Balancing Community Development with Creating a Destination: Next Steps for the Charlestown Navy Yard

Team 1
Walker Larsen
Sai Balakrishnan
Luis Flores Ballesteros
Ruth Miller
Laura Rothrock
Amy Stitely

February 21, 2007
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

- Strengthen External Access
- Create Definitive Development Plan
- Create an Identifiable Destination
- Facilitate Creation of Stakeholder Organization
- Foster Self Financing Opportunities
• 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

Merits of Waterfront Activation Plan
Disperse Public Destinations

- Charlestown *is* a destination
- Encourages public to walk length of Harborwalk
- Encourages economic development; restaurants and retail
- Discourages vacant property
Develop a Destination with Identity
Destination Yards End

Story Loop for Yard’s End

- Public park
- Connection to Deer Island
- Transportation hub
- Programming activities
- Public destination
Self Finance 1

Self-Finance
Definitive Plan
Stakeholder Organization

Access Destination

Entrepreneurial Development

Strategic Partnership Creation

CNY Development Funds

• Tax Exemptions
• BRA. Project Review Funds
• Chapter 91

• Fundraising
• Human Capital
• Memberships dues

• Direct Investments
• Sponsorships

Employment Generation and Market Promotion

Public Sector

Private Sector

Community

Self Finance 1
Self Finance 2

1. Initial funds: Public Source

1. Entrepreneurial Development

2. Operational Funds

2. PP Partnership

3. Market and Employment

Economic Assessment
a. Economic Goals
b. Trade-Offs
c. Evaluation Process

Definitive Plan
Physical Interventions

Stakeholder Organization

Access Destination

CNY Development Funds
Definitive Plan 1

- 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.

- BRA facilitate the process in drafting the comprehensive plan.
- Comprehensive plan should include enforcement mechanism.
- Mayor’s directive to the BRA to increase its enforcement department.
Focus on Collaboration

Stakeholder Organization

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 Decision Structure

Stakeholder Organization

Physical Development

BRA

Other Stakeholders

Cultural Development

Access
Destination
Self-Finance
Definitive Plan
A Development Agenda

Community Development Balanced With Creating a Destination

- Strengthen External Access
- Create Definitive Development Plan
- Create an Identifiable Destination
- Facilitate Creation of Stakeholder Organization
- Foster Self Financing Opportunities
Appendix: Self-Finance

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

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
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
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 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
Appendix: Stakeholder Organization

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
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

- The BRA will be a partner in the Navy Yard redevelopment process, rather than the parent
Appendix: Stakeholder Organization

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
- McLauaglin 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