Bayside Charrette Summary Report

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ACKNOWLEDGMENTS

Stull and Lee, Inc., was assisted by a network of urban design consultants to facilitate the group discussions. The facilitators were:

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- Thomas Maistros, Jr., AIA, Stull and Lee, Inc.
- Jonathan Evans, Assoc. AIA, Stull and Lee, Inc.
- Lawrence Bluestone, AIA, APA, Bluestone Planning Group
- Leonardi Aray, AIA, Leonardi Aray Architects

UMass Boston appreciates and thanks its neighbors, elected officials, and members of the campus community who participated in and supported this process.

The university also thanks L. Duane Jackson of Alinea Capital Partners, LLC, special consultant to the chancellor, for providing invaluable counsel to the organizing committee with structuring of the charrette and ensuring that all interested parties were represented.
Background

In 2006, the University of Massachusetts Boston engaged in a strategic planning process to achieve the full potential of the campus as a great student-centered urban public research university for the new century. Some of the goals identified in the strategic plan were the need to increase student access, engagement, and success; the need to attract, develop, and sustain highly effective faculty; the need to create a physical environment that supports teaching, learning, and research; and the need to enhance campus-community engagement through improved organizational structures. To develop in more detail the goal of creating a physical environment that supports teaching, learning, and research as expressed in the strategic plan, the university undertook a campus master planning process.

As part of the master planning process, Chancellor J. Keith Motley instructed his planning task force to conduct meetings with the University of Massachusetts 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 of Massachusetts Boston’s highest academic ambitions and its commitment to its urban mission and enhancing the student experience while improving connections with university neighbors. This new master plan was approved and announced by Chancellor Motley in December 2007.

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, central plaza, and the closed parking garages underneath. The campus will also add the Edward M. Kennedy Institute for the United States Senate, which is expected to begin construction this fall. Phase one is expected to be completed in 2017.

As campus planners worked to define and coordinate these various substantial projects, and as the university’s growing enrollment strained existing academic, administrative, and parking spaces, they advised the university of the need for additional, flexible space that could accommodate temporary classrooms, offices, and additional parking. The need for parking was seen as particularly crucial because the university was forced to close the under-plaza parking garages for safety reasons in 2006, requiring that nearly all 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.

In early 2009, as the university researched possible nearby real estate opportunities to lease or acquire to meet this need for space, the nearby Bayside Exposition Center fell into foreclosure. Given its proximity to the
Bayside exposition site planning Charrette

campus, its substantial parking area, and its structure, the university began exploring whether the property would be suitable to meet the campus’s near-term needs while providing much 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 administrative space, 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 the University of Massachusetts 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. 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.”

Upon the acquisition of the Bayside property, Chancellor Motley committed to the University of Massachusetts Boston community and surrounding neighbors that he would initiate a dialog around the possibilities for redevelopment of the site in a manner consistent with the educational objectives of the university and inclusive of the concerns of the surrounding communities and the city that are compatible with the university’s needs. Accordingly, the university engaged the consulting firm of Stull and Lee to develop a process to carry out the chancellor’s commitment. On May 7, 2011, the university held its first charrette meeting, in the Campus Center Ballroom. 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.

The following report summarizes and organizes thematically all of the ideas raised and discussed during the first charrette meeting. More than ninety people—neighbors, city representatives, civic and business leaders, and campus faculty, staff, and students—participated in this day-long working session. The session began with a presentation of general “guiding principles,” which were developed by the university and grew out of similar objectives that guided the campus master planning process and were inclusive of, where appropriate, stated principles that guide the city’s Columbia Point Master Plan. The initial session was followed by break-out brainstorming and discussion groups and concluded with reports from all the groups to the entire body.

The purpose of this report is to document the ideas and discussion from this diverse group of interested stakeholders. It will be used to guide and generate additional discussions at future meetings in the coming months, including meetings that focus on particular themes generated by the charrette and at least one additional charrette-like forum. The objective of this process is to develop, by the end of 2011, several broad concepts that will guide further discussions about the future of the Bayside property.
About Stull and Lee
For more than 40 years, Stull and Lee has been nationally acclaimed as a leading firm of professional architects and urban planners. Its work includes the design of educational, healthcare, and correctional facilities; highway infrastructure, transit station, and related facilities; housing development and a variety of large-scale urban planning commissions nationwide. The firm’s work has frequently been cited for design excellence, including the prestigious Presidential Design Award presented by the National Endowment for the Arts, and numerous awards presented by the American Institute of Architects, and its Boston and New England affiliates. In 1999 Stull and Lee was co-recipient of the coveted Harleston Parker Gold Medal, awarded annually for the most significant building built in Boston. The projects of Stull and Lee have appeared in national and international publications, including Progressive Architecture, Architectural Record, Architecture, Urban Design magazine, Metropolitan Home, Newsweek, AU (Japan), Baumeister (Germany), and L’Industria Delle Construzioni (Italy).
Chancellor Motley opens the charrette and greets participants.
The acquisition of the former Bayside Exposition Center by UMass Boston presents both near- and long-term opportunities.

The long-term opportunities seem limitless, with the site providing the means to meet a long list of uses that can benefit the university and the Columbia Point and surrounding communities. Chancellor Motley asked that this charrette be convened to solicit ideas on how the Bayside site could be developed to benefit the university and community alike and that the planning not take place in a vacuum. His goal is to get input from as many constituents as possible in order to create a plan that recognizes the long-term needs of the university in its efforts to improve the quality of life for the residents of Massachusetts. Through this charrette, Chancellor Motley hopes to:

- Continue to build a partnership with the community—to work collectively to determine how Bayside can advance this specific objective—to work in partnership with/benefit community—to hear the community’s ideas.

- Keep central the motto on which Boston State College was founded—“Education Is Service”—an education based on the belief that residents of the Commonwealth support this university and the university is obligated to give back to those residents in the learning process.

- Provide service through a series of Pathways to Excellence—pathways that take advantage of education and research to improve the quality of life in the local community and the Commonwealth at large.

- Be an agent for social change—to respond actively when it is within its power to address inequities and trends that are 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 be a destination for visitors and residents alike.

In the near term, the Bayside provides the university with a way to meet the parking limits created by the construction of three important new buildings—the Integrated Sciences Complex, the first new academic building on the UMass Boston campus in nearly 40 years, the Edward M. Kennedy Institute, and the General Academic Building. The site can also be used to address construction phasing for these three structures—reducing the impacts on the existing community.

As the chancellor noted, this is not the end of the process, it is just the beginning. The charrette was the first step toward soliciting ideas on how the Bayside site might be redeveloped. These ideas have been incorporated into this report and, in consideration of the university’s master plan, comparable initiatives being undertaken at peer universities, and other ideas still to be conceived, will create a long-term vision for the Bayside site. In partnership, UMass Boston will continue to refine the vision and test it against real-world opportunities and constraints until an achievable long-term plan can be derived. The university looks forward to continuing the dialogue within our campus community and with external stakeholders, working toward the achievement of a consensus development plan for the Bayside site.
Left: Aerial views of the UMass Boston campus and surrounding features.

Bottom left: Vice Chancellor Arthur Bernard addresses the audience.

Columbia Point
Bayside Exposition Site Strategic Planning Framework

Community Charrette
Saturday, May 7, 2011
Charrette Objectives

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

Vice Chancellor Bernard also noted that this report is to be an assembly of the ideas generated in the charrette discussions and is to be distributed for public review. The university will convene additional meetings of both internal and external stakeholders to further refine not only the ideas summarized herein but additional ideas solicited from the business, government, planning, and academic communities. These meetings will take place over the summer and into the fall.

The university intends to hold a general meeting in the late fall to narrow down the most promising alternatives. This meeting will be open to all, including those who participated in the May 2011 charrette. The exact format of the meeting has not been determined at this time.

