



**T**HE COMMON GREENWAY  
and  
**T**HE ESTABLISHMENT OF PARK CHARACTER

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by  
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Bachelor of Landscape Architecture  
Utah State University  
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1984

SUBMITTED TO  
THE DEPARTMENT OF URBAN STUDIES AND PLANNING  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF  
MASTER OF CITY PLANNING  
AT THE  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

MAY 1988

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MASSACHUSETTS INSTITUTE  
OF TECHNOLOGY

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**A**BSTRACT

This thesis examines the potential of varied interests to shape and sustain the character of common greenways. Like a public street, a common greenway is a linear space which offers access across, as well as places within, neighborhoods. A park's character is defined by its vision, observable attributes, and public perceptions.

Chapter Two reviews the character of American parks as it has developed historically, and describes processes which shape park character. Prevailing social, political and economic conditions affect these processes, and thus character. Over the past three decades, several urban parks in the United States were neglected by their caretakers and users. Efforts to renew these "orphaned" parks were often initiated by local citizens. Boston, as an example of such conditions, is described in Chapter Three.

As other parks in Boston were being renewed, a new linear park was being developed through participation of neighborhood residents. Chapter Four traces the conditions of the Southwest Corridor Park, a 4.5 mile long greenway created after plans for a new urban highway were halted by citizen opposition. While public agencies coordinated the development processes, neighborhoods along the Corridor participated in the planning, design, construction, and management of the park. The park vision evolved as a recreation and landscape resource for "local and regional use." A path weaves through the entire greenway as an intended regional system, while neighborhood activity nodes adorn it.

Chapter Five examines the processes shaping one of the three sections of the Southwest Corridor Park (Section One), for implications about this its future in the context of the entire greenway. These implications are developed in reference to process considerations and guides described in Chapter Two.

The processes for developing the Southwest Corridor Park's Section One serve as a good model for developing a common greenway. Implications reveal four essential factors for sustaining the character of common greenways: a versatile vision, agency commitment, community stewardship, and stable resources, discussed in Chapter Six. Concluding observations address the prospects for establishing common greenways that can respond to changing needs.

## ACKNOWLEDGEMENTS

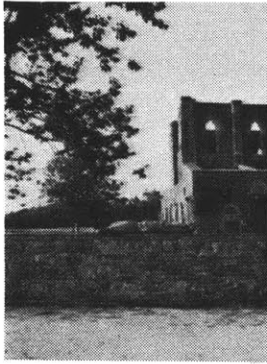
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Many thanks for helping me develop this ...  
for insightful ideas, criticism, and support:

Lois Craig,  
my advisor and tireless source of inspiration

Phil Herr and  
Sam Bass Warner, Jr.,  
my readers

and, of course,  
the dwarves ...  
who were always there...  
José,  
Kathryn,  
Betsy,  
Jonathan, and  
Yuri.



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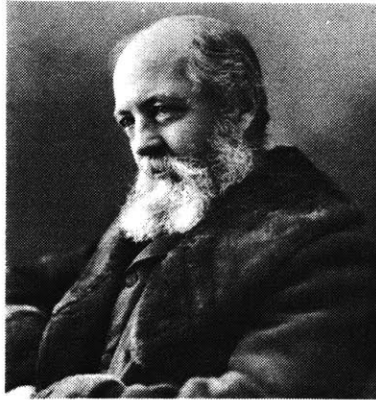
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*"It is a common error  
to regard a park  
as something to be produced  
complete in itself,  
as a picture painted on canvas.  
It should rather be planned  
as one  
to be done in fresco,  
with constant consideration  
of exterior objects,  
some of them quite at a distance  
and even as yet  
only in the imagination  
of the painter."*

*Frederick Law Olmsted. 1870  
Parks and the Enlargement of Towns*



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## 1. INTRODUCTION

### Neighborhoods and Common Space

## 1.1

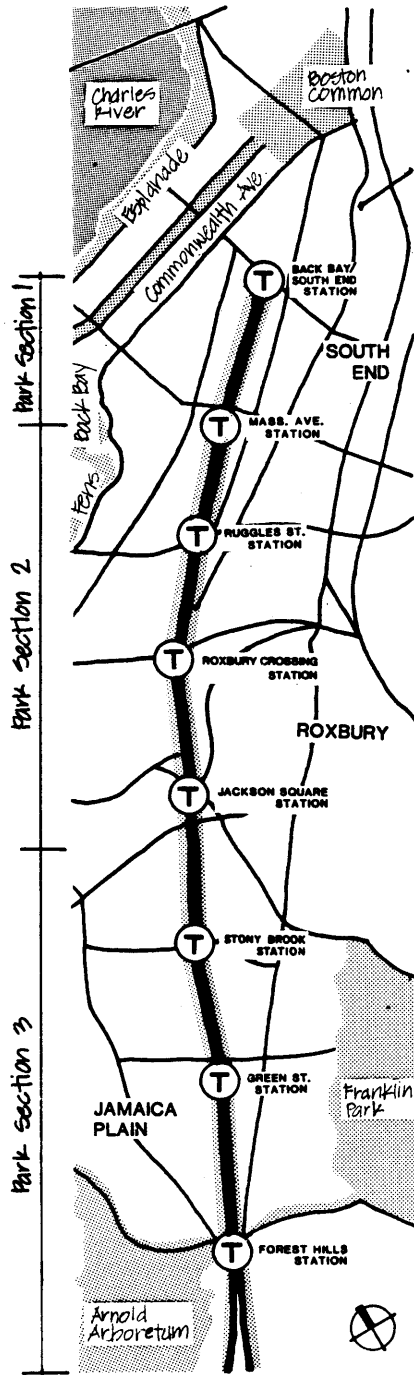
### SCOPE

The value of local citizen participation in shaping and managing urban environments is well documented. Writers such as Jane Jacobs, theorists such as John F.C. Turner, and planners such as Randolph Hester advocate such participation. Similarly, participation of local citizens in urban park creation or renewal is key to defining and sustaining park character.

A park's character is defined by its observable attributes, as well as the vision which inform these attributes, and public perceptions which give meaning to them over time. A park's character relies on the processes shaping it, and the political, social and economic conditions in which these processes occur. If local residents are involved at the outset, from planning through continuing management, the park's character may be sustained.

Over the past three decades, several urban parks across the United States were neglected by their caretakers and users. Efforts to renew these "orphaned" parks for contemporary needs were often initiated by local citizens. In Boston, residents began renewing neighborhood open space in the late 1960s, often as community allotment gardens. Large parks, such as Franklin Park, were improved by neighborhood groups with visionary leaders. Non-profit organizations, foundations, and businesses contributed to such efforts.

These localized initiatives pressured park agencies for help. In the 1980s, new agency leadership, policies, and funding for parks emerged in concert with neighborhood efforts.



Throughout the 1970s and 1980s, neighborhood residents participated in shaping the form and character of a new linear park in Boston. The Southwest Corridor Park, a 4.5 mile long greenway, was created after plans for a new urban highway were halted by citizen opposition. The concept and realization of this corridor (which now contains mass-transit and commuter rail lines,) as a greenway is largely due to citizen initiative.

The context for local interests in "common" greenways has changed since Olmsted's notable Boston greenway, the Emerald Necklace. With the Southwest Corridor Park, public agencies coordinated the development processes, although neighborhoods along the Corridor participated in the planning, design, construction, and management of the park at a scale inconceivable in the nineteenth century. From this public/private effort, the guiding vision evolved as a recreation and landscape resource for local and regional use. Today, a continuous trail weaves through the park, with neighborhood activity nodes attached to it.

Such nodes are particularly frequent along Section One of the Corridor, between MBTA Back Bay and Massachusetts Avenue Stations. Here the rail lines are completely covered by a deck, with the park built above. Residents in the densely-populated South End who greatly influenced its current character will continue to affect how the park is managed. As Section One was completed in the summer of 1987, its perceived character has yet to be measured against its vision.

## 1.2 IMPRESSIONS

Impressions from past experiences inevitably influence current perceptions and definitions. As park character and the qualities of a common greenway are defined, these



experiences become references for desired attributes of greenway character, and its shaping processes.



In 1983, when I walked along Munich's Isar River, I discovered a "new" park. A trail departed from a biergarten and meandered along the river bank. It joined pockets of activity, where its neighbors found their backyard. A group of elderly people bowled in a court near their homes. Children played in a tot lot, while teenagers played frisbee on a lawn. Further along, two boys sat beneath a bridge fishing. Families sunbathed along the pebbly oxbows of shore.

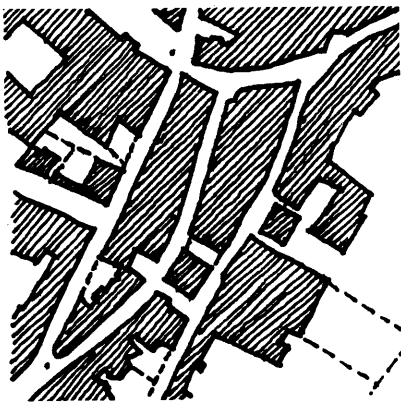
What I saw in Munich five years ago was touted as a new concept for the city's parkland. The municipal parks department had developed the features, programs, and policy of the Isar River Park in response to the wishes of neighboring and city residents. As a continuous system, special areas were developed, to be managed and used by these residents. Thus, the elderly lawn bowlers were entrusted with the pins and balls. They brought them to the courts each day, and took them home at night. The grass areas were created for people to run and lay-on, a dramatic reversal of past regulations preventing all but looking upon the grass. The biergarten served a distinctively German tradition, refreshing local customers and those biking along the trail. These multiple neighborhood uses gave variety to the extensive trail for bikers, runners, and casual strollers.

This concept of neighborhood activity areas, or nodes along a linear park is not unique to the German planners. The potential of neighborhoods in renewing, shaping and maintaining urban linear parks deserves serious consideration. In the United States, as in Germany, linear parks exist in several cities. They are part of the legacy of comprehensive parks and city planning of such visionaries

as Frederick Law Olmsted, Horace Cleveland, and Jens Jensen. They occur as parkways of major avenues, greenbelts, or undeveloped and conserved waterfront. Historically, urban greenways have been managed by a central agency, with little or no accommodation for neighborhood management.

Most linear parks, like other American parks, have suffered neglect over the past decades as agency budgets were cut and planners strained to accommodate new recreational demands. In recent years, neglected and orphaned neighborhood parks were adopted by local residents. Such actions gave new life and meaning to the parks, and improved public perceptions.

While such adopted and renewed parks were generally of a neighborhood scale, linear parks may also be revived through congruent interests of neighborhoods. The character of linear parks suggests different questions in how they may be effectively managed through neighborhood participation. Linear parks facilitate movement: pedestrian, bike, or equestrian movement to and from destinations, as well as along and across features. In so doing, they serve local and regional destinations, as a "trans-local" system.



As public space, linear parks may be compared to another linear system, streets. Intense urban environments, such as those found in Italy, give vivid meaning to streets as common space. The streets of Siena link piazzas for markets, institutions, and neighborhoods (known as *contradas*). One becomes acutely aware of the civic and territorial importance of these streets with "nodes".

Such public streets are not only for movement, but for interaction, for taking part in the life of the community. Like parks, it is managed by a public authority, for use by all. Yet at the same time, one senses the discreet *contradas*

extending their presence into the street. Emblems, activities, and surveillance from windows above mark each contrada's "front yard".

This interplay of the street as public domain used and watched over by the contradas offers a sense of personal safety. One feels more accountable for personal actions, imagining being reprimanded by the watchful residents if careless. Similarly, watchful eyes enforcing implicit codes of behavior are part of the motivation behind Munich's renewal approach for the Isar River Park.

If a network of local resources beyond the park agency is involved in a park's development and management, the risk of a park being neglected or abused are reduced. In the Isar River Park, the new neighborhood nodes can receive continued and consistent attention. If vandalism drops, the city reaps immediate economic benefits of reduced maintenance. If safety and use of the park increases, the city's residents experience improved opportunities for recreation. If neighborhood residents symbolically own portions of the park, they can develop a sense of leadership and empowerment, leading to greater commitment in the larger community.

"The potentiality of parks  
to shape and reflect social values  
is still by no means  
fully appreciated or understood.  
Those with an interest  
in the character of urban life  
should seize on parks  
as one of the vehicles  
for the realization  
of their particular visions,  
and debate about parks  
should revolve  
around those visions."

Galen Cranz, 1982  
The politics of park design



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## 2. CONTEXT

### Park Development and Character

At first glance, the character of neighborhood parks seems incompatible with that of more regional parks such as greenways. Yet neighborhoods taking "ownership" in the processes shaping a greenway's character may result in a park valued by many users over time for its varied and well-attended character.

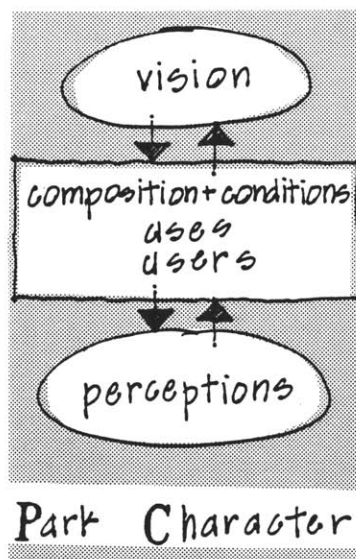
## 2.1

### DEFINITIONS

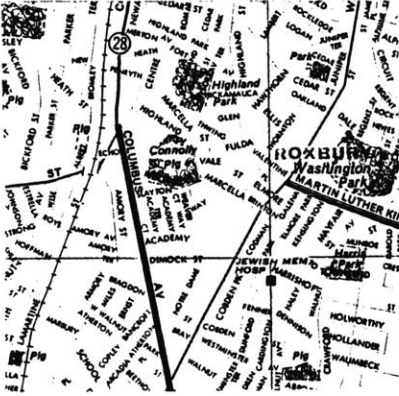
The terms park character, neighborhood parks, and greenways carry a variety of connotations. The following definitions frame how these terms are considered.

Park character develops from the intended vision for its appearance and civic value. A park's composition and its physical condition impart a sense of character, as do social attributes. Those who use the park, how they use it and interact with each other, also help define character. Underpinning observable physical and social attributes are perceptions of the park, including safety. These perceptions may confirm or negate the intended park vision over time. Park character is thus defined by the dynamic relationships among its:

1. aesthetic and social vision
2. composition and condition of physical elements
3. uses
4. users, and
5. perceptions, such as safety.



Thus defined, a park's character relies greatly on the processes and people involved in shaping it. A park is created by people through the planning, design, construction and management processes. Each park tells a story of social, political, and economic conditions over time.



The small patches of green on a city map designate neighborhood parks. These spaces were created as community greens with sitting areas, playgrounds, and/or garden plots. Their conditions today, however, may render them unusable as originally intended.

Planner/landscape architect Randolph Hester offers a working definition of neighborhood space that includes parks:

"that territory close to home, including houses, churches, businesses, and parks that, because of the residents' collective responsibility, familiar association, and frequent shared use, is considered to be their 'own'."<sup>1</sup>



Hester draws from Milton Kotler's definition of neighborhood as a political settlement having the "capacity for deliberate democracy."<sup>2</sup> Neighborhood space, as a physical expression of the political constituency, acquires meaning through its constituency. Its meaning, or perceptions, may stem from concern or disinterest, depending upon other character attributes and the neighborhood's capacity to shape them.

While the neighborhood park is contained within a particular neighborhood, a greenway spans several neighborhoods. Greenways are linear parks whose primary activity involves travel: by foot, rollerskates, skateboard, bike, skis, or other means. Greenways generally allow a high degree of access, as they weave past adjacent residences and institutions, cross or shoulder public roads. Greenways present an image of being a commonly shared resource, even if not shared in actuality.

