

2001 LMA Forum

Date	Institution	Project Name
January 22, 2001	Boston Transportation Department; BRA, Mission Hill Neighborhood Services, Northland	BTD Construction Management Plans; One Brigham Circle (Ledge Site) Development Plan
February 26, 2001	Brigham and Women's Hospital; MASCO	Evaluation of BWH vendor truck circulation options at Fenwood Rd.; MASCO parking and Transportation Operations
May 21, 2001	Harvard University and Fenway CDC; Brigham and Women's Hospital and Roxbury Tenants of Harvard	Community/Institutional Partnerships; Neighborhood Reconfiguration Proposal for Francis Street/Fenwood Road Area
June 25, 2001	Emmanuel College; Boston Redevelopment Authority	EC IMPNF amendment to change FAR and height of the Merck-Boston Research Center; BRA Design Review Under Article 80 of the Boston Zoning Code
September 24, 2001	Massachusetts College of Pharmacy and Health Sciences; Brigham and Women's Hospital; Joslin Diabetes Center	MCPHS White Building Addition plans; BWH interim use plans for the parcels of land between Francis, Binney, Fenwood and Vining Street; JDC intent to file IMP including a housing plan and two research buildings
October 22, 2001	Lyme Properties; MATEP	Lyme Plans for Judge Baker Children's Center site on Blackfan St; Plans to upgrade MATEP at 474 Brookline Ave.
November 26, 2001	Lyme Properties; Joslin Diabetes Center, Massachusetts College of Pharmacy and Health Sciences	Lyme's Blackfan Research Center PNF; JDC proposed expansion (IMPNF, PNF); MCPHS proposed expansion (IMP DPIR)
December 17, 2001	Brigham and Women's Hospital; Boston Transportation Department and MASCO	BWH IMP & PNF for Ctr. for Advanced Medicine; Area Wide Traffic Mitigation Plans and Programs

*M A S C O*

Medical Academic and Scientific Community Organization, Inc.

LMA Forum Agenda  
Monday, January 22, 2001  
7:00 – 8:30 PM  
Kresge Building, Room G-2  
Harvard School of Public Health  
677 Huntington Avenue  
Boston, MA

1. Welcome & Introductions – 5 minutes
2. MASCO/BRA/BTD Updates - 10 minutes
3. Construction Management Plans – 45 minutes  
Dick Loring of the BTD will attend and review the construction management planning process at BTD and discuss plans under discussion for LMA construction projects.
4. One Brigham Circle (Ledge Site) Development Plans – 45 minutes  
Meg Keiley of the BRA and members of the development team will review plans for the redevelopment of the Ledge Site in Brigham Circle.

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

## Agenda

LMA Forum Meeting

7:00 - 8:15 PM

February 26, 2001

Harvard School of Public Health

677 Huntington Avenue

Room G-2

1. Welcome and Introductions - 5 minutes
2. BRA/BTD/MASCO Updates - 5 minutes
3. Brigham & Women's Hospital - 30 minutes

BWH will report back to the group on the results of their evaluation of the truck loading bay design at the Servicer on Fenwood Road, and of truck circulation options to reduce truck traffic on Fenwood Road. They will also update the group on activities related to vendor parking in the neighborhood.

4. Update on MASCO Parking and Transportation Operations - 30 minutes

This item was requested to be on a future agenda, at the November 2000 meeting. MASCO will present information on its parking operations and transportation activities (previously presented at several Forum meetings).

5. Construction Coordination - 20 minutes

This item was on the agenda of the January, 2001 meeting (see enclosed summary). MASCO will update the group on construction related information.

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

### Member Institutions:

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

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

LMA Forum Agenda  
Monday, May 21, 2001  
7:00 to 9:00 PM  
Harvard School of Public Health  
Kresge Building, Room G-2  
677 Huntington Avenue

1. BRA/BTD/MASCO Updates – 10 minutes
2. Community/Institutional Partnerships – 30 minutes

From time to time, we will be inviting community and institutional people to talk about partnerships being built between the institutional and residential communities.

Harvard University – 15 minutes

Kevin McCluskey from Harvard University will talk about two initiatives: their commitment of \$5 million in funding for after school programs located in Mission Hill, the Fenway and Allston-Brighton; and their "20/20/2000" Housing Loan and Innovation Grants Program.

Bridges to Future Career Ladders Program – 15 minutes

Gail Sokoloff from the Fenway Community Development Corporation (FCDC) will talk about a new pilot program for career training developed between the FCDC and hospitals such as Children's Hospital, the BI Deaconess Medical Center and the New England Baptist Hospital.

3. Neighborhood Reconfiguration Proposal for Francis Street/Fenwood Road Area – 60 minutes

Representatives from Roxbury Tenants of Harvard (RTH) and Brigham & Women's Hospital, will provide the group with an overview and update on a proposed neighborhood reconfiguration involving relocation of six houses, construction of a new medical building, transfer to RTH of additional neighborhood properties, and provisions for community benefits and mitigation of neighborhood impacts.

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

Member Institutions:

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

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

## LMA Forum Agenda

Monday, June 25, 2001

7:00- 8:30 PM

Harvard School of Public Health

Kresge Building, Rm. G-2

677 Huntington Avenue

1. BRA/BTD/MASCO Updates – 15 minutes
2. Emmanuel College – 30 minutes  
The college has filed an Institutional Master Plan Notification Form (IMPNF) to Amend their institutional master plan approved by the BRA in August, 2000. The IMPNF includes two minor changes, in FAR and in the height of the Merck-Boston Research Center. Please see the attached information. The public comment period for this filing ends on June 29, 2001.
3. BRA Design Review Under Article 80 of the Boston Zoning Code – 30 minutes  
  
Presentation by Robert Kroin, Chief Architect at the BRA. Mr. Kroin has been responsible for the design review of every master plan and project undertaken in the LMA in the past twenty years.
3. Other – 15 minutes

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

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

LMA Forum Agenda  
Monday, September 24, 2001  
7:00 – 9:00 PM

Harvard School of Public Health  
677 Huntington Avenue  
Kresge, Room G-2

1. Welcome/Introductions – 5 minutes
2. BRA/BTD/MASCO Updates – 5 minutes
3. Mass College of Pharmacy and Health Sciences (MCPHS) – 20 minutes

Representatives from MCPHS will give an overview of their plans for the White Building addition. This addition is a 90-95,000 SF facility, for which filings were submitted to the BRA in 1999. Project plans were postponed at that time. The addition will be used for academic and residence hall functions.

4. Brigham and Women's Hospital (BWH) - 30 minutes

Arthur Mombourquette, from BWH, will provide information on the hospital's plans for interim use of the parcels of land between Francis, Binney, Fenwood, and Vining Street that are being vacated under the Roxbury Tenants of Harvard Neighborhood Reconfiguration Plan (see LMA Forum, May'01).

5. Joslin Diabetes Center – 30 minutes

Representatives from Joslin Diabetes Center will give an overview of their intent to file an Institutional Master Plan containing several projects including a housing project of approximately 300 units, and two research buildings. Construction would be phased over an eight year period.

6. Other – 30 minutes

Other Community Issues  
Update on Impact Advisory Group process

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

LMA Forum Agenda  
Monday, October 22, 2001  
Harvard School of Public Health  
Kresge Building, Room G-2  
677 Huntington Avenue

7:00 PM – 8:30 PM

1. Welcome/Introductions - 10 minutes
2. BRA/BTD/MASCO Updates – 10 minutes
3. Lyme Properties – 35 minutes

Scott Dumont of Lyme Properties (formerly of Corcoran Jennison) will provide a brief overview of a project for which Lyme will file a notice of intent to proceed in the near future. Lyme has purchased the site of the Judge Baker Children's Center on Blackfan Street in the LMA.

4. MATEP (Medical Area Total Energy Plant) – 40 minutes

Richard Hahn, from MATEP, will provide an overview of the plans to upgrade the Medical Area Total Energy Plant (MATEP) located at 474 Brookline Avenue, owned and operated by AES. The proposed upgrade is to the mechanical equipment of the plant, and consists of the addition of three, approximately 12.5 MW combustion turbines with heat recovery steam generators, within the existing facility. Also one new cooling tower will be added to improve the performance of the chilled water system. The upgrade project will enhance the environmental performance of the plant, maintain efficiency and keep pace with demand for utility services.

5. Other

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) • Joslin Diabetes Center • Judge Baker Children's Center • Massachusetts College of Art • Massachusetts College of Pharmacy and Health Sciences • Massachusetts Mental Health Center • Simmons College • Temple Israel • Wheelock College • Wentworth Institute of Technology • The Winsor School

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

LMA Forum Agenda  
Monday, November 26, 2001  
6:30 PM - 9:00 PM\*  
Harvard School of Public Health  
677 Huntington Avenue, Room G-2

**\*PLEASE NOTE EARLIER START TIME**

1. Welcome and Introductions – 5 Minutes
2. BTD/BRA/MASCO Updates – 10 Minutes
3. Lyme Properties – 25 minutes

Scott Dumont (Lyme Properties) and Rick Kobus (Tsoi Kobus and Associates) will review the Project Notification Form (PNF) for the Blackfan Research Center, filed in mid-November. A Question and Answer session will follow.

4. Joslin Diabetes Center - 50 minutes

Carl Finn (Joslin General Counsel) and Frank Keefe (development advisor) will provide an overview of the Joslin Diabetes Center Project Notification Form and the IMPNF (both filed on October 30, 2001) and the ENF (filed October 31, 2001). December 10 will be the closing date for comments on the PNF and the IMPNF, an extension of 10 days. The closure of the ENF comment period will be a few days after the BRA comment period closes. Consultants David Owens (Tsoi Kobus and Associates) and Mitch Fischman (Daylor Consulting Group) will be available to answer questions.

5. Massachusetts College of Pharmacy (MCPHS) – 40 minutes

Rick Lessard (Vice President for Finance at MCPHS) and John Pears (Steffian Bradley, architects) will provide an overview of the proposed 90,000 sf addition to the college campus on Longwood Avenue, followed by a Question and Answer session. Amendments to the IMP and DPIR for this proposed project will be filed in mid-November. Representatives from consultants assisting in the permitting and traffic evaluation (Daylor Consulting Group and Howard Stein Hudson) will also be on hand to address questions.

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) • Joslin Diabetes Center • Judge Baker Children's Center • Massachusetts College of Art • Massachusetts College of Pharmacy and Health Sciences • Massachusetts Mental Health Center • Simmons College • Temple Israel • Wheelock College • Wentworth Institute of Technology • The Winsor School



# M A S C O

Medical Academic and Scientific Community Organization, Inc.

LMA Forum Agenda  
Monday, December 17, 2001  
7:00 – 8:30 PM  
Kresge Building, Rm. G-2  
677 Huntington Avenue  
Boston, MA

1. Welcome/Introductions - 5 minutes
2. BRA/BTD/MASCO Updates - 10 minutes
3. Brigham and Women's Hospital (BWH) - 45 minutes

Arthur Mombourquette, BWH Vice President, will update the Forum on the progress of the interim use plan for the Vining/Binney/Francis/Fenwood parcel. A presentation will be made on the Project Notification Form and Institutional Master Plan Notification Form filings on November 15, with a comment period closure on December 31, 2001, for a 350,000 sf Center for Advanced Medicine, with new parking of 300 spaces. A Question and Answer session of equal length is built into this agenda item.

4. Discussion on Traffic Mitigation Plans and Programs – 30 minutes

A number of initiatives are underway to improve area traffic and access conditions. BTD and MASCO will review what steps are being undertaken by institutions, the city and others to improve local traffic and accessibility. A question and answer session of equal time is built into this agenda item.

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) • Joslin Diabetes Center • Judge Baker Children's Center • Massachusetts College of Art • Massachusetts College of Pharmacy and Health Sciences • Massachusetts Mental Health Center • Simmons College • Temple Israel • Wentworth Institute of Technology • Wheelock College • The Winsor School

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

## LMA Forum Meeting Summary January 22, 2001

### 1. MASCO/BRA/BTD Updates

Owen Donnelly reported that there are no new projects from institutions in the LMA on the immediate horizon. The projects that have come to The Forum are mostly through their reviews. The proponents are now submitting Construction Management Plans to the Boston Transportation Department (BTD) as well as asking for certificates from the Inspectional Services Department (ISD). With these two things they will be able to get building permits. Certificates of Compliance are not issued until Transportation Access Plan Agreements (TAPAs) are signed and Construction Management Plans are approved by the BTD and BRA.

The Harvard research building was granted a Certificate of Compliance by the BRA and has been approved for a foundation permit. Simmons College received a Certificate of Compliance from the BRA related to the Master Plan and has received approval of their construction plans. The Children's Hospital's construction plan has been approved, but Children's has not yet received a Certificate of Compliance. The Emmanuel College/Merck master plan was approved, however design review on the buildings is continuing and construction management plan approval is outstanding. Scott Dumont, of Corcoran/Jennison, reported that they are very close to approvals; in the next month they could begin construction.

### 2. Construction Management Plans

Dick Loring, from BTD, reported on the Construction Management Plans that have come to the City. There are nine projects in the LMA, including the BIDMC renovations, the Children's Clinical and Research projects, WIT and MassArt's dormitories, the Merck development, the Harvard Research Building, Simmons' academic building and, the Huntington Avenue redesign project. It is a major challenge for the City to maintain access to the LMA for patients, employees, ambulances, Boston Latin students, etc., while accommodating the trucking required to build these developments. Maintaining the safety and accessibility for all concerned is the City's top priority. Mr. Loring has spoken with the contractors for each of the sites. Avenue Louis Pasteur is a particular concern because of its proximity to the Latin School and because it is adjacent to three of the construction projects. Harvard's contractor, William Berry, has agreed to cease trucking between 7-8 AM and 2-3 PM when the Boston Latin students arrive and depart. This adds cost, delays and scheduling problems to the project but they are willing to do this for the students. The City has relations with all of the construction companies. The John Moriarty Company (Children's research project) has worked with the City for a long time and has always been responsive. Mr. Loring has full faith that they will be able to

negotiate and work out any issues that arise. There are no more specific details to be presented; the BTB is here to take comments.

C: We would like to know the truck routes to take material away, if any vibrations on Huntington Avenue are expected, the schedule, number of employees, where they will park, and how this will impact the community life issues. The City is doing a marvelous job in the community; the hope is that this carries over to Huntington Ave.

A: The truck routes will be the same for five projects: Melnea Cass Blvd. to Tremont to Ruggles Street; for three projects, trucks will continue on to Louis Prang to The Fenway to Avenue Louis Pasteur into the development sites. The Children's Hospital research building truck routing will be Brookline Avenue through a private way on BIDMC property, to Blackfan, exiting the site via Longwood Avenue and Huntington Avenue.

C: Mr. Loring said the BTB has concerns about construction staging in the medical area and throughout the city. In the construction management plan they now require off-site staging areas. BTB can shut down a site if they find trucks using curbside parking at the construction sites. There are fewer vacant parcels in the City now making it a challenge to find truck-marshalling areas. It may be in everyone's interest to try to determine the overall demand for marshalling and share a site among the five projects, also minimizing the costs of staging by splitting it. With the McCourt project starting up this spring there will be impacts on Huntington Avenue. Traffic will be slowed. The BTB is trying to make sure that the impacts do not settle in just one neighborhood in particular. It will impact the LMA, Brookline Avenue, Columbus Avenue, and Washington Street.

Q: The McCourt work was put off until the spring. There is an unfortunate confluence with the LMA development projects. Was this bad planning?

A: Mr. Loring said it is unfortunate that all of this development is going on at the same time, but it was not bad planning. Mr. Loring said that the City of Boston and the LMA are vibrant places; the amount of development planned reflects that vibrancy.

Q: Will the huge trucks be allowed to use The Fenway?

A: MDC regulations allow commercial vehicles to use The Fenway to make deliveries and to pick up or reach a "place of garaging". Because Emmanuel College's entrance is on The Fenway that development can use it for this purpose. Trucks are not prohibited.

