



THE BOSTON CONSERVATORY

MUSIC DANCE THEATER

Institutional Master Plan Notification Form

132 Ipswich Street Project

Amendment

Submitted to:

Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Submitted by:

Trustees of the Boston Conservatory
8 The Fenway
Boston, MA 02215

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1. INTRODUCTION

The Boston Conservatory is submitting this document to seek a change to the dimensions of an Institutional Project at 132 Ipswich Street approved in its Institutional Master Plan in September 2011. This Institutional Master Plan Notification Form presents the Conservatory's current proposal to demolish the building at 132 Ipswich Street and to construct the same amount of space as originally proposed in a three story building on about half the 18,700 SF site. This change is necessary because extensive engineering analysis of the structure and other building conditions undertaken during the due diligence period prior to closing on the purchase determined that reuse of the existing building was not feasible. The Institutional use of the building remains as was approved in the 2011 IMP, namely for dance, music and theater studios and related support space.

The Boston Conservatory is internationally recognized as an innovative leader among conservatory programs, focused on elevating and celebrating every aspect of the performing arts. The institution has established itself as an important voice in the movement to make all forms of performing arts a more visible and valued dimension of communities here and abroad.

At the time the Institutional Master Plan was prepared and approved, The Boston Conservatory was in the process of purchasing the building at 132 Ipswich Street and expected to renovate the existing building on the site for music, dance and theater studios that have been housed for many years in leased space nearby. The leases for these facilities will be expiring over the next three years and thus the need to find replacement space for these essential academic functions is urgent. The property at 132 Ipswich Street is in close proximity to TBC's existing campus on The Fenway and Hemenway Street and offers sufficient capacity both to meet immediate facilities needs and also to allow additional development in the future.

Reason for the IMP Amendment

As described in the approved Institutional Master Plan, The Boston Conservatory must find replacement space for just under 20,000 SF of music, theater and dance studios whose leases expire in the near future. Engineering analysis of the current structure and foundations undertaken in November, 2011 revealed significant limitations that made renovating the building financially infeasible. As a result, the 132 Ipswich Project described in this IMPNF involves demolishing that building and constructing a new three story building on a portion of the site. The amendment requested will allow an increase in height from 30' to 55' and a smaller building footprint. The approved institutional uses and FAR remain the same.

2. EXISTING CAMPUS AND FACILITIES

The Boston Conservatory sits along The Fenway—part of Olmsted’s Emerald Necklace—and on Hemenway Street, the location of its Theater and Studio facility. Its campus is centrally located within the vital Fenway residential and cultural district.

The Boston Conservatory occupies a unique niche in the Fenway, a neighborhood that is home to many world-renowned academic, cultural, and religious institutions, including Berklee College of Music, Northeastern University, Museum of Fine Arts, the Boston Architecture College, the Christian Science Center and the Boston Symphony. The Boston Arts Academy and Fenway High School, the Red Sox and Fenway Park are also close neighbors. This vibrant setting beyond the campus provides an exceptionally rich educational environment that contributes to the vitality of civic life in Boston, and aids in the recruitment and retention of top-notch faculty.

Students at The Boston Conservatory have very long days, filled with classes, private lessons, rehearsals, tutoring, practice, study and finally, performance. Campus buildings are regularly occupied for 14-16 hours/day, and remain open for 20 hours/day. The campus feels vibrant, energetic and intense—owing to faculty members who bring experience, talent and enthusiasm to every encounter and to students whose passion and commitment to their artistic pursuits is boundless. The Conservatory seeks to reinforce its mission by providing campus spaces that will help nurture talent and accomplishment, build community and aid in the social and intellectual development of its students and faculty.

The alley that separates the theater and studio building on Hemenway Street from the buildings on the Fenway serves as an important part of the Conservatory’s campus, providing a locus of constant connection and communication for faculty, staff and students as they navigate their daily routines. Although lacking in amenities, it is intensely urban in character, form and function. Future planning will contemplate that alley as a mews, a secret campus.

CAMPUS PROPERTY – OWNED

The Boston Conservatory occupies a small footprint of land in the Fenway. The property owned by the Conservatory occupies a land area of only 33,000 SF, or about three-quarters of an acre. In comparison to the many universities in Boston, The Boston Conservatory occupies a very small amount of building space, with only 135,560 SF under Conservatory ownership and about 28,650 SF leased from other property owners. See campus facilities map (Figure 1), and Tables 1 and 2.

Its small size—in both space occupied and enrollment—means that the Conservatory imposes few disruptions to the city and neighborhood. Indeed, the Conservatory

enjoys excellent relations with its neighbors, a point of pride that the Conservatory works to maintain.

