

Balancing Community Development with Creating a Destination:

Next Steps for the Charlestown Navy Yard

Team 1

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The Charlestown Navy Yard



Decommissioned in
1970s, BRA given
ownership

Navy Yard Master Plan
(1975-78)

City of Boston
Municipal Harbor Plan
(1990)

Double Interpretive
Loop Plan (1991)

Waterfront Activation
Plan (2006)

Why was the 2006 Waterfront Activation Plan not implemented?



- No definitive plan for the CNY waterfront
- Complex regulations on public space
- Lack of an enforcement strategy and agency
- Loss of credibility of the BRA among the advocacy groups and the CNY residents



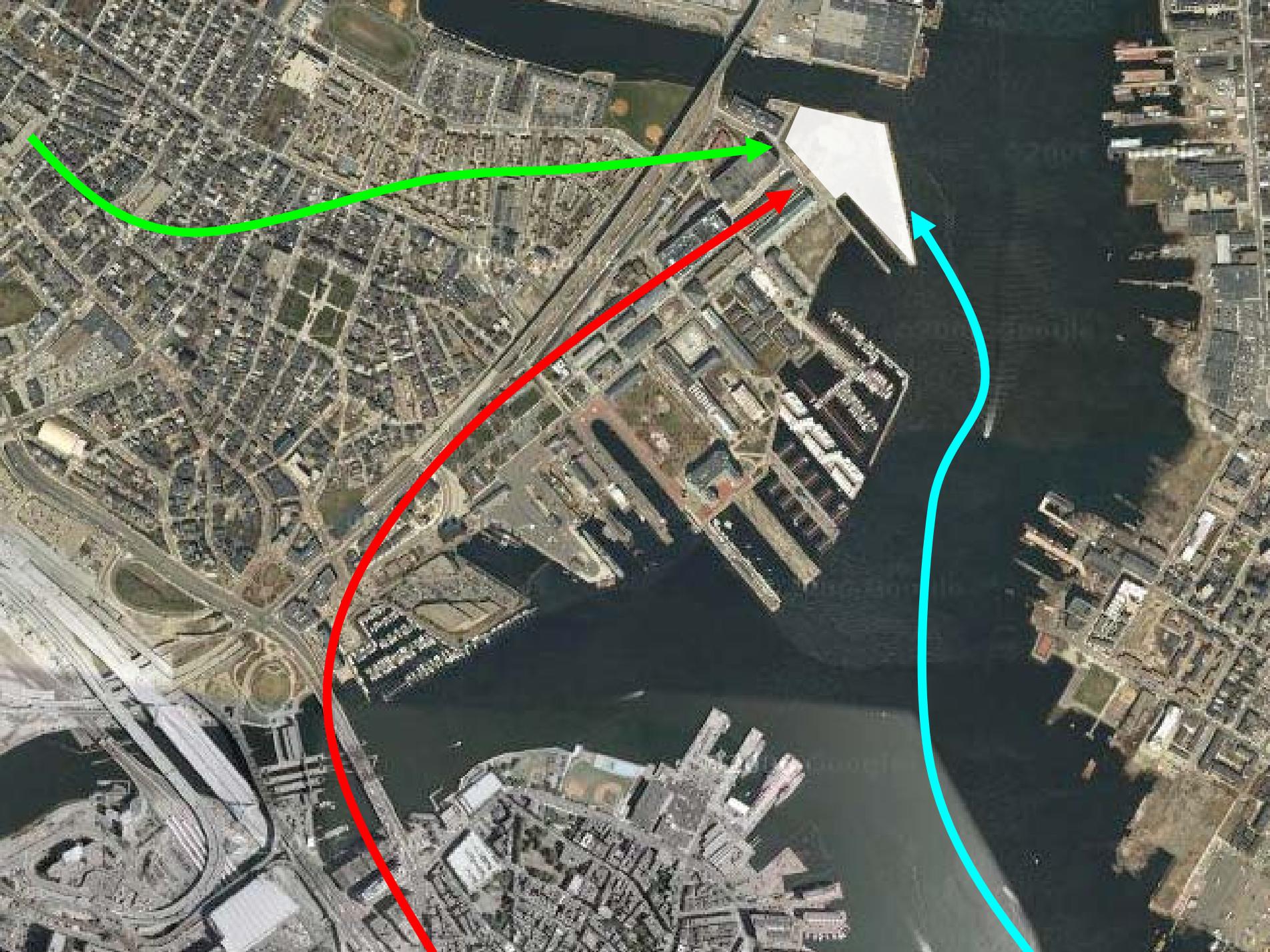
A Development Agenda

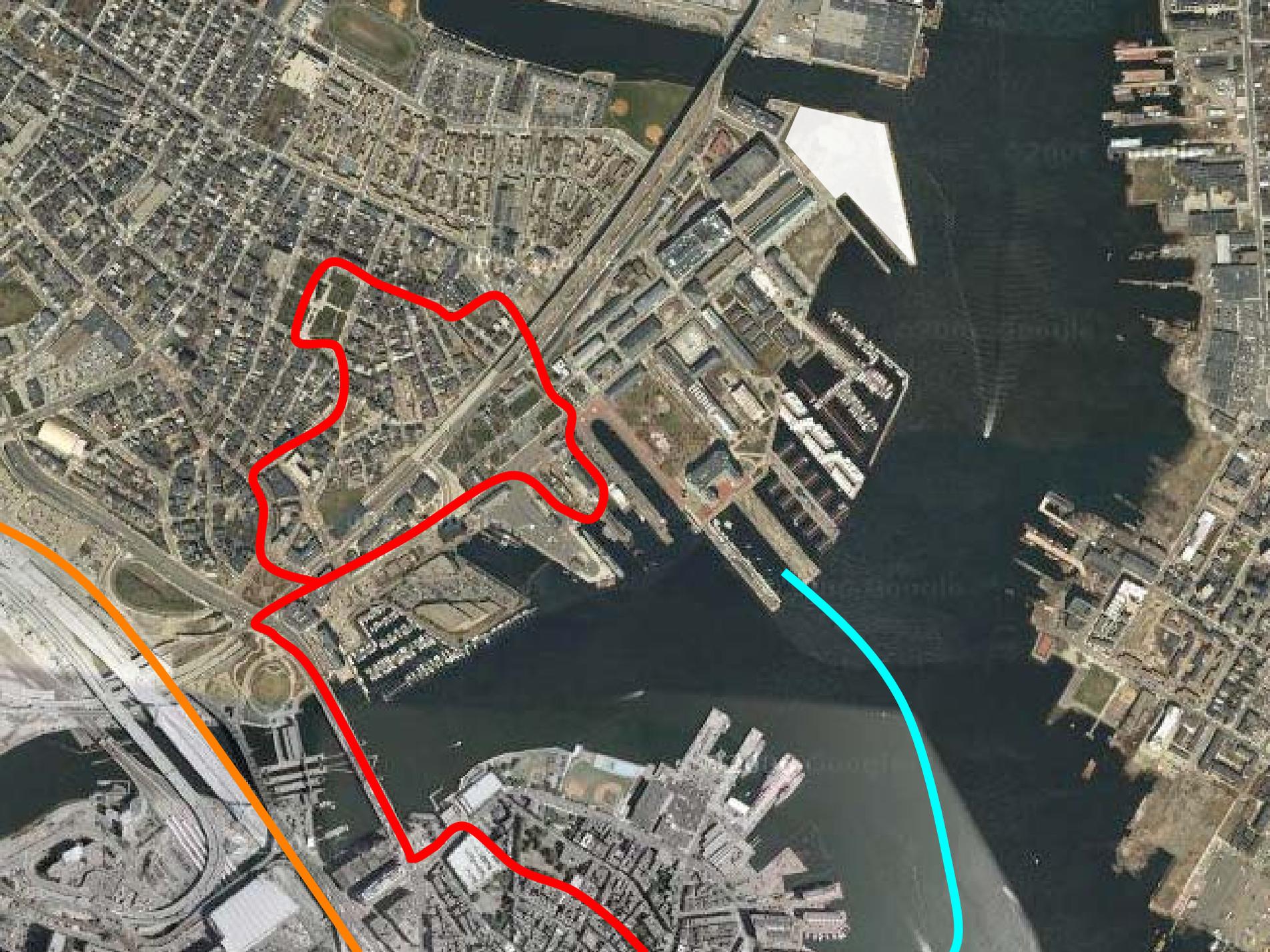


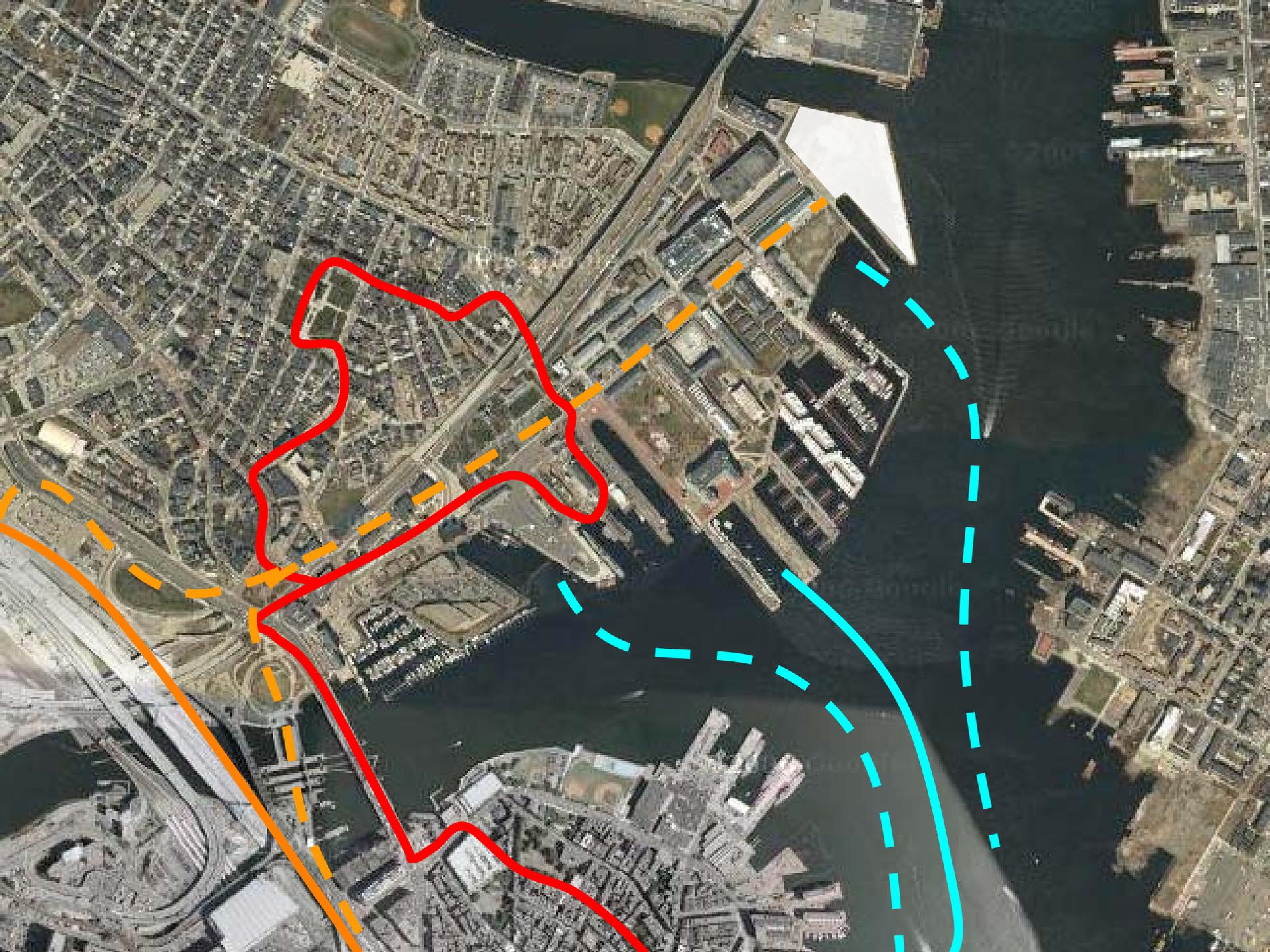


- Yard's End is the "Head of the "Harbor"
- Intended to serve as start/end point
