

**Welcome to the Public Hearing on the Redevelopment
of the Shattuck Campus at Morton Street.**

We will be starting the meeting shortly.



Welcome!





DIVISION OF
CAPITAL ASSET
MANAGEMENT &
MAINTENANCE



REDEVELOPMENT OF THE SHATTUCK CAMPUS at MORTON STREET

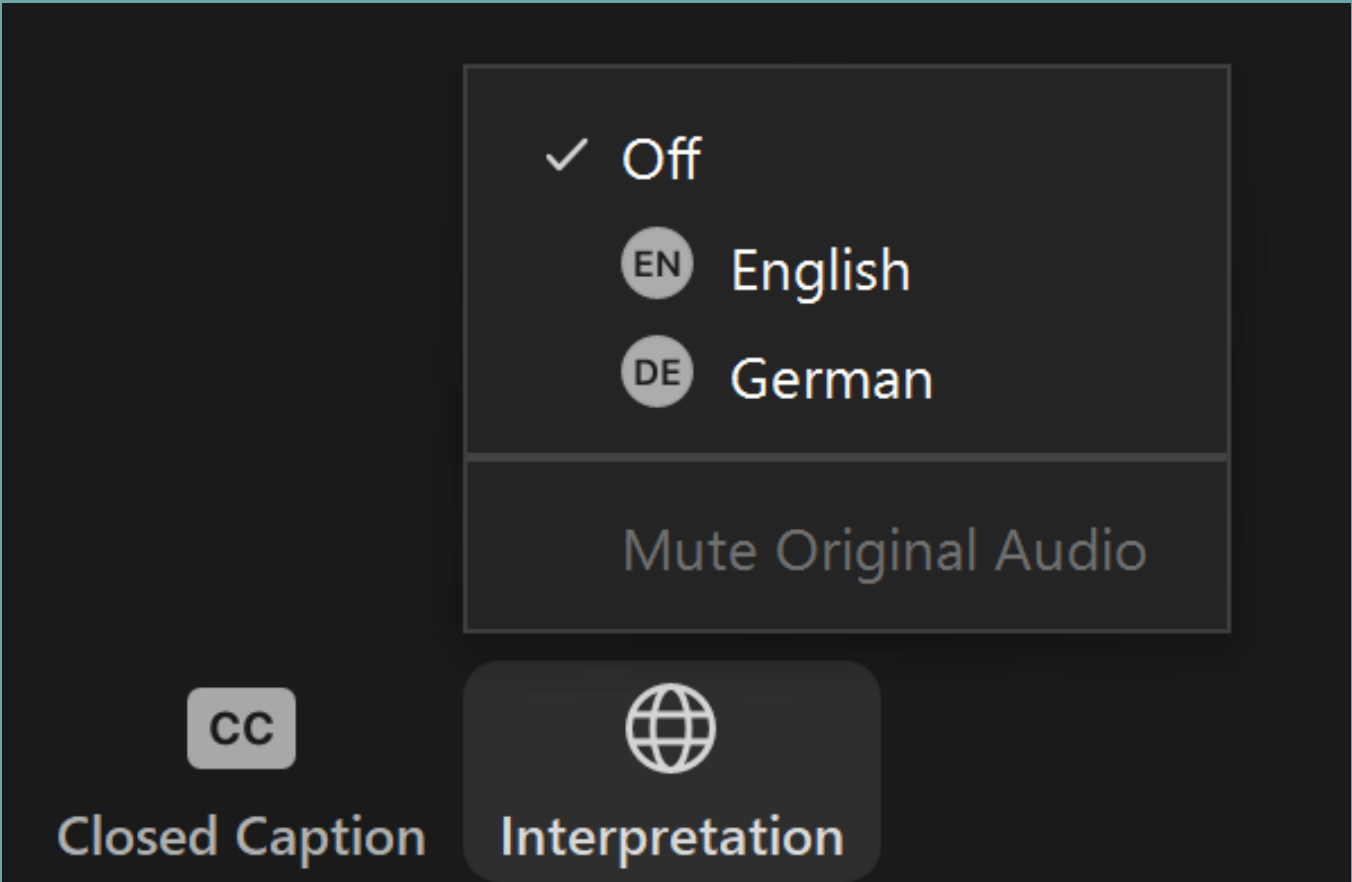
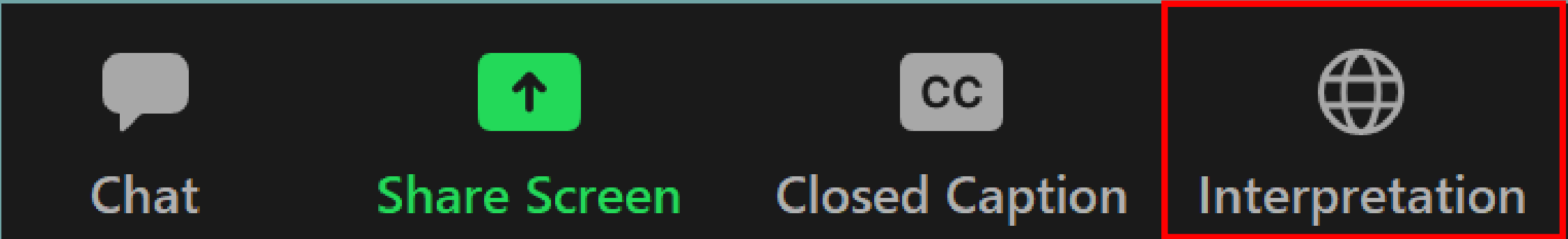
PUBLIC HEARING: PROJECT PROPOSAL – 4/13/21

