



# NORTHEASTERN UNIVERSITY

## Boston Campus

# Institutional Master Plan Notification Form

*Submitted to*  
**Boston Redevelopment Authority**  
One City Hall Square  
Boston, MA 02201

*Prepared by*  
**Northeastern University**  
360 Huntington Avenue  
Boston, MA 02115  
**Mitchell L. Fischman Consulting LLC**  
**Chan Krieger NBBJ**  
**Howard/Stein-Hudson Associates, Inc.**

**December 21, 2012**







# Northeastern

December 21, 2012

Mr. Peter Meade, Director  
Boston Redevelopment Authority  
One City Hall Square  
Boston, MA 02201

Attention: Mr. Gerald Autler, Senior Project Manager/Planner

Re: **Northeastern University  
Institutional Master Plan Notification Form ("IMPNF")  
360 Huntington Avenue, Boston, MA**

---

Ralph C. Martin, II  
Senior Vice President  
and General Counsel

Vincent J. Lembo  
Vice President and  
Senior Counsel

Lisa A. Sinclair  
Associate Vice  
President and Deputy  
General Counsel

Janet Elie Faulkner  
Senior Assistant  
General Counsel

Jigisha B. Patel  
Assistant  
General Counsel

Matthew McIntyre  
Assistant  
General Counsel

Deanna Jantzen  
Assistant  
General Counsel

Anne-Marie Dittus  
IP Manager/Assistant  
General Counsel

Nicholas Bradley  
Staff Attorney

*Office of the  
General Counsel*  
378 Columbus Place  
360 Huntington Ave.  
Boston, MA 02115

617.373.2157  
F 617.373.8090

Dear Director Meade:

On behalf of Northeastern University ("Northeastern"), I am pleased to transmit this Institutional Master Plan Notification Form ("IMPNF") for Northeastern's Institutional Master Plan, 2013-2023. The University's current Institutional Master Plan ("IMP"), dated February 22, 2000, was approved by the Mayor on July 13, 2000, and has been amended and renewed through December 2012.

In late 2011, the University began its planning process to prepare a new IMP for the next 10-years. During the past 13 months, this process has included extensive information-gathering sessions with faculty, staff and students, neighborhood-focused meetings, and many individual discussions and meetings with the 18-member city appointed Community Task Force ("CTF").

Over this period, Northeastern has strived to develop its plans with a high level of community engagement, and has welcomed participation with the CTF and the BRA to consider master plan opportunities that serve the mutual interests of the community and the University. Some of these opportunities are expected to develop into sustainable partnerships with the Community. The University also expects to utilize its strengths as a teaching and research institution in developing new community benefit initiatives, many of which will accompany its proposed institutional projects to be more fully described in the IMP.

Mr. Peter Meade, Director  
Boston Redevelopment Authority  
December 21, 2012  
Page 2

We look forward to working with the BRA, other City agencies and the community, and we appreciate the professionalism, dedication and time your staff has devoted to this engagement.

Sincerely,

**NORTHEASTERN UNIVERSITY**



---

Ralph C. Martin II  
Senior Vice President and General Counsel

Attachment:

Northeastern University, Boston Campus, Institutional Master Plan  
Notification Form, December 21, 2012



---

## Table of Contents

---

<b>1.0</b>	<b>INTRODUCTION.....</b>	<b>1-1</b>
1.1	Background/Overview .....	1-1
1.2	Master Plan Progress.....	1-1
1.3	Institutional Master Plan Chronology.....	1-5
	1.3.1 Original Master Plan.....	1-5
	1.3.2 IMP Amendment No. 1 .....	1-5
	1.3.3 IMP Amendment No. 2.....	1-5
	1.3.4 IMP Amendment No. 3.....	1-6
	1.3.5 IMP Amendment No. 4.....	1-6
	1.3.6 IMP Amendment No. 5.....	1-6
1.4	Public Process and Coordination.....	1-6
1.5	Institutional Master Plan Team.....	1-9
<b>2.0</b>	<b>NORTHEASTERN UNIVERSITY’S MISSION AND GOALS.....</b>	<b>2-1</b>
2.1	Mission and Objectives.....	2-1
	2.1.1 Major Programs and Initiatives.....	2-1
	2.1.2 Existing Context .....	2-2
<b>3.0</b>	<b>PROGRESS ON 2000 IMP .....</b>	<b>3-1</b>
3.1	Introduction .....	3-1
3.2	Enrollment.....	3-2
3.3	Student Housing.....	3-2
3.4	Student Behavior.....	3-4
3.5	Academic Facilities .....	3-5
<b>4.0</b>	<b>EXISTING PROPERTIES AND USES.....</b>	<b>4-1</b>
4.1	Owned and Leased Properties.....	4-1
4.2	Master Lease Property Program .....	4-1
<b>5.0</b>	<b>PLANNING AND URBAN DESIGN FRAMEWORK.....</b>	<b>5-1</b>
5.1	Introduction / Overview.....	5-1
5.2	Planning and Urban Design Goals.....	5-1
5.3	Campus Growth.....	5-2
	5.3.1 Campus Facilities .....	5-2
	5.3.2 Athletics.....	5-2
	5.3.3 Student Life .....	5-3
	5.3.4 Public Realm .....	5-4
	5.3.5 Transportation and Infrastructure (Including Pedestrian Circulation Goals) .....	5-8
<b>6.0</b>	<b>IMP DEVELOPMENT PROGRAM.....</b>	<b>6-1</b>
6.1	Introduction .....	6-1
6.2	Detailed Project Descriptions - Proposed IMP Projects .....	6-1
	6.2.1 Columbus Lot (1).....	6-3
	6.2.2 North Lot (2) .....	6-5
	6.2.3 Matthews Arena Addition (3).....	6-7
	6.2.4 Ryder Hall (4) .....	6-9

6.2.5	Burstein Rubenstein (5)	6-10
6.2.6	Cargill Hall (6)	6-10
6.2.7	Cabot Site (7)	6-11
6.2.8	Forsyth Replacement (8)	6-11
6.2.9	New Science Quad (9)	6-12
6.2.10	Gainsborough Garage (10)	6-12
6.2.11	Burke Street Parking Lot (11)	6-13
<b>6.3</b>	<b>General Area of Additional Interest in the IMP</b>	<b>6-13</b>
6.3.1	Parcel 3	6-14
6.3.2	Christian Science Center (CSC)	6-14
6.3.3	Parcel 18 East	6-14
6.3.4	Hastings Wing of the YMCA	6-14
6.3.6	Tremont Street	6-14
<b>6.4</b>	<b>Campus Context</b>	<b>6-15</b>
<b>6.5</b>	<b>Sustainability</b>	<b>6-15</b>
6.5.1	Introduction / Overview	6-15
6.5.2	Northeastern Sustainability Achievements	6-16
6.5.3	Green Infrastructure at Northeastern	6-16
6.5.4	Recycling	6-17
6.5.5	Dining	6-17
6.5.6	Transportation	6-17
6.5.7	Landscaping	6-18
6.5.8	Energy Conservation	6-18
6.5.9	Green Purchasing	6-18
6.5.10	Outline of Sustainability for the IMP	6-18
<b>7.0</b>	<b>TRANSPORTATION AND PARKING</b>	<b>7-1</b>
<b>7.1</b>	<b>Introduction</b>	<b>7-1</b>
<b>7.2</b>	<b>Transportation Context</b>	<b>7-1</b>
7.2.1	Location	7-1
7.2.2	Transportation Demand Management	7-1
7.2.3	Campus Growth and Changes	7-3
<b>7.3</b>	<b>Improvements since the 2000 IMP</b>	<b>7-3</b>
7.3.1	On-Campus Vehicular Restrictions	7-3
7.3.2	Student Car Restrictions	7-3
7.3.3	Parking Supply	7-4
7.3.4	Shared Cars	7-4
7.3.5	Bicycle Use and Storage	7-4
7.3.6	Hubway Bikeshare	7-5
<b>7.4</b>	<b>Ongoing Transportation Initiatives</b>	<b>7-5</b>
<b>7.5</b>	<b>Goals for the New IMP and Potential Improvements</b>	<b>7-6</b>
7.5.1	Improve Intra-Campus Connections	7-6
7.5.2	New and Improved Rail Crossings	7-7
7.5.3	Forsyth Street Improvements	7-7
7.5.4	Bicycle Storage Improvements	7-7
<b>7.6</b>	<b>Transportation Impacts</b>	<b>7-7</b>
<b>8.0</b>	<b>INFRASTRUCTURE SYSTEM IMPROVEMENTS</b>	<b>8-1</b>
<b>8.1</b>	<b>Existing Utility Infrastructure</b>	<b>8-1</b>
8.1.1	Water and Sewer	8-1

---

8.1.2	Electrical Service.....	8-1
8.1.3	Steam.....	8-1
8.1.4	Gas.....	8-2
8.1.5	Telecommunications .....	8-2
<b>8.2</b>	<b>Future Infrastructure Projects.....</b>	<b>8-2</b>
<b>8.3</b>	<b>Impact of Future Projects on Utility Infrastructure .....</b>	<b>8-2</b>
8.3.1	Water and Sewer .....	8-2
8.3.2	Electrical System.....	8-3
8.3.3	Steam.....	8-3
8.3.4	Gas.....	8-3
8.3.5	Telecommunications .....	8-3
8.3.6	Chilled Water.....	8-3
8.3.7	Storm Water Drainage .....	8-4
<b>9.0</b>	<b>ENVIRONMENTAL IMPACTS.....</b>	<b>9-1</b>
9.1	Introduction .....	9-1
9.2	Wind.....	9-1
9.3	Shadow.....	9-1
9.4	Daylight .....	9-1
9.5	Solar Glare .....	9-1
9.6	Air Quality .....	9-1
9.7	Noise.....	9-2
9.8	Flood Hazard Zones/Wetlands .....	9-2
9.9	Groundwater .....	9-2
9.10	Solid and Hazardous Wastes .....	9-2
9.11	Wildlife Habitat .....	9-2
9.12	Historic Resources.....	9-2
<b>10.0</b>	<b>COMMUNITY BENEFITS .....</b>	<b>10-1</b>
10.1	University Agreements .....	10-1
10.2	Existing Community Benefits .....	10-1
10.3	Overview of Future Community Benefits.....	10-2
	10.3.1 Initial Community Benefit Areas of Focus .....	10-3
	10.3.2 Workforce Development.....	10-8
	10.3.3 Economic Development .....	10-8
<b>11.0</b>	<b>OTHER.....</b>	<b>11-1</b>
11.1	PILOT and Taxes .....	11-1
11.2	Public Notice.....	11-1

## APPENDICES

Appendix A Northeastern University - Facilities Data Matrix, October 1, 2012

Appendix B Public Notice of the IMPNF

---

## LIST OF TABLES

---

Table 1-1.	Northeastern University Community Task Force Members .....	1-7
Table 1-2.	Listing of Community Engagement Meetings, 2012 .....	1-8
Table 1-3.	Northeastern University – IMPNF Project Team .....	1-9
Table 3-1.	Northeastern Building Activity During the Prior IMP .....	3-1
Table 3-2.	Listing of Northeastern University Renovation Projects* .....	3-6
Table 4-1.	Northeastern University’s Master Lease Property Program, 2012 .....	4-1



---

## LIST OF FIGURES

---

Figure 1-1.	Northeastern University Boston Campus Existing Facilities.....	1-3
Figure 3-1.	Northeastern University Student Residence Locations .....	3-3
Figure 5-1.	Preliminary Public Realm Improvements.....	5-6
Figure 6-1.	Potential Development Sites .....	6-2
Figure 6-2.	Columbus Lot: Preliminary Site Concepts .....	6-4
Figure 6-3.	North Lot: Preliminary Site Proposal .....	6-6
Figure 6-4.	Matthews Arena Addition: Preliminary Site Proposal .....	6-8
Figure 7-1.	Transportation Alternatives .....	7-2
Figure 10-1.	Preliminary Planning Concept for Carter Playground.....	10-6



---

## 1.0 INTRODUCTION

---

### 1.1 Background/Overview

Northeastern University (the “University”) is submitting this Institutional Master Plan Amendment Notification Form (“IMP NF”) to the Boston Redevelopment Authority (“BRA”) pursuant to *Section 80D – Institutional Master Plan Review* of the Boston Zoning Code (“Code”).

The goals of the University, as expressed in this IMP NF, are to ensure that:

- Academic facilities are of a caliber and size to advance the University’s instructional and research programs;
- Student activities and residential life facilities draw more students onto campus for living and campus involvement;
- Campus aesthetics, especially community-facing edges and gateways, are greatly enhanced; and
- Mutual interests of the Community and the University are served with a positive community engagement strategy and enhancement of Boston and all neighborhoods with which the University interacts.

In late 2011, the University began its planning process to prepare a new Institutional Master Plan (“IMP”) for its next 10 years (2012-2023). The University’s current IMP, dated February 22, 2000, was approved by the Mayor on July 13, 2000. It has been amended and renewed through December 2012, as described below.

The University has initiated a process that has included extensive information-gathering sessions with faculty, staff and students, neighborhood meetings, and with a Community Task Force, which includes an 18-member city-appointed Northeastern University Community Task Force (“CTF”)

Northeastern has strived to develop its plans with a high level of community engagement, and has welcomed participating with the CTF and the BRA over the last several months to consider master plan opportunities that serve the mutual interests of the community and the University. Some of these opportunities are expected to develop into sustainable partnerships with the Community. The University also expects to utilize its strengths as a teaching and research institution in developing new community benefit initiatives, many of which will accompany its institutional projects. These benefits are outlined in **Chapter 10** and will be more fully explored in the IMP.

### 1.2 Master Plan Progress

Over the prior ten-year IMP period, the University made substantial progress towards its goal of housing a higher proportion of its undergraduate students on campus. The original IMP, approved in 2000, provided for completion of three additional dormitories (West Village Residence Halls B, C and E) as well as the Davenport Commons housing development, and identified two other potential future residential building sites. The University completed the four residential projects ahead of the schedule contemplated in the original IMP, and Northeastern subsequently amended its IMP on five occasions to incorporate additional student

---

housing projects (West Village Residence Halls F, G and H, International Village residence hall on Parcel 18 West, 10 Coventry Street, and the GrandMarc residence hall [under construction] along with the purchase of the YMCA's Hastings Wing). Together, these projects will have added approximately 5,000 on-campus student beds. (See **Figure 1-1. Northeastern University Boston Campus Existing Facilities**).

Founded in 1898, Northeastern had a long history as a commuter school, attracting and serving a large student body of regional residents or those who temporarily relocated to the Boston area during their college years. Few of these students lived on campus, relying instead on public or personal transportation. Many thrived on the combination of affordable living, often in the family home, and a convenient academic environment. Because students traveled to and from campus outside class time, there was little call for on-campus student amenities of the sort found at a residential campus, and small demand for residence halls.

Since the early 1990s, and more intensively over the last decade, the university has developed a national and even global reputation for research and academic rigor. From a one-time high of 40,000 undergraduates, mostly commuters, the university now has approximately 15,000 undergraduates. Graduate student enrollment, including all full- and part-time students in graduate and law programs, on campus and online, was approximately 6,700 in 2012, and is projected to increase to 10,700 by 2021, the bulk of the increase in online programs and at satellite campuses, as the university's global reputation for research and knowledge creation rises.

While the prior IMP recommended the addition of substantial residential space on campus and little academic facility growth, the proposed IMP, reveals a significant need for new academic space in addition to student life and athletics, while still proposing continued residential growth. A focus on new and expanded academic and research facilities is a reflection of decades of academic program growth, continuous faculty additions, research expansion and the University's long range academic vision. While the University has had a successful trajectory of its academic reputation and achievements, it has also retained a significant stock of older academic facilities, many of which are not well suited to contemporary research and instruction. In addition to priorities for academic and research space, the proposed IMP focuses on increasing campus student life amenities as a part of a concerted University effort to improve the campus experience for students living in Northeastern housing and to help convince more students to choose on-campus housing thereby reducing off-campus student apartments in nearby Boston neighborhoods.

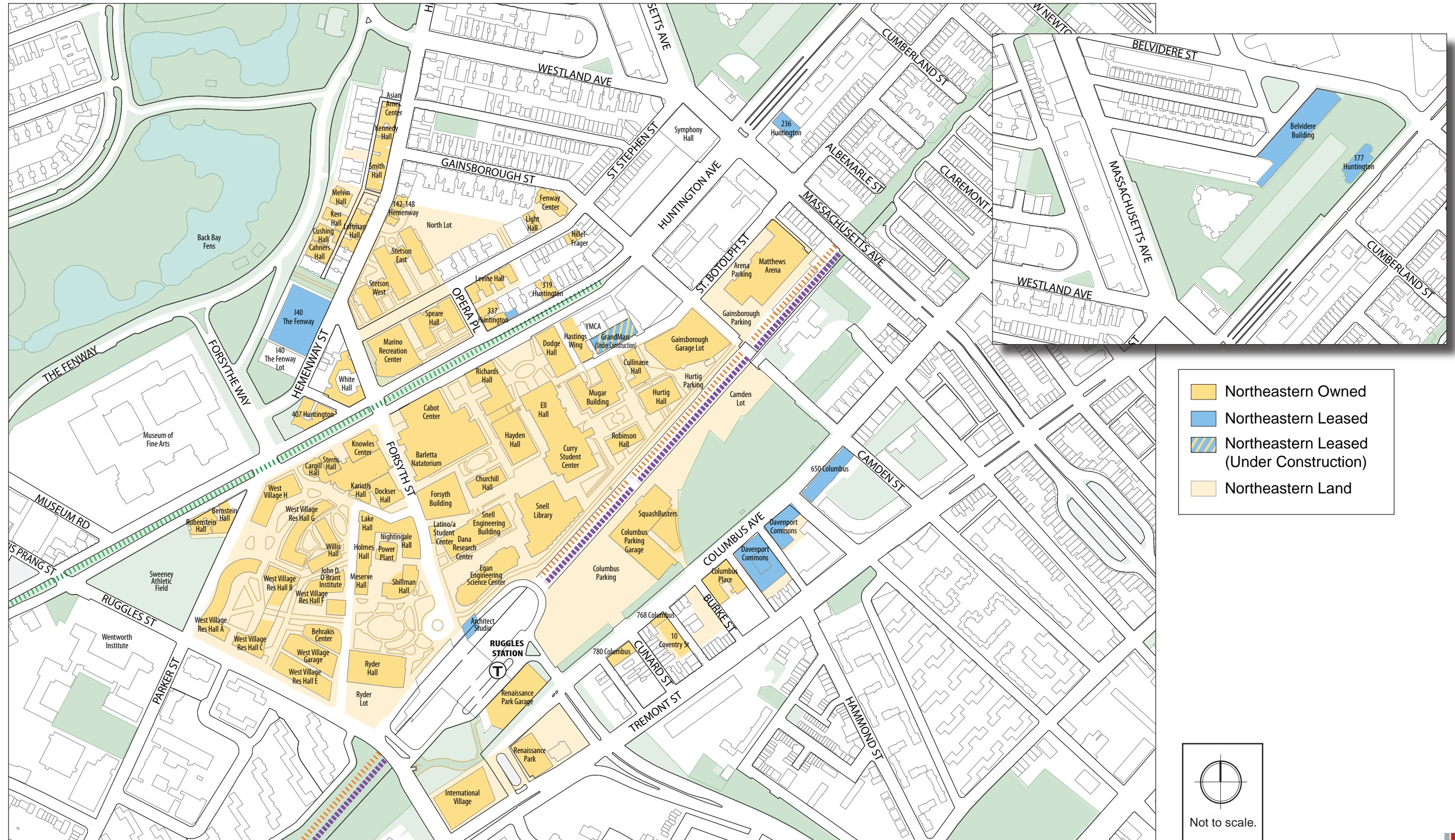
The shift to a non-commuter population has spurred Northeastern to develop or purchase a significant amount of on-campus housing. This expansion of high-quality on-campus living has been an important factor in the unprecedented growth in the number and quality of students applying to Northeastern.

While the university has built significant housing, it has not provided adequate amenities for the social and recreational interests of its expanded residential population. Additional spaces for functions such as group meetings, arts performance and practice, athletics, recreation and exercise, and studying are all priorities for the current IMP.





**NORTHEASTERN UNIVERSITY**  
Boston Campus  
**Institutional Master Plan**  
**Notification Form**



Legend:

- Northeastern Owned
- Northeastern Leased
- Northeastern Leased (Under Construction)
- Northeastern Land

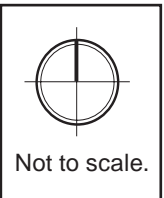


Figure 1-1.  
**Northeastern University Boston Campus Existing Facilities**

---

The growth of campus housing is still under way. With the opening of the 720-bed GrandMarc residence hall in 2014, the total of university-controlled beds will exceed 8,500, plus approximately 500 master leases and staff in neighborhood apartment buildings, which is greater than the number of beds proposed in the prior IMP. When accounting for students out of the area on co-op and those who commute from outside Boston, that inventory will accommodate approximately 67% of the undergraduate student body seeking housing in Boston – a dramatic increase from the small percentage on campus just 12 years ago. Currently all freshman and sophomores not commuting from homes in the Boston area are required to live on campus when not away at co-op, with the intent of creating a positive, safe common experience at the start of their academic career and reducing the number of students living in the surrounding neighborhoods.

Northeastern is committed to provide as much housing as possible for its undergraduates who seek housing as well as to develop amenities to make the campus more attractive to the student community. These amenities, which include introduction of more versatile apartment style units attractive to older students, will not only help to market campus beds but will also attract off-campus students to the campus for more hours each day thereby reducing neighborhood impact. With the addition of the GrandMarc residence hall, the University's percent of undergraduates housed on campus will continue to markedly increase.

Northeastern also recognizes that with advancements in online education, and with its remote campuses relying heavily on this approach, there will be a long-term impact on the total undergraduate bed count that may further reduce students living off-campus in the surrounding neighborhoods. Northeastern's level of undergraduate housing has been based on the traditional residential model, amplified by the requirement that all freshman and sophomores reside on campus. Moving forward, the University will continue to support a residential model in concert with a deep commitment to a global experiential model of education that encourages the undergraduate population to explore learning and work opportunities beyond Greater Boston. Northeastern will also need to adapt to market forces related to rising tuition, online education, and the threat of reduced federal financial aid – all of which pose challenges to the traditional residential model of education.

The IMPNF sets forth the future needs of the University, which will be addressed with additional projects during the ten-year term of the proposed IMP, with specific project sites to be refined and finalized in the IMP. As is described in more detail in **Chapter 6**, the University is proposing approximately 10 new IMP projects. The University is focused on initially completing a proposed Interdisciplinary Science and Engineering Building IMP project as well as completing the 720-bed GrandMarc residence hall project before commencing additional projects.

This IMPNF initiates the BRA review process pursuant to Section 80D of the Boston Zoning Code. It is organized into eleven chapters in accordance with Article 80, as follows:

- *Chapter 1* is the introduction and overview;
- *Chapter 2* describes Northeastern's Mission and Goals;
- *Chapter 3* describes detailed progress since the 2000 IMP;
- *Chapter 4* lists existing Northeastern properties and uses;
- *Chapter 5* discusses the University's planning and urban design framework;

- 
- *Chapter 6* presents the new proposed IMP development program;
  - *Chapter 7* discusses the University’s transportation and parking program;
  - *Chapter 8* presents the University’s infrastructure system improvements;
  - *Chapter 9* discusses the University’s environmental sustainability initiatives;
  - *Chapter 10* outlines the proposed community benefits program; and
  - *Chapter 11* discusses the University’s Payments in Lieu of Taxes (PILOT) and real estate tax payments.

### **1.3 Institutional Master Plan Chronology**

Over the current master plan period, the University completed a host of significant projects to the campus as outlined in the original IMP and the five amendments to the original IMP. The original IMP was approved by the Boston Redevelopment Authority (“BRA”) on June 6, 2000 and by the Boston Zoning Commission (“BZC”) on June 28, 2000 and became effective on July 13, 2000. The IMP was amended by the: (i) First Amendment, dated September 12, 2001, and effective December 27, 2001; (ii) Second Amendment, dated June 3, 2004, and effective September 9, 2004; (iii) Third Amendment, dated December 21, 2006, and effective February 2, 2007; (iv) Fourth Amendment, dated November 10, 2010, revised December 10, 2010, and effective December 14, 2010; and (v) Fifth Amendment, dated February 25, 2011 and effective May 6, 2011. In addition, on November 10, 2010, Northeastern submitted to the BRA, by a separate Institutional Master Plan Notification Form, an application for renewal and extension of the amended IMP until December 31, 2012, which was approved by the BRA on December 14, 2010.

