

SOCIAL AND PHYSICAL REHABILITATION  
IN BOSTON'S SOUTH COVE:  
A NEW PLAN FOR MORGAN MEMORIAL  
AND GOODWILL INDUSTRIES

by

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## ABSTRACT

"Social and Physical Rehabilitation  
in Boston's South Cove:  
A New Plan for Morgan Memorial  
and Goodwill Industries"

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Submitted to the Department of Architecture on June 30, 1961, in partial fulfillment of the requirements for the degree of Master of Architecture.

This thesis proposes a new plan for Boston's Morgan Memorial and Goodwill Industries, placed in a reorganization of the street system surrounding the South Cove area.

Morgan Memorial is a charitable, non-profit, non-sectarian enterprise operating the following social services:

1. Goodwill Day Nursery
2. Youth and Children's Center
3. Hayden Goodwill Inn for Homeless Boys
4. Seavey Settlement for Stranded Men
5. Eliza Henry Home for elderly working women
6. Fresh Air Camps for the underprivileged
7. Harry K. Noyes Rehabilitation and Training Center for the Handicapped
8. Family Service Department
9. Goodwill Industries - providing jobs, training rehabilitation to the handicapped

The design proposes new facilities for all services except items 5 and 6.

The South Cove is that area bounded by Kneeland, Albany, the Boston and Albany Railroad right-of-way, and Tremont Street. This study identifies the area surrounding the South Cove from Castle Square to Park Square as the critical "hinge" connection of the Back Bay and South End with downtown Boston. Existing confused circulation is discussed, followed by a proposal for reorganization. Created in the process is a site for Morgan Memorial, on which new buildings are proposed.

290 Lexington Street  
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June 30, 1961

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Dear Dean Belluschi:

In partial fulfillment of the requirements for the degree of Master of Architecture, I hereby submit my thesis entitled, "Social and Physical Rehabilitation in Boston's South Cove: A New Plan for Morgan Memorial and Goodwill Industries."

Sincerely,

R. T. Freebairn-Smith

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to Brooks Potter



## INTRODUCTION

Morgan Memorial and Goodwill Industries are Boston institutions devoted to human renewal. Neighborhood and regional social services, a downtown location, and a building program make their contribution important. Situated in an area of advanced physical decay between the South End and downtown, Morgan Memorial and the Tufts New England Medical Center deserve re-appraisal as prime contributors to the restoration of human and economic values to that part of the city.

Unlike today's typical renewal effort where high quality housing replaces low income families, Morgan Memorial presents the opportunity for development in one project of a neighborhood core designed for the existing community. The repeated failure of urban renewal projects today is in part due to the absence of

broader community programming. An agglomeration of housing units, no matter how beautiful, can never be urban renewal. The pattern today is displacement of the resident poor from their physically exhausted neighborhoods, destruction of their housing, followed by rebuilding "economically sound real estate." The latter is an euphemism for middle and upper income housing, inescapable because of high redevelopment costs. The consequence may be a beauty spot on a cadaver, moderate improvement, or simply the substitution of new problems for old. In any case the more complex social and economic diseases of the original environment simply migrate to, and further contaminate, the nearest similar neighborhoods.

The sources of urban renewal laws grew from recognition of disadvantaged urban populations; however, shortsighted economic solutions to physical blight avoid the law's intent by hiding behind the "dollar and cents" logic of existing land values. But, as Dr. Gropius points out:

"The sociological aspects of a wholesome housing policy are unquestionably of more vital importance than purely economic aspects, because economics for all its importance is not an end in itself, but only a means to an end. Rationalization therefore makes sense only if it tends to enrich life or, in the language of economics, if it spares the most precious of commodities, the vitality of the people."<sup>1</sup>

The consequences of urban blight have not changed for those afflicted since the beginning of industrialized society. Poverty is a relative position within a given economic context, and what is average for poverty in one country may be well above or below average in another. Through various sources, institutions have been formed and laws enacted for helping the unjustly poor. If, for the general body of citizens within our own country, a free competitive economic structure best accomplishes liberal democratic ends, we must have institutions that develop equality of opportunity. Free enterprise soon makes its socio-economic hierarchy, yet equality of opportunity within that hierarchy remains a theoretical possibility. This possibility, in theory and practice, broadens our sources of talent, expands opportunity for personal development, and demands that choice be continually enlarged for both society and the individual.

No matter how prosperous our society, there remains a large body of people handicapped in competitive life. They include the physically, mentally, environmentally, and economically handicapped who begin life disadvantaged or, who through an accident, disease, or other subsequent misfortune, lose equality. For some, economic standing is less significant than other interests, and life near subsistence, with few amenities, is their

choice. In a free country, this choice must be available. But when an individual is born or falls into our lowest economic levels, and carries an additional and often insurmountable handicap that allows no relief without aid, then equality of opportunity is certainly not present and help is needed.

Pioneering efforts of this kind have traditionally come from private institutions, followed later by public support through legislation. Morgan Memorial was just such a pioneer, and remains in that role today. The use of public and private surpluses for the support of the handicapped in the United States is commonplace now, but has by no means a long history. Morgan Memorial is one of the first of its kind in America, and through shifts in the detail of its programs, finds as important work today as it did when young Henry Morgan began his mission work in Boston's South End just after the Civil War. Morgan Memorial's exponents realize, as Henry Morgan did in his time, that our economic system, unmodified, produces poverty as surely as it produces wealth and that forces within our society demand the creation of institutions for the relief of the impoverished.

Briefly then, Morgan Memorial Incorporated is a charitable, non-profit enterprise operating the

following social services:

1. Goodwill Day Nursery
2. Youth and Children's Center
3. Hayden Goodwill Inn for Homeless Boys
4. Seavey Settlement for Stranded Men
5. Elize Henry Home for Elderly Working Women
6. Fresh Air Camps for the Underprivileged
7. Harry K. Noyes Rehabilitation and Training  
Center for the Handicapped
8. Family Service Department
9. Goodwill Industries - providing jobs, training, rehabilitation for the handicapped

## CHAPTER I - THE PAST

The vastly expanded urban labor force demanded by mid-nineteenth century American industrialism had so encouraged immigration by 1868, when young Henry Morgan began his chapel in Boston's South End, that the area was already an international settlement. Thousands of Irish, Scottish, Eastern and Southern Europeans had already settled. The only continent not represented between Massachusetts Avenue and Kneeland Street was Australia. A density of over twelve hundred persons per acre in three and four story buildings approximates the condition surrounding the Fort Hill area in this period, and the South End was competing with it for the worst housing conditions in the city. Boston's harbor districts rivaled any of the more publicized parts of Manhattan's lower east side. Collective community organization was the least of pressing problems within

this transient, hungry, dissimilar population, 97 per cent of whom were foreign born. Two families often shared one room, waiting for wage earning men and children to secure employment in the inland textile mills, tanneries and shoe factories. As late as 1915 the American born population continued at 3 per cent of the 50,000 South End inhabitants. It is difficult to determine from period literature if any carry-over of community organization and wealth remained from the substantial earlier occupants, who built much of the area in the fine ovals and brick town houses standing today. They built their community barely in time to abandon it when the Back Bay was filled. Writers were so busy attacking the prostitution, drunkenness, and general depravity of the incoming poor that it is hard to determine if there were any economically secure families in Henry Morgan's first congregation. What is important to note was the total laissez-faire attitude of the city and state during this period of uncontrolled growth. At this time there were few elements in society, public or private, willing to attack the blatant problems which were later to demand large scale public programs.

England, whose industrial revolution had developed faster without an interrupting Civil War, had begun building a social science stimulated by the great early



theorists, Mill, Bentham, Maurice, Carlyle, and others. Borrowing heavily from those models, the South End had developed, by the turn of the century, the following private institutions: South End House, Denison House, Lincoln House, Barnard Memorial, Wells Memorial Workingmen's Institute, St. Stephen's Church and Mission, the YWCA, the Boston Newsboys' Club, the Boston Industrial Home Fifteen Cent Lodging House, the Salvation Army Palace Hotel, the South Bay Union Settlement, and the Hale House Settlement. Many are still operating today.

Sharing the problems of those institutions, Henry Morgan continued his missionary work in the chapel facing Shawmut Street at Indiana Place (now Corning Street), started a night school for newsboys and bootblacks, and expanded his influence in the community. He became a well-known figure in the city, wrote social tracts including "Boston Inside Out," "Ned Nevins the Newsboy," "Street Life in Boston," served as Chaplain of the Massachusetts Senate, and maintained a great range of friendships from Governor Claflin to the most humble derelicts. His Lincoln-esque strength in attempting to Americanize and Christianize the toughest immigrant district in Boston grew from convictions formed in a childhood and ministry among the poor. He died on March 24, 1884, and left his chapel to the Unitarians and Methodists.

The chapel's program was taken over in 1895 by Edgar J. Helms another Methodist minister from Iowa, whose Boston University divinity training had been supplemented by the study abroad of European social programs. He had visited the famous Toynbee Hall in London, a model on which so many American settlement house programs were based, including Jane Addams' Hull House in Chicago. Dr. Helms was the image of the tireless missionary, beset by operating limitations of hostile surrounding commercial vice, lack of funds, and few trained staff members. Yet it was Helms who generated the conviction that bolstered faith in an often financially precarious enterprise. Most of Morgan Memorial's present range of social services developed under his direction, dominated by the conception and founding of the Goodwill Industries in 1902. Of all of his programs it stands as the most significant contribution to social rehabilitation work that Boston has made. Over one hundred twenty-five Goodwill Industries are now operating in this country, and many more are spread abroad in Canada, South America, New Zealand, Australia, and until recently, China.

Under Dr. Helms's program the socially, physically, and mentally handicapped were given training. Were it not for Goodwill Industries, many of these might be sitting their lives out on relief. Central to Dr. Helms's

approach to rehabilitation was the substitution of wage earning for charity. Helms put it:

"When you give a man a job, you are not dealing with a pauper. He is not an applicant for charity. He wants to give something for what he receives, and so we do not need to make an 'investigation' the first item on our program. The supreme need of man is a job.

"The man is not pauperized by this method, and the man is the first consideration. We believe in the man. So far as possible, we turn all forces of science, business, and religion to bear on his reconstruction. The industrial director, the psychologist, the minister, the social worker - all are interested in him. He is working in a place of goodwill, which is invaluable to his restoration. He is in a religious atmosphere.

