

ABSTRACT

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Corridor Program
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Corridor contains
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ABSTRACT

Project Title Massachusetts Bay Transportation Authority - Southwest Corridor Project
Location Boston, Massachusetts

Describe in the space provided the important characteristics of the project, how it was developed, and how it is exemplary. This abstract will be among the materials distributed to members of the Selection Committee prior to their initial deliberation.

This project is exemplary in the sustained commitment over 20 years of a large public agency working with many small groups and individuals to achieve a desired outcome which in many ways was outside the normal expectation of their roles. Conversely, the neighborhood residents persisted through years of (frustration) negotiation, compromise, construction disruption and changing community priorities to see the project through and to continue to accept responsibility for its maintenance.

Over this period top government officials and local residents came to know each other on a first names basis and to respect each other's roles and needs. Neighborhoods were revitalized without losing the sense of shared community.

From the perspective of the city, this project redeemed and improved an area with one third of the City's population, provided training opportunities for some young people, and opportunities for new jobs and housing in the neighborhoods. All this is being achieved in addition to building a new transportation system.

Small projects often have the opportunity to connect personally with the affected citizens. It is rare that a project of this magnitude makes that sustained effort and is rewarded by active citizen involvement and success.

The Massachusetts Bay Transportation Authority Southwest Corridor Project represents a visionary transportation planning effort based on outstanding urban design criteria and supported by a sustained community participation program.

The physical outcome of this project is a 4.7 mile corridor containing three railroad lines, a new rapid transit line, a linear urban park, nine stations with adjunct neighborhood facilities, a new crosstown boulevard and 143 acres of land ready for development.

This project represents a complex urban planning process at its best. With the united support of neighborhoods and local and state officials, a disruptive highway project was converted to a transportation project benefitting the environment, the community and the city. The coalition which built the project continues to sustain and maintain it.

An early consequence of the cooperation of officials and communities was the establishment of an Educational Training Program which brought young people from the Corridor neighborhoods into the offices of the design and engineering firms to encourage them in their career choices.

Another program was in archaeology and the arts. Documenting the history of the neighborhoods and the structures lead to a photography course for young people, an oral history project and a register for local artists in both the visual and the performing arts.

Courses, also, in landscape architecture and management are offered by the community college which now has a new home on the Corridor.

Continued

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Continued

Today three large neighborhoods which were depressed have been revitalized. A modern transit system and new stations which also provide neighborhood services serve these diverse communities. A linear park brings the neighborhoods together and provides green space, recreational facilities and individual gardening opportunities.

Community businesses and non-profit groups, by policy, are awarded contracts for parkland maintenance and as tenants in the stations. A Parkland Management Advisory Committee continues to have oversight of the parkland.

The adjacent land, previously cleared for the highway project, is now available for development. The neighborhood committees (Station Area Task Forces) which were involved in the design process reviewed the developers kits for each parcel and are now reviewing the development proposals. Through an innovative city program, called parcel-to-parcel linkage, publicly-owned downtown parcels are matched with Southwest Corridor parcels and a minimum of 25% equity participation by minorities is required for the linked parcels. The intent is to assure that the benefits of a thriving economy extend to the neighborhoods where jobs and housing are needed.

PROJECT PROFILE

of ...
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PROJECT PROFILE

4 89

(Please limit answers to the space available on these pages)

Project Name Southwest Corridor Project

Location Boston, Massachusetts

Owner Massachusetts Bay Transportation Authority

Project Use(s) Transportation, Development, Recreation

Project Size 4.7 Miles Total Development Cost \$743 million

Application submitted by:

Phyllis G...

Name Robert T. Loney

Title Director, Senior Vice President

Organization Fay, Spofford & Thorndike, Inc.

Address 191 Spring Street, Lexington, Mass. 02173

Telephone (617) 863-8300 *221-1000*

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Signature _____

Key Participants* See Attached Sheets

Organization	Key person	Telephone
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■ Public agencies _____

Massachusetts Bay Transportation Authority Peter Dimond (617) 722-3302

■ Developer _____

■ Professional consultants _____

Coordinating Consultant - _____

Fay, Spofford & Thorndike, Inc. Robert T. Loney (617) 863-8300

Urban designer _____

Planner _____

Lawyer See Attached Sheets

Other _____

■ Community group(s) See Attached Sheets

■ Sponsor _____

*Please attach an additional sheet, if necessary, to identify others who should be credited as having been instrumental in the