The following sections outline the detail history of the University’s IMP process during the master plan period that is ending at the end of this year.

#### **1.3.1 Original Master Plan**

Northeastern filed a proposed Institutional Master Plan (“original IMP”) with the BRA on February 22, 2000. The BRA approved the original IMP on June 6, 2000. The Boston Zoning Commission (“Zoning Commission”) approved the original IMP on June 28, 2000, and it was made effective with the signature of the Mayor on July 13, 2000.

#### **1.3.2 IMP Amendment No. 1**

The *First Amendment* to the IMP was approved in 2001 for Buildings G and H, adding 530 beds to the campus.

#### **1.3.3 IMP Amendment No. 2**

In 2004, the BRA approved a *Second Amendment* to the IMP for the construction of West Campus Residence Hall F (adding 229 beds), classrooms, honors administration and the John D. O’Bryant African American Institute.

---

### **1.3.4 IMP Amendment No. 3**

The *Third Amendment* provided information on two new student residences proposed at that time on the current site of Cullinane Hall (288 St. Botolph Street) and on Parcel 18 West on Tremont Street to allow development of on-campus student housing and other university uses. (Cullinane Hall has since been proposed for academic uses with the approval of the nearby 720-bed GrandMarc residence hall referenced in the Fifth Amendment). In addition, the *Third Amendment* addressed the designated uses of five additional university-owned properties to meet anticipated future needs and to update the list of university-owned properties to include properties acquired since the adoption of the IMP or which were not included in the 2000 IMP. Under this Amendment, the University built International Village on Parcel 18 West, which added 1,200 beds, a dining hall, office space, classrooms and retail uses.

### **1.3.5 IMP Amendment No. 4**

The *Fourth Amendment* permitted the University to lease the former Forsyth Dental Institute from the Museum of Fine Arts for office and research space, and permitted the University to extend its IMP through December 2012, thus allowing adequate time to initiate its new IMP

### **1.3.6 IMP Amendment No. 5**

The *Fifth Amendment* permitted the construction of GrandMarc at Northeastern residence hall on the former Huntington Avenue YMCA gymnasium site, which will open in 2014, adding 720 beds. GrandMarc is owned and is being constructed by a third-party developer. This Amendment also permitted the purchase of the Hastings Wing of the YMCA, making permanent and adding 88 beds formerly leased by the University to the total campus inventory.

## **1.4 Public Process and Coordination**

In an effort to engage in a more collaborative and open process regarding the University's planning for physical development, the University, the City, the BRA and the University's neighbors from the Fenway, Roxbury, the South End and Mission Hill have joined in a Community Task Force ("CTF") public process.

To help guide the University in its current efforts, it has retained the architectural and planning firm of Chan Krieger NBBJ and an IMP permitting team being coordinated by Mitchell L. Fischman Consulting LLC in partnership with Howard Stein-Hudson Associates. The city-appointed members of the Community Task Force and the BRA initiated monthly task force meetings began in early 2012. The list of Task Force Members is presented in **Table 1-1** and a listing of community engagement meetings held to date on the IMP is presented in **Table 1-2**.



---

**Table 1-1. Northeastern University Community Task Force Members**

**Mission Hill**

Carmen Pola, Mission Hill Senior Legacy Project  
Patricia Flaherty, Mission Hill Neighborhood Housing Services  
Bruce Bickerstaff, The Roxbury Trust Fund  
Monica Castro, Sociedad Latina  
Jane D'Angelo, Mission Main

**Roxbury**

Matilda Drayton, Alice Heywood Taylor Homes  
Dorothea Jones, Roxbury Strategic Master Plan Oversight Committee  
Dolly Battle, Whittier Street Tenant Association  
Scotland Willis, Fort Hill  
Derek Lumpkins, Discover Roxbury  
Kyle Robidoux, Lower Roxbury  
Bill Dellea, United Neighbors of Lower Roxbury

**Fenway**

Joyce Foster, Fenway Community Development Corporation  
Cindy Brophy, Gainsborough Neighborhood Association  
Jane Hartmann, Symphony United Neighbors  
Matthew Brooks, Fenway Civic Association  
Ellen Pfeifer, New England Conservatory

**South End**

John Morse, St. Botolph Neighborhood Association

---

**Table 1-2. Listing of Community Engagement Meetings, 2012**

April 23	Briefing for Boston elected officials
April 25	Community Task Force meeting
May 22	Community Task Force bus tour of campus and meeting
June 21	Community Task Force meeting
July 19	Community Task Force meeting
August 9	Meeting with Fenway Civic Association
August 14	Fenway/South End community meeting
August 16	Community Task Force meeting
September 20	Community Task Force meeting
September 26	Mission Hill/Lower Roxbury community meeting
October 18	Community Task Force meeting
November 1	Lower Roxbury/South End community meeting
November 13	Mission Hill community meeting
December 20	Community Task Force meeting

---

## 1.5 Institutional Master Plan Team

Northeastern's Institutional Master Planning Team includes the following individuals and organizations:

**Table 1-3. Northeastern University – IMPNF Project Team**

Project Proponent:	<p><b>Northeastern University</b> 360 Huntington Avenue Boston, MA 02115 Tel: 617-373-2000</p> <p>Ralph Martin II, Senior Vice President and General Counsel Steven Kadish, Senior Vice President and Chief Operating Officer Nancy May, Vice President of Facilities Robert Gittens, Vice President of Public Affairs James Cahill, Associate Vice President of Facilities John Tobin, Vice President of City and Community Affairs Lawrence Brophy, University Planner James Chiavelli</p>
Environmental and IMP Permitting Consultant:	<p><b>Mitchell L. Fischman Consulting LLC</b> 41 Brush Hill Road Newton, MA 02461 Tel : 781-760-1726 <a href="mailto:mitch.fischman@tetrattech.com">mitch.fischman@tetrattech.com</a></p>

<p>Urban Design / Master Planning Consultant:</p>	<p><b>NBBJ</b>  One Beacon Street  Suite 5200  Boston, MA 02108</p> <p>Alex Krieger  Tel: 617-378-4800  <a href="mailto:akreiger@nbbj.com">akreiger@nbbj.com</a></p> <p>Patrick Tedesco, AIA Principal  Tel: 617-378-4800  <a href="mailto:ptedesco@nbbj.com">ptedesco@nbbj.com</a></p> <p>Drew Kane, AICP  Tel: 617-378-4800  <a href="mailto:dkane@nbbj.com">dkane@nbbj.com</a></p> <p>Nicholas Hornig  Tel: 617-378-4800  <a href="mailto:nhornig@nbbj.com">nhornig@nbbj.com</a></p>
<p>Planning and Communications:</p>	<p><b>Kathy Spiegelman</b>  <a href="mailto:kathy.spiegelman@gmail.com">kathy.spiegelman@gmail.com</a></p>
<p>Development Advisor:</p>	<p><b>Christopher Gordon</b>  Tel: 617-312-4265  <a href="mailto:cgordon@dirigogroup.net">cgordon@dirigogroup.net</a></p>
<p>Transportation Planner/Engineer:</p>	<p><b>Howard/Stein-Hudson Associates, Inc.</b>  38 Chauncy Street, 9<sup>th</sup> Floor  Boston, MA 02111  Tel: 617-482-7080 Fax: 617- 482-7417</p> <p>Joseph SanClemente, P.E., AICP, <a href="mailto:js@hshassoc.com">js@hshassoc.com</a>  Guy D. Busa, Jr., <a href="mailto:gbusa@hshassoc.com">gbusa@hshassoc.com</a></p>

<p>Civil Engineer:</p>	<p><b>Howard/Stein-Hudson Associates, Inc.</b>  38 Chauncy Street, 9<sup>th</sup> Floor  Boston, MA 02111  Tel: 617- 482-7080 Fax: 617- 482-7417</p> <p>Richard Latini, P.E., <a href="mailto:rlatini@hshassoc.com">rlatini@hshassoc.com</a></p>
<p>Other Consultants:</p>	<p><b>Bruce Mau Design</b>  469C King St. W. Toronto ON M5V 3M4  Tel: 416-306-6415</p> <p>Maté Szemeredy <a href="mailto:szemeredy@brucemaudesign.com">szemeredy@brucemaudesign.com</a>  Kar Yan Cheung <a href="mailto:cheung@brucemaudesign.com">cheung@brucemaudesign.com</a>  Elvira Barriga <a href="mailto:barriga@brucemaudesign.com">barriga@brucemaudesign.com</a></p> <p><b>Transsolar Inc.</b>  134 Spring Street, Suite 601  USA - New York, NY, 10012  Tel: 212-219-2255</p> <p>Erik Olsen, PE <a href="mailto:olsen@transsolar.com">olsen@transsolar.com</a>  Linda Lam <a href="mailto:lam@transsolar.com">lam@transsolar.com</a></p> <p><b>Dober Lidsky Mathey, Inc</b>  385 Concord Avenue, Suite 201  Belmont, Massachusetts 02478-3096  Tel: 617-489-1162</p> <p>Arthur Lidsky (<a href="mailto:alidsky@dimplanners.com">alidsky@dimplanners.com</a>)</p>

---

## **2.0 NORTHEASTERN UNIVERSITY'S MISSION AND GOALS**

---

### **2.1 Mission and Objectives**

Northeastern is a global, academic research university. Grounded in its signature cooperative education program, Northeastern today provides unprecedented experiential learning opportunities around the world. The university's rapidly growing research enterprise is strategically aligned with three national and global imperatives: health, security, and sustainability.

The University offers students opportunities for professional work, research, service, and global learning in the United States and 90 other countries. Northeastern offers a comprehensive range of undergraduate and graduate programs leading to degrees through the doctorate in nine schools and colleges. It is the purpose of the IMP to provide an organizational framework for creating a physical plant and infrastructure that strengthen and celebrate the University's mission.

#### **2.1.1 Major Programs and Initiatives**

Northeastern's undergraduate colleges, myriad graduate programs, and part-time divisions offer bachelor's, master's, professional and doctoral degrees in a wide variety of academic disciplines and professional areas. The emphasis of the undergraduate and graduate programs is an approach that places the subject of study within a broader interdisciplinary perspective.

#### **Colleges & Schools**

- Bouvé College of Health Sciences
  - School of Nursing
  - School of Pharmacy
- College of Arts, Media and Design
  - School of Architecture
  - School of Journalism
- College of Computer and Information Science
- College of Engineering
- College of Professional Studies
- College of Science
- College of Social Sciences & Humanities
  - School of Criminology and Criminal Justice
  - School of Public Policy and Urban Affairs
- D'Amore-McKim School of Business
  - School of Technological Entrepreneurship
- School of Law

The future trends leading to program shifts will be analyzed and presented in the IMP.

---

### **2.1.2 Existing Context**

Northeastern's campus is adjacent to the Fenway, Mission Hill, South End and Roxbury areas of Boston and has a variety of residential, commercial and institutional neighbors. The University and surrounding neighborhoods are connected through the activities of many students and faculty of Northeastern, who contribute greatly to the community. Within these diverse neighborhoods are wide arrays of land uses, including institutional, high- and medium-density residential, commercial and recreational uses.

Northeastern resides in Boston and is subject to City plans and policies. Current plans and policies that affect the University's planning framework include the ongoing Urban Ring project, the Roxbury Master Plan, the Melnea Cass Boulevard redevelopment project, the New England Conservatory IMP, and the ongoing Community Task Force (CTF) planning process.

These above planning projects promote the need for transit-oriented development at transit nodes. University students and faculty rely on public transportation, and thus any development will continue to focus on the benefits of public transportation to serve the future needs of the University. For example, the International Village development (Parcel 18 West) is a high-density mixed-used student residence development adjacent to the Ruggles MBTA Station. The 720-bed GrandMarc residence hall, under construction on a portion of the former YMCA site, also meets many of these transit-oriented goals. The University continues to work with the MBTA to advance its proposed mass transit platform upgrade at Ruggles Station. The University also continues to work with the CTF, and is committed to continuing the CTF process as described in the following chapters.

## 3.0 PROGRESS ON 2000 IMP

### 3.1 Introduction

The University's goal in its 2000 IMP, as amended, was to provide high-quality university housing for at least 6,500 undergraduate students by 2010. This goal was met in 2004, and the University continued to increase its student housing options with Building F and International Village. Since 1999, the University has added more than 5,000 beds to its housing supply and now houses 8,500 undergraduate students which includes its master lease program. As previously discussed, with the opening of the 720-bed GrandMarc, approximately 67% of the University's undergraduate students who seek housing in Boston can be accommodated in University-controlled housing. University space added since the beginning of the last IMP, which includes University owned or sponsored housing, is outlined in detail in **Table 3-1** below.

**Table 3-1. Northeastern Building Activity During the Prior IMP**

<b><u>Residence Halls and Dormitories Built/Acquired</u></b>			
	<b><u>Size (GSF)</u></b>	<b><u>Beds</u></b>	<b><u>Date</u></b>
West Village A	216,712	599	1999
West Village B	90,039	225	2000
West Village C	92,569	236	2000
780 Columbus Avenue	40,273	117	2001
Davenport A	122,719	383	2001
Davenport B	76,325	227	2001
West Village E (Behrakis)	129,963	295	2002
West Village G	133,981	325	2004
West Village H	161,268	219	2004
10 Coventry Street	69,739	154	2004
West Village F	142,371	251	2006
International Village	459,753	1,200	2009
Hastings	81,833	88	2012
GrandMarc (Under Construction)	198,000	720	2014
<b><u>Total</u></b>	<b>2,015,545</b>	<b>5,039</b>	
<b><u>Office Space/Recreational/Parking</u></b>			
Behrakis	123,122		
International Village Office	35,615		
Badger & Rosen Squashbusters Center	38,498		
West Village Garage	102,743		
<b><u>Total</u></b>	<b>299,978</b>		
<b><u>Additional Leased Space</u></b>			
Christian Science Church	85,911		
140 The Fenway	99,698		
236 Huntington Ave.	5,000		
<b><u>Total</u></b>	<b>190,609</b>		
<b>Grand Total</b>	<b>2,506,132 GSF</b>	<b>5,039 Beds</b>	



---

## 3.2 Enrollment

During the 1980s Northeastern University enrolled approximately 40,000 undergraduates. Since then it has significantly reduced student population, concomitant with its rise as an internationally known research institution.

Since 2009, undergraduate enrollment has fluctuated semester by semester between 14,200 and 15,300, with a freshman class between 2,600 and 2,900 each year during that period. With increasing out-of-area cooperative education placements, a growing demand for online and distance learning, and increased opportunities for study abroad and similar experiential education programs outside Massachusetts, the University continues to review its level of local undergraduate population.

Graduate student enrollment, including all full- and part-time students in graduate and law programs, on campus and online, was approximately 6,700 in 2012, and is projected to increase to 10,700 by 2021, as the University's global reputation for research and knowledge creation rises. The greater part of the increased graduate population is expected to come through online or hybrid learning programs, including programs through the University's satellite campuses in Seattle, Washington, and Charlotte, North Carolina.

Neighborhood concerns about quality of life issues could be addressed in part by these demographic shifts – toward a student population more heavily weighted toward graduate students and expanded on-campus housing.

## 3.3 Student Housing

With the opening of the GrandMarc residence hall approved in the Fifth IMP Amendment, by the fall 2014 the University will have sufficient beds for 67% of all undergraduates seeking housing within the city of Boston. Further, as of the 2012-2013 academic year, consistent with a commitment made to the community during the last IMP process, the University has required all freshmen and sophomores to live in campus housing, which is a significant and distinctive initiative by the University. **Figure 3-1** illustrates Northeastern University student residence locations.

Under the most recent IMP and its five amendments, the University will have added approximately 5,000 beds to the existing 3,500, bringing the total number of on-campus beds to more than 8,000. When combined with the approximately 500 beds leased under the Master-Leased Property Program (MLPP), Northeastern University has housed approximately 62% of its in-region students. After the completion of the Grand Marc residence hall, this number will increase to 67%.

To attract more students to on-campus housing, the university must develop more student experience facilities on the main campus hand in hand with marketing efforts to draw students into residence halls, in line with best practices at comparable institutions in Boston and elsewhere. With the nearly exclusive focus during the prior IMP on building beds, Northeastern has created residence halls but must significantly enhance its students' on-campus experience. The proposed IMP will include more recreational, athletic, studio, meeting and practice/rehearsal space.

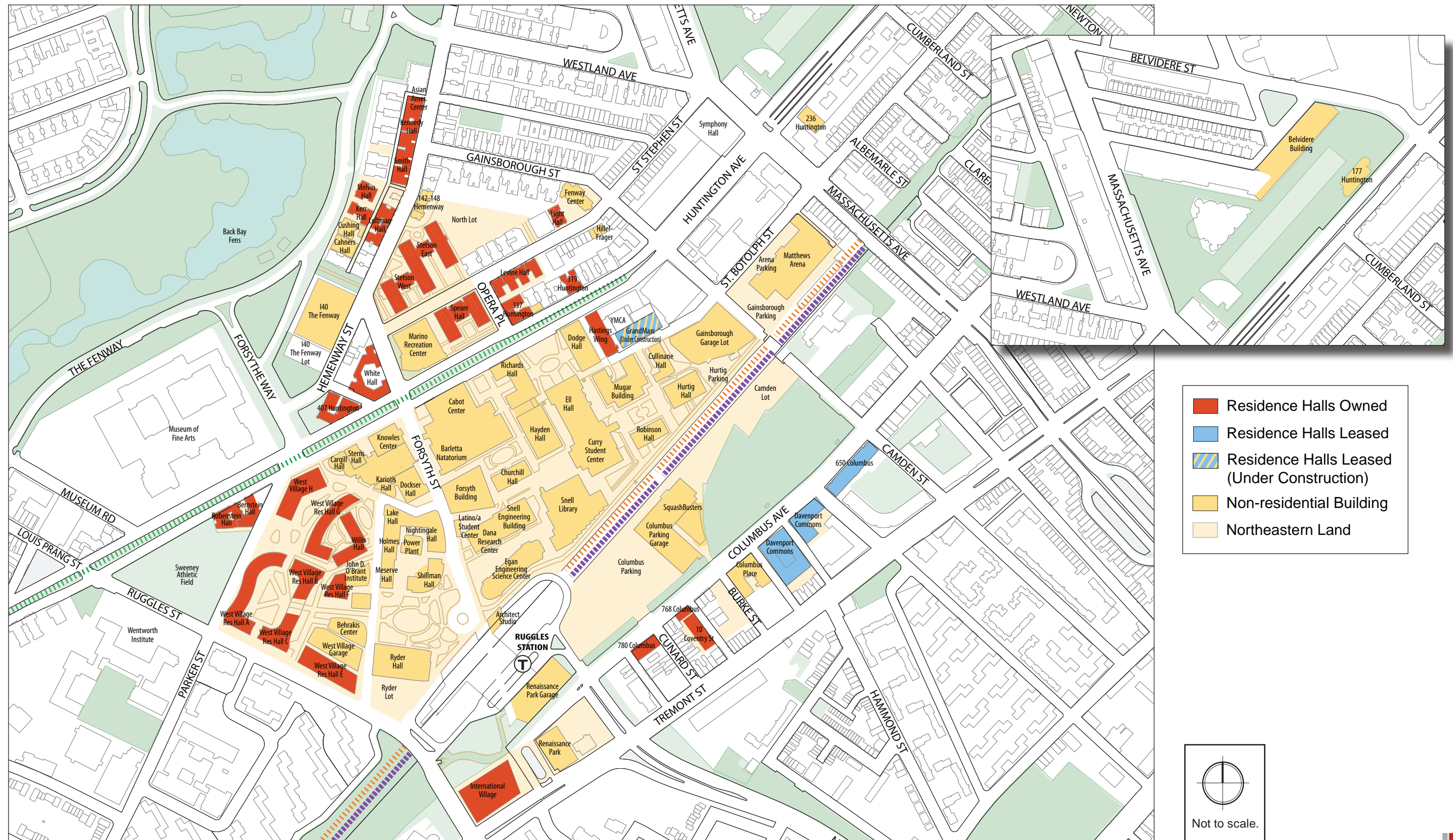


Figure 3-1.  
**Northeastern University Student Residence Locations**

---

The University also intends to pursue discussions with neighbors, city officials and the Boston Redevelopment Authority to maintain the MLPP in some form, under which the university maintains properties and supervises students living in private housing.

Northeastern is also actively seeking opportunities for graduate student housing to enhance recruitment and retention, especially at the doctoral level, although no sites or partnerships have been identified at this time.

### **3.4 Student Behavior**

The University takes the behavior of its students seriously. Expectations for behavior are clearly spelled out in the Student Code of Conduct: “The Code of Conduct applies to all registered undergraduate and graduate, full- and part-time students as well as continuing education students enrolled at Northeastern University. Student behavior occurring off campus that is in violation of the Code, local, state or federal laws and could adversely affect the educational mission of the University or its relationship with the surrounding community may subject students to discipline pursuant to the Code of Conduct.”

Students must sign an online confirmation acknowledging that they must comply with the Code of Conduct and that they agree with the pledge before registering for classes each year.

The University’s Office of Student Conduct and Conflict Resolution (OSCCR) addresses violations of the Student Code of Conduct. In 2011-2012, 2,159 students faced disciplinary proceedings for incidents on and off campus, and the university issued more than 3,300 sanctions (some of those found responsible are issued more than one sanction), ranging from expulsion to warnings, and including sanctioned service in neighborhoods, fines, and mandatory attendance at seminars on the impacts of disruptive parties. The university makes public disciplinary statistics for several years at [www.northeastern.edu/osccr/disciplinarystats/index.html](http://www.northeastern.edu/osccr/disciplinarystats/index.html).

In an effort to further educate students about their responsibilities as representatives of the University, and citizens of Boston, Northeastern implements extensive outreach programs. These include student and parent orientation sessions focused on the University’s expectations around behavior, a mandatory assembly for new students to hear from neighbors, the Boston Police and Northeastern Police Department, letters to students and parents on appropriate behavior and the Code of Conduct, and Residential Life meetings with students on expectations.

The Office of Residential Life has oversight of those students who live in University-controlled housing. Oversight is managed in the form of full-time staff, residence directors, resident assistants and community receptionists. All residence halls are monitored with front-door security. In addition, Northeastern University Public Safety assigns officers to particular buildings as part of their University community policing program.

All students living in University controlled housing sign a Residence Hall/Dining Hall License Agreement which makes clear that “All students must conduct themselves in a manner consistent with the University’s expectations, as stated in A Guide to Residence Hall Living, the Student Handbook and the Residence Hall and Dining License Agreement and any and all other applicable school policies, procedures, rules and regulations.”

The Office of Residential Life works with the Office of Student Conduct and Conflict Resolution when violations of the Code of Conduct and/or the License Agreement occur.

---

For off-campus behavior concerns, the University works closely with the Boston Police Department in Areas B-2 and D-4. This relationship includes paying for Boston police detail officers focused on student behavior. In addition, the Office of City and Community Affairs assigns staff to Boston neighborhoods on weekend and holiday nights to monitor and report on behavioral issues. The office also works closely with local elected officials, neighbors and other institutions in collectively finding ways to curb inappropriate student behavior and increasing positive student involvement in the community.

A 2010 initiative, NU PLEDGE, brings together all relevant University departments to coordinate response to off-campus student behavior issues and to expedite University response. In addition, University staff joins the biweekly Mission Hill Problem Property Task Force meetings, as well as neighborhood Crime Watch meetings and other community meetings, to share information and responses to off-campus incidents in the neighborhoods. The Office of Off-Campus Student Services, through its Student Ambassadors program, organizes neighborhood cleanups and fosters a sense of responsibility among off-campus resident students.

### **3.5 Academic Facilities**

Consistent with best practices and University needs, the University undertakes regular maintenance and upgrade programs of its owned and leased properties, in addition to responding to emergency or unforeseen capital needs. **Table 3-2** below lists major renovation projects carried out by the University over the last 10-12 years which reflects the University's commitment to maintain its facilities as well as adapt them to changing academic and program needs. . **Appendix A** lists the uses and square footages of the various projects.