C: Participant took issue with the use of The Fenway for large truck traffic. The parkway was built for cars. The granite crosswalks are being torn up by larger vehicles, including the MASCO buses, and people are taking the chunks home. The MDC doesn't repair these crosswalks. We were assured in one meeting that these projects would not seek permits from the MDC, and we're holding them to that.

A: Mr. Loring disagreed, saying that the community has to look at the big picture from a traffic perspective. He encouraged the institutional community to look at reconstructing granite crosswalks as an end product of construction. When he considers construction management plans he looks at the total number of regular service vehicles, regular buses and trucks, plus the new construction vehicles, with an eye to safety and lessening the conflict with other overloaded travel corridors. He said that Longwood Avenue would collapse for traffic and emergency vehicles if it were to become the

construction route alternative to The Fenway (a suggestion from a participant). All of the needs have to be balanced, while considering roadway capacity and public safety.

Q: Please explain the Dana-Farber project. Participant has noticed construction there.

A: Children's Hospital will be taking down a pedestrian bridge as a part of their Clinical building. This bridge connects both Dana Farber and Children's to the BWH. Dana Farber is constructing a new bridge connection across Shattuck Street.

Q: Does BTM get involved with construction helicopters? At 8 AM on a Saturday a jet-powered helicopter delivered to Landmark Center. No one from the city notified abutters, although MASCO knew and informed the community. Can't the City notify abutters?

A: BTM gives them permits to occupy the public way. Sometimes the helicopter is the only way to get there. They need to check with the FAA before they fly, and they can only do it when there is no wind - which means that the close to dawn is the best time. How would we let the residents know? These flights are planned well in advance and BTM should have a general sense of when it would happen. A suggestion was made that BTM could improve communications by going through MASCO, the neighborhood associations, and the newspapers (fliers on mailboxes are illegal).

Q: Some of these projects are being built on parking lots, reducing parking. How can you control where construction parkers will park? It is a problem that they are not being allowed to park on-site.

A: BTM does not allow construction workers to park on-site. They will be encouraged to carpool or take the MBTA. At the Harvard job, lockbox facilities are being provided on-site so they can drop-off their tools. The State Police, BTM and Boston Police Area B will be responsible for enforcement.

Q: We would like to get a commitment from the police - could Area B come a Forum Meeting to discuss enforcement?

A: Mr. Loring said, perhaps. Contractors can commit to keeping construction workers out of the neighborhood to the extent that they control off-site parking. Sarah Hamilton said that MASCO will offer carpool and ridematch services to construction workers through the CommuteWorks program. MASCO is currently meeting with a North Campus group to discuss a joint off-site marshalling yard for trucking and are thinking of an action plan that could be implemented to mitigate construction impacts.

C: Meters are needed on Parker and Tremont Streets. Construction workers don't care about tickets. Violation of parkers causes backups onto other major streets. Sewall Street needs resident only parking. Enforcement is needed.

A: Mr. Loring said that some of the metering of Parker Street has been scheduled to coincide with the Huntington Avenue construction project. The city will look at expanding metered parking with restrictions. Mission Main housing is coming on-line and care needs to be taken to not solve the problem in one area and put it some place else. The issue is unrestricted parking and whether it will be used by construction workers.

Q: Will the neighborhoods be notified of delays on the MBTA? More public transportation will be needed on Huntington?

A: The work that is being done on Huntington are enhancements to the right-of-way. It will not stop trolley service. Some headways may be delayed, but they do want to increase ridership and on-time service. The BTM will invite the MBTA in to address neighborhood concerns about service during construction.

Q: What is the duration of the Huntington project?

A: Twenty-four months, beginning in April continuing through mid-2003. They were given the Notice to Proceed in mid-November.

C: Safety and getting patients to the hospital is important, however Tremont is gridlocked everyday. Is there a way to solve this? There was also a discussion about 2-hour parking. Some disputed the need for it. Others explained that people who visit the elderly during the day use it.

A: Dick Loring and Councilor Ross agreed to work together with Main Streets to evaluate the best locations for meters and restrictions. Some areas may require loading zones, or two-hour parking. The streets need to be mapped out.

C: Rich Giordano from Representative Fitzgerald's office announced that there is a T meeting scheduled with the neighborhood next Tuesday, January 30th at 6:30 to discuss the Huntington project.

C: A participant offered the comment that the hospitals should be used for tertiary care only instead of more routine care. People come from all over New England to for care here and don't know how to use the T. The Governor is right to support local hospitals.

A: Mr. Loring responded that the hospitals in the LMA are famous all over the world. He said if he had to choose for a family member had to chose between getting care in the LMA or Cape Cod he would chose the LMA. He said that MASCO has been helpful as an overall umbrella especially related to transportation issues. While nothing is perfect, MASCO offers a regular forum to discuss institutional needs and to develop individual and overall plans.

C: Several participants noted that most institutional representatives had left the room after the construction discussion and that this was offensive to community participants. It was asked that the minutes reflect this.

### 3. One Brigham Circle (Ledge Site) Development Plan

Meg Kieley, Deputy Director of BRA housing and BRA Project Manager for the One Brigham Circle project said this project is going through review under the Article 80 process. There is a 45-day public comment period on this project, which ends 2/16/01. The developer asked for this extended comment period. The PNF was advertised in the Herald or Globe. After the comments have been received, a scoping determination will be made. The PNF can be viewed at the BRA or contact the developer for a copy. The community review process of this project is being conducted by MHNHS at various

community meetings in Mission Hill. There will be a public meeting on the project February 8, at the Mission Church, in the Music Room at 7 PM.

Jim Hoffman from MHNHS and John Dragut from Northland introduced the project and the Board of Director members who were present. Harvard purchased the land in the mid-1960s; before that it was a pudding stone quarry. The borders of the project were shown on a map, and include the Osco Drug store. In the early 1990s Harvard decided to sell. A community planning process was begun which lasted two years, with 400 residents attending 20 neighborhood meetings as well as four all-day workshops. The objectives of the community were discussed and turned into a vision for this project. The site was unattractive and underutilized. The community wanted: 1) increased local retail; 2) a village center/pedestrian plaza; 3) open space for a passive park (the project has 5.5 acres) with lawns, benches and paths); 4) enough office space to allow the project to be financially feasible; and, 5) jobs for unemployed residents of Mission Hill. In 1994-5 this vision was published in a proposal for a development partner. Three firms responded to the RFP. Northland was selected in 1996.

In mid-November the partnership took site control. They looked for an office tenant for four to five years. In July an agreement was signed with Partners for 115,000 SF of office space and 255 parking spaces. This space is to be used for administrative, not clinical, work. They also needed an equity partner to build the project. The New Boston Fund, a local real estate investment fund, is the investor with \$10-12 million of equity to be invested (\$45 million is the total development cost). This new partnership will engage all three groups in design, construction and leasing decision-making and long-term ownership interests.

The community review process began last April, with 15 meetings with the abutters. There will be another ten meetings over the next two- to three-weeks (including neighborhood meetings with RTH, Back of the Hill, Top of the Hill, the Triangle, Mission Main, Wigglesworth area).

The site is 9.25 acres, nine of which were owned by Harvard and .25 of which by others. Part of the site is in a Conservation Preservation Sub district zone. This portion will become the upper ledge park, open from dawn to dusk with walking trails, benches and a meadow. The Browne Fund gave \$75,000 for the gate and bricks. The fence will be replaced and the perimeter of the park secured so that it cannot become a hangout, but during the day people can walk to the commercial district via the path. The second subdistrict, is zoned as a community commercial area of about 3.7 acres, and includes office and retail. This zone is separated from the first by a 70-foot grade differential. This area will be developed into 180,000 SF, including 61,000 SF of retail and 115,000 SF of office, with 9,000 more SF for the boiler room and other mechanical space. Parking is located on the "back" of the project, although they were careful to design this building so that it has "many fronts and no backs". Surface parking and below grade parking will be developed at the site.

The commercial area is designed so that there is a 110'x140' "village square" which is ringed with retail (20, 000 SF on the ground floor and 40,000 SF in the upper village). The building itself is designed with bays reminiscent of the neighborhood, and similar

cornice details. Restaurants will be able to put chairs and tables in the square. There will be a grocery store and drug store on the second level (with parking accessible), as well as two banks, and a video store with service and loading for everything off of Tremont through the office parking area. The street wall is about 165 feet along Tremont Street. The third and fourth floors will hold the office space. They anticipate construction in September '01 at the earliest, December '01 at the latest, with 16 months estimated for construction time.

C: For parking you show 130 for retail. The ratio looks like approximately two spaces/1000 SF. In the medical area the average is .75/1000. Splitting the Mission Hill area district in half in 1992-3 was seen as an attempt to put parking in the medical area. Now it looks like this is putting parking in the neighborhood, with an additional 250 cars added to Tremont Street, which is already in gridlock.

A: A traffic study was complete and filed with the BTB. There is parking for 130 at Calumet now, and these cars turn over more often than the office parking spaces will. Comments about the traffic study should be submitted to the BTB. Traffic counts were done in August and October by Howard Stein Hudson.

Q: Does the traffic study assume left turns off of Tremont into the building and up Calumet? Is this feasible? and whether this was feasible or not. Is Calumet two-way?

A: The assumptions are in the traffic study. Participants were invited to take a look at the document.

Q: If Partners (controlling Brigham and Mass. General) is the anchor tenant, then will the parking be used by them?

A: Yes, some portion of it will be.

C: Participant would like to see a map that shows the public schools, residential, and institutional land uses to see how much of the land in Mission Hill is privately owned.

Q: Will Brigham Circle become a rotary?

A: No, a circle is planned in the pavement, but it will not be a rotary.

C: This project allows for 350 cars, but what is the minimum number of trips related to retail? Participant urges the transportation department to limit the number of cars to be more in keeping with the LMA. If you don't build it they won't come. You need to allow people to use the streets to get to work too.

A: Rich Giordano explained that the project analyzed why there are traffic problems now and part of it has to do with the two uncontrolled entry and exit locations at Osco, as well as the private parking for social "meet and greet" occasions. The project will have controlled parking, with one entry and exit and the retail parking will not have direct access to Tremont. They will also relocate the bus stop and put in a pullout. The office time will not be 9-5, but rather staggered, with subsidized car and vanpools through the TMA. Because it is office use and not clinical or outpatient they will only have the two trips per day. The neighborhood will also gain 55 parking spaces for overnight and weekend parking. This retail may generate less traffic than what we see now.

C: When will you address our comments? These traffic issues keep coming up. The office parking should be reduced to be the same as the LMA, and the retail needs 2-3/1000.

Q: What rents will you charge?

A: Partners will lease the office space and we are not at liberty to comment on this. The retail areas will be market rate in the mid-20's to 30's per square foot.

Q: Who will control the open space?

A: The developers will maintain, secure and improve this space, however they are looking for a non-profit partner for the long-term endowment and care of it. This could include the Trustees of Reservations, Boston Parks and Recreation, or others. They will need to repay the \$75 K loan that the City gave the neighborhood developer for improvement of the park.

C: Comment from a participant who likes the project but has concerns about the office space. Is there a way to influence the number of parking spaces?

A: The 255 spaces have been dedicated to Partners. This is necessary to make the project work. It took a long time to come to this agreement and it is one that the Mayor and State representatives have agreed to. With 550 employees in the offices, and 60% driving versus transit, that means that they need 325 spaces. If there is a 1.2 vehicle occupancy rate that translates into a demand for 275 spaces. With only 255 provided there already is a slight constraint on their parking needs.

C: The number should be kept similar to the LMA requirements.

A: Adam Shulman, BTD, said the .75 average in the LMA reflects the different uses and zoning. Research facilities require less parking per square foot than other uses. The project will strive to reach the minimum net new parking requirements rather than the maximum net new parking spaces.

Prepared by:

Jan Henderson, [jhenderson@masco.harvard.edu](mailto:jhenderson@masco.harvard.edu)

Sarah Hamilton, [shamilton@masco.harvard.edu](mailto:shamilton@masco.harvard.edu)

MASCO Planning

375 Longwood Avenue

Boston, MA 02115-5328



Summary of LMA Forum Meeting  
February 26, 2001

1. BRA/BTD/MASCO Updates

Mr. Donnelly reported that Simmons, Wentworth, MassArt and Harvard projects are under construction. Children's Hospital had a ceremonial groundbreaking. Several community members voiced disappointment over not being included in these events for all institutional projects. Children's still has some steps to complete before construction including completion of the access plan agreement. Merck is still one to two months away from construction. Massachusetts College of Pharmacy (MCPHS) was asked to provide an update of their campus planning. George Humphrey reported their yearlong activities on the Worcester project. The gas station site at 662 Huntington Avenue, which has been vacant, is now under a two-year lease to a Gulf franchise. The college has purchased 700-702 Huntington Avenue for use as a residence for the president. Meetings with the abutters in the Triangle Area have produced general support for this plan. On the long-range side, they are gearing up to re-file a master plan in four to five months in accordance with the BRA requirement to update this document every eight years. They have a new consultant team undertaking an assessment of all campus needs, which have changed since the proposals brought before the Forum in 1999.

A question was asked about whether Partners was a member of MASCO and whether they should come to the Forum to present their master plan. Sarah Hamilton explained that Partners is not a member; it is an umbrella group for health care providers such as Brigham and Women's and Mass General. Simply put, it provides economies of scale by combining administrative programs and negotiates contractual rates with HMOs for the hospitals that are part of the network.

2. Brigham and Women's Hospital Follow-up on Truck Activity and Vendor Parking

Arthur Mombourquette, BWH Vice President, spoke on behalf of the hospital. He described a process of defining the scope of the problem, hiring traffic engineers to collect data, and meetings with members of the community to inform them of progress made and continuing issues. Vendor parking was "easier to get their hands around". The hospital and MASCO drafted a vendor letter (see October, 2000, Forum), distributed in November via windshield and direct mail. The Brigham's security personnel are continuing to use this as they see commercial vehicles parking in the neighborhood. The hospital made provisions for ten off-street vendor parking spaces, at the Vin-Fen Lot and at a Dana Farber lot at 474 Brookline Avenue. Because this is not enough, arrangements are being made to use spaces at Renaissance Place with free shuttle service. Other institutions such as Dana Farber and Children's Hospital are working with vendors as well. Sarah Hamilton said the issue had been discussed at the MASCO Operating Services group. Outreach is occurring with the power plant and Mass Mental Health Center as well. Mr. Mombourquette said that his security force polices the area daily and is collecting trend data to help the hospital in dealing with vendors who are told that such parking is unacceptable to the hospital and they will not do business with them if they continue. The list of vendors is up to four pages.

On the issue of truck traffic, Mr. Mombourquette said the situation is more difficult. The BWH first asked vendors to not use Fenwood Road. This request was met with limited success. BWH hired Vanasse Hangen Brustlin to identify factual information on the problem. Data were collected during two nine-hour typical weekdays, at the Servicer loading dock, St. Albans, and

Fenwood Road. It is summed up by vendor, time of day, length of queue in the dock and access to and from the dock. Drivers in the dock were interviewed; type of truck size, route and time of day were all recorded. He reported that 70% of trucks using the BWH loading dock do not use Fenwood Road in the residential area, they use Francis to Binney to the short section of Fenwood Road at the loading dock. Twenty-five percent or 13 trucks used the full length of Fenwood to get to the dock, seven of which are tractor trailers and trash trucks and are "hard to fix" because they cannot back into the dock which would be required if using an alternate route. Leaving the dock, 65% of trucks are going by Brookline Avenue, 10% go by Fenwood. Conclusions are that there are 50-60 trucks per day at the loading dock, 80% of which are in the morning. Six vendors make up 98% of the trailer traffic. The total volume of trucks shows that the problem goes beyond BWH truck deliveries. The BWH is looking at alternatives with VHB and will be discussing possible solutions with BTM. Mr. Mombourquette continued by saying that a community relations person is being hired as part of the BWH's valet operations. This person will be equipped with a radio and will be able to receive and pursue calls about enforcement violations that relate to BWH vendors, employees, and others.

Q: How do vendors use the shuttle?