"We are using the waste of society to restore wasted humanity."<sup>2</sup>

Then, as now, in our competitive economic system, a life without work was difficult and always suspect. Without the recognition that only comes through the ability to earn and contribute, an acceptable personal status is not easily established. Dr. Helms's approach combined low pressure recruiting, the rule that no man should be questioned or refused an opportunity, with the power of self-help. He accomplished this within an economic framework that brilliantly utilized the same industrial system that was irresponsibly producing so many of his workers.

Through steady destruction of the surrounding brothels and saloons, by property acquisition and construction

of new service facilities, Helms and his staff created a solution of promise for an international problem, and it received international attention. In an era dominated by financial and industrial interests resistant to legislated public relief programs of any sort, Morgan Memorial through its Goodwill Industries led private charitable enterprise into a working solution wholly acceptable to the interests of both the social moralists and the less concerned business world.

Surrounded by services within Morgan's tightly run organization, an individual's total social context could be supported during his training-earning program at Goodwill Industries. Housing was available at the Seavey Building, reconstruction of family life through the social workers, nursery, youth and children's programs, along with psychological and religious counseling. For the children, an unheard of opportunity to escape the city at the farm properties in South Athol, Massachusetts.

From 1890 to 1924 sixteen churches abandoned the South End. Social conditions saw little overall improvement through the depression, and Morgan Memorial found new work. Many incidents, some colorful, some almost miraculous, many tragic, surround the story of its growth, a detailed history of which is best provided in Earl Christmas' "The House of Goodwill." By Dr. Helms's death

in 1942, the predominance of abject poverty in the South End had given way to a more stabilized low and low middle income district, leaving pockets of exhausted buildings, reduced areas of transient occupancy. Greater attention had to be given to an expanded program for the handicapped; Morgan Memorial continued to grow. Across the nation Goodwill Industries had already focused attention less on the abjectly poor whose numbers have decreased, and more on the handicapped, whose numbers, unfortunately, have not. Morgan Memorial moves today towards a greatly increased regional and neighborhood program of rehabilitation and education for the disabled.

## CHAPTER II - PRESENT

### A. Surrounding City

Forty-seven and one-half acres in the square bounded by Tremont, Kneeland, Albany and the Boston and Albany Railroad lie in that area between the South End proper and the Central Business District roughly called the South Cove. Figure 1. The eastern area shown in white was claimed from the sea from 1805 to 1839. Housing remaining today dates from the 1840's; none has been built since before World War I. Seventy per cent of today's houses in the South Cove are heated by stoves, if at all; 50 per cent have no adequate indoor bathing facilities; and median rent in 1950 was \$24 per month. As Kevin Lynch summarizes:

"Of the substandard majority (of housing units) disadvantaged by age, neglect, internal plan, timber framing, and wooden pile foundations on a falling water table, only a scattering can be worth serious rehabilitation, and



are generally too isolated to be worth determined effort."

In summary, he concludes:

"The physical condition of the South Cove cannot be questioned; it is clearly both substandard and decadent .... "3

However, commercial uses in the South Cove show a greater range of architectural quality and business health. They grade from the more stable garment industries on Kneeland Street, through cut-rate retailing in the mid-blocks of Washington Street, to blight, neglect, vacancy, and vice on the Broadway perimeter. Three zones define themselves moving roughly from north to south; commercial Kneeland and the Tremont entertainment frontage, the central area dominated by medical facilities, and the derelict southern residential portion. Scattered through all three are local small businesses, primarily neighborhood services and liquor stores. Economic and physical growth for the first and second zones is assured in a normally prospering Boston. The third zone has a more uncertain future due to its isolation across the railroad and expressway barriers. Figure 2 shows the condition of existing buildings; figure 3, land use. The city's insatiable demand for parking space caused the loss of one-third of the dwelling units in the South Cove between 1940 and 1950; this demolition without replacement continues today as units decline. Figure 4. The area

shows population loss during the same period, yet the number of units being demolished exceeds the outflow of families. The net result is increased crowding in the remaining units. The cohesive Chinese community continues to replace outgoing Syrians for many choose this poorer quality housing when they could afford better in order to stay within their small community. The following are further quotations from Professor Lynch:

"About one-third of the 1950 population were unrelated individuals, living alone. Most of the labor force were operatives and service workers, with some craftsmen, and a few clerks and small proprietors. The median income was only \$1,500 per year. The crude birth rate in 1953 was twenty-five percent below the city average, the death rate was seventy-five percent above it. The death rate from pulmonary tuberculosis was almost three per one thousand, eleven and one half times the city average, and one of the highest in the country."

And later, in summary:

"This is a region then of physical dilapidation and abandonment and of mixed and shifting use, declining values, of low incomes, low rents and poor health, but not entirely one of social disorganization. Largely, perhaps, because of the two community-oriented nationality groups, the Syrians and Chinese, the area is more stable, more self-regulating, and socially healthier than might be expected from the physical and economic indices."<sup>4</sup>

So long as a substantial portion of Boston's Chinese community (50 per cent) desires tight physical grouping close to Chinatown itself, the opportunity for this

colorful group to enrich downtown will remain. If the economics of new housing in the South Cove can be overcome, the city will profit from these families.

"The family with children and pets is the profitable social unit. It is the molecule about which the body of civic spirit is formed. It improves property, pays taxes, and cherishes the resources of the civilization in which it lives, but is rarely found very far from the good green grass, even though its principle provider may have to travel many miles each day."<sup>5</sup>

Institutions working in the South Cove are:

Buddhist Temple, Chinese-American Legion Post, Chinese YMCA, the Chinese Christian Church, the Maryknoll Sisters, a Catholic order working with immigrants, young children and older girls. The absence of usable outdoor space is felt by all activities in the South Cove that work with children. A city owned community center, in poor physical condition, presently operates on Tyler Street, offering bathing facilities, a small gymnasium, an area of asphalt for outdoor sports, and a small library.

At the beginning of a new era of city building, the South Cove is a logical project area for Boston. The entire South End enjoys a geographical advantage that will mean continued study and renewal efforts in the future. It is well located and well served by public transportation, and could conceivably compete once again with the Back Bay as a housing area adjacent to the city center, if population increases demand the expenditure.

## CHAPTER II - PRESENT

### B. Morgan Memorial

Morgan Memorial and Goodwill Industries occupy the site originally developed from the tenement lined streets that surrounded Morgan Chapel, on Shawmut Avenue. One visit is sufficient to satisfy the most skeptical that the Goodwill Program has long outgrown present facilities, the Noyes Training Program is inadequately housed, erratic growth has restricted overall administrative control, and insufficient available land has meant overbuilding with sunlight and ventilation standards compromised. The site plan describes a history of hard won space torn out of surrounding tenements, and is a model of unrelated structures and inefficient relationships. Despite some modernization in the Industries, lighting is generally poor, particularly in the block's center where interior shafts substitute for



a source of clean air and sunlight. Need for manufacturing continuity between disconnected land parcels has produced street bridging, corkscrew corridors, unnecessary fire stair duplication, inefficient elevator placement, and increased hazards in material's handling and storage. To dwell on each department's sacrifices due to the present architecture is unnecessary. One example will suffice.

Conditions in the transport department demonstrate the difficult working conditions and expensive operations that characterize many departments. Over twenty-five trucks cover the metropolitan area in the collection of second-hand materials, all converging on the Industries building in the afternoon. Truck docks within two buildings separated by 25 foot wide Wheeler Street provide loading and unloading areas. The largest truck requires seven backing movements to position at the dock, and must drive into the opposite building to do it. Some suburban pick-up schedules are shortened as much as two hours so that processing at the unloading dock can accommodate the whole fleet each day. Critical parking order in a cramped basement garage serviced by a steep spiraling ramp demands certain trucks be pulled out of service earlier than others since no movement in the garage is possible without re-shuffling. Only a few of the many drivers are skillful

enough to negotiate the ramp and its right angle connection to narrow Kirkland Street. The situation is analagous to operating a moving and storage company truck in the narrowest streets of Beacon Hill. Night maintenance is possible on only one vehicle at a time in the basement repair area due to restricted space for maneuvering. The fire and police department "look the other way" as afternoon gas and oil checks, plus the queue for unloading, produces a line of trucks blocking Porter and Corning Streets. Because of space shortages the transport and dispatching office is necessarily located on the mezzanine of the Men's Shop Salesroom, making simultaneous visual supervision and control of the dock area and dispatching by the Transport management impossible. Although production lines in the Industries have ingeniously tailored their operation to a wandering multi-level building without adequate elevators, difficult compromises similar to those in Transport abound in other departments and produce similar inefficiencies.

A picture of today's administration of Morgan Memorial's South Cove activities is given in Figure 5. There are few comparable space relationships through the buildings. Top administrators are particularly isolated from one another. The Director's office is off the Church foyer, the Treasurer is on the mezzanine of the

Seavey Settlement building, and administration offices occupy part of the Youth and Children's Center. With experience, indoor circulation through the buildings is possible but devious. Positive and negative planning conclusions can be drawn from over forty years' experience in these buildings:

1. The building of better communication between departments when handling urgent cases would produce a compact and efficient Morgan Memorial "campus" grouping.
2. Heavy demands on the small professional staff similarly suggest better inter-office communication and more logical space relationships.
3. The segregation of the Nursery, Hayden Inn, and Youth Program from the Industries, Seavey, and Noyes Program is logical if space allows.
4. Variations in size of the programs over a period of years have required borrowing space from declining programs to accommodate those expanding. As society's needs change, Morgan Memorial must be able to adjust internal space requirements accordingly.
5. There is an inherent functional and architectural conflict between the manufacturing nature of the Industries and the residentially scaled personal work of the social agencies.

6. Though it requires additional staff, a multiple entrance system to each activity would allow a desirable segregation of adult and children's programs.
7. Lack of coherence, visual order, or even distinctive ugliness in the present building group has meant Morgan Memorial's physical location is not fixed in the public's mind. The chaotic surrounding neighborhood in downtown Boston's least memorable district similarly makes it difficult for customers to find the salesroom, and for the needy to find Morgan's help. Though just three blocks from the Common, few people from suburban areas know the Main store's location.
8. Though the creation of work for rehabilitating men is the prime objective of the Industries, a more efficient plant will not mean fewer jobs; on the contrary, greater efficiency in materials processing will allow a higher volume of collected materials to be processed, fewer dollars to be spent per item sold, and expanded sales resulting from the more prominent retailing position.
9. Today's absence of a "front door" to Morgan Memorial causes confusion in the mind of the visitor. The unadventurous customer probably never finds the

basement store, the Men's store, or the Mezzanine store. The visitor on business may miss the switchboard office off Shawmut and find himself either in Seavey, the Church, or the Children's Center.