**Table 3-2. Listing of Northeastern University Renovation Projects\***

<b>Location</b>	<b>Date Renovated</b>
Architecture Studios	2000
335A Huntington	2000
34 Beacon St.	2000
780 Columbus	2001
Cullinane Hall	2004, 2012
Hayden Hall	2004
Cahners Hall	2004
Stetson West	2004
Speare Hall	2004
Forsyth	2005
Belvidere	2005
Columbus Place	2006, 2011
Veterans Memorial	2006
Squash Busters	2006
Smith Hall	2007
Kerr Hall	2007
Fenway Center	2007, 2012
Dockser Hall	2008
St. Stephen St. Bldgs.	2008
142- 148 Hemenway	2008
Boston YMCA	2009, 2012
Blackman	2009
Matthews Arena	2009
Richards Hall	2009
337 Columbus	2010
White Hall	2010
Behrakis Hall	2011
140 The Fenway	2011
Art & Arch Space	2000, 2012
Building "F"	2012
Speare Hall	2012
Curry Student Center	2012
Mugar Hall	2012

*\*Information taken from Facilities Matrix and issued Certifications of Consistency*





---

## 4.0 EXISTING PROPERTIES AND USES

---

### 4.1 Owned and Leased Properties

Northeastern has presented an updated inventory of existing University properties and facilities located on its main Boston campus (See **Appendix A, Northeastern University-Facilities Data Matrix, October 1, 2012**). See also **Figure 1-1. Northeastern University Boston Campus Existing Facilities**, and **Figure 3-1. Northeastern University Student Residence Locations**.

The inventory contained in **Appendix A** includes location (address), age, year acquired by the University, gross square footage, number of floors, type of construction, and existing uses.

The University owns or leases approximately 105 buildings within the City of Boston totaling approximately 7.35 million square feet. The land area associated with buildings is approximately 67 acres.

### 4.2 Master Lease Property Program

The following properties described in **Table 4-1**, in which the University is leasing at least one unit, are included in the Master Lease Property Program (MLPP). (Note that addresses and numbers of beds are subject to change each fall.).

**Table 4-1. Northeastern University’s Master Lease Property Program, 2012**

<b>ADDRESS</b>	<b>NUMBER OF UNITS</b>	<b>NUMBER OF BEDS</b>
650 Columbus Avenue (Douglass Park)	57	201
331 Huntington Avenue (graduate students only)	15	27
335 Huntington Avenue (graduate students only)	15	25
97 St. Stephen Street	19	54
109 St. Stephen Street	12	24
115 St. Stephen Street	33	68
132 Hemenway Street	4	12
136 Hemenway Street	5	10
165 Hemenway Street	9	22
171 Hemenway Street	9	22
204 Hemenway Street	16	46
<b>TOTAL</b>	<b>194</b>	<b>511</b>





---

## **5.0 PLANNING AND URBAN DESIGN FRAMEWORK**

---

### **5.1 Introduction / Overview**

Northeastern's Boston campus consists of approximately 67 acres, occupying 105 buildings and enrolling approximately 15,000 undergraduates and 6,700 graduate students. During the past decade and since the beginning of the prior Master Plan, the Northeastern campus has undergone a major physical transformation as the West Campus emerged as a vibrant mixed-use campus centered on the landscaped Centennial quad. The development of the West Campus from what had been predominately surface parking lots and fragmented industrial properties, transformed the experience and perception of Northeastern's campus environment as well as its contributions to Huntington Avenue, Forsyth, Ruggles and Parker Streets. With the completion of International Village in the last few years, major improvements to Tremont Street were completed along with a prominent terminus to the recent infill development along Columbus Avenue on the south side of the MBTA Orange Line tracks.

These improvements, under the guidance of the prior IMP, have propelled Northeastern's transformation from a predominantly commuter to a residential campus, while contributing to an equally successful transformation of several important Boston streets and neighborhood intersections. The product of the prior master plan is a vibrant urban campus with open edges in rich dialogue with its abutting urban context.

The proposed IMP, while shifting the focus to priorities for academic, research and student experience space, will continue to nurture Northeastern's relationship with its urban context. The proposed campus development will focus on underutilized parcels and facilities, improvements to the major corridors of Huntington and Columbus Avenues and improved connections to knit together the campus and neighborhoods on both sides of the rail corridors. These urban design initiatives will carefully balance the projected needs of the University over the next decade and beyond, with the goals of improving the campus edges as well as the vitality and stability of the surrounding neighborhoods. As a campus that seeks to be integrated with its urban context, Northeastern's proposed IMP will be governed by an urban design framework that will guide campus growth, continue the physical improvement of the campus environment, seek to improve the student experience on campus and establish a rationale for improving the University's relationship with its immediate surroundings and neighborhoods. This can be achieved by a series of integrated building, landscape and infrastructure solutions. New facilities will accommodate growth and improve the student experience; public realm improvements will foster social interaction and provide much needed open space; transportation improvements will contribute to a sense of cohesion on the campus and to a healthy pedestrian environment; and infrastructure initiatives will improve storm water performance. All of these initiatives will contribute to the goal of continuing the transformation of the Northeastern campus as a vibrant urban campus, thoughtfully integrated into its surrounding communities.

### **5.2 Planning and Urban Design Goals**

Aerial photographs of the Northeastern campus taken as recently as a decade ago, show a campus pockmarked with surface parking lots, vacant parcels and fragmented, poorly defined common spaces. Since then, the campus has rapidly developed in a manner which has improved not only the University's physical context, but also its urban environment. The University has developed a series of pleasant public spaces, resulting in a cohesive campus environment and a dramatically improved on-campus experience. The

---

elimination of surface parking lots and focus on a walkable campus continue to be priorities of the university as it seeks to infill its campus in strategic locations.

The following goals remain as guiding principles of the proposed IMP:

- Enhance the physical environment, and both the campus aesthetics and experience;
- Design an open campus that engages with its nearby neighborhoods;
- Create vitality at the core and the edges;
- Plan for multi-use buildings to create an integrated, mixed-use urban campus;
- Realize growth potential and improved connections across the MBTA tracks; and
- Ensure a sustainable and innovative campus for the 21<sup>st</sup> Century.

### **5.3 Campus Growth**

While the prior IMP recommended the addition of substantial residential space on campus and little academic facility growth, the proposed IMP reveals a significant need for new academic space in addition to student life and athletics, while still proposing continued residential growth. A focus on new and expanded academic facilities is a reflection of decades of academic program growth, continuous faculty additions, research expansion and the University's long range academic vision. While the University is on a rising trajectory of academic reputation and achievements, it has also retained a significant stock of older academic facilities, many of which are not well suited to contemporary research and instruction. In addition to priorities for academic space, the proposed IMP focuses on increasing campus student life amenities as a part of a concerted University effort to improve the campus experience for students living in Northeastern housing and to convince more students to choose on-campus housing, thereby reducing off-campus student apartments in nearby Boston neighborhoods.

#### **5.3.1 Campus Facilities**

Northeastern's focus on new residential buildings in the prior IMP and its amendments, which included the construction of West Village and International Village, show a commitment to providing an on-campus housing alternative for undergraduates and graduates. This commitment has continued with the addition of the GrandMarc residences, which will add 720 units of housing by 2014.

The focus now in the early years of the proposed IMP will be to improve existing facilities and construct new buildings for academic, research, student life and athletic uses. Infill sites along Columbus Avenue, and the Matthews Arena parking lot and the North Lot will provide space for new facilities to be built that satisfy demands for new research space, improved athletics and new general academic space, respectively. The creation of general purpose academic space will also provide much needed swing space to enable renovations of existing facilities. The proposed IMP outlines a number of other specific projects that ultimately respond to growing or future needs for the long term development of the University.

#### **5.3.2 Athletics**

Student athletic and recreation space on campus is currently very limited. As the University proposes new athletic and recreation facilities, the intention is to improve student life experience on campus

---

and provide access to such facilities for all students, as well as community members. Limiting students' campus experience can also influence the University's recruitment capabilities for an increasing number of students who are seeking on campus facilities for general varsity athletics, recreation, club and intramural activities.

The following are the on-campus facility needs of the Department of Athletics & Recreation:

- Development of a multi-purpose recreation field for both varsity and club or intramural sports;
- Development of a basketball and volleyball practice facility (gym, training facilities, team offices, locker rooms); and
- Adding rowing tank and crew team training facilities.

### **5.3.3 Student Life**

Northeastern's educational model, centered on experiential learning and community service, lends itself to an environment for a student experience that is global in reach while forming a strong sense of local community. This experience is characterized by independence, a comfort level with an urban environment, and a cultural competence developed through substantive academic and experiential activities.

The following areas of focus for an improved student experience as outlined in the proposed IMP vision statement are highlighted below:

- A vibrant urban campus integrated into the City;
- High- quality living and student dining environments;
- Space for student experience including cultural facilities, social space, student club and event space; and
- Gathering space and venues for University and community events, including athletics and recreation.

Northeastern's urban presence in Boston is a fundamental part of a Northeastern student's experience. While Northeastern does have the good fortune of being located in such a vibrant city, it nonetheless needs to provide the same student life facilities that any competitive university offers. This strategy improves the University's recruitment capabilities while attracting and retaining students to on-campus housing. While buildings such as the Marino and Curry Centers offer amenities and social outlets for students, overall the campus student life facilities are not sufficient to support the substantial growth of students living on-campus.

As Northeastern continues to respond to neighborhood pressure to house even more of its student population on campus, it must improve its ability to market on-campus housing by investing in student life facilities. This investment is required to support the considerable existing on-campus population housed in Northeastern residence halls, and to increase the attraction of staying on campus for upper classmen. This strategy is also seen as a key to giving off-campus students more opportunities for social and cultural activities on the Northeastern campus.

---

Guiding principles for student life on campus include:

- Distribute student social and study space / emphasis on the complete student experience: Providing students with flexible environments is important. New academic facilities must include social space, breakout spaces or lounges for student collaboration and study space to support current learning models.
- Increase athletic presence and opportunities: New athletic facilities for collegiate and intramural sports are needed on campus. The presence of competitive athletics is often a fundamental part of a student's college experience and facilities for recreational or intramural sports are equally as necessary to providing a rich campus environment.
- Continue the transformation toward a residential campus: New models of student residences provide amenities and living arrangements that previous models lack, such as apartment style suites that offer a more independent style of living for students and a competitive alternative to off campus housing.
- Enhance on-campus student experience: Cultural facilities for performances, rehearsals and exhibitions for student work as well as visiting artists and performers; space for the University's many student clubs, organizations and general function and meeting space.

#### **5.3.4 Public Realm**

Dramatic improvements have been made to the campus landscape and public realm at Northeastern University over the past 10-12 years. A concerted effort to improve the appearance of the campus' internal circulation and pedestrian paths is ongoing with an emphasis on further limiting on-campus vehicular access.

There remain improvements to be made, much of which stem from the relationship between the campus and the immediate context. Public ways such as Huntington and Columbus Avenues and Forsyth Street could be addressed to improve the treatment of their streetscapes and their relationship between the University and the public street. These redefined spaces could provide improved settings for both special events and daily, active use and circulation. The proposed redevelopment of the Columbus Avenue surface parking lot will not only provide open space and improve the campus' frontage along Columbus Avenue, it could also facilitate improved connections across the Orange Line tracks linking the Southwest Corridor Park and the Fenway.

The proposed IMP will emphasize a sustainable approach to all public realm improvements, whether to public rights of way or within the campus itself. These principles are seen as an extension of Northeastern's deep commitment to sustainability and environmental stewardship. This can be achieved through green infrastructure, which emphasizes storm water improvements such as bioswales, permeable pavers, tree trenches, rain gardens and sub-surface storage, all of which can reduce the rate of storm water run-off and improve the appearance of the campus. Examples of these initiatives to be discussed in the IMP include the application of bioswales or cisterns along Forsyth Street or Columbus Avenue streetscape improvements.

---

## Key Public Realm Objectives

- Continue to express the mission and aspirations of Northeastern University;
- Build on the successes of the campus landscape;
- Maximize the potential of the campus landscape and open space infrastructure at all scales;
- Acknowledge the practical realities of campus functions while exploring new ideas; and
- Improve pedestrian connections through the campus and across the tracks.

## Public Realm Improvements (See Figure 5-1)

### *Forsyth Street Improvements*

Currently, Forsyth Street separates the Northeastern campus into east and west sectors. The University's proposals for this primary campus corridor would stitch the campus together by limiting vehicular traffic, and emphasizing more pedestrian activity and student interaction. Forsyth Street improvements to be more fully developed in the proposed IMP include new lighting, site furniture, hardscape surfaces, vegetation, gathering spaces, and programs to activate this space as an important campus pedestrian corridor while still enabling the important transportation functions of the street. Forsyth Street could be developed as an environmental corridor allowing improved connection through Northeastern University between the Southwest Corridor Park and the Emerald Necklace. The legacy of Stony Brook would be served by developing a stormwater management system which captures water and irrigates the landscape through a series of bio-swales, rain gardens and cisterns. These improvements to Forsyth Street would also further emphasize the Ruggles MBTA station concourse as an important piece of transportation infrastructure as well as a prominent campus connector.

### *Huntington Avenue / Krentzman Quadrangle Improvements*

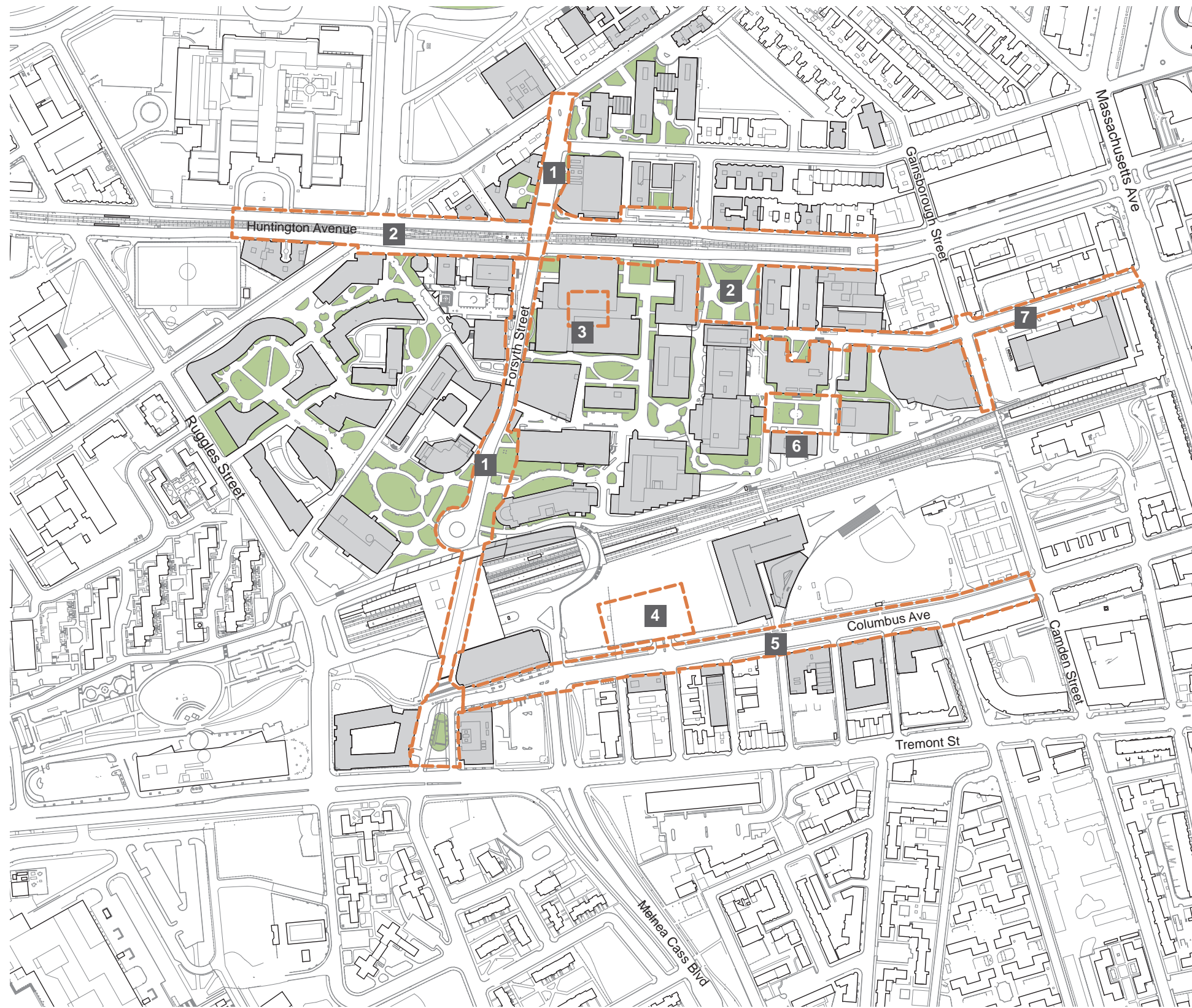
The Huntington Avenue streetscape offers the University excellent visibility, and several proposed redevelopment sites within the proposed IMP offer opportunities to improve Northeastern's contributions to the street and its branding as the Avenue of the Arts. Krentzman Quadrangle is the historic, and iconic, front door of the University. A new design for this space would open the quad to Huntington Avenue, invite the public into the University, and create a multi-purpose open space. The trees running along the MBTA Green Line tracks could be supplemented by tree infill and other vegetation, and by improvements to soil infrastructure. Connections between the core campus and University buildings north of Huntington Avenue could be strengthened by redesigned pedestrian crossings.

### *Cabot Redevelopment Improvements*


A significant opportunity to improve Huntington Avenue lies in the redevelopment of the Cabot site as a mixed-use precinct with a transparent and public face to the street. The IMP proposes an integrated architectural and landscape design that would provide new Huntington Avenue and Forsyth Street frontages as well as internal campus connections and open space. The IMP proposes an emphasis on the street frontage with the potential for cultural and performance







**Key**

-  Preliminary public realm improvements
- 1 Forsyth Street
- 2 Huntington Avenue/ Krentzman Quadrangle
- 3 Cabot Redevelopment
- 4 Columbus Lot
- 5 Columbus Avenue/ Southwest Corridor Park
- 6 Science Quad
- 7 St Botolph/ Gainsborough Street

Map not to scale

---

program space to serve as a new campus portal and a significant contribution to the Avenue of the Arts. The site offers the opportunity for a large, prominent mixed-use urban development incorporating a flexible landscape environment, which serves a variety of activities, functional requirements, and sustainable principles. Potential uses for the site include academic space, student experience space, rehearsal, performance and event venues and residential space.

### *Columbus Lot Improvements*

The Columbus Lot project provides an opportunity to create an open space along Columbus Avenue, which can serve as an amenity for the both the University and the broader community. It would provide a large multi-purpose space for a variety of events, and create a visual identity point for the University along the south edge of campus. This space has the potential to be highly used by students, and designed for a high level of biodiversity and sustainability. The potential for the lot as Northeastern's largest future academic precinct is recognized through the integration of significant open space and the introduction of critical elevated track crossings to improve public connections and to integrate the campus and community on either side of the MBTA rail corridor.

### *Columbus Avenue / Southwest Corridor Park Improvements*

The existing infrastructure of Columbus Avenue and Southwest Corridor Park provides a significant open space framework that could be improved. The mature linden trees lining the street could be supplemented with additional infill trees. The landscape could be updated by improvements to both hard and soft ground plane surfaces, with new lighting and other park furniture and amenities. This parkway should serve multiple modes of transportation (i.e. walking, bicycling, etc.), and it could integrate into the adjacent spaces. Improvements to this space would serve to improve the condition, visibility and connectivity of what is perhaps the weakest link in one of Boston's most important public open space corridors.

### *Science Quad Improvements*

The landscape framework for the proposed IMP identifies the potential for a stronger series of pedestrian pathways, or "threads," which would connect the campus together in the east-west direction. The existing Science Quad is an important node along one of these pedestrian routes. This is a space that serves a circulation function both for pedestrians and for vehicles as it provides a service access point for the Curry Student Center. This quad has the potential to serve multiple purposes on the Northeastern campus including the possibility of acting as an outdoor classroom extension of the science programs at the University.

### *St. Botolph / Gainsborough Street Improvements*

St. Botolph Street is a key connection between the internal east-west campus pathway and the Boston city fabric beyond. At the present time, this public street serves primarily as a service corridor, but the GrandMarc residence hall under construction, as well as the New England Conservatory's proposed development and street improvements, could transform the character of both St. Botolph and Gainsborough Streets and strengthen the importance of their intersection. The IMP proposals to expand the Matthews Arena and eventually redevelop the Gainsborough



---

Garage as an athletic facility underscore the importance of public realm improvements in this area of campus. Both streets must remain as important components of the campus and public vehicular circulation, but can also be re-imagined as pedestrian environments and vibrant urban corridors, better connected to both the neighborhood context and the campus open space network.

### **5.3.5 Transportation and Infrastructure (Including Pedestrian Circulation Goals)**

Northeastern's campus is well connected to its surrounding context; however, internal circulation is confusing and complex to navigate. The campus ultimately acts as a superblock and vehicular access through it is almost entirely limited. The presence of the MBTA Orange Line is one of the most significant obstacles to this movement, but east-west vehicular movement through the campus is also limited. That said, the necessity of vehicular movement through the campus is not paramount, and could be limited to maintain a pedestrian-oriented campus. An equal, if not greater concern is the persistent disruption to pedestrian circulation throughout campus. The rectilinear organization of many college campuses with formal quads and ceremonial pathways does not exist at Northeastern. The pedestrian paths through campus can often lack clarity, and are at times disrupted by dead zones, such as loading areas or bus circulation. Creating a more legible campus is part of the IMP process.

The following improvements could help improve circulation within and through the campus while also giving the campus a sense of order.

#### Pedestrian Circulation Improvements

##### *Campus context and public rights-of-way*

Northeastern's front door has historically been along Huntington Avenue, which continues to be the public face of the University. However, there are additional streets that also have the potential to become a new gateway or edge to the campus.

- *Columbus Avenue:* In recent years Northeastern has moved their perceived campus boundary south across the MBTA tracks to Columbus Avenue and Tremont Street. With the additions of International Village, Davenport Commons and Columbus Place, what was once seen as the backdoor of Northeastern's campus is becoming a critical gateway to the University.

Development opportunities on the Columbus Avenue Lot, community backed improvements to Carter Playground (discussed as a community benefit in **Chapter 10**) and potential improvements to Ruggles Station will provide the sort of entry and edge to the University that is deserving of this expanded area of campus. Pedestrian improvements along Columbus Ave are essential to this transformation, as are improvements to pedestrian and bicycle circulation for the Southwest Corridor trail.

- *Huntington Avenue:* Huntington Avenue has served as the historic public face of the University and for the most part continues to serve that role. The original Northeastern buildings, the Krentzman Quad and the recent Marino Center all function to anchor this part of Huntington Avenue as being uniquely Northeastern.

---

There are improvements to the pedestrian condition along Huntington Avenue that need to be made. A continuous street-wall condition exists along significant stretches of the south side of Huntington Avenue, creating an unpleasant pedestrian experience, and street crossings between the north and south side of Huntington Avenue should be improved to increase real and perceived pedestrian safety. An improved street crossing at Forsyth Street could provide a needed link for the proposed improvements along Forsyth Street, stretching from Ruggles Station to Hemenway Street, that will serve to establish a strong connection between the campus and the Back Bay / Fens.

- ***St. Botolph Street:*** This street is one of only four streets within the campus that intersects directly with Massachusetts Avenue, a central spine that runs through the city. However, it goes largely unnoticed as a gateway or entrance to the University. It currently serves as the backdoor to New England Conservatory (“NEC”) and as a service drive for Northeastern, in addition to providing access to parking in the Gainsborough parking deck. Future improvements along St Botolph Street could focus on improving the pedestrian condition of the street with the addition to Matthews Arena, a new NEC building and the construction of the GrandMarc residence hall. St Botolph Street will ultimately serve as a primary pedestrian connection to Massachusetts Avenue and through the university itself.
- ***Forsyth Street:*** One of the most divisive elements to the continuity of pedestrian experience at Northeastern is the presence of Forsyth Street in the heart of campus. It bisects the campus in a north-south direction running from Hemenway Street, across Huntington Avenue and ultimately dead-ending into the Ruggles MBTA station. As a public right of way, the street is open to vehicular traffic. While passenger vehicle movement is limited, there is a constant stream of bus traffic and idling along Forsyth Street. This detracts from a truly pedestrian environment and interrupts pedestrian circulation. Improvements along Forsyth Street should create a strong pedestrian spine from Ruggles station to Huntington Avenue and beyond, provide bicycle connections and reduce automobile speeds through traffic calming devices.