- Must be directly accessible

Objective: Anchor the Harborwalk's "Head" via "one stop" transportation options









Retain from Waterfront Activation Plan

- Ferry Service
- MBTA Shuttle
- Internal Way-Finding Signage
- Some Parking

Supplement/Expand

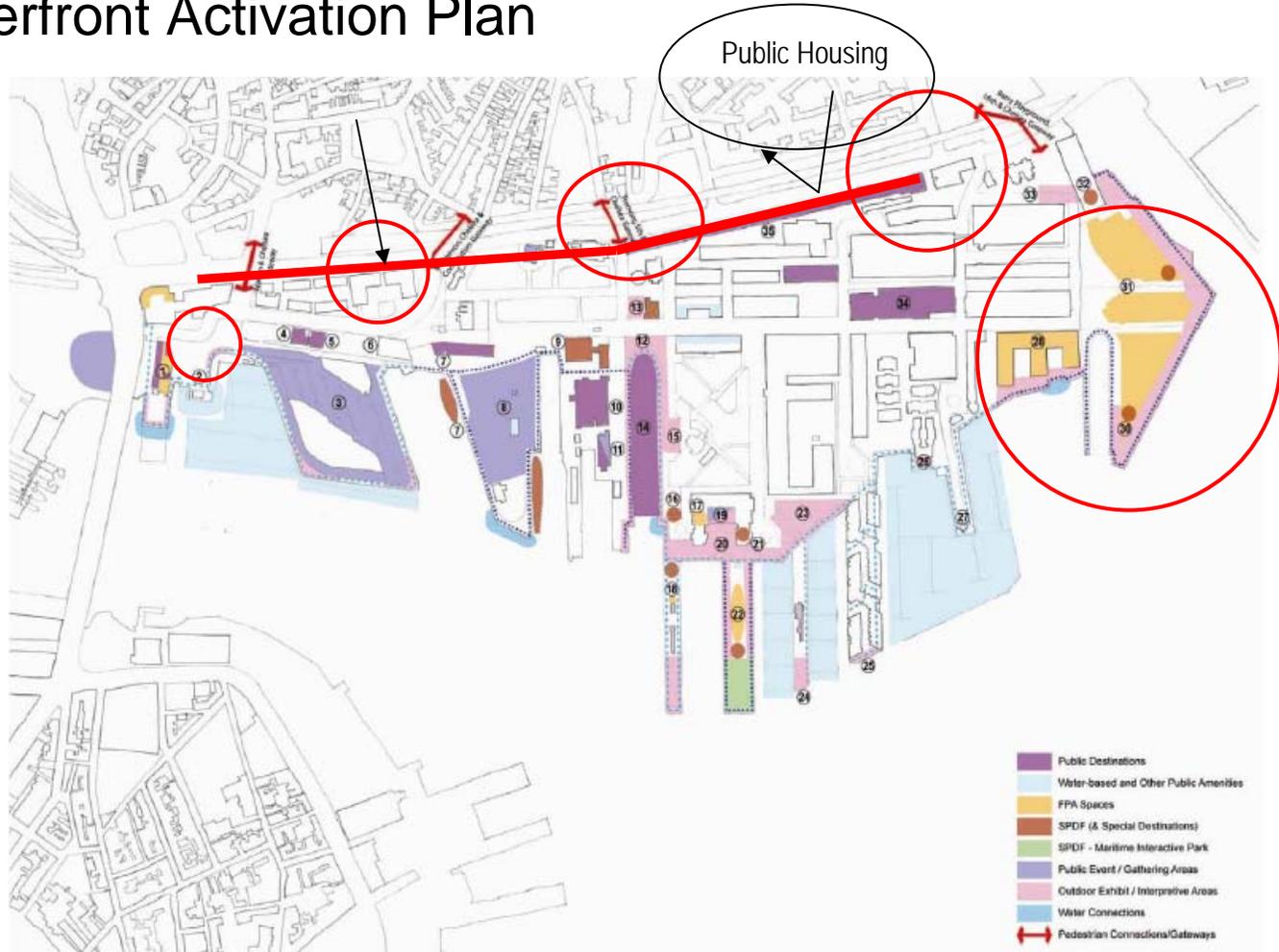
- Expand Ferry Service to other routes
- Increase signage and pedestrian access to northern entrance (Charlestown residents)
- Limit parking to residents only

