

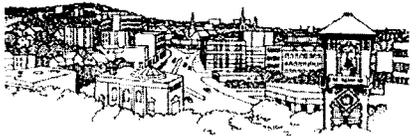
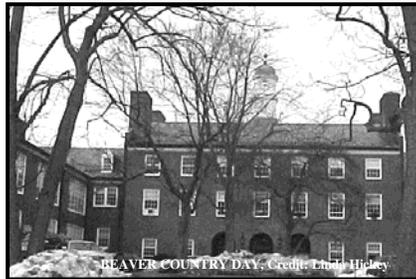
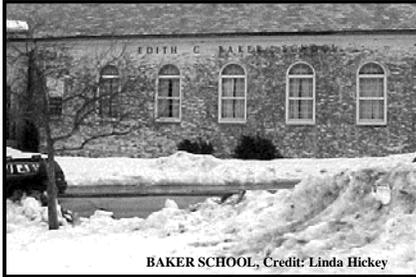
**focus area 4 COMMUNITY FACILITIES**



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# SCHOOLS

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**BROOKLINE**  
COMPREHENSIVE PLAN 2005-2015

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**issues & opportunities report**

# INTRODUCTION

*Brookline is a special community in many ways, but particularly because of its enduring commitment to education. We have earned a reputation for educational excellence from a superb staff, an innovative, challenging curriculum, our success in bringing the creative power of technology into our teaching and learning, and the extraordinary supportive relationship we enjoy with parents and citizens.* Dr. James F. Walsh, Superintendent of Brookline Public Schools

Brookline's schools, both public and private, occupy approximately 222 acres of land, or just over 5% of Brookline's total land area. Figure 1 shows the locations of the public and private schools in Brookline. Approximately 12,800 students are enrolled at Brookline's public and private school (exclud-

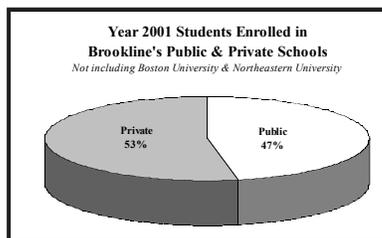


CHART1

ing Boston and Northeastern universities, as most of their campuses are not located in Brookline). The public school enrollment, as of January 2001, is just over 6,000 students and the private school enrollment is approximately 6,800 students (again excluding Boston and Northeastern universities).

## Background of Brookline Public Schools

The first schoolhouse in Brookline was built in 1697 near the Town Green at the intersection of Warren and Walnut streets. Brookline has since evolved to have eight public elementary schools (grades K-8), a town-wide high school, and various other educational facilities including Baldwin School and Lynch Center (both currently used for early childhood education). Below is a brief background of each public school.

### **BAKER SCHOOL, 205 Beverly Road**

The Edith C. Baker School was built in 1936 and named after a School Committee member who had served the schools and the community since the turn of the century. The school has been expanded three times to accommodate population growth.

### **DEVOTION SCHOOL, 345 Harvard Street**

In 1893, The Edward Devotion School was opened on land which had been given to the Town by the descendants of Edward Devotion. The family homestead occupied part of the property at that time and still graces the area directly in front of the school entrance. Renovations and additions to the school building have occurred through ensuing years, with the most extensive occurring in 1974.

### **DRISCOLL SCHOOL, 64 Westbourne Terrace**

Located close to Washington Square, the Driscoll Elementary School was built in 1911 and named for Michael Driscoll to honor his quarter century of service to the Brookline School Committee and his service as a town planner.

### **HEATH SCHOOL, 100 Eliot Street**

The current Heath School is the fourth incarnation of a school designated to serve children living in the southwestern section of Brookline. The original Heath School dated from 1745 and was located on the south side of Heath Street. A two-room schoolhouse was later built across the street and, by 1904, the renowned architecture firm Peabody and Stearns designed a red brick school for Heath. This building stood until 1958 when it was replaced. In 1995, Heath School opened a newly renovated facility at its present site on Eliot Street.

### **LAWRENCE SCHOOL, 27 Francis Street**

The Amos E. Lawrence School, a 19th century brick building located in a residential neighborhood in the

eastern part of Brookline, is a K-8 school with three self contained classrooms at most grade levels. A major renovation in 1972 upgraded the infrastructure and expanded classroom space.

### **LINCOLN SCHOOL, 19 Hedge Road**

Built in 1882, Lincoln School was named after William H. Lincoln, a shipping magnate, school Committee member, innovative educator, and patron of history and the arts in the late 19th century. In 1994, the School celebrated its move to a new state-of-the-art facility.

### **PIERCE SCHOOL, 50 School Street**

Located in Brookline Village, the Pierce School was built in 1855 and was named after John Pierce, a noted pastor of the Walnut Street Church during the mid-19th century. His wife, Lucy, was an active leader in the abolition movement in Brookline. The new Pierce School was completed in 1974 with an open space plan which encourages collaborative teaching and which has proven to be an effective learning environment for an innovative, challenging academic program.

### **RUNKLE SCHOOL, 50 Druce Street**

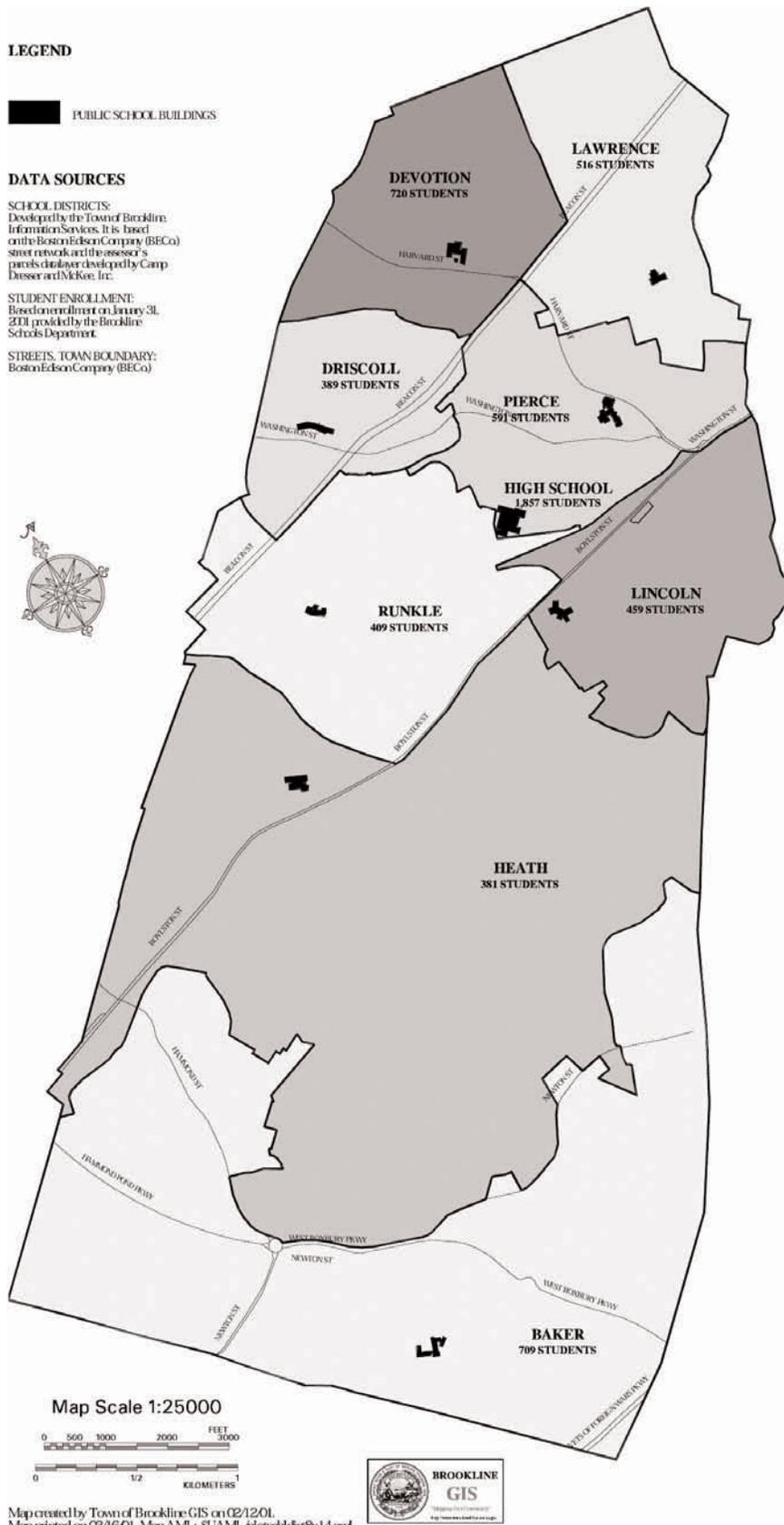
The Runkle School was founded in 1897 and was named for John D. Runkle, a former chairman of the Brookline School Committee and an early advocate of mathematics and technical education. He was also a founder and the second president of the Massachusetts Institute of Technology. The present Runkle School building was dedicated in 1963. A new addition and playground were completed in 1988.

### **BROOKLINE HIGH SCHOOL, 115 Greenough Street**

The first high school in Brookline was established in 1843 with classes in the old 1824 town house on Walnut Street. By 1856 a high school building was built, located to the rear of the library on Washington Street. The second high school building stood on the site of the present one at the corner of Tappan and Greenough streets. The school was enlarged in 1921, and in the late 1990s, another major renovation was completed.







## Public School Capital Investments

Brookline is committed to maintaining and improving school facilities to meet the educational needs of the community. Capital investments in Brookline schools are often a large portion of the total Capital Improvements Program (CIP). Chart 6 shows recommended school investments as related to the total CIP recommendations for the past five years and

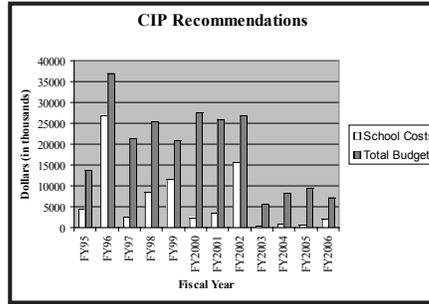


CHART 6

rough projections through FY2006. The large school investments in fiscal year 1996 are primarily due to the High School renovation and, in fiscal year 2002 are primarily due to the proposed renovations at Lawrence School. Fiscal years 1998 and 1999 account for the Baker School additions and renovation. Projections beyond FY2006 indicated major improvements to Devotion School.

## Private Schools

Almost 180 acres of land are owned by Brookline's 18 private schools. Pine Manor College, Dexter School, and Park School own the most amount of land in Brookline, 56, 37, and 25 acres, respectively. The private schools in Brookline have a range of

focuses from religious education to aiding students with disabilities to liberal arts (see Table 1) As mentioned previously, total enrollment in Brookline private schools is approximately 6,800 students (excluding Boston and Northeastern universities).

| School Name                                 | Total Acres in Brookline | Mission   | Grades Served                          | Enrollment                             |
|---|--------------------------|---|--|--|
| Beacon High School                          | 0.48                     | General high school with therapeutic component; aid students in coping with disabilities  | Ages 15-22                             | 53                                     |
| Beaver Country Day                          | 16.41                    | Promote love of learning in academics, arts, and athletics; strive to be innovative and progressive   | 12-Jun                                 | ±370                                   |
| Boston University                           | 4.85                     | Research institute; knowledge is best acquired in pursuit of new knowledge  | Undergraduate, graduate, post-graduate | ±28,000                                |
| Brimmer & May School                        | 1.15                     | Maintain rigorous academic standards while implementing innovative educational ideas/ promote ethical behavior by emphasizing individual responsibility, citizenship, and honesty | Nursery-12                             | ±400                                   |
| Dexter/Southfield School                    | 36.68                    | Non-profit day school for boys/girls; prepare admission to leading secondary schools  | K-8                                    | 650                                    |
| Hellenic College/ Holy Cross                | 10.06                    | Traditional liberal arts/theology   | Undergraduate/graduate                 | 134                                    |
| Maimonides School                           | 4.39                     | Produce religiously observant, educated Jews; provide outstanding education & excellent college prep secular education  | K-12                                   | ±700                                   |
| Mass. Assoc. for the Blind (The Ivy School) | 1.3                      | Eliminate barriers and create opportunities for those with visual other disabilities  | Ages 12-22                             | 25                                     |
| New England Hebrew Academy                  | 2.76                     | Wholesome education in secular and religious studies  | Nursery-12                             | 89                                     |
| Newbury College                             | 9.95                     | Become premier student-centered, career-relevant, baccalaureate college; focus on business, hospitality, and culinary   | undergraduate                          | ±1000                                  |
| Northeastern University                     | 5.54                     | Private university offering variety of studies in health sciences, business, computer science, criminal justice, engineering and law  | Undergraduate, graduate, post-graduate | 13,783 undergraduate<br>2,075 graduate |
| Park School                                 | 24.65                    | Encourage students to strive for intellectual, physical and moral growth, and to become contributing members of the community   | Nursery-9                              | 510                                    |
| Peretz School of Workmen                    | 0.09                     | not available   | not available                          | not available                          |
| Pine Manor College                          | 56.17                    | Prepare women for inclusive leadership and social responsibility in their workplace, families, and communities  | undergraduate                          | 370                                    |
| Protestant Episcopal Diocese of Mass.       | 0.21                     | not available   | not available                          | not available                          |
| St. Mary of the Assumption                  | 1.56                     | Traditional Catholic School education that also challenges students in a variety of academic areas  | Pre-K-8                                | ±200                                   |
| Torah Academy                               | 0.19                     |   | Pre-K-8                                | 215                                    |
| Whelock College                             | 2.15                     | Provide liberal & professional education; contribute to knowledge of professionals; generate new knowledge, and influence development of political society                        | Undergraduate and graduate             | 650-700                                |
| <b>TOTAL</b>                                | <b>178.61</b>            |   |  |  |

TABLE 1

### BOSTON UNIVERSITY MASTER PLAN

Boston University (BU), located partially in Brookline, is a major research University offering a broad range of undergraduate and graduate degree programs and is the third largest private university in the nation. Full-time undergraduate enrollment at the BU Charles River Campus was 14,571 in 1996 and is projected to decrease to 13,444 by 2005. The Master Plan development objectives include completion of existing projects, improvement of visual appearance and livability of the campus, and the addition of some new recreational, teaching, residential, and research facilities. Planned additions to undergraduate housing supply include adding 750

bed spaces at Commonwealth Armory in 2001.

BU's urban design goals for the Charles River Campus include creating a unified campus with delineated areas for housing, academic, and administrative uses, reducing student presence in adjacent residential neighborhoods, and reducing traffic congestion.

An additional urban design goal includes using the air rights over the Massachusetts Turnpike and MBTA right of way to provide and opportunity for additional development to further unify the Campus.

# ISSUES & OPPORTUNITIES

*Below are descriptions of eight key issues and opportunities related to Schools, including capacity, Old Lincoln School, public/private partnerships, recreation, development review, institutional use transition, student housing demand, and on and off street parking. Public and Comprehensive Plan Committee comments are included with each description.*

## Capacity

1

Capacity needs for school facilities are determined by a combination of total enrollment and how much physical space is needed for each student, accounting for different space needs for regular day and special education students, as well as the different needs for early childhood, elementary, middle, and high school students. Capacity needs are also determined by optimum classroom size (in terms of number of students per class).

Currently, Baker School is facing striking growth in enrollment (52% over past ten years) and the Baker School Enrollment Committee is identifying possible solutions to bring enrollment and optimum capacity levels to a better balance. Between 1996 and 1998, Baker School was expanded and renovated, adding over 12,000 square feet which includes three new classrooms, an auxiliary gym, a cafeteria, and a

library. However, enrollment has already surpassed the expanded capacity of approximately 650 by over 60 students.

Although recent capacity analysis are not available for the other public schools, according to the School Department, Driscoll and Runkle are the only public schools that are not at, or close to, their maximum capacity.

In light of recent enrollment trends and capacity issues, there may be opportunities for considering strategies to adapt existing facilities and limited redistricting, rather than additional major capital investments. There may also be future opportunities to consider acquiring private institutional facilities as their uses and ownership change over time.

## Future of the Old Lincoln School

2

The periodic reuse of the old Lincoln School to serve as a temporary facility has had cost effectiveness for the Town while other facilities are being renovated, like the current renovation of the Police and Fire Station on Washington Street. This is economically beneficial for the Town in that no additional rent is paid for temporary relocations.

However, at some point, if these temporary needs are no longer relevant, the Town needs to consider the long-term use of the old Lincoln School building. Any reuse of the building needs to also be considered in context with any planning for the Route 9 corridor, including residential, commercial, traffic, and parking issues.

## Diversity

3

The Brookline public school population is incredibly diverse. In 1995, more than 600 students are enrolled in either the English as a Second Language or the Transitional Bilingual Education programs. These students represent 30 language groups, with Hebrew, Chinese, Japanese, and Spanish accounting for 75% of these students. The nonwhite population of the

schools is 14% Asian, 11% African American, and 4% Hispanic. There is tremendous value in the diversity of Brookline's school population that ripples back to the community at large. It is important to find ways to maintain this diversity as a unique facet of Brookline's public education and an important reflection of the community.

## Public/Private Partnerships

4

Brookline is fortunate to be the location of so many prestigious private schools. The School Department actively seeks opportunities for sharing facilities and collaboration from private institutions to add to the stock of public resources and space. Although this type of partnership is not typical among all of Brookline's private schools, it is not unfound. For example, Park School has formed a collaborative math league with Brookline Public Schools and also allows use of the school's soccer fields. Also, Northeastern University allows use of its field on Kent Street. Boston University also provides some sharing of facilities.

There is an opportunity to ensure ongoing cooperation and communication among educational institutions, neighborhoods, and the Town to best meet

community needs.

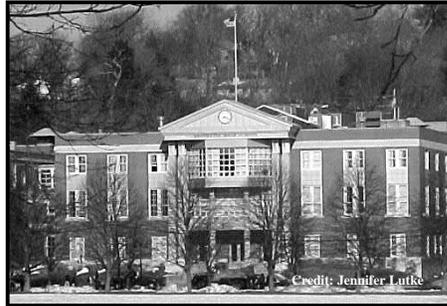
Public/private partnerships, like those mentioned above, have mutual benefits: the School Department provides for shared use of public facilities as well; for example, Boston University students are permitted to access running tracks and the Brookline Music School has a 99-year lease for use of Kennard House (located adjacent to Lincoln School).

Brookline's schools function as the centers of neighborhoods, strengthening the community's bonds. It is important that the Town continue to search for opportunities where schools can continue to serve the community needs that extend beyond traditional education to include expanded opportunities for programs like the early childhood and adult education programs.

## 5

### Recreation & School Facilities

According to the School Department, Brookline public schools do not have sufficient recreation facilities to support student athletic and fitness needs in terms of number of facilities and quality. This is also a larger community issue as there is also community-wide demand for both organized and passive recreational facilities. In response to this demand, the Parks and Recreation Commission is in the process of creating a master plan to address facility needs. Fortunately, the School Department has been able to arrange for shared



Brookline High School & Playfield, 2001

use of some Recreation Department and private recreation facilities. For example, as mentioned above, public school teams use the Northeastern Field on Kent Street for football and baseball. There are also critical shortages of fields for soccer and hockey. There may be opportunities to acquire privately-owned fields as their current uses and ownership change over time. It will be important that the Parks and Recreation Committee and the School Committee work closely to ensure that the community's recreation needs are addressed.

## 6

### Development Review

According to the Dover Amendment (Massachusetts General Laws Chapter 40A, Section 3), any local zoning by-law must not “*prohibit, regulate, or restrict the use of land or structures for religious purposes or educational purposes*” on public or non-profit owned or leased land. However, these educational and religious lands and buildings may be subject to “*reasonable regulations concerning the bulk and height of structures and determining yard sized, lot area, setbacks, open space, parking, and building coverage requirements.*”



Dexter School

Section 9.12, Administrative Site Plan Review Requirements for Educational Uses in Residence Districts, was added to the Zoning By-law in 1998 as a result of recommendations from the Dover Amendment Committee. This section requires that the Planning Director, Building Department, Public Works, Transportation Division, Preservation and

Conservation Commissions, the Fire and Police chiefs, and abutters are given the opportunity to review and comment on any development application for an educational use in a residence district which is over 10,000 square feet. A handful of projects have been subject to Section 9.12 since it was enacted, including the observatory tower at Dexter School and the recent proposal for tennis courts at Pine Manor College.

With this development review tool of Section 9.12, there is an opportunity to continue to protect the character of residential areas through administrative site plan review. It is critical for the Town to continue to work closely with private institutions in and near Brookline and neighborhoods to ensure positive outcomes for all parties. For example, the Town continue to work closely with Boston University as they propose projects to implement its 1997 Master Plan.

## 7

### Institutional Use Transition

As specific institutional uses, particularly schools since they dominate our institutional uses, experience change, there is potential to convert to another use. For example, recently Pine Manor has subdivided and sold parcels for development of single family houses, and the Hebrew College has recently been purchased by Wheelock College.

