

**PROJECT PROFILE**

Project Name Harbor Point Apartment Community Location Boston, MA  
 Owner Harbor Point Apartment Company, Inc.  
 Project Use(s) Mixed income rental community  
 Project Size 1283 units 51 acres Total Development Cost \$200 million  
 Annual Operating Budget (if appropriate) \$15 million  
 Date Initiated 1986 Percent Completed, Dec. 30, 1992 100%

Projected Completion Date (if appropriate) 1990

(Attach, if you wish, a list of relevant project dates)

**Application submitted by:**

Name Suzanne Corcoran  
 Title Project Director  
 Organization Corcoran Jennison Companies  
 Address 143 Wood Raod, Braintree, MA 02184  
 Telephone ( 301 ) 953-0156

**Key Participants** (Attach an additional sheet if needed)

Organization	Key Person	Telephone
<input checked="" type="checkbox"/> <u>Public Agencies Massachusetts Housing Finance Agency</u> <u>Boston Housing Authority, Department of Housing &amp; Urban Development, Boston Redevelopment Authority</u>	<u>Marvin Siflinger</u>	<u>617/727-7824</u>
<input checked="" type="checkbox"/> <u>Developer Harbor Point Apartment Company, Inc.</u>	<u>Joseph E. Corcoran</u>	<u>617/356-3100</u>
<input checked="" type="checkbox"/> <u>Professional consultants:</u> <u>Architect Goody, Clancy &amp; Associates, Inc.</u> <u>Landscape architect Carol Johnson &amp; Associates, Inc.</u> <u>Urban designer Mintz Associates, Inc.</u> <u>Planner Communitas</u> <u>Lawyer Gilman McLaughlin &amp; Hanrahan</u> <u>Other Housing Opportunities Unlimited</u>	<u>Joan Goody</u> <u>Carol Johnson</u> <u>Sy Mintz Associates</u> <u>Antonio DiManbro</u> <u>Robert E. McLaughlin</u> <u>Dave Connelly</u>	<u>617/262-2760</u> <u>617/825-2033</u> <u>617/868-6115</u> <u>617/523-3705</u> <u>617/350-7284</u> <u>617/482-1900</u> <u>617/288-4569</u>
<input checked="" type="checkbox"/> <u>Community group(s) Harbor Point Community Task Force</u> <u>The development team is a joint venture of Harbor Point Community Task Force and Corcoran Mullins Jennison, Inc.</u>	<u>Etta Johnson</u>	<u>617/825-2033</u>
<input checked="" type="checkbox"/> <u>Sponsor</u>		

Please indicate how you learned of the Rudy Bruner Award in Urban Excellence.

[ ] mailing [ ] media [ ] previous RBA entrant [ x ] other

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Project Name Corcoran Mullins Jennison, Inc.Location 139 Wood Rd., Braintree, MA 02184

## 1. Describe briefly the project's design and implementation.

Harbor Point Apartments Community is a new 50-acre neighborhood in Boston, created by the redevelopment of Columbia Point, the largest federal public housing project in New England. When redevelopment began in 1986, it was home to 350 predominately black, low-income families. A dramatic physical transformation was necessary to counter the image of the site and to attract new residents. Streets were redesigned to open up the site to water views. Two and three story clapboard townhouses, and 4, 5, and 7 story apartment buildings in shades of red brick, with pitched roofs replaced institutional buildings. Density was reduced; from 1500 to 1283 units. Units were designed with the same quality level, to ensure low and upper income residents were mixed throughout the site without regard to unit type.

To implement these concepts, the developer offered the Harbor Point Community Task Force, a non-profit residents' association, the opportunity to be co-general partner. From its inception, the original residents participated in decision making, and through their 50% ownership role in partnership with the developer, the residents have an owner's stake in the ongoing success of the community.

## 2. What local urban issues did this project address? What were its goals? Were there issues that, in your judgement, might have been addressed but were not?

Urban issues of how to transform a public housing project into mixed income housing were addressed. Marketing to upper income minority groups was essential to ensure existing residents would not be labeled low income due to their race. Residents at Columbia Point were guaranteed the right to live in the new community provided they agreed to a new lease. Extensive support services were provided to assist the community with the transformation.

The goal of Harbor Point was to create an economically and racially mixed apartment community for 3,500 people. This goal has been achieved, and we are presently 95% occupied.

## 3. Describe the financing of the project. Do you think it could be replicated?

The financing components were \$151 million in tax-exempt bonds purchased by private investors and loaned to the project by the Massachusetts Housing Financing Agency (MHFA), \$12 million UDAG Loan from the City of Boston, \$8.7 million Urban Initiative Loan from the Boston Housing Authority, and \$75 million equity from corporate investors. Low-income units are assisted with Federal Section 8 funds and State Chapter 707 funds.

The exact financing cannot be replicated since much of the project was financed through Federal and State programs which constantly change. But the conceptual framework can be. Tax-exempt bonds and the low-income housing tax credit are likely to continue and provide financial assistance to projects such as these. New sources of funding such as the federal HOME program and UDAG and Community Development Block Grant Loan repayments which could be used.

## 4. Why does the project merit the Ruby Bruner Award for Excellence in the Urban Environment?

Columbia Point was the most distressed public housing project in New England. Few units were occupied, the remaining 1,150 were inhabitable. Isolated on a premier waterfront site, the water was not visible once inside the development, which was a maze of identical orange brick buildings.

A determined group of Columbia Point tenants and committed developer have created a new community. is a residential neighborhood with children riding tricycles on the sidewalk, parents sitting on their patios, young adults playing tennis or jogging. There are views of Boston Harbor and the downtown skyline at the end of every street, and a series of green spaces, from gardens and tot lots to a central mall and a water's edge park. It is integrated socially and economically. Through a unique partnership arrangement, Harbor Point exemplifies the spirit of the Rudy Bruner Award by producing a socially viable, aesthetically pleasing and financially successful community.

COMMUNITY REPRESENTATIVE PERSPECTIVE

<b>Name</b>	Etta Johnson	<b>Title:</b> President
<b>Organization</b>	Harbor Point Community Task Force	<b>Phone</b> (617) 288-4569
<b>Address</b>	1 North Point Drive, Dorchester, MA 02125	

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Signature *Etta Johnson*

**1 - How did you, or the organization you represent, become involved in this project? What role did you play? For example, was there a public review process in which you took part?**

As residents living in an intolerable public housing development, the Columbia Point (now Harbor Point) Task Force, a volunteer, resident elected body, was incorporated, with its main mission to improve the overall living conditions for all Columbia Point tenants. The Task Force, a private, non-profit organization, sent out RFP's in the early 1980's, specifically looking for a developer with a track record of redeveloping communities with strong resident involvement and mixed-income families. Corcoran, Mullins and Jennison (CMJ) was chosen, and the Task Force entered into a joint partnership with them. The Task Force met weekly, and often times three and four times a week, with CMJ to ensure their role in the redevelopment process. The Task Force was involved in every aspect of the redevelopment process, from approving architects' plans, to security and trash removal procedures. The Task Force was, and is, a full 50% partner in Harbor Point, ensuring community standards are met and that residents have a voice in the day to day operations of the development.

**2 - From the community's point of view, what were the major issues concerning this project?**

The major issues concerning the redevelopment were clear and are as follows:

1. Guaranteed housing of all Columbia Point families in accordance with the new rules and regulations.
2. Increased recreational facilities and open, green play areas for children.
3. Sufficient social services for all residents requiring assistance with the relocation and other issues, including increased educational and employment opportunities.
4. Increased, visible, 24 hour security, in addition to private entranceways for all family units, thus eliminating dark and unlit hall ways.
5. Accessible and hands-on management that would meet on a regular basis with the Task Force.

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

The Task Force was very impressed with CMJ, and felt (and still feel) that much more was gained than was traded off. However, some people expressed concern that the original Columbia Point consisted of 1500 low-income units, but the new Harbor Point only guaranteed 400 such units. At the time of the redevelopment process, only 350 of the 1,500 units were occupiable. Therefore, the Task Force felt that they actually gained 50 units. If we were to do anything differently it would be to find a mechanism in which to reach out to each and every resident and try to get them to participate in the process of working together to build a new community. Although extensive outreach was done, and efforts were made to involve everyone, it seemed a few slipped through the cracks. If people are well informed of what changes are happening, it makes the redevelopment process that much smoother.

**4 - How has this project made the community a better place to live? Why should it win this award? Please be as specific as possible.**

The Rudy Bruner Award is given to those developments which demonstrate the complementary interaction of neighborhood groups perspectives, successfully reconciling competing financial, visual and social values in the development process. Harbor Point has done all that and more. A once neglected housing development, with all the associated ills of urban despair, such as crime, unemployment and a feeling of futility, has been turned into a successful, diverse, mixed income waterfront community. Apartments and family units are larger, there is increased recreation and medical facilities and improved access to the rest of the city of Boston. The Task Force is now a truly representative board, comprised of whites, blacks, hispanics, men, women, low-income and market rate residents alike.

We have undertaken a huge social and economic experiment which is highly successful. Everyone is welcome at Harbor Point. People of different races, ages and economic backgrounds live together peacefully, enjoying the amenities and benefits that such a community has to offer. Community-wide events are held on a regular basis, and we have managed to foster a sense of "neighborhood" which is sorely lacking in communities today.

**5 - If a community group came to you for advice in carrying out a similar project, what would you tell them?**

1. Resident participation in all aspects of the redevelopment/development process is key. It is important that all residents participate in their neighborhood and have an avenue in which to express their concerns.
2. As half owners of the development, community groups empower themselves to make changes they want to see happen, rather than be told the changes that will happen.
- 3 - Trust your instincts and don't be afraid to voice concerns or suggestions to the real estate developers. Your perspective is crucial to the success of the development in years to come.
4. The hours are long, but the results are worth it.

**6 - If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?**

- \* Continued high standards and upkeep of the grounds and property
- \* Low tenant turnover and high tenant satisfaction
- \* Increased numbers of children taking advantage of scholarships and academic opportunities, including a higher rate of children graduating from high school
- \* Continued high resident participation in community-wide events
- \* Maintaining an active and diverse Harbor Point Community Task Force
- \* Financial stability and increasing capital




## DEVELOPER PERSPECTIVE

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

If possible, answers 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. Please limit answers to the area provided.

Name Joseph E. Corcoran Title Chairman  
Organization Corcoran Jennison Companies, Inc. Telephone( 617 ) 356-3100  
Address 143 Wood Road, Braintree, MA 02184

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

We planned, designed and constructed and leased Harbor Point with our partners on the Task Force. We also manage the property.

2. What, if any, modifications were made to the original proposal as the project was developed? What trade-offs or compromises were required during the development of the project?

One trade-off was in order to increase density, we needed to build 200 parking spaces underground. This gave us a density allowance of over 200 units.

3. What, if any, innovative means of financing the project were used?

Please refer to the Abstract for financing detail. It's important to note that throughout the development phase of Harbor Point the financing structure changed many times as the programs and their requirements changed. The key to financing and to the development as a whole, was the broad based support for the project that was built on City and State levels so that available resources could be tapped.

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4. How did the financial benefits and economic impacts of this project differ from other projects? How does the project's quality relate to the financial goals?

The scope of this project was much larger and more complicated than any typical HUD housing development.

The quality of the new development had to be superior, because two thirds of the project needed to be leased to market rate residents. We had to offer more than our competition at Harbor Point, and we succeeded.

5. What was the most difficult task in the development of this project? What was the least successful aspect? With hindsight, would you do anything differently?

The most difficult task of the project was dealing with tenant advocacy groups.

The least successful aspect of the project was our failure to remove immediately drug dealing on site.

If we had to do something differently, we would have established a security force immediately, rather than after we had been managing the property for one year.

6. What about this project would be instructive to other developers?

Harbor Point is proof that you can house people of different incomes and races and they can live together harmoniously.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

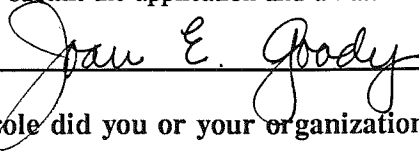
I would want to see that a sense of community had developed as evidenced today, with the Task Force as an example. The present Board is made up of 7 former Columbia Point residents and 5 new market rate residents elected by the Harbor Point Community. The concern, dedication and camaraderie of this Board ensures long term success and viability of this community.

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Name	Joan E. Goody	Title	Principal
Organization	Goody, Clancy & Associates - Architects & Planners	Telephone	(617) 262-2760
Address	334 Boylston Street, Boston MA 02116		

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

GC&A designed the site plan and most of the new buildings for Harbor Point. We began our work in 1978 with a few sketches and a simple model, developed in conjunction with Joe Corcoran and a group of the tenants. Once the project was formally awarded to the Peninsula Partnership (in 1984), we were joined by Mintz Associates, Architects who designed the renovations for 11 existing buildings and two new buildings (following our design guidelines). Antonio Di Mambro (of Communitas) was the reviewing architect for the Tenant Task Force and contributed some excellent suggestions of his own as well as made sure that our designs were presented in a way that clearly explained all of the ideas and their implications. The office of architect Hugh Russell was in charge of Construction Administration but we had a consulting role, selected all materials and colors and were able to assure that there were no trade-offs of important features. All four architectural offices worked together towards a common goal, with the tenants and developers (who were partners in the venture).

I worked directly with the tenants, the developer, the other architects, and the regulatory agencies. I made presentations to all, listened to their comments, and worked to resolve conflicts. I also had a strong vision of a new version of many of Boston's successful, older neighborhoods and I worked to explain that vision to others and to adapt it to current conditions and to make it a shared vision.

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

The conversion of a largely abandoned, deeply distressed public housing project into a safe, urban residential community is in itself a great achievement, but Harbor Point's role as a model for the conversion of similar projects across the country will be the greater benefit to the urban environment.

Few believed it could be done. This proves it can and gives some lessons in how to do it. From the perspective of the designer, I believe the street system is the most important feature — the armature which connects the various buildings and the residents to each other and, angled to give views of the Harbor at the end of each street, makes this great attraction available to all. Every design decision was made to reinforce the strength of the streets to make them attractive and thus safe, to encourage people to use them and meet their neighbors. Secondly the subtle variety (of building types, materials, colors) is important in creating a sense of a neighborhood that belongs to its residents, rather than a "development" created by one hand.

**3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.**

The institutions and commercial entities on the 310 acre Columbia Point peninsula developed as a series of separate enclaves over the last 100 years. The Housing Project (which isolated 1,504 of Boston's poorest families from any other housing or residential services) drove its neighbors into further seclusion as they sought to protect themselves from its residents, who were perceived as disruptive.

3. (continued)

The Harbor Point community (which is still home to almost all of the low-income families who were there when construction began) is now seen as an asset, and the other groups are reaching out to it and each other. A new Columbia Point Association has been formed to share services (like Child Care) and to plan for a future that will connect them physically as well. I participated (as Chair of a Boston Society of Architects team) in a report and plans that suggest how this might take place. (1991) A few excerpts are attached. It is important to note how the Harbor Point street system can be extended across the peninsula to link the entire community.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

Cost of construction led to fewer building types and less elaborate detail in the buildings than originally designed. When bid prices (at the height of Boston's building boom) were too high, we had to change the more expensive 15-story stepped high rise buildings into pairs of 7-story mid-rises.

I regretted this because the two 15-story "towers" contributed to the variety of roof heights and to a dramatic profile against the sky that would have signalled the drama of the change from afar. It was important for the entire city and the passers-by (on a nearby highway) to be reminded of this change and its implications for other housing projects. I consoled myself with the thought that many great cities have "table-top" profiles and the attractive streetscape for those living at Harbor Point would be little diminished even if they missed those strong vertical landmarks.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

Mostly details — but details are important: A combination of budgetary constraints and the overwhelming task of construction administration for 1,283 units in so short a time reduced the quality of or eliminated such details as garden gates, and fences, wood trim and moldings, the variety and richness of building materials. Most of this can be corrected with time and money.

I would also like to see more landmarks — if not the taller towers, perhaps some major public sculpture to give distinction to particular blocks or places within the community.

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

I hope architects and planners will learn from and continue to develop the new urban forms we have created here: A residential neighborhood that accommodates the automobile and an active street life. (At a density of 30 units per acre and 1.2 cars per unit with practically no structured parking and generous open space.)

Building designs that evoke familiar New England residential images (in materials, color and forms, and details) but accommodate the needs of a variety of family types and individuals from the elderly and the mobility-impaired to active young families and singles; from those raised in the suburbs to those raised in the Project.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

There will be no fences or controlled entries to any place on Columbia Point. The Harbor Point streets (or some of them) will be extended into other parts of the peninsula with people coming and going from one part of the Point to another on foot as well as by car and bus. This will help support the small retail portion of Harbor Point — and perhaps extend it. Other shops and services will be available nearby. Other housing will be developed nearby as well, but the waiting list for both market rental and subsidized units at Harbor Point will be very long.

## **PROFESSIONAL CONSULTANT PERSPECTIVE**

See Supp. Materials ATTACHMENT B

**Name** David I. Connelly

**Title** President

**Organization** Housing Opportunities Unlimited

**Telephone** (617) 288-4569

**Address** 1 North Point Drive, Dorchester, MA 02125

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

The role of Housing Opportunities Unlimited (HOU) was in the area of extensive community organizing and resident services planning and implementation. This involved identifying community leaders, training the elected resident board to prepare them to become owners in the new development, and working with all residents toward developing a safer community. In addition, HOU completed an extensive survey that resulted in the planning and implementation of a comprehensive resident services program. HOU, working with the residents, also prepared and implemented a relocation plan for the remaining 356 families housed in the Columbia Point Public Housing Development. HOU organized building by building meetings to keep people updated on the changes that were taking place in the construction and relocation and to illicit their input into these processes. HOU also worked closely with the police, the Task Force, and key members of the community in a coordinated effort to rid the site of drug dealers.

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

When examining changes to an urban environment, my perspective has always lead me to look at the benefits to the people living in the environment. Harbor Point turned a failed low-income public housing project into a successful mixed-income development. I feel that the major benefit to the urban environment was the creation of a decent, safe, and clean community in which 400 low-income families could live and raise their children. Harbor Point is now an open, beautiful development with increased green space and direct views to the water's edge. These changes, in addition to the waterfront park and well-designed playground for the children, have lead to greater enjoyment for all those living at Harbor Point. Where children could once not venture safely into the hallways of their own buildings, they can now play and ride their bikes all over the development without fear.

