Longwood Medical and Academic Area

INTERIM GUIDELINES

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CITY OF BOSTON

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PURPOSE OF INTERIM GUIDELINES

The Longwood Medical and Academic Area (LMA) of Boston is situated three miles from downtown and is adjacent to the Mission Hill, Audubon Circle and Fenway residential neighborhoods. The LMA is one of the world's most highly respected centers of medical and academic institutions. It encompasses approximately 210 acres of land and is the location of some 30,000 jobs. The LMA is densely developed with approximately 14 million square feet of building floor area, another 2.6 million square feet of currently proposed development, and approximately 13,000 parking spaces. Peak hour traffic passing through, originating and terminating in the LMA on weekdays causes a heavy demand on the capacity of the area street network.

The LMA is already a densely built environment, but institutions located in the LMA will need to grow if they are to remain an important and healthy sector of the Boston and regional economy. The LMA has reached a point where the transportation infrastructure serving the area cannot easily accommodate additional growth while maintaining a desirable functionality without significant improvements and a comprehensive master plan to guide future development. There are also significant impacts on the environment, urban design and the surrounding residential neighborhoods, as well as opportunities for economic and workforce development, that need to be addressed.

Therefore, beginning in February 2003 and continuing over approximately 18 months, the Boston Redevelopment Authority (BRA) and the Office of Jobs and Community Services (JCS), in conjunction with the Boston Transportation Department (BTD), will develop a master plan for the LMA (the "LMA Master Plan") with the participation of area residents and institutions. The LMA Master Plan will guide future change in the LMA and at the same time seek to direct institutional expansion to appropriate locations elsewhere within the City of Boston.

During this interim period, while the LMA Master Plan is being developed, the BRA will employ this set of interim guidelines (the "Interim Guidelines") to govern proposed development, prevent ad hoc growth in the LMA, and control growth in a fair and equitable manner. These guidelines will inform the BRA's considerations while reviewing projects and Institutional Master Plans in this area. The Interim Guidelines will be implemented through the BRA's development review process as outlined in Article 80 of the Boston Zoning Code. During the period in which the Interim Guidelines are in effect, the existing zoning and approval process will remain the primary control.

The Interim Guidelines are designed to accomplish the following:

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

URBAN DESIGN

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

ASSETS

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

- Create no-build zones along the Riverway and Fenway, Avenue Louis Pasteur and Brookline Avenue to protect existing parks and parkways;

- Restrict new shadow impacts on City of Boston parks. In the interim period, no project will be approved if it casts any new shadow for more than one hour on March 21st on the Emerald Necklace, Joslin Park or Evans Way Park. This standard is consistent with the most recent shadow restrictions adopted in the City's Municipal Harbor Plan.

DIMENSIONAL GUIDELINES

Height and setback guidelines will ensure that building massing and bulk are sited to have the least visual and environmental impact on the area's physical assets. The dimensional guidelines establish the following:

Height Zones

- Three height zones are in effect during the interim period. The first zone is designed to maintain the prevailing character of the existing streetwalls and will be applied along the major streets and any area adjacent to parks and the Fens. The controlling height in this first zone will vary according to the specific location to reinforce the prevailing existing streetwall height, but will have a potential maximum of 75';

- The second height zone, typically adjacent to the streetwall zone, will have a base height of 75' and a potential maximum height of 150'; and

- The third height zone will typically apply to the center of the blocks and will have a base height of 150' and a potential maximum height of 205'.

Setbacks and Stepbacks

- Setbacks from curb shall match the most appropriate prevailing setbacks; and

- Building mass above the prevailing streetwall (potential maximum of 75') must be either 75' from the setback line, or, not be visible at street level from the back of the opposite sidewalk.

Exceptional Public Benefits

Projects within the second and third height zones can earn additional height beyond the bases of 75' and 150' up to 150' and 205' respectively by providing exceptional public benefits such as:

- Relocating appropriate uses within the LMA to other parts of the city. This requirement is aimed at minimizing the size of proposed projects within the LMA and also redirecting growth to other parts of the city that can support and benefit from these institutional uses. Any off-site companion proposals shall comply with the applicable zoning regulations and review processes, and should be appropriate to its neighborhood;

- Contributing to and implementing a superior workforce development plan (as described in the Workforce Development section); and

- Exceeding the required urban design controls by providing additional open space, public realm accommodations such as superior access to transit, outstanding public art, greater and more varied public spaces within the building, Green Design that meet LEEDS design standards, and exceptional quality in design and architecture quality.

MIX OF USES

New development shall improve the character, security, and vitality of the LMA by increasing the mix of housing, supporting retail, recreation, and community facilities in the institutional projects. The ground floors of buildings shall include retail use or other uses that engage the public.