These types of situations present important opportunities for the Town to focus on the possible transitions and work closely with institutions as transitions occur. It is important that there is continued communication with the institutions to understand future plans.

## 8

### Student Housing Demand

There is a large perceived demand for student housing, as generated by nearby colleges and universities, particularly in North Brookline. The demand could affect the community in a number of ways including

affordability of housing and parking supply. The Town should consider the possibility of conducting a study to quantify the student housing demand and its effects on Brookline's neighborhoods.

## 9

### On and Off Street Parking

School facilities create demands for parking, particularly for commuters, faculty, and program participants, such as the adult education program. This demand should be quantified to determine if there are needs that should be addressed. If there are opportu-

nities for educational facilities to provide off-street parking, allowing shared use, particularly with neighborhood residents, would be an important consideration.

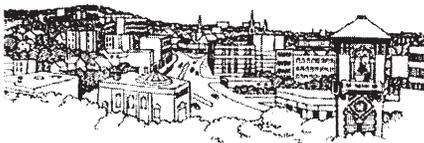
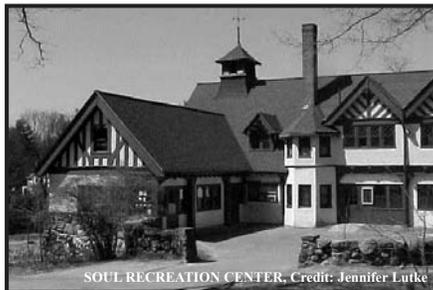
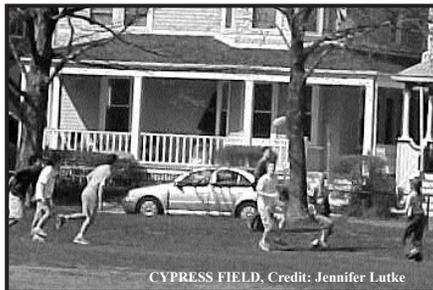




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# RECREATION

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**BROOKLINE**  
COMPREHENSIVE PLAN 2005-2015

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issues & opportunities report

# INTRODUCTION

*For every thousand dollars judiciously invested in a park, the dividends to the second generation of citizens possessing it will be much larger than to the first; the dividend to the third much larger than the second.*

Frederick Law Olmsted, City Parks and the Improved Use of Metropolitan Space, 1880

Brookline's strong history of creating active and passive recreation opportunities throughout its neighborhoods has provided spaces that complement its compact development patterns and cultivate strong neighborhood centers. For almost 140 years, Brookline has created and maintained parks, playgrounds, and sports facilities to fulfill the community's various past, present, and future recreation needs. This report explores the existing state of public parks

and recreation facilities in Brookline, identifies private recreation facilities, and defines preliminary issues and opportunities primarily related to recreation. The report also provides an historical background of the development of Brookline's parks and recreation facilities to foster an understanding of where we have come from.

## Historical Background of Brookline Recreation

As early as 1864, Brookline began creating public parkland with the acquisition of the Monmouth Street Park. In 1871, the Town voted to create two playgrounds through the purchase of land for Brookline Avenue and Cypress playgrounds. It is believed these are the first playgrounds created in this country (source: Hardwicke and Reed, *Images of America: Brookline*, 1998).

Brookline actively created parks and playgrounds in the late 19th and early 20th centuries. The Park Commission was formed as early as 1880 and a Playground Commission in 1911. The Park and Recreation Commission, as we know it today, was created in 1963.

Major recreation opportunities were realized in 1881 when Brookline, along with Boston, commissioned the preeminent landscape architect Frederick Law Olmsted, Sr. to transform the Muddy River Sanitary Improvement project into jewels of the Emerald Necklace, including The Riverway and Olmsted Park.

Following the passage of the Playground Act by the state legislature in 1893, Brookline embarked on an even more aggressive program of acquiring land to develop parks and playgrounds. From 1896 through 1906, the Town appropriated a total of \$400,000 for this purpose and created 20 parks and playgrounds. A number of these properties were also donated to the Town: for example, the Sears family deeded Knyvet, Winthrop, Mason, and Longwood Squares to the Town in 1903.

The Town Swimming Pool, located on Tappan Street near the High School, was first opened in 1897

and is thought to be the first municipally operated bathhouse in the country. The original bathhouse had two indoor pools and was referred to as "the tank".

This building was replaced in 1958. In 1906, on a site adjacent to the bathhouse, the Town Gymnasium was completed, but was subsequently destroyed by fire in 1962.

Public and private partnerships have been an ongoing tradition in Brookline. In 1902, the neighbors of Reservoir Park donated more than \$50,000 towards the purchase of the old Boston water system. Today Reservoir Park has one of Brookline's most popular walking and jogging paths, and is a prominent visual asset to the Route 9 corridor.

By 1915, 35 out of the current total of 50 town-owned open spaces were established (see Table 1). Among these was Corey Hill Park which was purchased both for recreational purposes and to help preserve the striking viewshed.

Through the 1940s and 1950s, additional properties were bought or donated to the Town: one such donation was Larz Anderson Park, bequeathed to the Town in 1949. This 64 acre park was the grand estate of Larz and Isabel Anderson and is listed on the National Register of Historic Places.

The Conservation Commission Act was passed by the legislature in 1957 and Brookline appointed its first Conservation Commission in 1966 to oversee and manage the Town's conservation areas.

As the 20th century drew to a close, acquisitions of sites for Town recreation facilities and parks slowed. In the past 40 years, the Town has acquired four sites: Hoar Sanctuary, Hall's Pond, Amory Woods, and Lost Pond.

| OPEN SPACE ACQUISITIONS        |               |
|--------------------------------|---------------|
| Property                       | Year Acquired |
| Walnut Street Cemetery         | 1844          |
| Monmouth Street Park           | 1864          |
| Dudley Triangle                | 1857          |
| Longwood Park (now Playground) | 1862          |
| Boylston (now Playground)      | 1871          |
| Cypress Playground             | 1871          |
| Brookline Avenue Playground    | 1871          |
| Walnut Hills Cemetery          | 1874          |
| Olmsted Park/Riverway          | 1881          |
| Devotion Playground            | 1891          |
| Linden Square                  | 1896          |
| St. Mark's Square              | 1897          |
| Heath School Playground        | 1897          |
| Putterham Meadows              | 1899          |
| Corey Hill Park                | 1900          |
| Linden Park                    | 1900          |
| Griggs Park                    | 1901          |
| Philbrick Square               | 1901          |
| Lincoln Playground             | 1901          |
| Waldstein Playground           | 1902          |
| Knyvet Square                  | 1902          |
| Longwood Mall                  | 1902          |
| Winthrop Square                | 1902          |
| Mason Square                   | 1902          |
| Dwight Triangle                | 1902          |
| Freeman Triangle               | 1902          |
| Amory Playground               | 1903          |
| Runkle Playground              | 1903          |
| Brookline Reservoir Park       | 1903          |
| Coolidge Park                  | 1905          |
| Emerson Garden                 | 1907          |
| Clark Playground               | 1913          |
| Billy Ward Playground          | 1914          |
| Downes Field                   | 1914          |
| Murphy Playground              | 1915          |
| Pierce Playground              | 1927          |
| Horace James Circle            | 1932          |
| Robinson Playground            | 1939          |
| Baldwin Playground             | 1941          |
| Waren Field                    | 1944          |
| Schick Park                    | 1945          |
| Larz Anderson Park             | 1949          |
| Dane Park                      | 1953          |
| Driscoll Playground            | 1954          |
| Lawton Playground              | 1956          |
| Soule Recreation Center        | 1960          |
| Hoar Sanctuary                 | 1961          |
| Hall's Pond                    | 1975          |
| Amory Woods                    | 1977          |
| Lost Pond                      | 1982          |

Table 1

Source: *Open Space Plan 2000*, pg. 38



# EXISTING RECREATION

The Town of Brookline provides a wide array of active recreation opportunities with facilities for tennis, golf, skating, basketball, baseball, lacrosse, field hockey, football, soccer, and swimming, as well as passive recreation in landscaped parks and open space.

The Brookline Recreation Department provides and manages a variety of programs throughout the year to meet the diverse needs of many age groups including pre-schoolers, adolescents, and seniors. The programs are extensive, consisting of leagues under the jurisdiction of the Recreation Department and private volunteers, plus high school athletics under the juris-

dition of the School Department. These programs serve over 4,200 participants in the spring with 172 teams and over 2,210 participants and 110 teams in the fall. In addition, there are approximately 1,000 more users of Town fields by private groups, primarily for softball.

Approximately, 9% of the Town's total land (not including streets), or 337 acres, is devoted to public park and recreation land. Brookline has 28 parks with active recreation facilities (e.g., basketball courts, playgrounds, tennis courts, baseball diamonds), including school yards (see Table 2).

| RECREATION FACILITIES |                | Baseball Diamond              | L.L. Baseball | Softball Diamond | Basketball Court | Turf Area | Football Track | Lacrosse | Multi Use | Gym | Slide | Swings/Toddler | Swings/Open Seat | Rocking Horse | Sandbox | Tirewalk | Tireswing | Other | Tennis Courts | Restrooms | Town Building | Public Telephone | Emergency Box | Access by T | Parking | Benches | Tables | Grills | Water Fountain | Wading Pool | Rollerblade |
|-----------------------|----------------|-------------------------------|---------------|------------------|------------------|-----------|----------------|----------|-----------|-----|-------|----------------|------------------|---------------|---------|----------|-----------|-------|---------------|-----------|---------------|------------------|---------------|-------------|---------|---------|--------|--------|----------------|-------------|-------------|
| Field                 | Location       |                               |               |                  |                  |           |                |          |           |     |       |                |                  |               |         |          |           |       |               |           |               |                  |               |             |         |         |        |        |                |             |             |
| 1                     | Amory          | Amory St. off Beacon          | X             | X                | X                |           |                |          |           |     | X     | X              | X                | X             |         |          |           |       | X             | X         | X             |                  | X             | X           | X       |         |        |        | X              |             |             |
| 2                     | Baker          | Beverly Rd., Chestnut Hill    |               | X                | X                |           |                |          | X         | X   | X     | X              | X                |               |         |          | X         | X     |               |           |               |                  | X             | X           | X       | X       | X      |        | X              |             |             |
| 3                     | Boylston       | Boylston St., RT. 9           |               | X                | X                | X         |                |          |           | X   | X     | X              | X                |               |         |          | X         |       |               |           |               | X                | X             | X           | X       | X       | X      |        | X              |             |             |
| 4                     | Brookline Ave. | Lynch Rec Center              |               |                  | X                |           |                |          |           |     | X     | X              | X                |               | X       |          |           |       |               |           |               | X                | X             | X           | X       | X       |        | X      |                |             |             |
| 5                     | Clark          | Cypress St.                   |               |                  | X                |           |                |          |           |     | X     | X              | X                | X             |         |          |           |       |               |           |               |                  | X             | X           | X       | X       | X      |        | X              |             |             |
| 6                     | Coolidge       | Kenwood/Russell Sts.          |               |                  | X                | X         |                |          |           |     | X     | X              | X                | X             | X       |          |           | X     | X             |           | X             |                  | X             | X           | X       | X       | X      |        | X              |             |             |
| 7                     | Cory Hill      | Summit Ave.                   |               |                  |                  |           |                |          |           |     | X     | X              | X                | X             | X       |          | X         | X     |               |           |               |                  | X             | X           | X       | X       | X      |        | X              |             |             |
| 8                     | Cypress        | Cypress St.                   |               | X                | X                | X         |                |          |           |     | X     | X              | X                | X             | X       |          |           |       |               |           |               | X                |               | X           | X       | X       | X      |        | X              |             |             |
| 9                     | Devotion       | Harvard Street                | X             |                  | X                | X         |                |          |           |     | X     | X              | X                | X             | X       |          | X         | X     |               |           |               | X                | X             | X           | X       | X       |        | X      |                |             |             |
| 10                    | Downes         | Jamaica Rd.                   |               | X                |                  |           | X              | X        | X         |     | X     | X              | X                | X             | X       |          |           |       |               | X         |               |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 11                    | Driscoll       | Washington St.                |               |                  | X                |           |                |          |           |     | X     | X              | X                | X             | X       |          |           | X     |               |           |               | X                | X             | X           | X       | X       |        | X      |                |             |             |
| 12                    | Emerson        | Davis Ave.                    |               |                  |                  |           |                |          | X         | X   | X     | X              | X                | X             | X       |          |           |       |               |           |               |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 13                    | Griggs         | Washington St.                |               |                  |                  |           |                |          | X         | X   | X     | X              | X                | X             | X       |          | X         | X     |               |           |               |                  | X             | X           | X       | X       | X      |        | X              |             |             |
| 14                    | Heath          | Chestnut Hill Ave.            |               |                  |                  |           |                |          |           |     | X     | X              | X                | X             | X       |          | X         | X     |               |           |               | X                | X             | X           | X       | X       |        | X      |                |             |             |
| 15                    | Juniper        | Juniper St.                   |               |                  |                  |           |                |          |           |     | X     | X              | X                | X             | X       |          | X         |       |               |           |               |                  | X             | X           | X       | X       | X      |        | X              |             |             |
| 16                    | Larz Anderson  | Goddard Avenue                |               | X                | X                |           |                |          | X         | X   | X     | X              | X                | X             | X       |          |           | X     | X             | X         | X             |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 17                    | Lawton         | Lawton St.                    |               |                  | X                |           |                |          |           |     | X     | X              | X                | X             | X       |          |           | X     |               |           |               |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 18                    | Longwood       | Francis St./Longwood Ave.     |               | X                | X                |           |                |          |           |     | X     | X              | X                | X             | X       | X        | X         | X     | X             |           |               |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 19                    | Murphy         | Aspinwall Avenue              |               |                  |                  |           |                |          |           |     | X     | X              | X                | X             | X       | X        | X         |       |               |           |               |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 20                    | Pierce         | School St.                    |               | X                | X                |           |                |          | X         | X   | X     | X              | X                | X             | X       |          | X         |       |               |           |               |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 21                    | Robinson       | Cypress St.                   |               | X                | X                |           |                |          |           |     | X     | X              | X                | X             | X       |          |           |       |               |           |               |                  | X             | X           | X       | X       | X      | X      | X              |             |             |
| 22                    | Runkle         | Adjacent to Runkle School     |               |                  | X                |           |                |          | X         | X   | X     | X              | X                | X             | X       |          | X         | X     |               |           |               |                  | X             | X           | X       | X       | X      | X      |                |             |             |
| 23                    | Schick         | Addington Rd.                 |               |                  |                  |           |                |          | X         | X   | X     | X              | X                | X             | X       |          |           |       |               |           |               | X                | X             | X           | X       | X       | X      | X      |                |             |             |
| 24                    | Soule          | Hammond St.                   |               |                  | X                |           |                |          | X         | X   | X     | X              | X                | X             | X       |          | X         | X     | X             | X         | X             | X                | X             | X           | X       | X       | X      | X      |                |             |             |
| 25                    | Waldstein      | Dean Rd.                      |               |                  | X                | X         |                |          | X         | X   | X     | X              | X                | X             | X       |          |           | X     | X             | X         | X             | X                | X             | X           | X       | X       | X      | X      |                |             |             |
| 26                    | Ward           | Aspinwall Avenue              |               |                  | X                |           |                |          | X         | X   | X     | X              | X                | X             | X       |          |           |       |               |           |               |                  | X             | X           | X       | X       | X      | X      |                |             |             |
| 27                    | Warren         | Eliot St., Chestnut Hill Ave. | X             | X                | X                | X         |                |          |           |     | X     | X              | X                | X             | X       |          | X         | X     |               |           |               | X                | X             | X           | X       | X       | X      | X      |                |             |             |
| 28                    | Winthrop       | St. Paul St.                  |               |                  |                  |           |                |          | X         | X   | X     | X              | X                | X             | X       |          |           |       |               |           |               |                  | X             | X           | X       | X       | X      | X      |                |             |             |

Table 2  
Source: Brookline Recreation Schedule, January - August 2001, pg. 20

Table 3 is an analysis from the *Open Space Plan 2000* that shows the types and amounts of Brookline sports fields compared to the demand for fields as based on sport enrollment in the 1999-2000 season. This table identifies inadequacies in eight out of the nine types of field sports listed, with youth baseball and soccer having the most critical deficits in amount of fields. Due to these deficits, the current level of field usage is unsustainable as it prevents proper field maintenance and rest.

According to a 1998 study based on National Recreation and Parks Association standards, the Town has additional deficiencies in the amount of handball courts, neighborhood parks, playfields, and community parks (source: *Report of the Selectmen's Task Force on Open Space, 1999*).

Table 4 shows the results of a study done in 1998 that compared the amount of public school students per acre of active recreation land in Brookline with four nearby municipalities (source: *Report of the Selectmen's Task Force on Open Space, 1999*). The table shows that Brookline and Arlington rank at 44 students per acre of active recreation land, whereas

| Field Demand and Supply 1999-2000 |                   |      |                 |                 |         |
|-----------------------------------|-------------------|------|-----------------|-----------------|---------|
| Sport                             | # of Participants |      | Existing Fields | Required Fields | Deficit |
|                                   | spring            | fall |                 |                 |         |
| Youth Baseball                    | 850               | 0    | 11              | 19              | -8      |
| Soccer                            | 1800              | 1957 | 11              | 14              | -3      |
| Lacrosse                          | 161               | 0    | 2               | 4               | -2      |
| Field Hockey                      | 0                 | 65   | 1               | 3               | -2      |
| Rugby                             | 30                | 0    | 1               | 3               | -2      |
| Baseball                          | 925               | 0    | 2               | 3               | -1      |
| Football                          | 0                 | 188  | 2               | 3               | -1      |
| Softball                          | 504               | 0    | 8               | 8               | 0       |

Table 3  
Source: Open Space Plan 2000, pg. 91

Wellesley ranks with only 21 students per acre. The *Report of the Selectmen's Task Force on Open Space* also points out that "... Wellesley, the community whose parks and open spaces are generally considered the best maintained among the group of comparables, both outspends Brookline per acre and has less wear and tear on those spaces as measured by the number of students . . . per acre."

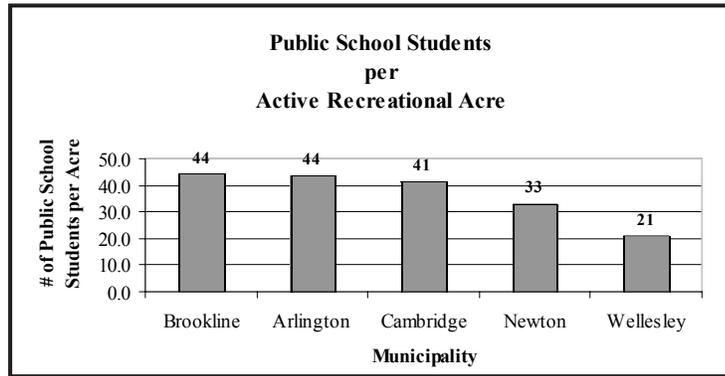


Table 4

Source: Report of the Selectmen's Task Force on Open Space 1999, Chart 7

## *Needs Assessment Study*

The Park and Recreation Commission recently contracted a consultant to complete a comprehensive needs assessment study for recreation in Brookline. The plan will include the following elements:

- ◆ information about feasibility and needs for new developments in programs and facilities
- ◆ evaluation of current and ongoing recreation opportunities in terms of supply and demand
- ◆ investigation of how Brookline citizens wish to use their discretionary time
- ◆ investigation of new revenue producing programs and research of new public/private opportunities.

Carolina, began this needs assessment study with a series of focus groups to identify preliminary issues and concerns. The information from these focus groups will be used to develop a survey to send to randomly-selected Brookline residents. The results of the survey will be compiled and the consultant will identify the Town's most critical recreation needs. The study is scheduled for completion during Summer 2001. The development of a Recreation Master Plan will follow as described in the next section, Issues & Opportunities.