**3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.**

The entire Peninsula has been positively affected by the change. Through the transformation, not only has the physical setting of Harbor Point dramatically improved, but the entire network of institutions, organizations, and agencies has begun to solidify. Because of the change at Harbor Point and the increased sense of optimism and hope, the Harbor Point Task Force has spearheaded the formation of a formal neighborhood association (the Columbia Point Neighborhood Coalition). All the institutions and organizations on the Peninsula are now working together to assess the needs of employees, students, and residents and plan for the future.

**4. What trade offs and compromises were required during the development of the project? How did your organization participate in making them?**

We had to make trade offs during the relocation process. Our job was to keep the number of double moves to a minimum and to make the moves as comfortable as possible. We consider all double moves a trade-off, even though we tried to keep them to a minimum. There were also trade offs during the development of the rules and regulations even though they were developed jointly between the Task Force and the developer. These new rules and regulations left some residents unhappy. Our role was to inform the residents during the building meetings of the rules and to find off-site housing for those who did not agree with the policies.

**5. What was the least successful aspect of the project? With hindsight, what would you do differently now?**

The least successful aspect of the project was public relations. The conversion of a failed public housing project into a successful mixed income community by the residents and a development company in partnership should have received positive press. The press grew to have a generally negative attitude toward the conversion of Columbia Point to Harbor Point that was due, in part, to a number of valid questions that they raised, but then failed to accurately see how the answers were being played out at Harbor Point. For example, there was a great deal of skepticism in the press about whether a true partnership could be formed between a group of minority low income residents who were predominantly women and a development company that was white and male. This skepticism continued while the press made little attempt to talk to the more active residents and despite the visible success of the conversion. In retrospect, I would hope to get the members of the media involved with the residents at an earlier stage so that they would understand the role that his group played in the conversion process.

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

As a consultant involved in providing human services to both public and private housing, I would stress the need to change the total environment in order to bring about individual and family change. I would use Harbor Point as an example in which the self esteem of all those who were involved in the conversion process was raised. The residents of a formerly stigmatized public housing community created a safe and beautiful community and invited residents from the rest of the city in to this community. The real success of this project lies in the resident involvement and resident control in all aspects of building and maintaining this successful community.

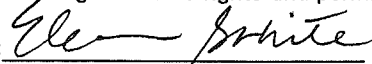
**7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?**

Five years from now, in order for the development to be successful, I would look at several characteristics: 1) a majority of the former public housing residents continuing to reside at Harbor Point, 2) a substantial reduction in the rates of crime, drugs, and violent behavior from the rates during the days of Columbia Point, 3) a higher number of our youths graduating from high school and going on to further their educations, 4) the development of a real neighborhood to be judged by the amount of new residents and Columbia Point residents that are involved in community activities and events, and 5) an increased rate of employment or education of all residents.

PUBLIC AGENCY PERSPECTIVE:

ELEANOR WHITE, DEPUTY DIRECTOR, MASSACHUSETTS HOUSING FINANCE AGENCY, 50 MILK STREET, BOSTON, MA 012109 (617)451-3480

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1. WHAT ROLE DID YOUR ORGANIZATION PLAY IN THE DEVELOPMENT OF THIS PROJECT?

The Massachusetts Housing Finance Agency is the primary lender for the redevelopment of the Columbia Point Housing project into Harbor Point. The Agency provided over 151 million dollars in financing for the project. However, due to the project's public purpose and its large scale, the Agency assumed a more active role than on a typical project. The Agency convened an interagency working group to (1) expedite the complex development process and (2) identify and mediate some conflicts that arose among the myriad of agencies involved in issuing permits and approvals. In bi-weekly meetings, 20 to 30 professionals from the private team and the public agencies gathered at MHFA to assess progress in moving toward construction and resolve conflicts.

The Agency also participated in a unique interagency process concerning affirmative action employment. Due to the conflicting regulatory requirements of the City, State, and Housing Authority, an interagency group was formed to develop consistent standards for the project and to monitor the developer's progress and compliance with those standards. This resulted in more effort being focused on actual employment results than on trying to meet contradictory reporting requirements.

2. DESCRIBE WHAT REQUIREMENTS WERE MADE OF THE PROJECT BY YOUR AGENCY (e.g., PUBLIC PARTICIPATION, PUBLIC BENEFIT, IMPACT STATEMENTS).

As part of the Agency's underwriting process, the project was required to comply with our standards for high quality design, professional property management, and equal employment opportunity. Because of the significant effort to guarantee rehousing of the existing residents in the new Harbor Point, MHFA was also actively involved in monitoring the relocation process and assuring that residents' rights were protected. As lender, the Agency also insured compliance with Federal and State environmental impact statement requirements.

3. FROM YOUR PERSPECTIVE, HOW WAS THE PROJECT INTENDED TO BENEFIT THE URBAN ENVIRONMENT? DESCRIBE HOW, IF AT ALL, THESE 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 major goal of this project was to eliminate the notoriously blighted living conditions at the Columbia Point development. However, for Boston, a city of many segregated neighborhoods, this project provided the opportunity to demonstrate that a mixed-income and racially-integrated neighborhood could be created. MHFA's twenty year history of financing mixed-income and urban inner-city projects gave us the confidence that this new neighborhood could be a success.

One major trade-off during the development process was the boundary between the public waterfront park and the development. Some public park advocates believed that the park was too small and that the location of the clubhouse building adjacent to the park would cause conflicts with the public using the park. We believed that the clubhouse was essential as a marketing tool to attract the market-rate component to the site and that moving it to another location could be detrimental to this goal. The Agency also believed that the clubhouse could be a mixing ground for public and

private events held at the park. MHFA articulated its concerns to the appropriate park planners, and a compromise was reached that expanded some portions of the park without requiring relocation of the clubhouse.

While the development process involved many trade-offs and compromises, the ultimate design, both physical and conceptual, has proved to be a success. There are not any aspects of the process that we would change.

4. DESCRIBE ANY DATA YOU HAVE THAT DOCUMENT THE IMPACT THAT THIS PROJECT HAS HAD ON ITS SURROUNDINGS AND THE PEOPLE IN THE PROJECT AREA. ATTACH SUPPLEMENTARY MATERIALS AS APPROPRIATE. WHAT HAVE YOU OBSERVED OF THE PROJECT'S IMPACT?

The dramatic physical improvements to the site are obvious. All residents, both low-income and market-rate, live in spacious new apartments. The site, once dark and isolated, is now open to dramatic views of the waterfront and downtown Boston. This part of the City was previously considered very unsafe, and very few non-residents ever ventured into the area to enjoy its spectacular amenities; now a public waterfront park and a safe environment make the site accessible to all.

MHFA staff continue to be actively involved in monitoring all aspects of Harbor Point including management, marketing, and resident services. We observe the significant improvements to the quality of life for the people who live at Harbor Point, with large numbers of children enrolled in activities and tutoring programs and a significantly-reduced crime rate.

5. WHAT ABOUT THIS PROJECT WOULD BE INSTRUCTIVE TO AGENCIES LIKE YOURS IN OTHER CITIES?

A key lesson is that financing agencies can play a catalyst role in complex developments such as this. Often a public agency can be extremely effective at breaking certain regulatory logjams where the Agency has credibility in the community. Rather than taking a passive role as lender, MHFA viewed its role as an active participant in making sure the redevelopment happened. The day-to-day involvement of high level MHFA staff was critical to moving such a large project forward. While the effort was time-consuming, the challenge of being involved in such a high-profile, innovative development was a good motivator for MHFA staff. Our staff continues to take great pride in the success of the development.

Based on the Harbor Point experience, other agencies should have confidence that mixed-income rental developments are a successful solution to urban blight. There are many examples of distressed public and private housing in urban areas that could be redeveloped with this same success. Other agencies could also learn that the model of a Partnership between a residents' group and a private developer is an effective one that combines the expertise of the private sector with a legal commitment to community involvement and control. This model assures that residents' views are a part of the process for the life of the development and is particularly effective for large-scale developments.

6. IF, FIVE YEARS FROM NOW, YOU WERE TO JUDGE THAT THE PROJECT WAS STILL SUCCESSFUL, WHAT CHARACTERISTICS WOULD CONVINCE YOU OF THAT FACT?

While good physical conditions and financial stability are important to the success of the project, this development will be judged as a success only if the community continues to work as a true neighborhood without distinctions as to race and class. This could be measured by the involvement of all segments of community in community activities, a low crime rate, low vacancy and low resident turnover rates, and demographic diversity of the resident population.



PUBLIC AGENCY PERSPECTIVE

=====

DOUG HOUSMAN, SPECIAL ASSISTANT  
OFFICE OF THE MAYOR

CITY HALL ROOM 608 BOSTON, MA 02201 (617)635-3398

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Signature: \_\_\_\_\_



=====

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

The City of Boston, through many agencies, played a critical role in the revitalization of Columbia Point. The Boston Housing Authority was the owner of the deteriorated public housing project. The Boston Parks Department owned a portion of the site. The Boston Redevelopment Authority, as our planning agency, was involved in physical planning issues. The Boston Conservation Commission reviewed the project due to its waterfront location. Traffic and Parking, Zoning and Building departments were also involved. The Mayor's Office acted as a facilitator when disagreements arose between the city agencies and the developer or when the process was not proceeding on a timely basis due to City actions or inactions.

2. Describe what requirements were made of the project by your agency (e.g., public participation, public benefit, impact statements).

The City required that the project comply with all of its normal zoning and building regulations. In addition, Harbor Point was required to:

- \* Execute a land lease for 99 years, with the property reverting to the Housing Authority at the end;
- \* Provide 400 low-income units for 99 years;
- \* Create a public Benefit Fund to assure the long-term affordability of the low-income units;
- \* Meet standards for the composition of the resident organization board to assure that the low-income residents would maintain significant control;
- \* Guarantee that the residents of the Columbia Point project would be relocated into the new housing;
- \* Provide for a waterfront park that will connect to a regional park along Boston's waterfront;
- \* Maintain certain city-owned property abutting the site for the term of the Partnership's land lease.

3. From your perspective, how was the project intended to benefit the urban environment? Describe how, if at all, these 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 City had two major goals for this project. First, to clean up the Columbia Point project and improve the situation of residents, and, second, to enhance the larger Columbia Point peninsula as an area for new development. With large parcels of

undeveloped land and good vehicular and public transportation access, the City views the area as ideal for development. Both of these goals were achieved.

There were many trade-offs and compromises as part of the detailed development process. The Mayor's Office played a role in mediating some of the disputes between the City Agencies and the Developer, particularly the final negotiations of the Land Lease. The lack of a Land Lease was being questioned by the financing agencies as a sign that the deal was not ready to proceed. The Mayor's Office intervened and required that the negotiations be physically moved into City Hall and that all parties work "round the clock" until the Lease was signed. When deadlocks arose, representatives of the Mayor's office were on hand to arbitrate.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

It is clear from a visit to Harbor Point that there has been a vast improvement in the physical and social environment. Prior to the redevelopment, crime was so rampant that fire engines and ambulances would not enter the site without police escorts. Now, with the crime rate significantly reduced, the area receives the same emergency services as all Boston neighborhoods.

The Operations Center for the Bank of Boston is located near Harbor Point. When the project was in a continual state of decline, the Bank seriously considered moving the facility. Thanks in part to the successful redevelopment, the Bank has committed to stay in the area and has made a major corporate contribution to the public schools in the area as evidence of that commitment.

Financially, Columbia Point was a drain on the City with demands for police coverage, snow removal, street repairs, and maintenance of water and sewer lines. The project made no contribution to the City's tax base. Harbor Point now pays property taxes of over \$650,000 per year, and all of the streets and water and sewer lines are privately owned and maintained.

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

Despite the fact that cities have been noted for their diversity, there are many urban professionals who are not aware of the success of mixed income housing. This project, while complex and large-scale, has demonstrated that a very troubled low-income population can successfully be mixed with a high income group. The project's commitment to resident empowerment, as evidenced by a strong resident board, is an important reason for the development's success.

6. If, five years from now, you were to judge that the project was still successful, what characteristics would convince you of that fact?

Harbor Point will continue to be a success if (1) the physical conditions remain high quality, (2) the social environment remains attractive to market residents and supportive of low-income residents, (3) new development occurs on the Peninsula, and (4) the waterfront park is used by people from all parts of the City.

## OTHER PERSPECTIVE

Name Marguerite Maclean Title Resident, Harbor Point Apartment Community  
Organization \_\_\_\_\_ Telephone( 617 ) 282-0671  
Address 81 Westwind Rd., Box 72, Boston, MA 02125

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Signature Marguerite Maclean

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

My role in the development process was moving into the development when it first began leasing. I had been living in a horrible apartment in the Fenway, in a not so great neighborhood in Boston. When the bathroom ceiling caved in on my roommate, and my landlord said he was raising the rent, we began looking elsewhere.

We moved into Harbor Point in 1988 and were among the first market rate residents. The leasing office explained the mixed income concept to us and what was happening down here, but we really didn't pay attention. All we knew was we were moving from a dump and the apartments at Harbor Point were beautiful and less expensive.

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

This project demonstrates that mixed income housing can work, that putting people of different backgrounds together is good. That's what good neighborhoods are about. A mixture of people so that people can see what's outside their own little world.

I have learned a lot of lessons here, like how to give people the benefit of the doubt. I remember during construction we used to cut through the property. It's a large development, and with all the building the site was always changing. One day I was cutting through the site and realized I was lost. Really lost. Here I was with a briefcase and heels wandering through these buildings and a large group of black kids were watching me. I started to feel a little scared. The next thing I knew, one kid asked me if I was lost and they all walked me home. Right to my doorstep! I never felt afraid here again.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

Not so long ago the Massachusetts Water Resource Agency was proposing a waste water treatment plant right next door to Harbor Point. I knew there was reason to worry when the people from MWRA began saying things like, "The smell won't be THAT bad!"

There is no way the people at Harbor Point were going to let that happen. People had worked so hard, for years to improve things down here. Construction was nearly finished, and the State wanted to put a new set of problems down here.

It was great how the Harbor Point residents and the rest of the community really pulled together. Our State Rep., Jim Brett, held weekly meetings. The old and the new residents at Harbor Point joined together with other groups in the neighborhood, U MASS, Bay-side Exop Center, Bank of Boston and said no to the MWRA. And we beat the plant!

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

Even though it's true we moved into a beautiful apartment, there were some trade offs. When I moved in there was no pool, no tennis courts, no convenience store, and remember, this is a peninsula and at the time it had no other services. They were paving the sidewalks the day we moved into our apartment, so there was a wooden plank from the street to our front door. I guess I participated in these trade offs because leasing did tell us there would be all these great things at some point in the future. And I signed the lease anyway.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

It took a while to understand how things worked at first. For instance, the Task Force are elected representatives of the residents of Harbor Point, and they are partners with the developer. I did not know this for a long time. And in some cases, it makes sense to contact the Task Force first instead of management if you have a problem.

It would have been nice to know some of this moving in. I understand now there is a move-in package that includes all the information about who's who in the community, and how the community works.

6. What can others learn from this project?

Ever since I moved here I have wondered why other tenant groups and housing people have not duplicated this place. It's such a great solution to all these housing problems we have. I do not understand it. How come cities all over the country are not doing this?

People should learn, I have learned, that mixed income housing works. I grew up in a white middle class neighborhood where some people were richer and some poorer. But we lived together. I have taken a lot of sociology courses and I became so frustrated with these sociologists who do study after study on the inner city poor and reveal all reasons why public housing has failed. But they never propose a solution! I want to shout at them, here's an inner city housing solution! Look!

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

If I were to look ahead five years from now, I would want to make sure the property was kept up. I think physical neglect of a property is the first sign of trouble.

Of course, it would have to still be mixed income in five years. Market and low income people living side by side.

I just read the other day that some kid got shot on Beacon Hill. I thought, the minute my feet hit Harbor Point property I feel totally safe. I wonder how many people who live in the city can say that. I want to be able to say that in five years.

## OTHER PERSPECTIVE

Name Robert L. Taube Administrator (617) 288-3910  
Muriel Rue Title Director of Records

Organization Geiger-Gibson Community Health Center Telephone ( 617 ) 288-1140

Address 250 Mount Vernon Street, Dorchester, MA 02125

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Signature Muriel J. Rue

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1. What role did you play in the development of this project?
  2. From your perspective, how was this project intended to benefit the urban environment?
  3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.
- What trade-offs and compromises were required during the development of the project? Did you participate in making them?



1. WHAT ROLE DID YOU PLAY IN THE DEVELOPMENT OF THIS PROJECT?

Our role through the development process was first, to ensure the Health Center would continue to be a part of the new community. Once that was established, we worked with an architect on the design of the Health Center. Finally, we needed to develop an outreach marketing effort to members of the new neighborhood at Harbor Point, as well as other neighborhoods in Boston that previously would not have considered coming to the old Columbia Point for health care.

2. FROM YOUR PERSPECTIVE, HOW WAS THIS PROJECT INTENDED TO BENEFIT THE URBAN ENVIRONMENT?

The urban environment at Columbia Point was isolated from the outside world, and the outside world feared what went on at Columbia Point.

From the perspective of the Geiger-Gibson Community Health Center, the redevelopment has broadened our client base. We now have a staff of 70, up from 45 people just a few years ago. Old residents who had moved out of Columbia Point began to move back. As an example, Muriel Rue moved her family out of Columbia Point in 1973 fearing for their safety. Ms. Rue continued to work at the Health Center and finally moved back to Harbor Point in 1989. In addition, a number of our doctors and staff people at the Health Center now live at Harbor Point.

The urban environment here is now recognized as safe for people of all colors. Boston has become notorious for its segregated neighborhoods. Columbia Point was predominately black. The fact that white neighbors consider Harbor Point the place to come to when they need medical attention would have been unheard of just five years ago, and is a major breakthrough for the City of Boston, Harbor Point, and of course, for the Health Center.

3. DESCRIBE THE IMPACT THAT THIS PROJECT HAS HAD ON ITS SURROUNDINGS AND ON THE PEOPLE IN THE PROJECT AREA. INCLUDE ANY DATA OR SUPPLEMENTARY MATERIALS THAT SUPPORT YOUR CONCLUSIONS.

The Health Center has always provided good care, but in the days of Columbia Point that was not enough to attract people from outside the Point to the Health Center. It's important to keep in mind, eight years ago ambulances and the fire department would not enter the neighborhood without a police escort. The people were isolated out here, racially, economically and socially.

