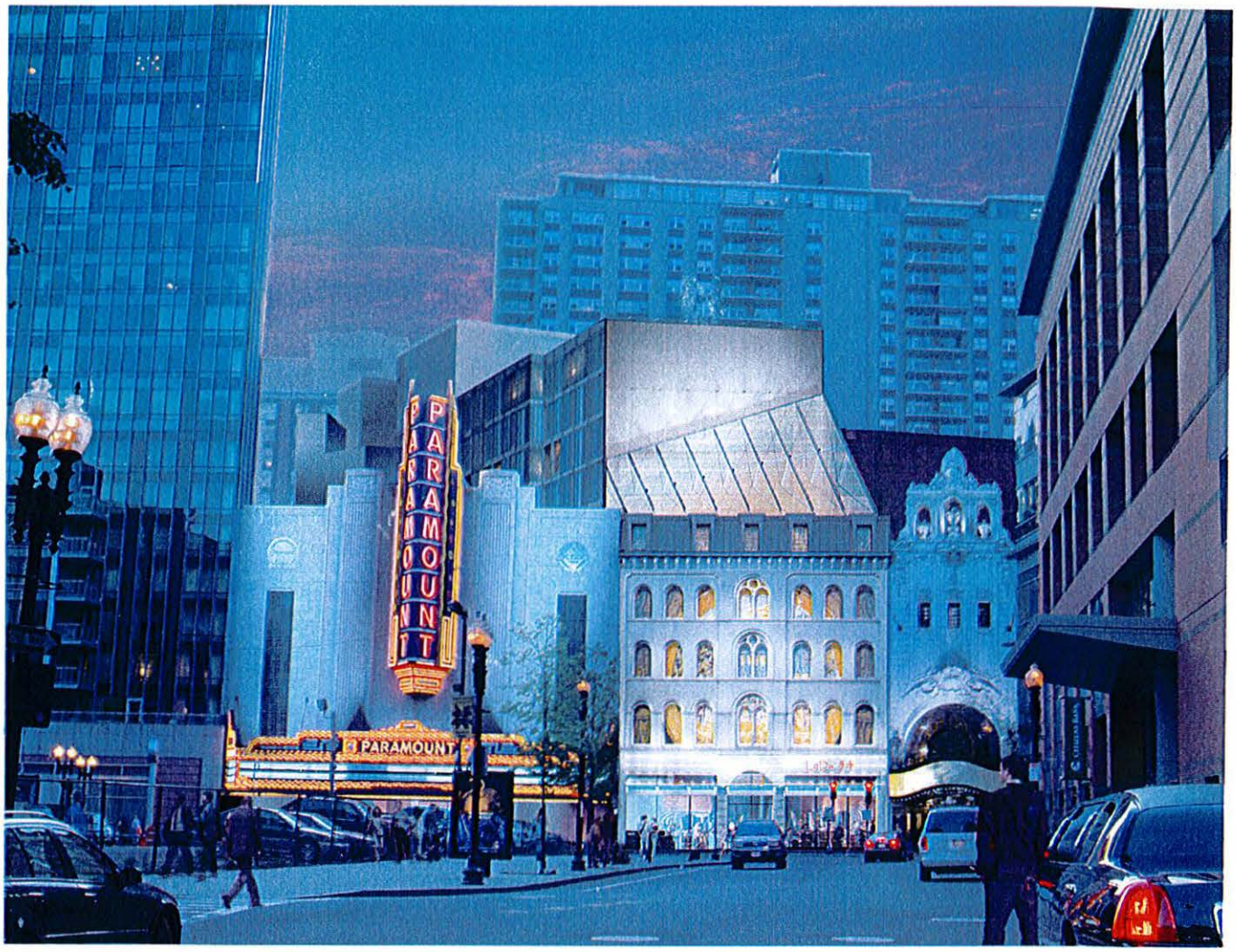
BRA APPROVAL: 6/29/06
ZC APPROVAL: 7/19/06
EFFECTIVE: 7/19/06

Project Notification Form/
Institutional Master Plan Notification Form



EMERSON COLLEGE

THE PARAMOUNT CENTER

THE PARAMOUNT THEATRE, 549 WASHINGTON STREET
THE ARCADE BUILDING, 543 - 547 WASHINGTON STREET

Submitted to the
Boston Redevelopment Authority
May 25, 2006

EMERSON COLLEGE

Government & Community Relations
120 BOYLSTON STREET
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May 25, 2006

Mark Maloney, Director
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

RE: SUBMISSION OF PROJECT NOTIFICATION FORM/ INSTITUTIONAL MASTER PLAN NOTIFICATION FORM for EMERSON COLLEGE'S PARAMOUNT CENTER PROJECT

Dear Director Maloney:

Emerson College is pleased to submit this combined Project Notification Form ("PNF")/ Institutional Master Plan Notification Form ("IMPNF") to the Boston Redevelopment Authority in accordance with Article 80 of the Boston Zoning Code for the Paramount Center Project ("Project"). The Project consists of the Paramount Theatre located at 549-563 Washington Street, the 'Arcade' Building located at 543-547 Washington Street and the vacant lot known as Parcel B or the North Lot located directly behind the 'Arcade' Building.

The Paramount Center Project will provide much needed space both for the College and for Boston's performing arts community. The renovated Paramount Theatre will also join the newly restored Opera House to enliven and bring a renewed excitement and vitality to a once thriving stretch of Washington Street.

The College looks forward to working with the Boston Redevelopment Authority and other City of Boston agencies to implement this important project. In conjunction with approval of this project, the College will also seek approval from the BRA for an amendment to its 10 year Institutional Master Plan, as previously approved in December of 2002. The College also seeks a waiver, pursuant to Section 80B-5(3)(d) of the Boston Zoning Code, of the requirements of subsection 4 and subsection 5 of said Section 80B-5 for the filing with and review by the BRA of a Draft Project Impact Report ("DPIR") and a Final Project Impact Report ("FPIR").

Sincerely,

Margaret A. Ings
Associate Vice President

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1.0 PROJECT SUMMARY

1.0 PROJECT SUMMARY

1.1 Introduction

Emerson College (the "Emerson College" the "College" or "Emerson") is submitting this combined Institutional Master Plan Notification Form ("IMPNF") and Project Notification Form ("PNF") to the Boston Redevelopment Authority ("BRA") in accordance with Article 80 of the Boston Zoning Code.

With these filings, Emerson College is initiating Large Project Review for The Paramount Center which includes the Arcade Building at 543 – 547 Washington Street, the Paramount Theatre at 549 – 563 Washington Street, vacant land to the rear of the Paramount Theatre and vacant land behind the Arcade Building. Emerson College proposes to construct a 146,000 square foot mixed-use facility which includes a 550-seat renovated Paramount Theatre, a 140-seat black box theater, a 180-seat screening room, 1,900 sq. ft. of studio/rehearsal space, 262 beds and a 150-seat restaurant in the Arcade Building, (the "Proposed Project"). The project site is bounded by the Opera House to the North, Mason Street to the west, mixed-use buildings to the south, and Washington Street to the east. Emerson is also proposing an Institutional Master Plan Amendment for the Proposed Project pursuant to Article 80D of the Code.

Approvals are requested of the BRA, pursuant to Article 80, for the issuance of Adequacy Determinations for the Institutional Master Plan Amendment and the Proposed Project. The College has asked that the BRA, in the Scoping Determination for the PNF, pursuant to Section 80B-5.3(d), waive the requirement to file and review a Draft Project Impact Report and Final Project Impact Report, if, after reviewing public comments, the BRA finds that such PNF adequately describes the Proposed Project's impacts.

The PNF/IMPNF documents have been incorporated into a single filing to allow for a more comprehensive understanding of how the Proposed Project and the Master Plan Amendment are closely related. Emerson College is a unique institution that offers educational programs that prepare undergraduate and graduate men and women to assume positions of responsibility and leadership in communication and the arts and to pursue scholarship and work that brings innovation to these disciplines. Established in 1880 as the Boston Conservatory of Elocution, Oratory, and Dramatic Art, the institution, in its early years, catered primarily to young women who lived in the region. Over the years, it has evolved into a diverse, co-educational and multi-faceted degree-granting institution with a liberal arts rather than a conservatory orientation. Today, Emerson College attracts students from 48 states and 36 countries. The institution's mission, and the focus of the work of its faculty and students, remains largely the same: to explore and push the boundaries of communication, art, and culture, thereby contributing to the advancement of society.

To initiate Large Project Review under Article 80 of the Boston Zoning Code, a Letter of Intent to file a Project Notification Form was transmitted to the BRA on February 13, 2006 (**see Appendix A**). This PNF and IMPNF are now being submitted to present the Proposed Project and its potential impacts. Following the close of the public comment period and issuance by the BRA of the Scoping Determination for the Proposed Project and the IMP amendment, Emerson will proceed with the preparation of an amendment to its existing Master Plan to allow this newly Proposed Project. The College has asked that the BRA, in the Scoping Determination for the PNF, pursuant to Section 80B-5.3(d), waive the requirement to file and review a Draft Project Impact Report and Final Project Impact Report, if, after reviewing public comments, the BRA finds that such PNF adequately describes the Proposed Project's impacts.

1.2 Relationship to the College's Mission

1.2.1 2002 Institutional Master Plan

Emerson completed its Institutional Master Plan in 2002, and the plan was approved by the BRA on December 5, 2002 and the Boston Zoning Commission on December 11, 2002 respectively. The 2002 IMP stated the College's boundary area for future expansion, and this Proposed Project falls within the area of that boundary. **(See Figure IV)** The IMP remains in effect for 10 years from the date of its effective approval by the Boston Zoning Code.

1.2.2 Benefits of the Paramount Center

1.2.2.1 Additional Program Space

The Paramount Center will help the College advance its mission to strengthen and expand its unique and highly specialized curricula. The College does not intend to grow the number of students in its programs, as the pools from which it recruits is fairly fixed given the College's specialized curriculum. Rather, by strengthening and expanding its programs, the College can continue to attract the most qualified and talented students. The College had planned on locating this current program in the City approved Loews Hotel project as the cultural use tenant. The Loew's Hotel project space would have provided the College with additional rehearsal and classroom space for academic programs, and was to have provided performance and rehearsal space for not-for-profit groups. In Emerson's 2002 IMP, the College stated that if the Loews project did not go forward it would seek alternative solutions within the boundaries outlined in the IMP.

1.2.2.2 Additional Student Housing

In March of 2004 the College announced its goal to become a residential school and to house 70% - 80% of its undergraduates. In addition, the College wished to continue to respond to the Mayor's request that College's supply more student housing. The Paramount Center dorm, with 262 students, would be the College's smallest, and would serve to distribute the College's student housing.

1.2.2.3 A Cultural Resource for Non-Profits

In early 2005, the City began talks with the College to provide stewardship for the City's long-standing efforts to revive the Paramount Theatre, having seen several plans fail to come to fruition. The objective of the City's efforts has been to provide much needed performance and rehearsal space for Boston's performing arts community, and Emerson's acquisition and redevelopment of the property will remain true to that goal. Non-profit arts and cultural organizations will explore a "time-share" - style arrangement for those interested in regular use as well as rentals for occasional users. The College hosted an informational session on the plans for the project in April of 2006 for 20 performing arts organizations in the area, and several have expressed interest in participating.

The interior of the Paramount (originally designed as a movie house) will be renovated and re-equipped to support theatrical, dance and musical productions. To the largest extent possible, Emerson has pledged to preserve the Paramount Theatre lobby, the expertise for which and commitment to which can be seen in the Cutler Majestic Theatre and other historic College properties.

The Paramount Center project complements a number of City initiatives already underway, namely the Mayor's long standing efforts to revitalize the lower Washington Street's landmarked theatres. The project will also support the Mayor's Downtown Crossing Initiative, an economic development program launched in November of 2004, which aims to enliven the renowned shopping district. With the addition of 262 additional residents and a vibrant ground floor restaurant, Emerson's plans will be an important part of the new economic development program.

1.3 Project Description

1.3.1 Project Site and Surroundings

The Paramount Center site comprises the existing Paramount Theatre on Washington Street, the 'Arcade' building at 543-547 Washington Street, vacant land known as the "Easement Area" behind the 'Arcade' building and the Paramount Theatre and the vacant lot behind the 'Arcade building' known as parcel B. **(see Figure I)** The 'Arcade' parcel (9,467 SF), parcel B (9,511SF), the Easement Area (2,740 SF) and the Theatre (11,035 SF) occupy approximately 32,753 SF in Boston's Midtown Cultural District. It is bounded by Washington Street to the east, the north tower of the Millennium Ritz Carlton and Mason Street Place to the south, Mason Street to the west and the Boston Opera House to the north. **(see Figure II)**

In addition to the Opera House, the project site is surrounded by mixed use and residential development. The Lafayette corporate center and Hyatt Regency Boston Hotel are northwest of the project. The proposed Hayward place development lies to the east, on what is currently a surface parking lot. The Ritz Carlton Hotel towers and 80 Mason Street are located to the south. The residential condominium towers of Parkside, Grandview and Tremont on the Common are to the west. The project shares a party wall with the Boston Opera House to the north. In a wider geographic context, it is situated in the proximity of Downtown Crossing to the north, the theatre district and Emerson College's campus to the southwest, Boston Common to the west and Chinatown to the south and southeast.

1.3.2 Project Design and Relation to Site Context

Emerson College's Proposed Project is a mixed use development that will provide the College with a variety of academic performance related spaces in addition to dormitory housing for 262 students.

Source: BRA Atlas

EMERSON COLLEGE THE PARAMOUNT CENTER

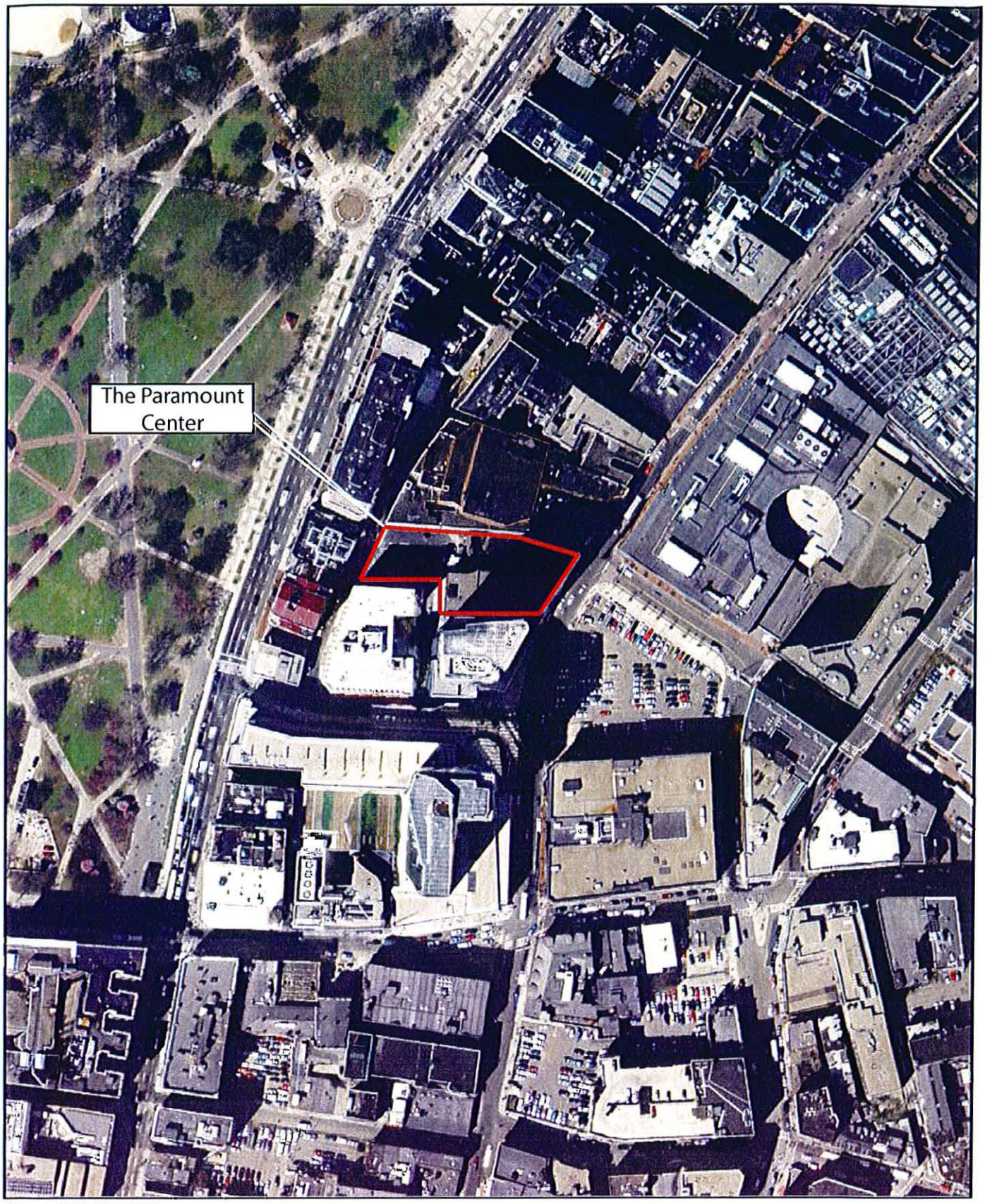
Locus Map

1" = 2000'

Figure

I

ELKUS | MANFREDI ARCHITECTS



Source: BRA Atlas 2003

EMERSON COLLEGE THE PARAMOUNT CENTER

Project Aerial

ELKUS | MANFREDI ARCHITECTS

1" = 200'

Figure II

Program elements include a scene shop, rehearsal studio's, practice rooms, classrooms, faculty offices, a sound stage, a 180 seat film screening room and an experimental (black box) theatre with an audience capacity of 140. In addition, the Proposed Project also includes a 150 seat restaurant at grade on Washington Street. The Proposed Project consists of approximately 146,000 GSF of new construction on the site of the former 'Arcade' building, the Easement Area and parcel B. The 34,000 GSF Paramount Theatre will be converted from its original cinematic use with a capacity of 1500 seats to live performance with seating for approximately 570.

The Arcade building consists of a 4 story granite façade with mansard roof and a timber framed structure. The upper floors have been vacant for decades and are in extreme disrepair. All but 50' of the current structure was razed in 1951 due to changes in city building codes. The first floor has unfortunately undergone several major changes that have left little of architectural significance. The current design aims to remove the remaining timber framed structure and preserve the existing granite façade. Existing architectural features remaining on the interior will be retained for potential use within the new structure. The Arcade building façade will evoke the spirit of its historically significant past while utilizing the latest technologies of the present day. A lighting scheme has been developed that is not only sensitive to the building's architecture and that of its neighbors but progressive in its concept. A grid of fully programmable and computer controlled LED's will occupy the openings of the existing above grade windows. This LED grid will be capable of displaying moving and still images, as well as abstract images and historical content. Color changing wall wash fixtures will be visible through the glass roof of the film screening lobby, complementing this effect. In addition, the granite façade will be cleaned of paint and restored to its original appearance. Soft metal halide floodlighting will highlight its architectural features.

The faux slate of the current mansard roof will be removed and replaced with flat seam metal cladding, re-calling its original appearance.

The current plan for the Paramount theatre proposes a 570-600 seat auditorium. There will be approximately 320 seats on the orchestra level and 250 seats in the balcony. The change from a cinema use to live performance will require substantial changes to the stage area and seating configuration; however, concepts are currently being developed that will leave the original lobby spaces largely intact. The Paramount lobbies will provide the main entrance, ticketing and lobby functions serving not only the Paramount but the new black box theatre and film screening room in the adjacent new building. Patrons will use the restored grand stair, located on the right as you enter, to circulate through the lobby spaces. In addition, all levels of the theatre will be connected by a pair of elevators located in the space previously occupied by a secondary stair. Audience sightline requirements for cinema are vastly different than those of live performance; it is this requirement that drives the new seating layout. While the seating will be substantially reconfigured in the auditorium, every effort will be made to maintain the existing plaster detail on the auditorium walls and ceiling.

The College proposes a new stage house, connected to the new building on the north side, but otherwise fitting substantially within the existing building footprint and equal in height to the existing Paramount Theatre building. The stage depth provided for the original cinema use is only 13'-0". The proposed stage depth for live performance is approximately 36'-6". Live performance will require a trap room below the stage, orchestra pit, new technical galleries and a new grid with supporting structural steel.

1.3.3 Approximate Project Dimensions

Total Gross Square Feet (PDC)	146,000 sq. ft.
Total Gross Square Feet (Paramount)	34,000 sq. ft.
Total Gross Square Feet	180,000 sq. ft.
Building Footprint	30,100 sq. ft.
Number of Stories / Building Height	9 Stories / 108 feet[1]
Total FAR SF (PDC)	135,800 sf
Total FAR SF (Paramount)	32,300 sf
Total FAR SF	168,100 sf
Lot Area	32,900 sf
Floor Area Ratio	5.1
Number of Stories / Building Height	9 Stories / 108 feet[1]

[1]Measured to the top of the highest occupied floor (excluding mechanicals)

1.3.4 Design Drawings and Photographs

Appendix B contains perspective views, elevation, building section and plans. **Appendix C** contains site photographs with views looking north and south on Washington Street, west on Avenue de Lafayette, the rear wall of the Paramount Theatre and the North Parcel at the rear of the Arcade Building.

1.4 Project Team Table 1-1

Theater Consultants	Auerbach Pollock Friedlander 12TH Floor 49 West 38th Street New York, NY 10018	1.212.764.5630 Steve Friedlander sfriedlander@auerbachconsultants.com
Code Consultant	Norton S. Remmer, PE Consulting Engineer 18 John Street Place Worcester, MA 01609	1.508.756.2777 Norton Remmer Remmer.consulting@verizon.net
Civil Engineer	Judith Nitsch Engineering Inc. Suite 200 186 Lincoln Street Boston, MA 02111	1.617.338.0063 Richard Gorman Rgorman@JNEI.com
Elevator Consultant	Lerch Bates & Associates Suite 3 175 Derby Street Hingham, MA 02043	1.781.749.8787 Noel Herchell Nherchell@lerchbates.com
Lighting Consultant	Cline, Bettridge, Bernstein Lighting Design Inc. 30 West 22nd Street New York, NY 10010	1.212.741.3281 Francesca Bettridge Michael Hennes fbettridge@cbbld.com mhennes@cbbld.com
Architect	Elkus/Manfredi Architects 300 A Street Boston, MA 02210	617.426.1300 Bob Koup Ross Cameron rkoup@elkus-manfredi.com rcameron@elkus-manfredi.com
Structural Engineer	Ammann & Whitney Consulting Engineers 1250 23rd St. NW Washington, DC 20037	1.202.912.0303 Brian Eaton beaton@ammann-whitney.com
Acoustical Consultant	Acentech 33 Moultono Street Cambridge, MA 02138	1.617.499.8000 Robert Berens rberens@acentech.com
Mechanical, Electrical, Plumbing Engineer	Vanderweil Engineers 274 Summer Street Boston, MA	1.617.423.7423 Shelly Vanderweil svanderweil@vanderweil.com
Geotechnical Engineer	Haley & Aldrich Suite 2200 465 Medford Street Boston, MA 02129	1.617.886.7435 Joel Mooney jmooney@haleyaldrich.com
Legal Counsel	Goodwin Procter LLP Exchange Place Boston, MA 02109	1.617.570.1423 Larry Kaplan lkaplan@goodwinprocter.com
Transportation Planner/Engineer	Howard/Stein Hudson Associates 38 Chauncy Street Boston, MA 02111	1.617.482.7080 Jane Howard Guy Busa jhoward@hshassoc.com gbusa@hshassoc.com

1.5 Public Benefits

Emerson is a diverse community of students, faculty and staff dedicated to leadership in communication and the arts. Many in Emerson's community of nearly 5,000 are committed to contributing their time and talent to support worthwhile institutions and programs in the neighborhood surrounding the College and throughout the Boston area. These include the nearby Asian American Civic Association, St. Francis House, the Boston Public Schools and a career exploration program for high school students sponsored by Emerson in partnership with the YMCA's Black Achiever's Program. The College has expanded its longstanding partnership with Boston Parks and Recreation Department resulting in the reopening of Rotch Playground in the South End for the use of both community residents and Emerson athletes.

Appendix K is the current Community Service Report which presents an overview of the College's Community Service activities during 2004/2005. In the months and years ahead, we look forward to continuing these efforts and initiating new ones.

1.6 Compliance with Boston Zoning Code

Approval of the College's IMP amendment by the BRA and Boston Zoning Commission will cause the Proposed Project to be in compliance with the Boston Zoning Code.

Except for the 'Arcade' building and land associated therewith, the Proposed Project is located in Planned Development Area No. 33 Millennium Place (the "PDA"). Notwithstanding that fact, the Proposed Project will be governed by the College's IMP amendment and not the PDA, and the College's Proposed Project will have no effect on the existing PDA or any use, dimensional, parking or bulk calculations.

1.7 List of Permits or Other Approvals Which May Be Required

Table 1-2
Federal, State, and Local Agencies Requiring Approvals

Agency Name	Permit or Action
Federal	
U.S. Environmental Protection Agency	NPDES General Permit for Construction Stormwater Discharges
State	
Massachusetts Department of Environmental Protection, Division of Air Quality Control	Notice of Commencement of Demolition and Construction
Massachusetts Water Resources Authority	Temporary Construction De-Watering Permit
Massachusetts Historical Commission	Determination of No Adverse Impact on Historical Resources
Local	
Boston Redevelopment Authority	Institutional Master Plan Amendment Article 80 Large Project Review/Change of Use for Colonial Building
Boston Zoning Commission	Institutional Master Plan Amendment
Boston Landmarks Commission	Review & Approval for Change of Use for Colonial Building
Boston Civic Design Commission	Review
Boston Transportation Department	Transportation Access Plan Agreement Construction Management Plan
Boston Department of Public Works	Street/Sidewalk Occupancy Permit
Public Improvement Commission	Air Rights above Sidewalk
Boston Water and Sewer Commission	Site Plan/Sewer Connection Approval
Boston Department of Inspectional Services	Building Permit; Certificate of Inspection; Certificate of Occupancy
Boston Air Pollution Control Commission	Chemical Cleaning Permit

*** This is considered a preliminary list based on project information currently available. It is possible that not all of these permits or actions will be required, or that additional permits may be needed.**

2.0 MISSION AND OBJECTIVES

2.0 MISSION AND OBJECTIVES

2.1 College Overview

Emerson College is a unique institution that offers educational programs that prepare undergraduate and graduate men and women to assume positions of responsibility and leadership in communication and the arts and to pursue scholarship and work that brings innovation to these disciplines. Established in 1880 as the Boston Conservatory of Elocution, Oratory, and Dramatic Art, the institution, in its early years, catered primarily to young women who lived in the region. Over the years, it has evolved into a diverse, co-educational and multi-faceted degree-granting institution with a liberal arts rather than a conservatory orientation. Today, Emerson College attracts students from 48 states and 36 countries. The institution's mission, and the focus of the work of its faculty and students, remains largely the same: to explore and push the boundaries of communication, art, and culture thereby contributing to the advancement of society.

2.2 Educational Units and Programs

2.2.1 School of Arts

The School of Arts is home to three departments: Performing Arts, Visual and Media Arts, and Writing, Literature and Publishing. Each department offers programs at the undergraduate and graduate levels. Students in all degree programs are encouraged to pursue interdisciplinary study and minors when possible.

The undergraduate program leading to the Bachelor of Arts degree offers concentrations in theatre studies, theatre education, audio/radio, television/video, film, new media and creative writing and publishing. The School offers the Bachelor of Fine Arts degree in acting, musical theatre, dance/theatre, design/technology, stage management, audio/radio, television/video, film, new media and creative writing.

Graduate programs leading to the Master of Arts degree are available in Theatre Education, Media Studies, and Writing and Publishing. The School also offers the Master of Fine Arts degree in Creative Writing.

2.2.2 The School of Communication

The School of Communication is organized into four departments: the Department of Marketing Communication, the Department of Organizational and Political Communication, The Journalism Department and the Communication Sciences and Disorders Department. The departments of Communication offer four undergraduate degree programs: Communication, Politics and Law; Management Communication; Marketing Communication; Advertising and Public Relations; and Communication Studies. A Certification Program for students preparing for careers as elementary, middle and/or high school teachers is available. The Department of Communication Sciences and Disorders offers one undergraduate degree in Communication Sciences and Disorders. The Department of Journalism offers two undergraduate degree programs: Broadcast Journalism and Print Journalism. The school is also the home of course offerings in history, math, philosophy, psychology, religion, science and social and political sciences.

2.2.3 Other Programs

2.2.3.1 The Institute for Liberal Arts and Interdisciplinary Studies

The Institute for Liberal Arts and Interdisciplinary Studies has as its mission the promotion of the interdisciplinary study of the liberal arts among students and to support faculty development and collaboration within the college. Institute courses and programs include First Year and Upper Level Courses in Interdisciplinary Studies and the Honors Program. The Institute draws upon the diversity of Emerson's faculty and students, and the different disciplinary, intellectual and creative interests they represent.

2.2.3.2 External Programs

The College offers a unique study abroad program in Kasteel Well, the Netherlands, where students live and study in a restored fourteenth-century castle. From there they may travel to Paris, Amsterdam, London, and Florence, to study art, architecture, culture, and history from a first-hand perspective. Emerson also sponsors a study and internship program in Los Angeles. The Los Angeles program offers qualified juniors, seniors and graduate students a semester of internships and courses for college credit. Students gain hands-on experience and are in contact with communication and entertainment industry professionals, including the many Emerson alumni who live in the Los Angeles area.

2.2.4 Accreditation

Emerson College is accredited by the New England Association of Schools and Colleges, Inc., a non-governmental, nationally recognized organization whose affiliated institutions include elementary schools through collegiate institutions offering postgraduate instruction. Accreditation of an institution by the New England Association indicates that it meets or exceeds criteria for the assessment of institutional quality periodically applied through a peer group review process. An accredited school or college is one which has available the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future.

2.2.5 Memberships and Affiliations

1. ProArts Consortium
2. American Council on Education (ACE)
3. New England Association of Schools and Colleges (NEASC)
4. National Association of Independent Colleges and Univ. (NAICU)
5. Association of Governing Board and Colleges (AGB)
6. Association of Independent Colleges and Universities (AICUM)

7. Greater Boston Chamber of Commerce
8. Boston Municipal Research Bureau
9. New England Council
10. Massachusetts Women's Forum

2.3 Existing College Facilities

Emerson College has relocated its campus from Back Bay to Boston's Midtown Cultural District, also known as the Theatre District. Most of the relocation occurred over the last ten years. The Midtown Campus or "Campus on the Common" now includes six buildings, and one building under construction that is scheduled to open in September of 2006. Since the IMP was submitted in October 2002, the College has sold 69 Brimmer Street in May 2003 and 126-130 Beacon Street in June 2003. Its remaining Back Bay properties are currently under agreement to be sold. The College also maintains two satellite facilities, one in Los Angeles and one in the Netherlands. The following is a more detailed description of Emerson's properties, both leased and owned. **(See Figure III)**

2.3.1 The Campus on the Common

- The Ansin Building, a 14-story office building at 180 Tremont Street, serves as Emerson's administrative hub, center for technology and media arts and home of Emerson's radio station, WERS. (Purchased 1992)
- The Little Building, at 80 Boylston Street houses a student residence hall, a dining hall, campus store and student services facility. (Purchased 1994, reopened 1995) This building currently houses 750 students.

  Note: Current commercial tenants in the Little Building are Dunkin Donuts whose lease runs through 2008. Bank of America ATM lease runs through June 2007. Collegiate Press lease runs through 2015, and the Emerson Café lease runs through 2014.

- The former Union Warren Savings Bank Building, at 216 Tremont Street, houses the Department of Communication Sciences and Disorders, the Registrar, and Financial Assistance. (Purchased 1996)

- The Walker Building, at 120 Boylston Street, houses the Library, classrooms, the School of Communication, as well as the College's facilities and administrative services departments. (Purchased 1998)

  Note: The Walker Building currently houses four tenants. Three are restaurant/bars. The Liquor Store and Gypsy Bar currently hold leases running through 2012. Remington's has renewed their lease through 2007. Barnes and Noble Booksellers will move into the space previously occupied by Repertoire at 114 Boylston Street, and will serve as the College's bookstore. The space formerly occupied in the Walker Building by the Boylston Place Deli is now a secure bike storage room for use by the students of the College. The construction office for the Piano Row Residence Hall project will be vacant upon completion of the new dormitory in September 2006. At that time, the College will seek a retail tenant for the space.

- The Tufte Performance and Production Center, opened in Fall 2003, houses Emerson's Performing Arts Department., including two theaters, two television studios, laboratories, post-production facilities, media centers and departmental offices.

- The Cutler Majestic Theatre, an Historic Landmark building, was purchased in 1983. The theatre has undergone a major restoration and reopened in 2003, its centennial.

- Piano Row Residence Hall is under construction and will open in September of 2006. The new 14-story, 564 bed residence hall includes a gymnasium with an NCAA-sized basketball court, a student campus center, the Department of Professional Studies and Special Programs and offices for the Dean of Students and Student Life staff.

2.3.2 Leased Properties

647 A Summer Street: The College leases 10,000 square feet used for set design and construction, as well as for storage of theatrical backdrops, props and other materials. The College has recently extended its lease to run through July 31, 2007.

Colonial Building: Emerson has announced plans to purchase the Colonial Building at 100 Boylston Street for future use as a 375-student residence hall. Purchase of the building will also enable the College to expand its library, which is located in the adjoining Walker Building. The historic Colonial Theater is located on the street level of the Colonial Building and will continue to operate as a commercial theater.

Note: Current retail tenants include Cort Furniture whose lease expires in May 2007 with a five-year renewal option, M2L whose lease expires in September 2010 with a five-year renewal option and Live Nation, operator of the Colonial Theatre, whose lease expires in August 2011.

2.3.3 Partnerships

Rotch Playground: In 2003, Emerson and Boston's Parks and Recreation Department dramatically expanded their ongoing partnership and entered into a multi-year agreement to environmentally remediate and reconstruct Rotch Playground in Boston's South End. After remediating the site, the College installed a state-of-the-art artificial turf playing field, new fencing, lighting and landscaping.

Emerson also constructed a field house/support building on the edge of the field that houses a manager's office, locker rooms, restrooms and a storage area. Under this new partnership with the City, the field is the home of Emerson's men's and women's soccer and lacrosse programs, and a practice venue for softball. Emerson staffs the playground with a manager and staff who are on site from 7 A.M. to 10 P.M. seven days a week from March through December.

Cafe on The Common: The café is a partnership between the College and Boston Parks and Recreation Department. Emerson College operates a seasonal café on the Tremont/ Boylston Street edge of the Boston Common every year from May through September.

Table 2-1 through 2-4 summarizes the College's buildings, leased property, external programs and partnerships.

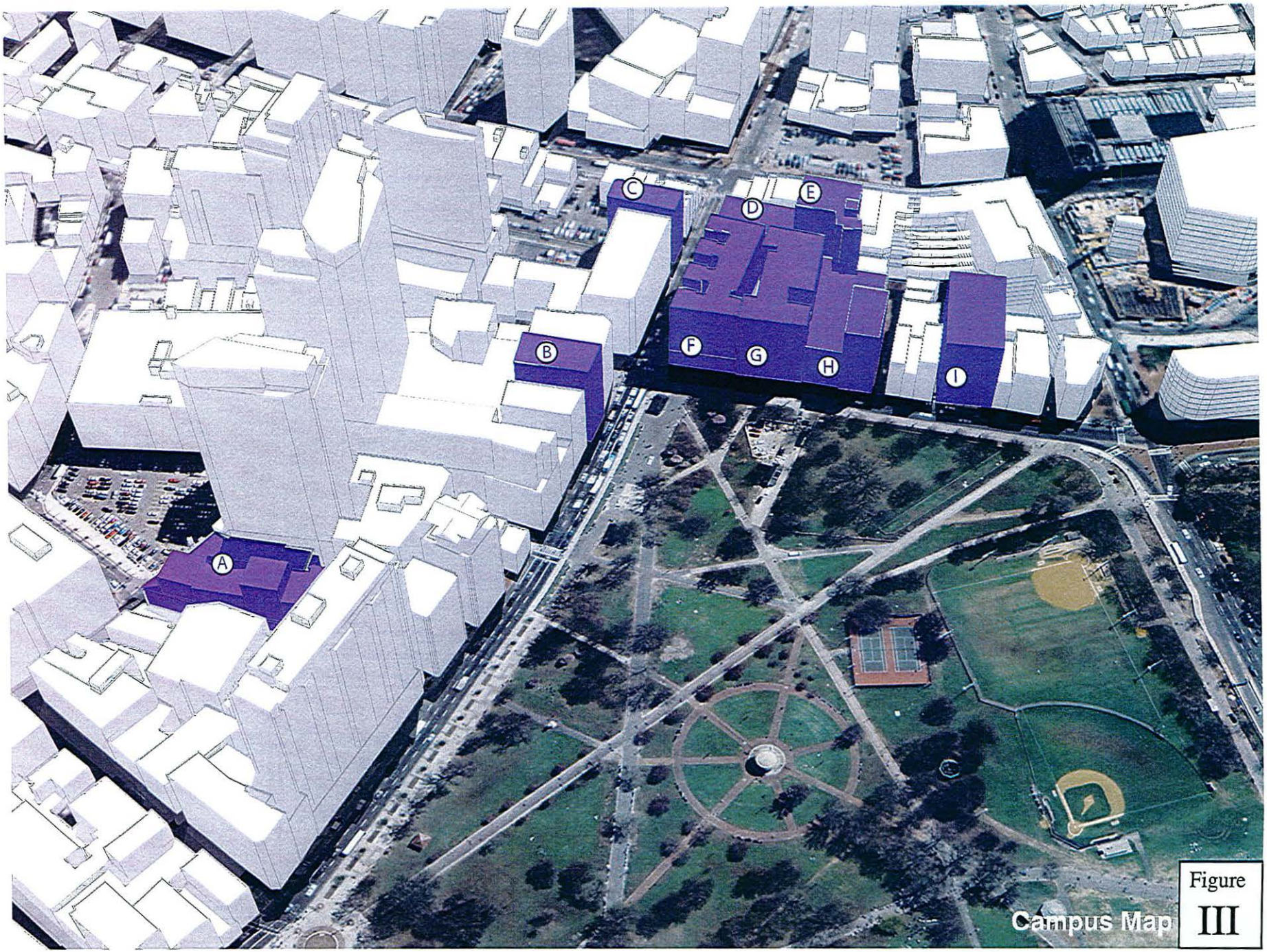


Figure III

Campus Map

A THE PARAMOUNT CENTER 543-549 WASHINGTON STREET
B ANSIN BUILDING 180 TREMONT STREET
C 216 TREMONT STREET
D CUTLER MAJESTIC THEATRE 219 TREMONT STREET
E TUFTE PERFORMANCE AND PRODUCTION CENTER 10 BOYLSTON PLACE
F LITTLE BUILDING 80 BOYLSTON STREET
G THE COLONIAL BUILDING 100 BOYLSTON STREET
H WALKER BUILDING 120 BOYLSTON STREET
I PIANO ROW RESIDENCE HALL 150 BOYLSTON STREET

Table 2-1
Campus on The Common

NAME	ADDRESS	DATE PURCHASED	HEIGHT	GROSS SQUARE FOOTAGE	Description
1. Majestic Theatre	219 Tremont Street	1983	NA	30,000	Built as an opera house in 1903, the historic Cutler Majestic Theatre provides a venue for student productions and performances and lectures by visiting artists. The 1200 seat theatre also hosts performances by regional and national performing arts groups. The landmark facility reopened to the public in the fall of 2003 after undergoing an extensive restoration program.
2. Ansin Building	180 Tremont Street	1992	156 ft.	100,000	Renovated in phases from 1992 to 1999, this is a 14-story academic and administrative hub that also houses state-of-the-art new studios for WERS-FM, Emerson's award winning student radio station.
3. Little Building	80 Boylston Street	1994	125 ft.	200,000	Renovated mostly in 1995 with some additional renovations in 1997 and 1998, this is an early-20th century office building that was transformed into a 750-bed residence hall, dining hall, campus store and student services facility.
4. Union Warren Savings Bank Building	216 Tremont Street	1996	115 ft.	50,000	Renovated in phases from 1996 to 1998, this is a multi-purpose building housing the Department of Communication Sciences & Disorders and its clinics, classrooms, and a variety of student services offices.
5. Walker Building	120 Boylston Street	1998	125 ft.	200,000	Phased renovations to create academic and administrative spaces began in 1999 and were completed in 2004. The College has built a new Library and renovated space for classrooms, and offices for faculty and staff.
6. Tufte Performance and Production Center	10 Boylston Place		151 ft.	80,000	The new Tufte Performance and Production Center houses the Department of Performing Arts and includes two theaters, two television studios, make up and costume labs, faculty offices and an exhibition area. Located adjacent to the Majestic Theatre, the entrance to the 11-story, steel and glass building is at 10 Boylston Place.
7. Piano Row Residence Hall	150 Boylston Street	2001	130 ft.	14,900 (Land area)	Opening in fall 2006, the new 14-story residence hall includes a gymnasium with an intercollegiate basketball court, the Department of Professional Studies and Special Programs and offices for the Dean of Students and Student Life staff in addition to housing for 564 students.

Table 2-2
Emerson College
Leased Properties

NAME	ADDRESS	DATE PURCHASED	STORIES	GROSS SQUARE FOOTAGE	Description
8. Colonial Theatre	100 Boylston Street	To be purchased August 2006			Emerson has announced plans to purchase the Colonial Building for future use as a 375-student residence hall. Purchase of the building will also enable the College to expand its library, which is located in the adjoining Walker Building. The historic Colonial Theater is located on the street level of the Colonial Building and will continue to operate as a commercial theater.
9. 647A Summer Street	647A Summer Street	Leased			The College leases 10,000 sq. ft. used for set design and construction, as well as for storage of theatrical backdrops, props and other materials. The College has recently extended its lease to run through July 31, 2007.

Table 2-3
Emerson College
External Programs

NAME	ADDRESS	DATE PURCHASED	HEIGHT	GROSS SQUARE FOOTAGE	Description
12. Los Angeles Center	4001 West Alameda, Burbank, CA	Leased	NA	4,000 (rentable)	The College leases 4,000 square feet of space in an office building near Universal Studios, Warner Brothers, and NBC, which is outfitted for classrooms as well as offices for faculty and staff. Approximately 100 seniors study there each semester. Completely furnished student housing is offered a short distance from the center at the Oakwood Apartments complex.
13. Castle Well	Kasteel Well, The Netherlands	1986	NA	75,000	A restored historic castle near the Dutch-German border is home to Emerson's Semester Abroad Program in Well, the Netherlands. Moats and lush gardens contribute to the magic of this setting in which approximately 80 undergraduates live and learn in each of the fall and spring terms.

Table 2-4
Emerson College
Partnerships

NAME	ADDRESS	DATE PURCHASED	HEIGHT	GROSS SQUARE FOOTAGE	Description
10. Rotch Playground	Corner of Albany/Randolph Street	25 Year Agreement April 2003	Single Story Fieldhouse	3,820	In partnership with the Boston Parks and Recreation Department, Emerson operates Rotch Field, a multi-purpose outdoor athletic facility. The field is used for men's and women's soccer and lacrosse team competition. A clubhouse on the edge of the field houses locker rooms, a trainer's room, a meeting room, in addition to office and storage space. The playing area has a FieldTurf synthetic surface.
11. Café on The Common	The Boston Common/Corner of Boylston and Tremont Street	Expires January 2007	NA	NA	The café is a partnership between the College and Boston Parks and Recreation Department. Emerson College operates a seasonal café on the Tremont/Boylston Street edge of the Boston Common every year from May through September.

2.4 Mission Statement

Emerson College is committed to excellence in education for communication and the arts. Founded on the study of oratory and the performing arts, Emerson's distinctive undergraduate and graduate curricula have expanded. We continue to challenge students to think and express themselves with clarity, substance and insight, instilling the highest professional standards through rigorous academic inquiry and experiential learning. Its specialized major and external programs are based in and integrated with the liberal arts and interdisciplinary study, and are informed by a set of core values: freedom of expression, diversity of perspective, cultural awareness, integrity, civility, and the responsibility of ethical choice. Our mission is to inspire students to create and communicate with depth, honesty, courage, and passion, both as professionals in their fields and as informed and articulate participants in society.

2.5 Student Population Served

Because the fields of study offered by the College, Communication and Performing Arts, are more specialized than those offered by a general university or a liberal arts college, the College draws from what is and will continue to be a fairly fixed pool of potential enrollees.

Current undergraduate enrollment: Full-time: 3,069. Part-time: 96. FTE: 3,109. The College projects very modest growth over the next ten years, with full-time enrollment growing to no more than 3,000 by the year 2012.

Graduate student enrollment: Full-time: 765. Part-time: 188. FTE: 504. The College anticipates that this number will remain constant over the next ten years, fluctuating slightly up or down with fluctuations in economic conditions. Emerson's graduate students to a large degree are working professionals who commute to the College via public transportation from the Financial District and Back Bay.

Continuing Ed: Full-time: 23. Part-time: 185. FTE: 72. These students are those seeking certification in Publishing, Screenwriting, Public Relations, Media Production, and Writing for Young Audiences, or taking individual courses.

2.6 Student Housing Plan

The College has all of its dormitories located on the West Campus under a Purchase and Sale agreement: 100 Beacon Street which housed 225 students, 132-134 Beacon Street which housed 75 students and 6 Arlington/Zero Marlborough which housed 160 students, a total loss of 460 beds. The Piano Row Residence Hall will house 564 students, a net bed gain of 104 beds, for a total of 1,314 beds. As a result, every freshman and sophomore will be able to request on-campus housing.

2.6.1 Existing Housing

80 Boylston Street (Little Building)

80 Boylston Street is a residence Hall for approximately 750 students. Renovated in 1995, with some additional renovations in 1997 and 1998, the 12-story early-twentieth century office building was transformed into a 750-bed residence hall, dining hall and student services facility.

150 Boylston Street (Piano Row Residence Hall/Student Center)

Scheduled to open in September of 2006, the dormitory will house 564 students. An NCAA-sized basketball court will be located on the lowest level along with athletic offices and locker facilities on the mezzanine. A new campus center is located on the first level below grade with portions on the ground and second floors. Residential suites will occupy the third through the 14th floors and a portion of the second floor.

2.6.2 Support Provided to Off-Campus Students

The office of Off-Campus Student Services (OCSS) provides programs and services designed for students who commute to campus. In addition to providing assistance with off-campus housing, the office publishes *The Traveler,* a newsletter for Emerson commuters and administers the student MBTA pass program. All commuting students, as well as all staff, can utilize Ridematching, a commuter matching service administered for the College by Transaction Associates.

2.6.3 Rules and Regulations

The rules and regulations include the statement of campus rights and responsibilities in addition to the student code of conduct. Please refer to the end of this section for the complete document.

2.6.4 Impact on the Surrounding Neighborhoods

The number of undergraduates who live off campus fluctuates and numbers approximately 1,500 students, depending on factors such as leaves and transfers in any given semester. While there is no specific data on their impact on the rental market, the widespread geographical distribution of off-campus students in Brookline, Allston, Back Bay, Beacon Hill, Midtown, the Fenway, Somerville, Cambridge, the North End and the South End would suggest that their impact on any specific neighborhood is negligible. All of the Back Bay properties sold by the College since 1995 have been or will be returned to market rate housing.

2.6.5 Long -Term Housing Plans

In response to the Mayor's Housing Advisory Committee's recommendation for colleges to provide more housing, and recognizing that living on campus enhances students' educational and social development, facilitates student and faculty interaction, and provides a cost-effective alternative to increasingly limited and expensive off-campus housing,

Emerson's Board of Trustees voted in March of 2005 to provide housing on campus for at least 70 percent of its undergraduate students attending classes in Boston. Toward that end, Emerson currently holds a Master Tenant Lease on the Colonial Building located at 100 Boylston Street and plans to exercise its option to purchase the building in August 2006 for future use as a 375-student residence hall.

- **The Colonial Building at 100 Boylston Street**

The College plans to purchase the building in August of 2006 for future use as a 375-student residence hall. The purchase of the building will also enable the College to expand its library, which is located in the adjoining Walker Building. The historic Colonial Theater is located on the street level of the Colonial Building and will continue to operate as a commercial theater. Retail spaces on the first floor will remain and contribute to the active street life on Boylston Street.

- **The Paramount Center Project**

The Paramount Center Project, planned to open in fall of 2009, will house 262 students. In addition the Center will contain a 550-seat theater, a 140-seat black box theater, a 180-seat film screening room, 1,900 square feet of studio/rehearsal space, and a 150-seat restaurant. **Table 2-5** refers to Emerson College's long-term housing plan.

Table 2-5

Long -Term Housing

Building	Number of Beds
The Little Building	750
Piano Row Residence Hall	564
The Paramount Center	262
The Colonial Building	375
Total Number of Beds	**1951**

Total Eligible Undergraduates: 2720
Total % to be Housed: 71%

2.7 Employment

The College is planning for gradual and moderate growth over the next ten years. Emerson's existing facilities will be sufficient to meet the physical needs of a work force of approximately 550 to 575. In addition to the jobs created during the construction of the proposed Paramount Center project, we anticipate the addition of 10 full-time positions.

Current Employment
Full-time Faculty: 143
Part-time Faculty: 236
Part-time FTE: 78.7
Total Faculty FTE: 143 + 78.7 = 221

Staff
Full-Time:375
Part-Time: 31
FTE: 398

Each year the College's Human Resources Office coordinates the hiring of students from Boston's Private Industry Council (PIC) and hosts students from the City on the Hill program. Each semester the Office of Student Employment posts many community service and nonprofit agency jobs on its website.

RULES AND REGULATIONS

STATEMENT OF CAMPUS RIGHTS AND RESPONSIBILITIES/ STUDENT CODE OF CONDUCT

PREFACE

Academic institutions exist for the transmission of knowledge, the pursuit of truth, the development of students, and the general well-being of society. Free inquiry and free expression are indispensable to the attainment of these goals. As members of the academic community, students should be encouraged to develop the capacity for critical judgment and to engage in a sustained and independent search for truth.

It is the goal of the College and its disciplinary system to help provide an environment which is most supportive of and conducive to the maximum intellectual, psychological, social, physical and spiritual growth of all its students.

As a community of learners, Emerson College attempts to offer to its members those procedures of order through which the separate investigations of the many learners on campus can meet each other, interchange and change.

I. STATEMENT OF RIGHTS AND RESPONSIBILITIES

All students at Emerson College have certain rights and responsibilities by virtue of their status in, and relationship to, the wider society of which Emerson is a part. In addition, there are particular rights and responsibilities that are derived from membership in the Emerson College community.

These rights include:

A. The right to be free from improper and illegal discrimination on the basis of race, color, national origin, religious creeds, political views, age, sex or physical disability.
B. Constitutional rights, including freedom of speech, freedom of press, freedom of political belief and affiliation, freedom from discrimination, freedom of peaceful assembly and freedom of petition for redress or grievances.
C. The rights to freedom from personal force, violence, threats of violence, personal abuse, and sexual harassment, either as individuals or groups within the Emerson College community.
D. The right to organize one's personal life and behavior, to pursue lawful activities, including freedom of movement, except when these interfere with the rights of others.
E. The right to be secure from unreasonable or unauthorized search or seizure.
F. The right to privacy, including the privacy of personal information.
G. The right to dissent; in other words, to carry on individual or organized activity which expresses grievances held against, or changes desired in, society, the

status from the laws and regulations that other residents of the Commonwealth of Massachusetts must obey. Alcohol and other drug laws, parking regulations, etc., apply equally to members and nonmembers of the academic community.

Emerson College disciplinary proceedings may be instituted against a student charged with violation of a law which is also a violation of Student Code, for example, if both violations result from the same factual situation, without regard to the pendency of civil litigation in court or criminal arrest and prosecution. Proceedings under this code may be carried out prior to, simultaneously with, or following civil or criminal proceedings off-campus.

Off-Campus Conduct

Students have a responsibility as members of both the Emerson College community and the neighborhood community to demonstrate respect and concern for their neighbors. Therefore, Emerson College imposes an obligation upon all its students both resident and non-resident to demonstrate responsible citizenship in their local neighborhood.

Prohibited are the following: excessive noise; illegal use, sale, or distribution of alcoholic beverages; use, possession, or distribution of any controlled substance or illegal drug; drinking alcoholic beverages on the street; manufacture, distribution, or use of false identification cards; objects being thrown out of windows; disruptive behavior.

The College reserves the right to refer any student identified as being involved in this type of behavior or any other behavior that is disruptive of its community/city relations, interferes with, or obstructs the lawful missions, processes, and functions of the College, or that is found by the College to be abhorrent or offensive to generally accepted standards of social conduct to a Conduct Board for disciplinary action. If found responsible, the student is subject to sanctions up to and including loss of College privileges, suspension, or dismissal from the College.

II. STUDENT CODE OF CONDUCT

Applicability

This code of conduct and judicial procedure applies to all students enrolled in any course or program at Emerson College, whether on a part-time or full-time basis. Generally, Emerson College jurisdiction and discipline is limited to conduct which occurs on college premises or at college sponsored events off-campus or which adversely affects the Emerson Community and/or the pursuit of its objectives.

Rules and regulations of the College, residence halls and departments not contained within this code may be communicated to students in publications and posted notices including, but not limited to, the Student Handbook, College Catalogue, residence hall handbooks, housing contracts, and other official publications. These rules and regulations may be amended from time to time in writing.

The right to proscribe conduct not otherwise covered by this code and to impose penalties for violations of such proscriptions, shall be reserved for the President and his/her designees, and the Academic Deans and Faculty of the various Departments and their designees.

an individual under the age of 21, to sell alcohol without a license or to possess an open container of or consume alcohol in public places. Further information on Massachusetts and Boston laws and regulations regarding alcohol can be found in the Pro Arts Consortium's *A Guide to Substance Abuse Prevention*, obtainable from the Office of the Dean of Students.

- Firearms: any person carrying a firearm loaded or unloaded in any building or on the ground of any college or university without the written authorization of the board or officer in charge of said college or university shall be punished by a fine of not more than $1,000 or by imprisonment for not more than one year or both.
- Fireworks: their possession, sale and use are prohibited under Massachusetts law.

NOTE: Regardless of what state is listed as permanent address, all students while in attendance at Emerson College are bound to obey Massachusetts state laws.

III. THE DISCIPLINARY PROCESS

The authority to enforce college rules and regulations arises with the Board of Trustees and is passed through the President to the Dean of Students. The Dean then delegates this authority to his/her staff and the College Disciplinary System. The Dean therefore reserves the right to review the sanctions imposed at any disciplinary hearing to assure their appropriateness. The following system is established to protect the rights of the Emerson College community and of students accused of any breach of College Rules and Regulations or in the conditions of Residency found in the Housing Contract.

The Use of Sanctions at Emerson College

Within the community of learners, the failure by a member of the population to live within the standards of the community may be due to a number of different causes, ranging from the inadequate education of the student by the College to a spirit of flagrant disregard on the part of the student for the rights of others. Each case must be met by a different response. Sanctions, such as probation, suspension or dismissal, are not regarded as means of controlling the student, but rather as educational devices to aid the student to attain the maturity required to live in society. Dismissal may be one way of telling the student that he or she is not yet ready for the education a college offers. This awareness itself may be a significant step in the educational process of the student in question.

Jurisdiction

All Emerson students living in College Housing or visiting the residence halls or dining halls are under the jurisdiction of this board. Cases of alleged misconduct may be submitted to this board by the Assistant Dean of Housing and Residence Life or the Dean of Students.

Membership

a. Eight members of the College administrative staff, appointed by the President of Emerson College.
    1. Two active members (exclusive of Chair)
    2. Six alternates
b. Eight students (appointed by the Assistant Dean of Housing and Residence Life after consultation with the President of the Student Government Association, subject to the approval of the Dean of Students)
    1. Two active members
    2. Six alternates

The Assistant Dean of Housing and Residence Life or his/her designee shall chair and convene the hearings and report decisions to the Office of the Dean of Students.

Authority

Decisions which can be reached within the Inter-Residence Hall Conduct Board are"Responsible" or "Not Responsible." A simple majority vote is required to make a decision. If the decision is ''Responsible," the following sanctions can be imposed:

1. . Censure
2. . Fine
3. . Restitution
4. . Housing probation
5. . Disciplinary probation
6. . College probation
7. . Interim suspension from College Housing
8. . Suspension from College Housing
9. . Dismissal from College Housing
10. Suspension from the College
11. Dismissal from the College
12. Other appropriate alternatives

The Dean of Students reserves the right to review sanctions to assure their appropriateness prior to their implementation.

COLLEGE CONDUCT BOARD

Notification

- Notification of Meetings:
  1. The accused student will be notified of a meeting to discuss an alleged violation at which his/her presence is required (a minimum of 24 hours in advance of the meeting).
  2. A written notice for a Board hearing will be presented a minimum of 5 days in advance of the hearing. Students are expected to be at the hearing for which they are so notified.

1. Prior to a Board hearing, the accused student will receive:
   1. A statement of the complaint
   2. The name or names of those filing the complaint
   3. Procedures of Conduct Boards (see VI.)
   4. Names of the Conduct Board members

- Notification of decisions:
  - The accused student will be sent written notification of decisions and sanctions reached as a result of a hearing within five school days after a hearing.
  - In a case involving an alleged sexual assault, both the accuser and the accused shall be informed of the outcome of the hearing.
  - Notification of whether or not the grounds for an appeal are considered legitimate will be sent within ten school days after receipt of the appeal.
  - At the discretion of the Dean of Students or his/her designee, a parent, guardian or family member may be notified of disciplinary/judicial matters under the following circumstances: when a student is placed on probation; when a student's College enrollment or housing status is in jeopardy, suspended or dismissed.

Hearings

The College will make every effort to avoid scheduling a hearing that conflicts with the academic schedule of either the complainant or accused student. The complainant and the accused student are expected to attend the hearing for which they are notified. The College reserves the right to proceed with the hearing whether or not one or both of the parties fail to show up. If a student believes s/he has a valid reason for a hearing to be rescheduled, a written request must be received by the Dean of Students or Assistant Dean of Housing and Residence Life a minimum of 72 hours in advance of the hearing for consideration. Job and extracurricular activity conflicts are not typically considered for rescheduling a hearing.

Board Membership

a....Challenging:

If the complainant or the accused student has substantive evidence as to why a specific person should not be a part of the group hearing the case, either of these parties must present information in writing to the Dean of Students or the Assistant Dean of Housing and Residence Life a minimum of 72 hours prior to the hearing. If the Dean or Assistant Dean of Housing and Residence Life deems

Basis for Findings

Determinations of "responsible" or "not responsible" within the disciplinary system are based upon a preponderance of the evidence standard as presented to the hearing officer or board. Formal rules of evidence shall not be applicable in disciplinary hearings pursuant to this Code.

Appeal

If the accused student can demonstrate to the Dean of Students (or the Assistant Dean of Housing and Residence Life if the appeal concerns a hearing conducted by a Residence Hall Director) that there has been a denial of due process in the hearing of a case and/or if the student can introduce substantive new evidence, a new hearing will be held and a decision will be rendered.

An appeal must be in written form, received by the Dean of Students (or the Assistant Dean of Housing and Residence Life) within five days after receipt of the Board's decision and contain the following information:

a. The name, address and telephone number of the accused student.
b. A clear statement explaining the nature and circumstances of the appeal, citing the new evidence and/or the specifics of the alleged lack of due process.
c. The names, addresses and telephone numbers of new witnesses, if any.
d. The name of the advisor, if any.

Summer Disciplinary Procedure

(In effect summers, intersession periods and the first two and last two weeks of each term)

All summer session students and all students living in College Housing during the summer are subject to College regulations. All complaints (if not otherwise resolved) occurring during the summer will be submitted to the Summer Conduct Board composed of three (3) faculty/administrators drawn from the Inter-Residence Hall Conduct Board and College Conduct Board membership lists.

V. DEFINITION OF SANCTIONS

CENSURE: a written warning placed in the student's file noting continuation or repitition of prohibited conduct may be cause for additional disciplinary action.

FINE: a mandatory payment of a specific sum of money imposed as punishment for an offense. Examples of infractions that may be fined include, but are not limited to:

1. Animals or pets (other than guide dogs) in College facilities or vehicles are prohibited for health and sanitation reasons - typical minimum, $50.
2. Use of fireworks - typical minimum, $100.
3. Tampering with fire extinguisher or other fire safety equipment - typical minimum, $100.
4. All acts of vandalism or theft of College property will be assessed and fined accordingly - typical minimum, $50.
5. Alcohol violations - typical minimum, $50.

Students found responsible for alcohol violations at off-campus College sponsored events are subject to comparable disciplinary measures.

SUMMARY OF SANCTIONS FOR MARIJUANA VIOLATIONS: a student found responsible for possessing or using marijuana in the residence halls will be subject to the following set of progressive sanctions. In the residence halls, the minimum evidence required for finding someone in violation of marijuana use is two (2) staff members identifying odor originating from a given room or area.

First Violation (minimum sanction)

- attend a three session AOD education course
- $75 fine
- placed on disciplinary probation (one year)
- notification letter sent to parents
- student is put on notice that if s/he is subsequently found in a room or situation where marijuana is identified as being used, s/he will be subject to second violation sanctions
- violations will stay on a student's record throughout his/her tenure at Emerson College

Second Violation (minimum sanction)

- suspension from the residence halls for duration of current semester, plus the following semester
- placed on disciplinary probation (two years)
- notification letter sent to parents
- prohibited from attending external site programs during the probation period

Third Violation (minimum sanction)

- immediately suspended from Emerson College
- notification letter sent to parents
- violation placed on a student's permanent record

Students found responsible for possessing or using marijuana at off-campus College sponsored events are subject to comparable disciplinary measures.

Students found responsible for distributing marijuana, or possessing, using or distributing other illegal substances/drugs will be subject to more stringent College sanctions up to and including immediate suspension and/or dismissal from on-campus housing and/or the College.

HOUSING PROBATION: a student may not represent the residence hall either as a member of the Residence Hall Council or as a participant in residence hall activities during the period of housing probation. The status may involve the restriction of other residence hall privileges including, but not limited to, late stay or early arrival housing. The hearing board will determine the length of probation. Failure to comply with the terms and conditions of the probation or additional behavior in violation of college regulations during the probationary period will constitute grounds for more serious disciplinary action.

5. student body
6. immediate family

- The right to call witnesses. Witnesses may be called to substantiate the student's story or to testify as to the student's character.

B. A written statement of the charge(s) which shall constitute a case.
C. A list of the Board members and the date of the hearing.

The Conduct Board meeting shall be conducted in the following manner:

A. Specific charges will be read.
B. The accused student will be asked to plead "responsible" or "not responsible" for each violation presented.
C. The complainant will present his/her case first. The accused will present second.
D. Witnesses may be presented by both sides. The Board Chair, members of the Board, the complainant and the accused student have the right to question all witnesses.
E. Evidence of extenuating circumstances may be presented for consideration.
F. After the complainant and the accused student have the opportunity to make brief closing statements, the Board shall consider the case in executive session. The Board's determination shall be made on the basis of whether it is more likely than not that the accused student violated the Student Code of Conduct.
G. The hearing may only be attended by the principals (and their advisors and witnesses). Witnesses will be called in and released by the Board Chair one at a time.

The College reserves the right to review multiple charges against a given student during a single hearing under the following circumstances:

A. Violations occurred relatively close in succession, or
B. Accused student agrees to have separate incidents heard simultaneously.

Otherwise, each case that comes before a Conduct Board shall be handled separately. In a case involving more than one student, the Board, at the request of a student, or at its discretion, may consider such cases individually.

The records of all proceedings, except the executive session, shall be filed with and retained by the Office of the Dean of Students. Such records shall be available for any appeal or any further proceedings in this matter. Any other use of the records must be approved by the Dean of Students.

Official records of a student's past infractions will not be available to the Board during the hearing or prior to determining a decision of "responsible" or "not responsible." On the other hand, records of a student's past infractions of College policy may be made available to the Board prior to the imposition of sanctions.