In early April 2001, the consultant, Management Learning Laboratories of Winston-Salem, North

## *Private School Facilities & Partnerships*

Most of the private schools located in Brookline have recreation facilities located on their campuses (see Table 5). Many of these schools have formed partnerships with Brookline public schools and the Recreation Department to allow access to these recreation resources including Park School, Beaver Country Day School, Hellenic College, Northeastern University, and Pine Manor College. For example, Park and Beaver Country Day schools share their soccer fields, Hellenic College shares their lacrosse field, and Pine Manor College shares both their soccer field and gymnasium. However, one negative aspect of sharing facilities is that Town programs do not typically get prime times of usage and, instead, often need to schedule usage in the very early morning or night hours.

| PRIVATE RECREATION FACILITIES    |                                |
|----------------------------------|--------------------------------|
| <b>Park School</b>               | <b>Pine Manor College</b>      |
| 2 soccer fields                  | 1 soccer field                 |
| 1 outdoor pool                   | 1 gymnasium                    |
| 2 gymnasiums                     | 6 tennis courts (planned)      |
| <b>Beaver Country Day School</b> | <b>Dexter School</b>           |
| 2 soccer fields                  | 3 soccer fields                |
| 1 outdoor pool                   | 1 gymnasium                    |
| 1 gymnasium                      | 2 indoor skating rinks         |
| tennis courts                    |                                |
| <b>Hellenic College</b>          | <b>Northeastern University</b> |
| 1 soccer field                   | 1 football field               |
| 1 gymnasium                      | 1 baseball field               |

Table 5

Source: Brookline Recreation Department, 2001



Tennis Courts at Beaver Country Day School, 2001

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## Investments & Master Plans

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### Investments

Ongoing, strategic investments are essential to maintain and improve Brookline's existing recreation facilities and parks. In the current fiscal year (FY2001), the Town is investing a total of \$1.8 million in parks and playgrounds and \$1.5 million in recreation facilities, together representing about 13% of the total Capital Improvement Program (CIP) recommendations.

Current capital improvement projects include installing new playground equipment at various parks, including Runkle School Playground; improving handicap access at Coolidge Park; replacing pipework and flooring at Larz Anderson Skating Rink; installing an irrigation system for the field at Boylston Playground; and numerous improvements to the Putterham Meadows Golf Course. The Town is also commissioning a feasibility study for a skateboard park to determine potential costs and a potential location.

On the six year horizon, major improvements and renovations are scheduled for the Longwood Playground (Lawrence School Playground), Amory Field, the Swimming Pool, the Soule Recreation Center, and the Golf Course.

### Existing Master Plans

Master plans exist for three of Brookline's parks and recreation facilities: Larz Anderson Park; Putterham Meadows Golf Course; and the Emerald Necklace Parks. Additionally, a preliminary design for the landfill closure has been completed.

The Larz Anderson Park Master Plan was created in 1989 and is currently being updated and expanded. The existing plan focuses on restoring the remaining elements of the former grand estate, such as the pond with its temple and fountain and the elements at the crest of the hill such as the trellis and walls. The plan also recommended improving the picnic area

and upgrading the playground. The updated plan will add a focus on the horticultural aspects of the park.

The Putterham Meadows Golf Course Master Plan was completed in June 2000. This plan developed a strategy to transform the existing antiquated clubhouse into a competitive multi-use golf club facility for golfers and non-golfers, maximize the use of the existing space, and to beautify the building and site. The priority will be to accomplish this transition without affecting the historical character of the 1941 Georgian Revival style clubhouse and its country-like setting. The current Capital Improvement Program schedules over \$2.8 million for renovations to the course and building, phased over the next six fiscal years (FY 2002 - 2007).

The *Emerald Necklace Parks Master Plan* was completed in April 2001 and includes a system-wide plan as well as plans specific to the Back Bay Fens, The Riverway, Olmsted Park, and Jamaica Pond Park, the four parks that constitute the Muddy River chain of parks. Portions of both Olmsted Park and The Riverway are located in Brookline. The plan primarily focuses on reconnecting the watercourse and the linkages between parks to recover Olmsted's original concept of a unified system of linked parks.

The *Preliminary Design of Landfill Closure and Post-Closure Use* was completed in October 2000 for the retired landfills off of Newton Street. The Citizen's Advisory Committee identified active recreational fields for a portion of the post-closure use. The preliminary design incorporates a multi-use athletic field sized as a regulation-size soccer field, practice field, tot lot/play area, and parking area. A consultant has been selected to complete a Comprehensive Site Assessment, Corrective Action Alternative Analysis, and Final Closure/Post Closure Plan. The Capital Improvement Program schedules \$3 million in FY2003 to complete these studies and construction.



Larz Anderson Park, 2001

# ISSUES & OPPORTUNITIES

*This section describes seven key issues and opportunities related to Recreation, including master planning, coordinating facility usage, planning for Town projects, identifying future opportunities, protecting greenways, and potential funding resources.*

## Master Planning

1

### Recreation Master Plan

After completion of the Needs Assessment, described above, the Recreation Department plans to create a Recreation Master Plan in coordination with the Comprehensive Plan. This Master Plan will provide an opportunity to focus on maintenance strategies for and improvements to existing parks and facilities, as well as to quantify and prioritize recreation needs, both present and future.

Some town-wide recreation needs and desires that have already been identified through the Task Force on Recreation, the *Open Space Plan 2000*, and the initial focus groups conducted in early April 2001 as part of the needs assessment study are: youth baseball fields, a regulation-size soccer field, an indoor ice-skating rink, a multi-purpose recreation center, an adult fitness center, an outdoor swimming pool, bicycle lanes incorporated into roadways, and more bicy-



Cypress Field Basketball Courts, 2001

cle racks throughout Town. The Master Plan can guide how we use and maintain existing facilities and prioritize needs for expanded or new facilities.

### Emerald Necklace Master Plan

As described in the previous section, The Emerald Necklace Master Plan, a blueprint for continued restoration and maintenance of this world renowned urban park system, was unveiled in early April 2001.

The Plan was produced through the collaborative efforts of the Massachusetts Department of Environmental Management, DEM's Statewide Advisory Committee, the Metropolitan District Commission, the City of Boston, and the Town of Brookline. The restoration and preservation of this important historic landscape will require ongoing commitment from Brookline, as a key stakeholder in the future of the park system.

## Optimize & Coordinate Facility Usage

2

Coordinating and managing the various and often competing needs of school and recreation programs is an ongoing and challenging issue as a result of the Town's limited recreation facilities. There is great demand for playing fields to support a wide number of organized recreational sports activities. Field usage has increased to accommodate a growing demand and has stressed the Town's ability to adequately provide for quality playing fields due to rising maintenance and construction costs attributable to

overuse. Until such time that the Town can increase the supply of playfields, it will be important to manage the existing facilities to optimize and balance usage and maintenance needs. The *Report of the Selectmen's Task Force on Open Space, 1999*, recommended to "develop standards for optimum field use and coordinate field programming use accordingly." This strategy should continue to be used to maintain optimum field conditions and to coordinate the usage of existing facilities.

## Coordinate Planning for Town Projects

3

Town-wide and neighborhood open space, parks, and recreation needs are important considerations to incorporate in the early planning phases of Town and School improvement and expansion projects. These projects include new buildings, additions to existing buildings, and major renovations. It is critical to incorporate the many Town-interests and stakeholders in the planning process for these types of projects. This could be done through the creation of an inter-departmental team made up of representatives from various departments, including the Recreation Department. This inter-departmental team would be

involved in planning for all Town and School development projects at an early stage to review and guide schematic design considerations.

There is also the opportunity for this inter-departmental team to create standard submission requirements, which could include elements that are sometimes overlooked, like site surveys and topographic data. The team could also create design guidelines to be used by the team as a basis for its recommendations and to help ensure consistency in reviewing development projects.

## 4

### *Identify Future Recreational Opportunities*

The Needs Assessment and Recreation Master Plan, described above, can provide a strong basis to strategically identify future opportunities to increase the supply of the Town's recreation facilities. With needs prioritized through the Master Plan, the identification of specific target sites and areas can allow the Town to prepare for possible future acquisitions, expansions, or easements/covenants (potential funding solutions for such efforts are discussed in #6 Funding).

For example, there are large tracts of private land, particularly in South Brookline, some of which have shown signs of change with recent conveyances or subdivisions. Target sites should be identified and the owners' intentions tracked to evaluate possible opportunities for the Town.

However, with only 2% of land vacant, high market values for estate land, and competing interests, opportunities for land acquisitions are extremely limited. It is likely that efforts would need to focus on institutional land and expansion of or more efficient use of existing recreation facilities.

#### **Public/Private Partnerships**

When considering new acquisitions, the Town could benefit from seeking opportunities for public/private partnerships or co-ventures for acquisition of land, as

well as construction and management of facilities. If the possibility of constructing any new recreation facility exists, perhaps a private institution or other private party would consider a partnership with the Town to meet dual needs through a shared facility. One caveat that should be noted: it is important to ensure ongoing public access to facilities that may result from a public/private partnership.

#### **Balancing Needs**

It is important to balance both Town-wide and neighborhood needs. Through the Needs Assessment and the Master Plan, the Town will be able to identify and prioritize Town-wide recreation needs. However, if expansion or development of new facilities is considered, locations will need to be thoroughly evaluated and designs executed with careful attention to minimizing potential impacts on the neighborhood, such as noise, light, parking overflow, and litter.



Parsons Field, Northeastern University, Kent Street, 2001

In addition, new and expanded recreation facilities should be planned with good pedestrian and bicycle access to the facilities, as well as provided with ample bicycle parking facilities (i.e., bike racks). Additionally, the Town should consider proximity to public transportation (bus or rail) as an important factor in site selection.

## 5

### *Protecting Greenways*

Possible Town acquisitions or easements/covenants to increase the supply of open space and recreational facilities provide valuable opportunities to strategically target land that would further the protection of greenways. Brookline has numerous greenways, which are open spaces that are visually, functionally, or physically linked with each other.

The largest and most recognized greenway in Brookline is the regional Charles to Charles greenway, which stretches from the Charles River in the West Roxbury neighborhood of Boston through

Newton and Brookline to the Charles River in the Back Bay neighborhood of Boston.

Many major tracts of open space (both public and private land) contribute to the Brookline portion of this greenway including, Putterham Meadows Golf Course, The Country Club, Larz Anderson Park, Allandale Farm, Olmsted Park, and The Riverway. Any land acquisitions for recreation or protection of open space should prioritize land that also contributes to the protection of greenways.

## 6

### *Funding*

In order to enable Town acquisition of land for open space and recreation facilities, predictable and ongoing funding resources need to be dedicated. The Town must explore opportunities to establish a dedicated source of funds to use for these types of acquisitions and improvements through various creative financing mechanisms.

One such mechanism could be through the public benefit incentives in the Zoning By-law (sections 5.21 and 5.32). Currently, the By-law allows increases in the height and floor area ratio requirements for private development projects in return for the provision of various public benefits such as: public parking, street improvements, preservation of historic structures, and providing or maintaining public open

space, among others. The By-law could be amended to allow financial contributions in-lieu of providing the physical benefits. This funding could then be used to build an open space and recreation fund, much like the Brookline Housing Trust fund is created through cash in-lieu of providing physical affordable housing units in private residential developments.

This type of zoning amendment would require development of accompanying guidelines in order to fairly determine the minimum amount of cash required to qualify for the public benefit incentive. The accumulated funding could then be used for various improvements to existing open space and recreation facilities or could be earmarked for new acquisitions of land.

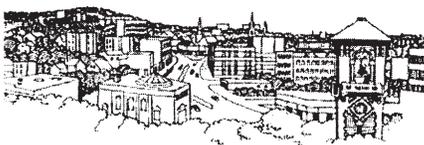




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# INFORMATION TECHNOLOGY

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**BROOKLINE**  
COMPREHENSIVE PLAN 2005-2015

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*issues & opportunities report*

# INTRODUCTION

*I have traveled the length and breadth of this country and talked with the best people, and I can assure you that data processing is a fad that won't last out the year.*  
~ The editor in charge of business books for Prentice Hall, 1957

*This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us.*  
~ Western Union internal memo, 1876

*People who use computers to communicate, form friendships that sometimes form the basis of communities, but you have to be careful to not mistake the tool for the task and think that just writing words on a screen is the same thing as real community.*  
~ Harold Rheingold.

This ninth in a series of reports on issues and opportunities for the Comprehensive Plan covers information technologies as they relate to government services provided by the Town of Brookline.

In general, a comprehensive plan is the "...adopted official statement of a legislative body of a local government that sets forth (in words, maps, illustrations, and/or tables) goals, policies, and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction and that includes a unified physical design for the public and private development of land and water." Comprehensive plans have not traditionally focused on issues related to technology, more specifically, how technology can both enhance the developmental services provided by local government and also how local government must be cognizant of rapidly evolving technologies that must be considered in the context of land use and development at the local level. With this in mind, the Town of Brookline, through this comprehensive plan effort, takes a close look at the mature and emerging technologies such as wireless and cable telecommunications (including the services carried by these facilities such as video, data, and voice) and other computer applications that promise to enhance the services available from local government and enhance the quality of life for Brookline residents and improve local business opportunities.

The questions that will be posed include: How shall Brookline plan for the establishment of an e-government where many services can be effectively provided online? How can Brookline work to remove all unnecessary barriers and obstacles to the placing of the necessary infrastructure required to provide optimum service to residents and businesses while protecting the quality-of-life of those residents and businesses? One general goal that can be expressed in this report is that the Town of Brookline aims to creatively and aggressively utilize current computer technologies to continue to improve and enhance the services that Town government provides to all customers.

## **Information Technology Assessment**

Additionally, a parallel effort being undertaken by the Information Technology Department, is conducting an assessment of the Town's information technology infrastructure (including hardware and software), services, and practices. By design, this report and the report generated by the consultant for the Town (Pacific Technologies, Inc.) will draw from and feed into each other. The report to be generated by PTI will be much more technical and detailed related to the specific operational functions within Town gov-

ernment. On the other hand, this report is intended to be more specifically focused on those aspects of information technology that directly serve the public. In addition, it will also cover elements of the information technology realm that Town government regulates or oversees such as right-of-way infrastructure development and wireless telecommunications facilities and services.

## **Organization of Report**

This report will be formatted to provide essential background information up front and conclude by listing the key issues and opportunities identified by Town staff, committee members, citizens, business, and others interested in the technological future of the Town of Brookline. Part 1, Introduction discusses legislation that effects telecommunications including the 1996 Telecommunications Act; provides and explanation of the technologies discussed in the report; notes the municipal departments responsible for various aspects of technology; and describes the Town's telecommunications and technology infrastructure. Part 2, Technology Facilitation and Support covers a brief history of communication technology in Brookline, broadband and cable infrastructure, and Town wireless infrastructure. Part 3, Municipal Service Function & Technology discusses the technologies employed by the Town to provide better customer service and to operate more efficiently and effectively. Part 4, Trends discusses some relevant trends in technology that relate to Town government. Finally, Part 5, Issues and Opportunities, discusses the issues and opportunities identified by staff, board and commission members, citizens, businesses, and other stakeholders in Town services

## **Explanation of Technologies**

This report will focus on two primary areas of technology that local government must be well prepared to understand and address through policy, regulatory, and administrative mechanisms. These technology groups are as follows:

1. Telecommunications Systems (wired and wireless)
2. Service-Oriented Applications and Infrastructure

Regarding telecommunications, wireless telecommunications use transmitters and receivers to send signals over a variety of frequencies. Wired telecommunications systems include the telephone wires and other cabling infrastructures, both above and below ground, and generally in the public right-of-way. Each specific technology will be explained in the section dedicated to that technology.

<sup>1</sup> From *The Growing Smart<sup>SM</sup> Legislative Guidebook: Model Statutes for Planning and the Management of Change, Phases I and II Interim Edition* (Chicago: APA Planners Press, September 1998).

# TECHNOLOGY FACILITATION & SUPPORT

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Through regulatory mechanisms that include specific bylaws governing such things as land disturbance, telecommunications transmitters, land use and zoning, cable television operations, and other related matters, the Town of Brookline facilitates the safe and appropriate establishment and operation of these technologies. In addition, the Town of Brookline must continue to provide support and encouragement for advanced technologies with the understanding that such technologies are critical to the quality of life of Town residents and to the competitive position of local businesses. There are two primary technologies that are the subject of this section are wireless and wired telecommunications infrastructure.

Wireless telecommunications use transmitters and receivers to send signals over a variety of frequencies.

Wired telecommunications systems include the telephone wires and other cabling infrastructures, both above and below ground, and generally in the public right-of-way. Note that broadband service can include both wired or wireless infrastructures and can include cable modems, Digital Subscriber Lines (DSL), ISDN, T1 or greater, wireless communications, satellite, and Ethernet. Service-oriented applications and infrastructure are those hardware and software technologies that allow government to increase productivity through efficiency, speed of data processing, organization, and added capability. Essentially these tools allow government to evolve into an "e-government". Each specific technology will be explained in the section dedicated to that technology.

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## *Wireless Telecommunications*

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### **Wireless Telecommunications Systems**

Wireless technology is rapidly expanding into many applications. Some of the traditional wireless applications have been for voice communications (e.g., cellular phones) and paging. Wireless technology is used to network computers, to allow remote monitoring and data acquisition, to provide access control and security, and many other applications. Wireless technology is an ideal solution for environments where wires simply are not possible, such as in passenger vehicles and for hand-held devices. Most wireless products can be categorized by application, some of which include the following:

- ♦ **Voice and Messaging:** Cordless phones; cellular phones; beepers, smart pagers, and messaging systems; wireless e-mail systems; CB Radio; commercial two-way business radios; intercom systems.
- ♦ **Computer Networking:** Wireless Local Area Networks (WLANs); infrared (IR) ports on computers, printers, and other devices; radio modems.
- ♦ **Remote Data Acquisition:** Personal Digital Assistants or palm computers (PDA's) and Radio Frequency (RF) modems
- ♦ **Commercial Home Products:** Satellite television receivers; security and access control; 900 MHz stereo distribution; temperature control systems; remote control; keyless entry systems; garage door openers; remote controlled toys; TV remotes; Global Positioning Systems (GPS); aviation and nautical navigation; roadway navigation; Radio Frequency Identification technology (RFID); tags and readers, inventory control, Animal migration/tracking.
- ♦ **Smart cards:** Access control, identification, debit cards; merchant RF security tags

### **Explanation of Ground-to-Ground Wireless Technology**

The Telecom Act established the current playing field in which both carriers and local governments must traverse in dealing with wireless telecommunications facilities (a.k.a. cellular towers). Essentially, the Telecom Act served to deregulate the telecommunications industry and set firm limits on the ability of local government to affect the placement of cellular towers and antennae. Wireless or cellular telephone service works by transmitting signals from relatively

low-power transmitters on tall towers. Each transmitter emits a signal that covers a limited geographic area or "cell". As a user moves out of one cell and into another, the new cell's transmitter assumes the signal from the call.

Wireless technology consists of two primary types of signal transmission. The traditional type of transmission is called fixed wireless and this is where signals are transmitted directly from transmitters to the signal receivers. Fixed wireless requires direct line-of-sight between transmitter and receiver or service may be unavailable. The second type of transmission technology is called multipath wireless. This technology allows signals from the originating transmitter to be bounced from various base stations to the ultimate receiver, greatly lessening the chances for dead cells or lack of service.

Wireless telecommunications service is rapidly evolving into a more prominent player in the data transmission market. Cellular phones and hybrid hand held communication devices like Personal Communication Systems (PCS) are being designed to receive limited Internet and e-mail data and the technology is evolving to allow video and other more sophisticated data to be received and manipulated.

### **Ground-to-Ground Wireless Infrastructure**

Wireless telecommunications infrastructure generally consists of transmitters located on freestanding towers or on buildings. Transmitter height requirements are often dependent on the terrain, population density, and urban building configuration but usually range from 40 to 300 feet in height. Tower or transmission installation types include monopoles, lattice towers, and building-attached. Recently, both monopole and building-attached installations have included "stealth" facilities designed to hide or mask the transmitter such as monopoles designed to look like trees and building units that look like architectural features of the building. Multipath systems are often configured into three cell-area types including Supercell (up to 20 miles in diameter or 10 mile radius), Minicell (four to 10 miles in diameter or two to five mile radius), Microcell (up to two miles in diameter or one mile radius). Many towers and other installation

locations are designed as shared facilities allowing multiple transmitters for a number of local carriers. This is a welcome trend whereas earlier infrastructure involved separate towers for each local carrier.

#### **Satellite Wireless Telecommunications**

Satellite telecommunications; which include television reception, Global Positioning Satellite (GPS) sig-

nals, and other navigation signals; will not be covered in depth in this report. The Town of Brookline is limited in its regulatory influence on these systems but has used technologies such as GPS in conjunction with Geographic Information System (GIS) technology.

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## *Wired Telecommunications*

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Wired telecommunications infrastructure is most generally classified into two categories: copper and fiber optic. Copper wire includes basic telephone wire and a variety of higher capacity network-capable wire like T1, ISDN, 10Base-T and 1000Base-T cable.

There are two primary types of optical fibers in widespread use today, multimode and single-mode. Multi-mode fibers are those with multiple pathways through which light travels. Such fibers are effective

for distances of up to about a kilometer and slower bandwidths. That makes them suitable for data networks within buildings or between nearby buildings.

Single-mode fibers, on the other hand, are considered the more appropriate choice when running cable longer than a kilometer, when putting through a signal of more than 2 or 3 Gb/s, or when the system must be "future-proof."

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## *Telecommunications Legislation & Regulation*

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#### **Town of Brookline Telecommunications Bylaw**

The Town of Brookline governs the placement and design of telecommunications facilities via Section 4.50, Wireless Telecommunications Services, in the Zoning Bylaw. A significant amount of community participation resulted in the development of this section of the bylaw which has, to date, been working very effectively. This section will provide a brief background on the development of this part of the Bylaw and give a concise analysis regarding the present state of affairs.