A: A vendor with multiple vehicles is asked to use one space on-site to access tools and supplies; the additional vehicles must be parked off-site.

Q: How do you get the information on the vendors?

A: Commercial plates, name of company and telephone number are recorded. Brigham vendors are required to submit this data to the departments who hire them and to get a dash card parking decal.

Q: What neighborhood are you patrolling?

A: Francis, Fenwood, Vining, Binney and St. Albans Street are included.

Q: Calumet Street is the unofficial parking lot for BWH employees; how about that area?

A: It has never been mentioned before but the BWH will patrol that area as well and be aggressive about getting information out to employees.

C: BTM (Adam Shulman) was asked to get enforcement personnel out to Calumet Street to enforce two-hour unmetered parking. Some one asked for the installation of metered parking.

A: Sarah Hamilton said that the community had to decide what they want there and referenced the process being undertaken by Councilor Ross' office.

C: Mr. Mombourquette asked community members to alert the BWH when they think employee and vendor parking is going on in the neighborhood. He can take real time action and radio to the Security Office; knowing when and where the parking is happening will allow the BWH to go to the department they're working in and address the issue.

Q: Could policing the area be extended to Security?

A: Sarah Hamilton suggested the BTM enforcement team would be an appropriate partner in this effort. She said she would ask the BTM Enforcement for a report at the next Forum meeting.

Q: How often are the meter people supposed to come? Commenter believes that enforcement has been sporadic due to reduction in the force.

A: Adam Shulman said it is important for community members to keep calling in enforcement issues.

C: Commenter said it is simple to beat up on institutions that will ask their employees and vendors to relocate their activities. Police and Fire officials, for example double parking at Copley, are untouchable and are big offenders.

Q: A question was asked about the status of circulation and parking on Huntington and Calumet, around the One Brigham Place project.

A: Adam Shulman said now is the time to weigh in on that project. Comments should be submitted to BTB as part of the Article 80 review process.

C: Several positive comments were made to Mr. Mombourquette about the work that had been done to address community issues.

### 3. LMA Parking and Transportation

David Eppstein and Jens Gregory gave an overview of MASCO parking and transportation operations. MASCO manages two garages in the LMA for patient, visitor and monthly parkers, totaling about 1,400 spaces, at the Servicercenter and 375 Longwood garages. Off-site MASCO manages remote parking lots totaling 1,811 spaces, 965 of which are in the Fenway, 336 at Wentworth, and 510 at Chestnut Hill and Renaissance. All spaces in the Fenway are on short-term leases. The Wentworth lot is under a five-year lease. The MASCO off-site parking total is about the size of Landmark Center spaces--1796 in one facility.

Q: Does MASCO control the nightclub parking on Lansdowne Street?

A: MASCO leases daytime spaces at the Lansdowne Garage; MASCO does not operate the garage or have any dealings with nightclub parking.

C: All LMA parking gets city approval causing congestion for cars and buses trying to get to the garages and beyond. Some of the spaces don't even get used.

A: Adam Shulman said that that is not the case. MASCO said that the LMA is not in an "overcapacity" situation; few spaces are unused because of high patient demand for parking.

C: The LMA Shuttle is running buses to Yawkey, the MBTA is running buses, and on the first phase of the Urban Ring the MBTA will run more buses. This is a lot of redundancy.

A: MASCO agreed to run bus service from Yawkey Way station if the MBTA would provide commuter rail service there. Without bus service fewer commuters would be interested in taking commuter rail to that location. The Urban Ring bus service to Yawkey is not intended to overlay on top of LMA Shuttle service to Yawkey. The 20-year plan is to provide this service by rapid transit in an underground tunnel; bus service will be provided in the interim and it should not overlap. It was agreed that MBTA representatives should be invited to a future meeting to clarify the issue of overlaying bus services.

Q: How many trips do MASCO shuttles run and where?

A: Jens Gregory described the mission of MASCO parking/transportation-- to improve access to the LMA. The park and ride program is part of that strategy. Generally the buses run 7-10 minute service between 6-9:00 AM and 3:30 to 6:30 PM; mid-day service is less frequent. Schedules of all services were available. The buses reduce the number of trips that are completed by automobile.

Q: How many buses per day are running on Tremont Street?

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

A: In peak times, one bus runs every ten minutes or so. Jens did not have the number but agreed to find out.

C: MASCO should give us a pass so the community can use the buses.

A: That is being looked at.

Q: Who rides the buses?

A: Employees who are parking off-site or commuting from Cambridge or into Ruggles Station by commuter rail, bus or rapid transit.

Q: Who's subsidizing the parkers?

A: MASCO charges members a flat rate. The members subsidize the employees' parking spaces. Much work has been devoted to raising T-pass subsidies and reducing parking subsidies.

Q: On Huntington what bus does MASCO run?

A: MASCO runs the Ruggles Express from Forsyth Street near Northeastern to the LMA via Huntington Avenue, the Fenway and Avenue Louis Pasteur. Four buses are used to provide 10-minute service.

Q: Is there a plan to use vans instead of full buses during the off-hours?

A: MASCO cannot use vans during the peak hours due to capacity needs but is looking at the possibility of running van service off-hours.

Q: MASCO shuttles should not use the MDC parkways; they are for pleasure vehicles.

A: The M2/Cambridge shuttle is the only one using the Fenway. There are approximately 100 trips per day.

C: Permits were never held by MASCO, for a period of five years, to operate on the Fenway despite MASCO's and Paul Revere's claim that they were permitted by the MDC. An inquiry to the State Attorney General's office resulted in an MDC permit overnight.

A: MASCO requires the operator to obtain the necessary permits to operate.

Q: Can Fenway residents ride the Cambridge bus?

A: Yes, they can buy a ticket at any of the distribution areas noted on the schedule.

Q: Why can't these shuttles get off the Fenway?

A: MASCO studied the trip time to use an alternative route of Huntington Avenue to Massachusetts Avenue. This route added nine minutes to the trip time, reduced efficiency of the service, and would result in fewer employees finding the service an attractive alternative to the car.

Q: What are the fees for riding the buses?

A: The Longwood Express from Ruggles is free. The Cambridge/M2 shuttle is \$.85/ticket. Employees who park off-site use parking shuttles.

Q: There is a bus frequently on Tremont Street. Couldn't a stop be provided at Roxbury Crossing to pick up employees getting off the Orange Line?

A: That could be evaluated. The shuttle currently picks up employees using the Orange Line, at Ruggles.

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

Q: What about alternative fuel vehicles?

A: Alternatives evaluated include CNG, LNG, hydroelectric and clean diesel. CNG looks very expensive to purchase and is maintenance intensive. Clean diesel has comparable emissions reductions to CNG. These alternatives are being looked at in the re-bid of the bus operations contract next year.

Q: Who controls our decision on choice of vehicles?

A: MASCO with input from its membership.

Q: The parameters for selecting alternative fuel vehicles in the next contract sound very vague. This should be a major topic of discussion and put on a future agenda. The outcome relates to traffic congestion and air pollution.

A: MASCO would be happy to make a future presentation on this topic.

Q: The community wants information on parking beyond the MASCO spaces.

A: Ms. Hamilton distributed the parking inventory contained in the West Fenway/Longwood study completed by BTM several years ago and summarized the space information.

C: This inventory is old and should be updated to reflect all of the new approved parking.

A: Adam Shulman said that it's a good, mostly current inventory of parking in the area; he said it's the best inventory in the City and BTM has updated information from the Red Sox studies in 1999 that confirms this. He took issue with the statement that the city has approved every parking space proposed.

Q: What about all of the new spaces being developed?

A: Ms. Hamilton reviewed the two million square feet of development projects approved, by project and number of net new parking spaces 678. She said that an inventory done today would not be reflective of the bigger picture using the net loss of about 800 parking spaces during development as an example of how that inventory might be skewed.

The next meeting was scheduled for March 26.

Prepared by:

Sarah Hamilton  
Director, Area Planning & Development  
MASCO, 375 Longwood Avenue  
Boston, MA 02215  
[shamilton@masco.harvard.edu](mailto:shamilton@masco.harvard.edu)  
617-633-2776.

**Summary of LMA Forum Meeting  
May 21, 2001****1. MASCO/BRA Updates**

Owen Donnelly welcomed the group back to The Forum. We last met on February 26<sup>th</sup>, 2001. The March meeting was cancelled due to lack of agenda items, and the April meeting was cancelled and rescheduled due to a conflict with a community meeting. Mr. Donnelly reported that all of the projects approved are now under construction including: the Harvard New Research Building, Simmons College's Graduate Center, Children's Hospital Research Building, Wentworth's and MassArt's residence halls, and the Merck-Boston Research Center on the Emmanuel College campus. BIDMC is relocating their emergency rooms to the West Campus, and the Dana-Farber pedestrian bridge on Shattuck Street is mostly done. The Children's Hospital Clinical Building is moving forward and will start later. Mass. College of Pharmacy presented some plans to The Forum for the White Building quite a while ago; these were suspended while they completed work on their Worcester campus. They are re-starting the Article 80 process, and the BRA expects a submission shortly.

**2. Community/Institutional Partnerships****Harvard University:**

Kevin McCluskey, Harvard University, presented information on Harvard's funding of after school programs and affordable housing loans. Harvard has a vested interest in Boston and Cambridge and wants to respond to the most critical needs in the community. Following the leadership of Mayor Menino, Harvard is strengthening their public private partnerships. One example is the 20/20/2000 housing program. There are two components to this program. The first component is a \$20 million loan over 20 years to non-profits to build affordable housing (\$10 million to Boston, \$10 million to Cambridge). Three intermediaries are managing this process: Boston Community Capital (BCC), the Local Initiatives Support Corporation (LISC) and the Cambridge Affordable Housing Trust (CAHT). The Harvard loan is low interest (2%) and long-term (20 years). They plan to develop, preserve and renovate nearly 1,200 units of affordable housing in these two cities.

The second component is the Harvard Housing Innovation Grant Program (HHIP); this grant program is designed to support CDCs and housing non-profits to find innovative solutions to the challenges of affordable housing production. This includes a one-time \$1 million donation to this innovative fund, as well as time from Harvard faculty and staff to develop replicable models and engage in shared research.

In response to questions, over 22 loans have been committed now; over 550 units are being developed, including both opportunities for rental and home ownership.

The Harvard After School Initiative is the second program Mr. McCluskey described. The Mayor has been a leader, nationwide, in the development of after school programs (from 2 PM to 6 PM). Harvard joined the Mayoral Task Force "After School For All". This collaborative public private partnership effort has raised \$20 million. The goals are to expand after school slots in community programs city-wide, to improve the quality of these programs, and to seek additional funding to create a support network so that these programs are not dependant on the public funding "roller coaster". They are inviting people from the Allston, Brighton, Fenway and Mission Hill neighborhoods to a meeting this Thursday, at the Harvard Business School, to talk about a process, and to determine how to make the best use of these dollars. They want to connect work being done in the field with Harvard researchers, to do program evaluation and make the strongest possible programs that are linked to education taking place in the Boston schools.

#### Discussion

Q: What age span is covered?

A: Elementary and middle school students; there are some for high school.

C: There is a booklet about after school programs in the city, which helps parents, know what their options are. You can get this through the Mayor's Office.

Q: What category does all this funding fall under (PILOT, community benefit, or some obligations to the city)?

A: This is a partnership with the city and other non-profits. In the case of affordable housing, the Mayor was asking for help.

C: A participant suggested that Harvard owed the city money for the purchase of English High School.

A: That is not the case. Harvard is donating \$10 million to Boston.

Q: Is there a cap on how much housing funding goes to Mission Hill?

A: This money is being disseminated through BCC for specific projects. This is spent on a first-come, first-served basis. There are no restrictions on the amount per neighborhood. Harvard is providing flexible funding to make these projects affordable and reduce the wait-time to build them.

Q: Does your school funding cover summer programs?

A: Yes, these funds are meant for after school and "out of school" times, however the program should meet the needs of the service providers and community. Harvard won't make assumptions about what would work best for the community.

Q: You said 550 housing units are being developed. Over what time period?

A: Since November, 1999.

Q: How many are in Boston?

A: Mr. McCluskey did not know off-hand.

Q: Are they fully funded or is this gap funding?

A: It's varied; each is different. Funding has gone mainly to CDCs.

Q: What is the dollar value to leverage loans?

A: The first installment is \$2.5 million, with \$2 million to the Cambridge Trust. Additional funds will be made available through the intermediaries.

Q: So this was not done in return for development benefits, but it was done at the request of the Mayor?

A: These funds are not specific to off-setting particular projects. This is a partnership with broader goals. We are working together, over time, to see what we can accomplish. Harvard is responding to a real public need. Do we have an option not to respond and to fund at a reduced scale? Yes, but the President, Neil Rudenstein decided to respond in a more inclusive way.

### **"Bridges to the Future" Career Ladders Program**

Gail Sokoloff from the Fenway CDC presented the new "Bridges to the Future" Program. The Fenway CDC developed this program in partnership with the Jamaica Plain Neighborhood Development Corp. (NDC), and three hospitals--Beth Israel Deaconess Medical Center, Children's Hospital, New England Baptist Hospital-- and Harvard Medical School. It provides career ladders to entry-level workers. In 1994 the Fenway CDC developed the "Walk to Work" Program, which linked residents with job opportunities at the hospitals. Three years ago they launched the "Steps to the Future" Program with BIDMC and Children's, which is a welfare-to-work program. Sixty people were placed into jobs. However, they found that with the rising cost of living in the city, they needed to move beyond the entry level. A year ago they started the "Bridges to the Future" Program. They researched career pathways in the institutions. Umass/Boston was involved and interviewed supervisors, entry-level employees, and human resources personnel to identify opportunities and obstacles. A lot of interesting research resulted. Skills required by entry-level employees to advance were identified. Some supervisors lack career coaching and counseling skills. They spent three to four months designing the program launched last month.

During the program, they will enroll 100-120 entry-level workers from food service, to environmental services, to materials management, to take 60 hours of foundation skills training at Harvard Medical School. This includes customer service and communication skills. They are training supervisors to nurture talent and advance people. There are full-time career coaches at the Fenway CDC and the Jamaica Plain NDC who meet with enrolled employees over the long-term. They help to set goals and identify additional training opportunities. They are also piloting a mentoring program and a job-shadowing program. With the mentoring program employees are connected to a "buddy" who is performing the job that they are interested in. This person can help them to move forward and make the transition. The job-shadowing program allows an entry-level employee to shadow, or follow someone, through their day to learn more



about the position in which they are interested.

Q: How is this funded?

A: Seed funding was originally raised from BankBoston (now Fleet Boston). The career ladders program costs \$80,000 for four sites. They have an annual budget of \$300,000 and have raised 75% of this year's budget. It is a three-year program with the first year being the least expensive. They are training 30-40 supervisors and 120 entry-level employees. The workforce-training fund includes \$60,000 from the Boston Foundation and the John Merck Fund. The institutions are giving in-kind staff time, which is substantial.

Q: What are "environmental services"?

A: That's what they call housekeeping. "Materials management" has to do with the logistics of getting supplies from one place to another (i.e., shipping and receiving and getting wheel chairs in the right place where they're needed).

Q: How many housing units in the Fenway are subsidized?

A: To qualify for the program a certain portion of your income goes to housing. There are 2,100 subsidized units in the Fenway. There are 500-600 units in Mission Main.

Q: Do all jobs have a career ladder?

A: Some do and some don't. People in those that don't may need to move laterally to find new challenges and a ladder.

Q: What is the pay scale?

A: Entry-level employees make \$8-10/hour, but they need to move up to a living wage, which is \$14-16/hour.

### **3. Neighborhood Reconfiguration Proposal for Francis Street/Fenwood Road Area**

Jack Anderson, from RTH, explained that there is a new plan being put forth by the Roxbury Tenants of Harvard (RTH) and the Brigham and Women's Hospital (BWH). This involves moving some buildings, and RTH purchase of property from Harvard Medical School (HMS). Mr. Anderson deferred to Peter Monkenbeck (RTH consultant) and Tom Cornu (Cornu Management), who have been working on this project for a long time to explain it.