VII. ALCOHOL AND OTHER DRUG POLICY

INTRODUCTION

College; dismissal from housing or the College; and prosecution by the appropriate federal, commonwealth, and city authorities. **Faculty and staff** who violate these laws or regulations while on Emerson College owned or leased property or at off-campus, College-sponsored events are subject to a variety of sanctions which may include, but are not limited to, one or more of the following: written warnings; referral for substance abuse evaluation or treatment; on-the-job disciplinary actions; job suspension; dismissal from the College; and prosecution by the appropriate federal, commonwealth, and city authorities.

Concerns and reports about the violation of these laws or regulations should be addressed in the following manner:

- regarding students in the residence halls and dining halls - contact the Assistant Dean of Housing and Residence Life;
- regarding students on non-residential areas of the campus or at off-campus, College-sponsored events - contact the Dean of Students;
- regarding faculty - contact the Vice President and Academic Dean; and
- regarding staff - contact the Director of the Office of Human Resources/Affirmative Action.

Students who are unsure about how to address their concerns should contact the Dean of Students.

A. Alcohol

1. All-College Regulations
   a. Authorization

      When authorization is required as specified in this Policy for the possession, use, distribution or sale of alcohol on Emerson College owned or leased property or at College-sponsored events, requests must be made in writing:

      - by student organizations (limited to senior class and Graduate Student Association) or for College events at which students will be present (an "Application for Alcohol at Student and Student Organization Events" must be completed and submitted at least 21 days before the event for review) - to the Dean of Students;
      - by faculty - to School Deans; and
      - by staff - to the Director of the Office of Human Resources/Affirmative Action.

      In addition, building managers at a College site where an event will take place must also be contacted regarding building-specific rules and guidelines.

   b. Age

      A person must be 21 years of age or older to possess or consume alcoholic beverages.

   c. Quantity

      Kegs, beer balls, alcohol by the case, trash can punches or any other central sources of alcoholic beverages are prohibited without written authorization. Personal possession of alcoholic beverages in quantities exceeding one 12-pack of beer or one half gallon (64 ounces) of wine or one pint (16 ounces) of liquor or its equivalent is prohibited without written authorization.

and non-alcoholic beverages must also be available free of charge. In addition, at least 25% of an event's food and beverage budget must be used for the purchase of food, and at least 25% of an event's food and beverage budget must be used for the purchase of non-alcoholic beverages.

c. Individual hosts or hosting organizations are required to provide food and non-alcoholic beverages as a part of any activity or event at which alcohol will be available via a cash bar. Food and non-alcoholic beverages must be available in sufficient quantities (in general, they should be available throughout the entire event) for the expected attendance of the event.
d. No alcoholic beverages are permitted to be brought into the function area.

8. In addition, **on-campus events** where alcohol is served or consumed must follow the guidelines below:
   a. Alcohol permitted at an event will be restricted to beer and/or wine.
   b. No alcoholic beverages are to leave the function room.
   c. Alcoholic beverage service will last no longer than three hours in duration, and is to end no later than 11:30pm.
9. In addition, **student organization (limited to senior class and Graduate Student Association) events** where alcohol is served or consumed must follow the guidelines below, unless otherwise authorized:
   a. No alcohol other than what is served by the College's dining services (for on-campus events) or a licensed server (for off-campus events) is permitted.
   b. At least two members of the hosting organization and its advisor or designated faculty/staff member (for student organizations) or the host need to be present and not drink alcoholic beverages throughout the entire event. For on-campus events, the organization or host is responsible for arranging for a member of the College's Public Safety Department to be present throughout the entire program.
   c. Admission to the program will be restricted to currently enrolled Emerson students and members of the College faculty/staff. Students will be permitted to host one guest and may not leave an event without their guest. At on-campus events, students will be required to sign in their guest at the registration desk.
   d. When deemed appropriate, College members and their guests must demonstrate proof of age with a government issued photo ID such as a driver's license or passport at on- or off-campus events.
   e. No one under 21 years of age will be admitted to an on-campus event. The host or members of the hosting organization, with the assistance of its advisor or designated faculty/staff member (for student organizations), and a staff member from the College's dining services will be responsible for monitoring entrance to the event throughout the duration of the program.

3.0 PROPOSED AND POTENTIAL FUTURE PROJECTS

3.0 PROPOSED AND POTENTIAL FUTURE PROJECTS

3.1 Projects Completed Since IMP Approved December 12, 2002.

3.1.1 Cutler Majestic Theatre Restoration Completed in 2003

Built as an opera house in 1903, the historic Cutler Majestic Theatre provides a venue for student productions and performances and lectures by visiting artists. The 1200 seat theatre also hosts performances by regional and national performing arts groups. The landmark facility reopened to the public in the fall of 2003 after undergoing an extensive restoration program, resulting in a National Preservation Honor Award in 2004 by the National Trust for Historic Preservation.

- 2nd balcony reopened.
- ADA accessibility and audience comfort increased.
- Lobby reconfigured and ticket office improved.
- Lobby finishes, lighting and auditorium restored.
- Stain glass windows restored.
- Stage support systems upgraded.

3.1.2 Tufte Performance and Production Center Opened September 2003

Located adjacent to the Majestic Theatre, the entrance to the 11-story, steel and glass building is at 10 Boylston Place.

- New home of Performing Arts Department.
- Facilities include two theaters, rehearsal space, television studios, post-production facilities, media centers and departmental offices.
- Includes dressing rooms and costume storage area for adjacent Cutler Majestic Theatre.
- Identified as an outstanding example of creative urban land use by a member of the Board of Directors of the Boston Redevelopment Authority.

3.1.3 The Walker Building (120 Boylston Street)

New entrance/elevator lobby with 2 additional elevators completed in 2005, providing much-needed access to floors 2-6. Conversion to office space completed in 2004.

3.2 Projects Underway

The Piano Row Residence Hall/Student Center, located at 150 Boylston Street, is scheduled to be completed in September 2006. Additional College moves within the existing campus are as follows:

A secure bike storage room is under construction in the basement of the Walker Building. The room will be accessed at 16-19 Boylston Place, the former location of the Boylston Place Deli. The facility will have a 60-bike capacity. (All students living in dorms are also permitted to store bikes in their rooms.)

The College's Film/Equipment Depot will move from the basement of 180 Tremont Street to the space formerly occupied by the College's bookstore in the arcade level of 80 Boylston Street. Estimated completion date: Fall 2006.

Barnes and Noble Booksellers have contracted with the College to operate the College's bookstore, and the store will occupy the space at 114 Boylston Street, formerly occupied by Repertoire. Modifications to the façade have been sought and approved by Preservation Mass. Inc., overseen by Architectural Conservation Trust, (ACT) the administrator of the historic easement on the façade of the Walker Building. Estimated completion date: Fall 2006.

The Department of Professional Studies and Special Programs (formerly Continuing Education) will move from their offices at 80 Boylston Street in the Little Building to the 1st floor of the Piano Row Residence Hall/Student Center at 150 Boylston Street. Estimated completion date: Fall 2006.

The Emerson Cafe at 80 Boylston Street in the Little Building will expand into the adjacent space currently occupied by the Department of Professional Studies and Special Programs. Estimated completion date: Fall 2006.

3.3 Planned Improvements Deferred

80 Boylston Street (the Little Building)

A major repair and restoration of the façade of this historic building, including restoration of the 1st floor retail, ornamental ironwork and flat and decorative masonry, was planned for 2006. The college placed the project on hold when plans for the core alignment for Phase III of the MBTA's Silver Line were made public. The college will defer this project until such time as the MBTA's plans for the Silver Line's core tunnel segment and new stations are determined.

3.4 Proposed Future Projects

3.4.1 The Colonial Building

Emerson College seeks approval in this PNF and IMP/PNF for a change of use of the Colonial Building located at 100 Boylston Street in preparation of the College's purchase of the building in August 2006. Although the College does not plan to renovate the interior of the building until late in 2007, a State Finance Agency, the funding source for the purchase, has requested that the College apply at this time for the change of use from office, theatre, and retail space to dormitory, theatre and retail space. The Article 80 Large Project Review process and IMP Amendment would occur in late fall 2006 or early 2007 after the purchase of the building is completed. At this time, the College has no future plans for additional development during the timeframe of the current Institutional Master Plan.

4.0 DEVELOPMENT AND REVIEW COMPONENTS

4.0 DEVELOPMENT REVIEW COMPONENTS

4.1 Environmental Protection

The environmental protection is part of the review components described in Article 80 of the Boston Zoning Code and the text that follows provides a discussion of the anticipated impacts, if applicable for each.

4.1.1 Wind

The Paramount Center Project is largely surrounded by high rise buildings including the 36 story Ritz Carlton Hotel and Towers and the 39 story Millennium Building to the South, the Parkside, Grandview, and the 22 story Tremont-on-the-Common Condominium complexes are to the West and the proposed 14 story Hayward Place project directly to the East. The proposed project is below the as-of-right height being only 9 stories and 108 feet to the last occupied floor. The highest point of the proposed project is approximately equal in height to the roof of the Opera House Auditorium and as a result, the proposed project is not expected to impact wind levels in the area.

4.1.2 Shadow

Appendix D provides the shadow analysis for existing and build conditions at (9:00 am), midday (12:00 Noon), and mid afternoon (3:00 pm) time periods during the vernal equinox (March 21), summer solstice (June 21), autumnal equinox (September 21), and winter solstice (December 21). Shadow impact is also shown for 6:00pm in summer and autumn.

In the morning, new shadows will be cast by the building onto the lower roof of the Boston Opera House and northwest onto Mason Street. By 12:00pm and as the afternoon progresses, shadows move to the northeast. During this time period no new shadows are observed on Washington Street. Shadows cast from the Millennium Ritz Carlton North Tower eclipse all that would be produced by the Paramount Center.

Late afternoon and early evening in summer will see a small portion of shadow directed onto the sidewalk at the corner of Avenue de Lafayette and Washington Street. By setting the residence hall 10'- 30' back from the existing Arcade building façade, this effect is substantially reduced. The new shadow conditions described above create less impact than any zoning as-of-right building at the project site. The project does not violate the "no new shadows" statutes for Boston Common.

4.1.3 Daylight

The Paramount Center building rises to 108' above grade and has a varying set back of 10'-30' from the existing façade of the 'Arcade' building on Washington Street. Since the proposed project does not exceed the as-of-right zoning limitations it will not cause a substantial increase in the percentage of daylight obstruction. In addition, the project is surrounded by substantially taller structures including the Millennium Ritz Carlton Hotel and North Tower, Grandview, Parkside and Tremont on the Common.

4.1.4 Solar Glare

The project consists of a nine story building clad primarily in a modern combination of glass and metal panel, with elements adjacent to Mason Street receiving a masonry veneer. The windows will consist of clear, translucent and ceramic fritted glass types. Because the project design does not include highly reflective glass or other types of reflective materials on the building façade the effects of solar glare will be mitigated.

4.1.5 Air Quality

Since the proposed Paramount Center project does not include any parking, there will be no change to the current traffic conditions in the area and therefore air quality effects related to traffic patterns are non-existent.

In addition, construction will be conducted so as to minimize any short term air quality impacts from fugitive dust.

4.1.6 Noise

The project site is located in the Midtown Cultural District and much of this area experiences fairly high noise levels typical of an urban environment. Most of the activity associated with the operation of the proposed project will occur indoors. The only operational noise from this type of project may be expected from the mechanical equipment located on the roof.

This falls into two categories, the air handling units and the cooling towers. Both items have been strategically placed on the roof to maximize distance from neighboring residential properties. The cooling towers will be oversized, induced-draft type with variable frequency drives on the fans; these characteristics will result in relatively low noise generation and efficient energy usage. The rooftop air handling unit will be a custom unit with internal sound attenuator banks to minimize breakout noise from the intake and relief louvers; in addition the intake and relief louvers are oriented such that any breakout noise which does occur will be directed to the north and east, away from neighboring residences. The final design and selection of both items will also be reviewed by our Acoustical Consultant to ensure compliance with the city of Boston noise ordinance and Massachusetts Department of Environmental Protection (DEP) noise regulations.

4.1.7 FEMA Flood Zones and ACEC's

The Paramount Center site is not located within a special flood hazard zone, as shown on the Federal Emergency Management Agency (FEMA) Flood Map for Boston, Massachusetts (Community # 250286, Map 10C, dated 4/1/82). The Paramount Center is not located within an Area of Critical Environmental Concern (ACEC).

4.1.8 Stormwater Management and Water Quality

The existing site is completely covered by impervious areas, including the existing buildings and loading areas. The proposed project will completely cover the site with buildings, so the pollutants within the stormwater runoff from the site will be reduced. Additionally, the project includes the construction of a green roof. The green roof will reduce the rate of stormwater runoff from the property and further reduce the discharge of stormwater pollutants.

The proposed stormwater management system includes oil/water separators for the loading dock areas. There is also a proposed stormwater recharge system in the loading dock to provide infiltration for part of the stormwater runoff from the building's roof.

4.1.9 Geotechnical and Groundwater

This section summarizes subsurface soil, rock, and groundwater conditions at the subject site. Excavation, foundation, and below-grade construction methods, and the potential impact on adjacent buildings and utilities are also discussed. Although subsurface explorations were not performed as part of this study, subsurface data are available for the project area from the design and construction of adjacent buildings. **(See Appendix E)**

4.1.9.1 Subsurface Soil and Rock Conditions

Site subsurface conditions consist of surficial fill underlain by marine deposits and glacial till, with bedrock at depth. The following subsurface conditions, listed below in order of increasing depth below ground surface, exist at the project site:

Miscellaneous Fill

Successive periods of site development and use have resulted in a surficial layer of miscellaneous fill at the site (outside the footprint of the existing building basement).

The composition of this stratum is varied, but typically consists of very loose to medium dense sand and gravel intermixed with silt, bricks, cobbles, old foundations, wood, cinders, concrete, and other miscellaneous materials. The thickness of this stratum is expected to be about 12 ft. at the site.

Marine Deposits

The marine deposits typically consist of alternating and interbedded layers of compact fine sand and silty fine sand, and medium stiff silty clay. The thickness of the marine deposits is expected to be about 25 to 30 ft at the site. The upper portion of this stratum is a hard clay crust.

Glacial Till

The glacial till is an unsorted mixture of soil types, typically consisting of dense to very dense silty coarse to fine sand to sandy silt, with little gravel, trace clay, and cobbles and boulders. The thickness of the glacial till is anticipated to be about 12 to 15 ft across the site.

Bedrock

The bedrock below the site is locally known as Cambridge Argillite. The bedrock is typically weathered at the top, and increasing in quality with depth. Bedrock is expected to exist at a depth of approximately 50 ft below ground surface.

4.1.9.2 Groundwater Conditions

Based on experience in the area, the normal groundwater level at the site is expected to be about 20 ft below grade (El. 12 Boston City Base). Groundwater levels near the site could also be influenced by leakage into and out of sewers, storm drains, the MBTA Orange Line Tunnel, other below-grade structures, and by environmental factors such as precipitation, season, and temperature. Many of the adjacent below-grade structure and the MBTA are lower that the proposed level of the project.

4.1.9.3 Adjacent Structures

The project team has reviewed historical records and available information at the Boston Inspectional Services Department (ISD) to confirm that the foundation systems for the thirteen buildings within closest proximity to the site are not supported on timber piles. Below is a summary of the immediately adjacent buildings.

- **Paramount Theater:**

  The new construction will be adjacent to and connect with the existing Paramount Theater to the south. Available information indicates that this building is supported by spread footing foundations bearing on the clay crust at approximately El. 14, with the basement floor at approximately El. 18. The east side Paramount foundations were underpinned during construction of the MBTA Orange Line tunnel.

- **Opera House:**

  The Opera House abuts the project site to the north. Available information indicates that this building is supported by spread footing foundations bearing on the clay crust at approximately El. 14, with the basement floor at approximately El. 18. The east side Opera House foundations were underpinned during construction of the MBTA Orange Line tunnel.

- **Millennium Place:**

  Millennium Place abuts the project site to the south. The building includes four levels of below-grade parking space supported on a mat foundation at approximately El. 8. The below grade foundation walls were constructed as a concrete diaphragm wall. Tiebacks were not used, and are not expected to be encountered.

4.1.9.4 Proposed Foundation System

Given the proposed below-grade space, which will extend approximately 14 to 18 ft below existing grade, and the configuration and the loading conditions of the structure, we anticipate the foundation system be comprised of the following components:

Support of the superstructure would be provided by a combination of spread footings bearing on the marine clay and drilled-in caisson shafts socketed into the glacial till.

The lowest level floor slab will be designed as a fully-relieved soil-supported slab-on-grade bearing at within the marine deposit. Since the lowest slab levels (at El. 18± and 14±) are above the groundwater table, long term pumping is not anticipated.

The below-grade portion of the new structure will be waterproofed/damproofed to protect against infiltration of groundwater and moisture into the structure.

4.1.9.5 Excavation

4.1.9.5.1 Methodology

Excavation for the below-grade space and foundations will be completed in-the-dry. A temporary perimeter wall system will be installed from near ground surface prior to below-grade excavation to provide temporary support of earth and adjacent structures during construction. The area within this wall system will be excavated and laterally braced, and building foundations, below-grade slabs, walls and columns will be constructed within the retained envelope. Excavation within the earth support system will remove all miscellaneous fill, abandoned utilities, previous building foundations, walls, slabs, other below-grade structures, and marine deposits to a depth of approximately 17 to 21 ft below existing grade.

Sides of the excavation are anticipated to be designed and constructed in response to various conditions to resist loads resulting from horizontal earth pressure, adjacent structures, groundwater, and anticipated construction equipment surcharge loading.

Excavation support during construction will consist of concrete underpinning piers below the Opera House to the north and to support the 'Arcade Building' east façade; and soldier piles and lagging at the west side. Excavation support is not anticipated to be required along the south side, since the existing Paramount Theater foundations derive support below the planned excavation level. Similarly, excavation support will not be required adjacent to Millennium Place, since below-grade walls of the project do not extend below Millennium Place.

Given the small footprint of the below-grade, we anticipate bracing of the earth retention system will be accomplished with cantilevered and/or internal bracing (struts, corner bracing) systems. Tiebacks will not be used.

4.1.9.5.2 Excavation Disposal

The approximately 5,000 cubic yards of soil material excavated will be excess, can not be reused on-site, and will be disposed of off-site. Approximately 4,000 cubic yards of this material has the potential of being classified as urban fill (i.e.; containing some concentrations of chemical constituents) and may require regulatory interaction, management, and a premium cost for disposal.

4.1.10 Solid and Hazardous Materials

4.1.10.1 Solid Waste and Recycling

As typical of construction on previously developed properties, solid waste generated by construction is anticipated to consist of relic debris buried within the excavation limits.

Excavated material will be composed of below-grade remains of former structures, miscellaneous fill placed during earlier development activities, and underlying naturally-deposited soils. Solid waste will be segregated during excavation and disposed of off-site.

Emerson College has a campus wide recycling program which includes mixed paper, lighting, ballasts, batteries, computers, hard drives, electronics, mattresses, furniture, glass and plastic bottles and ink cartridges. Over the last two years, the College has recycled about 30 tons of material. The College is also pursuing additional conservation on campus through the installation of more efficient paper dispensers in rest- rooms, more efficient lighting and water saving devices. The College's recycling program space needs will be incorporated into the design for the Paramount Center.

The College has a hazardous waste disposal plan that has been developed specifically for Emerson by Triumvirate Environmental Company. The College contracted with Triumvirate to develop a comprehensive hazardous waste program that complies with Massachusetts Department of Environmental Protection hazardous waste regulations found in 310 CMR 30.000 and Occupational Health and Safety Administration's 29 CFR 1910.1200 and 29 CFR 910.1450. All appropriate staff, faculty and students are trained on site by Environmental Compliance Advisors in hazardous materials management as it pertains to their specific job, activity or course of study, and monthly inspections are conducted by Triumvirate to assure compliance. Areas of training include: identification of waste by College individuals, state specific and universal waste, storage and labeling of hazardous waste, recordkeeping, chemical labeling, and the guidelines for designating and maintaining a Main Accumulation Area (MAA) and a Satellite Accumulation area (SAA). Triumvirate also schedules and transports the accumulated materials from all the College's designated MAA and SAA sites to their off site facility.

The College's Scene Shop on Summer Street (currently a leased property) is an MAA and will remain as such until the new scene shop is constructed in the Paramount Center Project. It is anticipated that an MAA of 10' x 10' (or larger if needed) will be designated in an appropriate area for the project's new scene shop.

4.1.10.2 Soil and Groundwater

Haley & Aldrich, Inc. has been retained to be the Licensed Site Professional (LSP) and provide consulting services associated with the assessment of site conditions as they relate to site contamination and environmental regulatory compliance. Prior to excavation, subsurface explorations and testing will be completed to characterize site conditions relative to concentrations of contaminants in soil and groundwater. Contamination identified at the site is expected to be consistent with urban fill and groundwater conditions in the general area. Appropriate soil and groundwater management will be conducted during construction.

4.1.10.3 Soil Management

It is expected that the majority of excavated soils will be transported off-site to appropriate receiving facilities. However, pending suitability for on-site reuse from an environmental and structural perspective, some existing soil may be used as general fill where required. Existing fill soils will have any cobbles, boulders, debris, and other deleterious materials removed prior to reuse.

If during the course of construction, visual or olfactory evidence of contamination is observed that is inconsistent with previous assessments of the property, these materials will be stockpiled and characterized for the presence of contamination prior to their off-site management.

Construction of the below-grade will require only minor dewatering for a brief temporary period within the limits of the excavation, to facilitate excavation in-the-dry. Primarily, the dewatering will remove surface runoff, water draining from soils to be excavated, and from precipitation.

Engineering controls will be installed along the foundation walls to mitigate infiltration of moisture into the structure as well as maintain current groundwater levels. The natural soils beneath the excavation have relatively low permeability, which will inhibit water seepage into the excavation, thereby avoiding groundwater drawdown outside the site.

4.1.11.3 Mitigation Measures and Monitoring

The design team will conduct studies, prepare designs and specifications, and review contractor's submittals for conformance to the project contract documents with specific attention to protection of nearby structures and facilities.

All contractor designs and procedures will be reviewed and accepted by the project design team prior to implementation.

Performance criteria will be established for the lateral earth support system with respect to movements, and the construction sequence of the below-grade portion will be controlled by specific requirements in the project specifications. The contractor will be required to modify his methods and take all necessary steps during the work to protect nearby buildings and other facilities.

Geotechnical instrumentation will be installed and monitored to observe the performance of the excavation, movements of adjacent buildings and structures, and area groundwater levels.

The project will provide full-time on-site monitoring of the contractor's excavation and foundation construction activities and monitoring of geotechnical instrumentation during the below-grade portion of the work.

This will enable observation of the contractor's compliance with the construction specifications and to facilitate adjustments to procedures if appropriate based on observed performance.

4.1.12 Rodent Control

A rodent extermination certificate will be filed with the building permit application to the City. Rodent inspection monitoring and treatment will be carried out before, during, and at the completion of all construction work for the proposed projects, in compliance with the City's requirements.

4.2 Urban Design

Review of the preliminary architectural designs for the proposed project has begun with members of the BRA urban design staff and the Boston Landmarks Commission.

Height and Massing:

The project is proposed to be 9 stories in height and shall not exceed 108 feet excluding rooftop mechanical equipment. The upper dormitory portion of the building has a varying set back from the existing façade of the 'Arcade' building on Washington Street of 10 feet to 30 feet. Its southern façade is set back 25 feet from the property line of the north parcel at Mason Street Lane and its westerly façade has a varying setback of 27 feet to 8 feet from Mason Street. The lower portion of the building is 5 stories in height and shall not exceed 72 feet. No mechanical equipment is planned for the roof of this area. The 5 story building mass is substantially lower than that of its neighbors, including 80 Mason Street, Parkside and Grandview condominiums.

At 72' feet high this portion is closer to the volume of the existing Paramount theatre. The upper dormitory roof is similar in height to the adjacent Opera House auditorium volume and is substantially lower than the previously mentioned condominium developments to the west.

Building Materials and Architectural Elements:

The exterior materials palette for the facades of the project will be drawn from a modern combination of glass and metal panel with lesser elements of masonry being utilized adjacent to Mason Street. The east, south and west facades of the dormitory will be clad in glass types with varying transparent, translucent and opaque qualities.

Portions of the north wall primarily hidden by the volume of the Opera House auditorium will receive a metal panel cladding, with punched window openings that extends to wrap the lower portion of the performance development center at Mason Street and Mason Street lane. The project aims to create a building that respects its context while being representative of its own time and place.

Views and Vistas:

The building set back on Washington Street reduces the visual impact of the project in its historical context from views looking south on Washington Street **(See Appendix B, Figure 2, 3)**. The project subtly enhances vistas of Boston Opera House façade and the historic Paramount marquee while respecting the significance of the existing 'street wall'. It is not expected that current views and vistas at the rear of the project on Mason Street will have any detrimental impact as the project is substantially lower than that of its neighboring buildings.

4.3 Sustainable Design/Energy Conservation

The Paramount Center Project is registered with the U.S. Green Building Council and plans to achieve LEED certification status. **(See Appendix J)**

The design will make efficient use of resources including energy, water and building materials. A healthy indoor environment will be provided for students, faculty and theatre patrons with particular attention paid to minimizing contaminants and optimizing the use of daylight and fresh air.

A green (vegetated) roof is also proposed over the new build elements of the project which will greatly reduce the storm water run-off and its impact on city sewer systems. The green roof will also combat the heat island effect of dark roofs, minimizing the impact on microclimate while providing a pleasant outlook for neighboring condominium residents. **(See Appendix F)**

To reduce energy consumption, the HVAC system design minimizes the use of fan boxes and includes the use of high efficiency ECM motors on fan coils. The HVAC system design also employs carbon dioxide-based setback of ventilation air during times of low occupancy, and maximizes off-hours turn-down of VAV boxes. The HVAC system is designed in accordance with ASHRAE 55-2004, Standard for Thermal Comfort. Containment sources (scene shop exhausts, etc.) will be exhausted locally with filtration where applicable. The HVAC system design includes provisions to harvest condensate from the air handling units during cooling mode and recycle it back to the cooling towers for re-use as make-up water. The design also includes provisions to harvest heat rejected by the chiller condensers in the summer and use it to preheat domestic hot water. A heat exchanger is proposed to capture heat from Trigen steam condensate prior to its discharge to sanitary, also for domestic hot water preheating. Plumbing fixtures in consideration are ultra low flow type, to reduce water consumption levels by 20% or more. The lighting design uses high efficiency lamps and ballasts. Automatic lighting controls with occupancy sensors and photocell control will shut off lighting during unoccupied modes or when daylight levels are sufficient, and user controls will allow occupant reduction of local lighting levels to conserve energy.

The Boston Edison Electric Illuminating Company

25-39 Boylston Street is a 10-story limestone clad steel frame building constructed in the Beaux Arts style. Erected in two phases in 1906 and 1922, it was the first major office building occupied by Boston's leading utility company. The main (east) 1906 portion was designed by the architectural firm of Winslow & Bigelow and the 1922 addition by their successor firm, Bigelow & Wadsworth.

The Boston Common and the Boston Public Garden Historic District

Occupies 74 acres of open space bounded by Tremont, Boylston, Arlington, Beacon, and Park streets. Established in 1634, the Boston Common is considered the oldest public park in the United States, and is a Boston Landmark and a National Historic Landmark. The Public Garden was created out of marshlands to the west of the Boston Common and assumed its present boundaries by 1856.

The Washington Street Theater District

Includes seven buildings dating from the 1870s to the early 1930s which have significant associations with the 200-year history of performing arts in Boston. The district includes Boston's earliest theater buildings and is where several theatrical innovations such as vaudeville and motion pictures were introduced.

Of the three existing theaters in the district, the Paramount and the Modern were designed as the regions first movie theaters. The third theater, the Savoy/Keith Memorial/Opera House, is on the site of the Boston Theater, which was constructed in 1794. The following buildings comprise the historic district:

- Paramount Theater (549 Washington Street) Boston Landmark
- Adams House Annex/Bijou Theater (543-547 Washington Street)
- Savoy Theater/Keith Memorial Theater/Opera House (539 Washington Street)

- New Adams House Restaurant (533 Washington Street)
- Modern Theater (523-527 Washington Street)
- White Building (515-521 Washington Street)
- Bigelow-Kennard Building (511-513 Washington Street)

The West Street Historic District

Is comprised of four early twentieth century commercial buildings on West and Tremont Streets that are significant for their associations with the "fashionable ladies trade" at the turn of the twentieth century. The Oliver O. Ditson Building (150 Tremont Street) and the adjacent Lawrence Building (constructed in 1912) were once part of Chandler & Company, a large department store. The 1926 Fabyan Building at West and Mason Streets was a small custom clothing store. Schrafft's candy store and restaurant was located at 16-24 West Street. The Ditson Building was designed by the Boston firm of Winslow & Bigelow and is significant as one of Boston's few examples of a Chicago-style frame skyscraper.

The Temple Place Historic District

Is a one-block stretch of Temple Street between Tremont and Washington Streets and includes 15 small-scale commercial buildings of masonry construction and ranging in height from three to six stories.

The historic district is significant as a well-preserved mid-nineteenth century commercial streetscape and includes examples of the Greek Revival, Second Empire, and Renaissance Revival architectural styles.

The Commercial Palace Historic District

Extends from Hawley Street to Devonshire Street on either side of Summer Street, and from Bedford to Franklin Streets. The area is significant as the largest surviving portion of Boston's late nineteenth century commercial district.

Devastated during the Great Fire of 1872, the area was rebuilt quickly to serve the dry goods and clothing industries which dominated Boston's economy during the late nineteenth and early twentieth centuries. Reflecting Boston's wealth and confidence in this period, the area is characterized by masonry buildings with consistent cornice height and richly articulated facades.

The Textile District

At the intersection of Essex and Kingston Streets consists of seven late-nineteenth century brick manufacturing and wholesale houses that are associated with Boston's textile trade. The Classical Revival style building at 80-86 Kingston Street features a detailed cast iron storefront. Other buildings at 104-122 and 129-131 Kingston Street are architecturally significant as examples of the influence in Boston of architect H.H. Richardson.

The Metropolitan Theater

268 Tremont Street also known as the Wang Center for the Performing Arts, was constructed as a movie palace in 1923-25 according to designs by Blackall, Clapp, & Whittemore. The lavishly ornamented interior of the theater is a Boston Landmark.

The Wilbur Theater

246 Tremont Street was constructed in 1914 to designs by noted theater architect Clarence H. Blackall. Constructed in brick with stone detailing, the Colonial Revival-style theater is a Boston Landmark.

The Shubert Theater

265 Tremont Street was originally constructed in 1908-10 according to designs by Hill, James, and Whitaker and was remodeled in 1925. Its classically-inspired Limestone façade features a Palladian window and an iron and glass marquee.

The Charles Playhouse

76 Warrenton Street was originally constructed in 1839 as the Fifth Universalist Church (by architect Asher Benjamin) and later housed a synagogue, a Scotch Presbyterian congregation, speakeasies, and a jazz club. Since the 1950s the brick and granite building has been used as a theater.

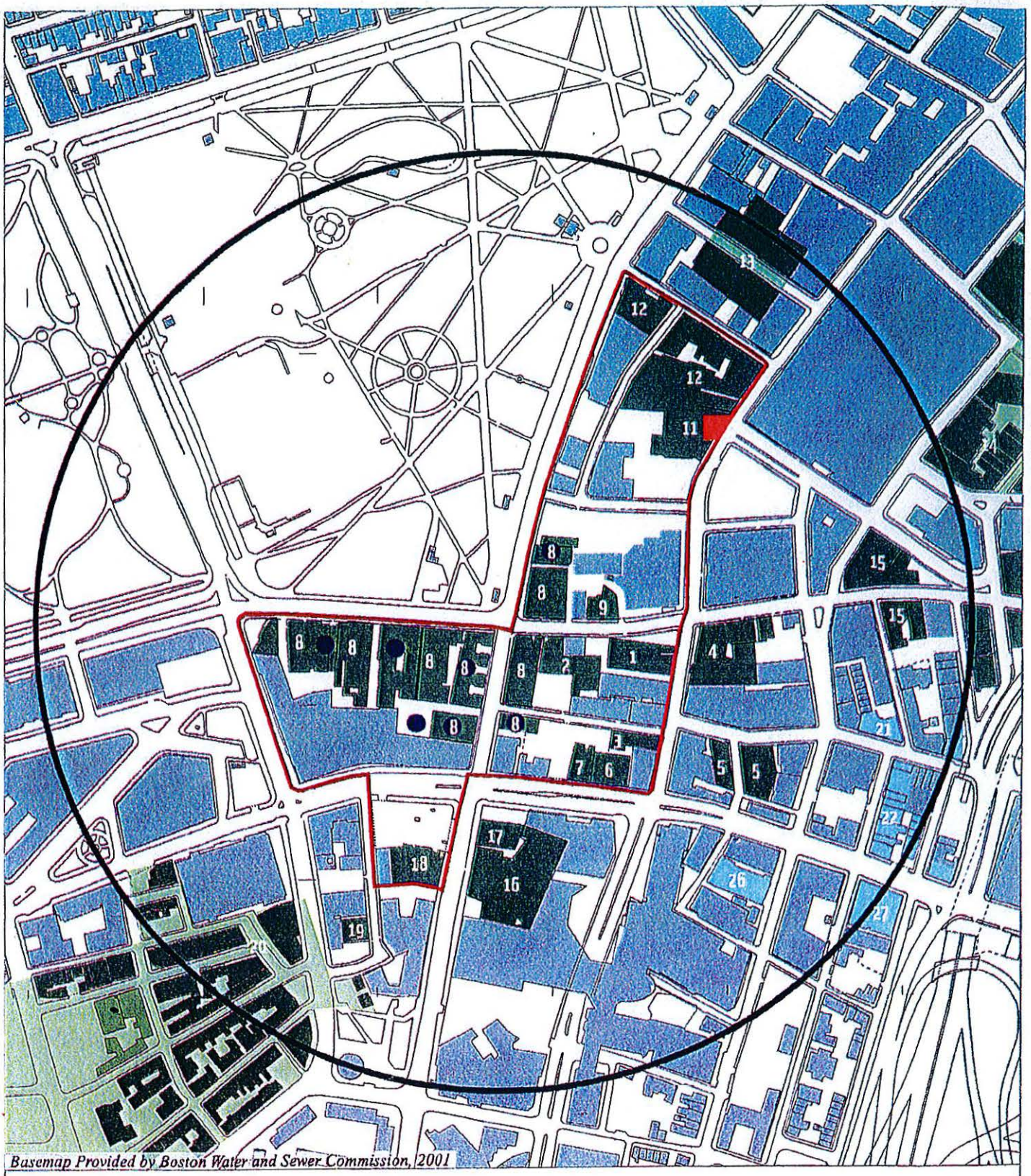
The Bay Village Historic District

A local historic district, which is also listed in the State Register, is located several blocks southwest of the Project site. Bay Village is a cohesive residential enclave of modest row houses built on former mud flats that were filled in the 1820s and 1830s. The houses are chiefly Greek Revival in style. In the nineteenth century the neighborhood was home to many craftsmen who worked out of their homes.

Table 4-1

State and National Register-Listed Properties

Historic Resource	Address
1. Boylston Building (China Trade)	2-22 Boylston Street and 651-657 Washington Street
2. Boston Young Men's Christian Union	48 Boylston Street
3. Hayden Building	681-683 Washington Street
4. Liberty Tree Historic District	Essex and Washington Streets
5. Beach-Knapp Historic District	7-15, 17-23, 25-29 Beach Street and 5,7, 9-23 Knapp Street
6. Dill Building	11-25 Stuart Street
7. Jacob Wirth Building	31-39 Stuart Street
8. Piano Row	Boylston and Tremont Street
9. Boston Edison Electric Company	25-39 Boylston Street
10. Boston Common	Beacon, Park, Tremont, Boylston, and Charles Streets
11. Washington Street Theatre District	511-559 Washington Street
12. West Street Historic District	16-24, 26-30, 148-49 West Street and 150 Tremont Street
13. Temple Place Historic District	11-55, 26-58 Temple Place
14. Commercial Palace Historic District	Bedford, Summer, Devonshire, Franklin, Hawley, and Chauncy Streets
15. Textile District	62-107 Essex Street, 80-122 Kingston Street, 89-117 Chauncy Street, and 11-23 Edinboro Street
16. Metropolitan Theatre (Wang)	252-272 Tremont Street
17. Wilbur Theatre	244-250 Tremont Street
18. Shubert Theatre	263-265 Tremont Street
19. Charles Playhouse	76-78 Warrenton Street
20. Bay Village Historic District	Piedmont, Winchester, Melrose, Fayette, and Tremont Streets



Project Site

Properties Listed in the State and National Registers

Properties Recommended for National Register Listing

Emerson Owned Properties

Delineation of Campus Boundary

Figure IV

HISTORIC RESOURCES IN PROJECT AREA
EMERSON COLLEGE

N

4.5 Infrastructure Systems

4.5.1 Introduction

The site is a fully developed area and will utilize the existing utilities available in Washington Street and Mason Street. The utility work consists of service connections. No extension of the existing services will be required to service the site. The water, sewer and drain connections are subject to the approval of the Boston Water and Sewer Commission. The other utilities are subject to the approval of the various utility companies.

4.5.2 Overview of Existing Systems

Washington Street and Mason Street contain utilities typically found in a City Street in Boston. The utilities in Washington Street include: NSTAR Electric, a 12-inch gas line, a 20-inch gas line, a 28-inch x 42-inch combined sewer line, a 16-inch water line (SH 16" PCI 1906), and telephone. The utilities within Mason Street include: NSTAR Electric, a 6-inch gas line, a 15-inch combined sewer line, steam line (Trigen), a 12-inch water line (SH 12" CI 1920), telephone, and Cable TV service.

4.5.3 Sanitary Sewer System

The Paramount Center project proposed three connections to the Boston Water and Sewer Commission's combined sewer lines in Washington Street and Mason Street. Two connections are proposed in Washington Street (one from the Theater building and one from the new building). An additional connection is proposed to Mason Street to accommodate the discharge from the proposed grease trap. The estimated sewage flow for the project is 28,110 gallons per day.

Table 4-2 Estimated Sanitary Sewer Flows

	Quantity	Flow/Quantity	Total Flow
Dormitory	262 Students	65 gpd/student	17,030 gpd
Auditorium	600 Seats	3 gpd/seat	1,800 gpd
Theatre	320 Seats	3 gpd/seat	960 gpd
Studios	8240 Square Feet	75 gpd/1000 square feet	620 gpd
Office	9275 Square Feet	75 gpd/1000 square feet	700 gpd
Restaurant	200 Seats	35 gpd/seat	7,000 gpd
		Total =	28,110 gpd

Notes: 1. Flow/quantity values taken from the Massachusetts Department of Environmental Protection, 310 CMR 15.00, The State Environmental Code, Title V, Section 15.203: Sewage System Flow Design Criteria.

Table 4-3 Sewer System Capacity Analysis

Manhole	Length	Invert Elevation		Drop	Slope	Diameter	"n" Value	Flow Capacity	
Number	Feet	Upstream	Down-stream	Feet	%	Inches		cfs	MGD
Combined Sewer on West Side of Washington Street									
32 to 33	200	11.0	10.6	0.4	0.2	28 x 42	0.015	22.2	14.31
Combined Sewer on East Side of Washington Street									
43 to 42	150	------	------	------	0.2	15	0.015	2.5	1.61
Combined Sewer in Mason Street									
17 to 40	153	20.9	20.3	0.6	0.4	15	0.015	3.5	2.28

Notes: 1. Information from BWSC Sewer Map 23K.
2. Sewer manhole numbers for reference only.
3. Flow capacity derived from Manning's Equation.
4. Invert elevations for combined sewer on east side of Washington Street are unknown. Slope of pipe is assumed to match the pipe on the west side.

4.5.4 Water Service

The building will require a new 4-inch domestic water service connection, and a new 6-inch fire protection water service connection. The two water services will connect to the existing 16-inch high service water main in Washington Street. The water demand for the project is estimated to be 110% of the sanitary sewer flow, which is 30,920 gallons per day.

4.5.5 Stormwater Systems

The project will require two stormwater discharge connections: a 12-inch connection to the existing 28-inch x 42-inch combined sewer in Washington Street, and an 8-inch connection to the existing 15-inch combined sewer in Mason Street. The 8-inch connection is the overflow from the proposed recharge system. Since the project proposes a green roof, the rate and quantity of stormwater discharge to the BWSC system will be reduced.

4.5.6 Energy Systems and Other Utility Providers

ELECTRICAL SERVICES:

Electric power for the building will be provided via NStar Electric's downtown Boston distribution system. The Paramount Center will include a new NStar vault that will house two NStar transformers for the building. The vault's location off of Mason Street Place has been coordinated with NStar.

The total connected load for the Paramount Center is expected to be approximately 3,000 kilowatts (KW). This estimate is based on the following load criteria: 1.5 watts per square foot for general lighting in the Paramount Center and associated spaces; 1 watt per square foot for lighting in the dorms; 2 watts per square foot for miscellaneous power in the Paramount Center and the dorms; 25 watts per square foot for the restaurant kitchen; 3 watts per square foot for miscellaneous power in the restaurant tenant space; 905 KW for theatrical lighting and equipment; and design development mechanical equipment loads.

STEAM SERVICES:

Steam service to the building will be provided by Trigen, which will provide 125 psi steam. The steam pressure will be reduced in the mechanical space and the steam distributed to local heat exchangers. It is anticipated that the steam line will connect underground, beneath the loading dock adjacent to Mason Street.

The total connected load for the proposed project is expected to be approximately 18,000 lbs/hr of 125 psi steam. This estimate is based on the estimated heat required to offset winter envelope losses, heat ventilation air to the comfort level and generate domestic hot water.

NATURAL GAS SERVICES:

Natural gas will be required by the restaurant tenant. The project will obtain service from the gas company's main in Washington Street.

5.0 TRANSPORTATION

5.0 TRANSPORTATION

5.1 Introduction

Emerson College intends to redevelop the Paramount Theater on Washington Street in the Downtown Crossing neighborhood of Boston (see **Figure 5-1).** The Paramount Center (the "Project") site is bounded by Washington Street to the east, West Street to the north, Avery Street to the south, and Mason Street to the west. The Project site is currently occupied by the existing Paramount Theater, the "Arcade" Building, and a vacant lot.

5.1.1 Purpose of This Report

At the request of the Boston Redevelopment Authority (BRA), and the Boston Transportation Department (BTD), the study team conducted a transportation analysis for the proposed Paramount Center project that includes the following:

- Definition and presentation of existing traffic, including roadway capacities, parking, transit, pedestrian circulation, loading, and site conditions;
- Evaluation of the Project's long-term impacts on traffic, including roadway capacities, parking, transit, pedestrian circulation, loading, and site conditions;
- Identification of appropriate measures to mitigate project impacts, including, but not limited to, roadway geometric/traffic signal and/or surveillance improvements, pedestrian amenities, a transportation demand management program, participation in transportation management associations (TMAs), and long-term project impact monitoring; and
- Evaluation of the Project's short-term traffic impacts related to construction activity.

5.1.2 Project Description

The Paramount Center is located on Washington Street in the Downtown area of Boston, Massachusetts. The Project comprises the existing Paramount Theater, the "Arcade" Building, and the vacant lot behind the "Arcade" Building.

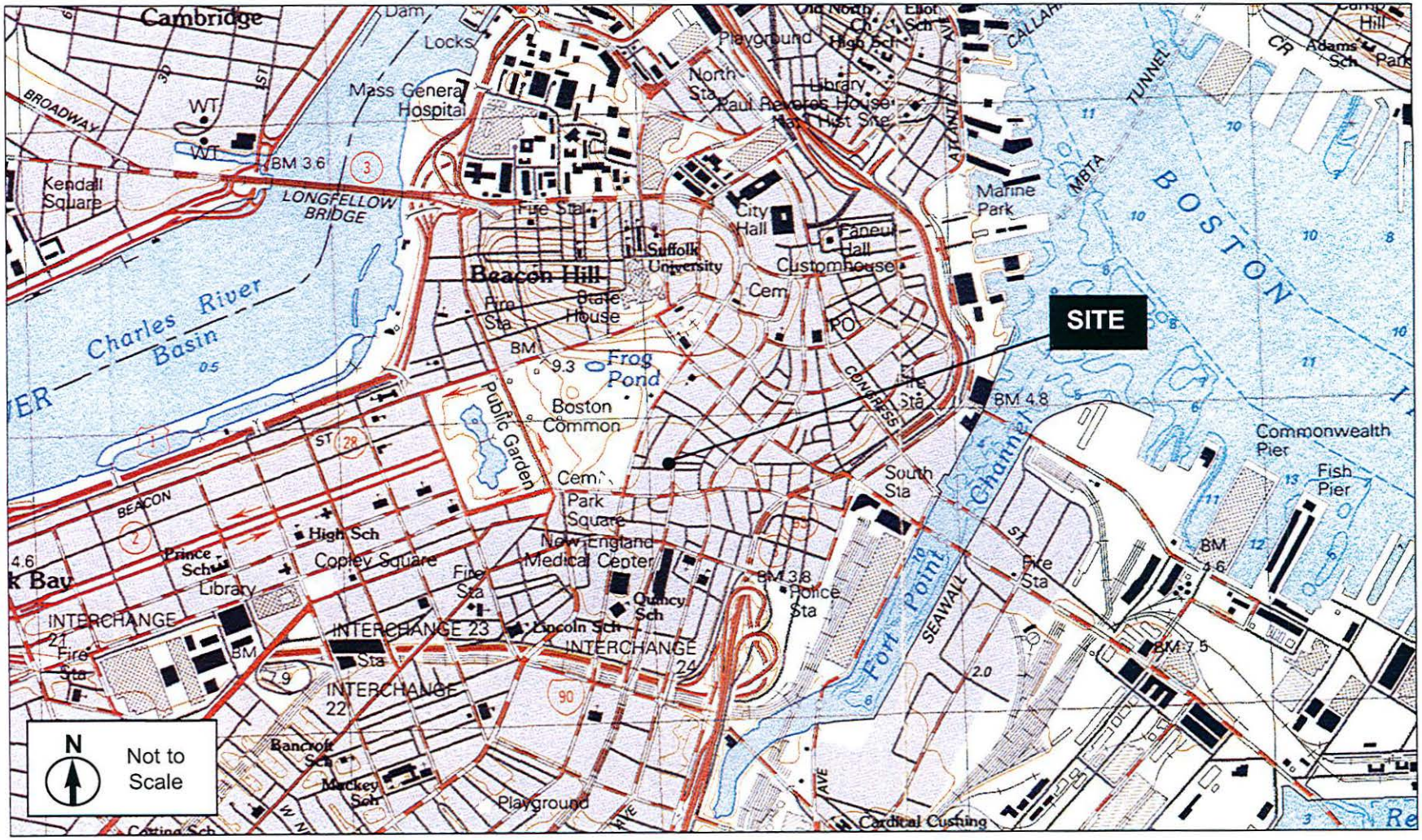


Figure 5-1
Locus Map

Emerson College will redevelop these properties into a 550- to 580-seat theater; a 125- to 140-seat black box theater; a 180-seat screening room; approximately 1,900 square feet of studio/rehearsal space; 262 student dormitory rooms; and a 150-seat restaurant. No off-street parking will be provided.

5.1.3 Study Area

The study area, as determined by BTD and BRA, is generally bounded by Washington Street to the east, West Street to the north, Boylston Street to the south, and Tremont Street to the west. As shown in **Figure 5-2,** it includes the following ten intersections:

- Washington Street/Avery Street;
- Washington Street/West Street;
- Washington Street/Avenue de Lafayette;
- Boylston Street/Washington Street/Essex Street;
- West Street/Tremont Street;
- Boylston Street/Tremont Street;
- Washington Street/Hayward Place;
- Mason Street/West Street;
- Mason Street/Avery Street; and
- Avery Street/Tremont Street.

5.1.4 Methodology

This transportation analysis was conducted in accordance with BTD Transportation *Access Plan Guidelines* (2001). The analysis is summarized in three sections:

- The first comprises an inventory of existing transportation conditions, including roadway capacities, parking, transit, pedestrian circulation, loading, and site conditions.

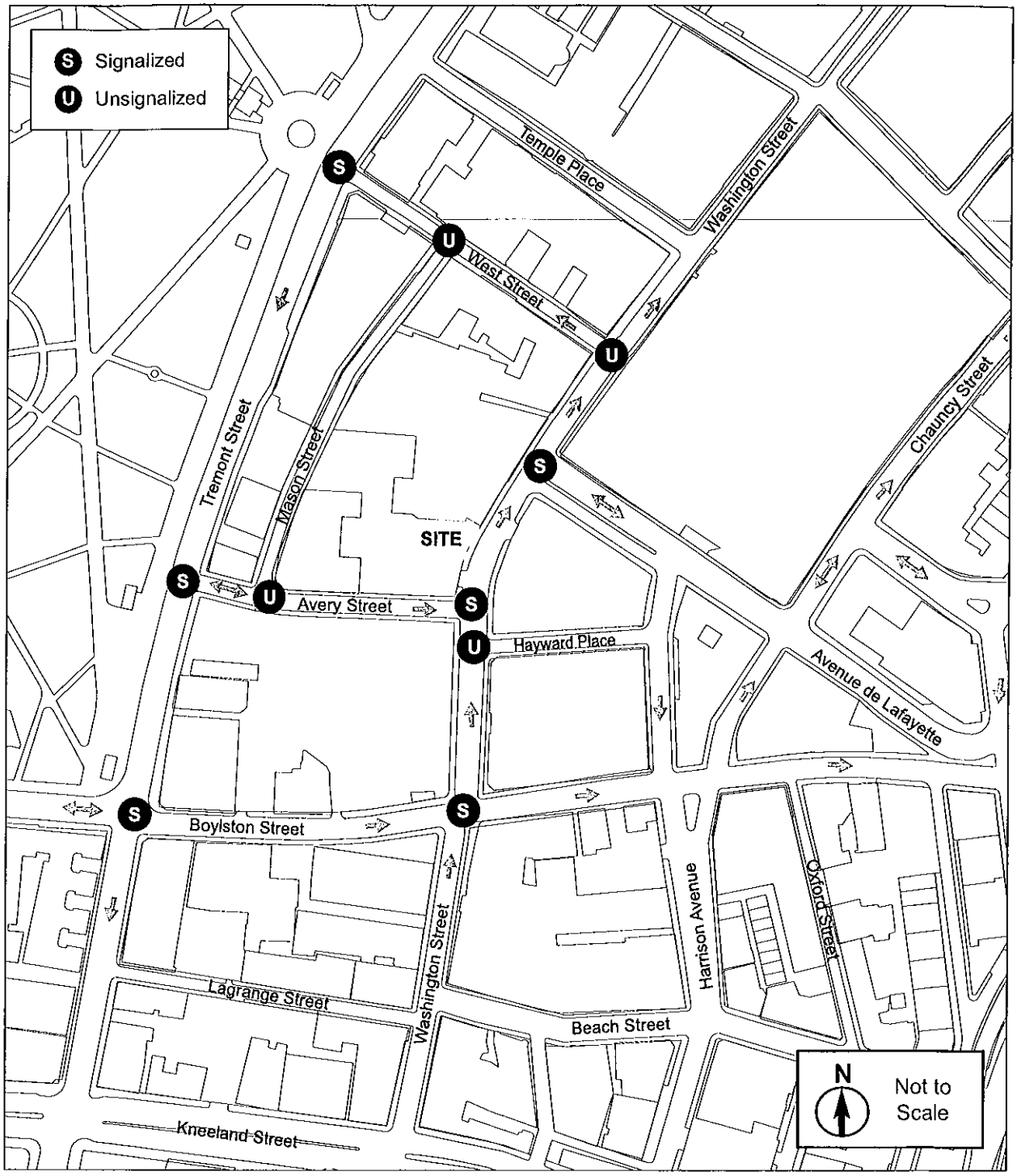


Figure 5-2
Study Area Intersections

- The second evaluates future transportation conditions and assesses potential traffic impacts associated with the development and other neighboring projects. Long-term impacts are evaluated for the year 2011, based on a five-year horizon from the existing year (2006). Expected roadway, parking, transit, pedestrian, and loading capacities and deficiencies are identified. This section includes the following scenarios:
  - The No-Build Scenario (2011) includes general background growth and additional vehicular traffic associated with specific proposed or planned developments and roadway changes in the vicinity of the site; and
  - The Build Scenario (2011) focuses on specific travel demand forecasts for the proposed Project.
- The third section identifies appropriate measures to mitigate project-related impacts identified in the previous phase.

An evaluation of short-term traffic impacts associated with construction activities is also provided.

5.2 Existing Transportation Conditions

This section includes a description of existing study area roadway geometry, intersection traffic control, peak-hour vehicular and pedestrian volumes, average daily traffic levels, transit availability, parking supply, and loading conditions.

5.2.1 Roadway Conditions

The following roadway descriptions include classifications by the Massachusetts Highway Department (MassHighway) Bureau of Transportation Planning and Development:

Washington Street, an urban principal arterial, connects downtown Boston through the South End to Roxbury, Jamaica Plain, and beyond. At its intersection with Kneeland Street/Stuart Street, Washington Street becomes one-way north-bound, with three travel lanes. North of the Project site beyond Temple Place, Washington Street is a pedestrian-only roadway adjacent to the Downtown Crossing shopping area, limiting traffic volumes on the blocks between Essex

Street and Temple Place. No on-street parking is allowed on Washington Street within the study area. Sidewalks are provided on both sides of the street.

Avery Street, a minor arterial, connects Tremont Street to Washington Street. Avery Street is two-way between Tremont Street and The Sports Club/LA entrance, becoming one-way eastbound from the Ritz-Carlton Residences at 2 Avery Street to Washington Street. Avery Street is approximately 18 feet wide at the Washington Street intersection. Valet parking service for the Ritz-Carlton Hotel and Residences and The Sports Club/LA occupies the south curb. Sidewalks are provided on both sides of the street.

West Street, a minor arterial, connects Washington Street to Tremont Street. West Street is one-way westbound, with one travel lane and commercial parking allowed on the south side of the street. West Street is approximately 20 feet wide, with 6-foot sidewalks on both sides of the street.

Avenue de Lafayette, a local street, runs from Washington Street to Kingston Street. The roadway consists of one eastbound lane and one westbound lane between Washington Street and the Harrison Avenue extension. Along the two-way stretch, no on-street parking is provided. Avenue de Lafayette is one-way westbound from Kingston Street to the Harrison Avenue extension, with limited on-street, metered parking on the north and south sides of the street. Sidewalks are provided on both sides of Avenue de Lafayette.

Boylston Street, an urban principal arterial, runs east–west from The Fenway to Washington Street. At Washington Street, Boylston Street becomes Essex Street to Atlantic Avenue.

Essex Street, a minor arterial, is one-way eastbound within the study area, with two travel lanes and adjacent on-street parking lanes. Sidewalks are provided on both sides of the street.

Tremont Street, an urban principal arterial, runs from Government Center in Downtown Boston south through the South End and Roxbury. Tremont Street is one-way southbound from Government Center to Oak Street West, with four travel lanes. Within the study area, no on-street parking is allowed on Tremont Street. Sidewalks are provided on both sides of the street.

Hayward Place, a one-way, eastbound, local street connecting Washington Street to Harrison Avenue extension, is approximately 17 feet wide. On-street parking on the south side of the street is reserved for vehicles displaying a handicapped permit. No parking is allowed to approximately 100 feet west of Harrison Avenue extension. This area of Hayward Street provides for loading activities related to 600 Washington Street. Sidewalks are 8 feet wide and are provided only on the south side of the street.

Mason Street, a 22-foot-wide local road, runs north–south and connects West Street and Avery Street. Mason Street is two-way for the southern section and one-way northbound to West Street at the north. The Opera House building footprint restricts the roadway width to 14 feet, causing the roadway to shift to a northbound, one-way configuration. Mason Street provides connections to loading docks for the adjacent buildings fronting on Washington and Tremont streets. No parking is allowed along Mason Street; however, loading vehicles are typically parked. Sidewalks are provided along both sides of Mason Street, except alongside the Opera House building, where only a 5-foot flush sidewalk is provided on the west side of Mason Street.

Avery Place is a private way that connects Avery Street and Mason Street Place. The roadway opens from 17 Avery Street and is approximately 16 feet wide. Sidewalks are provided along both sides of the roadway.

Mason Street Place, a private way, connects Mason Street and Avery Place at 59 Mason Street. The roadway is approximately 20 feet wide. Jersey barriers are provided along the northern side of the roadway. A flush sidewalk is provided on

the south side of the roadway. Approximately 3 permit parking spaces are provided on the northern side of Mason Street Place.

5.2.2 Intersection Conditions

5.2.2.1 Signalized Intersections

Washington Street/Avery Street is a signalized intersection with two approaches. The northbound Washington Street approach consists of three through lanes. No turns are permitted onto Avery Street due to one-way operations. The eastbound Avery Street approach consists of one left-turning approach lane. Pedestrians are accommodated in an exclusive walk phase actuated by pedestrian pushbutton calls. Crosswalks and handicapped ramps are provided on each approach.

Washington Street/Avenue de Lafayette is a signalized T intersection. The northbound Washington Street approach consists of two general, unstriped through travel lanes and one exclusive right turn lane. Although vehicles form two lanes on the Washington Street approach, they must merge into one lane north of the intersection as they enter Downtown Crossing. The westbound Avenue de Lafayette approach offers one travel lane for vehicles turning right onto Washington Street. During the p.m. peak hour, due to limited green time on the westbound approach, vehicles usually form two lanes. Pedestrians are offered an exclusive walk phase at this intersection; however, pedestrians regularly cross Avenue de Lafayette when Washington Street is given a green light. This illegal pedestrian activity significantly increases delays for vehicles at this location.

Boylston Street/Washington Street/Essex Street is a signalized intersection with two approaches due to one-way operations on Washington Street and Boylston/ Essex streets. Three northbound approach lanes are provided on Washington Street: two through lanes and one exclusive right-turn-only lane. The Boylston/ Essex Street approach consists of a shared left/through lane and a through lane. Pedestrians are accommodated in an exclusive walk phase at this intersection. Crosswalks, pushbuttons, and handicapped ramps are provided. On-street parking is provided along the western side of Washington Street and the southern side of Boylston/Essex Street.

West Street/Tremont Street is a signalized T intersection with two approaches, due to the one-way configurations of both streets. Tremont Street has four southbound through travel lanes. The westbound approach on West Street contains a single left-turn travel lane. Crosswalk and pedestrian signals are provided across West Street and the northern side of Tremont Street.

Boylston Street/Tremont Street is a signalized intersection. The southbound approach on Tremont Street has four general travel lanes that typically serve as a shared left/through lane, two through lanes, and a shared through/right lane. The eastbound approach on Boylston Street has a through lane and a shared through/ right-turn travel lane. Parking and loading activity occur on the south side of Boylston Street. Crosswalks and pedestrian signals are provided for all approaches.

Avery Street/Tremont Street is a signalized T intersection with two approaches. The southbound approach on Tremont Street has four travel lanes: one shared left/through lane and three through lanes. The westbound approach on Avery Street has one left-turn travel lane. Crosswalks and pedestrian signals are provided across Avery Street and the northern side of Tremont Street.

5.2.2.2 Unsignalized Intersections

Washington Street/Hayward Place is an unsignalized intersection. Since Washington Street is one-way northbound and Hayward Place is one-way eastbound, there is no vehicle control at this location. Vehicles stopped on Washington Street at the Avery Street intersection often queue past Hayward Place, since these intersections are within 40 feet of each other.

Washington Street/West Street is an unsignalized intersection with one approach. The northbound Washington Street approach operates with one travel lane for left-turning and through vehicles. Parking is provided along the western side of Washington Street. Crosswalks and handicapped ramps are provided.

Mason Street/West Street is an unsignalized T intersection with two approaches. The northbound approach on Mason Street operates with one travel lane, an exclusive left-turn lane. Several vehicles were observed to turn left onto Mason Street from West Street despite the one-way northbound configuration. The westbound approach on West Street is one-way and contains a single through-travel lane. Parking is provided on the south side of West Street.

Mason Street/Avery Street is an unsignalized T intersection. Avery Street comprises a travel lane for each approach. The southbound approach on Mason Street comprises one travel lane for vehicles turning left or right. Handicapped ramps are provided at the corners of Mason Street. No crosswalks are provided.

5.2.3 Traffic Conditions

5.2.3.1 Design Hour Determination

Howard/Stein-Hudson Associates (HSH) conducted a 48-hour Automatic Traffic Recorder (ATR) on Washington Street in front of the site on Friday, April 28, and Saturday, April 29, 2006. On these days, the 2,500-seat Opera House was showing *Wicked* at 8:00 p.m. on Friday and 2:00 and 8:00 p.m. on Saturday. From these counts, HSH determined that the peak hour for Friday evening was from 6:45 to 7:45 p.m. and the peak hour on Saturday from 4:45 to 5:45 p.m. (as audiences left the matinee performance). Because the vehicle traffic from this development will result primarily from the theater operations on evenings and weekends, the Friday evening and Saturday evening time periods were selected for analysis.

Turning movement counts were conducted at the majority of study area intersections on Friday evening between 4:00 and 8:00 p.m. and on Saturday from 1:00 to 8:00 p.m. to encompass both peak periods. **Figures 5-3 and 5-4** show the existing peak-hour turning volumes for the study area intersections. Traffic count data are provided in the **Transportation Appendix.** HSH obtained the signal timings from BTD and checked them in the field.

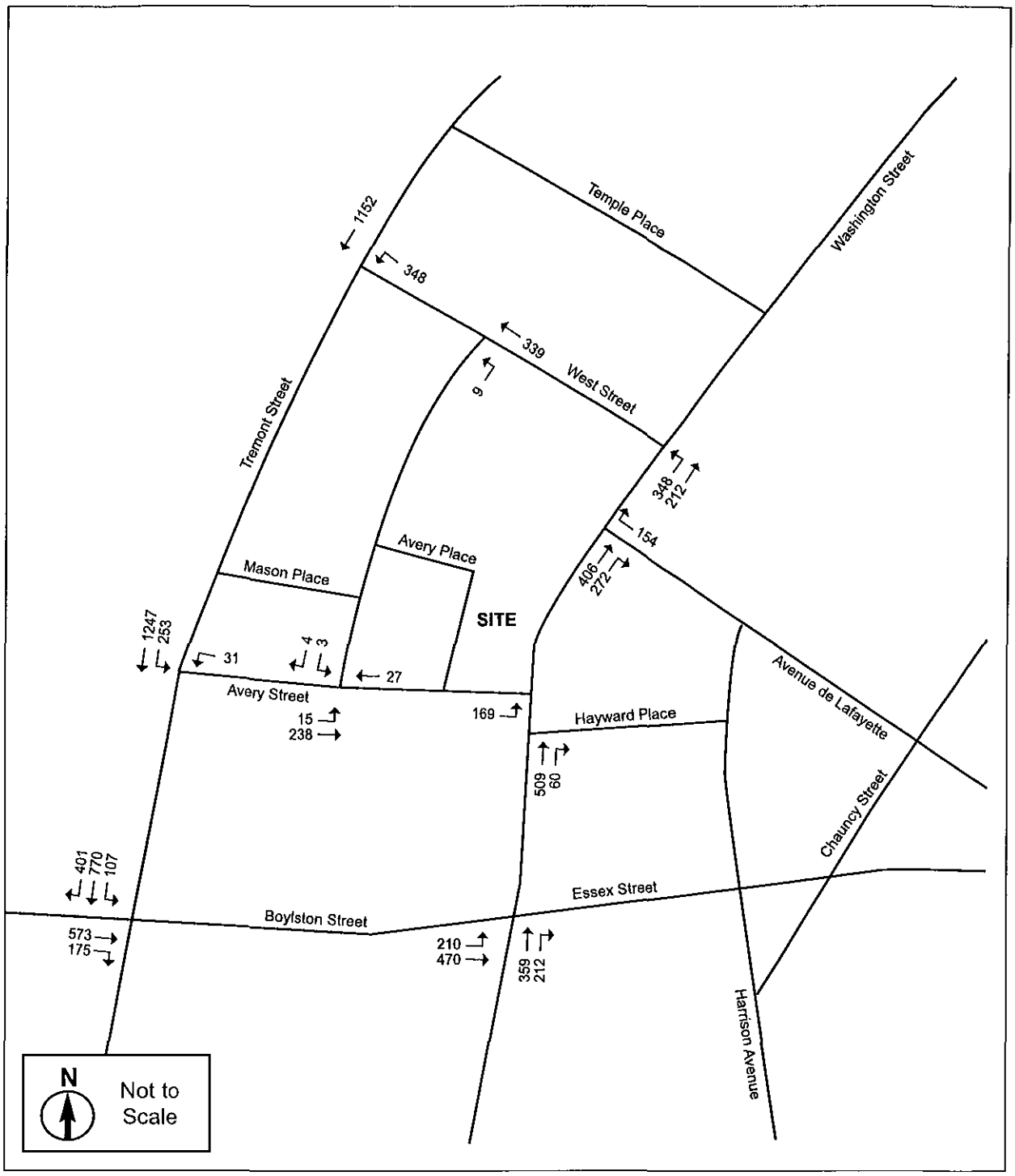


Figure 5-3
Existing Conditions (2006) Turning Movement Volumes,
Friday p.m. Peak-hour (6:45–7:45 p.m.)