Comparing the two types, there are important fundamental differences between neighborhood parks and greenways. They have different visions, design elements and composition, different uses and users. Yet the concept of neighborhood



parks within a common greenway has been successfully developed along Munich's Isar River, and elsewhere. Using examples such as Boston's Charles River, William Whyte describes linear parks as meeting local and larger needs. "A good open space," he states, "can work at several levels and the fact that it is so obviously useful as a local space does not prevent it from being important for the people of the larger area as well."<sup>3</sup> Whyte suggests linear parks can be highly efficient, providing "the maximum visual impact and physical access."<sup>4</sup>

The concept of a "common greenway" emerges from these examples and observations. A greenway, as a linear space, can function as a civic space at a local, and larger, level. The word "common" describes this function. Originating from the Latin word, *communis*, it means "belonging to or shared by each or all... of an entire community."<sup>5</sup> Like the Boston Common it belongs to all, yet also like a neighborhood park it may belong to each. The shaping of a common greenway creates a dynamic tension within and between local and regional interests.

## 2.2

### REVIEW OF AMERICAN PARK CHARACTER

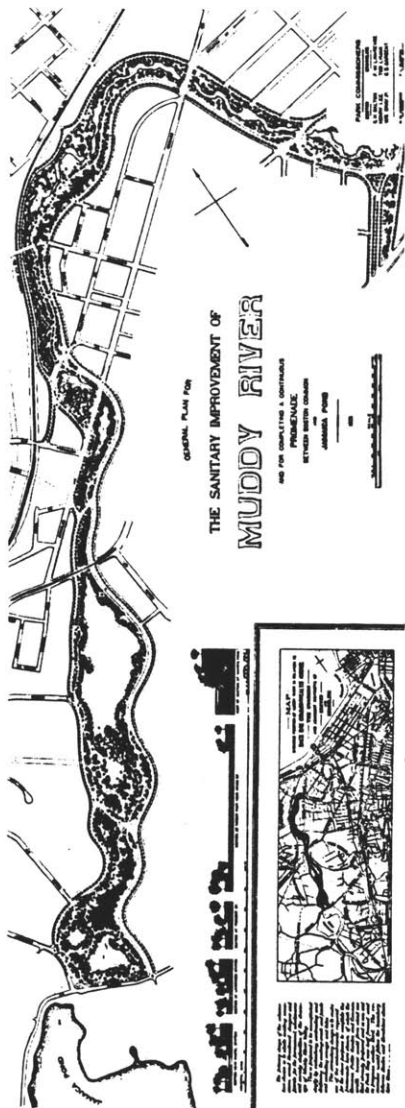
The common greenway appears as a contemporary urban park type, a hybrid of different park visions of the past.

#### 2.2.1

##### Nineteenth Century Park Systems

The inspiration of greenways, or linear parks, may be traced to European boulevards of the eighteenth century. In the early nineteenth century, similar parks were developed in American cities to offer pedestrians, equestrians, and those in carriages a public "promenade."





Historian Daniel Bluestone states that park designers such as Olmsted, Vaux, and Cleveland incorporated the tradition of promenade as they designed boulevards, park drives, and formal pedestrian malls.<sup>6</sup> Such linear systems gave form and structure to the city at large, not simply as recreational pieces. Olmsted developed different proposals for boulevards appearing "picturesque," "more park-like than town-like," and as formal compositions.<sup>7</sup> In the 1869 plan for the development of Riverside, Illinois, Olmsted and Vaux developed a "Long Common" as part of a parkway linking Riverside to Chicago.

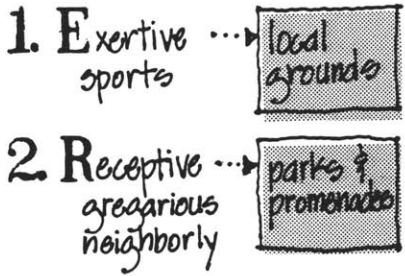
In Boston, Olmsted fulfilled his vision for a "Continuous Promenade from the Common to Jamaica Pond", later dubbed the "Parkway". The Parkway contained the formal boulevard of Commonwealth Avenue, as well as picturesque and park-like sections along the Muddy River, called the Fenway, Riverway, Jamaicaway, and Arborway. The Arborway linked Jamaica Pond to Franklin Park, Boston's response to the nationally popular picturesque park.

For the picturesque "greensward", Olmsted sought as a primary theme the "greatest possible contrast with the restraining and confining conditions of the town...which compel us to look closely upon others without sympathy."<sup>8</sup> Despite this contrast with city life, he described the park as "the most valuable of all possible forms of public places.... The park should, as far as possible, complement the town."<sup>9</sup> Socially, then, parks were believed to exercise a "refining influence" on city dwellers.

The social and political elite adopted this park vision as a means of cultivating morals among the city's lower and immigrant classes. These reformers singularly controlled the processes shaping such parks.



# RECREATION



In 1870, Olmsted described concepts for how the park would be designed to facilitate recreation. Olmsted described two recreation types: exertive and receptive. Receptive recreation was further subdivided as gregarious and neighborly. For gregarious mingling, all classes of people could come together in large parks and along promenades. Neighborly recreation encompassed family gatherings, such as picnics or parties, was also possible in parks.

Interestingly, Olmsted's comments on accommodations for exertive recreation anticipated the character of "Reform Playgrounds". He observed that exertive recreation, requiring space for games, may be served by numerous small grounds dispersed throughout the town, connected for easy access. Such an arrangement may be more desirable than "a single area of great extent, however rich in landscape attractions it might be. Especially... if the numerous local grounds were connected and supplemented by a series of trunk-roads or boulevards."<sup>10</sup> Olmsted had articulated the concept of neighborhood parks within a common greenway.

## 2.2.2

### Reform Playgrounds

After 1900, the political and social principles of the Reform movement informed the design of new parks. The character of parks was shaped by city officials and philanthropists who advocated neighborhood-scale interventions to urban problems. While greenswards provided opportunities for unstructured recreation, Reform playgrounds were designed for specific activities and users.

Olmsted had developed a similar vision for such exercise grounds, as noted in his 1886 plans and recommendations for the Emerald Necklace, but his exercise grounds were integral features of the Necklace.<sup>11</sup> Reform playgrounds, envisioned as



*Fellow Citizens: What Will  
You Make of Me?*

The efficiency of a community should not be gauged by the length of its "improved" water-front, the number of tall factory chimneys, and the size of its daily bank clearances; but by the answer to the question: "Does it afford a good setting for children and a good place for their up-bringing?"

THE SEED OF CIVIC RIGHTEOUSNESS  
FLOWERS IN ITS FUTURE CITIZENS

neighborhood-based means of civic advancement, were developed as small neighborhood parks and playgrounds dispersed throughout the city for frequent use by the working classes.

Children who played in streets considered dangerous and dirty were intended as primary users of Reform playgrounds. Reformers believed that neighborhood playgrounds would nurture children as "moral, industrious, and socially responsible" citizens.<sup>12</sup> A trained playground leader supervised activities and served as a role model for ethical behavior.

This Reform vision, its design, uses and users, contrasted with the "receptive" recreation accommodated by nineteenth century parks and parkways. Olmsted's discussion of two exercise grounds in the Emerald Necklace demonstrate that "exertive" uses in a linear park could occur, but as subservient to the park's promenade character. In contrast, Reform playgrounds were developed as a comprehensive system of neighborhood centers for moral development through exertive recreation.

### 2.2.3

#### Recreation Facilities

Following the Reform movement, the vision of parks as centers for leisure grew stronger, while the link to social reform diminished. Galen Cranz, in *The Politics of Park Design*, describes the period of 1930-1965 as a time when parks were deemed a necessary service in the public sector, providing extensive recreational facilities for all ages, not only children. National standards were developed for the amount of park space relative to neighborhood population.<sup>13</sup>

City park departments, often changing their title to recreation departments, became established bureaucracies. After World War II, these agencies developed numerous parks in tandem with public schools or housing projects. The planning, construction and management costs were shared among agencies, as the facilities were built to serve multiple uses. New field houses and swimming pools were developed for programmed recreation, and a variety of activities and events were offered at parks. While park facilities were generally categorized as passive or active, passive areas were often seen as a backdrop for organized activity areas.<sup>14</sup> This view was contested by those who perceived parks as natural places of tranquility.<sup>15</sup>

#### 2.2.4

#### Neighborhood Open Space

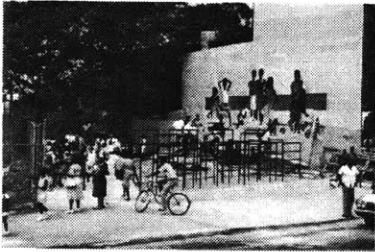
The 1960s, with political turmoil, massive urban blight, and urban renewal programs, furnished yet another vision for urban parks. Declining city revenues depleted funds for crucial management, which led more to cultivation of abuse and crime than cultivation of moral order.



The term "open space" aptly described the nebulous character of abandoned and neglected urban land. Frustrated by the conditions of neighborhood parks and abandoned lots, local groups organized to renew this "open space". Local groups in blighted areas of Brooklyn, for example, created vest-pocket parks from vacant lots. Their efforts were informed and funded by educational institutions and philanthropists.

During this time, a comprehensive neighborhood-based process to renew open space was implemented in Philadelphia. A municipal Neighborhood Park Program was expanded by funding from a private foundation, and later supplemented by a Federal Urban Beautification Grant. Program coordinators

focused city agencies and local residents on each neighborhood's particular goals and needs. Projects were initiated at the request of a neighborhood group, followed by meetings to evaluate the neighborhood's needs and interest in undertaking the task. Residents then planned, designed, and constructed their envisioned park, in coordination with program staff. A partnership between the city and the sponsoring neighborhood group was established for continued maintenance and supervision.



Each renewed park assumed an on-going personalized character, tailored to the explicit needs of its neighbors. The neighborhood assumed ownership in its character, as Eve Asner of the Park Program wrote:

"A completed park is a sort of 'front porch' for the whole neighborhood. It is a source of pride and is well kept by community standards."<sup>16</sup>

Localized renewal efforts also occurred in situations where no outside resources were acquired. In Boston, vacant lots were transformed into allotment gardens by adjacent residents, and continue to serve such needs today in growing numbers.

The meaning of "neighborhood parks" changed from earlier Reform connotations. Public agency neglect in park management set the conditions for other action. While still intended to serve local users, these local users were the "lead actors" in shaping and maintaining neighborhood park character.

### 2.3

#### PROCESSES SHAPING PARK CHARACTER

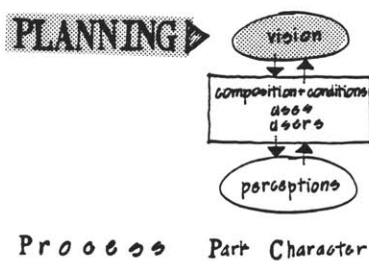
A park's character is shaped by the way in which it is planned, designed, constructed, and managed. Within each process, certain parameters affect the park's future. These parameters

include the participants, their roles and responsibilities; issues raised; resources available; and decision-making procedures. Approaches have been developed by planners to involve local residents as active participants in each process. These considerations are later used to study the development of a section in Boston's new Southwest Corridor Park. They are used to draw implications for future character.

### 2.3.1

#### Planning

The planning process influences a park's original vision. It may be initiated and/or controlled by public agencies or private interests. The parameters and decisions made in this process influence subsequent processes, and other attributes of park character.



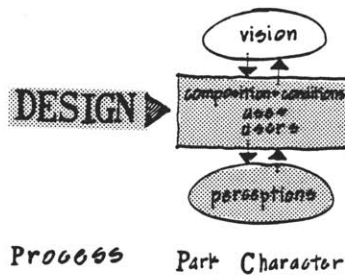
In the planning of neighborhood parks, many researchers and professionals advocate local involvement. Planner/landscape architect Randolph Hester has developed a participatory planning approach for neighborhood space. His user-based approach draws from the work of social scientists, researchers, and professionals. Hester believes that local involvement from the outset is crucial to develop "socially suitable neighborhood space".

The planning techniques recommended by Hester establish a continuing dialogue between the professional and the community. The role of the professional is to elicit issues and priorities from the community to inform the vision. The community's role is an advisory one. Techniques which involve the community directly include town meetings, neighborhood forums, panel discussions, interviews, brainstorming, gaming, and questionnaires. Indirect techniques include research, observation, and mapping.

A planning process using these techniques holds implications for the park's character, as well for neighborhood residents. Professionals enable and empower residents to shape collectively their park. This has had spin-off effects for other neighborhood-based improvements, building organizational capacity, social ties, and commitment to the neighborhood's quality. For example, Eve Asner noted that Philadelphia neighborhood residents who renewed a local park often undertook other neighborhood improvement projects.

### 2.3.2

#### Design



Through the design process, the park's physical composition of elements and uses is developed. While a professional generally manages the process, programming and design issues may involve several interests. The design affects the park perceptions, the ultimate uses and users, how uses and users are spatially related to each other, and how the park relates to bordering uses.

Through programming and composition, the design process generates the park's perceived and physical qualities. In his planning approach, Randolph Hester raised a series of user-based considerations for neighborhood space, including: convenient access, aesthetic appeal, usable space, comfortable space, appropriate settings for activities, a range of opportunities for activities, a range of opportunities for personal interaction, and relatedness to the natural environment.

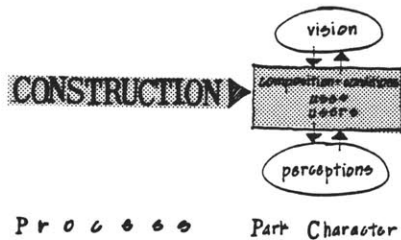
The Philadelphia Neighborhood Park Program addressed physical considerations through neighborhood meetings. Each neighborhood had different ideas about what was appealing, what types of activities and interactions were desired, and what settings would be appropriate.

Perceptual considerations can also inform the design process. Hester's approach addresses perceived qualities of neighborhood space, including: psychological and physical safety, dominant territoriality, symbolic ownership, and standards for acceptable activity. In her writings on neighborhood parks, Jane Jacobs described perceptual needs for intricacy and centering in neighborhood parks.<sup>17</sup>

Intricacy, through a diversity of uses and features, gives people choices in using the park. A centering feature, a focus of concentrated activity, helps park users orient themselves.

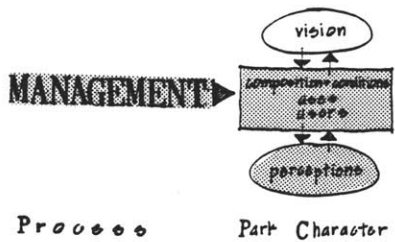
### 2.3.3

#### Construction



The construction process affects observable aspects of park character and the management process. The immediate and lasting condition of park elements, and resulting perceptions, are affected by the quality of park construction. As in other processes, the nature of community participation in this process holds implications for management and future character. Those involved in park construction, supervision, and approval affect public perceptions of the park.

The construction process may involve citizens with public agencies, although levels of participation vary. In cases of community gardens in formerly vacant lots, local residents were often the sole planners, designers, and builders. The Philadelphia Neighborhood Park Program involved neighborhood residents with professionals in all development processes, including construction. It operated under the belief that if neighborhood residents participate in this capacity, they may take greater ownership in "their" park's future conditions and management. If involved in an advisory or only informational capacity, local responsibility for the park's conditions may be reduced.



### 2.3.4

#### Management

The management process influences the condition of park elements, the programmed uses, users, and perceptions of the park. The framework of this process, how management responsibilities are defined and assigned and how management will be evaluated, affects the on-going park character.

If only a public agency is responsible for park programming, maintenance, and security, then public funds and staff must fulfill these functions. A broader base of people and resources can ensure a more stable level of management, however.

Business, foundations, institutions, and neighborhood groups have entered management partnerships with park agencies, as a commitment to the city's public spaces. In Boston today, several parks receive funding, programming or maintenance support through such partnerships. The Philadelphia program of the 1960s established management partnerships between the city park department and neighborhood groups.