MBTA SOUTHWEST CORRIDOR PROJECT

PROFESSIONAL CONSULTANTS

Coordinating Consultant and Section One Designer:

Kaiser Engineers, Inc. - 6 St. James Ave., Boston, MA 02116

Fay, Spofford & Thorndike, Inc. - 191 Spring Street, Lexington, MA 02173

Architecture - Carter School

Arrow Street - 14 Arrow Street, Cambridge, MA 02138

Noise & Vibration Engineering:

Bolt, Beranek & Newman, Inc. - 10 Fawcett Street, Cambridge, MA

Environmental Engineering:

Jason M. Cortell & Associates - 244 Second Ave., Waltham, MA 02154

Surveying:

Cullinan Engineering/A & B Consulting & Contracting -
145 South Street, Boston, MA

Model Building:

F. W. Dixon Co. 55 Pleasant Street, Woburn, MA

Railroad Engineering:

Thomas K. Dyer, Inc. - 1762 Massachusetts Ave., Lexington, MA 02173

Architecture - Massachusetts Ave. Station

Ellenzweig Associates/Equity Design

1280 Massachusetts Ave., Cambridge, MA 02138

Community Participation:

Ellenzweig Associates - 1280 Mass. Ave., Cambridge, MA 02138

Geotechnical Engineering:

Haley & Aldrich, Inc. - 238 Main Street, Cambridge, MA

Development:

Charles G. Hilgenhurst Associates - 300 Massachusetts Ave, Boston, MA 02115

Corrosion Control Engineering:

The Hinchman Co.

Architecture - Back Bay Station

Kallman, McKinnell & Wood/Bond Ryder - 939 Boylston Street, Boston, MA 02115

Landscape Architecture (Coordination)

Roy Mann Associates

Landscape Architecture - Section One

Moriece & Gary - 25 Mt. Auburn Street, Cambridge, MA 02138

Archaeology:

Museum of AFRO-American History - 46 Joy Street, Boston, MA 02108

3 more pp in project notebook

Urban Design & Architectural Coordination:

Stull Associates - 100 Boylston Street, Boston, MA 02116

Educational Training Program

Urban Planning Collaborative

Architectural History:

Cynthia Zaitzevsky - 31 Elm Street, Brookline, MA 02146

Section Two Design:

Frederic R. Harris Inc. 67 Long Wharf, Boston, MA 02111

Traffic Engineering:

A. M. Voorhees & Associates, Inc.

Architecture - Roxbury Crossing Station:

Roxbury Station Architects

Landscape Architecture:

Sasaki Associates, Inc. 64, Pleasant Street, Watertown, MA 02172

Architecture - Ruggles Street Station

Stull Associates, 100 Boylston Street, Boston, MA 02116

Architecture - Jackson Square Station:

Turner/Huygens & DiMella - 286 Congress Street, Boston, MA 02110

Section Three Design:

Howard, Needles, Tammen & Bergendoff - Prudential Center, Boston, MA 02199

Architecture - Forest Hills Station:

Cambridge Seven Associates/Robert L. Wilson AIA
1050 Massachusetts Ave., Cambridge, MA 02138

Geotechnical Engineering - Section Three

Goldberg - Zoino & Associates, Inc. 320 Needham Street, Newton, MA

Architecture - Boylston Street Station

Kubitz & Pepi Architects, Inc. 66 Central Street, Wellesley, MA 02181

Landscape Architecture:

Mason & Frey, Landscape Architects 243 Trapelo Road, Belmont, MA 02178

Architecture - Green Street Station

Mintz Associates, Inc./Leon Bridge Co. 16 North Street, Boston, MA

MHS/pm

MHS3-AWARD

RM-937

COMMUNITY GROUPS

The Massachusetts Bay Transportation Authority Sponsored Committees

which met regularly on the relevant issues for each group. They addressed issues on a corridor-wide, section (3) or station area (9) basis.

The Project Manager for Southwest Corridor Coordination is George Holland, Jr. 722-5834.

