

1999 LMA Forum

Date	Institution	Project Name
March 16, 1999	Boston Children's Hospital	Children's development plans for inpatient facility and research facility (PNF)
April 26, 1999	MASCO; Boston Transportation Department	Overview of LMA Economy; Transportation and Parking Facts
May 24, 1999	Massachusetts College of Pharmacy and Health Sciences; Boston Transportation Department	MCPHS addition to the White Building (IMP & PNF); LMA Transp. and Parking Cont'd, review recommendations from West Fenway/Kenmore Trans. Study and Roxbury Transp. Study
June 28, 1999	Boston Children's Hospital; Boston Transportation Department	CH Draft Project Impact Report; LMA Transportation and Parking cont'd.
July 26, 1999	Boston Children's Hospital	CH DPIR filing cont'd, LMA Parking issues cont'd.
August 23, 1999	Brigham and Women's Hospital, Medflight, MA Aeronautics Commission; Wentworth Institute of Technology	Helicopter Issues; WIT IMP
Sept. 27, 1999	Brigham and Women's Hospital, Medflight, Federal Aviation Administration, Mass. Aeronautics Commission, and Beth Israel Deaconess Medical Center; HMS Harvard Institutes of Medicine	Helicopter Issues cont'd; Plans for a new medical research building at HIM site bounded by Blackfan Circle and Avenue Louis Pasteur
October 25, 1999	Boston Children's Hospital; Wentworth Institute of Technology	CH FPIR findings; WIT IMP and PNF for Dormitory Addition Project
November 22, 1999	Dana-Farber Cancer Institute; Massachusetts College of Art; Beth Israel Deaconess Medical Center	MCA Plans for new 300 bed dorm; BIDMC Plans to relocate ER from East to West campus
November 30, 1999	Emmanuel College	EC DPIR and DEIR and current plans to redevelop the campus residence halls, and develop research space on their Endowment Campus
Dec. 13, 1999	Wentworth Institute of Technology; MASCO	Update on WIT Master Plan and Dormitory Addition Project; MASCO's shuttle bus, parking, and demand management programs

Public Meeting Agenda  
March 16, 1999  
Children's Hospital, Conference Dining Room  
300 Longwood Avenue

1. Introductions, Welcome and Overview: BRA and MASCO (10 minutes)
2. Presentation by Children's Hospital on inpatient facility and research facility projects contained in their Project Notification Form (PNF) submitted to the BRA, under Article 80. (20 minutes)

Discussion and community feedback. (40 minutes)

3. LMA Planning and Development Review Forum (50 minutes)

Background, Goals and Objectives  
Discussion and Community Feedback  
Next Steps

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Medical Academic and Scientific Community Organization, Inc.

## LMA Forum Agenda

Monday, April 26, 1999

7:00 - 9:00 PM

Massachusetts College of Art, Kennedy Building, Room 406  
621 Huntington Avenue (corner of Longwood and Huntington Avenues)

1. Welcome/Introductions (10 minutes)
2. Review/Discuss Goals and Objectives (15 minutes)
3. BRA - Update on Status of Longwood Development Projects - (20 minutes)
4. Overview of Longwood Area Economy- MASCO (20 minutes)
5. Transportation and Parking Facts (Presentation and Discussion - 55 minutes)

Presentation: Boston Transportation Department and MASCO  
Discussion

375 Longwood Avenue, Boston, Massachusetts 02215-5328 617 632-2310 Fax: 617 632-2759

### MEMBER INSTITUTIONS :

Beth Israel Deaconess Medical Center • Brigham and Women's Hospital • Children's Hospital • Dana-Farber Cancer Institute • Emmanuel College • Harvard University (Medical School, School of Dental Medicine, School of Public Health) • Judge Baker Children's Center • Joslin Diabetes Center • Massachusetts College of Art • Massachusetts College of Pharmacy and Allied Health Sciences • Simmons College • Temple Israel • Wheelock College • Wentworth Institute of Technology • The Winsor School

Longwood Forum Agenda  
Monday, May 24, 1999  
7:00 - 9:00 PM  
Massachusetts College of Art  
Massachusetts College of Art, Kennedy Building, Room 406  
621 Huntington Avenue (corner of Longwood and Huntington Avenues)

1. Introductions (5 minutes)
2. BRA Update on Status of Project Filings (5 minutes)
3. Presentation/Discussion (45 minutes)- Massachusetts College of Pharmacy and Health Sciences (MCPHS) amendment/renewal of its Institutional Master Plan (IMPNF) and Project Notification Form (PNF) for an 87,500 SF addition to the White Building for academic, administrative and support space with 87 below-grade parking spaces. Copies of their filings are available at Emmanuel College Library, MASCO, MCPHS, the Boston Public Library (Copley and Mission Hill Branch). Legal Notices enclosed.
4. Follow-up on Items Raised at Last Meeting (10 minutes)
5. Longwood Area Transportation and Parking (45 minutes)

Continued from the April 26 meeting, the Boston Transportation Department (BTD) will provide information on traffic volumes and levels-of-service (LOS) in the Longwood, Mission Hill and Fenway areas.

We will also begin to review recommendations for improvements from the West Fenway/Kenmore Transportation Study and Roxbury Transportation Study to begin to build a consensus on an action plan for the area.

5. Other (10 minutes) - New Business



Longwood Forum Agenda  
Monday, June 28, 1999  
7:00 - 9:00 PM  
Massachusetts College of Art  
Kennedy Building, Room 406  
621 Huntington Avenue (corner of Longwood and Huntington Avenues)

- 1) Welcome/Introductions ( 5 minutes)
- 2) BRA Update on Status of Project Filings (10 minutes)
- 3) Presentation by Children's Hospital on their Draft Project Impact Report (DPIR)- (60 minutes)

This is in follow-up to the Children's Hospital presentation at the Longwood Forum held on March 16, on their Project Notification Form

- 4) Follow-up on Items From Previous Forums (10 minutes)
- 5) Longwood Area Transportation and Parking (35 minutes)

Continued from the April 26 meeting, the Boston Transportation Department (BTD) will provide information on traffic volumes and levels-of-service (LOS) in the Longwood, Mission Hill and Fenway areas.

Agenda  
LMA Forum Meeting  
Monday, July 26, 1999  
Massachusetts College of Art  
Tower Building, Trustees Room, 11<sup>th</sup> floor

- 1) Welcome/Introductions ( 5 minutes)
- 2) Update by BRA on Project Status/Filings (5 minutes)
- 3) Children's Hospital - Detailed Discussion on DPIR filing (60 minutes)
- 4) Medflight - Overview of Approved Flight Paths and Operations (30 minutes)
- 5) Follow-Up on Items from Previous Meetings. (10 minutes)

LMA Forum Agenda  
Monday, August 23, 1999  
7:00 – 9:00 PM  
Massachusetts College of Art  
Tower Building, 11<sup>th</sup> floor, Trustees Room

1. Welcome and Introductions (5 minutes)
2. Update on Status of Filings/BRA (10 minutes)
3. Helicopter Issues (45 minutes)

Presentation/Discussion on emergency helicopter transport services to the Longwood Area.

4. Wentworth Institute of Technology (20 minutes)

Overview by WIT staff on forthcoming filing of institutional master plan.

5. Other (20 minutes)

Note: Summary of July meeting mailed under separate cover.

LMA Forum Agenda  
September 27, 1999  
7:00 PM to 9:00 PM

The meeting will be held at the Massachusetts College of Art, Tower Building, Room 659. **Please note change of room.**

1. BRA Update on projects and schedule (5 minutes)
2. Continue discussion on helicopter issues (70 minutes)
3. Presentation/Discussion on Harvard Institutes of Medicine (HIM) Project Notification Form. (45 minutes)

Eric Buehrens, Associate Dean for Planning & Facilities at Harvard Medical School, and members of the consultant team, will present plans for a new 400,000 SF medical research building at the Harvard Institutes of Medicine site bounded by Blackfan Circle and Avenue Louis Pasteur.

## **NOTICE:**

**There will NOT be a special LMA Forum meeting on  
October 18 to review the Emmanuel College project; it has  
been postponed.**

Agenda  
LMA Forum  
Monday, October 25, 1999  
7:00 – 9:00 PM  
Mass Art, Tower Building, Room 659

1. Welcome/Introductions (5 minutes)
2. BRA/MASCO Updates - LMA Projects, helipad discussions, other. (5 minutes)
3. Children's Hospital Presentation/Discussion on Final Project Impact Report (FPIR) findings. (50 minutes)
4. Wentworth Institute of Technology Presentation/Discussion on Filing of Institutional Master Plan (IMP) and Project Notification Form (PNF) for Dormitory Addition Project (50 minutes)

**LMA Forum Agenda**

**November 22, 1999**

**Mass. College of Art, 651 Huntington Ave., Trustee Board Room, 11<sup>th</sup> Floor**

1.     **BRA/MASCO Updates – 5 minutes**
2.     **Dana Farber Cancer Institute (DFCI) – 15 minutes**  
Presentation on plans for third level pedestrian bridge connector on Shattuck Street and overall campus improvements.
3.     **Massachusetts College of Art – 50 minutes**  
Presentation on plans for new 300-bed dorm.
4.     **Beth Israel Deaconess Medical Center (BIDMC) – 50 minutes**  
Presentation on plans to relocate emergency room and related functions, including the helipad, from the east to the west campus.

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**LMA Forum Agenda  
Tuesday, November 30, 1999  
7:00 – 8:30 PM, Mass. College of Art  
Trustees Board Room, 11<sup>th</sup> Floor**

1. Welcome and Introductions – 5 minutes
2. BRA/MASCO Updates – 5 minutes
3. Emmanuel College (80 minutes)

Presentation/Discussion on Emmanuel College's Campus Development Plan and Draft Project Impact Report (DPIR)/Draft Environmental Impact Report (DEIR) submission to the BRA and MEPA Unit. Members of the college's development team will review the college's current plans to redevelop the Emmanuel College campus residence halls, and develop research space on their Endowment Campus. Transportation and environmental findings related to the DPIR/DEIR will also be summarized.

375 Longwood Avenue, Boston, Massachusetts 02215-5328 617 632-2310 Fax: 617 632-2759

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LMA Forum Agenda  
Monday, December 13, 1999  
Mass. College of Art, Tower Building, Trustees Room, 11<sup>th</sup> Floor

**(Please note, the December meeting will be on the second Monday of the month instead of the fourth Monday, due to the holidays. The January meeting will resume the original schedule of the fourth Monday—January 24, 2000)**

1. BRA/MASCO Updates - (10 minutes)
2. Wentworth Institute of Technology - (40 minutes)

Update on the Wentworth Master Plan and Dormitory Addition Project to address issues raised at the October 25<sup>th</sup> Forum meeting, subsequent changes in the design of the Dormitory which have resulted from the BRA's design review process, as well as additional comments by community members based on further review of the PNF and Master Plan filings.

3. MASCO – (70 minutes)

Presentation/Discussion on MASCO's shuttle bus, parking and demand management programs.



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## Summary of LMA Forum March 16, 1999

Owen Donnelly, Deputy Director for Institutional Development at the BRA, and Sarah Hamilton, Director of Area Planning and Development at MASCO, welcomed the group and gave a brief overview of the Longwood Medical and Academic Area Planning and Development Forum (LMA Forum) and the geographic area which will be the focus of the forum. A primary goal of the LMA forum is to create a community review process for institutional projects and master plans, in effect fulfilling the role played by neighborhood councils in other areas of the city, which are referenced in the Article 80 process for large project review. See further discussion below.

### 1. Children's Hospital Proposed Projects and Process

Owen Donnelly reviewed the process for city and community review of Children's proposed projects. The projects are subject to Article 80 review. The hospital submitted its Project Notification Form (PNF) to the BRA on February 18, beginning a public comment period ending on March 22, for comments relative to the BRA's Scoping Determination. The "Scoping Determination", issued by the BRA on March 31st, identifies issues that the project proponent must further address in completing a Draft Project Impact Report (DPIR), and reflects BRA, community, and other city agencies' comments.

Steven Marsh, Vice President for Facilities Management provided background on the hospital and its proposals. Among the statistics cited included that Children's Hospital serves 40% of the pediatric population in eastern Massachusetts; and, has the largest "stand-alone" pediatric research program in the nation. Among the pressures and/or opportunities the hospital is facing include a projected annual increase of 7-10% in Federal, National Institutes of Health (NIH), funding over the next few years and stiff national competition for researchers as well as funding; trends from chemistry-based to biology-based research, which translates into a more rapid turnaround of technological applications from the research bench to the patient bedside; and the closer collaboration between physicians and researchers, as a result. In competing for physicians, research talent and funding and, to continue achieving its number one in-the-nation status in pediatric patient care, state-of-the art facilities are critical. On the patient care side, investment is needed to bring intensive care units and surgical, imaging, and support facilities up to state-of-the standards.

The proposal includes removal of the existing Carnegie Building, along Shattuck Street, which currently houses about 20,000 SF of clinical research and administrative space, and construction of 208,000 SF of new clinical space. The new, eleven-story building will span

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Children's Way, providing floor-to-floor adjacencies with the main building, and will house Intensive Care Units (ICUs), surgical, imaging, and other high-tech patient care support facilities.

A new research building is also proposed, north of Longwood Avenue on Blackfan Circle across from the Patient & Family Parking Facility. The 11-story research building will be 215,000 SF, and will provide laboratory and lab support space, as well as 300 (288 net new) below-grade parking spaces. Approvals are being sought by this Fall, with initial occupancies of new space anticipated in 2002. Approximately 400 new researchers are anticipated.

## Discussion

The following topics were discussed in response to questions.

What is Children's target market share relative to other pediatric hospitals in Boston, and are attempts being made among the institutions in the LMA to consolidate research needs? At a minimum, Children's plan is to keep pace with its current level of patient care, with replacement space allowing it to keep up with new technologies. Research funding is driving expansion and will require much new space to be brought on-line city-wide in order for Boston to maintain its status as one of the top three cities in the nation in receipt of federal research dollars.

Why are 300 new parking spaces necessary, and will they serve patients or employees? The spaces include a replacement of 12 spaces lost on Children's Way due to the inpatient facility. A combination of patients and key researchers will be served. The patient garage is filled to capacity. Children's has been a leader in T-pass subsidies and other "demand management" techniques to reduce employee demand for parking. The number of spaces is a realistic assessment of need in relation to the projects.

Will the plan include a Blackfan Connector, extending Blackfan Circle to Avenue Louis Pasteur, Brookline Avenue or The Fenway? Children's does not have control over the land and is therefore not proposing such an extension. It is willing to participate in any joint discussions. The BRA will raise this issue in its Scoping Letter.

Will the plan help ameliorate weekend curbside parking on Longwood Avenue, which represents a safety issue? MASCO has raised this issue with the Boston Transportation Department and the Boston Police Department. BTD doesn't have the enforcement capacity on the weekend and looks to BPD for assistance; BPD has many demands which go beyond traffic enforcement. MASCO will continue to advocate with the appropriate agencies on this issue.

What is the total parking supply currently serving the LMA, and what is the total net new parking being proposed by Emmanuel and Children's; will the city ever turn down a proposal for parking or reject the analysis of a developer's traffic engineers? Emmanuel is proposing

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about 1100 spaces. MASCO reported the total supply to be 11,000-12,000 spaces, and noted a number of times in the past when the size of institutional parking projects has been reduced by city agencies. The ratio of parking spaces to square feet developed by medical institutions has remained relatively constant over the years--just over 1 space per thousand SF. This is low compared to other development approvals, in the Fenway or elsewhere in the city.

Will the Hospital take steps to lease the commercial space on Longwood Avenue in the Patient Family Parking Facility? The hospital has tried unsuccessfully to lease this space. There are zoning limitations which restrict its uses to food without the right for "fast food", for example. Traffic generation at that corner is also an issue for the hospital.

## 2. LMA Forum

The goals of the BRA and MASCO in constructing the Forum are: to provide a common structure for review of institutional projects and master plans by the community; to provide a common level of information about the LMA, its economy, and its impacts on the city; to provide a forum for discussion of issues and opportunities shared among residential and institutional communities; to provide a common resource for neighborhoods, institutions, consultants and city agencies involved in the Article 80/development review process.

The number of questions that go beyond an individual institution's plans, such as Children's, was used as an example of how the forum could be helpful. A number of larger questions are outside of the Article 80 process but are helpful in providing the context for thinking about individual projects: parking, transit, demand management, retail, trends in academic and medical institutions, and district planning are all topics that may be discussed by the forum.

The BRA and MASCO intend to co-sponsor the Forum, with staff work provided by both entities, and regular staff participation anticipated by Boston Transportation Department and Office of Neighborhood Services. A broad mailing list was developed for the purpose of this introductory meeting. Mailings will be sent out with better notice in the future. Future meetings are open to all who wish to participate. Regular attendance will be helpful in building consistency into the process of development review. Community participants offered several ideas on how to spread the word further including the creation of a web page. Documents distributed through this forum will be available at the BRA and MASCO; copies will be made available on request and through distribution to key community sites. It would be helpful if participants could think of representative organizations who might be recipients of these documents, in order to reduce mailing and printing costs.

Questions arose about Emmanuel College's proposal in relation to this process. The final details of the Forum had not been completed in time for Emmanuel to bring their project PNF to this process. The BRA has developed a scoping letter for preparation of the DPIR which will be brought to the Forum for community input. A comment was made about the status of an

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LMA master plan that had been discussed a number of years ago and whether that might be looked at as a growth management tool.