Since the redevelopment, the Health Center has become reconnected to society and the world outside our front door. We are servicing a larger population and have hired additional staff. As a result, our programming can expand, and we can reach more people.

4. WHAT TRADE-OFFS AND COMPROMISES WERE REQUIRED DURING THE DEVELOPMENT OF THE PROJECT? DID YOU PARTICIPATE IN MAKING THEM?

As a non-profit entity relying on a federal grant every year for our livelihood, we went through a fiscal crisis from year to year. As

one can imagine, it was a major trade-off for us to agree to pay rent in the new development in return for a modern, attractive building. The developer on the other hand, assumed they would be able to have much more in rent than we were able to pay.

The rent is just one example of the trade-offs in the project. There were many more. We attended meetings throughout the development phase to make sure our agency's and patients' interests were always represented.

5. WHAT WAS THE LEAST SUCCESSFUL ASPECT OF THE PROJECT? WITH HINDSIGHT, WHAT WOULD YOU NOW DO DIFFERENTLY?

We would have asked for a bigger building. Because of our growth, we're cramped for space.

A lot of tension and stress would have been alleviated from the beginning if we had some security in knowing we would be the provider from day one. Instead, we were very concerned about the RFP (request for proposals for services) the Task Force and developers had issued. We were concerned we would be bumped by a fancy HMO provider. In hindsight though, maybe these things were just part of the process one has to go through when taking on a project of such complexity, involving so many interests.

6. WHAT CAN OTHERS LEARN FROM THIS PROJECT?

We hope that Harbor Point is proof to the outside world that subsidized and market rate people can live together, be a community, and receive a single, high standard of health care within their community.

7. IF, FIVE YEARS FROM NOW, YOU WERE TO JUDGE THAT THIS PROJECT WAS STILL SUCCESSFUL, WHAT CHARACTERISTICS WOULD CONVINCING YOU OF THAT FACT?

In five years, if the majority of the families who predated Harbor Point are still here, the original Columbia Point families, then one could say Harbor Point is still successful.

Also, if the market rate people begin to really make Harbor Point their home on a long-term basis, it will become even more of a successful community.

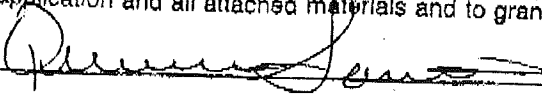
Finally, if Harbor Point can still maintain the reputation it now enjoys as being a "safe place", then five years from now it will still continue to be a success.



**OTHER PERSPECTIVE**

Name Queenie Santos Title Outreach Worker for Pregnant  
and Parenting Teens  
Organization Former Columbia Point resident/presently Harbor Point resident Telephone ( 617 ) 288-1140  
Address Geiger-Gibson Community Health Center  
250 Mt. Vernon St., Dorchester, MA 02125

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## OTHER PERSPECTIVE

---

Name	Queenie Santos	Title	Outreach Worker for Pregnant and Parenting Teens
Organization	Former Columbia Point resident/presently Harbor Point resident	Telephone	( 617 ) 288-1140
Address	Geiger-Gibson Community Health Center 250 Mt. Vernon St., Dorchester, MA 02125		

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**1. What role did you play in the development of this project?**

Before I could have any role in the development process I had to believe that after years of promises something was really going to happen here. I did not believe anything that was said about redevelopment of Columbia Point until I saw the first building here knocked down. Then I started to believe. I started to go to monthly development meetings that were open to the residents to let them know what was going on.

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

The biggest change is safety. I think of that first, probably because I have three kids growing up here. I never felt safe growing up in Columbia Point. I was always worried about all the stuff going on in the hallways. There would be people hanging out in the hallways at night smoking dope and doing drugs.

**3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.**

Again, it's safety. We feel safe and others on the peninsula feel safe.

When this was Columbia Point, the Boston Housing Authority always had rules, but never enforced them. For example, there were rules that did not allow pets, but everyone had a dog. There were problems, but no one cared about the problems here.

I do think it is easier to get help now, if you need it. I mentioned that no one cared before, but I think now if people see something going wrong, there's help. There's a lot of ways to get help, through the Health Center, HOU (the social service agency on-site), the Task Force, and through Management.

**4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?**

The relocation of residents was hard. We were being moved around the site from building to building. As bad as Columbia Point was, that was hard for families.

---

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The tot lots! We thought putting sand in them would be a good idea for the kids, but we need to replace that sand for good.

6. What can others learn from this project?

That living in a mixed community is good for everyone. I feel good about bringing up my children here. The changes here are good, the races have changed, the family sizes have changed. I want my kids to learn more about how other people live, how the different cultures here live together.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Harbor Point will be still successful five years from now if all the changes that are happening here keep working for the better. If the market rate people and the original Columbia Point residents really get to know one another and become united.

## OTHER PERSPECTIVE

Name Dr. Charles F. Desmond Title Vice Chancellor  
Organization University of Massachusetts at Boston Telephone( 617 ) 287-5800  
Address Boston, MA 02125-3393

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**1. What role did you play in the development of this project?**

UMass has a historic involvement with Columbia Point. Even in the bad days of Columbia Point, we always had a field office at the project. We served then as a coordinating agency, recruiting students for UMass and finding opportunities for our student body to service the community.

We have always been supportive of the redevelopment proposal for Columbia Point. Columbia Point had major management and security problems and a terrible reputation known throughout New England. Of course, UMass's image suffered as well.

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

Harbor Point created a community in an environment where one did not exist. The political strategy of the government had abandoned Columbia Point.

What Harbor Point has done is create and put together all the elements of community.

**3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.**

- A. Visual. Now that it is Harbor Point, the development has great visibility, when it was Columbia Point, this visibility was a problem. The property can be seen from I-95 and from Boston Harbor. The infamous public housing orange brick is gone, now a rich red brick replaces it. Pitched roofs, more in character with the neighborhoods in Boston, have added detail to flat, emotionless buildings. These buildings were without a question, the worst eyesore south of Boston, and now they are landmarks.
- B. Access to the coast. The redevelopment of Harbor Point provided leverage for the State to fund the renovations of the waterfront park. The jogging and bike path has been extended and lanterns and benches have added nice detail. Grass has been planted where there used to be rubble.
- C. Images and perceptions of the area. The images and perceptions of the area have been totally reversed. The perception of Columbia Point as a place to fear and a hostile environment affected UMass. Now members of our faculty and student body live at Harbor Point. It is a part of us.
- D. Becoming a community. Because Harbor Point has received so much attention, support services have increased and performed better. We are seeing greater attention from the public school system.

**4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?**

Construction caused a lot of disruption. Throughout the process there was lots of dirt, dust and trucks coming through the UMass campus. But the benefits have far outweighed those inconveniences.

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5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

It's difficult for me to focus on the negatives. It was a very long, very difficult process, and the transformation, the accomplishments have been amazing.

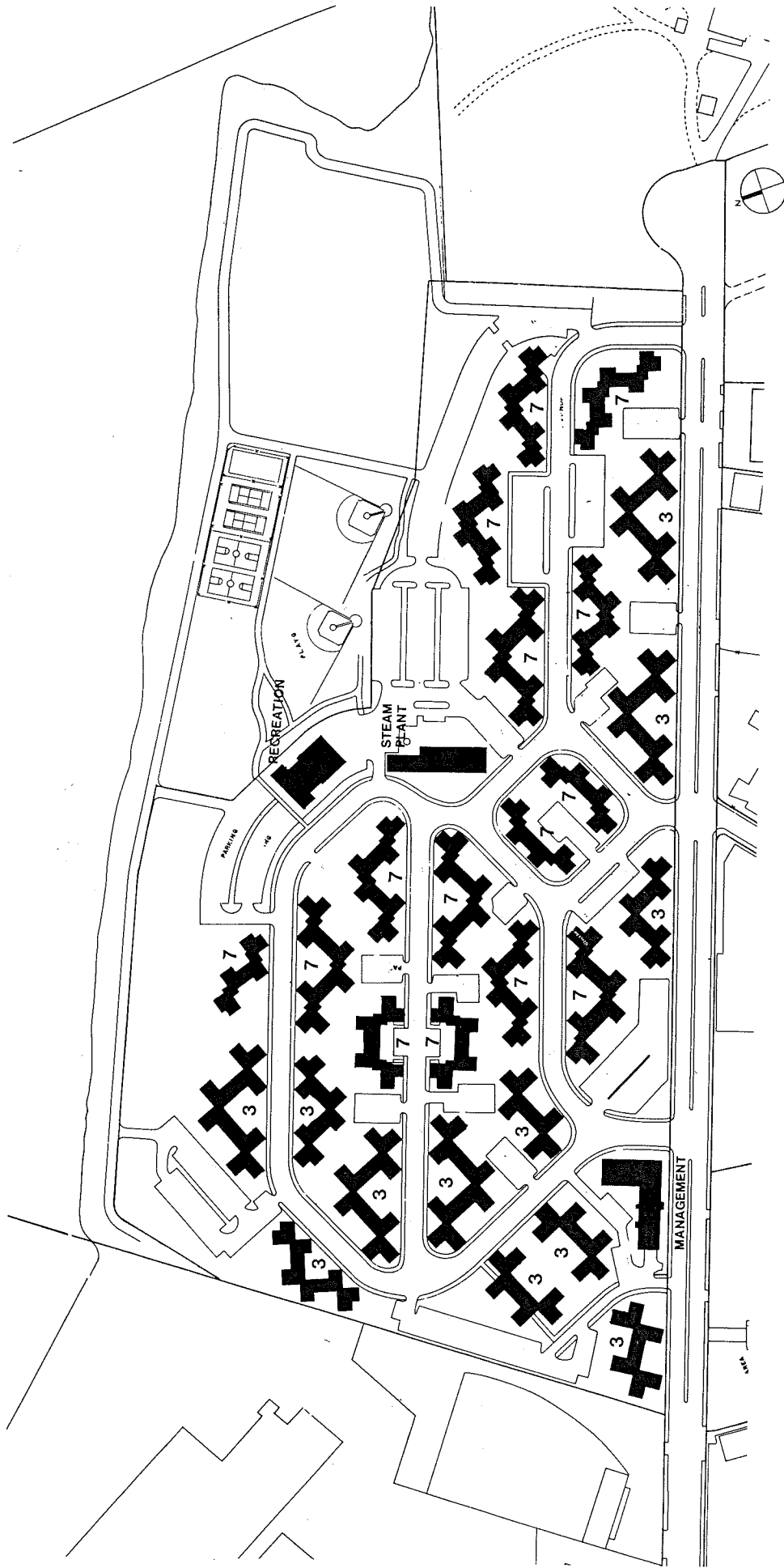
In hindsight, I guess I would have tried to get UMass even more involved.

6. What can others learn from this project?

Harbor Point should have national significance for urban America as a solution on how to successfully go about revitalizing a community. I hope others will look and learn from this project. I hope the new Administration looks at this project. We need to let others know about the story of Columbia Point and Harbor Point.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

If good housing, a safe environment and community support services are in place as they are today, I would want to revisit the original Columbia Point families. I would be interested to see how the children do in school, and how the adults pursue the new opportunities, career and otherwise the being a part of this community might create for them.



**OLD SITE PLAN**  
 (Columbia Point)







# HARBOR POINT

- Garden Apartments**
- Town Houses**
- Community Buildings**
  - 1. *Health Center*
  - Medical & Dental Services
  - 2. *Community Center*
  - Day Care
  - Community Services
  - Auditorium
  - 3. *Retail Space*
  - 4. *Clubhouse*
  - Fitness Ctr
  - Swimming Pools
  - Function Room
  - Offices
- Elevated Buildings**
  - A. *Leasing Center*  
(model apartments)
  - B. *Management & Security*
  - C. *Westwind Court*



**Harbor Point Leasing Center**  
 24 Oyster Bay Road  
 Boston, MA 02125  
 (617) 825-2033

- RETAIL SPACES
- BOSTON COLLEGE HIGH SCHOOL
- DEVER SCHOOL
- MCCORMACK SCHOOL
- MCCORMACK PARK
- ST. CHRISTOPHER'S PARISH

UMASS/BOSTON

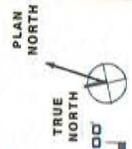


**COLUMBIA POINT: A BOSTON RESOURCE**

**VISION TWO: HIGH DENSITY**  
A PUBLIC/PRIVATE MIXED USE COMMUNITY  
CENTERED AROUND A COMMON MEETING  
GROUND, SUPPORTED BY RAPID TRANSIT TO  
THE WATER'S EDGE.

DORCHESTER BAY

A 20 TO 25 MINUTE WALK



NEW MBTA  
CIRCUMFERENTIAL RAPID  
TRANSIT LINE CONNECTING  
TO THE ORANGE, GREEN  
AND RED LINES

1 MILE OLD HARBOR

KOSCIUSKO CIRCLE TO POINT

ISLAND WILDLIFE PRESERVE

COLUMBUS PARK  
Regional Recreation

OLD COLONY AVENUE

INTERSTATE 93

MBTA RED LINE

ROBERTSON SQUARE

DAY BOULEVARD

HARBOR PARK

HARBOR POINT RESIDENTIAL COMMUNITY

COLUMBIA SQUARE

BANK OF BOSTON

BOSTON COLLEGE HIGH SCHOOL

STATE ROOMS

MASS BOSTON

BOSTON GLOBE

OFFICE

PARKING

OFFICE

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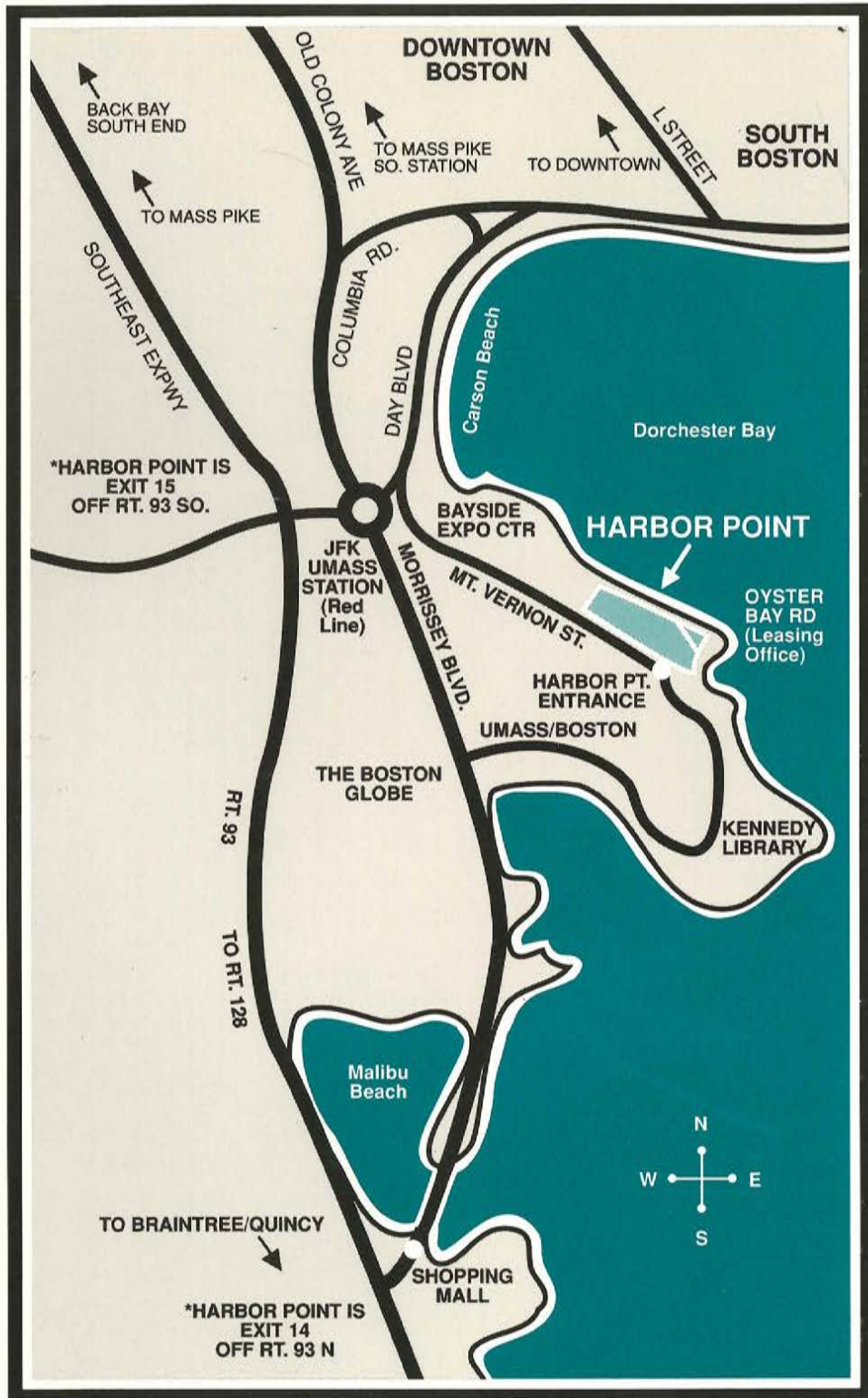