Destination Public Space

Access
Destination
Self-Finance
Definitive Plan
Stakeholder Organization

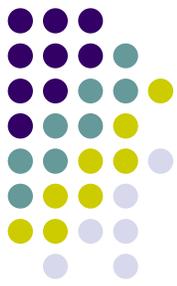


Merits of Waterfront Activation Plan



Disperse Public Destinations

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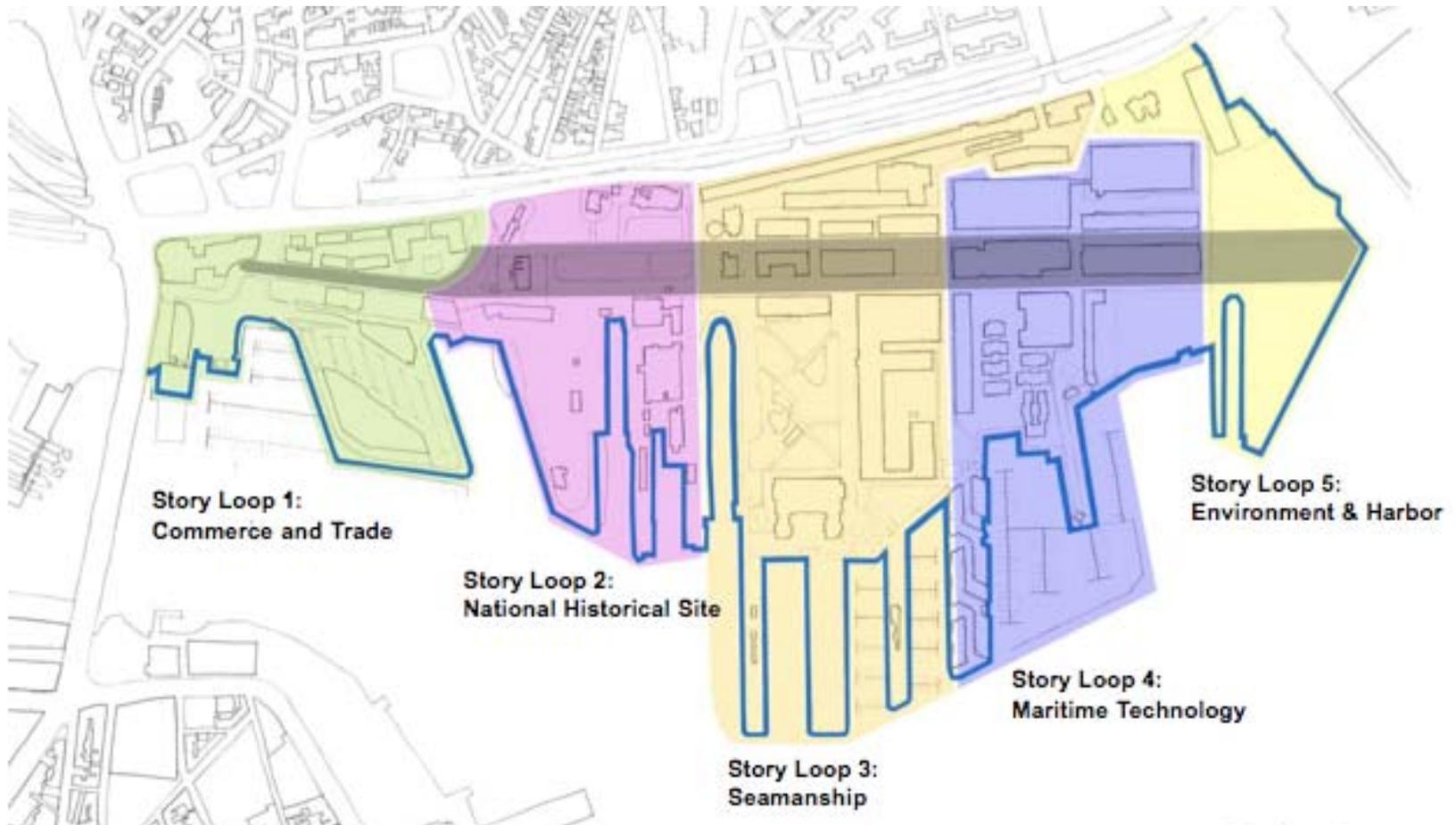
Disperse Public Destinations