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Interpretation



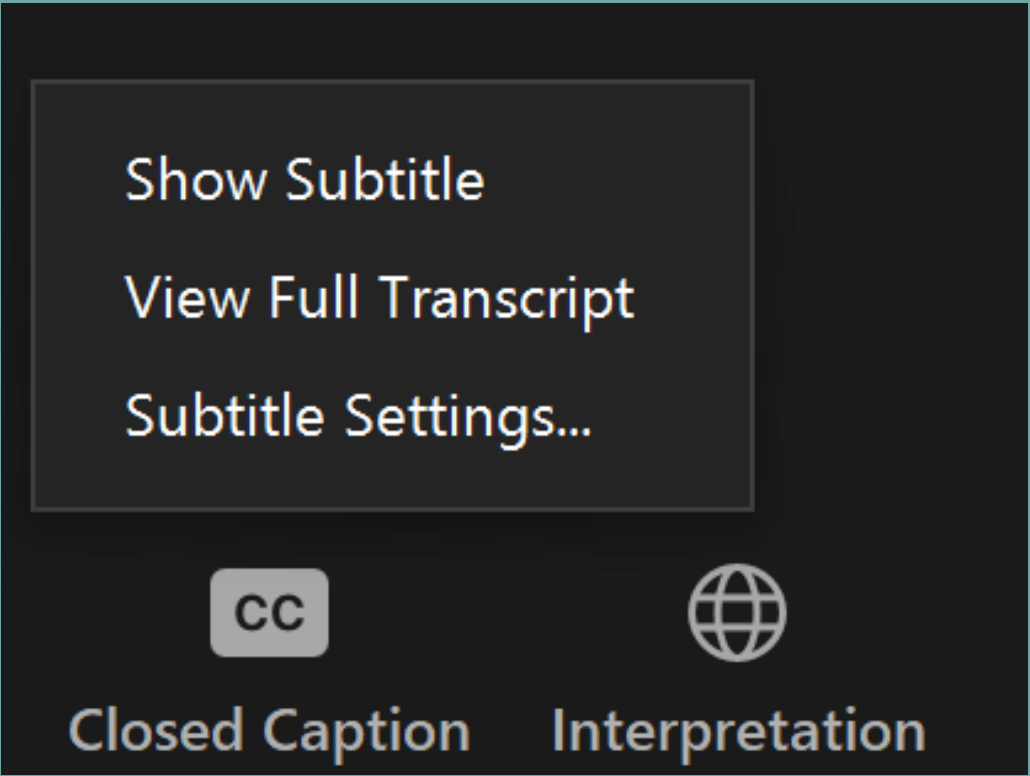
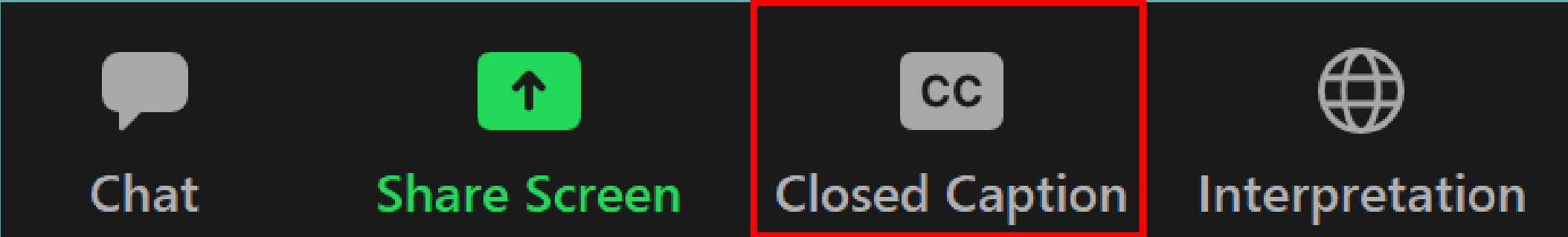
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How To Use Zoom

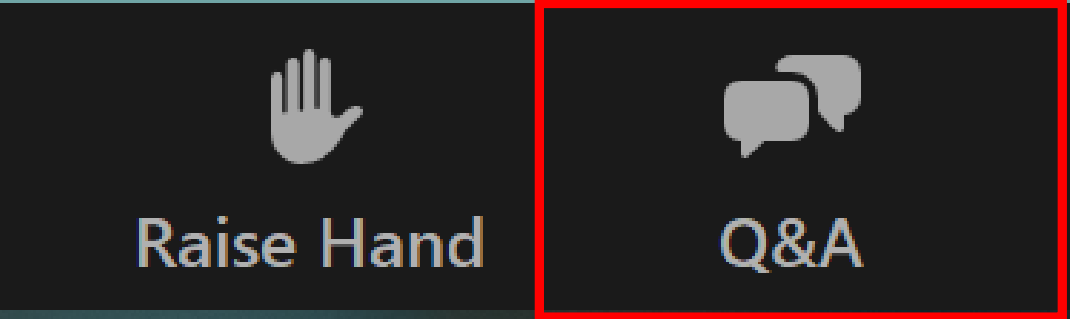
Captioning



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How To Use Zoom

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What's your favorite candy?

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Written questions or comments may be submitted **anonymously during this meeting.**





INTRODUCTION: Loryn Sheffner, Office of Real Estate, DCAMM

- Purpose of Hearing
- Project Background and Project Proposal
- Public Comment

Agenda





Meeting Purpose

Tonight's Hearing:

- The Asset Management Board (AMB) is reviewing a project proposal for the long-term lease of the Shattuck Campus at Morton Street.
- AMB approval is needed to allow DCAMM to enter into a formal Request for Proposal (RFP) process to seek potential redevelopment partners.
- The AMB requires:
 - A two-step process of preliminary and final reviews
 - A public hearing to gather input before making a decision

About the Asset Management Board:

Legislatively created in 1990, the 5-member AMB (Commissioner of DCAMM, Inspector General and 3 Governor-appointees) **reviews and authorizes proposed projects that involve the long-term lease of real estate assets held by state agencies.**

What is the AMB?