HARBOR·POINT

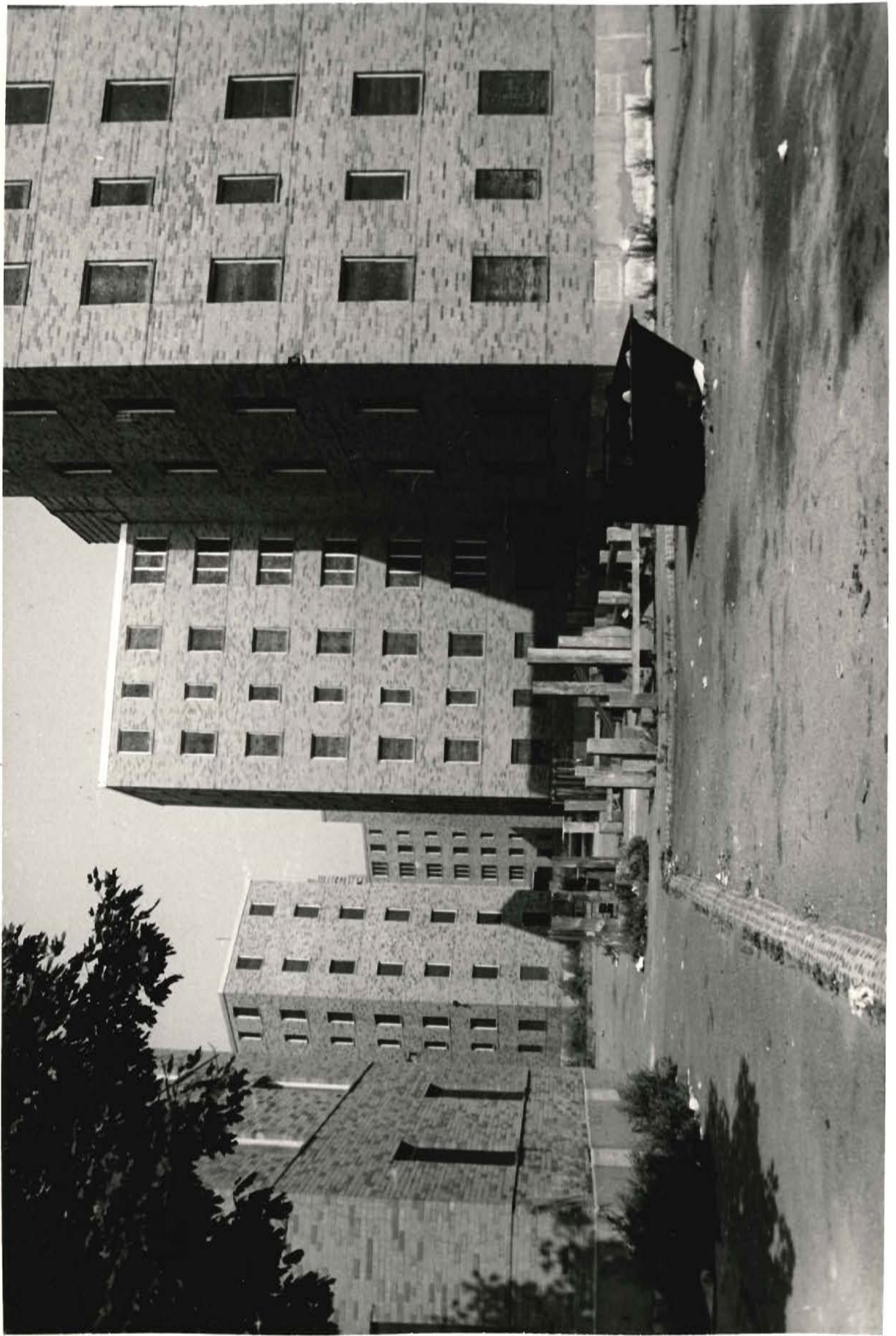
**Harbor Point Leasing Center**

24 Oyster Bay Road  
Boston, MA 02125  
(617) 825-2033





























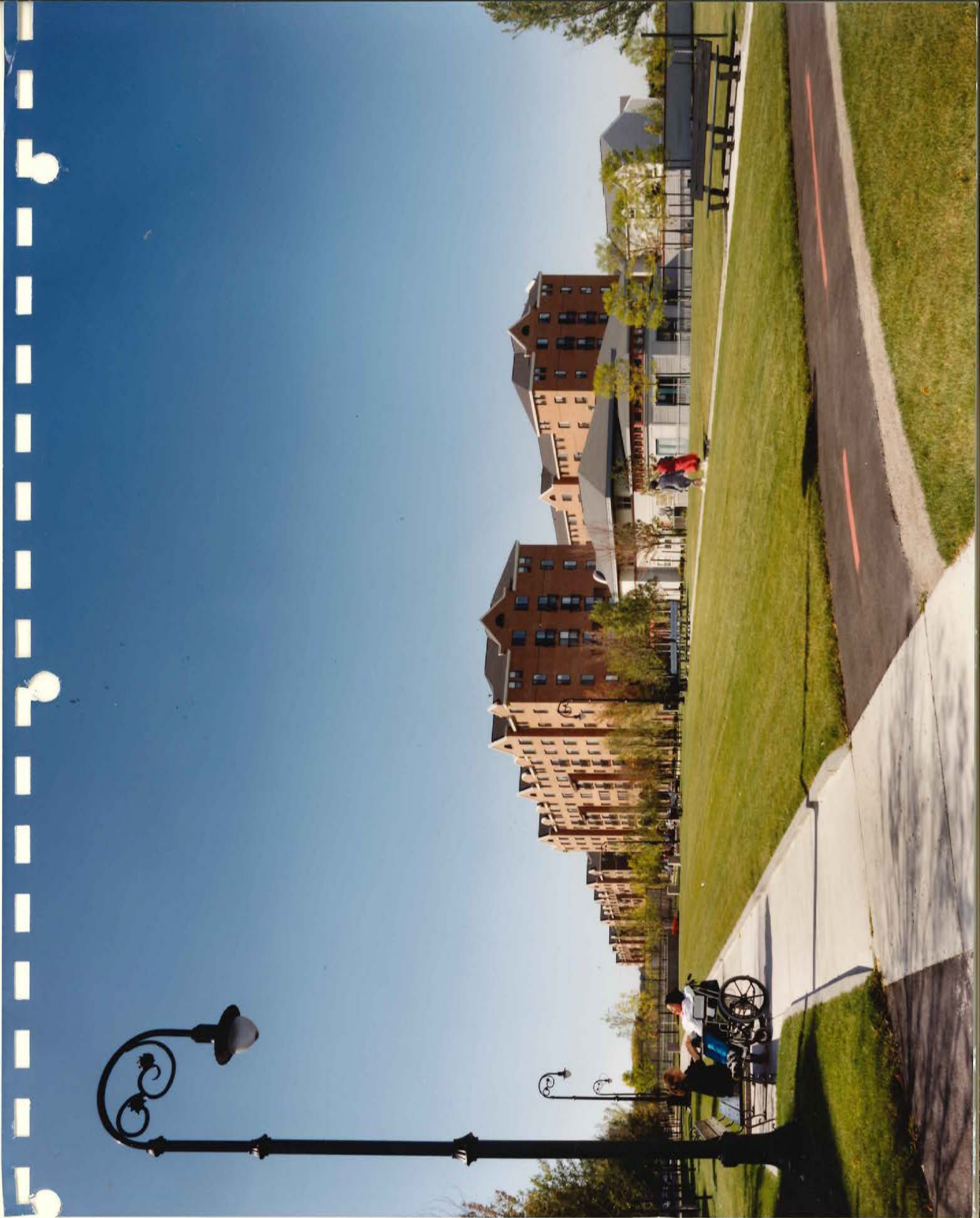




















C O L U M B I A P O I N T

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A N E W V I S I O N

T A B L E O F C O N T E N T S

Introduction

Executive Summary

I

Existing Conditions / Current Development Activity

II

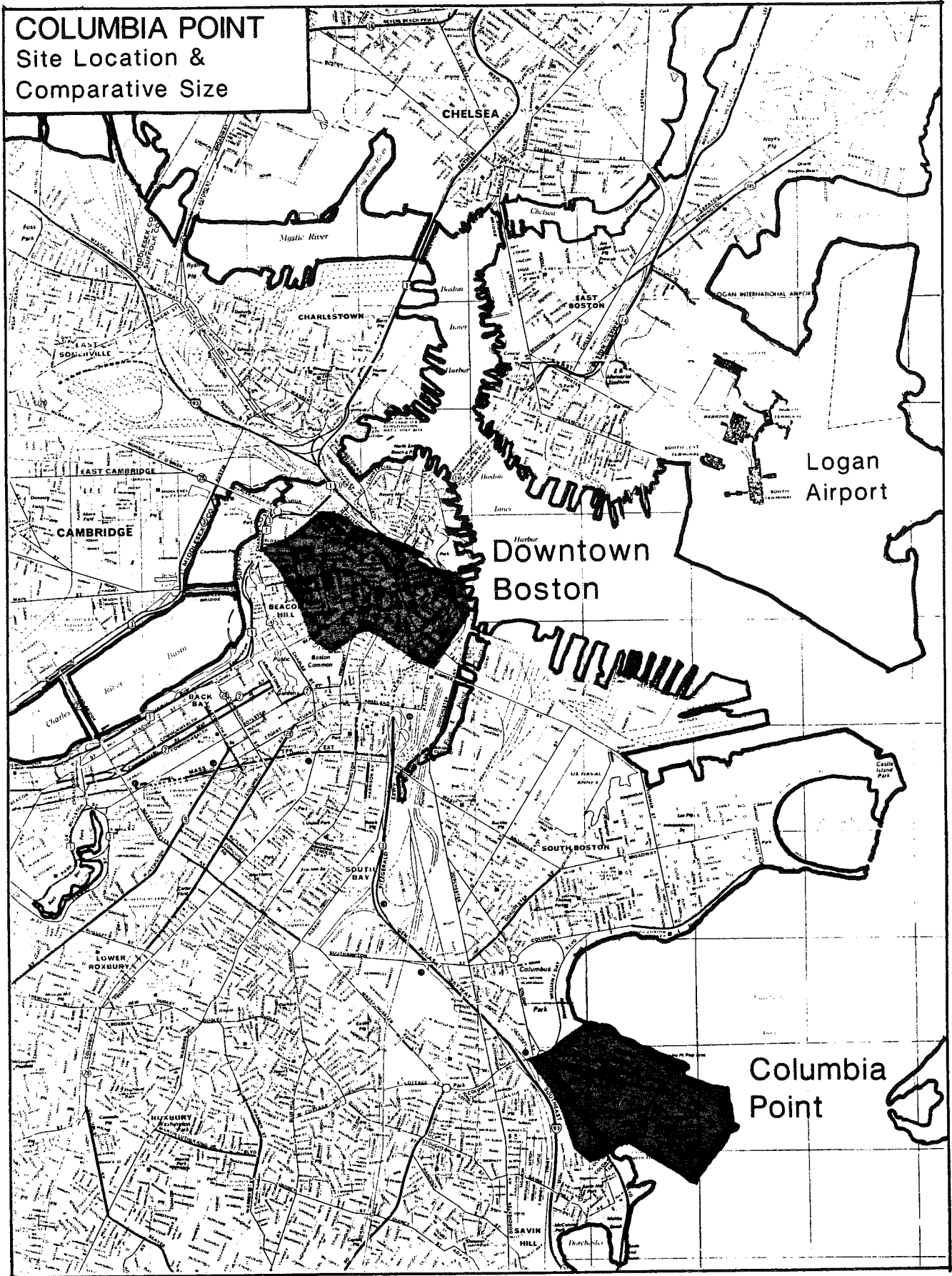
Criteria for Future Development / Urban Design Guidelines

III

Visions for the Future



**COLUMBIA POINT**  
Site Location &  
Comparative Size



## INTRODUCTION

Surrounded by water on three sides, with views of Boston Harbor and the Boston Skyline, Columbia Point is a superbly located peninsula with over two miles of shoreline, only minutes from downtown. It is a likely location for the striking Kennedy Library building. Yet for much of its 20th century history it has been a dumping ground — literally, for the city's garbage and sewage pumping, and then for places no other neighborhood would accept: a prisoner of war camp in WWII, followed by the largest low-income housing project in New England, built shortly after that war.

It is little wonder that the name, "Columbia Point" has had negative associations for many people nor that those institutions which ventured out there to take advantage of the large amounts of available land were planned as isolated entities, insulated from their surroundings. Unfortunately this has led to a series of separate enclaves rather than a unified neighborhood and has limited the vision of what could be there. This report is a first step towards a new vision.

The current circulation and land use patterns present a remarkably disconnected set of roads with no coherent overall pattern. There is virtually no street system. A pedestrian has few and generally unpleasant paths, with dangerous crossings. Vehicular circulation is equally awkward due to the lack of cross-peninsula streets, and the congestion caused by heavy through-traffic mixing with local traffic, along Morrissey Boulevard. These problems contribute to a lack of "sense of place" or neighborhood.

The Boston Society of Architects Focus Team was formed to look at this large but often neglected part of our city and to stimulate thought about a vision to guide its growth and change. Its methods and objectives have been to:

- Learn the current owners' goals for the future and their own development on the Point. Find areas of potential common, mutual benefit, and ways to achieve them;
- Assess the unique resources of the area and consider alternate scenarios for its future;
- Initiate a process that will involve the current owners, users and residents; Give consideration to the impacts on adjacent areas; Recognize the potential public resource the Point represents to the city and the region.
- Stimulate the development of a Masterplan to guide future development on Columbia Point.

Over the last two years members of the Committee have had informal interviews (in person or on the phone) with representatives of all the major entities located on Columbia Point to learn more about the history and goals of these groups, their common problems and their ideas about ways to improve conditions.

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*Facing Page: map of Boston identifying Columbia Point, showing its location within the region and illustrating its size by superimposing its shape on downtown Boston.*

Some of these institutions and their decision makers are among the most powerful in the Commonwealth: the University of Massachusetts, the *Boston Globe*, the Kennedy Library, the Bank of Boston — to name just a few. Most came to Columbia Point when the land was plentiful and cheap and were attracted by the possibility of building their own "campus" or enclave. As they continue to exist or expand on Columbia Point these institutions face many common problems — but for the most part they have been trying to solve them alone. Our work has revealed a number of areas where the chance for success could be greatly improved by concerted action.

The following pages identify some of those goals and some critical steps that should be taken if they are to be achieved. And these steps must be taken promptly or the opportunity for Columbia Point to realize its potential will be lost. If each institution pursues its own goals without regard to its neighbors or a unified vision for the future, that future will be severely limited for all.

Lacking a Masterplan or any vision to guide growth on Columbia Point as a whole in the years ahead, there is no basis for coordinating such changes. Plans by existing institutions for change or expansion, as well as new uses proposed for the area, can not be evaluated in a useful context. Although millions of dollars of private and public money have been invested on Columbia Point in recent years, and its character has changed significantly, it has not begun to reach its potential and is even in danger of dissipating those gains through lack of a coordinating concept. As development pressures increase in coming years, Columbia Point can expect further building. Now is the time to guide that development into the formation of the kind of community and neighborhood the residents and the city want to see there.

To highlight some of the opportunities that exist on Columbia Point and to encourage the development of a Masterplan that will maximize its potential we have written a report that :

1. Reviews the existing conditions
2. Establishes goals and criteria for future development
3. Suggests alternate scenarios for Columbia Point's future.

This is not an exhaustive study; it is the beginning of an exploration that we hope will be an inspiration for the kind of planning which can benefit this very special part of Boston.

## EXECUTIVE SUMMARY

"Hold That Shovel" was to be the title of our concluding chapter. It expresses the concern about unguided growth that led this group of architects, planners and Columbia Point fans to spend two years studying the place and to try and share our ideas with those who control its fate.

Even two years ago, when more shovels seemed poised for action than in the current economic climate, many were surprised to hear there were Columbia Point "fans", including (perhaps especially) people who worked there. They saw it as unattractive and remote, its only virtue being large tracts of available undeveloped land.

In fact the above description is untrue: Columbia Point's two miles of coastline and spectacular views make it one of the most attractive pieces of Boston real estate — and it is but a ten minute drive from downtown (five minutes on the Red Line). Its open spaces are by no means readily "available" — each is considered critical to the institution using it, although some of these sites seem far from carrying their highest and best uses.

Discussions with representatives of the major land owners/employers on the peninsula reveal a strong desire for more connections with their neighbors, not only for direct interchange among some of them and to support common activities that require larger markets (e.g. food facilities, incidental retail, day care), but also to facilitate sharing resources by groups with complementary schedules and resources (e.g. parking, public transit, athletic facilities, meeting halls). Some sharing is done on an ad hoc basis, but much more is desirable to make the most efficient use of expensive resources.

As just one example, when the UMass makes plans for a new "campus entry", that decision could be supported by public transport to that entry — and is more likely to be so if it is located on a route that can serve other peninsula institutions. Examining desirable transit stops for all of the institutions and working together to encourage MBTA routes that serve them would be to everyone's benefit. Grouping entries or organizing paths to and from them so that they are convenient for larger numbers of people going to and from work can generate a sufficient market to support retail or restaurant facilities desired by all.

To achieve this sort of coordination there needs to be discussion of and agreement on certain goals — a shared vision for the future. From this there could come a structure for cooperation among all parties — not just to ward off undesirable activities or uses but also to combine strength in working for a public investment in the infrastructure of streets, sidewalks, parks and transit for this underserved area.

A shared vision could also lead to a rationalization of some property lines: trades or sales of peripheral parcels might be of mutual benefit to institutions whose needs or shapes have grown in directions different from those originally envisaged. And everyone's land will be shown to have greater potential (and value).

After two years of study and discussion, this Focus Team sees several possible visions for Columbia Point's future — each of which has exciting possibilities and all of which share certain common themes. We have selected two scenarios which build on the existing resources, one to a higher density than the other, but both taking advantage

of the spectacular Harbor location, building a coherent street system, proposing adequate public transportation and improved access.

*Vision One — a recreational/cultural park linked to a residential/commercial neighborhood by a lively common meeting ground, Columbia Crossroads.*

Building on such resources as the Kennedy Library, the State Archives, the UMass Harbor Campus and the harbor itself, this scenario encourages more public oriented, water related institutions in a park-like campus on the eastern end of the peninsula. The synergy created by the proximity of these similar activities will not only benefit their ongoing programs of research and education, but also provide a recreational destination for families on weekends and holidays year-round.

Water's edge paths and picnic spots and an inner loop of covered pathways and bridges will provide alternate, all-weather visitors' circuits with exhibits and activities en route.

Extended public transportation throughout the peninsula, plus the complementary schedules of recreational visitors would limit the need for more parking. Water transit (from a new pier, coordinated with a transit stop) would make this an ideal stop en route to the Harbor Islands.

The central and southwestern portions of Columbia Point would be developed more intensively, with opportunities for more office/research structures along Morrissey Boulevard and parts of Mt. Vernon Street as well as additional housing.

Although this envisions a moderate density overall, there would be a critical mass of residents and employees to support the incidental retail that a lively community requires and Columbia Crossroads, at the juncture of UMass and Harbor Point, would be a center of such activity and a common meeting ground for the residential and academic communities as well as the recreational visitor and the lunch-time or after-work employee.

*Vision Two — a public/private mixed use community centered around Columbia Square. A common meeting ground is supported by rapid transit to the water's edge.*

Accepting an urban density for Columbia Point, due to its proximity to downtown, this scenario provides an infrastructure of rapid transit (meeting water transit at Columbia Square) — and anticipates the larger population and increased retail and commercial activity this supports — and requires.

