



EMERSON COLLEGE

Institutional Master Plan

**Submitted to the
Boston Redevelopment Authority
October 4, 2002**

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1. Introduction/Mission and Goals

1.0 INTRODUCTION/MISSION AND GOALS

1.1 Institutional Master Plan Summary

Emerson College has initiated the Institutional Master Plan (IMP) process by submitting an Institutional Master Plan Notification Form (IMPINF) to the Boston Redevelopment Authority (BRA) on June 21, 2002 in accordance with Section 80D-5 of the Boston Zoning Code (the Code). Notice of the submission of the IMPINF and its availability was published on June 23, 2002 and the BRA held a Scoping Session with representatives from Emerson College and the City of Boston's public agencies on July 24, 2002. The BRA issued a Scoping Determination on August 7, 2002 that outlined issues to be addressed in this IMP. The Scoping Determination is reproduced in **Appendix A**.

During the ten year IMP, Emerson College plans one new project: to construct a new dormitory at 144-156 Boylston Street in the Piano Row Historic area of the Midtown Cultural District.¹ Over the term of this IMP, the College plans to complete the move of its West Campus from the Back Bay/Beacon Hill to the new 'Campus on the Common' or East Campus in the Midtown Cultural District.

This IMP has been organized in accordance with Article 80 of the Code. Chapter 1 of the IMP describes the College's mission and history while Chapter 2 contains the College's existing programs and facilities. Chapter 3 contains information on the College's planning process and describes its program and space needs. The fourth chapter specifically focuses on the College's proposed project and other proposed future projects. Chapter 5 details the transportation analysis as required in the Scoping Determination. Chapter 6 describes the urban design guidelines for the campus and documents the historic resources in the surrounding area. Chapter 7 includes the College's community benefits program and the 2001-2002 report of the College's Community Service Report.

1. In accordance with Article 80 of the Boston Zoning Code, a Notice of Project Change (NPC) is being prepared and will be filed shortly after the filing of this IMP. The NPC for the dormitory will include analysis of issues such as parking and traffic, wind, shadow, air quality, noise and construction impacts.

Chapter 8 includes additional information required by the Scoping Determination as well as the history of Emerson College's move from the Back Bay and Beacon Hill to the Midtown Cultural District.

1.2 Institutional Master Plan Team

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Lawrence E. Kaplan, P.C.

Architect: The Stubbins Associates, Inc.
1030 Massachusetts Avenue
Cambridge, MA 02138

**Geotechnical
Consultants:** Haley and Aldrich
446 Medford Street, Suite 2200
Boston, MA 02129

**Code
Consultants:** Norton S. Remmer, PE
18 John Street Place
Worcester, MA 01609

**Transportation
Consultants:** Howard/Stein-Hudson Associates
38 Chauncy Street
Boston, MA 02111

1.3 Campus Locations

Emerson College is currently located in the residential neighborhoods of the Back Bay and Beacon Hill and also in several recently acquired facilities in the Midtown Cultural District also known as the Theatre District.

Figure 1-1 is an aerial view of the College's West Campus located in the Back Bay and on Beacon Hill.

Figure 1-2 is an aerial view of the College's East Campus located in the Midtown Cultural District.

Appendix B includes photographs and floor plans of all College owned facilities located in both the East and West Campus.

Chapter 2 contains additional information on the College's campus and its buildings.

1.4 Mission Statement and History

1.4.1 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.

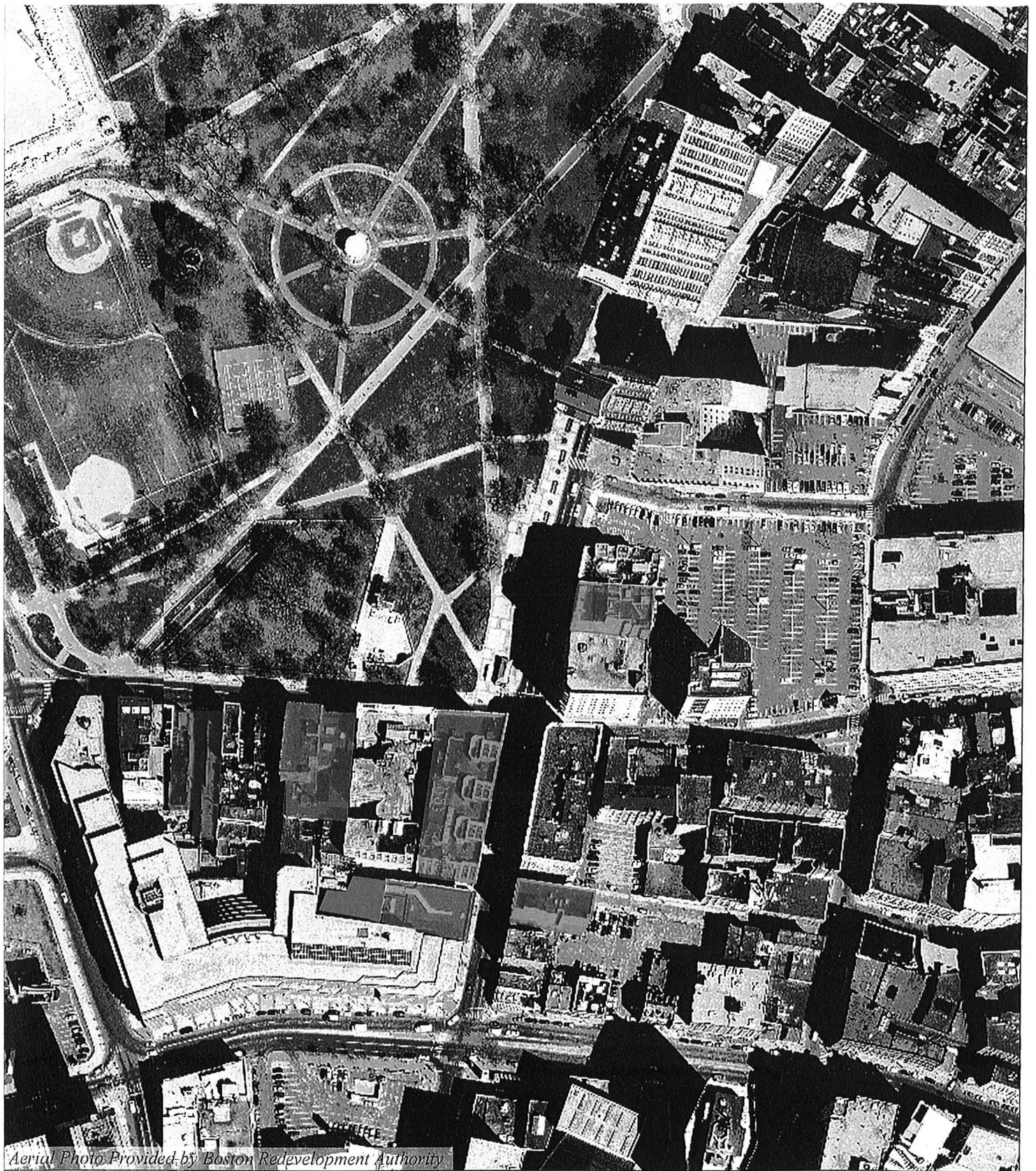
Our mission is to inspire students to create and communicate with depth, honesty, courage, and passion, both as professionals in their fields and as informed and articulate participants in society.

1.4.2. History

Founded in 1880 by Charles Wesley Emerson, noted preacher, orator and teacher, Emerson has evolved into a multi-faceted college that is nationally and internationally recognized for excellence in its fields of specialization, which are communication, communication sciences and disorders, journalism, the performing arts, the visual and media arts, writing, literature and publishing. From the original concentration on oratory have evolved specializations in such fields as mass communication (radio and television broadcasting, film and journalism), theatre arts, communication studies, communication disorders, writing, literature and publishing.

Throughout its history, Emerson has shown the capacity to meet the evolving needs for education in communication and the performing arts. Among the college's pioneering achievements, Emerson was the first college in the nation to establish a program in children's theatre, in 1919; the first college in New England to offer professional-level training in speech pathology and audiology, in 1935; the first college in New England to offer undergraduate programs in broadcast journalism, in 1937; the first college in New England to establish an educational FM radio station, WERS, in 1949; the first college in New England to operate a closed-circuit television broadcast facility, in 1954; and the first college in New England to offer a Bachelor of Fine Arts in film, in 1972.

Emerson today continues this tradition of innovation in the communication arts and sciences. For example, in 1980 the college initiated a comprehensive, graduate-level program in professional writing and publishing – the first such program in the nation specifically designed to meet the expressed needs of the publishing industry, and now offers the Master of Fine Arts in Creative Writing.



Aerial Photo Provided by Boston Redevelopment Authority



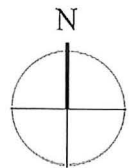
-  Owned
-  Proposed Project

FIGURE 1-1
AERIAL VIEW OF EAST CAMPUS
EMERSON COLLEGE





Aerial Photo Provided by Boston Redevelopment Authority



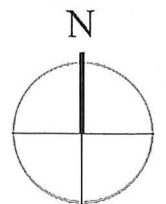
-  Owned
-  Leased

FIGURE 1-2
AERIAL VIEW OF WEST CAMPUS
EMERSON COLLEGE



1.5 Coordination with Abutters, Neighborhood Organizations and City Agencies

Emerson College has had several meetings with abutters, neighborhood organizations and city agencies at which time the plans and program for the proposed dormitory were presented. **Table 1-1** lists the meetings with abutters and neighborhood businesses held in preparation for the dormitory project and the IMP. The IMPNF were sent to each abutter as well as the Park Plaza Civic Advisory Committee.

1.5.1 City Agencies

The College met with the following city agencies:

- Boston Landmarks Commission
- Boston Parks and Recreation Department
- Mayor's Office of Neighborhood Services
- Boston Redevelopment Authority
- Boston Transportation Department
- Boston Environment Department

1.5.2 Park Plaza Civic Advisory Committees

The College also met with the Park Plaza Civic Advisory Committee (CAC) on May 14, 2002 and July 18, 2002. The CAC's membership represents the following Boston neighborhood organizations:

- Bay Village Neighborhood Association
- Chinese Economic Development Council
- Four Seasons Place Condominium Association
- Neighborhood Association of Back Bay
- Back Bay Association
- Downtown Crossing Association
- Beacon Hill Civic Association

- Chinese Consolidated Benevolent Association
- Heritage on the Common Association
- Cultural District Civic and Business Alliance
- Greater Boston Chamber of Commerce
- Boston Preservation Alliance
- Friends of the Public Garden and Common
- League of Women Voters
- Greater Boston Real Estate Board
- Campaign to Protect Chinatown

1.6 Term of Master Plan

The Emerson College Master Plan will be in effect 10 years after the effective date of its approval by the Boston Zoning Commission.

Table 1-1

Meetings with Abutters and Neighborhood Businesses

FIRM/CONTACT(S)	ADDRESS	MEETING DATE	RELATIONSHIP
Bartevian Inc. Pat and Priscilla Bartevian	160 Boylston Street	March 13, 2002	Abutter
State Transportation Building (STB) RM Bradley Joan Fiore	10 Park Square	March 14, 2002	Abutter
The Wilder Company Susan Overman	10 Park Square	March 14, 2002	Representing the Food Court at STB
Tremont Realty Trust Emelios Ventouris	140 Boylston Street	March 18, 2002	Abutter Landlord of Troquet Restaurant
M. Steinert & Sons Co., Inc. Paul and Jerome Murphy	Steinert Hall 162 Boylston Street	March 20, 2002	Abutter
The Lyons Group Ed Sparks	Boylston Place	March 28, 2002	Owners/Managers Clubs on Boylston Place
The Tavern Club John Dineen	4 Boylston Place	March 28, 2002	Abutter
Bill Cooke	132 Boylston Street	May 14, 2002	Neighborhood Resident
Laura Wyckoff	140 Boylston Street	June 5, 2002	Architectural Representative for Tremont Realty Trust

2. Existing Programs and Facilities

2.0 EXISTING PROGRAMS AND FACILITIES

2.1 Introduction

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

- ProArts Consortium
- American Council on Education (ACE)
- New England Association of Schools and Colleges (NEASC)
- National Association of Independent Colleges and Univ. (NAICU)
- Association of Governing Board and Colleges (AGB)
- Association of Independent Colleges and Universities (AICUM)
- Greater Boston Chamber of Commerce
- Boston Municipal Research Bureau
- New England Council
- Massachusetts Women's Forum

2.3 The Emerson College Campus

2.3.1 Existing Facilities

Emerson College has relocated approximately 75 percent of its floor area from the 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 East Campus now includes five buildings, one building under construction, and one additional building site. Five buildings remain in the Back Bay and one building remains on Beacon Hill. 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.

East Campus: Midtown Cultural District:

- 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 common, campus store and student services facility. (Purchased 1994, reopened 1995) This building currently houses 750 students.

Note: Dunkin Donuts is the only commercial tenant in the Little Building. Their current lease expires in 2003 and they have just renewed their lease through 2008.

- 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's current four tenants are restaurant/nightclubs. LaBoom and Pravda currently hold leases running through 2012. Bishops' current lease expires in 2003 and it will not be renewing. Remington's has recently renewed their lease through 2007.

The space formerly leased by Walker's Riding Apparel is currently vacant and the College is seeking a retail tenant for the space.

- The Tufte Performance and Production Center, opening in Fall 2003, will provide a consolidated home for Emerson's Performing Arts Department. See Chapter 3.2.1 (Projects and Improvements Underway.)
- The Majestic Theatre, an Historic Landmark building, was purchased in 1983, renovated and reopened in 1989, is currently undergoing a major restoration. It is scheduled to be completed in 2003, its centennial.
- The Piano Row property was purchased in 2001. It is to be the site of the Piano Row Residence Hall that will house approximately 580 students, and will be the home of campus organizations, the Dean of Students, and a sports facility. (See Chapter 4, (Proposed Future Projects.)

West Campus: Back Bay and Beacon Hill

- 100 Beacon Street: Residence Hall and Computer Center. Currently houses 224 students. (Purchased 1964)
- 126-130 Beacon Street: Classrooms, faculty offices and studios. (Purchased 1933-1943)
- 132-134 Beacon Street: Residence hall. Currently houses 70 students. (Purchased in 1964)
- 6 Arlington/Zero Marlborough Street: Dining facilities and residence hall currently housing 160 students. (Purchased 1988)
- 96 Beacon Street: The Student Union. Gathering spaces for student organizations and offices for the Dean of Students and staff. (Purchased 1964)

Beacon Hill:

- 69 Brimmer Street: Performing Arts building and classrooms.

Leased Properties:

- 420 Berkeley Street: The Graduate and Undergraduate Admissions Office leases approximately 8,000 sq. ft. (The lease expires in 2003 at which time the Admissions Offices will relocate to the Walker Building at 120 Boylston Street.)
- 647 A Summer Street: The College leases 10,000 sq.ft. that is 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.

Tables 2-1, 2-2, and 2-3 summarize the College's physical resources. **Figure 2-1** identifies the College's building locations on the East Campus. **Figure 2-2** identifies the College's building locations on the West Campus. **Figure 2-3**, the campus map shows the relative location of both the East and West Campuses.

2.3.2 Campus Context

2.3.2.1 Introduction

Emerson College has been relocating its campus, as previously stated, from the residential neighborhoods of the Back Bay and Beacon Hill to the Midtown Cultural District over the last 10 years. The relocation efforts by the College have resulted in a new campus area known as the 'Campus on the Common' where the integration of students into the everyday working environment has stimulated and greatly enhanced the gateway area to Boston's Theatre District.

2.3.2.2 Neighborhood Impact

The infusion of students into the Midtown Cultural District has stimulated a new level of activity not seen in this part of Boston since the late seventies.

As a result, this once dismal neighborhood is now home to four major developments, including the \$400 million dollar Millennium Project complete with a hotel, condos, a 14-cinema complex, and a health club and spa. Plans are currently underway for another hotel development in the Theatre District and a residential complex beside the newly renovated Registry of Motor Vehicles.

Since moving into the Midtown Cultural District, the College has rebuilt sidewalks along Boylston and Tremont Streets, maintained the area around the entrances to the Boylston Street MBTA station, and contributed to the programming of numerous events at the Parkman Bandstand. In addition, the College has provided an outdoor seating space for the public to relax and enjoy a snack and the many programs and activities on the Boston Common.

Having had a major stabilizing influence on the neighborhood, the College remains committed to the Midtown Cultural District's revitalization. Emerson has an ongoing partnership with the City of Boston's Parks and Recreation Department to maintain and preserve the Boylston/Tremont Street edge of the Boston Common.

Many organizations and events on the Emerson campus attract people from outside the College as well. The Thayer Lindsley Nursery and the Robbins Speech, Language, and Hearing Center, both located in 216 Tremont, bring clients and their families into Midtown on a daily basis. Emerson Stage, The Musical Theatre Society, Emerson Summer Stage, and Emerson affiliated groups perform at the Emerson Majestic Theatre year-round, drawing crowds that include residents, students, staff, and families.

2.3.2.3 Open Space and Landscape

As an urban campus, Emerson encompasses no open space, and uses the Boston Common for various College-related activities. Emerson and the Parks Department have for the past four years enjoyed a private/public partnership, whereby the College maintains the Common on the corner of Boylston and Tremont Streets.

As part of this partnership, the College also maintains and seasonally landscapes the Lester J. Rotch Field, located at the intersection of Albany and Randolph Streets in the South End. The field is used by the College's athletic programs as well as various neighborhood athletic associations and events, including South End Baseball, Cathedral High School sports, and an annual commemorative event known as "Stand Down." The College and the Parks and Recreation Department are currently in discussions over plans to expand the College's support for Rotch Field.

2.3.2.4 Historic Resources

Historic Resources are discussed in Chapter 6, "Urban Design and Historic Resources."

2.3.3. Campus Concept Plan

2.3.3.1 Introduction

As mentioned earlier, Emerson College's campus is combined with adjacent neighborhoods, public streets and open spaces as well as a significant number of historic resources.

2.3.3.2 Planning Objectives

Recognizing that the Back Bay and Beacon Hill residential neighborhoods were not ideally suited for student residence, that the College's facilities were not ideally suited to future needs, and that the required maintenance of these historic properties would continue to increase, Emerson's leadership, using this 10-year Master Planning Process, plans to continue the process of relocating its campus from its Back Bay and Beacon Hill locations to consolidate its campus in the Midtown Cultural District.

In its mission to create a consolidated Campus on the Common, the College will focus primarily on further expansion in the area between South Charles and Washington Streets, and the area between West Street and Seaver Place (**Figure 6-1**). Any future acquisitions on the part of the College within this area would be used for instructional, administrative or residential use. In seeking new locations, the College would follow the same pattern it has followed previously, which is to purchase existing buildings and convert them, purchase land on which to build, or both.

Undergraduate enrollment: Full-time: 2,826. Part-time: 123. FTE: 2,879. 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. 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.

Graduate student enrollment: Full-time: 713. Part-time: 214. FTE: 487. 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: 31. Part-time: 432. FTE: 100. These students are those seeking certification in Publishing, Screenwriting, Public Relations, Media Production, and Writing for Young Audiences, or taking individual courses.

2.3.3.3 Campus Development Concept and Design

Emerson College's ability to expand depends entirely on either purchasing an existing building or vacant land in the area previously outlined in 2.3.3.2.

Campus design concepts will utilize urban design principles to blend into the existing architecture of the neighborhood and its surrounding buildings. Any future campus development beyond the term of this IMP will continue the same design principles.

2.3.3.4 Campus Design Guidelines

Any new building by the College will represent the designs of the 21st century with sensitivity to neighboring architectural styles.

2.2.3.5 Pedestrian Circulation System

A detailed analysis of the pedestrian circulation system is located in Chapter 5, entitled "Transportation."

**Table 2-1
Physical Resources
Midtown**

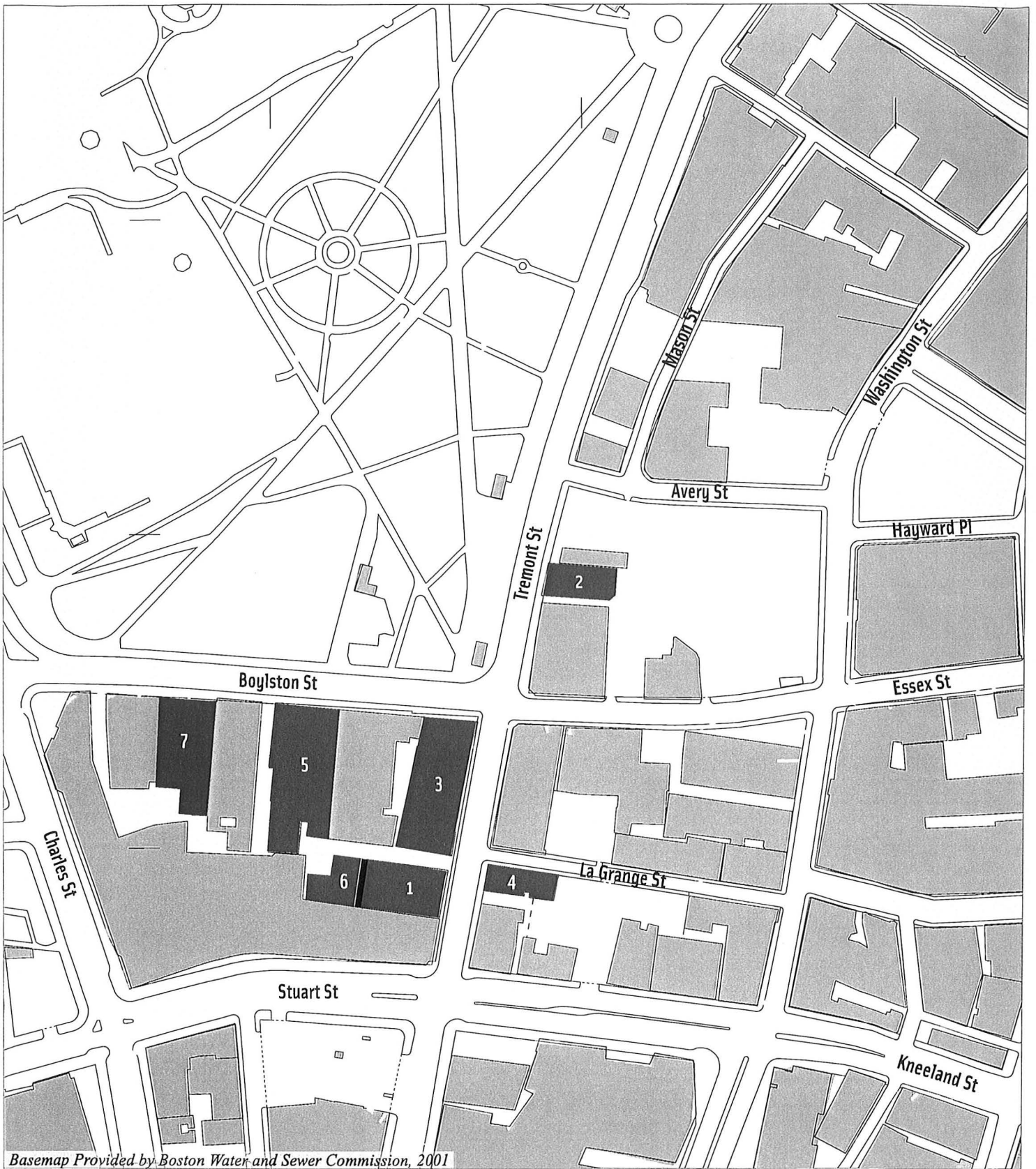
NAME	ADDRESS	DATE PURCHASED	HEIGHT	GROSS SQUARE FOOTAGE	Description
1. Majestic Theatre	219 Tremont Street	1983	NA	30,000	Built as an opera house in 1903, the theater had fallen into disrepair and was scheduled for demolition. After extensive renovations, the Majestic reopened in 1989 as a venue for student productions and for Boston's non-profit performance groups. The College has renovated the Majestic in phases. The final phase is scheduled to begin in April 2002 and finish about a year later.
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 should be completed in 2004. So far, the College has built a new Library and renovated space for classrooms, laboratories and offices for faculty and staff.
6. Tufte Performance and Production Center	10 Boylston Place	Under Construction	151 ft.	80,000	Tufte is an 11-story building adjacent to the Majestic Theatre, which will be the first completely new building in the history of Emerson College and will include two theatres, two television studios, laboratories, classrooms, faculty offices and related facilities. This building also provides dressing rooms as well as loading and service facilities for the Majestic Theatre.
7. Piano Row	144-156 Boylston Street	2001	130 ft.	14,900 (Land area)	This is a building site between Tremont Street and Park Square.

**Table 2-2
Physical Resources
Back Bay**

NAME	ADDRESS	DATE PURCHASED	STORIES	GROSS SQUARE FOOTAGE	Description
8. 69 Brimmer Street	69 Brimmer Street	1970	3	25,000	This is the current home of the Performing Arts Department.
9. Student Union	96 Beacon Street	1964	4	19,000	The building provides gathering spaces for student organizations and offices for the Dean of Students and staff.
10. 100 Beacon Street	100 Beacon Street	1964	10	50,000	This is a residence hall for approximately 225 undergraduates.
11. 126-130 Beacon Street	126-130 Beacon Street	1933-1943	4	46,000	Among the first buildings purchased by the College, they house classrooms and offices for the Journalism Department and the Design and Technical Theater Program. Also included are TV studios and spaces for several student organizations.
12. 132-134 Beacon Street	132-134 Beacon Street	1964	5	23,000	This is a residence hall for approximately 70 undergraduates.
13. 6 Arlington/Zero Marlborough Street	6 Arlington/Zero Marlborough Street	1988	10	43,000	A residence hall for approximately 160 undergraduates, the building also provides limited dining services to students, faculty, and staff residing, working or attending classes in the Back Bay.
14. Admission Office	420 Boylston Street	Leased	NA	8,000 (Rentable)	Location for undergraduate and graduate admission offices since 1993.

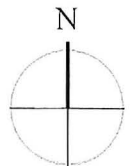
**Table 2-3
External Programs**

NAME	ADDRESS	DATE PURCHASED	HEIGHT	GROSS SQUARE FOOTAGE	Description
15. 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 90 seniors study there each semester. Completely furnished student housing is offered a short distance from the center at the Oakwood Apartments complex.
16. 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.



- Owned
- Proposed Project

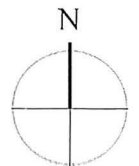
FIGURE 2-1 EAST CAMPUS
 BUILDING LOCATIONS IDENTIFIED
 ACCORDING TO NUMBERS SET FORTH IN TABLE 2-1
 EMERSON COLLEGE





- Owned
- Leased

FIGURE 2-2 WEST CAMPUS
 BUILDING LOCATIONS IDENTIFIED
 ACCORDING TO NUMBERS SET FORTH IN TABLE 2-2
 EMERSON COLLEGE



1880



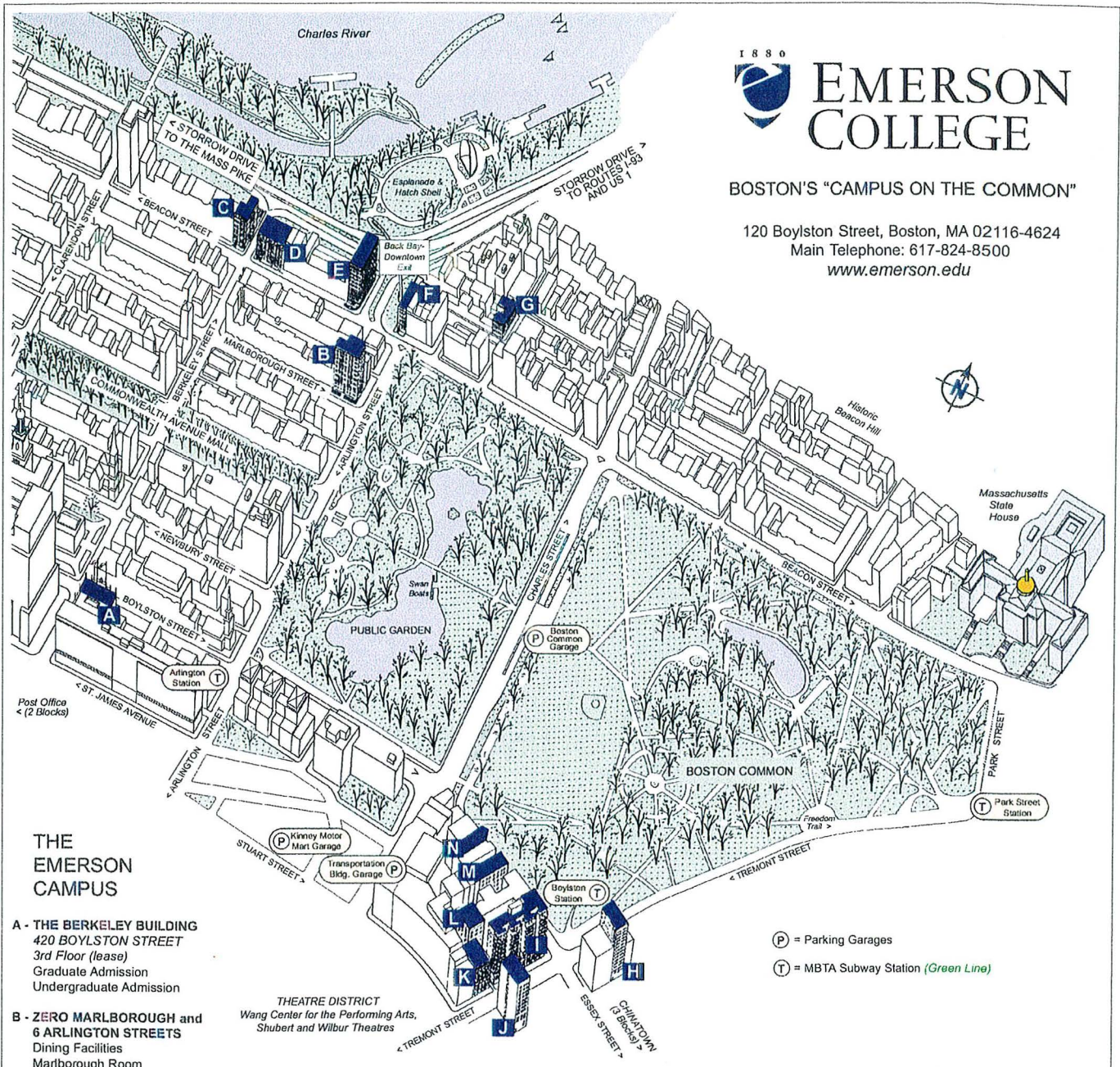
EMERSON COLLEGE

BOSTON'S "CAMPUS ON THE COMMON"

120 Boylston Street, Boston, MA 02116-4624

Main Telephone: 617-824-8500

www.emerson.edu



THE EMERSON CAMPUS

A - THE BERKELEY BUILDING
 420 BOYLSTON STREET
 3rd Floor (lease)
 Graduate Admission
 Undergraduate Admission

B - ZERO MARLBOROUGH and 6 ARLINGTON STREETS
 Dining Facilities
 Marlborough Room
 Residence Hall

C - 132-134 BEACON STREET
 AHANA Student Affairs
 Cultural Center
 Residence Hall

D - 126, 128, AND 130 BEACON STREET
The Berkeley Beacon
 (student newspaper)
 Department of Journalism
 Lighting Design Lab
 Make Up Studio
 Television Studios
 Voice and Articulation Lab

E - 100 BEACON STREET
 Computer Center
 Residence Hall

F - STUDENT UNION
 96 BEACON STREET
 Dean of Students Office
 Housing and Residence Life

Student Activities Office
 Office of Student Life

G - 69 BRIMMER STREET PERFORMING ARTS
 Costume Shop
 Dance Studio
 Department of Performing Arts
 Fireplace Theatre
 Studio and Circle Theatres

H - ANSIN BUILDING
 180 TREMONT STREET
 Academic Affairs
 Administration and Finance
 Controller
 Computer Animation Lab
 Department of Visual and Media Arts

Department of Writing, Literature, and Publishing
 Digital Production Labs
 Film-Video Equipment Center

Graduate Studies
 Honors Program
 Information Technology
 Institute for Liberal Arts and Interdisciplinary Studies
 Media Services Center
 President's Office
 School of the Arts
 WECB and WERS radio broadcasting stations

I - LITTLE BUILDING
 80 BOYLSTON STREET
 Athletic Office
 Bookstore
 Cabaret (function room)
 Dining Facilities
 Continuing Education
 Emerson Room
 External Programs
 Fitness Center
 Print and Copy Services
 Public Affairs Office

Public Safety
 Residence Hall

J - 216 TREMONT STREET
 Advising Center
 Career Services
 Center for Health & Wellness
 Counseling Center
 Department of Communication Sciences and Disorders
 Financial Assistance
 International Student Affairs
 Learning Assistance Center
 Off-Campus Student Services
 Registrar's Office
 Student Accounts

K - EMERSON MAJESTIC THEATRE

L - TUFT PERFORMANCE and PRODUCTION CENTER
(future site, 2003)

M - WALKER BUILDING
 120 BOYLSTON STREET
 Academic Computing and Help Desk
 Alumni Relations
 Center for Spiritual Life
 College Library
 Department of Communication
 Facility Management
 Human Resources and Affirmative Action Office
 Institutional Advancement
 Mailroom
Ploughshares (journal)
 School of Communication
 Television, Radio, and Film Production

N - PIANO ROW RESIDENCE HALL
 144-156 BOYLSTON STREET
(future site, 2005)

(P) = Parking Garages

(T) = MBTA Subway Station (Green Line)

FIGURE 2-3

3. Program Needs and Objectives

3.0 PROGRAM NEEDS AND OBJECTIVES

3.1 Current Master Planning

The current master planning effort began approximately 10 years ago when the College, recognizing the limitations and inadequacies of its historic buildings on an institution specializing in communication and the performing arts, set out on a serious search to locate a new home.

3.2 Current Projects and Improvements

3.2.1 Projects and Improvements Underway

3.2.1.1 Majestic Theatre Restoration

The Majestic Theatre, a designated Boston Landmark, attracts over 120,000 persons per year to about 200 performances of 40 titles—more titles than any other Theatre District facility. It has served as home for many of Boston’s finest not-for-profit arts organizations. These groups include Dance Umbrella, Boston Academy of Music, Boston Comedy Music Festival, Fleet Celebrity Series, Jose Mateo’s Ballet Theatre and many others. Since acquiring the Majestic Theatre in 1983, the College has returned the theatre to its original purpose of presenting quality live performances to the public.

The College has completed the restoration of the Majestic Theatre’s façade, including marquee and sign reconstruction, façade lighting replication and façade terra cotta restoration. Having secured approvals from both the Boston Landmarks Commission and the Massachusetts Architectural Access Board, the College has begun the process of restoring the interior of the theatre to its 1903 splendor. The restoration plans underway include the following components:

- Reopening of the 2nd balcony.
- Increased audience comfort and ADA accessibility.
- Reconfiguration of the lobby and improvements to the ticket office.
- Restoration of the auditorium, lobby finishes and lighting.
- Restoration of the stained glass windows.
- Updating of the stage support systems.

The restoration project is expected to be completed in the Spring of 2003, the year of the Majestic Theatre's centennial. The estimated project cost is approximately \$10 million.

3.2.1.2 The Tufte Performance and Production Center

Scheduled to open for classes in fall of 2003, the Tufte Performance and Production Center (Tufte PPC) will be the new home of Emerson's Performing Arts Department. It includes 10 levels above grade, one level below grade, and a loading dock at grade. The footprint of the building is 7,844 square feet, the height is 151 feet and the building will include approximately 78,000 square feet.

Facilities will include two theatres, rehearsal space, two television studios, laboratories, post-production facilities, media centers and departmental offices. In addition, the Tufte PPC will include facilities used to support productions in the Majestic Theatre, such as dressing rooms and a costume storage area. Given the limited amount of exposed façade area, the Tufte PPC will be particularly appropriate for performance space and post-production facilities, which require controlled lighting and acoustical environments. The North façade of the building will provide daylight to the interior when appropriate.

At grade, the Tufte PPC will provide a covered loading dock that will be shared by the State Transportation Building, the Emerson Majestic Theatre and the Walker Building. The Tufte PPC has been identified as an outstanding example of creative urban land use by a member of the Board of Directors of the Boston Redevelopment Authority.

The entrance to the PPC will be located at 10 Boylston Place where access will be provided to the lobby and elevator bank for the building. In addition, a new entrance at the current location of the entrance to LaBoom on Boylston Place will be added to the adjacent Walker Building, providing much-needed additional access to the classrooms on floors 2-6. The Tufte PPC can be accessed using this new set of elevators. (See Chapter 5, **Figures 5-7 through 5-11** for access points and inter-building pedestrian connections.)

Landscaping and masonry improvements to Boylston Place are planned in conjunction with the improvements above. The College will continue its partnership with the Boylston Place Associates in the care, maintenance and improvements to the alley.

The estimated cost for the Tufts Performance and Production Center and the additional elevator bank in the Walker Building is \$35 million. The estimated completion date for the Tufts PPC is April 2003, with an estimated completion date of 2004 for the elevator bank in the Walker Building.

3.2.2 Planned Improvements

3.2.2.1 80 Boylston Street (The Little Building)

Called "the most glamorous office building in the era of World War I" by the legendary Boston historian, Walter Muir Whitehill, Emerson purchased the building in 1994 and converted the property to a student residence and dining hall that opened in 1995. Major repair and façade restoration is planned including: the restoration of the first floor retail bay windows, subject to accessibility standards; the cleaning, repair and restoration of the ornamental metal and the restoration of both the decorative and flat masonry. The estimated start and completion date for this project is 2006 with an estimated cost of between \$5 and \$8 million.

3.2.2.2 120 Boylston Street (The Walker Building)

The College will continue its conversion of office spaces in the Walker Building to College uses as tenants' leases expire. The estimated start and completion date is 2003 with an estimated cost of \$7.4 million.

3.2.2.3 180 Tremont Street (The Ansin Building) 216 Tremont Street (Union Warren Bank Building)

Window replacement will occur at 180 Tremont Street and at 216 Tremont Street with a total estimated cost of \$1,000,000 with \$350,000 for 216 Tremont Street and \$650,000 for 180 Tremont Street. The start and completion date is 2007-2008.

3.3 Student Housing Plan

Article 80 of the Boston Zoning Code requires that an IMP include a discussion of the institution's existing housing facilities, as well as its long range goals for improving on-campus housing and minimizing impacts on nearby neighborhoods.

3.3.1 Introduction

Recognizing the need for additional housing, the impracticality of housing students in dispersed locations in the Back Bay, and further consolidation of its campus in Midtown, The College purchased The Little Building in 1994. The college then converted the building into a dormitory for 750 students and reopened in 1995 establishing Emerson College's first residential presence in the Midtown Cultural District.

3.3.2 Existing Conditions

3.3.2.1 On Campus Housing

Emerson currently houses students both on its East Campus in Midtown and its West Campus in the Back Bay. Following is a description of Emerson's housing facilities.

West Campus

100 Beacon Street:

100 Beacon Street is a residence hall for approximately 225 undergraduates. A 10-story brownstone in which students share common area baths, lounges, and kitchen facilities. Laundry facilities are located in the basement.

132-134 Beacon Street:

132 - 134 Beacon Street is a residence hall for seventy students. This brownstone is Emerson's smallest residence hall. Residents share common area baths, lounges, and kitchen facilities. Laundry facilities are located in the basement. The entire hall is a designated extended quiet/study hours area, and also has several single gender floors.

6 Arlington/Zero Marlborough:

6 Arlington/Zero Marlborough is a residence hall for approximately 160 students. The art deco building also provides limited dining services to students, faculty and staff residing, working or attending classes. Residents share common semi-private baths, lounges and kitchen facilities. Laundry facilities are located on the first floor. This hall includes an extended quiet/study hours floor and an all female floor.

East Campus

80 Boylston Street (The Little Building):

80 Boylston Street (The Little Building) is a residence hall for approximately 750 students. Renovated in 1995, with some additional renovations in 1997 and 1998, this 12-story early-twentieth century office building was transformed into a 750-bed residence hall, dining hall and student services facility. Residents share common or suite baths, a lounge, a kitchenette and laundry facilities on each floor. This hall includes an extended quiet/study hours floor.

The Little Building offers students the opportunity to reside in suites with several other students. The privilege of independence and privacy offered through this living environment is available only to students in good social standing in the community. Thus students on probation are not eligible to select suites in the Little Building. **Table 3-1** refers to Emerson College's existing housing facilities.

**Table 3-1
Existing Housing Facilities**

Building Address	Undergraduates
100 Beacon Street	225
132-134 Beacon Street	75
6 Arlington/Zero Marlborough	160
80 Boylston Street	750
Total Students	1210

3.3.3 Requirements/Restrictions for On-Campus Housing

Eligibility to live in on-campus housing is contingent upon current enrollment and matriculation as a full-time student in an Emerson College undergraduate degree program. Students are required to sign a housing contract that enables the College to plan for the use of its housing facilities, and spells out clearly the terms by which both the students and the College must abide. The housing contract consists of both a room and an obligatory meal plan, and commits the student to the entire school year.

3.3.4 Housing Support Provided to Students

On-Campus Housing:

- The College provides extensive information to prospective students who are seeking on-campus housing. See **Appendix C: Emerson Dormitory Housing Guide**, which is provided to all resident students.

Off-Campus Housing:

- The office of Off-Campus Student Services (OCSS) provides programs and services designed for the 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.

Emerson's OCSS sponsors apartment and roommate workshops, and provides information on Boston neighborhoods, public transit, tenant and landlord rights and responsibilities. See **Appendix D** for the OCSS Student Resource Guide.

3.3.5 Management of Student Life in College Housing

The Office of Housing and Residence Life has overall responsibility for services and programs within the residence halls. The office maintains all housing records including room assignments, contracts, room selection information and residence life disciplinary documentation.

3.3.5.1 Mission Statement of the Office of Housing and Residence Life

The Office of Housing and Residence Life strives to support the academic mission of the College by providing living environments that are safe, clean, comfortable and conducive to student learning. The Office challenges and supports students to take individual responsibility in a community that is purposeful, open, respectful, disciplined, caring, celebratory and appreciative of its diversity. The Staff develop and promote programs and services that encourage personal and professional growth helping students to become productive and contributing members of a global society.

Residence Hall Staff

Residence Directors (RD's)

Residence Directors are full time professional staff members who are responsible for the overall supervision of the Housing and Residence Life program in their respective halls. The RD's act as advisors, respond to emergency situations, administer discipline cases, mediate conflicts, advise hall council and supervise the Resident Assistants and front desk operation. The RD maintains scheduled office hours within the residence hall and is available to talk with students about problems or concerns. A Resident Assistant is also available if the RD is unable to assist for any reason.

Resident Assistants (RA's)

Resident Assistants are upper class or graduate students who report to a Residence Director, having direct responsibility for the residents on a floor or section of a residence hall. RA's explain College policy and regulations, refer students to College services and offices, react to emergency situations, advise students and act as a general source of support. **Appendix E** is the portion of the Student Handbook that details the student disciplinary process.

3.3.6 Management of Student Life in Private Housing

The BRA's Scoping Determination requests that the IMP include a description of the effectiveness of the College's oversight management of student life in private, off-campus housing.

Emerson's Office of the Dean of Students is the College's liaison with the external community. Any complaints or concerns on the part of Emerson's neighbors regarding an Emerson student or students are directed to this office, where the complaint is investigated and appropriate action taken within the guidelines of the Off-campus Student Conduct Policy which follows:

3.3.6.1 Emerson College Off-Campus Student Conduct Policy

Students have a responsibility as members of the both 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 for 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 College.

3.3.7 Impact on Supply and Rental Market Rates on Surrounding Neighborhoods

As the relocation of Emerson College from the Back Bay to the Midtown Cultural District is realized, the remaining buildings in the Back Bay will be sold and returned to market rate housing in this very popular residential neighborhood. All of the previously sold properties by the College since 1995 have since been renovated and returned to residential use.

In response to the Mayor's Housing Advisory Committee's recommendation for colleges and universities to provide more on campus housing, the College proposes to construct the Piano Row Residence Hall at 144-156 Boylston Street in the Midtown Cultural District. The dormitory will house 586 students with 460 of those students moving out of the Back Bay to Midtown and will offer an additional 126 beds to undergraduates now living in off-campus housing, thus easing some of the pressure for much needed housing in the City of Boston.

3.3.8 Long Term Housing Plans

Beyond the proposed Piano Row Residence Hall, the College has no plans to provide additional housing within the term of this IMP.

3.3.8.1 Current and Expected Student Population

As stated elsewhere in the IMP, the current full-time undergraduate enrollment, i.e. those eligible for dormitory housing is 2,826 (FTE). The College projects very modest growth over the next ten years, with full-time undergraduate enrollment growing to no more than 3,000 by the year 2012. Because the fields of study offered-- 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.

3.3.8.2 Piano Row Dormitory

With the completion of the Piano Row Residence Hall and the sale of the West Campus dorms, a total of approximately 460 students will be relocated from the Back Bay to the Midtown Campus. The Piano Row Residence Hall is planned for 586 beds, which when added to the 750 beds in the Little Building, will result in a total of 1,336 beds, a net increase of 126 beds. As a result, every freshman and sophomore will be able to request on-campus housing. **Table 3-2** summarizes Emerson's current and proposed housing plans.

Table 3-2
Current and Proposed Housing Plans

Current Housing Facilities	Number of Beds
<i>East Campus (Little Building)</i> 80 Boylston Street	750
<i>West Campus (Back Bay)</i> 100 Beacon Street 132-134 Beacon Street 6 Arlington/Zero Marlborough Street	225 75 160
Total	1,210
Housing Plan after Completion of Proposed Dormitory	
<i>East Campus (Little Building)</i> 80 Boylston Street	750
<i>Piano Row Residence Hall</i> 144-156 Boylston Street	586
Total	1,336
Net Bed Increase	126

3.3.9 Conclusion

Emerson College has provided housing for many of its students since the 1930's and as Emerson's reputation spread beyond Boston in the 1960's, the College experienced an increasing demand again for student housing. Responding then and again today in 2002 with a proposal for a new dormitory, Emerson continues to make every effort to provide for the housing needs of its student population.

4. Proposed Future Projects

4.0 PROPOSED FUTURE PROJECTS

4.1 Background

The BRA's Scoping Determination requires that the IMP include a description of any project proposed to be developed during the term of the IMP. The proposed site for the Residence Hall at 144-156 Boylston Street in the Piano Row area was previously approved by the BRA as a residential condominium complex for a former developer. Following the submission of this IMP, Emerson College will be submitting a Notice of Project Change (NPC) for the Piano Row Residence Hall which will include an analysis of the environmental impacts of the proposed dormitory, and will include studies of issues such as traffic and parking, noise and construction impacts, as well as a more detailed description of the proposed dormitory.

4.2 Institutional Master Plan Projects

4.2.1 Proposed Dormitory/Student Center

Emerson College proposes to construct a 14-story residence hall at 144 -156 Boylston Street in the Piano Row area of the Midtown Cultural District as shown in **Figure 4-1**. The building will contain approximately 185,000 sq. feet and will consist of two floors and a mezzanine below grade and fourteen floors above grade, standing approximately 130 feet high. The primary use of the 144-156 Boylston Street property will be as a dormitory.

An NCAA tournament-sized basketball court will be located on the lowest level along with athletic offices and locker facilities on the mezzanine. A new campus center will be located on the first level below grade with portions on the ground and second floors. Residential suites housing approximately 586 students will occupy the third through the 14th floors and a portion of the second floor.

The ground floor includes a multi-storied space with a grand stair that connects the basketball court on the lowest level to a student café on the second floor.



PROPOSED
RESIDENCE HALL

FIGURE 4-1
BOYLSTON STREET ELEVATION
EMERSON COLLEGE

Another feature on the ground floor is an outdoor terrace surrounded by the campus center offices and student lounge space. A separate residence hall lobby and mailroom are located on the ground floor for the exclusive use of the building residents. Student lounge and retail tenant spaces are planned for each side of the main entrance facing the Boston Common.

The proposed development program for the new Piano Row Residence Hall will also provide the space needed for a new campus center and student support offices which are currently located in a building in the Back Bay that is scheduled to be sold after the completion of this project. A portion of the ground floor will be dedicated to retail space which will contribute to the street wall environment on Boylston Street. See **Table 4-1** which summarizes the Piano Row Residence Hall space allocations.

4.2.1.1 Space Allocations

Following is the space allocation for the Piano Row Residence Hall organized by floor.

Table 4-1

Piano Row Residence Hall Space Allocations

Lower Level 2	13,814
Lower Level 2 Mezzanine	6,582
Lower Level 1	11,080
Ground Floor	11,200
Second Floor	10,785
Third	10,943
Fourth	10,943
Fifth Floor	10,913
Sixth Floor	10,943
Seventh Floor	10,943
Eighth Floor	10,943
Ninth Floor	10,943
Tenth Floor	10,943
Eleventh Floor	10,913
Twelfth Floor	10,943
Mechanical Penthouse	0
Total Sq. Ft.	184,717

4.2.1.2 Food Service

The Piano Row Residence Hall will offer limited food service consisting of a small café serving items such as salads, sandwiches, pastries and pizza.

4.2.1.3 Gymnasium

The new gym will use bleacher-type seating accommodating 500-600 spectators. It is anticipated that home games will draw at least 200-300 Emerson students, most of whom arrive on foot, and an additional 25 to 50 fans of the visiting teams, most of whom also arrive on foot or by public transportation, as many of the teams the College plays are located in Boston. Since the athletic facility will be located in the proposed Piano Row Residence Hall, it is expected that attendance of Emerson College students as well as local fans will increase.

The College has three Division 3 teams who will be hosting games at the new sports facility. The women's volleyball team will host approximately 7 games per season, and the men and women's basketball teams will host approximately 13 games combined, for a total of 20 games per season. Volleyball games begin around the middle of September and can go until early November, while men's and women's basketball games start around the 20th of November and can go until early March. Games are scheduled on Saturday and Sunday nights, with a start time of 7:00 or 7:30 P.M.

Visiting teams and equipment are customarily transported in one to three vans, which after drop-off, will park in the Boston Common Garage. The Athletic Department utilizes 8-passenger vans to transport Emerson teams and equipment to practice and away games.

4.2.1.4 Parking

The proposed dormitory contains no parking.

4.2.1.5 Sustainable Design Energy Concerns

The proposed dormitory on Boylston Street currently incorporates a number of significant sustainable design and conservation measures. These measures and ones that are under future consideration will contribute towards the projects success as a high performance building.

1. All residential rooms will have operable panels for natural ventilation.
2. Large glazed panels in all residential rooms will maximize natural day lighting.

3. Exterior building materials will be from local/regional sources.
4. Exterior building lighting will be focused so that it reduces light pollution.
5. Provisions for recycling materials will be made on each floor and at the shipping receiving area.

In addition to the above, the following measures are currently being studied for the final design of the proposed dormitory.

1. Storm water will be collected for exterior irrigation.
2. Light colored, reflective roofing will be used.
3. Pressurized toilets will be used, reducing water consumption.
4. Sensor activated fixtures will be used in all public restrooms.
5. Preference will be given towards recycled building materials.

4.2.1.6 Security Issues

The College has been steadily increasing its security measures and policies and will continue to do so, including the installation of electronic surveillance cameras where appropriate. The Office of Public Safety was relocated to the Midtown Campus during the initial phase of Emerson's relocation to Midtown and is located at 211 Tremont Street in the Little Building. Its location has contributed to enforcement efforts in the Midtown Cultural District.

The College also contracts with an outside security company whose guards control access to all of the buildings, and employs a card-swipe system for faculty students and staff. The consolidation of the campus will mean that the College no longer will need to divide its security force between the Back Bay and Midtown, and will allow it to go to a foot patrol system. The College has no plans to reduce its security force.

The Office of Public Safety is open 10 hours a day, 7 days a week, 365 days a year. The officers are staff members of the College who are sworn in under Massachusetts General Laws, Chapter 22C, Section 63, as Special State Police Officers, and possess full powers on Emerson College Campus property.

4.2.1.7 Student Oversight

The College issues a Student Handbook each year that spells out the College's policies regarding all aspects of student life, on and off campus. That portion of the Handbook addressing Rules and Regulations for Emerson students is reproduced in **Appendix E**.

Both the Dean and Assistant Dean of Students will be moving their offices and staff to the new residence hall, as will representatives of the College's student organizations. This will allow for further oversight and monitoring of student activities on the Midtown Campus.

In May of 2002, the College prohibited smoking in front of the main entrance to 80 Boylston Street, and relocated the smoking area to the lesser-trafficked side entrance of the building at 211 Tremont Street, adjacent to the College's Office of Public Safety. The new dormitory will have an off-street smoking area and the new no smoking policy will also apply to the front of the building. A campus-wide no smoking policy is being implemented building-by-building in front of each Emerson facility as alternative locations for smoking are determined.

4.2.1.8 Public Benefits

Neighborhood Improvements

The College is currently in discussions with the Parks and Recreation Department regarding possible improvements to the Boylston Street side of the Boston Common. Improvements may include landscaping, sidewalk repair/replacement, and installation of bike racks for use both by the public as well as Emerson students. (The College will confer with the Boston Transportation Department (BTD) regarding most desirable type of bike rack for this location.) In addition, the College will continue mulching trees, planting flowers and power-washing the sidewalks on the corner of Tremont and Boylston Streets.

Traffic Survey

In consultation with BTD, Emerson College may conduct a traffic survey to discern the traffic impact and feasibility of eliminating the east-bound lane of Boylston Street.

The timing and actual implementation of the survey have yet to be determined.

Urban Design

The site is currently a blighted vacant lot in a very active section of the Midtown Cultural District located directly across from the Boylston Street edge of the Boston Common. The proposed dormitory on Piano Row will utilize strong twentieth century urban design principles that will blend into the architecture of the neighborhood. Additional information on the urban design of the project is presented in Chapter 6.

Parking

Parking is not provided for students anywhere on the Emerson campus and students are urged not to bring an automobile into the area. The College is exploring the installation of bike racks along Boylston Street at the edge of the Boston Common for short-term bicycle parking, and a bicycle room accommodating 50 bicycles to be included in the Piano Row Residence Hall. The College encourages the use of public transportation and offers a T-pass program to faculty, staff and students. The College is within walking distance of both the Orange and Green line transit systems and there are several bus routes along Tremont and Washington Streets including the new Silver Line. The College also participates in the Massachusetts Department of Environmental Protection Rideshare program.

4.3 Future Expansion /Proposed Future Projects

4.3.1 Future Expansion

The College projects very modest growth over the next ten years, with full-time undergraduate enrollment growing to no more than 3,000 by the year 2012 and the Graduate and Continuing Ed enrollment fluctuating slightly depending on economic conditions.

4.3.2 Process for Future Expansion

As previously mentioned, in seeking new locations the College would follow the same pattern it has followed utilizing the boundary area as stated in Chapter 2.3.3.2. This boundary area was determined based on the College's existing property ownership pattern and includes certain blocks that the College has been encouraged to consider as potential future locations by the City and the BRA.

4.3.3 Proposed Future Projects

4.3.3.1 Performance Development Center

Included in the proposed Loew's Hotel project as their cultural use tenant, the proposed Performance Development Center (PDC) will establish a platform where faculty, student performers and major performance artists in residence at the Emerson Majestic Theatre can collaborate on projects and performances.

The PDC will occupy the fourth floor of the hotel, and will provide the College with 30,000 square ft. of additional rehearsal and classroom space. Three large black box spaces will replicate the size and dimensions of the Emerson Majestic stage. One of these performance development spaces will be designated for the use of the Emerson Majestic Theatre, the principal venue for not-for-profit performance organizations in Boston. Groups performing in Majestic productions will be able to use this replica black box space for rehearsals, thus freeing the theatre to allow increased performance time to audiences. The College anticipates that three to five weeks during the regular season will be freed for additional performances by not-for-profit groups.

The second black box space will be designated primarily for the use of the Emerson Performing Arts Department for the training of actors in movement, voice and scene work, and the development of student workshop productions.

The third black box space will remain under the supervision of the Dean of the School of Arts. This space will be used either by the Emerson Performing Arts Department or by an Artist-in Residence to develop a work that requires uninterrupted use of space. For example, this could include a playwright developing his latest production or a director/designer developing a new visual scheme for a theatrical production.

Each black box will have a lighting grid and a sprung floor. Adjacent storage will accommodate simple prop furniture. Portable risers and seating will be available for presentations before small invited audiences. Presentations will include workshop productions, backers' auditions and student or faculty productions. An observation catwalk will ring the upper level of each black box, permitting viewers to view works-in-progress without disturbing cast or crew.

4.3.3.2 Progress Report on the Loew's Hotel Project

In the aftermath of the events of September 11 and the resulting impact on the hospitality industry and economy in general, the future of this project is uncertain as of the preparation of this IMP. In the event that the project does not go forward in the near future, the College will look for alternative solutions within the boundaries outlined in Chapter 2.3.3.2 and in Chapter 6, in **Figure 6-1**.

4.4. Zoning

4.4.1 Existing Underlying Zoning

The properties owned by the College are located in the Back Bay, Beacon Hill and Midtown zoning districts.

4.4.2 Institutional Master Plan Area Zoning

As noted in the BRA's Scoping Determination, following the BRA's and the Zoning Commission's approval, this IMP will create the Emerson College Institutional Master Planning area (the "IMP Area") which will act as an overlay district, the regulations of which shall override the underlying zoning regulations where applicable. This IMP shall establish permitted uses and dimensional and other regulations within the IMP area. All of Emerson's existing properties and the proposed dormitory on Piano Row shall be subject to the zoning regulations of the IMP area.

4.5 Project Costs

The BRA's Scoping Determination requested that the IMP include the costs of any proposed future projects.

4.5.1 Performance Development Center

This project is subject to a long-term tenant lease, and since build-out and fit-up plans have yet to be completed, the final cost is unknown at this time.

4.5.2 The Piano Row Residence Hall.

The total estimated project cost for the dormitory project is approx. \$60,000,000. The estimated start date is 2003 (subject to project approval) and the estimated completion date is 2005.

5. Transportation and Circulation

5.0 TRANSPORTATION AND CIRCULATION

5.1 Introduction

Article 80 of the Boston Zoning Code provides that an Institutional Master Plan (IMP) must include a description of the Institution's existing transportation and parking characteristics, a description of any new parking to be provided, a projection of impacts associated with proposed projects in the IMP, and a set of transportation goals and mitigation measures to address these impacts. The Boston Redevelopment Authority's Scoping Determination requires that this chapter provide information on existing and projected transportation conditions in the Emerson College area. The overall campus is described in general terms, with a focus on the proposed Piano Row Residence Hall, the only new project included in the IMP. The proposed project includes the following uses:

- a 586-bed student residence hall;
- a +/- 20,000-square-foot Student Center and offices for the Dean of Students
- a small café (120 seats/2,200 square feet); and
- a gymnasium with seating for 500–600 spectators.



The IMP study area focuses on Emerson's "Campus on the Common." The Back Bay campus has not been included in the transportation analysis because all Back Bay facilities will be sold as Emerson College consolidates to the Boston Common campus. The transportation benefits of the IMP are extensive because many inter-campus trips would be eliminated: the student shuttle, public safety vehicles, and other delivery and service vehicles. Since the Piano Row Residence Hall will not contain any parking, the IMP proposes no net increase in spaces.

Finally, the proposed Piano Row Residence Hall will have much less impact on the surrounding transportation infrastructure than projects previously proposed for the site over the past five years. In 1997, a 270-room hotel and health club with 119 parking spaces was proposed; peak-hour vehicle trips were estimated at approximately 130 (*PNF/NPC, Piano Row LLC, August 1997*). In 1999, a 100-unit residence with a health club and retail/restaurant space with 110

parking spaces was proposed; peak-hour vehicle trips were estimated at about 24 (*NPC, Piano Row LLC*, October 1999). Comparatively, the use proposed in this IMP has no new parking spaces and will generate fewer than 15 vehicle trips during peak hours while filling a prominent vacant area with an active, 24-hour, residential use.

5.2 Existing Conditions

Emerson College is conveniently located near public transportation, the primary means of access to the campus. Vehicular access is afforded primarily via major streets (Tremont Street, Boylston Street, Charles Street, Beacon Street, and Berkeley Street). All four rapid transit lines and North and South stations are within walking distance of Emerson's campus. The campus is also well served by many MBTA bus routes. In addition, because of the nature of the campus and its users, many students, faculty, staff, and visitors walk to the campus.

Emerson College is consolidating all campus facilities into the area adjacent to the Boston Common and the Theatre District. The location of the intersections that were studied for this IMP and the surrounding street network are shown in  **Figure 5-1**. Photographs of the study area are included in  **Figure 5-2**. The following five intersections were analyzed:

- Boylston Street and Tremont Street;
- Boylston Street and Tamworth Street;
- Tremont Street, Allen's Alley, and LaGrange Street;
- Boylston Street and Carver Street; and
- Boylston Street and Boylston Place.

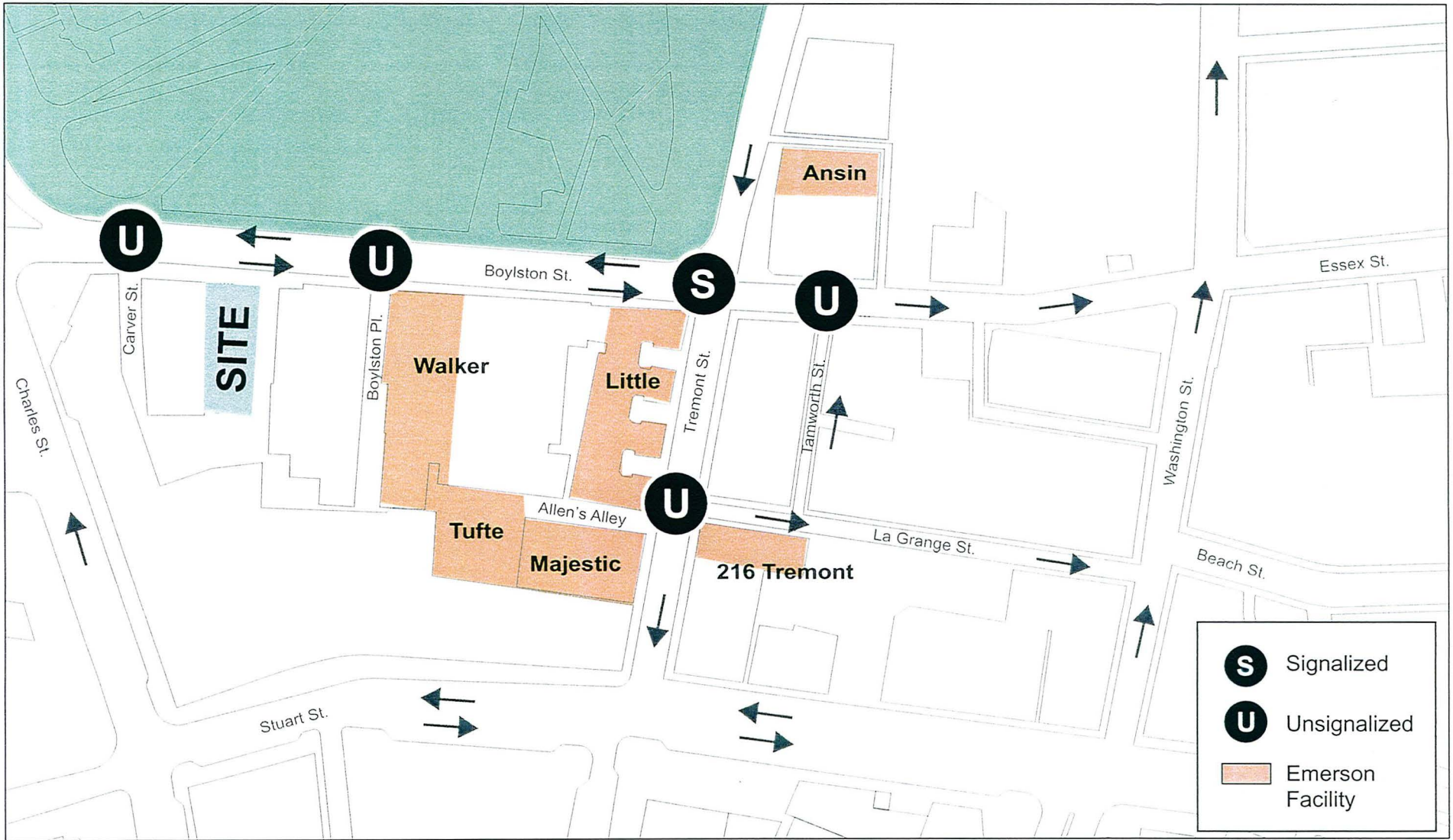


Figure 5.1 Study Area



Not to
Scale



Boylston Street looking west along Boston Common



Carver Street at Boylston Street



Boylston Street looking east at project site



Tremont Street and Boylston Street Intersection

5.2.1 Study Area Roadways

Roadway conditions in the study area include the following:

Boylston/Essex Street is an east-west arterial that runs from Brookline Avenue in the Fenway area to Atlantic Avenue (Surface Artery), carrying approximately 20,000 vehicles per day in the vicinity of the site. Boylston Street is one-way eastbound in the Back Bay neighborhood and becomes Essex Street after crossing Washington Street. Between Charles Street and Tremont Street, Boylston Street operates as a two-way street. It returns to one-way eastbound between Tremont Street and Atlantic Avenue (Surface Artery). Boylston/Essex Street has sidewalks on both sides of the roadway. Parking is provided on some blocks. Adjacent to the project site, on-street parking is allowed on the south side of the street. The majority of spaces are commercial loading zones or handicapped spaces during the day, with valet-only or unrestricted parking in the evening.

Tremont Street is a principal arterial that begins in downtown Boston and continues southwest, ending in Roxbury. Tremont Street is one-way southbound, carrying an estimated 25,250 vehicles daily, based on the December 1999 *Boston Opera House Renovation DPIR*. Sidewalks are located on both sides of the street. In the vicinity of the project, parking on Tremont Street is prohibited.

Tamworth Street is a local roadway that operates one-way northbound with a roadway width of 13.5 feet. Tamworth Street connects LaGrange Street to Boylston Street. Sidewalks are located on both sides of the roadway.

Allen's Alley is a 17-foot-wide alley with access from Tremont Street, terminating behind the Little Building. Allen's Alley has sidewalks on each side of the alley that end approximately 11 feet (south side) and 80 feet (north side) into the alley. Currently, Allen's Alley provides construction vehicle access to Emerson's Tufts Performance and Production Center, as well as loading access to the Little Building and Colonial Building.

LaGrange Street is a local, one-way road running eastbound from Tremont Street to Washington Street. It is approximately 18 feet wide. Vehicles were observed using LaGrange Street as a two-way street at the intersection of Tremont Street. Parking on LaGrange Street is prohibited. A 15-minute drop-off area is located on the south side of LaGrange Street for clients of the Robbins Speech and Hearing Clinic as well as for parents of students at the Thayer Lindsley Parent Centered Nursery. Sidewalks are provided on both sides of the roadway.

Carver Street is a two-way, 19-foot-wide local roadway that provides private access to the State Transportation Building loading docks. Both sides of the street feature 4-foot sidewalks. Concrete bollards have been placed in the sidewalk on the west side to discourage illegal parking.

Boylston Place is a private, bricked alley that provides pedestrian access from Boylston Street to the State Transportation Building, as well as several restaurants and clubs. Vehicular use is prohibited on Boylston Place. Emerson's Tufte Performance and Production Center (opens Fall 2003) will have its main entrance onto Boylston Place.

5.2.2 Study Area Intersections

The following descriptions of the study area intersections include geometry, pedestrian facilities, and intersection traffic controls.

Signalized intersections in the vicinity of the project include:

Boylston Street/Tremont Street is a signalized, four-way intersection with two approaches. Tremont Street is one-way southbound and comprises four approach lanes: a left/through lane, two through lanes, and a through/right lane. The Boylston Street eastbound approach contains two approach lanes, with one receiving lane. This eastbound approach is one through lane and

one through/right lane. Sidewalks and crosswalks are provided on all approaches, and an exclusive pedestrian phase is included in the signal timing.

Unsignalized intersections in the vicinity of the project include:

Boylston Street/Tamworth Street is an unsignalized intersection. Boylston Street is one-way eastbound with two travel lanes, one of which is temporarily being used for construction staging for a building on the south side of Boylston Street. Tamworth Street operates as a single, one-way lane northbound from LaGrange Street. Parking is prohibited at all approaches. Sidewalks are provided on all sides. No crosswalk is painted across Tamworth Street.

Tremont Street/Allen's Alley/LaGrange Street is an unsignalized intersection. Tremont Street is one-way in the southbound direction, with four general travel lanes. LaGrange Street operates as one-way eastbound from Tremont Street, with one 18-foot lane. Parking is prohibited at all approaches. Sidewalks are provided on all sides. A crosswalk is located across LaGrange Street. Allen's Alley, with a width of approximately 17 feet, provides two-way, east-west access from Tremont Street.

Boylston Street/Carver Street is an unsignalized intersection. Boylston Street is two-way with two eastbound lanes and one westbound lane. Carver Street provides access to and from the loading docks at the State Transportation Building. Parking areas are located on the south side of Boylston Street for commercial vehicles. Sidewalks are provided on all sides. No crosswalk is provided across Carver Street.

Boylston Street/Boylston Place is an unsignalized intersection. Boylston Street is two-way, with two eastbound lanes and one westbound lane. Boylston Place provides pedestrian access to and from the State Transportation Building. Parking is prohibited at all approaches, although loading areas are located on the south side of Boylston Street for commercial vehicles. Sidewalks are provided on all sides.

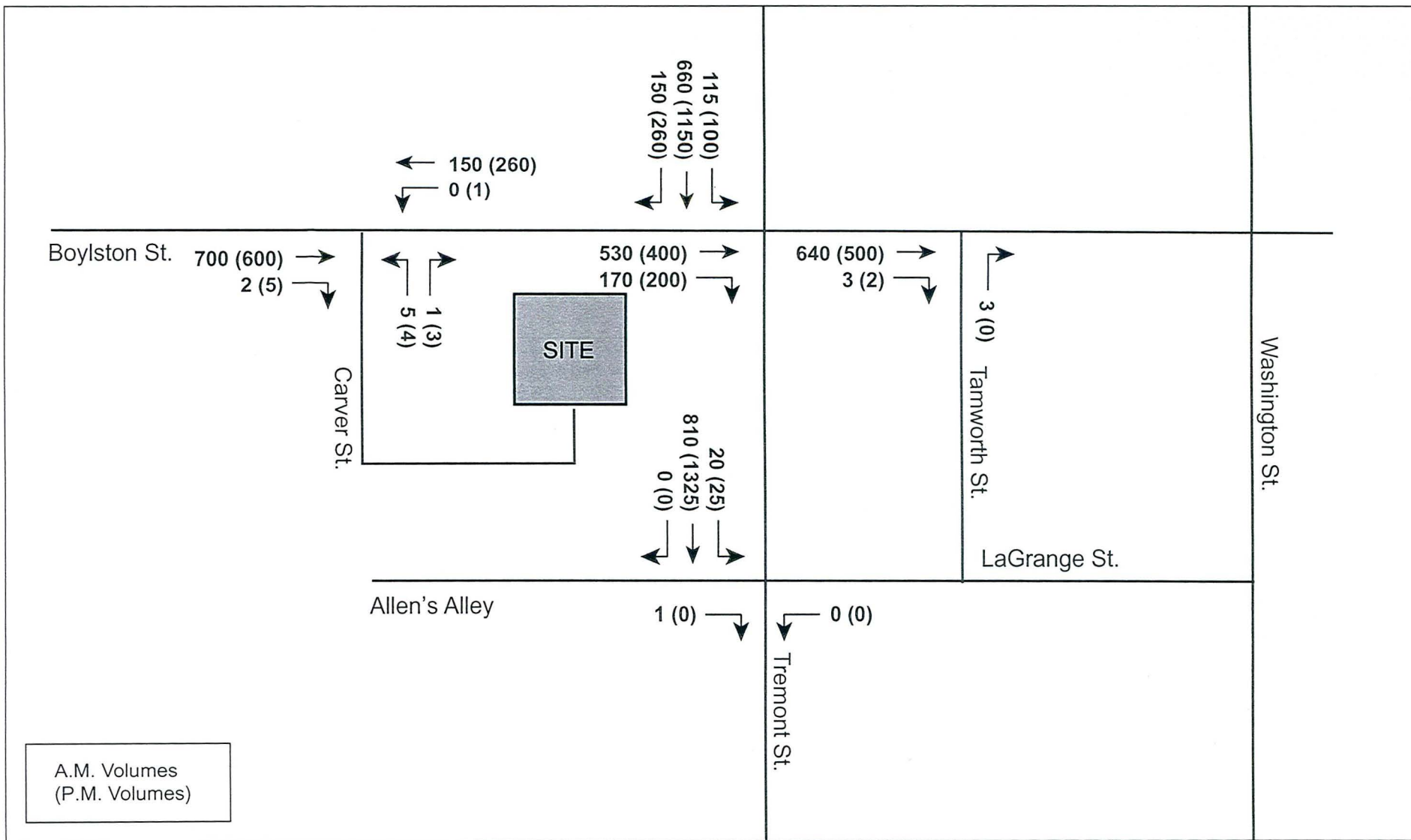
In anticipation of the proposed project and in consultation with the Boston Transportation Department (BTD), Emerson College commissioned a series of peak-period traffic (vehicle and pedestrian) counts at the above intersections, all of which are in the vicinity of the proposed project.

Peak-period traffic volume and pedestrian counts were collected in March 2002 at both the Boylston Street/Tremont Street and the Tremont Street/LaGrange Street intersections. Additional counts were conducted in September 2002 at the Boylston Street/Tamworth Street, Boylston Street/Carver Street, and Boylston Street/Boylston Place intersections. All counts were conducted on days when Emerson College classes were in session. Also, based on data from the Emerson Registrar, the busiest day for scheduled classes is Tuesday; therefore, counts were conducted on a Tuesday. Turning movement counts were conducted from 7:00 to 9:00 A.M. and from 4:00 to 6:00 P.M., the times when traffic is heaviest due to commuter activity. The peak hour for vehicular traffic in the morning was between 8:00 and 9:00 A.M. In the afternoon, the heaviest hour of vehicular activity was from 4:45 to 5:45 P.M. The balanced traffic volume networks are shown in **Figure 5-3**. Count data sheets are provided in the **Transportation Appendix**.

5.2.3 Traffic Analysis

5.2.3.1 Methodology

Traffic operations for intersections were assessed through an analysis of intersection Level of Service (LOS) using Synchro 5.0, a software program based on the traffic operational analysis methodology of the Transportation Research Board's *2000 Highway Capacity Manual* (HCM 2000). LOS is expressed as delay (in seconds) and is influenced by intersection geometry, demand, and other factors such as delay. LOS A defines the most favorable condition, with minimum traffic delay. LOS F represents the worst condition, with significant traffic delay. LOS D is generally considered acceptable for urban environments (see **Figure 5-3**).



A.M. Volumes
(P.M. Volumes)

Figure 5.3 Existing Conditions (2002) Peak-hour Traffic Volumes



Not to Scale

Level of Service	Average Stopped Delay	
	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

To create the most accurate model, intersection characteristics must be adjusted from ideal conditions to what is found in the field. These adjustment factors include lane widths, conflicting pedestrians, the peak-hour factor, percentage of heavy vehicles, intersection grade, parking, bus blockages, area type, and the presence of turning lanes. The factors applied to the model were taken from the vehicle and pedestrian counts and from field observations. Additionally, signal timing and phasing were obtained from BTM and used in the operational analysis. A level of service analysis was conducted to evaluate the existing intersection operations.

Table 5-2 summarizes the existing morning and evening intersection LOS analysis results for the project study area. Detailed LOS reports are provided in the **Transportation Appendix**. Intersections in the study area currently operate at acceptable overall levels of service during weekday peak hours. The signalized intersection at Boylston Street and Tremont Street operates at LOS C during the A.M. and P.M. peak hours, respectively. The unsignalized intersections all operate at LOS A during the peak hours.

Table 5-2. Existing Conditions (2002) Peak-hour Intersection Operations				
Intersection	A.M. Peak-hour		P.M. Peak-hour	
	LOS	Delay	LOS	Delay
<i>Signalized</i>				
Boylston Street/Tremont Street	C	28.3	C	28.3
Boylston EB thru/right	D	40.2	C	30.2
Tremont SB left/thru/right	B	19.2	C	27.6
<i>Unsignalized</i>				
Boylston Street/Tamworth Street	A	0.1	A	0.0
Boylston EB thru/right	A	0.0	A	0.0
Tamworth NB right	B	13.0	A	0.0
Tremont Street/LaGrange Street/Allen's Alley	A	0.2	A	0.2
Allen's Alley EB right	A	9.6	A	0.0
Tremont SB left/thru/right	A	0.2	A	0.2
Boylston Street/Carver Street	A	0.1	A	0.1
Boylston EB thru/right	A	0.0	A	0.0
Boylston WB left/thru	A	0.0	A	0.0
Carver NB left/right	C	16.8	B	15.0

Field observations documented that many intersections experience increased congestion as a result of illegal parking—typically by commercial vehicles in areas signed No Stopping or No Parking. Double-parking regularly occurs on the Boylston Street approach to Tremont Street; double parking slows traffic and negatively affects intersection operations.

Jaywalking, a common illegal pedestrian activity throughout downtown Boston, creates additional delay for vehicles at signalized intersections. At times, a police officer/crossing guard is stationed during the P.M. peak at the Boylston Street/Tremont Street intersection to ensure that pedestrians safely cross the street when they are given a WALK light. Pedestrians are prevented from jaywalking by the crossing guard at these times.

5.2.4 Parking

5.2.4.1 On-street Parking

A summary of on-street parking within a quarter-mile of the project site is shown in **Table 5-3** and **Figure 5-4**. Approximately 800 on-street parking spaces are available within a quarter-mile radius of the project site. The majority of parking spaces are metered or commercial loading zones. It should be noted that, for this analysis, all spaces that have meters missing or broken have been counted as unrestricted spaces. Metered parking is sporadically located throughout the study area, generally south of Kneeland Street. Residential parking spaces are provided south of Kneeland Street. In the vicinity of the project site, on-street parking is prohibited on LaGrange Street, Tremont Street, Carver Street, Boylston Place, and Washington Street. A detailed parking inventory of midday parking availability was conducted in the spring of 2002. As shown in **Table 5-3**, mid-day use is near capacity.

Parking Type	# Spaces	% Mid-day Utilization
Metered	298	99%
Commercial/Loading	138	91%
Residential	109	100%
Handicap	55	96%
Two-Hour Limit	44	98%
Unrestricted	67	97%
Valet/Drop-off/Pick-up	41	95%
No Parking 8AM-6PM	24	4%
City Vehicles Only	8	100%
Taxi Only	6	0%
Total	790	93%

Along Boylston Street between Carver Street and Tremont Street, the 24 on-street parking spaces are allocated as follows: 1 Emerson-Shuttle-Only, 13 Commercial-Vehicle-Only, 2 Consular-Corps-Only, 5 Handicapped-Only, and 3 unregulated during the day (Valet-Only at night to serve the restaurant uses). The parking regulations are extremely complex; many change from Commercial-Vehicle-Only to Valet-Only at 5:00, 6:00, or 7:00 P.M., depending on the space. The five spaces directly adjacent to the proposed residence hall are Commercial-Vehicle-Only during daytime hours; a portion become Valet-Only at night. A schematic figure of the on-street parking regulations on this block of is presented in the **Transportation Appendix**.

5.2.4.2 *Off-street Parking*

Existing public parking garages within a quarter-mile radius of the project site are shown in **Figure 5-5**. The location, capacity, and utilization of the garages and lots are shown in **Table 5-4**. Over 8,000 off-street parking spaces are located within a quarter-mile radius of the project site. The off-street parking garages and surface lots located within the quarter-mile radius have capacities ranging from approximately 20 to over 1,000 spaces. Of the parking garages within a quarter-mile radius of the site, by mid-day over 80 percent of the parking spaces are occupied. Of the parking lots, by mid-day most are over 70 percent occupied. Garage and lot parking fees are provided in the **Transportation Appendix**. Similar to on-street parking, off-street parking availability during daytime hours in the area is fairly limited.



