

2004 LMA Forum

Date	Institution	Project Name
January 26, 2004	Simmons College; Harvard University	SC – disseminated IMP Amendment and DPIR filing for Library Replacement project; HU – IMPNF proposal to acquire 170 apartments in the Fenway Mixed-Use project
February 23, 2004	Beth Israel Deaconess Medical Center; Simmons College	BIDMC – IMP & DPIR for Longwood North Research Center (LNRC) response to community input; Simmons IMP & DPIR Library replacement project changes since Oct. '03
March 22, 2004	Boston Transportation Department, MASCO, Boston Redevelopment Authority; Harvard University	BTD Construction Management process, MASCO Security Force Report, BRA on LMA plan and Advisors Panel; HU IMP Amendment answer questions related to planned acquisition of Fenway Mixed-Use apartments
July 12, 2004	MASCO; Brigham and Women's Hospital	MASCO Transportation Update, MASCO Construction Coordination report; BWH overview of upcoming filing for draft IMP and DPIR for inpatient bldg at 70 Francis
August 9, 2004	Brigham and Women's Hospital	BWH –mission and new IMP and DPIR: 70 Francis – cardiovascular care Brigham Green – garage Amory Façade upgrades
September 27, 2004	Brigham and Women's Hospital	BWH IMP and DPIR response to questions for projects presented in August '04

LMA Forum Meeting Agenda
Monday, January 26, 2004
6:30 to 8:00 PM

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

1. Updates – BRA/BTD/MASCO 10 minutes
 - Keith Craig, Boston Redevelopment Authority, will update the Forum on the status of projects in the pipeline.
 - Adam Shulman, Boston Transportation Department, will comment on the status of projects being reviewed by the BTD.

2. Simmons College 5 minutes

Ms. Daphne Harrington, Library Director, and Mr. John Lyons, Director of Facilities, will distribute copies of the IMP Amendment and DPIR filings for the Simmons College Library Replacement project that were submitted to the BRA on January 23, 2004. Simmons representatives will do a full presentation of the materials and field questions at the February LMA meeting. The comment period runs through March 23, 2004.

3. Harvard University 30 minutes

Harvard University will present an informational update on its proposal to acquire and use up to 170 apartments in the Fenway Mixed-Use Project to be constructed by Fenway Ventures, LLC, on the site bounded by Boylston Street, Brookline Avenue, and Kilmarnock Street. The 170 units are to be occupied primarily by Harvard's Longwood-based affiliates (including graduate students, faculty members, researchers, and other affiliates).

Harvard has filed an Institutional Master Plan Notification Form (IMPNF) with the Boston Redevelopment Authority (BRA) describing this proposal. The BRA will accept comments on the IMPNF until February 6th, 2004. The presentation will be followed by an equal amount of time for questions and answers.

LMA Forum Meeting Agenda
Monday, February 23, 2004
6:30 to 8:00 PM

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

1. Updates – BRA/BTD/MASCO 20 minutes
 - A Boston Redevelopment Authority (BRA) representative, will update the Forum on the status of planning for the LMA.
 - Sonal Gandhi (BRA) will update the Forum on the status of projects in the pipeline.
 - Adam Shulman, Boston Transportation Department, will comment on the status of projects being reviewed by the BTD.

2. Beth Israel Deaconess Medical Center 30 minutes

Dennis Monty, BIDMC Director of Facilities Redevelopment and BIDMC consultants will provide an update presentation on the Longwood North Research Center (LNRC), a 440,000 SF research laboratory proposed project located on the BIDMC East Campus. The project was first presented at the LMA Forum in July 2003, and focus sessions on transportation and urban design were held on August 13th and 19th, 2003. The LNRC DPIR and the BIDMC IMP were filed on August 29, 2003, and a full presentation on the LNRC was made to the LMA Forum on September 22, 2003. A Planned Development Area Amendment application was submitted to the BRA on January 20, 2004. The comment period ends March 8, 2004. The update presentation will focus on several aspects of the project that are responsive to community input received on the project. After the presentation, there will be an equal amount of time for questions and answers.

3. Simmons College 40 minutes

Ms. Lisa Chapnick, Senior Vice President for Administration and Planning (Simmons College) and Mr. Michael Cohen, Architect/Principal-in-Charge (Fletcher Harkness Cohen Moneyhun Inc), will present an overview of the Simmons College Library Replacement project. The IMP Amendment and DPIR filings for this project were submitted to the BRA on January 23, 2004. The comment period ends March 23, 2004. The presentation will be followed by an equal amount of time for questions and answers.

LMA Forum Meeting Agenda
Monday, March 22, 2004
6:30 to 8:30 PM

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

1. Updates – BRA/BTD/MASCO 10 minutes
 - ❑ Keith Craig (BRA) will update the Forum on the status of projects in the pipeline.
 - ❑ Adam Shulman, Boston Transportation Department, will comment on the status of projects being reviewed by the BTD.
2. Security Force Report 15 minutes

Greg Strangeways, from MASCO, will describe the scope of security programs currently existing in the LMA and the various types of services they provide.
3. BRA on the LMA Plan 10 minutes

Andrew Grace will update the Forum on the status of the LMA Strategic Plan.
4. Harvard University 30 minutes

The Fenway Planning Task Force has been invited to join the LMA Forum to hear this presentation. Jennifer Nadelson-Gleba of Harvard Medical School, Susan Keller of Harvard Real Estate Services, and representatives from Samuels & Associates will discuss Harvard's planned acquisition and use of approximately 172 apartment units in the Fenway Mixed-Use Project, a residential/retail development to be constructed on a site bounded by Boylston Street, Brookline Avenue, and Kilmarnock Street. Harvard made a brief presentation of this project at LMA Forum's January, 2004 meeting.

Harvard has filed an amendment to its Longwood Campus Institutional Master Plan (IMP) describing the proposed acquisition and use of these apartments for student/faculty/staff housing. The BRA will accept comments on the IMP amendment until March 30, 2004.

Following a brief discussion/update, representatives from Harvard and Samuels & Associates will be available to answer questions.
5. Construction Management in the LMA 20 minutes

Adam Shulman and Dick Loring of the Boston Transportation Department will discuss construction management in the LMA.

LMA Forum Meeting Agenda
Monday, July 12, 2004
6:30 to 8:00 PM

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

1. Updates – BRA/BTD/MASCO 10 minutes
 - Sonal Gandhi will update the Forum on the status of projects in the pipeline.
 - Adam Shulman, Boston Transportation Department, will comment on the status of projects being reviewed by the BTD
2. MASCO – Transportation Update 15 minutes

Christi Apicella, Senior Planner at MASCO, will discuss recent and anticipated short-term transportation improvements in the LMA.
3. MASCO – Construction Coordination Report 10 minutes

Dennis Lucey, Construction Coordinator at MASCO, will provide an update on construction and coordination with city services in the LMA.
4. Brigham and Women's Hospital 20 minutes

Art Mombourquette, BWH Vice President of Support Services and BWH consultants will provide a brief overview of the upcoming filing for a draft Institutional Master Plan and a Draft Project Impact Report for a clinical building to be located at 70 Francis Street. The project was first presented at the LMA Forum in December 2001 as the Center for Advanced Medicine (CAM) building for ambulatory services.

BWH will discuss the changes since December '01. It is anticipated that the proposed facility will provide a medical program of patient bed floors, Operating Rooms, Radiation-Oncology treatment areas and Diagnostic and Treatment Services. After the presentation, there will be an equal amount of time for questions and answers.

LMA Forum Meeting Agenda
Monday, August 9, 2004
6:30 to 8:00 PM

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

1. Updates – BRA/BTD/MASCO 10 minutes
 - Sonal Gandhi will update the Forum on the status of projects in the pipeline.
 - Adam Shulman, Boston Transportation Department, will comment on the status of projects being reviewed by the BTD

2. Brigham and Women's Hospital (BWH) 60 minutes

Dr. Gary Gottlieb, President of BWH, Art Mombourquette, Vice President of Support Services, and BWH consultants will present the new Institutional Master Plan and a Draft Project Impact Report for a clinical building to be located at 70 Francis Street. The proposed facility will provide a new home for the Brigham's cardio vascular service line, including operating rooms, treatment areas and diagnostic services related to cardiac care. After the presentation, there will be an equal amount of time for questions and answers.

LMA Forum Meeting Agenda
Monday, September 27, 2004
6:30 to 8:00 PM

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

1. Updates – BRA/BTD/MASCO 10 minutes
 - ❑ Sonal Gandhi will update the Forum on the status of projects in the pipeline.
 - ❑ Adam Shulman, Boston Transportation Department, will comment on the status of projects being reviewed by the BTD
 - ❑ Other announcements

2. Brigham and Women's Hospital (BWH) 60 minutes

Art Mombourquette, Vice President of Support Services, and BWH consultants will respond to questions related to the new Institutional Master Plan and a Draft Project Impact Report for a clinical building to be located at 70 Francis Street.