DRAFT FOR PUBLIC COMMENT

Final Project Proposal to
The Asset Management Board

**Public Health Campus Redevelopment Project
Commonwealth of Massachusetts**

**Lemuel L. Shattuck Hospital
Jamaica Plain, Massachusetts**

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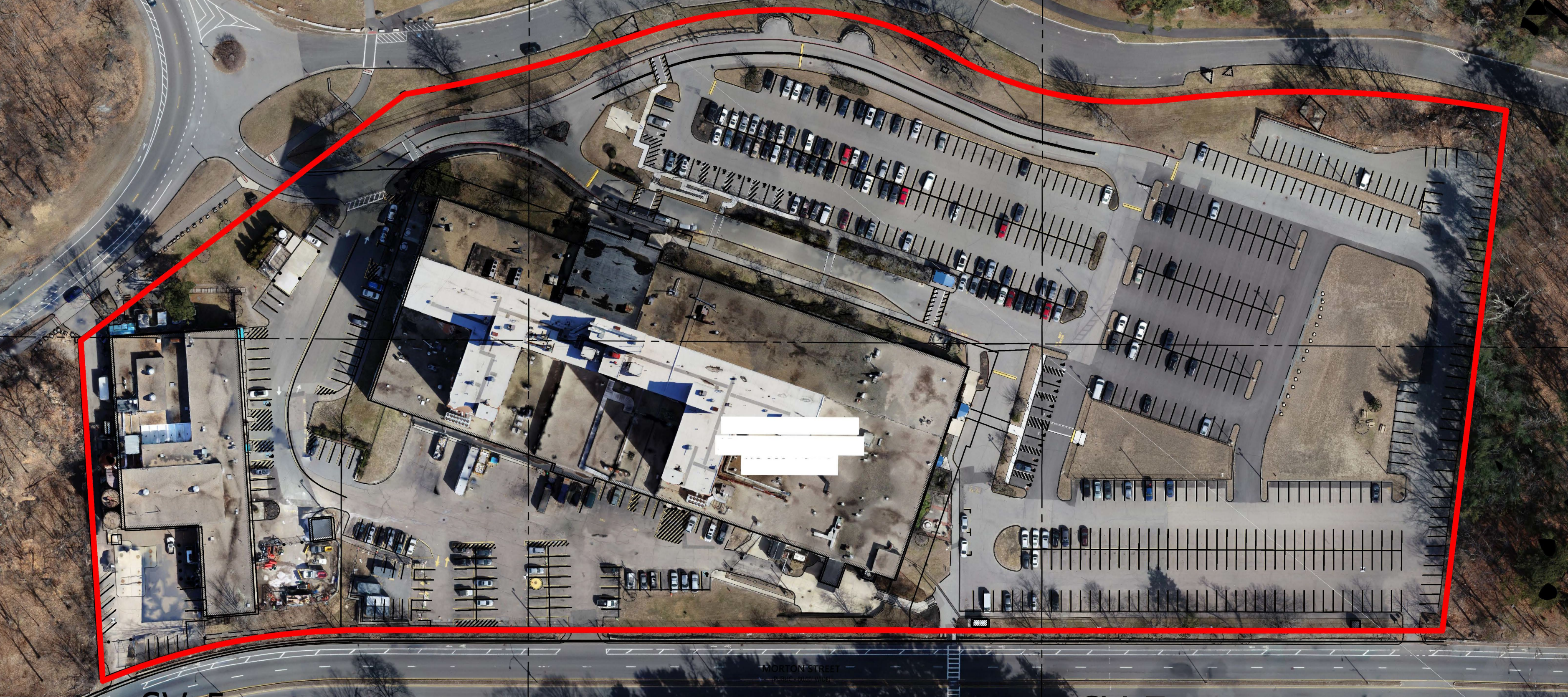
In Collaboration with
Interagency Council on Housing and Homelessness
Linn Torto, Executive Director

What is before the AMB now?

A proposal for the long-term lease of up to 13 acres of the Shattuck Campus at Morton Street for Public Health uses.