A final report with recommendations will be completed by December 2011.
Above: Sailing, marine research, and other ocean-related activities play a significant role in both academic and recreational pursuits at the university.

Right: A map detailing the university’s 25-year master plan, adopted in December 2007.
Charrette Guiding Principles

Development of this peninsula 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 officials 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 both internal and external stakeholders, as well as experts. Draw upon the experiences of local, regional, and peer institutions to identify best practices.
The university's focus on health-care is seen not only in the College of Nursing and Health Sciences, but also in the work of young people in other communities.
Discussion Topics and General Findings

A matrix has been prepared that incorporates all of the comments recorded during the charrette discussion (see Appendix 2). This section summarizes the major points of each group as well as highlights of the prevalent comments. These comments are organized according to the five primary discussion topics as well as points the facilitators felt had special significance. These points have also been incorporated on several diagrams to show relationships to the Bayside site and Columbia Point.

1. **Help integrate Bayside with UMass Boston’s educational objectives and master plan?**

   Advancing the university’s academic mission while collaborating with city/community initiatives was a consistent theme for all groups—that Bayside should be a shared resource that links university to community.

   Some groups supported an expansion of academic use to the site—i.e., “create a new business school.” This approach was consistently tempered by the idea that any academic use should support a service-based affiliation—i.e., a conference center or wellness/fitness center as part of the business school, providing assembly opportunities to the community.

   Other ideas expressed include:
   - A facility that integrates the College of Nursing and Health Sciences with the Geiger-Gibson Community Health Center.
   - Expand the College of Management to provide incubator space for new businesses.
   - Create a School of Energy Studies that researches new energy opportunities and provides a means to communicate/display those findings.
   - Provide state-of-the-art research facilities to build off research of the Environmental, Earth, and Ocean Sciences Department, creating a marine research center with an international reputation.

2. **Complement the City of Boston and integrate the site with the surrounding community?**

   A common theme of all groups was to create a destination (the “Point”) —a mixed-use development that would serve the local community (retail services emphasis) while still attracting users from outside the neighborhood (specialty/thematic uses). The mixed-use theme was clear, as all advocated for retail space and a residential component in addition to university-based research and commercial office space.

   There was considerable discussion about undergraduate student housing, with the recognition that supporting university-related residents (faculty, graduate students, and/or staff) is an important part of building a strong academic community.
Discussion Topics and General Findings (cont.)

3. Take advantage of the site’s unique setting?

The site’s waterfront location was a driver as to how the site should be utilized, including the formal response. Taking advantage of views, making the water’s edge more usable and accessible, and creating a “Blue Way” that links the site to the rest of city were all discussed. All groups also advocated for active and passive recreation uses: an amphitheater for performances, community boating, beaches, and Harborwalk connections were just a few of the ideas.

The site’s location at the entrance to the peninsula provides the opportunity to create a “gateway” that could be celebrated and highlighted. Should it create a new “front door”?

4. Bolster the university’s commitment to sustainability and environmental protection?

All groups felt compliance with LEED standards for both building and neighborhood design must be followed for any new development on the site. There was also a call to do more—to create a “sustainable community” where education facilities integrate with Columbia Point and area residential, business, and institutions to foster an improved quality of life. Sustainability means:

- Support to Geiger-Gibson to advance its mission to improve the health of the community, not just provide healthcare.
- Advance gerontology research to improve the quality of life of the seniors at Harbor Point.
- Improve the quality of elementary education at public schools through partnerships with the College of Education and Human Development, including learning labs both in the existing schools and on the campus.
- Advance neighborhood-based commercial activity through facility and training support for UMass Boston students and community residents through the College of Management.

5. Engage internal and external stakeholders and demonstrate best practices?

As with the other categories, facilitating broader engagement in the redevelopment of the Bayside site took many forms. It was generally perceived that the workshop was a good first step—that it communicated a genuine desire on the part of the university to build on its partnerships with the entire community—residential, institutional, governmental, and business.

- Facilitate direct discussions with neighborhood institutions, including Geiger-Gibson Health Center and St. Christopher’s Church.
- Provide residential opportunities that integrate all community groups, including students who would be “encouraged” to interact with neighborhood residents.
- Improve dissemination of information on the redevelopment process through utilization of all media options, including university radio station, electronic media, social media, and newsletters distributed through local schools and churches.
LAND USE IDEAS

1. "The Point" - Create a destination for community mixed use space/place that provides entertainment and services. Also would reflect international diversity of the community and UMass Boston.

2. Dedicated Open space sufficient in Area (5 Acres) - Programming Required

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 (before Bayside site can be redeveloped)

5. Improve Dever and McCormack Schools’ Architecture

6. Improve McCormack ball fields

7. Expand Harbor Walk to Conley Terminal

8. Opportunities to bring "life" active uses to Mt. Vernon St.

9. Improve connection to MBTA Station

10. Site redevelopment should include BTU site

11. Improve connection to Mosley Park
Provide opportunities for community-based entrepreneurs to have economic investment opportunities in redevelopment efforts:

- Create community benefits plan that provides revenue stream from redevelopment that funds local improvement initiatives.
- Create a participatory process that also encourages involvement/participation of Columbia Point businesses.

6. **Promote improved transit infrastructure in partnership with state and local officials and other stakeholders?**

Establishing water transit to the site was a commonly expressed idea emanating from all of the groups, particularly the creation of a water taxi that could link to downtown. Other ideas included:

- Expanding the UMass Boston shuttle bus loop and making the T more accessible to all peninsula residents—including additional stops of the shuttle on Mt. Vernon.
- Implementing a street beautification program that improves the pedestrian environment on Mt. Vernon.
- Creating more bikeways/trails and expanding Harborwalk.
- Developing the MBTA Bikeshare concept throughout the peninsula.

7. **Housing**

All of the groups discussed the incorporation of housing into the redevelopment of the Bayside site. The housing use that generated the most and strongest discussion was student housing, particularly for undergraduates. Important points to consider include:

- While students made a strong point for the need to provide undergraduate housing on the campus, the community concerns about the impact on their quality of life indicated that student housing on the Bayside site needs further discussion.
- Other types of housing, including opportunities for graduate students, faculty, and scholars, could be incorporated into redevelopment scenarios.
- A mix of housing types, including housing for families and seniors, should be considered.

The site probably should not be exclusively housing, but strong consideration should be given to including housing in the mix of uses, particularly from the point of view that this use would have a significant impact on integrating the Bayside site into the larger Columbia Point community.
POSSIBLE BAYSIDE LAND USE IDEAS

- UMass Boston function with direct link to community, i.e.:
  - Health center/Nursing school
  - Education/Adult Education, youth training, etc.
  - Business incubator / Management school
  - Aquatic facility / Marine research
  - Community center/college of public and community service
- Mixed use - destination place
- Non-academic uses - research/administration/graduate/faculty housing
- Public use - arts, museum, community center, conference space
1. Extend bikeways north to Conley Terminal provide dedicated bikeways
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 bikeshare at UMass Boston
Discussion groups engage in conversation around ideas for the Bayside.
Summary of Discussion Groups’ Comments

Group A — M. David Lee, FAIA, Facilitator

- To address UMass Boston mission, create state-of-the-art research center on energy—a living learning resource for sustainability—outdoor living lab.

- Consider site as extension of UMass Boston campus, but less academic and more administrative/research based.

- Use Bayside as commercial node that connects UMass Boston to community.

- Connectivity to urban fabric, including Mt. Vernon Street, waterfront, Harbor Point, MBTA, and UMass Boston campus very important.

- Blue Way as a vision to address integration into site/context.

- Use Bayside redevelopment as vehicle to reconnect UMass Boston to Columbia Point—exhibit student work, university initiatives.