Summary of the LMA Forum Meeting January 26, 2004

1. Updates – BRA/BTD/MASCO

- ❑ Keith Craig, with the Boston Redevelopment Authority (BRA), reported on the status of projects in the pipeline. The Zoning Commission approved the Blackfan Research Center (BRC) on December 17th, 2003. Beth Israel Deconess Medical Center (BIDMC) will return to the LMA Forum in February to report on the plan for the Longwood North Research Center (LNRC). Wentworth Institute of Technology's (WIT's) proposed new residence hall was approved December 18, 2003, by the BRA Board, and January 21st by the Zoning Commission. Simmons College submitted their Institutional Master Plan (IMP) amendment and Draft Project Impact Report (DPIR) on January 21, 2004, and is disseminating copies tonight. They will return to the LMA Forum in February with a presentation. Harvard Medical School is proposing to amend their Institutional Master Plan (IMP) with a housing project that is being presented tonight.
- ❑ Adam Shulman, with the Boston Transportation Department (BTD), said that they are working to finalize the Transportation Access Plan Agreement (TAPA) and mitigation plans for the BRC, BIDMC, WIT, Simmons College and Harvard.

A question was raised regarding a no-left turn on Huntington at Brigham Circle. Mr. Shulman said that this decision was associated with a community process that took place seven years ago with the MBTA and State; he will check into it. One participant requested that construction worker parking be included on the next agenda, particularly around the new WIT project.

- ❑ Andrew Grace gave an update on the LMA Strategic Plan. They are in the initial stages, and this week they will gather with Advisors. Within one to two months there will be a public meeting. There will be more information in the future.

2. Simmons College

Daphne Harrington, Library Director, and John Lyons, Director of Facilities, brought copies of the Simmons College IMP Amendment and DPIR filings for LMA Forum participants to review. Next month Lisa Chapnick and the project architect will present the project, and answer questions. Comments are due on this project March 23, 2004.

3. Harvard University

Deborah Kuhn, Associate Dean for Planning and Facilities at Harvard Medical School, thanked participants for support that was given on the Harvard School of Dental Medicine project last year. She explained that Harvard is ready to meet the commitment it made in its IMP last year to increase housing for junior faculty and staff, by purchasing 170 units from Samuels & Associates in the proposed Fenway Mixed Use project. She introduced Susan Keller and Steve Nelson, from Harvard Real Estate Services, who manage over 2,500 units of housing for graduate students, faculty and staff for Harvard in Cambridge and Boston.

Ms. Keller said that Harvard (HMS? HSPH? HSDM? HU?) currently houses 20% of their graduate students; with this development they hope to reach 33%. They conducted an in-depth survey and found that less than 50% of these students have cars. The Samuels project is an appropriate location, encouraging walk-to-work or school trips. It is a 580-unit mixed-use project that was approved by the BRA in 2002. Harvard will purchase nine stories of housing on the Brookline Avenue side of the building, once the building is constructed. These units will have a separate entrance, and will include 17 affordable housing units. Construction will begin in the spring, with a 2006 summer occupancy date. There will be 75 underground parking spaces for

Harvard. Harvard's involvement in this project was the cornerstone needed to finance the complex. There will be retail on the ground floor.

Question (Q): How many graduate students are there now? How many will there be in the future?

Answer (A): There are 1,700 in the Harvard schools in the LMA now (CHECK THIS – is this correct?? My notes don't specify LMA). The speaker knows of no plans to expand.

Q: This is disturbing. The community wants stability and investment in the neighborhood. This project allows for students to move in and out. This speaker is in strong opposition to the project. Samuels should be here. Will Harvard pay taxes in full or Payment-in-Lieu-of-Taxes (PILOT)?

A: Harvard has no plans to remove property from the tax rolls. They will be paying full taxes during the duration of the IMP. In the future, if needed, PILOT payments will be negotiated. Harvard will need an IMP amendment for this project and Samuels will require a PDA amendment.

Comment (C): This project is too large in scale. Dormitories should pay full market value taxes – they are residents too. The project needs to be scaled down if it's for HMS residents.

A: There will be 580 units, 170 of which will belong to Harvard. The majority of the project is open to the neighborhood as market rate rentals. Harvard has a history of very stable, well-maintained facilities. The physical maintenance is stellar. Graduate students tend to be long-term tenants. Medical students in the LMA are typically here for seven to eight years. Staff and faculty tend to be long-term and stable. PhDs and Post Doctoral students are often here for eight to nine years. Compared to other rentals this is quite stable. The Samuels project was facing a problem with financing, and with the recent market changes, they needed an investor.

Q: This participant's opinion is that there are lots of vacancies in Boston, and the rental market is gone. Where are the new jobs and people going to be coming from?

A: Sarah Hamilton (MASCO) said that the institutions are building buildings and creating jobs. Thirty-five percent of these employees are Boston residents. Harvard's workforce development efforts will provide jobs to all income levels. They are working with the Institute for Health Care and Research (FCDC and JPNDC) to encourage resident employment. The City wants to encourage housing and walk-to-work trips.

Q: What about parking prices?

A: There are 75 spaces. The people who live there will be first in line to get them. The rents have not been set yet, but it will be market rate (\$1,400 or more).

Q: Is there a target for graduate students vs. faculty?

A: There is no target, but they need more graduate housing because there is very little in the area. The housing is open to all Harvard affiliates. It would be best if there were a mixture, including faculty and staff.

Q: Safety is an issue in the Fenway. Could Harvard be of some influence on security in the Fenway?

A: The Harvard police presence will be extended to this area, which will be a benefit to others.

Q: In the student mind-set, even if they are graduate students, they do not think of themselves as a part of the City. The process would have been different if the community had known that this would become institutional housing. 170 units is a big piece of the building. They will displace long-term families raising more than one generation. The speaker endorses walk-to-work and student housing. Were studies done on where to place housing? Could it be placed on Harvard property rather than in the Fenway neighborhood?

A: Harvard went through two years of evaluation and found that no other property was available. The number one goal of the Mayor is to create more housing (including student housing). They

looked at property that they own to see if it could be converted. This project isn't displacing anyone and will expand the supply of housing, and free up space for neighborhood people. The students, faculty and staff are living in the community. In fairness to the process, Samuels didn't know about who would participate when they proposed this project, nor did they know that there would be an economic change and a softening of the housing market. Harvard will be a stabilizing force on both fronts.

Q: Will the residents use the existing buses?

A: Yes, they can ride the MASCO buses.

C: This participant expressed his feeling of fear in the neighborhood and massive distrust of Harvard and the institutions' intentions to spread, as seen in the Allston process; and mistrust of the BRA.

A: This project has been through the public review process in the Fenway, not through the LMA Forum. Harvard voluntarily came to the Forum to present this project as a courtesy to this group.

The next LMA Forum meeting is scheduled for February 22, 2004.

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Summary of the LMA Forum Meeting February 23, 2004

After introductions, the meeting was opened with MASCO requesting a moment of silence for Christian Giambrone, the Boston Latin Student and CVS employee who lost his life last week. He was Taciana Saab's son. The LMA Forum knows her from her work with the Fenway CDC and JPND, connecting community and institutions through her work with the Boston Healthcare and Research Institute. MASCO is working with the family to find a fitting memorial for "Christian's Corner." Please contact Sarah Hamilton or the Fenway CDC regarding contributions to the memorial.

1. Updates – BRA/BTD/MASCO

- ❑ LMA Strategic Plan - Sonal Gandhi, with the Boston Redevelopment Authority (BRA), updated the Forum on the LMA Strategic Plan. The Mayor initiated the BRA's two-day kick-off with the Blue Ribbon Panel on January 28th and 29th. The panel consists of ten experts in a variety of fields including workforce development, housing, community, education, research and healthcare. They met with City agency representatives, community organizations, institutions and elected officials over the course of two days. Gandhi thanked the people who attended these meetings, and explained that the Blue Ribbon consultants will focus on the challenges and tough issues facing the LMA and implementable action items. Andrew Grace is assembling a package of information from the advisors, and will give an update about next steps and the planning process at a future meeting.
- ❑ Projects in the Pipeline – Sonal Gandhi reported that Beth Israel Deaconess Medical Center is presenting on the Longwood North Research Center (LNRC) project and Institutional Master Plan. The comment period on this project ends on March 8th, 2004; please send your comments to Keith Craig. Comments on the Simmons College Library project and Institutional Master Plan Amendment are due March 23rd, 2004, and comments on the Harvard Institutional Master Plan amendment are due on March 30th, 2004.
- ❑ Adam Shulman reported that the Boston Transportation Department (BTD) had no updates on projects.

Questions were asked about the two-day kick-off, who was invited, and why the invitation came too late for one group to arrange for representation. There was a request for more information via email. The need for better communication was stressed.

In response, Ms. Gandhi said that the BRA does have a list of attendees that can be shared. Community organizations were invited. The BRA tried to be open and yet manage the process. The purpose of the meeting was to focus the advisors on the issues that are quite complex.

Question (Q): Does the BRA have an inventory of all of the projects in the LMA and the projected traffic impacts of these projects?

Answer (A): This is in progress.

Q: What has happened to the LMA planning process? The topic was not addressed clearly by the BRA at the last Forum. Then there was the Summit, which we read about in the Gazette as "undercover." Why wasn't this announced at the last Forum?

A: This was not the BRA's intent. Sonal will pass this concern along to the appropriate people.

Q: What are the plans for demolition at Wentworth? How will construction worker parking be handled? Could this be an agenda item?

A: Yes.