Project Proposal





Site Plan



Proposing Agencies

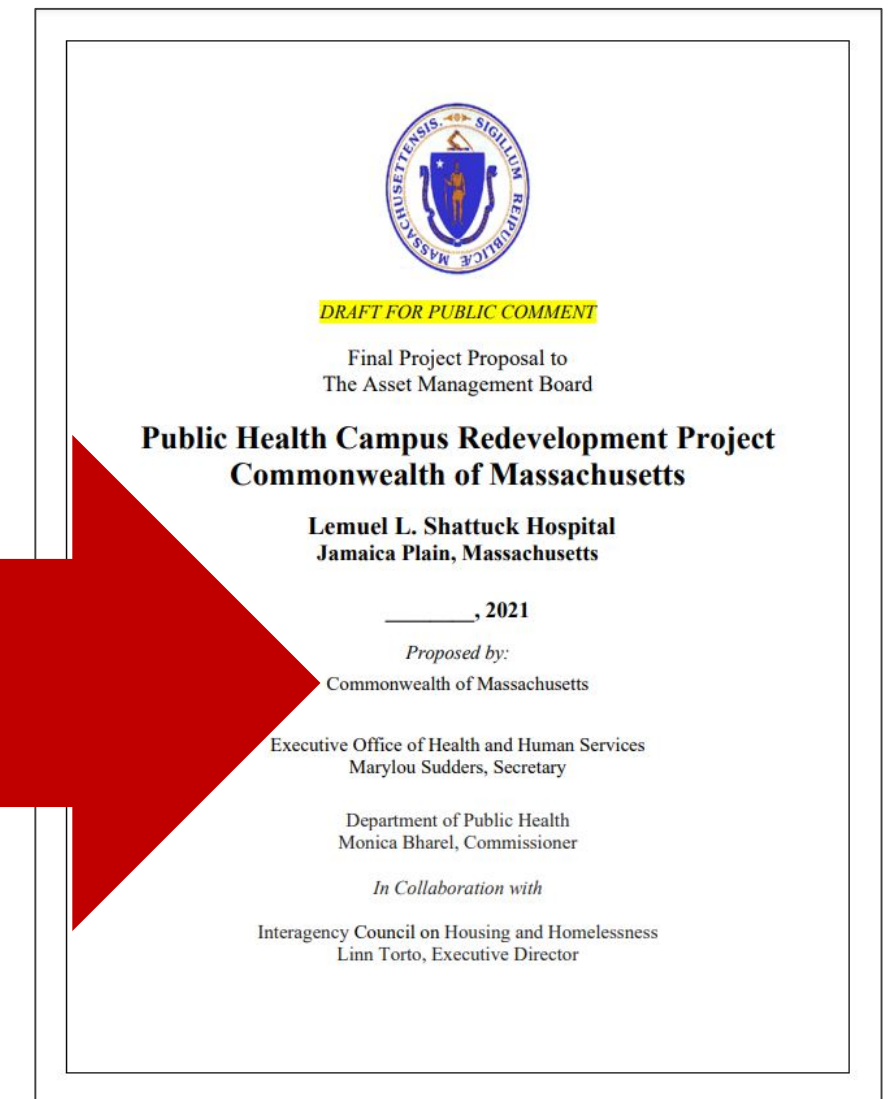
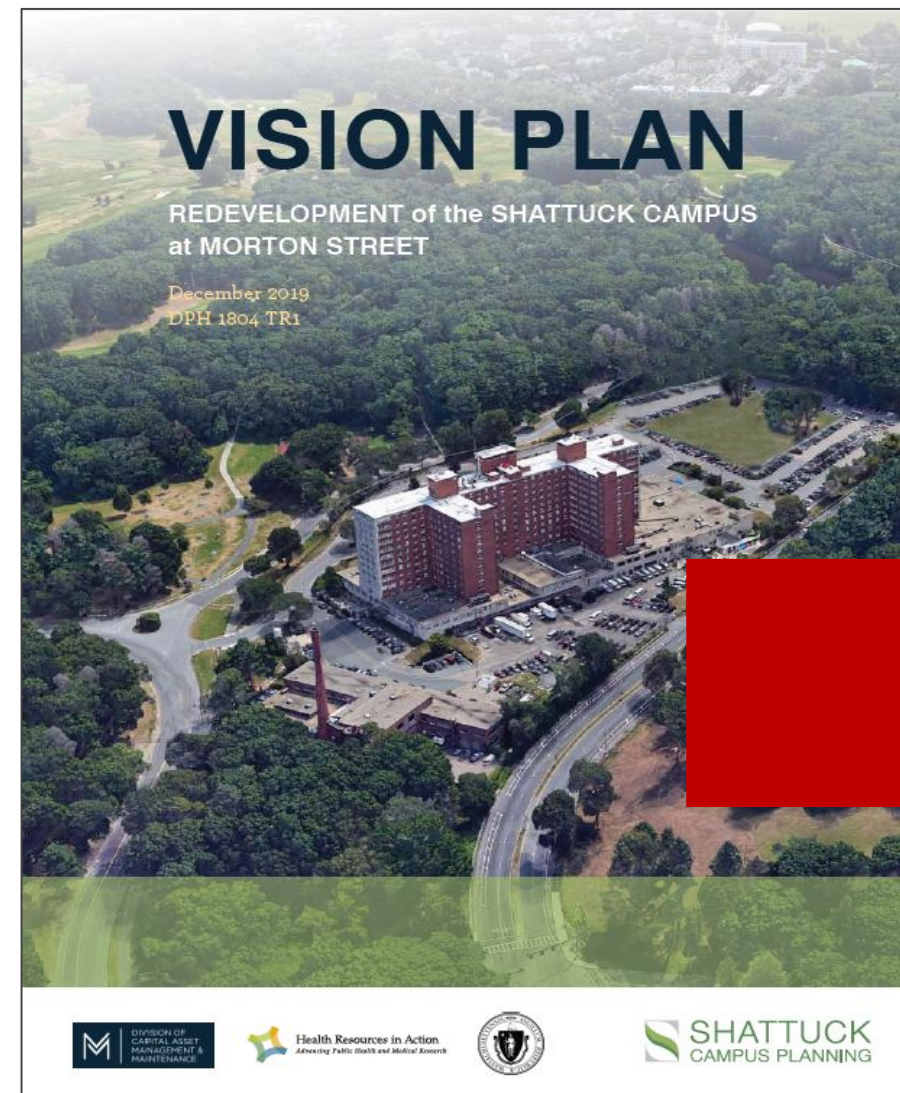
- **Executive Office of Health and Human Services**
- **Department of Public Health**
- **Interagency Council on Housing and Homelessness**
- **Division of Capital Asset Management & Maintenance**

Project Proposal



Vision Plan shapes the Project Proposal to the Asset Management Board (AMB) & will inform a future Request for Proposals.

Plan Shapes Project Proposal



Plan & AMB Process

Loryn Sheffner, Office of Real Estate, DCAMM

Emily Glavey, RA, AICP, Office of Planning, DCAMM



Use a post-it to add
or an item you thin

le cualquier inquietud, comentario o pregunta que tenga
para añadir sus comentarios e ideas.