Table 1. BOSTON CONSERVATORY 2012 OWNED PROPERTY INVENTORY

<i>Address</i>	<i>Floor Area</i>	<i>Uses</i>	<i>Stories</i>	<i>Beds (Capacity)</i>	<i>Parking Spaces</i>
8 The Fenway	44,185	Main Building: administrative offices, instruction, performance, library, other	6	N/A	14
31 Hemenway	38,783	Theater Building: theater, studios, faculty offices, other	4	N/A	N/A
24 The Fenway	11,952	Residence hall, offices	4	46	3
26 The Fenway	13,604	Residence hall, offices	4	50	3
32 The Fenway	10,314	Residence hall, offices	4	33	N/A
40 The Fenway	7,004	Residence hall, offices	4	35	6
54 The Fenway	9,718	Residence hall, offices	4	26	N/A
Totals:	135,560			190	26

The main building located at 8 The Fenway is a classic Beaux-Arts structure built in 1899 as the home of the Boston Medical Society. The building, 'U'-shaped in plan, houses instructional, administrative, library, classroom, studio and practice space. The building was not designed with acoustics or issues of sound transmission in mind, thus its use for live music presents significant challenges. The Conservatory owns five historic brownstones also on The Fenway which have been renovated to serve as residences for Conservatory students. The Hemenway Theater and Studios building described below is the only one of the Conservatory's campus buildings that has been purpose-built/renovated; all the other Conservatory buildings were constructed for different purposes and modified for their current uses. In combination, these seven buildings along with the recently purchased 132 Ipswich Street are the only campus property owned by the Conservatory.

In fall 2010, The Boston Conservatory opened its renovated and expanded building at 31 Hemenway Street. The Hemenway Project was the first new construction on the campus since 1958 and represents the most extensive renovation project in the Conservatory's history.

The Hemenway Project did not result in appreciable growth of facilities; rather, it provided a crucial and long overdue modernization of its public performance space while stabilizing essential facilities. The 1948 theater building at 31 Hemenway Street (23,000 SF) was transformed into a high-functioning performing arts center. It was completed with the addition of about 15,000 SF of new construction on an adjacent parking lot at 27 Hemenway Street (40' x 80').

Moreover, the Hemenway Project allowed The Boston Conservatory to more easily accommodate the intensive day-night schedule demands on its students, provided some of the large-volume spaces needed for music, theater and dance instruction and performance, and achieved full accessibility. The Hemenway Project represents a new "Heart of School" and serves as a juncture for the three major performing arts disciplines. The renovation of 31 Hemenway, paired with new construction on the adjacent lot, addressed these infrastructural needs:

The Boston Conservatory has invested hundreds of thousands of dollars in the past to equip fundamentally inadequate rented spaces; by contrast, The Hemenway Project allowed the Conservatory to better serve its students, instructors, and the public.

OFF-CAMPUS LEASED PROPERTIES

The Boston Conservatory's most immediate and pressing facilities issue is that many of its core instructional spaces are located *in space it does not own*. With the ever-diminishing availability of property suitable for these uses in the vicinity of the

campus, the Conservatory must take every opportunity within its means to find and/or create the type of spaces it needs to meet its mission and objectives.

Today, the Conservatory leases about 28,650 SF in four buildings, which represent about 20% of its total institutional space. Most leased space is used as instructional and rehearsal studios

Leasing essential facilities for core instructional needs is far less desirable than owning. Leased property is subject to the vagaries of the market, which are robust in the Fenway neighborhood.

Table 2. BOSTON CONSERVATORY 2012 LEASED PROPERTY INVENTORY

<i>Address</i>	<i>Floor Area</i>	<i>Uses</i>	<i>Lease Expiration</i>
1108 Boylston	7,138	Studios	7/31/2013
181 Mass Ave	3,749	Studios	7/31/2014
1260 Boylston	6,513	Orchestra Rehearsal & Practice Rooms	7/31/2016
1112 Boylston	8,800	Studios	8/31/2018
73 Hemenway	2,450	Faculty & Staff Offices	9/30/15
Total:	28,650		

Using scarce financial resources for rent and capital improvements in property it does not own poorly serves the long-term needs of the school. The unique space needs of the Conservatory make appropriate leased space hard to find and expensive to outfit. Each time a lease is not renewed, the investments made to renovate, soundproof and otherwise improve that space are lost.

For these reasons, the Conservatory purchased a property at 132 Ipswich Street—within close walking distance from the main building at 8 The Fenway—so that activities currently housed in leased properties can be relocated and replaced. This property offers expansion opportunities for the Conservatory to create a larger building on the site when resources allow accommodating some combination of other unmet institutional needs. Library spaces, faculty offices, administrative support and student residences are all high priorities.

With the purchase of the 132 Ipswich Street property and the relocation of instructional facilities from three leased properties, TBC's resulting institutional property will encompass about 155,000 SF of owned space. The total property occupied by TBC after the Ipswich Street project is completed amounts to about 166,800 SF.

3. REVISED PROJECT DESCRIPTION

Today, the property at 132 Ipswich Street comprises a 16,900 SF one-story brick building on an 18,700 SF lot in close proximity to Fenway Park, the entertainment and dining area along Lansdowne Street, abutting parking garages and the Fenway High School/Boston Arts Academy. It is less than a 5 minute walk from the Fenway campus of the Conservatory.

