



The Bayside Charretting Process

FINAL REPORT • FEBRUARY 2012



An aerial view of the UMass Boston campus, with the city as a backdrop.

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ABOUT THIS REPORT

The University of Massachusetts Boston is entering a period of significant growth. Guided by strategic planning, it expects to teach increasing numbers of students, expand its research activity, and further enhance its services to its many constituents. Several new buildings, among them an Integrated Sciences Complex and the Edward M. Kennedy Institute for the U.S. Senate, are rising on UMass Boston's harborside campus just south of downtown Boston; and more such projects are in the works. To house temporarily displaced activities, from academic programs to student parking, the university has therefore recently purchased the nearby, 20-acre site of the former Bayside Exposition Center.

While the Bayside property will meet many immediate needs, it also presents splendid opportunities for future redevelopment benefiting both the university and its surrounding communities. To explore these opportunities fully and openly, UMass Boston's chancellor, J. Keith Motley, enlisted the help of a distinguished architectural and urban-planning firm, Stull and Lee, Inc. In May through November 2011, the university sponsored a series of discussions, including two public brainstorming "charrettes," with neighborhood residents, members of the university community, and public- and private-sector experts in education, development, and government. From these discussions Stull and Lee has gathered and organized a wealth of ideas and drawn upon them to create several preliminary proposals for the use of the Bayside property. The results are presented in this report, which is part of a continuing dialog between UMass Boston and its neighbors and friends.

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Preface

The University of Massachusetts Boston charretting process for the redevelopment of the Bayside property was devised to encourage a wide-ranging discussion among the campus community; neighbors in surrounding communities; civic, nonprofit, development, and government leaders; and others interested in and with expertise in large-scale development projects. This process is unique in the development of state-owned property and will inform the university about the public's ideas as it evaluates its current campus master plan in view of the additional space that the Bayside property provides. As the university reviews the ideas set forth in this document in the context of its long-term strategic plan and related master-planning process, we are mindful that some of the ideas raised during the charretting process may require authorization by the Massachusetts Legislature. The university will continue to keep neighbors, the campus community, and the public at large informed about developments in the master-planning process and the ongoing development projects through participation in civic association meetings, hosting community meetings, and other means.

The redevelopment of the UMass Boston campus will continue to unfold over the next twenty-five years. The university is committed to continuing its dialog with the campus community and its neighbors throughout this process to ensure that we consider the best ideas possible to meet the needs of the university's education mission.

History and Context

DRAMATIC PLANS FOR THE UMASS BOSTON CAMPUS

In 2006, guided by strategic planning whose goals included an enhanced environment for teaching, learning, and research, the University of Massachusetts Boston began to develop a master plan for the physical development of the university's campus on Columbia Point in Boston Harbor, a short distance from downtown Boston.

As part of the master-planning process, Chancellor J. Keith Motley instructed his planning task force to conduct meetings with the UMass Boston campus community, surrounding neighbors, and state and city officials to make certain that all parties interested in the future of the campus were heard. The planning process resulted in the development of a twenty-five year master plan to serve as a flexible blueprint and framework for a new campus infrastructure, facilities, and landscape that reflect the university's highest academic ambitions, its commitment to its urban mission, enhancing the student experience, and improving connections with university neighbors. This new master plan was approved and announced by Chancellor Motley in December 2007. For further information about it, visit www.umb.edu/the_university/masterplan.

Implementation of phase one of the master plan—the first ten years of the plan—began in 2008 with planning work on the initial facilities and infrastructure projects, including an Integrated Sciences Complex, a General Academic Building, and roadway and utility relocation. Campus planners continue to work on these projects and other phase-one initiatives, such as residence halls, parking facilities, renovations to Wheatley and McCormack Halls, and the demolition of the existing Science Center, the central plaza, and the closed parking

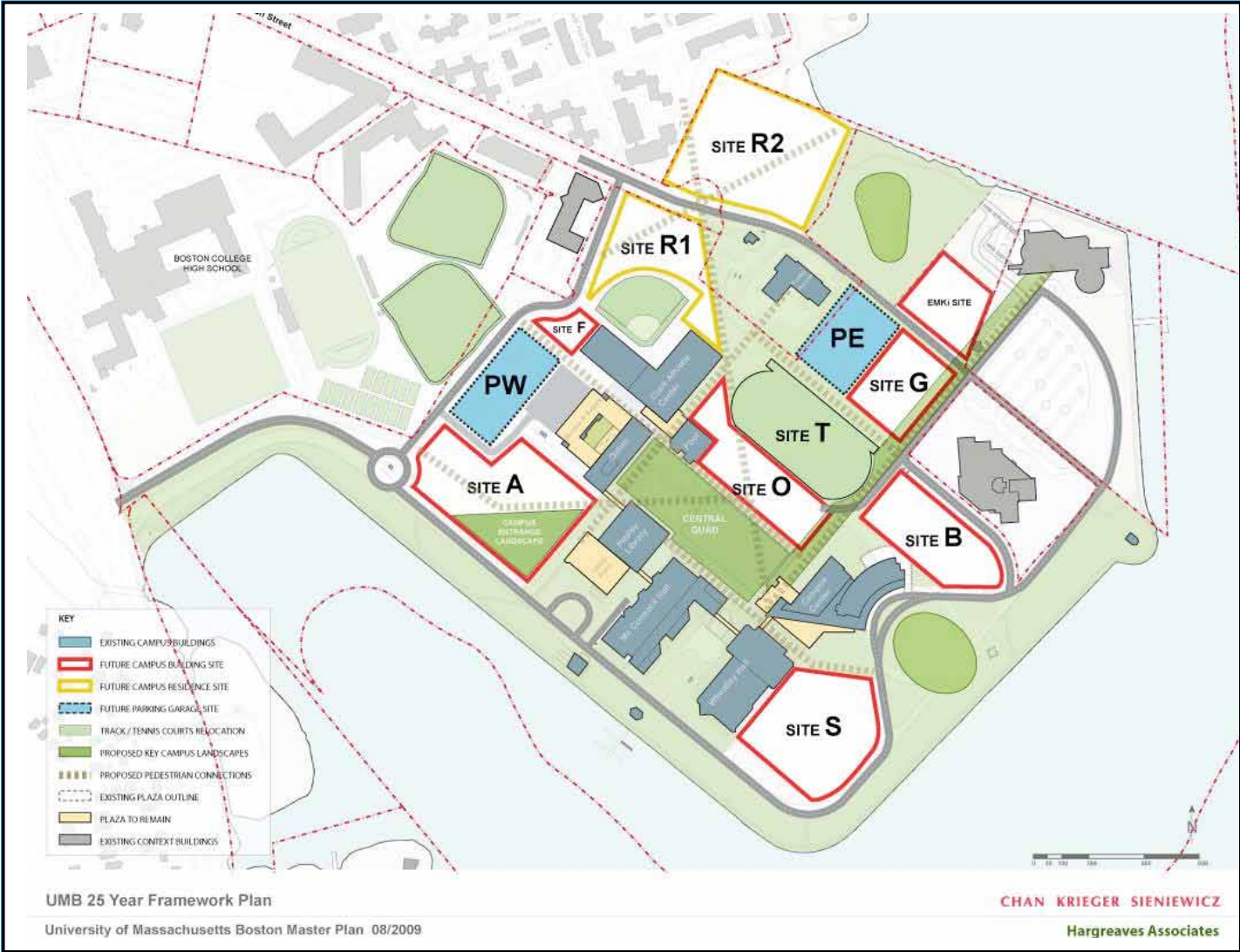
garages underneath. The campus will also add the Edward M. Kennedy Institute for the United States Senate, which began construction in late 2011. Phase one is expected to be completed in 2017.

As campus planners worked to define and coordinate these various projects, and as the university's growing enrollment strained existing academic, administrative, and parking space, they advised the university of the need for additional space that could accommodate temporary classrooms, office, and additional parking. Parking was seen as especially crucial, because the university was forced to close the under-plaza parking garages for safety reasons in 2006, requiring that nearly all of the campus's available surface area be developed into parking lots. Two of the initial projects—the General Academic Building and the Kennedy Institute—will remove one entire surface parking lot and part of another, substantially limiting the ability of the university to provide adequate parking for its commuter-student population and for faculty and staff.

A NEW OWNER FOR BAYSIDE

In early 2009, as the university researched nearby real estate to lease or acquire to meet this need for additional space, the nearby Bayside Exposition Center fell into foreclosure. Given its proximity to the campus, its substantial parking area, and its structure, the university began exploring whether the property would be suitable for the campus's near-term needs and provide long-term potential. Following an extensive due-diligence process that evaluated both the site and the exposition facility, campus planners determined that, while it would be cost-prohibitive to rehabilitate the Bayside structure for classroom or admin-

Diagram of the UMass Boston campus showing locations of current and future buildings and landscapes.



istrative spaces, the property's situation, available parking, space for possible modular facilities, and potential for furthering the university's educational and community engagement objectives made acquisition of the site a wise long-term investment for the university.

On May 20, 2010, Chancellor Motley announced that UMass Boston, in conjunction with the University of Massachusetts Building Authority, had completed the purchase of the Bayside Exposition site at 200 Mt. Vernon Street. In addition to providing crucial space in the near term during construction on the campus, this significant twenty-acre parcel of land on Columbia Point represents substantial long-term opportunities for the university, campus community, surrounding neighbors, and the City of Boston to redevelop the property in a responsible manner that serves multiple interests.

THE CHANCELLOR'S VISION FOR COMMUNITY ENGAGEMENT

When the property was acquired, Chancellor Motley stated, "This is a great step forward for UMass Boston and our plans to bring world-class academic facilities to Boston's only public university.... We look forward to partnering with the city, state, and community to create a vision that furthers our educational mission, creates opportunity, and enriches our neighborhood and region." To help carry out this commitment, the chancellor engaged Stull and Lee, Inc., a firm of architects and urban planners with a distinguished record in and beyond the Boston area. Soon he announced plans for soliciting ideas on how the Bayside site could be redeveloped in ways that would benefit the university and its neighbors alike. Through this "charretting" process—which would be unique in the devel-

opment of state-owned property in Massachusetts—the university would:

- continue to build a partnership with its surrounding community,
- keep central its determination to provide the highest-quality education to its students,
- keep central its commitment to service,
- provide service through "pathways to excellence" employing education and research to improve the quality of life in the local community and the Commonwealth at large,
- respond actively, when doing so is within its power, to address inequities known to have a negative impact on our world,
- be an important asset to the Columbia Point peninsula, the City of Boston, and the Commonwealth, and
- help to make the Columbia Point area a destination for visitors from near and far.

The chancellor also established several guiding principles for redeveloping the property, which are spelled out on page 9 of this report. Briefly, redevelopment must:

- complement the City of Boston's connections to the region, the nation, and the world,
- be integrated with the university's strategic vision,
- be integrated with the university's campus master plan,
- be integrated with the Bayside neighborhood,
- take advantage of Bayside's unique waterfront setting,
- be consistent with the university's commitment to sustainability and environmental protection,

UMass Boston Chancellor J. Keith Motley meets on November 5, 2011, with neighborhood residents, members of the university community, representatives from the public and private sectors, and experts in education and development to review ideas raised in the May 7 charrette and to solicit additional ideas for viable uses of the Bayside site.