- Make Mt. Vernon more pedestrian-friendly—aid in connecting Bayside to UMass Boston main campus—better transit access, more active uses, upgrade architecture.

- Connect to waterfront physically and programmatically.

- Use site to tell of area history.

- Consider broader development vision, including integration of other site uses/properties.

Group B — Jonathan Evans, Facilitator

- Develop site to address university mission, including business incubator space tied to management/research, student housing to build sense of university community, center for education and training under school of management mission, weekend college that expands access/utilization.

- Bring uses that reinforce access to community—public uses like restaurants, residential typologies that support diverse family structure, community resource supporting arts, culture, social justice/activism.

- Social justice/activism—give community members a vested financial interest in the redevelopment of the Bayside site to ensure proper representation.

- Wellness center that links research and community service.
Aerial map of the Bayside site.
Summary of Discussion Groups’ Comments (cont.)

- Use site location to provide physical/programmatic link to area maritime activities, including research link with aquarium and public boardwalk with public uses.

- Incorporate sustainable design initiatives, including storm-water retention, green roofs, and wind power, as well as climate-change impacts on waterfront development (sea-level change) and self-sustaining opportunities like local agriculture.

- Facilitate community involvement in site development through integration of uses like affordable housing, economic participation like community benefits funding, and non-profit uses that facilitate university/community partnerships.

- Increase communication of development activities to community through radio, print, and electronic media.

- Improve site access from MBTA and community as a whole through expanded and improved street network and bus/trolley service, as well as bike facilities.

- Work to develop Mt. Vernon Street as community Main Street.

- Incorporate student housing to facilitate sense of university community and to improve student connections to larger community.

- Reimagine student housing to support diverse family structures. Potential for new architectural models to support single mothers and provide needed support systems.

- Host a charrette to address issues around student housing.

**Group C — Thomas Maistros, AIA, Facilitator**

Utilize site to create a truly sustainable university/Columbia Point community:

- A Bayside development that partners with the Geiger-Gibson Community Health Center to give research, staffing, and facilities support and provides real-world experience to students.

- Build relationships with other Red Line institutions around research initiatives.

- Partner with Boston Public Schools and Harbor Point residences to improve learning environment for area students, including providing staff and facilities support for the 13th Year Program.

- Provide space for implementation of the UMass Boston Master Plan that allows the Bayside site to be developed around a strong university/community partnership while strictly student-based functions are accommodated on main campus.
Charrette participants engage in discussions during the group meetings.

Far left: A presentation from one of the workgroups.
Summary of Discussion Groups’ Comments (cont.)

- Bring a mix of uses to Bayside that creates the critical mass to support a 24-hour destination sufficient to sustain destination retail as well as service site, community, and university needs.

- Provide space for institutional uses, such as a multicultural center that reflects the diverse nature of community—reflects international flavor of both university and community. Can include culinary arts fostered by restaurants.

- Take advantage of the waterfront location to form a usable open space that extends/connects to interior space, provides views from those interior spaces to the water, and utilizes the waterfront for public accommodation.

- Further supports sustainability by maximizing LEED Neighborhood Development (ND) and building standards.

- Allow for the incorporation of student housing to create a “student community” (though not on Bayside site and without participatory review process).

**Group D – Leonardi Aray, AIA, Facilitator**

- Incorporate a multi-use community center that provides training, daycare, adult education, and after-school youth programs (computer center and recording studio). Urban learning center that has a jobs-creation process.

- Provide spaces for public accommodation on the site/waterfront, including active recreation (beachgoing, kayaking, boating, fishing), site interpretation (historic landmarks), and community events (celebrate Evacuation Day).

- Incorporate community health center (wellness center), providing wellness programs to community.

- Although there was some support, the general position was not to locate undergraduate student housing on Bayside. If student housing were to be built, it should be incorporated 24/7 into the community.

- Provide accommodation for SAT/GED programs for 17 years+ in collaboration with Boston Teachers Union. BTU expressed desire to remain on the Bayside site and have a place in the future development of the site.

- Incorporate UMass Boston marine sciences programs that target reclamation of the harbor.
Incorporate uses that serve community and students. And parking should not be exclusively for students. Program should include safe places for neighborhood residents to play.

Create a destination, but avoid duplication of services found elsewhere in Columbia Point. Include arts center that is available to Boston residents. Provide hang-out places that are visible and accessible, both indoor and outdoor—incorporate restaurants (eateries).

Provide mechanism to advance UMass Boston services and resources, including info on scholarships for local residents. Have the site development create revenue stream with funds dedicated to public purpose.

Provide open spaces that connect back to community (LEED ND principle).

Provide opportunities for UMass Boston students to be involved in development process and understand firsthand application of sustainable design for buildings.

Encourage community involvement by utilizing existing public participation venues and providing job opportunities.

Take advantage of site location and future development opportunities to increase visibility of UMass Boston/Columbia Point.

Expand public access through expanded MBTA service, including a trolley line on Mt. Vernon, improved pedestrian environment on Mt. Vernon, and further development of bicycle access, including Boston Bike Network initiatives.

**Group E — Larry Bluestone, AIA, APA, Facilitator**

Create a destination—Harbor Point Port—that could include public uses, such as museum/cultural institution, water shuttle dock, and retail. Could also have community boating facilities. Might build on symbolic lighthouse reinforcing maritime and UMass Boston ties.

Strengthen Mt. Vernon Street as a new major link between the “gateway” Bayside site and the core UMass Boston campus.

Students now often lack a strong sense of community among themselves at UMass Boston. Include a multipurpose facility providing conference space, arts facilities, commercial, student services (study), retail (coffee shop), theaters, and retail services (pharmacy, dry cleaner, etc.) for use by both UMass Boston and the larger community.

Incorporate UMass Boston student programs, such as Wellness Program, in conjunction with College of Nursing and Health Sciences and marine biology research (classroom space) and/or student work-study programs.

Bring housing to diversify site use, including senior housing (empty-nesters, alumni, and lifelong learning advocates).
- Support sustainability initiatives incorporating not just building technologies but also shoreline restoration/stability and sea-level change from global warming.

- Engage Harbor Point residents and Task Force, as well as supporting institutions such as the Boys and Girls Club and BC High in the ongoing planning process.

- Improve access to and around Columbia Point by increasing transit service, particularly on Mt. Vernon, expanding bikeways, and generally improving the pedestrian environment/experience on Mt. Vernon Street through the introduction of retail (phasing of Bayside redevelopment may suggest that the streetscape improvements begin at the eastern end by UMass, creating an improved interface/entrance to the university).

- Increase parking opportunities/management by creating shared parking arrangements between various landowners.

- Improve existing amenities in cooperation with McCormack Graduate School, JFK Library, and state archives.

- The Bayside site will take time to redevelop because it will be used as parking while core campus construction is undertaken. Therefore, the phasing sequence of development on the peninsula is important to consider, since other peninsula improvements should not wait. Perhaps neighborhood amenities and neighborhood retail should be provided in early stages of the peninsula’s redevelopment—maybe at the eastern end of a revitalized Mt. Vernon Street.
Appendix 1
Charrette Presentation
Finding Common Ground
Bayside Exposition Site Strategic Planning Framework

Community Charrette
Saturday, May 7, 2011
State of the University
Today’s goal is to solicit feedback and guidance from the University’s neighbors and key stakeholders in the crafting of a planning framework for the future development of the former Bayside Exposition site. UMass Boston enters this process in partnership with the community to seek the best use for this unique site that advances the educational objectives of the University and improves the quality of life for the residents and other stakeholders of Columbia Point and surrounding communities.
APPENDIX 1 - CHARRETTE PRESENTATION

Agenda

8:30 - 10:00
• Welcome: J. Keith Motley, PhD Chancellor
• Charrette Overview: Arthur Bernard, Vice Chancellor for Government Relations and Public Affairs
• Background Presentation: Stull and Lee, Inc.
  • Guiding Principles
  • Site and Context
  • Issues and Opportunities
  • Land Use Precedents and Trends
• Transition to Working Groups / Instructions on Charrette

10:15 - 12:30
• Working Group Discussions (includes lunch)

12:30 - 2:00
• Report back
• Closing Remarks and Next Steps: Arthur Bernard
Guiding Principles

Bayside and the Development of Columbia Point
Guiding Principles
Bayside and the Development of Columbia Point

- **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.