Meetings were scheduled for the fourth Monday of the month, beginning on April 26, from 7-9 PM. Massachusetts College of Art was offered as a convenient location for most people. A confirmation will be mailed out for the next meeting. Potential agenda items for future forum meetings included: LMA Overview, Transportation and Parking, Demand Management, Review of Article 80, and LMA Master Plan.

Summary of LMA Forum Meeting  
April 26, 1999

1. Welcome/Introductions

Participants were asked to introduce themselves and the organization which they represent (attendance list available on request).

2. Review/Discuss Goals and Objectives

Owen Donnelly (BRA) and Sarah Hamilton (MASCO) talked about the Forum goals and objectives for the benefit of new attendees. A list of goals and objectives is attached (Attachment 1). Owen asked attendees to think about a mechanism to ensure continuity between Forum meetings. The mailing list is over 160 individuals. For the purpose of document distribution and for continuity from one meeting to the next, perhaps a representative from each community group might be identified by participants. The suggestion of posting Forum information electronically is being pursued by the BRA and MASCO. Article 80 documents to and from the BRA (PNFs, Scoping Letters, etc.) will be on file at the Boston Public Library at Copley and the Mission Hill Branch Liberia. Based on feedback, alternative sites were requested. Emmanuel College volunteered to be a local repository of such documents for the convenience of community groups.

3. BRA - Update on Status of Longwood Development Projects

Owen Donnelly reported that the comment period on Children's Hospital's PNF ended on March 22, 1999. The BRA issued a scoping determination to Children's on March 31, 1999. Emmanuel College began its public review process prior to the beginning of the Longwood Forum. Their scoping determination was issued by the BRA on March 1, 1999. The college has agreed to come before the forum at the DPIR stage of the process. The timing of both these DPIRs is up to the proponent and Owen had no sense of when they may be completed. He noted that Massachusetts College of Pharmacy and Health Sciences (MCPHS) will come to the May Forum meeting with a master plan amendment/renewal and a proposed project for its Longwood campus. In answer to a question about MCPHS' previously proposed project on Huntington Avenue, development of that parcel is now beyond the period covered by the master plan amendment.

4. Overview of Longwood Area Economy

Sarah Hamilton (MASCO) presented an overview of the LMA economy (see attachment 2) as a way to provide context for some of the individual institutions' development proposals. The area is home to over 20 institutions including the Colleges of the Fenway whose student population represents roughly 13% of Boston's 4-year college and university students. The medical institutions are locally and nationally renowned. For example, Children's Hospital is considered the number one pediatric hospital in the nation; Brigham and Women's is in the top ten community hospitals nation-wide; and, Dana-Farber is the top cancer research/treatment center in New England and in the top four nationally. The area is equivalent to the third largest city in the nation in terms of receipt of federal research funding, after New York City and San Diego. Longwood hospitals see 35% of all Boston hospital-based outpatient visits and 50% of all Boston hospital inpatient admissions. In the last decade, the area has grown by 2.7 million gross square feet; hospital beds have decreased by 25%; inpatient visits have increased by 39%; and

outpatient visits have increased by 109%. At the same time the ratio of the number of parking spaces per thousand square feet of land used for medical and academic purposes has stayed flat at one space per thousand. Research funding is expected to grow in the future, leading to construction of new research facilities. Intense pressure will continue on the available inpatient beds in the area, due to reduction of hospital beds in the metropolitan area and the hospitals' ability to attract patients. The hospitals are currently losing millions of dollars annually due to federal reimbursement shortfalls from Medicare and flat rate negotiations by HMOs. The result of these ten year trends is an intensification of patient-related activity in the area: more outpatients, inpatients, employees and visitors translate into more pressure on the transportation and parking infrastructure serving the area. In response to a statement that the City should have a moratorium on building in the LMA because of the impacts on the transportation infrastructure, Mr. Donnelly said that the continued economic development of this area is important to the city's economy and a moratorium would not be contemplated. The city policy would continue to be balancing growth with commitments to mitigation.

## 5. Transportation and Parking Facts

Adam Shulman (BTD) provided an overview of the West Fenway Longwood Transportation Study which was completed one year ago. The study identified trends, issues, and opportunities in the area; evaluated existing conditions and provided baseline data; and recommended a series of short-term and long-term improvements. The study is available on request from BTD. The current status is that a Neighborhood Transportation Association for the Kenmore/Fenway area was created and the BTD has developed a tracking matrix for implementation of recommendations which are in the process of being "cost-estimated". BTD is committed to the LMA Forum process for reviewing Longwood projects and issues.

Owen Donnelly (BRA) spoke about the Restricted Parking district designation for the area, contained in the Boston Zoning Code. The Zoning Code establishes the number of parking spaces per 1,000 square feet of development for different types of land use in different districts across the city. The determination is based on floor area and use type. The Restricted Parking designation for Longwood requires that development proposals meet a higher standard in order to get approval for parking proposals. No parking is specified by the Code for the Longwood area. Parking is a conditional use for all uses except housing, and the BRA requires a "higher test" in reviewing parking proposals from this area than it does in others not covered by a Restricted Parking district. The designation is intended to limit the use of the automobile and encourage other modes of transportation. Various people offered comments or questions about the zoning designation, which is primarily residential for Longwood, and the implications of a Restricted Parking district. Comments included mention that the city is out of compliance with the Federal Clean Air Act, and that zoning for Longwood was developed when the area was primarily residential. Ms. Hamilton said that most of the institutions in the area have been here since the early 1900's, while the Zoning Code was enacted in the 1960's. A residential designation for Longwood was intended to be a tool to control institutional growth, requiring conditional use permits (an extra test) for development. Mr. Donnelly said that as a result, proposals for parking from the area have been approved at significantly less than what was proposed. A question was asked if there is a transit requirement in the Zoning Code where parking is required (there is not). A question was asked about whether or not Mission Hill has been included in a city transportation study. Ms. Hamilton gave background on the West Fenway/Longwood Transportation Study, intended to be the transportation component of a Longwood District Plan by the BRA. Ms. Lepore said that parts of Mission Hill have been included in other studies including one completed by New England Baptist Hospital, a current city-wide study, the West Fenway/Longwood and Roxbury transportation studies, but that a single study has not been completed for Mission Hill.

Ms. Lepore reviewed the methodology by which the BTD will evaluate any proposed projects from the area which include parking. BTD looks to the Zoning Code and the land use type first. They will then look at standard traffic generation rates for typical uses in the city, by work and non-work trips; apply an auto use variable and an occupancy variable; and, look at length of stay and duration of parking. These factors are used to determine peak parking demand, related to the land use, and an estimate of on- and off-site parking needs, which are then compared to the proposed amount of parking spaces. In response to a comment that no more parking should be allowed in the area, Ms. Lepore said that it is a fact in Boston that appropriate levels of parking will be allowed. The determination is made in accordance with accepted engineering practices where quantitative and qualitative measures are applied to proposals.

Ms. Lepore noted that the Longwood area is dynamic in terms of the pressures on the existing parking supply. With the trends away from inpatient stays and toward outpatient visits, the demands for short-term parking have increased and it is difficult to reach a balance between supply and demand. The goal of the City is to continually try to reach that balance. Compared to downtown areas there is greater demand for parking in Longwood because of the medical uses and because rapid transit services are not as good here as in the downtown area. In completing their analysis for proposed projects in Longwood, BTD looks at the traffic impact analysis on intersections and roadways, requests completion of mitigation measures where possible, and requests implementation of serious transportation demand measures (TDM) by institutions. The city looks to institutions to manage shared parking and increase MBTA subsidies, for example. In answer to a question about intersection levels of service (LOS) and the ability of the infrastructure to accommodate more auto traffic, Ms. Lepore offered the opinion that the infrastructure is at or near capacity. It was pointed out that this is the case in much of the City. There was a discussion about Americans' "love affair" with their automobiles and how difficult it is to get people into alternatives. A comment was offered that the only way to achieve this is through limiting parking. The economic viability issues related to development to maintain top status for research and patient care were noted by BTD.

Ms. Hamilton gave an overview of Longwood transportation facts. Traffic volumes on Huntington Avenue, The Riverway, and Brookline Avenue are near or over 30,000 per roadway. Acknowledging that the LMA is a traffic generator, as much as 60% of these trips in the peak periods are "through-trips" originating or destined outside of the area. Transit services are not sufficient for Longwood which is a medical and educational "downtown", yet the overall mode split is 32% for transit, 8% carpool/vanpool, 12% bike/walk and 47% drive alone. MASCO and its member institutions have the most aggressive demand management program in the city, if not the state, including \$1.2 million annually in MBTA pass subsidies; and a variety of programs offered through CommuteWorks including vanpool and carpool incentives and ridematching and Emergency Ride Home. In answer to a question Ms. Hamilton said that, based on past DEP Ridesharing reports medical members had reduced the demand for SOVs by 8-11% as a result of their efforts. Off-site parking and shuttles were noted as a successful mechanism to reserve parking supply in the LMA for patients and visitors. MASCO operates eight shuttle routes, all with new Clean Air Act compliant vehicles. Six of the shuttles operate to off-site parking lots--in Chestnut Hill, Prentiss Street/Wentworth, and four in the Fenway. One service provides fixed route service to and from Harvard in Cambridge. Another new service, the Ruggles Express, carries passengers to and from Ruggles Station. Combined ridership is about 5,000 passenger trips per day. MASCO has also funded a variety of transportation studies and access improvements including meter removals on Longwood and Brookline Avenue, signal coordination on both streets, signal control equipment upgrades at the Riverway/Longwood and other locations, and a variety of pedestrian improvements most recently at the Longwood/Brookline and the Longwood/Avenue Louis Pasteur intersections. More than half of the Area Planning

department staff focus on traffic and access and demand management, on behalf of all institutions. In answer to a question, Ms. Hamilton said that MASCO is looking into use of alternative fuel vehicles on all of its shuttle routes.

A comment was made about the increase in valet spaces serving the hospitals, with a particular concern mentioned in the Vining Street area by residents of Roxbury Tenants of Harvard. Most of the hospitals offer valet services because of the increased demand for short-term patient parking, and out of a desire to make a clinic visit as easy and convenient as possible for the patient.

In relation to a variety of comments about the stresses on transportation infrastructure in the area, it was suggested that a good focus for this group would be to develop a consensus on the six most important transportation improvements for the area and work together to secure funding for their completion.

The agenda for the next meeting, on Monday, May 24, 1999, from 7-9 PM, was established as: 1) MCPHS master plan amendment/proposed project; 2) continuation of traffic and parking discussions, including update by BTM on area intersections Level-of-Service.



## **Longwood Forum Summary May 24, 1999**

1. **Welcome/Introductions:** a copy of the attendance sheet is attached.

### **2. BRA Update on Status of Project Filings**

Owen Donnelly reported that the scoping determination had been issued for Emmanuel College which is working on its Draft Project Impact Report (DPIR) filing. Children's Hospital has also been scoped and is preparing a DPIR, potentially to be ready by the June 28 Forum meeting. Massachusetts College of Pharmacy and Health Sciences (MCPHS) filed a Project Notification Form (PNF) and Institutional Master Plan Notification Form (IMPNF) update on May 4, 1999, beginning the 30-day public comment period. Written comments on these documents can be sent to Owen Donnelly by June 4 and will be incorporated into the BRA's scoping determination which will be issued to the college for preparation of its Master Plan Amendment and DPIR.

### **3. MCPHS Presentation**

#### **Background**

Rick Lessard, MCPHS Vice President for Finance, provided background on the college. It is the second largest, second oldest college of pharmacy in the country, with 1730 part- and full-time students, and 180 faculty/staff. It grants a number of degrees including undergraduate and graduate degrees in pharmacy, a bachelor's degree in nursing, nurse practitioner and physician assistant. Fifty percent of its students are from the Boston area. The college has completed a strategic plan and projects an increase in students, to 2,200, in five years. This growth is being fueled by two industry trends: a shortage of pharmacists relative to demand; and, accreditation requirements of the American Council of Pharmacy Education (ACPE). To meet future demand, 85 colleges, nationwide, would have to double their enrollment in the next five years. Accreditation requires a 10:1 faculty ratio which will cause MCPHS to increase its full-time faculty by 20% and adjunct faculty by 30%. The industry standard for square feet (SF) per student is 150; MCPHS is at 95 SF/student. The college has launched several new programs in the last few years, which are in demand: physician assistant, nurse practitioner, and radiation science. A need for 4-500 units of student housing is projected in the college's master plan. Partnering discussions have been held with neighboring institutions, with agreements nearly in hand.

The college had previously proposed a project and master plan amendment in August of 1998, for its property on Huntington Avenue, to include a 15-story residence hall. After extensive review with the community and BRA the college withdrew that proposal in November of 1998. Mr. Lessard reported that discussions are underway with the other Colleges of the Fenway regarding meeting MCPHS' dormitory needs. The current proposal involves an 87,500 SF addition to the White Building, and a 50,000 SF new construction on Huntington Avenue for academic uses. Parking of 71 net new spaces is proposed underground at the Longwood campus.

John Pears, architect from Steffian Bradley, said the White Building addition will result in a seven-story structure (one below-grade). Pedestrian and vehicular traffic will be oriented towards Palace Road, which had been established with the construction of the Fennell Building. Current plans involve building to the street edge with a 4-6 foot setback. The central stair, pediment and columns will be preserved in an atrium in the new building. The height of the building (97') will match cornice lines nearby with top two floors stepped back from the streetwall. Program development is at an early stage; the first floor could include a bookstore, fitness center and classrooms. Floor two will include labs, conference and classroom space. Floors 4-6 will be connected to the White Building and will include offices and classrooms. The underground floor will have the largest footprint. A second ingress/egress is proposed for the underground garage, on Palace Road. The timeframe depends on the DPIR/Master Plan Update filings and the length of the approval process. The college would like to begin construction in the spring of 2000.

The following questions were raised and responded to by various parties:

- What are the planning and zoning guidelines for open space? It is only required for Residential uses.
- Clarification sought on the proposed new parking? There are 28 existing on the surface and 96 in the existing garage (124); this will be increased to 195 spaces (59 net new spaces plus 12 stackers in the existing garage).
- What will the impact of new egress/entrance on Palace Road be on Longwood Avenue (concerns about impacting traffic destined to the Boston Latin School)? There will be 30 new trips in the AM peak hour.
- How will deliveries, issues around current loading area be improved? This will be looked at in the traffic mitigation plan.
- The college leases parking to Brigham; why can't the college take that back for its own needs? BWH has a 25 year lease for research space, including 40 parking spaces. Because of lease terms it would not be possible to terminate this arrangement in the near future.
- What is the estimated cost of the project? Twenty-five million.
- The proposed building creates a wall on Longwood. Glazing may be contemplated as a way to allow for visual openness to grand stairway.
- What is the design of the Huntington Avenue building? This will be almost entirely academic space, no parking. There are no designs beyond concepts because this building is now five to seven years away. The building envelope is approximately 50,000 SF, with possible retail in the ground floor. No residential/dormitory use is planned for this building of approximately 74 feet in height.
- Why isn't there more information on the Huntington Avenue property? Owen Donnelly described the Article 80 requirements for master plan update and renewal. The code requires an institution to describe projects contemplated in up to a ten-year period. Projects which are not currently proposed in a PNF, need only to be described generally by use, height, floor area and footprint. Detailed review of a project such as this would occur later, before the institution seeks a building permit.
- What would approval of this project as part of the master plan amendment give the college? Approval by the city, as part of the master plan renewal, would give MCPHS the zoning rights only for a project that fits that general description.

- Will the college use the Huntington Avenue parcel for construction staging for the Longwood project? The construction management plan has not been developed.
- What is the master plan renewal process? The master plan must be updated within 5 to seven years. The revision process is an opportunity for new public input. MCPHS may have to update its master plan again before the Huntington project moves forward (5-7 years).
- Why does Allston-Brighton require four-year master plan renewals vs. 5-7 years in the LMA? The BRA assumes that in this area the longer period was deemed to be more useful, allowing minimization of amendments and greater disclosure of potential projects.
- What are the parking requirements for this project? The zoning code does not require parking but designates it as a conditional use; institutions have to go through a higher test because of their location in a restricted parking district.
- Will there be parking for students? There is no parking for students.
- How are the dorm problems going to be resolved? The college is looking at other options with colleges.
- Will the new parking proposed for the Longwood site fulfill future parking needs anticipated for uses at the Huntington site? Yes.
- What is the height of buildings proposed? 97 feet on Longwood, 74 feet on Huntington. The proposed height of the Huntington Avenue building is taller than other buildings in the neighborhood; the MCPHS President promised a building the same height as the 49 Worthington building.
- Why is the Huntington building included in this master plan revision since it is not ready for review? MCPHS sees the need for this building in the future; Ms. Marshall, MCPHS attorney said that the disclosure and amount of detail is consistent with code requirements that require disclosure of intentions within a 10 year window. The details of the project would be worked out in project review.
- Does approval of the master plan update/renewal give the college a guarantee to build? No, this would still go through project review and a building permit application process. The master plan allows for additional review. The master plan is the first, not the last step in the process.
- Why look at this project individually versus comprehensively, with the impacts of other projects proposed in Longwood? The city will evaluate the projects in accordance with Article 80 review procedures which require the proponent to look at its impacts on shadow, traffic and other areas.
- What is the zoning for the Huntington Avenue parcel and what dimensions are allowed? The parcel is zoned Neighborhood Shopping Subdistrict which allows an FAR of two and a height of 45 feet.
- The college has its own zoning district for the Longwood campus. By the master plan amendment they would seek to expand that zoning to the Huntington Avenue site.
- Does the proposed 74 foot height include mechanicals? The zoning definition excludes mechanicals if they represent less than one-third of the roof area.
- What is the height limit for the adjacent neighborhood shopping district by right? Fifty-five feet is the maximum except for the Ledge Site.
- What does MCPHS intend to do with the Huntington property in the next five years? They will lease the site to the current owner until December of 1999 and then renegotiate.