- improve the local transportation infrastructure in partnership with state and local entities, and
- draw upon input from internal and external stakeholders, appropriate experts, and representatives of local, regional, and peer institutions.

THE CHARRETTING PROCESS

On May 7, 2011, the university held its first public charrette meeting. The charrette was intended to gather participants from a cross section of stakeholders to work together intensely to brainstorm, explore, and discuss ideas for the future of the site. A detailed report on this event is available at www.umb.edu/the_university/bayside.

While obtaining community input was critical to creating a vision for Bayside, Chancellor Motley believed that the university must reach out to as broad a constituency as possible to ensure that all reasonable approaches to the reuse of the site were considered. Subsequent to the initial charrette, the university held nine meetings with representatives from the public and private sectors, university community, and experts in education, development, and government to get feedback on ideas raised in the initial charrette and to solicit additional ideas for viable uses for Bayside. The results of all these meetings were shared and further discussed at a second public charrette at the university on November 5, 2011. A visual presentation given on that occasion is reproduced in the appendix that begins on page 49.

This report summarizes and organizes thematically the ideas raised and discussed during this extensive charretting process. The report also includes initial urban-design framework concepts that suggest how the site might be developed consistent with recommendations generated in the planning process to date.

NEXT STEPS

UMass Boston recently began implementing a new strategic plan—titled *Fulfilling the Promise* and available at www.umb.edu/the_university/strategic-plan—which will guide the university’s growth through 2025. This plan links the noble aspirations expressed by UMass Boston’s founders in the mid-1960s to a highly ambitious vision of the university’s future, marked by striking increases in student population, research activity, and global reach and reputation. The new strategic plan, the evolving master plan, and the findings presented in this document will provide necessary groundwork for comprehensive planning for the Bayside property.

As the redevelopment of the UMass Boston campus continues to unfold, the university will continue to keep its neighbors, its campus community, and the public at large informed through participation in civic association meetings, hosting community meetings, and other means of providing and exchanging information. Only through such dialog, the university believes, will the most fruitful ideas emerge.



(Above) Members of the public comment on the Bayside planning process at the November 5 public meeting. (Right) David Lee, FAIA, of Stull and Lee, summarizes Bayside planning findings at the meeting.



Bayside Charrette Guiding Principles

Development of the Bayside property must:

- **Complement the City of Boston's connections** to the region, the nation, and the world.
- **Integrate with UMass Boston's strategic vision:** Support its educational mission and student life; strengthen the university/community partnership; and promote economic opportunity.
- **Integrate with the campus master plan:** Connect the campus to the Bayside site (which may be called upon to host units from the present campus during construction) and improve connections throughout Columbia Point.
- **Integrate with the neighborhood:** Maintain a vision of respectful, meaningful integration. Improve the university's positioning among its neighbors as an accessible public destination. Develop Bayside as the gateway between the City of Boston and Columbia Point.
- **Take advantage of Bayside's unique setting:** Buildings and landscape design should take full advantage of the natural beauty of Bayside's waterfront setting. Among other things, design should maximize access to the waterfront and HarborWalk.
- **Bolster the university's commitment to sustainability and environmental protection:** Make state-of-the-art energy efficiency a priority and seek LEED certification of all new buildings.
- **Partner with state and local entities to improve the transportation infrastructure:** Improve traffic flow through infrastructure changes, including the addition of pedestrian and bike pathways to minimize vehicular traffic.
- **Engage stakeholders and experts:** Establish a robust planning process that includes participation and input from internal and external stakeholders, as well as experts. Draw upon the experiences of local, regional, and peer institutions to identify best practices.



The Bayside site as seen looking north from Mt. Vernon Street.

Current Bayside Planning Status

As noted by Vice Chancellor Arthur Bernard at the May 7 charrette, the goal of the planning exercise was to solicit feedback and guidance from the university's internal community, neighbors, and key stakeholders in crafting a planning framework for the development of the former Bayside Exposition site. UMass Boston entered the process in partnership with the community to determine the best uses for this unique site that advance the educational objectives of the university and improve the quality of life for residents and other stakeholders of the Columbia Point and surrounding communities.

A report summarizing the initial charrette, "Finding Common Ground," included the ideas generated in the discussions and was posted on the UMass Boston website in July. Vice Chancellor Bernard also noted at the charrette that the university planned to convene additional meetings of both internal and external stakeholders not only to refine the ideas from the charrette but also to solicit ideas from the larger civic, business, government, planning, and academic communities. Nine meetings took place over the summer and into the fall.

The university held a general public meeting in November to present the ideas put forth in the charrette and the subsequent sector meetings. Also presented were initial urban-design framework concepts depicting how Bayside might be organized to reflect many of the ideas generated during the planning process to date.

It was initially proposed that the university would start selecting those ideas that appeared to be the most promising alternatives for inclusion in a final report. However, it soon became clear that in light of the university's acquisition of this twenty-acre site, a reassessment of the university's master plan was

needed to evaluate the potential implications for both the core campus and Bayside. Consequently, this report includes all of the ideas put forth thus far; no ideas that fall within the guiding principles have been definitively excluded.

The university is mindful that executing some of the ideas raised during the charretting process may require authorization by the Massachusetts Legislature. The university also wants to ensure that Bayside is not redeveloped in a manner that conflicts with the abutting community's long-term planning objectives for the peninsula and immediate neighborhoods. While the possible uses for the site have not been prioritized in this report, the community has indicated a willingness to consider any number of use scenarios. The university would like planning for Bayside to continue in this cooperative manner, with the ultimate goal of advancing the strategic objective of providing its students an education that is "equal to the best."

As a next step in the process, the planning team has developed an evaluation matrix aimed at objectively weighing the relative merits of various land-use, programmatic, and urban-design concepts. This matrix and related criteria, along with the university's recently completed strategic plan and the existing campus master plan, will collectively provide the informational foundation to advance the planning for Bayside. The university anticipates that moving forward the planning for Bayside will be undertaken in concert with the broader campus-planning initiatives and guided by a participatory process consistent with the existing master plan.



A community of apartment complexes lies along the waterfront between the Bayside property and the UMass Boston campus.

General Findings

This report reflects comments that came from the original charrette and comments received during the internal and external sector group meetings convened over the summer and fall. There is no limit to the range of ideas and potential uses for the Bayside site that emerged – from a ceremonial teahouse to an institute focused on solving the nation’s health care crisis. These ideas challenge the university to look to the future in ways that advance the needs of students, the community, the Commonwealth, the nation, and even the planet. The comments truly reflect an institution that has grown from a commuter school to a world-class university with an international reputation for excellence.

The initial charrette report organized the comments received according to their alignment with the university’s guiding principles for the Bayside site. This summary report coalesces the many findings around a few coherent and focused topics – specifically, possible uses for the site and how those uses might be organized. Secondly, the university received comments on the broader topic of advancing its mission and suggestions on how the planning for Bayside should proceed.

The specific topics include:

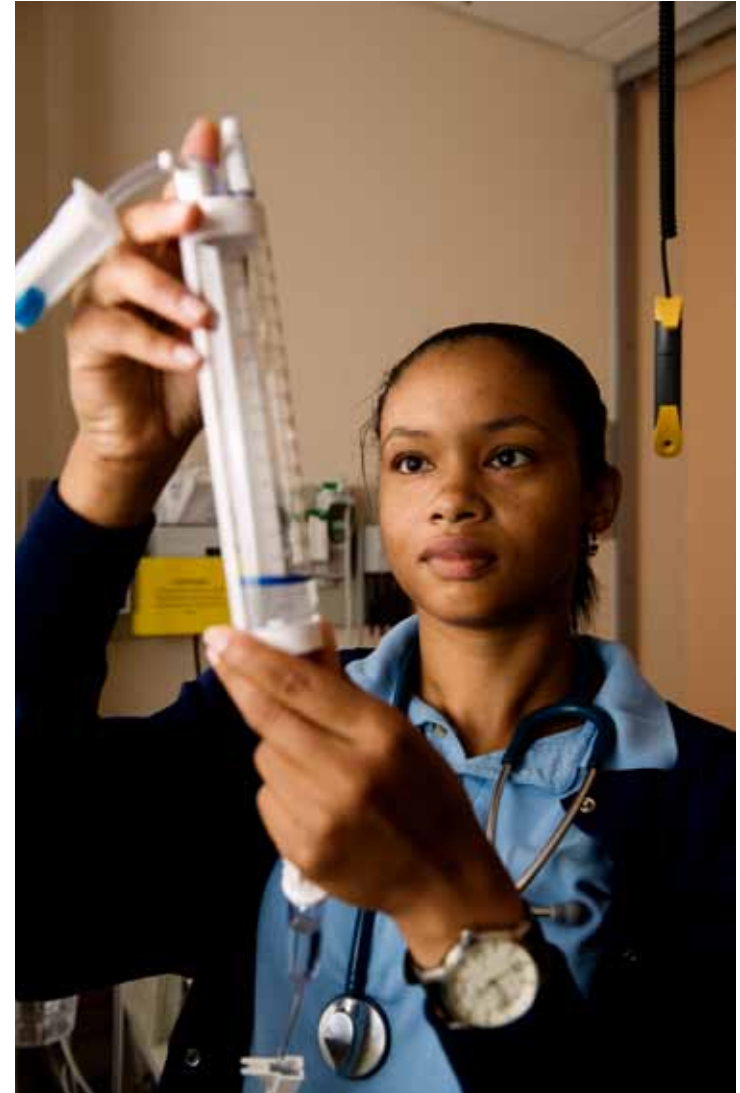
Institutional Objectives – UMass Boston continues to strive to provide teaching, research, and service that are “equal to the best.” These discussions focused on how to best achieve this objective, so this report begins by highlighting these “mission-based” observations.

Use – The core of the discussions was which uses should be considered for Bayside. The findings were organized around how the uses respond to specific objectives, including:

- Facilitating the university’s growth as a teaching, research, and service institution,
- Enriching the student experience,
- Supporting economic development,
- Supporting community engagement through “Education for Service.”

Urban Design/Place-Making – The so-called vision for Bayside is strongly tied to creating a place-imagining of what the form should be. These findings reflect the formal relationship between use and place, university and community, built and open space, and response to the unique site.

Process – The university anticipates that the development of Bayside will take years to achieve. Process-related findings include the many recommendations directed at how the planning and development process should proceed.



INSTITUTIONAL OBJECTIVES

Primary Findings

- Do not lose focus of public university mission.
- Continue commitment to service.
- Strive for quality – “Pathways to Excellence.”

From the Charrette

Be mindful of UMass Boston’s roots – a commuter school accessible to residents of Greater Boston.

Work toward advancing the needs of the city, with residents, businesses, and institutions in partnership with the university:

- Support Geiger-Gibson Community Health Center’s continuing mission to improve community health.
- Advance gerontology research to improve the quality of life for seniors.
- Improve the quality of education at area public schools through partnerships with the College of Education and Human Development.
- Through the College of Management, support neighborhood-based commercial activity by providing space and training for UMass Boston students and community residents.