Southwest Corridor Committees

Working Committee
Parkland Management Advisory Committee
Neighborhood Committees (3)
Construction Task Forces (3)
Station Area Task Forces (9)
"Arts in Transit" Site Committees (9)

Community - Based Groups (A Selection)

Boston Urban Gardeners - Charlotte Kahn - 423-7479
Boston Fenway Program - Robert Stephenson - 262-0060
United South End Settlements - Frieda Garcia - 536-8610
Carter Playgound Association - Don McCrimon
Ellis Neighborhood Association - Joseph Park - 536-5557
Cosmopolitan Neighborhood Association - Christine Vezetinski - 353-1513
Cosmopolitan Mothers - Joann Toledano - 437-7829
Claremont Neighbor Association - Frank Jordan - 267-6356
St. Botolph Citizens Committee - Libby Smith - 536-3071
St. Botolph Towers Tenants Committee - Sadie Savage - 536-2021
South End Garden Project, Inc. Eleanor Strong - 262-6438
Mission Hill Tenants Council - 442-9174
Bromley Heath Tenant Management Council - Mildred Haley - 445-8515
Greater Roxbury Community Development Corp. - 445-4212
Jamaica Plain APAC - 522-4250
United Neighbors of Lower Roxbury - 445-6585
Roxbury Action Program - 442-4400
Roxbury Multi-Service Center - 427-4470
Tenants Development Corp. - 445-8317

MHS/pm
MHS3-COMGRO
RM6-937
2.A.4.C

PUBLIC AGENCIES AND OFFICIALS

The Governor of the Commonwealth of Massachusetts
The Lt. of the Commonwealth of Massachusetts
Executive Office of Transportation and Construction
Massachusetts Department of Public Works
Metropolitan District Commission
Massachusetts Department of Commerce
Massachusetts Department of Communities and Development
Metropolitan Area Planning Council
The Mayor of Boston
Boston Economic Development and Industrial Commission
Boston Housing Authority
Boston Water and Sewer Commission

1. Describe the characteristics of this project: the important aspects of the project's design, development, and public approval process. Indicate why these are exemplary.

1. This project is characterized by the commitment of public officials and the affected citizens working together to create an urban environment which would be a source of pride to all. They did it.

The transportation system included outstanding urban design in its common elements and in the individual stations and the parkland. The project was also recognized as a development plan, with the need to revitalize fragmented ethnic communities while protecting them from gentrification. Community involvement in the decision-making on each public parcel provides a means toward that goal.

The approval process for the project included over 1000 public meetings, to decide corridor-wide issues, issues around each station, and the design of the Parkland down to the detail of fences, lighting fixtures and furniture. In addition many meetings were arranged to resolve individual problems, construction disruption, placement of curbing, a special needs garden.

This attention to detail is appreciated now by both the residents who were part of the process and people now coming into the neighborhood and is a source of pride to the designers and the communities.

Why does this project merit The Rudy Bruner Award for Excellence in the Urban Environment?

2. The MBTA Southwest Corridor project represents community and environmental planning at its best. It constituted a major change in how policy is made.

The Rudy Bruner Award seems to emphasize the relation of people to a project, the ongoing impact on individuals and the community. For many people, the Southwest Corridor process meant a change in their lives and in their living. Self-esteem grew with participation, training opportunities became available, talents were recognized. Diversity became a source of strength as neighborhoods worked together for goals they recognized as common: The Southwest Corridor is a continuing experience in urban living.

3. What were the significant dates of the project's development and when was it completed?

1969 -	Governor Sargent Declares Highway Moratorium
1970 - 72	Boston Transportation Planning Review
1977 -	Final Environmental Impact Statement Approved
1979 -	Construction Begins
1987 -	Orange Line Opens - Neighborhoods Celebrate

4. What urban issues did this project address? Were there important associated issues that this project did not address?

4. The project addressed the need for clean, efficient transit, for development of abandoned public parcels into housing and commercial enterprises which could provide jobs for local residents, for recreational facilities and for opportunities for communities which had been divided by an at grade railroad - to meet and enjoy a cleaner, safer, beautiful environment.

The issue of maintaining the ability of lower-income residents to stay in the improved neighborhoods (the problem of gentrification) continues to be a struggle but several city programs are directed toward it.

(Dogs owners using the park are the biggest problem on a day-to-day basis!)

5. Describe the financing for the project. Was there something particularly unique or innovative about it?

5. The rejection of the I-95 highway project through Boston and the Southwest suburbs freed highway funds. At the initiative of Massachusetts, Congress authorized the establishment of an Interstate Transfer Fund, which allowed funds earmarked for highway projects to be used instead for transit projects. This had national impact.

The Boston Redevelopment Authority, recognizing that older poorer neighborhoods of the city were not sharing in the benefits of the booming downtown economy, has developed a 'linkage' program, which requires those seeking to develop a public downtown site to have that development linked to a neighborhood parcel. This linkage is being employed currently on an MBTA/ Southwest Corridor parcel in the new Ruggles Station area.

