

EMMANUEL COLLEGE INSTITUTIONAL MASTER PLAN



SUBMITTED TO:

Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

SUBMITTED PURSUANT TO ARTICLE 80 OF THE BOSTON ZONING CODE

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1.0 INTRODUCTION/MISSION AND OBJECTIVES

1.1 Introduction

On August 30, 2000, the Boston Redevelopment Authority (“BRA”) approved an Institutional Master Plan (“IMP”) for the Emmanuel College Campus (“Emmanuel 2000 IMP”). The Emmanuel 2000 IMP, as amended, included plans for development of a three-parcel “Endowment Campus”, which was envisioned to be developed with uses that would support the development proposed on Emmanuel’s Academic Campus. In conjunction with the Emmanuel 2000 IMP, Merck & Co., (“Merck”) obtained approvals for an approximately 300,000 square-foot research and development building with below grade parking, located on Endowment Campus Parcel B, which it ground leases from Emmanuel. The zoning for this building, which was completed and occupied in 2004, was established pursuant to the Emmanuel 2000 IMP. The Emmanuel 2000 IMP expired in 2010.

In March 2012, Emmanuel filed a new proposed Institutional Master Plan for its Campus, which includes the Endowment Campus and Academic Campus (“Emmanuel 2012 IMP”). The proposed Emmanuel 2012 IMP seeks authorization of certain additional development on the Academic Campus, as well as Parcel A of the Endowment Campus, all as more specifically described herein.

After consultation with the BRA, Emmanuel and Merck have determined that, rather than have the zoning for Parcel B established by an IMP which is subject to expiration, it is more appropriate for Parcel B to be designated as a Planned Development Area (“PDA”) pursuant to Article 80C of the Boston Zoning Code (“the Code”). Merck does not intend to make any changes to the permitted uses or dimensions of the development on Parcel B. Rather, it is pursuing PDA approval as a technical means of ratifying the zoning for Parcel B, which previously was established through Emmanuel’s 2000 IMP.

In addition, Brigham and Women’s Hospital (“BWH”) now proposes to develop a new 360,000 square-foot building for research/wet-laboratory purposes and 355 below-grade parking spaces on Parcel C of the Endowment Campus. To that end, BWH has filed an amendment to its existing 2010 IMP (“BWH 2010 IMP”) to include its plans for Parcel C (the “BWH 2012 IMP Amendment Project”). The BWH 2012 IMP Amendment Project which is being proposed by BWH will be approved by virtue of an IMP Amendment, in accordance with Article 80D of the Code, and Large Project Review, in accordance with Article 80B of the Code.

1.2 Executive Summary

Emmanuel College (“Emmanuel”) is pleased to submit to the BRA pursuant to Article 80D of the Code this Institutional Master Plan for the next ten (10) years in response to the BRA Scoping Determination dated December 14, 2011 (“Emmanuel 2012 IMP”). This new IMP will be for a term of 10 years (2012 – 2022) and will incorporate those appropriate elements

and planning strategies of the Emmanuel 2000 IMP, as well as new planning strategies and projects for the next 10 years.

As set forth in this Emmanuel 2012 IMP, the Endowment Campus, which consists of Parcels A, B and C, originally approved and permitted under the Emmanuel 2000 IMP, will now be subject to the separate zoning and permitting authority of the BRA and the Boston Zoning Commission (“Zoning Commission”) either through a PDA approval process or an IMP approval process, depending upon the ownership of Parcels A, B and C. Projects within the Endowment Campus will not be permitted through this Emmanuel 2012 IMP, unless such project is a project undertaken by Emmanuel and used for college or university use as defined in Article 2A of the Code.

This new Emmanuel 2012 IMP will serve as a framework for Emmanuel’s campus planning and development strategies through 2022. Emmanuel looks forward to working with the BRA and members of the community during the review of the Emmanuel 2012 IMP.

Opened in 1919 by the Sisters of Notre Dame de Namur, Emmanuel is a Catholic, coeducational, residential, liberal arts and sciences College committed to educating students and challenging them to “become critical thinkers, ethical decision makers, and contributing members of the local community and the global society.” Emmanuel has a current enrollment of approximately 1,765 full-time traditional undergraduate students, which the College intends to grow to 2,200 traditional undergraduate students during the term of this Emmanuel 2012 IMP. The College currently houses approximately 67 percent of its undergraduate students on campus and intends to increase this to approximately 76 percent through the term of the Emmanuel 2012 IMP. Emmanuel employs approximately 439 faculty and staff, of which approximately 25 percent are Boston residents.

During the term of the Emmanuel 2000 IMP, Emmanuel created an Endowment Campus in order to provide financial resources to support the College’s academic mission. This approach was highly successful and has allowed the College to significantly enhance its facilities and grow enrollment. Emmanuel intends to follow this model during the term of this Emmanuel 2012 IMP by promoting the development of Parcel C of the Endowment Campus, which will generate the revenue to fund projects on the Academic Campus.

As referenced above, the three parcels comprising the Endowment Campus will now be subject to the separate zoning and permitting authority of the BRA and the Zoning Commission either through a PDA approval process or an IMP approval process. At this time, Emmanuel College has offered Parcel C to The Brigham and Women’s Hospital, Inc. for long-term lease and development of a 360,000 SF research facility with approximately 355 parking spaces at a height and massing conforming to the Longwood Medical and Academic Area (LMA) Interim Guidelines and subject to the approval of the BRA of an IMP Amendment to the BWH 2010 IMP. Simultaneously with the filing of this Emmanuel 2012 IMP, BWH will be filing an amendment to the BWH 2010 IMP pursuant to Article 80D of the Code to seek the inclusion of the Parcel C research facility as a Proposed Institutional Project in the BWH 2012 IMP Amendment. Additionally, Merck & Company, Inc., the ground lessee of Emmanuel and the developer and owner of the Merck Research

Laboratories-Boston on Parcel B of the Endowment Campus, will seek approval of its existing facility through a PDA Development Plan approval process by the BRA and the Zoning Commission simultaneously with the filing of this Emmanuel 2012 IMP. Furthermore, with respect to Parcel A of the Endowment Campus, Emmanuel College, as part of its reacquisition and control of Parcel A, is proposing the inclusion of Parcel A in the Emmanuel 2012 IMP for the Academic portion of its campus with the same site area. However, since the Emmanuel 2000 IMP has expired, any development on Parcel A will be subject to the IMP Amendment process in order for the development to receive zoning approval. Such development should be consistent with the gross floor area, massing and height as reflected in the Emmanuel 2000 IMP. Further descriptions of all three parcels and projects are set forth herein.

Emmanuel filed an Institutional Master Plan Notification Form (IMPNF) on June 22, 2011. On December 14, 2011, the BRA issued a Scoping Determination (attached in Appendix A) in response to the IMPNF, which set out the information required for this Emmanuel 2012 IMP.

1.3 Campus Location

Emmanuel College is located in the heart of the LMA. The College plans to continue to leverage its location within the LMA and its commitment to advancing biomedical research on both the Academic Campus and the Endowment Campus. Emmanuel is situated on a contiguous 17-acre campus in Boston's Fenway neighborhood. The campus is bounded by Brookline Avenue on the northwest, The Fenway on the northeast, Avenue Louis Pasteur on the east, and property belonging to other institutions (including Beth Israel Deaconess Medical Center and Harvard University) on the south. The existing campus is shown in Figure 1-1.

1.4 History of Emmanuel

In 1919, the Sisters of Notre Dame de Namur, an international Catholic religious congregation, opened Emmanuel College as the first Catholic college for women in New England. Deeply committed to education, the Sisters founded the College to provide an education to women who might not otherwise have had the opportunity. In 2000, Emmanuel expanded its mission, making the decision to admit young men to its undergraduate program. Emmanuel has a proud history as a Catholic liberal arts and sciences college and has enjoyed a reputation for academic rigor and a commitment to social justice and continued service to the community.

1.5 Creation of the Endowment Campus (2000-2010)

The goal of the Emmanuel 2000 IMP was to provide state-of-the-art academic and student life facilities and to leverage the College's location within the LMA. In 1999, Emmanuel pioneered the creation of its Endowment Campus in order to provide financial resources to support the College's mission by designating the southeast corner of its campus for biomedical/life sciences research use.

This master planning effort, coupled with the decision to become coeducational, catapulted Emmanuel into a chapter of unprecedented growth. In the past decade, Emmanuel's enrollment of full-time traditional undergraduates has increased threefold, to the current academic year's high of 1,765 students, and the number of faculty has doubled. The College forged ahead, despite the nation's economic crisis, with major capital improvements totaling \$189 million, which have dramatically enhanced the academic and student life experience at Emmanuel and the civic life of the greater Boston area through its many community partnerships.

Under the terms of the Emmanuel 2000 IMP, the Endowment Campus consisted of Parcels A, B and C, all of which were to be developed and used for research. Currently, Parcels A and B are leased to Merck and Parcel C is the site of the existing Alumnae Hall and a parking garage, currently being leased to BWH for research use and parking. Below is a list of some of the capital improvement projects enabled as a result of the creation of the Endowment Campus.

1.5.1 Emmanuel/Merck Partnership

Through the ground-lease agreement with Merck, Emmanuel is the only college in the country to boast a 12-story, 324,000 SF private research facility right on its campus—Merck Research Laboratories-Boston. Since Merck opened its doors in 2004, Emmanuel students have benefited from this unique collaboration in a number of ways. Each year, Emmanuel students demonstrating outstanding performance in the sciences receive scholarships through the Merck Scholars Program. Additionally, students are selected annually to participate in exciting internships at Merck in the fields of cancer treatment, Alzheimer's disease and obesity. Merck has donated cutting-edge research equipment to the College, enhancing the on-campus laboratory experience. The monthly Emmanuel/Merck Joint Science Seminar Series brings together leaders in the scientific community, Merck scientists and Emmanuel faculty and students.

1.5.2 Jean Yawkey Center

In 2004, the College opened the Jean Yawkey Center, the College's hub of athletic, recreational and student life activities. The Jean Yawkey Center for Community Leadership is also a main feature of the center, providing programs that are dedicated to developing service opportunities and leadership skills for Emmanuel students, while building bridges through initiatives that support young people in Boston schools. Through the Jean Yawkey Center for Community Leadership, Emmanuel students volunteer throughout greater Boston, participate in Service-Learning courses and the Cultural Competence Peer Educator Training program, and serve as mentors for the youth of Boston.

1.5.3 *Maureen Murphy Wilkens Science Center*

The Maureen Murphy Wilkens Science Center, which opened in 2009, contains 14 laboratories for biology, chemistry, physics, biochemistry, neuroscience and faculty research, as well as multipurpose classrooms and meeting spaces. The Wilkens Science Center advances the educational mission of the College by increasing opportunities for interactive teaching and learning, enabling the College to better prepare students in the sciences and other high-growth fields.

Within the building is the Center for Science Education, an initiative instituted by Emmanuel College to promote scientific literacy, particularly among urban elementary and secondary school students, and provide quality professional development for science teachers. The center sponsors events on campus which expose these students and teachers to state-of-the-art laboratory equipment, the expertise of Emmanuel's impressive science faculty and the possibilities of careers in the sciences. These events include the annual SET (Science, Engineering and Technology) in the City program for Boston-area high school girls, and the Biomedical Research Institute, held each summer on campus. See Section 11.7 for more information about the Center for Science Education at Emmanuel.

1.5.4 *Roberto Clemente Field*

In 2009, Emmanuel College and the Yawkey Foundation, in partnership with the city of Boston, contributed \$4 million to restore Roberto Clemente Field. This complex now features a NCAA-regulation synthetic turf field, which accommodates regulation softball, soccer and lacrosse, and also serves as the practice field for Boston Latin School's football team. The complex also features a three-lane rubberized track, providing practice areas for track and field for both Emmanuel students and other area schools. The track also remains open to the public for recreational walking and jogging year-round. Emmanuel College continues to maintain the turf field.

1.5.5 *Enhanced Green Space*

In 2005, the Emmanuel Quadrangle was enhanced and reorganized by removing old walks, overly mature plant material and outdated lighting. A new walkway system simplified pedestrian circulation and many new seating areas were created for outdoor gathering. The central lawn was designed to provide a green space for leisure and informal recreation. Plant material was used sparingly, only to provide edges to the space or to serve as a backdrop, leaving uninterrupted lawn to maximize the flexibility of the space. The arboretum-like quality of the campus was reinforced with the planting of several unique tree species. In recognition of campus improvements, Carol R. Johnson Associates was awarded the Boston Society of Landscape Architects 2005 Merit Award for the redesigning of the College's main Quadrangle.

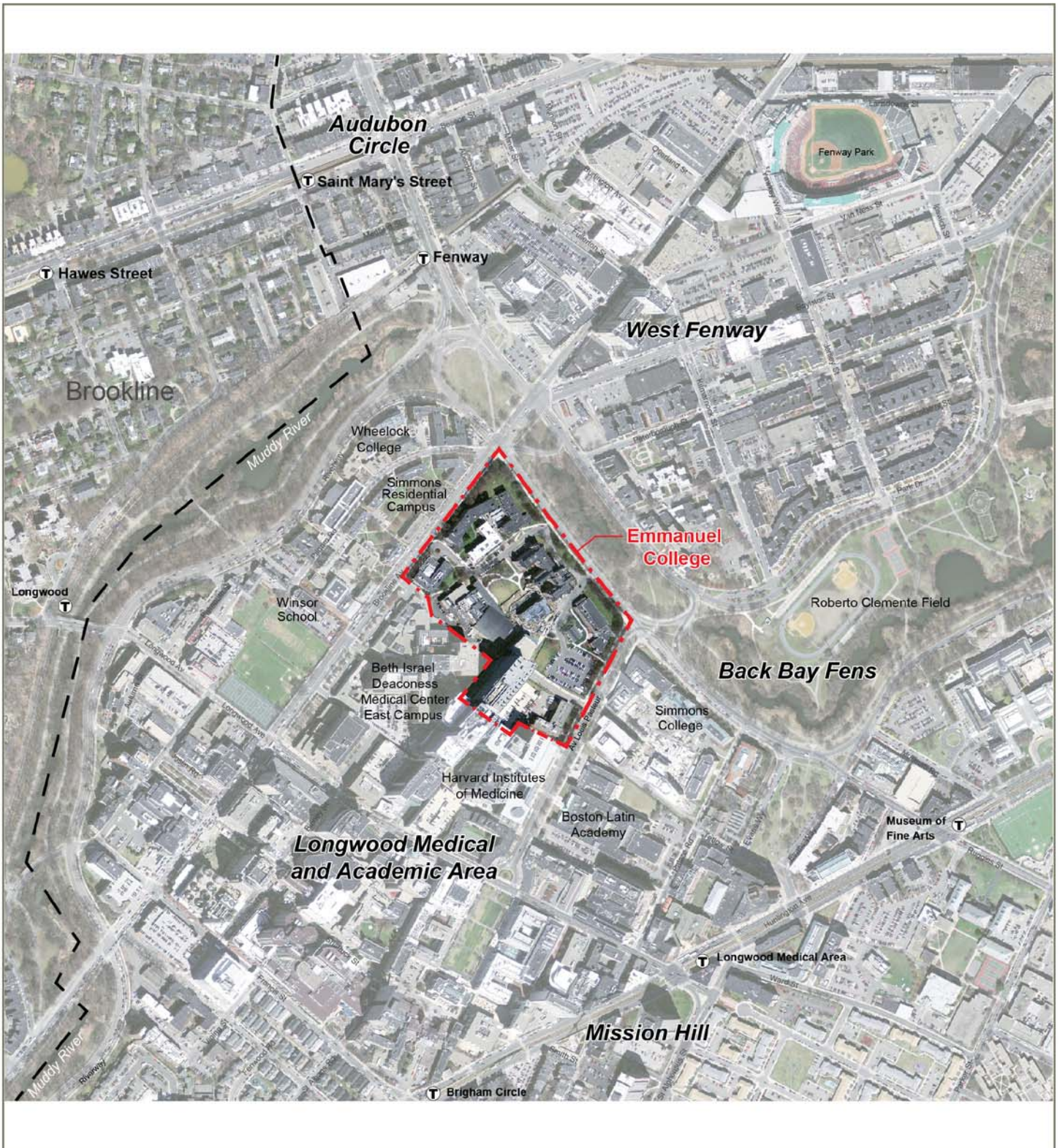
In 2011, Emmanuel received a Paul E. Tsongas Award from Preservation Massachusetts. The College was one of three schools recognized in the "Campus Commitment for

Revitalization” category, which highlighted projects that demonstrated an institution’s “commitment to community by incorporating educational facilities within the community fabric.”

See Section 5.2 for more information on Emmanuel’s capital improvements.

1.6 Future Planning and Zoning of the Endowment Campus

As referenced herein, Emmanuel has offered Parcel C to BWH for long-term lease and development of a research facility. Subject to the approval of the 2012 BWH IMP Amendment, BWH proposes to develop Parcel C with a 360,000 SF research facility with ancillary and accessory uses and 355 replacement parking spaces. Simultaneously, Merck will propose to establish a PDA Development Plan for the present Parcel B and convert its existing entitlements from the IMP approvals to PDA approvals. Concurrently with the filing of the 2012 BWH IMP Amendment and the Merck PDA Development Plan, Emmanuel proposes the inclusion of Parcel A in this Emmanuel 2012 IMP, which consists of a parcel of land containing approximately 55,759 square feet. Although development for a 166,000 SF research building to be undertaken by Corcoran Jennison (“CJ”), the predecessor to the present ground lessee, Merck, was proposed and approved under Articles 80B and 80D of the Code in the Emmanuel 2000 IMP, the Emmanuel 2000 IMP is currently expired. Emmanuel intends to reacquire ownership and control of Parcel A from Merck and dedicate Parcel A to College uses in accordance with Article 80D of the Code. The existing dimensional limitations for Parcel A, which include an FAR of 3.0, a maximum building area of 166,000 square feet, 145 parking spaces, a height of 88 feet and a massing conforming to the LMA guidelines, will be the controlling aspects of any future building on Parcel A. However, this development on Parcel A is a Future Proposed Institutional Project and, as such, will be subject to the IMP Amendment process pursuant to Section 80D of the Code when it is ready to move forward.



1.7 Existing Programs of Study and Degrees

1.7.1 *Undergraduate Programs*

Emmanuel College offers six degrees: Bachelor of Arts, Bachelor of Fine Arts, Bachelor of Science, Master of Arts, Master of Education, and Master of Science. Degrees are offered to traditional undergraduate students in more than 40 programs.

Accounting	History
American Politics & Government	Human Services
American Studies	Information Technology
Art History	International Relations & Comparative Politics
Art Therapy	Latin American Studies
Biochemistry	Literature
Biology	Management
Biostatistics	Mathematics
Catholic Studies	Music
Chemistry	Music–Theater
Communication, Media and Cultural Studies	Neuroscience
Counseling & Health	Organizational Leadership
Crime & Justice	Performing Arts
Developmental Psychology	Philosophy
Economics	Photography
Education – Elementary and Secondary	Political Science Psychology
English	Social Inequality & Social Justice
Forensic Science	Sociology
Gender & Women’s Studies	Spanish
Global Studies & International Affairs	Sport Management
Graphic Design & Technology	Studio Art
Health Care	Theater Arts
Health Sciences	Theology & Religious Studies
	Writing and Literature

Other academic opportunities include individualized majors, as well as Pre-Medical, Pre-Veterinary, Pre-Dental and Pre-Law programs.

1.7.2 *Graduate and Professional Programs*

For more than 30 years, Emmanuel College has offered fully accredited degree and certificate programs designed for working professionals. Graduate and Professional Programs is the home of the College’s graduate programs and programs designed to assist working professionals to complete an undergraduate degree. Programs are designed for part-time students and complement the schedule of those working full time.

Degrees in Graduate and Professional Programs are offered in an accelerated seven-week-per-course format, and courses are instructed on campus or online. Emmanuel College is the school of choice in the Fenway area for nurses, educators, research administrators, biopharmaceutical leaders, human resource professionals and those who seek to earn degrees at a dynamic liberal arts institution.

The programs include:

- ◆ Undergraduate Nursing (RN to Bachelor of Science in Nursing);
- ◆ Graduate Nursing (Master of Science in Nursing, with choices for specialization in Education or Management);
- ◆ Management (Master of Science in Management, with choices for specialization in Biopharmaceutical Leadership, Management and Leadership, or Research Administration);
- ◆ Human Resources (Master of Science in Human Resource Management); and
- ◆ Education (Master of Arts in Teaching, Master of Education in School Administration, or Certificate of Advanced Graduate Study in Education Leadership).

1.7.3 *Colleges of the Fenway*

Emmanuel is a founding member of the Colleges of the Fenway (COF), a collaborative effort of six neighboring Boston-based colleges in the Fenway area. The COF was created to add value to student academic and social life while seeking innovative methods of investing in new services and containing the costs of higher education. Collectively, the colleges represent more than 12,000 undergraduate students, comprising 16.2 percent of the total Boston population of undergraduates attending four-year colleges, more than 700 full-time faculty and 2,300 course offerings. Each student and employee of the COF is issued an official identification card, the Fenway Card, which can serve as a preloaded spending account to make cashless purchases on and off campus. Use of “Fenway Cash” generates over \$2 million in local spending every year, of which a large portion is expended in support of LMA and Fenway-area businesses. The Colleges in this consortium include Emmanuel College, Massachusetts College of Art and Design, Massachusetts College of Pharmacy and Health Sciences, Simmons College, Wentworth Institute of Technology and Wheelock College.

1.8 Emmanuel’s Mission

Emmanuel’s mission is to educate students in a dynamic learning community rooted in the liberal arts and sciences and shaped by strong ethical values and a Catholic Intellectual Tradition. Emmanuel has maintained a laser-sharp focus on its education mission, making

bold and innovative decisions that have transformed the College. The commitment of the administration and faculty to these guiding principles has led the growth that has taken place on Emmanuel's campus over the last decade, and will continue to lead the growth during the improvements that are planned for the next decade.

The long-term lease and development of Parcel C of the Endowment Campus by BWH will provide additional financial resources to support the College's academic mission. An additional research facility on the Endowment Campus will further reinforce the LMA and Boston's role as a leading center of biomedical research. Furthermore, the reacquisition of Parcel A and its incorporation into this Emmanuel 2012 IMP will reposition Parcel A as part of the Academic Campus, not the Endowment Campus. However, any development on Parcel A is a Future Proposed Institutional Project and, as such, shall be subject to an IMP Amendment process.

Emmanuel followed three core guidelines in pioneering the development of the Endowment Campus and will continue to adhere to these same principles as it moves ahead under the Emmanuel 2012 IMP.

1. Emmanuel's first priority is that the Academic Campus maintains its "right size," ensuring that the academic space is used wholly and effectively, and to increase the percentage of undergraduates housed on campus.
2. The Endowment Campus is dedicated to biomedical/life sciences research uses that enhance the mission of the College, strengthen the vision of the larger LMA and help build Boston's economy.
3. Planning and design for development of the Endowment Campus respects the character of Emmanuel's campus, the adjacent institutions and Avenue Louis Pasteur.

1.9 Emmanuel's Future: The Next Decade

Emmanuel's goals for the Emmanuel 2012 IMP have been shaped foremost by the increasingly sophisticated needs of students and the types of living and learning environments that will prepare them to succeed. These environments require a new generation of residential and academic facilities characterized by modern suite-style housing; multipurpose spaces for group activities; blended social/academic spaces; breakout spaces for study and project work; collaborative and interactive learning spaces; faculty technology training laboratories; and instructional tools extending beyond the classroom, including smart boards and video screens.

Overall, the Emmanuel 2012 IMP goals are to:

- ◆ Leverage Parcel C of the Endowment Campus to support the academic mission;

- ◆ Reincorporate Parcel A, formerly located within the Endowment Campus, into the Academic Campus and rededicate the site for College uses, which shall be the subject of a future IMP Amendment;
- ◆ Accommodate undergraduate growth to a 2,200-student campus;
- ◆ House approximately 76 percent of students on campus, providing sophisticated housing that will retain upper-class students;
- ◆ Provide state-of-the-art learning spaces and technology and increase academic and student-life space to address current limitations; and
- ◆ Continue to enhance useable green space on campus.

Emmanuel has established four campus planning and design principles to guide efforts toward achieving these goals:

- ◆ Provide programming that mixes formal and informal learning spaces;
- ◆ Use transparency to communicate discovery, excitement and social interaction in and around every building;
- ◆ Create architecture that honors the College’s Administration Building and expresses Emmanuel’s vitality; and
- ◆ Practice urban design that expresses the BRA’s guidelines and integrates Emmanuel College more fully into its LMA and Fenway setting.

These IMP principles address the campus both as a physical part of its urban setting and as a setting for social interaction serving its academic mission within and across campus edges. Section 4.2 describes these principles and their derivation from the Emmanuel 2000 IMP urban design principles in greater detail, and Section 4.4 applies them to campus use and activity, access, building height and massing, and landscape. Section 5.1 describes how new campus projects will follow the principles to provide important new benefits to Emmanuel and Boston.

1.10 Institutional Master Plan Summary

This new Emmanuel 2012 IMP builds on the success of the past decade with a new, updated 10-year strategic master plan that will accommodate student growth to 2,200 traditional undergraduates. The College seeks to finance enhanced academic and residential space for its

students by offering Parcel C to BWH for long-term lease and development of a 360,000 SF research building as part of the BWH 2012 IMP Amendment.

Through long-term lease and development of Parcel C, the College will obtain the resources necessary to further enhance Emmanuel's educational mission through a new Proposed Institutional Project of an approximately 275,000 SF, 720-bed residence hall, on the site of the existing Julie Hall, which will include extended dining space, academic and student life facilities, 220 replacement beds from the existing Julie Hall and approximately 500 new beds. This building, also called Julie Hall, will replace the existing Julie Hall. The College also proposes a second Proposed Institutional Project to expand the Cardinal Cushing Library by approximately 58,200 SF to provide increased academic space for both students and faculty on the Academic Campus.

Emmanuel has included Parcel A in this Emmanuel 2012 IMP, which consists of a parcel of land containing approximately 55,759 square feet. While a Proposed Project was originally permitted under Articles 80B and 80D of the Code in the Emmanuel 2000 IMP for a 166,000 SF research building to be undertaken by CJ, the predecessor to the present ground lessee, Merck, the zoning relief expired with the expiration of the Emmanuel 2000 IMP. Emmanuel intends to reacquire Parcel A from Merck. In an IMP Amendment process in the future, Emmanuel will seek zoning approval and dedicate Parcel A in this IMP to College uses in accordance with Article 80D of the Code. The dimensional limitations for Parcel A, which included an FAR of 3.0, a maximum building area of 166,000 SF, 145 parking spaces, a height of 88 feet and a massing conforming to the LMA guidelines, will be the controlling aspects of any future academic building on Parcel A.

Table 1-1 presents a summary of the College's overall existing physical Academic Campus listing the existing square footage of each building.

Table 1-1 Academic Campus Program Summary

Existing Buildings	Size (Gross Square Feet)	Use	Proposed Changes in 2012 IMP
Administration Building	119,353	Administration, chapel, academic, dining	No substantial change
Cardinal Cushing Library	51,782	Library, academic	Renovate portion of building and replace remainder with new building; net increase of 58,200 SF
Maureen Murphy Wilkens Science Center	46,800	Academic, parking	No substantial change
Jean Yawkey Center and Gymnasium	41,231	Student life, recreation, administration, athletics, parking	No substantial change, connect with Julie Hall
Marian Hall	46,646	Academic, dining	No substantial change, connect with Julie Hall
Julie Hall	53,826	Student residential	Demolish and replace with new student residence hall, student-life and academic space; net increase of approximately 221,174 SF
St. Joseph Hall	94,450	Student residential	No substantial change expected during term of IMP
St. Ann Hall	49,803	Student residential	No substantial change expected during term of IMP
Loretto Hall	57,190	Student residential	No substantial change expected during term of IMP
Modular Meeting Space	4 trailers	Academic, meeting space	To be removed and location landscaped
Total Existing GSF (not including 4 modular trailers)	561,081		

Emmanuel’s 2000 IMP included a new residential quadrangle that was planned for the northwest corner of the campus. Five new residence halls, totaling approximately 282,000 SF, were envisioned to replace St. Joseph, St. Ann and Loretto Halls for a net increase in residential space of 80,757 SF (“Residential Quadrangle Project”). The Residential Quadrangle Project, approved in the now expired Emmanuel 2000 IMP, though never built, remains an important part of Emmanuel’s longer-term vision for residential construction on campus. The example Table 1-2 informs the design criteria for such Residential Quadrangle Project and Figure 4-10d in Section 4.4.4 depicts the Residential Quadrangle Project. As a step toward implementation of the Residential Quadrangle Project, in 2008 Emmanuel had proposed the Fenway Residence Hall project, a new 77,500 square-foot residence hall to contain approximately 211 student beds at the corner of Brookline Avenue and The Fenway. The project received approval from the BRA in July 2008 as being consistent with the planning for the Residential Quadrangle Project, but did not receive the endorsement from the Boston Parks and Recreation Commission (“Parks Commission”). The Residential Quadrangle Project and Fenway Residence Hall are not Proposed Institutional Projects, but should they proceed shall first undergo the IMP Amendment Process to be included as Proposed Institutional Projects in the future.

Table 1-2 Emmanuel College Residential Quadrangle – Area Calculation

Buildings	GSF*
Residential Quadrangle Project (Would replace St. Joseph, St. Ann and Loretto Halls)	
Residence Hall North (IMP)	41,500
Residence Hall Central (IMP)	40,000
Residence Hall West (IMP)	41,700
Residence Hall South (IMP)	66,000
Residence Hall East (IMP)	93,000
Fenway Residence Hall (Would replace Residence Hall North and a portion of Residence Hall Central)	77,500

*GSF – Gross Square Feet

1.11 Emmanuel’s IMP History

This Emmanuel 2012 IMP is a new IMP. The Zoning Commission approved the Emmanuel 2000 IMP on September 27, 2000, and approved the adoption of map Amendment No. 381, which added the designation “IMP” for the Emmanuel campus on Map 1, Boston Proper. The Mayor of the City

of Boston approved the Emmanuel 2000 IMP and Map Amendment on September 29, 2000. The Emmanuel 2000 IMP is expired.

There were some amendments made to the Emmanuel 2000 IMP:

- ◆ The First Amendment was approved by the BRA on July 17, 2001. This amendment adjusted certain dimensional provisions of the Emmanuel 2000 IMP to permit an increase of three feet in height of the Merck Building on Parcel B and to adjust the floor area ratio (FAR) of Parcels A, B and C to allow Blackfan Circle to be developed in the future as a private way open to the public.
- ◆ A Notice of Project Change was approved by the BRA on August 20, 2002. In response to a Notice of Project Change, the BRA issued a Certification of Compliance and Consistency to the College to construct the Jean Yawkey Center, demolish a portion of Marian Hall and postpone the demolition of Saint Joseph Hall, which was renovated instead.
- ◆ The Second Amendment was approved by the BRA on September 12, 2002. Under this amendment, Emmanuel reacquired and renovated the Libby Building at 300 Brookline Avenue, which was originally built by Emmanuel for use as a dormitory.
- ◆ A Notice of Project Change was approved by the BRA on July 19, 2007. In response to a Notice of Project Change, the BRA issued a Certification of Compliance and Consistency to the College to construct Academic Science Building Project, now known as the Maureen Murphy Wilkens Science Center.
- ◆ The Third Amendment was approved by the BRA on July 17, 2008. This amendment allowed for the construction of the Fenway Residence Hall project, a proposed 77,500 square foot, 200-bed dormitory to be built at the northwest corner of the campus at the intersection of The Fenway and Brookline Avenue. This project has not been constructed and as such will be the subject of a future IMP Amendment to the Emmanuel 2012 IMP.

Emmanuel filed an Institutional Master Plan Project Notification Form (IMP NF) for this new Emmanuel 2012 IMP on June 22, 2011. The BRA issued a Scoping Determination (see Appendix A), setting out the required Scope for this Emmanuel 2012 IMP, on December 14, 2011.

1.12 Community Benefit Summary

At the core of Emmanuel's mission is a focus on service. The College challenges its students, as well as faculty and staff, to become critical thinkers, ethical decision makers and contributing members of the local community and the global society. Emmanuel students truly embrace this challenge, as 80

percent of them participate in community service during their time here. They recognize the importance of giving back and volunteer 25,000 hours annually to helping others.

Emmanuel offers many opportunities for Emmanuel students, faculty, staff and alumni to serve through outreach with the Jean Yawkey Center for Community Leadership, the Carolyn A. Lynch Institute, the Campus Ministry Office and the Center for Science Education. Brief summaries of these programs follow, and Section 11 provides more in-depth information.

The Jean Yawkey Center for Community Leadership. The Jean Yawkey Center for Community Leadership is dedicated to developing service opportunities and leadership skills for Emmanuel students and providing programs for young people in Boston area schools and community organizations. The Center also awards scholarships to students involved in the greater community. Programs include the Cultural Competence Peer Educator Training Program, a comprehensive training program designed to create an understanding of issues regarding racism, culture, socio-economic status, gender bias and other issues of oppression that exist in today's society; and Service Learning Courses, distinctive courses that further connect a student's sense of commitment and action, encouraging them to impact positive change in the community through service-oriented curriculums.

Carolyn A. Lynch Institute. Established in 2002 by a generous founding grant from the Lynch Foundation, the Carolyn A. Lynch Institute provides a range of collaborative programs and services that enhance the professional development of urban teachers and enrich the education of PK–12 students in the city of Boston and other urban areas.

Campus Ministry Office. The mission of the Campus Ministry Office is to provide opportunities for members of the Emmanuel community to grow in their civic commitments to service, especially service to the poor and neglected of our society.

The Center for Science Education. The Greater Boston community has also benefited from the upgraded science facilities at the College. In response to studies showing a lack of sufficient inquiry-based science education in K–12 programs across the nation, as well as a number of teachers instructing without proper certification, Emmanuel established the Center for Science Education. Through access to facilities and resources in the new Maureen Murphy Wilkens Science Center and Emmanuel's science faculty, The Center for Science Education promotes scientific literacy and provides quality professional development for elementary and secondary science teachers. The Center also hosts events to inspire students, especially those in urban schools without access to laboratory equipment, to pursue careers in science. One example is S.E.T. (Science, Engineering and Technology) in the City, a daylong event for Boston-area high-school girls. Students visit the Emmanuel campus, engage in hands-on science activities led by professionals and interact with women working in S.E.T. fields. Another example is the "Science Buddies" program, in which Emmanuel education majors provide after-school programming for urban elementary students and engage them with science and engineering curricula. Emmanuel students also facilitate a Saturday morning science program. See Section 11.7 for more information about the Center for Science Education at Emmanuel.

1.13 Public Participation

Emmanuel is committed to engaging in an open and collaborative public review of the Emmanuel 2012 IMP and welcomes community input. Since beginning the Emmanuel 2012 IMP process last year, Emmanuel has held numerous meetings with the BRA and other city agencies, neighboring institutions, community groups, the Emmanuel Task Force, the LMA Forum and the public to inform them about the College’s plans and the Emmanuel 2012 IMP process. Table 1-3 summarizes these meetings.

Table 1-3 Public Participation Meeting Summary

Date	Meeting
March 10, 2011	MASCO
March 25, 2011	BRA
March 30, 2011	City of Boston – Parks and Recreation
April 11, 2011	Merck Research Laboratories-Boston
April 21, 2011	BRA (Design Review Meeting)
May 2, 2011	Harvard Medical School
May 9, 2011	The Fenway Alliance
May 10, 2011	City of Boston – Mike Ross, City Councilor
May 12, 2011	MASCO
May 16, 2011	Beth Israel Deaconess Medical Center
May 17, 2011	Dana Farber Cancer Institute
May 17, 2011	Fenway Civic Association
May 23, 2011	Simmons College
May 23, 2011	LMA Forum, “Emmanuel 101” (Community invited)
May 24, 2011	Partners Healthcare/Brigham & Women’s Hospital
June 3, 2011	Winsor School
June 3, 2011	Children’s Hospital Boston
June 7, 2011	Partners Healthcare/Brigham & Women’s Hospital
June 20, 2011	Emerald Necklace Conservancy
June 22, 2011	Colleges of the Fenway
June 27, 2011	IMP Task Force Meeting
June 27, 2011	LMA Forum (Community invited)
July 20, 2011	IMP Task Force Meeting
January 18, 2012	IMP Task Force Meeting
February 29, 2012	IMP Task Force Meeting
March 19, 2012	IMP Task Force Meeting
March 26, 2012	LMA Forum (Community invited)

The BRA established a Task Force for Emmanuel College, which includes: Kelly Brilliant, The Fenway Alliance; Matthew Brooks, Fenway Civic Association; Sarah Hamilton, MASCO; Rick Shea, Harvard Medical School; and Sylvia Welsh, Fenway resident.

1.14 Institutional Master Plan Team

Proponent:	Emmanuel College 400 The Fenway Boston, MA 02115 (617) 735-9715 Sr. Janet Eisner, SND, President Sr. Anne Donovan, SND, Treasurer Sarah Welsh, Vice President for Government and Community Relations
Master Planning Consultant:	Goody Clancy 420 Boylston Street Boston, MA 02116 (627) 262-2760 Robert Chandler, AIA, LEED, Principal Ben Carlson, LEED, Associate
Legal Counsel:	Rubin and Rudman, LLP 50 Rowes Wharf, 3rd Floor Boston, MA 02110 (617) 330-7000 James H. Greene, Esq.
Permitting Consultant:	Epsilon Associates, Inc. 3 Clock Tower Place, Suite 250 Maynard, MA 01754 (978) 897-7100 Cindy Schlessinger, Principal David Hewett, Senior Consultant
Transportation Consultant:	Vanasse Hangen Brustlin 99 High Street Boston, MA 02110 (617) 728-7777 Sean Manning, P.E., Senior Project Manager
Civil Engineer:	Nitsch Engineering 186 Lincoln Street, Suite 200 Boston, MA 02111 (617) 338-0063 John Schmid, P.E., Senior Project Manager

Landscape Architect:

kzla
300 A Street
Boston, MA 02210
(617) 456-2252
Kyle S. Zick, ASLA, Principal

2.0 EXISTING CAMPUS

2.1 Campus Description

Emmanuel's existing Academic and Endowment Campus, containing approximately 17 acres on The Fenway, is shown in Figure 2-1. Table 2-1, on the following page, provides a summary description of the entire campus's 12 buildings, including the future Proposed Institutional Project building for Parcel A, which is being reincorporated into the Academic Campus, as well as Merck Research Laboratories-Boston on Parcel B and the proposed building on Parcel C of the Endowment Campus. Table 2-2 includes the two Proposed Institutional Projects in this Emmanuel 2012 IMP: Julie Hall and the Cardinal Cushing Library Expansion.

2.1.1 Academic Campus

As described previously in Section 1.10, the Emmanuel 2000 IMP described a series of new student residence halls forming a residential quadrangle between Brookline Avenue and Emmanuel's Main Quadrangle, replacing St. Joseph, St. Ann and Loretto Halls ("Residential Quadrangle Project"). The Residential Quadrangle Project remains an important part of Emmanuel's longer-term vision for the campus; however, it is not expected to be constructed during the term of this Emmanuel 2012 IMP, and, as such, is not a Proposed Institutional Project included in this Emmanuel 2012 IMP. As described herein, the Academic Campus consisting of approximately 12.6 acres contains the academic, residential and social campus facilities of Emmanuel College. As noted on Figure 2-1 and Table 2-1, new College use will be established on Parcel A of the former Endowment Campus and Parcel A will now be reincorporated into the Academic Campus, but any development on Parcel A shall be the subject of a future IMP Amendment.

2.1.2 Endowment Campus

The successful development of Merck Research Laboratories-Boston through the Emmanuel 2000 IMP has resulted in a significant contribution to the LMA and the city of Boston and underscores the importance of the Endowment Campus to Emmanuel's future.

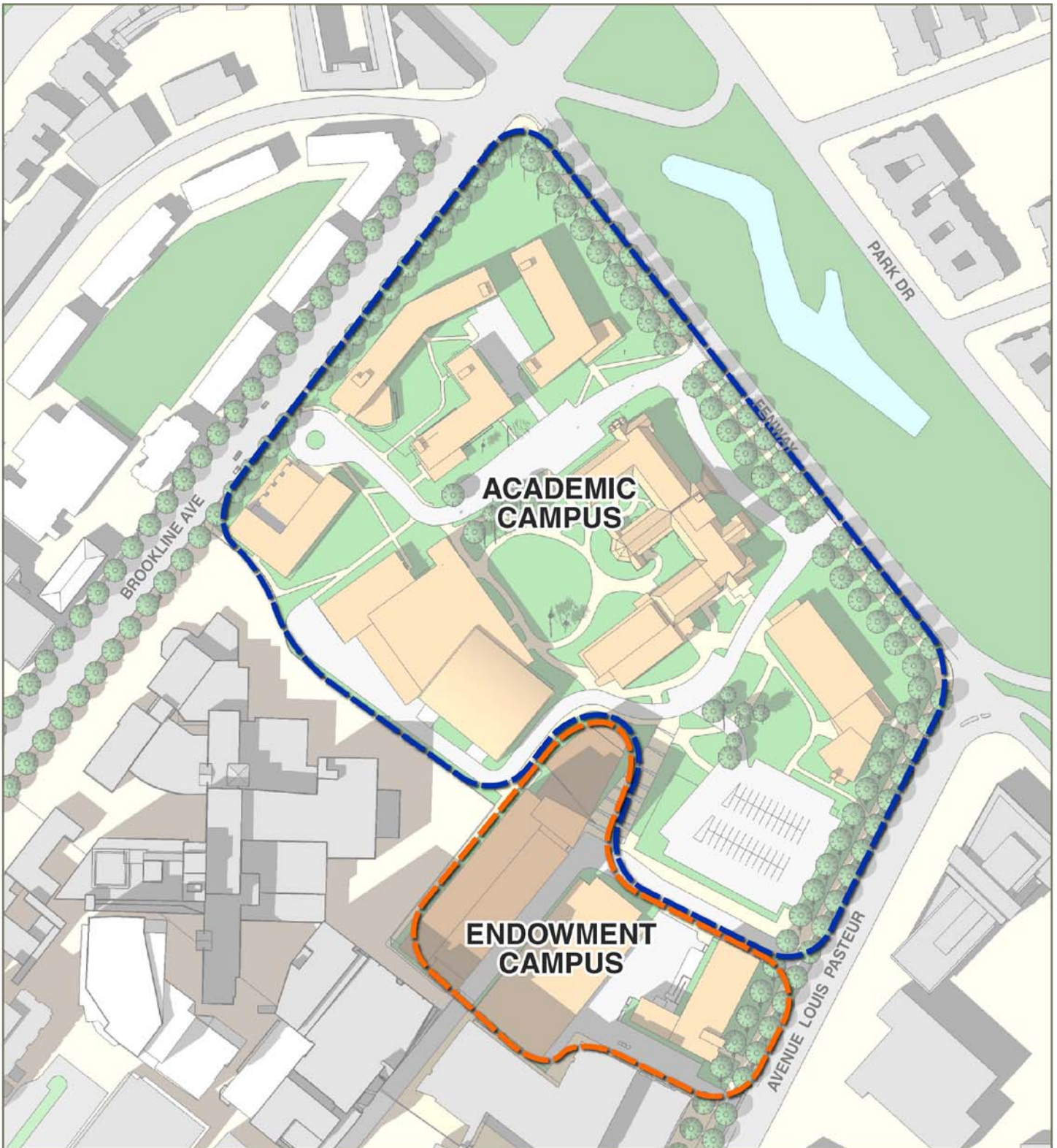
The development of the Endowment Campus has also benefited the Emmanuel College community in many previously unforeseen ways. Through the College's partnership with Merck, Emmanuel students have gained access to academic opportunities including the Merck Scholars Program and various internships, the use of cutting-edge research equipment donated to the College by Merck Research Laboratories, and the monthly Emmanuel/Merck Joint Science Seminar Series. The revenue generated from Parcel C will help advance Emmanuel College's programs.

Demand for additional biomedical research space in the LMA is expected to continue to grow and Avenue Louis Pasteur serves as the ideal location for this growth. As set forth in this Emmanuel 2012 IMP, the Endowment Campus, Parcels A, B and C, described under the Emmanuel 2000 IMP will now be subject to the separate zoning and permitting authority of the BRA and the Zoning Commission either through a PDA approval process, an IMP approval process or an IMP Amendment process depending upon the control and use of the individual parcels.

Permitting and zoning approvals for Parcels B and C of the Endowment Campus are not to be granted under this IMP and reference to such parcels within the Endowment Campus is for informational purposes and their relationship to the planning and development of the Emmanuel campus area.

Therefore, the reduced Endowment Campus area will include the existing Merck Research Laboratories-Boston on Parcel B of the Endowment Campus and the research facility to be developed by BWH on Parcel C of the Endowment Campus. Parcel A, which was formerly part of the Endowment Campus, will now be reincorporated into the Academic Campus, but any development on Parcel A shall be subject to a future IMP Amendment process.

This readjustment of Academic Campus and Endowment Campus areas will result in an increase of the 12.6-acre area of the Academic Campus to approximately 14 acres and a decrease in the size of the Endowment Campus to approximately three acres.



Source:
Goody Clancy

Figure 2-1

Existing Academic and Endowment Campus

Table 2-1 Emmanuel College Existing Campus Buildings

Building	Built	Lease/ Own	GSF*	Garage (GSF)	Parking Spaces	Building Height	Floors	Usage
ACADEMIC CAMPUS								
Administration Building	1914	Own	119,353	No		73'	5	Offices, classrooms, chapel, auditorium, art department, meeting rooms, café
Cardinal Cushing Library	1964	Own	51,782	No		32'	3	Library, offices, classrooms, meeting space, lecture hall
Julie Hall	1958/2003	Own	53,826	No		35'	4	Residence hall
Loretto Hall	1964	Own	57,190	No	13 (btw St. Ann and Loretto)	47'	5	Residence hall
Marian Hall	1954	Own	46,646	No	15 (S. of Marian)	52'	4	Offices, classrooms, bookstore
St. Ann Hall	1962	Own	49,803	No	33 (E. of St. Ann and Loretto)	47'	5	Residence hall
St. Joseph Hall	1966	Own	94,450	No		61'	6	Residence hall
Wilkins Science Center	2009	Own	46,800	Yes (56,712)	120 (garage) 10 (E. of WSC)	56'	4	Offices, classrooms, meeting space, laboratories
Yawkey Center	2004	Own	41,231	Yes (33,600)	102	55'	4	Dining hall, gymnasium, fitness center
TOTAL			561,081	90,312	293			

* GSF – Gross Square Feet

Table 2-2 Emmanuel College Proposed Projects – Academic Campus

Building	Built	Lease/ Own	GSF*	Garage (GSF)	Parking Spaces	Building Height	Floors	Usage
Julie Hall		Own	275,000 (221,174 net new)	70,000	200**	190'	17	Residence hall with enhanced dining, student life and academic spaces
Cushing Library Renovations & Addition		Own	110,000 (58,200 net new)	No		75'	5	Library, offices, classrooms, meeting space, lecture hall
TOTAL – Proposed			385,000 (279,374 net new)	70,000	200**			

* GSF – Gross Square Feet

** Up to 71 parking spaces will be eliminated from smaller surface lots on campus, for a total of 129 net new spaces.

3.0 INSTITUTIONAL DEMOGRAPHICS

3.1 Current and Future Student Population

Emmanuel College's current enrollment is 1,765 full-time traditional undergraduate students, with an average of 750 students enrolled in Graduate and Professional Programs, which offers graduate programs and programs designed to assist working professionals to complete an undergraduate degree. These programs are designed for part-time students and complement the schedule of those working full time.

In 2000, the College decided to admit young men into the traditional undergraduate program, and the following year the first coeducational class arrived on campus. This decision, along with the numerous improvements made to the Academic Campus as a result of creating an Endowment Campus, allowed Emmanuel to increase enrollment threefold in less than 10 years. Table 3-1 illustrates the traditional undergraduate enrollment history from 2001-2011.

Table 3-1 Emmanuel College Enrollment History 2001-2011 for Traditional Undergraduates

Year	Traditional Arts & Sciences Undergraduate Enrollment (Full Time)	% Change
2001	694	31.4%
2002	847	22.0%
2003	1072	26.6%
2004	1330	24.1%
2005	1512	13.7%
2006	1579	4.4%
2007	1742	10.3%
2008	1693	-2.8%
2009	1668	-1.5%
2010	1738	4.0%
2011	1765	1.5%

The average age of a traditional undergraduate at Emmanuel is 19.7 years old and 99 percent of these students are between the ages of 17 and 23. The Graduate and Professional Programs undergraduate population represents an average age of 44.7 and a range between 24 and 64 years old, while the graduate program's average age is 34.8 and ranges between 22 and 71 years old. Table 3-2 provides a breakdown of enrollment.

Table 3-2 Emmanuel College Enrollment Breakdown

	Full-Time Count		Part-Time Count		Average Age and Range	Total Students
	<i>Men</i>	<i>Women</i>	<i>Men</i>	<i>Women</i>		
Traditional Undergraduate	510	1255	12	18	Average= 19.7 Range= 17-59 (99% are 17-23)	1795
GPP Undergraduate	4	14	24	204	Average= 44.7 Range= 24-64	246
Graduate	3	15	70	197	Average= 34.8 Range= 22-71	285
Total						2326

The College proposes a modest, gradual growth in enrollment of 435 traditional undergraduate students toward a total enrollment of 2,200 traditional undergraduates over the next decade. Table 3-3 illustrates the College’s projected enrollment through 2022.

Table 3-3 Emmanuel College Projected Enrollment for Traditional Undergraduates

Year	Traditional Arts & Sciences Undergraduate Enrollment (Full Time)	% Change
2012	1800	0.3%
2013	1820	1.1%
2014	1820	0.0%
2015	1850	1.6%
2016	1900	2.7%
2017	1950	2.6%
2018	2000	2.6%
2019	2050	2.5%
2020	2100	2.4%
2021	2150	2.4%
2022	2200	2.3%

Emmanuel is committed to providing a housing program that meets the needs of its traditional undergraduate students. Ninety-four percent of first-year students currently live on campus and with the construction of Julie Hall, the College aims to provide a residence hall with a variety of room formats, emphasizing appeal to junior and senior-year students. The addition of 500 beds, combined with a modest growth in enrollment, will increase the total percentage of students housed on campus from 67 to 76. Offering a mix of traditional, corridor style rooms and suite-style options will help increase student housing retention, consistent with the city of Boston’s goal of moving students out of neighborhood residencies. See Chapter 6 for more information about Emmanuel’s housing plan.

3.1.1 Cross Registrations with other Colleges of the Fenway

One of the major advantages Emmanuel students have as members of the Colleges of the Fenway is the ability to cross-register. Cross registration provides full-time undergraduates of the Colleges of the Fenway with the opportunity to take two courses per semester at any of the six institutions at no additional tuition charge. Cross registration provides students with the advantages of a small college but exposes them to resources similar to a large university. This enables students to broaden both their intellectual and social capacities, and introduces them to faculty, research, colleagues and curricula they would not otherwise have experienced. On average, 300 students have cross-registered each semester since the consortium’s inception.

Table 3-4 summarizes the cross registrations for 2011.

Table 3-4 2011 Cross Registration Among Colleges of the Fenway

	Fall	Spring	Total
Emmanuel Students Registering at other Colleges	65	92	157
Other Students Registering at Emmanuel	146	90	236

3.2 Current and Future Employee Population

Emmanuel College currently employs 439 faculty and staff in academic, administration and maintenance positions on campus. Of these employees, there are 165 part-time and 274 full-time. The number of full-time faculty has doubled in the past decade, and now includes 98 members. None of Emmanuel’s classes are taught by teaching assistants. Table 3-5 provides a breakdown of current employment at Emmanuel.

Table 3-5 Current Emmanuel Employment

	Full Time	Part Time	Total
Faculty	98	5	103
Adjuncts	0	105	105
Staff	176	55	231
Total Employees			439
Boston Residents			111 (25%)

Over the course of the Emmanuel 2012 IMP, Emmanuel intends to increase enrollment to 2,220 full-time traditional undergraduate students. With this increase, the number of faculty, as well as the number of administrations and vendors, will increase by approximately 22 faculty members, 22 administrators and 22 vendor positions on campus, for a total projected employee population of 505 by 2022.

3.2.1 Workforce Development

Emmanuel has a number of programs offered through the Carolyn A. Lynch Institute, the Jean Yawkey Center, the Campus Ministry Office and the Center for Science Education that provide Boston residents with enhanced educational opportunities that help to prepare them for future employment. In addition, Emmanuel’s nursing and executive education programs complement the LMA medical institutions by providing a component of the workforce training necessary to build the skill sets of some employees. See Chapter 10 for more information about these programs.

Carolyn A. Lynch Institute – Established in 2002 by a generous founding grant from the Lynch Foundation, the Carolyn A. Lynch Institute provides a range of collaborative programs and services that enhance the professional development of urban teachers and enrich the education of PK-12 students in the city of Boston and other urban areas.

Jean Yawkey Center – The Jean Yawkey Center for Community Leadership is dedicated to developing service opportunities and leadership skills for Emmanuel students and providing programs for young people in Boston-area schools and community organizations. Two programs in particular are designed to create greater educational opportunities for Boston students that will help their future employment opportunities.

Campus Ministry Office – The mission of the Campus Ministry Office is to provide opportunities for members of the Emmanuel community to grow in their civic commitments to service, especially service to the poor and neglected of our society. Two programs run through the office speak directly to workforce development.

The Center for Science Education – The Greater Boston community has also benefited from the upgraded science facilities at the College. In response to studies showing a lack of sufficient inquiry-

based science education in K-12 programs across the nation, as well as a number of teachers instructing without proper certification, Emmanuel established the Center for Science Education. Through access to facilities and resources in the new Maureen Murphy Wilkens Science Center and Emmanuel's science faculty, The Center for Science Education promotes scientific literacy and provides quality professional development for elementary and secondary science teachers. The Center also hosts events to inspire students, especially those in urban schools without access to laboratory equipment, to pursue careers in science. One example is S.E.T. (Science, Engineering and Technology) in the City, a daylong event for Boston-area high-school girls. Students visit the Emmanuel campus, engage in hands-on science activities led by professionals and interact with women working in S.E.T. fields. Another example is the "Science Buddies" program, in which Emmanuel education majors provide after-school programming for urban elementary students and engage them with science and engineering curricula. Emmanuel students also facilitate a Saturday morning science program. See Section 11.7 for more information about the Center for Science Education at Emmanuel.

Emmanuel College Program for Undergraduate Leadership and Scholarship Excellence (ecPULSE) – Pre-college academic support is offered to incoming students, allowing for a smoother and more successful transition from high school to college, both academically and socially. Selected students are invited to campus two weeks prior to the start of school and are matched with a faculty mentor and a peer mentor, who they will continue to have contact with throughout their first semester. This program will follow students over their four years at Emmanuel.

4.0 PLANNING AND URBAN DESIGN FRAMEWORK

4.1 Neighborhood Context

Emmanuel is situated in the heart of the LMA. Emmanuel plans to continue to leverage its location within the LMA, with its commitment to advancing biomedical/life sciences research on both the Academic Campus and the Endowment Campus, through its relationship with Merck and BWH. The partnership with Merck has provided the LMA with a leading global pharmaceutical research facility in Merck Research Laboratories-Boston, while also providing the College's students with invaluable opportunities for scholarships and internships, as well as access to state-of-the-art equipment donated by Merck. The new relationship with BWH will provide the LMA with a leading research facility on Parcel C.

Emmanuel has also maintained strong relationships with the surrounding neighborhoods of The Fenway, Audubon Circle and Mission Hill, connecting the neighborhoods to the LMA through programs such as the Center for Science Education, which educate local youth in potential future career opportunities that may exist in the LMA. Other collaborative initiatives through the Jean Yawkey Center for Community Leadership, the Carolyn A. Lynch Institute and the Campus Ministry Office also help to bring the community and the LMA together.

Figure 4-1 depicts the LMA and its institutions. Figure 4-2 depicts land use surrounding Emmanuel's campus and 4-3 depicts building heights and open spaces in context.

4.1.1 Longwood Medical and Academic Area

The 213-acre LMA, bounded by The Riverway, The Fenway and Huntington Avenue, comprises one of the premier medical, research, academic and cultural communities in the world. This district of 23 leading institutions and organizations (including Emmanuel College) is also one of Boston's most important engines for economic development, job creation and education. More than 40,000 people work within the LMA, 18,000 students attend school in the community and more than one million patients visit the area's hospitals for medical care each year. The institutions that make up this relatively small part of Boston generate more than \$5 billion in annual revenues and have a combined payroll of more than \$1.8 billion.



EMMANUEL COLLEGE

Institutional Master Plan

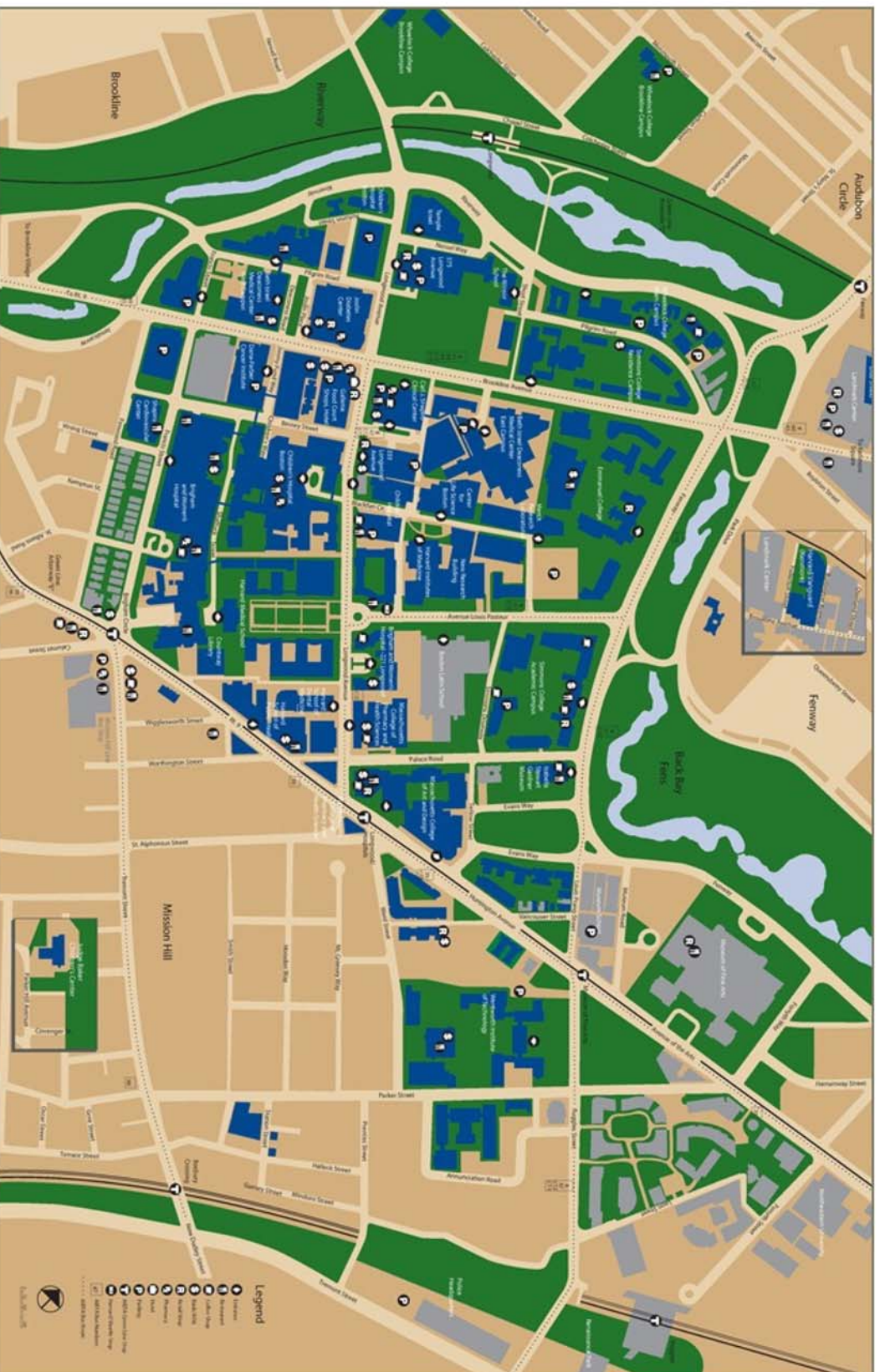


Figure 4-1
Longwood Medical
and Academic Area

Source:
Epsilon Associates, Inc.