Subsequent to the 1996 Telecommunications Act (described below) and in response to an increasing number of telecom industry requests to site facilities in town, a Telecommunications Committee was established to study the implications of the Act and draft a set of Bylaws that would meet the requirements of the Act yet serve the interests and needs of the Town of Brookline. As a result of the work of the Telecommunications Committee, specific recommendations to adopt a new draft Bylaw were made to Town Meeting where the Bylaw was adopted into law November of 1997. Features of the bylaw include the following. It includes strict submittal, public notice, and monitoring requirements, and delineates design review criteria against which proposals should be judged. A clear preference is stated for antennas to be located on existing non-residential buildings or structures in an unobtrusive way as possible. To foster this goal two different approval processes were established: one which requires Planning Board approval, but not Board of Appeals relief, for proposals on existing non-residential buildings where the antennas are no taller than 10 feet above the roof line; and the second, which does require Board of Appeals approval, for antennas taller than 10 feet above the roof line, for siting on a residential building, and for monopole towers. Lattice and guyed towers are forbidden outright and monopole towers are allowed only in commercial zoning districts. Since use of Town-owned property requires Board of Selectmen and Town Meeting approval, antennas or towers proposed for Town land do not also require Board of Appeals approval. Since adoption, the Telecommunications Bylaw has functioned without any difficulty or confusion.

#### **Recent Analysis of Telecommunications Bylaw**

In the Spring of 2001, the Town's consulting team

that was retained to assess the legal and functional status of the entire Zoning Bylaw provided the following analysis of the Telecommunications Bylaw:

*"Section 4.50, governing wireless telecommunications, is within the legal standards set forth in the Telecommunications Act of 1996. Section 704 of the Federal Telecommunications Act of 1996 amended 47 U.S.C. 332(c) by limiting local regulation of wireless telecommunications facilities....Because the Brookline wireless bylaw is a recent regulatory initiative, and appears to be both comprehensive and legally sound, the consulting team sees no reason to consider changes at this time."*

Given this analysis and the satisfactory functioning of the Bylaw to-date, it is expected that Section 4.50 should remain in its present form until the need arises due to new technologies, federal or state legislative revision, or other factors unforeseen at this time.

#### **Federal Telecommunications Act of 1996 (See Web Reference in Endnotes)**

The Federal Telecommunications Act of 1996 (otherwise referred to as the Telecom Act) was the most significant Federal telecommunications legislation passed since 1934. It considers new and emerging technologies as a basis for encouraging future development of telecommunications infrastructure and services.

From a report prepared by the consultant team for the Zoning Bylaw Update, the following was noted, "The Telecommunications Act of 1996 was enacted by Congress on February 8, 1996, primarily to promote a pro-competitive, deregulatory environment for telecommunications providers that would...secure lower prices, better service, and faster access to new technologies for consumers. Universal service is also a cornerstone of the congressional plan. The Act's chief method of accomplishing these goals is the "removal of barriers to entry" into the businesses of telecommunications services, including those provided by local, and long distance telephone companies and video, cable, and wireless companies. This plan sounds laudable and seems to be one to which most consumers would subscribe. Nevertheless, Congress recognized that difficulties might arise in its implementation if state and local governments attempted to exert their jurisdiction in ways that would erect or

maintain barriers to telecommunications facilities.

One such problem involves the siting of telecommunication towers and antennas. On one hand, the Act states that '[n]o State or local statute or regulation ... may prohibit ... the ability of any entity to provide any interstate or intrastate telecommunications service;' while, on the other hand, the Act provides that '[n]othing in this section shall affect the ability of a State to impose ... requirements necessary to ... protect the public safety and welfare, ... and safeguard the rights of consumers.' These provisions make it reasonable for telecommunications companies to argue that a local zoning ordinance cannot prohibit the construction of a tower in the location and of the dimensions necessary for seamless cellular phone service. Local residents, however, can also make a compelling argument that zoning rules limiting the size and placement of telecommunications facilities protect their economic and emotional welfare.

The Act mandates that the FCC has sole jurisdiction over all health and safety issues related to electromagnetic radio waves of wireless transmission facilities. However, as described above, the Act does allow municipalities to regulate the placement, screening and camouflaging of antennas and towers to minimize the visual impacts.

#### **National Historic Preservation Act**

The National Historic Preservation Act of 1966 (Public Law 102-575), through Section 106, governs review of requests to establish telecommunications towers and antennae in historic districts and/or on historic properties or structures. This section of the act states that:

The head of any Federal agency having direct or indirect jurisdiction over a proposed Federal or federally assisted undertaking in any State and the head of any Federal department or independent agency having authority to license any undertaking shall, prior to the approval of the expenditure of any Federal funds on the undertaking or prior to the issuance of any license, as the case may be, take into account the effect of the undertaking on any district, site, building, structure, or object that is included in or eligible

for inclusion in the National Register. The head of any such Federal agency shall afford the Advisory Council on Historic Preservation established under Title II of this Act a reasonable opportunity to comment with regard to such undertaking.

For National Register districts and properties as well as State designated districts and properties, local review consists of responding to the reviewing authority's (Massachusetts Historical Commission or Mass Historical as they will be subsequently referred to) request for a local review of an application to establish a tower or antenna in such a district or on such a property or structure. Local review is conducted by the Brookline Preservation Commission staff which may be supplemented by a review and comment by the Commission itself for highly significant properties.

The key issue is in determining whether the construction of a tower (or placement of antennas) will adversely affect historic properties, i.e., diminish the integrity of properties that make them eligible for listing in the National Register of Historic Places. Many agency reviewers (State Historic Preservation Offices) of these projects use mere visibility of the proposed structure as the basis for determining that there is an adverse effect. Local review will result in one of three possible findings which will be forwarded to Mass Historical for their consideration in coming up with an official position. These findings are No Effect, No Adverse Effect, and Adverse Effect. One of the most persistent problems in the compliance process for FCC projects regarding Section 106 involves delimiting a defensible Area of Potential Effects and applying the Criteria of Adverse Effect (definitions are published at 36 CFR 800 <http://www.achp.gov/reggs.html>).

Ultimately, the Mass Historical's position is only advisory and a finding of Adverse Effect usually leads to a negotiation process resulting on a Memorandum of Agreement (MOA) for appropriate installation. However, Mass Historical cannot deny a project outright.

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## *Telecommunications Services*

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### **Telephone Service**

Telephone services have traditionally been provided by telephone companies like AT&T and the baby Bells. The Telecom Act opened up the playing field to cable providers and mergers and acquisitions have blurred the distinction between such companies. For example, AT&T's acquisition of both TCI and MediaOne in 1999 gave the company a large footprint in the cable television market. Deregulation also allowed competition in the local phone service market that had previously been monopolized by a single local carrier. This should allow consumers a wide range of choices for both local and long-distance carriers. However, choice will be limited by the access agreements that are made to utilize existing infrastructure in a particular area. Other services involving hand-held devices include pagers and instant messaging which use similar technologies and infrastructure to cellular telephones.

### **Cable Television**

Technically known as Wired Broadcast Relay systems, cable television services have historically been provided by traditional cable providers such as Time-Warner, Cablevision, and Comcast. Deregulation has

also allowed other telecom providers, such as telephone companies, to offer cable television services. For traditional cable TV, television pictures are picked up either off-air or from satellite, and combined into the cable signal, and relayed via cable to the customers. The use of fiber-optic cables increases the space for channels. Through a combination of technologies, one can offer approximately 100 channels. However, changing to emerging digital transmission technologies, up to 500 channels may be carried. Video transmissions can also be carried by high-speed data lines. Satellite video signals can be directly received by satellite dish antennae which would be installed by individuals or businesses on a building façade or other location to best receive satellite transmission signals. Satellite services can offer high number of channels and are not limited by cabling capacity limitations.

### **Internet**

Since its inception in 1993, the Internet has grown rapidly in use-both locally and worldwide. The Internet is entering almost every facet of life-home, work, government, school, and recreation. It is becoming a normal and common medium of commu-

nication. Many of today's technologies are converging to the Web. Data communications (VPN, electronic mail); telephony (Internet Protocol [IP] telephones); entertainment (Real Audio, live broadcasting); wireless personal data assistants (PDA) and computers; and cellular telephones are a few examples. Researchers at universities worldwide are working on the next generation of the Internet (Internet 2). This is a more robust version of the existing Internet with the primary goals of providing higher bandwidth and more intelligent routing of data.

Internet access was only recently limited to dial-up service that linked to modems that received at a baud rate of 56.6 Kilobits per second (Kbps). Soon, T1 and ISDN services became available for Internet access and provided much greater speeds over essentially the same copper wires. However, service of this type was limited in area and extremely expensive. Next, cable television franchises began offering high-speed cable Internet service through a hook-up with a cable modem. These speeds have increased significantly with the advent of fiber optic cable transmission lines. Finally, Digital Subscriber Line (DSL) service became widely available. DSL is a generic term encompassing a family of moderate speed communications access using a subscriber's existing copper lines and is subdivided via various specialized technologies with a generic xDSL acronym.

Regarding infrastructure technology, fiber-based broadband appears to be the connection of choice but wireless technologies may become a more significant competitor soon. Regarding Web browser software, Microsoft's Internet Explorer (IE) and AOL's Netscape have an overwhelming share of the current market but Opera is quickly gaining market share. Finally, in terms of Internet Service Providers (ISP's), America Online (AOL), Microsoft Network (MSN), AT&T WorldNet, and Earthlink are the top four providers with AOL and MSN holding the majority of the market.

#### **Summary of Services**

Please note that with the ramifications of the Telecom Act, technologies, services, and company product lines are rapidly merging which shall be referred to as convergence. As result of deregulation, it is expected that technologies will continue to advance, leaving less competitive technologies in their wake and resulting fairly soon in a few industry standard technology platforms and service providers. Convergence and the establishment of technology platforms can have both advantages and disadvantages but of greater concern is the continued trend toward merger and consolidation in the telecommunications industry. This could limit consumer choice which is a key interest to the Town of Brookline for its residents.

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## *History of Telecommunications Technologies in Brookline*

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The technology of communication has historically been one of the primary factors, along with transportation technologies, that greatly influenced urban form and growth. Prior to the advent of telegraph and telephone technology, development within cities was concentrated since all communication required physical movement of some sort. Concentration facilitated ease of communication due to the close proximity of the communicators. Thus such growth permitted cities and towns like Brookline to have "...time constraints to be overcome by minimizing distance constraints." (Graham and Marvin, 1996). Thus, a tightly compact town like Brookline, up to the advent of the telephone, relied on such local-scale communication technologies as messenger, newspaper, postal letter, face to face communication, and later telegraph. Over time, communication, transportation, and other technologies facilitated the spatial dispersal of urban growth and allowed those who needed to communicate with each other to be miles or even continents apart. The dispersion of economic activity and the move toward globalization that has occurred over the last century has resulted in an entirely different set of communication requirements. While most of the local scale technologies are still relevant, superimposed over this local scale are a number of other communication technology scales that relate to contemporary institutional and cultural organizations and relationships. While these new technologies are designed to support connectivity of widely dispersed places, there is a fixed physical infrastructure that must be developed to link the municipality to the greater system. This infrastructure is expensive to supply and difficult to install or locate. Older, dense towns like Brookline are even more difficult to retrofit to the new technologies since often buildings abut property lines and are frequently very close or connected to adjoining buildings and vacant or otherwise appropriate sites for

installations of singular infrastructure (usually cellular antennae) are difficult to find. Very often, existing overhead space for broadband media has already been commissioned and underground placement is extremely expensive and disruptive. These are the issues that have faced the Town of Brookline since these new technologies have been introduced and they still remain to an extent.

#### **Broadband and Cable Infrastructure**

The Town of Brookline currently has a dual-cable system that was laid for the Times-Mirror/Cablevision system. As of the Summer of 2001, RCN, Inc. was in the process of laying fiber-optic cable for a new system. As their availability map indicates below, as of this time, RCN has fallen behind schedule for the provision of broadband service in Brookline.

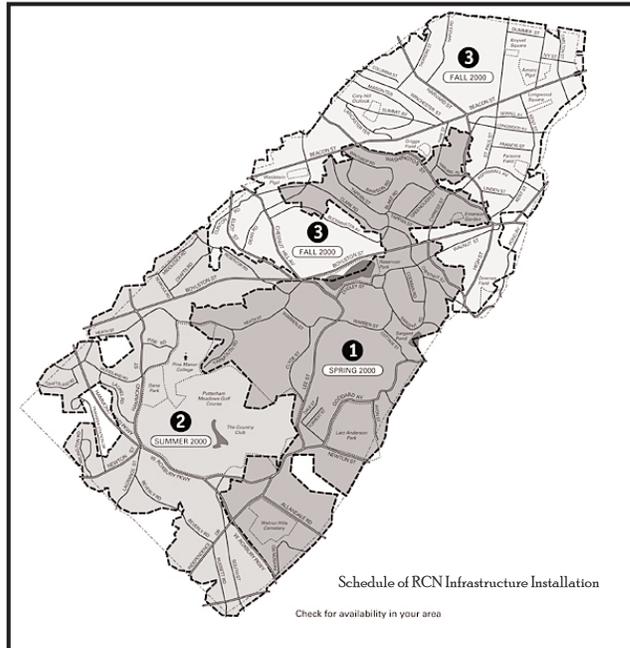
In addition, while AT&T holds the current Cablevision franchise agreement for the existing dual-mode copper cable system which has been in place since 1982, AT&T has expressed an interest to provide fiber-optic broadband cabling where their existing coaxial lines are in place.

In addition to negotiating and entering into agreements with cable franchises and monitoring those agreements, cities and towns can facilitate the provision of cable services in a variety of other ways. This can include:

1. Making the process of getting permits for street cuts more efficient and encouraging joint trenching to speed installation and reduce costs.
2. Using public funds to create joint trench opportunities in areas that would otherwise not be targeted for fiber or are scheduled in the distant future.

3. Working with local fiber providers to plan where potential new or redeveloped employment centers or concentrations will or could be in planning for infrastructure upgrades.

4. Helping developers of "telco" or "carrier hotels" to redevelop older vacant or underutilized buildings to provide hubs for different technology companies to house Internet equipment in a single, specially designed building.



◆ Makes recommendations to the Board of Selectman

The Broadband Monitoring Committee meets on a monthly basis. Management personnel from both service providers are invited and frequently attend these meetings. They present updates and answer questions about the services they provide.

Minutes are kept of each meeting and available to the public.

Also available for public review are the requests and complaints received from the public as well as the cable operators' responses. The Broadband Monitoring Committee is served by an ombudsman who takes complaints and comments in writing, by telephone, e-mail, or regular mail. Recently, the Town's Website developed a page for the Broadband Monitoring Committee. This site, located at the URL

:<http://www.townofbrooklinemass.com/Broadband/Index.html>

has attracted numerous visitors seeking to make comments, complaints, or obtain information.

The Town of Brookline also created a Cable Television Coordinating Committee, in July of 1995. The Committee is made up of representatives from the Board of Selectmen, Town Counsel's office, Broadband Monitoring Committee, School Department, and the Purchasing Department. Its charge is to facilitate the Town's cable television license renewal process.

#### High Speed Internet

The provision of Internet access by either cable company is not covered by the licensing agreements, since it does not fall under the auspices of cable television. The Broadband Monitoring Committee does, however, continue a dialog with both franchises to advocate that the residents of Brookline are provided the highest quality services in a timely and reliable manner.

#### Town Wireless Infrastructure

Cellular telephone service is limited to the carriers that have transmitting capacity that covers a particular community with cells (areas where signals can be received). Currently, the Town of Brookline has transmitter installations in the following locations:

- ◆ 1180 Beacon Street (Nextel)
- ◆ 1319 Beacon Street (AT&T)
- ◆ 1550 Beacon Street (NEXT WAVE)
- ◆ 850 Boylston Street (NEXTEL)
- ◆ 910 Boylston Street (OMNIPOINT)

#### Telecommunications Providers

The Town of Brookline is in the process of developing a database to keep track of the telecommunications companies offering services in Brookline and to list the specific services offered as well as services to be offered in the future. The breakup of the American Telegraph and Telephone Company (AT&T) in 1994 resulted in intense competition for local and long distance telephone services, along with data services. The Town of Brookline strongly encourages competition among all service providers to enhance telecommunications services and products to its citizens.

#### Broadband Monitoring Committee

As early as the 1970's, Brookline had established and generally maintained a committee to address cable television issues. The earliest committee was called the Cable Advisory Committee. Later, the Cable Television Monitoring Committee was established in 1984 to monitor the compliance of cable television operators with existing agreements as well as other related tasks. The name of the committee was changed to Broadband Monitoring Committee in 2000 to reflect the wider scope of the technology as it has evolved. The members of Broadband Monitoring Committee are appointed by the Brookline Board of Selectmen.

Two companies are authorized to provide service in Brookline; UACC Midwest, Inc, a wholly-owned subsidiary of AT&T Corp (a.k.a. AT&T/Broadband) and RCN-Becom L.L.C. Each has a written franchise agreement with the Town holding them to certain local and federally mandated criteria. The Broadband Monitoring Committee serves as a liaison between the residents of the town, the cable operators and the Selectmen. The Broadband Monitoring Committee has the following responsibilities:

- ◆ Monitors compliance with license requirements
- ◆ Serves as liaison between the town residents, cable operators and the Selectmen
- ◆ Holds open meetings
- ◆ Maintains a record of all license violations
- ◆ Keeps cable operators' responses on file
- ◆ Reports violations to the Board of Selectmen

- ◆ 10 Brookline Place West (NEXT WAVE)
- ◆ 280 Harvard Street (SPRINT PCS)
- ◆ 280 Newton Street (AT&T)

In addition, transmitters on cellular towers and other structures are located on lands adjacent to the town's boundaries and thus cells from these facilities overlap into Brookline. The map below depicts the current transmitter locations in addition to relevant zoning limitations.

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## *Local Telecommunications Market Segments*

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### **Residential**

It is estimated that a significant number of Brookline residents use the Internet. Of this number approximately 65 percent are using some form of broadband technology for connectivity. The majority of broadband users are limited to the service area currently lit by RCN. Town residents living in other areas of town are challenged by not having many options for inexpensive broadband. They can choose cable, ISDN, DSL provided that it is available to them. This is the major challenge for the town-getting affordable broadband connectivity to all areas of town. Just a few reasons for this include:

- ◆ Residents with children in local schools often use the Internet to communicate with teachers.
- ◆ Residents use the Internet to get information regarding school closing due to inclement weather.
- ◆ Home computer ownership, Internet penetration, and computer and network literacy are likely higher among the Brookline population than national averages.

### **Business**

It is generally believed that a large number of Brookline businesses regularly use the Internet for sales, marketing, research and for other purposes. Therefore, it is imperative that these local businesses have the opportunity to obtain state-of-the art connectivity to the Internet. The competitive business environment of the Town is at stake with this single issue. Presently, most of these businesses must utilize a dial-up account with transmission speeds of no greater than 56.6 Kbps.

### **Non-Profit Organizations**

Many local non-profit organizations such as local sports clubs, religious institutions, neighborhood associations, school clubs, BEA and School Committee, etc. are determining that they can better meet the needs of their members and with members of their extended networks with high speed Internet connections.

### **Public Access to the Internet in Brookline**

Primary public access to the Internet in Brookline is provided by the three public library branches in Town. The Public Library of Brookline is a member of the Minuteman Library Network (MLN) who provides the funding for all Internet access to the Brookline libraries as well as connection to the MLN catalog and circulation databases. In September of 2000, the Library prepared a FY2001-2003 Technology Plan. This Plan advanced six (6) organizational goals and three part professional development strategy. According to the Plan, existing and anticipated conditions are as follows:

- ◆ The Main Library is served by eleven (11) personal computers (PC's) with Internet access. By June 2002, there will be a total of 70 such PC's.
- ◆ The Coolidge Corner Branch Library is served by four (4) personal computers (PC's). By June 2002, there will be a total of 18 such PC's.
- ◆ The Putterham Branch Library is served by three (3) personal computers (PC's) with Internet access. By June 2002, there will be a total of 10 such PC's.
- ◆ A Brookline Village Branch was established in the first floor lobby of Town Hall for the duration of the Main Library renovation project. Two Internet connected terminals will be available for branch customers during this period.