A question was asked about groundwater conditions, and the impacts of development. One speaker asked for this to be a future agenda item. The City requires environmental and geotechnical information in each project submittal. One speaker felt that these reports are brief, describe slurry wall construction, and say that test wells will be provided, but then the results are not discussed. The Isabella Stewart Gardner Museum is monitoring water levels, especially with the construction of the new Wentworth dorm, but they have not yet had groundwater problems. Another speaker said that the impact to abutters is the general concern. If this becomes an agenda item perhaps the BRA could describe what is required in the filings, but the City Environment Department would need to be involved as they oversee groundwater. Stuart Rosenberg recommended the website: Bostongroundwater.org for more information. This site shows measurements everywhere in the City.

2. Beth Israel Deaconess Medical Center

Dennis Monty, BIDMC Director of Facilities Redevelopment and BIDMC consultants gave an overview of the BIDMC IMP and presented supplemental information on the Longwood North Research Center (LNRC), a 440,000 SF research laboratory proposed project located on the BIDMC East Campus. Please see the MASCO FTP site at the end of this summary for the presentation materials.

Q: How can you reduce the peak hour traffic at Longwood and Brookline? Where is the traffic going? What are the streets that they feed into? There is gridlock between 3-5 PM on Longwood Ave.

A: Multiple egress points will relieve congestion at that intersection. The traffic is being diverted (not eliminated) away from the Longwood/Brookline intersection. BIDMC, Children's and others will be able to exit through the BIDMC campus to access other roadways (Brookline Ave. and Ave. Louis Pasteur) without going through that intersection.

Q: I have trouble believing a huge building can benefit traffic and pedestrians. The projections seem wildly optimistic.

A: We are not saying that cars aren't added. It is projected that there will be a 3% increase in cars over the course of a day, or 100 vehicles added to key intersections (four additional cars per hour), but because of the new egress points cars will be removed from the Longwood/Brookline intersection over the course of the day.

Q: Netherlands Road was not mentioned. Will you reverse the traffic flow?

A: The Blackfan Research Center agreed to study the alternatives for this road. It was studied at a cost of \$18,000. Lyme Properties came up with alternatives that were given to the City/BRA. There are some low-cost alternatives that could move forward.

Q: Will it happen?

A: BTD said that it was a good study and they are having discussions with the Town of Brookline, Parks Department and the MDC/DCR (this falls under their jurisdiction too). The conversations are about what should and shouldn't be done, and where the funding would come from. BTD welcomed peoples' comments and will keep everyone informed.

Q: If the traffic is decreased on Longwood, will it increase on other roads? Are the specific data in the report?

A: This information is well documented in the report. These two research facilities are not high volume generators like a mall. Many researchers actually bike to work. There is room for 330 cars in the LNRC garage, but research buildings don't generate a high turnover rate of parking spaces over the course of the day.

C: The speaker was pleased with the project's improvements to the pedestrian walkway and the increased level of security that it provides. She is a West Campus employee who walks to work from the Fenway.

C: An Impact Advisory Group (IAG) member said that people need to know how the project evolved from the original two projects. This was an innovative partnership between non-profit and private entities. The outcome was better because the two worked together. The commenter would like to see the LMA Path come to fruition; it is a unique idea linking pedestrian pathways to Wentworth. He said that Ave. Louis Pasteur will be a key relief valve and was curious whether a security study had been undertaken.

A: No security study has been done.

Q: This speaker believes there will be added impacts at The Fenway and Palace Road, and Ave. Louis Pasteur when Blackfan becomes a relief valve. The commenter was concerned about the removal of parking spaces on Brookline Ave. to widen the street and add a left-hand turn lane. He asked why is there a new document for public comment, and what are the changes to the project? The speaker was concerned that the removal of the parking removes a buffer between the pedestrian and the moving vehicles.

A: An amendment to the Blackfan Research Center (BRC) Planned Development Area (PDA) was filed to add the LNRC. This document is needed for zoning implementation. There are no changes being proposed to the project. The removal of the 12 parking spaces on Brookline Ave. will provide for a safer bus stop.

Q: Who will removal of the parking impact?

A: We are not sure.

Q: Is there pressure to reduce the height of the buildings from 18 to 16 stories? The speaker said that the positive impacts of a height reduction are minimal and that he does not see a benefit to this. The speaker is an Impact Advisory Group (IAG) member on this project and has watched it evolve. He feels that BIDMC ought to be commended for their efforts to address City issues (massing and breaking up the super-block). Eighteen stories are appropriate in this location. The cost-effectiveness of the building will be reduced if the building height is reduced.

Q: What is the height (in feet) of eighteen stories? This speaker said that the height is similar to the Blackfan Research Center and he agrees with the height as an IAG member.

A: 298 feet, with step-downs.

This project will go before the BRA Board on March 11, 2004. BIDMC offered to answer questions at the end of the meeting. Richard Orareo wanted the question period to continue and asked that his protest be recorded in the minutes.

3. Simmons College Library and Institutional Master Plan Amendment

Lisa Chapnick, Senior Vice President for Administration and Planning at Simmons, and Michael Cohen, Architect at Fletcher Harkness Cohen Moneyhun, presented the Simmons College Library Replacement project updated the LMA Forum on changes since October when they last presented. The total new project will be 70,000 SF, with 45,100 of that being net new SF. The project will be five stories (62 feet high). A new façade will run parallel to Avenue Louis Pasteur. There will be no new parking and the construction will take place interior to the Simmons campus. A 3D model was shown to the LMA Forum participants. Please see the MASCO FTP site at the end of this summary for the presentation and hand-out materials.

C: This speaker appreciated that Simmons took into account the historic structures nearby and considered this in the new design. She asked about the infrastructure (utilities) and whether there would be capacity issues? There have been a lot of black-outs. She feels that the NStar substation should be built near the institutions, not Mission Hill. She questioned whether there

would be new vehicle and pedestrian trips given that graduate students would want to visit the new library.

A: Simmons acknowledged that there may be new pedestrian trips, however there is no new parking so there will not be capacity for more vehicular trips. The benefit of being in the LMA is that there are shuttles and public transit to access the area.

Q: If construction is staged from the inside, where do the parking spaces go?

A: Simmons will approach this construction the same way that it did with the Graduate Center by renting spaces at the Landmark Center, and vacating them once the construction is completed.

Q: How old is the existing building?

A: One part was built in 1945, and the other in 1961. It was considered "modern" at the time.

Q: Will this affect the trees on Ave. Louis Pasteur? What is the condition of those trees?

A: MASCO has had an arborist survey the trees and do work on the trees including pruning, spraying, and deep root fertilizing. MASCO has installed trees, as has Harvard Medical School.

Q: The speaker, a Fenway resident, thought this project would be good to activate Ave. Louis Pasteur. Her concern was LEEDs certification and the human experience. She said 25% of youth have respiratory illness. There are many things that can be done, including using non-toxic glues and adhesives.

A: The non-toxics are being investigated. Simmons wants to do as many things as they can towards LEEDs certification, but they won't be able to receive the certification because of the existing condition of the building.

Q: This speaker said that he likes this project. What about a parking area for crane staging and construction vehicles?

A: Parking will be removed adjacent to the building, internal to the campus. A crane will be located there, and will lift materials to the Ave. Louis Pasteur side, as needed. This will avoid the need for construction vehicles on the Avenue. 80-100 employee parking spaces will be eliminated so that trucks, deliveries, and construction vehicles can access the site and park.

Q: Addressed to Sarah Hamilton, MASCO, given the moment of silence at the beginning, and the riot in the Fenway after the Patriots won, security is an issue. This should be a future agenda item. What is the relation of institutional security to the City of Boston and MBTA?

A: Ms. Hamilton responded that the institutions share your concerns about policing in the City, and the increase in crime. Security in the LMA is largely private and not deputized to fulfill police duties on the streets. Wentworth and Harvard have their own forces, which have limited powers. The cutbacks and dealing with limited resources affects all concerned.

C: There will be a hearing with the Boston Police about the riots, at Boston Latin School on Thursday at 5:30 PM. Mike Ross is involved. All colleges and universities were invited.

There was comment about the societal issues related to crime and the need to support the transition of people from prison to jobs.

The BIDMC and Simmons College presentations and handout may be found on the MASCO FTP website: <FTP://134174167/LMA%20Forum>

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Summary of the LMA Forum Meeting March 22, 2004

Introductions included a special welcome to members of the Fenway Planning Task Force for joining the LMA Forum in this joint meeting. The Longwood Medical and Academic Area (LMA) Forum was established for the review of Article 80 development projects and for information-sharing. All of the items on the agenda this evening are informational items.

1. Updates – BRA/BTD/MASCO

- ❑ Keith Craig, with the Boston Redevelopment Authority (BRA), reported on the status of projects in the pipeline. Beth Israel Deaconess Medical Center (BIDMC) had a public hearing on 3/11/04. The Board voted to take the matter under advisement until 4/1/04. Simmons College's Library Replacement project will also be on the agenda for public hearing on 4/1/04, as will Harvard Medical School's Institutional Master Plan Amendment.

Q: Why was the vote on BIDMC delayed?

A: Mr. Craig can't speak for the Directors, but the BRA staff recommended a smaller project (352,000 S.F.) and a reduction in height by two stories.

Q: Will the public be able to speak?