Residents can assist agencies in all aspects of park management to sustain its character. They can inform programming plans by stating what activities would be attended or appropriate. If hired as staff or working through a maintenance contract, local residents may take more symbolic ownership for the park's conditions. Other residents may complain to these neighbors if the jobs are not done well, informally enforcing maintenance standards. Local residents likewise may increase park safety, through their presence and inclination to call police if suspicious activity occurs.



"How much more enjoyable  
living in Boston would be  
if the parks in every neighborhood  
were clean and green,  
if the trees and grass  
were neatly trimmed,  
if the senior citizens  
had safe green havens  
in which to socialize,  
if the basketball hoops  
were in place on every court,  
and if park festivals there  
brought us joyously together."

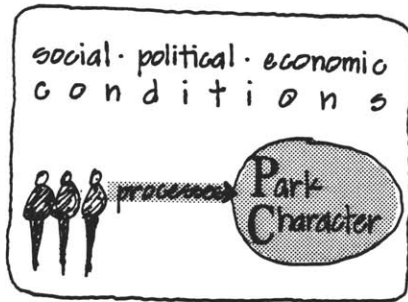
Mark Primack, 1986  
Boston Globe



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### 3. BOSTON PARKS

#### Conditions for New Park Character



Boston's parks represent a layering of park visions, as conditions changed over time. Political, social, and economic conditions affect the processes shaping park character, including who is involved in the processes, why and how they are involved. As in other American cities, Boston's parks have suffered neglect by their managing agencies. Local citizens, foundations, and businesses improved several parks. Their initiatives, with the strong economy in Boston today, have helped renew agency commitment to park character.

### 3.1

#### MANAGING AGENCIES

Boston's parkland is primarily managed by metropolitan and city agencies. Another agency, the state Department of Environmental Management (DEM) is involved in some parkland, including the current restoration of Olmsted's Emerald Necklace. The Metropolitan District Commission (MDC) oversees 15,000 acres of regional parks and conservation land, and 650 parkways around and within Boston. Some 2,500 acres of parkland are managed by Boston's Parks and Recreation Department.

#### 3.1.1

##### Metropolitan District Commission

The MDC has suffered from periods of poor management and inconsistent leadership, having nine commissioners between 1975 and 1983. It was not only responsible for metropolitan parkland, but for water and sewer operations, dams, roads, bridges, and its own police force as well. In 1983, Governor Dukakis appointed a new commissioner, William Geary, who took on the charges facing the MDC. In 1984, the MDC was restructured, and a new agency was designated for water and sewer operations.

Since MDC's restructuring, several steps for improving the parks and the agency have been taken. Geary viewed the parks and other responsibilities as an integrated system.<sup>1</sup> The number of police and rangers patrolling the parks and parkways has been increased. Management resource systems have been developed to protect parkland. Educational programs have been developed for users of MDC parkland.

Additionally, the MDC was designated the manager of the new Southwest Corridor Park. While of a regional scale, this greenway contains neighborhood features. Management of this park contains neighborhood-based responsibilities, yet the vision of neighborhood-based parks was within the Commission's scope when founded by Charles Eliot. The 1893 report of the newly-created Commission proposed its reservation of "numerous small squares, playgrounds, and parks in the midst of the dense populations" in addition to regional forests and shores.<sup>2</sup>

### 3.1.2

#### City of Boston

Boston parks suffered inadequate maintenance during the three decades after World War II.<sup>3</sup> Politically, parks became less important than other public services, and their budgets declined. In 1982, Proposition 2 1/2 cut operating budgets practically in half, to \$4.6 million. Boston's expenditures for its parks per capita, and as a percentage of its budget, were less than half the average spent in nine comparable American cities in 1984.<sup>4</sup>

The budget remaining could not support the basic maintenance and programming needs. No comprehensive system or schedules for park maintenance needs were kept. Park conditions suffered, as vandalism and crime often replaced intended park uses and perceptions.

## Neglect by city, abuse by vandals mar Boston's parks

Second of a six-part series  
By David Arnold  
Globe Staff

The sod in the reconstructed baseball diamond at Wainwright Park in Dorchester should be one of the jewels of the Boston Parks and Recreation Department. But the 2.2-acre park on Melbourne Street has already lost its shine.

Park is so fresh it shows no wear, and not a spot of rust is visible on the new fence.

Almost totally refurbished in 1983 with \$1,000,000 in federal funds, Wainwright

Graffiti covers one of the two new walking paths, a section of the chain-link fence behind one end of the basketball court has been ripped apart, three of the six swings are missing in a toddlers' lot, and three of the two dozen newly planted trees are dead.

Just two years after reconstruction, Wainwright Park has begun to decay. It has been abused by those who use it and neglected by those who are charged with its care. What has happened in Wainwright Park illustrates the problems common to most of Boston's parks and playgrounds.

A Boston Globe survey of 53 randomly selected parks found major problems with landscaping, litter and equipment in all but 10. Only Boston's showcase parks - the Common and Jamaica Pond - were well-groomed, a level of maintenance reached at the expense of neighborhood parks.

Litter was a serious problem in over half the parks surveyed. 62 percent had major landscaping problems, and a substantial amount of play equipment was missing or broken in 76 percent of the parks furnished with it.

PARKS, Page 18

**City services: Does Boston deliver?**



People near burned shelter at Winthrop Playground, Roxbury.  
GLOBE STAFF PHOTO BY JANET SMITH

While agency responsibility for parks disintegrated, local groups throughout Boston took on responsibilities. Several groups organized in the 1970s to renew neighborhood parks and vacant land as usable recreation space. (These efforts are discussed further in 3.2.) In 1983, the Park and Recreation Department formally enlisted community support through two new programs funded by federal and foundation grants. The Park Rangers and Park Partners programs were developed to enhance the care and perceptions of local parks.

Initiated by a grant from the National Park Service, the Park Partners program funded improvement projects by neighborhood-based groups. This program received some criticism for providing short-term, but unmaintained results. Funding from private foundations and other sources allowed expansion of local maintenance, programming, and training contracts.



The Park Rangers program was modeled after a program successful in New York's recently renewed Central Park. (Interestingly, Olmsted had initiated a similar ranger program in Central Park's early days.) Uniformed rangers provided interpretive and environmental education services and security to improve park perceptions. The Boys and Girls Clubs served as fiscal agents. Representatives of community groups served on an advisory board and assisted in fundraising.

Despite their successes, resident and grant support could not meet the scale of Boston's parkland. Park-related advocacy groups joined forces in 1985, creating the Boston GreenSpace Alliance. This unified organization pressured the Mayor, other officials, and the Parks and Recreation Department to take action. The Parks Commissioner, who had worked closely with community groups, resigned in May 1986. This vacancy

provided fertile ground for the press to call for political commitment to Boston's parks. Newspaper articles argued for a commissioner who would create "a renaissance in Boston's parks."<sup>5</sup>

Mayor Flynn responded to the public pressure. He commissioned a comprehensive open space inventory and master plan through his Office of Capital Planning in August, and appointed a new park commissioner in October 1986. His plan led to approval of \$75 million for capital improvements, as well as an increased operating budget for the Parks and Recreation Department.

The neglected conditions of Boston's parks were changing through the combined efforts of the Parks and Recreation Department and community groups. William Coughlin, the agency's new commissioner, had political support and funding to renew Boston's parks. He expressed his commitment to long term park revitalization, with his foremost goal to give neighborhood residents:

"the idea that they own the parks and have a significant say in their maintenance. Some parks are well maintained when there is heavy neighborhood involvement.... You've got to give people a legitimate stake in park maintenance."<sup>6</sup>

### **3.2**

#### **PRIVATE INITIATIVES**

Community-organized opposition to urban renewal and highway plans of the 1960s increasingly enabled citizens to shape the fate of neighborhood open space. Neighborhoods organized to improve vacant lots, and nearby parks. Organized groups, with strong leaders, sought support and a legitimate role in public agency processes.



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## Boston Urban Gardeners

Neighborhood gardening on vacant urban renewal parcels began in the 1970's, despite an uncertain tenure. Following state legislation, city programs, and local efforts at securing land for community gardeners, a core group organized the non-profit "Boston Urban Gardeners" (BUG) in 1977. This organization continues to facilitate urban gardening activities, and addresses broader community development issues.

Concurrent with neighborhood gardening, other groups organized to improve neglected parks. Under the leadership of a local resident, Richard Heath, the Franklin Park Coalition tackled extensive problems of safety and physical deterioration in this Olmsted park. Residents near Jamaica Pond began clean-up efforts, as initiated by Christine Cooper. The Friends of the Public Garden and Common had adopted these parks to restore their civic splendor. Several neighborhood parks and playgrounds were also improved by concerned residents.

In 1983, the Parks and Recreation Department's new grant-funded programs complemented community-based initiatives. The Parks Partners and Park Rangers involved a variety of community organizations and foundations. These programs are recognized as the basis for current renewal work. Other foundations and institutions have since developed programs modeled after these and community initiatives.

Boston's press featured the valuable role local groups played in 1985; when park agency functions continued to fall short of meeting management needs. Examples included Franklin Square's vigorous maintenance by the Blackstone/Franklin Squares Neighborhood Association. The agency-renovated Wilkes Street Playground was cooperatively locked by neighborhood residents in 1979, allowing only key holders access. The playground was thus protected from vandals. Numerous other parks were adopted by one or several citizens

who actively cared for and sought funding for these public spaces.

Community-based action continued to grow in the mid-1980's. The GreenSpace Alliance, created to advocate political support of Boston's parks and open space, tripled its membership between 1985 and 1986. Other neighborhood groups organized, and private funding programs were formed to renew both neighborhood and regional scale parks.

### 3.3

#### **CURRENT CONDITIONS AND VESTED INTERESTS**

Current political, social and economic conditions in Boston support quality public space, and parks are a focus of agency, community, and business interests. Within the past year, two extensive documents regarding Boston's open space have been published. One describes a privately funded seminar involving vested interests from the private and public sectors. The other presents results of the Mayor's open space inventory and master plan study. Both these documents, and their press coverage, offer promise for wide-reaching awareness, policy, and action in attending to the character of Boston's parks.

## **THE GREENING OF BOSTON**

*An Action Agenda*



THE BOSTON FOUNDATION  
CAROL R. GOLDBERG SEMINAR

#### 3.3.1

##### **A Call for Action**

The Greening of Boston. An Action Agenda presents work of a two-year long seminar series on park problems and recommendations. Public officials, business people, and community groups gathered for the on-going Boston Foundation Carol R. Goldberg Seminar, out of which a working group continued to develop the ideas and background materials in the report.

This report offers an overview of Boston's open space, and puts forth recommendations and visions for a brighter future.

Attention is directed to the multiple and important roles of open space in the city. The history of park agencies and private initiatives are described as context for future plans.

Recommendations unfold in four "arenas for action":

1. stewardship  
describing open space as a shared responsibility of public and private sectors, allowing for community empowerment and expanded roles for businesses and institutions.
2. physical context  
highlighting issues of park use and users, including the need for environmental education.
3. economic context  
addressing intervention in the poverty cycle through jobs, agency resources, and community support.
4. implementation  
listing targets for immediate action, including the establishment of a permanent fund for park projects.

The report features actions, policy, planning, and development for park renewal and management. As a final comment, The Greening of Boston offers an optimal vision for Boston's future, and states what the vision requires to come true.

### 3.3.2

#### Policy Directions

As a culmination of the open space study commissioned by Mayor Flynn in 1986, a two volume set of Boston's Open Space, An Urban Open Space Plan was published in late 1987. The Mayor introduces the study as Boston's most comprehensive open space inventory and plan ever undertaken. He states that such commitment is made "because of the critical role that green space plays in maintaining the quality of the physical environment and in improving that intangible urban quality of livability."<sup>7</sup>



As a general policy document, the contents of the report are described as "a blueprint for a strong and healthy future for open space."<sup>8</sup> The first volume contains policies and park plans for each neighborhood. The second volume documents the inventory.

Ten policy goals and objectives are presented, although specific actions, deadlines, and means to review performance are not. The first policy states that a management plan will be implemented to direct and evaluate agency functions. Community participation would be incorporated in these functions. Other statements address immediate and on-going renewal of open space. Emphasis is placed on attentive management and preservation of existing open space, as well as mechanisms to acquire new open space.

Boston's new open space policies anticipate public agencies becoming more active in involving local residents in park management. These promising political conditions follow years of neglect, and respond to tenacious efforts of local citizens in improving their neighborhood parks.

"far bigger than  
the filling of the Back Bay  
in the last century,  
half the size of Franklin Park,  
eight miles long  
and as much as half a mile wide...  
the redevelopment  
of the Southwest Corridor  
is the single  
largest  
construction project  
in the history of Boston."

MBT.A. 1979  
Southwest Corridor Development Plan



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## 4. THE SOUTHWEST CORRIDOR

### Development of a Common Greenway

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The political, social, and economic conditions surrounding the Southwest Corridor supported the development of a common greenway. The vision evolving from an intended highway to a multi-use transit, park and community development area is traced to consider how local and regional interests are brought together.

#### 4.1

##### FROM HIGHWAY TO TRANSITWAY

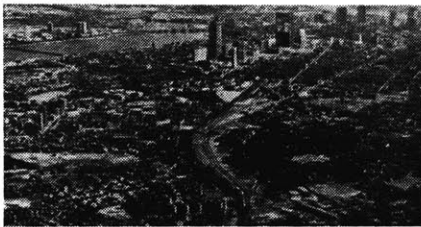
The Southwest Corridor was originally intended as the "Southwest Expressway" in the state's Master Highway Plan of 1948. This Master Plan proposed highway development through Boston's inner metropolitan area. Southwest Expressway funding was secured in 1956. Residents were displaced between 1966 and 1970, as the Expressway's path was cleared. In Cambridge, highway plans for that city quickly met with opposition by well-organized residents, educators, and professionals.

Development for the Southwest Expressway also met with opposition. Primarily working-class people, residents of the affected neighborhoods had struggled against displacement, urban renewal, and institutional expansion for years. Professionals involved in the Cambridge effort suggested that groups within the Southwest Expressway neighborhoods coordinate their efforts. A coalition formed, sought professional expertise, and gathered consensus on issues opposing the highway.

Meanwhile, professionals and those within institutions voiced their opposition to the Highway Plan. MIT and Harvard faculties, as well as the Cambridge City Council, came forward in 1967. A group of planners organized professionals, community groups, and municipalities as a single entity, wielding technical and political influence. These professionals

coordinated well-attended meetings, demonstrations, and lobbying efforts.

By 1970, the anti-highway efforts were rewarded. Governor Francis Sargent issued a moratorium on all highway construction within Route 128. He commissioned a comprehensive transportation study (the Boston Transportation Planning Review) which led him to cancel plans for the Southwest Expressway in 1972.



Since 60 acres of land had already been cleared for the Southwest Expressway, anti-highway groups began to consider new uses, including mass-transit. Their goal was to "weave" the divided areas back together. Mass transit alone could not fill the void, nor connect the divided neighborhoods. The "Southwest Corridor Land Development Coalition" (SWCLDC) was created from anti-highway groups, including professionals and faculty from MIT and Harvard. The Model Cities Agency in Boston financed a \$30,000 Coalition planning study of neighborhood needs and Corridor development potential. The Coalition's neighborhood survey revealed that needs included recreation and community facilities, as well as housing and economic development.

In 1973, Governor Sargent established the Southwest Corridor Development Office, appointing Anthony Pangaro as its coordinator. The working framework for development was established in a Memorandum of Agreement, signed by government officials and a variety of group representatives. This agreement embodied a Coalition proposal for community participation and interaction in corridor programming and design. It also satisfied federal funding contingencies for significant community input throughout the planning process.

In 1974, Governor Dukakis secured funding for transit through

federal highway funds, the first time highway funds were used for a mass transit project. The project was initiated with an Environmental Impact Assessment (EIA). This process allowed detailed study and community input on potential uses.

Community groups attended meetings, articulated issues, and took part in the eventual selection of consultants. Several of those firms selected had worked earlier with the Coalition, and supported community interests. Given their prior relationship with the community, they were sensitive to community-based goals in formulating recommendations.