10. Transport operations demand large open docking facilities and an area to maneuver. Though costly in its initial land requirement, this department's efficiency as the source of raw material is essential to the economic health of the whole Morgan Memorial effort.

### CHAPTER III - FUTURE

#### A. Surrounding City - Proposal

Because Morgan Memorial is sited in one of Boston's most confusing areas, haunted by one hundred years of slum conditions, confused by an erratic, conflicting street system, any sizable building proposal in the South cove demands redesign of surrounding conditions. New construction must contribute to functional and visual clarification of the area, rather than placing new work in illogical holes, adding to the chaotic pattern. An evaluation of the existing streets shows the core of the problem. Boston's hub pattern must produce converging radial streets. Around three sides of the downtown area water eliminates most of the triangular points that would develop, and substitutes convergence on a few bridges and tunnels. At a dimension of between two hundred and four hundred feet, the remaining land left between two converging radials becomes an awkwardly small parcel, and

the percentage of public road to private tax paying land becomes economically undesirable. At specific concentric belts around the core, outgoing radials require a median radial to provide access to the interior land formed. The economics of crossing the basin and harbor necessitate the selection of principle radials for the bridges, and collection of other radials into those crossings.

With the filling in of the South Cove and the Back Bay, a different problem was created. Time delays between fills produced uncoordinated growth. The Back Bay neatly ignored converging radials by introducing a grid, and placing the Fenway and the Common at the crucial end conditions. It is a powerful solution but one that ignores its border to the south, whose connections are very poor indeed, but whose problems in the north were eliminated by the Basin. The South Cove, South End area has more sympathy for the hub pattern but less visual clarity. Converging radials, Huntington, Columbus, Tremont, Shawmut, Washington, Harrison, and Albany all seek their resolution at a projected point somewhere downtown. Huntington crashes into the Back Bay grid halting in Copley Square. Columbus, a particularly poorly related radial is disruptive through its length beginning at a tangential meeting with Tremont and finishing as the last

straw in Park Square's chaos. Tremont, like Washington, follows a shifting trail towards the State House. Its variation in alignment produces shallow tangencies and intersections with surrounding streets, particularly Shawmut and Columbus. Washington, Harrison, and Tremont connect outlying neighborhoods with the city core. It is the conflict of these radials with various grid systems that plagues the South End.

The misplaced radial in the South End is Columbus. It is allowed to penetrate too far into the city (Park Square) for the dimension of its tributary area. It originates too close and too tangent to Tremont. A radial is needed in this section, but it need only be an internal distributor not of the magnitude of Huntington and Tremont which bound that sector.

The misplaced circumferential is Broadway. Because the grid system remains intact from the South End to Kneeland, despite a shift through the New York Streets area, a circumferential is not needed where Broadway is presently positioned. Arlington Street should form a continuous circumferential connecting the Charles Basin with Fort Point Channel. A resolution of the South Cove street pattern, allowing the dominant radials (Tremont, Harrison, and Albany) to continue their drive towards the center of the city, the provision of points outside the

core for the termination of median radials, and the continuity of circumferentials is the resolution proposed in Figure 6. A difficult choice must be made in selecting which South End radial will be withheld from the core in order that those that do enter will have sufficient land between. The existing narrow right of way combined with its use for volume retailing suggests that Washington Street is likely to become a pedestrian shopping street in the future. The generous right of way of Tremont suggests it will always remain a major radial. Its connection with the Common, its alignment on the State House, and its broad suburban tributary area give it precedence over Shawmut or Columbus. Albany provides a boulevard edge next to the freeway where a right of way naturally should exist. Harrison lies almost midway between Tremont and Albany. If Washington is to be closed to traffic from Kneeland to State Street, it is logical then to hold it out of the central business district altogether. From the Boston and Albany Railroad to State Street, Washington could then be a pedestrian mall.

Tremont Street in its present roadbed contains one disruptive kink on the south side of Broadway. I propose Tremont's continuation through the "ripe for redevelopment" Castle Square parcel, into Shawmut's present right

of way. This allows a clear extension of Arlington, Charles, Columbus, and Broadway into one resolving point, a new park that completes the triangle of the Common's bounding streets. Tremont makes then only one bend, aligns on the State House, and eliminates the presently impossible (visually and functionally) intersection of Broadway, Shawmut, and Tremont. Figure 4.

A major open space in the South Cove about which the streets would organize is precisely what the area lacks today. It has no "place," no memorable large scale features, or recognizable reference points in the circulation pattern. The park proposed lies as an extension of the Common, two blocks away, and therefore is connected to the most positive elements in Boston's "image." It is of sufficient size to allow varied recreational uses without being threatened by the necessary but slightly intimidating traffic. The Public Garden manages to overcome this difficulty, and with equal design attention so could a South Cove "common."

The extension of a maximum number of Back Bay circumferentials into the South End would provide the missing continuity between these physically close districts. From Arlington through Dartmouth, the case for continuity is reasonable but would require considerable demolition and realignment. All four streets would cut through areas of

dilapidated structures. Beyond Dartmouth, conflict with the established grid and with public housing on Washington Street makes continuation unjustifiable in terms of the existing hard properties.

The area bounded by the present Columbus, Broadway, Tremont, and Arlington Streets has undergone on Fayette, Melrose, and neighboring streets a considerable amount of self-initiated renewal. Nineteenth century row houses have been reconditioned, and the area, though small, shows an initiative among local property owners that city planners dream of. However, taking a larger view, this so-called Bay Park area falls in the core of the most detrimentally confused portion of the downtown area. The houses themselves, when reconditioned, provide very small apartments (two rooms) if each floor is utilized. To provide more generous units means using the area close to its original uneconomical density of one or two families per house. Surely the area in its optimal position midway between downtown and Back Bay with easy pedestrian distances to both, could achieve a higher density of equivalent attractiveness through skillfully designed new housing.

But to avoid promoting demolition just for the sake of new architecture, a proven risk in terms of our present renewal efforts, there is a more important reason to

restructure the Bay Park Area. If clear communication is ever to be established, Broadway and Columbus must go, Arlington ought to be relocated, and Tremont, as mentioned earlier, could reasonably move into part of Shawmut's right of way. As pointed out, Bay Park plus Morgan Memorial's present area lie at the very center of the confusion, making retention of Melrose, Fayette, et al., equivalent to petrifying the larger problem in its present form. Perhaps the perimeter boulevards could be restructured to preserve the housing as a nineteenth century delicacy, but, if justifiable at all, such an enclave ought to have a great deal more strength than its present modest appeal. To do this would mean compromising a clear connection of the South End, Dorchester, Roslindale, etc., with the city center.

Now is the time for Boston to rework this portion of the city, before new permanent construction goes into any of the existing areas from Castle Square to Park Square.

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#### South Cove - Detailed Proposal

Having established some clarity at the boulevard scale, attention must then turn to the development of internal streets, path systems, and neighborhoods.



Considerable freedom at this smaller scale can be allowed if the web of major through streets is strong. The fabric of the larger city is then continuous and variety among the neighborhoods can be great without fear of disconnected islands forming.

For the area bounded by Tremont, Kneeland, Albany (expressway), and the Boston and Albany tracks, the past has provided a strong basic grid, broken by minor internal streets. Broadway's diagonal has been eliminated with the area divided into seven parcels. Figure 7. Most of the narrow internal streets have been eliminated or made pedestrian ways. It is assumed the retailing facing Kneeland will strengthen as Boston's redeveloped core grows. The long term value of Kneeland's frontage is guaranteed by its direct connection over the expressway to the concentrated transportation center that the South Station area logically provides for the core region.

Moving South, the middle portion of the neighborhood will eventually be developed for the Tufts New England Medical Center's expanding functions. The difficulties of disorganized existing architecture, outdated street widths, and bisecting boulevards will demand skillful site organization, and expensive structures for internal pedestrian continuity, but the handicaps are certainly secondary to the prime location of these buildings in the future of Boston.

As mentioned earlier, the need for housing near both institutions is acute. The location near city amenities for staff and students of the hospital makes apartment building logical if the neighborhood was made safe and desirable. A more serious need, and one not likely to be solved through normal real estate enterprise, is low cost housing. As Morgan Memorial's regional training program for the handicapped (the Noyes Institute and Goodwill Industries) grows, the demand for low cost housing will increase. Many patients coming to the New England Medical Center's new facilities for physical rehabilitation require long treatment. At today's room rates many cannot stay at the hospital. Accident victims receiving physical repair at the hospital could afterwards keep their residence while developing a new job skill at Morgan Memorial. This is particularly true for previously untrained or unemployed persons. Both institutions have expressed an interest in housing, and Morgan Memorial's Massachusetts Housing Authority has in fact been providing quarters to the neediest of their cases by refurbishing a few of their adjoining tenements. A housing organization then should find joint sponsorship, and provide a program of low rent housing. The implication is clearly toward government participation in such a program, since neither Morgan Memorial nor the medical

center could undertake a deficit operation as this type of housing usually is. The fact that federal interest and funds are encouraging the Noyes Training program indicate the possibility of a broader government program that would include housing for trainees from all parts of New England.

### CHAPTER III - FUTURE

#### B. Morgan Memorial - Proposal

The proposed new site will be bounded by Harrison, a new access street on the south (Goodwill) by Tremont, and a new internal street (Morgan) that is an extension of the old Ash Street. Having eliminated the converging radials Shawmut and Washington from the street system, leaving Tremont, Harrison and Albany as through feeders, a termination for the often proposed Washington Street shopping mall logically lies in the new site. Heavy through traffic on widened Tremont and Harrison make them undesirable entrance frontages. Similarly the railroad tracks on the southern edge invite little pedestrian activity. Only Morgan Street with its center of gravity at the intersection with Washington suggests a pedestrian scale. This too is the logical sales frontage, relating

to present discount furniture and mass retailing houses to the north on Washington, and beyond in the city core.

Truck access for Goodwill's extensive fleet is directly connected to the Southeast expressway and regional highway net. Trucks enter the rear of the site without violating internal neighborhood streets, unloading in-line with materials flow toward sales. Access to basement maintenance and truck parking is direct, excavation being in the solid west half of the site that lies landward of the original shoreline.

The Washington Street elevated MTA line presently goes underground just north of the site. If Commissioner Callahan's Massachusetts Turnpike connection is not constructed in the Boston and Albany right-of-way, then the City Planning office's proposal to drop the elevated into the existing track bed will be possible. It will follow the Boston and Albany right-of-way to the New York, New Haven cut that parallels Columbus, serving approximately the same area that the present elevated covers. Rapid transit connection for Morgan Memorial is essential. A station in the South Cove has long been desired by the MTA; provision of it in Morgan's site would allow customers covered basement access to sales. Handicapped employees would similarly benefit.



