STREET (ST. JAMES'S PARISH, CAMBRIDGE - 40 YEARS OF PARISH HISTORY, BY REV. EDWARD ABBOTT. CAMBRIDGE MA: CAUSTIC-CLAFLIN COMPANY, 1909)

buildings in-between. The building now occupied by the Kingdom Hall of Jehovah's Witnesses, at 9 Beech Street, was built in 1891 as a gymnasium; St. James's Church acquired the property in 1921 and used it as a recreation hall and gym for its younger members. The structure was sold in the early 1940s and has since been used as a church by other denominations.

In 1915, St. James's purchased the property on Massachusetts Avenue to the west of the church, "which had been an annoyance and an eyesore for years, since it was practically under the eaves of the church. Also, the neighborhood was rapidly changing into a commercial district of small businesses, and for protection, the parish officials felt they should act." (Centennial Year: 20)

The stable on this property was torn down, the land re-graded, and a garden installed ca. 1915-26. It was named for the Knights

Templar, part of a local Masonic society, who donated the initial plantings. The design was by John Nolen, who was City Planner for the City of Cambridge, a landscape architect and urban planner in private practice, and a friend of the rector.

The Knights Garden was restored in the 1980s using new plantings consistent with the original plan. The paved forecourt with cast-iron fencing and period benches along Massachusetts Avenue was created ca. 1989. The utilitarian car wash facility that presently stands to the west of the church property was built between 1935 and 1950.

Site Development Analysis

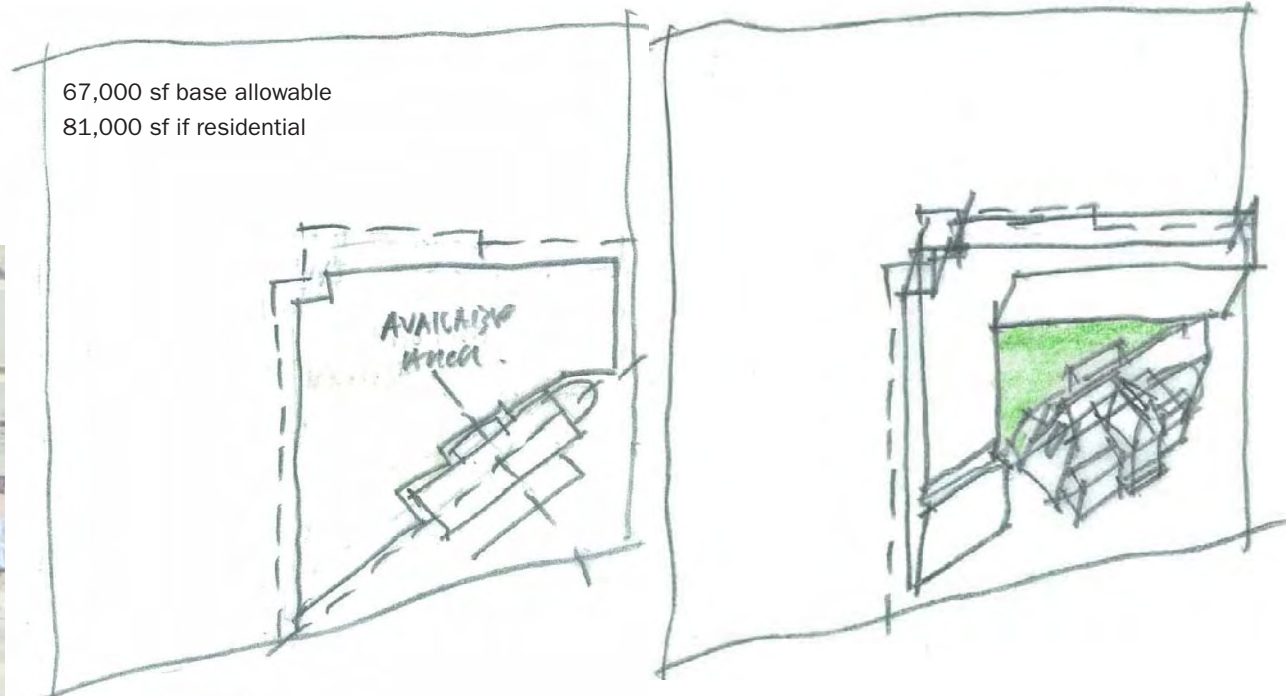
Analysis of St. James's Development Potential

Given our proposed built area of 78,321 SF we are 37,732 SF under the maximum allowable area. The building will not use the maximum potential buildable area for many reasons. One 'given' is that the church takes up a great deal of Mass Avenue frontage. We have not maximized the development potential for the church's property because:

- We want to preserve a garden.
- Our proposed setbacks are more generous than the minimum allowable area.
- Our frontage frontage on Mass Ave and Beech Street have not been maximized to the allowable area.