## **4.2**

### **CHANGING GREENWAY VISIONS**

Through the Corridor's planning and design, the vision for a greenway developed, having both local and city-wide value. Neighborhoods participated in developing the park vision to their local needs, while Corridor continuity was advocated by professionals. The MBTA, with consultants, published newsletters and reports about the park's envisioned character. These documents illustrate how the vision evolved during the 10 years of its development. The Corridor was envisioned as a linear park having recreational and landscape significance, committed to: continuity of parkland for access to city-wide resources, neighborhood determination of local facilities, and a predominantly "naturalized" landscape.

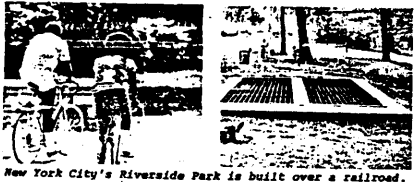
#### **4.2.1**

##### **1977 Concept**

The first phase of consultant design and engineering work began in 1977, as the Draft EIS was submitted. The EIS had proposed "a ribbon-like park stretching from Franklin Park to the Fens and Copley Square".<sup>1</sup> This proposal was conceptually defined by Roy Mann Associates of the project's consultant-composed Urban Design Group. Local recreation needs and issues were identified in neighborhood meetings.

The Corridor park concept was related to parks designed by Frederick Law Olmsted, apparently validating the park's regional potential. An article in the October 1977 Corridor News stated intentions for the park as "meaningful" and "beautiful" as the Emerald Necklace. It would be of a magnitude not undertaken since the construction of the Necklace.

Likewise, an analogy of New York City's Riverside Park was made with the Corridor Park. It is a linear park designed by Olmsted, and also covers a transitway. However, the linear character of Riverside Park responds to the Hudson River, and transit was built some 50 years after the park had been created.



The Corridor Park's regional significance was emphasized in the Concept Plan by a "wide belt of trees" and a path for bikers and pedestrians. These elements were intended to unify the three corridor sections (delineated by neighborhoods). The belt of trees and planting was to give the park "natural strength", for the park to "stand out and gain the respect of all."<sup>2</sup> Neighborhood concerns, particularly safety within and along the park, were noted. While neighborhood recreational needs and desires were also noted, the vision for neighborhood areas was unresolved.

#### 4.2.2

##### 1978 Plan

In 1978, the Park Plan was published as a guide for shaping park character. This plan described the park as "a new loop to the Emerald Necklace". It forged a mental and physical link to this regional Boston legacy. The Corridor Park is again referenced to Riverside Park. Its planting was proposed as a "strong visual identity: a bold belt of green in the summer and a stream of exultant foliage in the autumn."<sup>3</sup> To explain its envisioned regional and local value, the park was described in terms of recreational, economic and social benefits, including

aesthetic and ecological attributes.

Guides for the park were put forth in terms of planning criteria, four park components, and implementation and management strategies. Planning criteria reflected issues of safety, access, and provision for locally determined facilities. The four park components were: a trail system, open parkland, active recreation facilities, and MBTA station plazas. The regional, Corridor-wide trail linked directly to features of the Emerald Necklace and indirectly to other park and cultural amenities. Open parkland was described as a unifying visual feature. Recreation facilities and station plazas were described as new neighborhood focus points. Implementation and management strategies included potential for community group contracts for "simple maintenance activities".

#### 4.2.3

##### **1979 Urban Design**

By 1979, the Urban Design Manual was published for the entire project, including the park. Overall, the park was still described as "a bold belt of green" to be "a significant addition to the recreational and landscape resources of Boston." However, the park was categorized into four types, each having distinctive purposes.

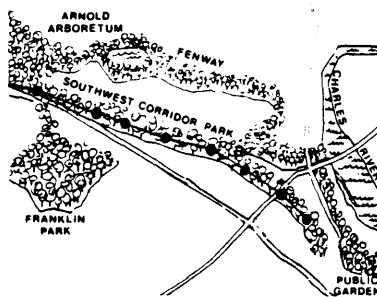
The four types were described in terms reminiscent of Kevin Lynch's: the continuous linear park, recreation nodes, buffers, and connectors (to existing open spaces). The continuous path reinforced the linear park image, while recreation nodes reinforced the image of local use. Buffer plantings were intended to reduce rail impacts. Connectors added to the park's regional significance by linking it with major public spaces. As a complement to these categories, the 1978 Park Plan's four components are described in greater detail.

By the time the Urban Design Manual was published, neighborhood groups and planners in the Corridor's three sections had reached consensus on each section's design. These guides were conceptual tools, which neighborhood participation gave area-specific meaning to.

#### 4.2.4

##### 1986 Image

As park construction neared completion in 1986, the MBTA published The Southwest Corridor Park as a documentation of the park's evolution. The vision had become a real park, and this document appears as a public relations piece to inform perceptions.



##### Linkages with the Emerald Necklace

The Park follows a course through neighborhoods that lie within the broad sweep of the Emerald Necklace and links up with the Necklace at three points: at the Arborway, with paths leading to the Arnold Arboretum and Franklin Park; indirectly at Ruggles Street with the Back Bay Fens; and at Dartmouth Street leading past Copley Square to Commonwealth Avenue, to the Public Garden and Boston Common.

The document's subtitle: "a New Strand in Boston's Emerald Necklace" supports perceptions for the Corridor Park's regional significance. Its links to other parks and institutions and adjacent neighborhoods are presented for each section. The park is again referenced to Riverside Park, and noted as Boston's first development since the Charles River Esplanade, another greenway of regional significance.

Throughout all the published documents, the park is referred to as regional in scale rather than city-wide. As stated in 1977, the park is envisioned as "a linear park for neighborhood and regional use." Benefits are attributed at these two scales, as a neighborhood amenity and impetus for revitalization, as well as a commuting route for bicyclists and link to regional recreation areas. While the park may be a link in a regional metropolitan system, the park itself is more a city-wide resource with particular features for its abutting neighborhoods.

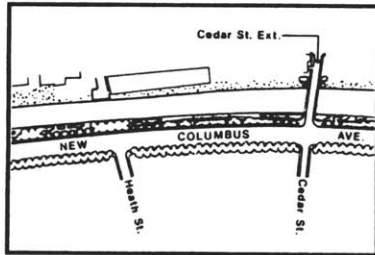
The conceptual park components and categories from earlier documents are distilled as system-wide standards to reduce



problems of vandalism and neglect found in other urban parks (see following page). Park and path continuity , for example, is intended to reinforce the perception that this is a major urban park. Such a perception is intended to keep priorities and maintenance at a suitable level. It is also intended to encourage park use, such that bikers or others will provide surveillance.

When the park was completed last summer, public perceptions of the Southwest Corridor Park were as yet amorphous. The conditions in which it developed allowed significant local influence for appropriate neighborhood areas. While continuous corridor elements were developed, the greenway's significance as a city-wide, or regional, resource is not yet apparent.

## How System-wide Standards Create a Better Kind of Urban Park

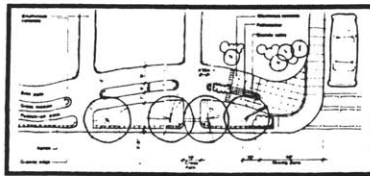


**Corridor tree concept**

Many urban parks in American cities have been reduced to woeful status by vandalism, neglect and the inadequacy of municipal budgets to cope with maintenance and policing. But some have survived better than others; a few have thrived. The plan and systemwide standards for the Park have applied the lessons learned from such quality linear parks as the Back Bay Fens and the Charles River Esplanade in Boston and Riverside Park in New York City. The state-of-the-art in the landscape profession has also been incorporated into the design throughout the Park to safeguard furnishings against vandalism and to minimize maintenance and future replacement.

### Continuity

The continuity of the linear Park and the full access that its path provides will substantiate the public perception of the Park as a major urban park. Hopefully, this perception will keep public priorities and maintenance operations for the Park at a suitable level. It will encourage use of the Park by those interested in bicycling, jogging, and walking. These activities will help maintain activity levels in the Park as a whole, providing surveillance by friendly park users, leading to increased safety. The use of the wide bicycle path by police cruisers and maintenance vehicles will achieve additional security, particularly in those areas of Section Three where the adjacent street ends are partly non-continuous.



**Corridor path system**

### Lateral Access and Use

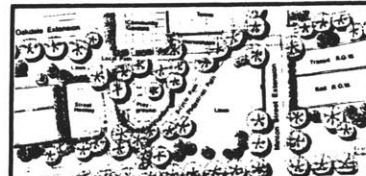
Numerous entrance points and the absence of perimeter fencing and retaining walls will encourage use of the Park, as well as providing increased safety.

### Open Space/Landscape Concept

The heart of the Park is naturalized and predominately grassed, with continuous rows of sturdy shade trees. The open areas are abundant and will offer both the space and the opportunities for flexible park use that residents have sought. The Corridor shade trees will be planted at a minimum size of five-inch caliper (trunk diameter) to create an immediately impressive landscape, encouraging the respect of all users. Ornamental trees will add beauty and interest. Planted in modest numbers, they have been selected for resistance to disease and pests. Shrub selections are of low-growing species, planted in narrow beds away from paths, and are set closely along the trackway wall to avoid hiding places. Thorny species are not included because of their tendency to trap litter. Limiting shrub species to those of low mature height, together with trimming of shade tree branches lower than seven feet above the ground, will help maintain a clear view zone that will optimize surveillance of the Park and provide a feeling of safety for Park users.

### Corridor Path

Most people are wary of using a narrow park path where other users, be they bicyclists or pedestrians, are perceived as crowding them out, where



**Open space/activity area**

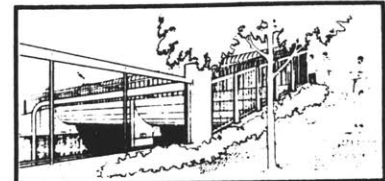
speed bicycling is observed, or where any antisocial behavior is anticipated. Although park design cannot guarantee park and path safety, some mitigation of the problem can be provided by the dual path system of the Park. Composed of a nine-foot wide two-way bicycle path and a seven-foot wide foot path, the Corridor path allows a beneficial separation of bicyclists and pedestrians. Where the Park is too narrow, the street sidewalk is used as the pedestrian path. Although there is no assurance that bicycle traffic will necessarily follow the bicycle path, it is likely that much of it will, offering pedestrians a greater sense of relaxation.

As paths approach cross street intersections, granite trim strips, tightened path curvature and special markers are used to alert bicyclists and create safer conditions for both bicyclists and pedestrians.

### Recreation Facilities

The Park will offer numerous new active recreation facilities, a welcome addition to the neighborhoods.

Because of its relatively narrow width and modest acreage, the Park cannot accommodate an abundance of intensive recreation facilities without impinging on areas that might otherwise be used in important ways as areas of relaxation and family or community group activities. Ball fields, ball courts and other active facilities have, therefore, been located where the Park is at its widest within the neighborhoods for which they were planned. To reinforce surveillance, ball courts have been left open to view, without high hedges



**Trackway wall edge/lencing**

or other dense screen planting. In some areas, ball courts have been clustered with children's play areas and bench groupings to encourage general neighborhood use of the cluster and thus discourage abuse of the courts as hangouts, which often takes place where courts are isolated. The cluster approach has been successfully applied in such parks as Charles River Esplanade and Riverside Park in New York City.

### Screen Plantings

The Park generally is designed for full public access on one side of the trackway only, except where the Park is fully accommodated over the trackway on decking. Tree plantings are established along the unused edges to provide a park-like character. The intent of the Park plan is to create a loose screen of trees and to avoid dense or uncontrolled growth that will become hiding places and trash entrapments.

### Community Stages

The availability of new spaces for outdoor cultural and entertainment activities is taken advantage of in three locations: a large, grassed community amphitheatre on the Mission Hill deck; a village green type of small amphitheatre on the Boylston Street deck; and an informal naturalized site north of Morton Street in the broad park area of Section Three. The general design principle shared by these sites is to provide audience seating and stage structures in a natural setting, and to utilize grassed lawn areas that can serve other park user needs between events.



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## 5. SOUTHWEST CORRIDOR "SECTION ONE" PARK

Shaping of Park Character

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The processes shaping the character of the Southwest Corridor Park were influenced by social, political, and economic conditions at a corridor-wide and section level. Section One of the Southwest Corridor is studied in the context of these conditions. The participants, issues, and outcomes of each process provide implications about this section's future character. References are drawn from process considerations described in Chapter 2.

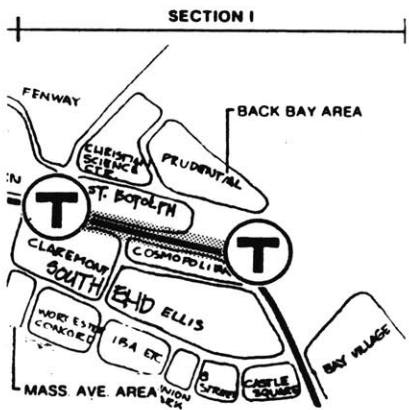


## 5.1 PLANNING

The neighborhoods abutting Section One, a two-thirds of a mile stretch linking Massachusetts Avenue to Dartmouth Street, raised conflicting concerns in the park planning process. The physical division between the St. Botolph and South End neighborhoods, caused by pre-existing rail lines, marked social and economic divisions. Conflicts surfaced immediately around how development of this 5.3 acre area would change neighborhood relationships. Because of dense residential conditions in this section, impacts of transit noise were an issue. These concerns greatly influenced the development of Section One.

### 5.1.1 Issues and Actors

As the Environmental Impact Assessment (EIA) got underway in 1974, residents formed the South End/St. Botolph Task Force on Noise. They opposed noise levels of planned transit and commuter trains. Planner and former MIT student Mauricio Gaston pointed out that the very name of the group indicated the distinction between the two neighborhoods. By focusing on a technical issue, the Task Force avoided social issues. Task Force members consisted primarily of "white middle-class newcomers", not those residents involved earlier in stopping the highway.<sup>1</sup> Members had technical skills as well as



connections to EIA consultants. The Task Force developed a proposal for covering the tracks as a means of noise abatement, although some (according to Gaston) also saw it as a means to raise neighborhood property values.

At the 1975 EIA community meeting, the Task Force on Noise successfully presented their "vaulted cover" proposal. The MBTA brought forward other alternatives, although noise impact studies proved them unsatisfactory. The final hearing in July 1976 led to EIS recommendations for a cover over the entire section.

In 1977, the design and engineering phase initiated a series of community meetings addressing issues and goals for the Section One cover. Section One was an integral piece of the planners' proposed greenway. Some St. Botolph residents proposed a barrel vault cover designed as a barrier to "reinforce the distinction" between the neighborhoods.<sup>2</sup> They feared that crime from the South End would enter their neighborhood if new connections were made. "Progressive and liberal forces" representing the South End, however, desired as much connection as possible.<sup>3</sup> They imagined the cover as a recreational area.