Interactive Public Process

Community Shapes the Vision

- **Early 2018:** public hearings for supportive housing project; overwhelming feedback: significant need for housing and cohesive vision for site
 - April 2018 & May 2018
- **2018-2019:** Health Needs Assessment and Vision Planning process
 - Supported by multi-disciplinary team;
 - Advised by Community Advisory Board with a cross-section of community representatives
 - Hosted 3 public meetings between August 2018 and June 2019
- In 2+ years: carefully reviewed letters & written feedback; attended local events; met a variety of stakeholder groups, many perspectives
- **February 2020:** VISION PLAN

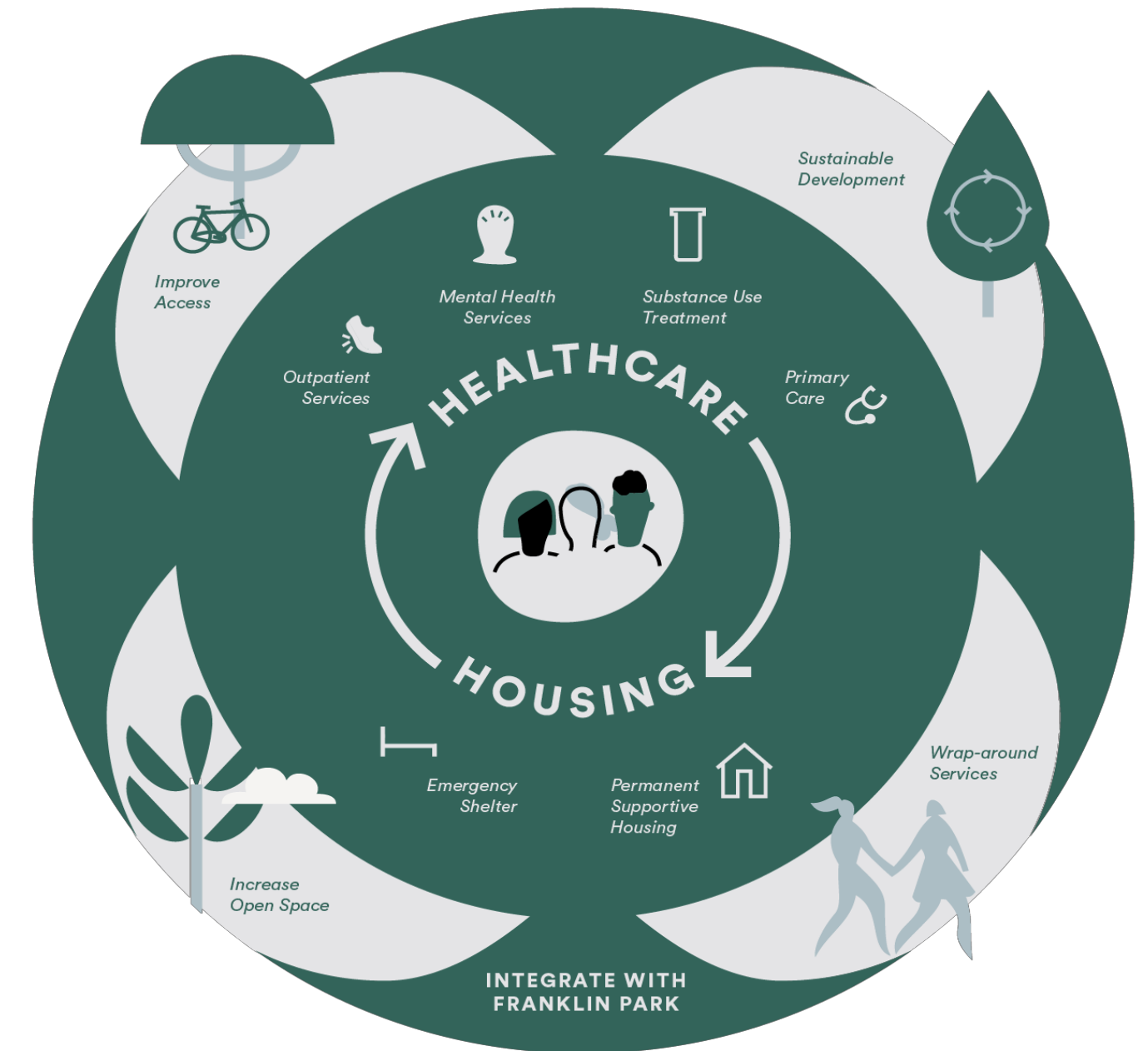
“Create an **innovative and person-centered campus** designed to promote health, reduce barriers to treatment and **integrate care across health care, behavioral health and housing systems**, while prioritizing connections to the natural environment that are **compatible with Franklin Park.**”

Vision Plan

Program & Services Model

Program Elements:

- Supportive Housing
- Detox and Recovery Beds
- Emergency Shelter
- MAT Treatment
- Mental Health Treatment & Physical Health Services



Overarching principles identified through the community planning process.

Vision Plan

Planning Principles



Integrate Shattuck Campus at Morton Street with Franklin Park;



Align with local and state sustainable development goals and strategies;



Improve access to neighborhoods with public transit, bike and pedestrian options;



Seek partner(s) to implement a program/ service model that reduces barriers to treatment, integrates care within and across physical and behavioral health and housing systems, and increases the housing supply (a minimum of 75-100 units of permanent supportive housing).



Increase green and open space;

The Commonwealth is committed to a phased approach to redeveloping the campus to maintain access to existing services with minimal disruption.

VISION PLAN: DESIGN GOALS

- Provide Safe & Convenient Multimodal Access
- Reduce Parking & Increase Landscape Area
- Balance Scale & Character of Buildings
- Include Compatible Building Design & Materials
- Meet Energy & Sustainability Requirements

DESIGN GOAL: INCREASE LANDSCAPE AREA

Context

The Shattuck Campus at Morton Street is set within Franklin Park, which surrounds the Campus on three sides. Opposite the Shattuck Campus is the Forest Hills Cemetery, an active 275-acre park-like cemetery established in 1848 with mature trees. Franklin Park is the 527-acre crown jewel of the Emerald Necklace. It is one of Frederick Law Olmsted's finest urban park designs. The landscape consists of wooded drumlins and open meadows. The character is often described as pastoral with elements of the picturesque, a design aesthetic found throughout Olmsted's work.