*Intra-campus connections – North-south and east-west connections through campus*

Northeastern’s campus has developed piecemeal over the past six decades, and at the same time has had to work within a constrained urban context. The campus does not have the direct, rectilinear pedestrian connections common to many college campuses. Instead, there is a somewhat circuitous pedestrian network through Northeastern’s campus, often times interrupted by buildings, parking lots and loading areas. Great attention and care has been taken to make these connections as pleasing as possible, but legible and direct connections through the campus are difficult to come by. Improvements in campus connectivity and circulation could be a primary landscape initiative. North-south connections through existing quads could be strengthened and Forsyth Street could become a central spine for pedestrian circulation. East-west pedestrian paths also suffer from poor and indirect circulation patterns. Improvements to St. Botolph Street and the general strengthening of east-west pedestrian

---

circulation through landscape treatment and signage may help to improve navigation across campus.

*New and improved rail crossings:*

The MBTA Orange Line currently bisects the Northeastern campus, thereby creating what are seemingly two halves to the campus. The existing crossings are few and far between, up to 1000 feet apart at points. They occur at Ruggles Station, the Columbus Parking Deck and Gainsborough Street next to the Gainsborough Street garage. Future crossing improvements to narrow that gap would include two new bridges at the Columbus Lot Interdisciplinary Science and Engineering Building (ISEB) complex and potential renovations to the existing crossings.

*Road improvements:*

There are limited public streets that run through the Northeastern campus. Two streets that do intersect and maintain a presence on campus are Forsyth Street and St. Botolph Street. Forsyth Street severs the pedestrian continuity of the campus and its constant bus traffic presents a safety hazard to pedestrians. St. Botolph Street currently acts as a backdoor and service entry for the campus. Improvements to the streetscape condition of St. Botolph Street could transform it into a legitimate entry to campus. Both are discussed below:

- *Forsyth Street:* Improvements to Forsyth Street could include a redesigned streetscape condition based around pedestrian and bike prioritization while limiting vehicular traffic. Additional traffic calming devices could slow MBTA traffic through the campus.
- *St. Botolph Street:* Renovations and new construction by NEC and Northeastern could ultimately act to improve the current condition of St Botolph Street. The street has the potential to become a new pedestrian gateway to the campus through streetscape improvements.

*Bicycle improvements (bicycle infrastructure and amenities)*

Bicycling has increased dramatically in Boston the past few years and the City has begun to respond to this demand by installing bike lanes, racks and additional bike infrastructure throughout the city. A large student population is often a captive audience with respect to identifying areas for bicycle infrastructure improvements. Bike lanes along Huntington and Columbus Avenues have been painted, but more improvements are necessary. The City of Boston has outlined plans for connections to be established between Fenway and Melnea Cass Boulevard, which would run through the Northeastern campus. Improvements are also recommended for the Southwest Corridor Trail along Columbus Ave. A redesign of Forsyth Street with a dedicated bike lane would add to the increasing bike network around campus.

There is also a high demand for additional bike racks around campus. Current bike rack facilities are sparse and poorly designed. Instead students are locking bikes to fencing and railings. A targeted evaluation of bike rack locations and increased number of racks should be executed.

---

## 6.0 IMP DEVELOPMENT PROGRAM

---

### 6.1 Introduction

This IMP addresses the need for the University to continue to provide world-class educational facilities for its growing number of students, as well as increasing its ability to provide a more robust campus experience for students. It calls for as much as 2 million gross square feet (GSF) of academic space and 500,000 GSF of student-life space, including athletic facilities and additional housing. . For some of the larger developments being considered on more prominent sites, where feasible, because of economic and other considerations, the University will seek co-developers and other third parties to participate in the design, construction, and occupancy of possible IMP projects.

To provide this scale of new accommodation, while remaining within the confines of the existing campus, the IMP proposes to increase the built density through the re-purposing of under-utilized areas such as parking lots, and replacing low-rise, aging buildings, with taller, more economically and environmentally efficient construction. It is also expected that total campus-wide floor area ratio (FAR) to be allowed under the IMP will increase.

### 6.2 Detailed Project Descriptions - Proposed IMP Projects

The following proposed IMP projects reflect on Northeastern's need to grow, with an emphasis on academic, research and student-life facilities. A shortage of available land requires the university to invest strategically in the existing campus footprint, including redevelopment of underutilized sites and facilities such as surface lots, repurposing of facilities not originally intended for academic use, and razing and replacing facilities that have lower density and smaller footprints.

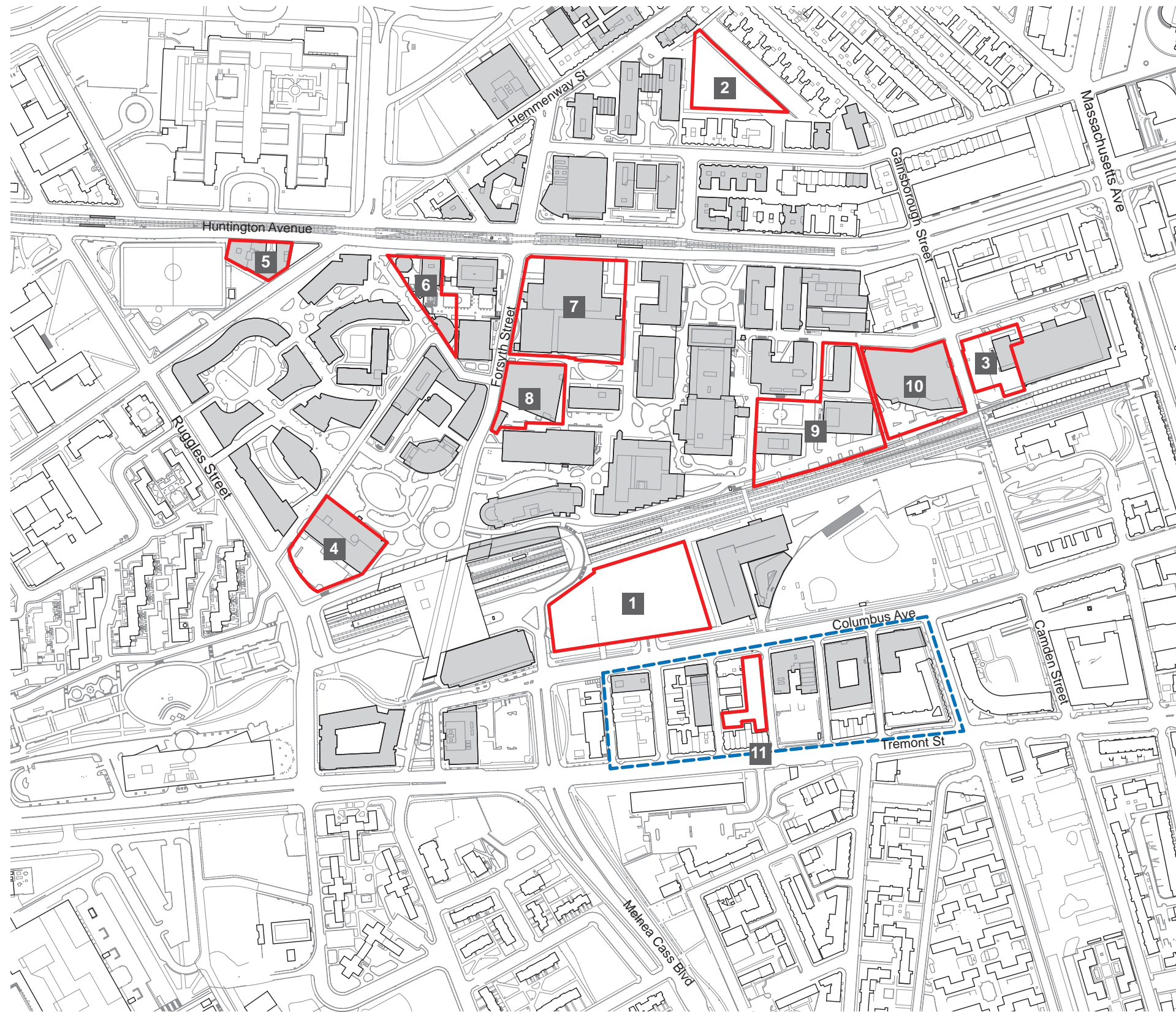
Where land does exist on campus, the development of new facilities will provide necessary swing space to further enable needed renovations to older academic facilities. A more detailed phasing and timing approach for the projects will be addressed at a later date in the IMP.

The siting and massing of the proposed redevelopment sites are governed by the master planning principles of addressing the campus edges and the relationship to its neighbors; providing campus and community open space improvements; improving connections through the campus including across the MBTA rail corridor and reinforcing existing campus academic precincts while still promoting mixed use development.

In addition, the proposed IMP projects, through siting, uses and landscape improvements, emphasize Northeastern's contribution to the public realm including Huntington Avenue, Columbus Avenue, Forsyth Street and the Gainsborough and St. Botolph Street intersection. The IMP projects must also consider height, wind and shadow impacts in its relationship to the broader campus network of open space.

The following paragraphs present projects that are being considered as a part of the new IMP. The numbers identified for each project relate to the number listing in **Figure 6-1**.







Northeastern University, Boston Campus

**Key**

**IMP sites**

- 1 Columbus Lot
- 2 North Lot
- 3 Matthews Arena Addition
- 4 Ryder Hall
- 5 Burstein Rubenstein
- 6 Cargill
- 7 Cabot Site
- 8 Forsyth Hall
- 9 New Science Quad
- 10 Gainsborough Garage Site
- 11 Burke Street

NB Map not to scale

-  Proposed IMP projects
-  General area of additional interest

---

### 6.2.1 Columbus Lot (1)

The 2.7 acre surface parking lot located at 795 Columbus Avenue between the Renaissance Park Parking Garage and the Columbus Parking Garage, south of the MBTA tracks and on the north side of Columbus Avenue, is the one of the last large potential development sites on the core campus. The site provides an opportunity to strengthen Columbus Avenue as a main campus corridor and continues to the established momentum of expanding the Northeastern campus south across the MBTA tracks.

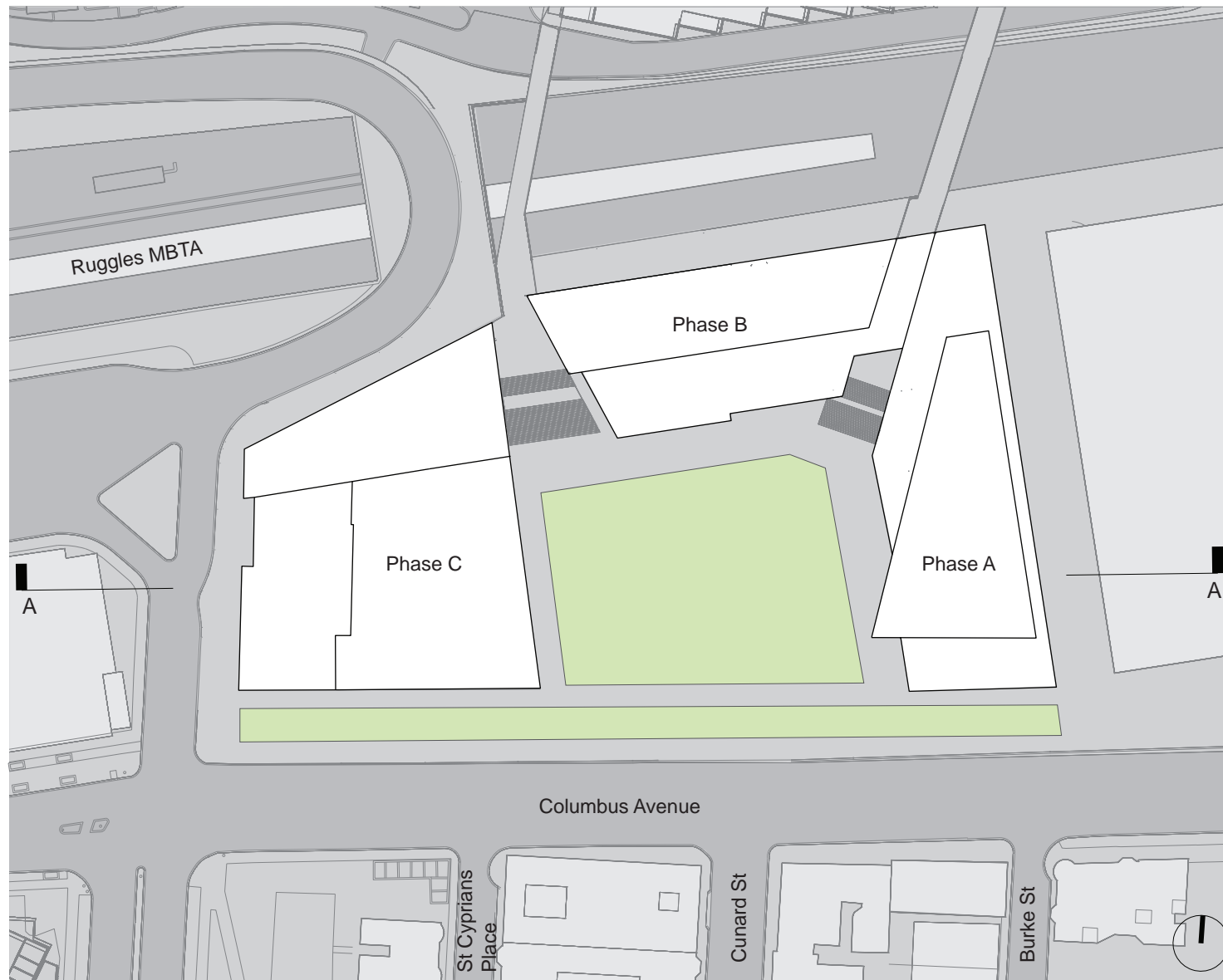
The proposed building complex, which could ultimately consist of three to five buildings (with some underground parking) with linked connections and an open space developed in phases, would provide academic and research space for science, health sciences, engineering and cross-disciplinary research and teaching. (See **Figure 6-2**). Other contemplated uses on the site include classrooms, studios, and academic department/college space. The site can also accommodate student experience and event space. The general program concept for the proposed first phase of the complex, the Interdisciplinary Science and Engineering Building (ISEB), could consist of research and office space for new faculty hires, interdisciplinary clusters / collaborative space, specialized teaching labs, classrooms, student space, and perhaps an innovative type cluster. The first phase of the Columbus Lot development could be approximately 180,000 – 250,000 GSF. The additional construction, currently contemplated as B and C, could be developed in fewer phases.

Location:	<b><u>795 Columbus Avenue</u></b>
Site Size:	2.7 Acres
Existing Use:	Surface Parking Lot
Proposed Uses:	Interdisciplinary Sciences and Engineering, Academic, Student Life, Retail, Commercial, Parking
<b><u>Phase A</u></b>	
Proposed Height:	14 -18 Stories
Development Size:	180,000 – 250,000 GSF
<b><u>Phase B</u></b>	
Proposed Height:	7-10 Stories
Development Size:	120,000 +/-GSF
<b><u>Phase C</u></b>	
Proposed Height:	12-16 Stories
Development Size:	275,000 +/-GSF
Total Development Size:	600,000 +/- GSF
Current Zoning:	IMP/PDA

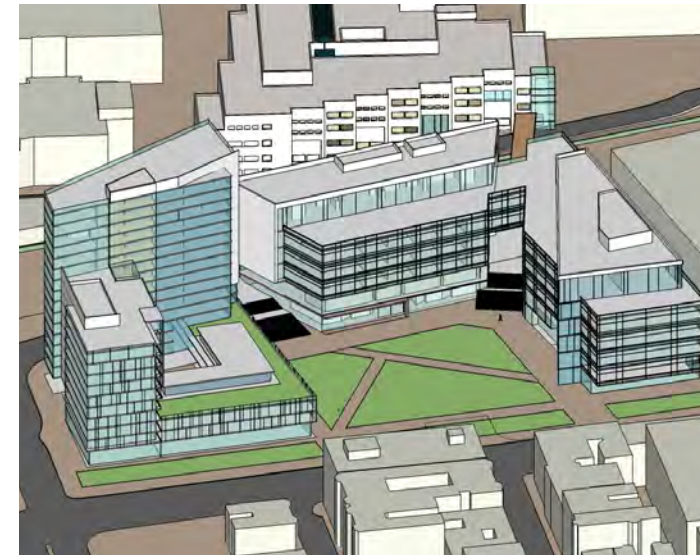




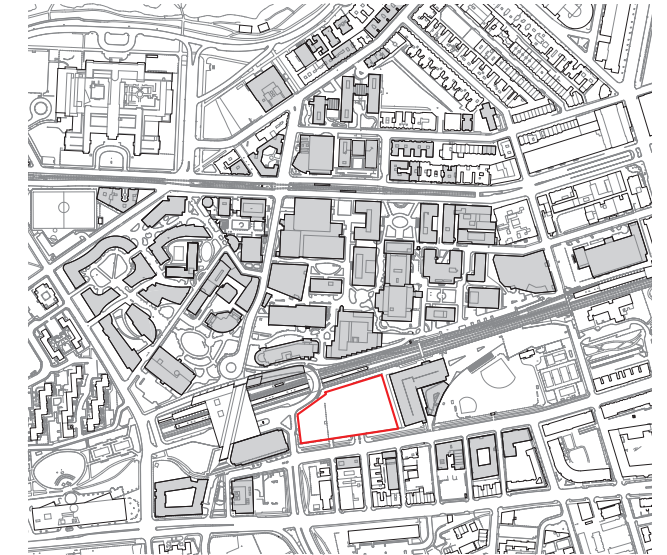




Preliminary site concept plan 1":100'



conceptual planning perspective view from the south west



Location plan

**Preliminary Planning Data**

Location: 795 Columbus Ave  
 Site size: 2.7 acres  
 Existing use: Surface Parking Lot  
 Proposed use: Interdisciplinary Sciences and Engineering

Phase	A	B	C
Stories	14-18	7-10	12-16
GSF	180- 250,000	120,000	275,000

Total development size: 600,000 GSF  
 Current zoning – IMP/PDA



Preliminary site section A-A scale: 1":100'

---

### 6.2.2 North Lot (2)

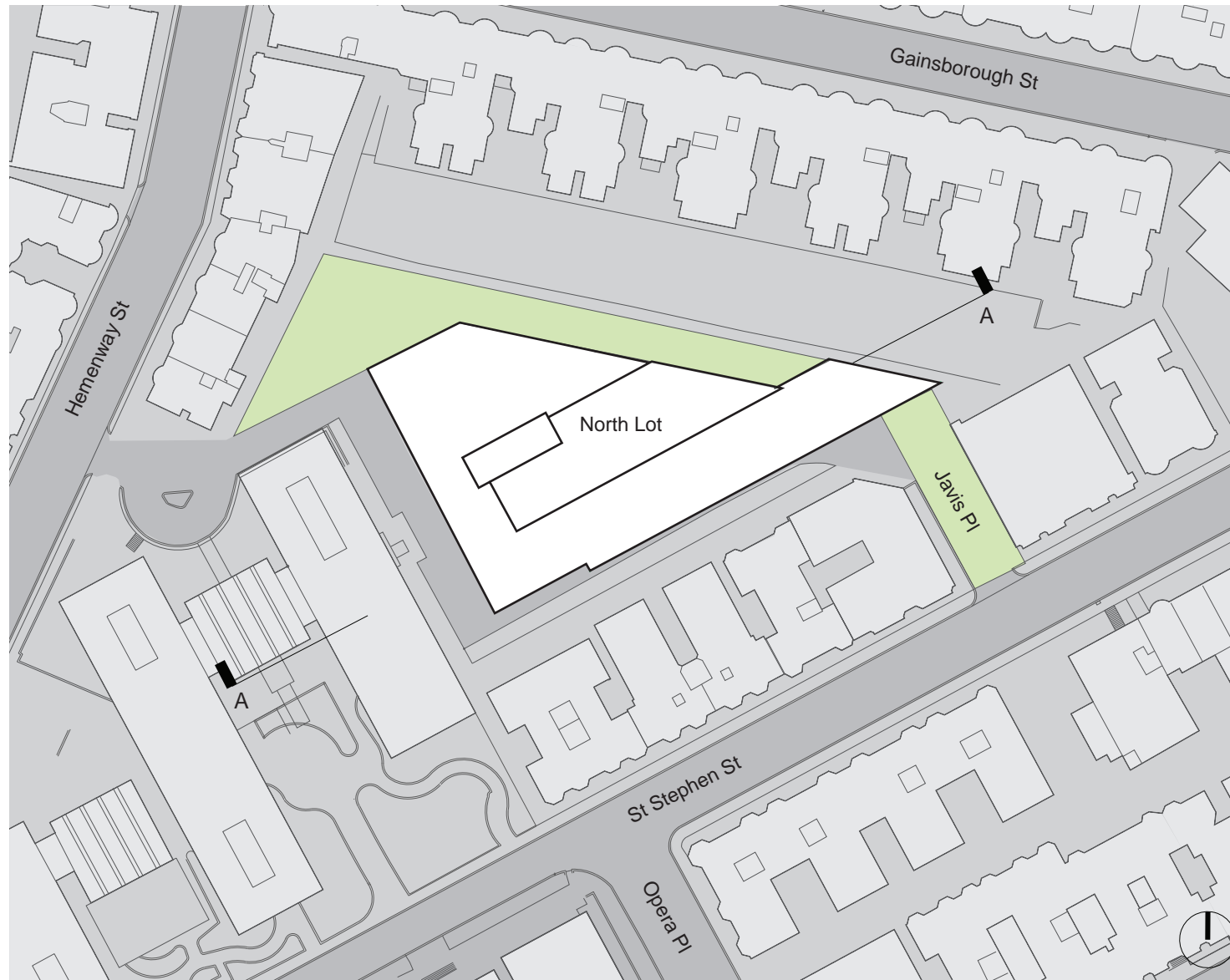
The existing 1.9-acre site is occupied by a surface parking lot. The proposal could provide 150,000 to 250,000 GSF of general academic “swing space” that would provide required transitional accommodation to other displaced university departments during their reconstruction, as well as, ultimately, permanent academic space in this location (See **Figure 6-3**).

The concept for the massing of the building would be configured to optimize the utility of the site, and at the same time provide a buffer that responds to the height of the adjacent historic buildings.

The North Lot site, owned by Northeastern is located within a triangular area bounded by Gainsborough, St. Stephens, and Hemenway Streets. The University proposes to use the North Lot for academic/ multi-use facility that could include classrooms/ lecture halls, offices, laboratories, cultural space, meeting rooms and some parking. Most of the existing parking would be relocated to other University owned parcels. Consistent with agreements made during the previous IMP process and with the University’s understanding of neighborhood sentiment, the University does not propose housing for North Lot. Access to the parcel must occur through the Jarvis Place access off St. Stephen Street, which provides access to the parking lot currently, or off Hemenway Street through the Stetson East access drive.