From the Sector Meetings

Advance programs with a global reach.

Facilitate advancement of the university’s public mission.

Expand research and economic development initiatives in conjunction with federal and state initiatives.

Promote business development through research and management assistance.

Broaden links to the arts community; explore potential to create spaces for alternative expression.

Use this opportunity to leverage UMass Boston’s role in addressing health care needs of the future.

Advance sustainability initiatives and incorporate LEED standards in site planning and building design.



USE

Primary Findings

- The Bayside site is a valuable resource for both the university and the abutting communities. While academic uses need to be prioritized, redevelopment should be sensitive to the community's needs as well. Where possible, alliances between educational priorities and service objectives should be pursued – e.g., the College of Nursing and Health Sciences incorporating a community health or wellness center.
- Academic uses need to be accommodated on Bayside if the university is to grow and continue to meet its mission of providing quality educational opportunities to Bay State students. New facilities are needed for a range of highly desired, successful programs that can't all be accommodated on the main campus.

From the Charrette

Advance the university's academic mission in collaboration with city/community initiatives.

Expand selected academic uses to the site – for example, “create a new business school” with a conference center.

Explore the potential of integrating the College of Nursing and Health Sciences with a health care partner and/or a wellness/fitness center or with another academic program (College of Education and Human Development) or service (athletics).

Consider expansion of the College of Management to provide incubator space for new businesses.

Develop a maritime research institute that explores outcomes directly related to the harbor and influences future policy and initiatives – perhaps branded as a “Blue Way.”

Use distinctive architectural design and innovative land uses to create an attraction/destination.

Provide for new areas of study, such as a College of Energy Studies linked to the possibilities of a future green economy.

Create shared amenities for improving the quality of life and enhanced sense of community, including publicly accessible meeting facilities, study spaces, and food services.

Expand residential opportunities that encourage interaction between the university and neighborhood residents.



USE (CONT.)

From the Sector Meetings

New College of Nursing and Health Sciences in collaboration with wellness and research initiatives.

New or expanded College of Education and Human Development in collaboration with other schools to expand allied training and research – create specialized charter or magnet school(s).

New College of Business to facilitate economic development through small-business assistance and incubator facilities, including perhaps a hospitality program with hotel/conference center managed by UMass Boston and staffed by students.

Partner to develop visual and performing arts venues available to the broader community.

Address opportunities for collaboration around elder care (continuing care community) and geriatrics.

Create Bayside campus identity around thematic initiatives – Life Sciences, Athletics and Wellness, Entrepreneurship, and Business Advancement.

Consider housing that supports university-affiliated residents – faculty, graduate students, staff, and seniors seeking lifelong learning environment.



The John F. Kennedy Library and Museum.

URBAN DESIGN/PLACE-MAKING

Primary Findings

- Create “The Point” at Bayside – reflect the opportunity for place-making by blending public (university) and private uses. Destination opportunities could be created through a mixed-use complex or a special architectural feature or building.
- Consider the possibilities of creating an anchor at the north end of Mt. Vernon Street.

From the Charrette

Create a destination (“The Point”) – a mixed-use development with a service retail emphasis serving the local community, plus regional attractions for shoppers and visitors from beyond the neighborhood.

Development should include university-based research facilities complemented by retail, commercial, office, and residential uses.

Celebrate views – make the water’s edge more accessible, and provide services and amenities to make it a desirable place to visit and linger.

Utilize the harbor as a key transportation venue (water taxi).

From the Sector Meetings

Develop a true “harbor campus,” taking advantage of the unique setting to develop aquatic-based activities (marine museum and research institute or transportation services).

Celebrate and enhance views and enhance open-space opportunities.

Consider opportunities for productive town/gown community relations – create mutually beneficial facilities that strengthen connection between university and community.

Improve pedestrian environment on Mt. Vernon Street – transform it into the community’s Main Street as well as a campus connection.

Consider Bayside as a front door to both UMass Boston and the larger Columbia Point community.

Improve vehicular and pedestrian environment from JFK/UMass Station.

Boston's Innovation Corridor.



PROCESS

Primary Findings

- Continue community involvement.
- Develop partnerships, particularly with community institutions.

From the Charrette

Continue discussions with neighborhood institutions, including Geiger-Gibson Community Health Center, St. Christopher's Catholic Church, Boston College High School, and others.

Use multiple media outlets to disseminate information about the development process to the community, including the university radio station (WUMB), electronic media, social media, and local school and church newsletters.

Provide opportunities for community-based entrepreneurs in the redevelopment of the site.

Create community benefits plan from the redevelopment of Bayside that can support local initiatives.

Continue a participatory process that encourages the active involvement of Columbia Point businesses, institutions, residents, and university students, faculty, and staff in the planning of the site.

From the Sector Meetings

Increase participation in the emerging Red Line innovation corridor to leverage research and economic development opportunities.

Identify uses that generate momentum for both the university and other stakeholder initiatives.

Explore possible development partnerships with both public and private interests consistent with the university's academic mission.

Consider mutually beneficial development opportunities along Mt. Vernon Street.

Develop a planning framework that responds to short-, mid-, and long-range goals.

Consider transportation and parking implications within the context of new development.

Within the context of the UMass Boston academic mission, develop deliberately and diligently.



The Bayside property provides the university with a way to address construction phasing for three new buildings — the General Academic Building, the Edward M. Kennedy Institute for the United States Senate, and the Integrated Sciences Complex (shown here in the early stages of its construction).

Pathways to Implementation

Ideas Matrix and Possible Evaluation Criteria

The redevelopment of Bayside presents many opportunities for UMass Boston – opportunities reflected in the extensive list of ideas presented during this planning process. The challenge for UMass Boston is to determine which of these ideas will best facilitate achieving the university’s strategic vision of becoming a great student-centered urban public research university and, on a more practical level, which are achievable given the constraints of a public university with limited resources.

The general findings did not include all of the ideas presented in the Bayside charretting process and was not meant to prioritize or eliminate any suggestions, only to provide a snapshot of some of the common themes. A list of these ideas is provided in this section, as is a brief explanation to clarify intent.

As the visioning for Bayside proceeds, potential development scenarios will be evaluated to determine which ideas are the most viable. In reality, some of the ideas, while desirable, cannot be achieved due to real-world limitations. One method of evaluating the ideas is to develop a matrix within which all of the ideas are weighed against a set of common criteria to determine their desirability and viability.

The following is such a matrix without scoring, since, as noted in the background section, it is premature to create a prioritization. The objective of the matrix is to show that there are many factors that must be considered before a final plan is developed. Inevitably, there may be factors to consider other than those shown here.

This preliminary list of criteria includes:

- **Compatibility with Guiding Principles** – As presented at the original charrette and noted in the interim report, these were objectives for Bayside originally conceived by the university. They were reinforced in the charrette and subsequent discussions as being important goals for the site.
- **Compatibility with Master Plan** – The twenty-five-year master plan set the course for UMass Boston’s campus redevelopment before the acquisition of Bayside. The purchase of the Bayside provides support for implementation of the plan, but also reassessment.
- **Compatibility with the Strategic Plan** – Recently completed, this plan provides an opportunity to determine how the development of Bayside can support the strategic objectives of the university over the next fifteen years.
- **Funding Implications** – Development plans for the Bayside must consider how a public institution with limited resources can realize some of these ideas.
- **Legislative Parameters** – Certain uses can be achieved only through legislative approval.
- **Potential for Partnerships** – While a particular use may lend itself to developing external partnerships, significant exploration of the benefits and limitations of these arrangements must be undertaken before moving forward.

Pathways to Implementation (cont.)

- **Direct Educational Benefits** – Does a certain idea provide for or address an immediate academic need?
- **Secondary Educational Benefits** – Does an idea create a secondary education benefit, such as creating work opportunities for students?
- **Physical Design Implications** – Considers space or area implications of a particular use.
- **Programmatic Implications** – Considers compatibility with academic mission or existing context.
- **Marketability** – Looking beyond the strategic plan, can an idea be self-sustaining economically or is it a no-go?
- **Phasing** – What uses are viable for the site when considering a long-term development strategy? Can a use be located on Bayside if it cannot be accommodated within a twenty-year time frame?

Bayside Planning Ideas Matrix

The matrix on the following pages presents ideas for developing the Bayside property that will be weighed, to determine their desirability and viability, against the criteria on pages 25–26. The matrix reflects comments from all discussion sessions that took place during the charretting process.

UMass Boston / Bayside Charrette

1 Recommendations Pertaining to Institutional Objectives

Idea	Example	Compatibility w/ Guiding Principles	Compatibility w/ Master Plan	Funding Implications	Marketability	Potential for Partnerships	Legislative Parameters	Direct Educational Benefits	Secondary Educational Benefits	Physical Design Implications	Programmatic Implications	Phasing
Public University of Choice for Massachusetts Residents												
Accessible, Quality Education												
Alternative to Private Colleges												
Predominant Public Research Institution												
Reinforcing Mission												
Develop Programs Building on Trends of Globalization	Respond to globalization in education - reinforce synergy of programs with international focus.											
Facilitate Educating of Public Mission - Education for Service, Pathways to Excellence	Prioritize programmatic elements that advance social advocacy and mission - build on university's strengths of assisting urban populations regarding wellness, economic development (particularly in retail service) and other areas that support urban health.											
Expand Research and Economic Development Initiatives in Conjunction with Federal and State Initiatives	Comparable University of Central Florida Initiatives.											
Economic Development - Promote Business Development Through Research and Development and Business Assistance	Acquire research enterprises that generate jobs, intellectual property, and potential revenue stream. Provide opportunities for economic development particularly compatible with UMass Boston mission.											
UMass Boston as a Facilitator of Change - a "Laboratory of Change"	Support endeavors that look to future opportunities like addressing ways to solve healthcare crisis.											
Consider Possible Link to Arts Community	Opportunities to partner with local institutions like ICA/MFA to build arts program and public interest.											
Bring Sustainability into the University Mission	Create a sustainable place -- as a major public university linked to educating the public - a place that supports green economies.											
Incorporate Student Employment Opportunities into Bayside Development	Provide employment opportunities to ease burdens on students.											
UMass Boston's Role in Solving Healthcare Needs of the Future	University could expand its current healthcare research activities to address problem facing the overall health care system.											