Institutional Master Plan

Longwood Medical and Academic Area Fenway/Kenmore/Audubon Circle

Legend

- 1 Family Residential
- 2 Family Residential
- 3 Family Residential
- Apartment/Condos
- Mixed Use (Res./Comm.)
- Commercial
- Institutional
- Open Space
- Surface Parking
- Main Streets District
- MBTA Stations
- MBTA Surface Subway Lines
- MBTA Underground Subway Lines
- Commuter Rail
- Below Ground Commuter Rail
- Water Transit Facilities
- Water Transit Routes
- Bus Routes

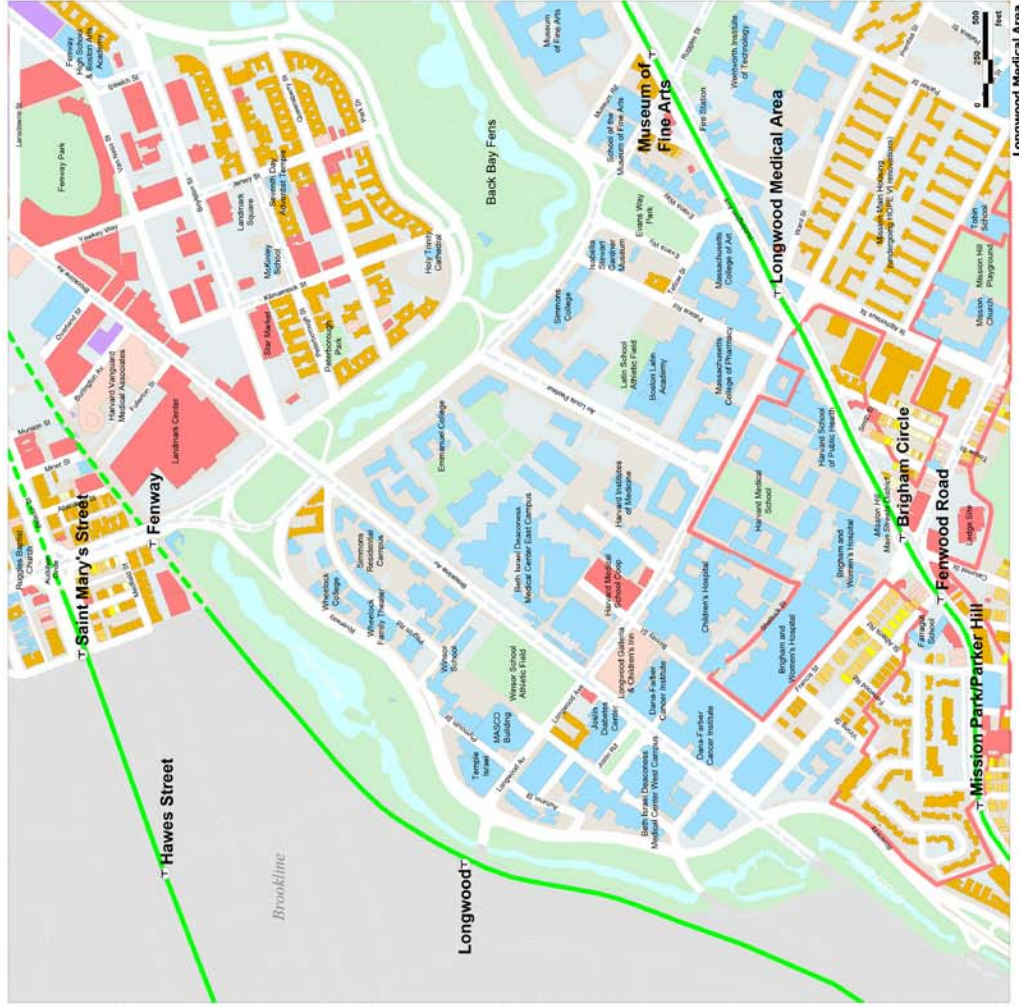


Figure 4-2

Land Use Surrounding
Emmanuel Campus

Source:
Epsilon Associates, Inc.



Building Heights
in Emmanuel's Context

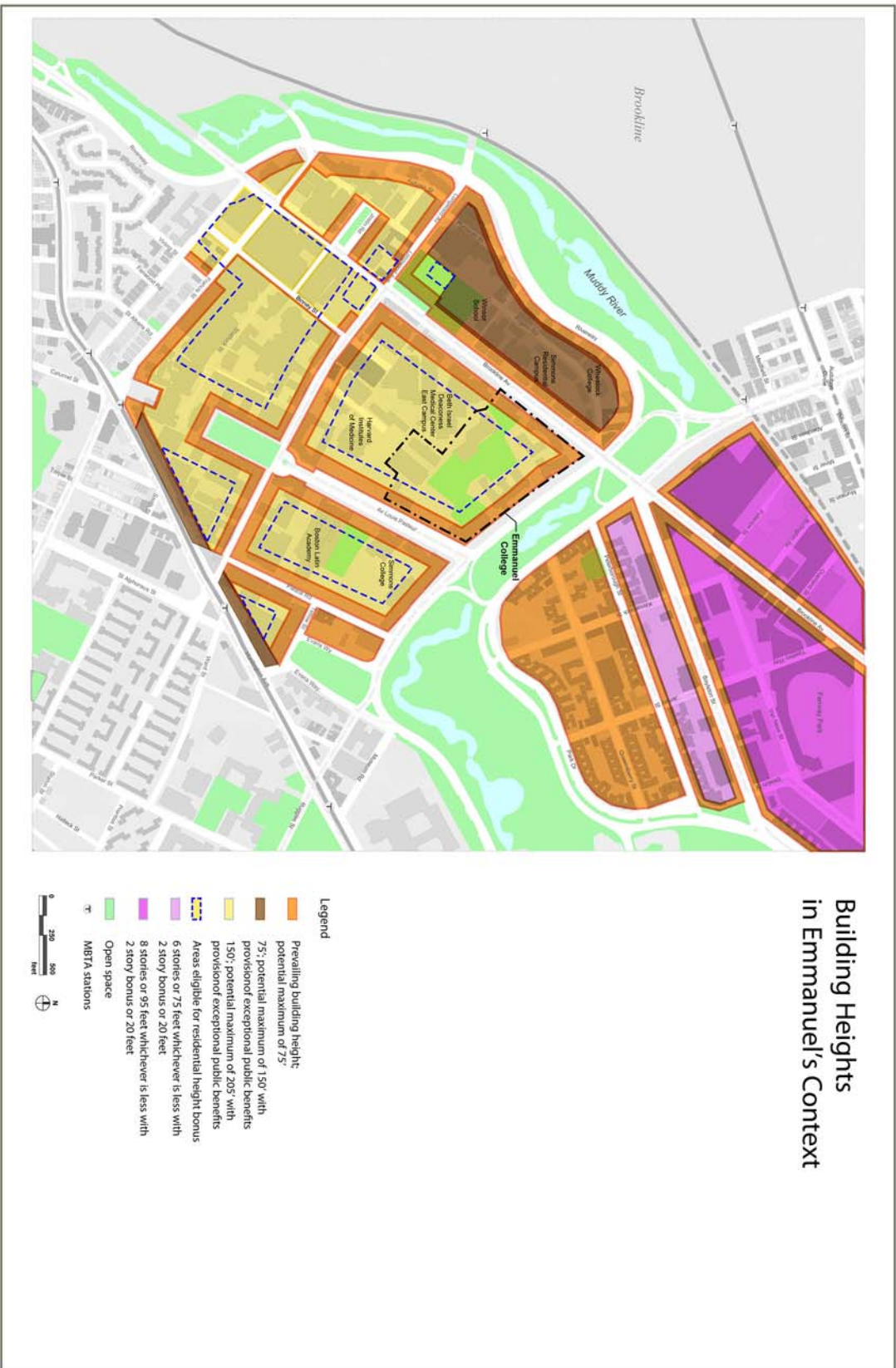


Figure 4-3

Building Heights in
Emmanuel's Context

Source:
Goody Clancy

4.1.1.1 Harvard Medical School, Teaching Hospitals and Research Institutions

The Harvard Medical School, School of Dental Medicine and School of Public Health, as well as five major Harvard teaching hospitals and health facilities, care for approximately half of all patients seeking hospital-based care in the city of Boston. These facilities are consistently ranked as the top hospitals in the United States. Emmanuel College's nursing and executive education programs complement these institutions by providing a component of the workforce training necessary to build the skill sets of some employees.

4.1.1.2 Cultural Institutions

The Isabella Stewart Gardner Museum at 289 The Fenway is just a short walk from the College. The museum houses an art collection of world importance, including significant examples of European, Asian and American art, from paintings and sculpture to tapestries and decorative arts. The recently expanded Museum of Fine Arts (MFA) is also within walking distance, less than a half-mile from campus. The MFA contains over 450,000 works of art, making it one of the most comprehensive collections in the Americas. Emmanuel College students can gain free access to both of these important institutions by using their Emmanuel ID card.

4.1.1.3 Primary and Secondary Schools Within the LMA

There are several primary and secondary schools located within the LMA. Boston Latin School, founded in 1635, is not only the oldest public school in America but also continues to rank academically as one of the best. It is a six-year college-preparatory school that focuses on a classical tradition for education. The Winsor School is an independent day school for girls in grades 5-12 that also has a strong academic record. The school enrolls approximately 430 students that come from more than 50 different communities in and around the city of Boston. In the spring of 2005, Emmanuel College collaborated with Fenway High School, one of Boston's small pilot schools, to create a Dual Enrollment Program. The program builds confidence and contributes to the academic success of urban high school students by providing the opportunity to enroll in undergraduate courses at the College for high school and college credit at no cost. Emmanuel also partners with Fenway High School to provide professional development courses and workshops that focus on standards-based education and the critical areas of literacy and mathematics. The College provides students from the nearby primary and secondary schools with access to the Yawkey Center gymnasium. The investment made in the Roberto Clemente Field through Emmanuel College and the Yawkey Foundation's partnership with the City of Boston has provided for a significantly improved field for Boston Latin School's athletics.

4.1.1.4 Medical, Academic and Scientific Community Organization (MASCO)

Emmanuel is an active member of MASCO, a non-profit organization established by its 23 member institutions with the mission to plan, develop and enhance the LMA for the benefit of the general public and its members. MASCO and its affiliates, MASCO Services, Inc., the Longwood Medical Area Child Care Center and Colleges of the Fenway, offer a wide range of services including area planning and development, parking and transportation services, group purchasing, shared business services, telecommunications and child care. MASCO's mission is to pursue programs that promote a

sense of community among its members and create and deliver services more effectively provided on a shared basis. For over 40 years, this type of cross-institutional sharing has been an ongoing priority for the Fenway area.

4.1.2 *Surrounding Neighborhoods*

Emmanuel is situated among three neighborhoods: The Fenway, Audubon Circle and Mission Hill. The neighborhoods are shown on Figure 4-4.

4.1.2.1 **The Fenway Neighborhood**

The Fenway neighborhood is located to the north and east of Emmanuel College. The area is often divided into East Fenway and West Fenway, with the Back Bay Fens and Muddy River running through the middle. The predominant building type is five- to six-story apartment buildings that were primarily constructed between 1880 and 1930. Several small retail establishments exist throughout the neighborhoods.



Traditional neighborhood streets of the West Fenway are framed by mature trees and four-story multi-family buildings.

The 2007 version of the Fenway Urban Village Plan identified five components that focused on building a robust and welcoming community: a sufficient and varied housing supply; access to public transportation and strategies to curb vehicular traffic; community-building facilities; a healthy business community; and access to quality open space. In the last few years, development in The Fenway has been increasing and is reflective of the business goals set forth in the plan. Recent developments include the renovation of the Landmark Center; the 2003 addition of Hotel Commonwealth that replaced a number of mixed-use buildings in Kenmore Square; and the 576-unit, 17-floor Trilogy apartment building on Brookline Avenue and Boylston Street, part of which includes housing for both Harvard affiliates as well as income-certified Boston residents.

Other developments in The Fenway have recently begun construction or are being planned. Construction has started on the Parcel 7 Air Rights Project over the Massachusetts Turnpike. When completed, this project will include approximately 1.1 million square feet of residential, office, retail and parking uses within five buildings adjacent to an improved Yawkey Commuter Rail Station. Planned developments include a mixed-use (290 residential units, 225,000 SF of office, and some retail) project at 132 Brookline Avenue and 1325 Boylston Street, being proposed by Samuels Associates.

The increased retail presence along Boylston Street and its evolution into a more walkable neighborhood main street has had a profound impact on the work/social patterns of Emmanuel College students. It has become a primary destination, and the students' presence contributes to the growing vitality of this area.

The use of "Fenway Cash" preloaded onto the official identification card of the six member colleges of the Colleges of the Fenway, which is issued to all students, faculty and staff, generates over \$2 million dollars in local spending each year, of which a large portion is expended in support of LMA and Fenway-area businesses.

The Back Bay Fens, a component of the Emerald Necklace system of parks and boulevards that was designed by Frederick Law Olmsted in 1879, is the neighborhood's most important open space/recreational resource and provides a beautiful wooded setting for Emmanuel College's front door. Included within the Back Bay Fens are the oldest remaining wartime Victory Gardens planted by citizens; the Kelleher Rose Garden; and World War II, Korean and Vietnam War memorials. It also includes the recently renovated Roberto Clemente Field, an important community athletic resource.

In 2001, the Emerald Necklace Master Plan was updated and set out to clearly define an action plan for each portion of the park system. An initiative for restoring the Olmsted Muddy River Park and Parklands that began in the late 1970s and 1980s is now nearing the construction phase. A key component, under the authority of the Army Corps of Engineers (USACE), includes not only protection from a 20-year flood event, but also the restoration of The Fens so that it will be closer in general landscape, bridges and plantings to the original Frederick Law Olmsted design. Currently, in the area near the Landmark Center (also known as the Sears Rotary), where The Riverway, The Fenway, Park Drive, Brookline Avenue and Boylston Street all converge, the Muddy River disappears under the roadways into two 8-foot-wide culverts. As part of the project, the river will once again see daylight while flowing through new, wider culverts as water makes its way to the Charles. The USACE is expected to solicit proposals for the construction of the Phase 1 Project in the very near future. When completed, the project will transform a major gateway to Emmanuel College.



The West Fenway's Boylston Street corridor is undergoing a transition from auto-oriented development to mixed-use pedestrian-oriented development, with significant amounts of new housing.

4.1.2.2 Audubon Circle

Audubon Circle is a small historic residential neighborhood located between Brookline on the west, Kenmore and Fenway Park on the east, the Massachusetts Turnpike and Boston University to the north, and the Back Bay Fens to the south. The neighborhood is known for the diversity of its residents which includes renters, young legal and medical professionals residing in new high-rise apartment buildings, and families whose roots in the neighborhood go back generations. Audubon Circle has a number of restaurants and retail shops in the neighborhood that are frequented by Emmanuel College students.



EMMANUEL COLLEGE

Institutional Master Plan

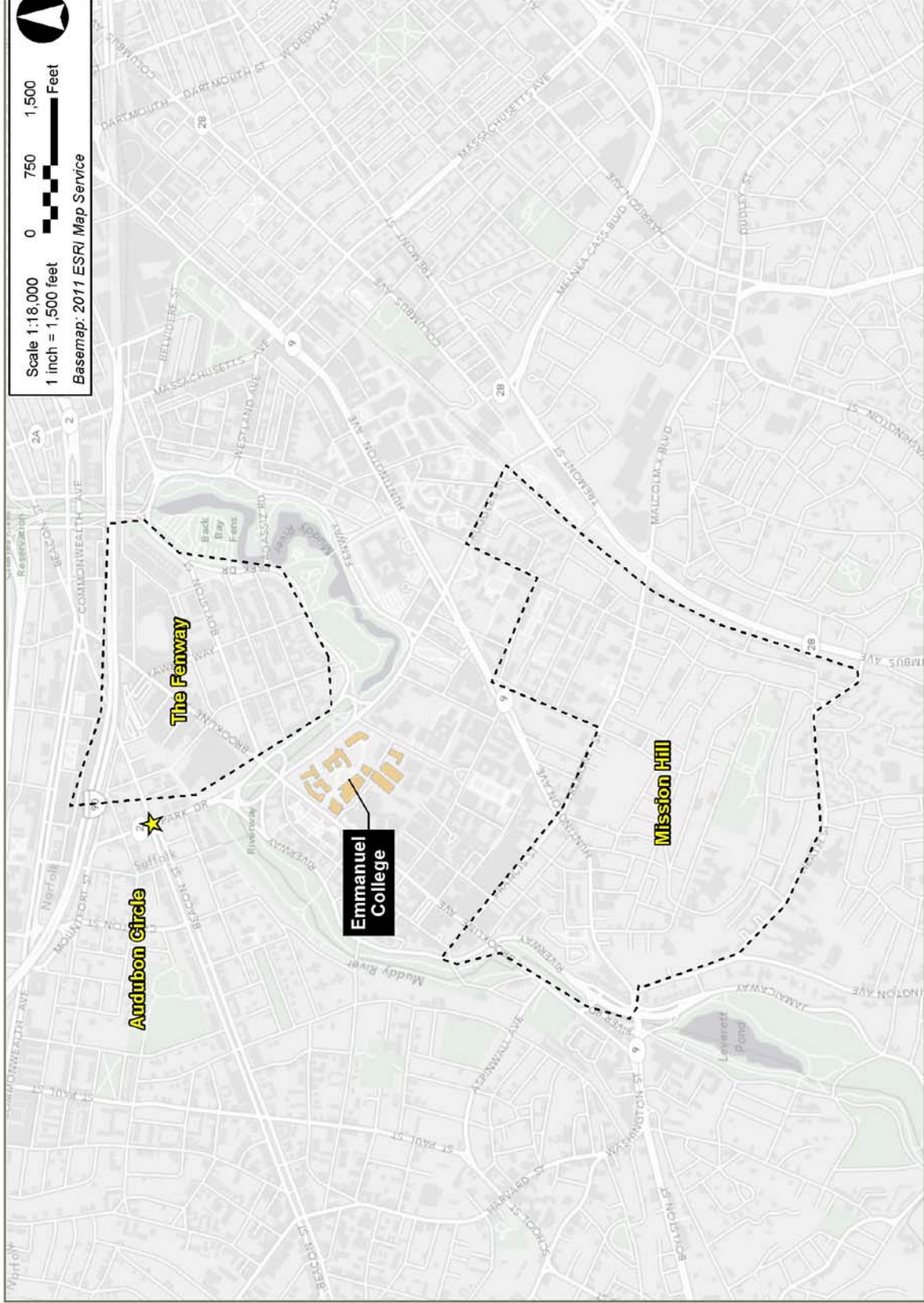


Figure 4-4
Surrounding
Neighborhoods

Source:
Epsilon Associates, Inc.

4.1.2.3 Mission Hill

Mission Hill is a one-square-mile neighborhood located to the south of the College. It is generally bounded by Columbus Avenue and the Roxbury neighborhood to the east, Longwood Avenue to the northeast and The Riverway/Jamaicaway and the town of Brookline to the west. Approximately three-quarters of this neighborhood is residential and made-up of privately owned one- to three-family buildings as well as a number of multi-family buildings built from the 1940s through the 1960s. Mission Hill's 18,000 residents are racially and economically diverse and over the years have developed strong relationships with Emmanuel College and its students.

The College is involved with Sociedad Latina, a Mission Hill-based organization that cultivates leaders among Latino youth. Each year, The Jean Yawkey Center for Community Leadership provides two yearlong, selective, paid internships at Sociedad Latina to work with youth on education reform, advocacy and community organizing. Emmanuel College sponsors Sociedad Latina's annual Three Kings Day Celebration and also supports the Mission Possible! College Access Program, which makes higher education a reality for some of Boston's most at-risk youth. Emmanuel students also dedicate their time to Our Lady of Perpetual Help Mission Grammar School, working as student teachers and volunteering on the annual New Student Day of Service and the annual Spring Day of Service. Members of the Education Club also interact with Mission Grammar students in their after-school program. Emmanuel College and the Jean Yawkey Center for Community Leadership provide gym space for practice and home games during the OLPH Mission Saints boys' basketball season as part of Emmanuel's youth program. The College also supports ABCD Parker Hill/Fenway Neighborhood Service Center in its SummerWorks program. The program provides low-income local youth, ages 14-21, with meaningful summer jobs, education, counseling and leadership training. Each year, Emmanuel sponsors the placement of several youth at participating worksites, creating a strong partnership between young residents of the neighborhood and the surrounding institutions.

4.2 Context for Planning/Consistency with Other Plans

4.2.1 Introduction

The Emmanuel 2000 IMP continues to shape the campus trajectory moving forward. A key portion of the plan stated that "Since Emmanuel College first opened its doors in 1919, the LMA has grown behind it and the skyline of Boston has grown in front of it. Emmanuel College's campus must strike a balance among its various roles in the community: as a key contributor to the setting for the historic Fens; as a community of learning—a contemplative space for learning, living and enjoying community; and as an architectural moderator between the intensity of the LMA and the green space of the Back Bay Fens." An additional urban design goal seeks to "contribute to the emergence of a multi-sponsor research center along the Blackfan Street corridor." Emmanuel's evolution since 2000 has helped fulfill each of these roles in balance with one another. As it moves forward, a balanced approach toward these roles will continue to guide Emmanuel's campus investments and operations, and the strategic plan for the 17-acre campus reflects this balance.

In response to the request of the Scoping Determination, examples of specific initiatives through which Emmanuel furthered the Emmanuel 2000 IMP urban design goals are provided in Table 4-1.

Table 4-1 Urban Design Goals Furthered by 2000 IMP

Urban Design Goal	Supporting Initiatives by Emmanuel College
<p>Preserve and enhance the college’s role as a lower scale, more highly landscaped, gateway to the LMA</p>	<p>Enhanced Emmanuel’s iron fencing and signage along its Fenway edge. Preserved existing mature trees and lawn plantings. Completed significant, phased renovations of the historic Administration Building to add to the building’s capacity as a center for teaching, administration and student life while maintaining its historic character along the Fens.</p>
<p>Enhance the quality of Emmanuel’s Academic Campus as a community of learning, including its open spaces and connections to the surrounding LMA and Fenway communities</p>	<p>Created the Jean Yawkey Center with a variety of student life spaces for formal and informal interaction among students, faculty and staff to further academic and social interchange. Created the Maureen Murphy Wilkens Science Center with laboratories adding science teaching and research capacity, and with informal gathering spaces and generously glazed laboratory and classroom spaces to foster academic interaction outside of the classroom. Implemented award-winning landscape enhancements to the Main Quadrangle, including outdoor gathering spaces at a variety of scales, preservation of mature trees and planting of new ones that continue the tree canopy of The Fenway.</p>
<p>Contribute to the emergence of a multi-sponsor research center along the Blackfan Street corridor</p>	<p>Entered into an agreement with Merck Pharmaceuticals enabling the company to erect a major research building on Blackfan Street, which was completed, and to permit a second research building on Parcel A at the corner of Blackfan and Avenue Louis Pasteur.</p>
<p>Provide a transition from the intensity of this research center, together with the adjacent hospitals and research institutions, to the natural character of the Fens and Muddy River and The Fenway neighborhood</p>	<p>Shaped the architectural form of Merck Research Laboratories-Boston to step down to the height of traditional campus buildings, approximately five stories, where it abuts them, and rise tall to help define the east gateway to the Blackfan research corridor. Emmanuel’s Academic Campus preserves deep lawns and mature trees to continue the verdant character of The Fenway into the LMA.</p>
<p>Preserve and enhance the special character of each element of the public realm surrounding the College, including streets and sidewalks as well as the Fens and the Muddy River</p>	<p>Invested in improved facilities and maintenance at Roberto Clemente Field to enhance this important center of community activity in the Back Bay Fens. Development of Merck Research Laboratories-Boston provided street and sidewalk improvements to Blackfan Street including an extension to Avenue Louis Pasteur, integrating it into the larger LMA street network. Emmanuel has helped accommodate a Hubway bike station to encourage biking and walking instead of automobile travel in the LMA and surrounding neighborhoods.</p>

The proposed Emmanuel 2012 IMP builds on this strong foundation and adds four planning and design principles that address not only the architectural relationship of the campus to its urban context addressed in the Emmanuel 2000 IMP urban design principles, but also the role of the architecture in facilitating and celebrating the learning process at Emmanuel.

- ◆ Provide programming that mixes formal and informal learning spaces.
- Because “70 percent of learning takes place outside of the classroom” (Persis Rickes, Rickes Associates academic space analysts), informal meeting spaces in residence halls, student-life centers, outdoor campus spaces and academic spaces alike are essential spaces for student growth.
- Today’s students increasingly value learning in group settings, underscoring need for spaces that welcome students for a combination of study and social experiences.
- ◆ Use transparency to communicate discovery, excitement and social interaction in and around every building.
- Significant visual connections between indoors and outdoors, and within buildings, expand opportunities for social interaction on campus—student-to-student, student-to-faculty, faculty-to-faculty and with other staff.
- These visual connections further invite Emmanuel’s own community and its neighbors and visitors to understand the full extent of learning and research taking place at Emmanuel.
- ◆ Create architecture that honors the College’s Administration Building and expresses Emmanuel’s vitality.
- The design of the campus should make connections across time and style, integrating and celebrating the rich history of architecture, landscape and urbanism on and around the campus.
- New spaces and forms should be inspired by the culture of today as they honor treasured places around them.
- ◆ Practice urban design that expresses the BRA’s guidelines and integrates Emmanuel College more fully into its LMA and Fenway setting.
- The extensive activity and opportunity in Emmanuel’s urban setting are some of Emmanuel’s most important assets as a learning institution. Ongoing evolution of campus buildings and outdoor spaces should further reinforce vitality and quality of life in the LMA, Fenway and City of Boston as a whole.

- Emmanuel’s buildings have an important role to play in their situation at the edge of the LMA, mediating between the lower building heights of The Fenway and other street edges and the greater heights along Blackfan Street, and always addressing pedestrian scale. Just as important, landscape, buildings and the activities they contain should intentionally engage and welcome pedestrians along campus edges.

These principles will shape projects that enhance their surrounding context as much as they advance Emmanuel’s educational mission.

4.2.2 *Zoning/Regulatory Context*

In accordance with Section 80D-1 of the Code, the purpose of Institutional Master Plan Review is to provide for the well-planned development of Institutional Uses in order to enhance their public service and economic development role in the surrounding neighborhoods. Institutional Master Plan Review recognizes that Institutional Uses need to expand and renovate their facilities more frequently than do other uses, and that the cumulative effects of incremental expansion may be greater than, or different from, the effects of each project individually. To assess these cumulative impacts and determine appropriate community benefits, Institutional Master Plan Review examines the combined impacts of an Institution’s overall development program and affords the public the opportunity for review and comment.

In accordance with the provisions of Section 80D-3.2 of the Code, this Emmanuel 2012 IMP provides a description of the land, buildings and other structures occupied for Institutional Uses of the institution as of the date of submission of the plan. In accordance with Section 80D-6 of the Code, “the institutional master plan area shall apply on an overlay basis and may include non-contiguous elements located in one or more districts or sub-districts.” In addition to the foregoing, this Emmanuel 2012 IMP is the result of comprehensive planning and is subject to the imposition of development and design guidelines by the BRA. This Emmanuel 2012 IMP will serve as a framework for Emmanuel’s ten (10) year campus planning and development strategies through 2022.

This Emmanuel IMP provides a process for the implementation of Emmanuel’s goals in a public context with city and community review. In recognizing the relationship between the underlying zoning and institutional master plan review, Section 80D-11 of the Code provides that any use or structure that has received a Certification of Consistency pursuant to Section 80D-10 from the Director of the BRA and, if applicable, has also received a Certification of Compliance under Large Project Review (Section 80B), shall be deemed to be in compliance with the use, dimensional, parking and loading requirements of the underlying zoning, notwithstanding any provision of the underlying zoning to the contrary and without the requirement of further Zoning Relief. Therefore, although a Proposed Project may not conform with the dimensional and use regulations set forth in the underlying zoning, such proposed project would be considered to be in compliance with such use and dimensional requirements, provided that the Proposed Project is reviewed and approved under Institutional Master Plan Review pursuant to Article 80, Section 80D of the Code, and has received a Certification of Consistency pursuant to Section 80D-10 of the Code.

4.2.3 LMA Interim Guidelines

In 2002, the BRA and the Office of Jobs and Community Services (OJCS), in conjunction with the Boston Transportation Department (BTD), initiated a master planning process for the LMA. In 2003, the BRA adopted a set of LMA Interim Guidelines to inform the BRA's considerations while reviewing proposed projects pursuant to Article 80 of the Boston Zoning Code.

The Interim Guidelines are designed to accomplish the following:

- ◆ Require institutions and developers contemplating development in the LMA to comply with certain fundamental principles of good planning in the areas of transportation, urban design and workforce development as described herein;
- ◆ Accommodate near-term institutional growth while addressing residents' concerns for quality of life and employment opportunities by overlaying specific development guidelines regarding transportation, urban design and workforce development;
- ◆ Control growth in the LMA to create a better physical environment and an improved quality of life through improvements in the public realm and an enhanced transportation infrastructure;
- ◆ Set a new standard in how development will improve Boston residents' opportunities for jobs, housing, education and business development;
- ◆ Provide the immediate context within which a long-term master plan for the LMA will be developed through an approximately 18-month public process; and
- ◆ Protect the viability of the LMA for the future by managing growth in the near-term, while encouraging institutional growth and opportunities in other locations suitable to accommodate and benefit from these industries.

The manner in which the Proposed IMP Projects specifically address the LMA Interim Guidelines is explained in Section 5.4.

4.2.4 Other Neighborhood Plans

In addition to the LMA Interim Guidelines, Emmanuel has considered two other neighborhood plans when developing this Emmanuel 2012 IMP: the Fenway Urban Village Plan and the Emerald Necklace Master Plan. The College's planning is consistent with all guidelines and principles set by the LMA, the Fenway Community Development Corporation and the Emerald Necklace Conservancy, including the College's continued support of the Kelleher Rose Garden and the maintenance of Roberto Clemente Field, both of which are part of the Emerald Necklace. More detail on these two planning efforts is presented below.

The Fenway Urban Village Plan. The Urban Village Plan, completed in 1999 and updated in 2008, is a neighborhood-based, smart-growth plan created by the Fenway Community Development Corporation. Its purpose is to transform the neighborhood into an urban village that they define as “a self-sustaining environment where people can live, work, shop, and entertain in a single urban area.” The plan identifies the following five components necessary to achieve the vision of the plan:

- ◆ A sufficient and varied housing supply;
- ◆ Excellent access to public transportation and curbs on vehicular traffic;
- ◆ Community-building facilities such as a community center;
- ◆ A healthy business community serving local residents and visitors alike, while providing employment opportunities; and
- ◆ Easy access to open space and a responsible level of impact upon the environment.

Emmanuel College recognizes the importance of supporting the vision of the neighborhood, and in fact, many of Emmanuel College’s own planning goals correlate well with them. These include investments in public open space, increasing on-campus housing and strengthening relationships with the local business community. For example, the College is actively pursuing the construction of additional on-campus housing and is working to strengthen ties with the local business community through participation in MASCO and such programs as the Fenway Card (see Section 1.7.3).

The Emerald Necklace Master Plan. Developed between 1878 and 1895 by the firm of Frederick Law Olmsted, the Emerald Necklace is a series of interconnected parks and boulevards that includes the Back Bay Fens, which provides a gracious and verdant setting for Emmanuel’s “front door” to the city. The Emerald Necklace extends in two directions from the Back Bay Fens to include the Boston Common, Commonwealth Avenue Mall, Jamaica Pond, Arnold Arboretum and Franklin Park. This system of open spaces is the backbone of Boston’s park resources, and it has earned national and international recognition for its landscape design and value to its urban context.

Emmanuel recognizes the value of having the Emerald Necklace right outside its doors and strives to enhance its campus to complement the features of the Necklace. For example, the improvements to the Cardinal Cushing Library will create prominent glazed façade areas at the corner of The Fenway and Avenue Louis Pasteur so that Emmanuel students will have the benefit of views of the Necklace and pedestrians along The Fenway will see the student activity of the library. The project will also include updated landscaping complementing the character of The Fenway.

In addition to these types of campus improvements that benefit the Necklace and the Fenway neighborhood, the College has also invested directly in the Necklace by contributing \$4 million to restore Roberto Clemente Field at the Joseph Lee Playground in the heart of the Necklace.

4.3 Future Needs and Objectives

As described in Section 1.9, the Emmanuel 2012 Master Plan goals are to:

- ◆ Leverage the Endowment Campus to support the academic mission;
- ◆ Reincorporate Parcel A, formerly located within the Endowment Campus, into the Academic Campus and rededicate the site for College uses, which shall be the subject of a future IMP Amendment;
- ◆ House approximately 76 percent of students on campus, providing sophisticated housing that will retain upper-class students;
- ◆ Accommodate undergraduate growth to a 2,200-student campus;
- ◆ Provide state-of-the-art learning spaces and technology;
- ◆ Increase academic and student-life space to address current limitations; and
- ◆ Provide additional green space by removing up to 71 parking spaces from the surface lots outside of the residence halls and expanding the Main Quadrangle.

These goals have been shaped foremost by the increasingly sophisticated needs of students and the types of living and learning environments that will prepare them to succeed. These environments require a new generation of residential and academic facilities characterized by modern, suite-style housing, multipurpose spaces for group activities; blended social/academic spaces; breakout spaces for study and project work; collaborative and interactive learning spaces; faculty technology training laboratories; and instructional tools extending beyond the classroom, including smartboards and video screens.

4.3.1 *Residential and Student-Life Space*

Since becoming coeducational in 2000, Emmanuel has experienced an 11-fold increase in applications for admission and its enrollment has more than tripled to 1,765 full-time undergraduate students. Over the term of this Emmanuel 2012 IMP, Emmanuel foresees growing enrollment further to 2,220 full-time students. At the same time, Emmanuel plans to increase the percentage of undergraduate students housed on campus from the current 67 percent to approximately 76 percent. To accomplish this over the term of the Emmanuel 2012 IMP, the College plans to construct a new 275,000 SF, 720-bed residence hall, Julie Hall, of which 220 beds will be replacement beds from the existing Julie Hall. A portion of the second floor and the upper floors will contain approximately 500 new student beds in a variety of room formats, a mix of suite options along with traditional corridor-style dorms, as well as associated social and living/learning spaces.

Approximately 15,000 SF of student-life space is also desired, to be achieved primarily through the proposed Julie Hall building as well as through improvements to existing facilities. The ground,

second and/or basement floors of Julie Hall will contain meeting space for student organizations and academic, student life and outreach activities, and additional spaces serving a variety of meeting and teaching needs. Program goals include additional study/meeting rooms; an improved commuter lounge; larger fitness center; dance/martial arts studio; and storage.

Emmanuel also desires approximately 20,000 SF of food service space to expand its heavily-used dining facilities, which serve a number of non-Emmanuel students from other Colleges of the Fenway in addition to Emmanuel's own students. The ground level of Julie Hall will significantly expand Emmanuel's student dining areas and related servery and kitchen space, which are located directly adjacent in the Jean Yawkey Center and Marian Hall.

4.3.2 Academic Space

The College also seeks to add approximately 86,000 SF of new academic space to address current space shortfalls and modest enrollment growth over time, to be achieved primarily through a 58,200 SF net addition to the Cardinal Cushing Library. The new portion of the building will contain a 300+ seat lecture hall, which will replace a smaller existing one. In addition, there will be classrooms, faculty offices and a series of informal meeting spaces placed prominently at the corner of The Fenway and Avenue Louis Pasteur. The existing building, approximately 51,800 SF in size, will be reduced in size through demolition of approximately 17,800 SF, and the remaining portion of approximately 34,000 SF will be renovated. The building will be expanded with an addition of approximately 76,000 SF for a total building area of approximately 110,000 SF and a net increase of approximately 58,200 SF. Additional new academic space planned in Julie Hall will accommodate the balance of Emmanuel's academic space needs.

4.3.3 Parcel A – Reincorporated into Academic Campus

Emmanuel has included Parcel A in this IMP, which consists of a parcel of land containing approximately 55,759 square feet and was originally approved under Articles 80B and 80D of the Code in the 2000 IMP for a 166,000 SF research building to be undertaken by CJ, the predecessor to the present ground lessee, Merck. However, this project was never built and the Emmanuel 2000 IMP has expired. Emmanuel intends to reacquire ownership and control from Merck of Parcel A and dedicate Parcel A to College uses in accordance with Article 80D of the Code as a future IMP Amendment. The previously approved but expired dimensional limitations for Parcel A, which include an FAR of 3.0, a maximum building area of 166,000 SF, 145 parking spaces, a height of 88 feet and a massing conforming to the LMA guidelines, will be the controlling aspects of any future academic building on Parcel A. For many years, Emmanuel has utilized most of Parcel A for faculty and staff parking. Currently, there are 125 surface parking spaces on Parcel A that are used by Emmanuel. Under future conditions, Emmanuel has the right to construct up to 145 spaces on Parcel A as part of a future IMP Amendment.

4.3.4 Parking

In connection with the construction of Julie Hall, Emmanuel will also construct 200 parking spaces (129 net new spaces) underneath the new residence hall, allowing Emmanuel to take out of service up to 71 existing surface parking spaces that are located in various smaller lots around the campus.

The parking spaces are intended to accommodate a modest increase in staff that is expected during the term of the Emmanuel 2012 IMP – and also accommodate longer-term growth needs into the future, as the opportunities to control parking to support the Academic Campus into the future are very limited. These spaces are also intended to support other important Emmanuel operational needs and functions, including parking for parents and visitors for performances, sporting events and Commencement; parking for prospective students and their parents visiting for admissions events; and other needs requiring on-site parking that are difficult to accommodate during weekdays.

The location of these spaces at Julie Hall is logical, as it will allow the College to take advantage of the existing vehicle access scheme that takes motorists from their secured main entrance to the rear of the campus where most of its on-campus parking spaces are currently located (underneath the Jean Yawkey Center).

Under existing conditions (including its approved projects that have not yet been constructed), Emmanuel's campus-wide parking ratio is 0.75 spaces per 1,000 gross square feet. This rate is consistent with the LMA's Interim Guideline of 0.75 spaces per 1,000 GSF of development. With the implementation of the Emmanuel 2012 IMP projects, Emmanuel's campus-wide parking ratio is calculated to decrease from 0.75 to 0.65 spaces per 1,000 GSF of development.

4.4 Application of the Planning and Urban Design Principles

4.4.1 Use and Activity

Three main principles organize placement of campus building program.

- ◆ Student residences should collectively form a student neighborhood. Emmanuel's residence halls are grouped adjacent to one another in a dedicated area between the Main Quadrangle and Brookline Avenue. The proximity of the buildings and their intervening green spaces help students develop strong social bonds and a sense of college community. The placement and design of proposed Julie Hall, and longer-term development of a new residential quadrangle, will reinforce Emmanuel's student neighborhood.
- ◆ Academic, administrative and student life spaces alike benefit from overlap of multiple activities and departments that foster daily interchange among diverse students, faculty and staff. The Administration Building and the contiguous Maureen Murphy Wilkens Science Center combine administration functions with numerous classrooms, laboratories, the College Chapel and Muddy River Café. The Cardinal Cushing Library combines library and teaching space, and its proposed addition will include additional informal social space. Marian Hall's classrooms are directly linked into the athletic, dining and other student life facilities of the Jean Yawkey Center. Development of proposed Julie Hall will further integrate student

residence and meeting spaces into this combined facility, achieving a still stronger integration of living and learning in the daily lives of students.

- ◆ Endowment Campus research activities are best located adjacent to Blackfan Street and where they are closest to the LMA's other research facilities. This placement takes advantage of the strong synergies that occur among research activities that are within walking distance of each other, as well as increased height that maximizes growth opportunity for research-related jobs in the LMA. Emmanuel's Endowment Campus provides vital financial resources to support its academic mission.

Figures 4-5a through 4-5d illustrate the evolving placement of campus uses and activities from the Emmanuel 2000 IMP to today, 2022 and the longer term.

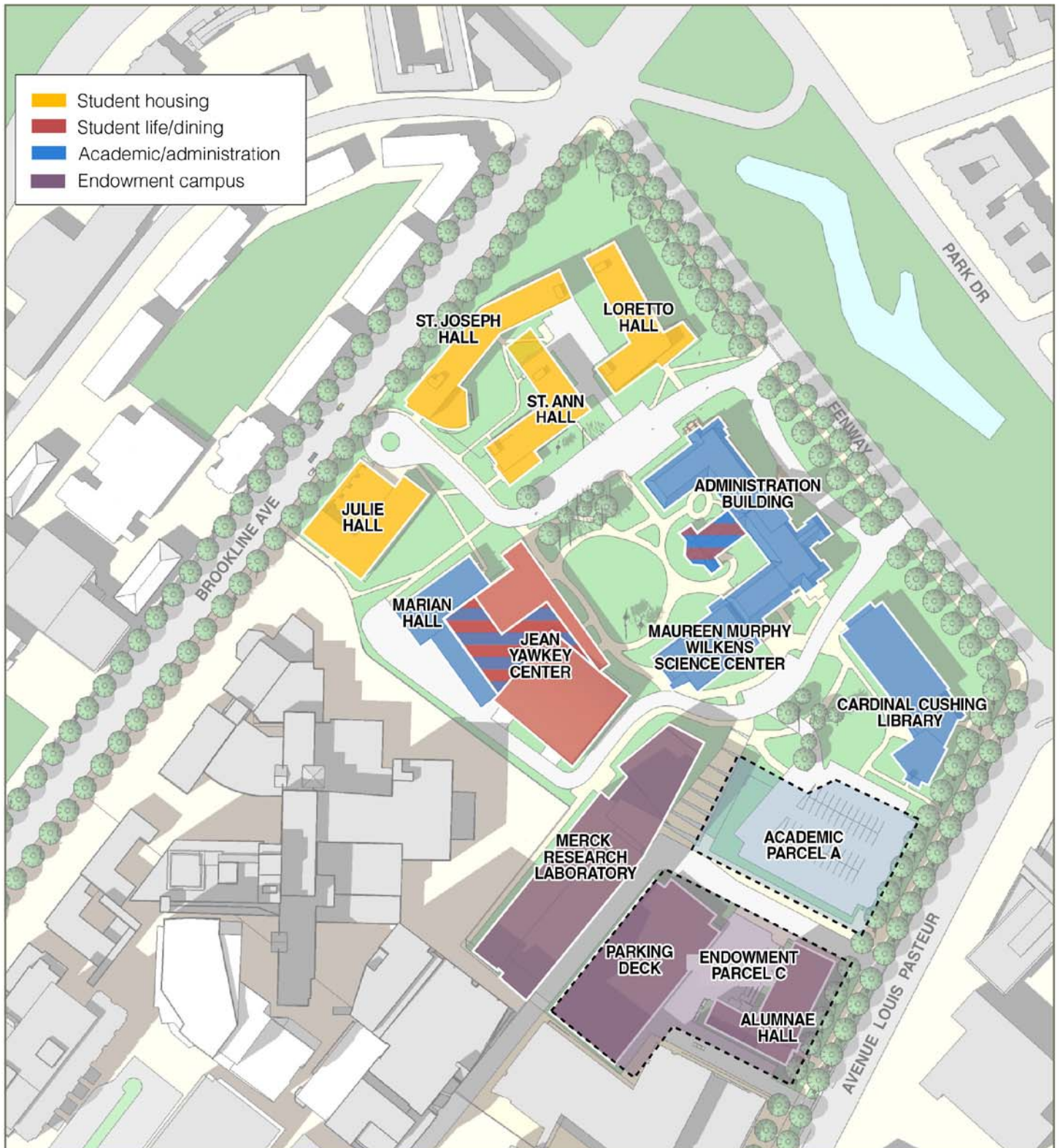


Figure 4-5a

Emmanuel Campus Activity Locations, Existing

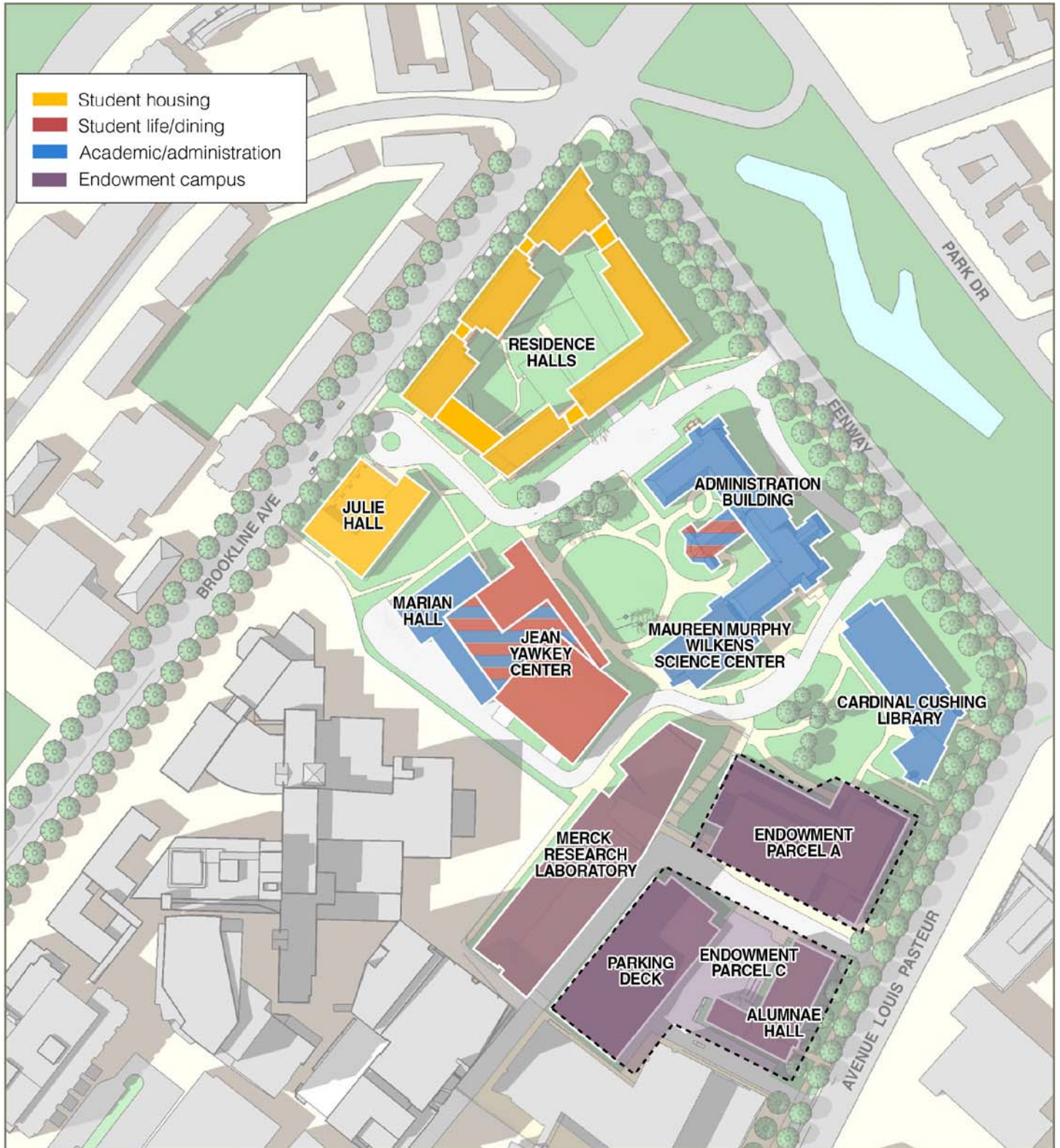
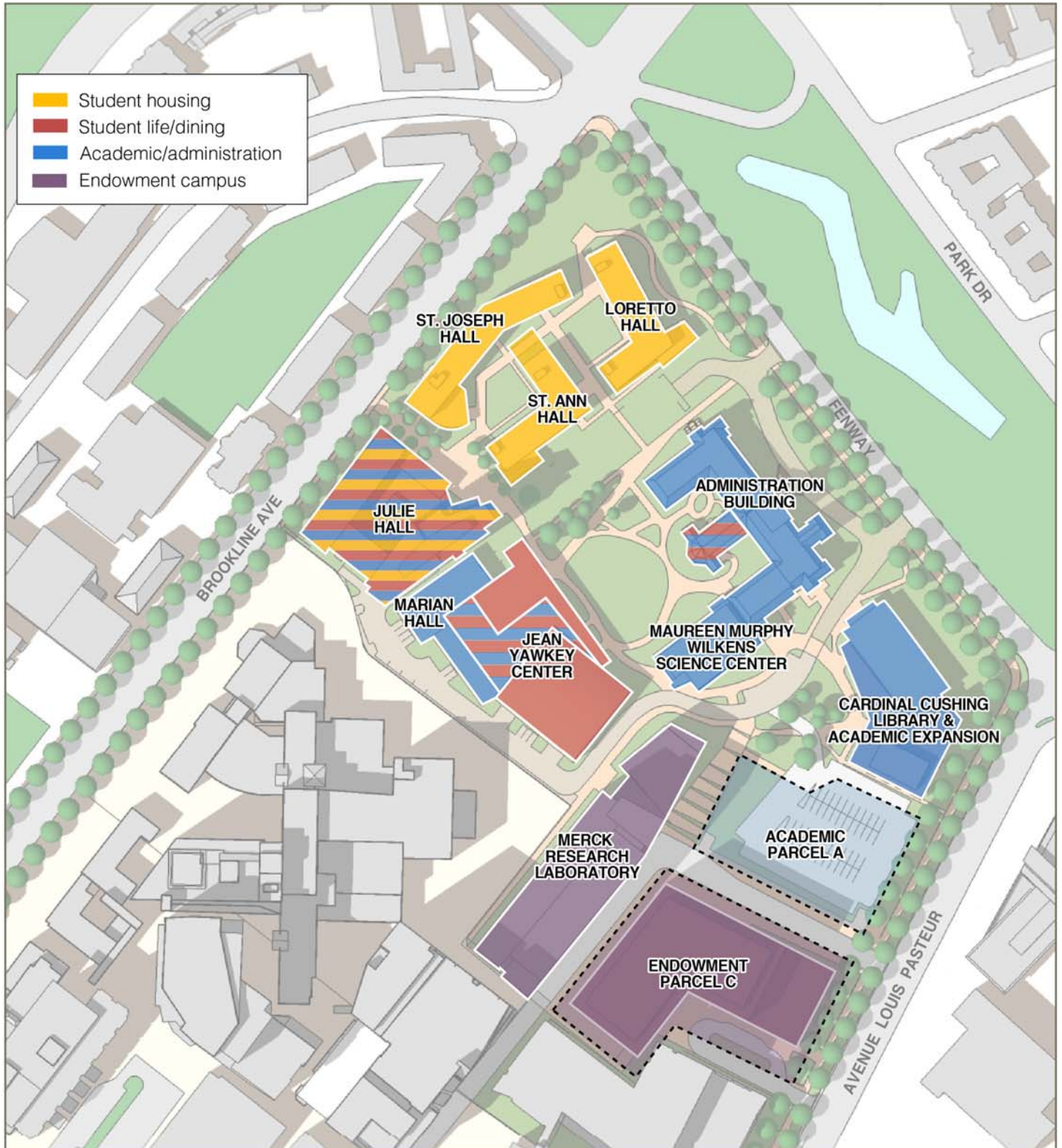


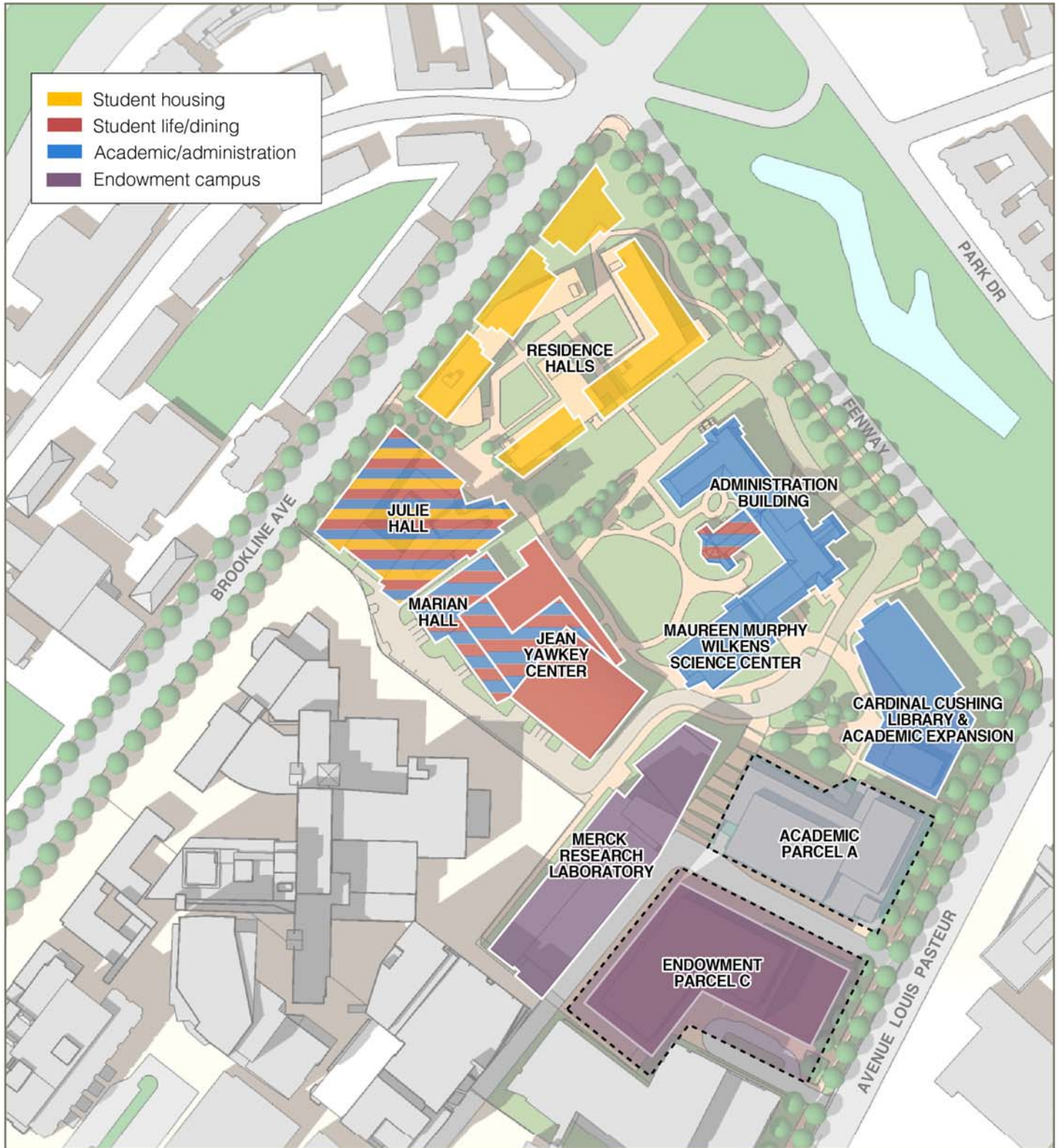
Figure 4-5b

Emmanuel Campus Activity Locations, Permitted Under 2000 IMP



Source:
Goody Clancy

Figure 4-5c
Emmanuel Campus Activity Locations, 10-Year Plan



Source:
Goody Clancy

Figure 4-5d
Emmanuel Campus Activity Locations, Longer Term

4.4.2 Access

Emmanuel’s approach to campus access balances the twin goals of maintaining convenient access at multiple points between the campus and its surrounding context, and keeping the campus a secure and safe environment for student life and learning. The campus plan includes five access gateways of three main types described below (see Figures 4-9a through 4-9d locating these gateways on current and future campus plans). The campus plan enhances the visual permeability of the campus at each gateway through enhanced landscaping, added glazing on new buildings and/or adding architectural focal points, while maintaining the distinction of the gateways as clear thresholds between campus and public space. Figures 4-6 through 4-8 depict Emmanuel’s pedestrian gateways from Avenue Louis Pasteur, Brookline Avenue and The Fenway.



The Merck Research Laboratories-Boston and Wilkens Science Center buildings provide visual focal points from the east Institutional Gateway on The Fenway.

Institutional Gateways – Emmanuel’s “front doors” to Boston. These main entrances to the campus from The Fenway—the front of the campus—are clearly marked by broad gates in the perimeter iron fence, and pedestrian-scaled signage. They are important to the visitor’s first impression of Emmanuel and provide critical day-to-day access for staff, faculty and students as well. The eastern Institutional Gateway provides the sole regular vehicular access to campus as well as pedestrian and bicycle access, while the western Institutional Gateway provides just pedestrian and bicycle access (as well as emergency vehicle access). The master plan will make internal pedestrian access to the western gateway safer and more convenient with a stronger presence of pedestrian walks relative to driveway and parking areas. It will also add a tall focal point visible inside the campus from this gateway—Julie Hall—as a counterpart to the tall focal point provided by the Merck building from the eastern Institutional Gateway.