Representative Kevin Fitzgerald expressed pleasure that MCPHS has changed its dormitory proposal and scaled down the building. He offered the opinion that the community might be

looking for an agreement as to certain future uses on the Huntington property that "it can take to the bank" as well as some additional discussion on the Huntington Avenue building height.

#### **4. Follow-Up on Items Raised at Last Meeting**

After a short break follow-up discussions from the last meeting occurred.

Owen Donnelly, BRA, reported that institutional filings were available upon request at the BRA and MASCO. In addition, a list of libraries has been developed and was distributed at the meeting. The BRA is putting the LMA Forum proceedings on its web site: [www.ci.boston.ma.us/bra/](http://www.ci.boston.ma.us/bra/)

Sarah Hamilton, MASCO, reported on the issue of Brigham and Women's valet parking. The issue raised was illegal use of curbside parking in the vicinity of Fenwood Road and Vining Street by valet parking. The hospital runs valet operations from its three entrances on Francis Street to the Vining Street garage. There is no use of curbside parking whatsoever. The hospital has been involved in meetings with the Roxbury Tenants of Harvard to discuss and resolve any issues. They have hired police details on weekends to enforce the Resident Parking Program, i.e. to ensure that weekend visitor traffic is not infringing on the Resident Parking Program. The issue was raised about commercial vehicles parking in residential areas. While the hospital can discourage its vendors from doing this, the problem lies in the city's regulations which allow vehicles with commercial plates to park in residential areas. MASCO suggested that the BTDC be engaged in looking at this policy.

An issue was raised about adding curbside parking to Tremont Street. Mr. Donnelly suggested this as an appropriate topic for the community to discuss with their Main Streets Program. Maggie Cohn, Mission Hill Main Streets, said that there is a Design Committee looking at these issues.

An issue was raised about enforcement around the Squealing Pig tavern. BTDC said there is a city hotline to report all enforcement issues: 635-4BTDC.

Issues were brought up about MASCO and Partners shuttle buses running stop signs and idling on Tremont Street. David Epstein (MASCO) said driver behavior has been brought to the attention of MASCO's contract operator and will be cause for immediate termination.

#### **4. Next Meeting**

The next meeting is scheduled on Monday, June 28 from 7-9 PM.

Summary of LMA Forum Meeting  
June 28, 1999

- 1. Attendance Sheet is attached.**
- 2. BRA Update on Status of Project Filings**

Owen Donnelly of the BRA reported that the scoping was issued on June 16, 1999, by the BRA on the Massachusetts College of Pharmacy and Health Science PNF and Master Plan Update/Amendment. Copies of the comment letters are available, upon request, and will be included in the Draft Project Impact Report. Emmanuel has not submitted any subsequent filings at this point. Children's Hospital submitted their DPIR on June 25, 1999. The filing initiates a public review period of 45 days due to the size of the proposed projects. Written comments are due to the BRA by August 9, 1999. After that time a Preliminary Adequacy Determination will be issued and an Final Project Impact Report (FPIR) will be prepared. The FPIR process also includes a 45-day public comment period.

**3. Children's Hospital – Overview of DPIR**

Steven Marsh provided background on the proposed projects. He encouraged anyone interested in receiving a copy of the DPIR to sign up on the list. On the clinical facility, there is a pressing need to bring up to state-of-the-art standards their operating rooms, intensive care units, imaging areas and ambulatory treatment areas. In some cases, current facilities are as small as half the size of state-of-the-art standards. On the research facility, the rapid transference of medical research to clinical applications, in addition to increases in NIH funding, is driving the need for additional research space.

Brian Fallon, Meredith and Grew (M&G), described the team. M & G has been assisting in the development of real estate program requirements, master plan design criteria, and legal and environmental permitting. Children's is currently interviewing firms for final design, engineering and construction management. TRO is performing the master planning; Brown, Rudnick, Freed and Gesmer is doing legal work with McCormack and Eppstein assisting; Epsilon Associates is the lead for environmental, with Vanasse Hangen Brustlin the consultant on traffic and access.

The proposed projects will add 395,000 net new square feet: 214,000 of research, 208,000 of clinical, and 27,000 sf of demolition including the Carnegie Building and the Binney Street "temporary" building. The clinical building will laterally expand clinical services at the main inpatient building. The research building will be 11 stories plus a mechanical floor. Local permitting is expected to be completed this fall; groundbreaking is anticipated in the second to third quarter of 2000, with initial project occupancies expected in 2002.

Lisa Serafin, Epsilon Associates, reviewed environmental findings. Eleven areas were looked at: wind, shadow, daylight, air quality, water, solid and medical waste, noise, geotechnical, construction management, historic, and environmental; all impacts are localized and well within all state and local standards.

David Bohn, Vanasse Hangen Brustlin, reviewed traffic and access findings. All intersections on Longwood Avenue were evaluated, from Huntington to The Riverway; and Avenue Louis Pasteur at Fenway was studied. A patient/visitor survey was conducted and data on employee patterns was gained from the Children's DEP data collection effort. Of a parking supply of 2,100 spaces, Children's leases 1,200 spaces and owns 900. There are three facilities on-site: the Patient Family Garage is 652 spaces for patients only; 21 spaces exist on two surface lots on Shattuck Street and the new clinical building footprint. Eight hundred spaces are in "nearby" facilities defined as 1-2 blocks away from the hospital. These spaces include patients, employees and visitors. There are seven remote facilities with a total of 600 spaces. With 15 facilities, managing the parking supply is difficult. Children's has an aggressive pricing strategy to discourage employees from parking on-or near-site. Near-site fees are \$150-190/month (\$9-10/day), while remote parking fees are \$4/day. Patient/visitor rates are \$7 for three hours and \$20 all day. There is a patient validation program for those in need. Patients and visitors are auto dependent—75% drive. Employee mode split is 46% drive and over 50% walk or take transit. The vehicle occupancy rate is 1.7/vehicle for employee drivers, which is a high occupancy.

Net new parking of 288 spaces will generate one car per minute more in the peak hour, or 160-170 new peak hour trips. Level of service (LOS) analysis shows little change for those intersections in the scope. Any impacts will be on secondary intersections rather than on Longwood, representing less than one percent of total AM/PM peak hour trips. The biggest impacts are at Blackfan and Longwood and Binney and Longwood. There is no projected measurable increase in traffic on residential streets. The 288 parking spaces are anticipated to be used as follows: 88 employee spaces, 200 patients/visitors. Demand is greater for both types than their ability to supply.

Children's has an aggressive demand management program with T-pass subsidies of 30%, exceeding the Enders project TAPA commitment of 25% subsidy. 1900 employees take advantage of the tpass subsidy. Children's current clinical staffing is approximately 3,200 fte; currently research staffing is approximately 1000 fte, for a total of approximately 4,200 fte. Children's participates in the MASCO CommuteWorks program which offers shuttles, vanpools, carpool matching, emergency ride home, and other incentives to take alternatives. Children's has made intersection improvements to signals and added a left-turn lane at Blackfan Street.

## **Discussion**

A number of questions or comments were conveyed in discussion. Answers to questions were provided or will be forthcoming.

1. Only a minimum amount of parking should be approved; MCP should not be allowed to add any parking. The BRA responded that the amount of parking per square foot of development in this area is extraordinarily low when compared to the rest of the city. Some parking is necessary to support the health care and job benefits related to the area.
2. What is the number of failing intersections in the study area and what number need to be improved?
3. How many employees are currently at Children's and how many new employees will result from the new projects? There will be 600 new employees, 100 attributable to the clinical space and 500 new researchers.

4. Seeking confirmation that the hospital is changing its health care delivery model towards ambulatory care? How many beds does Children's have currently and their occupancy rate? How many patients does the hospital have currently and what are the future projections?
5. What is the construction truck routing plan? Truck traffic on Huntington affects the neighborhood, which is zoned residential. The construction plan is not yet in place. When the contractor is hired that will be developed.
6. What is the plan for construction worker parking, to keep them out of residential streets such as Worthington and Wigglesworth?
7. How much does Children's subsidize employee parking? The amount for on campus parking is minimal with charges in the \$190 range. More information is contained in the DPIR.
8. Could the hospital provide the total subsidy dollars for employee parking vs. T-passes and other alternatives? There is a conflict between discouraging parking and then subsidizing it.
9. Has the report taken into account the number of people coming to the institution who are students and others? Yes, these trips are in the assumptions.
10. There are 600 new employees and 288 spaces planned, 88 of which are for employees. This is too generous for the area. VHB felt this is not out of sync with demand.
11. Patient demand for parking is all day. What is the average patient stay and the turnover rate? Average patient stay is three hours; the patient parking turnover rate is about 3 per day.
12. Does the hospital do annual DEP filings and can Children's make theirs available to the community? The filings have been biannual; Children's is completing their 1999 filing and will provide it on request.
13. What does the "experience of daylight" mean in the environmental presentation? The consultants modeled daylight and solar glare in accordance with the BRA's guidelines, which include height and setback assumptions. Since there is no reflective glass there is no solar glare.
14. What are the proposed heights of the buildings? 184' for the research building and 146' for the clinical building.
15. The proposal doesn't sound like a lot more parking, however the traffic is already reaching overload here. Could the hospital find ways to lease existing spaces rather than adding to the overall supply?
16. Could the hospital provide a view of the projects from the Back Bay Fens toward the projects to identify the horizon impact and the impact on Emmanuel's historic tower?
17. What are the criteria for eligibility to use the new parking spaces?
18. Does the report project the losses of space at the temporary Deck and MFA garage? No. Does the hospital anticipate increased parking at Emmanuel? No.
19. Why doesn't the hospital study the impacts of traffic on Palace Road at the Fenway and the increase in left turns?
20. Does the hospital propose a Blackfan extension? There is a truce between proponents and opponents that there will be no change at Avenue Louis Pasteur and the Fenway without the implementation of a "Park Pass II" project which would limit traffic on Park Drive. The BRA and BTM have encouraged the hospital to look at a Blackfan extension.
21. BTM inquired about the turnover assumption on the employee spaces.
22. Concerns were expressed that 1000 new trips will be generated causing more air pollution and traffic congestion. This project, when added to other proposals in and around the area, will cause bigger problems. There was a recommendation that a study be conducted on all projects and their parking proposals before any approvals be offered for projects.
23. Children's should assume the cost of a traffic detail on Longwood Avenue.

24. Does Children's DPIR analyze the impacts of traffic in the Fenway leading to Storrow Drive?  
No, the City didn't scope this. Less than 5% of all trips would be turning onto the Fenway versus Longwood, Huntington, and Brookline Avenues, leading to the decision that this would not need to be in the scope.
25. A comment was offered that Children's proposal could be supported without the parking garage.

Sarah Hamilton offered the comment that we all know what the traffic problems are today because all of the neighborhoods –Fenway, Mission Hill and Longwood—experience them. She advocated for the group to focus on identifying a number of improvement measures that will have a positive impact on these areas and then to advocate for funding from the City and the State.

The next meeting will be held on Monday, July 26, from 7-9 PM at Massachusetts College of Art, Trustee Room, Tower Building, 11<sup>th</sup> floor. Children's will be prepared to discuss the DPIR and answer specific questions at that time.



Summary of LMA Forum  
July 26, 1999

1. Update on BRA Filings:

Owen Donnelly (BRA) reported that the timing of Mass. College of Pharmacy's and Emmanuel College's follow-up filings is currently unknown. He noted that Wentworth Institute of Technology (WIT), which filed a master plan notification form last year, will be coming back to the community in the near future with a proposed master plan. Regarding Children's Hospital, their Draft Project Impact Report (DPIR) was filed with the BRA on June 26. The community has until August 9 (45 days) to submit written comments. The BRA will issue a Preliminary Adequacy Determination (PAD) on August 24.

2. Children's Hospital Presentation

Steven Marsh, Children's Hospital Vice President, gave an overview of the proposed research and inpatient projects and emphasized the importance of the projects in fulfilling the medical mission of the hospital. Brian Fallon, Senior Vice President at Meredith and Grew and Children's development advisor, reviewed the project team and anticipated schedule. The hospital hopes to complete city approvals in the third or fourth quarter of 1999 and schematic design by the first quarter of 2000. Groundbreaking is anticipated in mid-2000, with occupancy planned in 2002. The BRA's scoping document included areas such as wind, shadow, air and water quality, noise criteria, geotechnical, historic resources and traffic and access. All project impacts were within the thresholds specified by City and State regulations.

Because of the interest in traffic and access issues by LMA Forum participants, David Bohn, consulting traffic engineer at Vanasse Hangen Brustlin (VHB), was asked to address issues raised by the city in its scoping and the community at the last meeting and in written comments to the BRA. The city's scope determined the number and location of intersections to be studied for the project—14 in total. Traffic, parking pedestrian conditions and project mitigation have all been evaluated in the Draft Project Impact Report (DPIR).

Children's Hospital has three parking facilities on-site and relies on twelve other facilities for parking. The proposed new garage will have relatively small impacts on the area (less than a one percent impact on peak hour volumes for most intersections studied). Traffic projections are shown with regard to existing conditions, and 2007 conditions with and without the Children's projects. Background traffic growth assumptions include the development of Emmanuel College – Phase I. The hospital is proposing 288 net new spaces to serve about 420,000 sf of development, well below the area wide average ratio. Additional assumptions included a 46% drive alone ratio for employees and a 1.7 vehicle occupancy ratio (VOR). On the patient/visitor side, 74% drive based on a patient/visitor survey. The impact at the Blackfan Circle/Longwood intersection is about one car per minute at the peak hour. Of all intersections in the area, this is the most impacted by the project and the impact is small. There are 48 legs to the intersections studied. Only five approaches showed declines in Level of Service (LOS) and none of them reached "F" as a result of the project. Pedestrian counts show adequate capacity for current and future volumes at the intersections studied. The hospital is a leader in demand management in the city, having completed area-wide mitigation measures, offering 30% MBTA pass subsidies and setting aside

350 bicycle parking spaces in their garage, and providing early support for CommuteWorks—the area-wide transportation management service.

New parking will be allocated as follows: approximately one third of the new spaces will serve employees (even though there is a demand for 142, the hospital will limit the supply); and two-thirds will be for patients and visitors (there is a patient/visitor demand for 158; the balance will support patient/visitor overflow from the patient/visitor garage and keep them from circulating around the neighborhood). As mitigation the hospital will expand their transportation demand management (TDM) program to include new employees and potentially patients. Adjustments to the signal at Blackfan/Longwood will be maximized. Improvements to Huntington Avenue at Longwood Avenue will be made as part of the Huntington Avenue Boulevard project. Palace Road is not heavily impacted, with less than 30 cars in the peak period or one car every one or two minutes.

### Discussion

- Clarify the number of employees the hospital has and the number of new employees related to the building proposals? Children's has 3200 clinical employees, and 1,000 research employees. New employees attributable to the new buildings will be 600, 100 of which will be clinical and 500 of which will be research. Ambulatory volumes are over 200,000 annually, day surgery volumes are close to 8,100, emergency room visits total close to 50,000. There are 324 beds, 19,143 inpatient admissions annually, and close to 90,000 patient days.
- BTM requested that these statistics be made available to BTM on a single page.
- Where are the other new employees going to park? Assumptions are that there will be 440 day-time equivalent employees, about half of whom drive. A 1.7 Vehicle Occupancy Ratio (VOR) is applied which generates a demand for 142 employee spaces. Children's plans to only provide 100 spaces to employees, less than the demand. Children's uses a parking supply of 2,000 spaces, but only controls 900 of those spaces. To meet unmet demand they will look at remote spaces outside the LMA.
- What is the number of employees who use T-Passes? About 1,900 employees acquire monthly passes.
- With the spaces being vacated at Harvard doesn't that make Children's net new spaces 188? Does Children's intend to use stackers in their new garage? The hospital stated that they will be vacating spaces at the Harvard stacker lot. The Harvard spaces will still be part of the overall parking supply serving the LMA and contributing to traffic. Regarding stackers, the hospital does not intend to use them in the garage; proposed floor- to- ceiling heights make it a physical impossibility. Ms. Lepore offered the comment that the city would require approval of such spaces.
- Were the traffic studies performed during true peak traffic conditions? Yes, traffic counts were conducted in April and May before the end of the academic year. Ambulatory patient traffic tends to be constant all year round. Traffic counts were factored up based on a background traffic growth rate that assumes a half percent per year (which is considered conservative) and includes building projects that have been approved or scoped by the BRA including the Landmark Center and Emmanuel – Phase I. Mass. College of Pharmacy and Health Sciences (MCPHS) was not included because they had not submitted any filings at the time of the Children's Hospital scoping. MCPHS will have to develop traffic projections that include Children's projects. Mr. Bohn said that the projections are realistic and reasonable.