A: The BIDMC public hearing has been closed. (Note: it was held on 3/11/04)

- ❑ Adam Shulman, with the Boston Transportation Department (BTD), said that comments are due on the Simmons College project on March 24th. BTD reviewed and supports this project. It will have minor traffic impacts. They are working to finalize the Transportation Access Plan Agreement (TAPA). The biggest impact will be during construction, however, even this should be minor because of the staging interior to the campus. The Wentworth Residence Hall project was approved by BTD, the TAPA is being finalized, and they will talk about their construction management plan later in the agenda.

Q: Does Merck need a 35-foot driveway? This was reported in the paper today. This is too wide for pedestrians. Whose land is this?

A: Do you mean the Blackfan extension, which will connect with Avenue Louis Pasteur? BTD will look into this. It may be Emmanuel College's land.

Q: Are you discussing installing parking meters on Vancouver Street as a part of Wentworth's TAPA?

A: Bill McCarthy, from Wentworth, said that this issue had not been raised in the draft TAPA. With the permitting and licensing for dorms, this has been raised by the community. Wentworth is on record to support whatever the City determines, meters or resident-only parking.

A: Adam Shulman explained that BTD would need an official letter requesting meters, if that is what the community wants. New meters create a need for enforcement and collection that need to be considered by the Department.

Q: We have also been asking for meters on Tremont Street. When will the Huntington Avenue meters be returned?

A: The meter poles have been installed. Once the resurfacing is completed the meters will be installed on Huntington Avenue.

- ❑ Jan Henderson reported that the Massachusetts Mental Health Center Parking Request for Proposals (RFP) is available, and proposals are due on March 21, 2004. The site RFP is available for \$50 per copy, and proposals are due on May 21, 2004. Please

contact Mary Gardill, the project manager, at the Commonwealth of Massachusetts, Division of Capital Asset Management, with questions (617-727-8090 x 508).

2. Construction Management in the LMA

Adam Shulman introduced Ed Hessford who is an engineer in the Construction Management division of BTS, and works with the Policy and Planning area to develop Construction Management Plans and TAPAs.

Mr. Hessford explained that the Construction Management Plan (CMP) provides a plan for each step required to build a project (hours of operation, initial excavation through the final erection phase, and the final finishes). The Right-of-Way (ROW) needs for the project must be balanced with the needs of the community. This includes competing needs for the streets, sidewalks, and public infrastructure. Quality-of-life issues are paramount to the City. Mr. Hessford lived in Mission Hill for 15 years as well as The Fenway. Developers are required to show truck turning movements and radii to prove that they can access the site properly. He credited MASCO with their construction coordination efforts, ensuring communication between the institutions, their contractors, and the City.

Q: Who is accountable to ensure that pedestrian paths are accessible when alternative travel paths are installed?

A: It is required that temporary pathways be a minimum of four feet wide. In areas of greater volume, there is a larger Right-of-Way required for pedestrians. This is dictated by permit, which is issued jointly by BTS and the Department of Public Works (DPW).

Q: Will the sign for Public Alley 1001 be replaced?

A: Yes, shortly.

C: Bill McCarthy, representing Wentworth, said that Public Alley 1001 allows for virtually all of the demolition and construction activity to be staged on-site, and keeps the trucks off of Huntington and The Fenway. He noted that the question of construction worker parking was raised at the February Forum meeting and wanted to respond. Wentworth is letting the construction workers use the Parker Lot, free of charge. There is excess capacity, particularly in the summer when the school session is the smallest. Concrete and steel deliveries can be delivered to the Mindoro Lot, next to the Orange Line, as well as queue there and then be dispatched to the site. Deliveries may also be transferred to smaller trucks and transported to the site.

C: Ed Hessford noted that Wentworth has implemented a complete plan from construction worker parking to staging of deliveries off-site. The City requires that other projects do this and it is working well.

3. Security Force Report

In response to questions raised at the February Forum, Greg Strangeways, MASCO Operations Manager, presented information on security forces in the LMA. There are regular meetings of the Longwood Medical Area Committee on Security (LMACS), with all of the LMA institutions participating as well as local police. This is important to foster communication. There are 600 security staff in the LMA (including nights and weekends); some facilities are staffed 24-hours a day, seven days a week. There are 50 officers with police powers, including warrants and arrest powers, however they may only exercise these powers on their own campuses. Most of these officers are not armed. If a crime happens in the public Right-of-Way then the Boston or Brookline Police are notified. A list of security contacts for each institution was disseminated. Please see the slides from the presentation posted on the MASCO FTP site:

<FTP://134174167/LMA%20Forum>

Institutions use an Emergency Communications Network (ECN) radio system and an email system to communicate in the case of an event. They share best practices and work with the Boston, Brookline, State and MBTA police. The neighborhood and institutions “share the same criminals”. Mr. Strangeways gave some examples of the security forces’ work together:

- ❑ At LMACS request, the MBTA Police installed an emergency call box at the Longwood “D” Green Line station.
- ❑ Checks were stolen from a Children’s facility and were used at the Star Market. Due to inter-agency communication the suspect was apprehended.
- ❑ Both institutions and local police were involved in apprehending the alleged killer of Christian Giambrone.
- ❑ LMACS will be offering Rape Aggression Defense classes (RAD) to women in the LMA, and the community. This requires 16 hours of instruction.
- ❑ LMACS will be holding a Safety Fair on May 26th from 10-2 PM, and will provide information on personal safety. Greg Strangeways posted his number so people could contact him.

There were no questions or discussion.

4. BRA on the LMA Plan

Andrew Grace, Project Manager for the BRA, reported on the BRA Strategic Plan. He distributed a list of the Advisors Panel. They all have a Boston connection, although many work nationally and internationally in the fields of urban design, workforce, transportation, policy, housing, and community development. At the end of January there was a meeting with the Advisors Panel, the City, invited members from community organizations and institutions, where the panel was briefed on the issues. They will reconvene at the end of May and then there will be an opportunity for public discussion. The Advisors have lots of questions and are asking for more data. They will be advising the BRA on how to proceed with the plan; they are not doing the plan themselves. This advice may include short-, medium- and long-range action items as well as strategic approaches. Examples of short-term issue might be the need for parking meters and traffic signalization, a medium-range issue might be workforce development programs, and a long-range issue would include how to obtain funding for infrastructure improvements like the Urban Ring.

Q: What are we planning for? What goes into the plan?

A: A strategic plan for urban design, workforce, transportation, housing, and community development.

Q: The Interim Guidelines allow you to negotiate everything, bigger and bigger.

A: Not bigger, but the bar for negotiation has definitely been raised much, much higher.

Q: There must be rules for this process. You are using tax money to do strategic planning. What are your expectations? What is the goal of the strategic plan? It sounds open ended; we would like some specifics.

A: The BRA is working with the Advisors to prioritize strategic action items (for short-, medium- and long-term). We know some of the issues, but by no means do we think we have the answers. This is a work in progress. We are investing in the brainpower of this group to help us think about issues like funding for the Urban Ring or better ways to do workforce development. We will want input from the community, but right now we are still figuring out the best way to organize issues, and an approach to developing solutions.

Q: Will you be publishing minutes of the Advisors’ briefing and send them to the Forum participants?

A: Minutes will be distributed from the two-day briefing as well as a summary of the Advisors questions/comments. The BRA will send this to all attendees as well as to the LMA Forum mailing list electronically.

Q: This will be helpful to read. Will you continue with the four work groups?

A: We are discussing this with the Advisors. The Interim Guidelines were also developed around groups however we want to make sure that these aren't exclusive categories since there is a lot of interrelation and overlap.

Q: Where is Rebecca Barnes in this process?

A: Rebecca Barnes is the Chief Planner overseeing the entire effort. Extensive staff are committed to the process including myself (Andrew Grace), Thatiana Gibson, Randi Lathrop, Kairos Shen, Bob Kroin, Dick Garver and Rebecca Barnes from the BRA, Adam Shulman from BTM, Ken Barnes and Connie Doty from Jobs and Community Services, as well as staff from Parks, Environment, and the Public Health Commission. The Mayor kicked off the Blue Ribbon panel event. Ms. Barnes meets with Mr. Grace on LMA-related issues weekly.

Q: We would like a copy of the information that was originally provided to the experts. There are people in this room that are experts on the LMA.

A: Please contact Andrew for this information.

Q: Are the institutions focusing on the Urban Ring improvement? The E-Line is more important and funding is more achievable.

A: The E-Line is a short-term need. The BRA and BTM are extremely interested in the short-term.

Q: Can we get a list of the community people who were involved in the kick-off?

A: Yes, we can do that, and will send that to you.

C: If there are any other strategic planning sessions, there should be notices to the public, which follow the open meeting laws.

A: Noted.

Q: There were billions of dollars in overruns for the Central Artery; how will the Urban Ring interface with public transportation? How will the impacts on the neighborhood be assessed?

A: As a part of the kick-off the Advisors took a tour of the other medical and biotech areas (B.U. Medical Center, MGH, Charlestown, Kendall Square, etc.). They wanted to look at the Urban Ring from an overall perspective.

Q: Did the Advisors take public transportation to get here?

A: Yes.