Franklin Park was designed as a "country park." In 1954, the City transferred the 13+/- acres of the Heathfield section of The Country Park to the Commonwealth to develop the Shattuck Campus and hospital facilities to meet current public health needs. Despite many alterations to Franklin Park, the park remains bucolic with much of Olmsted's vision intact. This is the setting for the Shattuck Campus at Morton Street.

Landscape

Given the Shattuck Campus at Morton Street's contextual location, Olmsted's design philosophy should be used in the reuse and redevelopment plans. Olmsted's design philosophy and approach often incorporate curvilinear forms and pathways, to convey a sense of contemplativeness and tranquility.

Pathways and infrastructure for pedestrians and bicycles on the campus should be connected with paths extending through Franklin Park. A connection to Morton Rock, a geologic feature just east of the Shattuck campus should be de-

veloped. Olmsted's approach to pathways was to lead park visitors from one space to the next by allowing glimpses of the next space through the trees. He designed pathways to provide a sequence of views which unfold as the user walks through, using natural features – turf and rock, trees, planting of shrubs, water and the occasional bridge or steps, taking advantage of the unique character of the site. The pathways would often lead visitors to a scenic vista that would appear only once you came upon it.

Olmsted preferred the use of native plant species and designed landscapes for long-term maintenance, using a primary palette of lawn and shade trees, with sparing use of flowering trees, perennials, and shrubs.

The redevelopment of the Shattuck Campus should incorporate spaces for solitary moments and passive recreation with more social spaces with public amenities, integrated with the buildings on site. Outdoor and indoor landscapes should include healing spaces and garden areas to support recovery.

Edges

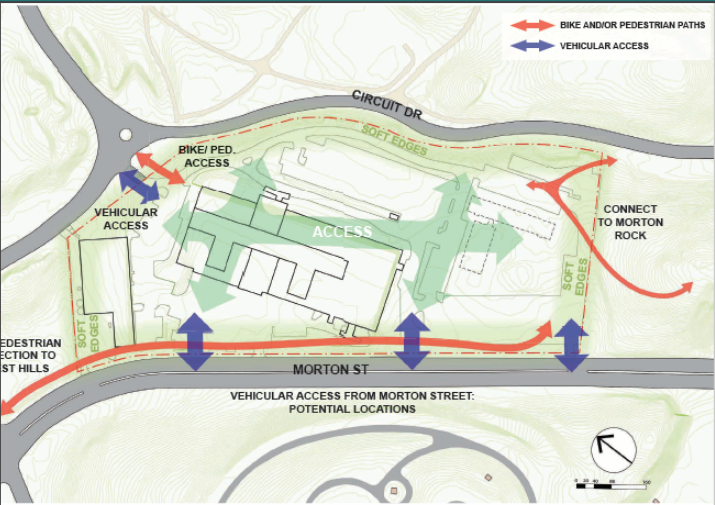
The southwesterly edge of Franklin Park extends one mile from American Legion Highway northwest to Forest Hills Street. Of this one-mile stretch, a quarter-mile interval is the edge of the Shattuck Campus. The existing edge along Morton Street for both Franklin Park and the Shattuck Campus is bounded by a short, twenty-four to thirty-inch high stone wall set back a couple feet from the roadway. This stone wall extends around most of the perimeter of Franklin Park, augmented by stately mature trees. The interval with the Shattuck Campus edge along Morton Street has the historic wall, and only a few trees. Improvements should include a soft, porous vegetated edge.

Views of the redeveloped Shattuck Campus shall be visible from Morton Street. The other edges of the Shattuck Campus today are marked with black chain link fencing creating a hard edge and barrier. A more porous, softer edge, that opens-up the vistas and views to Franklin Park is preferred along the park sides. The visual and physical connection with Franklin Park should be enhanced using an Olmstedian approach.



Implementation Considerations: Landscape Area

- Soft edges.
- No barriers.
- Enhance visual and physical connection to/ from park.
- Maintain visibility of program on Morton St. for community connection.
- Consider Olmsted design principles.
- Integrate with park and park paths.
- Incorporate spaces for passive recreation.
- Provide spaces and gardens to support recovery.
- Provide Morton Rock connection.



Above: Connectivity diagram for Shattuck Campus at Morton Street.

Park Connectivity

During the public process, the desire for better connectivity between the Shattuck Campus and Franklin Park was raised as a primary goal for redevelopment of the site. The Shattuck Campus should be visually and physically connected to the park, without fences or barriers. Pathways should provide easy pedestrian and bicycle connections between the Campus, Circuit Drive, and adjacent recreation areas at Eliottdale. Reinstating historic path networks in the Campus plan that take advantage of the natural topography, using Olmsted's approach, is strongly encouraged.

Rock Milton & Morton Rock

Reintegrating access to Rock Milton and Rock Morton, outcroppings to the south of the Campus area, was identified as a priority in the community process. Historic plans of Franklin Park show that there was originally connectivity from the campus that wound southward up to Rock Milton, as well as around Rock Milton to Rock Morton further south. Rock Morton provides an elevated vantage point with views to Scarborough Pond to the east. Providing public access to the south is strongly encouraged as a component of the new Campus plan.



Above: General Plan of Franklin Park, c.1885, showing campus area and the Rocks Milton and Morton areas.