6. What were the goals of this project? How well were they met?

6. The initial goal of this project was a determination by residents of Boston and the Southwest suburbs to stop the construction of a major highway link of Interstate 95 which threatened homes, businesses and wetlands. It also raised concerns among local and state officials about the effect of the highway on traffic in the area.

With the coordination of all parties, the highway project was defeated and a comprehensive transportation planning effort for the region was undertaken.

With the shared decision that transit and rail service would serve the City and the community best, a new decision-making policy was established. Transportation officials recognized some responsibilities for the impacts of the systems and citizens accepted responsibilities for working with officials toward the new goals.

Continued

6. What were the goals of this project? How well were they met? Continued

The goal then became the Southwest Corridor Development Plan. The MBTA, working with other city and state agencies, undertook to build the transportation system with the amenities the neighborhoods agreed on, and to sponsor planning for the parcels of public land which were taken for the highway or transportation construction. At this point, the City has a new clean efficient transit system with a linear parkland which is well-used by the communities. Within the nine new stations are commercial spaces for neighborhood entrepreneurs to lease for community services. Developers kits for the publicly owned parcels have been produced and approved by the appropriate neighborhood and several have been advertised.

PERSPECTIVE/Public Agency

This sheet is to be filled out by the staff of public agencies who were directly involved in the financing, design review, or public approvals that affected this project.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

*Any white
white file*

Name Peter Dimond Title Manager, Public Information

Organization Massachusetts Bay Transportation Authority Telephone (617) 722-3302

Address 120 Boylston Street, Boston, MA 02116 *10 Park Plaza*

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Signature *Peter Dimond*

1. What role did your organization play in the development of this project?

The Massachusetts Bay Transportation Authority is owner/developer of the Southwest Corridor Project. The \$743 million, 4.7 mile projects includes the construction of a rapid transit line, nine stations, and tracks for MBTA commuter rail and Amtrak passenger service, and a 52 acre linear park. The corridor serves three ethnically and racially diverse neighborhoods which includes approximately one-quarter of Boston's population.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

Construction of the project began in 1979 after nine years of planning (and Environmental Impact Statement), on land that had been cleared in the late 1960s for the extension of I-95 into Boston.

Planning for the project included over 1,000 meetings with the community to discuss everything from station location and design to flow of related automobile traffic, construction materials, landscaping requirements, installation of station art, and use of the adjacent parkland.

The new rapid transit line opened for service on May 4, 1987. It was the largest construction project in Massachusetts history.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The construction of the Southwest Corridor Project was designed to provide high-level public transportation to a large number of Boston residents, many of whom are transit dependent. The new corridor was designed to replace service provided on an elevated structure which had been in continuing operation since 1909 and had been a blighting influence on local neighborhoods.

The participation of the community in the decision making process was instrumental in making the project responsive to the needs of the community. Community participation resulted in the reduction in proposed parking, enhancement of the parkland, and station design that was in keeping with the scale of the local community. The MBTA is proud of the Southwest Corridor community participation program.

4. Describe any documentation available that describes the impact the project has had on the surrounding neighborhood. Attach supplemental information if available.

The new Orange Line has been a tremendous success. After the first year of service, ridership on the new portion of the Orange Line had increased by 54 percent (from 30,500 daily passengers before the opening of the new Corridor to 47,100 daily passengers at the end of the first year). During this same period, while ridership increased, serious crime dropped by 26 percent (218 to 162) from the year ending April, 1987 (the last year the elevated was in service) to April, 1988 (the first year the new line had been in operation).

The Southwest Corridor Project has received many awards in design, architecture, and engineering, including:

- . Presidential Design Award, National Endowment of the Arts and Humanities,
- . Award for Excellence for 1988 from the American Society of Civil Engineers,
- . American Institute of Architects, Special Urban Design Citation
- . American Society of Landscape Architecture, Merit Award
- . Progressive Architecture, Urban Design and Planning, Merit Award

5. What about this project would be instructive to agencies like yours in other cities?

The Southwest Corridor Project provides an important example of a public project which is accepted and respected by the community as its own, rather than as a project which is thrust upon the local neighborhood. Many thousands of residents joined in local festivals to celebrate the opening of the line. Four stations serve as local polling stations because, in part, the new line is fully accessible to citizens with special needs. Graffiti, which had been a problem at the start of construction, is now very rarely seen.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

A successful project incorporates a high level of passenger use, on a reliable, safe, and efficient transit line, which is cost-efficient to operate and maintain. Also important is the incorporation of retail outlets in the stations, which complement commercial facilities in the neighborhood, and the use of the stations and/or adjacent grounds for public purposes, such as community gardens and recreational activities.