- Were assumptions made for the Ledge Site? No, there have been no project filings for the Ledge Site.
- A comment was offered that there "comes a point when you can fit no more sardines in a can" and this should be considered for the LMA's survival.
- The issue of illegal parking on Longwood Avenue and other LMA streets was brought up as a safety issue. Sarah Hamilton said that MASCO had asked for assistance from the City BTM and police department but that lack of adequate enforcement staff from both agencies was the issue on the weekends and is a particular problem on Longwood Avenue. MASCO and other institutions were asked by the community to advertise cheap weekend parking rates so that illegal parking is discouraged. Ms. Hamilton requested a commitment from BTM to assist in enforcement; Ms. Lepore agreed to assist the institutions.
- What are the Vehicle Miles Traveled (VMT) related to this garage? This was asked in relation to the regional burden from the point of view of air quality. Ms. Lepore asked Children's Hospital to provide the estimated VMT information to the BTM.
- Why wasn't Huntington Avenue at Tremont Street, an important intersection for Mission Hill, part of the Children's evaluation? Ms. Lepore (BTM) stated that traffic at that intersection will be mitigated by the MBTA/City Huntington Boulevard project which is in the process of being bid by the MBTA.
- What are the criteria for employees to park at the proposed garage? If there are none, then the parking spaces will be filled. Physicians have the first priority, followed by senior researchers. The hospital is not proposing the amount of parking to meet projected demand, it is proposing less parking than the demand.
- How were surveys administered to develop the mode split? Aren't the responses skewed by lower level employees responding to the survey? If they aren't the employees using the garage can you legitimately use this mode split in developing demand for parking at this garage? Mr. Bohn said two surveys were done; one was a patient survey administered by VHB; the other was a survey done of employees for the DEP Ridesharing Report, a contract administered by MASCO. Ms. Hamilton said the response rate to the DEP survey was over 16% or 500 employees and the distribution among different employee categories was fairly even, with roughly a third each from physicians and nursing staff, administrative staff, and support staff. The patient/visitor survey done by VHB had a response of several hundred.
- Did the hospital back into the number of parking spaces to give it credibility? No.
- How does this compare to the number of drivers and the number of spaces? How does it compare to the number of people parking outside of the Children's inventory? The hospital has 800 spaces at 5 lots including Harvard Medical School, Emmanuel, 375 Longwood and the Servicenter Garage. They are participants in seven offsite lots: including the Red Sox, Beacon, Museum of Fine Arts facilities.
- What is the amount of T-pass subsidy vs. parking subsidy by the hospital? Mr. Marsh said the hospital subsidizes T-passes by \$300,000 annually, and parking and shuttles by \$400,000 annually. A total of approximately \$700,000 annually is spent to encourage use of alternatives and discourage use of the on-site patient/visitor parking supply.
- What is the turnover rate for patients and visitors and what is the Patient Visitor Access Program? The Patient Visitor Access Program offers parking subsidies to patients who need financial assistance. In addition, MBTA tokens are sold on-site to patients.
- Was a survey done on how patients and visitors reach the LMA? This was not included. Ms. Lepore requested that Children's provide some additional information on this.

## 2. Issues Raised by Shirley Kressel

Ms. Hamilton described the three major points raised in a letter to her by Ms. Kressel, for discussion with the community. They were: How much new parking is projected for the LMA? What is the strategy for securing that parking? Shouldn't the LMA Forum participants be expanded to include other communities where institutional parking will be proposed?

Regarding future parking supply needs, Ms. Hamilton said that future development projections of 2.5 million gross square feet are speculative particularly in association with a concise time frame and that MASCO doesn't know an absolute number of new parking spaces planned. The historical rate of one space per thousand square feet of development has included on-site and off-site spaces per square foot of land use. While maintaining that ratio, the institutions have had dramatic increases in the intensity of use, outpatient visits for example have increased over 109% in the last decade. In terms of future parking needs, the strategy is to continue to push strong demand management options as a first approach, continuing to balance parking pricing and policies. When MASCO looks at siting off-site parking, ideally sites are sought that are along major travel corridors so that employees are intercepted before completing their commute to the Longwood area. The Crosstown development location is an example where people can get onto buses and out of their cars, close to the Expressway, instead of continuing on Melnea Cass Boulevard. Longwood has a large population coming in from the southeast. The developer of Crosstown, which is a mixed-use facility including cinema, hotel, parking, office and retail, is responsible for holding community meetings with the appropriate neighborhood groups designated by the community. Institutional interest in parking is not a secret – it has been in the Globe. Ms. Hamilton offered the opinion that to expand the LMA Forum to other communities would be a disservice to the neighborhoods of Mission Hill and the Fenway. The LMA Forum is intended to be the community process for development in Longwood; the interests of the adjacent Mission Hill and Fenway neighborhoods would be diluted.

### Discussion:

Ms. Kressel said that the city can not keep calculating the incremental impacts of growth without looking at the cumulative impact in its project scoping. A number of projects are being proposed in the Roxbury community that could have an impact on traffic and air quality; this is an example of disadvantaged communities being 'held hostage' to accept these conditions in exchange for community benefits.

Ms. Hamilton said that the issues of traffic, parking, circulation and transit are city-wide and should be addressed at city-wide forums in addition to those specific to this neighborhood. In general we need to continue to push the city and state for additional public transportation and infrastructure improvements. There is a crisis in transportation funding in the Commonwealth –this is the real issue to focus on. Ms. Hamilton encouraged the communities to work through the Forum to come to agreement on the half a dozen important improvements for the area and collectively advocate on their behalf, noting that Boston Transportation Department has a matrix of improvements that need funding.

Developing a comprehensive set of policies toward management of access to parking was offered by several community members as an important strategy. A transportation linkage fund was suggested by another participant. Additional employee shuttles were offered an alternative to additional parking space construction. Ms. Hamilton noted the success of the new MASCO Ruggles Express, saying that finding ways to fund new shuttles is a top MASCO priority. Ms. Lepore suggested linking approval of new buildings to future reductions in parking spaces. A suggestion was made that the city form a task force, or use an existing group, to focus on these city-wide issues.

The next LMA Forum will be held on Monday, August 23, 1999, from 7:00 to 9:00 PM at the Massachusetts College of Art.

## **Summary of LMA Forum August 23, 1999**

### **1. Helicopter Issues**

John Fernandez, of BWH, gave an overview of the medical support provided by the helicopter transport of patients to the BWH helipad. The BWH helipad also serves Children's Hospital which is physically connected to the BWH facility by way of a second level connector. The BWH is a Level One burn center. Children's, BIDMC and BWH are all Level One trauma hospitals. With this status they serve trauma and burn patients from all over New England. Dr. Suzanne Wedel, Executive Director of Boston Medflight, Matt Deloia, chief pilot for Boston Medflight, and Wayne Kirchner of Mass. Aeronautics Commission (MAC) were introduced as resources for the discussion.

Dr. Wedel reviewed the Boston Medflight program. Boston Medflight is one of six providers in the region of medical helicopter transports, and accounts for around 85% of the landings in the LMA. Helicopter transport is a vital part of patients' access to medical care. The average number of flights into the LMA is approximately two per day. In trauma patients, the first hour is the "golden hour" when access to appropriate health care makes a life or death difference. No organs are flown into the LMA; all are handled through ground transport from the Boston Medical Center helipad. Only critically ill patients are transported to the LMA by helicopter, such as emergency cardiac patients who have been treated in a community hospital and need intervention beyond that hospital's resources; patients with severe neurological diseases; and burn patients. About 60% of Boston Medflight transports are for trauma and 20% are for pediatric diagnoses. There are no VIP/Executive landings in the LMA.

Boston Medflight was formed as a non-profit in the early 1980's in response to a Department of Public Health task force recommendation on the development of helicopter transport to enhance the delivery of critically ill and injured patients to trauma centers. The hospitals chose to work together as a consortium rather than competing in the transport arena. Other programs in New England that fly into the LMA (the other 15% of trips) include: Maine, with two transport vehicles (Bangor and Lewiston); New Hampshire (two transport vehicles at Dartmouth and Lebanon; Connecticut (two transport vehicles at Hartford and Norwich); Massachusetts: (Boston Medflight - two transport vehicles at Hanscom and Plymouth; UMASS/Medical - two transport vehicles at Worcester and Palmer); and New York (two transport vehicles at Albany, Westchester). A total of twelve transport vehicles serve the region.

The relative distance to Boston from regional origins was shown on an overhead. As an example, from Bangor, ME, the trip is 90 minutes by helicopter versus as much as five hours by ground transport. The helicopter transport medical team is more trained than ambulance ground transport personnel. This is important because the critical time for a patient is when they are undergoing transport of any kind outside an Intensive Care Unit or Emergency Department. Distance and a critical illness determine whether or not a patient will be transported by helicopter. A physician must certify the medical necessity of the trip prior to

transport and insurance companies are strict in approving reimbursement for transports, the cost of which may be in the \$3,400 range with the average out-of-pocket cost to the patient at \$400. Patients are only transported to tertiary or quaternary facilities.

### **Issues:**

Q: Some helicopters seem to hover for as much as 15 minutes.

A: Mr. Deloia said that Boston Medflight transports do not hover. He described the Category A approach/departure procedure which is a slow steep and safe approach taken by pilots in a dense area for twin engine aircraft. If there were a back-up for some reason, the pilot would land at Boston Medical Center rather than hover. A particular method of taking off is used to avoid taking off over housing, which is to back out of the helipad and make a turn (execution time is 1 ½ minutes).

Q: Helicopters are flying low over Mission Hill.

A: Mr. Deloia said that no MedFlight helicopters are coming in over Mission Hill.

Q: The number of flights after midnight and on weekends was raised. Can there be better monitoring? Can these flights be diverted to areas that are not near residences?

A: Boston Medflight data were available at the meeting. Data for the 15% of other flights to the LMA were not available at the meeting.

Q: Helicopters are coming in very low over residential areas.

A: Dr. Wedel and Mr. Deloia said the Logan Control Tower governs the helicopters' altitude, descent and ascent paths, but cannot alter the general route. They try to maintain 1000' altitude. They and their pilots are aware of the noise sensitive areas and try to avoid them when possible.

Q: Helicopters seem to circle around sometimes before landing. Can hospital pads have a color system to better identify them for pilots which may not be familiar with the area to reduce circling?

A: Each helipad has a latitude/longitude coordinate that all pilots are familiar with. Boston Medflight pilots are very familiar with the area; there was a suggestion that the other programs' pilots may have less familiarity with the landing conditions and may be circling for safety to ensure the winds are correct and the conditions on the helipad are okay.

Q: What are the flight paths? Mr. Deloia reviewed the Boston Medflight flight paths. From the south, they come up from the Braintree "split", following Route 3 to Boston Medical Center, Melnea Cass to Huntington Avenue, going into the hospital area around Louis Prang Street. From the North they come from the Mystic Bridge over Storrow Drive to Fenway Park and into the LMA. The Fenway Route is from Norwood Airport, following south side railroad tracks to the Ruggles area to the Museum of Fine Arts and Gardner Museum. From the West, the Turnpike is followed to the Kenmore Square area. From Rt. 2 they travel to Fresh Pond, Harvard Stadium and into the LMA.

Q: How can Boston Medflight avoid noise sensitive areas?

A: Their pilots are familiar with the noise sensitive areas and try to avoid them as much as possible, but sometimes can't. They try to pass noise sensitive information to other programs.

Q: What about other helicopters using the area?

A: Boston Medflight doesn't monitor other flights of which there are a fair number in the city.

Q: The helicopters are noisy; aren't they exceeding noise regulations?

A: Noise regulations for helicopters are not the same as for fixed wing aircraft. These transports are considered emergency vehicles, like an ambulance or fire engine.

Q: Why are there two helipads in two blocks of each other?

A: With community hospitals closing the sickest patients are coming here from all over the region.

Q: It seems like there are more flights and more noise than before?

A: Volume is averaging two flights per day; some days there may be seven, other days there may not be any.

Comment: The hospitals should have found a ground landing pad to replace the former helipad at Ruggles and Huntington.

A: An extensive search was made for a ground pad location; rooftop facilities are expensive and were the last resort.

Q: Who monitors all transports into the LMA, including other carriers?

A: Mr. Fernandez said the security department at BWH is alerted.

Q: Are there plans to increase the Boston Medflight fleet in the future?

A: No.

Comment: Some of the helicopters emit a screaming noise.

A: The larger Boston Medflight helicopter has a higher pitched rotor than the other.

Q: What do the different transports look like?

A: Boston Medflight helicopters are Royal Blue and White and say "Medflight" with "Boston" on the belly in white on blue; UMASS helicopters are red and gray and say Life Flight (second most common in LMA). Dartmouth helicopters are the third most common and are Forest Green and White (D\*ARTMOUTH).

Next steps: MASCO will get further information from the institutions on LMA landings. The community asked institutions to be present at the follow-up discussion next month. The community was invited to sit down with MASCO and create a better map to identify "noise sensitive" areas for all pilots.

### **BRA Update**

Owen Donnelly reported that the Children's Hospital Preliminary Adequacy Determination will be issued on August 24. Emmanuel College expects to submit their DPIR at the end of September. The timing on future Massachusetts College of Pharmacy and Health Sciences (MCPHS) filings is not clear. Wentworth Institute of Technology will present an introduction of their Master Plan at this meeting, followed in the fall with a full presentation. In answer to a question about the City's approach to impact studies, Mr. Donnelly said that each institution does their own study



but it is not done in isolation. Project impacts are looked at in the context of other development for which PNFs have been filed.

### **Wentworth Institute of Technology Master Plan Presentation**

John Heinstadt, Vice President for Business and Finance at Wentworth Institute of Technology (WIT), gave an overview of WIT. It was established as a trade school in 1904, moving to its current location in 1910. In 1949 it began granting associates' degrees; baccalaureates were granted beginning in 1974. Today there are 2,400 full-time and 400 part-time students pursuing degrees in the fields of architecture, engineering, industrial design and others. Forty-five percent (1,150) of students reside on campus.

Heinstadt noted that in the Spring of 1998 WIT submitted an Institutional Master Plan Notification form (IMPNF) to the BRA that included a 1,200 space parking garage and an addition to the Baker Hall Dormitory. A Project Notification Form (PNF) for the garage also was submitted at that time. Since the garage proposal was a function of a contemplated land swap with the Boston Housing Authority which did not come to fruition, WIT has abandoned plans for such a garage. Consequently, the master plan to be submitted in early October will include only the dormitory addition as a proposed project.

Tim Marsters, of the architectural firm of Marsters, Sargent and Rivers, reviewed the master plan components: existing conditions, proposed dormitory addition project, and speculative future projects which, if they come to pass, will require amendments to the master plan and separate PNFs. Marsters reiterated that the sole project in the next ten-year period is the residence hall to be constructed as an addition to the existing Baker Hall. The residence hall will provide apartment style housing for 600 students, with three double rooms per unit arranged around kitchens, living rooms, and bathrooms. On the ground floor, Wentworth is considering including a bookstore, retail space, a public safety office, common rooms and study areas. The building is envisioned to be five stories, and 180,000 sf, with an anticipated occupancy of September, 2001. The 600 students are existing rather than "new" students. Existing parking (110 spaces) will be displaced and accommodated on their lot on Parker Street.

### **Discussion:**

Q: What are current student charges for dormitory rooms?

A: Room costs are currently \$4,700 per student; the future prices are not known.

Q: Wentworth has bought property (specific reference to the Mass. College of Optometry lot) which will lie fallow for ten years or be used for parking. This "landbanking" doesn't benefit the neighborhood; undeveloped land will become dangerous and trashy as it is today. The community would rather see more development in that area than less.

A: Wentworth wanted to come early to the community in the development of its plans for the area. Wentworth will include this lot in its security routes to ensure that it is properly policed and the lot will be cleaned up.

Q: Why doesn't WIT participate in the community driven planning process which has been going on for the Terrace Street Corridor? The issues of use of land in the Terrace Street Corridor should be resolved or included in WIT's plan before its completion.

A: Sandy Pascal and David Wahlstrom from WIT have attended some of these meetings.

Q: For what does Wentworth intend to use the parcel recently purchased from the Massachusetts College of Optometry? The parcel is zoned for child care and there is a community desire for more child care.

A: Wentworth has no current plans for that parcel. The community interest in child care at that location has not been expressed to Wentworth.

Q: Does Wentworth have an interest in Parcel 25 for which an RFP is about to be issued? Wentworth is landlocked between the BHA and Northeastern and has a potential interest in any of the surrounding property. Wentworth will await the MBTA's RFP for the parcel before reaching any decisions.

Q: What will the height of the new residence hall be?

A: It will be the same as Baker Hall.

Q: Request for more information about the Library/Technology Center.

A: This is in the idea stage; there appears to be a future programmatic need but significant funds will need to be raised for this idea to move forward. It would be constructed at the current site of two buildings that would be demolished.

Q: Request for more information about the multi-purpose recreation center.

A: This is also in the idea stage. It could be for ice hockey and racquetball; it would have a large footprint and encompass the Parker Street lot. This is not included in the master plan and would require an amendment and a separate PNF and large project review.

Q: Request for campus map, campus dimensions (area), site plan of dormitory and off-site properties, to be distributed at the next meeting.

A: Wentworth will provide all such information in the master plan which will be made available to the community.

Q: BTB question on the status of the garage project in the master plan? BTB was of the understanding that the garage is a phase II project in the ten-year master plan and therefore the questions raised in its scope issued last year would still be relevant.

A: Wentworth attempted to reach BTB on several occasions to ensure BTB's understanding of its change in plans and to seek a modification of the scoping letter as it pertains to the garage. Wentworth agrees that the issues in the scoping letter are relevant except as they pertain to the garage.

Q: Wentworth question about the LMA Forum process and its relationship to other meetings with community groups?