Vehicular & Public Transportation

A primary goal for site reuse is focused on multimodal strategies to minimize or eliminate impacts of vehicular use on the Campus. The Shattuck Campus sits within a heavily trafficked area that includes Morton Street and the Arborway. Key arterials connecting to Forest Hills and Jamaica Plain; and Circuit Drive which connects the site with Blue Hill Avenue. As discussed in the existing conditions, multimodal site access will need to be carefully crafted to minimize impacts on existing road networks while prioritizing safe pedestrian and bicycle access to the site.

Reducing the number of cars on the campus, and with it the need for on-site parking, is a priority. The Campus is a unique site, surrounded by park space, full of places for people; the emphasis at the Shattuck Campus should reflect the focus on places for people, rather than automobiles. Site circulation should encourage connectivity; parking areas should be strategically placed to reduce impacts and support a pedestrian-focused campus atmosphere. On-street parking should be incorporated to promote traffic calming. Improvement of public transit, and implementation of a dedicated shuttle for the site are strongly encouraged to support this effort.

Vehicular Access

Primary vehicular access to the Campus is currently from Circuit Drive. To reduce impacts on the park, the design goals for Campus redevelopment recommend the main vehicular access to the Campus be from Morton Street, while secondary access remains on Circuit Drive. Refer to the diagram on the prior page for conceptual vehicular site access points. Campus reuse should incorporate best practices in transportation planning, including close coordination with the Department of Transportation and the City of Boston. Moving the primary entrance from Circuit Drive to Morton Street will likely require a new traffic signal to allow access from Morton Street onto the campus. This will be evaluated throughout the planning and development process.

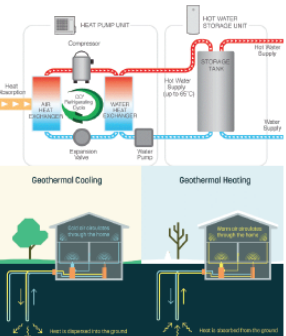
Secondary access off Circuit Drive is anticipated as well. As part of the reuse plan it is strongly recommended that access to the campus at the existing Circuit Drive intersection be redesigned to incorporate improved pedestrian and bicycle safety, including near the existing bus stop.

Geothermal

Geothermal energy entails the use of a pump to draw heat from the ground. Pipes are laid in the soil and connect to a building; fluid circulates in the pipes and absorbs the heat from the surrounding soils. The heat is then pulled from the pipe by an electric compressor and heat exchanger and distributed throughout the building. During the summer cooling season, the opposite process occurs.

The system pulls the heat out of the building and discharges it into the ground via the piping system. In addition to capturing heat from deep in the ground, with any significant extension of wastewater collection lines, there is an opportunity to capture some of the waste heat generated as effluent and biosolids as they travel through the wastewater collection system. Some utilities and campus (or district) projects have started to capture this "waste heat" and use it as a source of energy. At minimum, the waste heat energy from the sewer collection system can be captured by a heat exchanger, which can be used to provide hot water to each building.

District energy is centrally generated and then



Implementation Considerations: Energy & Sustainability

- Incorporate energy-efficiency and natural lighting.
- Net Zero design and operation goal.
- Consider green roofs.
- Utilize ater efficient appliances and fixtures where possible.
- Use rainwater capture and reuse as appropriate.
- Consider xeriscaping to reduce water needs.
- Site lighting should incorporate dark sky best practices.

shared amongst several buildings or even several blocks of a designated neighborhood or district, often using renewable energy. District energy can include both heating and cooling.

Left: Diagram of Geothermal Energy

Vision = Proposal

Program Goals

- Minimum 75-100 units of supportive housing (*baseline*)
- Integrated health services including *both* services currently offered on the site and new types of services/programs cited in Vision Plan (*desired*)
- Other allowable public health uses pursuant to deed restriction (*additional*)

Design Goals

- All proposals to provide Master Plan framework elements that are responsive to Vision Plan criteria -- site access and circulation, massing, parking, landscape, etc.
- Identification of development partner and specifics of use program and phasing needed to further develop detailed scope of site work; scope will also be part of permitting process

Project Proposal





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Project Proposal

Implementation Approach

Anticipate phased redevelopment of site & encourages respondents to provide for redevelopment activity as soon as possible

- Look for opportunities to implement prioritized infrastructure and site improvements prior to Hospital relocation
- Identify an “Early Start Area” for Phase I of new construction activity

Allow for a flexible lease area to encourage creative responses

- Respondents to propose a lease area up to the entirety of the site
- Allows Commonwealth to hold part of site outside of the lease area if needed to achieve desired program goals
- Uses to be sited on Morton Street Campus



Respondents & Qualifications

RFP evaluation criteria will include, but are not limited to:

Qualifications of Master Developer and Team

Extent of Baseline and Desired Program Elements

Responsiveness to Design Goals of Vision Plan

Market / financial feasibility

Implementation schedule; schedule for implementation of Baseline program elements (supportive housing)



Proposed Disposition Process

And Project Timeline



Respondents & Qualifications

RFP will seek a **sole Master Developer** – a single entity or a partnership – to propose a Redevelopment Plan and lead implementation

- Development, services, operations, and property management, capacity
- Relevant experience with the use program
- Organizational and financial strength
- Implementation teams might vary by phase