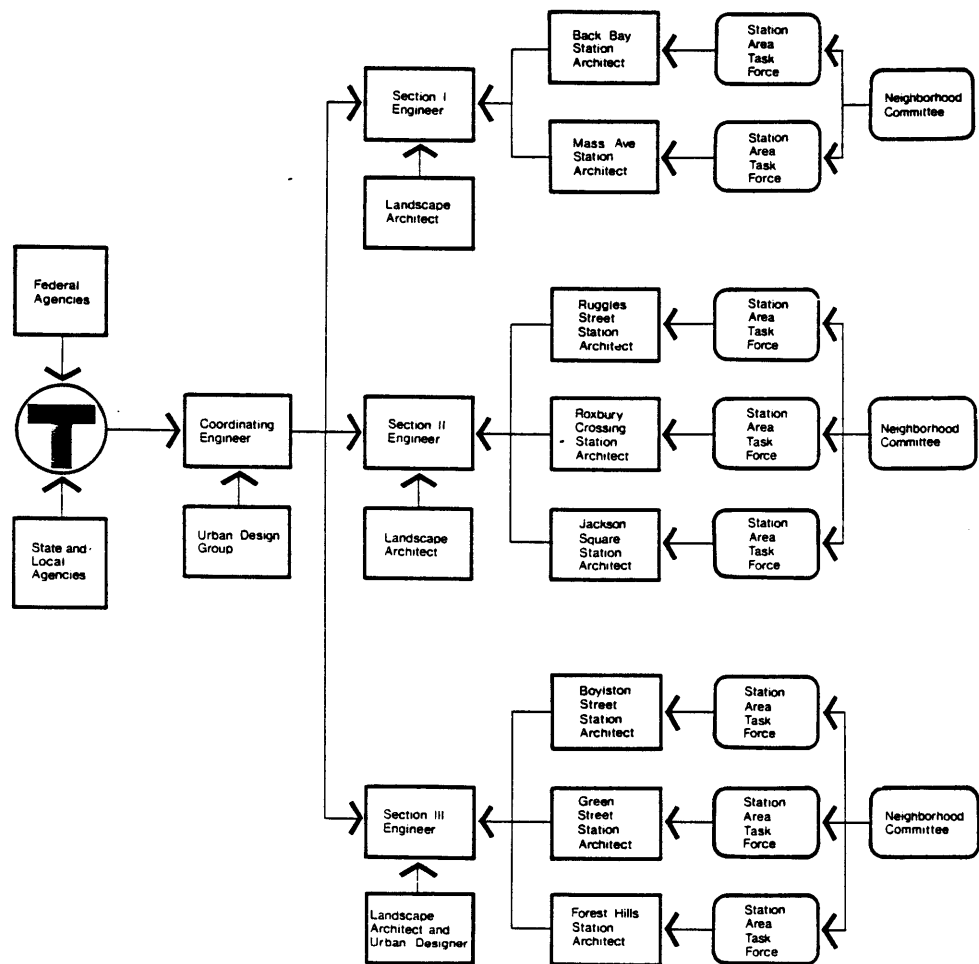
### **5.1.2**

#### **Participation Framework**

The participation framework for the Corridor's development has been recognized nationally as a model. The framework was designed by the community-involved Corridor Working Committee. Three scales of community participation were developed to address issues at a corridor-wide, neighborhood and local level. Corridor-wide participation was developed for coordination of corridor-wide issues throughout the processes. Planning and design occurred at neighborhood (as sections), and local (as station areas) levels. A designated Section

Planner, with section engineering and design consultants, met with interested people who composed that section's Neighborhood Committee. Station Area Task Forces were formed for citizens near each new MBTA station to address station and adjacent land issues.

Citizen committees served in an advisory capacity, but the decision-making framework gave teeth to their opinions. Decisions were made by consensus of all parties involved, with the Section Planner coordinating. Community recommendations were usually implemented. These decisions informed future programming and design.



**Southwest Corridor Project Organization**

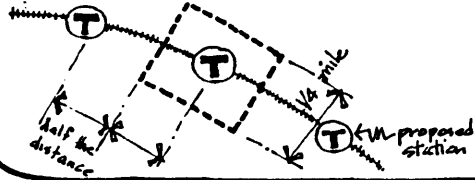
# T SOUTHWEST CORRIDOR PROJECT

RELOCATED ORANGE LINE / RAILROAD IMPROVEMENTS

## The Station Area Task Force is your chance to influence design!

### WHAT is the Station Area Task Force (S.A.T.F.)?

**LOCATION**  
THERE WILL BE ONE S.A.T.F. FOR EACH PROPOSED STATION; THE STATION AREA FOR EACH S.A.T.F. IS CONSIDERED TO BE THE AREA 1/8 TO 1/4 MILE ACROSS THE CORRIDOR AND HALF THE DISTANCE TO THE NEXT STATION.



**PURPOSE**  
A COMMUNITY FORUM FOR DISCUSSING AND EVALUATING ISSUES, DATA AND DESIGN RELATED TO NEW STATIONS. THE S.A.T.F. WILL ADVISE THE M.B.T.A. AND THE P.F.W. ON STATION CHARACTER (entrances, access, parking etc.), LANDSCAPING & OPEN SPACE, AND NEW DEVELOPMENT.

ACCESS

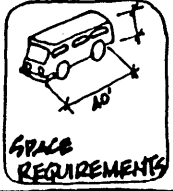
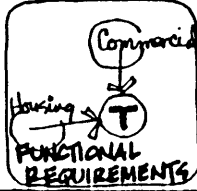
NEIGHBORHOOD CHARACTER

OPEN SPACE

### WHO will participate ?

- RESIDENTS, BUSINESSES AND PUBLIC AGENCIES IN THE STATION AREA WILL DISCUSS THEIR CONCERNS AND REVIEW CONSULTANTS' WORK THROUGHOUT THE DESIGN PROCESS.
- A NEIGHBORHOOD PERSON AND YOUR SECTION PLANNER WILL BE CO-CHAIRPERSONS AT THE S.A.T.F.
- SOUTHWEST CORRIDOR CONSULTANTS WILL PROVIDE TECHNICAL BACKUP TO THE S.A.T.F.

- COMMUNITY RESIDENTS
- LOCAL BUSINESS PEOPLE
- PUBLIC AGENCIES
- M.B.T.A.
- CONSULTANTS



- CONSULTANTS' INPUT**
- PROBLEM DEFINITION
  - STRATEGIES
  - DESIGN ALTERNATIVES
  - DEVELOPMENT ANALYSIS

### HOW will the process work ?

- (JULY 22, 1977 by WFEM.) REFER TO S.A.T.F. MEMO FOR A DETAILED EXPLANATION OF ORGANIZATION AND PROCESS.
- CONCLUSIONS BY S.A.T.F. WILL BE REACHED BY CONSENSUS; IN CASE OF NO CONSENSUS, VOTING WILL BE USED TO DOCUMENT ALL POSITIONS.
  - RECOMMENDATIONS ON NEIGHBORHOOD-WIDE CONCERNS WILL BE SUBMITTED TO THE NEIGHBORHOOD COMMITTEE.
  - RECOMMENDATIONS TO THE M.B.T.A. AND OTHER AGENCIES WILL BE MADE TO THE SOUTHWEST CORRIDOR COORDINATOR.
  - CONFLICTS WITH S.A.T.F. RECOMMENDATIONS WILL BE BROUGHT BACK TO THE S.A.T.F. FOR FURTHER DISCUSSION.



### WHEN will the S.A.T.F.s begin to work?

- INITIAL MEETINGS WILL BEGIN IN OCTOBER '77.
- IN PHASE II (Nov. '77 to April '78) MEETINGS WILL BE HELD ABOUT ONCE EVERY TWO TO THREE WEEKS.
- MEETINGS WILL CONTINUE AS NECESSARY THROUGH CONSTRUCTION (1983).

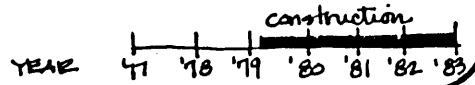
**OCTOBER '77**

|    |    |    |    |    |    |    |
|----|----|----|----|----|----|----|
| S  | M  | T  | W  | T  | F  | S  |
| 2  | 3  | 4  | 5  | 6  | 7  | 8  |
| 9  | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 |    |    |    |    |    |    |

**PHASE II**

|          |          |          |
|----------|----------|----------|
| NOV. '77 | DEC. '77 | JAN '78  |
| FEB. '78 | MAR. '78 | JUNE '78 |

FOR FURTHER INFORMATION CALL JACI HALL (864-3500) OR YOUR SECTION PLANNER



Techniques used to elicit participation ranged from Corridor News mailings to working on architectural models at meetings. The firm Wallace Floyd Ellenzweig & Moore managed community participation, and coordinated publications such as the Corridor News. This newsletter gave descriptions of technical work, work underway, and meeting announcements. It was sent to all those who lived near the corridor, as well as those who attended meetings or expressed an interest in receiving information. Each newsletter had a mail-in form for additional information about the Corridor and participation opportunities.

At Task Force meetings, handouts describing technical information and agendas were prepared and distributed. As interactive techniques, residents were encouraged to note and share comments, draw ideas on maps, and work with staff on models using clay, blocks and cut-outs.



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## SOUTHWEST CORRIDOR PROJECT NEWSLETTER



*Planners and Section I residents discuss Landscape.*

**Programa de parques  
para el Corredor**



Published by the Massachusetts Bay Transportation Authority  
October 1977, ISSUE No.2

### CONTENTS

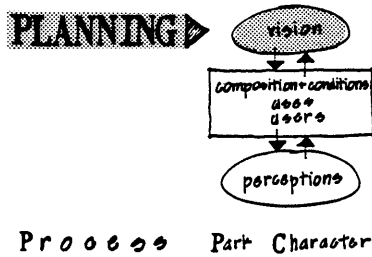
P.1 PARKLAND PROGRAM FOR THE CORRIDOR. P.2 QUESTIONS AND ANSWERS. P.3 REPLACING THE "EL." P.4,5 URBAN DESIGN, STATION DESIGN, LAND USE. P.6,7 COMMUNITY PARTICIPATION P.8 NEWS BIEFS.

### CONTENIDO

PAG.1 PROGRAMA DE PARQUES PARA EL CORREDOR. PAG. 7 REUNION HISPANA.

**Parkland program for  
the Corridor Project**





### 5.1.3

#### Implications

The planning of Southwest Corridor Park's Section One laid the foundations for its character. The parameters of who was involved, what issues and resources they brought, and how decision-making and implementation occurred affected the park's future. The planning process involved many local "actors", who raised issues about the connections between neighborhoods and potential uses for the cover in developing the section.

The entire Corridor's history set the stage for local, and other, involvement. Local citizen groups, city-wide institutions, state and federal agencies all had a stake in its future. City-wide institutions and local groups considered new uses, and their potential impacts. The vision of the park as a local and regional resource, and subsequent design and maintenance concerns, were discussed in this process. Local groups played an advisory role in articulating issues, selecting consultants, and developing alternatives.

As discussed in Chapter 2, Randolph Hester's approach for planning neighborhood space is based on the assertion that process and product are intertwined. The process and outcomes specific to neighborhoods of Section One, and to the entire Corridor, demonstrate this assertion. The planning techniques used to structure participation in the Corridor Park's planning are similar to those Hester advocates for planning suitable neighborhood space.

Techniques used in the Corridor planning process informed residents and gave them a legitimate role in decision-making. The use of varied and wide-reaching techniques made this process an acclaimed model for community participation. It is important to remember, however, that this role for

participation developed out of years of tenacious community effort. Their opposition to the Highway Plan, and efforts in the Memorandum of Agreement, demonstrated the power which community groups could generate.

The Corridor planning process produced a corridor-wide greenway with local facilities. Plans for the greenway's regional composition and conditions, uses, users, and perceptions were developed. Section One would be covered to reduce noise, although consensus was not reached about local connections or use of the cover. These concerns were addressed in the design process. To resolve local issues within the greenway vision, the design, construction and management processes became a mutual concern of community groups and government agencies.

## **5.2**

### **DESIGN**

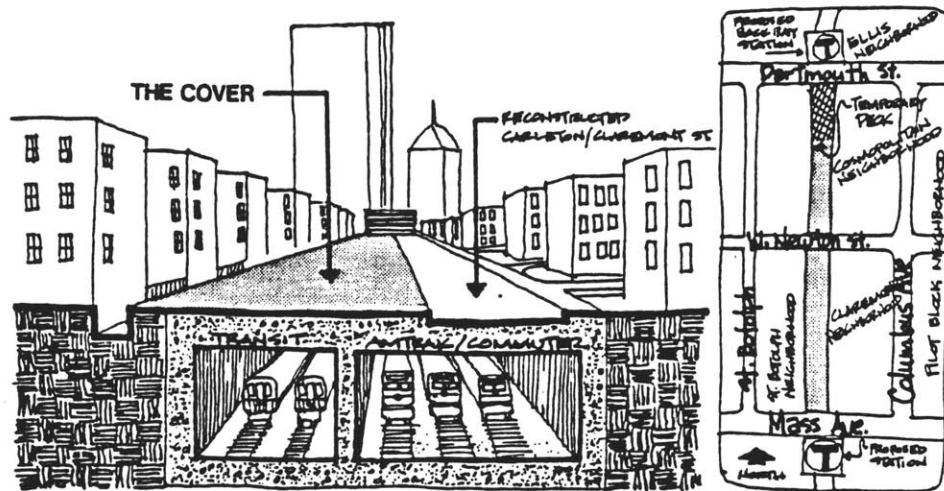
The design process was informed by the planning process: by those involved, by issues raised, and by the plans created through it. Citizens involved in the planning process also participated in the design process, through neighborhood meetings and working sessions, an educational training program, and newsletters and mailings. In Section One, a design for the cover took form through attempts to resolve neighborhood connection and use conflicts.

# SOUTHWEST CORRIDOR PROJECT

## WHAT IS THE COVER AND THE NEIGHBORHOOD/ COVER TASK FORCE?

THE SOUTHWEST CORRIDOR PROJECT INVOLVES RELOCATING THE M.B.T.A. ORANGE LINE TO THE EXISTING PENN CENTRAL RIGHT-OF-WAY. AFTER COMPLETION THE TRANSIT/RAILROAD SYSTEM WILL COMBINE RAPID TRANSIT, COMMUTER RAIL AND AMTRAK TRAINS IN THE SAME RIGHT-OF-WAY. . . . IN SECTION ONE, THE PROJECT RUNS BETWEEN THE ST. BOTOLPH AND SOUTH END NEIGHBORHOODS. IN THIS AREA, THE TRANSIT/TRAIN ENVELOPE - THE STRUCTURE THAT THE TRAINS WILL RUN THROUGH - WILL BE LOWERED SO THAT ITS COVER WILL BE AT THE SAME ELEVATION (HEIGHT) AS EXISTING SIDE STREETS. ON THE SOUTH END SIDE, CARLETON/CLAREMONT ST. WILL BE RECONSTRUCTED AT AN ELEVATION SLIGHTLY HIGHER THAN THE EXISTING STREET.

THE COVER IS THE STRUCTURE THAT WILL ENCLOSE THE TRANSIT/TRAIN ENVELOPE (THE STRUCTURE THAT WILL HOUSE THE TRAINS); THE NEIGHBORHOOD/COVER TASK FORCE IS THE COMMUNITY GROUP THAT WILL ADVISE THE M.B.T.A. ON HOW THE COVER SHOULD BE DESIGNED.



THE COVER WILL EXTEND FROM MASS.AVE TO YARMOUTH ST WITH A TEMPORARY COVER TO DARTMOUTH ST.

- WHO IS ON THE NEIGHBORHOOD/COVER TASK FORCE?  
ALL INTERESTED RESIDENTS, BUSINESS PEOPLE AND AGENCY PERSONNEL IN SECTION I
- WHAT HAVE PEOPLE BEEN TALKING ABOUT AND WHAT WILL BE DISCUSSED AT FUTURE MEETINGS?
  - HOW THE COVER WILL BE DESIGNED
  - SHOULD THE COVER BE USED?
  - WHERE MIGHT THERE BE ACCESS?
  - WHAT TYPES OF LANDSCAPING ARE APPROPRIATE?
  - WHERE ARE THE BEST LOCATIONS FOR VENTILATION EQUIPMENT?

## NEIGHBORHOOD/COVER TASK FORCE MEETING

**MONDAY  
MARCH 6TH**

**TIME: 7:30-9:30 P.M.  
PLACE:  
HARRIET  
TUBMAN HOUSE  
566 COLUMBUS AVE.**

### **5.2.1**

#### **Issues and Approaches**

A series of meetings explored issues of potential uses for the Section One cover. Residents were encouraged to participate in the Cover Task Force (formerly the Neighborhood Committee). A team of planning and design consultants prepared architectural models of three cover alternatives: no use, moderate use, and high-intensity use.