A: Mr. Donnelly described the LMA Forum as the process for review of development projects, where community participation is consistent and many views are able to be expressed. The LMA Forum is not intended to take the place of other direct contact between institutions and community members on specific issues that might be worked out in a smaller group setting. The neighborhood process developed for the Terrace Street Corridor should drive that process. Wentworth may want to increase the presence of its staff in that ongoing effort. A community review process is spelled out in the zoning code with specific timelines. The community will want to be mindful of the timelines spelled out in the Article 80 process of 60 days in conversing with Wentworth.

Comment: Wentworth will try to incorporate community perspectives raised at this meeting, if possible, prior to the printing of its formal filing which is imminent.

Q: If the BHA were to rekindle its negotiations over the land swap would the garage reappear?

A: There is little to no probability of this happening.

Q: Campuses can be considered an amenity for residential neighborhoods, particularly when the resources are accessible to the neighbors. Could Wentworth identify what resources are available?

A: Wentworth currently provides many benefits to the community and the City of Boston and would be happy to provide that information to the community.

Q: Is Wentworth planning on reducing its parking spaces? Request for data regarding use, location and turnover on parking spaces.

A: Yes. The 110 surface spaces on the future residence hall site will be replaced in existing parking lots. Demand management strategies will assist Wentworth in reducing the number of spaces it needs over time.

Q: What will happen in the future when the recreational facility is built?

A: Parking will be replaced.

Comment: Wentworth's removal of its parking proposal is a good sign and it should send a message to all institutions that new parking is not acceptable to the community.

Q: Questions/Comments on the brewery and stable buildings' future?

A: Wentworth plans to remove the stable building within weeks. It was not landmarked by the Landmarks Commission. Portions of the brewery buildings were deemed unsafe and dangerous by the Inspectional Services Department. Those portions are being demolished. The Brew House and Office building will be preserved but plans are undetermined at present.

Owen Donnelly provided additional context for the WIT Master Plan discussion. Through the master plan process, the city tries to identify an institution's development plans and, where possible, achieve community objectives in the process. Through the scoping process, the city tries to identify issues that the community may have. When a master plan is submitted, there is a minimum 60 day public review process built in. It is unusual for a community to request more development rather than less. Mr. Donnelly invited the community to put their thoughts on paper and submit them to him. Wentworth will moving ahead to submit its master plan and go into the first working session with the community soon.

The next LMA Forum meeting will be on Monday, September 27, 1999 from 7:00 to 9:00 PM at Mass. College of Art.

Summary of LMA Forum  
September 27, 1999

**1. Update on LMA Projects**

Owen Donnelly said that Emmanuel College expects to submit a DPIR filing in the next several weeks. He has no sense of the current timing of Mass. College of Pharmacy and Health Sciences. Wentworth Institute of Technology will begin a formal process of review, with the submission of its proposed Institutional Master Plan, in October. Children's Hospital has received its Preliminary Adequacy Determination (PAD) on its DPIR and will come back to the City with a Final Project Impact Report (FPIR) in October. Emmanuel is expected to present its DPIR filing to the community at a special LMA Forum on October 18 (Subsequent to the meeting, the special October 18 meeting was cancelled).

**2. Helipad Discussion**

Sarah Hamilton introduced institutional, Federal Aviation Administration (FAA), and Mass. Aeronautics Commission (MAC) representatives who were available to participate in the discussion. She distributed packages of information, including photographs of the helicopter equipment used by the various medical helicopter providers along with details on their logos and colors. She provided an overview of data collected from all programs, including 1998 total landings (at both helipads in the LMA) of 685 with a year to date total landing number of 502. The Mission Hill Gazette report of 1,650 flights last year was not correct. From September, 1998, to September, 1999, Boston MedFlight represented 77.51% of all LMA landings, UMASS LifeFlight represented 16% of LMA landings, with LifeFlight of Maine, Life Star of Connecticut, and Dartmouth representing 3.64%, 1.76% and 1.13%, respectively.

Dennis Monty, Director of Facilities Planning at Beth Israel Deaconess Medical Center (BIDMC), summarized activity at their helipad over the last three years. The overall activity has averaged less than one flight per day, or between 4 and 4.5 flights per week, each year since 1996. The majority of flights, from 47% in 1996/97 to 39.7% in 1998/99 occur between 8:00 AM and 4:00 PM. An additional 35-45% of the flights occur between 4:00 PM and midnight. Late night (midnight to 4:00 AM) flights represent between 17 and 21% (39 to 44) of flights during those three years. Most flights occur during the week (100 vs. 49) rather than on the weekend. No VIP trips are occurring; all flights are for patients in critical condition.

Mary Kennedy, Trauma Nurse Coordinator at BWH, summarized activity at the BWH helipad, which also serves Children's Hospital (CH). Total landings since 1996 are 1,431; of those, 885 patients have gone to Brigham and Women's (BWH) and 536 have gone to CH. Year-to-date, there have been 449 landings, 55% of which occurred between 6:00 AM and 6:00 PM, and 45% of which occur from 7:00 PM to 5:00 AM. The overall average is 1.1/day.

Sarah Hamilton reviewed a map of the LMA and surrounding neighborhoods, developed with the participation of several community members, showing the areas of Mission Hill and the Fenway considered "noise sensitive". The parks ringing the area may be a reasonable alternative for night flights. FAA personnel answered a number of questions.

### **Discussion**

Q: What are the designated flight paths of the medflights and what controls are in place to ensure compliance with the approved flight paths?

A: The FAA has mapped out flight routes in and out of the city. They can use standard routes, or at their request, "go direct". Near Logan all traffic is at prescribed altitudes, which must be cleared through the Logan Tower. If a helicopter is on a standard route at a low altitude they do not need to get cleared by the Logan Control Tower. Pilots will use Visual Flight Recognition (VFR) using highways and railroad tracks up to 1/4 or 1/2 mile of the LMA. Where they break from the route is up to the pilot. They are not regulated at altitudes that low.

Q: Is there a minimum height regulation?

A: No. There is a minimum angle of descent to the helipad, of eight degrees.

Q: Pilots are not being told what areas to avoid. The institutions are responsible for communicating this information to the pilots.

A: There is some awareness on the part of pilots; once the information is brought to them they try to avoid noise sensitive areas. A regional pilots' meeting will be held in early October; the map will be discussed at that time.

Q: Who controls the use of the routes?

A: They can call the Logan Tower when they enter the route. If pilots are familiar with the route they will just use it.

Q: Can't institutions deny the flights access if they are not avoiding noise sensitive areas in the community?

A: These patients are critically ill; under certain circumstances flight paths in from the designated routes may be alterable, for example departures may be more controllable. Institutions are notified that a helicopter is on the way and will clear that their helipad is available, and accept or refuse a patient. The pilots are the decision-makers, based on the condition of the patient and safety considerations.

Q: Did the institutions obtain any waivers from any federal, state, or city rules or regulations governing aircraft? If so, from what agency and what was the basis of the waiver?

A: The helipads in the LMA are private and restricted. The MAC does not require approval and certification of such landing sites. They register them and evaluate them for safety once developed. The FAA looks over the plans from the safety aspect, not for licensing or approval. The FAA is notified of an intention to construct a helipad; the FAA inspector evaluates whether or not there are any safety conflicts or considerations and certifies if it has "no objection". The FAA knows of no federal or state laws that were

waived in the siting of the LMA helipads. The regulations are different for commercial helipads.

Q: Is noise affected by speed? Are certain aircraft noisier than others?

A: Different aircraft have different noise profiles. The larger aircraft—the Dauphines—emit a shrieking sound from their tail rotors.

C: Local measures to regulate noise would be zoning, institutional master plans and the city noise ordinance issued by the Environment Department.

C: Who regulates the traffic helicopters? There are many of those flying around.

C: City Hall would like the institutions to take responsibility, monitor, and manage helicopter traffic to their helipads.

C: Jane Matlow, Director of Community Affairs for BIDMC, said the institutions need to continue looking at the noise issues relative to helipads preventatively and get the message out to pilots.

C: Members of the community are sympathetic to the need for medical helicopter transport but want to make sure that pilots are aware that the noise is a problem that they can solve if they reroute their trips.

Conclusion: MASCO will set up a meeting with the institutions, and Boston MedFlight pilots to discuss noise sensitive areas and what the pilots can do. The noise sensitive map will be conveyed to the annual regional pilots meeting. Volunteers were solicited to participate in this meeting.

### **3. Harvard Institutes of Medicine**

Eric Buehrens, Associate Dean for Planning and Facilities at Harvard Medical School (HMS), gave background on the Harvard Institutes of Medicine (HIM) project, both the facility constructed several years ago and the new proposal for 400,000 gsf of research space. HMS and its affiliates are growing in biomedical research at a more rapid pace than other areas of the country. This growth was attributed in part to the accelerated pace of bringing research from "bench to bed", i.e., from the laboratory to the clinical application. Federal and private funding sources recognize the level of excellence in the LMA and are eager to give higher levels of research support. HMS and its affiliates need modern, state-of-the art facilities that can be brought on-line to compete for funding with other regions of the country. The 1993 renovation of the HIM Phase I was fully occupied by Harvard, BIDMC, and BWH. The current proposal includes a low-rise building along Avenue Louis Pasteur to screen the taller masses from the pedestrian on the street level. No new parking spaces are proposed; 514 of the current 561 spaces on the site will be put into an underground garage with the balance in surface areas. A traffic study hasn't yet been completed but will probably not result in any significant changes from existing conditions. The PNF is expected to be filed in early October; Harvard will send a notice to the Forum mailing list prior to the filing, which will initiate a 30-day public review.

Using a three dimensional model, Jim Collins of the architectural firm Payette Associates, further described the proposed buildings. The low-rise building on Avenue Louis Pasteur is set back from the curb the same distance as the wings of Boston Latin School. Street

trees, sidewalks and lawn areas will be similar to the Boston Latin School, to reinforce the street edge and create an entry through the building for pedestrians. Currently envisioned is an opening in the building, two stories high, with some sort of built space to act as transition space to the plaza and open spaces in the interior of the site. A second, 11-story building is set at an angle to Avenue Louis Pasteur to minimize its impact on the avenue. The current HIM building is 232 feet high. Density on the site will increase by 50%. Loading activities will continue to occur through the driveway on the south side of the site.

### Comments/Questions

Comments and questions were taken. (They will be responded to in the PNF or the next meeting.)

- The existing HIM HVAC penthouse is large and ugly; don't repeat that design.
- Consider building a new research building on the Ledge Site.
- The Ledge Site is being purchased and programmed by Mission Hill Neighborhood Housing Services (MHNHS).
- What is the land area in square feet, how many floors of parking will there be, and what is the height of the proposed buildings?
- This site was "given" to Harvard by the BRA; it is now inappropriately removing important public open space.
- This development is too dense for the area.
- Does this building replace existing buildings where animal research occurs (No)?
- Harvard should work with the other institutions who are developing in the area (Children's, Emmanuel) and reduce the density on Avenue Louis Pasteur.
- Why can't Harvard develop this facility on its Allston campus?
- Where does the City want to see research grow? Is there an opportunity at Parcel 18?
- Will this building be a 24-hour operation?
- How many new jobs will be created by this proposal?

The next regularly scheduled LMA Forum meeting is on Monday, October 25, 1999, from 7-9 PM at Mass Art, Tower Building, Room 659.

Summary of LMA Forum  
October 25, 1999

**1. BRA/MASCO Update**

Owen Donnelly reported that the timing of Mass. College of Pharmacy's project and process is unknown. Emmanuel College is in the process of developing its Draft Project Impact Report (DPIR) and is tentatively scheduled to present at a special LMA Forum meeting on November 30. Harvard Institutes of Medicine will likely be back to the LMA Forum with a DPIR later in the fall. Sarah Hamilton reported that several institutions will be coming to the November LMA Forum. Dana Farber has a second-level pedestrian bridge proposal on Shattuck Street. Mass. College of Art is working on a dormitory plan on Huntington Avenue. Beth Israel Deaconess Medical Center (BIDMC) will be filing a master plan which will include, among other things, a relocation of Emergency Room/Ambulance activities currently on the east campus to the west campus to be closer to their newer inpatient facilities. Their helipad would be part of that relocation plan. A variety of urban design improvements, to unite the two campuses, are also contemplated.

On the helipad discussion, a small working group session was held with community and institutional representatives present, along with the BRA, MASCO, and Boston MedFlight. As an outcome, the institutions agreed to communicate with the helicopter operators on the noise sensitivity of the residential neighborhoods in the Fenway and Mission Hill. Jane Matlow, BIDMC, distributed a copy of the draft letter that the President of BIDMC will send to the operators. The "noise sensitive" map shown at the September Forum will be distributed to all operators by the two institutions, giving a clear sense to the operators that this is an important issue for the hospitals. Boston Medflight agreed that when safety conditions and status of the patient allowed, routes would be taken to avoid the noise sensitive areas. The institutions agreed to develop a fact sheet for distribution to community members, along with institutional contacts and telephone numbers, for reporting unusual helicopter activities. On a city-wide note, the helipad downtown used by operators to refuel was removed over a year ago, which has an impact on flights to the LMA. Sometimes the helicopters will land with their patients and return to pick up their crews. The community and the institutions need to communicate with City Hall on the importance of finding a replacement site for refueling.

**2. Children's Hospital Final Project Impact Report (FPIR)**

Steven Marsh (Children's Hospital- CH) gave an overview of their proposals and process. Children's is the number one pediatric research hospital in the country. That status relates to continuing its history of quality of care, part of which relates to their ability to invest in state-of-the-art facilities in both research and patient care. Children's has maximized the number of renovations to its existing facilities and now must build. On the parking proposal the hospital feels that they are asking for a minimal number of spaces, when compared to the demand (primarily patient/visitor) for spaces. They estimate a 344-space shortfall, since they anticipate the loss of 202 leased spaces at Harvard Institutes of Medicine. Some of the employee demand will be fulfilled by the Crosstown Development. Mr. Marsh said the hospital is asking for the community's support for their proposals.

Brian Fallon (Meredith and Grew, CH development advisor) summarized the public process to date. The PNF was filed on February 17, 1999; the BRA Scoping was



received in March/April, the DPIR was filed on June 25, 1999, the Preliminary Adequacy Determination (PAD) was received on August 24, 1999, and the FPIR will be filed on October 26. All noteworthy findings will be summarized in the FPIR; there have been no material changes in findings since the DPIR. Architects have been selected—Tsoi Kobus Associates for the research building and Shepley Bulfinch for the clinical building. Schematic design review is underway with the BRA. An early November presentation is expected before the Boston Civic Design Commission (BCDC).

The FPIR will respond thoroughly to all comments raised during the public review process and in the PAD. Regarding pedestrian level winds, at 41 locations requested for evaluation, no locations exceed the BRA guidelines. The northeast corner of the research building was cut back to reduce the impact on the Blackfan Circle area. All shadows will fall primarily on Children's campus, with minimal impacts on the sidewalk and nearby structures. Air quality is compliant with the National Ambient Air Quality Standards. On water quality, effluent discharge standards will be met. Oil and gas separators for the parking garage are planned and stormwater discharge will be via the MWRA stormwater system, which has no impact on the Muddy River. Solid waste disposal programs are in place and will be continued in the new buildings. Operating noise levels are all within the City of Boston's standards for residential areas. A construction Management Plan will be in place prior to construction and will deal with mitigation of construction trucks and construction worker parking. The projects will not impact historic resources in the area. No problems are anticipated with water demand or discharge. Public benefits will include an estimated \$1.8 million in linkage. The hospital is willing to work to identify dedicating a linkage dollars to a neighborhood project. Jobs will include 600 permanent and 400 construction jobs.

David Bohn (Vanasse Hangen Brustlin, Children's Traffic Engineering Consultant) reviewed four areas of interest: justification of the parking proposal; traffic growth; evaluation of effectiveness of a Blackfan Connector, requested by the City; and, project mitigation measures.

On justification of the proposal for a 288 space (net new) garage below grade at the new research building, Mr. Bohn said that the hospital's Patient/Family Garage is full by 10:00 AM daily until mid-afternoon. There is a patient parking shortfall today of 30-100 spaces. In addition there are 200 employees on a waiting list for parking and 202 employee spaces, which will be eliminated by July 2000, which reflects the leased spaces at the Harvard Institutes of Medicine. Of the 288 net new spaces proposed, 200 will be devoted to patient/visitor parking (160 are related to new demand, 40 are related to existing unmet demand) and only 88 will be for employees. This is despite a documented need for 344 employee spaces. Employees are charged \$170-200/month for a parking space, as a way to reduce demand for parking.

Additional analysis of background traffic growth was undertaken. No substantial changes were found in Levels of Service (LOS).

The City requested an evaluation of a hypothetical connection between Blackfan Circle and Avenue Louis Pasteur north of the Harvard Institutes of Medicine Building. Children's Hospital is not proposing this connection. The traffic analysis showed that

100-150 cars would use such a connector to access Melnea Cass Boulevard and Huntington Avenue.

On mitigation, the hospital participates in the area-wide CommuteWorks program sponsored by MASCO through which carpool and vanpool matching and parking are arranged, emergency rides home are offered, and a variety of incentives programs offered to encourage employees to use the MBTA, walking and bicycling. MASCO also operates fixed route shuttles to Harvard Square and Ruggles Station. In addition, the hospital directly provides 350 secure bicycle parking spaces, and a 30% MBTA pass subsidy used by over 1,900 employees who purchase the passes on-site. Newly established reimbursement accounts allow pretax salary to support transit and vanpool riders. The 30% subsidy is also provided to vanpool riders.

The hospital contributes over \$100,000 per year to MASCO to cover planning efforts and capital projects to improve the LMA, as well as other support for shared services such as security. Children's pricing of on-site parking is among the highest in the area at \$171-\$200/month. In association with its projects, Children's will either raise its MBTA pass subsidies up to 40% or fund the equivalent transportation mitigation efforts, such as new shuttle operations to reduce the use of the single occupancy vehicle.