- Charlestown *is* a destination
- Encourages public to walk length of Harborwalk
- Encourages economic development; restaurants and retail
- Discourages vacant property

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Develop a Destination with Identity



Destination Yards End

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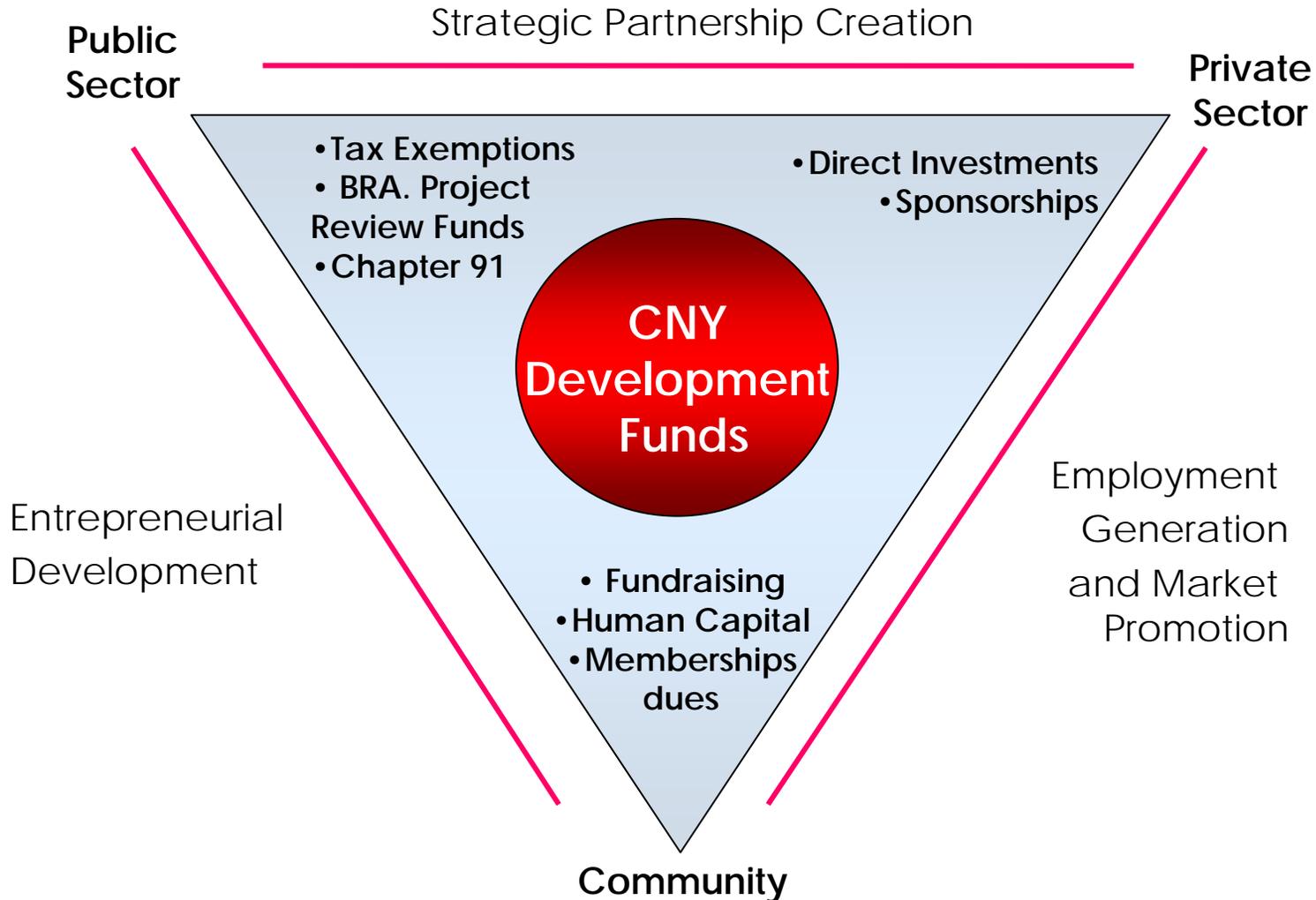


Story Loop for Yard's End

- Public park
- Connection to Deer Island
- Transportation hub
- Programming activities
- Public destination