PROPOSED BUILDING PROJECT

The proposed building will comprise just under 20,000 SF in a three-story structure with a height of about 55 feet. It will occupy a footprint on the site of about 8000 SF at the northern end of the property—about 40% of the land area. The remaining portion of the site will be fenced appropriately for Conservatory use for the foreseeable future. The Conservatory intends to develop a larger building on this portion of the site in the future. A second building at this location will also be subject to IMP review when it is proposed.

The development program for the new building includes a total of approximately 20,000 SF to house the orchestra rehearsal hall, dance and theater studios, music practice rooms and other academic support spaces currently located in leased facilities on Boylston Street and Massachusetts Avenue. All of the uses and activities to be housed in the new 132 Ipswich building were approved by the BRA in the Conservatory's 2011 IMP as was the FAR of 1.1. The height of the new building is proposed to be increased to 55 feet.

Because it is a small institution in physical presence and enrollment, and because moving existing uses within the same immediate area does not materially change how it operates, TBC anticipates no measurable impacts on its neighbors. Rather the pattern of activities of students and faculty will look remarkably similar after relocation to what they are today.

URBAN DESIGN

The Boston Conservatory's campus on The Fenway is a collection of 19th century institutional and residential buildings that face onto a portion of Olmsted's Emerald Necklace, part of the established aesthetic of that Parkway. An additional

Conservatory building on Hemenway Street adds an institutional presence to the residential neighborhood of Hemenway Street. All features of the new façade for that building were reviewed and approved by its neighbors and the BRA. The improvements to the urban condition of that street frontage have been welcomed and applauded by neighbors and BRA designers.

The building at 132 Ipswich Street is located across the street from Fenway Park near the “Green Monster” and the lively entertainment district of Lansdowne Street. A new building at this location offers greater visibility for the Conservatory as it can be seen from the MassPike and is on the route of thousands of Red Sox fans as they approach Fenway Park. Abutting buildings on Ipswich Street include a 90-year old one-story parking garage, and, at the Boylston Street intersection, the Boston Arts Academy and Fenway High School.

Uses in the new building will contribute to the arts and entertainment activity in the vicinity and the structure will present contemporary facades with architectural lighting and signage appropriate to this neighborhood of lively marquees. A wide transparent lobby/entrance and three-story lighted staircase will bring new life to Ipswich Street. Upper level studios with windows on the street will also engage the walking and driving public.

Future Potential Projects

When the zoning for the Fenway was amended in 2004, the property at 132 Ipswich was included in a district whose FAR is 5.0 and height is 95’ or 8 stories. The market value of the property is premised on the ability to use all of this development potential. TBC intends to develop a larger building to take advantage of that capacity in the years ahead to accommodate some of its other substantial unmet institutional space needs including faculty offices, expanded library, practice rooms and student beds.

Because it cannot accommodate at Ipswich Street all the teaching and other space it needs, TBC expects to have to lease increments of space from time to time as needs demand and opportunities allow. By so doing, TBC can reconfigure and relocate its varied space needs so as to provide the most workable arrangements for teaching and training.

