
Chapter 6

IMPLEMENTATION STRATEGY AND PRIORITIES

Figure 6.1: The reuse of Gatehouse #1 including rehabilitation of the adjacent entry area is a high priority for implementation.



Introduction

The recommendations outlined in Chapter 5 present the capital improvements and management actions needed to meet a broad range of objectives from health and safety to enhancing visitor use and historic character. This section of the RMP provides a focused strategy for these improvements by defining priorities, associated costs, and the recommended method for implementation. This implementation strategy is based on the analysis of existing site management and site conditions, public comment, situations necessitating immediate attention, and the needs of the DCR, as well as, reflecting the goals and objectives of this RMP. Public safety and protection of critical, threatened resources is a higher priority than enhancement activities such as adaptive reuse, although both are essential to the successful management of the reservation.

The following are the Implementation Strategy and Priorities for capital improvements and management recommendations.

Recommended Capital Improvements Implementation Strategy and Priorities

During the RMP process, capital improvements priorities were established in conjunction with the DCR and through community input with an advisory group and at public meetings. There are three categories, with the proposed improvements focusing on protecting the

integrity of historic resources, resolving the public safety issues, restoring and enhancing prime natural resources of the park, and enhancing visitor use. In addition, issues of improving universal accessibility, of addressing natural systems sustainability, and of reducing of maintenance requirements are contained within these priorities. The categories are:

High Priority: These items are immediate priorities and are typically related to issues of public health, safety, and welfare including structural stability of features that should be corrected in the near future and if left uncorrected would lead to a permanent loss of an important historic resource or would impact the safety of the public. The need to repair deteriorating infrastructure and restore the visual and historic character of the Reservation can also be considered as high priority. These immediate items should be addressed first, and funds should be found to accomplish this work. Some of the high priority work can be accomplished as early action projects or projects that could be completed by “in-house” personnel or volunteers closely supervised by DCR personnel.

Medium Priority: These items are classified as needing immediate attention, but which could be delayed for three to five years. Medium priority improvement may also relate to any one of the following situations:

- The security of the site is in question, but is not judged to lead to accelerated loss of an important historic resource;
- Lack of repair or attention to a particular item would accelerate damage and lead to far more extensive costs;
- The life of the feature is not expected to exceed three to five years in its present state;
- Lack of repair or replacement would detract significantly from the site’s appearance; or
- Lack of repair or restoration could lead to some loss of historic detail, material, or finish.

Low Priority: These items require future attention, which means that they can be delayed for at least five years. When addressed in the future they are cosmetic repairs or other improvements whose delay will not affect site security or appearance, or result in the loss of historic resources. Some of these items will require increased staffing and maintenance. Such items will only be put in place when resources allow.

Proposed improvements as described in Chapter 5 have been broken down into the three categories with an estimated cost. Many of these items could be considered flexible, since priorities could change if funding becomes available for certain types of projects immediately or in the future or if deterioration occurs sooner than

anticipated. During the course of preparing this RMP, several high priority projects were recommended for implementation through funding from the Waterworks community benefits funds and the EOEa Office of Public Private Partnerships. They are removal of the 1928-1929 iron fence, pathway rehabilitation, vegetation management, and stone wall repair.

It should be noted that the following costs are for budgeting purposes only. These estimates reflect 2006 costs and assume a public bid process as required by the DCR under the public bid laws of the Commonwealth. Unforeseen circumstances such as increased labor and material costs as well as permitting and regulatory requirements may increase the final, actual costs. There are a number of projects, which could be handled by DCR “in-house” personnel with minimal outlay of capital costs. Some of these costs could also be reduced with selected services provided by volunteers under DCR supervision as well as directly by DCR staff. Since many of the projects are anticipated in the future and achieve long range goals, a factor for inflation has been omitted. A cost for the consultant’s fee is also included for budgeting purposes, which is typically 10% of the construction cost. In addition construction costs include 10% for general conditions and a 20% contingency.

Potential DCR staff and DCR in-house projects and projects that could be carried out by existing DCR maintenance contracts are indicated with an asterisk (*).

1. High Priority Category

Resolution of Public Health, Safety, and Welfare Issues and Historic Resource Protection

Item	Construction Cost	Consultant Fee
Stabilization and securing DCR managerial control of Gatehouse #1** <ul style="list-style-type: none"> ▪ Repair of roof and walls ▪ Filling of lower chamber 	\$350,000	\$35,000
Repair reservoir perimeter path <ul style="list-style-type: none"> ▪ Repair existing stonedust paving and filling of depressions in dirt paths* 	\$25,000	\$2,500
Remove entire 1928-1929 fence <ul style="list-style-type: none"> ▪ Permanently remove and stockpile fence sections (storage costs not included) 	\$45,000	\$4,500
Hazardous tree management <ul style="list-style-type: none"> ▪ Removal of dead trees and pruning of hazardous branches* 	\$30,000	\$3,000
Remove the 1977 playground area, lights, and fencing; restore the landscape with grading, new plants, and grass as part of pathway redesign in this area	\$50,000	\$5,000