2 Suggested Uses

Idea	Example	Compatibility w/ Guiding Principles	Compatibility w/ Master Plan	Funding Implications	Marketability	Potential for Partnerships	Legislative Parameters	Direct Educational Benefits	Secondary Educational Benefits	Physical Design Implications	Programmatic Implications	Phasing
Use Bayside to Facilitate University Mission/Expansion	University growth beyond master-plan. Use Bayside to meet new growth projections for academic and all other university/community uses, including limitations due to current "infrastructure" shortcomings, including housing, centralized research and innovation, venture development, etc.											
College of Nursing and Health Sciences	College of Nursing and Health Sciences potentially funded by outside grants/partnerships - College Nursing as Agent of Social Change - Impact on health care and wellness significant - affiliations to athletics, community, affordable care, primary care, physician assistant program; expand healthcare affiliations.											
College of Education and Human Development	In association with health and wellness, create facilities that link university education with improving secondary education, i.e., magnet or charter school; expand outreach of College of Education and Human Development through creation of a magnet school.											
Develop/Expand Venture Development Center	Expand UMass Boston Venture Development Center to Bayside. Kendall Square and UCF are examples of off campus facilities that successfully support research and business incubator development.											
Create University-Based Conference Center	External sector indicates there is a market for small conference facilities for 100 to several thousand - Can have benefit in establishing University brand - Faculty suggest there is demand for a 300 to 400 participants conference center with hotel accommodations											
Develop New Partnerships with Institutional/ Business Sectors That Advance UMass Boston Mission	Research, community outreach, and economic development associations including UMass Dartmouth/Woods Hole, NOAA, etc.											
Target New Facilities That Accommodate Future Technologies	Accommodate current and future technology needs; Not current space needs but 10/20 year horizon. What would get students/City excited?											
Blend Programs with Common Links	Create incubatory space for industries like food service where advancement benefits health and wellness mission.											
Provide Incubator Facilities Supporting Research Initiatives	Bayside can provide accessible, affordable alternative to Kendall Square, Longwood and other competitive incubator centers with wet labs as well as facilities that support social policy innovation.											
Create Facilities That Expand Academic Competitiveness and Bring Outside World to Campus	Create space that competes with other institutions - attracts students like media labs and trading rooms - Mock Trading Room at Brandeis, visiting scholar accommodations, business center a la Knight Center at Washington University, and other amenities like restaurants, etc.											
Investigate Opportunities for Transformational Research	Expanding research in areas that have an immediate impact on the community at large.											
Create Facilities That Symbolically Represent Philosophical Role of "University"	Create a "teahouse" on the water's edge that facilitates ceremony, engagement, and contemplation or an underwater museum that responds to special location on the harbor.											

2 Suggested Uses													
Idea	Example	Compatibility w/ Guiding Principles	Compatibility w/ Master Plan	Funding Implications	Marketability	Potential for Partnerships	Legislative Parameters	Direct Educational Benefits	Secondary Educational Benefits	Physical Design Implications	Programmatic Implications	Phasing	
Use Bayside to Facilitate University Mission/Expansion, cont.													
Provide Housing Opportunities	For students, faculty, grad students, life-long learning. For community – more affordable and accessible housing opportunities.												
Create Facilities Supporting Health and Wellness	Athletic/exercise center, aka, NU Marino Center.												
Develop Open Space for Student Activities	Bayside could also be developed to meet recreational open space needs including performing arts, intramurals, etc.												
Expand Exhibition Space/Archives	Space could be provided for Mass Memories Road Show/Historic Archives currently located in Healey Library.												
Provide Faculty Resource Space	Space to allow former faculty and alumni to remain engaged with University - both socially and to continue research.												
Address Opportunities for Strategic Planning	Planning process for Bayside must be mindful of the primary master plan goals of creating a public research institution for 25,000 students.												
Uses to Provide Economic Development/Employment Opportunities; Create Destination Location													
Develop/Expand Venture Development Center	Create attractions/amenities that build on the urban experience as well as improve the quality of life for students/community - restaurants, commercial retail, public uses, recreation/open space, etc.												
UMass Boston as a Component of the Innovation Spine and Broader Innovation Corridor	Incubatory space and support for start-up businesses- is part of the business assistance arena which UMass Boston is a partner.												
UMass Boston as Center for the Urban Experience – Meld Urban Engagement with the 21st Century New Economy	An urban university as an education conduit for the urban child; to train and educate that population in a way that meets their particular background and provides the special tools needed to advance in the new economy.												
Expand Current Partnerships and Programs	Opportunities include: The EMK Center mock senate that will draw 1,000s of high school students during summer sessions (utilizing student housing year-round); health sciences internships through community health centers; ecology/marine studies programs through the Maritime Research Center and/or business training and development opportunities through the Venture Development Center.												
Create Facilities/Programs Aligned with Hospitality Industry	Hotel managed by university; provides management opportunities for students. Could provide a dedicated facility for university visitors.												

2 Suggested Uses

Idea	Example	Compatibility w/ Guiding Principles	Compatibility w/ Master Plan	Funding Implications	Marketability	Potential for Partnerships	Legislative Parameters	Direct Educational Benefits	Secondary Educational Benefits	Physical Design Implications	Programmatic Implications	Phasing
Uses to Provide Economic Development/Employment Opportunities; Create Destination Location, cont.												
Establish and Maintain a Public Place That Attracts Users	Facilities that support daily activities and place-making.											
Expand Affiliations with Neighboring Institutions	Build on prominence of JFK Library and EMK Center.											
Create Facilities That Support/Accommodate Organizations with a Public Mission	Space available to community facilitates community interaction and synergy and advances job development and innovation, i.e., MIT.											
Performing Arts Center/Venue	Create/Support Arts Management/Production including facilities for radio programming (interviews with celebrities with both live audience and broadcasting opportunities). Arts venue that provides alternative means for channeling youthful expression.											
Develop Shared Open Space	Bayside could also be developed to meet recreational open space needs including performing arts, intramurals, etc as well as resources that can be shared with the community.											
Develop Programs That Build on Multiculturalism of University Particularly Related to Health and Wellness	Use that builds on campus diversity w/ tangible initiatives.											
Wellness as a Key Use	Wellness is integrated into many mission goals and could be focus of a lab school and a foundation for public private partnerships.											
Utilize Bayside to Support Community Engagement and Development	Consider facilities that foster community engagement and social change - institutions that support community/public interest causes. For example improved media communication of housing initiatives, advocacy for improved public health, etc.											
Create Facilities at Bayside That Support Community Service Mission	Use Bayside to foster programs that have an immediate impact on adjacent community or take advantage of unique location - examples are health and wellness advocacy through College of Nursing or environmental sciences/climate change due to location on the harbor.											
Address Opportunities for Collaboration around Elder Care (Continuing Care Community)	Cradle to grave pathways - supports lifelong learning, practical experience in nursing, gerontology and health care management											

3 Facilities and Urban Design Implications

Idea	Example																		
Consider Benefits of Town/Gown Community	Williams College/Williamstown relationship to improve quality of life for both.																		
Connect/Develop Waterfront	Improve access to harbor - expanded water sports program, develop science and research, investigate opportunities to improve access via water transportation.																		
Develop "True" Harbor Campus	See UC Santa Barbara - also local institutions that maximize waterfront relationships like Woods Hole/UMass Dartmouth, UC Santa Cruz, etc.																		
Create Design Statement with Landmark Architecture	Structure/use that draws attention based on architectural design.																		
Create Sustainable Work Places	Create facilities that are more than functional but also great environments to work like Dana Farber that use amenities like art to improve work experience.																		
Anticipate Future Uses - Facilities and Technology	Design new facilities to accommodate current and future technology needs for multi-media, etc.																		
Improve Connections to JFK/UMass Station																			
Improve Pedestrian Environment on Mt. Vernon																			
Address Problems Related to Disconnected Campuses	"Inconvenience" factor of disconnected campuses on student circulation.																		
Use Bayside to Address a Design Need	Create a physical amenity or solve a urban design shortcoming of the current campus.																		
Consider Bayside as a Front Door to the Campus	Site will have a visual importance to UMass Boston as it is front and center to those entering the peninsula.																		
Scale any Proposed Use to Be Appropriate to the Site	Establish a use that is sustainable based on an achievable critical mass - major retail complex is not sustainable, support retail is.																		
Be Mindful of the Impact Physical Design Has on College Selection Process	Surface parking may be a need but should not be located so as to detract from campus image.																		
Consider Building Typologies That Incorporate/Reflect UMass Boston Public Service/Education Mission	Potential affiliations and public service components could allow for the development of a vertical building typology with public use at accessible ground floor and academic/research uses on upper floors.																		

4 Recommendations with Process Implications

Idea	Example	Compatibility w/ Guiding Principles	Compatibility w/ Master Plan	Funding Implications	Marketability	Potential for Partnerships	Legislative Parameters	Direct Educational Benefits	Secondary Educational Benefits	Physical Design Implications	Programmatic Implications	Phasing
Utilize Bayside as a Catalyst for Growth	Look at community/City initiatives and see how Bayside fits/sustains larger planning activities, i.e., innovation district.											
Address Parking Demand and Transportation Access	New development should address parking demand with both building (garage) and alternatives (mass transit). Improve pedestrian connections between the sites/the peninsula.											
Address Current Infrastructure and Space Limitations	Use the Bayside site to address short-comings re: housing, centralized research and innovation facilities, Venture Development Center, etc.											
Consider Municipal Joint Venture	George Mason University/Manassas, VA Open Space/ Performing Arts Center.											
Consider Private Sector/Joint Development at Bayside	Corcoran Jennison, Boston Teachers Union, etc.											
Give Adjunct Campus (Bayside) Identity Through Focused Use	Give new campus a major focus to create a strong identity, i.e., an athletic campus.											
Use Bayside to Address Strategic Need												
Develop a Planning Framework That Considers Short/Mid/Long- Term Objectives												
Identify Potential Use That Would Create Momentum for Future Development												
Address Connections - to Transit and Main Campus	Create safe and secure pathways.											
Solving UMass Boston's Needs Appropriately also Solves Community's Needs												
Build on the University's Mission of Academics and Economic Advancement and Do So Slowly and Diligently												
Understand Major Objective for the Site	Determine what the primary goal are and plan around that objective - grow academics, create research space, provide student amenities, etc.											
Address Mutual Development Opportunities along Mt Vernon Corridor	Decline in enrollment at Boston Public Schools and underutilization of other facilities may provide opportunities for UMass Boston to grow along Mt. Vernon Street.											

Diagram of Bayside site-related opportunities.

Key

- 1.** Entrance from Kosciuszko Circle
- 2.** New development at JFK Station
- 3.** Access to Bayside site
- 4.** Waterfront experience
- 5.** Pedestrian environment at JFK
- 6.** “Main Street” opportunities
- 7.** Community playfield
- 8.** Boston Public Schools
- 9.** Harbor Point
- 10.** Campus gateway



Columbia Point Opportunities

The implementation of the Boston Redevelopment Authority's Columbia Point master plan anticipated change on the peninsula. This was as a result of completed and proposed redevelopment efforts, including:

- Revitalization of Harbor Point.
- Proposed redevelopment of the Bayside site prior to its acquisition by UMass Boston.
- Sustainable design initiatives that have brought more interest in creating transit-oriented development around the JFK/UMass MBTA station.
- Redevelopment opportunities for the underutilized *Boston Globe* and Sovereign Bank properties.
- Pending implementation of the UMass Boston master plan.

Although the university is limited in how it can effect change beyond the properties it owns, the redevelopment of Bayside by UMass Boston will provide incentive to make improvements to Columbia Point's urban design that will improve the quality of life for the entire community.