Engagement Gateways – Emmanuel’s “side doors” to Brookline Avenue and Avenue Louis Pasteur. These smaller-scale pedestrian-only gates in the iron perimeter fence are

customarily open for convenient access to these streets, bus stops on Avenue Louis Pasteur and Brookline Avenue served by the MBTA and LMA Shuttle, and the other Colleges of the Fenway, although Emmanuel reserves the right to close the gates for security purposes if necessary. Through formal relationships among the Colleges of the Fenway, students in other colleges frequently come to the Emmanuel campus for classes, dining and recreation, while many Emmanuel students likewise walk to other campuses for academic and other activities. Some Simmons College students pass

through the Emmanuel campus to travel between the academic and residential portions of the Simmons campus. Julie Hall will transform the Brookline Engagement Gateway, creating a pedestrian plaza inside the gate in place of the current vehicle turnaround. New large ground-floor windows onto actively used space within Julie Hall will face Brookline Avenue across a landscaped setback, distinguishing this gateway by celebrating visibility of activity within campus and in the adjacent city. This space has potential to host community events, supporting Emmanuel's tradition of providing campus space for community outreach. The windows will also enhance safety by providing more lighting and "eyes on the street." The Avenue Louis Pasteur Engagement Gateway will be framed by the planned academic expansion to Cardinal Cushing Library and development of Parcel A. These developments will replace blank walls and a parking lot with ground floor glazing flanking the gateway, making it a place of activity and safety like its Brookline Avenue counterpart.

Research/Academic Gateway – The entrance to Emmanuel from the Blackfan Street research corridor. This gateway marks a transition in activity and scale from the Academic Campus to the much taller scale and contemporary architecture of the research corridor. The gateway needs to maintain continuity of human-scale elements across this threshold. The Research/Academic Gateway to campus serves pedestrians and will be further framed by eventual development of Parcel A, which should orient transparent ground-floor glazing to the gateway to provide visual interest and security. While Emmanuel reserves the right to restrict access at the Gateway on occasion as with the other gateways, it customarily invites public passage through the gateway, providing a convenient pedestrian connection from Blackfan Street and the core of the LMA toward the West Fenway neighborhood and the Fenway MBTA station. In support of this pedestrian connection, the master plan envisions installation of a pedestrian crossing at the bend in Blackfan Street, potentially incorporating raised paving to help prioritize the quality and safety of the pedestrian environment, as part of Endowment Parcel C redevelopment.

Emmanuel intends to continue using its existing campus signage format at gateways with different scales oriented to pedestrians and vehicles.

Emergency vehicles may access the campus from Brookline Avenue via the Beth Israel Deaconess Medical Center's East Campus and from Blackfan Street, as well as from both Institutional Gateways on The Fenway.

Internal campus pedestrian access will be reinforced by improved walks in three areas in particular. Replacement of the driveway north of Julie Hall with a pedestrian walk and plaza will add space for outdoor student activity, tie Julie Hall into the residential quad to the north and enhance walking connections to/from the Brookline Avenue Engagement Gateway. A widened pedestrian walk and driveway crossing will create a more convenient and visually prominent connection between the Main Quadrangle and the western Institutional Gateway. Construction of the Cardinal Cushing Library Expansion, removal of modular classrooms, landscaping of the East Quad and ultimate development of Parcel A will enhance the experience of walking from the Main Quadrangle to the Avenue Louis Pasteur Engagement Gateway with more engaging building edges and more extensive plantings. Figures 4-9a through 4-9d depict existing and proposed campus pedestrian access.



Figure 4-6

Source:
Goody Clancy

View of pedestrian gate from Avenue Louis Pasteur



Figure 4-7

Source:
Goody Clancy

View of pedestrian gate from Brookline Ave

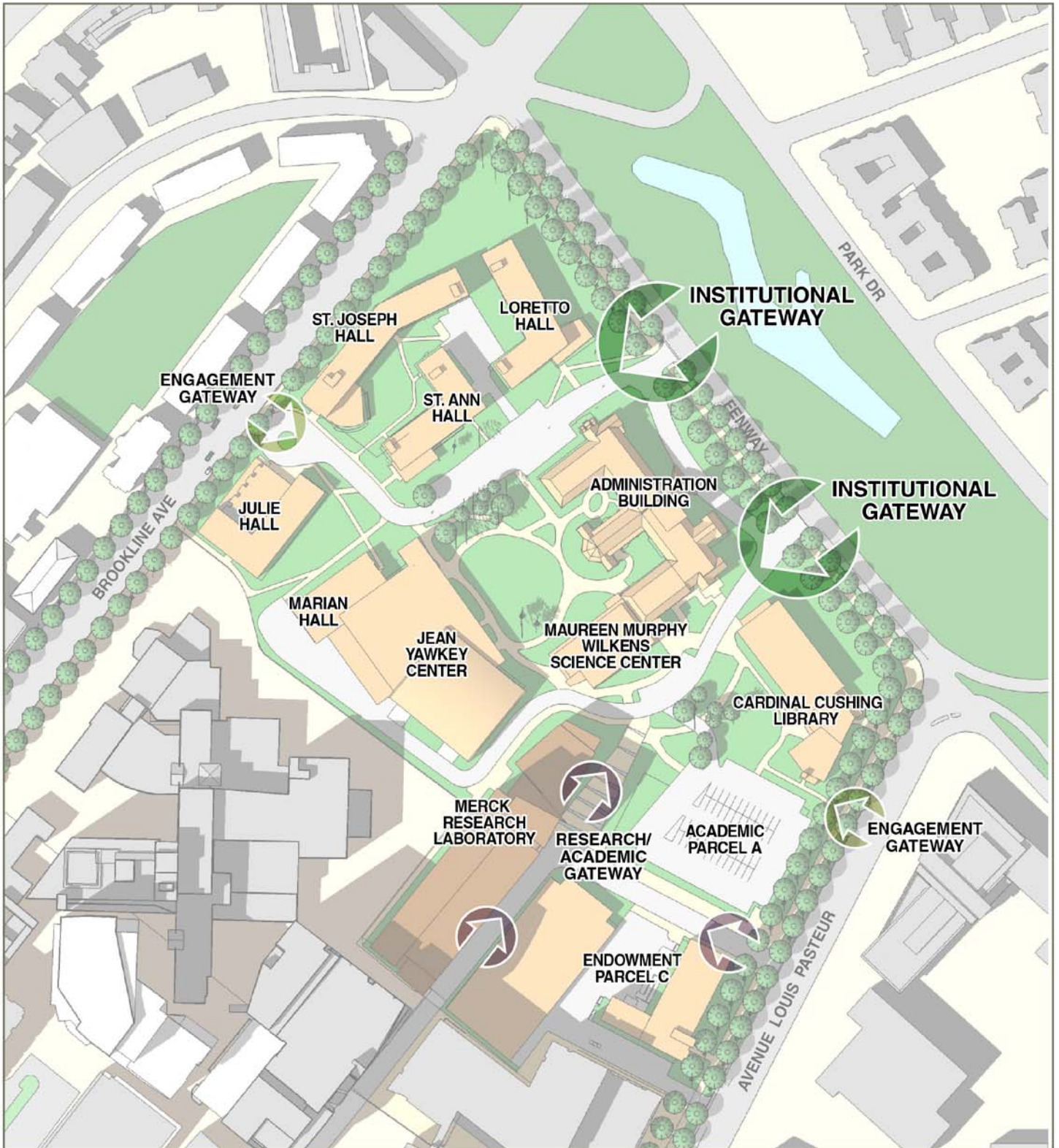


Institutional Master Plan



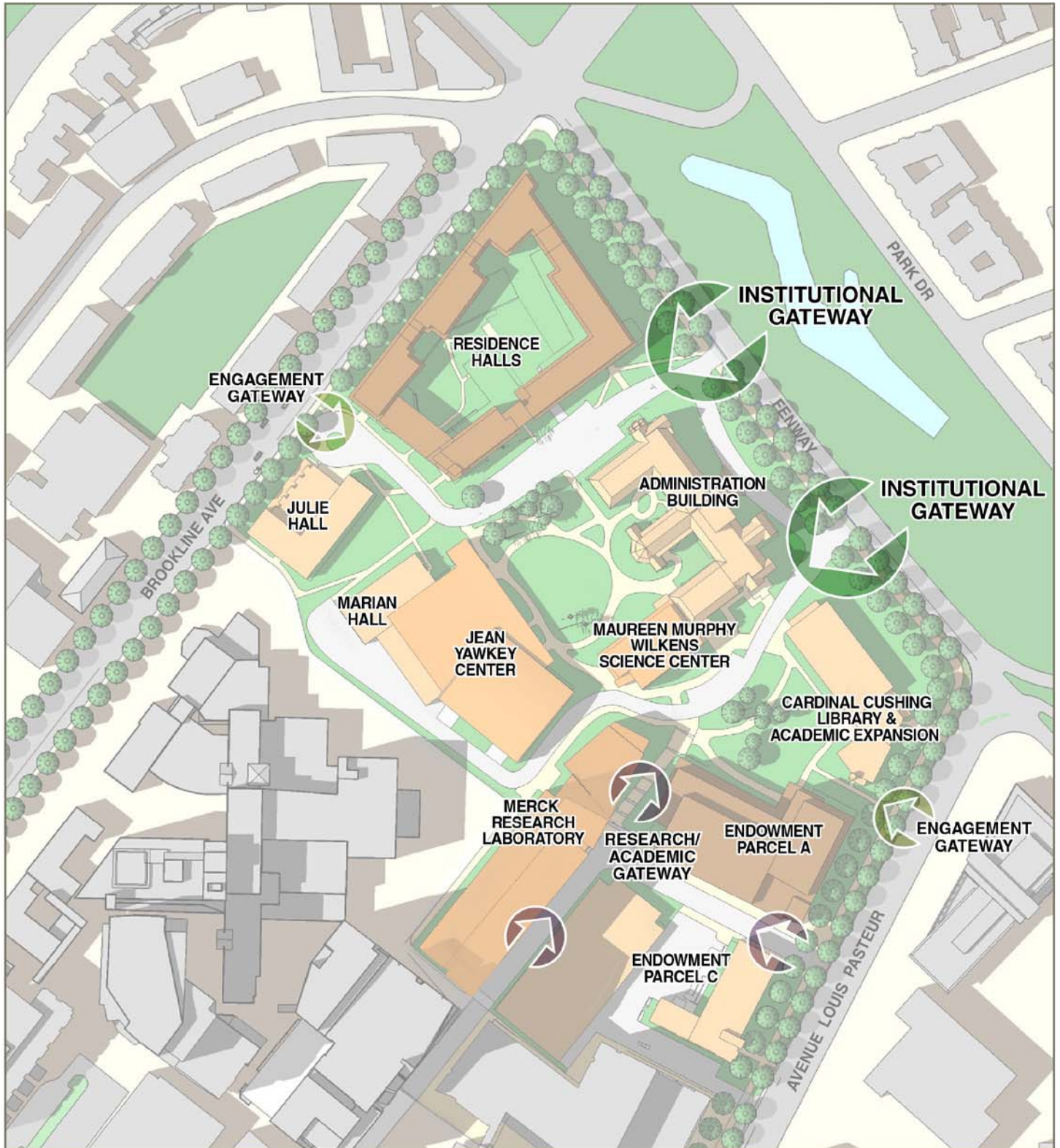
Figure 4-8
View of Cardinal
Cushing Library from
Avenue Louis Pasteur
and The Fenway

Source:
Goody Clancy



Source:
Goody Clancy

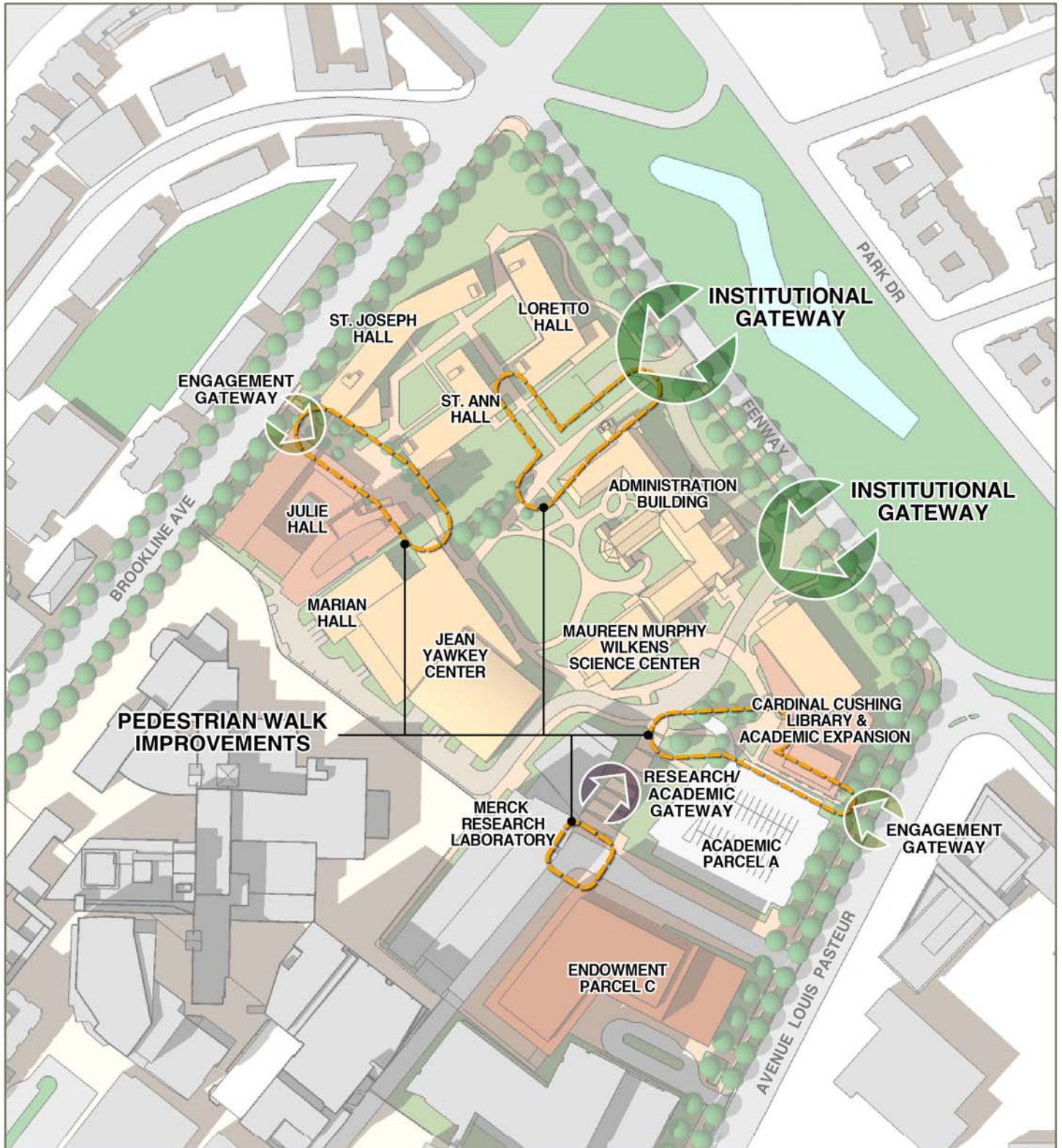
Figure 4-9a
Emmanuel Campus Pedestrian Access, Existing



Source:
Goody Clancy

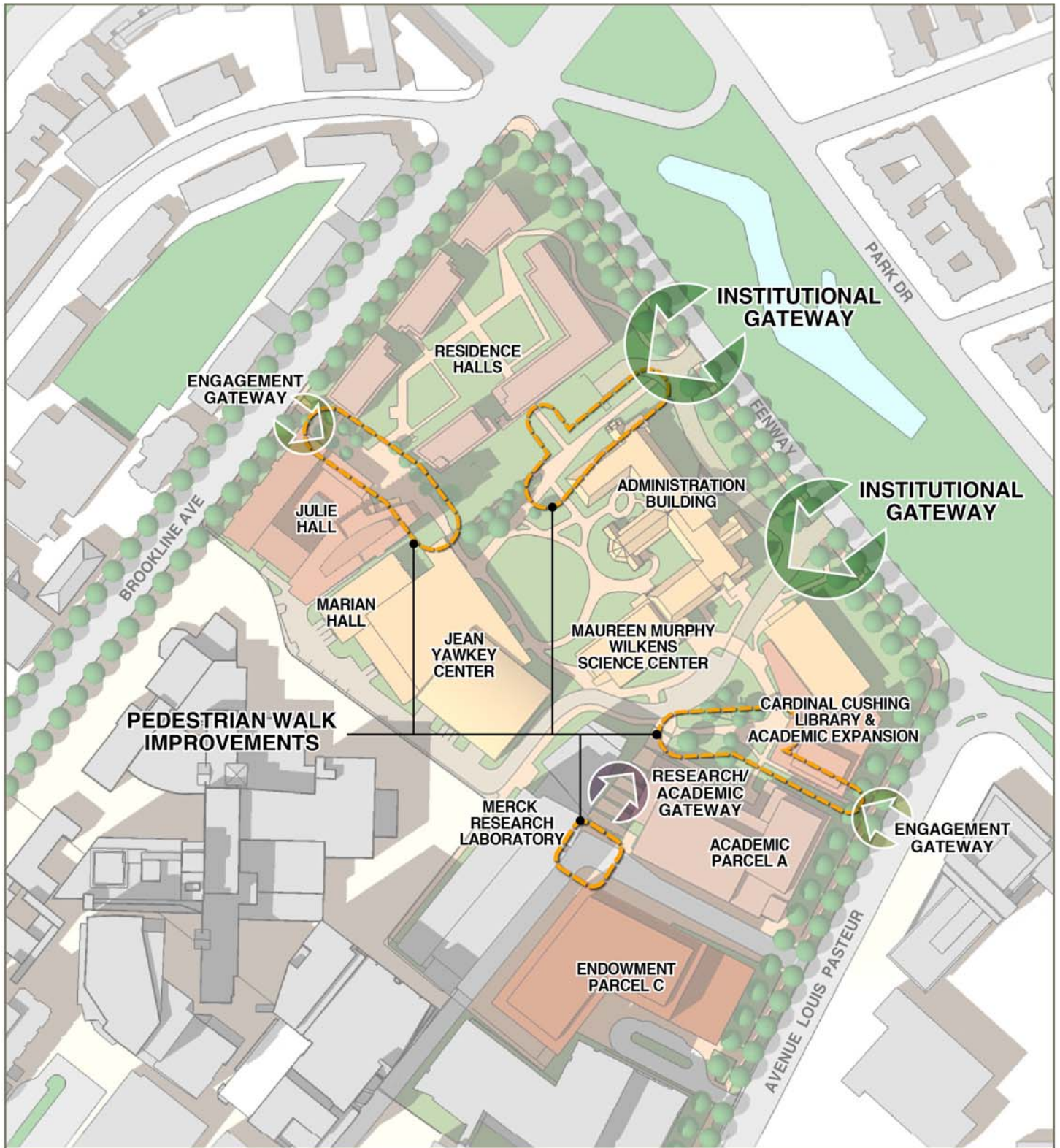
Figure 4-9b

Emmanuel Campus Pedestrian Access, Permitted Under 2000 IMP



Source:
Goody Clancy

Figure 4-9c
Emmanuel Campus Pedestrian Access, 10-Year Plan



Source:
Goody Clancy

Figure 4-9d
Emmanuel Campus Pedestrian Access, Longer Term

4.4.3 *Building Height and Massing*

Emmanuel intends to follow the LMA Interim Guidelines and future projects will be designed to conform to the guidelines. Consistent building edge and massing will be maintained along perimeter streets (Brookline Avenue, Avenue Louis Pasteur and The Fenway). Buildings along the perimeter (including Blackfan Street) will be designed to have strong visual and access connections to the streets to enhance walkability and present the campus as an active and welcoming place, while maintaining Emmanuel's traditional lawns and fencing along Brookline Avenue, The Fenway and Avenue Louis Pasteur. Greater building height will be located in a tier along the southwest edge of campus to minimize any shadow and visual impacts on The Fenway and on interior campus green spaces. In this tier, the tower portion of Julie Hall will effect a scale transition from lower heights along The Fenway to the greater heights toward the interior of the LMA along Blackfan Street. It will bound the space of the Main and Residential Quadrangles with an Emmanuel building, reducing the dominance of taller buildings on other properties toward the center of the LMA. It will also help assert the presence of Emmanuel and its companion Colleges of the Fenway in views approaching the LMA from the northwest and northeast Park Drive and Brookline Avenue, in distinction to the taller, larger medical and research-oriented buildings beyond. In support of this, the architecture of Julie Hall's tower will utilize materials and composition that distinguish its expression from both the masonry-dominated existing buildings forming Emmanuel's Fenway Edge, and from the extensive glazing typical of recent research buildings along Blackfan Street. See Appendix B for section drawings parallel and perpendicular to The Fenway.

4.4.4 *Landscape*

There are two distinct types of landscaped spaces that are critical to the College's relationship with its surroundings and to the life of its community of learning. First, a dignified green lawn and iron fence define the campus perimeter along its major adjoining streets, i.e., Brookline Avenue, The Fenway, and Avenue Louis Pasteur. Mature campus trees connect with the canopies along the Emerald Necklace and Avenue Louis Pasteur and reinforce Brookline Avenue's series of street trees. The plan reinforces visual connections into and across this green perimeter both from the adjoining streets and from campus buildings and open spaces, as described below.

Second, the master plan shapes a series of interconnected outdoor "rooms" framed by buildings in traditional collegiate fashion. Since 2000, Emmanuel's Main Quadrangle has been significantly enhanced as a center of campus life by placing buildings adjacent to it that link indoor and outdoor activity through transparency. The Yawkey Center connects meeting, dining, recreation and social spaces to the quadrangle through generous glazing and multiple entrances, and has thus become the favorite gathering place on campus. The Wilkens Science Center likewise uses extensive glazing to reveal science teaching and research to the quadrangle, while embellishing the laboratories with the quadrangle's abundant greenery and daylight.



Emmanuel's edge along Brookline Avenue

The Emmanuel 2012 IMP builds upon this success in several ways.

Enhancing visual connections to and through the green campus perimeter between campus, streets and The Fenway. The redevelopment of portions of Cardinal Cushing Library will create prominent glazed façade areas at the corner of The Fenway and Avenue Louis Pasteur, and Julie Hall will add large ground-floor windows displaying actively used internal space along Brookline Avenue. Both building projects will introduce enhanced landscaping, such as new shrub, flower bed and grass plantings, in the green perimeter between their facades and the perimeter fence at the sidewalk. This placement of visible campus activity near the campus edge will make walking along the adjoining sidewalks more interesting and safe, while showcasing the rich intensity of Emmanuel's learning community.

Development on Endowment Parcel C will also include a landscaped transition between the building and Avenue Louis Pasteur, with a mix of planted and paved areas (refer to the separate Parcel C development proposal submission for more details). The building, together with the Cardinal Cushing Library Expansion and longer-term Parcel A development, will complete a consistent 75 foot-high streetwall flanking Avenue Louis Pasteur as envisioned in the LMA Interim Guidelines, reinforcing the formality and beauty of the LMA's signature address street.

Expanding the perceived size of the Main Quadrangle by consolidating and landscaping surface parking and driveways. Parking along St. Ann Hall will be laid out more efficiently, with pathways and trees incorporated into its design or, if new below-grade parking is ultimately constructed with Julie Hall, removed. A defined pedestrian walk will connect the Main Quadrangle with St. Ann and Loretto Halls. This will draw St. Ann Hall and the Administration Building further into the life of the quadrangle and provide space for a more prominent pedestrian walk linking the quadrangle with The Fenway.



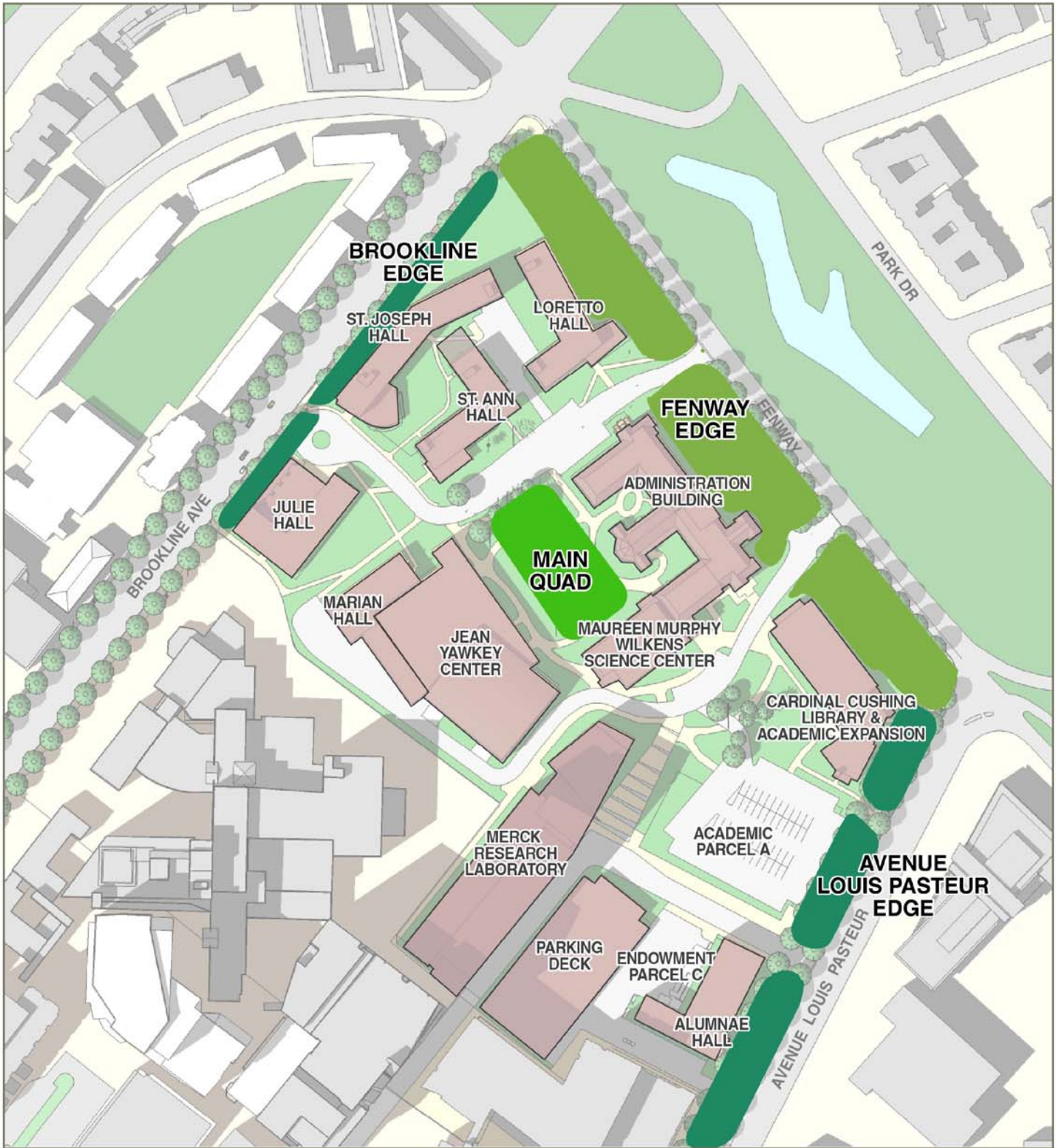
The Emmanuel campus from the corner of Brookline Avenue and The Fenway

Restoring green rooms among existing residence halls. The Emmanuel 2000 IMP identified a residential quadrangle framed by new residence halls. The Emmanuel 2012 IMP continues to anticipate this West Quadrangle as a long-term goal, but identifies the following improvements as higher priorities within the next 10 years. Julie Hall will create a new southern face to existing green space amidst residence halls and ultimately to the larger, longer-term West Quadrangle. The existing driveway and turnaround between St. Ann, St. Joseph and Julie Halls will be replaced with a landscaped outdoor plaza area designed for student use. Walks will be designed for occasional vehicular use to accommodate servicing, student move-in and move-out, and emergency access, but their appearance will clearly signal their primary purpose as places for people.

Creating an East Quadrangle. This area of the campus has been enhanced with a new walkway and drive configuration as well as the façade of the Wilkens Science Center, which architecturally complements the Administration Building. Under this master plan, the area will become a true, inviting outdoor room by replacing modular classrooms with landscaping and framing the space with a highly transparent addition to the Cardinal Cushing Library. Over the longer term, Parcel A development will also help frame and animate the East Quadrangle. This new outdoor space will not

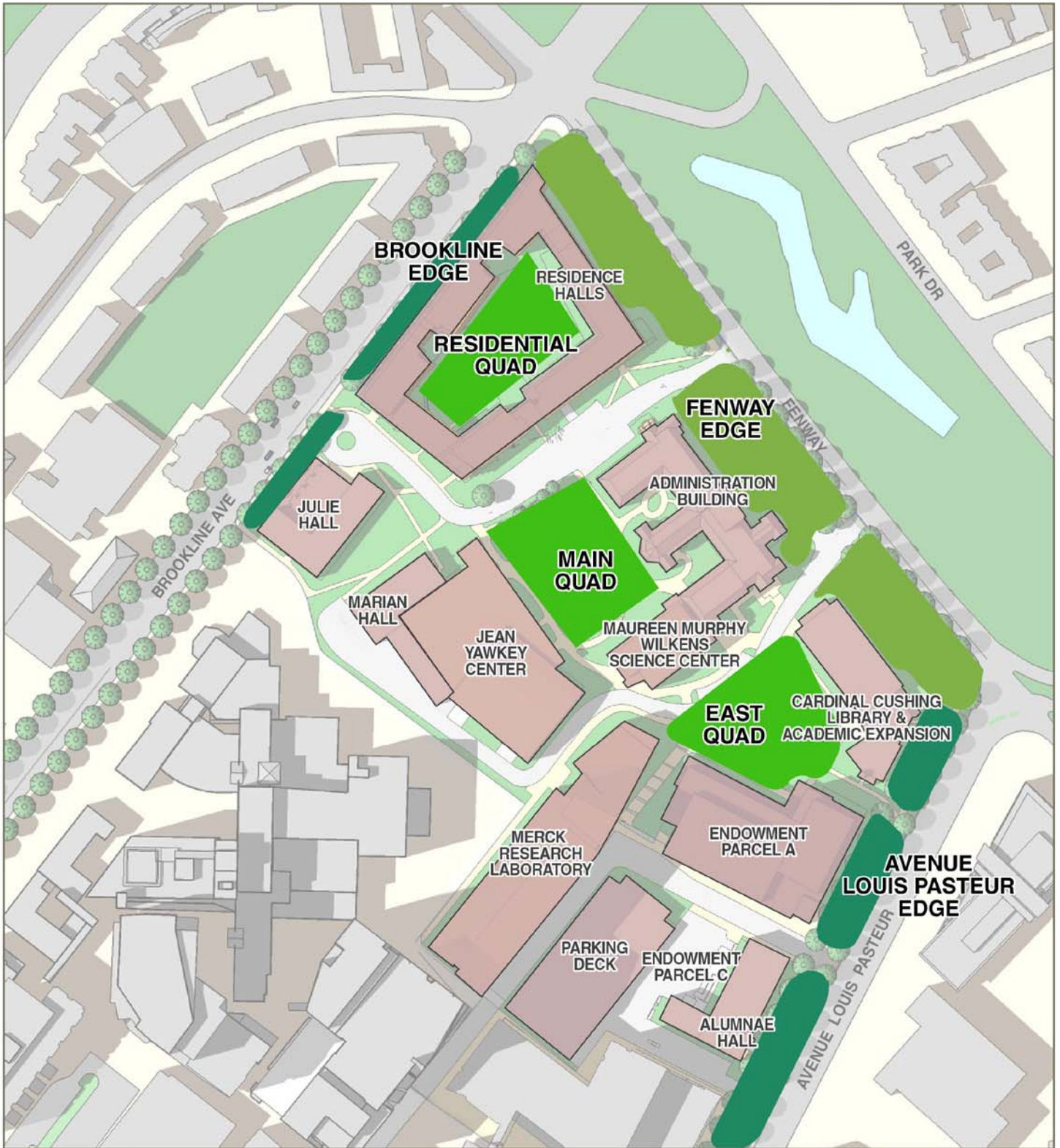
only add opportunity for outdoor activity, but also improve the quality of connections from within the campus to Blackfan Street, Avenue Louis Pasteur and The Fenway.

Figures 4-10a through 4-10d depict the existing, permitting and proposed campus landscape framework.



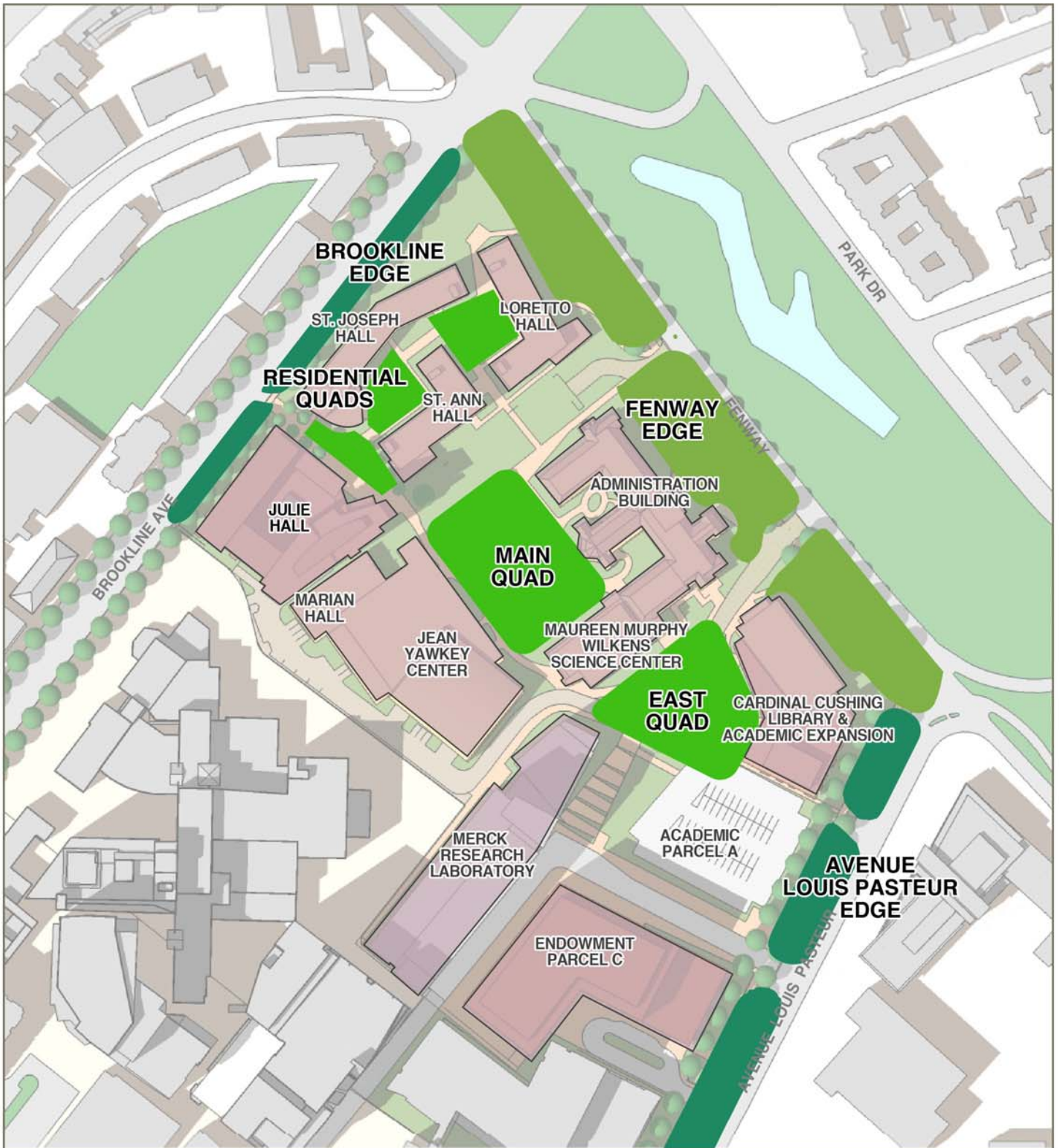
Source:
Goody Clancy

Figure 4-10a
Emmanuel Campus Landscape, Existing



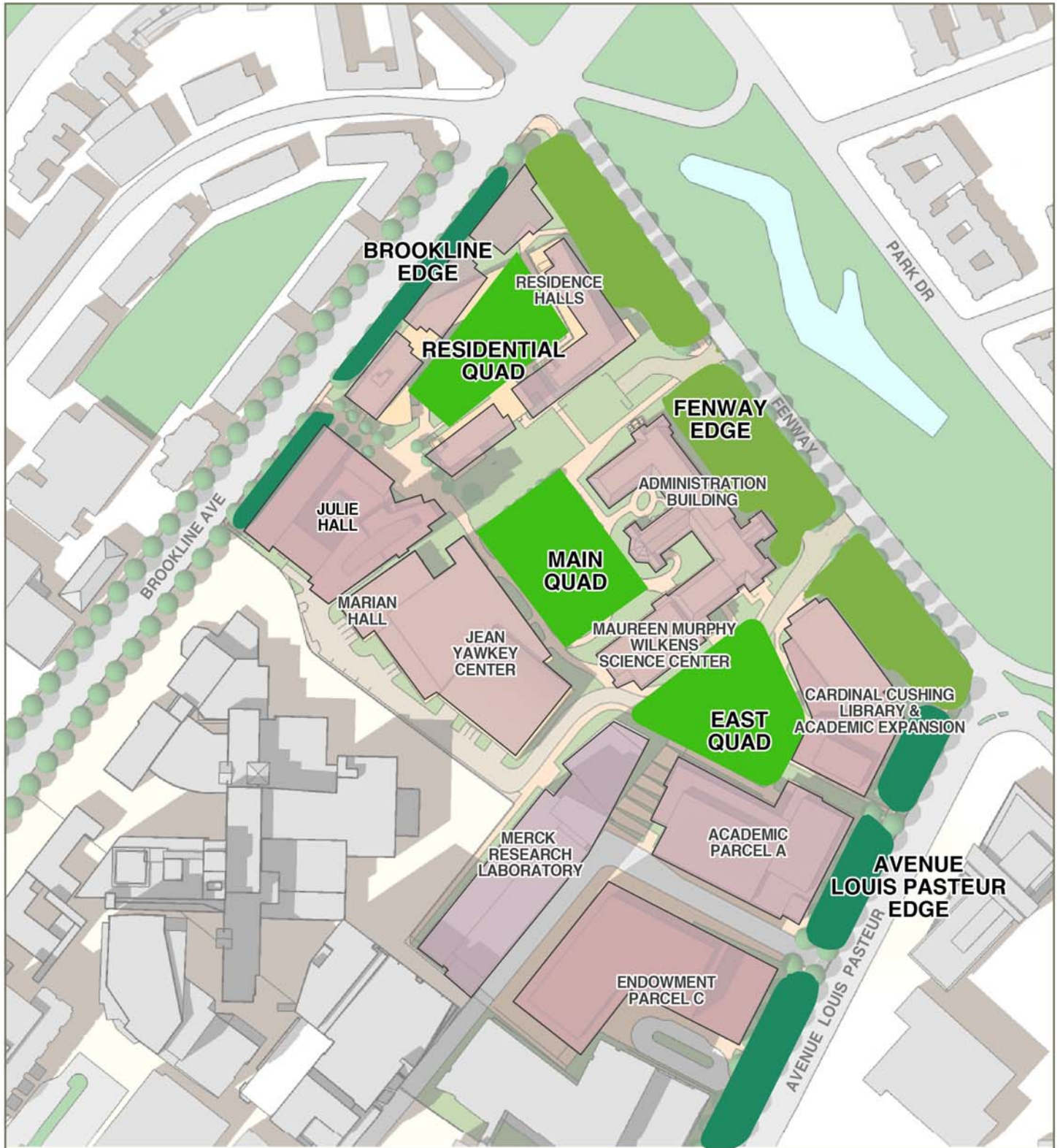
Source:
Goody Clancy

Figure 4-10b
Emmanuel Campus Landscape, Permitted Under 2000 IMP



Source:
Goody Clancy

Figure 4-10c
Emmanuel Campus Landscape, 10-Year Plan



5.0 PROPOSED INSTITUTIONAL PROJECTS

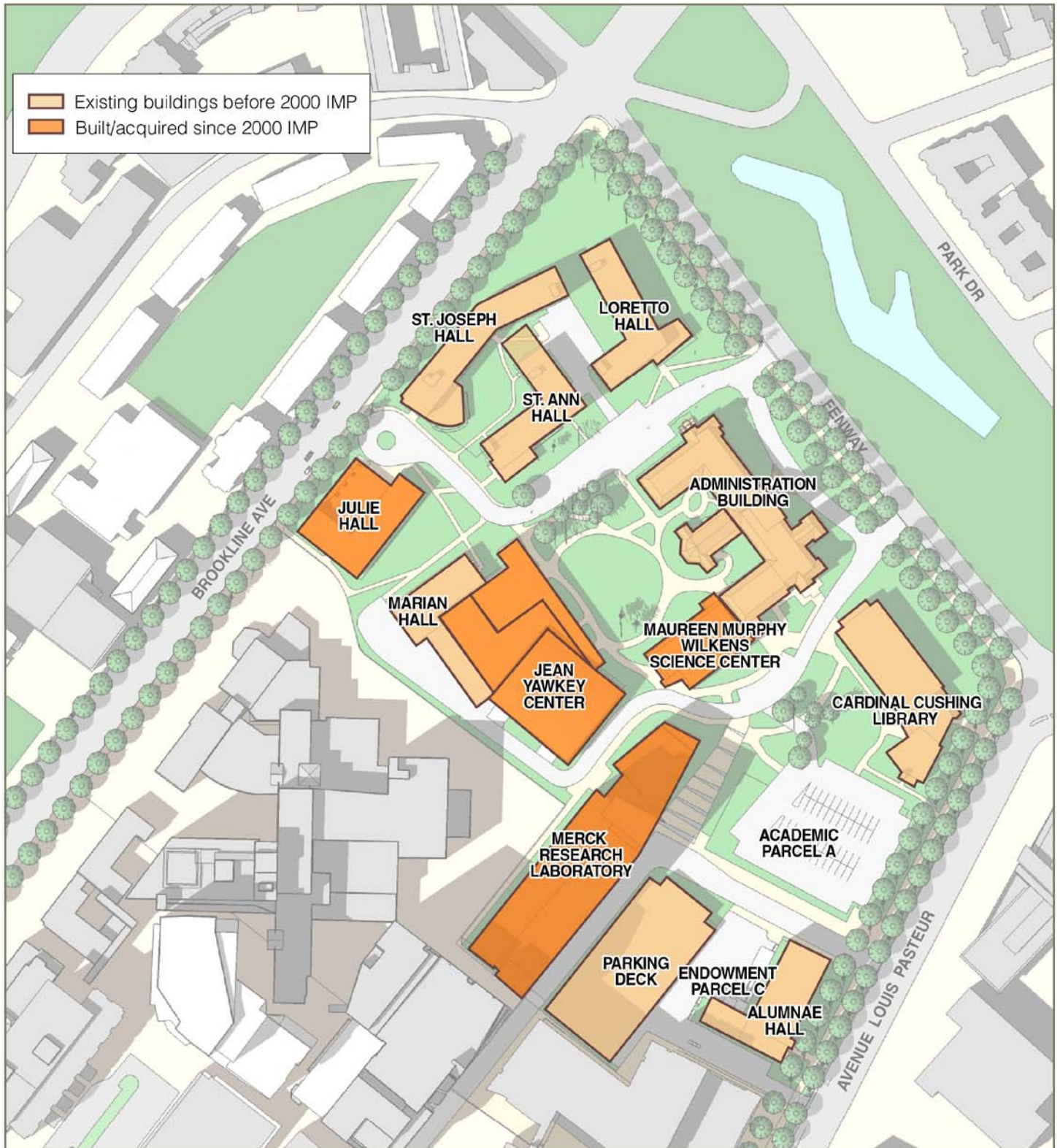
5.1 Proposed IMP Projects

The Emmanuel 2012 IMP includes two Proposed Institutional Projects: a new 720-bed residence hall, Julie Hall; and the expansion/renovation of the Cardinal Cushing Library. Both of these Proposed Institutional Projects will be contingent on the successful permitting of 360,000 SF of space on Parcel C of the Endowment Campus, which will provide the resources to enable the College to undertake two Proposed Institutional Projects on the Academic Campus. Table 5-1 summarizes the two Proposed Institutional Projects and Table 5-2 summarizes the Academic Campus's existing and proposed floor area ratio (FAR). Figures 5-1a through 5-1d depict existing and proposed site plans for the Emmanuel campus and Figures 5-2a and 5-2b offer aerial views of campus buildings existing in 2012 and proposed with this master plan.

Table 5-1 Emmanuel College Proposed IMP Projects

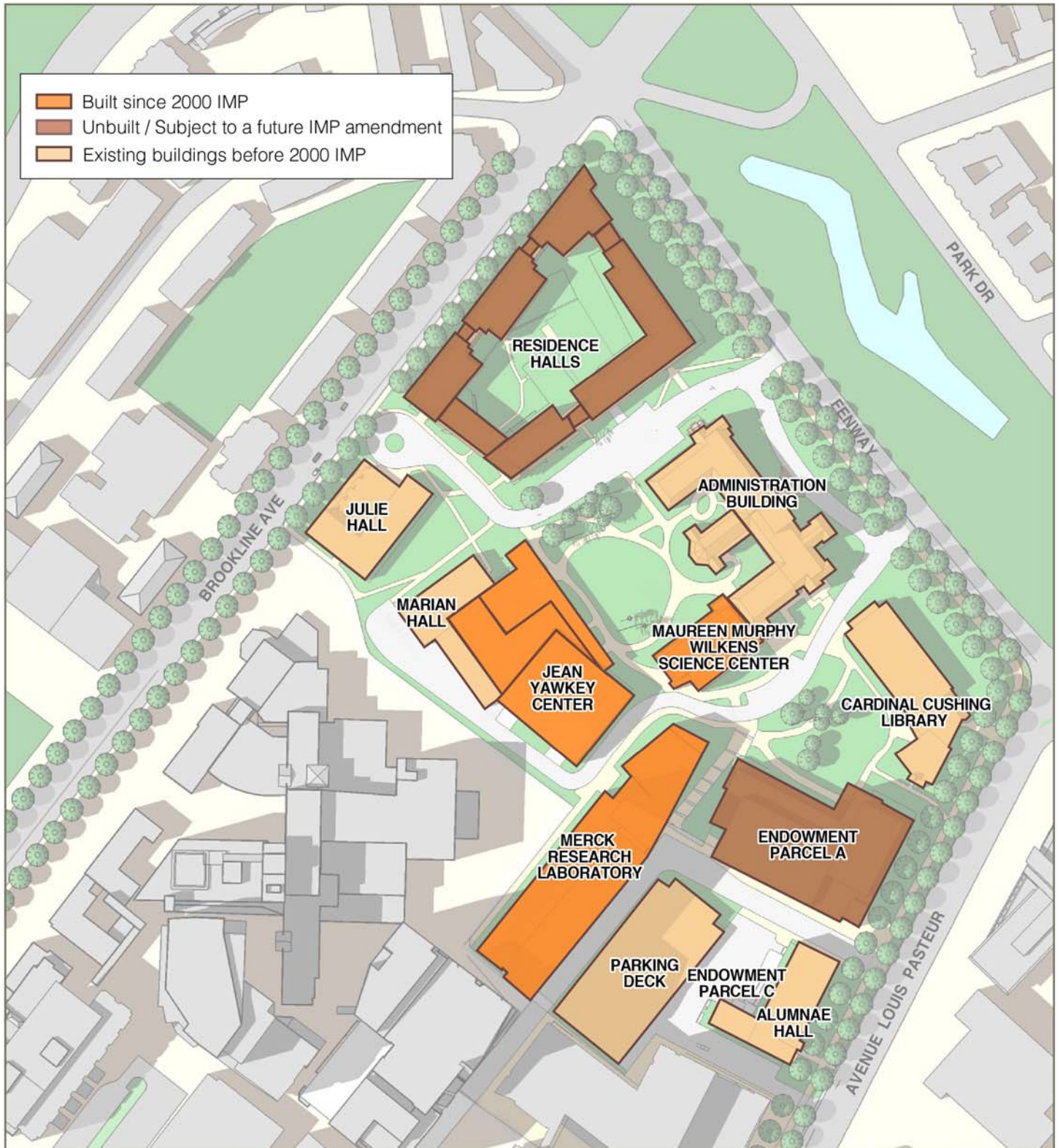
	Cardinal Cushing Library	Julie Hall
Existing Height	32'	35'
Maximum Proposed Height	75'	190'
Existing GSF*		
Academic	51,800	0
Residential	0	53,826
Student Life	0	0
Existing Total GSF	51,800	53,826
Area to be Demolished	17,800	53,826
GSF to be Added	76,000	275,000
Maximum Proposed Total GSF	110,000	275,000
Proposed GSF Breakdown by Use		
Academic	105,000	20,000
Residential	0	220,000
Student Life	5,000	35,000

*GSF – Gross square feet



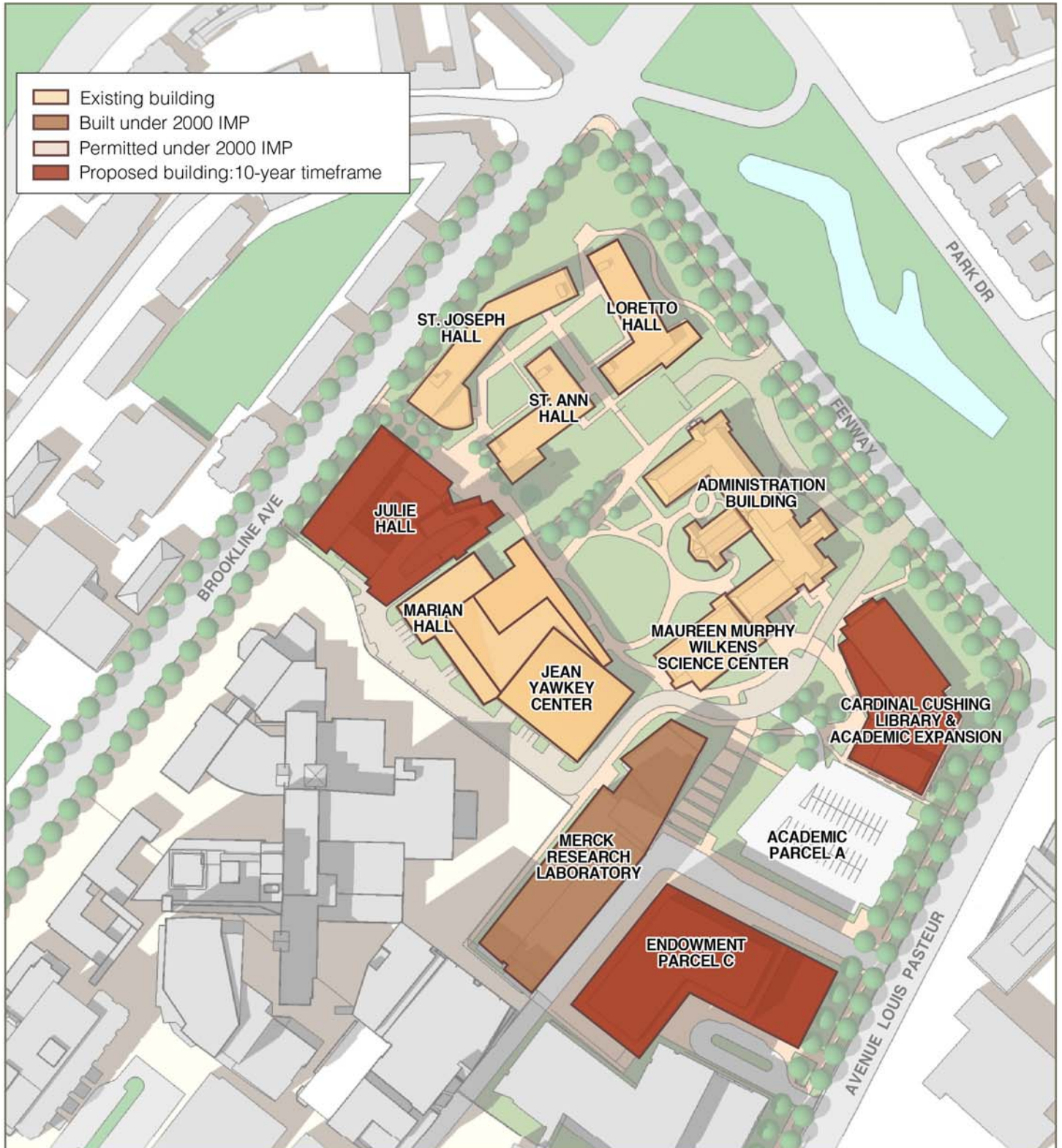
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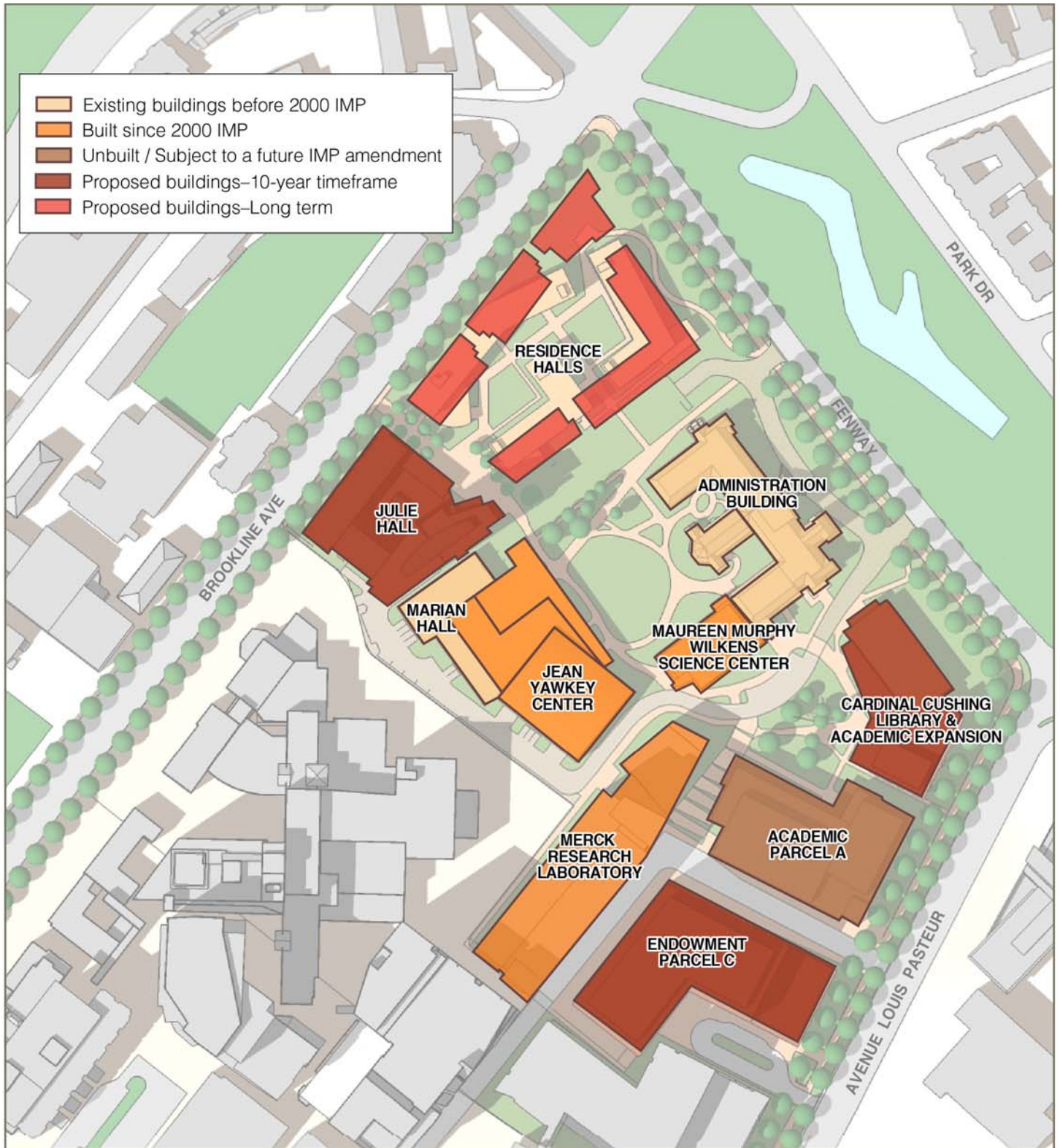
Figure 5-1a
Emmanuel Site Plan, Existing



Source:
Goody Clancy

Figure 5-1b
Emmanuel Site Plan, Permitted Under 2000 IMP





Source:
Goody Clancy

Figure 5-1d
Emmanuel Site Plan, Longer Term



EMMANUEL COLLEGE

Institutional Master Plan



Figure 5-2a
Existing Campus,
Aerial View

Source:
Goody Clancy



Institutional Master Plan

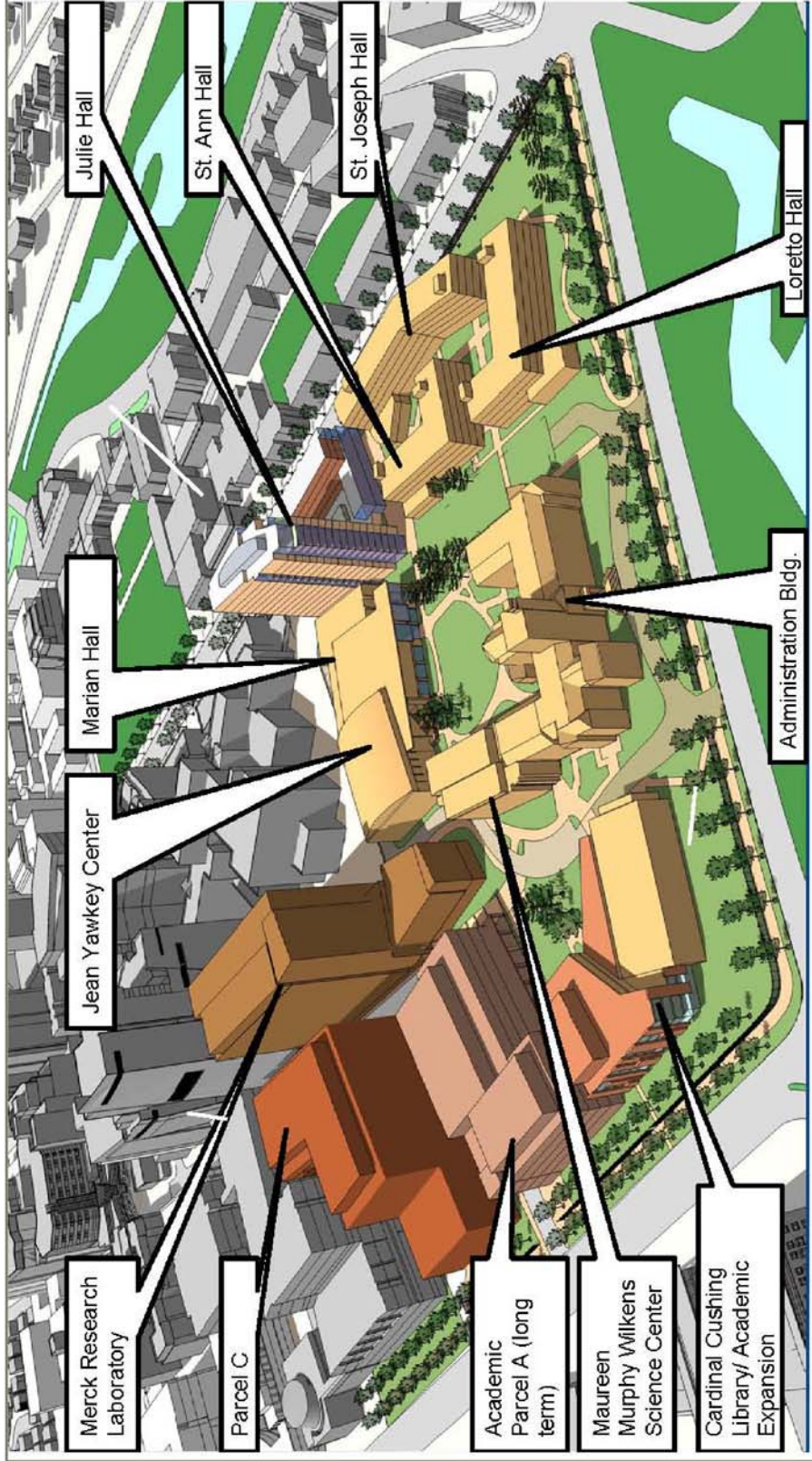


Figure 5-2b
Emmanuel Campus
10 Year Plan,
Aerial View

Source:
Goody Clancy

Table 5-2 Academic campus FAR

	Land area basis for FAR calculation (SF) (approximate)	Total permitted campus building floor area (SF)	FAR
Existing	528,000	561,081	1.06
Net additional	55,759	445,374	
Planned	583,759	1,006,455	1.73

5.1.1 Julie Hall

Julie Hall will occupy the site of the existing Julie Hall and extend east to connect with the Jean Yawkey Center and Marian Hall. It will have a total footprint of approximately 36,000 SF. It is anticipated to contain 17 stories with a height of up to 190 feet. The proposed building, containing primarily student residence space but also significant student-life and academic programs, will allow Emmanuel to continue to achieve its housing goals in terms of space and types of housing, as well as provide additional meeting and learning space. The Proposed Institutional Project will provide exceptional public benefits (described further below), justifying height that modestly exceeds the base heights of the LMA Interim Guidelines, as follows:

- The Proposed Institutional Project will improve the character and quality of Brookline Avenue by introducing interior spaces that display activity through a significant amount of transparent façade area, and improved landscaping between the façade and the sidewalk. This activity, visibility and landscape will not only promote the appeal and safety of walking along Brookline Avenue by adding “eyes on the street,” lighting, visual interest and aesthetic appeal, but will also help convey Emmanuel’s culture of scholarship as an important theme enhancing the image of the LMA and Boston.
- The Proposed Institutional Project will enhance public view corridors into the campus by creating opportunity to relocate existing surface parking below-grade, making space for added landscaped area.
- The Proposed Institutional Project will reduce student housing impacts on Boston neighborhoods by creating approximately 500 new on-campus student beds. Residence options will emphasize appeal to junior and senior-year students, those most likely to seek off-campus housing.