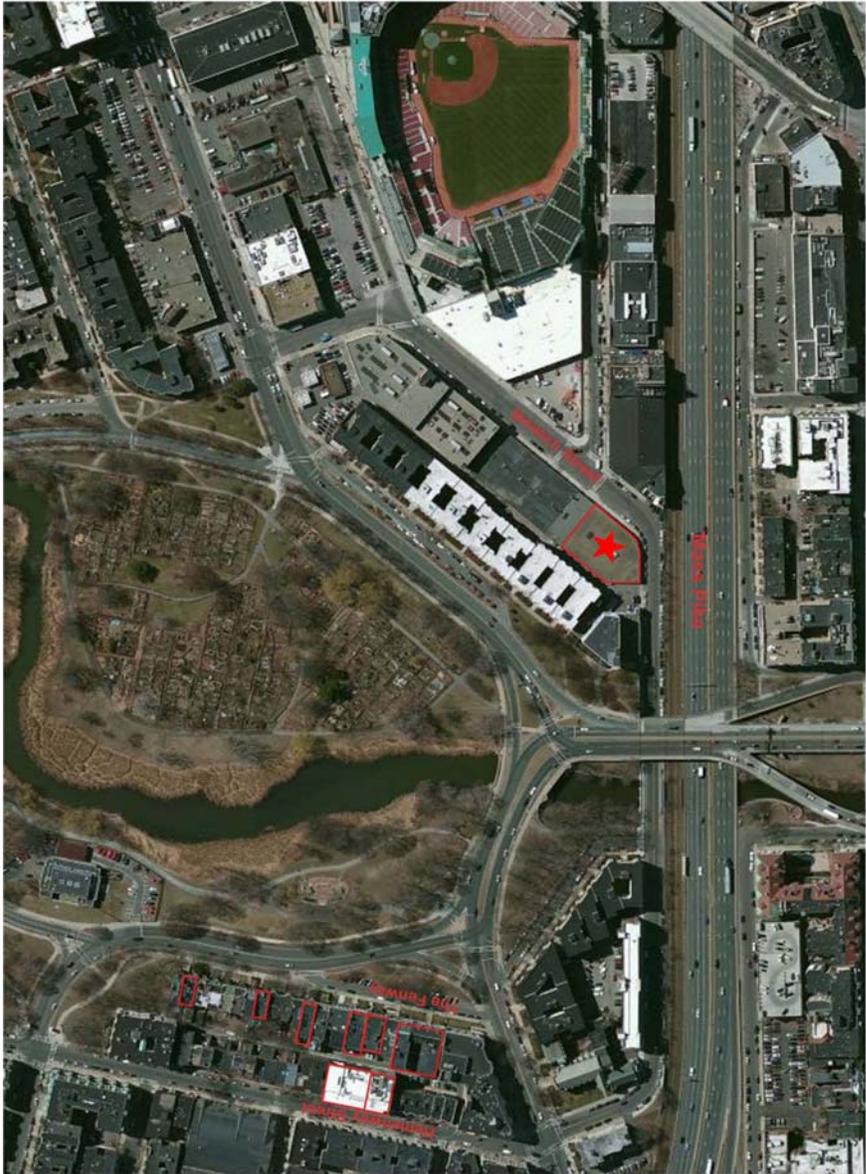


Figure 2: Project Site and Fenway Campus



View from Mass Pike traveling westbound



View from Ipswich Street looking toward Mass Pike

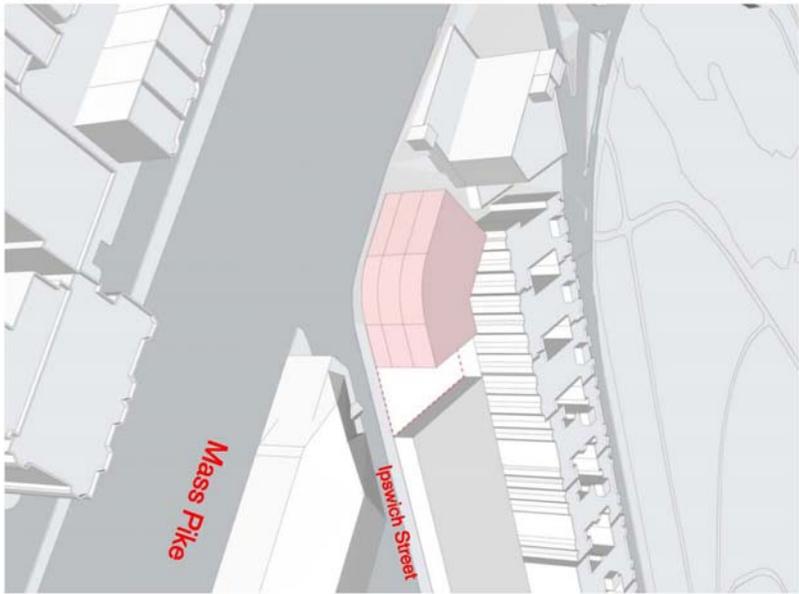


Looking down Lansdowne toward the site



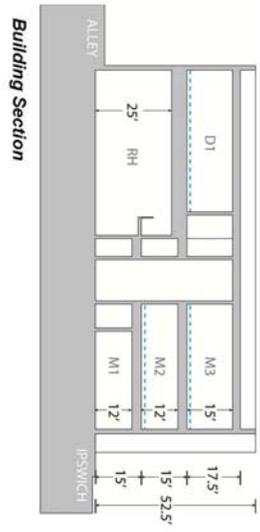
View looking downtown from Ipswich Street

Figure 3: Views



Bird's Eye View

Figure 4: Proposed Building Massing & Section



Building Section

4. ZONING

The 2011 Institutional Master Plan set forth the zoning for the Boston Conservatory, as well as the accompanying map amendment that established an IMP overlay for TBC's owned properties including the 132 Ipswich property.

The properties The Boston Conservatory owns at 8, 24, and 26 The Fenway are in the Institutional Sub-district (IS) of the Fenway Neighborhood District, Article 66 of the Boston Zoning Code. The Conservatory's properties at 32, 40 and 52 The Fenway and 31 Hemenway Street are in the MFR-2 Subdistrict. The Conservatory's leased properties are located in the Massachusetts Ave. NS-1 and NS-2 districts and the South Boylston St. NS-1 district where institutional uses are allowed on the second story and above.

GROUNDWATER CONSERVATION OVERLAY DISTRICT

The Conservatory's campus is located within the Groundwater Conservation Overlay District (GCOD). The Boston Conservatory will incorporate required systems into its Proposed Institutional Projects that meet the groundwater conservation overlay district standards set forth in Article 32 of the Boston Zoning Code.