DEVELOPMENT OPTIONS FOR CAR WASH SITE AND CHURCH PROPERTY



POTENTIAL BUILDABLE AREA ON CHURCH PROPERTY ALONE



Alternative #1: Independent Development of Car Wash Site by Oaktree

- Car Wash site zoning allows for approximately 25+ residential units.
- Building is 3 and 4 stories with a total allowable 26,400 gross square feet (GSF); up to 34,353 with inclusionary bonus.
- Privacy and perimeter control of garden open space is compromised by ground-level residential units.
- Maximum built density with a Floor Area Ratio of 1.75 allowed by zoning.



Alternative #1A: Independent Development of St. James's Site

- Church site zoning allows for approximately 48 residential units.
- Building is 3 and 4 stories with allowable 66,800 gross square feet (GSF); up to 81,270 with inclusionary bonus.
- Garden community open space is eliminated.
- Maximum built density with a Floor Area Ratio of 1.75 allowed by zoning.



Proposed Alternative: Shared Development of Combined Sites

- 46 residential units proposed- in lieu of a combined allowable of 60 units.
- Building is 3 and 4 stories with approximately 78,300 GSF, in lieu of a combined allowable of approximately 93,700 GSF, up to 116,053 with inclusionary bonus.
- Garden community open space is maintained, activated and managed with perimeter ground-level church functions.
- Built density with a Floor Area Ratio of 1.5 in lieu of 1.75 allowed by zoning.
- Building street frontage reduced from allowable on Mass Ave. and Beech St.