Automobile access to the site is visually connected to the principle arrival routes. Intown traffic on Tremont aligns on the site, swinging then onto alignment with the State House once passed the site. The Southeast Expressway's elevation opposite the Boston and Albany tracks makes the site clearly visible from incoming and outgoing automobiles. Parking demands construction in either of two logical solutions. Though it would be desirable for customers to park directly beneath the Goodwill building, their introduction would require an additional basement and some conflict with the necessary circulation, garaging and docking of the truck fleet. Parking under the eastern portion of the site not only imposes waterproof construction, but does not easily connect with the sales area because of the intersecting subway. More promising is the construction of combined parking structures either above grade or below, for both the Medical Center and Morgan Memorial. The Center has need for 300 places near the intersection of Washington and Morgan (see Kevin Lynch's proposal), that could be tripled to handle the slightly more than 600 additional spaces Goodwill and Morgan Memorial require. This would place customer and staff autos central to, but off the site. Parking requirements were figured as follows:

	<u>Automobiles</u>
Goodwill Industries	
Employees (1/4 drive)	250
Customers (2/3 auto/100 sq. ft. of sales) <sup>6</sup>	275
Youth and Children's Center	
Staff	5
Youths (dance or athletic event load taken by sales parking spaces)	10
Noyes Training	
Trainees	10
Staff	10
Seavey Settlement	
Residents	0
Staff	2
Guests	3
Hayden Memorial	
Boys	0
Staff	10
Guests	5
Adult Center (loads after sales hours taken in sales parking spaces)	10
Administration	
Staff	15
Guests	<u>10</u>
	615

<sup>7</sup> 250 SF/cars, on outdoor lots = 153,750 square feet  
350 SF/cars, customer parked in garage = 211,750 square feet

It is clear from the square footage required that few charitable institutions could ever consider such a parking proposal. An arbitrary 300 car figure is then suggested to balance the Medical Center's construction, and share equal costs on a site across Morgan Street.

Because of the area's surrounding confusion, its proximity today to important downtown locations is not apparent. However, the Common is only two blocks away; the Summer-Winter 100 per cent retail corner only four. Park Square is a four minute walk; Back Bay retailing, seven to ten.

Having established the site as favorable, and adjacent prominent elements of the city, a design concept bringing the architectural program and site together must follow. Present Morgan Memorial buildings fail to produce that connection between the broad "cradle to grave" social work, with the public retailing in Goodwill salesrooms. Yet it is that retailing that makes nearly all the other work possible. Five considerations of this problem must be included in the basis for design:

1. The dominant architectural order about which Morgan Memorial's diffuse activities should arrange themselves should not produce undue emphasis on any one activity. Today's image of sales only does not convey the larger purposes of the whole program.
2. The general public comes in greatest number, by far, to the salesrooms. Sales space should therefore orient towards and be visibly related to other programs.

3. Horizontally continuous circulation among activities is desirable, especially for the handicapped, who move more easily horizontally. Such continuity can reasonably make more visible the unity of the work.
4. As a social service, Morgan Memorial must meet the public with a forceful welcome, yet provide, in addition, a retreat environment not unlike a monastery. A cloister in which the individual may privately re-adapt himself to society, to go out again a more productive person. The two conditions are mutually contradictory, but ought to find architectural expression and resolution.
5. The site created lies at a break in the continuous low rise fabric of the South End as it moves toward the downtown core. At the railroad, an accelerated and dramatic sequence can produce a curve of vertical growth in large scale city form. Assuming the buildings north of Kneeland will eventually be all high rise, the Medical Center offers middle height of six to ten stories, and the track bordering sites demand a third and lowest range.

Within Morgan Memorial's own program, translating the design premises above into architecture is impaired by a

violent scale contrast. Goodwill's trucking, manufacturing loft space, large overall volume and periphery, all contribute to overwhelming the intimate and residential character of other activities.

A detailed description of the manner in which program conditions were met in the design solution can only be verbal rationalization, and redundant. If it is not in the drawings and model, implicit in the large and small scale spatial breakdown, then the solution has not made its point.

To relate areas and volumes on the drawings to their origin, a more detailed program of net functional areas follows: it is developed from Goodwill Industries of America figures for a metropolitan region of two million persons. Social services are expanded to accommodate estimated maximum facilities, with the exception of housing. To meet needs, enough low cost housing on this site simply cannot be built.

#### PROGRAM - NET AREAS

(all figures are square feet)

<u>MORGAN MEMORIAL AND GOODWILL INDUSTRIES</u>	<u>Net Total</u>	<u>421,250</u>
I Morgan Memorial Inc.		168,250
A. Administration - Morgan Memorial	10,350	
1. Reception, lobby, lavatories, central switchboard (combined		

	entrance for Administration, Family Service Dept., Church Offices)	3,600	
2.	Morgan Memorial Incorporated	6,750	
	a. receptionist, wait- ing	450	
	b. secretarial pool, records	900	
	c. public relations	900	
	d. auditorium (shared with adult educa- tion)	3,600	
	1. lobby	450	
	2. projection	50	
	3. storage	400	
	4. auditorium	2,700	
	e. director (office and conference)	900	
B.	Family Services Department		1,800
C.	Church of All Nations		4,550
	1. Chapel	3,000	
	2. Church offices	1,550	
	a. waiting	200	
	b. administration	600	
	c. assistant	300	
	d. minister	450	
D.	Food Services (rental concession)		15,000
	1. Office, cashier, etc.	450	
	2. Central kitchens, storage, receiving, serving lines, etc.	6,500	
	3. Commercial restaurant (lobby and coat room included)	2,250	
	4. Dining Halls		
	a. employees	4,000	
	b. conf. dining	450	
	c. Hayden Boys'	900	
E.	Hayden Goodwill Inn		21,575
	1. Administration	3,825	
	a. reception, lobby and waiting areas (split $\frac{1}{2}$ with Good- will Nursery)	2,025	
	b. general offices	1,800	

2.	Dormitory and living facilities	14,950	
a.	dorms (5 @ 12 boys each)	4,500	
b.	group rooms (11 @ 5 boys)	4,950	
c.	lounge areas	3,600	
	1. rec. room, kit'ette, TV, and games	1,800	
	2. study lounge, writing room, and carrels	1,800	
d.	lavatories	900	
e.	resident sponsor's apts. (2)	900	
f.	staff apartments (included in housing figures)		
3.	Classroom facilities (remedial classes only; schoolwork assumed at city schools)	1,800	
4.	Recreational facilities (included in Youth and Children's Program)		
5.	Dining area (included in Food Service Program)		
F.	Youth and Children's Center	6,550	51,000
1.	Administration		
a.	reception, lobby, and waiting areas	5,400	
b.	administrator's office	450	
c.	psychiatrists, social workers offices with interview rooms	1,350	
d.	secretarial pool and records	1,350	
2.	Classroom facilities	16,300	
a.	multi-purpose	12,600	
	1. hobby-crafts (7)	9,000	
	2. music practice and lesson rooms (10)	1,000	
	3. photo-hobby lab	450	

	b.	standard class- room, clubrooms (5)	2,250	
	c.	adjacent locker area	3,600	
3.	Auditorium facilities			6,650
	a.	multi-purpose hall with band instru- ment storage	3,600	
	b.	Emmons Hall (multi- purpose for large groups, with kit'ette)	3,150	
	c.	Chapel (Emmons Hall)		
4.	Recreational Facilities			22,500
	a.	gymnasium (with seating)	9,000	
	b.	indoor gallery track	2,250	
	c.	handball-squash (with galleries)	2,250	
	d.	boxing-wrestling room	900	
	e.	physical condition- ing room (weight lifting, etc.)	2,250	
	f.	gym office, towel supply, equipment storage and issue	900	
	g.	bowling alleys (basement)	2,700	
	h.	dressing rooms and showers	2,250	
		1. boys	1,350	
		2. girls (no showers)	900	
G.	Seavey Settlement			7,550
	1.	Lounges, registration and records	2,700	
	2.	Dormitory and living facilities	5,850	
	a.	group rooms (7) 20 men	3,600	
	b.	efficiency apart- ments (5)	2,250	
	c.	Housing units pro- grammed under Mass. Housing		

H.	Goodwill Nursery		12,825
	1. Administration	4,725	
	a. reception, lobby and waiting areas	4,725	
	b. office areas: pro- grammed under Youth and Children's Cen- ter (joint person- nel)		
	2. Classroom facilities		8,100
	a. playrooms (6)	2,700	
	b. multi-purpose with kitchens (2); multi-purpose (1)	5,400	
I.	Massachusetts Housing Association (program open: designed for maximum staff and trainee housing within the structure)		17,100
J.	Community Center		36,500
	1. Administration (jointly with Morgan Memorial offices)		
	a. information-re- ception-lounge	450	
	b. community library	15,200	
	1. community collection	8,450	
	2. adult edu- cation col- lection	6,750	
	c. adult education program	6,750	
	d. community facilities - space for private or- ganizations, clubs, social service agencies, public meeting rooms, etc.	14,000	
II	Noyes Institute		50,000
III	Goodwill Industries Incorporated		203,000
	A. Administration		10,000
	1. Reception, public lobby	900	
	2. General offices	9,100	

B.	Furniture Department	22,000
	1. Receiving, storage of incoming material	
	2. Rebuilding and wood salvage	
	3. Reupholstering	
	4. Refinishing (including paint storage and spray booth)	
	5. Pricing	
	6. Seasonal storage	
C.	Textile and Sorting Department	15,000
	1. Initial through final sorting (in-line conveyor process)	
	2. Sewing groups, clothing repair	
	3. Cleaning and laundering (washing, extraction, steam press, suzy-Q, hand ironing, millinery reworking, racking)	
	4. Pricing (at racking area)	
	5. Seasonal storage	
	6. Raw textiles (bulk salvage, baling and sales)	
D.	Electrical-Mechanical Department	9,000
	1. Initial sorting and storage	
	2. Repairs	
	3. Pricing	
	4. Seasonal storage	
E.	Bric-a-brac Department	2,000
	1. Receiving, sorting, cleaning	
	2. Rebuilding	
	3. Polishing	
	4. Pricing and storage	
	5. Bulk sales (overseas shipments, etc.)	
F.	Book Department	2,250
	1. Receiving, sorting, cover removal	
	2. Racking for delivery after culling	
	3. All storage at sales-room	