Self Finance 1

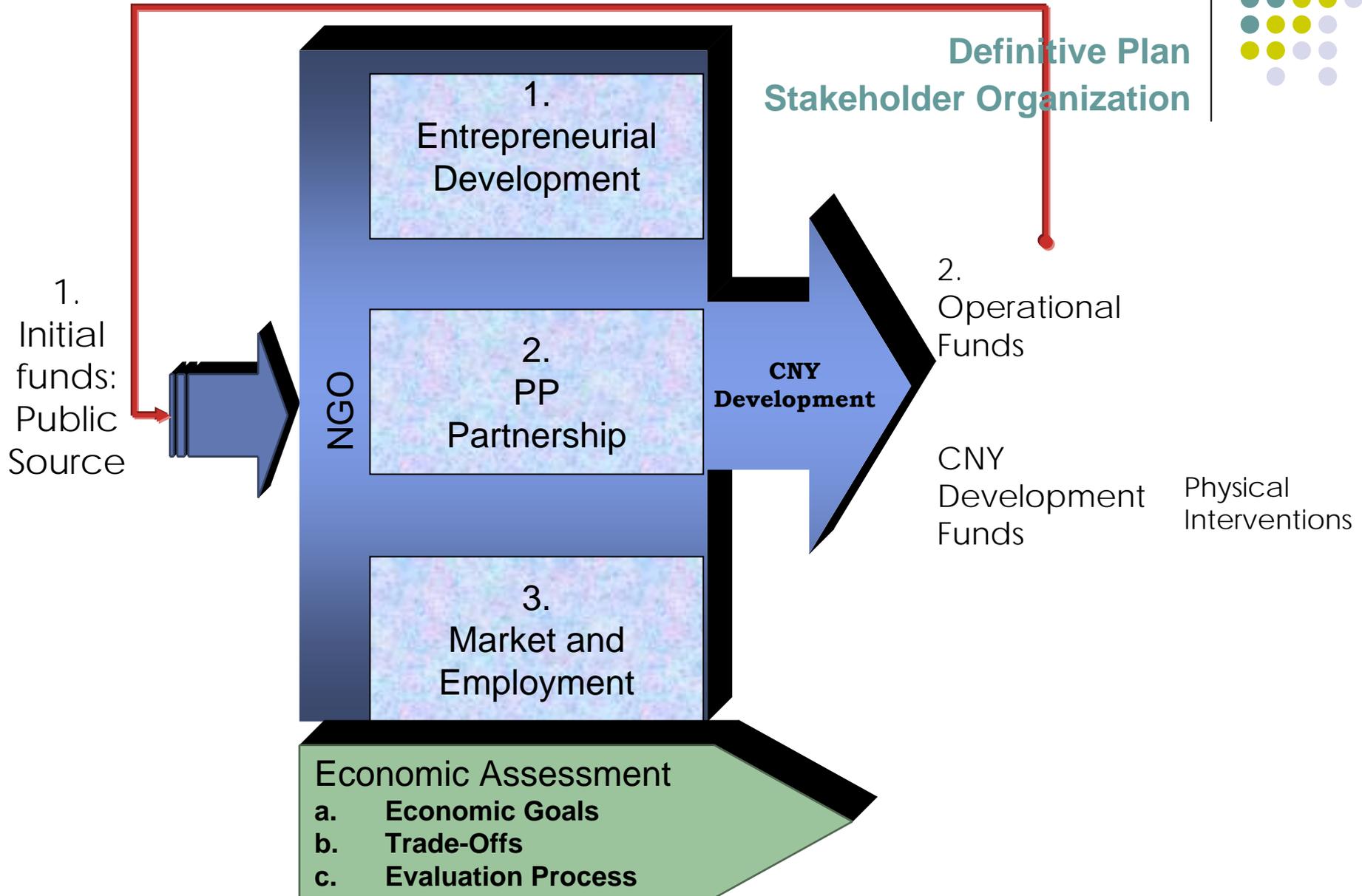
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Self Finance 2

Access
Destination

Self-Finance



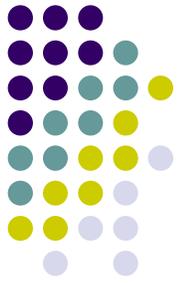
Definitive Plan 1

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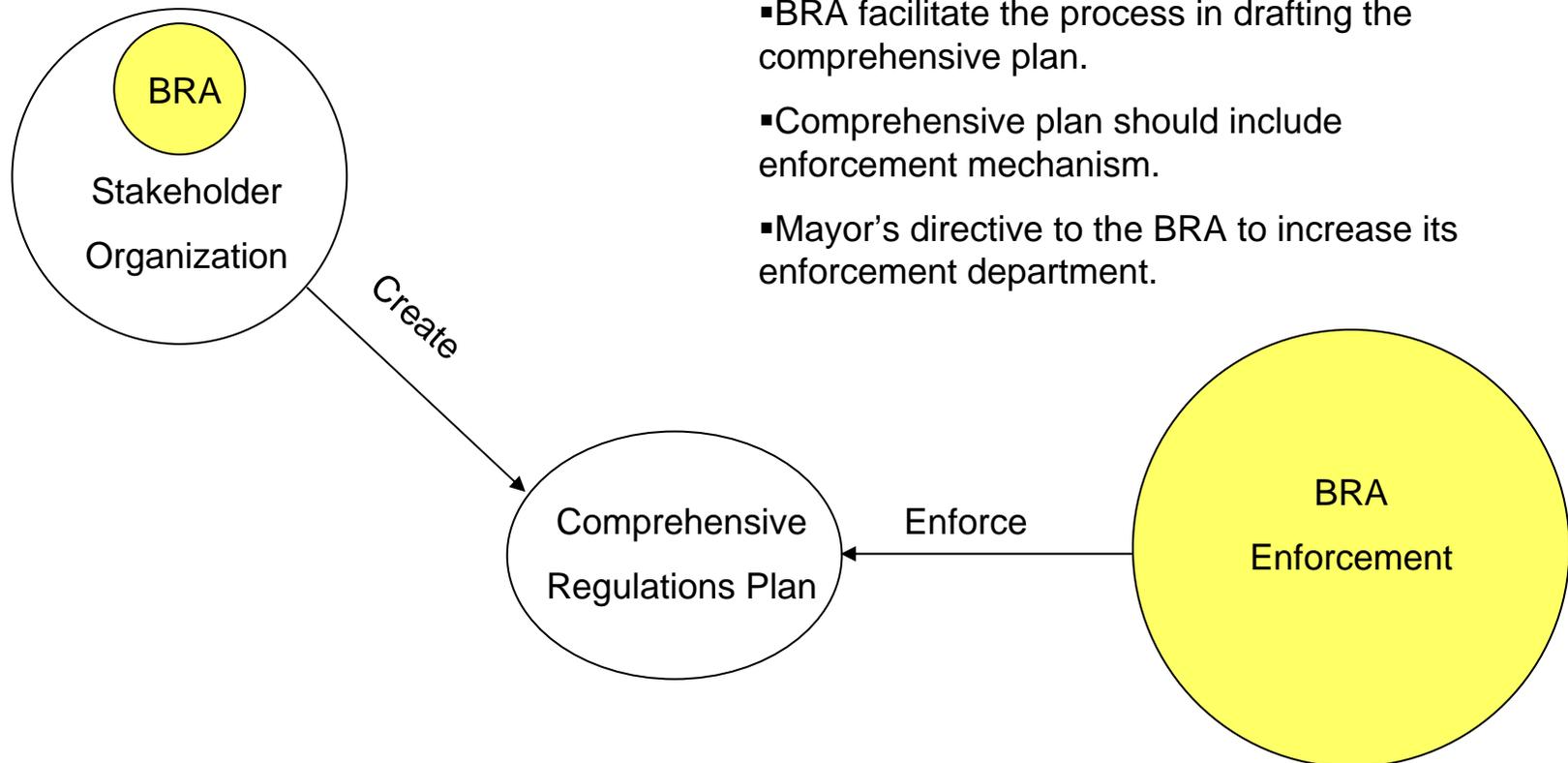