The ground level of Julie Hall will significantly expand Emmanuel’s student dining areas and related servery and kitchen space, which are located directly adjacent in the Jean Yawkey Center and Marian Hall. This will add critical new kitchen and dining capacity to the campus (accommodating up to approximately 500 new seats) and deliver more diverse eating options for the students. The ground floor, portions of the second floor facing Brookline Avenue and the campus, and portions of the basement will include space for a variety of additional student life and academic uses. Anticipated uses include meeting space for student organizations, fitness and dance facilities, lounges for students

and faculty, student study rooms, classrooms and conference rooms. A colloquium space is planned for the top of the building, featuring expansive views across The Fenway and the city of Boston. The balance of the second floor and the upper floors will contain approximately 720 student beds (220 will be replacement beds from the existing Julie Hall) in a variety of room formats, emphasizing appeal to junior and senior-year students, as well as associated social and living/learning spaces. The makeup of the room choices will be a mix of suite options along with traditional corridor-style dorms. Below grade, the building will accommodate parking for up to 200 vehicles, of which 129 spaces are new, on multiple floors. The gross building area (excluding below-grade area) will total a maximum of 275,000 SF.

The lower levels of the building facing northeast onto the campus and northwest onto Brookline Avenue will continue the architectural precedent of the adjacent Yawkey Center: extensive glazing creating strong visual connections between the interior student life and meeting spaces and the exterior landscaped spaces. This transparency will further reinforce student life by displaying student activity and promoting opportunity for students to engage with each other and with faculty. The northeast façade of the building will introduce an active edge onto Emmanuel's main residential quadrangle. Julie Hall would slightly alter the new residential quadrangle described as part of the Emmanuel 2000 IMP, forming its southwest edge in place of the separate building originally conceived to form this edge. Julie Hall's second floor courtyard will be open toward the quadrangle, visually extending the space. The ground floor and portions of the second floor of Julie Hall facing Brookline Avenue will also feature extensive glazing at ground floor level to reveal activity to the broader community, and to improve the pedestrian environment on Brookline Avenue with visual interest and "eyes on the street." Potential ground floor uses facing the street include a student living/learning study area, enhanced with computer and media equipment, displaying Emmanuel's academic culture and remaining active and illuminated well into evening and weekend hours. Circulation spaces associated with conference and classroom spaces may also occur here. Upper floors of the Brookline Avenue facade will include additional glazed areas highlighting internal activities, such as student social gatherings, in larger common spaces as well as residence suite living rooms. The façade of these upper floors, rising to a total of six stories above grade, will feature a mix of glazed and opaque surfaces, adding a strong, consistent new face to Brookline Avenue while keeping in scale with the adjacent St. Ann and St. Joseph Halls. The vibrancy and physical edge contributed by Julie Hall to Brookline Avenue will provide an enhanced and dignified entrance into the LMA.

The building volume rising above 75 feet has been carefully located and shaped to accomplish several goals:

- The building form minimizes shadow impacts on The Fenway and campus green spaces by presenting a slender profile to the sun at critical times and overlapping its shadows upon existing shadows.
- The building form will help spatially define Emmanuel's southwest edge as being distinct from the Merck and Beth Israel Deaconess Medical Center buildings beyond.

- The building form will create a visual focal point enhancing visual permeability of the campus from the west Institutional Gateway along The Fenway and the two Engagement Gateways along Brookline Avenue and Avenue Louis Pasteur.
- The faceted form and tapered ends of the volume will reduce its apparent size and create attractive slender proportions when viewed from Brookline Avenue from the west and the Fenway from the north and northeast.

In addition, the building's architecture will make it a public landmark welcoming people not only to Emmanuel College but also the LMA as a whole. The architecture will express Emmanuel's academic function and form a transition to taller research and medical buildings at the core of the LMA. Upper portions of the building façade will incorporate a varied material palette that is distinct from both the predominant masonry of existing foreground buildings, including Emmanuel's Administration Building, and the predominant glazing of the LMA's research facilities along Blackfan Street. Portions of the façade that are glazed will provide views into and out of a variety of active living and learning spaces and a signature colloquium space at the building's top. These active spaces will be especially visible from portions of The Fenway and Park Drive near Brookline Avenue. The intermediate height of the building's volume, between the lower buildings along The Fenway and existing taller buildings along Blackfan Street and on the Beth Israel Deaconess Medical Center campus, will help bring architectural coherence among these different scales by reducing the scale increments among them, and will distinguish the campus from the medical and research buildings beyond. Special attention will be given to creating a distinctive profile against the sky and against neighboring tall buildings, potentially stepping up toward the latter.

As noted, Julie Hall will include potential for up to 200 (129 net new) parking spaces below grade. These would be accessed via Emmanuel's existing driveway running from The Fenway to the rear of Marian Hall. Development of these spaces would enable removal of up to 71 existing surface parking spaces on campus, which will be replaced with additional landscaped area expanding the Main Quadrangle and enhancing its connections to The Fenway, Julie Hall and the residential quadrangle.

According to the LMA Interim Guidelines, there is a 25-foot setback from Brookline Avenue. Behind this setback there is a 75' height limit within 100 feet of Brookline Avenue and a 150' height limit over the balance of the building site, with potential for greater height in return for provision of exceptional public benefits. As previously noted, the new building will conform to these guidelines in that it offers exceptional public benefits in exchange for the opportunity to rise as high as 190'. Figures 5-3 through 5-10d depict the existing conditions and the proposed new residence hall.

5.1.2 Cardinal Cushing Library

This Proposed Institutional Project includes both renovation and new construction. The existing main building along The Fenway, which primarily contains library stacks (approximate footprint of 11,388 SF), will be renovated while the southeastern part of the building, facing Avenue Louis Pasteur, will be demolished and reconstructed. This latter portion of the existing building has an existing footprint of 6,800 SF; the new footprint will be 15,500 SF. The library will be five stories and is expected to reach a maximum of 75 feet. Figures 5-11a through 5-11c depict the proposed library expansion.

The new portion of the building will contain an approximately 300-seat lecture hall (expanding a smaller existing one), classrooms, faculty offices and a series of informal meeting spaces that will be placed prominently at the corner of The Fenway and Avenue Louis Pasteur. The existing building, approximately 51,800 SF in size, will be reduced in size through demolition of approximately 17,800 SF, and the remaining portion of approximately 34,000 SF will be renovated. The building will be expanded with an addition of approximately 76,000 SF for a total building area of up to 110,000 SF and a net increase of up to 58,200 SF.



Figure 5-3

Source:
Goody Clancy

Existing conditions of Julie Hall as seen from Brookline Avenue at The Fenway, above St. Joseph Hall



Figure 5-4

Source:
Goody Clancy

Future conditions of Julie Hall as seen from Brookline Avenue at The Fenway, above St. Joseph Hall



Figure 5-5

Source:
Goody Clancy

Existing conditions of Julie Hall as seen from The Fenway



Figure 5-6

Source:
Goody Clancy

Future conditions of Julie Hall as seen from The Fenway



Source:
Goody Clancy

Figure 5-7

Existing conditions of Julie Hall as seen from Brookline Ave.



Source:
Goody Clancy

Figure 5-8

Future conditions of Julie Hall as seen from Brookline Ave.



Institutional Master Plan



Figure 5-9
Future Conditions of
Julie Hall as seen from
the Brookline Ave.
pedestrian gate

Source:
Goody Clancy



EMMANUEL COLLEGE

Institutional
Master Plan

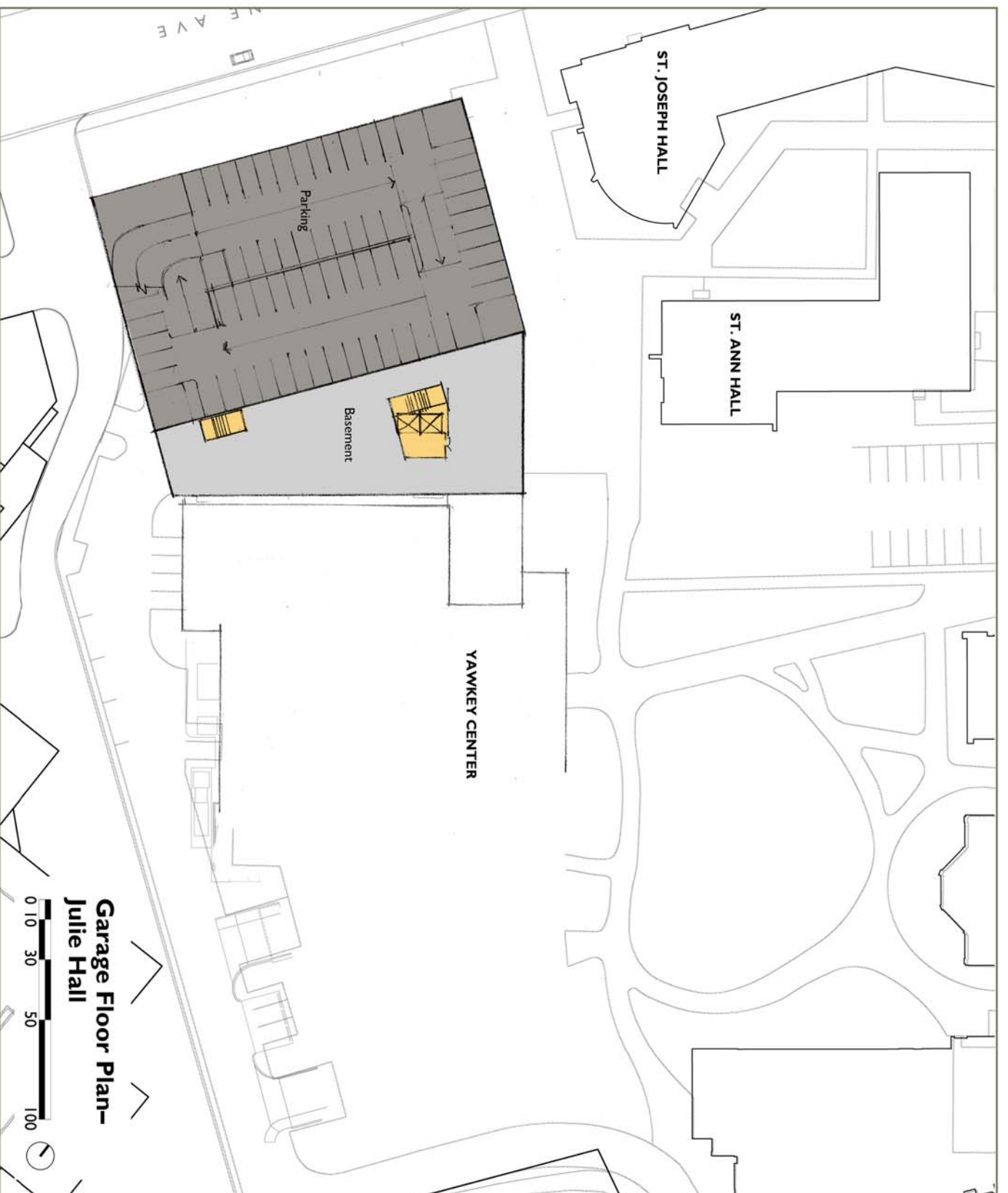


Figure 5-10a
Julie Hall
Garage Floor Plan

Source:
Goody Clancy

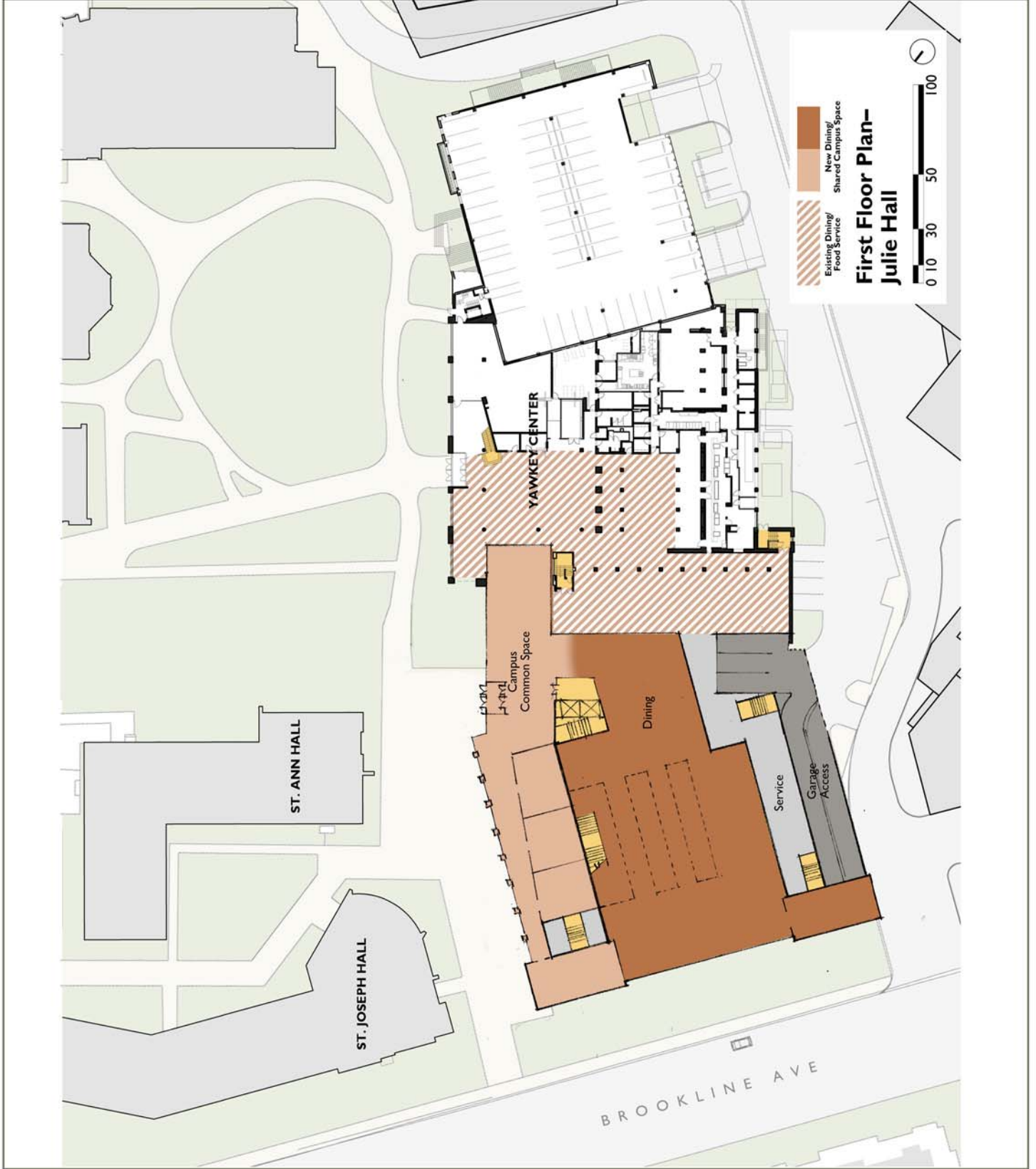


Figure 5-10b

Julie Hall,
First Floor

Source:
Goody Clancy



EMMANUEL COLLEGE

Institutional
Master Plan



Typical Upper Floor Plan-
Julie Hall



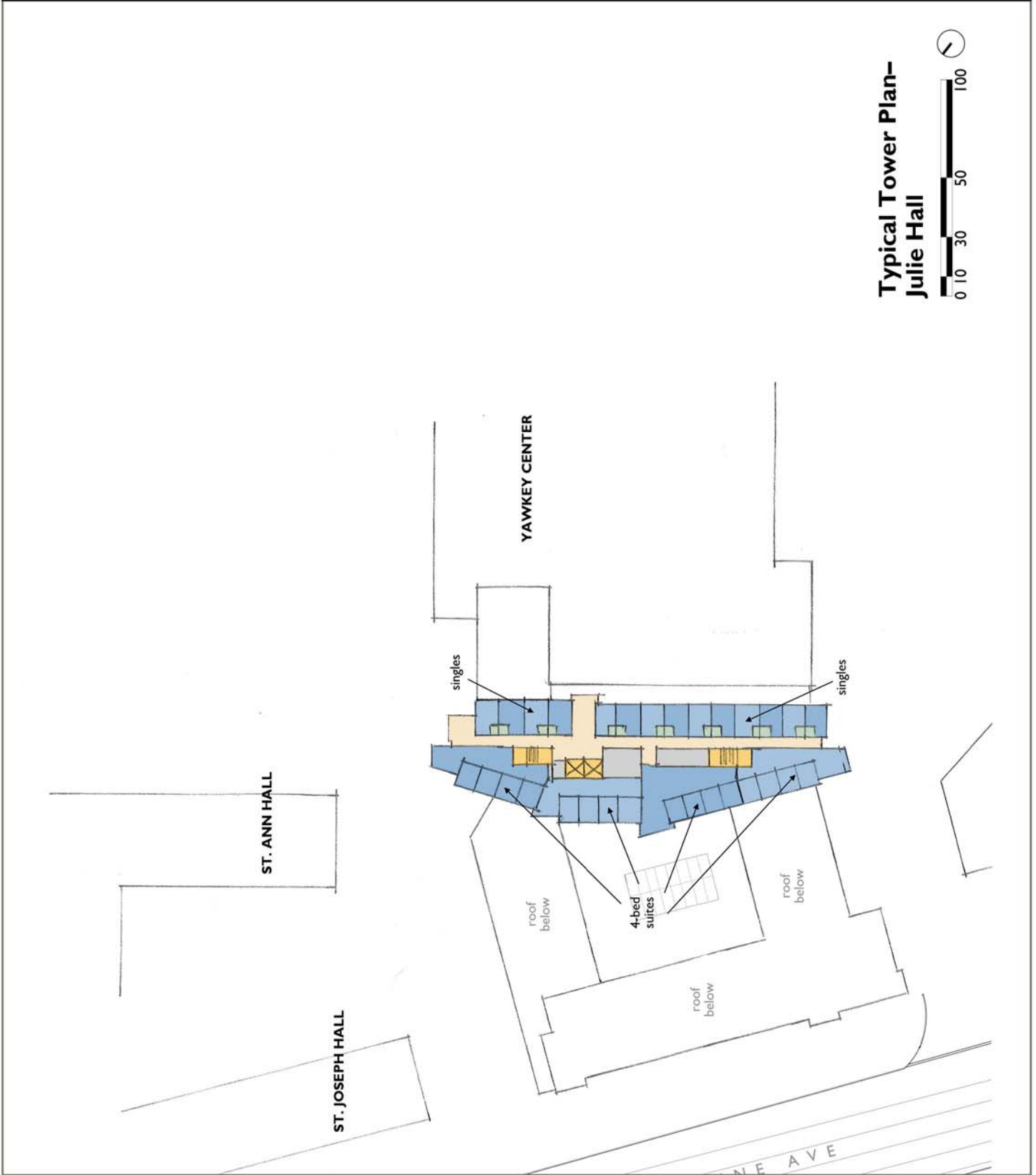
Figure 5-10c
Julie Hall,
Typical Upper Floor

Source:
Goody Clancy



Figure 5-10d
Julie Hall,
Typical Tower

Source:
Goody Clancy



**Typical Tower Plan-
Julie Hall**



EMMANUEL COLLEGE

Institutional Master Plan



Figure 5-11a
Cardinal Cushing
Library, Ground
Floor

Source:
Goody Clancy



Figure 5-11b
Cardinal Cushing
Library, 2nd Floor

Source:
Goody Clancy

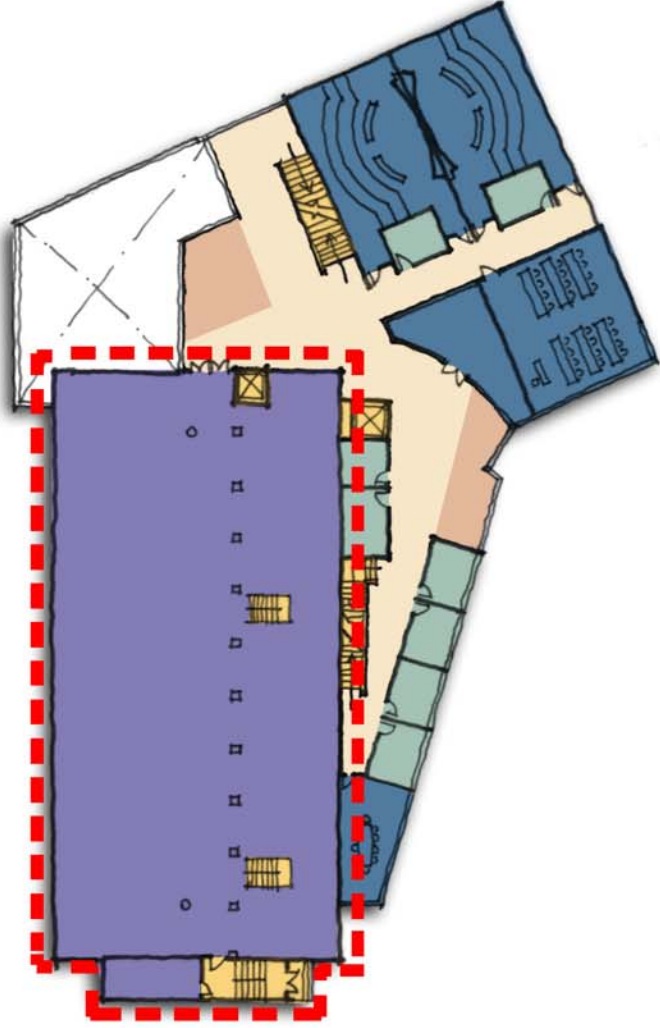
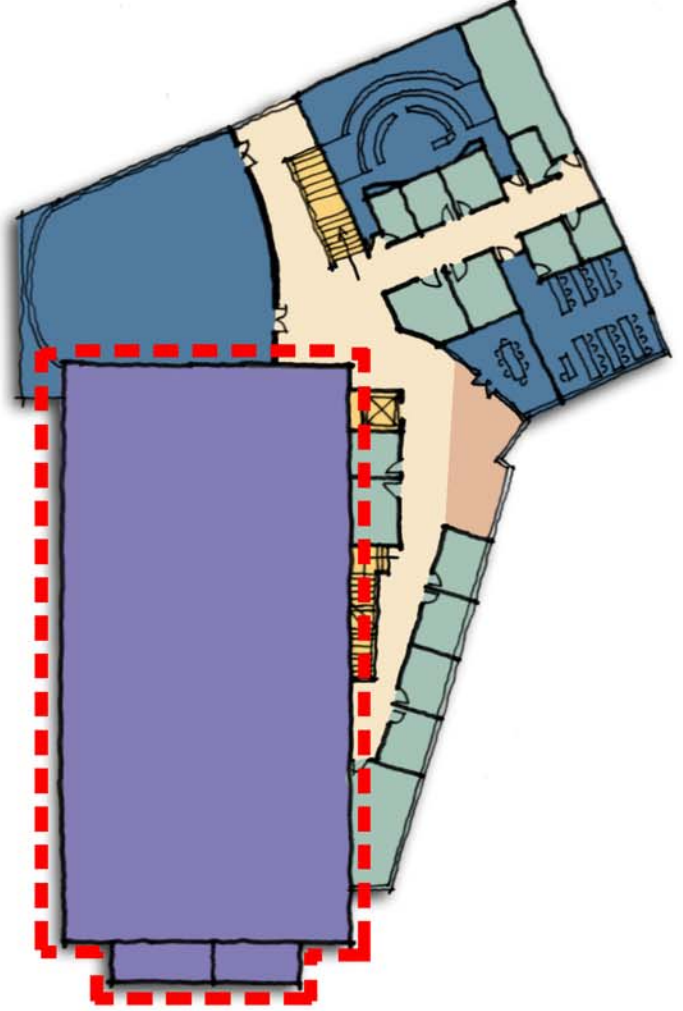


Figure 5-11c
Cardinal Cushing
Library, Upper Floor

Source:
Goody Clancy



The architecture of the new portion of the Cardinal Cushing Library will complement the design of adjacent buildings of different eras and character, including the portion of the library to remain, the Administration Building and the Maureen Murphy Wilkens Science Center. The portion of Cardinal Cushing Library to remain, which features a grand two-story window onto The Fenway, will be preserved. Extensive glazing on the campus side of the building will frame the new East Quadrangle, promoting strong visual connections between interior teaching, faculty office and lounge spaces, and exterior landscaped areas. The existing blank walls facing Avenue Louis Pasteur will be replaced with windows that create a sense of interest and promote pedestrian safety by putting more “eyes on the street.” Massing of the new volume will be optimized to minimize shadow impacts on The Fenway.

No new parking will be provided as part of the Cardinal Cushing Library Expansion.

According to the LMA Interim Guidelines, there is a 75’ height limit and 40’ setback from Avenue Louis Pasteur. In addition, the Parks and Recreation Department guidelines stipulate a 70’ height limit within 100’ of The Fenway curb. All of these conditions will be met.

5.2 Completed Campus Improvements 2000–2011

In the past decade Emmanuel has made significant improvements to its Academic Campus, with major renovations to existing buildings or with new construction, at a total cost of over \$189 million.

During the term of the Emmanuel 2000 IMP, Emmanuel completed a number of major projects. In the past 10 years, the College has upgraded all of its residence halls, reacquired and renovated Julie Hall, built the new Jean Yawkey Center and Gymnasium and constructed the state-of-the-art Maureen Murphy Wilkens Science Center. These decisions to invest in major capital improvements and to increase the College’s enrollment have resulted in a vibrant transformation of the Emmanuel College campus and its academic and student-life experience. These investments were made possible by the creation of the Endowment Campus and the ground lease of Parcel B to Merck, which opened the Merck Research Laboratories-Boston in 2004. Some of the major improvement projects are described below.

5.2.1 Parcel B of the Endowment Campus

The 12-story, 324,000 SF research building known as Merck Research Laboratories-Boston opened in 2004. As previously described, through the College’s partnership with Merck, Emmanuel students have gained access to academic opportunities including the Merck Scholars Program and various internships, the use of cutting-edge research equipment donated to the College by Merck Research Laboratories, and the monthly Emmanuel/Merck Joint Science Seminar Series.

5.2.2 Jean Yawkey Center

In 2004, the College constructed the 41,231 SF Jean Yawkey Center to enhance the campus life experience of all Emmanuel students. Referred to as the “living room” of the campus, this student center contains a new athletics facility, multipurpose gymnasium, large two-floor atrium and kitchen, server and dining facilities. The building also includes the Jean Yawkey Center for Community Leadership, which provides service opportunities for both students and young people in Boston-area schools. A two-level parking garage is also part of the building.

5.2.3 *Maureen Murphy Wilkens Science Center*

The state-of-the-art Maureen Murphy Wilkens Science Center, which opened in 2009, contains 14 laboratories for biology, chemistry, physics, biochemistry, neuroscience and faculty research, as well as multipurpose classrooms and meeting spaces. The Wilkens Science Center advances the educational mission of the College by increasing opportunities for interactive teaching and learning, enabling the College to better prepare students in the sciences and other high-growth fields. The Center for Science Education at Emmanuel College promotes scientific literacy and provides quality professional development for elementary and secondary science teachers. The Center also hosts events to inspire students, especially those in urban schools without access to laboratory equipment, to pursue careers in science. See Section 11.7 for more information about the Center for Science Education at Emmanuel. The Maureen Murphy Wilkens Science Center is four stories and approximately 46,800 SF with 120 below-grade parking spaces.

5.2.4 *Administration Building Renovation*

Beginning in 2009 and continuing through 2010, Emmanuel completed two of four phases of the renovation of the iconic Administration Building, receiving both aesthetic and structural updates, adding new classrooms and meeting spaces as well as faculty and staff offices, and mechanical systems, including the installation of its first-ever HVAC system. Phases three and four began in 2012 and will include a renovated auditorium among other classroom and staff office upgrades.

5.2.5 *Art Department*

The College also boasts a completely reconfigured and restored Art Department, which includes upgraded and restored facilities for traditional art programs, including studios for painting, drawing, printmaking, 3D graphics and ceramics, as well as a Mac computer lab.

5.2.6 *Reacquiring Julie Hall*

At a combined cost of \$25 million, Emmanuel was able to reacquire Julie Hall, which was sold to the Beth Israel Deaconess Medical Center (“BIDMC”) during the 1970s, and renovate the hall into traditional and suite-style rooms.

5.2.7 *St. Joseph Hall Renovation*

St. Joseph Hall, the largest residence hall on campus, underwent an extensive \$10 million renovation, upgrading facilities and updating technology, to accommodate the growing expectations and standards of the modern college student. The renovation also added a newly updated fitness center, Health Services and offices for student clubs.

5.2.8 *Roberto Clemente Field*

During the summer of 2009, Emmanuel College and the city of Boston partnered on a comprehensive restoration of Roberto Clemente Field, a city-owned field located in the Back Bay Fens, just across the street from campus. Emmanuel College and The Yawkey Foundation provided \$4 million to fund the capital improvements and continue to provide ongoing maintenance, security

and management assistance worth approximately \$15,000 per year. The field serves as home field for Emmanuel College softball, men's and women's soccer and women's lacrosse teams, as well as the practice facility for men's and women's track and field.

Features of the field include a 120,000 square foot NCAA regulation synthetic turf field, a three-lane rubberized track, practice facilities for expanded track and field events, new Musco® lighting, scoreboard, stands, and benches for handicapped seating.

The field is also used by Boston Latin School athletics, Fenway High School gym classes, Colleges of the Fenway intramurals and adult and youth summer softball leagues. The all-weather track remains open to the public for recreational walking and jogging year-round.

5.2.9 *Redesign of Main Quadrangle and Other Landscape Improvements*

In concert with the construction of the new Jean Yawkey Center, Carol R. Johnson Associates was responsible for redesigning the Main Quadrangle that is the central exterior space on the Emmanuel College Campus. The new design sought to unify the small urban campus by highlighting historic buildings while framing views of new construction. The central quadrangle was reorganized by removing old walks, overly mature plant material and outdated lighting. In the process, previously obscured architectural elements were revealed. A new walkway system simplified pedestrian circulation and many new seating areas were created for outdoor gathering. The central lawn was designed to provide a green space for leisure and informal recreation. Plant material was used sparingly, only to provide edges to the space or to serve as a backdrop, leaving uninterrupted lawn to maximize the flexibility of the space. The arboretum-like quality of the campus was reinforced with the planting of several unique tree species. In recognition of campus improvements, Carol R. Johnson Associates was awarded the Boston Society of Landscape Architects 2005 Merit Award for the redesigning of the College's Main Quadrangle.

In 2011, Emmanuel received a Paul E. Tsongas Award from Preservation Massachusetts. The College was one of three schools recognized in the "Campus Commitment for Revitalization" category, which highlighted projects that demonstrated an institution's "commitment to community by incorporating educational facilities within the community fabric."

5.3 Zoning

5.3.1 *Current Zoning*

Establishment of the Emmanuel College Institutional Master Plan and Area

The Emmanuel College Campus, including both the Academic Campus and the Endowment Campus, is located within that area of the city bounded by Brookline Avenue, The Fenway and Avenue Louis Pasteur, and situated on Map 1, Boston Proper, of the series of maps entitled "Zoning District City of Boston," dated August 15, 1962, as amended. Map 1 was amended by Map Amendment Application No. 441 and Map Amendment No. 381, which was approved by the Zoning Commission on September 27, 2000, and by the Mayor on September 29, 2000, adding the designation "IMP," indicating an Institutional Master Plan Area, to the Emmanuel College Campus and designating the area as the Emmanuel College Institutional Master Plan Area.

Contemporaneously with the approval by the Zoning Commission of the designation of the Emmanuel College Campus as an Institutional Master Plan Area, the Zoning Commission also approved the Emmanuel 2000 IMP, which was approved by the BRA on August 30, 2000. The Emmanuel 2000 IMP is contained in a document dated May 11, 2000, and entitled “Institutional Master Plan, Project Impact Report, Environmental Impact Report” which was filed with the BRA and MEPA on May 11, 2000 (“IMP/PIR/EIR”). This combined report addressed not only the Institutional Master Plan aspects under Section 80D, but also project impacts under Section 80B and MEPA. The IMP/PIR/EIR was approved by the BRA Board on August 30, 2000, by the Zoning Commission on September 27, 2000, and by the Mayor on September 29, 2000. The MEPA Certificate was issued on August 14, 2000, with a finding that the IMP/PIR/EIR adequately and properly complied with MEPA.

Changes to the Emmanuel College Institutional Master Plan Area

The Emmanuel College Institutional Master Plan Area was amended by Map Amendment Application No. 472 and Map Amendment No. 411, which was approved by the Zoning Commission on October 23, 2002 and approved by the Mayor on October 24, 2002, to include the land and building located at 300 Brookline Avenue, known as Julie Hall and containing approximately 40,454 SF of land area, as part of the Emmanuel College Institutional Master Plan Area. There have been no other changes, either additions or deletions, to the Emmanuel College Institutional Master Plan Area since the vote of the Zoning Commission on October 23, 2002.

Changes to the Emmanuel College Institutional Master Plan

On July 17, 2001, the BRA approved minor amendments to the Emmanuel 2000 IMP to address minor dimensional changes applicable to that portion of the Emmanuel Campus Institutional Master Plan Area known as the Endowment Campus, which amendment did not require Zoning Commission approval.

On May 18, 2001, the BRA approved a Notice of Project Change (“2001 NPC”) to allow for certain modifications with respect to the scheduling of projects under the Emmanuel 2000 IMP, including the construction of the Jean Yawkey Center, in order to accommodate the admission of male undergraduates to Emmanuel College for the 2001–2002 Academic Year. The 2001 NPC represented a minor modification of the Emmanuel 2000 IMP and thus did not require Zoning Commission approval.

On September 12, 2002, the BRA approved a subsequent request made on June 26, 2002, and July 17, 2002, to incorporate Julie Hall as a residence hall within the Emmanuel College Campus. As noted above, the Zoning Commission granted approval of the change and addition on October 23, 2002, and the Mayor granted approval on October 24, 2002.

On July 19, 2007, the BRA granted approval of the May 4, 2007, IMPNF/NPC filed by Emmanuel College requesting approval to proceed with the Academic Science Building Project as a proposed project within the Emmanuel 2000 IMP. The BRA Board found that the Academic Science Building Project met the requirements of Section 80A-6 and Section 80D-5.2(e) of the Code, and determined that the project did not require the approval by the Zoning Commission or the Mayor.

On July 17, 2008, the BRA granted approval of the March 3, 2008, IMPNF/NPC filed by Emmanuel College requesting approval of the Fenway Residence Hall Project as a Proposed Project within the Emmanuel 2000 IMP. The BRA found that the Fenway Residence Hall Project met the criteria for approval under Section 80A-6 and 80D-5.2(e) of the Code and thus the project did not require approval by the Zoning Commission or the Mayor. Emmanuel College has not proceeded with the Fenway Residence Hall Project, and although such Proposed Project is described in this Emmanuel 2012 IMP, it is not a Proposed Institutional Project currently, and the undertaking of the Proposed Project would require a future IMP Amendment, including further BRA and Parks Commission review, as well as future Zoning Commission approval.

5.3.2 Future Zoning Controls

The Endowment Campus: Zoning History and Future Permitting

The zoning entitlements for the Endowment Campus, which consists of Parcels A, B and C and contains approximately 4.4 acres of land area, were previously approved under the Emmanuel 2000 IMP. At the same time, the two proposed projects on Parcels A and B of the Endowment Campus, both research buildings, were approved as Proposed Projects not only under Section 80D of the Code, but also under Section 80B of the Code. Projects on Parcels A, B and C will now be subject to the separate zoning and permitting authority of the BRA and the Zoning Commission. Projects within the Endowment Campus will not be permitted through this Emmanuel 2012 IMP, unless such project is an Emmanuel College project and used for a college or university use, as defined in Article 2A of the Code, which would require a future IMP Amendment.

At this time, Emmanuel College has offered Parcel C to The Brigham and Women's Hospital, Inc. for long-term lease and development of a 360,000 SF research facility to contain approximately 355 parking spaces with a height and massing conforming to the LMA Guidelines and subject to the approval of the BRA and the Zoning Commission of the BWH 2012 IMP Amendment. Simultaneously with the filing of this IMP, BWH will be filing an amendment to the BWH 2010 IMP pursuant to Article 80D of the Code to seek the inclusion of the Parcel C research facility as a Proposed Institutional Project in BWH's 2010 IMP.

Additionally, Merck, the ground lessee of Emmanuel and the developer and owner of the Merck Research Laboratory-Boston on Parcel B of the Endowment Campus, will seek approval of its existing facility through a Planned Development Area Development Plan ("PDA Development Plan") approval process by the BRA and the Zoning Commission. Simultaneously with the filing of this Emmanuel 2012 IMP, Merck will be filing a PDA Development Plan pursuant to Article 80C of the Code.

Furthermore, with respect to Parcel A of the Endowment Campus, Emmanuel College, as part of its "reacquisition" of Parcel A, proposes to include Parcel A of the Endowment Campus in this Emmanuel 2012 IMP. However, any development shall first be the subject of a future IMP Amendment. Such development should be consistent with the same site area, gross floor area, mass and height as approved in the 2000 IMP. Further descriptions of all three parcels and projects are set forth herein.

5.3.2.1 Proposed IMP Projects - compliance with Articles 32 and 37 and Effect of Approval

Groundwater Conservation Overlay District Compliance

The Emmanuel Campus is located within the recently enacted (February 15, 2006) Groundwater Conservation Overlay District (“GCOD”), Article 32 of the Code. Article 32 provides that a Proposed Project is required to comply with the requirements of Section 32-6, Standards, of the Code, which require, inter alia, that the project capture within a suitable designed system a volume of rainfall as provided in such section, and that the project will not result in negative impact on groundwater levels within the project site or adjacent lots. Such compliance with Section 32-6 Standards may be demonstrated by a certification from the Boston Water and Sewer Commission (“BWSC”).

In accordance with Article 32 of the Code, Emmanuel will incorporate systems into the Proposed Institutional Projects that will meet the Section 32-6 GCOD Standards and any and all other applicable requirements under Article 32. Emmanuel shall obtain a written determination from BWSC as to whether said standards are met and will provide a copy of such certification to the BRA and the Boston Groundwater Trust prior to the issuance of a Certification of Consistency. Accordingly, based upon a Proposed Project’s compliance with the requirements of Article 32 of the Code, Emmanuel will not be required to obtain a Conditional Use Permit from the Board of Appeal for the proposed projects.

Green Buildings

Emmanuel will comply with all applicable provision of Article 37, Green Buildings, of the Code and incorporate the LEED Building Rating System criteria in the design of the Proposed Institutional Projects. As a result, the Proposed Institutional Projects will be designed to achieve LEED certification, which incorporates the following Green Building attributes:

- ◆ Sustainable Site Credit with respect to site location, development density and community connectivity, public transportation access, bicycle storage and changing rooms, parking capacity, storm water design and light pollution reduction.
- ◆ Water Efficiency Credit with respect to efficient landscaping.
- ◆ Energy and Atmospheric Credit with respect to optimizing energy performance.
- ◆ Materials and Resources Credit with respect to construction waste management and reuse of materials.
- ◆ Indoor Environmental Quality Credit with respect to air delivery monitoring system, construction IAQ Management Plan and use of low-emitting materials.

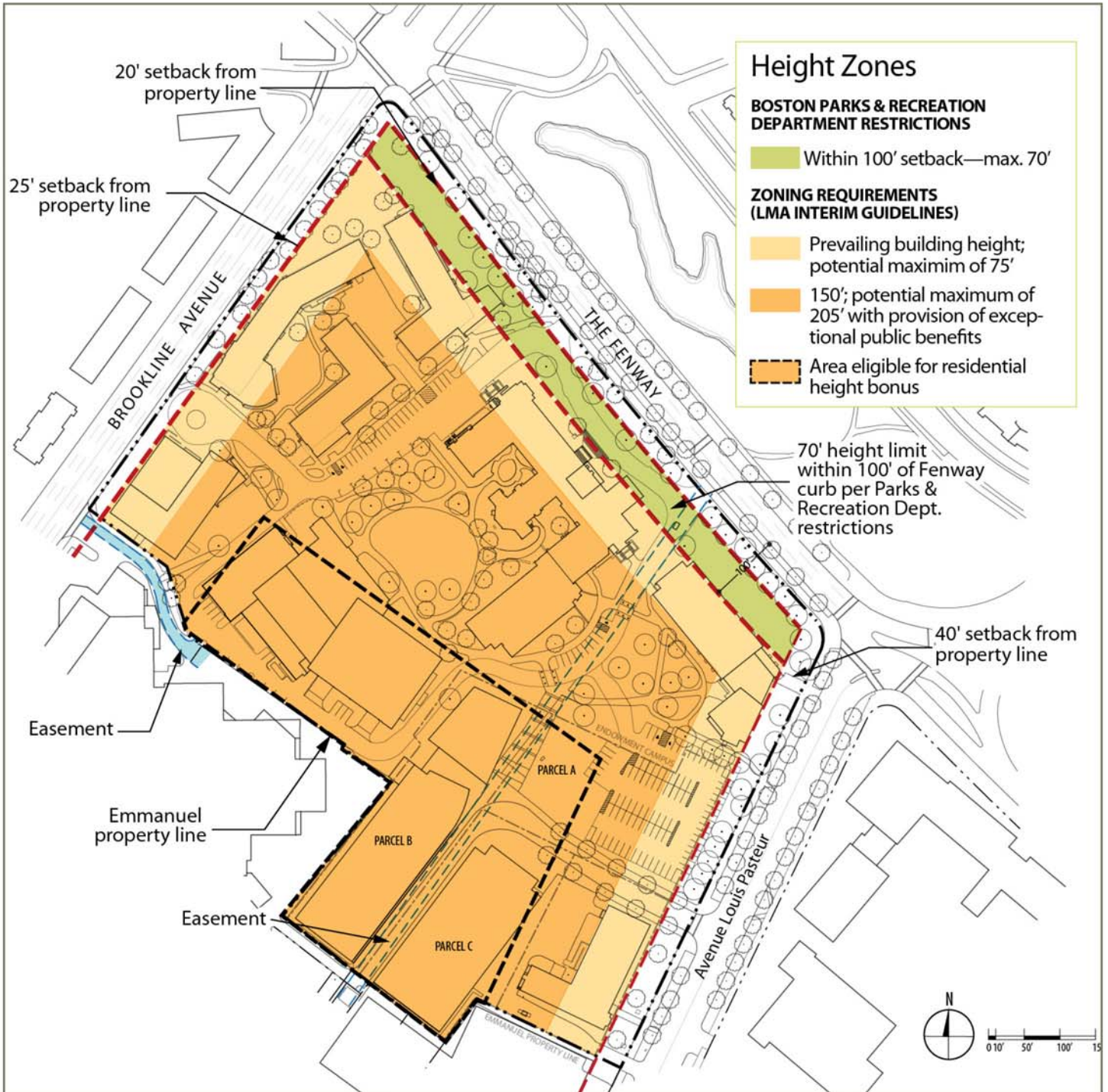
In recognizing the relationship between the underlying zoning and IMP review, Section 80D-11 of the Code provides that any use or structure that has received a Certification of Consistency pursuant to Section 80D-10 from the Director of the BRA and, if applicable, has also received a Certification of Compliance under Large Project Review (Section 80B), shall be deemed to be in compliance with the use, dimensional, parking and loading requirements of the underlying zoning, notwithstanding any provision of the underlying zoning to the contrary and without the requirement of further Zoning Relief. Therefore, although a Proposed Project may not conform with the dimensional and use regulations set forth in the underlying zoning, such Proposed Project would be considered to be in compliance with such use and dimensional requirements, provided that the Proposed Project is reviewed and approved under IMP Review pursuant to Article 80, Section 80D of the Code and has received a Certification of Consistency pursuant to Section 80D-10 of the Code.

5.4 Compliance with the LMA Interim Guidelines

Emmanuel College has adhered to the Interim Guidelines in its planning efforts since they were adopted in 2003. Under the terms of this Emmanuel 2012 IMP, Emmanuel is requesting zoning relief for a small portion of Julie Hall. In return, Emmanuel will provide exceptional public benefits. See Section 5.1.1 for more information.

5.4.1 *Assets*

The Interim Guidelines set principles to enhance and protect the physical assets of the LMA. The Guidelines call for a no-build zone along the Riverway and Fenway and to restrict shadows' impacts on the Emerald Necklace. As discussed in Section 4.4.3 and shown on Figure 5-12, consistent building edge and massing will be maintained along perimeter streets (Brookline Avenue, Avenue Louis Pasteur and The Fenway). The expansion of the Cardinal Cushing Library will be designed to have a strong visual connection to The Fenway. Greater building heights will be located in a tier toward the southwest edge of campus to minimize shadow impacts and optimize visual impacts. The tier will also create a gradual transition from lower heights along The Fenway to the greater heights toward the interior of the LMA along Blackfan Street.



5.4.2 *Dimensional Guidelines*

The Proposed Cardinal Cushing Library Project will not exceed the Interim Guidelines height limitations; therefore, it does not warrant the need for exceptional public benefits or “superior workforce development program” under the Interim Guidelines. The proposed Julie Hall will exceed the Interim Guidelines height limitations and therefore offers exceptional public benefits in return, as detailed in Section 5.1.1. The College’s job training program is described in Section 10 and its myriad public benefits are discussed in Section 11.

The Proposed Julie Hall and Cardinal Cushing Library Expansion development Projects have been carefully located and shaped to minimize detrimental shadow impacts on The Fenway and campus green spaces. Building massing has been designed to avoid impacting the Emerald Necklace, Joslin Park or Evans Way Park, and The Fenway with new shadows for more than an hour on the vernal equinox. The location and height of Julie Hall causes its shadow to largely fall within the existing shadow cast by the Administration Building upon The Fenway. Massing of the new five-story portion of the Cardinal Cushing Library Expansion is mainly located along Avenue Louis Pasteur and Parcel A to minimize new shadow impacts on The Fenway. See shadows studies located in Appendix B.

5.4.3 *Transportation*

As discussed in Section 7, the Proposed IMP Projects are expected to generate very little traffic. Trip generation estimates for the morning and evening peak hours are just 22 and seven trips additional, respectively. The College pursues a robust Transportation Demand Management (TDM) program, which includes subsidies for public transportation for both faculty and students, as well as carpooling and bicycling incentives.

In connection with the creation of its Endowment Campus in 2000, Emmanuel was a strong supporter of the development of the Blackfan Circle Extension, which connected the former terminus of Blackfan Circle through Emmanuel College property to Avenue Louis Pasteur. Emmanuel has contributed a substantial amount of its property to supporting this key area access improvement in the LMA—which has supported the development of over one million square feet of Class A biomedical/life sciences research space—and approval of several other research-oriented projects that have not yet been constructed.

5.4.4 *Character*

The Emmanuel 2012 IMP responds to the LMA Interim Guidelines requirement that new development “build on and reinforce the distinctive physical, historic, and architectural characteristics of each of the institutions within the LMA” as follows, per the four strategies stipulated in the guidelines:

1. Simplification of way-finding through enhanced institutional identity created by clear planning and distinctive architecture.

The Emmanuel 2012 IMP preserves and enhances the major elements that distinguish Emmanuel today: the historic integrity of the Administration Building, the consistent green landscape and iron fence that edge the Academic Campus along major public streets, and the clear distinction between the Academic and Endowment Campuses in terms of location, scale and architectural expression. The Emmanuel 2012 IMP then advances the themes of architectural transparency and dialogue with historic context evident in its recent buildings by continuing this approach with the two new Academic Campus buildings planned along the public edge of the campus. Julie Hall and the Cardinal Cushing Library addition will both emphasize visual transparency at ground level to enliven the adjacent streets and celebrate learning activity at Emmanuel. This approach builds upon recent LMA precedents, such as by the Massachusetts College of Pharmacy and Health Sciences, while highlighting Emmanuel's own unique cultures of activity. The upper portion of Julie Hall, rising above lower campus buildings and visible to people entering the LMA along Brookline Avenue, will continue this theme of transparency as a signature campus landmark, while also integrating opaque elements that relate to the Administration Building's tower and mark a distinction from the predominantly glazed research buildings along Blackfan Street.

2. Creation and implementation of a program that improves access for visitors arriving by car, transit or on foot, and to improve circulation within each institution's campus.

The Emmanuel 2012 IMP emphasizes improvements in the quality of the pedestrian environment on campus and along adjacent public streets. This strategy leverages, and enhances, the LMA's advantages as a walkable urban district with significant transit services. Through the initiatives in this Emmanuel 2012 IMP, new buildings with active ground floors and enhanced landscaping will improve the walking experience entering and leaving Emmanuel's campus at Brookline Avenue, The Fenway, Avenue Louis Pasteur and Blackfan Street.

3. Preservation and enhancement of all buildings that contribute significantly to the history of the district.

The Emmanuel 2012 IMP maintains Emmanuel's Administration Building without exterior changes. Campus landscape improvements in the Emmanuel 2012 IMP will create a greener, more inviting setting at the end of the building facing Loretto Hall.

4. Limits on the width and spacing of tall building elements to minimize negative environmental impacts.

The taller portion of proposed Julie Hall features a slender profile facing The Fenway and faceting that reduces its profile when viewed from Brookline Avenue from the west. This building has been located toward existing taller buildings—Merck Research Laboratories-Boston and BIDMC East Campus in particular—and away from The Fenway in accordance with the LMA Interim Guidelines to achieve a stepped transition in height up to the LMA's taller structures. Julie Hall has also been placed at a sufficient interval from the Merck research building to maintain significant direct sun and sky plane views from Emmanuel's Main Quadrangle.

5.5 Future Proposed Institutional Projects

As described previously, the Emmanuel 2000 IMP described new residence halls that would form a residential quadrangle between Brookline Avenue and Emmanuel's Main Quadrangle, replacing St. Joseph, St. Ann and Loretto Halls ("Residential Quadrangle Project"). The Residential Quadrangle Project remains an important part of Emmanuel's longer-term vision for the campus.

As a step toward implementation of the Residential Quadrangle Project, Emmanuel had proposed the Fenway Residence Hall project, a new residence hall to contain approximately 211 student beds at the corner of Brookline Avenue and The Fenway. The project had received approval from the BRA in July 2008 as being consistent with the planning for the Residential Quadrangle Project, but did not receive the endorsement from the Boston Parks and Recreation Commission. Due to the fact that the Emmanuel 2000 IMP has expired, The Fenway Residence Hall project and Residential Quadrangle Project shall be the subject of one or more future IMP Amendments. As previously mentioned, Emmanuel intends to reacquire ownership and control of Parcel A for its Academic Campus. The existing dimensional limitations for the Parcel will be the guidelines for the future academic building on Parcel A. Any future development of Parcel A shall be the subject of a future IMP Amendment.

6.0 STUDENT HOUSING PLAN

Residential life is central to an Emmanuel student's educational experience and sense of community. Living on campus promotes friendships among students from diverse backgrounds, provides opportunities for living-learning experiences and offers easy access to the educational, cultural, recreational and volunteer/service opportunities in Boston. Residing on campus promotes personal growth and development as students learn to manage their time, do laundry, make healthy food choices, maintain a clean and organized living environment and strengthen their interpersonal skills. As students mature, they desire to live in smaller communities offered by campus suites and apartments. These upper-year housing options are common on campuses throughout the country.

In the past decade, after the decision to admit male students caused enrollment to increase, the College set out to reclaim dorm space for its students, most of which was sold or being leased to other neighboring institutions. As previously described, at a combined cost of \$25 million, Emmanuel was able to reacquire Julie Hall, which was sold to BIDMC during a period of financial strain, and renovate the hall into traditional and suite-style rooms. St. Joseph Hall also underwent an extensive \$10 million renovation, upgrading facilities and updating technology, to accommodate the growing expectations and standards of the modern college student.

6.1 Housing Policies

The Emmanuel Statement on Community Standards and Student Code of Conduct describes a student standard of behavior emphasizing academic excellence, personal responsibility, care for others, civility and respect. The Dean of Students reviews the College's expectations with every new student and oversees a comprehensive system for addressing conduct violations. As described in the Student Code, these expectations apply to both on- and off-campus students and the College administration takes seriously its responsibility to promoting responsible student behavior in the community. The Dean of Students is an engaged member of two community boards that address student conduct, the Mission Hill Problem Properties Task Force and the Boston Area Off-Campus Housing and Student Life Coalition. The Dean and the Director of Campus Safety participate in all meetings convened by the Mayor's Office and the Boston Police Department related to off-campus and community student behavior.

Emmanuel provides housing to all full-time undergraduate students in good financial standing who meet the payment/application deadline. Returning students pay a housing deposit and apply for housing each spring and pick space during a "Room Selection" process. Similarly, incoming students deposit and apply and are assigned based on preferences.

6.2 Current Student Housing Use

Emmanuel currently houses approximately 67 percent (1,176 out of 1,765) of its full-time traditional undergraduate students. These students live on campus in Emmanuel's four existing residence halls. The College maximizes use of the dormitories by using lounges as bedrooms and through the use of economy triple rooms to the greatest extent practicable. In fact, the dormitories are currently at 106.4 percent of their intended capacity. Another 101 students are housed in two satellite locations that are leased by Emmanuel. Table 6-1 summarizes the College's existing housing. Emmanuel expects to

continue with the full use of the dorms and the off-site housing until such time as new housing is available with the construction of Julie Hall.

Table 6-1 Existing Housing

Housing	Number of Students
<i>Residence Halls</i>	
Julie Hall	221
St. Joseph Hall	419
St. Ann Hall	245
Loretto Hall	291
Total Residence Halls	1,176
<i>Satellite Locations</i>	
CityView at Longwood 75 St. Alphonsus St. Boston, MA 02120	61
Rodgers Hall at the Wentworth Institute of Technology 574 Huntington Ave. Boston, MA 02120	40
Total Satellite Locations	101
Total All Housing	1,277

6.3 Future Housing Plans

One of the goals of the Emmanuel 2012 IMP is to increase full-time traditional undergraduate enrollment to 2,220 from the current level of 1,765. The campus is being designed to accommodate this adjustment. A focus of student housing in the future will be to expand housing options for upper-year students, whose needs differ from those of 1st- and 2nd-year students. This IMP proposes the demolition of the existing Julie Hall and construction of Julie Hall, a 275,000 SF, 720-bed residence hall located between the Jean Yawkey Center and Brookline Avenue. The 720 beds will replace 220 beds in the existing Julie Hall and offer approximately 500 new beds to accommodate the increase in enrollment. The new residence hall will feature more attractive suite-style housing options available for 3rd- and 4th-year students, as well as provide more dining and kitchen space and increased meeting space for student organizations. In the future, with the addition of Julie Hall and assuming a traditional undergraduate student population of 2,200 students, Emmanuel will house approximately 76 percent of its undergraduate students directly on campus in four dormitories.