G. Salvage	7,500
1. Textiles	
2. Paper	
3. Baling and storage (storage at dock)	
H. Transport	38,000
1. Garage and repair	
2. Receiving dock with adjacent sorting and testing area	
3. Shipping dock	
4. Gas pump (outdoors) and gas storage facility	
5. Dispatch office switch- boards (incoming calls); transport office	
6. Transport uniform supply and exchange (adjacent locker rooms)	
I. Bag Department	20,000
1. General storage: un- opened Goodwill bags	
2. Bag opening and initial sorting area	
3. New bag storage (folding to be done within Noyes training program)	
J. Personnel Department	3,000
1. Offices, records, inter- viewing	
2. Time clock-check in lobby	
3. Dispensary and clinic	
a. nurses' office	
b. examination room	
c. two-bed hospital room	
4. Employees' lounges	
5. Lockers, showers: em- ployees	
K. Sales Areas	50,000
1. Main store	
a. street level - fast turnover items, im- pulse items, steady demand items	34,000

b.	bargain base-	
	ment - complete	
	range of sales	
	items down-	min.
	graded in price	2,000
c.	mezzanine - fur-	
	niture, one item	
	sales, non-	
	impulse items	14,000

Footnotes

1. Gropius, Walter, "Scope of Total Architecture" p. 119
2. Christmas, Earl, "The House of Goodwill" p. 144, 145
3. Lynch, Kevin, "New England Medical Center Planning Study" p. 10
4. Ibid. p. 21
5. Kelley, Burnham, M.C.P. Thesis, 1941 MIT
6. Baker and Funaro, "Parking" p. 105
7. Burrage and Mogren, "Parking" p. 48

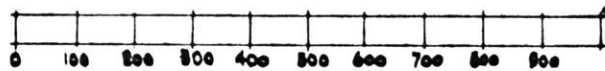
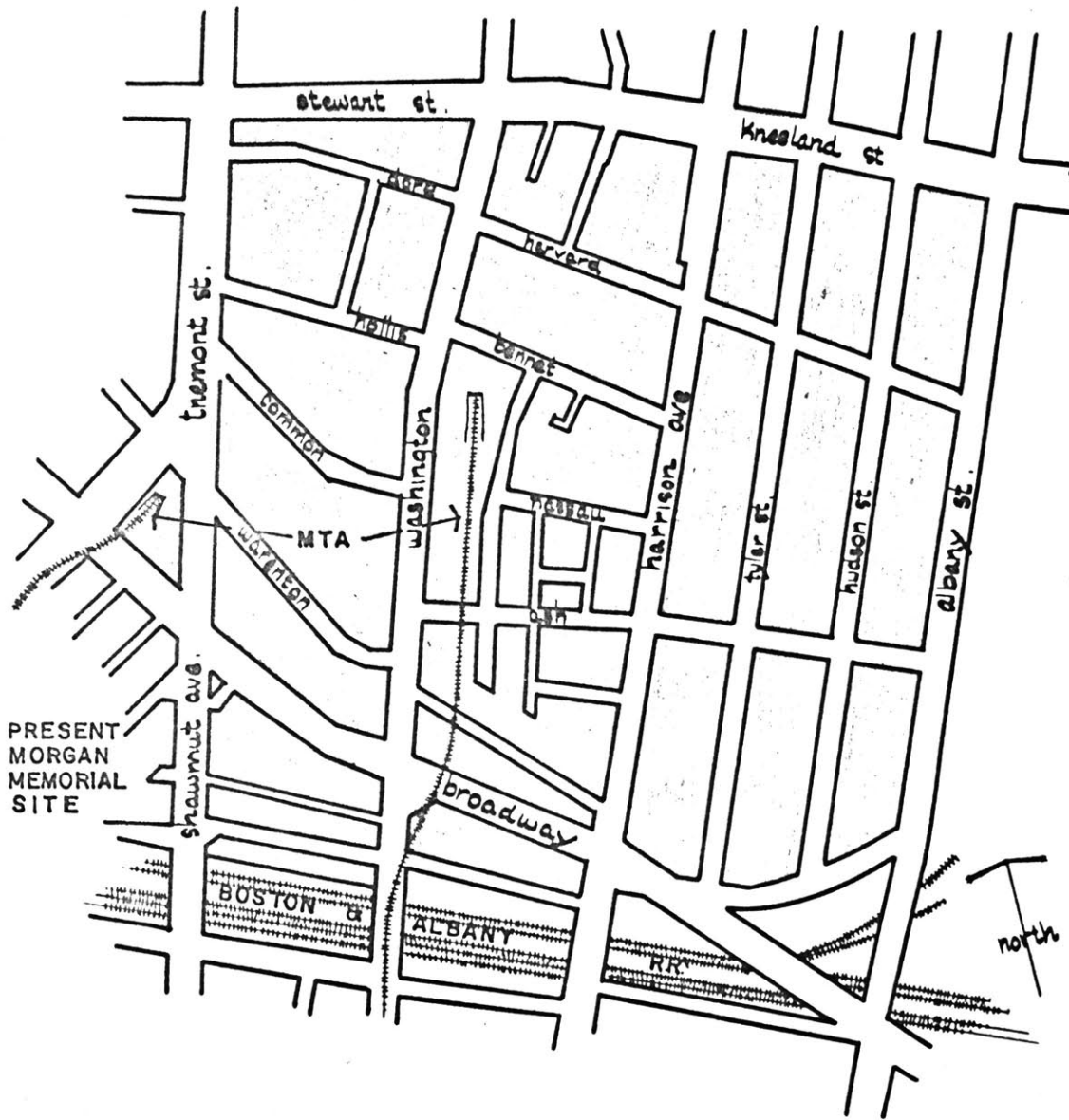
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EXISTING CIRCULATION  
&  
BLOCK PATTERN

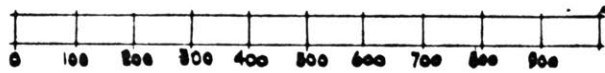
**STUDY AREA**  
- SOUTH COVE

figure 1



**CONDITION: BUILDINGS**

-  EXCELLENT
-  FAIR
-  POOR

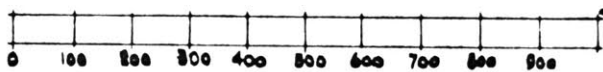
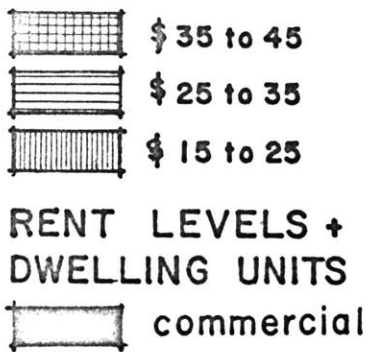


**STUDY AREA**

SOUTH COVE

figure

2



# STUDY AREA

3

SOUTH COVE

figure

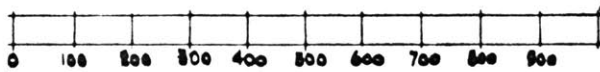


numbers indicate dwelling units in each block



SHADED AREA:  
 ORIG. SHORE LINE

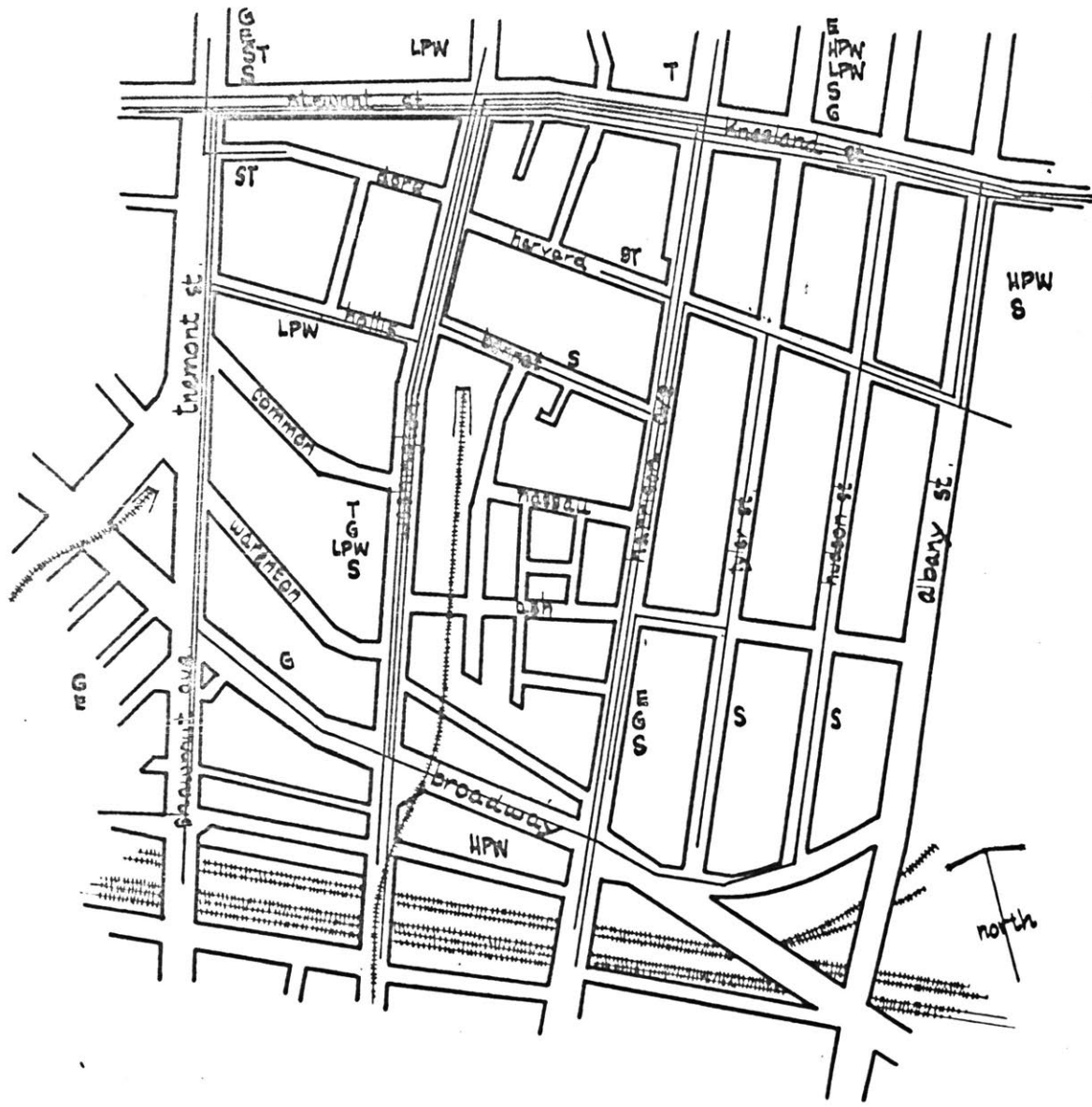
CONTOURS:  
 DOTTED LINE



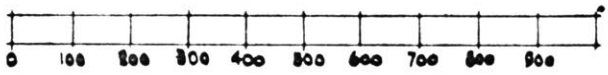
# STUDY AREA

SOUTH COVE

figure 4



- MAJOR UTILITIES**  
 LPW - LOW PRESS. WATER  
 HPW - HIGH " "  
 E - ELECTRICITY  
 S - SEWER  
 ST - STEAM  
 T - TELEPHONE  
 G - GAS