### **Discussion**

Q: Where is the proposed Blackfan Connector; it is not in the Children's report. Why isn't it shown in the Harvard PNF?

A: The hospital is not proposing a Blackfan Connector. The City asked them to evaluate its effectiveness as a traffic mitigation measure. Mr. Donnelly said that the former Mission Hill PZAC requested a commitment to implement this connector in the future. The City is asking landowners in that area to evaluate such a connector; if the BTM thinks it is a good measure it is an opportunity to leverage that improvement. Ms. Lepore (BTM) said that this connector is represented as a 50-foot right-of-way in the Harvard Institutes of Medicine Phase II Project Notification Form (PNF) at the city's request.

C: Members of the Fenway community would be in opposition to such a connector unless the illegal left-turn from Fenway eastbound to Park Drive were made even more difficult to execute.

Q: How many parking spaces are proposed at the Crosstown Development and is that project fully permitted?

A: The parking component is 750 spaces; the project is not fully permitted. Those spaces are planned to support a mixed-use development including cinemas. Children's will use 100 of these spaces when built.

C: The number of spaces in the Children's garage proposal is not a concern, it's the number of cars using those spaces (the turnover). The hospital subsidizes employees to park. Off-site spaces generate shuttle bus traffic which cuts through the residential Fenway neighborhood. MASCO buses are using Park Drive without permits to operate. Air quality and the health and well being of the neighborhoods are the issue. (Note: a

presentation on LMA Shuttle Bus Operations will be made at the November 10th Fenway Kenmore Transportation Association meeting).

A: Shuttle buses are a good way to get people out of their cars and completing their trip to work in a way that reduces the air pollution load. The Crosstown Development location is close to the expressway; a bus is less polluting than the number of cars that would continue their trip down Melnea Cass Boulevard. Shuttling represents a significant air quality benefit.

Q: There are people in the Roxbury neighborhood that are not in favor of the Crosstown Development; this proposal should be brought to the LMA Forum and those neighborhood groups should be involved in the discussion.

A: The developer has made a number of presentations to the community groups in that area. It is the developer's responsibility to continue the community process through the appropriate groups for that neighborhood. The LMA Forum is for the Mission Hill, Fenway and Longwood communities to discuss Longwood development projects and impacts.

Q: Has Children's Hospital included traffic counts for the new Fenway Park in their evaluation?

A: No, the hospital's project was proposed in February; the Red Sox have not yet begun an Article 80 process with a formal filing. At that time the Red Sox will have to consider background development, including Children's Hospital.

C: Double parking and driver behavior (buses going over pavement markings) are problems on Longwood Avenue.

A: MASCO has a program to renew the pavement markings on key streets, typically every other year, to help reduce congestion due to driver confusion.

Q: By zoning, no institutions in the LMA are entitled to new parking due to the designation of a Restricted Parking District. Who will approve Children's parking proposal?

A: The hospital is seeking permission from the BRA and Zoning Board. The BRA Board makes a recommendation to the Zoning Commission. The parking proposal has to meet specific criteria in a Restricted Parking District.

C: Comments on the Children's Hospital FPIR are due by December 9. Participants who want to receive a copy of the FPIR were asked to sign up.

### **3. Wentworth Institute of Technology (WIT)- Master Plan and PNF**

John Heinstadt gave an overview of WIT's Master Plan and PNF for a student residence hall addition to Baker Hall Dormitory. Tim Marsters (WIT architect) described the master plan and proposed project in greater detail. The campus organization for residence halls is to continue to strengthen the orientation on WIT property to the north and south along Huntington Avenue. An addition to Baker Hall is proposed between the Sunoco Station and Michelson Hall. The plan is to remove the Sunoco Station and demolish Michelson Hall, and create 600 beds, with common areas, a bookstore, local retail space and offices for WIT's Public Safety department. The 180,000 SF building

would complete a triangular courtyard and create a pedestrian archway to continue to organize pedestrian traffic from north of Huntington Avenue to the main campus through the Tetlow Street signalized crossing. The Master Plan looks at potential needs for a 10-year period. Other possible projects in the 8-10 year time frame are a Library/Technology Center on the West Lot and a Recreation/Athletic Center in the Prestiss/Parker/Halleck Street area. The Master Plan must cover eight years, however, the requirement is for a 10-year look to the future in the "mission statement" section. The Baker Hall Addition is in pre-schematic design. The college plans to relate to nearby architectural designs and materials. Plans are subject to design review and pricing.

Jane Howard (Howard Stein Hudson), consulting traffic engineers, reviewed the traffic and access evaluation. No net new parking is proposed. Baker Lot parking (110 spaces) will be displaced due to the development and relocated to Parker Street along with 25 spaces displaced due to the Northeast Corridor Rail electrification. Through CommuteWorks, WIT identified current commuting patterns for staff, faculty and students. There are 3,300 students, 1,100 of whom live in dorms. There are 2,400 weekday/daytime students and 900 evening/weekend students. There are 246 co-op students, 63 of whom live on campus. There are 212 full-time staff, 23 part-time staff, 124 faculty, and 50-60 visitors and contractors. Current parking supply is 1,030. There are 348 legal on-street, unrestricted and metered spaces near the campus. Due to the removal of the gas station some 300 vehicle trips per day will be removed from Huntington Avenue at the site. WIT plans to participate in the CommuteWorks program to increase the use of alternatives to the automobile. The college has appointed an internal coordinator to evaluate additional demand management programs that make sense. WIT will increase the proportion of students housed on campus, with enrollment goals of 3,000 , 1,500 of which will be on-campus. In this way commuter trips will be changed into walking trips. Employee mode split includes two-thirds driving alone, one-third transit, and a small number of walk/bike trips. Less than one-third of students drive to campus, while 49% walk, bike or take the MBTA. Additional information is contained in the Master Plan.

Bill McCarthy (WIT attorney) reviewed the process. The Master Plan and PNF will be advertised on October 27 (NOTE: the actual publication of the notice was October 29<sup>th</sup>), beginning a 60-day review process for the Master Plan. The 30-day PNF review was extended by WIT so that the community could concurrently review both filings. The Master Plan is responsive to the City scoping document dated April, 1998, on a previous Master Plan filing which included a garage proposal driven by the Boston Housing Authority Land Swap. The college has no plans for structured parking in the foreseeable future. The college made a preliminary presentation at the August 23 LMA Forum. It has had a number of meetings with nearby abutters at the Alice Hayward Taylor and Mission Main developments, the Terrace Street Corridor Neighborhood Initiative, and the Mission Hill Crime Committee. The college has also met with the Greek Orthodox Cathedral and Mass. College of Art, with the latter, to coordinate planning with their dormitory to reduce the impact on neighbors. The college intends to address the issues brought up by the community relative to vacant land owned by WIT. The schedule would be to come back to the LMA Forum in January to review comments received by the community.

## **Discussion:**

Q: Does the college have a Purchase and Sale agreement on the Sunoco Station?

A: Yes.

Q: Does WIT really plan to have 30 square feet per student in the dormitory?

A: No, it is 180,000 SF for 600 students, or 300 SF per student and is similar in size to Baker Hall.

Q: How will WIT increase enrollment? Are students being turned down now?

A: By being more competitive with other colleges, including offering more on-campus housing. Yes, students are currently being turned down in certain programs.

Q: Will the 208 beds in the 1917 dormitory building be taken off line?

A: The long-term future of that building is not determined at this time, but it will continue to be used as a residence hall for the foreseeable future.

Q: There is concern about the Parker Street area becoming parking in the future. The community would like to see more active uses.

A: The largest surface lot, known as the "Paker Street Lot", will eventually be replaced by the Multi-Purpose Recreation Facility described in the Master Plan. In the interim, Wentworth will make landscaping and buffering improvements to the perimeter of the Parker Street Lot.

Q: Why is the dormitory being planned for Huntington Avenue instead of in the Parker Street area?

A: The college's goal is to try to develop its residential campus around existing dormitory facilities located near or on Huntington Avenue. The future Recreational Facility requires a large footprint afforded only by the Parker Street site, which is also adjacent to the existing gymnasium at Ward and Parker Streets.

Q: What are the amenities offered by the college to the community? What percent of WIT's parking spaces are rented to MASCO? Does the college pay taxes on this?

A: The Master Plan and PNF contain a comprehensive list of existing and proposed community benefits, including scholarship assistance, job training and assistance to community groups. Presently, 282 spaces are leased to MASCO; this will not increase. WIT pays a PILOT for the 660 Parker Street Building and will work with the City concerning PILOT payments for future projects.

Q: What percentage of dorm rooms are leased by WIT to other colleges in the area, now and in the future?

A: Three years ago the college leased housing to Mass. College of Art. There are no more than three Museum of Fine Arts students leasing currently. The college does not plan any leasing out of beds in the future.

Q: The main WIT driveway to Ruggles Street is a traffic hazard. Could the college support a right-turn only exit?

A: The college acknowledges the problem and will consider this request.

Q: What is the plan for the old Mobil garage site? It was a blight and is a blight to the neighborhood; tearing down a garage for surface parking was not an improvement. Could it be made a green space?

A: WIT acquired the site several years ago. Environmental problems are still being remediated. There is no current plan for the site, but WIT will consider taking down the structure and making the site into green space until a future use is determined.

Q: Why does the BRA have a 10-year master plan requirement and an 8-year renewal period?

A: Under Article 59, the term of an institutional master plan is 8 years. The BRA asks for a 10-year look in the "mission" section of the master plan to get a sense of how a campus might evolve.

Q: Is the 1917 existing residence hall a site under consideration for this proposal?

A: No.

Q: The college plans a 25% increase in enrollment in an 8-year time frame with an additional 600 new beds. What percent of that growth will occur in the next two years?

A: The 25% increase is a goal. It is difficult to say in advance how much enrollment will increase from year to year.

Q: Is it the college's goal to accommodate 100% of its student growth with new dormitory facilities?

A: No. Some of the residents of the new dormitory will be commuters who will move onto campus. Others will be part of the growth in enrollment. If not for financial constraints, WIT would create more on campus housing to accommodate larger proportions of existing and new students.

Q: How much retail and service use is planned in the dormitory building? Does the zoning permit this? Can 600 students support this? Is parking needed?

A: The Plan would allow for about 8,000 sf of space for a campus book store and café and about for 4,000 sf for neighborhood retail. The zoning and parking issues will be determined through the Master Plan approval process. The college is open to suggestion on the type of neighborhood retail, but WIT would expect that both students and neighborhood residents would support the retail. At this point, however, the neighborhood retail component is not a certainty.

Q: Students block Huntington Avenue and Evans Way when moving in and out. Could the college plan a driveway internal to the dormitory site to remove congestion from Huntington Avenue?

A: The access to the dorm is planned to be via Vancouver Street, a private (presently unpaved) street more interior to the campus. The college hires police details to assist in the moving process and will continue to try to minimize the inconvenience of the twice-a-year moves.

C: The BTD will require a full description of the plans for service and loading areas to support the dormitory.

A: WIT will work with the BTD on these issues.

Q: What is the procedure for getting parking in the neighborhood?

A: The BRA and BTD would review any parking proposals. The college has no plan for additional parking in the future.

Q: Could the college continue its interest in the parkland, by advocating for a new footbridge at Evans Way? With MFA's plans to build on its surface lot, this will cut the neighborhoods off from the park.

A: The college would be happy to see if this proposal is in the master plan for the Emerald Necklace and, if so, discuss this with the Boston Parks and Recreation Department.

## **Summary of LMA Forum November 22, 1999**

### **1. BRA/MASCO Updates**

An LMA Helipad Fact Sheet was distributed, with a copy of a letter from the President of BIDMC to the Executive Director of Boston MedFlight. These materials were the result of several Forum discussions and two small group meetings to address community issues raised. If unusual helicopter activities are observed please contact the BIDMC and BWH contacts on the fact sheet. The hospitals will continue to work with the helicopter transport programs to observe the noise sensitive designations whenever possible. Operators have also asked for a copy of the large map to post in their pilot areas.

Owen Donnelly, BRA, reported that Emmanuel College (EC) will be filing its DPIR soon; they are scheduled to present at an LMA Forum meeting on Tuesday, November 30, from 7:00 –8:30 PM at Mass. Art, Tower Building, Trustees Board Room. There is no report on Mass. College of Pharmacy.

Wentworth Institute of Technology has filed its Institutional Master Plan and Project Notification Form for the residence hall addition; they presented at the 10/25 Forum and filed documents with the BRA on 10/29. Comments are due on WIT on December 29, 1999. If the community would like another session with WIT to discuss issues they should contact Owen.

Harvard presented its second phase of the Harvard Institutes of Medicine research facility at the 9/27 Forum. The comment period ended on 11/6; the BRA issued its scoping letter on 11/19. Among other items, Harvard was asked to study a smaller alternative and evaluate the loss of open space on Avenue Louis Pasteur.

Children's made a presentation at the 10/25 Forum. The comment period on its projects will end on 12/9. A request will be made on 11/23 to the BRA Board to schedule a public hearing on 12/16, triggered by the payment of linkage and a PDA amendment. Children's and the Boston Transportation Department has worked out an agreement on the number of parking spaces and a mitigation program. There will be more specifics available at the Forum on 11/30.

### **2. Mass. College of Art (MCA)**

Paul McCaffery introduced the college's proposal and team. MCA is exempt from the City's Article 80 review and Boston Zoning Code. It has voluntarily come to the community for feedback on construction of a new residence hall on a site bounded by Ward and "Vancouver" Streets, and Huntington Avenue. The college is assisted by the Massachusetts College State Building Authority (Lynda Snyder, Executive Director),



Rothman Partners (Martha Rothman, architect), Kyu Sun Loo (design architect), and Vanasse Hangen Brustlin (Wendy Landman) for traffic engineering. The college was founded in 1873 and is the only four-year public art college in the nation, granting B.F.A, M.F.A., and M.Sc. in Art Education degrees as well as offering two certificate programs. The college has 1,300 day students, 900 evening students, 100 Masters' students, and 300 Faculty/Staff. The goal is to house 25% of the student population on campus.

The State College Building Authority assists the state college system in predevelopment, financing and construction management for new facilities, which are financed through tax equity financing and are reimbursed at 100% through users' fees. A 304-bed facility is proposed for MCA, with two apartments, for the resident director and building superintendent. A site excavation contract is anticipated in August of '00, with an 18-month construction contract bid anticipated in late fall of '00. The residence hall is planned toward the Ward Street end of the site, due to underground utilities and an MWRA Right of way closer to Huntington Avenue. At that end of the parcel an "art plaza" is planned to act as a focal point for pedestrian activities crossing Huntington Avenue, and to be consistent with "Avenue of the Arts" improvements. Vancouver Street, a private way, will become a one-lane pedestrian area lined with street trees, and used for limited vehicular access to the site. The Vancouver Street area, shared with WIT, will be a major pedestrian access improvement for Mission Main residents through the site to a protected pedestrian crosswalk at Huntington Avenue and into the Emerald Necklace via Evans Way.

The program at ground level includes a café on the Huntington Avenue side of the pedestrian way at Vancouver, and public gallery/exhibit space. Upper floors will include 300 beds, 60 to be leased to MFA students and the balance for MCA. There will be a combination of 3-4 bedrooms, singles and efficiencies. Double height studios are planned at each end of each upper floor.

Parking at the site (290) will be replaced by 155 surface and 45 below-grade spaces in the future, a net loss of 90 spaces. Commuting students will be housed on-campus in the new hall, requiring less parking. Student permits will not be issued for the new site. Roxbury Community College will provide temporary parking during construction. In the future all trips will be oriented from Ward Street instead of Huntington Avenue. Fifty trips are expected in the AM peak and 60 trips in the PM peak, using a curb cut on Ward Street. Coordination of truck traffic using MWRA's driveway is being discussed, to consolidate MCA service trucks with one truck daily from the MWRA.

### **Discussion**

Q: How many parking spaces will be removed by the City under the Huntington Avenue project? How many traffic lights will be installed? This street needs to be "calmed".

A: Ms. Lepore described aspects of the plan, which would remove parking to widen sidewalks and the MBTA reservation, and add landscaping and streetlighting. MCA was asked to reflect the city's plans in their revised site plan. The PWD will be asked to attend a future Forum meeting.

Q: Removal of curbside parking on Huntington was upsetting to a number of MCA students, according to one participant. Without access to parking how will students access the school? Is there an MBTA pass program?

A: Students can purchase MBTA passes on-site through the MBTA's Semester Pass Program, at an 11% discount.

Q: Safety of pedestrians crossings is an issue. How will this be addressed? Crossing at Smith Hall at Huntington Avenue is currently a problem.

A: Traffic circulation will be reconfigured to not allow a right-turn from Huntington inbound onto Ward Street. All right turns to the site will be via Longwood Avenue to St. Alphonsus Street to Ward Street.

Q: There needs to be enough width on Vancouver Street to accommodate student drop-off, pick-up, and moving activities.

A: These needs will be accommodated primarily through the MWRA side of the site. Moving activities occur when school is out of session and can be staged through the surface parking lot as well.

Q: What will the width of Vancouver Street be?

A: It will be expanded from 30 feet to 33 feet in the future.

Q: Wentworth Institute of Technology hasn't adequately addressed its service and drop-off activities.

A: Ms. Lepore said that WIT has been asked to address this through the Article 80 process.

Q: What will the dimensions of the residence hall be?