**PROFESSIONAL
CONSULTANT
PERSPECTIVE**

1. The joint venture of Kaiser Engineers, Inc./Fay, Spofford & Thorndike, Inc. was the Coordinating Consultant for the Massachusetts Bay Transit Authority/Southwest Corridor Project in Boston and the designer for Section One of the three design sections, as well as, the designer of the system-wide elements, such as, traction power and signals and communications. Section One included the design and construction of a cut-and-cover tunnel for two tracks of the Orange Line rapid transit and three tracks for Amtrack and MBTA Commuter Rail, through a densely built part of the city. Concerns for the adjacent structures and the people in them promoted extensive studies of means to reduce vibration and noise. A basic technical problem was that the construction took place in an area of man-made fill over tidal mud flats where the buildings are supported on timber piles. This necessitated construction methods that would maintain the water table and constant monitoring to insure protection of the piles to prevent settlement of buildings. Some other engineering challenges were the underpinning of an eight story office building to allow space for the additional railroad tracks and station platform, and relocation of a major storm drainage conduit while maintaining normal water flows.
2. The replacement of an antiquated elevated transit structure by a below grade system in the same alignment as a former at-grade railroad bed is a major change in the environment of a part of Boston which houses one-third of its population.

Recognition of the near and long-term impacts of this project guided the designers and public officials from the start. Engineering emphasized the need to control vibration and reduce noise, and to take advantage of the depressed track bed and tunnel roof to provide opportunities for access to it for community amenities. Ventilation stacks are housed in architectural structures to complement the streetscape. In Section One, the tunnel roof was designed to accommodate local streets in a new configuration and an urban park with recreational facilities. To provide recreational spaces in the other two sections, decks were built across areas where the depressed trackbed was open.

In 1979 a development plan was produced to begin the process of rehabilitating the area along the corridor after construction was completed.

3. Today the transit and railroad systems are operating cleanly, safely and efficiently and are carrying one-third more passengers than the old lines. The nine stations are pleasant additions to the area, and concession space in them is being leased to local business people. Many of the residents who were part of the process 15 years ago have remained in the neighborhoods to enjoy the new environment. The value of property has increased several-fold and new residents are learning to be part of the activities -- joining the mothers' groups for the tot lots, the gardeners in the individual plots or the Parkland

PERSPECTIVE/Professional Consultant

This sheet is to be filled out by those professionals who worked as consultants on the project, providing design, planning, legal, or other professional services.

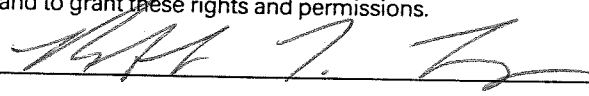
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Name Robert T. Loney Title Senior Vice President

Organization Fay, Spofford & Thorndike, Engineers, Inc. Telephone(617) 863-8300

Address 191 Spring Street, Lexington, MA 02173

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Signature 

1. What role did you or your organization play in the development of this project?

See Opposite Page

2. From your perspective, how was this project intended to benefit the urban environment?

See Opposite Page

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that document its effect? Attach supplementary material as appropriate.

See Opposite Page

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

4. The first concern of the engineer is to build a safe and sound structure. Systems must be optimally functional. On this project, much time was spent in educating the residents about the engineering requirements of the design. For example, in a case where the neighborhood insisted that the roadway be only 14 feet wide with 10 inch high curbs -- to force drivers to go slowly, and prevent them from parking on the sidewalks -- the dangers and inconveniences in that design, which met only minimal standards, had to be pointed out.

Decisions about the use of noise and vibration attenuating track fastening systems for the direct fixation track had to be based on the cost, as well as the effectiveness, so different systems were employed in different areas where sensitive structures were adjacent.

In hindsight, more open areas above the trackbed could have been decked over to provide more parkland and, in conjunction with the private sector, air-right's development could have been incorporated into the project.

5. How might this project be instructive to others in your profession?

5. The Southwest Corridor Project was the largest single construction project undertaken in Massachusetts up to that time. Our firm developed significant experience in coordinating large projects and in methods of dealing with the complexity of interlocking contracts and with many groups with divergent interests. There were many engineering problems in designing a major construction project in a congested urban area which would maintain the amenities and services required for a decent quality of life for those living and doing business adjacent to the project during construction.