RESTRICTED PARKING DISTRICT

The Conservatory's campus is located in the Restricted Parking Overlay District. Accordingly, no off-street parking is required for any new projects and any parking that is provided is a conditional use.

INSTITUTIONAL MASTER PLAN Amendment

Article 80D of the Code sets forth the requirements for Institutional Master Plan review. IMP review is designed to assess the cumulative aspects of an institution's overall development program and provide the public with an opportunity for comment and review. Under Section 80D-11 of the Code, any project that receives a Certification of Consistency with an applicable IMP is deemed to comply with underlying zoning to the extent that such requirements are addressed in the applicable IMP.

By means of the approval and adoption by the BRA in 2011 of the Boston Conservatory's IMP, TBC received zoning for the institutional uses and building dimensions of the 132 Ipswich Project.

By means of the approval and adoption of this IMP amendment, the Conservatory seeks a change to the 2011 IMP zoning for certain dimensions of 132 Ipswich Street project as set forth herein. The Proposed Institutional Project at 132 Ipswich Street does not meet Article 80 thresholds that trigger Large Project Review or Small Project Review.

5. TRANSPORTATION

The Fenway area is densely populated. Both Boylston Street and The Fenway and are major arterials that carry heavy local and regional traffic—of which the component attributable to the Conservatory is hardly perceptible. All Conservatory buildings face public streets but since there are no curb cuts into any of Conservatory properties, there is no way to distinguish trips made specifically to and from Conservatory buildings. Vehicle trips to and from the Conservatory are incorporated into the general background traffic in the area and are not uniquely identifiable in the manner of typical traffic studies.

Trip Generation and Parking

The Conservatory's contribution to the traffic volume on nearby streets is imperceptible since very few students have cars and the small numbers of employee trips by car are distributed throughout the day and evening and throughout the area. Given that the Conservatory's daily work and school schedule extends over the course of about 16 hours, trips do not conform to the more typical peak hour patterns at other institutions. Few, if any, new trips are anticipated from the use of a new Conservatory property at 132 Ipswich Street. Conservatory-generated trips to and from that location will simply be relocated from the properties currently leased within the same geographic area.

The Conservatory has only 26 parking spaces, 16 of which are located on remnant portions of the lots behind Conservatory buildings in the alley between The Fenway and Hemenway Street and 10 marked spaces along the sidewalk in front of 8 The Fenway that were dedicated to the Conservatory use as the result of a land swap with the Massachusetts Department of Conservation and Recreation many years ago. Use of all of these spaces requires a Conservatory sticker. About 6 parking spaces exist today along the edge of the current building on the alley perimeter of the 132 Ipswich building and provide an opportunity to add to the Conservatory's parking supply. These spaces would be assigned Conservatory stickers in the same manner as other Conservatory parking.

Pedestrians and Transit Riders

Most students live nearby and either walk or commute by T to the campus. Their demanding daily schedules leave little time for commuting greater distances. A substantial percentage of full and part-time faculty and staff live in Boston and many walk to campus; most of those who live farther away take the T because parking is not available near the campus and other parking options are expensive, especially during Red Sox games. Some others bike to work and class. Part-time faculty take the T or drive, as they have to move from place to place to their several jobs during the day.

The Conservatory's MBTA Pass Program allows any employee at the Conservatory to choose a monthly T-pass (a "Charlie Card") for bus and/or trolley and subway service in and around Boston or a "Charlie Ticket" for the commuter rail service into and out of Boston. Employees pay for these passes by having a pre-tax deduction taken from their paycheck. Since deductions are taken out before taxes, the employee's T-Pass is discounted. Charlie Tickets are delivered to the Conservatory monthly and Charlie Cards are re-activated monthly online. About 40 Conservatory employees participate in the pass program. Recruitment into the program will again be advertised and promoted actively in a new student packet for incoming freshmen and semi-annually by email in May and December. Information about the program is featured on the Conservatory's website.

Bicycle Accommodations

The Conservatory supports the bicycle policy and parking guidelines of the City of Boston. While the Conservatory does not have land and building resources sufficient to meet the targets established in the guidelines, the Conservatory is nonetheless committed to encouraging use of bicycles for commuting.

The Conservatory currently provides a convenient bicycle rack for about 10 bicycles in the space behind its main building at 8 The Fenway. This rack is well-used due to its close proximity to classroom and studio buildings and because of its secure location away from high-traffic areas. As part of a larger commitment to alternative transportation modes, the Conservatory is looking at other opportunities to increase bicycle parking capacity. On its currently owned property, the Conservatory has identified a few locations where bicycle racks might be added and is evaluating which will work best. The Conservatory is also inquiring as to whether bicycle parking can be introduced on the state-governed sidewalks adjacent to the school's property on The Fenway. In addition, the proposed project at 132 Ipswich Street will provide an opportunity to expand bicycle ridership by providing additional bike parking.