Figure 5.5 Off-street Parking Near Emerson College



Not to
Scale

Table 5-4. Off-street Parking				
Map #	Facility/Name	Location	Capacity	Approximate Mid-day Utilization
<i>Garage</i>				
1	200 Stuart Street	Stuart St.	775	94%
2	Beach Street Garage	Beach St	540	82%
3	Boston Common Underground Garage	Charles St.	1,365	82%
4	City Place Garage	Stuart St.	333	100%
5	Lafayette Place Garage	Ave. de Lafayette	1,024	100%
6	Millennium Place Garage	Avery St.	1,413	100%
7	Motor Mart Garage	Stuart St.	900	93%
8	Tremont Street Garage	Tremont St.	930	100%
9	10 St. James Ave.	St. James Ave.	170	85%
<i>Lots</i>				
10	Allright Parking	Hayward Pl.	150	95%
11	Allright Parking	Tamworth St.	50	80%
12	Fitz-Inn	LaGrange St.	89	100%
13	Fitz-Inn	Washington St.	53	96%
14	General Trading	Tremont St.	95	70%
15	P & J's Auto Park	Essex St.	50	100%
16	Stanhope Garage Lot	Harrison Ave.	53	91%
17	Stanhope Garage Lot	Tyler St.	63	52%
18	Tremont House Lot	Tremont St.	35	100%
19	Tremont Street Auto Parks	Tremont St.	80	90%
20	Allright Parking	Boylston St	18	72%
21	General Trading Lot	Arlington St.	84	90%
22	Pinstripe Parking	Winchester St.	77	90%
23	Stanhope Parking	Piedmont St.	16	100%
24	Billy's Parking	Stuart St.	20	100%
	Total		8,234	93%

5.2.4.3 Emerson College Parking

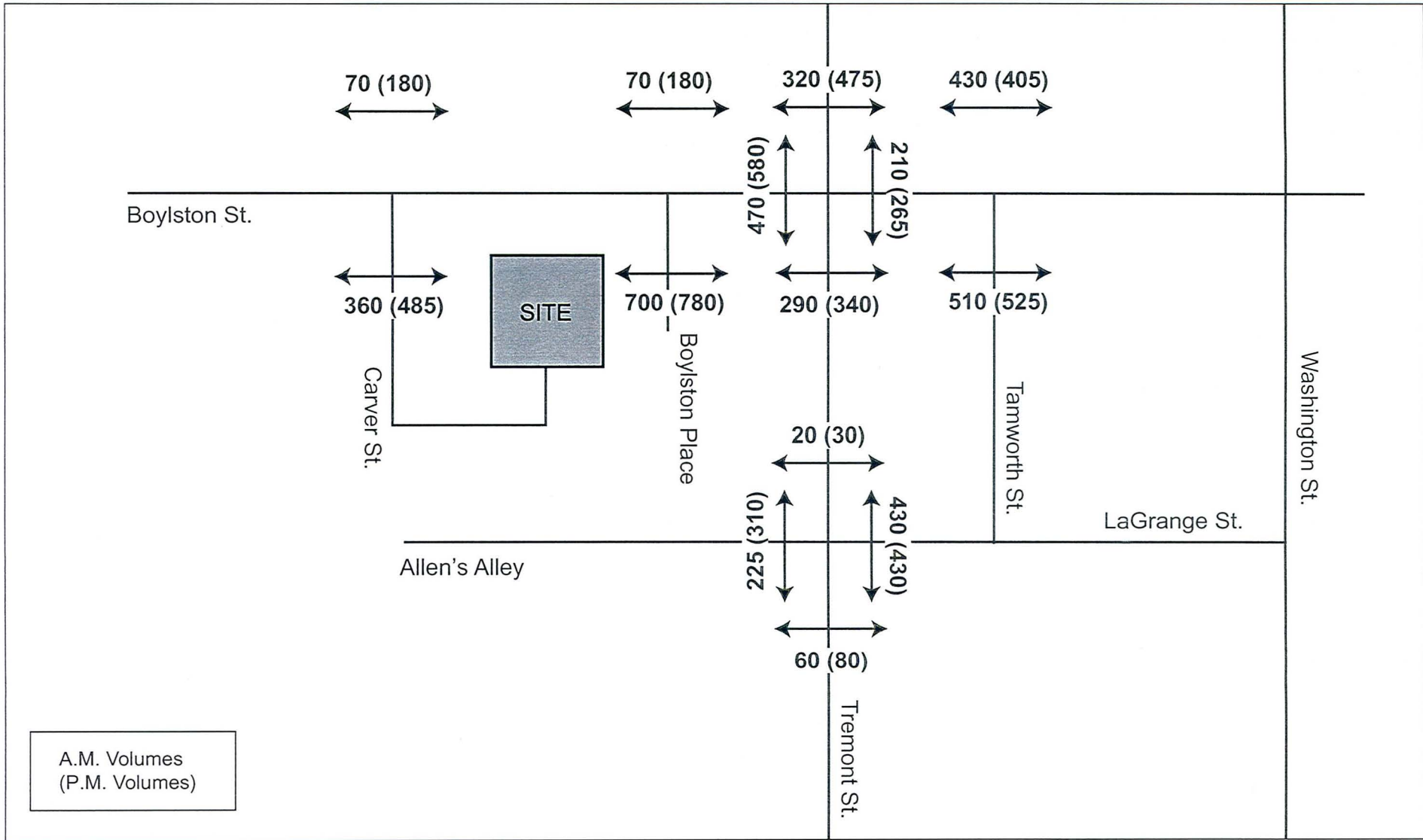
The only parking Emerson College provides to faculty/staff is leased from the Boston Common Garage (**Figure 5-5, #3**) and the Fitz-Inn Lot (**Figure 5-5, #12**) on LaGrange Street. Emerson College leases 61 spaces at the Boston Common Garage: 49 for faculty and staff and 13 for Emerson vehicles. The College also leases 32 spaces at the Fitz-Inn lot: 30 for faculty and staff and 2 for public safety vehicles. These subsidized parking spaces are provided based upon seniority and need; only senior staff, full-time tenured faculty, or tenure-track faculty are eligible. Subsidized parking spaces are available to less than 15 percent of faculty/staff. The College does not provide a subsidy to any employees who do not park in one of the leased spaces described above.

The College also owns 32 spaces in the Back Bay. These spaces will be sold with the property holdings as facilities are completely moved from the Back Bay to the Campus on the Common.

5.2.5 Pedestrians

Like most of downtown Boston, the level of pedestrian activity on and around the Emerson College campus is quite high. Boston Common, The State Transportation Building, office buildings, institutions, residential buildings, and the Boylston, Chinatown, and New England Medical Center transit stations generate high levels of pedestrian activity.

Extensive field observations and counts were conducted at the same time as the vehicular counts. Pedestrian volumes for the morning and evening peak-hours are presented in **Figure 5-6**. The raw count sheets are included in the **Transportation Appendix**.



A.M. Volumes
(P.M. Volumes)

Figure 5.6 Existing Conditions (2002) Peak-hour Pedestrian Volumes



Not to
Scale

To evaluate the pedestrian environment and the quality of the pedestrian experience, the following criteria are used:

- the condition of sidewalks;
- the width of crosswalks and size of storage areas for pedestrians waiting to cross at corners;
- the effective width of sidewalks, clear of obstructions, to accommodate pedestrians walking along a street; and
- the allocation of signal timing to pedestrians and the associated wait time at signalized intersections.

The completion of the Tufts Performance and Production Center will create new pedestrian connections between the existing facilities at the Campus on the Common. **Figure 5-7** through **Figure 5-11** show the inter-building connections to be completed by Emerson in the next two years. The new connections will reduce the need for persons to walk out onto Boylston Street to travel between the Walker Building and the Tufts Center.

Sidewalk conditions in the study area vary. In general, sidewalks on Boylston Street and Tremont Street are wide and in good condition. Pedestrian conditions through the other streets are acceptable, although sidewalk conditions could be improved. Widths vary from little more than 2 feet at Tamworth Street to 23 feet of pedestrian walkway along Boylston Place. The following section contains a description of sidewalk conditions on the key streets in the study area.

TUFTE
PERFORMANCE &
PRODUCTION CENTER
BEYOND

BOYLSTON
STREET

WALKER
BUILDING
ENTRANCE

PROPOSED
ENTRANCE TO
ELEVATOR BANK
COMPLETION 2004

BOYLSTON PLACE

TUFTE PPC
ENTRANCE

STATE
TRANSPORTATION
BUILDING

WALKER BUILDING

Figure 5.7 Walker Building and Tuftte PPC Access Locations (1 of 2)

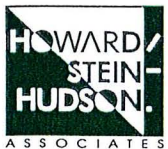
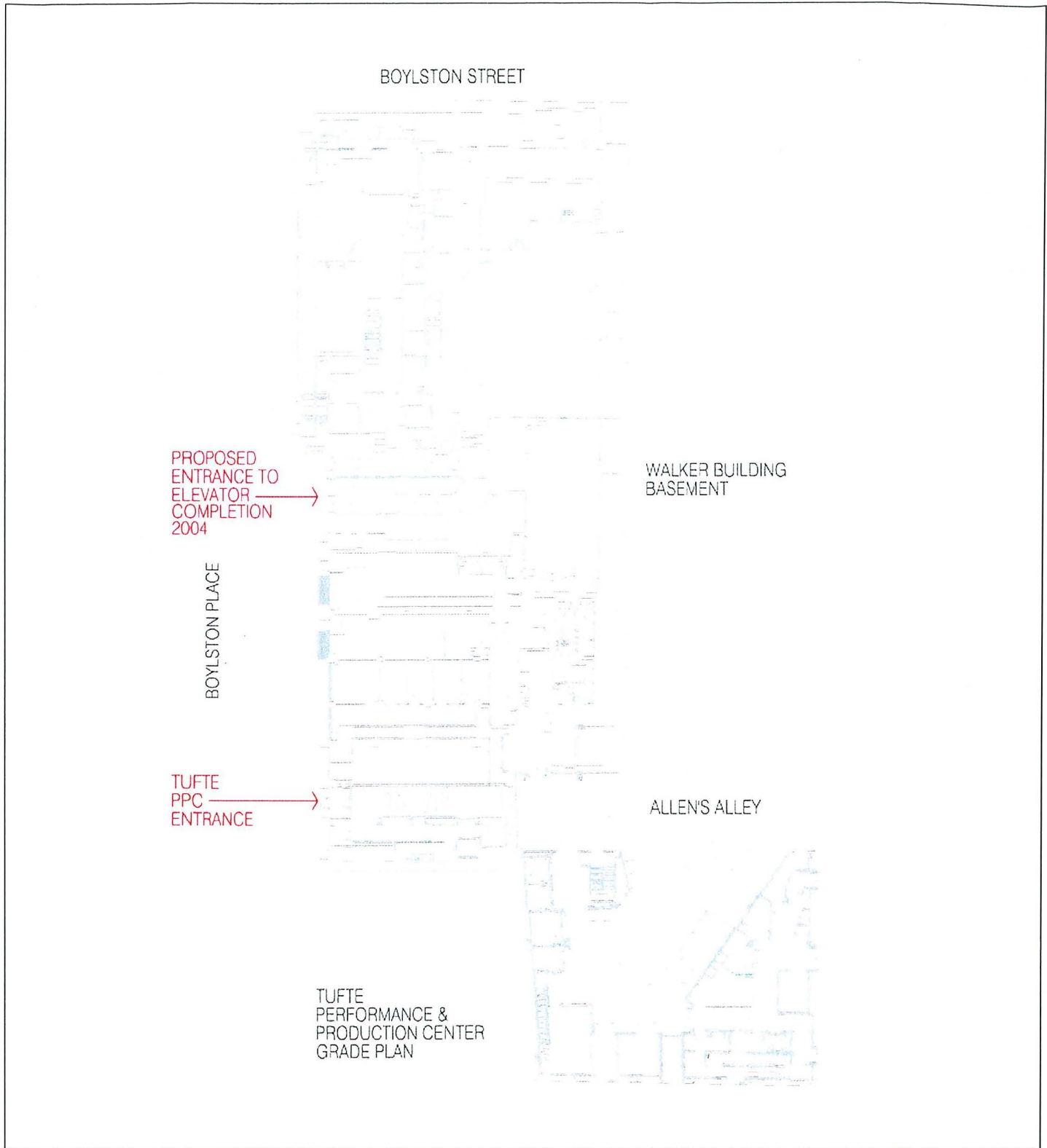
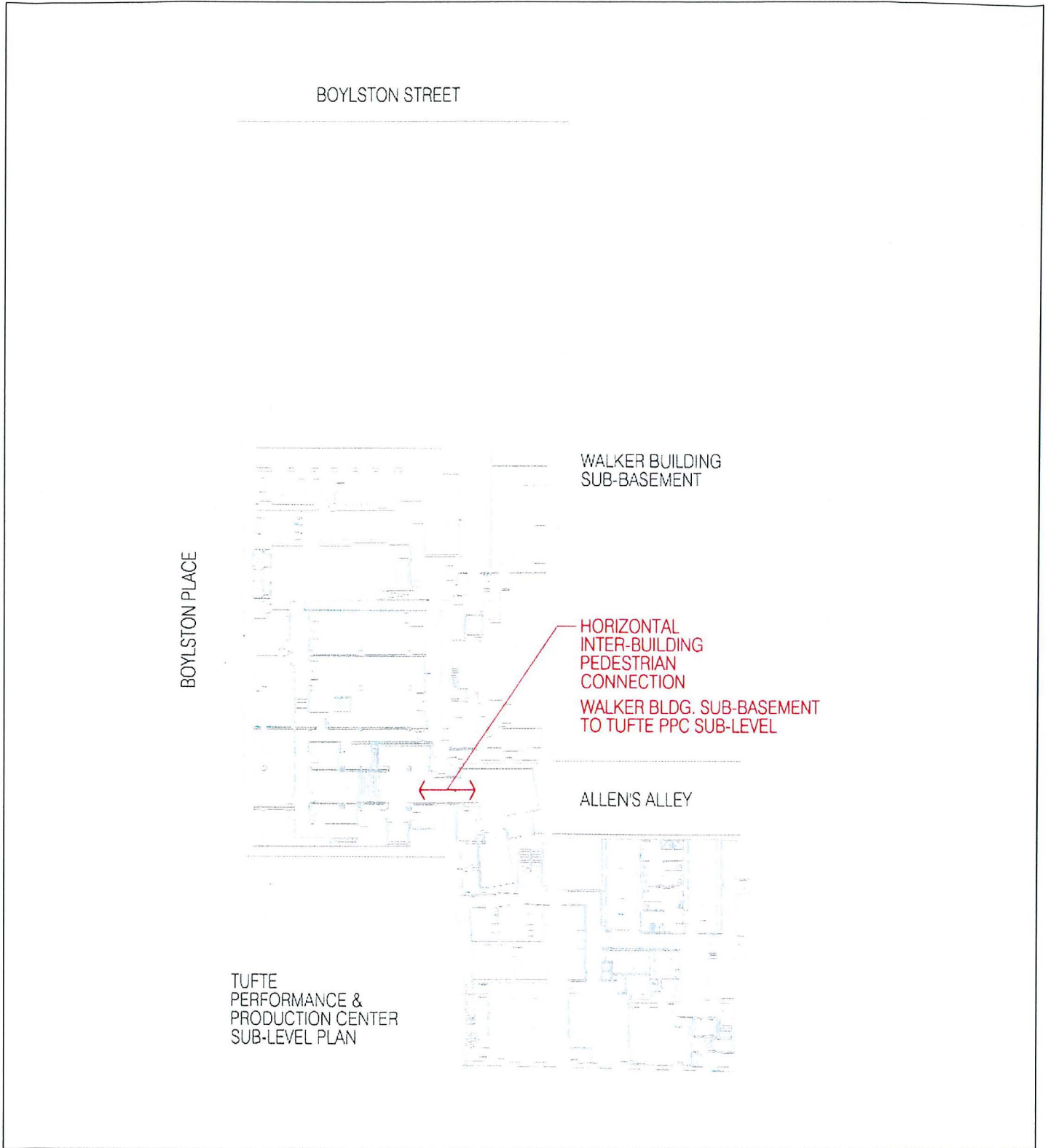



Figure 5.8 Walker Building and Tufte PPC Access Locations
(2 of 2)



 **Figure 5.9 Inter-Building Pedestrian Connections (1 of 3)**

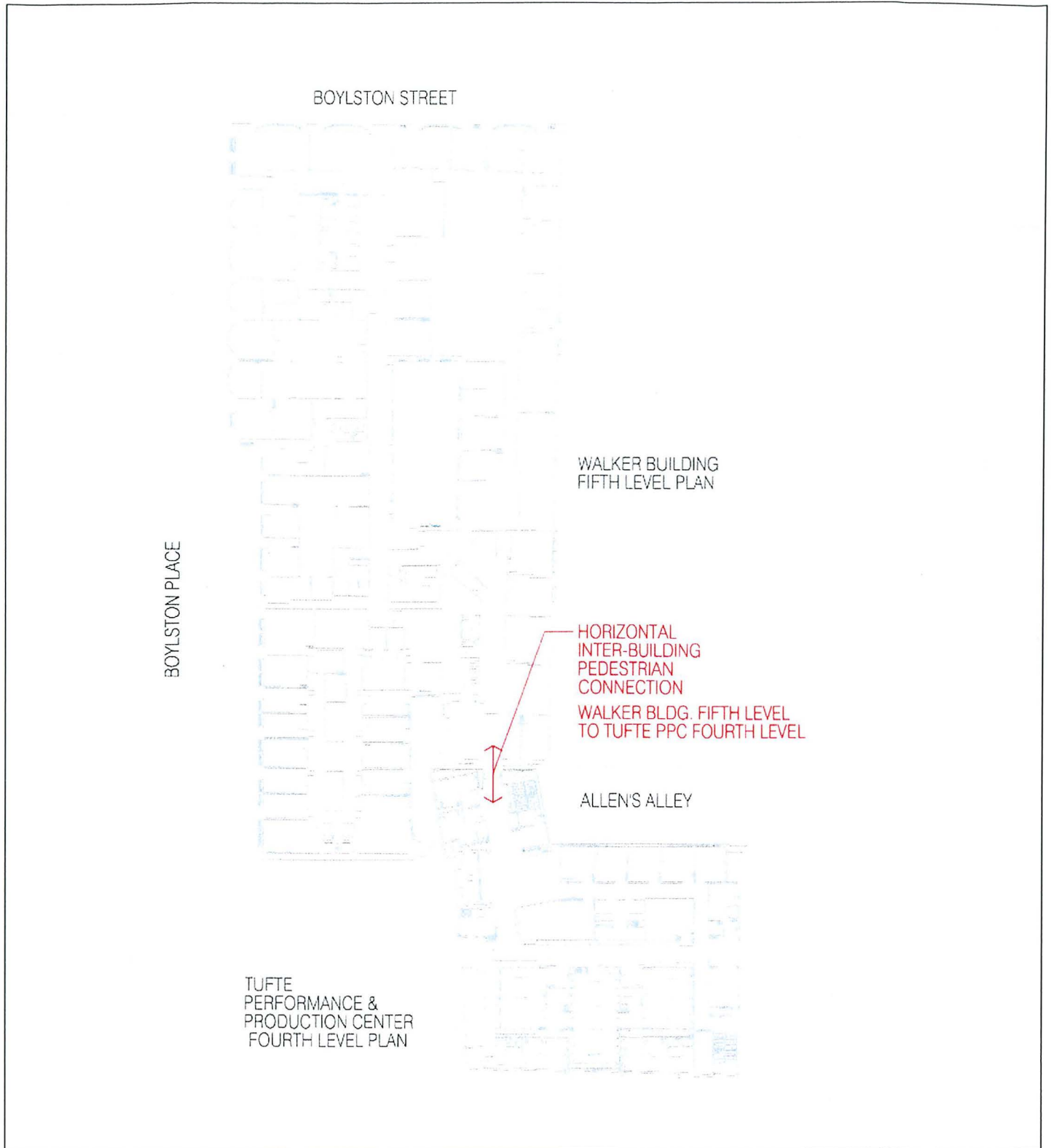
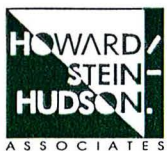


Figure 5.10 Inter-Building Pedestrian Connections (2 of 3)



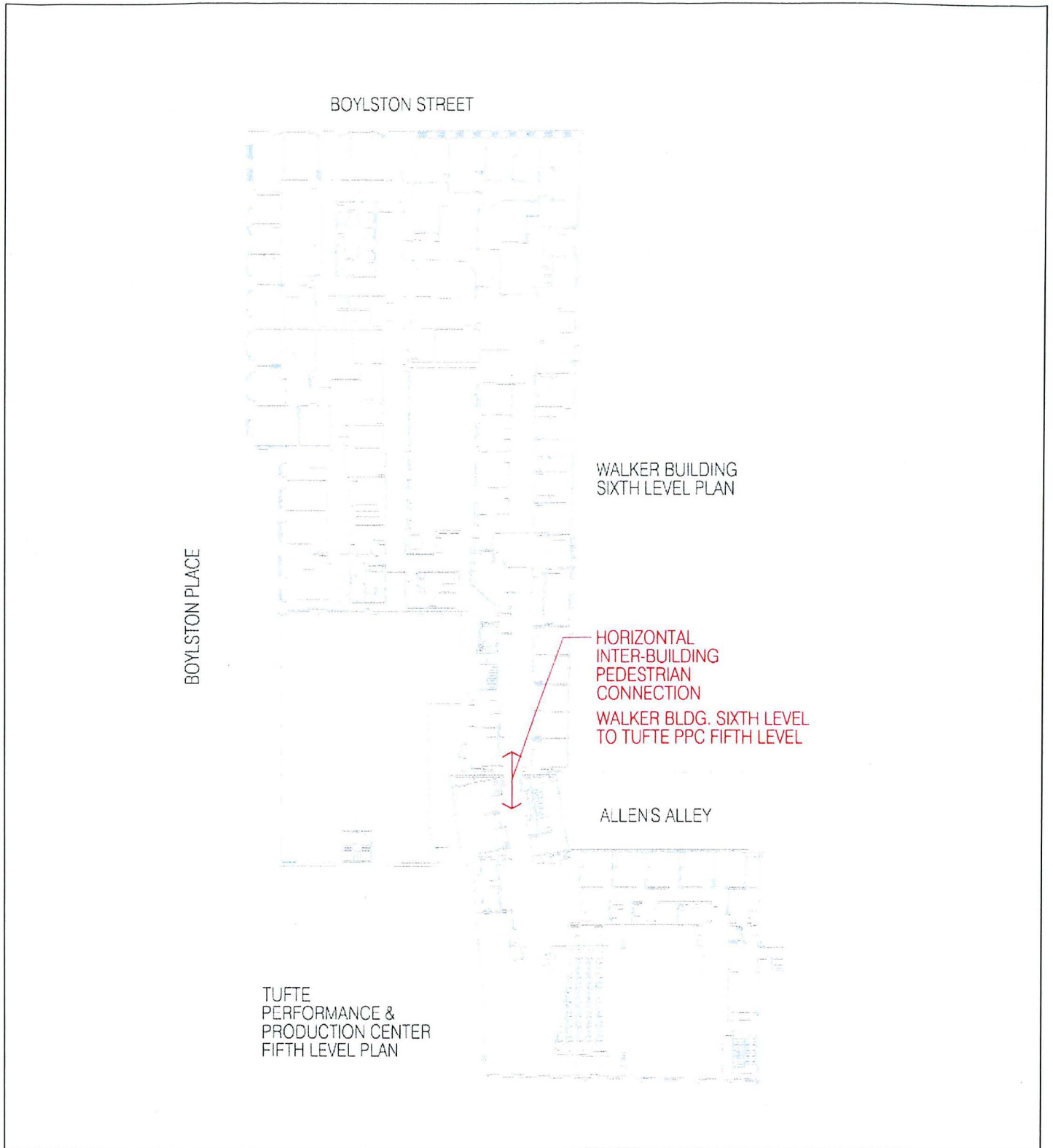


Figure 5.11 Inter-Building Pedestrian Connections (3 of 3)

5.2.5.1 Pedestrian Access

Boylston Street: Sidewalks on this street are generally 7 feet to 13 feet wide and constructed of concrete. The relatively few obstructions on the sidewalk include primarily sign poles and fire hydrants. Crosswalks are located on Tremont Street.

Tremont Street: These sidewalks are 10 feet wide in most places. There is no crosswalk on Tremont Street for either LaGrange Street or Allen's Alley. Crosswalks are marked at the Boylston Street intersection.

Tamworth Street: Sidewalk widths and quality vary considerably on Tamworth Street. The sidewalk on the east side of the street is almost 3 feet wide, while the sidewalk on the west side is little more than 2 feet wide. The asphalt sidewalk is in poor condition. There is no crosswalk at Boylston Street.

Allen's Alley: The sidewalks on the south side of Allen's Alley are narrow (i.e., under 3 feet wide) and the sidewalk on the north side ranges from 3 to 4 feet wide. The sidewalks are in disrepair and do not extend the full length of the alley. The south sidewalk ends 11 feet into the alley, while the northern sidewalk extends nearly 80 feet into the alley before ending.

LaGrange Street: The sidewalks of LaGrange Street are approximately 5.5 feet wide. The sidewalk is in adequate condition. There is no crosswalk at Tremont Street.

Carver Street: The sidewalks on Carver Street are narrow. The sidewalk on the east side is 4.5 feet wide, and the sidewalk on the west side is 4 feet wide. Concrete bollards installed in the sidewalk to discourage parking reduce the effective sidewalk width on the west side.

Boylston Place: This unique alley functions as a pedestrian way. Boylston Place is an all-brick alley providing access from Boylston Street to the State Transportation Building. Boylston Place is nearly 23 feet wide; a tall wrought-iron arch marks the entrance.

In summary, the effective width of sidewalks is narrowed by street furniture and lights, trees and tree grates, signs, doors that swing open, newspaper stands and mail boxes, etc. Nevertheless, sidewalks in the study area carry a high volume of pedestrians very safely and efficiently.

5.2.5.2 Pedestrian Analysis

Pedestrian level of service (LOS) at signalized intersections is determined through an analysis of crosswalk geometry, signal timing, and pedestrian volumes. The methodology for conducting the LOS analysis is based on the Transportation Research Board's 2000 *Highway Capacity Manual* (HCM). The LOS is based on the waiting time or delay pedestrians experience as they wait to enter the crosswalk and how much congestion or space there is on the crosswalk.

According to the HCM, the method for unsignalized intersections does not apply to zebra-striped crosswalks, because pedestrians (by Massachusetts state law) have the right-of-way. However, to provide a conservative estimate of potential pedestrian LOS, the methodology for two-way stop control (TWSC) intersections was used, as recommended in the HCM. The LOS represents delay (in seconds) at crosswalks, based on pedestrian volumes, walking speed, crosswalk geometry, and number of conflicting vehicles. This analysis assumes vehicles do not obey the law of yielding to pedestrians in the crosswalk. Therefore, pedestrians are assumed to wait for an adequate gap in traffic to cross. Delay is, of course, reduced when vehicles yield for pedestrians.

Table 5-5, 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 at a signalized intersection. 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. 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.

LOS*	Signalized Pedestrian Delay (seconds/person)	Unsignalized Pedestrian Delay (seconds)
A	<10	<5
B	≥10 and ≤20	>5 and ≤10
C	>20 and ≤30	≥10 and ≤20
D	>30 and ≤40	≥20 and ≤30
E	>40 and ≤60	≥30 and ≤45
F	>60	>45

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

Table 5-6 and **Figure 5-12** provide LOS criteria for average flow of pedestrians on walkways and sidewalks, which are used to determine the space LOS. Space LOS is only calculated for signalized intersections and does take pedestrian volumes into account. This LOS accounts for the storage space for pedestrians to wait on a sidewalk before crossing.

LOS	Space (square feet/person)	Flow Rate (persons/min/foot)	Speed (feet/second)	Volume to Capacity Ratio
A	>60	≤5	>4.25	≤0.21
B	>40 and ≤60	>5 and ≤7	>4.17 and ≤4.25	>0.21 and ≤0.31
C	>24 and ≤40	>7 and ≤10	>4.00 and ≤4.17	>0.31 and ≤0.44
D	>15 and ≤24	>10 and ≤15	>3.75 and ≤4.00	>0.44 and ≤0.65
E	>8 and ≤15	>15 and ≤23	>2.50 and ≤3.75	>0.65 and ≤1.0
F	≤8	Variable	≤2.50	Variable

A level of service (LOS) analysis was conducted to evaluate the existing and future pedestrian delay and space per pedestrian. BTD provided signal timing and phasing information used in the analysis. Only designated crosswalks were studied; i.e., jaywalking was observed and documented but not included in the LOS analysis. The A.M. and P.M. peak-hours were analyzed. **Table 5-7** summarizes existing A.M. and P.M. peak-hour delay and space LOS for all intersections in the project study area. The analysis worksheets are provided in the **Transportation Appendix**.

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 pedestrian 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

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 5.12 Illustration of Walkway Levels of Service

Table 5-7. Existing Conditions (2002) Peak-hour Pedestrian Conditions				
Intersection	A.M. Peak-hour		P.M. Peak-hour	
	LOS	Space LOS	LOS	Space LOS
<i>Signalized</i>				
Boylston Street/Tremont Street				
Boylston east crosswalk	C	A	C	A
Boylston west crosswalk	C	C	C	D
Tremont north crosswalk	A	A	A	A
Tremont south crosswalk	C	A	C	B
<i>Unsignalized</i>				
Boylston Street/Tamworth Street				
Tamworth crosswalk (unmarked)	A	A	A	A
Tremont Street/LaGrange Street/Allen's Alley				
Allen's Alley crosswalk (unmarked)	A	A	A	A
LaGrange crosswalk (unmarked)	A	A	A	A
Boylston Street/Carver Street				
Carver crosswalk (unmarked)	A	A	A	A
Boylston Street/Boylston Place				
Boylston Place crosswalk	A	A	A	A

As shown in the table, all signalized and unsignalized intersections in the study area operate at acceptable pedestrian LOS during the A.M. and P.M. peak hours.

The signalized intersection of Boylston Street and Tremont Street accommodates pedestrians in an exclusive pedestrian phase. In an exclusive pedestrian phase, all vehicles are stopped, and only pedestrians are allowed to cross. This means that pedestrians do not have to push a button to get a "WALK" sign. Based on the LOS analysis and field observations, pedestrians are accommodated by the existing signal timings. The total cycle length of the traffic signal is 80 seconds in the morning and 90 seconds in the evening. The exclusive pedestrian phase is 19 seconds, or 24 percent and 21 percent of the morning and evening cycles, respectively; the maximum wait time (while vehicular traffic has the right of way) is 60 to 70 seconds.

Pedestrians are adequately accommodated at the unsignalized intersections in the study area. However, crosswalk paint at most intersections is in poor condition. The above methodology for

unsignalized intersections is based on the analysis for two-way, stop-controlled intersections described previously.

The study area experiences a significant amount of jaywalking at signalized intersections and at locations where no crosswalks are provided. Pedestrians tend to ignore the signals and cross whenever they see a gap in traffic. As a result, vehicle congestion is increased and pedestrian safety decreased.

5.2.6 Bicycles

Emerson allows students who live in on-campus housing to store their bicycles in their rooms if they choose to do so. In addition, a bike room in the residence hall at 100 Beacon Street accommodates 25 bikes. There is also a room for ten bikes in the Ansin Building (180 Tremont St.) Currently, no other bicycle storage options (short-term or long-term) are offered in Emerson facilities at the Campus on the Common. Students are required to register their bikes with the College Public Safety Department.

The City of Boston is in the process of installing U-shaped bicycle racks at locations around the city. The two racks closest to the Campus on the Common are located at the intersections of Tremont Street and Avery Street and Washington Street and Avery Street. Bicycles have been observed locked to fences across Boylston Street on the Boston Common.

No bicycle paths currently exist in the study area. However, Washington, Tremont, Essex, and Kneeland streets all serve as on-street bicycle routes, according to the *Boston's Bike Map*, published by Rubel Bike Maps of Cambridge.

5.2.7 Public Transportation

Public transportation service to the project site is presented in **Figure 5-13** and **Table 5-8**. As shown, the site is well served by MBTA rapid transit, bus, and commuter rail service.

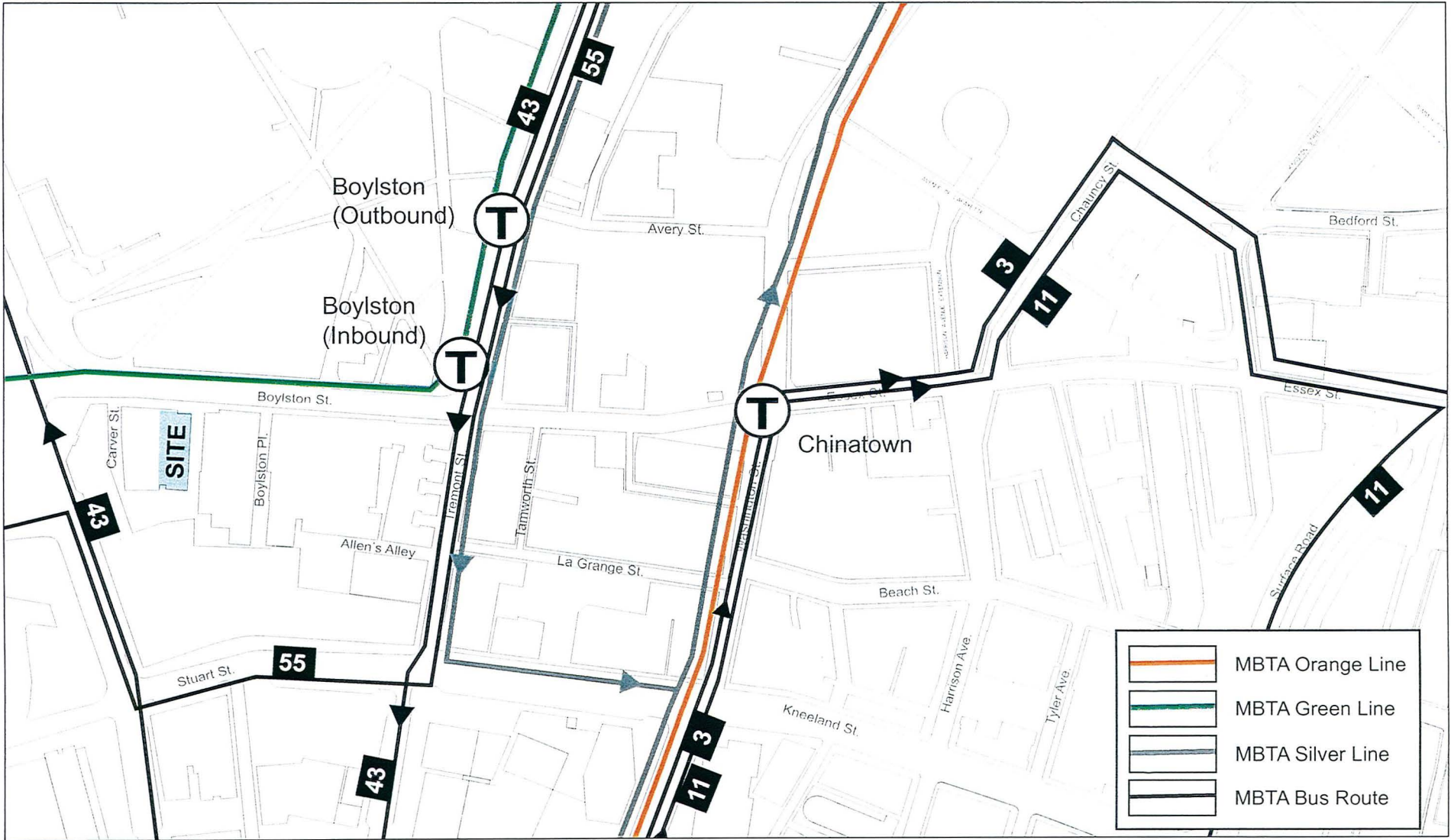


Figure 5.13 Public Transportation



Not to Scale

Table 5-8. Existing MBTA Transit Service in the Study Area

Rapid Transit Line	Origin–Destination	Rush-hour Frequency (min.)
Green Line	Lechmere–Boston College, Cleveland Circle, Riverside, Heath	5–9
Orange Line	Oak Grove–Forest Hills	4–5
Red Line	Alewife–Ashmont, Braintree	6–8
Bus Number	Origin–Destination	Rush-hour Frequency (min.)
3	City Point–Chinatown via BMIP	22
11	City Point–Downtown	6–11
43	Ruggles Station–Tremont Street	10
55	Jersey and Queensberry streets	30
Silver Line	Dudley Station–Downtown	5–6

The following sections further describe public transportation routes and schedules within close proximity of the project site.

5.2.7.1 MBTA Rapid Transit

In general, weekday and Saturday MBTA service is provided between 5:00 A.M. and 12:30 A.M. Sunday service is normally provided between 6:00 A.M. and 12:30 A.M. On Friday and Saturday nights, Night Owl buses run from 12:30 A.M. until 2:30 A.M. on the rapid transit subway routes. The Orange Line, which can be accessed at the Chinatown and New England Medical Center stations, runs in a north-south direction between Oak Grove and Forest Hills. The Orange Line provides access to Everett, Malden, and Medford to the north and the South End, Roxbury, and Jamaica Plain to the south. Train headways are approximately every 5 minutes during peak periods, 8 minutes during the mid-day, and 13 minutes in the latter part of the evening. Saturday and Sunday average daytime headways are 10 and 13 minutes, respectively.

The Green Line, which can be accessed at the Boylston Street station, provides service to East Cambridge to the northeast, and Allston-Brighton, Brookline, Newton, Jamaica Plain, and Mission Hill to the west and southwest. Green Line headways are approximately 5–9 minutes

during the weekday peak hour and 8–10 minutes during off-peak hours. Saturday and Sunday average daytime headways are 5–10 minutes. Each line provides direct connections to all other regional rapid transit facilities.

The Red Line is also conveniently located, a short walk to the north at Downtown Crossing, and offers service to Alewife station to the north and Ashmont and Braintree stations to the south. The existing rapid transit service to the area is summarized in **Figure 5-13**.

Three MBTA rapid transit stations are within walking distance of the project site. Chinatown Station on the Orange Line is located at the intersection of Washington, Boylston, and Essex streets and has handicapped accessibility for northbound (Oak Grove) riders only. New England Medical Center Station on the Orange Line is located on Washington Street south of the intersection of Washington, Stuart, and Kneeland streets. Elevators located on Washington Street connect with both northbound and southbound trains. Boylston station on the Green Line is located at the intersection of Tremont Street and Boylston Street at Boston Common. Handicapped accessibility is not available at this station. Park Street Station, to the north, is handicapped-accessible.

5.2.7.2 *MBTA Bus Service*

As **Figure 5-13** and **Table 5-8** show, 4 MBTA bus routes serve the study area. Bus rush-hour frequencies range from 6 to 30 minutes. Ridership information, the number of passengers per day, is provided for the entire bus route. MBTA does not have a detailed ridership breakdown by bus stop.

5.2.7.3 *MBTA Silver Line*

The Washington Street Replacement Service (the Silver Line) replaces the prior elevated Orange Line service that was relocated from Washington Street in 1987. The Silver Line also includes replacement service for the Route #49 bus. Currently, the interim Silver Line provides surface service between Dudley Square and Downtown Crossing. In the vicinity of the project site, the Silver Line operates northbound on Washington Street to Temple Street in Downtown Crossing and southbound on Tremont Street.

5.2.7.4 *MBTA Commuter Rail*

Commuter rail service at South Station can be accessed by a short walk or a transfer from one of the subway lines. South Station can be accessed from the Red Line, Back Bay station from the Orange Line, and North Station from the Green or Orange Line. Thirteen commuter rail lines provide service north, west, and south of the city.

5.2.7.5 *Other Bus Service*

Peter Pan Bus runs two buses daily from Worcester via Framingham and Brookline that stop at the State House near the site. The Coach Co. operates two buses daily from Epping and Plaistow, New Hampshire, to downtown Boston, stopping at Haymarket and Government Center.

Travel Pack runs a service from Boston to New York City daily. Buses leave from the corner of Beach Street and Harrison Avenue and operate seven days a week between 7:00 A.M. and 11:30 P.M.

5.2.7.6 *Emerson College MBTA Pass Program*

In Fall 2002, Emerson College initiated an MBTA transit pass program to make the purchase process more convenient and allow employees to take advantage of the associated tax benefits. The program is accessible to employees via the Internet. Passes are purchased on a pre-tax basis via an automatic paycheck deduction and mailed to the individual's home each month. At the

writing of this report, 66 faculty/staff employees had signed up for the transit pass program. The number of faculty/staff participants, however, is expected to increase as awareness about the program expands over the next few months. Students can purchase a semester (4-month) pass at an 11 percent discount. The student program has been in effect for over 10 years; 742 Emerson students purchased a semester pass in the fall of 2001 (see the **Transportation Appendix** for additional information).

5.2.8 Loading and Service Vehicles

Existing loading and service vehicles to the College include Emerson College public safety vehicles, the Emerson College shuttle bus, maintenance vehicles, and daily deliveries. All inter campus Emerson College public safety vehicle trips and Emerson Shuttle trips to the Back Bay will be eliminated with the new Piano Row Residence Hall. Existing service trips (vending, mail, and other deliveries) currently deliver to both the Back Bay as well as to the Little Building on the Campus on the Common. In addition, the consolidation of Emerson dining facilities from the Back Bay to the Little Building will also reduce associated deliveries that currently must service multiple locations.

Most off-street loading activity for the Campus on the Common will take place from either Allen's Alley or Carver Street. Allen's Alley currently provides construction access for the ongoing restoration of the Majestic Theatre and the new Tufts PPC directly behind it. Allen's Alley is also the primary service loading access for the Little Building student residences and dining hall. Existing loading and service volumes to Emerson College via Allen's Alley average 10 vehicles per day. Typically, loading and service vehicle trips are not scheduled during peak traffic hours.

Currently, loading operations at the State Transportation Building (STB) occur from Carver Street. A daily receiving log of loading and service vehicle activity was kept by the STB for the week of September 9-13, 2002 for the purposes of this study. The log sheets can be found in the **Transportation Appendix**. The logs recorded 25-30 vehicles per day accessing the STB

loading docks with an average parked time of 23-33 minutes. Less than 5 vehicles per hour arrived in the A.M. peak hour; the number arriving during the evening peak hour was negligible. Since there are parking spaces around the loading dock area, the peak hour count figures presented earlier in this chapter may show more than 5 vehicles entering/exiting Carver Street during the peak hour(s).

5.3 Evaluation of Long-term Transportation Impacts

The analysis of long-term transportation impacts examines the study area in 2012, ten years from the present. To separate the estimated project impacts from those of other developments that will take place independent of the residence hall project, traffic and pedestrian conditions were first assessed in 2012 assuming the project is not built (No-Build Conditions). Then, trips generated by the proposed residence hall project were added to the No-Build Condition and the analysis repeated to examine the impacts of the project-added vehicular and pedestrian traffic generated on the street and sidewalk network, parking availability, and the public transportation system (Build Condition).

5.3.1 Traffic Operations: No-Build Conditions

No-Build traffic conditions are independent of the proposed residence hall project and include all existing traffic and any new traffic resulting from other proposed projects in the area. Two procedures are used to determine background traffic growth. The first is to apply a general growth rate to account for changes in demographics, auto usage, and ownership. The second is to estimate traffic generated by planned new major developments.

5.3.1.1 Background Traffic Growth Rate

As specified by BTM, a background growth rate of 0.5 percent per year was applied to the 2002 weekday traffic volumes through 2012. This growth rate is consistent with factors used in other development traffic studies in this area. Over ten years, the background growth rate increases traffic approximately 5 percent over the existing volumes.

5.3.1.2 *Planned Development Projects*

Eight planned development projects were identified as likely to influence traffic conditions within the study area. A brief description of each of these projects is provided below with locations shown in **Figure 5-14**.

Loews Boston Hotel — The proposed Loews Boston Hotel will be a 25-story hotel, with approximately 390 rooms and suites, as well as meeting facilities, a swimming pool, and a health club. Two levels of below-grade parking will be provided for 121 vehicles. Emerson College will use a portion of the building as a rehearsal and performance space on a long-term lease. Trip generation and distribution for this project are documented in *Loews Boston Hotel, Draft Project Impact Report—Transportation Component*, Howard/Stein-Hudson Associates, March 2001.

Millennium Place — Millennium Place was analyzed in the *Notice of Project Change* as including up to 850 residential units; a hotel of approximately 325 rooms; a theater complex; a sports club; approximately 180,000 square feet of retail space; and an underground garage of approximately 1,400 spaces. Trip generation and distribution were documented in the *Millennium Place Supplemental Data for the Notice of Project Change (NPC)*, Vanasse Hangen Brustlin, Inc., September 1997. Although Millennium Place is now only partially occupied, the full trip generation was added to the study area to account for its full occupancy.

Opera House — The Boston Opera House project involves renovation of the existing, vacant, former opera house facility located at 539 Washington Street. The theater is expected to re-open in 2004–05. The proposed renovation will provide 2,500 seats. Vehicle trips to the Opera House for the A.M. peak hour are negligible. Trip generation and distribution were documented in the *Boston Opera House Renovation, Draft Project Impact Report—Transportation Component*, prepared by Howard/Stein-Hudson Associates in December 1999.

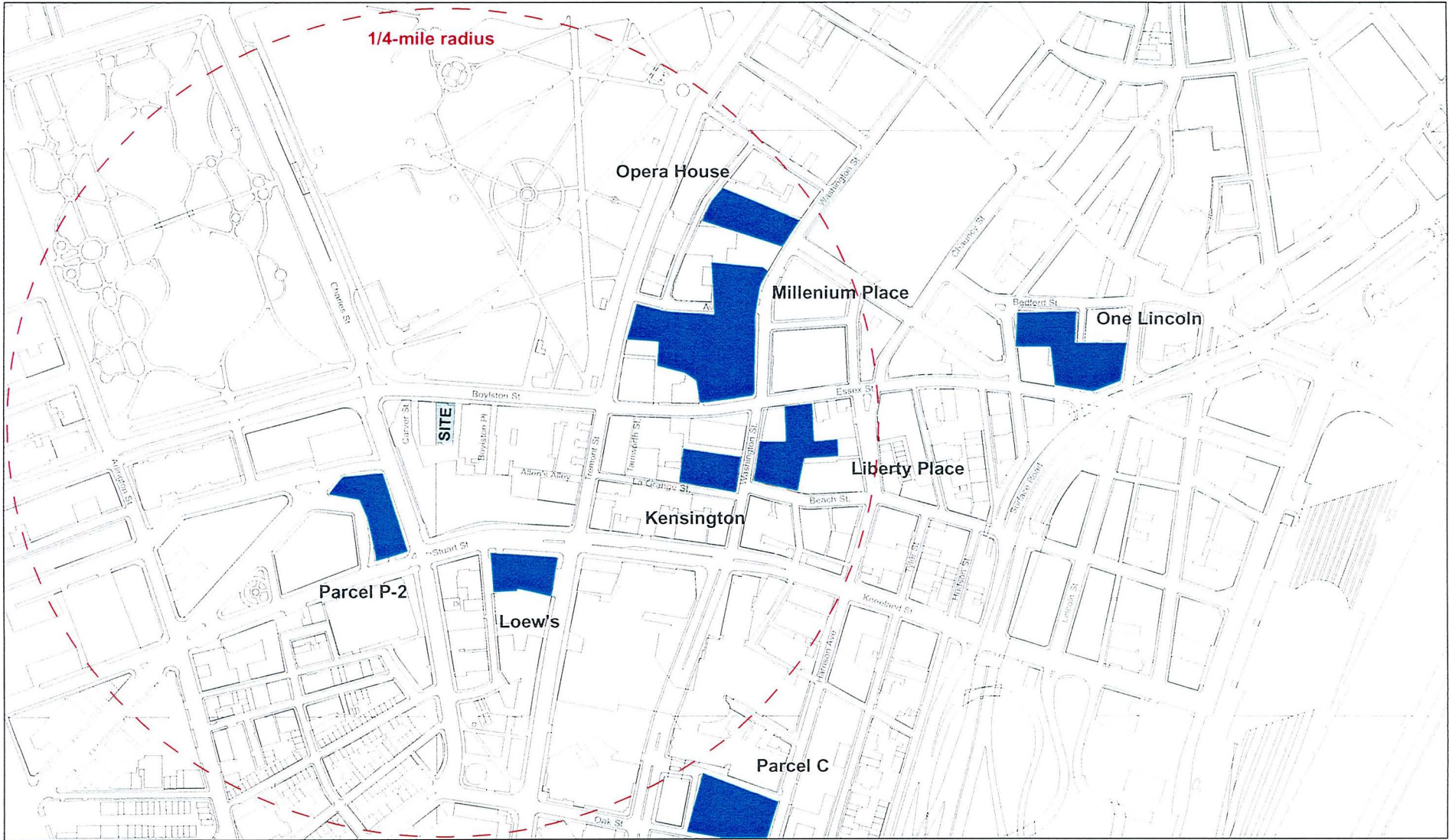


Figure 5.14 Proposed Projects In and Around the Study Area



Not to
Scale

Parcel P-2 — The components of this proposed project in Park Plaza will include up to 255 residential units, a 2,600-square-foot restaurant, and approximately 4,000 square feet of retail space. For purposes of the transportation impact assessment, the maximum building program was assessed as a maximum impact (i.e., worst-case) scenario. This revised building program, as outlined in the Notice of Project Change (October 18, 2000) is expected to produce less of an impact than that identified in the Project Notification Form/Environmental Notification Form: Transportation Overview, prepared by Howard/Stein-Hudson Associates in December 1999. Construction began in 2002.

One Lincoln Street — One Lincoln Street will be a 36-story building with approximately 917,000 square feet of office space, 35,000 square feet of retail space, and a five-story underground parking garage providing parking for approximately 920 vehicles. Trip generation and distribution are documented in *One Lincoln Street, Environmental Impact Report—Transportation Component*, prepared by Howard/Stein-Hudson Associates in January 2000. This project is currently under construction, with a scheduled opening in June 2003.

Parcel C — The proposed Parcel C project will contain over 338,000 square-feet of mixed-use with two levels of underground parking. It includes a total of 251 residential units, approximately 37,610 square feet of commercial space, and approximately 280 parking spaces. Trip generation and distribution are documented in *The Parcel C Project, Project Notification Form—Transportation Component*, prepared by Howard/Stein Hudson Associates in May 2001. Construction began in Fall 2002.

Liberty Place — The proposed Liberty Place project will consist of approximately 498,000 square feet of residential (444 units), 6,840 square feet of retail and restaurant, and approximately 500 parking spaces. Parking will include 1 story of below-grade and 8 stories of above-grade spaces. Of the 500 parking spaces, 135 spaces are designated for commercial use. Trip generation and distribution are documented in the *Liberty Place Project Impact Report—Transportation Component*, prepared by Vanasse & Associates, Inc., in December 2001.

Residences at Kensington Place – The Residences at Kensington Place is a proposed project of 421,000 square feet of residential space and approximately 7,000 square feet of ground-floor retail space located in the Midtown Cultural District at the intersection of Washington Street and LaGrange Street. The project will consist of 345 residential units on 31 floors. The project will also include a four-level, below-ground parking garage comprising approximately 334 spaces. Trip generation and distribution are documented in the *Residences at Kensington Place Draft Project Impact Report*, prepared by Howard/Stein-Hudson Associates in July 2002.

5.3.1.3 Transportation Plans

The following transportation improvements are proposed in the study area:

Silver Line — The Washington Street Replacement Service (the Silver Line) is proposed to replace the old elevated Orange Line service that was relocated from Washington Street in 1987. The scheduled 2010 completion of the Silver Line will provide service between Dudley Square station and Logan Airport via a tunnel connection between Boylston Station and South Station. Completion of the Silver Line will provide surface service on Washington Street until it enters the underground tunnel to the south of Kneeland Street. Below-grade service will continue through South Station and into South Boston where surface service will resume as the bus continues to Logan Airport. Service will be provided by articulated buses with 4-minute headways during peak hours. Stops in the vicinity of the project site will include the Chinatown, Boylston, and New England Medical Center stations.

As part of the Washington Street reconstruction, the MBTA will furnish and install new signal equipment at the intersections of Washington Street/Stuart Street/Kneeland Street and Boylston Street/Essex Street.

Millennium Place Mitigation — As part of the development of Millennium Place, the developer has contributed towards the following improvements in the study area, which are already complete or currently under construction:

- Boylston Street at Tremont Street: Furnish and install video surveillance and the supporting detection/communication system to include three cameras. Furnish and install a new controller and cabinet. Install conduit and system.

Kensington Place – The following mitigation measures are anticipated within the study area as part of the Residences at Kensington Place development:

- Tremont Street/LaGrange Street intersection: Install a new stop control for the west-bound approach and a pedestrian crosswalk across the LaGrange Street approach with an advance-warning sign to alert drivers to pedestrian activity.
- LaGrange Street: Modify to provide for two-way operation of LaGrange Street between Washington Street and the project driveway. Remove commercial parking on the south side of Beach Street to provide a through lane for vehicles entering LaGrange Street. Reduce the speed limit on Beach Street from 30 mph to 20 mph.

Although it may not be directly reflected in the capacity analysis, these improvements will significantly improve operations within the study area by ensuring optimal signal operation and providing the City with the ability to monitor real-time traffic operations and make signal adjustments as needed to improve traffic flow.

5.3.1.4 No-Build Traffic Operations

The 2012 No-Build weekday morning and evening peak-hour traffic volumes, which combine the background growth rate and vehicle trips generated by the projects proposed above, are presented in **Figure 5-15**. LOS analysis for No-Build Conditions, conducted using the method-

ology described for Existing Conditions, is presented in **Table 5-9**. Detailed Synchro LOS reports for No-Build Conditions are provided in the **Transportation Appendix**.

The analysis of traffic operations under No-Build Conditions shows that the combination of background growth and the proposed new developments results in relatively few impacts to the study area intersections. Under No-Build Conditions, the Boylston Street/Tremont Street intersection operates at LOS D in the P.M. peak hour and continues to operate at LOS C in the A.M. peak hour. The unsignalized intersections all continue to operate at LOS A during both the A.M. and P.M. peak hours.

Table 5-9. No-Build Conditions (2012) Peak-hour Intersection Operations				
Intersection	A.M. Peak-hour		P.M. Peak-hour	
	LOS	Delay	LOS	Delay
<i>Signalized</i>				
Boylston Street/Tremont Street	C	30.7	D	40.8
Boylston EB thru/right	D	44.8	D	53.6
Tremont SB left/thru/right	B	19.8	C	34.4
<i>Unsignalized</i>				
Boylston Street/Tamworth Street	A	0.0	A	0.0
Boylston EB thru/right	A	0.0	A	0.0
Tamworth NB right	B	10.6	A	0.0
Tremont Street/LaGrange Street/Allen's Alley	A	1.1	A	0.5
Allen's Alley EB right	A	9.6	A	0.0
LaGrange WB left	C	22.3	D	26.0
Tremont SB left/thru/right	A	0.2	A	0.2
Boylston Street/Carver Street	A	0.1	A	0.1
Boylston EB thru/right	A	0.0	A	0.0
Boylston WB left/thru	A	0.0	A	0.0
Carver NB left/right	C	17.7	C	21.1

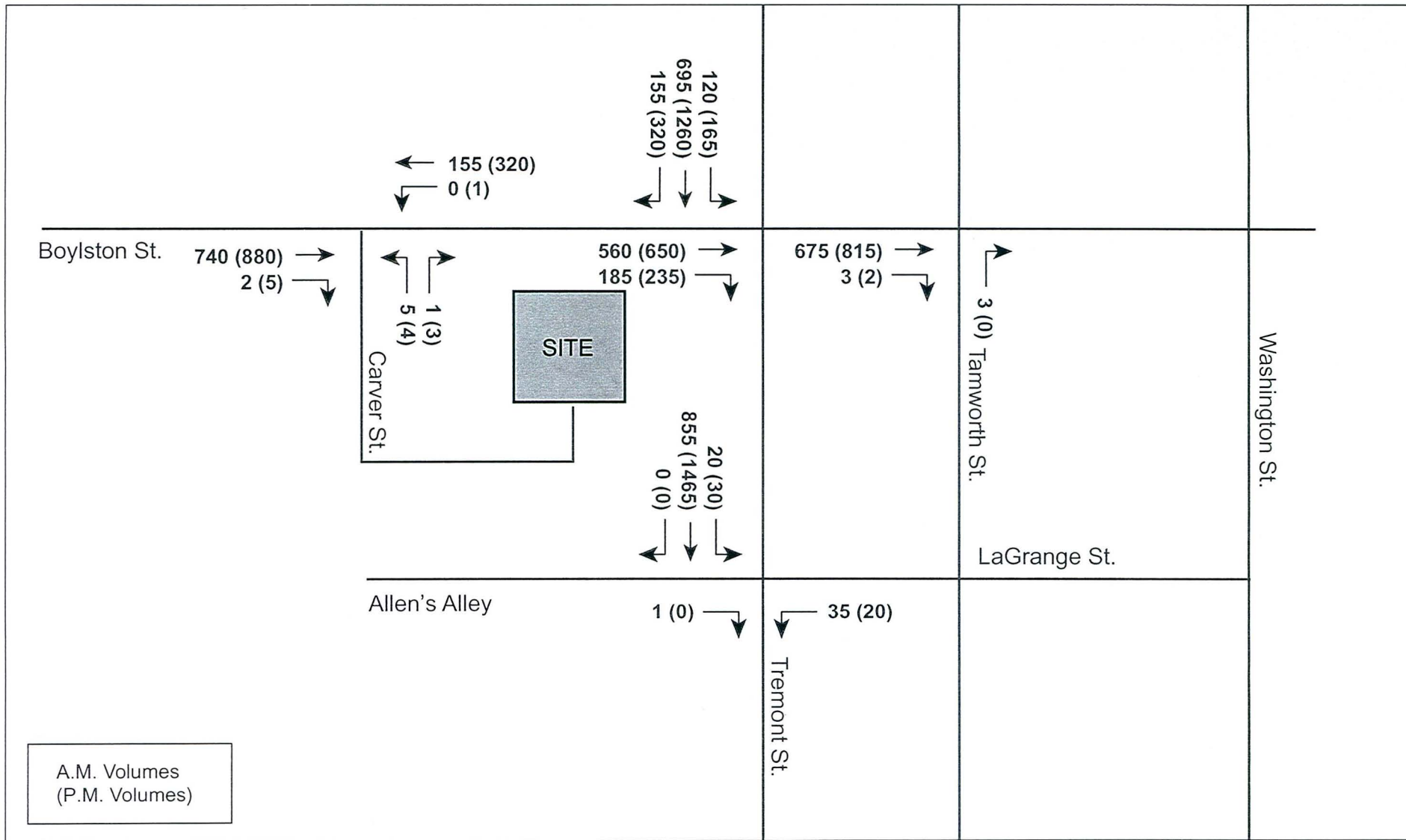


Figure 5.15 No-Build Conditions (2012) Peak-hour Traffic Volumes



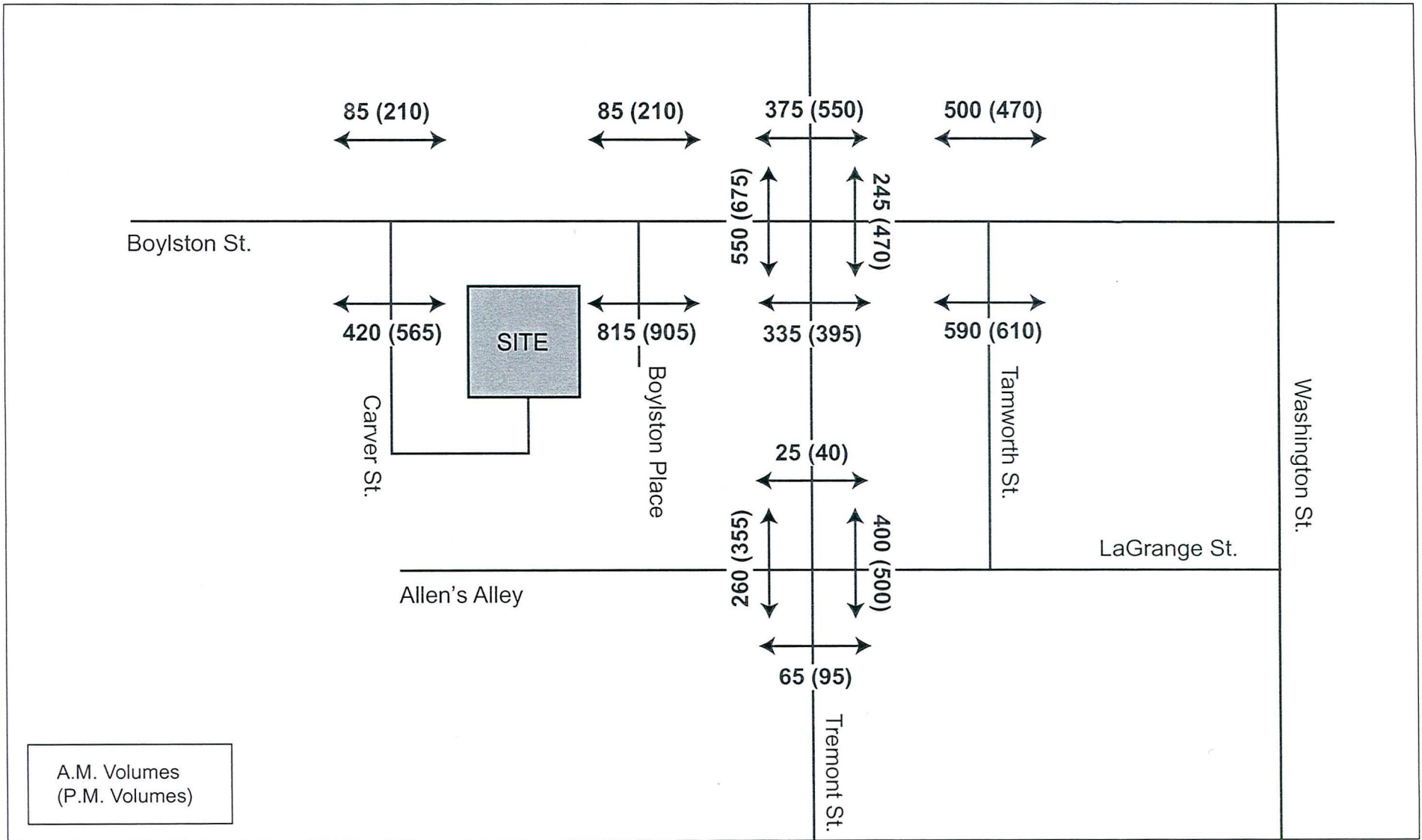
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5.3.1.5 No-Build Pedestrian Conditions

A background growth rate of 1.5 percent per year was applied to the existing pedestrian volumes, as approved by BTB. No-Build pedestrian LOS was calculated using the methodology described for the Existing Conditions analysis. Pedestrian volumes are shown in **Figure 5-16**, and analysis results are presented in **Table 5-10**. See the **Transportation Appendix** for the worksheets used in this calculation.

The analysis of pedestrian conditions in the No-Build scenario shows that the background growth results in relatively few impacts to pedestrian conditions in the study area.

Table 5-10. No-Build Conditions (2012) Peak-hour Pedestrian Level of Service				
Intersection	A.M. Peak-hour		P.M. Peak-hour	
	LOS	Space LOS	LOS	Space LOS
<i>Signalized</i>				
Boylston Street/Tremont Street				
Boylston east crosswalk	C	A	C	B
Boylston west crosswalk	C	C	C	D
Tremont north crosswalk	C	A	A	A
Tremont south crosswalk	C	A	C	B
<i>Unsignalized</i>				
Boylston Street/Tamworth Street				
Tamworth crosswalk (unmarked)	A	A	A	A
Tremont Street/LaGrange Street/Allen's Alley				
Allen's Alley crosswalk (unmarked)	A	A	A	A
LaGrange crosswalk (unmarked)	A	A	A	A
Boylston Street/Carver Street				
Carver crosswalk (unmarked)	A	A	A	A
Boylston Street/Boylston Place				
Boylston Place crosswalk	A	A	A	A



A.M. Volumes
(P.M. Volumes)

Figure 5.16 No-Build Conditions (2012) Peak-hour Pedestrian Volumes



Not to
Scale

5.3.2 Traffic Operations: Build Conditions

In accordance with the Emerson IMP, construction of the Piano Row Residence Hall is not intended as a vehicle to increase existing student enrollment. Rather, the proposed dormitory will consolidate existing residential facilities now located in the Back Bay and provide +/-126 additional beds, allowing more students to live on campus. The new Student Center and Dean of Students Office will relocate about 15 employees from the Back Bay to the Campus on the Common. Emerson College currently comprises the population shown in **Table 5-11**.

	Part-Time	Full-Time	Full-Time Equivalents
Faculty	206	124	217
Staff	19	333	346
Undergraduate Students	123	2,826	2,879
Graduate Students	214	713	487
Continuing Education Students	432	31	100

The only new project included in this IMP is the Piano Row Residence Hall. Emerson has purchased a 15,000-square-foot lot at 144–156 Boylston Street and is planning to build a 14-story residence hall and Student Center there. The proposed facility will include space for inter-collegiate and recreational athletics and other student activities. The new hall will significantly increase the availability of on-campus housing for students by providing 586 student-beds (460 in Back Bay today). The University’s proposed residence hall on Boylston Street would house 460 students who currently walk or ride the shuttle between the Back Bay and the Campus on the Common, and 126 who currently live off-campus and are likely to travel to the campus via public transportation.

Factors that will influence campus travel patterns include:

- location and availability of food service;
- high parking costs; and
- lack of on-site parking.

Emerson College will discourage faculty and students from driving by providing no parking on the campus. Public parking garages near the campus charge up to \$25.00 per day.

5.3.2.1 *Site Access and Circulation*

The site plan for the proposed project is shown in **Figure 5-17**. Vehicular access to the Piano Row Residence Hall will be from Carver Street or Boylston Street. Pedestrian access will be provided primarily from Boylston Street.

5.3.2.2 *Proposed Project-related Traffic*

The proposed Build scenario assumes construction of approximately 20,000 square feet of student center space (nearly identical in size to the existing facility at 96 Beacon Street), a gymnasium with seating for 500–600 spectators, a small café, and 586 student beds. Vehicular loading access to and egress from the project site will be provided from Carver Street. Traffic associated with the proposed development will have the greatest impact to the surrounding area during the A.M. and P.M. peak hours (due to student trips to and from class and the campus dining facilities).

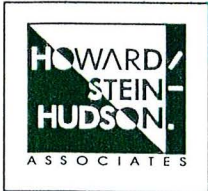
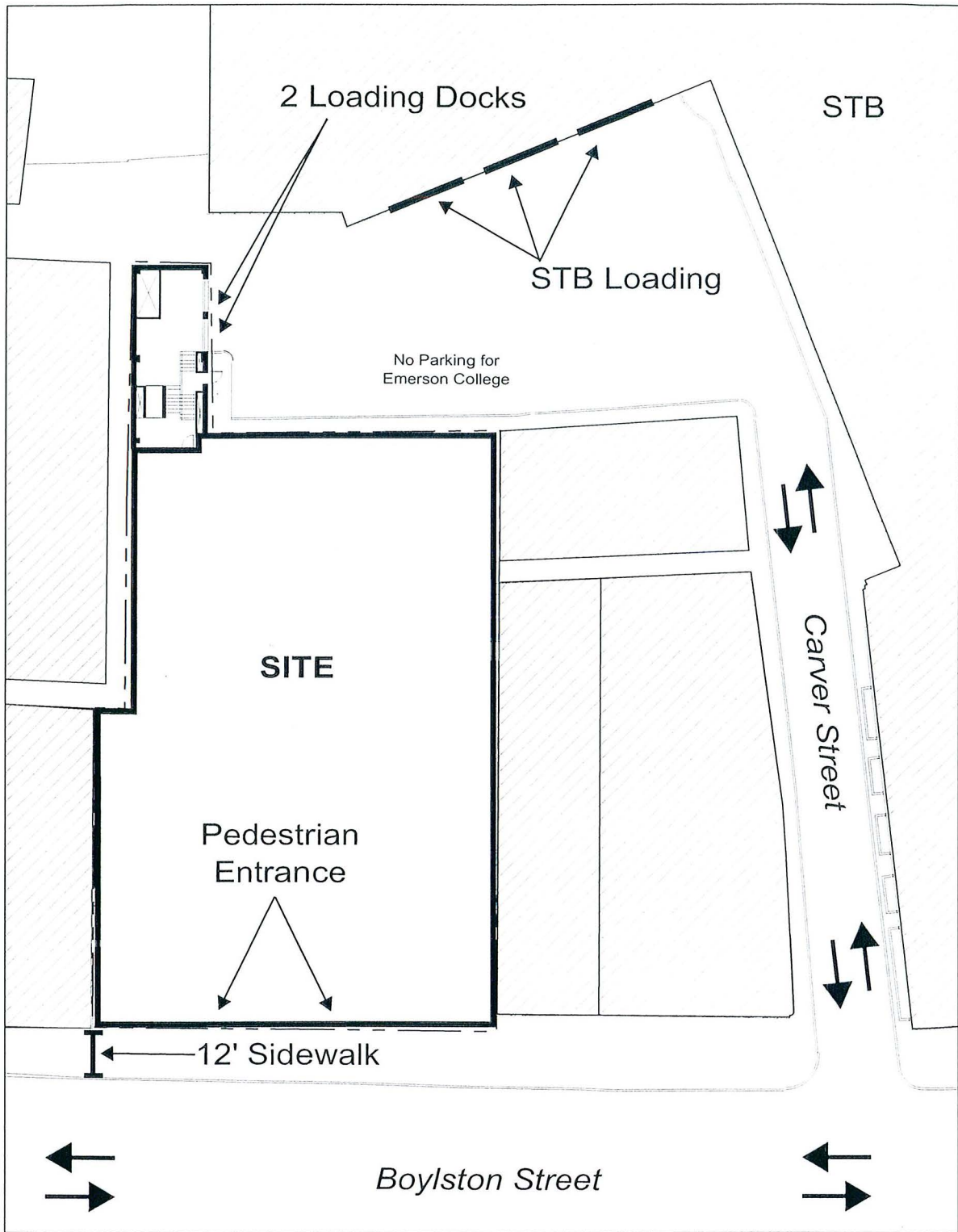


Figure 5.17 Proposed Site Plan



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5.3.2.3 *Trip Generation*

Since the IMP primarily involves consolidation of existing facilities in the Back Bay, counts were performed at these locations as a best estimate of the number of trips that the proposed project will generate during peak hours. Peak-period counts were conducted at the 224-bed residence hall at 100 Beacon Street. To reflect the difference in size between the existing and proposed residence halls, the count data were factored by 2.6 (586 beds/224 beds) to generate person trips for the proposed facility. For the calculation of daily trips, a rate of 6.23 trips per student bed was applied to the Piano Row Residence Hall project (Source: *Suffolk University IMP*). The count data are included in the **Transportation Appendix**.

Peak-period counts were also conducted at Emerson's existing student center, located at 96 Beacon Street, to estimate trips for the proposed space. The new student center will house various administrative office uses, including the office of the Dean of Students. A student café will be open from 7:00 A.M. to 8:00 P.M. Monday through Friday, and 10:00 A.M. to 7:00 P.M. on Saturdays and Sundays. No factors were applied to generate person trips for the student center, since the size and function are comparable for the existing and proposed spaces.

Emerson College will host about 20 games total at the 500–600-seat gymnasium for its Division 3 women's volleyball, men's basketball, and women's basketball teams. The seasons occur between mid-September and early March. The College currently leases gym space from the Boston Public Schools. Based on the travel patterns of games played today, the new gymnasium is not expected to generate a measurable level of peak-period trips. The majority of spectators will be Emerson students, most of whom will walk. Many of the 25 to 50 spectators from visiting teams will arrive by transit, since many of the opposing teams are also located in Boston. All games will be scheduled at 7:00 P.M. or 7:30 P.M., with most occurring on weekends. Nearly all spectators are expected to arrive after 6:00 P.M., as evening rush hour is ending and nearby parking facilities begin to empty. Therefore, no peak hour trips for the gymnasium use are projected.

The Piano Row Residence Hall will not have its own dining facilities, which will reduce the required site-related loading activity to occur from Carver Street. Also, the proposed café is not expected to be a destination-type facility based on its size and function. It will serve Emerson students and college-affiliated persons only—primarily residents of the proposed project. For full meals, residents will walk to the Little Building to the existing dining hall. Based on this assumption, additional person trips were not generated for the café use.

The person trips calculated for the proposed Piano Row Residence Hall are given in **Table 5-12**. The field counts and adjustments are provided in the *Transportation Appendix*.

	Piano Row (586 beds)		Student Center		Gymnasium		Total	
	In	Out	In	Out	In	Out	In	Out
A.M. peak hour	21	54	10	3	--	--	31	57
P.M. peak hour	168	150	17	18	--	--	185	168

Today, Emerson has four facilities in the Back Bay, each with unique loading and service vehicle activity that would be combined into a single building. The Back Bay dining halls will be consolidated into the existing facility in the Little Building. Trip reductions include approximately 24 inter-campus shuttle trips per day, 24 campus security vehicle trips, and various numbers of dining hall and service-related trips. Also, congestion related to the annual move-in/move-out periods will be eliminated as the Back Bay facilities are converted to non-College uses. The increase in on-campus housing will also contribute to a reduction in travel demand. About 126 students who currently live off-campus and are likely to travel to school via the MBTA would now live within a few minutes' walk of all campus buildings.

However, to keep the analysis conservative, these vehicle and transit trip reductions were not subtracted from the new trips generated under Build Conditions.

5.3.2.4 Mode Split

The mode split shown in **Table 5-13** for the existing Emerson College population was estimated in two ways. For the student population, mode splits are taken from the *Suffolk University Institutional Master Plan* (July 2001). The mode splits calculated in this report were derived from actual student surveys. Since both campuses have similar locations in downtown Boston relative to transit service, the Suffolk University mode splits for students are believed to be applicable to Emerson. Mode splits were distinguished for full-time undergraduate students living both on- and off-campus. The drive alone mode split for on-campus residents is conservatively estimated at 5 percent (similar to the *Suffolk University IMP*). These would be primarily students who live on campus but work part-time at a location to which they generally drive. Although no parking will be provided and most students will walk to and from Emerson’s proposed residence hall, some residents will occasionally use automobiles under special circumstances, such as handicapped students or others with occasional pick-up or drop-off needs.

Full/ Part-Time	Student	Walk	Transit	Drive Alone	Carpool
Part	Undergraduate	12	69	16	2
Part	Graduate/Continuing Education	9	48	38	4
Full	Undergraduate (off-campus)	17	76	7	0
Full	Undergraduate (on-campus)	89	6	5	0
Full	Graduate	9	74	14	2
Full/Part	Faculty and Staff	11	53	28	8

Sources: *Suffolk University IMP*, July 2001 (students), and Emerson Rideshare Data, 2001 (employees).

For faculty and staff, the mode split was calculated from Emerson’s Fall 2001 Rideshare survey. A direct employee and staff survey was conducted to estimate the mode split for the Rideshare program. The Rideshare forms are presented in the **Transportation Appendix**.

Applying the mode split percentages in **Table 5-13** to the person trips calculated in **Table 5-12** results in the trips by mode shown in **Table 5-14**. The trip generation data in the table below are based on full occupancy of the residence hall and relocation of 15 employees to the new Student Center and Dean of Students Office. It is important to note that the trips generated by the pro-

posed project are not new trips; the trips shown below are instead relocated from the Back Bay and other off-campus locations as additional students choose to live on campus. However, for the conservative purposes of the analysis, these trips were applied as new trips to the study area.

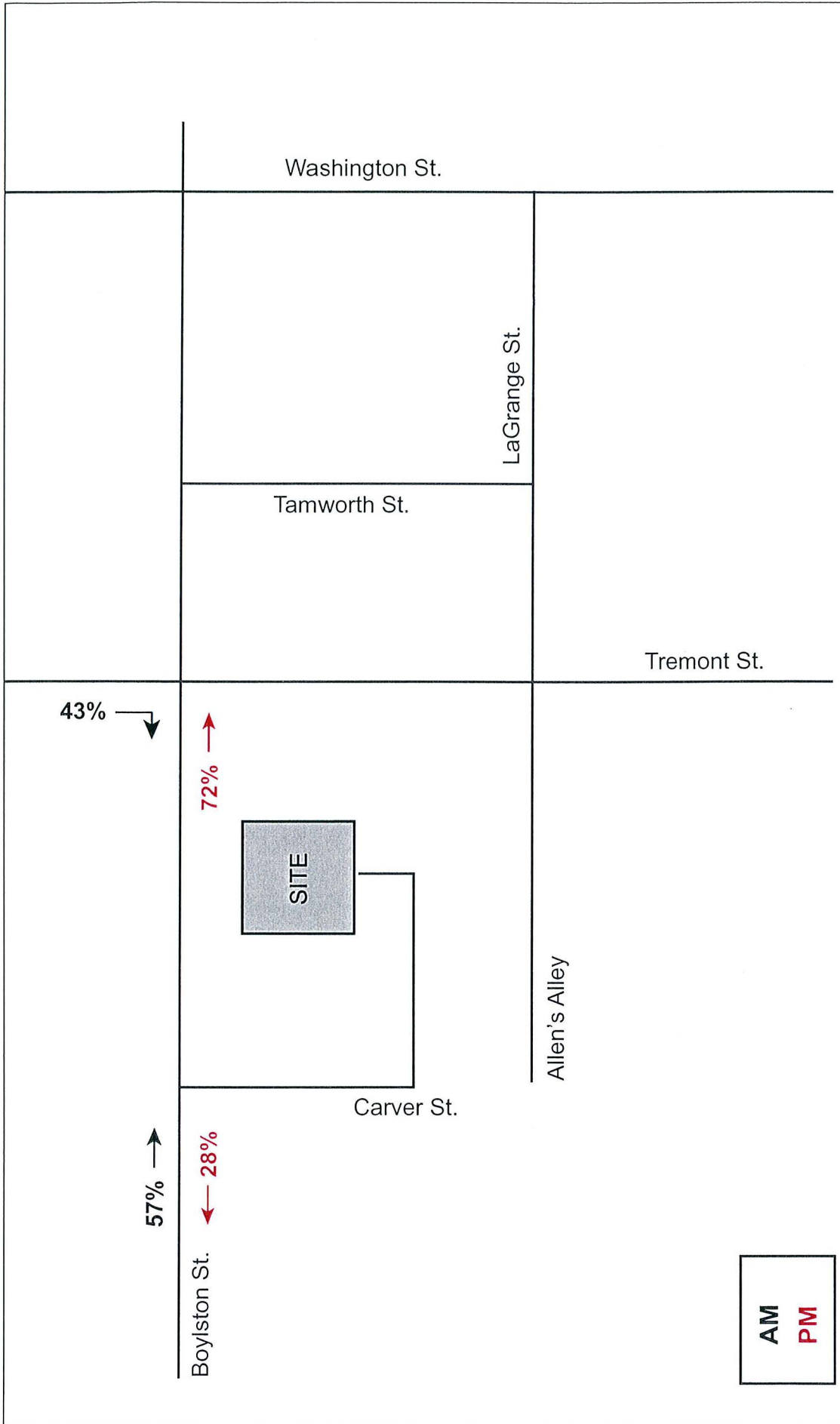
Walk Trips	Transit Trips	Drive-alone Trips	Carpool Trips
<i>Daily Trips</i>			
3,737	252	165	10
<i>A.M. Peak Hour Trips</i>			
68	11	14	1
<i>P.M. Peak Hour Trips</i>			
287	38	21	3

The project will generate approximately 15 vehicle trips in the A.M. peak hour and 24 vehicle trips during the P.M. peak hour, respectively. Vehicle destinations include drop-off trips, pass-by trips, and trips to the parking facilities in the surrounding area.

5.3.2.5 Trip Distribution

Regional vehicular trip distribution was developed from 1990 Census Journey to Work data. This is consistent with the anticipated trip distribution for the proposed Liberty Place project on Washington Street. Based on these trip distribution assumptions, the project-added trips were assigned to the adjacent street network using the arrival and departure routes presented in **Figure 5-18** and summarized in **Table 5-15**. **Figure 5-19** shows the project trips distributed to the study intersections.

Route	Percentage
To/from west (Massachusetts Turnpike)	43%
To/from south (Southeast Expressway)	29%
To/from north (Central Artery) and northwest (Storrow Drive)	28%
Total	100%



AM
PM

Figure 5.18 Vehicle Trip Distribution

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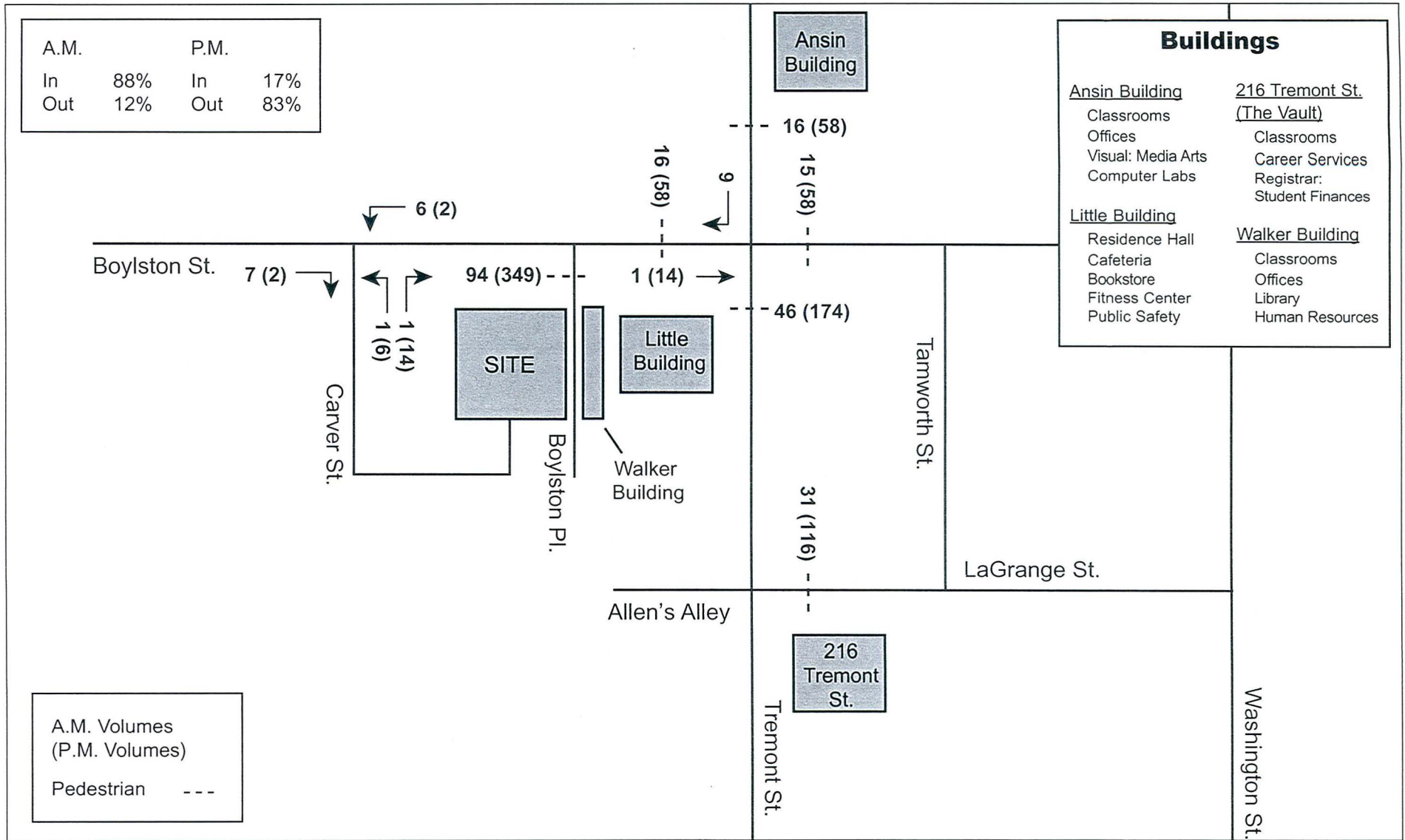


Figure 5.19 Project Trip Generation

HOWARD STEIN HUDSON ASSOCIATE

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5.3.2.6 *Build Traffic Operations*

Traffic operations under 2012 Build Conditions are determined by adding the trips generated by the proposed residence hall to the 2012 No-Build Conditions.

Results of this analysis are summarized in **Table 5-16**. The 2012 Build A.M. and P.M. peak-hour traffic volumes with the proposed development are presented in **Figure 5-20**. No significant impacts to the study area intersections occur under Build Conditions. The signalized intersection of Boylston Street/Tremont Street continues to operate at LOS C in the A.M. peak hour and LOS D in the P.M. peak hour. All unsignalized intersections continue to operate at LOS A in both A.M. and P.M. peak hours. Calculation sheets can be found in the **Transportation Appendix**.