In addition, the project was committed to a very large community participation component. Throughout the design and the construction phases, engineers were expected to explain their choices and to respond to community requests. The ability to anticipate and to be articulate were crucial to successful relations.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

6. I believe this project will be judged successful in five years, as long as the transit system is operating smoothly, the Parkland is well used and maintained, the stations maintained as attractive places to pass through, and the neighborhoods are clean and lively. Engineering is problem-solving. If we have solved the engineering problems of this project, we hope we have solved some of the urban environment problems, too.

**COMMUNITY
REPRESENTATIVE
PERSPECTIVE**

PERSPECTIVE/Community Representative

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Edwina Cloherty Title Neighborhood Representative

Organization Green Street Station Area Task Force Telephone(617) 522-5049

Address 56 Peter Parley Road, Jamaica Plain, MA 02130

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Signature _____

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

* Community Development Corporations (CDC) were interested in joint development of particular parcels. Contributed to the planning of physical layout, parcel configuration, in particular, and preliminary land use designation. (CDC of Boston, JPND, LRCC)

* The social service agencies were involved in job opportunities both during construction and after. Lobbied for quality design for both transit and parkland. (ESAC, JP & Roxbury APACs. Boston Jobs Coalition).

* A local parochial school studied the issue of highway vs transit and presented student testimony at hearings.

* Merchant group, fraternal organizations were in and out of the process depending upon issue, e.g., access to shops during construction, detour layout, traffic management.

* Public housing tenants' organizations participated in parkland and station design process and now in land use issues.

PERSPECTIVE/Community Representative

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

.. possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Edwina Cloherty Title Neighborhood Representative

Organization Green Street Station Area Task Force Telephone(617) 522-5049

Address 56 Peter Parley Road, Jamaica Plain, MA 02130

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Signature Edwina S. Cloherty

1. How did you, or the organization you represent, become involved in this project?

I responded to a flyer inviting neighborhood people to attend a meeting to learn about the effects of an elevated highway on our community and the City of Boston. A core group was formed which first worked to affect a highway design change from elevated to depressed, then to oppose the highway plan, and finally to propose alternatives to the highway. The group that stayed together represented three neighborhoods, Jamaica Plain, Roxbury, South End.

2. What were the major issues from the community's point of view?

- * to prevent further physical disruption and economic destruction of our neighborhoods by stopping I95;
- * to return/restore the land to its former productive use through supporting a rail/transit alternative to the highway plan;
- * to develop a participatory process through which we could effectively influence the outcome of decisions regarding corridor planning, design, construction, and future land use in the project area.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

See Opposite Page

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

With a core group of community residents I helped evaluate the T's design proposals, disseminate information in my neighborhood, encourage meeting participation, and advocate for a particular position at project meetings. I participated in Station Area Task Force Meetings, Parkland Design meetings and Neighborhood and Corridor Wide meetings, where appropriate. When the project budget was threatened I worked with others to gain political support to retain the original design.

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

The transit/rail corridor is a much better neighbor than a 10 lane highway.

* Environmentally - far less noise pollution, limited air pollution.

* Aesthetically - pleasing, design, useful parkland that brings people together, offers a place to go for recreation, gardening - relaxing.

* Functionally - well designed and accessible stations serve a transit dependent population.

* Economically - land/property values have increased, abutting properties improved, new housing added.

6. If a non-community group interested in doing a similar project came to you, what advice would you give them?

* Be prepared to sustain the efforts; continuity of participants is necessary;

* Establish a clearly defined fair and open process for decision making. Then, FOLLOW IT AND LIVE WITH THE DECISIONS. Expect everyone to abide by the process and decision.

* Do your homework; get accurate information.

* Build coalitions, which may mean compromise - which isn't always bad!

* Keep records; hold your public officials accountable as well as yourselves.

* Try to promote the commonwealth over local self interest.

* Maintain a sense of humor.

* Take up knitting not smoking.

7. Why do you think the project should win this award?

It should win because it works.

* The human element - a level of trust and respect was built among and between adversaries; bureaucrats, technocrats, neighborhood people of different racial and economic background.

* The transportation element - a quality of service is available that is efficient, environmentally clean, safe and accessible.

* The parkland element - a thing of beauty that has healed the scars of 20 years.

We accomplished our goals.

We shaped the decisions.

We restored our community to health.

We have access to a high quality transportation system.