<b>Location:</b>	<b><u>North Lot</u></b>
Site Size:	1.95 Acres
Existing Use:	Surface Parking Lot
Proposed Use:	Academic Use
Development Size:	150,000 - 250,000 GSF
Proposed Height:	8-10 Stories
Current Zoning:	IS

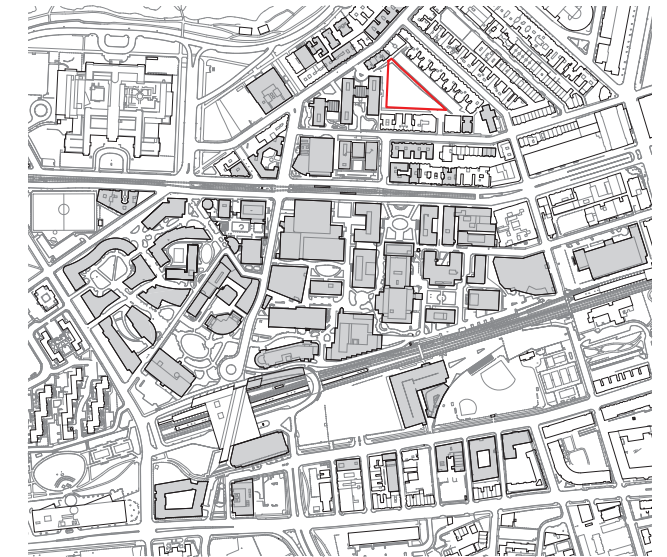




Preliminary concept site plan 1":100'



conceptual planning perspective view from the south west



Location plan

**Data**  
 Location: North Lot  
 Site size: 1.95 acres  
 Existing use: Surface parking lot  
 Proposed use: Academic use  
 Proposed number of stories: 8-10  
 Proposed size: 150,000-250,000 GSF  
 Current zoning: IS



Preliminary site section A-A scale: 1":100'

---

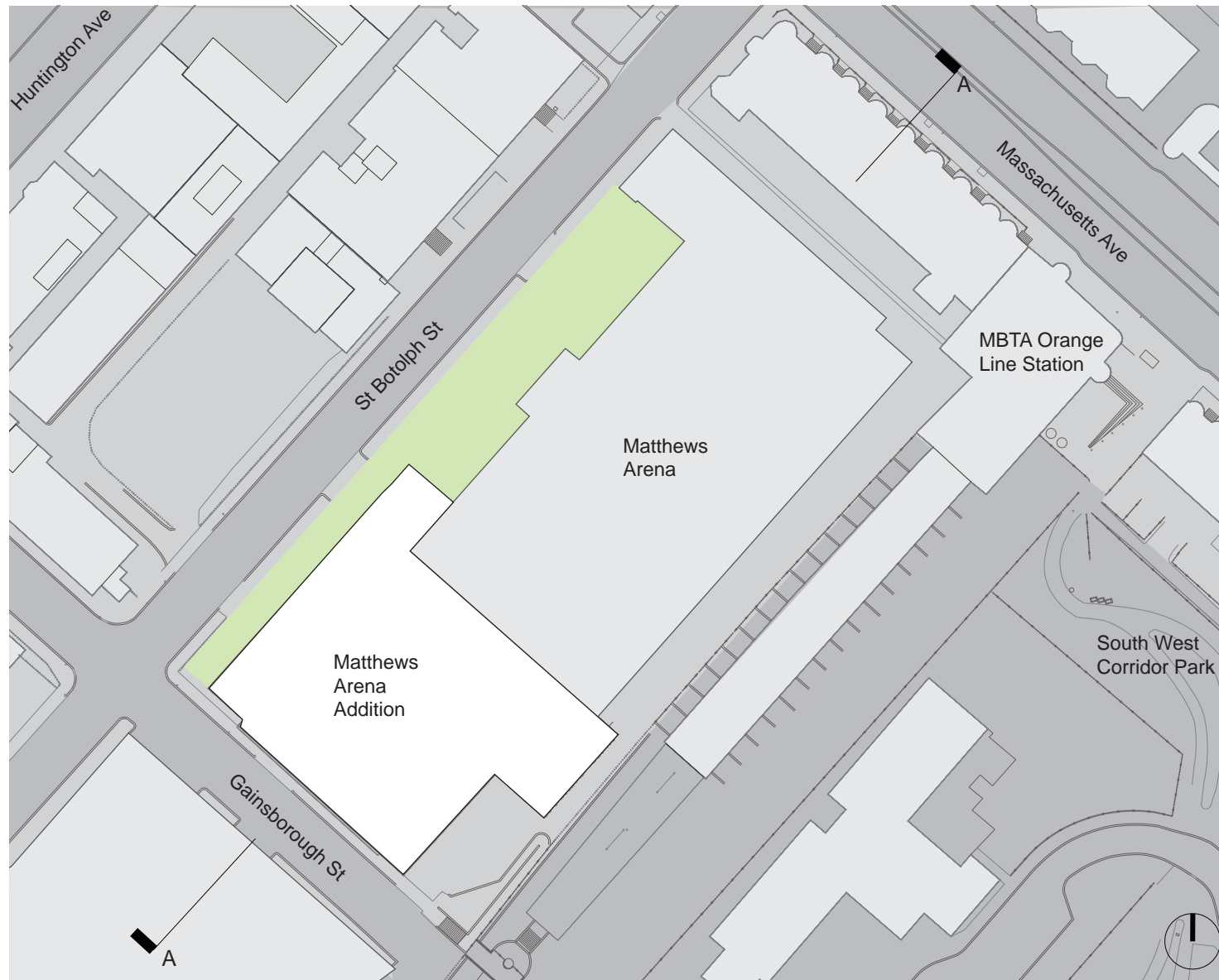
### 6.2.3 **Matthews Arena Addition (3)**

The surface parking lot on the west side of the Matthews Arena could provide space for future expansion for athletic training and practice facilities, athletic team offices and flexible, social space for student life improvements. Some of the current training facilities located in the Cabot Center could be transferred and expanded to this site including practice and training facilities for rowing. The concept for the Matthews Arena addition could include basketball courts for practice, a smaller-capacity competition gym, training space, locker rooms and lounge space (see **Figure 6-4**). The addition could also play a role in improving the utilization and functionality of the Matthews Arena by providing much needed facilities for media, concessions, storage, gathering space and general support. The Matthews addition would also contribute to the St. Botolph and Gainsborough Street improvements by coordinating with similar initiatives across the street at the New England Conservatory of Music. Existing surface parking would be accommodated within the Gainsborough Garage and behind Cullinane Hall.

<b>Location:</b>	<b><u>238-262 St. Botolph Street</u></b>
Site Size:	Approximately 0.7 Acres
Existing Use:	Parking
Proposed Uses:	Athletic Facilities/Event/Student Life
Proposed Height:	3-5 Stories
Development Size:	110,000 - 120,000 GSF
Current Zoning:	IS



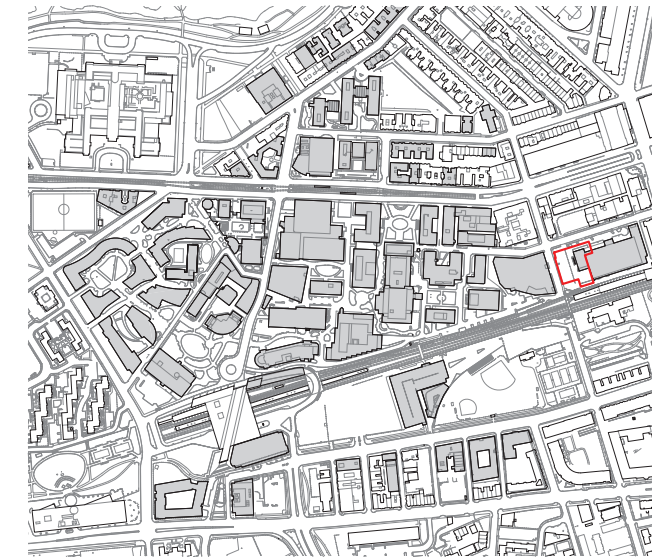




Preliminary concept site plan 1"=100'

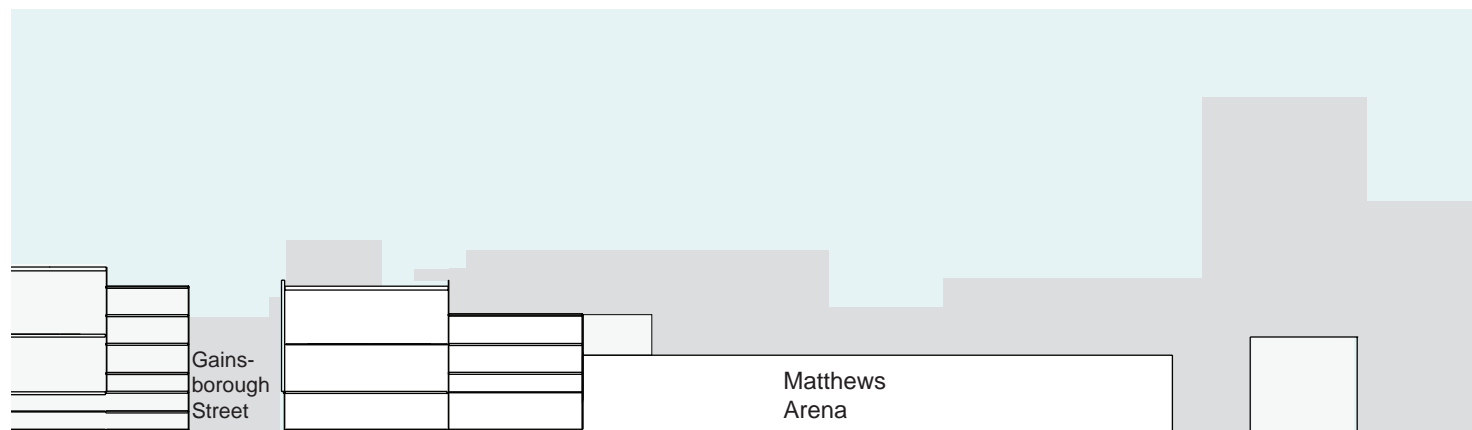


conceptual planning perspective view from the south west



Location plan

**Data**  
 Location: 238-262 St.Botolph Street  
 Site size: 0.7 acres  
 Existing use: Surface parking lot  
 Proposed use: Athletic Facilities/Event/ Student Life  
 Proposed number of stories: 3-5  
 Proposed size: 110,000- 120,000 GSF  
 Current zoning: IS



Preliminary site section 1"=100'

---

#### 6.2.4 *Ryder Hall (4)*

A new addition to the existing Ryder Hall will provide Northeastern University with over 150,000 to 180,000 GSF of academic and residential space. It could be 8 to 12 stories resting on a three-story podium building, replacing an existing parking lot. It would provide an opportunity to complete the urban fabric along Ruggles Street and create a formal “gateway” building at the southwest corner of the university campus.

One concept would be for the massing to be broken down into a series of slim elements reducing the apparent bulk of the building; the set back from the street would mitigate the impact of the height of the building on the residential buildings across the street. This concept would also propose to either completely renovate or redevelop the existing Ryder Hall building for academic space.

<b>Location:</b>	<b><u>66 Leon St (Ryder Lot)</u></b>
Site Size:	0.4 Acres
Existing Use:	Surface Parking Lot
Proposed Uses:	Academic / Residential
Proposed Height:	8 -12 Stories
Development Size:	150,000 to 180,000 GSF
Current Zoning:	IS

<b>Location:</b>	<b><u>11 Leon St (Ryder Building)</u></b>
Site Size:	0.75 Acres <sup>1</sup>
Existing Use:	Academic
Proposed Uses:	Academic / Residential
Proposed Height:	T.B.D.
Development Size:	T.B.D.
Proposed FAR:	T.B.D.
Current Zoning:	IS

---

<sup>1</sup>Add additional land area to accommodate more height if Ryder is redeveloped.



---

### 6.2.5 *Burstein Rubenstein (5)*

Northeastern currently owns two residential buildings along Huntington Avenue, across from the Museum of Fine Arts and adjacent to Punter’s Pub at the corner of Huntington Avenue and Parker Street. The 1920’s buildings are not suited toward contemporary dormitory standards and, in time, could be replaced with new housing, academic and ground-floor commercial uses. The replacement housing could yield 200-250 beds. This site might be amenable to development by the University and a third-party developer.

<b>Location:</b>	<b><u>458 / 464 Huntington Avenue</u></b>
Site Size:	0.45 Acres
Existing Use:	Residential
Proposed Uses:	Residential / Academic / Commercial
Proposed Height:	20- 25 Stories
Development Size:	125,000 to 150,000 GSF
Current Zoning:	IS

### 6.2.6 *Cargill Hall (6)*

The concept for this site provides Northeastern University with an opportunity to consolidate the sites occupied by the existing Cargill Hall, Stearns Center and the Kariotis classroom building to create a new 140,000 to 150,000 GSF new academic facility in two six to eight story buildings.

This concept would also allow for the demolition of the existing podium level and second floor entrances into the Knowles Center and Charles and Dockser Hall. This would provide pedestrian access between Forsyth Street and the West Village and at-grade accessible entrances to these buildings.

In this concept, the buildings’ massing would step up to address the civic scale of Huntington Avenue, and transparent facades and entrances onto this street would bring greater vitality to this part of the street.

<b>Location:</b>	<b><u>45 Forsyth St. / 420 Huntington Ave. / 55 Forsyth St.</u></b>
Site Size:	0.73 acres
Existing Use:	Academic
Proposed Use:	Academic
Proposed Height:	Two 6- 8 Story Buildings
Development Size:	140,000 to 150,000 GSF
Current Zoning:	IS

---

### 6.2.7 Cabot Site (7)

This 2.25 acre site is currently occupied by several of Northeastern’s athletic buildings, creating a mostly opaque street frontage with few entrances and little contribution to the life of the streets around the site. The proposal for 400,000 - 500,000 GSF of new mixed-use academic, research, classroom, cultural, student experience venue, gallery, commercial/retail and potentially residential space would open up the internal life of the buildings to the surrounding streets and add to the perception of vibrancy and security along Huntington Avenue.

The concept could comprise three to five discrete buildings, potentially arranged around a shared, open courtyard or an enclosed atrium. The possible massing provides for the tallest building to be located to the southeast corner of the site, to reduce the impact of height on Huntington Avenue. The courtyard/atrium could provide a tempered micro-climate to mitigate seasonal extremes through shade and wind reduction. This site may be amenable to development by the University with a developer third party.

<b>Location:</b>	<b><u>400-402 Huntington Avenue</u></b>
Site Size:	2.25 Acres
Existing Uses:	Student Athletics / Recreation
Proposed Uses:	Academic / Student Life / Parking/ Commercial
Proposed Height:	10-15 Stories
Development Size:	400,000 - 500,000 GSF
Current Zoning:	IS

### 6.2.8 Forsyth Replacement (8)

This site is currently occupied by a two-story converted warehouse building housing classrooms and student health services. Recognizing the site as under-utilized and not suitable for contemporary academic use, the IMP concept proposes to replace the existing facility with a 140,000 to 150,000 GSF, or an 8 to 12-story academic building, with frontage on Forsyth Street.

Street-level transparency into the building would enliven the public realm as well as east-west campus circulation, encouraging pedestrian activity and greater activity along Forsyth Street.

<b>Location:</b>	<b><u>70 Forsyth Street</u></b>
Site Size:	0.75 Acres
Existing Use:	Northeastern University faculty building
Proposed Use:	Academic
Proposed Height:	8-12 Stories
Development Size:	140,000 to 150,000 GSF
Current Zoning:	IS

### **6.2.9 New Science Quad (9)**

There are several potential concepts for combining new and renovated facilities that surround the existing science quad. The proposed IMP explores the potential to redevelop the smaller, inefficient footprints of Robinson and Cullinane Halls, as well as the potential to redevelop the larger Hurtig Hall site combined with a portion of the Cullinane. Both scenarios anticipate the renovation of Mugar, and either approach would improve the amenity of the existing science quad through improved open space and circulation strategies tied to the overall campus strategy of improved connectivity. The Master Plan proposes much needed academic space suitable for contemporary research activities to relieve the pressures of retrofitting new labs in older facilities such as Mugar. The proposed new research and teaching facilities could potentially be 7-10 stories, taking advantage of additional height along the service road parallel to the MBTA tracks and possibly building out over the vehicular path of the service drive which will remain active at grade. The new buildings' massing would be oriented around the improved open space of the science quad, and create a series of facilities connected via high-level walkways to optimize inter-departmental relationships.

<b>Location:</b>	<b><u>336 / 288 / 334 Huntington Avenue</u></b>
Site Size:	1.88 Acres
Existing Uses:	Academic (Sciences) / Facilities
Proposed Use:	Academic (Sciences)
Proposed Height:	7-10 Stories
Development Size:	60,000 to 100,000 GSF
Current Zoning:	IS

### **6.2.10 Gainsborough Garage (10)**

This IMP concept is to replace an aging parking garage with a state-of-the-art student recreation and athletic facility adjacent to the Mathews Arena. The program approach would complement the Matthews addition proposed across Gainsborough Street and would also include space in a 6-9 story building for student life activities, meetings, venues and social space. The siting of this facility, which could also incorporate replacement parking for approximately 300 vehicles in the

existing garage, would contribute to the transformation of the St. Botolph/Gainsborough Street corridors as an important piece of the neighborhood and campus public realm. Other related initiatives include the potential for an improved MBTA crossing at the end of Gainsborough Street and a new entrance at the end of the Orange Line Massachusetts Avenue station, which currently serves as an exit only.

Improving the crossing and MBTA entrance at this location will further advance the IMP goal of knitting together the campus and community on either side of the rail corridor.

Location:	<b><u>10 Gainsborough Street</u></b>
Site Size:	1.47 Acres
Existing Uses:	Parking / Facilities
Proposed Uses:	Mixed-Use (Student Life, Parking, Athletics)
Proposed Height:	6-9 Stories
Development Size:	200,00 to 240,000 GSF including structured parking for approximately 300 vehicles
Current Zoning:	IS

### **6.2.11 Burke Street Parking Lot (11)**

The Burke Street lot comprises approximately 0.50 of an acre of developable land. This University parking lot is located at the corner of Columbus Avenue and Burke Street and stretches almost from Columbus to Tremont Street.

Massing concept studies being reviewed anticipate a mixed use facility accommodating office, retail and, potentially, student residences (and keeping within the surrounding usage) within an apartment-style configuration on the site accommodating 260 to 300 beds with approximately 150,000 to 165,000 square feet and a height range of 6-8 stories

Location:	<b><u>10 Burke Street</u></b>
Site Size:	0.5 Acres
Existing Uses:	Parking
Proposed Uses:	Office and Residential-Use
Proposed Height:	6-8 Stories
Development Size:	150,00 to 165,000 GSF
Current Zoning:	IS

## **6.3 General Area of Additional Interest in the IMP**

The following paragraphs present projects that are being considered as areas of additional interest in the IMP.

---

### **6.3.1 Parcel 3**

Property known as Parcel 3 is a development site owned by the BRA located near Northeastern on Tremont Street adjacent to the Madison Park High School and across from the Boston Police Headquarters. P-3 Partners LLC has been designated as the developer of the property by the BRA and is proposing a mixed-use development with retail, offices, residences, and a museum. Northeastern is engaged in discussions with P-3 Partners LLC about the potential of locating University functions at the new development as a tenant including, but not limited to, administrative and academic offices and athletic support facilities. These discussions are ongoing.

### **6.3.2 Christian Science Center (CSC)**

Northeastern University currently leases approximately 85,911 gross square feet of space on Belvidere Street from the Christian Science Church (CSC). Northeastern will look at any opportunities that may arise at CSC, but has no specific plans at this time.

### **6.3.3 Parcel 18 East**

Parcel 18 East is located at the southwest corner of the intersection of Columbus Avenue and Melnea Cass Boulevard. This parcel is approximately a half an acre and is intended for a hotel to provide employment opportunities. This parcel is in a Planned Development Area (PDA) zoning district and is owned by Northeastern University.

### **6.3.4 Hastings Wing of the YMCA**

As part of the purchase by Northeastern University of the Hastings Wing of the YMCA, the transaction mandated the Medeiros Transitional Housing Program be retained on the site unless a suitable facility can be located to house the 67 beds within the Fenway area. If Northeastern identifies a suitable facility for relocation, the Hastings Wing would then be considered for a modernization/redevelopment that enhances and supports the University's needs. In addition to student housing, the University might also consider locating other uses that enhance the campus presence and functioning on Huntington Avenue.

### **6.3.5 Fenway Center**

The Fenway Center is located at 77 St. Stephen Street and is used as a performance space, classroom and event space. The potential to expand the existing building into the adjacent Northeastern University parking lot remains as a potential to expand and upgrade the building, and is considered a potential renovation project.

### **6.3.6 Tremont Street**

A property owner on Tremont Street is interested in partnering with the University to create an undergraduate housing opportunity and has initiated discussions with the University. This parcel is being considered within an Area of Interest.

---

## 6.4 Campus Context

Northeastern is located at the intersection of the Fenway, Mission Hill, South End and Roxbury neighborhoods of Boston, and is surrounded by a wide variety of institutional, residential and commercial neighbors. The university's staff and students contribute greatly to the cultural, economic and social life of the surrounding community.

This IMP also addresses the need for continued improvements to the campus landscape and circulation systems. The landscape and urban design framework proposes to improve east-west connections across the campus, north-south links between Columbus and Huntington Avenues and the Fenway, and to provide space that is better suited for recreational activity and outdoor gatherings. The new and improved landscape spaces could also serve as an environment more responsive to stormwater mitigation and advance Northeastern's commitment to reducing impacts on infrastructure and the urban watershed. Thus, the IMP strategies include creating a high performance landscape that is an expression of environmental stewardship while providing a series of pleasant, welcoming spaces that allows for increased interaction with the local community and serves as a suitable setting for an educational institution in the 21st century.

## 6.5 Sustainability

### 6.5.1 Introduction / Overview

Northeastern University is deeply committed to becoming a greener institution. In 2007, the University became a founding member of the [American College & University Presidents Climate Commitment](#), a nationwide initiative to neutralize greenhouse gas emissions among institutions of higher learning. In 2010, Northeastern officially adopted a climate action strategy called "[Sustainable Action Plan: Roadmap towards Carbon Neutrality](#)." Later that year, the Sustainable Endowments Institute, one of the most rigorous assessors of sustainability practices on college campuses, awarded Northeastern one of the highest ratings in North America on its [2011 College Sustainability Report Card](#)—an A-, which is the highest of any Boston-based university. In 2012, Northeastern was named the greenest university in the United States, and second greenest in the world, by the Green Metric Ranking of World Universities.

Northeastern shares the City of Boston's strong commitment to the principles of sustainable development and aims to incorporate a wide variety of sustainable initiatives in all its projects. Northeastern will work with the Boston Redevelopment Authority and the City of Boston Environment Department to develop, set, and achieve ambitious Environmental Sustainability goals as determined in the Institutional Master Plan, in the design of the Proposed Projects, comply with the City's Green Building Zoning Article 37, collaborate with the Boston Groundwater Trust, and implement the BRA's Groundwater Conservation Overlay District Article 32. The University endeavors to reduce the level of solid waste generated in construction and daily operations through waste minimization, reuse of materials, and recycling wherever possible. Northeastern University considers sustainability to be an ongoing process that harnesses the unique talents of students, faculty, staff, and the Northeastern community to

---

develop technological, economic, and environmentally responsible policies and innovations that will balance the needs of present consumption without sacrificing the needs of future generations.

The University is actively involved in investigating and implementing environmentally responsible initiatives. The University continues to research and implement sustainable technologies and practices such as energy use and efficiency; building re-commissioning; transportation management; sustainable sites and design; recycling and solid waste programs; and stormwater management.

The University will continue assessing its options and defining assertive and responsible actions to speed its progress towards environmentally friendly policies, systems and facilities. Sustainable development will factor into all University decisions and plans.

### **6.5.2 Northeastern Sustainability Achievements**

Sustainability is at the heart of Northeastern's planned physical development as well as its educational mission. The University has achieved the highest award by the Green Metric Ranking of World University's as being the number one university in the United States. The University also demonstrates its commitment to sustainability through a number of initiatives: January 2010 completion of the University's Sustainable Action Plan, "Roadmap Towards Carbon Neutrality"; representation and active participation on the Boston Green Ribbon Commission; being a founding signatory of the American College and University Presidents' Climate Commitment (ACUPCC); and several greenhouse gas inventories going back to 1990 that are regularly updated. Northeastern made the Princeton Review's "Green Rating Honor Roll" in 2009, 2010 and 2011.

As part of its ACUPCC commitment, Northeastern has adopted and implemented two policies. The first is a green building policy stating that all building renovations greater than 50,000 square feet and all new buildings are to be certifiable at or comparable to the Silver level under the USGBC LEED® rating system. Additionally, Northeastern University values sustainability and environmental stewardship and considers both the economic and environmental costs and benefits associated with any sustainable strategy. The second policy specifies that all new equipment and products be ENERGY STAR® qualified, or be highly efficient equipment when ENERGY STAR® ratings for equipment are not yet available. All computer equipment purchases as well as appliances including air conditioners, washing machines and refrigerators are ENERGY STAR® qualified.

