

Best Practices Trip - 1999 Boston (April 1999)

Randy's notes:

- Boston is a unique city, in that historic preservation is extremely important in its development
- Colleges and tech and bio sciences make Boston a vital, growing, prosperous city
- The Big Dig was an enormous undertaking (again, because of the need to preserve historic theme)
 - o “The **Central Artery/Tunnel Project (CA/T)**, commonly known as the **Big Dig**, was a [megaproject](#) in [Boston](#) that rerouted the [Central Artery](#) of [Interstate 93](#) (I-93), the chief [highway](#) through the heart of the city, into the 1.5-mile (2.4 km) tunnel named the [Thomas P. O'Neill Jr. Tunnel](#). The project also included the construction of the [Ted Williams Tunnel](#) (extending [I-90](#) to [Logan International Airport](#)), the [Leonard P. Zakim Bunker Hill Memorial Bridge](#) over the [Charles River](#), and the [Rose Kennedy Greenway](#) in the space vacated by the previous I-93 elevated roadway. Initially, the plan was also to include a [rail connection](#) between Boston's two major train terminals. Planning began in 1982; the construction work was carried out between 1991 and 2006; and the project concluded on December 31, 2007, when the partnership between the program manager and the Massachusetts Turnpike Authority ended.” (from: https://en.wikipedia.org/wiki/Big_Dig)
 - o Cost over-runs were from \$4B to \$16B Paid by all US taxpayers.
 - o Results, however, were wonderful.
- Boston is a high tax/high services city, in a high tax/high services state, with education and healthcare among the best in the United States
- There's a problem with dysfunction among the communities of education/ government/business community-which are the big three, leading economic/civic groupings. There is a lack of trust and not much congeniality, and lots of distrust among the three different “buckets”
 - o Academics are perceived (by the other 2 groups) as arrogant (there are 60 colleges and universities within a 10-mile radius),
 - o Business is perceived (by the other 2 groups) as being greedy

- o Government is perceived (by the other 2 groups) as being corrupt, and in fact, there is a long and unfortunate history of lots of corruption in government.

The MassChallenge (“...global network for innovators who are working to solve massive *challenges*. We connect startups, experts, corporations, and communities...”, <https://masschallenge.org>) might help bring the three groups together; now because of the business value of intellectual capital developed at universities, the schools of higher education are driving it.