The following are some ideas that emerged from the Bayside planning process that in several cases are consistent with the Columbia Point master plan but also raise specific alternatives:

- An enhanced MBTA station as a gateway.
- Mt. Vernon Street/Morrissey Boulevard intersection made more pedestrian-friendly/animated.
- Improved pedestrian environment around Kosciuszko Circle and access to Moakley Park.
- Potential reuse of state police site on Day Boulevard.
- "Complete Streets" concept: Mt. Vernon as a vibrant community Main Street.
- Development of underutilized parcels, including surface parking, particularly of the Sovereign Bank and Corcoran Jennison properties.
- Harbor Point: Activate edges/integrate with Mt. Vernon Street.
- Boston Public Schools: Address architectural image of McCormack and Dever schools, excess capacity, reuse or replacement opportunities.
- Mt. Vernon gateway at UMass Boston campus, implementation of master plan initiatives, calf pasture pumping station as visual terminus/entry.
- Improved access to and advance programming of HarborWalk.



Entrance to Bayside from Mt. Vernon Street at Doubletree Hotel.

Urban-Design Implications

To initiate the visioning process, the participants were presented preliminary observations of urban-design opportunities for the Bayside site. The purpose was to provide a background for the site and the broader Columbia Point context. These observations addressed several topics, including:

- Existing conditions – a current use, building, or infrastructure that affects the peninsula's image and opportunities to improve that image.
- Activities undertaken by peer institutions to address research and economic development, mixed-use development, community-service initiatives, or expansion of academic facilities.
- Urban/campus developments of comparable scale and context.

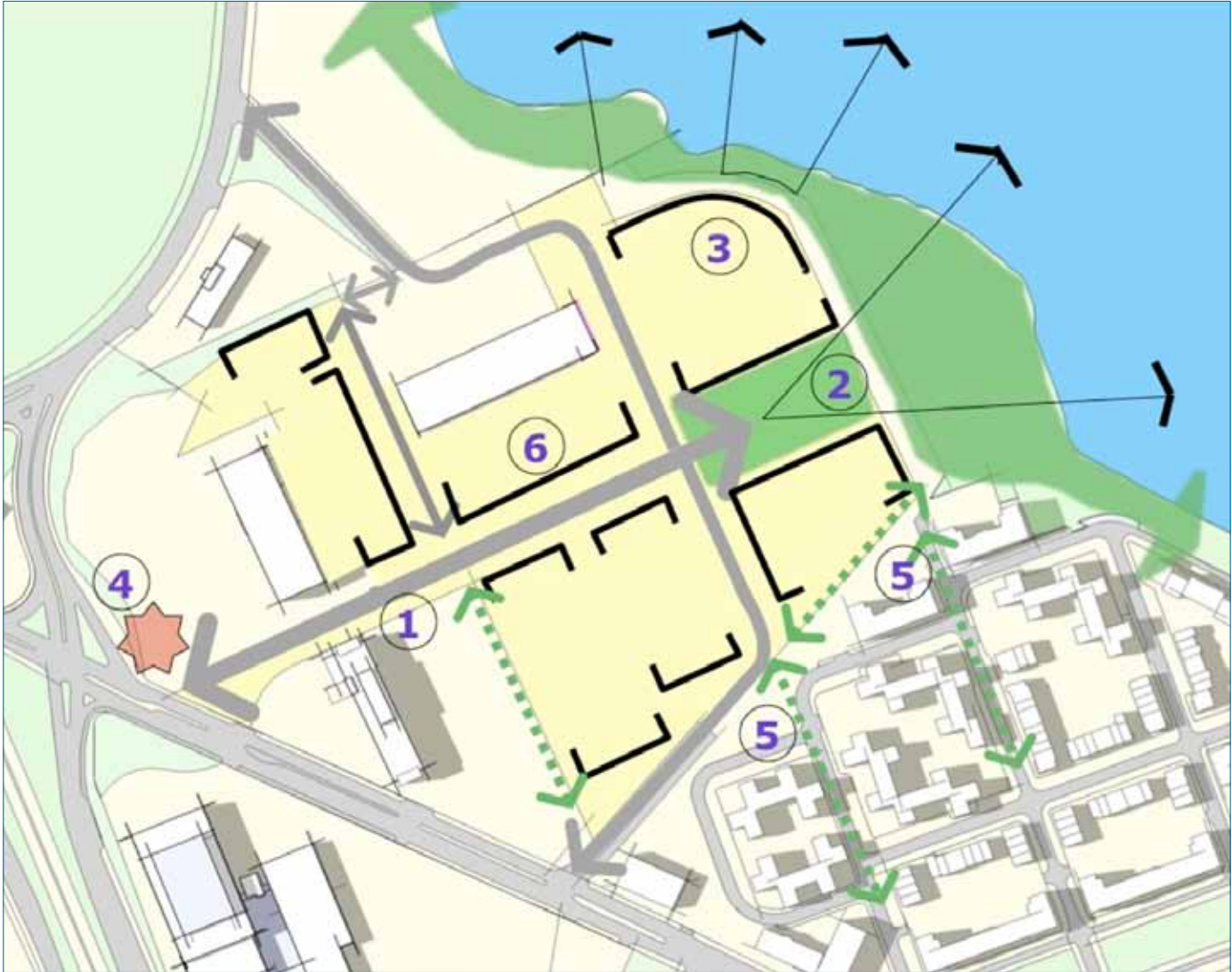
These examples were provided not only to show the range of uses that might be considered on Bayside, but also to give a sense of how development on this expansive site might be organized.

A series of urban-design frameworks was developed for the November 5 public meeting to begin to interpret the development future for Bayside, specifically considering:

- Site organizational strategies that incorporate suggestions from the discussions.
- Possible circulation/open-space networks.
- Methods to optimize the waterfront setting.
- Parcelization options that address varying degrees of university and private uses.

These are preliminary diagrams with limited representation of use or density, but they do begin to give a sense of how development on the site might interface with the abutting uses and achieve some of the urban-design and place-making suggestions that emerged from the charrette and subsequent sector meetings.

Diagram of urban-design
alternative #1.



URBAN-DESIGN FRAMEWORK – ALTERNATIVE #1

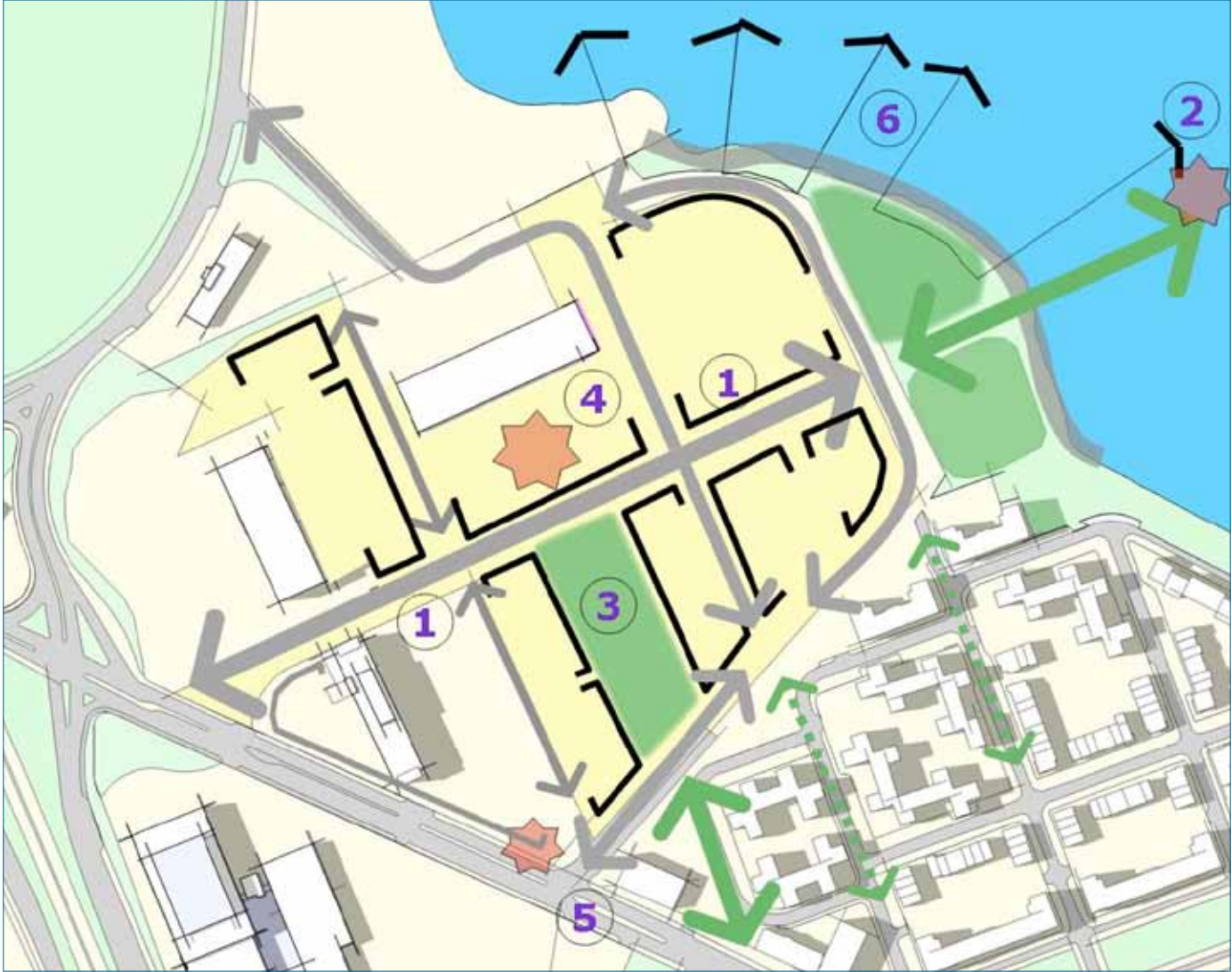
This alternative creates a mixed-use urban street through the site to a major open space at the water's edge. The spine would be identified by a landmark element at Mt. Vernon Street, lined by institutional buildings with active ground-floor uses, and terminated by a formal campus green providing views of the harbor and direct access to the existing HarborWalk network. There would also be a secondary access road that links the green to Day Boulevard and on to Mt. Vernon Street (providing a more direct access to and from the main campus).

Although specific uses are not identified, it is anticipated that the buildings along the spine would contain a mix of publicly oriented university uses and commercial uses at the ground level, with academic uses on the levels above. wBuilding frontages perpendicular to the central spine would have less emphasis on publicly oriented or commercial uses more consistent with traditional academic building typologies.

Organizational elements include:

1. Major circulation spine leading to the water's edge framed by publicly oriented uses at grade.
2. Additional formal open space to complement waterfront park system.
3. Highly visible university uses at water's edge.
4. Landmark element at site entrance.
5. Maintain view and pedestrian access corridors into the community.
6. Building edges that form/animate streets and open spaces.

Diagram of urban-design
alternative #2.



URBAN-DESIGN FRAMEWORK – ALTERNATIVE #2

As with alternative 1, this framework has a major circulation spine leading to the water's edge, but the entire site is seen more as a campus with a prominent central green lined by academic buildings, including a major building on axis to the green. The main spine would be visually terminated by a landmark element – such as the UMass Boston mascot, a Beacon, on a pier – establishing a strong presence on the waterfront.