Table 5-16. Build Conditions (2012) Peak-hour Intersection Operations				
Intersection	A.M. Peak-hour		P.M. Peak-hour	
	LOS	Delay	LOS	Delay
<i>Signalized</i>				
Boylston Street/Tremont Street	C	30.7	D	42.1
Boylston EB thru/right	D	45.0	E	57.1
Tremont SB left/thru/right	B	19.8	C	34.5
<i>Unsignalized</i>				
Boylston Street/Tamworth Street	A	0.0	A	0.0
Boylston EB thru/right	A	0.0	A	0.0
Tamworth NB right	B	10.7	A	0.0
Tremont Street/LaGrange Street/Allen's Alley	A	1.1	A	0.5
Allen's Alley EB right	A	9.6	A	0.0
LaGrange WB left	C	22.3	D	26.0
Tremont SB left/thru/right	A	0.2	A	0.2
Boylston Street/Carver Street	A	0.2	A	0.5
Boylston EB thru/right	A	0.0	A	0.0
Boylston WB left/thru	A	0.4	A	0.1
Carver NB left/right	C	17.5	C	18.9

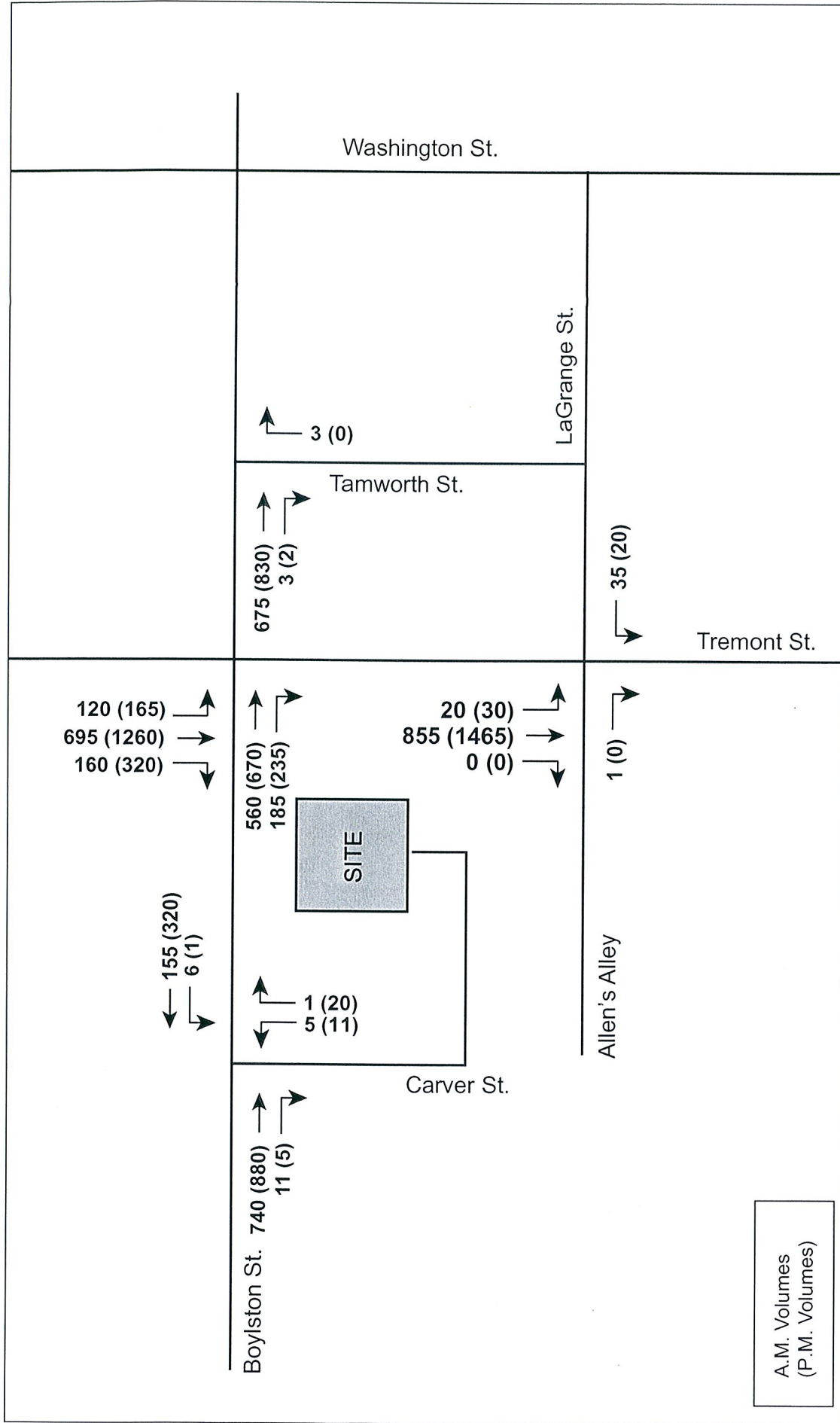
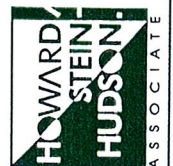


Figure 5.20 Build Conditions (2012) Peak-hour Traffic Volumes

Not to Scale



5.3.3 Parking Impacts

The Boston Air Pollution Control Commission (BAPCC) administers “parking freezes” that cap all or part of the parking supply in a geographic area. Boston’s parking freezes are included in the State Implementation Plan, approved by the U.S. Environmental Protection Agency. Since 1973, downtown Boston has been subject to a “freeze” on commercial parking as a means to reduce air pollution; it sets a cap on public, off-street parking. The parking freeze in Boston proper allows the BAPCC to grant exemption for certain types of spaces, such as residential or employee, based on need (Source: *Parking in Boston*, BTD).

According to the Emerson College IMP, no new parking will be constructed for this project for student or staff use.

5.3.4 Pedestrian Impacts

On a daily basis, the proposed residence hall is likely to generate 94 pedestrian trips in the A.M. peak hour and 349 pedestrian trips in the P.M. peak hour. Pedestrian volumes include trips by all modes, since no on-site parking is provided and transit users will walk to and from their station or bus stop. The Piano Row Residence Hall will result in increased pedestrian traffic on Boylston Street and other adjacent streets. However, not all of this activity is new to the area, since some of these trips are associated with existing student activities. Furthermore, the new residence hall will add pedestrian activity to the area on evenings and weekends, making the streets less deserted, putting “eyes on the street,” and increasing safety. Moreover, the proposed pedestrian activity is well within acceptable levels of service for urban sidewalks. Pedestrian trips in the study area for Build Conditions are shown in **Figure 5-21**.

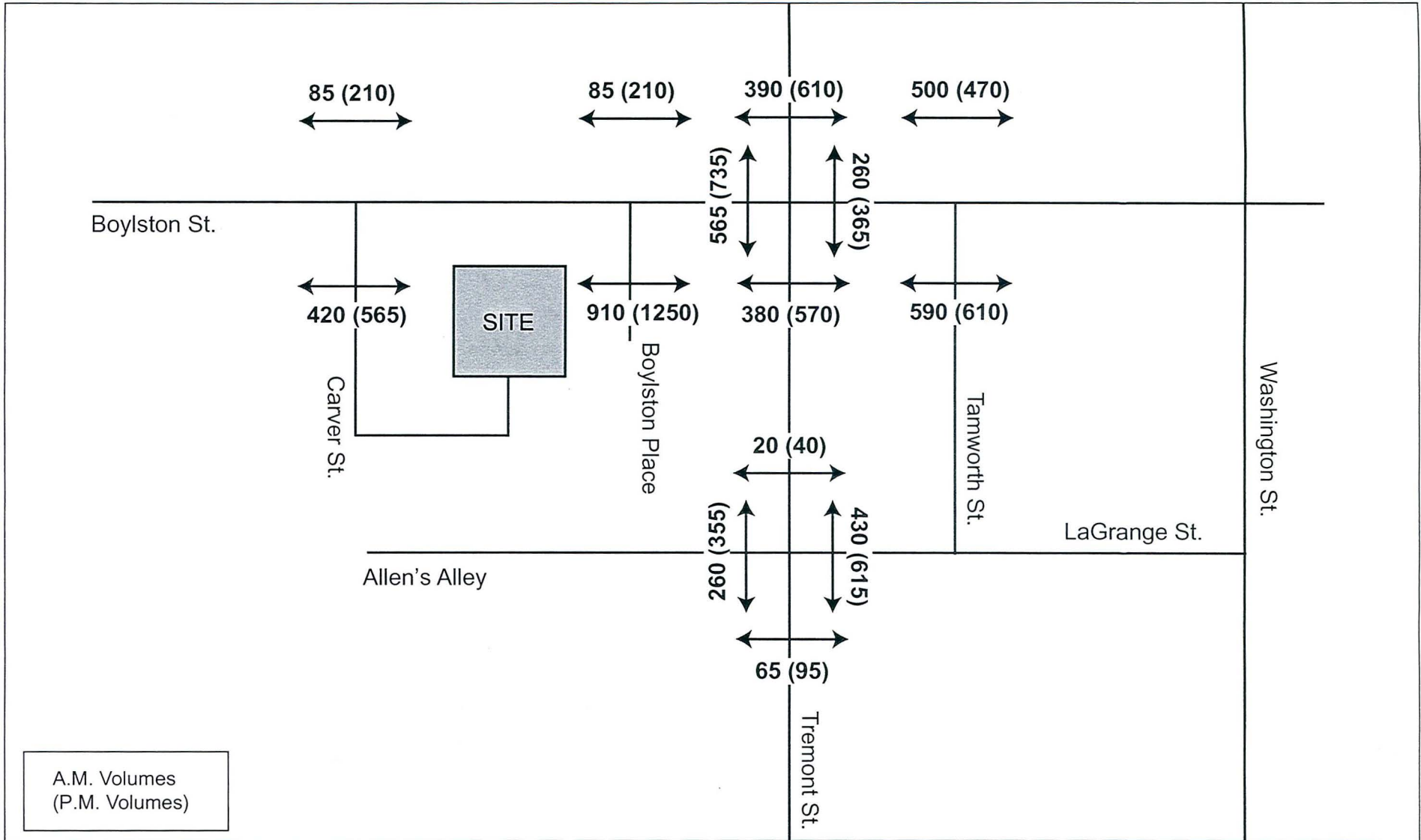




Figure 5.21 Build Conditions (2012) Peak-hour Pedestrian Volumes



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Although the level of pedestrian activity associated with the residence hall will exceed the activity levels of the existing vacant lot, the residence hall will not result in significant surges in activity such as might be expected of an office building. Although the sidewalk along Boylston Street may be congested at periodic times between 9:00 A.M. and 4:00 P.M., conditions will not be significantly different as a result of the campus consolidation. Students have varying schedules that tend to spread out trips over the course of the day. Classes for Emerson College undergraduate full-time students begin at 8:00 A.M. and continue until 5:45 P.M. See the **Transportation Appendix** for the current class schedule.

Emerson's dining hall in the Little Building is open from 7:00 A.M. to 9:00 P.M. Monday through Thursday, from 7:00 A.M. to 8:00 P.M. on Fridays, and from 11:00 A.M. to 7:00 P.M. on Saturdays and Sundays. Consequently, because students can dine when they wish and spread the load on the dining hall, pedestrian movements will be distributed throughout the 14-hour period on weekdays.

By introducing 24-hour residential activity into this area, the project will improve security for those currently using the area's sidewalks. Streetscape and lighting improvements will be made to LaGrange Street and Boylston Square as part of the Kensington Residences project to create a safe and attractive pedestrian environment for existing and new pedestrians. **Table 5-17** shows the pedestrian LOS for the A.M. and P.M. peak hours. The calculation sheets are provided in the **Transportation Appendix**.

It is also important to note that the foregoing calculations are based on the academic year--September to May. For the months of June, July, and August, Emerson's modest summer school programs would have even less impact on vehicular or pedestrian LOS's. With the proposed development, pedestrian operations will be maintained at acceptable levels of service.

Table 5-17. Build Conditions (2012) Peak-hour Pedestrian Level of Service				
Intersection	A.M. Peak-hour		P.M. Peak-hour	
	LOS	Space LOS	LOS	Space LOS
<i>Signalized</i>				
Boylston Street/Tremont Street				
Boylston east crosswalk	C	A	C	B
Boylston west crosswalk	C	C	C	D
Tremont north crosswalk	A	A	A	A
Tremont south crosswalk	C	A	C	C
<i>Unsignalized</i>				
Boylston Street/Tamworth Street				
Tamworth crosswalk (unmarked)	A	A	A	A
Tremont Street/LaGrange Street/Allen's Alley				
Allen's Alley crosswalk (unmarked)	A	A	A	A
LaGrange crosswalk (unmarked)	A	A	A	A
Boylston Street/Carver Street				
Carver crosswalk (unmarked)	A	A	A	A
Boylston Street/Boylston Place				
Boylston Place crosswalk	A	A	A	A

5.3.5 Bicycle Impacts

The relocation of approximately 600 students and employees will require provisions for additional secure bicycle storage. Emerson's plans to accommodate the campus needs for long-term and short-term bicycle storage are further described in **Section 5.4.1**.

5.3.6 Transit Impacts

The residence hall project will generate about 252 daily transit trips to and from the new residence hall by students going to work, social events, and academic facilities. The trips will be distributed between the Chinatown, New England Medical Center, and Boylston transit lines—all within a short walking distance from the project. Trips will also be distributed onto the Silver Line and nearby bus lines. Fifteen buses per hour will pass the project site. The nature of class schedules also spreads ridership to off-peak hours. Since the reduction in transit trips resulting

from the increase in on-campus housing was conservatively discounted, the transit system should be more than adequate to accommodate any net new transit trips generated by the project.

Emerson College encourages transit use by students, faculty, and staff. The existing MBTA pass program will be continued in the future with hopes of increasing numbers of student and staff participation.

5.3.7 Impacts of Service Vehicles

Article 38 of the Boston Zoning Code defers to Article 24 for regulations governing off-street loading facilities for all projects not subject to Large Project Review. The provision and design of off-street loading facilities for projects subject to Large Project review are determined through such review. According to Article 24, Off-street Loading, multi-family residential projects are considered Group 1 uses and, as such, do not require any loading bays. When required by the Zoning Code, Article 24 defines that loading bays should be a minimum of 10 feet wide, 25 feet long, and 14 feet high, exclusive of maneuvering areas and access drives. Loading bays within 50 feet of a residential district must be enclosed if the use regularly involves night operations.

Loading docks for the State Transportation Building and loading docks for the Piano Row Residence Hall will all be accessed from Carver Street. The State Transportation Building supports the new residence hall proposed by Emerson and plans to sign a Memorandum of Agreement (MOA) that will define the shared use of Carver Street during the construction period for loading activities. In the future, a second MOA dealing with daily loading operations is likely to be developed to include stipulations about loading dock hours, truck sizes, anticipated volumes, and move-in/move-out procedures so that effective coordination can occur. The types of deliveries expected include mail trucks, package delivery trucks, and trucks delivering items for the limited on-site food services. All deliveries except those by Sysco will be made with single-unit trucks and vans. Move-in/move-out procedures will be carefully coordinated between the STB and Emerson College to prevent interruptions to deliveries.

On average, about 10 to 12 trucks per day will make deliveries at the new residence hall 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 5-18**.

Table 5-18. New Residence Hall Estimated Vehicular Deliveries	
Type	Frequency
Food service	3 or 4 per week (vendors, food service, linens, etc.)
USPS mail	2 per day for two weeks in September and January; otherwise by foot
Recycling/trash	2 per week

Source: Emerson College data on existing residence halls.

Emerson College will discourage service and delivery vehicles from loading/unloading along the curbside loading areas on Boylston Street. It is expected that all loading operations will occur at the Piano Row Residence Hall loading bay area.

Figure 5-22 shows the proposed Piano Row Residence Hall loading dock access at the State Transportation Building. The entering and exiting turning path for a typical large truck (AASHTO WB-30) is shown. Since Carver Street currently provides access to delivery and garbage trucks for the STB, the existing roadway width and clearances are adequate for service and delivery trucks that will access the proposed loading docks in the rear of the building.

5.3.8 Emergency Vehicle Access

Primary emergency vehicle access to the Piano Row Residence Hall will be from Boylston Street with secondary access from Carver Street.

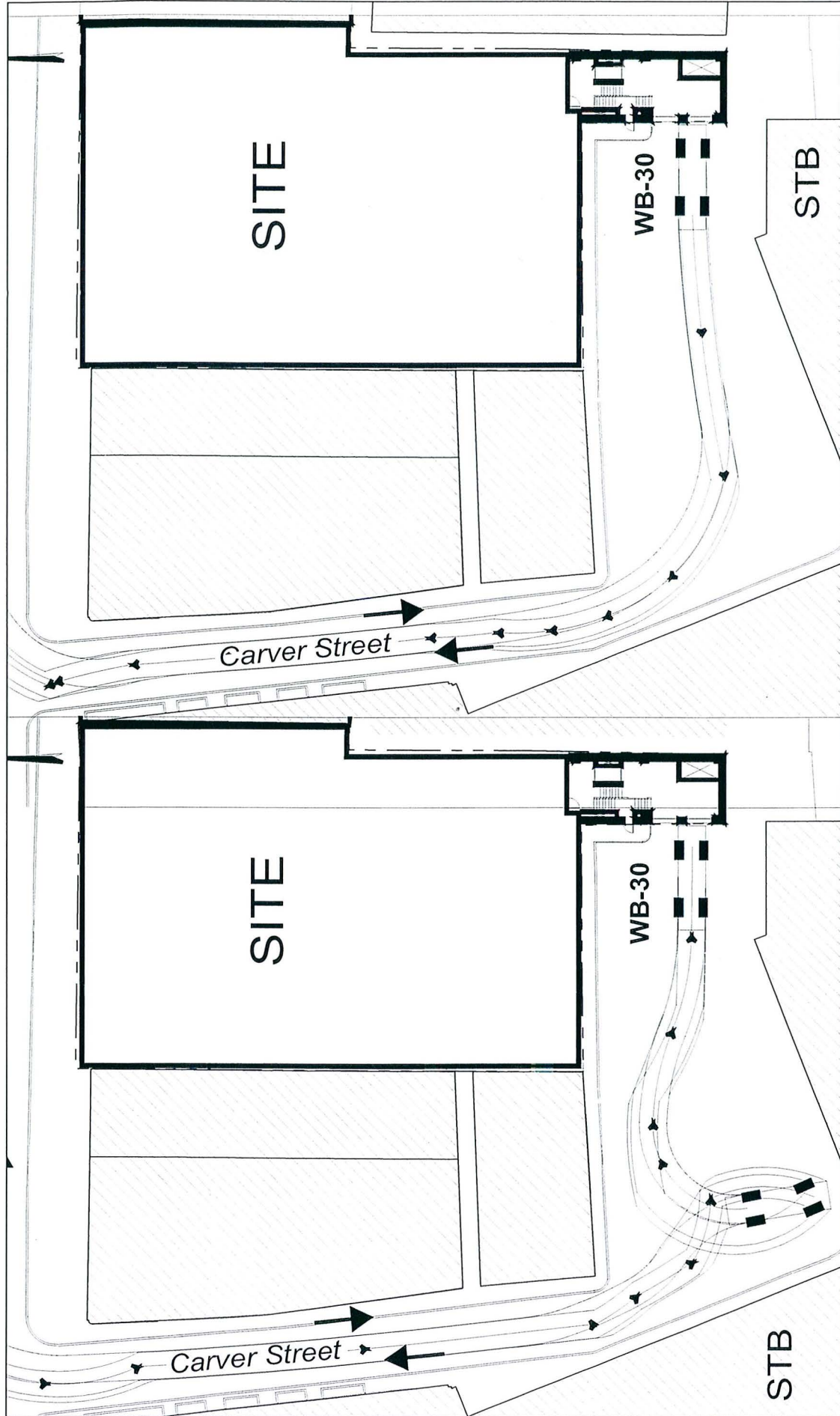


Figure 5.22 Loading Facilities Plan



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5.3.9 Student Move-in/Move-out Procedures

The move-in process of students into the Piano Row Residence Hall will be carefully controlled by the College. Emerson will manage the move-in process to minimize traffic and parking impacts and general disruption in the neighborhood. The move-in plan includes the following provisions:

- A staggered, three-day move-in period will take place over Labor Day weekend according to students' last name. Students will be informed which day they will be allowed to move in and will be turned away if they arrive early. Emerson will send students a map of the area showing the move-in procedures and nearby parking garages for parents to park after unloading so they can visit with their children.
- Emerson will coordinate with the State Transportation Building to access the loading dock and parking area off Carver Street to allow cars access to the residence hall.
- Cars will be assigned access times to the Carver Street loading area alphabetically and will be denied access if arriving late and/or early to the area.
- Emerson student volunteers will help parents and students load their goods into large, laundry supply-type hampers that will be taken by elevator to the students' rooms.
- Cars will be moved quickly after they are unloaded to allow efficient access to the loading area.
- Move-out periods are not as busy, due to the staggered nature of final exams and a generous grace period for vacating the dorm.

5.4 Transportation Mitigation Program

The project's proposal for zero parking spaces is the most effective and aggressive component of transportation mitigation. By continuing to provide parking spaces for only a fraction of faculty and staff, combined with the cost and availability of public parking in the area, Emerson College is effectively encouraging alternative modes of travel. To supplement this practice, several transportation demand management strategies are identified in the next section as part of this IMP.

5.4.1 Transportation Demand Management

Due to excellent transit access and the proximity of the project site to downtown, it is likely that transit and walking will be the primary modes used for work and for most shopping trips destined to the on-site retail uses and home-based trips leaving the project. To further encourage use of modes of transportation other than single-occupancy vehicles, thereby reducing roadway congestion, parking demand, and vehicle emissions, the Proponent is committed to implementing Transportation Demand Management (TDM) measures. The proposed project's TDM measures will include the following:

- Making MBTA route and schedule information available to residents to encourage transit use;
- Promoting the Emerson MBTA T-pass program for all students, faculty, and staff;
- Providing a secure bicycle storage area, to accommodate at least 50 bicycles to encourage student-residents and employees to use bicycling as an alternative mode of transportation;

- Working with the City of Boston to supply bicycle racks on the Boston Common near Boylston Street for student-commuters as part of the Boston Parks and Recreation Department's Master Plan;
- Providing pedestrian amenities and improved access to the project to encourage pedestrian trips;
- Providing no net increase in parking in or around the new residence hall for students, faculty, or staff;
- Scheduling Emerson College gymnasium spectator events during non-peak period hours (typically, games will begin at 7:00 P.M. and 7:30 P.M.); and

5.4.2 Parking Management

To strengthen Emerson's commitment to discouraging resident students from keeping automobiles in Boston, the *Residence Life Handbook* (starting 2002) will contain a statement strongly discouraging resident students from keeping a car in Boston while at school. This message is already part of the fall orientation program for new students. Information on the "walkability" of Boston, transit services, and the congestion and high cost of parking in Boston is included in this statement as supporting rationale.

6. Urban Design and Historic Resources

6.0 URBAN DESIGN AND HISTORIC RESOURCES

6.1 Introduction

Article 80 and the BRA's Scoping Determination of the IMPNF each required that a section in the IMP include the urban design goals for the campus and the compatibility with historic resources.

6.2 Urban Design Guidelines

6.2.1 Emerson College Campus

The Emerson College campus, as previously stated, is presently located in the Back Bay/Beacon Hill area as well as in the Midtown Cultural District. The entire campus will be relocated to the Midtown Cultural District after the completion of the new Piano Residence Hall and the sale of the remaining Back Bay/Beacon Hill properties.

Emerson College is an urban campus with no visible boundary line defining its campus borders. Instead, the College is integrated throughout the East and West Campuses where the students participate in the every day work environment of the City and its surrounding elements.

The design principles utilized by Emerson College are dependent largely on the particular location of its proposed projects in the Midtown Cultural District. The College owned numerous historic buildings in the Back Bay and therefore understands the sensitivity surrounding the historic nature of the buildings in the vicinity of the proposed Piano Row Residence Hall. Since the College purchased its properties in the Midtown Cultural District, each building has been renovated and/or restored to full utilization. Emerson has always respected the urban landscape of its campus environment and the College will continue to utilize design concepts that blend into the urban context of the Midtown Cultural District.

6.2.1 Proposed Dormitory

6.2.2.1 Building Scale

The proposed dormitory will be approximately 129.5' in height, as measured from the Boylston Street sidewalk to the top of the roof. There will be no setbacks in this vertical dimension on the Boylston Street wall.

The architectural enclosure that incorporates all rooftop appurtenances, including elevator overrun housing, fire stairs and mechanical equipment will be set back from the Boylston Street parapet as required under zoning and will not contribute to the building height calculation. The extent of the enclosure will not exceed the zoning regulation of one-third of the roof area.

The mass and floor plate of the proposed dormitory will substantially fill the configuration of the site, except on either side, which will be set back approximately fifteen feet. This is consistent with the condominium project previously approved by the BRA for this site. These setbacks provide natural light and ventilation to both the dormitory rooms and to the abutters.

The proposed dormitory will respond to the scale of the neighborhood in three distinct ways:

- The scale at the street and second level directly relate to the size and proportion of the openings of the adjacent buildings on the first block of Boylston Street.
(Figure 4-1)
- The bay windows arranged on the principal face of the building will respect the size, proportion and fenestration of those bay windows surrounding the project.
- Architectural devices such as material changes, moldings and cornice elements will be employed to give scale to the building façade and recall elements found in surrounding buildings.

In addition to the scale-related responses indicated above, the building will adopt the pattern set by its Boylston Street neighbors by organizing its elevation into a base, middle and a top. The base includes the first two floors, of which contain the main entrance, retail entrance and second floor student café overlooking the Boston Common. All these functions will contribute directly to the vitality of Boylston Street. The middle locates the alternating rhythm of bay and vertical columns of windows for the residential floors. The top, joining the last two floors of windows creates a distinctive device to terminate the façade.

6.2.2.2 Street Fronts

The Boylston streetwall will be both re-established and enhanced by the proposed dormitory. Street level elements, including a retail component fenestration, building materials and lighting will all be organized to enhance this continuity. A street level retail component will bring additional vitality to the street life in this area of Boylston Street.

6.2.2.3 Architectural Character

The Piano Row sub-district of the Midtown Cultural District is rich in architectural history and style. The proposed dormitory will draw inspiration from this context; yet clearly present a building vocabulary of its time. It will respect its neighbors but will not appear as a historical copy of them. Building materials will reflect the character and quality of the surrounding buildings and will reveal an appropriate level of detail in this context.

6.3 Historic and Architectural Resources

6.3.1 Historic Resources

Emerson College is an urban institution of higher education currently relocating its campus from the Back Bay/Beacon Hill to the Midtown Cultural District. The relocation has been mentioned throughout the IMP but the importance of the buildings Emerson once owned and the buildings they have recently purchased in the Midtown Cultural District are significant in their own right.

The College has preserved, restored and maintained several historic properties and in recognition, the Boston Society of Architects (BSA) awarded its annual 'Historic Preservation Award' in 2001 to Emerson College for its "bold and timely realization of the potential in underutilized historic buildings to create a truly urban campus" and its "exemplary standard of care for the Emerson Majestic Theatre, the Little Building, and other historic properties." **Table 6-1** lists properties and districts in the State and National Registers of Historic Places, which are also displayed in **Figure 6-1**.

A description of these historic properties and districts follows:

The Boylston Building (China Trade Center)

At 2-22 Boylston Street is a six-story sandstone office and warehouse block constructed in 1887 for the Boylston Market Association. It was designed by architect Carl Fehmer in the Romanesque and Renaissance Revival styles. It replaced an earlier market building on the site designed by Charles Bulfinch. The building is a Boston Landmark.

The Boston Young Men's Christian Union

48 Boylston was designed by noted Boston architect Nathaniel J. Bradlee in 1875 and is significant as an example of one of Boston's few surviving High Victorian Gothic buildings. The BYMCU was founded by Harvard students in 1851 as a religious discussion group, and the building originally contained retail ground floor space, an auditorium, library, gymnasium, social and game rooms, and the BYMCU office. The building is a Boston Landmark.

The Hayden Building

681 Washington Street is significant as the only remaining commercial building in Boston designed by H.H. Richardson. Constructed in 1876, the five-story building exhibits Richardson's characteristic Romanesque Revival style and the use of rusticated masonry. The building is a Boston Landmark.

The Liberty Tree Historic District

Consists of six buildings clustered at the corner of Washington and Essex Streets. The area is significant historically as the location of the Liberty Tree of Revolutionary War fame and, architecturally, as a small-scale ensemble of mid to late-nineteenth century commercial buildings, several of individual distinction. The centerpiece of the historic district is the circa 1850 **Liberty Tree Building** (628-636 Washington Street and 1-9 Essex Street), a rare pre-fire downtown commercial building which is individually listed on the State and National Registers, and is also a Boston Landmark.

The Beach-Knapp Historic District

Is comprised of six buildings at the intersection of Beach and Knapp Streets that reflect the historical development of the area from residential in the mid-1800s to mixed commercial and light industrial/warehouse uses. The earliest buildings at 5 and 7 Knapp Street are circa 1835 Greek Revival style dwellings. The three loft buildings, constructed in the period between 1885 and 1906, are architecturally significant as examples of the Victorian Commercial.

The Dill Building

11-25 Stuart Street constructed between 1886-1888, is significant as a fine example of the simple, well-proportioned brick loft buildings constructed in the Beach/Kneeland/Knapp Streets area during the later portion of the nineteenth century. In the late nineteenth and early twentieth centuries, the building housed clothing manufacturers and a furniture dealer.

The Jacob Wirth Building

31 Stuart Street constructed circa 1844-45, is a rare survivor of the brick bow-fronted residences that once existed in this area of the City. Since 1868 it has housed a restaurant and bar that has become a Boston institution. The building is a Boston Landmark.

The Piano Row Historic District

Is located along Boylston and Tremont Streets from Park Square to Avery Street and is comprised of 29 buildings that are significant for their association with the City's musical life and music related industries. In the nineteenth and early twentieth centuries Boston was a national center for piano building and music publishing. Significant properties within the historic district include Steinert Hall (162 Boylston Street), the Vose and Sons Piano Company Building (158-160 Boylston Street), the E.A. Starck Piano Company Building (154-156 Boylston), the Colonial Theater (106 Boylston Street), and the Wurlitzer Company (100 Boylston Street).

The Piano Row Historic District also includes Clarence Blackall's Little Building (74-94 Boylston Street) of 1917, the 1897-98 Hotel Touraine (62 Boylston Street) by Winslow & Wetherell, and the Union Warren Savings Bank (216-218 Tremont Street) constructed in 1925 in the Renaissance Revival Style.

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.

6.4 Compatibility with Historic Structures

Situated in the historic Back Bay and the Midtown Cultural District, Emerson College has a rich architectural heritage. The College takes pride in all of its buildings and strives to maintain their historic and artistic integrity and will continue this stewardship with the design of the Piano Row Residence Hall.

The site for the proposed Piano Row project is a blighted, vacant lot located directly across from the Boylston Street edge of the Boston Common.

The Piano Row project will have a positive urban design impact on the surrounding neighborhood by completing the street wall of this once very active part of Boylston Street and constructing a building that will blend with the existing architecture of the Midtown Cultural District.

A more detailed description of the proposed design for the project can be found earlier in this chapter in section 6.2.2.1.

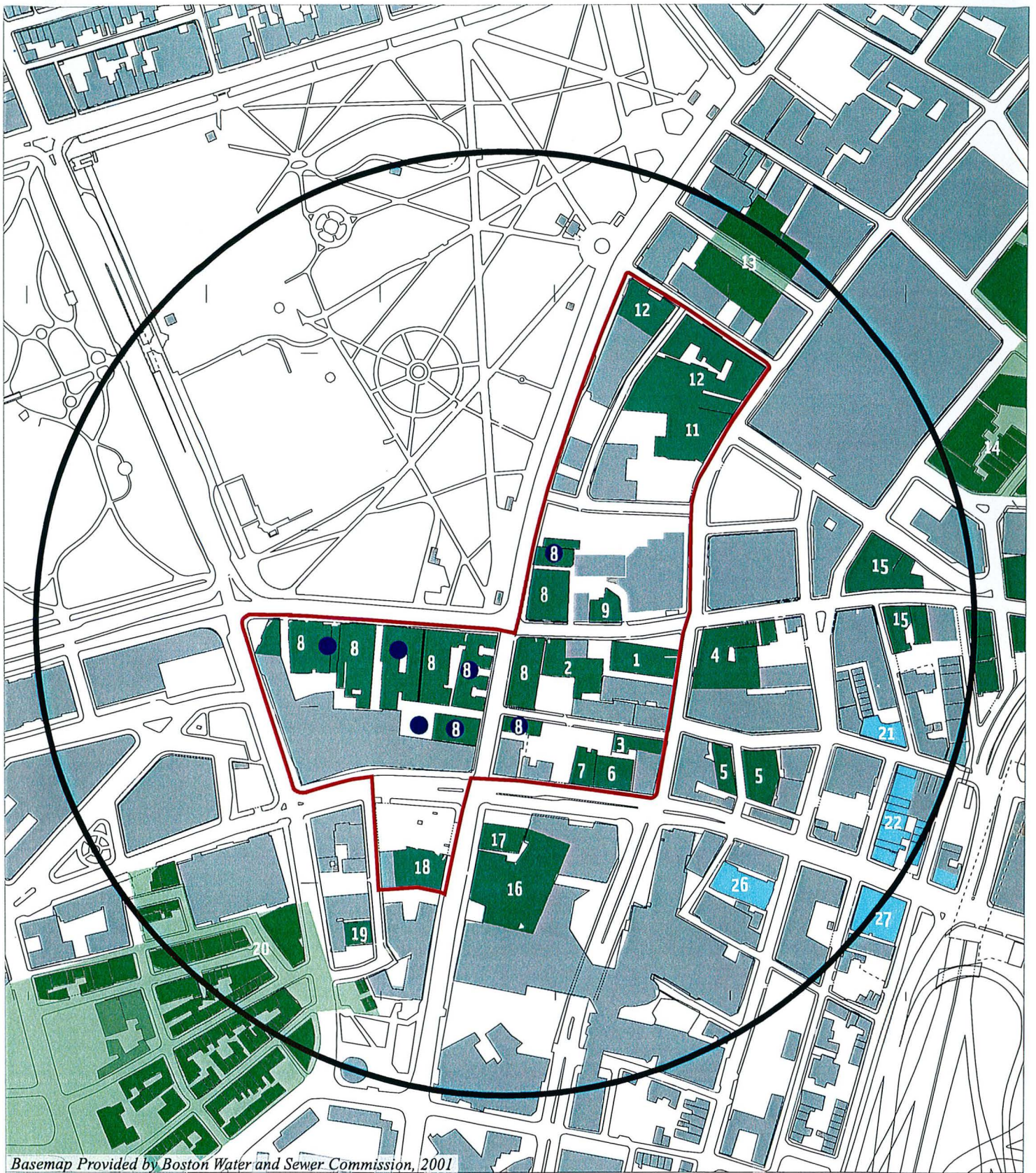
6.5 Impact on Nearby Historic Structures

The design of the proposed project has evolved from many discussions with representatives of the Boston Landmarks Commission and the Boston Redevelopment Authority, and also from input and comments from the abutters and neighborhood organizations. The height and massing, having been approved for a previous development on the site, will remain consistent and the design and scale for the new project will respect the nearby historic structures. As mentioned throughout the IMP, a Notice of Project Change will be filed shortly after the IMP submission with a more detailed description of the project.

Table 6-1

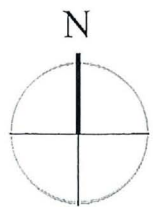
State and National Register-Listed Properties

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



- Properties Listed in the State and National Registers
- Properties Recommended for National Register Listing
- Emerson Owned Properties
- Delineation of Campus Boundary

FIGURE 6-1
 HISTORIC RESOURCES IN PROJECT AREA
 EMERSON COLLEGE



7. Community Benefits Plan

7.0 COMMUNITY BENEFITS PLAN

7.1 Community Benefits

Emerson is a diverse community of students, faculty and staff dedicated to leadership in communication and the arts. Individually and collectively, many in our community are equally committed to contributing their time and talent to support worthwhile institutions and programs in the neighborhoods surrounding the College and throughout the Boston area. These include the nearby St. Francis House, the Boston Public Schools, hospitals and a wide range of social welfare organizations. Many of these efforts are formalized through a "service learning" program that combines classroom instruction with volunteer activity. A number of the College's facilities serve as important resources for the community at large including the Emerson Majestic Theatre, which is used by more than a dozen local performing arts group, and the radio station, WERS-FM, which reaches communities throughout Boston and far beyond.

Appendix F is the current Community Service Report, which presents an overview of the College's community service activities during the past two years. In the months and years ahead, we look forward to continuing these efforts and initiating new ones.

7.2 Economic Benefits

Through its purchase and renovation of five buildings, its involvement in neighborhood organizations and the economic and service activities of its nearly 4,000 students, faculty and staff, Emerson College has played a vital role in revitalizing the Midtown Cultural District. With the construction of the Tufts Performance and Production Center and the proposed Piano Row Residence Hall, the College's positive impact on the community will increase in the years to come. .

Overall, the College invested over \$120 million in the Midtown neighborhood during the last ten years. During the next five years, this figure is expected to rise to \$220 million. The College has also contributed over \$2 million in public improvements and maintenance in the areas surrounding its facilities in the Midtown Cultural District.

Also, with the sale of its Back Bay and Beacon Hill properties, these buildings will be returned to the City's property tax rolls.

7.3 Tax Benefits

7.3.1 Payment in Lieu of Taxes

The College is presently working with the Assessing Department to amend its current PILOT agreement (effective May 1992) to include the Tufts Performance and Production Center and the proposed Piano Row Residence Hall. The 1992 PILOT agreement is current and on file with the Assessor's Office. See **Appendix G**, letters.

7.4 Current Employment

The number of full and part-time staff employed by Emerson College is as follows.

7.4.1 Current Employment

Staff:

Full-time employees: 333

Part-time employees: 19

FTE: 346

Faculty:

Full-time faculty: 124

Part-time faculty: 206

FTE: 217

Combined Workforce (FTE): 563

7.4.2 Projected Employment

The BRA Scoping Determination requested that the IMP include information on changes in employment levels resulting from the project proposed during the term of the IMP.

The College is planning for gradual, modest growth in its workforce over the next ten years. Emerson's existing facilities will be sufficient to meet the physical needs of a workforce of approximately 550-575. In addition to the jobs created during the construction of the proposed dormitory, we anticipate the addition of 10 full-time positions.

7.4.3 Employment Initiatives

Each year the College's Human Resource Office coordinates the hiring of students from Boston's Private Industry Council (PIC) and hosts students from the City on the Hill program. Students are placed in departments throughout the College to learn job skills and experience first-hand working in a business environment. Each semester, the Office of Student Employment posts many community service and non-profit agency jobs on its Web site.

8. Other Elements

8.0 OTHER ELEMENTS

8.1 Introduction

The BRA's Scoping Determination includes comments and questions from neighboring interests, community groups and city agencies, requesting additional information on the campus relocation process and the disposition of sold properties in the Back Bay. The responses to these questions are contained below, as well as information pertaining to the campus recycling program.

As mentioned earlier, following the submission of the IMP, the College will be filing a Notice of Project Change (NPC) for the proposed Piano Row Residence Hall at 144-156 Boylston Street. The NPC will include more detailed information on the proposed project and its program.

8.2 Relocation to the Midtown Cultural District

Rarely does any college move its entire campus. Emerson's relocation from the Back Bay to Midtown has absorbed considerable resources since 1992. Emerson's unusual move was driven by unusual facilities difficulties in the Back Bay.

Emerson College started out by renting, then buying, brownstones and small apartment buildings in the Back Bay. As early as the 1950s, administrators and trustees recognized the limitations imposed by such small and inefficient structures on an institution specializing in performing arts and communication. By the early 1980s, inadequate space for live performance, TV and film production, and radio broadcasting, as well as faculty offices and the library led Emerson to search seriously for a new home.

Several attempts to acquire and build on land in Boston suburbs and beyond did not succeed. In 1990 the Board of Trustees abandoned plans to relocate out of the city and recommitted the College to remaining in Boston. As a result, Emerson was left with deteriorated facilities, heavy debt, and financial instability.

In the early 1990s, property in Midtown Boston was readily available for extraordinarily low prices. College administrators and trustees saw in these bargain prices a chance for Emerson, despite its weak financial condition, to purchase buildings that could be adapted to institutional use in the historic center of Boston. These buildings were not much newer or in much better condition than Emerson's Back Bay properties, but they were typically much larger, more efficient and closer together. A recently elected city administration, anxious to resuscitate real estate investment, especially in the historic core of Boston, encouraged College officials to acquire property in Midtown. College officials hesitated, however, because Midtown included the notorious Combat Zone, Boston's red-light district.

The College had experimented with a presence in Midtown by purchasing the Majestic Theatre in 1983. After extensive renovations, the Majestic reopened in 1989 as a venue for student productions and Boston's non-profit performance groups. Emerson purchased the Majestic at a time when the administration and trustees planned to sell all of the College's Back Bay properties and use the proceeds to build an entirely new campus elsewhere in Eastern Massachusetts. The Majestic was to serve as the College's continuing Boston presence after the move.

With assurances from city government that it would clean up the Combat Zone, College administrators and trustees decided to experiment with a greater Midtown presence by purchasing 180 Tremont Street (now the Ansin Building) in 1992 for conversion to academic and administrative uses. College officials became comfortable enough with the experiment to purchase the Little Building at 80 Boylston Street in 1994 for conversion to a 750-bed residence hall, dining hall and student support facility, which enabled Emerson to sell its two most deteriorated and distant residence halls at the western end of the Back Bay.

City government made good on its promise to clean up the Combat Zone, dramatically reducing the number of adult entertainment licenses and associated crime. Most students liked the converted spaces in the Ansin Building and the Little Building. They also appealed to prospective students and their families, contributing to enrollment increases.

Emerson's spearhead investment in Midtown drew real estate developers and investors back to the area, as the economy improved and lenders began making real estate loans again. With the general revival of Boston's downtown in the late 1990s, Midtown became an appealing area to most of the Emerson community, prompting additional purchases and renovations by the College. Nostalgia for the Back Bay continues, but most students, faculty and staff recognize that a revitalized Midtown offers an opportunity to create a cohesive campus in buildings flexible enough to accommodate the needs of the College's specialized curriculum, which could not be achieved in nineteenth century brownstones.

From 1983 to 1998, Emerson's real estate acquisitions in Midtown were all historic buildings, which the College preserved and renovated to meet institutional uses. After lengthy negotiations, Emerson acquired its first two building sites in Midtown in 2001, enabling the College for the first time in its history to construct two entirely new buildings to suit its needs.

Emerson's creation of a new main campus has enabled the College to enhance space for classrooms, studios, labs, living quarters and student activities. These new facilities, combined with a strong curriculum in fields that have grown in popularity and importance, have enabled Emerson to improve the academic profile of the entire student body.

8.2.1 Community/Neighborhood Process

Throughout this unique process of selling its properties in the Back Bay to acquiring its current properties in the Midtown Cultural District, the College has strived to be a good neighbor in its 'new' surroundings and to that end has:

- Met frequently with and informed numerous neighborhood organizations, community groups, residents and abutters of each individual purchase and proposed construction project.
- Discussed potential impacts of each new purchase in conjunction with the rest of the campus facilities.

- Presented its proposed projects and plans for examination and review to numerous governmental agencies within both the City of Boston and in some cases, the Commonwealth of Massachusetts.
- Responded consistently to questions and concerns from interested citizens and community representatives regarding the College's relocation plans.

Recently, the College was publicly commended for its 'exemplary community process' and was mentioned as a model for others to follow when embarking on an Article 80, Large Project development proposal.

8.3 Properties Sold

The sale of the Back Bay properties has resulted in their complete rehabilitation and their return to the City's property tax rolls. The following list displays each property previously owned by the College and the year sold, beginning with the most recent sale:

- 21 Commonwealth Avenue: sold January 2002
- 303 Berkeley Street: sold May 2001
- 143-145 Beacon Street: sold May 2001
- 148-150 Beacon Street: sold September 2000
- 168 Beacon Street: sold July 1997
- 4 Charlesgate East: sold September 1995
- 534 Beacon Street: sold June 1995
- 355 Commonwealth Avenue: sold April 1995

Each of the above listed properties has been converted to residential condominiums with the exception of a few commercial spaces in the Charlesgate property and one property remaining as a single home.

8.4 Real Estate Transactions

The College has been asked to provide information comparing the increased assessed value of the above sold properties to the properties purchased by the College in its relocation to the Midtown Cultural District.

Table 8-1 lists Emerson College's real estate transactions from 1995 (when Emerson began selling off its Back Bay properties) to the present. As previously mentioned, all remaining properties in the Back Bay as shown in **Figure 8-1**, will be sold as the Midtown campus is completed. Based on sales to date, Emerson estimates that these additional sales will return an additional \$100 million of property to the City's tax rolls, generating an additional \$700,000 in annual tax payments to the City at today's tax rates.

From the table, the total purchase price of the properties in the Midtown Cultural District was \$28,255,181 with the total sale price of the Back Bay properties being \$34,260,000. In 2002, the assessed value of the Back Bay properties sold is \$57,920,800 bringing to the City of Boston an additional net assessed value of \$41,977,800 and an additional net tax value of \$298,633.

8.5 Recycling

Emerson College has a campus wide recycling program. It includes newspapers, inserts, magazines, 'junk' mail (including windowed envelopes) and mixed office paper, (staples and paperclips included). Also recycled are: florescent lights, ballasts, computer hardware and screens, and furniture items. The vendor for the program is Institution Recycling Network (IRN), located in Concord, New Hampshire. The proposed Piano Row Residence Hall will consolidate all the recycling functions of the College in one designated interior space.

8.6 Summary

The completion of the relocation from Back Bay to Midtown will provide Emerson College with a larger, more efficient, fully accessible, and more cohesive Boston campus for an institution aspiring to be a leader in communication and the performing arts.

Table 8-1
Emerson College
Real Estate Transactions
1995 - To date

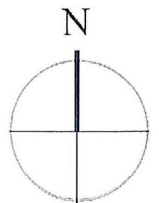
<u>Date</u>	<u>Location</u>	<u>Purchase</u>	<u>FY 2002 Ass'd Value</u>	<u>FY 2002 Tax</u>	<u>Sale</u>	<u>FY 2002 Ass'd Value</u>	<u>FY 2002 Tax</u>	<u>Addit'l Net Ass'd Value</u>	<u>Addit'l Net Tax to City of Boston</u>
20-Apr-95	355 Commonwealth Avenue				(\$2,110,000)	\$3,821,500	\$113,691		
1-Jun-95	534 Beacon Street				(\$2,900,000)	\$12,757,500	\$140,460		
30-Sep-95	4 Charlesgate East				(\$3,400,000)	\$19,703,600	\$216,937		
1-May-97	216 Tremont	\$1,536,181	\$3,224,500	\$97,799					
17-Jul-97	168 Beacon				(\$2,000,000)	\$6,142,900	\$67,633		
1-Jul-99	120 Boylston (52% of \$22.75m)	\$11,830,000	\$10,511,500	\$318,814					
27-Sep-99	148-150 Boylston				(\$12,000,000)	\$7,653,400	\$157,124		
23-Apr-01	Piano Row	\$14,889,000	\$2,207,000	\$66,938					
14-May-01	143/145/303				(\$7,500,000)	\$5,717,700	\$62,952		
4-Mar-02	21 Commonwealth Avenue				(\$4,350,000)	\$2,124,200	\$23,387		
TOTAL									
		\$28,255,181	\$15,943,000	\$483,551	(\$34,260,000)	\$57,920,800	\$782,184	\$41,977,800	\$298,633

Notes (1) Assessed FY 02 values were obtained from the City of Boston's Assessing Department.
(2) Some locations do not reflect sales of all residential units.



Aerial Photo Provided by Boston Redevelopment Authority

FIGURE 8-1 WEST CAMPUS
BACK BAY / BEACON HILL PROPERTIES
EMERSON COLLEGE



Appendix A
Scoping Determination

BOSTON REDEVELOPMENT AUTHORITY

SCOPING DETERMINATION

FOR

EMERSON COLLEGE'S INSTITUTIONAL MASTER PLAN

PREAMBLE

Under the Boston Zoning Code ("Code") an Institutional Master Plan has a dual purpose of meeting the needs of the institution and relating the campus development to its context in a positive way. In preparing its Institutional Master Plan ("Master Plan" or "IMP"), Emerson College ("College" or "Emerson") will need not only to understand its future facilities needs but also to understand the campus context: its physical characteristics, land uses, planned changes, needs, resident desires, and applicable public policy.

Emerson is centered in the Midtown Cultural District, between South Charles and Washington Streets and West Street and Seaver Place. Emerson also has existing owned and leased properties in the Back Bay, Beacon Hill and South End of Boston. Emerson College is the only comprehensive college or university in the country devoted to the study of communication and the performing arts. Emerson has 2,600 undergraduate and 600 graduate students who come from 48 states and 33 countries. Several hundred more part-time and non-degree students take courses in the Division of Continuing Education. The College does not expect to experience significant growth over the next few years and will focus on providing state of the art facilities to its two schools, Communications and Arts.

During the public review of the Institutional Master Plan Notification Form ("IMP NF"), a number of concerns were raised regarding impacts. These will need to be responded to through IMP planning. Written comments constitute an integral part of the Scoping Determination ("Scope") and should be considered in formulating the IMP. Concerns below are highlighted for additional emphasis and consideration:

- It is the City's policy to encourage colleges and universities to expand their on-campus housing facilities for their students so that there is an ever decreasing use of private housing market resources in Boston neighborhoods by students. Back Bay/Beacon Hill is the third most heavily impacted neighborhood in Boston by students living off-campus after Fenway/Kenmore and Allston/Brighton according to the 1990 census. (Relevant data from the 2000 Census is not available at this time.) The 1990 Census data indicates that there were approximately 4,604 students living in private housing in Back Bay/Beacon Hill and only approximately 2,640 living in dormitories. Further 26% of the total Back Bay/Beacon Hill population are students, which comprises 9% of all students attending college in Boston. Clearly, college students are a factor in the private housing market and the

character of life in the Back Bay/Beacon Hill neighborhood. The Emerson College Institutional Master Plan must examine and address the impact of Emerson students on the housing market and residential environment in Boston neighborhoods. The burden falls on the College to present a clear analysis of the impact its students have on the neighborhoods and to propose mitigation measures in its Institutional Master Plan that are effective and reasonable. The Boston Redevelopment Authority ("BRA") applauds Emerson College for proposing in its Master Plan to build a dormitory on Boylston Street across from the Common.

- The College campus is characterized by individual facilities, which are generally dispersed and integrated into the fabric of a well-established urban context. In some instances facilities are located in a predominately residential context and in others a predominantly commercial or mixed-use context. This significant feature of Emerson will need to be reflected in the Master Plan in two ways. First, it will be important in preparing the IMP to be mindful that the relationship of the College to its environment needs to be considered both in terms of an individual building's interface with its immediate context and in terms of the collective relationship of the components of the Emerson campus to their larger context or neighborhoods.

Second, future expansion of Emerson College is a particular concern for the community and the City since it is likely to follow an incremental growth pattern, as it has in the past, which has implications for the immediate context of growth locations as well as for cumulative impacts on the neighborhood. While Emerson has proposed only one new building in the Institutional Master Plan Notification Form ("IMP NF") the College is encouraged to address future expansion needs in the Master Plan by defining the process it will follow in the future, including a role for the public and the BRA, and perhaps, setting out criteria it would use in seeking new locations for College uses. We further understand the nature of land acquisitions in this section of Boston but urge the College to continue its positive efforts at working with the community and the College's abutters.

- With any future expansion projects highlighted in the Master Plan, Emerson should consider and document how it would use the Leadership in Energy and Environmental Design (LEED) standards. Integrating green building components into the planning and design of new projects improves energy efficiency and promotes responsible and sustainable building practices.
- Maps and graphics are important tools for effective communication in the Master Plan. Emerson is asked to take care in choosing map scales and coverage areas appropriate to their intended purpose. For example, this Scoping Determination asks that the areas nearby the campus be documented and analyzed. Appropriate maps and graphics should be included in this task. The map provided in the IMP NF is not adequate for this effort because it shows insufficient detail of the campus context around Emerson facilities.

- Emerson's Master Plan should include the location and details of all Emerson owned, leased, and recently sold space within the City, including all surface and below-grade parking spaces, detailing square footage, disposition cost, and present assessment.

SUBMISSION REQUIREMENTS

FOR

EMERSON COLLEGE'S INSTITUTIONAL MASTER PLAN

Emerson College is mandated by the Boston Redevelopment Authority to prepare an Institutional Master Plan under Article 80, as amended, of the Code. Emerson College has never submitted a Master Plan to the BRA. With the approval of the College's Master Plan by the Zoning Commission, the Boston Zoning Map will reflect this Master Plan through an overlay of the area covered by Emerson's Master Plan. The zoning rights granted to Emerson will be based on the approved IMP. The preparation, review, and approval of the Emerson College University Master Plan will be done in compliance with the requirements of Article 80, Section 80D, of the Code.

The Boston Redevelopment Authority is issuing this Scoping Determination pursuant to Section 80D-1 of the Boston Zoning Code. On June 21, 2002, Emerson College filed an IMPNF with the BRA seeking an Adequacy Determination for the approval of the Emerson College Institutional Master Plan.

Pursuant to Section 80D-4.3c of the Code, a scoping session was held on July 11, 2002 with the City's public agencies where the proposed Master Plan, as outlined in the IMPNF, was reviewed and concerns were discussed. In addition, a copy of the Notice of IMPNF Receipt and IMPNF were sent to members of the Park Plaza Community Advisory Committee ("CAC" or "Task Force"). A public community meeting was held on July 18, 2002 where the Applicant presented the IMPNF and issues were raised and discussed. Following the scoping sessions and based on the BRA's review of public comments, comments from the City's public agencies, and the IMPNF, the BRA hereby issues its written Scoping Determination pursuant to Section 80D-4.3 of the Code. Comments from the City's public agencies and the public, found in Appendix 2 and 3 respectively, are incorporated as a part of this Scoping Determination.

The Scoping Determination sets forth in sufficient detail those elements specified in Section 80D-3 of the Code that are required to be included in the College's Institutional Master Plan. The Scoping Determination requests information required by the BRA for its review of the proposed Master Plan in connection with the following:

1. Approval of the Emerson College Institutional Master Plan pursuant to Article 80D of the Code and other applicable sections of the Code;
2. Recommendation to the Zoning Commission for approval of the Emerson College Institutional Master Plan.

Emerson College's Institutional Master Plan should be documented in a report of appropriate dimensions and in presentation material which support the review and discussion of the Master Plan at public meetings. Twenty-five copies of the full report

should be submitted to the BRA. Up to an additional fifty copies of the document should be available for distribution to the CAC and other interested parties. Drafts of sections of the Master Plan should similarly be made available as they are prepared and issued for review and discussion by the CAC if Emerson prefers this phased method. The Master Plan document should include text, maps, plans, and other graphic materials sufficient to clearly communicate the various elements of the plan. The Master Plan should include the following elements.

I. EMERSON COLLEGE MISSION AND GOALS

The mission of Emerson College as it relates to the Campus should be described. The description should articulate the larger, as well as the local, aspects of the mission. Services to the local community are of particular interest. The population served by Emerson and the major programs conducted need to be described. Changes expected in the type or size of the mission components should be highlighted. The longer term goals, at least ten years into the future, should be defined. A statement of how the Master Plan will advance the mission and goals of the College should be included. The College should take special care in projecting the size of its student population for the next five or ten years and should describe effective controls that it will have in place to ensure that growth does not exceed projections.

II. PROGRAM NEEDS AND OBJECTIVES

Specific program needs and objectives for the Campus to be addressed in the Master Plan should be defined in sufficient detail. A description of the analysis which was undertaken to identify the needs and objectives should be summarized. Included in the description should be current and future trends which are impacting the Campus and shaping program objectives. Projection of changes in the student population, new or expanded programs, housing, research, parking, Institutional enterprises and other activities which require space on the Campus should be included.

The impact of student housing demand in Boston is of particular concern to the City. The Master Plan should include a Student Housing Plan that discusses the need for housing by Emerson College students and the College's objectives to address the need. The purpose of this request is to gain an understanding of the impact of the College's students on Boston neighborhoods, especially the private housing market, and of the efforts of Emerson to mitigate such impacts. The discussion of housing, therefore, should include both the quantitative and the qualitative dimensions especially with regard to Emerson students living in private housing in Boston. A description and assessment of the effectiveness of the College's oversight management of student life in private housing should be provided.

A thorough description of the College's housing needs and objectives should be provided. The analysis should include the number of students (current and future), the demand generated for housing in Boston and the share of the demand met by College provided housing and by non-College (private market) housing. Analysis of the impact

of students occupying private market housing needs to be described and analyzed. Such description and analysis should focus especially on areas where there are concentrations of college student residents, and should seek to assess the impact that resident and non-resident students have on the residential housing market as well as on the residential quality of host neighborhoods.

The Student Housing Plan should address the following specifics:

- the number of full-time undergraduate and graduate students currently attending the College, and the number of students projected to attend during the term of the Emerson College Institutional Master Plan;
- the number of full-time undergraduate and graduate students living in housing facilities owned or operated by the College, including a breakdown by type of degree program (undergraduate or graduate) and type of housing facility (dormitory, apartment, or cooperative housing facility);
- the number of housing units owned or operated by the College, by type of housing facility (dormitory, apartment, or cooperative housing facility);
- any housing requirements or restrictions the College places on its students (e.g., eligibility for on campus housing, vehicle ownership, requirement to live on campus);
- the process by which the College directs its students to housing facilities;
- the College's short-term and long-term plans for housing its undergraduate and graduate students on-campus and off-campus;
- impacts of the College's student housing demand on housing supply and rental market rates in the surrounding neighborhoods, including those neighborhoods adjacent to the College's campus and other neighborhoods where the College's students are concentrated;
- a plan for mitigating the impacts of the College's student housing demand on surrounding neighborhoods; and
- such other information on the College's student housing needs, current facilities, and plans as the Boston Redevelopment Authority shall determine are necessary for an adequate description and evaluation of the College's proposed development program.

III. PHYSICAL NEEDS AND OBJECTIVES

A. Campus

A summary analysis of the Campus should be provided using sufficient text and visual materials. The important physical characteristics and conditions should be mapped and described including buildings, building height and floor area ratio ("FAR"), open space, landscape, pedestrian and vehicular circulation, historic resources and other important features. Land use, patterns of use, functional areas, building clusters, landmarks or other historic resources, vistas, view corridors and other environmental features should be delineated and studied. Identification of the intentions of earlier campus planners, if applicable, may help in analyzing current campus conditions. The analysis should conclude by

identifying the existing strengths of the Campus to be enhanced and the needs of the Campus to be addressed in the Master Plan.

B. Facilities

An inventory and description of the buildings, facilities and other structures occupied on the Campus should be provided. It is particularly important for this section to have a component which appropriately addresses the housing program needs and objectives which the Scoping Determination calls for. An updated illustrative campus plan should be prepared showing the location of each facility. For each building the following information should be provided: total gross floor area, occupancy or use by gross floor area, height in stories and in feet, FAR (for each lot), current amount of vacant spaces, year built and ownership. Information on parking facilities should include the total number of parking spaces and a breakdown of the number of spaces allocated by user category. Appropriate description of other types of facilities and their use such as infrastructure systems, recreational fields, and places of assembly should be provided.

An analysis of the existing facilities in light of the identified program needs and objectives should be undertaken and documented. Specific facility objectives which are addressed in the Master Plan should be set out.

IV. **CAMPUS CONTEXT**

The immediate area context of the Campus should be inventoried, analyzed and summarized in the Master Plan. Context analysis should be organized on the basis of individual facilities and their contexts and of the collective facilities and their larger area context. The analysis should include land uses, underlying zoning, building heights and FARs, historic resources, open spaces, population and public facilities. With regard to historic resources please refer to the letter from the Environment Department in Appendix 2. The capacity and condition of the infrastructure system which serves the Campus should be documented. The impact of the College on its surrounding area should be discussed. Of particular importance are impacts that arise from students living in private housing in abutting neighborhoods and those that arise from the use of Emerson facilities in residential settings. Area residents and businesses should be consulted and their views regarding the Master Plan should be described. From this analysis, guidelines should be defined that will shape the Master Plan so that the Campus will relate positively to the area around it.

V. **MASTER PLAN**

A. Concept Plan

A concept plan should be prepared for the Campus with particular attention to areas of the Campus which interface with adjacent neighborhoods, public

streets, historic resources and public open spaces. Elements of the concept plan would include the following:

- Definition and description of planning objectives;
- Illustration and description of a campus development concept;
- Design concepts, which are used, should be clarified;
- Articulation of subareas of the Campus based on use, density, and/or physical features;
- Definition of design principles which will serve as guidelines for the development of the Campus; and
- Identification of the pedestrian circulation system and its objectives and guidelines.

B. Development Program

A description of all the significant physical changes proposed in the 10 year Master Plan time period should be provided at the level of definition required by Section 80D-3.4 of the Code. For those locations which are to gain zoning rights through the IMP, the information required is defined in Section 80D-3.4 of the Code. The College is especially congratulated for proposing student-housing facilities. Please refer to the comment letters from the CAC, as well as residents of the area, concerning their perception of the College related development issues. The impacts of the proposal should be discussed at a level of definition appropriate to the Master Plan and mindful that building projects of 50,000 square feet or more will require an Article 80 development review before they are constructed or reused and that the demolition of any building over 50 years old is subject to the provisions of Article 85 of the Zoning Code (Demolition Delay).

1. Buildings

The information required for each new or recycled building project proposed include the following:

- (a) site location and approximate building footprint;
- (b) square feet of total gross floor area and principal subuses;
- (c) gross square feet of space that is demolished or occupancy terminated;
- (d) floor area ratio (for each lot);
- (e) building height in approximate feet and stories;
- (f) number of parking spaces;
- (g) current zoning of site;
- (h) total project cost;
- (i) estimated development impact payments; and
- (j) estimated month and year of construction start and completion.

2. Campus Improvements

Information required for campus improvement projects (incl. streetscape improvements and maintenance) include the following:

- (a) description;
- (b) location;
- (c) estimated cost; and
- (d) estimated scheduling of construction start and completion or phasing program.

3. Campus Expansion

Emerson must clarify its intentions with regard to campus expansion. If expansion is proposed through lease or purchase, the following information must be provided for each expansion location:

- (a) location;
- (b) gross floor area in square feet broken down by uses proposed by the Institute;
- (c) lease period;
- (d) current use;
- (e) current owners;
- (f) current zoning;
- (g) current property assessment and property taxes paid to city;
- (h) current occupants to be dislocated;
- (i) description of proposed improvements;
- (j) estimated cost; and
- (k) acquisition and improvement schedule.

A process for community review should be delineated if Emerson contemplates any off-campus property acquisitions.

4. Development Program Context

- (a) a series of context drawings should be prepared showing phase-by-phase the proposed developments in their larger surroundings for the Campus, including
 - (1) a building heights map,
 - (2) an open space plan, and
 - (3) an isometric (3-D) drawing showing the general building massing of all buildings in the district.
- (b) a study model of the larger neighborhood at a scale of 1"=40'-0" showing the proposed phases in context should be provided.

C. Transportation Plan

The scope of the transportation component of the Master Plan is included in Appendix 1.

D. Community Benefits Plan

1. Training and Employment Initiatives

Provide a description of the College's current workforce and project future employment needs in connection with proposed future projects. A description of current and/or proposed programs with the Boston Schools and other programs to train and employ residents of the area and Boston should be included.

2. Taxes

In the context of the master planning process, Emerson should meet with the City's assessor to address the PILOT Agreement concerns.

3. Other Benefits

Identify current community benefits as well as any other benefits that minimize or mitigate detrimental and adverse impacts from proposed future projects on the local community.

E. Urban Design Scope

1. Issues

Emerson College has an outstanding record of restoring buildings and revitalizing the neighborhood around Tremont and Boylston Streets. In continuing this effort the proponents should be mindful of the following urban design principles and should describe in the Master Plan, both in text and in graphic materials, their proposals for implementing these concepts.

Street Level Activity

Historically, Piano Row has been one of Boston's most active street frontages. In close proximity to four transit stations and across the street from the Common, the location has both the infrastructure and the population density to sustain retail and entertainment uses. The street level of each of Emerson's buildings, especially the Walker and the proposed residence buildings, should provide continuity of active uses by day and night.

Pedestrian Zones

The neighborhood has traditionally had a network of intimate and interesting pedestrian ways, alleys, and galleries. Emerson and other owners have in recent years undertaken effective revitalization efforts of these spaces for the public at the Little Building, the Transportation Building, and at Boylston Place. The city encourages the proponents to continue these improvements seeking opportunities with each project to expand and enhance the network.

Building Facades

The Common frontage and environs have traditionally been enhanced by some of Boston's most beautiful storefronts and facades. Recently some have been restored in historically accurate fashion and new storefronts have been sympathetically designed. Emerson should continue this work keeping in mind that architecture in the district should express its times as well as its place and function, and that a contemporary expression of traditional urban design principles is appropriate and desirable.

Public Improvements

Emerson enjoys the benefits of public investment in streets, parks, and transportation services and depends on these benefits for its convenience and vitality. The College should seek ways to enhance the public infrastructure with improvements to the Common and the nearby transit stations.

2. Submission Requirements

The proponents shall submit materials to allow for a thorough review of the options available to address the issues cited above, as well as others that may arise in further development and examination of the IMP. The submission shall include all of the items listed in the Boston Zoning Code - Article 80D-3, 2 and 4, *i.e.*, existing property and proposed projects of Emerson College including those items listed in the text of the article as those which the proponent "may include". In addition the proponent shall provide:

1. a series of neighborhood plans at a scale of 1"=100' showing existing and proposed building heights, building uses, pedestrian circulation, and vehicular circulation of cars, service vehicles, and ambulances; the area to be included in the plans shall extend not less than 500 feet in all directions from the midtown campus;

2. diagrammatic sections through the district cutting north-south and east-west at the scale and distance indicated above;
3. true-scale three-dimensional graphic representations of the area indicated above either as aerial perspective or isometric views showing all buildings, streets, parks, and natural features;
4. a study model at a scale of 1"=40' showing the proposal in the context of other buildings extending 500 feet in all directions from the project site; and
5. a table listing all buildings owned or leased by the college indicating
 - a. total area including area below grade,
 - b. uses and area devoted to each use,
 - c. height in feet and number of floors, including floors below grade,
 - d. age,
 - e. condition,
 - f. proposed action (rehabilitation, demolition, replacement, or other) during the next seven years, and
 - g. proposed uses with area devoted to each use.

The items above except the model shall be submitted in both printed form and as printable and duplicable digital files.

F. Public Notice

The Applicant will be responsible for preparing and publishing in one or more newspapers of general circulation in the city of Boston a Public Notice of the submission of the Institutional Master Plan to the BRA as required by Section 80A-2. This Notice shall be published within five (5) days after the receipt of the Master Plan by the Boston Redevelopment Authority. Public comments shall be transmitted to the Authority within sixty (60) days of the publication of this notice, unless a time extension has been granted by the Authority in accordance with the provisions of Article 80 or to coordinate the College's Institutional Master Plan Review with the Large Project Review.

The form of the Public Notice is attached as Appendix 4.

Following publication of the Public Notice, the Applicant shall submit to the Authority a copy of the published Notice together with the date of publication.

APPENDIX 1
MASTER PLAN TRANSPORTATION COMPONENT SCOPE



BOSTON
TRANSPORTATION
DEPARTMENT

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

August 1, 2002

Larry Brophy
Project Manager
Boston Redevelopment Authority
Boston City Hall, Ninth Floor
Boston, MA 02201

Re: Emerson College – Institutional Master Plan Notification Form

Dear Mr. Brophy:

Thank you for the opportunity to comment on the Emerson College – Institutional Master Plan Notification Form (IMP NF). The proposed term of the Institutional Master Plan (IMP) is ten years.

The IMP NF is comprised of two key components:

- Provide state of the art facilities and continue the process of relocating its Back Bay and Beacon Hill locations to consolidate its campus in the Midtown Cultural District in a “Campus on the Common” plan. Emerson College anticipates the sale of all its remaining Back Bay and Beacon Hill properties once the campus consolidation is complete.
- Construct a dormitory and athletic facility at 144-156 Boylston Street. This 14 story, 185,500 square foot structure is proposed to house approximately 580 students and a NBAA tournament-sized basketball court.

Attached are the Boston Transportation Department’s concerns and comments based on the Emerson College IMP NF (dated June 2002). The proponent needs to address these comments and concerns when preparing the IMP and subsequently the Transportation Access Plan Agreement. As described in more detail in the attachment, BTD’s primary concerns are parking and pedestrian management.

The attached standard Scope of Work is to be used as a point of departure in formalizing a final Scope of Work. BTD will work with the proponent to identify the specific components of the Scope of Work that will need to be prepared. Additionally, BTD assumes that the proposed dormitory and athletic facility at 144-156 Boylston Street will go through its individual Article 80 review process. BTD looks forward to continue working with the proponent and the BRA in developing an IMP that will improve transportation conditions in the area.

Sincerely,

Alison Felix
Transportation Planner

c: Andrea d’Amato, Commissioner
Vineet Gupta, Director of Policy and Planning
John DeBenedictis, Director of Engineering
Antonia Pollak, Director, Boston Environment Department

Emerson College – Institutional Master Plan Notification Form
Specific Transportation Issues and Questions

Based on the Institutional Master Plan Notification Form, below is a list of specific transportation issues and questions that need to be addressed in the Institutional Master Plan. The Scope of Work for the IMP goes into more detail regarding the below issues and questions.

INSTITUTIONAL MASTER PLAN

“Campus on the Common”

The College anticipates the sale of all of its remaining Back Bay and Beacon Hill properties once the consolidation of its “Campus on the Common” is completed. The planned sequence of the sale of these properties is as follows: 69 Brimmer Street, 126-130 Beacon Street, 100 Beacon Street, 132-134 Beacon Street, Zero Marlborough Street and 96 Beacon Street. The IMP needs to indicate the square footage and existing use of these facilities, their proposed relocation site(s), the anticipated impact on parking and the number of students and staff that will be relocated.

Parking

The IMPNF mentions that Emerson College provides no parking for its students and subsidizes parking for a limited number of its faculty and staff in a nearby parking garage and surface lot.

Where is the nearby parking garage and surface lot?

What is the estimated number of faculty and staff who utilize the parking garage and surface lot?

What is the parking subsidy?

Pedestrians

The “Campus on the Common” plan will consolidate many pedestrian trips currently spread throughout Emerson’s Campus. There should be a plan depicting all Emerson facilities in the area (eg: dormitory, classroom, performance, activity and open space). It should further detail each building by square footage of land use and pedestrian trips generated (AM, PM and midday). The analysis should also demonstrate all major and minor pedestrian routes to and between facilities overlaid on the existing street network.

Transportation Demand Management

Emerson College currently offers a T-pass program to staff and students. How many staff and students utilize the T-pass program?

At a minimum, Emerson College should strive for a transit subsidy rate of 50%.

Service/Loading

Existing and proposed on- and off-street loading service needs to be distinguished. Distinguishing includes vehicle capacity, loading dock size, trash compactors, estimated number of trips on a weekly basis, trip types and access/egress routes.

Shuttle Service

The present shuttle service that transports students from the Back Bay campus to Midtown will be discontinued at project completion. The IMPNF anticipates this will reduce traffic and pedestrian impacts since the students will be both living and attending classes in the Midtown Campus. What is the current demand and number of users of the shuttle service?

Bicycles

The IMP should develop a plan to expand locations for bicycle facilities. The plan should include, but not be limited to: distinction between short and long term parking, provision of bicycle room(s) and other storage areas, as well as adding shower and locker facilities.

Mitigation

A transportation mitigation plan needs to be developed that looks at traffic reduction strategies (eg: at intersection of Boylston and Tremont Streets), pedestrian improvements, public transportation, traffic operation improvements and a monitoring program.

PROPOSED DORMITORY AND ATHLETIC FACILITY AT 144-156 BOYLSTON STREET

Basketball Court

An NCAA tournament-sized basketball court is proposed to be located on the lowest level of this building.

What is the anticipated schedule of games to take place and audience participation?

What is the seating capacity for the proposed basketball court?

What is the parking management plan when events take place at the basketball court?

Service/Loading

Will the proposed facility utilize the loading dock at 10 Park Plaza (the State Transportation Building)? If so, the plan needs to demonstrate 10 Park Plaza's loading dock's ability to handle the increase in use.

A circulation plan with access and egress routes will need to be provided.

BOSTON TRANSPORTATION DEPARTMENT
Emerson College – Institutional Master Plan

SCOPE OF WORK

Boston is a dense city, with high levels of vehicular congestion, pedestrian traffic, and parking demand. New development of all types increases travel demand, and will have transportation impacts that require analysis, review and mitigation. Through the City of Boston's Article 80 development review process, the Boston Transportation Department (BTD) works with a development team (the "project proponent") to ensure that they thoroughly evaluate the transportation impacts associated with the proposed project, propose and analyze ways to mitigate these transportation impacts, and implement appropriate mitigation measures.

The project proponent is responsible for assessing and mitigating the short-term and long-term impacts of the proposed Institutional Master Plan and submitting the following documentation to BTD:

1. Transportation Access Plan. The Transportation Access Plan shall fully describe all transportation-related issues surrounding the proposed project. It should include the following principal components:
 - Description of Existing Transportation Conditions. A summary of existing traffic, public transit, pedestrian, bicycle, and parking conditions in the study area.
 - Evaluation of the Proposed Project's Long-Term Transportation Impacts. A detailed description of the proposed project and a detailed analysis of the project's long-term impacts on traffic, public transit, pedestrian, bicycle, and parking conditions.
 - Mitigation of the Project's Long-Term Transportation Impacts. Identification of appropriate measures to mitigate project impacts, including physical and operational improvements, travel demand management (TDM), and long-term monitoring.
 - Description of the Project's Short-Term Construction Impacts and Proposed Mitigation. General overview of the project's construction impacts, construction schedule and phasing, and measures to mitigate the short-term impacts. This is a summary of the more detailed Construction Management Plan (CMP) to be submitted to BTD under separate cover.

The Access Plan should adhere to the guidelines and scope of work set forth below. The analysis and reporting guidelines below are designed to be general enough that they will apply to most or all major development projects; they are also designed to be specific enough to ensure adequate information and equitable review of all development projects. These guidelines shall be followed as closely as possible. If the project proponent believes that certain provisions are not applicable to the development in question, the proponent shall obtain BTD's explicit approval to forego those provisions.

2. Construction Management Plan. The Construction Management Plan (CMP) shall include a detailed proposal for the proposed project's construction: schedule, phasing, occupancy of the public right-of-way, access and delivery requirements, transportation impacts, and mitigation. The proponent shall submit the CMP to BTD, under separate cover from the Access Plan. The project's general contractor typically prepares the CMP. Guidelines for preparation of the CMP are available from BTD. The CMP shall be

completed prior to the issuance of a Building Permit from the City of Boston's Inspectional Services Department (ISD).

3. Transportation Access Plan Agreement. The Transportation Access Plan Agreement (TAPA) is a formal legal agreement between the project developer and BTM. The TAPA formalizes the findings of the Access Plan, the mitigation commitments, elements of access and physical design, and any other responsibilities of the developer and BTM. Since the TAPA must incorporate the results of the technical analysis, physical design, and assessment of mitigation requirements, it must be executed after these processes have been completed. However, the TAPA must be executed prior to approval of the project's design through the City of Boston's Public Improvements Commission (PIC). An electronic copy of the basic TAPA form is available from BTM. It is the proponent's responsibility to complete the TAPA so that it reflects the specific findings and commitments for the project, and to get BTM review and approval of the document.

STUDY AREA

The Access Plan should consist of a thorough analysis of the proposed project's transportation impacts throughout the relevant study area, including collection of accident data. The study area should comprise the public right-of-way and important transportation elements of the area described by the following list of intersections:

- a. Tremont, Essex and Boylston Streets
- b. Boylston Street and Boylston Place
- c. Boylston and Carver Streets
- d. Tremont and LaGrange Streets
- e. Tamworth and LaGrange Streets
- f. Tamworth and Boylston Streets
- g. Tremont and Stuart Streets
- h. Tremont Street and Allen's Alley
- i. South Charles and Boylston Streets
- j. South Charles and Stuart Streets

DEFINITION OF TASKS

Task 1. Description of Existing Transportation Conditions

The Existing Conditions component should summarize the current status of the transportation system within the study area. It should focus on the issues listed below, and should identify any existing problems or deficiencies in the transportation system. The Existing Conditions analysis will form the basis for projecting future conditions, and enable quantitative assessment of the proposed project's transportation impacts.

- 1.1 Project Site Conditions. Describe general conditions in the vicinity of the project, including:
 - Existing land use
 - Physical condition of the site, existing access and egress
 - Major streets and intersections in the vicinity of the site
 - On-street regulations

- 1.2 Traffic. The Access Plan should include traffic volume counts for weekday morning and evening peak periods under existing conditions. These should be classification counts in areas with high volumes of heavy vehicles. The morning and evening peak volumes represent a minimum for traffic impact analysis. Depending upon the nature of the proposed project or local conditions, BTM may require traffic analysis for additional conditions, such as for Saturday.

Existing capacity analyses should be performed to determine level of service at all study area intersections. Analyses should reflect realistic peak period characteristics, including pedestrian volumes, requirements for pedestrian phases, curb operations (bus stops, pick-up / drop-off), usable lanes, grade and percentage of heavy vehicles.

- 1.3 Parking. The Access Plan should summarize the publicly-available parking supply within ¼ mile of the project site. The parking inventory should include a Site Plan showing available parking and curbside regulations in the project vicinity.

Parking currently associated with the project site should be summarized in the Access Plan by parking use. The description of existing on-site parking use should include: number of spaces; occupation of spaces by user type, hour of peak occupancy, parking fees, and any high-occupancy vehicle spaces.

- 1.4 Transit. The Access Plan should describe the study area's mass transit system:

a. Transit Supply

- Massachusetts Bay Transportation Authority (MBTA) services, proximity to site
 - Service (mode of transit, line, closest station stop)
 - Service characteristics (frequency during peak periods, geographic connections)
 - Physical characteristics (station conditions, rolling stock)
- Private transit services
- Other transit and high-occupancy vehicle (HOV) services

b. System Utilization

- Capacity by line during peak periods
- Current ridership and percentage capacity utilization by line during peak periods

- 1.5 Pedestrians. The Access Plan should include a description of pedestrian conditions on sidewalks and intersections adjacent to the site, including major pedestrian routes in and around the site, volumes of pedestrians on these routes, and the conditions of these corridors, including any deficiencies or barriers. Pedestrian volumes should be counted and pedestrian level of service should be calculated at the following intersection crossings and sidewalk locations:

- a. Tremont, Essex and Boylston Streets
- b. Tremont and Stuart Streets
- c. South Charles and Boylston Streets
- d. South Charles and Stuart Streets
- e. Boylston Street and Boylston Place
- f. Boylston and Carver Streets

- 1.6 Bicycles. The Access Plan should describe existing bicycle usage, primary bicycle routes, accommodation of bicycles in the public right-of-way, and the current supply and location of any existing bicycle racks.
- 1.7 Loading and Service. The Access Plan should describe any existing loading and service uses on the site, as well as any special conditions relative to loading and service in the surrounding area.

Task 2. Evaluation of Proposed Project's Long-Term Transportation Impacts

The central component of the Access Plan is the evaluation of the proposed project's long-term transportation impacts. The Access Plan must evaluate these impacts in detail, for all the transportation modes and aspects that will be affected, including traffic, parking, public transit, pedestrians, bicycles, and service and loading. These impacts must be compared to the appropriate baseline condition and the Future No-Build Condition, and Future-Build Condition from the date the IMP is adopted to ten years in the future. Proposed or ongoing projects within the vicinity of the campus site should be included as part of Future-Build. These projects should include: the Tufts Performance and Production Center, Park Plaza and Loews Hotel.

The following are the principal issues, modes, and conditions that must be analyzed. The new BTM trip generation rates should be utilized.

- 2.1 Project Description. The Access Plan should include a summary of the key project characteristics that are relevant to the project's transportation impacts. These include:
 - Project names and street addresses
 - Study area, including critical intersections
 - Anticipated construction start and completion dates
 - Relevant zoning regulations with respect to use, parking and other characteristics
 - Required permits, variances, and licenses
 - Site area
 - Project's gross square footage and floor-area ratio (FAR)
 - Gross square footage by use
 - Anticipated number of students, faculty and staff
 - Other relevant variables
 - Number of parking spaces, specified by use type
 - Number of loading docks or bays, dimensions of docks or bays, design loading vehicle
- 2.2 Trip Generation Analysis. The Access Plan should include a clear and detailed trip generation analysis for the proposed uses of the site. This analysis should include:
 - a. Person-Trip Generation. The Access Plan should summarize the proposed project's person-trip generation, for daily, AM peak, and PM peak trips. The person-trip calculations should be based on appropriate trip generation rates, typically BTM's Access Plan Guidelines trip generation rates (which include person-trip generation rates developed specifically for use in the Boston area) or the Institute of Transportation Engineers (ITE) *Trip Generation Manual, 6th Edition* (which include vehicle-trip generation rates based on surveys in suburban locations throughout the United States). Where necessary, these trip generation rates may be supplemented by

survey data or information from other sources (subject to BTD requirement and/or approval). The person-trip generation analysis should be summarized in a clear table, in the body of the Access Plan, including all of the following information:

- Land use type
 - Square footage, by land use type
 - Daily person-trip generation (by land use and overall)
 - Daily person-trip generation rate (per 1,000 square feet)
 - Resulting daily person-trip ends
 - AM peak hour person-trip generation (by land use and overall)
 - AM peak hour person-trip generation rate
 - AM peak hour person-trips, entering
 - AM peak hour person-trips, exiting
 - PM Peak Hour person-trip generation (by land use and overall)
 - PM peak hour person-trip generation rate
 - PM peak hour person-trips, entering
 - PM peak hour person-trips, exiting
 - Source for trip generation rates
- b. Trip Distribution. The trip distribution should identify the directional split (i.e. north, south, west) of person-trips and vehicle-trips for the specific location and trip types of the proposed project. The Access Plan shall specify the sources or rationale of the trip distribution assumptions used.
- c. Mode Split. Person-trips shall be apportioned among the various principal modes (automobile, public transit, walking, bicycling) using an appropriate mode split. The mode split shall be presented as percentages of automobile, public transit, and walk / bicycle travel. This mode split should be based on a published, accepted source (such as US Census data) or else on relevant survey data. If the proponent wishes to adjust these mode splits based upon specific project characteristics, the adjustment must be supported by accepted evidence and appropriate mitigation commitments (e.g. enhanced travel demand management to justify a higher public transit mode share). Automobile person-trips should be translated to vehicle-trips by using an appropriate, accepted vehicle-occupancy rate (VOR). The Access Plan should summarize the assumptions and the resulting trips by each mode by land use and trip type in a clear, easily understood table.
- d. Trip Assignment. The distributed trips should be assigned to the appropriate means of accessing the project: highway routes, surface intersections, site access/egress points, and/or public transit lines. If the project expects to rely upon an off-site parking supply, trips should be assigned appropriately to these locations. Drop-off, pick-up, and valet trips should also be assigned appropriately, i.e. both entering and exiting the site access, and entering or exiting an off-site parking area.