Northeastern was honored with the 2011 Green Business Award by Boston's Mayor Thomas Menino and was the only higher-education institution that year to be recognized for its multi-dimensional sustainability strategy and leadership in green initiatives.

### **6.5.3 Green Infrastructure at Northeastern**

Two buildings on Northeastern's main campus have achieved LEED Gold certification: [Dockser Hall](#) and [International Village](#), which together represent nearly 540,000 square feet of building

---

space. Dockser Hall was a complete renovation project that allowed for expansion of the School of Law. International Village, a 21-story residence hall and home to [Northeastern's Honors Program](#) first-year Living Learning Community, opened in September 2009 and features the first college/university dining room in the United States to earn both the 3-star certified Green Restaurant® distinction and LEED Gold status. For overall campus sustainability efforts, Northeastern was selected for inclusion in *The Princeton Review's Guide to 322 Green Colleges: 2012 Edition*, and for the 4<sup>th</sup> year in a row was also named to The Princeton Review's "Green Honor Roll," as one of 21 institutions to earn the highest possible "Green Rating" score of 99 for 2013.

#### **6.5.4 Recycling**

Northeastern recycles more than 255 tons of paper, 295 tons of corrugated cardboard, 71 tons of bottles and cans, and 58 tons of computers and electronics each year. Nearly 38 percent of its waste is recycled. Recycling bins are located throughout the campus to encourage members of the Northeastern community to recycle. The University even recycles many of the [canvas banners](#) that appear around campus, turning them into useful items that are given to students and alumni.

#### **6.5.5 Dining**

[Northeastern's Dining Services](#) is a forerunner in sustainable practices.

Northeastern has two certified "green" restaurants on the Northeastern campus; 700 tons of food waste is collected annually for organic composting.

Partnerships include Red's Best, an operations management company that works exclusively with local fishermen to bring seafood fresh from the New England coast; Southeastern Massachusetts Agricultural Partnership, dedicated to preserving and expanding access to local food and sustainable farming through research and education; and Northeast Family Farms, which provides all-natural ground beef from cattle that are locally pasture-raised on family-owned farms using sustainable, humane practices.

Through waste reduction, energy- and water-efficient equipment, compostable disposables, cage-free local produce without antibiotics or added hormones, and fair trade products, Dining Services has helped the university garner an impressive roster of sustainability accolades.

#### **6.5.6 Transportation**

The University has acquired several small electric vehicles for use on campus by facilities personnel. Employees and off-campus students are encouraged to use public transportation to travel to and from campus, specifically through participation in the Green Streets Initiative's Walk/Ride Days. Passengers riding the MBTA commuter rail are encouraged to purchase their tickets before boarding, to avoid on-board fees (\$3) and expedite service.



---

*WalkingWorks at Northeastern*—a physical-activity group—also encourages walking, including the “Walking and Talking” program that connects faculty and staff with University leaders.

Bicycle racks are located throughout campus and bicycle storage was included in the plans for International Village. The University has also partnered with the City of Boston by sponsoring a bike station in the North Lot as part of the [New Balance Hubway bike-share system](#).

In recognition of these efforts, Northeastern received a Pinnacle Award at the 2012 Massachusetts Excellence in Commuter Options (ECO) Awards.

### **6.5.7 Landscaping**

The University strives to provide a landscape environment that is attractive to prospective students, aesthetically pleasing for the University community, cost-effective, and environmentally sound for both the campus and neighboring communities. In fall 2009, for example, Northeastern retrofitted more than a dozen trees lining the sidewalks of a main campus thoroughfare with [permeable asphalt bases](#) to help mitigate stormwater runoff.

### **6.5.8 Energy Conservation**

Northeastern uses low-flow water fixtures and compact fluorescent bulbs; has reduced its overall consumption of oil, gas and electricity; and burns primarily natural gas in the central heating plant. At the end of 2008, Northeastern [upgraded nearly 70,000 light fixtures](#) — with more sustainable alternatives campus-wide, reducing the University’s carbon emissions by an estimated 686 tons per year and saving Northeastern about \$1.2 million over the course of the six-year life expectancy of the lamps.

### **6.5.9 Green Purchasing**

The [Purchasing Department](#) selects goods and services that provide the best value to the University while protecting the environment for future generations. For example, since 2005 all cleaning products purchased by facilities for campus use are [Green Seal certified](#); most recently, the bookstore began offering sustainable sugarcane copy paper for printing. Purchasing deliberations consider issues such as energy efficiency, raw materials utilized, manufacturing processes, and the lawful disposition of obsolete equipment.

### **6.5.10 Outline of Sustainability for the IMP**

Sustainability will be integrated throughout the planning process for the Northeastern Campus, through the following means:

---

Green building design: Climate resilience, life-cycle flexibility, environmental mitigation:  
New building

Massing: the Master Plan team has been working with the sustainability consultant Transsolar to establish guidelines to mitigate over-shadowing of existing buildings, and to minimize solar gain caused by isolation at low angles on the east and west elevations. Passive solar strategies including orientation, siting and building massing are proposed to minimize energy consumption and improve occupant comfort.

Building Longevity: Construction materials and generous floor to ceiling heights will provide buildings that are durable and reusable for many subsequent generations of use, and that will accommodate future updates in building service technology.

Daylighting

The proposed buildings will maximize the potential for natural day-lighting by providing buildings with narrower floor plates. This will serve to reduce the need for artificial lighting.

Urban Planning Principles: Smart Growth

This compact master plan replaces existing parking lots and parcels that are currently underutilized by low-rise building, with taller, denser academic and residential uses. This increased intensification of use of the existing campus site promotes walking and increased use of public transport, and at the same time increases construction and service-distribution efficiency.

Water Systems

Where possible, rainwater harvesting will be utilized to ensure that non-potable water will be provided by natural systems. Green roofs and bio swales will act to mitigate the effect of stormwater runoff.

Green Roofs

Green roofs will serve to mitigate the "heat island effect" caused by exposed heat-absorbent surfaces during the summer months and to slow rainwater runoff during rain events, thereby reducing the impact of the buildings on the surrounding micro-climate and water drainage infrastructure. Green roofs improve the insulation characteristics of buildings' roofs, decreasing requirements for mechanical heating and cooling within. They also provide additional habitats for the local ecosystem and will contribute to the landscape architects' vision of bringing the natural environment of the Fens into the campus.



---

## **7.0 TRANSPORTATION AND PARKING**

---

### **7.1 Introduction**

This chapter provides an overview of the transportation conditions on the Northeastern University Campus including a key changes since the 2000 IMP; on-going and planned transportation initiatives; and the relative impacts associated with the New IMP projects. This information is intended to assist the community and the City agencies in identifying transportation-related issues that they would like to see further addressed in the IMP, which will include more detailed analysis of traffic, parking, transit, short-term construction period impacts, and pedestrian and bicycle conditions within and around the Campus.

### **7.2 Transportation Context**

#### **7.2.1 Location**

The Northeastern University Campus is generally bounded by The Fenway to the north, Tremont Street to the south, Massachusetts Avenue to the east, and Ruggles Street to the west (see **Figure 7- 1**). The Campus's urban location with respect to public transit, the downtown core, bicycle facilities, public parks, local area institutions and businesses facilitate trips by non-auto modes such as walking, biking, and public transit. The Campus is well served by two rapid transit lines, commuter rail, and 16 Massachusetts Bay Transportation Authority (MBTA) bus routes as well as three MASCO shuttle bus routes. The University also offers shared cars and shared bicycles on-campus and is conveniently located adjacent to the Southwest Corridor Bike Path, the Fenway Bicycle Path that runs along the Emerald Necklace, and the South Bay Harbor Trail.

#### **7.2.2 Transportation Demand Management**

The University has made a strong commitment and continues to make improvements to transportation demand management (TDM) initiatives to help reduce single occupant auto trips commuting to and from its campus and to promote non-auto alternatives. TDM efforts include, but are not limited to, designation of a Transportation Coordinator for the University; on-site sale of discounted MBTA passes; on-going coordination with City agencies and the MBTA during major events on campus and during move-on/move-out; flexible summer work schedules; and participation in the MassRIDES program. Notably, since the 2000 IMP drive alone commuter trips to/from the campus have declined substantially – from 27% to just 11% for students and from 49% to only 28% for employees<sup>2</sup>.

In 2012, Northeastern received the Massachusetts Excellence in Commuter Options (ECO) Pinnacle Award for the on-going efforts in incorporating sustainable transportation on Campus.

---

<sup>2</sup> Source: Northeastern University, Institutional Master Plan, February 22, 2000 and Northeastern University 2010 Massachusetts Department of Environmental Protection (DEP) rideshare survey results.





Figure 7-1.  
 Transportation Alternatives



---

### **7.2.3 Campus Growth and Changes**

In just the past 10 to 15 years, the University and its Campus have undergone a significant transformation. Once predominantly a commuter school, with a one-time high of 40,000 students, mostly regional commuters, the University now has approximately 15,000 undergraduates, mostly non-commuters, as it continues to focus on academic excellence. The University also added more than 2.3 million square feet of new construction on-campus since 1999, predominantly residence halls that have yielded over 5,000 new beds and allowed the University to require all incoming freshman to live on campus for their first two years. A third party developer is currently constructing the GrandMarc residence hall with 720 beds on St. Botolph Street.

Much of the new construction on campus has replaced surface parking, vacant parcels, and/or poorly maintained common space and allowed the University to dramatically improve the campus landscape and pedestrian connections. However, this growth has also resulted in substantial changes in how the campus functions – most notably leading to a significant reduction in external auto trips as enrollment has decreased over the long-term, as the University continues to focus on academic excellence, and more students are now living on campus. Meanwhile, much of the growth has occurred in the western and southern portions of campus, which have substantially increased pedestrian demand across Forsyth Street and over the Southwest Corridor tracks. These changes combined with the substantial increase in students living on-campus have intensified the need for the University to continue improving pedestrian and bicycle accommodations on campus.

## **7.3 Improvements since the 2000 IMP**

The following outlines the several transportation related improvements made by the University either on-campus and/or within the public realm since the 2000 IMP.

### **7.3.1 On-Campus Vehicular Restrictions**

In an effort to help strengthen Northeastern's commitment to a safer and more walkable campus, new vehicular traffic restrictions have recently been implemented. These restrictions include prohibited zones for general traffic and time based travel restrictions in an effort to reduce service vehicle-pedestrian conflicts during peak class times.

### **7.3.2 Student Car Restrictions**

As the University has substantially increased its residential population in recent years, it has taken measures to limit student parking demand on-campus. Extremely limited overnight parking is available for students living on or near the campus. Students may apply to Northeastern for an overnight parking space; however, preference is given to upper class students on co-op or clinical rotations; first-year students are not eligible to purchase an overnight parking permit. Upper class

---

students in classes may be denied overnight parking due to limited availability. Resident students living within the University residences halls do not qualify for the city of Boston residential parking-permit program. In addition, overnight parking in a garage off campus is expensive. Together, the pedestrian-oriented nature of students, the close availability of transit, and the high cost of overnight parking, discourage vehicle ownership among students.

### **7.3.3 Parking Supply**

Northeastern currently has approximately 3,695 parking spaces on-campus within parking garages and surface lots for use by faculty, staff, students, visitors, and the general public. Since the 2000 IMP, Northeastern's on-campus parking ratio has decreased from approximately 0.74 spaces per 1,000 square feet to just 0.58 spaces per 1,000 square feet. While the total number of spaces on campus has increased by approximately 700 spaces during this time period, the decrease in parking ratio is the result of a substantial increase in on-campus housing, which has yielded a much lower parking demand on a square foot basis as the campus shifts to a non-commuter population. Once construction of the GrandMarc residence hall is completed, which will have no parking, the overall campus parking ratio will decrease further to just 0.56 spaces per 1,000 square feet.

### **7.3.4 Shared Cars**

In 2011, the University began using Hertz On Demand as a provider for shared cars on Campus, which currently has eight on-demand vehicles in four different locations throughout the Campus. Hertz on-demand allows students with a Northeastern identification card ages 18 years or older to participate.

### **7.3.5 Bicycle Use and Storage**

In recent years, bicycle use has increased dramatically on the Northeastern University Campus and throughout the City of Boston. According to the City's Boston Bikes Program, bicycle ridership has more than doubled in the City since 2007 when the program was launched. In the immediate vicinity of the campus, the City has recently added bicycle lanes along portions of Columbus Avenue, Massachusetts Avenue, and Forsyth Street.

Northeastern is continually evaluating on-campus bicycle usage and storage and actively adds bicycle racks and/or relocates existing racks to meet changing demand patterns. The University has significantly increased on-campus bicycle storage from only 141 bicycles at 8 locations in 2000 to approximately 780 bicycles at nearly 40 locations throughout the campus today. On-campus bicycle storage will be a key focus of the IMP.

The GrandMarc residence hall Project, which is currently under construction, will provide the campus's first dedicated bike room within a residence hall facility. The new bike room will provide secure covered bicycle storage for approximately 80 bicycles. In addition, the Project



---

will provide outdoor bicycle storage for approximately 20 bicycles, bringing the total on campus storage up to approximately 880 bicycles.

### **7.3.6 Hubway Bikeshare**

In 2011, the University partnered with the City of Boston on the New Balance Hubway Bikeshare program that offers 29 bicycles for short-term use at two different locations on-campus, including one at North Lot and one at Ruggles Station near Columbus Avenue. The IMP will assess the need for, as well as, optimal locations of bikeshare facilities.

## **7.4 Ongoing Transportation Initiatives**

The University is actively engaged with various City and State agencies on a number of initiatives to improve transportation conditions in and around the campus, as follow:

- Ruggles Station Commuter Rail Platform Extension Project – the MBTA is currently in the preliminary design phase for the proposed construction of a new 800-foot long commuter rail platform on Track 2. To support this effort, the MBTA anticipates using its “taking” authority under eminent domain laws to convert some portion of Northeastern University land within the Columbus Lot. Discussions are currently under way to determine how the MBTA and Northeastern University might support their respective plans within this locus: the new platform would enable commuter rail passengers to disembark on Track 2 and avoid the extra travel and transfer at Back Bay Station to get back to Ruggles; however, Northeastern University intends to use the entirety of the Columbus lots for academic and related purposes.
- Ruggles Station Partnership Program: Northeastern University is currently coordinating with the MTBA on possible partnership opportunities to improve Ruggles Station, which serves as a key pedestrian and transit connection to the Northeastern campus and the surrounding community.
- Southwest Corridor–Fenway Bicycle Path Connection: Northeastern continues to work with the City on evaluating alternatives for providing a connection between the Southwest Corridor Bicycle Path and the Fenway Bicycle Path along the Emerald Necklace. The City recently engaged a consultant to evaluate alternatives and the project is currently in the conceptual design phase. As currently envisioned, this important connection would provide designated bicycle accommodations along Ruggles Street, Parker Street and Forsyth Way.
- Southwest Corridor/Ruggles Station/International Village: The University is currently in discussions with the City, Department of Conservation and Recreation (DCR), and the MBTA regarding possible improvements to this area to reduce pedestrian–cyclist conflicts through a combination of pavement marking, signage, traffic calming, and/or other geometric modifications; landscape and other aesthetic improvements; and increased pest control.
- Massachusetts Avenue Station: The University has been in on-going discussions with the MBTA regarding the feasibility of installing an entrance to the Massachusetts Avenue MBTA Station via

---

the Gainsborough Street/Camden Street footbridge; currently passengers may only exit from this location.

- **St. Botolph Street/Gainsborough Street Reconstruction Project:** The City of Boston is currently in the preliminary design phase for this project that would include traffic, parking, and pedestrian improvements/modifications along St. Botolph Street between Massachusetts Avenue and Gainsborough Street, and along Gainsborough Street between St. Botolph Street and Huntington Avenue. The project is planned to be funded through the 2013 Transportation Improvement Program for the Boston Metropolitan Planning Organization. Northeastern is committed to working with the City on this project and is currently evaluating pedestrian and traffic needs during events at Matthews Arena as input for the design.

The Boston Transportation Department (BTD) is also actively monitoring and improving traffic conditions along roadways adjacent to the campus. On-going efforts include signal timing optimization along the Huntington Avenue, Massachusetts Avenue, and Melnea Cass Boulevard corridors. In addition, the City of Boston is currently in the preliminary design phase of the Melnea Cass Boulevard Redesign Project, which is evaluating the potential for a dedicated busway and improved bicycle and pedestrian accommodations.

The City of Boston and the Massachusetts Department of Transportation (MassDOT) are also currently evaluating improvement to Massachusetts Avenue between Westland Avenue and Huntington Avenue that will improve pedestrian access around the Symphony area and include improvements to traffic signal operation, traffic circulation, bicycle accommodations, sidewalks, landscaping, crosswalks, and other streetscape improvements. The Symphony Area Streetscape Project, which is at 75% design, will improve the pedestrian environment for all residents and visitors in the area. Construction is anticipated to begin in Spring 2013.

## **7.5 Goals for the New IMP and Potential Improvements**

As part of the new IMP, the University is evaluating the potential/feasibility of the following improvements to pedestrian and bicycle conditions on and around the campus:

### **7.5.1 Improve Intra-Campus Connections**

As the campus has developed and shifted from a largely commuter-oriented school to more on campus housing and to a more pedestrian oriented campus over the years, the University has taken great care in improving pedestrian connections throughout the campus. The University is currently evaluating ways to further reinforce and improve east-west and north-south pedestrian connections through the campus via improved landscaping and wayfinding and reducing internal surface parking. Long-term planning efforts may also consider the potential/feasibility of providing limited access for public safety vehicles over the Southwest Corridor tracks.

---

### **7.5.2 New and Improved Rail Crossings**

The Northeastern Campus is currently bisected by the MBTA Orange Line and Commuter Rail tracks, which precludes vehicular access and limits pedestrian crossings to just a few locations. As part of the new IMP, the University will evaluate the potential for additional crossings in the vicinity of the proposed Columbus Lot Interdisciplinary Sciences and Engineering Building (ISEB) as well as potential renovations to the existing crossings, such as Ruggles Station, the connection to the Columbus Avenue garage and the Camden Street crossing by the Matthews/Gainsborough Garage site. These improvements would help strengthen the north-south connection through the campus and link the adjacent communities. The master plan proposes to explore a range of potential crossings from pedestrian bridges to more expansive decked surfaces for landscaped open spaces and pedestrian environments.

### **7.5.3 Forsyth Street Improvements**

As the western side of the campus has undergone substantial development over the years with the introduction of several residence halls and new academic buildings, Forsyth Street has become more of the center of campus and serves as a key north-south and east-west connection between Ruggles Station and Huntington Avenue and between academic buildings and residences halls, respectively. Forsyth Street also serves as a primary access point for on-campus loading and service vehicles, Medical Academic and Scientific Community Organization (MASCO) shuttle buses, private shuttle buses, and some pick-up/drop-off activity at Ruggles Station. During the change of class, and often throughout the day, Forsyth Street can become inundated by pedestrians, virtually halting vehicular flow on the roadway as sidewalks are generally inadequate to meet demand and students typically walk in the roadway. The addition of approximately 4,200 beds on-campus since 1999 (excluding GrandMarc) has only intensified the level of pedestrian activity. As part of the new IMP, the University will work with the City and community in identifying and developing potential improvements to Forsyth Street in an effort to enhance pedestrian conditions and safety and the feasibility of limiting vehicular access.

### **7.5.4 Bicycle Storage Improvements**

The University is continually evaluating bicycle storage needs on-campus as demand evolves. As part of the new IMP process, the University is evaluating the potential for additional bicycle storage, and/or storage alternatives (e.g., bike cages, etc.) to reduce vandalism and theft, help meet demand in heavily used areas, provide additional covered storage, and to improve campus aesthetics.

## **7.6 Transportation Impacts**

As detailed in **Chapter 6**, the University is proposing to construct several new academic and residential buildings as part of the new IMP. As currently envisioned, it is anticipated that the first phase of the Interdisciplinary Science and Engineering Building (ISEB) on Columbus Lot would consist of an

---

approximately 180,000-250,000 gross square foot (GSF).. This new building would displace approximately 200 existing surface parking spaces and also include up to two new pedestrian connections over the Southwest Corridor tracks, linking the north and south campuses. Other IMP Projects that could potentially impact existing on-campus surface parking include redevelopment of the 145-space North Lot, used primarily for overnight student parking, with 150,000 to 250,000 GSF of general academic ‘swing-space’; the redevelopment of the 33-space Gainsborough Lot for the approximately 110,000 to 120,000 GSF Matthews Arena Addition; and the potential addition to the existing Ryder Hall that would add 150,000 to 180,000 GSF of academic and residential space, displacing 45 existing surface parking spaces. No new parking is currently proposed as part of these three projects. The new IMP is also exploring the possibility of redeveloping the aging Gainsborough Garage with a state-of-the-art student recreation and athletic facility that would likely include the replacement of the existing 300 parking spaces. The new IMP will evaluate parking demand on a campus-wide basis to determine if, and/or when and where, replacement parking would be necessary as the IMP projects are constructed.

Since 2009, undergraduate enrollment has fluctuated semester by semester between 14,200 and 15,300, with a freshman class between 2,600 and 2,900 each year during that period. With increasing out-of-area cooperative education placements, a growing demand for online and distance learning, and increased opportunities for study abroad and similar experiential education programs outside Massachusetts, the University continues to review its level of local undergraduate population. Graduate student enrollment, including all full- and part-time students in graduate and law programs, was approximately 6,700 in 2012, and is projected to increase to 10,700 by 2021, the bulk of that growth in distance learning programs and at remote campuses. The number of faculty and staff, currently at 3,922 full-time and part-time benefits eligible employees, is expected to increase by approximately 10 percent. These relatively small changes in student and staffing, combined with the plans to increase on-campus housing would further reduce external commuter trips, resulting in only small changes to the overall campus trip generation.

---

## **8.0 INFRASTRUCTURE SYSTEM IMPROVEMENTS**

---

### **8.1 Existing Utility Infrastructure**

#### **8.1.1 Water and Sewer**

The water supply for the campus is provided by the Boston Water & Sewer Commission's ("BWSC") Southern Low Service network via water mains in Huntington Avenue, Ruggles Street, Hemenway Street, and Columbus Avenue. The Southern High Service network water mains in Huntington Avenue and Tremont Street provide fire protection services for a couple campus buildings with the majority serviced by the Southern Low Service network.

Campus sanitary sewage is discharged into sewer mains maintained by BWSC in Ruggles Street, Parker Street, Huntington Avenue, Forsyth Street and Hemenway Street. Regional sewer service and treatment are provided by the Massachusetts Water Resources Authority with treatment at the Deer Island Treatment Plant.

The majority of the campus is serviced by separate sanitary sewers and storm drains. However, these systems discharge into combined sewers in Ruggles Street, Forsyth Street, Parker Streets, Gainsborough Street and Huntington Avenue.

#### **8.1.2 Electrical Service**

The University is supplied electricity from NSTAR. Northeastern owns, operates, and maintains three sub-stations, which are fed from NSTAR's STA 350 at Colburn Street. Two of the customer stations, STA 452 and STA 573 may be near capacity. STA 452 is located in the basement of the Forsyth Building and feeds approximately 14 transformers. STA 573 is located at 358 Huntington Avenue and was built around 2000. The third station, STA 287 is located at 1155-1175 Tremont Street at the International Village and is less than 4-years old and has additional capacity.

#### **8.1.3 Steam**

Most of the buildings on campus are supplied with steam from either a central steam plant or from their own on-site boilers. The central steam plant is a low-pressure system (maximum operating pressure: 15 PSI). This plant generates a combined total of 4,100 boiler horsepower, or roughly 140,000 pounds per hour. The primary fuel is natural gas via a dedicated medium pressure main from Ruggles Street. Low-sulfur, transportation grade fuel oil is the back-up fuel source from a 45,000 gallon on-site underground storage tank. The current steam demand upon the plant is 75,000 pounds per hour, leaving adequate spare capacity in the event that a boiler is out of service for repair. This plant presently serves approximately 37 buildings for heat and hot water.

---

#### **8.1.4 Gas**

The University is supplied natural gas from National Grid.

#### **8.1.5 Telecommunications**

Telecommunication services for the University are supplied by Verizon. The main communication duct banks serving the University are located in Huntington Avenue, Gainsborough Street, Parker Street, and Hemenway Street.