A View of the Garden as a Forum for Connecting the Community





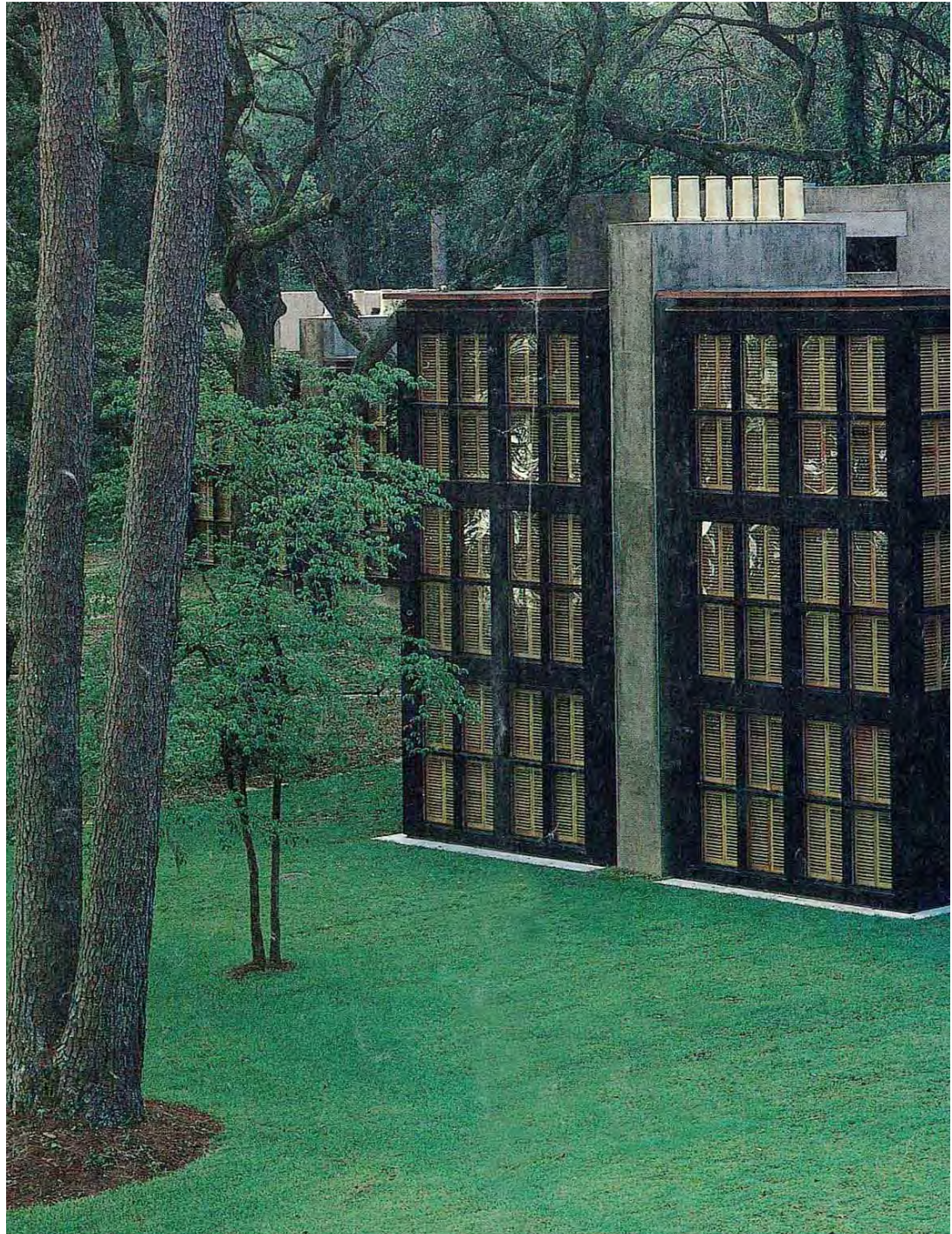
CURRENT BUILDING AND GARDEN WITH OVAL SHOWING ACTUAL USABLE GARDEN AREA



NEW SITE LAYOUT WITH SAME GARDEN OVAL AND PROPOSED BUILDING

Program and Precedent Images

- Chapel for 25-30 with contemplative garden
- Courtyards for a community to meet
- Flexible parish space for teaching, community celebrations, events, dining
- Parish hall for parish and community uses
- Integrated program for the parish and residential 3 floors
- Garden is open to the street
- Rear play area is safe and accessible to neighborhood
- Roof deck, fourth floor of residential set back



INSPIRATION FOR THE GARDEN COUTYARD (MIDDLETON PLACE INN BY CLARK AND MCAFEE ARCHITECTS)



PRECEDENT FOR THE CHAPEL - ABOVE AND ABOVE RIGHT (MACHADO SILVETTI ARCHITECTS, ROCKEFELLER BARN)



A VISION OF THE FUTURE PARISH HALL (MACHADO SILVETTI ARCHITECTS, ROCKEFELLER BARN)

Traffic, Parking and Service

Based on data collected by our VAI traffic engineers and standard traffic projections (as shown in graph below), we are confident that the new development proposed will alleviate some of the congestion currently experienced on Beech St; this is because most church uses and entries will move to Mass Ave. The net result - including trips generated by the condos- will be less traffic that is more orderly and safer than what's the current situation on Beech Street. Specifically:

- Closing the car wash eliminates over 70 vehicle trips on Mass. Ave during peak hour use (evening rush hour and Saturdays). This has a positive impact on area traffic flow, both on Massachusetts Avenue and Beech St. traffic, since some cars utilizing the car wash come from Beech Street.
- The Church Service drop off, Parish House loading, trash removal, and food pantry pickup functions will be relocated from their current location on Beech St. to a new location on Mass. Ave. Since these trips currently occur through the Beech St. driveways, this change will reduce traffic on Beech Street, and will offset vehicle trips generated by the new residential use.
- New residential vehicle trips are expected to be only 2 cars entering, 10 cars exiting at the peak A.M. hour, and 10 cars entering and 6 cars exiting at the peak P.M. hour. One third of residents are expected to commute via public transportation, and 13% are expected to walk or bike to work.
- The Beech Street curb cut closest to Mass. Ave will be closed, which will allow more queuing space for cars making a right onto Mass. Ave. (Westbound) from Beech Street. Closing this curb cut will also reduce backups on Beech Street caused by cars making a left-hand turn into the site from Beech Street (Northbound).
- Dropoff and Pickup of students for preschool and after school programs will utilize parking spaces at grade and in the underground garage, using the Beech Street entrance/exit.