2.3 Future No-Build Condition. The analysis of the proposed project's transportation impacts must be based on a comparison with appropriate baseline conditions. The project's impacts would be felt fully during some future "horizon year" when the project will be complete, and operating. The effects of the proposed project (under the "Future Build

Condition”) are most appropriately shown in comparison to projected transportation conditions during the horizon year without the effects of the proposed project.

- The horizon year (date the IMP is adopted to ten years in the future).
- The Future No-Build Condition traffic, transit, and pedestrian volumes should also include a background growth rate of 1.5% per year added to existing traffic volume counts, transit ridership, and pedestrian counts, unless otherwise specified by BTD.

2.4 Future Build Condition. The central component of the Access Plan is the assessment of the proposed project’s long-term impacts. This should include evaluations of the project’s effects on all transportation modes and aspects, throughout the study area.

a. Traffic Impacts.

- i) Traffic Volumes. The traffic analysis should include diagrams of turning movement volumes generated by the proposed project at all study area intersections, and total turning movement volumes for the Future Build Condition. Therefore, the Access Plan should include turning movement volume diagrams for AM peak volumes, PM peak volumes, and any other required period, of each of the following:
 - a) Existing Conditions (based on current traffic counts)
 - b) Future No-Build Conditions (Existing Conditions, plus appropriate future changes and growth factor)
 - c) Project-Generated Traffic Volumes (based on trip generation)
 - d) Future Build Conditions (Future No-Build Conditions, plus Project-Generated Traffic Volumes)
 - e) Future Build Conditions with Mitigation (if the proponent plans to undertake any roadway or signalization changes in order to mitigate traffic impacts of the proposed project)
- ii) Traffic Capacity Analysis Software. The Access Plan should include traffic capacity analyses for Existing Conditions, Future No-Build Conditions and Future Build Conditions. There needs to be particular analysis of queuing at study area intersections and how this may impact access and egress to the project site. The capacity analysis should be performed using an approved and appropriate capacity analysis software program.

The Synchro model output must be calibrated to reflect field operations. The Synchro model should be attached to the Access Plan as an appendix and the analysis must be provided to BTD on a computer disk. Summary sheets of all turning approaches must be provided in the appendix.

- iii) Traffic Capacity Analysis Results Summary. The Access Plan should include a tabular summary of the traffic capacity analysis, for all conditions (Existing, Future No-Build, Future Build and Future Build with Mitigation) for each intersection as a whole and for each approach of every intersection. The summary should include the volume-to-capacity ratio (v/c), level of service (LOS), delay, and estimated queue lengths for each study intersection, and for each approach of every intersection.
- iv) Traffic Counts. The proponent should submit, under separate cover, turning movement count summary sheets for each intersection in the study area.

- b. Parking Impacts. The Access Plan should include an analysis of projected parking demand and proposed on-street and off-street parking supply.
- i) Parking Demand Analysis. The Access Plan should include an analysis of total parking demand in the horizon year, broken down by land use and user type (e.g. office employee vs. visitor, hotel employee vs. guest, retail employee vs. patron). The parking demand analysis should include:
- Daily vehicle-trip generation by land use and user type (consistent with mode split and VOR)
 - Parking turnover by land use and user type (cite source)
 - Parking demand peaks by land use and user type
 - Overall parking demand and peak, based on shared parking among all land uses and user types included in the proposed project.
- ii) Proposed Parking Supply. The Access Plan should include a summary of the project's proposed off-street parking supply. Parking supply, and parking costs, play a central role in determining mode split and vehicular traffic impact. In general, parking should be limited to minimum supply that is appropriate to the neighborhood, the project's transit access, and the project's mode split. The project's parking ratio should remain within reasonable guidelines. To properly analyze the parking on this project the proponent should detail:
- Total Spaces
 - Existing
 - Future No-Build (if applicable)
 - Future Build Parking Conditions
 - Parking Allocation
 - Space allocation among various land uses
 - Parking ratios: spaces per thousand square feet or per unit, by land use
 - Specially-designated parking spaces, e.g. vanpools, livery vehicles, rental cars, car-sharing
 - Treatment of existing parking spaces, including displacement of existing parking spaces and how the parking demand for these spaces would be met in the Future Build Condition.
 - Comparison of Parking Supply and Demand
 - Projected shortfall or surplus of parking spaces, by land use
 - Proposed management of shortfall or surplus
 - Provide a plan of all parking facilities, including layout, access, and size of spaces.
- iii) Proposed Parking Management Plan
- Description of Proposed Parking Operations
 - Ownership mechanism for parking spaces
 - Parking assignment by parking field, by land use
 - Access control
 - Pass or payment medium
 - Parking Fees
 - Management of Specially-Designated Parking Spaces (e.g. vanpool, carpools, rental cars, car-sharing)
 - Location

- Parking fees
 - Accommodation of increased supply if demand warrants
- c. Transit Impacts. Describe the anticipated impacts of the project on the mass transit system, based on the information about Existing Conditions and the projected transit person-trips (based on trip generation – trip distribution – mode split calculations). Future transit conditions should be based on transit supply and capacity that is expected to be available in the horizon year; if there is some doubt, the proponent should consult with BTM and/or the MBTA. The Access Plan should include the following information:
- i) Transit Trip Distribution
 - Distribution of project-generated transit trips by zone
 - Distribution of project-generated transit trips by transit line / route
 - ii) System Utilization
 - Existing Conditions: Capacity and utilization by line
 - Build Conditions: Capacity and utilization by line
- d. Pedestrian Impacts. Describe future pedestrian conditions in the study area:
- Pedestrian access to and from the project, pedestrian circulation routes
 - Pedestrian accommodation in the project's public spaces (e.g. sidewalk, adjacent intersections, plaza spaces)
 - Pedestrian level of service (LOS) at all surveyed crosswalks, sidewalks and other locations
 - Existing Conditions
 - Future No-Build Conditions
 - Future Build Conditions
- NOTE: The traffic capacity analyses must also assume appropriate accommodation of pedestrians in all signalization assumptions. The pedestrian impacts analysis should describe the assumptions regarding accommodation of pedestrians in the traffic analysis, i.e. pedestrian walk rate and percentage of cycles in which pedestrian phase is called (verify with BTM).
- e. Bicycles. Describe bicycle access to, from, and within the project site. Describe bicycle storage and other amenities (e.g. shower and changing facilities) to be provided. The Boston Bicycle Advisory Committee has been working on guidelines for the most appropriate type and location of bicycle racks to be used. They may be contacted through BTM for further information and assistance in specifying and siting the bicycle racks to be installed as part of this proposal.
- f. Loading and Service. Describe service and loading requirements:
- Number of loading bays and docks
 - Services to be provided (e.g. garbage compactor, garbage collection, etc.)
 - Level of loading and service activity (number of trucks per day or per week)
 - Loading and service schedule, schedule restrictions (proponent should prohibit or strictly limit loading and service activities during peak periods)
 - Design vehicle(s)
 - Required truck turning movements (show design vehicle turning movements on site plan for an appropriate design vehicle)

- Major loading and service vehicle routes for site access and egress
- Access for emergency vehicles
- If different, provide a plan for the loading and unloading of UPS and other smaller delivery trucks.

2.5 Site Plan. Provide an engineered site plan within the context of the surrounding roadways showing Build Conditions:

- Public right-of-way layout
 - Roadways
 - Sidewalks
- Vehicular access and circulation
- Service and loading
- Truck turning movements
- Parking
- Major pedestrian corridors to and from the project site
- Bicycle storage
- Proposed on-street regulations

Task 3. Mitigation of Transportation Impacts

Major development projects offer benefits, but they also consume public services and create impacts on public resources. Chief among these impacts is a development's effect on the transportation system. The project proponent is required to quantify and analyze these impacts through the Access Plan. It is then the responsibility of the project proponent, working with BTM, to develop strategies for reducing and mitigating these impacts. These strategies will typically include travel demand management (TDM) measures and improvements/ enhancements to Boston's transportation system.

These transportation system improvements and mitigation measures have associated costs. The proponent should view these costs as an integral component of the overall project cost, necessary to enable the transportation system to accommodate the project's impacts. The mitigation measures benefit the users of the transportation system, in particular the new users associated with the proposed project. Project proponents shall allocate appropriate funding for the mitigation. The mitigation measures associated with a development project will be specified in the project's Transportation Access Plan Agreement (TAPA) between the proponent and BTM.

3.1 Travel Demand Management (TDM). Travel demand management comprises a variety of strategies designed to reduce single-occupancy vehicle (SOV) travel and encourage "alternate modes" of transportation (public transit, walking, bicycling). TDM programs are critical due to the disproportionate impacts of SOV travel on congestion, parking demand, air quality, and quality of life. TDM programs are especially important for projects that generate higher trip volumes, create concentrated peaks of demand, and create more impacts related to roadway congestion, parking demand, and vehicle emissions. TDM programs are required even when the proponent uses the default analysis assumptions for mode split and VOR, since these default assumptions reflect long-standing TDM efforts and Transportation Management Association programs.

Appropriate TDM measures and requirements will vary depending upon the type of development, the neighborhood, and specific circumstances. If the proponent seeks to

base its impact analysis on aggressive assumptions (i.e.: a high transit mode share), the proponent must require appropriate TDM measures in its lease agreements with tenants.

In the TAPA, the proponent would be required to implement an appropriate subset of the following TDM measures:

- a. Transportation Coordinator. Designate a full-time, on-site employee as the development's transportation coordinator. The transportation coordinator shall oversee all transportation issues. This includes managing vehicular operations, service and loading, parking, and TDM programs. In addition, the transportation coordinator will be responsible for the monitoring program and will serve as the contact and liaison for BTM and the Transportation Management Association (TMA).
- b. Ridesharing / Carpooling. Facilitate ridesharing through geographic matching, parking fee discounts, and preferential parking for carpools / vanpools. May be accomplished through participation in a TMA, participation in CARAVAN for Commuters, or use of computerized ridesharing software.
- c. Guaranteed Ride Home Program. Offer a "guaranteed ride home" in order to remove an obstacle to transit use and ridesharing.
- d. Transit Pass Programs. Encourage students, faculty and staff to use transit through the following measures:
 - Offer on-site transit pass sales or participate in the MBTA Corporate T-Pass Program
 - Offer federal "Commuter Choice" programs, including pre-tax deductions for transit passes and subsidized transit passes
- e. Information and Promotion of Travel Alternatives
 - Provide students, faculty, staff and visitors with public transit system maps and other system information
 - Provide an annual (or more frequent) newsletter or bulleting summarizing transit, ridesharing, bicycling, alternative work schedules, and other travel options
 - Sponsor an annual (or more frequent) "Transportation Day" at which students, faculty and staff may obtain information on travel alternatives and register to participate in ridesharing programs
 - Provide information on travel alternatives for students, faculty and staff via the Internet
 - Provide information on travel alternatives to new students, faculty and staff.
- f. Transportation Management Association (TMA) Membership. Join the Artery Business Committee Transportation Management Association (ABC TMA).
- g. Bicycle Facilities and Promotion
 - Provide secure bicycle storage
 - Provide additional publicly-accessible bicycle storage
 - Provide shower and changing facilities for bicycle commuters
 - Promote bicycles as an alternative to SOV travel, provide promotional material on bicycle commuting and bicycle safety, and provide incentives for bicycle use
- h. Parking Management
 - Charge market-rate parking fees
 - Offer preferential parking to carpools and vanpools
 - Offer reduced parking rates to carpools and vanpools

- Offer parking space for car-sharing
 - Enforce a 5-minute limit on vehicle idling for all users, in accordance with Massachusetts state law
- i. Trip Reduction Strategies. To the degree possible, the Developer shall implement the following strategies for its own on-site students, faculty and staff.
- Telecommuting. Reduce overall trip demand by enabling students, faculty and staff. to telecommute.
 - Flexible Work Schedules. Reduce peak hour and overall trip demand by enabling faculty and staff to telecommute, work a compressed work week, or work hours that enable off-peak commuting.
 - Local Hiring. Recruit and hire employees from the local area. Such local employees can more easily use alternatives to SOV travel, including walking, bicycling and transit.
- j. Transportation Monitoring and Annual Reporting. Monitor transportation conditions, conduct employee transportation surveys, and provide BTM with an annual report on findings. This information will be useful to BTM in identifying and addressing issues with travel and access, including transit service, pedestrian and bicycle access, parking and traffic. BTM will provide employee survey forms and transportation monitoring forms to ensure uniformity of data.

3.2 Transportation System Improvements. In order to meet Boston's mobility needs as its population, density, and land development increase, Boston's transportation system requires improvements. These improvements offset the transportation impacts of new development. In addition, these improvements can make the traveling experience easier in the vicinity of the project, which accrues to the benefit of the proponent and the development's users.

- a. Geometric Changes and Improvements to the Public Right-of-Way. The proponent may be required to make geometric changes and improvements to roadways, sidewalks, and other elements in the vicinity of the proposed project. These changes and improvements may be necessary in order to enable new circulation patterns resulting from the project and mitigate impacts of new vehicle or pedestrian trips. Changes and improvements should be designed by the proponent's consultant in consultation with BTM. The project proponent will be required to directly fund and implement all changes and improvements to the public right-of-way. These improvements should be made with input from BTM, per specifications provided by BTM, and by a contractor approved by BTM.
- b. Traffic Signal Improvements. BTM operates most of the traffic signals in Boston. Improvements to traffic signals in the vicinity of the proposed project may be necessary to manage the increased travel demands placed on the intersection. Improving the operations of these signals can reduce congestion and improve conditions for pedestrians, bicycles, transit vehicles, and general traffic. Typical traffic signal improvements that BTM may require include:
- i) Traffic signal equipment
- Signal controller
 - Signal heads and pedestrian heads

- Signal poles and mastarms
- ii) Traffic monitoring equipment
 - System detectors
 - Video monitoring cameras
- iii) Traffic signal communications equipment
 - Communications conduit (4" PVC)
 - Signal interconnect cable

The project proponent may be required to directly fund and implement all traffic signal improvements. These improvements should be made with input from BTB, per specifications provided by BTB, and by a contractor approved by BTB.

- c. Public Transit System Improvements New development can add significantly to public transit demand and have other impacts on the transit system. In order to manage this demand and mitigate the impacts, the proponent may be required to make or contribute to transit system improvements. These improvements shall be determined in consultation with the BTB and the MBTA. Improvements may include:
- Physical improvements to MBTA system stations and stops
 - Supplemental transit services. Public transit is the most desirable means of achieving transit access, and the proponent shall make every effort to facilitate transit access to the proposed project via public services. However, there may be some situations in which private supplemental transit services, such as shuttle buses, are necessary. For example, if the proposed project generates a concentration of trips to and from certain locations, such that a shuttle is feasible and useful in reducing auto trips.

APPENDIX 2
PUBLIC AGENCY COMMENTS

Craig, Keith

From: Jayasinghe, Para
Sent: Friday, July 12, 2002 3:26 PM
To: Craig, Keith
Cc: Leo, Vincent
Subject: IMPNF Comments - Emerson College

Keith ..

Here are my comments:

Considering the proposed massing of Emerson College on Boylston Street, between Charles Street and Tremont street, and adjacent to the Green Line Boylston Station, please have the Development team coordinate their Institutional Development plan with BRA's Transit Oriented Development Program (TODM) guidelines.

Sidewalks abutting Boylston Street (144-156 Boylston Street) impacted by the Piano Row project, must be re-constructed to City Standards. If an upgraded material is used, the developer must submit a maintenance and indemnification agreement to the Public Works Department.

Any directional and/or Identification markers for the Emerson College and/or Buildings, placed on the Public ROW, must require City approval.

The curbside usage of Boylston Street must be carefully managed to minimize impacts to the vehicular traffic flow on Boylston Street.

Any building structural encroachments into the Public ROW must be approved by the Public Improvement Commission.

Due to the proximity of the building massing to Washington street, it may be prudent to seek the input from the Chinatown community to give guidance to the IMP.

PJ

Boston

Keith C. Craig
Project Manager for Institutional Development
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

June 28, 2002

Dear Mr. Craig:

Regarding the Project Notification Form for the Emerson College project, submitted to the BRA on June 21, 2002 the Boston Fire Department requires the following issues addressed by a qualified individual.

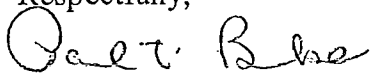
1. Emergency vehicle site access to the new buildings as well as existing buildings that might be affected.
2. Impact on availability and accessibility of hydrant locations for new buildings as well as for any existing buildings that might be impacted.
3. Impact on availability and accessibility to siamese connection locations for new buildings as well as for any existing buildings that might be impacted.
4. Impact that a transformer vault fire or explosion will have on the fire safety of the building. Particular as it relates to the location of the vault.
5. Need for Boston Fire Department permit requirements as outlined in the Boston Fire Prevention Code, the Massachusetts Fire Prevention Regulations (527 CMR), and the Massachusetts Fire Prevention Laws (MGL CH 148).
6. For projects involving air-supported structures, it is critical that the impact of the design has on fire safety relative to the interaction of the area underneath the structure to the structure as well as to the interaction of the structure to the area underneath the structure.
7. Due to the increasing popularity of private wireless communication services, it has become increasingly difficult and costly for the Fire Department to locate our emergency communications equipment at appropriate sites. At the same time, the need for antenna sites has grown as development continues in downtown/Back Bay. We would appreciate it if the BRA, as part of its development review process for high-rise towers, could assist the Fire Department in obtaining rooftop access for our communications equipment as a public benefit too meet this critical public safety need.



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

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

Respectfully,

A handwritten signature in cursive script that reads "Paul T. Burke". The signature is written in black ink and is positioned directly below the word "Respectfully,".

Paul T. Burke

Acting Fire Marshal

Pjm

Cc: Paul Donga, FPE, Plans Unit, BFD



ASSESSING DEPARTMENT

Boston City Hall, Room 301, Boston, MA 02201

July 23, 2002

Keith C. Craig, Project Manager for Institutional Development
Boston Redevelopment Authority
9th Floor
One City Hall Square
Boston, MA 02201

RE: INSTITUTIONAL MASTER PLAN NOTIFICATION FORM AND SCOPING
SESSION

Dear Mr. Craig:

My office has met with representatives of Emerson College regarding the Institutional Master Plan.

We have discussed the development of a Payment in Lieu Of Tax (PILOT) Agreement for the Tufts Performance and Production Center and the Piano Row Residence Hall. We look forward to successful negotiations and signed PILOT Agreements for the two projects.

For an update on the progress of the PILOT Agreements please contact Mr. Yul Anderson at 617.635.4387.

Sincerely,

Ronald W. Rakow
Commissioner

Cc: Jeffrey Austin, Special Assistant Corporation Counsel
Yul Anderson, Tax Policy Unit



CITY OF BOSTON

THE ENVIRONMENT DEPARTMENT

Boston City Hall, Room 805 • Boston, MA 02201 • 617/635-3850 • FAX: 617/635-3435

July 23, 2002

Mark Maloney, Director
Boston Redevelopment Authority
Boston City Hall, Room 925
Boston, MA 02201
Attention: Kieth Craig, Project Manager for Institutional Development

Re: Emerson College – Institutional Master Plan Notification Form

Dear Director Maloney:

The City of Boston Environment Department has reviewed the Emerson College Institutional Master Plan Notification Form (IMPNF) and hereby submits the following comments to promote the use of proven environmental strategies and technologies in fulfilling environmental requirements.

DESCRIPTION

Emerson College has submitted an IMPNF for campus development over the next 10-years. The college intends to continue the consolidation of campus facilities in the Midtown Cultural District, creating a "Campus on the Common," through the conversion and construction of new buildings in the district and the sale of its properties in the Back Bay and Beacon Hill. Further expansion will be limited to the area between South Charles and Washington Streets, and West Street and Seaver Place. Facilities that are acquired will be utilized for instructional, administrative or residential uses.

The college currently enrolls 2,600 undergraduate students, 600 graduate students and has several hundred part-time and non-degree students taking classes. The College is comprised of the School of the Arts, the School of Communication and the Institute for Liberal Arts and Interdisciplinary studies. Emerson owns seven buildings in the Midtown Cultural District, five buildings in the Back Bay and one building on Beacon Hill. During the term of the proposed Master Plan Emerson will continue with its current upgrades to properties and development projects, as well as future development of new facilities in the Midtown area.

Midtown Cultural District:

- The Ansin Building, 180 Tremont Street building (purchased 1992), a 14-story academic and administrative. Planned work is window replacement.
- The Little Building, 80 Boylston Street (purchased 1994), a 750-bed residence hall, cafeteria and student support facility. Planned work is the restoration of 1st floor retail bay windows, the cleaning and restoration of ornamental metal, and the restoration of decorative and flat masonry.

- The former Union Warren Savings Bank Building, 216 Tremont Street (purchased 1997), houses the Department of Communication Sciences and Disorders, the Registrar and Financial Assistance. Planned work is window replacement.
- The Walker Building, 120 Boylston Street (purchased 1998), houses the School of Communications, a library, classrooms, college facilities and administrative services departments. Planned work is the installation of a bank of two elevators, a new lobby at 10 Boylston Place for access to the new elevators and the Tufte Center, Landscaping and masonry improvements to Boylston Place, ongoing façade repairs and continued conversion of office spaces to college uses as leases expire.
- The Majestic Theater, Tremont Street (purchased 1983), at this time restoration of the facade is complete and restoration of the interior, with approval from the Boston Landmarks Commission (BLC) and the Massachusetts Architectural Access Board, has begun. Interior restoration will include the reopening of the 2nd balcony, ADA accessibility, reconfiguration of the lobby, restoration of the auditorium, restoration of the façade stained glass and updating of the stage support systems. The theater is scheduled to open in 2003.
- The Tufte Performance and Production Center, located behind the Majestic Theater, is currently under construction and scheduled to open in the Fall of 2003. The 78,000 SF building is 10 stories above grade, with a zoning height of 151 feet. There will be an at-grade covered loading dock that is to be shared by the State Transportation Building, the Emerson Majestic Theater and the Walker Building. The building will house the Performing Arts Department, two theatres, two television studios, laboratories, classrooms, offices and facilities to support the Majestic Theater.
- Piano Row Residence Hall, 144-156 Boylston Street (Purchased 2001), when complete will serve as a new Campus Center and house approximately 580 students, campus organizations, the Dean of Students, a basketball court, sports facilities and retail space. The proposed building will be constructed on what is currently a vacant lot. The structure will stand 130 feet in height, minus parapets and roof top areas designated for HVAC and mechanical equipment, and contain 185,000 SF of space. There will be 14 floors above grade and two floors and a mezzanine below grade. No parking facilities are planned as part of the project. The proposed project was previously approved by the BRA as a condominium complex. The proponent intends to submit a Notice of Project Change and will request a Scoping Determination waiving further review. The property is also subject to the Park Plaza Urban Renewal Plan and the Amended and Restated Land Disposition Agreement. Emerson will request amendments to these prior to development.
- Emerson's proposed Performance Development Center (PDC) is to be located in the proposed Loew's Hotel. The PDC will serve as Loew's cultural use tenant and occupy the fourth floor of the hotel, comprising 30,000 SF of space. The space is to be utilized for performance development, rehearsal and classroom space. At the July 11, 2002 Scoping Session Emerson representatives indicated that if the Loew's project does not move forward Emerson may delay the sale of some of its properties to provide for PDC uses.

Emerson has sold eight Back Bay properties since 1995 and plans to sell the remaining properties in the Back Bay and Beacon Hill upon completion of its "Campus on the Common." The existing uses of the buildings and proposed order of sale is as follows:

Beacon Hill:

- 69 Brimmer Street serves as the Performing Arts building and classrooms

Back Bay:

- 126-130 Beacon Street has classrooms, faculty offices and studios;
- 100 Beacon Street is a residence hall, housing 224 students and a computer center;
- 132-134 Beacon Street is a residence hall, housing 78 students;
- 6 Arlington/Zero Marlborough Street is a residence hall, housing 160 students and dining facilities, and;
- 96 Beacon Street accommodates the student union

Leased Properties:

- 420 Berkeley Street has the Graduate and Undergraduate Admissions Office, which utilizes 8,000 SF of space. When the lease expires in 2003 the office will be relocated to the Walker Building.
- 647 A Summer Street is used for set design, construction and storage of stage materials. The lease on the 10,000 SF of space has been extended through July 31, 2007.

The IMPNF indicates the following as current and planned Transportation Demand Management (TDM) measures:

- T-pass program for staff and students;
- Participant in the Rideshare Program;
- Advertising of car/van pooling services;
- No parking for students and subsidized parking for limited number of faculty, and;
- Facilities for storage of bicycles at the Piano Row Residences

RESPONSE

The Institutional Master Plan (IMP) should address the following issues and provide the information requested.

A schedule of proposed projects and their phasing should be included in the IMP. The schedule should also indicate proposed maintenance and upgrades to facilities. We note that the schedule and IMP may need to be updated over the term of the plan.

Information on building materials, recycling, conservation, resource protection and the City Of Boston Environment Department Guidelines For Responsible and Sustainable Development (Guidelines) are being provided to the proponent with a copy of these comments. The Guidelines are designed to protect the quality of life and environmental health of those who live and work in Boston and to preserve the integrity of our natural resources. The Guidelines and information provided should be used as a resource for minimizing the environmental impacts of projects.

As the City of Boston is committed to sustainability as a guiding environmental concept and the basic operating principle for the management of Boston's natural and historic resources, the Institutional Master Plan (IMP) should include *distinct sections* and discuss the issues addressed in the Guidelines with a campus-wide emphasis on Conservation, Recycling and Environmental/Resource Protection, Historic and Archaeological Resources and Transportation Demand Management. The Guidelines should be used as a basis for the design of facilities, construction and operating foundations of projects. The proponent should also reference the information provided and the following websites on green campuses and sustainability initiatives at other colleges and universities: Blueprint for a Green Campus www.environmentcitizen.org/cgv/blueprint/index.html; The Greening of Campus www.islandpress.org/economics/energy/greencamp.html.

The IMPNF notes that school does not anticipate significant increase in enrollment over the next few years. As this plan has a 10-year term, the proponent should specify the anticipated enrollment for each year.

The Master Plan should provide the following information about the students, staff and faculty of Emerson's campus, including:

- the number of full-time students;
- the number of part-time students;
- the number of non-degree students;
- the number of full-time staff;
- the number of part-time staff;
- the number of full and part-time staff working under outside contracts;
- the number of full-time faculty, and ;

- the number of part-time faculty

This information should not be reported in full-time equivalents (FTEs).

Conservation and Environmental Resource Protection

The consolidation of Emerson's campus and development of new projects provides opportunities to protect the environment and construct high performance buildings that minimize utility costs through the use of energy and resource conserving technologies and materials. Choices should be made in accordance with the principle of sustainability and include the installation of energy efficient appliances, lighting and heating systems. The use of energy conservation and high performance building technologies will provide both an environmental benefit and a financial benefit to Emerson. We request that the proponent consider the following options and address in the IMP the implementation of campus-wide Energy Management Plan.

High Performance Buildings

The creation of a high performance, or "green buildings," requires attention to many elements that must be integrated into planning and design. We strongly recommend that the proponents consider using the Leadership in Energy & Environmental Design (LEED™) standards for the project. LEED™, a green building rating and certification system is a program of the U.S. Green Building Council (USGBC, www.usgbc.org), evaluates environmental performance from a "whole building" perspective over a structure's life cycle. The proponent should note in the Master Plan which components of the LEED™ checklist will be incorporated into new projects.

We recommend that the proponent participate in the U.S. Environmental Protection Agency's (EPA) Energy Star/Green Lights program, a partnership that offers assistance with strategic energy management and energy efficiency resulting in air pollution prevention and cost savings for participants. Energy Star Building Allies are an excellent resource for new construction. Related Websites are www.epa.gov/greenlights and www.epa.gov/appdstar/buildings/. For online identification of companies providing products and services related to energy efficiency in buildings, we suggest the EPA's *Ally Services and Products (ASAP) Directory* at www.epa.gov/asap.

The U.S. Department of Energy (DOE) funds the Energy Efficiency and Renewable Energy Clearinghouse (EREC). EREC provides, at no cost, answers to simple questions or complex technical questions and requests for energy-related business assistance. Information is available on such topics as efficient commercial and residential equipment and materials, renewable energy technologies and industrial technologies. A description of EREC, methods of access, and an order form for obtaining specific information are enclosed. DOE also sponsors the Energy Efficiency and Renewable Energy Network (EREN) as a resource for energy efficiency and renewable energy information. The EREN website, www.eren.doe.gov/, contains more than 600 links and 800 documents including case studies, building energy data and building information.

The building envelope is a significant factor in the heating and cooling demands of a building. A properly insulated building will create a thermal barrier, which minimizes the transfer of heat through the walls, ceiling, and floor. Windows with a low shading coefficient glazing will assist in appropriately sized HVAC systems, lower peak demand, reduced energy consumption for cooling and increased interior comfort. The National Fenestration Rating Council (NFRC www.nfrc.org), provides information on windows and their energy saving performance.

Constructing a building heating system that is 20 percent more efficient than the standards of the American Society of Heating, Refrigerating and Air- Conditioning Engineers, Inc. (ASHRAE) can cost 0.5 to 2 percent more than the less efficient standard with a two to three year payback time. A system that is 30 percent more efficient can cost one to three percent more with a payback period of five to seven years. Given the project's waterfront location the proponent should consider opportunities for a seawater cooling system, which utilizes the constant temperature of seawater in conjunction with a heat exchanger for cooling of the building.

Application of cool roof material is an inexpensive option for energy conservation and peak demand savings. Cool roofs are both highly reflective and emissive, and stay 50 to 60 degrees Fahrenheit cooler during peak summer conditions than traditional hot materials. These cooler surfaces transmit less heat into buildings and reduce outside ambient temperatures, which effects the formation of smog and associated asthma and respiratory problems. The EPA's Energy Star program has compiled a list of more than 100 highly reflective roofing products, which may be referenced at www.energystar.gov/products. The tiered massing of the building would also be suitable for eco-roofs, vegetated roof systems, which provide many of the cool roof benefits along with the capacity to retain rainwater. Examples can be found at www.greenroofs.com.

Lighting

Interior lighting should be designed based upon the layout of the building, natural day-lighting, hours of use, and types of use. Currently there are many new efficient lighting systems, such as T-8, T-5 and compact fluorescents. Fluorescent lighting fixtures last 10-times longer than incandescent bulbs and require one sixth of the wattage for the same light output. Additional cost savings can be realized through a combination of daylighting and dimmable ballasts with photo sensors.

Consideration should also be given to Lighting Management and Zoned Lighting Systems, which allow for the centralized programming of a building's lighting. These systems automatically shut off lighting in specific areas of a building based upon schedule and use. Occupancy sensors may also be incorporated into these systems. We refer Emerson to the following commercial vendors for more specific information:

<http://www.ledalite.com/markets/energy/index.html>; <http://www.lutron.com/microwatt/>; www.lightcontrol.net.

Outdoor lighting fixtures should serve operational and security needs while not adding to light pollution. Fixtures should be downward directed or shielded. Particular consideration should be given to effects upon Boston Common. The Good Neighbor Outdoor Lighting information is an excellent guide to urban lighting design.

Air Quality

State law prohibits vehicle idling for more than five minutes. Permanent "No Idling" signs should be posted in areas where shuttles pick up and drop off, as well as parking and loading/receiving areas. Should Emerson construct and operate parking facilities, all structures should be equipped with Carbon Monoxide (CO) monitors that have direct read meters as well as visual and audible alarms.

Noise

External HVAC systems, elevator equipment, vents and emergency generators are all subject to the Regulations for the Control of Noise in the City of Boston. Systems and equipment should be properly designed and sized for the buildings they are serving. Building mechanicals and equipment should be located so that sound energy and fumes are directed away from area residences and ventilation intakes. Acoustical enclosures may be necessary to ensure compliance with the Noise Regulations.

The removal of trash and recyclables is also subject to the regulations. This includes noise from back-up beepers and the emptying of dumpsters. Loading docks, dumpsters and recycling containers should be enclosed or located away from residences. The proponent should ensure that waste haulers understand that dumpsters may not be emptied between the hours of 11:00 p.m. and 7:00 a.m.

Solid Waste and Recycling

One of the City's goals is to increase the reuse and recycling of wastes. State law (State Solid Waste Facility Management Regulations, 310 CMR 19.017) has required the recycling of white goods since 1992; metal cans since

1993; glass since 1993; plastics since 1995; paper since 1995 and bans the disposal of Cathode Ray Tubes (CRTs) found in televisions and computer monitors. Recycling will help to extend the life of landfills and minimize the pollutants emitted by incinerators. The proponent should plan new construction and renovations in anticipation of increasing rates of recycling over the operational life of the buildings.

The Master Plan should describe the planned enhancements to the existing campus recycling program. The plan should provide for the recycling of glass containers, metal containers, cardboard, newsprint, white paper, milk cartons, juice boxes and plastic containers designated from 1 to 7.

Other easily recycled materials include fluorescent lights, light ballasts, cartridges for copier and printer toner and pallets. WasteCap of Massachusetts, with funding from the Massachusetts Executive Office of Environmental Affairs (EOEA) and DEP, compiles and produces the [Recycling Service Directory and Markets Guide for Massachusetts](#). This directory provides information on recycling service providers who accept, collect or purchase recyclable materials and other sources of recycling market information. Such materials include cardboard, pallets and fluorescent lamps and ballasts. WasteCap also provides technical assistance to businesses interested in establishing recycling programs. This resource should be used in establishing a recycling program for the campus. It is located at 376 Boylston Street, Suite 303 in Boston, 02216. The phone is (617) 236-7715, fax is (671) 236-7141, the Internet address is: <http://www.wastecap.org/>

In accord with City objectives, it is essential that projects be designed with space for the sorting, storage and pick-up of the range of recyclable materials. Emerson should review options for consolidating recycling facilities in its Midtown campus.

Stormwater Quality

The Boston Water and Sewer Commission (BWSC) spends more than \$300,000 annually for the disposal of materials removed from catch basins. In addition, the quality of stormwater is receiving increasing regulatory attention, as it is a primary contributor to the condition of receiving water bodies. We hope that the proponent will help to educate the public and further improve the water quality of local water bodies by agreeing to the permanent installation of plaques at all storm drains that bear the warning "Don't Dump – Drains to Boston Harbor." Additional information on the casting for these plaques is available from the Operations Division at BWSC (617-989-7000).

Water Conservation

The Master Plan should address measures that will be implemented throughout the campus to conserve water use. Cost savings can be realized through the installation of low flow plumbing fixtures, and sensor-operated sinks with water conserving aerators and sensor-operated toilets. Energy Star qualified equipment, including front-loading washing machines and washers, which use 35-50% less water and 50% less energy per load, should be considered.

Historic Resources

The Boston Landmarks Commission (BLC) appreciates Emerson's continued cooperation in the review of projects and their stewardship of historic resources in the Midtown Cultural District. The IMP should include an Historic Resources section identifying all historic resources within a ¼-mile radius of campus boundaries using the Massachusetts Historical Commission's (MHC) *Inventory of Historical and Archaeological Assets of the Commonwealth*. The section should have a map indicating the location of each resource, a narrative description including its age, style, materials, architect and a discussion of all anticipated impacts of proposed projects. For example, the IMP should make clear how the height and massing of planned structures will relate to historical buildings in the areas. The BLC anticipates that this information will be used as the basis of a more comprehensive preservation plan.

BLC staff agrees with BRA Urban Design staff that projects in the City should be constructed with traditional building materials and techniques rather than synthetic composite materials. Simulated materials such as exterior insulated finish systems (EIFS), and glass fiber reinforced concrete (GFRC) are inconsistent with Boston architecture and are unlikely to withstand decades of the City's freeze-and-thaw climate. The IMP should discuss the materials planned for each project.

The BLC requests that dated cornerstones be incorporated into all new construction. This element will allow those who are attentive to and value the architecture of the City to appreciate the historical context in which structures were conceived.

It is our understanding that the massing of the proposed Piano Row Residence Hall is the same as the condominium complex initially planned for the site. If there should be any changes in massing the proponent will need to conduct a new wind and shadow analysis. Such study should be based upon the height of the building, inclusive of the roof top areas designated for HVAC and mechanical equipment. The shadow study should include the following at a minimum:

- graphic representations that clearly distinguish between existing and new shadow;
- indicate all area streets;
- impacts on all historic buildings facades;
- the cumulative impact upon Boston Common and Public Garden and how the project complies with the established shadow bank for these historic areas;

Transportation and Environmental Consequences

One of the primary goals of this department is to improve air quality. Reducing the number of single occupant vehicles (SOVs) entering and leaving the city is not only related to traffic impacts but is essential to air quality improvement and quality of life. As such, we are committed to seeing that all effective steps are taken to encourage transit and high occupancy vehicle (HOV) use by commuters and residents.

There are numerous environmental benefits to reducing the number of motor vehicles driven in the City of Boston at any time of the day or night. Vehicle trips, regardless of time of day, increase noise, congestion and degrade the quality of life in any neighborhood. In addition to the standard air pollutants caused by motor vehicles (CO, VOCs, NO_x and particulates), they may also leak or deposit rubber, lead, zinc, copper, cadmium, chromium, ethylene glycol and petroleum products. These contaminants affect air quality, water quality and land quality. (See Opportunities to Improve Air Quality through Transportation Pricing Programs, USEPA, EPA 420-R-97-004, 1997.)

The IMP should identify all parking areas/facilities owned, rented, leased, operated, managed, controlled and maintained by Emerson for any purpose and should detail any arrangements with parking facilities to accommodate its students, staff and/or faculty. Parking should be identified by location and information provided about the number of parking spaces at each facility; criteria for use; rate schedules, if any; and the amount of subsidy if the spaces are provided at less than market rates. Market rates for each facility should be identified with, for non-commercial parking, an explanation as to how market rates were identified.

The IMP should provide detailed information on the transportation behavior of Emerson students, staff and faculty. This information should include:

- total numbers of students, staff and faculty as requested on page three of these comments;
- mode splits for full-time students, staff and faculty;
- mode splits for part-time students, staff and faculty;
- vehicle occupancy rates (VOR) for each category;
- a map of area parking facilities used by Emerson students, staff and faculty, including commercial parking facilities;

- parking rates and eligibility for parking at each of the identified facilities;
- the level of parking subsidy per month provided for each of the above categories of students, staff and faculty;
- a map showing the location and number of bicycle racks and shower/locker areas for commuters at Emerson facilities; and
- the eligibility requirements for each TDM program element.

The IMP should describe in detail Emerson's existing TDM program, any new program elements planned for the period of the Master Plan and should indicate specifically if each of the following is presently in place; will be added to the TDM program with the planned date of inclusion; or if the element will not be in the TDM plan:

- on-site Transportation Coordinator;
- membership and active participation in the Artery Business Committee Transportation Management Association;
- Guaranteed Ride Home program for non-drivers and HOV users;
- a parking "cash out" option should Emerson own or operate parking facilities;
- maintaining a database of employee and student information for ridematching/planning purposes including home address and commuting mode;
- posting public and private transit routes (including water), schedules and rates;
- providing the same information on the Emerson Web site and through e-mails, newsletters and at student and employee orientations;
- on-site availability of public and private transit schedules;
- offering MBTA pass subsidies for all employees (including contract employees and students) with a *pro rata* subsidy for part-timers;
- pre-tax payroll deduction for MBTA pass purchase;
- on-site MBTA pass sales;
- providing secure bicycle storage in an area protected from the elements (for commuters and students);
- providing additional bicycle storage for short-term users;
- offering incentives such as preferential parking or reduced-rate parking for high occupancy vehicle (HOV) commuting (three or more commuters). Any incentives should be identified;
- offering occasional parking for transit commuters who may sometimes need to drive;
- establishing parking rate structures to discourage commuter use;
- offering direct deposit of paychecks;
- offering a flextime work option;
- offering a telecommuting work option;
- sharing services with institutional neighbors such as a cafeteria to reduce lunchtime vehicle trips or showers and changing/locker rooms to encourage biking and walking;
- participating in the Walk to Work program;
- sending transit information to all registrants of conferences or seminars to be held at Emerson facilities; and
- providing space for a ZipCar or other car-sharing service.

Construction

The Emerson campus is surrounded by residential and commercial uses. During construction phases of the project the following mitigation measures should be implemented. Any construction activities associated with other active project sites in the area should also be coordinated to reduce impacts on the community.

Air Quality, Public Health and the Voluntary Diesel Retrofit Program

Construction sites pose many threats to air quality due to exposed soils, stock piling of unconsolidated material and construction equipment. The proponent should reference page 1 of the Guidelines for information on Best Management Practices to implement during construction phases.

Construction vehicles are a substantial source of air pollutants. According to the Massachusetts Department of Environmental Protection (DEP), they contribute about 33 percent of mobile source particulate matter (PM) and ten percent of all nitrogen oxide (NO_x) pollution in the northeast. More than 90 percent of diesel engine particulate emissions are highly respirable and carry toxins deep into the lung, exacerbating human respiratory ailments.

In November 1998 DEP inaugurated the Massachusetts Clean Air Construction Initiative (CACI) as part of its Mobile Source Emissions Control Effort. The Voluntary Diesel Retrofit Program of the CACI is designed to reduce air quality degradation caused by emissions of carbon monoxide (CO), volatile organic compounds (VOC), NO_x and air toxics from heavy-duty, diesel-powered construction equipment. Oxidation catalysts and catalyzed particulate filters reduce toxic emissions of formaldehyde, benzene, acrolein and 1-3 butadiene by as much as 70 percent.

The CACI offers contractors a cost-effective way to decrease localized adverse impacts and reduce dust and odor complaints from project abutters and regulatory agencies. Experience with a pilot project that retrofitted 83 pieces of equipment working on the Central Artery/Tunnel (CA/T) project showed that:

- vehicles did not experience significant power loss;
- there are no additional operation and maintenance (O & M) or fuel costs; and
- engine manufacturers continue to honor vehicle warranties.

The proponent should contact Steven G. Lipman, P.E. of DEP at 617-292-5698 to discuss the CACI and how it might be used to minimize adverse construction impacts from this project.

Allowed Work Hours & Noise

City of Boston Code Ordinance 16-26.4 allows construction from 7:00 a.m. to 6:00 p.m., Monday through Friday. This department receives frequent complaints about noise generated at construction sites before 7:00 a.m. Complaints show that contractors often allow workers on site before that time. Noise is frequently related to the run-up of diesel equipment and the preparation and movement of materials. We remind the proponent that no sound-generating activity is legally allowed to occur at the site prior to 7:00 a.m. The Air Pollution Control Commission (APCC) should be notified each time a permit is sought from the Commissioner of the Inspectional Services Department to work outside of these limits. The APCC can be reached at 617-635-3850.

Deliveries and removal of construction material should be scheduled during daytime hours to the greatest extent possible. If nighttime work is required, the APCC and area residents should be informed of the nature and extent of work involved and noise attenuation measures to be implemented. Additional noise mitigation measures are noted on page 3 of the Guidelines.

Recycling, Reprocessing and Reuse

Project contracts should require the reprocessing, recycling and reuse of construction materials. We request that construction laydown areas contain sufficient space for the segregation of materials. Some excess construction materials may be suitable for donation to the Building Materials Resource Center (100 Terrace Street, Roxbury, 02120, 617-442-8917). This non-profit center offers, for only a handling fee, new and used materials for low and middle income homeowners. Contractors can save disposal fees while supporting this organization. We encourage the proponent to contact the BMRC to determine if donations may be appropriate in this case.

Construction Worker Parking

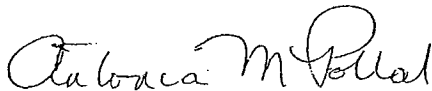
Roadways in project areas experience significant congestion daily. This factor, in addition to vehicle-related air quality and quality of life issues unrelated to time of day, suggest that TDM should be implemented during the construction phase of all projects. A TDM plan for construction workers would include:

- providing secure, on-site storage so that workers do not have to transport tools and equipment each day;
- offering pre-tax payroll deduction for MBTA pass purchase;
- providing MBTA pass subsidies for all employees, including contract employees with a *pro rata* subsidy for part-timers (please see Commuter Check information for facts on tax benefits);
- if on-site parking is made available, charging workers a rate designed to discourage SOV commuting; and encourage HOV commuting (three or more occupants per vehicle);
- providing a ride-matching service; and
- providing and posting information on public and private transit routes (including water), schedules and rates.

The plan for should include a method for ensuring that workers do not park in adjacent residential areas.

Thank you for the opportunity to offer comment and we look forward to the Master Plan.

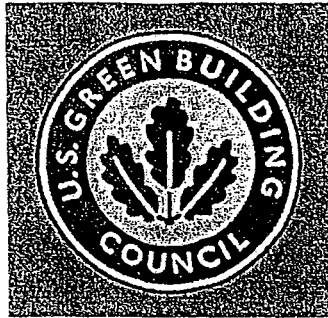
Sincerely,



Antonia M. Pollak
Director

Enclosures

cc: Andrea d'Amato, Chief of Environmental Services
 John P. Sullivan, Jr., P.E. Boston Water and Sewer Commission
 Allison Felix, Boston Transportation Department



LEED™

LEADERSHIP IN ENERGY & ENVIRONMENTAL DESIGN

Rating System

Version 2.0

Including the
Project Checklist



June 2001



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Project Checklist



Sustainable Sites

14 Possible Points

<input checked="" type="checkbox"/>	Prereq 1	Erosion & Sedimentation Control	Required	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1 Site Selection	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2 Urban Redevelopment	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3 Brownfield Redevelopment	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.1 Alternative Transportation, Public Transportation Access	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.2 Alternative Transportation, Bicycle Storage & Changing Rooms	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.3 Alternative Transportation, Alternative Fuel Refueling Stations	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.4 Alternative Transportation, Parking Capacity	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 5.1 Reduced Site Disturbance, Protect or Restore Open Space	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 5.2 Reduced Site Disturbance, Development Footprint	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 6.1 Stormwater Management, Rate or Quantity	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 6.2 Stormwater Management, Treatment	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 7.1 Landscape & Exterior Design to Reduce Heat Islands, NonRoof	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 7.2 Landscape & Exterior Design to Reduce Heat Islands, Roof	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 8 Light Pollution Reduction	1

Water Efficiency

5 Possible Points

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.1 Water Efficient Landscaping, Reduce by 50%	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.2 Water Efficient Landscaping, No Potable Use or No Irrigation	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2 Innovative Wastewater Technologies	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3.1 Water Use Reduction, 20% Reduction	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3.2 Water Use Reduction, 30% Reduction	1

Energy & Atmosphere

17 Possible Points

<input checked="" type="checkbox"/>	Prereq 1	Fundamental Building Systems Commissioning	Required	
<input checked="" type="checkbox"/>	Prereq 2	Minimum Energy Performance	Required	
<input checked="" type="checkbox"/>	Prereq 3	CFC Reduction in HVAC&R Equipment	Required	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.1 Optimize Energy Performance, 20% New / 10% Existing	2
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.2 Optimize Energy Performance, 30% New / 20% Existing	2
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.3 Optimize Energy Performance, 40% New / 30% Existing	2
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.4 Optimize Energy Performance, 50% New / 40% Existing	2
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.5 Optimize Energy Performance, 60% New / 50% Existing	2
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2.1 Renewable Energy, 5%	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2.2 Renewable Energy, 10%	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2.3 Renewable Energy, 20%	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3 Additional Commissioning	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4 Ozone Depletion	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 5 Measurement & Verification	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 6 Green Power	1



Materials & Resources

13 Possible Points

<input checked="" type="checkbox"/>	Prereq 1	Storage & Collection of Recyclables	Required	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.1 Building Reuse, Maintain 75% of Existing Shell	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.2 Building Reuse, Maintain 100% of Shell	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.3 Building Reuse, Maintain 100% Shell & 50% Non-Shell	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2.1 Construction Waste Management, Divert 50%	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2.2 Construction Waste Management, Divert 75%	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3.1 Resource Reuse, Specify 5%	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3.2 Resource Reuse, Specify 10%	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.1 Recycled Content, Specify 25%	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.2 Recycled Content, Specify 50%	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 5.1 Local/Regional Materials, 20% Manufactured Locally	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 5.2 Local/Regional Materials, of 20% Above, 50% Harvested Locally	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 6 Rapidly Renewable Materials	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 7 Certified Wood	1

Indoor Environmental Quality

15 Possible Points

<input checked="" type="checkbox"/>	Prereq 1	Minimum IAQ Performance	Required	
<input checked="" type="checkbox"/>	Prereq 2	Environmental Tobacco Smoke (ETS) Control	Required	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1 Carbon Dioxide (CO ₂) Monitoring	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2 Increase Ventilation Effectiveness	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3.1 Construction IAQ Management Plan, During Construction	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 3.2 Construction IAQ Management Plan, Before Occupancy	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.1 Low-Emitting Materials, Adhesives & Sealants	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.2 Low-Emitting Materials, Paints	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.3 Low-Emitting Materials, Carpet	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 4.4 Low-Emitting Materials, Composite Wood	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 5 Indoor Chemical & Pollutant Source Control	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 6.1 Controllability of Systems, Perimeter	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 6.2 Controllability of Systems, Non-Perimeter	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 7.1 Thermal Comfort, Comply with ASHRAE 55-1992	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 7.2 Thermal Comfort, Permanent Monitoring System	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 8.1 Daylight & Views, Daylight 75% of Spaces	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 8.2 Daylight & Views, Views for 90% of Spaces	1

Innovation & Design Process

5 Possible Points

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.1 Innovation in Design: Specific Title	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.2 Innovation in Design: Specific Title	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.3 Innovation in Design: Specific Title	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 1.4 Innovation in Design: Specific Title	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Credit 2 LEED™ Accredited Professional	1

Project Totals

69 Possible Points

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

Sustainable Sites

SS	WE	EA	MR	EQ	ID
Prerequisite 1					

Prerequisite 1 Erosion & Sedimentation Control

Required

Intent

Control erosion to reduce negative impacts on water and air quality.

Requirement

- Prerequisite 1.0** Design to a site sediment and erosion control plan that conforms to best management practices in the EPA's Storm Water Management for Construction Activities, EPA Document No. EPA-832-R-92-005, Chapter 3, OR local Erosion and Sedimentation Control standards and codes, whichever is more stringent. The plan shall meet the following objectives:
- Prevent loss of soil during construction by storm water runoff and/or wind erosion, including protecting topsoil by stockpiling for reuse.
 - Prevent sedimentation of storm sewer or receiving streams and/or air pollution with dust and particulate matter.

Technologies & Strategies

Adopt an erosion and sedimentation control plan for the project site during construction. Consider employing strategies such as temporary and permanent seeding, mulching, earth dikes, silt fencing, sediment traps, and sediment basins.

SS	WE	EA	MR	EQ	ID
Credit 1					

1 Point

Credit 1 Site Selection

Intent

Avoid development of inappropriate sites and reduce the environmental impact from the location of a building on a site.

Requirement

Credit 1.0 (1 point) Do not develop buildings on portions of sites that meet any one of the following criteria:

- Prime farmland as defined by the American Farmland Trust
- Land whose elevation is lower than 5 feet above the elevation of the 100-year flood as defined by FEMA
- Land which provides habitat for any species on the Federal or State threatened or endangered list
- Within 100 feet of any wetland as defined by 40 CFR, Parts 230-233 and Part 22, OR as defined by local or state rule or law, whichever is more stringent
- Land which prior to acquisition for the project was public parkland, unless land of equal or greater value as parkland is accepted in trade by the public landowner (Park Authority projects are exempt)

Technologies & Strategies

During the site selection process, give preference to those sites that do not include sensitive site elements and restricted land types. Select a suitable building location and design the building with the minimal footprint to minimize site disruption. Strategies include stacking the building program, tuck under parking, and sharing facilities with neighbors.

SS	WE	EA	MR	EQ	ID
Credit 2					

Credit 2 Urban Redevelopment

1 Point

Intent

Channel development to urban areas with existing infrastructures, protecting greenfields and preserving habitat and natural resources.

Requirement

Credit 2.0 (1 point) Increase localized density to conform to existing or desired density goals by utilizing sites that are located within an existing minimum development density of 60,000 square feet per acre (2 story downtown development)

Technologies & Strategies

During the site selection process, give preference to urban sites with high development densities. Quantify the development density of the project as well as the surrounding area.

SS	WE	EA	MR	EQ	ID
Credit 3					

1 Point

Credit 3 **Brownfield Redevelopment**

Intent

Rehabilitate damaged sites where development is complicated by real or perceived environmental contamination, reducing pressure on undeveloped land.

Requirement

Credit 3.0 (1 Point) Develop on a site classified as a Brownfield and provide remediation as required by EPA's Sustainable Redevelopment of Brownfields Program requirements

Technologies & Strategies

During the site selection process, give preference to brownfield sites. Identify tax incentives and property cost savings by selecting a brownfield site. Adopt a site remediation plan and cleanup the site using remediation strategies such as pump-and-treat, bioreactors, land farming, and in-situ remediation.

Credit 4 Alternative Transportation

1-4 Points

Intent

Reduce pollution and land development impacts from automobile use.

Requirements

- Credit 4.1 (1 point) Locate building within ½ mile of a commuter rail, light rail or subway station or ¼ mile of 2 or more bus lines
- Credit 4.2 (1 point) Provide suitable means for securing bicycles, with convenient changing/shower facilities for use by cyclists, for 5% or more of building occupants
- Credit 4.3 (1 point) Install alternative-fuel refueling station(s) for 3% of the total vehicle parking capacity of the site. Liquid or gaseous fueling facilities must be separately ventilated or located outdoors
- Credit 4.4 (1 point) Size parking capacity not to exceed minimum local zoning requirements AND provide preferred parking for carpools or van pools capable of serving 5% of the building occupants, OR, add no new parking for rehabilitation projects AND provide preferred parking for carpools or van pools capable of serving 5% of the building occupants.

Technologies & Strategies

Perform a transportation survey of future building occupants to identify transportation needs. Site the building near mass transit and design the building with transportation amenities such as bicycle racks and showering/changing facilities, alternative fuel refueling stations, and carpool/ van pool programs. Also consider sharing transportation facilities such as parking lots and refueling stations with neighbors.

SS	WE	EA	MR	EQ	ID
Credit 5					

1-2 Points

Credit 5 Reduced Site Disturbance

Intent

Conserve existing natural areas and restore damaged areas to provide habitat and promote biodiversity.

Requirements

Credit 5.1 (1 point) On greenfield sites, limit site disturbance including earthwork and clearing of vegetation to 40 feet beyond the building perimeter, 5 feet beyond primary roadway curbs, walkways, and main utility branch trenches, and 25 feet beyond pervious paving areas that require additional staging areas in order to limit compaction in the paved area; OR, on previously developed sites, restore a minimum of 50% of the remaining open area by planting native or adapted vegetation.

Credit 5.2 (1 point) Reduce the development footprint (including building, access roads and parking) to exceed the local zoning's open space requirement for the site by 25%.

Technologies & Strategies

Perform a site survey to identify site elements and adopt a master plan for development of the project site. Select a suitable building location and design the building with the minimal footprint to minimize site disruption. Strategies include stacking the building program, tuck under parking, and sharing facilities with neighbors. Establish clearly marked construction boundaries to minimize disturbance of existing site and restore previously degraded areas to their natural state.

Credit 6 Stormwater Management

1-2 Points

Intent

Limit disruption of natural water flows by minimizing stormwater runoff, increasing on-site infiltration and reducing contaminants.

Requirements

Implement a stormwater management plan that results in:

- Credit 6.1 (1 point) No net increase in the rate and quantity of stormwater runoff from existing to developed conditions; OR, if existing imperviousness is greater than 50%, implement a stormwater management plan that results in a 25% decrease in the rate and quantity of stormwater runoff.
- Credit 6.2 (1 point) Treatment systems designed to remove 80% of the average annual post development total suspended solids (TSS), and 40% of the average annual post development total phosphorous (TP), by implementing Best Management Practices (BMPs) outlined in EPA's Guidance Specifying Management Measures for Sources of Non-point Pollution in Coastal Waters (EPA 840-B-92-002 1/93).

Technologies & Strategies

Design the project site to maintain natural stormwater flows by promoting infiltration. Specify garden roofs and pervious paving to minimize impervious surfaces. Reuse stormwater volumes generated for non-potable uses such as landscape irrigation, toilet and urinal flushing, and custodial uses. Install mechanical or natural treatment systems such as constructed wetlands, vegetated filter strips, and bioswales to treat stormwater volumes leaving the site.

SS	WE	EA	MR	EQ	ID
Credit 7					

1-2 Points

**Credit 7 Landscape and Exterior Design
to Reduce Heat Islands**

Intent

Reduce heat islands (thermal gradient differences between developed and undeveloped areas) to minimize impact on microclimate and human and wildlife habitat.

Requirements

Credit 7.1 (1 point) Provide shade (within 5 years) on at least 30% of non-roof impervious surface on the site, including parking lots, walkways, plazas, etc., OR, use light-colored/high-albedo materials (reflectance of at least 0.3) for 30% of the site's non-roof impervious surfaces, OR place a minimum of 50% of parking space underground OR use open-grid pavement system (net impervious area of LESS than 50%) for a minimum of 50% of the parking lot area.

Credit 7.2 (1 point) Use ENERGY STAR Roof-compliant, high-reflectance AND high emissivity roofing (initial reflectance of at least 0.65 and three-year-aged reflectance of at least 0.5 when tested in accordance with ASTM E903 and emissivity of at least 0.9 when tested in accordance with ASTM 408) for a minimum of 75% of the roof surface; OR, install a "green" (vegetated) roof for at least 50% of the roof area.

Technologies & Strategies

Shade constructed surfaces on the site with landscape features and minimize the overall building footprint. Consider replacing constructed surfaces (i.e., roof, roads, sidewalks, etc.) with vegetated surfaces such as garden roofs and open grid paving or specify light-colored, high-albedo materials to reduce the heat absorption.

SS	WE	EA	MR	EQ	ID
Credit 8					

Credit 8 Light Pollution Reduction

1 Point

Intent

Eliminate light trespass from the building site, improve night sky access, and reduce development impact on nocturnal environments.

Requirement

Credit 8.0 (1 point) Do not exceed Illuminating Engineering Society of North America (IESNA) footcandle level requirements as stated in the Recommended Practice Manual: Lighting for Exterior Environments, AND design interior and exterior lighting such that zero direct-beam illumination leaves the building site.

Technologies & Strategies

Adopt site lighting criteria to maintain safe light levels while avoiding off-site lighting and night sky pollution. Minimize site lighting where possible and model the site lighting using a computer model. Technologies to reduce light pollution include full cutoff luminaires, low-reflectance surfaces, and low-angle spotlights.

SS	WE	EA	MR	EQ	ID
Credit 1					

Water Efficiency

1-2 Points

Credit 1 Water Efficient Landscaping

Intent

Limit or eliminate the use of potable water for landscape irrigation.

Requirements

- Credit 1.1 (1 point) Use high efficiency irrigation technology, OR, use captured rain or recycled site water, to reduce potable water consumption for irrigation by 50% over conventional means.
- Credit 1.2 (1 point) Use only captured rain or recycled site water for an additional 50% reduction (100% total reduction) of potable water for site irrigation needs, OR, do not install permanent landscape irrigation systems.

Technologies & Strategies

Perform a soil/climate analysis to determine appropriate landscape types and design the landscape with indigenous plants to reduce or eliminate irrigation requirements. Use high efficiency irrigation systems and consider reuse of stormwater or graywater volumes for irrigation.

SS	WE	EA	MR	EQ	ID
Credit 2					

Credit 2 Innovative Wastewater Technologies

1 Point

Intent

Reduce the generation of wastewater and potable water demand, while increasing the local aquifer recharge.

Requirement

Credit 2.0 (1 point) Reduce the use of municipally provided potable water for building sewage conveyance by a minimum of 50%, OR, treat 100% of wastewater on site to tertiary standards.

Technologies & Strategies

Estimate the wastewater volumes generated in the building and specify high efficiency fixtures and dry fixtures such as composting toilets and waterless urinals to reduce these volumes. Consider reusing stormwater or graywater for sewage conveyance or on-site wastewater treatment systems (mechanical or natural).

SS	WE	EA	MR	EQ	ID
Credit 3					

1-2 Points

Credit 3 Water Use Reduction

Intent

Maximize water efficiency within buildings to reduce the burden on municipal water supply and wastewater systems.

Requirement & Submittals

- Credit 3.1 (1 point) Employ strategies that in aggregate use 20% less water than the water use baseline calculated for the building (not including irrigation) after meeting Energy Policy Act of 1992 fixture performance requirements.
- Credit 3.2 (1 point) Exceed the potable water use reduction by an additional 10% (30% total efficiency increase).

Technologies & Strategies

Estimate the potable and non-potable water needs for the building. Use high efficiency fixtures, dry fixtures such as composting toilets and waterless urinals, and occupant sensors to reduce the potable water demand. Consider reuse of stormwater and graywater for non-potable applications such as toilet and urinal flushing, mechanical systems, and custodial uses.

Energy & Atmosphere

SS	WE	EA	MR	EQ	ID
Prerequisite 1					

Prerequisite 1 Fundamental Building Systems Commissioning

Required

Intent

Verify and ensure that fundamental building elements and systems are designed, installed and calibrated to operate as intended.

Requirement

- Prerequisite 1.0** Implement the following fundamental best practice commissioning procedures:
- Engage a commissioning authority
 - Review design intent and basis of design documentation
 - Include commissioning requirements in the construction documents
 - Develop and utilize a commissioning plan
 - Verify installation, functional performance, training and documentation
 - Complete a commissioning report

Technologies & Strategies

Engage a commissioning authority and adopt a commissioning plan. Include commissioning requirements in bid documents and task the commissioning agent to produce a commissioning report once commissioning activities are completed.

SS	WE	EA	MR	EQ	ID
Prerequisite 2					

Required

Prerequisite 2 Minimum Energy Performance

Intent

Establish the minimum level of energy efficiency for the base building and systems.

Requirement

Prerequisite 2.0 Design to meet building energy efficiency and performance as required by ASHRAE/IESNA 90.1-1999 or the local energy code, whichever is the more stringent.

Technologies & Strategies

Design the building envelope and building systems to maximize energy performance. Use a computer simulation model to assess the energy performance and identify the most cost effective energy efficiency measures. Quantify energy performance as compared to a baseline building.

SS	WE	EA	MR	EQ	ID
Prerequisite 3					

Prerequisite 3 CFC Reduction in HVAC&R Equipment

Required

Intent

Reduce ozone depletion.

Requirement

Prerequisite 3.0 Zero use of CFC-based refrigerants in new building HVAC&R base building systems. When reusing existing base building HVAC equipment, complete a comprehensive CFC phaseout conversion.

Technologies & Strategies

When reusing existing HVAC systems, conduct an inventory to identify equipment that uses CFC refrigerants and adopt a replacement schedule for these refrigerants. For new buildings, specify new HVAC equipment that uses no CFC refrigerants.

SS	WE	EA	MR	EQ	ID
Credit 1					

2-10 Points

Credit 1 Optimize Energy Performance

Intent

Achieve increasing levels of energy performance above the prerequisite standard to reduce environmental impacts associated with excessive energy use.

Requirements

Reduce design energy cost compared to the energy cost budget for regulated energy components described in the requirements of ASHRAE/IESNA Standard 90.1-1999, as demonstrated by a whole building simulation using the Energy Cost Budget Method described in Section 11:

New Buildings	Existing Buildings	Points
20%	10%	2
30%	20%	4
40%	30%	6
50%	40%	8
60%	50%	10

Regulated energy components include HVAC systems, building envelope, service hot water systems, lighting and other regulated systems as defined by ASHRAE.

Credit 1.1 (2 points) Reduce design energy cost by 20% / 10%.

Credit 1.2 (4 points) Reduce design energy cost by 30% / 20%.

Credit 1.3 (6 points) Reduce design energy cost by 40% / 30%.

Credit 1.4 (8 points) Reduce design energy cost by 50% / 40%.

Credit 1.5 (10 points) Reduce design energy cost by 60% / 50%.

Technologies & Strategies

Design the building envelope and building systems to maximize energy performance. Use a computer simulation model to assess the energy performance and identify the most cost effective energy efficiency measures. Quantify energy performance as compared to a baseline building.

Credit 2 Renewable Energy

1-3 Points

Intent

Encourage and recognize increasing levels of self-supply through renewable technologies to reduce environmental impacts associated with fossil fuel energy use.

Requirements

Supply a net fraction of the building's total energy use (as expressed as a fraction of annual energy cost) through the use of on-site renewable energy systems.

% Total Energy Load Cost in Renewables	Points
5%	1
10%	2
20%	3

Credit 2.1 (1 points) Renewable energy, 5% contribution

Credit 2.2 (2 points) Renewable energy, 10% contribution

Credit 2.3 (3 points) Renewable energy, 20% contribution

Technologies & Strategies

Assess the project for renewable energy potential including solar, wind, geothermal, biomass, hydro, and bio-gas strategies. When applying these strategies, take advantage of net metering with the local utility.

SS	WE	EA	MR	EQ	ID
Credit 3					

1 Point

Credit 3 Additional Commissioning

Intent

Verify and ensure that the entire building is designed, constructed, and calibrated to operate as intended.

Requirement

Credit 3.0 (1 point) In addition to the Fundamental Building Commissioning prerequisite, implement the following additional commissioning tasks:

1. Conduct a focused review of the design prior to the construction documents phase.
2. Conduct a focused review of the Construction Documents when close to completion.
3. Conduct a selective review of contractor submittals of commissioned equipment. (The above three reviews must be performed by a firm other than the designer.)
4. Develop a recommissioning management manual.
5. Have a contract in place for a near-warranty end or post occupancy review.

Technologies & Strategies

Engage the Commissioning Authority early in project design phases. Task the commissioning agent to conduct project reviews before and after construction documents are complete. The Commissioning Agent must also create a recommissioning manual for the building and review the project at near-warranty end.

SS	WE	EA	MR	EQ	ID
Credit 4					

Credit 4 Ozone Depletion

1 Point

Intent

Reduce ozone depletion and support early compliance with the Montreal Protocol.

Requirement

Credit 4.0 (1 point) Install base building level HVAC and refrigeration equipment and fire suppression systems that do not contain HCFC's or Halon.

Technologies & Strategies

When reusing buildings, inventory existing building systems using refrigerants and fire suppression chemicals and replace those that contain HCFCs or halons. For new buildings, specify refrigeration and fire suppression systems that use no HCFCs or halons.

SS	WE	EA	MR	EQ	ID
Credit 5					

1 Point

Credit 5 Measurement & Verification

Intent

Provide for the ongoing accountability and optimization of building energy and water consumption performance over time.

Requirement

Credit 5.0 (1 point) Comply with the long term continuous measurement of performance as stated in Option B: Methods by Technology of the US DOE's International Performance Measurement and Verification Protocol (IPMVP) for the following:

- Lighting systems and controls
- Constant and variable motor loads
- Variable frequency drive (VFD) operation
- Chiller efficiency at variable loads (kW/ton)
- Cooling load
- Air and water economizer and heat recovery cycles
- Air distribution static pressures and ventilation air volumes
- Boiler efficiencies
- Building specific process energy efficiency systems and equipment
- Indoor water risers and outdoor irrigation systems

Technologies & Strategies

Model the energy and water systems to predict savings. Design the building with equipment to measure energy and water performance. Draft a Measurement & Verification Plan to apply during building operation that compares predicted savings to those actually achieved in the field.

SS	WE	EA	MR	EQ	ID
Prerequisite 2					

Prerequisite 2 **Environmental Tobacco
Smoke (ETS) Control**

Required

Intent

Prevent exposure of building occupants and systems to Environmental Tobacco Smoke (ETS).

Requirement

Prerequisite 2.0 Zero exposure of nonsmokers to ETS by prohibition of smoking in the building, OR, provide a designated smoking room designed to effectively contain, capture and remove ETS from the building. At a minimum, the smoking room shall be directly exhausted to the outdoors with no recirculation of ETS-containing air to the nonsmoking area of the building, enclosed with impermeable structural deck-to-deck partitions and operated at a negative pressure compared with the surrounding spaces of at least 7 Pa (0.03 inches of water gauge). Performance of smoking rooms shall be verified using tracer gas testing methods as described in the ASHRAE Standard 129-1997. Acceptable exposure in nonsmoking areas is defined as less than 1% of the tracer gas concentration in the smoking room detectable in the adjoining nonsmoking areas. Smoking room testing as described in the ASHRAE Standard 129-1997 is required in the contract documents and critical smoking facility systems testing results must be included in the building commissioning plan and report or as a separate document.

Technologies & Strategies

Prohibit smoking in the building or provide separate smoking rooms with isolated ventilation systems.

SS	WE	EA	MR	EQ	ID
Credit 1					

1 Point

Credit 1 Carbon Dioxide (CO₂) Monitoring

Intent

Provide capacity for indoor air quality (IAQ) monitoring to sustain long-term occupant health and comfort.

Requirement

Credit 1.0 (1 point) Install a permanent carbon dioxide (CO₂) monitoring system that provides feedback on space ventilation performance in a form that affords operational adjustments, AND specify initial operational set point parameters that maintain indoor carbon dioxide levels no higher than outdoor levels by more than 530 parts per million at any time.

Technologies & Strategies

Design the HVAC system with carbon dioxide monitoring sensors and integrate these sensors with the building automation system (BAS).

SS	WE	EA	MR	EQ	ID
Credit 2					

Credit 2 Increase Ventilation Effectiveness

1 Point

Intent

Provide for the effective delivery and mixing of fresh air to support the health, safety, and comfort of building occupants.

Requirement

Credit 2.0 (1 point) For mechanically ventilated buildings, design ventilation systems that result in an air change effectiveness (E) greater than or equal to 0.9 as determined by ASHRAE 129-1997. For naturally ventilated spaces demonstrate a distribution and laminar flow pattern that involves not less than 90% of the room or zone area in the direction of air flow for at least 95% of hours of occupancy.

Technologies & Strategies

Design the HVAC system and building envelope to optimize air change effectiveness. Air change effectiveness can be optimized using a variety of ventilation strategies including displacement ventilation, low-velocity ventilation, plug flow ventilation such as underfloor or near-floor delivery, and operable windows. Test the air change effectiveness of the building after construction.

SS	WE	EA	MR	EQ	ID
Credit 3					

1-2 Points

Credit 3 Construction IAQ Management Plan

Intent

Prevent indoor air quality problems resulting from the construction/renovation process, to sustain long-term installer and occupant health and comfort.

Requirements

Develop and implement an Indoor Air Quality (IAQ) Management Plan for the construction and preoccupancy phases of the building as follows:

- Credit 3.1 (1 point)** During construction meet or exceed the minimum requirements of the Sheet Metal and Air Conditioning National Contractors Association (SMACNA) IAQ Guideline for Occupied Buildings under Construction, 1995, AND protect stored on-site or installed absorptive materials from moisture damage, AND replace all filtration media immediately prior to occupancy. Filtration media shall have a Minimum Efficiency Reporting Value (MERV) of 13 as determined by ASHRAE 52.2-1999.
- Credit 3.2 (1 point)** Conduct a minimum two-week building flush-out with new filtration media at 100% outside air after construction ends and prior to occupancy, OR conduct a baseline indoor air quality testing procedure consistent with current EPA Protocol for Environmental Requirements, Baseline IAQ and Materials, for the Research Triangle Park Campus, Section 01445.

Technologies & Strategies

Adopt an IAQ management plan to protect the HVAC system during construction, control pollutant sources, and interrupt pathways for contamination. Sequence installation of materials to avoid contamination of absorptive materials such as insulation, carpeting, ceiling tile, and gypsum wallboard. Prior to occupancy, perform a two-week building flushout or test the contaminant levels in the building.

SS	WE	EA	MR	EQ	ID
Credit 4					

Credit 4 Low-Emitting Materials

1-4 Points

Intent

Reduce the quantity of indoor air contaminants that are odorous or potentially irritating to provide installer and occupant health and comfort.

Requirements

Meet or exceed VOC limits for adhesives, sealants, paints, composite wood products, and carpet systems as follows:

- Credit 4.1 (1 point) Adhesives must meet or exceed the VOC limits of South Coast Air Quality Management District Rule #1168 by, AND all sealants used as a filler must meet or exceed Bay Area Air Quality Management District Reg. 8, Rule 51.
- Credit 4.2 (1 point) Paints and coatings must meet or exceed the VOC and chemical component limits of Green Seal requirements.
- Credit 4.3 (1 point) Carpet systems must meet or exceed the Carpet and Rug Institute Green Label Indoor Air Quality Test Program.
- Credit 4.4 (1 point) Composite wood and agrifiber products must contain no added urea-formaldehyde resins.

Technologies & Strategies

Specify low-VOC materials in construction documents. Ensure that VOC limits are clearly stated in each section where adhesives, sealants, paints, coatings, carpet systems, and composite woods are addressed.

SS	WE	EA	MR	EQ	ID
Credit 5					

1 Point

Credit 5 Indoor Chemical & Pollutant Source Control

Intent

Avoid exposure of building occupants to potentially hazardous chemicals that adversely impact air quality.

Requirement

Credit 5.0 (1 point) Design to minimize cross-contamination of regularly occupied occupancy areas by chemical pollutants: Employ permanent entry way systems (grills, grates, etc.) to capture dirt, particulates, etc. from entering the building at all high volume entry ways, AND provide areas with structural deck to deck partitions with separate outside exhausting, no air recirculation and negative pressure where chemical use occurs (including housekeeping areas and copying/print rooms), AND provide drains plumbed for appropriate disposal of liquid waste in spaces where water and chemical concentrate mixing occurs.

Technologies & Strategies

Design separate exhaust and plumbing systems for rooms with contaminants to achieve physical isolation from the rest of the building. Install permanent architectural entryway systems such as grills or grates to prevent occupant-borne contaminants from entering the building.

SS	WE	EA	MR	EQ	ID
Credit 6					

Credit 6 Controllability of Systems

1-2 Points

Intent

Provide a high level of individual occupant control of thermal, ventilation, and lighting systems to support optimum health, productivity, and comfort conditions.

Requirements

- Credit 6.1 (1 point) Provide a minimum of one operable window and one lighting control zone per 200 SF for all occupied areas within 15 feet of the perimeter wall.
- Credit 6.2 (1 point) Provide controls for each individual for airflow, temperature, and lighting for 50% of the non-perimeter, regularly occupied areas.

Technologies & Strategies

Design the building with occupant controls for airflow, temperature, and lighting. Strategies to consider include task lighting, operable windows, and underfloor HVAC systems with individual diffusers.

SS	WE	EA	MR	EQ	ID
Credit 7					

1-2 Points

Credit 7 Thermal Comfort

Intent

Provide for a thermally comfortable environment that supports the productive and healthy performance of the building occupants.

Requirements

- Credit 7.1 (1 point) Comply with ASHRAE Standard 55-1992, Addenda 1995 for thermal comfort standards including humidity control within established ranges per climate zone.
- Credit 7.2 (1 point) Install a permanent temperature and humidity monitoring system configured to provide operators control over thermal comfort performance and effectiveness of humidification and/or dehumidification systems in the building.

Technologies & Strategies

Establish temperature and humidity comfort ranges and design the building envelope and HVAC system to maintain these comfort ranges. Install and maintain a temperature and humidity monitoring system in the building to automatically adjust building conditions as appropriate.

SS	WE	EA	MR	EQ	ID
Credit 2					

Credit 2 LEED™ Accredited Professional

1 Point

Intent

To support and encourage the design integration required by a LEED™ Green Building project and to streamline the application and certification process.

Requirement

Credit 2.0 (1 point) At least one principal participant of the project team that has successfully completed the LEED™ Accredited Professional exam.

Technologies & Strategies

Attend a LEED™ Accredited Professional Training Workshop and successfully pass the LEED™ accreditation exam.

APPENDIX 3
PUBLIC COMMENTS

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ELIZABETH C. ROSS
GILDA R. BOBSE
OF COUNSEL

July 23, 2002

HAND DELIVERY

Larry Brophy, Project Manager
Economic Development
Boston Redevelopment Authority
Room 921, Boston City Hall
Boston, Mass. 02201

Re: Emerson College Institutional Master Plan Notification Form
Comments of The Theater Trust (Bryce Timmouth, Trustee), owner of The
Colonial Building, 98-106 Boylston Street, Boston

Dear Mr. Brophy:

This law firm represents The Theater Trust (Bryce Timmouth, Trustee), which is the owner of The Colonial Building located at 98-106 Boylston Street, Boston, Massachusetts, an historic building that, among other things, is the site of the Colonial Theater, an important cultural resource in the Midtown Cultural District and the City of Boston as a whole. We are submitting these comments in response to the Institutional Master Plan Notification Form ("IMPNF") submitted by Emerson College pursuant to Article 80D of the Boston Zoning Code. The BRA provided notice on June 23, 2002 requesting public comment on the IMPNF by today. This firm submits herein the Theater Trust's comments on the IMPNF. The Theater Trust objects to the approval of any Institutional Master Plan for Emerson on the basis described in the IMPNF, as more fully set forth below.

The Colonial Building is located adjacent to or near the projects and buildings described in the IMPNF, and therefore has experienced and will continue to experience an extraordinarily high level of adverse impact resulting from Emerson's plans and projects in the Midtown Cultural District. Most importantly, The Colonial Building is located only a few hundred feet down Boylston Street from the proposed Piano Row Residence Hall located at 144-156 Boylston Street. These projects individually are extremely large and use intensive projects for the area, and will have substantial adverse impacts on The Colonial Building both physically and in interference with its use. The cumulative impact of these projects, along with the other existing and proposed institutional uses by Emerson in the area, will be extremely detrimental to The

Larry Brophy, Project Manager
July 23, 2002
Page 2

Colonial Building. The IMPNF nowhere indicates that Emerson plans to assess and disclose either the cumulative impacts of these projects generally or on The Colonial Building specifically. Nor does the document adequately or legally propose addressing the impact of the projects individually.

As a result, the IMPNF is wholly inadequate as a basis for discussing a 10 year Institutional Master Plan for Emerson, as it purports to do. The Theater Trust's specific comments and requests concerning the IMPNF are as follows:

1. The Piano Row Residence Hall. Emerson's description of the impact of this proposed project is extremely hard to assess for two basic reasons. First, Emerson is apparently relying on a prior approval given to the site for a residential condominium complex by a former developer, and intends to submit a Notice of Project Change pursuant to Article 80A-6 requesting a Scoping Determination waiving further review. Therefore, the IMPNF describes how the proposed residence hall is different than the project previously approved, but does not discuss what those impacts will actually be. Furthermore, the IMPNF fails to discuss the cumulative impacts of this proposed project and all of its other holdings and projects in the area. Analysis of such cumulative impact is what is required in an Institutional Master Plan pursuant to §80D-1 of the Zoning Code. Such cumulative planning was undoubtedly not a requirement imposed on the previously approved condominium development, which was apparently undertaken by a private developer, rather than an institution such as Emerson subject to Institutional Master Plan requirements. Therefore, Emerson may not rely on that prior approval in fulfilling its Master Plan obligations.

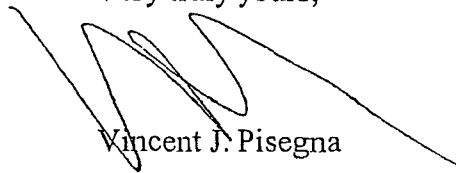
Given the complete failure of the IMPNF to describe the impacts of the proposed residence hall project individually or cumulatively, The Theater Trust cannot fully comment on the specific impacts that it anticipates from the project. From the description provided, however, it appears that Emerson proposes to impose upon the neighborhood and The Colonial Building yet another large and intensively used project that will increase crowding, traffic, noise and have various other adverse impacts. The Theater Trust reserves the right to comment further on this proposed project at such time as an adequate description of impacts and proposed mitigation is provided.

2. Failure to discuss cumulative impacts generally. As mentioned above, consideration of cumulative impacts is the touchstone of an Institutional Master Plan. Not only does the IMPNF fail to consider such cumulative impacts of the individual projects addressed, it fails to provide analysis of such impacts with respect to its holdings generally. No Institutional Master Plan may be considered or approved without such analysis and disclosure. As with the description of the proposed residence hall project, The Theater Trust reserves the right to

Larry Brophy, Project Manager
July 23, 2002
Page 3

comment further on these cumulative impacts at such time as an adequate description of those impacts and proposed mitigation is provided.

Very truly yours,

A handwritten signature in black ink, appearing to read "Vincent J. Pisegna", written over the typed name.

Vincent J. Pisegna

VJP/rh

1507014A\116134.1

July 19, 2002

CAC

Mr. Lawrence Brophy
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Re: Scoping for Emerson College Institutional Master Plan

Dear Larry,

The Park Plaza Civic Advisory Committee looks forward to participating in the City's Institutional Master Plan review for Emerson College. Our members have received the IMP Notification document from Emerson, and several of us participated in the scoping session on Thursday July 11, at which many of these comments were raised. Since then more members have had an opportunity to review the document and to hear your presentation at our meeting of July 18, 2002. This letter summarizes the issues which have been raised by CAC members and others which we feel must be addressed in Emerson's Institutional Master Plan.