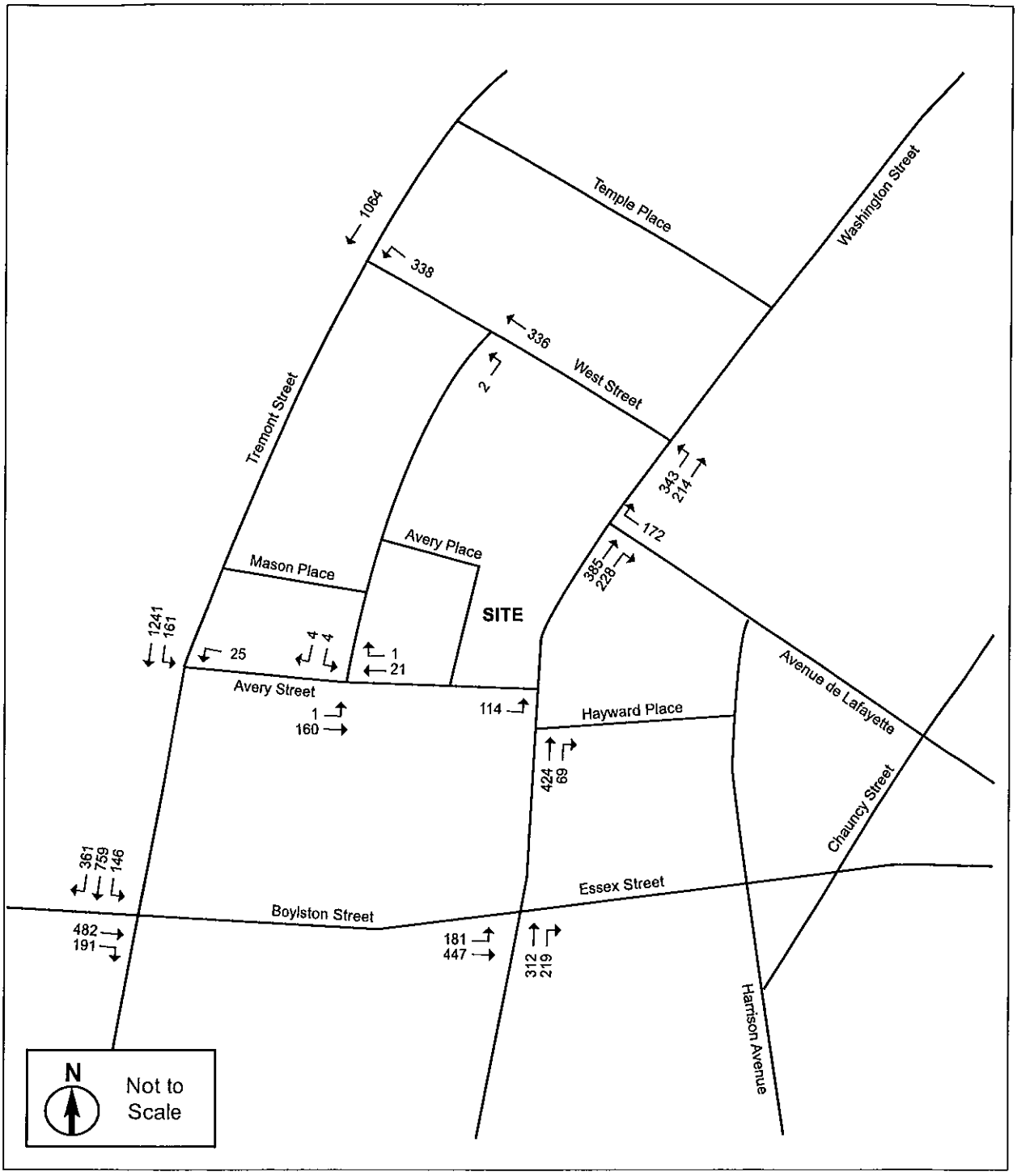


Figure 5-4
Existing Conditions (2006) Turning Movement Volumes, Saturday p.m. Peak-hour (4:45–5:45 p.m.)

In addition to quantifying pedestrian and vehicular volumes through counts, BTD requested that the consultants film auto and pedestrian traffic during the hours before and after a theater performance at the Opera House next door. (This facility is not controlled by Emerson College). Due to weather conditions, only one hour prior to a Friday night performance of *Movin' Out* was completed prior to the submission of this report. In the first night of filming, HSH noted that while queuing occurred in the far left lane of Washington Street back past Avery Street from cars waiting to get into the lot, it typically dissipated within less than one minute. Observations during the filming found that vehicle traffic on Washington Street was fairly steady throughout the hour before show time. Pedestrian traffic was brisk during the first 45 minutes but fell off during the 15 minutes right before show time. HSH will conduct two additional hours of filming before and after a Sunday matinee of this show as soon as weather permits, and make the tapes available to BTD.

5.2.4 Existing Traffic Operations

The criterion for evaluating traffic operations is Level of Service (LOS). LOS is determined by an assessment of average delay incurred by vehicles at intersections and along intersection approaches. HSH analyzed average delay, and thereby LOS, at study area intersections using Trafficware's Synchro 6 software to evaluate the effects closely spaced intersections may have on one another. This software is based on the traffic operational analysis methodology of the Transportation Research Board's 2000 *Highway Capacity Manual* (HCM); LOS and delay (in seconds) are determined based on intersection geometry and available traffic data for each intersection. BTD provided the signal timings and phasing used in this analysis. Derived from the HCM, **Table 5-1** provides LOS criteria for signalized and unsignalized intersections.

Table 5-1. Intersection Level of Service Criteria (HCM Excerpt)

Level of Service	Average Stopped Delay (sec./veh.)	
	Signalized Intersection	Unsignalized Intersection
A	≤10	≤10
B	>10 and ≤20	>10 and ≤15
C	>20 and ≤35	>15 and ≤25
D	>35 and ≤55	>25 and ≤35
E	>55 and ≤80	>35 and ≤50
F	>80	>50

LOS A defines the most favorable condition, with minimum traffic delay. LOS F represents the worst condition (unacceptable), with significant traffic delay. The threshold at LOS E/LOS F indicates the intersection, or intersection approach, is theoretically at capacity. LOS D is generally considered acceptable traffic operating conditions in an urban environment and below theoretical operating capacity.

HSH conducted a level of service analysis to evaluate existing intersection operations. **Tables 5-2 and 5-3** summarize the existing Friday evening and Saturday evening intersection LOS and 95th percentile queue analysis results for the Project study area. This queue represents the maximum distance vehicles will typically back up from the intersection. The 95th percentile queue will not be seen during each cycle and may occur only once or twice during the peak hour. Detailed Synchro reports are provided in the **Transportation Appendix.**

Table 5-2. Existing Conditions (2006) Level of Service Summary, Friday p.m. Peak Hour

Intersection	LOS	Delay	V/C Ratio	95% Queue Length
Signalized Intersections				
Washington Street/Avery Street	**B**	**15.0**	**0.38**	—
Avery EB left	C	22.6	0.38	114
Washington NB thru	B	12.4	0.18	119
Washington Street/Avenue de Lafayette	**C**	**21.4**	**0.76**	—
Lafayette WB right	E	58.4	0.76	158
Washington NB thru	B	10.7	0.25	172
Washington NB right	B	15.3	0.69	100
Boylston Street/Washington Street/ Essex Street	**C**	**22.9**	**0.72**	—
Boylston EB left/thru	B	16.2	0.69	m112
Washington NB thru	C	24.8	0.37	134
Washington NB right	D	42.3	0.72	#245
West Street/Tremont Street	**B**	**13.4**	**0.88**	—
West WB left	D	35.8	0.88	m#162
Tremont SB thru	A	6.7	0.32	108
Boylston Street/Tremont Street	**D**	**41.9**	**1.0**	—
Boylston EB thru/right	E	58.0	0.98	#403
Tremont SB left/thru	B	16.8	0.53	216
Tremont SB right	E	61.7	1.0	#394
Avery Street/Tremont Street	**A**	**4.6**	**0.40**	—
Tremont SB left/thru	D	35.5	0.16	42
Avery WB left	A	3.7	0.40	76
Unsignalized Intersections				
Washington Street/Hayward Place				
Washington NB thru/right	A	0.0	0.13	0
Washington Street/West Street				
Washington NB thru	A	8.8	0.40	48
Mason Street/West Street				
West WB thru	A	0.0	0.22	0
Mason NB left	B	11.2	0.03	2
Mason Street/Avery Street				
Avery EB left/thru	A	1.7	0.05	4
Avery WB thru/right	A	0.0	0.02	0
Mason SB left/right	C	19.9	0.05	4

# = 95th percentile volume exceeds capacity. Queue may be longer. Queue shown is the maximum after 2 cycles.
m = Volume for 95th percentile queue is metered by an upstream signal.

Table 5-3. Existing Conditions (2006) Level of Service Summary, Saturday p.m. Peak Hour

Intersection	LOS	Delay	V/C Ratio	95% Queue Length
Signalized Intersections				
Washington Street/Avery Street	**B**	**12.1**	**0.34**	—
Avery EB left	C	30.6	0.34	102
Washington NB thru	A	6.6	0.16	46
Washington Street/Avenue de Lafayette	**C**	**22.4**	**0.80**	—
Lafayette WB right	D	52.9	0.80	142
Washington NB thru	A	6.7	0.30	58
Washington NB right	C	21.9	0.77	130
Boylston Street/Washington Street/ Essex Street	**C**	**29.0**	**0.79**	—
Boylston EB left/thru	C	25.8	0.62	223
Washington NB thru	C	22.8	0.33	110
Washington NB right	D	48.0	0.79	#247
West Street/Tremont Street	**B**	**18.2**	**0.87**	—
West WB left	D	45.7	0.87	240
Tremont SB thru	A	7.8	0.33	101
Boylston Street/Tremont Street	**C**	**31.5**	**1.0**	—
Boylston EB thru/right	D	37.3	0.89	216
Tremont SB left/thru	B	16.1	0.68	138
Tremont SB right	E	59.7	1.0	#306
Avery Street/Tremont Street	**A**	**2.2**	**0.34**	—
Tremont SB left/thru	D	37.8	0.29	30
Avery WB left	A	1.1	0.34	30
Unsignalized Intersections				
Washington Street/Hayward Place				
Washington NB thru/right	A	0.0	0.12	0
Washington Street/West Street				
Washington NB thru	A	9.9	0.44	57
Mason Street/West Street				
West WB thru	A	0.0	0.26	0
Mason NB left	B	11.5	0.01	1
Mason Street/Avery Street				
Avery EB left/thru	A	0.3	0.01	0
Avery WB thru/right	A	0.0	0.02	0
Mason SB left/right	C	20.4	0.06	5

# = 95th percentile volume exceeds capacity. Queue may be longer. Queue shown is the maximum after 2 cycles.
m = Volume for 95th percentile queue is metered by an upstream signal.

As shown, all intersections in the study area operate at acceptable LOS (D or better) on Friday night and Saturday late afternoon. LOS E was recorded at both Boylston/Tremont approaches during the Friday peak hour and at the Tremont approach during the Saturday peak hour.

5.2.5 Existing Parking

5.2.5.1 Curbside Inventory

Figure 5-5 presents an inventory of existing curb use and parking restrictions in the block immediately surrounding the Paramount Center site.

5.2.5.2 Existing Off-street Parking

Currently, more than 8,000 public parking spaces are within one-quarter mile, or a five-minute walk, from the Project site. These spaces are available on an hourly basis at market rates. Public surface lots and garages within a quarter-mile of the Paramount Center site are shown in **Table 5-4** and **Figure 5-6.**

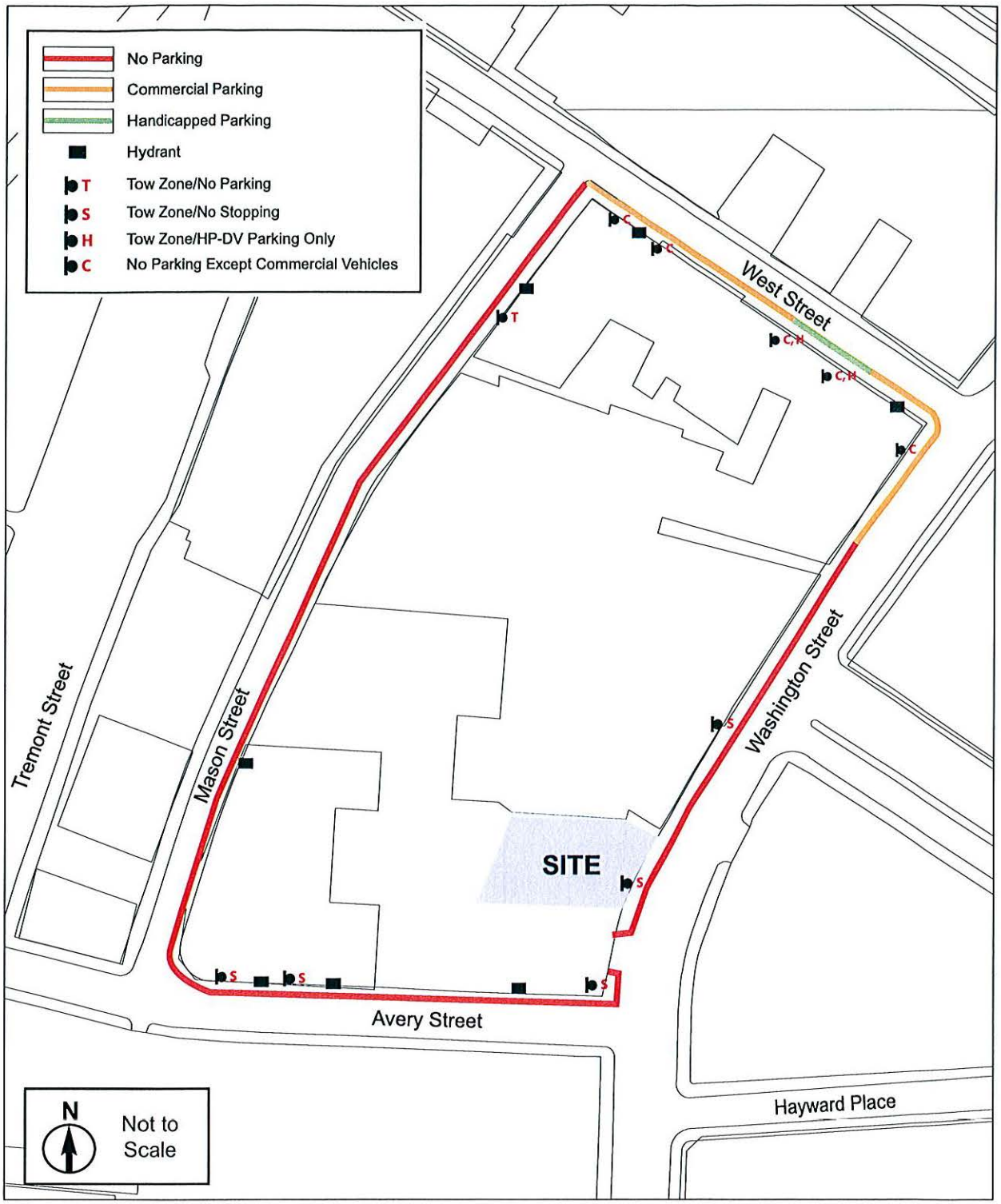


Figure 5-5
Curbside Inventory

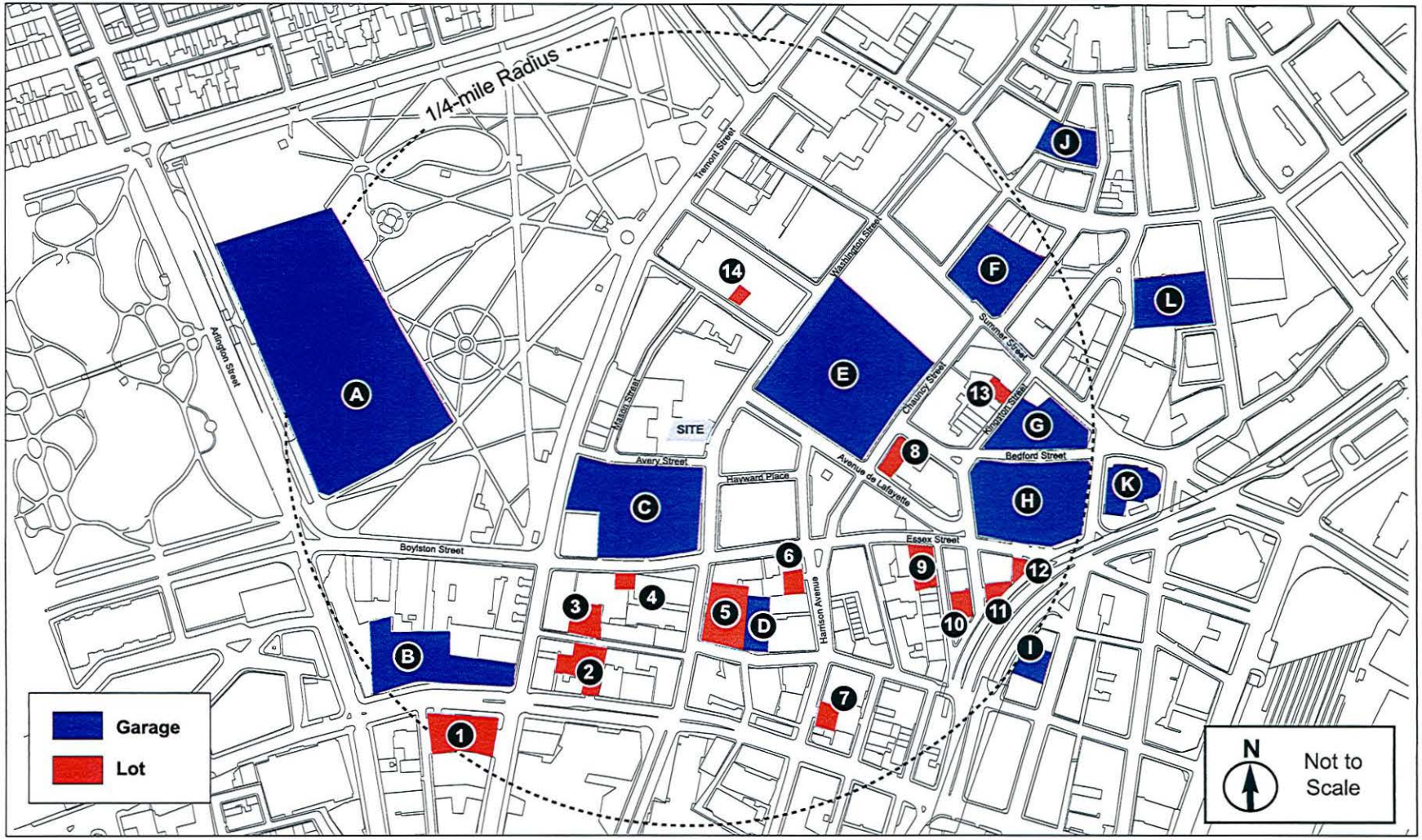


Figure 5-6
Public Off-street Parking in the Study Area

Table 5-4. Off-street Parking in the Study Area		
Map No.	**Facility**	**Capacity (spaces)**
	Lots	
1	General Trading, Tremont Street	95
2	Fitz Inn, Kneeland Street	89
3	Allright Parking, Tamworth Street	50
4	Allright Parking, Boylston Street	18
5	Fitz Inn, Washington Street	53
6	Stanhope Lot, Harrison Avenue	53
7	Stanhope Lot, Tyler Street	63
8	Stanhope Garage Lot	30
9	P & J's Auto Park	50
10	22 Edinboro Street	11
11	Kingston Street/Surface Artery	24
12	Essex Street/Surface Artery	18
13	23 Kingston Street	15
14	Allright Parking West	15
15	Hayward Place	165
	Total Lot Spaces	**749**
	Garages	
A	Boston Common Garage	1,500
B	City Place Garage	333
C	Millennium Place Garage	570
D	Beach Street Garage	540
E	Lafayette Place Garage	900
F	101 Arch Street	50
G	99 Summer Street	70
H	One Lincoln Street	920
I	745 Atlantic Avenue	150
J	33 Arch Street	880
K	125 Summer Street	260
L	Winthrop Square	1,125
	Total Garage Spaces	**7,298**
	Total Lot and Garage Spaces	**8,047**

Three commercial parking facilities in the area are typically used for performances at the Opera House. The first is the 165-space Hayward Place lot on Washington Street (Map #15). In addition, the Millennium Place Garage (Map #C) and Lafayette Corporate Center Garage (Map #E) are available for theater parking. The Boston Common Garage (Map #A) is used by many drivers unfamiliar with the downtown area. One Lincoln Street (Map #H), somewhat farther away, also serves theater and Chinatown restaurant patrons. While the

tandem parking lot typically fills up for theater performances, area garages have ample capacity to handle theater demand.

HSH observed parking occupancy at the three closest facilities during an Opera House performance on Friday May 19, 2006, as described below:

Millennium Place Garage	120 vacant spaces
Hayward Place Lot	0 vacant spaces
Lafayette Place Garage	250 vacant spaces

As shown, there were vacant spaces even after the Opera House demand was met, not counting the Boston Common or One Lincoln garages, with an additional 2,400 potential spaces.

5.2.5.3 Existing On-street Parking

Figure 5-7 illustrates the on-street parking regulations within the site's proximity. Most on-street parking in the study area is metered and commercial; commercial parking becomes general parking from 7:00 p.m. to 7:00 a.m. on weekdays and all day Sunday.

5.2.6 Public Transportation

The following sections highlight the transportation routes, schedules, and capacity of public transportation within close proximity of the site.

5.2.6.1 MBTA Rapid Transit in the Study Area

The site location is very convenient to the MBTA Green, Red, Orange, and Silver lines, as illustrated in **Figure 5-8.** The Orange Line Chinatown Station on Washington Street is one block south of the site. The Green Line Boylston Station is one block to the west at Boston Common. The closest Silver Line stops are on Washington Street at Chinatown Station and Tremont Street at Boylston Station; its terminus is on Temple Place two blocks north along Washington Street. The Downtown Crossing stop on the Orange and Red lines is approximately three short blocks north of the Project site. Weekday subway service is provided between approximately 5:00 a.m. and 1:00 a.m. Actual train service times vary by line. Train headways and ridership vary by line, as shown in **Table 5-5.**

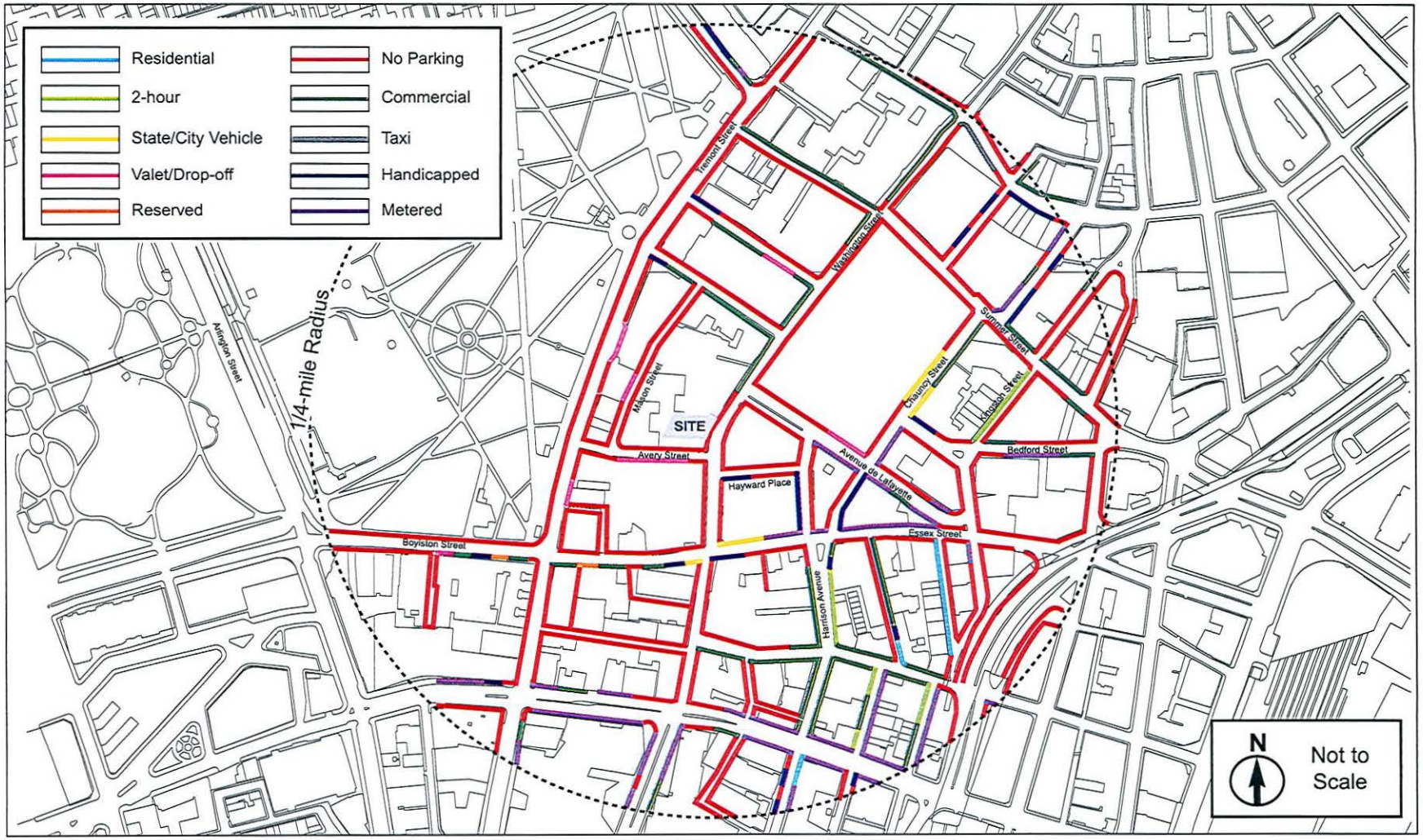


Figure 5-7
On-street Parking in the Study Area

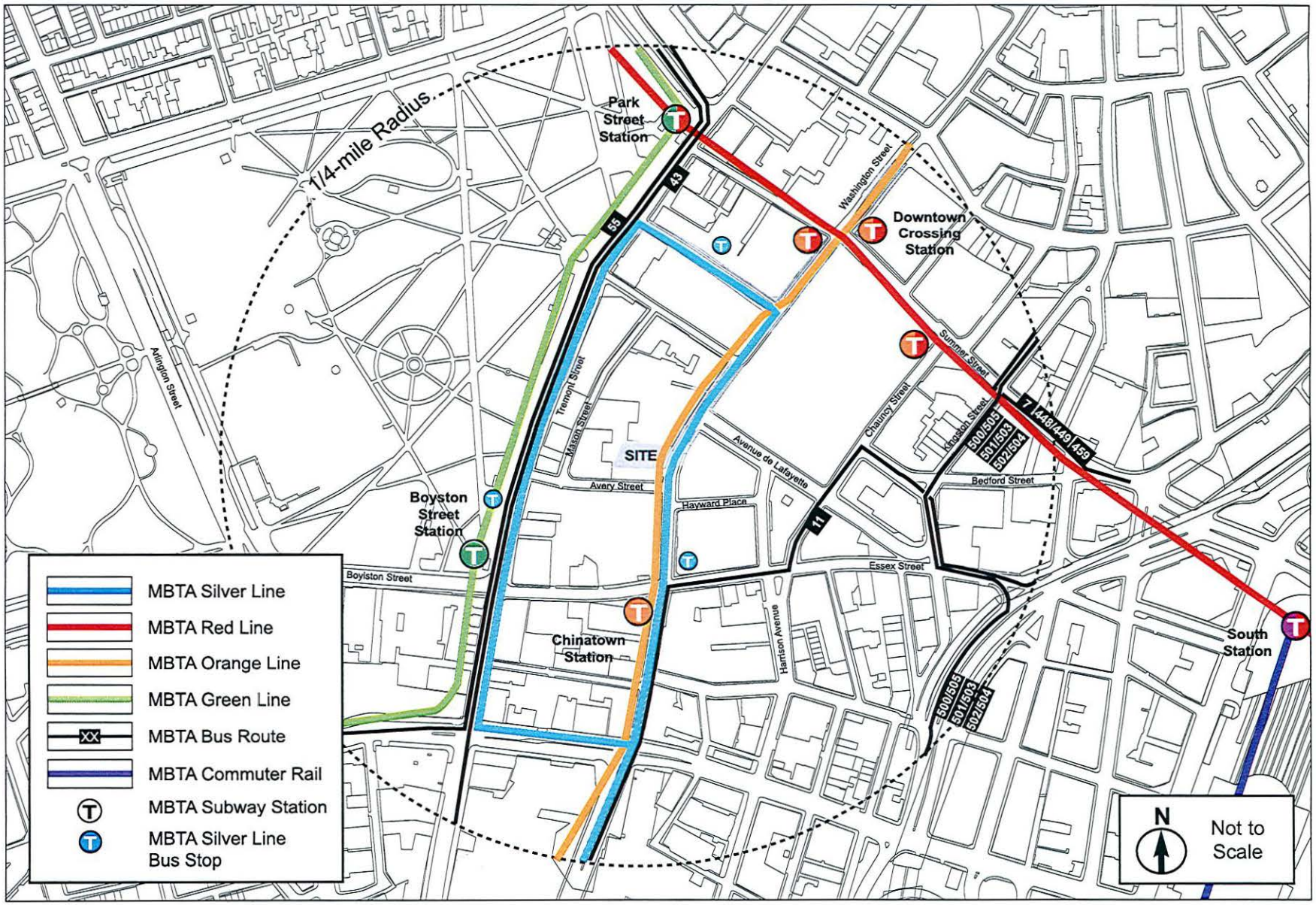


Figure 5-8
Public Transportation in the Study Area

Table 5-5. Local MBTA Rapid Transit Service in the Study Area

Subway/ Bus Route	Origin–Destination	Car Capacity[1]	Cars per Train[2]	Train Capacity[2]	Trains per Hour	Hourly 1-way Capacity
Silver Line	Dudley Square–Boylston Station	120	1	120	12	1,440
Green Line	Lechmere–Boston College, Cleveland Circle, Riverside, Heath	101	2/3	202/303	40	8,383
Red Line	Alewife–Braintree/Ashmont	167	6	1,002	16	16,032
Orange Line	Forest Hills–Oak Grove	131	6	786	12	9,432

[1] Per MBTA service policy for peak-hour service. "Crush loaded" capacity is 538 for a 2-car Green Line train; 1,344 for a 6-car Orange Line train; and 1,602 for a 6-car Red Line train.
[2] Three 3-car trains are in service on the Riverside Branch.

As shown, the Green Line has a peak-hour capacity of 8,383 passengers, the Red Line a peak-hour capacity of 16,032 passengers, and the Orange Line a peak-hour capacity of 9,432 passengers, based on the MBTA service policy calculation of capacity. This measure is based on occupancy of all seats and comfortable conditions for standees.

Maximum capacity or "crush loading" is much higher, as shown in footnote 1 of the table. Crush loading conditions may occur during the 15-minute "peak of the peak" or if there is a disabled train, a special event such as a Red Sox game, or a major service disruption. Typically, however, these conditions do not occur over the course of an entire peak hour. Peak load points, or locations where the trains are at their highest occupancy, occur on weekday evenings between South Station and Broadway Station on the Red Line outbound service, between Arlington and Copley stations on the Green Line, and between New England Medical Center and Back Bay stations on the Orange Line. Additional capacity is available during peak hours at the peak load points on the Red, Green, and Orange lines (forecasts based on 1997 Passenger Counts by the Central Transportation Planning Staff [CTPS] for the MBTA).

According to MBTA 2003 Ridership and Service Statistics, weekday averages for daily boardings are as follows: the Orange Line Chinatown Station, 3,957; the Green Line Boylston Station 5,934; the Red Line/Orange Line Downtown Crossing Station 25,483; and the Red Line/Green Line Park Street Station 16,980.

5.2.6.2 Commuter Rail Service

Red Line service at South Station provides access to the following commuter rail lines: Plymouth, Kingston, Middleborough/Lakeville, Stoughton, Providence, Forge Park-495, Needham Heights, and Worcester. Orange and Green line service to North Station provides access to commuter rail trains serving Rockport, Newburyport, Haverhill, Lowell, and Fitchburg.

Weekday MBTA Commuter Rail service provides direct service between Uphams Corner and South Station. Service is available between 6:00 a.m. and 10:30 p.m., every 30 minutes during rush hour and hourly during off-peak. Travel time to South Station is estimated at 9 minutes. No service is available on Saturdays, Sundays, or holidays.

5.2.6.3 MBTA Bus Service

MBTA bus service downtown (Routes 7, 11, 43, 55, 448, 449, 459, 500, 501, 502, 504, and 505), with a transit stop at the corner of Arch and Summer streets, provides access throughout the City and express service to the suburbs. Additional intercity bus service is located at South Station. Bus routes and rush-hour frequencies are shown in **Table 5-6.**

Table 5-6. Local MBTA Bus Service in the Study Area

Bus Route	Origin–Destination	Rush-hour Frequency (minutes)
7	City Point–Downtown	8
11	City Point–Downtown	9
43	Ruggles Station–Park and Tremont Streets	10
55	Queensbury–Copley Square or Park Street	30
448	Marblehead–Downtown Crossing	60
449	Marblehead–Downtown Crossing	60
459	Salem–Downtown Crossing	60
500	Riverside–Downtown Express	15
501	Brighton Center–Downtown Express	8
502	Watertown Square–Copley Square Express	10
504	Watertown Square–Downtown Express	10
505	Waltham Center–Downtown Express	12

5.2.7 Pedestrian Operations

Pedestrian level of service at signalized intersections is determined through analysis of crosswalk geometry and activity. The methodology for conducting the LOS analysis is based on the Transportation Research Board's 2000 *Highway Capacity Manual* (HCM). LOS is based on the waiting time or delay pedestrians experience as they wait to enter the crosswalk and how much crowding exists on the crosswalk. The LOS is produced for delay per cycle (in seconds) and space per pedestrian (in square feet) at the crosswalks, as discussed below. Input includes pedestrian volumes, walking speed, crossing time, waiting time, cross-walk geometry, and conflicting right-turning vehicles.

Table 5-7, an excerpt from the HCM, provides LOS criteria for delay experienced by pedestrians at signalized and unsignalized intersections. As the delay increases, pedestrians are likely to become less compliant with the signal. If traffic volumes are low and delay high, pedestrians will not wait—affecting the analysis results. The delay experienced does not account for the pedestrian volume; it is the average delay that is or would be experienced by pedestrians waiting to cross, regardless of volume.

Table 5-7. LOS Criteria for Pedestrian Delays at Intersections

LOS	Signalized (s/p)*	Unsignalized (s/p)*	Likelihood of Non-compliance
A	<10	<5	Low
B	≥10–20	≥5–10	
C	≥20–30	≥10–20	Moderate
D	≥30–40	≥20–30	
E	≥40–60	≥30–45	High
F	>60	>45	Very high

NOTE: These levels of service reflect low to moderate conflicting vehicle volumes.
*Seconds per person.

Figure 5-9 and **Table 5-8** show LOS criteria for average flow of pedestrians on walkways and sidewalks, used to determine the space LOS. This calculation does take pedestrian volumes into account. If insignificant hourly pedestrian volumes result in an average of zero pedestrians per cycle, the amount of space yielded per pedestrian is characterized as "unlimited" or "maximized." LOS A defines the most favorable condition, with minimum delay to cross or maximum crosswalk space per pedestrian. LOS F represents the worst condition, with significant delay or minimum walkway space. Similar to vehicular traffic LOS, LOS D is generally considered acceptable for urban environments.

Table 5-8. LOS Criteria (Space) for Average Flow for Walkways and Sidewalks

LOS	Space (ft^2/p)	Flow Rate (p/min/ft)	Speed (ft/s)	V/C Ratio
A	>60	≤5	>4.25	≤0.21
B	>40–60	>5–7	>4.17–4.25	>0.21–0.31
C	>24–40	>7–10	>4.00–4.17	>0.31–0.44
D	>15–24	>10–15	>3.75–4.00	>0.44–0.65
E	>8–15	>15–23	>2.50–3.75	>0.65–1.0
F	≤8	Variable	≤2.50	Variable

Significant pedestrian activity occurs throughout the study area due to the many shops, offices, restaurants, theaters, and transit connections in the vicinity of the site. Major pedestrian routes to and from the site include Washington Street, Boylston Street, Essex Street, Avenue de Lafayette, and Avery Street. The pedestrian corridors within the study area are described below.

Washington Street is a busy roadway with a high volume of pedestrian traffic, due to its location near several businesses, residences, parking facilities, schools, theaters, and the MBTA Downtown Crossing and Chinatown stations. In the study area, the sidewalks on Washington Street are mostly between 7 and 10 feet wide. The west side of Washington Street in front of the Paramount Theater serves pre-theater groups of pedestrians waiting to exit the Opera House and post-theater groups of pedestrians leaving the theater.

LEVEL OF SERVICE A

Pedestrian Space: > 60 sq. ft./ped.
Flow Rate: < 5 ped./min./ft.

At walkway LOS A, pedestrians basically move in desired paths without altering their movements in response to other pedestrians. Walking speeds are freely selected, and conflicts between pedestrians are unlikely.

LEVEL OF SERVICE B

Pedestrian Space: > 40-60 sq. ft./ped.
Flow Rate: > 5-7 ped./min./ft.

At LOS B, sufficient area is provided to allow pedestrians to freely select walking speeds, bypass other pedestrians, and avoid crossing conflicts with others. At this level, pedestrians begin to be aware of other pedestrians and respond to their presence in the selection of the walking path.

LEVEL OF SERVICE C

Pedestrian Space: > 24-40 sq. ft./ped.
Flow Rate: > 7-10 ped./min./ft.

At LOS C, sufficient space is available to select normal walking speeds and bypass other pedestrians in primarily unidirectional streams. Where reverse-direction or crossing movements exist, minor conflicts will occur, and speeds and volume will be somewhat lower.

LEVEL OF SERVICE D

Pedestrian Space: > 15-24 sq. ft./ped.
Flow Rate: > 10-15 ped./min./ft.

At LOS D, freedom to select individual walking speed and bypass other pedestrians is restricted. Where crossing or reverse-flow movements exist, the probability of conflict is high, and its avoidance requires frequent changes in speed and position. The LOS provides reasonably fluid flow; however, considerable friction and interaction between pedestrians is likely to occur.

LEVEL OF SERVICE E

Pedestrian Space: >8-15 sq. ft./ped.
Flow Rate: > 15-23 ped./min./ft.

At LOS E, virtually all pedestrians would have their normal walking speed restricted, requiring frequent adjustment of gait. At the lower range of this LOS, forward movement is possible only by "shuffling." Insufficient space is provided for passing of slower pedestrians. Cross- or reverse-flow movements are possible only with extreme difficulty. Design volumes approach the limit of walkway capacity, with resulting stoppages and interruptions to flow.

LEVEL OF SERVICE F

Pedestrian Space: < 8 sq. ft./ped.
Flow Rate: variable ped./min./ft.

At LOS F, all walking speeds are severely restricted, and forward progress is made only by "shuffling." Contact with other pedestrians is frequent and unavoidable. Cross- and reverse-flow movements are virtually impossible. Flow is sporadic and unstable. Space is more characteristic of queued pedestrians than of moving pedestrian streams.

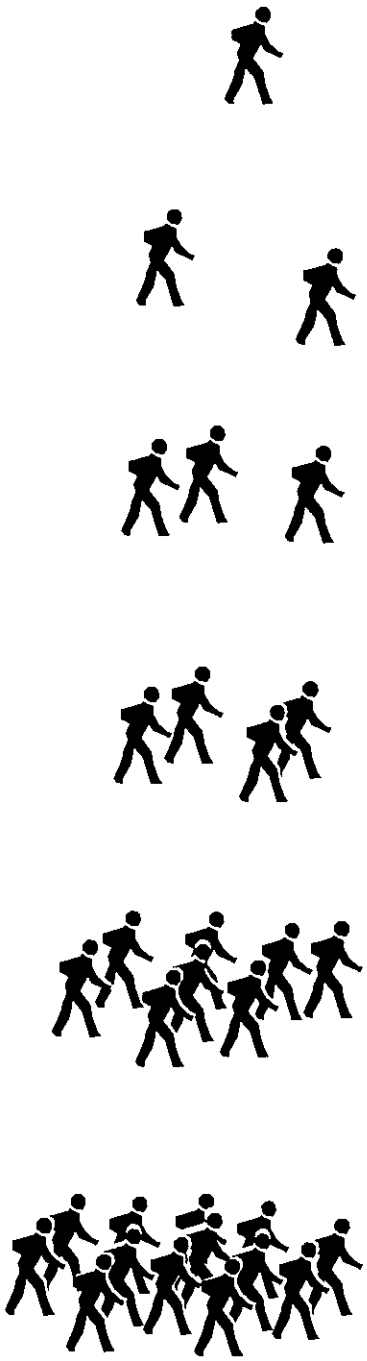


Figure 5-9
Illustrtation of Walkway Levels of Service

Avery Street provides a pedestrian connection from Washington Street to Tremont Street and serves pedestrians traveling from the Millennium Place and Boston Common garages. The Ritz-Carlton Hotel and Residences, the Sports Club/LA, and the Loews Theatres Boston Common are located on Avery Street, generating additional pedestrian trips in the area. Sidewalks are 26 feet wide on the north side of the street and 8 feet wide on the south side of the street.

Avenue de Lafayette has a moderate volume of pedestrian traffic. Sidewalks on Avenue de Lafayette are generous in width—14 feet along the north side of the street and 22 feet along the south side of the street adjacent to the Project site. This route serves pedestrians coming from the Lafayette Place and One Lincoln garages.

West Street has a moderate volume of pedestrian traffic and provides pedestrian connections from Washington Street to Tremont Street near Downtown Crossing. The sidewalk along the northern side of West Street is approximately 10 feet wide, with the southern sidewalk approximately 6 feet wide. The sidewalks are in fair condition.

Tremont Street is a busy roadway with a high volume of pedestrian traffic, due to its location near several businesses, residences, parking facilities, schools, theaters, and the MBTA Park Street and Boylston Street stations. In the study area, the sidewalks on Tremont Street are mostly between 12 and 22 feet wide. Boston Common runs along Tremont Street to the west and provides several sidewalk paths to accommodate the high pedestrian traffic.

Mason Street has low pedestrian traffic. The roadway serves as the connection to the loading areas for the adjacent buildings on Tremont and Washington streets. Due to the roadway's restricted width, typically pedestrians will use Washington or Tremont streets instead of Mason Street. Approximately 5-foot sidewalks are provided on both sides of Mason Street except adjacent to the Opera House, where a 5-foot flush sidewalk is provided on the west side of the street only.

Most signalized intersections in the study area accommodate pedestrians either in an exclusive pedestrian phase, where all vehicles are stopped and only pedestrians are allowed to cross, or concurrently with traffic. This means that pedestrians do not have to push the walk buttons for a WALK light. Based on the LOS analysis and field observations, pedestrians typically are accommodated by the existing signal timings.

HSH conducted pedestrian counts at study area intersections in conjunction with vehicle counts. Existing Friday p.m. and Saturday p.m. peak-hour pedestrian volumes appear in **Figures 5-10 and 5-11.**

An LOS analysis was conducted to evaluate the existing and future pedestrian delay and space per pedestrian for intersections identified by BTD. **Tables 5-9 and 5-10** summarize existing Friday night and Saturday peak-hour delay and space LOS. The analysis worksheets are provided in the **Transportation Appendix.**

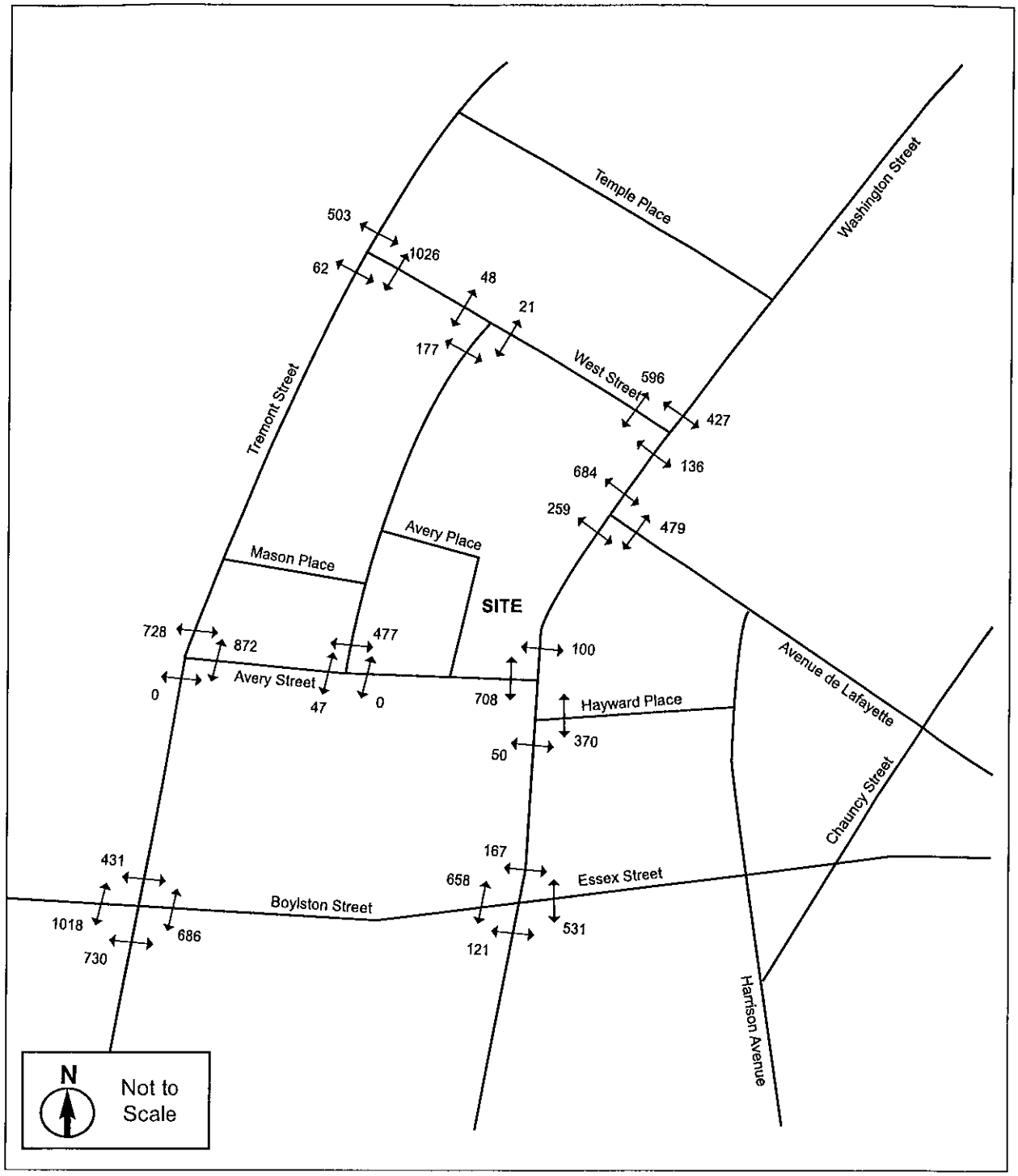


Figure 5-10
Existing Conditions (2006) Pedestrian Volumes,
Friday p.m. Peak-hour (6:45–7:45 p.m.)

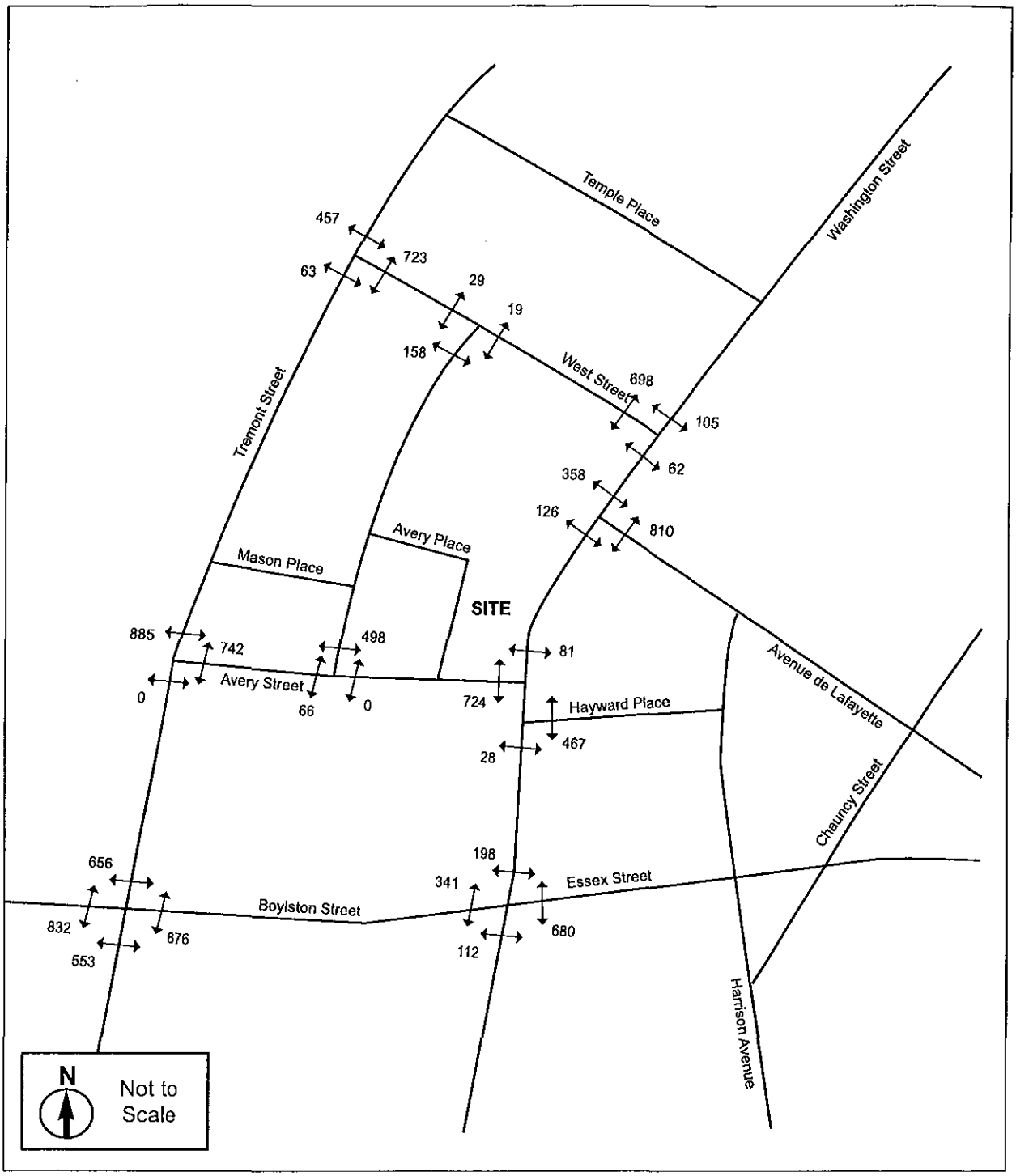


Figure 5-11
Existing Conditions (2006) Pedestrian Volumes,
Saturday p.m. Peak-hour (4:45–5:45 p.m.)

Table 5-9. Existing Conditions (2006) Pedestrian Level of Service, Friday p.m. Peak Hour

Intersection	Signalized/ Unsignalized	Delay LOS	Space LOS*
Washington Street/Avery Street	**S**		
Washington north crosswalk		C	A*
Washington south crosswalk		C	A*
Avery west crosswalk		A	C
Washington Street/ Avenue de Lafayette	**S**		
Washington north crosswalk		C	E*
Washington south crosswalk		C	C
Lafayette east crosswalk		B	B
West Street/Tremont Street	**S**		
Tremont north crosswalk		C	C
Tremont south crosswalk		C	A*
West east crosswalk		A	C
Avery Street/Tremont Street	**S**		
Tremont north crosswalk		C	D
Avery east crosswalk		A	B
Washington Street/West Street	**U**		
Washington north crosswalk		A	
Washington south crosswalk		C	N/A
West west crosswalk		A	
Mason Street/West Street	**U**		
Mason south crosswalk		A	
West east crosswalk		A	N/A
West west crosswalk		A	
Mason Street/Avery Street	**U**		
Mason north crosswalk		A	
Avery east crosswalk		A	N/A
Avery west crosswalk		A	

*Indicates jaywalking.

Table 5-10. Existing Conditions (2006) Pedestrian Level of Service, Saturday p.m. Peak Hour

Intersection	Signalized/ Unsignalized	Delay LOS	Space LOS*
Washington Street/Avery Street	**S**		
Washington north crosswalk		C	A*
Washington south crosswalk		C	A*
Avery west crosswalk		A	C
Washington Street/ Avenue de Lafayette	**S**		
Washington north crosswalk		A	B*
Washington south crosswalk		A	A
Lafayette east crosswalk		A	C
West Street/Tremont Street	**S**		
Tremont north crosswalk		B	B
Tremont south crosswalk		B	A*
West east crosswalk		A	B
Avery Street/Tremont Street	**S**		
Tremont north crosswalk		C	D
Avery east crosswalk		A	B
Washington Street/West Street	**U**		
Washington north crosswalk		A	
Washington south crosswalk		C	N/A
West west crosswalk		A	
Mason Street/West Street	**U**		
Mason south crosswalk		A	
West east crosswalk		A	N/A
West west crosswalk		A	
Mason Street/Avery Street	**U**		
Mason north crosswalk		A	
Avery east crosswalk		A	N/A
Avery west crosswalk		A	

* Indicates jaywalking.

As indicated by the tables and figures, significant pedestrian activity occurs at the crosswalks in the study area. According to the HCM crosswalk analysis, cross-walks in the study area operate at LOS C or better for *delay* during the Friday evening and Saturday peak hours and LOS B or better for *space* during the Friday evening and Saturday peak hours, even with theater crowds.

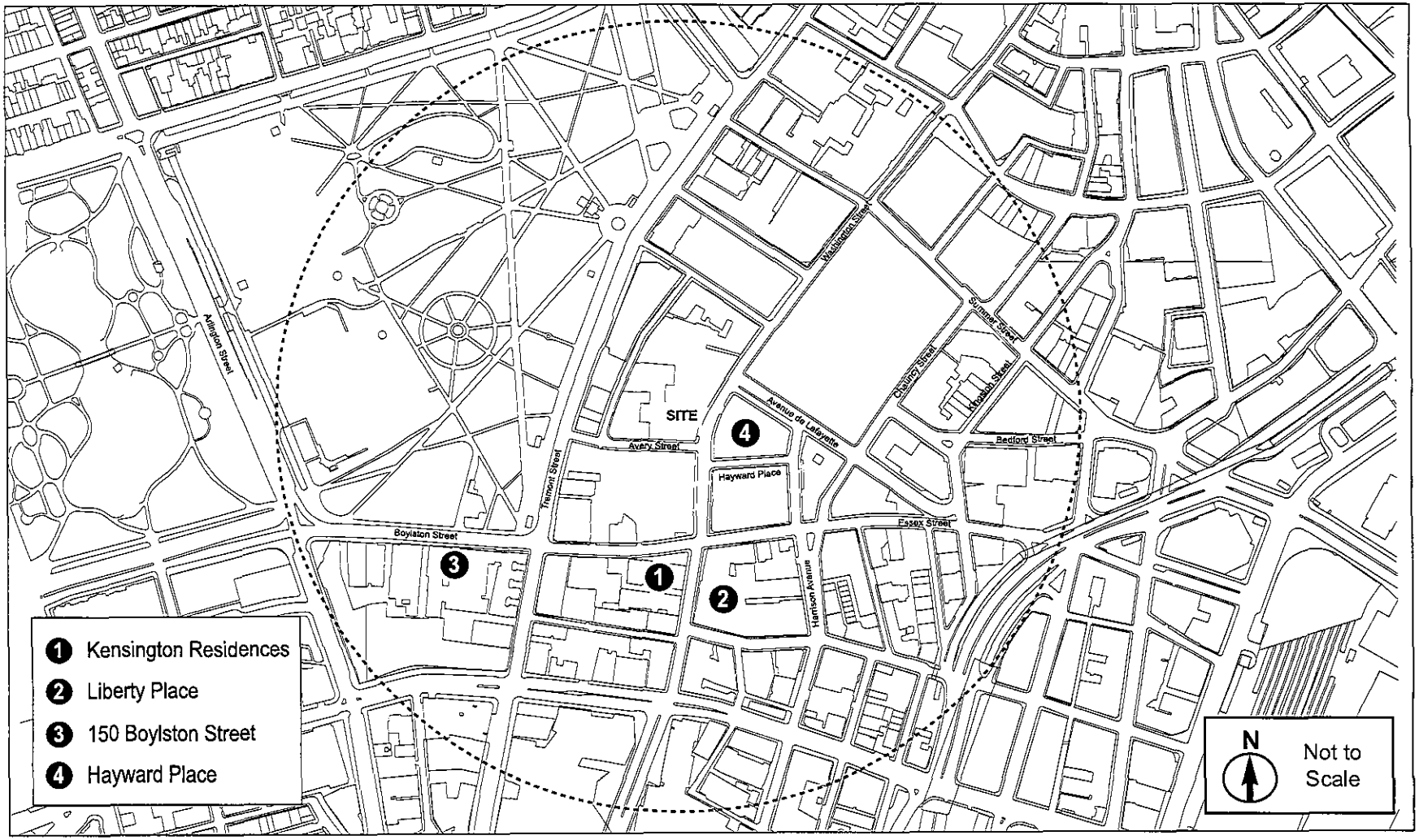


Figure 5-12
Area Projects

Hayward Place includes the development of a mixed-use building on Washington Street. Several building use alternatives were analyzed: office and retail, residential and retail, or residential, office, and retail. The "worst-case" alternative was determined to be the office and retail alternative, which consisted of approximately 340,000 square feet of office space, up to 40,000 square feet of retail use, and a 226-space parking garage. This project will replace the existing 165-space surface parking lot. Trip generation and distribution were obtained from the *Hayward Place Draft Project Impact Report*, prepared by Howard/Stein-Hudson Associates (March 2005).

Liberty Place will consist of 444 residential units, 6,840 square feet of retail/ restaurant use, and approximately 500 parking spaces, of which 135 will be designated for commercial use. Trip generation and distribution were obtained from the transportation component of the *Liberty Place Project Impact Report* (December 2001).

Kensington Residences will provide approximately 324 residential units, 7,000 square feet of retail space, and 330 parking spaces in a below-grade garage. Trip generation and distribution were obtained from the transportation chapter of *The Residences at Kensington Place Draft Project Impact Report,* prepared by Howard/Stein-Hudson Associates (July 2002).

150 Boylston Street. Emerson College is constructing a 14-story residence hall and student center on the 15,000-square-foot Piano Row lot on Boylston Street. The proposed facility will include space for inter-collegiate and recreational athletics as well as other student activities. The new hall will increase the availability of on-campus housing for students by providing 586 student beds. The impact of new traffic created by this project is negligible, since housing students on-site will result in predominantly pedestrian trips to the campus and will actually eliminate vehicular commuter trips to the area. Data for this project were obtained from the transportation section of the *Emerson College Institutional Master Plan,* prepared by Howard/Stein-Hudson Associates (October 2002).