**STUDY AREA**

SOUTH COVE

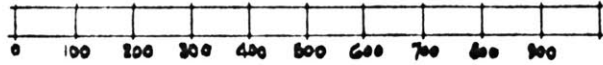
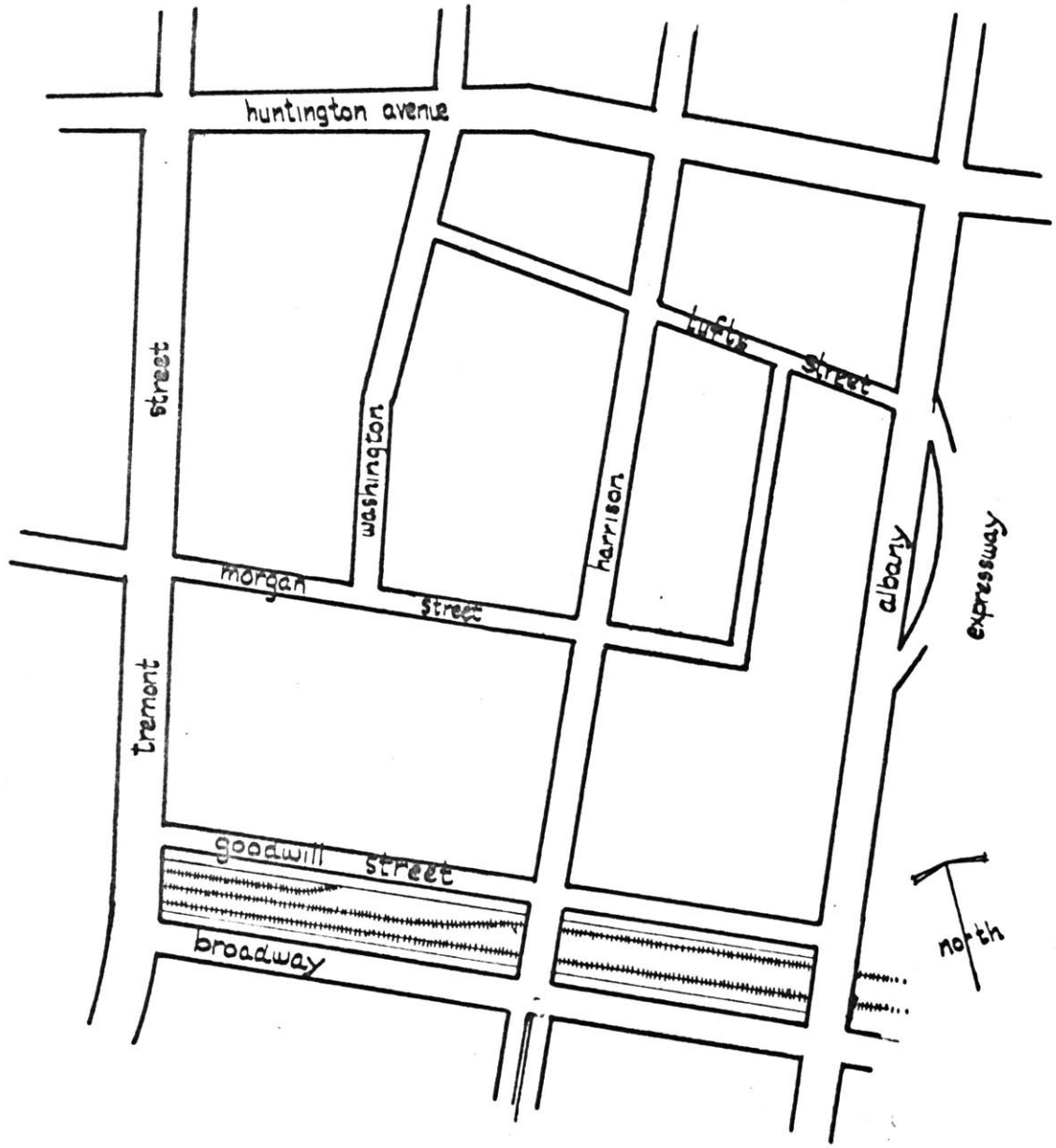
figure **5**



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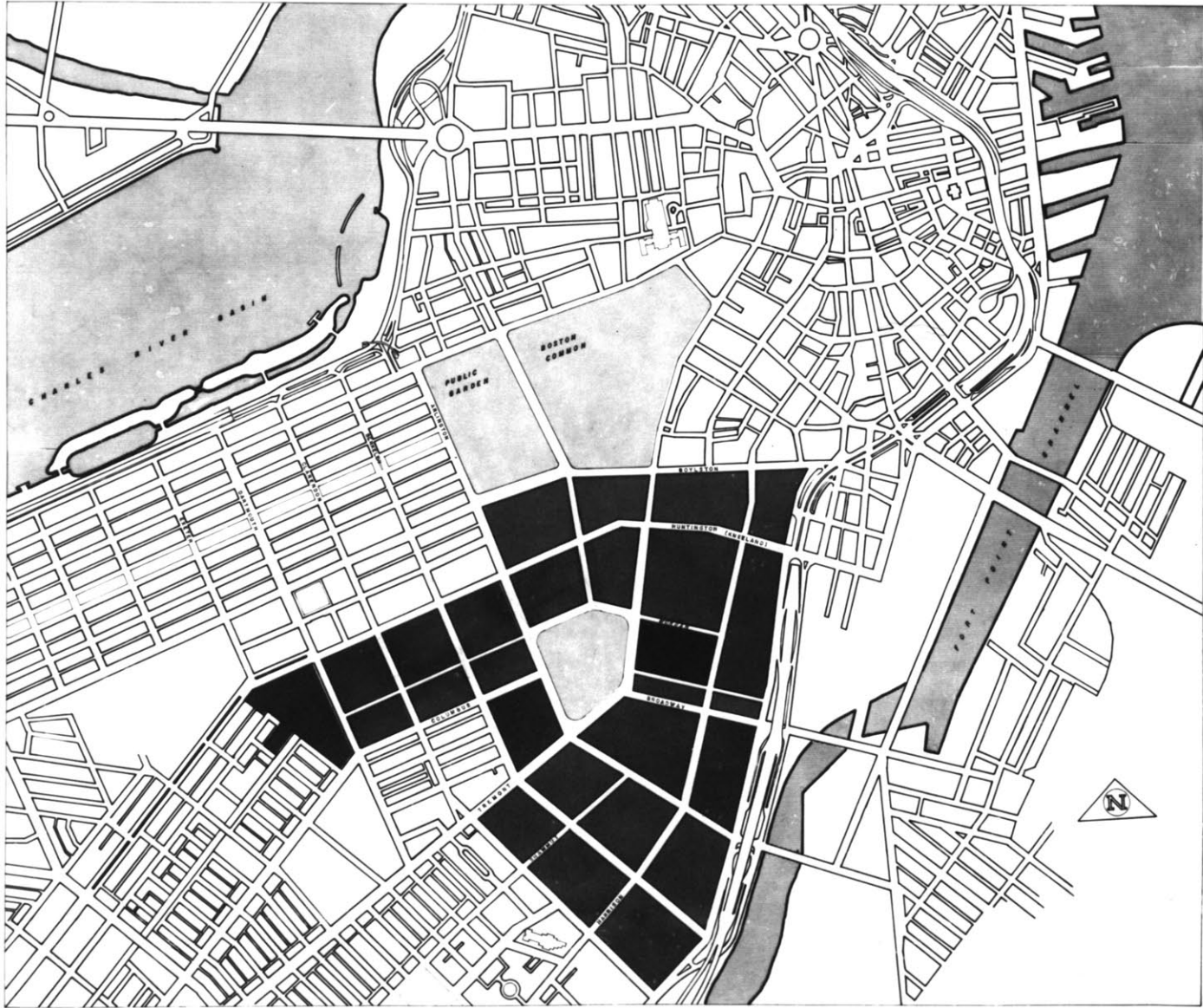
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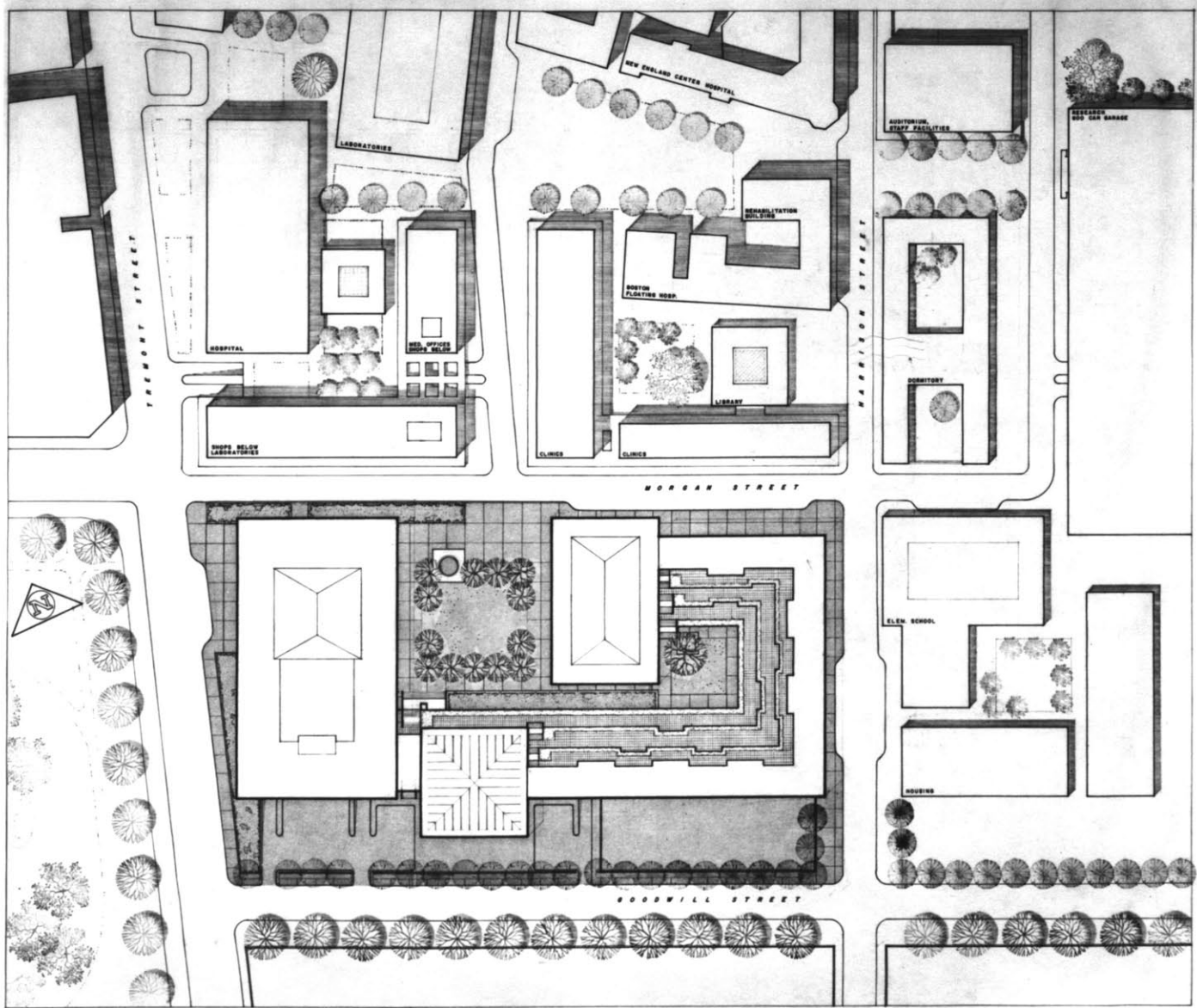
**PROPOSAL**  
SOUTH COVE