Peter Monkenbeck has worked with BWH and RTH, for over two years, to develop the proposal that is on the table today. This plan would allow BWH to obtain a parcel bounded by Fenwood Road, Binney Street, Vining Street and Francis Street (please see the handout map), located next to the ServiCenter Garage and across from the main entry to BWH. There are six houses on the block now, housing 28 families. Five of these houses will be relocated to the next block over (four where the VinFen parking lot is now) and the other one will be located across the street. This will fill in most of the empty housing lots in the neighborhood. Meetings have been held with all 28 households, and the details of a move have been discussed. All of these tenants will be housed, temporarily, in other RTH property until their home has been relocated and

then they will move back in. The new housing locations face other houses instead of the hospital. Five of them will face Fenwood Road, not Francis Street, which is generally an improvement. All costs of this move will be paid by BWH.

There will also be a land swap, where the 15 properties marked with an "A" on the map, that have not been under RTH control, will come under the permanent control of RTH. These three- and four-story houses are owned by Harvard and will be transferred to BWH, who will transfer them to RTH. This includes several parcels on Huntington Avenue--the apartments next to the bank, and other 1980 properties retained by Harvard. There is a "bowling alley" there that has no value as a building, but the property will become RTH property. In the future it may be developed into a social services/job training center. Number 20 St. Albans Street and Number 20 Fenwood Road will also be transferred to RTH. These parcels will become part of a playground/tot lot.

The third element of this deal, beyond the moving of houses and conveying property from Harvard to RTH, are two agreements: the Community Benefits Agreement and the Neighborhood Mitigation Agreement. The Community Benefits Agreement involves a group of hospital representatives and RTH personnel who will perform a comprehensive needs assessment in the community and design new programs to meet those needs. This will include vocational and educational programs, as well as job training, welfare-to-work opportunities and computer training, health and wellness classes taught by health care workers and, possibly, workshops with youth and adults regarding drug and violence prevention. The operating funding for these programs will come from BWH (in the "six figure" range), over several years (up to five). The governance structure will include RTH and BWH personnel sitting together to plan and design these programs.

The Neighborhood Mitigation Agreement will outline how hospital operations impact the neighborhood. This will include the prevention of large trucks that use Fenwood Road to get from Huntington to the ServiCenter. This includes personnel on the street who will monitor hospital vendor truck parking with radios, so there will be real-time response to breaches of contract. This agreement will include clear obligations to stay off the neighborhood streets and to improve their ability to monitor problems. There will be a significant improvement in the monitoring and control of valet parkers, enforcement of speed restrictions, stop sign observance, and allowing for pedestrian crossing. In addition, RTH will have access to additional parking for evenings and weekends off-street. There is also a deadline for the relocation of the oxygen tanks. Shuttle bus routes will be changed so that they don't use Fenwood Road, and this will be enforced.

There is one additional note that should be added to the handout. There is a parallel agreement, not with the hospital, but tied to the BWH agreements, that RTH may purchase the remaining 147 units owned by Harvard. An agreement was made between RTH and Harvard in 1980, where RTH had a 50-year lease. Twenty of those years have now passed. In 30 years Harvard could take this land back. Harvard is willing to forego 30 remaining years on the lease and sell the remaining rights to 31 houses to RTH now. Harvard has an interest in helping Brigham and Women's Hospital. This agreement will not be signed unless, or until the other agreements with Brigham are signed. At the

end of the day RTH will own forever all the property from Vining to Saint Albans Street, with the exception of one house that BWH will retain for families of ill people, and one house that the Department of Mental Health will retain next to their main facility.

Arthur Momborquette, VP of Support Services at Brigham and Women's Hospital, was asked why they're willing to do this. He explained that he worked in the medical area as a housekeeper at the Boston Lying-In, and it was through mentorship that he worked his way up. He remembers where he's from and thinks that this is the right thing to do. This parcel is important to the hospital--they need room to grow. This is only the first step; there is still a long road ahead including meetings with the BRA, the City, and neighborhoods. They are only in the "dreaming stage" when it comes to a building on this property. They need to really analyze what is needed, but for now they are calling it the "Center for Advanced Medicine." They envision it as a place where cutting edge technology is practiced on the forefront of medicine. These are not standard doctor's offices or primary care facilities; this is where people will come to be diagnosed with high tech equipment. It will be approximately 10 stories tall, at 350,000 GSF, with parking below ground. These are fungible numbers until they know what kinds of soils lay below.

BWH is also trying to get a handle on what they can fit into this building. The planners and architects will have to define what can fit, what the needs are related to patient care, and who gets moved. The new building will not have beds; it will be an ambulatory building. It will include the major service lines to help reduce the backlog of patients. It may include: neuroscience, muscular/skeletal, imaging and ambulatory surgery. No architect has been chosen. It will take five to six months to develop architectural schemes. There was a photo of a building on the December Bulletin (BWH newsletter), but this was only an artist's rendering for fundraising purposes. They do not have the cash needed to build this facility and need to raise funds through the philanthropy markets. After they move the houses they will use this lot to replace the surface parking lost at the VinFen lot. They will not begin building immediately.

Questions were responded to by Mr. Mombourquette and Mr. Monkenbeck.

Q: If your building doesn't fit will you go higher or move other properties aside?

A: We cannot move other properties; there will be a transfer of land ownership.

C: Thirty years ago the RTH people put up a fight to keep the hospital out of the neighborhood. This is a 30-year dream come full-circle. Bob Parks and Jeff Otten and others also made this happen. If RTH wants to sell the land they can, but most folks just want a roof over their heads for themselves and their kids. These agreements offer huge benefits to the community including the mitigation, the community benefits package, and job training (for 5-6 years).

C: Kevin Fitzgerald thanked the previous speakers for their comments. He was also around 30 years ago when the neighborhood was fighting institutional expansion. Bob Parks was visionary; before he passed away he was meeting regularly with people about this land swap. This was very important to him. Thirty years ago he said that if the hospitals were going to build, that they also had to rebuild this

community. People thought he was crazy; but we stand here tonight and can see the evolution now is happening. He said, "I'd like to tip my hat to Bob and Theresa Parks", a statement that was met with applause. As a representative of Roxbury and Jamaica Plain we support what will take place for potential future development in housing. People will be able to stay in the neighborhood because it will remain financially viable.

- C: A 50-year resident expressed distress to think that "we need a quid pro quo". You're here asking to have this development as a neighbor. We don't know RTH anymore. I have a house across the street. I will still be impacted by the 18-wheelers and the speedway. My historic house on Huntington Ave. will still be impacted by any increase in traffic generated by new development. I don't oppose the project, if it is needed for science, but we don't need a quid pro quo agreement.
- C: Art Momborquette commented that he wished they had begun this process three years earlier. He was in the Mission Hill School until 5<sup>th</sup> grade. His parents still have roots in the community. He thinks that they are doing the right thing in limiting vendor traffic and truck traffic on neighborhood streets. He knows that this will impact others on Huntington Avenue as well. They do not want to play one group against another; that is not good government or business.
- C: A resident "wanted to affirm the sociologies of this, and not keep it a secret", continuing to say that private pay off to a small group, does not serve the greater good. Parker Street and Tremont Street still bear a burden. Money or advantage to RTH doesn't help. Fifteen years ago we fought parking garages when we should have built rail. Playing one group against the other doesn't alleviate the problems for others.
- C: A resident expressed thanks to Bob Parks, but expressed uncertainty that turning over these houses is worth the cost of a 10-story building, parking and more people.
- A: This building would be an ambulatory building, with no beds.
- C: But that means people will be coming and going all day. What is the expected turnover?
- A: I can't guess at that yet.
- Q: Will you be trading this one for Ambulatory I or II, and move them over, or is this in addition to those buildings?
- A: We will not be closing the existing buildings. Part of the business strategy is, now that we are aligned with Faulkner Hospital, we are moving more ambulatory and short-stay patients to that facility. They are now back up to 140 beds from 80. BWH is a tertiary care facility; the patients that come here are the sickest and need to stay for longer lengths of time.
- Q: What kind of guarantees do you have with traffic? How do you know that you won't be yelling about this at the LMA Forum in 3-4 years?
- A: This agreement is legally enforceable, and there is a traffic enforcement mechanism

that did not exist before. This was a hard one to come to terms with, and it was a potential deal breaker for RTH, but this agreement is enforceable.

Q: These houses are coming to RTH at a huge price.

A: Actually the timing is great. There was potential that, after 30 years, these parcels would not be available to the neighborhood.

Q: What rents are paid?

A: 100% of the six houses are Section 8 housing. The rent is 30% of the tenant's income, so it varies. Half of the rest remaining are Section 8. These six were Section 8 due to the condition of the homes at the time of the switch years ago. Section 8 provides greater funding to improve the homes that were in the worst condition.

Q: When will the "A" houses be transferred?

A: July 2<sup>nd</sup>, 2001.

Q: Will there be any ramifications for the tenants there?

A: It depends on the building. We are happy to meet with you regarding specific buildings.

Q: Will RTH get a copy of the invitation to bid on the 10-story building?

A: RTH has already decided that they will trade these six buildings for the one block plus other agreements.

Q: Mission Park and RTH have joined together. Yet the old neighborhood knows all, and the new neighborhood does not know it yet. I went to two meetings in March, and didn't hear this. How are we going to know what's going down? How are we supposed to learn about it? We want to make our own opinions about what's going down. Don't ignore us. We don't know if we agree with you.

A: This was discussed at several meetings, including the annual meeting one year ago, and it was in the newsletter two months ago. There were two meetings, one in March and one in April, when this was discussed. It was in the RTH executive director's report and half the annual meeting was on this topic with a vote at the end of the meeting with marked ballots.

C: RTH people only knew about this meeting because we got fliers on our door three days before the meeting. Normally we get a week advance notice. This was too short.

Q: The green co-op land is not on the map.

A: This will be conveyed to RTH. Thirty-one of the 40 properties were conveyed to RTH for 50 years. The co-op was in better shape and the rental properties in worse shape. Of the 34 properties there are four buildings that BWH controls, and 31 are HU/HMS. There is no signed Purchase and Sale Agreement. These will all be conveyed at the same time, on the same day as the swap.

Q: Did you consider buying the Shapiro Building instead of building a new one?

A: It's off the market now.

Q: How many parking spaces are you considering?

A: We're still in the dreaming stage, but probably 250-300 spaces, depending on the geological surveys.

Q: The Landmarks Commission shows demolition permits. Aren't you demolishing these buildings?

A: No, this is the only way that the Landmarks Commission can announce this change in their notices. We are demolishing the old foundations only. The porches may be removed during the move, but we will save what is historic. We have met with the builder, who explained how they will do it so that we may be assured that they will remain in good condition. This builder specializes in moving old houses, and hires specialized subs as needed. RTH will move the houses; BWH will pay the bill.

C: We will still have problems on Huntington controlling the traffic, not to mention the problems with the students and the T. This project will still bring more traffic into the area. This agreement does not touch the MBTA or buses.

A: This project will go nowhere until goes through the public process. We will still have to go through the Article 80 process.

Q: How will you enforce the traffic?

A: There are two full-time patrols who are Pinkerton Security guards; one lives in the neighborhood. They will monitor the vendor parking, truck traffic and valets. They know the vendors and have radios to communicate in real time. If the trucks are headed down Fenwood Road they will radio ahead to the dispatcher at the ServiCenter who will speak with the driver. There are contracts with the vendors that outline the prescribed routes that they may take. If they do not comply they run the risk of losing a lucrative contract with the hospital. RTH can monitor and document problems, as well, and bring them to the hospital.

Q: Will the relocated homes have full basements?

A: Yes.

C: Where are you moving the oxygen tanks? The delivery truck is a menace. It honks its horn at Brigham Circle. It hit a car last fall when it backed up to pull out. It must be moved.

A: The new oxygen tank is located on Shattuck Street; it already exists.

C: A resident said he came here expecting this to be a lot worse, and came prepared to say some nasty things. We've seen promises made that aren't fulfilled. This deal is better than most presented in a long time for the community.

Q: Will you file a Determination of Need for the new building?

A: No. We need to know what goes in it, and will seek approval to build, and go through the community involvement process to do that.

Q: Prior to putting a building on this lot you said that it will be a parking lot. However you will be moving from a smaller lot to a larger lot. Are you going to put more parking in there?

A: Only if we get approval. We would like to move the valets there so that they don't use the Mission Park garage so much. That way they will also be closer to BWH's front door and will not need to drive through the neighborhood.

Q: Why wasn't this brought up? If there were any additional parking then I would oppose the project.

A: We did mention this. Only the city can approve this. We are thinking it would hold 10-12 doctor's cars and valet ambulatory. We would prefer to put the longer term parking at the Mission Garage to reduce turnover, and reduce the pressure on the other routes.

Q: If you have 650 spaces at the ServiCenter plus another 300 spaces this will impact the neighborhood. Short-term patient vehicle turnover is even worse than employees.

A: We will be coming back to these issues at a later date, when BWH has a proposal to put forward. In the meantime, the purpose of this meeting was to present the RTH/BWH agreement.

The meeting was adjourned by Mr. Donnelly. RTH and BWH stated they would be happy to remain up front and answer any other questions.

Prepared by:  
Jan Henderson, MASCO INC.  
617-632-2762  
jhenderson@masco.harvard.edu

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

## Summary of LMA Forum Meeting June 25, 2001

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

Owen Donnelly (BRA) reported that all projects that have come before the LMA Forum are now under construction with the exception of the Children's Hospital Clinical Building. He reported further on the RTH Neighborhood Reconfiguration Plan reviewed at the May Forum, saying that the BRA Board approved their proposal to amend the 121A agreement for the original development at their meeting on June 21<sup>st</sup>. A 121A agreement provides tax relief to developers of affordable housing. The approval allows deviations from the zoning code to allow for R-3 zoning to accommodate the units of housing that will be moved. The uses, although consistent with the uses elsewhere on the block, are not consistent with current zoning. The BRA Board approval of the 121A agreement does not constitute support for temporary or permanent uses on the block being vacated that may be contemplated by the BWH.

Q: Participant said her property had been down zoned in the Mission Hill rezoning process and complained that if she couldn't develop business uses then why does the city allow for heavy trucking on Huntington Avenue, referencing the current MBTA construction on Huntington Avenue.

Q: With reference to BRA Board approval of the RTH petition, there were complaints that no notice was provided by the city to the neighborhood.

A: Mr. Donnelly explained that notice was not required; the BRA action did not require a public hearing.

Sarah Hamilton (MASCO) said that MCP representatives were out of the country but had asked her to report on their progress in moving forward to develop a residence for the President on Huntington Avenue. Abutter meetings have been positive, the residence will have one or two parking spaces at most, and the college hopes to receive a building permit in the near future. Marie Fabiano, speaking as an abutter, said she had received nothing in writing from the college and requested that abutters receive specific information about the project.

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) • Joslin Diabetes Center • Judge Baker Children's Center • Massachusetts College of Art • Massachusetts College of Pharmacy and Health Sciences • Massachusetts Mental Health Center • Simmons College • Temple Israel • Wheelock College • Wentworth Institute of Technology • The Winsor School



A question was raised about the status of BIDMC's heliport relocation. This is part of a larger plan to relocate emergency room and related medical support facilities from the east to the west campus, including the heliport. Several buildings were demolished; the site will be restored with landscaping and ER patient/family parking. The grand opening was to occur in mid-July according to Roger Perry and Jane Matlaw of BIDMC.

Ms. Hamilton also reported on MASCO's new resident bus pass program. At past community meetings, community residents had requested access to the MASCO shuttle bus system. Yellow passes, valid for a year, were distributed with general schedule and routing information (also available at [www.masco.org](http://www.masco.org)). There is no fee for the passes, which allow free access to all MASCO routes except the Cambridge Shuttle (M2). Residents are welcome to use that route but must pay a fee like all other riders. Additional passes and information can be obtained from Jens Gregory at 617-632-2773. Residents of Mission Hill and the Fenway are eligible for the bus passes. Buses will stop at their regularly scheduled times and locations (no flag stops). Mr. Orareo complained about the use of the MASCO Harvard shuttle of the Fenway and inquired about the renewal date of that license.