1. List planned projects, if any, that do not presently comply with Article 38 and other provisions of the zoning code as well as the Park Plaza Urban Renewal Plan and the Midtown Cultural District Plan.
2. Delineate on a map the area defined in the ten-year Master Plan and how and why those boundaries were chosen.
3. Provide Emerson's planning objective for the total number of students during the plan period.
4. Regarding properties sold since 1995: the current use of each and the current assessment of each.
5. Compare the increase in assessed valuation of properties sold with the valuation of properties removed from the tax rolls during Emerson's move to downtown and determine net gain or loss.
6. Provide best estimate of when existing Back Bay and Beacon Hill properties will be sold and for what use and when existing leases will be terminated, including leases to others in the downtown buildings.
7. Regarding student data: identify the current number of students living off-campus and indicate where they live by neighborhood if not living at home; estimate number of students who will require off-campus housing when the campus plan is completed.
8. Include tentative plans for streetscape improvements related to current construction projects.
9. Describe current PILOT (payment in lieu of taxes) agreement with the City of Boston and any anticipated modifications due to campus expansion.
10. Describe plans for additional campus security, particularly with regard to the new residence hall/student center, including congestion on public sidewalks created by students congregating to smoke.
11. Include plans and discussion of how Emerson will meet rehearsal and performance space needs if the Loew's Hotel project does not go forward promptly. What alternative locations will be considered?
12. Include terms and conditions for the use of Emerson performance or rehearsal spaces in the Tufte Performance Center by non-Emerson performance companies and community groups
13. Describe efforts to incorporate energy saving and green building components in all new projects and renovations.

14. In the calculation of water and sewerage usage in the new Residences and Student Center on Piano Row, include non-student populations, including public use of retail and gymnasium areas and college staff using the building.

✓ → We understand that once Emerson submits its Institutional Master Plan there will be a 60-day public review period, and that Emerson intends to submit its Notice of Project Change for the new residence hall at 144-156 Boylston Street midway through the IMP review period so that its 30-day review period will conclude at the same time. We further understand that many of the issues related to construction of the new residence hall will be addressed in the Notice of Project Change. Once the Notice has been reviewed and accepted by the BRA, it will be sent to the City Council and then to the state for approval, since it represents a change in the Park Plaza Urban Renewal Plan requiring those approvals.

Thank you for this opportunity to comment on the scope of the Institutional Master Plan for Emerson College. We look forward to further participation in this process.

Yours truly,

Bernard Borman, President
Park Plaza CAC

Cc: Susan Hannon

APPENDIX 4
EXAMPLE OF PUBLIC NOTICE

SAMPLE

PUBLIC NOTICE

The Boston Redevelopment Authority ("BRA"), pursuant to Article 80 of the Boston Zoning Code, hereby gives notice that an Institutional Master Plan was submitted by the NAME OF INSTITUTION, on MONTH, DAY, AND YEAR. The NAME OF INSTITUTION Institutional Master Plan (the "Master Plan") describes currently proposed institutional projects and the current facilities and uses on the NAME OF INSTITUTION campus. Public comments on the DPIR, including the comments of public agencies, should be transmitted to Keith Craig, Project Manager for Institutional Development, BRA, Boston City Hall, Boston, MA 02201, within sixty (60) days of this notice or by _____. Approvals are required of the BRA pursuant Article 80 for the issuance of an Adequacy Determination by the Director of the BRA for the APPROVAL, AMENDMENT, and/or RENEWAL of the Master Plan. The Master Plan may be reviewed or obtained at the Office of the Secretary of the BRA, Room 910, Boston City hall, Boston, Boston, MA 02201 between 9:00 AM and 5:00 PM.

BOSTON REDEVELOPMENT AUTHORITY

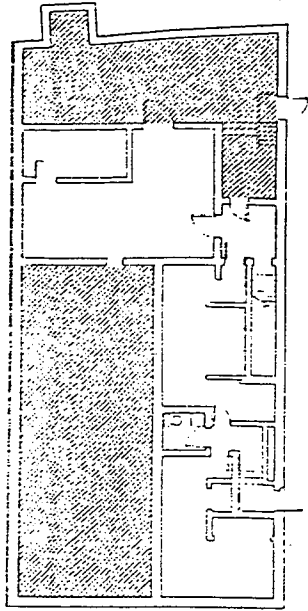
Harry R. Collings, Secretary

Date

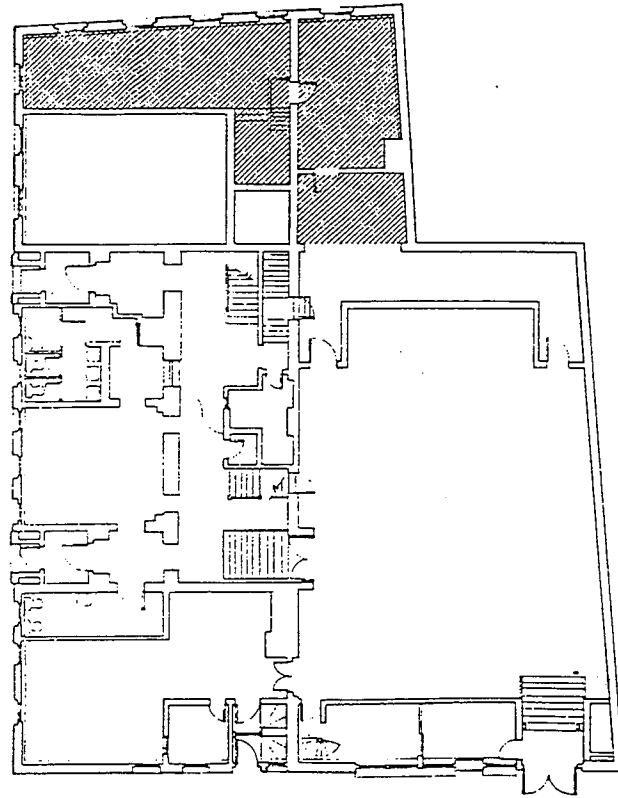
Appendix B
Emerson College Building Plans



67-69
Brimmer Street

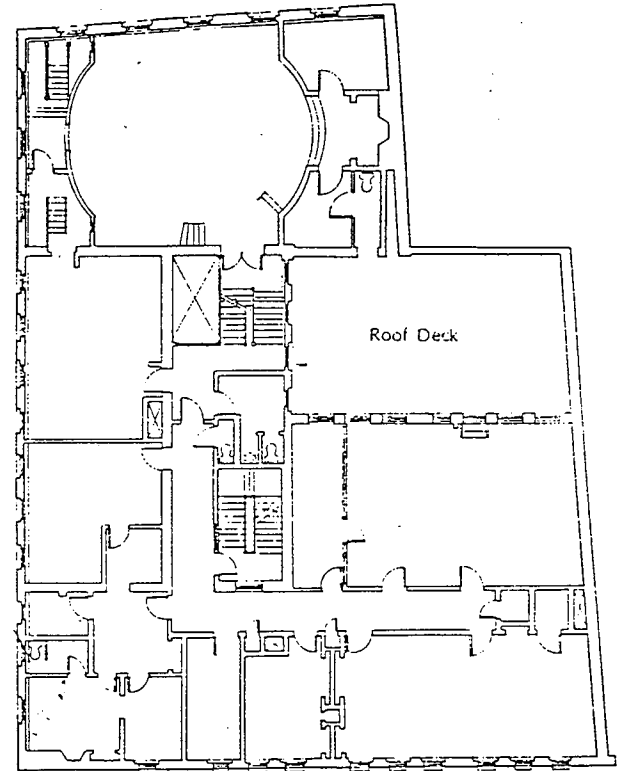


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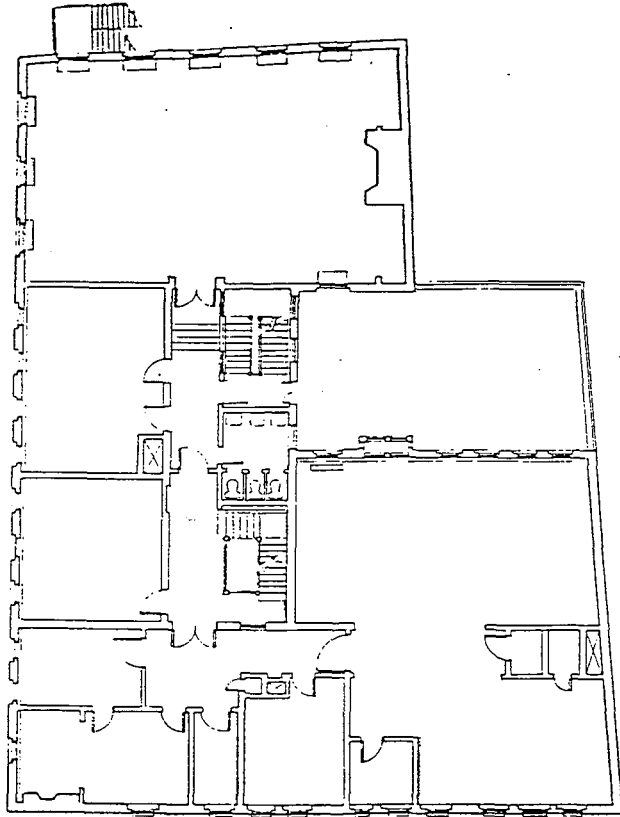


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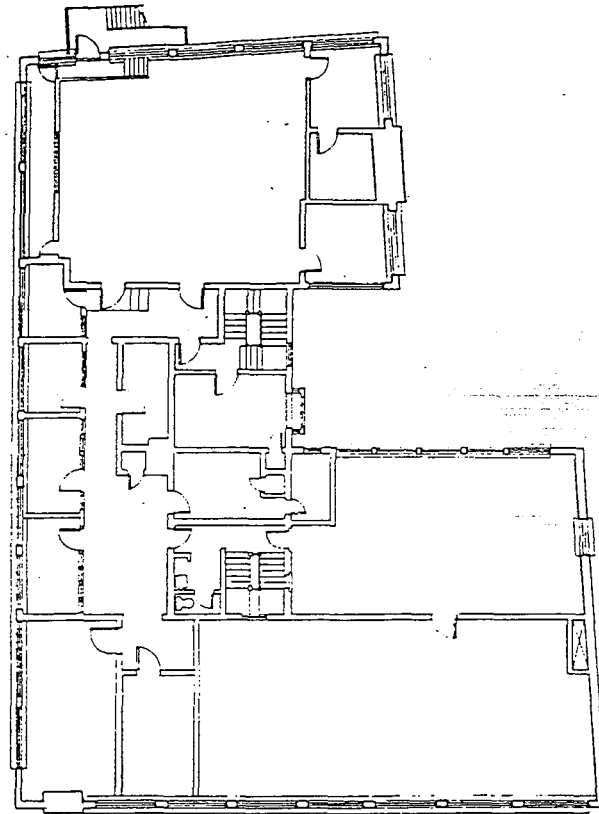
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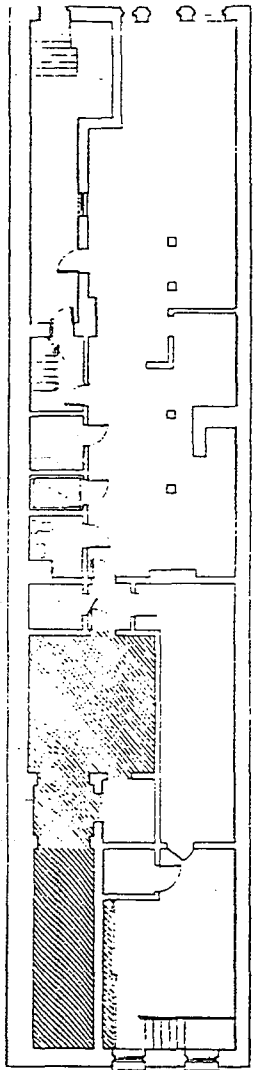
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DRAWINGS PREPARED BY SCHWARTZ/SILVER ARCHITECTS

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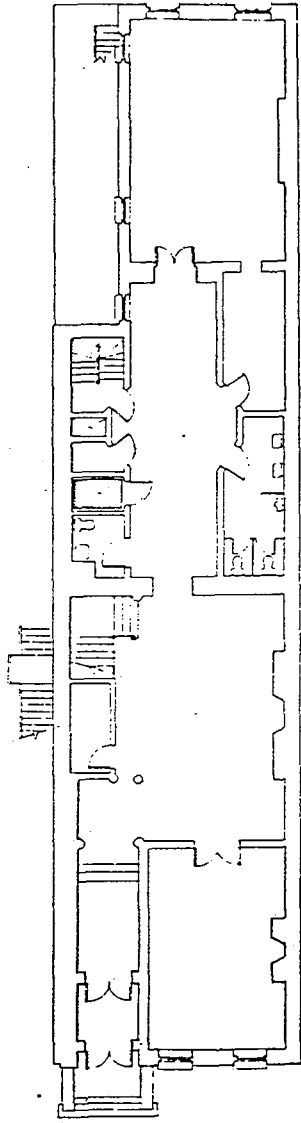




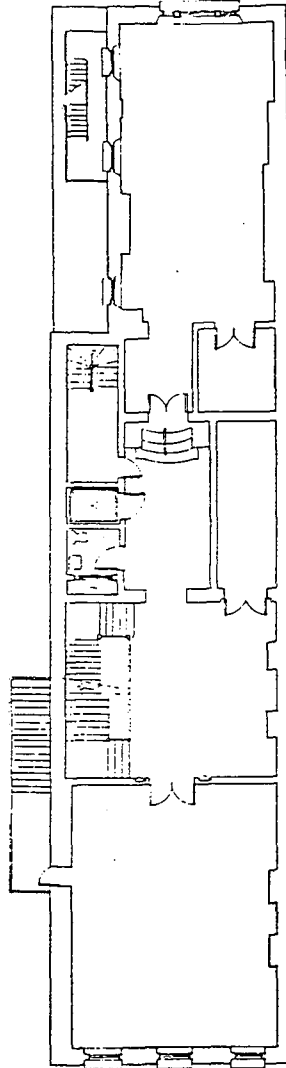
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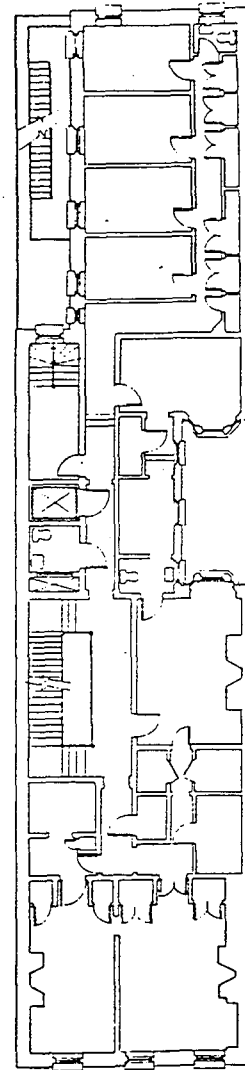


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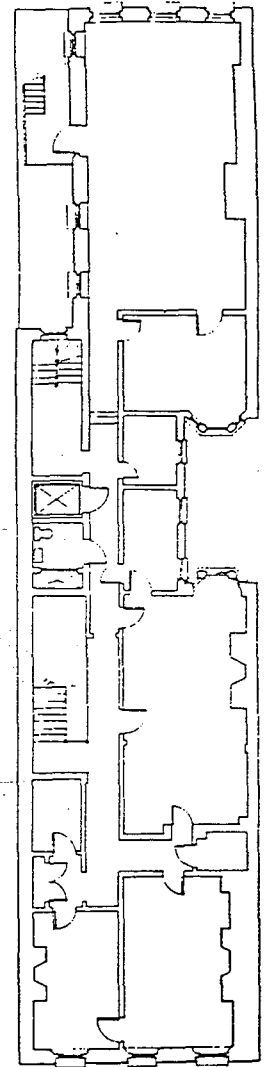


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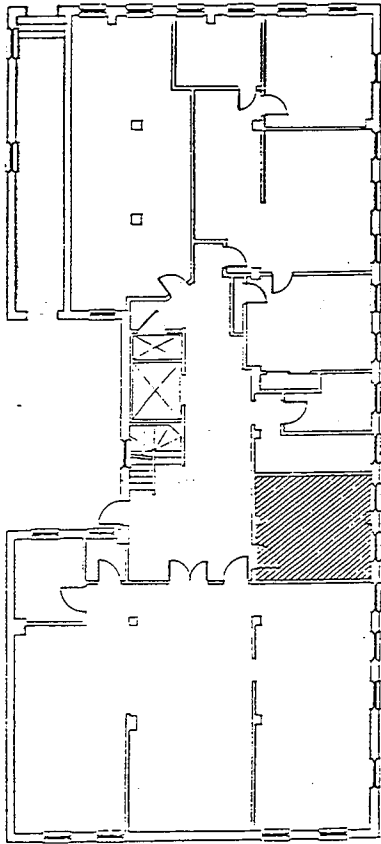
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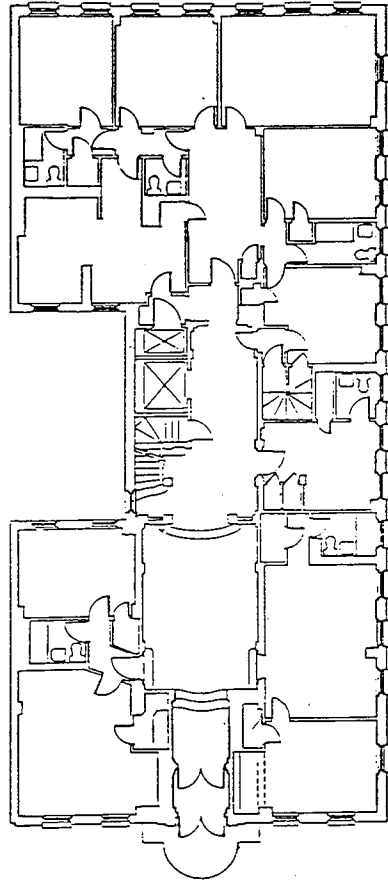




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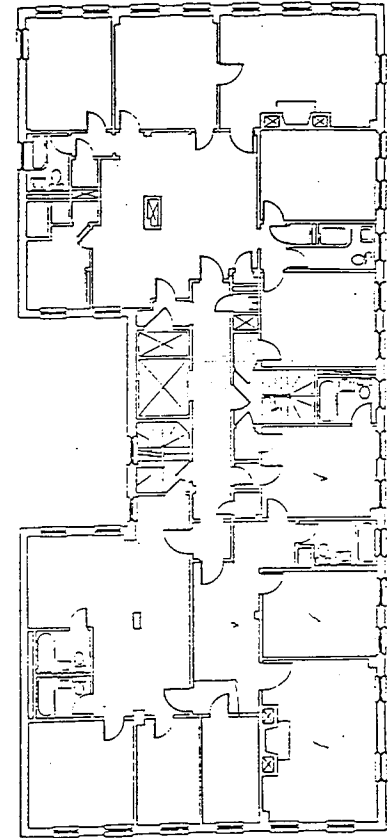


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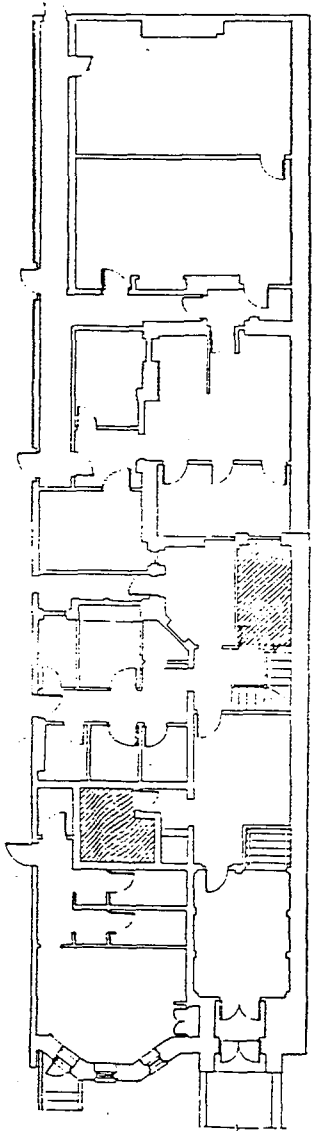


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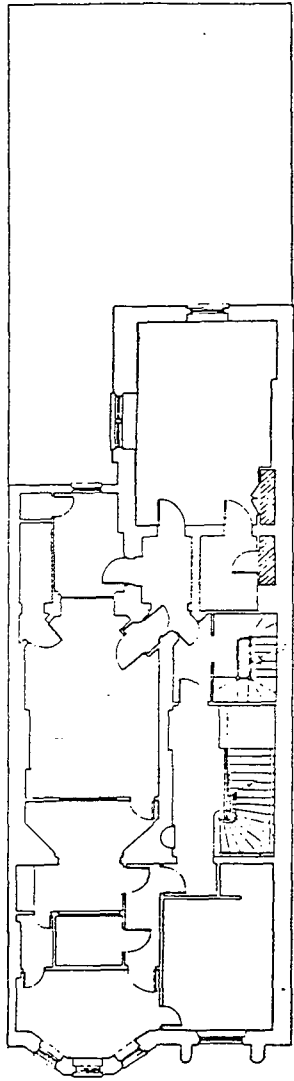


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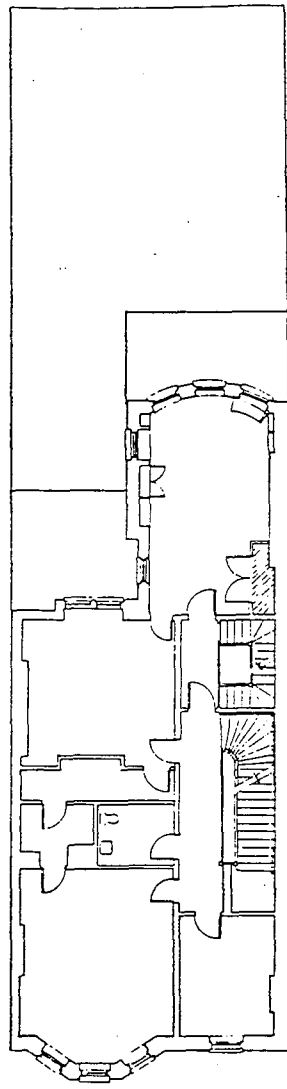
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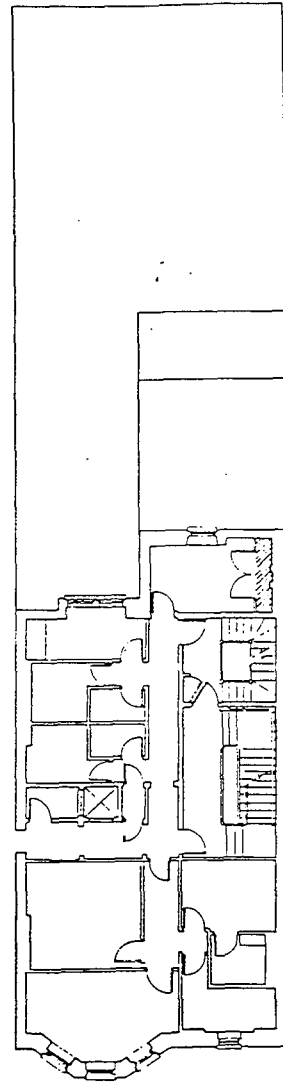


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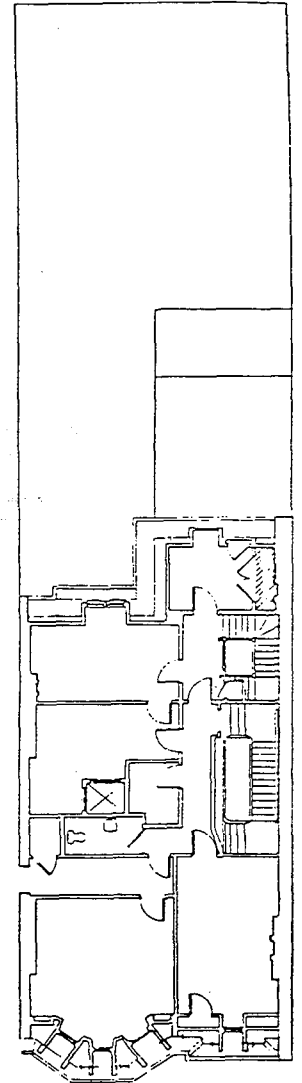


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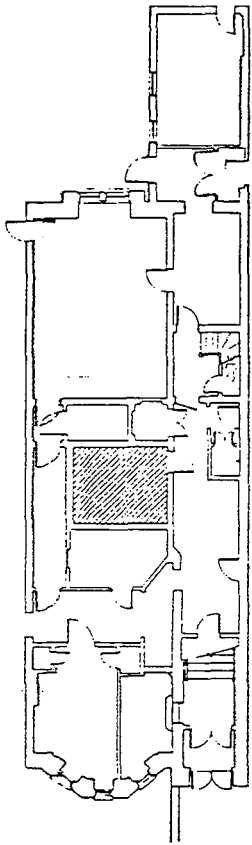


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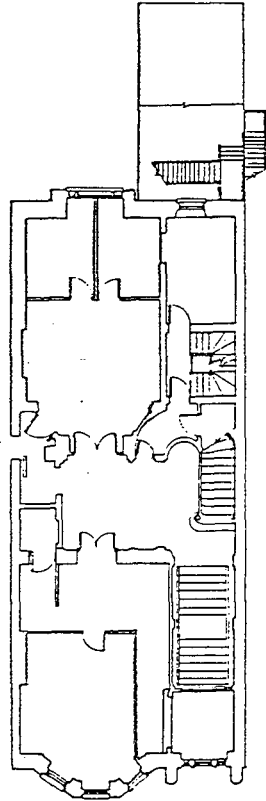
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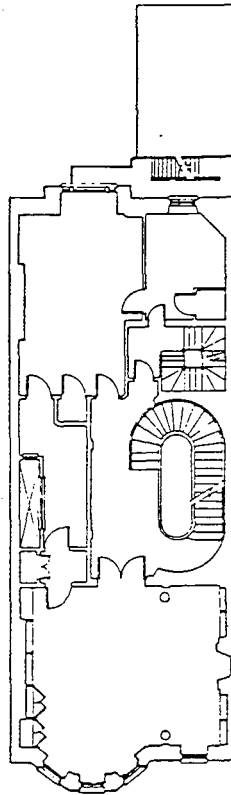




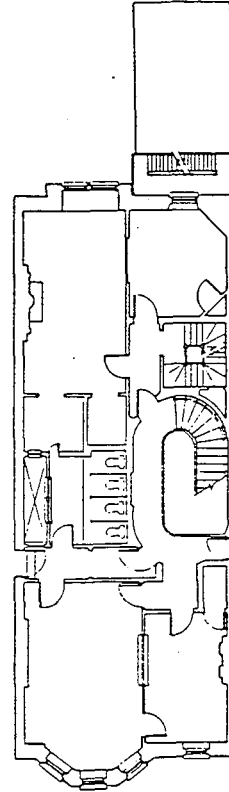
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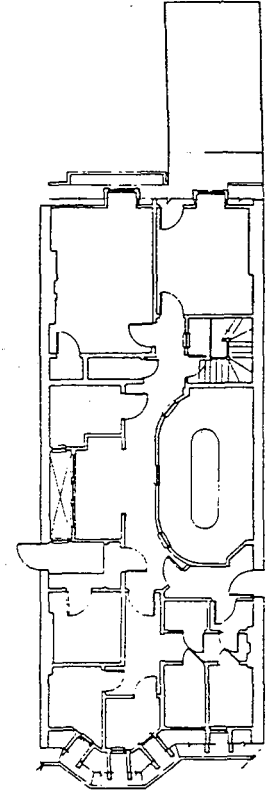
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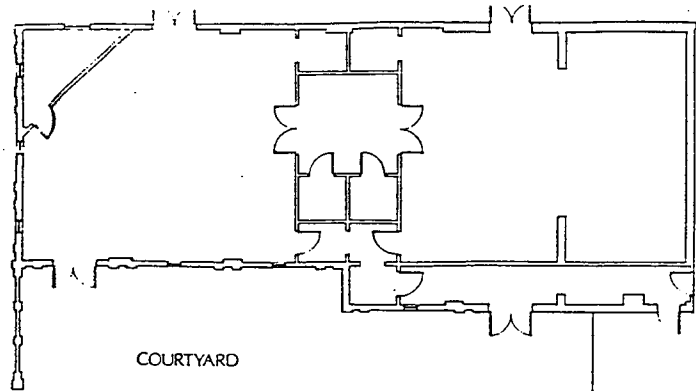
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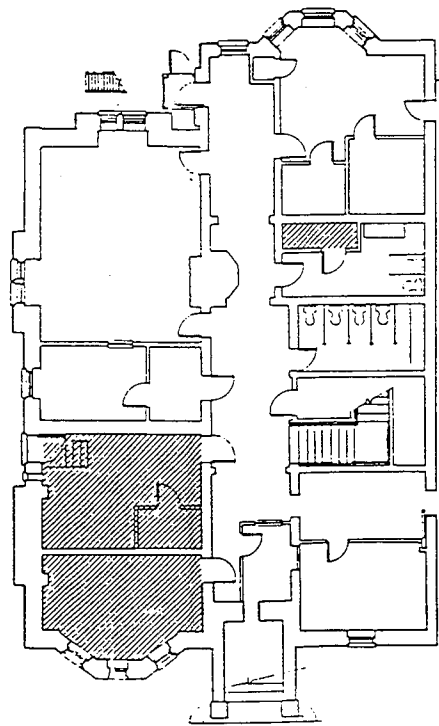
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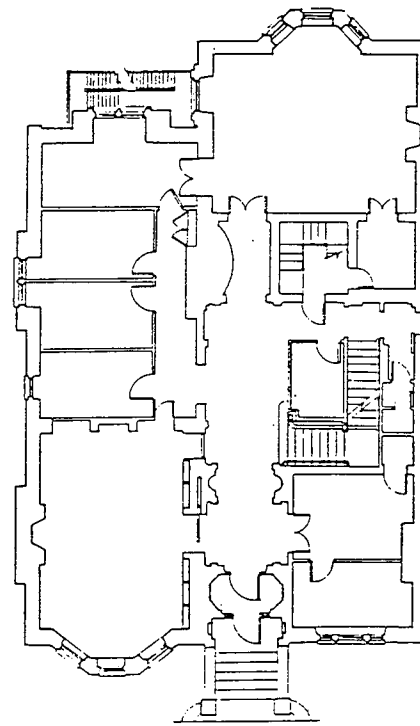
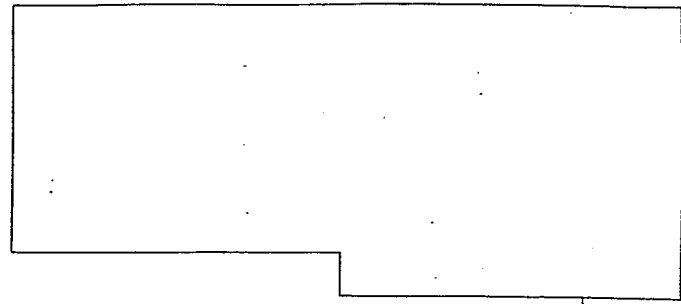




COURTYARD



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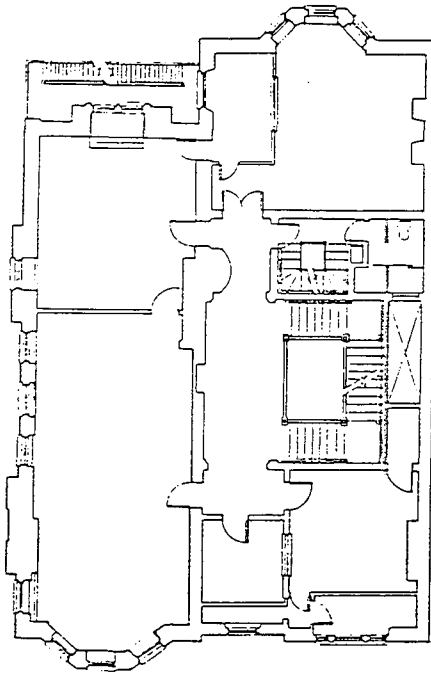
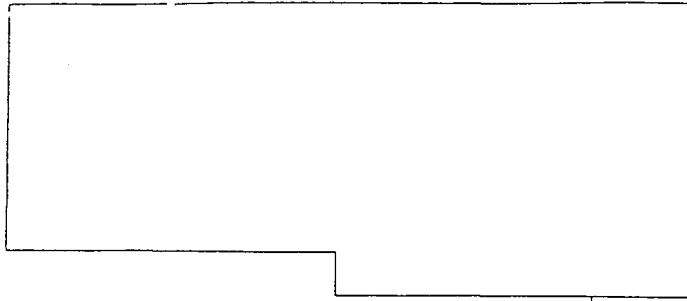
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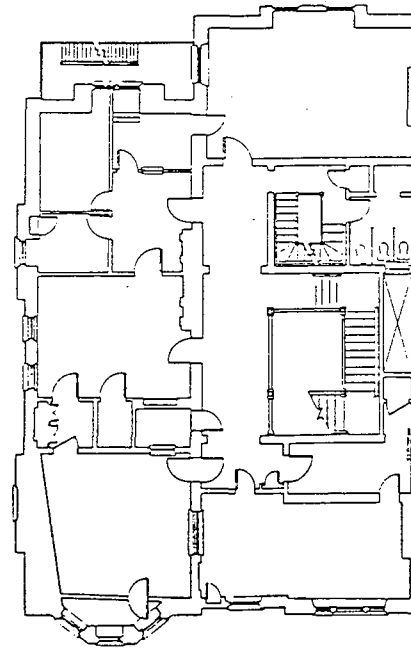
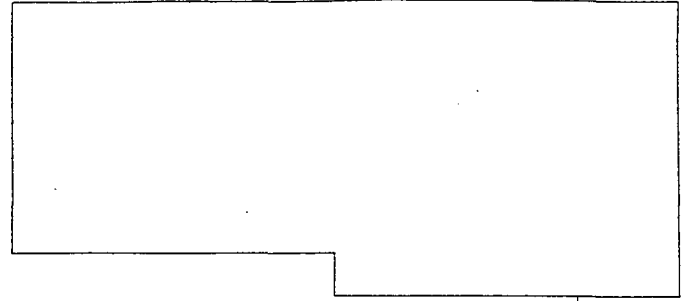
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130 BEACON STREET





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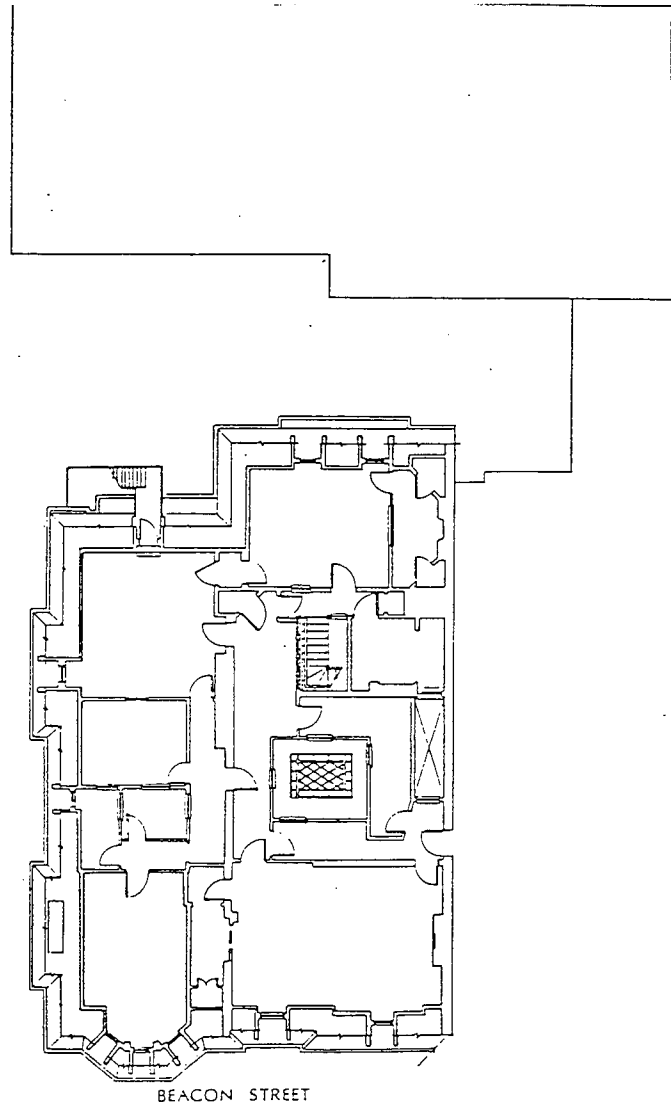
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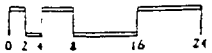


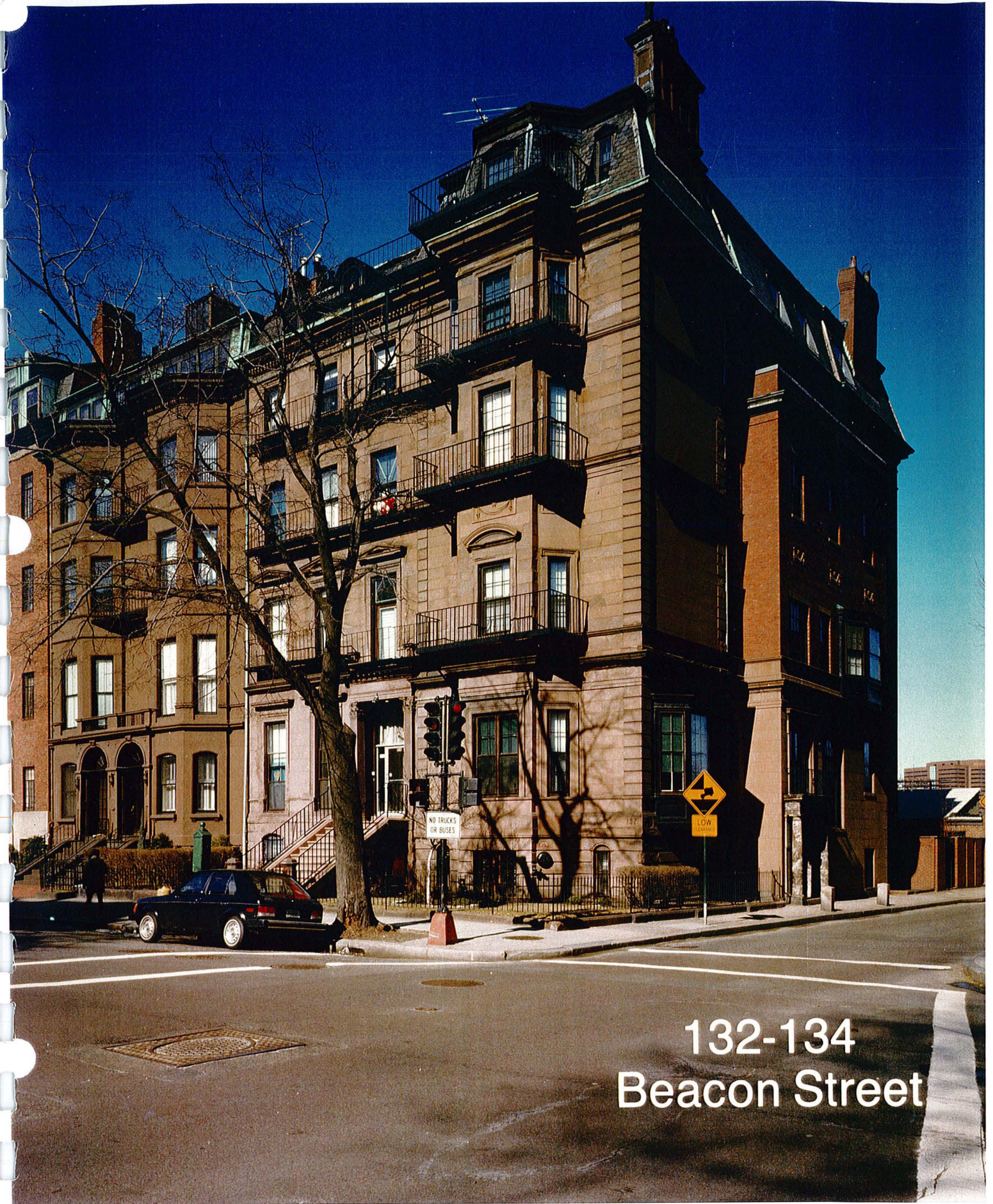


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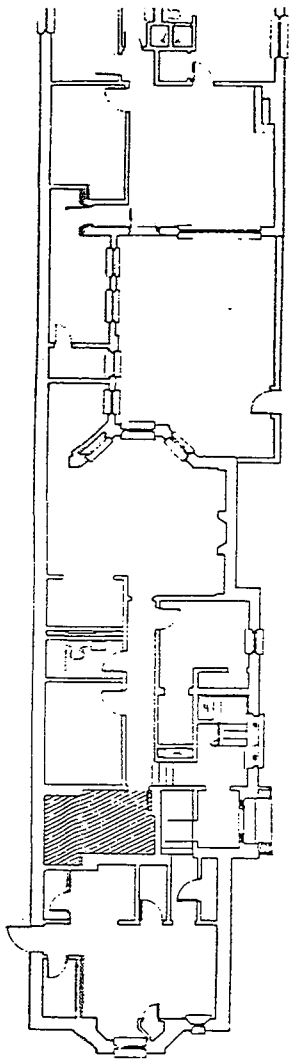
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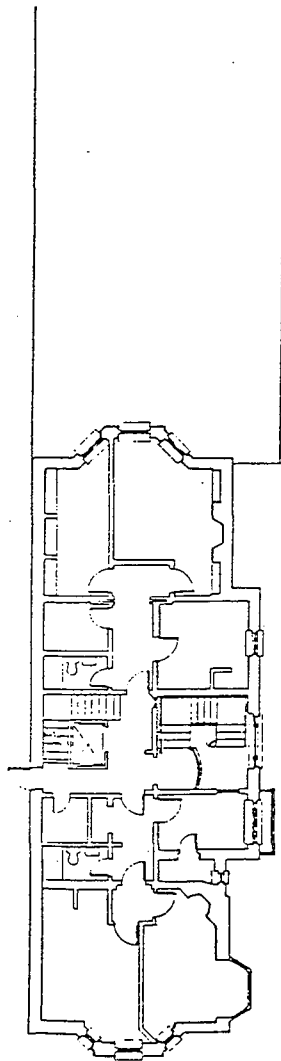




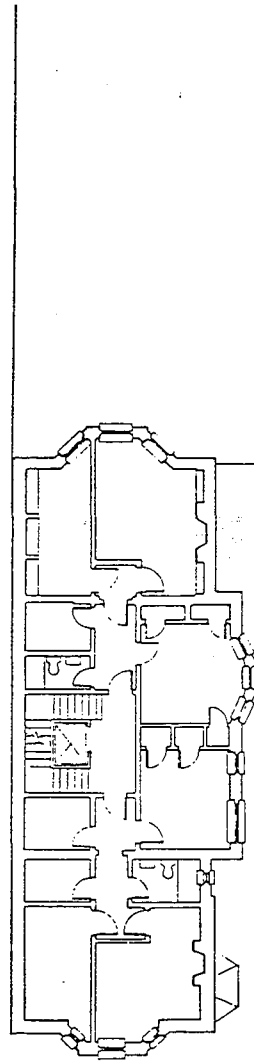
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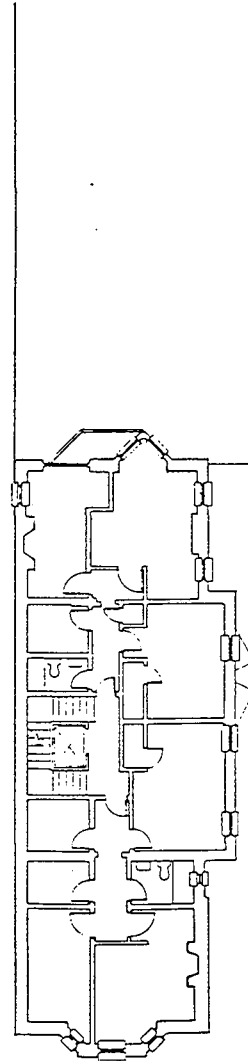


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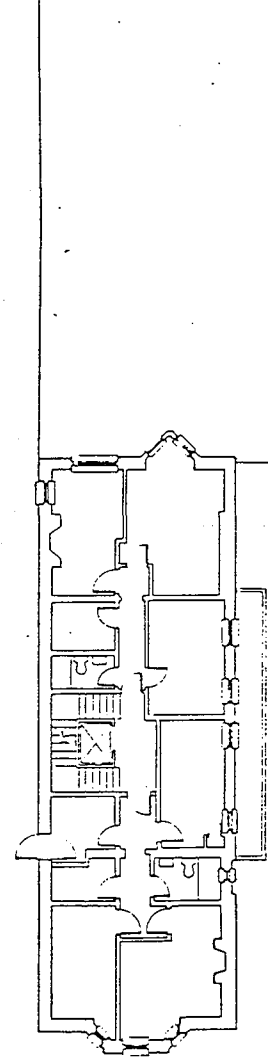


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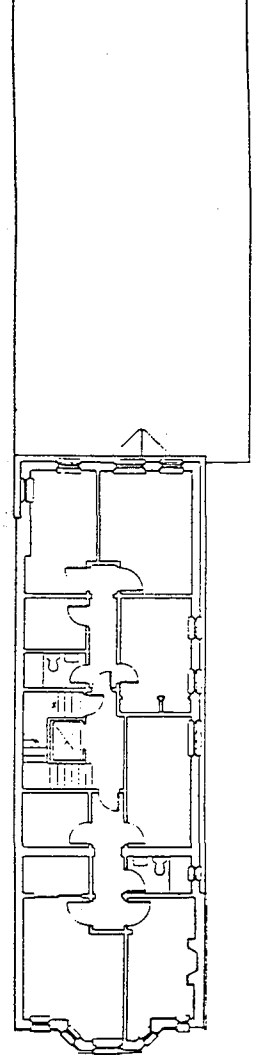
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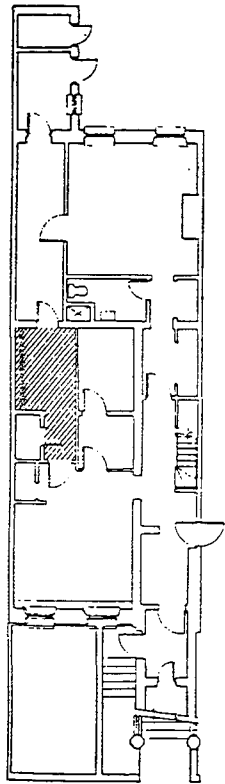


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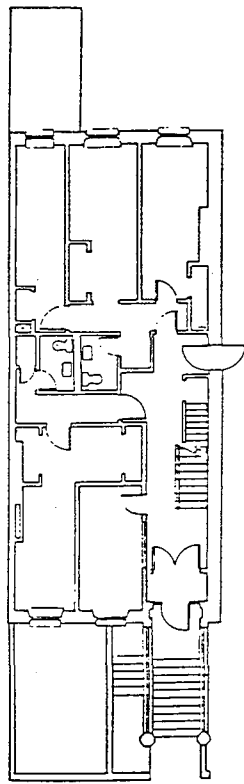
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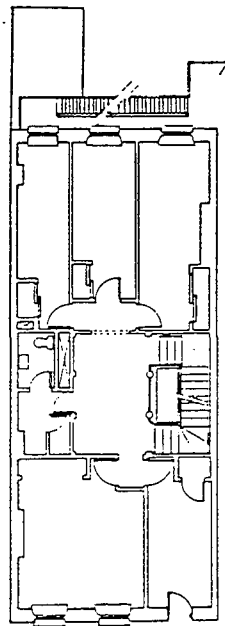




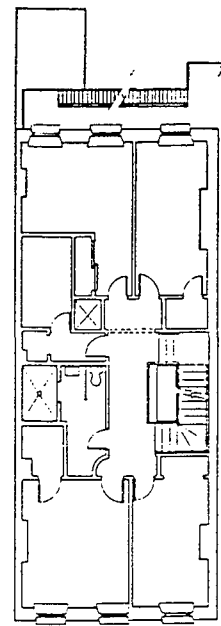
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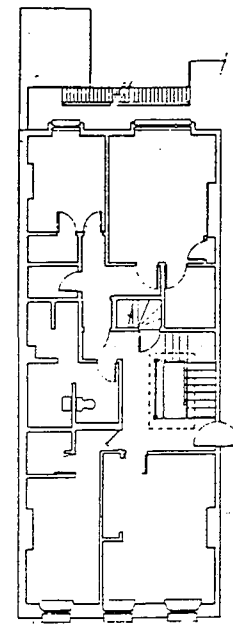
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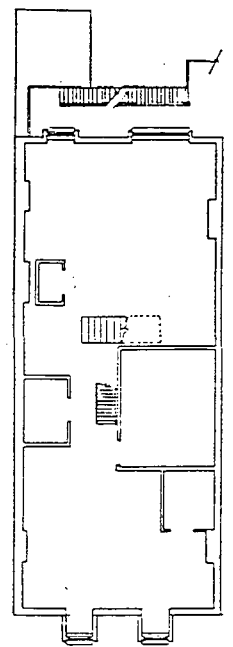
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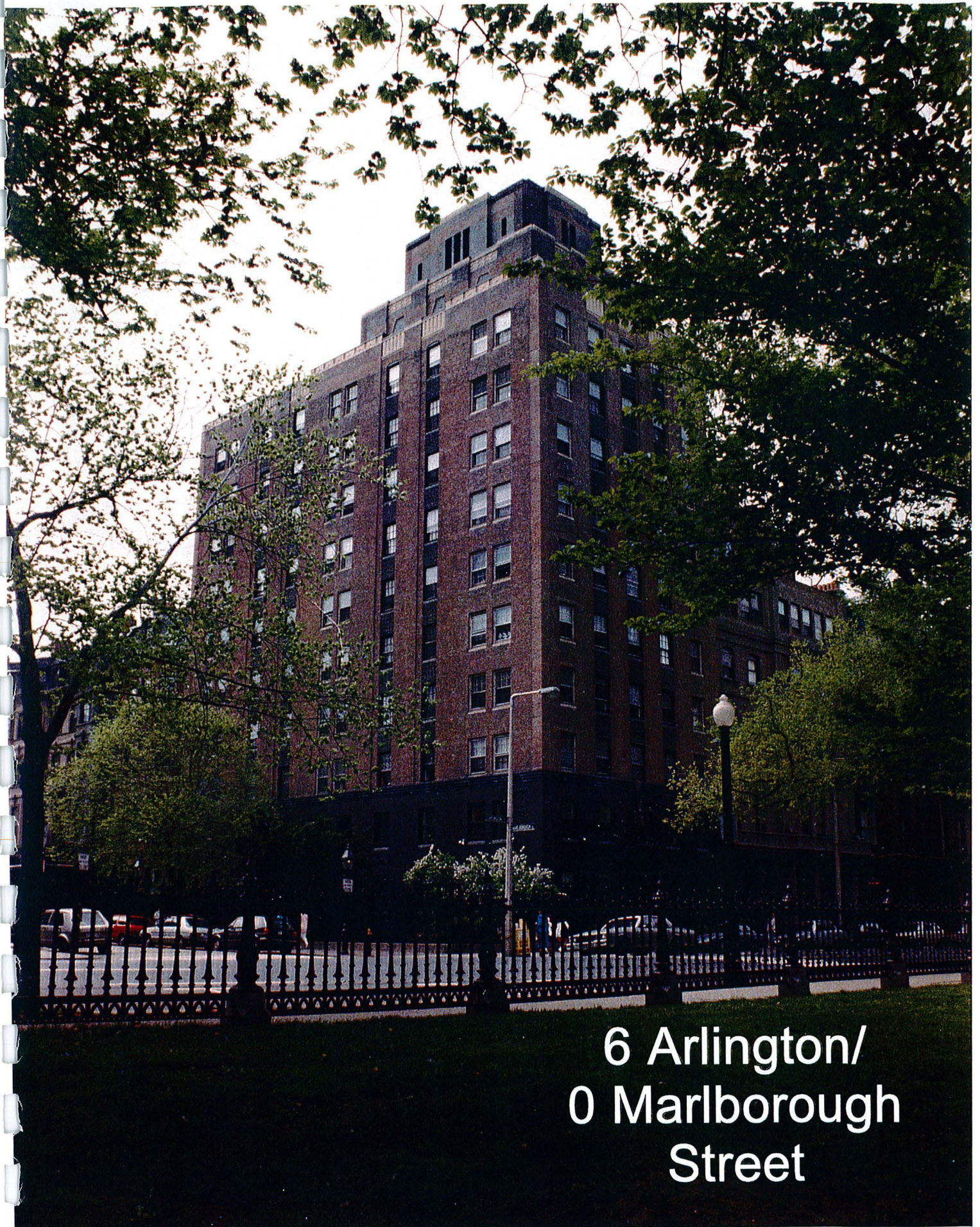
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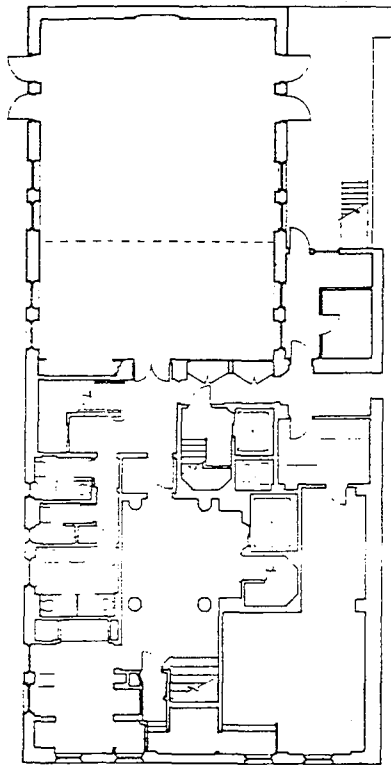
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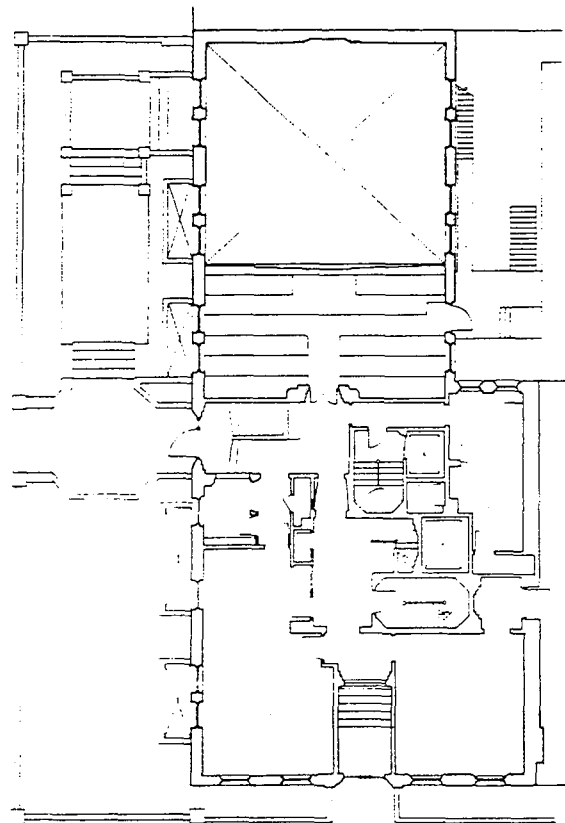




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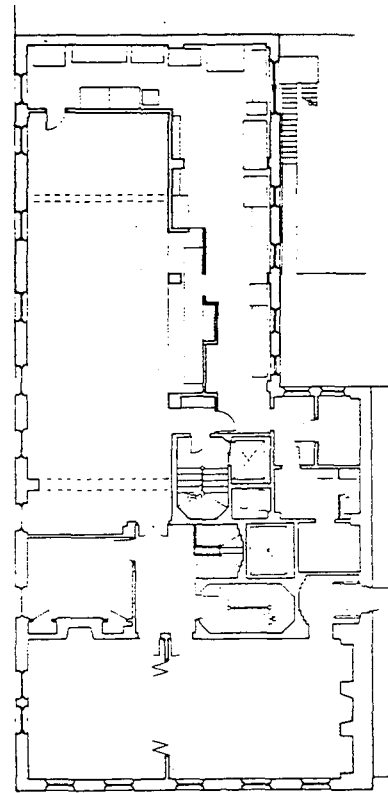


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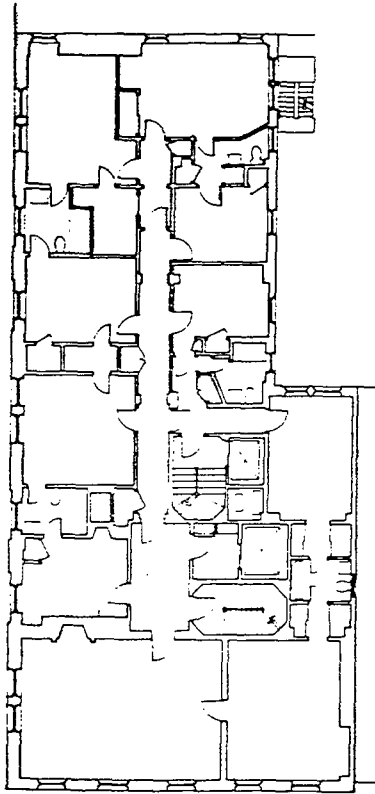


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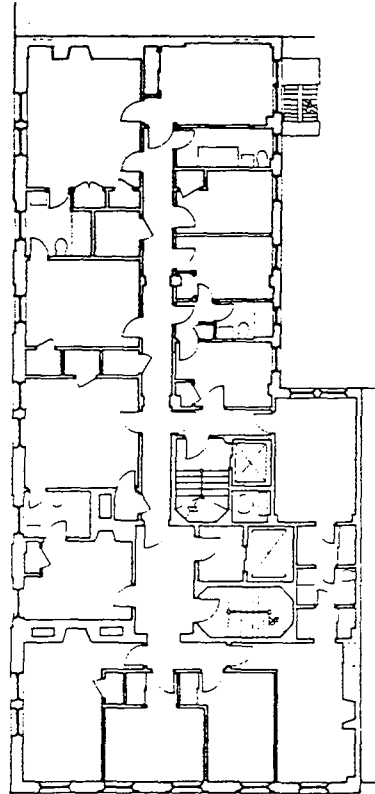
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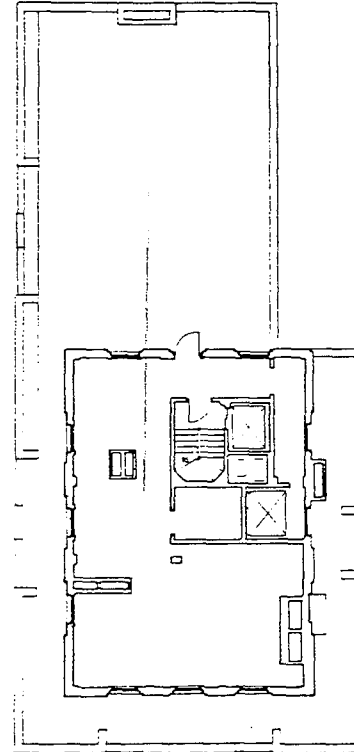
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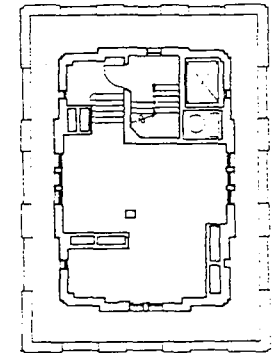
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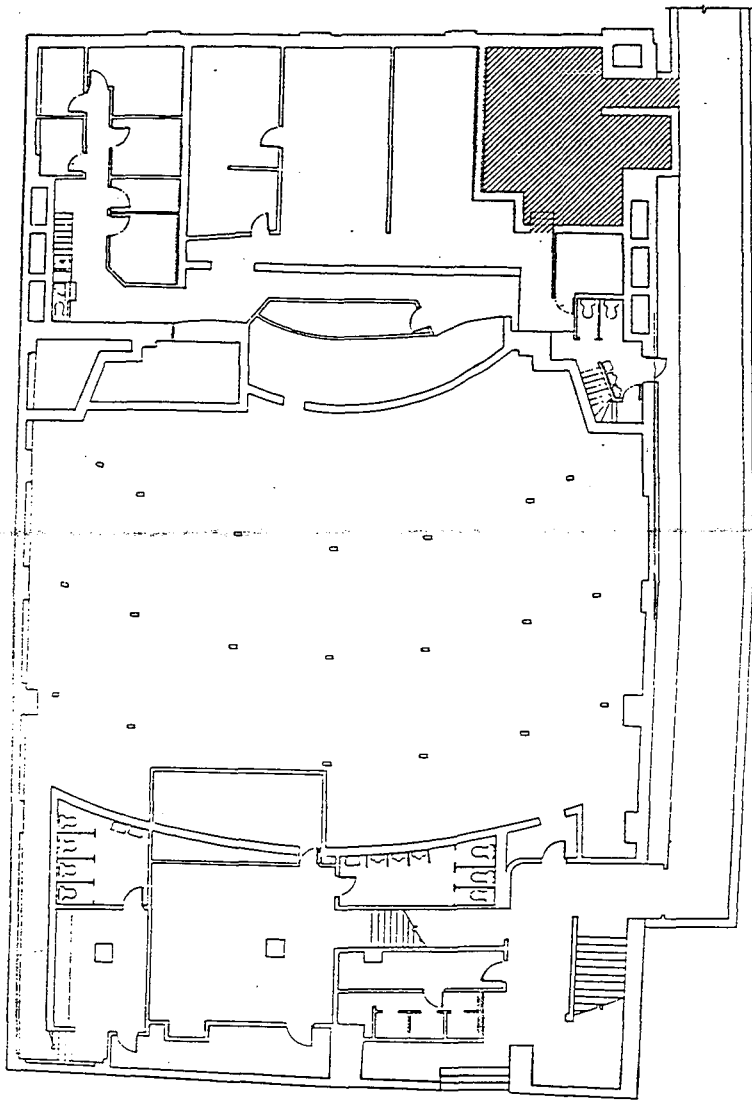
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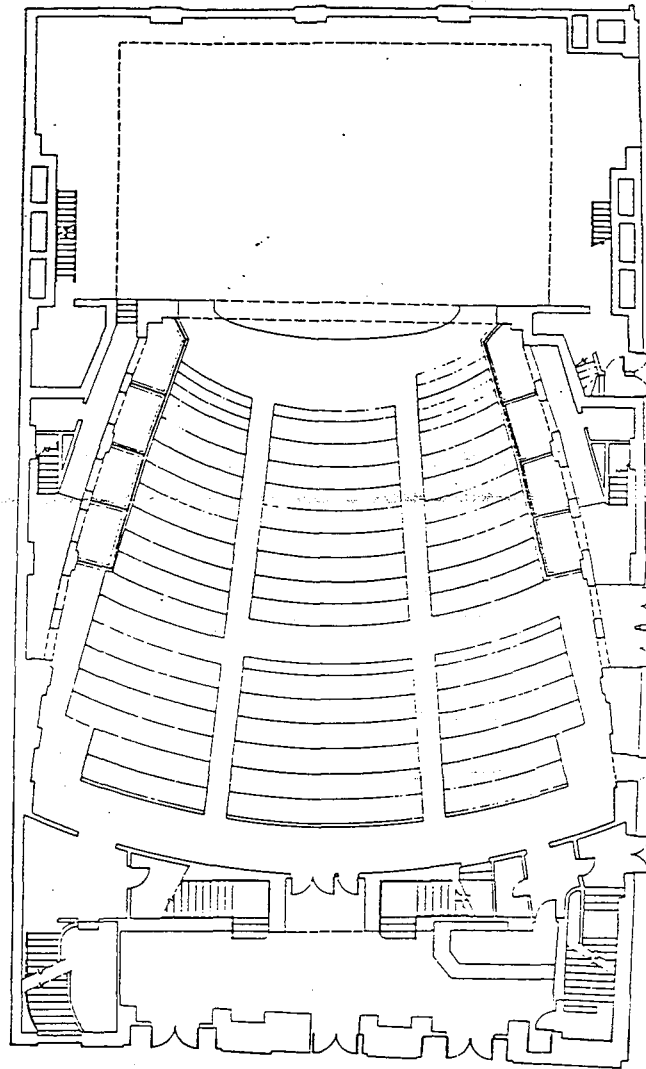
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The Emerson Majestic Theatre, 219 Tremont Street



BASEMENT

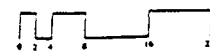


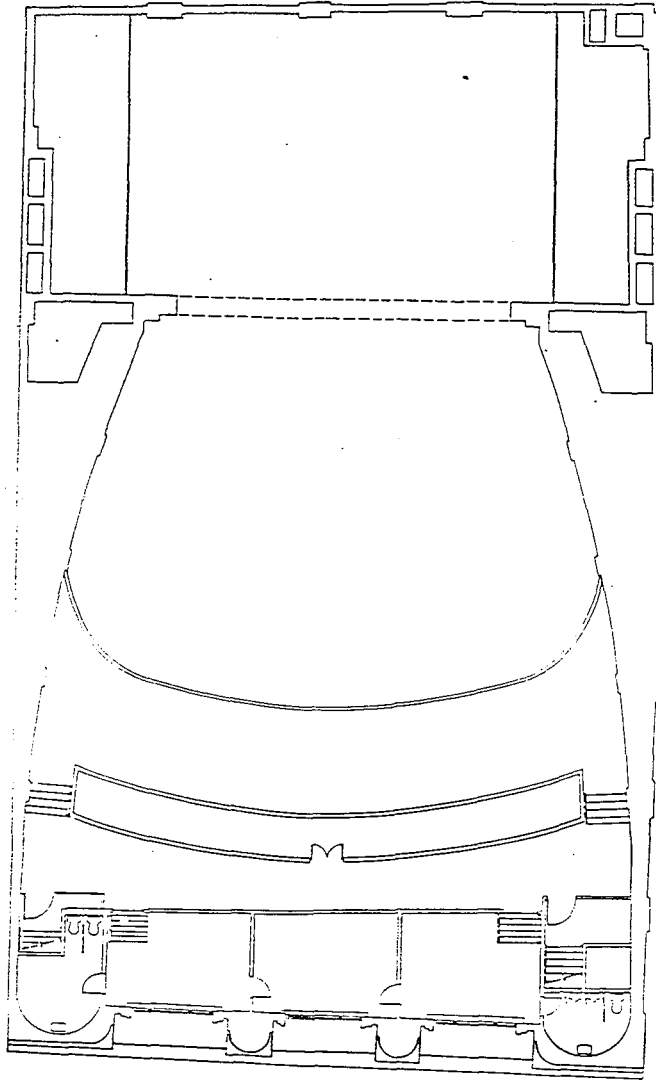
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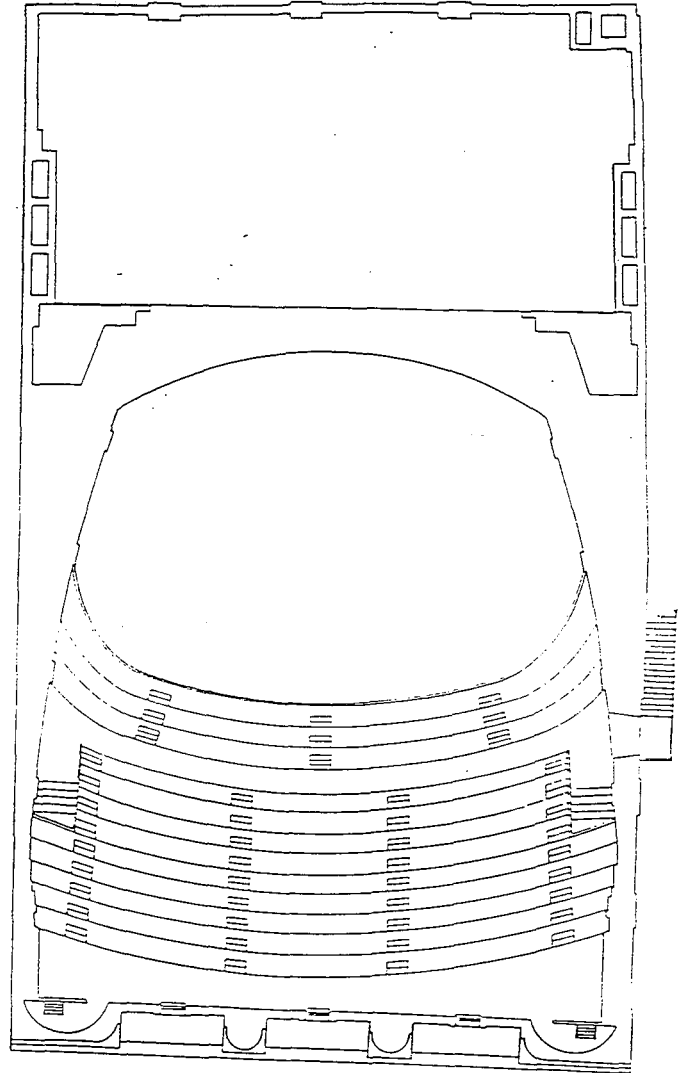
MERSON COLLEGE
DRAWINGS PREPARED BY SCHWARTZ/SILVER ARCHITECTS

217 TREMONT STREET





LOBBY GALLERY

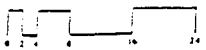


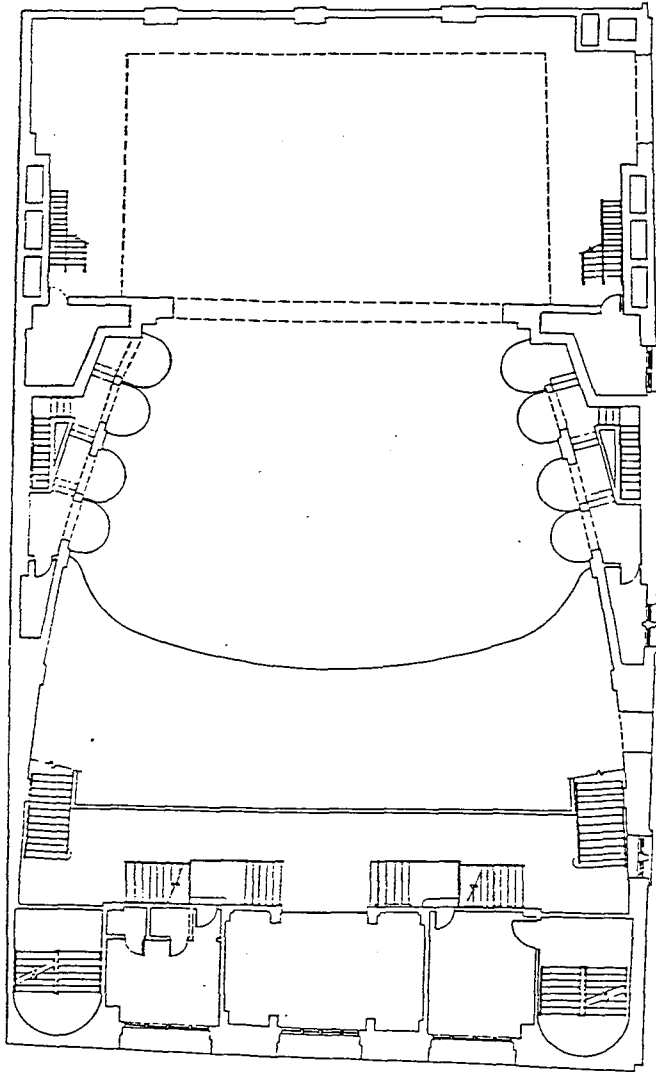
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MERSON COLLEGE
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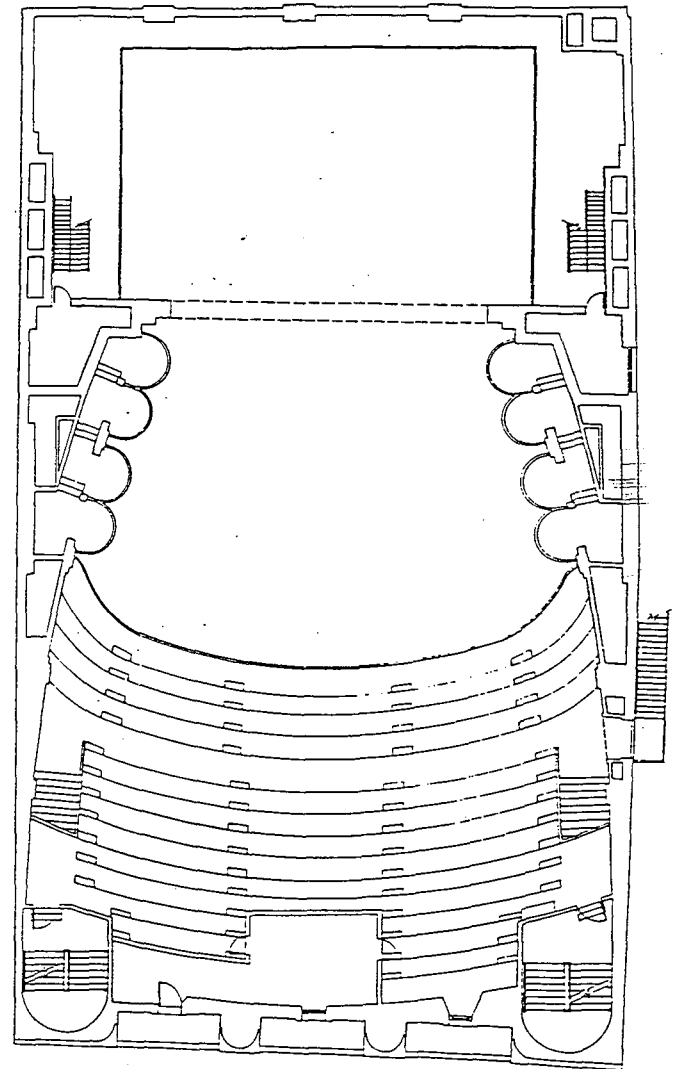
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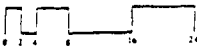


BALCONY

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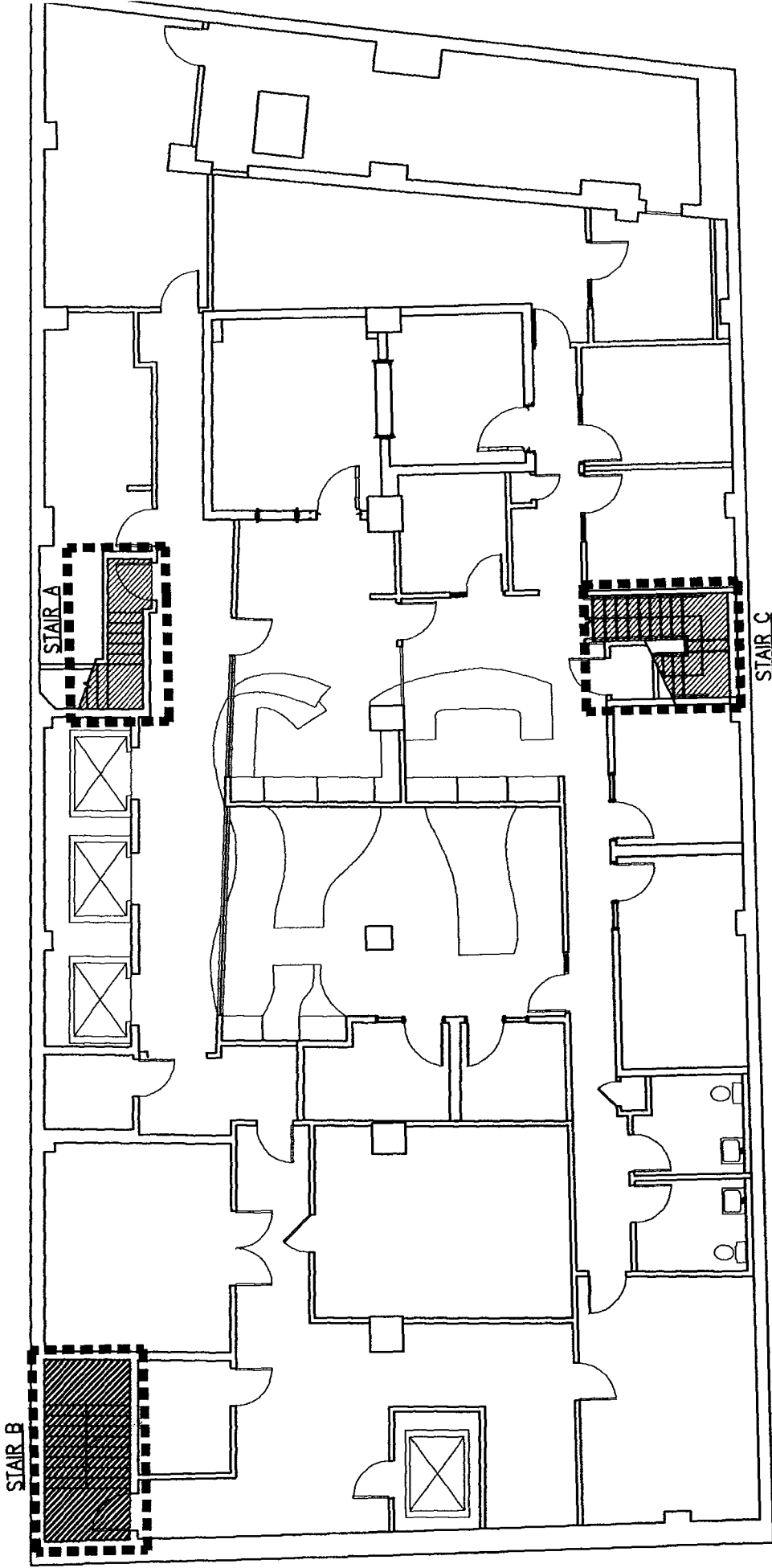
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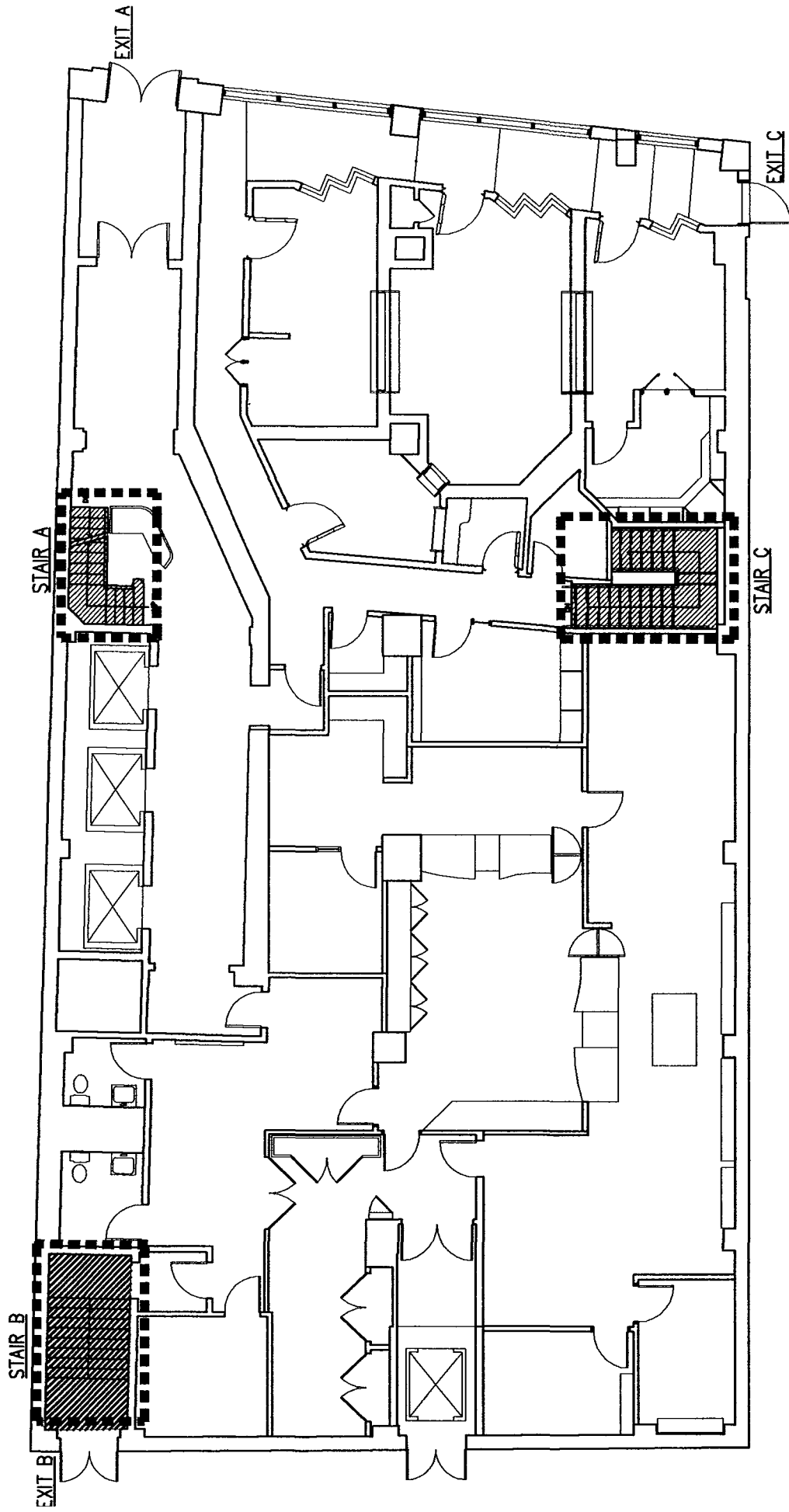
The Ansin Building, 180 Tremont Street