This vision mixes higher density luxury and middle income (and possibly student) housing across the peninsula with an emphasis on water's edge sites and fine views as an attraction. Office/commercial uses extend from the Morrissey Boulevard corridor (where a 3,000 car garage on the southern side receives and discharges cars directly from the expressway) down the center of the peninsula. At the UMass some of these structures provide future expansion space for a campus that becomes more urban, befitting its mission.

**The Next Step** — *from vision to reality.*

We have sketched out some of the possibilities each vision suggests and now invite those concerned to discuss them and start work on the united vision that will be the basis for a Masterplan and the imminent new zoning for Columbia Point.

There are many ways this work can continue: leadership could be from the local institutions, the City, the BSA. What is important is that the full range of possibilities be explored and that future investment in the area, be it public or private, have maximum long-term benefits by planning for them in advance.



**COLUMBIA POINT: A BOSTON RESOURCE**

**OLD HARBOR**

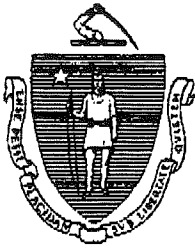
**VISION ONE: MODERATE DENSITY**  
A COMMON MEETING GROUND LINKING A CULTURAL/EDUCATIONAL PARK AT THE EASTERN POINT TO A RESIDENTIAL/COMMERCIAL NEIGHBORHOOD TO THE WEST.

**1 MILE: KOSCIUSKO CIRCLE TO POINT: A 20 TO 25 MINUTE WALK**

**DORCHESTER BAY**







*The Commonwealth of Massachusetts*  
*House of Representatives*  
*Committee on Banks and Banking*

REP. JAMES T. BRETT  
 CHAIRMAN

STATE HOUSE, BOSTON 02133  
 TEL (617) 722-2370

December 29, 1992

Mr. David Connelly  
 Housing Opportunities Unlimited  
 161 Forbes Road - Suite 104  
 Braintree, MA 02184

Dear David,

Twenty years ago a public housing complex stood on the banks of Boston Harbor in Dorchester. It had been built many years earlier and embodied all the components which went into a public housing facility at that time -- the buildings were high-rise, close together, with little green space. Over the course of years all the fears associated with public housing came to the fore: the buildings fell into disrepair; piping and appliances were stolen to satisfy the drug appetites of its tenants; elevators were broken; windows were boarded up; drug dealing was rampant; and criminals prevailed. It was such a bad scene that lettercarriers, doctors and cab drivers refused to service the tenants unless they had a police escort.

Then a new concept in public housing emerged -- Why couldn't a complex be built that would be attractive to both subsidized and market rate tenants where they could live in harmony and tranquility? It was a daring concept but one which appealed to Corcoran, Mullins and Jennison. With assistance from local politicians in the licensing and approval process and buttressed by government financing, CMJ proceeded to salvage what they could of the old Columbia Point housing project and razed the rest. What emerged in its wake is a testament to the creative talent and ingenuity of developers who truly care about people and the environment. There are comfortable apartments for single people, families whose needs encompass multiple bedrooms, elderly, and town houses for the more affluent. Families who had survived the bad years were the first invited to tenant the new complex. The facility even had a new name - Harbor Point. A strong management team (the key to the success or failure of any venture) was put in place.

Applicants with a history of criminal activity or drug dealing were not allowed to tenant the new complex. Likewise, dysfunctional families not interested in obeying the rules and regulations set down by the management were discouraged from seeking tenancy. This was to be a multi-faceted complex in every aspect....with no racial, ethnic, religious, age or income biases. Harbor Point also opened its arms to special needs people. Representative Jim Brett, the state representative of the 14th Suffolk District in which Harbor Point lies, and Dave Connelly, CMJ's extremely competent manager, worked hand in hand to see that the disabled were not disenfranchised. A couple of cases come to mind: One was a young man who had been living with his mother in a public housing facility in South Boston. When his mother died, the apartment was deemed too large for a single occupant, and he was asked to find other living arrangements. Harbor Point was the answer, and he is now living and managing well on his own in a single apartment.



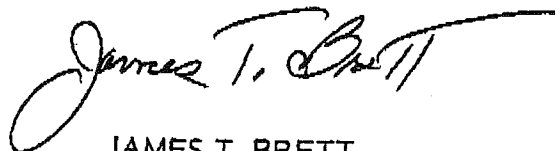
Page 2 of letter to David Connelly dated December 29, 1992.

In fact, he plays the organ at Masses and other services at St. Christopher's, Harbor Point's nearest Catholic church. A second case involved a young man and his mother. Street toughs in any big city are intolerant of people who either do not have the will or are unable physically to protect themselves; after several instances of being accosted and beaten, mother and son decided they had to find other living arrangements where a cessation of such beatings was the overriding factor. Jim and Dave came to their rescue, and for several years now the mother, who is actively engaged in all manner of community activities, and her son, who is a participant each year in the Special Olympics, have been living a peaceful existence in a safe environment. The third case which comes to mind involves a mother and her two sons who are both special needs. Their lives were in torment because of the regular beatings they were subjected to by street toughs. Again, through the intervention of Rep. Brett and Dave Connelly, Harbor Point opened its doors and offered this family a safe haven. Unfortunately, the mother of the boys did not live long enough to enjoy her new living quarters, but thanks to the help of a third son, the boys are still living at Harbor Point and through assistance from friends and neighbors are doing well.

Contributing to the ambiance of Harbor Point are well-laid-out streets with adequate lighting, tennis courts, bus service, parking facilities, a community health center which is close by, and a new sports center which is in the process of construction. A prominent member of the Boston Celtics lived for a time at Harbor Point and has given freely of his time and energy to the youth of the community. He conducts yearly basketball clinics and seminars in an effort to steer neighborhood youths in the right direction.

In short, out of the ashes has risen a truly unique housing complex. Its proximity to UMass/Boston encourages the further education of its tenants beyond the limits of high school. It stands proud and tall as a talisman to the vision and creative minds and hearts of those who dared to build and manage a complex which has contributed so mightily to the betterment of their fellowmen.

Sincerely,



JAMES T. BRETT  
Chairman

JTB/jlm

# CITYSCAPES

By Robert Campbell  
and Peter Vanderwarker

## HARBOR POINT

# A SEA CHANGE

Columbia Point in Dorchester is the site of a former dump. In recent years it has often been a dumping ground of another kind: a home of last resort for institutions nobody else wanted. The University of Massachusetts, the Kennedy Library, and the state archives ended up there for that reason. They stand like isolated forts on a vacant plain, ignoring one another.

Columbia Point's most important inhabitant used to be just as isolated as the others but is now changing. This is the old Columbia Point housing project, built in 1955 and revamped — as Harbor Point — in the late 1980s for a mixed-income population. The transformation is obvious in these two photographs. The earlier photo was made in the early 1970s. The later photo, from 1990, shows some of Harbor Point's current residents. From left: Lisa and Youssef Abdouh, Margaret LeBlanc, Betty Quarles (who has lived there since 1965), and Lincoln Chan. Nadine Wiley, of the Harbor Point management, is at far right.

By 1985 the Columbia Point housing project, like others of its generation, was a boarded-up, crime-ridden disaster. Only 350 families remained, camped out in its 1,500 apartments. The buildings were prisonlike, flat-roofed, made of monotonous yellow brick, and surrounded by asphalt pavement.

Then a brave private developer took on the Point. Corcoran, Mullins, Jennison put together a new ownership team, which included some tenants; it borrowed state and federal money and asked Boston architects Goody, Clancy and Associates to make the old project work. Joan Goody created a plan that called for tearing down 18 structures, renovating nine, and building 46 townhouses of clapboard or red brick. The idea was to replace the bureaucratic monotony with the kind of variety you find in an older neighborhood that's grown, piecemeal, over time.

Goody also laced the project with a new street grid, giving everybody a front door with an address on a street — a simple feature meant to nurture pride and identity. The streets are planted with trees. One street is even a mall, in imitation of Commonwealth Avenue. All terminate with a view of Boston Harbor at a spot where, eventually, there will be a park designed by landscape architect Carol Johnson.

When fully rented, Harbor Point will have 400 low-income and 900 market-rate apartments, a mix that's worked well elsewhere. But Harbor Point isn't out of the woods yet. It's still cut off from the nourishment of the larger city. It needs much more shopping and a better sense of connection to everything around it. Harbor Point will flourish if it begins to grow at its edges and mesh with its surroundings. •

ROBERT CAMPBELL IS A PRACTICING ARCHITECT IN CAMBRIDGE AND THE ARCHITECTURE CRITIC OF THE *GLOBE*. PETER VANDERWARKER, AN ARCHITECTURAL PHOTOGRAPHER AND WRITER, IS THE AUTHOR OF *BOSTON THEN AND NOW*.



Jet Commercial Photographers Inc.



Photographs by Rick Friedman for The New York Times

Five years ago, Columbia Point apartments, situated on a peninsula in Boston Harbor, was likened to a war zone. Today it is called Harbor Point, renamed to shed bad memories of a time that even ambulance crews and firefighters would not respond without a police escort.

## Boston War Zone Becomes Public Housing Dream

Special to The New York Times

BOSTON, Nov. 22 — Only five years go, Ruby Jaundoo lived in one of the country's most dilapidated and dangerous public housing projects. Likened by city residents to a war zone, the Columbia Point apartments sat secluded on a peninsula jutting into Boston Harbor; even ambulance crews and firefighters would not come to the neighborhood without a police escort.

"Nobody wanted to come out here," Ms. Jaundoo said. "The police wouldn't atrol. The gangs were infesting our ousing. I was fearful and I'd had ough."

Jaundoo and the other women inated Columbia Point's tenard began negotiating in the late 1970's with developers who coveted the project's 51 acres, a strip of waterfront property that shares views of the harbor with the nearby John F. Kennedy Library.

### Fears of Being Driven Out

"We knew this land was becoming rime property and we were an eyre," said Ms. Jaundoo. "We were afraid that we would be driven out."

Today the site, renamed Harbor Point to shed bad memories, is a prawl of manicured lawns surrounding tennis courts, town houses and mid-se apartment buildings where residents, including Ms. Jaundoo and most of her original neighbors, represent a broad range of races, ethnic backgrounds and incomes.

While mixed-income developments ave been successful on a smaller cale, Harbor Point is the nation's first effort to transform a large Federal project by recruiting middle- and higher-income residents, government officials say. State and local authorities re hoping Harbor Point will be a model for economic and racial integration of public housing elsewhere.

But the transition has not been painless. Fractious tenant disputes are only now easing, and a surprise investment om the Chevron Oil Company in August rescued Harbor Point from the rink of bankruptcy.

When Catherine D'Vileskis moved into Harbor Point three years ago, she was the first white person on her block, she was reeted by a young Hispanic boy who



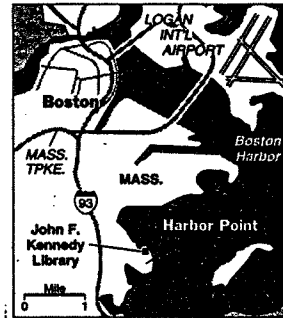
"We knew this land was becoming prime property and we were an eyesore," said Ruby Jaundoo, left, a member of the Columbia Point's tenants' board. Catherine D'Vileskis, right, moved into Harbor Point three years ago, the first white person on her block.

pointed at her and said, "It's a whitey!" Now "that family has been my neighbors for years," she said, adding, "The shock is gone."

But feelings of mistrust still linger among tenants. Harbor Point had been home to black and Hispanic low-income Bostonians since it first opened in 1954. The imposing yellow brick buildings, 30 seven-story structures built to house 1,504 impoverished families, were a source of great

pride in Boston. Yet by the 1970's, the buildings had fallen victim to neglect and blight, and were abandoned by all but 358 families.

Conceding failure, the Boston Housing Authority turned over the site to private developers in 1986 with the ambitious goal of renovating the neighborhood without driving out low-income residents. The 99-year lease names two owners: the tenants' elected board and a partnership of develop-



Harbor Point breaks new ground as a mixed-income development.

ers led by the firm of Corcoran, Mullins, Jennison of Braintree, Mass.

The development now has 1,283 units, some of them refurbished and other built new. The lease requires that 400 of them be set aside for residents who receive rent subsidies, while the rest command market rates. A two-bedroom apartment now goes for \$825 a month.

To attract wealthier tenants, the developers advertised the site's proximity to downtown Boston and amenities in the development, including a fitness club, two swimming pools and a childcare center. The developers also hired a 24-hour security force to help ease fears about crime.

Nearly all the low-income units are now occupied, but 28 families who lived in Columbia Point before the arrival of the private developers have since left, many evicted for drug dealing, nonpayment of rent or vandalism.

"There was a bad element and there still is," said Joe Corcoran, who heads the development firm. "We have rooted out 25 families that were really bad, but there are five more to go."

Fears that the developers are trying to rid the site of all low-income residents have emerged among tenants who complain of harassment by the 25-member security force.

Many longtime residents have also chafed at strict rules enacted by the tenant board. Residents are asked to move along if they loiter on the streets at night. Young children must be inside by 7:30 P.M. in the school year, and teen-agers by 10:30. No pets are allowed and the management checks apartments to enforce housekeeping requirements.

Ms. Jaundoo acknowledged that some security guards had been dismissed for mistreating residents, but said: "People have to pay their rent on time, take care of their children and respect other people's rights. Those rules are true at any housing project, but we enforce them."

Many residents describe the 12-member tenants' board, a mix of low-income and wealthier residents who hold quarterly open meetings to air disputes, as the glue that holds the community together. "The security force is only acting on what the tenants themselves have enacted," said On-jada Haggard, a resident.

To help blur the color line between low- and higher-income residents, an aggressive marketing effort has attracted black, Asian and Hispanic professionals and a small number of white low-income renters. Many of the market-rate renters are young professionals who work nearby in Boston's financial district.

Maureen Coleman, a manager at Scudder, Stevens & Clark, a mutual fund company in Boston, moved to Harbor Point in 1988. "I like it here," she said. "It's clean and it feels safe."

Despite improvements in tenant relations, Harbor Point was still struggling until recently to stay afloat financially. Boston's rental real estate market began a sharp decline soon after Harbor Point opened its doors in 1988. Trying to attract affluent renters as the recession deepened, the developers had to slash rents by 35 percent. Annual deficits and costly loans finally pushed Harbor Point close to bankruptcy this summer.

Help arrived in August, when Chevron announced it would invest \$34 million over seven years to take advantage of \$36 million in low-income housing tax credits and depreciation. The credits were established by Congress in 1986 to encourage private investment in low-income housing.

The deal saved Harbor Point from defaulting on some of its \$175 million in state and Federal loans. Mr. Corcoran said he believed the cash infusion would cover any future deficits, although he does not expect to make a profit for at least a decade.

At Chevron, company officials are quick to reassure shareholders that they are not operating out of pure altruism. "Our primary objective is to generate income for the company," said Nancy Carroll, a spokeswoman. "But the fact that it's a social investment doesn't hurt."



The New York Times/Rick Friedman

Ruby Jundoo, left, and Esther Santos of the Columbia Point task force at development site of the Harbor Point housing complex in Boston. The \$210 million project will provide 400 units for low-income families.

changes in the buildings and people. Esther Santos, who has lived at Columbia Point for 25 years, said: "There's a lot less litter and pests. Repairs are faster and better. There's less violent crime and a renewed fight against drugs with our new armed security

force."

Still, fear lingers among some residents that the new arrivals will overwhelm or dispossess them. Martha Bush, a 20-year resident, said: "I was happy at first but now I'm a little resentful. The new families will be very wealthy. I don't believe we, the poor, will be as free as they. We're really going to be watched. Already the new security is harrassing the teens and some families had to move."

According to Ms. Jundoo, tenants may only be evicted by the task force to which all residents belong. Four families have been evicted since 1984, for drug use, weapons violations or nonpayment of rent.

#### Different From Public Housing

The project's managing partner, Corcoran, Mullins & Jennison, a real estate developer, has built three similar, smaller projects in Massachusetts and Maryland.

"It works when it's a real partnership between all the residents and the developer or landlord," said Joseph E. Corcoran, one of the firm's partners. "The low-income people are not identified as such and are dispersed though the site. We'll have a lot of opportunities for the new and old families to mix on the governing board, through social and recreational activities, tutoring for the kids."

He noted that the development differs from conventional public housing in that it must attract families who could afford to pay the rents prevailing in other desirable neighborhoods.

## The poor are to mix with the affluent.

"It has to look right and run right to keep the market rate people," Mr. Corcoran said.

If he is wrong, the state's taxpayers will pay; the Massachusetts Housing Finance Agency lent \$154 million for the project. The Federal Government provided another \$62 million in grants and tax credits.

Marvin Sifflinger, the housing agency's director, said the state was willing to assume the risk because of a dire need for housing. Also, he said, "Columbia Point was a symbol of the failure of public housing; it put a chill on getting all other assisted development approved."

Housing experts say the risk is minimal. "It will work because there's more magic in the waterfront location than there is harm in the name of Columbia Point," said William C. Appar, associate professor of planning at Harvard University.

There's also enthusiasm. As a 13-year-old resident, Anthony Cruz, put it: "It'll be great to meet new people from outside. We'll learn their ways of life, if they're different. Some could be from other countries, some handicapped, maybe. And if they're rich, they'll just be rich."

# Community Rises From Boston Slum

By **SUSAN DIESENHOUSE**  
Special to The New York Times

BOSTON, Nov. 13 — A new waterfront community is rising from the remains of the Columbia Point housing project, which has long been considered symbolic proof that public housing has failed.

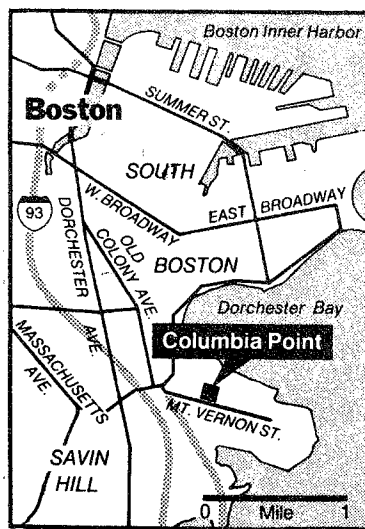
Columbia Point's towers were built 30 years ago on a peninsula alongside an impassable expressway, blocking 1,504 black and Hispanic households from harbor views and the closest neighborhoods: white South Boston and Dorchester. Neglect, dirt, crime and racial conflict chased away all but 350 families over the last decade.