6. SUSTAINABILITY

The Boston Conservatory has embraced the principle of sustainable development and operations and takes its role in environmental stewardship seriously. The Conservatory has a track record of environmental improvements in its new developments, renovation projects and the operation of its facilities and is actively involved in implementing environmentally responsible initiatives.

Although by virtue of its size the Hemenway Project was not subject to Article 37 of the Zoning Code—the section devoted to Green Buildings—the Conservatory set as

an objective the creation of an energy-efficient environment for the new large-volume performance and rehearsal spaces necessary for the performers, students, and teachers who inhabit this new building.

The design of the Hemenway building envelope balanced the need for natural light in large volume spaces like the dance studios, classrooms, and offices with windowless “black box” spaces such as the performance hall and stage. Other significant elements in accomplishing energy efficiency included:

- 1) High Performance Roof: Insulation is double the Mass Energy Code minimums. Most heat loss and gain in buildings is through the roof, so the insulation level significantly reduces the cooling and heating requirements of the building.
- 2) High Performance Windows: Openings with low-emission glazing for all exterior spaces were carefully located to take advantage of shading from neighboring buildings to minimize summer afternoon heat gain.
- 3) High Albedo Roof: The building has a “cool roof” that significantly reduces the “heat island” effect by reflecting solar heat gain typical of older city buildings. Made of a premium white (high albedo, or reflectance) roofing membrane, it replaced both an old black asphalt roof and the paved parking where the new addition to the Building is located. All rooftop equipment (HVAC, generator) has a high albedo finish.
- 4) High Performance Walls: Cavity wall system on the exposed portions includes “box in box” insulated enclosure at large volume spaces. Fully continuous insulation enclosure eliminates any thermal “bridging” at all points of the new construction.
- 5) Optimized Daylight: Windows in circulation zones maximize natural daylight to reduce artificial lighting loads.
- 6) Increased Thermal Mass: Preserving the existing exterior walls around the performance hall and classrooms creates additional thermal mass between the hall and the exterior; interior spaces with differing temperature or humidity requirements are similarly affected. Combined with the new energy efficient exterior wall, this “hybrid” wall reduces thermal transmission while effectively re-cycling the existing envelope. It lowers the power required to condition the interior space.
- 7) Other Measures: Low VOC paints and adhesives were specified. Energy saving florescent lamps were used in many of the light fixtures. Lavatory faucets are automated.

The air handling system is a hybrid ventilation system with a low velocity, high volume central air supply to all the large spaces—comprising 75% of the total volume of the building—coupled with independent zoned units to promote flexibility of hours for smaller classroom and studio spaces. Because space use changes in intensity

throughout the day and noise attenuation is necessary throughout the building, this hybrid system meets use demand more efficiently, thus using less overall energy than a fully centralized system.

- 1) Air Quantity is automatically adjusted for occupancy (Variable Air Volume system). Sensors adjust for low lighting usage or low occupancy in large spaces, thereby substantially reducing energy usage and operating costs.
- 2) Air Velocity automatically adjusts based on demand, further reducing energy consumption.
- 3) Premium Efficiency Motors all meet or exceed NStar's energy efficiency guidelines.
- 4) Space Use Sensors automatically reduce the fan speed and outside air quantities based on carbon dioxide levels, resulting in occupancy comfort with lowered energy usage. Room Occupancy sensors are used to control the lighting in classrooms and corridors.
- 5) Building Management Automation Control System automatically adjusts space temperature set points and HVAC systems' operations in response to a preset daily building occupancy schedule, reducing energy use during low periods of use (evenings, weekends, vacations).

Recycling the Theater Building

By re-using the existing Theater building the aggregate energy efficiency of the project is markedly increased. Less demolition material is removed and less new construction material is brought to the site than would be the case with a full demolition. The building is effectively recycled for another 50+ years of use.

Main Building- 8 The Fenway

The Boston Conservatory was one of the first non-profit institutions in Massachusetts to be awarded a Systems Replacement Planning Grant (SRP) by the Massachusetts Cultural Facilities Fund. This \$10,000 matching grant, administered jointly by the Non-Profit Finance Fund and MassDevelopment, is currently being used to create a 20-year maintenance and repair plan for 8 The Fenway, the Conservatory's most heavily-used, historic building. The plan will identify and recommend systems, practices and other improvements to enhance the efficiency of that building in advance of a future renovation program.

RECYCLING

The Conservatory has a full recycling program in place throughout its campus. All buildings, including the residence halls, have recycling containers on each floor for metal, glass, plastics, mixed paper, cardboard and surplus property. Recyclables are collected each week by the Conservatory's waste management team.

ENERGY AND WATER USE MANAGEMENT PROGRAMS

As renovation of each of its buildings takes place to accomplish its Capital Improvement Program, the Conservatory installs 95%-efficient boilers in its buildings. These boilers have been installed at 26 The Fenway and 54 The Fenway and are currently being installed at 24 The Fenway as part of the renovation project during the summer of 2011.