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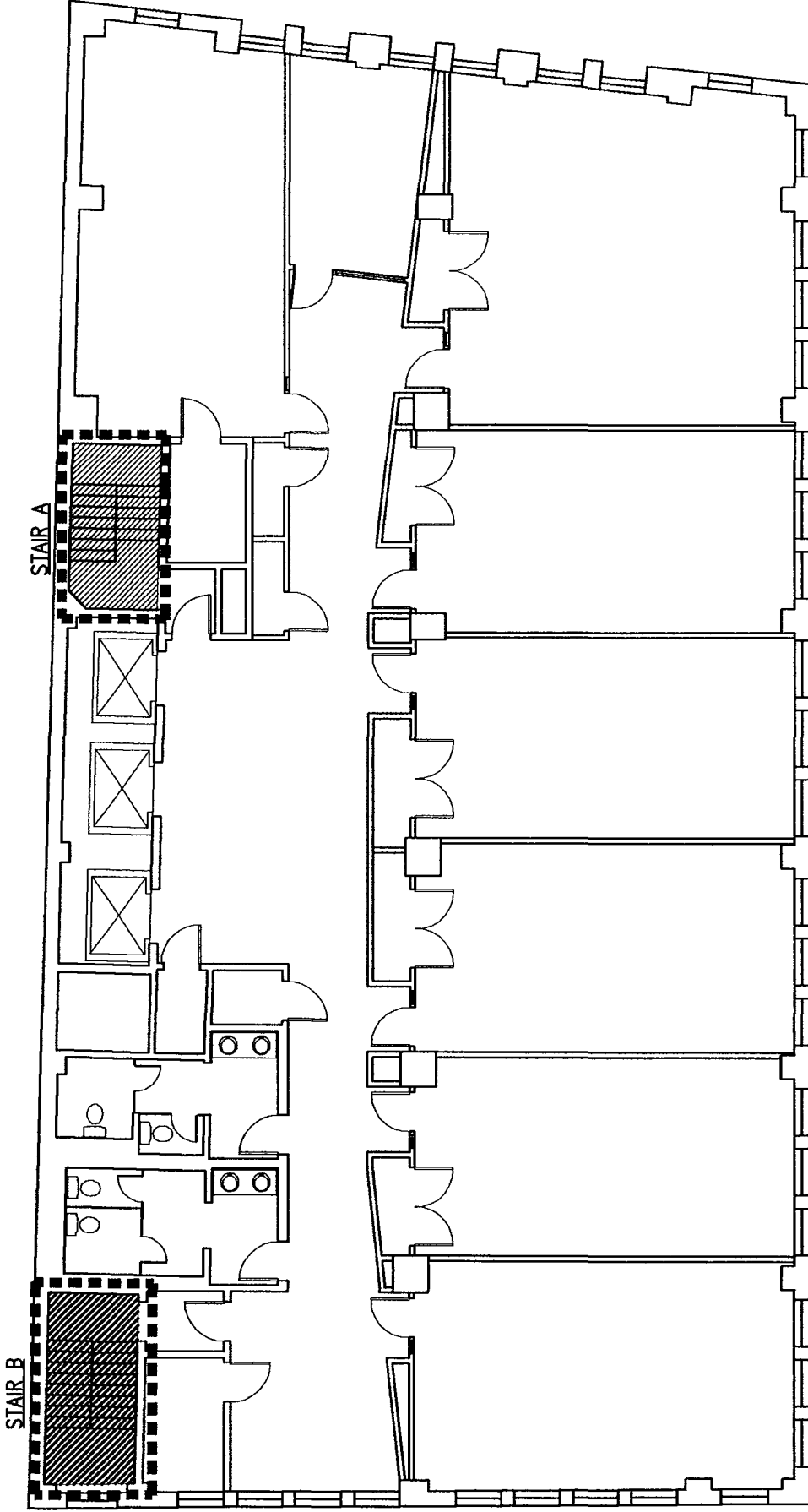
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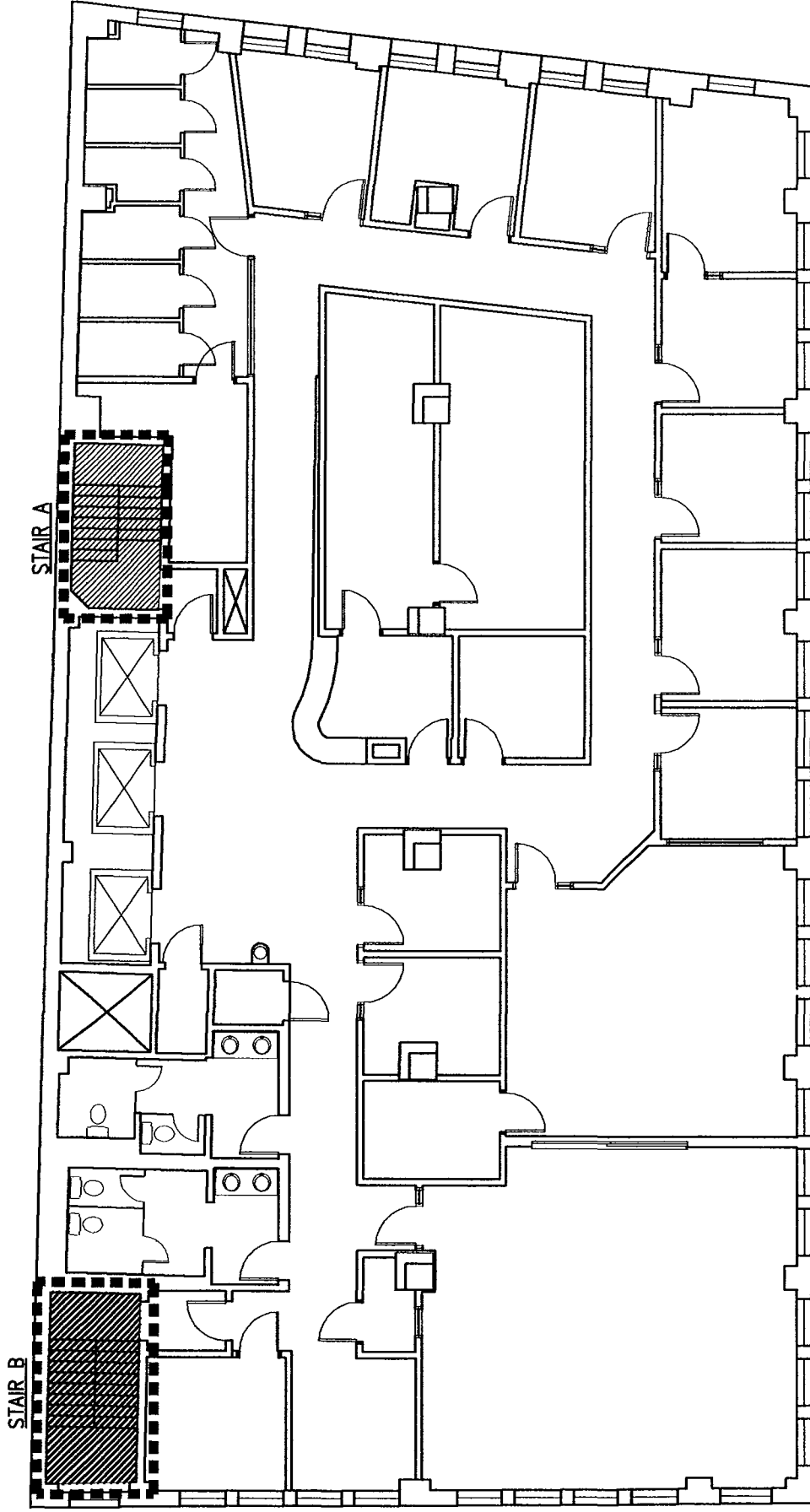
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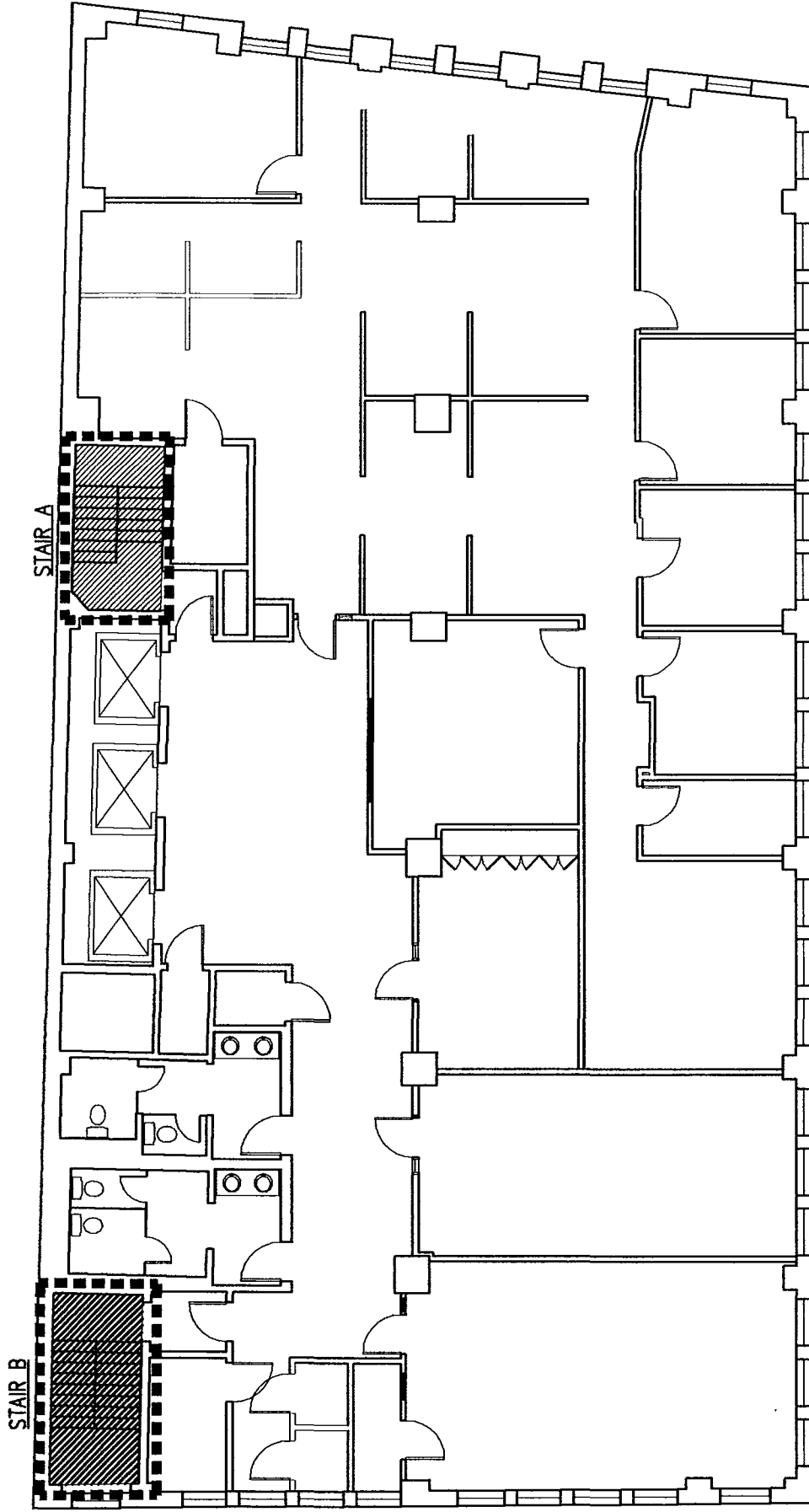
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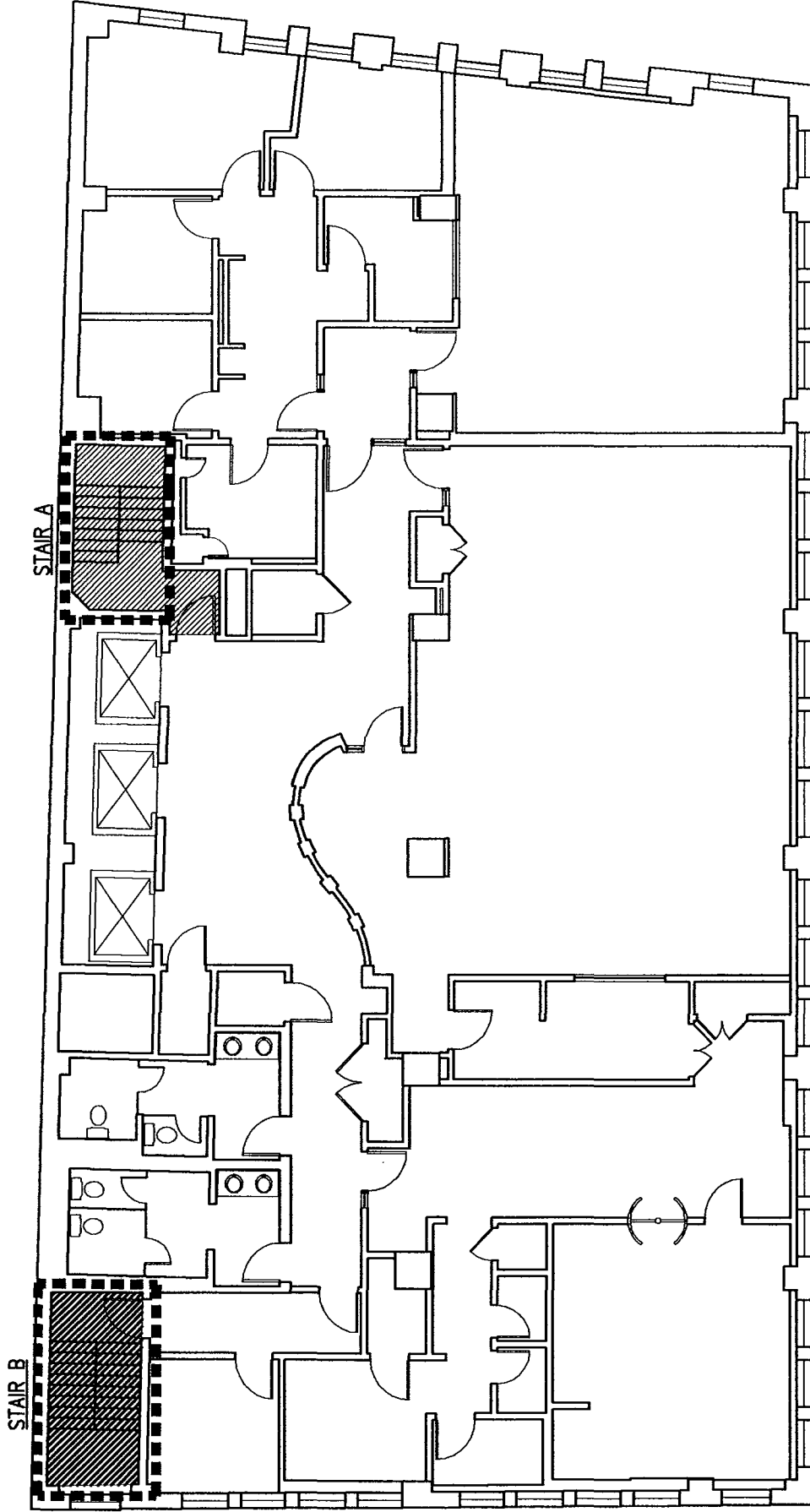
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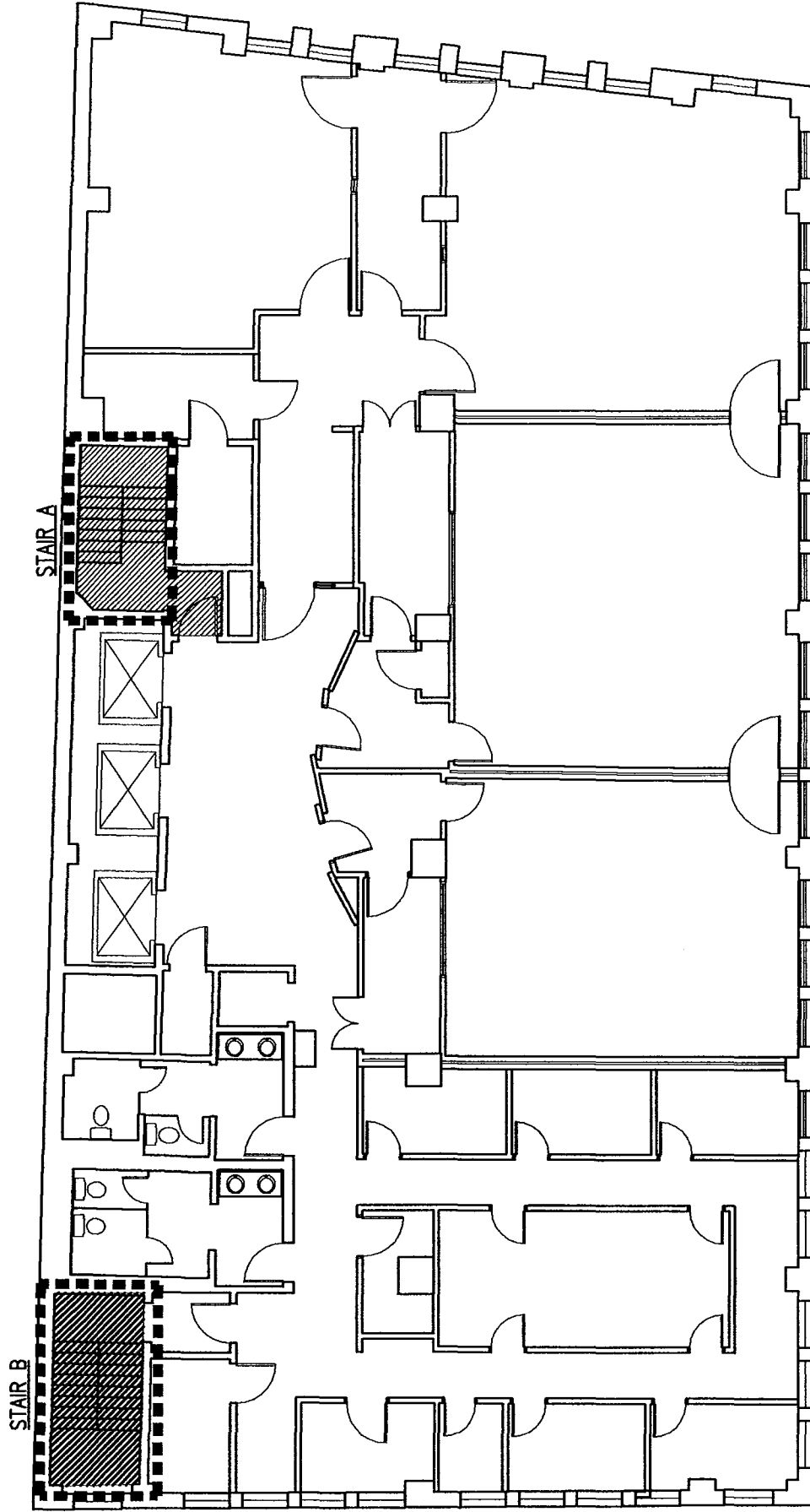
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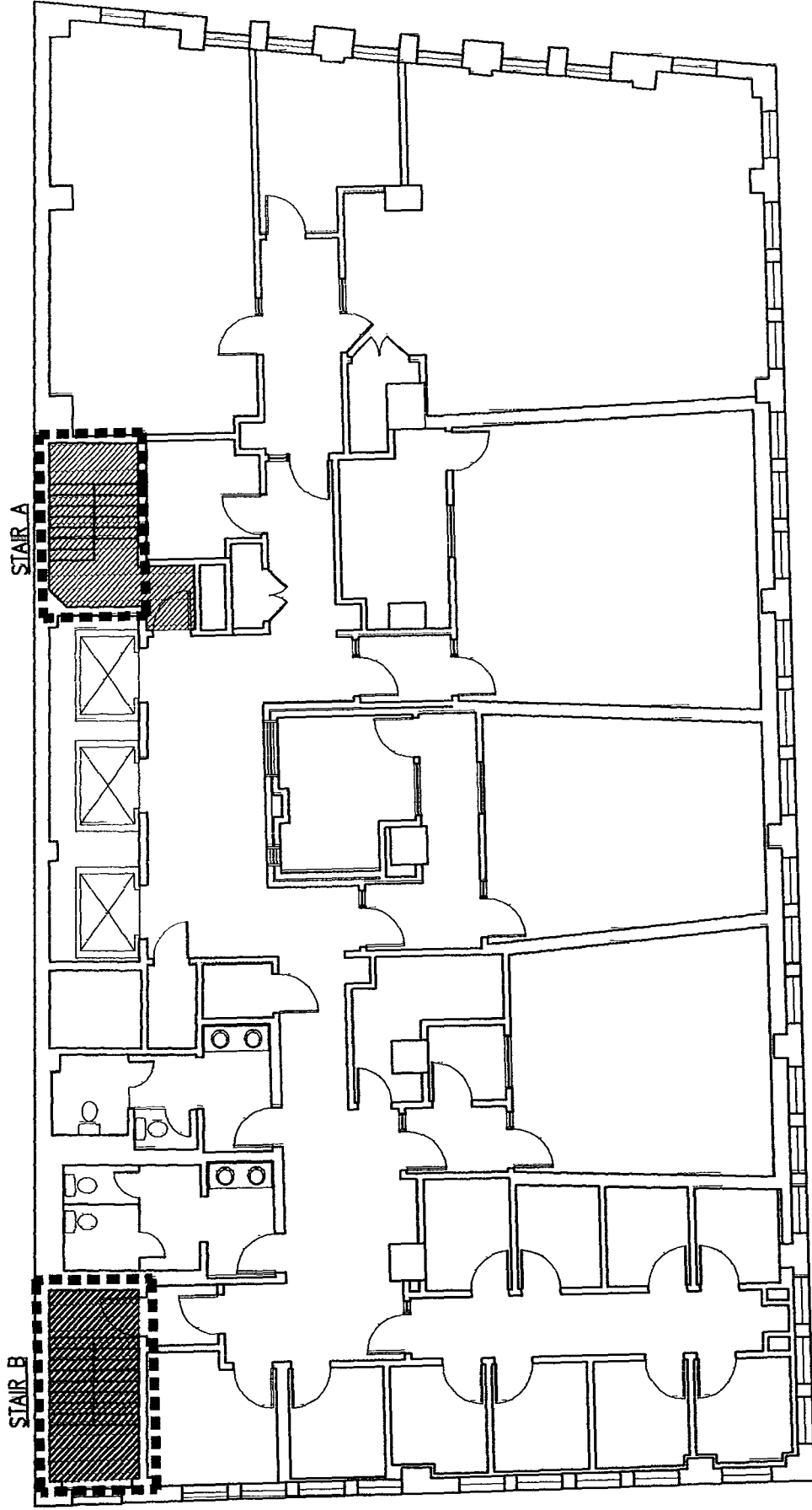
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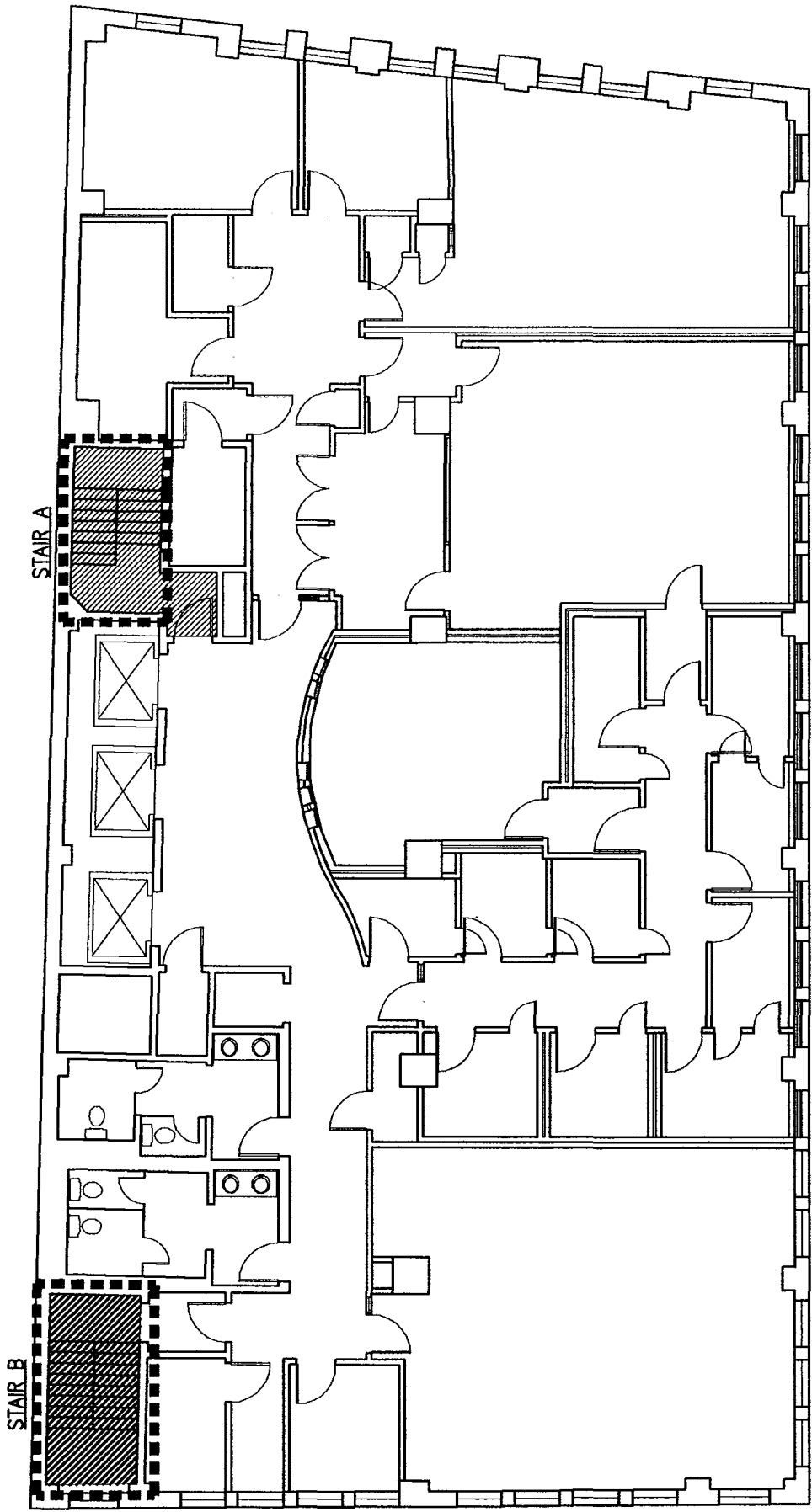
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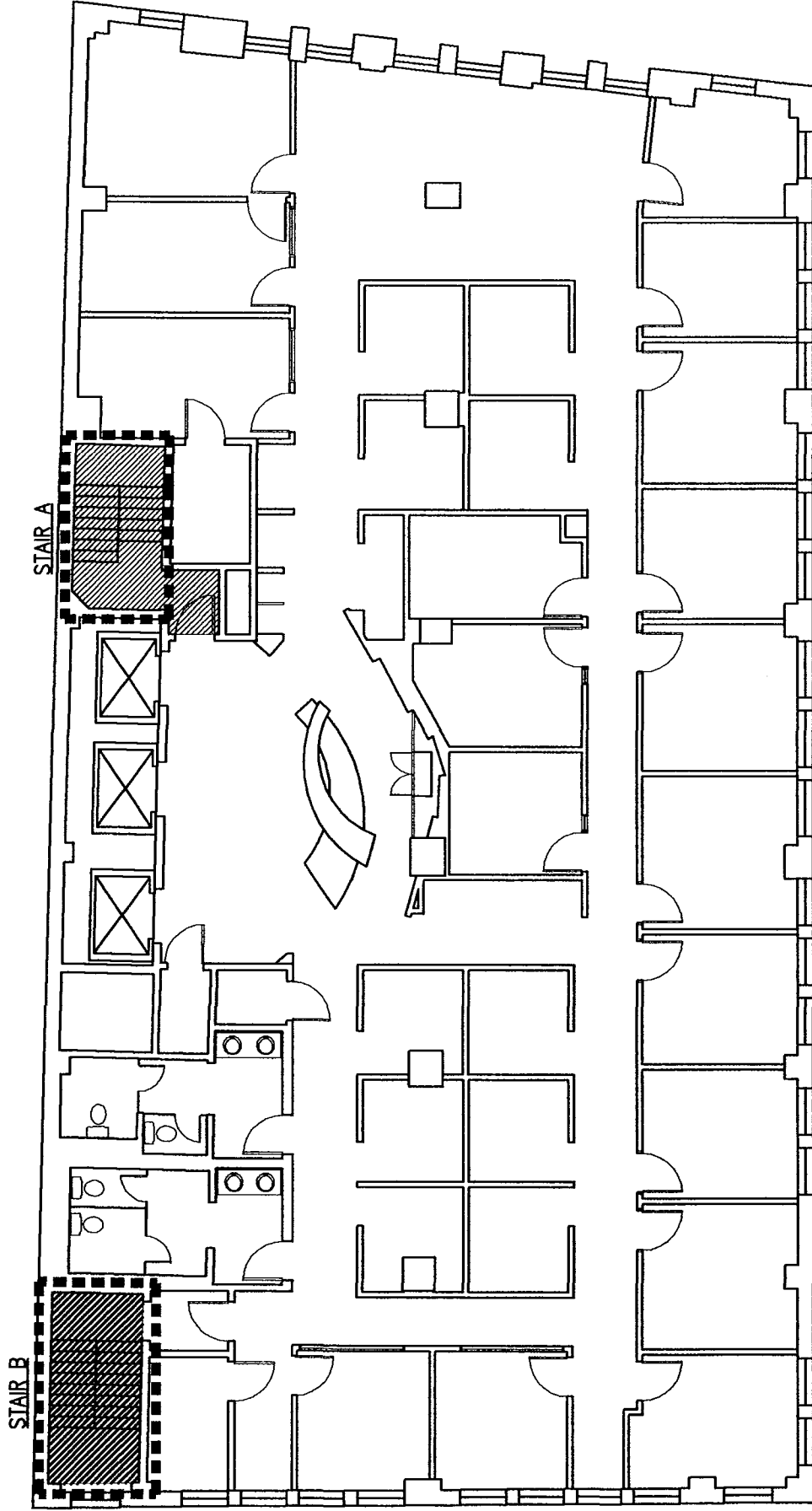
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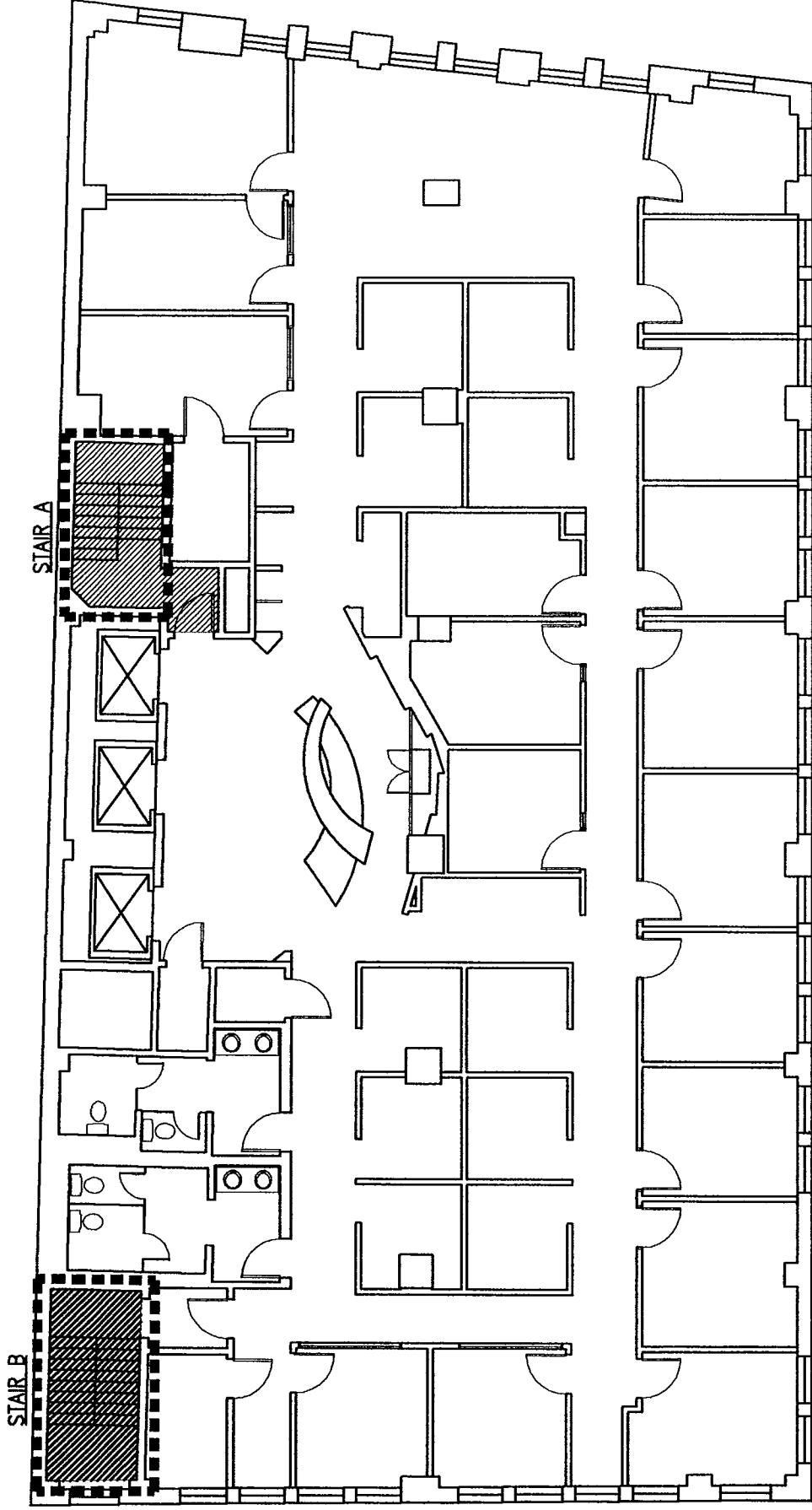
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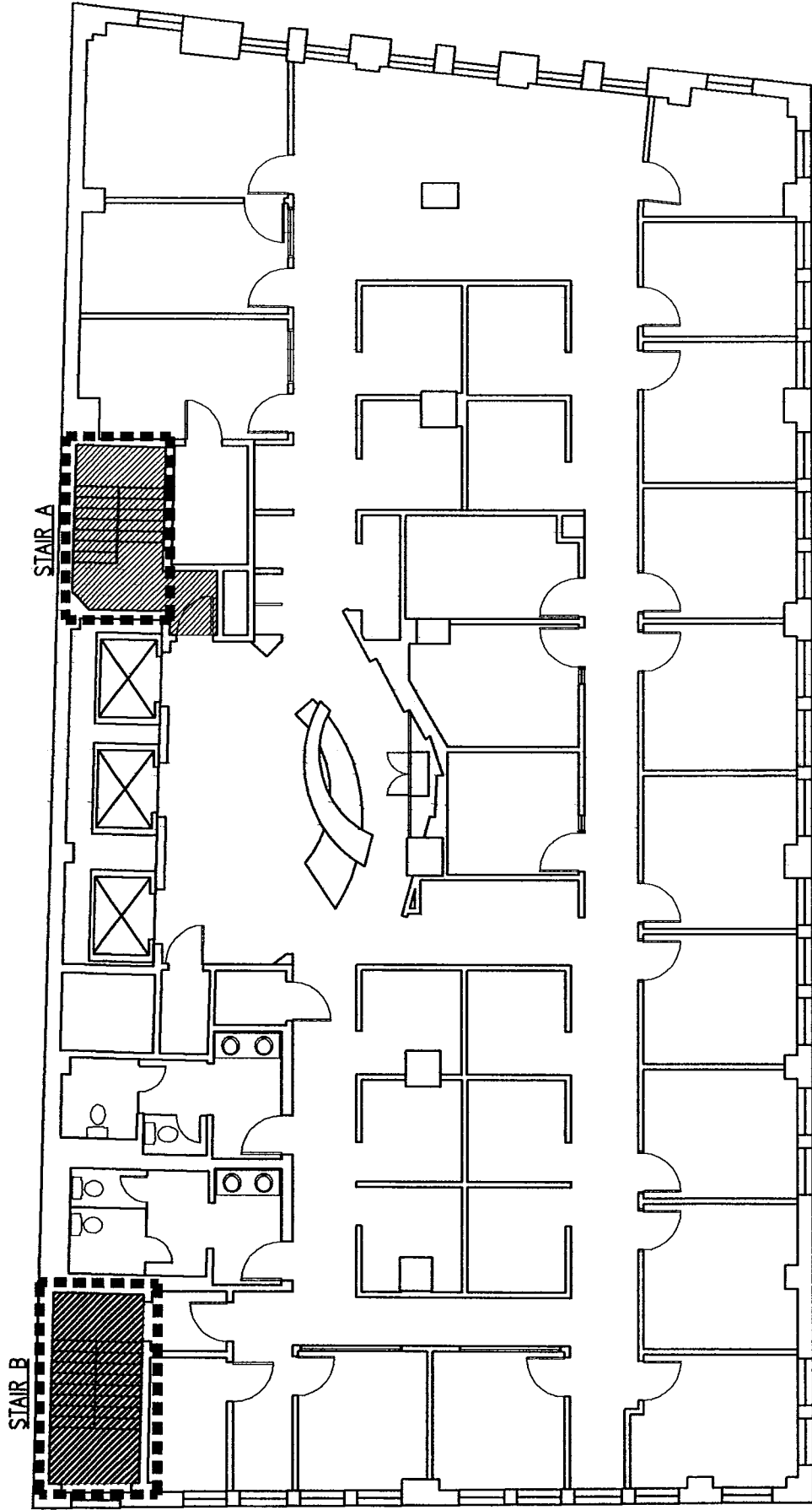
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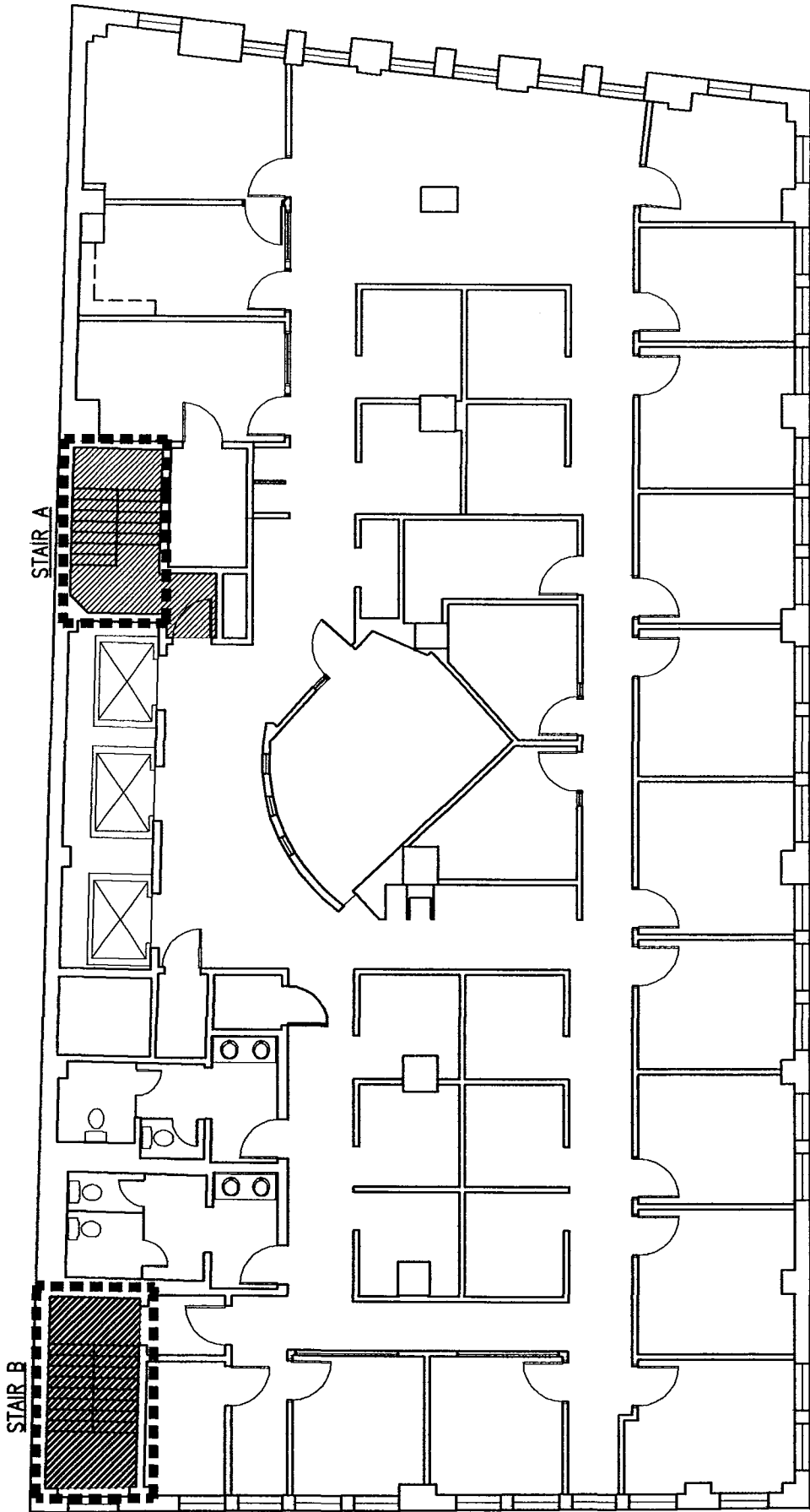
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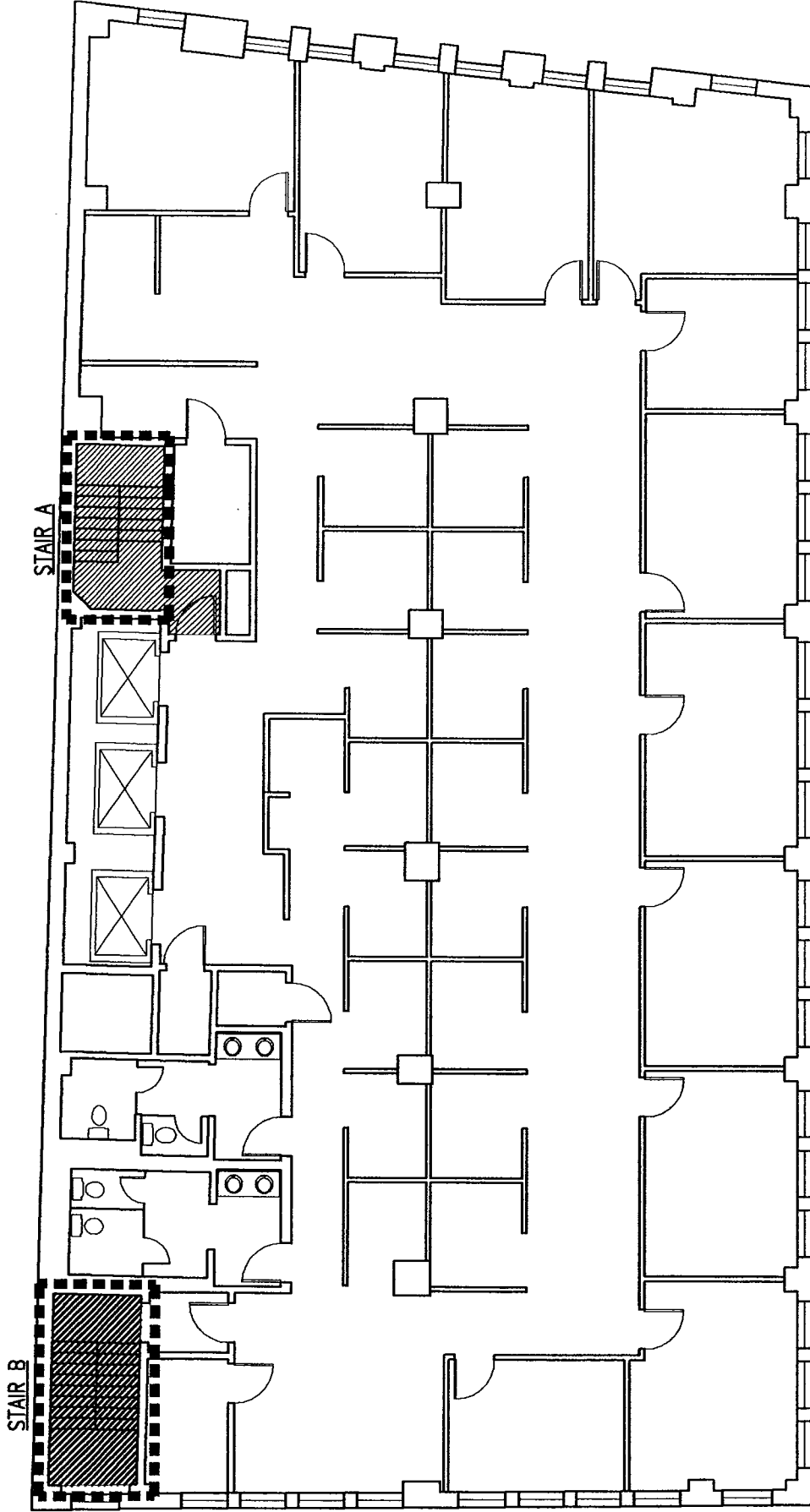
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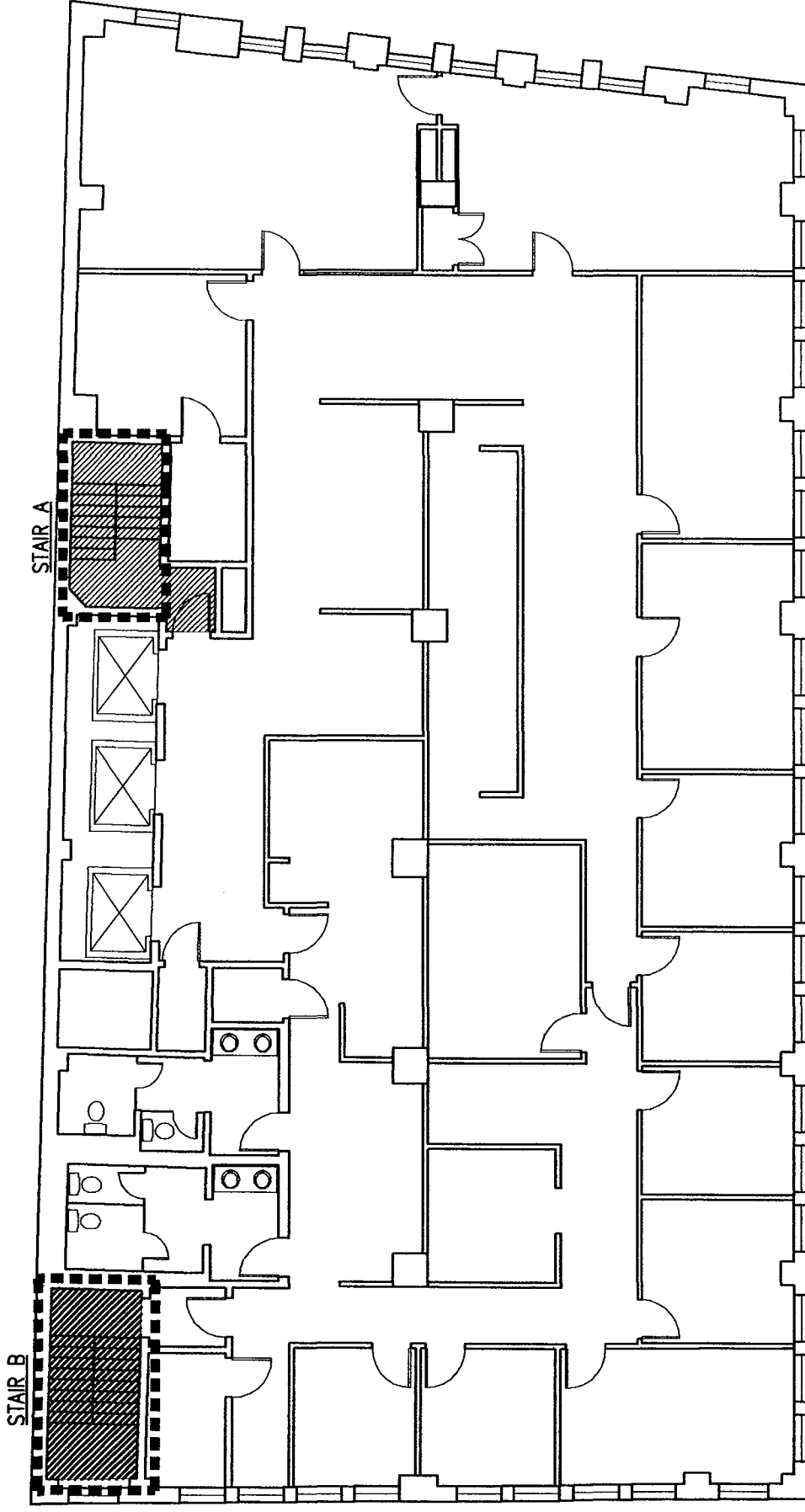
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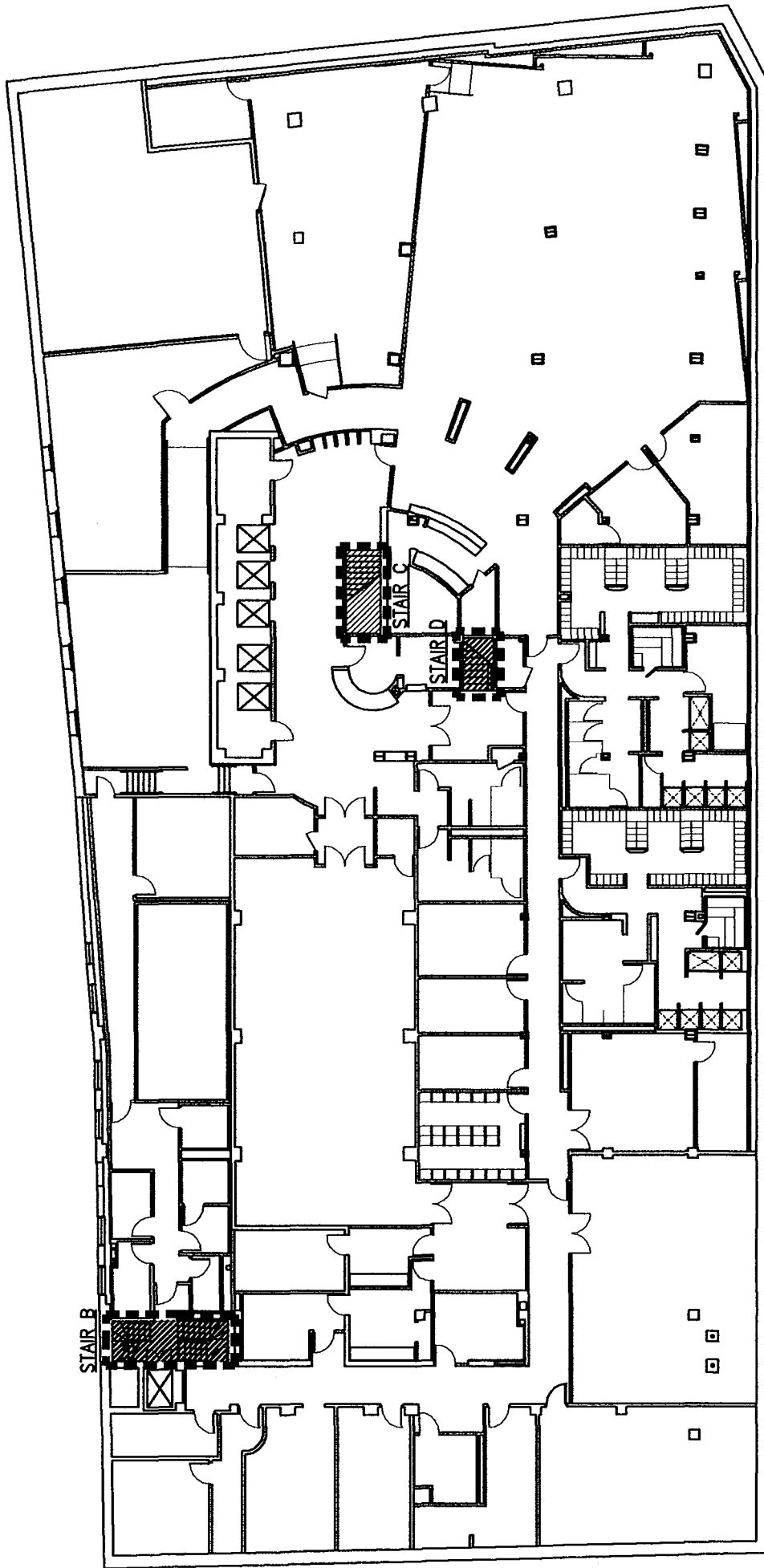


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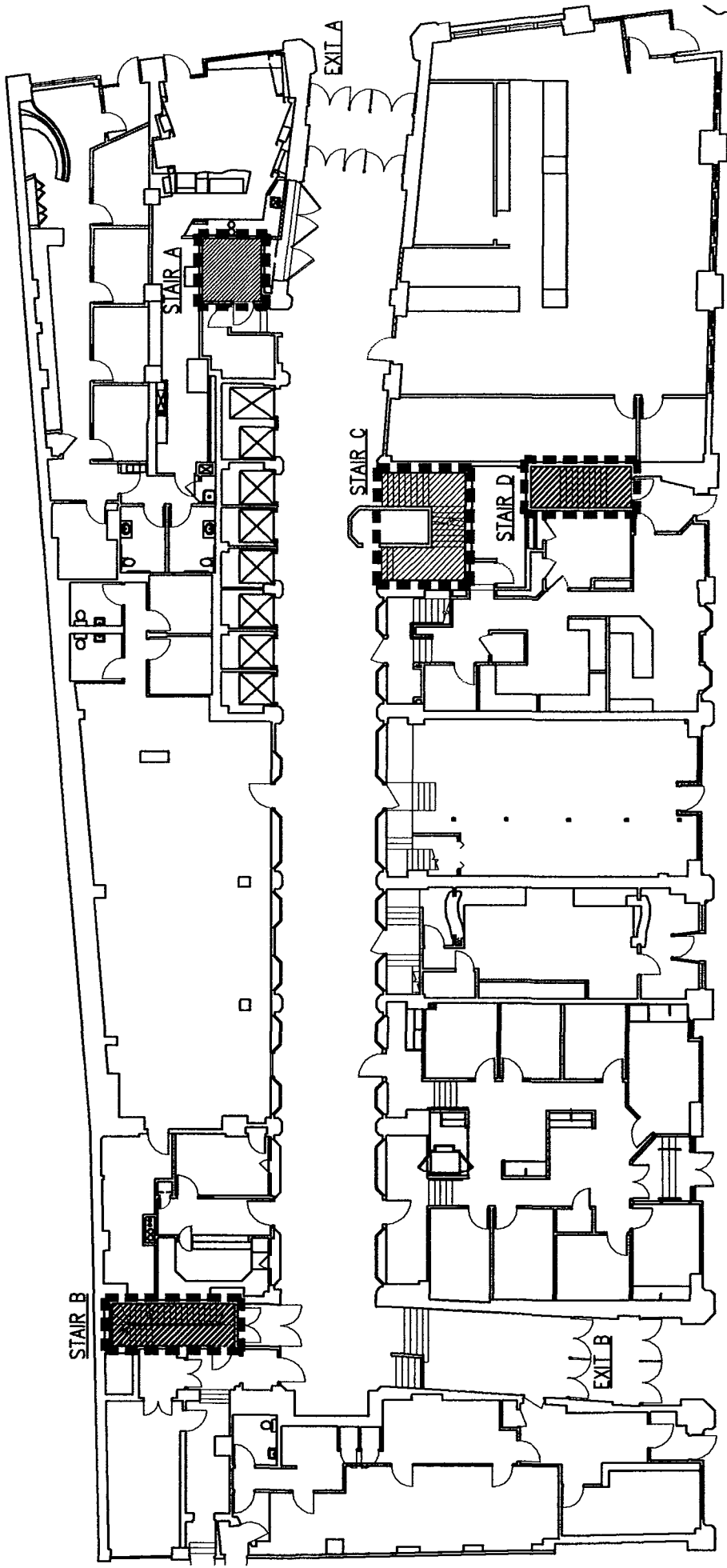
The Little Building, 80 Boylston Street

80 BOYLSTON ST.



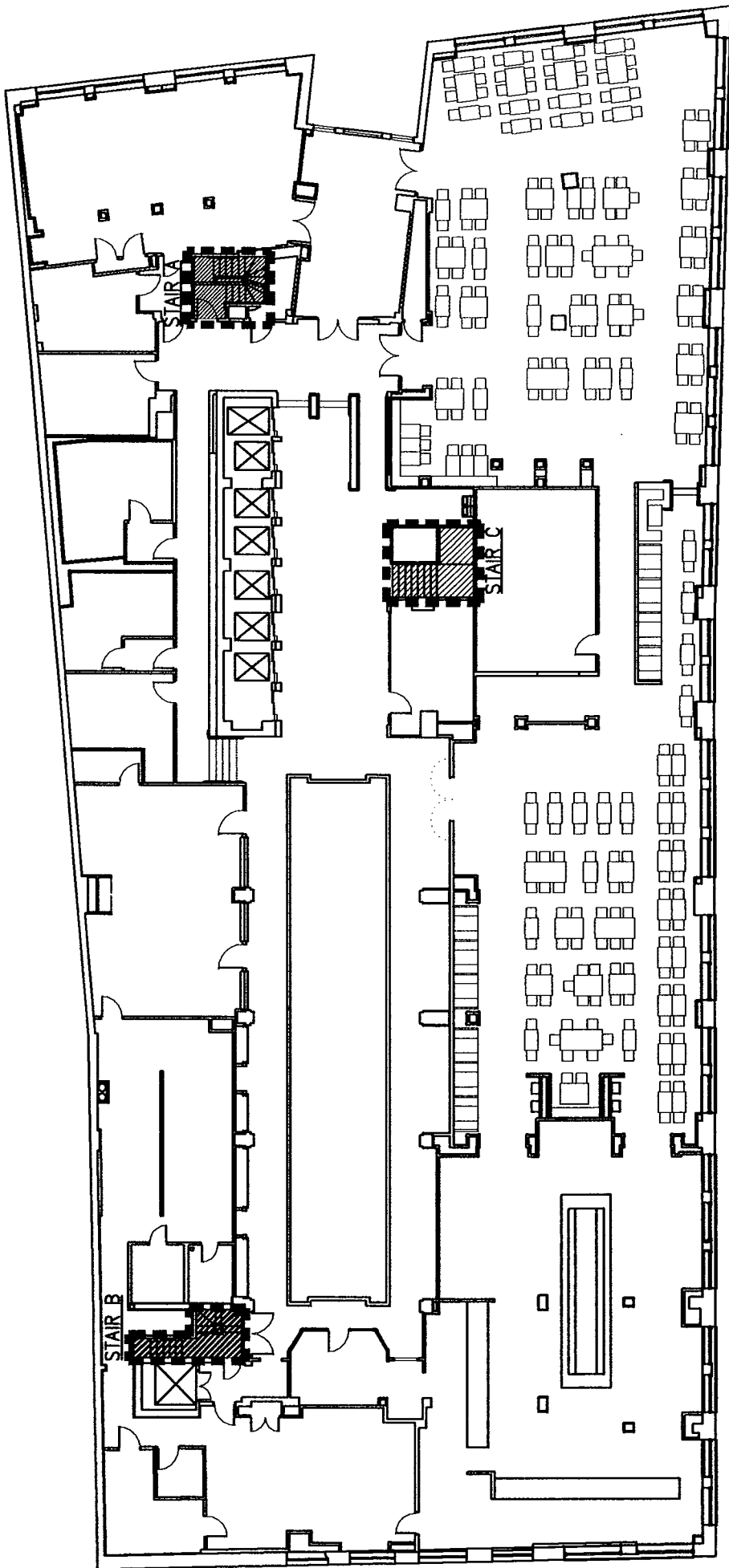
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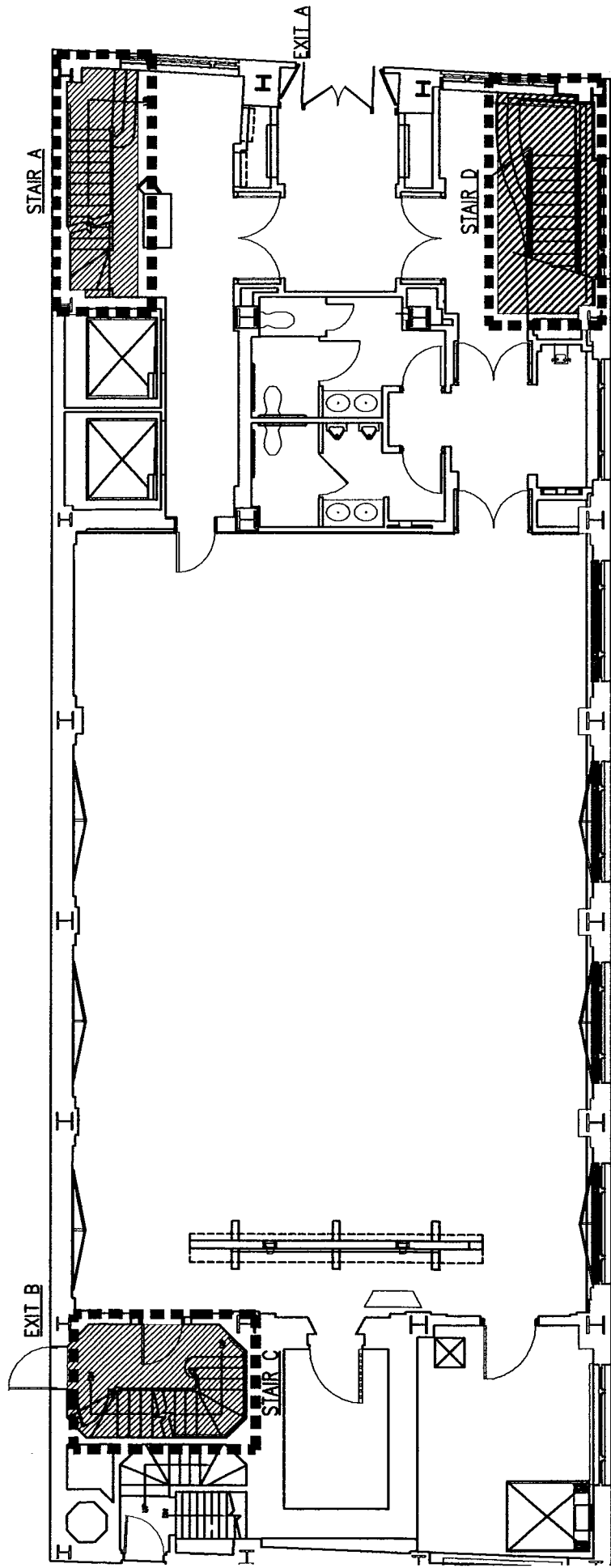
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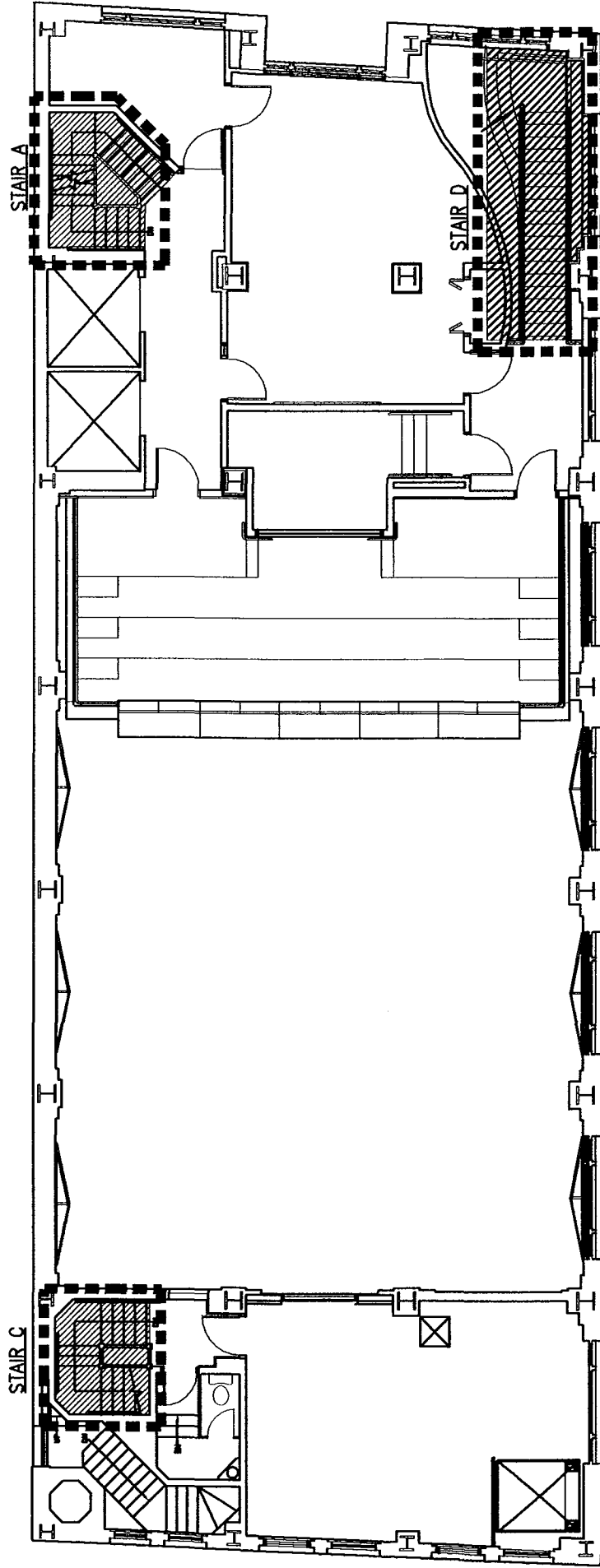
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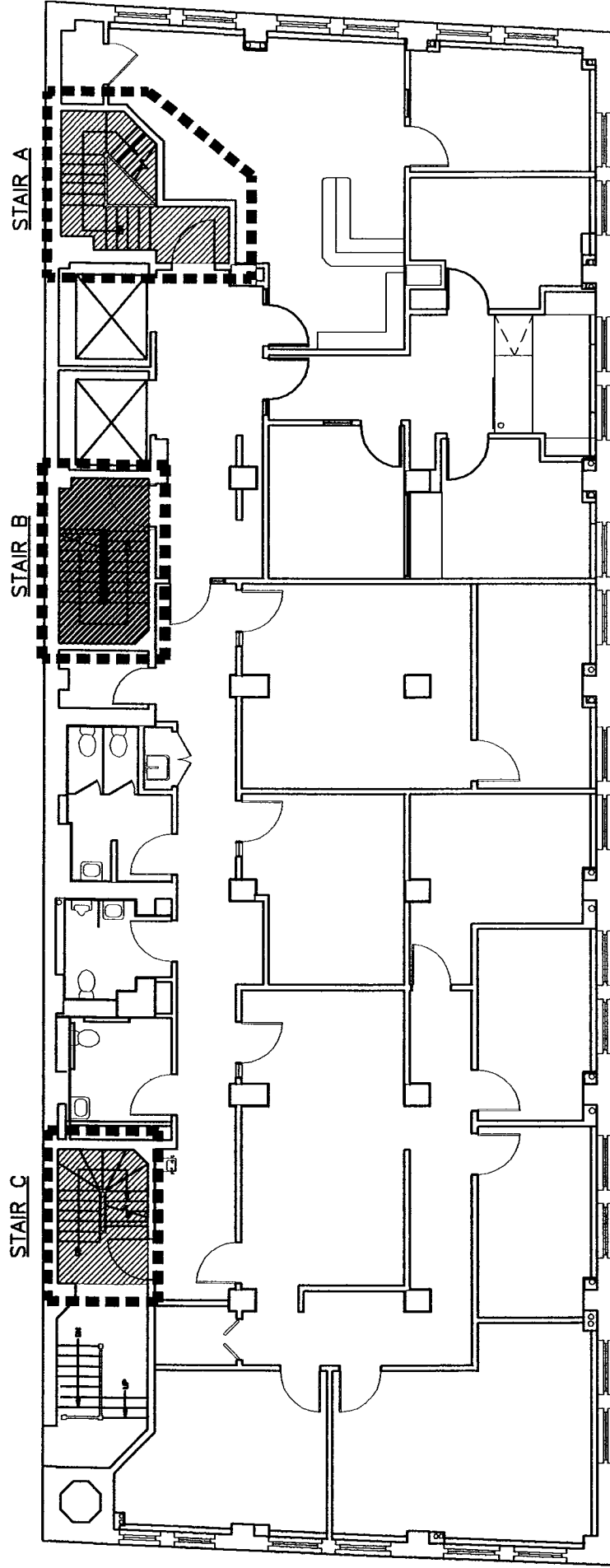
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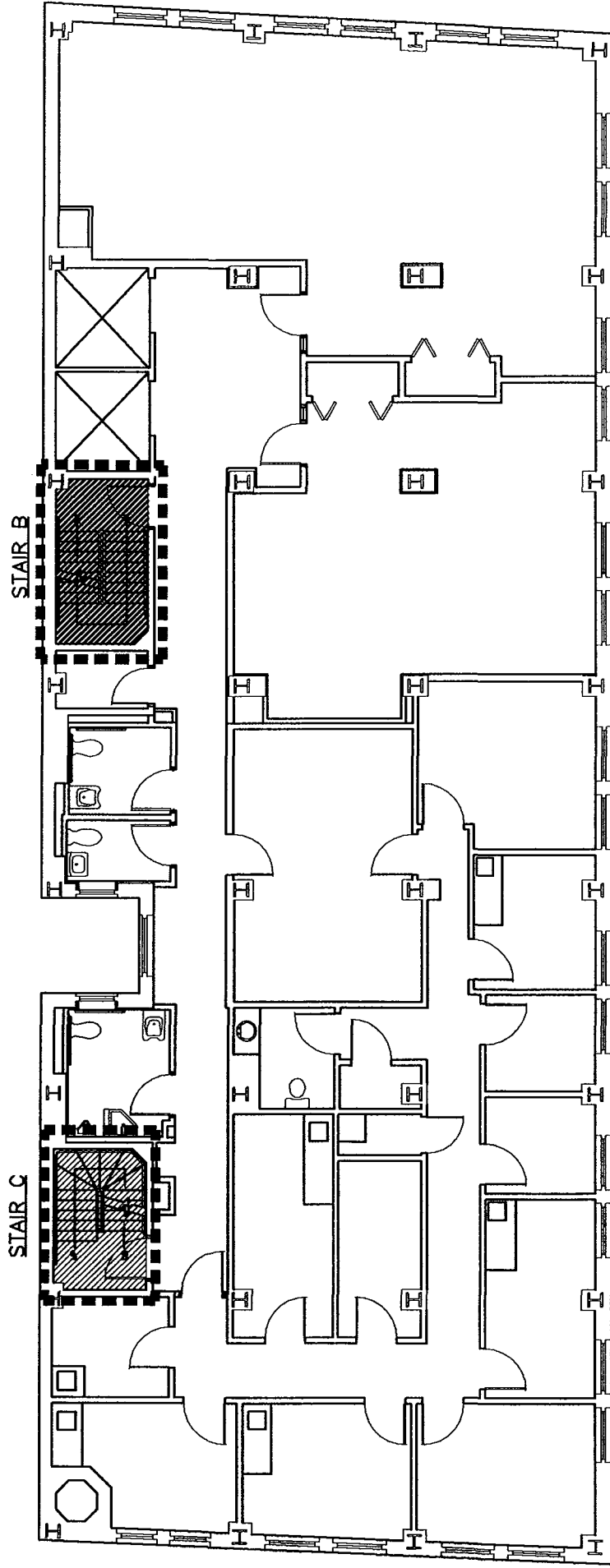
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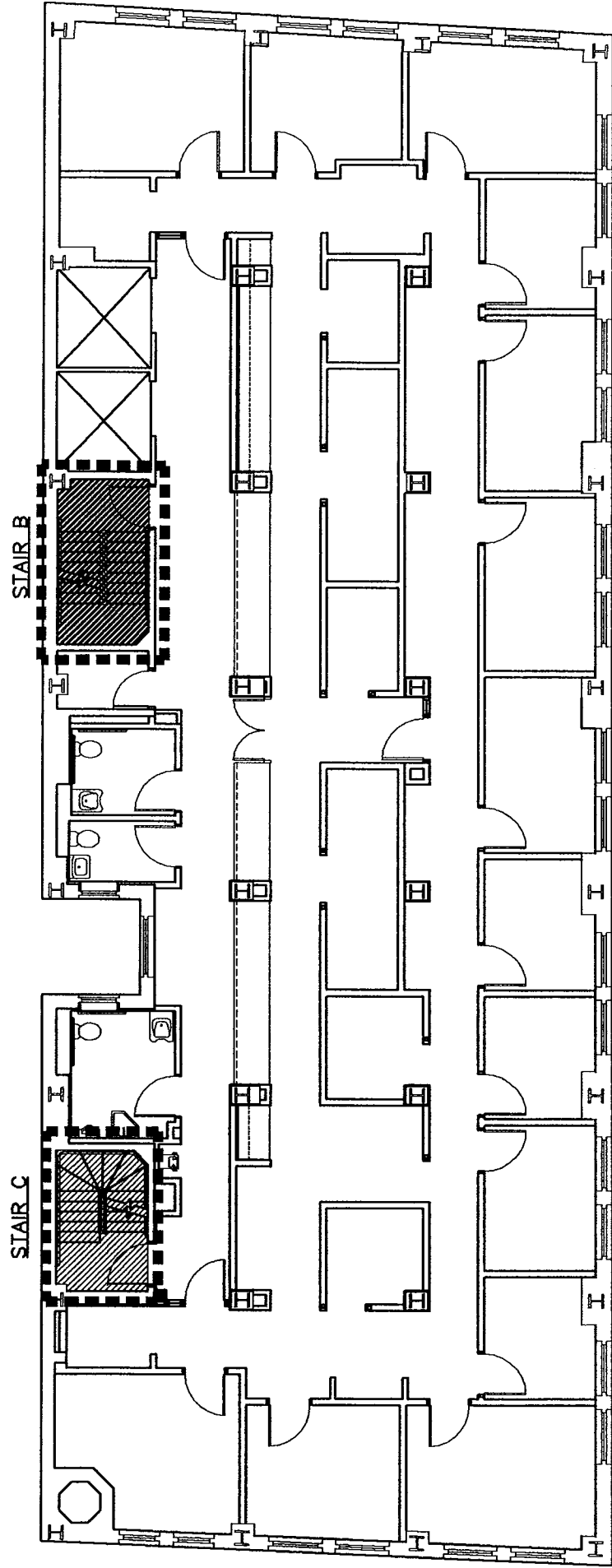
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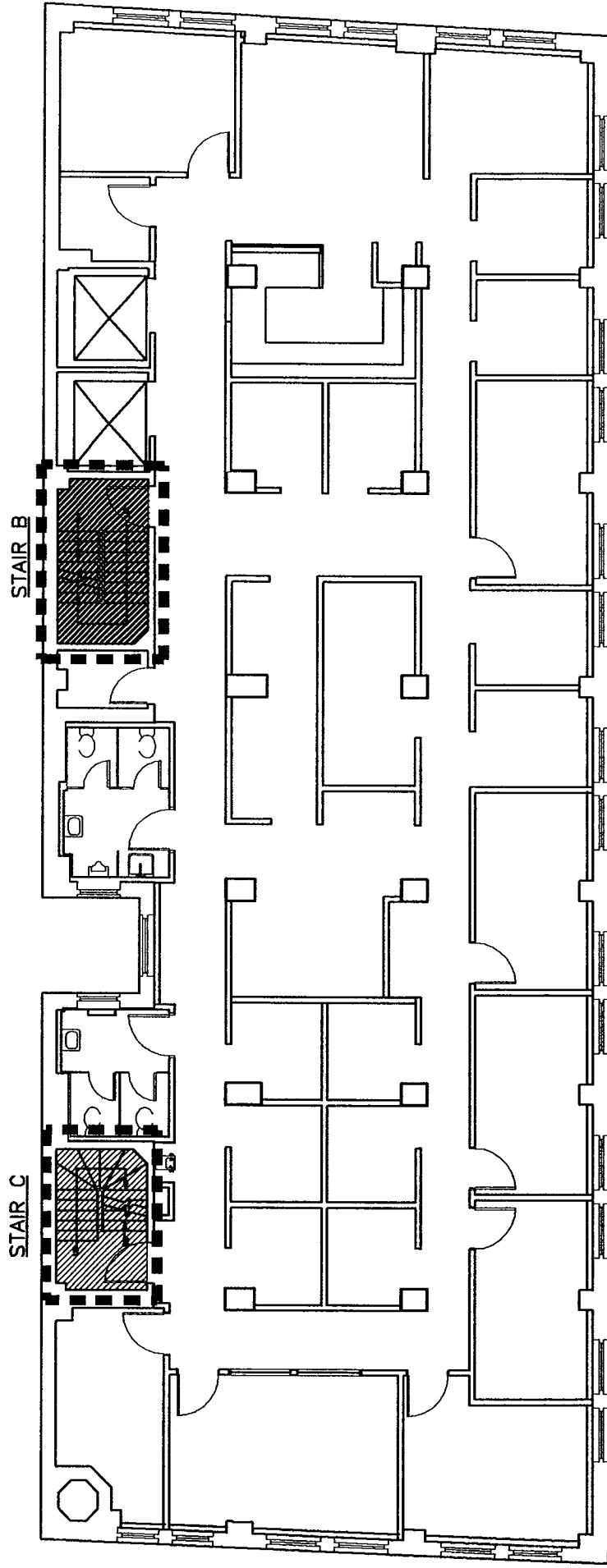
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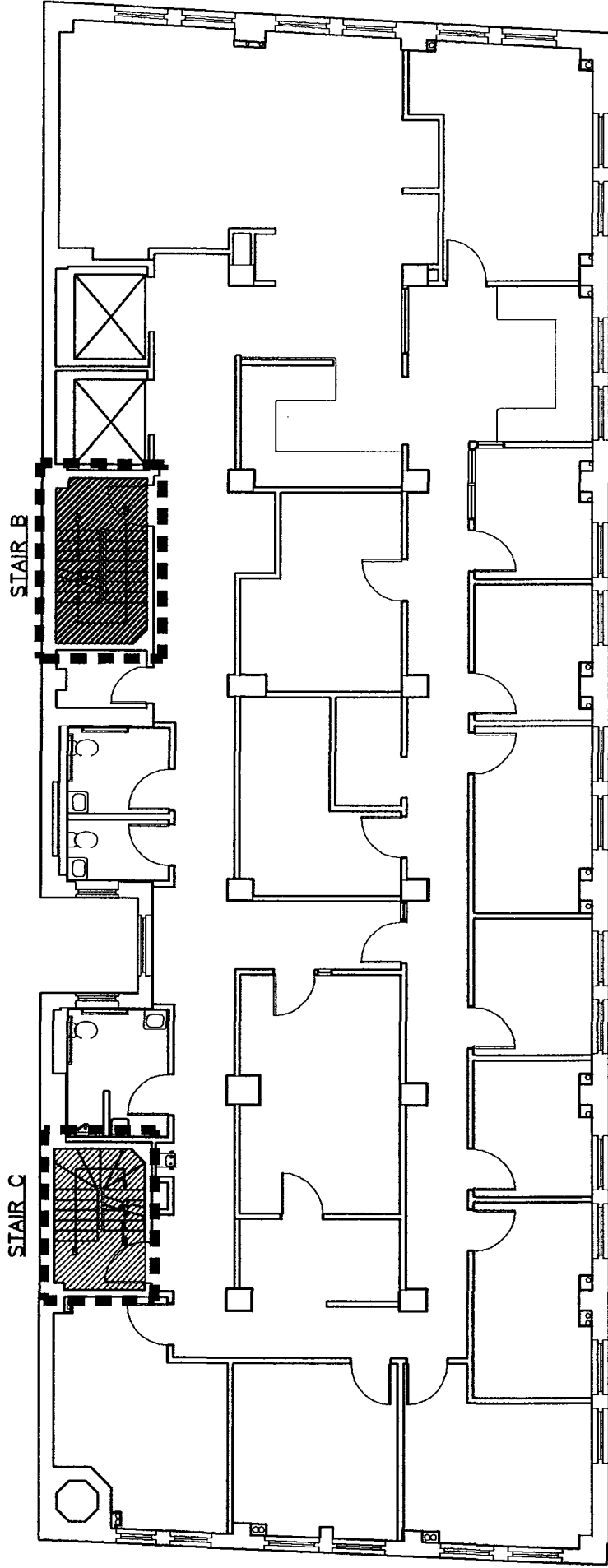
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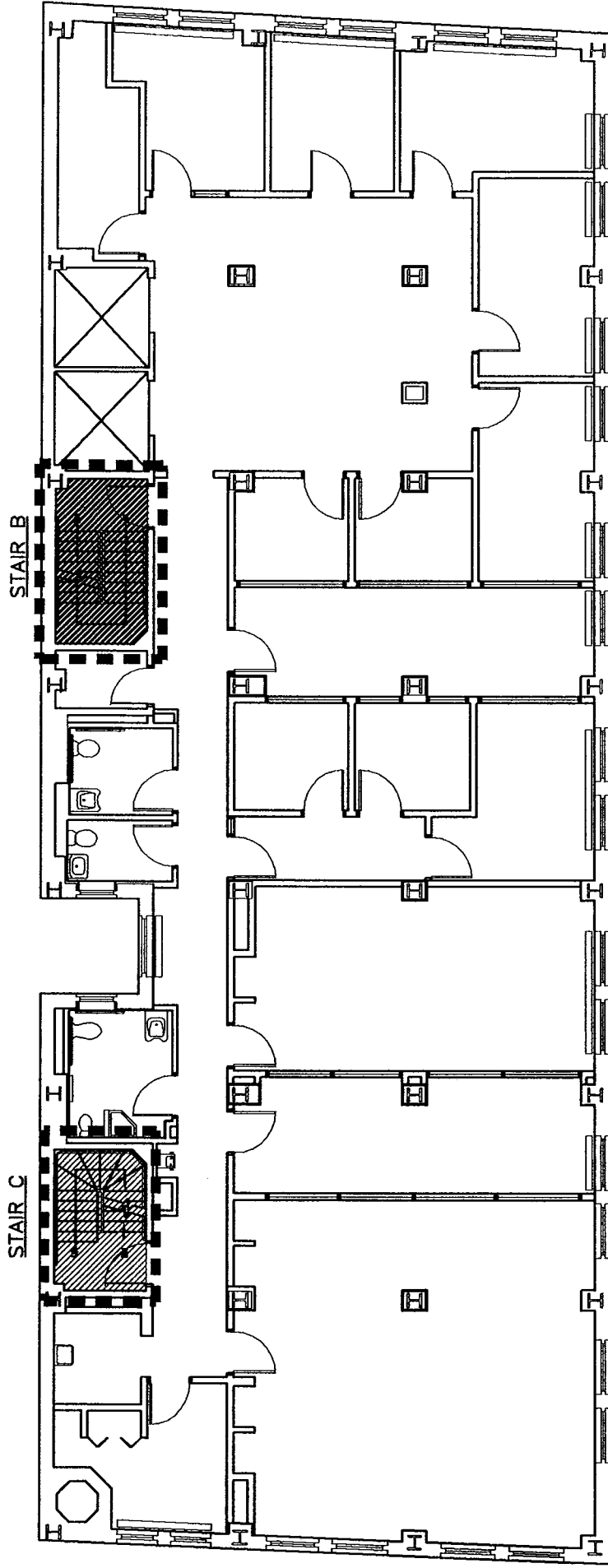
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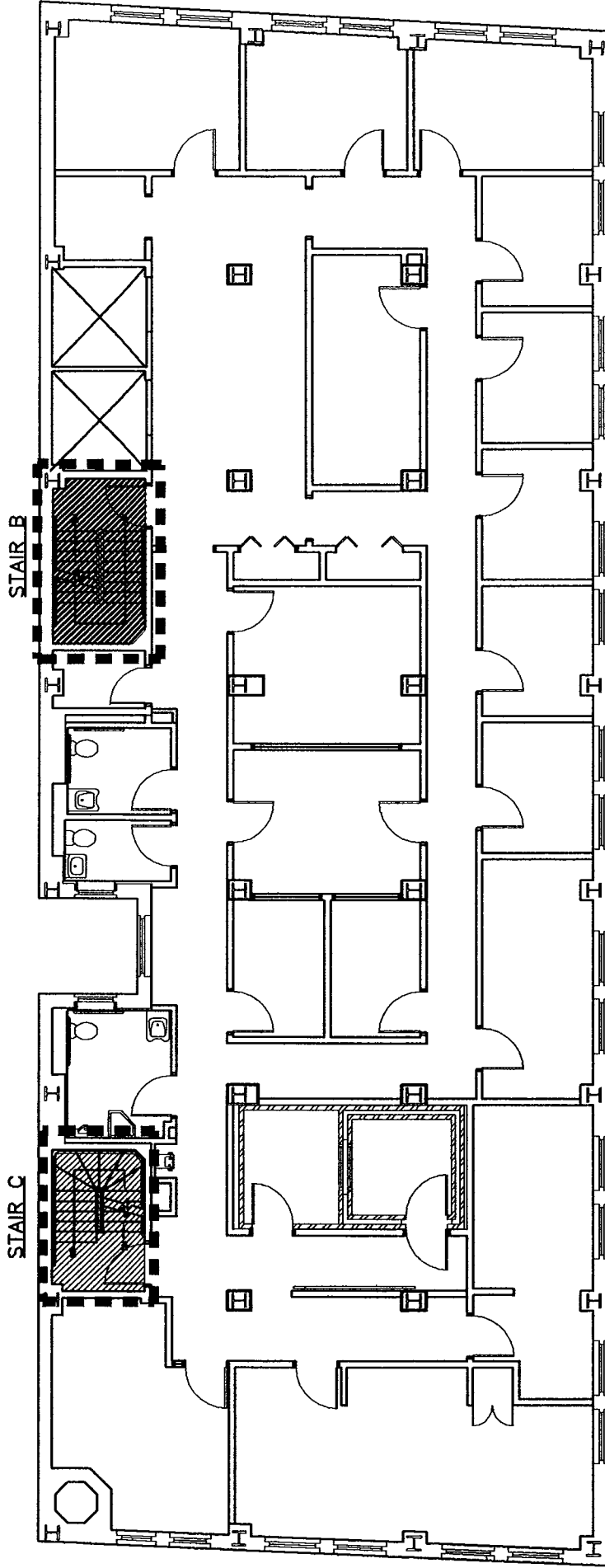
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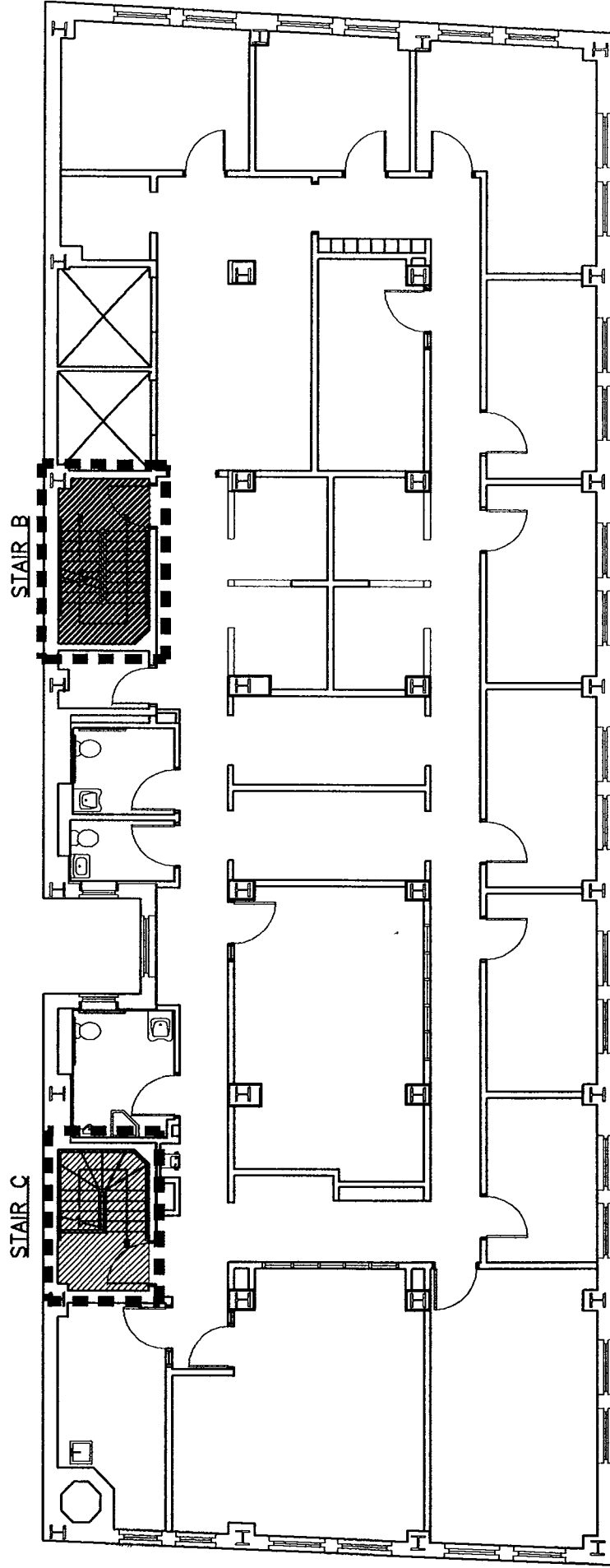
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• 8TH FLOOR