Now the remaining tenants and a private development team are transforming the ruin into Harbor Point, a \$210 million complex of town houses, garden apartments and small apartment buildings. Two buildings for the elderly will open in February and 400 units for low-income families are to become available in the spring. The project is to be completed in 1990.

## Tennis, Swimming and Day Care

With space for 1,283 families, Harbor Point will be almost as big as the ill-fated project it replaces. But the similarity ends there.

Residents will be of mixed incomes and races. All residents are to have access to a clubhouse, swimming pools, tennis courts, a beach, retail stores, a health center, social services, day care and shuttle buses to the subway. Most will pay \$700 to about \$1,600 a month for units ranging from one to six bedrooms. But the 400 poor families, most of them current residents of Columbia Point, will receive subsidies to limit their rent to 30 percent of their income.



The New York Times/Nov. 15, 1987

Columbia Point is between South Boston and Dorchester.

Housing experts around the nation are watching to see whether it might represent a blueprint for rescuing deteriorated public housing projects.

The preliminary assessments are enthusiastic.

## Tenants Led the Way

"The development is far enough along to see that it will succeed," said Michael A. Stegman, chairman of the planning department at the University of North Carolina. "It is extraordinarily ambitious in its scale — the public-private cooperation and inclusion of families on site to make a mixed-income community."

"But most impressive is the tremendous amount of learning it will offer about how to turn around a very difficult social environment into a safe, pleasant, integrated community."

Tenants played a central role in the transformation. In 1978, angered by squalor and crime, they formed a task force that helped halt a poorly run Federal modernization effort, said Ruby Jundoo, a 22-year resident and the task force's spokesman.

In 1980, a Federal court took over management of Columbia Point from the Boston Housing Authority. In 1981, with improvement in full flower in nearby neighborhoods, the tenants signed an agreement with the city stipulating that any new development at Columbia Point offer at least 400 units for low-income people.

## 'We Had Butterflies'

"We didn't know what would happen here but it was clear that with all the beautiful things going up around us, they wouldn't let this eyesore remain," Ms. Jundoo said.

In 1983 the tenants worked with the court-appointed director to choose a developer and formed a partnership. In 1984 the developer took over management of Columbia Point amid some trepidation among tenants.

"Residents feared it would not work," Ms. Jundoo said. "How will we get financing or draw new residents with Columbia Point's reputation? We had butterflies for months."

Tenants worked with the developer on the new design that opens up waterfront vistas and helped obtain permits, financing and a 99-year lease for the 50-acre site at \$1 a year.

Some residents say they already see



# The Boston Globe

MONDAY, DECEMBER 2, 1991

## Compass aim: to give youth direction

### Harbor Point program tries to guide them to success despite the streets

By Cheong Chow  
CONTRIBUTING REPORTER

Matthew Wade says he wants to become a cop when he grows up. If he can't be a policeman then his other choice is basketball star, he tells a visitor.

But in either profession, Wade points out, a good education is needed. "You have to go to college, even if you play basketball. Because you'll need a scholarship," he says with emphasis.

Wade is one of 40 young students from grades 1 to 7 enrolled in three classes at the after-school Compass Program at Harbor Point, a program that for the past five years has been dedicated to the encouragement and nurturing of some of the more vulnerable children in the inner city.

Wade knows what he is talking about even though he is only 11 years old and a fifth grader at the Paul Dever Elementary School in Dorchester. He is young, bright and has his head and values on an even keel.

"The kids are in here for really two things," said Ellen Mulvey-Lenoch, the director and one of four teachers of the program. "It's to be successful in their schools and also to be successful in their lives."

Every school day at 3:30 p.m., Monday through Thursday, Mulvey-Lenoch's class of fifth, sixth and seventh graders meets in the cafeteria of Dever Elementary, just across Mount Vernon Street from the mixed-income housing units at Harbor Point.

On this afternoon, Matthew Wade and his friends, Carlos Quinones and Damien Lackland, are sitting together at a cafeteria table, attempting to do their homework.

"Yeah, we do our homework here every day," says Lackland, 10, a fifth grader from the Joseph P. Tynan School. "Hey, you know who killed Kennedy?"

Lackland is doing a handout sheet on the assassination of President John F. Kennedy.

#### Eight Compass programs

The Harbor Point program is one of eight run by the nonprofit Compass organization, based in Jamaica Plain.

Compass was established privately in 1974 as both an alternative and complement to the state institutions dealing with troubled adolescents. Its special education, outreach and enrichment programs have since reached more than 6,000 children.

The Harbor Point program was initiated five years ago by residents of the Harbor Point Apartments development, said David Manzo, the executive director of Compass. Compass was approached by a group composed of parents and members of the Harbor Point management.

"The seed money for the program came from the company," said Manzo.

"They knew that Compass was experienced in dealing with the problems of kids in the city," said Dee Boreth, a spokeswoman for the Harbor Point Apartment Community.

Compass' programs in Jamaica Plain and on Thompson Island serve young men and women who have been referred to the organization by either teachers, social workers or institutions such as the Department of Youth Services and the Boston Juvenile Court. They are children who have been in trouble with society, often those who have been involved with drugs, guns and gangs.

The Compass program at Harbor Point, however, is different.

"Harbor Point is the only one of our programs that is preventive in nature. Here we could get kids on track early, instead of trying to save them afterwards," said Manzo.

And trying to save youngsters who have already gone off the right track is painful business, he said.

"We've lost 13 kids in the last four years. Members or former members of our programs at Jamai-

In the decade he has worked at Compass, Manzo said, he had been stunned by the extreme youth of some of those who passed through his programs, he recalled a 6-year-old who was already burdened with a history of violence, and a dealer in crack who was just 10 years old.

The youngsters in Mulvey-Lenoch's class know about the dangers out on the streets.

"Uh-huh, we know about drugs and gangs and stuff out there," said Wade, looking up from page 82 of his social studies text.

"It's safe in here," said Quinones, who wants to be a dentist. "You could get shot out there. And you could get the HIV virus like Magic."

And how do you get the human immunodeficiency virus that causes AIDS? Quinones was asked by a visitor.

"Well, if you don't know I'm not gonna tell you," said Quinones.

And what if somebody were spoiling for a fight?

"If someone hits you," chimed 10-year-old Stanley Fleming, "you should tell your teacher. If he hits you again, you should go tell your teacher a second time."

"Violence prevention is part of the curriculum," said Mulvey-Lenoch. "Prevention is so important today and it is important to teach kids social skills."

#### Attendance seen to be high

The system is working, said program members. Attendance, at around 80 percent, is high for a voluntary program, and the students are doing better at school, many without the behavioral problems they had once exhibited.

"He's the baby and he always had problems in school with attention and such," said Linda Wade, Matthew's mother. But her son has been more efficient and has improved every year in the four that he has been with the program, she said.

Linda Wade, a tall woman who is

Wade is one of three teacher's assistants at the program. She has a son and a daughter who are graduates of Compass programs.

Were it not for the after-school classes, Linda Wade explained, she would have had to keep her children at home.

Program members said the high ratio of student to instructors and assistants, almost 3 to 1, is important. Intensive attention and instruction are a cornerstone of Compass philosophy, said Manzo.

"This is Compass' only preventive program, but this is also the one I find hardest to fund," said Manzo. "There's really no money out there for prevention."

The reason, he believes, is one of "out of sight, out of mind." Unless there are tangible problems such as acts of violence, he explained, no one wants to pour in money.

Manzo said the program's financial position has always been rather precarious. For the last four years, he said, 50 percent of its budget has come from a single annual community block grant provided by the federal government through the city.

Program members said they are grateful for the grants from government and private organizations which have kept the classes going, but expressed the need and importance of more prevention-type programs.

"Here we have kids we could get to early, and mold," said Mulvey-Lenoch.

"You see, we want to reach them now. We hope that the kid who comes here will leave with the tools needed to allow him to survive. Hopefully, we won't have to see him in one of our other programs later on," said Manzo.



# HARBOR POINT



## LIVING AREA FEATURES

- 1283 apartments and townhouses
- Balconies
- Bay windows
- Cable TV
- Ceramic tile bathroom
- Chandelier lamps in dining area
- Closed circuit television
- Dishwasher/disposal
- Electronic smoke detectors
- Frost free refrigerator
- Full view peephole at each entry
- Glass sliders with traverse rods
- Oak kitchen cabinets
- Patios
- Self cleaning Whirlpool oven

- Thermostat controlled air conditioning and heat
- Vinyl floor covering in the kitchens
- Wall to wall carpeting
- Washer/dryer connections
- Window shades

## ENERGY EFFICIENT FEATURES

- Double-glazed thermal brake windows
- R-19 exterior wall insulation
- Insulated steel entry doors with compression weatherstripping

## COMMON AREA FEATURES

- 24 hour security
- Attractively furnished lobby areas
- Beautifully landscaped surroundings
- Communal green space
- Community building with assembly hall
- Common laundry facilities
- Convenient on site shopping
- Free on and off-street parking

## RECREATIONAL AND WATERFRONT AMENITIES

- Clubhouse with lounge and kitchen facilities
- Fitness center with saunas
- Swimming pools
- Tennis courts
- Waterfront park



**CMJ Management Company**, an affiliate of Corcoran, Mullins, Jennison, Inc., General Managing Partner of Harbor Point, is responsible for the management of the property. It brings to Harbor Point a successful history of managing large, diverse communities throughout New England, in Maryland, Virginia, New York, and Florida. This experience enables CMJ to employ the proven systems and professional personnel necessary to effectively carry out the complex office, maintenance, social, and management functions. CMJ's expert capabilities and sensitivity to resident needs ensure that the integrity of the Harbor Point concept is maintained at the highest level.



# HARBOR HEALTH LINE



Harbor Health Services, Inc.

FALL/OTONO del 1992

A Health Promotion Newsletter

Geiger-Gibson/Mary Ellen McCormack Health Centers

Una Noticia de Promocion de Salud

Geiger-Gibson/Mary Ellen McCormack Health Centers

## Geiger-Gibson Now Affiliated With New England Medical Center's New Maternity Service

Women who receive their prenatal care at the Geiger-Gibson Community Health Center may now choose to deliver at either Boston City Hospital or New England Medical Center's new Maternity Service.

The Maternity Service at New England Medical Center opened its doors in July. It offers a full range of maternity and neo-natal services, is equipped with the latest in technology and design, and is dedicated to a family-centered approach to labor and delivery.

The partnership between NEMC and Geiger-Gibson began officially in August with the arrival of **Dr. Kris Strohbahn, an Obstetrician from New England Medical Center, who will see women at the Health Center** for their prenatal care, family planning needs and for routine gynecological exams. Dr. Strohbahn joins Geiger-Gibson's growing Ob/Gyn Department which includes: Dr. David Harrison, Obstetrician-Gynecologist, whose hospital affiliation is with Boston City Hospital; Dr. Camilla Parham, Family Practice Physician; Sheila Conley, Certified Nurse-Midwife, whose hospital affiliation is with St. Margaret's; Gerri Smith, R.N.C., an Ob/Gyn Nurse Practitioner; Kim Larkin, R.N.; and Queenette Santos, Parental Outreach Worker.

Geiger-Gibson is continually seeking ways to expand the services we offer our clients to meet their needs. For many years the Health Center has been affiliated with Boston City Hospital's Ob/Gyn Group and that relationship continues to be a choice for our clients. Our new affiliation with New England Medical Center offers women another highly respected hospital to choose from for their labor and delivery.

Women's health services at the Geiger-Gibson Community Health Center include complete gynecological examinations, family planning services, as well as care for expectant mothers throughout their pregnancies. Each of our Ob/Gyn Staff provide care before, during and after pregnancy and for post-menopausal women. They work together as a team with our nursing staff and our laboratory staff to provide you with the most comprehensive health care possible.

**If you are pregnant, or think you may be, it is important for you to be seen by a health care provider as soon as possible.** All women should have a complete gynecological exam annually. In either case, it is important for you to call us at 288-1140 and make an appointment. Come in and be seen by one of our providers, and bring with you any questions you might have. **Take Care of Yourself and Be Healthy!!!**

## Geiger-Gibson Ahora Afiliado Con New England Medical Center's Nueva Servicio de Maternidad

Mujeres que reciben el cuidado de su embarazo en la clinica de Geiger-Gibson ahora pueden elegir a Boston City Hospital o el nuevo servicio de maternidad en New England Medical Center.

El servicio de maternidad de New England Medical Center abrio sus puertas en Julio. El servicio ofrece una cadena llena de maternidad y servicios neo-natal, es equipado con lo ultimo de tecnologia y diseno, y es dedicado a un centro de familia acerca de su parto y nacimiento de su hijo/a.

La ensambadura de NEMC y Geiger-Gibson empezo oficialmente en Agosto con la llegada de el **Dr. Kris Strohbahn, un obstetra de New England Medical Center, que vera en la clinica** el cuidado de maternidad, plane de familia, y para rutina de exámenes Ginecologico. El Dr. Strohbahn se une con el departamento de OB/GYN en Geiger-Gibson que incluyen: El Dr. David Harrison, OB/GYN quien es afiliado con Boston City Hospital, La Dr. Camilla Parham, Practica de familia, Sheila Conley, Enfermera certificada de embarazo, quien es afiliada con St. Margarets, Gerri Smith, R.N.C., una enfermera practica del OB/GYN, Kim Larkin, R.N. y Queenette Santos, quien son trabajadoras de consejo de mujeres embarazadas.

Geiger-Gibson sigue buscando nueva maneras de extender los servicios que le ofrecemos a nuestros clientes. Por mucho anos la clinica a sido afiliada con Boston City Hospital Ob/Gyn y esa relacion continua ser la eleccion de nuestro clientes. El nuevo afiliado con New England Medical Center le ofrece a las mujeres otro hospital respectable para elegir durante su parto y nacimiento de su hijo/a.

Los servicios que les ofrecemos a las mujeres en la clinica de Geiger-Gibson encluyen exámenes ginecologicos, plane de familia, y tambien el cuidado de madres que esperan hasta el nacimiento de su hijo. Cada proveedor de Ob/Gyn cuida ante, durante y despues de su embarazo y para mujeres con pos-menopausia. Trabajan juntos como parejas con nuestras enfermeras y nuestro laboratorio para proveerse de ti lo mas compresivo cuidado de salud posible.

**Si estas embarazada, o crea que lo esta, es importante para usted que seas vista por un proveedor de salud lo antes posible.** Toda las mujeres deben de tener un examen ginecologico anualmente. En todo caso, es importante que usted llame a 288-1140 y haga una cita. Ven y sea visto por uno de nuestros proveedores y triaga con usted cualquier pregunta que tenga. **Cuidese y sea saludable!!!**



## Protect Your Child's Future

The National Institute of Child Health and Human Development is making "Vaccination" the theme of this year's "Child Health Day" on October 5th.

Measles, Mumps, Rubella...Childhood diseases that were once nearly eliminated in the United States are making a comeback. Failure to vaccinate pre-school children has opened the door for the return of these and other preventable diseases.

Because this is a major health concern, Harbor Health Line wants to remind parents of young children to keep your child up to date with his or her vaccinations. It's not always easy to know how to keep your child from getting sick, but vaccinations given at the right time are a very effective way to help protect them from getting deadly diseases.

Parents may think that children don't need vaccinations until they are ready for school. That's not true. In fact, **children need to receive their first vaccination when they are two months old and should have had most of their vaccinations before they reach two years old.** Older children and teenagers also need vaccinations. The best way to keep your child on schedule is to get regular check ups at your community health center, where the doctor and nurses know your child and can help you keep your child healthy.

Some vaccinations protect against more than one disease. **Your child needs all of the following vaccinations to stay healthy: M-M-R II**, to protect against measles, mumps and rubella (German Measles); **Polio vaccine (OPV)** to protect against polio; **DTP** to protect against diphtheria, tetanus (lockjaw) and pertussis (whooping cough); **Hib vaccine** to protect against Haemophilus influenzae type b (a major cause of meningitis); and **Hepatitis B vaccine (Hep B)** to protect against a serious cause of liver disease.

Parents may worry about not having the money to pay for vaccinations. If you have health insurance, most plans cover well child visits and vaccinations. **If you are not insured, or your health coverage does not pay for well child care, the health center has a sliding fee scale that will enable you to get the care you need at a very low cost and there is never an additional cost for the vaccine.** If this is a concern for you, call our Patient Accounts Department for more information.

Vaccination is an important part of your child's total health care. Vaccinate your child on time. Keep your child's vaccination record up to date. Make sure you have a regular doctor that knows your child. And be sure to get regular check-ups, even when your child is healthy.

If you have further questions or would like to receive an immunization schedule, please call the Health Center's Pediatric Department at 288-1140.

**Remember: Before it's too late, Vaccinate!**



Please remember to  
bring your health insurance  
identification card  
with you to each visit.



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## What You Need To Know About Managed Care Insurance

What kind of insurance do you have? If you're one of the growing number of Massachusetts residents who have recently switched to a "managed care" plan, you may have questions about just what your responsibilities are. Geiger-Gibson and Mary Ellen McCormack Health Center are providers for four of these plans: Neighborhood Health Plan (NHP); Tufts Associated Health Plan (TAHP); Baystate Health Plan; and Medicaid's new Primary Care Clinician Program (PCCP). Each plan is unique, with their own particular rules, but they also have many things in common. For instance:

### For Routine Health Care, Physical Examinations or Illness:

All plans require that you be seen by the doctor or "Primary Care Provider" (or PCP) that you selected when you enrolled in your plan. He or she will see you and treat you if necessary. If you wish to be seen at this health center, it is very important that you have selected this center or one of the center's doctors as your "PCP".

### How the plans are Different:

Neighborhood Health Plan and Medicaid's Primary Care Clinician Program allow you to select Geiger-Gibson or Mary Ellen McCormack Health Center as your "PCP". You may be seen by the doctor or nurse practitioner of your choice.

TAHP and Baystate require you to choose a particular physician who is enrolled in their primary provider network. Geiger-Gibson's TAHP and Baystate providers are: Dr. Camilla Parham, Family Practice; Dr. Federico Erebia, Internal Medicine; and Dr. Paul Gustafson, Pediatrics.

### For Treatment by a Medical Specialist:

All plans require that you first see your PCP, and together decide if you should be seen by a specialist, such as a cardiologist or a neurologist. You must then obtain a referral from your PCP. If there is no referral obtained, you will be responsible for the bills.