## **2. Emmanuel College IMPNF Amendment**

Mr. Donnelly described the Emmanuel College Institutional Master Plan/Article 80 review undertaken for the college campus and the Merck Boston Research Center Article 80 review. The college is introducing its two technical amendments for the purpose of minor changes in FAR and height related to the final design of the Merck Boston Research Center. Ms. Myra Putzinger, Esq., presented the amendments. The first amendment is a technical change to conform to legal zoning requirements and will not result in any physical changes. During conceptual design a site FAR was established, calculating the dimensions of a city-required roadway connection from Avenue Louis Pasteur to Blackfan Street. This future city street will be privately owned and maintained but open to public travel. Omitted from the FAR calculation was land area for sidewalks. The amendment increases Parcel A FAR from 2.8 to 3; Parcel B FAR from 6.3 to 6.68; and Parcel C FAR from 1.8 to 1.85. The second amendment is a technical amendment to accommodate a horizontal, fifth floor duct to transfer fresh air from the east side of the new Merck Boston Research Center building to the west, causing a three foot height increase for the building. The master plan described a 184-foot building height, exclusive of mechanical penthouse; the three-foot change does not affect any of the environmental studies completed for the project. The IMPNF was filed on May 21<sup>st</sup>. A 30-day comment period was extended to 60 days so that LMA Forum review could occur.

Q: What is the total land area being given for the public way?

A: It is 32,821 sf for the street and 9,506 sf for the sidewalks. The BRA saw an opportunity to provide for future growth of the area, by adding a relief valve between Longwood Avenue and Avenue Louis Pasteur. All abutters going through Article 80 review were required to make provisions for a future roadway.

Q: Why weren't the sidewalks planned originally?

A: They were; the issue is that they weren't included in the legal description.

Q: What is the setback of the Merck Boston Building from the sidewalk?

A: This building will be on the edge of the sidewalk.

Q: What's the appropriate width for a city street?

A: The street will be 30 feet wide for the most part, narrowing down to 28 feet. Service vehicles and loading docks will be accommodated off-street in the building. Sidewalk widths vary from 7'6" to 10 feet.

Q: Where is the street connection going to occur?

A: It will not be completed as part of this project; the lay out plan includes a connection to the north of the Alumnae Hall building. Mr. Donnelly added that no one will get development approval until the plan is implemented.

Q: What number of SF does the three-foot height increase represent?

A: It is not occupiable square footage because it is not heated and enclosed space. The duct cannot be accommodated elsewhere.

C: Commenter (Richard Orareo) was originally opposed to Emmanuel allowing Merck to develop a part of its campus. After understanding more fully the medical humanitarian contributions of an organization like Merck he has softened his objections and is in favor of Merck coming into the city and the neighborhood.

### **3. BRA Design Review Under Article 80**

Continuing the educational aspect of the LMA Forum, the design review process was discussed. This is a three-stage process, begun forty years ago during urban renewal and codified in the city's zoning code (Article 80). Mr. Robert Kroin was introduced as the chief architect at the BRA who has had a hand in the design of buildings in the city for many years. The three stages of design are conceptual/schematic, design development and contract documents. The BRA's design review process covers all three stages and beyond, into construction details. All proposed projects over 25,000 sf may be subject to design review; projects over 50,000 sf or projects which will significantly impact the city's design, will be subject to design review. Project designs, when submitted to the BRA, are brought to a five-person senior design staff for input. Most projects are also brought to the Boston Civic Design Commission (BCDC), an 11-member board comprised of six architects and five general members, for a recommendation at the schematic design level. They represent the public interest and enhance the public realm. In reviewing projects they rely on established urban design principles, rather than personal taste. Such principles include legibility of entrances, liveliness of building facades and street walls, and accommodation of growth while minimizing the encroachments on the public environment (streets, sidewalks, parks) and residential units.

Relationships between buildings, blocks, streets, neighborhoods, and the city as a whole are evaluated for the fit of the parts to the whole, rather than the parts. The principle of district identity helps you know where you are, through design of buildings in relation to the district, and transitioning entry and departure to and from the district. A key district principle is to encourage activity at the ground floor of a development and a mixture of uses such as retail and residential, to encourage vitality and safety.

Another principle is to use streets to create an image of an area, not just to provide a way for cars to get through and area. Streets should define similarly sized blocks (not superblocks) and create opportunities for front doors or primary addresses. They should create a hierarchy and also offer views to open spaces or vistas such as those afforded from Harvard's Building A to the Fens or the Fens to the colonnaded Building A. Another urban design principle is to protect the pedestrian's ability to see landmarks or orientation points such as the Simmons or Emmanuel College towers. Park and open space protection are important but not always recognized for their healing aspects. In the LMA, the Harvard quadrangle, the Emerald Necklace, Joslin Park and Prouty Garden were named as important spaces. Buildings should relate to the streets, respect the existing rules with regard to orientation, front door and delivery entrances, height and human scale, and make streets images better. Mr. Kroin acknowledged the need in the LMA for second level pedestrian connectors for the purpose of patient transport, but only in specific areas that do not include important streets and parks. Height is not necessarily bad and can be used to reduce the bulkiness of buildings on a block. Architectural style should be developed in the context of time, as well as space. While many LMA buildings were developed in the early 21<sup>st</sup> century, the LMA of today is not practicing Victorian medicine or research and should not look old-fashioned. A series of slides were used to illustrate these major principles and a discussion followed.

#### **4. Other**

In reviewing forthcoming plans, the BRA and MASCO recommended that July and August meetings be canceled. If any thing of importance to the neighborhoods arise, such as a new RTH/BWH development or plans for the Judge Baker site, a meeting will be convened. A complaint was made about a Children's Hospital shuttle using the neighborhood, truck traffic starting up again on Fenwood Road, and Paul Revere buses again on St. Albans.

Prepared by:  
Sarah Hamilton

MASCO Planning 375 Longwood Avenue  
Boston, MA 02215  
617-632-2776 ph  
617-632-2779 fax  
shamilton@masco.harvard.edu

## **LMA Forum Summary September 24, 2001**

### **1. Welcome/Introductions**

Sarah Hamilton described the purpose and mission of the LMA Forum: To inform the public about development and related issues in the area, and to serve as the vehicle for community review of development proposals. She cited examples of issues that had been dealt with successfully through the LMA Forum in the past, including helicopter noise, truck traffic and transportation problems.

Procedures for the conduct of LMA Forum meetings were described: Questions and comments should wait until after each presentation is completed; Discussion should focus on issues relating to LMA institutions and not on issues concerning City government. At the suggestion of a participant, it was agreed that the names of the presenters would be listed on future agendas distributed at the meetings.

Q: Does the time allocated to items on the agenda allow for discussion of issues not related to specific development projects?

A: General issues can be discussed, as long as they relate to matters of concern to the LMA Forum.

### **2. BRA/BTD/MASCO Updates**

Owen Donnelly of the BRA acknowledged MASCO for its efforts over the years in establishing and maintaining the LMA Forum. In particular, he cited the regularity of the meetings, the advance mailings, and the written summaries of the meetings. The BRA has only two people assigned to review all institutional development proposals citywide, who could not do it without MASCO's assistance.

Children's Hospital, Merck and Harvard Medical School all have research facilities under construction. Children's Hospital's clinical facility has not yet entered the construction stage. Wentworth Institute and Mass. College of Art both have new dormitories completed or nearing completion.

A BRA publication entitled "Citizen's guide to Development Review" has been in high demand. Contact Meredith Bowman at 617-918-4351 to obtain copies.

Sarah Hamilton announced that the Environmental Impact Study for the Urban Ring will be the subject of a "Public Scoping Session" on Wednesday, October 3 from 4:00 to 7:30 p.m. Flyers announcing the meeting were passed out.

Q: What is the BRA's web site address?

A: Look on the City's web site, on the link labeled "development".

### **3. Mass. College of Pharmacy and Health Sciences (MCPHS)**

Rick Lessard presented MCPHS' concept plan for expansion of the White Building on Longwood Avenue. MCPHS is the second largest college of pharmacy in the country,

with 250 faculty and staff, and 1,900 students, a number that is expected to grow to 2,200. Approximately 50 percent of the students are from Greater Boston, and about 250 live in the immediate neighborhood. In addition to Doctor of Pharmacy degrees, the institution also has programs in nursing, radiology and pre-medical studies. The urgent national demand for pharmacy graduates, coupled with increasing pressure from accrediting bodies regarding facilities for training pharmacists, has resulted in the need to expand the Boston facility.

The project has been in the Article 80 process for several years already, and a version of it had previously been presented to the LMA Forum. In August 1998, MCP filed an Institutional Master Plan (IMP) and a Project Notification Form (PNF) with the BRA. The original Master Plan included a residence hall on the site of the gas station acquired by MCP in May 1998. Extensive community meetings were held at that time, laying the groundwork for a fruitful dialogue with the community. In May 1999, the IMP and PNF were reissued, including plans for a 90,000 square foot addition to the White Building on Longwood Avenue, plus long-term plans for an academic building on the gas station site. This was presented to the LMA Forum in the fall of 1999, and again in the spring of 2000. At those meetings, the community expressed a strong desire to retain the gas station. Meanwhile, the development of a new campus in Worcester caused MCP to shift its attention to that project and away from the Boston project. Now that the Worcester campus project has been completed, MCPHS is ready to resume community outreach for the Boston project, beginning with meetings with abutters, which have already occurred.

The current project still calls for construction of a 90,000 square foot addition to the White Building, in front of the existing façade, extending to the property line at Longwood Avenue, to be used for office, classroom and residential space. The gas station site is still shown as a potential development site in the IMP, but not within the ten-year time frame of the IMP.

Q: Which abutters were consulted?

A: Owners of property in and abutting the “triangle”.

Comment: Then the consultation did not include the neighborhood.

Comment: The presentation lacks sufficient detail for meaningful feedback.

Response: The project is just starting. This is only a preliminary briefing being given as a courtesy to the community. An expanded presentation, featuring architectural drawings, will be given at the next LMA Forum

Comment: The scope of the latest IMP is confusing. If it still includes a potential 50,000 square feet of development on the gas station site, then the total expansion is 140,000 square feet, not 90,000. Development of the gas station site would represent an expansion of the institution across Huntington Avenue, a line previously thought to be the boundary between institutions and the neighborhood. There is no consistency in BRA oversight of these matters

Response: The LMA is zoned for medical and institutional uses, and the boundaries of the LMA have become less rigid over time, largely in response to invitations from the

neighborhoods for institutional development on the other side of Huntington Avenue. In any case, the IMP is only required to include projects anticipated within the 10-12 year time frame of the plan; therefore, the additional square footage contemplated for the gas station site is not included in the IMP total.

### **3. Brigham & Women's Hospital (BWH)**

Arthur Mombourquette, BWH Vice President for Support Services, presented plans for the interim parking use of the block bounded by Francis, Binney and Vining Streets and Fenwood Road. Houses are currently in the process of being moved from that site to the adjoining block, a process scheduled for completion by December. The project had previously been presented to the LMA in May 2001. Mambourquette thanked participants who stayed after that meeting to provide useful feedback, which influenced the current plan. Most of the 62 spaces in the proposed new parking lot would replace 55 BWH spaces formerly located on the next block, to which the houses are being moved. The remainder of the spaces in the new lot will be allocated to residential parking, to replace 7-10 on-street spaces proposed for removal from Binney Street. That curb parking is being removed to eliminate existing problems with truck turning movements from Francis onto Binney and from Binney onto Fenwood. At the neighbors' request, all pedestrian and vehicular access to the parking lot will be from secure gates on Binney Street. The lot will be entirely enclosed with a wooden stockade fence and surrounded by decorative plantings and new sidewalks. Lighting will be designed in a way that it will not shine into residences.

The BWH spaces will be used exclusively for short-term valet parking for patients and visitors, an operation that currently uses the Mission Park garage. "Zones of activity" will be implemented, whereby all-day parkers will use the Mission Park garage, while valet operations will use this new lot directly across the street from the hospital entrance, thus reducing traffic between the hospital and the garage. The other on-site garage will continue to be used exclusively for patient and visitor self-parking. In addition to parking, the site will also be used for temporary office trailers, which will house functions temporarily displaced during renovations of the oldest BWH buildings.

Q: Where will the temporary parking spaces be moved to when the site is ultimately developed?

A: Most likely back to the Mission Park garage. To accomplish that, 120 more employees will have to be persuaded to park off-site.

Q: Are trucks allowed on Francis Street? A large truck recently was unable to turn onto Huntington Avenue from Tremont Street and was forced to proceed on Francis Street. Was that legal? How do construction trucks get to the site?

A: Large trucks are prohibited from Francis Street, as they should be, since it is a local residential street. However, an exception has been made for Children's Hospital's construction project, for which there is a specified, signed, truck route using Frances Street.

Q: What will happen to the residential spaces after they are displaced by development of the site, having already been displaced from Binney Street curbside? It would be better to reconfigure the Service Center loading docks, which are the only reason why cars parked on Binney Street are a problem.

A: Some permanent replacement parking will have to be found as part of the Mitigation agreement.

Q: Valet parking contributes to poor air quality. Can the LMA Forum get an update from EPA on air quality in the area?

A: That was the subject of an earlier briefing, in which the staff of the Kenmore Square Air Quality Monitoring Station indicated that air quality was actually getting better. Another update can be arranged.

Comment: Consider placing the entrances to the office trailers in the rear, rather than from Vining Street.

Response: Good idea. Will consider.

Comment: The conflict between truck movements and parked cars can be resolved without eliminating the curb parking on Binney Street, by widening Binney Street on the other side, where there is open land next to the Service Center Building.

Q: Was consideration given to including a Zip-Car space?

A: No. There is one Zip-Car at 375 Longwood Avenue for LMA employees.

#### **4. Joslin Diabetes Center**

Frank Keefe, a developer's representative, presented Joslin's concept for redevelopment of its main campus, bounded by Brookline and Longwood Avenues, Pilgrim Road and Joslin Place, with the exception of the property at the corner of Brookline and Longwood Avenues. Since every project benefits dramatically from citizen input, this presentation was occurring at the earliest stage of project development. To meet its critical research expansion needs, and the housing needs of its work force, as well as of the city as a whole, Joslin's phase 1 concept calls for a 300,000 square foot, research building, topped with 300 residential units. The research building, which would actually be two buildings arranged in an "L" at the corner of Pilgrim Road and Longwood Avenue, would be ten stories tall. The apartment tower would sit on top, at the corner of the "L". This mixed-use development would replace an existing four-story 84-unit apartment building, which has small units and termite problems. The project would be developed jointly by Joslin and a residential developer, and could begin construction in two years. The corner building containing Rebecca's and the flower shop would remain, as would Joslin's existing buildings, although the latter would be replaced in phase 2 with 400,000 square feet of new research space. Phase 2 could begin construction in five to seven years. All vehicular and service access would be from Pilgrim Road. A total of 716 parking spaces would be provided, using stackers. A winter garden is planned for the center of the complex, which would be accessible to pedestrians from all sides.

Q: What will the rents for the apartments be?

A: Not know at this time.

Q: How was the parking ratio calculated? It seems rather high.

A: Based on one space per residential unit, and the square footage of research floor area, the proposed figure is actually some 200 spaces short of the required number, but the developers hope to cover some of that shortfall through car sharing arrangements.

Q: What percentage of the residential units will be affordable?

A: Not definite at this time, but at least ten percent, as per zoning requirements.

Q: How high will the total development be?

A: With the residential component, it will be 30 stories tall.

Comment: Ten percent of 300 units is only 30 units, a net loss from the 84 affordable units on the site now.

Q: What are the dimensions of the site?

A: 300 x 350 feet, or approximately two acres.

Q: Why is Joslin proposing such a large development in the face of the economic crisis in health care?

A: Joslin and its partners will look at substantive questions regarding the impact of size, such as traffic impacts, shadow, wind and the need for housing.