Emmanuel’s future planning for the Residential Quadrangle Project would be guided by the design criteria set forth in the Emmanuel 2000 IMP and depicted in Table 1-2 of this Emmanuel 2012 IMP.

7.0 TRANSPORTATION

7.1 Introduction

This section presents an evaluation and summary of existing and future transportation infrastructure and operations at Emmanuel College. This study has been developed in order to understand and mitigate the transportation impacts of the Proposed IMP Projects. This study specifically addresses the BRA's December 14, 2011, Scoping Determination and the Boston Transportation Department's (BTD) comment letter dated August 12, 2011.

The Transportation Access Plan Component includes an analysis of vehicle traffic, parking conditions, loading and service activities, pedestrian and bicycle activity and public transportation in the area surrounding Emmanuel's campus as outlined below:

- ◆ An overview of the Proposed IMP Projects and the study findings;
- ◆ Definition and quantification of the existing transportation infrastructure at the campus and in the study area;
- ◆ A discussion of existing Transportation Demand Management (TDM) strategies;
- ◆ Projection of future transportation conditions (trip generation only) with the Proposed IMP Projects fully occupied;
- ◆ An assessment of parking conditions in the study area;
- ◆ A summary of proposed improvements to be implemented as part of the IMP; and
- ◆ An overview on construction-related activities as they pertain to transportation.

The transportation analysis has been performed in accordance with standard BTD methodologies, including the projection of project trips based on Institute of Transportation Engineers (ITE) trip rates and the application of local travel characteristics established through the Access Boston initiative.

7.1.1 *Proposed Institutional Projects*

The transportation analysis is based upon the proposed construction of the following projects during the 10-year term of this Emmanuel 2012 IMP:

- ◆ Cardinal Cushing Library Expansion involves the demolition of approximately 17,800 square feet (SF) of the existing approximately 51,800 SF Cardinal Cushing Library building and an addition of approximately

76,000 SF, resulting in a net increase of approximately 58,200 SF. In addition to new classrooms, faculty offices and meeting spaces, the new portion of the building will contain a 300+ seat auditorium that will replace an existing smaller auditorium.

- ◆ Julie Hall is a 275,000 SF residence hall with student life and academic facilities to be built on the site of the existing Julie Hall and just north of the Jean Yawkey Center. The ground level of the new residence hall will provide space for student dining areas as well as meeting space for student organizations and academic, student life and outreach activities. Additional space for academic and student life activities will be provided on the second and basement floors, while the remainder of the upper floors will contain approximately 720 student beds in a variety of room formats. The 720 beds will replace 220 beds in the existing Julie Hall and offer approximately 500 new beds to accommodate growth to a 2,200 traditional undergraduate enrollment.
- ◆ Parcel C Project is the proposed redevelopment of the existing Alumnae Hall and parking deck on Parcel C with a 360,000 SF life sciences research building and 355 replacement below-grade parking spaces (the same amount of parking that has been provided on Parcel C historically).

The description of the Parcel C Project has been included for reference only as it will be reviewed separately by the BRA in its review of the BWH 2012 IMP Amendment and Draft Project Impact Report (including its own transportation study) to specifically quantify the impacts of that project and delineate appropriate mitigation actions.

Table 7-1 summarizes the proposed future IMP projects.

Table 7-1 Emmanuel College Proposed IMP Projects

Project	Existing Building Area (SF)	Proposed Demolition Area (SF)	New Building Area (SF)	Maximum Total Building Area (SF)	New Parking
Cardinal Cushing Library	51,800	17,800	76,000	110,000	0 spaces
Julie Hall	53,826	53,826	275,000	275,000	129 spaces**
Total			351,000	385,000	129 spaces

** Includes construction of 200 below-grade parking spaces and elimination of up to 71 existing surface parking spaces on the Academic Campus.

7.2 Summary of Findings

The proposed Julie Hall residence hall supports planned increases in student enrollment by providing approximately 500 new beds on campus, as well as increased student life and academic space. The Cardinal Cushing Library expansion will provide much needed classroom, office and meeting space, and a 300-seat lecture hall. A small amount of new traffic associated with the new offices and general growth of the campus is anticipated; however, much of this growth is anticipated independent of these projects.

Transportation benefits and amenities will include new and/or improved pedestrian paths, lighting and bicycle storage for students. To further reduce parking demands and encourage alternative modes of transportation, Emmanuel College intends to implement a market-rate parking pricing program. Employee transit pass sales will continue to be offered at a 65 percent subsidy to support access to the campus by alternative modes to driving.

7.3 Existing Transportation Conditions

This section provides a summary of existing transportation conditions, including the following:

- ◆ A description of the existing access to the campus;
- ◆ Summaries of on-site and off-site parking for faculty/staff, visitors and students;
- ◆ Bicycle amenities;
- ◆ Public transportation services;
- ◆ Existing loading activities and deliveries;
- ◆ A discussion of student move-in and move-out policies; and
- ◆ Transportation Demand Management actions.

7.3.1 *Campus Access*

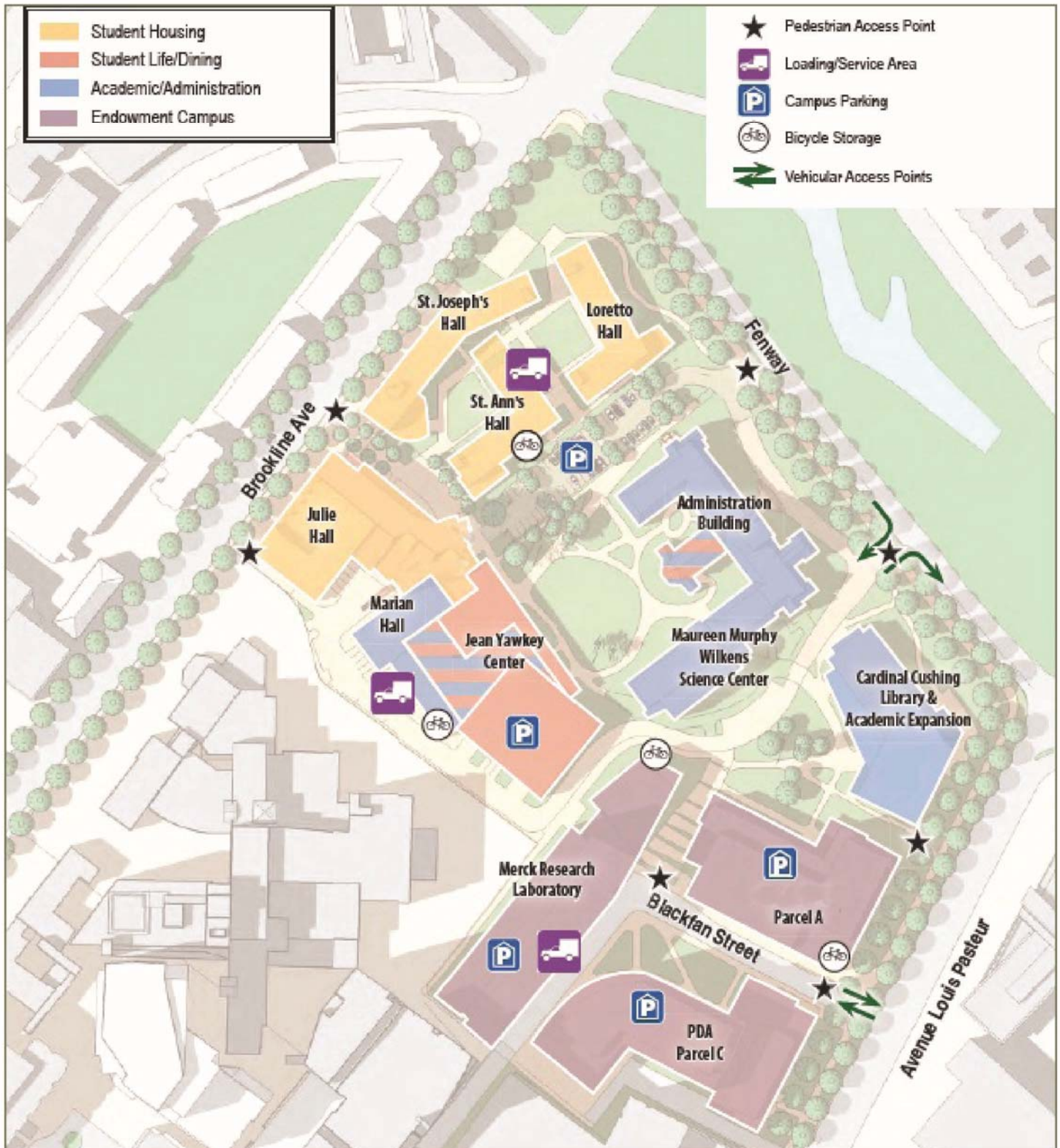
Emmanuel is bounded by Brookline Avenue to the northwest, The Fenway to the northeast, Avenue Louis Pasteur to the east and property belonging to other institutions (including BIDMC and Harvard Medical School) to the south. The sole vehicular access point to the Academic Campus is located on The Fenway via a secured driveway. This main driveway provides access for students, faculty and service vehicles to the campus. There is also a secondary vehicle access point along The Fenway; however, this drive is typically kept gated and locked and is only used during move-in/move-out times and other special events. Additional emergency access is also provided from Brookline Avenue via the BIDMC's East Campus Service Drive and from Blackfan Street.

There are numerous pedestrian access points to campus. Primary access is on The Fenway and Blackfan Street and secondary access on Brookline Avenue and Avenue Louis Pasteur.

The Emmanuel Campus transportation infrastructure is shown on Figure 7-1.

7.3.2 Parking Supply and Management

On the Academic Campus, Emmanuel currently controls 438 parking spaces (including 145 permitted for Parcel A) divided between surface parking lots and below-grade garages under the Maureen Murphy Wilkens Science Center and the Jean Yawkey Center. These spaces are available to college faculty, staff and some select graduate and commuter students. Resident students are not permitted to park on campus unless there are extenuating circumstances that require them to have access to an automobile.



Source:
Vanasse Hangen Brustlin, Inc.

Figure 7-1
Transportation Infrastructure

An inventory of Academic Campus parking is summarized in Table 7-2.

Table 7-2 Existing Academic Campus Parking Space Inventory (2011)

Lot Location (Academic Campus)	Number of Spaces
Parcel A Lot	125
Science Building	120
Yawkey Center	102
East of St. Ann & Loretto Halls	33
South of Marian Hall	15
Between St. Ann & Loretto Halls	13
East of Science Building	10
Total	418

Source: Emmanuel College 2011

7.3.2.1 Faculty/Staff Parking

Emmanuel faculty and staff must apply for a parking permit through the Office of Human Resources. Passes may be purchased on a monthly, semi-monthly, or yearly basis. Rates are based on salary and position as summarized below in Table 7-3.

Table 7-3 Faculty/Staff Parking Rates (2011–2012 Academic Year)

Employee Type	Yearly	Monthly	Semi-Monthly
Full-time Faculty/Staff earning less than \$60,000 annually	\$960	\$80	\$40
Full-time Faculty/Staff earning \$60,000 or greater annually	\$1,560	\$130	\$65
Part-time Faculty/Staff	Pro-rated accordingly		
Adjunct Faculty/Staff	\$160/semester		

Source: Emmanuel College 2011

On-campus parking is available to all Emmanuel College faculty and staff who wish to purchase a parking permit. For the 2011–2012 academic year, 271 employee parking permits have been distributed.

7.3.2.2 Student Parking

Emmanuel College typically does not grant parking to students residing on campus. Student parking is limited to only commuter students and some select resident students with extenuating circumstances, at the Parking Committee's discretion. Moreover, commuter student parking permits are limited to students whose primary residence is not accessible via public transportation. Senior students also have the opportunity to apply for a single-semester permit for access to off-campus internships.

For the Fall 2011 semester, a total of 86 semester parking permits have been issued to various Emmanuel students, consisting of 56 full-time students at a rate of \$375 per semester, 26 part-time students at a rate of \$225 per semester and four resident students.

Students enrolled in Graduate and Professional Programs must also apply for parking permits, which are valid from 5:00 p.m. through 11:00 p.m., Monday through Saturday. The permit is valid for the duration of the seven-week courses, at a rate of \$70 per session.

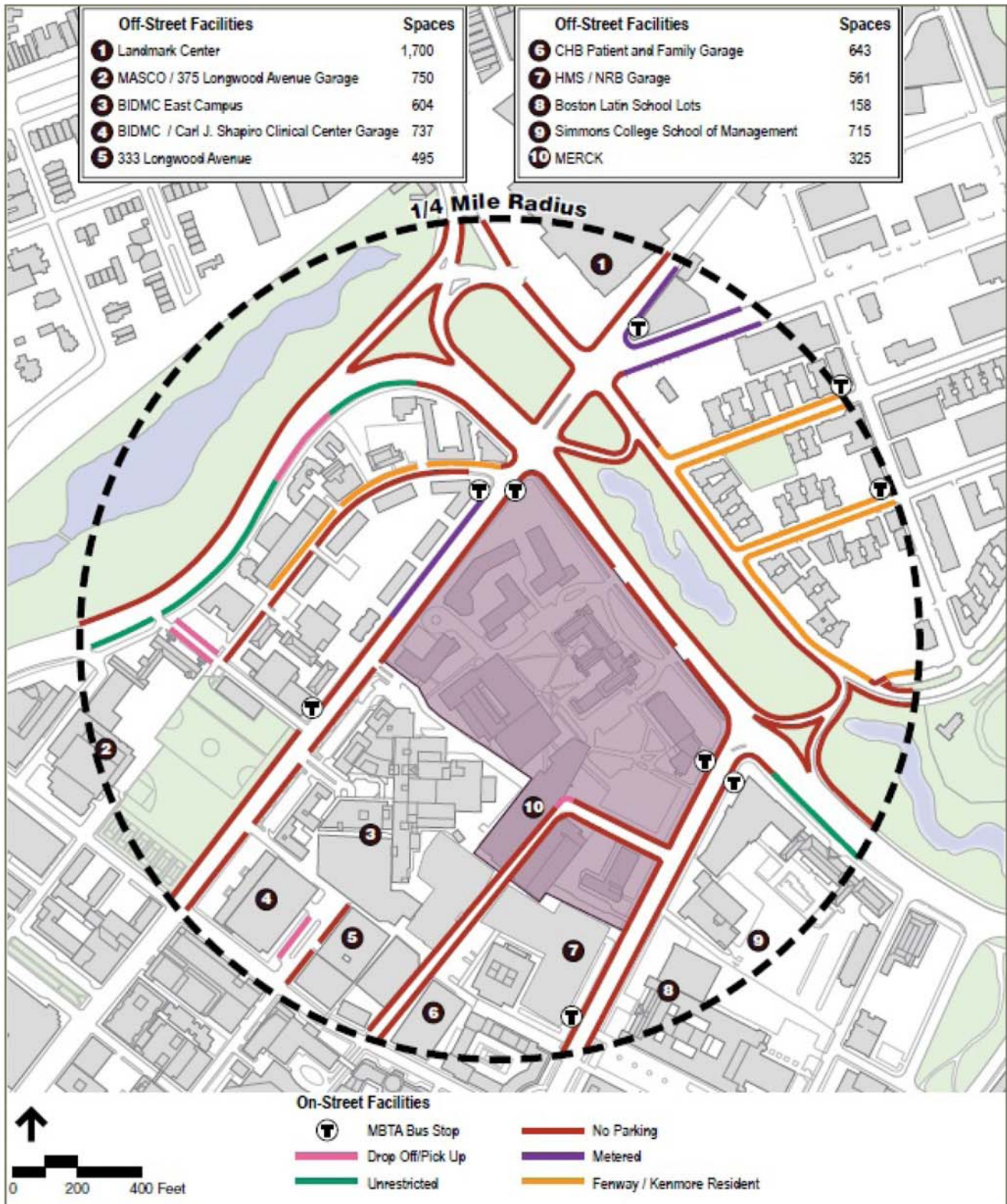
7.3.2.3 Visitor Parking

Daily visitor parking on campus is available on a very limited basis. Visitors to campus are required to obtain a special complimentary parking permit from the Office of Campus Security and Safety, with advanced permission. Visitors are required to check in at the security booth on the main entrance drive from The Fenway. Visitors are parked in available spaces on a first-come, first-served basis at the direction of the security staff. A limited number of reserved visitor parking spaces are also available for business with the Office of Admissions.

7.3.2.4 Public Parking

There is off-campus parking available in the vicinity of the campus. Available public parking within a quarter-mile radius of the campus is presented in Figure 7-2 with on-street, off-street parking garages, and/or surface lot inventory summarized. Much of this parking is utilized by other area institutions and associated land uses; thus availability is often limited.

On-street parking available to faculty, staff, students and visitors in the vicinity of the campus is quite limited, as many of the streets surrounding the College prohibit parking. Approximately 23 parallel, two-hour meter spaces are available along the north side of Brookline Avenue directly to the north of the campus. In addition, approximately 56 unrestricted parallel spaces run along the south side of the Riverway between Longwood Avenue and the Sears Rotary as well as approximately 21 parallel unrestricted spaces along the west side of The Fenway, to the south of Avenue Louis Pasteur. There are also metered parking spaces on both sides of Evans Way, just east of the campus. All parking along the Riverway and The Fenway is restricted during inclement weather.



Source:
Vanasse Hangen Brustlin, Inc.

Figure 7-2
Off-Campus Parking

7.3.2.5 Special Event Parking

During special events, visitors are directed to park throughout the Emmanuel College campus in the available surface lots and garages. When an event yields parking demands in excess of on-campus capacity, arrangements are made to allow vehicles to be directed and parked in the MASCO garage located at 375 Longwood Avenue and occasionally to identified spaces at neighboring Simmons College or the Boston Latin School.

7.3.3 Bicycles

On the Academic Campus, Emmanuel provides two bicycle storage locations for use by faculty, staff and students. Outdoor bicycle racks, accommodating approximately 100 bicycles, are centrally located in front of St. Ann Hall. Additionally, sheltered bicycle racks for approximately 22 bicycles are provided within the Jean Yawkey Center gymnasium parking garage. Utilization of the provided bicycle storage on campus is approximately 50 percent of capacity.

Through MASCO, Emmanuel College supports the City of Boston's Hubway Bike Share System.

7.3.4 Public Transportation Services

Emmanuel encourages the use of Massachusetts Bay Transportation Authority (MBTA) public transportation services by offering employees a 65 percent subsidy for MBTA passes. During the last academic year, an average of 101 employees purchased T-passes each month.

The campus is located between the Riverside branch (D line) and the Heath Street branch (E line) of the MBTA Green Line. A summary of MBTA transit services that are available to service Emmanuel College are described below:

- ◆ Green Line D Branch – The D (or Riverside) branch of the Green Line light rail subway line runs on a dedicated right-of-way from Riverside Station in Newton through multiple stations in Newton, Brookline and Boston before turning north along the Riverway and joining the main below-grade Green Line east of Fenway Station. The main line continues through the Back Bay, Government Center and North Station to its terminus at Lechmere Station. Emmanuel College is served by the line's Fenway and Longwood stops.
- ◆ Green Line E Branch – The E (or Heath Street) branch of the Green Line light rail subway line originates at Heath Street Station and runs east at grade within the median of Huntington Avenue. South of Massachusetts Avenue, the line descends below grade to serve Symphony and Prudential stations before joining the main Green Line (described previously in the D Branch section) at Copley. Emmanuel College is served by the line's Museum of Fine Arts and Longwood stops.
- ◆ Orange Line – The Orange Line heavy rail subway line runs from Oak Grove Station in Malden through Medford, Charlestown, downtown

Boston, the South End and Roxbury, before reaching Forest Hills Station in Jamaica Plain. The Orange Line connects with the Green Line and with all northern commuter rail lines at North Station, with the Green Line at Haymarket, with the Blue Line at State Street, and with the Red Line at Downtown Crossing. The closest stop to Emmanuel is Ruggles Station.

- ◆ Framingham/Worcester Commuter Rail Line – This commuter rail line runs from Boston’s western suburbs, making stops in Natick, Wellesley and Newton. Approximately half of the daily trains originate or terminate at Worcester; the other half originate or terminate at Framingham. The line makes Boston stops at Yawkey Station, Back Bay Station and South Station.
- ◆ Needham Commuter Rail Line – This commuter rail line serves the Boston suburb of Needham, making four stops there, before serving the Boston neighborhoods of West Roxbury, Roslindale and Jamaica Plain en route to its downtown terminus at South Station. This line makes a stop at Ruggles Station.
- ◆ Franklin Commuter Rail Line – This commuter rail line serves suburbs southwest of Boston including Franklin, Norwood and Dedham en route to its downtown terminus at South Station. This line makes a stop at Ruggles Station.
- ◆ Attleboro/Providence Commuter Rail Line – This commuter rail line serves communities south of Boston including Providence (RI), Attleboro and Sharon en route to its downtown terminus at South Station. The Attleboro Line merges with the Franklin Line at Readville Station in the Hyde Park neighborhood of Boston. This line makes a stop at Ruggles Station.
- ◆ Stoughton Commuter Rail Line – This commuter rail line serves southern suburbs of Boston including Stoughton and Canton en route to its downtown terminus at South Station. The Stoughton Line merges with the Attleboro Line at Canton Junction Station. This line makes a stop at Ruggles Station.

The MBTA also operates several bus routes that provide service within one half-mile of Emmanuel College. Several local buses travel along Brookline Avenue and stop adjacent to Emmanuel College (Routes 8, 19, 47, 60, 65, CT2 and CT3). The 8, 19, 47 and CT3 bus routes also provide stops adjacent to the campus on Avenue Louis Pasteur. A description of nearby MBTA bus routes is below:

- ◆ Crosstown 2 (CT2) bus route operates on 20-minute headways between Kendall Square Station on the Red Line and Ruggles Station on the Orange Line. CT2 makes a stop on Brookline Avenue adjacent to Emmanuel College.

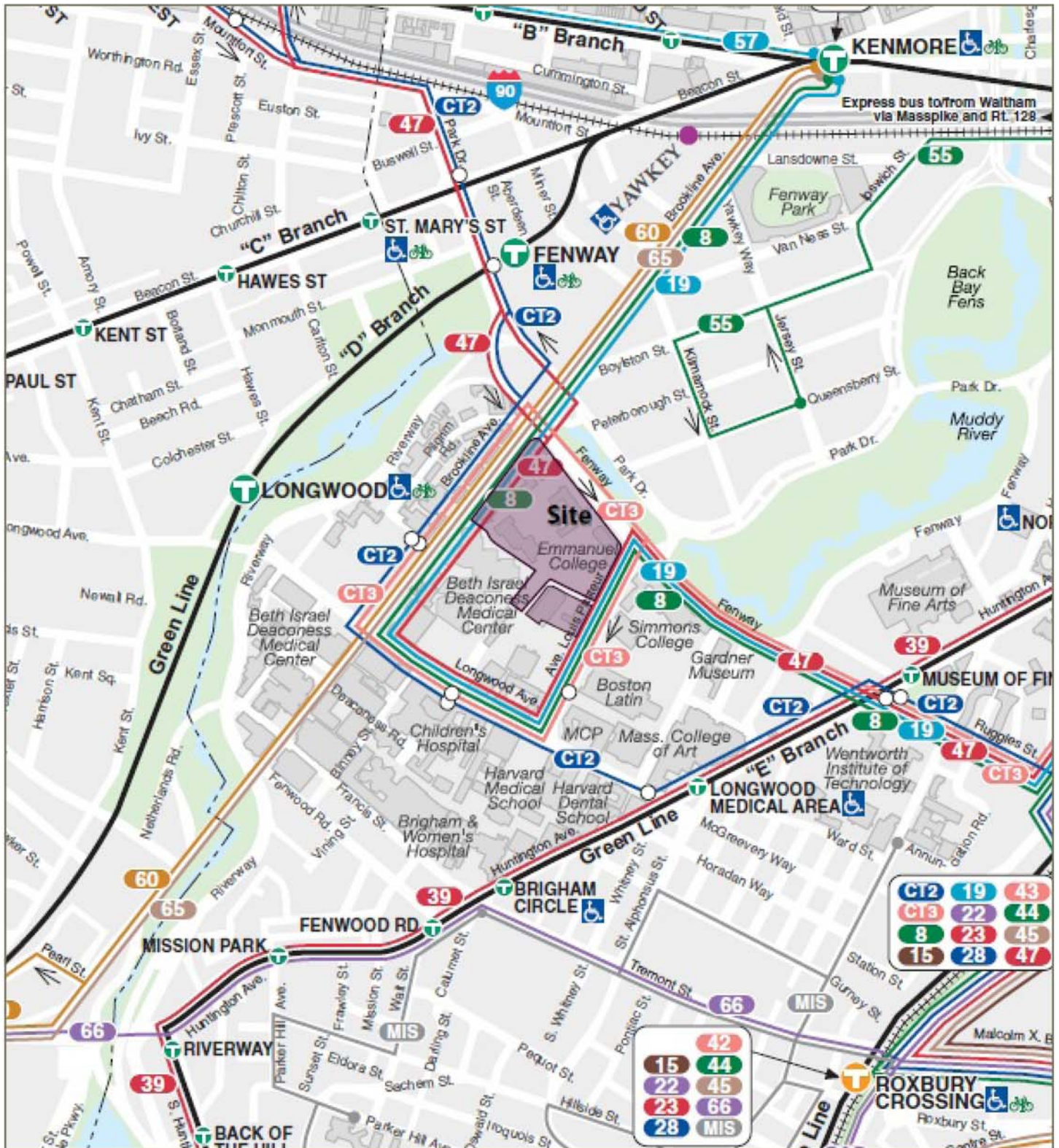
- ◆ Crosstown 3 (CT3) bus route operates on 20-minute headways between the LMA and Andrew Square Station on the Red Line in Dorchester. This route stops on Brookline Avenue and Avenue Louis Pasteur adjacent to the campus.
- ◆ Route 8 operates on 20-minute intervals between Kenmore Square and Harbor Point in Dorchester, with high-frequency service between Kenmore Square and the Ruggles MBTA Orange Line/Commuter Rail Station during peak commuter periods. This route stops on Brookline Avenue adjacent to the campus.
- ◆ Route 19 runs between Fields Corner Station on the Red Line and Kenmore Station on the Green Line. During peak hours this route stops at Ruggles Station on the Orange Line and on Brookline Avenue. Midday, this route only provides service between Fields Corner and Ruggles Station.
- ◆ Route 39 provides service between the Forest Hill Station and Back Bay Station, both of which are on the MBTA Orange Line. It operates on four-minute headways during peak periods and seven-minute headways during off-peak periods. This route makes stops along Huntington Avenue.
- ◆ Route 47 provides service between Central Square and Broadway Stations on the MBTA Red Line via Ruggles Street Station on the MBTA Orange Line. It runs on 25-minute headways during peak hours and 45-minute headways during off-peak hours. This route stops on Brookline Avenue adjacent to the campus.
- ◆ Route 60 provides service between Chestnut Hill in Newton and Kenmore Square via Brookline Village Station on the MBTA Green Line – D Branch. The route operates on 18-minute headways during peak periods and on 30-minute headways during off-peak periods. This route stops on Brookline Avenue adjacent to the campus.
- ◆ Route 65 provides service between Harvard Square in Cambridge and Dudley Square and operates on 10-minute headways during peak periods and 15-minute headways during off-peak periods. This route stops on Brookline Avenue adjacent to the campus.

Available MBTA Public Transportation services are shown in Figure 7-3.

7.3.5 MASCO Shuttle Services

- ◆ In addition to the MBTA bus routes, the Medical and Academic Area Scientific and Community Organization (MASCO) operates private shuttle services in the LMA. MASCO operates eight shuttle routes that provide service within a half-mile of the Emmanuel campus.

- ◆ Fenway Shuttle connects the LMA to the Kenmore lot. The route connects to the Landmark Center and Harvard Vanguard along Brookline Avenue. The shuttle operates on approximately 10-minute headways in the morning peak hours and 8-minute headways during the afternoon/early evening hours.
- ◆ Wentworth Shuttle provides access from the LMA to the Wentworth parking lot in the morning and to and from the Ruggles MBTA Station during the evening. The shuttle operates on approximately 6- to 12-minute headways in the morning peak hours and 10-minute headways during the afternoon/early evening hours.
- ◆ Crosstown Shuttle connects the Crosstown Parking facility to the LMA. The morning peak period shuttle runs on 7- to 12-minute headways, while the evening peak period operates on 10- to 12-minute headways.
- ◆ M6 Chestnut Hill connects Hammond Pond Park to the LMA while operating on 10- to 15-minute headways during both the morning and evening peak hours.
- ◆ M2 Cambridge-Harvard Shuttle connects Harvard and MIT in Cambridge to the LMA. The shuttle operates from 6:40 a.m. to 11:30 p.m. on 10- to 15-minute headways during peak times.
- ◆ Ruggles Express Shuttle connects the LMA to the Ruggles MBTA Station, which provides access to the Orange Line as well as multiple bus and commuter rail lines. The shuttle runs on 5- to 10-minute headways during the morning peak and 6- to 10-minute headways during the evening peak.



Source:
Vanasse Hangen Brustlin, Inc.

Figure 7-3

Public Transportation

- ◆ JFK/UMass Shuttle provides access to and from the JFK/UMass MBTA Red Line station in South Boston and the LMA. The shuttle operates on 10-minute headways during the morning and 15- to 20- minute headways during the afternoon.
- ◆ Landmark Shuttle provides service between the Landmark Center and the Harvard School of Public Health. The service runs on 25-minute headways from 8:00 a.m. to 6:30 p.m.

The Ruggles Express Shuttle and JFK/UMass shuttles provide complimentary service for students and faculty of the College, while others can be utilized for a fee.

7.3.6 Student and Employee Mode Share

Mode share estimates are formulated to quantify the way in which faculty, staff and students travel to and from the Emmanuel Campus, and specifically to assess the level to which alternative modes of transportation are utilized by the College as a whole. With approximately 67 percent of undergraduate students residing on-campus, combined with a very limited amount of parking allocated to students, the majority of students either walk, bike or use public transportation.

Emmanuel currently enrolls approximately 1,765 full-time traditional undergraduates and 750 graduate students on average, with 1,176 of the traditional undergraduate students residing directly on-campus and another 101 nearby in off-campus residences. For the Fall 2011 semester, a total of 86 semester parking permits have been issued, for both on-campus (4 permits) and off-campus (82 permits) students. This equates to a seven percent vehicular mode share for off-campus students and 0.3 percent for on-campus students.

Emmanuel College currently employs 439 faculty and staff in academic, administration and maintenance positions on-campus. Of these employees, there are 165 part-time and 274 full-time. While all faculty and staff are eligible to purchase on-campus parking passes, the total number of purchased parking passes for the 2011–2012 academic year totaled 271. This equates to a 48% vehicular mode share for the faculty/staff population. As expected, the share of faculty/staff commuting to campus is considerably higher than the student population.

Table 7-4 shows existing mode share trends for the commuting population, including an overall mode share rate for the Academic Campus as a whole.

Table 7-4 Vehicle Mode Share

Commuter Type	Population	Number of Parking Passes	Vehicle Mode Share
Employees (Staff/Faculty)	439	271	48%
On-campus Students	1,277	4	0.3%
Off-campus Students	1,238	82	7%

7.3.7 Loading and Service Activities

Service vehicles access campus via the main driveway along The Fenway. Once on the Academic Campus, service vehicles provide deliveries curb-side to many of the individual buildings, as well as via service entries behind Marian and Loretto Halls. Food services and related waste are handled to the rear of the Jean Yawkey Center. All trucking related to loading and service activities at Emmanuel are accommodated off-street.

The Endowment Campus has separate, off-street loading and delivery areas. Loading and service for Merck Research Laboratories-Boston is accommodated via Blackfan Street. Access to Alumnae Hall and the Emmanuel parking deck are provided via a shared driveway along Avenue Louis Pasteur. In the future, service vehicles destined for either Parcel A or Parcel C will be accommodated via their own dedicated off-street service facilities with loading bays and trash compactors.

7.3.8 Move-In/Move-Out Policies

Emmanuel College carefully schedules student move-in to stagger arrival times and reduce the impact both to the neighborhood and within the campus. Move-in for new students is typically scheduled on the first Sunday in September in half-hour increments from 8:00 AM through 4:00 PM. Returning students are scheduled in two-hour increments from 9:00 AM through 5:00 PM on the following Monday. All student check-ins occur in their respective residence hall.

For winter break and spring move-out, few students stay until the official close of residence halls. Students generally will leave after their classes end and final exams are completed. The campus policy requires students to move-out within 24 hours of their last final exam. This policy allows for a natural stagger of move out activities throughout the week prior to the official close of the residence halls.

During move-in and move-out, families are permitted to park on campus at no charge. Emmanuel College only allows one vehicle per family on move-in and move-out days. There are no U-Hauls or trailers allowed on campus or adjacent streets.

7.3.9 *Transportation Demand Management*

Emmanuel College campus is well-situated in relation to the regional roadway network, rapid transit, commuter rail and bus systems. These amenities enhance opportunities to reduce vehicle trips and encourage alternative modes of travel through aggressive transportation demand management programs. Emmanuel College actively supports efforts to reduce auto use for both faculty/staff and commuter students traveling to the campus. Many actions to support this goal are actively employed by Emmanuel College, including the following:

- ◆ Employee Transportation Advisor. Emmanuel has a dedicated commuter services advisor who provides employees with commuter services and works with MASCO's CommuteWorks TMA to improve existing TDM measures and devise and implement new programs.
- ◆ Employee carpool parking discount. For faculty/staff that choose to travel to campus via automobile, the College offers a carpooling incentive. Employees who choose to carpool with other employees receive a 40 percent discount on their shared parking pass, resulting in considerable savings.
- ◆ Employee transit pass subsidy. Emmanuel faculty/staff regularly purchase monthly T-passes and choose public transportation as their primary mode of transportation. Emmanuel College offers a subsidy of 65 percent on the purchase of all monthly MBTA passes for full-time employees.
- ◆ Student transit pass subsidy. An 11 percent transit discount is offered to students through the MBTA's Semester Pass program. This 4- or 5-month pass allows for unlimited travel on the full range of MBTA services, at a discount. In addition, information on transit pass sales is provided in the Student Handbook.
- ◆ Bicycling incentives and amenities. Emmanuel provides centrally located bicycle racks on campus as described in Section 7.3.3.
- ◆ Guaranteed Ride Home Program. Emmanuel provides a guaranteed ride home program through CommuteWorks. Taxi service or car rental vouchers for emergency trips home may be obtained up to five times per year for employees commuting on public transportation.
- ◆ Information dissemination. Dissemination of a regular Commuter Bulletin to faculty (through CommuteWorks) and bus schedules/transit schedules posting.
- ◆ Active CommuteWorks membership. Participation in and support of MASCO's extensive transportation mitigation efforts whose focus is to encourage commuting to work via transit and other ride-sharing programs.

Emmanuel will continue to promote and improve its TDM program to benefit its faculty members and students and reduce traffic impacts to roadways and parking facilities in the vicinity of the campus.

7.4 Transportation Conditions

This section provides insight into the future transportation characteristics of the Emmanuel campus in relation to the development of the Proposed Cardinal Cushing Library Expansion Institutional Project and Julie Hall Proposed Institutional Project as described in Section 7.1.1. The Parcel C project will undergo a separate Article 80 review process, but is mentioned here for reference purposes. Discussions include the following:

- ◆ An evaluation of trip generation;
- ◆ Summary of IMP parking actions;
- ◆ IMP bicycle storage plan;
- ◆ Summary of the Urban Ring project;
- ◆ Campus mitigation plans; and
- ◆ Construction management.

7.4.1 Trip Generation

A small amount of new vehicle trips are expected to be generated by the Proposed Institutional Projects because they are on-campus developments that are meant to enhance facilities already provided within the campus. However, as typically required, trip estimates were based on standard Institute of Transportation Engineers (ITE) rates from the following land use codes (LUC):

- ◆ LUC 550 – University/College was used to estimate the trips associated with the Cardinal Cushing Library Expansion. Most of these trips will be captured within the campus; therefore, a 50 percent capture rate was applied to the trip generation.
- ◆ LUC 220 – Apartment was used to estimate the trips associated with the new student beds in Julie Hall. Dormitory is not a use in the ITE Code, therefore the closest use – Apartment – was used to estimate the trips associated with the new student beds.

A 50 percent capture rate was assumed for the Cardinal Cushing Library Expansion since the majority of trips will be made by students and staff already on campus. This project is not expected to generate destination traffic as an otherwise stand-alone project would.

Mode share, to account for alternative modes of transportation, were applied to the ITE trip results. Mode share for the residence hall was calculated using existing campus trends. Less than 0.5 percent

of on-campus residents have a car today. This same low-vehicle dependency was applied to new residents of Julie Hall. Mode share for the new Cardinal Cushing Library Expansion was based on BTD Guidelines for Area 5. Mode shares are presented in Table 7-5.

Table 7-5 Peak Hour Mode Share

Project	Walk/Bike	Transit	Vehicle
Cardinal Cushing Library Expansion	21%	32%	47%
Julie Hall	89.7%	10%	0.3%

Table 7-6 presents trip generation estimate for the proposed Academic Campus projects. In addition to vehicular trips, person trips are estimated by applying a vehicle occupancy rate of 1.2 persons per vehicle. Person trips account for individuals choosing to walk, bike or take public transportation to the campus.

Table 7-6 Trip Generation Summary

	Person Trips	Walk/Bike	Transit	Vehicle
Daily Total	3,726	2,640	762	270
Morning Peak Hour				
In	85	51	17	14
Out	206	177	23	5
Total	291	228	40	19
Evening Peak Hour				
In	210	184	23	3
Out	144	121	19	3
Total	354	305	42	6

The Proposed Institutional Projects are anticipated to generate approximately 19 new vehicle trips (14 in, 5 out) during the morning peak hour and 6 new vehicle trips (3 in, 3 out) during the evening peak hour.

7.4.2 Emmanuel 2012 IMP Parking Actions

As presented within this Emmanuel 2012 IMP, Emmanuel College proposes the development of approximately 279,000 SF of net new development with the Cardinal Cushing Library Expansion and Julie Hall residence hall.

Table 7-7 summarizes the Academic Campus parking ratios for both existing and future conditions. As shown in Table 7-7, Emmanuel's campus-wide parking ratio will decrease from 0.60 to 0.56 spaces per 1,000 SF with the future implementation of the IMP projects (including the approved Parcel A Project).

7.4.2.1 Parking Supply Modifications

In connection with the future construction of the Julie Hall, Emmanuel will also construct 200 parking spaces (129 net new spaces) underneath the new residence hall. The new spaces are intended to accommodate a modest increase in staff that is expected during the term of the IMP – and also accommodate longer-term growth needs into the future, as the opportunities to control parking to support the Academic Campus into the future are very limited. These new spaces are also intended to support other important Emmanuel operational needs and functions, including parking for parents and visitors for performances, sporting events, and commencement, parking for prospective students and their parents visiting for admissions events, and other needs requiring on-site parking that are difficult to accommodate during weekdays.

The location of these spaces at Julie Hall is logical, as it will allow the College to take advantage of the existing vehicle access scheme that takes motorists from their secured main entrance to the rear of the campus where most of its on-campus parking spaces are currently located (underneath the Yawkey Center). Further, construction of these spaces will allow Emmanuel to take out of service up to 71 existing surface parking spaces that are located in various smaller lots around the campus – providing the opportunity to improve pedestrian conditions and the overall campus environment.

7.4.2.2 Emmanuel 2012 IMP Parking Ratios

As presented within this Emmanuel 2012 IMP, Emmanuel College proposes the development of approximately 279,000 SF of net new development with the Cardinal Cushing Library Expansion and Julie Hall residence hall.

Table 7-7 summarizes the Academic Campus parking ratios for both existing and future conditions. As shown in Table 7-7, Emmanuel's campus-wide parking ratio will decrease from 0.75 to 0.65 spaces per 1,000 SF with the implementation of the two Proposed Institutional Projects.

Table 7-7 Emmanuel College Academic Campus Parking Ratios

Scenario	Building Floor Area (SF)	On-Campus Parking Spaces	Parking Ratio (spaces/1,000 SF)
Existing Conditions	561,081	418	0.75
Future Conditions*	840,473	547	0.65

* Includes construction of 129 net new spaces (200 below-grade parking spaces at Julie Hall and elimination of up to 71 existing surface parking spaces on the Academic Campus).

7.4.3 Bicycle Storage

Emmanuel College proposes to include 50 bicycle spaces as part of the proposed Julie Hall residence hall. This supply is consistent with the under-utilized on-campus supply today which provides bicycle storage for six percent of the on-campus population.

Bike racks will be located in a covered environment adjacent to Julie Hall to encourage cycling and provide a bike-friendly campus.

7.4.4 Pedestrians

Emmanuel has a compact campus which encourages walking as the primary mode of transportation within the campus for students, faculty/staff and visitors. To accompany the enhanced new construction and increased student population, improvements in pedestrian circulation and green space throughout the campus will be a priority, with a particular emphasis on the Academic Campus quadrangles. Improvements to enhance pedestrian access within the campus, including updates in landscaping and lighting along key pedestrian walkways will continue to encourage walking. Another major feature of the pedestrian corridor is the number of landscaped areas that will provide places for passive recreation and contemplation.

7.4.5 Loading

Julie Hall will be serviced entirely from internal on-campus driveways, making use of the existing service drive that also supports the Jean Yawkey Center. There will be no impact to the public street systems as a result of service or loading. Move-in and move-out operations will continue to be handled proactively as previously discussed.

There are no additional loading or service demands associated with Cardinal Cushing Library Expansion project.

7.4.6 *Urban Ring*

Currently, the MBTA provides circumferential transit services in the area via its existing Crosstown bus routes (CT2 and CT3). These existing routes are characterized as elements of Urban Ring Phase 1. Over the past several years, MassDOT had been conducting long-term transit planning for improved circumferential transportation in the Urban Ring corridor in addition to the existing Crosstown routes. The Urban Ring project was planned to be implemented in three phases, described as follows:

Phase 1 of the Urban Ring project would expand current Crosstown bus routes. The new CT routes will serve Franklin Park Zoo (CT7), Sullivan Square (CT8), JFK/UMass Station (CT10) and Fields Corner Station (CT11). A new Express Commuter (EC) service was proposed in the Urban Ring Major Investment Study; however, it was not recommended for implementation due to low ridership projections.

Phase 2 of the Urban Ring project could include the replacement of existing Crosstown bus routes with Urban Ring Bus Rapid Transit (BRT) services. Within the LMA, the proposed BRT will operate with several routes between the Sears Rotary, Oscar Tugo Circle and onward to Ruggles Station.

It was envisioned that over the long-term, the proposed BRT could operate in a tunnel through the LMA with the potential for light rail transit (LRT) or heavy-rail transit (HRT) under Phase 3 of the Urban Ring project. As contemplated, the tunnel could enter the LMA near Huntington Avenue and Ruggles Street (west of Ruggles Station); continue underneath Longwood Avenue and north, ultimately connecting to the new Yawkey Commuter Rail Station near Maitland Street and Beacon Street in the Kenmore/Fenway area. Continued planning for the Urban Ring has been suspended by MassDOT—with no defined restart to the project or future permitting activities and there was no preferred tunnel alignment selected. The Proposed Projects do not preclude future planning, permitting or construction of an Urban Ring tunnel that could connect the LMA to Yawkey Station.

The two Proposed Institutional Projects on the Emmanuel College campus are not anticipated to have any impact on the Urban Ring project.

7.4.7 *Campus Mitigation*

Emmanuel seeks to build enhanced academic and residence space for its students and faculty through the development of Cardinal Cushing Library Expansion and Julie Hall residence hall. The new beds at Julie Hall will help Emmanuel College to meet its objective to increase the on-campus student population by 25 percent, to 2,200 traditional undergraduates, in the next 10 years. By accommodating new students on-campus, the growth will encourage increased pedestrian, bicycle and transit activity for not only the campus, but also the surrounding neighborhoods.

Specific mitigation measures to promote alternative travel modes include:

- ◆ Increasing monthly employee parking rates on campus to discourage parking on campus and to make the parking rates competitive with other local garages;

- ◆ Installing 50 covered bicycle spaces at Julie Hall; and
- ◆ Planting street trees and other landscape amenities around the campus perimeter.

7.4.8 Construction Management

Emmanuel College will develop a detailed evaluation of potential short-term construction-related transportation impacts during the course of this project, including construction vehicle traffic, parking supply and demand, and pedestrian access to the campus. It is anticipated that, whenever feasible, construction activities will be scheduled during the summer when students are away, so that some identified portions of the campus can be used for construction staging and lay-down areas. A detailed Construction Management Plan will be developed and submitted to the Boston Transportation Department (BTD) for its approval.

7.4.8.1 Construction Vehicle Traffic

Construction vehicles will be necessary to move construction materials to and from the campus. Emmanuel College recognizes that construction traffic is a concern to area residents, other institutions and Emmanuel College itself. Every effort will be made to reduce the noise, control fugitive dust and minimize other disturbances associated with construction traffic. It is anticipated that Brookline Avenue, The Fenway and Avenue Louis Pasteur will serve as the principal construction traffic routes to the Emmanuel College campus. Appropriate permits will be obtained for temporary use of The Fenway by construction vehicles. Trucks will be routed to avoid nearby residential areas. Every effort will be made to provide truck staging and lay-down area on-campus. The need for street occupancy along roadways adjacent to the project site is not known at this time.

7.4.8.2 Construction Parking Issues

Contractors will be encouraged to devise access plans for their personnel that discourage auto use (such as seeking off-site parking, providing transit subsidies, etc.) Construction workers will also be encouraged to use public transportation to access the project site because no new parking will be provided for them. Emmanuel College will work with the BTD and the Boston Police Department to ensure that parking regulations in the area are enforced.

7.4.8.3 Pedestrian Access During Construction

During the construction period, pedestrian access on Emmanuel's campus may need to be re-routed around the construction sites. A variety of measures will be considered and implemented to protect the safety of pedestrians traversing those portions of the campus affected by construction. Where necessary protective barriers placed around the construction sites, replacement of walkways, appropriate lighting and new directional and informational signage to direct pedestrians around the construction sites will be provided. After construction is complete, finished pedestrian sidewalks will be permanently reconfigured around the new facilities to connect to other parts of the Emmanuel College campus and the neighborhood. This reconfiguration of pedestrian paths will be carefully considered as the design of the project proceeds.

7.4.8.4 Construction Monitoring

As the project progresses, Emmanuel will work with representatives of the City of Boston to develop and ensure the effectiveness of the program of measures to minimize short-term, construction-related transportation impacts.

8.0 HISTORIC AND ARCHAEOLOGICAL RESOURCES

This Emmanuel 2012 IMP addresses two new Proposed Institutional Projects: a new 720-bed residence hall, Julie Hall; and renovations and an addition to the Cardinal Cushing Library. The proposed Julie Hall will be constructed on the existing Julie Hall site and extend to the Jean Yawkey Center to the east. The Cardinal Cushing Library is located at the northeast corner of the campus, just west of the historically and architecturally significant Administration Building. A detailed description of the two Proposed Institutional Projects is provided in Section 5.

This section identifies the existing Emmanuel College Academic Campus buildings, including buildings on the proposed project site(s), and identifies historic resources within and in the vicinity of the Emmanuel College campus. This section also describes the potential impacts that the Proposed Institutional Project(s) may have on these resources.

8.1 Existing Emmanuel College Buildings

The Emmanuel College Academic Campus encompasses nine buildings. Table 8-1 lists the buildings and their dates of construction. Section 2 provides a more detailed description of the existing campus.

Table 8-1 Emmanuel College Academic Campus Buildings

Historic Resource	Date of Construction
Administration Building	1914
Marian Hall	1954
Julie Hall	1958/2003
St. Ann Hall	1962
Loretto Hall	1964
Cardinal Cushing Library	1965
St. Joseph Hall	1966
The Jean Yawkey Center	2004
Wilkens Science Center	2009

8.2 Existing Historic and Archaeological Resources

8.2.1 *Historic Resources*

Emmanuel College Campus

The Emmanuel College Academic Campus encompasses nine buildings constructed between 1914 and 2009. The College was founded by the Sisters of Notre Dame de Namur in 1919 as the first Catholic College in New England for women. The centerpiece of the campus is the Administration Building (1914). Designed by the noted Boston architectural firm of Maginnis, Sullivan & Walsh, the building is an excellent example of the English Collegiate Gothic style. Since its construction, the Administration Building has been the College's main classroom building. Alumnae Hall (constructed

1947–1949), located on Parcel C of the Endowment Campus, is a much simpler and later example of the Gothic Revival style. The remainder of the six original campus buildings, built between 1954 and 1966, are all executed in a more minimalist contemporary design.

The Emmanuel College campus is included in the Inventory of Historic and Archaeological Assets of the Commonwealth maintained by the Massachusetts Historical Commission (MHC). An Area Form (Form A) for the campus was prepared as a component of the Emmanuel 2000 IMP. At the time of the Emmanuel 2000 IMP, the campus was not recommended for listing in the National Register of Historic Places. In the ensuing years, the MHC has indicated in their review of other Emmanuel College projects that the campus “may be eligible for listing in the National Register of Historic Places,” though no formal determination of eligibility has been made. The Boston Landmarks Commission (BLC) has recommended the Administration Building for individual listing on the National Register of Historic Places and for Boston Landmark designation. The northern half of the campus, including the Administration Building and the Cardinal Cushing Library, is located within the Southwest Fenway Historic District, which has also been recommended for listing in the National Register of Historic Places by the BLC. The existing Julie Hall is not located within the recommended Southwest Fenway Historic District.

Historic Resources in the vicinity

Numerous other historic resources exist within the vicinity of the two Proposed Institutional Project areas. Notable resources include the Olmsted Park System/Emerald Necklace Historic District, the Isabella Stewart Gardner Museum at 280 The Fenway and the Sears Roebuck & Company Mail Order Store at 309 Park Drive. These historic resources and others within the vicinity of the Proposed Institutional Projects are listed in Table 8-2 and identified in Figure 8-1.



Figure 8-1

Historic Resources

Source: Epsilon Associates, Inc.

Table 8-2 Historic Resources in the Project vicinity

Historic Resource	Address	Designation
Emmanuel College – Administration Building	400 The Fenway	National Register eligible Boston Landmark eligible
Emmanuel College	400 The Fenway	Inventoried
Southwest Fenway Historic District	Roughly bounded	National Register eligible
Olmsted Park System Emerald Necklace Parks	The Riverway, Olmsted Park and Jamaica Pond	National Register District Boston Landmark
Harry Hamilton Kerr Hall (Students House)	96 The Fenway	National Register Listed
Isabella Stewart Gardner Museum	280 The Fenway	National Register Listed
Massachusetts School of Art	364 Brookline Avenue	National Register Listed
Vanderbilt Hall – Harvard Medical School	245 Longwood Avenue	Inventoried
Sears, Roebuck and Company Mail Order Store	309 Park Drive and 201 Brookline Avenue	National Register Listed Boston Landmark
Harvard Medical School	230 & 240 Longwood Avenue	National Register eligible
Boston Lying-In Hospital	221 Longwood Avenue	National Register eligible
Boston Public Latin High School	78 Avenue Louis Pasteur	National Register eligible

8.2.2 Archaeological Resources

The Emmanuel College campus was constructed largely on filled land created in the late nineteenth century when the Muddy River was improved. No known archaeological sites are recorded within or in proximity to the project site and there is little potential for significant archaeological resources to be impacted as a result of the Proposed Institutional Projects.

8.3 Impact of Proposed Institutional Projects

8.3.1 Julie Hall

Julie Hall will occupy the site of the existing Julie Hall and extend east to connect with the Jean Yawkey Center and Marian Hall. As noted above, the proposed site of Julie Hall is not located within the recommended Southwest Fenway Historic District. The lower levels of the building facing northeast onto the campus and northwest onto Brookline Avenue will continue the architectural precedent of the adjacent Yawkey Center: extensive glazing creating strong visual connections between the interior student life and meeting spaces and the exterior landscaped spaces. The

northeast façade of the building will introduce an active edge onto Emmanuel's main residential quadrangle. The ground floor and most of the second floor of Julie Hall facing Brookline Avenue will also feature extensive glazing at ground floor level to reveal activity to the broader community, and to improve the pedestrian environment on Brookline Avenue with visual interest and "eyes on the street." Potential ground floor uses facing the street include a student living/learning study area, enhanced with computer and media equipment, displaying Emmanuel's academic culture and remaining active and illuminated well into evening and weekend hours. Upper floors of the Brookline Avenue facade will include additional glazed areas highlighting internal activities such as student social gatherings, and circulation and informal gathering adjacent to classroom and conference spaces. The façade of these upper floors will feature a mix of glazed and opaque surfaces, adding a strong, consistent new face to Brookline Avenue while keeping in scale with the adjacent St. Ann and St. Joseph Halls.

Julie Hall will serve as a public landmark welcoming people to Emmanuel College as well as to the LMA as a whole. The height of the new building will bring architectural coherence between the lower buildings along The Fenway and existing taller buildings along Blackfan Street and on the Beth Israel campus. The building's materials will also provide a transition between the predominant masonry of the existing foreground buildings, including Emmanuel's Administration Building, and the extensive glazing of the LMA's research facilities along Blackfan Street.

According to the LMA Interim Guidelines, there is a 25-foot setback from Brookline Avenue. Behind this setback there is a 75' height limit within 100 feet of Brookline Avenue and a 150' height limit over the balance of the building site, with potential for greater height in return for provision of exceptional public benefits. The new building will conform to these guidelines in that it offers exceptional public benefits in exchange for the opportunity to rise as high as 190.' Figures 5-3 through 5-10e depict the existing conditions and the proposed new residence hall.

8.3.2 Cardinal Cushing Library

Cardinal Cushing Library, which fronts on The Fenway, is located at the northeast corner of the campus. The Library is situated adjacent to the Administration Building and Wilkens Science Center to the north and the proposed East Quadrangle to the southwest with surface parking and the Merck Research Laboratory beyond. This Proposed Institutional Project includes both renovation and new construction. The main part of the building, which features grand two-story windows facing The Fenway, will be retained and renovated. The rear ell, facing Avenue Louis Pasteur, will be demolished and a new addition constructed. The new addition, proposed to be approximately 75 feet tall, will complement the design of the adjacent buildings, which dramatically span different eras and character. The addition will be set back from The Fenway and the Library's façade. It will consist primarily of glazed surfaces facing the new East Quadrangle to promoting strong visual connections between interior and exterior. The elevations along The Fenway and Avenue Louis Pasteur will feature large expanses of glazing and solid panels. Currently the library ell has solid masonry walls facing the street, which will be enlivened by the proposed design.

The proposed library addition will be designed to conform to the LMA Interim Guidelines. The design of the addition, including its siting, height, scale and massing, respect and complement the adjacent Administration Building.

The proposed Julie Hall project and the Cardinal Cushing Library expansion will not adversely impact the character defining features of the National Register-eligible Administration Building, Southwest Fenway Historic District or the other historic resources within the vicinity.

9.0 SUSTAINABILITY

9.1 Introduction

Emmanuel shares the City of Boston's strong commitment to the principles of sustainable development, and this commitment manifests itself in a number of important ways. In September 2010, Sr. Janet Eisner signed the *American Colleges and University Presidents' Climate Commitment* in an effort to work toward climate neutrality. The College has a strong environmental program now to conserve energy, reduce waste, conserve water and reduce its overall environmental footprint. The concept of sustainability is incorporated into the College's curriculum across all disciplines. The following sections describe in detail Emmanuel's current and future sustainability programs.

9.2 American College and University Presidents' Climate Commitment (ACUPCC)

The American College and University Presidents' Climate Commitment (ACUPCC) is a high-visibility effort to address global climate disruption undertaken by a network of colleges and universities that have made institutional commitments to eliminate net greenhouse gas emissions from specified campus operations, and to promote the research and educational efforts of higher education to equip society to restabilize the earth's climate. Its mission is to accelerate progress towards climate neutrality and sustainability by empowering the higher education sector to educate students, create solutions and provide leadership-by-example for the rest of society.

The ACUPCC provides a framework and support for America's colleges and universities to implement comprehensive plans in pursuit of climate neutrality. The Commitment recognizes the unique responsibility that institutions of higher education have as role models for their communities and in educating the people who will develop the social, economic and technological solutions to reverse global warming and help create a thriving, civil and sustainable society.

As a signatory to the ACUPCC, Emmanuel has agreed to:

- ◆ Complete an emissions inventory. Emmanuel is now in the process of collecting its first year's worth of emissions data. To do this, the College is using the Campus Carbon Calculator™ created by Clean Air-Cool Planet. The Campus Carbon Calculator is the leading tool for assessing campus greenhouse gas emissions, and has been used by more than 1,200 campuses across the country. The Calculator is the "tool of record" for a large number of the signatories to the ACUPCC.
- ◆ Set Target Dates. By January 2013, Emmanuel will set its official target dates and interim milestones for becoming climate neutral. As an initial goal, Emmanuel is hoping to see a five-percent reduction in 2011 from its benchmark year of 2010.
- ◆ Short-Term Actions. The steps Emmanuel has taken to reduce greenhouse gas emissions include establishing a new temperature policy that sets occupied spaces at 68 degrees in the winter heating season (October 21 to

April 30) and at 75 degrees during the summer cooling season (May 1 to October 20); and committing to purchasing only ENERGY STAR energy-efficient electronics and appliances when available.

- ◆ Integrate sustainability into the curriculum. Emmanuel is striving to enhance faculty and student learning by encouraging research and developing academic programs, internships and extra-curricular activities focused on sustainability.
- ◆ Make the action plan, inventory and progress reports publicly available. Emmanuel is committed to making this information publicly available.

Emmanuel believes that demonstrating leadership in addressing climate disruption is an integral part of the mission of higher education and will stabilize and reduce their long-term energy costs, attract excellent students and faculty, attract new sources of funding and increase the support of alumni, businesses and local communities.

9.3 Existing Sustainability Measures

Having a compact urban campus that is well served by public transportation, Emmanuel by its very nature can be considered much more sustainable than many other colleges and universities. Nevertheless, Emmanuel is pursuing further sustainability measures on all fronts, from using “green” cleaning products throughout campus, to reducing kitchen waste through composting, to new LEED certifiable construction. This section describes some of the ways in which Emmanuel is embracing sustainability.

9.3.1 *Green Buildings*

The Maureen Murphy Wilkens Science Center, which opened in 2009, is a green building and speaks to the 21st century and sustainability in every way. This new building is energy-efficient and its underground parking creates more green space on campus. The glass facade offers a spectacular view of this enhanced green space and open atriums provide views of the Emerald Necklace and the Boston skyline that are unmatched.

The Maureen Murphy Wilkens Science Center follows the City of Boston zoning guidelines calling for new construction to be equivalent to LEED-certified construction. The design of the building incorporates a number of sustainable strategies including energy efficient mechanical systems (including the NStar utility Advanced Building Program), daylighting, stormwater management and the use of low-emitting, recycled, and locally available materials and recycling of waste building materials.