RESIDENTIAL HEIGHT BONUS

The Interim Guidelines encourage projects to include a residential component. Housing within the district will not only improve the vitality of the area, it will also reduce the vehicular trips in and out of the district by providing employees with housing options within walking distance to work, while alleviating pressure on the housing markets of adjacent neighborhoods. To achieve this, the Interim Guidelines provide a special residential height bonus beyond the underlying height guidelines. Any project within specifically defined residential bonus zones will be eligible for a residential height bonus independent

of whether it exceeds the baseline requirements for urban design, workforce development and off-site relocation of uses. If project proponents include qualifying new residential components to their proposals, the BRA will allow additional height increments for the project of up to 100'.

The residential bonus height will be evaluated based on:

- The size of the residential component;

- The number and percentage of affordable units in the residential proposal beyond the city's baseline requirement of 10%;

- The location of the residential component. Residential components that are proposed on the project site itself or within a half-mile of the LMA district boundaries in the City of Boston, will qualify for the largest bonus;

- Residential components, proposed as part of any project, that are located beyond a half-mile of the LMA will also be considered for height bonus. Such proposals will be evaluated not only on their size, affordability, and schedule of delivery, but also based on proximity to the LMA. Any companion off-site residential proposal shall comply with the applicable local zoning regulations and public review and approval processes, and be appropriate to its neighborhood; and

- Existing residential units displaced by a proposed project must be replaced. The replacement housing may qualify for a bonus if it exceeds the existing units in terms of affordability and quality.

LOCAL STREET NETWORK

New local streets and sidewalks and other pedestrian connections will be needed to accommodate the transportation demands created by new development. New streets and sidewalks should be designed to relieve congestion, improve access, visibility, way-finding, institutional identity, and to enhance place-making that will improve the character of the public realm and make navigating through the LMA easier.

Under these Guidelines, every project shall contribute to improving the local vehicular and pedestrian access on-site and immediately around it. The layout, design and construction of the proposed local streets and pedestrian connections will be developed, locally and incrementally, as part of the baseline mitigation of adjacent new projects or renovations. The local street improvements are not part of the system-wide transportation improvements referenced elsewhere in the Guidelines.

The final layout of the proposed streets, including number of lanes, direction of travel, and use restrictions, will be determined through the detailed traffic analysis of the proposed adjacent projects. The new local streets and sidewalks proposed in these Guidelines will comply with City of Boston standards and should be consistent with the streetscape plans

for the Riverway, Fenway, Avenue Louis Pasteur, Brookline Avenue, Longwood Avenue, Huntington Avenue, and Francis Street.

CHARACTER

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

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

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

- Preservation and enhancement of all buildings that contribute significantly to the history of the district; and

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

SPECIAL STUDY AREAS

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

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

Transportation

Institutions contemplating development will be required to comply with transportation guidelines in addition to providing all the necessary transportation mitigation measures as part of the Transportation Access Plan Agreement (TAPA) process administered by Boston Transportation Department (BTD).

PARKING RATIOS

The Interim Guidelines formalize parking ratios for new development and set campus-wide parking ratio goals. All new development will comply with the following maximum parking ratios:

Non-Residential:	0.75 spaces / 1,000 gross square feet floor area;
Residential:	0.75 spaces / dwelling unit.

All institutions will be required to propose a long-term strategic plan to contribute to the gradual achievement of a campus-wide parking ratio goal of a maximum 0.75 spaces/1,000 square feet for non-residential, and a maximum 0.75 spaces/dwelling unit. As a first step, all institutions will submit parking ratio data to BTD for each land use in their campus buildings and any existing and proposed off-campus parking.

TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN

All institutions and project proponents will be required to implement a TDM program to reduce auto use, as determined through the TAPA process with BTD, and which includes the following:

- Minimum 50% T-pass subsidy for all on- and off-campus employees, and pro-rated basis for part-time employees;
- On-site transit pass sales;
- Membership in the Medical Academic and Scientific Community Organization (MASCO);
- On-site Transportation Coordinator with name and contact number to be available to the community and BTD;
- Carsharing/Vanpool/Carpool and bicycle preferential parking spaces;
- Market-rate parking fees;
- Work with MASCO to improve the availability of shuttle bus passes to the public;
- Guaranteed Ride Home program; and
- Information and promotion of alternative modes of transportation.

TDM programs will be evaluated on the specificity of each component, and on the guarantees and schedule of their implementation. Annual transportation reports, documenting the success of the program, will be submitted to BTD each year by November 30th.

TRAFFIC MANAGEMENT PLAN

Institutions will comply with a Traffic Management Plan jointly developed with BTD. Complying with the Traffic Management Plan will include installation of one or more of the following items: traffic video cameras, conduit and fiber optic network, traffic signals, real-time information boards for parking and transit information, and dedicating a LMA traffic manager to work with BTD. Compliance will be judged on whether a substantial contribution has been made to the Traffic Management Plan and on the commitment to assist in day-to-day traffic management activities.