Q: What will the next steps be?

A: A second presentation will be given at the next LMA Forum, including some designs and architect's renderings, but the full analysis will not begin until after the Scoping processes with the state and the City have been completed. Copies of the proposal can be distributed at the next LMA Forum. MASCO will handle mailing those out to people who sign up for it.

## **5. Other: Update on Impact Advisory Group (IAG) Process**

Owen Donnelly, of the Boston Redevelopment Authority, gave a brief introduction to the topic. IAGs will be appointed by the Mayor for each new development proposal.

Nominations for membership on an IAG are drawn from local elected officials in the area of the project, as well as from district officials of appropriate City departments.

There can be as many as 15 members on an IAG. The IAG's will serve in an advisory capacity only, and will not replace the regular review process. The LMA Forum will continue to be the primary vehicle for development review in the area, while the IAGs will focus mainly on mitigation agreements. The IAG process has not been applied in the LMA yet, since it is a new requirement. The Joslin project will be the first. LMA Forum participants interested in serving on an IAG should contact their local elected officials.

Q: Will the EPA's parking cap supersede the views of an IAG with respect to parking?



A: No. The EPA's parking cap applies only to commercial districts, primarily downtown Boston. The LMA is already a parking-restricted area under the City's zoning code.

Q: Since the IAG members will be political appointees, and will therefore tend to favor developers, how will the LMA Forum, and citizens in general, still carry weight in the process? How will the IAGs relate to existing CACs?

A: Some IAGs have been formed directly from the membership of CACs. It is too early to tell how the process will play out. Since the IAGs are made up of residents, it is only a matter of waiting to see if decisions those residents make are in accord with the views of residents participating in the pre-existing development review process.

Comment: IAG members should be asked to participate in the LMA Forum.

Response: In the case of the Museum of Fine Arts' expansion proposal, the Fenway Planning Task Force had been the main vehicle for development review in that area, and that does not appear to have changed under the IAG process. It has been suggested that ,where there is extant community involvement in development review, the IAG's should limit themselves to a narrow focus on Mitigation Agreements.

**Next LMA Forum:**

October 22

## **LMA Forum Summary October 22, 2001**

### **1. Welcome/Introductions**

### **2. BRA/BTD/MASCO Updates**

Owen Donnelly of the BRA reported that since the last Forum, the BRA had received no new institutional development applications in the form of PNFs, PIRs, FPIRs, etc. However, a Letter of Intent was received on September 21 from Brigham and Women's Hospital regarding the proposed Blackfan Research Center. That triggers the City process of forming an IAG for that project. Also, prior to the September Forum, the Joslin Diabetes Center had submitted a Letter of Intent regarding the proposed project that was presented at that meeting, but the IAG has still not been set up.

### **3. Lyme Properties**

Scott Dumont of Lyme Properties, LLC presented an overview of his company's proposed redevelopment of the site now occupied by the Judge Baker Children's Center. He distributed two single-page handouts showing the project location and project information, respectively. The project is in the earliest stage of planning now, and is being presented to the Forum at this stage in order to get some feedback from the community at the outset. No applications have been submitted for any designs.

Lyme proposes to demolish the existing Judge Baker building and replace it with a 450,000 square foot research center. The project will include dedication of a portion of the future Blackfan Street extension. Construction is intended to begin during the first quarter of 2003. 315 parking spaces are to be provided, for a net addition of 265 spaces. The parking ratio would thus be .58 spaces per 1000 square feet.

Dumont introduced Rick Kobus, of Tsoi/Kobus and Associates, the project's architect. Kobus explained that the floor plate would be 30,000 square feet, which would allow 30 feet of space between the proposed structure and the nearest buildings, currently under construction. Some form of green space is contemplated for the front of the building, on Blackfan Street, opposite the Harvard Institutes of Medicine Building's existing plaza. The proposed building would have two rooflines, one 200 feet high and the other 275 feet. The cornice line of the shorter section is designed to match those of Children's Hospital's new research building and the Merck building, both under construction now.

Q: Have tenants been secured, and, if so, what are they?

A: Lyme is in discussions with a number of prospective tenants, but none are secured as yet. The building is being designed to accommodate the special needs of institutional research users.

Q: Is the purchase of the property from Judge Baker Children's Center by Lyme Properties contingent upon zoning approval

A: No. The purchase has already been completed.

Q: How much total development is currently underway in the LMA?

A (S. Hamilton): Approximately 2 million square feet, including the Children's Hospital Harvard Medical School and Merck research buildings, the Simmons College Graduate Center and the new Mass. College of Art dormitory, all of which are under construction, and the Children's Hospital Clinical Building, which is about to begin construction.

Q: What type of research will be conducted, and how many employees will there be?

A: That cannot be stated at this point.

Comment: In the history of "linkages" in connection with development projects in the LMA, there has never been anything for Mission Hill, which experiences impacts but receives no benefits.

Comment: This proposal, like others before it, is probably already a done deal. The community input has negligible effect on the outcome. Only the BRA listens. If the institutions and the Mayor support the project, it will get approved.

Response: Lyme Properties would be happy to meet separately with any community group. That would provide an opportunity for better communication between neighborhood residents and the developer.

Q: What is the total existing square footage of buildings and the total number of parking spaces in the LMA?

A (S. Hamilton): MASCO can provide those numbers, but they are not readily available from memory at this meeting. The West Fenway/Longwood Transportation Management Strategies Report identified 11,500 parking spaces in the LMA in 1998 (note: the figure was actually 11,260).

Roger Perry of Beth Israel/Deaconess Medical Center (BIDMC) stated that BIDMC looks forward to learning more about the project and working with Lyme Properties, especially with regard to how it will affect sky light, wind, traffic, parking and other impact areas.

Q: Will this be reviewed by the BRA's Institutional Development Unit even though it is being privately developed for profit?

A: Yes, because the uses are expected to be primarily institutional in character; However, no IMP will be required.

Q: How can five feet of separation between buildings be considered sufficient, given the lack of open space in the LMA? (Note: Kobus had indicated earlier that there would be 30 feet of separation between buildings.)

Q: How many workers will there be?

A: Can't be sure, but maybe 500.

Q: What is the parking turnover rate in the LMA?

#### **4. MATEP (Medical Area Total Energy Plant)**

Richard Hahn, President of AES, the owner of MATEP, presented his company's plans to upgrade the plant, located on Brookline Avenue between Frances Street and Fenwood Road. MATEP provides LMA institutions with three energy products: steam, chilled water and electricity. Hahn distributed a two-page fact sheet describing the project, which consists of installing three new turbine engines that can use both low sulfur fuel oil and natural gas, removing three no-longer-needed precipitators from the roof, and adding three natural gas compressors and a cooling unit to the rooftop. The façade of the building will be raised 30 feet to mask the equipment on the roof, but this will not be a net increase in the height of the building, since there is already some equipment on the roof. Hahn stated that the new equipment would have no noise impact on the neighborhood, because the new turbines will be inside the building and will be quieter than existing units, and because the rooftop compressor will be enclosed in a soundproof structure. The only impacts AES anticipates will be the delivery of the new equipment during construction. The proposed schedule calls for the project to be completed by the spring of 2003. Hahn said the benefits of the project include greater energy efficiency and reduced emissions.

Q: What is the relationship between AES and N-Star?

A: AES is a private, for-profit company, which is wholly owned by N-Star. The original owner, Harvard, had sold the plant in 1998 to Commonwealth Energy, which subsequently merged with Boston Edison to form N-Star. MATEP's charter prohibits it from selling surplus power to any customer other than the LMA institutions. It cannot even sell it, or provide it, to N-Star, its owner.

Q: How much electric power in addition to that produced by MATEP is now having to be purchased from outside in order to meet the needs of the LAM institutions?

A: About 20 percent, which is too much. The proposed project will increase the plant's capacity by approximately 50 percent, thereby reducing or eliminating the need to purchase electricity from the grid.

Q: Given that Harvard sold the plant because it was unprofitable, how did AES convert it to profitability?

Q: If MATEP is, as claimed, twice as efficient as conventional power plants, why are its products not half the price?

Q: What will be the breakdown between use of low sulfur fuel oil and natural gas, respectively?

Q: How does MATEP's 121A status relate to its payments to the City?

A: MATEP actually pays more to the City under 121A than it would pay if taxed normally.

Q: Is there any opportunity for streetscape enhancements, given that that section of Brookline Avenue is very stark?

A: The opportunities are limited by the fact that the building extends to the property line on three sides, while the equipment inside extends almost to the building line. There is already a small space on the corner of Brookline and Frances, and there are some flowers planted at certain locations around the perimeter, in addition to the substantial open space in the back, on Binney Street.

## **5. Other:**

Comment: MASCO and BTB often seek to avoid construction impacts on peak traffic flow by calling for work to be done nights and weekends. However, because those are the times when more neighborhood residents are at home, the residential impacts are greater. Residents would prefer that work be done during mid-day off peak hours.

LMA sleep researchers should look at the impacts of LMA construction projects on neighborhood residents' sleep.

Q: In light of the current bio-terrorist attacks, is there any public health risk associated with the biomedical research going on at LMA institutions?

Q: Why was there not a follow-up briefing, as promised, on the Joslin Diabetes Center project that was presented at the last LMA Forum?

A: Because Joslin has still not filed an ENF or an IAG with the regulatory agencies, as they had expected to by this time.

Comment: The second item in the second sentence of the second paragraph of the summary of the September 24 meeting, which reads, "discussion should focus on issues relating to LMA institutions and not on issues concerning City government" is unfair.

Response: That statement was meant to refer to City services in the neighborhoods surrounding the LMA. Discussion of issues like speed limits and enforcement within the LMA is welcome.

## **Next LMA Forum:**

November 26

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

## **Summary of LMA Forum Meeting November 26, 2001**

### **1. Welcome and Introductions**

Owen Donnelly (BRA) and Sarah Hamilton (MASCO) welcomed everyone. Introductions were made around the room.

### **2. BTD/ BRA/ MASCO Updates**

Owen Donnelly reviewed the status of projects in the LMA. The Boston Redevelopment Authority (BRA) received Joslin Diabetes Center's (JDC's) Institutional Master Plan Notification Form (IMP NF) and Project Notification Form (PNF) on October 30, 2001. This triggers the public comment period, which, for these preliminary filings, ends December 10, 2001. The Joslin Impact Advisory Group (IAG) has been organized. The first meeting was held on November 19, 2001. These meetings are open to the public. They will be announced at the LMA Forum and to others through LMA Forum mailings.

Brigham and Women's Hospital (BWH) submitted their IMP NF and PNF on November 15, 2001. This triggers the public comment period, which, for these filings, will end on December 31. Copies of the PNF were disseminated by Arthur Mombourquette (BWH) to interested parties during the meeting. The BWH IAG is in the process of being organized by the city.

Lyme Properties filed a PNF on their Blackfan Research Center (located on the present Judge Baker Children's Center site) on November 20, 2001. The public comment period for this filing will end December 20. The Blackfan Research Center IAG is being organized by the city.

Massachusetts College of Pharmacy and Health Sciences (MCPHS) submitted an institutional master plan and Draft Project Impact Report (DPIR) on November 21, 2001. The public comment period for this project ends January 22, 2001. MCPHS agreed to a 60-day comment period, so that their IMP review would be coterminous with the DEIR. Mr. Donnelly received a phone message from Representative Fitzgerald who wanted to express his appreciation to MCPHS for working with the Triangle residents and his support for the MCPHS development proposal on their Longwood campus.

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) • Joslin Diabetes Center • Judge Baker Children's Center • Massachusetts College of Art • Massachusetts College of Pharmacy and Health Sciences • Massachusetts Mental Health Center • Simmons College • Temple Israel • Wentworth Institute of Technology • Wheelock College • The Winsor School

Medical Academic and Scientific Community Organization, Inc.

At the last meeting Medical Area Total Energy Plant (MATEP) presented information on their plans. They had planned to have a public hearing on November 14. This was postponed by the BRA Board to December 6, 2001 at 2:30, to be held at City Hall, on the 9<sup>th</sup> floor, in the BRA Board Room.

Mr. Donnelly encouraged all present to listen to the presentations tonight and to submit comments in writing to him at Room 921 City Hall, 02201, or by e-mail to [owen.donnelly.bra@ci.boston.ma.us](mailto:owen.donnelly.bra@ci.boston.ma.us).

Sarah Hamilton said that the next LMA Forum meeting will be on December 17 from 7-9 PM. There will also be a public hearing for the Mass. Mental Health Center (MMHC) redevelopment on December 19, from 7-9, in Room G-2, HSPH Kresge Building. MMHC has advertised a Request For Proposals (RFP) for a developer to redevelop their site to include 60-70,000 SF of development for MMHC, plus other space.

Meeting protocols were discussed including time limits for presenters and audience questions, with community participants requesting that there be an equal time allotment. There was a request for comprehensive written materials to be disseminated including adequate site plans and elevations. Presenters have all been encouraged to bring materials to distribute.

### **3. Lyme Properties**

Scott Dumont, Lyme Properties, disseminated documents for review and presented the members of the team including Will Donham (Epsilon), Rick Kobus and Mike Busch (Tsoi Kobus & Associates). The Blackfan Research Center is proposed to be 450,000 SF of lab space, built mainly to serve the needs of LMA research institutions. Loading and parking activities will take place off of Blackfan, but within the property line (around the side). Public amenities will be located along the street front with active uses, both day and evening, planned on the first floor. One building mass is set back from the street to create a feeling of a "Blackfan Square", to relate with the Harvard Institutes of Medicine green space, under construction, on the other side of the street. The team didn't want this building to be a monolithic wall, but rather, a more organic and sculptural massing, with a glass and metal curtain wall. The largest building mass (18 stories) is set in the northerly corner so that it will blend into the urban fabric and have the least impact on neighboring buildings. The portion of the building closest to Longwood Avenue is 12 stories tall, consistent with the new Children's Hospital Research Building, and the adjacent Merck Boston Research Center. The design makes the taller portion appear more slender.

Sean Manning, Vanasse Hangen Brustlin (VHB), described the transportation impacts of this project. Research facilities have a lower employment density and trip generating characteristics than office, clinical, retail or service uses. The anticipated parking ratio

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

for the new building is 0.7/1000 SF, similar to new Merck and Children's Research facilities. This assumes parking constraints and that a large portion of workers will take transit. Currently Judge Baker Children's Center (JBCC) is located on the site and has 68,000 SF of clinical services and a school for children with special needs. VHB found, through an on-site survey, that JBCC generates a lot of traffic, including cars, shuttle buses and vans. At the 0.7 ratio, the proposed project will have 315 parking spaces or a net new count of 266 spaces, when deducting the 49 spaces currently available for JBCC. The project is expected to generate 320 vehicle trips in the AM peak, 280 in the PM peak, and 2,100 over an average weekday. Currently JBCC has 30-40 buses per day serving 80 kids. The existing AM peak trip generation is 130, PM peak is 90, and daily is 700. The net new impacts will be 190 trips in each of the AM and PM peaks, and 400 additional average week-day trips. The BTM and BRA have discussed possible traffic mitigation options including the continuation of the Blackfan connector. This would require Lyme to dedicate 20% of its property area to make this road happen. This road is important to all abutting projects and it gives people options for ways in and out of these sites.

Scott Dumont said there are number of other public benefits to this project including: \$1.75 million in housing linkage, and \$350,000 in jobs training; conversion of a non-tax paying property into taxable property that will generate approximately \$2 to 3 million/year in taxes; the generation of 300 Full-Time-Equivalent (FTE) construction jobs, and 700 net new permanent jobs in research and support; contribution to the economic strength of the LMA and attractive, needed, research space.

Q: How much ground space does this building take? Is it the whole site?

A: About 20% of the land would be dedicated for the connector road, with the rest of the site for the building.

Q: How many levels of parking are below grade and will there be stackers?

A: Five levels of parking are planned below grade; they are single levels with no stackers.

Q: Isn't this in a "parking restricted area"? How much of the actual space is allowed for parking at 240,000 SF?

A: Yes, the parking is a conditional use.