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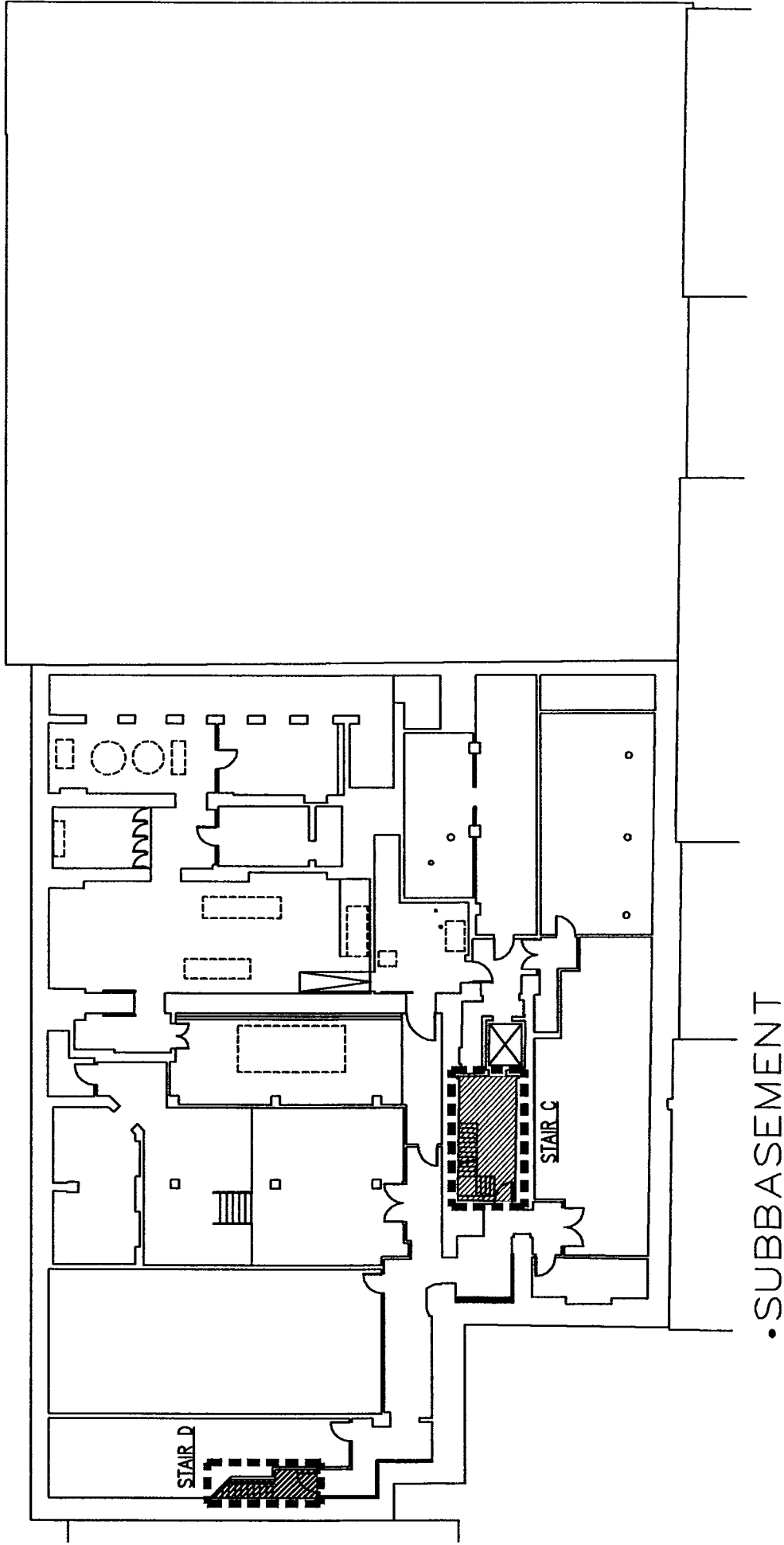


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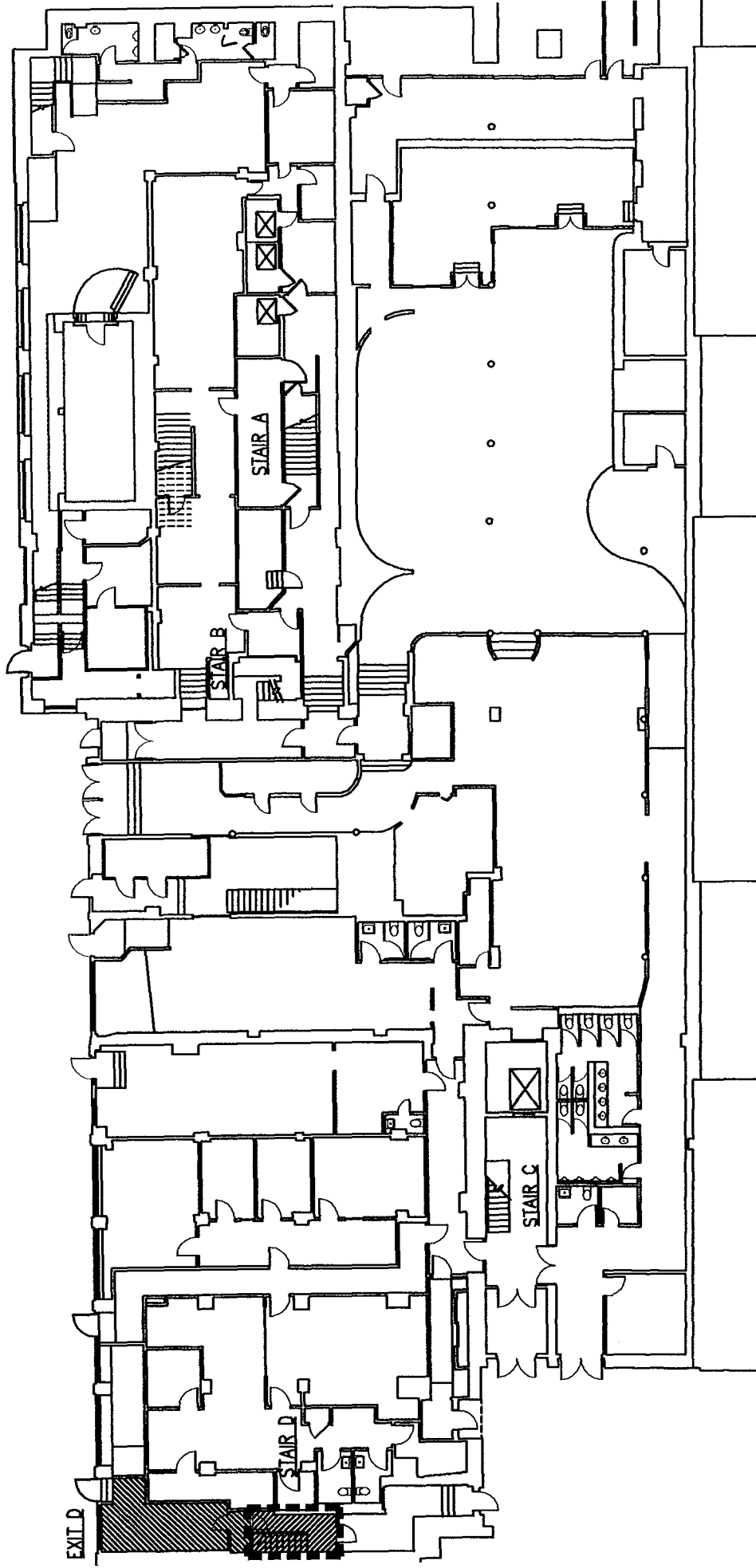


The Walker Building, 120 Boylston Street

120 BOYLSTON ST.

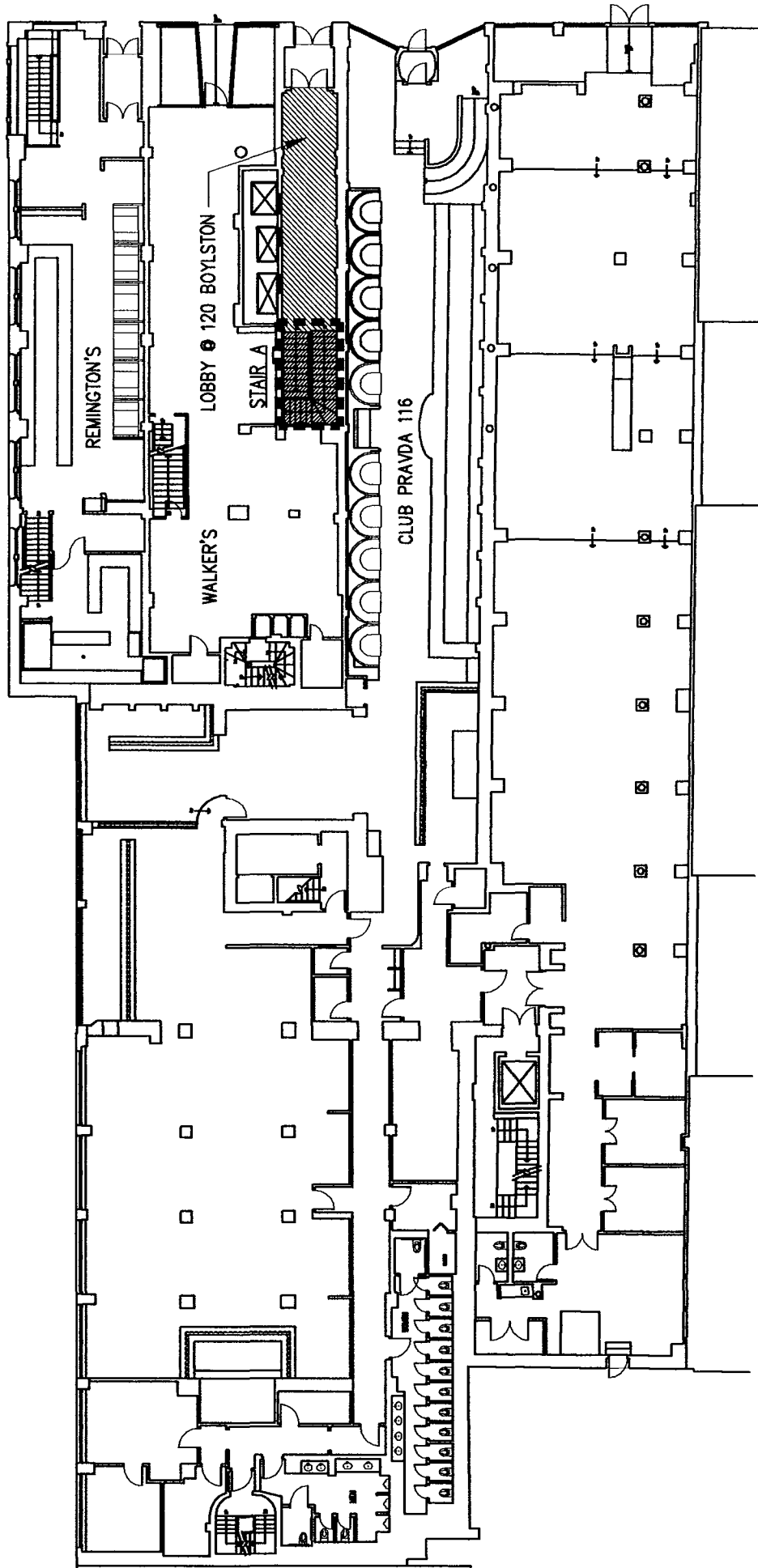


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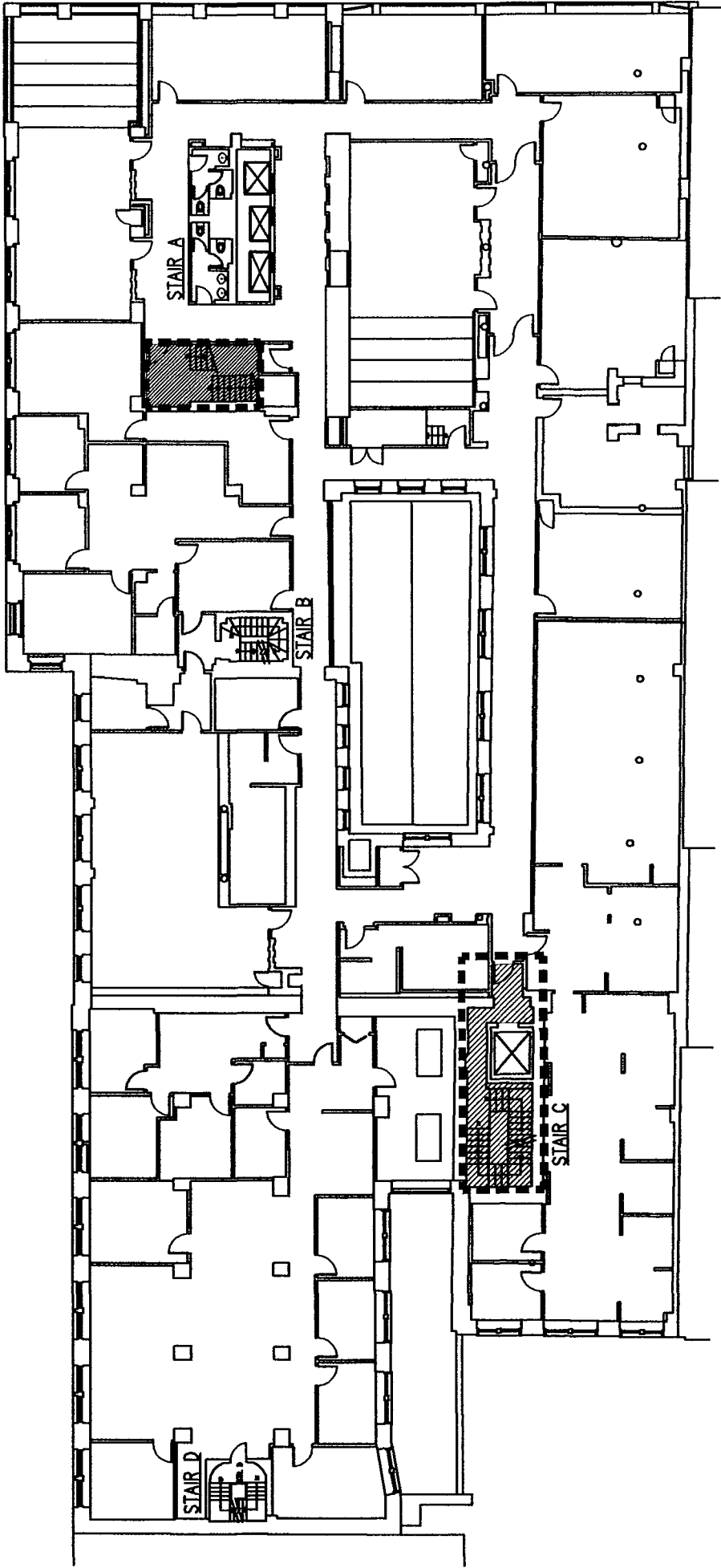
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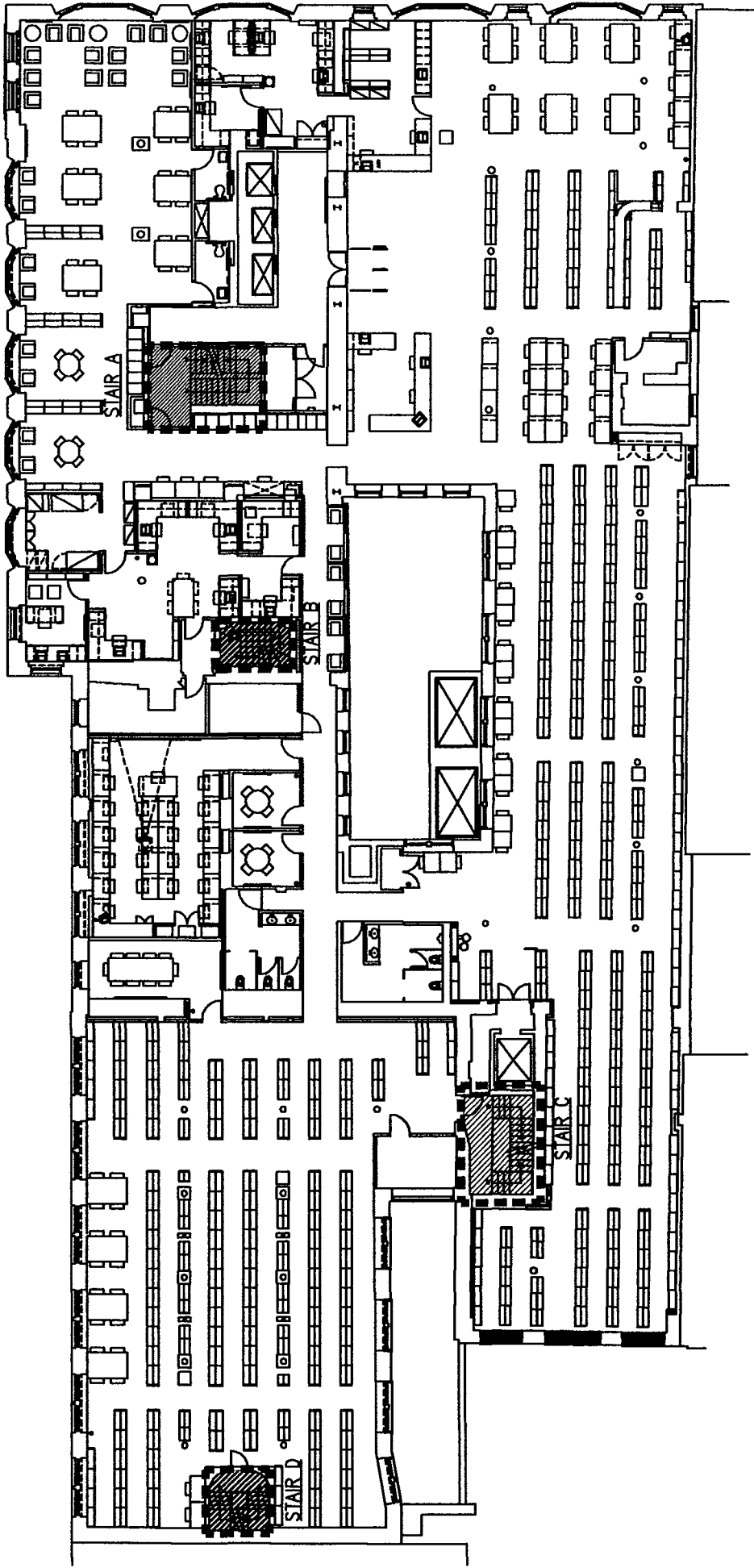
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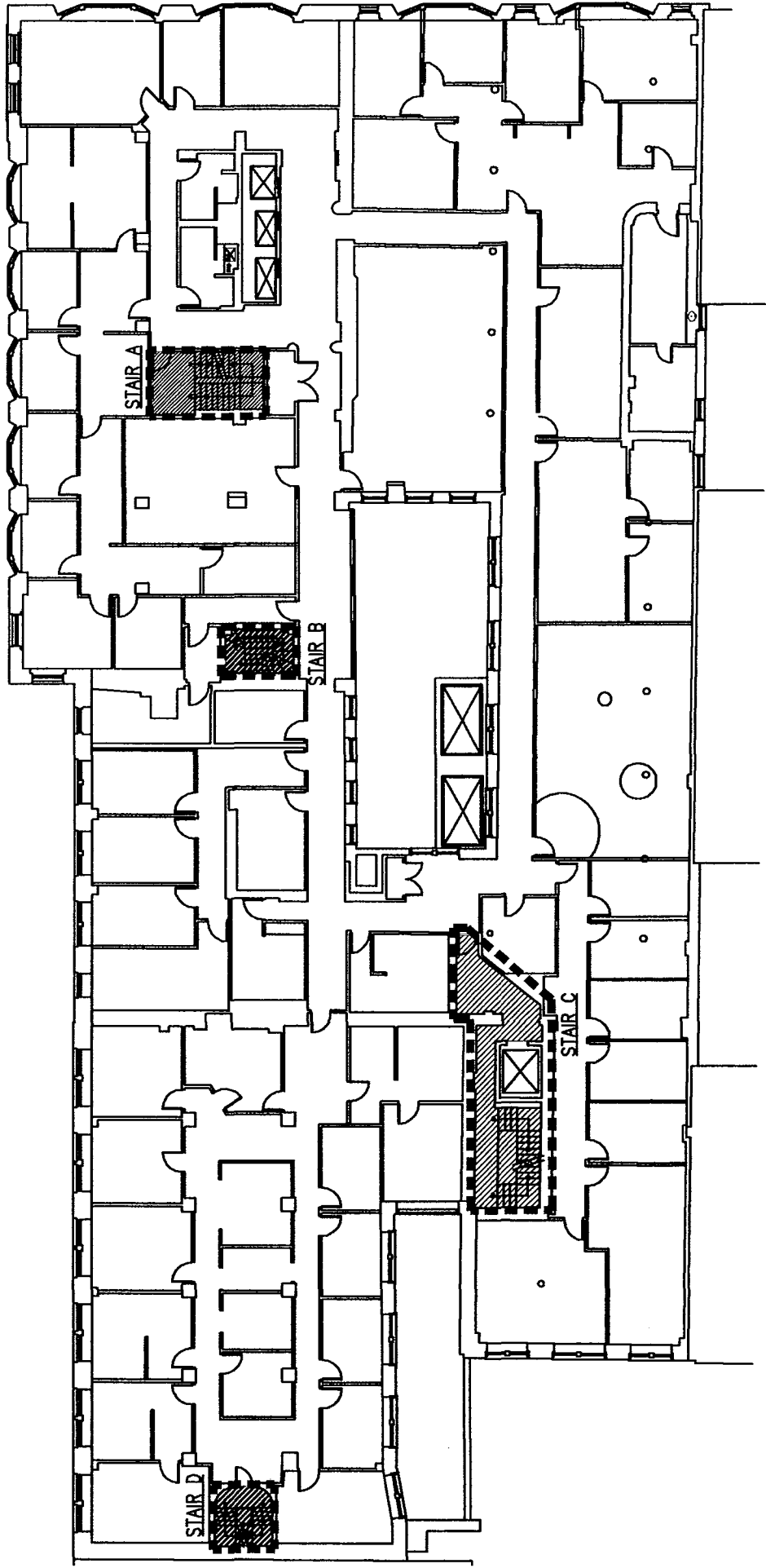
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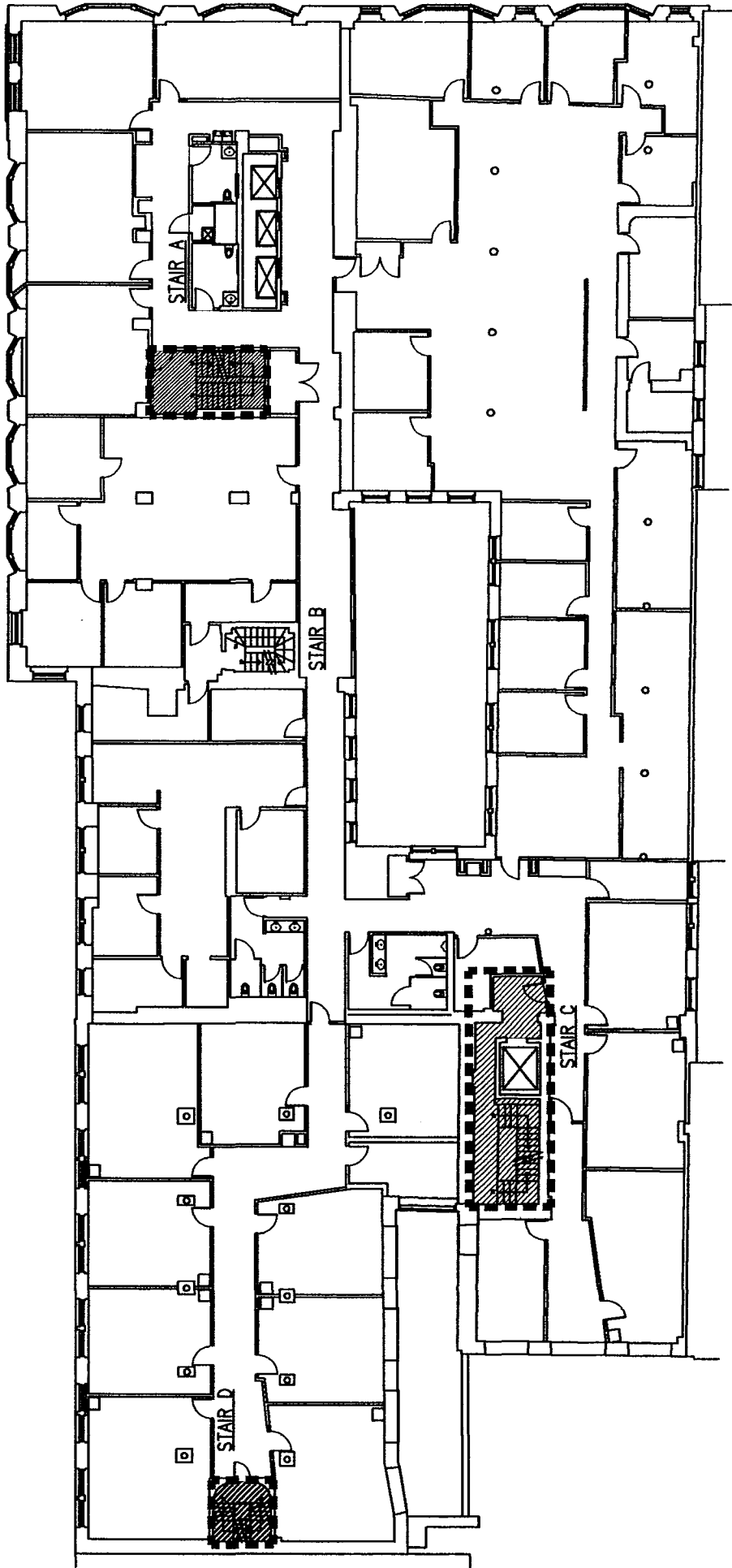
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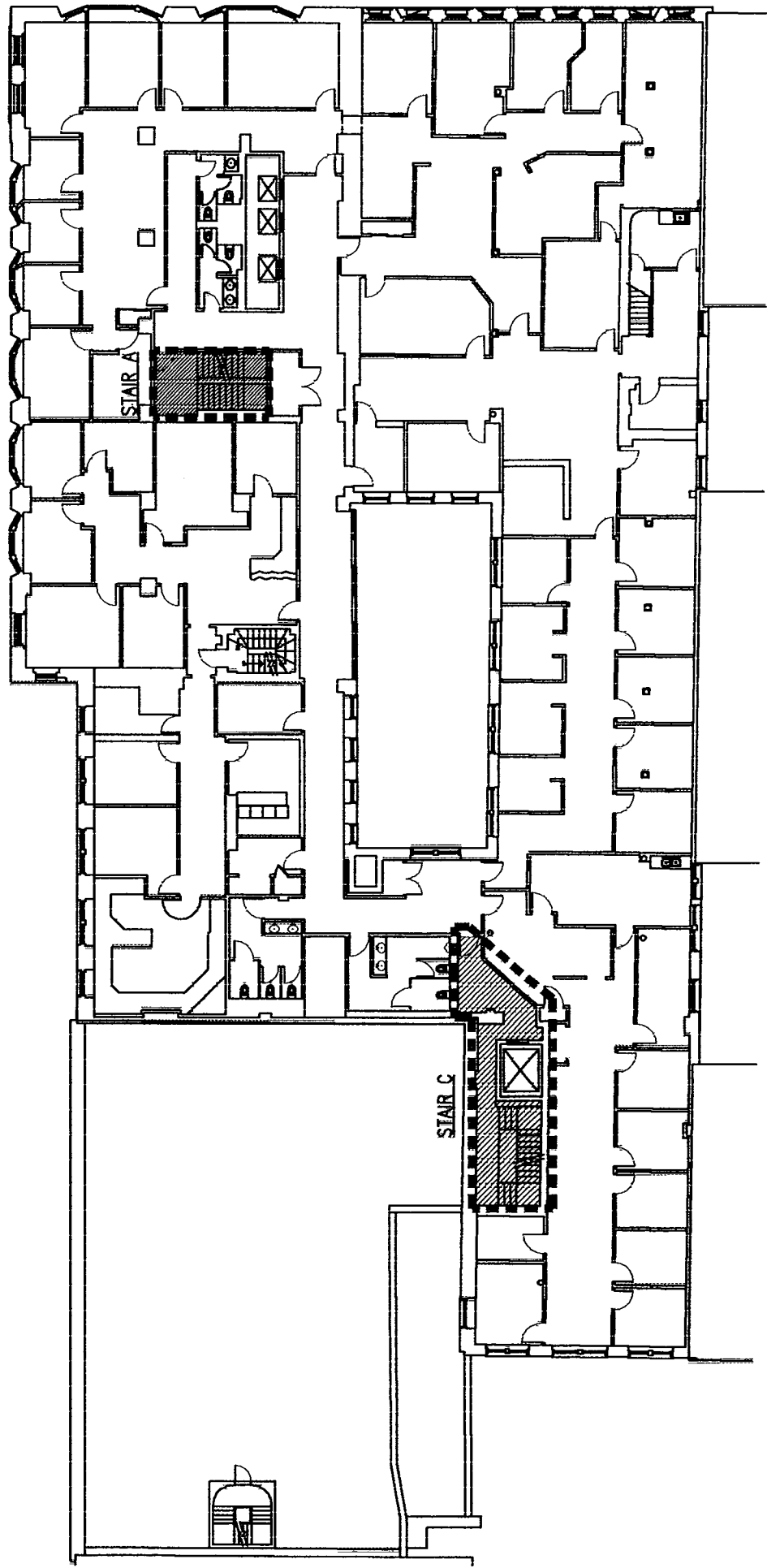
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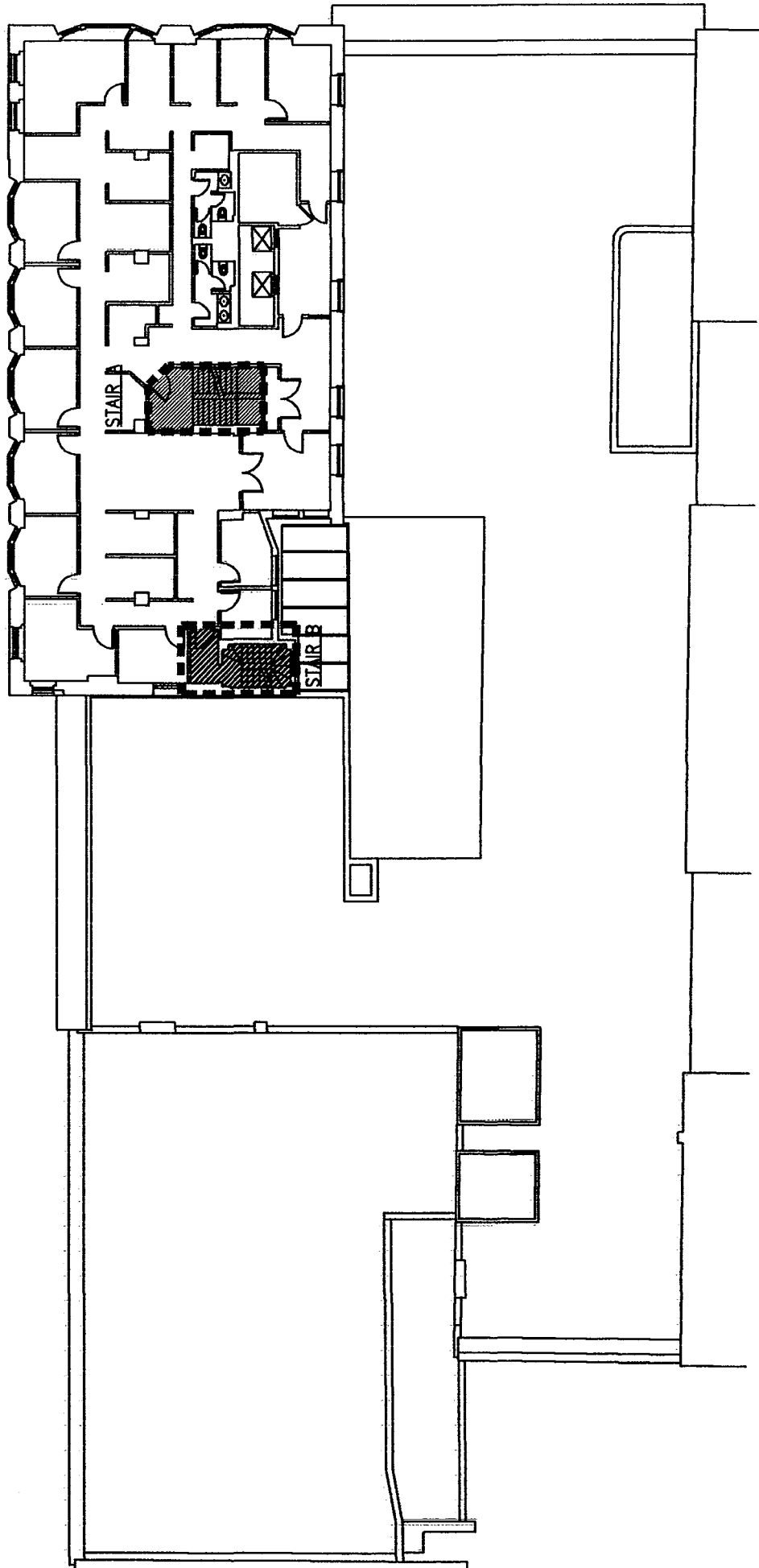
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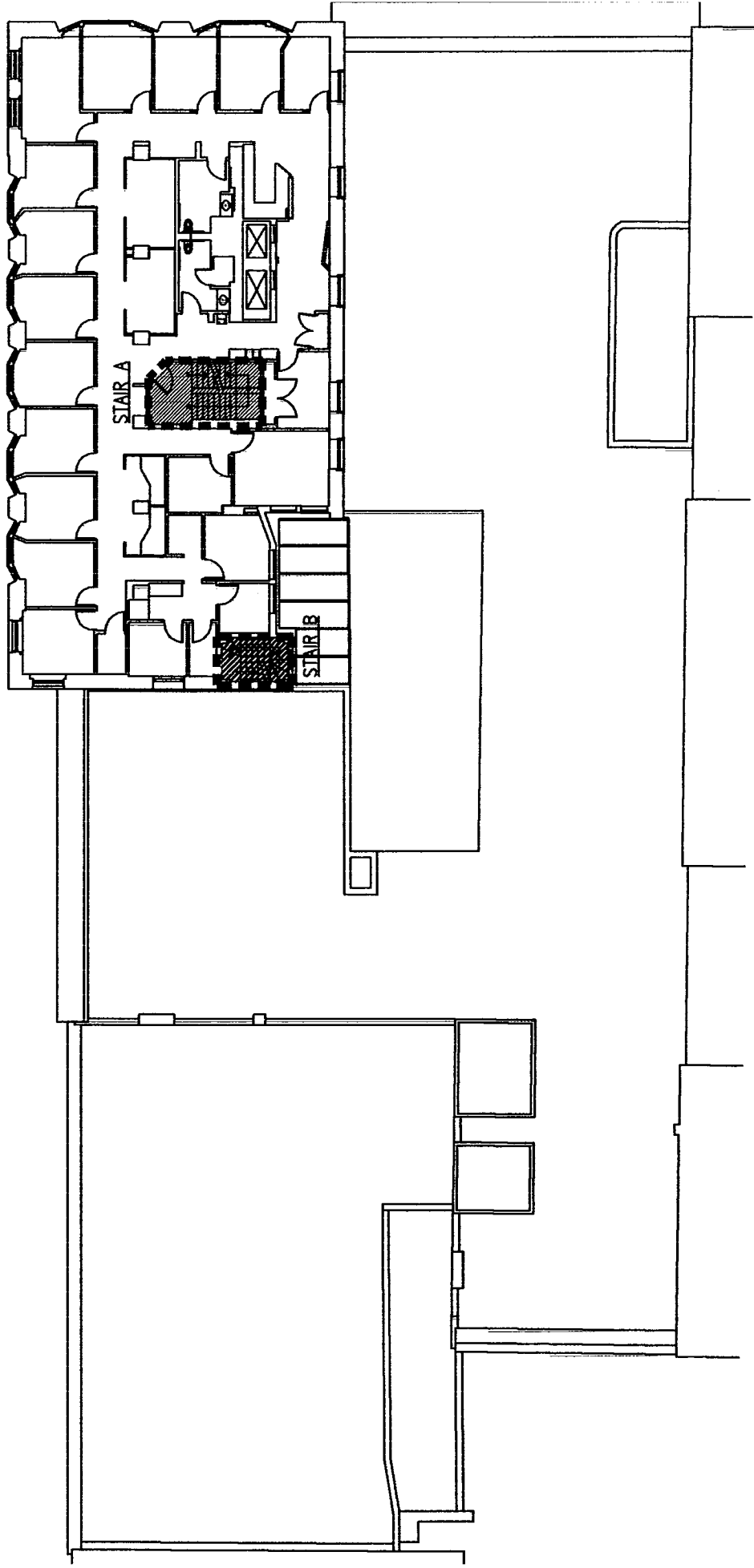
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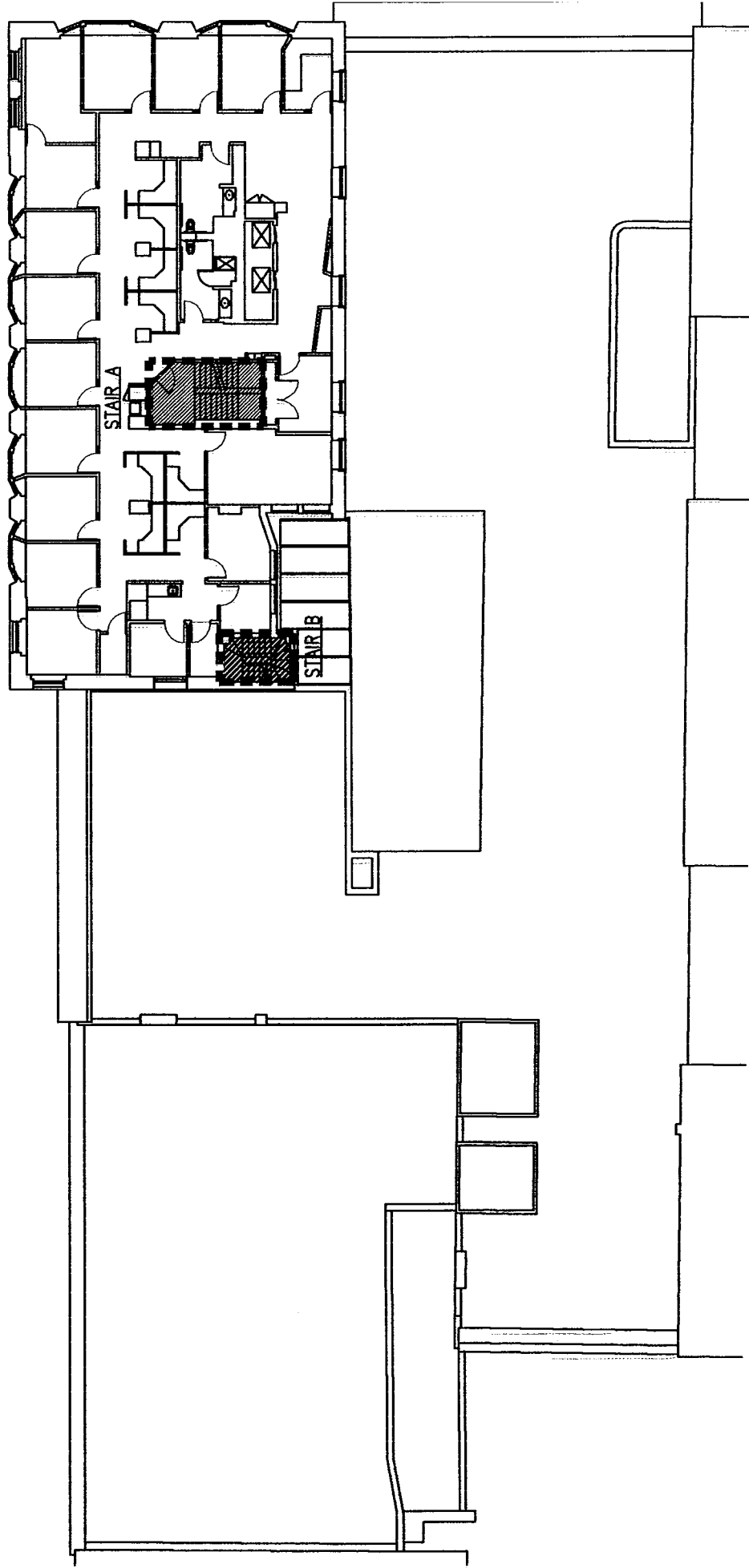
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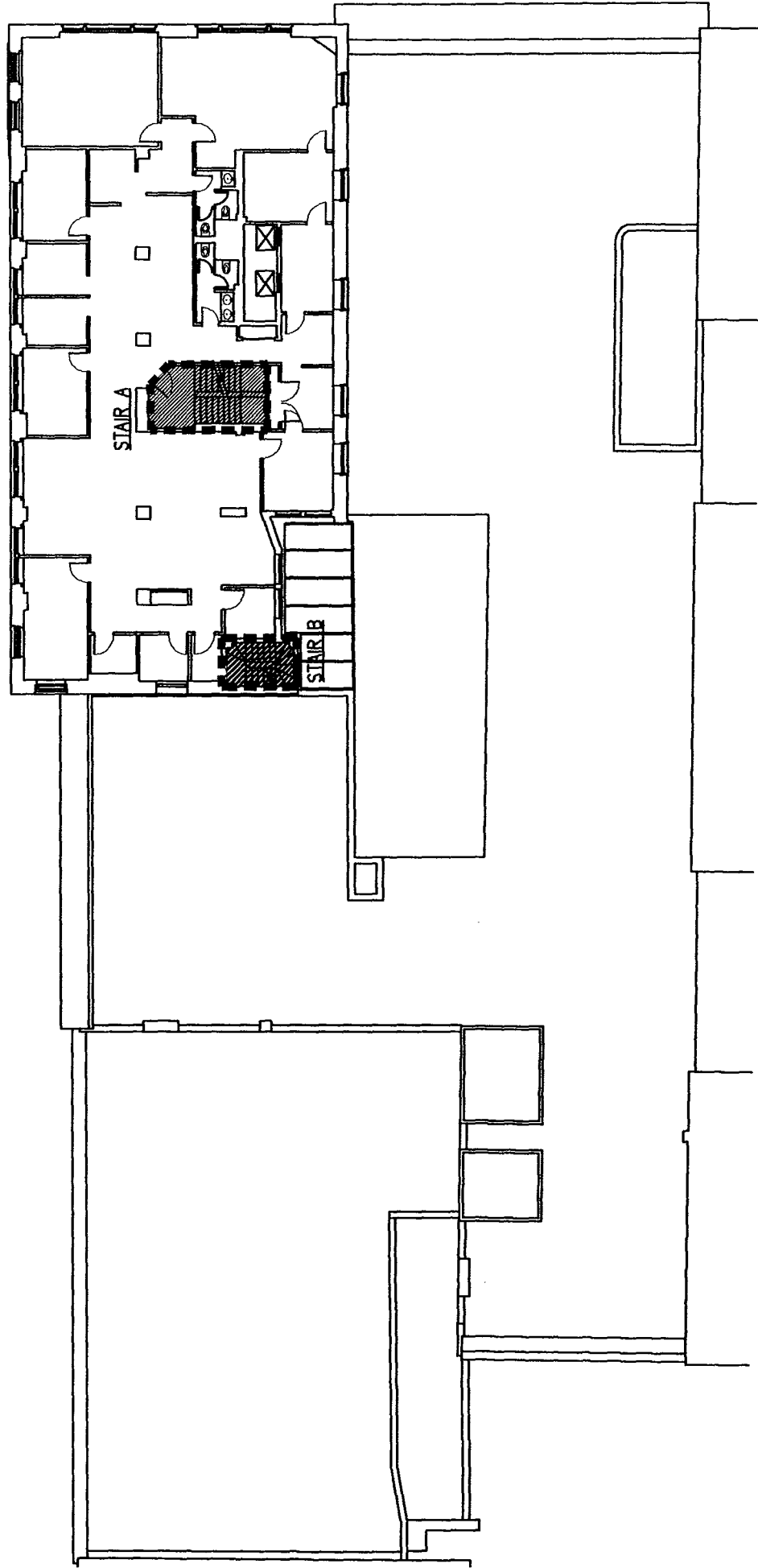
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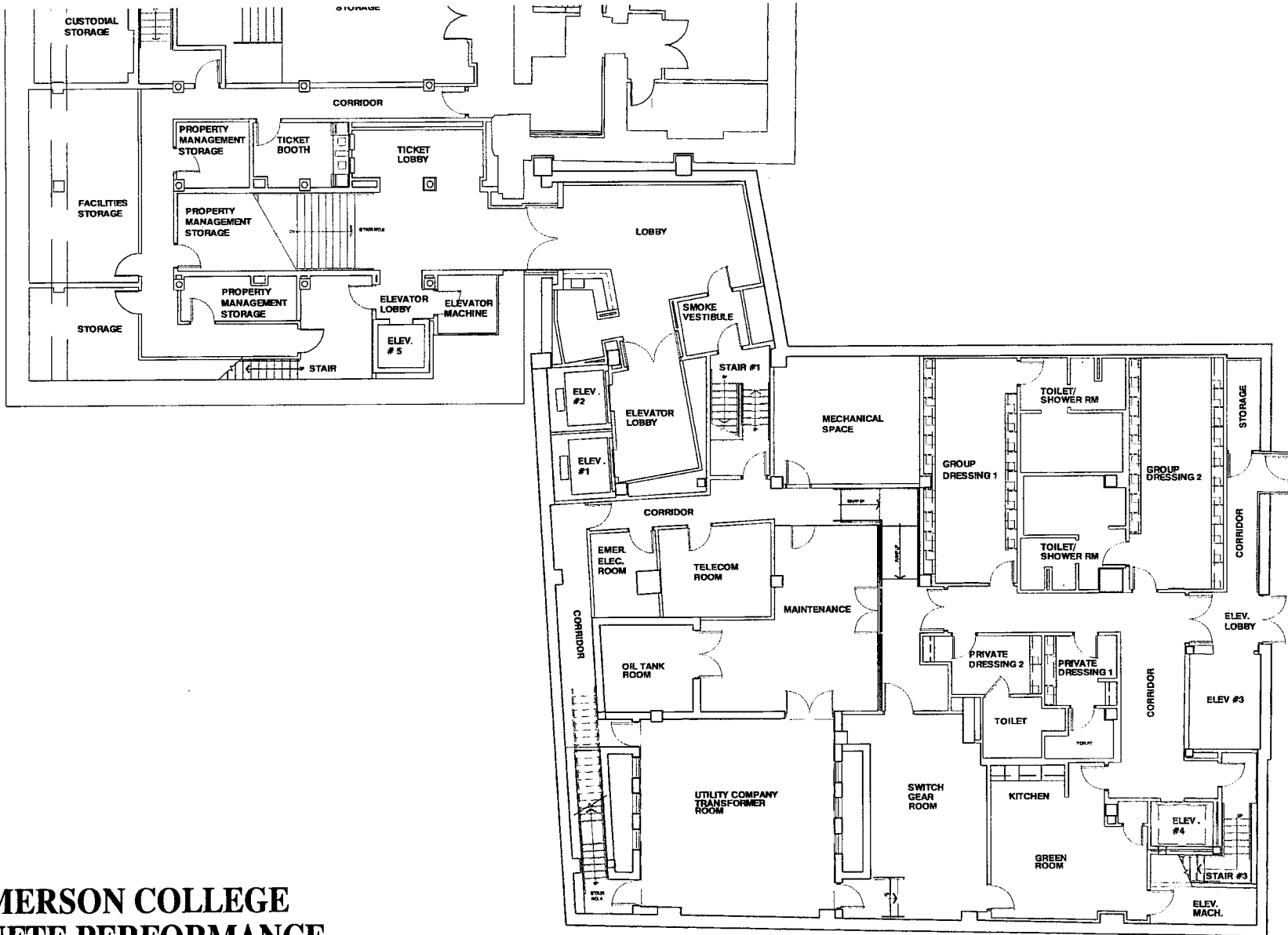
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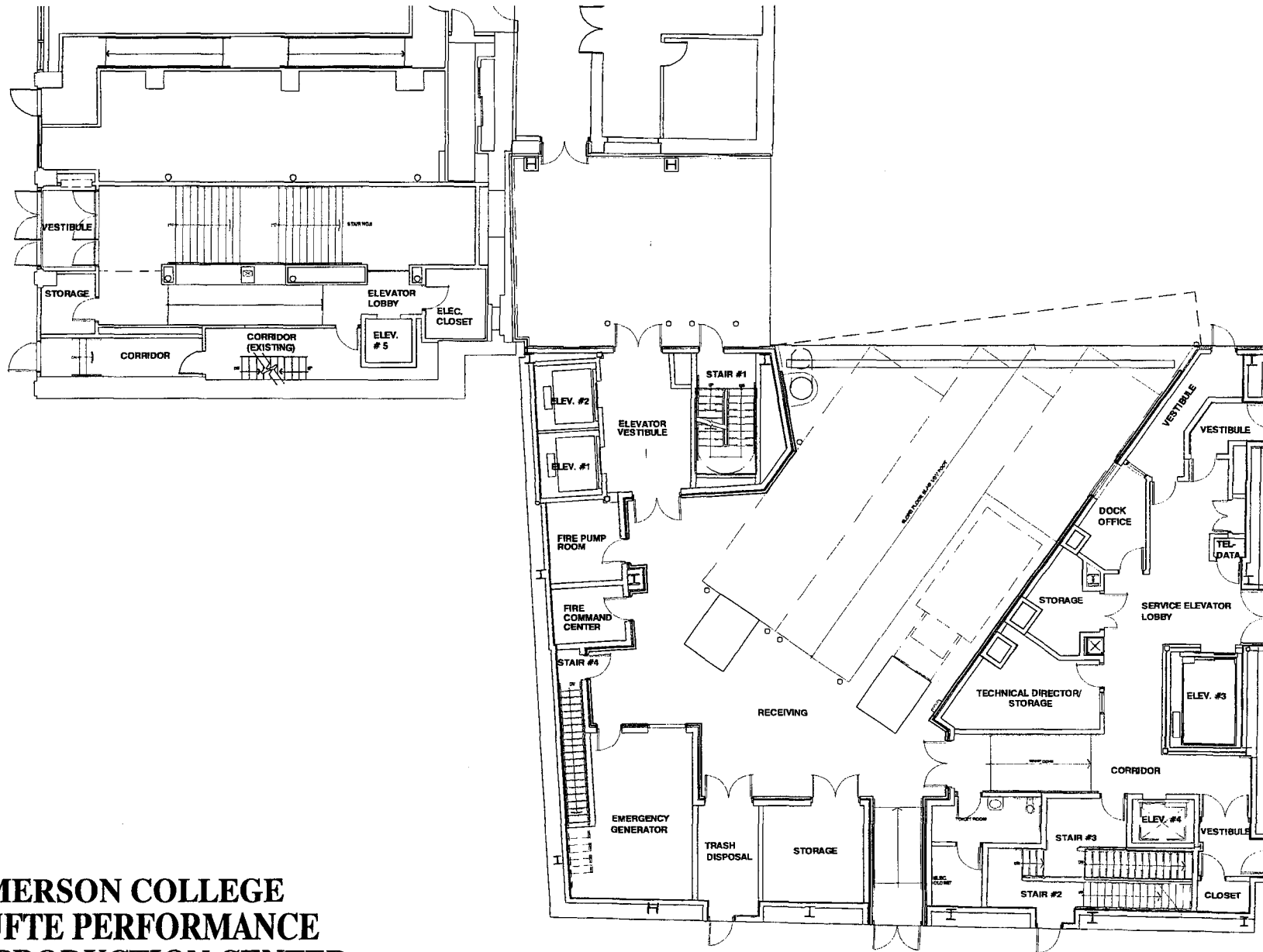
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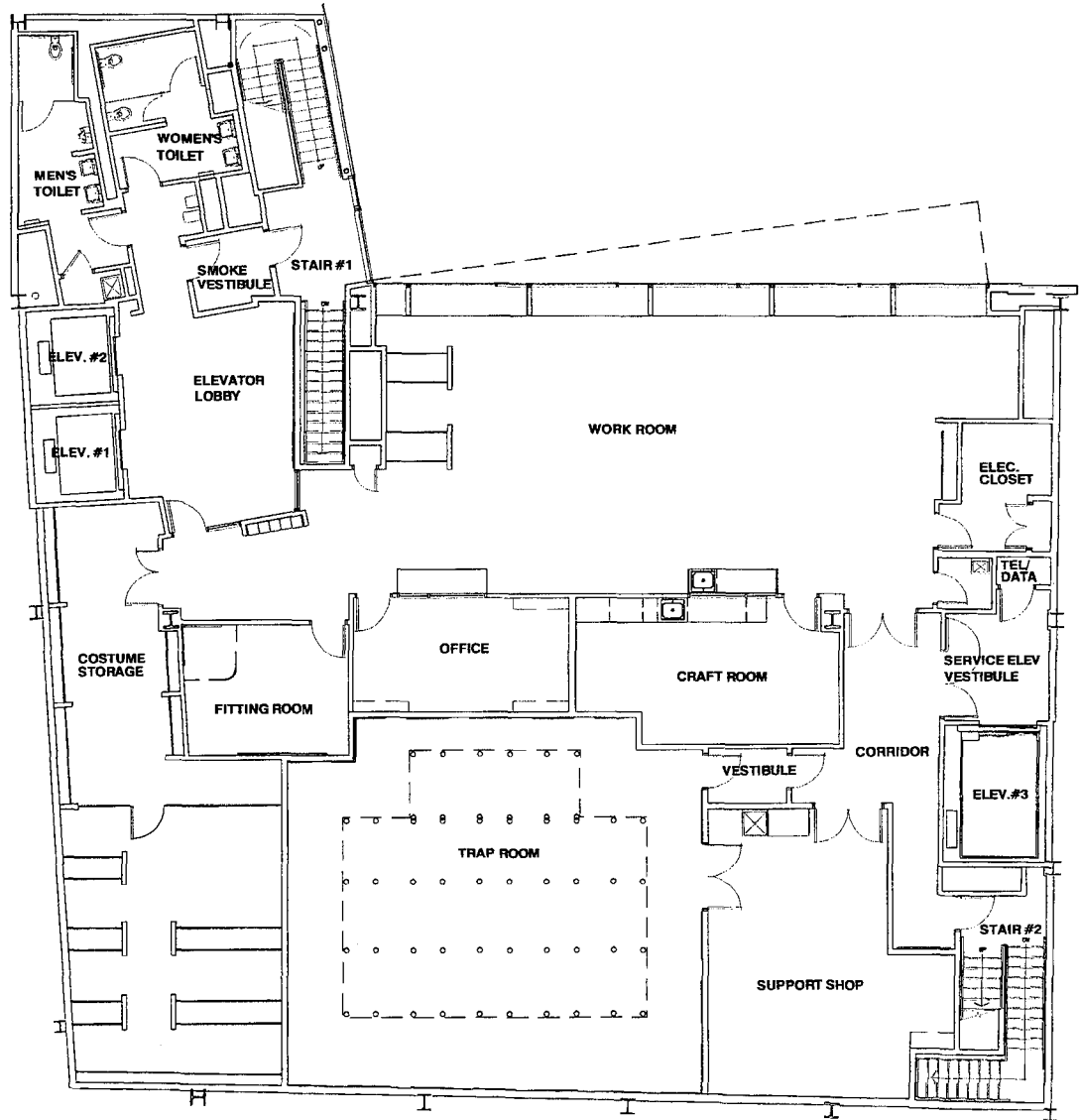
Tufts Performance & Production Center,
10 Boylston Place



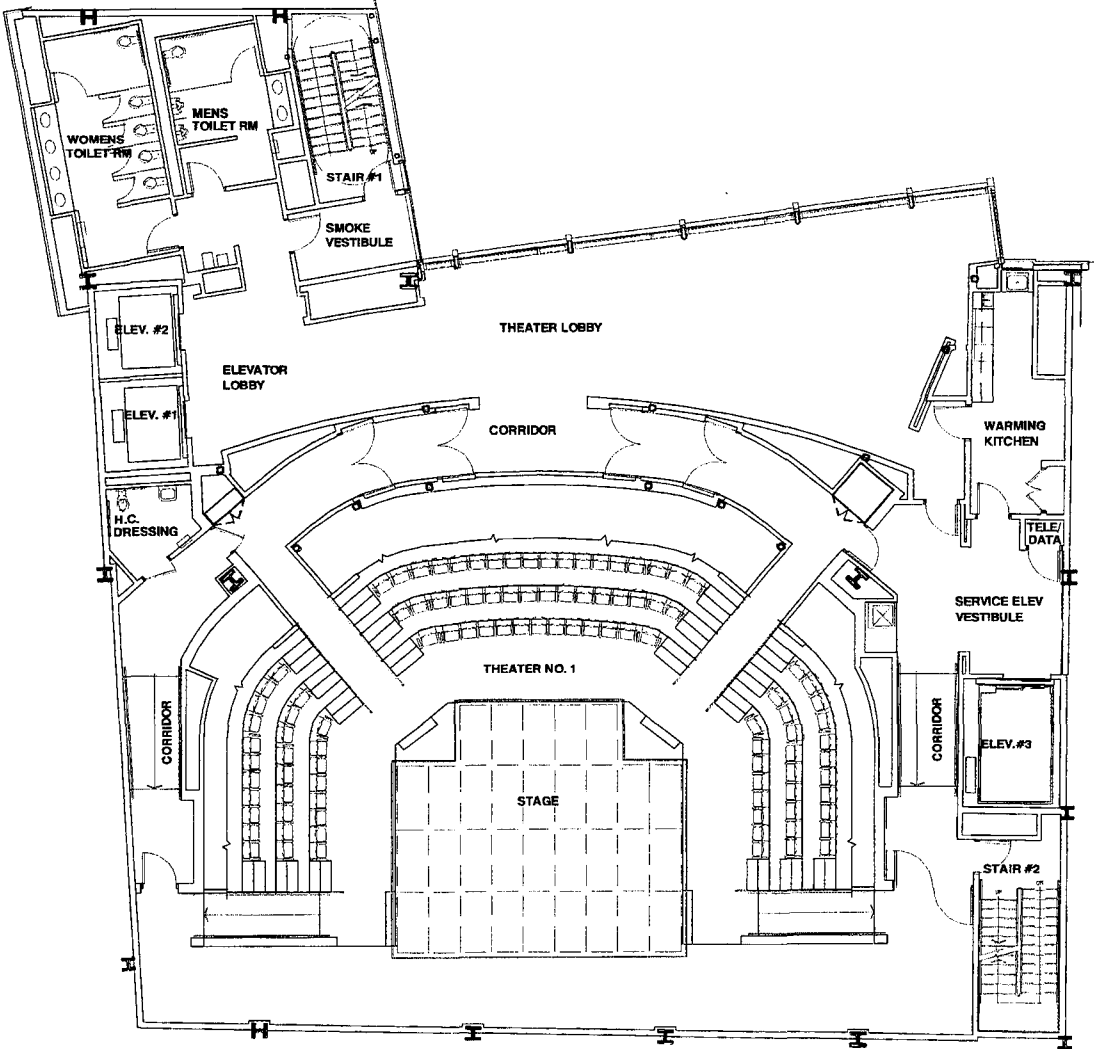
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TUFTE PERFORMANCE
& PRODUCTION CENTER
SUB-LEVEL**



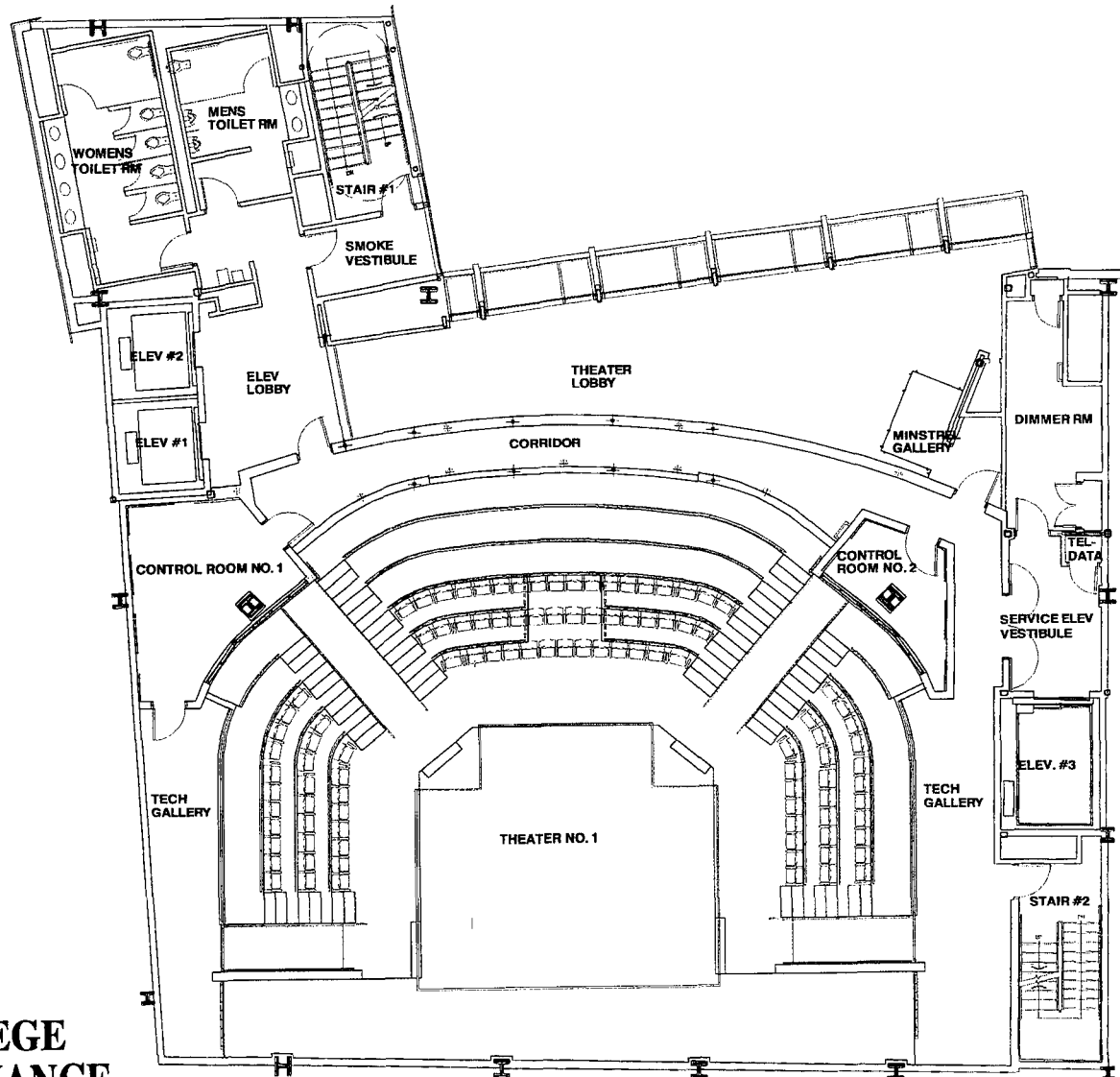
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& PRODUCTION CENTER
GRADE LEVEL**



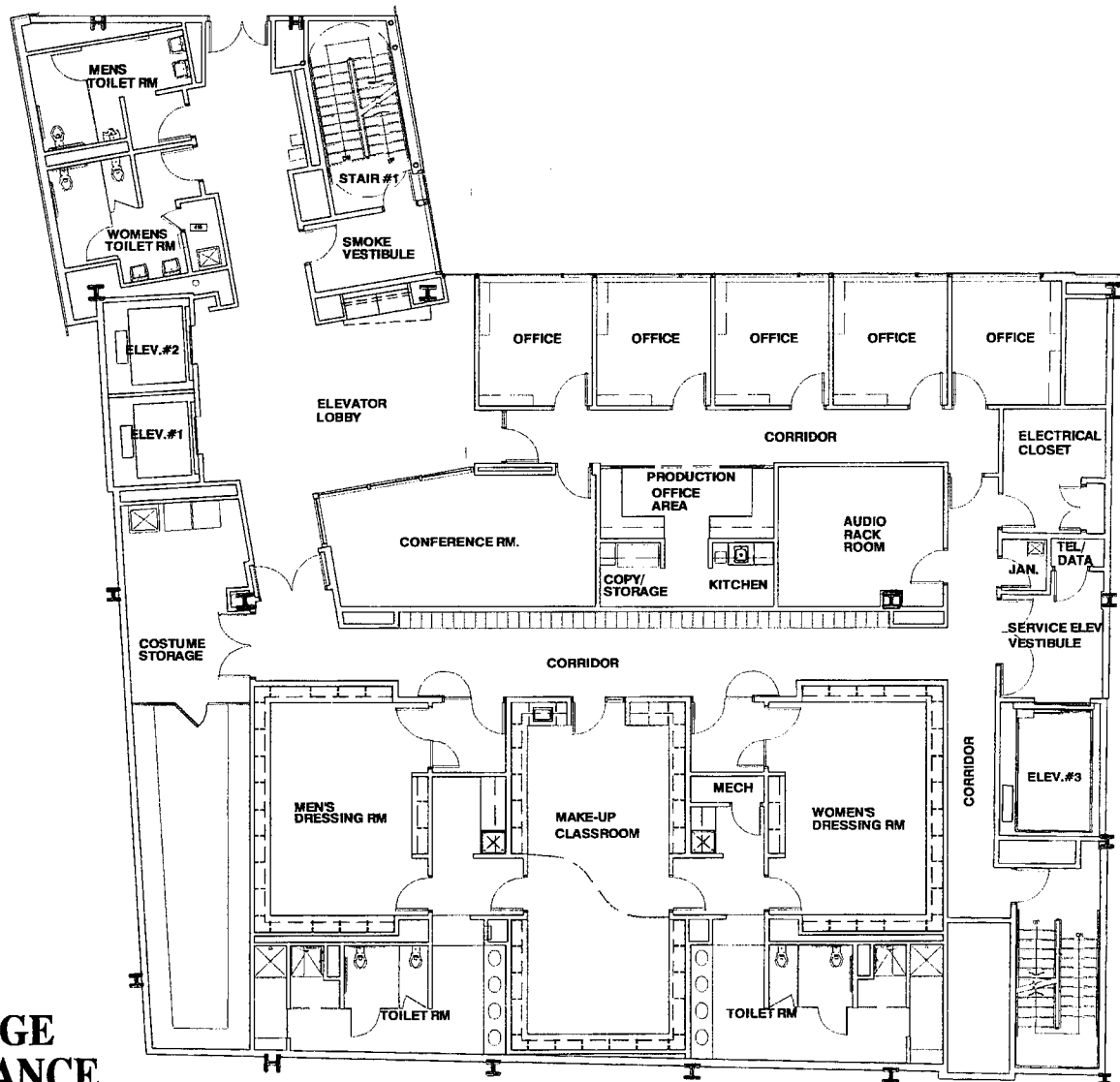
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TUFTE PERFORMANCE
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LEVEL 1**



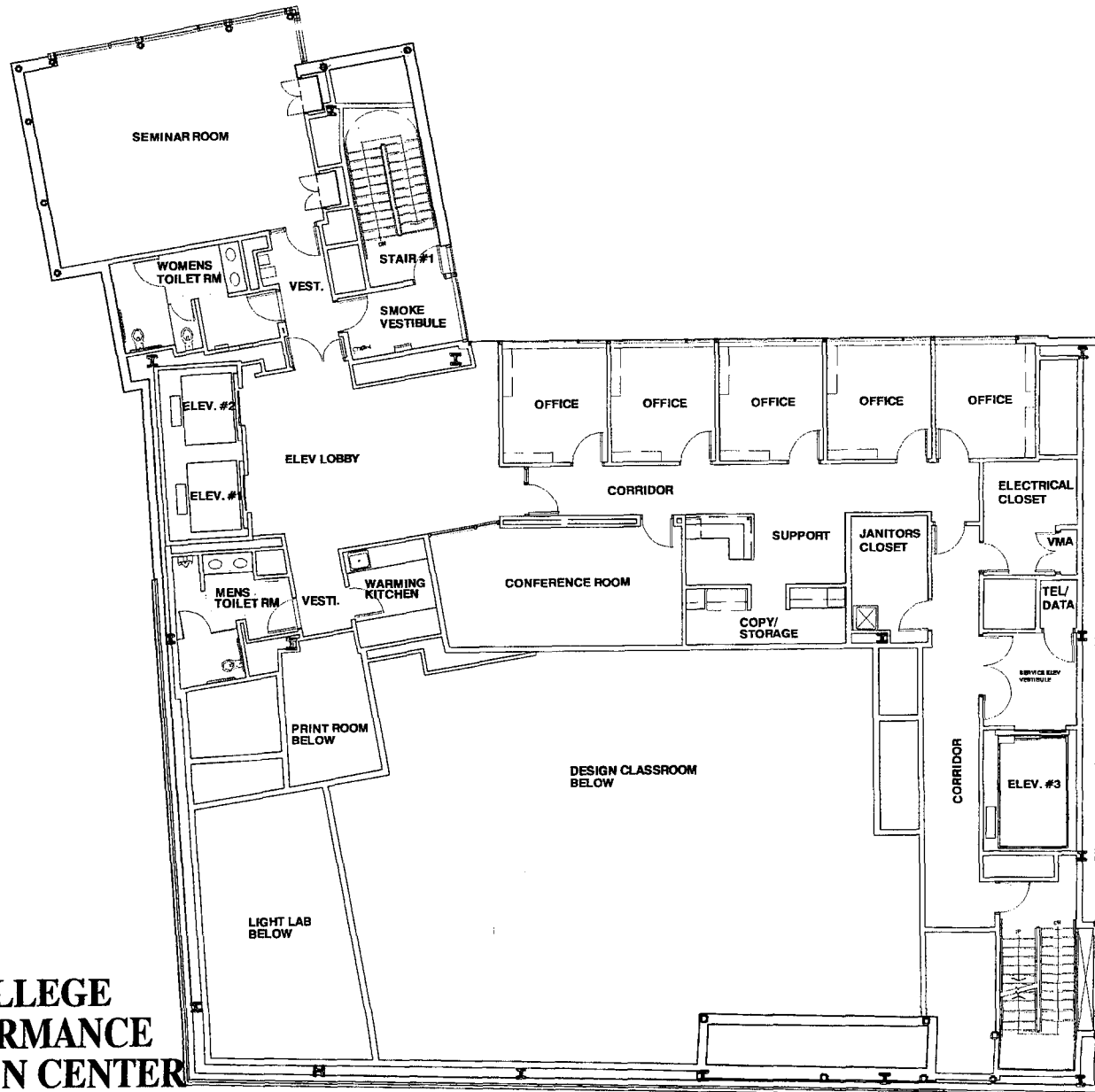
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& PRODUCTION CENTER
LEVEL 2**



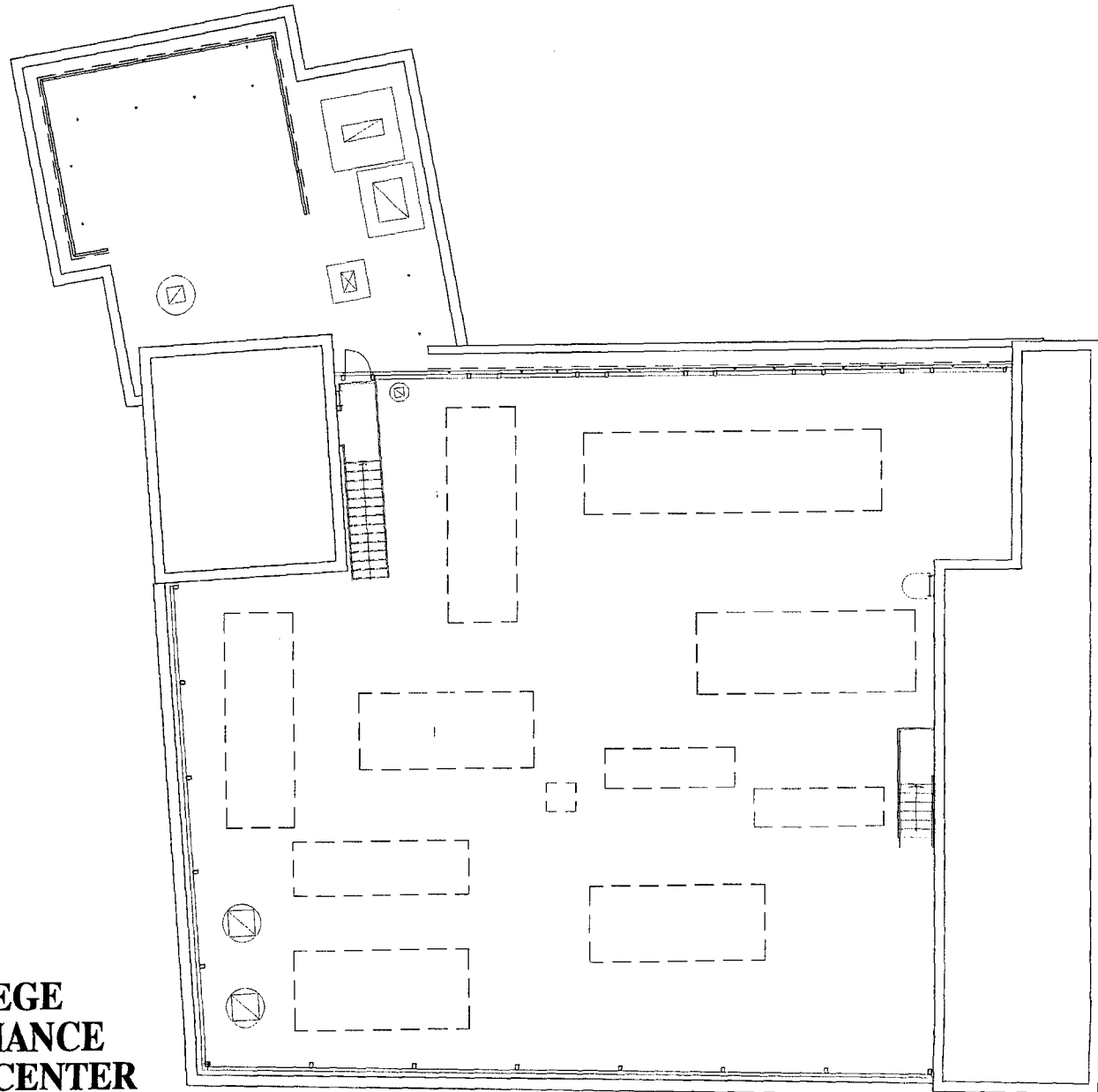
**EMERSON COLLEGE
TUFTE PERFORMANCE
& PRODUCTION CENTER
LEVEL 3**



EMERSON COLLEGE
TUFTE PERFORMANCE
& PRODUCTION CENTER
LEVEL 4



**EMERSON COLLEGE
 TUFTE PERFORMANCE
 & PRODUCTION CENTER
 LEVEL 10**



**EMERSON COLLEGE
TUFTE PERFORMANCE
& PRODUCTION CENTER
ROOF LEVEL**

Appendix C
Dormitory Housing Guide

Emerson College
Dormitory Housing Information

EMERSON COLLEGE DORMITORY HOUSING INFORMATION

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I. Introduction to the Housing Selection Process

The Housing Selection Process allows current on-campus Emerson students (in Boston, Los Angeles, or at the Castle) who wish to live on campus to submit an application for housing for the 2002-2003 academic year. Due to the increasing demand for on-campus housing and the College's commitment to give priority to incoming freshmen, the number of bed spaces available to returning students is limited.

The Housing Selection Process is made up of two components. Phase 1 will determine which students will be granted housing for the fall. Phase 2 will allow those students to choose their rooms. Please read this information carefully so that you understand these procedures. There will be no exceptions made to the process outlined in this booklet. If you have questions on any of the following information, contact the Office of Housing and Residence Life at reslife@emerson.edu or (617)824-8620.

II. Housing Selection Requirements

To apply for a room for the 2002-2003 academic year, you must:

- 1. Be a current on-campus resident student** (in Boston, Los Angeles, or at the Castle).
- 2. Pay a \$300 housing deposit.** This must be paid, in person, to the Office of Student Accounts on February 19th, 20th, or 21st between 9:00 a.m. and 4:00 p.m. Deposits will not be accepted at any other time or location. This deposit is refundable for those who are not selected to receive housing for the 2002-2003 academic year.
- 3. Have your student account in good standing.** Your spring 2002 balance must be paid in full, you must have a pre-approved payment arrangement which has been paid up to date, or your outstanding financial aid must be sufficient to cover your account balance. If you have any questions regarding the status of your student account, you should contact the Office of Student Accounts at (617)824-8650. All concerns regarding your student account must be resolved by February 21st.