5. Harvard University – Institutional Master Plan Amendment

Jennifer Nadelson-Gleba of Harvard Medical School, Susan Keller of Harvard Real Estate Services, and Bill McQuillan of Boylston Properties discussed the new joint venture Fenway Mixed-Use Project and Harvard's planned acquisition and use of 172 apartment units. These will be studio, one- and two-bedroom apartments, totaling 140,000 S.F., and will house approximately 230 Harvard affiliates (full-time graduate students, faculty or staff). Seventeen units are reserved for community housing. Medical students tend to stay four-to-six years; post-doctorates stay for six-to-eight years, so they are quite stable renters. Harvard University will be paying property taxes. The Institutional Master Plan (IMP) Amendment has been filed; comments are due on March 31, 2004.

The total project includes 580 units of housing (41 affordable + 5% cash contribution to the City fund), on top of 45,000 S.F. of retail on Boylston Street, Brookline Avenue and Kilmarnock Street. The project should create a livelier, pedestrian-friendly Kilmarnock. There will be a four-way intersection at Fuller, Brookline Ave. and Kilmarnock. This project received approval in the spring of 2002 from the BRA, however the financing and state of the rental market has delayed

construction. This is a \$200 million project that will be one of the largest apartment complexes built in the City since Charles River Park. The project proponents were able to connect to Harvard, which has a long-term housing need for its affiliates, and ability to assist in financing the project. The tallest portion of the project will be 17 stories (at Kilmarnock); the shortest will be ten stories (across from the cinema). There will be an interior courtyard for use by all renters. Harvard is designing slightly smaller units, which is increasing the total number of units from 560 to 580 and the total number of affordable units. No retail tenants have signed leases yet, but some restaurants are expected.

It will take two years to construct the building, which includes a 498-car garage in three levels below grade. Samuels & Associates were approved for these parking spaces, before the final footprint was designed. They have since found that the site excavation will be larger at the site. They are discussing the acquisition of the adjacent D'Angelos property, which is an odd, triangular shaped lot not conducive to parking ramps underground. They currently own the two parcels adjacent to D'Angelos. Samuels would like to build more housing and retail on this triangular parcel. They would like to build an additional 76 spaces under the current project, to cover the parking required for a Phase II development of the D'Angelos triangle. If Phase II does not happen, then they would agree to decommission these parking spaces after five years and remove them from the inventory. Discussion of Phase II is still in the preliminary stages. There will be a hearing in April or May.

In response to questions, the site is a little over two acres and the F.A.R is 6.67. They hope construction will begin in June. It will take six months just to dig the hole. It will take a total of 22-27 months to deliver the project.

Q: Why do you expect rental rates to be different in the future?

A: There are low interest rates now, making condos more affordable. Interest rates are likely to go up over the long-term, making rental units more desirable. The Boston rental market has proven good over the long haul.

Q: The Friends of Historic Mission Hill sent a letter asking Harvard Medical School (HMS) to look at the three Mission Church buildings on Smith Street for housing. HMS did a study, and came to the conclusion that the project would be too expensive. The Friends thought that this would have been a good fit. Now the buildings will have to be demolished due to the need for underground parking. HMS graduate students would have required less parking. The speaker had several questions: How many units does HMS rent at 75 Alphonsus Street? Does this accommodate all of the needs given that the BRA is looking for housing for both students and workers? How much will the Samuels project cost per bed? The Mission Church site was \$166,000 per bed.

A: Harvard is not involved in any leases on Alphonsus Street and the Back Bay Manor. At Smith Street parking was an issue. It was a struggle to figure out how to maintain the historic structures. The existing condition of the buildings was a concern as well as unforeseen conditions and risks. The layout was not as efficient for housing, and the site didn't accommodate as much housing as Harvard needed. The price per bed at Samuels is less than \$150K. Given the unquantifiable costs due to the poor condition of the buildings, that looked to be a high-risk project.

C: A speaker questioned that number. It should be closer to \$300/S.F., so it must be over \$162,000 per bed.

A: From Harvard's perspective, with the new construction the costs are more secure, there is less risk, and there are more beds provided.

C: This happened to a Notre Dame project in South Bend Indiana. They stripped the town of an integrated workforce by housing their students and faculty in their own housing. Why would you expect more renters to move to the city? There is a glut of housing.

A: Sarah Hamilton expressed confusion about the point this speaker was trying to make. There have been lots of comments by city hall and the communities that institutions need to try to house students to take the pressure off of the neighborhoods. This project is entirely consistent with the City's policies and the neighborhoods' concerns.

Q: The pressure has been taken off, and there are now lots of vacancies. Where are the new jobs that are projected, coming from? There should be a thorough study of the job increases.

A: Sarah Hamilton noted that each of the development projects that are coming before the Forum will be employing people; many of them are new employees (permanent jobs are estimated in each filing). There are also construction workers employed while the structures are being built. Thirty-five percent of LMA employees are Boston residents.

Q: Perhaps there was an unconscious decision to not put the housing at the Smith site because of the Housing Authority property next door?

C: A community speaker said that many LMA projects are not supported by the neighborhood, but in this case Harvard was the Great White Knight. Their involvement enables this whole project to happen. She hoped that this wasn't an either/or decision related to the Mission Church site. This project is a good project for Boylston Street and she is glad to see Harvard there.

C: Another speaker said that he supports the creation of housing in the Fenway. He asked how the Fenway Planning Task Force had been notified of this meeting and wished more had come. This project meets all of their criteria; it will be paying taxes and will not be housing undergraduates. Will this change the zoning?

A: The Fenway Planning Task Force was sent the information along with the Harvard IMP Amendment. This will not change the PDA zoning. The amendment just acknowledges that Harvard will own housing in this complex.

The meeting was adjourned. The next regularly scheduled LMA Forum meeting is April 26, 2004.

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Summary of the LMA Forum Meeting July 12, 2004

1. Updates – BRA/BTD/MASCO

- Projects in the Pipeline - Sonal Gandhi, from the Boston Redevelopment Authority (BRA), reported that the Beth Israel Deaconess Medical Center Institutional Master Plan and the Longwood North Research Center (LNRC) was approved at the June 23rd, 2004 meeting of the Zoning Commission. Brigham and Women's will be presenting plans for a new building tonight.
- LMA Strategic Plan – Andrew Grace, from the BRA, reported that the January LMA Summit minutes were just completed and issued. These are on the BRA website and MASCO distributed them via email, on the behalf of the BRA. This package includes summary meeting minutes, a summary of the comments and questions received from the Advisors in response to the two days, a brief biography of each advisor, a list of event participants, and a list of staff from the City and BRA who are actively engaged in LMA Strategic Planning. The BRA will reconvene public meetings in the fall, which will be organized around topics, and will be publicly advertised. The topics may include: transportation, workforce development, housing, urban design and environmental sustainability.
- Transportation – Adam Shulman, with the Boston Transportation Department, noted projects that have been presented this year:
 - Wentworth residence hall on Huntington Avenue – is under construction.
 - Mass. College of Pharmacy and Health Sciences building – is nearly complete.
 - Simmons Library – will begin construction soon.
 - LNRC – have finalized the Transportation Access Plan Agreement (TAPA), but it will not be built for a while.
 - Blackfan Research Center (BRC) – finalized the TAPA, but the Construction Management Plan (CMP) is still being worked on.
 - BIDMC Institutional Master Plan – the TAPA has been completed.
 - Joslin – needs to finalize the CMP and legal agreements.
 - Brigham & Women's – will be reviewed by BTD once the project filing is submitted.
 - He also noted that BTD and MASCO have been working together to improve traffic signals and wanted to publicly thank MASCO for their continuous work, resources and time related to transportation improvements.

Question (Q): A participant asked for an update on Huntington Avenue striping.

Answer (A): Dennis Lucey from MASCO responded that the repaving project began today (7/12) and will continue for 6-8 weeks, including striping.

Q: Will there be striping beyond Brigham Circle to Heath Street?

A: Dennis Lucey believes that the scope of this project stops at Fenwood Road.

C: Another speaker thought that there was supposed to be a meeting regarding paving of the rest of Huntington.

A: Adam Shulman noted that Public Works is paving a lot of streets in the city, and will look into this.

2. MASCO – Transportation Update

Christi Apicella, Senior Planner at MASCO, has evaluated a range of transportation improvements that could be made in the short-, medium- and long-term. Many of the long-term improvements are discussed at the LMA Forum and are often associated with institutional master plans and MBTA projects. The purpose of the presentation tonight is to outline some of the

improvements that have recently been completed, or can be completed in the short-term, to improve access to the LMA. Marilyn Swartz-Lloyd, President of MASCO, and a few institutional Vice Presidents and Presidents met with General Manager Mulhern at the MBTA. He agreed to work with MASCO on short-term improvements. One of the results of these meetings is an additional Commuter Rail stop at Yawkey Station at 7:59 AM. Please see the power point presentation for more information on short-term Green Line and Commuter Rail improvements, as well as the results of the signalization study showing where significant improvements may be implemented, resulting in improved Level of Service (LOS) at a number of intersections. MASCO has allocated some funds in FY '05 to implement some of these improvements.

Q: Will the improvements in LOS impact pedestrians?

A: There will be the same amount of walk-time for pedestrians; at some intersections it may improve the pedestrian experience through the installation of accessible buttons.

Q: Did you evaluate Brigham Circle and the Mission Hill intersections?

A: The Brigham Circle intersection was not included because that would duplicate efforts with the Huntington Avenue improvements project. This study did not include vehicle trip generation, but rather, focused on the function of the signals in two corridors.