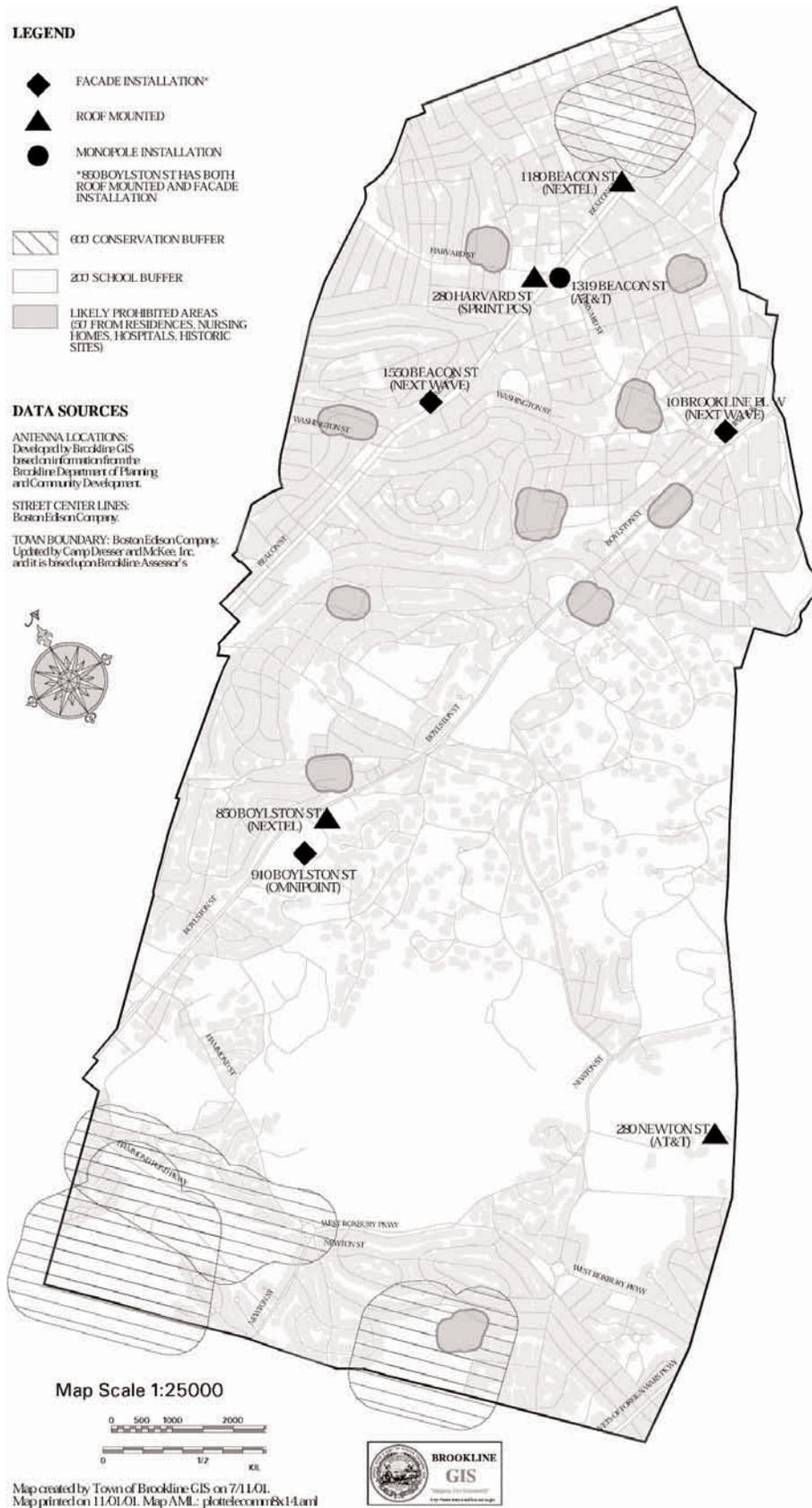
In addition to the libraries, the Brookline Senior Center Computer Learning Center contains 16 PC's with Internet access for senior use. Center staff provides on-site training. Please refer to the following page:

<http://www.townofbrooklinemass.com/Coa/ComputerCenter.html>

for use policies and program information.

# TELECOMMUNICATIONS FACILITIES

FIGURE 1



# MUNICIPAL SERVICE FUNCTION & TECHNOLOGY

Until 1985, Brookline did not have a line department that specialized in computer and other technologies. The Information Technology (IT) Department was established during that year.

Between 1985 and 2001, great strides have been taken by IT including complete networking of Town buildings, continuing improvements to the financial reporting system, the development of an award-winning GIS system and the establishment of an impressive Internet presence, a permit tracking system, and numerous other achievements that have brought Brookline very close to being an E-Government. Specifically, the range of responsibilities of the IT department is to integrate all Town activities and resources designated as:

1. Systems and data processing, comprising computer-based systems design and implementation, applications, operating software, and data processing operations;
2. Telecommunications systems and networks, comprising the integration of planning, development, and implementation of all systems and network services;
3. Delivery of applications and other information services products which meet the users' specifications in terms of quality and cost;
4. Protection of the Town's computer data and information assets and resources; and,
5. Identification of issues and opportunities in the development and support of new and existing technologies.

Technology has been applied throughout the Town of Brookline to improve and expand the availability of services. A few examples of Town automation include:

- ◆ The Finance Department operates the recently acquired MunisÓ financial reporting package to upgrade financial reporting capabilities.
- ◆ The Police Department upgraded and improved their communications and reporting systems and established an electronic means to pay parking tickets.
- ◆ The IT Department has developed a GIS system with web-based applications and connection to a permit tracking system (PermitsPlusÓ).
- ◆ The Recreation Department is implementing a system allowing online registration for its recreation programs.
- ◆ The Public Works Department has a computerized scheduling system for their services and for fleet maintenance.
- ◆ A public information kiosk has been established in the lobby of Town Hall. This kiosk has a telephone and a computer terminal linked to the Town's Web site. Additional kiosks may be considered in the future.
- ◆ Brookline has implemented a town-wide communication network that includes e-mail, file sharing, and enhanced employee information sharing.
- ◆ The town's Local Area Network and Wide Area Network systems are the foundation for its communications network. Town Hall, the police station, and BAT share a common LAN. Satellite locations including Recreation, Public Works, and Fire have independent LANs linked to the core system to form a WAN.

## *Services Provided by IT Department*

### **Internet**

The Town of Brookline developed a fully functional website in 1999. The Town hired a consulting firm to create the site and also hired a Webmaster who functions within the IT department. The Website was created to disseminate Town information, receive feedback, and offer Town services online. It contains a number of pages that relate to special projects, newsletters, Bylaws, guidelines, a complete schedule of meetings, a means to report problems, and special events. The current system contains pages introducing all Town departments, boards, commissions, Advisory Committee, and Town Meeting. Currently Water Utility Bills and Electrical Permits are available online, with plans for Parking Tickets, Recreation Programs, and Taxes all to be made payable online. In addition, every form that a citizen would use within town hall is available on the website.

The website, which is:

<http://www.townofbrooklinemass.com> or  
<http://www.town.brookline.ma.us>,

also features a calendar of all town meeting, a news/events section often used to promote Town and community events, newsletters from several depart-

ments (including Planning and Community Development's notable Update newsletter), and detailed information on every Town Department.

In addition the Website offers easy access to several frequently used Databases in Town Hall including the Assessors Property Tax Commitments database, a "Doing Business as..." database, and a Voting Locator and Elected Official database. As mentioned above, the Website is also frequently used by citizens and other interested individuals as a resource to non-official town information, such as listings of some private websites in Brookline that the public may be interested in, directories of arts and cultural institutions, childcare facilities, and places of worship just to mention a few. All town departments and divisions have separate Web pages that provide basic public information such as contact telephone numbers and e-mail addresses, downloadable forms and documents, and discussion of processes and procedures. The complete listing of departmental pages in the Appendix provides a synopsis of the information available on each site. Finally, many special municipal projects justify their own space on the town's Web site. Special projects such as the Conservation Commission's site for the Open Space Plan:

[http://www.townofbrooklinemass.com/conservation/  
OpenSpace2000.html](http://www.townofbrooklinemass.com/conservation/OpenSpace2000.html)

or the Planning and Community Development Department's Comprehensive Plan pages:

<http://www.townofbrooklinemass.com/Planning/ComprehensivePlan/>

project specific information can be posted which assists the public in easily locating information relevant to that project. Finally, the Council on Aging (COA) newsletter and many other newsletters are available online:

<http://www.townofbrooklinemass.com/Coa/newsletter.html>

**Permit Tracking System**

Since 1999, the Town of Brookline has proceeded to implement a municipal permit tracking system (PermitsPlus©) which is designed to not only track the progress of various permits (e.g. building permits) but also to issue, file, and query permits and other documents such as applications to various boards and commissions. As of the Summer of 2001, a total of five (5) Town departments have been connected to PermitsPlus© and additional departments are expected to be added to the system by the end of 2002. This system is designed to greatly increase the accuracy, efficiency, and interconnectivity of the permitting process. The next phase of system development will include the ability of citizens to apply for permits and make applications online. In addition, users will be able to track the progress of their applications via PermitsPlus©.

**Geographic Information System**

A Geographic Information System (GIS) is a computer-based tool for mapping and analyzing large amounts of information with pictures and maps and is comprised of hardware, software, network, data and trained personnel. It is designed to support the capture, management, manipulation, analysis, and display of spatially referenced data for solving complex planning and management problems. There are three key elements of a GIS: digital mapping, database management and spatial analysis. The integration of these three elements has distinguished GIS from the traditional computer-aided design (CAD) system.

**Brookline's GIS**

Developed in 1994, the Town's GIS has grown from a limited system serving a few specific users to a fully-functional GIS system using state-of-the-art hardware and software, utilizing several extensive databases, and employing three (3) full-time staff including a GIS Manager whose position was created in 1996. The growth of the system was meticulously mapped out through the development of a strategic plan prepared by the GIS Manager and supported by a GIS Steering Committee. In December 2000 the Town had an operational GIS and it received a "Best Municipal GIS in New England" award from the American Congress on Survey and Mapping (ACSM) and the American Society for Photogrammetry & Remote Sensing (ASPRS). The Town also received a "Special Achievement in GIS" award by ESRI in July 2001.

At present, the core GIS group is comprised of a full-

time GIS Manager, a full-time GIS analyst, and a part-time GIS technician. This group resides in the Information Technologies (IT) Department and is responsible for GIS system administration, major data development, data maintenance, custom programming, GIS project coordination, mapping services for internal departments and the general public, end user training, and end user technical support. GIS is widely used by many departments for both internal use and external presentation or public information purposes. Building an efficient and powerful GIS system requires a cooperative effort. The Selectman's Office and the Finance Department have given critical support to Brookline's GIS program. Also fundamental in the initial success of the system are the following departments: Water and Sewer, Engineering, Assessors, Planning, DPW, Conservation Commission, Police, Town Council's Office, and many others.

Data is the essential component of any GIS system. There are two types of data that combine to make a true GIS, spatial data and attribute data. Spatial data contain the coordinates and identifying information describing the map features such as streets, water features, and railroads. Attribute data are the information that you want to use for analysis or presentation such as street address, parcel size, building information, etc.

Much of the attribute data used by the Brookline GIS system is located on the Assessors database. Any attribute data used by a GIS must have a spatial relationship. Sales figures for each of your store locations, population data for each county, and total income for each household in a region are examples of information that can be portrayed spatially because the information applies to a specific geographic feature such as a parcel, census block or tract, zip code, or other district or geographic area. In 1995, the Town obtained base map information from Boston Edison Company which includes street centerlines, pavement edges, backs of sidewalks, and building footprints. Parcels, water, sewer and drain networks were digitized by a consultant and quality checked by the GIS group. Various layers have also been created in-house and include voting precincts, police dispatching districts, fire districts, zoning districts, school districts, school buffer zones, neighborhoods, one-way streets, stop signs, bus routes and open space. In 2000, the Town hired a consultant to develop Color Digital Orthophotography (very highly resolute aerial photographs). All data layers are in a central data repository on the GIS server and can be

accessed by all internal departments. Most of the layers are also available for the general public to purchase with minimum cost. A data dictionary was created and updated annually that explains the contents and data aspects of each layer. Various custom applications were developed as well, such as the Abutter's Program, the Traffic Signals Mapping Tool, numerous mapping macros, Sex Offenders Registration Program, and Drug Free School Zones Mapping Program. More applications are being developed such as the webGIS-based Tree Maintenance Program.

A map library has been set up on the Town's Web site and is updated frequently. The general public can

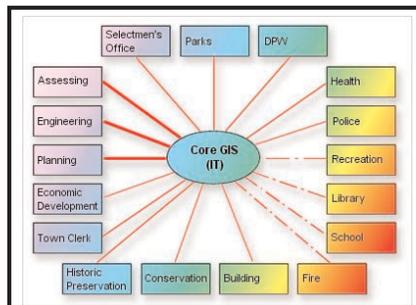


TABLE 1

download a variety of maps free of charge. Map and Data Request Forms are also made available. For a reproduction cost, maps and data can be obtained from the Town. The core GIS group is presently setting up an interactive GIS website, so that the GIS database can be queried interactively and from the Internet. This Web site will have two levels of access. One is for the internal departmental staff in their day-to-day activities, and the other is for the general public to view useful information online.

Data maintenance is a critical issue for an operational GIS. It is a sizable task, portions of which the core

GIS group cannot accomplish themselves. Cooperation between Town departments is essential. Technology changes very quickly, and it also creates a big challenge for an operational GIS to fully utilize the existing systems while positioning itself to make the migration to new technologies as smooth and cost effective as possible. Finally, greater integration between GIS and other information systems such as PermitsPlus© is required and a staff training regimen needs to be more fully developed.

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### *Public Safety Telecommunications Technologies*

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The Town of Brookline public safety agencies are well-equipped in regard to emergency communications systems. Both Police and Fire departments are using a state-of-the-art two-way radio units. This system allows easy communications between four types of dispatch resources: 1) Two-way radio communications; 2) Telephone Communications; 3) Tone and Voice Pagers; and 4) Auxiliary Input/Outputs.

All computer-aided dispatch (CAD) is interfaced with a mapping system that allows information critical to public safety personnel to be geographically depicted. The Town of Brookline is effectively covered by antennas serving the public safety telecommunications system. Police personnel are linked with base units using radio modem's which are connected to their field laptop computers. These will be supplemented with handheld devices in the upcoming fiscal year for use in entering field data.

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### *Public Works Telecommunications Technologies*

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The Department of Public Works operates its mobile communications system on a licensed UHF band repeated network. Approximately 125 Department vehicles are equipped with two-way mobile radios. DPW also operates five base station units which are located at Town Hall, the Municipal Service Center, Netherlands Road Water and Sewer facility, Parks

and Open Space facility, and Singletree Road. The senior managers within the DPW that are also a part of the Town's Emergency Management Team have dual mobile radios in their vehicles that cover the DPW frequency as well as the Police, Fire and other Public Safety channels in the VHF range.

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### *Other Technologies & Tools*

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#### **Brookline Access Television**

Brookline Access Television is the local public access channel that broadcasts Board of Selectmen meetings, Town Meeting, School Committee meetings, and other public meetings and hearings. It also serves the local community by offering potential airtime to local individuals who may have a good broadcast idea. Brookline Access Television is served by a nine-member Board of Directors. Each Board member is appointed by the Brookline Board of Selectmen to a three-year term. The Board holds regular meetings at the B.A.T. facilities at 179 Amory Street in Brookline. Their meetings are open to the public.

#### **Zoning**

Zoning as a tool can serve both a regulatory role and a facilitative role regarding technology and telecommunications infrastructure and services. As a regulatory tool, the Town of Brookline has adopted a set of zoning requirements that are generally considered to be excellent and among the best in the Commonwealth. Section 4.50, Wireless Telecommunications Services, of the Town of Brookline Zoning Bylaw, allows for the adequate development of facilities that provide wireless telecommunications services while regulating the design and location of these facilities to ensure that demand for these services is met while at the same time preserving the character, appearance, property values, natural resources, and historic sites of the Town. Providers who wish to install a transmitter or tower must file for a Building Permit and must fol-

low two or three of the following processes: Board of Appeals for Special Permit or variance, Planning Board for façade and sign design review, and the Board of Selectmen if the request is for a site on Town-owned property. Section 4.50, while in full compliance with the Telecom Act, takes full advantage of the regulatory provisions available in the Act for local review. The Town continues to monitor telecommunications legislation at both the Federal and State levels in the event that significant changes may be imminent or forthcoming.

#### **Economic Development**

The goals of the Town's Economic Development office are to encourage appropriate economic growth, foster the prosperity of businesses in the Town's commercial areas, enhance the Town's appearance by promoting design excellence in new development, and preserve and enhance the character of neighborhoods. They work closely with developers to encourage appropriate development, support local merchants associations and strengthen local commercial areas, promote tourism, develop a strategic development plan, and assist with affordable housing promotion. To help facilitate their responsibilities, Economic Development maintains a user-friendly Web site that offers a business database with search capability, a description of local commercial areas, summaries of town celebrations, a "how-to" page for starting or expanding businesses in Brookline, links to merchant associations, a sequence of project approval page, and descriptions of processes for typical department projects. Through their close contact with the busi-

ness community, Economic Development is keenly aware of the challenges facing local businesses in the new economy. They understand better than any func-

tion in Town Hall the need to provide high speed Internet access to this sector.

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## *What Exactly is E-Government, Anyway?*

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Electronic Government (e-government or eGov) is a how governments can deliver services to their citizens using technologies such as telephone, the Internet and other telecommunications means. As citizens become increasingly connected electronically, more demand is being placed on governments to provide their services via the Internet or other information technologies. The Town of Brookline currently uses its web site:

[www.townofbrooklinemass.com](http://www.townofbrooklinemass.com)

to disseminate information to its citizens and stakeholders, receive feedback, and disseminate information. Some examples of the information currently available through the site include contact information, community calendar, town documents and publications, employment opportunities, GIS, hot topics, services, and many others. Town staff is undergoing strategic planning for the next phases of eGov services. It is important to view this as a dynamic process which will continually be assessed, revised and improved.

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## *Technology Responsibility in Brookline Municipal Government*

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In the Town of Brookline, the departments listed in Table 1 below are responsible for the regulation or provision of technology services.

In addition, a three member Information Technology Advisory Committee (ITAC) was established in 2001 to assist in the development of a town-wide approach to IT and to enhance the strength of budgetary or other recommendations made regarding IT. Line departments are not included in the composition of the Committee, but play a role by participating in sub-committees and task forces that report to the Committee on various subjects (e.g., E-Commerce, permitting, etc.).

The ITAC would play a key role in the development of the Long Range IT Plan (LRITP) that the Town is in the process of developing. This Plan will be conducted in three phases including an assessment of existing operations, a definition of current and near-term future best practices and recommendations, and a plan to implement recommended best practices). The ITAC's largest contribution to the study will occur during phase two, as the selected consultant will be interviewing various stakeholders about what

they believe the future needs and direction of the Town should be.

Once the study is completed and the plan is in place, the ITAC will be responsible for the annual review of the Town's efforts in following the LRITP, evaluating any industry changes or trends that occurred since the report was authored, and recommending any new projects and/or discontinuing old projects. The Committee would make a presentation to the Board of Selectmen on this review, thereby keeping the Board informed of the operations of this function of town government whose importance is growing rapidly.

Finally, in the Spring of 2001, the Town appointed an ad-hoc Information Technology Steering Committee made up of twenty staff who represent each departments unofficial technology liaison. This Committee was established to meet and discuss issues related to Town technology policy. In addition, the Committee has been broken out into several subcommittees for the purpose of providing assistance to the consultants (PTI) currently working to develop the IT infrastructure plan.

TABLE 1

| Department                       | Area of Responsibility   |
|----------------------------------|--|
| Information Technology (IT)      | Computer Hardware and Software, GIS, Training, Networking, Technical Support, Internet Access and Webmaster Services, Town telecommunications.   |
| Engineering                      | Review plans, grant right-of-way access, and oversee work within the right-of-way by telecommunications providers.   |
| Planning & Community Development | Review telecommunications antennae applications and provide support to the Board of Appeals in hearing such applications. Also assists in the development and administration of zoning bylaws governing telecommunications facilities. |
| Human Relations                  | Provides ombudsman for Broadband Monitoring Committee; responds to complaints from residents, businesses, and Town departments, and provides staffing for Broadband Monitoring Committee meetings.                                     |
| Building                         | Monitor installation and maintenance of networking and telecommunications infrastructure in Town and school facilities   |
| Other                            | Other departments such as DPW, Building, Police, Fire, etc. each evaluate their needs and acquire and use specific technologies to suit their specialized needs.   |

# TRENDS

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It is important for local governments to stay abreast of trends in information technologies like telecommunications. This section will describe several trends that should be noted as the Town moves toward e-government.

Wireless devices are expected to be involved in at least 40 percent of business-to-consumer e-commerce transactions outside of North America by 2004. If

this occurs, wireless e-commerce will dramatically increase. Growth in wireless networking is expected to increase significantly.

personal computing are increasingly interrelated. Whether reseller, operator, or manufacturer, one company may be working on expanding its markets in all three of the above-mentioned areas.