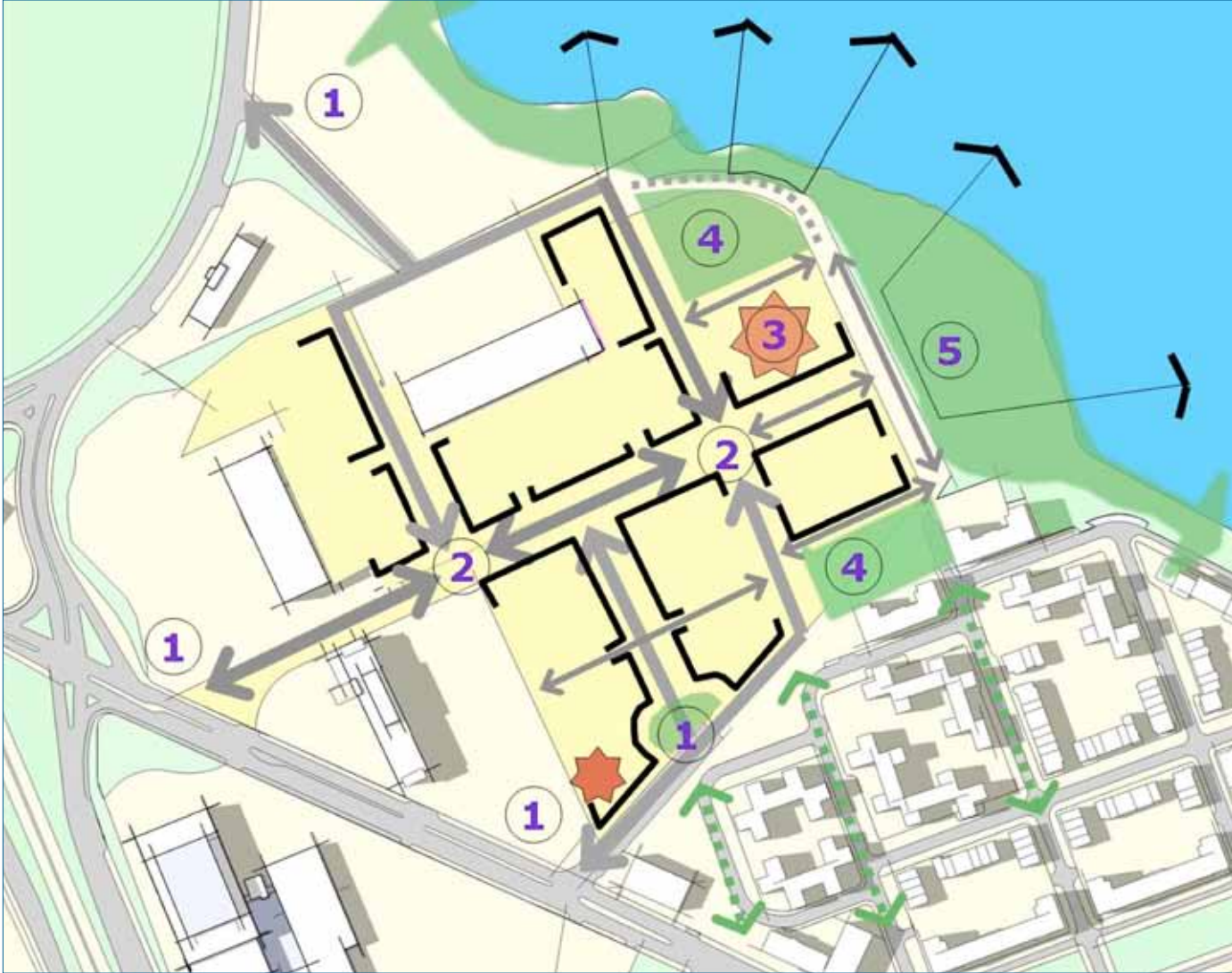
The primary pedestrian entrance to the site could be from the south on axis with the green, providing a stronger link to the main campus. A harbor loop road would be established, providing improved access to the waterfront.

Also, a signature building could be created at the northern end of the site on the waterfront, with the building also oriented to capture views of downtown Boston.

Organizational elements include:

1. Major circulation spine leading to water's edge and framed by publicly oriented uses at grade.
2. Activate water's edge by extending spine with public pier and landmark element/use.
3. Formal public open space oriented toward pedestrian approach from main campus.
4. Signature building on axis with open space.
5. Landmark element at site entrance.
6. Important views to harbor and downtown.

Diagram of urban-design
alternative #3.



URBAN-DESIGN FRAMEWORK – ALTERNATIVE #3

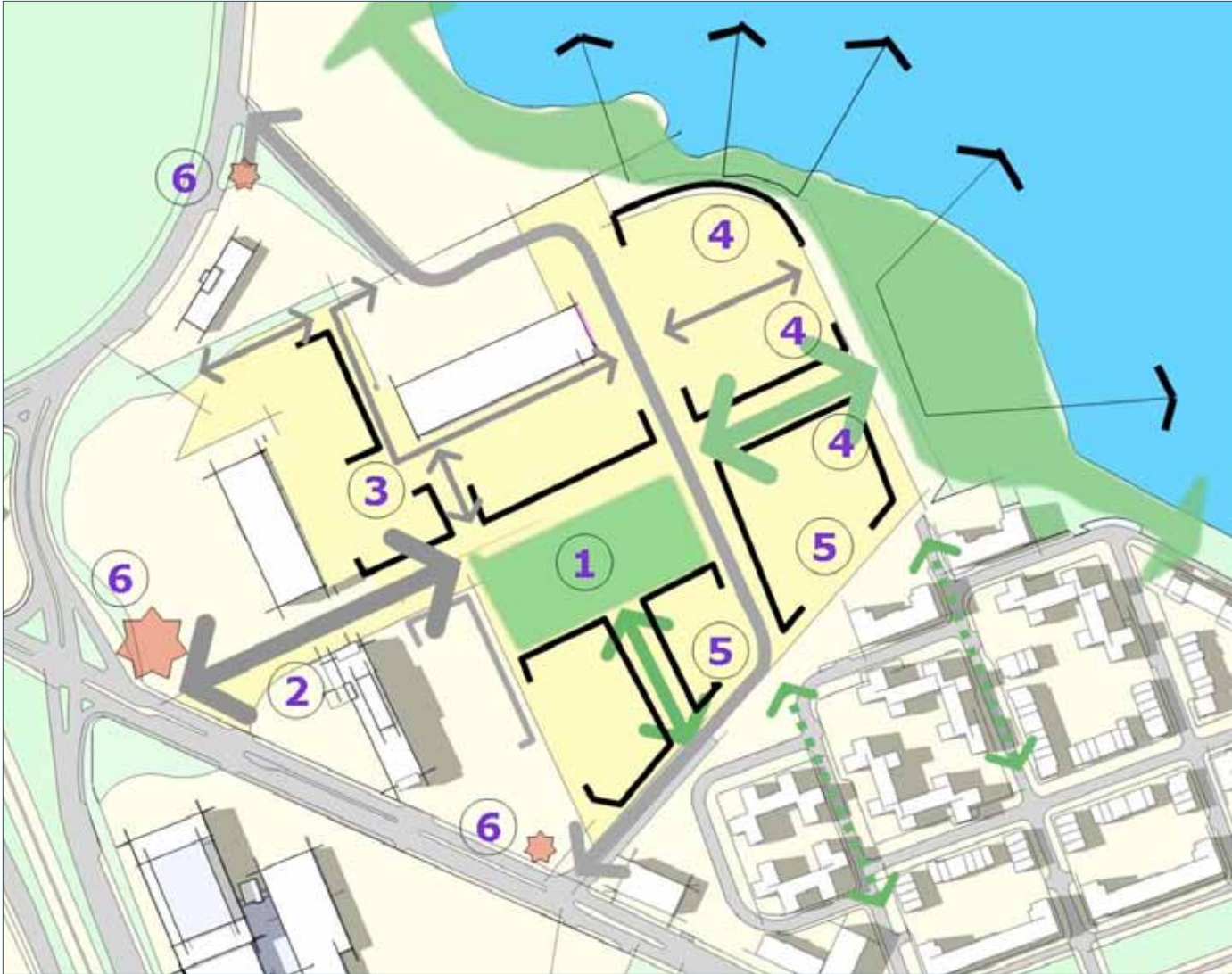
This alternative envisions an urban campus for Bayside with open spaces utilized as transitions to adjacent properties. These open spaces include a courtyard adjacent to Harbor Point, an expansion of the HarborWalk network at Mother's Rest, and a formal entry portal at the southern end of the site.

It includes multiple access points into the site, with a formal entrance at the southern leg of the loop road (possible marquee Beacon).

Organizational elements include:

1. Gateway elements identifying the university and marking entrance into the site.
2. Urban street-building pattern with shared pedestrian and vehicular streets.
3. Signature building at water's edge maximizing views to downtown.
4. Formal public open spaces, including courtyard between Bayside and Harbor Point.
5. Limited-access streets accessing waterfront parks.

Diagram of urban-design
alternative #4.