Item	Construction Cost	Consultant Fee
Repair stone wall along Chestnut Hill Avenue	\$25,000	\$2,500
Clean out and inspect catch basins *	\$8,000	\$800
Install benches throughout Reservation***	\$120,000	\$12,000
Remove rumble strips and cobble crosswalks along Chestnut Hill Driveway; repave and install painted crosswalks	\$78,000	\$7,800
Pave pathways alongside the south side of Chestnut Hill Driveway ▪ 5' wide accessible bituminous concrete path	\$115,000	\$11,500
Repair of stone retaining walls along Chestnut Hill Driveway	\$15,000	\$1,500
Total High Priority Category Costs	\$861,000	\$86,100

* Potential item to be handled by DCR staff and through existing maintenance contracts

** The proposed stabilization and repair of Gatehouse #1 will require a negotiated agreement between the MWRA and DCR.

*** Potential for a memorial bench donation program. Typical bench material and installation cost is approximately \$3000.

2. Medium Priority Category

Restoration and Enhancement of the Prime Historic and Natural Assets of the Park

Item	Construction Cost	Consultant Fee
Chestnut Hill Driveway Rehabilitation ▪ Replacement of existing street lights with new historic style lighting ▪ Repair and repave roadway ▪ Modification of parallel parking area ▪ New entry walls at Saint Thomas More Road ▪ Repair of existing Commonwealth Avenue entry walls ▪ New landscaping	\$550,000	\$55,000
Repave reservoir perimeter path ▪ Repair and repave stonedust path to 10 foot width around most of reservoir ▪ Install 4 foot side stonedust path and adjacent 6 foot wide bituminous concrete path between existing vehicular gates at southwest corner of Reservation	\$215,000	\$21,500
Landscape improvements and vista clearing ▪ General tree pruning and forestry management* ▪ Upland invasive plant removal/control* ▪ Shoreline invasive plant removal/control* ▪ Repair of eroded areas along dam* ▪ Understory clearing for vistas*	\$225,000	\$22,500
Total Medium Priority Category Costs:	\$990,000	\$99,000

* Potential item to be handled by DCR staff and through existing maintenance contracts

3. Low Priority Category

Resource and Use Enhancement

Item	Construction Cost	Consultant Fee
Design and construct primary formal pedestrian gateways (4) <ul style="list-style-type: none"> ▪ Install new signage ▪ Landscape enhancement ▪ Install new trash receptacles ▪ Install dog-mitt stations 	\$75,000	7,500
Create new accessible path system in the area between the Reilly Memorial Pool and Rink and Commonwealth Avenue <ul style="list-style-type: none"> ▪ Removal of existing paths ▪ Grading ▪ Paving of new bituminous concrete paths ▪ Install benches ▪ Landscape repair and renovation, including overlook area at playground+ 	\$182,000	\$18,200
Re-use strategy for Gatehouse #1 and enhancements to surrounding areas** (Main Reservation Gateway) <ul style="list-style-type: none"> ▪ Restoration and enhancement of Gatehouse for re-use (including repair of doors and windows and restoration of historic cupola) ▪ Rehabilitation of landscape and drive below Gatehouse ▪ Restore stone walls and steps 	\$900,000	\$90,000
Remove existing street lights along Saint Thomas More Road and replace with historically appropriate lights	\$200,000	\$20,000
Install new general site amenities and landscape enhancements <ul style="list-style-type: none"> ▪ Install street trees on the Reservoir side of Saint Thomas More Road ▪ Plant tree and understory vegetation in the southwestern part of the Reservation ▪ New plantings throughout site ▪ Renovate grass areas* ▪ Install bike racks ▪ Interpretive panels ▪ Visual improvement to the dam overflow structure (subject to MWRA approval) 	\$300,000	\$30,000
Site work and landscape renovation around Reilly Memorial Pool & Rink	\$100,000	\$10,000
Create new woodland path system between Chestnut Hill Driveway and the reservoir perimeter pathway including selective clearing of vegetation*	\$10,000	\$1,000
Total Low Priority Category Costs	\$1,767,000	\$176,700

* Potential item to be handled by DCR staff and through existing maintenance contracts

** The proposed re-use strategy of Gatehouse #1 requires a negotiated agreement between the MWRA and DCR.

+ If further analysis determines a need for a new playground, estimated construction costs are \$150,000-\$175,000

Summary

Priority	Construction Cost	Consultant Fee
High Priority Category	\$861,000	\$86,100
Medium Priority Category	\$990,000	\$99,000
Low Priority Category	\$1,767,000	\$176,700
Total for all priority categories:	\$3,618,000	\$361,800

Five-Year Capital Program

One of the goals of the RMP is to address a proposed set of projects for the site that can be implemented over a Five-Year Capital Program. Although a specific construction budget can not be actually finalized, the

RMP proposes a total construction budget of \$3,618,000 for the Five-Year Capital Plan. Below is a breakdown of the amount budgeted for each year including the amounts to be budgeted for the consultant’s /design fee.