In cooperation with NSTAR and National Grid, the Conservatory has been inspecting light fixtures and replacing them with energy efficient alternatives and has scheduled additional inspections to identify additional energy efficiency opportunities, including occupancy sensors, energy efficient appliances to reduce energy usage as well as other controls.

To conserve water, the Conservatory specifies low-flow, high-efficiency toilets and showerheads in its renovation projects.

One of the intended consequences of energy and water use management programs is to increase the environmental awareness of students, staff and faculty so as to encourage best practices in all aspects of Conservatory operations.

REDUCING CHEMICALS

Another green initiative is reflected in the Conservatory's janitorial program, wherein the Facilities Department uses only green cleaning products to maintain the sanitation and cleanliness of all facilities.

GROUNDWATER

The property at 132 Ipswich Street falls within the Groundwater Conservation Overlay District (GCOD) and Article 32 of Boston Zoning Code that applies to areas of the city where buildings are supported on wood piles that need to be covered by groundwater to prevent decay. The Boston Groundwater Trust was created to oversee and report on groundwater levels in the GCOD

The proposed building at 132 Ipswich will reduce the amount of impervious area currently at the site. The improvement proposed for this site would be reviewed as part of BWSC's site plan review process. This process includes design review of the proposed service connections, assessment of project demands and system capacity and establishment of service accounts.

7. COMMUNITY BENEFITS TO BOSTON

The Boston Conservatory and its students actively contribute to the life of the city in a host of ways, upholding its commitment as a responsible institutional citizen by sharing resources and talent with the community and enriching the cultural fabric of the city.

CULTURAL CONTRIBUTIONS

Conservatory Connections

This student outreach program provides more than 110 free performances annually to audiences who cannot come to the Conservatory's campus. The Boston Conservatory also offers free admission to Fenway-area residents attending matinee performances of main stage productions in our theater at 31 Hemenway Street. Free admission to performances is also offered to many community partners.

Neighborhood partners include Boston Children's Hospital; the Boston Public Library (three branches); St. Mary's School; Norwood Hospital (Geriatric-Psych Ward); United South End Settlements; Big Sisters Program; Boston Arts Academy; Hale House; Project STEP; West Fenway Elderly Apartments; AIDS Action; Brighton High School; Dana Farber Cancer Institute; LGBT Aging Project; Morville House; Peterborough Senior Center; Rogerson House (formerly Boston Alzheimer's Center); Rosie's Place; The Women's Lunch Place; Susan Bailis Assisted Living Center; Goddard House (at two locations); YMCA Afterschool and Adult Day Programs; Center Communities of Brookline (3 locations); Symphony Plaza East and West; the Boston Living Center; and MGH Senior Healthwise Program (at four locations).

Free Performances and Discounted Events

A rich variety of some 200 on-campus performances are free and open to the public throughout the year, including children's opera, faculty recitals, student recitals, several guest artist concerts and most recently, special dance concert matinees for area high schools. During this inaugural season in the new theater, the Conservatory also launched a new performance series, offering patrons the opportunity to gain deeper understanding, context and appreciation of the performances they see at the Conservatory through a one-day program that includes reception, lecture, lunch and ticket to a matinee performance by Boston Conservatory students. For this program, the Conservatory offered special discounts to neighborhood and community associations such as the Neighborhood Association of Back Bay and the Osher Lifelong Learning Group at Brandeis.

Student Contributions

Students participate in citywide cultural events such as Arts/Boston's *Chalk One Up for the Arts*, The Fenway Alliance's *Opening Our Doors Day*, and the 9/11 Memorial Concert at the Statehouse.

The Boston Conservatory is a member of “Boston Cares,” an area non-profit that works to organize community service opportunities for local college students. All freshmen take part in a community service day as part of Orientation and continue to participate in activities throughout the year. Students voluntarily housed at the Community Service Dormitory participate in service learning projects each month.

GentleMUSES

This unique partnership between The Boston Conservatory and the Massachusetts General Hospital Cancer Center was created to provide a peaceful environment for healing using the benefits of live harp music. The GentleMUSES (including Conservatory faculty, students and alumni) provide musical programs designed specifically for both inpatient and outpatient settings.

Children’s Opera Program

This special program for children offers four free productions annually (two on the Conservatory’s campus and two at Boston Children’s Hospital)—operatic versions of well-known children’s stories set to music by classical composers. These well-attended programs provide Boston area families with the unique opportunity to introduce opera (normally an “adults-only” art form) to school-age children. The Conservatory is expanding this program to include a week-long tour of schools and afterschool programs.

The Boston Conservatory Program for Students on the Autism Spectrum

In 2007, The Boston Conservatory partnered with the Autism Higher Education Foundation to create The Boston Conservatory Program for Students on the Autism Spectrum. This first-of-its-kind conservatory program pairs students on the autism spectrum with Conservatory music education graduate students for weekly lessons. Students ages 9 and up also receive support from a “consult team” that includes a music therapist, a speech pathologist, special educators, as well as professional musicians and music educators with a diagnosis on the autism spectrum.