Daylighting is a major feature of the new teaching labs and classrooms—the exterior envelope is an energy-efficient combination of glass curtain wall and brick masonry. The curtain wall is glazed with low-e glass which allows use of daylighting (sunlight) for interior lighting without excessive heat loss or gain from the exterior. The interior lighting system has daylight sensors that automatically dim the lights for energy savings whenever there is sufficient sunlight.

9.3.2 Energy Use

Emmanuel is working with Enernoc to study all of its climate-controlled buildings and to determine measures that can be implemented to reduce energy demands. The initial focus is on no-cost and low-cost measures with a relatively short payback period. Once some of these measures have been implemented and their effectiveness analyzed, Emmanuel will begin to examine longer-term, more capital intensive measures that could potentially be undertaken.

As described above, the College has already taken some steps to reduce its energy use through such measures as the new temperature policy and commitment to purchase ENERGY STAR energy-efficient electronics and appliances.

9.3.3 Water Use

Emmanuel is striving to reduce water usage through such measures as the installation of low-flow and water efficient appliances and plumbing fixtures as well as water efficient landscaping.

9.3.4 Stormwater Retention/Treatment/Reuse and Groundwater Recharge

Emmanuel College is committed to being good stewards to the natural environment, especially the treatment and re-use of stormwater runoff. Emmanuel is within Boston's Groundwater Conservation Overlay District per Article 32 of the Zoning Code. The GCOD was created in 2006 and requires that all new and redevelopment projects of a certain size and/or value provide groundwater recharge. The Maureen Murphy Wilkens Science Center and the Administration Building's renovations both provide recharge systems that comply with Article 32 the Department of Environmental Protection's (DEP) ten stormwater management design standards. To achieve this compliance, Emmanuel committed significant area to construct two below-grade stormwater retention systems that collect, treat, and recharge stormwater runoff. Table 9-1 summarizes the recharge volumes that Emmanuel has thus far provided.

Table 9-1 Emmanuel College Stormwater Recharge Since 2006

Project	Project Size (SF)	Required Recharge per Article 32 (Cubic feet)
Maureen Murphy Wilkens Science Center	76,670	6,556
Administration Building Renovations	29,260	2,438
Future Building on Parcel A	54,900	4,575
Total Recharge Required	160,830	13,569
Recharge provided in the 2008/2009 constructed retention basins		
Library below-grade basin		11,200
Courtyard below-grade basin		2,450
Total Recharge Provided		13,650

This effort has benefited the city in several ways:

- ◆ stormwater runoff is recharged into the ground thereby helping to maintain the water table;
- ◆ the quantity of stormwater runoff entering the BWSC stormwater and eventually the Muddy River is significantly reduced; and
- ◆ the quality of the stormwater runoff is significantly improved.

Further, the design of the Jean Yawkey Center, Marian Hall and the Gymnasium, while not providing recharge because they were built before Article 32 was enacted, do provide for the treatment of stormwater to improve water quality as well as peak discharge rate mitigation to help prevent flooding of the BWSC system.

Emmanuel has met with the Boston Groundwater Trust to review future projects and is committed to maintaining these types of best management practices for all its new development projects, including Julie Hall and the Cardinal Cushing Library expansion.

9.3.5 Solid Waste Reduction

Emmanuel is working on several fronts to reduce the amount of its solid waste.

Recycling. Emmanuel has undertaken a robust program to recycle and reduce the amount of its solid waste. Prior to 2011, recycling was available only in classrooms and a few scattered locations across campus. In January 2011, the College purchased and installed six new recycling stations, composed of three single-stream bins for bottles/cans, paper recycling and general waste, in an effort to improve recycling opportunities and to increase the amount of recyclable material diverted from the general waste stream. The recycling stations were placed in high traffic locations in the Yawkey Center, Wilkens Science Center, Cardinal Cushing Library and the Muddy River Café in the Administration Building where they serve to give the best opportunity to recycle as well as to display the College's commitment to greening its processes. The College recently began installing outdoor recycling units as well.

Emmanuel receives monthly tonnage reports that allow it to assess the impact the recycling stations have made. The growth of the program has been remarkable with an increase of 40 percent or more in the main commodities: bottle/cans, mixed paper and corrugated cardboard. Table 9-2 presents recycling statistics for the sample period of February to April 2010 versus the same period in 2011.

Table 9-2 Emmanuel College Recycling Amounts

Material	2/6/10 – 4/2/10	2/6/11 – 4/2/11	Change	Percent Change
Bottles/Cans	1,080 lbs.	2,220 lbs.	+1,140 lbs.	106%
Mixed Paper	2,620 lbs.	3,720 lbs.	+1,100 lbs.	42%
Corrugated Cardboard	640 lbs.	1,780 lbs.	+1,140 lbs.	178%

RecycleMania. In 2012, Emmanuel will once again participate in RecycleMania, a competition among college and university recycling programs in North America and Canada. During eight weeks this spring, Emmanuel will compete in different categories to see which institution can collect the largest amount of recyclables per capita, the largest amount of total recyclables, generate the least amount of waste per capita or have the highest recycling rate.

Packaging Waste Reuse. Emmanuel is also working with IRN (Institution Recycling Network of Concord, NH) and the office supply store Staples on a program to reduce the amount of solid waste stemming from packaging. Beginning in November 2010, Emmanuel began gathering and storing its office supply packaging. The material is then collected by IRN and shipped back to Staples for reuse.

Dining Practices. Bon Appétit Management Company (BAMCO) is the onsite dining service provider for Emmanuel. Bon Appétit has made additional strides to be more eco-friendly through the removal of trays and use of reusable plates, cutlery, and drinkware. At Emmanuel, the main

dining hall operates as an all-you-can-eat facility, which enables individuals to take more than he or she will actually eat. By removing the trays, people can only take what they can carry thus cutting down on the amount of wasted food. Also, by reusing dishware in its main dining room, Emmanuel is able to curb the amount of waste generated from single-use products.

The kitchen has also recently begun a composting program. Food waste is collected and shipped off site to be composted into mulch.

9.3.6 *Landscape and Natural Features*

Emmanuel's approach to landscaping will emphasize plantings that support sustainable use of water and other resources, preserve biodiversity and create welcoming outdoor spaces with comfortable microclimates. Elements of the approach will include:

- ◆ Using plants native to the region to minimize need for irrigation, avoid introducing invasive species and support the established local ecosystem;
- ◆ Retaining and maintaining existing mature trees wherever possible to retain soil moisture, prevent erosion and provide passive solar shading, as well as to reinforce the presence of the Emerald Necklace tree canopy;
- ◆ Planting new trees where gaps exist in rows of street trees and to shape campus green spaces; and
- ◆ Using organic methods of plant care to prevent pollution and promote public health.

9.3.7 *Transportation*

As described fully in Section 7.3.9, Emmanuel pursues a robust Transportation Demand Management program that includes subsidies for public transportation for both faculty and students, as well as carpooling and bicycling incentives. These measures not only help to reduce congestion, but also to reduce greenhouse gas emissions from motor vehicles.

9.4 **Potential Future Sustainability Programs and Plans**

As described in the preceding sections, Emmanuel intends to continue to move forward with its sustainability initiatives, notably its commitment to the ACUPCC to reduce greenhouse gas emissions, but also to continue to expand its energy efficiency programs, TDM programs, recycling and water-use reduction strategies.

9.5 **Climate Adaptation**

In its comment letter on the IMPNF, the Boston Environment Department requested that the IMP address the issues of sea level rise, riverine flooding and heat waves and to discuss what measures the College might take to mitigate against these future risks.

9.5.1 *Sea Level Rise and Riverine Flooding*

Emmanuel's campus surface elevations are approximately 10+ feet above the average sea level and one foot or greater above the 100-year flood plain. Emmanuel has reviewed a large amount of the available literature regarding sea level rise, including *the Climate Change 2007: Synthesis Report—Issued by the Intergovernmental Panel on Climate Change* (IPCC). The IPCC report is a comprehensive document that is referenced in many other studies and articles. The report utilized an evaluation of sea level change for various conditions and generally dealt with the 100-year timeframe from 1999 to 2099. The IPCC study predicted that sea levels will rise from between 0.6 feet to 1.9 feet over current levels through 2099.

Even with this high a rise and the potential rise of the 100-year flood plain, the Emmanuel campus is not expected to be affected directly by sea level rise. The FEMA FIRM Map 25025C00778G, dated September 25, 2009, indicates that the 100-year flood elevation of the Muddy River abutting the Emmanuel Campus ranges in elevation from 9 North Vertical Datum (NAVD)/15.5 Boston City Base (BCB) to 10 NAVD/16.5 BCB. The Emmanuel Campus surface elevations vary 16–21 feet BCB while the building first floor elevations are greater. The FEMA map depicting the 100-year flood plain is shown on Figure 9-1.

Emmanuel will consider the likelihood of flooding during the design and construction of all new buildings and the rehabilitation of older ones to determine, for example, if it is practicable and prudent to move critical equipment out of basement and lower levels to higher floors as well as provide as high a first-floor elevation as practical while respecting accessible access codes and building aesthetics.

9.5.2 *Heat Waves*

Nine of Emmanuel's buildings are climate controlled. Most of the buildings have operable windows that can be opened to allow for air flow in the event of a loss of electrical power for cooling. New buildings constructed are not anticipated to have their comfort air conditioning systems connected to the emergency generator power system. They too will be designed to have operable windows.



EMMANUEL COLLEGE

Institutional Master Plan

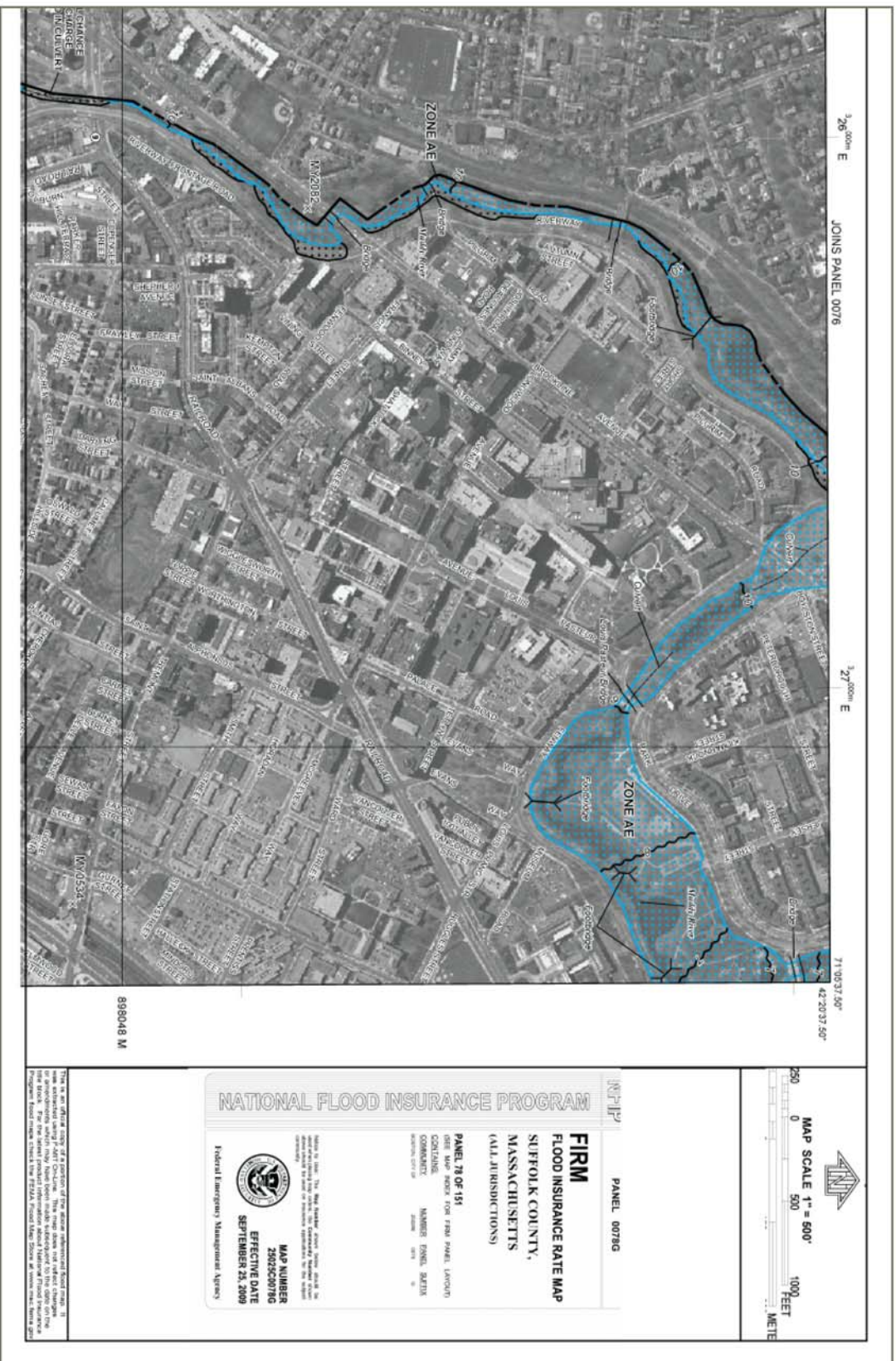


Figure 9-1

100-Year Flood Plain Map

Source:
FEMA

10.0 JOB TRAINING ANALYSIS

Emmanuel has a number of programs offered through the Carolyn A. Lynch Institute, the Jean Yawkey Center, the Campus Ministry Office and the Center for Science Education that provide Boston residents with enhanced educational opportunities that help to prepare them for future employment. These are described further below. In addition, Emmanuel's nursing and executive education programs complement the LMA medical institutions by providing a component of the workforce training necessary to build the skill sets of some employees.

10.1 Carolyn A. Lynch Institute

Established in 2002 by a generous founding grant from the Lynch Foundation, the Carolyn A. Lynch Institute provides a range of collaborative programs and services that enhance the professional development of urban teachers and enrich the education of PK-12 students in the city of Boston and other urban areas. Programs include:

The Lynch Institute for Professional Development. Urban teachers participate in courses and workshops that focus on standards-based education in the critical areas of literacy and mathematics. Programming specifically addresses the need for professional development of primary-level teachers in assessing and intervening with young children at risk in mathematical development.

The Catholic School Principal Leadership Institute at Emmanuel College. The program is designed to build standards-based expertise and leadership among principals, especially in their roles as supervisors of instruction.

The Mentor Program. In collaboration with the Catholic Schools Office, new Catholic school principals are matched with veteran principals to help support the transition to the role of leader in a Catholic school.

The Center for Early Mathematics Learning. Programming for the Center addresses the need for training of primary-level teachers, who are responsible for educating students during a time of significant development in mathematical understanding and knowledge.

10.2 Jean Yawkey Center

The Jean Yawkey Center for Community Leadership is dedicated to developing service opportunities and leadership skills for Emmanuel students and providing programs for young people in Boston-area schools and community organizations. Two programs in particular are designed to create greater educational opportunities for Boston students that will help their future employment opportunities.

Dual Enrollment Plan. A collaborative program between Emmanuel and Fenway High School that helps to build confidence and contributes to the academic success of high school students by giving them the opportunity to enroll in undergraduate courses at the College for high school and college credit at no cost. Students from West Roxbury Education Complex and North Cambridge Catholic High School also participate in the program.

Kids to College. Emmanuel students meet with low-income middle school students to talk about higher education—the long-term benefits, the financial aid opportunities and the areas of study. The program allows middle school and high school students to participate in programming designed to help prepare them for their pursuit of higher education.

10.3 **Campus Ministry Office**

The mission of the Campus Ministry Office is to provide opportunities for members of the Emmanuel community to grow in their civic commitments to service, especially service to the poor and neglected of our society. Two programs run through the office speak directly to workforce development.

Making a Difference in the Life of a Child. Emmanuel students provide literacy training for elementary school-age children at both public and private inner-city after-school programs. The mentor students help with homework and facilitate games and activities that increase academic skills.

ESOL Program: Teaching English to Speakers of Other Languages – Building Bridges. Students, faculty and staff teach English to Emmanuel workers and staff from different countries. It is a way to reach out to those making their way in a new country, learn about various cultures and enjoy the opportunity to form friendships.

10.4 **The Center for Science Education**

The Greater Boston community has also benefited from the upgraded science facilities at the College. In response to studies showing a lack of sufficient inquiry-based science education in K-12 programs across the nation, as well as a number of teachers instructing without proper certification, Emmanuel established the Center for Science Education. Through access to facilities and resources in the new Maureen Murphy Wilkens Science Center and Emmanuel’s science faculty, The Center for Science Education promotes scientific literacy and provides quality professional development for elementary and secondary science teachers. The Center also hosts events to inspire students, especially those in urban schools without access to laboratory equipment, to pursue careers in science. One example is S.E.T. (Science, Engineering, and Technology) in the City, a daylong event for Boston-area high-school girls. Students visit the Emmanuel campus, engage in hands-on science activities led by professionals and interact with women working in S.E.T. fields. Another example is the “Science Buddies” program, in which Emmanuel education majors provide after-school programming for urban elementary students and engage them with science and engineering curricula. Emmanuel students also facilitate a Saturday morning science program. See Section 11.7 for more information about the Center for Science Education at Emmanuel.

10.5 **Emmanuel College Program for Undergraduate Leadership and Scholarship Excellence (ecPULSE)**

Pre-college academic support is offered to incoming students, allowing for a smoother and more successful transition from high school to college both academically and socially. Selected students are invited to campus two weeks prior to the start of school and are matched with a faculty mentor and a

peer mentor, who they will continue to have contact with throughout their first semester. This program will follow students over their four years at Emmanuel.

11.0 PUBLIC AND COMMUNITY BENEFITS

11.1 Public Benefits

Supporting the community has been a part of the fabric of Emmanuel College during its entire 90+ year history. It has never been the policy of the College to be data-driven in its benefits to the public—to do so would change the nature and the spirit of the benefits. The tradition of service is integrated into the lives of its students, faculty and staff and it permeates the institution's mission.

Since the adaptation of the Emmanuel 2000 IMP, the College has increased its community benefits yearly and is formalizing its contributions in this document. With the exception of the College's community service hours, all public benefits listed below have been established since the Emmanuel 2000 IMP. The College's newest community benefit, the Mission Hill Scholarship, is a full-tuition scholarship that is awarded to an admitted undergraduate student who is a permanent resident of the Mission Hill neighborhood of Boston. The list compiles some of the contributions that Emmanuel provides to the city of Boston, but it is by no means all-inclusive of the impact the College has on the community. The College believes that Emmanuel's presence in the city, through the ambassadorship of its students and faculty, cannot be measured in dollar values.

Fenway High School Dual Enrollment Program Use of Emmanuel's gymnasium and classrooms Hosting Fenway High School's Commencement	\$250,000
City of Boston Scholarships	\$614,750
Graduate and Professional Programs tuition discounts for city of Boston teachers	\$130,000
Mayor's Summer Works Program (ABCD Mission Hill)	\$10,000
Sociedad Latina Two year-round paid interns Mission Possible! College Access Program Three Kings Day Celebration	\$13,000
Annual Clemente Field maintenance	\$20,000
Emmanuel College gymnasium use by community organizations (724 hours annually x \$200 an hour)	\$144,800
Community Service (25,440 hours x minimum wage)	\$184,000
Mission Hill Scholarship	\$33,450
Total	\$1,400,000

At the core of Emmanuel’s mission is a focus on social justice. The College challenges its students, as well as faculty and staff, to become critical thinkers, ethical decision makers and contributing members of the local community and the global society. Emmanuel students truly embrace this challenge, as 80 percent of them participate in community service during their time at Emmanuel. They recognize the importance of giving back. That is why they volunteer more than 25,000 hours annually to helping others.

11.2 Community Service Hours provided to the City of Boston 2009-2010 – 25,440 Hours

Ongoing Service – 17,228 hours

- America Reads
- Beacon Academy
- Boston Living Center
- Boston Rescue Mission
- Community Servings
- Cradles to Crayons
- Gateway
- Julie’s Family Learning Program
- Jumpstart
- Marian Manor
- Notre Dame Education Center
- Notre Dame Montessori
- OLPH Mission Grammar–200
- Peace First–200
- Pine Street Inn
- Rosie’s Place
- Sancta Maria
- St. Ambrose Family Shelter
- St. Katharine Drexel After School
- St. Mary of the Angel Parish
- Sunday’s Bread

Colleges of the Fenway Boston Immersion Trip – 50 hours

- Sociedad Latina
- Citizens Schools
- Girls’ Leap

One Time Service Events – 2,402 hours

- Belle of the Ball
- Founder’s Week – Notre Dame Education Center, Julie’s Family Learning Program, Notre Dame Montessori
- National Volunteer Week – Boston Marathon, Sancta Maria House, Marian Manor, PB&J Day at Boston Common, American Red Cross Blood Drive, Spring Day of Service
- New Student Day of Service – Franklin Park Zoo, Community Servings, St. Ambrose Family Shelter, OLPH Mission Grammar School, Greater Boston Food Bank, Cradles to Crayons, Muddy River Clean Up, St. Mary of the Angels Parish, Marian Manor
- OLPH Mission Grammar Harvest Fest
- Senior Day of Service – OLPH Mission Grammar School
- Spring Day of Service – Franklin Park Zoo, St. Ambrose Family Shelter, OLPH Mission Grammar School, Muddy River Clean Up, St. Mary of the Angel Parish, Boston Shines
- Strong Women, Strong Girls

- Tables of Giving – Cradles to Crayons, Boston Rescue Mission, Marian Manor, OLPH Mission Grammar

Academic Service Learning Courses – 5,460 hours

- St. Katharine Drexel After School
- OLPH Mission Grammar School
- Pine Street Inn
- Sunday's Bread
- Julie's Family Learning Program
- YMCA International Learning Center of Greater Boston
- Sancta Maria House
- Notre Dame Education Center
- Rosie's Place
- Notre Dame Montessori

Jean Yawkey Center for Community Leadership Internship – 300 hours

- Sociedad Latina

Community Service Events & Programs

- American Red Cross Blood Drive – one per semester
- Annual Toy Drive – benefiting Julie's Family Learning Program
- Annual Volunteer Fair – Big Sister / Big Brother Association of Greater Boston, Boston Partners in Education, Boston Rescue Mission, Brigham and Women's Hospital – Center for Community Health and Health Equity, Brigham and Women's Hospital Blood Donor Center, Catholic Charities – Friendly Visitor Elderly Outreach, Haitian Multi-Service Center Adult Education, Refugee & Immigration Services, St. Ambrose Family Shelter, Teen Center at St. Peter's, Codman Academy Charter Public School, Commonwealth Corps, Community Servings, Dana-Farber Cancer Institute Blood Donor Center, Horizons for Homeless Children, Mission Hill After School Program, Notre Dame Education Center, Notre Dame Mission Volunteers / AmeriCorps, OLPH Mission Grammar School, Peace First, Showa Boston Institute, Sociedad Latina, St. Mary of the Angels Parish, The Home for Little Wanderers, The Women's Lunch Place, Tutors for All, YMCA International Learning Center of Greater Boston, 826 Boston
- Be The Match – bone marrow drive
- Belle of the Ball – prom dress drive
- Box Tops for Education
- City of Boston Can Share Drive
- Clothing Drive – benefiting St. Francis House
- Dr. Seuss Day – benefiting OLPH Mission Grammar School
- Haiti Stands Strong
- Kids to College – 2009 - 2010
- Black Inventors Exhibit – OLPH Mission Grammar – 6th, 7th & 8th grade – 50 students

- Convocation – OLPH Mission Grammar 6th, 7th & 8th grade – 50 students
- Field Day – OLPH Mission Grammar After School – 30 students
- Interfaith Thanksgiving Prayer Service – OLPH Mission Grammar – 4th & 5th grade – 50 students
- Latino Heritage Museum – OLPH Mission Grammar – 4th grade – 25 students
- Native American Exhibit – OLPH Mission Grammar – 5th grade – 25 students
- Trick or Treat in Residence Halls – OLPH Mission Grammar After School – 30 students & St. Katharine Drexel After School – 20 students
- Light the Night
- March of Dimes
- National Hunger and Homelessness Awareness Week
- Teacher Wish List Drive – benefiting OLPH Mission Grammar School

The four main branches of community service outreach available at Emmanuel are:

- ◆ The Jean Yawkey Center for Community Leadership;
- ◆ Community Partnerships;
- ◆ The Carolyn A. Lynch Institute; and
- ◆ The Campus Ministry Office.

The following programs and collaborations highlight the support Emmanuel has provided to the Boston community.

11.3 Jean Yawkey Center for Community Leadership

The Jean Yawkey Center for Community Leadership is dedicated to developing service opportunities and leadership skills for Emmanuel students and providing programs for young people in Boston area schools and community organizations. The Center also awards scholarships to students involved in the greater community. Programs include the Cultural Competence Peer Educator Training Program, a comprehensive training program designed to create an understanding of issues regarding racism, culture, socio-economic status, gender bias and other issues of oppression that exist in today's society; and service learning courses, distinctive courses that further connect a student's sense of commitment and action, encouraging them to impact positive change in the community through service-oriented curriculums. Service learning courses include:

- ◆ Catholic Social Teaching;
- ◆ Chemistry of Boston Waterways;
- ◆ Economics of Health Care;
- ◆ Graphic Design II;

- ◆ Management Research for Positive Change;
- ◆ Principles of Marketing;
- ◆ Psychology of Women;
- ◆ Public Policy, Law & Psychology;
- ◆ Spanish at Work in the Community; and
- ◆ The Great American Experiment: Education for All in a Diverse Society (SA).

Emmanuel also makes space available within the Jean Yawkey Center to numerous local organizations. Over the past few years, Emmanuel has contributed over 600 hours of use in the facility to community groups including the following:

- ◆ Bay State Games boys and girls basketball practice & games
- ◆ Beacon Academy Physical Education class
- ◆ Boston Latin School basketball camp
- ◆ Boston Latin School Cheerleaders practice
- ◆ Boston Center for Youth and Families Friday Night Peace Dance
- ◆ Dorchester High School Adaptive PE Class Activity Day
- ◆ Fenway High School
 - Graduation rehearsal & ceremony
 - Physical Education class October–April
 - Project Week Finale
 - Board Meetings & Retreat
- ◆ Knights Chinese Athletic Association Volleyball League practice
- ◆ McKinley Middle School boys basketball practice
- ◆ Merritting Attention program practice AAU 8th grade girls basketball
- ◆ METCO (Brookline High School) Boys to Men Retreat

- ◆ MIAA North Regional boys & girls basketball tournament
- ◆ Mission Grammar School boys basketball practice and games
- ◆ New Mission High School boys basketball practice
- ◆ Public vs. Catholic Roundball Classic boys high school tournament
- ◆ Red & Blue Foundation's Boston Scholar Athlete CPR Coaches program
- ◆ Smith Leadership Academy Sportastic Activity Day
- ◆ St. Katherine Drexel, Roxbury, Youth Group
- ◆ St. Mary's of Lynn vs. Pentucket Regional High school basketball
- ◆ Strong Women Strong Girls Jump Into Spring

11.4 Community Partnerships

Emmanuel College frequently opens up its facilities and events to the community. The Chapel hosts Mass several times a week, to which neighbors are invited. Several schools, including Fenway High School, Mission Grammar, Boston Latin School, McKinley School and New Mission School use the College's gymnasium for classes and recreational space. Members of the community are also invited to attend athletic events and educational lectures throughout the year. Other community partnerships include the following:

Roberto Clemente Field— During the summer of 2009, Emmanuel College and the city of Boston partnered on a comprehensive restoration of Roberto Clemente Field, a city-owned field located in the Back Bay Fens, just across the street from campus. Emmanuel College and The Yawkey Foundation provided \$4 million to fund the capital improvements and continue to provide ongoing turf and track maintenance and turf cleaning worth approximately \$20,000 per year.

The field serves as home field for Emmanuel College softball, men's and women's soccer and women's lacrosse teams, as well as the practice facility for men's and women's track and field.

Upgrades

- 120,000 SF NCAA-regulation synthetic turf field
- Three-lane rubberized all-weather track
- Practice facilities for expanded track and field events, including high jump, long jump, triple jump, discus, javelin and shot put
- Musco Lighting—the leading sports-lighting system that is both cost-effective and environmentally sensitive
- New scoreboard

Sociedad Latina – Sociedad Latina is an organization that cultivates leaders among Latino youth. Each year, The Jean Yawkey Center for Community Leadership provides a yearlong, selective, paid internship at Sociedad Latina to work with youth on education reform, advocacy and community organizing. Emmanuel College sponsors Sociedad Latina’s annual Three Kings Day Celebration, which commemorates the Biblical story of the three kings who followed the star of Bethlehem to bring gifts to the Christ child. The College also supports the Mission Possible! College Access Program, which makes higher education a reality for some of Boston’s most at-risk youth, through a blend of academic and college access support, workforce development opportunities, case management and parent engagement activities. Each year, the program serves 85 Mission Hill youth, ages 14-21.

SummerWorks Program – Emmanuel College also supports ABCD Parker Hill/Fenway Neighborhood Service Center in its SummerWorks program. The program provides low-income local youth, ages 14-21, with meaningful summer jobs, education, and counseling and leadership training. Each year, Emmanuel sponsors the placement of several youth at participating worksites, creating a strong partnership between young residents of the neighborhood and the surrounding institutions.

Dual Enrollment Plan – The Plan is a collaborative program between Emmanuel and Fenway High School that provides high school students the opportunity to enroll in undergraduate courses at the College for high school and college credit at no cost. Students from West Roxbury Education Complex and North Cambridge Catholic High School also participate in the program.

Kids to College – Emmanuel students meet with low-income middle school students to talk about higher education—the long-term benefits, the financial aid opportunities and the areas of study. The program allows middle school and high school students to participate in programming designed to help prepare them for their pursuit of higher education.

Volunteering in Local Boston Schools – Emmanuel students dedicate their time to Our Lady of Perpetual Help (OLPH) Mission Grammar School, volunteering on the annual New Student Day of Service and the annual Spring Day of Service, and members of the Education Club interact with Mission Grammar students in their after school program. Emmanuel College and the Jean Yawkey Center for Community Leadership also provide gym space for practice and home games during the OLPH Mission Saints boys’ basketball season as part of Emmanuel’s youth program.

The Emmanuel College Education Club also volunteers at St. Katherine Drexel Parish in Roxbury, spending time with senior citizens in the parish’s Computer Center and Cyber Café Program. Through Emmanuel’s “Courses in Society: Global Connections” course, the students train the elderly on the Internet and other basic computer skills to help them keep in touch with their families.

11.5 Carolyn A. Lynch Institute

Established in 2002 by a generous founding grant from the Lynch Foundation, the Carolyn A. Lynch Institute provides a range of collaborative programs and services that enhance the professional development of urban teachers and enrich the education of PK-12 students in the city of Boston and other urban areas. Programs include:

The Lynch Institute for Professional Development – Urban teachers participate in courses and workshops that focus on standards-based education in the critical areas of literacy and mathematics. Programming specifically addresses the need for professional development of primary-level teachers in assessing and intervening with young children at risk in mathematical development.

The Catholic School Principal Leadership Institute at Emmanuel College – Designed to build standards-based expertise and leadership among principals, especially in their roles as supervisors of instruction.

The Mentor Program – In collaboration with the Catholic Schools Office, new Catholic school principals are matched with veteran principals to help support the transition to the role of leader in a Catholic school.

The Center for Early Mathematics Learning – Programming addresses the need for training of primary-level teachers, who are responsible for educating students during a time of significant development in mathematical understanding and knowledge.

11.6 Campus Ministry Office

The mission of the Campus Ministry Office is to provide opportunities for members of the Emmanuel community to grow in their civic commitments to service, especially service to the poor and neglected of our society. Programming includes:

New Student Day of Service – During Welcome Week, all incoming Emmanuel students learn about service opportunities in Boston by serving at various Boston non-profit agencies. Sites include The Greater Boston Food Bank, Community Servings, Cradles to Crayons, Charles River Conservancy, Franklin Park Zoo and Mission Grammar School.

Alternative Spring Break – Alternative Spring Break is a weeklong service project for Emmanuel students. Recently, students and staff members traveled to New Orleans, La., Phoenix, Ariz., and Wheeling, W.V., as part of the program.

Making a Difference in the Life of a Child – Emmanuel students provide literacy training for elementary school-age children at both public and private inner-city after-school programs. The mentor students help with homework and facilitate games and activities that increase academic skills.

Sunday Service Group – A weekly service opportunity for students interested in helping less fortunate members of the Boston community on a more frequent basis. The group regularly rotates between three services sites, St. Ambrose Family Shelter, Pine Street Inn and Sunday Bread.

Emmanuel College Community Outreach (ECCO) – ECCO promotes harmony and fights inequality, mainly through community service. Students volunteer at organizations such as Community Servings, Rosie's Place, Boston Living Center, Massachusetts Coalition for the Homeless and the Greater Boston Food Bank.

ESOL Program: Teaching English to Speakers of Other Languages – Building Bridges – Students, faculty and staff teach English to Emmanuel workers and staff from different countries. It

is a way to reach out to those making their way in a new country, learn about various cultures and enjoy the opportunity to form friendships.

11.7 The Center for Science Education

Emmanuel College's commitment to educational advancement in the sciences is exemplified through its partnership with Merck Research Laboratories-Boston, as well as through the construction of the Maureen Murphy Wilkens Science Center, which represents the College's continued goal of building distinctive academic programs in the liberal arts and sciences by leveraging its unique location in Boston and in the heart of the Longwood Medical and Academic Area. The Center for Science Education at Emmanuel has been established to be a major resource in science for K-12 teachers and students, making available quality professional development for elementary and secondary science teachers, promoting scientific literacy, inspiring students to pursue careers in science and providing leadership in science education in Massachusetts. Utilizing the new Wilkens Science Center, science programming has been designed to provide service and outreach to the Greater Boston community with a special focus on serving the College's urban neighbors.

Goals of the Center for Science Education:

- ◆ To further the College's long-standing commitment to community service and urban youth outreach in addition to providing opportunities for professional teacher development.
- ◆ To support the educational advancement of urban youths by educating them in evolving scientific fields.
- ◆ To provide programming to support classroom teachers in neighborhood schools in preparing K-12 students in science.
- ◆ To utilize the extensive opportunities provided by the College's Maureen Murphy Wilkens Science Center.
- ◆ To provide leadership in science education throughout the Commonwealth of Massachusetts and the nation.

Center for Science Education at Emmanuel programs include:

Saints Science Buddies: After School Science Program, Grades 3-5 – Undergraduate students in elementary and secondary education conduct out-of-school experiences in science, engineering and technology for students at Mission Grammar. Some of the goals are to provide the students with positive experiences in science and to broaden their ambitions about science, scientists and science careers.

Saints Science Ambassador Program – Undergraduate science majors visit middle school classrooms to conduct inquiry-based science experiences for students in grades 6-8. The program aims to help middle school students envision themselves continuing as science students, to provide

an authentic setting in which college science majors have the opportunity to deepen, demonstrate and communicate their knowledge and understanding of fundamental science concepts, and to provide science faculty an authentic context for them and undergraduate science majors to collaborate and create experiences for middle school students.

Saturday Morning Science Program for Middle School Students – Science specialists facilitate hands-on and inquiry-based Saturday morning programming in science, engineering and technology for middle school students. Interested students are provided with out-of-school, informal experiences with science and technology, while science majors are able to serve as role models and mentors for middle school students.

Science, Engineering and Technology in the City – Brings high school girls into the science facilities of participating colleges and universities, designed to inspire and attract them to pursue careers in STEM. Emmanuel College education and science faculty partner with Merck scientists to develop a science experience for the visiting high school girls to provide them with positive images of STEM careers.

Biotechnology Research Institute or Secondary Science Students – Introduces high school rising juniors and seniors to current areas of research in biomedical fields and engages them in ongoing research projects at Emmanuel to broaden their knowledge of scientific concepts, tools and techniques.

Science Colloquium – Fosters conversations between high school science teachers and Emmanuel College science faculty regarding factors that help students succeed in science at the post-secondary level. Some of the goals are to inspire secondary students to pursue careers in science, to provide a forum for secondary science teachers to share practices they have found useful in interesting students in science and careers in science, and to create a professional learning community between secondary science teachers and college science faculty.

Science Content Professional Development Courses for Secondary Science Teachers – Presents secondary science teachers with current scientific research and findings in a variety of fields. Courses are taught by Emmanuel science faculty and include hands-on laboratory techniques designed to broaden secondary science teachers' knowledge of scientific concepts, current research, tools and techniques in science.

Professional Development Courses for Elementary Teachers in Learning and Teaching in Science – Presents knowledge of science content, current research on science learning, national and state science learning standards, and appropriate pedagogy for teaching science in the elementary grade levels, creating a supportive professional learning community among elementary teachers and college faculty.

Appendix A

December 14, 2011

Ms. Sarah Welsh
Vice President for Government and Community Relations
Emmanuel College
400 The Fenway
Boston, Massachusetts 02115

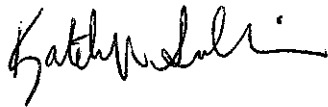
Re: Scoping Determination for the proposed Emmanuel College Institutional Master Plan

Dear Ms. Welsh:

Please find enclosed the Scoping Determination for the proposed Emmanuel College Institutional Master Plan ("IMP"). The Scoping Determination describes information required by the Boston Redevelopment Authority in response to the Institutional Master Plan Notification Form, which was submitted under Article 80D of the Boston Zoning Code on June 22, 2011. Additional information may be required during the course of the review of the proposals.

If you have any questions regarding the Scoping Determination or the review process, please contact me at (617) 918-4425.

Sincerely,



Katelyn Sullivan

cc: Peter Meade, BRA
Brenda McKenzie, BRA
Linda Kowalcky, BRA
William Onuoha, Mayor's Office of Neighborhood Services

BOSTON REDEVELOPMENT AUTHORITY

SCOPING DETERMINATION

FOR

EMMANUEL COLLEGE

INSTITUTIONAL MASTER PLAN

PREAMBLE

On June 22, 2011 Emmanuel College submitted to the BRA an Institutional Master Plan Notification Form ("IMPNF") seeking approval of a 10-year Institutional Master Plan that includes renovations to the Cardinal Cushing Library and construction of Julie Hall North student residence.

The BRA will review the proposed IMP pursuant to section Article 80D of the Boston Zoning Code ("Code"). As part of the BRA's Article 80 review, Emmanuel is required to prepare and submit to the BRA a proposed IMP pursuant to Section 80D. The document must set forth in sufficient detail the characteristics and planning framework of the institution to allow the BRA to make a determination about the merits of the proposed IMP. The proposed IMP shall contain the information necessary to meet the specifications of Article 80 as well as any additional information requested below.

Copies of the IMPNF were made available to the public in both electric and hard copy format. A scoping session was held on July 14, 2011 with public agencies and public meetings at the Longwood Medical Area (LMA) Forum were held on May 23, 2011 and on June 27, 2011 at which the proposed IMP, as outlined in the IMPNF was presented. The Emmanuel Task Force established by the BRA, has met on June 27, 2011 and on July 20, 2011.

Based on review of the IMPNF and related comments, as well as the scoping session and public meetings, the BRA hereby issues its written Scoping Determination ("Scope") pursuant to Section 80D-5.3 of the Code. Emmanuel is requested to respond to the specific elements outlined in this Scope. Comments from public agencies, elected officials, and the public, found in Appendixes 1 and 2, respectively, are incorporated as a part of this Scope. Written comments constitute an integral part of the Scope and should be responded to in the IMP or in another appropriate manner over the course of the review process. At other points during the public review of the IMP, the BRA and other City agencies may require additional information to assist in the review of the Proposed IMP.

In addition to the specific submission requirements outlined in the sections below, the following general issues should be noted:

- The City of Boston views its academic institutions as important economic and cultural assets and as valuable partners in a wide range of public policy priorities. However, while the

benefits of Boston's academic institutions are felt across the city and even regionally, nationally, and globally, the negative impacts are generally limited to the immediate neighborhood. This dictates that both the BRA and academic institutions work to carefully balance the goals of vibrant institutions and healthy neighborhoods.

- It is the city's policy to encourage colleges and universities to expand their on-campus housing facilities for their students so that there is a decreasing use of private housing market resources in Boston neighborhoods by students. The BRA recognizes that Emmanuel is proposing a new dormitory and looks forward to working with the institution as plans are developed further.
- The IMPNF sets forth a planning framework that is the product of discussions with the BRA, the Task Force, and the community at large. Only those projects listed as Proposed IMP Projects will be granted zoning rights or other approval as a result of the approval of the Proposed IMP.
- Please clarify the section labeled "Endowment Uses/Endowment Parcels" and provide updated zoning/process information.

SUBMISSION REQUIREMENTS

FOR THE

EMMANUEL COLLEGE INSTITUTIONAL MASTER PLAN

The Scope requests information required by the BRA for its review of the proposed IMP in connection with the following:

1. Approval of the Emmanuel IMP pursuant to Article 80D and other applicable sections of the Code.
2. Recommendation to the Zoning Commission for approval of the Emmanuel IMP.

The Emmanuel IMP should be documented in a report of appropriate dimensions and in presentation materials which support the review and discussion of the IMP at public meetings. Forty-five (45) hard copies of the full report should be submitted to the BRA, in addition to an electronic version in .pdf format. Additional hard copies of the document should be available for distribution to the Emmanuel Task Force, community groups, and other interested parties in support of the public review process. The IMP should include a copy of this Scoping Determination. The IMP should include the following elements:

1. SUMMARY OF EMMANUEL'S INSTITUTIONAL MASTER PLAN

- **Mission and Objectives.** Define Emmanuel's mission and objectives and describe how the development contemplated or proposed in the IMP advances the stated mission and objectives.
- **Major Programs and Initiatives.** Describe any major academic programs or initiatives that will drive academic and physical planning in the future. Included in the description should be current and future trends that are impacting Emmanuel and shaping program objectives.

2. EXISTING CAMPUS AND PROPERTY USES

The IMP should present maps, tables, narratives, and site plans clearly providing the following information:

- **Owned and Leased Properties.** Provide an inventory of land, buildings, and other structures in the City of Boston owned or leased by Emmanuel as of the date of submission of the IMP, with the following information for each property:
 - Illustrative site plans showing the footprints of each building and structure, together with roads, sidewalks, parking, and other significant improvements.
 - Land and building uses.
 - Building gross square footage and, when appropriate, number of dormitory beds or parking spaces.
 - Building height in stories and, approximately, in feet, including mechanical penthouses.

- Tenure (owned or leased by Emmanuel).

3. CAMPUS DEMOGRAPHICS AND EMPLOYMENT

- **Student Population.** The IMP should provide a thorough explanation of past trends and future projections of the size and other characteristics of Emmanuel's student body. The IMP should state Emmanuel's policies and goals on student enrollment. These data should be referenced as appropriate in other sections, e.g. the Student Housing Plan should make clear the relationship between student population and student housing goals, including targets for percentage of students housed.
- **Student Residence Locations.** Present data on the residence locations of students living in Emmanuel-owned dormitories as well as in other Boston-based housing, with a breakdown by level (undergraduate class, graduate students), Boston neighborhood and, to the degree possible, a distinction between students living in off-campus housing with parents as opposed to independently. This information may be integrated with the Student Housing Plan, described below, if desired.
- **Current Emmanuel Employment.** Provide information on Emmanuel's employee population, disaggregated by faculty/staff, full-time/part-time, Boston residents/non-residents, as well as projected employment over the term of the IMP.
- **Employment and Workforce Development.** Describe existing and proposed programs to train and hire Boston residents for Emmanuel jobs, with particular emphasis on proposed programs with Boston schools and other programs to train and employ students from Boston, and particularly from neighborhoods in the vicinity of the Emmanuel, at the requisite skill levels, or to otherwise enhance educational opportunities for Boston residents and prepare Boston residents and students for employment.

4. PROPOSED PROJECTS

Article 80D Requirements. Pursuant to Article 80D, the IMP should provide the following information for each Proposed Project:

- Site location and approximate building footprint.
- Uses (specifying the principal subuses of each land area, building, or structure, such as classroom, laboratory, parking facility).
- Square feet of gross floor area.
- Square feet of gross floor area eliminated from existing buildings through demolition of existing facilities.
- Floor area ratio.
- Building height in stories and feet, including mechanical penthouses.
- Parking areas or facilities to be provided in connection with Proposed Projects;
- Any applicable urban renewal plans, land disposition agreements, or the like.
- Current zoning of sites/campus and anticipated permits or public approvals needed.
- Total project cost estimates.
- Estimated development impact payments.
- Approximate timetable for development of proposed institutional project, with the estimated month and year of construction start and construction completion for each.

- **Rationale for Proposed Projects.** Discuss the rationale for the program, scale, and location of each Proposed Project in light of earlier discussions on mission, facilities needs, and campus planning objectives.

5. PLANNING AND URBAN DESIGN FRAMEWORK

The IMP should present an explanation of the planning framework that guides facilities and development decisions. Conversations with the Task Force, the neighboring community and the BRA led to the current proposal and included extensive discussions of the existing and potential future structure of Emmanuel's campus. This section should discuss, at a minimum, the following:

- **Existing Context.** Describe Emmanuel's place in the broader context of adjacent land uses, and the surrounding neighborhoods. Reference any City policies or plans that shape the planning context for the area and for Emmanuel.
- **Campus Vision and Identity.** Describe Emmanuel's vision of its desired physical identity and, in general terms, strategies for achieving that identity.
- **Urban Design Guidelines and Objectives.** Discuss the Proposed Projects' compatibility with the urban design guidelines and objectives. Discuss any new or modified urban design guidelines and objectives that have emerged from the recent planning process and strategies for implementing them in conjunction with the Proposed Projects or in the future.
- **Building Design.** Use conceptual ground floor layouts to describe major building entries, loading and servicing, ground floor uses.
- **Anticipated or Projected Facilities Needs.** A summary and projection of Emmanuel's current and future facilities needs.
- **Public Realm.** Discuss the existing public realm conditions (i/e. parks, plazas, streetscapes) in the vicinity of Emmanuel facilities and Emmanuel's contribution to the surrounding urban fabric, both in terms of building design and activation of streetscape. Discuss key urban design and public realm goals and objectives proposed by Emmanuel for the campus.
- **Pedestrian Circulation Goals and Guidelines.** Provide a statement of goals and guidelines for pedestrian circulation both within and through Emmanuel's campus

6. STUDENT HOUSING PLAN

Article 80D mandates that institutions submit a Student Housing Plan as part of the IMP. The IMP should address both the requirements set forth in Article 80D, which are reproduced below, and the additional requirements set forth in this section.

- **Article 80 Student Housing Plan Requirements.** Pursuant to Article 80D, the IMP should address the following:
 - The number of full-time undergraduate and graduate students living in housing facilities owned or operated by the Institution, including a breakdown by type of

- degree of program (undergraduate or graduate) and type of housing facility (dormitory, apartment, or cooperative housing facility).
- The number of housing units owned or operated by the Institution, by type of housing facility (dormitory, apartment or cooperative housing facility).
- Any housing requirements or restrictions the Institution places on its students (e.g. eligibility for on-campus housing, requirement to live on campus).
- The process by which the Institution directs its students to housing facilities.
- The Institution's short-term and long-term plans for housing its undergraduate and graduate students on-campus and off-campus.
- Impacts of the Institution's student housing demand on housing supply and rental market rates in the surrounding neighborhoods, including those neighborhoods adjacent to the Institution's campus and other neighborhoods where the Institution's students are concentrated.
- A plan for mitigating the impacts of the Institution's student housing demand on surrounding neighborhoods.

7. TRANSPORTATION AND PARKING MANAGEMENT/ MITIGATION PLAN

The following submission requirements relate to the proposed IMP. Emmanuel will be required to present more specific information on the transportation impacts in future Article 80B submissions. In addition to the submissions detailed in this Scope, Emmanuel should continue to work closely with the Boston Transportation Department ("BTD") to outline an appropriate scope for studying and mitigating any transportation impact of the Proposed IMP and/or Proposed Projects.

- **Existing Conditions.** Provide a description of Emmanuel's existing transportation and parking characteristics, including data on mode share for employees and students, parking spaces owned and operated by Emmanuel, and policies regarding student and employee parking, transportation demand management measures in place, etc.
- **Impact of New Projects.** Clarify the impact of the Proposed Projects on parking demand and supply.
- **Student Auto Ownership, Use, and Parking.** Describe Emmanuel's current policies with regard to student ownership and use of automobiles, including the eligibility of students living in dormitories to obtain resident parking permits and any measures to enforce existing regulations.
- **Move-In/Move-Out Traffic Management Procedures.** Describe Emmanuel's current procedures for managing traffic and parking impact generated by students moving into and out of dormitories, and any proposed changes to those procedures.
- **Pedestrian Circulation Goals and Guidelines.** Provide a statement of goals and guidelines for pedestrian circulation both within and in the vicinity of Emmanuel's campus. Specific issues and suggestions are included in the comment letters.
- **Bicycle Transportation.** The IMP should discuss the adequacy of Emmanuel's existing bicycle storage facilities and the facilities to be included in Proposed Projects or elsewhere on campus.
- **Other Comments.** The IMP should respond to all other comments related to transportation included in the Appendixes.

8. ENVIRONMENTAL SUSTAINABILITY

The City of Boston expects a high level of commitment to principles of sustainable development from all developers and institutions. Emmanuel will be expected to work with the BRA, the City of Boston Environment Department, and other entities as determined by the BRA to set and meet ambitious environmental sustainability goals in both the IMP and in the design of the Proposed Projects. The IMP should present as much information as possible on the topics below, with the understanding that not all of them may be relevant at the current time.

- **Existing Sustainability Measures.** Document and describe Emmanuel's existing sustainability measures at the building and campus-wide level, including but not limited to energy, stormwater, solid waste, transportation, and infrastructure and utilities. Explain the administrative structure for making decisions about and promoting innovation in the area of building a sustainable campus. Describe any formal goals or principles that Emmanuel has adopted in the area of sustainability.
- **Potential Future Sustainability Programs and Plans.** Discuss additional sustainability initiatives that could be adopted in conjunction with this IMP or in the future.
- **Green Building.** New campus buildings should achieve a superior level of performance in the areas of materials and resources (recycled content, construction waste management, local/regional materials), energy (energy performance, renewable energy), water management (water efficiency, stormwater management, graywater and stormwater recycling, etc.), indoor environmental quality, and other standard performance areas of high-performance or "green" buildings. Whenever possible, buildings should achieve a high level of certification through LEED or another appropriate system.
- **Energy Use.** Future campus development should consider the impact of new buildings on the existing heating and cooling infrastructure. Reducing the current energy use of existing buildings should be addressed prior to expanding or building new power plants. Planning should consider the possible benefits of localized heating and cooling systems within a section of the campus or within an individual building, allowing for alternative energy sources to be easily explored.
- **Water Use.** Future campus development should incorporate water use, conservation, and rainwater harvesting strategies at a campus level. New construction allows opportunities for storage systems to be installed for use by the new and adjacent buildings. Collected water can be used for flushing, HVAC make-up water, and irrigation.
- **Stormwater Retention/Treatment/Reuse and Groundwater Recharge.** Emmanuel's development should go beyond the minimum requirements related to stormwater runoff. In particular, the new developments proposed as part of this IMP should set a goal of reducing stormwater discharge from the sites into the storm sewers, not simply avoiding any additional runoff. Individual building design, site design, and street-level interventions should all maximize the opportunities for stormwater retention, treatment, and reuse, as well as groundwater recharge, through innovative approaches. To the extent possible, the systems put in place should strive to work with the natural hydrology of the area.
- **Solid Waste.** Campus master planning should set the goal of reducing the level of solid waste generation in both the construction and operation of buildings.
- **Landscape and Natural Features.** A well-considered program of landscape design can not only create a high-quality aesthetic realm but can also enhance regional biodiversity, help mitigate air pollution, reduce heating and air conditioning costs and associated energy

consumption, reduce water consumption, and reduce stormwater runoff and water pollution. Sustainability should be a primary consideration in the design of the campus open space system as a whole as well as the design of individual spaces and the design of the roadway network.

- **Performance Standards and Indicators.** Over the long term, Emmanuel should commit not only to broad sustainability principles, but also to specific performance standards and a system of indicators and metrics to track performance.

9. COMMUNITY BENEFITS PLAN

- **Existing Community Benefits.** The IMP should discuss all the community benefits currently provided by Emmanuel.
- **Future Community Benefits.** The BRA looks forward to working with Emmanuel, the Emmanuel Task Force, and Emmanuel's neighbors to explore appropriate community benefits to be associated with the IMP and Proposed Projects.
- **PILOT Payments.** Describe Emmanuel's current Payment-In-Lieu-Of-Taxes (PILOT) program and proposed future payments. The Assessing Department typically requests to meet with institutions to discuss their PILOT programs; Emmanuel should initiate such a meeting.

10. OTHER

- **Public Notice.** Emmanuel will be responsible for preparing and publishing in one or more newspapers of general circulation in the city of Boston a Public Notice of the submission of the IMP to the BRA as required by Section 80A-2. This Notice shall be published within five (5) days after the receipt of the IMP by the BRA. In accordance with Article 80, public comments on the IMP shall be transmitted to the BRA within sixty (60) days of the publication of this notice.

APPENDIX I: Comments from Public Agencies

MEMORANDUM

TO: BRA Urban Design Staff
FROM: David Grissino
DATE: December 14, 2011
SUBJECT: Emmanuel College Institutional Master Plan
Scoping Comments

URBAN DESIGN COMPONENT

Background

Emmanuel College holds a special place among institutions in the City of Boston, not only for its high academic achievements and range of valuable outreach programs, but for its stewardship of important landscape and open space resources located in and along the Emerald Necklace. The College has undergone a remarkable transformation since the adoption of its Institutional Master Plan (IMP) in 2000. In large part, the ability of the institution to execute important projects such as the Jean Yawkey Center and Wilkens Science Center flowed from the sound planning and urban design principles that guided the IMP.

The 2000 IMP outlined five basic urban design principles:

- Preserve and enhance the College's role as a lower scale, more highly landscaped gateway to the LMA;
- Enhance the quality of Emmanuel's Academic Campus as a community of learning, including its open spaces and connections to the surrounding LMA and Fenway communities;
- Contribute to the emergence of an emerging multi-sponsor research center along the Blackfan Street corridor;
- Provide a transition from the intensity of this research center, along with the adjacent hospitals and research institutions, to the natural character of the Fens and Muddy River and The Fenway neighborhood; and
- Preserve and enhance the special character of each element of the public realm surrounding the College, including streets and sidewalks as well as the Fens and Muddy River.

The Institutional Master Plan Notification Form (IMPNF), submitted on June 22, 2011, described a series of projects which will have an equally transformative impact on the Emmanuel campus and on the surrounding context. The proposed IMP projects of Julie Hall North, an 183,000 square foot new residence hall, and Cardinal Cushing Library, a 76,000 square foot addition to an existing building, will provide necessary new space to assist Emmanuel enhance its core mission and improve the quality of life for students.

Each of the principles listed above should be discussed in the context of the physical changes to the campus and surrounding area since 2000, as well as in the context of the proposed projects envisioned on College property within the scope of this IMP.

Although not a proposed IMP project, the issues and impacts of the development of Parcel A should be considered in order to provide a complete understanding of the potential transformation that will occur in the immediate area over the term of the IMP. This scoping therefore anticipates that Parcel A, for which massing, height, and use are generally known, be included in all analysis and requests for information relative to the IMP Projects that follow. Parcel C will be reviewed and evaluated in a separate process.

Public Realm

Emmanuel's IMP from 2000 had several major urban design principles which established guidelines for the campus development concepts. Among those was the notion to "...Preserve and enhance the special character of each element of the public realm surrounding the College, including the streets and sidewalks as well as the Fens and Muddy River". The recently submitted IMPNF identifies the three distinct areas which define the public realm as the Brookline Edge, Fenway Edge, and Avenue Louis Pasteur Edge. For each of these three areas, detailed information should be provided about the elements of the public realm that comprise these edges, how they are distinct from or similar to one another, and how the anticipated projects discussed in the IMP will affect their configuration or character. Other development projects in the vicinity, such as the significant changes along Brookline Avenue at the Winsor School, should be considered in the discussion of these edges.

The IMPNF also introduces several "gateway" concepts related to campus access from the surrounding public ways and locates them on a campus plan. The four types are Vehicular and Pedestrian Gateway, Pedestrian Gateway, Engagement Gateway, and Research/Academic Gateway. More detailed information should be provided which describes the meaning of these concepts, how they are configured today, how the future development will impact them in the future, and what improvements will be made to "preserve and enhance the special character of each element". In addition to their physical configuration and site details, any special signage should be identified which helps to provide identity or orientation.

In addition to the gateway elements at the campus perimeter, several cross-campus connections should be described to illustrate how the campus circulation system relates Emmanuel to its broader institutional context and to the Longwood area. In particular, information regarding the Simmons-to-Simmons connection (also referenced in the LMA Interim Guidelines), the East Quad to Research Quad/Longwood connection, and the Main Quad to Residential Quad connection should be provided. Improvements to the parking area between the Administration Building and Loretto/St. Anne's Hall should also be explained in greater detail.

Urban Design

As mentioned, a central guiding principle of the 2000 IMP was the notion that the Emmanuel campus acted as ...”a transition from the intensity of the research center hospitals and research institutions to the natural character of the Fens, Muddy River, and Fenway neighborhood.” This concept had a direct impact on the massing of a transitional zone which defined the inner campus core and distinguished it clearly from the taller structures associated with the LMA and the lower-scale buildings lining the Fenway. While conforming to the maximum potential height described in the LMA Interim Guidelines, the proposed Julie Hall North project could potentially weaken the clarity of this broader massing concept by proposing a massing twice as tall as any other building in that transitional zone, which includes Parcel A, the low portion of Parcel B, the Jean Yawkey Center, and Julie Hall.

A discussion should be provided of how this proposal fits within Emmanuel’s broader “transition” concept, supported by analytical diagrams, 3D models (physical and/or computer generated), and other methods which explain that relationship. In addition, an alternative should be studied which sets the full height of the project back toward the neighboring LMA buildings and preserves the lower-scale datum of the campus core today. This rationale has been successfully used at Parcel B (Merck) and would maintain a more consistent building height along the major cross-campus pedestrian route.