5.3.1.2 No-Build Traffic Operations

The 2011 No-Build analysis uses the methodology described for Existing Conditions. No-Build traffic volumes are shown in **Figures 5-13 and 5-14.** The resulting intersection operations are shown in **Tables 5-11 and 5-12**. Complete Synchro reports are provided in the **Transportation Appendix.**

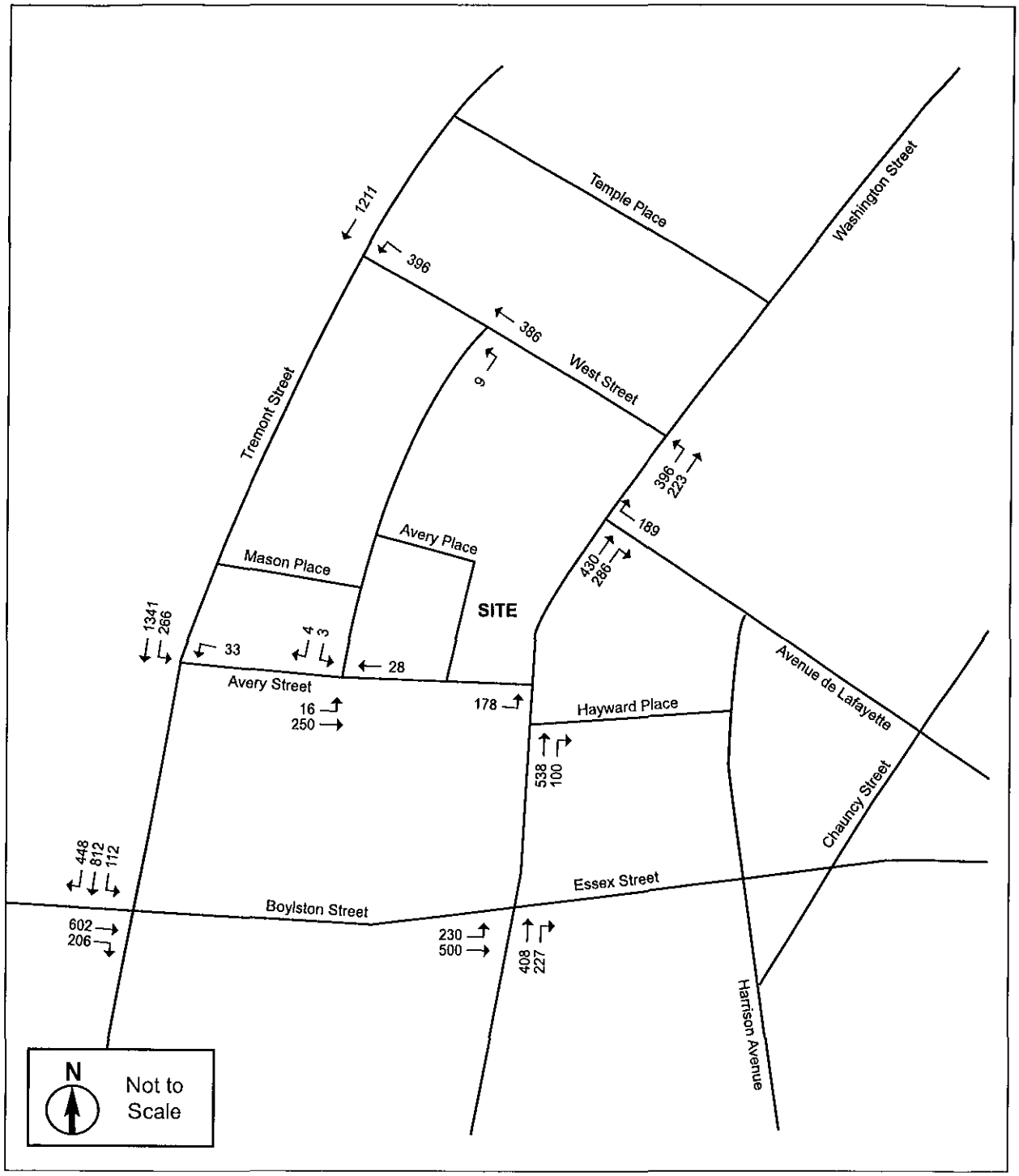


Figure 5-13
No-Build Conditions (2011) Turning Movement Volumes,
Friday p.m. Peak Hour

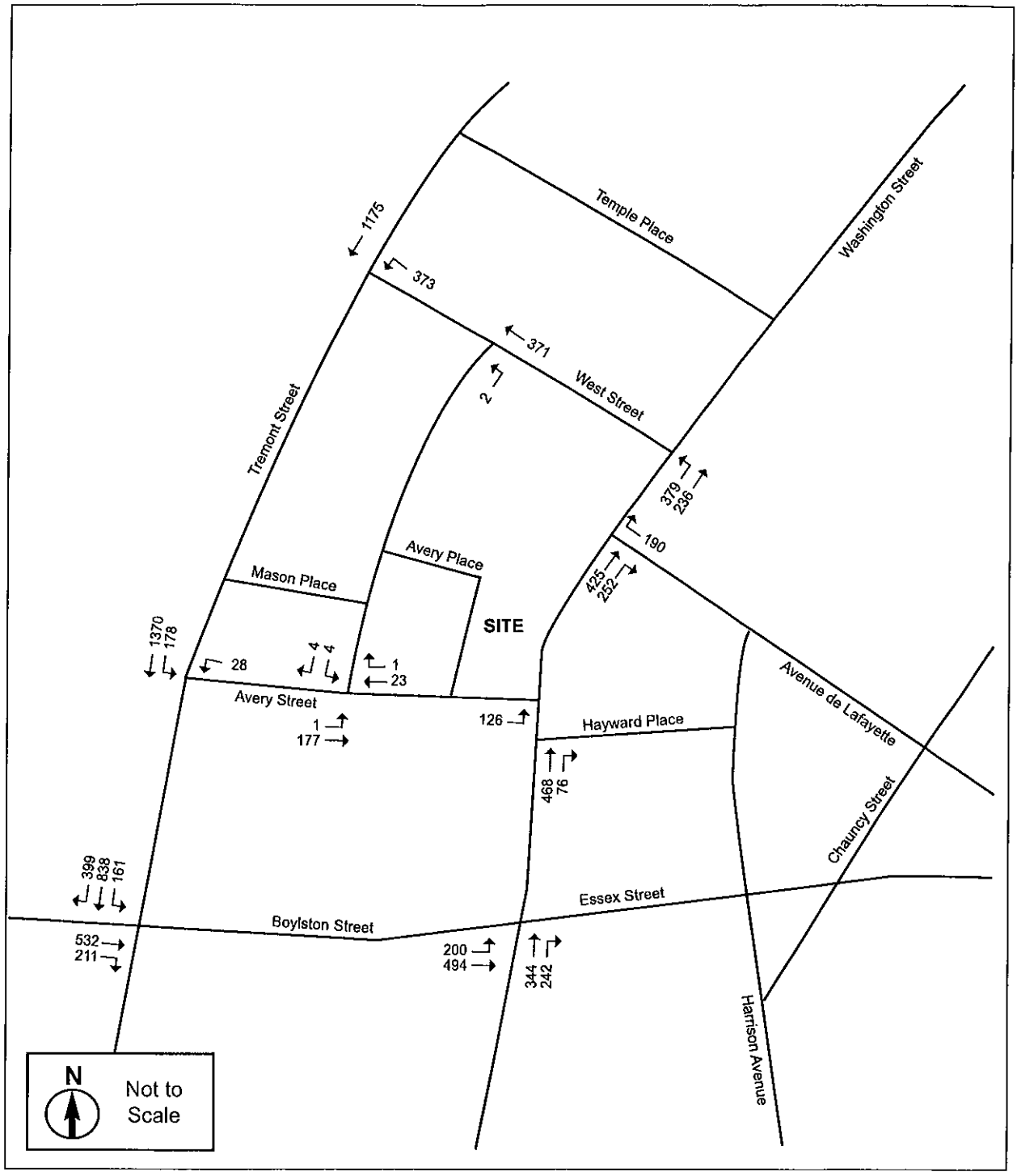


Figure 5-14
No-Build Conditions (2011) Turning Movement Volumes, Saturday p.m. Peak-hour

Table 5-11. No-Build Conditions (2011) Level of Service Summary, Friday p.m. Peak Hour

Intersection	LOS	Delay	V/C Ratio	95% Queue Length
Signalized Intersections				
Washington Street/Avery Street	**B**	**14.7**	**0.40**	—
Avery EB left	C	22.4	0.40	115
Washington NB thru	B	11.9	0.19	125
Washington Street/Avenue de Lafayette	**C**	**23.8**	**0.79**	—
Lafayette WB right	E	56.8	0.79	182
Washington NB thru	B	12.4	0.27	186
Washington NB right	B	16.8	0.73	113
Boylston Street/Washington Street/ Essex Street	**C**	**25.3**	**0.77**	—
Boylston EB left/thru	B	18.9	0.74	m117
Washington NB thru	C	25.6	0.42	153
Washington NB right	D	46.2	0.77	#271
West Street/Tremont Street	**B**	**16.3**	**0.93**	—
West WB left	D	43.6	0.93	m#388
Tremont SB thru	A	7.5	0.35	115
Boylston Street/Tremont Street	**D**	**49.2**	**>1.0**	—
Boylston EB thru/right	E	77.3	>1.0	#456
Tremont SB left/thru	B	16.8	0.56	231
Tremont SB right	E	59.0	1.0	#415
Avery Street/Tremont Street	**A**	**4.7**	**0.43**	—
Tremont SB left/thru	D	35.6	0.17	44
Avery WB left	A	3.8	0.43	m89
Unsignalized Intersections				
Washington Street/Hayward Place				
Washington NB thru/right	A	0.0	0.13	0
Washington Street/West Street				
Washington NB thru	A	9.6	0.45	59
Mason Street/West Street				
West WB thru	A	0.0	0.25	0
Mason NB left	B	11.7	0.03	2
Mason Street/Avery Street				
Avery EB left/thru	A	1.8	0.05	4
Avery WB thru/right	A	0.0	0.02	0
Mason SB left/right	C	20.1	0.05	4

# = 95th percentile volume exceeds capacity. Queue may be longer. Queue shown is the maximum after 2 cycles.
m = Volume for 95th percentile queue is metered by an upstream signal.
Cell shading indicates that LOS has worsened from the previous condition.

Table 5-12. No-Build Conditions (2011) Level of Service Summary, Saturday p.m. Peak Hour

Intersection	LOS	Delay	V/C Ratio	95% Queue Length
Signalized Intersections				
Washington Street/Avery Street	**B**	**12.1**	**0.38**	—
Avery EB left	C	31.3	0.38	112
Washington NB thru	A	6.4	0.18	49
Washington Street/Avenue de Lafayette	**C**	**24.3**	**0.82**	—
Lafayette WB right	D	52.1	0.82	152
Washington NB thru	A	7.1	0.35	65
Washington NB right	C	26.1	0.82	151
Boylston Street/Washington Street/ Essex Street	**C**	**32.0**	**0.88**	—
Boylston EB left/thru	C	27.4	0.69	253
Washington NB thru	C	23.2	0.36	121
Washington NB right	E	58.7	0.88	#283
West Street/Tremont Street	**B**	**19.5**	**0.89**	—
West WB left	D	47.8	0.89	270
Tremont SB thru	A	8.6	0.38	113
Boylston Street/Tremont Street	**C**	**33.8**	**1.0**	—
Boylston EB thru/right	D	39.3	0.92	#256
Tremont SB left/thru	C	20.8	0.80	#85
Tremont SB right	E	56.8	1.0	#324
Avery Street/Tremont Street	**A**	**2.3**	**0.37**	—
Tremont SB left/thru	D	38.4	0.32	33
Avery WB left	A	1.1	0.37	m36
Unsignalized Intersections				
Washington Street/Hayward Place				
Washington NB thru/right	A	0.0	0.13	0
Washington Street/West Street				
Washington NB thru	B	10.7	0.49	68
Mason Street/West Street				
West WB thru	A	0.0	0.29	0
Mason NB left	B	12.0	0.01	1
Mason Street/Avery Street				
Avery EB left/thru	A	0.3	0.01	0
Avery WB thru/right	A	0.0	0.03	0
Mason SB left/right	C	20.8	0.07	5

# = 95th percentile volume exceeds capacity. Queue may be longer. Queue shown is the maximum after 2 cycles.
m = Volume for 95th percentile queue is metered by an upstream signal.
Cell shading indicates that LOS has worsened from the previous condition.

Under No-Build Conditions, only the Washington Street right turn to Essex Street goes from LOS D to LOS E on Saturday. On Friday, all LOS remains the same from Existing to No-Build Conditions.

5.3.1.3 No-Build Public Transportation

No specific analysis of No-Build public transportation operations was conducted for this study.

5.3.1.4 No-Build Pedestrian Operations

Pedestrian volumes were factored up by a growth rate of 1% per year to arrive at No-Build pedestrian conditions. **Figures 5-15 and 5-16** and **Tables 5-13 and 5-14** show No-Build pedestrian operations at study area intersections.

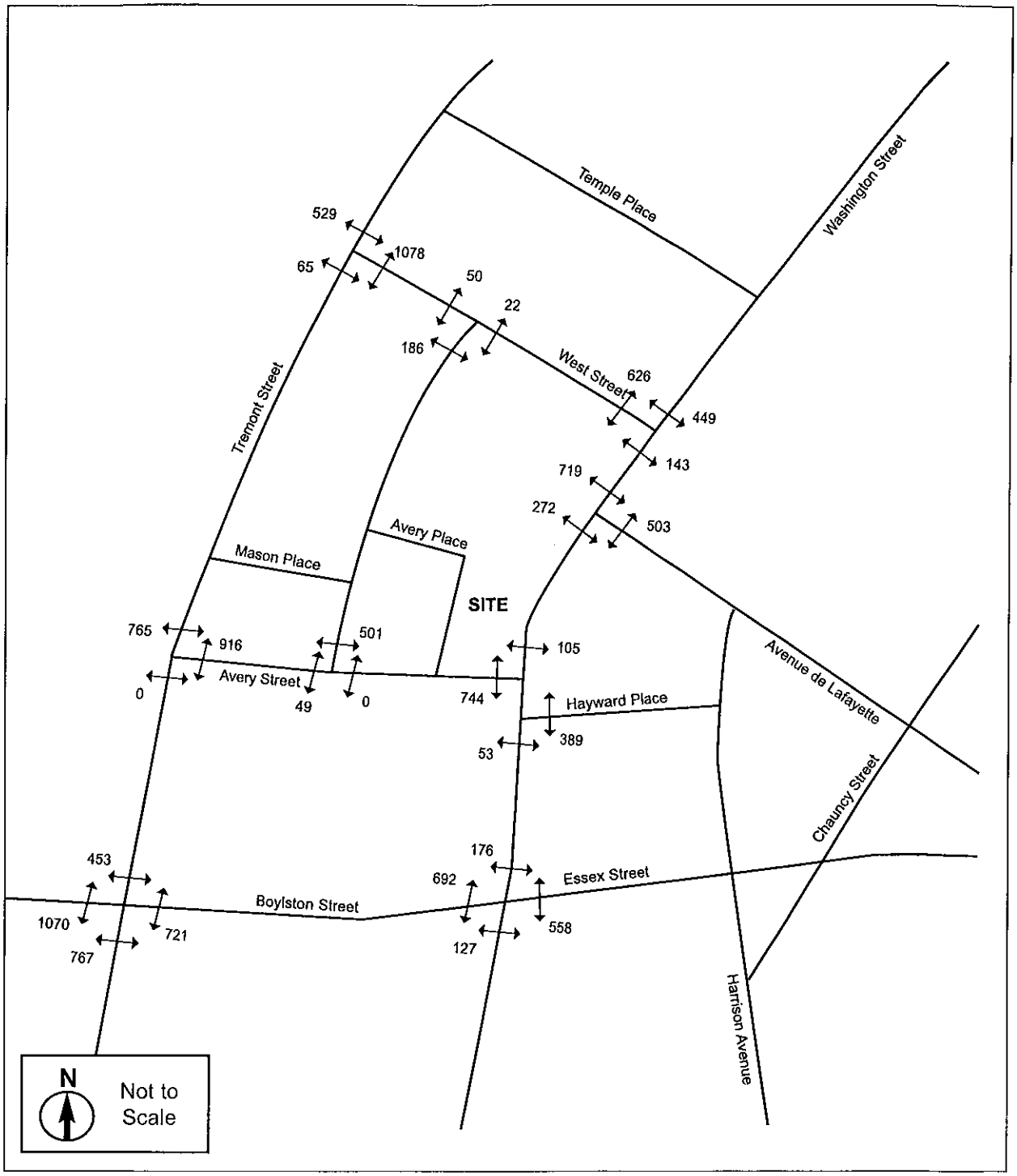


Figure 5-15
No-Build Conditions (2011) Pedestrian Volumes,
Friday p.m. Peak Hour

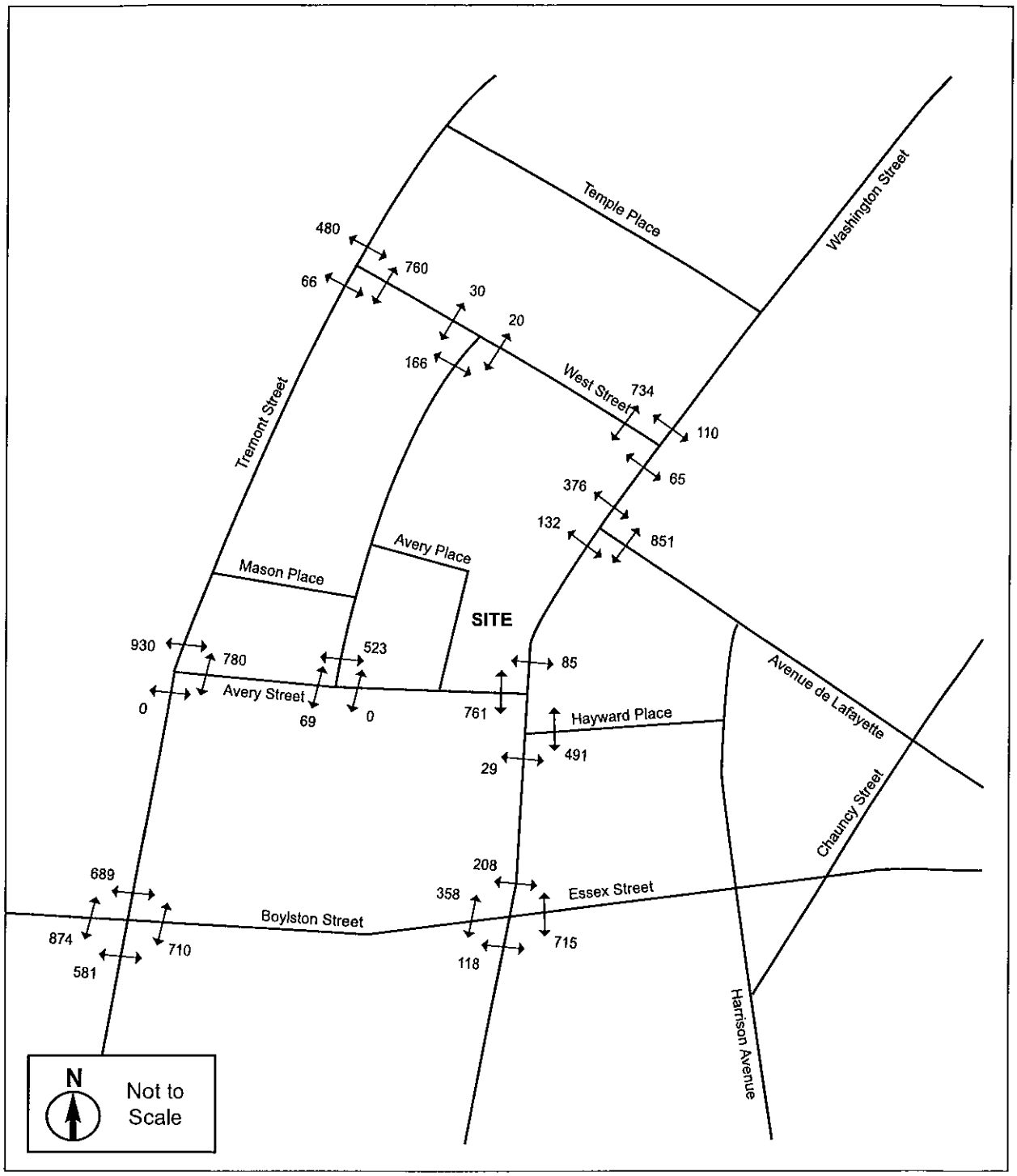


Figure 5-16
No-Build Conditions (2011) Pedestrian Volumes,
Saturday p.m. Peak Hour

Table 5-13. No-Build Conditions (2011) Pedestrian Level of Service, Friday p.m. Peak Hour

Intersection	Signalized/ Unsignalized	Delay LOS	Space LOS*
Washington Street/Avery Street	**S**		
Washington north crosswalk		C	A*
Washington south crosswalk		C	A*
Avery west crosswalk		A	C
Washington Street/ Avenue de Lafayette	**S**		
Washington north crosswalk		C	E*
Washington south crosswalk		C	C
Lafayette east crosswalk		B	B
West Street/Tremont Street	**S**		
Tremont north crosswalk		C	C
Tremont south crosswalk		C	A*
West east crosswalk		A	C
Avery Street/Tremont Street	**S**		
Tremont north crosswalk		C	D
Avery east crosswalk		A	B
Washington Street/West Street	**U**		
Washington north crosswalk		A	
Washington south crosswalk		C	N/A
West west crosswalk		B	
Mason Street/West Street	**U**		
Mason south crosswalk		A	
West east crosswalk		B	N/A
West west crosswalk		B	
Mason Street/Avery Street	**U**		
Mason north crosswalk		A	
Avery east crosswalk		A	N/A
Avery west crosswalk		A	

*Indicates jaywalking.
Cell shading indicates LOS has worsened from the previous condition.

Table 5-14. No-Build Conditions (2011) Pedestrian Level of Service, Saturday p.m. Peak Hour

Intersection	Signalized/ Unsignalized	Delay LOS	Space LOS*
Washington Street/Avery Street	**S**		
Washington north crosswalk		C	A*
Washington south crosswalk		C	A*
Avery west crosswalk		A	C
Washington Street/ Avenue de Lafayette	**S**		
Washington north crosswalk		A	B*
Washington south crosswalk		A	A
Lafayette east crosswalk		A	C
West Street/Tremont Street	**S**		
Tremont north crosswalk		B	B
Tremont south crosswalk		B	A*
West east crosswalk		A	B
Avery Street/Tremont Street	**S**		
Tremont north crosswalk		C	D
Avery east crosswalk		A	B
Washington Street/West Street	**U**		
Washington north crosswalk		A	
Washington south crosswalk		C	N/A
West west crosswalk		B	
Mason Street/West Street	**U**		
Mason south crosswalk		A	
West east crosswalk		A	N/A
West west crosswalk		A	
Mason Street/Avery Street	**U**		
Mason north crosswalk		A	
Avery east crosswalk		A	N/A
Avery west crosswalk		A	

* Indicates jaywalking.
Cell shading indicates LOS has worsened from the previous condition.

As indicated by the tables and figures, there was no change in LOS from Existing to No-Build pedestrian conditions on either Friday or Saturday.

5.3.2 Build Scenario

5.3.2.1 Overview

The Build Scenario (2011) assesses traffic impacts associated with the Project. In accordance with the scoping determination issued by BTD and BRA, the following factors have been considered:

The Paramount Center will consist of a 550- to 580-seat theater, a 125- to 140-seat black box theater, a 180-seat screening room, approximately 1,900 square feet of studio/rehearsal space, 262 student dormitory rooms, and a 150-seat restaurant. The Center will have three entrances along Washington Street. Currently, the site contains the long-vacant Paramount Theater and "Arcade" building. Although the black box theater and screening room will be used during the school year for student activities only, they may be open for use by community groups during school breaks. For this reason, a total capacity of 900 seats was used as a "worst case" basis for theater trip generation, even though it is highly unlikely that all three venues will have performances at the same time.

5.3.2.2 Site Access and Circulation

Vehicular Access

In line with Emerson College policy, no parking will be provided on-site for dormitory residents, the restaurant, or the theater. Vehicular traffic associated with the Project has thus been assigned to the two closest garages. A loading dock will be provided behind the buildings off Mason Street. Details on loading/service activity are included in Build Conditions Loading and Service Accommodations. Emerson is committed to working with BTD to coordinate loading dock design with the Opera House and Millennium Place buildings on either side in order to ensure that the loading dock operates effectively.

Pedestrian Access

Access to the theater components (Paramount Theater, black box theater, film screening room, and studio/rehearsal space) will be provided through several doors on Washington Street serving the main lobby and box office area. The

restaurant will have a separate entrance on Washington Street north of the theater lobby entrance. Access to the student dormitory will be provided through a separate door on Washington Street between the theaters and restaurant. For security reasons, no pedestrian access to the dormitory will be allowed on Mason Street.

5.3.2.3 Trip Generation

HSH developed trip generation analyses for the Project using the data from previous traffic studies or the rates and equations derived from the Institute of Transportation Engineers' (ITE) *Trip Generation* (7th Edition, 2003) fitted curve equations and average trip rates. The following ITE land use codes ("LUC") were used to estimate Project-generated trips:

Land Use – Paramount Theater. Vehicle trip generation to the new Paramount Theater was estimated using the same methodology used for the Boston Opera House. HSH calculated trip generation using the number of seats (580), average theater occupancy (87%), vehicle mode split (65% by auto, 10% by taxi, limo, or charter bus), and average vehicle occupancy rate (2.4 persons per vehicle).

Land Use – Black Box Theater, Screening Room, and Studio Space. The 140-seat black box theater and 180-seat film screening room will be used during the school year only by students as part of their course work in film and theater. These uses will generate a negligible number of vehicle trips. However, because these facilities may be used by community groups for public activities during school breaks, these seats were added to the 580 seats in the main theater, for a total of 900 seats for the theater-related components.

Land Use 931– Restaurant. HSH developed trip generation for the restaurant use using the rates and equations derived from the Institute of Transportation Engineers (ITE) *Trip Generation* (7th Edition, 2003) fitted curve equations and average trip rates. Land use code (LUC) 931, Quality Restaurant, was used to estimate Project-generated trips associated with the restaurant use.

Land Use – Student Dormitory. As part of the transportation study for the Emerson Piano Row Residence Hall, a survey of trips to an existing 224-bed Emerson residence hall was conducted in September 2002. HSH calculated trip generation for the proposed 262-bed residence hall using the data from the survey conducted at the existing residence hall. Trips were adjusted upward by a factor of 1.17 to account for the larger number of beds proposed in The Paramount Center.

5.3.2.4 Mode Split

The mode split for the Project was based on various adjacent projects, including Opera House, Hayward Place, and the Emerson College Piano Row Residence Hall. Mode split data by use are summarized in **Table 5-15.**

Table 5-15. Peak-hour Mode Split by Land Use

Mode	Paramount Theater[2]	Restaurant[3]	Student Dormitory[4]
Auto	65%	30%	5%
Transit	15%	20%	6%
Walk/Bike	10%	50%	89%
Other[1]	10%	—	—

[1] Includes taxis/limousines (6%) and charter buses (4%).
[2] *Opera House DPIR,* November 1999.
[3] *Hayward Place DPIR* Retail Mode Split, March 2005.
[4] *Emerson College Institutional Master Plan,* October 2002.

A summary of the proposed trip generation by mode for The Paramount Center is summarized in **Table 5-16.** Detailed trip generation data for the proposed alternatives are included in the **Transportation Appendix.**

Table 5-16. Proposed Project Trips

Component	Vehicle Trips	Transit Trips	Bike/Walk Trips	Other* Trips
		Daily		
Paramount Theater	424	234	156	66
In	212	117	78	33
Out	212	117	78	33
Restaurant	96	136	338	0
In	48	68	169	0
Out	48	68	169	0
Dormitory	68	98	1452	0
In	34	49	726	0
Out	34	49	726	0
Total Daily	**588**	**468**	**1946**	**66**
In	**294**	**234**	**973**	**33**
Out	**294**	**234**	**973**	**33**
		a.m. Peak Hour		
Paramount Theater	0	0	0	0
In	0	0	0	0
Out	0	0	0	0
Restaurant	2	2	4	0
In	1	1	2	0
Out	1	1	2	0
Dormitory	1	3	30	0
In	1	2	22	0
Out	0	1	8	0
Total a.m. Peak	**3**	**5**	**34**	**0**
In	**2**	**3**	**24**	**0**
Out	**1**	**2**	**10**	**0**
		p.m. Peak Hour		
Paramount Theater	212	117	78	33
In	212	117	78	33
Out	15	8	5	2
Restaurant	9	12	31	0
In	6	8	21	0
Out	3	4	10	0
Dormitory	6	9	129	0
In	3	5	68	0
Out	3	4	61	0
Total p.m. Peak	**227**	**138**	**238**	**78**
In	**221**	**130**	**167**	**78**
Out	**21**	**16**	**76**	**5**

Saturday p.m. Peak Hour				
Component	**Vehicle Trips**	**Transit Trips**	**Bike/Walk Trips**	**Other* Trips**
Paramount Theater	212	117	78	33
In	15	8	5	2
Out	212	117	78	33
Restaurant	12	16	39	0
In	7	9	23	0
Out	5	7	16	0
Dormitory	6	9	129	0
In	3	5	68	0
Out	3	4	61	0
Total Saturday p.m. Peak	**230**	**142**	**246**	
In	**25**	**22**	**96**	**2**
Out	**220**	**128**	**155**	**33**

Numbers may not add due to rounding.
* Includes taxis, limousines, and charter buses.

As shown, the Proposed Project will generate a total of 294 vehicles entering and 294 vehicles leaving area parking lots and garages daily on Paramount Center performance days when the theater, the black box, and the screening room are all 87% occupied at the same time. During the Friday peak hour, the total potential vehicle trips are 221 entering and 21 leaving. During the Saturday peak hour, at the end of the matinee, the total potential vehicle trips are reversed to 25 entering and 220 leaving. "Other" trips associated with the theater—taxis, limos, drop-offs and charter buses—number 66 per day. These vehicles were accounted for in the project traffic, but not assigned to garages. Charter buses typically park on the north or south side of Avenue de Lafayette.

5.3.2.5 Trip Distribution

HSH developed vehicular trip distribution data from 2000 U.S. Census Journey to Work data and origin–destination characteristics for Area 2 and Area 3. Vehicle trip distribution is summarized in **Figure 5-17.** Project trips added to the study area intersections are shown in **Figures 5-18 and 5-19.**

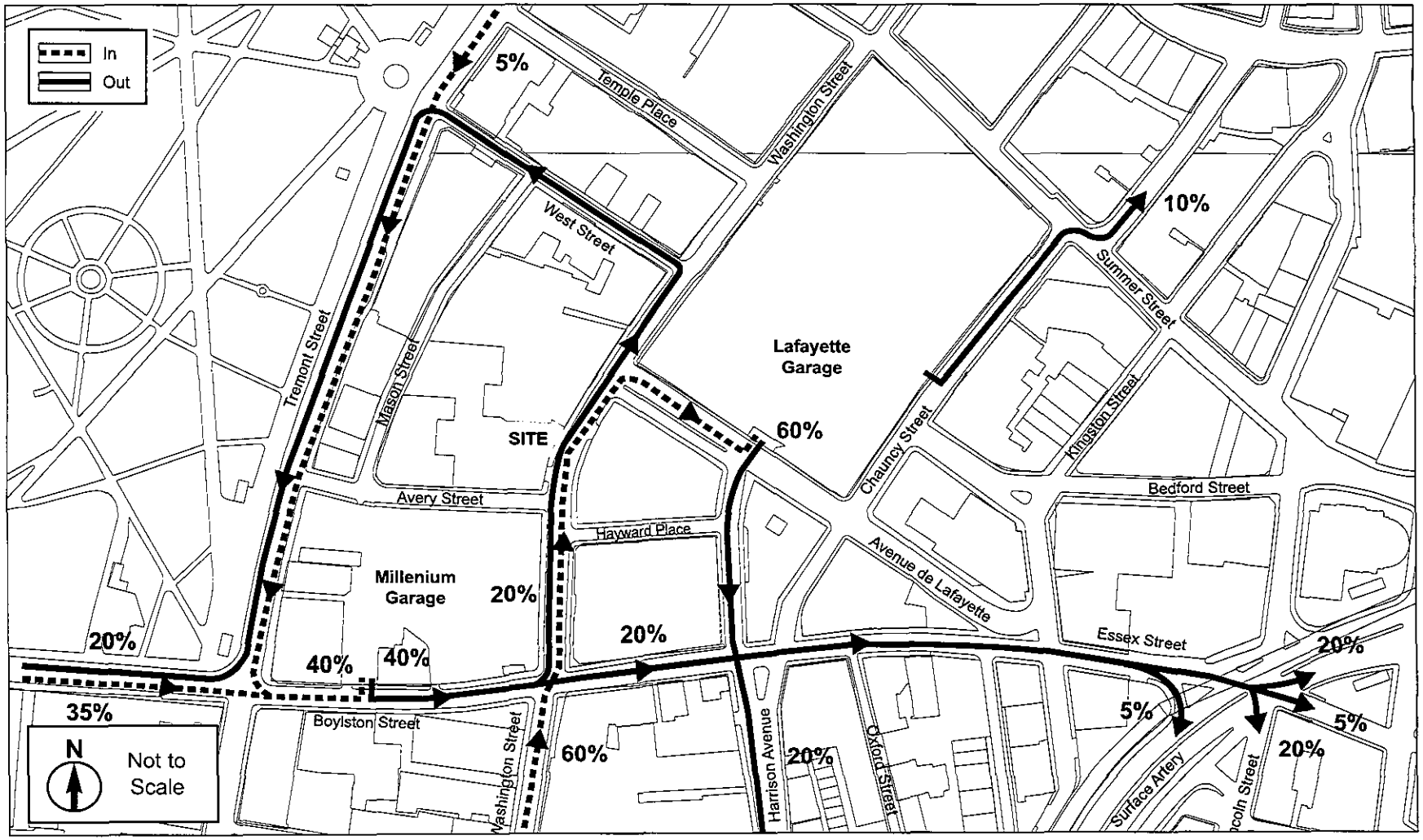


Figure 5-17
Vehicle Trip Distribution

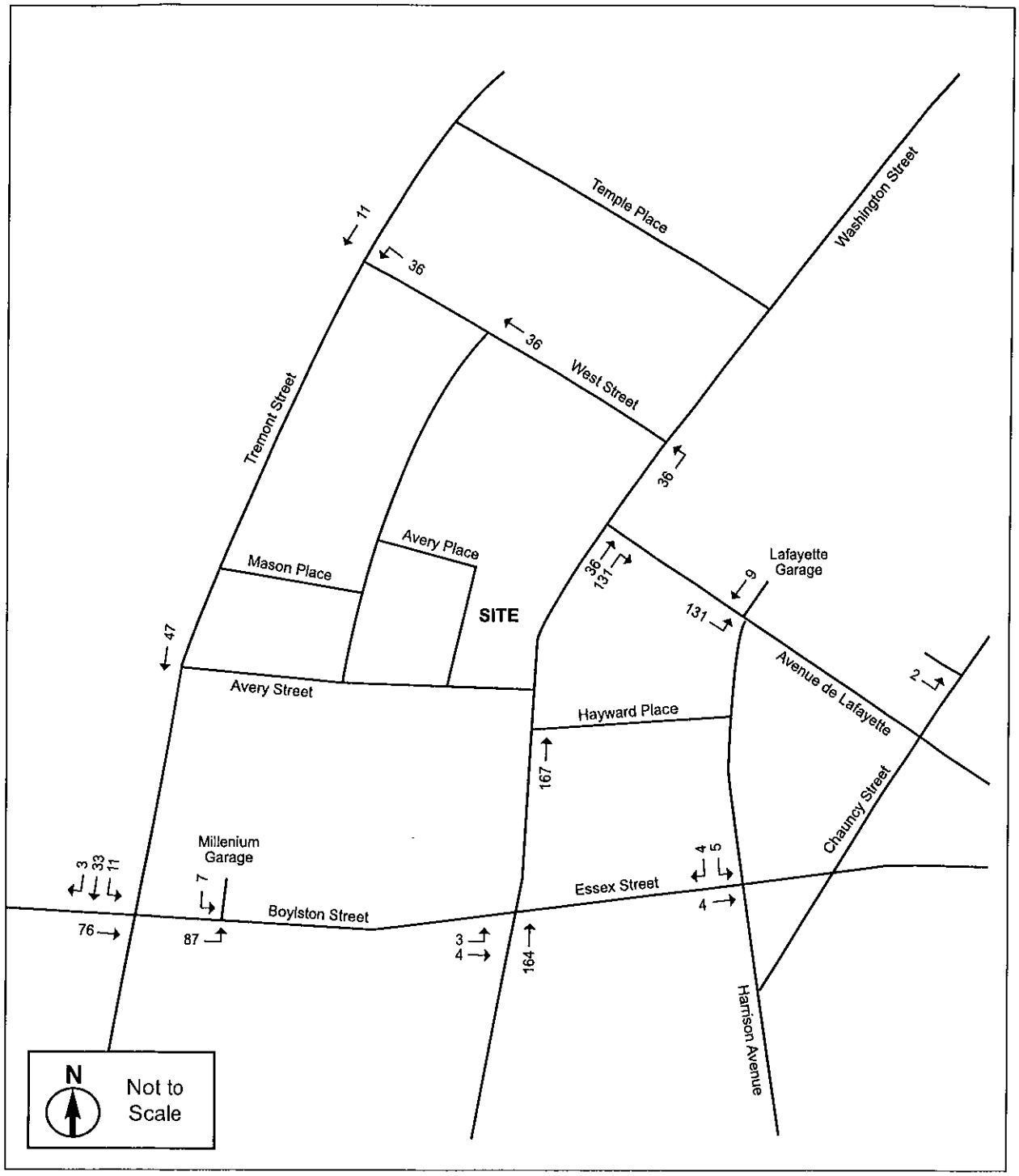


Figure 5-18
Project-generated Vehicle Trips,
Friday p.m. Peak Hour

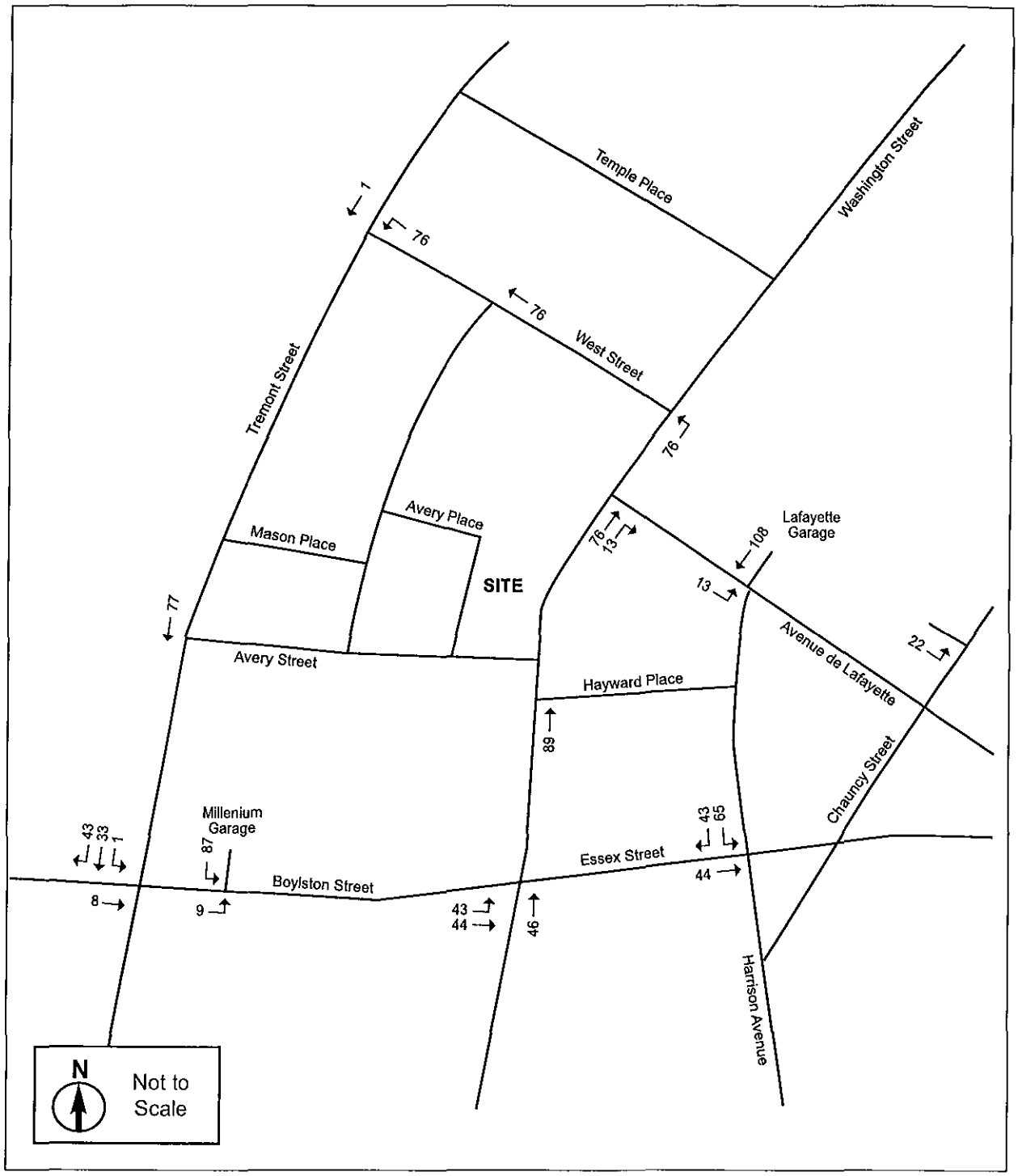


Figure 5-19
Project-generated Vehicle Trips,
Saturday p.m. Peak Hour

5.3.2.6 Build Conditions Traffic Operations

Build traffic volumes for the worst-case scenario are shown in **Figures 5-20 and 5-21.** The resulting Build traffic operations in the 2011 Build year are presented in **Tables 5-17 and 5-18.** Capacity analysis reports are provided in the **Transportation Appendix.**

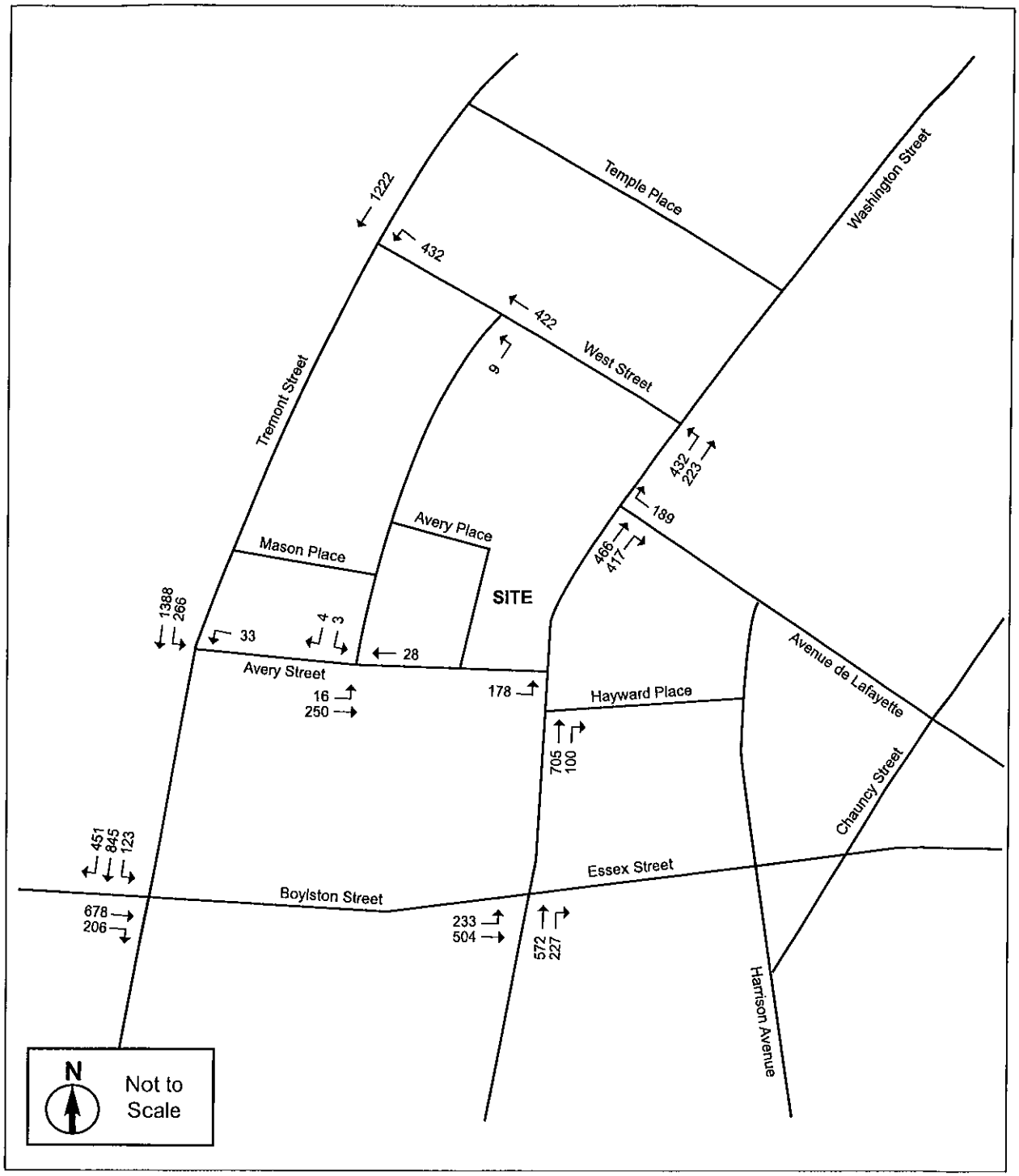


Figure 5-20
Build Conditions (2011) Turning Movement Volumes,
Friday p.m. Peak Hour

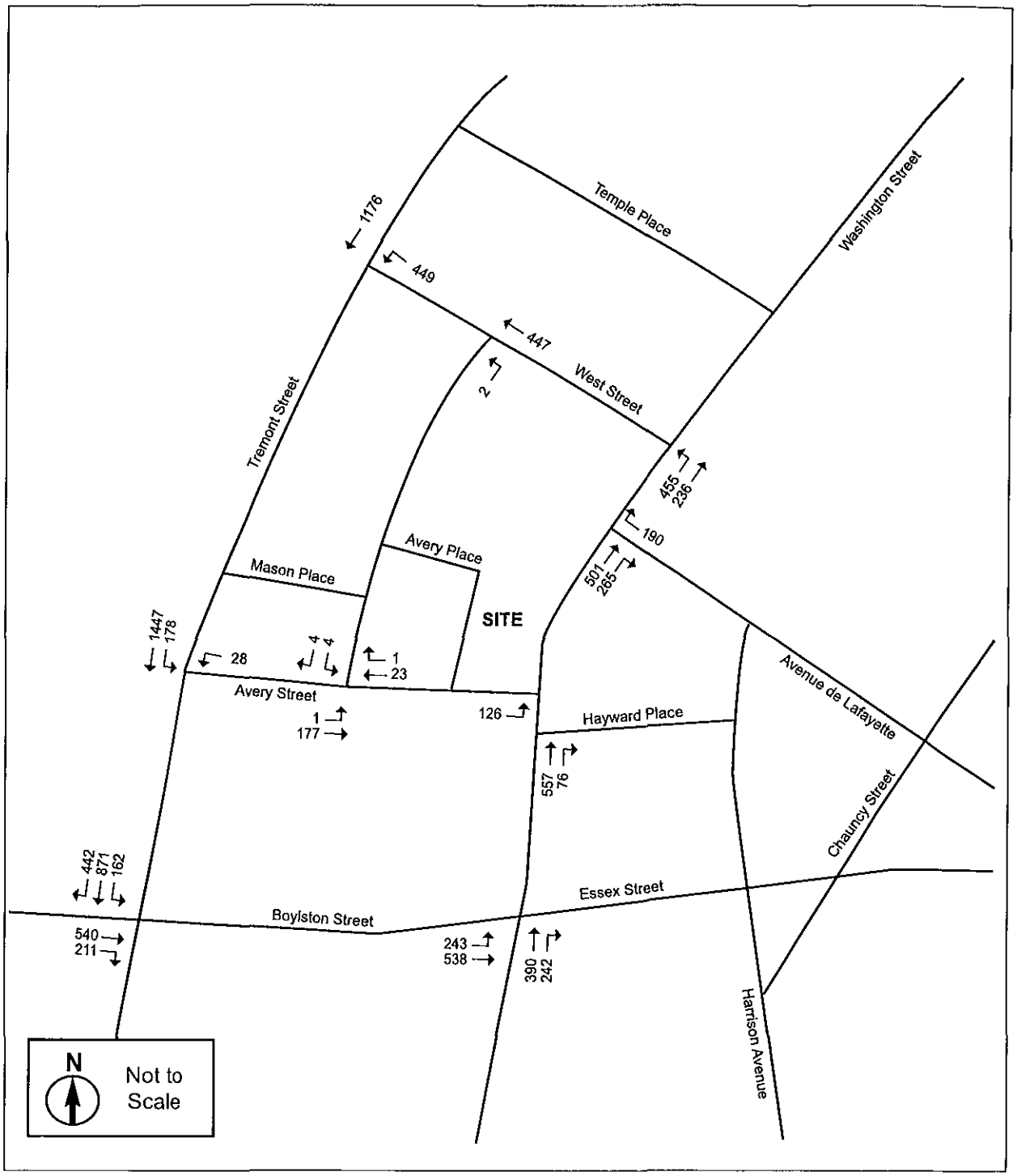


Figure 5-21
Build Conditions (2011) Turning Movement Volumes,
Saturday p.m. Peak Hour

Table 5-17. Build Conditions (2011) Level of Service Summary, Friday p.m. Peak Hour

Intersection	LOS	Delay	V/C Ratio	95% Queue Length
Signalized Intersections				
Washington Street/Avery Street	**B**	**14.6**	**0.40**	**—**
Avery EB left	C	21.9	0.40	112
Washington NB thru	B	11.9	0.25	172
Washington Street/Avenue de Lafayette	**C**	**34.6**	**0.93**	**—**
Lafayette WB right	E	56.8	0.79	182
Washington NB thru	B	10.8	0.30	204
Washington NB right	D	38.3	0.93	211
Boylston Street/Washington Street/ Essex Street	**C**	**25.8**	**0.77**	**—**
Boylston EB left/thru	B	17.6	0.75	m105
Washington NB thru	C	28.7	0.59	222
Washington NB right	D	46.2	0.77	#271
West Street/Tremont Street	**B**	**19.2**	**0.97**	**—**
West WB left	D	51.7	0.97	m#452
Tremont SB thru	A	7.9	0.36	117
Boylston Street/Tremont Street	**E**	**61.9**	**>1.0**	**—**
Boylston EB thru/right	F	>80	>1.0	#456
Tremont SB left/thru	B	16.9	0.59	231
Tremont SB right	E	59.0	1.0	#415
Avery Street/Tremont Street	**A**	**5.0**	**0.44**	**—**
Tremont SB left/thru	D	35.6	0.17	44
Avery WB left	A	4.1	0.44	m100
Unsignalized Intersections				
Washington Street/Hayward Place				
Washington NB thru/right	A	0.0	0.18	0
Washington Street/West Street				
Washington NB thru	B	10.4	0.49	69
Mason Street/West Street				
West WB thru	A	0.0	0.27	0
Mason NB left	B	12.1	0.03	2
Mason Street/Avery Street				
Avery EB left/thru	A	1.8	0.05	4
Avery WB thru/right	A	0.0	0.02	0
Mason SB left/right	C	20.1	0.05	4

# = 95th percentile volume exceeds capacity. Queue may be longer. Queue shown is the maximum after 2 cycles.
m = Volume for 95th percentile queue is metered by an upstream signal.
Cell shading indicates that LOS has worsened from the previous condition.

Table 5-18. Build Conditions (2011) Level of Service Summary, Saturday p.m. Peak Hour

Intersection	LOS	Delay	V/C Ratio	95% Queue Length
Signalized Intersections				
Washington Street/Avery Street	**B**	**12.0**	**0.38**	—
Avery EB left	C	31.3	0.38	112
Washington NB thru	A	6.3	0.18	45
Washington Street/Avenue de Lafayette	**C**	**24.3**	**0.82**	—
Lafayette WB right	D	52.1	0.82	152
Washington NB thru	A	8.4	0.41	65
Washington NB right	C	27.8	0.85	140
Boylston Street/Washington Street/ Essex Street	**C**	**33.2**	**0.85**	—
Boylston EB left/thru	C	30.4	0.77	296
Washington NB thru	C	23.9	0.41	137
Washington NB right	E	58.7	0.88	#283
West Street/Tremont Street	**C**	**25.1**	**0.97**	—
West WB left	E	58.7	0.97	#377
Tremont SB thru	A	9.7	0.40	113
Boylston Street/Tremont Street	**C**	**33.8**	**1.0**	—
Boylston EB thru/right	D	40.7	0.93	#256
Tremont SB left/thru	C	21.5	0.83	#92
Tremont SB right	D	54.8	1.0	#345
Avery Street/Tremont Street	**A**	**2.3**	**0.39**	—
Tremont SB left/thru	D	38.4	0.32	33
Avery WB left	A	1.2	0.39	m43
Unsignalized Intersections				
Washington Street/Hayward Place				
Washington NB thru/right	A	0.0	0.16	0
Washington Street/West Street				
Washington NB thru	B	13.0	0.59	98
Mason Street/West Street				
West WB thru	A	0.0	0.35	0
Mason NB left	B	13.0	0.01	1
Mason Street/Avery Street				
Avery EB left/thru	A	0.3	0.01	0
Avery WB thru/right	A	0.0	0.03	0
Mason SB left/right	C	20.8	0.07	5

# = 95th percentile volume exceeds capacity. Queue may be longer. Queue shown is the maximum after 2 cycles.
m = Volume for 95th percentile queue is metered by an upstream signal.
Cell shading indicates that LOS has worsened from the previous condition.

Under Build Conditions, overall LOS at Boylston/Tremont goes from LOS D to LOS E on Friday but stays at LOS C for Saturday. No other approaches fall to unacceptable levels under Build Conditions.

will be moved to Hayward Place and lessen this problem. As part of the publicity for the theater and restaurant, Emerson will inform patrons of the alternative parking garages in the area that can be reached without driving on Washington Street.

Because several public garages are within such a convenient walking distance of the site, no valet parking for restaurant or theater patrons will be provided. The area facilities offer special rates today for Opera House performances. For example, the Hayward Place lot charges $20 and the Lafayette Place Garage charges $10. These facilities also offer reduced weekend and evening rates. Emerson will not offer any validated parking programs for restaurant or theater patrons.

5.3.2.8 Build Conditions Curbside Regulations

Today the curbside in front of the Paramount Center is designated as "No Parking." Under Build Conditions, Emerson will seek to maintain this restriction.

5.3.2.9 Build Conditions Public Transportation

Based on trip generation calculations, the Project will generate 130 entering transit trips during the Friday evening peak hour and 128 exiting transit trips during the Saturday peak hour. These trips will be dispersed to the various inbound and outbound transit lines, commuter rail, and buses. The most convenient service is the Orange Line at Chinatown Station, the Red and Orange lines at Downtown Crossing Station, and the Green Line at Boylston Station. Transit trip generation is summarized in **Table 5-16,** above. Detailed trip generation data are included in the **Transportation Appendix.**

5.3.2.10 Build Conditions Pedestrian Operations

HSH estimates that The Paramount Center will generate up to 974 pedestrian trips entering the site and 974 leaving the site per day on a performance day, as well as about 600 pedestrian trips going to and from bus and train lines or parking that require a walk trip to or from the site. This results in an additional 1,580 pedestrian trips entering and 1,580 leaving the site per day on a weekday or

weekend day when the theater is operating. On a day with no theater performances, the main pedestrian traffic will be generated by the dormitory and restaurant—about 900 trips entering and 900 trips leaving per day. Students will go to and from the new dorm and the other Emerson buildings along Tremont Street and Boylston Street. All students, as well as theater and restaurant patrons, will use doorways on Washington Street for access to the site. For security reasons, no student access will be allowed from Mason Street. With The Paramount Center under full use, approximately 238 pedestrian trips in and out of the site will occur during the Friday p.m. peak hour, with 246 trips in and out during the Saturday peak hour, plus 138 and 142 transit trips, respectively. This averages to about 6 pedestrian trips per minute during both the Friday and Saturday peak hours.

Pedestrian trip generation is summarized in **Table 5-16,** above. Detailed trip generation data are included in the **Transportation Appendix.**

Pedestrian and transit walk trips were assigned to the study area intersections based on MBTA boarding data and expected distribution patterns throughout the area. Build Conditions pedestrian volumes are shown in **Figures 5-22 and 5-23.** Pedestrian LOS results are shown in **Tables 5-19 and 5-20.**

Pedestrian LOS does not change significantly from No-Build to Build Conditions at any of the study area intersections.

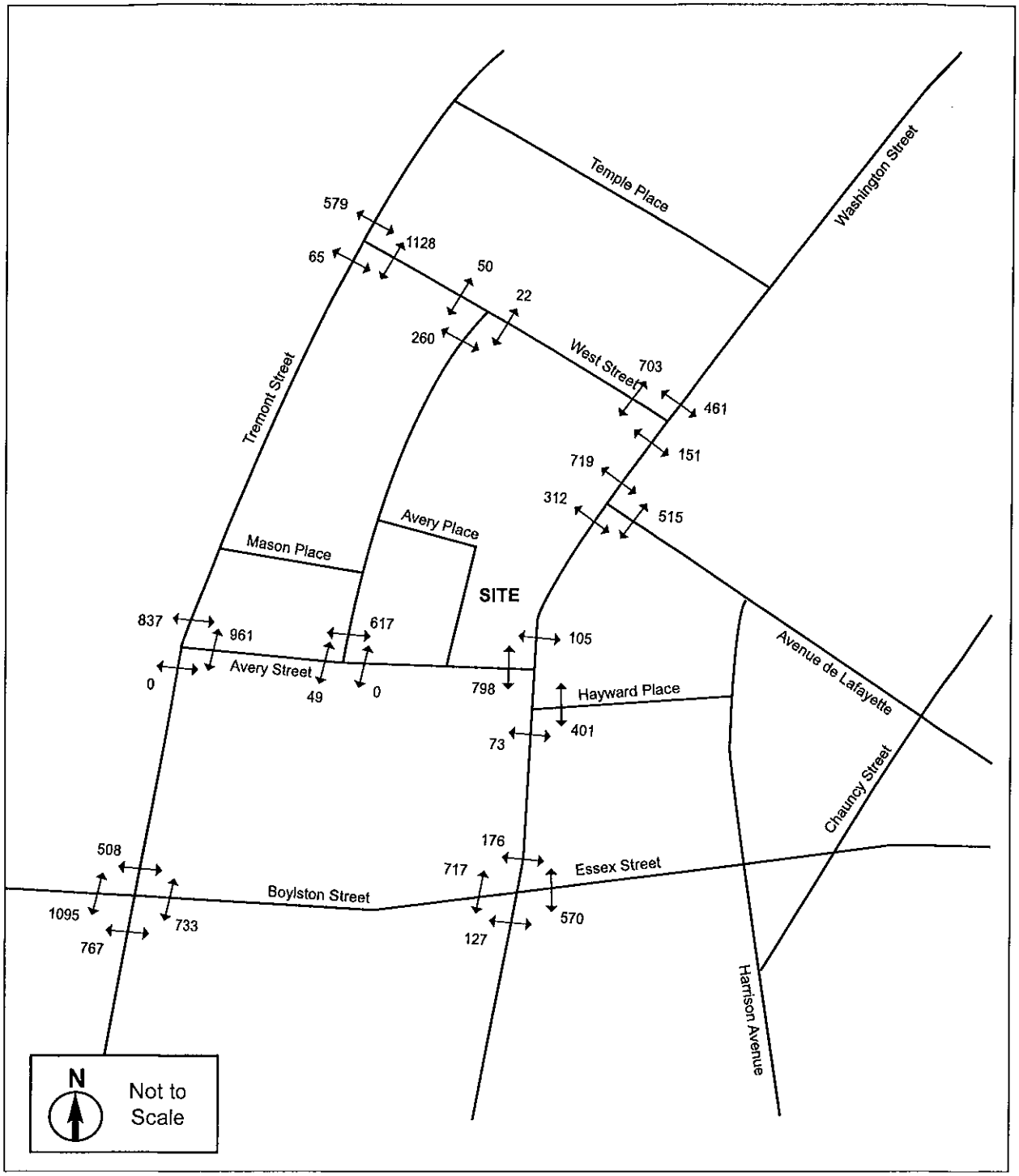


Figure 5-22
Build Conditions (2011) Pedestrian Volumes,
Friday p.m. Peak Hour

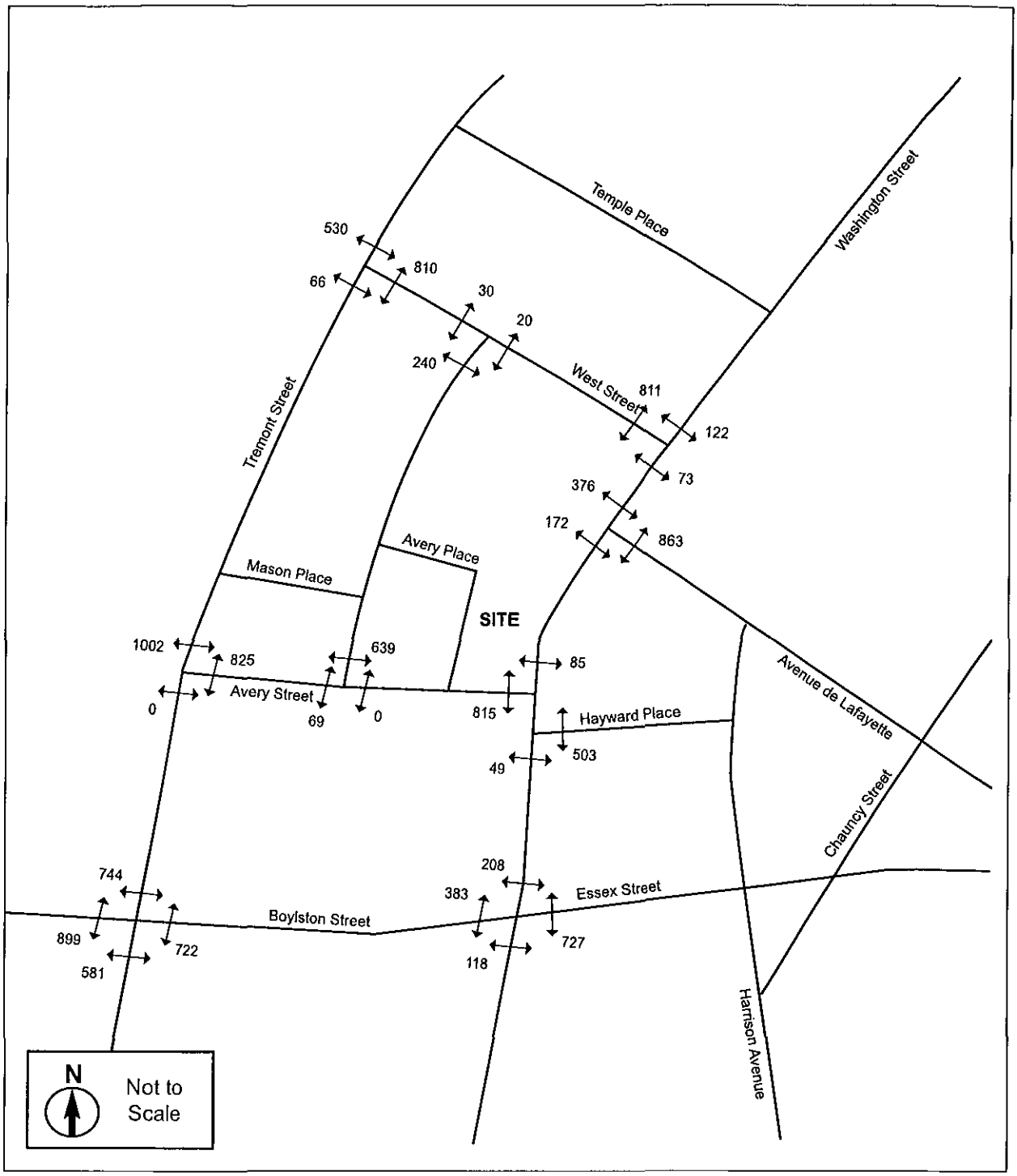


Figure 5-23
Build Conditions (2011) Pedestrian Volumes,
Saturday p.m. Peak Hour

Table 5-19. Build Conditions (2011) Pedestrian Level of Service, Friday p.m. Peak Hour

Intersection	Signalized/ Unsignalized	Delay LOS	Space LOS*
Washington Street/Avery Street	**S**		
Washington north crosswalk		C	A*
Washington south crosswalk		C	A*
Avery west crosswalk		A	C
Washington Street/ Avenue de Lafayette	**S**		
Washington north crosswalk		C	E*
Washington south crosswalk		C	C
Lafayette east crosswalk		B	C
West Street/Tremont Street	**S**		
Tremont north crosswalk		C	C
Tremont south crosswalk		C	A*
West east crosswalk		A	C
Avery Street/Tremont Street	**S**		
Tremont north crosswalk		C	D
Avery east crosswalk		A	C
Washington Street/West Street	**U**		
Washington north crosswalk		A	
Washington south crosswalk		C	N/A
West west crosswalk		B	
Mason Street/West Street	**U**		
Mason south crosswalk		A	
West east crosswalk		B	N/A
West west crosswalk		B	
Mason Street/Avery Street	**U**		
Mason north crosswalk		A	
Avery east crosswalk		A	N/A
Avery west crosswalk		A	

*Indicates jaywalking.
Cell shading indicates LOS has worsened from the previous condition.

Table 5-20. Build Conditions (2011) Pedestrian Level of Service, Saturday p.m. Peak Hour

Intersection	Signalized/ Unsignalized	Delay LOS	Space LOS*
Washington Street/Avery Street	**S**		
Washington north crosswalk		C	A*
Washington south crosswalk		C	A*
Avery west crosswalk		A	C
Washington Street/ Avenue de Lafayette	**S**		
Washington north crosswalk		A	B*
Washington south crosswalk		A	A
Lafayette east crosswalk		A	C
West Street/Tremont Street	**S**		
Tremont north crosswalk		B	B
Tremont south crosswalk		B	A*
West east crosswalk		A	C
Avery Street/Tremont Street	**S**		
Tremont north crosswalk		C	E
Avery east crosswalk		A	B
Washington Street/West Street	**U**		
Washington north crosswalk		A	
Washington south crosswalk		C	N/A
West west crosswalk		B	
Mason Street/West Street	**U**		
Mason south crosswalk		A	
West east crosswalk		B	N/A
West west crosswalk		B	
Mason Street/Avery Street	**U**		
Mason north crosswalk		A	
Avery east crosswalk		A	N/A
Avery west crosswalk		A	

* Indicates jaywalking.
Cell shading indicates LOS has worsened from the previous condition.

Build pedestrian LOS is still good, although two crosswalks go from LOS B to LOS C for space. On Saturday, the north crosswalk of Tremont Street at Avery Street goes from LOS D to LOS E for space, indicating that a wider crosswalk might be necessary.

5.3.2.11 Build Conditions Bicycle Accommodations

Secure bicycle storage will be provided on-site for dorm residents. Bicycle parking will be consistent with BTD guidelines: 1 bicycle space per 3 residential units, or 1 bicycle space per 10,000 square feet of retail space.

All bicycle racks, signs, and parking areas will conform to BTD standards and be sited in safe, secure locations.