C: Commenter questioned the validity of traffic evaluation and the ability developers to claim they can mitigate and improve things. Commenter would like to see plan for how these new vehicles will be accommodated on the streets.

C: Commenter felt information given is inadequate, there are no numbers shown, and the site plans aren't real. The design of this building is arrogant, condescending, and



# M A S C O

Medical Academic and Scientific Community Organization, Inc.

presumptuous. The development means that we will spend more time stuck in traffic and that's a terrible toll.

Q: Where does the job training money go?

A: Mr. Donnelly said the job training money goes into a trust. It can be earmarked to programs that the local community wants. BIDMC and Merck did this, contributing to local jobs placement and community training programs. To do this, there needs to be a specific proposal to which to allocate the money. The trust is with the Office of Jobs and Community Service.

Q: Participant concerned about the mass of the building. On average in the LMA there are 12-story buildings. This proposal increases the height to 18 stories. The on-going concern is traffic congestion and pollution. The JBCC is viewed as serving Boston children, even if they bring in a lot of buses. The Lyme development will only add parking and congestion. Participant called upon the BTB to find the point when we say we can't tolerate additional parking spaces. This is unacceptable to the neighborhoods. Has a line been crossed with these new development proposals? Has the limit been reached?

A: Mr. Adam Shulman (BTB) said this project came within the guidelines; these are good parking ratios for the LMA (0.7).

C: Is there a reason why this research building must be built here? Why not put it elsewhere?

## **4. Joslin Diabetes Center**

Carl Finn, General Counsel for Joslin Diabetes Center (JDC), introduced the Joslin development team. Joslin has been working since 1898 to treat and find a cure for diabetes. Joslin employs 600 people, 180 of whom (or 30%) live in Boston, and 66% of who live District 8. Joslin treats 18,000 patients, 15,000 or 83% of who are Massachusetts residents, 2,500 or 14% of who are from Boston, and 350 or 2% of who come from District 8. Joslin has an international reputation for treatment, yet most work is still done at the local level.

Diabetes comes in two forms: Type I – 5-10% of cases, insulin dependant and often found in children and young adults; and, Type II – 90-95% of cases, often occurring in adults over 40 years in age, who are often overweight and leading a sedentary lifestyle. Type II diabetes has become an epidemic and is even being found in teens now. The consequences of lack of treatment include loss of eyesight, loss of circulation, amputation of limbs, kidney and heart failure. There are 15.7 million cases of diabetes in the U.S., an increase of 35% over the past decade. In Massachusetts 5.4% of the population has diabetes. Many Type II cases go undiagnosed. Diabetes represents a \$100 billion dollar cost of healthcare, with one out of every four health care dollars per

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

year going to diabetes. Joslin sees 18,000 patients per year, as well as performs research and runs education programs. The mission of Joslin is to treat diabetes and to find a cure. A handout was distributed that shows the variety of community outreach programs in which Joslin is engaged.

Mr. Finn underscored the mission to treat diabetes and find a cure as the motivation for the largest project in LMA history. Joslin needs to expand its research capabilities in the next 10-15 years, to find a cure. Joslin had \$33 million in research expenditures in 2001. With the more than doubling of National Institutes of Health (NIH) funding in the future, Joslin must be able to meet their goal and realize the dream to find a cure and stop the diabetes epidemic.

Frank Keefe, Joslin development advisor, explained that Joslin has submitted the preliminary documents for this proposed project. He acknowledged that it is large, and that it took them time to get comfortable with the proposal as well. He said that the public process will benefit the plan, and he believes that in the end they will have a building that will make a good, solid, contribution to the area both in terms of research and housing.

David Owens (TKA, architect) gave an overview of the master plan. The development site is bounded by Longwood and Brookline Avenues, Joslin Place, and Pilgrim Road. They plan to replace the 85,000 existing Joslin SF, replace the 84 existing residential units, and retain the retail area. The proposed plan includes two new buildings for lab space and one for housing. They are hoping that people who work in the labs will live there to reduce traffic and make for a productive mixed-use project. The first phase will include an 11-story 300,000 SF lab, 150,000 SF of which would be for Joslin's use, and a 300 unit residential tower above a portion of it. Phase II would include a 22-story 440,000 SF lab. The 300,000 SF lab space would be built first so that the existing 85,000 SF of existing lab use can move in there. The ground floor will be "lifted" to allow pedestrians to cut through the building from five public entrances, into an atrium and retail space. All building services will occur from the north (Pilgrim Road) side of the site, with parking ramps and loading docks planned internal to the building in the below-grade garage. There will be five levels of parking, for a total of 714 parking spaces. All floors above the first level are planned to be linked among the buildings. There will be 10 units per floor in the residential complex. Joslin Place will continue to be the taxi and drop-off area for patients. The residential building will reach 434 feet, with thirty floors placed above the 11-story, 140 foot research building. The second research building will reach about 300 feet, or 22 floors.

Q: What are the dimensions of the retail space?

A: There are 10,000 SF. With the new development there will be a total of 30,000 SF.

Q: Will there be a setback from Brookline Avenue?

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

A: There will be no change to the Brookline Avenue profile. There will be a setback on the Brookline/Longwood corner.

Q: So you are using Joslin Place as your own property?

A: Joslin Place is a city street; Joslin will continue to have patient drop-off occur there.

Q: Are any helipads planned or will the buildings affect any existing helipads?

A: There is no helipad in this plan. We don't think it will interfere with others, but Joslin will evaluate any impacts on existing helipads.

Q: What will this project cost?

A: In today's dollars, \$350 million.

Q: If you received only \$33 million in research funds last year, how can you justify this expenditure? It seems like this is a large project for Joslin and the scale is wrong.

A: The research component is only one component; there is also patient treatment, and residential space.

Q: Won't this project shade the Winsor School? Couldn't it be put somewhere else?

A: We have attempted to push back the massing to the north of the site, to reduce the shadow impacts on abutters and Joslin Park. We will look at the shadow, wind and traffic impacts in our evaluations and, if there is too much impact, we will reduce the scale.

Q: I have diabetes. If you found a cure then what would happen to your investment?

A: Demand for the research space for other purposes will continue to grow.

C: Roger Perry from BIDMC said that the hospital looks forward to learning more about the project's impacts on traffic, wind, shadow, and future development proposals on their west campus by working with Joslin regarding this project.

C: If you want a copy of the PNF please call Mike Latka at Daylor Consulting at (781) 849-7070 or Mitch Fishman.

Q: Joslin is building some lab space and parking for themselves and some to lease out, similar to other proposals. Commenter asked the BRA to look at recent and future LMA project impacts collectively rather than individually.

A: The BRA and BTDC ask project proponents to evaluate their projects based on the cumulative impacts of the other projects. The city is very conservative when looking at a project's impacts; the burden is on the institution to mitigate the project impacts.

Q: Are there other shorter-term ways to improve transit in the LMA? Any of these projects would be fine if the LMA was a transit-developed area like downtown. MASCO

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

does a good job on access improvements and demand management activities. Can this project work with the LMA to improve transit so there are other ways of getting there than driving. You need to work with the city to improve transportation.

A: BTD and BRA answered that unfortunately there is no silver bullet. At some point we will reach saturation point unless there are major transit improvements. Intersections tend to degrade 2-3% with each development, and eventually will degrade until they are not satisfactory. Currently the elements for mitigation are reducing parking and implementation of demand management programs.

Q: Does Joslin own the apartments?

A: Joslin is repurchasing the apartments, sold to Corcoran in 1983, with an option to repurchase at a fixed price in 2002. Joslin has given Corcoran notice that they intend to repurchase the property at this time.

Q: Commenter lives in the apartment houses slated to be removed. She expressed doubts about the ability of Pilgrim Road and Longwood and Brookline Avenues to handle more traffic; about the affordability of rental units in the new development; and about the poor communication between Corcoran and the tenants on what is going on. This is causing confusion among residents, some of whom are receiving letters that they need to sign six-month leases and others month-by-month leases.

A: Carl Finn, JDC, expressed his concern over this information, saying that he had thought Corcoran was getting information out to the tenants. He will work with Corcoran to improve the communication to tenants.

C: Participant questioned the housing development based on the absence of a mention of housing in the Joslin's mission statement. This commenter stated that the project is "far off the mark", challenges the community like the Millenium air rights project, and said the community will stand up to it. The project was likened to a Prudential or a Hancock tower in the Back Bay. Commenter went on to say that 1000 new parking spaces had been proposed by two projects, and this is not a realistic proposal for the LMA. Specific to the Joslin proposal, this commenter said that 11 story buildings are reasonable but excess space to lease is not; mixed use developments including housing may be good for the neighborhood but must be properly sited to maximize the positive contribution.

C: Commenter objected to the size of the project and the cumulative impacts on traffic and air quality, and the reduction of 84 units of affordable housing to 30 units. Commenter questioned the wisdom of developing research space on speculation when the fiscal health of some of the institutions is in jeopardy. Commenter expressed concerns about high rent housing as a detriment to the community, and stated that the project needs to contribute services to the community

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

Q: How many parking spaces are there now?

A: There are 24 spaces there now, for 690 net new.

Q: Don't you also lease parking at Landmark Center?

A: Yes, Joslin leases 75 spaces at Landmark Center, which are short-term spaces.

C: Commenter said Joslin should consider saving the apartment building. It adds quality to the street, including green space, there is heavy pedestrian activity there, and this is the last remnant of the old neighborhood.

## **5. Massachusetts College of Pharmacy and Health Sciences (MCPHS)**

Rick Lessard, MCPHS Vice President, gave an overview of their proposed project including the challenges and chronology. The IMP and DPIR have been filed. MCPHS is the largest and oldest college of pharmacy in the country, at 178 years old. They have 1,700 students and plan to increase to 2,200. There are 225 faculty and staff. Fifty percent of their students come from the greater Boston area, and 250 students live in Mission Hill. MCPHS faces a number of challenges. They need to respond to the local and national crisis in the education of health practitioners. Accreditation bodies require pharmaceutical colleges to have a certain level of facilities, a certain student/faculty ratio, and other regulations. MCPHS has evolved and now offers and 6-year Pharmacy PhD program, which brings them into a new mode of education. They need to support these programs as well as programs in health science, physicians' assistants, and dental hygiene. MCPHS is acquiring the Forsythe Dental Hygiene School, and will also lease a small clinic from them. Students want to live on-campus. Between improving facilities, meeting programmatic requirements and student needs, there is a lot of juggling to consider in development of the master plan.

In May, 1998, MCPHS purchased the gas station at 662-670 Huntington Ave. They filed an IMPNF and PNF for a residence hall. After meetings with the neighborhood they redirected their plans and decided to build on-campus. In 1999 they resubmitted plans for a 90,000 SF building in front of the White Building and proposed 50,000 SF of academic space and office space at 662-670 Huntington Avenue. In the fall of 1999 they had the opportunity to expand their business in Worcester, supported by the city, and within one year developed a new campus and introduced their first year of students. Plans were put on-hold in the LMA at that time. In the Spring of 2001 the Worcester campus was completed. In September, after significant discussions with neighborhood abutters and city officials, a new plan evolved based on the last project. The proposed project for the White Building addition is materially unchanged from 1998 in terms of numbers of stories and massing; the uses now include the residence hall component.

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

MCPHS filed the DPIR and IMP a week before the Forum. The master plan entails five components: 93,000 SF for administrative/academic/housing/support functions in front of the White Building; interim renovations to the White Building; renovation of two row houses at 700 and 702 Huntington for the President's residence; add vehicle lifts to existing garage; add, some time in the future, a new 50,000 SF, 60 foot tall academic building at 662-670 Huntington.

John Pears (Steffian Bradley, architect) reviewed the White Building renovation design. They reviewed the Longwood streetscape and composition, which consists primarily of streetwall near the sidewalk of six stories, with the Harvard Quad being the only significant green space. The White Building has a great design and is historic; the parking lots in the front are an aberrant condition. There is a large staircase and grand portico, with spaces for 14 cars in each lot in the front. Most students use the side entrance because of the stairs. The new design includes a new central entry, and atrium, exposing the old portico, removing the stairs and putting in an elevator bank to bring the building up to codes. They will use similar materials to the rest of the campus including a limestone base (modern in look), red brick and six columns in the front, for a modern interpretation of the old façade. There will be a view corridor of the former pediment and columns from Palace Road and a redesign of the Palace Road green space to include seating areas and a coordinated green node with MassArt on the other side of the street.

The plan removes three curb cuts from Longwood Avenue and creates one new curb cut for parking access from Palace Road. They will remove the 28 spaces from surface lots and put them stackers in the existing garage. An additional 80-90 spaces are proposed. The lower two levels of the new building will have public functions, admissions, and study labs. Floors 3-6 are housing suites including two doubles and two singles.

John Forbes (Howard Stein Hudson) presented traffic impacts of this project, scoped by the BRA and BTM in 1999. The AM and PM peak intersections were examined and a capacity analysis of intersections completed (A through F Level of Service - LOS). Most of this facility is residential (65% housing, 300 beds). Residential students will attend classes on campus and are not expected to significantly impact traffic. A 2%/year, conservative background growth rate was used. The "no build" study included Simmons, Emmanuel, Northeastern dorms, the Ledge Site, Wentworth dorm, and HIM development projects and Huntington Boulevard improvements. BTM trip generation assumptions were used. MCPHS achieved a 45% mode split for drivers (down from 70% in 1994) when they implemented new parking rate increases and T-Pass subsidies. The evaluation results in 17 additional vehicles in the AM peak hour and 18 in the PM peak hour, with no change in the LOS at the intersections. This building is essentially housing, which is the best transportation strategy.

Q: Why don't you expand in Worcester instead of the LMA?

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

A: Our students need access to clinical sites, which exist here. It is difficult to find and/or develop clinical sites in this state and in the country in general.

Q: Commenter is an abutter to Huntington Avenue property and was not included in any community meetings so would like copies of minutes from previous meetings. Questions raised about the validity of the traffic analysis, specifically, was Children's included in the traffic mix?

A: Yes, both of Children's buildings were included (research and clinical) in the traffic assumptions.

Q: You show two parking lots in front of the current building. Are there two curb cuts?

A: Yes, actually there are three off of Longwood (one to the Channing Lab at the left hand side of the building, and two to parking lots).

Q: You said that neighborhood groups were invited as abutters to the gas station site. Which groups were invited?

A: Representative Fitzgerald coordinated these meetings and invited abutters, not groups.

C: You make it sound like you are improving the 6-story street wall by filling in that hole in front of your building to make it complete and make it consistent with the other buildings. This may be consistent but it is not desirable.

Q: Is the historic preservation component to obliterate the entry?

A: Historic preservation components are being considered in the scoping by the BRA, the Landmarks Commission and Mass. Historic Commission.

Q: This is an urban design disaster. The current façade is unique and fits in with the Harvard Quad. What is your relationship with the School of Pharmacy at Northeastern, and the Forsyth Dental School parking lot (Forsyth has building plans in the East Fenway and mentioned joint planning with Northeastern).

A: MCP does not know Forsyth's plans. MCP is not taking over the building; it is only leasing a small 4,000 SF clinic. MCPHS has no affiliation currently or in the planning stages with Northeastern.

Q: The whole MASCO/LMA grouping doesn't seem to cooperate with each other. You are building on every square foot. There are no set backs here and this is a major design disaster. By putting the portico inside you are taking the portico for yourselves and removing it from the public space.

A: Actually MCPHS and Mass. College of Art are now working together to possibly develop joint dining and other shared facilities. This joint landscaping is meant to be a gateway to Palace Road. There are genuine attempts to connect.

# M A S C O

Medical Academic and Scientific Community Organization, Inc.

C: Commenter brought up concerns about the loss of green space and validity of traffic evaluation, based on personal experience trying to get across the city to the LMA. Questions were raised about the need for new parking for this facility.

C: Commenter stated that this project should not be built, complained about not being invited to MCPHS meetings, and the impact of the MCPHS development. General concerns were raised to the city to look at these massive projects and their impact on Mission Hill and The Fenway, the appropriate location of housing, and green space.