A: The building will be nine stories, 60 feet in width and 300 feet long.

Q: Does this mean the college has dropped its plans downtown?

A: Yes.

Q: What are the parking fees charged by the college?

A: Students are charged \$4/day. Faculty and staff have collective bargaining rights to safe and secure parking at a reasonable distance and cost. They are charged \$125 per year. The college is a member of MASCO and participates in the CommuteWorks Program.

Q: Does the college use the shuttle program?

A: Mass Art students, faculty and staff can use the Ruggles Shuttle, the Cambridge Shuttle, and the Colleges of the Fenway shuttle.

C: The MASCO shuttle program cuts through the streets around the Emerald Necklace without clear, compelling reasons, and without public hearings on these routes.

A: MASCO will make a presentation on transportation and parking at the December Forum since there has been so much interest in the topic.

C: Mission Hill needs a better process for information about LMA development, traffic and access.

A: The LMA Forum process is set up for that purpose and is widely advertised through mailings and the newspaper.

Q: Will the parking be used as much at night?

A: No.

### **3. Beth Israel Deaconess Medical Center (BIDMC)**

Dennis Monty, Director of Facilities Planning (BIDMC) presented the hospital's plans to reorganize their Emergency Department and related facilities. In the merging of Beth Israel and New England Deaconess Hospitals, on the facilities side there is much duplication. The trustees have endorsed a plan to begin consolidation of the campuses beginning with building upon a flagship acute care facility on the west campus and a flagship ambulatory care facility on the east campus. The Emergency department, currently at the north edge of the east campus, will be relocated to the One Deaconess Road Clinical facility on Brookline Avenue and Francis Street. The helipad will be relocated to the top of this building, at the Pilgrim Road end of the Building. The Emergency Room has over 46,000 visits annually, and needs to be modernized. This will require relocation of emergency room parking, ambulance bays and the helipad. Without relocation of the helipad the hospital will lose its trauma rating. Building demolition on the west campus is likely to involve the Cancer Research Building (CRB), 135 Francis, and possibly the Meissner Building. Additional internal renovations of the Farr Building will be evaluated to increase beds on the west campus while, overall, achieving a 600 bed hospital total from an original bed count of 485 for the former New England Deaconess Hospital (NEDH) and 600 for the former Beth Israel Hospital (BI). On the east campus there is a need for renovations of the post-partum rooms to include private rooms, showers and other amenities. Over the next few months traffic, noise and other issues will be evaluated in relation to the master plan update.

In addition the hospital plans a net reduction of square feet in the future. The MRI building on Brookline Avenue, a temporary, modular building, will be removed. Long-term this will become green space and will be looked at in a new master plan. The entrance to the east campus may be opened up by demolition of part of the Kirstein Building. Joslin Diabetes Center Research facilities are independent of BIDMC; on the clinical side outpatients and inpatients are seen at BIDMC facilities.

### **Discussion**

Q: Where is the current helipad and where will it be in the future?

A: Map locations were identified.

Q: Where will ambulances be coming from? Will they come up the Riverway?

A: Up Brookline Avenue to Francis Street westbound and into the new ambulance bays.

Q: Is the new master plan an amendment to an existing master plan?

A: The hospital has two master plans, one for BI which expires in early '00 and one for NEDH which expires in early '01. The hospital would like to combine both campuses into a single master plan in mid-'00. They are proposing relocation of the Emergency Room and helipad prior to master plan consolidation. The DH master plan included the current proposals.

Q: What is the current zoning for the campus?

A: The two campuses are zoned for institutional uses under two separate zoning articles.

Q: Can't there be more control over the noise coming from the helicopters in use, particularly the Dauphines? Can they not be allowed to land?

A: The hospital supports the initiatives to respect the noise sensitive areas. It cannot turn away patients who are fighting for their lives.

C: Mr. Deloia, chief pilot from Boston MedFlight said the manufacturers are developing a new model to replace the Dauphine but it will not be available for several years. Boston MedFlight is looking at alternatives; their equipment is expensive and not fully depreciated. Approximately 50% of Boston MedFlight trips use the Dauphines. Boston MedFlight continues to work with the pilots to educate them on noise sensitive areas.

Q: If program square feet are being demolished, what about parking? Will that ratio begin to decrease as well?

A: The hospital is increasing MBTA pass subsidies and on-and off-site parking rates to achieve more shifts away from employee parking toward alternative modes to retain spaces for patients and visitors.

C: Ms. Lepore said that the Boston Transportation Department (BTD) is looking to decrease the ratio of parking spaces per square foot of development in the LMA from an average of one space per thousand to ½ space per thousand. She said she would expect to see a correlation between land use changes including demolition and parking.

Q: Is this a new policy at BTD for the LMA and will it be required of other institutions? Do other hospitals and colleges know of this policy?

A: Ms. Lepore said perhaps this will be an attainment goal that will not happen overnight. It is a recommendation, a preliminary goal, but reductions should be occurring. She said that these institutions can't continue to build parking and wants MASCO to know this too. She stated that there should be a moratorium on LMA building until the Urban Ring is built. She then said that the CEOs of the institutions should be represented at the state level to get the Urban Ring moving forward, but that the institutions are not just "the bad guys" they're also the victims and should take credit for moving satellite clinics to the suburbs and reducing their impact on the city.

Q: Is the Shapiro Center garage full every day?

A: It is probably not at capacity every weekday.

**LMA Forum Summary  
November 30, 1999**

**1. Updates**

Mr. Donnelly (BRA) reviewed the status of several projects. Mass. College of Pharmacy (MCP) has not submitted any additional project documents. Wentworth Institute of Technology (WIT) submitted its PNF and Master Plan documents at the end of October, for a public review period ending on 12/29/99. The BRA issued a scoping document for the Harvard Institutes of Medicine project (HIM) on 11/19/99. Children's Hospital has requested a BRA Board hearing on its projects on 12/16/99 at 2:30 PM. Emmanuel College filed its documents on 11/30/99 with notice published. The public comment period is 75 days, through 2/14/00.

Ms. Lepore gave an overview of the Boston Transportation Department's (BTD's) review and assessment of the Children's Hospital parking proposal in association with the clinical and research project proposals. Ms. Lepore said that the numbers have been arduously evaluated. The trends shows that Children's has reduced its ratio of employee parking spaces to square feet of developed land, over five and ten years. Ms. Lepore referenced "attainment goals" at a previous meeting, to get institutional parking for employees to decrease because of infrastructure limitations. Children's will lose parking at HIM, resulting in a net add of 88 employee spaces for over 400,000 SF of new space. In the short-term employee spaces will go down from 36% to 30% while patient spaces will increase from 37% to 39% of Children's inventory. Children's may also lose spaces at Emmanuel and the Museum of Fine Arts. In conclusion, BTD recommends approval of Children's proposal; it is not extravagant and is moving in the right direction in terms of Ms. Lepore's overall goals. Ms. Lepore referenced a continued migration of clinical activities to the suburbs as a future trend contributing toward reduction of employee parking spaces in Longwood and asked Mr. Steven Marsh, CH Vice President, to comment.

**Discussion**

Q: May the community have a copy of Ms. Lepore's notes?

A: Yes.

Q: Where are the rest of Children's employees going to park, offsite? at satellite clinical facilities?

A: Mr. Marsh said these employees are using the MBTA and alternative travel modes. The hospital has invested in an increase in MBTA pass subsidies and in shuttle services. While Children's is "going to the patient" in a variety of suburban clinical settings, Children's will also grow at its Longwood campus.

C: While the hospitals may be losing parking for its employees, they are still not losing parking overall, and there is no decrease on the community impacts.

A: Ms. Lepore stated that parking proposals will be evaluated on a case-by-case basis, based on projected needs. The City will continue to work on policies and standards, which are under discussion at the Mayor's Office and the BTB.

C: The message to the city is that something needs to be done to stop paving the Fenway.

Q: How will the city be evaluating the Emmanuel proposals including the parking?

A: Emmanuel will not be in the Fenway IPOD boundary but will be required, with the passage of a city-wide master plan requirement, to complete a master plan.

Q: Is a PDA and a Master Plan mutually exclusive?

A: Yes. Both instruments ask for significant detail on building plans, FARs, height, and other areas. They are different instruments for achieving zoning approval. Because Emmanuel has been working on a PDA filing and discussions about city-wide master planning have been in progress, which mechanism is pursued by Emmanuel is also under discussion at the BRA.

## **2. Emmanuel College – Draft Project Impact Report (DPIR)**

Sr. Anne Donovan, EC, began the presentation. She has been a resident and a neighbor since 1958. The college's goal is to create a true endowment for the college, through its relationship with Merck, using funds from a ground lease to renew the academic programs and facilities at Emmanuel. After discussions with the community since last winter, the College has eliminated Parcel C on the Endowment Campus (about a 1/3<sup>rd</sup> reduction in square footage) and has removed three buildings from the Academic campus. Emmanuel's mission is to provide educational opportunities to a student population, which may not otherwise be able to attend college. It gives over \$300,000 annually in scholarships to Boston residents. It must upgrade its facilities to provide a first-class academic environment and ensure a financially stable college for the future. Phase I construction is to renew the residence halls and to construct the Parcel B research building (Merck) and Parcel A research building. Phase II construction is to replace Marian Hall (Science, gymnasium and student center) and two additional residence halls. The college wishes to contribute to Boston a new research facility that will be a positive force for good in the world. Merck has high ethical standards. Millions of people will benefit from the work that Merck will perform on the Endowment Campus. The college takes its responsibility as a neighbor seriously. It will ensure its future while ensuring a continuance of its traditional character and education by preserving greenspace and park like qualities on the campus.

Scott Dumont, Corcoran Jennison (EC development advisors) said that the DPIR, a three-volume set, had been filed that day at the BRA. EC will host five focus sessions on specific parts of the project (note: a revised schedule of these meetings is enclosed; the one distributed at the meeting has been superseded). Subtopics include: traffic & parking; environmental impacts, the Merck team, construction coordination, master planning & architecture.

David Dixon, Goody Clancy & Associates (architects) reviewed the values and thinking of the college as well as the context of the LMA and the Colleges of the Fenway. The colleges' goals are to bring more students into dormitories, maintain traditional campus green space, develop uses that have low community impacts relative to other uses that might be planned, and add

700 new, high quality jobs to Boston and the LMA. While accomplishing these goals, secondary benefits include sustaining affordable housing through a linkage contribution, and developing four acres of tax paying property in the City.

The project has fundamentally changed in response to comments received by the community since last February. The development program has shrunk by 300,000 SF on the academic side, and 25% on the student housing side. Related traffic impacts have shrunk by 60%. On the student housing project, over 60% of college students haven't shared a room before. The revised proposals involve 160,000 SF of academic space and 477,000 square feet of endowment space, and creation of underground parking of 224 for faculty and 460 spaces to serve the research facility. New facilities will enable the college to offer an improved experience and quality of life to students. College green space will be available to the public. Alumnae Hall will be retained. Student housing of 770 beds will be replaced by 900 beds, in suites. Setbacks will be maintained along Avenue Louis Pasteur and Brookline Avenue. New quadrangles will be created. Why is Emmanuel developing research space? Many other uses are in demand in the LMA including office, hotel and housing. The college expects the research use to have the lowest negative impact on the community, at the same time contributing new jobs to which students will have access upon graduation.

Dr. Larry Hirsh of Merck gave an overview of the corporation. Merck is a global, research driven pharmaceutical company, which has been successful in bringing new pharmaceuticals to market. It has over 100 products and 50-60 plants worldwide. Its mission is to provide to society superior products and services, provide employees with meaningful work, and provide a superior rate of return to its investors. It has 56,000 employees worldwide. A variety of divisions and products were discussed; additional written materials were made available to the group.

Rob Chandler (Goody Clancy) reviewed the architectural planning for the new buildings. New Residence Halls will be six stories. The Research Building on Ave. Louis Pasteur will be 75' tall similar to the science building design. Buildings A and B will also have underground parking. Urban design goals include reinforcing the historic relationship to the Fenway, creating a distinct sense of place on the Endowment Campus, and creating a permeable and striking gateway at the Fenway/Brookline Avenue intersections. Scale, height, materials, and views from different aspects were presented.

Joe Stupar of Vanasse Associates was unable to attend due to illness. Attorney Myra Putzinger provided an overview of Mr. Stupar's transportation findings. Evaluations have been made of over 20 intersections from 1998-99. Traffic counts have been performed using mechanical means and technicians. The public transportation system, including the two branches of the Green Line and eight bus routes has been analyzed. Other projects have been included in the background assumptions (Children's, MCPHS, Landmark Center, a hotel and other development at Brookline/Boylston). These findings and others have been used to determine the number of new trips the project will generate, and by what mode. There will be few new trips related to the academic program. For Phase I, the impact is 1,680 new vehicle trips per day (half in and half out). Peak hour impacts are 219 new vehicle trips in the AM peak and 212 new vehicle trips in the PM peak. Research related trips are not clustered around the peak hour. New trips were assigned to the roadway system and a level of service analysis performed. At major intersections there will be a 1/2 to 2% increase in traffic due to the project. At

Fenway/Brookline this is less than 2-3 vehicles per minute in the PM peak. Seven intersections will require mitigation including signal timing, rephasing or restriping. Some will need stop signs. The college mitigation program does not propose a solution to the Sears Rotary. They will contribute to a city led initiative. Parking proposals include 298 spaces for Building B (320,000 SF of research, a ratio of .9 spaces/thousand SF) plus 10 spaces to accommodate carpools/vanpools. Building A parking will serve to replace college spaces lost, and will have the same ratio of spaces per SF. It will include 162 spaces for an as yet unidentified tenant, and 55 spaces to replace surface spaces lost on the college campus. There will be an estimated shortfall of 100 spaces for the endowment campus. The college and its tenant plan a variety of demand management measures. MBTA subsidies will be offered by Merck, the building A tenant and by the college. Other measures include consideration of flextime and having a transportation coordinator on-site to coordinate carpool and vanpool formation. Secure bicycle parking facilities will be available.

An environmental assessment was conducted with overviews provided by David Block, Goody, Clancy, Associates. Storm and wastewater impacts were considered as were shadow, wind, noise, air quality, day lighting, gas and electric service and other categories. Please see the DPIR or enclosed slides for more information on any of these topics.

## **Discussion**

Q: How many students are there at Emmanuel?

A: There are approximately 500 undergraduate students and a total of 1600 adult learners. Full-time equivalents (FTE's) are about 1,000. Continuing education classes go from Monday through Thursday, from 5:30 PM to 9 PM, in five-week periods. There are eight satellite campuses.

Q: How many resident students and beds are there now and will there be in the future?

A: There are 771 beds on-campus; three hundred are used for Emmanuel students. The future proposal is for 900 beds, some of which will continue to be leased out to other colleges. Emmanuel will use 375 to 500 beds in the future.

C: The amount of information being presented is overwhelming. Community members need to have documents available to them ahead of time so they can follow the discussion better.

A: The documents had just been completed that morning. Team members left the building to bring back copies of the documents later in the meeting. Ms. Lepore added that all institutions should distribute copies of project materials in advance of the meeting. Community members are always invited to identify themselves on the sign-in sheet if they would like copies of project materials.

Q: A series of questions were asked including how much in taxes will be paid by Merck and at what rate? What are the financial aspects of the project? What kind of research will be performed at the complex? What will the cumulative impacts of traffic be? There was a comment that the city is not doing its job in making sure that the overview of these projects on a cumulative basis is being presented to the community.

A: Mr. Donnelly of the BRA said that the Article 80 process spells out the process of advertising and submission of documents to the public and the community. Materials have been made available at the public repositories set up by the Forum. The city can't see these



materials before they're submitted. The community is seeing them as soon as possible. He charged the proponents with communicating the specifics of their projects with this group.

C: Members of the community prefer to have hand-outs, at a minimum, at the meeting.

A: Ms. Hamilton suggested that copies of Emmanuel's overhead slides could be made available through the Forum mailing.

Q: If the Children's project is being held to a higher standard regarding parking, i.e., in two years when their buildings are completed they will have a campus wide ratio of .7 spaces per thousand square feet, why should Emmanuel be allowed to develop at .9 spaces per thousand? Ms. Lepore, at a previous meeting, said that the policy will be .5 spaces per thousand?

A: Ms. Lepore said that the college proposal will be scrutinized intensely.

Q: The college is filing a PDA Master Plan. Have any other academic institutions used this tool?

A: Mr. Donnelly said that not many had. He thought BU had in the past.

Q: What are the terms of the deal with Merck? Will they use tax-sheltered bond financing?

A: The developer is leasing the land for 75 years and will own the building until the lease term, at which time it reverts to the college. The ownership of Building A is in the disclosure statement filed at the BRA. The Endowment Campus development will not use public instruments for financing. The college may use HEFA for financing but has not yet determined this.

Q: Emmanuel rents parking to BIDMC and Children's at the Deck. What are the plans for this building?

A: Two years exist on the current lease to Children's and BIDMC, with an option to renew for five years.

Q: What will happen to Alumnae Hall?

A: The college isn't sure yet. The college is able to take it back earlier for academic uses.

Q: How much does striping and the installation of stop signs mitigate traffic? The problem at Avenue Louis Pasteur and the Fenway is important to the community. Bigger solutions need to be proposed.

A: The college is committing mitigation dollars towards larger solutions to the local traffic problems.

Q: How many current and new jobs will be for residents of Boston?

A: The college currently employs many residents of Boston. It will do a zip sort for current employees and provide this information at a subsequent meeting.

Q: What kinds of animals are used by Merck in its research?