5.3.2.12 Build Conditions Loading and Service Operations

The loading and service area for the Paramount Center project is located on Mason Street approximately 160 feet north of Avery Street. The loading and service area is immediately adjacent to the Opera House loading and service area. The Emerson loading and services area will consist of two loading bays and will be enclosed as shown on the site plan **Figure 5-24.**

An area for a trash compactor is located within the Emerson loading and service area. Vehicles accessing the Emerson loading and service area will almost always be small enough to pull in forward and back out of the loading and service area. On the very rare occasion when a larger vehicle is used to access the Emerson loading and service areas, such larger vehicle will gain access by backing in from Mason Street. The loading and service area will accommodate trucks up to a WB-40 in size. AutoTurn diagrams are found in the **Transportation Appendix.**

Most vehicles exiting the Emerson loading and service area will exit towards Avery Street, since this direction provides the most convenient routes to the regional highway network. On the very rare occasion when a larger vehicle is exiting the Emerson loading and service area, it will do so via Mason Street towards Avery Street as the turn at Mason Place and West Street is restrictive. All recycling and trash collection facilities will be accessed from the loading dock.

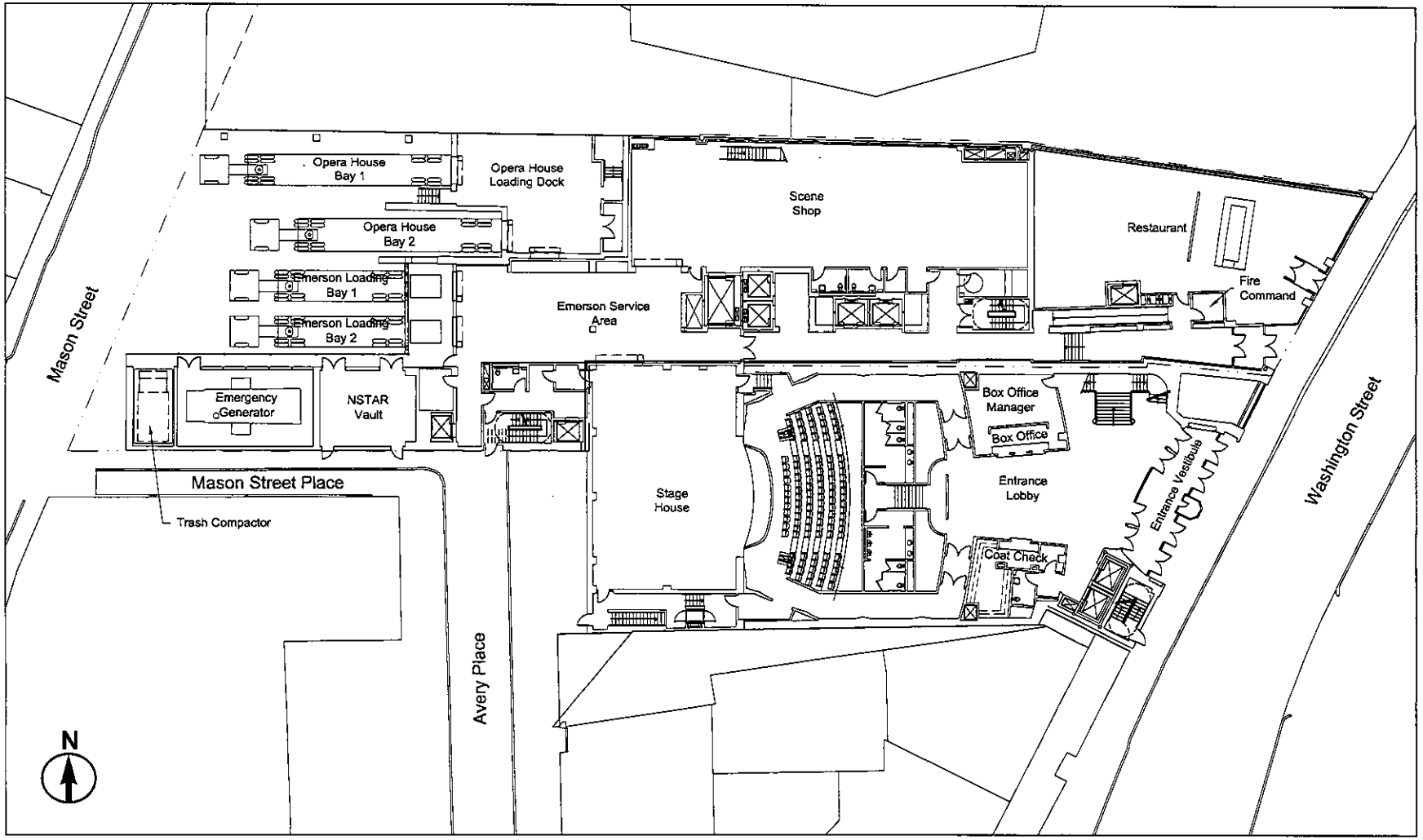


Figure 5-24
Site Plan

Whenever possible, loading and service activities will take place during off-peak hours. Permanent "No Idling" signs will be posted in the loading area and garage. Urban loading docks are actively managed, and all deliveries are scheduled—allowing building management to dictate the size of the delivery truck and time of delivery, if necessary. An on-site loading dock manager will be part of the on-site staff to manage service and loading operations on the site.

Based on their existing dormitories, on average, about 10 to 12 trucks per day will make deliveries to the Paramount Center dormitory during most of the semester. At the start of the fall semester, two package truck trips per day via Federal Express or United Parcel Service are likely to occur. After the second week of the semester, package deliveries will be delivered on foot to the residence hall. Estimated vehicular deliveries to the new residence hall are shown in **Table 5-21.**

Table 5-21. Paramount Center Residence Hall Estimated Vehicular Deliveries

Type	Frequency
Food service	3 or 4 per week (vendors, food service, linens, etc.
U.S.P.S. mail	2 per day for 2 weeks in September and January; otherwise on foot
Recycling/trash	2 per week

Source: Emerson College data on existing residence halls.

Move-in/move-out activity will be managed from Washington Street, for which Emerson will apply to BTD for street occupancy permits. No student access will be afforded from Mason Street. As they do for the Emerson dormitories on Boylston Street, Emerson staff will manage this activity closely in cooperation with BTD. Emerson has developed a very effective plan for staggered move-in and move-out activity to minimize disruption to downtown streets and sidewalks.

5.4 Mitigation Measures

5.4.1 Progress Since the 2002 IMP

A detailed transportation study was provided as part of the Institutional Master Plan for Emerson College dated October 4, 2002. Since the filing of that Master Plan, Emerson has commenced and nearly completed construction of the Piano

Row dormitory. This building will provide no parking and not add to vehicular traffic volumes in the area. Pedestrian volumes will be added along Boylston and Tremont streets as students move between the various buildings on the downtown campus.

In a 2004 *Transportation Access Plan Agreement* signed in conjunction with the Piano Row dormitory construction,, Emerson committed to several transportation measures, the implementation of which is discussed below.

- ***Traffic Signal System Improvements.*** The College purchased and installed eight countdown pedestrian audible signal heads at the corners of Boylston and Tremont streets.

- ***Transportation Monitoring and Annual Reporting.*** The College continues to be in compliance with the Massachusetts Rideshare Regulation and reports yearly as required. As of 2004, the College had an 8% "drive-alone" rate, one of the lowest of all institutions in Massachusetts. The staff and eligible commuting students were surveyed in April of 2006 as is required every other year by the Massachusetts Department of Environmental Protection (DEP). The results are being tabulated now and will be submitted to the DEP Attn: Gail Costelas. The College continues to offer Ridematching, administered by Transaction Associates, to its students, faculty and staff. Emerson has worked to lower its "drive-alone rate" over the past two years. It is currently 7.1%, compared to an already low 8% in 2004.

- ***Bicycle Storage.*** A secure bicycle storage room for 60 bicycles will be located in the basement of the Walker Building, accessed at 16–19 Boylston Place and ready for use in Fall 2006. It was originally to be located in the Piano Row Residence Hall, but its location in the building was deemed by the College to be problematic for students. Consequently, a new, more accessible location was found. In addition, students are allowed to store their bikes in their dorm rooms. This change from the TAPA did not require an amendment to the

TAPA, and was approved verbally on June 8, 2005, by Alison Felix of the Boston Department of Transportation.

- ***MBTA Passes.*** The College offers online MBTA pass sales through Sodexho. Full-time staff and faculty are eligible for the program. Pre-tax deductions are available both for faculty/staff transit passes and student semester (4-month) pass programs.

- ***Promotion of Travel Alternatives.*** The College provides information on travel alternatives to students, employees, and visitors and encourages its tenants to join the Artery Business Committee Transportation Management Association.

- ***Parking Management.*** No new parking has been created for Emerson projects, and there is no net increase in the overall number of leased and owned parking spaces since the sale of the College's West Campus properties. Parking subsidies are provided to no more than 15% of faculty and staff. No parking spaces or subsidies are provided for students.

- ***Demand Management.*** The College offers Web-based services to help reduce trips.

- ***Move-in/Move-out Management.*** The College employs a staggered move-in/ move-out procedure on the Sunday and Monday of Labor Day weekend. Each student's move is scheduled in advance. Maps of nearby off-street parking are sent to each student's family. Student volunteers are on hand to help unload vehicles. Move-outs are scheduled over a 2 ½-week window.

5.4.2 The Paramount Center Mitigation

While it is not anticipated that the Paramount Center project will cause significant impacts to vehicular, transit, or pedestrian operations in the area, the College will continue to work with BTD on ways to manage its loading, dormitory move-in/move-out activity, and theater performances to minimize pedestrian/ vehicle

conflicts or any other conditions flagged in the study analysis or videotaping. Several initial observations include the following:

- Further signal timing changes at Boylston/Tremont will be investigated to see if vehicular and pedestrian LOS can be improved.
- Crosswalk widenings will be investigated at the Washington Street/Avenue de Lafayette and Avery Street/Tremont Street intersections; and.
- The Proponent will continue to work with BTD to develop an appropriate program that will be codified in the Transportation Access Plan Agreement.

5.5 Evaluation of Short-term Construction Impacts

Construction impacts are discussed in detail in **Section 4.1.11** of this IMPNF/PNF. Details of the overall construction schedule, working hours, number of construction workers, worker transportation and parking, number of construction vehicles, and routes will be addressed in detail in a Construction Management Plan to be filed with BTD in accordance with the City's transportation maintenance plan requirements.

To minimize transportation impacts during the construction period, the following measures will be incorporated into the Construction Management Plan:

- Limited construction worker parking will be permitted on-site; worker carpooling will be encouraged;
- A subsidy for MBTA passes will be considered for full-time employees; and
- Secure spaces will be provided on-site for workers' supplies and tools so they do not have to be brought to the Project site each day.

6.0 COORDINATION WITH GOVERNMENTAL AGENCIES

6.0 COORDINATION WITH GOVERNMENTAL AGENCIES

6.1 Architectural Access Board Requirements

The Project will comply with the requirements of the Massachusetts Architectural Access Board. The Project will also be designed to comply with the Standards of the Americans with Disabilities Act.

6.2 EOEA/Massachusetts Environmental Policy Act (MEPA)

The project does not meet or exceed MEPA thresholds by the estimated annual discharges and emissions from the project. Therefore, the project will not be required to file an ENF under the Executive Office of Environmental Affairs/Massachusetts Environmental Policy Act ("MEPA").

6.3 Massachusetts Historical Commission (MHC)

The Project will be subject to MHC review and approval as the Paramount Theatre is an historic Landmark and both the Paramount Theatre and the Arcade Building are located in the Historic Washington Street Theatre District. The project will also be subject to MHC review because tax exempt bonds issued by a State Agency will be used to finance the project.

6.4 Boston Civic Design Commission (BCDC)

The project's schematic design will be subject to review by the Boston Civic Design Commission (BCDC).

6.5 Boston Landmarks Commission (BLC)

The Project will be subject to BLC review as the Paramount Theatre is an historic Landmark and both the Paramount Theatre and the Arcade Building are in the Historic Washington Street Theatre District.

6.6 Boston Air Pollution Control Commission

The Project will require a permit to conduct abrasive blasting to remove paint on the exterior of the Arcade Building.

7.0 PUBLIC REVIEW PROCESS

7.0 PUBLIC REVIEW PROCESS

7.1 Introduction

Emerson College has established a close working relationship with its surrounding institutional neighbors and nearby neighboring communities. As a result, the College has met with the following abutters, neighborhood associations, public agencies, and nonprofit organizations. The College and its project team will continue to meet with city agency officials and other interested parties.

Abutters/Neighborhood Associations

North Tower Residents Millennium Partners

South Tower Residents Millennium Partners

The Hyatt Hotel

Grandview Condominiums

151 Tremont on the Common Condominiums

Parkside Condominiums

Park Plaza Civic Advisory Committee

Downtown Crossing Association Annual Meeting 2006

Public Agencies

Boston Redevelopment Authority

Boston Landmarks Commission

Boston Transportation Department

Boston Environment Department

Nonprofit Organizations

American Repertory Theatre

Boston Ballet

Boston Lyric Opera

Nonprofit Organizations Continued

Boston Dance Alliance

Boston Gay Men's Chorus

Boston Early Music Festival

Bank of America Celebrity Series

Opera Boston

Revels, Inc.

World Music, Inc.

Appendix A

Letter of Intent

EMERSON COLLEGE

Government & Community Relatio
120 BOYLSTON STREET
BOSTON, MA 02116-4624
(617) 824-8299 phone
(617) 824-8943 fax
www.emerson.edu

February 13, 2006

Mark Maloney, Director
Boston Redevelopment Authority
One City Hall Square
Boston, Massachusetts 02201-1007

Re: Letter of Intent to file a Project Notification Form
Emerson College/Paramount Center Project

Dear Director Maloney:

I am pleased to submit this Letter of Intent on behalf of Emerson College in connection with the proposed Paramount Center Project comprised of the Paramount Theatre at 549-563 Washington Street, the 'Arcade Building' at 543-547 Washington Street and a 9,500 square foot parcel at the rear of the same building known as the North Parcel. The proposed project consists of approximately 145,000 square feet of new construction in the 'Arcade Building' at 543-547 Washington Street which will include a restaurant at grade on Washington Street, a scene shop, rehearsal rooms, a sound stage, a black box theatre with seating for 125 people, a film screening room for approximately 185 people and a four level dormitory housing approximately 260 students. The height of the building is 108 feet.

The Paramount Theatre consists of approximately 32,000 square feet and will be converted from its original cinema use to live performance and will be used in partnership between Emerson College and a consortium of non-profit users in cooperation with the City of Boston. The seating requirements for the consortium and market conditions in general suggest a theatre capacity of 550 to 600 seats. The total proposed capacity of the renovated theatre will be approximately 570 seats of which 320 will be located at the orchestra level and 250 will be located in the balcony. The change from cinema use to live performance will require substantial changes to create a stage house and revised seating configuration. At the same time, throughout the Paramount, we will recall the spirit of its Art Deco origins, preserving design elements that have survived and recalling those elements that no longer exist. The Paramount entrance and lobbies will provide the public entrance, ticketing and lobby functions for the Paramount as well as the black box theatre and film screening room planned in the adjacent new construction.

Emerson College is completing its move from the Back Bay to the Midtown Cultural District/Theatre District and will open its first new residence hall at 150 Boylston Street in September, 2006. The building will house an NCAA basketball court, 524 students and will be the home of the Dean of Students, Director of Housing and many on-campus student organizations. The proposed Paramount Center project will replace the Performance Development Center previously approved for the College in the Loew's Hotel Project and will supply the College with the much needed rehearsal spaces previously located in the Back Bay facilities and the recently sold Brimmer Street property on Beacon Hill.

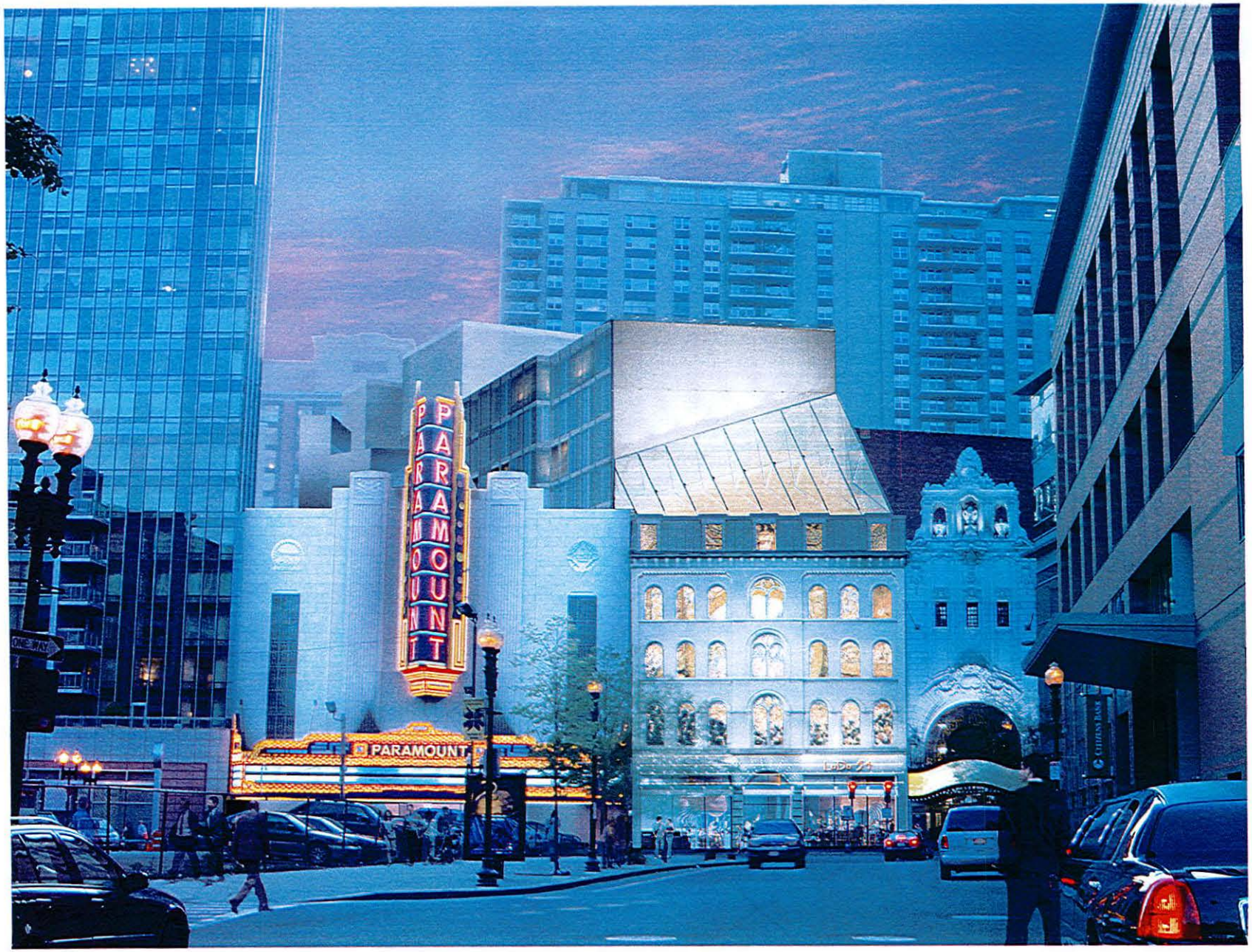
Emerson will meet with Jay Rourke, Project Manager and other senior staff at the Boston Redevelopment Authority ("BRA") to discuss the project in preparation for submission of the Project Notification Form in accordance with Article 80 of the Boston Zoning Code. In conjunction with the approval of this project, the College will also seek approval from the BRA for an amendment to Emerson's ten year Institutional Master Plan, previously approved by the BRA in December, 2002.

Sincerely,

Margaret A. Ings
Associate Vice President
Government & Community Relations

Appendix B

Perspective Views, Elevation, Building Section and Plans

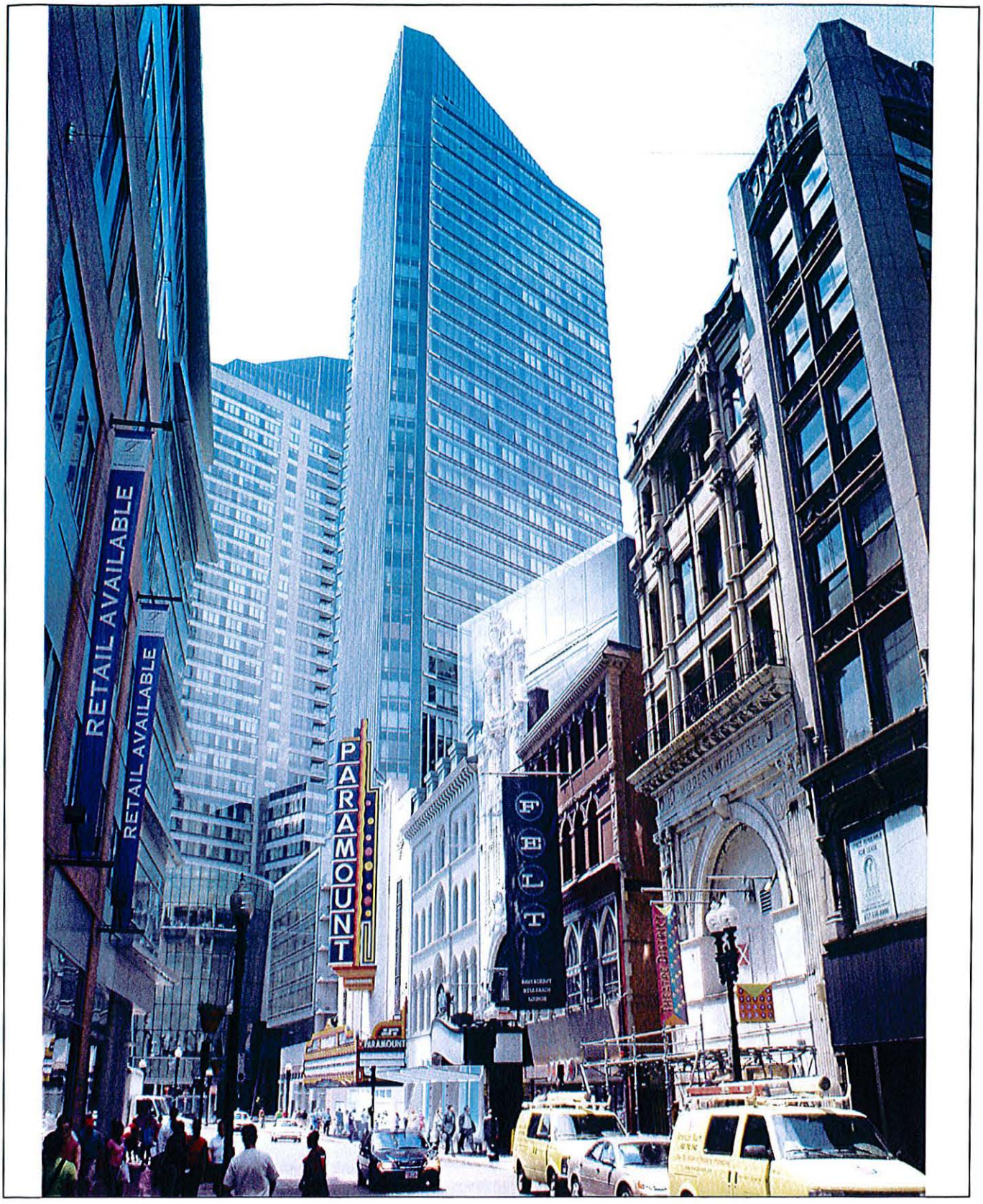


EMERSON COLLEGE THE PARAMOUNT CENTER

View from Avenue de Lafayette

ELKUS | MANFREDI ARCHITECTS

Figure 1

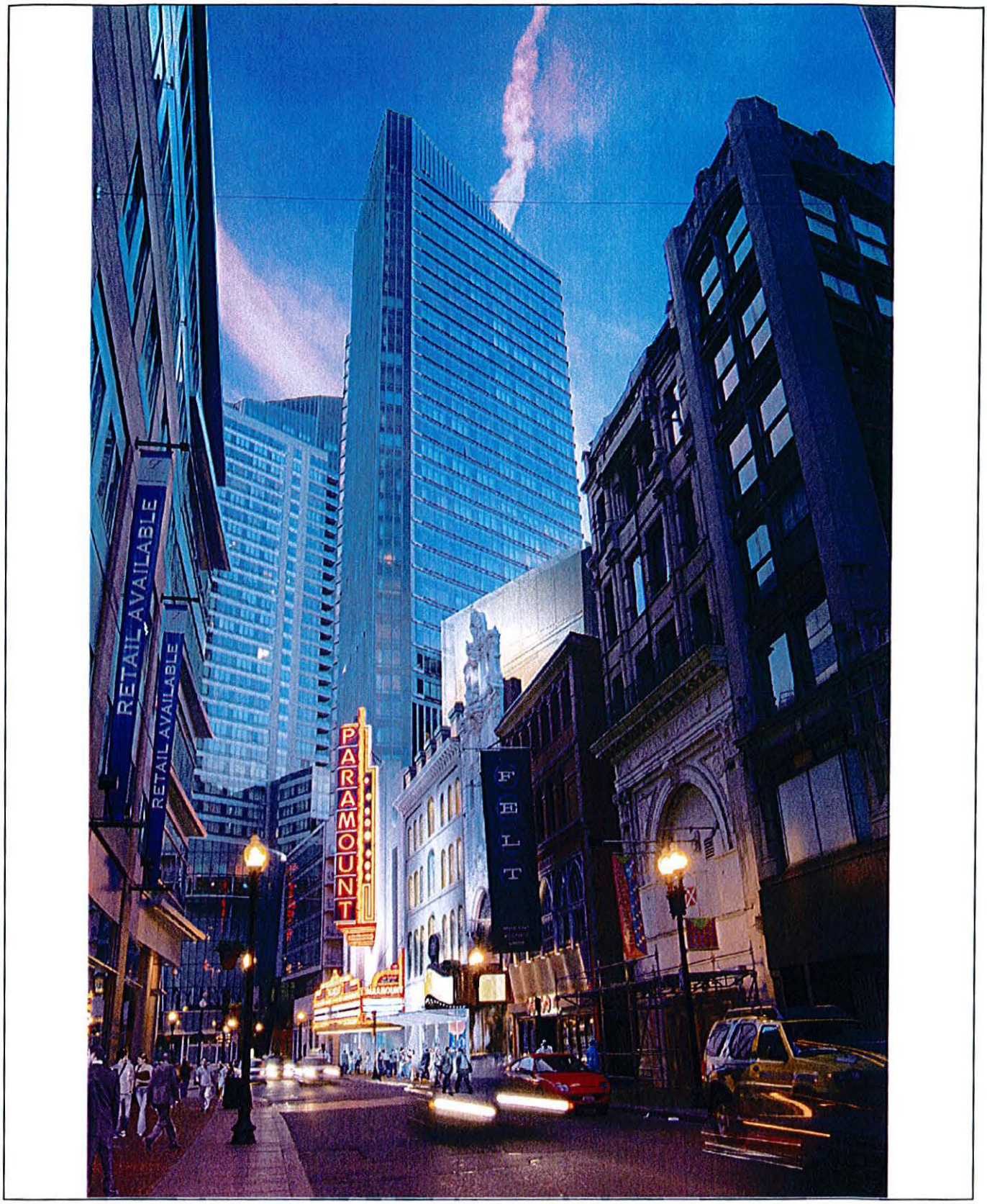


EMERSON COLLEGE THE PARAMOUNT CENTER

View looking Southwest on Washington Street

ELKUS MANFREDI ARCHITECTS

Figure 2

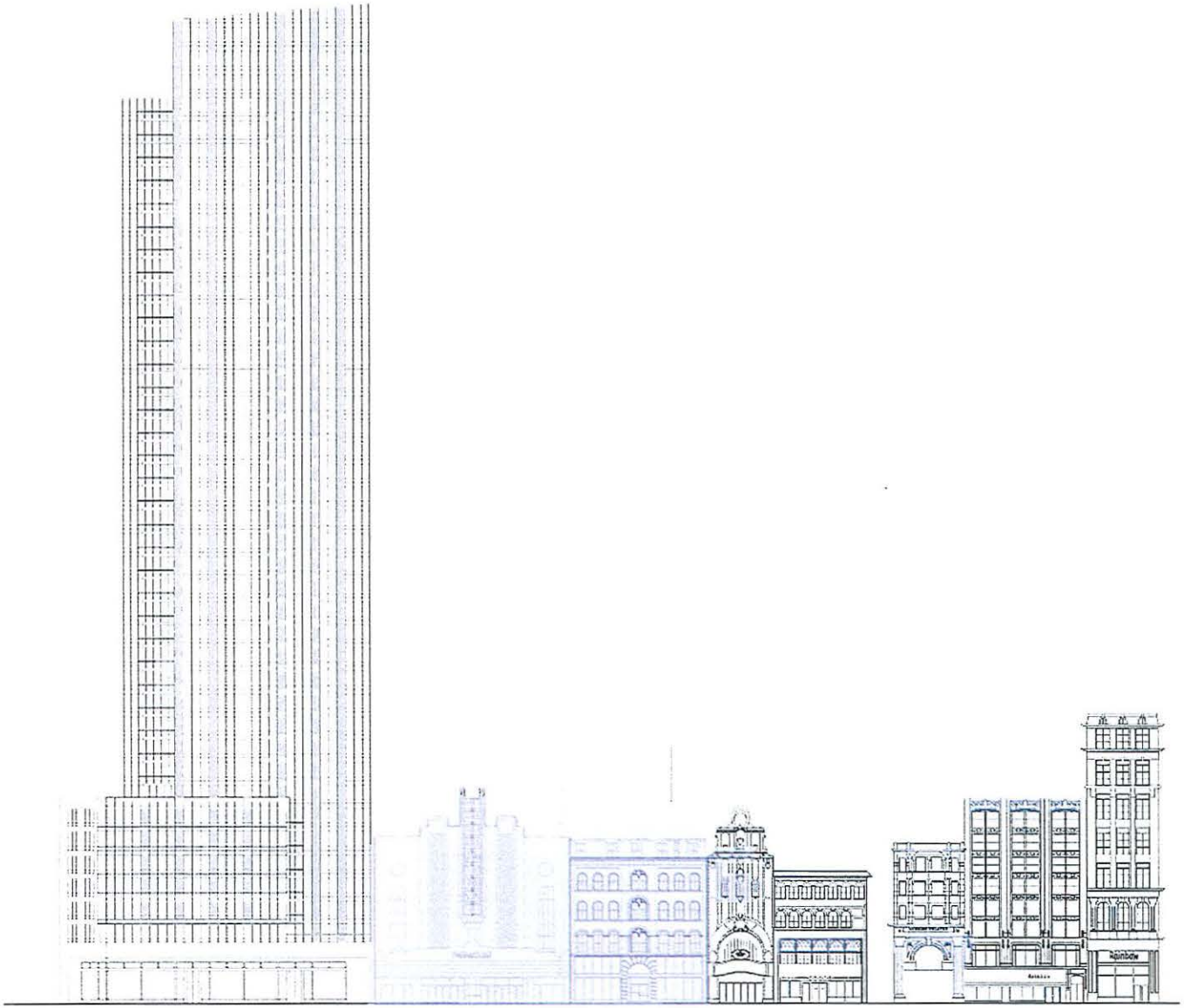


EMERSON COLLEGE THE PARAMOUNT CENTER

View Looking Southwest on Washington Street

ELKUS MANFREDI ARCHITECTS

Figure 3



The Paramount Center
543-549 Washington Street

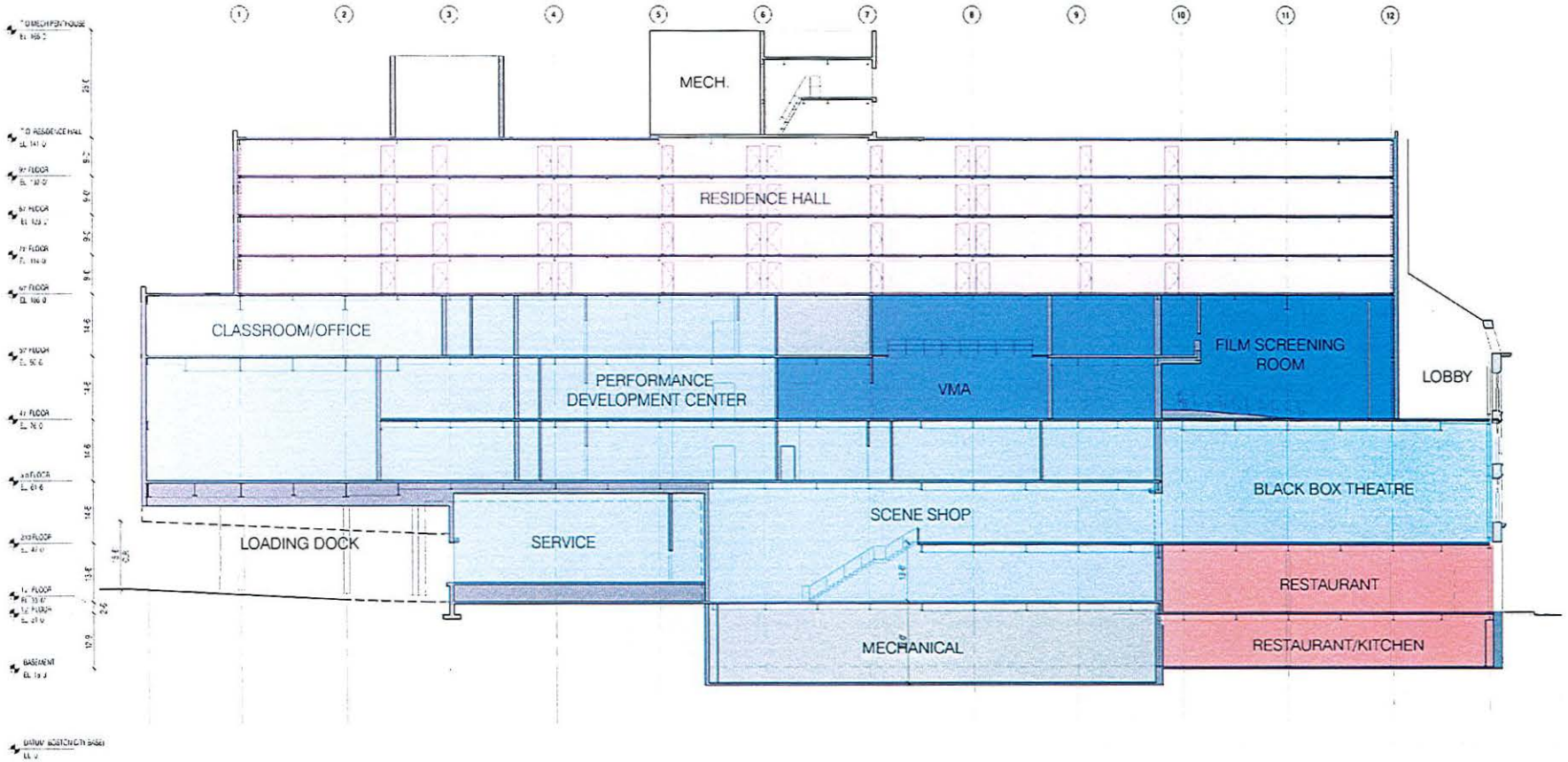
ELKUS | MANFREDI
ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Washington Street Elevation

1/64" = 1'-0"

Figure
4



- Residence Hall
- Classroom/Office
- Performance Development Center
- Restaurant
- Mechanical

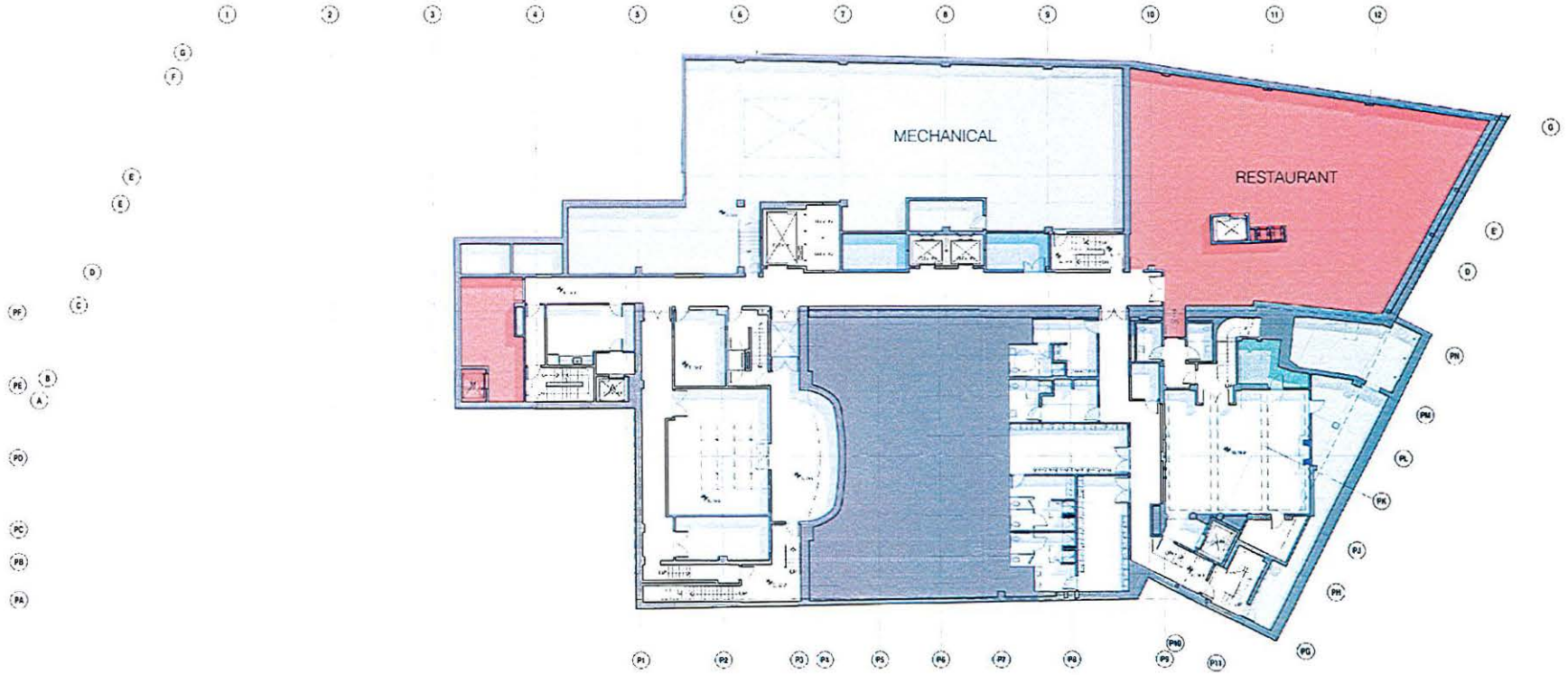
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Building Section

1" = 40'

Figure 5



- Paramount Theatre
- Restaurant
- Mechanical

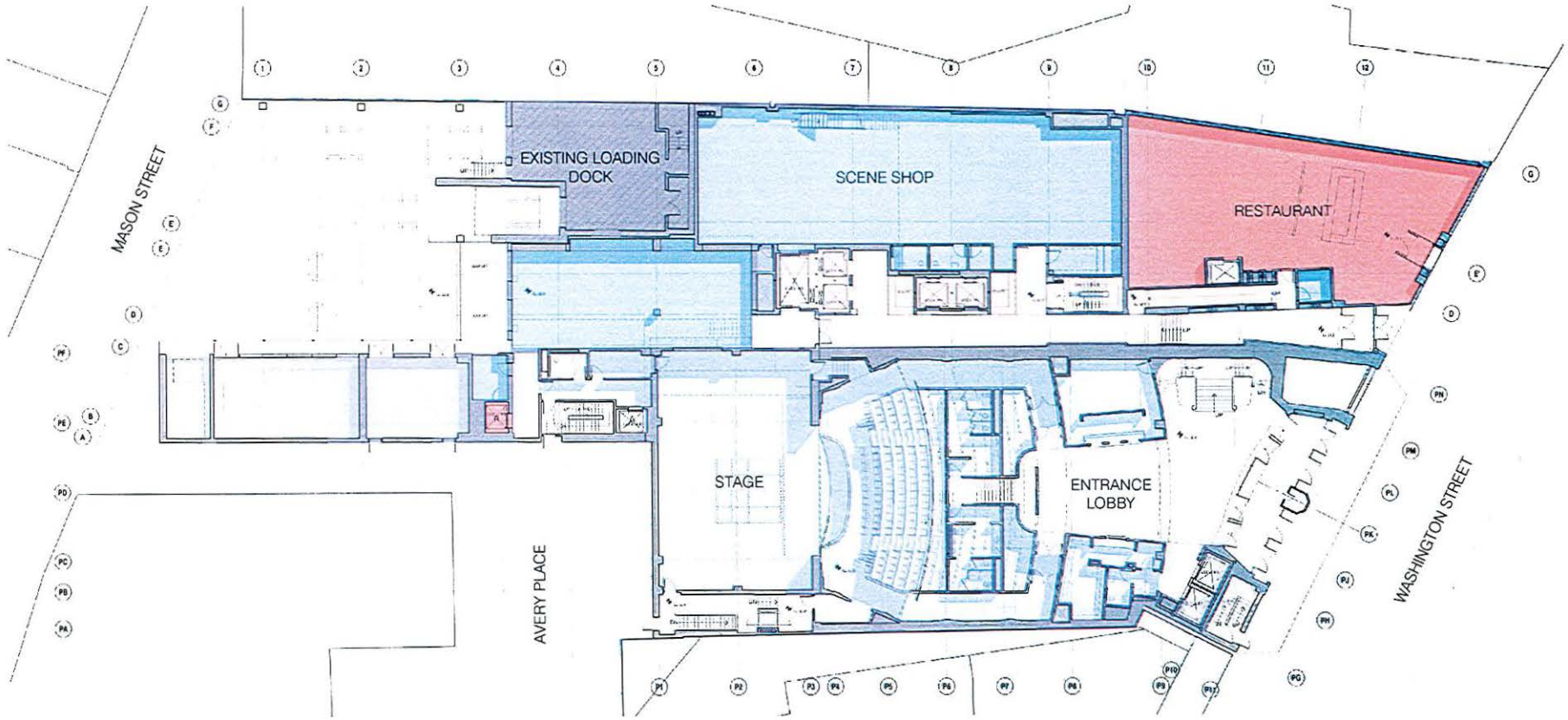
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Basement Level Plan

1" = 40'

Figure 6



- ☐ Paramount Theatre
- ☐ Restaurant
- ☐ Performance Development Center
- ☐ Mechanical

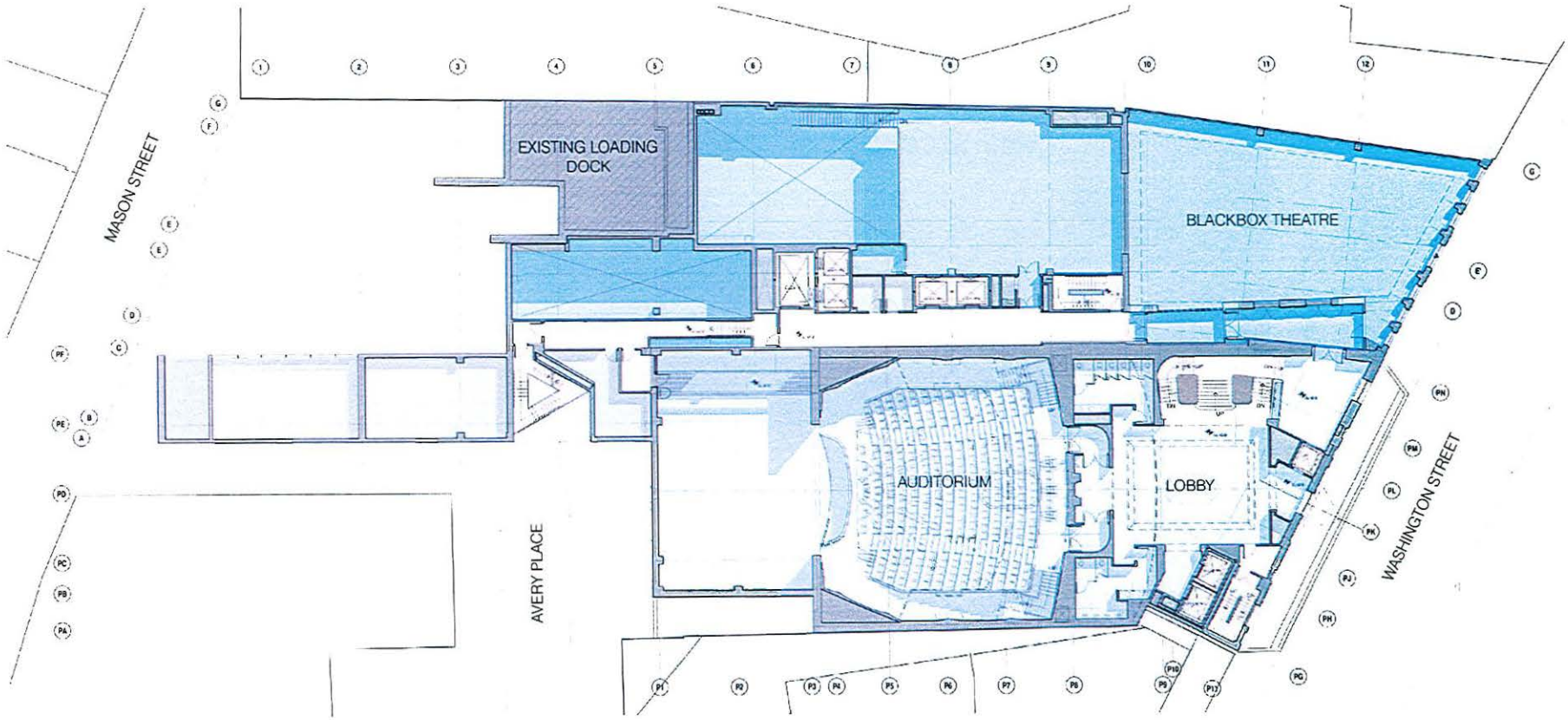
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level One Plan

1" = 40'

Figure 7



- ☐ Paramount Theatre
- ☐ Performance Development Center
- ☐ Mechanical

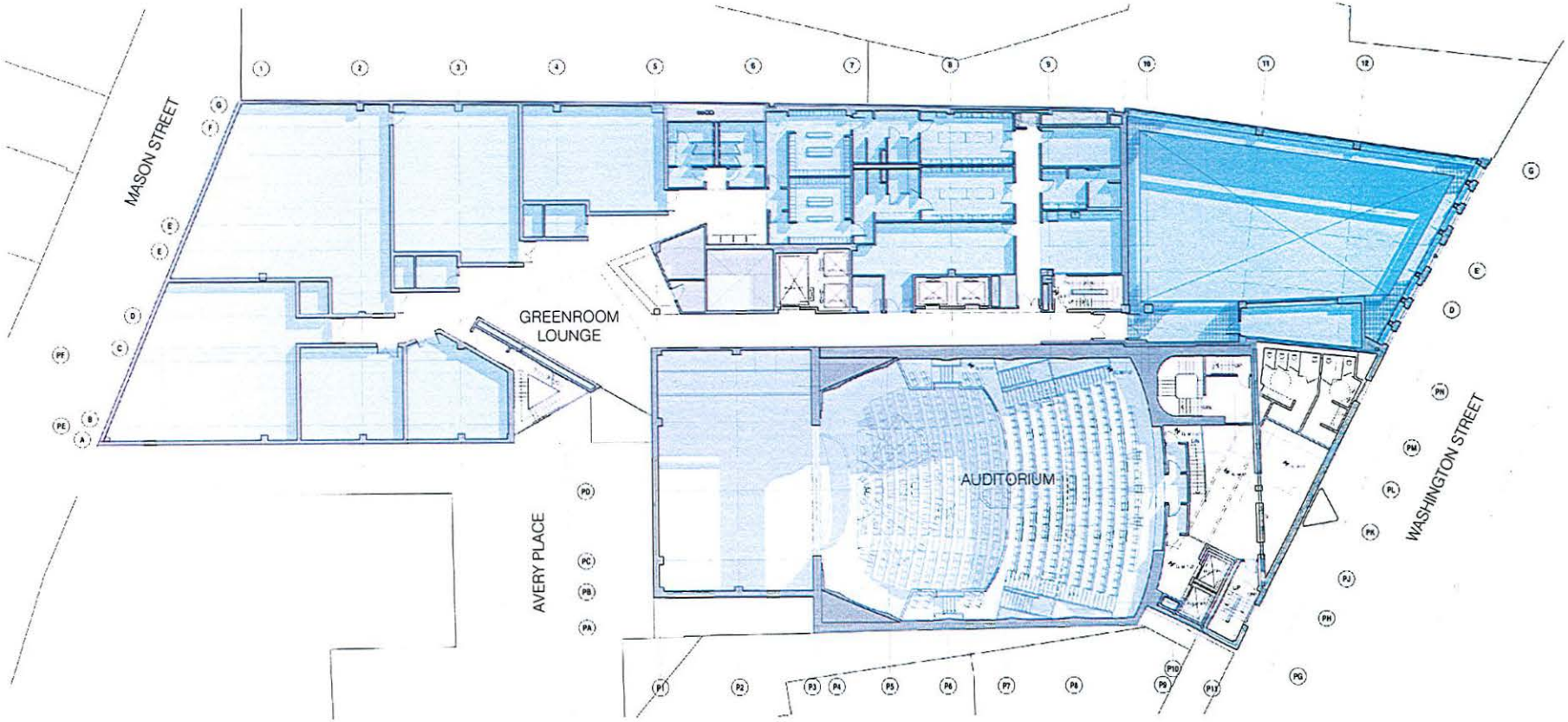
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Two Plan

1" = 40'

Figure 8



- ☐ Paramount Theatre
- ☐ Performance Development Center
- ☐ Mechanical

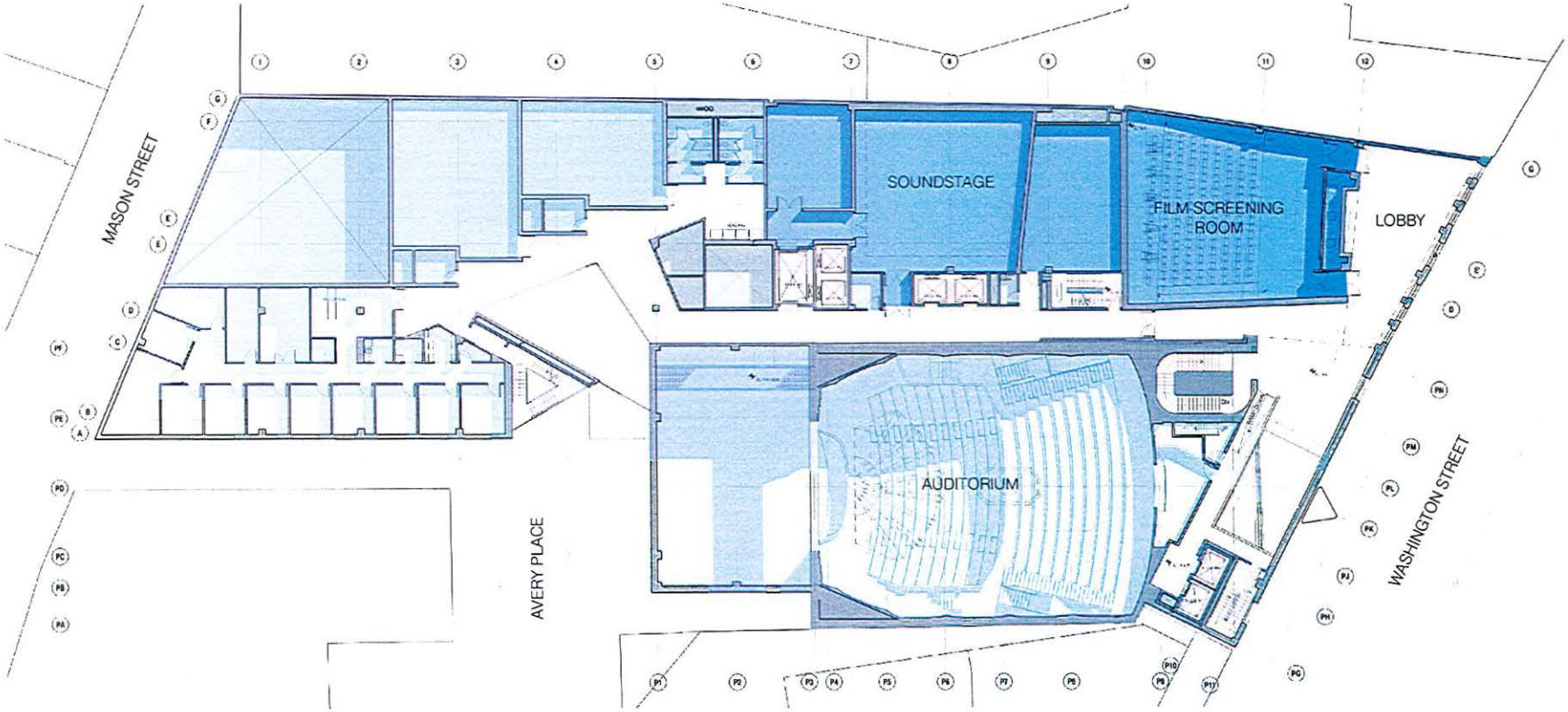
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Three Plan

1" = 40'

Figure 9



- ☐ Paramount Theatre
- ☐ Classroom/Office
- ☐ Performance Development Center
- ☐ Mechanical

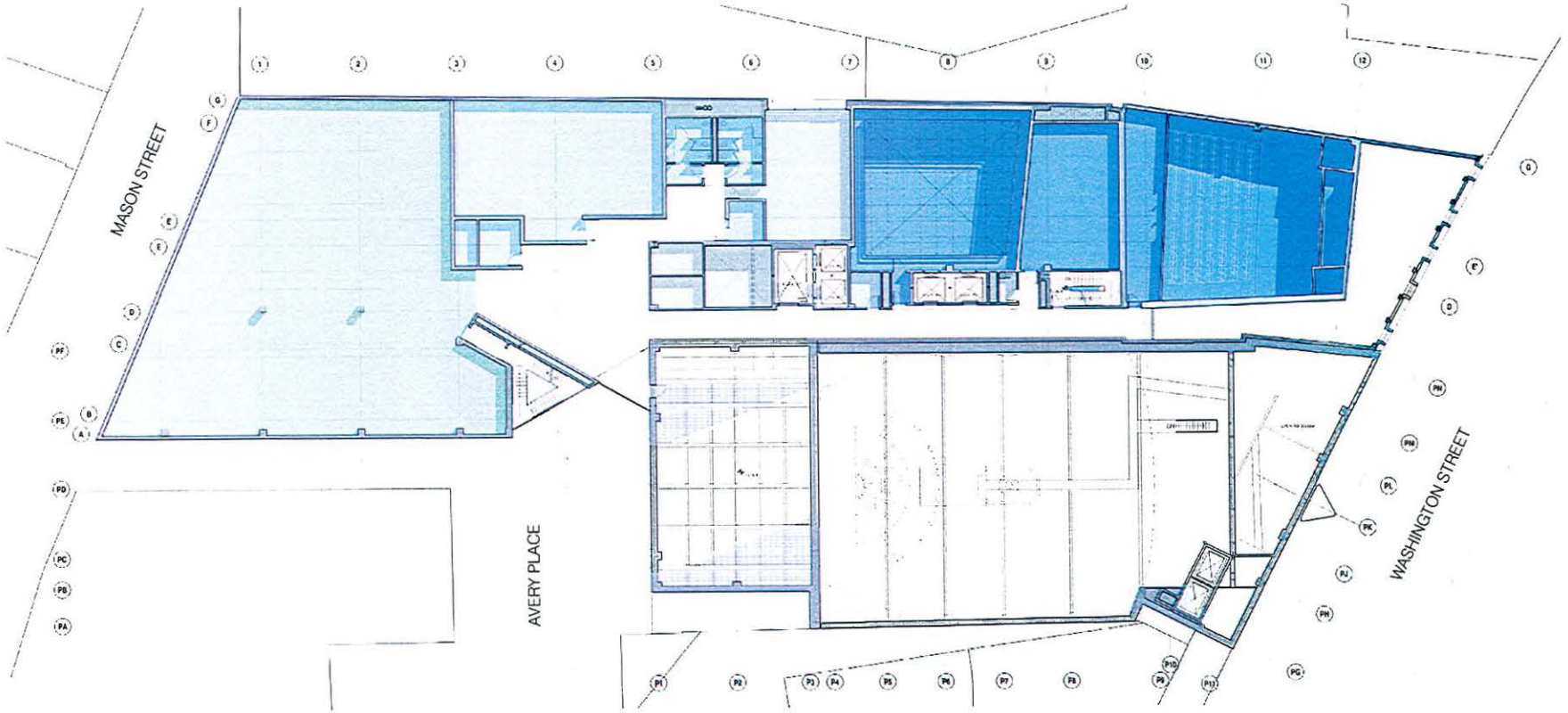
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Four Plan

1" = 40'

Figure 10



☐ Paramount Theatre
☐ Classroom/Office
☐ Performance Development Center ☐ Mechanical

ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Five Plan

1" = 40'

Figure 11

☐ Residence Hall

☐ Mechanical

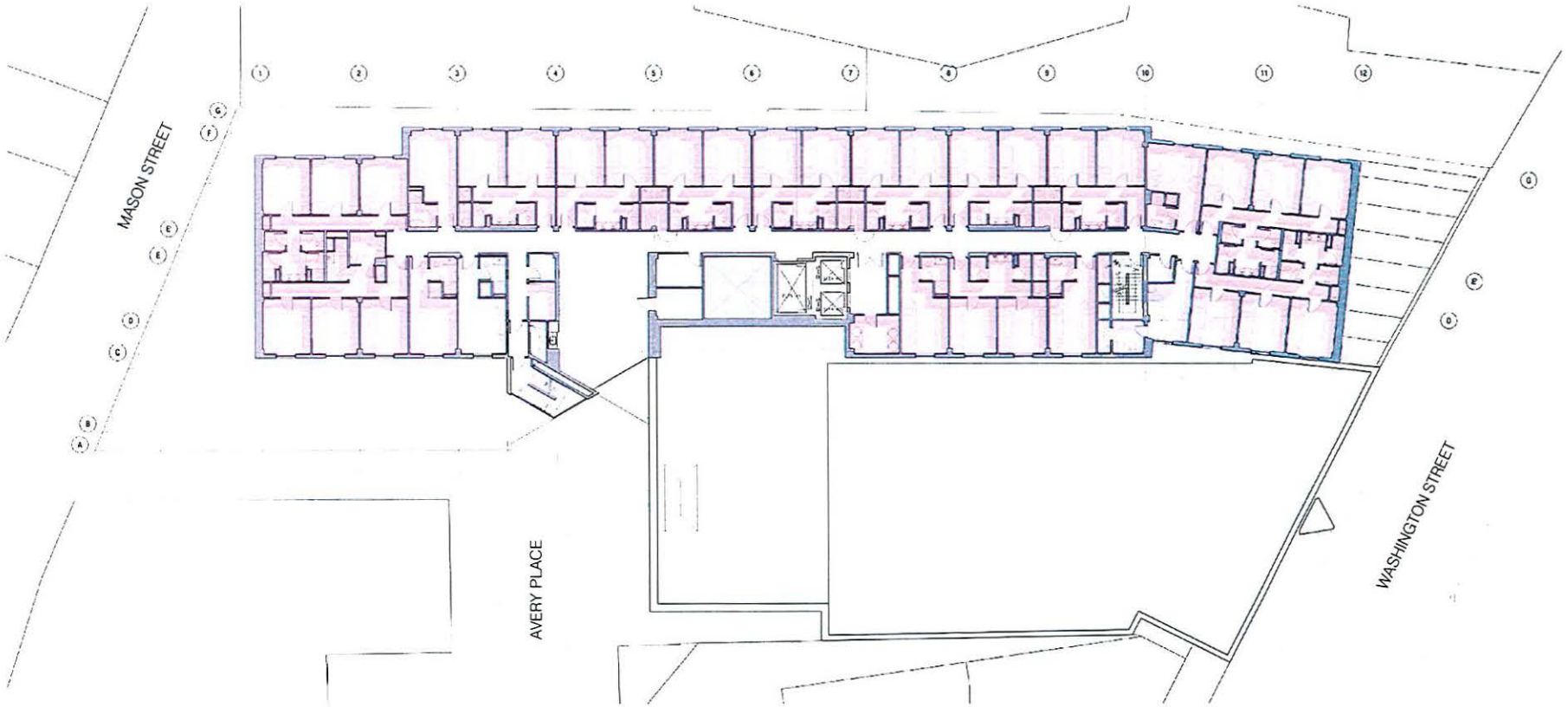
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Six Plan

1" = 40'

Figure 12



☐ Residence Hall
☐ Mechanical

ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Seven Plan

1" = 40'

Figure 13

☐ Residence Hall

☐ Mechanical

ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Eight Plan

1" = 40'

Figure 14

☐ Residence Hall
☐ Mechanical

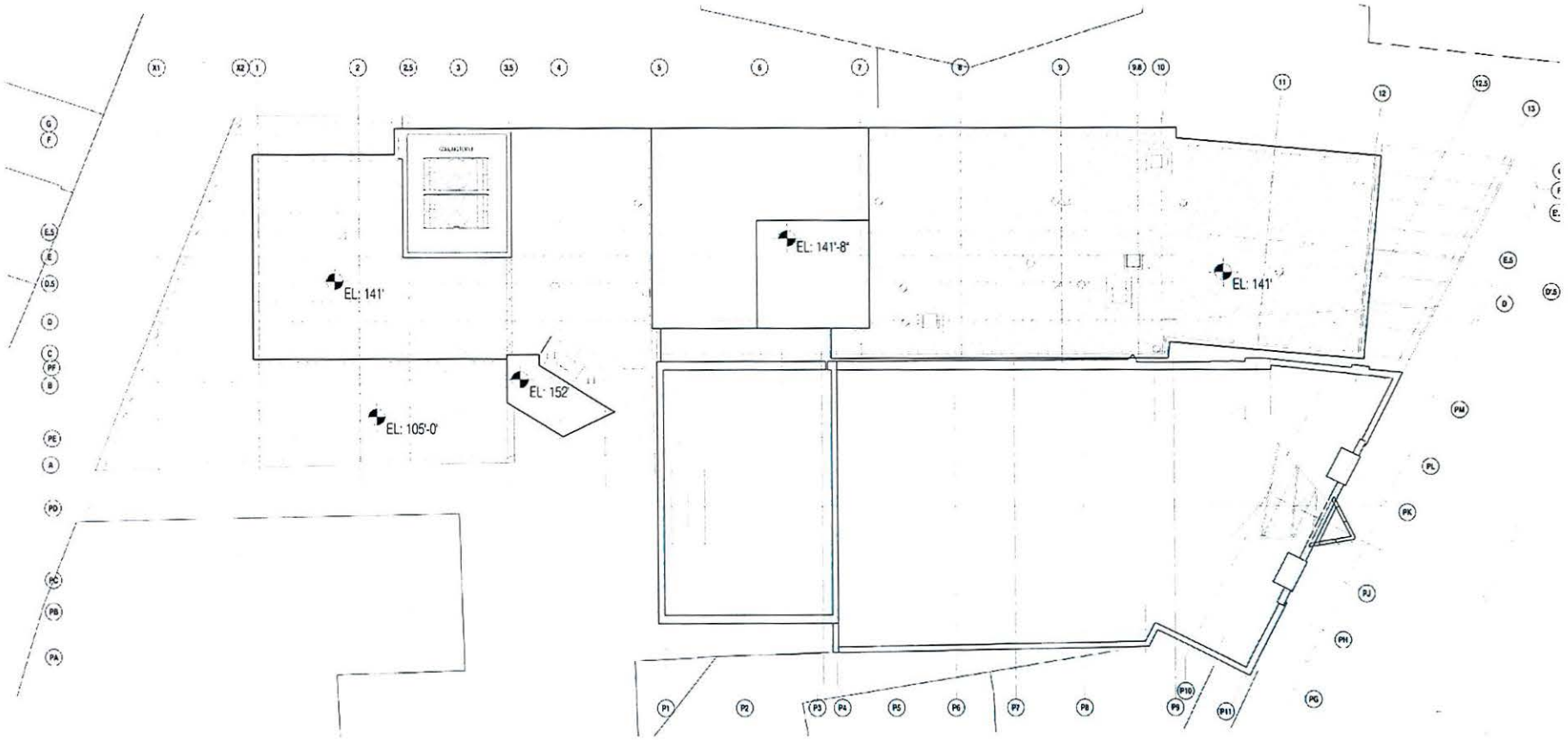
ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Level Nine Plan