### How the plans are Different:

TAHP and Baystate use a written referral form obtained from your PCP.

NHP and Medicaid's PCCP plan use a referral number that the PCP gives directly to the specialist.

### For Emergency Treatment:

In a critical or life threatening situation, you should go directly to the hospital emergency room for treatment. In all cases, you must then inform your insurance company within 48 hours that you have been treated by the emergency room and tell them the nature of the illness or injury. This must happen if the hospital is to get paid for their services. You should also make sure that your PCP is informed of the situation so that your medical record will be complete.

You should have received an information booklet when you enrolled with your insurance plan. It is important to keep these instructions handy so you may refer to them when the unexpected medical situations come up. If you do not have one, contact member services at TAHP, Baystate, or NHP, or contact the Health Benefits Manager at your local welfare office for information on the PCCP program.



## Proteje El Futuro De Su Hijos

El Instituto Nacional del cuidado de los niños y el desarrollo humano están haciendo "vacunaciones" el tema de este año en el "Día de cuidado de los niños" se **¡¡¡¡¡ vera acabo el día 5 de Octubre.**

Sarampion, Papera, Rubeola... Enfermedades de niños lo cual era una vez casi eliminado en los Estados Unidos están regresando. Al no vacunar a los niños durante el principio de la escuela han abierto las puertas para el regreso de estas enfermedades.

Porque esto es un problema mayor de salud, el Harbor Health Line quiere recordar a los padres de niños jóvenes que estén de fecha con toda las vacunas. No es siempre fácil como saber para que sus niños no se enfermen, pero vacunas tomada a tiempo correcto es muy efectivo para ayudar y protegerlos de una enfermedad mortal.

Padres quizás piensan que los niños no necesitan sus vacunas hasta que estén listo para la escuela. Eso no es verdad. En realidad, **niños deben recibir sus primeras vacunas cuando tengan dos meses de nacido y deben de tener casi todas sus vacunas cuando tengan dos años de edad.** Niños y jóvenes también necesitan vacunas. La mejor manera de mantener un registro de las vacunas es llevar a sus niños a una clínica de la comunidad lo cual doctores y enfermeras llegen a conocer sus niños y los pueden asistir que los niños lleven una salud saludable.

Algunas vacunas protegen más de una enfermedad. **Sus niños necesitan las siguiente vacunas para ser saludable: M-M-R II**, para protegerlos de Sarampion, papera y rubeola (German Measles); **la vacuna del Polio (OPV)** para el protejo en contra de polio; **DTP** para el protejo contra difteria, tetano (mal de arco) y coqueluche (tos ferina); **la vacuna** para el protejo contra Haemophilus influenzae **B** (la mayor causa para la meningitis); y **la vacuna de Hepatitis tipo B (Hep B)** para protegerse contra un enfermedad seria del Hígado.

Padres quizás se preocupan al no tener el dinero para los pagos de las vacunas. **Si usted tiene seguro medico, casi todo los seguros cubren los gastos. Si usted no tiene seguro, o su seguro no cubre por el cuidado de sus niños, este centro tiene un servicio de pagos que los ayudara en el sistema de salud para sus hijos a un gasto bajo y nunca habra precio adicional para la vacuna.** Si esto es una preocupación para usted venga o llame a Departamento de Cuentas para Pacientes en la clínica para más información.

Las vacunas es una gran parte muy importante en el cuidado de sus niños. Vacune a sus niños a tiempo. Mantenga los registros al día. Esten seguro que tengan un doctor que conozca la salud de sus niños. Y ten seguro que lleven citas medicas regulares aun esten saludables.

Si necesitan más información o quiere recibir una cita para inmunización, favor llame a la clínica al departamento de Pediatras al 288-1140.

**Recuerde: Antes de que sea muy tarde, Vacunasen!!!!**

## Lo Que Usted Debe De Saber Sobre El Seguro De Managed Care

Que tipo de seguro tiene usted? Si usted es uno de los grandes numeros de residentes de Massachusetts que han cambiado su seguro para el plan "Managed Care", usted quizás tiene algunas preguntas sobre sus responsabilidades.

Geiger-Gibson y Mary Ellen McCormack Health Center son proveedores para cuarto tipos de seguros: Neighborhood Health Plan (NHP); Tufts Associated Health Plan (TAHP); Baystate Health Plan; y Medicaid's nuevo cuidado primario de programa clinicos (PCCP). Cada uno es singular, con sus reglas particulares, pero tienen muchas cosas en comun. Por ejemplo:

### Para Visitas De Rutina, Examinaciones Fisicos O De Enfermedad:

Todos los seguros requieren que sean vistos por un doctor primario o "PCP" al cual usted a elegido cuando lleno las planillas para su seguro. El o ella te vera o tratara si es necesario. Si les gustaria ser tratado en esta clinica, es muy importante que usted elige a un doctor afiliado con esta clinica como su doctor de primaria (PCP).

### Como Los Planos De Salud Son Diferentes:

Neighborhood Health Plan y Medicaid's programa de clinicas privada les permite a seleccionar a Geiger-Gibson o a Mary Ellen McCormack Health Center como su "PCP". Y por supuesto, usted puede ser tratado por el doctor o la enfermera de practica de su gusto.

TAHP y Baystate requiere que usted elige a un doctor en particular quien esta envuelto en el primary provider network. TAHP y Baystate proveedores son: Dr. Camilla Parham, Practicar en familia; Dr. Federico Erebia, Medicina Interna; Dr. Paul Gustafson, Pediastra.

### Para Tratamiento Por Un Especialista Medico:

Todo los seguros requieren que usted primero vea a su PCP, y juntos desidir si usted debe de ver a un especialista, tal como a un cardiologo o un nuerologico. Despues usted tendra que obetener un referido de su PCP. Si usted no obtiene un referido, usted sera responsable por la cuenta medica.

### Como Los Planos De Salud Son Diferentes:

TAHP y Baystate usan una lista escrita para refieros y son obtenidos por su PCP.

NHP y el Medicaid's plano PCCP usan un numero de referido que el PCP les entregara directamente a el especialista.

### Para Tratamiento de Emergencia:

En una situacion critica o una situacion de amenaza contra su salud, usted debe ir directamente a la sala de emergencia de un hospital para tratamiento. En todo caso usted debe de informar a su compania de seguros durante 48 horas despues que sea tratado en la de sala de emergencia de el hospital y tienes que avisarles del tipo de tratamiento recibido. Esto debe de ser cumplido si el hospital a de ser pagado por el tratamiento que le han dado. Tambien debe de informarle a su PCP para que sus registros esten completos.

Usted debe de recibir un libreto de información cuando usted sea envuelto en los seguros de salud. Es imporante que usted gualde esas intrucciones en caso de una necesidad medica. Si usted no tiene un libreto de su seguro llame a un miembro de los seguros TAHP, Baystate o NHP, o llame a el Health Benefits Manager al departamento de oficinas de Welfare para información sobre el programa de PCCP.



**Favor de acordarse de traer su tarjeta de salud cuando tenga una cita medica.**



## HIV Resources at Geiger-Gibson

If you, or someone you care about, have questions or concerns about HIV/AIDS, the medical and counseling staff at Geiger-Gibson Community Health Center are here to help you.

Geiger-Gibson is committed to providing a full range of medical and case management services for patients with HIV infection, their families and significant others, as well as educating the community we serve about HIV/AIDS prevention. The Health Center recently received additional federal funds through the Ryan White Grant which increases our capacity to provide AIDS education and case management services. The Health Center expects to provide anonymous HIV antibody testing in the near future. We currently provide the following services:

- **Confidential HIV antibody testing and counseling**
- **Comprehensive primary health care services** for patients with HIV/AIDS
- **Case management and social services** for patients with HIV/AIDS
- **Mental health counseling** for patients with HIV/AIDS, their families and significant others
- **AIDS prevention education**, either here at the Health Center or at sites in the community

If you have any questions about HIV/AIDS in general or our specific services, we encourage you to call 288-1140 and ask to speak with:

Stephen Harrington, M.A.,  
HIV Services Coordinator

or

Peg McSharry, L.P.N.,  
Nurse/Case Manager

HIV Services at the Health Center are also funded through grants from the Massachusetts Department of Public Welfare, HIV Medical Case Management program and from the Massachusetts Department of Public Health AIDS Bureau.

## Recursos HIV en Geiger-Gibson

Si usted, o alguien que usted se interensarse por, tiene preguntas sobre HIV/SIDA, los medicos y consejeros en Geiger-Gibson Community Health Center estan aqui para ayudarlos.

Geiger-Gibson estan cometido a proveer un alcance lle... de servicios medicos y casos de administracion para pacientes con la infeccion HIV, las familias y otros significativos, asi mismo que educando a la comunidad que servimos sobre prevencion del HIV/SIDA. La clinica de salud recientemente recibio fondos federales en adicional por el Ryan White Grant, lo cual aumento nuestra capacidad en proveer la educacion sobre el SIDA, servicios de casos administrativo. El centro de salud espera proveer pruebas anticuerpos del HIV un el futuro. Nosotros al momento estamos proveerando los siguientes servicios:

- **Pruebas confidenciales del anticuerpo y consejeros.**
- **Comprejensio primario del cuidado** de pacientes con HIV/SIDA.
- **Casos administrativos y servicios sociales** para pacientes con HIV/SIDA.
- **Consejeros Mentales** para pacientes con HIV/SIDA y sus familiares.
- **Educacion de prevenir el SIDA**, aqui en la clinica o otro centro en el area de la comunidad.

Si tienes algunas preguntas sobre HIV/SIDA en general o de nuestros servicios, nos pueden llamar a 288-1140 y hable con:

Stephen Harrington, M.A.  
Cordinador de Servicios del HIV

or

Peg McSharry, L.P.N.  
Enferma/Directora de casos

Los servicios de HIV aqui en la clinica son fundado por concesiones del departamento de Welfare en Massachusetts y por el departamento del cuidado publico negociado del SIDA.

"The Original Neighborhood Health Center"

HOURS/HORAS  
Monday/Lunes & Friday/Viernes 9 a.m. - 5 p.m.  
Tuesday/Martes, Wednesday/Miercoles, &  
Thursday/Jueves 9 a.m. - 9 p.m.  
Saturday/Sabado 9 a.m. - 1 p.m.  
Board President: Jean Hunt, R.N., M.P.H.  
Administrator: Robert L. Taube, Ph.D.

Harbor Health Services, Inc.



Geiger-Gibson/M.E. McCormack Health Centers  
250 Mount Vernon Street  
Dorchester, MA 02125  
Telephone (617) 288-1140 Fax (617) 288-3910

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## **A COMMUNITY IS WHAT THE RESIDENTS MAKE IT**

The process of forming a new community is just beginning and a lot of effort will go into making Harbor Point thrive. This handout is our starting point. As you read it, you will find some of the ways in which you can get involved at Harbor Point and make a difference in our community. It is our hope that you will read the following pages and consider volunteering for one or more of the various activities organized at Harbor Point.

The benefits of volunteering are enormous. You can get to know your neighbors, work with the children at Harbor Point, or participate in adult activities. The key is that every person can make a difference.

If you would like to volunteer, or simply find out about volunteer opportunities at Harbor Point, please fill out the attached sheet and either mail it in or drop it off at the Task Force office, upstairs at the clubhouse, 1 North Point Drive. Or call the Task Force at 288-5701 and ask to speak to someone about volunteer opportunities.

Thank you,

The Harbor Point Community Task Force



THE FOLLOWING IS A LIST AND DESCRIPTION OF VARIOUS VOLUNTEER ACTIVITIES AT HARBOR POINT. IF YOU ARE INTERESTED IN ANY PARTICULAR ACTIVITY, PLEASE FILL OUT THE INFORMATION SHEET AND RETURN IT TO THE THE TASK FORCE OFFICE, LOCATED AT THE SECOND FLOOR OF THE CLUBHOUSE, 1 NORTH POINT DRIVE.

**HARBOR POINT VOLUNTEER COMMITTEE:** This group meets about once a month to plan and execute special events such as the Harbor Point Festival, Christmas Parties, Cruises, community parties etc...-anything the committee or the community would like to undertake. Call Catherine at 288-5701 for more information.

**HARBOR POINT YOUTH CENTER:** The Youth Center is located in the beautiful new building on Mt. Vernon Street. Volunteers are needed for a wide variety of activities, including assisting with sport teams, career counseling seminars, chaperoning events, or undertaking new projects, such as job training, lifeskills or parenting groups etc. Call Lou Wilder at 288-4400.

**BUILDING CAPTAINS:** The Building Captains play an important role by keeping management abreast of the condition of their buildings or blocks. Captains serve as liaisons between residents and management, and also welcome new residents to the neighborhood. Meetings are held once a month on the second Monday at 7:00 pm at the clubhouse. Monthly rent stipends are given to Building Captains who fulfill the necessary obligations. Call Catherine at 288-5701 for more information.

**COMMUNITY WALKERS:** Groups of adults take a leisurely evening walk through the development stopping to talk with children, greet neighbors and note community concerns or suggestions. Walkers work hard to assist all residents by enforcing the late hours policy for children and informing residents of our many community resources. Call Catherine at 288-5701 for more information.

**TUTORING:** Get to know some of the children at Harbor Point by assisting them with their homework in the early evening hours. This program has been a huge success the past two years, and an invaluable resource to the children. Call Housing Opportunities Unlimited at 288-4569 for more information.

**GIRL SCOUTS AND BOY SCOUTS:** Six troops from the ages of 5 to 15 meet on a weekly basis. Call Lou Wilder at 288-4400 for more information.

**DRUM AND BUGLE CORPS:** This newly formed group has 75 members strong. Help is needed on Wednesday or Thursday evening to supervise and help with horn or drum instruction, and dance and color guard instruction. Call Esther or Catherine at 288-5701 for more information.

## HARBOR POINT VOLUNTEER SIGN UP SHEET

NAME \_\_\_\_\_

MAILING ADDRESS \_\_\_\_\_

\_\_\_\_\_

PHONE NUMBER      HOME \_\_\_\_\_ WORK \_\_\_\_\_

BEST TIME TO BE REACHED \_\_\_\_\_

ACTIVITY INTERESTED IN \_\_\_\_\_

When sheet is filled out please drop off at the Harbor Point Task Force located on the second floor of the clubhouse, 1 North Point Drive, or give to any member of the Task Force.

\*\*\*\*\*

# **FITNESS ROOM HOURS**

\*\*\*\*\*

**MONDAY THROUGH FRIDAY:**

**6:00AM TO 8:00 AM**

**10:00AM TO 10:00PM**

**SATURDAY AND SUNDAY:**

**10:00AM TO 5:00PM**

Please note: the fitness room doors will lock 30 minutes before closing time...please arrive early enough to give yourself plenty of time to complete your workout.



## SHUTTLE HOURS AND INFORMATION:

### Monday through Friday-

6:00 a.m. to 10:00 a.m.

4:00 p.m. to 11:00 p.m.

One way trip shuttle tickets are now available in the management office for 50c per one way trip. Purchase as many tickets as you need. The management office is open Monday through Friday, 9am to 5pm. The first and third Thursday the office is open until 7 pm. If these times are inconvenient, call the office at 436-0771 and the staff will try to accommodate you in arranging a time to buy the new tickets.

Year round shuttle passes are available for \$50 a year or \$5 a month, these can also be purchased at the management office.

### IMPORTANT PHONE NUMBERS:

<u>SECURITY</u>	<u>282-3555</u>
<u>FITNESS CENTER</u>	<u>288-3790</u>
<u>GEIGER-GIBSON HEALTH CENTER</u>	<u>288-1140</u>
<u>CONVENIENCE STORE</u>	<u>282-7161</u>
<u>HARBOR CAFE</u>	<u>436-6526</u>
<u>HARBOR POINT TASK FORCE</u>	<u>288-9766</u>
<u>HOUSING OPPORTUNITIES UNLTD</u>	<u>288-4569</u>
<u>LEASING CENTER</u>	<u>825-2033</u>
<u>MANAGEMENT OFFICE</u>	<u>436-0771</u>
<u>24 HOUR EMERGENCY</u>	<u>436-0771</u>
<u>YOUTH CENTER</u>	<u>288-4400</u>
<u>ST. CHRISTOPHERS CHURCH</u>	<u>436-7273</u>
<u>BOSTON CITY HOSPITAL</u>	<u>424-5000</u>
<u>CARNEY HOSPITAL</u>	<u>296-4000</u>
<u>BOSTON EDISON ELECTRIC</u>	<u>445-2400</u>
<u>BOSTON GAS</u>	<u>523-1010</u>
<u>POISON CONTROL CENTER</u>	<u>232-2120</u>
<u>TELEPHONE COMPANY</u>	<u>956-8400</u>

## NEIGHBORHOOD WATCH

At the meeting of the Building Captains in July, H.O.U. presented a proposal to introduce Neighborhood Watch here at Harbor Point. Neighborhood Watch is a people driven effort to further build community while helping to create a safer neighborhood. Neighborhood Watch had been proven effective at other locations, reducing the crime rate by a substantial percentage.

The goal is to institutionalize a system of communication. When residents see a suspicious activity or a crime, they can report it immediately and feel confident that the information will get to the appropriate person and that there will be a response. Furthermore, this system provides a paper trail or written record so that residents can verify the response at a later date. All reports may be made anonymously and consist of a phone call to Security and the completion of a simple form.

Everybody has a role to play and we need your help to keep the community safe. If you would like to get involved, want more forms, or just want more information, please contact the new H.O.U. outreach worker Diana Markel at 288-4569.

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## HARBOR POINT APARTMENTS

### COMMUNITY POLICIES

One Harbor Point Boulevard  
Dorchester, Massachusetts 02125  
(617) 436-0771



HARBOR·POINT

Professionally Managed  
by CMJ Management Company



**These rules and regulations have been adopted by the Harbor Point Community Task Force and Corcoran, Mullins, Jennison,, Inc., co-owners of Harbor Point Apartments. They have been established for your convenience and to enhance the enjoyment of your apartment home. They are hereby incorporated by reference and made a part of your Lease/Occupancy Agreement.**

Esther Santos

**Harbor Point Community Task Force**

Nadine Range-Wiley

**Corcoran, Mullins, Jennison, Inc.**

**Dear Resident:**

Welcome to your new home at the Harbor Point Apartments. We are delighted that you have chosen to live in our community.

This booklet has been prepared to acquaint you with some of the procedures which are peculiar to apartment living. Respect and consideration for other people's right to quiet enjoyment is really the key to it all.