figure 7

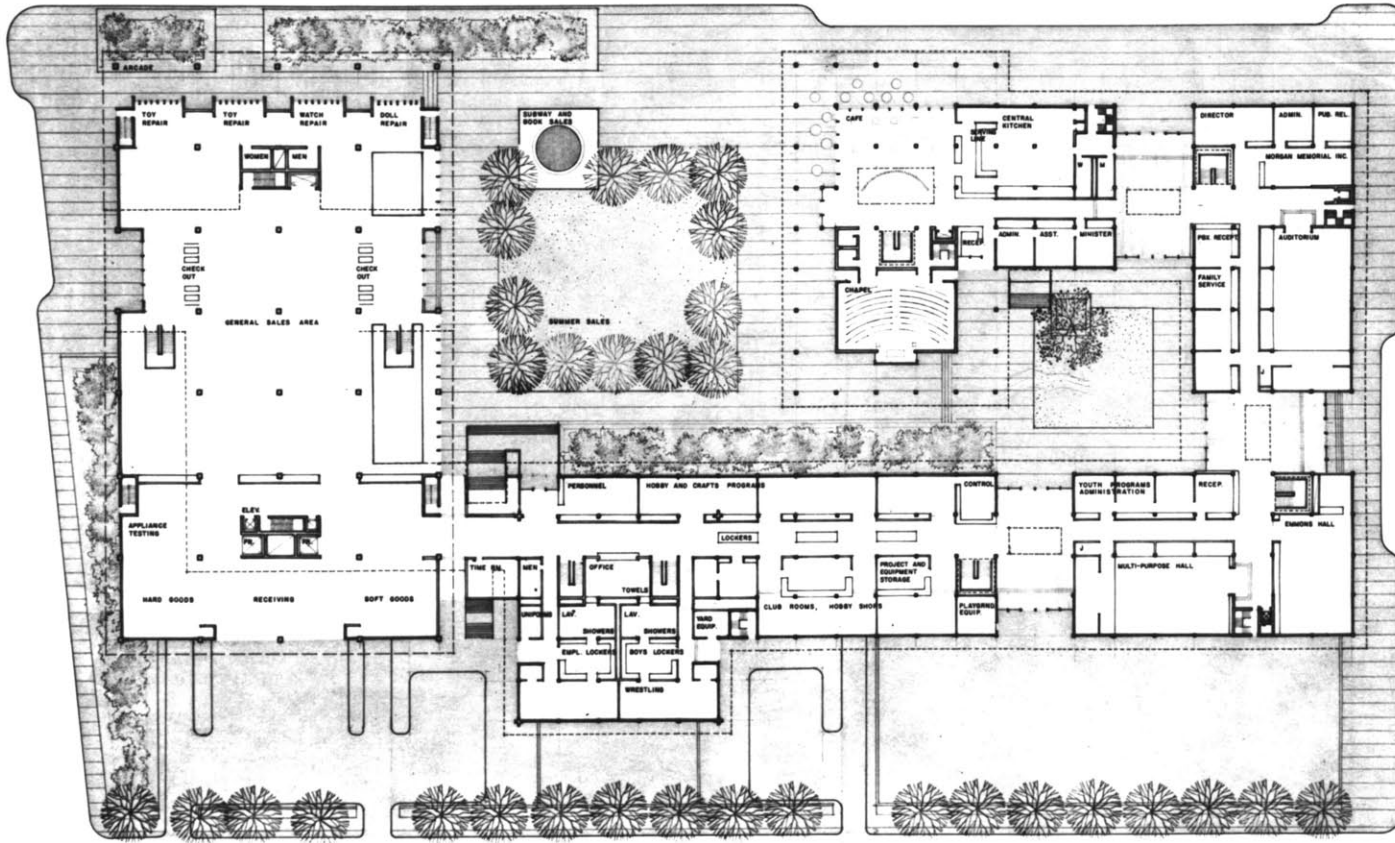
REHABILITATION FOR THE SOUTH COVE



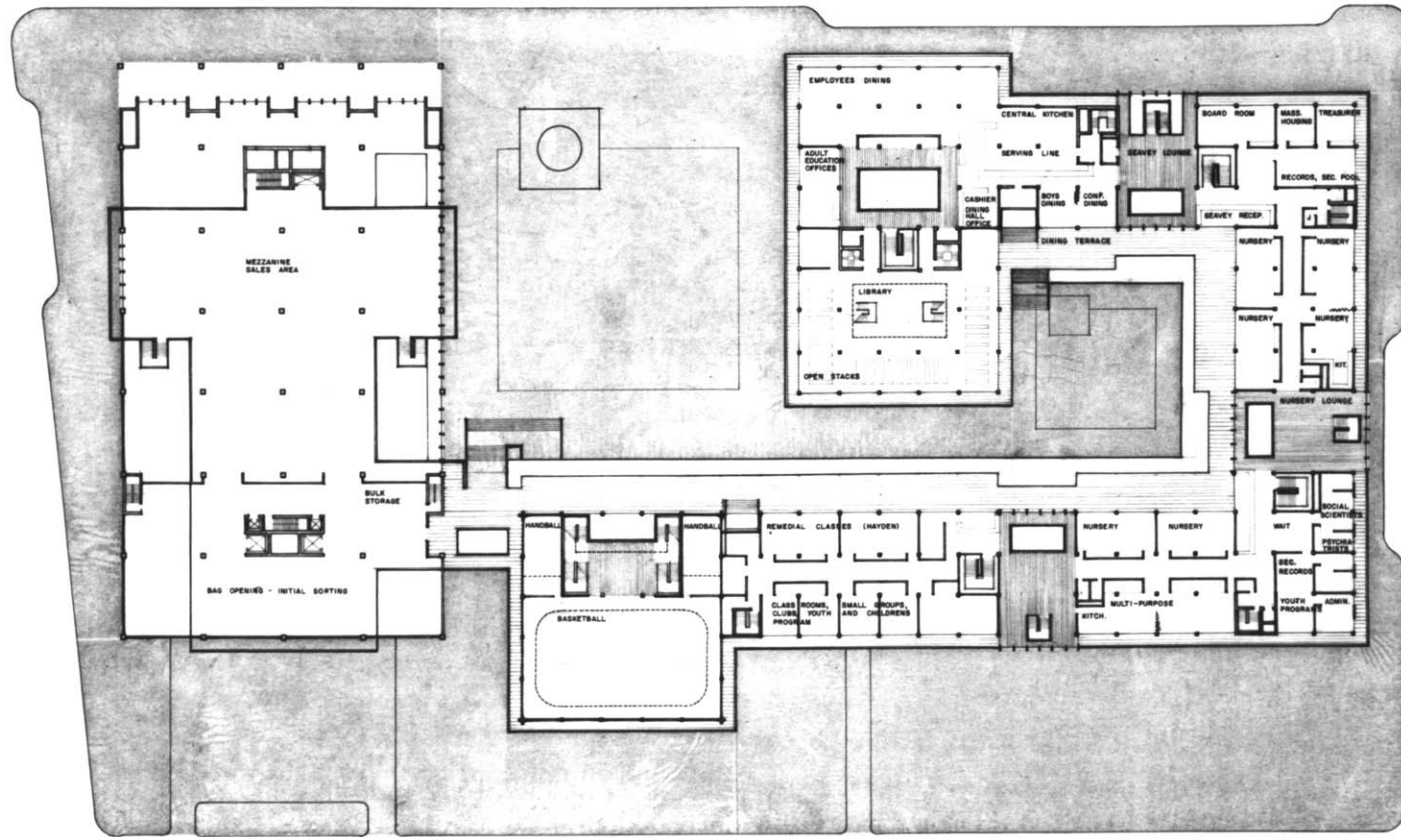
SOUTH COVE AREA  
MORRIS MEMORIAL  
MASTER IN ARCHITECTURE THESIS  
M. A. FREEDMAN - JUNE, 1961  
M. A. FREEDMAN - SMITH