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## *Convergence*

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The joining of the various technologies such as cellular phones, web browsing, email, and network connectivity illustrates the phenomena of convergence which was discussed earlier in this report. This is a major challenge for wireless and wired carriers alike to serve customers in an increasingly convergent global marketplace where most major carriers desire to offer a bundle of products. Convergence affects every aspect of modern telecommunications, including product development, technology, government regulation, marketing, and customer service. Some examples of convergence are:

- ◆ Computers and telephones integrated into one unit
- ◆ Cellular telephones and PDA's
- ◆ Smart Cards (e.g. cards that have an embedded chip that keeps track of owner information such as

account balances, personal information, history, etc.).

- ◆ Computers and GPS devices in automobiles

Now technologies such as telephony (telephone-computer integration), multi-channel cable television, and personal computing are increasingly interrelated.

Whether reseller, operator, or manufacturer, one company may be working on expanding its markets in all three of the above-mentioned areas. Implications of these trends for the Town of Brookline are uncertain but failure to be attentive to such trends will likely result in falling behind in comparison with other governments and may result in a gap between what residents demand and what can be provided.

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## *E-government*

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Government will change more in the next decade than it has in the past century, due to the implementation of e-government. E-government is already generating changes to existing laws, and creating new laws and policies. Technology specialists predict changes to the way government is organized. Implemented properly, e-government has the potential to enhance a government's relationship with its citizens and taxpayers by improving and expanding government services while making them more accessible to a greater number of citizens. The economy in general is making the final transition to a knowledge and information base. In this transition, government must consider the interests of its citizens while re-engineering its functions and services.

Government is both a service provider and a policy-maker, protecting the public health and safety of all citizens and promoting the social and economic values espoused by its citizens. As a policy-maker, government should consider planning for a digital society as a whole. E-government is only a part of this role. For example, the government must be a role model in the use of e-commerce and a catalyst in bringing the digital society to its citizens. It is expected that communicating with the government on-line will become more important to citizens and others interested in government services. As lives continue to become busier and more time constrained, citizens will want information services available 24-hour a day, everyday, throughout the year. Citizens will demand one-stop shopping where

they take care of all their government services-be it local, regional, state, or federal.

E-Government services for the Town of Brookline will be brought on-line in a phased approach. To date, the following services have been established:

- ◆ Registration for recreation programs
- ◆ Online payment of parking tickets
- ◆ Online payment of refuse removal service

In the future many of the services that we currently provide will be available through the Internet. This will be done, as it becomes practical and economically feasible. Some of the anticipated eGov services are: utility billing, purchasing and registration of various licenses and permits, payment of fees and fines, better connectivity and communication between the Town and community and neighborhood groups, registration and payment for recreational programs, and problem reporting (e.g., potholes, fallen trees, etc.). Also important is the provision of vital public information. This includes providing information on the various zoning, land use, and other processes and procedures that are used to obtain permits and other approvals. This information could be provided by simple "How do I..." or Frequently Asked Questions (FAQ) sections that describe these processes step by step. Such information could also be tailored to specific users through interactive screens linked to databases, hyperlinked flowcharts, streaming video, and

connections to the GIS and other special databases. Finally, meetings of various boards and commissions, in addition to being in cable television, can be made available on the Web site in streaming media. Both this media and cable television have the technology or will soon, to provide additional supplemental information during these broadcasts. For example,

Planning Board meetings could include the ability to view still photographs of the site under discussion as well as view alphanumeric information on the site such as size, address, owner, request, etc.

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## *How We Work, Learn, Shop, Communicate and Interact*

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It is commonplace and expected now to obtain and distribute information via the Internet. Examples include sending documents by e-mail and browsing web sites for information and research. Professionals are demanding e-mail and electronic forms of information exchange. Local businesses will need to be connected to high-speed networks in order to effectively compete in the e-commerce marketplace. Thus, high-speed access to information is and will continue to be a critical concern of the Town.

### **Bulletin Boards**

A number of cities and towns have established online bulletin boards or discussion groups (e.g. Indianapolis...see <http://www.Indygov.org/cgi-bin/ubb/Ultimate.cgi>). These groups allow citizens and others interested in municipal services to hold threaded discussions which are linked to the original entry. Such groups generally have a discussion moni-

tor or facilitator and relate either to a special project that is currently underway or for general comments related to the operations of the city or town.

### **Technology Assistance to Citizens**

One area where municipal governments are taking the lead in the area of information technology is providing assistance to citizens in the use of technology. Many underprivileged, older, or handicapped individuals may not have access or opportunity to use advanced technologies like the Internet or they have a fear of the technology. A number of local governments have established technology outreach programs that offer remedial training on personal computers through the library, social services department, or other agency.

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## *Pace of Change in Technology*

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The pace is only accelerating. Changes expected in the next five (5) years include miniaturization of computers and the expanded use and growth of PDA type devices; voice recognition systems making keyboards obsolete; growth of IP Telephony and the replacement of traditional telephone services with the Internet; and explosion in wireless technologies - networking, communicating. There will be a huge demand for on-line and wireless services. Wireless services such as cellular will have a huge impact on the way we live. While there will be increased demand for wireless telecommunications facilities

and services as the capabilities of cellular handsets and PDA's increase, this issue continues to be sensitive. The Town has a strong Bylaw governing wireless telecommunications facilities and services and should continue to monitor telecommunications legislation, emerging technologies, and consider innovative solutions to siting and camouflaging. The demand from citizens will increase as price decreases and features "we can't live without" increase. It will be a challenge for the town to partner together with local carriers to provide the required technological infrastructure for the future.

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## *Speed for Service Delivery and Customization*

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Everyone wants it now. We are entering the age of around the clock service. Citizens will want to access Town services at their convenience - when and how they want to. They will insist on defining their experience, not the civil employee down at Town Hall.

They will demand the ability to customize services - e.g. the ability to pay for services monthly, quarterly, etc. As technology progresses citizens will demand increased customized, personalized services.

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## *Demand for More Speed-Broadband versus Analog*

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The demand for high-speed service is crucial. The average experienced computer user in Brookline is frustrated with dial-up connectivity and its limitations. The key for communities like Brookline will be to have enough competition in the market which should facilitate choice for citizens and continue to bring new technologies to town. There is much consolidation occurring in the ISP arena. One of the roles of government will be to entice private enterprise to offer cost effective services to citizens.

Digital entertainment services, along with all the other digital services, have a good chance to become the "must have" service that the public will select once computer networks have adequate bandwidth. This means that services such as Fast Ethernet and Gigabit Ethernet with full multimedia services need to be delivered to everyone at affordable rates. Fiber optics, broadband wireless, and NGI switched networks are necessary mechanisms. Gigabit/second, or faster, speed communications should displace the 10 Mbps Ethernet and lower speed access in use today

to enable full multimedia services for business, entertainment, education and other applications. However, to provide infrastructure to supply high-speed service may mean more wiring in visible residential and commercial locations throughout town. The ques-

tions that stem from this eventuality could relate to the rights that the Town enjoys in managing telecommunications infrastructure within the right-of-way, the potential to remove obsolete infrastructure, and visual impact issues.

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### ***BAT: Public and Government Access Television***

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BAT should be considering a move into the area of digital video production and also be considering High Definition Television (HDTV). Digital photography and editing capabilities are becoming the norm among public and government access stations, and BAT should have a focus on being part of that cutting edge transition. The future of the station should be

being fully digital capable, which will allow for greater productivity and professional quality productions. In accordance with a Town strategic goal of E-government technology, BAT should offer digital streaming video on demand through the town's web site.

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### ***Planning and Zoning Tools***

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#### **Special Zoning Tools**

A number of communities have developed specialized zoning tools to assist local businesses in optimally employing advanced technologies. Many other communities are in the process of developing such provisions. Zoning can also be used creatively to allow for opportunities that take advantage of current telecommunications and other information technologies. This could include removal of barriers to telecommuting, etc.

#### **Facilitation of Telecommuting**

It would seem logical for any community to encour-

age telecommuting as a means to reduce the number of automobiles on the road, especially during rush hours. This reduces fuel use, road congestion, emissions, and may have other benefits to those who do commute, use parking facilities, etc. Other potential positive aspects of telecommuting include increased neighborhood safety. Where previously residential areas were largely abandoned during the day, telecommuters can serve as eyes and ears on the street. While these benefits are generally forthcoming, the potential negative effects of this practice could include additional package truck deliveries.

# ISSUES & OPPORTUNITIES

## *Technology Facilitation and Support*

1

### **Availability of High Speed Internet Access**

Affordable broadband access is only available in RCN lit areas and fiber-optic technology to the remaining areas of town is still not available. Getting citizens and businesses connected in a timely manner is a significant issue. According to several local realtors, lack of high-speed internet access in some areas in Brookline has influenced clients decisions not to purchase homes in Brookline. This trend will continue and increase in importance. Local commercial and retail activity is expanding as a result of the technology opportunities provided by the Internet but this activity is restricted by the lack of high-speed service in many parts of town. Trends in retailing appear to favor "big box" discount stores and indoor malls rather than the "Main Street" storefront-based commercial areas found in Brookline. The ability to generate and process online sales quickly and accurately

is already a key competitive advantage that is rapidly becoming a business necessity. Providing the infrastructure to support high-speed internet access is presently highly desirable and will soon be required of cities and towns just as reliable electricity and water is assumed today.

### **Equitable Provision or Facilitation of Wired Infrastructures**

Consider policies for infrastructure that ensure ubiquity of access for all income groups regardless of geographical location.

### **The "Digital Divide"**

Brookline should strive to avoid a "digital divide" and ensure that many households that cannot afford computers and Internet connections be linked to resources that can assist them in gaining access.

## *Technology for Municipal Service Enhancements*

2

### **Public Access to Emerging Technologies**

With the pace of change in technology, many citizens, including school children, cannot always avail themselves of the latest technologies due to cost or other barrier. Some communities have created community technology centers allowing public access to technologies that may not be available in the home. The Brookline Public Library is beginning to serve this role and other options should be considered as well.

### **Use of Planning and Zoning Tools to Stimulate Technological Development**

Planning policies and zoning or other development

provisions could be used to stimulate and encourage innovative residential, office, and retail designs that include adaptive use of historic buildings that considers technology infrastructure.

### **Provider and Service Database**

The Town should consider the development and maintenance of the local service providers and the specific products and services that they offer locally. This can benefit residents and businesses by providing them with a one-stop location for making informed decisions on telecommunications services

## *Brookline Access Television*

3

### **Expansion of BAT Programming**

BAT is a valuable local communication resource. The Town should consider opportunities to expand service. BAT can be used to enhance training and information opportunities throughout the community. In addition, emergency programming is an important role of BAT and this aspect of their charge can be creatively enhanced.

### **Expansion of Community-Level Program Production**

Resources should be widely and conveniently available to assist citizens and non-profit organizations in producing public-access programs for BAT.

### **BAT Technology Acquisition**

BAT should possess state-of-the-art digital equipment that allows staff to create more professional productions, to enhance local programming, and to better train local producers. In addition, the use of on-line, on-demand public access broadcasts should be explored.

### **Role of Cable Television Franchisee(s) in BAT**

Active participation and enhanced financial support of BAT by the cable franchisee(s) could provide BAT with additional needed resources.

## 4

### *Equity & Justice*

There is an opportunity to increase access to information technologies and services to all members of the community and especially consider those segments of the population that need special attention to ensure their participation with these technologies. This should include those with physical or mental handicaps, the elderly, and those from cultures that have

not yet embraced these technologies. This may include accessibility technologies and multiple language integration.

In addition, a critical issue related to the implementation of e-government involves security, privacy, identity, authentication, and ultimately justice.

## 5

### *Coordination and Cooperation*

Regional technology initiatives might offer opportunities to enhance intergovernmental data sharing. This could benefit Brookline both financially and in garnering additional data that might otherwise have not been available. There is a strong opportunity to promote regional cooperation in information technology to facilitate government-to-government transactions and exchanges of data.

The benefit of public-private partnerships with telecommunications and digital technology compa-

nies should be investigated considered to determine potential advantages to users of these services in Brookline.

Consider cooperative projects with local colleges and universities, governmental entities, and private enterprise.

Create partnerships with telecommunications companies to provide broadband access to underserved areas.

## 6

### *Telecommunications Infrastructure*

#### **Creative Wireless Infrastructure Siting**

Although demand for wireless communication services is high, wireless telecommunications facilities and services are difficult to locate and often create conflicts between citizens and wireless providers. Work with the Telecommunications Committee should continue to look for unconventional and creative opportunities to eliminate dead cells in Brookline.

#### **Infrastructure Placement**

Encourage the underground placement of existing wired facilities as the opportunity arises. Above ground facilities often have detrimental visual impacts. Also, facilitate the placement of utilities underground for all new development.

#### **Right-of-Way Policies**

The town holds streets, rights-of-way, and public utility easements in trust for the use of the public, which are finite assets that interest multiple users. The value of rights-of-way as a public asset has increased, especially as more telecommunications providers have become interested in serving Brookline residents. The town has an obligation to charge fair compensation for the use of this asset. The town has the duty to manage its rights-of-way and easement assets

wisely for the public good. This includes, but is not limited to, adopting reasonable regulations for utility separation, the timing and coordination of the work in the right-of-way, safety rules and regulations, and the preservation of the streets in a condition to best serve the traveling public.

#### **Infrastructure Provision Policies**

Infrastructure provision policies should be reviewed to ensure that they are based on need and actively aim to close any gaps in uniform provision of services for all residents and businesses; and use infrastructure investments to leverage community services.

#### **Infrastructure as Potential Leverage**

Use transport and other infrastructure improvements as means to leverage enhanced capabilities.

#### **Public-Private Partnership Opportunities for Telecommunications Provision**

In partnership with private enterprises, facilitate the implementation of the best available communication infrastructure townwide that allows high-speed and simultaneous voice, data, and full-motion video communication and information.

## 7

### *Municipal Service Delivery*

#### **Customer Service and Administrative Efficiency/Productivity**

Brookline has emerged as a leader in a number of municipal technology categories like GIS. The Town places a high priority on utilizing technology to improve customer service and internal process effi-

ciency. Since the early 1990's, the Town of Brookline has made great strides in upgrading to new technologies. The PTI Plan will map the future provision of technologies that coordinate with the availability of those technologies, that coordinate with budgetary processes, and that meet the needs of the departments

that use them.

#### **Online Service Delivery**

Citizen expectations for on-demand municipal service delivery may increase as e-commerce and e-government becomes more prevalent. This may create the need for additional resources to facilitate these services. Included in these services is the implementation of on-line application and payment for critical Town services. This type of opportunity should be researched.

Easily accessible and useable e-services for a range of municipal functions and local policy issues can be developed to provide public information, process permits, allow for comments and suggestions, report problems, view of boards and commissions, contact staff, and a plethora of additional services.

#### **Planned Upgrades to Hardware and Software**

The Town of Brookline municipal government generally has a high adoption rate of new technologies. This trend should continue but one issue is the establishment of a replacement schedule. This should be based on technological obsolescence and the need to enhance productivity.

#### **Electronic Dialogue**

Improve the utility of Town information through discussions with current or potential users, such as opportunities for electronic dialogue between citizens and Town officials.

#### **GIS Development**

The Town's award-winning GIS system can be enhanced in a number of ways. The Town should continue the development and maintenance of the Geographic Information System (GIS) and expand its use for all Town departments, for citizens, and other users.

Eventually, the creation of a three dimensional interactive GIS where individuals can relate to geographic information and associated data in three dimensional,

virtual space will be available. Benefits could include the ability to model proposed developments and note shadowing and other effects.

#### **Establishment of Specific Telecommunications Role/Authority in Town Government**

Providing within the local governance structure visible and knowledgeable leadership and technical expertise in telecommunications planning and services.

#### **Focus on People and Community**

Develop a focus on community including interactions among people, businesses, industry, governments, educational institutions, and non-profit groups rather than solely on the technology. While the technology is important, it should be developed and used based on a strong understanding of social and other networks at play in Brookline and beyond.

#### **Public Internet Access**

Not every citizen has easy access to a computer connected to the Internet. The Town should consider the provision of additional public access computer terminals in the Town Hall, Senior Center, libraries, and other frequently visited public spaces.

#### **Wireless Village**

The Town may wish to investigate the transition towards total paperless communications with Board of Selectmen, the Planning Board, official town committees, and others. This may also meet environmental and budgetary goals. This could also lead to the facilitation or creation of a townwide "wireless village" where neighborhood groups, appointed committees, and other local groups and organizations can regularly communicate with each other and with the Town.

#### **Training of Town Employees**

Computer training is emerging as an important issue in Town government. One possibility is the establishment of a permanent computer training facility for town employees.

## *Economic Development*

8

#### **E-Commerce**

Encourage competitive and cutting-edge electronic commerce in Brookline.

nology start-up's. This could include the creation of a virtual business incubator to encourage local businesses to conduct business over the Internet.

#### **Business Start-Ups**

There are a number of strategies that the Town could utilize to facilitate and assist small-business and tech-

## *Regional Cooperation*

9

#### **Regional Government Technology Users Groups and Other Cooperative Efforts**

The Town may benefit from greater exposure to regional forums and other opportunities to share information with other municipal technology users. This could include the creation of or joining an exist-

ing regional government technology user's group to enhance government-to-government data sharing. Other government-to-government connections between information systems in the Boston Metropolitan Area and at the state level should be explored as well.

# APPENDIX

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## *Additional References & Resources*

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<http://www.attbroadband.com/services/>

<http://www.rcn.com/>

<http://www.govconnect.com>

<http://www.pti-consulting.com>

Brookline Access Television (BAT) - The Web site for the local Brookline public access television station.

<http://www.batv.org/>

<http://www.indygov.org/cgi-bin/ubb/Ultimate.cgi>

[http://thomas.loc.gov/cgi-bin/query/z?c104:s.652.enr:](http://thomas.loc.gov/cgi-bin/query/z?c104:s.652.enr)

Commonwealth of Massachusetts Information Technology Standards, Guidelines, Policies, and Strategic Directions

<http://www.state.ma.us/itd/spg/publications/standards/index.htm>

Massachusetts State Agency Website Guidelines

<http://www.state.ma.us/webmass/guide.htm>

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## *Glossary*

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**WWW** - World-Wide Web, The newest and increasingly the most popular service on the Internet, WWW is a "hypertext" information system capable of presenting multimedia information (audio, video, graphics, etc.) to those with a "direct connection" to the Internet. It requires a SL/IP, PPP, or some other dedicated Internet connection and browser software (like Mosaic or Netscape). Users without such a dedicated connection, but who still have an on-line account, can use a non-graphical, text-based browser called Lynx.

**ADSL** - Asymmetrical Digital Subscriber Line, a modest speed local access communications solution.

**BOC** - Bell Operating Company.

**Broadband** - A form of communication that uses higher bandwidth and can carry large amounts of information. Fiber-optic and coaxial cable, digital subscriber lines (DSL), and microwave transmissions can carry broadband communications; basic copper wire traditionally used by telephone companies cannot.

**CGI** - Common Gateway Interface, a method of extending web server functionality using scripts or programs in response to Web browser requests.

**Common Carrier** - A telephone company or similar supplier of non-private telecommunications services (telecommunications usage).

**Digital Signal** - Signal represented by a sequence of binary bits representing ones and zeros.

**DSL** - Digital Subscriber Line, a generic term encompassing a family of moderate speed communications access using a subscriber's existing copper lines.

**FCC** - Federal Communications Commission, A US body regulating, approving and licensing radiated electromagnetic signals including broadcasting and telecommunications.

**Full Duplex** - A transmission system, together with its associated equipment, capable of simultaneously transmitting and receiving signals, as opposed to simplex (unidirectional) or half-duplex (one direction at a time) systems.

**HDTV** - High-Definition Television, Any of a number of television technologies providing an image aspect ratio of about 2:1 and resolution far superior to PAL or NTSC.

**HTML** - HyperText Markup Language, a subset of SGML, commonly used for Internet Web-page design.

**HTTP** - HyperText Transport Protocol, the method used for Internet domain addressing.

**IP** - Internet Protocol, packet transmission standard for the transmission of data, voice, video and other information over the Internet.

**ISDN** - Integrated Services Digital Network, a switched digital service using a 16 Kbps "D" channel for signaling and two or more "B" 56 Kbps or 64 Kbps channels for signal data transmission.

**JPEG** - Joint Photographic Experts Group, an ISO video compression standard for storage and transmission of a variety of still graphics image formats (not only NTSC in origin). It may be used in conjunction with fully compliant ITU-T codecs and includes both lossy and lossless modes. Note that so-called "motion JPEG" is a proprietary means of motion video transmission, and is not a standard.