- No definitive plan for the CNY waterfront.
- Current Waterfront Activation Plan has written contracts which are not enforced by the BRA.
- BRA's enforcement department understaffed, leading to slack enforcement.
- Loss of credibility of the BRA among the advocacy groups and the CNY residents

Definitive Plan 2



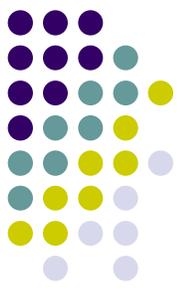
Definitive **Charlestown Waterfront Regulations Plan** to dictate all future development.
The regulations plan should address enforcement strategies.



Focus on Collaboration

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Focus on Collaboration



Stakeholder Organization

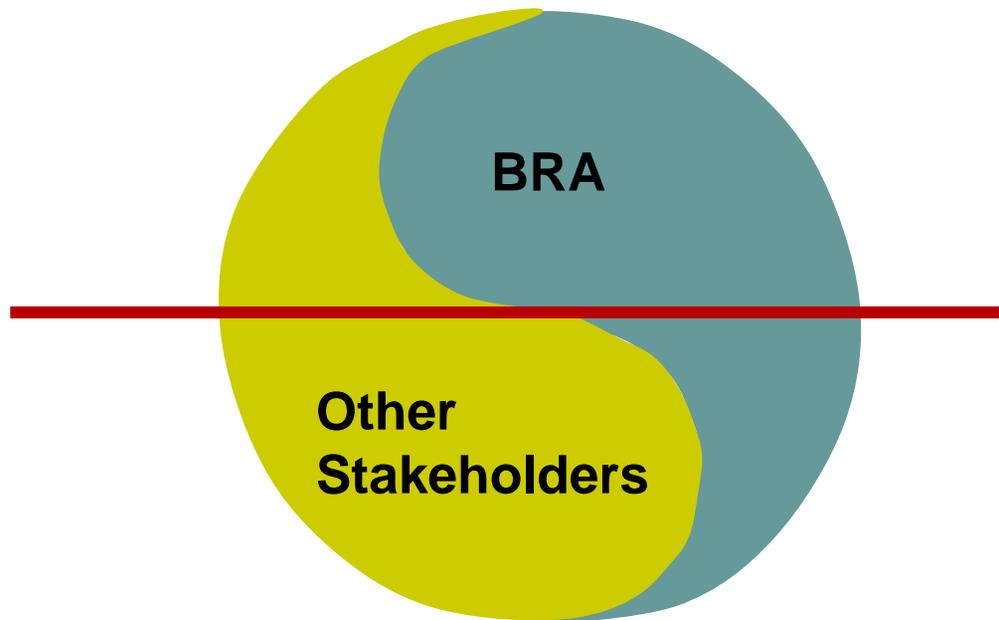
- Actively listen to Charlestown stakeholders
- Form a Stakeholder-driven Community Organization
- Don't Forget Physical Development
- Collaboration is the Key to Success (Alternative Dispute Resolution)



Stakeholder Organization

Stakeholder Organization Decision Structure

Physical Development



Cultural Development



A Development Agenda

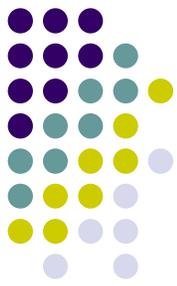


Appendix: Self -Finance

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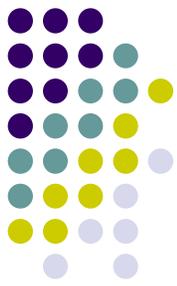
Appendix: Self-Finance