Q: How many students apply to stay in dorms?

A: 500 want to be on-campus, 186 are there now. They pay \$6,000/year for housing. This development will give MCPHS a total of 485 beds.

Q: How many SF is the housing?

A: 65,000 SF.

Q: How many students are you taking in from Forsyth Dental?

A: 90-100 students; there is no correlation between the acquisition of this program and the development of housing on campus.

Q: How can you put six students in a dorm when the law only allows three per apartment?

A: These are student residences made up of suites. They are not apartment buildings.

The next meeting of the LMA Forum will be Dec. 17, from 7-9 PM. Brigham & Women's will be presenting.

Prepared by:

MASCO Area Planning Department

contact: Sarah Hamilton, [shamilton@masco.harvard.edu](mailto:shamilton@masco.harvard.edu)

617-632-2776



LMA Forum Summary  
**December 17, 2001**

**1. Welcome/Introductions**

**2. BRA/BTD/MASCO Updates**

Owen Donnelly of the BRA reported that the MATEP project presented and discussed at the October Forum had received BRA Design Review approval on December 6. The Air Pollution Control Board established a condition as part of the Agreement that the proponent would conduct a noise study.

The comment period for the Joslin IMPNF/PNF ended on December 10, and a Scoping decision is expected by December 25.

A PNF was filed for the Blackfan Research Center on November 20. Comments are due by December 20. The IAG has been established. Donnelly listed the names of the members: (add)

Mass. College of Pharmacy and Health Care Sciences has filed a DIMP/DPIR, which was the subject of a presentation and discussion at the November 26 LMA Forum. Because the December Forum was a week earlier than usual, the College could not prepare the promised follow-up presentation in time for this meeting, so the comment period, originally scheduled to end December 22, has been extended until two weeks after the next Forum, set for January 28.

An IMPNF/PNF was filed by Brigham & Women's Hospital for the Center for Advanced Medicine (on this meeting's agenda) on November 15. The comments period has been extended to two weeks after this meeting, to December 31. An IAG was formed, and held its first meeting on December 13. Donnelly listed the names of the IAG members: (add)

**Q:** Is it possible for a Boston Globe column to become part of the record of comments?

**A:** Yes, if someone clips it out and submits it along with a statement of agreement with the comments contained in the column.

**Comment:** An agenda item should be included in a future LMA Forum to discuss the implications of the Mayor's recent remarks regarding shifting medical/research development from the LMA to the Crosstown area.

Response: Agreed

**Comment:** The requirement that project proponents take into account the cumulative impacts of all recent development when analyzing the impacts of their own projects would appear to result in a race to be first when a number of developments are in the pipeline around the same time, as now.

**Response:** Each of the current projects is being analyzed in the context of all the other projects currently in the pipeline, regardless of which one was filed first or last.

**Comment:** All these developments might overwhelm all available roadway capacity, yet there are no plans for major improvements to the roadway system, for example the Sears Rotary.

**Response:** The soon-to-be-completed Fenway Neighborhood Transportation Plan, and, before that, the West Fenway/Longwood Transportation Strategies Study, have proposed major changes to the Sears Rotary.

**Q:** What is the schedule for MEPA filings and hearings?

**A:** Brigham & Women's must file by December 31. The EOEA number and hearing location will be made available.

**Q:** What is the schedule for future IAG meetings?

**A:** Dates and locations will be posted as the documents are filed.

**Comment:** A list of mitigation benefits should be developed that shows the division of benefits between the LMA, Mission Hill and the Fenway.

**Comment:** Lists of IAG members should be made available, showing which neighborhoods and organizations the members represent.

**Comment:** Dates of IAG meetings should be published in the LMA Forum minutes.

**Response** (to all three above): Agreed

### **3. Brigham & Women's Hospital (BWH)– Center for Advanced Medicine (CAM)**

Arthur Mombourquette presented an overview of the history of BWH, and its service to the community. BWH has three missions: patient care, research and teaching. In terms of the first, it provides 750 inpatient hospital beds, discharges 40,000 patients per year and sees 10,700 births per year. Thirty-two percent of patients are City residents. Specialties include high-risk obstetrics, burn trauma, and bone marrow and heart transplants. BWH is the number two recipient of research grants from the National Institutes of Health, with 32 research programs underway now. Through its affiliation with Harvard Medical School, BWH provides training for 342 medical students per year, as well as 750 resident fellows.

Community services include free care to 21,000 uninsured patients, a ten-year partnership with the Tobin Elementary School, health centers in Boston English High School and in Jamaica Plain, development assistance to Mission Hill Main Street, South Street Development Association and other community development organizations, counseling for careers in health care for Boston youth, and many other programs.

Mombourquette explained why BWH needs more space. Over the past ten years, on-site outpatient care has increased by 7.5 percent, and is expected to continue growing at a rate of one percent per year. To accommodate this demand, primary care has been moved out of the LMA to 850 Boylston Street. Inpatient care has expanded by 13.8 percent over the same period. Waiting lists for elective surgery have grown longer. There has been no on-site expansion since 1995. 300,000 square feet of non-clinical functions have been moved off campus to make room for expanded health care services. The proposed new

facility will relocate “tertiary care” from the main building, allowing for decompression of the overcrowded patient tower. The project is still in the master planning/conceptual design stage, which is being done by Cannon Design. No architect has yet been hired.

Project Manager Mike Rowan presented the conceptual plan. He distributed two summary handouts: one for the project and one for the Institutional Master Plan. The ten-story building will provide clinical space for outpatient tertiary care. Rowan defined tertiary care as highly specialized outpatient diagnostic and surgical services to which patients are referred by primary and secondary providers in the main building or off-site clinics. The development program will consist of a 73,000 square foot Institute for Neurosciences, a 59,000 square foot imaging center, a 147,00 square foot outpatient surgery center, a 48,000 square foot arthritis and orthopedics center and a 330-space underground parking garage. The main hospital building, which was built in stages from east to west over a 100-year period, is joined together by a second story corridor, or spine, known as “the pike”. That spine will be perpendicularly extended across Frances Street at the second story level. An underground service connection is also proposed, to handle deliveries, which will be off-loaded at the existing Service Center Garage loading docks.

Dave Bohn, from VHB Engineers, presented the traffic analysis. He reported that the project is expected to generate 2,075 new daily vehicle trips (counting each visit as two trips – one arriving and one leaving). The traffic impact study has not begun yet. It will be done after the BRA has issued a Scoping Determination. It will include, in addition to traffic impacts: parking, emergency vehicles, loading, transit use, and mitigations. BWH has been very aggressive in promoting transit use by employees. T-passes are subsidized at a 50-percent rate, on-site parking rates have been raised to high levels, and a private shuttle is provided to and from remote parking sites. Arthur Mombourquette added that off-site parking is encouraged by offering a 100-percent T-pass subsidy and free parking for six months. As a result of all these measures, 45 percent of employees don’t drive to work. The same is not true of patients, of whom 90 percent arrive by car. The new garage beneath the proposed building will be for patients only. Employees will not be permitted to park there. The new garage will result in a net increase of 238 parking spaces, for a ratio of .68 net new spaces per 1,000 net new square feet of floor area. Mombourquette added that, of the 62 spaces displaced by the project, seven had been allocated for use by neighborhood residents when on-street spaces were eliminated from Binney Street to improve truck access to the Service center loading docks on Fenwood Road.

**Q:** How will that neighborhood allocation be handled in the new facility?

**A:** The plan is to use valet parking for the facility. The neighborhood spaces will be accommodated in some way.

**Comment:** There is insufficient information to prepare informed comments by the December 31 deadline.

**Q:** How great is the difference between on-site and off-site employee parking rates?

**A:** Parking at the Wentworth lot costs less than \$17.00 per week, whereas on-site parking is \$60 per week.

**Comment:** Off-site parking results in warehousing of cars in the neighborhoods.

**Comment:** The scale of the project needs to be rethought. It should be planned in close relationship with the Master Plan being developed for the adjoining Mass. Mental Health (MMH) site. The neighborhood is being suffocated. A full plan for the area should be developed. Promises of no traffic impacts from earlier developments have not been met, because things did not get written into the mitigation plans. BWH should do more with the Faulkner Hospital, an underutilized asset.

**Q:** Does BWH have any plans to expand as part of the MMH redevelopment?

**A (Mombourquette):** No. In fact, BWH plans to testify, at the hearing to be held on December 19, against any medical use on the MMH site.

**Q:** Then why does the conceptual plan show a connection between the CAM and the MMH site?

**A:** That is not intended to indicate any plan to expand to that site. The purpose of the sketch was to illustrate potential circulation. The artist depicted the connection without direction from BWH. Sarah Hamilton suggested that Forum participants attend the December 19 hearing to learn more about the MMH plan and to express their views, as the focus of this discussion should remain on the CAM project.

**Q:** How much of the BWH parking demand is being met by the Mission Park Garage?

**A:** BWH has use of 1,325 spaces in that facility, of which 223 are for patient/visitor cars, parked by valets, and 1,102 are for employee vehicles. The valet spaces are overflowing, and the net gain of 238 spaces from the CAM project will not be enough to fully offset that shortfall. The present valet parking shortfall is contributing to local traffic congestion. The plan is to relocate more employees to off-site spaces to open up more spaces for valet parking.

**Q:** Is this the first Institutional Master Plan for BWH?

**A:** Yes, but a PDA was prepared in 1991.

**Q:** How does one submit comments for the MEPA review process?

**A:** Comments should be submitted to:

Bob Durand, Secretary  
Executive Office of Environmental Affairs  
Attention: MEPA Office  
Bill Gage, EOEI No. 12644  
251 Causeway Street, Suite 900  
Boston, MA 02114

All comments must make reference to the EOEI number.

**Comment:** Not enough is known about the traffic impacts of this and other

developments. Many intersections in the city have peak period delays of five minutes or more. There does not appear to be any measurement in these Project Impact Reports of the amount of time it takes to get through intersections. The paradigm seems to be to keep building more traffic generators and not worry about the effects on traffic.

**Response:** The City requires that the traffic impacts of all developments be considered and mitigated. Intersection delay time is one of the measurements used.

**Comment:** Baseline traffic counts taken during the summer months are lower than the rest of the year, which is a form of deception.

**Response:** All traffic counts are adjusted to account for seasonal variations, as well as other factors such as weather conditions on the day of the count.

**Comment:** It is too hard to understand traffic engineers' reports on traffic impacts of proposed developments. There should be an agenda item at a future Forum to explain, in layman's terms, how traffic impacts are evaluated.

#### **4. Transportation Mitigation Strategies**

Adam Shulman presented a summary of the transportation strategies that are being implemented, at developers' expense, to mitigate the traffic impacts of development projects in the LMA, as a condition of the City's approval process. He distributed three handouts: a map of development projects, a table of net new square footage and net new parking, and a map of site-specific traffic improvement actions. Shulman emphasized the fact that the BTM looks at the big picture, with the overall goal of increasing transit usage and minimizing drive-alone trips. He noted that LMA Forum comments have had an impact, citing as an example that the 678 net new parking spaces to be added by developments now approved or under construction reflect a reduction of 825 spaces from the original proposals. When current development and recent proposals are combined, the ratio of net new parking spaces per thousand net new square feet of development is only 0.51.

Andrew Lenton added that MASCO is also involved in managing the supply of parking, through its control of a significant share of on-site and off-site spaces. Since 1999, the only additional accommodation of parking off-site has been the leasing of 450 spaces in the Renaissance Center Garage near Ruggles Station. That is only a temporary measure, until more capacity can be provided closer to highway exit ramps, where traffic can be intercepted not only before it enters the LMA, but also before it enters surrounding neighborhoods.

Shulman described the physical improvements that are being implemented to mitigate traffic impacts. The most significant of these will be the extension of Blackfan Street through to Avenue Louis Pasteur. The cost of that improvement will be shared by the four projects fronting on that right-of-way. The Merck project will provide for an extension of the concrete island on the Fenway at Avenue Louis Pasteur, to prevent motorists from making an illegal left-turn to Park Drive. Harvard Medical School is contributing most of the costs of pedestrian and landscape improvements at Oscar Tugo

Circle, at Avenue Louis Pasteur and Longwood Avenue. As part of the reconstruction of Audubon Circle, Emmanuel College and Merck are paying for installation of new signal controllers and interconnection with the other intersections along Park Drive. Northeastern University will pay for new pavement markings on Ruggles Street, and a new signal at Ruggles and Parker. Video cameras are being installed at key intersections, allowing engineers at the City's traffic control center to visually monitor conditions and adjust signal timings accordingly or dispatch personnel to a problem location more quickly. The video surveillance, along with various traffic signal improvements, will be made more effective through a \$2 million City project to upgrade its centralized traffic control center.

Sarah Hamilton described MASCO's *Commuteworks* Program, which provides incentives and services to encourage LMA employees to travel to work by modes other than driving alone. "Commute Fit" focuses on the twelve percent of LMA employees who live within walking or bicycling distance, with promotional events and prizes. The program also advocates for the provision of showers, locker rooms and bicycle storage facilities. MASCO hosts a "ZipCar" in its 375 Longwood Avenue garage, which is available on a subscription basis for transit commuters who occasionally need a car during the day. A very successful effort has been the "Free for Three" program, which offers three months of free T-passes on a one-time basis, in order to entice drivers to try transit. Sixty-five percent of the participants have remained as transit users after the three months are over. Building on that success, *Commuteworks*' newest initiative is the "Rapid Rail" program, which provides up to three months of free commuter rail passes, and free parking at rail stations, to commuters who are currently driving and who are willing to give up their parking space for the duration of the "Rapid Rail" benefit. The "Rapid Rail" benefit can be as high as \$170 per month. Thirteen people have signed up already. MASCO's member institutions are also very active in discouraging drive-alone commuting and encouraging other modes of travel. Parking rates and T-pass subsidies have been increased in tandem. Over 100,000 T-passes are sold through MASCO member institutions each year. As a result, the percent of commuters driving alone has dropped from 47 percent to 41 percent. Thirty-seven percent of LMA workers now commute by transit.

Andrew Lenton described some other transportation improvements MASCO is implementing. The MASCO Shuttle System is a major component in the effort to reduce traffic in the LMA. Though some of the shuttles serve auto commuters who park at off-site facilities in the Fenway and Mission Hill, the Fenway parking shuttles also serve Yawkey commuter rail station, encouraging more LMA workers to choose that mode. The Chestnut Hill Shuttle intercepts auto commuters well outside the city. The Ruggles Express Shuttle, which carried 350 daily riders in 1988, the year it was initiated, now carries more than 1,200 riders a day to and from Ruggles Station. The Harvard Shuttle, which is the busiest route in the system, carries many commuters who switch from the Red Line at Harvard Square.

Lenton described the next expansion of the shuttle system, to the JFK/U Mass Station, which is served by the Red Line and the Old Colony commuter rail lines. It will run

every fifteen or twenty minutes during peak periods, and will take about 35 minutes to travel in each direction. It will operate from 6:00 – 9:30 a.m. and from 3:15 – 8:10 p.m. Pending MASCO Board approval, service will begin in late February 2002.

Lenton next described the new clean buses that are being acquired to replace the entire current fleet. He distributed a handout with information about the new buses. Most significant will be the reduction in particulate matter (soot), which will go from .55 grams per mile to .035 grams per mile, a fifteen-fold reduction.

Finally, Lenton presented the conceptual plan for pedestrian and landscape improvements to Oscar Tugo Circle, using a color rendering to illustrate. The goals of the project are to improve pedestrian safety, increase green space, and enhance the urban design of the entire setting. The project consists of expansion of the center island outward, which will increase the landscaped area and shorten the pedestrian crossings of Avenue Louis Pasteur, and installation of pedestrian and traffic signals to make pedestrian crossings safer. MASCO is implementing the project, and Harvard Medical School is contributing the majority of the cost. The design calls for a new green space in the expanded island, possibly with seating and trees. The existing curb ramps will be replaced with eight new ramps that meet ADA codes. The design includes a mast-arm over Longwood Avenue, with its base on the island.

**Next LMA Forum:**

January 28