**Kbps (Kb/s)** - Kilobits (thousands of bits) per second. A modem's speed is measured in the number of bits it can

transfer in a second. Modems rated in kilobits per second are now the standard (See Mbps below)

**LAN** - Local Area Network, usually used to connect workstations to a server or to each other.

**LAP** - Link Access Protocol (frame relay use, LAPD)

**LATA** - Local Access and Transport Area, a telecommunications tariff aspect in the USA.

**Mbps (Mb/s)** - Megabits (millions of bits) per second.

**MHz** - MegaHertz. In analog signals, millions of cycles or alternations per second.

**Modem** - MOdulator - DEModulator. A device which converts digital signals to a form suitable for analog transmission.

**NIC** - Network Interface Card (PC usage, often referring to an Ethernet 10/100baseT device).

**Open Video System (OVS)** - An OVS is somewhere in between a common carrier and a cable system. It will not have to negotiate franchise agreements, but will have to pay some kind of public fee in order to operate. Furthermore, it will have to lease access to private producers. If there is enough demand, an OVS will be forced by law to limit its own programming to one-third of its capacity.

**PBX** - Private Branch Exchange. A telephone/data switching system, usually located on customer premises and belonging to the user. In contrast to Centrex which is largely located on the common carrier's premises. Some modern PBXs provide effective switched digital interfaces for operation of switched 56 Kbps and ISDN videoconferencing.

**PDA** - an acronym for Personal Digital Assistant. Any handheld device that allows you to keep track of appointments, contacts and to-do items can be classified as a PDA. Popular PDA manufacturers include Palm, Handspring, Research in Motion (RIM), Compaq and Hewlett Packard.

**PEG ACCESS** - A non-profit community television station which produces and cablecasts Public Access, Educational, and Governmental programming. Public, Educational, and Governmental (PEG) cable channels are earmarked for use by the community under the terms of a franchise agreement with the cable company serving that area.

**POP** - Point-Of-Presence, the physical common carrier location.

**POTS** - Jargon, Plain Old Telephone Service.

**PPP** - Point-to-Point Protocol, often used for Internet access.

**T1** - The AT&T Bell System level 1 digital transmission system operating at 1.544 Mbps (1.536 Mbps excluding framing). T1 is commonly used to refer to DS1.

**TCP/IP** - Transmission Control Protocol/Internet Protocol. Networking protocols providing communications across interconnected networks (including the Internet). The networks may incorporate diverse hardware architecture computers and various operating systems. TCP/IP includes communication, connection and routing standard protocols.

**TDM** - Time-Division Multiplex, the sharing of a transmission network by a number of users versus time.

**Telco** - Jargon for TELEphone COmpany.

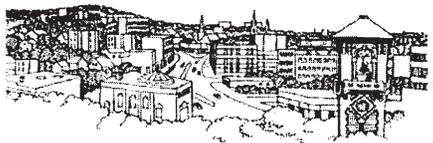
**XML** - eXtensible Markup Language, descends from SGML and is a standard for the exchange of structured and networked data on the Web. XML documents can define their own tags, providing outstanding flexibility.



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# TOWN FACILITIES

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## BROOKLINE COMPREHENSIVE PLAN 2005-2015

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issues & opportunities report

# INTRODUCTION

*Brookline has long been recognized as a community with exceptional town facilities and services that immeasurably contribute to the community's high quality of life. Brookline's commitment to provide exceptional town facilities and services to its citizens and to welcome and accommodate new technologies, programs, and community priorities will ensure that Brookline remains a cohesive and attractive community in which to live, work, visit, and play.*

Brookline's town facilities include Town Hall; the Public Health Center; the Public Safety Headquarters, fire stations; Public Works buildings, such as the Municipal Service Center and the Parks Division Maintenance Facility; the Newton Street Landfill; libraries; public works infrastructure such as water and sewer infrastructure; and the Senior Center, among others. Schools, recreation facilities, and parks

were the subjects of three previous Issue and Opportunity reports.

This report briefly describes a background of town facilities in Brookline, lays out the components that make up the existing town facilities, and explores preliminary issues and opportunities regarding Brookline town facilities.

## *Background of Brookline Town Facilities*

In 1705, a petition to secede from Boston was granted and the Muddy River Hamlet became the Town of Brookline. In these early years, the town center was located at the Town Green on Walnut Street. Various town facilities were constructed around the Green including the schoolhouse, town meeting house, and the Old Burying Ground. This area functioned as the Town municipal center for almost 140 years.

In 1844, a new town hall was built on Washington Street, near the current Town Hall site, creating a geographical shift of the governmental center to Brookline Village. The area around the Town Green evolved into a residential neighborhood.

The new governmental center in Brookline Village included the Pierce Grammer School built in 1855, the High School built in 1856, and the Library built in 1866 (on the site of the current main Library). By 1874, the governmental center included the Library, Town Hall, Pierce School, a High School, a primary school, a fire station, and a police station (1874 Atlas).

The governmental center has grown and expanded over the past 150 years. In 1873, the second Town Hall was constructed to replace the 1844 building and in 1963 this building was demolished to make way for construction of the current Town Hall. It was at this time that the police station was also demolished and relocated to its present site, across Washington Street from Town Hall.

Beyond the governmental center in Brookline Village, various fire stations were scattered about Town. Many of the current fire station buildings are located on sites where older fire stations were. The current fire stations (from oldest to newest) are:

- ◆ station #2 on Washington Street near Town Hall, built in 1873 and currently being converted to the Public Safety Headquarters
- ◆ #7 on Washington Street in Washington Square, built in 1898
- ◆ #1 on Route 9 in Brookline Village, built in 1907
- ◆ #4 on Route 9 at Reservoir Road, built in 1929
- ◆ #6 on Hammond Street near, built in 1938
- ◆ #5 on Babcock Street, built in 1965 and combined

the companies at station #3 and the former Devotion Street station.

In addition to these active fire stations, the old station #3 on Monmouth Street is leased by the Brookline Arts Center. The station was called the Chemical Fire House and was designed by the renowned architecture firm Peabody and Stearns in 1886.

In addition to the fire stations, two branch libraries are also located beyond the governmental center. The current Coolidge Corner branch on Pleasant Street was constructed in 1957 and the Putterham branch on the West Roxbury Parkway was constructed in 1960.

Historically, the Town operated an almshouse and various hospitals. The almshouse was constructed in 1883 on Newton Street, near the Putterham School.

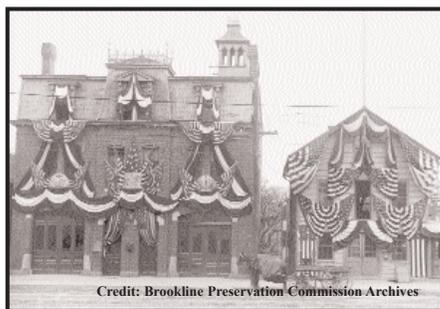
The almshouse provided Brookline poor with shelter, food, and work, and produced and sold items such as wood, potatoes, and hay. The almshouse was converted to an infirmary in 1931. On the site of the almshouse, the Town built various hospitals including the first hospital in 1894, later named the Contagious Disease Hospital. In 1901, a complex of six buildings were constructed to house patients with diphtheria and scarlet fever. In 1916, a new tuberculosis hospital was opened. All of the hospitals and the old almshouse were demolished in 1954.

The opening of the Steven Glover Train Public Health Center in 1955 compensated for some of the services lost after the hospitals were discontinued. The Public Health Center, located on Pierce Street near the current Town Hall, houses the offices of the Brookline Health Department and various town clinics.

Some more recent additions to Brookline's Town Facilities include the Municipal Service Center on Hammond Street that was constructed in 1998 and the Senior Center on Winchester Street, opened in 2000.

### **Sources:**

Hardwicke, Greer, *Built in Brookline*. 1990.  
Hardwicke, Greer and Roger Reed, *Brookline: Images of America*. 1998.



FIRE STATION #2

# TOWN FACILITIES

FIGURE 1

## LEGEND

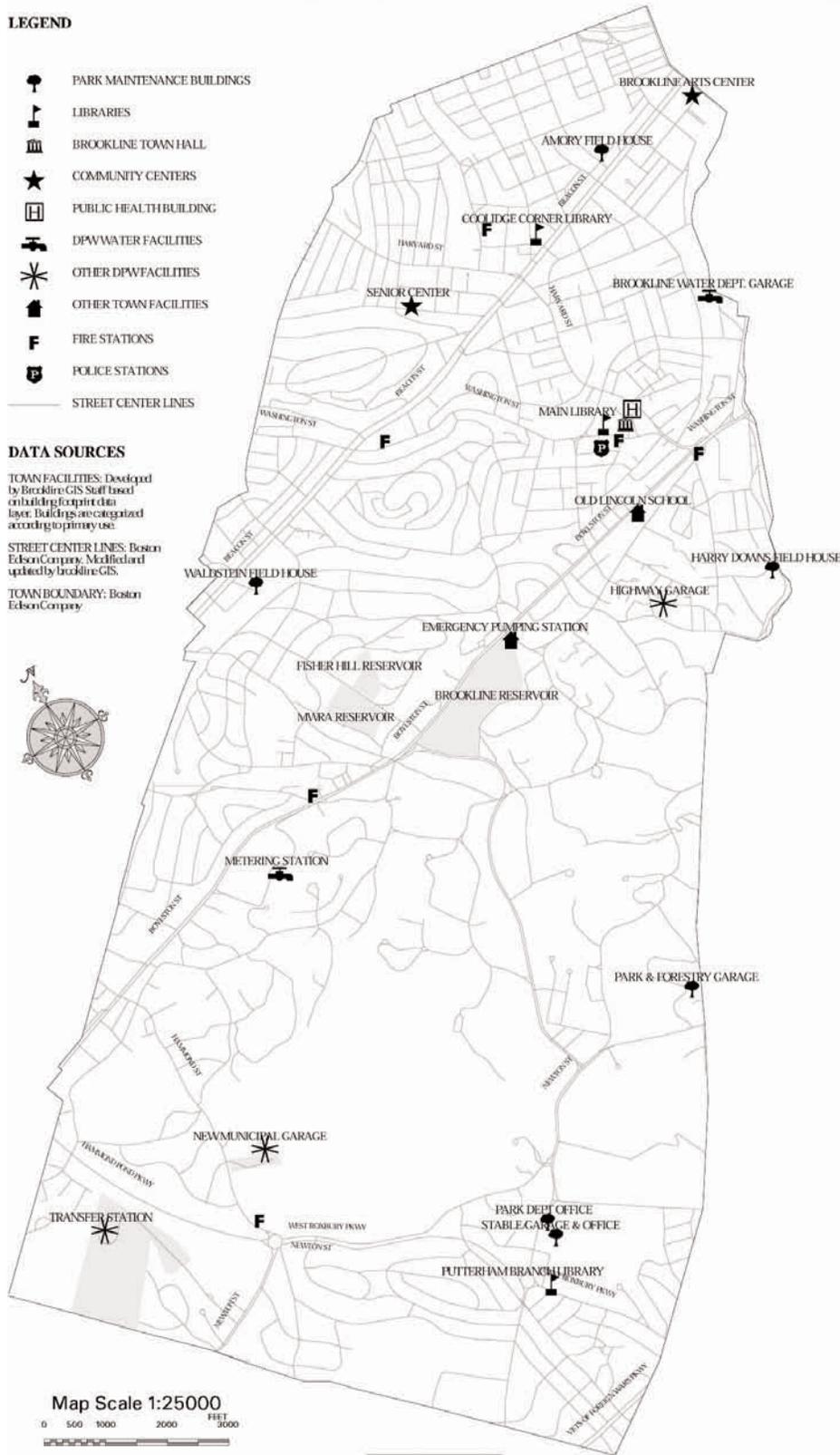
-  PARK MAINTENANCE BUILDINGS
-  LIBRARIES
-  BROOKLINE TOWN HALL
-  COMMUNITY CENTERS
-  PUBLIC HEALTH BUILDING
-  DPW WATER FACILITIES
-  OTHER DPW FACILITIES
-  OTHER TOWN FACILITIES
-  FIRE STATIONS
-  POLICE STATIONS
-  STREET CENTER LINES

## DATA SOURCES

TOWN FACILITIES: Developed by Brookline GIS Staff based on building footprint data layer. Buildings are categorized according to primary use.

STREET CENTER LINES: Boston Edison Company. Modified and updated by Brookline GIS.

TOWN BOUNDARY: Boston Edison Company.



Map created by Town of Brookline GIS on 07/11/01.  
Map printed on 07/16/01. Map AML: plotfacil8x14.mxd



# EXISTING TOWN FACILITIES

Brookline has a wealth of town facilities in terms of both quantity and quality. The Town owns 65 buildings including the Town Hall, Public Health Center, Public Safety Headquarters, fire stations, schools, libraries, the Larz Anderson complex, and the Senior Center, among many others large and small. Many of these buildings are historic, some have been donated and adapted for Town use, while others were built to serve Town functions.

In addition to facilities owned by the Town, the Brookline Housing Authority and The Brookline Center are also considered town facilities for the purposes of this report as they contribute immeasurable to community services and are intricately tied to the Town either in terms of board representation or funding. The following description of Brookline's existing town facilities begins with a brief description of the 1996 Capital Needs Assessment of Town Buildings.

## *Capital Needs Assessment of Town Buildings*

An extensive Capital Needs Assessment of Town Buildings was completed in 1996. The seven-volume report provides a thorough and detailed assessment of the physical condition of each town-owned building and recommends various improvements and upgrades to building envelopes and systems with specific cost estimates. The report also includes documentation with photographs and floor plans for each building.

In general, this report has provided the Town with an invaluable resource that is heavily relied upon for information purposes in addition to the recommendations proposed. The Town continues to implement the priority recommendations of this report in phases and is committed to regular maintenance schedules for all town buildings as part of the Capital Improvement Program.

### *Town Hall*

The Town Hall is a seven-story building with over 73,700 square feet of gross floor area. The Town Hall is located in Brookline Village, is comprised of office space and storage for most town departments, and has approximately 200 personnel. The Town Hall building was constructed in 1965 adjacent to the site of the prior Town Hall which was demolished and replaced by the current building. Furniture in

offices throughout the building are being replaced during FY2001 through FY 2003. The Town Hall is



TOWN HALL

scheduled for replacement of the heating and ventilation system in FY2004-2005. As approved by Town Meeting in Spring 2001, a feasibility study is being conducted to define and evaluate opportunities for more efficient functional layouts in both the Public Health Center and Town Hall.

### *Public Health Center*

The Health Department is housed in the Stephen Glover Train Memorial Brookline Public Health Center, adjacent to the Town Hall. The Health Center is a 2.5 story brick building with over 15,900 s.f. of gross floor area and was opened in 1955. Approximately 50 personnel are currently using the

building, including the temporarily-located Traffic Control Division of the Police. During FY2005-2007, the Health Center is scheduled for replacement of heating and ventilation systems and a complete interior renovation to create more efficient utilization of unused space.



PUBLIC HEALTH CENTER

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## Public Safety Headquarters

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The Public Safety Headquarters on Washington Street in Brookline Village is undergoing a major renovation and reconstruction.

The renovated facility will house both the fire and police headquarters, as well as a combined dispatch operation using civilian dispatchers. This building will also contain substantial security improvements and

will be more user-friendly. A joint fire and police training center will provide some of the most

advanced technologies available while a state-of-the-art fitness center will provide for the fitness needs of all Brookline's public safety employees. Renovation is scheduled for completion in Spring 2002.



PUBLIC SAFETY HEADQUARTERS

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## Police

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The Brookline Police Department is made up of 140 sworn officers and a full time civilian staff of 15. In addition to prevention and investigation of crimes, and traffic and parking regulation enforcement, the Police Department also has various public outreach and prevention programs such as the Citizen Police Academy, DARE Program taught in 6th grade cur-

riculum, the Neighborhood Crime Watch Program, and the Graffiti Initiative Program, among others. The Police Department is currently being housed in the Old Lincoln School on Boylston Street during renovations to the Public Safety Headquarters Building, as described above.

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## Fire

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The Brookline Fire Department is composed of six divisions with a total of 173 uniformed and civilian personnel who provide fire suppression, rescue, prevention, safety education, and emergency medical services to the community. The Fire Department has four working groups in five fire stations (see Figure 1) throughout Town. Adjacent to Fire Station 6 on Hammond Street, a fire training facility is maintained which is scheduled for repairs to the masonry, painting, and roof and structural repairs. This facility was constructed in 1938.



FIRE TRAINING FACILITY

Fallon Ambulance Company is under contract with the Town to provide emergency medical transport services for the citizens of Brookline.

During renovations to the Public Safety Headquarters on Washington Street, the temporary Fire Department Headquarters are also located at the Old Lincoln School on Boylston Street.

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## Library

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The Brookline Public Library consists of a main building on Washington Street in Brookline Village, a branch library in Coolidge Corner, and a branch library in the Putterham neighborhood of South Brookline. The main library is undergoing major renovations and additions which will create an additional 18,000 square feet of public space (an increase of more than 58%), greatly expand the children's area, fully comply with the Americans with Disabilities Act, improve heating, ventilation, and lighting, establish a more efficient layout, increase seating, and accommodate access to new and chang-

ing information technologies. This project is scheduled for completion in Spring 2002. During the renovation, a small temporary branch has been established in the lobby of Town Hall in addition to expanded services at the Coolidge Corner and Putterham branches.



MAIN LIBRARY

The Coolidge Corner and Putterham branch libraries are scheduled for replacement of the fire alarm systems, furniture replacement, acquisition of computer units, and improvements to handicapped access in FY2003-2005.

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## ***Parks & Open Space***

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The Parks and Open Space Division offices, storage, and maintenance functions are housed in a complex of three metal buildings with yard storage at Larz Anderson Park. Recently the mission of the Division has expanded to provide a clean, green, safe, accessible, and well-maintained network of open spaces that supports both active and passive recreation and preserves the historic cultural integrity of the landscape.

Following the completion of the Open Space Task Force, the Division has been reinvigorated with a new parks management structure that includes a new director, an operations manager, and zone managers. The intent of these multilayered positions is to offer strong, consistent, and innovative leadership that maximizes the Division's effectiveness and produc-

tivity in meeting community needs. In addition to a more effective organization, the Division has conceptualized and implemented a range of new programs to improve the stewardship of its open spaces. The Division is working to improve public and community relations, increase training and expertise, utilize new technologies, increase efficiency, set standards for maintenance, and to set long-range goals.

To begin to accommodate these recent changes in mission, management structure, and programming, the Parks Maintenance Facility on Larz Anderson Park has been reorganized to provide more office and meeting space.

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## ***Landfill / Transfer Station***

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The Newton Street Landfill in South Brookline, which was closed in 19xx, is currently used as a storage yard for the Highway and Sanitation Division and a garbage transfer station which is located within the old incinerator building. After trash is collected, it is brought to the transfer station where it is transferred to other vehicles and brought to an incinerator in Maine.

A preliminary design for the reuse of the landfill site was released in October 2000 and was based on work with the Citizen's Advisory Committee. The landfill site consists of over 23 acres of town-owned land including what is referred to as the front landfill and the back landfill. The preliminary design for the front landfill includes capping the landfill and reusing the site for a multi-use athletic field sized for full-size high school soccer, a practice field, a tot lot, and a parking area.

The preliminary plans for the back landfill include capping the landfill and developing a plan for Public Works related uses on a portion of the site and open spaces on the remainder of the site. The old incinerator building, currently used by Public Works as a transfer station, would be partially demolished and reconstructed to accommodate a more efficient transfer operation and increased storage. Materials currently stored on the front landfill (e.g. old sidewalk material and granite curbing) will be moved to a smaller area on the back landfill, creating a more efficient storage yard operation.

A Comprehensive Site Assessment, Corrective Action Alternative Analysis, and Final Closure/Post Closure Plan will be completed through FY2003 and FY2004.

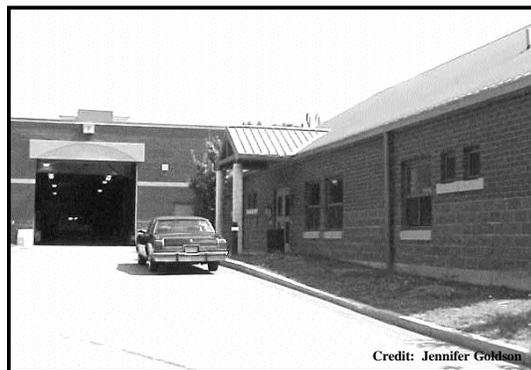
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## ***Municipal Service Center***

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The 72,000 square-foot Municipal Service Center at 870 Hammond Street in South Brookline opened in 1999 and houses Highway and Sanitation Division offices, storage, and maintenance shops. The new Service Center replaces the functions originally located at the Town Garage on Cypress Street which

has been converted to housing and offices. The new Service Center provides the Highway and Sanitation Division with increased and modernized office space, increased storage and maintenance facilities, an expanded parking area, better site access and circulation, and an improved and more efficient layout.



Credit: Jennifer Goldson

MUNICIPAL SERVICE CENTER

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## *Utilities Infrastructure*

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One critical element of town facilities is the utilities infrastructure, including water and sewer, stormwater, electric, and street lights.