For both the proposed project and the above alternative, several perspective view studies should be provided depicting current and proposed conditions from eye-level. Locations should include, but not necessarily be limited to, points:

- Between the Wilkens Center and Merck Research Laboratory looking toward Brookline Avenue
- From the intersection of the Fenway and Brookline Avenue looking south
- From the west side of Brookline Avenue at Simmons College South Residence Hall looking toward Loretto Hall

In addition to the main five principles, another objective of the 2000 IMP was to maintain the visual permeability of the campus and to “...channel views from the perimeter streets into the most desirable parts of campus.” The projects anticipated within the 10-year timeframe of the IMP may individually and collectively reduce that permeability, particularly from Avenue Louis Pasteur and Brookline Avenue. A discussion should be provided of how these projects fit within the “visual permeability” concept through the use of perspective view studies depicting current and proposed conditions from eye-level. Locations should include, but not necessarily be limited to, points:

- At the Engagement Gateway along Avenue Louis Pasteur looking toward the East Quad
- At the Research/Academic Gateway looking toward the East Quad
- At the Engagement Gateway along Brookline Avenue looking toward Main Quad, showing the proposed Julie Hall North
- At the Engagement Gateway along Brookline Avenue looking toward Main Quad, showing the alternate Julie Hall North described above

Building Design

Although no project is currently seeking approval under Article 80B concurrently with the IMP, a limited amount of conceptual information regarding the building design will be useful in understanding the appropriateness of the proposals and their potential impact on the public realm. For each of the projects, a conceptual ground floor plan should be provided, depicting assumptions relative to loading/servicing, major entries, locations of active uses, publically accessible spaces, and the interface with public realm.

A detailed discussion should also be provided which explains how the lower levels of proposed buildings along Brookline Avenue and Avenue Louis Pasteur may relate to the pedestrian through areas of transparency to activity inside the building.

Environmental Impacts

Due to the proximity of the projects to important open space resources such as the Back Bay Fens, a shadow impact analysis should be performed which includes Julie Hall North, the Cushing Library, Parcel A, and other projects in the surrounding area either permitted or under review in the Article 80 process. A separate study is not required for the alternative requested for Julie Hall North.

The shadow analysis shall be required for existing and build conditions for the hours 9:00 a.m., 12:00 noon, and 3:00 p.m. for the vernal equinox, summer solstice, autumnal equinox, and winter solstice and for 6:00 p.m. during the summer and autumn. It should be noted that due to time differences (daylight savings vs. standard), the autumnal equinox shadows would not be the same as the vernal equinox shadows and therefore separate shadow studies are required for the vernal and autumnal equinoxes. Shadows shall be determined using the Boston Altitude and Azimuth data (Sun Altitude/Azimuth Table, Boston, Massachusetts).

The shadow impact analysis must include net new shadow as well as existing shadow. Diagrams must clearly show the incremental impact of the proposed new buildings. For purposes of clarity, new shadow should be shown in a dark, contrasting tone distinguishable from existing shadow. The shadow impact study area shall include, at a minimum, the entire area to be encompassed by the maximum shadow expected to be produced by the projects (i.e., at the winter solstice). The build condition shall include all buildings under construction and any proposed buildings anticipated to be completed prior to completion of the projects. Shadow from all existing buildings within the shadow impact study area shall be shown. A North arrow shall be provided on all figures and street names, doorways, bus stops, open space and areas where pedestrians are likely to congregate (in front of historic resources or other tourist destinations, for example) should be identified.

Particular attention shall be given to areas of pedestrian use, including, but not limited to, the entrances to the proposed buildings and existing buildings in the vicinity and the sidewalks and walkways within the adjacent area.

The IMP should propose mitigation measures to minimize or avoid any adverse shadow impact. Special attention should be given to minimize or avoid any adverse shadow impact on the Back Bay Fens and other landscaped areas.

Additional Requirements

For the proposed IMP Projects, we suggest submitting the following urban design materials for their conceptual massing and uses. These items are in addition to any described above.

1. Written description of program elements and space allocation (in square feet) for each element, as well as Project totals.
2. Neighborhood plan at an appropriate scale (1"=200' or larger as determined by the BRA) showing relationships of the proposed projects to the neighborhood context:
 - a. massing
 - b. building height
 - c. scaling elements
 - d. open space
 - e. major topographic features
 - f. pedestrian and vehicular circulation
 - g. land use
3. Color, or Black and white photographs of the site and neighborhood.
4. Sketches and diagrams to clarify design issues and massing options.
5. Eye-level perspective (reproducible line or other approved drawings) showing the proposals in the context of the surrounding area. Views should display a particular emphasis on important viewing areas such as key intersections, accessways, or public parks/attractions. Long-ranged (distanced) views of the proposed project must also be studied to assess the impact on the skyline or other view lines. At least one bird's-eye perspective should also be included. All perspectives should show (in separate comparative sketches) both the build and no-build conditions. The BRA should approve the view locations before analysis is begun. View studies should be cognizant of light and shadow, massing and bulk.
6. Additional aerial or skyline views of the project, if and as requested.
7. Campus Site sections at 1"=100' or larger (or other scale approved by the BRA) showing relationships to adjacent buildings and spaces.
8. Campus Site plan(s) at an appropriate scale (1"=100' or larger, or as approved by the BRA) showing:
 - a. general relationships of proposed/existing adjacent buildings and open spaces
 - b. open spaces defined by buildings on adjacent parcels and across streets
 - c. general location of pedestrian ways, driveways, parking, service areas, streets, and major landscape features
 - d. pedestrian, handicapped, vehicular and service access and flow through the campus and to adjacent areas

September 13, 2011

Peter Meade, Director
Boston Redevelopment Authority
Boston City Hall, Room 925
Boston, MA 02201
Attention: Katelyn Sullivan, Economic Development

Re: Emmanuel College – Institutional Master Plan Notification Form

Dear Director Meade:

The City of Boston Environment Department has reviewed Emmanuel College's Institutional Master Plan Notification Form (IMPNF) regarding its planned Institutional Master Plan (IMP) for a ten year term and offers the following comments.

Emmanuel College (Emmanuel) is located at the southwestern edge of the Longwood Medical and Academic Area (LMA). The 17-acre campus is bounded by Brookline Avenue, The Fenway and Avenue de Louis Pasteur. Academic and institutional uses are prevalent on Brookline Avenue and Avenue de Louis Pasteur and on the Emmanuel side of The Fenway. There are residential neighbors on The Riverway to the northwest and on Park Drive, across a narrow strip of Frederick Law Olmsted's Back Bay Fens, to the east.

As of February 2000, Emmanuel's enrollment was 525 full-time and 513 part-time students, a total of 1,038. Its current enrollment of full-time traditional students is between 1,750 and 1,765. Enrollment is expected to increase to 2,200 traditional students during the term of the new IMP.

As of February 2000, total daytime staff and faculty working at the campus were identified as 163, including 115 full-time daytime staff and 48 faculty members. Evening staff included nine (9) adjunct faculty; 33 traditional full-time faculty who arrived during the day and taught an evening class; nine (9) faculty for the Center for Adult Studies (CAS); five (5) CAS staff members who arrived during the day and worked into the evening; three (3) security staff, four (4) cleaning staff, three (3) residence life staff and seven (7) food service staff. Faculty was expected to increase by four (4) and staff by five (5) over the subsequent decade. Seven-hundred and thirty (730) persons were expected to be employed at the Endowment Campus.

We request that the IMP provide:

- the definition of a traditional student;
- the current and IMP-term numbers and categories of other, non-traditional students including part-time and adult studies students and any others that will make up the additional 450 students expected to enroll during the IMP term;
- the number of day and evening full-time, part-time, adjunct, adult studies and other faculty;

- the number of day and evening full-time, part-time and contract staff, as listed above, employed at this time and expected to be added during the IMP term.

During the 2000-2010 IMP term, Emmanuel:

- upgraded all residence halls;
- constructed the Jean Yawkey Center and gymnasium;
- constructed the Maureen Murphy Wilkens Science Center;
- acquired and renovated Julie Hall; and
- established an Endowment Campus with the 300,000 square foot Merck Research Laboratories-Boston constructed on Parcel B.

The Endowment Campus also consists of Parcel A, ground leased to Merck for future expansion, and Parcel C, presently occupied by Alumnae Hall (leased to Brigham and Women's Hospital for research) and 335 parking spaces, both structured and surface, leased to and used by LMA institutions.

The four trailers providing modular meeting space are not shown on the campus map on the Emmanuel Web site or in the IMPNF; there is no indication when those trailers were added for campus academic use. The IMP should indicate when the trailers were installed and include a map showing their location. The IMP should indicate if a demolition permit will be required by ISD for removal of the trailers. If so, an Article 85, Demolition Delay application, must be submitted to the Boston Landmarks Commission (BLC) and the BLC's written determination must be presented to ISD with a demolition permit application.

Through a Planned Development Area (PDA) Development Plan, Emmanuel now plans to have the 141,000 square foot size limit allowed for Parcel C on the Endowment Campus increased to 360,000 square feet for a biomedical research use. The college will then obtain the funds necessary to:

- demolish Alumnae Hall, its parking structure and surface parking;
- expand the Cardinal Cushing Library, including increased height, by demolishing 17,800 square feet of the structure and adding 76,000 of new building floor area for a total of 110,000 square feet; and
- construct a 183,000 square foot, 150 foot high Julie Hall North - a 450-bed residence hall with dining space and seminar rooms; and
- add 100 parking spaces.

In a longer, unspecified, term St. Joseph, St. Ann and Loretto Halls will be demolished for the construction of new residence halls.

In 2008 Emmanuel proposed a new residence at the corner of Brookline Avenue and The Fenway; it did not receive endorsement from the Boston Parks and Recreation Commission. As it was approved by the BRA, the college continues to plan for its construction.

The ground leasing of land for private development has become an effective means for educational institutions to rely upon sources other than philanthropy, allocations from operating budgets and the issuance of debt obligations to finance expansions and upgrades. This department believes strongly that given the substantial benefits institutions will accrue from such arrangements, ground leases and other legal agreements with private/endowment parcel developers should ensure that those developments are constructed and operated under at least the same standards the College has and will continue to set for itself in the realms of green building, sustainable management, climate adaptation, the protection of historic and archaeological resources, the expansion and protection of green infrastructure and strong TDM. We ask that the IMP address this issue.

This department requests that the IMP include discrete sections on Sustainability and Green Building, Historic and Archaeological Resource Protection and Climate Adaptation.

URBAN PLANNING, THE ENVIRONMENT AND HISTORIC AND ARCHAEOLOGICAL RESOURCES

The IMPNF indicates that the campus planning framework includes the letter and spirit of the institutional zoning and planning guidelines put forth by the BRA, other city agencies and community planning initiatives. Emmanuel's plans are described as consistent with the guidelines and principles of the 2003 LMA Interim Guidelines (Interim Guidelines), the Fenway Community Development Corporation's (FCDC) Urban Village Plan and the Emerald Necklace Master Plan. The Interim Guidelines address the protection of assets and include dimensional guidelines that include, but are not limited to, height zones, setbacks and setbacks.

In addition, as the BRA stated, "Central to the Interim Guidelines is a set of urban design guidelines that will control the physical character of the district and of any proposed project. The urban design guidelines aim to build on and protect the physical assets of the area and will provide the framework for the development and design review of the projects."

We note that preservation and rehabilitation of historic buildings is recognized as a sustainable building practice by the U.S. Green Building Council, the City of Boston. Environment and Boston Landmarks Commission (BLC) staff strongly encourages a thorough study of alternatives that rehabilitate or incorporate historic buildings into proposed development plans. The greenest building is a preserved building; demolition should be avoided wherever possible. The ways in which the Interim Guidelines intersect with the intent and requirements of Article 37 of the Boston Zoning Code and with Mayor Thomas M. Menino's Climate Action Plan suggest that the following elements are of particular importance and should be specifically addressed in the IMP.

"ASSETS

The Interim Guidelines set principles, as described below, to enhance and protect the physical assets of the LMA -- its neighborhoods, parks, streets and sidewalks, views, landmarks, and human scale:

- Create no-build zones along the Riverway and Fenway, Avenue Louis Pasteur and Brookline Avenue to protect existing parks and parkways;
- Restrict new shadow impacts on City of Boston parks. In the interim period, no project will be approved if it casts any new shadow for more than one hour on March 21st on the Emerald Necklace, Joslin Park or Evans Way Park. This standard is consistent with the most recent shadow restrictions adopted in the City's Municipal Harbor Plan."

"CHARACTER

New projects should build on and reinforce the distinctive physical, historic, and architectural characteristics of each of the institutions within the LMA by requiring the following:

- Simplification of way-finding through enhanced institutional identity created by clear planning and distinctive architecture;
- Creation and implementation of a program that improves access for patients and visitors arriving by car, transit, or on foot, and to improve circulation within each institution's campus;

- Preservation and enhancement of all buildings that contribute significantly to the history of the district; and
- Limits on the width and spacing of tall building elements to minimize negative environmental impacts.”

“SPECIAL STUDY AREAS

The Interim Guidelines provide general dimensional guidelines for the LMA district. There are, however, a number of special areas that will receive additional scrutiny and attention during the interim period and also for the master plan study. These areas are designated as Special Study Areas and include:

- The Emerald Necklace and public park system which in the interim will be governed by the Parks and Boulevard Protection Zone;
- The Longwood Avenue Corridor;
- The Huntington Avenue Corridor;
- The Fenwood Neighborhood Transition Area;
- Brigham Circle; and
- The central intersection of Longwood and Brookline Avenues.”

A Historic Resources section should be provided in the IMP. It should include a list of properties on the campus or within ½ mile of the perimeter of the Emmanuel Campus that are listed in the State Register of Historic Places as individual Local Landmarks, Local Historic Districts, individual National Register properties or National Register Historic Districts as well as properties listed in the Inventory of Historic and Cultural Assets of the Commonwealth (both maintained by the Massachusetts Historical Commission [MHC]). The list of historic resources should be keyed to a map.

The BLC notes that the LMA Interim Guidelines issued in February 2003 by the BRA call for “Preservation and enhancement of all buildings that contribute significantly to the history of the district....” The Interim Guidelines also list the Emerald Necklace parks as one of the “Special Study Areas” governed, in the interim, by the Parks and Boulevard Protection Zone. The list of historic resources in the Historic Resources section of the IMP should recognize that the Olmsted Park System (Emerald Necklace) and other nearby parks such as the Back Bay Fens are listed on the National Register of Historic Places and are designated Boston Landmarks. Plans for protection from identified potential impacts on these resources should be included in the IMP.

A preservation plan is generally required by the Massachusetts Historical Commission (MHC) as part of a Memorandum of Agreement (MOA) for a project that has received a determination of adverse effect on historic resources. Generally, the Preservation Plan includes MHC inventory forms for all buildings 45 years and older that are currently owned or anticipated to be acquired. In past MOAs, MHC also has stipulated that the educational institution incorporate preservation planning into its IMP and that it provide an addendum to the IMP that outlines preservation planning for its historic properties. We strongly support this type and level of planning and look forward to a discussion in the IMP of the ways in which proposed projects will be reviewed and described in this regard.

CLIMATE ADAPTATION, SUSTAINABILITY AND GREEN BUILDING

Mayor Thomas M. Menino's Climate Action Plan (CAP), *A Climate of Progress*, is based upon and encompasses the 2010 consensus report, *Sparking the Climate Revolution*, and the recommendations of Boston's Climate Action Leadership Committee and Community Advisory Committee. The CAP includes a set of wide-ranging strategies aimed at significantly reducing greenhouse gas (GHG) emissions. The five overarching goals are to:

- reduce Boston's GHG emissions 25 percent by 2020;
- immediately start incorporating the projected effects of climate change — particularly sea-level rise, heat waves, and more intense storms — in all planning and review for municipal and private projects;
- develop a comprehensive public engagement effort, including a public commission and strong partnerships with community organizations;
- use climate action opportunities to advance Boston's green economy and jobs goals; and
- ensure that climate action has clear public and private leadership and sufficient public and private resources.

The CAP Action Plan Summary for adaptation includes:

- Give adaptation the same priority as mitigation - develop an adaptation plan; focus on sea-level rise, riverine flooding, heat waves, and extreme storms;
- Assess vulnerability - conduct a vulnerability assessment; include a range of projections; give special attention to the most vulnerable; start considering potentially catastrophic, very long-term impacts in the areas of ;
- Remain flexible - collect and analyze new data, establish an advisory group, revise plan triennially; and
- Include climate change in all planning and review - include in all formal development review and capital planning; identify "no-regrets", "low-cost", and "wait-and-see" strategies; begin adaptation planning case studies.

We recommend these steps to the College as a framework for the development of a plan and the basis for new construction and the substantial renovations of buildings. We further suggest that LEED credits be chosen with climate adaptation in mind. Stormwater management, heat island effect and energy generation should receive particular attention. The planting of shade trees, re-use stormwater for landscaping and permeable paving on walkways would all contribute to adaptation.

Given Emmanuel's proximity to the Muddy River and Muddy River Conduit, flooding and its impact on transportation and the uses of below-grade and ground floor areas should be assessed in the development of any plan or project. For example, the storage of flammable liquids and gases and the siting of all elements of MEP systems should be examined.

Climate change is likely to increase average summer temperatures, the number of days over 90 or 100 degrees, and the number of consecutive high-heat days leading to increased stress on the electrical grid. We ask that the College assess the sufficiency of a range of available systems and green infrastructure that would keep building occupants safe during heat waves without the use of life-safety/emergency systems (e.g., generators) that may add to ozone pollution levels and increase the heat island effect. We note that natural ventilation can play a role in risk management if the ventilation and passive cooling elements are sufficient in combination to result in the necessary level of benefit. If glazing is considered in the design of new buildings, it would be worthwhile to consider double- or triple-skinned curtainwalls with deep sunshades and adjustable ventilation. They would provide a thermal flue for ventilation

necessary to keep solar gain out of buildings in the summer while creating a thermal insulation layer to retain heat in the winter.

Emmanuel became a signatory to the American College and University President's Climate Commitment (ACUPCC) in September 2010 and had indicated to the ACUPCC that it was in the process of forming a committee/task force to address sustainability campus initiatives and planned to have the committee assembled by November 2010. Signatories "recognize the need to reduce the global emission of greenhouse gases by 80% by mid-century at the latest, in order to avert the worst impacts of global warming and to reestablish the more stable climatic conditions that have made human progress over the last 10,000 years possible."

The College has made significant, concrete commitments as an ACUPCC signatory to take two of seven tangible actions within two years of signing and to develop and file the following with the ACUPCC:

- a Greenhouse Gas emissions report by 1/15/12
- a Climate Action Plan by 1/15/13
- a Progress Report by 1/15/15

The tangible actions are:

1. Establish a policy that all new campus construction will be built to at least the U.S. Green Building Council's LEED Silver standard or equivalent.
 - Emmanuel indicated in the IMPNF that its new construction will meet LEED standards; no LEED level is specified.
2. Adopt an energy-efficient appliance purchasing policy requiring purchase of ENERGY STAR certified products in all areas for which such ratings exist.
 - The College reported to the ACUPCC that in December 2010, a policy requiring the purchase of ENERGY STAR certified products in all areas for which such ratings exist has been included in the College's Facilities policies and procedures guide.
3. Establish a policy of offsetting all greenhouse gas emissions generated by air travel paid for by our institution.
4. Encourage use of and provide access to public transportation for all faculty, staff, students and visitors at our institution.
 - Emmanuel reported to the ACUPCC that is committed to providing access to public transportation for its faculty, staff, and students and continuously looking for ways to encourage further use. Going forward, it hopes to promote the transportation benefits offered to employees through the College as well as MASCO. With risk-free trials and demonstration of cost savings, we hope to lower the number of parking passes. For students, we plan to advertise the discounted T pass available each semester as well as encourage carpooling among commuter students.
5. Within one year of signing this document, begin purchasing or producing at least 15% of our institution's electricity consumption from renewable sources.
6. Establish a policy or a committee that supports climate and sustainability shareholder proposals at companies where our institution's endowment is invested.
7. Participate in the Waste Minimization component of the national RecycleMania competition, and adopt 3 or more associated measures to reduce waste.
 - Emmanuel College reported to the ACUPCC that it is participating in the annual Recyclemania Tournament, is working with its waste and recycling companies to track and report material data and has identified a number of

waste minimization practices already in place and plans to promote these to the College community.

The IMPNF indicates that the College has evaluated its operations and has increased the amount of recyclable materials from the general waste stream and will be a pilot site to test the reusability of office supply packaging. Future goals include:

- green construction and master plan implementation;
- efficient water and energy usage;
- composting;
- encouraging staff and students to walk and use transit and bicycles as alternatives to driving; and
- evaluating and increasing the sustainable impact of existing programs such as employee benefits, food, landscaping and planning and policy.

The IMPNF states that these goals, in conjunction with Emmanuel's "green" accomplishments will lead to a focus on high-quality, high-density and high-value development that will include buildings and landscapes that meet LEED standards.

We applaud the College for the work it has begun and request that the IMP include in a Climate Adaptation section descriptions of the committee/task force, its work to-date and plans for IMP term, a summary of the specific green accomplishments it will build upon and the plan for meeting ACUPCC commitments. We further request that this information be updated in project review filings under Article 80 and in any IMP Amendments.

PARKING, TRANSPORTATION AND TRANSPORTATION DEMAND MANAGEMENT

Transportation is a challenging matter in and around the LMA with parking and traffic ever-increasing stressors. This department requests clarification and additional information in order to understand Emmanuel's situation in this regard.

We request that the IMP identify the date of the college's most recent transportation survey of both the Academic and Endowment Campuses and provide the results of that survey.

Please describe in the IMP the criteria and charges for all categories of on-campus parking. If off-campus parking for students, faculty and staff is owned, operated, leased or controlled by the College or Merck, please identify the locations, any shuttles that connect with the locations, the number of spaces and categories of and charges for users. Any spaces on the Endowment Campus used for commercial parking should also be identified.

There are 1057 parking spaces permitted on the Emmanuel campus. The campus map showing existing parking spaces identifies the locations of 293 Academic parking spaces as:

- 13 spaces between St. Ann and Loretto Halls;
- 33 spaces between St. Ann Hall and the Administration Building (east of St. Ann and Loretto Halls);
- 15 spaces adjacent to Marian Hall;
- 102 spaces below-grade at the Jean Yawkey Center;
- 120 spaces below-grade at the Maureen Murphy Wilkens Science Center; and
- ten spaces east of the Science Building.

Non-Academic spaces are identified as:

- 145 below-grade on Endowment Parcel A. We note that the map of parking spaces shows an unidentified number of surface spaces on this parcel and that users are not identified. We request that this information be provided in the IMP;
- 264 below-grade at the Merck Research Library; and
- a combination of 355 structured and surface spaces at Alumnae Hall for the use of LMA institutions. The IMP should identify the institutions using this parking, the number of spaces each institution is using, the charge(s) for parking, the most recent date the parties entered into a contract for use and the termination date(s) of those contracts.

The IMPNF indicates that 100 net new parking spaces are to be added during the ten-year IMP term and that the total on the Academic Campus will remain at 293. It is unclear how the spaces leased to other LMA institutions are characterized. The IMP should identify the users of existing parking, differentiate between categories of spaces (Academic, Endowment, other), identify the location(s) and users of proposed new parking and clarify how Academic spaces will remain at 293 if 100 new spaces will be added. In addition, the IMP should discuss the means by which it was determined that new parking spaces are needed on the campus when there are already 355 existing spaces leased to others.

Public Transit Access

In the discussion of MBTA bus service, two buses with stops within ½ mile of the campus are not identified – the #19 which provides service between Kenmore and Fields Corner with stops at Brookline Avenue and Pilgrim Road and at Short Street and the #55 which provides service between Queensberry Street and Copley Square or Park Street, depending upon days and times; the closest stop is at Peterborough and Kilmarnock Streets.

Transportation Demand Management

Minimizing vehicle trips in Boston is a measure necessary to achieve Mayor Menino's GHG reduction goal. As the April 2010 *Sparking the Climate Revolution*, report states, "Reducing Boston's greenhouse gas emissions will involve all segments of the Boston community. Nearly half of the reductions would come from sources largely under the control of individual residents and commuters." The report shows that, in regard to fuel type, 19 percent of GHG are associated with gasoline use. A 31 percent reduction in GHG from the transportation sector overall and a 29 percent reduction in the use of gasoline will be necessary. Eight percent will have to come from a combination of the following vehicle-miles-traveled reductions: mass transit/parking, car sharing and bike programs.

We request that the IMP provide information about the status and components of Transportation Demand Management (TDM) programs for both the Academic and Endowment Campuses. Our review of program descriptions since June 2000 have not made clear the programs in place in either the Merck building or as provided by the College. Elements identified in past development review filings have included:

- participation by occupants of the Endowment and Academic Campuses in CommuteWorks;
- publication and dissemination of promotional materials, including a centralized bulletin board for carpool and vanpool matching notices;
- preferential parking for HOV (three or more persons) commuters;
- reserved parking for users of mass transit who need to drive to work due to unusual circumstances;
- encouraging building occupants to offer flextime;
- on-site transit sale passes;

- direct deposit of paychecks by Emmanuel and Endowment Campus tenants;
- 50 percent transit pass subsidies for qualified full-time employees working in Endowment Campus buildings;
- 30 percent transit pass subsidies by Emmanuel for qualified full-time employees;
- review by Emmanuel of its parking policy to determine additional measures to discourage the use of single-occupant/auto mode use;
- installation of bicycle racks and on-site showers and lockers for employees;
- encouraging building occupants to participate in CARAVAN for Commuters [now MassRIDES];
- a Guaranteed/Emergency Ride Home program for employees at the Endowment Campus;
- participation by Emmanuel and Building B occupants in the Fenway Community Development Corporation/MASCO "Walk to Work" program. The Building A property manager was also to encourage participation;
- a shuttle bus stop on the Endowment Campus would be offered to MASCO; and
- Emmanuel, the Building A property manager and Building B occupants would set up a Web site to present commuting alternatives and transit schedules to employees.

Emmanuel had indicated in a June 2007 IMPNF/NPC that the following were components of its TDM program and were fully implemented at the Merck Research Laboratories prior to receipt of a Certificate of Occupancy:

- a transportation coordinator for the project;
- active participation in CommuteWorks;
- promotion of ridesharing and carpooling;
- a 60 percent transit pass subsidy for qualified full-time employees;
- a new stop for the MASCO shuttle bus;
- showers for employees who walk or bike to work;
- charging employees market-rate parking fees; and
- offering flextime.

We request that the IMP report on the details of Merck's implementation of each measure and the effectiveness of each in minimizing single-occupant vehicle (SOV) use and maximizing alternatives.

The IMPNF identifies the following as elements of a proposed TDM program:

- continued participation in CommuteWorks;
- a generous 65 percent transit pass subsidy for qualified full-time employees;
- on campus sale of transit passes; and
- as a member of Colleges of the Fenway, sponsorship of Hubway, Boston's bike sharing system.

A centralized bulletin board for notices re: carpools and vanpools and bicycle storage areas for students, employees and visitors are to be included in all "applicable" projects.

The IMP should include:

- a definition of an "applicable" project;
- a map of the present and proposed locations of bulletin boards;
- a map of present and proposed bicycle parking locations on both the Academic and Endowment Campuses indicating the number of bicycles that can be accommodated at each area and if the parking is outside or protected from the elements;

- a map of the locations of showers and changing rooms and a description of eligibility for their use.

The IMPNF does not provide information an assessment of transportation behavior since the initiation of the 2000-2010 IMP. We request that the following information also be provided in the new IMP:

- the number of employees on the Endowment Campus;
- a full list of TDM measures offered to those who work on the Endowment Campus, including the level of and eligibility for a transit pass subsidy;
- the measures provided to the College staff and through CommuteWorks (ex. Ridematching and Guaranteed Ride Home);
- the numbers of staff using the 65 percent transit subsidy and the percentage of all staff (full-time, part-time and contract) represented by that number;
- the definition of a "qualified" full-time employee;
- a full list of TDM measures offered to each category of Emmanuel employee; and
- a list of TDM measures offered to each category of student.

We suggest that a *pro rata* transit subsidy for part-time and contract staff be part of the TDM program for both the Academic and Endowment campuses.

Boston Transportation Department (BTD) staff and staff from this department have discussed LMA transportation issues and would welcome the opportunity to talk with Emmanuel representatives about IMP transportation issues.

Thank you for the opportunity to offer comment.

Sincerely,

Bryan Glascock
Commissioner

cc: Ellen Lipsey, Executive Director, Boston Landmarks Commission
Charlotte Fleetwood, Transportation Planner, Policy and Planning Division, Boston Transportation Department



BOSTON
TRANSPORTATION
DEPARTMENT

ONE CITY HALL PLAZA • ROOM 721
BOSTON, MASSACHUSETTS 02201
617-635-4680 • FAX 617-635-4295

August 12, 2011

Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square, 9th Floor

Dear Katelyn,

Thank you for the opportunity for the Boston Transportation Department (BTD) to comment on the Institutional Master Plan Notification Form (IMP/NF) for Emmanuel College on The Fenway, between Brookline Avenue and Avenue Louis Pasteur in the Longwood Medical and Academic Area (LMA).

The proposed future IMP projects include 1) Renovation and expansion of the Cardinal Cushing Library on the Fenway, with a net increase of 58,200 square feet of floor area; and 2) construction of Julie Hall North on Brookline Avenue, with 183,000 square feet of space including student dining areas, meeting spaces, and social and dormitory space with 450 new student beds.

The IMP/NF also indicates that Parcel C that will be developed as a PDA Development Plan.

No new parking is proposed in conjunction with the campus building projects, however, the IMP/NF states that Emmanuel proposes to add 100 net-new parking spaces at the end of the IMP term.

As part of the submittal of the IMP, we request clarification/additional information on the following:

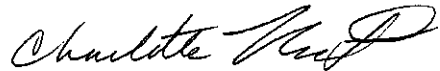
- Please provide additional information and clarification on the proposed additional campus parking. Given the location of the campus and the availability of transportation alternatives, we would prefer to see vigorous TDM efforts and no additional parking.
- The IMP should include a bicycle access and parking plan, including connections to the larger bicycle network and the locations, amount and type of all bicycle parking.
- We request that Emmanuel College support the City's efforts to improve the bicycle network and connectivity in the LMA area, including routes that may go through the campus.
- We request that Emmanuel College support efforts to improve transit in this area, including a potential surface route for the Urban Ring. Toward that end, future submittals related to projects on Brookline Avenue should confirm that surface routing options are not precluded.

THOMAS M. MENINO, Mayor



BTD looks forward to working collaboratively with Emmanuel College and the community in review of these projects during the permitting process to address any outstanding concerns.

Sincerely,



Charlotte Fleetwood
Transportation Planner
Boston Transportation Department
Policy and Planning Division

Sullivan, Katelyn

From: Read, John
Sent: Friday, August 12, 2011 3:32 PM
To: Sullivan, Katelyn
Subject: FW: Emmanuel College Institutional Master Plan - transportation issues

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Katelyn,

I would like to revise my comments on the Emmanuel College Notification Form slightly. The changes are to my first comment regarding the Urban Ring. All other comments remain the same.

- 1) The Campus Plan should address how it relates to the surface routing for the Urban Ring Phase 2. For reference, I'm providing a link to the MassDOT web site on the Urban Ring: <http://theurbanring.eot.state.ma.us/#>. I am also researching other more detailed documentation on the surface alignment in the LMA and will forward to you when I find it.
- 2) How will the Plan address campus bicycle mobility? In particular, will it address bicycle circulation (i.e., paths), bicycle parking (i.e., interior and exterior, type and locations)? Will there be any showers and changing areas provided in the any new academic or library buildings to facilitate bicycle use? What standards will be used for such facilities? (Nicole Freedman and Charlotte Fleetwood are possible resources for guidance on these issues.)
- 3) How does the campus bicycle circulation plan related to existing City and DCR bicycle bicycle circulation plans. (Again, Charlotte Fleetwood and Nicole Freedman may be able to provide guidance on this.)
- 4) Will the campus be participating in any Transportation Management Association activities offered through MASCO?

I hope this is helpful. Please let me now if you need any other information or have any other questions.

Thanks.

Tad

John (Tad) Read, Senior Planner III
Columbia Point Master Plan | Urban Ring |
Urban Agriculture Rezoning |
North Allston Community Wide Plan (Transportation) |
Accelerated Bridge Repair Program (Charles River)
Boston Redevelopment Authority
One City Hall Square, 9th Floor
Boston, Massachusetts 02201-1007
T 617.918.4264
F 617.367.6087
e-mail: john.read.bra@cityofboston.gov
www.cityofboston.gov/BRA

Boston

Katelyn Sullivan
Project Assistant
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

June 29, 2011

Dear Ms. Sullivan:

Regarding the Project Notification Form for Emmanuel College project submitted to the BRA on June 22, 2011 the Boston Fire Department requires the following issues addressed by a qualified individual.

1. Emergency vehicle site access to the new buildings as well as existing buildings that might be affected.
2. Impact on availability and accessibility of hydrant locations for new buildings as well as for any existing buildings that might be impacted.
3. Impact on availability and accessibility to siamese connection locations for new buildings as well as for any existing buildings that might be impacted.
4. Impact that a transformer vault fire or explosion will have on the fire safety of the building. Particularly as it relates to the location of the vault.
5. Need for Boston Fire Department permit requirements as outlined in the Boston Fire Prevention Code, the Massachusetts Fire Prevention Regulations (527 CMR), and the Massachusetts Fire Prevention Laws (MGL CH148).
6. For projects involving air-supported structures, it is critical that the impact of the design has on fire safety relative to the interaction of the area underneath the structure to the structure as well as to the interaction of the structure to the area underneath the structure.

These items should be analyzed for all phases of the construction as well as the final design stage. This project will need permits from the Boston Fire Department as well as the Inspectional Services Department.

Respectfully,



Bart J. Shea
Acting Fire Marshal

Cc: Paul Donga, FPE, Plans Unit, BFD



Thomas M. Menino, Mayor/FIRE DEPARTMENT/115 Southampton Street 02118

**Boston Water and
Sewer Commission**



980 Harrison Avenue
Boston, MA 02119-2540
617-989-7000

July 21, 2011

Ms. Katelyn Sullivan
Project Assistant
Economic Development
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Re: Emmanuel College
Institutional Master Plan Notification Form

Dear Ms. Sullivan:

The Boston Water and Sewer Commission (Commission) has reviewed the Institutional Master Plan Notification Form (IMPNF) for Emmanuel College. This letter provides the Commission's comments on the IMPNF.

Emmanuel College is located in the Longwood Medical and Academic Area between Brookline Avenue, The Fenway, Avenue Louis Pasteur and other properties including Beth Israel Deaconess Medical Center. Emmanuel College's 2011 Master Plan is based upon a strategic 10-year plan that will accommodate student growth to 2,200 students. Emmanuel College plans to build enhanced academic and residence space for its students. The College intends to submit a PDA Development Plan to the BRA for its approval under Article 80 of the Boston Zoning Code.

The Master Plan references modifications of Parcel C, resulting in an increase of biomedical research space from 141,000 sf to 360,000 sf. In addition, the College will construct a new residence hall, Julie Hall North, which will include extended dining space, seminar rooms and beds for approximately 450 new students. The Cardinal Cushing Library will also be expanded to provide additional academic space.

For water service, Emmanuel College is served by a 12-inch low service main in Brookline Avenue, a 12-inch low service main on Fenway Way, a 10-inch low service main on Avenue Louis Pasteur, and a 10-inch low service main on Blackfan Circle.

For sanitary sewer service, Emmanuel College is served by a 12-inch and a 15-inch sanitary sewer in Brookline Avenue, a 12-inch sanitary sewer in Fenway Way, a 39 x 41-inch sanitary sewer that crosses the campus from Blackfan Circle and passes between the Administration



Building and the Cardinal Cushing Library, and a 12-inch sanitary sewer in Avenue Louis Pasteur.

For storm drainage service, Emmanuel College is served by a 45-inch storm drain on Brookline Avenue, a 45 x 45-inch storm drain on Fenway Way, a 42 x 42-inch storm drain that crosses the campus from Blackfan Circle and passes between the Administration Building and the Cardinal Cushing Library, a 12-inch storm drain in Blackfan Circle, and a 15-inch storm drain on Avenue Louis Pasteur.

The Commission has the following comments regarding the PNF:

General

1. Any new or relocated water mains, sewers and storm drains must be designed and constructed at Emmanuel College's expense. They must be designed and constructed in conformance with the Commission's design standards, Water Distribution System and Sewer Use Regulations, and Requirements for Site Plans. To assure compliance with the Commission's requirements, the proponents must submit a site plan and a General Service Application for individual projects as they are proposed to the Commission's Engineering Customer Service Department for review and approval when the design of the new water and wastewater systems and the proposed service connections to those systems are 50 percent complete. The site plan should include the locations of new, relocated and existing water mains, sewers and drains which serve the site, proposed service connections as well as water meter locations.
2. Emmanuel College should be aware that the US Environmental Protection Agency issued a Remediation General Permit (RGP) for Groundwater Remediation, Contaminated Construction Dewatering, and Miscellaneous Surface Water Discharges. If groundwater contaminated with petroleum products, for example, is encountered, Emmanuel College will be required to apply for a RGP to cover these discharges.
3. The project sites are located within Boston's Groundwater Conservation Overlay District (GCOD). The district is intended to promote the restoration of groundwater and reduce the impact of surface runoff. Projects constructed within the GCOD are required to include provisions for retaining stormwater and directing the stormwater to the groundwater table for recharge.
4. The Department of Environmental Protection, in cooperation with the Massachusetts Water Resources Authority and its member communities, are implementing a coordinated approach to flow control in the MWRA regional wastewater system, particularly the removal of extraneous clean water (e.g., infiltration/ inflow (I/I)) in the



system. In this regard, DEP has been routinely requiring proponents proposing to add significant new wastewater flow to assist in the I/I reduction effort to ensure that the additional wastewater flows are offset by the removal of I/I. Currently, DEP is typically using a minimum 4:1 ratio for I/I removal to new wastewater flow added. The Commission supports the DEP/MWRA policy, and will require Emmanuel College to develop a consistent inflow reduction plan. The 4:1 requirement should be addressed at least 90 days prior to activation of water service and will be based on the estimated sewage generation provided on the project site plan.

- 5 For any proposed masonry repair and cleaning, Emmanuel College will be required to obtain a permit for Abrasive Blasting or Chemical Cleaning from the Boston Air Pollution Control Commission. In accordance with this permit the Emmanuel College will be required to provide a detailed description as to how chemical mist and run-off will be contained and either treated before discharge to the sewer or drainage system or collected and disposed of lawfully off site. A copy of the description and any related site plans must be provided to the Commission's Engineering Customer Service Department for review before masonry repair and cleaning commences. Emmanuel College is advised that the Commission may impose additional conditions and requirements before permitting the discharge of the treated wash water to enter the sewer or drainage system.

Water

1. Emmanuel College should provide separate estimates of peak and continuous maximum water demand for residential, irrigation of landscaped areas, if any, and air-conditioning make-up water with the site plan. The proponent should also provide the methodology used to estimate water demand for the proposed project.
2. Emmanuel College should explore opportunities for implementing water conservation measures in addition to those required by the State Plumbing Code. In particular, Emmanuel College should consider outdoor landscaping which requires minimal use of water to maintain. If Emmanuel College plans to install in-ground sprinkler systems, the Commission recommends that timers, soil moisture indicators and rainfall sensors be installed. The use of sensor-operated faucets and toilets in common areas of buildings should be considered.
3. Emanuel College is required to obtain a Hydrant Permit for use of any hydrant during the construction phase of this project. The water used from the hydrant must be metered. Emmanuel College should contact the Commission's Operations Division for information on and to obtain a Hydrant Permit.



4. The Commission is utilizing a Fixed Radio Meter Reading System to obtain water meter readings. For new water meters, the Commission will provide a Meter Transmitter Unit (MTU) and connect the device to the meter. For information regarding the installation of MTUs, Emmanuel College should contact the Commission's Meter Department.

Sewage / Drainage

1. A Total Maximum Daily Load (TMDL) for Nutrients has been established for the Lower Charles River Watershed by the Massachusetts Department of Environmental Protection (MassDEP). In order to achieve the reductions in Phosphorus loading required by the TMDL, phosphorus concentrations in the lower Charles River from Boston must be reduced by 64%. To accomplish the necessary reductions in phosphorus, the Commission is requiring developers in the lower Charles River watershed to infiltrate stormwater discharging from impervious areas in compliance with MassDEP. The proponent will be required to submit with the site plan a phosphorus reduction plan for the proposed development. The proponent must fully investigate methods for retaining stormwater on-site before the Commission will consider a request to discharge stormwater to the Commission's system. Under no circumstances will stormwater be allowed to discharge to a sanitary sewer.

In conjunction with the Site Plan and the General Service Application the proponent will be required to submit a Stormwater Pollution Prevention Plan. The plan must:
 - Identifies best management practices for controlling erosion and for preventing the discharge of sediment and contaminated groundwater or stormwater runoff to the Commission's drainage system when the construction is underway.
 - Includes a site map which shows, at a minimum, existing drainage patterns and areas used for storage or treatment of contaminated soils, groundwater or stormwater, and the location of major control or treatment structures to be utilized during construction.
 - Provides a stormwater management plan in compliance with the DEP standards mentioned above. The plan should include a description of the measures to control pollutants after construction is completed.
2. Developers of projects involving disturbances of land of one acre or more are required to obtain an NPDES General Permit for Construction from the Environmental Protection Agency and the Massachusetts Department of Environmental Protection. Emmanuel College is responsible for determining if such a permit is required and for obtaining the permit. If such a permit is required, it is requested that a copy of the permit and any



pollution prevention plan prepared pursuant to the permit be provided to the Commission's Engineering Services Department, prior to the commencement of construction. The pollution prevention plan submitted pursuant to a NPDES Permit may be submitted in place of the pollution prevention plan required by the Commission provided the Plan addresses the same components identified in item 1 above.

3. The discharge of dewatering drainage to a sanitary sewer is prohibited by the Commission. Emmanuel College are advised that the discharge of any construction site dewatering drainage to the storm drainage system requires a Drainage Discharge Permit from the Commission and an NPDES Permit issued by the Environmental Protection Agency (EPA).
4. The Commission requests that Emmanuel College install a permanent casting stating: "Don't Dump: Drains to Charles River" next to any catch basin installed. Emmanuel College may contact the Commission's Operations Division for information regarding the purchase of the castings.
5. If a cafeteria or food service facility is built as part of this project, grease traps will be required in accordance with the Commission's Sewer use Regulations. Emmanuel College is advised to consult with the Commission's Operations Department with regards to grease traps.
6. The Commission requires that existing stormwater and sanitary sewer service connections, which are to be re-used by the proposed project, be dye tested to confirm they are connected to the appropriate system.

Thank you for the opportunity to comment on this project.

Yours truly,

John P. Sullivan, P.E.
Chief Engineer

JPS/cj

- c: J. Eisner, Emmanuel College
K. Pedersen, BRA
M. Zlody, BED
P. Larocque, BWSC

APPENDIX II: Comments from Public



Mission Grammar School
Our Lady of Perpetual Help
Unity in Diversity, Excellence in Education, Since 1889
94 Saint Alphonsus Street · Roxbury, MA 02120
617-442-2660 · www.missiongrammar.org

July 21, 2011

Ms. Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Dear Ms. Sullivan:

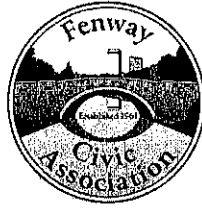
As the principal of OLPH Mission Grammar School and an alumna of Emmanuel College, I am writing to express my strong support for the planned developments outlined in Emmanuel's IMPNF.

Mission Grammar School enjoys a rewarding partnership with Emmanuel College. We are proud and privileged to have several of their alumni as faculty members here at Mission Grammar. Our teachers' strong commitment to service and the example they set for our students were fostered at Emmanuel College through the college's dedication to service and service learning. Current Emmanuel students donate their time and energy during their annual New Student Day of Service and Spring Day of Service, assisting with many on-campus projects, including helping to prepare our classrooms for the start of a new school year.

In the past, Mission Grammar has greatly benefitted from the use of Emmanuel's campus, as they provide gym space for practice and home games during our boy's basketball season and also invite our students to attend their sporting events and academic Convocation. They are constantly opening both their doors and their hearts to our students, helping them to realize at a young age that higher education is a realistic goal. I fully support their planning efforts and understand that a successful IMP would continue to benefit OLPH Mission Grammar School and the Mission Hill neighborhood as a whole.

Peacefully,

Maura Bradley
Principal
OLPH Mission Grammar School



July 25, 2011

Via Email

Katelyn Sullivan
Project Assistant, Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-2040

Re: Emmanuel College's Institutional Master Plan

Dear Ms. Sullivan,

The Fenway Civic Association (FCA) is the Fenway's only volunteer organization that accepts no public or developer funds. Our mission is to promote a safe and vital neighborhood that serves the interest of our residents.

FCA greatly appreciates Emmanuel College's response to the many concerns, including the Boston Parks Commission comments, regarding the first iteration of its IMP and the adjustments which have been made accordingly.

We wish to continue to reinforce the importance of the Parkways and Olmsted's Emerald Necklace park system in defining and enhancing Emmanuel's campus since its founding in 1919. It must also be remembered that Emmanuel's extensive defined use of Boston's Back Bay Fens playing field, through an agreement with the City of Boston, enables Emmanuel to in turn lease its own open space as income producing property. This extraordinary arrangement is a privilege afforded by the public, and the public must remain a primary beneficiary.

The FCA is not opposed to Emmanuel College's Institutional Master Plan and will address detailed concerns regarding individual projects through the Article 80 review process.

Sincerely,

Matthew A. Brooks, Board Member, Fenway Civic Association

A handwritten signature in black ink that reads "Matthew A. Brooks". The signature is written in a cursive, flowing style.



July 25, 2011

Member Institutions

- Beth Israel Deaconess Medical Center
- Brigham and Women's Hospital
- Children's Hospital Boston
- Dana-Farber Cancer Institute
- Emmanuel College
- Harvard Medical School
- Harvard School of Dental Medicine
- Harvard School of Public Health
- Immune Disease Institute
- Isabella Stewart Gardner Museum
- Joslin Diabetes Center
- Judge Baker Children's Center
- Massachusetts College of Art
- Massachusetts College of Pharmacy and Health Sciences
- Massachusetts Department of Mental Health
- Simmons College
- Temple Israel
- Wentworth Institute of Technology
- Wheelock College
- The Winsor School

Katelyn Sullivan
 Project Assistant
 Boston Redevelopment Authority
 One City Hall Square
 Boston, MA 02201

RE: Emmanuel College Institutional Master Plan Notification Form (IMPNF) Filing

Dear Ms. Sullivan:

As a member of the Emmanuel College Impact Advisory Committee, I offer comments below on the college's Institutional Master Plan Notification Form. The plan is a thoughtful and comprehensive look at the next decade at Emmanuel College which will include updating their Library and building a new residence hall -- Julie Hall North, after finding a development partner for Parcel C on their "endowment campus" for 365,000 sf of biomedical research space on Avenue Louis Pasteur.

The College is to be commended for:

- Continued commitment to housing 75% of its undergraduate student population on-campus, while at the same time accommodating growth from 1,765 students to 2,200.
- Contributing to the inventory of biomedical research space in the LMA by pursuing the partnership model they pioneered with Merck where a long term real estate arrangement will provide endowment income for Emmanuel to fund its academic campus needs.
- Strong participation in MASCO's CommuteWorks Transportation Demand Management initiatives including Emergency Ride Home and Zip Car. The college offers a 65% employee T-Pass Subsidy. They also won this year's Mass Commuter Challenge award in their size category in recognition of their efforts to encourage employees and students to cycle to work.
- Commitment to sustainability through LEED building design, and participation in the American College and University Presidents' Climate Change Commitment.
- Being a good neighbor to Boston residents through robust community service and education programs at the Jean Yawkey Center for Community Leadership, their Center for Science Education, their Carolyn A. Lynch Institute, and a wide range of other community partnering programs.

Associate Members

- Blue Cross Blue Shield of Massachusetts
- Harvard Vanguard Medical Associates
- Merck Research Laboratories

The plan is respectful of the contiguous Emerald Necklace parkways and parks as well as of LMA Design Guidelines that establish lower heights of 75' along Avenue Louis Pasteur and Brookline Ave., with higher heights and masses accommodated after generous 40' and 20' setbacks respectively, from their property line, which moderate the impacts of development on the public realm. On the Fenway, the Library building is setback 100' from the curb, and respects the 75' height limit after that setback.

The plan establishes or reinforces five gateways, including the re-landscaping and consolidation of surface parking along the driveway at the pedestrian gateway off the Fenway. It also continues to organize the campus around central green quadrangles including creation of a West Quad, an East Quad and a Research Quad, while improving on the existing Main Quad.

We will look forward to seeing analysis in the DPIR on:

- The traffic impacts of adding 100 net new spaces to the academic campus through a single campus access way.
- Environmental (groundwater, utility infrastructure, wind and shadow) impacts.
- Further development of site and building planning for Parcel C to integrate the design of this parcel not only into Emmanuel's Endowment Campus, but also to ensure that a solid urban design relationship is established with the LMA Blackfan Street research complex, to which Parcel C will become a north "anchor" building.
- Pedestrian connectivity not only to Emmanuel's campus, but to the Colleges of the Fenway 'trail' and the "LMA trail" established through the Blackfan Street area during the Beth Israel Deaconess Medical Center's joint planning with Lyme for the Center for what later became the Center for Life Sciences Building.

Thank you for the opportunity to comment on the Emmanuel College IMPNF.

Sincerely,



Sarah J. Hamilton
Vice President, Area Planning and Development

Cc: Peter Meade, Boston Redevelopment Authority
Sister Anne Donovan, Emmanuel College
Sarah Welsh, Emmanuel College





SIMMONS

300 The Fenway, Boston, Massachusetts 02115-5898
www.simmons.edu

T 617-521-2000

July 25, 2010

Ms. Katelyn Sullivan
Project Manager
Boston Redevelopment Authority
One City Hall Square, 9th floor
Boston, MA 02201

Re: Emmanuel College Institutional Master Plan Notification Form

Dear Ms. Sullivan:

I am pleased to write in support of the Emmanuel College Institutional Master Plan Notification Form submitted to the BRA on June 22, 2011. I have had the opportunity to review the plan with representatives from Emmanuel College. I congratulate Emmanuel for both putting together a comprehensive and thoughtful ten-year plan and for their thorough approach to presenting the plan to neighboring institutions.

The IMPNF clearly demonstrates how the proposed ten-year master plan is consistent with the mission and goals of the college. As a neighboring institution, Simmons appreciates Emmanuel's thoughtful approach to the proposed campus development which will maintain setbacks and provide new construction and additions to existing buildings at a consistent scale along Avenue Louis Pasteur, The Fenway and Brookline Avenue. We are pleased about the contemplated increases in campus green space without increases in parking on campus or changes to campus access or circulation.

Simmons appreciates the opportunity to review the IMPNF and we look forward to continuing to work with Emmanuel as they move forward with the design and construction process for their new academic campus buildings. We will also welcome the opportunity to learn more about the proposed PDA on their endowment campus. Thank you.

Sincerely,

Janet Fishstein
Assistant Vice President
Simmons College

cc: Helen Drinan, President, Simmons College
Peter Meade, Director, Boston Redevelopment Authority
Sarah Welsh, Emmanuel College
Sarah Hamilton, MASCO

THE WINSOR SCHOOL



July 18, 2011

Ms. Katelyn Sullivan
The Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Dear Ms. Sullivan,

I am writing to express Winsor's support for the renewal of Emmanuel's Institutional Master Plan. The Winsor School strongly supports the academic and residence space projects contained in the plan we also endorse the development of Parcel C on its Endowment Campus through a PDA Development Plan and the increase in the biomedical research space from 141,000SF to 360,000SF.

Emmanuel has always been a strong community member in many areas including the use of its facilities to other institutions in the Longwood Medical Area. We believe that their Institutional Master Plan will allow for continued and expanded to support and services to the surrounding communities and City of Boston.

If you have any questions do not hesitate to contact me.

Regards.

Rachel Friis Stettler, Director
The Winsor School



MASSACHUSETTS COLLEGE *of* PHARMACY *and* HEALTH SCIENCES

July 25, 2011

Ms. Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Re: Emmanuel College Institutional Master Plan Notification Form

Dear Ms. Sullivan,

On behalf of the President and Trustees of Massachusetts College of Pharmacy and Health Sciences (MCPHS), I am writing in support of Emmanuel College's Institutional Master Plan for 2011 to 2021. MCPHS and Emmanuel are founding members of the Colleges of the Fenway, a consortium of six institutions of higher education located on contiguous campuses in the Longwood/Fenway neighborhoods of the City. Through this relationship, MCPHS and Emmanuel have collaborated on many projects over the years, including shared academic space, student housing and cross-registration.

Emmanuel's Master Plan presents a well-reasoned and environmentally sensitive approach to institutional expansion that will 1) accommodate undergraduate growth to a 2,200 student campus; 2) continue to house 75 percent of its student body on campus; 3) leverage the Endowment Campus to support the academic mission; 4) increase academic and student-life space; 5) provide state-of-the-art learning spaces and technology; and 6) continue to enhance useable green space on campus. MCPHS looks forward to continued collaboration with Emmanuel College as its Master Plan is implemented.

Thank you for the opportunity to comment on this important enhancement to Boston's position as a world-class leader in higher education.

Sincerely,

George E. Humphrey, PhD
Vice President for Academic Affairs/Provost

cc. Peter Meade, Boston Redevelopment Authority
Sister Anne Donovan, Emmanuel College
Sarah Welsh, Emmanuel College



July 22, 2011

Ms. Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston MA 02201-1007

RE: Emmanuel College Institutional Master Plan Notification Form

Dear Ms. Sullivan:

As Executive Director of the Colleges of the Fenway, I am pleased to submit this letter of support for Emmanuel College's IMPNF. Since the founding of the Colleges of the Fenway consortium in 1996, Emmanuel College has been a truly collaborative partner, opening its campus and sharing its resources with not only the other institutions in the COF, but with the community as well.

Emmanuel College has been thoughtful in planning the proposed projects (increasing the Julie Hall Residence and the Cardinal Cushing Library, and offering a site for a future research building). The residence hall and library plans incorporate the preservation of greenspace and the overall aesthetics of the Fenway neighborhood while increasing student housing and attending to parking needs. The plans demonstrate attractive and appropriate architecture along Avenue Louis Pasteur. Emmanuel's success in achieving its Master Plan goals to 1) accommodate undergraduate growth to a 2,200 student campus; 2) continue to house 75 percent of its student body on campus; 3) leverage the Endowment Campus to support the academic mission; 4) increase academic and student-life space; 5) provide state-of-the-art learning spaces and technology; and 6) continue to enhance useable green space on campus which will benefit all of the Colleges of the Fenway members.

The successful implementation of Emmanuel's IMPNF will greatly enhance the academic and social experiences for the more than 12,000 students and 700 full-time faculty members that make up the Colleges of the Fenway. We look forward to the next ten years, which are sure to see Emmanuel continuing to thrive as a first-rate liberal arts institution.

Sincerely,

A handwritten signature in black ink, appearing to read "Claire A. Ramsbottom", is written over a white background.

Claire A. Ramsbottom
Executive Director

EMMANUEL COLLEGE
SISTER JANET EISNER, SND
PRESIDENT

MASSACHUSETTS COLLEGE
OF ART AND DESIGN
KATHERINE SLOAN
PRESIDENT

MASSACHUSETTS COLLEGE OF
PHARMACY AND
HEALTH SCIENCES
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WENTWORTH INSTITUTE OF
TECHNOLOGY
ZORICA PANTIC
PRESIDENT

WHEELLOCK COLLEGE
JACKIE JENKINS-SCOTT
PRESIDENT



*The
Fenway
Alliance*

Ms. Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

July 21, 2011

Re: Emmanuel College Institutional Master Plan Notification Form

Dear Ms. Sullivan,

On behalf of the 22 members of the Fenway Alliance, I am writing this letter in wholehearted support of Emmanuel College's Institutional Master Plan for 2011 to 2021. As a member of the IAG for public comment on this plan, I feel that Emmanuel College presented a carefully thought out and well-designed plan to position it to build on its success over the past decade and secure success for Emmanuel's future. At each of the public meetings, the leadership of the College presented a future plan that is especially sensitive to and in alignment with the vision and goals of community members who live in the Fenway and LMA neighborhoods where the College is located.

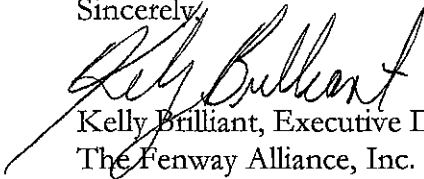
Established in 1977, The Fenway Alliance, of which Emmanuel College is a founding member, is a consortium of 22 nationally and internationally renowned cultural and academic institutions located in the Fenway. Our collective mission is to enhance the Fenway Cultural District, creating a 5-square mile area in the City of Boston that remains and grows in its uniquely rich academic and cultural offerings, and its beautiful parklands and green spaces. We create and sustain the Fenway Cultural District, and provide the highest quality intellectual, social and cultural opportunities for individuals and families throughout the region.

We believe that Emmanuel's Master Plan goals to 1) accommodate undergraduate growth to a 2,200 student campus; 2) continue to house 75 percent of its student body on campus; 3) leverage the Endowment Campus to support the academic mission; 4) increase academic and student-life space; 5) provide state-of-the-art learning spaces and technology; and 6) continue to enhance useable green space on campus are meaningful, logical, and appropriate for the mission and goals of Emmanuel College over the next ten years, and beyond. We also believe they are in alignment with the vision and goals of the Fenway Alliance and the wider Fenway community, particularly in terms of the college continuing to house a majority percentage of its students on campus, providing an enhanced academic experience for its students, and preserving open green space on its campus.

We also applaud Emmanuel College's support and sensitivity to the goals of the Emerald Necklace Master Plan, and the Muddy River Rehabilitation and Historic Preservation Project—a 92 mil US Army Corps of Engineers project with funding from federal government, Commonwealth of Massachusetts, City of Boston, and Town of Brookline, scheduled to commence this fall. And support their foresight and thoughtfulness in creating no additional parking as part of their new Master Plan in what is already a highly traffic-dense neighborhood.

We look forward to seeing the realization of Emmanuel College's plans, and to the continued educational and civic vibrancy Emmanuel brings to our community of the Fenway, and to the City of Boston.

Sincerely,



Kelly Brilliant, Executive Director
The Fenway Alliance, Inc.

cc. Peter Meade, Boston Redevelopment Authority
Sister Anne Donovan, Emmanuel College
Sarah Welsh, Emmanuel College

FENWAY

*The
Fenway
Alliance*

The Fenway Alliance, a consortium of 22 nationally and internationally renowned cultural and academic institutions located in the Fenway, defines the best of arts, culture, education, and research in Boston and beyond.

Our collective goal is to enhance the District, creating a 5-mile area in the City of Boston that remains and grows in its uniquely rich academic and cultural offerings, and its beautiful parklands and green spaces. We create and sustain the Fenway Cultural District, and provide the highest quality intellectual, social and cultural opportunities for individuals and families throughout the region.