The Task Force was divided into three groups to develop each alternative. Each alternative was then critiqued by the Task Force as a whole. While some members still opposed connections between neighborhoods, "neutral" uses (such as gardening) were accepted by most.

A new approach for designing the park developed from breakthroughs in engineering work. During the winter of 1977-78, engineers found that the best rail alignment allowed a continuous, level surface between the two neighborhoods. While prior plans for the rail depth and alignment would have required a raised or arched cover distinguishing the two neighborhoods, the new alignment suggested a level connection between them.

As a new approach, subsequent Task Force meetings focused on the following topics:

1. social issues  
including separation or unity of the neighborhoods,
2. technical issues  
such as location and appearance of ventilation stacks,
3. programming issues  
examining possible uses and their location.

The three focused topics brought forth agreements that shaped the park's design, including neighborhood connections.

Those opposing neighborhood connections initially objected

to this approach since it bypassed no-use/separation options, yet they participated in discussions. To meet the barrier proponents' desires, Roy Mann Associates (the coordinating landscape architecture firm) developed a variety of access connections, allowing for barriers which could later be removed. Eventually, an agreement was reached to maintain the status quo of cross-corridor connections. Design solutions followed, based upon conceptual agreements.

During these meetings, a variety of concerns regarding use and safety were voiced. Corridor-wide features, such as the continuous trail, were challenged by some Section One residents. They insisted on making the trail circuitous to discourage regional use. Residents also wanted to influence what uses occurred at the end of their respective streets. The types of uses proposed raised neighborhood concerns about maintenance, as well as security and surveillance.

### 5.2.2

#### Outcomes

After five community meetings, consensus on programming and design concepts led to the Coordinative Landscape Plan. The plan consisted primarily of ornamental planting or turf as "passive" park areas. It also included sitting areas, community gardens, a tot lot, and a basketball court for more active use. The corridor trail meandered between the plantings, activity areas, and the service/connector road linking streets on the South End side of the park.



# THE PLANNING PROCESS- *how the cover became a place* -AND THE PLANS

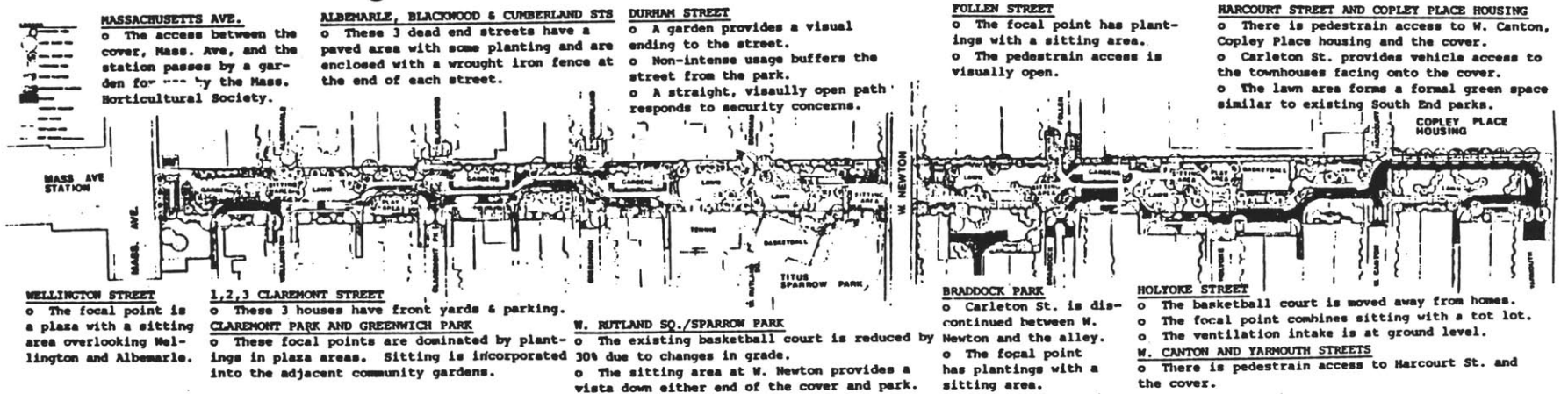
Section One residents have met since Fall, 1977 as the Neighborhood Committee/Cover Task Force. They advised the MBTA about the activities and landscape, how each would function with the other as well as how the cover would relate to each individual street and the abutting neighborhoods.

This design was based into by first establishing criteria to which all plans would need to respond and by agreeing to some basic principles. Next, the task force explored numerous options. From this storehouse of information residents on each street specified what they wanted for their area. And finally each street's plan was coordinated with the others and the cover wide elements--lighting, furniture, signage. The information below summarized the criteria, agreements and the plans which developed from this process.

| CRITERIA/GUIDELINES:                                   | THE PLANNING RESPONSE:   |
|--|--|
| o Protect the immediate abutters' privacy              | o A passive landscaped buffer will be between the end houses and the activities, with high intensity activities located away from residences.  |
| o Provide maximum security for both users and abutters | o Activities, particularly sitting areas and pathways, are situated in a safe unconfined space. Users can also view other activities.<br>o The location and types of plantings do not block vistas, paths or activities. |
| o Provide for easily and well maintained facilities    | o The State's Department of Environmental Management (DEM) will own and maintain the 80 acre SWC Parkland.<br>o The type of plantings and materials used respond to the city environment and the need for durability.    |

| THE CONCERN: AFTER MUCH DISCUSSION, RESIDENTS AGREED TO THESE PRINCIPLES: |   |
|---|---|
| <b>ACCESS</b>   | o The status quo will be retained. Cross-corridor access remains between Durham/W. Rutland Sq. and Follen/Braddock Park. Albemarle, Blackwood and Cumberland Sts. remain dead ended.<br>o Copley Place creates access between Harcourt/W. Canton Street and in conjunction with the Mass. Ave. Station, access is created between the cover, Mass. Ave. and the station.                    |
| <b>LOCAL ORIENTATION</b>  | o Residents recognized that the cover tied into a more regional SWC Parkland System, but planned the area to be locally orientated.   |
| <b>CARLETON/CLAREMONT STREETS</b>   | o Both streets will be 14 feet wide and one way in a northerly direction. Their design will accommodate the municipal service trucks, police and fire vehicles and local traffic. However, they are designed to discourage through traffic and speeding cars, restrict public parking and compliment the parkland. Bikes, in most cases, will have to use the roadway.                      |
| <b>VENTILATION</b>  | o A ventilation system is required for the rapid transit (primarily for emergencies) and the railroad system (emergency and daily operation). The best design solution incorporates the ventilation exhaust structures into the streetscape. They will be built next to the end buildings at 34 Yarmouth and 230 W. Newton Sts. and faced with brick, as if the row of buildings continued. |

## This Bird's-eye View Shows the Current Plans: additional MBTA, DEM & community input will refine, but not change the type or organization of activities.

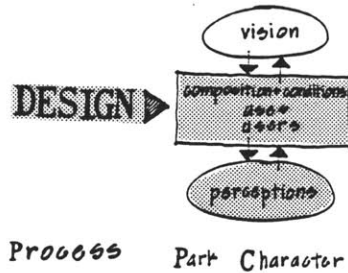


A third series of meetings took place to make refinements to the Coordinative Landscape Plan. Landscape architects Moriece and Gary developed a detailed design, and presented it at the Fall 1978 Task Force meeting. Those attending endorsed the plans, adding suggestions for specific materials. Minor modifications were made due to budget constraints, and the final plan was presented at a Section One Open House in February 1979.

### 5.2.3

#### Implications

Through design process, the Section One cover took form. Consensus about composition of park elements, uses for intended users, and perceptions about the park developed through the input of neighborhood and corridor-wide interests. The activity areas respond to neighborhood-expressed needs and concerns. The path links these activities and connects them to the rest of the Corridor Park. The final design has implications for the park's future character, and for other development processes.



Randolph Hester's design guides, discussed in Chapter 2, are useful in evaluating the future character and management requirements for Section One. The Section's design process addressed physical and perceptual qualities that Hester advocates for suitable neighborhood space. Perceptual qualities discussed by Jane Jacobs are also a useful tool to consider future character.

Physically, convenient access, aesthetic appeal, usable and comfortable space, appropriate activity settings, a range of activities, a range of types and amount of interaction with others, and relatedness to the natural environment were attended to, but some of the results seem problematic.

Intensive management, relative to usable space, comfortable space, and aesthetic appeal is implicit in the detailed design. The relatively small proportion of usable space for recreation versus the space devoted to shrub plantings may have resulted from local concerns for privacy and safety. However, the extensive shrub beds will be costly to maintain. Most turf areas are not sufficiently large for play such as frisbee or catch.

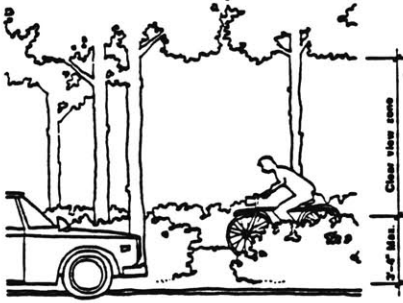
Similarly, criteria for comfortable space and aesthetic appeal could have better accommodated future adaptability in the park's composition. Much of the park area is devoted to specific activities, with equipment and materials constructed to last. While these areas may be durable, they also prevent flexibility of use. Raised planters which line the trail and border the St. Botolph Street side, prohibit alterations in size, materials, and access. The iron fences and granite planters blocking the St. Botolph neighborhood end streets are not likely to be removed, even if residents should desire park access in the future.



Aesthetically, the park design appears attractive, but its detailing requires significant maintenance if it is to appear well kept. While materials are high quality and durable, the forms and connections made between them are not. Wedge-shaped paving patterns done in brick require small and awkward pieces that will break or fall out. Trash receptacles are located in planter beds, which will disturb the plantings. Over time, these detail problems could reduce the park's visual quality and will increase maintenance costs.

Perceived qualities of the park were raised as major issues by residents during the design process. These issues fit Hester's classifications of safety, symbolic ownership, and dominant territoriality. The design responses have implications for future park use and perceptions.





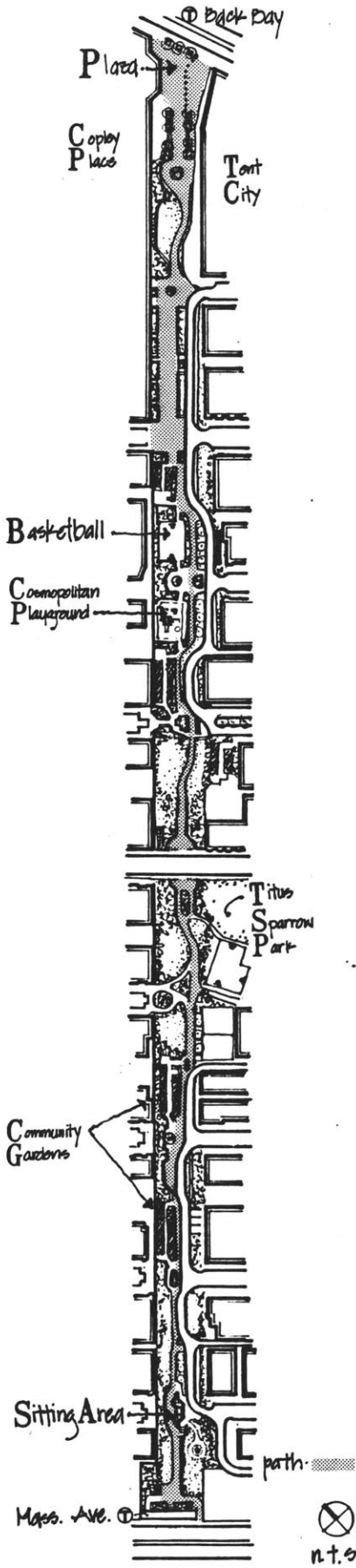
**Planting Design for Visibility and Safety**

Since many parks are perceived to be, and indeed are, unsafe because plants, walls, topography, or dark areas allow people to hide, the Section One design avoids these conditions. A continuous system of lights lines the path to increase night safety. Views along the path and local connector road, allow a valuable informal means of surveillance. While the park's image was intended as a "bold belt of trees", their placement allows views into the park from adjacent buildings and streets. Additionally, the park's path is designed for police vehicle use.



Although park elements generally appear safe for use, some unnecessary risks could have been avoided in the design. Certain materials can be injurious, such as exposed metal playground equipment during cold months. The location of utility boxes placed in lines of movement to St. Botolph Street and along the path may prove unsafe and unattractive. Graffiti already appears on these boxes.

The neighborhoods' perception of symbolic ownership develops in the planning and design processes, but must also be nurtured in construction and future management. The risk of neighborhood ownership leading to an excessive control of "turf" (Hester's "dominant territoriality") was addressed throughout the planning and design processes, as the park was intended to serve neighborhood and regional use. Yet Section One's final design demonstrates the neighborhoods' desire for more local ownership than regional use. The intricacy of activity areas and planters tend to break down the greenway's linear image. While intended as the regional feature, the path's continuity is not always apparent. Its alignment is contorted by local garden plots, raised planters, and play areas. The South End's connector road interrupts the trail alignment, and a sidewalk along the other side of this road confuses the path's hierarchy and continuity (see following page).



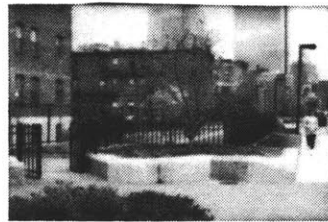
Copley  
Place  
Plaza



Cosmopolitan  
Playground



Titus  
Sparrow  
Park



Community  
Gardens



Sitting  
Area

With regard to perceptual qualities raised by Jane Jacobs, the local activity nodes give the park a sense of intricacy, although often at the cost of sensing a connection to the linear system. The spaces are primarily small, a comfortable scale for a single person or small group. Some nodes, such as community garden plots, tot lot, and basketball court are separated from the trail by a fence and shrub plantings. The fencing contains activities or prevent dogs from entering, but can also contribute to the staking of these nodes as "turf". Whether this appearance will lead to neighborhood turf which discourages other users remains to be seen.

Centering features described by Jacobs seem apparent in two areas of Section One. As a pre-existing neighborhood park, the adjacent Titus Sparrow Park can become a local "center" with opportunities for access, activities, and views to and from the park. Its ball courts were renewed when Section One was built, and its large grassy bowl serves as an ideal slope for sliding, sun-bathing, and playing fetch with dogs. The other potential "center", the Section One plaza adjacent to Copley Place, seems suited to regional activity. Its function as a forecourt to this shopping mall will provide continuous pedestrian activity, and can become a place for concessions and informal entertainment.

### 5.3

#### CONSTRUCTION

Construction of the Section One parkland did not begin immediately, as transit lines and the cover needed to be completed first. Transit construction began in 1980, with station construction underway in 1982. Park construction of Section One began in May 1985, and was not completed until the summer of 1987.

### 5.3.1

#### Participation Limits

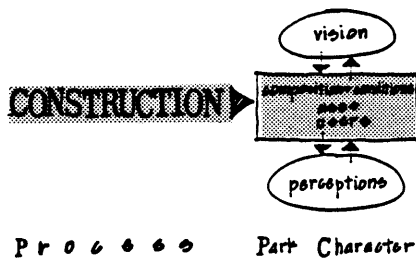
Contrary to the extensive participation in earlier processes, local residents were less involved in the construction process. A Construction Task Force was created for citizen review of, and concerns about, the entire Corridor's construction. Yet actual participation in the construction work was stifled.

Ken Kruckemeyer, who served as the Southwest Corridor Assistant Project Manager, notes that community groups could not participate in park construction because of contracting restrictions for unionized labor, insurance regulations, and bidding competition. The only areas they "constructed" were within gardening plots during the summer of 1987.