Q: The state Capital Improvement Plan (CIP) did not mention the Urban Ring in its five-year strategy, why?

A: MASCO noticed this as well and wrote comment letters to encourage them to advance the project. The only money in the CIP related to the Urban Ring is for planning funds related to the Draft Environmental Impact Statement (DEIS). MASCO and member institutions have also advocated for funding of the Urban Ring studies in the Transportation Bond Bill this week.

Q: Will the MBTA add platforms?

A: This would be a major capital expense. Anything is possible with money, however it is unlikely that this will happen in the short-term. At the Yawkey stop a bridge abutment would need to be moved and the bridge reconstructed.

Q: Was bike planning considered in the study?

A: This has not been studied over the past year, however MASCO has a number of CommuteFit incentives to get people to use alternative means of getting to work, including biking. A number of institutions provide bike cages and showers to their employees to encourage biking. MASCO has looked for additional locations for bike racks in the LMA, so that when the City has additional funding they may install them.

A: Adam Shulman thinks that bike racks will be installed on Huntington Avenue as a part of that redesign.

A: Sarah Hamilton also noted that a community group is trying to do planning for a bike path from the Fenway through Longwood, which MASCO supported with a letter.

3. MASCO – Construction Coordination Report

Dennis Lucey, Construction Coordinator for MASCO and Senior Engineer at PMA, presented the construction goals for the year: 1) to minimize the impacts of construction; 2) to coordinate between construction projects, and with the utility companies; and, 3) to implement tools and procedures to reduce impacts to the neighborhoods.

Please see the power point presentation and/or the May 2004 Construction Coordination report for information on the current project construction timelines and example construction notices. MASCO holds monthly meetings to discuss best practices and impacts, and sends out one to two advisories per week. Beyond construction coordination MASCO also fulfills a crisis management roll, assisting in communications related to utility crises. When the Boston Water and Sewer Commission was working on the pipes this year, it wasn't just to improve the piping, but to repair pipes from 1892 that are still being used. MASCO also fulfills a role in assisting the City with the provision of services, by highlighting areas that need improvements and working with the City to

get the improvements implemented. MASCO will be working with WALL Inc. on the installation of four new City bus shelters this summer. Please see the power point presentation on the FTP site for more information.

4. Brigham and Women's Hospital

Art Mombourquette, BWH Vice President of Support Services, noted that the last time he presented to the LMA Forum it was December of 2001. He explained where the project started, how the project has evolved since 2001, and some of the positive points that will make this project better for both the institution and the community.

The old proposal was for an outpatient facility. The new proposal is for an inpatient building, to be located at 70 Francis Street. The proposed building envelope remains a 350,000 SF (10 stories tall). The new programming focus is on cardiac care. It will have 140 beds, however the overall hospital total will increase by only 30 beds: 20 medical surgical beds, and 10 Intensive Care Unit beds (ICU). More space is required per bed due to new diagnostic equipment, and the needs of the very sick tertiary care patients. Some of the double beds in the Tower building will become single beds. The lower floors will include operating rooms and radiation oncology. Both the new beds and Operating Room (OR) beds will allow for decompression of the beds in the existing Tower Building and OR.

He noted that the building program has changed dramatically from the original concept, mostly because the new CEO, Dr. Gary Gottlieb, recognized the need to locate the "high-tech, high-touch" care for the sickest individuals in the LMA. Brigham is working with its affiliates, and other off-site locations to take advantage of its ambulatory network. Brigham has partnered with Health Care without Harm to investigate ways to make this building more environmentally friendly.

No new parking is associated with this building. However, more parking is needed. Given the street layout and need for access to a parking garage, the Brigham is planning to locate a parking garage under the Peter Bent Brigham Building entryway. This would allow them to redesign the entryway to look like it did in the 1920's and 30's with a green lawn and pathways to the door. This would help keep garages out of the neighborhood, and improve garage access for patients and families.

Brigham and Women's Hospital intends to submit their Institutional Master Plan and Draft Project Impact Report in early August, and to return to an August LMA Forum meeting. Please see the presentation on the FTP site, for more information.

Q: How many new beds will there be? How many are private? Will insurance pay for these beds?

A: There will be 30 net new beds. 80% of the semi-private rooms will become private rooms. Yes, insurance will cover these beds; they are not for higher-end patients, but rather, for a medical necessity.

Q: How will parking work? Will there be a new entrance?

A: Brigham will try to consolidate the 15 Francis and 45 Francis entrance into one.

Q: When is the next meeting?

A: We are looking at moving the meeting from August 23rd (the regularly scheduled time) to August 9th, because so many people are away the last two weeks of August. This has not been confirmed yet. MASCO is trying to coordinate with the other community meetings.

Q: Will the Brigham be submitting a Master Plan? When was the last one done?

A: Yes, the last one was completed in 1987 and covered a 10-year period. The new one will cover a five-year period.

Q: Will an Impact Advisory Group (IAG) be formed?

A: Yes. This IAG was formed in 2002. The BRA needs to review the list to see who is still interested in being a part of the review group (via phone or letter) and then there will be a nomination process to add members, if there are vacancies.

Q: Will 30 beds mean more traffic?

A: This will have a lot less impact. The previous plan called for 110 exam rooms, where the average stay of a patient was 40 minutes. Now the average stay will be five days. There would be a small incremental increase in traffic.

Q: Given that the population is aging, don't you see a need for more beds in the future? It's interesting that the focus seems to be on decompression.

A: This decision is market driven. Today's consumers demand more. It is difficult to predict the future. Back in 1994 the best consulting minds said that by 2002 the need for beds would go down. They did not anticipate the impact of the reduced reimbursement rates by Medicare and Medicaid on community hospitals. Massachusetts had "over-bedded" in the early 1990s by a factor of 2 or 3. Nationally, the number of beds per 1,000 population was 2.9 – 3.1. In Massachusetts it was 8-8.5/1,000 beds per capita. Things are reversing now with not enough beds, an aging population and people are living longer with more serious health problems.

Q: Will the building be LEED certified?

A: Health Care without Harm believes that LEED is not a suitable process for hospital buildings. When the Operating Room requires that the air be changed 30 times per hour then it is very hard to meet the LEED standards. However Brigham wants to do everything that they can to make this a green building and will start from scratch, evaluating everything, and taking advantage of the technologies known today to make this building as ASHE and LEED friendly as possible.

The meeting was adjourned.

The MASCO and Brigham & Women's presentations and handout may be found on the MASCO FTP website: <FTP://134174167/LMA%20Forum>

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Summary of the LMA Forum Meeting August 9, 2004

1. Updates – BRA/BTD/MASCO

- Projects in the Pipeline - Sonal Gandhi, from the Boston Redevelopment Authority (BRA), reported that Brigham & Women's Hospital (BWH) filed their Institutional Master Plan and Draft Project Impact Report today (8/9/04). Comments are due by October 12th, 2004 and should be sent to Keith Craig at the BRA.
- The MASCO FTP site address has changed slightly. The new one is: <ftp://134.174.1.67/LMAforum>. Meeting minutes and presentation materials are located at this site.
- Copies of the BWH filing – Please contact eleheny@epsilonassociates.com to request a copy of the Brigham & Women's Hospital filing.

Question (Q): Have the members on the Impact Advisory Group (IAG) been determined? How were they chosen?

Answer (A): All of the members who were on the original IAG for this project have been notified about the project changes. There have been some replacements. There are ten people on the IAG, and they will begin meeting shortly. They are chosen through a joint nomination process, where elected officials have final approval.

Q: Will this project submit a filing to the Massachusetts Environmental Protection Agency (MEPA)?

A: Yes, this will be submitted on the 15th, followed by a 30-day review period, so comments are due on September 15th, 2004. It is the same filing that was submitted to the BRA today.

2. Brigham and Women's Hospital (BWH)

Art Mombourquette, Vice President for Support Services at BWH, presented an overview of the three projects included in the Institutional Master Plan (IMP):

1. 70 Francis Street – a new inpatient facility focused on cardiovascular care
2. 15 Brigham Green – expanded green space at Brigham Circle, with a garage below.
3. Amory Façade – changes to the façade of the building across the street from 70 Francis.

Dr. Gary Gottlieb, President of Brigham and Women's Hospital, shared his vision and the thinking that went into this new campus concept. This included understanding many aspects of the hospital's mission and function:

- understanding where the hospital is most constrained,
- the importance of the scientific triad to the BWH mission (the best patient care, finding cures for disease through research, and teaching the next generation of doctors and nurses),
- better use of off-site facilities particularly for ambulatory patients and research,
- the need for better vehicular access to the main facility with reduced impacts to the neighborhood,
- the need to improve aging infrastructure, and to provide modern technical equipment for the care of very sick patients,
- the need to create accessible and caring facilities for patient's families.

Please see the MASCO FTP site (noted above) for presentation materials.

Art Mombourquette described the proposed new building's use, traffic impacts, programming, change in patient room size, and under Francis Street connection concept now, compared to what was originally proposed in 2001, and the associated improvements to the bed tower and

access of patients to treatment via the proposed full floor plate, two-story under Francis Street connection.