The following pages explain some ways to care for your apartment, its appliances, carpeting, and walls. We've also included explanations of how things work, so that you may avoid small inconveniences and enjoy your new home to its fullest.

With the rising costs of energy, you may find helpful some of the enclosed ideas for helping to control energy costs. Professional engineers have designed the apartments in order to ensure that they are energy-efficient as possible. You can further add to savings by following our suggestions.

CMJ Management Company, Inc., is a Professional Management Agent whose staff is fully trained to care for the apartments and your needs. Be assured that we will do our utmost to make your stay with us a pleasant and enjoyable one.

Harbor Point Apartments are rented on an open occupancy basis and are available to qualified persons without regard to race, color, or creed, or religion.

Financing is provided by Massachusetts Housing Finance Agency.

Please contact us with your questions or concerns.

Sincerely,

CMJ Management Company

## **I. GENERAL CONDITIONS**

### **Payment of Rent**

The rent is due and payable on or before the first of each month in the Management Office. Rent payments are one of the most important obligations you have. It is inconvenient and costly to you and to us when you are delinquent. We request that your payments are prompt.

The stickers provided to you have been printed with your apartment code and must be placed in the upper left hand corner of your rent check.

### **Lease Provisions**

The Occupancy Agreement you have signed is for the period of one year.

The name of each occupant of your apartment **MUST** be listed on your lease. Only those individuals listed as occupants on your lease will be afforded resident privileges, including access to recreational facilities.

Please read your Occupancy Agreement carefully, and refer to its terms and conditions to more fully outline your rights and obligations.

### **Pets**

**NO** pets or animals of ANY type are permitted on the property, with the exception of fish in no larger than a ten-gallon tank.

## **II. FOR YOUR PEACE OF MIND**

The Management Office is located at 15 Harbor Point Boulevard. Office hours are from 8:30 A.M. to 5:00 P.M. Monday through Friday. On Thursdays the office is open until 7:00 P.M. The telephone number is 436-0771. This office provides service in the area of maintenance, service requests, information on social activities, answers to questions regarding your Occupancy Agreement or an opportunity to discuss with the Property Administrator any



1

matters relating to your residency at Harbor Point. After hours, the telephone is picked up by a local answering service that can page a maintenance technician in case of emergency. Please be sure to leave your name, apartment number and telephone number with the individual accepting your request to ensure prompt service.

### **Lost Keys**

If you lose your keys, notify the Management Office. There is a \$3.00 replacement charge for lost keys, \$5.00 for mailbox, and a \$10.00 charge for lock-outs. All locks and keys are the property of Management. There will be a \$15.00 charge for change of lock.

### **Emergencies**

In case of EMERGENCY, please call 436-0771. It is important that all residents recognize an emergency: no running water, no heat or electricity, or a lock-out after hours. For your convenience a telephone listing for the fire department and police department is listed on the last page of this directory.

### **Security**

Immediately report to the Management Office or Olde Harbour Protective Services at 282-3555 any suspicious persons, strange vehicles or unusual activity.

Intercom — Prior to allowing anyone into your building, request identification. Failure to use the intercom system jeopardizes the security of all. 100% cooperation in this matter is essential.

The intercom systems in the shared entry townhouses, garden and elevated apartment buildings use manual switching as the method of changing direction of communications: "Push to talk, Release to listen." It is only possi-

ble to talk in one direction at a time, and the direction is controlled by the resident. If you desire to open the door, simply Press the "DOOR" button. This will operate the door release.

TV Security Camera — This is a closed circuit system which operates off the Master Antenna System on Channel 13 on your television set. When your doorbell rings, simply turn on your TV set to Channel 13 and you are able to see who the visitor is.

PLEASE DO NOT release the door unless you have spoken and visually identified the caller. This is for everyone's protection!

Please remember to keep all security doors closed at all times unless Management has temporarily specified otherwise.

### **Shuttle Service**

A shuttle van service is available for residents who need transportation to and from the JFK/UMass red line station into Boston or the South Shore. Throughout the site there are numerous shuttle stop signs at which the shuttle picks up or drops off passengers. A fee is charged which will provide you with a pass to use this service. Call Management for more information.

## **III. YOUR TOWNHOUSE OR APARTMENT HOME**

### **Decorating**

No modifications of apartment walls, shelves or closets may be made without prior written approval of the manager. It is permissible for you to hang pictures and mirrors, but please use the appropriate hardware. Please use a cutting board rather than chopping and cutting on the kitchen countertops or appliance tops.

Utilize only the telephone outlets installed in your apartment. Any additional wiring is prohibited. Please be reminded that residents are fully liable for all damages to their apartment unit.



## **Windows**

Shades are provided on most windows. Curtain rods are provided for those windows over five feet in dimension. Aluminum foil or posters, etc., are not allowed on windows.

## **Patios, Balconies & Hallways**

Please keep your patio door and windows closed and locked during your absence to protect against damage from rain. So that each of us can be proud of the appearance of our buildings, we ask that you keep your entryway and patio or balcony uncluttered, unobstructed and free of trash. Please, no clothes, rugs, or mops hanging from balconies and fencing. Rubbers, boots and mats must be kept inside your unit.

## **APPLIANCES & FIXTURES**

### **Dishwasher**

Do not overload your dishwasher and use only detergents made for automatic dishwashers.

### **Disposal**

You must always have cold water running when the disposal is on. To keep your disposal in good working order, do not grind bones, rinds, or stringy foods. If your disposal stops, check the reset button on the outside of the disposal. Never put grease or fat down the drain.

### **Ranges**

Dirty filters in your range hood will limit the effectiveness. They must be cleaned periodically. Remove the grease filter and wash in warm soapy water. Dry and return to position. The ovens are self-cleaning for your convenience, and if you need assistance in the operation of this feature, let Management know. All surface areas should be kept grease free.

### **Plumbing and Electrical**

Do not put paper towels, fruit, disposable diapers, sanitary products, or Q-tips in the toilets. Please report leaks or faulty plumbing fixtures immediately to avoid further damage.



Before calling for electrical service, be certain the unit is plugged in. Check the circuit breakers, and be sure the controls are in the "ON" position. Unnecessary service calls are costly!

Cost of any repair service on, or replacement of, appliances and/or fixtures due to misuse by the leaseholder, the member of his or her household, or his or her guests will be charged to the resident.

### **Televisions, Stereos, Radios, etc.**

Discretion must be used in the volume of stereos, radios, and televisions at all times. Extra caution should be used between 11:00 P.M. and 7:00 A.M. Please respect the rights of your neighbors.

All apartments are wired for cable T.V. and you may obtain cable at your own expense through the local cable company. Management will notify you when cable T.V. is available.

### **Housekeeping**

Residents are responsible for keeping their apartment or townhouse home in a clean and healthful condition.

Any malfunctions of appliances, as well as sightings of insect pests in the unit and/or common areas should be reported to Management IMMEDIATELY.

### **Rubbish Removal**

Trash and garbage can be disposed in the trash receptacles conveniently located throughout the development. All garbage that cannot be put in your disposal must first be placed in sealed plastic bags before placing in the dumpster. In the elevated buildings there are trash chutes for the disposal of trash on floors, buildings with common halls 2 and up.

### **Mail & Deliveries**

Mailboxes are provided for daily delivery. Please make every effort to have UPS packages delivered at a time when you are home. Management cannot accept packages or deliveries for residents.

#### **IV. COMMON AREAS**

For your enjoyment, the Partnership has provided residents of Harbor Point with two swimming pools (one designated for family and the other for adult enjoyment), tennis courts, tot lots and various sitting areas.

Rules are posted and all residents and their guests are expected to abide by them.

Resident identification may be requested by the Management staff at any time to ensure that only residents and their guests use the recreational facilities.

All children under 8 years **MUST** be accompanied by a responsible adult when using the family swimming pool.

Our monthly newspaper "Harbor Views" contains a calendar of events, as well as interesting information about life at Harbor Point and activities at our neighboring institutions. Resident suggestions for activities as well as participation in articles for "Harbor Views" are always welcome.

##### **Clubhouse**

The clubhouse may be reserved for a resident's special occasions. Reservations are to be made through the Management Office by the head of household of the leased premises only.

Residents shall be responsible for conduct of guests and for any damages to the clubhouse.

A reservation fee, along with a deposit, will be required by management.

All trash shall be removed from the clubhouse immediately after use by resident and the room shall be left clean. If it is necessary for management to clean, resident shall be charged for such cleaning service.

##### **Fitness Center**

The Fitness Center which includes a fully-equipped exercise room, men and women's locker rooms, and lounge may be used by residents. Residents using the fitness center are required to sign up for membership and take part in an orientation. Guests of residents are charged a nominal fee for the use of the facility.



You must provide your own lock to secure the locker you use to store your belongings. These locks must be removed after your stay at the fitness center or fitness personnel will remove the lock at closing time.

Minors (not including independent persons age 18 and over) are not allowed in the fitness center unless enrolled in a specific program conducted by one of the resident service providers which has activities scheduled at the center.

The hours of the fitness center are posted.

### **Laundry Room**

Laundry facilities are located on the third floor of each garden apartment and mall building.

1. Established hours of operation must be followed out of courtesy to your neighbors. Hours of operation are from 8:00 A.M. to 10:00 P.M.
2. Posted operating instructions should be adhered to in order to ensure the proper use and care of the equipment.
3. Refuse should be disposed of in receptacles provided to help keep the area clean for all who use it.

Each townhouse unit is provided with its own washer and dryer hookups.

### **Parking and Drive Areas**

All resident vehicles must display a parking sticker issued by the Management Office. Take special care to park within the lines of only one space. All persons driving a vehicle without a resident sticker will be stopped at the gatehouse near the entrance of the site. A visitor pass will then be given to each guest vehicle.

No disabled or abandoned vehicle will be permitted on the property. Any vehicle without a parking sticker and current license plate or illegally parked is subject to towing at the owner's expense.

Please do not park in designated fire lanes, handicap spaces, or block trash receptacles. Such vehicles will be towed at the owner's expense.



## Energy Conservation

Conserve energy and help control utility costs by following these tips:

- Turn off lights in the storage and laundry rooms as well as those in your apartment when not in use.
- Keep thermostat settings at a minimum comfort level: 68° in winter; 72° in summer.
- Keep all windows and doors closed when your heat or air conditioning is on. Open the curtains and shades to let the sun provide natural warmth in winter. Close shades and curtains at night to retain the heat.
- Do not block air outlets or returns with furniture. Close doors and shut off heating supply to rooms not in use.
- Turn off lights, television, irons and other appliances when not in use.
- Turn off faucets securely.

When entering or leaving the apartment community, you must operate your vehicle at a speed not to exceed 14 miles per hour. Please adhere to our One Way and Do Not Enter posted areas.

## **V. PROFESSIONAL MAINTENANCE**

Management maintains a competent repair staff and a 24-hour telephone answering service. Routine repairs should be reported by calling 436-0771 during normal business hours.

Please do not disturb maintenance personnel on duty for requests. All requests should be channelled through the Management Office.

FOR EMERGENCIES after 5:00 P.M., dial 436-0771. Again, we ask that all residents recognize an emergency as no running water, no heat, no electricity, or when one is locked out.

### **Access to Your Apartment**

Whenever maintenance personnel enter your apartment to perform work, they will leave a copy of the work order to let you know what they have done.

### **Insurance**

All of your personal property (furniture, car, jewelry, etc.) must be covered by your own insurance.

Neither Management nor their agents are liable for any theft, loss, or damage to such property. Your insurance should be in force immediately upon occupancy of your apartment.

### **Damages**

Any damages caused by any resident or guest to an apartment, common area, or recreational facility will be the responsibility of the resident and any charges for needed repairs will be charged to that resident. Please exercise special care when moving into or vacating your apartment!

## MANAGEMENT OFFICE HOURS

Monday-Friday — 9:00 to 5:00

436-0771

## IMPORTANT PHONE NUMBERS

Olde Harbour Protective Services (Security)	282-3555
Boston City Hospital	424-5000
Carney Hospital	296-4000
Electric Company (BOSTON EDISON)	445-2400
Fire Department/Emergency	911
Fitness Center	288-3790
Gas Company (BOSTON GAS)	523-1010
Harbor Point Community Task Force	288-9766
Harbor Point Health Center	288-1140
Housing Opportunities, UnLtd.	288-4569
Leasing Center	825-2033
Management Office (Answer. Serv.)	436-0771
(24 HR. For EMERGENCY)	436-0771
Poison Control Center	232-2120
Police Emergency Only	911
St. Christopher's Church	436-7273
Telephone Company	329-8900



NOTES



HARBOR·POINT

A Partnership of Harbor Point Community  
Task Force and Peninsula Partners

Corcoran, Mullins, Jennison, Inc.  
Managing General Partner



Equal Housing  
Opportunity











# HARBOR VIEWS

The Harbor Point Community Newsletter



DECEMBER 1992



# HARBOR VIEWS

FALL, 1992  
Vol. III, Issue IV

The   
Harbor Point  
Community  
Newspaper

## Columbia Point Neighbor- hood Coalition Receives "Healthy Boston" Grant

The Columbia Point Neighborhood Coalition of which the Harbor Point Community Task Force, the Walter Denney Youth Center and the Geiger-Gibson Community Health Center are members, has been awarded a Healthy Boston planning grant.

Healthy Boston is a bold new initiative of the City of Boston to improve the well-being of Boston's people and communities. It will do so by integrating

employment opportunities, fewer school drop outs, less crime, lower infant mortality), increased utilization of services, greater institutional investments, more active resident involvement, improved sense of well-being, and improved multicultural understanding.

This is a long-term, 5-10 year project that involves fundamental change in the processes and relationships at all levels and sectors involved. As such, the plan-





by coordinating the delivery of economic development, education, health, housing, and human services and other vital services.

Healthy Boston puts into practice the folk saying that "It takes a whole village to raise a child". The health and well-being of children and families is everyone's responsibility. It will take all parties, residents, city agencies, health care providers, schools, community-based organizations, business, universities, funders, and state and federal government - working together in a creative new way to address complex urban issues which have grown more persistent and severe, after more than a decade of federal neglect.

The success of Healthy Boston will be measured by improvements in the quality of life for residents in the participating neighborhoods. These measures will include improved outcomes (e.g., small business successes, more

Our coalition will enter into an eleven month planning period, in which we will look at the priorities and needs of the residents of Harbor Point and of employees and students who spend a significant amount of time on the peninsula. By cooperating with all organizations and institutions on the peninsula, we will better be able to respond to the needs of those who live and work here in a coordinated effort. The Columbia Point Neighborhood Coalition is one of six applicants that will receive a full planning grant as a recently formed coalition. This is a terrific opportunity to work with our neighbors on the peninsula, and begin a process of long-term planning for the future of all those who live and work on the Point. Keep your eyes open for future Healthy Boston events.

Congratulations to Diana and the others of the HOU staff who worked hard in putting this coalition proposal together.

## Fourth Annual Harbor Point Festival

It's that time of year again! The Fourth Annual Harbor Point Festival will be held on Saturday, September 12, from 11:00 AM to 4:00 PM. This year's theme is cultural diversity, and we are actively seeking international vendors and ethnic goods and foods, hopefully prepared by Harbor Point residents. Other events for the day include local dancers, singers, storytellers, rides, a tennis tournament, and demonstrations by local museums and institutions. If you know of any other residents or vendors interested in attending this event and/or renting a table, please have them call Catherine at 288-5701.

Last year over 500 people participated in the event. This year, with the new waterfront park completed, AND close to 3000 residents now living at Harbor Point, we are expecting even greater numbers. Come out and celebrate the diversity and the beauty of living at Harbor Point! We are looking forward to seeing you on the 12th!

**FOURTH ANNUAL HARBOR POINT FESTIVAL**  
**SATURDAY, SEPTEMBER 12, 1992**  
**11:00 AM TO 4:00 PM**



*Read-A-Thons modeling their t-shirts which they received for participating in the First Annual Harbor Point Read-A-Thon. The front says "HARBOR POINT READ-A-THON" and the back says "A COMMUNITY THAT READS." We had a total of thirty one participants and are anxiously awaiting the start of the annual Read-A-Thon which will begin in the fall.*

## Community Life

By Cesar Cruz

To live in an environment of a community and to contribute with our share of responsibility to it is very important. But, who said it's easy? If the institution of the family is in crisis, and it's so complicated to keep it working, why should we be concerned and get involved in any community issues? The answer is simple, and yet, complicated.

The same way that one member of a family affects the relations of the others, and the family issues affect the community in which it is established, the community issues affect the family. It's an unavoidable interaction.

Whenever we are close to a happy person, it's likely that we will feel happy too. If we are close to a mad person, it is

also likely that we will feel a certain level of anger, even if we don't have a reason for such emotion. People affect other people, with or without the intention.

Whenever a community falls into failure or success in its environment, there are people behind the scene. We all have a responsibility of making things work or fail. However, we have read or heard this before from our religious leaders, our politicians, our educators, our community leaders, or, our parents. Therefore, it's not enough to know it. We have to move forward to meet our responsibilities for our families and community.

(Continued on page 7)





**Harbor Point**  
Boston, Massachusetts  
Apartment Community

;

*Mixed Income Rental Community*

Contents



Project Profile



Abstract



Perspective Sheets



Site Graphics



Photographs



Supplementary Section



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- Harbor Point Community Task Force
- Professional Consultant Perspective
- Goody, Clancy & Associates - Architects and Planners
- Housing Opportunities Unlimited
- Developer Perspective
- Corcoran Jenkinson Companies, Inc.
- Public Agency Perspective
- Massachusetts Housing Finance Agency
- Office of the Mayor
- Other Perspective 5

✓

at Charles on needs m/s

Resident, Harbor Point Apartment Community

Geiger-Gibson Community Health Center

Former Columbia Point Resident/presently Harbor Point resident

University of Massachusetts at Boston

Dr. [Signature]



# Site Graphics

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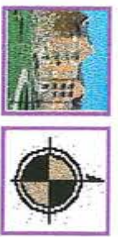
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# Columbia Point



*Circled areas  
more  
to be  
discussed*



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# Photographs

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After is my own

Before first photo.

Also - Add the word After own

After second photo.



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## Supplementary Section

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- Magazine Articles
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## Magazine Articles

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# Newspaper Articles

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- *Community rises from Boston slum.*

New York Times Article  
 So take off the  
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 remove  
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# Columbia Point: A New Vision

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