Beech Street	Existing	Proposed	Remarks
Morning peak enter	10	2	Assumes 34% transit
Morning peak exit	8	10	Assumes 13% walk or bike
Evening peak enter	15	10	
Evening peak exit	18	6	
Mass Ave			
Morning peak enter	-	-	
Morning peak exit	-	-	
Evening peak enter	78	15+	Assumes current church entrance on Beech Street
Evening peak exit	78	15+	



Consultation with City of Cambridge Traffic and Community Development Departments

St. James's and Oaktree have been consulting with the City of Cambridge about specific concerns relating to existing and projected traffic conditions accompanying this proposal. These conversations reflect concerns expressed by neighbors. Based on the results of those consultations, our current program assumptions are:

1. *Non-Residential Loading and Trash Removal*

Loading and trash removal for the food pantry and parish house may occur on Mass. Ave. It would be preferable if this was accomplished onsite, but if that is not possible then curbside loading may be proposed. Loading, unloading and trash pickup times should be staggered and timed to avoid peak traffic hours on Mass. Ave.

2. *Loading Zones and Changes to Curb Lines of MassAve.*

Loading zones may be located along Mass. Ave., (refer to the attached sketch). These loading zones will be constructed outside of the existing bicycle lanes and will not change the alignment of the bicycle or vehicular travel lanes of Mass. Ave. The new building will be set back as necessary to accommodate the realignment of the sidewalk. Existing catenary poles will not be relocated.

3. *Residential Deliveries and Trash Removal*

Residential deliveries and trash removal will occur on Beech Street

4. *School Drop-off and Pickup*

After-school program drop-off and pickup shall be accommodated on site in above-grade and below-grade parking spaces off of Beech St. Oaktree and St. James's Church representatives shall verify that adequate spaces are made available for this purpose. The driveway adjacent to the above-grade spaces will need to be increased to 22' in width.

5. *Changes to Curb Cuts on Beech Street*

The existing curb cut closest to the Mass. Ave intersection will be closed.

6. *Cambridge Historic Commission*

Oaktree and St. James's Church representatives may proceed

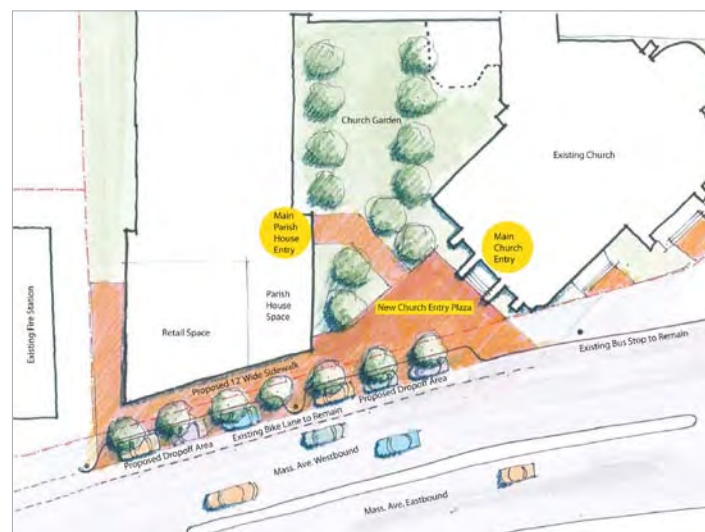
to meet with the Historic Commission to review the overall design in parallel with resolution of any outstanding traffic and parking issues.

7. *Neighborhood Informational Packages*

Oaktree and St. James's Church representatives shall provide copies of informational packages to meeting attendees at the time they are distributed to neighborhood groups.