### **Water & Sewer**

The Water and Sewer Division operates and maintains the Town water and wastewater utility systems. These systems provide Brookline citizens with reliable drinking water and the collection of sanitary sewage. The systems consist of over 355 miles of main piping for water distribution, sewage collection and stormwater collection, a water tower at Single Tree Hill which is active storage for the water distribution system, and the town-owned underground Fisher Hill Reservoir which is currently considered an emergency reserve. Considerations regarding the Fisher Hill Reservoir are discussed in the Issues and Opportunities section to follow.

The main headquarters of the Water and Sewer Division were relocated to the former Parks Department Building on Netherlands Road in the mid-1980s. The building underwent a major renovation and expansion at that time. In 1999, the Water and Sewer Garage was upgraded, including new heating and ventilation systems, an elevator for ADA compliance, new roof, a small addition, and re-organization of office and storage space.

A total rehabilitation of the entire water distribution system began in 1964, and is scheduled for completion Summer 2001. The Wastewater System Master Plan was completed in 1998 and has led to the construction of 6,200 feet of storm drains, sized from 12 inch to 30 inch, to separate the remaining combined sewers.

### **Stormwater**

As described in the Issues and Opportunities Report on Water Quality (November 2000), in January 1995, the Town of Brookline and the US Environmental Protection Agency entered into a Consent Agreement to address stormwater management practices within the Town. The Agreement required specific stormwater management practices to be implemented beginning in 1995. These practices were intended to improve stormwater quality discharge.

In addition, the Town of Brookline completed a Stormwater Management Plan in 1999 to evaluate

the existing municipal stormwater management program, define stormwater system conditions, evaluate stormwater system capacity, and propose improvements to the program. The ultimate intent of the Management Plan is to improve water quality of the Muddy River and the Charles River Watershed. In response to these concerns, the Town is reviewing and amending Town By-laws and regulations related to stormwater management.

### **Electric**

In 1999, Massachusetts passed the nation's first electric deregulation law that allows local governments to act as community aggregators in a deregulated electric industry. In response to this legislation, the Town entered into an agreement for the purchase of electricity through the Power Options Program of Massachusetts HEFA to provide electricity for town facilities. Since this contract expires in March 2003, the Town will re-establish the Utility Deregulation Committee to explore the Town's options and recommend a strategy for an electric contract for town facilities.

The Moderator's Committee on Community Electricity Franchising was appointed at the November 2000 Special Town Meeting. This Committee is exploring the possibility of block purchasing either within Brookline or in forming an electricity aggregate in conjunction with nearby communities with the intent to provide lower electric costs for Brookline citizens and to purchase electricity that is produced from renewable energy sources (such as solar, wind, and some forms of water power).

A distinction should be made between electricity supplier and distributor. Deregulation enabled competition among suppliers of electricity, however distribution of that electricity remains with NStar (formerly called Boston Edison).

### **Street Lights**

There are 3,850 streetlights throughout Brookline, of which the Town owns and maintains 350. The other 3,500 lights are owned and maintained by Nstar. The Town is currently under negotiations with Nstar to purchase the streetlights.

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## *Soule Recreation Center*

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The Soule Recreation Center on Hammond Street was originally built in 1897 as a carriage house for the John G. Wright estate. The property was transferred to the Town in 1961 for recreational use.

The building is used as the Recreation Department Headquarters and is the site of Recreation adminis-

tration offices as well as various programs run by the Department. The Soule Recreation Center is currently undergoing renovations that include installation of an elevator for ADA compliance, a new heating system, energy efficient doors and windows, electrical and plumbing upgrade, and replacement of floor surfaces.

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## *Brookline Housing Authority*

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The Brookline Housing Authority was created in 1948 through an act of Town Meeting. The Housing Authority is composed of five members: four members are chosen in Town elections and the fifth member is chosen the Massachusetts Division of Housing Chairman in consultation with the Governor. The Housing Authority has owns and maintains 14 complexes of housing with almost 800 affordable units

for various need groups including veterans, low-income individuals and families, the mentally and physically disabled, and elderly persons. The BHA also administers various programs including computer learning classes (at new learning centers), seminars on budgeting, job searches, and first-time home buying, Drug-Free Basketball, Outward Bound, and Summer Youth Employment.

## *The Brookline Center*

The Brookline Center is a private, non-profit organization that was established over 40 years ago to promote mental health and violence prevention through programs and services responsive to the needs of Brookline residents. Although The Brookline Center is not technically a town facility, it contributes an important public service and receives a significant amount of funding from the Town.

The Center owns and maintains its headquarters at 43 Garrison Street, near Washington Square and has an auxiliary facility at 40 Webster Place near Brookline Village. The Center works closely with various Town entities including Brookline Schools, Police, Health, Recreation, the Brookline Housing Authority, and the Council on Aging.

The Center offers a full range of out-patient mental health services; an emergency shelter and Transition to Independent Living Program for runaway, homeless, and at-risk teens; and services to improve the quality of life in Brookline including crisis intervention. In FY 2001, the Center provided 28,500 out-patient mental health visits, and mediated 2,200 disputes in courts and schools. The Center employs 65 personnel plus 12 graduate interns.

In 1964, BCMHC purchased the five-story red brick townhouse at 43 Garrison Road with approximately 4,200 square feet of usable space. This facility has served as its main facility and headquarters. In 1983, because of an increase in demand for services, the Center leased additional office space at 40 Webster Place.

## *Brookline Senior Center*

The Brookline Senior Center on Winchester Street in North Brookline is the Town's newest facility. The Center opened in early 2000 and was funded through various substantial private contributions including donation of the land from Roger Stern, Federal Community Development Block Grant (CDBG) allocated through the Town of Brookline, and the Bay State Federal Savings Bank Charitable Foundation.

The Senior Center is a four-story building that includes two lounges, a large multi-purpose room, several classrooms, a state-of-the-art computer lab, a large kitchen, and office space. Services at the Center include education, fitness, health, and social programs and activities, and serves 150-300 seniors on an average day.

## *Miscellaneous Town-Owned Buildings*

The Town owns eight buildings' throughout Brookline that are either vacant or occupied by private organization or individuals, plus one house in Boston (the Avon Street house on Larz Anderson Park). Table 1 lists each of these miscellaneous town-owned buildings. The Town has various arrangements with the tenants of these buildings including standard leases and caretaking agreements.

In 2000, Town Meeting approved the redirection of the rental funds from the general fund to a dedicated revolving fund for maintenance of

the Town-owned houses. Historic structure reports are being completed for three of these buildings: the Devotion House; Widow Harris House; and Putterham School.

The Town Lease Committee, made up of representatives from the Preservation Division, Building Department, Town Administrator's Office, Town

Counsel's Office, and xxxx, meet regularly to discuss ongoing issues of occupancy, lease agreements, and building maintenance and preservation.

| Address                | Name                        | Year Built   | Current Use   |
|------------------------|-----------------------------|--------------|---|
| 96 Grove Street        | Superintendent's House      | 1901         | Rented to private individual responsible for security of Walnut Hills Cemetery.   |
| 9 Newton Street        |                             | 1889         | Leased to four physically handicapped residents and a 24 hour resident supervisor. Renovation work is in lieu of cash rent. |
| 15 Newton Street       | Larz Anderson Carriage Barn | 1889         | Leased to Museum of Transportation  |
| 21 Newton Street       | Widow Harris House          | ca 1772      | Occupied by private individual with no lease agreement. Administered by the Brookline Historical Society (a museum?).       |
| 23 Newton Street       | Putterham School            | early 1800's | Open to public by appointment. Administered by the Brookline Historical Society.  |
| 55 Newton Street       |                             | ca 1855      | Leased to Long Bow, a documentary film company.   |
| 347 Harvard Street     | Devotion House              | ca 1750      | Operated as a museum by the Brookline Historical Society. A curator occupies the premises with no lease agreement in place. |
| 86 Monmouth Street     | Brookline Arts Center       | 1886         | Leased to the Brookline Arts Center for minimal rent and maintenance responsibilities.                                      |
| 29 Avon Street, Boston | Gardener's House            | 1906         | Vacant  |

TABLE 1

## *Cemeteries*

The Town owns and manages two cemeteries in Brookline: Walnut Hills Cemetery located on the corner of Grove Street and Allandale Road, and the Old Burying Ground on Walnut Street. The Old Burying Ground is a 1.54 acre historic site that was consecrated in 1717. The Walnut Hills Cemetery, a 45.26 acre tract of land, is an active cemetery as well as a place citizens enjoy for passive recreation. This cemetery has a park-like setting with mature trees and pudding-

stone outcrops. Many past prominent citizens, including architect H.H. Richardson, are buried here.

The Walnut Hills Cemetery has several buildings and structures in addition to the headstones and memorials including the cemetery house, groundskeeper's building, and the vault. A master plan for Walnut Hills Cemetery is being finalized, a draft was released in July 2001.

# ISSUES & OPPORTUNITIES

*Below are descriptions of six preliminary issues and opportunities regarding town facilities, including: regular maintenance and upgrades, spatial needs, waste reduction and resource conservation, electric purchasing, capacity of electric distribution system, health and social service facilities, and adaptive use of surplus land and buildings.*

## *Regular Maintenance & Upgrades of Town Facilities*

1

It is critical to continue a schedule of regular maintenance for all Town Facilities and to invest in appropriate upgrades, particularly to comply with the American with Disabilities Act, improving energy efficiency, and accommodating the infrastructure necessary to facilitate technology and e-governance needs (as discussed further in the Issues and Opportunities Report on Telecommunications).

The Building Department has established a regular maintenance schedule for upkeep of building systems (e.g., heating and ventilation) and envelopes (e.g., roofs, windows, and siding). Over the past ten years the Town has identified, prioritized, and implemented extensive improvements and upgrades to Town and School Facilities. The scheduled work continues with the upcoming renovations for the Town Hall, Public Health Building, and various schools including Lawrence, Driscoll, Pierce, and Devotion.

### **Town Hall & Public Health Building**

The major renovations planned for Town Hall and the Public Health Building, which include replacing the heating and ventilation systems, provides an ideal opportunity to evaluate the efficiency and functionality of the layouts. Criteria to consider in analyzing the current layout is wear and tear on the building in relation to distances traveled by users, functional proximity between departments with close working relationships, and space allocations and needs for office space and storage.

### **Fire Stations**

Judging by the trends in Brookline's growth over the past decade, the Fire Department provides an appropriate level of service and coverage to carry the Town through the next decade. Although no needs for additional facilities are envisioned, it is critical to continually ensure that existing Fire Department facilities can accommodate state-of-the-art safety equipment. Due to the age of Brookline fire stations, physical modifications have been necessary to the stations accommodate new technology and upgraded equipment and vehicles. It is likely that there will be the need for further modifications with future upgrades and changes to equipment.

### **Town-Owned Houses**

As described above, Brookline owns and maintains seven miscellaneous buildings throughout Town. Eight of these houses are rented to individuals or non-profit organizations for below-market or no rent. One of the houses (Avon Street) is vacant and in much need of stabilization. Funds for maintenance and repairs have been insufficient for the adequate upkeep of these houses, many of which are historic or architecturally significant.

In 19xx, the Selectmen appointed an inter-departmental Town Lease Committee to identify and study alternatives for the management and care of these facilities. It is critical for the long-term preservation and stewardship of these buildings that the Town re-evaluates the management, maintenance, and occupancy arrangements of these buildings.

## *Spatial Needs for Town Functions*

2

Over time, town services have changed in various ways to respond to the changing needs, values, and priorities of the community, and, correspondingly, spatial needs for the proper functioning of town services have also changed. It is, therefore, necessary to regularly monitor these functional changes to ensure that adequate space is allocated.

Recently, more focused efforts in maintaining and beautifying parks and open space, repairing and upgrading town facilities, and expanding needs and services for mental and social services in Town have created spatial concerns for the Parks Maintenance Facility, Building Maintenance Facilities, and The Brookline Center.

### **Parks & Open Space Maintenance Facility**

The Parks Maintenance Facility is located in Larz Anderson Park, where it has been since the mid-1980s, when the Water & Sewer Division was moved to the Netherlands Road facility. Currently, the Larz Anderson facility provides indoor space for four offices, a meeting room, a staging area, a maintenance shop, and storage, as well as outdoor space for storage of various landscaping materials.

Due to the expanded mission, restructured management, and programs of the Parks and Open Space Division, as described previously, management and operations could be greatly enhanced through the acquisition of additional space, particularly to allow for the design of a more professional office layout. Ideally, the offices would be separated from the staging and maintenance areas, but still in close proximity to the these functions to allow for adequate administration and management.

### **Building Maintenance Facility**

Currently, the Building Department, which is responsible for maintenance on all Town and School facilities, does not have a centralized maintenance facility. Various scattered sites are used throughout Town for storage of tools and equipment, as well as workshop space. A recent renovation of a small outbuilding in Larz Anderson Park created a small workshop for Building Department Maintenance Division.

With the increased emphasis on the importance of regular scheduled maintenance of Town facilities, the potential benefits and efficiencies in creating a centralized building maintenance facility should be identified and analyzed.

### **The Brookline Center**

The Brookline Center is a private, non-profit organization that provides important mental health and social services to Brookline residents. Although The Center is not owned or operated by the Town, because of the important services it provides towards improving the health of Brookline, the Town provides substantial funding for the operation and maintenance of its facilities.

In recent years, the demand for and variety of mental health services have greatly expanded, taxing the existing space at the Brookline Center. In the past 20 years, the amount of client visits have more than

tripled from 8,200 in 1980 to 28,500 in 2001. Just in the past 10 years, client visits and the amount of clients have increased by about 1.5 times and the number of personnel has increased by 19 people. Administrative space is shared with 3-4 people using each office.

Expanding space accommodations is the Center's highest strategic priority for the next five years.

Considerations for space include: easy public access, private counseling space, comfortable and efficient office space, additional administrative and storage space, and off-street parking.

## **3**

### ***Waste Reduction & Resource Conservation***

Growing waste reduction and resource conservation efforts are local responses to regional and global environmental issues. These efforts affect town facilities particularly by leading to expanded recycling capabilities for citizens and have inspired the Town to increase the range of recycled products purchased and explore alternative-fuel vehicles.

#### **Solid Waste & Recycling**

Since the Town established the recycling program, the generation of solid waste by Brookline citizens has been reduced by xx%. Over the past xx years, the capabilities of the Brookline recycling program have regularly been expanded to include additional materials. Most recently added were freon in refrigerators and cathoray tubes found in computer monitors and televisions. It is essential to continue to expand our recycling capabilities in addition to encouraging the three "R" approach to consumption (i.e., reduce, reuse, and recycle).

Although the generation of solid waste has been greatly reduced, improving vector control (such as rodents and other animals attracted to trash) continues to be an issue. One opportunity to address this issue is to require better containment of trash.

Commercial, institutional, and multi-family facilities are already controlled and inspected for trash containment. An additional measure could include establish-

ing a uniform container program that would require subscribers to the Town's trash services to use a rodent and animal-proof town-approved container.

#### **Product Purchasing**

It is also important for the Town to practice what it preaches by following the three "R" consumption principles of reduce, reuse and recycle. The Brookline Purchasing Department has made tremendous efforts to purchase recycled products including copy paper, toilet paper, paper towels, toner cartridges, and remanufactured copy machines. Opportunities to expand the range of reused products and recycled materials, as well as to reduce consumption should be realized.

#### **Town vehicles**

Recent efforts to reduce air pollution include exploring alternative fuels for town vehicles and creating a pool of vehicles that will be shared among Town departments. The November 2000 Special Town Meeting approved an electric vehicle pilot program. As a result, the first two Toyota Prius hybrid vehicles are expected to be shipped to the Town in September 2001. As technologies advance, it is critical that the Town continue to explore the use of hybrid engines and other alternative fuels for town vehicles, such as compressed natural gas.

## **4**

### ***Electric Purchasing***

Two influential studies regarding electric purchasing will take place practically simultaneously: the moderator's Committee on Community Electricity Franchising and the Utility Deregulation Committee. The moderator's committee is considering alternative arrangements of block purchases of energy for the whole community (including private citizens) whereas the Utility Deregulation Committee will consider options for a new contract for electric supply to town facilities.

It will be critical to coordinate and integrate these inter-related studies to not only ensure that town facilities and the community as a whole receive reasonable electric rates, but that renewable energy sources are supported to minimize greenhouse gas emissions.

## **5**

### ***Capacity of Electric Distribution System***

The chronic issues so prevalent this summer with the failures of NStar's electric distribution system causing numerous power outages for Brookline residents and merchants need to be resolved. The Town has held several public meetings and is working with

NStar to ensure the company provides secure lines that adequately provide for the level of consumption in Brookline. The Town is also accelerating a study to evaluate the Town's long-term electric generation needs.

Protecting the health and welfare of Brookline citizens is one of the Town's main functions. As described previously, the Brookline Health Department and The Brookline Center play central roles in furthering this function and have made tremendous on-going efforts to meet the physical and mental health needs of the community. In order to ensure the community's health and social service needs continue to be addressed, it is critical to regularly evaluate and assess the community needs and trends which tend to change over time. Possible facility needs that should be evaluated are after-school facilities and homeless and domestic-violence facilities.

**After-School Facility**

Brookline has limited after-school facilities, which can be important for increased academic success, prevention of substance abuse, and general improvement of social skills. After-school needs have been increased by the trend of households with two working parents.

Brookline schools and the Recreation Department offer various organized sports activities. The public schools also offer an extended day program for K-5th grade and staffed homework centers from 2-4 p.m. The Recreation Department offers a Teen Center and Gymnasium on Friday afternoons and the R.A.F.T. (Recreation Activities for Teens) program, a year-round club for teens in grades 6-10 which is more geared more toward organized events rather than after-school programming. The Brookline Housing Authority recently established a family learning center which offers activities and classes after school. In addition, the Brookline School-Community Partnership runs the After Hours U program, an out-of school time program for low-income fifth and sixth graders at risk for school failure. This program operates at four Brookline elementary schools.

These various after-school programs outlined above are run in several existing spaces at public schools,

the Recreation Center, and the Brookline Housing Authority. The opportunity to either further these existing programs or establish additional programs through facility accommodations should be explored and evaluated in terms of need and feasibility.

**Homelessness & Domestic-Violence Facilities**

Based on a point-in-time survey conducted in March 2001, Brookline has an estimated population of xxx homeless individuals, with 47 Brookline people responding to the survey. The survey was issued by the Brookline-Newton-Watertown Homelessness Consortium which has become the primary catalyst for identifying the needs of the homeless population in the three Consortium communities.

In addition to various programs and services, Brookline has one homeless facility. The Brookline Center and the Brookline Housing Authority have jointly created a space within one of the BHA complexes for transitional housing for adolescent males. This facility can accommodate four men for up to 18 months. The Brookline Center also runs emergency shelter placement for teens (both male and female) in host homes (resident's volunteer to house these teens for up to 30 days).

The Consortium identified numerous gaps in services which led to identifying the following needs:

- ♦ to increase emergency beds and transitional units for families, particularly victims of domestic violence
- ♦ increase units for young adults, chronic substance abusers, seriously mentally ill, dually diagnosed, HIV/AIDS diagnosed, and people with developmental disabilities
- ♦ permanent affordable housing

With these needs identified, the Town should assess the feasibility and need to establish domestic-violence and additional homeless facilities within Brookline.

Adaptive Use of Surplus Land & Buildings

**Fisher Hill Reservoir Master Plan**

The State-owned Fisher Hill Reservoir, a surplus reservoir, and the adjacent Town-owned covered reservoir will be considered in a master planning study for the reuse of both sites. Currently, the town-owned covered reservoir is an emergency reserve and the Water and Sewer Division uses the land as a staging area.

The master planning study will consider a variety of uses in different configurations on the sites that fit in with the neighborhood context. These sites are the largest public property in Brookline to be contemplated for reuse in the recent past, and are prominently located in the center of Fisher Hill, a picturesque neighborhood that was designed by Fredrick Law Olmsted. Due to the sites' historic significance and prominence, it is imperative that the study process involve a broad-range of input and citizen participation to ensure a plan that maximizes the positive outcomes for the surrounding Fisher Hill neighborhood and the Town.

**Newton Street Landfill**

As described in more detail above, a preliminary design for the Newton Street Landfill, located off of Newton Street in South Brookline, was released in

October 2000 and based on work with the Citizen's Advisory Committee. Preparation of a Master Plan for the Newton Street Landfill is underway. The Town will continue to work closely with the neighborhood to create a final plan for the site that maximizes benefits for the neighborhood, Town, and the environment, and minimizes any negative impacts.

**Old Lincoln School**

The periodic reuse of the old Lincoln School to serve as a temporary facility has had cost effectiveness for the Town while other facilities are being renovated, like the current renovation of the Police and Fire Station on Washington Street. This is economically beneficial for the Town in that no additional rent is paid for temporary relocations.

However, at some point, if these temporary needs are no longer relevant, the Town needs to consider the long-term use of the old Lincoln School building. Any reuse of the building needs to also be considered in context with any planning for the Route 9 corridor, including residential, commercial, traffic, and parking issues.







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