Alex Krieger, Principal of Chan, Krieger & Associates, presented the details of the proposed building including a connection to “the Pike”, improvements to pedestrian and vehicular activities on Francis Street, and new landscaping, lighting and way finding. The new building is designed to echo the height of the houses on Vining Street, and to step back from the neighborhood at the higher heights. A bridge across Francis Street is proposed, which connects to the rest of the Pike at the second floor level and is designed to be as transparent as possible. The environmental impacts are summarized in the report, including green guidelines that BWH will be implementing, no shadow impacts on the community, minimal shadow on the park, and an improvement in the quality of light in patient rooms.

Q: Why is there a bridge? Can't this all be handled underground?

A: There are several reasons. One is that it is necessary to connect this building to the rest of campus at the Pike level. This is the publicly accessible level and the key way-finding element for the entire campus. The underground connection is meant to be more secure and is designed for patient diagnosis and treatment including the sterile field of the expanded surgical suites. The bridge will also help to make the entry to both buildings more legible. There will be improvements to the exterior ground-level pedestrian experience, including better walkways, landscaping, etc.

Dave Bohn, Vice President at Vanasse Hangen Brustlin (VHB) and traffic engineer, described the traffic mitigation related to the new projects. Traffic counts at 23 intersections were studied. Growth forecasts (see hand-out) anticipate employment growth of 1.2% per year, and assume increases in the background levels of traffic, which are reflected in the intersection analyses. Eighty-five percent of patients and visitors drive to the hospital. Forty-three percent of BWH employees do not drive to work. There are 400 parking spaces proposed under Brigham Green, 249 of which are new. This complies with the City's ratio of 0.75 spaces/1,000 square feet of development. There will be a small increase in traffic at some intersections.

Mr. Bohn explained the proposed roadway reconfiguration. BWH valet parks 1,000 cars/day. Valet parking at 45 Francis would no longer traverse the neighborhood to get to the Mission Park garage. The new system would create two valet routes, one from Mission Park to the 75 Francis Street entrance, along Vining Street; the other from the 45 Francis Street entrance along a proposed new driveway on BWH property to Brigham Green and back out on Francis to return to 45 Francis. These two loops would decrease valet impacts on the neighborhood. There will be no new loading docks associated with the new building.

Dr. Judy Bigby, a physician, an Associate Professor at HMS, and Medical Director for Community Health and Outreach for BWH, described some of the programs that BWH runs, or participates in to support the community. These include two community health centers developed to improve the health status of residents. There are numerous BWH programs in Boston targeting health disparities, for example in infant mortality. BWH provides a significant amount of free care to Boston residents and others. They have a strong partnership with the Tobin School and five Boston high schools to expose kids to health careers. BWH plans to expand efforts on issues of HIV/AIDs, diabetes, and programs in violence prevention, especially among young men aged 15-30, just to name a few. There are also new initiatives to promote access to competent care for mental health patients, and new initiatives to expand the workforce, including employment of more residents. This will include more technical skills training for positions such as operating room and catheter laboratory technicians.

The meeting was opened to questions

Q: BWH has cutting edge spinal surgery, however the rooms provided for recovery are inaccessible. Will the new building remedy this situation?

A: The new building will be fully ADA compliant. A lot of the older buildings are not, but the renovation of the tower rooms, will in most cases, make them ADA compliant.

Q: This participant lives on Saint Albans Road. She asked how the new entry and building would lessen left turns on Francis Street and valet attendants driving down her road. She also asked if people would need to drop their car at 45 Francis and walk to 75 Francis?

A: Dave Bohn explained how the two valet loops would work and reduce vehicles on Saint Albans Road, by bringing vehicles from 75 Francis to the Mission Park garage. Patients will not have to walk from the 45 Francis Street entrance to 75 or 70 Francis, as the 75 Francis Street entrance will remain. If they drop their cars at 75 Francis then they can walk across the street to the new building (70 Francis) or use the pedestrian bridge.

Q: Will this change how many spaces are leased at Mission Park? Will the number of spaces be reduced?

A: No, the number of spaces leased will not be reduced. They lease approximately 1,150 spaces, with extensions until 2030. So there will still be vehicular traffic to this garage, but it will be redirected to 75 Francis, up Vining Street, and not onto the neighborhood roads.

Q: If you are building more inpatient facilities, will this displace outpatients? If so, where will these services be going? What neighborhoods will be impacted? Will there be traffic impacts in those neighborhoods?

A: Cardiovascular patients will move to 70 Francis Street. Some outpatient services, approximately 150,000 square feet, will go to expanded facilities at 850/830 Boylston Street, and some programs will be moving or expanding at the Faulkner Hospital.

Q: The real issues of importance to the community are height, density and traffic. This study looks at only a portion of Huntington Avenue. The peak hours are really the 81 Red Sox games, and the occasional Margaritaville concerts. These have not been addressed. The City chose to reconfigure Huntington Avenue so that there is no parking, just like Longwood Avenue. So now a person on the sidewalk breathes exhaust fumes, and there is no room for bikes to ride. The traffic impacts to the Fenway have not been mentioned, nor have community benefits for the Fenway. The Fenway feels the impacts as well.

A: Dave Bohn explained that VHB was requested to study the impacts of this project, particularly the areas where one can see the impacts most demonstratively. These impacts diminish the farther way one gets from the site.

Q: Commenter is interested in the twelve other projects in the LMA, and outside of the LMA. Does this study include Northeastern's projects, Symphony Hall, the MFA, or Forsythe Dental? Why aren't impacts extended to the Fenway?

A: This project and the other projects in the LMA are included in the traffic model. In addition, there is an assumed background growth of .5 or 1% for other projects not in the LMA (from downtown, Cambridge, Brookline, etc).

Q: How do you assume 1% growth rate when Fenway Park will be adding 10,000 more seats?

A: The consultants were asked to analyze typical daily peak hour traffic. Of the 81 Red Sox games, many of them take place on the weekend. These are not representative.

Q: What about community benefits?

A: Dr. Bigby agreed that she didn't mention projects in the Fenway. There are several, including the Health Careers Academy. BWH will be prepared to address this at the next meeting.

Comment (C): This speaker appreciates the value of this program, and noted that it is extremely helpful for a lot of kids, but noted that they are not Fenway residents.

Q: How will you build the tunnel under Francis Street? Will you close Francis Street? What will be the construction impacts?

A: The construction plan will be presented at the next meeting. The roadway will be rerouted through the construction site until the construction under Francis Street is done, keeping all lanes open and ensuring that emergency vehicle access remains open. Once the construction under the street is completed then construction on the new building may begin. This will not encumber Binney Street traffic.

Q: On intersections 10, 22, and 23, what were the results? How will these intersections be impacted?

A: Intersections 22 and 23 would have less than a 1% increase in peak hour traffic volume due to this project. Traffic volumes at Brigham Circle exceed well over 2,000 entering cars during either peak hour. Brigham Circle could see a 2% increase in the morning peak hour and a 1% increase in the evening peak hour due to the project. Again, the analysis considered the cumulative impact of background growth, and more than a dozen other projects were included in the study.

Q: How will this affect the public realm? Will Brigham be taking City property under and over Francis Street? How will the City be compensated? Who will evaluate what is fair? Will the bridge eliminate at-grade pedestrian crossings?

A: BWH is negotiating with the City for use of the public realm. This is a proscribed process by the City. They are not privatizing the street crossing; the city will maintain an easement. Sonal Gandhi said that she can attest to this process and that it is taking place. Crosswalks will be retained and improved. The plan is to widen the crosswalks with special material. People have bad habits in crossing this street. The idea is to steer people towards the crosswalks and clearly mark them.

C: This speaker opposes pedestrian bridges and knows others at the Boston Civic Design Commission (BCDC) do as well.

Q: This speaker raised concerns about the quality of the open space at Brigham Green. She felt that grass and trees were not a sustainable solution. Would the final design encourage people to sit and use the space?

A: This is not the final design; this is just a rough start at it. BWH envisions this to be a public space, and an extension of One Brigham Circle. The wall came down, which was a barrier. This is the beginning of more open space. The old emergency room will also be removed.

Q: Will the evergreens come out?

A: We are not to that point yet, but they are in a tough spot.

Art Mombourquette noted that Brigham and Women's Hospital will return to the next Forum meeting, September 27, 2004, to answer more questions and there are copies of the filings available to Forum participants.

The meeting was adjourned.

The MASCO and Brigham & Women's presentations and handout may be found on the MASCO FTP website: <ftp://134.174.1.67/LMAforum>

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Summary of the LMA Forum Meeting September 27, 2004

1. Updates – BRA/BTD/MASCO

- Projects in the Pipeline - Sonal Gandhi, from the Boston Redevelopment Authority (BRA), reported that Brigham & Women's Hospital (BWH) is the only project in the pipeline at the moment. They presented to the LMA Forum in July and August and are back tonight. Comments on this project are due by October 12, 2004, and should be sent to Keith Craig at the BRA.
- BTD – Adam Shulman, with the Boston Transportation Department (BTD), reported that the BWH project is under review by the BTD as well.

Question (Q): Will Tetlow Street be reversed? Who is asking for changes to Tetlow?

Answer (A): Adam Shulman reported that there will be an abutters meeting on 9/28 to discuss this. Various parties, including the BTD, have brought up this issue over the years. The ultimate decision will be made by the BTD.

Comment (C): This participant requested that this become a future agenda item.

A: It may be an item, if there is something to report.