EDUCATIONAL COLLABORATION AND LEADERSHIP

Pro Arts Consortium

The Boston Conservatory is a founding member of the *Pro Arts Consortium*, an association of six Fenway-area colleges that includes Berklee College of Music, the Boston Architectural College, Emerson College, Massachusetts College of Art, and the School of the Museum of Fine Arts. Students of *Pro Arts Consortium* colleges may cross-register for a variety of classes at these schools, greatly expanding and enhancing the range of available learning opportunities.

Fenway Alliance

As a member of the Fenway Alliance, the Conservatory collaborates with other neighborhood organizations in events such as the annual Opening Our Doors Day, when the city's arts organizations offer free events to the public as a kick-off to the fall arts season.

Boston Arts Academy

In 1998, after 14 years of planning and lobbying, the *Pro Arts Consortium* helped found the Boston Arts Academy (BAA), the Boston Public Schools' first pilot high school for the visual and performing arts. The BAA acts as a laboratory for developing best practices in urban arts education, and has won numerous awards for its innovative programs. Boston Conservatory President Richard Ortner served as Chair of the BAA's Board of Governors for two years and continues to serve as an active member of the board today.

In addition, The Boston Conservatory runs a tutoring program that allows 10 Conservatory students to teach classes, assist teachers, and give private coaching to the BAA students as part of the Federal Work Study program.

THE BOSTON CONSERVATORY'S ROLE IN BOSTON'S CREATIVE ECONOMY

As a recent recipient of a \$675,000 grant from the Massachusetts Cultural Facilities Fund, the Conservatory is a recognized contributor to Boston's "creative economy." In addition to providing nearly 300 on- and off-campus performances annually, the Conservatory employs more than 225 working artists on its faculty. Further, the Conservatory's 712 students and their families represent 30 foreign countries and virtually every region of the United States. Its high-quality, low-cost productions currently attract 40,000 people from Boston and beyond each year. With the recent renovation and expansion, the Conservatory is now able to offer its patrons and tourists handicap accessibility and listening devices for the hearing-impaired, as well as comfortable new seating and excellent sight lines in the new theater.

When a student participates in a major production, gives a recital, or performs a solo, several of his/her family members are likely to travel to Boston in order to attend. Each time they visit the Conservatory's campus—and the larger Boston metropolitan area—these families patronize local restaurants, hotels and other businesses. When they return to their home states and countries, they take their experiences, impressions and opinions with them. A modern, comfortable, accessible theater facility has most certainly had a dramatic, positive impact on these family/tourist experiences and, in turn, is encouraging more frequent visits that include extended family members and friends.

The opening of the new theater building has also opened the Conservatory to opportunities for new collaboration and partnerships with arts, community and tourist organizations alike. For the first time, the Conservatory was able to rent its facility (both the theater and studio spaces) to neighborhood organizations including the Massachusetts Historical Society, Massachusetts Housing Investment Corporation (MHIC), Walnut Hill School for the Arts and the Saito Kinen Orchestra (Seiji Ozawa, conductor), as well as Intermezzo Opera and The Chamber Orchestra of Boston, who presented *A Place of Beauty*, a new chamber opera based on the life and work of Isabella Stewart Gardner.

Most notably, the Conservatory partnered with Taj Boston in a collaborative effort to bring new awareness to the Boston community's role as a training ground for the performing artists of the future. As part of this partnership, Taj Boston and the Conservatory created a "\$6 million suite" package (that included naming rights to the new theater building). The Taj also hosted Conservatory guests, created a special Conservatory discount rate, promoted Conservatory-themed packages at the hotel and distributed Conservatory marketing materials through its concierge desk. The Conservatory, in turn, promoted Taj Boston as its preferred hotel in its season programs and e-newsletters. Recently, Taj Boston added "Boston Conservatory Opera Cake" to its dessert menu, viewed by 2000-3000 lunch and dinner guests each month. Taj Boston will donate 20% of proceeds to The Boston Conservatory's scholarship fund.

The Hemenway Project has also enhanced The Boston Conservatory's strong relationship with Elderhostel, now called Road Scholar (a not-for-profit leader in educational travel for older adults). As part of their "Adventures in Lifelong Learning" program, a Conservatory music history faculty member hosted day-long educational retreats for adult tourists at the Conservatory eight times per academic year. Each session brought 40 visitors to the Conservatory. The new, fully-accessible theater enables similar partnerships with other tourist and elder groups.

The state-of-the-art performing arts venue has heightened the Conservatory's visibility within Boston by creating a stronger presence with the Greater Boston Convention & Visitors' Bureau, the Massachusetts Office of Travel and Tourism, and the Massachusetts Convention Center Authority. It has increased participation in Arts/Boston, Gold Star, and other discount ticketing agencies that cater to both visitors and local residents. Finally, the improved façade has greatly increased visibility and "curb appeal," resulting in more tourist patrons.