### 5.3.2

#### Implications

Since the construction process involved citizens in an advisory role, where they were not directly responsible for construction quality, their sense of ownership in the park may be reduced in future management issues. The regional continuity of the park's appearance may have been enhanced by construction standards, but Ken Kruckemeyer stated that "real" involvement of local residents in park construction would have made a major difference on the long-term impact of the park.<sup>4</sup>



As completed, the park appears durable and attractive. Brick pavers delineate special paved areas while concrete is used for the path. Wrought iron fencing encloses garden plots and play areas. The trees are large and shrubs are planted closely together to give plantings an immediate impact.

A problem may arise, however, as residents may sense its completeness with some distance (as I did). While its finished

appearance gives the park an impressive image, the park may be perceived as a commodity to be provided by others, not "owned" or cared for by the neighboring residents.

The danger of this distancing could have been mitigated if local residents helped to build the park. Local residents would likely take more ownership in its appearances. The annual neighborhood "making" of the community garden plots will help to build a perception of ownership. Yet as a complete entity today, the aging of plants and materials could be perceived as degradation rather than maturity. Very little can be added to the park; in fact it may need to be de-constructed somewhat for future adaptation to local needs.

## **5.4**

### **MANAGEMENT**

The management process for the entire Corridor Park, including Section One, involves private groups with the managing park agency (currently MBTA and the intended MDC). The roles and commitments developed through this process will continue to shape the park's character by maintaining its composition and conditions, programming uses, and monitoring safety.

#### **5.4.1**

##### **Issues and Actors**

The Corridor Working Committee (which had organized community participation in the planning and design processes) developed a community-based park management group in 1978. Citizens were concerned about which agency would become responsible for the park, and how it would be managed, maintained, and policed.

The Parkland Management Advisory Committee (PMAC) was formed as a corridor-wide "advisory body of residents, business

people, and agency representatives trying to reach a consensus about what needs to happen to maintain the parkland."<sup>4</sup> Meetings were organized by MBTA planners, with correspondence sent out to all interested persons. At one such meeting, the PMAC suggested and subsequently elected a chairman, as a representative voice for PMAC members in raising issues.

The PMAC played an active role in agency coordination during the park's initial planning. It supported intentions for the Department of Environmental Management (DEM) as the future managing agency, and met with DEM in 1979 to discuss management issues. During that time, the MBTA selected the MDC as the park managing agency, since its jurisdiction and experience was considered more appropriate for urban parks. MDC Commissioner William Geary met with PMAC members in late 1983, and expressed his desire for MDC to work closely with Corridor communities to develop an appropriate Southwest Corridor Park maintenance strategy.

By August 1984, the MBTA, MDC and PMAC had developed a mutually acceptable community-based management plan. It supported PMAC goals for continued community participation, a sense of park "ownership" by residential and institutional abutters, and use of organization and individual resources to insure a well-maintained and loved park. This plan involved a core group of MDC personnel to monitor and support the community-based system.

During an August 1985 PMAC/MDC meeting, thirty institutions offered their services and assistance for the management plan. The MDC Outreach Coordinator was then charged with coordinating institution capacities with the community-based management framework.

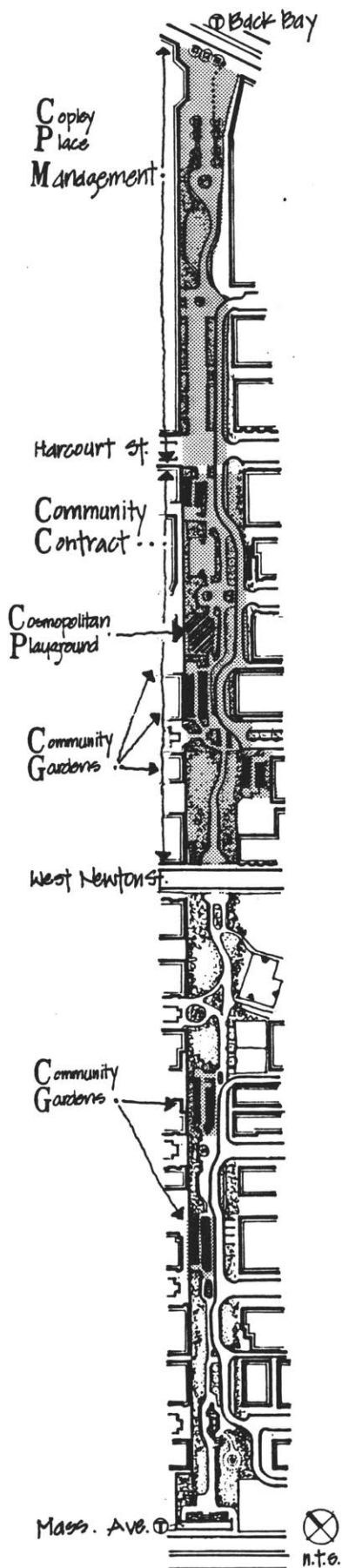
Over a year passed before another PMAC meeting was held in response to a legislator's request. In October 1986, the MDC revealed a new management plan, replacing the community-based framework with one based on agency control. The PMAC opposed this unexpected plan, proposing that at least 50% of the management contracts go to community organizations. A PMAC letter to Commissioner Geary stressed that

"this park will be a much more integral part of our daily lives and of our identification with 'our' neighborhood and its link with other neighborhoods, than perhaps another park for which you have responsibility."<sup>5</sup>

At following meetings, PMAC sought to improve the community's presence in park management and institutionalize its role in reviewing and approving management contracts and services. To do so, PMAC established three subcommittees: budget and legislative, management and programming, and public safety.

PMAC also requested a role in selecting the Corridor Park Manager, a request that was answered. Three PMAC members served with four MDC staff as the selection board. The groups split on nominees for the position, and Commissioner Geary made the final choice, a PMAC nominee. Allan Morris was hired in April 1987 to prepare for the anticipated management responsibilities.

The anticipated transfer of management to the MDC has not yet occurred, since repairs are needed before MDC will accept responsibility. Both the PMAC and MDC believe that the MBTA should have the park functioning without problems before MDC takes over. The scheduled date of transferral now stands as July 1, 1988, unless the MBTA fails to repair the problems.



#### 5.4.2

#### Intended Roles

PMAC pressures for local involvement in park management have met with some success. Community-based contracts were initiated in 1987 under MBTA management. The MDC-proposed 1988 budget included "Community Service Contracts" for six Corridor-wide activity nodes which entail maintenance and programming responsibilities. Additionally, two administrative contracts for community gardens were issued. All of these contracts are tailored to local organizations, since they involve comprehensive local responsibilities. As another form of community involvement, MDC staff now includes local residents. MDC exhausted the required civil service lists in their hiring, and five of the nine Corridor Park employees hired in 1988 are local residents.

Within Section One, various areas are designated for community-based management. Copley Place Management, will maintain the plaza area from Dartmouth to Harcourt Street. This plaza serves as an entry to Copley Place, but also functions as the downtown gateway to the Corridor Park. As an important gateway, Park Manager Morris is not entirely comfortable with Copley Place having control.<sup>6</sup> Another area, the "Cosmopolitan Playground" was lobbied for by the Cosmopolitan Neighborhood Association. Given their interests, Morris intends to issue keys to these residents so that they may lock it when not in use. This playground is within the section's community contract area that extends between West Newton and Harcourt Streets. A third area, the community gardens, will also be managed by a local organization.

For adequate park management, the PMAC is currently concerned with the park's budget. As an MDC park, its annual



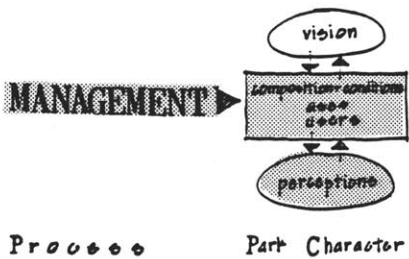
operating budget is subject to review by the governor's office and approval by legislature. The Governor's office reduced the 1988 MDC park budget proposal, but the PMAC successfully lobbied the legislature to regain some of the budget. PMAC Chairman Bob McDonnell anticipates that PMAC will annually need to lobby for sufficient funding.<sup>7</sup>

PMAC desires for a continued advisory role in park programming is welcomed by MDC Park Manager Morris. McDonnell hopes that PMAC will serve as the initial reviewer for proposed Corridor-wide activities or events. Its recommendations could then be forwarded to Morris for approval. Such an arrangement has not yet been formalized with the MDC, but appears likely.

### 5.4.3

#### Implications

The current working relationships between MDC and local groups, their respective roles and commitments, and assurance of adequate funding influences how the park will be perceived, used, and maintained as compared to its vision.



Since the PMAC supported the selected Park Manager, it is anticipated that a positive relationship between the MDC and the community will continue to develop. Park Manager Morris values PMAC input and hopes that they will continue to assist him. PMAC Chair McDonnell believes that the MDC is impressed with the community's past power in park development.

McDonnell recognizes that the PMAC needs to maintain a representative community voice. Since the park appears successful today, people are less compelled to actively participate. The core group, or steering committee, currently includes 12 people, while the PMAC mailing list includes

300-400 people. McDonnell intends to solicit local organizations for more active representation on the PMAC.

For the PMAC to advise future park programming, it will need to formalize its role with the MDC and establish consistent criteria and review procedures. PMAC members thus far have been volunteers. Increased responsibilities may necessitate a paid staff, or additional support from the MDC (which currently keeps the mailing list and covers mailing expenses).

McDonnell is hesitant to see PMAC have paid positions, as he has seen other organizations lose their representative nature in such circumstances.

The PMAC can significantly affect the park's management. If it remains a representative voice of local interests, the common greenway vision may continue. While local interests and concerns would be effectively heard through the PMAC, the varying scales of use will need to be consciously respected.

As a committee representing the entire park, not just Section One, PMAC may have to reconcile conflicts between local and corridor-wide interests. For instance, Section One activities may block or inhibit use by other park users.

As the future managing agency, the MDC's commitment to the Corridor Park's future appears strong. Commissioner Geary is respected by politicians and community leaders alike, and has made visible improvements to MDC parkland. In 1987, Geary wrote that from the outset two key issues of the Southwest Corridor were to preserve open space and utilize the services of local residents to ensure the park's character.<sup>8</sup> Current MDC policies respond to these issues, involving local residents as a park-sustaining resource. Geary's selection of a PMAC nominee as Corridor Park Manager also enhanced conditions for continued community participation in park management.

To support these promising directions for committed management, adequate funding is needed to maintain the condition of design elements, to program activities, and to provide supervision for perceptions of safety. The current management framework does not guarantee the park's operating needs will be consistently met. Only one source provides money, the state legislature, which will annually determine its budget. As both a "regional" and local park, local funding sources should also be sought out.

*"A revolution  
in ways of perceiving and enjoying the environment,  
if it is to be serious,  
has to be more than  
a few influential books  
and innovative designs.  
It has to operate  
through ten thousand private decisions,  
and those in turn  
have to be triggered in countless different ways...  
by dissatisfaction,  
by sudden illumination,  
by patient experimentation."*

*J. B. Jackson      1965  
Landscapes*

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## **6. THE COMMON GREENWAY**

### **Sustaining Park Character**

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Park character may be sustained through changing conditions if broadly based and supported management is continued. A common greenway may be sustained if its management offers "common" ownership in decision-making and responsibility.

## 6.1

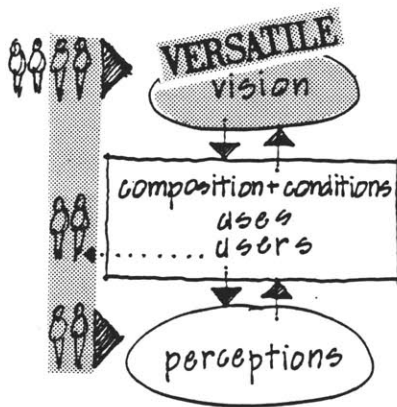
### ESSENTIAL FACTORS

The processes affecting the character of a common greenway set the basis for sustaining it. The development processes of the Southwest Corridor's Section One illustrate that those involved, why and how they are involved, influence character. Implications drawn from these processes show that widely supported decisions about the greenway's social and aesthetic vision, agency commitment to its character, community stewardship in its use and perceptions, and stable resources for operating are four essential factors for sustaining a common greenway.

#### 6.1.1

##### A Versatile Vision

A vision that includes continuity at a regional level and adaptability at a local level enhances the future of a common greenway. The very variety of local and regional interests represented in planning the Southwest Corridor Park contributes essentially to the durability of its vision.



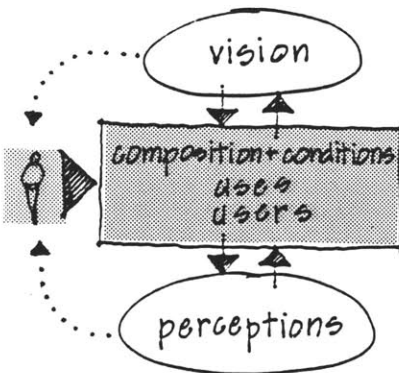
Park Character

Regional interests and regional-based management provide an overall structure for the greenway vision. A consistent regional image of the greenway may be sustained through regional management. While Olmsted's Emerald Necklace has not been managed according to its original unified plan, the image of it as a continuous waterway weaving through the city does, to an extent, survive. The Charles River Esplanade functions as a continuous image, and a continuous system.

The nature of the Southwest Corridor Park challenges its managers and users to create and sustain a continuous image. Its form was determined by man-made clearing rather than land or water features. Thus, the image of it as a regional park relies primarily on associations made with the MBTA rail line, the continuous trail, and the envisioned "bold belt of green". The greenway as a system, and breaks within it (such as major street crossings), need to be managed by a single agency for the greenway vision to be sustained.

Local interests give meaning to a common greenway, by making it belong to each area it passes through. Local contributions provide intricacy (per Jane Jacob's definition) to an otherwise undifferentiated greenway. Within the greenway, local nodes of activity also provide centering features serving as landmarks that structure the regional system in a sequential manner.

As neighborhood consensus and visions are realized, neighborhood residents may have a greater sense of ownership in the greenway, to their particular area and to the larger system around it. Perceptions by these local residents will reinforce the park vision, as they participated in defining and shaping it. Philadelphia's Neighborhood Park Program exemplifies this concept. Since local nodes are meant to be used and perceived as responsive to local needs, these areas should be adaptable to change.



Park Character

### 6.1.2

#### Agency Commitment

As the overall manager of a common greenway, the park agency needs to provide predictable commitment to the integrity of the greenway's character. The vision, the composition and conditions of park elements, the uses, the intended users, and the perceptions need to be sustained at a

regional as well as local level. Supporting policies need to be upheld throughout changes in administration.

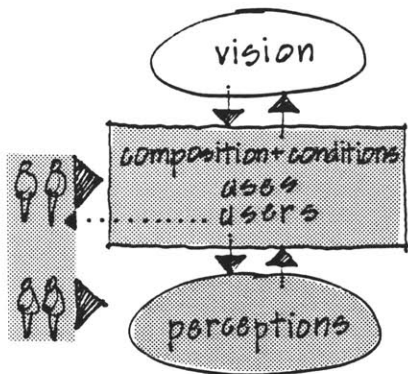
The park agency consistently needs to oversee programming and maintenance responsibilities that support the park vision. In the past, park agencies neglected such responsibilities, and several urban parks suffered from careless or inadequate maintenance. To counter changing political conditions, the agency should cultivate programs with other reliable funding sources (as discussed in 6.1.4).

To address public concerns and perceptions, the agency needs to establish effective and responsive communication with park users. An organized committee, such as the Southwest Corridor's PMAC is one model of public outreach. Newsletters, public advertisements, signs within the park, a public relations person in the agency may also prove effective.

### 6.1.3

#### Community Stewardship

The community adjacent to a common greenway is a significant resource for sustaining park character. If involved throughout the development processes, community members may well continue to be stewards of the greenway. Their investment of time and energy is initially realized in the park's completion and use. To sustain greenway use and perceptions in the future, stewardship is required by local and regional users.



Park Character

Stewardship informally involves responsibilities implied by ownership. Neighborhoods, institutions, businesses and foundations affiliated with the greenway need to continue their collective interest in its proper use and management.