1" = 40'

Figure 15



Extent of Green Roof

ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

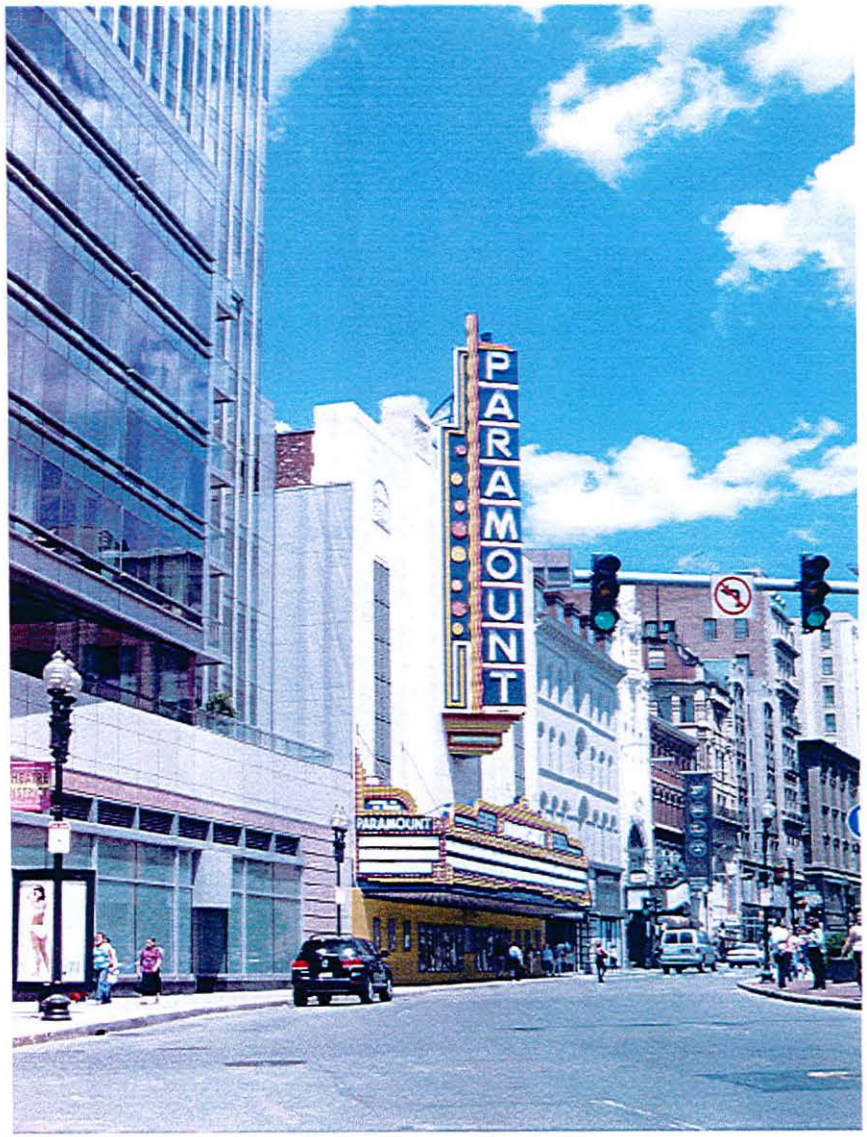
Roof Plan

1" = 40'

Figure 16

Appendix C

Existing Site Photographs



View looking North on Washington Street

View looking South on Washington Street

ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Existing Site Images

Figure 17

Rear wall of Paramount Theater

North Parcel at rear of Arcade Building

ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

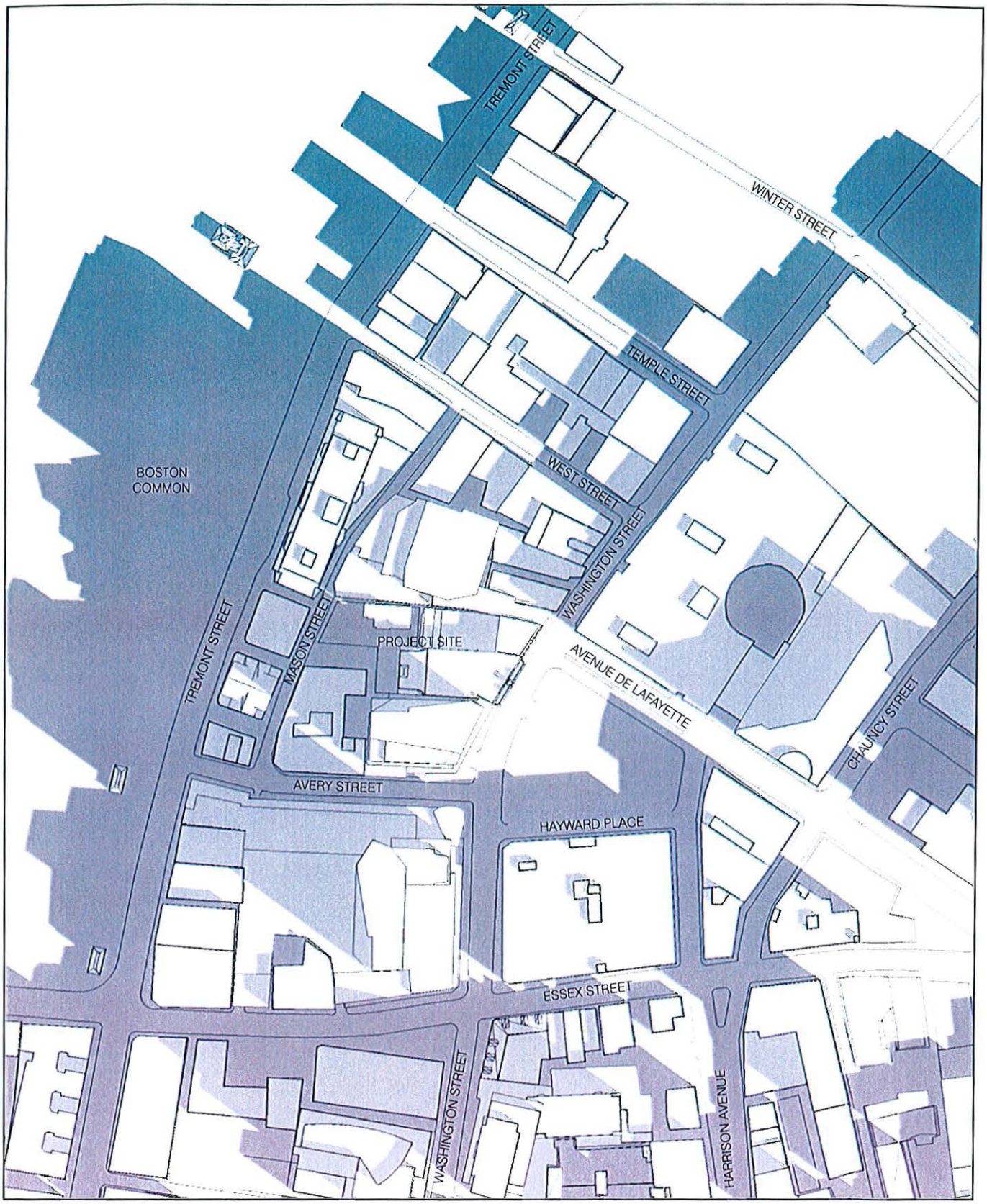
Existing Site Images

Figure 19

View looking East at rear of Arcade Building

Appendix D

Shadow Impact Studies



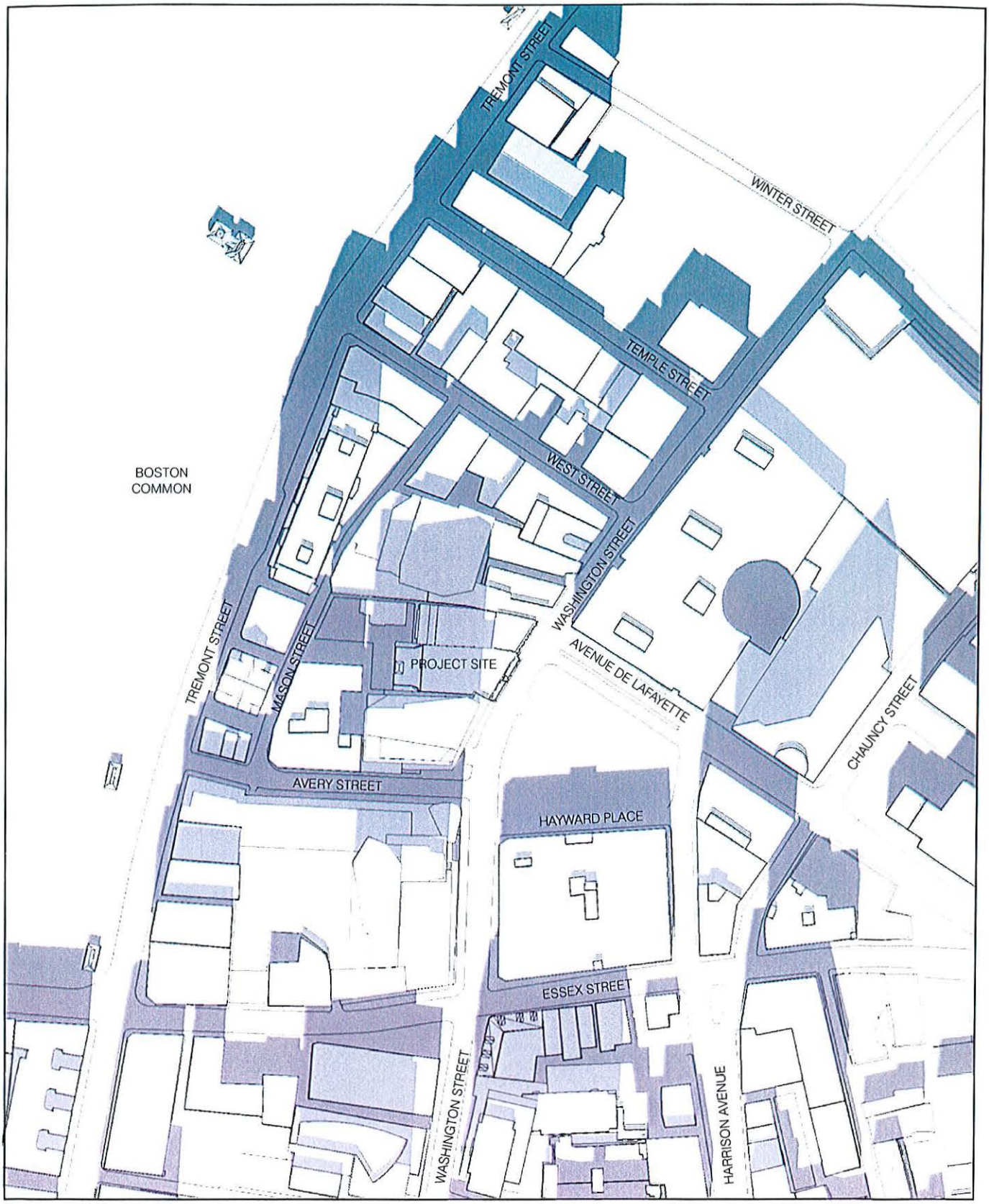
Base model from BRA Atlas

EMERSON COLLEGE THE PARAMOUNT CENTER
Shadow Impact Study
No-Build Condition
March 21st 9:00 a.m.

1" = 200'

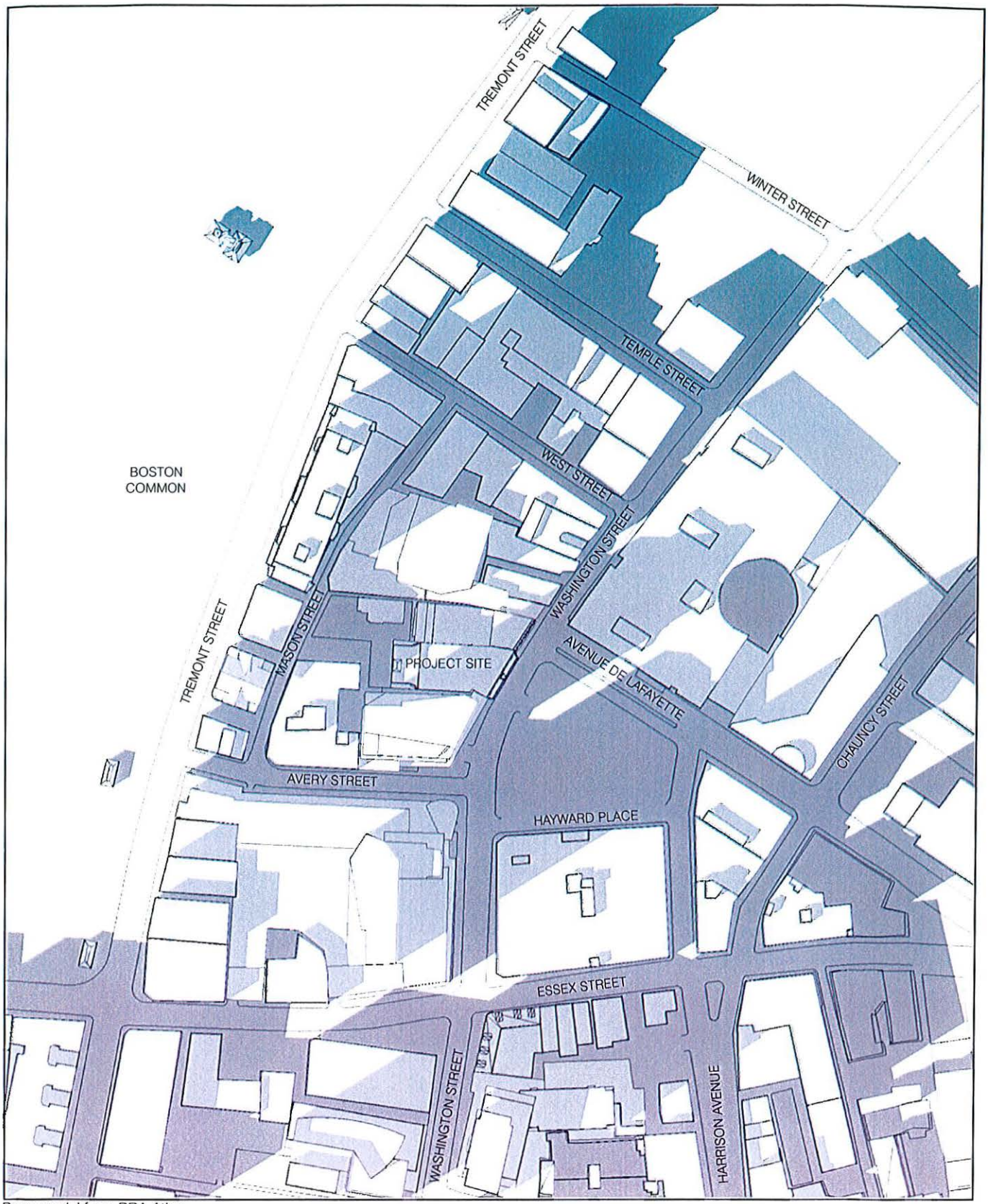
Figure 21

ELKUS MANFREDI ARCHITECTS



Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS	EMERSON COLLEGE THE PARAMOUNT CENTER Shadow Impact Study No-Build Condition March 21st 12:00 p.m.	1" = 200'
		Figure 22



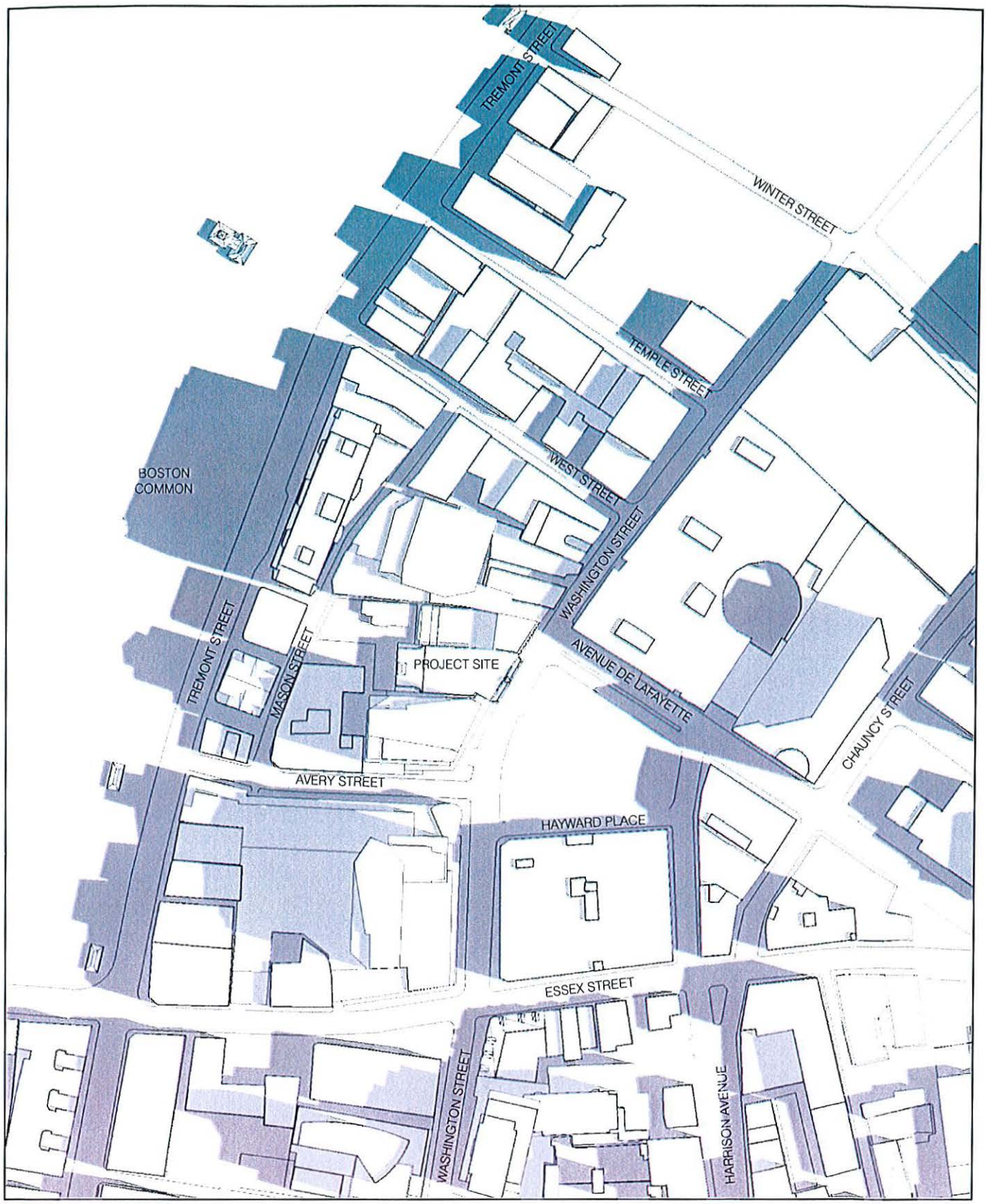
Base model from BRA Atlas

EMERSON COLLEGE THE PARAMOUNT CENTER
Shadow Impact Study
No-Build Condition
March 21st 3:00 p.m.

1" = 200'

Figure 23

ELKUS MANFREDI ARCHITECTS



Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

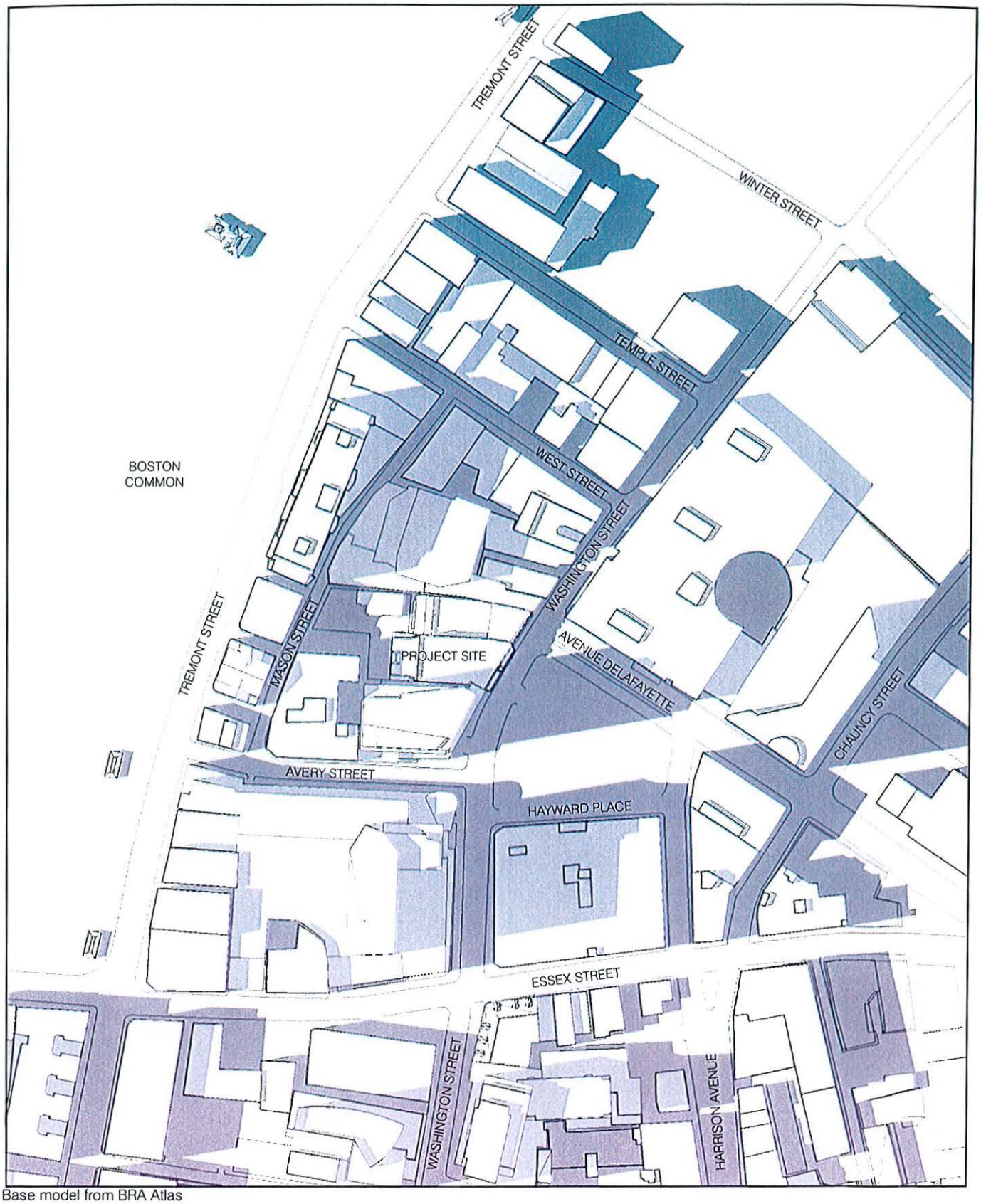
Shadow Impact Study
June 21st 9:00 a.m.

1" = 200'

Figure 24

Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS	EMERSON COLLEGE THE PARAMOUNT CENTER Shadow Impact Study No-Build Condition June 21st 12:00 p.m.	1" = 200'	Figure 25



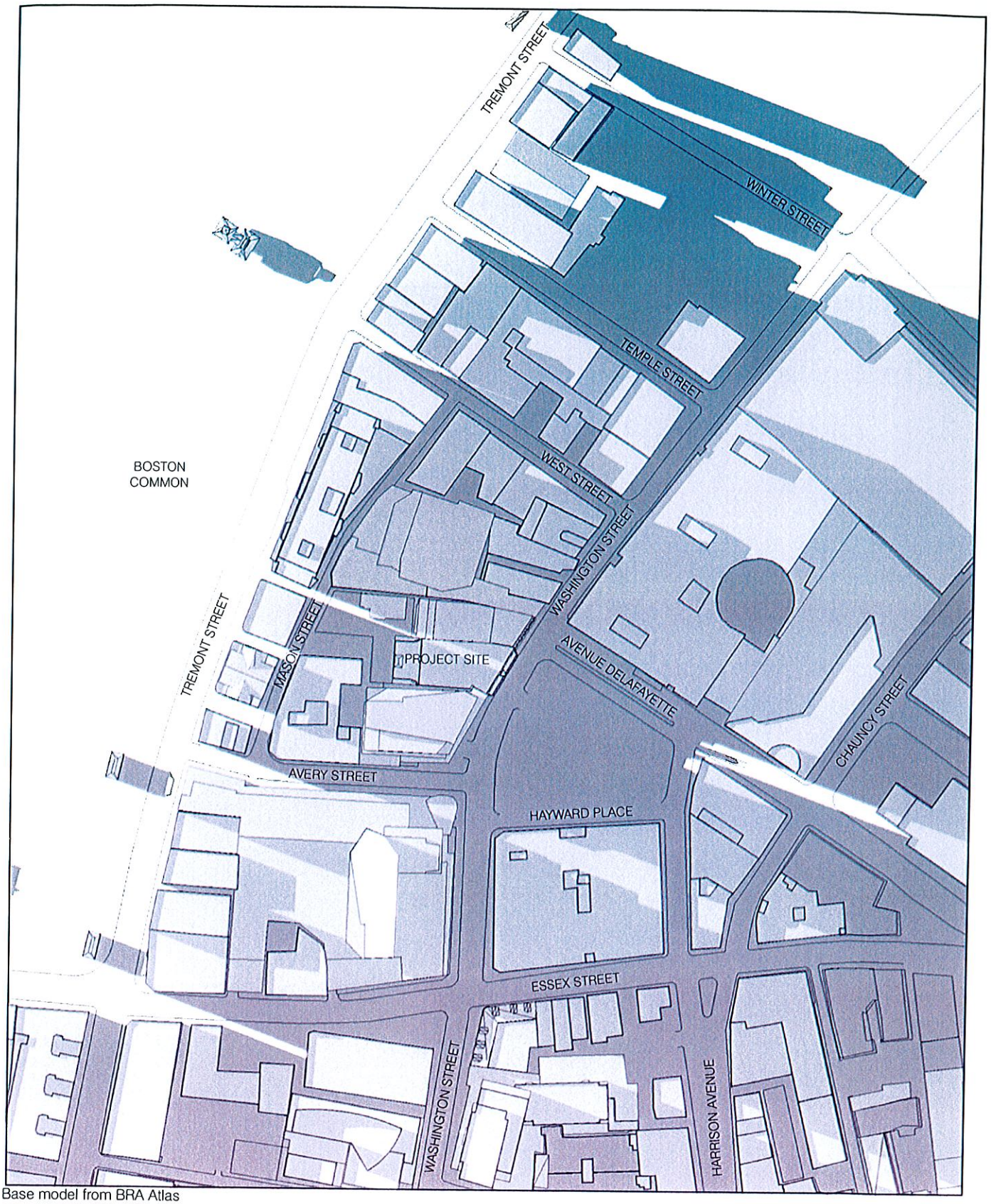
Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER
Shadow Impact Study
No-Build Condition
June 21st 3:00 p.m.

1" = 200'

Figure 26



Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER
Shadow Impact Study
No-Build Condition
June 21st 6:00 p.m.

1" = 200'

Figure 27

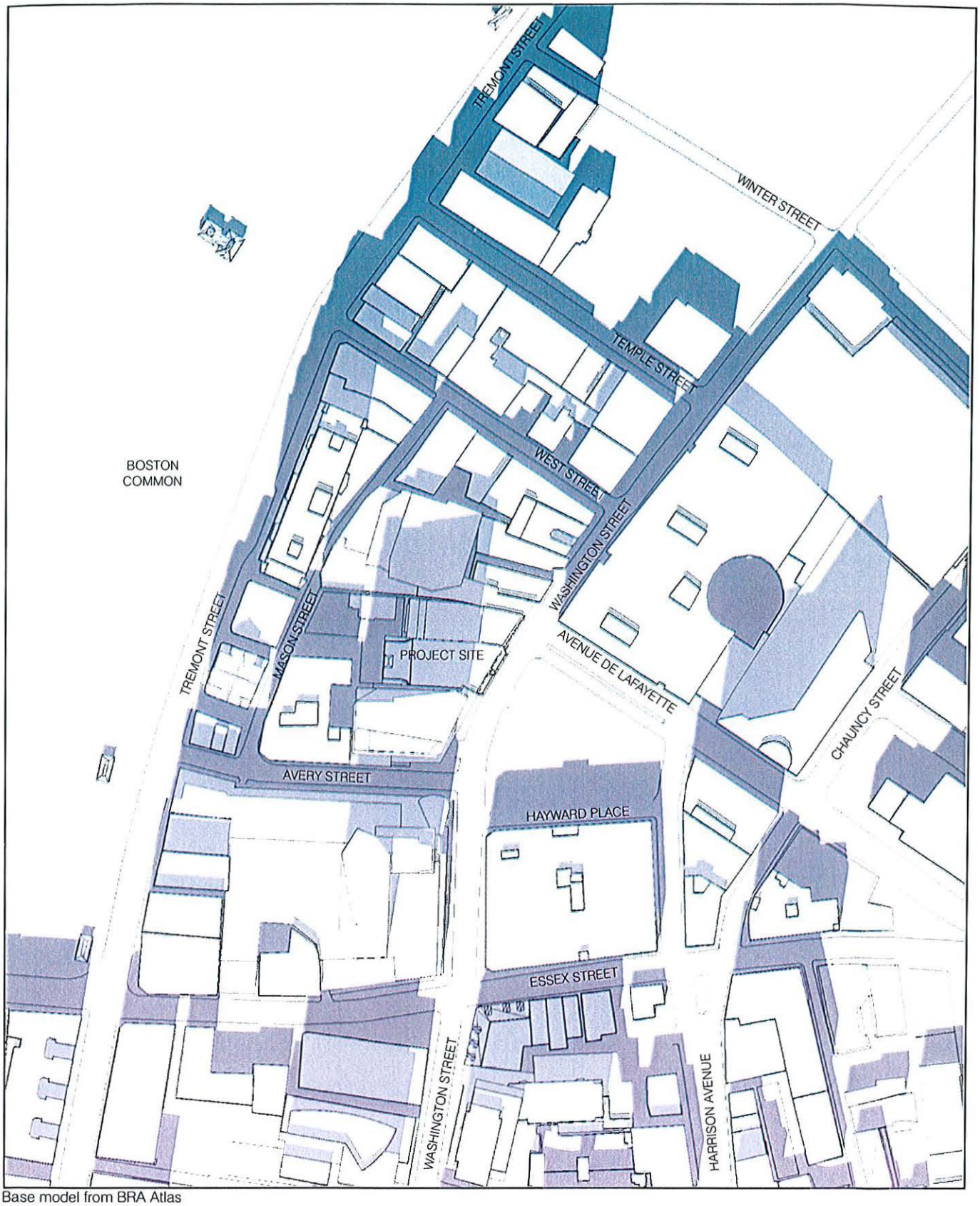
Base model from BRA Atlas

EMERSON COLLEGE THE PARAMOUNT CENTER
Shadow Impact Study
No-Build Condition
September 21st 9:00 a.m.

ELKUS MANFREDI ARCHITECTS

1" = 200'

Figure 28



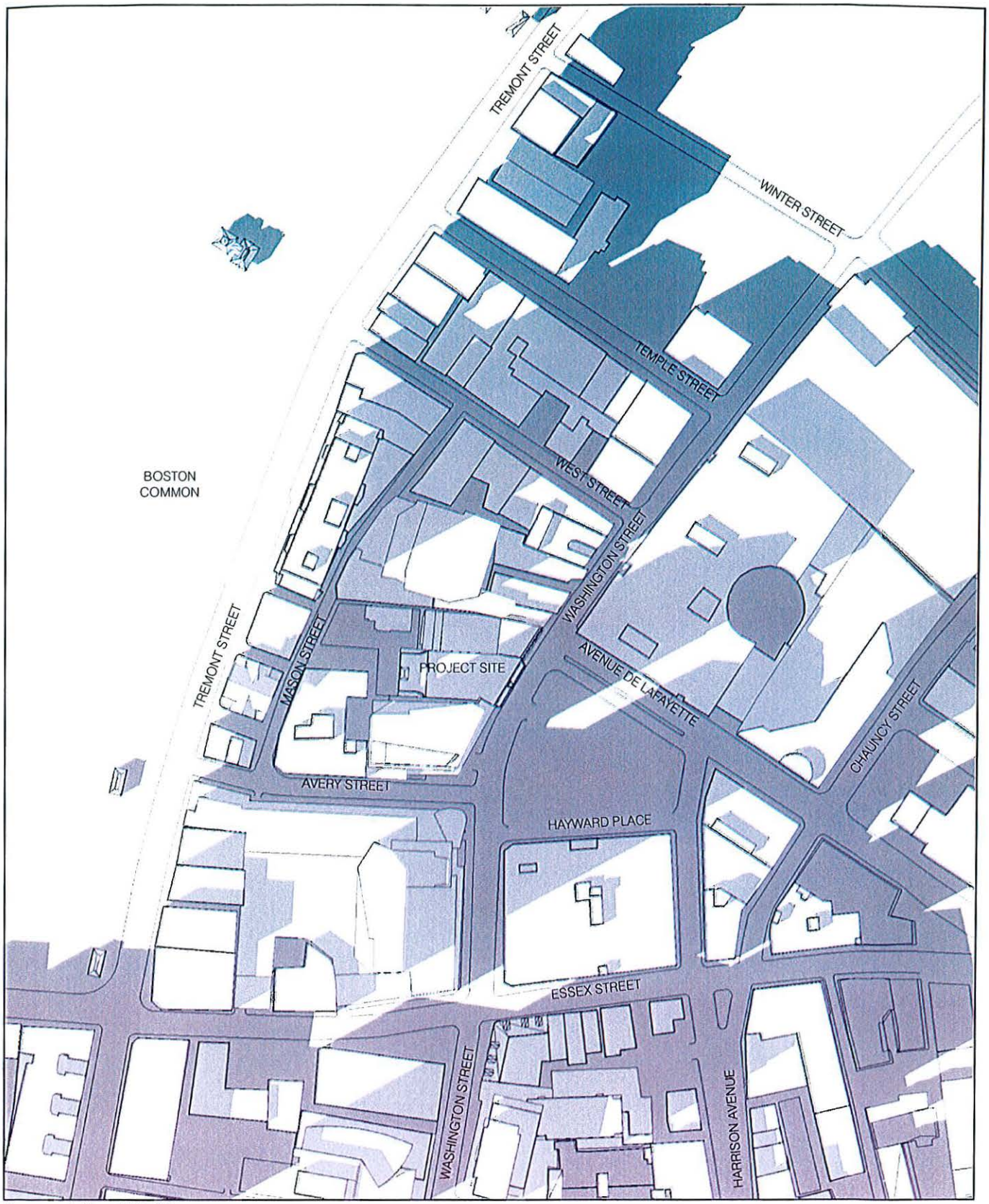
Base model from BRA Atlas

ELKUS MANFREDI

EMERSON COLLEGE THE PARAMOUNT CENTER
Shadow Impact Study
No-Build Condition
September 21st 12:00 p.m.

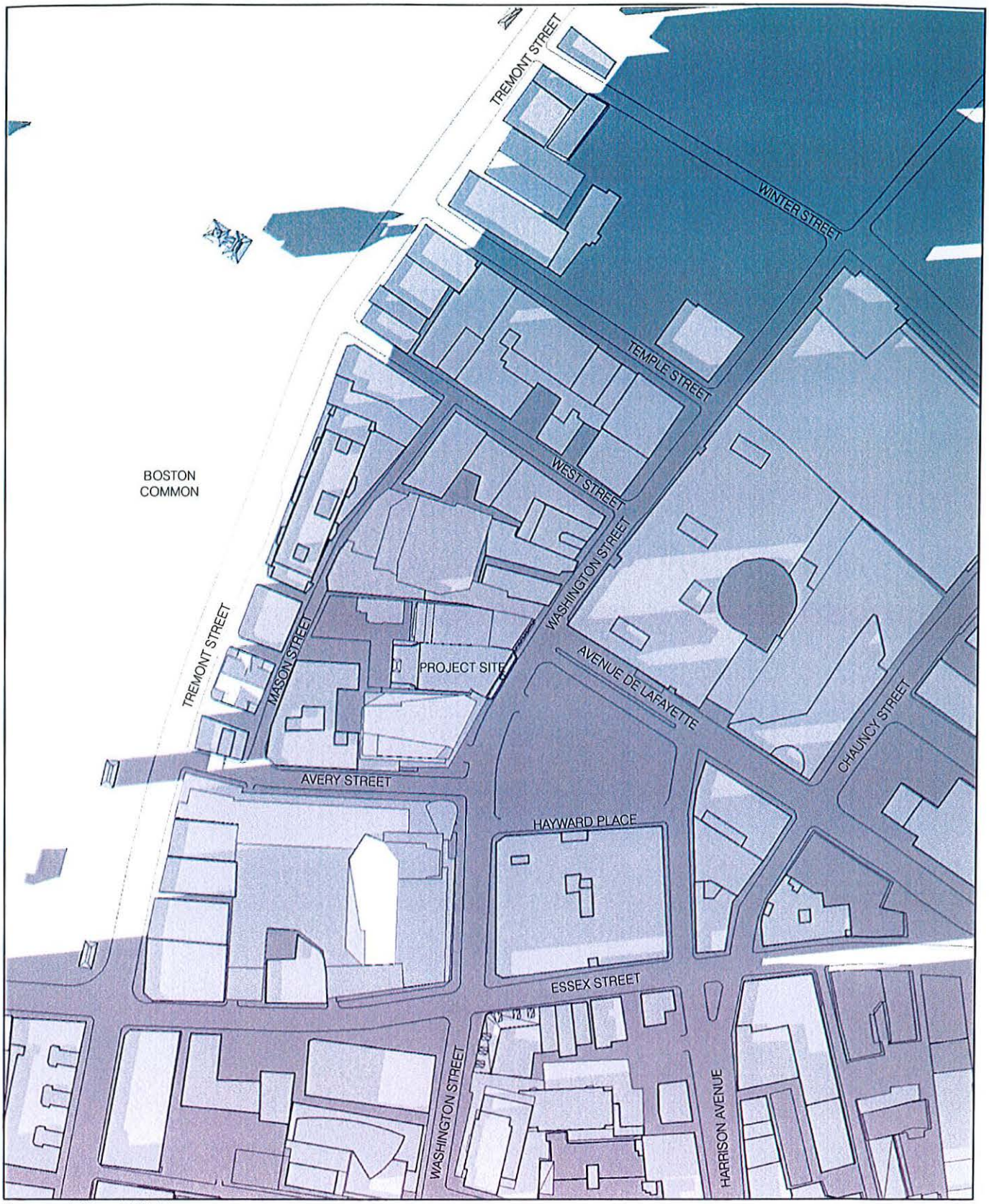
1" = 200'

Figure 29



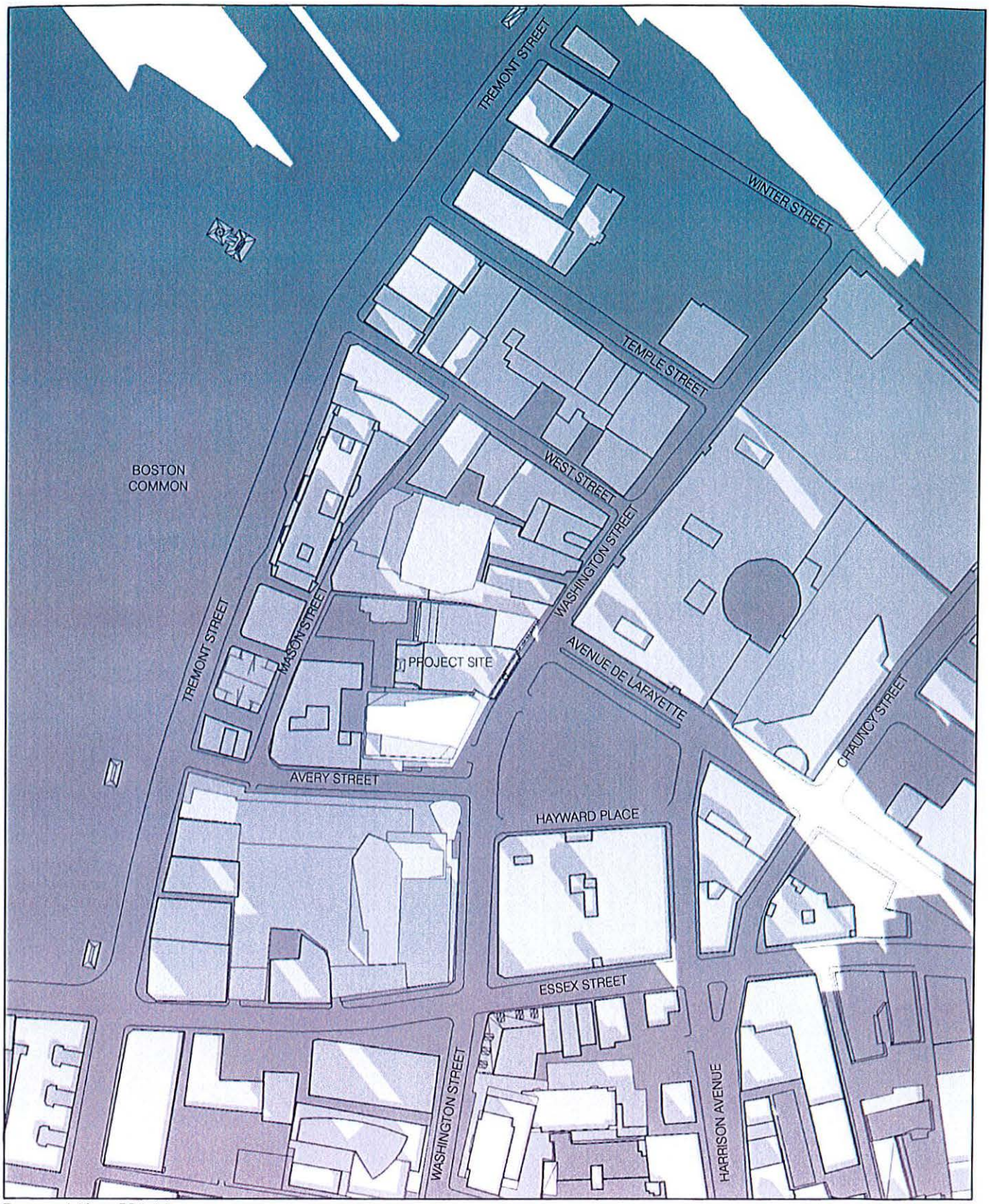
Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS	EMERSON COLLEGE THE PARAMOUNT CENTER Shadow Impact Study No-Build Condition September 21st 3:00 p.m.	1" = 200'
		Figure 30



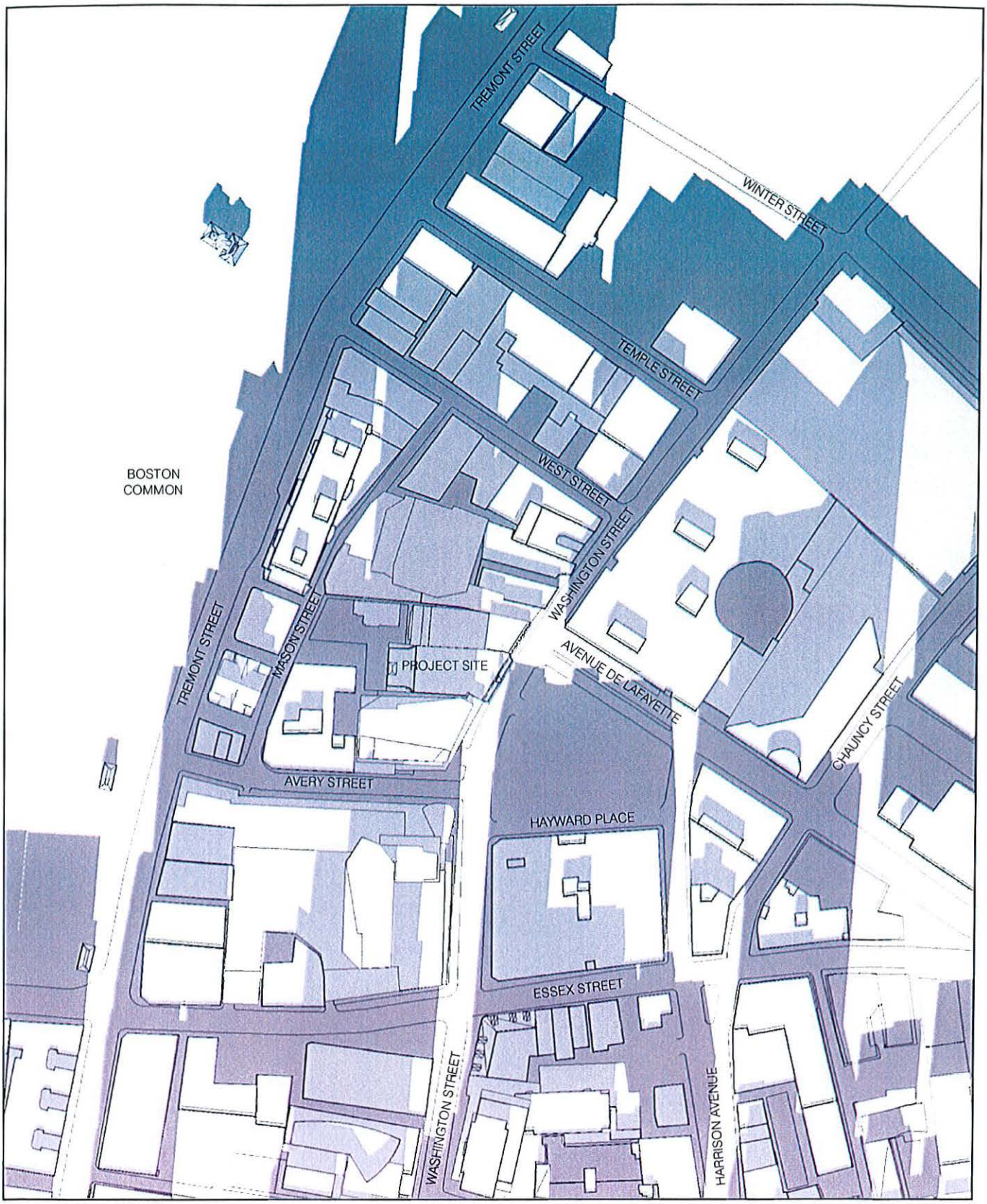
Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS	EMERSON COLLEGE THE PARAMOUNT CENTER Shadow Impact Study No-Build Condition September 21st 6:00 p.m.	1" = 200'	Figure 31



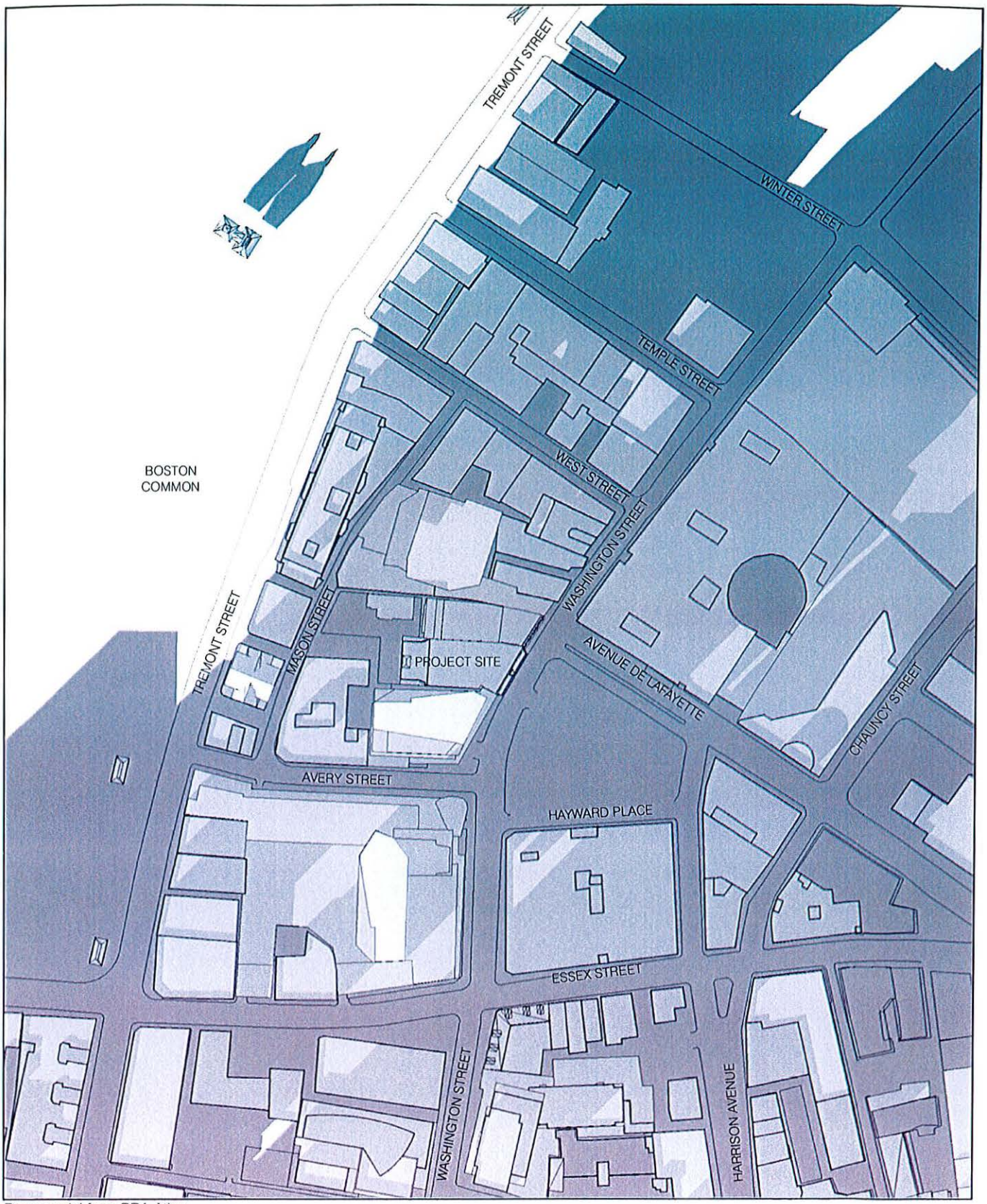
Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS	EMERSON COLLEGE THE PARAMOUNT CENTER Shadow Impact Study No-Build Condition December 21st 9:00 a.m.	1" = 200'
		Figure 32



Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS	EMERSON COLLEGE THE PARAMOUNT CENTER Shadow Impact Study No-Build Condition December 21st 12:00 p.m.	1" = 200'	Figure 33



Base model from BRA Atlas

EMERSON COLLEGE THE PARAMOUNT CENTER
Shadow Impact Study
No-Build Condition
December 21st 3:00 p.m.

ELKUS MANFREDI ARCHITECTS

1" = 200'

Figure 34

Base model from BRA Atlas

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
March 21st 9:00 a.m.

1" = 200'

ELKUS MANFREDI ARCHITECTS

Figure 35

Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS

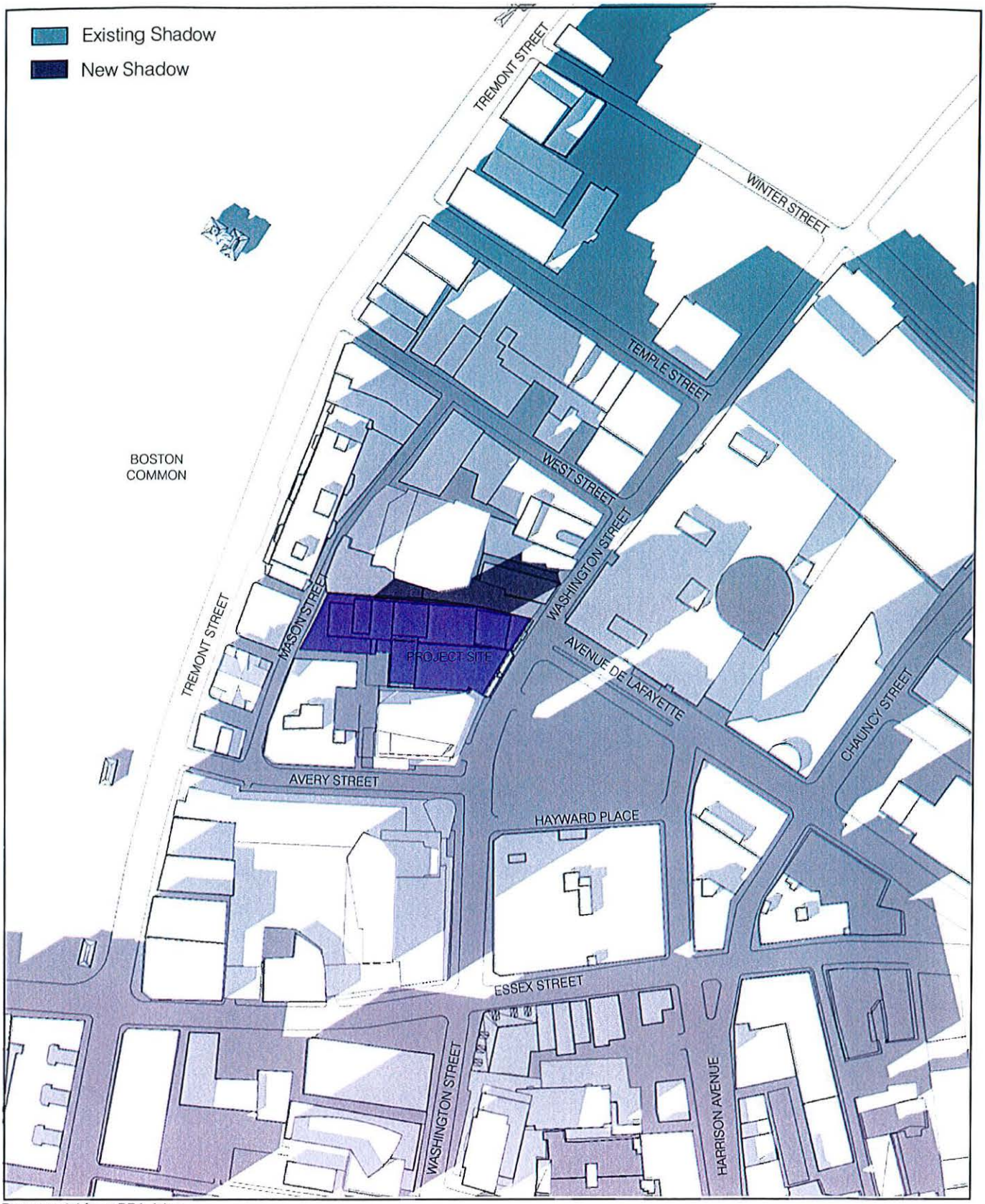
EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study

March 21st 12:00 p.m.

1" = 200'

Figure 36



Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study

March 21st 3:00 p.m.

1" = 200'

Figure 37

Base model from BRA Atlas

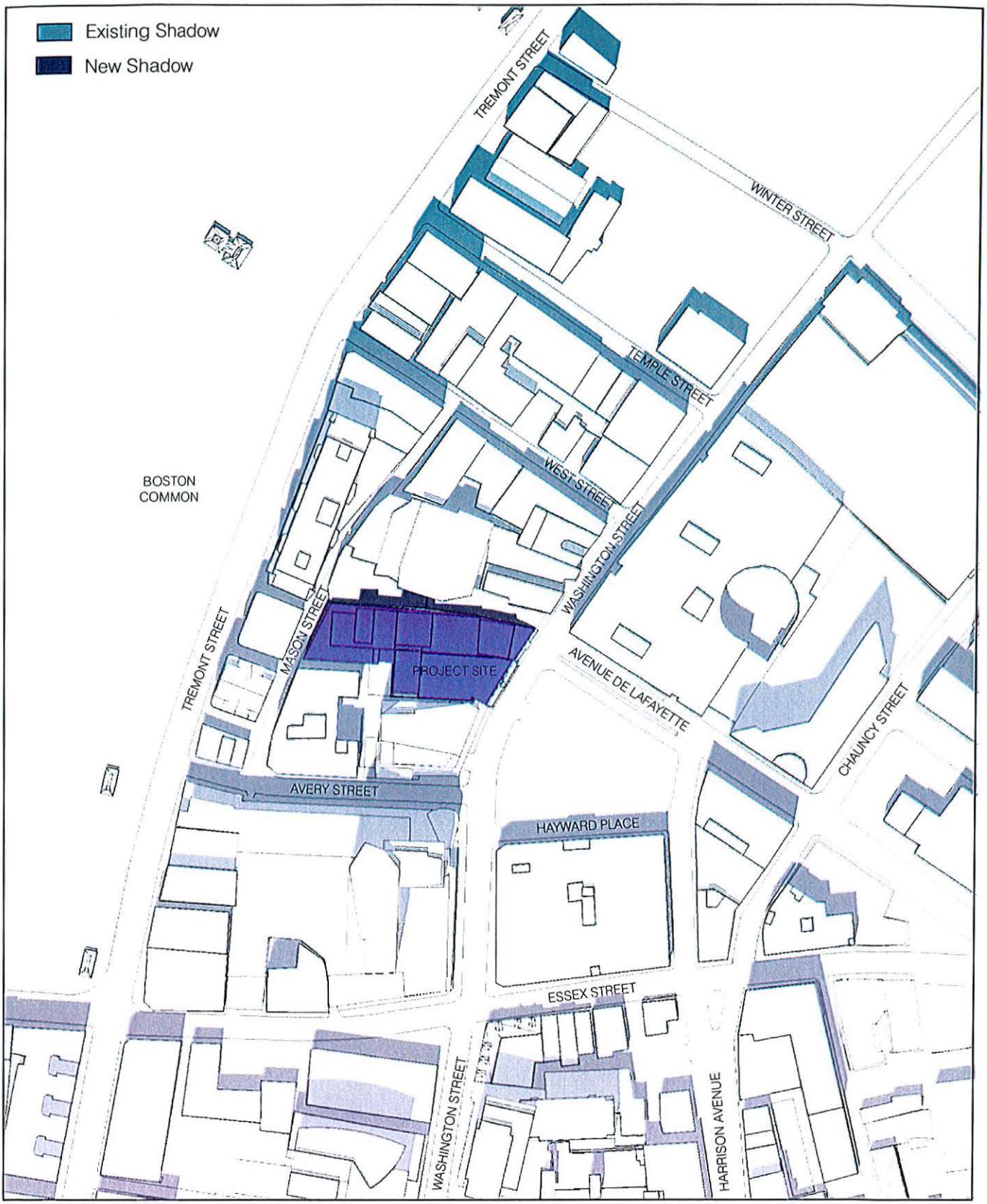
ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
June 21st 9:00 a.m.

1" = 200'

Figure 38



Base model from BRA Atlas

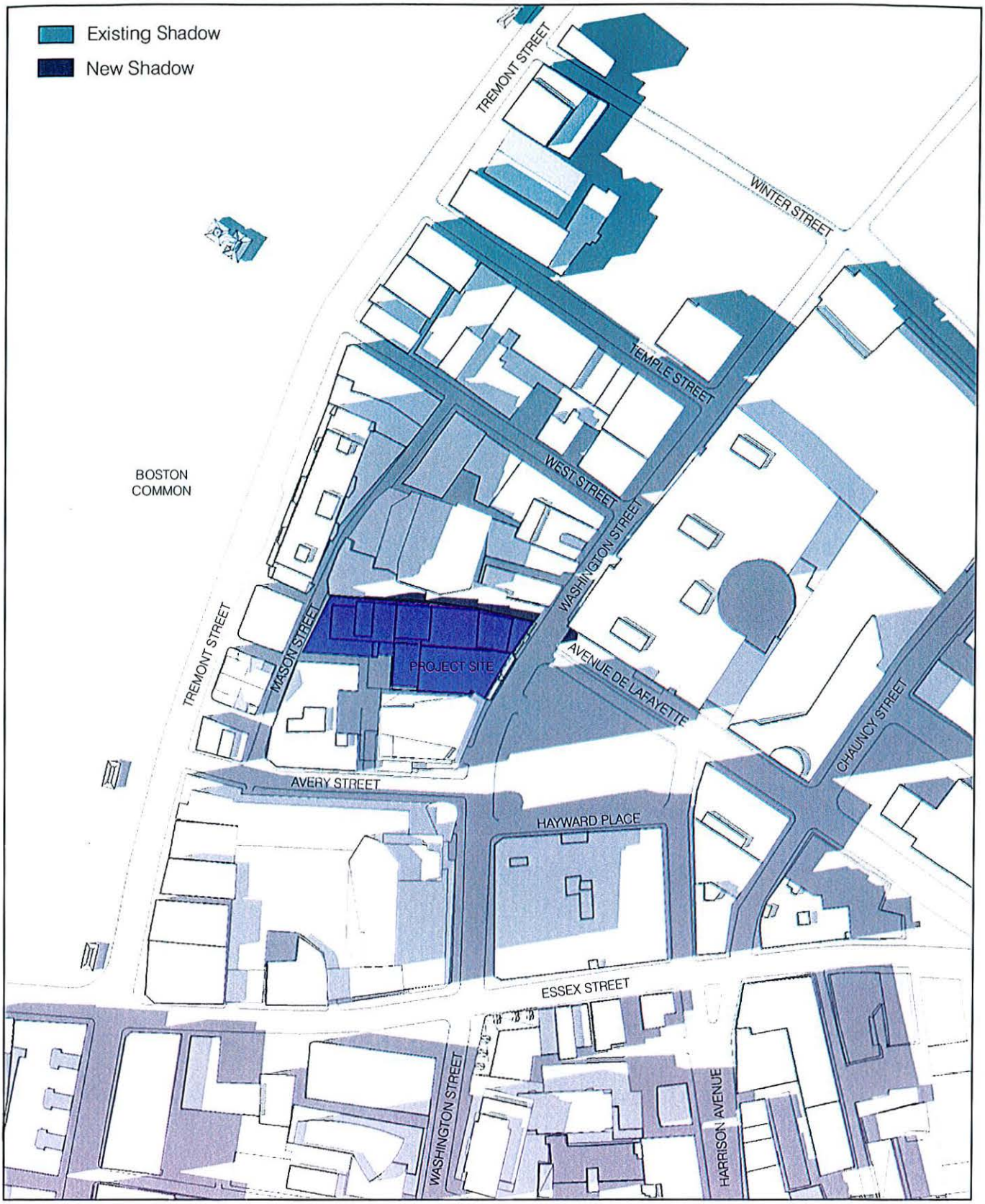
EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
June 21st 12:00 p.m.