III. 2002-2003 Price Information

Room and board charges for the 2002-2003 academic year will be set by the Board of Trustees by end of March. Specific pricing information will then be available at Little Building Suite Selection, Living Learning Cluster Selection, and Open Room Selection, or can be obtained by calling the Office of Housing and Residence Life.

All resident students are **required** to be enrolled in a College meal plan. Students will be able to choose a meal plan when they select a room. Students who fail to choose a meal plan will have one assigned. The Little Building dining hall will serve full board-plan meals while the Zero Marlborough Street dining hall only accepts board bucks, EC cash, or cash. Specific operational hours and policies for the 2002-2003 academic year are subject to change. Students can change their meal plans at the Office of Student Accounts during the first two weeks of class.

IV. Financial Assistance Information

If you are uncertain about whether you would like to live on or off campus, we strongly encourage you to drop by the Office of Student Financial Services *before* Housing Selection. The staff will be able to review your situation and estimate the impact of a housing change. The Office of Student Financial Services is located at 216 Tremont Street, 4th floor and can be reached at (617)824-8655.

V. Phase 1

Step 1—Submission of Housing Deposits

All students who are interested in participating in the Housing Selection Process must submit a \$300 housing deposit. This must be paid, in person, to the Office of Student Accounts on February 19th, 20th, or 21st between 9:00 a.m. and 4:00 p.m. Deposits will not be accepted at any other time or location. This amount is refundable for those who are not selected to participate in the Room Selection Process. Please note that you will not receive an invoice for this amount. Students who do not submit deposits by 4:00 p.m. on February 21st will not be eligible to apply for housing.

The number of students who submit deposits will be compared to the number of bed spaces available for returning students. If the number of students who submit deposits exceeds the number of spaces available, the following system will be employed to determine which students will continue in the Housing Selection Process.

Step 2—Determination of Housing Selection Levels

Each student who submits a housing deposit will be placed into a Housing Selection Level. This level is based on the number of credits that a student has attempted. Attempted credits will include:

- all spring 2002 courses for which students are registered
- courses that students have passed
- courses that resulted in an incomplete, withdrawal, or failing grade
- courses that were transferred to Emerson from another institution or through advanced placement exams

A student's "attempted credits total" will be determined by the Registrar's Office and may differ from the "credits earned total" that appears on a student's transcript. The system will include all attempted credits so as not to advantage students who have taken courses that resulted in an incomplete, withdrawal, or failing grade. If you have any concerns regarding your attempted credits total, you should contact the Registrar's Office at (617)824-8660. All concerns must be resolved by February 21st.

Housing Selection Level

1
2
3

Attempted Credits

96 and above
60-95
0-59 -

Step 3—Selection of Students to Continue to Phase 2

All students in **level 3** will automatically continue in the Housing Selection Process.

All students **in levels 1 and 2** will be assigned a computer-generated random number to determine whether they will be eligible to continue in the process or not. An equal proportion of students in levels 1 and 2 will be chosen to fill the available bed spaces.

On March 1st, all students who submitted housing deposits will be notified in writing of their status relative to the Housing Selection Process.

- Those students selected to continue to Phase 2 will be given their room selection appointment numbers along with further information regarding the Room Selection Process.
- Those students not selected to continue in the process but who wish to have their names prioritized on the housing waitlist will need to contact the Office of Housing and Residence Life by March 22nd. Waitlist rankings will be based on the computer-generated random number previously assigned to each student.

As of March 22nd, those students who have not requested to have their names placed on the housing waitlist will receive a \$300 credit on their student accounts and will forfeit their waitlist priority.

VI. Phase 2—Room Selection

All students who are selected to continue to Phase 2 of the Housing Selection Process will have an opportunity to choose their rooms for the fall. There are three different ways that they may participate in the Room Selection Process—**Little Building Suite Selection, Living Learning Cluster Selection, and Open Room Selection.** Each of these processes is described below.

1. Little Building Suite Selection

Students may apply for a Little Building suite as a complete group (4, 5, or 6 students), or select a room in a suite individually during Open Room Selection (on a space available basis). **Students currently on Housing, Disciplinary, or College Probation are not eligible to apply for a Little Building suite. All students included on a suite application must have been chosen to participate in Phase 2 of the Housing Selection Process.**

A. The following policies apply to Little Building suites:

1. Students are responsible for cleaning and maintaining suites according to health and safety standards prescribed by the College.
2. Custodial Staff will not provide service to occupied suites.
3. Residence Life Staff will inspect suites regularly. Staff will leave written notice, informing suite residents that the site was inspected and the results of the inspection.
4. Students who repeatedly fail to maintain suites, or who are found responsible for alcohol, drug, fire safety, or other serious violations of College policy, will be subject to disciplinary action, including removal from their Little Building suite, as well as on-campus housing.
5. No more than 15 people may be present in a suite at any given time.

B. To apply as a group:

1. Pick up an application at the Office of Housing and Residence Life on or after March 4, 2002. This application will provide detailed information on the selection process. When filling out the application you will be asked to indicate specific room assignments for each group member. No changes in room assignments will be allowed after the application is submitted.
2. **Turn in the completed application to the Office of Housing and Residence Life by 4:00 p.m. on March 22, 2002.**
3. Since there are a limited number of suites available, groups must qualify for suites based on the total of the groups' Housing Selection Levels. Notification will be sent to group representatives on March 26th.
4. Students who apply as a member of more than one group, who simultaneously apply for a Living Learning Cluster, who are currently on Housing, Disciplinary, or College Probation, or who were not selected to participate in Phase 2 of the Housing Selection Process, will have their names removed from all applications. In addition, students who have confirmed with the Office of External Programs that they will be attending the Castle or Los Angeles program are not eligible to participate in the Housing Selection Process and will have their names removed from suite applications. **If a student is removed from a group, the group's chances of qualifying for a suite will be greatly diminished.**
5. Suite Selection will take place in the Student Union on April 4th. All group members must be present or represented by a proxy. Please arrive at the appropriate time for your type of suite:

4 person	6:00 p.m.
5 person	6:45 p.m.
6 person	7:45 p.m.

C. To choose a suite room as an individual:

A number of rooms in Little Building suites are held aside for students who wish to live in a suite but do not have a full group. These rooms are available during Open Room Selection. (Please note that students may not "pull in" other students into suites. They may only "pull in" others into double rooms within suites.)

2. Living Learning Cluster Selection

Living Learning Clusters are designed for students with similar interests who would like to incorporate these interests into their living environment. Applications for Living Learning Clusters will be available from the Office of Housing and Residence Life on March 4, 2002. **They are due to the Office of Housing and Residence Life by 4:00 p.m. on March 22, 2002.** Students must have been chosen to participate in Phase 2 of the Housing Selection Process in order to apply for a Living Learning Cluster.

It is important to note that following the selection process, open spaces on Living Learning Clusters will be made available for students who may or may not share the same commitment to the cluster's theme. However, every effort will be made to only assign students to a Living Learning Cluster who are committed to its theme.

Living Learning Cluster applications will be reviewed by the steering committees of the current theme floors. Students will be informed, in writing, on April 1st if they are selected for a Living Learning Cluster. Those not selected should attend Open Room Selection. Those who are chosen will be given specific information regarding the time and location of the actual selection.

The following Living Learning Clusters will be available for the 2002-2003 academic year:

Wellness, Little Building, 12th Floor

The Wellness Living Learning Cluster is for students who are committed to an alcohol-free, nicotine-free and other drug-free lifestyle and are interested in educating themselves on wellness issues. Students selecting to live in this cluster commit to: a) leading an alcohol-, nicotine- and other drug-free lifestyle, b) working with a team of other students from the floor to provide a lecture, seminar, or workshop on wellness issues for the floor, and c) attending floor-planned lectures, seminars and workshops.

Digital Culture, Little Building, 7th Floor

Digital Culture is made up of students living together in an integrated living and learning environment organized around the theme of "Digital Culture." Students work together to develop an understanding of how new communication and information technologies are transforming culture, politics, identity, work, and art. There is a strong focus on the use of computer-based technologies and networks. Students living in this cluster commit to: a) working with a team of other students from the cluster to provide a lecture, seminar, or workshop on theme-related topics, and b) attending regularly-scheduled meetings and programs.

The Writers' Block, 100 Beacon Street, 8th Floor

The Writers' Block targets student majors in the Writing, Literature, and Publishing program at the College. Planned activities on the cluster include discussion groups, instructor-led workshops on creative writing and literary works, and cluster-sponsored readings. Students will also create a compilation of works written by members of the Writers' Block community. Residents of this cluster are expected to work with other members and the Residence Life staff to help plan at least one program or workshop related to the theme.

Leadership Through Service, 6 Arlington Street, 7th Floor

The goal of Leadership Through Service is to integrate community service into students' overall learning and residential experiences with the focus on change rather than charity. Through active participation, students will gain a greater understanding of civic responsibility and have an opportunity to develop valuable leadership and life skills. All students committed to working closely with other interested members of the campus and contributing to the greater Emerson community are invited to participate in this initiative. Possible service activities may include reading to elementary school children, working with the homeless, and environmental clean-up projects.

Groups who are interested in applying for a suite in the Wellness or Digital Culture cluster should turn in their Living Learning Cluster applications together with a Little Building suite application. Current theme floor residents are given priority in selecting spaces.

3. Open Room Selection

Open Room Selection is for students who are selected to participate in Phase 2 of the Housing Selection Process and are not interested in, or not selected for, a Little Building suite or a Living Learning Cluster. During this process, students will have an opportunity to select from rooms available in all four residence halls. To participate in Open Room Selection:

- A. Please arrive at the Student Union (96 Beacon Street) at the time that corresponds with your Housing Selection Level and appointment number (as designated in the letter you receive on March 1st), or that of your prospective 2002-2003 roommate. You will be turned away if you arrive at the wrong time.

You need to bring:

1. Knowledge of your Housing Selection Level and appointment number.
2. Your student I.D. card.

Please Note: You will not be able to select a room if you have not been selected to participate in Phase 2 of the Housing Selection Process.

- B. You will check in at the designated area and be given instructions by a representative from the Office of Housing and Residence Life. Please listen very carefully to the information and instructions given at this time.
- C. When your Room Selection appointment number is called, you will proceed to the selection area with any roommate(s) with whom you choose to live (see F below).
- D. Once in the selection area, you (and your prospective roommate(s)) will select your room for the 2002-2003 academic year, sign a Housing Contract, and choose a meal plan. **It is important to note that the contract is binding and obligates you to the residence hall and board plan for a full academic year unless you are taking part in the Castle or Los Angeles program, graduating, taking a leave of absence, or withdrawing from the College at the close of the fall semester. If you do not move into your assigned room at the beginning of the fall semester, you will forfeit your \$300 deposit.**
- E. It is important that you complete all steps of the process. Your official assignment is made only after verification that you have completed each step. Immediately after you are finished, please exit the Room Selection area.
- F. Students choosing a double, triple, or quadruple room during Open Room Selection may "pull in" a roommate or roommates who may have a higher Housing Selection Level or appointment number, provided the roommate is eligible to participate in Open Room Selection. Prospective roommates are advised to be present at the designated time of the student with the lowest Housing Selection Level or appointment number (i.e., earliest time of selection). Students may not "pull" roommates into Little Building suites, unless the room is a double room within a suite.
- G. If you are unable to select a single room but would like to be on the single room waitlist, you will have an opportunity to place your name on the list as you leave the selection area. Please note that you must sign up for a room **before** placing your name on the waitlist.

VII. Medical or Physical Considerations

All students who wish to live on campus during the 2002-2003 academic year must participate in the Housing Selection Process and are encouraged to select a room which best meets their individual needs. If you have any medical or physical condition(s) that may require modification of your accommodations in the residence halls, please contact Dr. Anthony Bashir, Coordinator of Disability Services at (617)824-8415. Please note that you must participate in the Housing Selection Process and choose a room before you seek accommodations.

VIII. Residence Hall Smoking Policy

For health, safety, and comfort reasons, all Emerson residence halls are smoke-free. Smoking is prohibited at all times and in all places (including within closed student rooms).

IX. Building Floor Plans and Descriptions of Spaces Available

Students may view building floor plans at the Office of Housing and Residence Life beginning on March 18th, 2002. The floor plans are useful for students interested in which direction a particular room faces, proximity to lounges and laundry facilities, etc. We recommend that students have several selection choices in mind should a particular space be unavailable at the student's selection time. In addition to the floor plans, descriptions of spaces available are also available at the Office of Housing and Residence Life. These descriptions are useful in helping you to determine which floors observe extended quiet/study hours, are single gender, etc. Information included on the descriptions is subject to change.

X. 2002-2003 Residence Hall Opening and Closing Dates

Residence halls will open and close on the following dates and times. Please make travel plans accordingly.

Fall Semester Opening: September 8, 2002

Thanksgiving Break Closing: November 27, 2002, 12:00 noon

Thanksgiving Break Opening: December 1, 2002, 12:00 noon

Fall Semester Closing: All residents must vacate the halls no later than 24 hours after their last exam, or by December 18, 2002 at 12:00 noon, whichever is earlier.

Spring Semester Opening: January 19 & 20, 2003

Spring Break Closing: March 8, 2003, 12:00 noon

Spring Break Opening: March 16, 2003, 12:00 noon

Spring Semester Closing: All residents not graduating on May 19, 2003 must vacate the halls no later than 24 hours after their last exam, or by May 7, 2003 at 12:00 noon. All residents graduating on May 19, 2003 must vacate the halls no later than May 20, 2003 at 12:00 noon.

XI. Frequently Asked Questions

1. What if I am not chosen to participate in Phase 2 of the Housing Selection Process?

You will have an opportunity to place your name on the housing waitlist by informing the Office of Housing and Residence Life by March 22nd. You will be placed on the list according to the random number you were assigned in Phase 1. If you choose not to place your name on the list, your deposit will be credited to your student account.

2. What if I am scheduled to select a room toward the end of Open Room Selection—will there be any rooms left?

Even after the last person selects a room, approximately half of the spaces on campus will remain open. Incoming freshmen will be placed after the Room Selection Process. Although you may not get your first choice, there will still be plenty of rooms to choose from when it's your turn.

3. What if I apply for a Living Learning Cluster or Little Building suite but don't get accepted?

You should participate in Open Room Selection, arriving at the time corresponding to your Housing Selection Level and appointment number.

4. What if I am unable to be present at the time I am scheduled to select a room?

If this situation arises, you may have a proxy (another student) choose your space. A proxy form, which you must fill out and sign, must accompany that student. **The selection made by the proxy is final!** Proxy forms can be picked up at the Office of Housing and Residence Life between the hours of 9:00 a.m. and 5:00 p.m. Monday through Friday on the 3rd floor of the Student Union. If a proxy selects a room for you, you must come to the Office of Housing and Residence Life to select a meal plan and sign your contract during the week of April 15th.

5. What if I am selected to participate in Phase 2 of the Housing Selection Process, but my desired roommate is not? Can I pull him/her in?

No—only students who are selected to participate in Phase 2 may sign up for housing. Students cannot “pull in” others who are not selected to continue to Phase 2.

6. What if I pay my housing deposit and am selected to participate in Phase 2 of the Housing Selection Process, but decide not to live on campus?

Students who are selected for Phase 2 of the Housing Selection Process but decide not to live on campus must inform the Office of Housing and Residence Life, in writing, by 5:00 p.m. on March 29, 2002 in order to receive a credit of their housing deposit. After 5:00 p.m. on March 29th, any student who has been granted housing but decides not to live on campus will forfeit his/her deposit.

7. What if my Student Account is not in good standing?

You will not be able to participate in the Housing Selection Process.

8. What if I arrive late on the evening of room selection and miss when my number is called?

If you are not present when your number is called, and no one is present to act as your proxy, the next number will be called. If you arrive after your number is called, you will be permitted to choose a room after all the students within your Housing Selection Level have selected rooms. It is important that you arrive on time!

9. What about single rooms?

The demand for single rooms often exceeds the supply. The single room waitlist for the 2002-2003 academic year will begin at Open Room Selection. If you are not able to choose a single during the process, you may place your name on the waitlist. Students can only place their name on the list once they have selected a room. Students who have selected single rooms cannot place their name on the list in an attempt to be offered a “better” single. As single rooms become available, students on the waitlist are contacted by the Office of Housing and Residence Life. If a student cannot be contacted or does not respond, his/her name is removed from the list and the next student is contacted. If a student turns down a single room that is offered to him/her, his/her name is removed from the list and the next student is contacted.

10. If I decide at some point that I do not want my room, can I give it to someone else?

No—spaces are non-transferable.

11. Can I change my room before the fall term?

If you have an extenuating circumstance that requires you to change your room, you will have a chance to do so on May 2nd between 9:00 a.m. and 12:00 p.m. Anyone interested in changing his or her room should call the Office of Housing and Residence Life at (617)824-8620 to make an appointment with the Assistant Director for Housing Operations that day. After May 2nd, no changes will be made until two weeks after the start of the fall term, and then only in accordance with room change policies.

12. Can I stay on campus during the vacation breaks?

All residence halls are officially closed over all break periods. However, one hall is scheduled to be kept open during the Thanksgiving and spring breaks for a small number of students who demonstrate need for housing due to extenuating circumstances. Students in such a situation would be required to apply and be approved for vacation housing. Because vacation housing is not covered in the Housing Contract, a nominal fee is charged for housing during vacation periods. Meals will not be provided over the break periods. As of this writing, 100 Beacon Street is the building scheduled to remain open. Students who anticipate a need for housing due to extenuating circumstances and who do not reside in 100 Beacon Street will be required to find a host who does reside in that building. The Office of Housing and Residence Life will make efforts to facilitate this process. Vacation housing policies for the 2002-2003 academic year are subject to change.

13. If I do not participate in the Housing Selection Process, will I still be able to live on campus?

If you do not participate in the Housing Selection Process you can go to the Office of Housing and Residence Life beginning April 11th, pay a \$300 housing reservation deposit, and place your name on the housing waiting list. You will be assigned a room if space in the halls becomes available. We anticipate that space on campus for fall 2002 will be extremely limited. After new freshmen are granted housing, priority for housing will go to the returning students who participated in Phase 1 of the Housing Selection Process, but who were not selected to continue to Phase 2 of the process, and requested to have their names placed on the housing waitlist. Once you move off campus you will be ineligible to participate in future Housing Selection Processes.

14. If I am going to the Castle or Los Angeles in the fall do I need to participate in Room Selection?

If you are attending an external program in the fall, you should not submit a deposit at this time and you should not participate in the Housing Selection Process. Applications for spring 2003 on-campus housing will be mailed to students at the Castle and Los Angeles during the fall 2002 term. Housing deposits for the spring term will be due with the completed application by the middle of the fall semester. If you think you may want to live on campus for spring 2003 and you are interested in a single room, you should come to the Office of Housing and Residence Life beginning April 11th to sign up for the single room waitlist. Please note that having your name on the list does not guarantee you a single room upon your return.

15. What if I have been accepted to the Castle or Los Angeles program but do not know yet if I will actually attend?

If you have confirmed with the Office of External Programs that you will be attending an external program, you may not participate in the Housing Selection Process. If you are not sure if you will be attending an external program, you should participate in the Housing Selection Process, as you will not have an opportunity to live on campus in the fall if you do not. If you are later confirmed for an external program, your \$300 deposit may be transferred to the Office of External Programs.

16. What if I still have questions?

You should contact the Office of Housing and Residence Life at reslife@emerson.edu or at (617)824-8620.

Appendix D
Off-Campus Housing Guide

OFF-CAMPUS STUDENT SERVICES RESOURCE GUIDE

Boston, Massachusetts is the largest city in New England and is continuously growing. More and more members of the population are students. As the student population continues to grow, so does the need for rental housing. The Off-Campus Student Services Office is available to offer assistance in finding roommates and locating apartments.

Setting up a new home is never easy, especially if you are relocating from out of town, from across the country, or from overseas. There are many important factors involved when deciding where to live. We, at Emerson College, are glad you have chosen to study with us and we appreciate the hard work this choice may entail. This guide is designed to save you time and money.

While Emerson College does not endorse any specific realtors, roommate services, or companies, we can act as a starting point in your search. Good luck to you in the upcoming year!



Off - Campus Student Services
Phone: (617) 824 – 7863
Fax: (617) 824 – 7865
Home page: www.emerson.edu/offcampus

Location:
216 Tremont Street, Room #201
Boston, Massachusetts

Mailing Address:
120 Boylston Street
Boston, MA 02116

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BEGINNING YOUR SEARCH FOR OFF-CAMPUS HOUSING

WHEN TO LOOK

Searching for a place to live should not be a rush job. If you decide in haste, you can make decisions you may later regret. The time to start looking depends on when you can move and your budget. There is more than one way to search for housing, so the method you choose depends on your personal preferences.

Students intending to begin their programs in or during the fall will most likely be interested in a September lease. Vacant apartments are most prominently posted in the months of June and July, and the first week of the month is generally when vacancies are more abundant. There are always large numbers of consumers in search of housing, so be certain to plan ahead. As is the case with most things, it is best to start your search early! Waiting until late in the summer may result in a limited selection of apartments.

Leasing terms are generally set for a twelve-month period, but arranged month-to-month leases may also be found. Be aware of what you are signing. If you are subletting from another tenant, make sure the landlord has approved the sublease agreement. Never sublet without meeting the landlord or building owner beforehand.

We have learned from our experience that the worst possible time to begin your search for off-campus housing is the four weeks prior to the beginning of classes for every new semester. This is the landlord's most advantageous time, so beware. This time period makes for a seller's market rather than a buyer's market.

WHAT TO LOOK FOR

You should have in mind the amenities and aesthetics you would like in your new home. A fireplace is nice, but a working fireplace or a working wood burning stove might be better. Exposed brick is great, but missing mortar and bricks are not so great. Hardwood floors or coordinated carpeting can be quite elegant, but not if the floors are scuffed and the carpet is not clean. Other items to consider are the available closet/storage space and the number and location of electrical outlets. It is a wise shopper who has a checklist in hand before heading to the market.

WHERE TO LOOK

You may approach your search in a variety of ways. Again, you will have access to more resources if you conduct your search while in the Boston area. There are many valuable and creative resources available at the Off-Campus Student Services office at 216 Tremont Street or by calling (617) 824-7863. The Off-Campus Student Services office is handicapped accessible.

Emerson does not provide students parking on campus, so if you own a car you should consider housing in the suburbs rather than in downtown Boston. Plan to take public transportation into the city each day and leave your car at home. In the end you will save yourself time and money.

WAYS TO SAVE MONEY

You should not be discouraged by the cost of housing in Boston. There is a wide range of housing options for each individual student's needs. Did you know you could live rent-free in some of Boston's most prestigious neighborhoods? That's right! Off-Campus Student Services maintains listings of individuals and businesses that are looking for students willing to provide childcare, cooking, and companionship for the elderly, or light household help in exchange for room and board. Students must, however, be well aware of the responsibilities involved in this type of housing option. It is strongly suggested that both parties commit in writing to whatever is expected of each. By signing a contract the possibility of over-extending yourself can be avoided.

Other less expensive housing options might include renting a room in a private residence, which often includes sharing bathroom facilities, and may or may not include kitchen privileges. Finding a roommate to share expenses is always a great alternative to get the most for your housing dollar.

Make a point of visiting or calling Off-Campus Student Services to receive information on off-campus housing options available to Emerson College students.

TEMPORARY HOUSING

Temporary housing options are available while you are looking for permanent housing. It is recommended that if interested in temporary housing you call or visit Off-Campus Student Services to review our current listings of temporary housing. By discussing your needs, we may be able to recommend the right situation for you.

ROOMMATE NETWORKING

If you are interested in finding a roommate, you should complete an "Emerson Connection" form. You may complete one by stopping by the office, or we can mail/fax you a copy on request. This sheet is a brief questionnaire that asks general questions concerning your graduation year status and academic program, the maximum amount of rent you are willing to pay, and any specific interests or requests for housing. This system provides you with an opportunity to share housing with fellow students in the area. By completing the form, you widen your opportunity to get the most for your housing dollar. The information is shared with accepted or currently enrolled Emerson College students, faculty/staff and alumni.

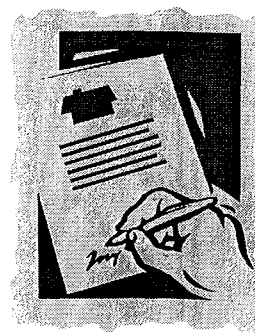
DISCRIMINATION

Discrimination may exist when a landlord says there are no vacancies available when there actually are, refuses to rent to you, or gives you an unfair lease that is different from that of other tenants. A landlord cannot discriminate against you because of race, religion, color, national origin, ancestry, sex, physical or mental handicap, children, sexual orientation or marital status. A landlord also cannot discriminate against you because you receive welfare or other public assistance or because of your military status. If you feel you have been discriminated against in renting, contact:

Massachusetts Commission Against Discrimination

1 Ashburton Place
Boston, MA 02108
(617) 727-3990

RENTAL AGREEMENTS OR LEASES



RENTAL AGREEMENTS OR LEASES

Once housing has been located, you should give thorough consideration to the rental agreement. It will control the relationship between you and your landlord during occupancy. The rental agreement is the controlling document of the landlord/tenant relationship. This is a serious document. It sets forth the rights and duties of both parties.

TYPES OF TENANCIES

In Massachusetts there are three types of tenancies: tenants with a lease, tenants at will (a.k.a. month-to-month), and tenants at sufferance. If you are a tenant with a lease, you and the landlord have agreed to a lease or contract that allows for a certain length of occupancy at a set rent. A typical residential lease will run for one year, but others may cover either a shorter or longer period of time. Except for certain statutory requirements, such as those governing security deposits and the State Sanitary Code, the lease governs the entire relationship between you and your landlord.

If you are a tenant at will, you have the landlord's consent to occupy the rental unit but do not have a signed contract or lease. This type of tenancy is generally one in which no written document exists, although there have been instances in which a landlord will give a tenant a written agreement that does not meet all of the formal requirements of a lease, such as specifying the length of time the tenancy is to run. A tenancy at will generally runs from month to month but can be for a longer or shorter period of time, depending on the time span between rental payments. Unless there is a written document, the tenancy at will is governed entirely by statute and case law. While it is easier for you to end this type of tenancy, you are in danger of having the rent raised and having the tenancy terminated by the landlord on only a day's notice.

If you are a tenant at sufferance, you have remained in your unit after your lease or tenancy at will agreement has expired or been terminated, and your landlord refuses to consent to your continued occupancy. Technically you do not have a tenancy; the landlord does not agree to your possession of the unit. However, you are not a trespasser. You are still required to pay the landlord for use of the premises but are not entitled to any of the other protections afforded a tenant in Massachusetts by statute. The landlord may take you to court to sue for eviction without any notice to terminate the tenancy.

THE LEASE

It is to your advantage to comprehend your lease. If you are signing a lease, read it carefully and understand all of its provisions. The following are some important areas to understand when reading over your lease:

ESSENTIAL PROVISIONS

A lease must contain the name, address, and phone number of the owner(s) and any other persons responsible for maintenance of the property; the name, address, and

phone number of the person(s) authorized to receive complaints and any notices of violations of the law; the amount of rent to be paid; the day of the month on which the rent is due; and the amount of the security deposit.

TERMS OF THE LEASE

The lease is the original written document signed by you and your landlord. A signed copy must be delivered to you within thirty days of signing. You, the tenant, are considered the lessee and your landlord is the lessor.

Rent is the amount of money you pay each month for occupancy. Upon signing the lease, your landlord cannot require you to pay any amount exceeding the first and last month's rent, a security deposit equal to the first month's rent, and the cost of installing a new lock and key (i.e., a key fee).

Some leases contain tax escalator clauses. If property taxes go up, this provision provides the only way a landlord can raise rent prior to the end of the lease. The clause must state that the tenant will pay only the proportion of the increased taxes that the apartment contributes to the entirety of taxed real estate. If the landlord receives an abatement or refund, the tenant must receive a proportionate share. Without these provisions, the tax escalator clause is unenforceable. A standard fixed term lease runs for twelve months and is renewed after the period expires. A self-extending lease automatically renews itself if neither you nor your landlord gives formal notice to end the tenancy. Be sure you are clear on the type of lease you are signing.

OBJECTIONABLE CLAUSES

Not every clause in a rental agreement can be enforced; some are illegal. Such clauses do not negate the validity of the entire lease, but the clauses themselves are considered void and unenforceable. Objectionable clauses include penalties for late payment of rent, unless the rent is more than thirty days overdue; any terms giving the landlord unrestricted entry into the premises; any waiver of the landlord's implied warranty of habitability; any waiver of notices required by statute for eviction; or any terms giving the landlord the right to evict the tenant without resorting to judicial procedures.

NEGOTIATING A LEASE

Finally, remember a lease can be negotiated. You should not sign a lease containing sections that are so one-sided that they jeopardize your rights. To change a lease, cross out the sections you wish to delete, initial the cross outs, and have your landlord initial before you sign the lease. Additional provisions should be written out, dated, and signed by you and your landlord. Make sure all changes are noted on all copies of the lease. Read the document carefully. Do not hesitate to question closely any section of the lease that puzzles you. Remember, only that which is in writing is legally binding (because an oral contract/lease is only as good as the paper it is written on). Be sure to retain a copy of the lease for your records.

LEASE TERMINATION AND EVICTIONS

TERMINATION OF RENTAL AGREEMENT

As a tenant you should be well informed and carefully prepared to terminate your lease or rental agreement. Termination of the rental agreement is an important consideration,

one that should never be overlooked or frivolously exercised, especially if you wish to protect your security deposit.

IF YOU HAVE A LEASE

A written lease that states that the tenancy is for a specific term (i.e., September 1 to August 31) ends automatically at the end of that term. However, notice is still customarily given, and many leases require the tenant to give written notice so that there is no question about automatic renewal. The notice normally must be given at least thirty days prior to the day on which the lease terminates.

Some written leases contain an automatic renewal clause. Be aware of this because if you do not notify your landlord that you plan to terminate the tenancy at the end of the current term, the lease will be extended for another term. If you want to terminate the tenancy at the end of the term under a written lease with an automatic renewal clause, you must give your landlord proper notice. A notice often must be given two or three months in advance.

IF YOU DO NOT HAVE A LEASE

Tenancies at will can usually be terminated by giving the landlord proper written notice of termination of one full term, usually thirty days, before the final term begins. It may be advisable to send the notice in writing. A second method of terminating a tenancy at will is to negotiate a date of termination agreeable to both you and your landlord. This agreement may be reached at any time in the leasing relationship. Obtain this agreement in writing. Make certain that all aspects of the agreement are clear. Once all parties have accepted a termination date, no further notice is necessary.

TERMINATING A LEASE EARLY

Most leases run for one full year and do not correspond with the academic year. This conflict becomes an issue if you want to return home or leave the area for the summer. There are some options to allow for flexibility within your lease.

SUBLETTING

When you sublet your apartment, you, as the former occupant, remain the prime tenant with all of the same obligations to your landlord, and the new tenants are obligated to you, unless the new tenant signs a lease with the landlord. That means if the new tenants cause damages to the unit or fail to pay the rent, your landlord can still sue you. Many lease tenancies contain clauses specifying terms and conditions under which a sublease may be granted. The terms generally state that the landlord retains the right to grant written approval on subleases. Although a landlord may reserve the right to grant approval over incoming sublessees, he or she may not request additional requirements of your sublessees that were not placed on you.

ASSIGNMENT

An assignment means that you turn your lease over in its entirety to a new tenant. The new tenant then has the relationship with the landlord, and you, as the former tenant, have no further obligations with the landlord. This option may be used if you have no intention of returning to the apartment. Under the best of all possible assignments, you and your landlord would sign a written agreement releasing you from all responsibility for the premises for the duration of the lease period. The new tenant would assume the responsibilities and obligations to your landlord. However, unless there is a written

agreement, your landlord may treat the assignment like a traditional sublease and hold you responsible for the original terms of the lease.

IF YOU CANNOT SUBLET OR ASSIGN

Competition for potential sublessees is fierce, so many renters will be unable to sublet. The only solution may appear to be to simply break the lease and move out. However, you still are the legal tenant even though you may not be living in the apartment. If you choose this option, your landlord may sue you for damages to cover the cost of back rent, attorney's fees, etc. Your landlord must wait to sue, however, until the rent is overdue. As an example, you cannot be sued in June for August's rent. Additionally, if the landlord successfully rents the unit after you leave, he or she cannot sue for lost rent, but only costs, such as advertising, that were incurred in finding a new tenant.

EVICCTIONS

Evictions are not easy. No matter what your landlord or his or her attorney may say or do, you cannot be legally evicted in Massachusetts unless your landlord has gone to court and obtained an order giving him or her permission to do so.

REASONS FOR EVICTION PROCEEDINGS

If you have a lease, the only reasons you may be evicted are for non-payment of rent, for violation of terms of the lease (such as subletting without permission), or for use of the premises for illegal purposes. The landlord is not required to provide a tenant at will with a reason for eviction, although there must be a valid reason.

AVOIDING EVICTION PROCEEDINGS

You do not have to move out after your landlord has given you notice that he or she is beginning eviction proceedings. You can only be evicted when a judge orders you evicted. It is possible to avoid continuing with eviction proceedings even after your landlord has initiated proceedings. If this is the first time in a twelve-month period you have been evicted for non-payment of rent, you may pay any rent owed by a specified date. You also may be able to avoid court eviction procedures through mediation with your landlord. The Boston Housing Court and the Housing Information Center provides this service to help resolve disputes.

GOING TO COURT

If all other remedies fail and your landlord takes you to court, be prepared to defend yourself. If you do not show up for the court appearance, you will automatically be evicted. You should seek legal advice before going to court.

FOR MORE INFORMATION

Off-Campus Student Services has materials explaining the eviction process in more detail and can suggest resources for legal advice.



GREATER BOSTON NEIGHBORHOODS & SURROUNDING COMMUNITIES

WHAT'S THAT NEIGHBORHOOD LIKE?

More than three hundred and seventy years of history have etched the boundaries of Boston's communities.

BOSTON NEIGHBORHOODS THAT ARE POPULAR WITH EMERSON STUDENTS

Approximately 50% of Emerson Students reside off campus and live in the following Boston neighborhoods:

Allston-Brighton

This former industrial district along the Charles River is Boston's largest neighborhood. With over 65,000 residents living within its 4.5 square miles, this community is home to many college students, young families, and professionals. Public transportation time: 15-20 minutes

Back Bay/Beacon Hill

This neighborhood reflects the society of "Old Boston." Located just off the Boston Common and Public Garden, this community is rich in landscape and architecture. The 32,000 residents enjoy a satisfying mix of commercial and residential districts. Public transportation time: 10 minutes. Within walking distance to campus.

Central Boston

This neighborhood is the oldest section of Boston. Within its boundaries are Boston's Financial District, Faneuil Hall and Quincy Market, Government Center, the Waterfront and the ethnic neighborhoods of the North and West Ends, Chinatown and South Cove. Public transportation time: 10 minutes. Within walking distance to campus.

Fenway/Kenmore/Symphony

Home to Fenway Park, the Boston Symphony Orchestra, and the Museum of Fine Arts, this continually evolving neighborhood attracts many students, artists, and professionals with its mixture of cultural and educational activities. Public transportation time: 15-20 minutes.

Jamaica Plain

This neighborhood is home to Grand Pond, Arnold Arboretum, and impressive portions of the famed Emerald Necklace, a system of parks that stretch throughout the neighborhood. This community is a cultural haven to many residents. Public transportation time: 20-30 minutes

North and South Dorchester

These are constantly growing and changing neighborhoods. Within their boundaries exist the spectacular John F. Kennedy Library and the beautiful Dorchester Bay. The residents of these diverse neighborhoods display strong civic pride and community involvement.

Public transportation time: 15-30 minutes

South End

This neighborhood is tucked between South Boston and Fenway/Kenmore. Ethnic diversity draws culture seekers, artists, and Bostonians who see future opportunities in this continually changing community.

Public transportation time: 5-15 minutes. Within walking distance to campus

NEIGHBORING COMMUNITIES POPULAR WITH EMERSON STUDENTS

There are a number of communities outside the City of Boston that are within easy commuting distance to the Emerson campus. About thirty % of Emerson students who reside off campus live in the following communities:

Brookline

This suburban-style residential community that is surrounded by Boston neighborhoods is also home to many Boston College students during the academic year. Its residents treasure the beauty of its many Victorian homes and its parks.

Public transportation time: 20-25 minutes.

Cambridge

This community is home to Harvard University and the Massachusetts Institute of Technology. The busy Harvard Square area is the center of activity in Cambridge and is home to retail shops, historic buildings, offices and restaurants.

Public transportation time: 15-20 minutes

Malden

This ethnically diverse community is located northeast of Boston. Formerly a textile manufacturing center, it is now primarily a residential community.

Public transportation time: 20-25 minutes

Newton

This large residential community is home to Boston College. It is located just west of Boston along the Massachusetts Turnpike.

Public transportation time: 30-40 minutes

Quincy

This community is located south of Boston and is home to many diverse residential neighborhoods. There are many recreational activities available along its shoreline.

Public transportation time: 20-25 minutes

Somerville

Home to Tufts University, this community is adjacent to Cambridge and offers quick and easy access to Harvard Square and major shopping areas.

Public transportation time: 15-20 minutes

Watertown

Located west of Boston near Newton this attractive residential community provides high quality housing and town services. Here you may catch a glimpse of the historic Charles River as it winds its way into Boston Harbor.

Public transportation time: 35-45 minutes

OTHER BOSTON NEIGHBORHOODS

You may also be able to locate housing in the following Boston neighborhoods:

Charlestown

This is the smallest neighborhood in the city, with its 14,000 residents. Home to the site of the Battle of Bunker Hill, this neighborhood is a fine example of a community filled with cultural spirit.

Public transportation time: 20-30 minutes

East Boston

Widely known as a strong, family-oriented neighborhood, it shares a peninsula with Logan Airport. The population has decreased over time with the expansion of transportation facilities, but there is still a strong civic pride in this urban community.

Public transportation time: 15-30 minutes

Hyde Park

This residential community of 33,000 lies eight miles from downtown Boston. The neighborhood enjoys a quiet, suburban setting, is home to a national wildlife preserve, and provides its residents with the best of urban and suburban living.

Public transportation time: 20-30 minutes

Mattapan

This neighborhood has historically been home to surges of immigrants. Currently, a strong economic revitalization is occurring in both the residential and business areas of this family-oriented community.

Public transportation time: 20-30 minutes

Roslindale

This residential neighborhood provides its residents with suburban comforts as well as urban access. Strong civic and crime watch organizations make it a source of pride for those families who call it home.

Public transportation time: 20-30 minutes

Roxbury

This neighborhood is the geographical center of the city of Boston, and is filled with historical landmarks and points of interest. Residents have a strong civic pride in this community, which is currently undergoing strong economic development.

Public transportation time: 15-20 minutes

South Boston

Called "Southie" by its residents, this neighborhood is steeped in rich heritage. Located on a Boston Harbor peninsula, Southie attracts a diversity of people drawn to the beaches, hills, and water views.

Public transportation time: 15-20 minutes

West Roxbury

This neighborhood is the city's southwesternmost community. It is filled with beautiful Victorian homes and its residents take pride in a variety of civic activities.

Public transportation time: 20-30 minutes

As you investigate the attributes and amenities of each neighborhood, just remember that it is better to determine the character of a community from your own opinions and personal experiences than by the opinions of others.

FACTORS TO KEEP IN MIND

AREA/LOCATION

- Is this apartment near supermarkets, convenience stores, laundry facilities, banking facilities, public transportation stops, medical facilities, etc.?
- How long is travel to campus? What time will the bus or train start/stop running? Does the Emerson Escort Service van stop here?
- Is there bus service to Boston on weekends? (Outlying suburbs may not have Sunday bus service.)
- Is parking available? Will parking cost extra? (Keep in mind that student parking is not available on campus at Emerson.)
- Is there an excess of noise? (Traffic, tourists, trains, sirens, bars, etc.)
- What social/night life is there?

SECURITY/SAFETY

- Does this building have some kind of security system?
- Who has access to the front door?
- Does the door intercom work?
- Are there smoke detectors? (Landlord is required by law to provide them.)
- Do doors have peepholes and security locks?
- Are windows barred? (This is especially important on first floor and fire escape windows.)
- What is the safety of the general surrounding area?
- Is the exterior of the rental unit well lit?

BUILDING CONDITION

- Will the apartment be painted before you move in?
- Will carpets be cleaned?
- Will locks be changed?
- Will you be allowed to make changes or improvements?
- Will the building owner reimburse you for materials?
- Are tiles loose in the kitchen or bedroom? (Could indicate leaks or water damage)
- Are appliances in working condition?
- Is the fireplace useable and safe? Who pays for chimney cleaning? Are there signs of pests?
- Are radiators and vents in good condition?
- Is the water pressure adequate?
- Who is responsible for lawn care and snow removal?
- Are there locks on all windows?

AMENITIES

- What utilities are included? (Heating costs can be expensive, and the New England winters last from October to April.) Who has thermostat control?
- Is there adequate closet/storage space?
- Are there enough telephone jacks and electrical outlets?
- Is cable television available? (It is not in some neighborhoods, and some areas of Boston have notoriously bad television reception.)
- Are pets allowed?
- Are there laundry facilities on the premises?
- Is there deck or roof access?
- How far is parking? What is available? At what price?



PREPARING TO MOVE

Use the following checklist to help you organize your move.

_____ Arrange for your movers. Whether they are family, friends, or hired hands, be sure that everyone knows when and where to meet. Remember to arrange for rental trucks or vans well in advance of your move.

_____ Activate utilities. Check with your landlord for the name of your electric, gas, and oil companies. A deposit may be required. Check the Utilities section in this guide to give you the names and phone numbers of the companies that operate in the Boston area.

_____ Activate telephone service. Verizon becomes backed up with requests during September moving in season. Notify them as soon as you have your new address; new service can sometimes take three weeks to activate. A deposit may be required.

_____ Find out the names and numbers of emergency maintenance personnel for your building. Learn the procedure for requesting repairs.

_____ Explore renter's insurance. Your property may be covered under your or your family's insurance. If not, you may wish to insure your belongings, especially against theft, fire, and flooding.

_____ Keep a file of serial numbers for any appliances or entertainment equipment you own. In case of theft, this file may help you recover your property.

_____ Make sure you put your lease in a safe place. You will need it if disputes between you and your landlord should arise.

_____ Forward mail to your new address. Change of address cards are available at your local post office.

Below is a list of Moving & Storage Facilities that provide some sort of student discount for moving, storage or both. Contact us at (617) 824-7863 if you have any questions or need additional assistance.

American Mobile Storage

249 North Street,
Danvers, MA
1-800-706-0630
www.AmericanMobileStorage.com

- Portable Self-Storage
- \$69 per month

Astro International

1408 Center Street,
Boston, MA 02131
(617) 323-6993
www.astrointl.com

Special student rates:

- 5-10% discount depending on size of shipment
- Inter-state & International

Benny's Moving & Storage

60 Coolidge Ave.,
Watertown MA
(617) 926-5707
1-800-286-9959
www.bennysmoving.com

- Moving: 2 men, \$59 per hour
- Storage: \$100 per month

Carmel Movers

266 Lincoln Street,
Boston, MA
(617) 783-0344
1-800-287-2042
www.carmelmovers.com

- 5% discount except on peak days (25th-5th of each month)

Charles River Movers

51 Howard Street,
Watertown, MA
(617) 926-6683
1-800-255-7993

- Moving: Truck & 3 movers, \$125 an hour
- 5% discount with college ID

Eagle Van Lines

5 Dexter Ave.,
Watertown, MA 02127
(617) 923-3700
1-800-MOVE-EAGLE
www.bostonrentals.com/eaglevanlines

Summer Storage:

- Charge according to size of boxes
Small box: \$18
Medium box: \$36
Large box: \$49
- Free boxes Free pickup & delivery

Gentle Movers

25 Boston Street,
Boston, MA
(617) 268-5300
www.gentlemovers.com

- 10% off on all services:
Moving, Storage, packing
- Inter-state & International

Isaac's Relocation Service

285 Newtonville Ave.,
Newton, MA
(617) 630-0303
1-800-642-3562
Special Student Rate:

- 3 movers: Low rate of \$94

Michael's Moving & Storage

76 Rosedale Road,
Watertown, MA 02472
(617) 923- 8383
www.pnconsulting.com

- One month free storage after 3 months
- 10% off of labor
- 25% off of packing supplies
- Free delivery

Pay Less Movers

1-888-805-8240

- Local moving: \$85 an hour
- Long Distance: 15% discount

HOW MUCH MONEY?

SECURITY DEPOSITS

A security deposit is money given to the landlord by the tenant to protect the landlord against unpaid rent or damages to the rental unit. Although the landlord may also use the security deposit to cover unpaid rent, physical damages, and advertising costs, this deposit is not the same as the last month's rent required by some landlords. Usually the security deposit is turned over to the landlord at the time the rental agreement is finalized and returned to you or accounted for after you move out.

Although there is no guarantee that your deposit will be returned to you in full, by taking proper care of the premises, by notifying the landlord of any problems, and by keeping copies of all correspondence and documents pertaining to the leased premises, you can help minimize the likelihood of an unreasonable withholding of the deposit.

A landlord must not charge more than one month's rent as a security deposit. Your landlord must keep the deposit in an interest-bearing bank account and tell you in writing within thirty days of receiving the deposit the name of the bank and the account number in which it is being held. The security deposit must be kept separate from your landlord's own money, and the name on the account must make it clear that the money does not belong to him or her. If your landlord fails to provide you information about where your money is being held, you can ask for the security deposit to be returned.

If the landlord requires the last month's rent and/or a deposit when you move in, he or she must also pay you interest on the money. On the anniversary of the date on which you paid the money, you have the option to request, in writing, that your landlord give you a check for the interest earned or deduct the interest amount from your next month's rent. If you choose not to request your interest earned, the landlord has no obligation to offer it to you.

ENSURING DEPOSIT RETURNS

MOVING IN

You should receive a receipt for whatever deposits are made. Getting a deposit back will be much easier if you keep your canceled check or receipt. If your landlord requires a deposit, she or he must give you a summary statement of all damages initially existing in your apartment, including all Sanitary Code violations. You must then review the list, include any additional discrepancies, sign it, and return the list to your landlord within fifteen days. If you do not return your landlord's list or compile a list of your own, in any later lawsuit the courts will rule that you agreed to the landlord's list.

Taking photographs or recording a videotape of the premises is also a good idea, especially if there is serious damage. Photographs should be independently signed and dated by a commercial film developer.

DURING TENANCY

You should obtain and keep a receipt for every rent payment, including prepaid rent. If paying by check, you should mark the check for the month for which rent is being paid before giving it to your landlord. If paying by money order, you should obtain a receipt from your landlord. Make sure you keep all of the papers on your tenancy, including all canceled checks.

You may discover defects in your unit after you have moved in. Notify your landlord in writing of any problems by certified mail immediately after you find the problem(s), and keep a copy of the letters.

MOVING OUT

When moving out of your apartment, you should leave the unit clean and in as good condition as it was when you moved in. Settling the issue of damages can be a trying and lengthy battle. It will be your word against your landlord's unless you have proof of the condition of the apartment when you moved in. To avoid disputes, you should use the list to which you and your landlord agreed when you moved in and re-inspect for damages with your landlord before vacating. Taking photographs or videotaping the premises can help verify the condition of the unit when you moved in and out.

Your landlord should return your security deposit and accrued interest or account for them within thirty days after termination of the rental agreement. If you disagree with your landlord's decision, talk with her or him first. If you are still not satisfied, you will have to go to the Boston Housing Court to recover your deposit. Be prepared to disprove with photographs, material evidence, and witnesses your landlord's claim for damages you caused.

If you have been living with a roommate and decide to assign your part of the lease to a new tenant, be cautious if you and your roommate have split the security deposit. Do not have the new tenant pay you for your portion of the security deposit so that she or he can assume your share; involve your landlord. Schedule a time for your landlord to inspect your unit and have her or him refund your portion of the security deposit. The new tenant should pay her or his share directly to the landlord. This is the only means by which the new tenant can be guaranteed a refund of her or his money when leaving.

DEDUCTIONS FOR LOSS OF RENT

The landlord may withhold all or part of the security deposit for non-payment of rent or damages to the unit. Many tenants lose their security deposit by vacating the premises before the expiration of the lease or by failing to give the landlord a thirty-day notice, or other notice as required by the lease. Even though you may have vacated the premises, you could still be charged for rent if timely notice was not given. You can also be charged for damages to the premises above and beyond normal wear and tear. However, your landlord can only withhold or deduct money for damages you or your guests actually caused.

Be sure to ask the landlord to itemize any deductions from your security deposit so you will know how much she or he charged for damages. Do not be afraid to challenge security deposit deductions if you think they are inaccurate or excessive.

NORMAL WEAR & TEAR

Normal wear and tear is damage or deterioration caused by ordinary and reasonable use of the property. A landlord should expect to have to repaint the walls every few years, especially the kitchen. Furniture normally becomes worn with age; walls acquire small holes; carpets become worn. The law requires the landlord to pay for ordinary wear and tear. You must pay for accidental or intentional damages and for cleaning made necessary by extreme uncleanliness.

HABITABILITY

In any tenancy, whether under a lease or at will, the landlord gives an implied warranty of habitability. This means the landlord guarantees that the premises conform to certain minimum requirements of safety and cleanliness so as to be fit for human occupation. Both you and your landlord have obligations to maintain that condition.

TENANT OBLIGATIONS

Your responsibilities to your landlord come from the law, the lease agreement, and, in some cases, the rules your landlord makes for the tenants. When you fail to meet these obligations, your landlord can terminate your tenancy. Your most important obligations are to pay the rent and to keep the rental unit clean, safe, and free from unnecessary damages. Your other obligations require that you:

- Properly dispose of garbage in a clean, safe way;
- Follow the rental agreement and your landlord's rules
- Use the premises only as a residence and not for commercial purposes;
- Do not disturb your neighbors with noise, visitors or pets;
- Allow the landlord access to your unit for emergencies, to show it to potential renters near the end of your tenancy, and to make announced inspections and repairs.

LANDLORD OBLIGATIONS

The State Sanitary Code sets forth certain obligations and responsibilities for the landlord. Some of the landlord's obligations require him or her to:

- Keep clean and sanitary any common area not occupied by one tenant exclusively;
- Make repairs in a timely manner;
- Provide and maintain a heating system in good operating order;
- Keep the rental unit free from rodents and insects;
- Provide hot water, unless you are provided fuel for heating water under a written lease agreement;
- Maintain structural elements of the rental unit to be weather tight, and in good repair;
- Maintain every exit used or intended for use by tenants of more than one apartment free from obstructions, including snow;
- Remove all lead paint from any rental unit in which children under age six live;
- Obey the regulations of the State Sanitary Code and disclose to prospective tenants the existence of any condition that is a violation of the law.



UTILITIES



TELEPHONE SERVICE

**Verizon New England
185 Franklin Street
Boston, MA 02107**

Verizon provides the telephone service for Boston. To order new service, change existing service, or inquire about billing and other concerns call **1-800-870-9999**. When you call to arrange service, you will need to provide the complete street address for the rental unit and the name and telephone number of the previous occupant at your new address. If your street address has no number, you will need to provide the name and phone number of the nearest Bell Atlantic customer. You will be asked to choose the type of monthly service you want, as well as a primary long distance company for calls outside the Greater Metropolitan Boston calling area. You will also be asked to indicate how you would like your name to appear in the telephone directory. Consider listing only your first initial and last name, especially if you are a woman living alone. You may be asked about your previous telephone service, such as the telephone number and location, as well as credit information including the name of your employer and social security number.

GAS SERVICE

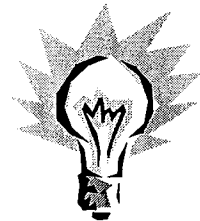
**Keyspan
201 Rivermoor Street
West Roxbury, MA 02132**



Keyspan supplies gas service to the Greater Metropolitan Boston area. You may establish an account by calling **617- 469 - 2300**. When you call to arrange for service, you will need to provide your social security number, the address and telephone number of the rental unit, the name of your employer or status as a student, and your landlord's name and address. You will also need to arrange a time when you can meet someone at the unit to turn on the gas.

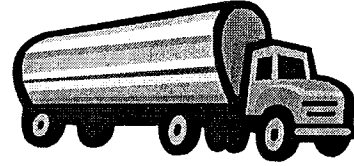
ELECTRICITY

**NSTAR
Corporate Headquarters
800 Boylston Street
Boston, MA 02199**



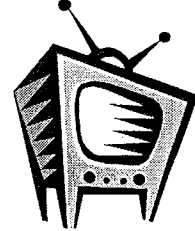
NSTAR provides electricity to the Metropolitan Boston area. If this is the first time you have established an account or it has been longer than four months since you closed a previous account, you may need to apply for service in person. You will need photo identification with your social security number as well as a copy of your lease or rental agreement. You must apply for service at least four days prior to the time you would like service to begin. If it has been less than four months since you closed a prior account with Boston Edison, you may establish your new service by telephone. The telephone number is **(617) 424 - 2000**.

OIL
FuelBuyer.com
www.fuelbuyer.com



This web site will allow you to compare pricing options of area residential oil vendors. Simply go to this site, follow their simple instructions, and request your price quotes.

CABLE TV
AT & T Broadband
P.O. Box 1
Woburn, MA 01813-0001



AT & T Broadband provides service to Greater Boston. You may establish an account by calling **(617) 787-6630**. When you arrange service, you will need to schedule a time when someone can be in your home for installation.

UTILITIES BILLING

Most residential utilities providers will bill their consumers on a monthly basis. If you share your rental unit, you will want to establish a system through which bills will be equitably divided between yourself and your roommate(s).

FURNITURE & OTHER AMENITIES

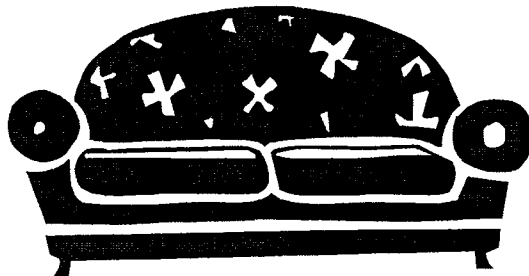
Below is a list of furniture rental stores where you can rent furniture:

Putnam Furniture
614 Mass Ave.,
Cambridge, MA
(617) 354-3358
chrsitis@putnamfurniture.com

Rainbow Rentals
321 Fry Street,
Everett, MA
(617) 389-5600

Cort Furniture Rental
98 Boylston Street,
Boston, MA
(617) 542-8383
www.cort1.com

Rent-A-Center
491 Mass Ave.,
Boston, MA
(617) 262-8956



TRANSPORTATION

It is not recommended that you try to maintain a car while living in the City of Boston. It is expensive, generally inconvenient and for the most part unnecessary. Boston's subway system is the first in the country and along with an extensive city bus system; it will take you just about anywhere you want to go.

For the most economical use of the MBTA (Mass Bay Transportation Authority) look into their monthly pass program. Emerson College participates in an extended pass program which enables students to purchase a full semester's worth of passes at the beginning of each term and save a significant percentage off the total price. You may contact the office of Off-Campus Student Services at (617) 824 - 7863 for information about this program.

The Office of Public Safety supervises the Emerson Escort Service whose function is to provide a safe means of transportation for students traveling between on and off-campus locations within defined boundaries surrounding the college. Contact the Public Safety Office at (617) 824-8555 for more information.

The following is an overview of additional transportation options available to area students:

TAXICABS

Taxi service is available twenty-four hours a day. Prices may vary, but you can expect to pay about \$1.50 for the first quarter mile and \$.40 per quarter mile thereafter. While the MBTA extends throughout the city, there may be times when you require taxi service beyond the hours of operation of the MBTA (also known as the T).

COMMUTER RAIL/AMTRAK

It is easy to get out of town for a day or a weekend as far as Fitchburg, Lowell, Framingham, Foxborough, or Providence, R.I., for example. Commuter trains run from North Station, South Station and Back Bay Station. Amtrak interstate train service is also available at these stations.

BUS LINES

Boston's bus stations are located at South Station and Back Bay Station for both intrastate and interstate travel.

PARKING

A parking space is a rare commodity within the city limits, and parking regulations are strictly enforced. Pay attention to towing signs, street-cleaning restrictions, meters, permit requirements, and time limitations. Never assume you are legally parked. If it seems too good to be true, take caution. Many neighborhoods provide permit-parking stickers to residents, which enable you to park within that neighborhood's restricted area. This is NOT, however, a guarantee of a parking space. In an outlying suburb, parking may be provided for your apartment. Many high-rise and apartment towers have assigned parking spaces for an additional fee.

Boston neighborhood parking garages are extremely expensive, and there is typically a waiting list for spaces. Public parking garages are located around town and are fairly

convenient and inexpensive compared to metered parking. It is not recommended, however, that a resident try to use public parking garages as permanent parking for his or her car. This practice can become very expensive.

It is important to remember that Emerson College does not provide parking to students. Therefore, it is strongly recommended that if you do own a car that you consider living in one of the Boston suburbs and take public transportation to and from the campus.

HELPFUL HOUSING NUMBERS:

Emergency Numbers

Emergency
911

Massachusetts Poison Control Center
(800) 682-9211

Massachusetts State Police
(617) 740-7600

Boston Fire Department
(617) 567-2020
(617) 523-5886

Hospitals and Clinics

Massachusetts General Hospital
(617) 726-8523

Brigham and Women's Hospital
(617) 732-5500
(617) 232-4175

St. Elizabeth's Medical Center
(617) 789-3000

Planned Parenthood
(800) 682-9218
(617) 616-1600

Helpful Numbers for Rental Housing Concerns

Greater Boston Real Estate Board:
Handles matters regarding local real estate
(617) 423-8700

Rental Housing Resource Center:
Legal experts who can address rental-housing concerns
(617) 635-4200

Inspectional Services:
Call with questions regarding real estate and property inspections
(617) 635-5300

Massachusetts Commission Against Discrimination:
Call to report instances of housing discrimination
(617) 727-3990

Department of Health Services:
Call to report unhealthful living conditions
(617) 727-1960

Miscellaneous

Better Business Bureau:
Call to report and get information about unfair business practices
(617) 426-9000

Consumer Hotline:
Call to get information about your rights as a consumer
(617) 727-7780
(888) 654-0400

Massachusetts Bar Association Lawyer Referral Program:
When a lawyer is needed, they can refer you to one in an appropriate area of specialization
(800) 392-6164
(617) 654-0400

CAMPUS RESOURCES

Do not hesitate to contact any of the offices listed below should you need guidance or support.

ADMISSIONS	
UNDERGRADUTE.....	617-824-8600
GRADUATE.....	617-824-8610
AHANA STUDENT AFFAIRS.....	617-824-8642
ADVISING CENTER.....	617-824-7876
ATHLETICS.....	617-824-8691
CAREER SERVICES.....	617-824-8586
CENTER FOR SPIRITUAL LIFE.....	617-824-8036
COUNSELING CENTER.....	617-824-8595
DINING SERVICES.....	617-357-0260
DEAN OF STUDENTS.....	617-824-8640
G, L, B & T STUDENT LIFE.....	617-824-8087
HEALTH SERVICES.....	617-824-8666
HOUSING & RESIDENCE LIFE (on-campus housing).....	617-824-8620
INTERNATIONAL STUDENT AFFAIRS.....	617-824-7858
LEARNING ASSISTANCE CENTER.....	617-824-7874
MULTICULTURAL CENTER.....	617-824-8439
OFF-CAMPUS STUDENT SERVICES.....	617-824-7863
REGISTRAR'S OFFICE.....	617-824-8660
STUDENT FINANCIAL SERVICES	
UNDERGRADUTE.....	617-824-8655
GRADUATE.....	617-824-8656
STUDENT LIFE.....	617-824-8637
STUDENT UNION/ACTIVITIES.....	617-824-8680

STATEMENT OF NON-DISCRIMINATION POLICY

Emerson College admits qualified students regardless of race, color, religion, national and ethnic origin, sexual preference, age or disability to all the rights, privileges, programs, and activities generally accorded or made available to students at the College. It does not discriminate on the basis of race, color, religion, national and ethnic origin, sexual preference, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programs, athletic and other College administered programs. Applicants seeking information on these matters should call or write the Affirmative Action Office, Emerson College 120 Boylston Street, Boston, MA 02116, (617) 824 – 8580. Any student in an educational or vocational training institution other than a religious or denominational educational or vocational training institution who is unable, because of his religious beliefs, to attend classes or participate in any examination, study or work requirement on a particular day shall be excused from any such examination, study or work requirement which he may have missed because of such absence on any particular day; provided, however, that such makeup examination or work shall not create an unreasonable burden upon such school. No fees of any kind shall be charged by the institution for making available to the said student such opportunity. No adverse or prejudicial effects shall result to any student because of him availing himself of these provisions.

SPECIAL ACKNOWLEDGEMENTS

Boston Housing Authority
Commonwealth of Massachusetts Executive Office of Consumer Affairs and Business Regulation
The Renter's Survival Kit, by Ed Sacks, Published by Dearborn Financial Publishing, Inc. (1993)

NOTES:

Appendix E
Student Rules and Regulations

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

- College or both; and provided this activity is carried on within the limits of the democratic process of freedom of speech, assembly and petition.
- H. The right to due process. No student shall be subjected to disciplinary procedure or be found guilty of charges made under this statement without due process. Due process includes the right of the accused to:
- be informed of the complaint in advance of a hearing
 - adequate time to prepare a defense
 - a fair hearing
 - present witnesses and evidence in one's own behalf
 - confront witnesses and the evidence against one's self
 - have the assistance of advisors of one's own choosing (as defined in Addendum A)
 - remain silent during a hearing without incriminating one's self
 - be judged by a fair and impartial board
 - appeal a decision if due process has been denied and/or if substantive new evidence is introduced into a case.
- I. The right of access to the College's disciplinary system in cases where a member of the community can show probable cause that the rights and responsibilities derived from this statement have been violated.

Student members of the Emerson College community as individuals and in groups have certain responsibilities. These include:

- A. The responsibility to carry and present College identification to authorized College officials upon request, including campus Public Safety Officers and Resident Assistants.
- B. The responsibility to refrain from actions which deny other members of the community their rights as enumerated.
- C. The responsibility to refrain from the use of force against a person or group, the forcible interference with another person's freedom of movement, or the abuse of another person.
- D. The responsibility to respect the right to property of individuals, groups and the College itself.
- E. The responsibility to respect the confidentiality of personal information about members of the Emerson College community and to preserve the right of privacy.
- F. The responsibility to refrain from disruption in the form of coercion or violence.
- G. The responsibility to insure that guests on campus (including other Emerson students within one's Residence Hall room) will behave in a manner consistent with the Statement of Rights and Responsibilities, and the Conditions of Residency.
- H. The responsibility to observe all duly established College, local, State and Federal regulations.

Nothing in this Statement of Rights and Responsibilities can affect in any way the jurisdiction of courts and other civil authorities over an Emerson College student. Membership in the Emerson College community does not mean a privileged or immune

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.

Proscribed Conduct

Examples of proscribed conduct include, but are not limited to:

1. All forms of dishonesty, including cheating, plagiarism, knowingly furnishing false information to the institution, and forgery and alteration or use of institutional documents of identification with intent to defraud.
2. Intentional or reckless interference of College activities, including but not limited to teaching, research, administration, or fire, police or emergency services.
3. Physical abuse, verbal abuse, threats, intimidation, harassment, stalking, coercion, and/or conduct which threatens or endangers the physical or psychological health or safety of any person.
4. Rape, including acquaintance/date rape, and sexual assault in any form are considered especially serious offenses against other persons.
5. Behavior or activities which endanger the safety of one's self or others, including, but not limited to the throwing of objects from College buildings, or the unauthorized storage, possession and/or use of firearms, fireworks, dangerous weapons, or hazardous chemicals on College premises or at College-sponsored activities.
6. Intentionally or recklessly misusing or damaging fire or other safety equipment.
7. Vandalism, the intentional damage, destruction or defacement of College property or the property of others.
8. Attempted or actual theft of property or services; knowingly in possession of stolen property.
9. Possession, use, manufacture or attempted or actual distribution of any controlled substance or illegal drug, or drug paraphernalia.
10. Illegal and unauthorized use, possession, manufacture or distribution of alcoholic beverages.
11. Smoking in any College owned or leased facility or vehicle.
12. False reporting of emergency: the false report of bomb, fire, or other emergency in any building, structure, or facility on College premises by means of activating a fire alarm or in any other manner.
13. Unauthorized presence in or forcible entry into a College facility or College-related premises, including College building roofs, or fire escapes.
14. Unauthorized use of College property, equipment or keys.
15. Unauthorized use of candles, incense or open flames in College facilities.
16. Sale of tickets of chance or any other form of gambling.
17. Failure to comply with the directions of College officials, including campus public safety officers and resident assistants acting in the performance of their duties.
18. Aiding or abetting any conduct described above.

Summary of Massachusetts Alcohol and Firearms Laws

- Alcoholic Beverages: an individual must be 21 years of age or older to purchase, possess, be served or consume alcohol in Massachusetts. It is illegal to misrepresent one's age with the intent of procuring alcohol, to provide alcohol to

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.

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15. Unauthorized use of candles, incense or open flames in College facilities.
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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.

Initiating a Complaint

The agencies responsible for disciplinary action are the Dean of Students, or his/her designees, the Assistant Dean of Housing and Residence Life, Residence Directors, the Inter-Residence Hall Conduct Board, the College Conduct Board, and the Administrative/Faculty Conduct Board.

1. Any person in the College community wishing to initiate a complaint regarding any Emerson student may do so by submitting to the Office of the Dean of Students, in writing, the following information, if available:
 - The names of the accused.
 - A clear explanation of the nature of incident
 - The names, addresses, and telephone numbers of witnesses.
 - The names, addresses, and telephone numbers of those filing the complaint.

1. Cases of major misconduct in or around the residence halls or dining halls typically will be referred to the Assistant Dean of Housing and Residence Life, and minor infractions reported to the Residence Director of the hall. All other cases of alleged misconduct will be submitted to the Dean of Students or his /her designees.

2. Whenever a case is reported to the Dean of Students or the Assistant Dean of Housing and Residence Life, a Fact Finding meeting will be called by the respective office. The Dean of Students or the Assistant Dean of Housing and Residence Life or their designees may resolve the matter or refer it to a Conduct Board. As Chief Judicial Officer, the Dean of Students reserves the right to channel any case considered to be of a very serious or sensitive nature to the Administrative/Faculty Conduct Board. The student involved shall be notified in writing of the charges and the Conduct Board to whom the charges have been referred. He/she shall also be given a copy of this "Code."

Sanctions that may be imposed by the Dean of Students or the Assistant Dean of Housing and Residence Life or their designees shall include censure, monetary fines, probationary periods, loss of privileges, and suspension/ dismissal from the residence halls.

Sanctions that may be imposed by the Dean of Students, Inter-Residence Hall Conduct Board, the College Conduct Board, the Administrative/Faculty Conduct Board and the Summer Judicial Board shall include the foregoing, plus suspension or dismissal from the College.

When an individual is considered an imminent threat to either persons or property, the Dean of Students will automatically invoke an immediate suspension from the College, pending the outcome of the disciplinary process. Suspension of residence hall privileges may be similarly invoked by the Assistant Dean of Housing and Residence Life or the Dean of Students.

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

Jurisdiction

All Emerson College students fall under the jurisdiction of this Board. All cases of alleged misconduct may be submitted to the Board by the Dean of Students.

Membership

1. Five members of the faculty and/or administrative staff, jointly appointed by the Vice President of Academic Affairs and the President of the College.
 1. Three active members
 2. Two alternates
1. Five students (selected by the President of the Student Government Association, subject to the approval of the Dean of Students)
 - Two active members
 - Three alternates

The Vice President of Academic Affairs and the President of the College will jointly designate a faculty or administrative staff member as Chairperson. The Chairperson shall oversee the hearings and report decisions to the Office of the Dean of Students.

Authority

Decisions which can be reached within the College Conduct Board are "Responsible" or "Not Responsible." A simple majority vote is required to make a decision. The Board may impose any of the sanctions which are within the jurisdiction of the Inter-Residence Hall Conduct Board. The Dean of Students will review sanctions to assure their appropriateness prior to their implementation.

ADMINISTRATIVE/FACULTY CONDUCT BOARD

Jurisdiction

All Emerson College students fall under the jurisdiction of this Board. Cases of alleged misconduct considered to be of a very serious or sensitive nature may be submitted to the Board at the discretion of the Dean of Students.

Membership

The Administrative/Faculty Conduct Board is composed of the five faculty and administrative staff members appointed to the College Conduct Board.

- Three active members
- Two alternates

Authority

Decisions which can be reached within the Administrative/Faculty Conduct Board are "Responsible" or "Not Responsible." A simple majority vote is required to make a decision. The Board may impose any of the sanctions which are within the jurisdiction of the Inter-Residence Hall Conduct Board. The Dean of Students will review sanctions to assure their appropriateness prior to their implementation.

IV. GENERAL INFORMATION

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

DISCIPLINARY PROBATION: a status which may involve the restriction of student privileges for a definite period of time not to exceed two years. Sanctions which may be imposed include, but are not limited to, ineligibility to participate in College activities or events and/or counseling sessions with a member of the administration or faculty. Failure to comply with the terms of the conditions of the probationary period will constitute grounds for more serious disciplinary action.

COLLEGE PROBATION: a student may not represent the College either as a member of student organizations, as a participant in intercollegiate athletics, or other College sponsored programs, during the period of College probation. The hearing board will determine the length of the probation.

SUSPENSION FROM COLLEGE HOUSING: requires moving out of housing for a specified amount of time. Violations could result in judicial board referral with possible dismissal from housing. Violators of this sanction are considered trespassers and subject to arrest.

DISMISSAL FROM COLLEGE HOUSING: dismissal requires permanent removal from College housing. The student may not reapply for residency.

SUSPENSION FROM THE COLLEGE: suspension means that the accused student will no longer be present on any Emerson College owned or leased property or at an Emerson sponsored event for the time specified by the hearing board. Violators of this sanction are considered trespassers and subject to arrest.

DISMISSAL FROM THE COLLEGE: requires that the accused student completely sever any connection with Emerson College. The student may not reapply for admission.

OTHER APPROPRIATE ALTERNATIVES: these may include referral to other offices or agencies for guidance, counseling, specialized education, etc., assignment of educational projects and assignment for community work on campus.

The College is not limited to the above sanctions, and sanctions can be combined based on the nature of the violations for which a student is found responsible.

VI. PROCEDURES OF CONDUCT BOARDS

To assure students their acknowledged rights when appearing before a Conduct Board, students shall receive:

- A. A written statement advising them of their rights as students. This statement shall include:
 - Procedure to be followed by the Board.
 - The right to bring an advisor from:
 3. the faculty
 4. the administration

- 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

The *Emerson College Alcohol and Other Drug Policy* contains information on the College's philosophy regarding alcohol and other drug (AOD) use and abuse by students, faculty, and staff as well as regulations and sanctions regarding the possession, use, manufacture, distribution, sale, and advertisement of AODs while on Emerson College owned or leased property or at off-campus, College-sponsored events. In addition, the Professional Arts Consortium's *A Guide to Substance Abuse Prevention* booklet provides AOD-related information about federal, commonwealth, and city laws, regulations, and sanctions; physical and psychological effects of AOD use and abuse; and resources for AOD information, education, and treatment. Taken together, these documents supply all necessary information for compliance with the U.S. Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989.

Extra copies of either publication can be obtained by students from the Dean of Students or by faculty/staff from the Office of Human Resources/Affirmative Action.

PHILOSOPHY

It is a goal of Emerson College to provide a safe, productive, and healthy environment in which students, faculty, and staff can learn, work, and grow from a wealth of different experiences. The College is determined to establish and maintain working, living, and learning conditions that are free from the negative effects of alcohol and other drug abuse. With this in mind, the College encourages responsible decision-making regarding the use of legal drugs (alcohol, tobacco, pharmaceuticals, etc.). Emerson College does not condone the use of illegal drugs.

Emerson College recognizes that the misuse or abuse of any drug can be detrimental to the health, safety, learning, and well-being of individuals as well as the Emerson community. Therefore, the College offers substance abuse prevention programs for its members and will identify resources and provide assistance for students, faculty, and staff who have or who develop problems with AODs.

LAWS, REGULATIONS, AND SANCTIONS

Emerson College and the members of its community are responsible for observing and complying with federal, commonwealth, city, and College laws and regulations regarding the use of AODs whenever they are on its U.S. or European campuses or taking part in its activities. Where the legal drinking age at our European campus may differ, Emerson College community members will be held to the legal drinking age laws of the hosting countries. All other aspects of this Policy remain in effect at our European campus. In addition, students, faculty, and staff are responsible for ensuring that their guests adhere to the Emerson College AOD Policy, and, when appropriate, will be held accountable for violations committed by their guests.

Students or student organizations who violate AOD government laws or campus 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; fines; required participation in AOD educational programs; community service; parental notification; loss of residence hall and College privileges; referral for substance abuse evaluation or treatment; housing, disciplinary, or College probation; suspension from housing or the

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.

d. Common Areas

Alcohol consumption or possession of an open container of alcohol is prohibited at any time in College hallways, lobbies, lounges, stairwells, classrooms, studios, technical facilities, meeting spaces, bathrooms, outdoor areas, vehicles or any other public areas without written authorization.

e. Intoxication

Intoxication is prohibited, regardless of age. Behavioral symptoms frequently associated with intoxication will be considered in determining intoxication. These symptoms may include, but are not limited to, the following: impaired motor skill coordination, difficulty communicating, vomiting, glazed/red eyes, the smell of alcohol on one's breath, verbal and/or physical aggressiveness, destructive and/or disruptive behavior, and engaging in any behavior which may endanger oneself or others.

f. Advertising and Postings

1. No postings or announcements may be made, placed or distributed that promote a party or event where individuals under 21 years of age are likely to be served or consume alcohol.
2. No postings or announcements may be made, placed or distributed that mention, make reference to, allude to or depict alcohol; promote, invite or encourage alcohol consumption; or mention or allude to the amount of alcohol to be served or consumed at a particular party or event.
3. No postings, announcements, promotions or tickets sales may be made, placed or distributed for non-College-sponsored events at which alcohol will be served or consumed.
4. All College-sponsored student and student organization events and activities at which alcohol will be served or consumed must have the event's advertising approved by the Dean of Students or his/her designee.

g. Activities and Events

1. Students, faculty, and staff are prohibited from sponsoring an event or party where alcohol is served or consumed without written authorization.
2. The commercial distribution of alcohol is prohibited.
3. The manufacturing of alcohol is prohibited.
4. Funding, give-aways and other remuneration for Emerson College events and activities by the manufacturers, distributors or sellers of alcohol are prohibited without written authorization.
5. Alcohol is prohibited from all Emerson College student and student organization orientation and initiation activities.
6. No event may be held where a primary focus is the service and consumption of alcohol.
7. All **Emerson College events** where alcohol is served or consumed must follow the guidelines below:
 - a. Admission charges and/or undergraduate student activities fees may not be used for the purchase of alcohol.
 - b. Open bars or the serving of alcohol without charge is prohibited without written authorization. If this type of event is allowed, all food

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.

d. Common Areas

Alcohol consumption or possession of an open container of alcohol is prohibited at any time in College hallways, lobbies, lounges, stairwells, classrooms, studios, technical facilities, meeting spaces, bathrooms, outdoor areas, vehicles or any other public areas without written authorization.

e. Intoxication

Intoxication is prohibited, regardless of age. Behavioral symptoms frequently associated with intoxication will be considered in determining intoxication. These symptoms may include, but are not limited to, the following: impaired motor skill coordination, difficulty communicating, vomiting, glazed/red eyes, the smell of alcohol on one's breath, verbal and/or physical aggressiveness, destructive and/or disruptive behavior, and engaging in any behavior which may endanger oneself or others.

f. Advertising and Postings

1. No postings or announcements may be made, placed or distributed that promote a party or event where individuals under 21 years of age are likely to be served or consume alcohol.
2. No postings or announcements may be made, placed or distributed that mention, make reference to, allude to or depict alcohol; promote, invite or encourage alcohol consumption; or mention or allude to the amount of alcohol to be served or consumed at a particular party or event.
3. No postings, announcements, promotions or tickets sales may be made, placed or distributed for non-College-sponsored events at which alcohol will be served or consumed.
4. All College-sponsored student and student organization events and activities at which alcohol will be served or consumed must have the event's advertising approved by the Dean of Students or his/her designee.

g. Activities and Events

1. Students, faculty, and staff are prohibited from sponsoring an event or party where alcohol is served or consumed without written authorization.
2. The commercial distribution of alcohol is prohibited.
3. The manufacturing of alcohol is prohibited.
4. Funding, give-aways and other remuneration for Emerson College events and activities by the manufacturers, distributors or sellers of alcohol are prohibited without written authorization.
5. Alcohol is prohibited from all Emerson College student and student organization orientation and initiation activities.
6. No event may be held where a primary focus is the service and consumption of alcohol.
7. All **Emerson College events** where alcohol is served or consumed must follow the guidelines below:
 - a. Admission charges and/or undergraduate student activities fees may not be used for the purchase of alcohol.
 - b. Open bars or the serving of alcohol without charge is prohibited without written authorization. If this type of event is allowed, all food

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.

- f. The College's dining services (for on-campus events) or the licensed server (for off-campus events) will be responsible for managing the beverage bar in keeping with federal, commonwealth, and city alcoholic beverage laws and regulations. The hosting organization or host is responsible for insuring that the Emerson College AOD Policy is observed at all times.
2. Residence Hall Regulations
 - a. An individual 21 years of age or older may possess and/or consume alcohol only in his/her own room or in the room of another resident who is 21 years of age or older.
 - b. An individual 21 years of age or older may possess and/or consume alcohol in the common area of a Little Building suite only if all suitemates and guests of the suite are 21 years of age or older.
 - c. Residence hall activities fees may not be used for the purchase of alcohol.
 - d. Individuals under the age of 21 are prohibited from being in the presence of an open container of alcohol without written authorization.

B. Tobacco

1. All-College Regulations
 - a. Smoking is prohibited in all Emerson College owned or leased buildings.
 - b. Smoking is prohibited in all Emerson College owned or leased transportation vehicles including buses, vans, Public Safety patrol cars, and Facility Management vehicles.
 - c. The retail sale of tobacco and tobacco products is prohibited.
 - d. The commercial distribution of tobacco and tobacco products is prohibited.
 - e. Funding, give-aways and other remuneration for Emerson College events and activities by the manufacturers, distributors or sellers of tobacco and tobacco products are prohibited.

C. Illegal Drugs

1. All-College Regulations
 - a. Possession, use, manufacture, distribution or sale of illegal drugs is prohibited.
 - b. Promotion, possession, use, manufacture, distribution or sale of drug paraphernalia (e.g. pipes, bongs, etc.) is prohibited.
 - c. Being under the influence of any illegal drug is prohibited (see "Intoxication" under the All-College Regulations regarding alcohol).
 - d. Knowingly being in the company of anyone who is using illegal drugs is prohibited.

Appendix F
Community Service Report

Appendix G
Letters

NORTON S. REMMER, P.E. CONSULTING ENGINEERS

EIGHTEEN JOHN STREET PLACE • WORCESTER, MA 01609-2667 • (508) 756-2777 • FAX (508) 756-3840

Chief Paul T. Burke
Acting Fire Marshal
Boston Fire Department
1010 Massachusetts Avenue
Boston, MA 02118

September 10, 2002

**RE: Emerson College, Piano Row Dormitory Project
Project Notification**

Dear Chief Burke:

I am pleased to forward the following responses to the questions, which you transmitted to Keith C. Craig of the Boston Redevelopment Authority concerning the Emerson College Piano Row Dormitory project on Boylston Street.

1. Emergency vehicle access to the new building as well as existing buildings that might be affected.
Emergency vehicle access is provided to the new building as follows:
 - a. The building fronts on Boylston Street.
 - b. The building abuts Carver Street and the loading area at the rear of the State Transportation Building.
 - c. The building will not affect emergency vehicle access to the rear of the State Transportation Building nor to any other building in the vicinity.
2. Impact on availability and accessibility of hydrant locations for new buildings as well as for any existing buildings that might be impacted.
Street hydrants are located on Boylston Street at, approximately, the two corners of the building. There will be no impact on the accessibility of hydrants for any other buildings.
3. Impact on availability and accessibility of hydrant locations for new buildings as well as for any existing buildings that might be affected.
Siamese connections will be available for the new building on Boylston Street.
There is no affect and no impact on accessibility or availability for any other

Chief Paul T. Burke

Re: Emerson College, Piano Row Dormitory Project
Project Notification

September 10, 2002

Page 3

7. Fire Department emergency communication equipment:

Emerson College would be pleased to try to accommodate the Fire Department's request to site wireless communication equipment at the site. The exact location of the equipment may be restricted on the site by other agency requirements and approvals, such as the Parks Commission.

Sincerely,

A handwritten signature in black ink, appearing to read "Norton S. Remmer", with a long horizontal line extending to the right.

Norton S. Remmer, P.E.

Consultant to Emerson College



ASSESSING DEPARTMENT

Boston City Hall, Room 301, Boston, MA 02201

July 23, 2002

Keith C. Craig, Project Manager for Institutional Development
Boston Redevelopment Authority
9th Floor
One City Hall Square
Boston, MA 02201

RE: INSTITUTIONAL MASTER PLAN NOTIFICATION FORM AND SCOPING
SESSION

Dear Mr. Craig:

My office has met with representatives of Emerson College regarding the Institutional Master Plan.

We have discussed the development of a Payment in Lieu Of Tax (PILOT) Agreement for the Tufte Performance and Production Center and the Piano Row Residence Hall. We look forward to successful negotiations and signed PILOT Agreements for the two projects.

For an update on the progress of the PILOT Agreements please contact Mr. Yul Anderson at 617.635.4387.

Sincerely,

Ronald W. Rakow
Commissioner

Cc: Jeffrey Austin, Special Assistant Corporation Counsel
Yul Anderson, Tax Policy Unit

Appendix H
Transportation

TRANSPORTATION

The Transportation Appendix H (data collection counts for enclosed analysis in Chapter 5, Transportation and Circulation) is available upon request from:

Emerson College
Office of Government and Community Relations
120 Boylston Street
Boston, MA 02116
(617) 824-8299