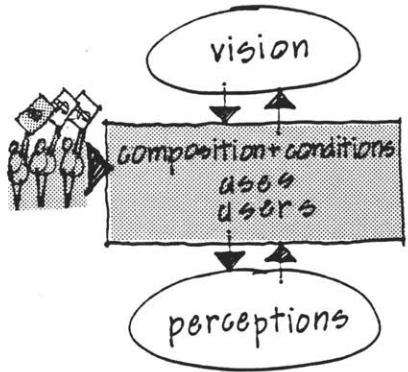
Stewardship has a formal role in organizations of a regional

and local scale in programming and maintenance. The Southwest Corridor's PMAC deals with issues primarily of corridor-wide concern. Of local concern in Section One, a group of residents have organized to care for the area tot lot.

#### 6.1.4

##### Stable Resources

Continued agency commitment to and community stewardship of a common greenway rely upon stable operating resources. Operating resources include the amount as well as sources of funding for the park's management. As the strength of a common greenway's character lies in the multiplicity of those shaping its vision and using it, so should its support be from many sources.



Park Character

The amount of operating resources for a common greenway should be established for immediate and long-term management. Annual operating funds should also include a set-aside anticipating major repair or replacement of park elements at a later date. The adaptation of local areas to changing needs could be funded by such set-asides. These arrangements may not be possible through public agencies, but may be attained through other sources.

Given the vagaries of public funding, the managing park agency should not be the sole source of funding, since changing political conditions may prevent adequate funding or management attention. Sources of funding to supplement agency funds may be community, foundation or other private interests.

Among private interests, community groups can be involved in volunteer work or paid management contracts for areas within the greenway. Several Boston parks have local "Friends of ..." groups that secure foundation support for park



elements, maintenance and programming. Since agency-sponsored programs and budgets are not guaranteed, a community group may undertake annual lobbying for adequate park support, as the PMAC has done for the Southwest Corridor greenway.

Businesses and organizations can be enlisted for funding as well as management support. For instance, the renewed Copley Square in Boston is currently soliciting contributions for a \$1.5 million maintenance fund. In Section One of the Southwest Corridor greenway, the management of Copley Place oversees the greenway's adjacent plaza area. Park advocacy groups may also be approached for support. Organizations such as Boston Urban Gardeners and the GreenSpace Alliance can offer continued expertise and programs to support the Southwest Corridor greenway.

The managing park agency can coordinate community, business and foundation resources through special programs. This coordinative approach will more evenly sustain a common greenway. Programs could be directed to areas of the greenway lacking a strong neighborhood contingency. Boston's Parks Partners program involves neighborhood groups and foundations with the Parks and Recreation Department in park improvement projects. The Park Rangers Program enlists community groups to advise and fundraise. Neighborhood groups may contract for management responsibilities of greenway areas, working with foundations or businesses to fund specific park projects.

## 6.2

### **PROSPECTS FOR THE COMMON GREENWAY**

The greenway, as a park form, is not a new one. Several cities have linear park systems from nineteenth century park development, or from later reclamation of urban waterfront.

The conditions and processes affecting park character have changed, however. Following public agency neglect of urban parks, local citizens took initiative in renewing parks in the 1960s. They developed a vision, designed, and constructed it. Seeing the renewed park as their "own", local groups continued managing their adopted parks. Today's common greenway reflects these conditions and incorporates local interests with regional ones.

The contemporary common greenway, in Boston and elsewhere, is a valuable urban park with sustainable character. A common greenway is envisioned to serve local and regional needs, and is intended to be managed sensitively at both levels. As the vision is reinforced by perceptions, its character can be sustained by both local and regional vested interests.

The development processes of common greenways are useful in renewing and creating public parks. Current renewal plans for Olmsted's Emerald Necklace tentatively draw upon local groups, and so commonly shared responsibilities are limited. In contrast, planning for the future of Boston's elevated Central Artery (to be a tunnel) is being conducted through extensive community participation, and the cleared land may include a greenway for varied users.

Once intended as a highway, the Southwest Corridor's development processes are a model for establishing a common greenway. Community members were the primary force in stopping the highway, and participated in subsequent development processes. For Section One, design outcomes and limited participation in construction may create some problems, but local and corridor-wide involvement in its management should mitigate their impact. If both formal and informal community involvement continues, the park's

maturing can be consonant with users' needs and intentions for it.

The passing of time serves as an ultimate test for the durability of a park. As plantings mature and users change, a park's conditions may be perceived as either problematic or enriched. If park uses do not meet users' desires, problems can arise. If local uses are adapted to respond to changing needs, the park will continue to benefit users, and users will be motivated to take ownership in the park. The common greenway can mature in this manner. As it is frequently used by local residents and others, it provides opportunities for personal connections to the place, and social connections to others.

For a common greenway to mature successfully, the preceding factors are essential. The meaning of a common, belonging to each or all, holds true for a greenway's care and perceptions, as it must be maintained and used at both a local and larger scale.

The quote that began this thesis seems appropriate for its end. Olmsted's vision for parks extended beyond a static design. The character of parks, he believed, must be a dynamic one that could respond to changing needs:

"It is a common error to regard a park  
as something to be produced complete in itself,  
as a picture on canvas.

It should rather be planned  
as one to be done in fresco,  
with constant consideration  
of exterior objects,  
some of them quite at a distance  
and even as yet only in the  
imagination of the painter."

# NOTES

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## 2. CONTEXT

<sup>1</sup> Randolph T. Hester, Planning Neighborhood Space With People (New York, NY: Van Nostrand Reinhold Company, 1984), p. 10.

<sup>2</sup> Hester, p. 7.

<sup>3</sup> William H. Whyte, The Last Landscape, (Garden City, NY: Anchor Books, 1970), p. 187.

<sup>4</sup> Whyte, p. 196.

<sup>5</sup> Webster's New World Dictionary of the American Language, ed., David B. Guralnik (New York, NY: Popular Library, 1977), p. 126.

<sup>6</sup> Daniel Bluestone, "Landscape and Culture in 19th Century Chicago," Diss. University of Chicago 1985, pp. 42-43.

<sup>7</sup> Bluestone, pp. 123-124.

<sup>8</sup> Frederick Law Olmsted, Sr. Parks and the Enlargement of Towns, (Cambridge, MA: Riverside Press, 1870; New York, NY: Arno Press, Inc., 1970), p. 22.

<sup>9</sup> Olmsted, pp. 22-23.

<sup>10</sup> Olmsted, p. 17.

<sup>11</sup> Fifty Years of Boston, ed., Elisabeth M. Herlihy (Boston, MA: City of Boston, 1930), p. 665. Olmsted proposed two "exercise grounds", for men and women, along the Charlesbank. The men's area was to be "*fitted with simple gymnastic apparatus... but not games or feats... which would interfere with the comfort of women and children on the promenade.*"

<sup>12</sup> Paul Boyer, Urban Masses and Moral Order in America, 1820-1920, (Cambridge, MA: Harvard University Press, 1978), p. 242.

<sup>13</sup> American Public Health Association Committee on the Hygiene of Housing, Planning the Neighborhood, (Chicago, IL: Public Administration Service, 1960), p. 47.

<sup>14</sup> American Public Health Association, pp. 47-49.

15 Cranz gives a quote (p. 122) by Harvey S. Crass in "Parks--Now and 25 Years Hence," Parks and Recreation, vol. 31 (Dec. 1948), p. 711:

*"The city park is gradually becoming functional in its character and if some recreationalists had their way, would all consist of baseball fields, tennis courts, shuffleboard courts, and other specialized facilities that are hot by day and ablaze with floodlights at night. We must realize that beauty and congenial surroundings are an important adjunct to such planning and, let us not forget, that some of us require a place of peace and rest even before the grave."*

16 Eve Asner, "Philadelphia's Neighborhood Park Program," in Small Urban Spaces, ed. Whitney North Seymour, Jr. (New York, NY: New York University Press, 1969), pp. 180-81.

17 Jane Jacobs, "The Uses of Neighborhood Parks," in Small Urban Spaces, pp. 51-54. reprinted from Jacobs, The Death and Life of Great American Cities (USA: Random House, Inc.; London: Jonathan Cape Ltd., 1961).

### 3. BOSTON PARKS

1 Otile McManus, "Wrestling With an Octopus," Boston Globe Magazine, 2 March 1988, p. 50.

2 Fifty Years of Boston, ed., Elisabeth M. Herlihy (Boston, MA: City of Boston, 1930), p. 666.

3 Raymond L. Flynn, Mayor of Boston, Boston's Open Space, An Urban Open Space Plan, (Boston, MA: City of Boston, 1987), p. 4.

4 The Greening of Boston, An Action Agenda, ed., Mark Primack (Boston, MA: The Boston Foundation, 1987) p. 41.

5 Mark Primack, "Needed by Boston: A Leader to Oversee Renaissance of City's Parks," Editorial, The Boston Globe, 11 June 1986.

6 Ed Quill, "Coughlin is Named Parks Commissioner," The Boston Globe, 1 Oct. 1986, pp. 1, 22.

7 Flynn, p. 1.

8 Flynn, p. 1.

## Quick Facts

### Boston's Southwest Corridor Park

|   |  |
|---|--|
| Where:  | Between Forest Hills at the Arborway and Back Bay/South End at Dartmouth Street  |
| When:   | Opening of the Park scheduled for fall of 1986   |
| Length:                                       | 4.7 miles  |
| Transportation Stations:                      | 8 (Forest Hills, Green Street, Stony Brook, Jackson Sq., Roxbury Crossing, Ruggles Street, Massachusetts Ave., Back Bay/South End) |
| Parkland Area:                                | 52 acres   |
| Area, Section One:                            | 6 acres  |
| Area, Section Two:                            | 19 acres   |
| Area, Section Three:                          | 27 acres   |
| Parkland Decks:                               | 7 (Forest Hills Station Plaza, McBride, Williams, Minton, Boylston, Jackson Square, Mission Hill, Section One Cover)               |
| Total Length, Decks:                          | 1 mile (25 percent of total park length)   |
| Total Length of Bicycle Paths:                | 30,200 feet  |
| Children's Play Areas:                        | 20   |
| Community Gardens:                            | 10 large areas, comprising 95 garden plots   |
| Basketball, Street Hockey, and Tennis Courts: | 16   |
| Cost:   | \$ 5,100,000 Section One<br>6,200,000 Section Two<br>4,100,000 Section Three<br>\$ 15,400,000 Total<br>\$300,000 Per Acre          |

## 4. THE SOUTHWEST CORRIDOR

- 1 Wallace Floyd Ellenzweig Moore, Inc., "Parkland Program for the Corridor Project," Corridor News 2, October 1977, p. 1.
- 2 Wallace Floyd Ellenzweig Moore, Inc., p. 3.
- 3 Roy Mann Associates, Inc., New Parkland for the Southwest Corridor. An Overview (Boston, MA: Massachusetts Bay Transportation Authority, Jan. 1978), p. 2.

## 5. SOUTHWEST CORRIDOR "SECTION ONE" PARK

- 1 Mauricio Miguel Gaston, "Community Participation in Boston's Southwest Corridor Project: A Case Study," Diss. Massachusetts Institute of Technology June 1981, p.188. Gaston described the planning and design processes, issues, and actors for the Southwest Corridor Section One as a case study.
- 2 Gaston, p. 196.
- 3 Gaston, p. 196.
- 4 MDC and MBTA, "Parkland Management Advisory Committee Meeting," notes of 3 Dec. 1983, p. 3, in files of PMAC member Betsy Johnson. Much of the historical description of PMAC interaction with the MDC and MBTA comes from various meeting notes and letters in the PMAC files of Betsy Johnson, and from an interview with PMAC Chair Bob McDonnell.
- 5 PMAC members, Letter to Commissioner William Geary, 7 Nov. 1986, in files of PMAC member Betsy Johnson.
- 6 Personal interview with MDC Southwest Corridor Park Manager Allan Morris, 1 March 1988. All following discussion about Morris is based upon this interview.
- 7 Personal interview with PMAC Chairman Bob McDonnell, 29 March 1988. All following discussion about McDonnell is based upon this interview.
- 8 William Geary, MDC Commissioner, Introduction Statement for Boston Delegation on Southwest Corridor Park, February 1987, in files of PMAC member Betsy Johnson.

# I LLUSTRATION SOURCES

All illustrations used in this thesis that were not created by the author are given their source below, with reference to the page number in which they appear in the thesis. For pages with more than one illustration, the sources are listed as illustrations appear from top to bottom.

## P. SOURCE

- 1 "Die Besitzergreifung des Rasens, Folgerungen aus dem Modell Sud-Isar Grunplanung heute," (Munich, West Germany: Bayerischen Ruchkversicherung Aktiengesellschaft, 1983).
- 3 "Jose contemplating narrative light at the monastery of San Galgano, Italy," photo by Jonathan Sinagub, July 1987.
- 6 Norman T. Newton, Design on the Land, (Cambridge, MA: Belknap Press, 1981), p. 371.
- 9 "Die Besitzergreifung..." (all three images)
- 12 Richard Saul Wurman with Alan Levy and Joel Katz, The Nature of Recreation, a handbook in honor of Frederick Law Olmsted, using examples from his work, (Cambridge, MA and London, England: MIT Press, 1972), p. 22.
- 14 Rand McNally StreetFinder, Boston, (USA: Rand McNally and Company, 1986), p. 54. adapted by author.  
  
Charles G. Hilgenhurst and Associates, Southwest Corridor Development Plan, (Boston, MA: Massachusetts Bay Transportation Authority, 1979), p. 15.
- 15 The Greening of Boston. An Action Agenda, ed., Mark Primack (Boston, MA: The Boston Foundation, 1987) p. 49.  
  
Wurman, p. 22.
- 16 Cynthia Zaitzevsky, Frederick Law Olmsted and the Boston Park System, (Cambridge, MA and London, England: The Belknap Press of Harvard University Press, 1982), p. 84.
- 18 Paul Boyer, Urban Masses and Moral Order in America, 1820-1920, (Cambridge, MA: Harvard University Press, 1978), p. 250.
- 19 Small Urban Spaces, ed. Whitney North Seymour, Jr. (New York, NY: New York University Press, 1969), p. 130.
- 20 Seymour, p. 177.

- 25 Primack, bookmark.
- 27 David Arnold, "Neglect by City, Abuse by Vandals Mar Boston's Parks," The Boston Globe, 17 June 1985, p. 1.
- 28 Primack, p. 99.
- 30 "Boston Urban Gardeners," brochure cover.
- 31 Primack, bookmark.
- 34 Hilgenhurst, on poster accompanying booklet.
- 36 Hilgenhurst, on poster accompanying booklet.
- 38 Wallace Floyd Ellenzweig Moore, Inc., "Parkland Program for the Corridor Project," Corridor News 2, October 1977, p. 3.
- 40 The Southwest Corridor Park, ed. Daniel L. Ocasio, (Boston, MA: Massachusetts Bay Transportation Authority, October 1977), p. 2.
- 42 Ocasio, p. 3.
- 44 Ocasio, p. 16.
- The Scope of Social Architecture, ed. Richard C. Hatch, (New York, NY: Harper & Row Publishers, 1977), p. 314. adapted by author.
- 46 Urban Design Manual. Southwest Corridor Project, eds. Kaiser Engineers, Inc./Fay, Spofford & Thorndike, Inc., (Boston, MA: Massachusetts Bay Transportation Authority, 1979), p. 1/5.1.
- 47 Hatch, p. 317.
- 48 Wallace Floyd Ellenzweig Moore, Inc., p. 1.
- 51 Mauricio Miguel Gaston, "Community Participation in Boston's Southwest Corridor Project: A Case Study," Diss. Massachusetts Institute of Technology June 1981, graphic no. 33.
- 53 Ocasio, p. 17.
- 54 Gaston, graphic no. 37.
- 57 Kaiser Engineers, Inc./Fay, Spofford & Thorndike, Inc., p. 4/3.2.
- 78 Ocasio, p. 20.



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