1" = 200'

Figure 39

ELKUS MANFREDI ARCHITECTS



Base model from BRA Atlas

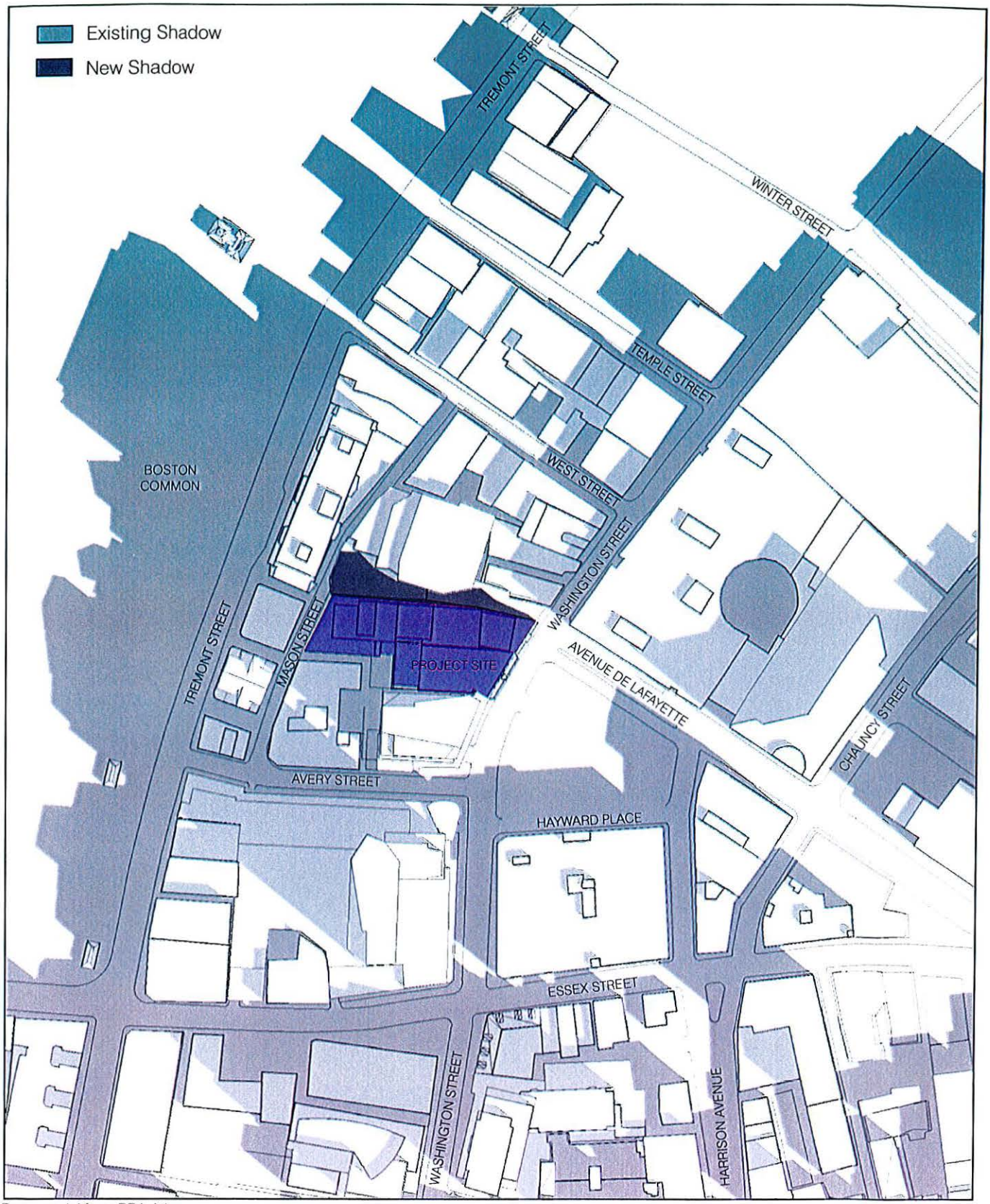
EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
June 21st 3:00 p.m.

ELKUS MANFREDI ARCHITECTS

1" = 200'

Figure 40



Base model from BRA Atlas

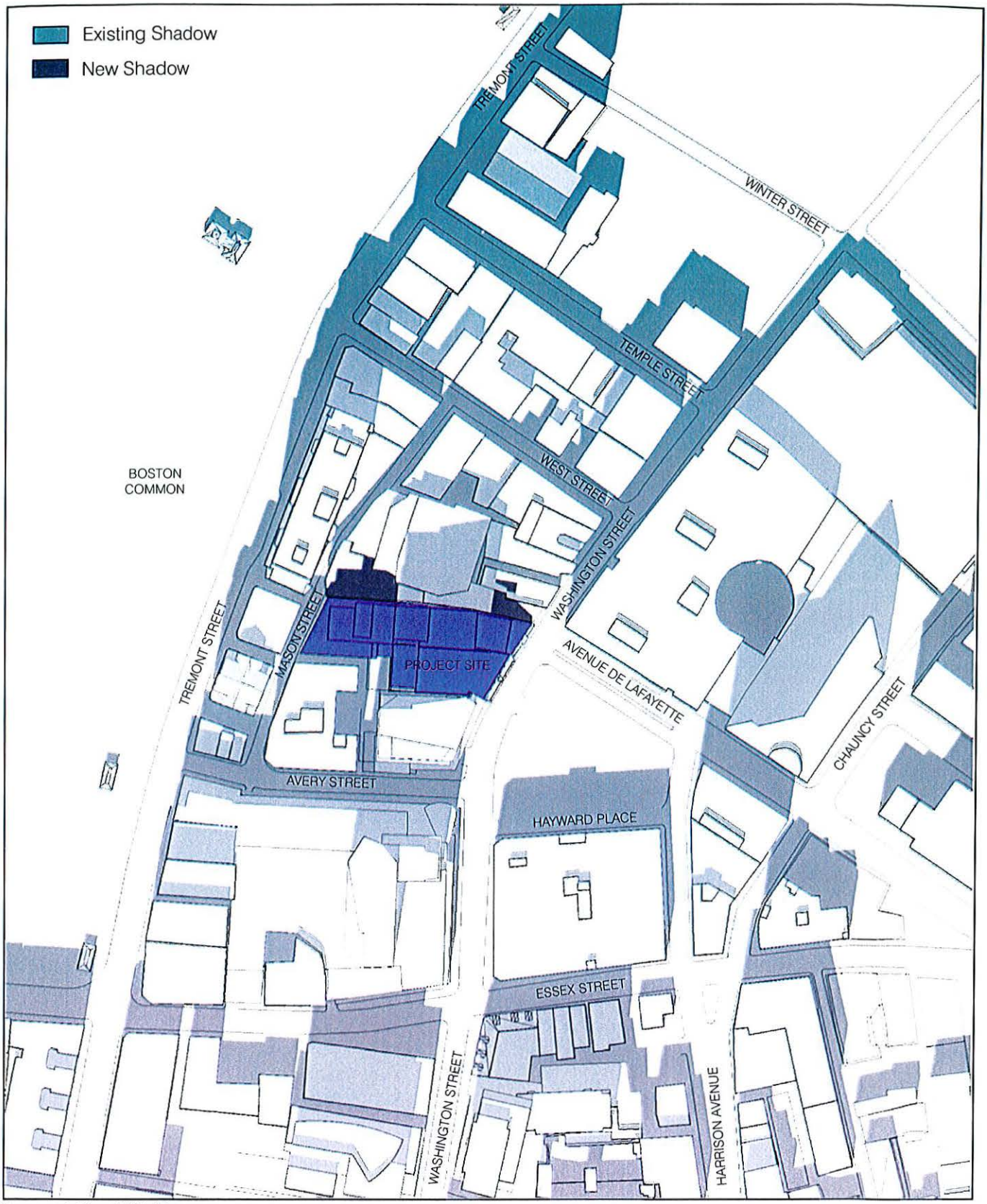
ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
September 21st 9:00 a.m.

1" = 200'

Figure 42



Base model from BRA Atlas

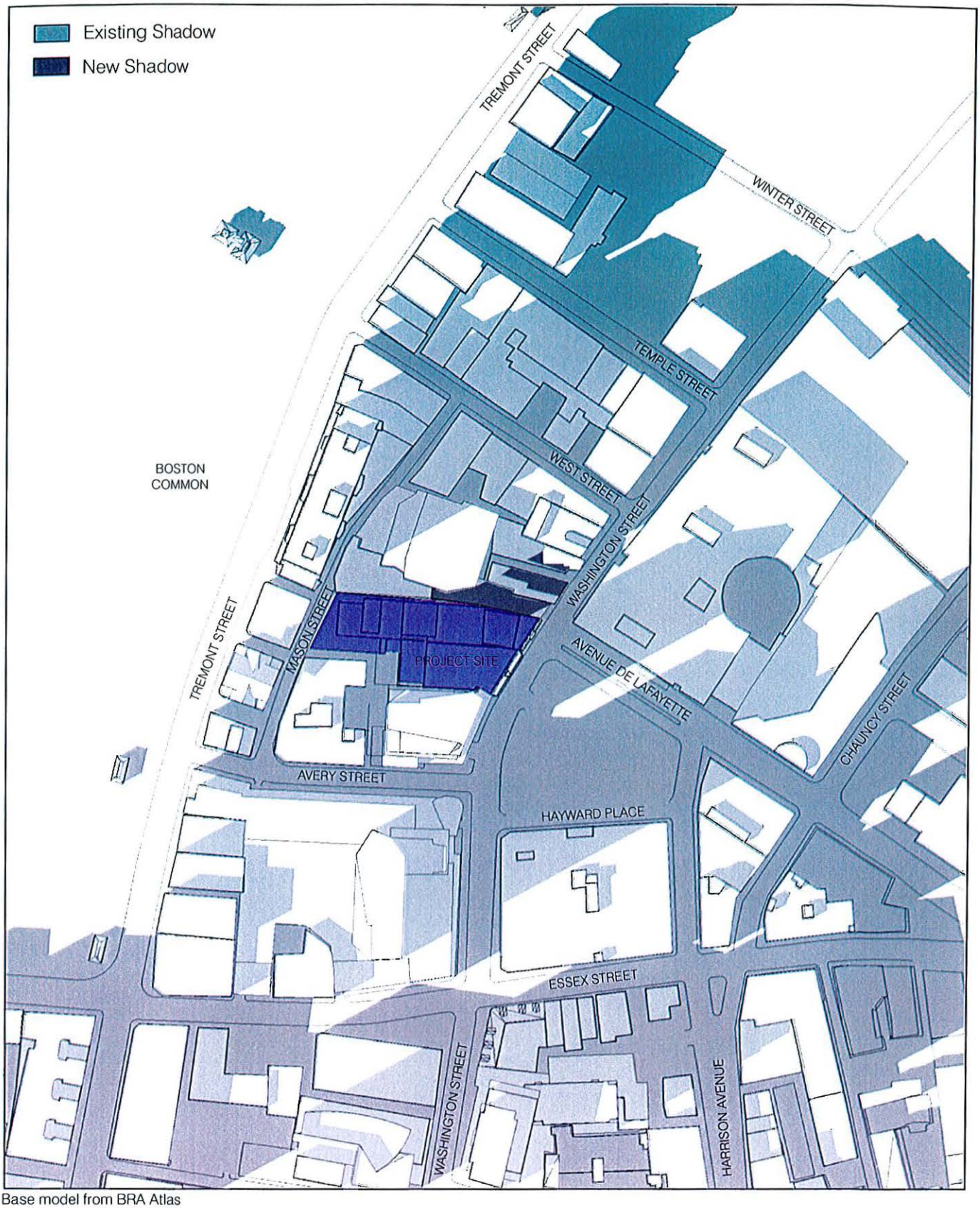
ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
September 21st 12:00 p.m.

1" = 200'

Figure 43



Base model from BRA Atlas

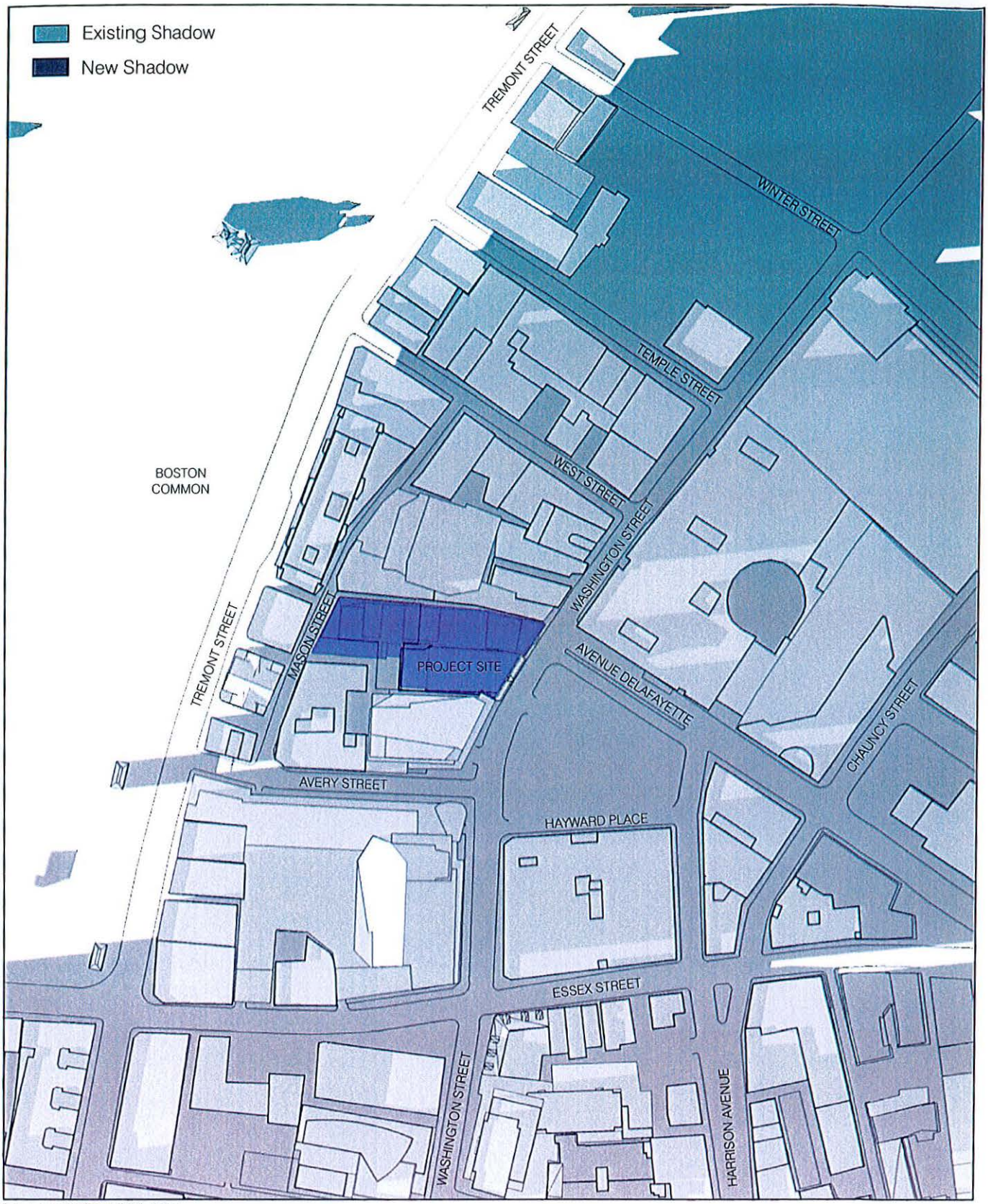
ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
September 21st 3:00 p.m.

1" = 200'

Figure 44



Base model from BRA Atlas

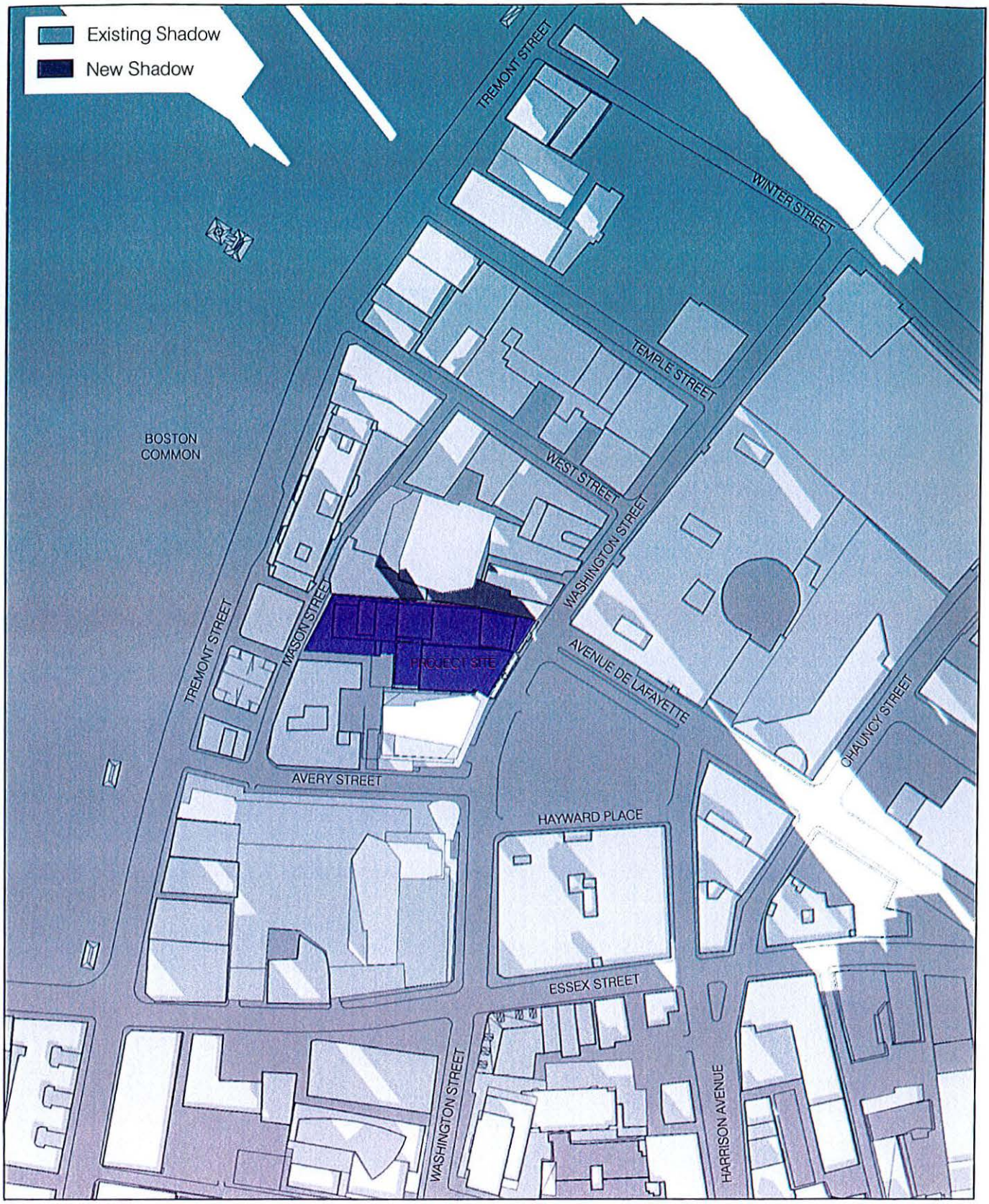
ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
September 21st 6:00 p.m.

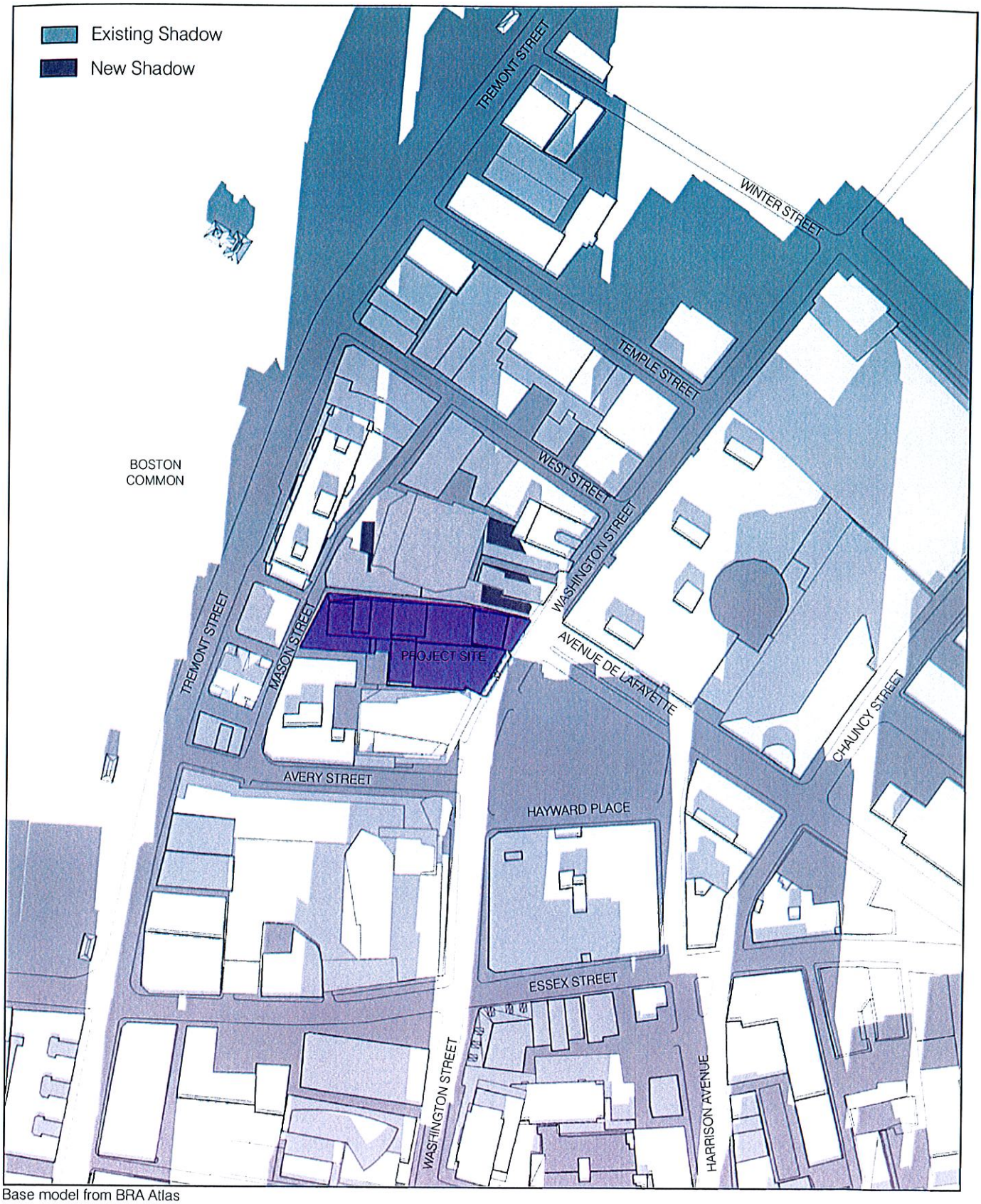
1" = 200'

Figure 45



Base model from BRA Atlas

ELKUS MANFREDI ARCHITECTS	EMERSON COLLEGE THE PARAMOUNT CENTER Shadow Impact Study December 21st 9:00 a.m. 1" = 200'	Figure 46



Base model from BRA Atlas

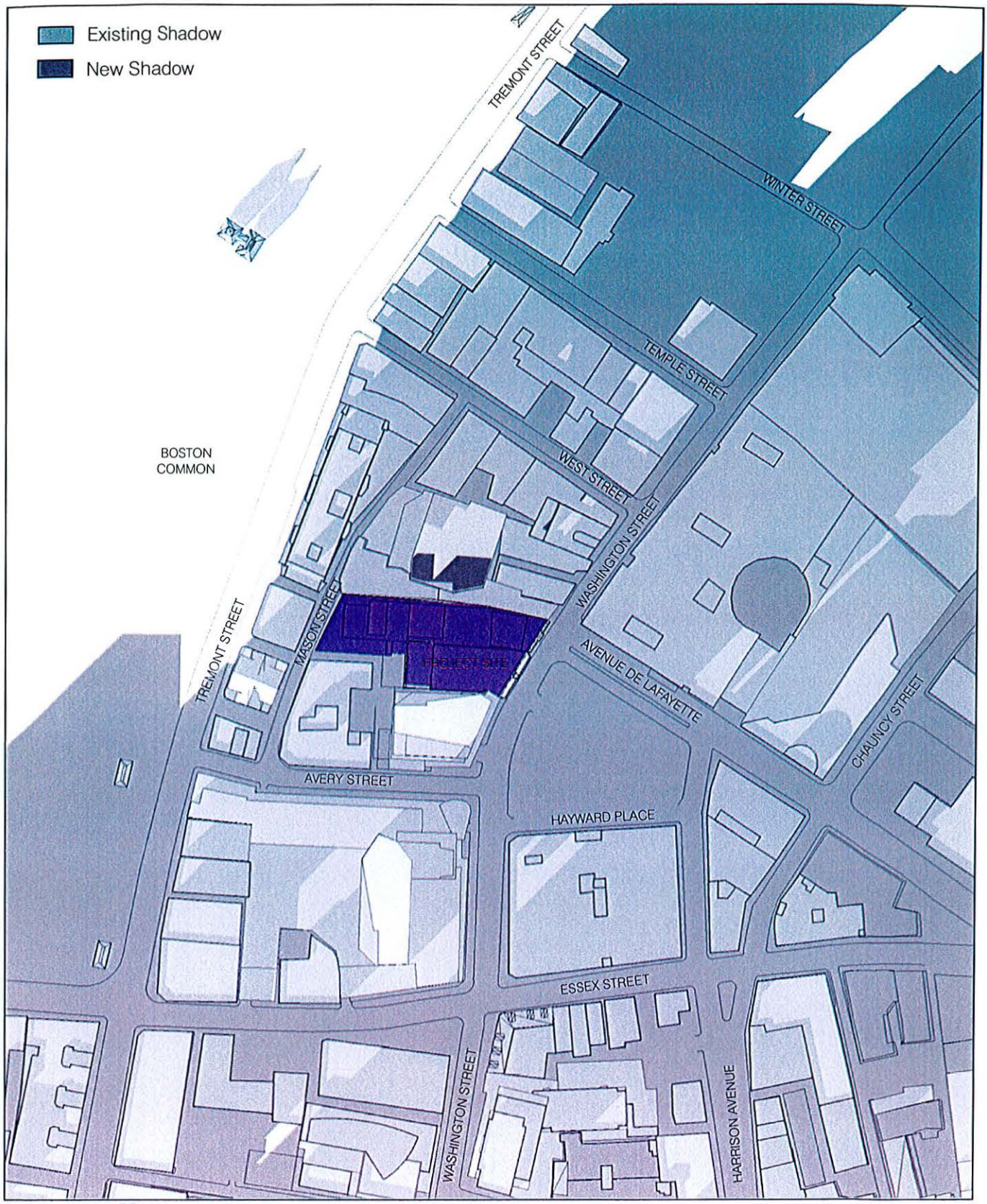
ELKUS MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
December 21st 12:00 p.m.

1" = 200'

Figure 47



Base model from BRA Atlas

EMERSON COLLEGE THE PARAMOUNT CENTER

Shadow Impact Study
December 21st 3:00 p.m.

ELKUS MANFREDI ARCHITECTS

1" = 200'

Figure 48

Appendix E

Reports

Geotechnical – Haley & Aldrich
Structural – Ammann & Whitney
MEP – Vanderweil

Haley & Aldrich, Inc.
465 Medford St.
Suite 2200
Boston, MA 02129-1400

Tel: 617.886.7400
Fax: 617.886.7600
HaleyAldrich.com

HALEY & ALDRICH

MEMORANDUM

18 May 2006
File No. 05746-300

TO: Emerson College; Robert Silverman and John Walden

C: Elkus/ Manfredi; Robert Koup and Ross Cameron
Ammann & Whitney; Brian Eaton

FROM: Haley & Aldrich, Inc.; Katherine Leblanc and Joel Mooney

SUBJECT: Supplemental Schematic Foundation Design and Construction Considerations
Proposed Paramount Center
Boston, Massachusetts

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The purpose of this memorandum is to supplement our prior memorandum dated 2 March 2006 and provide schematic design recommendations and comments on the geotechnical aspects of the proposed construction, based on our further understanding of the project. These are intended to provide information for preliminary project pricing and to continue the design and sequencing for the below-grade construction. The attached Figures 1 and 2 are referenced throughout the text. Elevations are in feet and are Boston City Base datum.

In summary, to discuss issues related to foundation design and construction, we have divided the project into various pieces, and provided respective design assumptions and foundation recommendations. As general recommendation, a 3-in lean concrete mudmat should be placed over all approved soil bearing surfaces prior to foundation construction. This will maintain the integrity of the bearing surfaces during subsequent construction activities.

These areas area also shown on Figure 1:

Façade to Be Retained Along Washington Street (column lines G' to Y)

- Line load of up to 20 K/ft along façade to remain
- Lowest level floor at El. 18.3

Continuous bulk concrete underpinning of existing façade to El. 15 in this area, minimum 4 ft in width. If future excavations are locally deeper than El. 15, extend the underpinning at least 2 ft below lowest adjacent excavation.

Restaurant Kitchen Area (east of 9.8 line)

- Column loads range from 200 to 800K
- Lowest level floor at El. 18.3

Continuous bulk concrete underpinning of adjacent Opera House party wall to El. 15 in this area, minimum 4 ft in width. If future excavations are locally deeper than El. 15, extend the underpinning at least 2 ft below lowest adjacent excavation.

Column support on footings. Floor slab is relieved slab-on-grade.

Mechanical Area (between column lines 5.5± and 9.8, D to G)

- Column loads range from 300 to 1200K
- Lowest level floor at El. 14.5

Continuous bulk concrete underpinning of adjacent Opera House party wall to El. 8 in this area, minimum 4 ft in width. If future excavations are locally deeper than El. 8, extend the underpinning at least 2 ft below lowest adjacent excavation.

Column support on footings. Floor slab is relieved slab-on-grade. In certain areas with elevator pits, locally lower and combine the footings into a mat below the pit.

Footings along G-line will be eccentrically loaded. (see Figure 2) The footing along the G-line columns will likely end up being a strip footing running the entire length of the area (from 5.5± to 9.8 line), with likely some straps/beams back to E and D.5 footings.

Drilled-in caissons could be utilized in this area and are technically feasible, but the size of the grade beams and tie beams are of similar size in each of the footing and caisson alternatives. Therefore, underpinning of the Opera House will be required in either alternative. Furthermore, the caisson alternative would also require i] significant grade beams to cantilever to load to the caissons, ii] grade beams to tie together the tops of the caissons, and iii] require the placement of more concrete than the footing alternative. We anticipate that these factors combined will yield a cost of the caisson alternative at multiples of the footing alternative.

Opera House Loading Dock

- If to be maintained in place, this structure would need to be continuously underpinned to El. 10.
- If this feature can be demolished and replaced, excavation support (cantilevered soldier piles and lagging) would be required along this perimeter to allow the below-grade construction.
- If it can be provided for in the construction sequence, we recommend that this feature be demolished and replaced. We anticipate this will be more economical and a simpler construction sequence. If this is accomplished, we recommend the location of the proposed on-site underground stormwater recharge system should be coordinated with the reconstruction of the loading dock.

New Loading Dock Area

- No below-grade space
- Concrete paving at grade
- Column loads range from 400 to 1200K

Since there will not be any below-grade space, we confirm our previous recommendation that the structure be supported on drilled-in caisson shafts. For the proposed loads, assume:

- 400 to 600K loads – 4 ft dia caisson to bearing at El. -10
- 600 to 800K loads – 4 ft dia caisson to bearing at El. -15
- 1000 to 1200K loads – 4 ft dia caisson to bearing at El. -20

Location of the proposed on-site underground stormwater recharge system and other utilities should be coordinated with the construction in the new loading dock area.

West End (column lines 3 to 5, A to E)

- Column loads range from 400 to 1200K
- Lowest level floor at El. 18.3

Footings may be used for foundation support, with strip footings at the walls. Excavation support (cantilevered soldier piles and lagging) would be required along 3-line perimeter to allow the below-grade construction.

Paramount Theater Renovations

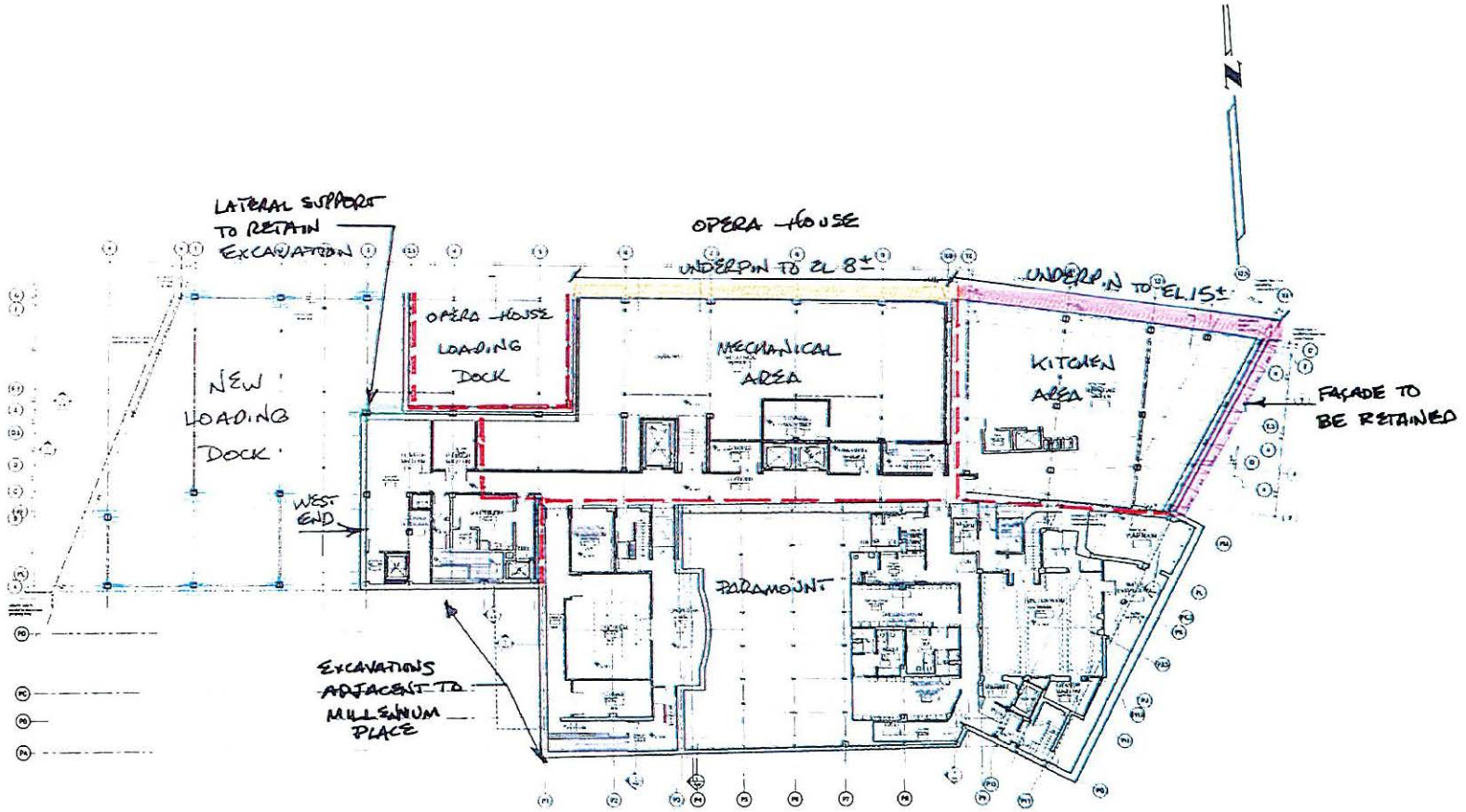
- Column loads of 200±K
- Perimeter wall loads of 10±K/ft
- Lowest level floor at El. 18.3

Footings may be used for foundation support, with strip footings at the walls. Areas adjacent to the Millennium Place project should not require excavation support, since only the below-grade wall will be exposed in the excavation.

We look forward to discussing this information further with you and the design team. In the meantime, if you have any questions or require additional information, please call.

Attachments:
Figures 1 and 2

G:\05746\-300 Paramount Center\memo schematic design II 05 18 06.doc



FILE NO. 5746-300

PARAMOUNT CENTER
18 May 2006 NTS
HALEY & ALDRICH, INC.

FIGURE 1

HALEY & ALDRICH

Calculations

File No. 05746-300
Sheet 1 of 1
Client EMERSON COLLEGE
Date 17 MAY 2006
Project PARAMOUNT CENTER
Computed By DFM
Subject FOUNDATION SCHEMATIC – SECTION @ 6.5
Checked By

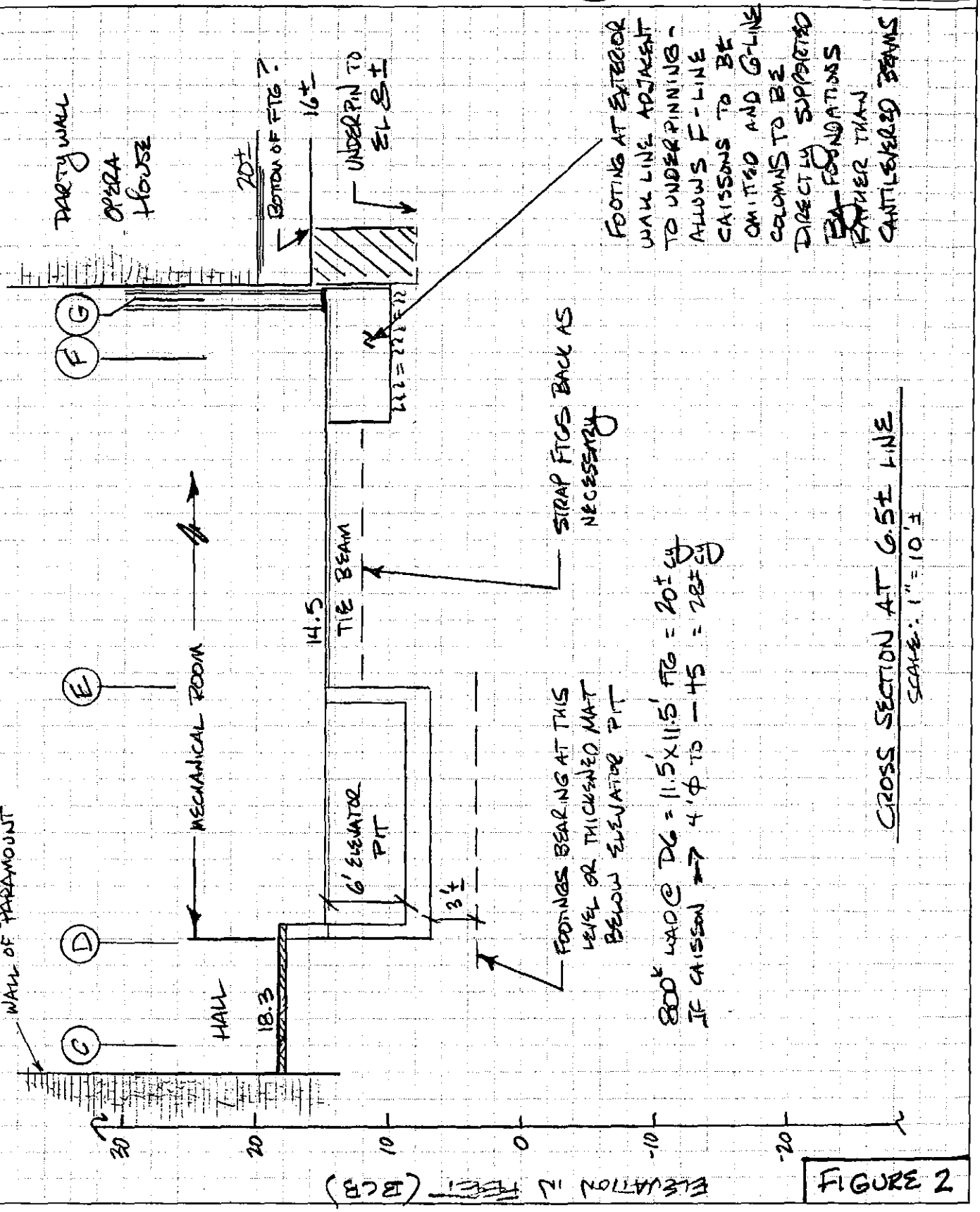


FIGURE 2

CAL02AFH.FRP 20 November 1997

Haley & Aldrich, Inc.
465 Medford St.
Suite 2200
Boston, MA 02129-1400

Tel: 617.886.7400
Fax: 617.886.7600
HaleyAldrich.com

HALEY & ALDRICH

MEMORANDUM

2 March 2006
File No. 05746-300

TO: Emerson College; Robert Silverman and John Walden

C: Elkus/ Manfredi; Robert Koup and Ross Cameron
Ammann & Whitney; Brian Eaton

FROM: Haley & Aldrich, Inc.; Katherine Leblanc and Joel Mooney

SUBJECT: Schematic Design Foundation Construction Considerations
Proposed Paramount Center
Boston, Massachusetts

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California

Tucson
Arizona

Washington
District of Columbia

The purpose of this memorandum is to provide schematic design recommendations and comments on the geotechnical aspects of the proposed construction, based on our current understanding of the project. These are intended to start a general discussion on the approach and sequencing for the below-grade construction. We expect some of these recommendations may be revised as more information becomes available and as the building design evolves. The attached Figures 1 through 5 are referenced throughout the text. Elevations are in feet and are Boston City Base datum.

Proposed Construction

Based on the schematic drawings provided by Elkus/ Manfredi dated 02/28/06 and on our discussions with the project team, we understand the proposed development will include demolition of the existing 545 Washington Street (Levin) building. A new structure with one mechanical level below-grade (slab at El. 18±) and nine levels above grade is proposed. The west end of the structure will consist of an at-grade loading dock, which will not have a basement below. We understand column loads may range from 600 to 800 kips, with some at 1,200 to 1,600 kips, depending on load transfers of the structure above.

Foundation Considerations

Available historical information indicates that as much as 12 ft of unsuitable bearing material (fill) exist below ground surface (outside the footprint of the existing building basement). Excavation ranging up to approximately 18 to 20 ft below ground surface will be required to construct the below-grade space. Foundation support must be derived at or below the excavation elevations and on suitable bearing material, therefore from the underlying marine deposits (which generally consist of medium dense to very dense fine silty sand and medium stiff to stiff clay) and glacial till. Groundwater is expected at about 10 to 20 ft below grade (El. 22 to 12).

We anticipate that the proposed structure will be supported by a combination of footings and caissons. Footings bearing on the marine deposits are capable of supporting the lower ramge column loads of 600 to 800 kips. For the upper load range of 1,200 to 1,600 kips, footings are still feasible, however based on column spacings, adjacent footings may intersect such that certain

areas may be supported on a continuous mat footing. For preliminary design purposes, assume that footings may be designed using a maximum net allowable bearing pressure of 6 ksf on naturally-deposited marine soils, with a least lateral dimension of 36-in.

For the column loads where there is no below grade space, drilled-in concrete caissons bearing within the glacial till are recommended.

For the purposes of earthquake design in accordance with the current Massachusetts State Building Code, and based on available historical subsurface information, we anticipate that the site soil profile is classified as type S3. Therefore, for purposes of preliminary design, use a site coefficient "S" of 1.5 in the seismic analysis of base shear forces.

Since groundwater levels may be above or near the level of the proposed basement floor slab, we recommend waterproofing of the entire below-grade space be discussed. If future explorations confirm that groundwater is below the proposed basement, the lower level floor slab should be designed as a fully-relieved soil-supported slab-on-grade. If groundwater is above the proposed basement, a structural slab may be required to resist hydrostatic uplift.

Construction Considerations

The excavation is anticipated to reach a depth of approximately 16 ft (El. 16) for slab construction and 2 to 4 ft deeper (up to El. 12) for footings, with locally deeper excavations for elevator pits and sumps.

An open cut excavation (sloped at 1 vertical: 1 horizontal) could be conducted if the limits of the excavation were offset approximately 22 ft from both Washington Street and Mason Street, and 10 ft from the adjacent Paramount Theater and Opera House, as shown on Figures 2 and 3. For this configuration, this would result in a maximum footprint of about 40 ft (N-S) by 256 ft (E-W).

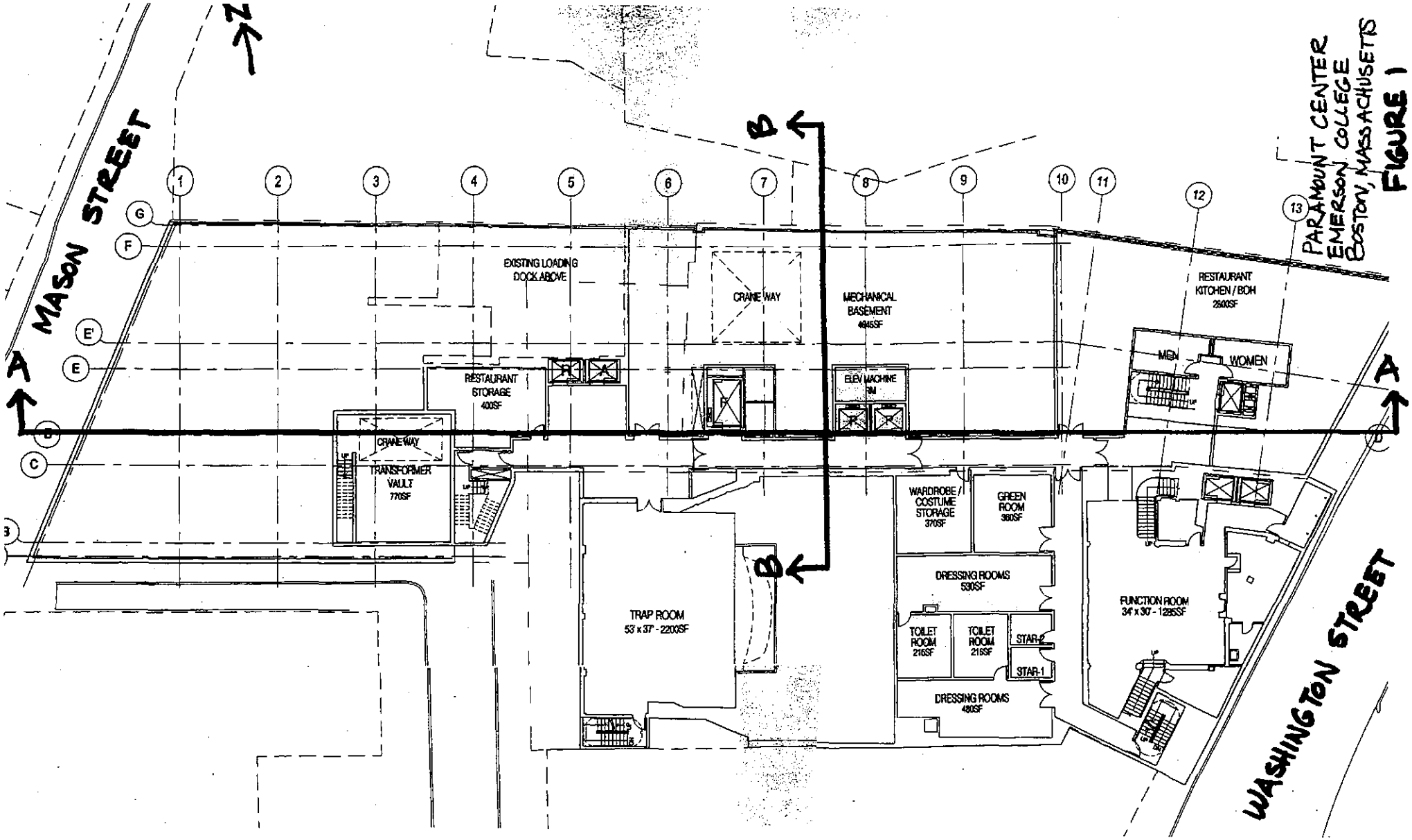
Alternatively, an excavation support system (consisting of soldier piles and lagging) along Mason and Washington Streets could be utilized to provide temporary earth support and allow excavation up to the east and west property limits (refer to Figure 4). Underpinning of the adjacent foundations of the Paramount Theater and Opera House could be conducted to allow excavation up to the north and south parcel limits. We anticipate that the adjacent structures are supported on shallow footings bearing at approximately El. 20. In this case, an underpinning depth of about 6 to 8 ft would be required (refer to Figure 5).

A combination of these configurations could also be constructed, depending on basement area and setbacks from adjacent structures.

Construction dewatering from sumps will be required to manage groundwater, precipitation, and runoff entering the excavation during construction. Permits from the Boston Water & Sewer Commission (BWSC) and the Massachusetts Water Resources Authority (MWRA) will be required for off-site disposal of this effluent.

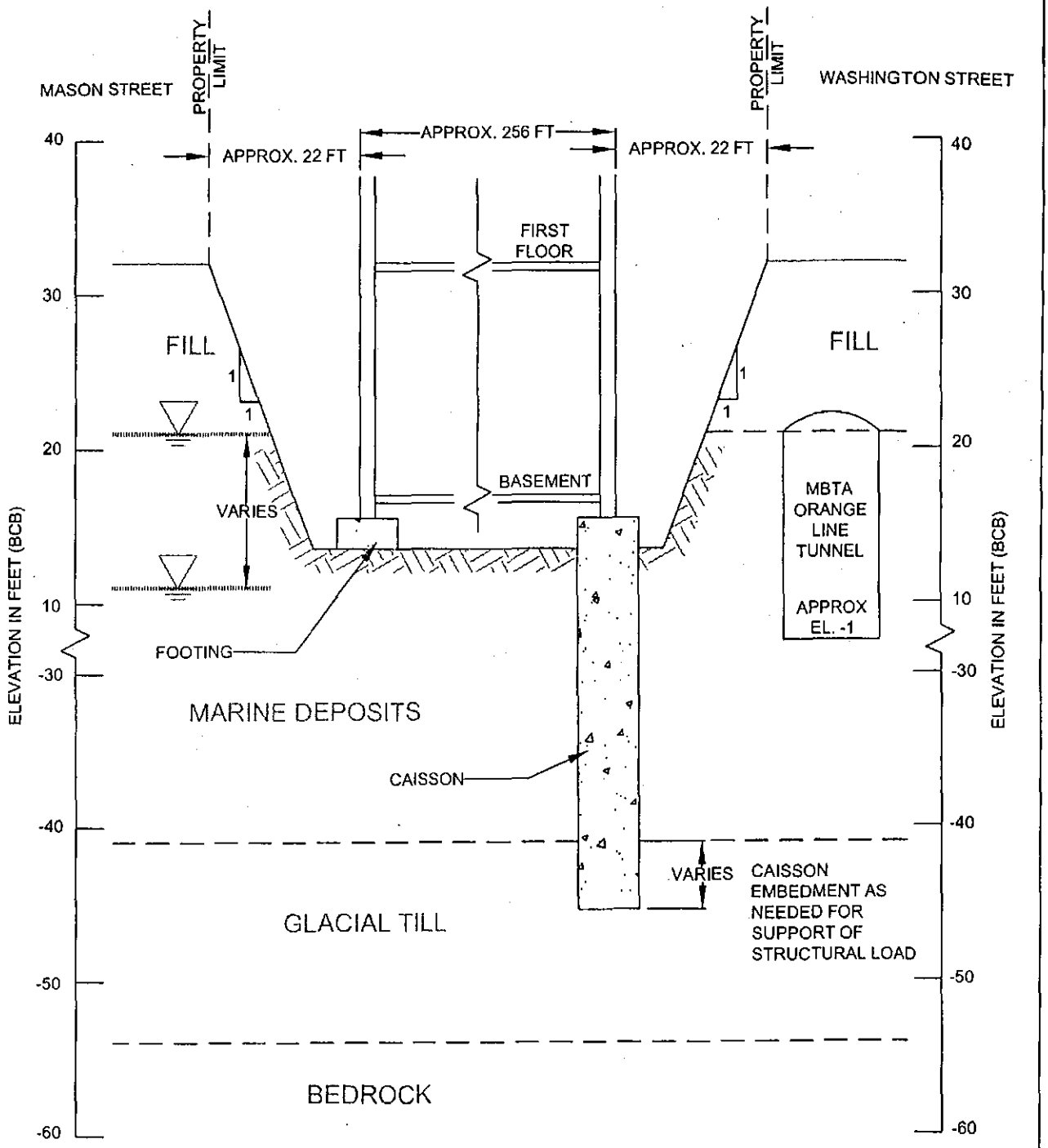
We look forward to discussing this information further with you and the design team. In the meantime, if you have any questions or require additional information, please call.

Attachments:
Figures 1 to 5 *G:\05746\-300 Paramount Center\memo schematic design.doc*



PARAMOUNT CENTER
EMERSON COLLEGE
BOSTON, MASSACHUSETTS

FIGURE 1



NOT FOR CONSTRUCTION

VERTICAL SCALE SHOWN
HORIZONTAL NOT TO SCALE

HALEY & ALDRICH

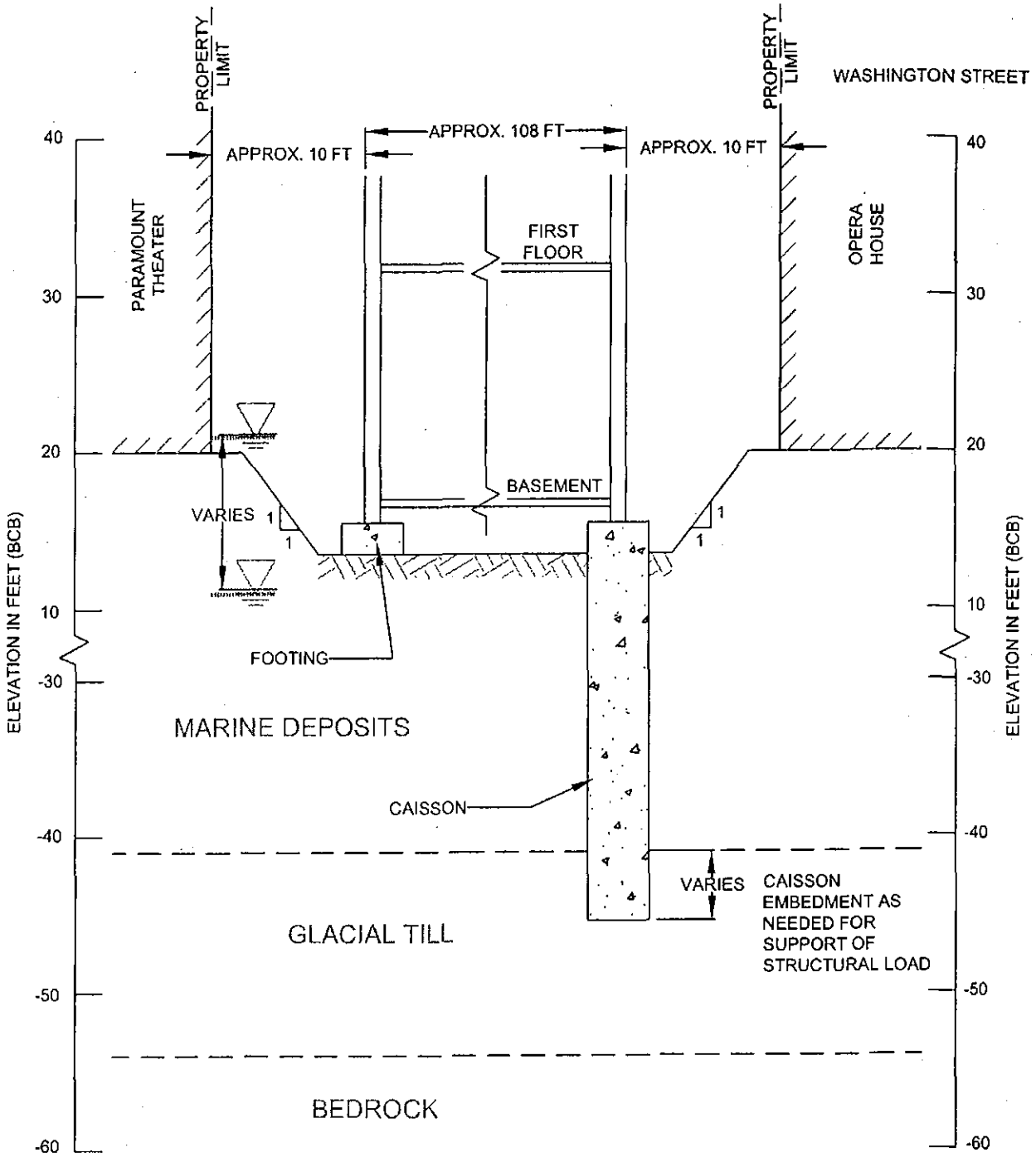
UNDERGROUND ENGINEERING & ENVIRONMENTAL SOLUTIONS

PARAMOUNT CENTER
EMERSON COLLEGE
BOSTON, MASSACHUSETTS

SECTION A–A: SCHEMATIC
(OPEN CUT, RESTRICTED BASEMENT FOOTPRINT)

MARCH 2006

FIGURE 2



NOT FOR CONSTRUCTION

VERTICAL SCALE SHOWN
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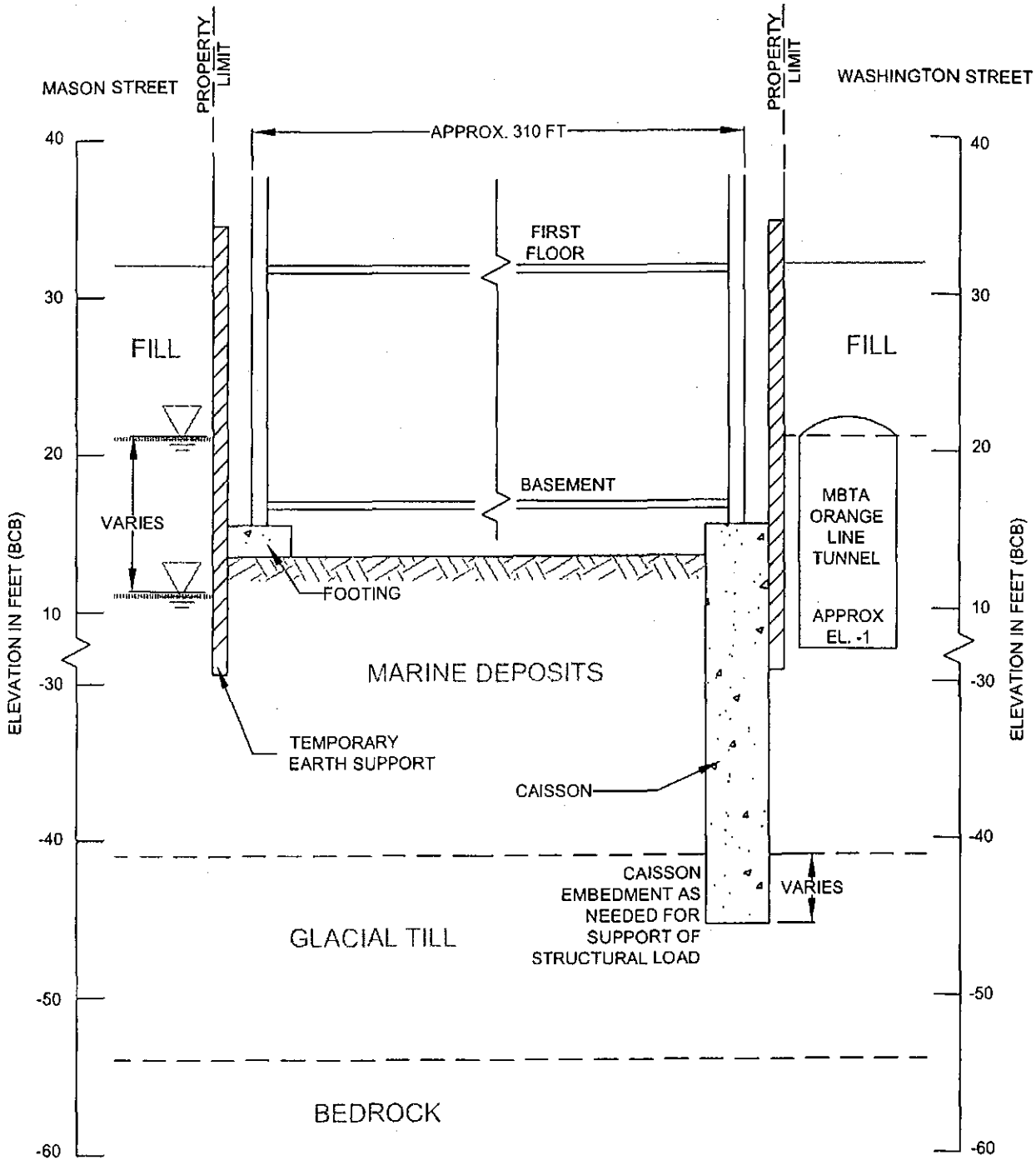
PARAMOUNT CENTER
EMERSON COLLEGE
BOSTON, MASSACHUSETTS

SECTION B–B: SCHEMATIC
(OPEN CUT, RESTRICTED BASEMENT FOOTPRINT)

MARCH 2006

FIGURE 3



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PARAMOUNT CENTER
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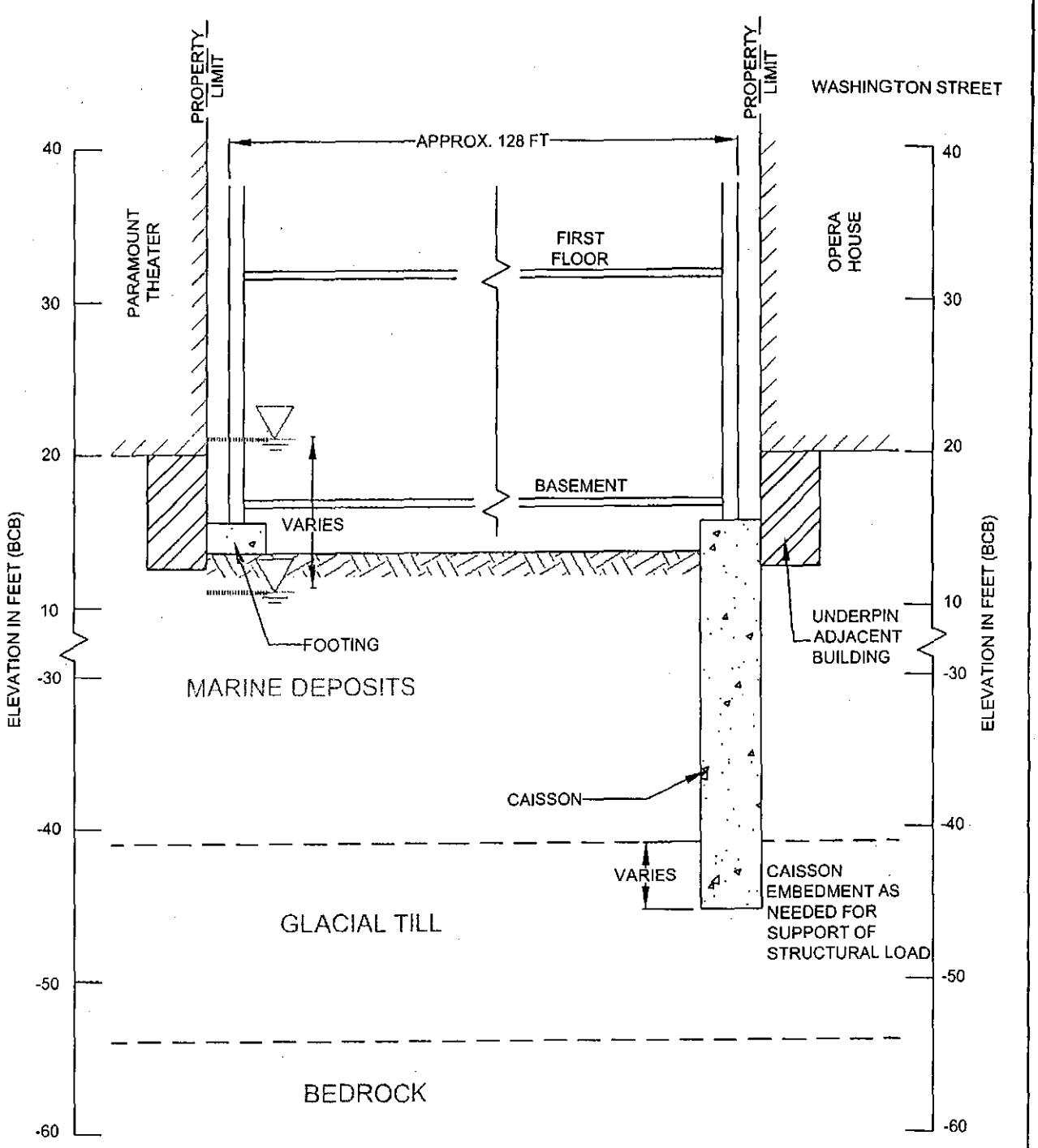
BOSTON, MASSACHUSETTS

SECTION A–A: SCHEMATIC (EXCAVATION WITH TEMPORARY EARTH SUPPORT AND UNDERPINNING)

MARCH 2006

FIGURE 4



NOT FOR CONSTRUCTION

VERTICAL SCALE SHOWN
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PARAMOUNT CENTER
EMERSON COLLEGE
BOSTON, MASSACHUSETTS

SECTION B–B: SCHEMATIC (EXCAVATION WITH TEMPORARY EARTH SUPPORT AND UNDERPINNING)

MARCH 2006

FIGURE 5

& WHITNEY

1250 23rd Street, NW, Suite 375, Washington, D.C. 20037

202.331.1029 Fax 202.331.7490

EMERSON COLLEGE
PARAMOUNT CENTER PROJECT
STRUCTURAL NARRATIVE

The Paramount Center Project consists of two structural elements; the renovation of the existing Paramount Theater, and the construction of a new 145,000 sq. ft. building immediately adjacent to the theater. The buildings are structurally separated with their own systems for support and stability. The following paragraphs describe these structural systems.