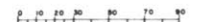
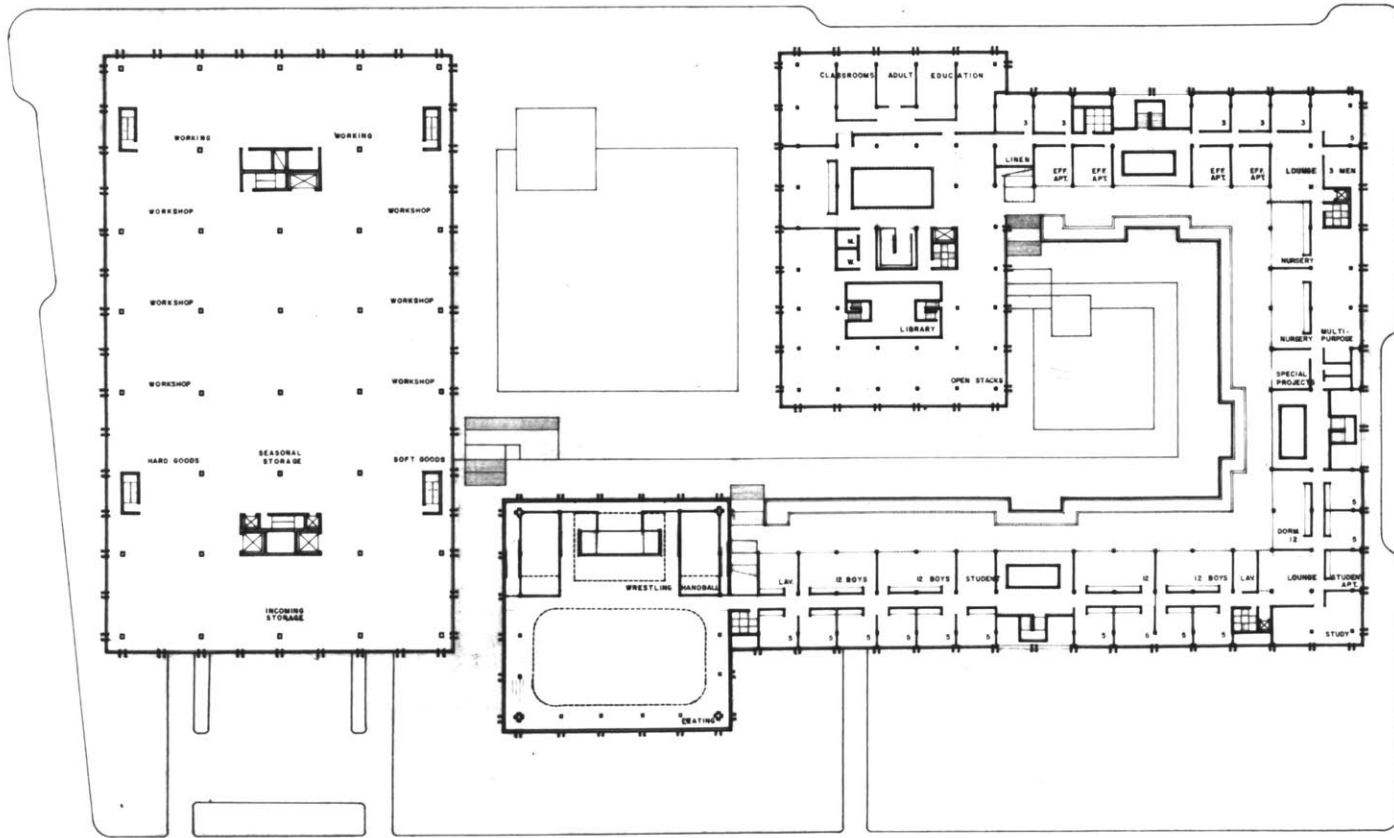
MORAN MEMORIAL  
 MASTER IN ARCHITECTURE THEODORE  
 W. T. FREEDMAN - SMITH  
 APRIL 1921



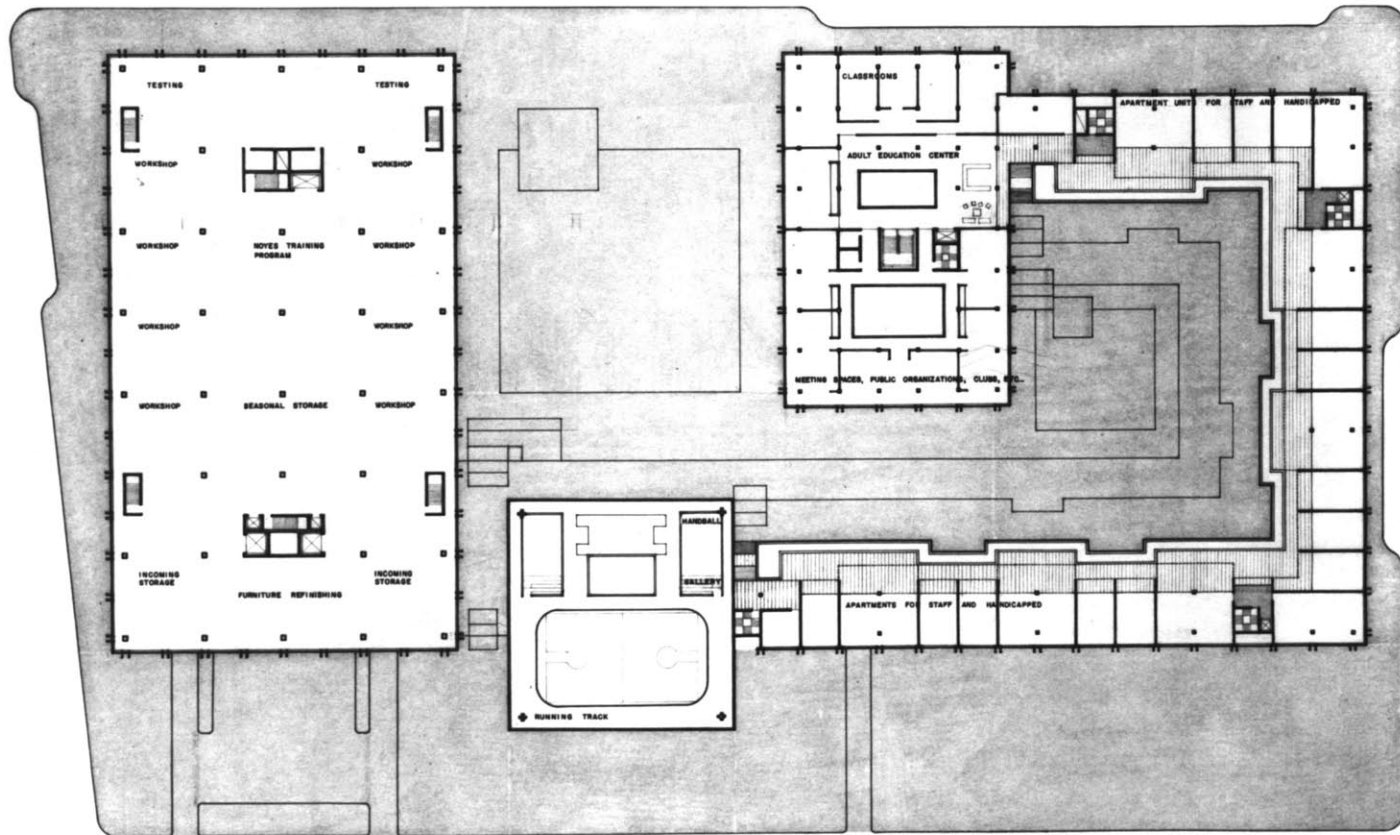
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 M.I.T. JUNE 1961  
 R.T. FREEBAIN - SMITH



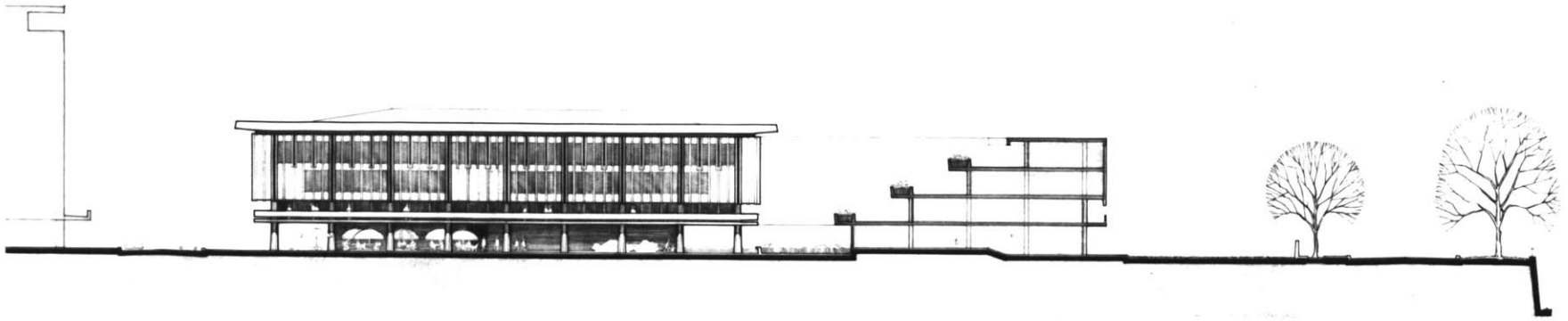
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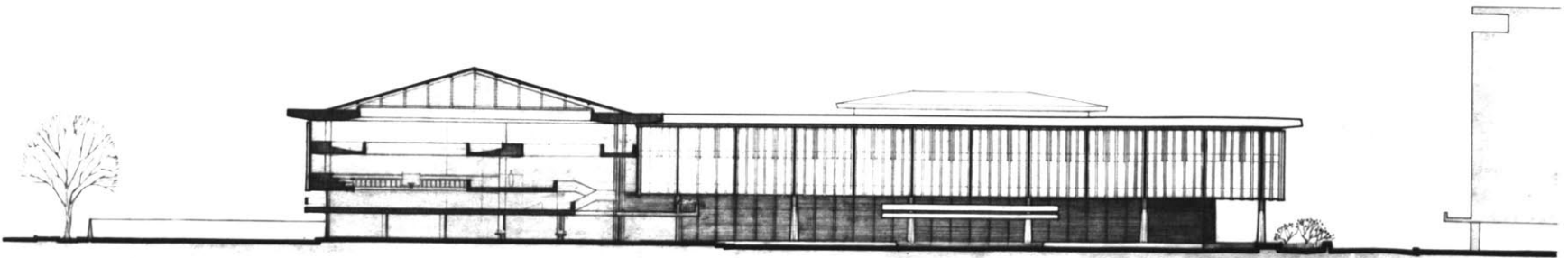
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 M. T. JUNE 1961  
 R. T. FREEBAIRN - SMITH



MORGAN MEMORIAL  
 MASTER IN ARCHITECTURE THESIS  
 M. I. T. JUNE 1961  
 R. T. FREEBAIRN - SMITH



COURT ELEVATION & SECTION - EAST



COURT ELEVATION & SECTION - WEST

0 10 20 30 40  
 MORGAN MEMORIAL  
 MASTER IN ARCHITECTURE THESIS  
 M.I.T. (JUNE 1961)  
 BY FREDERICK SMITH