Q: What is the status of the BRA's long range planning group?

A: The BRA is working on the next steps, including a series of public forums. The first one is being planned for later this fall. The minutes from the last set of public meetings were distributed to the LMA Forum email list in mid-July. The LMA Forum participants will be given approximately three weeks notice prior to the first public forum this fall.

2. Brigham and Women's Hospital (BWH)

Art Mombourquette, Vice President for Support Services at BWH, presented an overview of the three projects included in the BWH Institutional Master Plan (IMP):

1. 70 Francis Street – a new inpatient facility focused on cardiovascular care
2. Brigham Green – expanded green space at Brigham Circle, with a garage below.
3. Amory Façade – changes to the façade of the building across the street from 70 Francis.

Over the next couple of months BWH will be working on the Construction Management Plan and has asked abutters and interested community volunteers to help in this effort. BWH is also going to be talking to, and working with, other healthcare facilities that want to create new sustainable-design buildings. Architects know how to do this for office buildings, but BWH will be out front in learning how to create sustainable healthcare buildings. The Mayor will be addressing healthcare leaders, on Wednesday, regarding sustainable design.

Alex Krieger, Principal at Chan/Krieger and Associates, described the new building and the public realm. Sean Manning, with Vanesse Hangen Brustlin (VHB), described the traffic impacts and enhancements. Art Mombourquette then reviewed some of the public benefits that will result from this proposed development. Please see the presentation materials on the FTP site for more information: <ftp://134.174.1.67/LMAforum>.

Q: Will vibrations affect the operating rooms under Francis Street?

A: There are not operating rooms under Francis Street due to the ceiling height requirements, but there are support functions and recovery rooms. The engineers on the project have studied this and said that people will not hear street noise or feel vibrations.

Q: Will there be a left hand turn onto St. Albans Road, coming from Huntington Avenue?

A: BWH is working with the BTD to determine if any traffic flow changes make sense, with input and observations from the neighborhood.

Q: Will Vining, Binney and St. Albans remain two-way streets?

A: There is no intention to change them.

Q: Is it possible to have the mechanical equipment centered on the roof versus near the edge where it is visible to the street?

A: Yes, this is our intent.

C: It is easy to see why people would think of this as a thirteen-story building. The fourth floor is two-floors in height. Height, density and parking are the three major concerns of the neighborhood.

A: It is technically ten floors, but you are right, it is a tall building.

Q: There is a wing of an existing building that juts out onto Huntington Avenue. There is a solid brick wall there at the edge of the sidewalk. This would be a nice building to eliminate. Also the walkway over Francis Street is a concern. The speaker understands that BWH needs underground access, but there are still air rights and easements and city property that are being taken.

A: That is the cardiology offices. Building under Francis Street helps create hospital efficiencies. The cost is tremendous, but building below grade is related to a reduction in the above grade massing of the building. Brigham needs the square footage, but reduced the height in recognition of the need to reduce the impacts.

C: The City needs to address how tight it is in the LMA. It is time to put a moratorium on the LMA. There needs to be a dialogue between the institutions and the neighborhood about density, height and negative impacts to the surrounding area, and expansion beyond the LMA footprint. With 1% increase in traffic per project times 20 projects over 20 years, this is huge. Who has a vision for the future? The speaker does not believe that the BRA, BTD or Mayor does. This discussion should include Northeastern University, Boston University and Forsythe.

Q: How many parking spaces are there currently at 15 Francis?

A: 56 or 57

Q: On the site of the new building there were 55 spaces that were taken from the old Fenway/Vining lot. So BWH has 112 existing spaces?

A: The breakdown includes: 57 from 15 Francis, 62 from the Vining/Fenwood Lot, and the remaining 32 are from other on-street spaces around the block. This totals 151 replacement spaces. The spaces from around the block will be replaced with spaces that are accessible to residents (24 hours a day, seven days a week). Parking spaces at the Mass. Mental Health Center site are not included.

Q: What will happen to the Mission Park Garage if BWH isn't using it?

A: BWH will continue to use it, but it will serve far less valet traffic.

Q: What are your projections for business growth over the next ten years?

A: 1.2% per year.

Q: Will this building satisfy your growth needs?

A: Most likely through 2013. It is hard to predict growth in healthcare. The experts predicted in 1994 a need for 400 beds by 2002. The projection for outpatient demand isn't happening the way they predicted. There is more demand for inpatient care, for the critically ill and longer-term care for the aging population, in the downtown hospitals. Last week, all hospitals in the City tried to go on divert status but no one could due to lack of capacity in the system. It is tricky to make these predictions.

Q: If there is no more room to grow, what about satellites?

A: Yes, that is why some ambulatory services are being moved by the BWH out of the LMA and closer to where people live. Some services have gone to the Faulkner Hospital; by 2008 the BWH will have 150,000 square feet of ambulatory at 850 Boylston Street. These sites are more reasonable locations for short stays, with better parking accessibility to get in and out of the facility.

Q: What is a PILOT agreement?

A: Payment-in-lieu-of-taxes.

Q: How many of the new jobs will go to people from Boston and affected neighborhoods? There is traffic gridlock everywhere and the city is suffering.

A: There will be 300 construction jobs and 320 permanent positions. General Contractors and subcontractors have requirements related to hiring Boston residents. Currently, approximately three percent of BWH employees live in Mission Hill. We don't accept this standard. We want to increase this percentage and have been working with Councilor Ross, Representative Sanchez, the Mayor, the Office of Jobs and Community Services and the BRA to increase this. We are trying to think of creative solutions.

A: Sonal Gandhi wanted to emphasize this point. The City is taking this seriously and wants to see more walk-to-work opportunities, and a decrease in traffic congestion. This could be a win/win situation. If Forum participants have ideas on how to make this happen, please contact her.

Q: This speaker had several points. The Boston Civic Design Commission (BCDC) prohibits or frowns upon pedestrian bridges. This is seen as privatization of the airspace, and takes life off the streets. The speaker agrees with the Commission. The institutions would be completely connected with bridges if they were given a choice. She has heard the engineers describe wider roadway lanes. A reduction of the sidewalk width is not an urban design benefit to the community. It looks like you are creating a valet run, removing trees, and creating a berm, which does not improve the pedestrian experience. This is a suburban gesture to the street wall and a sacrifice to the street. There is a huge concentration of parking at 15 Francis. This is really a lid on a parking garage, which the speaker believes cancels out the environmental benefits of the park. BWH should eliminate these parking spaces.

A: This bridge is not only critical to the operations of the hospital (the new building cannot function without it), but if you spend time on these sidewalks you will see that they are jammed with people trying to get into the hospital or to go home. If this bridge did not exist then more cars would be needed so that people could access the new building. There are always exceptions to guidelines, and in this case the not following the BCDC guidelines makes an improvement. The design benefit to both the pedestrians and the traffic is substantial. They are not reducing the width of the sidewalks, but rather pushing the sidewalk back towards the building.

Q: Expansion is discussed at every meeting. Where will it end? Brigham is moving property to Crosstown but the community there is not happy. What communications have you had? Why aren't you expanding into Brookline and distributing the impacts and burdens of tax-free property and traffic?

A: BWH does have 50,000 square feet of property in Brookline and 150,000 square feet in Chestnut Hill along with health centers in Jamaica Plain. This type of distribution of ambulatory services will continue. On Crosstown there needed to be someone to step up to the plate and move there to get the ball rolling. Brigham is proud of their decision to move some space there.

C: This participant spoke in favor of the second level pedestrian walkway. It doesn't bother her. However, employees need education on how to cross Francis Street. The bridge may help this and decongest the sidewalk.

Q: Why can't employees go underground instead of using a bridge?

A: 80 percent of the pedestrian volume at the hospital is on the Pike. This is on the second level and is how many patients, visitors and staff will access the new building. This will lead to more

functional way-finding throughout the hospital. The surgery floors, which are below grade, have restricted access.

Q: The presenters mentioned adding the JFK Shuttle. Will you be adding more?

A: When there is enough demand, then MASCO may consider adding services. MASCO has been asked to study new shuttle routes to various locations over the years. One example of a shuttle addition is the shuttle to Yawkey station. MASCO agreed to add this shuttle if the MBTA would make more Commuter Rail stops at that station, as a way to encourage more people to take transit. Auto trips are diverted by providing this shuttle.

C: The downside is that shuttles are privatized and remove people from the MBTA bus system.

A: It is unrealistic to think that people will take commuter rail to Yawkey without the benefit of a shuttle or transit bus link to the LMA.

Q: What are your projected PILOT payments and how is this negotiated?

A: The existing PILOT was negotiated in the mid-1980's through the Assessor's Office. As a non-profit the BWH is not subject to tax standards. It is derived from 25% of the assessed value with deductions for city services based on in-lieu.

Q: Is this the first expansion since the mid-1980's?

A: The Center for Women and Newborns was built in 1991.

Q: Do you have a foundation to put your profits into?

A: Any profit is disclosed to the Attorney General's office. BWH generally operates with a positive margin. Any margin is reinvested in technology and capital, where the needs outstrip the supply of cash.

Q: What will you do to maintain the buildings? What percent of income is used for maintenance?

A: We are still caring for buildings that were built in the 1900s. Reinvestment is for both deferred maintenance and advances in care and technology.

The meeting was adjourned.

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