Berklee
college of
music

 the
Huntington

SIMMONS

boston
Arts
academy

**ISABELLA
SEWART GARDNER
MUSEUM**

smfa
BOSTON



MASSART
MASSACHUSETTS COLLEGE
OF ART AND DESIGN



lb **THE BOSTON
CONSERVATORY**
MUSIC DANCE THEATER

the
**MARY
BAKER
EDDY**
library

**WHEELOCK
COLLEGE**

PARTICIPATING INSTITUTIONS:

- Berklee College of Music
- Boston Arts Academy
- Boston Architectural College
- Boston Conservatory
- Boston Symphony Orchestra
- Emmanuel College
- The First Church of Christ, Scientist
- Harvard School of Public Health
- The Huntington Theatre Company
- Isabella Stewart Gardner Museum
- Massachusetts College of Art and Design
- The Mary Baker Eddy Library
- Massachusetts Historical Society
- Museum of Fine Arts, Boston
- New England Conservatory
- Northeastern University
- Simmons College
- School of the Museum of Fine Arts
- Wentworth Institute of Technology
- Wheelock College
- The Winsor School
- YMCA of Greater Boston


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ORCHESTRA**
JAMES LEVINE MUSIC DIRECTOR



EMMANUEL COLLEGE

mfa
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FIRST CHURCH
OF
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SCHOOL OF
PUBLIC HEALTH**



Northeastern

THE FENWAY ALLIANCE, INC.
337 A HUNTINGTON AVENUE
AVENUE OF THE ARTS
BOSTON, MASSACHUSETTS
02115
PHONE: 617.437.7544
FAX: 617.437.7459
FENWAYCULTURE.ORG
INFO@FENWAYCULTURE.ORG



July 21, 2011

Ms. Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Dear Ms. Sullivan:

I am pleased to submit this letter of support to the Boston Redevelopment Authority and offer you my highest recommendation of Emmanuel College. As an Emmanuel alumna and the Executive Director of Sociedad Latina, a youth development non-profit organization in Mission Hill, I have been a member of the Emmanuel community for more than 10 years.

Emmanuel College has been a dedicated supporter of Sociedad Latina's youth-led community initiatives, designed to address issues which negatively affect the youth and families in our Mission Hill community. They are annual sponsors of our Three Kings Day Celebration, which brings a community celebration and gifts for children to our neighborhood to mark this traditional Latino holiday. Each year, we welcome an Emmanuel intern to our organization through the College's Jean Yawkey Center for Community Leadership. And in a recent expansion of our partnership, Emmanuel has extended support - to our Mission Possible! College Access and Success program which makes higher education a reality for Latino high school students in Boston. In 2011, we honored Emmanuel's commitment to local youth with our "Champions for Education" award.

Emmanuel consistently brings professionalism, creativity, and enthusiasm to our collaboration and I look forward to continuing our work with them in the future, growing our partnership and finding ways together to strengthen our community and better support the young people living here.

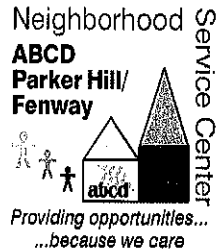
Sociedad Latina annually serves 3,000 youth and adults. Our mission is to work in partnership with youth and community partners to create the next generation of Latino leaders who are competent, confident, self sufficient and resilient. Our work is made possible through the generous support of institutions such as Emmanuel College. I fully support their planning efforts and the proposed community meeting space that will be

available for our use through the Jean Yawkey Center for Community Leadership. The successful implementation of Emmanuel's IMP will serve to further extend our reach, serving an increasing number of youth, families, and community members each year.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alexandra Oliver Davila', written in a cursive style.

Alexandra Oliver Davila
Executive Director
Sociedad Latina



A program of Action for Boston Community Development, Inc.

714 Parker Street, Roxbury, MA 02120

Tel: (617) 445-6000 ■ Fax: (617) 445-6005

www.parkerhillfenway.org

July 21, 2011

Ms. Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Dear Ms. Sullivan:

As the director of Action for Boston Community Development - Parker Hill/Fenway Neighborhood Service Center, I am writing in support of Emmanuel College's IMPNF.

In the past decade, Emmanuel College has transformed itself through their previous IMP and as the institution became stronger, they were able to assist us in a very meaningful way. Since that time, Emmanuel has made a commitment to fund our annual SummerWorks program, which gives Mission Hill/Fenway residents between the ages of 14-21 meaningful work experience for 20 hours each week at local non-profit, academic, and medical institutions between the months of July and August. Our teens are able to earn their own income and build positive relationships and connections in the community. Each year Emmanuel sponsors several youth at various worksites and I know that I can count on their support and friendship to enhance the lives of the youth that we serve.

I hope the next IMPNF only strengthens Emmanuel's position and I look forward to future collaborations. To the entire Mission Hill/Fenway community, Emmanuel College continues to exemplify what it means to be a good neighbor.

Sincerely,

Milagros Arbaje-Thomas
Director
ABCD Parker Hill /Fenway NSC

Boston Groundwater Trust

229 Berkeley St, Fourth Floor, Boston, MA 02116
617.859.8439 voice – 617.266.8750 fax
www.bostongroundwater.org

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Peter Sherin
Peter Shilland

Executive Director

Elliott Laffer

July 19, 2011

Ms. Katelyn Sullivan, Project Assistant
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Subject: Emmanuel College IMPNF

Dear Ms. Sullivan:


Thank you for the opportunity to comment on the Institutional Master Plan Notification Form for Emmanuel College. The Boston Groundwater Trust was established by the Boston City Council to monitor groundwater levels in sections of the City where the integrity of building foundations is threatened by low groundwater levels and to make recommendations for solving the problem. Therefore, my comments are limited to groundwater related issues.

I am very disappointed that the IMPNF does not note, in its analysis of zoning/regulator context, that the campus is located within the Groundwater Conservation Overlay District. As with all other institutions doing construction within the GCOD, Emmanuel College should be required to meet the standards established under Article 32, including both providing the specified amount of recharge and demonstrating that the projects cannot cause a reduction in groundwater levels.

Because there is no reference to groundwater in the IMPNF, I cannot comment on the specifics of any plans. As with any Institutional Master Plan or Planned Development Area projects, Emmanuel should commit to meeting the GCOD requirements before receiving any approvals from the BRA or the Zoning Commission and should have their recharge plans approved by BWSC and their letter, stamped by a Massachusetts registered professional engineer, demonstrating no reduction groundwater levels in place before any construction can proceed.

I look forward to working with the college and its consultants to help them meet the GCOD requirements so that the projects under the master plan can have only positive impacts on area groundwater levels.

Very truly yours,



Elliott Laffer
Executive Director

Cc: Kathleen Pedersen, BRA
Maura Zlody, BED

bbbbbbb



73 Hemenway Street
Boston, MA 02115
617-267-4637
www.fenwaycdc.org

July 19, 2011

Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Dear Katelyn:

We submit this letter on behalf of the Fenway Community Development Corporation (FCDC), a 38- year-old community-based organization that builds and preserves affordable housing and champions local projects that engage our full community in enhancing the neighborhood's diversity and vitality. We reviewed Emmanuel College's proposal against our vision for the neighborhood as a smart-growth-oriented community that welcomes the broadest spectrum of residents¹.

The FCDC has no serious objections to the Emmanuel Institutional Master Plan (IMP) thus far, but we will want a higher level of detail from Emmanuel in order to make a final decision on the IMP. We would like the following considerations to be taken into account in the scoping determination:

- **Vehicular traffic:** We commend the decision to not add any new parking spaces with the IMP, as this decision is well-aligned with the transportation principles set out in the neighborhood's Urban Village Plan.

¹ <http://www.fenwaycdc.org/programs/urban-village>

- **Open space and responsible impact upon the environment:** We are also pleased with the IMP because it promotes open space by proposing to enhance existing green space and promising that trees will not be removed through expansion efforts.
- **Sufficient and varied housing supply:** Commendably, the renovation at Julie Hall North is part of a modest growth model that will support the institution without overwhelming the neighborhood. Furthermore, Emmanuel plans to continue housing 75% of its students on campus. We are happy to see this commitment, because students who live off campus compete for limited housing options with other Fenway residents and families. Thus, we would like information about where the other 25% of Emmanuel students live. We also ask for Emmanuel's support for the future creation of affordable housing in the neighborhood.
- **Proposed projects:** We appreciate that Emmanuel will be developing on its own land, rather than expanding into the neighborhood. Other positives of the IMP include staying within LMA guidelines and providing both 10-year and long-term development plans. Overall, the design of both residential and academic buildings is sensitive to the existing architecture while introducing modern elements and amenities, but we are curious as to the design of the endowment project
- **Community benefits:** The community benefits associated with the IMP should directly benefit Fenway's existing residents. For instance, we would like to see Emmanuel support the expansion of their existing tutoring opportunities so that they specifically target neighborhood youth. Similarly, perhaps other resources, such as athletic fields, libraries, or other cultural resources, could be made available for resident and community group use.
- **A healthy business community and jobs for residents:** We encourage Emmanuel to require its contractor to employ both Boston residents and minority contractors. We would particularly like to make sure that Fenway residents are connected to the neighborhood jobs created through this project. Emmanuel could work with local employment centers such as our "Walk to Work" Employment program to provide notifications about job opportunities. The school could also engage in on-site job recruitment and promote broader career exploration opportunities for Fenway residents.


- **Taxes and PILOT:** We would like to know what the tax burden for the endowment project will be. If the institution has more than \$15 million in assessed value, it should be paying into the PILOT program. Emmanuel also needs to include assessed real estate values in the Institutional Master Plan.

We are pleased that Emmanuel College has shown sensitivity to the surrounding neighborhood and the needs and desires of their neighbors. We found no major problems with the IMP, though we would appreciate consideration of the points raised above regarding housing, community benefits that directly impact Fenway residents, local jobs, and taxes. We also appreciate that Emmanuel references the Urban Village Plan and supports its goals and objectives with investments in open space, increased on-campus housing (updated for the 21st century) and a focus on quality relationships with local businesses, institutions and neighborhood groups. The UVP is a valuable asset that enhances the quality of life for residents of the Fenway area. We are pleased to see Emmanuel's acknowledgement of this value, and look forward to maintaining a close partnership to help improve the neighborhood.

Sincerely,



Dharmena Downey
Fenway CDC Executive Director



Jarrett Lau
Fenway CDC, Urban Village Committee

cc: Manuel Delgado, Fenway CDC - Urban Village Committee

HARVARD MEDICAL SCHOOL



PLANNING OFFICE
180A LONGWOOD AVENUE
SUITE 101
BOSTON, MASSACHUSETTS 02115
(617) 432-7475
FAX (617) 432-0393

July 8, 2011

Ms. Katelyn Sullivan
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Re: Emmanuel College Institutional Master Plan Notification Form

Dear Ms. Sullivan:

I have reviewed the Emmanuel College PNF and attended both the initial IAG meeting presentation and the subsequent LMA Forum presentation. Emmanuel is to be applauded for the significant strides over the last few years in growing its enrollment and raising its academic and community profile.

I believe the PNF adequately describes the mission and purpose of the school, its campus planning principles, and its proposed projects over a ten-year time frame. The PNF chronicles the thoughtful planning process the school has undergone in development of its endowment campus, expansion of its academic programming, and careful preservation of greenspace, while increasing building density on campus. The plans, as shown, appear to be consistent with the BRA's Urban Design Guidelines for the LMA and the Emerald Necklace master plan. The preliminary design concepts for development along Avenue Louis Pasteur are appropriate in scale, and consistent with other institutional plans (HMS included) for maintaining setbacks and building-cornice lines.

Although beyond the scope of the current PNF, Harvard Medical School looks forward to learning more about the proposed PDA for development of Parcel C, and we look forward to working with the school and any designated developer in discussing and working out the normal institutional abutter issues that are commonplace in the LMA.

Thank you for the opportunity to comment on this Institutional Master Plan Notification Form.

Sincerely,

A handwritten signature in black ink that reads "Richard M. Shea, Jr." in a cursive script.

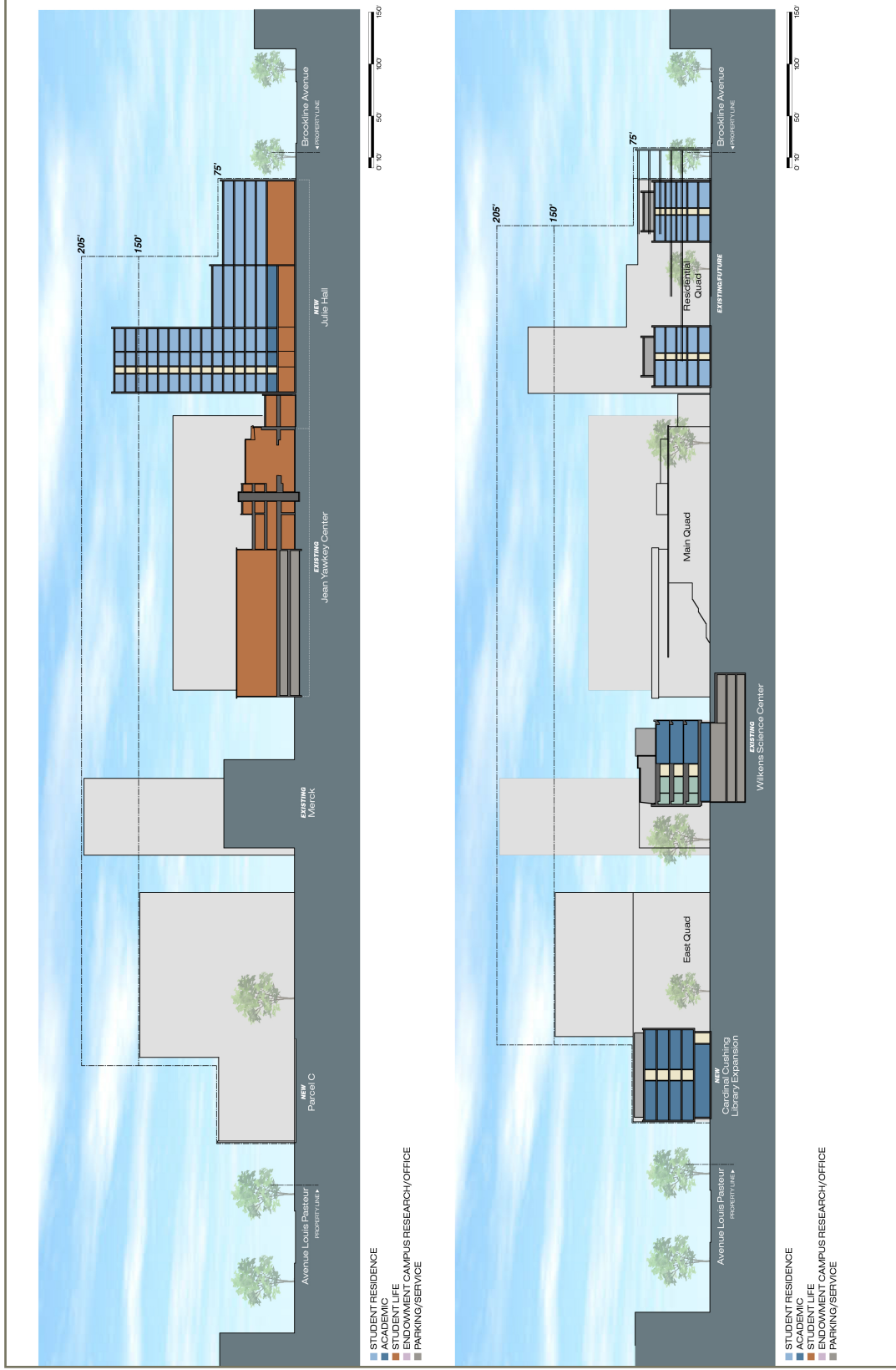
Richard M. Shea, Jr.
Associate Dean for Planning and Facilities
Harvard Medical School

cc: Peter Meade, Boston Redevelopment Authority
Sister Anne Donovan, Emmanuel College
Sarah Welsh, Emmanuel College
Sarah Hamilton, MASCO

Appendix B



Institutional Master Plan



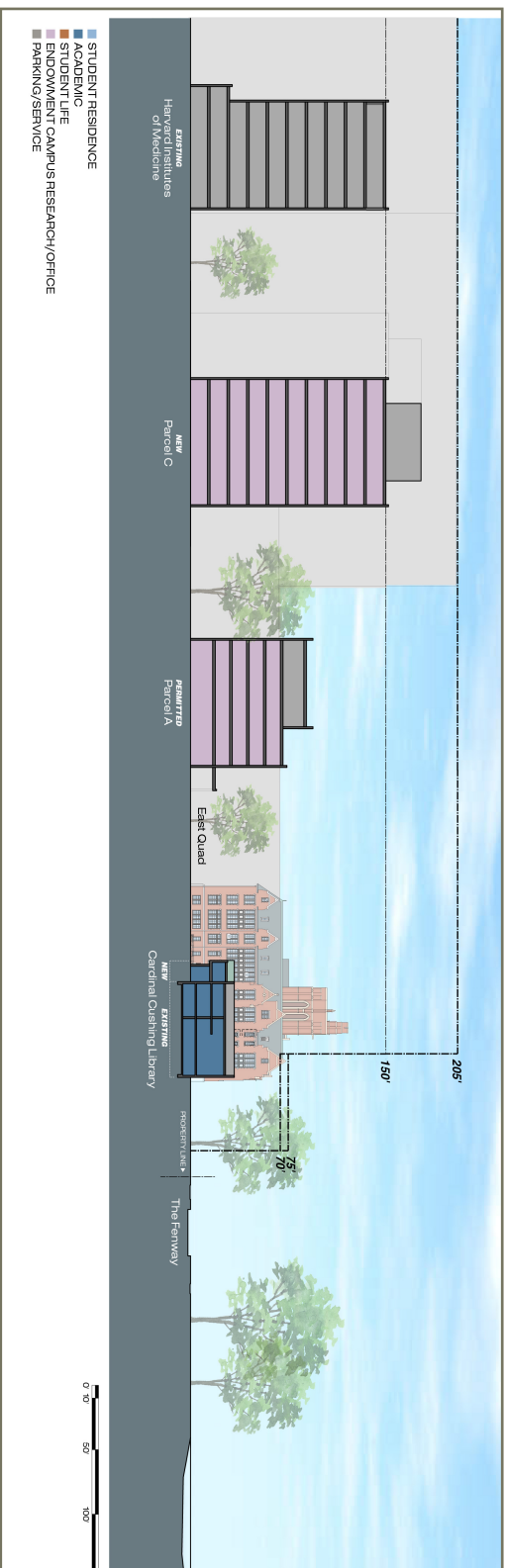
Section views parallel to
The Fenway

Source:
Epsilon Associates, Inc.



EMMANUEL COLLEGE

Institutional Master Plan

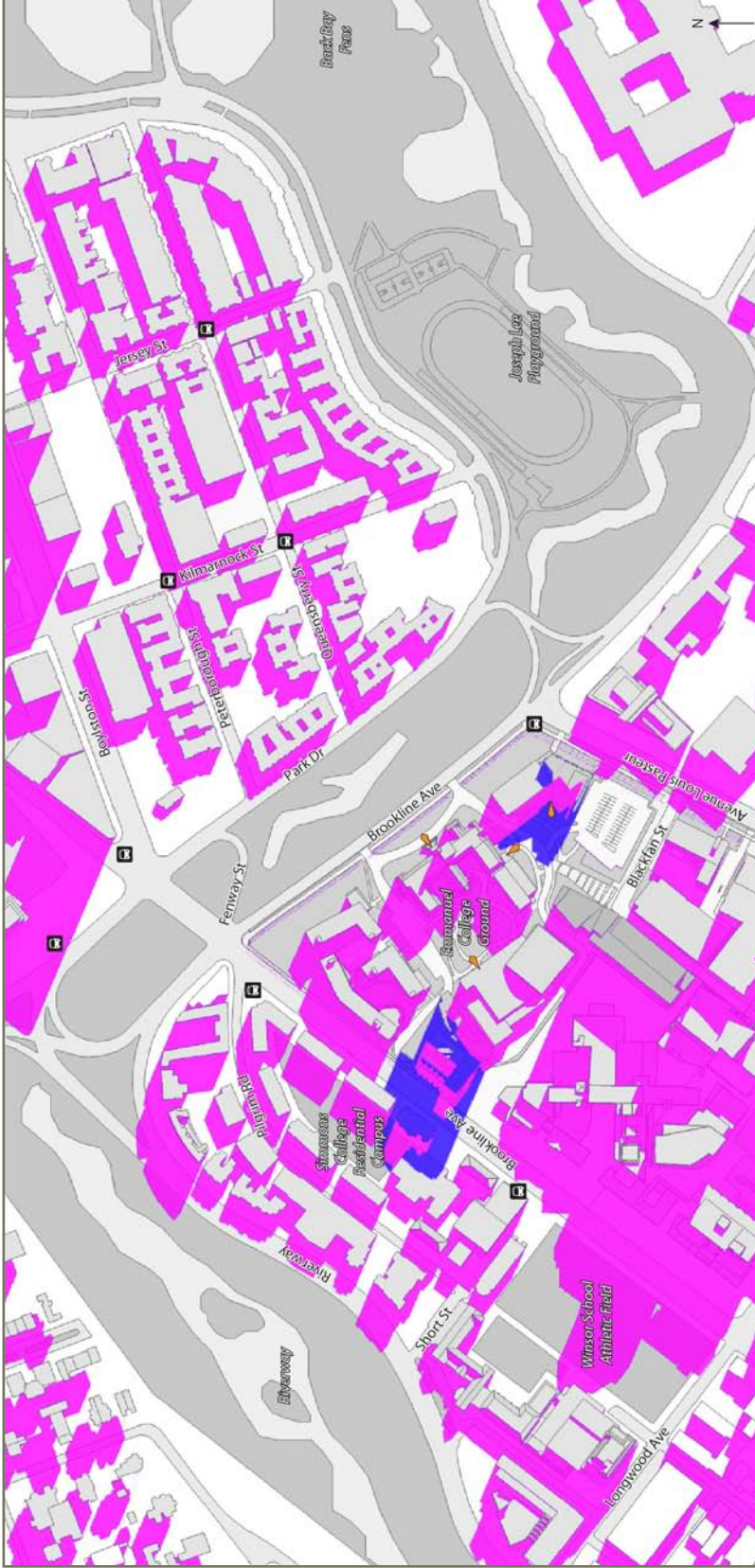


Section views
perpendicular to
The Fenway

Source:
Goody Clancy



Institutional Master Plan



Shadow Patterns
 Spring Equinox
 9:00 a.m.

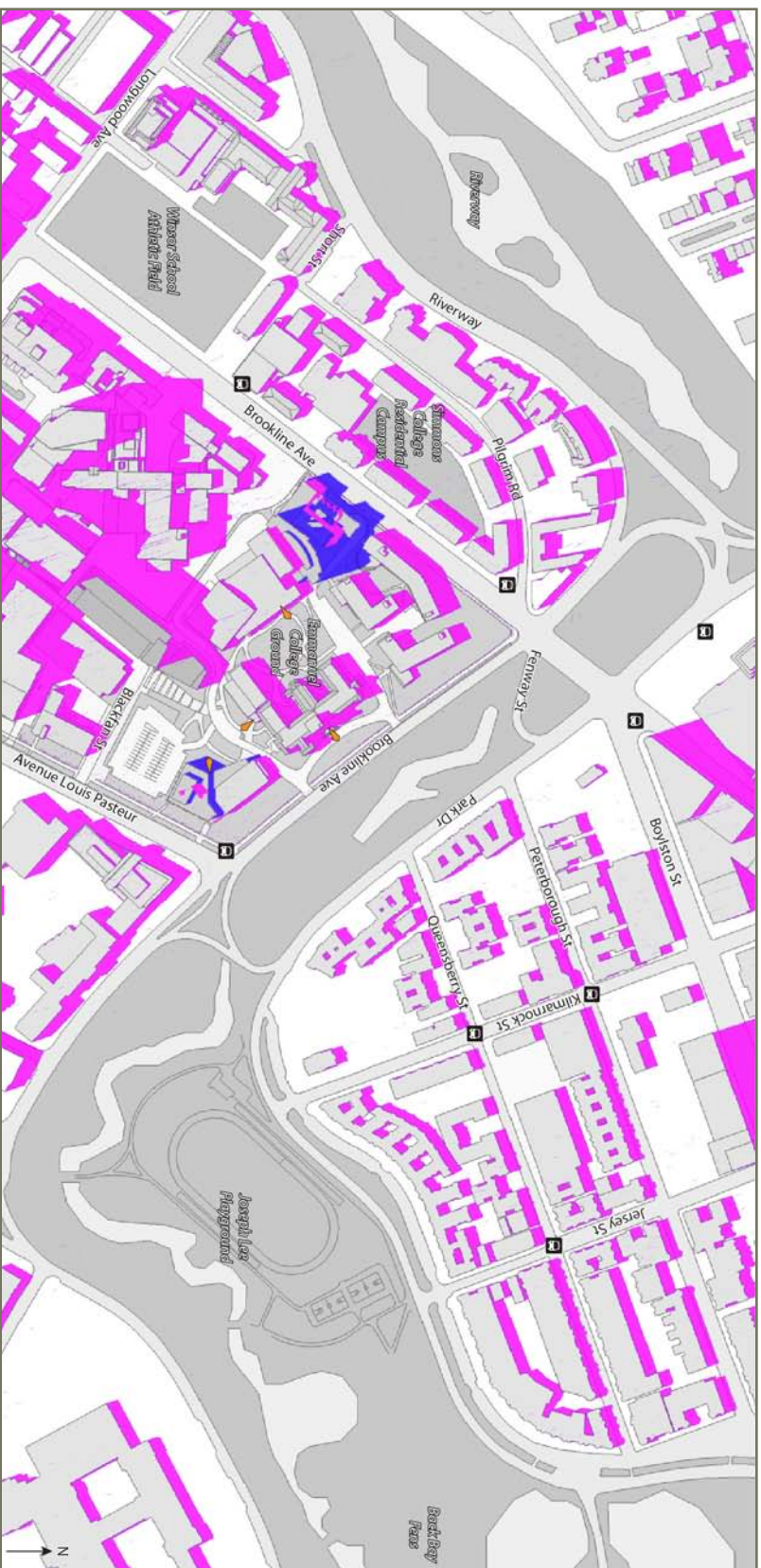
Source:
 Goody Clancy

- Existing shadow
- New shadow
- Major open spaces
- Bus stops
- Key building entrance



EMMANUEL COLLEGE

Institutional Master Plan



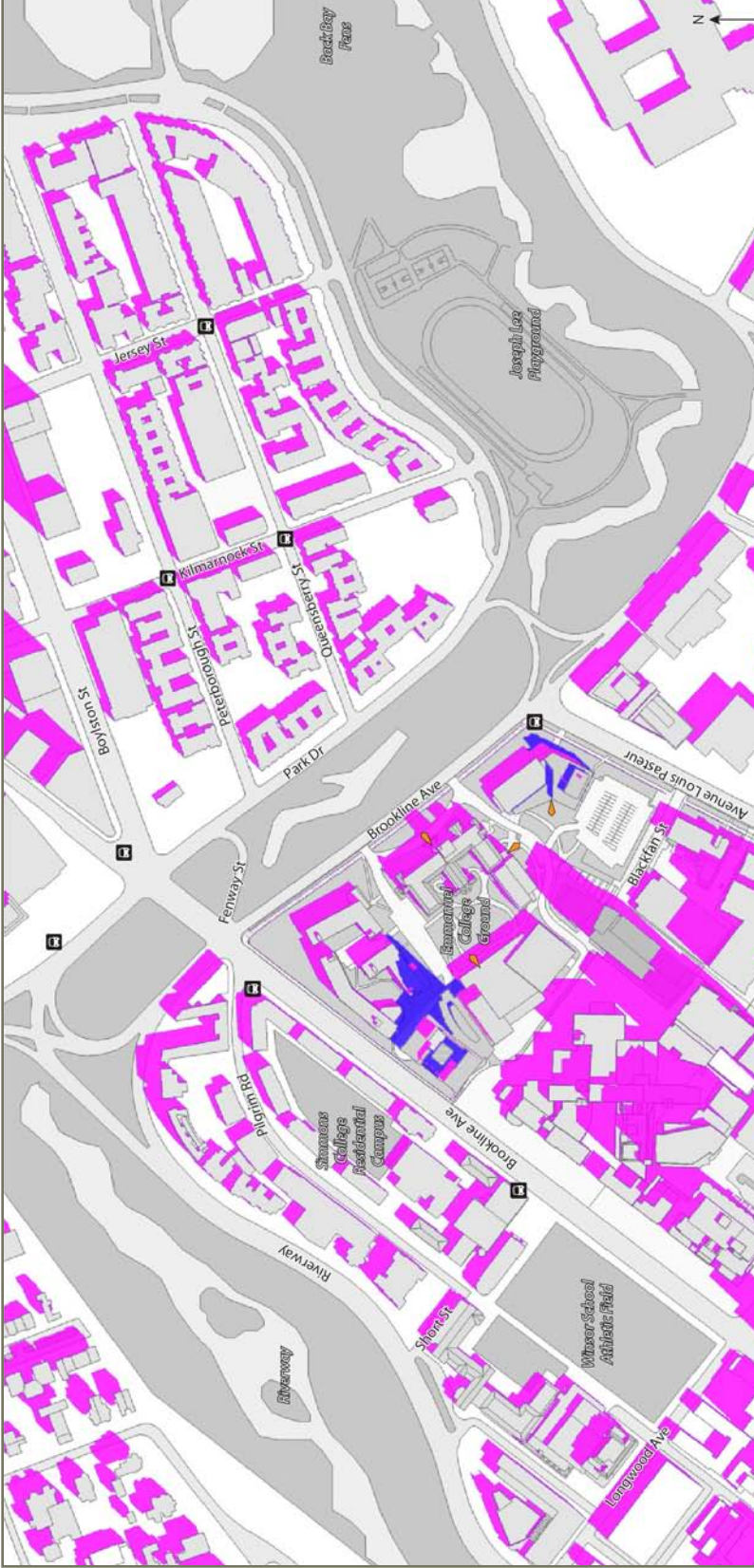
Shadow Patterns
Spring Equinox
12:00 p.m.

Source:
Goody Clancy



EMMANUEL COLLEGE

Institutional Master Plan



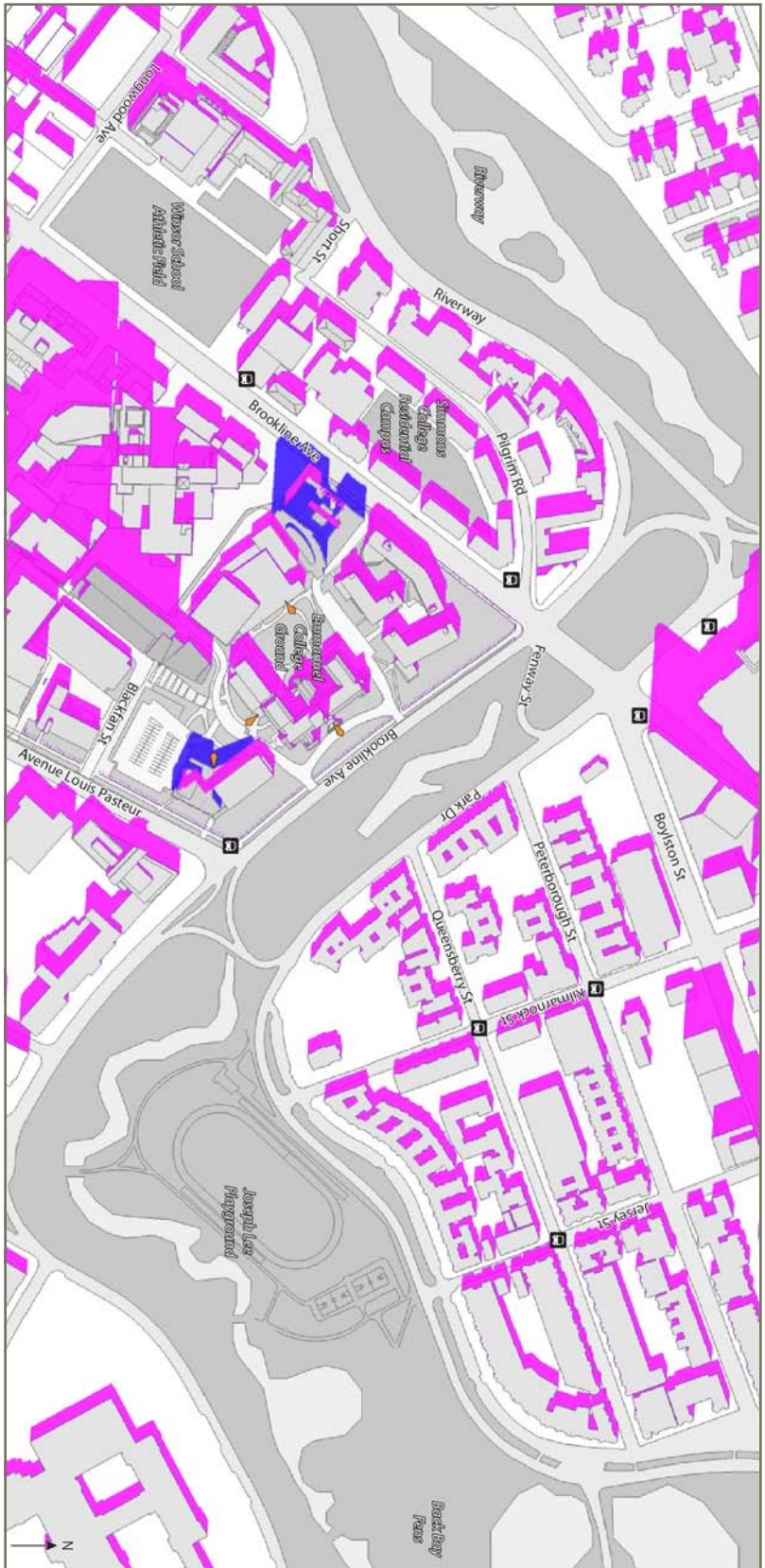
Shadow Patterns
Spring Equinox
3:00 p.m.

Source:
Goody Clancy



EMMANUEL COLLEGE

Institutional Master Plan



- Existing shadow
- New shadow
- Major open spaces
- Bus stops
- Key building entrance

Shadow Patterns

Summer Solstice

9:00 a.m.

Source:
Goody Clancy



Institutional Master Plan



Shadow Patterns
 Summer Solstice
 12:00 p.m.

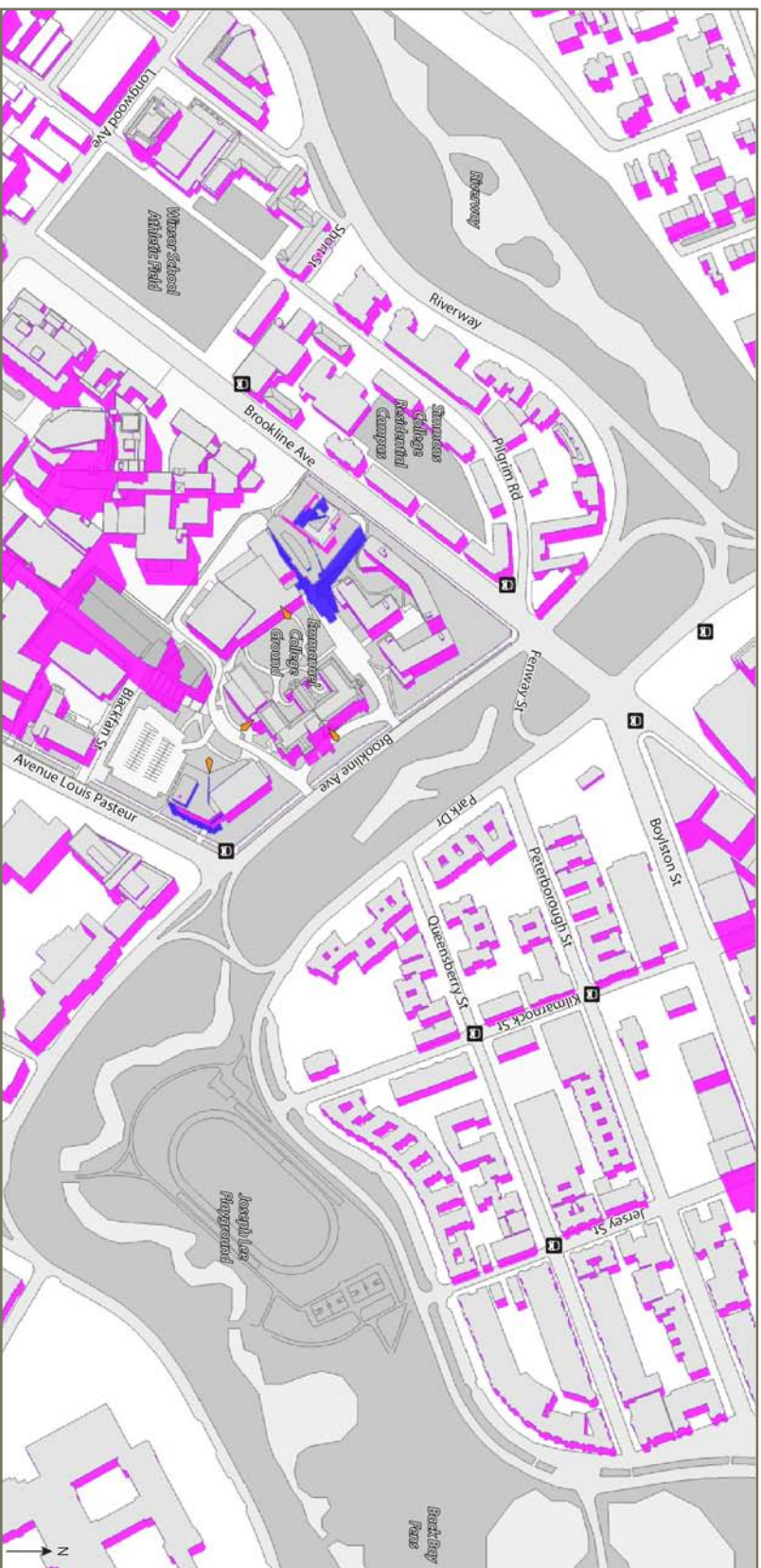
Source:
 Goody Clancy

- Existing shadow
- New shadow
- Major open spaces
- Bus stops
- Key building entrance



EMMANUEL COLLEGE

Institutional Master Plan



Shadow Patterns

Summer Solstice

3:00 p.m.

Source:
Goody Clancy



Institutional Master Plan



Shadow Patterns

Summer Solstice

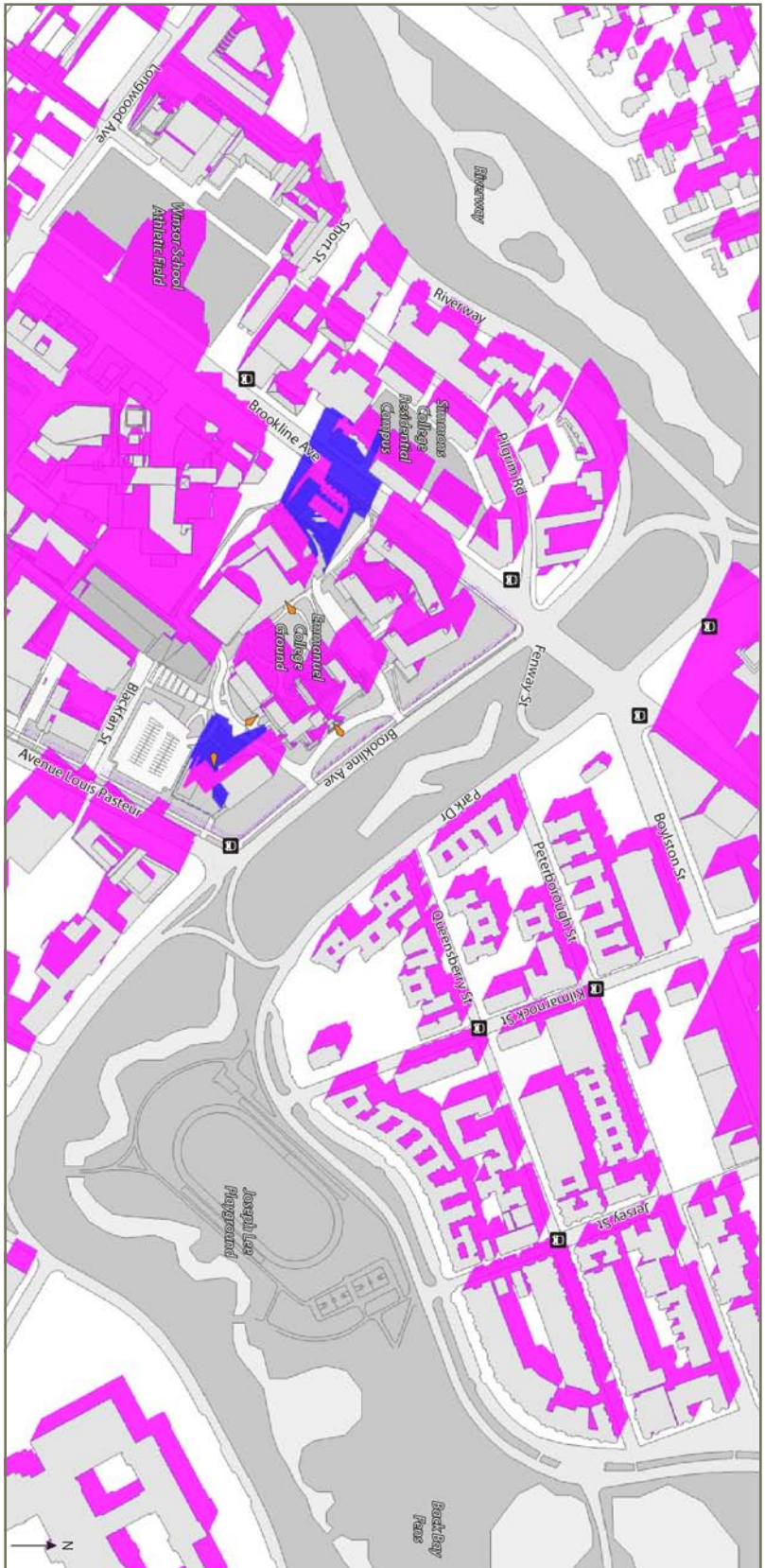
6:00 p.m.

Source:
Goody Clancy



EMMANUEL COLLEGE

Institutional Master Plan



Shadow Patterns
Autumn Equinox
9:00 a.m.

Source:
Goody Clancy








Institutional Master Plan



Shadow Patterns
 Autumn Equinox
 12:00 p.m.

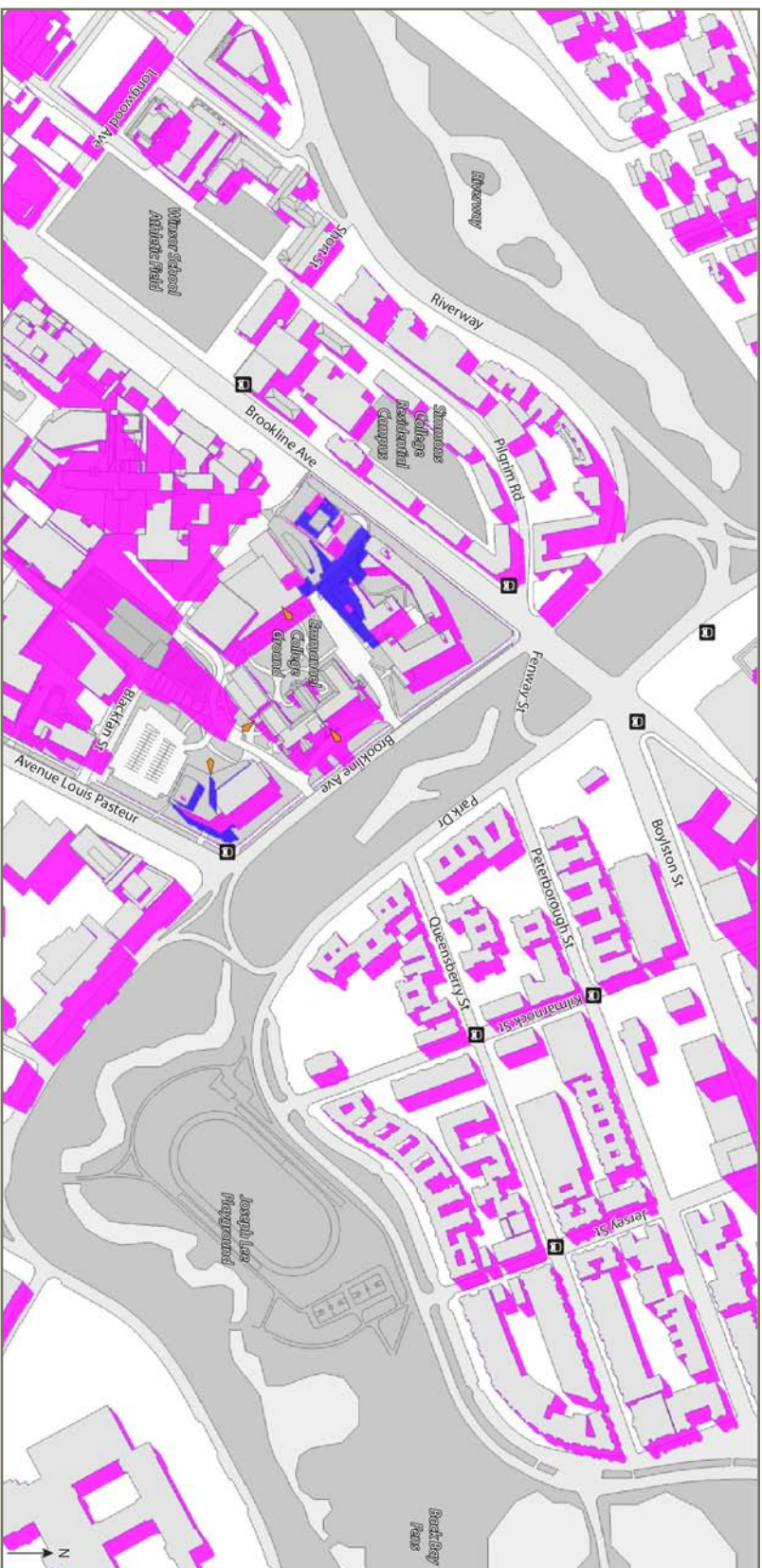
Source:
 Goody Clancy

-  Existing shadow
-  New shadow
-  Major open spaces
-  Bus stops
-  Key building entrance



EMMANUEL COLLEGE

Institutional Master Plan



- Existing shadow
- New shadow
- Major open spaces
- Bus stops
- Key building entrance

Shadow Patterns

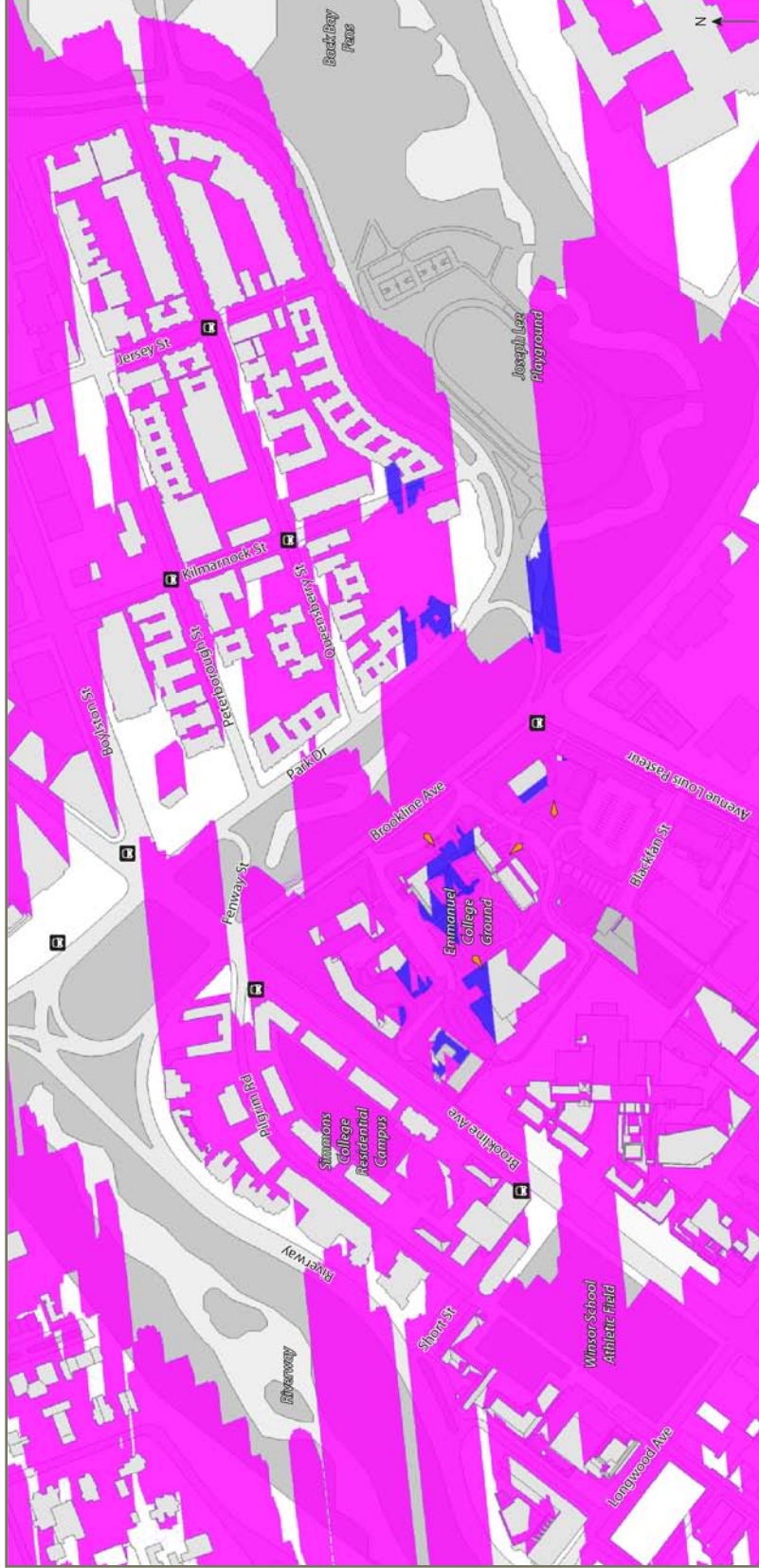
Autumn Equinox

3:00 p.m.

Source:
Goody Clancy



Institutional Master Plan



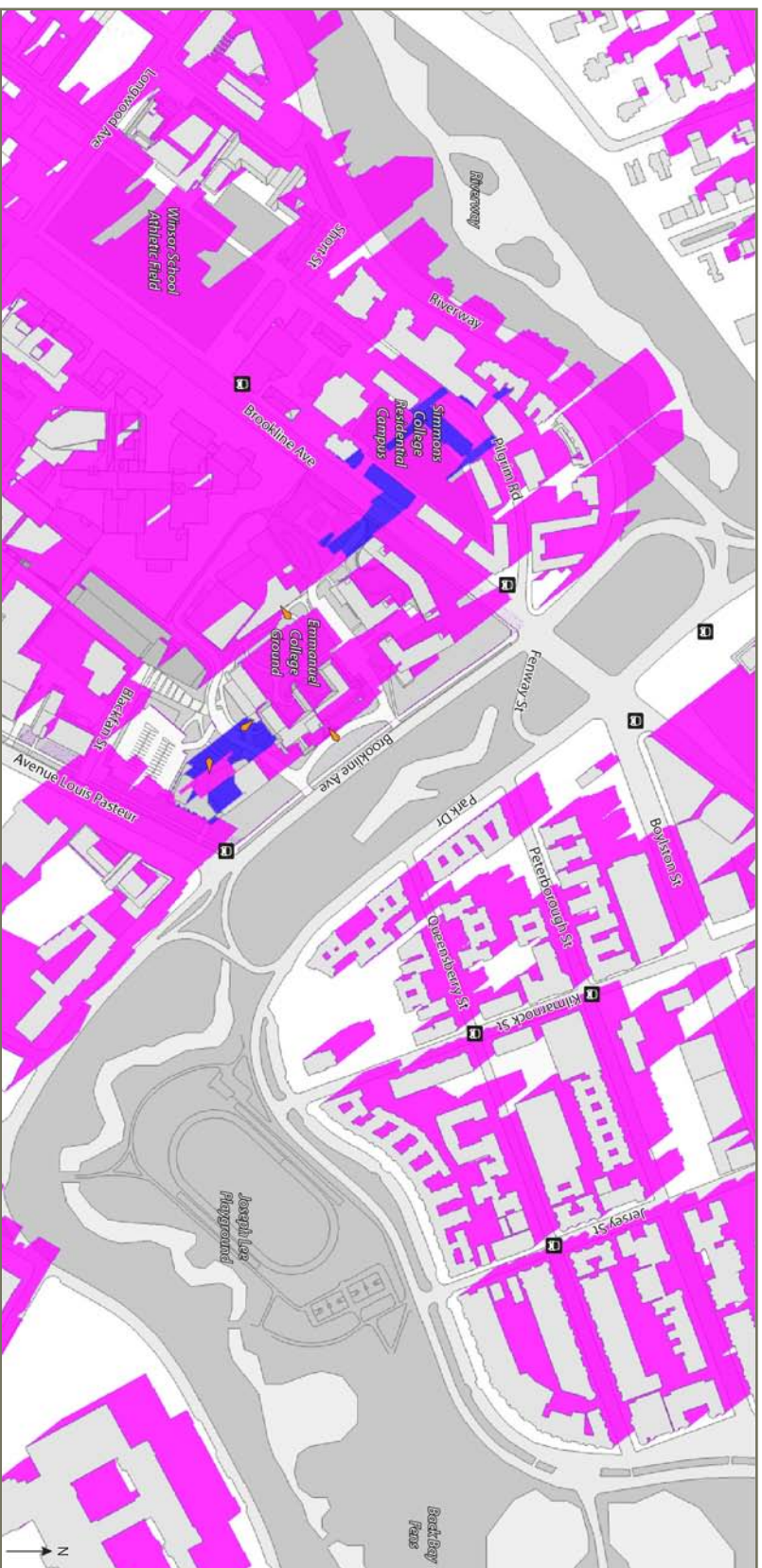
Shadow Patterns
 Autumn Equinox
 6:00 p.m.

Source:
 Goody Clancy



EMMANUEL COLLEGE

Institutional Master Plan



Shadow Patterns

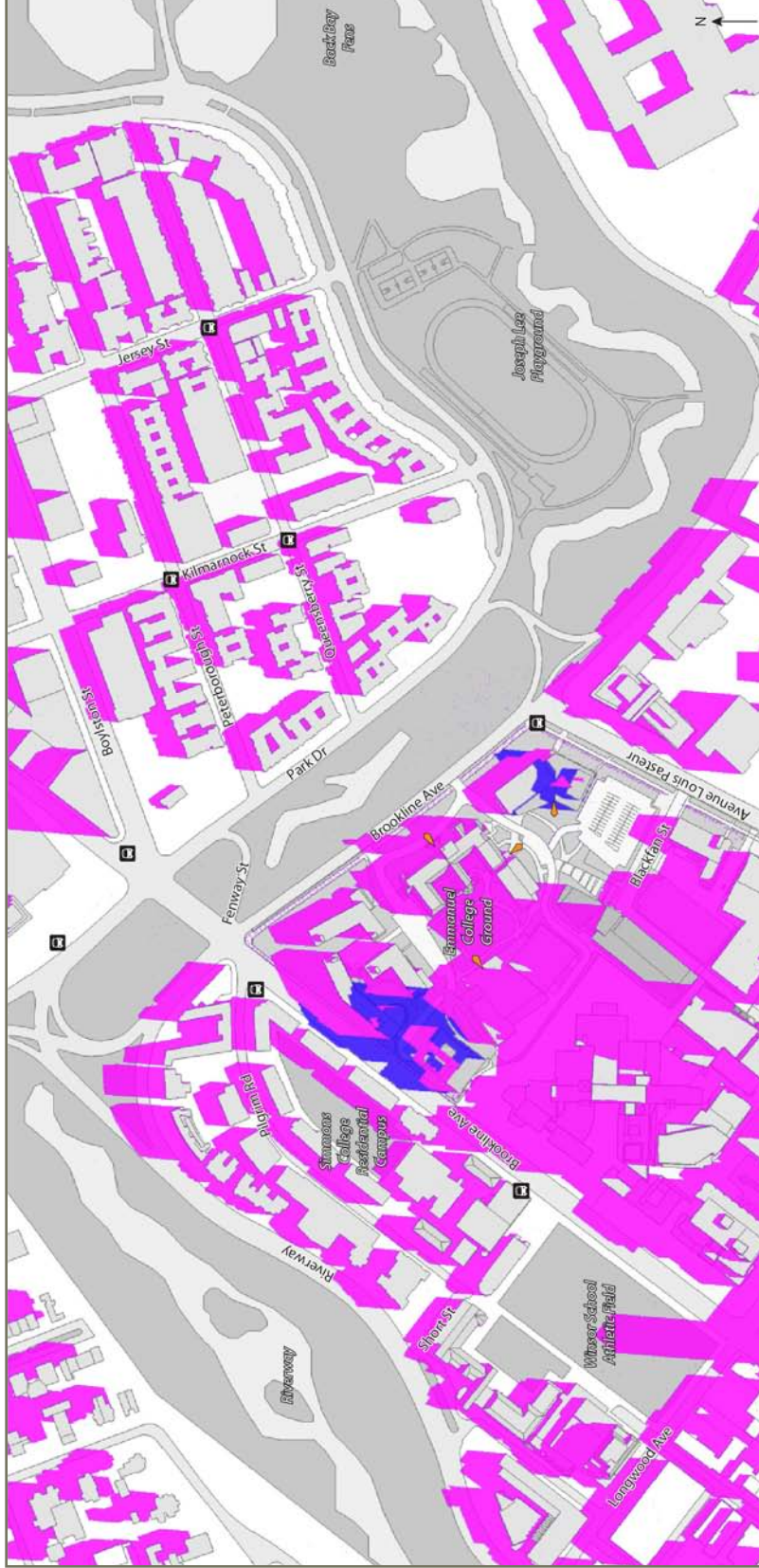
Winter Solstice

9:00 a.m.

Source:
Goody Clancy



Institutional Master Plan



Shadow Patterns

Winter Solstice

12:00 p.m.

Source:
Goody Clancy



EMMANUEL COLLEGE

Institutional Master Plan



Shadow Patterns

Winter Solstice

3:00 p.m.

Source:
Goody Clancy