LOCAL STREET NETWORK

Consistent with the Urban Design guidelines, every project is expected to contribute to improving the local vehicular and pedestrian access immediately around it. The layout, design and construction of the proposed local street and pedestrian connections will be developed, locally and incrementally, as part of the baseline mitigation of adjacent new projects or renovations, and are not part of the system-wide transportation improvements.

The final layout of the proposed streets, including number of lanes, direction of travel, and use restrictions, will be determined through the detailed traffic analysis of the proposed adjacent projects. The new local streets and sidewalks proposed in these Guidelines will comply with City of Boston standards and be consistent with the streetscape plans for the Riverway, Fenway, Avenue Louis Pasteur, Brookline Avenue, Longwood Avenue, Huntington Avenue, and Francis Street.

SYSTEM-WIDE TRANSPORTATION PROJECTS

The City and State are pursuing system-wide projects, set forth below, that will improve regional access to jobs and protect residential communities from adverse impacts of LMA growth. All Institutional Master Plans and new development will be required to make significant contributions to the advancement of the design and/or implementation of one or more of these system-wide projects. Such contributions will be judged on whether they advance the design of a project, whether they result in the construction of a project, or otherwise make a major advance in a system-wide transit or roadway project.

- Urban Ring
  - Boylston to Brookline Tunnel
  - Phase III Tunnel Alignment/Station Design
  - Fenway Contra Flow Bus Lane
  - Ruggles to Louis Prang Tunnel
- Station Improvements
  - Full-time Yawkey Station
  - Fenway Station
- Boylston Street Reconstruction
- Riverway Gateway Project
- Bus Lanes
  - Ruggles Street
  - Brookline (peak hour)
- Sears Rotary
  - Boylston to Brookline Tunnel
  - Riverway/Fenway/Park Drive Re-alignment
- Louis Prang/Fenway/Evans Way Reconstruction
- Pedestrian/Bikeway Improvements
- Audubon Circle Reconstruction

WORKFORCE DEVELOPMENT

PROCESS

The Interim Guidelines require institutions or developers contemplating development to present to BRA and JCS workforce development staff, as part of the development review process, an assessment of current and projected workforce needs, and to work with BRA/JCS staff to formulate a workforce development plan to address those needs. The needs assessment requires institutions to provide:

- Data on the number and percentage of current employees who are Boston residents, and the types of positions they hold;
- Current and projected staffing needs; and
- A description of the institution's existing workforce development activities.

Institutions or developers may submit a proposal requesting that a portion of the funds they have paid into the Neighborhood Jobs Trust be used to train new workers for positions within a proposed project. In reviewing such requests, BRA/JCS workforce development staff will look for:

- A firm commitment for a specific number of jobs offering adequate pay and benefits;
- A high degree of institutional involvement in the design and implementation of the training program;
- A substantial commitment of in-kind resources from the institution; and
- A commitment to hiring a specific number of Boston residents.

WORKFORCE DEVELOPMENT PROGRAM

An institution's workforce development plan should include one or more of the following options:

- Increased investment in the *Training Institute*, to ensure that this new health care career-ladder initiative continues to grow after the initial start-up grants from the City and the State have expired. The *Training Institute* is an initiative involving several LMA institutions, in partnership with the Fenway Community Development Corporation and the Jamaica Plain Neighborhood Development Corporation, that works to recruit Fenway, Audubon Circle, Mission Hill, Jamaica Plain, and Roxbury residents for entry-level jobs, and train existing entry-level workers for higher-level positions;

- Establishment of other career-ladder training models, which could, for example, build upon successful school-to-work or welfare-to-work programs piloted over the past several years by Boston health care institutions and training providers;
- Establishment of intensive, on-site English as a Second Language (ESL) classes for current employees, preparing them for career-ladder job training programs while at the same time increasing the pool of bilingual employees; and/or
- Investment in the City's *English for New Bostonians* initiative, or the *Adult Literacy Initiative*, which are funding the expansion of ESL and literacy services citywide.

The Interim Guidelines for workforce development are designed to encourage institutions and developers to expand or implement some aspect of workforce development beyond what they are already doing. Thus, existing workforce development activities (ESL classes, in-house training programs, contributions to the *Training Institute*, etc.) become a baseline, which the institution would be expected to continue. Institutions or developers can qualify for additional height for proposed projects beyond the applicable baselines of 75' or 150', by providing exceptional public benefits in the area of workforce development, such as:

- Institutions that are not currently investing resources in workforce development will need to begin making a significant investment of institutional resources in order to obtain consideration for additional height. Such institutions will need to invest their own resources, not just depend on government funding such as Neighborhood Jobs Trust funds.

- Institutions that are already investing resources in workforce development, and wish to seek the additional height by expanding that investment, will be required to effect a significant expansion of their current service. This can include increasing the number of participants, increasing the intensity (training hours) of the service, or adding a new component to the program which increases value meaningfully.

- In reviewing requests for additional height, the BRA will pay particular attention to the number of Boston residents who will directly benefit from the expansion of education or training.