- **Complement the City of Boston’s connections** to the region, the nation, and the world.
Guiding Principles
Bayside and the Development of 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 harbor walk.
Guiding Principles
Bayside and the Development of Columbia Point

- **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.
Guiding Principles
Bayside and the Development of Columbia Point

• Partner with state and local officials 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 both internal and external stakeholders as well as experts. Draw upon the experiences of local, regional, and peer institutions to identify best practices.
APPENDIX 1 - CHARRETTE PRESENTATION

**Context**

Bayside and the Development of Columbia Point
APPENDIX 1 - CHARRETTE PRESENTATION

Context
Site / Waterfront
APPENDIX 1 - CHARRETTE PRESENTATION

Context

Abutters
APPENDIX 1 - CHARRETTE PRESENTATION

Context
Mount Vernon Street
APPENDIX 1 - CHARRETTE PRESENTATION

Context
Columbia Point Landmarks
Site Related Issues and Constraints

1. Site Control

2. Lack of site visibility/accessibility
Site Related Issues and Constraints

3. Confusing and unattractive entry to peninsula

3. Confusing and unattractive entry to peninsula
Site Related Issues and Constraints

4. Poor pedestrian link to “T”

5. Lack of positive edge definition
Site Related Issues and Constraints

6. Relationship to main campus

7. Few pedestrian amenities
Site Related Issues and Constraints

8. "Barrier-like" pedestrian environment

9. Unattractive gateway to campus
1. Partner with stakeholders and critical agencies to improve quality of entry experience to the peninsula.

2. Monitor transit-oriented development potential at JFK Station relative to university interests.
3. Explore "optimum" points of access to site and waterfront
Site Related Opportunities

4. Explore the potential of a significant publicly accessible amenity at the waterfront.

4. Explore the potential of a significant publicly accessible amenity at the waterfront.
Site Related Opportunities

5. Improve pedestrian environment between transit station and the peninsula

6. Consider joint efforts with relevant stakeholders to make Mount Vernon the community “Main Street.”
Site Related Opportunities

7. Enhance activities that build on Mt Vernon street as a community street.

8. Bring more pedestrian quality to both Mount Vernon Street and Morrissey Blvd including the possible addition of a dedicated bicycle way.
Site Related Opportunities

9. Explore potential for a more porous and pedestrian-friendly edge to harbor point residential community.

10. Improve Mount Vernon campus gateway experience.
University of Toledo
Peer Institution

U. of Toledo Business Incubation Program

- The program serves as home to start-up companies that benefit from aligning with university resources.

- Partnership provides technology companies with tools, training and infrastructure to grow business that will create jobs and revenue for the region.

- The University of Toledo is home to several incubation centers: Clean and Alternative Energy Incubator, The Lab Incubation Center, Nitschke Technology Commercialization Complex, and the Minority Business Development Center.
Land Use Precedents and Trends
Complex, Business Incubator

Duke, NC State, NCCU, and UNC
The Research Triangle Park

- One of the most significant high-tech research and development centers in the United States with over 130 research and development facilities and over 39,000 employees.
- At the heart of the Triangle’s economic success is the collaboration among public, private and academic partners.
Land Use Precedents and Trends
Complex, Business Incubator

UNC Charlotte
Charlotte Research Institute
- Umbrella organization designed to assist UNCC research programs to more effectively partner with government entities and the private sector.
- Goal is to enhance the technology infrastructure of the Charlotte region.
- Works in the community to accelerate the growth of small business and university start-ups.
Land Use Precedents and Trends
Mixed-Use Complex

U. of Illinois Chicago
University Village / South Campus

- The South Campus project revitalized a rapidly deteriorating historic neighborhood.
- The south side of campus is home to 1,500 student housing units, 930 private residential units, a conference center and new commercial ventures.
- Served as a catalyst for further redevelopment in the area.
Land Use Precedents and Trends

Mixed-Use Complex

Ohio State University
South Campus Gateway/High Street

- Gateway is product of a decade long partnership between OSU and the City of Columbus to improve the quality of life in the University District.
- Gateway brings life to High Street to better serve students, neighborhood residents and visitors.
- Residential and entertainment center including rental apartments, retail, and cinema.
Land Use Precedents and Trends

Mixed-Use Complex

Arizona State University
Skysong Center

- Designed to foster collaboration and innovation and raise Arizona’s profile as a global center in the technology sector.

- New corridor of economic growth creates a unique regional economic and social asset and includes retail, office, and research facilities.
Land Use Precedents and Trends

Mixed-Use Complex

Columbia University
Manhattanville Campus

- Academic expansion, housing and ground floor retail space that strives to weave with the fabric of the surrounding community.
- Allows the University to structure its growth over the next 25 years.
- Public amenities include pedestrian friendly streets and a new waterfront park.
Land Use Precedents and Trends

Mixed-Use Complex

UPenn, Drexel University, University of the Sciences

University City District

• Vibrant and diverse neighborhood of West Philadelphia featuring renowned centers of education, medicine and technology.

• Combination mixed-use commercial, residential, hotel, academic buildings and retail that is inhabited by students and families.

• Name coined in mid 1950s to attract University faculty back to neighborhoods near UPenn.
Land Use Precedents and Trends
Community Service Based Initiative, Education Focus

Trinity College
Neighborhood Revitalization, Hartford Connecticut.
Community service based initiative, education focused

- The College has galvanized other large neighborhood institutions, government and private industry in a collaboration to save Frog Hollow for its existing residents.

- The College’s $175 million investment consists of: three new schools, a technology center, a Boys and Girls Club (managed by Trinity students), a job training center, a family resource center, and a new police substation.
Land Use Precedents and Trends

Educational Facility

Temple University
Peer University

Entertainment and Community Education Center

• The ECEC houses commercial and educational program for both the University and the surrounding community.

• It functions as a resource for the community with a particular focus on seniors and youth featuring a computer lab, classrooms, a library, lounge, and community meeting room as well as a radio station and ground level retail space.
Land Use Precedents and Trends

Research / Educational Facility

University of Vermont
Leahy Center for Lake Champlain
Aquarium and Science Center

- Facility anchors the Burlington waterfront and its educational programs promote environmental stewardship

- Consortium of organizations work together for public and academic engagement in science, environmental education, research and cultural history.
Land Use Precedents and Trends

Educational Facility

UPenn

Penn Alexander School
Singular use, education focus

- The K-8 neighborhood school founded in 1998 by University of Pennsylvania, the City school district, and the Philadelphia Federation of Teachers.

- Founded with heavy participation from parents, teachers, university faculty, community members, and neighborhood groups.