I. NEW PRODUCTION DEVELOPMENT CENTER BUILDING

The new building will be erected on a parcel of land beside the Paramount Theater. The site is partially occupied by an existing timber and masonry building that will be demolished and removed. The Washington St. façade will be braced before the demolition of the building and will be retained and braced by the new building construction as an architectural feature.

The remaining portion of the new building site is encumbered by easements for an adjacent property loading dock, and truck access to it. This and other site restrictions leave few opportunities and options for columns. Many long spans and transfer beams result in the structure above.

The steel framed structure is a vertical stack of mixed uses. The upper four levels are dormitory floors with short spans, structural depth restrictions and a floor to floor dimension of only 9'-0". Below this are four levels of classroom, office, studio, and theater spaces. Many columns are transferred to accommodate these spaces, including an interior line of dormitory columns that terminate on story high trusses at the sixth floor of the building.

At the ground floor level, the East end of the floor supports a restaurant. The west end is predominantly an open truck dock with spanning structure overhead. A new loading dock structure will be build for the adjacent Opera House. Structure will also be provided for another adjacent property's emergency generator as well as an electric substation and this project's emergency generator.

The roof of the building will feature a platform for a very large mechanical air handling plant and a cooling tower. The open areas of the roof will have the capacity to support a green roof system.

Wind and seismic lateral loads are resisted by vertical bracing.

Foundations are a mix of drilled shafts about 40 ft. long, and spread footings.

& WHITNEY

1250 23rd Street, NW, Suite 375, Washington, D.C. 20037

202.331.1029 Fax 202.331.7490

The building basement includes a mechanical plant whose floor elevation will require some underpinning of adjacent building foundations. The basement slab is an under drained slab-on-grade.

II. PARAMOUNT THEATER

The renovation program calls for a new stage, galleries, and an overhead grid and rigging system above the stage. The existing movie house stage and structure is so incompatible with this program that the design team has recommended a complete reconstruction of the stage house end of the theater. The structural intent is to temporarily brace the balance of the building at the line of the proposed building cut, and to demolish the stage house and its foundations.

The new stage house will have new spread footing foundations, and will be framed in structural steel. Structure will be provided for the stage, galleries, an over stage grid system, rigging systems and a roof. Provisions will be made for appropriate building skin support and the vertical bracing will be designed for wind and seismic loads. The stage house will have a full basement for a trap room and an orchestra pit.

The new structure will be reattached to the remaining original theater box; recreating a single structure. While the new stage house will resist lateral loads from a portion of the old theater, the in-kind replacement of the stage house is not intended to be a seismic upgrade of the theater as a whole.

Within the old portion of the theater, seating areas will be restructured using steel and concrete to create new riser levels and different site lines. Some of the original balcony trusses will be removed or modified to achieve this end.
Some of the back-of-house floor elevations will be modified, and passages into the adjacent new building will be created.

No modifications are contemplated for the theater attic and roof levels which will remain in place as they are today. The façade of the theater on Washington St, which was recently renovated as part of an adjacent property development is also expected to remain unchanged.

R. G. Vanderweil Engineers, LLP

Emerson – Paramount Center
Description of Proposed M-E-P Systems

May 25, 2006

FIRE PROTECTION

There is an existing fire service at Washington Street; size and pressure to be established by the civil engineer. The existing backflow preventer (double check valve assembly) will remain. The building will require two fire department inlet connections; one at Washington Street and one at the building's rear, near the loading dock.

Demolition scope will include the removal of the existing fire system within the existing sprinkler room downstream of the backflow preventer. The existing sprinkler distribution in the attic will remain. The dry alarm valve system will be salvaged and relocated as applicable.

A new FM-approved electric fire pump will be required. The fire pump is anticipated to be horizontal split case, 100HP, 1,000gpm at 125 psi, operating at reduced voltage solid state controller with integral automatic transfer switch, and fed from the emergency generator.

To meet the design criteria of the upper floors, the system will utilize a main distribution system operating at pressures above 175 psi. On the lower levels, where standpipe pressure exceeds 175 psi, sprinkler system and fire department valve pressures will be lowered via direct acting pressure regulating valves.

In the dormitory, due to its height and occupancy, a standpipe system is required to facilitate manual fire suppression. The standpipe systems will be a combination type, supplying both the standpipes and the automatic sprinkler system. The dormitory portion of the building will have two combination standpipes interconnected at each floor, per code. The lower levels (basement through level five) will require supplemental standpipes to be installed in the egress stairs. The new combination standpipe is anticipated to be a 6" riser, 3" sprinkler, with 2-1/2" FDV at each floor landing.

Fire Department outlet connections will be located at all landings of egress stairs, both sides of horizontal exits, egress/entry points of entrance/exit corridors, and at both sides of the stage. The fire alarm outlet type for low pressure will be 2-1/2" angle with a 1-1/2" reducer and cap and chain as required by the Fire Department. The fire alarm outlet type for high pressure (direct acting pressure regulation where pressure exceeds 175 psi) will be 2-1/2" angle with 1-1/2" reducer, and cap and chain as required by the Fire Department.

The Paramount Center will be sprinklered throughout in accordance with NFPA 13. the existing sprinkler systems are fed by the combination standpipe system, with a floor control valve assembly at each interconnection point. All dormitory floors, theater levels and auditoriums will be individually zoned. For high pressure systems, where pressure exceeds 175 psi, floor control valve assemblies will include a direct acting pressure regulating valve. Floor control valve assemblies will include a supervised control valve, pressure gauge, tamper switch, flow switch, inspector's test station (with site glass) and check valves at interconnecting standpipes.

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Wet automatic sprinklers will protect the following areas: all conditioned interior spaces as required by NFPA 13; student residence rooms, including bathrooms and closets, Light Hazard; theater common areas, Ordinary Group I Hazard; storage areas, Ordinary Group II Hazard; Stage, Ordinary Group II Hazard; paint spray booth, Ordinary Group II Hazard; woodworking shop and sawdust systems, Ordinary Group II Hazard; auditorium, Ordinary Group I Hazard, and the theater's attic, Ordinary Group II Hazard.

Dry-pipe automatic sprinklers will protect all areas without heat and the loading dock, Ordinary Group II Hazard.

Preaction automatic sprinklers will protect all control rooms.

Sprinkler protection will not be provided to the following areas, per code: properly rated noncombustible mechanical shafts, noncombustible elevator hoist ways, and properly rated main electrical switchgear room(s).

PLUMBING

The piping systems for domestic water and fire protection water will be extended from the street mains into the existing building. Sanitary sewer, storm water and natural gas will be extended throughout the existing and new portion of the building, as required. Domestic water supplies will connect to the street water mains independently of the fire services. The sanitary building sewer from the new building plumbing fixtures will flow by gravity wherever possible to the City of Boston sewer system. Depending on the exact location of the sewer pipe in Washington Street, it may be necessary for basement waste to be handled by an ejector pump. Storm water drainage from the new and existing building roofs will connect to the municipal storm sewer network.

The existing roof drains in the Paramount will remain, but piping will be modified. All other plumbing in the Paramount Center will be demolished.

One 6" domestic cold water service will enter the building from Washington Street via the main water service room at the basement level. The restaurant will be individually metered. The existing pressure gauge on the existing system indicates a pressure of 100 psi, which is sufficient for the building with the exception of the dormitories. For the dormitories, the domestic water service will be piped through a triplex vertical turbine pressure booster system consisting of variable frequency drive pump sand control panels. The building's domestic water system will be divided into two pressure zones: a street pressure zone from the basement to level five, and a high pressure zone from the sixth level to the mechanical penthouse. Backflow preventers will be provided to separate potable and non-potable water systems. The potable water systems will serve public toilet rooms, the dormitories, water coolers, etc. The non-potable water systems will serve make-up water for mechanical systems.

Hot water will be generated with the use of high efficiency steam fired storage water heaters. Wasted energy from the building chillers will be harvested to preheat the cold water supply to the heaters. Preheated water will be stored in a 1,000 gallon storage tank. The water heating system will be located in the basement mechanical room. A domestic hot water system for the restaurant tenant will not be provided under this design. All the domestic hot water systems will be provided with a hot water recirculating loop and pump originating at the hot water heaters.

The sanitary building sewer will connect to the municipal sanitary sewer system located on both Washington and Mason Streets. A conventional central interior waste collection system will be provided. A hard-piped sanitary waste and vent system will service the toilet rooms, water coolers and floor drawings in the toilets and mechanical rooms.

A storm water drainage system will be provided to convey storm water from roof drains, area drains and all clean waste to the site storm sewer system. The roof drains will have all overflow drains, piped into the same system. Clean waste will be defined as cooling coil condensate drainage and heating and cooling system drainage. Rainwater leaders will run at the op floor to pipe chases and will be collected into a gravity main which will exit the building and connect to the site combined storm/sewer system.

HVAC

The project scope includes the following areas: Demolition, Paramount Theater and Stage, Blackbox Theater, Film Screening Theater, VMA Soundstage Classroom, Lobby and Prefunction Areas, Classrooms, Practice Studios, Scene Shop, Dressing and Green Rooms, Public Restrooms, Offices and Conference Areas, Administrative and Support Areas, Loading Dock, Dormitories, Restaurant Kitchen, Transformer Vault, Electrical and Tel/Data Equipment Spaces, and Laundry Rooms on Dormitory Floors.

The HVAC scope will include removal of all existing HVAC systems in the Paramount Theater.

The heating hot water system will be located primarily in the basement boiler mechanical room. It will consist of a steam distribution system and multiple hot water generation/distribution systems.
The steam distribution system will consist of a pressure reducing station, which reduces the incoming Trigen 125 psig steam line to 15 psig, and low pressure steam distribution piping to the domestic hot water generators (provided by plumbing contractor) and to the hot water generation and distribution systems. The steam distribution system will also consist of multiple flash tanks, duplex condensate pumps, safety relief vents to the roof, condensate traps, etc.

The following hot water generating and distribution systems will be provided:

The reheat hot water system will consist of (2) shell and tube heat exchangers, (2) end-suction pumps and associated piping, valves, expansion tank, air separator, etc. It will distribute 180 degree F water to the reheat coils in the VAV boxes. Each heat exchanger will be sized at 66% of the reheat load to provide some redundancy in case one heat exchanger fails.

The preheat hot water system will consist of (2) shell and tube heat exchangers, (2) end-suction pumps and associated piping, valves, expansion tank, air separator, etc. It will distribute hot water to the preheat coils in the air handling units. The hot water temperature will be adjusted based on outside air temperature per the Massachusetts energy code. Each heat exchanger will be sized at 66% of the preheat load to provide some redundancy in case one heat exchanger fails.

The fan coil hot water system will consist of (2) shell and tube heat exchangers, (2) end-suction pumps and associated piping, valves, expansion tank, air separator, etc. It will distribute 150 degree F hot water to the heating coils in the fan coils. Each heat exchanger will be sized at 66% of the fan coil heating load to provide some redundancy in case one heat exchanger fails.

Waste heat will be extracted from the low pressure steam condensate via a skid-mounted heat exchanger assembly, which the pressurized condensate will be piped to. Heat will be extracted and used for "free heating" of the reheat, preheat and fan coil hot water systems. The condensate will then be piped to a storage tank heater which will provide "free heating" of the domestic hot water. The condensate will then be piped to a cooler and discharged to the sewer. The use of some of the condensate for cooling tower make-up water is under consideration at this time.

The chilled water system will be located primarily in the basement chiller mechanical room. It will consist of (2) approx. 410 ton centrifugal chillers generating chilled water. The chilled water will be distributed through the building via a variable/primary pumping arrangement with (3) pumps (including (1) standby). Pumps will be base-mounted vertical split case pumps. The chilled water will be distributed to chilled water coils in the AHU's and fan coil units in the dorm. The chilled water system will supply water at 42°F and return it at 58°F. The 16°F temperature differential is in keeping with good energy conservation practice. The chiller compressor will have a variable frequency drive to increase part-load efficiency. The chillers will be sized so that if one unit requires maintenance, the other unit has adequate capacity to meet the load generated by the Paramount theater and stage, blackbox theater, film screening room and restaurant/kitchen. A refrigerant monitoring and alarm system with a DDC interface will be located in the mechanical room.

The condenser water system extracts heat from the chillers and rejects it to the atmosphere via the cooling towers. It will be located in the basement chiller mechanical room and on the roof. It will consist of (2) cooling towers mounted on steel dunnage and located on the roof, (4) pumps (includes 1 standby) in the basement chiller mechanical room, and a chemical treatment system located on a skid in the chiller mechanical room. The cooling towers will be induced-draft type with galvanized steel construction and equipped with basin sweepers. Cooling tower fans will be equipped with variable frequency drives. The condenser water pumps will be vertical split-case type and constant speed.

One two-level custom rooftop air handling unit will provide air to the theater, blackbox theater, stage, classrooms, studios, offices, control rooms, and associated support spaces. The unit will contain filters, return fans (plug type for improved sound performance), heating coils, cooling coils, supply fans (plug type for improved sound performance), discharge and return sound attenuators and a discharge plenum. The unit will be mounted on a sealed curb which will serve as the return air plenum. The supply and return fans will be provided with variable frequency drives. The unit will be capable of ventilation air demand control, which will decrease energy consumption by adjusting the amount of fresh air taken into the building according to the number of people in the space.

The restaurant and restaurant kitchen will be served by a dedicated air handling unit and associated return fan located in a mechanical room in the PDC. It is expected that Emerson will charge the restaurant for supply of the restaurant HVAC. Make-up air for the kitchen hoods will be provided by a make-up air handling unit in the same mechanical room. This will be tempered in the winter to 60°F, but will be unconditioned in the summer. 7,000 cfm will be provided.

The dormitories will be served by two dedicated make-up air handling units located in a mechanical room in the PDC. This unit will supply ventilation air to the dormitory units. Heating and cooling of the dormitory rooms will be provided by fan coils.

Combustion air will be supplied to the boiler room via a H&V unit suspended in the loading dock or adjacent service area.

In Acoustically Sensitive Theaters (Blackbox and Paramount theaters, stage house), Distribution ductwork will be sized according to airstream velocity requirements provided by the project acoustical consultant. A variable air volume system is proposed. Terminal VAV boxes will be located in adjacent/acoustically separate spaces and provided with sound attenuators. The acoustical consultant should review and approve this concept. The film screening area will be served by VAV supply and return air boxes located adjacent to the film screening room. Supply air will be ducted to ceiling-mounted diffusers; air will return via ceiling-mounted transfer ducts and the above ceiling plenum. Studios, classrooms, offices and related spaces will be served by VAV supply and return air boxes located above the space ceilings. Supply air will be ducted to ceiling-mounted diffusers; air will return via ceiling-mounted transfer ducts and the above ceiling plenum. Dormitory makeup air will be ducted into wall-mounted grilles in the dormitories. The restaurant and kitchen will not be provided with air distribution equipment. Duct mains for supply, return and exhaust will be brought to the space and capped for future expansion by the tenant.

The public toilets on the PDC levels will be served by a toilet exhaust system consisting of a rooftop mounted constant speed exhaust fan (provided as part of custom rooftop unit) and associated galvanized steel exhaust riser serving all the PDC bathrooms. The dormitory bathrooms will be exhausted by constant volume toilet exhaust systems, consisting of multiple rooftop exhaust fans and associated risers. Each riser will serve a bathroom stack (approximately 18 risers total).

The dormitory level electric closets and tel/data closets will be exhausted to prevent overheating. Both the electric closet and the tel/data closet exhaust systems will consist of a roof-mounted exhaust fan and associated riser serving the closets. The dormitory level trash room will be exhausted by a rooftop fan and associated riser. The dormitory level and PDC laundry room dryers will be served by a laundry exhaust system, consisting of an Exhausto fan and variable frequency drive, a plenum box and a vent. Because it is in a confined outdoor space, the Loading Dock area will be equipped with an exhaust system. The system will consist of an exhaust fan, located in the level 2 fan room and associated ductwork and controls. The system will be activated and controlled by a wall mounted control panel and will run when carbon monoxide or NO_x is detected.

The restaurant kitchen will be equipped with a grease exhaust system consisting of an exhaust fan and black iron ductwork with grease cleanouts located along its route between restaurant level and roof. Cleanout will require access panels. The ductwork will be installed now and capped at the restaurant for future tie-in by a restaurant tenant. It is recommended that the tenant be required to provide a kitchen exhaust scrubber, to be located in the restaurant space. This will help remove odors from the exhaust airstream and improve air quality around the air intakes on the roof. The exhaust fan will be located on the roof and will be sized to provide approx. 7,000 cfm of hood exhaust.

A paint booth exhaust system will be provided consisting of welded ductwork and an explosion-proof fan, located on the roof over the elevator machine room. A welding booth exhaust system will be provided consisting of welded ductwork and an explosion-proof fan, located on the roof over the elevator machine room. Ductwork and snorkels will be provided from the scene shop to the sawdust collection room, for tie-in to a dust collector. Emerson should select the collector.

Each dormitory suite will be served by a high-rise 4-pipe fan coil. The fan coil discharge air will be ducted to the suite bedrooms. The air will return through the front panel grille. The thermostat will be unit-mounted. The fan motors will be high efficiency ECM motors. Each dormitory level corridor will be served by several high-rise 4-pipe fan coils. The fan coils will direct discharge into the corridor and return through the front panel grille. The thermostat will be unit-mounted. The fan motors will be high efficiency ECM motors. Horizontal 4-pipe fan coils will be used to condition spaces not served by the air handling system, i.e. mechanical rooms, electric closets, etc. The fan motors will be high efficiency ECM motors.

A fuel oil system will be provided to supply fuel oil to the Paramount emergency generator. The system will consist of a double-wall fuel oil tank, sized for eight hours of generator run time and located in a vault in the basement, a duplex fuel oil pump located in the vault, and double-wall piping extending up to the generator.

Egress stairwells will be provided with stairwell pressurization systems per code. Each stairwell system will consist of a rooftop mounted fan and variable frequency drive, a duct riser to the bottom of the stairwell, and a relief vent with control damper at the top of the stair. The stairwell pressurization systems will be activated by the Fire Command Center.

Smoke vestibules at stairwell entrances will be provided with 60 air changes of supply air and 90 air changes of exhaust air per Massachusetts code. The vestibule system will consist of (1) supply and (1) exhaust fan, both located on the roof, and associated duct risers. The stairwell pressurization systems will be activated by the Fire Command Center.

The PDC elevator hoistway, the Paramount lobby hoistway and freight elevator hoistway will be pressurized by the hoistway pressurization system, which will consist of a roof-mounted supply fan and associated duct riser extending down to level 1, and a relief vent and associated control damper.

The generator will be cooled via its integral radiator fan and associated exhaust and make-up air louvers with fire dampers.

The building will be provided with a Building Management System to control and monitor system components. The head end computer will be located in a support space.

ELECTRICAL

Emerson's electrical service will consist of (2) NStar Electric (NStar) underground 15 kV primary feeders from Mason Street Place that will terminate in a utility transformer vault at ground level in the building. The vault will contain (2) NStar 15 kV - 480Y/274V transformers and a secondary collector bus to feed the main electric room switchboard. The switchboard will have secondary metering for Emerson College and also for the restaurant tenant. We are assuming that Emerson will buy power under NStar's B7, G8 Rate, "Time of Use." Under this rate, the purchase price will vary depending on time of day and season.

Electrical demolition scope includes the removal of all existing electrical systems in the Paramount Theater with the exception of the Paramount marquis signs. The signs will be re-fed from the new electrical service provided within the scope of the project.

The main electric room will be located directly above the NStar vault. It will house the building's main switchboard, transformers and power panels, and a dimming substation as described in Paragraph E. The main switchboard will be 5000 amp, 480Y/277 volt, 3 phase, 4 wire grounded supply for distribution throughout the building. Lighting and mechanical panels will be fed directly from the 480Y/277V main switchboard. Transformers will step 480Y/277V power down to 208Y/120V power for receptacle panels. 480V power will be distributed from the main switchboard to panelboards located in electrical closets located at strategic points on every level of the building. The electrical closets will contain separate distribution panelboards for lighting and miscellaneous power. Closets will contain a lighting panel, a mechanical panel, receptacle panels, and fire alarm terminal cabinets for fire alarm wiring. Because the Paramount Theater, Black Box Theater, VMA and possibly other spaces require theatrical dimming which operates at 208Y/120V, a dimming substation will be fed from the main switchboard. The substation will consist of a 750KVA transformer and associated circuit breaker distribution to serve the dimming loads.
Generally electrical distribution equipment and branch circuit panels will include capacity and expansion space for 10% future expansion.

The standby generator will supply emergency generator power to the building loads in the event of a utility power failure. In the event of such a power failure, the generator automatically starts and supplies emergency generator power to the distribution loads. When normal power returns, the building loads are transferred back to the normal source and the generator shuts down and resumes standby status. The generator will be located indoors above the building's loading dock, next to the switchgear room. The generator will be exercised once a week under no load. To comply with the Massachusetts State Electric Code, "Emergency Systems" shall be separated from other loads in a dedicated room within a 2-hour enclosure. Emergency power will be distributed from the emergency system transfer switch to panelboards located in two-hour fire rated emergency electrical closets located on every level of the building.

The following equipment will be on generator power: egress lighting, fire alarm system, elevators (largest from each bank), stair and elevator pressurization systems, UPS system, security system, telephone and data network systems, fire pump, jockey pump and ground water pumps as required.

The engine generator shall be rated for continuous standby application. The generator capacity is estimated to be 600 kW/750 kVA, 480Y/277 volts, 3 phase, 4 wire, 60 hertz grounded.
The engine generator remote status panels shall be located in the Fire Command Center, off of Washington Street. Per code requirements for generators serving fire pumps, the capacity of fuel storage will be sized to provide 8 hours minimum at full load of the generator unit. The fuel storage tank will include secondary containment complete with a monitoring and alarm system for leakage in the annular space. The fuel storage tank is contemplated to be located outside at the loading dock.

An uninterruptible power supply (UPS) provides uninterrupted power to selected building loads in the event of a power outage. Unlike a generator, which can take up to 10 seconds to provide an alternate power source, UPS systems provide instantaneous power, resulting in continuous (uninterruptible) power delivery to critical loads. Battery back up for the UPS system is provided to ensure that UPS loads will remain energized for a predetermined length of time. UPS systems are commonly used for large data centers, and are also often used for server room power, tel/data and security equipment, and any other loads that could be adversely affected by a power outage. Any UPS' required for Emerson's server and tel/data equipment will be plug-in type, provided by Emerson College.

The following is a guideline for power provisions throughout the building:

General purpose receptacles will be provided in all areas, per programming requirements. Additional receptacles for performance lighting and equipment will be provided in theater areas, as dictated by the Theater Consultant.

The scene shop will contain receptacles to feed scene shop equipment, circuited to a dedicated scene shop panel located in the space. The room will be provided with an Emergency Power Off button that will shut off power to all equipment when pressed, in the case of an emergency.

Dormitory rooms will be provided with receptacles suitable for computer and general equipment use.

Ground fault protection for receptacles will be provided in the following areas, per National Electric Code requirements:

Restrooms within six (6) feet of sinks
Elevator pits
Elevator machine rooms
Roof and exterior outlets.

Isolated ground power is sometimes desired for sensitive electronic loads (computer equipment, tel/data equipment, theater power, etc.). Isolated ground power requires a shielding transformer to be installed to "isolate" any downstream loads from their source. At this time it is assumed that isolated ground power will be required for tel/data equipment and theater receptacles. This will be confirmed by the Tel/data and Theater Consultants. The minimum wire size for power wiring will be #12 AWG.

Electric heat trace shall be provided for the cooling tower condenser water piping, for freeze protection.

All electrical work in the paint spray booth and any other such areas will comply with the National Electrical Code requirements for Class 1, Division 1, installations.

For energy conservation, Variable Frequency Drives will be provided for HVAC and plumbing equipment. Motors less than ½ horsepower in size will be 120V, single phase. ½ horsepower and larger motors will be 480V, three phase.

Public space lighting will be designed and specified by the Lighting Consultant. Lighting will be circuited to appropriate lighting panels, and controls will be provided to comply with space usage and the Massachusetts Energy Code. Lighting in back of house areas (storage rooms, mechanical/electrical spaces, etc.) and its circuiting and controls will be provided. Theatrical dimming systems will be employed in the Paramount Theater and the Black Box Theater. Smaller dimming systems will be included for the screening room and potentially the VMA Studio. Theater equipment requirements will be detailed by the Theater Consultant.

Individual switching with occupancy sensors as appropriate and required by the Massachusetts Energy Code shall be provided in service areas and other enclosed rooms. Local switching and occupancy sensors will control lighting in non-public areas. At this time a central lighting control system is not envisioned. Controls will be local as detailed above.

An emergency lighting system will be provided to allow for the safe evacuation of the building in the event of an emergency leading to a complete loss of electrical power. Exit lights and emergency path of egress lighting will be provided in accordance with all applicable codes. Power for such shall be provided by the Emergency system as designated within this document. Exit signs are proposed to be LED type, for longevity.

An analog, addressable voice evacuation fire alarm system with 1½ hours self contained batteries will be provided per code requirements. The system shall report to the Boston Fire Department.
Combination notification devices (audible and visible) will be spaced throughout the building.
Fire alarm pull stations will be located within five feet of every exit from the building, at every exit from each floor and no more than 200 feet apart in corridors. Smoke detectors will be installed in electric rooms, telephone rooms, elevator machine rooms, elevator lobbies, elevator shafts, mechanical rooms and dormitory areas. Per code requirements, duct smoke detectors will be provided in all supply air handling equipment over 2,000CFM and in the return air for equipment over 15,000 CFM.

The dormitory fire alarm system will be designed as follows:

> Each bedroom and suite will contain system smoke detectors tied into and monitored by the fire alarm system. The detectors will differ from detectors in other spaces in the building in that they will contain sounder bases that can propagate a sound alarm (much like that of a residential smoke detector) in addition to a voice evacuation message.
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> If a detector is tampered with (i.e. removed), it will report a supervisory signal on the fire alarm system. Emerson Security can respond to this signal and identify the room in which the detector was removed.

Under normal operation of these detectors, if there is smoke within a room of a suite, all of the detectors within that suite will have their sounder bases go into alarm. The event will report on the fire alarm system as a supervisory signal. If a second smoke detector within the suite goes into alarm, the entire building will go into alarm. When the building is in alarm, the sounder bases will be silenced and the notification (speaker/strobe) devices throughout the building will be activated.

A speaker/strobe device is provided in each bedroom. If a bedroom or suite sounder base is in alarm then the suite visual devices are activated. If the building is in alarm then all the speaker/strobe devices are activated for a general announcement and a full building evacuation.

The fire alarm system will interface with the standpipe system and will monitor tamper switches at each valve. An exterior beacon and a key repository will be located on the exterior of the building on Washington Street, adjacent to the main entrance. The Boston Fire Department will have final authority on the location. Fire department communication devices will also be located in every elevator, elevator lobby and enclosed exit stairs. The Fire Command Center will be located near the main entrance to the building, and is shown on the schematic plans.

Emerson College should advise if lighting protection is required per their insurance underwriter. If it is, a master labeled lightning protection system will be provided.

The building electrical service will be grounded in accordance with applicable codes.
All feeders and branch circuits will have a grounding conductor.

Service provider cabling and Campus backbone cabling will enter the building via 4" conduits in duct bank from the Verizon telephone/data manhole system. The conduits will terminate in the main Tel/Data Entrance Facility, which will serve as the tel/data entrance and splice point, located on the first floor. The Main Computer Room will be located on the first floor and will house voice and data equipment to serve the building. Telephone/Data closets will be located on each floor and will contain data switches and voice/data cabling. The Entrance Facility, Computer Room and the Telephone/data closets will be interconnected vertically via conduit or sleeves. Cabling will include fiber optic and copper riser. The Entrance Facility, Main Computer Room, and the Telephone/Data closets will have plywood backboards and equipment racks to support all components associated with the structured cabling system. Equipment racks will also house data switches and routers as designed by the owner's IT design team. A system of raceways, pull boxes, and other necessary items will be provided for telephone and data systems as defined by programming. Requirements for the telecommunication and data wiring and hardware systems will be detailed during the IT programming phase. Telephone/data junction boxes shall be provided at designated locations with raceway installed between the junction box and the closest hung ceiling. Cable tray will be distributed in corridors and into telephone/data closets. Cable tray will typically be minimum 9" wide, 6" deep ladder style. Telephone/data devices will typically have a minimum of 3/4" conduit to cable tray.

Empty conduits, back boxes and raceways will be provided for the security system. Wiring, components and hardware requirements will be detailed by the Security Consultant.

An intercom system tied to the Fire Command Center will be provided, in accordance with code requirements.

Switchboards, generator, automatic transfer switches and the UPS system will be monitored.
All equipment monitoring functions will be included in DDC (Direct Digital Control) system.

RESTAURANT PROVISIONS

It is anticipated that the following will be provided by the landlord for the restaurant tenant:

- Dedicated HVAC air handling unit and associated return fan located on 5th floor and ducted to space and capped for tenant extension/connection. Unit will be capable of providing approximately 3.5cfm/sqft to the restaurant and approximately 4.5cfm/sqft to the kitchen. These quantities are capable of providing 31 tons of air conditioning for the restaurant, and 40 tons for the kitchen. Unit will use hot water and chilled water from building's boiler and chiller plants, and the cost of these will be included in the rent. The fans will be wired to the tenant's electric meter.

- 7,000cfm dedicated make-up air handling unit located on 5th floor and ducted to space and capped for tenant extension/connection. Unit will be capable of supplying make-up air for approximately 70 square feet of kitchen hood. Make-up air will be tempered to 60 degrees in winter and unconditioned in summer. Unit will use hot water from building's boiler plant, and the cost will be included in the rent. The fan will be wired to the tenant's electrical meter.

- 7,000cfm kitchen hood exhaust fan located on roof and ducted with black iron ductwork with grease cleanouts in 2-hour rated shaft to space and capped for tenant extension/connection. Fan will be capable of exhausting air from approximately 70 square feet of kitchen hood. It will be wired to the tenant's electrical meter.

- Temporary electric heating prior to occupancy will be provided via electric unit heaters, at landlord's expense.

- A t-connection at the building's gas service will be provided for future hook-up. Space for the tenant's gas meter will be provided in landlord's mechanical room in the basement.

- A t-connection at the building's water service will be provided for future hook-up. Space for the tenant's water meter will be provided in landlord's mechanical room in the basement.

- An exterior grease trap and 5" kitchen waste sanitary sewer line from restaurant space to the trap will be provided. The grease trap will be located at the rear of the building and will be sized for 15 gallons per day per seat in the restaurant.

- A 4" sanitary connection will be provided for tenant restrooms.

- Space for the tenant's domestic hot water heaters will be provided in landlord's mechanical room in the basement. A flue from the mechanical room to the roof will be provided.

- A 480Y/277V, 400A metering cabinet with distribution will be provided in landlord's switchgear to serve tenant's air handling units, boilers and other restaurant loads. Two 4" conduits from metering cabinet to restaurant space will be provided and capped for tenant extension/connection.

- A 4" conduit from the building's main tel/data entrance facility to the tenant space will be provided and capped for tenant extension/connection.

- Temporary strip lighting fed from landlord's electrical meter will be provided prior to tenant occupancy.

- Temporary fire alarm initiating and notification devices will be provided prior to occupancy, per code requirements.

- A temporary sprinkler layout will be provided, prior to occupancy.
- Carbon monoxide detector system in restaurant space as required to monitor gas services.

It is anticipated that the following will be provided by the restaurant tenant:

- Connection to owner-provided ductwork.
- Tenant HVAC and controls.
- Kitchen exhaust scrubber and carbon filters in tenant space.
- Gas-fired domestic hot water heater for tenant use, located in landlord's mechanical room.
- Gas meter, service connection and piping from meter to restaurant equipment.
- Water meter, service connection and piping from meter to restaurant equipment.
- Plumbing and equipment connections in tenant space.
- Connection to base building vent riser.
- Sewage ejector pump(s) as needed.
- Step-down transformer and 208Y/120V power panels in tenant space for additional tenant kitchen and restaurant power requirements.
- All wiring and equipment connections in tenant space.
- Tel/data equipment in tenant space, and wiring and connections to building's tel/data entrance facility
- New lighting layout as required for fit-out programming.
- New fire alarm device layout as required for fit-out programming.
- New sprinkler layout as required per fit-out programming.

Appendix F

LEED Registered Project Checklist

Appendix G

Construction Management Plan

Construction Management Plan

Emerson College
THE PARAMOUNT CENTER
543-547 and 549-563 Washington Street
Boston, MA 02116

Project Description

The proposed project consists of the Paramount Theatre at 549 -563 Washington Street, the 'Arcade' Building at 543-547 Washington Street, and the vacant lot behind the Arcade Building. The new complex will be known as the Paramount Center consisting of a 145,000 square foot mixed-use facility including a 550 seat renovated Paramount Theatre, a 140 seat black box theatre, a 180 seat film screening room, a scene shop, 1900 square feet of studio/rehearsal space, 262 student dormitory rooms and a 150 seat restaurant on the first floor in the Arcade Building. The façade of the Arcade Building will remain and the existing timber framed structure will be replaced with the above program.

Loading docks are located at the rear of the complex on Mason Street adjacent to the loading docks for the Opera House. The general contractor for the project will be selected as the project continues to move through the Article 80 Process and the Construction Management Plan will be finalized with specifics pertaining to traffic routes and off site staging locations during meetings with BTD attended by representatives of the College and the designated contractor.

Construction Schedule and Hours of Operation

Site mobilization is anticipated to begin in early 2007 and construction is expected to last approximately 24 months. Substantial completion is scheduled for late 2009 for owner fit-up and student occupancy in the Fall of 2009. Normal weekday work hours will be 7:00 AM to 3:30 PM. However, hours will vary depending on the phase of work. For instance during the foundations and utility work, hours would be extended to 5:30 PM. In addition, selective overtime will be required to facilitate the work schedule and perform certain other construction activities, such as the tower crane erection and removal. Early start times may also be necessary to expedite or coordinate the deliveries of certain materials. The anticipated construction schedule is as follows:

- Mobilization, demolition, dig safe, secure site - January, 2007
- Site preparation, underpinning, earth retention – March/September 2007
- Excavation and foundation – 2008
- Foundations and tower crane – 2008
- Structural steel & deck – 2008
- Façade – March/November 2009
- Interior finishes – 2009
- Test, check and inspections – 2009

Construction Period Security

Perimeter fencing will be installed around the project site. Entry to, and egress from, the Project site will be controlled. Signage will be provided to direct pedestrian and construction traffic. Police details will be used for all street openings and to facilitate pedestrian and vehicular traffic.

Public Safety

As construction and staging details for each phase of the work are finalized, they will be designed to minimize impact to pedestrians and vehicular traffic flow. Sidewalk areas and walkways near the construction site will be marked and lighted to protect pedestrians and ensure their safety. Secure fencing and barricades will be used to isolate construction areas from the pedestrian and vehicular traffic. Police details will be provided as necessary to facilitate pedestrian and vehicular traffic flow. Construction procedures will be designed to meet OSHA safety standards for specific site construction activities. These procedures will be reviewed with abutters and representatives from community organizations.

Construction and Logistics

In an effort to minimize the impact to the surrounding environment, the College proposes the project be constructed from Washington Street while also utilizing existing streets adjacent to the site to support construction activities. This Construction Management Plan will isolate construction activities while providing safe access for pedestrians and vehicles during day-to-day activities and emergencies.

The existing commercial loading lane in front of the site will be rented from the City as authorized and coordinated by the Boston Traffic Department (BTD). Pedestrians will be relocated from the sidewalk into a walkway within an area, which will have perimeter and overhead protection. An area is yet to be selected for the location of the material hoist for vehicles to load and off load materials. Material deliveries, which cannot be off-loaded by hand, will be removed by crane or other mechanical equipment.

Police details will be present to facilitate pedestrian and vehicular traffic safety. The majority of construction vehicle activity will occur from Washington Street. Upon completion of the structural steel, façade and interior temporary elevator, certain delivery trucks may proceed to the loading docks on Mason Street. A dumpster will be located in the rear of the building adjacent to the loading dock and under a trash chute.

Prior to the start of site work, the locations of utility lines will be confirmed by contacting Dig Safe. Excavation of the site will require an earth retention system to facilitate the foundation. Several existing utilities located under the sidewalk need to be confirmed. During the excavation period it will be necessary for trucks loading out soils to use a designated route to be determined by BTD. A luffing crane located within the building footprint will be used to erect the steel frame. Exterior scaffolding and a material handling system located within the building will assist installation of the glass and steel façade system.

Utility work will necessitate openings in Washington Street, and Mason Street for various utility relocations and connections. Police details will be provided for all street openings.

Construction Traffic and Truck Routes

Truck traffic will vary throughout the construction period, depending on the work activity. However, it is expected that truck traffic will range from an average of about 5 trucks a day during typical periods to as many as 35 trucks a day during excavation. Deliveries, when possible, will be scheduled to avoid peak traffic periods in order to minimize the impact to traffic.

Arrangements have yet to be determined for queuing and /or staging delivery trucks at an off street location. Large or repetitious delivery vehicle activity, such as for concrete, structural steel and other selected materials will be staged in an offsite lot. When scheduled and/or called to the site using CB's or cell phones, trucks will travel on roadways as designated by the City of Boston's Transportation Department. Truck idling or queuing will not be allowed on the job site

or on any community streets prior to 7:00 am. Subcontractors and vendors will be required to coordinate deliveries with the on site management team at least 24 hours in advance.

Construction Debris

Construction debris will be sorted off site and recycled or properly disposed to approved locations using licensed haulers. The disposal contractor will ensure that construction waste be segregated for reprocessing, reuse and recycling of materials. All waste will be transported in covered trucks to approved locations.

Dust Control

Construction activities may generate fugitive dust that will result in an increase in airborne particulate levels. Fugitive emissions from construction activities will depend upon the emitting surface, moisture content and the construction practices employed. To reduce emissions of fugitive dust and minimize impacts on the local environment, mitigation measures will be employed:

- Wetting agents will be used regularly to control and suppress dust that may come form construction materials
- Trucks transporting construction debris will be covered
- Storage of construction debris will not be allowed on site
- Streets and sidewalks will be cleaned periodically to minimize accumulations

Rodent Control

Prior to any excavation or construction, a Rodent Control Program will be implemented. The program will consist of several phases. The initial phase will include a one-time-intensive corrective maintenance program to all areas. The ongoing phase will include inspection, baiting, and treatment to all areas as necessary and include documentation of the services provided.

Noise Control

Every reasonable effort will be made to minimize the noise impact of the Project's construction activities.

- Using appropriate mufflers on equipment and ongoing maintenance of exhaust systems

- Muffling enclosure on continuously running equipment, such as air compressors and welding generators
- Using less noisy specific construction operations and techniques where feasible
- Scheduling equipment operations to keep average noise levels low, to synchronize noisiest operations with times of highest ambient noise levels, and to maintain relatively uniform noise levels
- Turning off idling equipment
- Locating noisy equipment as far as possible from sensitive areas
- Use of a luffing crane for steel erection to reduce street noise associated with truck mounted equipment, where practical

Geotechnical impacts

Geo-technical instrumentation monitoring is planned to be conducted in the area during foundation construction to monitor the impact of the proposed construction on surrounding groundwater levels and/or the performance of the earth retention system. Ground water observation wells may be installed to establish pre-construction groundwater levels. These wells will continue to be monitored during construction and after foundations to document any change in the groundwater regime. Site dewatering is expected to be minimal and will be in accordance with MWRA's requirements for sedimentation control. Further monitoring to the excavation support system will be performed on a regular basis during the foundation below grade construction. This monitoring program will include reference survey points to permit early detection of potential foundation related issues and thereby allow for implementation of timely modification or remedial measures.

Utilities

Installation of utilities will necessitate openings in Washington, and Mason Streets for steam, gas, water, sewer and electric services. This work will be coordinated with the respective utility companies, BTD and the Department of Public Works. Utility work will also be scheduled to avoid any scheduled events or activities sponsored by the City of the Boston. Police details will be provided for all street openings to ensure pedestrian and vehicular safety.

Construction Employee Parking

Since parking is a premium in the Project area, employees will be asked to use public transportation and car pooling amongst the trades. To minimize the number of vehicles driving to the site, no personal vehicles will be allowed to park on site. Workers will be encouraged to leave their tools on site so as to encourage public transportation. The number of workers will vary greatly from a daily average of about 50 to a maximum of about 150 during peak construction activities. Construction workers will arrive and depart prior to peak traffic periods and are not expected to impact traffic conditions.

Contact Information

Owner

Emerson College
120 Boylston Street
Boston, Ma 02116
John Walden 617-824-8500

ATTACHMENT

Site location

LEED-NC

LEED-NC Version 2.2 Registered Project Checklist

The Paramount Center, Emmerson College
Boston, Massachusetts, 02210

Yes	?	No			
7		7	**Sustainable Sites**		14 Points
Y			Prereq 1	**Construction Activity Pollution Prevention**	Required
1			Credit 1	**Site Selection**	1
1			Credit 2	**Development Density & Community Connectivity**	1
		1	Credit 3	**Brownfield Redevelopment**	1
1			Credit 4.1	**Alternative Transportation**, Public Transportation Access	1
1			Credit 4.2	**Alternative Transportation**, Bicycle Storage & Changing Rooms	1
		1	Credit 4.3	**Alternative Transportation**, Low-Emitting and Fuel-Efficient Vehicles	1
		1	Credit 4.4	**Alternative Transportation**, Parking Capacity	1
		1	Credit 5.1	**Site Development,** Protect of Restore Habitat	1
		1	Credit 5.2	**Site Development,** Maximize Open Space	1
1			Credit 6.1	**Stormwater Design,** Quantity Control	1
		1	Credit 6.2	**Stormwater Design,** Quality Control	1
1			Credit 7.1	**Heat Island Effect,** Non-Roof	1
1			Credit 7.2	**Heat Island Effect,** Roof	1
		1	Credit 8	**Light Pollution Reduction**	1

Yes	?	No			
2		3	**Water Efficiency**		5 Points
		1	Credit 1.1	**Water Efficient Landscaping**, Reduce by 50%	1
		1	Credit 1.2	**Water Efficient Landscaping**, No Potable Use or No Irrigation	1
		1	Credit 2	**Innovative Wastewater Technologies**	1
1			Credit 3.1	**Water Use Reduction**, 20% Reduction	1
1			Credit 3.2	**Water Use Reduction**, 30% Reduction	1

Yes	?	No			
4	3	10	**Energy & Atmosphere**		17 Points
Y			Prereq 1	**Fundamental Commissioning of the Building Energy Systems**	Required
Y			Prereq 2	**Minimum Energy Performance**	Required
Y			Prereq 3	**Fundamental Refrigerant Management**	Required
2	1	7	Credit 1	**Optimize Energy Performance**	1 to 10
		3	Credit 2	**On-Site Renewable Energy**	1 to 3
1			Credit 3	**Enhanced Commissioning**	1
	1		Credit 4	**Enhanced Refrigerant Management**	1
	1		Credit 5	**Measurement & Verification**	1
1			Credit 6	**Green Power**	1

continued...

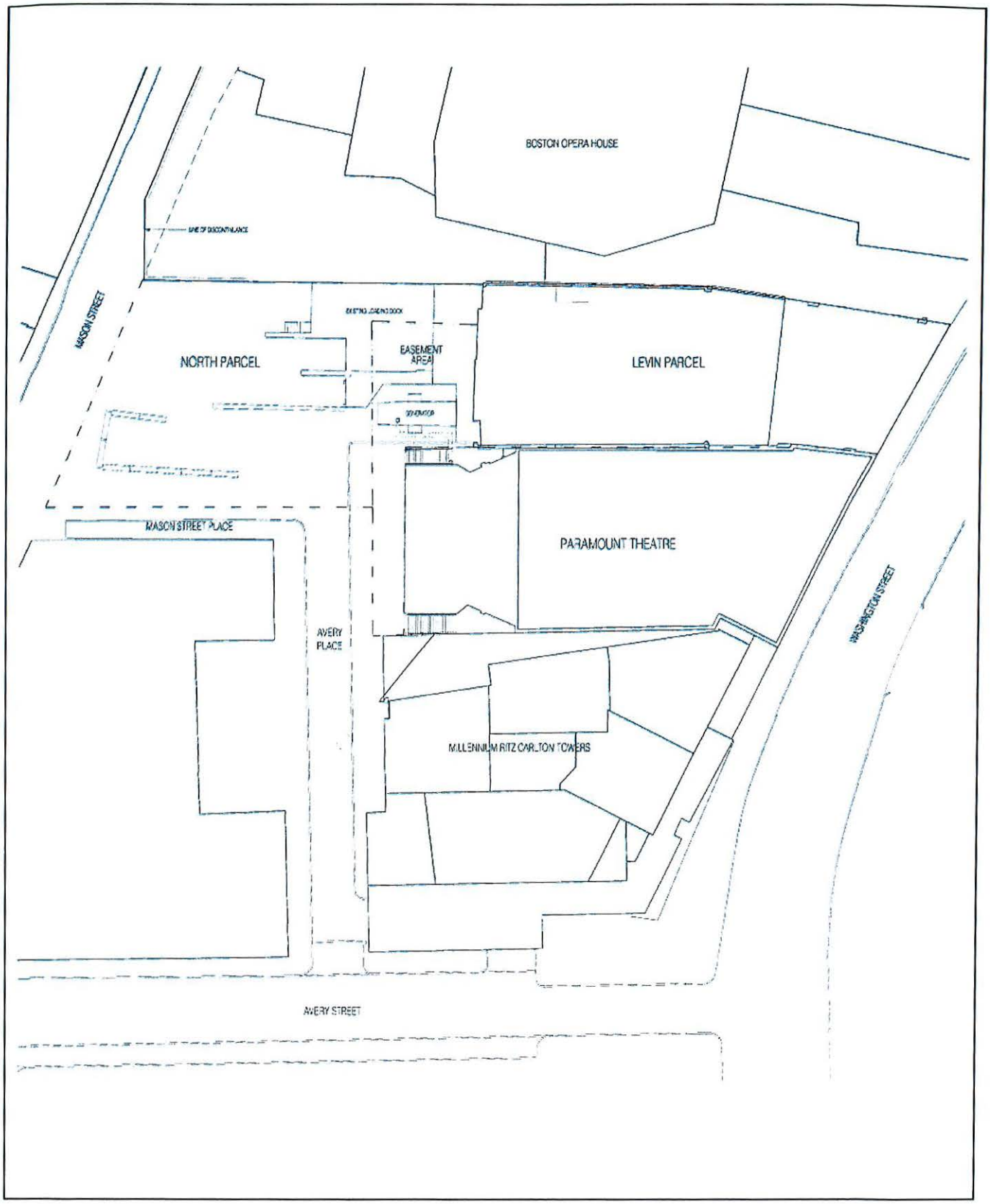
Yes	?	No			
4	3	6	**Materials & Resources**		13 Points
Y			Prereq 1	**Storage & Collection of Recyclables**	Required
		1	Credit 1.1	**Building Reuse**, Maintain 75% of Existing Walls, Floors & Roof	1
		1	Credit 1.2	**Building Reuse**, Maintain 100% of Existing Walls, Floors & Roof	1
		1	Credit 1.3	**Building Reuse**, Maintain 50% of Interior Non-Structural Elements	1
1			Credit 2.1	**Construction Waste Management**, Divert 50% from Disposal	1
1			Credit 2.2	**Construction Waste Management**, Divert 75% from Disposal	1
		1	Credit 3.1	**Materials Reuse**, 5%	1
		1	Credit 3.2	**Materials Reuse**,10%	1
1			Credit 4.1	**Recycled Content**, 10% (post-consumer + ½ pre-consumer)	1
	1		Credit 4.2	**Recycled Content**, 20% (post-consumer + ½ pre-consumer)	1
1			Credit 5.1	**Regional Materials**, 10% Extracted, Processed & Manufactured Regio	1
	1		Credit 5.2	**Regional Materials**, 20% Extracted, Processed & Manufactured Regio	1
		1	Credit 6	**Rapidly Renewable Materials**	1
	1		Credit 7	**Certified Wood**	1

Yes	?	No			
12	3		**Indoor Environmental Quality**		15 Points
Y			Prereq 1	**Minimum IAQ Performance**	Required
Y			Prereq 2	**Environmental Tobacco Smoke** (ETS) **Control**	Required
1			Credit 1	**Outdoor Air Delivery Monitoring**	1
1			Credit 2	**Increased Ventilation**	1
1			Credit 3.1	**Construction IAQ Management Plan**, During Construction	1
	1		Credit 3.2	**Construction IAQ Management Plan**, Before Occupancy	1
1			Credit 4.1	**Low-Emitting Materials**, Adhesives & Sealants	1
1			Credit 4.2	**Low-Emitting Materials**, Paints & Coatings	1
1			Credit 4.3	**Low-Emitting Materials**, Carpet Systems	1
1			Credit 4.4	**Low-Emitting Materials**, Composite Wood & Agrifiber Products	1
1			Credit 5	**Indoor Chemical & Pollutant Source Control**	1
1			Credit 6.1	**Controllability of Systems**, Lighting	1
	1		Credit 6.2	**Controllability of Systems**, Thermal Comfort	1
1			Credit 7.1	**Thermal Comfort**, Design	1
1			Credit 7.2	**Thermal Comfort**, Verification	1
1			Credit 8.1	**Daylight & Views**, Daylight 75% of Spaces	1
	1		Credit 8.2	**Daylight & Views**, Views for 90% of Spaces	1

Yes	?	No			
3	2		**Innovation & Design Process**		5 Points
1			Credit 1.1	**Innovation in Design**: Provide Specific Title	1
1			Credit 1.2	**Innovation in Design**: Provide Specific Title	1
	1		Credit 1.3	**Innovation in Design**: Provide Specific Title	1
	1		Credit 1.4	**Innovation in Design**: Provide Specific Title	1
1			Credit 2	**LEED® Accredited Professional**	1

Yes	?	No		
32	11	26	**Project Totals (pre-certification estimates)**	69 Points

Certified 26-32 points **Silver** 33-38 points **Gold** 39-51 points **Platinum** 52-69 points



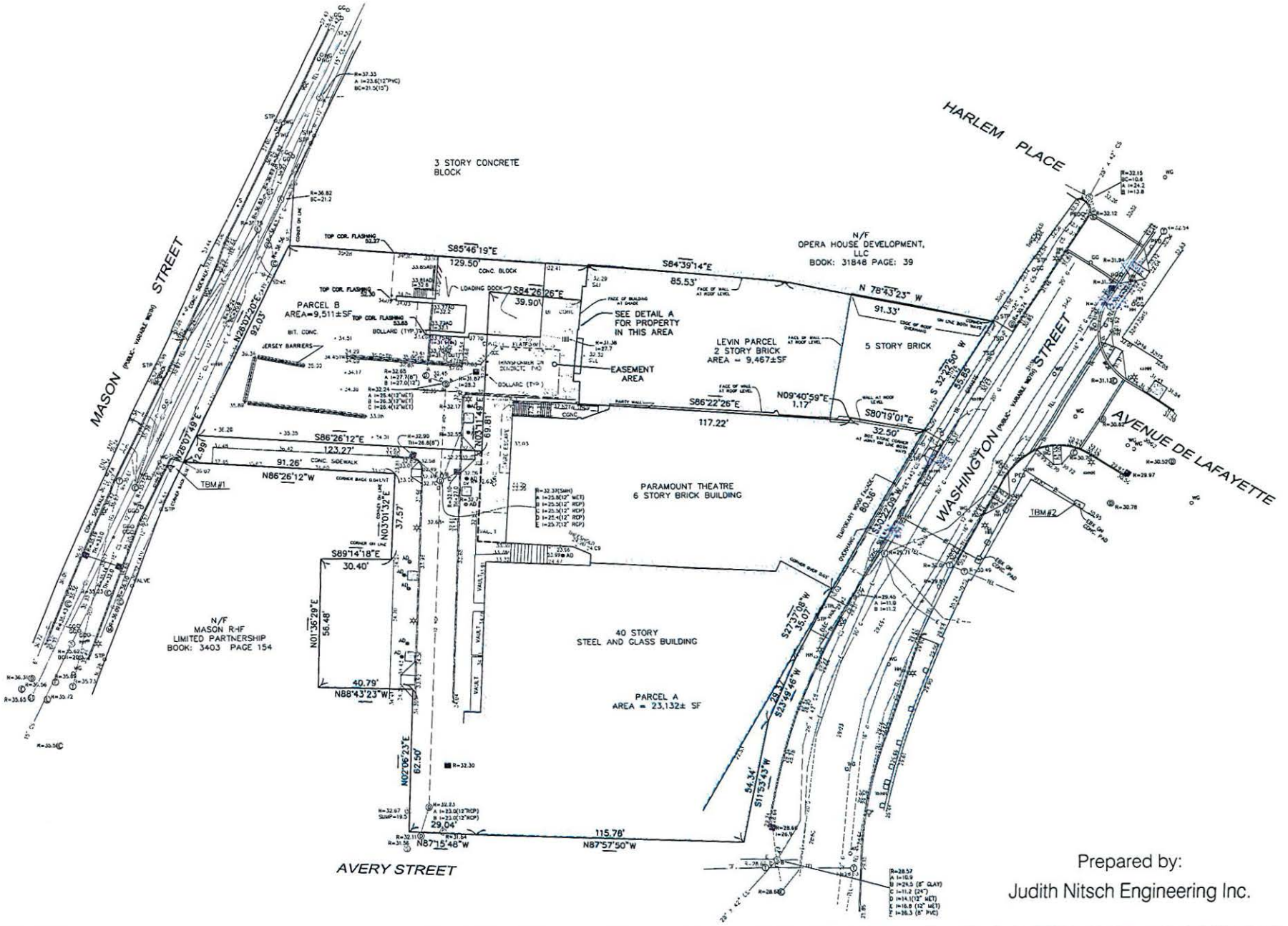
EMERSON COLLEGE THE PARAMOUNT CENTER

Site Plan

ELKUS MANFREDI
ARCHITECTS

Appendix H

Site Survey



Prepared by:
Judith Nitsch Engineering Inc.

ELKUS | MANFREDI ARCHITECTS

EMERSON COLLEGE THE PARAMOUNT CENTER

Site Survey

NTS

Figure 49

Appendix I

Letters of Support

BOSTON BALLET

MIKKO NISSINEN
Artistic Director

VALERIE WILDER
Executive Director

May 17, 2006

Jay Rourke, Project Manager
Boston Redevelopment Authority
Boston City Hall, 9th Floor
Boston MA 02201

RE: Emerson's Paramount Project

Dear Mr. Rourke:

Boston Ballet is pleased to support Emerson's Paramount Project. It will strengthen Emerson's presence in the city, enhance Boston's theatre community and add to the renovation and rehabilitation of the area. It is far better for a theatre to be open and used than shuttered and appearing to fall into disrepair.

This project may potentially be advantageous to our Company as well. We look forward to discussions with Emerson about using the space or continuing to collaborate on studio space.

Emerson's increasing presence in this part of the city benefits Boston.

Sincerely,

Valerie Wilder

Valerie Wilder
Executive Director

VW:lbs

BOSTON EARLY MUSIC FESTIVAL & EXHIBITION

KATHLEEN FAY
Executive Director

May 16, 2006

Jay Rourke, Project Manager
Boston Redevelopment Authority
Boston City Hall, 9th Floor
Boston, MA 02201

Re: Emerson's Paramount Project

Dear Mr. Rourke:

I write to you today to express my support for Emerson's Paramount Project, which includes the renovations of the Paramount Theatre on Washington Street in Downtown Boston. I was thrilled to learn about this project, and believe that the Paramount Theatre would be an ideal venue for Boston Early Music Festival and the many other small to mid-sized performing arts organizations in the Greater Boston area.

As you may know, there are very few mid-sized performing venues in Boston, and fewer that offer flexibility and multi-use spaces. The size of the concert hall, expected to seat approximately 650 patrons, provides organizations such as BEMF with an appropriately sized space to present our chamber music concerts in an intimate setting, yet provide enough seating to accommodate our audience. The inclusion of raked seating is also appealing to us, as we often offer dance performances as part of our concerts, which ordinarily cannot be seen by many of the audience members who attend events in a church. Additionally, the availability of rooms such as the "black box" and function room would offer BEMF the option of holding our pre-concert talks, concert performances, and post-concert receptions under one roof, providing optimal convenience for our patrons. The nearby amenities, such as parking and dining, make the Paramount Theatre's location very appealing, as does the planned addition of dormitory rooms, which could be used as housing for artists or out-of-town guests, particularly during our biennial Festival & Exhibition, which attracts thousands of attendees from nearly all 50 states and half a dozen countries.

I am very enthusiastic about the future of the Paramount Theatre and look forward to keeping informed of the project's progress.

Sincerely,

Kathleen Fay

Kathleen Fay

BOSTON EARLY MUSIC FESTIVAL INCORPORATED
PO BOX 12286, CAMBRIDGE, MASSACHUSETTS 02238
(617)661-1812 FAX (617)267-6539 EMAIL BEMF@BEMF.ORG WWW.BEMF.ORG

OPERA BOSTON

May 16, 2006

Jay Rourke
Project Manager
Boston Redevelopment Authority
Boston City Hall, 9th Floor
Boston, MA
02201

Dear Mr. Rourke,

Re: Emerson's Paramount Proposal

I am writing in support of Emerson's Paramount proposal. Opera Boston has been a resident of the Cutler Majestic Theatre for ten years. During that time we have been impressed by Emerson's ability to manage and develop the theatre and its diverse activities. Emerson has demonstrated time and again its commitment to a vibrant Downtown culture and to fostering long term, mutually beneficial relationships with numerous arts and community groups in the city. Through it visionary development of the Cutler Majestic Theatre, Emerson has had a direct impact on our company's remarkable growth.

The Paramount project will further demonstrate Emerson's vision, by providing top-quality performance and rehearsal space where it is badly needed. The size and scale of the theatre will be well suited to arts groups who have been seeking a mid-size house downtown. Opera Boston is currently exploring the possibility of expanding its season at the Paramount.

I wholeheartedly support this excellent project, and I have no doubt it will bring further credit to our great city.

Sincerely,

Carole Charnow
General Director

Carole Charnow, General Director Gil Rose, Music Director
25 Kingston Street, 3R, Boston, MA 02111-2200 T 617.451.3388 F 617.451.6633 info@operaboston.org www.operaboston.org

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Watertown, MA 02472-3930

PHONE: (617) 972-8300
FAX: (617) 972-8400
E-MAIL: info@revels.org
WEB SITE: www.revels.org

STAFF
Gayle Rich, *executive director*
Patrick Swanson, *artistic director*
George Emlen, *music director*
Alan Casso, *marketing and public relations*
Kay Dunlap, *Circle of Song director*
John Hastie, *business manager*
Sue Ladr, *art director /graphic design*
Virginia D. Morton, *production manager*
Lynda Johnson, *production manager*
Jennifer Sur, *office manager*
Olivia Woodford, *development director*
Jeanne Kelly, *development associate*

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Christine Lynch Meller, *vice president*
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Elizabeth H. Munnell, *clerk*
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Kristin Linklater
Sir George Martin, C.B.E.
Margaret K. McElderry
Ifeanyi Menkiti
Jean Ritchie
John Andrew Ross
Terrence A. Tobias
Ursula Vaughan Williams

May 12, 2006

Jay Rourke, Project Manager
Boston Redevelopment Authority
Boston City Hall, 9th Floor
Boston, MA 02201

Re: Emerson's Paramount Project

Dear Mr. Rourke,

We applaud the vision for new performance spaces at the Paramount Theatre as outlined by the Emerson team. The creation of a new 600 seat theater will fill a great need within the greater Boston performance community, as will the additional rehearsal and small black-box performance spaces. We are delighted with the plans, and only wish the process between now and completion could be shorter.

Sincerely,

Gayle Rich
Executive Director
Revels

Revels was founded in 1971 and incorporated in 1974 under the laws of the Commonwealth of Massachusetts as a non-profit, tax-exempt organization to further Revels productions. Revels organizations are located in Washington, DC; Hanover, NH; Portland, OR; Philadelphia, PA; Houston, TX; New York, NY; Tacoma, WA; Oakland, CA; and Boulder, CO. Revels® is a registered service mark of Revels, Inc.

A·R·T·

Robert J. Orchard Executive Director Robert Woodruff Artistic Director Gideon Lester Associate Artistic

to: Government & Community Relations
Emerson College

May 23, 2006

Mr. Jay Rourke
Project Manager
Boston Redevelopment Authority
Boston City Hall, 9th Floor
Boston, MA 02201

Dear Mr. Rourke,

I am writing in support of Emerson College's project to re-open the Paramount Theatre. The project will be important to Boston, and its arts community, in many ways. It will be wonderful for the city to have another "small" venue, a space for less than 600 audience members. Boston has many large venues but smaller ones, like the Paramount, allow for different, more intimate work to be presented. The Paramount will also help revitalize the ladder district and will add to the opportunities in the theatre district. Animating a building that has been dark for 30 years is a wonderful sign of the rebirth that is possible in Boston as the city grows and changes.

I urge you approve Emerson College's proposal for the re-opening of the Paramount Theatre. It is a chance to enhance the cultural opportunities of this city.

Sincerely,

Robert J. Orchard
Co-Founder and Executive Director

cc: Lance Olson, Cutler Majestic Theatre

Appendix J

Green Power Letters

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

President Jacqueline Liebergott
Emerson College
Office of the President
180 Tremont Street
Boston, MA 02116

OFFICE OF
AIR AND RADIATION

August 12th, 2005

Dear President Liebergott,

The U.S. Environmental Protection Agency's Green Power Partnership thanks you for your extraordinary leadership in bringing green power to the Emerson College campus. The College's green power commitment places it within a select group of higher education institutions that have taken a leading role in supporting development of the green power market.

Emerson College's actions, along with those of other Green Power Partners, are reducing the emissions associated with conventional electricity generation – the nation's single largest industrial source of air pollution. The College's purchase of 2.4 million kilowatt hours annually is equal to the annual power needs of 225 homes. The annual reduction of greenhouse gases attributable to the Emerson College's purchase has the same effect as removing the emissions of more than 290 cars from the road for a year, or planting 450 acres of trees.

On behalf of the Green Power Partnership, thank you for your tremendous environmental leadership and commitment to green power.

Sincerely,

Blaine Collison
Director, Green Power Partnership

EPA GREEN POWER PARTNERSHIP

December 19, 2005

Mr. Neal Lespasio
Emerson College
120 Boylston Street
Boston, MA 02116

Dear Neal Lespasio:

Congratulations! Emerson College has been awarded membership to the 2005 Green Power Leadership Club. By exceeding the higher purchasing benchmarks of the Leadership Club, Emerson College has joined an elite group of Green Power Partners who are demonstrating exemplary environmental leadership. The Green Power Leadership Club's benchmarks are roughly four times the purchasing benchmarks for the Green Power Partnership.

Enclosed is your Green Power Leadership Club plaque.

We hope you will display this Forest Stewardship Council-certified wood plaque with pride. In addition to the plaque, EPA recognizes your Leadership Club status on your Partner profile page that is linked to the Our Partners Web page and on the Green Power Leadership Club Web page. Here are the links to those web pages:

- www.epa.gov/greenpower/partners/gpp_partners.htm
- www.epa.gov/greenpower/partners/leadershipclub.htm

If you would like to update your Partner profile, you can use the "update my information" link at the bottom of your Partner page, or email me the updated information you would like included.

We regularly promote our Partners' purchases and activities on our Web site's *News and Press* page that highlights recent news and press related to the Green Power Partnership and Partner activities. Please let me know if you have any news items about your organization that you would like included here.

Once again, congratulations on your membership in the Green Power Leadership Club for 2005. If you have any questions or if there is anything else I can do to be of assistance to you, please do not hesitate to contact me at (617) 357-4630 or anthony.amato@erg.com.

Sincerely,

Anthony Amato
Green Power Partnership Account Manager

Appendix K

Community Service Report