Definitive Plan
Stakeholder Organization



1. Local Entrepreneurial Development

- Start-Up Funding for Residents
 - Individual and Community Funds.
 - Funds Managed in a Trust.
- Generation of Business Opportunities Ideas
 - Business Plans Definition.
 - Franchises with Cultural and Historical Dedication
 - Type of business tied to each loop's theme.
 - Local stock exchange
- Permanent Advisement and Capacitation



2. Strategic Public-Private Partnership

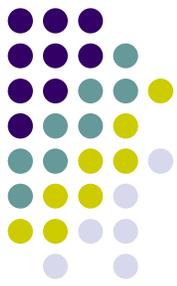
- Action Plan for Private Investment
 - Guidelines for promoting and regulating private participation.
 - Based on a technical approach.
 - Target Markets
 - Construction of demand functions
 - Available business opportunities
 - Benefits provided by the government
 - Promotion with potential investors.
 - Personal meetings
 - Firms' activities related with the loops' themes.
 - Special attention to services and goods needed in CNY
- Wise Use of the Regulation to Attract Investors
 - Thorough analysis and distribution of FPAs and SPDFs
 - Chapter 91 Funds.
 - Fiscal Incentive Strategies

Appendix: Self -Finance

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3. Employment and Market Promotion

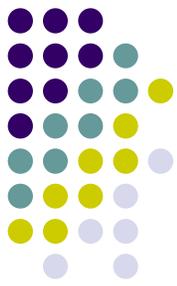
- Employment Promotion
 - Incentives for firms hiring CNY residents.
 - New services provided by residents (Tourist Guiding)
- Market Promotion
 - Publicity (Printed Local Magazine)
 - Special offers and promotions for CNY residents

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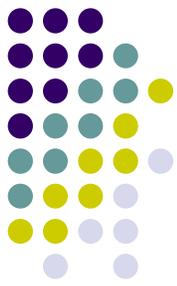


Driving the Economic Growth of CNY

- Socioeconomic Assessment of the Future of CNY
 - Demographical and economic growth forecasting
 - Gentrification
- Real State Investment Analysis.
 - Trade-Offs
 - Negative. Exclusive land prices.
 - Positive. Stronger market
- Economic Development Plan Definition
 - Economic goals
 - Timeline
 - Evaluation strategy
 - Measures and Indexes

Appendix: Stakeholder

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Appendix: Stakeholder Organization

Actively listen to Charlestown stakeholders

- Lack of stakeholder passion due to poor engagement
- Mayor must create a new BRA protocol to:
 - Listen to what stakeholders are talking about
 - Craft meaningful responses
- Opportunity to rebuild BRA credibility by engaging stakeholders in this manner and incorporating stakeholder passions in development plans

Appendix: Stakeholder

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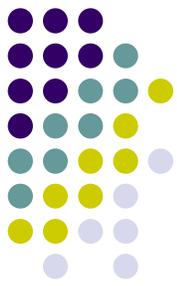
Appendix: Stakeholder Organization

Collaboration is the Key to Success

- The stakeholder organization will include the BRA and will therefore provide:
 - A forum to collaborate on Navy Yard cultural development, lead by stakeholders with BRA input
 - A forum to collaborate on Navy Yard physical development, lead by the BRA with stakeholder input
 - A forum for alternative dispute resolution, to avoid litigation
- The BRA will be a partner in the Navy Yard redevelopment process, rather than the parent

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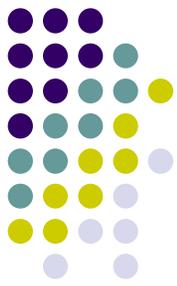
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Don't Forget Physical Development

- The BRA must continue to provide physical development and planning support to the Yard, and public services
- Another opportunity for the BRA to establish credibility with Navy Yard stakeholders
 - Plan physical developments to reflect stakeholder passions
 - Provide needed Navy Yard public services that benefit stakeholders

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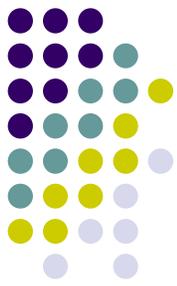
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Potential Stakeholders*

- The City of Boston and all relevant departments (Boston Landmarks Commission, City Archeologist, etc.)
- The Boston Redevelopment Authority
- National Park Service
- Charlestown Neighborhood Association
- Charlestown Waterfront Coalition
- Friends of the Navy Yard
- Freedom Trail Foundation
- Charlestown Navy Yard Property Owners
- Massachusetts General Hospital
- Boston Marine Society
- Charlestown Museum
- USS Constitution Museum Foundation, Inc.
- Courageous Sailing
- Bunker Hill Community College
- The Boston Harbor Association
- The Boston Harbor Islands Alliance
- Charlestown Catholics Elementary School
- Charlestown Historical Society
- Charlestown Preservation Society
- Charlestown Working Theater, Inc.
- Holden School
- McLaughlin House
- Mishawum Park Tenants Association
- MotionArt, Inc.
- New England Historic Seaport, Inc.
- Officina Hispana
- Other tenant and resident organizations
- Other major Navy Yard employers

*As identified by the *Waterfront Activation Plan for the Charlestown Navy Yard*, BRA 2006