- The school features unique professional development focus and serves as a hub for educators in West Philadelphia for professional growth.
Land Use Precedents and Trends
Community Service Based Initiative, Healthcare Focus

Duquense University
Off campus pharmacy in The Hill District of Pittsburgh

- School of Pharmacy invested over $600,000 to open a pharmacy off campus in the Hill District neighborhood of Pittsburgh.
- Becomes a university armature for accessible, affordable health and education services for an under served community.
Land Use Precedents and Trends
Academic Facility, Cultural Focus

UMass Dartmouth
New Bedford/ College of Visual & Performing Arts

- UMass moved its College of Visual & Performing Arts into downtown New Bedford in a vacant Star Department Store
- Added vitality to the downtown area includes a new performing arts theater.
Discussion Topics
Discussion Topics

What uses for the site can you envision that will:

A. Help integrate it with UMass Boston’s educational objectives and master plan?
B. Complement the City of Boston and integrate the site with the surrounding neighborhoods?
C. Take advantage of the site’s unique setting?
D. Bolster the University’s commitment to sustainability and environmental protection?
E. Engage internal and external stakeholders and demonstrate best practices?
F. Promote improved transit infrastructure in partnership with state and local officials and other stakeholders?
Next Steps

• Following today’s charrette, the University will assemble the ideas generated during the meeting in a report which will be available by the end of June.

• Smaller Internal and external stakeholder meetings will be conducted during the summer and early fall to further refine the idea’s generated during the charrette.

• We will hold another general meeting similar to today’s charrette in the late fall to narrow down the achievable alternatives.

• A report in the charette findings including recommendations will be completed by December 2011.
Appendix 2
Matrix of Discussion Topics
## Summary of Comments from Discussion Session – Group 1, M. David Lee

### A. Uses That Meet UMass Boston Educational and/or Master Plan Objectives

<table>
<thead>
<tr>
<th>Category</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enhance Education Experience</strong></td>
<td>Outdoor living lab facility.</td>
</tr>
<tr>
<td><strong>New Educational Endeavors Looking to the Future</strong></td>
<td>Create a state-of-the-art research center on energy, a learning living resource for sustainability—walk the walk—expo center of energy. A center for bio-mimicry, history, and culture.</td>
</tr>
<tr>
<td><strong>Impacts Facilities Master Plan</strong></td>
<td>Move some existing uses from UMass Boston campus to this site—bring life to site. Evaluate where to put parking garages to manage visual impact. Site could accommodate administrative uses to free more student space on campus. Could use site for state-of-the-art business school facility. Could be a place to exhibit work conducted at UMass Boston.</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td>Could shift student housing off campus to this site.</td>
</tr>
<tr>
<td><strong>Conference/Meeting Space</strong></td>
<td>Provide facility that can entertain large groups and is free to the neighborhood.</td>
</tr>
</tbody>
</table>

### B. Complement City of Boston/Integrate with Surrounding Community

<table>
<thead>
<tr>
<th>Category</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community-Oriented Retail/Services—“The Point”</strong></td>
<td>Develop urban design framework for Site and surrounding area to make public realm more inviting. Facilitate pedestrian connection to UMass Boston—provide places to go to attract users. Create commercial node that serves university and community and is near subway with critical mass to make self-sustaining. Create a multi-use place. Could have retail, but not “Big Box.”</td>
</tr>
<tr>
<td><strong>Community/University Collaboration</strong></td>
<td>Bring UMass Boston main campus uses/programs to site that can engage community. Main campus has student center—this site could have community center.</td>
</tr>
<tr>
<td><strong>Community Resource Center</strong></td>
<td>Bring museum use that is unique to this site and its history. Create accessible link to water’s edge—look to pier 5 in Chelsea as example.</td>
</tr>
<tr>
<td><strong>BRA Master Plan</strong></td>
<td>Rethink street patterns with streets that connect the peninsula—multi-modal paths. Look to NE and Tufts Greenway project. It is in all property owners’ interest to make area livelier.</td>
</tr>
</tbody>
</table>
APPENDIX 2 - MATRIX OF DISCUSSION COMMENTS (CONT.)

C. Takes Advantage of Site’s Unique Setting

<table>
<thead>
<tr>
<th>Water Transit</th>
<th>Water shuttle from Downtown.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marine-Related Activities</td>
<td>Consider uses that will allow more intense use of waterfront. Boat pier with ferries to Quincy Market.</td>
</tr>
<tr>
<td>Active Recreation/ Public Use</td>
<td>Connect to Carson Beach.</td>
</tr>
<tr>
<td>Entertainment/ Public Accommodation</td>
<td>Create a coastal greenway that not only tells the story of the land at the edge of the water but educates about the water itself (like Echo Center), a Blue Way.</td>
</tr>
<tr>
<td>History</td>
<td>Build on relationship to state archives.</td>
</tr>
</tbody>
</table>

F. Promote Improved Transit Infrastructure

<table>
<thead>
<tr>
<th>Mass Transit</th>
<th>Improve pedestrian access to mass transit stop—roads are too wide. Provide discount T passes and more Blue Wave buses.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus Service</td>
<td>Provide free trolley on Mt. Vernon.</td>
</tr>
<tr>
<td>Bicycle</td>
<td>Provide a variety of walking and bike paths—not just on main roads.</td>
</tr>
</tbody>
</table>

Morrisssey

Rethink Morrisssey Blvd.

Parking

Parking to be integrated into buildings behind “public” uses with occupied space above. Needs to be a balance between number of spaces and reliance on mass transit.

G. Other

| Public Improvements | Address negative image (architecture) of BPS. Rethink state police facilities at circle—redesign Kosciuszko Circle. Improve connections to Moakley Park. |
|---------------------|---------------------------------------------------------------------------------
| Boston Teachers Union | Make concerted effort to acquire site/integrate into development. |

H. Housing

| Academic Benefits | A strategy for student housing is a way to make going to school more affordable. Could be a dedicated dorm to a living learning process—possibly an honors program. |
|-------------------|-------------------------------------------------------------------------------------------------
| Community Concerns | Consider other options like faculty and graduate student housing—not necessarily for undergraduate students. Generally believe dorms can work on Bayside site. |
### Summary of Comments from Discussion Session – Group 2, Jonathan Evans

#### A. Uses That Meet UMass Boston Educational and/or Master Plan Objectives

<table>
<thead>
<tr>
<th>Address</th>
<th>Create center for education and training.</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMass Boston</td>
<td></td>
</tr>
<tr>
<td>responsibility as &quot;Public Institution&quot;</td>
<td></td>
</tr>
<tr>
<td>Expand Education Mission</td>
<td>Weekend College.</td>
</tr>
<tr>
<td>Enhance Education Experience</td>
<td>Bring housing options for university, including students, visiting faculty and scholars, thereby creating sense of university community.</td>
</tr>
<tr>
<td>New Educational Endeavors Looking to the Future</td>
<td>Facility that supports emerging trends.</td>
</tr>
<tr>
<td>Housing</td>
<td>Advocate for student housing—would help with student involvement in university.</td>
</tr>
<tr>
<td></td>
<td>Student housing would not threaten commuter mission of university.</td>
</tr>
<tr>
<td></td>
<td>Support research mission by improving access/proximity of students.</td>
</tr>
</tbody>
</table>

#### B. Complement City of Boston/Integrate with Surrounding Community

| Community-Oriented Retail/Services—"The Point" | Provide restaurants that keep people in the community/bring people to community/reflect cultural diversity through restaurants. |
| Senior Housing | Provide cutting-edge residences—support different family structures. |
| Contemporary Arts Center | Create facility similar to MOCA that has affiliation with ICA, MassArt, UMass Boston. |
| Community/University Collaboration | Center that links culture, art, social justice/activism. Move GoKids to this site to improve access/better engage community. |
| Health Center | Wellness center that links research and community service. |
## APPENDIX 2 - MATRIX OF DISCUSSION COMMENTS (CONT.)