### **8.2 Future Infrastructure Projects**

A majority of the campus lies within the City's Groundwater Conservation District (GCOD), which requires recharge of stormwater runoff. The campus is also within the Muddy River and Charles River Watersheds which currently receive excessive nutrient loads. Of particular concern to the Boston Water and Sewer Commission is the removal of phosphorus from the storm drainage stream. This removal can be provided through engineered recharge systems, water treatment units and a variety of other best management practices.

Green infrastructure such as green roofs, bio-swales, rain gardens, porous pavements, and rainwater harvesting can help meet the requirements of the GCOD and BWSC while reducing the environmental impact of future development projects and restoring storm water's natural flow pattern by allowing water to permeate into the ground. The University will investigate the feasibility of incorporating green infrastructure practices into its future projects. For example, future street improvements offer an opportunity to incorporate storm water management concepts such as rain gardens and bio-swales into the overall streetscape design while new buildings offer opportunities to install green roofs and rainwater harvesting, which can serve as an amenity and educational component for students. New open spaces and courtyards that provide recreational and social spaces also can include rain gardens, bio-swales and porous pavements for storm water mitigation.

### **8.3 Impact of Future Projects on Utility Infrastructure**

#### **8.3.1 Water and Sewer**

Future projects will require the installation of new water service connections to existing BWSC water mains to feed proposed projects. All proposed connections will require review by BWSC on a project-by-project basis. The University will continue to work with the Boston Water and Sewer Commission for future connections to provide sufficient capacity for future needs. Water demand for the proposed future projects will be explored further in the IMP. The master plan sustainability initiatives include water use reduction measures proposed as part of sustainable campus guidelines.

Sewer systems serving new buildings shall discharge into new sewer laterals that will connect to existing BWSC sewer mains. All proposed connections to the BWSC system shall be submitted

---

for review on a project-by-project basis to ensure compliance with latest requirements and regulations. Sewer demand for the proposed future projects will be explored further in the IMP.

### **8.3.2 Electrical System**

Two of the University's sub-stations, STA 452 and STA 573, may be near capacity. STA 287 is currently lightly loaded. NSTAR's STA 350 has capacity and can provide service for future development.

### **8.3.3 Steam**

The University's existing steam plant has the capacity to meet the heating demands of an additional one million square feet of development. A new low-pressure steam and condensate return system, installed in the Utility Corridor from the University's main steam plant, was engineered to supply the needs of proposed buildings. Individual steam supplies to buildings will connect to the corridor through existing steam manholes.

The University's existing steam infrastructure is located north of the MBTA train tracks. The university buildings south of the tracks, such as those at International Village, are serviced by gas-fired boilers. It is anticipated that future buildings south of the track would be serviced the same way although the University may also explore extending the steam system across the MBTA property.

### **8.3.4 Gas**

Proposed IMP projects may require the installation of new natural gas service connections. The University will work with National Grid to provide service to these buildings from existing gas mains.

### **8.3.5 Telecommunications**

Verizon's main telecommunication duct banks serving the University are located in Huntington Avenue, Gainsborough Street, Parker Street, and Hemenway Street. The University will work with Verizon to provide service for future IMP projects.

### **8.3.6 Chilled Water**

Currently, there is no chilled-water distribution on campus. However, the University's Office of Physical Plant is studying the feasibility of underground systems between select buildings where alternative energy sources exist. The objective of the department is to reduce energy consumption and enhance reliability.

---

### **8.3.7 Storm Water Drainage**

The majority of Northeastern is located within the Groundwater Conservation Overlay District (GCOD). Article 32 of the Boston Zoning Code states that the purpose of the GCOD is to prevent the deterioration of and, where necessary, promote the restoration of, groundwater levels in the city of Boston.

For development projects within the District, 1-inch of rainfall across the impervious areas will be captured and infiltrated to recharge the groundwater system. Groundwater recharge can be achieved through several sustainable storm water management methods including rain gardens, porous pavement, bio-swales, and subsurface infiltration. Storm water runoff from rainfall events in excess of the 1 inch will be routed to existing storm sewer mains, in conjunction with the BWSC Master Plan for this area. All plans for connection to the existing BWSC system shall be reviewed for compliance with the latest regulations. It is also a common goal to separate combined sewer systems wherever possible.

The IMP sustainability initiatives include innovative stormwater management proposals and a significant reduction of impervious surface on the Northeastern campus proposed as part of sustainable campus guidelines.



---

## **9.0 ENVIRONMENTAL IMPACTS**

---

### **9.1 Introduction**

Potential impacts from each of the IMP projects will be presented when the University has selected a design team and has finalized a development program. For those projects in excess of 20,000 GSF, reviews will be undertaken in accordance with the requirements of Article 80 of the Zoning Code. It is expected that the initial project to be permitted under Article 80 will be the initial phase for the Columbus Lot (see **Chapter 6** for more detailed description of the proposed IMP projects).

The following sections discuss the impact areas to be more fully evaluated in the IMP and in subsequent impact filings with the BRA or other city and state agencies.

### **9.2 Wind**

It is expected that the BRA will review the proposals requiring city review and determine if wind analyses are required. The University will be sensitive in its proposed designs and building massing to insure that the proposals do not create wind impacts at the pedestrian level that would lead to uncomfortable wind conditions for walking or sitting.

### **9.3 Shadow**

The University will take steps to insure that taller buildings proposed minimize new shading on open spaces, sitting areas or pathways through the campus. Any new shadows are expected to be confined to properties already owned by the University. For projects that are over 10 stories, architectural and massing design concepts will be presented that reduce potential shadow impacts.

### **9.4 Daylight**

The proposed IMP projects are not expected to significantly reduce daylight on any off-campus locations. For projects that are over 10 stories, architectural and massing design concepts will be presented that reduce potential daylight reduction impacts.

### **9.5 Solar Glare**

Materials to be used in construction of the new projects will be chosen to reduce the potential for solar glare.

### **9.6 Air Quality**

Because the structures to be built as part of the IMP are not expected to generate significant increase in vehicular traffic to the Northeastern Campus, it is unlikely that there will be impact on air quality in the area from new traffic. Air quality impacts from enclosed garages that may be constructed will be reviewed during the BRA's Article 80 review process.

---

## **9.7 Noise**

While it is expected that noise will occur during the construction on the IMP projects, construction noise levels will comply with applicable city of Boston noise regulations. During the operation of the completed projects, noise levels from HVAC and exhaust equipment will also comply with these standards. More detailed information will be presented in filings in accordance with Article 80 and other regulatory requirements.

## **9.8 Flood Hazard Zones/Wetlands**

The Northeastern campus is located primarily within Zone C, areas of minimal flooding with elevations above the 100-year flood benchmark, according to Federal Emergency Management Agency Flood Insurance Rate Map for the City of Boston. However, Northeastern did experience flooding over the last 16 years. The campus contains no wetlands, although portions of the campus bordering the Fens may be within protected areas.

## **9.9 Groundwater**

The majority of Northeastern is located within the Groundwater Conservation Overlay District, pursuant to Article 32 of the Boston Zoning Code. As appropriate, IMP project filings will include analysis of potential impacts on groundwater and mitigation to be provided.

## **9.10 Solid and Hazardous Wastes**

As will be outlined in the Construction Management Plans for IMP projects requiring review under Article 80, appropriate measures will be taken to insure that any hazardous waste typically encountered from construction debris encountered in urban fill soils will be removed to the appropriate landfill site(s) or recycled, as required.

## **9.11 Wildlife Habitat**

Northeastern is not aware of any rare or endangered species or any ecologically significant plant community which may be affected by the IMP proposed projects.

## **9.12 Historic Resources**

Based on a review of the State and National Registers of Historic Places and the list of Boston landmarks as of 2012, the nearest properties that are listed on the National Register of Historic Places are the YMCA of Greater Boston, the New England Conservatory, the Greek Orthodox Cathedral, Kerr Hall, and the Isabella Stewart Gardner Museum. The nearest local historic district is the Lower Roxbury Historic District.

---

## **10.0 COMMUNITY BENEFITS**

---

### **10.1 University Agreements**

Northeastern University has made a number of agreements with various city agencies and elected officials during the course of the past IMP as amended. The University is in substantial compliance with these agreements, the primary exception being its obligation to create a hotel or other large economic benefit on the remaining of Parcel 18, if economically feasible, at Tremont Street and Melnea Cass Boulevard, by prior agreement incorporated into the 2000 IMP. The University has identified a hotel chain and possible developer, and is actively working to move the project forward.

The University is committed to ongoing partnership with local elected officials and community leaders about improving current neighborhood programs and services.

### **10.2 Existing Community Benefits**

The University is committed to strengthening Boston's fabric in many ways, among them by helping grow the city's economy and putting our neighbors to work. In Fiscal 2012, the University's record was the following:

- More than one-quarter of Northeastern's benefits eligible employees live in Boston;
- More than 1,000 full- and part-time employees of dedicated vendor partners live in the Boston neighborhoods closest to the Northeastern campus; and
- Northeastern has spent more than \$50 million with vendors in Boston neighborhoods, \$1.87 million of that with minority business enterprises.

A representative, but by no means comprehensive, sampling of benefits the University provides in Boston includes more than \$11 million in scholarships to Boston-native students, as well as:

- Foundation Year, an intensive first-college-year program for graduates of Boston high schools.
- StepUP, the mayor's initiative pairing higher education with specific Boston public schools.
- Edward M. Kennedy Academy for Health Careers, a public charter school hosted by the University.
- Youth Development Initiative Project, providing tutoring and life-skills training for students and parents in public housing.
- Balfour Academy, an afterschool/summer tutoring program for Boston students.
- Summer youth jobs.
- Support for the Mayor's Youth Council.
- Renovation/maintenance at McLaughlin Park, Carter Playground, Ramsay Park, Ramler Park, Dickson Park, Symphony Gardens and the Emerald Necklace.
- Upgrades at the Maurice Tobin Community Center and Lenox/Camden Program Office.

- 
- Annual hosting of the Boston Public Schools Science Fair, Mayor’s Cup hockey tournament and Boston City League Basketball All-Star Games, and hosting and supporting the Boston Public Schools’ Parent University Program.
  - Healthy Kids Healthy Futures, which works with young children to curb obesity and promote exercise.

A fuller listing of existing University Community Benefits will be provided in the subsequent IMP filing.

### **10.3 Overview of Future Community Benefits**

Northeastern looks forward to working with the BRA, The Mayor’s Office, elected officials, CTF, and other interested parties to explore ways to improve future community benefits as well as building on the current benefits provided by the University.

The overall guidelines that Northeastern expects to assist in developing future community benefits include the following:

- The benefit serves the mutual interests of the community and University and can be recognized to be of benefit in the local community and beyond;
- The benefit leads to sustainable partnerships in the community designed to promote the development of thriving communities along Northeastern's institutional borders, especially in Roxbury;
- The benefit builds on existing programs and core competencies of the university , or works with others with complementary core competencies;
- The benefit strives for innovative ways to optimize resources that build a strong community and a strong university; and,
- The benefit helps develop a robust community engagement strategy that is supported by the University’s student and academic interests.

Six initiatives under discussion, but not yet defined with city officials, the BRA and the CTF include:

1. Creating a fund to support economic development and neighborhood based businesses;
2. Supporting the P-3 development by becoming a primary tenant of the office building;
3. Initiation of a community education portal;
4. Creation of new public realm initiatives (as referenced in **Section 5**);
5. Working with the city to upgrade nearby Sgt. William E. Carter Playground; and,
6. Collaborating with the MBTA to improve passage over the Orange Line tracks and improve overall access.

The status of discussions on these initiatives is articulated in the following sections.

---

### **10.3.1 Initial Community Benefit Areas of Focus**

Discussions that have taken place thus far have been organized into the following categories: Procurement and Job Opportunities, Economic Development, Education, Housing, Joint Development Opportunities, Recreation and Cultural Opportunities; Community Partnerships; and Additional Opportunities.

#### **Procurement and Job Opportunities**

Internal discussions aimed at creating increasing opportunities for local businesses to provide goods and services to Northeastern have already begun and the University will start to engage external community members. The University will pursue measures to increase local hiring and purchasing, developing metrics to measure progress during the proposed IMP and beyond. The University will also work with appropriate city officials and local organizations to create outreach and training programs for both potential employees and local businesses, and will publicize its practices through citywide and local media.

#### **Economic Development**

Several proposals related to economic development have been discussed at CTF meetings and have been the subject of discussions with community development organizations, including revolving loan fund alternatives for business entrepreneurship, microfinancing/microlending, and on-campus business siting.

##### ***Business Entrepreneurship***

The University has many faculty and students whose work involves developing the skills for creating business plans and business innovations. Ideas have been discussed to bring these resources together to support the efforts in the community for business development and job creation; University resources could be combined with those from existing city and private organizations to connect and leverage for greater effect. As an example, an urban entrepreneurship center could be created to engage students, faculty, community organizations, schools and local businesses in a collaborative environment that would focus on teaching entrepreneurship and business skills to students and business owners. The center could provide technical support and mentoring for local small businesses. The center would provide a locus at which Northeastern could bring its intellectual and human resources together to support the growth and development of local businesses. Such a center could be located in the new science building or in a community based location (possibly co-locating with the “community engagement center”).

##### ***Microfinancing / Microlending***

A related idea is the creation of an initiative to capitalize on the business expertise described above to assist with loans for small businesses in the local community. A separate organization could manage the fund and provide business development mentoring and training to the loan recipients.

---

### *On-Campus Business Siting*

The University will work to identify a community-based business or businesses for an on-campus opportunity that would support campus needs. The type of business that we would target would likely be in the food-service business but Northeastern is amenable to considering other types of businesses as well.

### Education

A major focus of the University is to increase visibility and community access for University educational programs designed to share resources. Building on the precedent of an education portal, Northeastern has discussed with the City a proposal for a location providing an accessible physical presence convenient to the community for various community engagement programs. It could serve as a central location from which the University would be able to coordinate the community engagement programs, bringing together students, faculty and community partners in a more effective manner.

Such a “center for community engagement” could be launched with a number of existing Northeastern community engagement programs including the Center of Community Service, YDIP, and possibly Balfour Academy. It could be located on or off-campus and specific locations would be explored during the preparation of the IMP.

### Joint Development Opportunities

#### *Parcel 3 Investment*

Northeastern has been encouraged to work with the Parcel 3 development team to find ways that the University’s needs for space might assist in the project going forward and allow for building on this potentially transformative community-supported Roxbury development site. As the IMP process proceeds, options for space at Parcel 3 will remain in consideration. If the University became a tenant of the Parcel 3 office space, it would be deferring investment in other developments on campus.

#### *Parcel 18 East*

Parcel 18 East was previously designated for development of a hotel or other economic engine for the neighborhood. The project was delayed due to a downturn in the economy, and there are ongoing discussions with the community partner on proceeding with this project.

### Recreation and Cultural Opportunities/Carter Playground

Northeastern would like to be an agent for improvement at Carter Playground and in so doing find ways for the University and community sports programs to both benefit from the improvements. This could mean engaging community youth in activities with Northeastern athletic teams in conjunction with Carter Playground use.

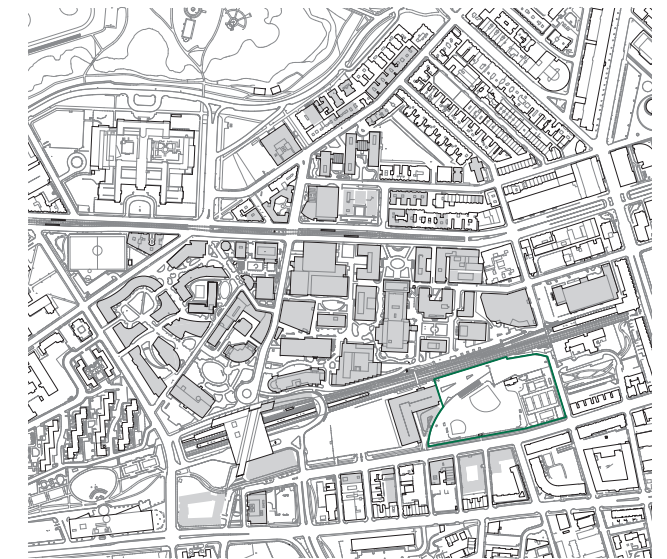
---

Northeastern University and the Boston Parks and Recreation Department are in discussions about renovations to Carter Playground. The historic playground at the intersection of Columbus Avenue and Cedar Street contains one multipurpose field, five tennis courts, a basketball court and a playground. Northeastern's need for recreational space on campus and the need for improvements to Carter Playground present an opportunity for a mutually beneficial renovation. Northeastern would replace the current program at the park (multi-purpose field, tennis courts, basketball court, playground) and add an additional multipurpose field for University and public use.

The preliminary design concept (See **Figure 10-1**), which places the tennis courts and playground along Columbus Avenue creates a more active street environment and improves visibility and safety for playground users. Also, the adjacency created between Squash Busters, the playground and the tennis courts – used by Tenacity, Boston's youth tennis program – creates a community environment geared towards serving Boston's youth population. The city and University will hold community meetings with neighborhood residents before any final design or program moves forward.







Location plan

**Data**

Location: 687 Columbus Avenue  
 Site size: 285,600 sf (6.6 acres)  
 Existing use: Athletic Facilities/ playground  
 Proposed use: Athletic Facilities/ playground:  
 replacing existing facilities and adding a new multi-  
 purpose field  
 Current zoning: IS

Preliminary concept site plan

---

## New Campus Public Realm Initiatives

This IMPNF makes recommendations for a number of campus-wide landscape and open space improvement initiatives, some of which will have a direct impact on the public realm. They are areas that touch on Northeastern's boundaries, but may be within the public right of way. Projects in these areas could prove to be mutually beneficial for both the University and the City through beautification and improved functionality

### *Forsyth Street Improvements*

Currently, Forsyth Street separates the Northeastern campus into east and west sectors. The University's proposals for this primary campus corridor would stitch the campus together by limiting vehicular traffic and emphasizing more pedestrian activity. This redesign may include new lighting, site furniture, hardscape surfaces, vegetation, gathering spaces, and programs to activate this space more fully.

### *Huntington Avenue*

There are improvements to the pedestrian condition along Huntington Avenue that need to be completed. A continuous street-wall condition exists along significant stretches of the south side of Huntington Avenue, creating an unpleasant pedestrian experience, street crossings between the north and south side of Huntington Avenue should be improved to increase real and perceived pedestrian safety.

### *Columbus Avenue*

The existing infrastructure of Columbus Avenue and Southwest Corridor Park provides a significant open space framework that could be improved. The landscape could be updated by improvements to both hard and soft ground plane surfaces, with new lighting, and other park furniture and amenities. This parkway could serve multiple modes of transportation (i.e. walking, bicycling, etc.), and it should integrate into the adjacent spaces.

### *St. Botolph Street*

Future improvements along St Botolph Street could focus on the pedestrian condition of the street in conjunction with the addition to Matthews Arena, a new New England Conservatory building and the construction of the GrandMarc residence hall. St Botolph Street will ultimately serve as a primary pedestrian connection to Massachusetts Avenue and through the university itself.

## Public Transportation / Improvements

Several conversations about MBTA infrastructure improvements and maintenance are currently underway. While they will likely not be concluded by the time of the filing of the IMP, the

---

conversations have identified the opportunity for notable improvements for passage, access and comfort of passengers, residents and other travelers, for example:

- Northeastern has been asked by the MBTA to explore the feasibility of assuming management of the Orange Line's Ruggles Station, which would include oversight of all leases, maintenance and security. The MBTA would have responsibility for all fare collections and security past the turnstiles. The University has initiated a study to assess the options, costs and benefits.
- Northeastern is cooperating with the MBTA on an engineering feasibility study, engineering study and geotechnical assessment of the strip of land eastward and parallel to the Orange Line on the southerly side of the right-of-way at Ruggles Station, stretching almost to the overpass at Northeastern's Columbus Garage, located across from 716 Columbus Avenue. This platform will take at least 80 feet by 12 feet of land on the northerly side of the university's surface parking lot. The concepts for Northeastern's contemplated Columbus Lot foresee over-the-track crossings that would provide access to the neighborhoods framed by Huntington Avenue and Columbus Avenue.

### **10.3.2 Workforce Development**

The University cooperates with workforce development and job training programs provided through the Mayor's Office of Jobs and Community Services to train workers and will continue to do so during the term of this IMP.

#### Employment in Proposed Projects

The Proposed IMP Projects will result in direct economic benefits to Boston, including construction jobs and permanent jobs as new buildings come online, increased purchasing in the community by those added employees, and enhancements to neighborhood values as a ripple effect of new construction and building upgrades.

#### Future Economic Development Goals and Strategies

The University will work with the City in developing future economic development goals and strategies for its campus and surrounding neighborhoods and present them in the IMP.

### **10.3.3 Economic Development**

#### Northeastern Faculty and Staff

Northeastern's workforce consists of positions that either directly or indirectly fulfill its mission – that is, full-and part-time faculty who directly serve the academic needs of the students and institution, and full-and part-time staff who support the academic mission. In addition, the University engages with local contracting firms to perform certain functions related to parking garage operations, security, food service and cleaning and maintenance.

---

As of the fall of 2012, the University employs 3,922 benefits-eligible full- and part-time employees, of whom 1,164 are full-time faculty and 2,265 are full-time staff, and 503 are part-time faculty and staff.

Of these total University employees, 904 live in Boston. In addition, more than 400 employees of the University's long-term private contractors reside in the city.

The University workforce is estimated to grow by as much as 10 percent during the course of this IMP.



---

## **11.0 OTHER**

---

### **11.1 PILOT and Taxes**

Northeastern University has a history of making both voluntary PILOT payments and voluntary property tax payments on University-owned property. Under the first year of the City of Boston's new PILOT regime, the University paid approximately \$900,000, as well as more than \$2 million in property taxes. The University looks forward to continuing conversations with city officials about how Northeastern and the City can continue the University's mutually important collaborative work with the City, especially with programs supporting affordable housing, neighborhood entrepreneurs, public schools and youth-focused programming.

### **11.2 Public Notice**

Northeastern has prepared and published a Public Notice of the submission of the IMPNF to the BRA as required by Section 80A-2 and 80D-5 (see **Appendix B**). The BRA has published this Notice in the *Boston Herald* on December 21, 2012, which is within five (5) days after the receipt of this IMPNF. Following publication of the Public Notice, Northeastern will submit to the BRA a copy of the published Notice together with the date of publication.