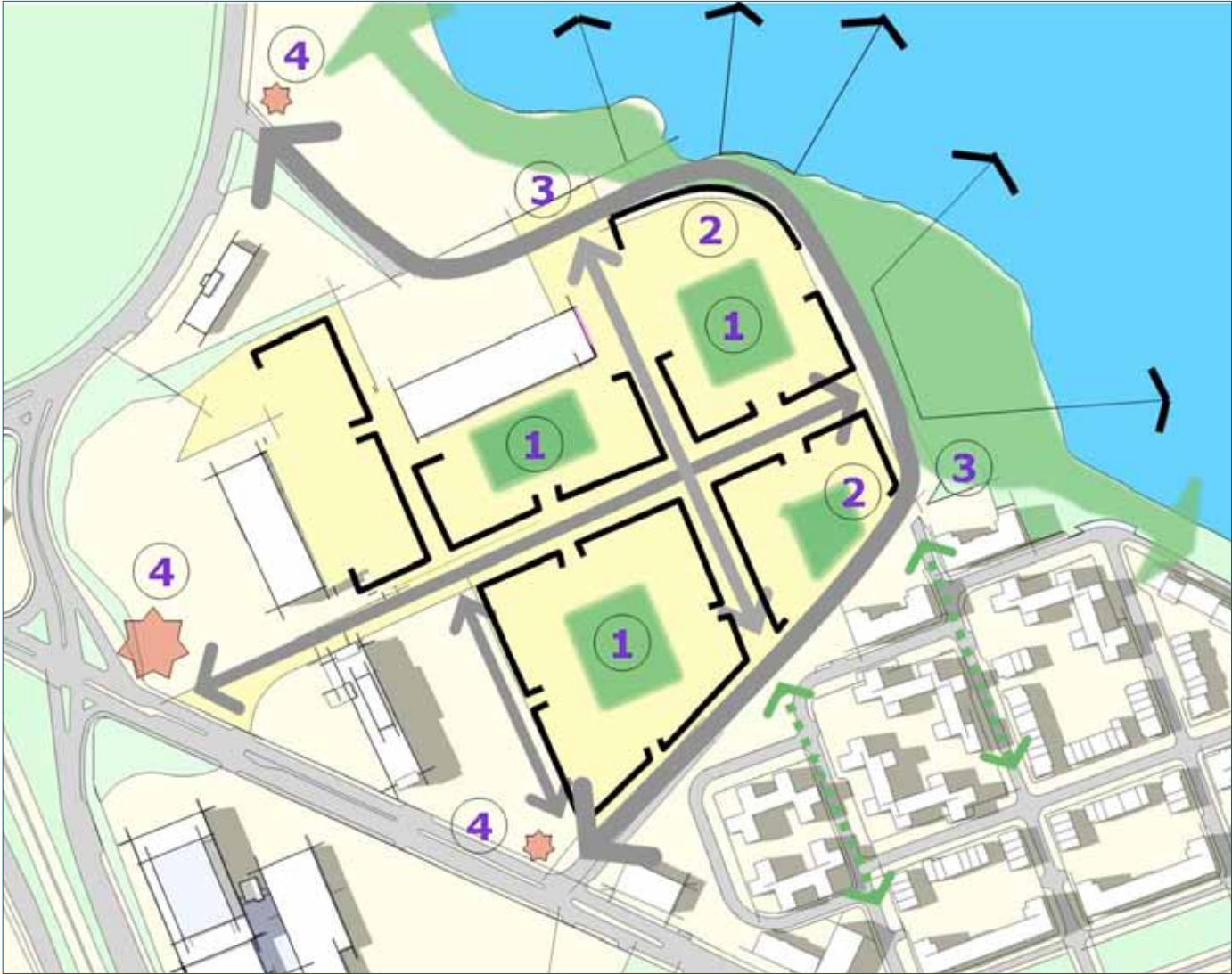
URBAN-DESIGN FRAMEWORK – ALTERNATIVE #4

This alternative utilizes a central quadrangle/green space on axis with a primary circulation spine as an organizing element and provides a more pedestrian-oriented link to the HarborWalk network. The framework also establishes a more intricate street/parcel layout.

Other organizational elements:

1. Landscaped central circulation spine with wide sidewalks and a central open space supporting publicly oriented uses.
2. Expansion of existing uses to define site entrance and activate Mt. Vernon Street.
3. Street network provides flexibility in anticipation of expansion of abutting properties.
4. University-focused uses along water's edge.
5. Lower density along frontage with Harbor Point.
6. Landmark/gateway elements at multiple entry locations.

Diagram of urban-design
alternative #5.



URBAN-DESIGN FRAMEWORK – ALTERNATIVE #5

Alternative 5 integrates a public street system with traditional academic quadrangles. It also provides the opportunity to create a waterfront drive with the campus on one side of the street and the harbor and parks on the other, strongly responding to the guideline that the site maximize its harbor exposure. The views of the site from Day Boulevard and the water could be very powerful.

Other organizational elements:

1. Internal courtyards.
2. Waterfront buildings oriented to maximize harbor views.
3. Waterfront drive maximizes access to water's edge, continuing Day Boulevard experience.
4. Landmark/visual element at all site entrance locations.

Appendix

On the following pages are images from a public presentation given at UMass Boston on November 5, 2011, to group of neighborhood residents, members of the university community, representatives of the public and private sectors, and experts in education and development. This group had gathered to learn about the results of the Bayside charretting process thus far and to share further ideas about the redevelopment of the Bayside site.

UMass Boston Bayside

Charrette Planning Process Follow-up – Annotated Presentation



UMass Boston Bayside – Charrette Planning Process Follow-up - AGENDA

Process/Site Status

Meeting Objective

Background
Chancellor's Vision
Guiding Principles
Factoids

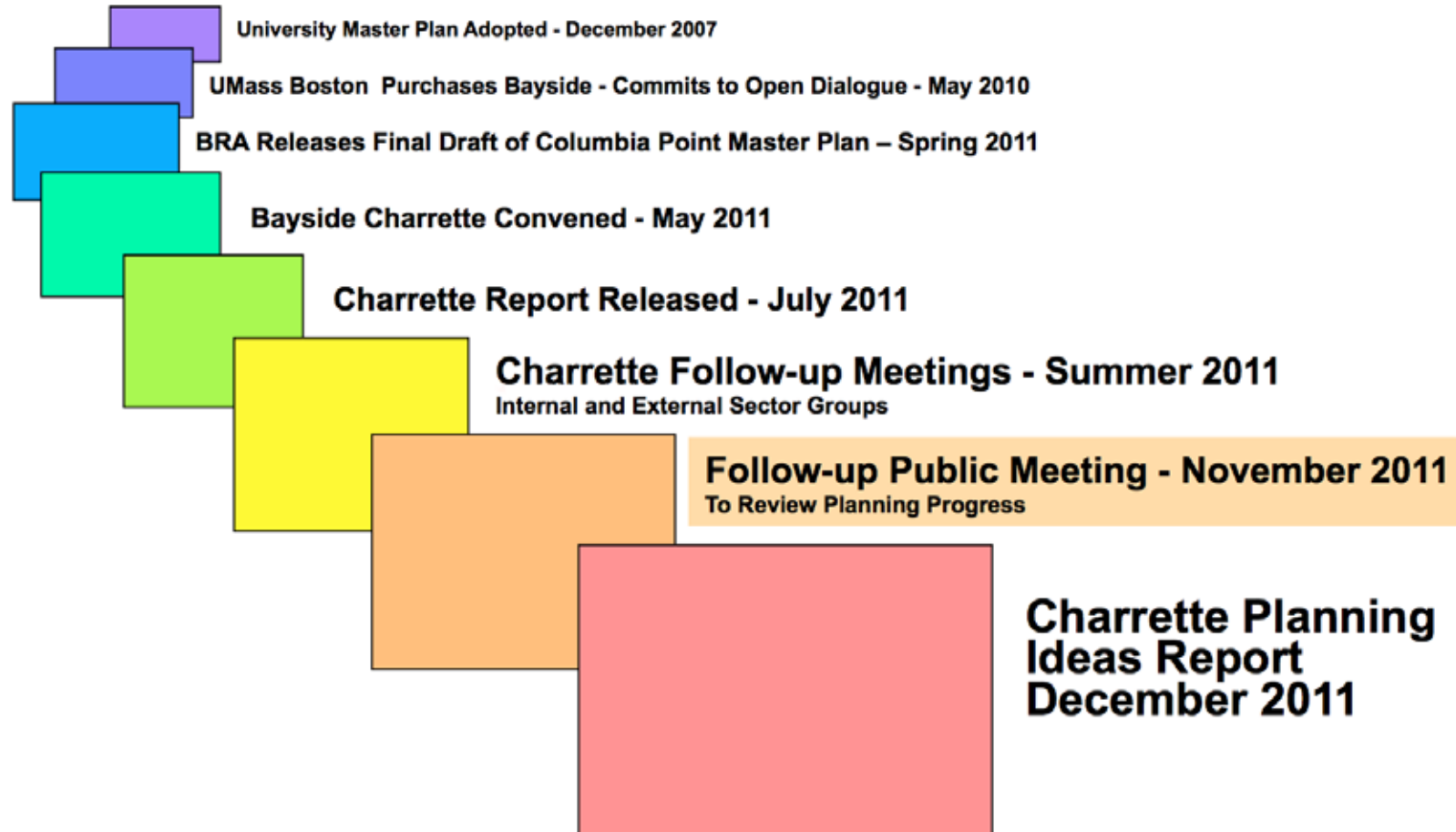
Summary of Findings

Urban Design
Implications

Next Steps



Timeline



Bayside Factoids

- **Site Area:** 20 acres (app) – 870,000 sf (UMass main campus is 100 acres, 1,400,000 gsf of built space).
- **Development Controls:** State owned, not subject to local zoning code.

BRA master plan sets circulation and land use recommendations for Columbia Point Peninsula. Master plan approved - June 17, 2011.
- **Development Capacity:** @ FAR 2 – 1,740,000 sf of built space (Equivalent to eight (8) Integrated Sciences Buildings).

For Comparison:
Corcoran Jennison formerly proposed 250,000 sf retail, 650 residential units, 105,000 sf office and 2,800 parking spaces for the site.

If housing: 2,000 students @ 300 sf/student = 600,000 sf (1/3 of site capacity).
Neighboring Harbor Point is 1,283 housing units on 48 acres.

If 100% surface parking @ 325 sf/space = 2,676 spaces (currently 1,300 spaces).
- **Access:** Southeast Expressway, Columbia Road, Day Boulevard, MBTA Red Line and Commuter Rail.

Scale Comparison – Bayside in Context



Scale Comparison – Bayside over UMass Boston Campus



Scale Comparison – Bayside over Harvard Yard



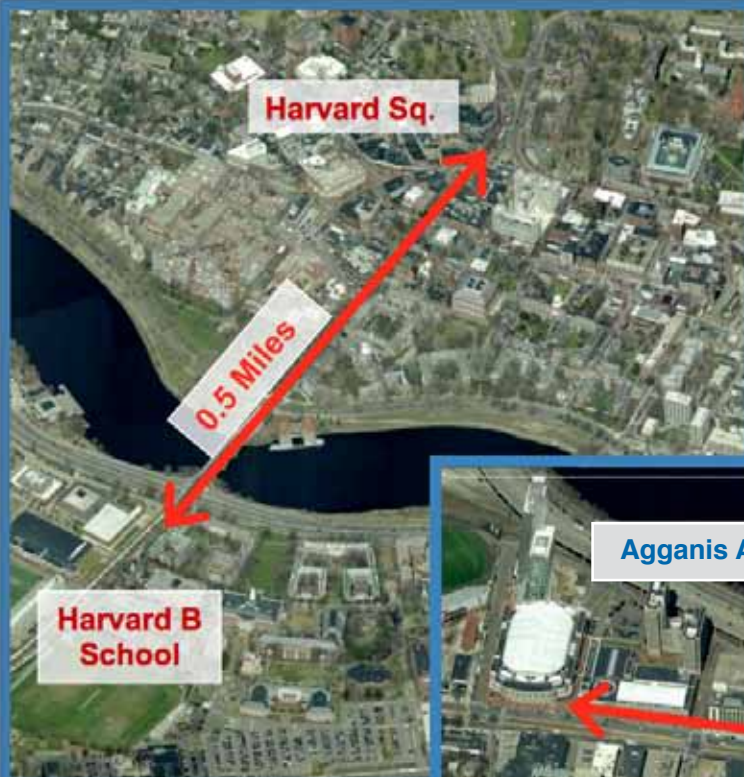
Scale Comparison – Bayside over Government Center



Scale Comparison – Bayside in Context



Scale Comparison – Bayside in Context



The distance from the UMass Boston campus to the Bayside site is equivalent to the distance between Harvard Business School and Harvard Square or BU's Student Center and Marsh Chapel to the Agganis Arena.



Key Findings

The University's Core Identity

- UMass Boston as **the public university of choice**
- UMass Boston offers **accessible, high-quality education**
- UMass Boston as a competitive alternative to **private colleges**
- UMass Boston as a **preeminent public "research" institution**
- UMass Boston as a **facilitator of change**



Charrette Ideas / Suggestions

Be mindful of **UMass Boston's roots - a commuter school** accessible to residents of Boston.