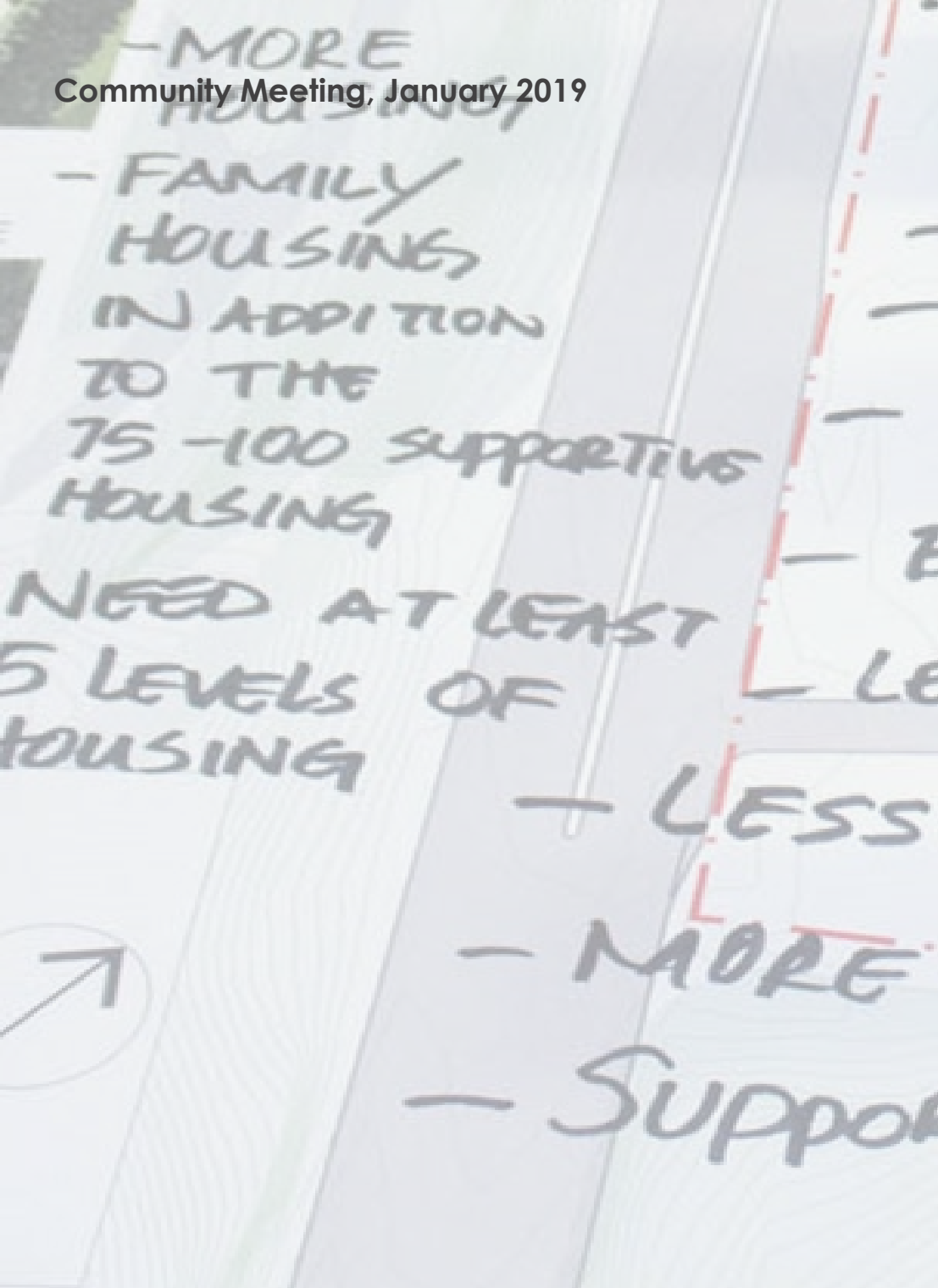
Respondents to the 2019 EOHHS and DPH RFI, **for instance, included a hospital system, community health providers, and providers of social services and housing**, with some respondents interested in assuming both a developer and user role, with others interested in partnering to occupy space developed by others.



Proposed Disposition Process

And Project Timeline





What Happens Next?

And Project Timeline



After AMB Approval:

- Commonwealth will issue a competitive Request for Proposals for a redevelopment program – RFP to be advertised for no less than three months (2021)
- Commonwealth will review the proposals and will designate a private/ non-profit development partner/ service provider
- The designated development partner will be responsible for completing project plans and for securing all necessary permits, approvals and financing
 - City of Boston permitting with related public process anticipated
- Ultimately, the development partner will implement a development program with the partner assuming site control and completing buildout in one or more phases

Anticipated Timeline



Proposed Disposition Process

And Project Timeline





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Find the Project Proposal

<https://www.mass.gov/doc/draft-project-proposal-shattuck-morton-campus/download>

DCAMM project updates:

<https://www.mass.gov/service-details/shattuck-campus-redevelopment-at-morton-street-proposal>

Stay Connected!





**Stay
Connected!**

How to offer written comments

Email: loryn.sheffner@mass.gov

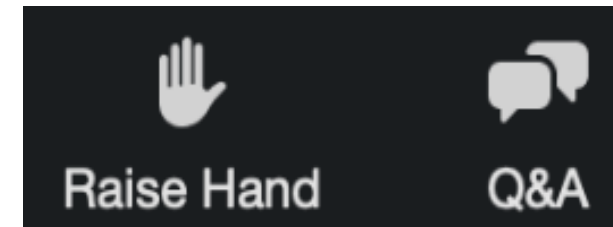
Mail: **Loryn Sheffner, DCAMM**
1 Ashburton Place, 15th Floor
Boston, MA 02108

The Deadline for written comments is
April 23, 2021, 5:00 p.m. (extended)



Public Comment

Please share only one question or comment at a time.



- Press the “Raise Hand” button to share your question or comment verbally. Wait for the moderator to recognize and unmute you before speaking
- All attendees who speak Spanish or Haitian Creole, please raise your hand to provide your comments/questions verbally for the interpreters to hear you comments
- *After you speak, we will lower your hand and you will be muted to allow the team to respond and provide opportunities for others to participate*
- Use the “Q&A” button to submit a typed question or comment

Comments may also be sent to Loryn.Sheffner@mass.gov or via mail to:

Loryn Sheffner, DCAMM, 1 Ashburton Place, 15th Floor, Boston, MA 02108



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