<table>
<thead>
<tr>
<th>Business Incubator</th>
<th>Create business incubator district that links university/private sector.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Resource Center</td>
<td>Conference center that also provides public meeting facilities; accessible public amenities.</td>
</tr>
<tr>
<td>Employment/Public Benefits</td>
<td>Site becomes more attractive to community with job opportunities. Incorporate opportunities for small, community-based businesses, including any potential housing development.</td>
</tr>
<tr>
<td>BRA Master Plan</td>
<td>Rethink street patterns with streets that connect the peninsula—multi-modal paths. Look to NE and Tufts Greenway project. It is in all property owners’ interest to make area livelier.</td>
</tr>
<tr>
<td>C. Takes Advantage of Site’s Unique Setting</td>
<td></td>
</tr>
<tr>
<td>Water Transit</td>
<td>Should be high priority.</td>
</tr>
<tr>
<td>Marine-Related Activities</td>
<td>Partner with aquarium on marine studies.</td>
</tr>
<tr>
<td>Active Recreation/Public Use</td>
<td>Create accessible active green space at water—link to community via boardwalk with food/restaurants.</td>
</tr>
<tr>
<td>D. Sustainability and Environmental Protection</td>
<td></td>
</tr>
<tr>
<td>Responsible Development</td>
<td>No parking/no sprawl.</td>
</tr>
<tr>
<td>LEED-Certified Buildings</td>
<td>Rooftop gardens, solar power, LEED ND, public database for all actions that affect nature (Yale/Berkeley examples), IBEW windmill, decentralized electrical, storm-water retention, address water level as a result of climate change. Create institute for the study of water.</td>
</tr>
<tr>
<td>Sustainable Neighborhood Development</td>
<td>Agriculture—grow food.</td>
</tr>
<tr>
<td>E. Engage Internal and External Stakeholders</td>
<td></td>
</tr>
<tr>
<td>Empowerment</td>
<td>Provide opportunities for community to be actively involved in development through economic participation (community benefit dollars from Double Tree).</td>
</tr>
<tr>
<td>Housing</td>
<td>Integrate affordable housing.</td>
</tr>
</tbody>
</table>
APPENDIX 2 - MATRIX OF DISCUSSION COMMENTS (CONT.)

Community/University Relationship

As the university develops, so does the community.
Community resistance to student housing reflects concern over changing mission of university.
Need to engage other institutional neighbors in discussion—church/health center.
Create non-profit center facilitating discussion between Columbia Point institutions.

Outreach

Increase communication to community through radio and print and electronic media. Newsletter distributed through church, schools. Engage political/community leadership, communicate benefits (jobs, economic investment).

F. Promote Improved Transit Infrastructure

Mass Transit

Improve access to the site from MBTA and community as a whole.
More frequent bus stops.
Hop on and off trolley system.
MBTA inhospitable—make more accessible, expand hours and capacity.

Bus service

Expand hours—allow use by community.

Bicycle

Improve access.
Bike rental station.
Bike trail/path.

G. Other

Potential Uses

Costume museum, formal event space (amphitheatre), maritime history (retired vessel), public library, cybercafé.

Mass Office of Public Collaboration

Mt. Vernon as Main Street—provide better streetscape, benches, and site amenities.

Public Radio

Expand access to community through increased visibility—allow to be avenue for public feedback.

H. Housing

Academic Benefits

Improved student involvement in research activities.

Social/University Community Benefits

Caretaker opportunities promote student interaction.
Promote resident and commuter student interaction.

Economic Benefits

Employment opportunities—student and community.

Community Concerns

Concerns that educating local residents is no longer a priority. Opportunities lost due to increased competition, boarder pool.
Recommend separate charrette that addresses student housing, allowing university and community engagement.
Need to get faculty to be more progressive—can-do attitude.
Summary of Comments from Discussion Session – Group 3, Thomas Maistros

A. Uses That Meet UMass Boston Educational and/or Master Plan Objectives

Enhance Education Experience
Students want full college experience on par with other institutions.

New Educational Endeavors Looking to the Future
Develop facility for 13th Year program—high school “feeder” program that focuses on advancing medical and sciences education through affordable public college (corporate partnerships). EMK Academy for Health Careers.

Health and Wellness
Health center that provides “real world” opportunities for training and research to multiple university programs with direct connection to Geiger-Gibson. Health Center could be rebuilt/incorporated into complex, including classrooms and space for outreach programs like GoKids.

Global Research
Build on greater Boston institutionally based research and development initiatives—“Innovation on the Red Line.”

Impacts Facilities Master Plan
Possible location to link/grow support space. Could be space to locate non-academic space—student activity and/or university administration.
Site can be used to allow master plan to be adjusted to meet new reality—expansion from 15.5k to 18k students.
Site can be used as staging to facilitate new construction. Academic uses are possible but must deal with distance to main campus.

B. Complement City of Boston/Integrate with Surrounding Community

Community-Oriented Retail/Services—“The Point”
Develop as commercial center—provide services to adjacent community and business opportunities, including retail/restaurants.

Destination retail/reflect cultural diversity through restaurants—destination retail as component.

Senior Housing
Integrate elderly housing that utilizes UMass Boston gerontology program to improve quality of life for elderly and quality of education/service for students. Should be affordable and market rate.

Community/University Collaboration
Create multicultural center that is supported by institution and reflects nature of community—reflects international flavor of both—can include culinary arts fostered by restaurants.

Health Center
Provide space for new Geiger-Gibson.

Business Incubator
Research incubator space building on existing UMass Boston programs—support global competition initiatives through development of commercial space that can be utilized across the business spectrum. Users must agree to prescribed requirements around student hiring, profitability, etc.

Community Resource Center
Site must be developed for multiple purposes to maintain connection of community. Consider gym or recreational uses that are accessible to community.
### BRA Master Plan

Density to support “urban” lifestyle and infrastructure investment requirements—mix of uses to create 24-hour community.

### C. Takes Advantage of Site’s Unique Setting

<table>
<thead>
<tr>
<th>Water Transit</th>
<th>Provide public water service.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marine-Related Activities</td>
<td>Connect to harbor.</td>
</tr>
<tr>
<td>Marine Research</td>
<td>Build on relationship to harbor and ocean.</td>
</tr>
<tr>
<td>Entertainment/Public Accommodation</td>
<td>Consider amphitheater with passive open space and tot lot/playground component. Determination is existing open space sufficient. Does not need to be expanded—just programmed. Building form should respond to maximize waterfront views (internal/from building). Massing should set back to create elevated exterior spaces on the water side.</td>
</tr>
</tbody>
</table>

### D. Sustainability and Environmental Protection

<table>
<thead>
<tr>
<th>Responsible Development</th>
<th>Use development as teaching opportunity by integrating features that communicate benefits of health and wellness—create sustainable development.</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEED-Certified Buildings</td>
<td>Sustainable community through integration of services that are taught at UMass Boston.</td>
</tr>
</tbody>
</table>

### Sustainable Neighborhood Development

Following objectives of LEED ND, create development that builds community accommodating needs of university and community, such as neighborhood health center providing quality healthcare for residents, real-world training opportunities for nursing program, and research space.