Work toward advancing the needs of **the "City"** with residents, businesses and institutions in partnership with the university to improve the quality of life:

- **Support Geiger-Gibson's continuing mission to improve community health.**
- **Advance gerontology research to improve the quality of life for seniors.**
- **Improve the quality of education at area public schools** through partnerships with the School of Education and Human Development.
- **Through the School of Management, support neighborhood-based commercial activity** by providing space and training for UMass Boston students and community residents.



Sector Group Ideas / Suggestions

Advance programs with a **global reach**.

Facilitate advancement of the university's public mission - **Education for Service/ Pathways to Excellence**.

Expand research and economic development initiatives in conjunction with federal and state initiatives.

Promote business development through research and management assistance.

Broaden links to the arts community: explore potential to create spaces for alternate expression.

Use this opportunity to leverage UMass Boston's role in addressing **health care needs of the future**.

Advance **sustainability initiatives** and incorporate **LEED standards** in site planning and building design.



Key Findings – Institutional Objectives/Land Use Ideas

Charrette Ideas / Suggestions

Advance the university's academic mission in collaboration with city/community initiatives

Expand selected academic uses to the site, for example "create a new business school" with a conference center.

Explore potential to integrate the School of Nursing and Health Sciences with a health care partner and/or a wellness/fitness center.

Consider expansion of the School of Management to provide incubator space for new businesses.

Develop a maritime research institute that explores outcomes directly related to the Harbor and influences future policy and initiatives - a "Blue Way"



Sector Group Ideas / Suggestions

New School of Nursing and Health Sciences in collaboration with wellness and research initiatives.

New or Expanded College of Education and Human Development in collaboration with other schools to expand allied training and research – create specialized charter or magnet schools.

New School of Business to facilitate economic development through small business assistance and incubator facilities including perhaps a **hospitality program with hotel/conference center** managed by UMass Boston



Charrette Ideas / Suggestions (cont.)

Use distinctive **architectural design** and innovative land use to create an attraction/destination.

Provide for new areas of study such as a **School of Energy Studies** linked to the possibilities of the future green economy.

Create shared amenities for improving the quality of life and enhanced sense of community including publicly accessible meeting facilities, study spaces, and food services.

Expand residential opportunities that "encourage" interaction between university and neighborhood residents.



Sector Group Ideas / Suggestions

Partner to develop **visual and performing arts** venues available to the broader community.

Address opportunities for collaboration around **elder care** (continuing care community) and geriatrics.

Create Bayside campus identity around thematic initiatives – life sciences, athletics and wellness, or entrepreneurship and business advancement.

Consider **housing** that supports university affiliated residents – faculty, graduate students, staff and seniors seeking a life-long learning environment.



Key Findings – Place-making / Community Connections

Charrette Ideas / Suggestions

Create a destination (the “Point”) – a mixed-use development with a service retail emphasis serving the local community plus regional attractions for shoppers and visitors from well beyond the neighborhood.

Development should include **university-based research facilities** complemented by **retail, commercial office, and residential uses**.

Celebrate views - make the water's edge **more accessible** and provide services and amenities to make it a desirable place to visit and linger.

Utilize the harbor as a key **transportation venue (water taxi)**.



Sector Group Ideas / Suggestions

Develop a true harbor campus taking advantage of unique setting to develop **aquatic-based activities** (marine museum and research institute or transportation services). Celebrate and enhance views and enhance open-space opportunities.

Consider opportunities for productive **town-and-gown community relations** – create mutually beneficial facilities that strengthen connection between university and community.

Improve the pedestrian environment on Mt. Vernon Street – transform it into the community's “main street” and campus connection.

Consider **Bayside as a front door** to both UMass Boston and the larger Columbia Point community.

Improve vehicular and pedestrian environment from JFK/UMass Station.



Charrette Ideas / Suggestions

The university should partner with others to create “a new gateway experience” to the peninsula and the UMass Boston campus.

Implement **street beautification program** that improves pedestrian environment on Mt. Vernon – “**Complete Streets**” concept that accommodates multiple transportation options.

Provide **active and passive recreation uses** - amphitheater for performances, community boating, and additional beaches.

Create more **bikeways/trails** and complete HarborWalk. Promote the **City of Boston's Bikeshare** concept throughout the peninsula.



Key Findings - Process

Charrette Ideas / Suggestions

Continue **discussions with neighborhood institutions**, including Geiger-Gibson Health Center, St. Christopher's, BC High, etc.

Use multiple media outlets to **get information on the development process** to the community, including university radio station, electronic media, social media, and local school and church newsletters.

Provide **opportunities for community-based entrepreneurs** in the redevelopment of the site.

Create **community benefits plan** from the redevelopment of Bayside that can support local initiatives.

Continue a participatory process that encourages the active involvement of Columbia Point businesses, institutions, and residents, and university students, faculty, and staff in the planning of the site.



Sector Group Ideas / Suggestions

Increase participation in the emerging **Red Line Innovation "Corridor"** to leverage research and economic development opportunities.

Identify uses that generate **momentum** for both the university and other stakeholder initiatives.

Explore possible **development partnerships** with both public and private interests consistent with the university's academic mission.

Consider **mutually beneficial development opportunities along Mt. Vernon Street**.

Develop a planning framework that responds to **short-, mid-, and long-range goals**.

Consider transportation and parking implications within context of new development.

Within the context of the academic mission, **develop deliberately and diligently**.



Urban Design Implications



Land-Use Ideas

1. "The Point" – Create a destination for community mixed-use space/place that provides entertainment and services and would reflect international diversity of the community and UMass Boston.
2. Dedicated open space large enough for programmable uses.
3. A vertical element could provide a landmark symbol for UMass Boston and Columbia Point.
4. Create campus gateway with service retail as early action.
5. Improve Dever and McCormack Schools' architecture to better address Mt. Vernon Street.
6. Improve McCormack ball fields.
7. Complete HarborWalk.
8. Explore opportunities to bring "life" (active uses) to Mt. Vernon Street.
9. Improve connections to JFK Station.
10. Site-redevelopment strategies should include Boston Teachers Union site.
11. Improve pedestrian and bicycle connections to Moakley Park.

Urban Design Implications



Transit/Infrastructure Ideas

1. Extend bikeways north to Conley Terminal.
2. Extend/improve HarborWalk and dedicated bike path.
3. Work with public entities to make Kosciuszko Circle pedestrian friendly.
4. Improve pedestrian connection to JFK/UMass Station.
5. Extend MBTA service into site.
6. Provide Bike-Share at T Station.
7. Create transit/tourist shuttle loop that identifies tourist destinations.
8. Provide internal bike paths.
9. Improve streetscape on Mt. Vernon, including possible planted median.
10. Incorporate traffic calming.
11. Provide shuttle-bus stops on Mt. Vernon accessible to neighborhood.
12. Provide Bike-Share at UMass Boston

Site Planning Objectives

- ***Meet UMass Boston academic needs.***
- ***Facilitate economic development for both the Community and Commonwealth***
- ***Design for place-making and community connections***
- ***Consider implementation criteria mindful of procedural, legal, and fiscal parameters.***

Site Organization Alternatives/Urban Design Frameworks 1 - 3

Proposed ideas for organizing the development of the site:

- *How site might be organized to facilitate Charrette land-use ideas.*
- *Major initiatives with varying degrees of university and private uses.*
- *Alternatives to optimize waterfront setting.*



Key Concepts

1. Major circulation spine leading to water's edge framed by publicly oriented uses at grade.
2. Activate water's edge by extending spine with public pier and landmark element/use.
3. Formal public open space oriented toward pedestrian approach from main campus.
4. Signature building on axis with open space.
5. Landmark element at site entrance on axis with open space.
6. Important views to harbor and downtown.



Key Concepts

1. Major circulation spine leading to water's edge framed by publicly oriented uses at grade.
2. Formal open space to complement waterfront park system.
3. Highly visible university use at water's edge.
4. Landmark element at site entrance.
5. Important view corridors.
6. Principal building street walls.



Key Concepts

1. Multiple access points into site with formal entrance at southern leg of "loop" road (possible marquee "Beacon").
2. Urban street-building pattern with shared pedestrian vehicular streets.
3. Signature building at water's edge maximizing views to downtown.
4. Formal public open space between Bayside and Harbor Point.
5. Limited-access streets to waterfront parks.

Site Organization Alternatives/UD Frameworks 4 & 5



Key Concepts

1. Central quadrangle/green space.
2. Landscaped central circulation spine with wide sidewalks supporting publicly oriented uses.
3. Street network provides flexibility in anticipation of highest/best use of Boston Teachers Union.
4. University-focused uses along water's edge.
5. Lower density along frontage with Harbor Point.
6. Landmark/gateway elements at multiple entry locations.



Key Concepts

1. Building development organized around academic quadrangles.
2. Waterfront buildings oriented to maximize harbor views.
3. Waterfront drive maximizes access to water's edge, continuing Day Boulevard experience.
4. Landmark/visual element at all site entrance locations.

Next Steps

PATHWAYS TO IMPLEMENTATION – EVALUATION CRITERIA

- *Compatibility w/ Guiding Principles*
- *Compatibility w/ Facilities Master Plan*
- *Compatibility w/ Strategic Plan*
- *Funding Implications*
- *Legislative Parameters*
- *Potential for Partnerships*
- *Direct Educational Benefits*
- *Secondary Educational Benefits*
- *Physical Design Implications*
- *Programmatic Implications*
- *Marketability*
- *Phasing*

Next Steps

- **Prepare summary report that includes all ideas from the Charette planning process.**
- **Assess the Charette and sector meeting ideas against the evaluation criteria.**
- **Continue the master-planning process incorporating the new opportunities presented by the Bayside site.**

ACKNOWLEDGMENTS

UMass Boston appreciates and thanks its neighbors, elected officials, members of the campus community, and others who participated in and supported this process. We would also like to thank the representatives of Boston's business community whose observations and expertise have been incorporated into this final report.

We thank M. David Lee, FAIA, and Thomas Maistros, Jr., AIA, of Stull and Lee, Inc., and Lawrence Bluestone, AIA, of Bluestone Planning Group, for their management of the Bayside planning process and production of this report. We also thank L. Duane Jackson of Alinea Capital Partners, LLC, for providing invaluable counsel to the organizing committee about the structuring of the charretting process and ensuring that all interested parties were represented.

Finally, we thank the UMass Boston team: Arthur Bernard, vice chancellor for government relations and public affairs; Christopher Hogan, chief of staff; John Ciccarelli, associate vice chancellor for government relations and public affairs; Susan Wolfson, director of campus master planning; Gail Hobin, assistant vice chancellor for community relations; and DeWayne Lehman, director of communications. Thanks to Sarah Weatherbee and Peter Grennen for their design and editorial assistance, respectively, in the creation of this report. Also, a special thanks to Kristyna Cloherty and Mona Connolly-Casper for organizing the many meetings and activities required to conduct this process and develop this report.

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