A: Merck tests on small rodents. A small number of studies test on small primates. There may be some research on stem cells from human embryos. All such research will adhere to the college's restrictions.

Q: What toxic chemicals will be used on-site and released?

A: All toxic chemical use is designed for safe containment and use on the property. Standards are met or exceeded by Merck. Merck's operation in New Jersey is in a residential area and there has never been a problem.

Q: Why is Merck interested in this site?

A: The location is in the middle of the premier biomedical research area in the world. There will be great synergy of science here. There are no other arrangements yet with other medical schools in Boston. It is hoped that scientific information will be shared in classic ways in the academic research setting afforded in the LMA.

Q: What about investigations on fetal tissue?

A: Research will only be performed on tissue that has ineffectively been aborted. The church issue is life. No research will be performed contrary to the teachings of the Catholic Church. Research will be performed on stem cell lines that go back 30 years. These provisions are clearly spelled out in the lease.

Q: Will new beds be leased to men?

A: The college will not use all of the new beds. It currently leases beds to men and women at other colleges out of the belief that socialization on the campus, such as in dining halls and recreation areas, is an important aspect of college.

Q: A series of questions were asked including who leases beds at Emmanuel now? How are these dorms supervised? When do these leases end? In the future how will the dormitories operate—with floors set aside for different users? Does the college anticipate problems in construction of below-grade parking relative to the water table and leaking into the garage?

A: BU and Northeastern are current lessors. Tenants provide their own residence hall supervisory staff. Flooding problems are not anticipated in the future; the Rows Wharf Garage at the edge of Boston Harbor was referenced as an example of construction technology in areas of high water table/flood potential.

C: A series of comments were made about the appearance and setbacks of the new buildings both on Avenue Louis Pasteur and Brookline Avenue, including a desire for greater reference to historic buildings and historic preservation. In general the opinion was offered that the new buildings represent a dramatic change, create interior spaces versus public spaces, and are devoid of aesthetic inspiration.

Q: What zoning changes are being requested?

A: The H2/Academic Campus zone and H3/Endowment Campus zone are requested to be changed to a B-4 zone, similar to what is present near the intersection of Brookline and Longwood Avenues. The B4 zone would be further defined by a B4D designation signifying a PDA. The zoning request requires approval of a planned development area master plan.

Q: What will the streetscape treatment be around the HIM project and will Emmanuel's project landscape relate well to that?

A: The college will look at the HIM plans and come back to the community at a subsequent meeting with that information.

Q: Will the BRA guarantee the same setback for the HIM project as Alumnae Hall?

A: Yes.

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

## Summary LMA Forum December 13, 1999

### **1. BRA/MASCO Updates**

Sarah Hamilton distributed a copy of the letter from the BWH's President to Boston MedFlight, requesting that operator's assistance in avoiding noise sensitive areas in executing helipad takeoffs and landings whenever possible. This letter is a companion to the one by BIDMC. The operators have copies of the maps, for posting in their aviator areas; a helipad fact sheet was distributed at the November 21 Forum meeting.

Simmons College has begun planning for a 60,000 SF building on their campus. The college is not selling property in the LMA; some community members had inquired about this particular item carried in the weekend Globe. Simmons' plans are very preliminary; the college will give an update at the January Forum meeting. Other probable agenda items for the next meeting, on January 24, 2000, include Wentworth Institute of Technology (WIT), Emmanuel College and Dana-Farber Cancer Institute.

Owen Donnelly said the Emmanuel College comment period on the DPIR ends on February 14, 2000. Mass. College of Pharmacy's (MCP's) Master Plan and DPIR are outstanding; the college may return in February. Harvard Medical School is working on its DPIR for an anticipated early March filing. Children's Hospital FPIR comment period ended on December 9<sup>th</sup>; a notice for public hearing before the BRA Board on December 16<sup>th</sup> has been advertised. WIT's 60-day comment period on the Master Plan and DPIR ends on December 29<sup>th</sup>.

### **2. Wentworth Institute of Technology – Master Plan and Residence Hall Addition**

John Heinstadt, WIT VP, introduced other members of the team: Dave Wahlstrom (WIT Facilities), Bill McCarthy (legal), Tim Marsters & Rick Nelson (architects), Dave Shrestrian (Bond Brothers, construction), and Jane Howard (traffic engineer). Tim Marsters spoke of the master plan design orientation around creation of a pedestrian spine from the residence halls west of Huntington Avenue to the eastern end of the campus on Parker Street. In addition to organizing pedestrian activities around this spine, the intent is to make it a legible, safe crossing of Huntington Avenue for all Colleges of the Fenway (COF) students. Earlier schemes showing a second-level bridge spanning from the Residence Hall to a gateway opening at Huntington have been changed in favor of a landscaped open space in lieu of the bridge. The residence hall will be five stories; no bookstore or retail uses are planned. Student apartments and residence hall support space (mail, exercise, study rooms, and lounge) will be the only functions planned for the building addition which will now have about 500 beds.

Bill McCarthy described the process to date. The Master Plan and residence hall addition was included in the Master Plan and PNF filings, according to Article 80 requirements. The location within the Mission Hill Zoning District requires master plan approval prior to project approval. Any other projects, not currently contemplated, would require approval of a master plan amendment prior to moving forward. The college has presented at three Forum meetings, in August, October and December. In October documents were filed at the BRA and at the public repositories selected for Forum documents. The documents were also sent to community members who indicated an interest in them on the LMA Forum sign-up sheet. Prior to

this meeting, WIT also sent out a special invitation to neighbors inviting them to attend and provide substantive comments. A letter has been received from the Mission Hill Neighborhood Housing Services Terrace Street Corridor Initiative. Additional discussions underway include several design review meetings with BRA staff, a master plan review meeting with BRA staff, a meeting with BTB to review the master plan and transportation issues, and ongoing meetings with direct abutters at Alice Hayward Taylor and Mission Main Tenants' Association. Comments from these meetings include "beefing up" the plan in some areas, discussion of parking areas around Parker, Prentiss and Station Streets and the Orange Line as well as Guernsey Street and the New England College of Optometry parcel. A cost estimate for cleaning up this lot, due to activities occurring on the property prior to WIT's ownership, has been obtained. Because of the hazardous nature of some of the materials on the site, costs will exceed \$27,000. The college has asked the Department of Neighborhood Development to allow WIT to clean and fence all properties at the same time to reduce the unit cost and provide a cost-sharing opportunity. The larger question is what to do with this parcel to provide a positive contribution to the community. Programmatically the lot would be suitable for recreational space or non-WIT parking activity. In working with the abutters, business and neighborhood parking has been identified as a need. Additionally, WIT would like to improve the appearance of all of these lots through landscaping, fencing alternatives and other interim improvements. An issue in providing overnight parking for residents would be the policing problem to clear the lots in the morning. In the future when the recreational facility goes forward WIT intends to give land to the city to add a curbside lane on Prentiss Street, realign the roadway, and improve traffic flow. The college will work with the city at the abutters' request to provide resident sticker parking only on the streets in the immediate vicinity of the Alice Hayward Taylor Development. On Parker Street it may be desirable to remove on-street parking to increase safety for students and residents. At the Nachon Gas Station site on Huntington Avenue, the goal is to mitigate the environmental conditions on the site and restore this area to a green space.

Q: The Master Plan contains only one project. Some definition of what WIT wants to do later will help the community.

A: The college has looked 8-10 years out in the future and identified projects if there were donors and funding available. These projects include a potential Library/Technical Center and a Recreational Center. Both projects, if funding were secured would have to go through an identical community review process with the community.

Q: What will the truck route be for construction trucks? Will they go through any residential areas?

A: This is currently not defined but will be presented in a construction management plan to BTB. WIT agreed to bring this to the Forum, once BTB had reviewed such a plan.

Q: What is the rationale for the decrease in new beds from the 600's to the high 400's/low 500's?

A: The BRA's urban design review process has resulted in changes that reduce the massing of the building.

Q: When you change a use and remove a parking lot, can you automatically relocate the parking use? The college should be decreasing its total number of parking spaces to decrease the impacts on the community.

A: The college is undertaking a Commuter Mobility Plan, with CommuteWorks, to identify policies to reduce demand for parking. By creating housing on-campus, a number of commuter students will be taken out of their cars. The future recreational facility will decrease the amount of parking on WIT's campus. The 15 parking spaces at the Vachon Gas Station will be removed. The relocation of parking spaces is a zoning issue, which is addressed through the BRA and Zoning Commission processes.

Q: When did WIT acquire the College of Optometry lot and how long has it been "sitting on it"?

A: WIT has only had this property for six months and is attempting to clean it up.

Q: What is the progress in accommodating student drop-off, pick-up, and moving activities on "Vancouver Street"?

A: The college is actively discussing options with MCA and the BTB, with BTB serving as "referee" to get discussions moving on the best way to use this private way.

C: The street is not wide enough to serve drop-off and parking needs for both colleges. The city's job is to define what it will take to make the dormitory unobtrusive to the neighborhoods. Comment about the need for the city to extend Longwood through the Mission Main development. Comment about tax-exempt status as a disincentive to quick reuse of properties on Parker Street. Comment about the status of the P&S on the Sunoco Station and whether or not accommodations are being made for the current tenant.

A: The college has a P&S on the Sunoco Station property. It has not been executed with the seller. The seller has had conversations with his tenants. WIT has a contingency plan in the event that they do not obtain the parcel.

C: It would be helpful to the community to see the design plans for the residence hall. It would be more positive if it had a façade on Huntington Avenue. Improving the environment for pedestrians is a supportable goal.

A: WIT will share designs "in progress" with the community at the next Forum.

C: The BRA has final design review/approval but the community never gets to see the results of the BRA's review. BRA staff should come to the community with their observations. Opposed to the use of picket fences due to high fire rating.

A: The college will share the designs at the next Forum.

C: The college should consider removing parking, not increasing this use on a "temporary basis" even for community purposes since this parking will never be removed. Encouraging the use of public transit is the best way.

A: The college is encouraging temporary use for recreation rather than parking. Student parking is limited now, will be in the future, and the college is considering a variety of incentives to reduce demand for parking, through its Commuter Mobility Program.

C: The college should reconsider and find a use for the "Vienna" site. Long-term perhaps it is recreational; short-term the college should look at interim uses that could serve the neighborhoods and stabilize the buildings.

A: There would be a very big cost to make this building habitable for a short-term use. The costs may outweigh the benefits.

### **3. MASCO**

A handout was distributed. Rick Shea, MASCO President, provided an overview of MASCO, its members and services. MASCO is a 501 C3 non-profit, with a taxable subsidiary. Services include Area Planning, Parking and Transportation, Shared Contracts (elevator, print & copy), Telecommunications, staff support for Colleges of the Fenway, and Child Care.

Sarah Hamilton discussed 10-year statistics for the area including traffic and access data. A recent "origin-destination" survey showed that 58-67% of traffic in the AM and PM peak hours has neither an origin nor a destination in the LMA; this "through traffic" figure has been fairly consistent in a decade. For trips to the LMA, 16% are destined to the colleges and the Harvard Schools; the remainder to the major hospitals. Trip purpose is: 44% commute to work, 20% medical appointment, 11% medical visit, 8% commute to school, and 8% business. Vehicle occupancy rates are at 1.34 up from 1.3 several years ago. Daily traffic volumes have not all increased in a decade. Longwood Avenue has experienced a 50%

increase but Brookline Avenue and The Riverway are still around 1987 volumes. Not all intersections have failed, some "levels of service" have been improved and some have stayed the same. At the same time, the LMA has developed an additional 2.7 million GSF of space, seen a 109% increase in outpatients, a 15% increase in the number of employees, and a 39% increase in the number of outpatients. MASCO and its members have been able to mitigate the impacts of development by an active program of signal, pedestrian and circulation improvements including creation of turning lanes, removal of parking, thermoplastic striping, signage, and the CommuteWorks program to reduce demand for parking.

The LMA has the most aggressive demand management program in the city, with annual T-Pass Sales of close to 93,000 and \$1.2 million in subsidies. CommuteWorks services include ridematching, vanpool formation, bicycle/walking incentives, a free T-pass program for employees willing to give up parking spaces for three months, and others. The program is working: drive alone mode share has decreased by 6% in the last three years and transit ridership has increased by a similar amount.

Characteristics of the public transportation system were reviewed. There are service and capacity issues on all bus and rapid transit routes serving the LMA, and on some AM commuter rail services, which cannot stop at Ruggles Station. Future service to Yawkey Way as a full service commuter rail station would be a benefit and MASCO has offered to run shuttle service in the future. The Urban Ring deserves concerted advocacy by all neighbors and the LMA.

Joe Feiner, Director of Parking and Transportation reviewed parking and shuttle bus operations. MASCO operates off-site and on-site parking controlled by MASCO (1,450 spaces and 1,403 spaces), manages several members' parking lots (3,151 spaces managed), and operates shuttles from off-site parking, from Ruggles Station and from Harvard Square. Market rate for parking on-site is about \$235/month; for off-site is \$156/month. Six parking lots are operated off-site, with shuttle bus service provided by Paul Revere Transportation Company (PRTC). Schedules and route information was distributed.

## **Discussion**

Q: What are the volumes on Huntington Avenue?

A: Ms. Hamilton did not have that information but will provide it at a subsequent meeting.

Q: Who has paid for these improvements? Has the city and state paid for any?

A: MASCO and the institutions have funded the majority of all improvements. The State has made improvements to Huntington Avenue through the reconstruction several years ago.

Q: The LMA generates a lot of traffic outside of the peak hour. Why are the counts only done for the peak hour?

A: Yes, the LMA generates a lot of non-peak hour traffic. Peak hour counts are typically done because it reflects the time of day when volumes are the highest.

Q: Are T-passes being sold to urbanites or suburbanites and what is the break down? People coming from the suburbs should be discouraged from parking.

A: About a third of LMA employees are from Boston, the remainder from the suburbs. MASCO has not been able to do a correlation between employee zip code and type of mode. It would be difficult to do for 30,000 employees. MASCO has been working with some of its smaller institutions to do this and to target CommuteWorks' marketing programs on that basis.

Q: How many buses are operated?

A: Twenty-two, with seventeen operating in the peak hour.

Q: Where do they come from?

A: Paul Revere Transportation Company (PRTC) owns a garage on Melnea Cass Avenue near Massachusetts Avenue. Vehicles originate from there. A larger fleet than the LMA service is garaged there.

Q: How many cars are using these spaces? The shift change causes added congestion in the Fenway lots.

A: Employee spaces on- and off-site are usually two trips per day, one in and one out. Patient/transient parking turnover on the whole is 2.5 to 3 turns per day. Most institutions park second and third shift employees on-site to avoid the conflicts and added trips off-site.

Q: Are the buses constantly running? How many trips do they make? Why are they empty? Why do they idle in our neighborhoods, against the idling laws? Why can't these operations shut down in the mid-day and use van service?

A: The bus routes are consolidated for "mid-day" service from 10:00 to 2:00 PM, using a single bus. Some buses are under-capacity if operating before or after the peak commuting hours. The buses are licensed for specific roads. If community members could take down the number of the bus and time of day, when they are not operating in an appropriate location, MASCO will review this with PRTC.

C: The onus of responsibility should be on MASCO to make sure that the bus drivers are not operating inappropriately.

A: MASCO agreed.

Q: What is a restricted roadway and why was MASCO able to get a permit to operate from the MDC to use Park Drive and the Fenway? MASCO is operating illegally; a member of the community wants a copy of the application to the MDC and clear and compelling reasons for the buses to be operating on parkways. As a gesture, MASCO should remove its buses from the parkways.

A: MASCO has been operating on these routes for many years. Unknown to MASCO the permit had lapsed. Paul Revere was requested to attain the proper licenses to operate, and did so, from the MDC. MASCO will provide a copy of the permit and application at a future meeting.

Q: The buses serve the LMA community but go through my neighborhood. There are severe community consequences in terms of air quality. MASCO should operate alternative fuel vehicles. This is disrespectful of people who have chosen to live here and has health consequences.

A: This is a regional problem, not only in the city but also in the suburbs. MASCO has been working with the MBTA and the City to get better public transportation solutions such as the Urban Ring. MASCO sympathizes with the neighborhoods over these issues. We feel that putting commuters in buses is a better solution than having them all drive all the way into the LMA.

C: Why hasn't MASCO considered siting suburban parking lots? We don't need any more parking lots.

A: MASCO operates a suburban lot in Chestnut Hill. It has looked at several other suburban locations however the costs of operating bus service that far away are prohibitive. Ms. Lepore stated that MASCO should raise its membership fees to cover the costs of more expensive bus operations from the suburbs.

Q: What is the term of MASCO's lease at Crosstown?

A: MASCO has a lease for ten years plus four five-year options. MASCO is trying to locate lots that are closer to the highway and can be secured for a longer term.

Q: Why are we at this juncture with development occurring and no new transportation capacity improvements?

A: MASCO and its members have worked very hard to secure federal and state funding for the Major Investment Study of the Urban Ring. Without the institutional support of this project it would not be as far along as it is. The problem is that solutions have a \$2 billion cost and State funds are tied up in the Central Artery. The neighborhoods are encouraged to join in with the institutions in further advocacy at



the State House for this project to move ahead. The MBTA will be invited to a future Forum meeting to discuss the project and current service capacity issues.

Mr. Donnelly offered the opinion that many good comments had been offered this evening. He felt that these issues are very complex and good progress has been made by the institutional area in addressing demand management strategies and mitigation of development impacts. Moving forward, we need to look at the MBTA's plan and the BTD's plan for transportation and lay out what the goals for the area should be.