### E. Engage Internal and External Stakeholders

| Community/University Relationship | Addition of student housing changes university mission as well as impacting quality of life of adjacent residential communities. |

### F. Promote Improved Transit Infrastructure

| Mass Transit | Reinforce reliance and access to public transportation. |
| Bicycle | Shared bike program related to T initiative. |
| Mt. Vernon | Site is too remote to expect pedestrian connection under current environment. |

### H. Housing

| Social/University Community Benefits | Students don’t get sense of community without residential component. |
| Community Concerns | Need to address city policy mandating university-based student housing. Concerns remain in community regarding impact on neighborhood’s quality of life. |
### Summary of Comments from Discussion Session – Group 4, Leonardi Aray

#### A. Uses That Meet UMass Boston Educational and/or Master Plan Objectives

<table>
<thead>
<tr>
<th>Category</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expand Education Mission</strong></td>
<td>Provide accommodation for SAT/GED programs for 17 years+ in collaboration with BTU (Teachers Union).</td>
</tr>
<tr>
<td><strong>Enhance Education Experience</strong></td>
<td>Foster UMass Boston student involvement in site development process, particularly related to sustainable practices.</td>
</tr>
<tr>
<td><strong>Health and Wellness</strong></td>
<td>Incorporate community health center, providing wellness programs for community.</td>
</tr>
<tr>
<td><strong>Global Research</strong></td>
<td>Incorporate UMass Boston marine sciences program that targets reclamation of the harbor.</td>
</tr>
<tr>
<td><strong>Impacts Facilities Master Plan</strong></td>
<td>Incorporate uses that serve community and students without parking and student housing—safe places to play.</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td>Concerns about impact of student housing on neighborhood and changing character/mission of university.</td>
</tr>
</tbody>
</table>

#### B. Complement City of Boston/Integrate with Surrounding Community

<table>
<thead>
<tr>
<th>Category</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community-Oriented Retail/Services—&quot;The Point&quot;</strong></td>
<td>Create a destination—avoid duplication of services. Provide hang-out places visible and accessible/both indoor and outdoor—incorporate restaurants (eateries). Include arts center that is available to Boston residents.</td>
</tr>
<tr>
<td><strong>Community/University Collaboration</strong></td>
<td>Create urban learning center that has a jobs-building process. Law enforcement presence important. Incorporate urban learning center through UMass Boston programs, including youth after-school programs, performing arts, ESL...</td>
</tr>
<tr>
<td><strong>Business Incubator</strong></td>
<td>BNS incubator.</td>
</tr>
<tr>
<td><strong>Community Resource Center</strong></td>
<td>Incorporate a multi-use community center that provides training, day care, adult ed, ESL... Encourage use of existing open space. Provide opportunities for youth computer center and recording studio.</td>
</tr>
<tr>
<td><strong>Lifelong Learning</strong></td>
<td>Adult education center with classes on cooking, design, ESL.</td>
</tr>
<tr>
<td><strong>Employment/Public Benefits</strong></td>
<td>Provide mechanism to advance UMass Boston services and resources, including info on scholarships for local residents. Have the site development create revenue stream with funds dedicated to public purpose.</td>
</tr>
</tbody>
</table>
C. Takes Advantage of Site’s Unique Setting

**Marine-Related Activities**
- Capitalize on harbor location (uses and views).

**Active Recreation/Public Use**
- Provide public beach with active recreation resources like kayaks, bathhouse, fishing, boating.

**Entertainment/Public Accommodation**
- Create open space of appropriate scale.
- Celebrate old “Civil War” connection—Dorchester High House.

**History**
- Provide historic markers with data/information on site significance.
- Reflect civic pride like Quincy.
- Create a place that attracts people to the site through the accentuation of historic importance.
- Host Evacuation Day celebration.

D. Sustainability and Environmental Protection

**LEED-Certified Buildings**
- Take advantage of opportunities to incorporate solar energy.

**Sustainable Neighborhood Development**
- Provide open space/fields that connect back to community. Create greenhouse and community gardens with farmers’ market that provides goods to UMass Boston and community. Have UMass Boston students actively involved in development process, utilizing skills/knowledge in sustainability practices.

E. Engage Internal and External Stakeholders

**Empowerment**
- Provide residents job opportunities.

**Community/University Relationship**
- Include neighborhood participation beyond Columbia Point.
- A tall building could be a landmark that symbolizes university/community collaboration—also draws interest by standing out.

F. Promote Improved Transit Infrastructure

**Mass Transit**
- Extend MBTA service into site/peninsula.
- Improve the quality of circulation along Mt. Vernon.
- Develop tourist loop on Columbia Point with tourist destinations identified.

**Bicycle**
- Bike paths along the beach? Provide bike lanes, particularly from UMass Boston to site, and further develop Boston Bike Network.

**Mt. Vernon**
- Develop retail uses on Mt. Vernon, including shops, restaurants, and nightclubs that improve connection of Bayside to UMass Boston.

G. Other

**Boston Teachers Union**
- Boston T.U. partnership with the proposed uses.

H. Housing

**Community Concerns**
- Not full support for student housing. If student housing on Bayside, should be integrated with other uses and have 24/7 accessibility to the public.
## APPENDIX 2 - MATRIX OF DISCUSSION COMMENTS (CONT.)

### Summary of Comments from Discussion Session – Group 5, Larry Bluestone

#### A. Uses That Meet UMass Boston Educational and/or Master Plan Objectives

<table>
<thead>
<tr>
<th>Addresses</th>
<th>Provide public/private enterprises that create opportunities for student work/study programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMass Boston Responsibility as &quot;Public Institution&quot;</td>
<td>Model private/public enterprises.</td>
</tr>
<tr>
<td>Expand Education Mission</td>
<td>Create multimedia/TV studios.</td>
</tr>
<tr>
<td>Enhance Education Experience</td>
<td>Cultural center.</td>
</tr>
<tr>
<td>New Educational Endeavors Looking to the Future</td>
<td>Marine biology research/classrooms.</td>
</tr>
<tr>
<td>Health and Wellness</td>
<td>Create health and wellness center in conjunction with College of Nursing.</td>
</tr>
<tr>
<td>Impacts Facilities Master Plan</td>
<td>Open space, shared athletic facilities, performing arts, parking.</td>
</tr>
<tr>
<td>Conference/Meeting Space</td>
<td>Multipurpose complex with conference space, arts facilities, commercial, student services (study), retail (coffee shop), theaters, and retail services (pharmacy, dry cleaner, etc.).</td>
</tr>
</tbody>
</table>

#### B. Complement City of Boston/Integrate with Surrounding Community

| Community-Oriented Retail/Services—"The Point" | Harbor Point Port—create a destination that includes museum/cultural institution and water shuttle dock. Short-term uses could include convenience retail. |
| Senior Housing | Empty-nester housing, alumni, affordable that takes advantage of proximity to T. |
| Contemporary Arts Center | Destination should include museum and/or cultural institution. |
| Health Center | Integrate Geiger-Gibson with wellness program/UMass Medical. |
| Business Incubator | Involve companies that contract with UMass Boston—under MOUs. |
| BRA Master Plan | Follow height limits, extend Harborwalk. |

#### C. Takes Advantage of Site’s Unique Setting

| Water Transit | Implement water shuttle service. |
| Marine-Related Activities | Marine port. |
| Active Recreation/Public Use | Waterfront open space—beach—public sailing center/community boating (for kids). |
APPENDIX 2 - MATRIX OF DISCUSSION COMMENTS (CONT.)

Entertainment/Public Accommodation

Waterfront/community destination.

Welcoming, embracing architecture.

History

Incorporate lighthouse as symbol of waterfront and UMass Boston mascot—landmark.

D. Sustainability and Environmental Protection

Responsible Development

Remove Bayside Center to create space for new development—open space.

LEED-Certified Buildings

Yes—also facilitate storm-water management, green technologies, solar power.

Harbor

Address shore erosion.

Climate Change

Address sea-level change in setting elevation of future development.

E. Engage Internal and External Stakeholders

Empowerment

Develop MOU with stakeholders on long-term process (use BC High/Boys and Girls Club/UMass Boston as example).

Community/University Relationship

Engage Harbor Point Residents and Task Force.

Outreach to St. Christopher’s.

Outreach

Outreach through e-mail broadcasts and webcasts as well as other social media.

F. Promote Improved Transit Infrastructure

Mass Transit

Improve access.

Assist with orientation coming off T.

Bus Service

More stops between T and UMass on Mt. Vernon. Expand hours (nighttime service).

Bicycle

Extend bikeways to Neponset and north to Conley Terminal—separate ped from bikes.

Improve with bike-share program.

Develop parking guidelines for Segways.