Fiscal Year/Early Action Items	Construction Cost	Consultant Fee
Year 1	\$700,000	\$70,000
Year 2	\$700,000	\$70,000
Year 3	\$700,000	\$70,000
Year 4	\$700,000	\$70,000
Year 5	\$818,000	\$81,800
Total for five years:	\$3,618,000	\$361,800

Early Action Project

DCR’s contract with the consultant to complete the Resource Management Plan also included an allowance to cover design services related to implementation of an Early Action Project, to be determined by the RMP process. This early action project was intended to facilitate visible improvements to the Reservation, raising public interest and possible funding for future improvements.

There were several EAPs considered during the RMP process and presented to the Working Group and the public for their comment. They were treatment of the 1928-1929 fence¹, repaving reservoir perimeter path to

10’ width, hazardous tree management, and the development of a vegetation management plan.

Input from the Working Group and the general public strongly supported the creation of a Vegetation Management Plan to supplement the RMP, and the consultant was directed to develop the VMP on a parallel track with the RMP. Special concern was expressed about the quality and quantity of existing vegetation management in the Reservation since it was acquired by the MDC [DCR]. The Vegetation Management Plan will provide a manual for the DCR to preserve the historic character of the site, protect and enhance wildlife habitat, insure public access and safety, enhance the native vegetation and remove invasive species, remove hazard

trees and large dead branches in pedestrian areas, vista clearing and maintenance, recommended plantings, and to promote soil and water quality. The Plan will also include specific planting recommendations for key areas of the Reservation especially the area below the Chestnut Hill Driveway overlook.

Other EAPs identified in the plan remain High Priority actions in the Resource Management Plan, but are not being implemented as part of the RMP contract.

Management Recommendations Implementation Strategy and Priorities

In addition to the capital improvements, there are management recommendations which are essential for the protection, preservation, and improvement of Reservation's resources. These management recommendations were detailed in Chapter 5. The following represents a strategy for implementing the management recommendations based on the high, medium, and low priority categories.

1. High Priority Category

- Develop site map showing primary pathways, distances, egress and access points, and other points of orientation, including parking and MBTA train and bus stations.
- Monitor any negative impact from recreational activities including pedestrian access along the dam following the removal of the fence.
- Consult with DCR Legal Services regarding the use of the area north of the Chestnut Hill Driveway by the Commonwealth Avenue apartments.
- Physically define the current property line by cornerstones, blazes, or other simple boundary indicators, especially on the north side of the Reservation behind the Commonwealth Avenue apartments and Ward Street houses.
- Create partnerships for capital, operating, maintenance and programming opportunities.
- Negotiate a formal agreement with the Community Gardens.
- Continue and strive to enhance the typical maintenance activities within the reservation.

- Conduct playground feasibility analysis.
- Clean out and maintain effective function of the existing catch basins in the swale adjacent the pathway and along Beacon Street in the southwestern part of the Reservation.
- Maintain swale adjacent the pathway and along Beacon Street in the southwestern part of the Reservation clear of obstructions and dense vegetation.
- Continue DCR's current practice of snow removal.
- Coordinate existing patrols by various law enforcement agencies to establish regular patrol and increased visibility of security personnel.
- Establish a Park Watch pilot program to assist the DCR in maintenance and safety issues.
- The DCR needs to enforce regulations regarding dogs in the Reservation and make policies clear for park users and enforcement personnel.
- The State Police should continue to enforce the "No Parking" on the Chestnut Hill Driveway, Saint Thomas More Road, and reservation lands during Boston College home football games.
- Enforce traffic rules and regulations on roads within the reservation.

2. Medium Priority Category

- Prepare a program for the on-going monitoring of site vegetation.
- Create formal maintenance agreement between Evergreen Cemetery and DCR for land alongside Saint Thomas More Road.
- Create formal maintenance agreement between Boston College and DCR for land alongside Saint Thomas More Road.

3. Low Priority Category

- Develop provisions for the use of the Reilly Memorial Pool and Rink by a lessee including landscape maintenance responsibilities, parking and access requirements.
- Pursue water-based recreation on the Reservoir as an appropriate recreational use.

- Establish a bicycle policy in the Reservation, including designated routes.
- Review the conditions of 99-year lease agreement from the City of Boston for 17.55-acre driveway parcel and negotiate gift of fee interest from the City.
- Develop interpretive programs and guided walks that supplement other patrols and increase visibility of staff.

¹ In the Draft RMP, the recommendation was to repair and partially remove the 1928-1929 fence. Based on public comment, the recommendation in this Final RMP is to completely remove the 1928-1929 fence. See Appendix B for additional information.