---

## **Appendix A**

# **Northeastern University - Facilities Data Matrix, October 1, 2012**

---

---





Northeastern University - Facilities Data Matrix

Issue Date 10-01-12

Building Name	Code	Official Street Address	Year Built	Year Acquired	Year Major Renovation	Below	Above	Penthouse Levels	Gross SF	Owned or Leased	Primary Building Use
<b><u>Academic &amp; Administrative Facilities</u></b>											
177 Huntington Avenue	177	177 Huntington Avenue	1974	2010		0	2	0	17,185 sf	Leased	Administrative
236 Huntington Avenue	236	236 Huntington Avenue	Unknown	2012	2012	0	1	0	5,077 sf	Leased	Administrative
335A Huntington Avenue (portion of bldg)	335	335A Huntington Avenue	Unknown	2000	2000	1	0	0	8,505 sf	Leased	Student Services
34 Beacon Street	34	34 Beacon Street, Boston, MA	1825	2006	2000	1	5	0	11,056 sf	Owned	Residence & Event Space
Asian American Center	AC	109 Hemenway Street	1898	2005		1	3	0	4,646 sf	Owned	Student Services
Warehouse	AT	NA	Unknown	Unknown		1	4	0	140,197 sf	Owned	Warehouse
Behrakis Health Sciences Center	BK	30 Leon Street	2002	NU Built		1	7	1	123,122 sf	Owned	Classroom/Admin.
Belvidere	BV	101 Belvidere Street	1974	2008	2005	0	4	0	69,911 sf	Leased	Academic/Administrative
Cahners Hall	CA	110 The Fenway	1957	1965		1	2	0	14,912 sf	Owned	Classroom/Admin.
Cargill Hall	CG	45 Forsyth Street	1982	NU Built		1	0	0	28,378 sf	Owned	Classroom/Admin.
Churchill Hall	CH	380 Huntington Avenue	1959	NU Built		1	4	1	56,277 sf	Owned	Classroom/Admin.
Cullinane Hall	CN	288 St Botolph Street	1911	1930	1986	1	2	0	28,043 sf	Owned	Administrative
Columbus Place	CP	716 Columbus Avenue	1910	1984	1995	1	6	0	124,192 sf	Owned	Administrative
Curry Student Center	CSC	346 Huntington Avenue	1964	NU Built	1994	1	5	0	167,573 sf	Owned	Student Services
Cushing Hall	CU	102 The Fenway	1910	1966		1	4	0	25,902 sf	Owned	Administrative
Dana Research Center	DA	110 Forsyth Street	1966	NU Built		1	5	0	71,374 sf	Owned	Research/Classroom
Dodge Hall	DG	324 Huntington Avenue	1952	NU Built	1993	1	4	1	85,826 sf	Owned	Classroom/Admin.
Dockser Hall	DK	65 Forsyth Street	1968	NU Built	2008	1	4	0	63,383 sf	Owned	Classroom/Admin.
Egan Center	EC	120 Forsyth Street	1996	NU Built		1	3	2	116,648 sf	Owned	Research
Ell Hall	EL	346 Huntington Avenue	1947	NU Built		1	4	1	88,368 sf	Owned	Classroom/Admin.
Fenway Center	FC	77 St Stephen Street	1898	2005		1	1	0	18,026 sf	Owned	Student Services
Forsyth Building	FR	70 Forsyth Street	1926	1949		1	2	1	87,454 sf	Owned	Classroom/Admin.
Hayden Hall	HA	370 Huntington Avenue	1956	NU Built		1	5	0	110,515 sf	Owned	Classroom/Admin.
Hillel-Frager House	HF	70 St Stephen Street	Unknown	Unknown		1	3	0	7,370 sf	Owned	Student Services
Holmes Hall	HO	39-41 Leon Street	1910	1961		1	5	0	73,758 sf	Owned	Administrative
Hurtig Hall	HT	334 Huntington Avenue	1968	NU Built		1	4	1	82,160 sf	Owned	Research/Classroom
International Village - Office Building	INVO	1155-1175 Tremont Street	2009	NU Built		0	5	0	35,615 sf	Owned	Academic/Administrative
Kariotis Hall	KA	55 Forsyth Street	1982	NU Built		1	3	0	14,987 sf	Owned	Classroom
Knowles Center	KN	416 Huntington Avenue	1961	NU Built	1990	1	4	1	61,112 sf	Owned	Classroom/Library
Lake Hall	LA	43 Leon Street	1910	1961		1	5	1	54,883 sf	Owned	Administrative
Latino Center	LT	104 Forsyth Street	1922	1963	1998	1	2	0	3,418 sf	Owned	Student Services
Meserve Hall	ME	35-37 Leon Street	1893	1961		1	4	0	33,101 sf	Owned	Administrative
Mugar Life Science Bldg	MU	330 Huntington Avenue	1941	NU Built		1	4	1	136,321 sf	Owned	Research/Classroom
Nightingale Hall	NI	105-107 Forsyth Street	1911	1961		1	5	0	65,110 sf	Owned	Administrative
Power Plant	PP	111 Forsyth Street	1910	1961		0	1	0	6,815 sf	Owned	Mechanical Facility
Robinson Hall	RB	336 Huntington Avenue	1965	NU Built		1	4	1	53,286 sf	Owned	Classroom/Admin.
Architecture Studios (portion of building)	RG	(Not Assigned)	1985	2000	2000	0	1	0	21,054 sf	Leased	Academic
Richards Hall	RI	360 Huntington Avenue	1938	NU Built		1	5	0	113,827 sf	Owned	Classroom/Admin.
Renaissance Building	RP	1135 Tremont Street	1994	1997		0	9	1	164,591 sf	Owned	Commercial/Leased out
Ryder Hall	RY	11 Leon Street	1913	1976	1986	0	4	0	114,329 sf	Owned	Classroom/Admin.
Shillman Hall	SH	115 Forsyth Street	1995	NU Built		0	4	0	49,304 sf	Owned	Classroom
Snell Library	SL	376 Huntington Avenue	1988	NU Built		1	4	1	245,993 sf	Owned	Library/Classroom
Snell Engineering Center	SN	110 Forsyth Street	1984	NU Built		1	4	1	85,980 sf	Owned	Classroom/Admin.
Stearns Hall	ST	420 Huntington Avenue	1976	NU Built		1	5	0	32,515 sf	Owned	Administrative
140 The Fenway	TF	140 The Fenway	1912,59,69	2010		2	4	0	148,145 sf	Leased	Academic
Tunnels (connecting segments only)	TN	NA	Various	NU Built		1	0	0	7,089 sf	Owned	Circulation
Boston YMCA	YMC	Huntington Avenue	1912	2009	2009,12	2	6	0	81,833 sf	Owned	Classroom
<b>Sub-total Academic Facilities</b>					<b>47 buildings</b>		<b>227</b>		<b>3,159,167 sf</b>		

**Northeastern University - Facilities Data Matrix**

Issue Date 10-01-12

Building Name	Code	Official Street Address	Year Built	Year Acquired	Year Major Renovation	Below	Above	Penthouse Levels	Gross SF	Owned or Leased	Primary Building Use
<b>Residence Facilities</b>											
106 St. Stephen Street	106	106 St. Stephen Street	1923	1975 (leased 1966)		1	4	0	17,529 sf	Owned	Residence Facility
110 St. Stephen Street	110	110 St. Stephen Street	1923	1975 (leased 1966)		1	4	0	17,590 sf	Owned	Residence Facility
116 St. Stephen Street	116	116 St. Stephen Street	1923	1975 (leased 1966)		1	4	0	17,567 sf	Owned	Residence Facility
122 St. Stephen Street (Levine Hall)	122	122 St. Stephen Street	1923	1975 (leased 1966)		1	4	0	17,534 sf	Owned	Residence Facility
142 Hemenway Street	142	142 Hemenway Street	1896	1961		1	5	0	10,142 sf	Owned	Community Apartments
144 Hemenway Street	144	144 Hemenway Street	1896	1961		1	5	0	8,012 sf	Owned	Residence Facility
146 Hemenway Street	146	146 Hemenway Street	1896	1961		1	5	0	8,036 sf	Owned	Community Apartments
148 Hemenway Street	148	148 Hemenway Street	1896	1961		1	5	0	8,787 sf	Owned	Community Apartments
319 Huntington Ave.	319	319 Huntington Avenue	c 1916	1982		1	5	0	31,320 sf	Owned	Residence Facility
337 Huntington Ave.	337	337 Huntington Avenue	1923	1982		1	5	0	50,014 sf	Owned	Residence Facility
407 Huntington Ave.	407	407 Huntington Avenue	1922	1969		1	5	0	29,921 sf	Owned	Residence Facility
Rubenstein Hall	464	464 Huntington Avenue	1924	1977		1	5	0	29,591 sf	Owned	Residence Facility
768 Columbus Avenue	768	768 Columbus Avenue	1914	1999		1	4	0	11,317 sf	Owned	Residence Facility
780 Columbus Avenue	780	780 Columbus Avenue	1912	Unknown	2001	1	5	1	40,273 sf	Owned	Residence Facility
Burstein Hall	BU	454-458-460 Huntington Ave	1927	Unknown	1984	1	4	0	51,715 sf	Owned	Residence Facility
10 Coventry Street	CV	10 Coventry Street	2004	2004		2	6	1	69,739 sf	Owned	Residence Facility
Davenport Commons A	DCA	700 Columbus Avenue	2001	2001		0	6	1	122,719 sf	Leased	Residence Facility
Davenport Commons B	DCB	696 Columbus Avenue	2001	2001		0	6	1	76,325 sf	Leased	Residence Facility
International Village - Residence	INV	1155-1175 Tremont Street	2009	NU Built		2	22	2	459,753 sf	Owned	Residence Facility/Academic
Kennedy Hall	KDY	115-119 Hemenway Street	1911	1979 (leased 1965)		1	5	0	48,084 sf	Owned	Residence Facility
Kerr Hall	KH	96 The Fenway	1913	1973		1	6	0	28,023 sf	Owned	Residence Facility
Loftman Hall (& 153 Hemenway Street)	LF	163, 157, 153 Hemenway Street	1909	1976-78		1	4	0	53,545 sf	Owned	Residence Facility
Light Hall	LH	81-83 St. Stephen Street	1892	1965		1	3	0	15,724 sf	Owned	Residence Facility
Melvin Hall	MH	90 The Fenway	1913	1965		1	5	0	30,455 sf	Owned	Residence Facility
Stetson East	SE	11 Speare Place	1967	NU Built		1	4	1	70,450 sf	Owned	Residence Facility
Smith Hall	SM	125,129,131 Hemenway Street	1902	1965	2007	1	3	0	59,225 sf	Owned	Residence Facility
Speare Hall	SP	10 Speare Place	1964	NU Built		1	4	1	98,710 sf	Owned	Residence Facility
Stetson West	SW	10 Forsyth Street	1966	NU Built		1	4	1	120,208 sf	Owned	Residence Facility
White Hall	WH	19-21-23 Forsyth Street	1925	1961		1	5	0	89,378 sf	Owned	Residence Facility
Willis Hall	WI	50 Leon Street	1979	NU Built		1	10	0	113,230 sf	Owned	Residence Facility
West Village A	WVA	500-510 Parker Street	1999	NU Built		1	13	2	225,327 sf	Owned	Residence Facility
West Village B	WVB	460 Parker Street (rear)	2000	NU Built		0	7	0	90,039 sf	Owned	Residence Facility
West Village C	WVC	480 Parker Street (rear)	2000	NU Built		0	7	0	92,569 sf	Owned	Residence Facility
West Village E	WVE	10-20 Leon Street	2002	NU Built		0	8	1	119,045 sf	Owned	Residence Facility
West Village F (& O'Bryant Center)	WVF	40 Leon Street	2006	NU Built		2	7	0	142,371 sf	Owned	Residence Facility/Academic
West Village G	WVG	450 Parker Street	2004	NU Built		0	6	0	133,981 sf	Owned	Residence Facility/Academic
West Village H	WVH	440 Huntington Avenue	2004	NU Built		0	16	2	161,268 sf	Owned	Residence Facility/Academic
<b>Sub-total Residence Facilities</b>					<b>37 buildings</b>		<b>273</b>		<b>2,769,518 sf</b>		

**Northeastern University - Facilities Data Matrix**

Issue Date 10-01-12

Building Name	Code	Official Street Address	Year Built	Year Acquired	Year Major Renovation	Below	Above	Penthouse Levels	Gross SF	Owned or Leased	Primary Building Use
<b><u>Athletic &amp; Recreation Facilities</u></b>											
Cabot Center (& Barletta Natatorium)	CB	400 Huntington Avenue	1954	NU Built		1	2	0	144,146 sf	Owned	Athletic Facility
Henderson Boathouse	HBH	1345 Soldiers Field Road, Brighton	1989	NU Built		0	2	0	17,663 sf	Owned	Athletic Facility
Matthews Arena	MA	238-262 St. Botolph Street	1906	1980		1	2	0	156,860 sf	Owned	Athletic Facility
Marino Recreation Center	MC	359-369 Huntington Avenue	1996	NU Built		0	3	0	82,763 sf	Owned	Athletic Facility
Parsons Field Dugout - 1st Base	PF-D1	186 Kent Street, Brookline	Unknown	Unknown		0	1	0	323 sf	Owned	Athletic Facility
Parsons Field Dugout - 3rd Base	PF-D3	186 Kent Street, Brookline	Unknown	Unknown		0	1	0	433 sf	Owned	Athletic Facility
Parsons Field Press Box	PF-PB	186 Kent Street, Brookline	Unknown	Unknown		0	2	0	1,013 sf	Owned	Athletic Facility
Parsons Field Storage Facility	PFG	186 Kent Street, Brookline	Unknown	Unknown		0	1	0	1,366 sf	Owned	Storage Facility
Parsons Field House	PFH	186 Kent Street, Brookline	Unknown	Unknown		0	2	0	9,402 sf	Owned	Athletic Facility
Badger & Rosen Squashbusters Center	SB	795A Columbus Avenue	2003	NU Built		0	4	0	38,498 sf	Owned	Athletic Facility
<b>Sub-total Athletic/Recreation Facilities</b>					<b>10 buildings</b>				<b>452,467 sf</b>		
<b>Sub-total Academic, Residential &amp; Athletic/Recreation Facilities</b>					<b>94 buildings</b>	<b>522</b>			<b>6,381,152 sf</b>		

<b><u>Parking Structures</u></b>											
Columbus Parking Garage	CPG	795 Columbus Avenue	1986	NU Built		0	7	0	327,931 sf	Owned	Parking Facility
Gainsborough Garage	GG	10 Gainsborough Street	1918	2000		1	3	0	198,897 sf	Owned	Parking Facility
Renaissance Park Garage	RPG	835 Columbus Avenue	2000	NU Built		0	10	0	337,574 sf	Owned	Parking Facility
West Village Garage	WPG	10-20 Leon Street	2002	NU Built		1	2	0	102,743 sf	Owned	Parking Facility
<b>Sub-total Parking Facilities</b>					<b>4 buildings</b>	<b>24</b>			<b>967,145 sf</b>		
<b>Total All Boston Campus Facilities</b>					<b>98 buildings</b>	<b>546</b>			<b>7,348,297 sf</b>	<b>58.40 acres</b>	

<b><u>Surface Parking Lots</u></b>	<b><u>Acres</u></b>
Arena Parking Area	0.83 acres
Camden Parking Area	1.56 acres
Columbus Parking Area	3.82 acres
Columbus Place Parking Area	0.50 acres
Hurtig Parking Area	0.39 acres
North Parking Area	1.95 acres
Ryder Parking Area	0.40 acres
	8.63 acres

Acreage calculations for parking areas are approximate.

<b><u>Property Without Buildings or Parking Lots</u></b>	<b><u>Land size</u></b>
78 The Fenway (property at or about)	0.11 acres
790 Columbus (property at or about)	0.06 acres
	0.17 acres

**Boston Campus Acreage 67.21 acres**  
**Boathouse Property 0.30 acres**  
**Parsons Field Property 5.52 acres**  
**Total All Boston Campus Acreage 73.03 acres**

Building Name	Code	Official Street Address	Year Built	Year Acquired	Year Major Renovation	Below	Above	Penthouse Levels	Gross SF	Owned or Leased	Primary Building Use
<b>Satellite Facilities</b>											
<b>Charlotte Campus</b>											
Facilities acquires 2010											
NU Charlotte - Independence Center	CLT	Charlotte, North Carolina		2010		0	2	0	12,271 sf	Leased	Classroom/Admin
<b>Sub-total Charlotte Facilities</b>						<b>1 buildings</b>	<b>2</b>		<b>12,271 sf</b>	<b>0.00 acres</b>	
<b>Burlington Campus</b>											
Land acquired 1964											
Library (former)	BFL	145 South Bedford Street, Burlington	1964			0	1	0	12,943 sf	Owned	Library
Elliot Hall	BL	145 South Bedford Street, Burlington	1964	NU Built		0	2	0	46,989 sf	Owned	Classroom/Admin
Burlington Maintenance Shed	BL-MS	145 South Bedford Street, Burlington				0	1	0	738 sf	Owned	Maintenance
Kostas Research Institute	KI	141 South Bedford Street, Burlington	2011	NU Built		0	3	0	70,266 sf	Owned	Research Facility
SDC Building	SDC	145 South Bedford Street, Burlington	1964			0	1	0	1,398 sf	Owned	Maintenance
<b>Sub-total Burlington Facilities</b>						<b>5 buildings</b>	<b>8</b>		<b>132,334 sf</b>	<b>14.26 acres</b>	
<b>Dedham Campus</b>											
Land and facilities acquired in 1983											
Barletta Hall	DC	370 Common Street, Dedham, MA		1983	1986	1	3	0	36,837 sf	Owned	Classroom/Admin
Barn	DC-B	370 Common Street, Dedham, MA	Unknown	1983		0	1	0	1,483 sf	Owned	Maintenance
<b>Sub-total Dedham Facilities</b>						<b>2 buildings</b>	<b>5</b>		<b>38,320 sf</b>	<b>20.17 acres</b>	
<b>Downtown - Batterymarch Conference Center</b>											
Conference Center & Classrooms	BM	89 Broad Street, Boston, MA	Unknown	1994	1994	0	2	0	27,620 sf	Leased	Classroom & Conference
<b>Sub-total Batterymarch Conference Center</b>						<b>1 building</b>	<b>2</b>		<b>27,620 sf</b>	<b>0.00 acres</b>	
<b>Nahant - Marine Science Center</b>											
Land acquired 1966											
Edwards Hall	MSC	East Point, Nahant				0	1	0	14,866 sf	Owned	Classroom/Admin
Murphy Bunker	GN	East Point, Nahant				0	1	0	28,710 sf	Owned	Research Facility
<b>Sub-total Marine Science Center Facilities</b>						<b>2 buildings</b>	<b>2</b>		<b>43,576 sf</b>	<b>21.00 acres</b>	
<b>Seattle Campus</b>											
Seattle Graduate Campus	SEA	401 Terry Avenue, Seattle WA				0	1	0	0 sf	Leased	Classroom/Admin
<b>Sub-total Seattle Facilities</b>						<b>1 building</b>	<b>1</b>		<b>0 sf</b>	<b>0.00 acres</b>	
<b>Weston - Henderson House</b>											
Henderson House	HH	West Cliff Road, Weston, MA				0	4	0	23,133 sf	Owned	Conference Facility
<b>Sub-total Henderson House Facilities</b>						<b>1 building</b>	<b>4</b>		<b>23,133 sf</b>	<b>5.60 acres</b>	
<b>The Warren Conference Center &amp; Inn</b>											
Hayden Lodge	WC-HL	529 Chestnut Street, Ashland, MA		1965		1	2	0	14,497 sf	Owned	Conference Center
The Inn	WC-IN	529 Chestnut Street, Ashland, MA	1999	NU Built		1	2	0	34,403 sf	Owned	Overnight Accommodations
Warren House	WC-WH	529 Chestnut Street, Ashland, MA		1965		1	3	0	13,939 sf	Owned	Conference Center
Northern Lodge	WC-NL	529 Chestnut Street, Ashland, MA		1965		0	1	0	1,623 sf	Owned	Overnight Accommodations
Cabin 1	WC-C1	529 Chestnut Street, Ashland, MA		1965		0	1	0	1,391 sf	Owned	Overnight Accommodations
Cabin 2	WC-C2	529 Chestnut Street, Ashland, MA		1965		0	1	0	1,391 sf	Owned	Overnight Accommodations
Cabin 3	WC-C3	529 Chestnut Street, Ashland, MA		1965		0	1	0	1,391 sf	Owned	Overnight Accommodations
Cabin 4	WC-C4	529 Chestnut Street, Ashland, MA		1965		0	1	0	1,391 sf	Owned	Overnight Accommodations
Cabin 5	WC-C5	529 Chestnut Street, Ashland, MA		1965		0	1	0	1,391 sf	Owned	Overnight Accommodations
Carriage House	WC-CH	529 Chestnut Street, Ashland, MA		1965		0	2	0	2,544 sf	Owned	Storage Facility
Barn	WC-BN	529 Chestnut Street, Ashland, MA		1965		0	3	0	7,775 sf	Owned	Storage Facility
Restroom Building	WC-TO	529 Chestnut Street, Ashland, MA		1965		0	1	0	648 sf	Owned	Restroom Facility
<b>Sub-total Ashland Facilities</b>						<b>12 buildings</b>	<b>22</b>		<b>82,384 sf</b>	<b>140.00 acres</b>	
<b>Sub-total Satellite Facilities</b>						<b>25 buildings</b>	<b>45</b>		<b>359,638 sf</b>	<b>201.03 acres</b>	
<b>Grand Total All Northeastern Facilities</b>						<b>123 buildings</b>	<b>591</b>		<b>7,707,934 sf</b>	<b>274.06 acres</b>	
<b>Other Properties</b>											
1A Joy Street	1A	1A Joy Street, Boston, MA	1825	2007	2000	0	1	0	2,001 sf	Owned	Leased Condominium
St. Botolph Terrace	SBT	Massachusetts Ave, Boston, MA		2008		1	4	0		Owned	Long Term Lease Agreement
Holliston Property		Holliston, MA		2006		-	NA	-	NA	Owned	Land
<b>Sub-total Other Properties</b>						<b>3 buildings</b>	<b>6</b>		<b>2,001 sf</b>	<b>35.00 acres</b>	
<b>Wing's Neck</b>											
Robinson House	WN-RH	Wing's Neck Road, Bourne, MA				0	3	0	5,372 sf	Owned	Conference Facility
Cottage & Shed	WN-CT	Wing's Neck Road, Bourne, MA				0	1	0	238 sf	Owned	Conference Facility
Garage	WN-GR	Wing's Neck Road, Bourne, MA				0	1	0	210 sf	Owned	Maintenance Facility
<b>Sub-total Wing's Neck Facilities</b>						<b>3 buildings</b>	<b>5</b>		<b>5,820 sf</b>	<b>6.30 acres</b>	
<b>Sub-total Other Facilities</b>						<b>6 buildings</b>	<b>11</b>		<b>7,821 sf</b>	<b>41.30 acres</b>	
<b>Grand Total All Northeastern Facilities &amp; Other Properties</b>						<b>129 buildings</b>	<b>602</b>		<b>7,715,755 sf</b>	<b>315.36 acres</b>	

---

**Appendix B**  
**Public Notice of the IMPNF**

---



## **PUBLIC NOTICE**

The Boston Redevelopment Authority ("BRA"), pursuant to Article 80, Sections 80A-2 and 80D-5 of the Boston Zoning Code (the "Code"), hereby gives notice that an Institutional Master Plan Notification Form ("IMPNF") was submitted by Northeastern University ("Northeastern"), 360 Huntington Avenue, Boston, Massachusetts 02201 on December 21, 2012 for the Northeastern Institutional Master Plan ("IMP"), 2013-2023. The IMPNF describes eleven Proposed Institutional Projects for the ten year term of the IMP. These Proposed Institutional Projects include the following institutional uses: academic, research, dormitory, student life, recreation and athletics, and accessory and support spaces.

The IMPNF may be reviewed at the Office of the Secretary of the BRA, Boston City Hall, Boston, Massachusetts 02210 between 9:00 a.m. and 5:00 p.m., Monday through Friday, except legal holidays. Copies of the IMPNF may also be reviewed at the Boston Public Library, Copley Square Central Library, 700 Boylston Street, Boston, MA 02116; the South End Branch Library, 685 Tremont Street, Boston, MA; the Dudley Branch Library, 65 Warren Street, Roxbury, MA 02119; and the Northeastern Snell Library, 346 Huntington Avenue, Boston, MA 02115. Public comments on the IMPNF, including comments of public agencies, should be submitted to Mr. Gerald Autler, Senior Project Manager/Planner, BRA, at the address stated above or by email to [Gerald.Autler.BRA@cityofboston.gov](mailto:Gerald.Autler.BRA@cityofboston.gov) within 30-days of publication of this notice or by January 28, 2013.

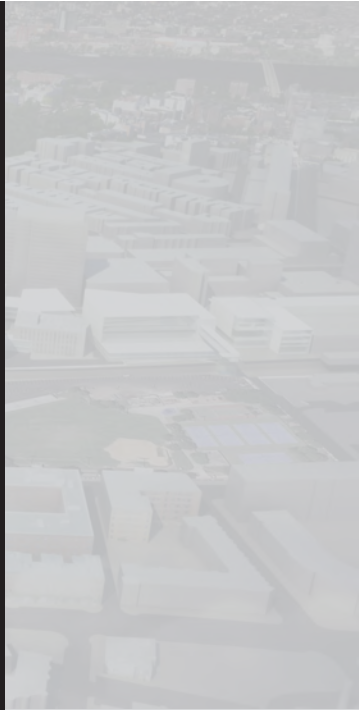
### **BOSTON REDEVELOPMENT AUTHORITY**

Brian Golden, Executive Director/Secretary  
December 21, 2012









**NORTHEASTERN UNIVERSITY**  
**Boston Campus**

# **Institutional Master Plan Notification Form**

*Prepared by*

**Northeastern University**  
360 Huntington Avenue  
Boston, Massachusetts 02115