GARAGE PLAN FOR BASEMENT OF PROPOSED BUILDING



DROP-OFF PLAN - ON MASSACHUSETTS AVENUE

Overall Architectural Concept

1. Utilize site and garden assets
2. Move elevations from horizontal to vertical organization articulating living units
3. Move from coarse detail system to a quieter, finer grain detail system
4. Use local neighborhood materials in unadorned methods as is church
5. Organize garden perimeter and Massachusetts Avenue as open and active space





Architectural Elevations



ELEVATION ALONG ORCHARD STREET, BEHIND HOUSES (SOUTHWEST)



ELEVATION ALONG BEECH STREET (NORTHWEST)



ELEVATION ALONG MASSACHUSETTS AVENUE (NORTHEAST)



ELEVATION ALONG BEECH STREET (NORTHEAST)



ELEVATION THROUGH HALF OF THE BUILDING, LOOKING THROUGH THE GARDEN TOWARD BLAKE STREET (NORTHWEST)

Perspective Views



VIEW OF THE PROPOSED DEVELOPMENT LOOKING EAST TOWARD PORTER SQUARE



VIEW OF THE PROPOSED DEVELOPMENT FROM BEECH STREET



VIEW OF THE PROPOSED DEVELOPMENT LOOKING WEST TOWARD FIREHOUSE AND WALDEN STREET



VIEW OF THE PROPOSED DEVELOPMENT LOOKING FROM BEECH AND ORCHARD STREET TOWARD MASS AVE



VIEW OF THE PROPOSED DEVELOPMENT FROM BEECH STREET



VIEW OF THE PROPOSED DEVELOPMENT LOOKING FROM BLAKE STREET TOWARD THE NEW BUILDING

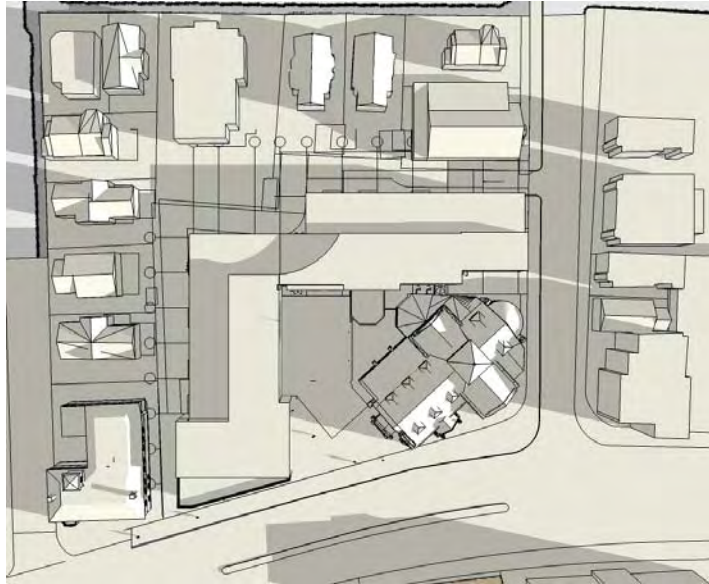


VIEW OF THE PROPOSED DEVELOPMENT LOOKING FROM BEECH AND ORCHARD STREET TOWARD MASS AVE



VIEW OF THE PROPOSED DEVELOPMENT LOOKING ACROSS ORCHARD STREET TOWARD THE NEW BUILDING

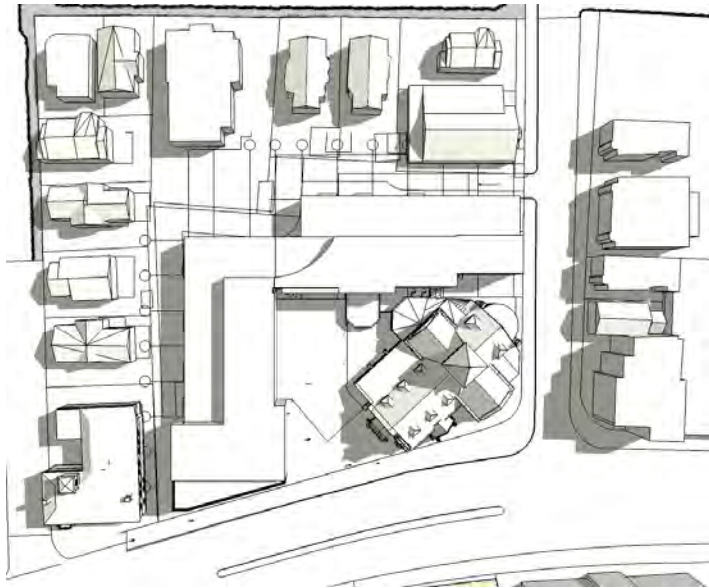
Shadow Studies



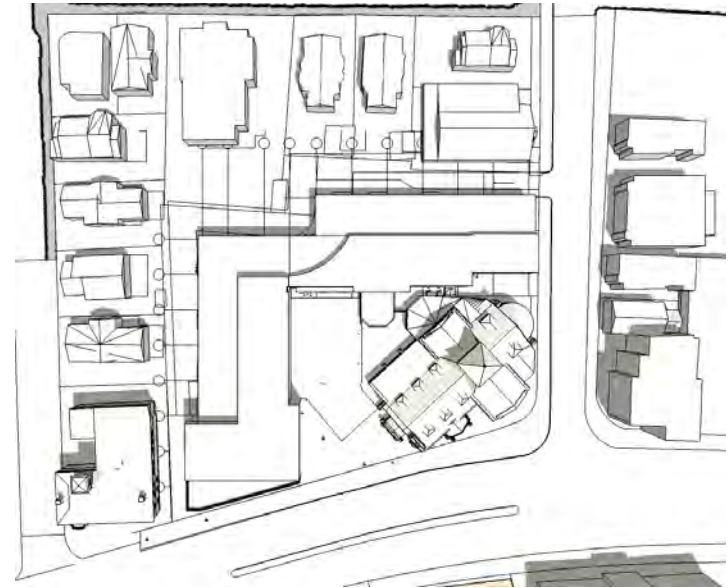
DECEMBER 21ST AT 9:00 AM



DECEMBER 21ST AT 12:00 PM



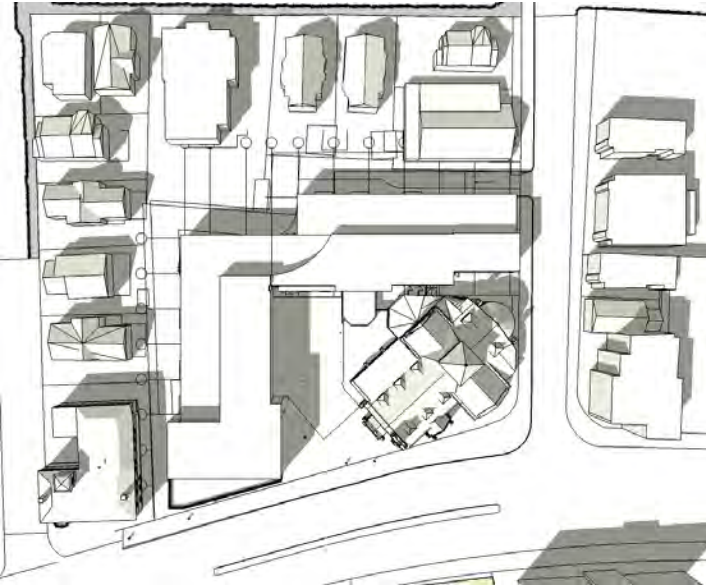
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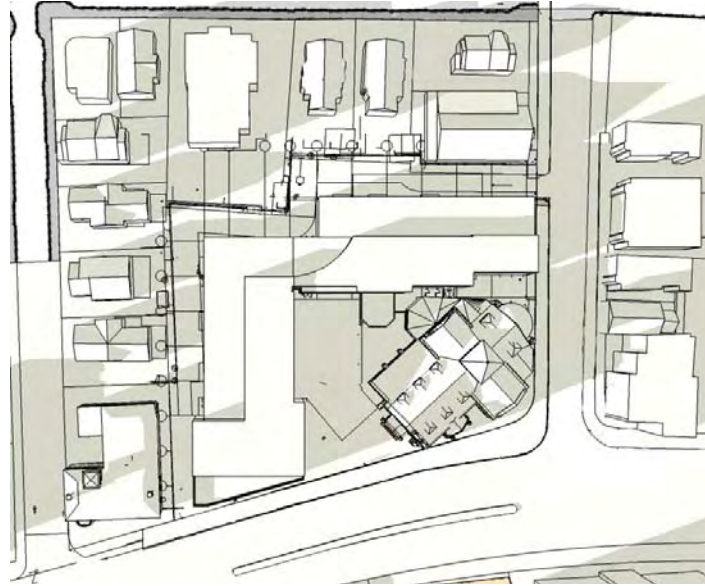
JUNE 21ST AT 12:00 PM



DECEMBER 21ST AT 3:00 PM



JUNE 21ST AT 3:00 PM



JUNE 21ST AT 6:00 PM

Project Timeline