Mt. Vernon

Improve ped environment by creating boulevard with landscaped median—new amenities, buffers, remove fencing(?) or make more green, benches, bus stops. Make east end more open and friendly.

Morrissey

Incorporate traffic-calming measures.

Parking

Develop shared parking plan.

Allow parking on westside. Circulation direction should be changed to two-way.

G. Other

JFK

Interface with existing amenities, JFK and state archives.
Appendix 3
List of Attendees
# APPENDIX 3 - LIST OF ATTENDEES

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Agee</td>
<td>UMass Boston/IT</td>
</tr>
<tr>
<td>Jim Allen</td>
<td>UMass Boston/Horticulture</td>
</tr>
<tr>
<td>Leonardi Azay</td>
<td></td>
</tr>
<tr>
<td>Yasmine Babio</td>
<td>Alumni</td>
</tr>
<tr>
<td>Phanenca Babio-James</td>
<td>UMass Boston/Alumni</td>
</tr>
<tr>
<td>Mary Balaconis</td>
<td>South Boston Resident</td>
</tr>
<tr>
<td>Lou Brady</td>
<td>Geiger-Gibson</td>
</tr>
<tr>
<td>Donna Brown</td>
<td>South Boston CDC</td>
</tr>
<tr>
<td>Sr. Elizabeth Calcagni</td>
<td>Notre Dame Montessori</td>
</tr>
<tr>
<td>Corey Carpenter</td>
<td>UMass Boston Alumni</td>
</tr>
<tr>
<td>James Cauley</td>
<td>Work Inc.</td>
</tr>
<tr>
<td>Albert Chen</td>
<td>UMass Boston/Student Government</td>
</tr>
<tr>
<td>Patrick Connolly</td>
<td>Boston Teachers Union</td>
</tr>
<tr>
<td>Nathan Cooper</td>
<td>CSDC</td>
</tr>
<tr>
<td>Michael Corcoran</td>
<td>Corcoran/Jennison</td>
</tr>
<tr>
<td>Bill Cotter</td>
<td>Savin Hill</td>
</tr>
<tr>
<td>Steve Crosby</td>
<td>UMass Boston/McCormack</td>
</tr>
<tr>
<td>Christine DePalma</td>
<td>Graduate School</td>
</tr>
<tr>
<td>Patty Domeniconi</td>
<td>WUMB</td>
</tr>
<tr>
<td>Chris English</td>
<td>Mayor’s Office</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Dee Esposito</td>
<td>Boston Teachers Union/H&amp;W</td>
</tr>
<tr>
<td>Cuf Ferguson</td>
<td>UMass Boston/College of Public and Community Service</td>
</tr>
<tr>
<td>Bob Ferrara</td>
<td>South Boston Pop Warner</td>
</tr>
<tr>
<td>Chris Fitzgerald</td>
<td>UMass Boston/Athletics</td>
</tr>
<tr>
<td>Tierney Flaherty</td>
<td>Mayor’s Office</td>
</tr>
<tr>
<td>Peter Forman</td>
<td>South Shore Chamber of Commerce</td>
</tr>
<tr>
<td>Marilyn Frankenstein</td>
<td>UMass Boston/Professor</td>
</tr>
<tr>
<td>Anamarija Frankic</td>
<td>UMass Boston/Environmental, Earth and Ocean Sciences</td>
</tr>
<tr>
<td>Richard Fullam</td>
<td>Resident</td>
</tr>
<tr>
<td>Thomas Gannon</td>
<td>South Dorchester Resident</td>
</tr>
<tr>
<td>Althea Garrison</td>
<td>Resident</td>
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<tr>
<td>Bill Geary</td>
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<tr>
<td>Sanford Gilmore</td>
<td>CDC of Boston</td>
</tr>
<tr>
<td>Andrea Goggin</td>
<td>UMass Boston/College of Management</td>
</tr>
<tr>
<td>Lauren Greene</td>
<td>Student</td>
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<tr>
<td>David Higgins</td>
<td></td>
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<tr>
<td>Joan Hill</td>
<td>Saint Christopher’s</td>
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<tr>
<td>Albert Holland</td>
<td>Kennedy Academy</td>
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<tr>
<td>Janet Jones</td>
<td></td>
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<tr>
<td>Winston Langley</td>
<td>UMass Boston/Provost</td>
</tr>
<tr>
<td>Name</td>
<td>Affiliation</td>
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<tr>
<td>Viven Li</td>
<td>Boston Harbor Islands Assoc.</td>
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<tr>
<td>Neil MacInnes-Barker</td>
<td>UMass Boston/Student Government</td>
</tr>
<tr>
<td>Valerie Marms</td>
<td>Harbor Point Resident</td>
</tr>
<tr>
<td>Darryl Mayers</td>
<td>UMass Boston/Procurement</td>
</tr>
<tr>
<td>Alan McGoldrick</td>
<td>Melville Park Assoc.</td>
</tr>
<tr>
<td>Bob Mickiewicz</td>
<td>Hancock Street Civic</td>
</tr>
<tr>
<td>Jay Miller</td>
<td>Boys and Girls Club of Brockton</td>
</tr>
<tr>
<td>Marshall Milner</td>
<td>UMass Boston/College of Science and Mathematics</td>
</tr>
<tr>
<td>Grady Moates</td>
<td>WUMB</td>
</tr>
<tr>
<td>Berlinda Mojica</td>
<td>Student</td>
</tr>
<tr>
<td>Pat Monteith</td>
<td>WUMB</td>
</tr>
<tr>
<td>Theresa Mortimer</td>
<td>UMass Boston/Chancellor’s Office</td>
</tr>
<tr>
<td>Allison Nichols</td>
<td>UMass Boston/Facilities</td>
</tr>
<tr>
<td>Paul Nutting</td>
<td>Columbia–Savin Hill Civic Association</td>
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<tr>
<td>Steven Nye</td>
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<tr>
<td>James Overton</td>
<td>UMass Boston/Chief of Police</td>
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<tr>
<td>David Palmater</td>
<td>WUMB</td>
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<tr>
<td>Tad Read</td>
<td>Boston Redevelopment Authority</td>
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<tr>
<td>Brianna Reyes</td>
<td>UMass Boston/Student Government</td>
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<tr>
<td>Anne Riley</td>
<td>UMass Boston/A&amp;F</td>
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<tr>
<td>Neil Rosenberg</td>
<td>UMass Boston/A&amp;F</td>
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<tr>
<td>Peter Sasso</td>
<td>Melville Park Assoc.</td>
</tr>
<tr>
<td>Diane Smith</td>
<td>Alumni/South Boston Resident</td>
</tr>
<tr>
<td>Holly Sutherland</td>
<td>UMass Boston</td>
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<tr>
<td>John Thompson</td>
<td>Resident</td>
</tr>
<tr>
<td>Barbara Trybe</td>
<td>FMS</td>
</tr>
<tr>
<td>Michael Valenzuela</td>
<td>UMass Boston/Housing</td>
</tr>
<tr>
<td>John Walsh</td>
<td>MHHCH/DRLC</td>
</tr>
<tr>
<td>Don Walsh</td>
<td>Columbia–Savin Hill Civic Association</td>
</tr>
<tr>
<td>Bill Walczak</td>
<td>Columbia–Savin Hill Civic Association</td>
</tr>
<tr>
<td>Jean Wiecha</td>
<td>UMass Boston/GoKids</td>
</tr>
<tr>
<td>Jack Wiggin</td>
<td>UMass Boston</td>
</tr>
<tr>
<td>Sue Wolfson</td>
<td>Urban Harbors Institute</td>
</tr>
<tr>
<td>Geraldine Wyse</td>
<td>UMass Boston/A&amp;F</td>
</tr>
</tbody>
</table>