

## 4. Development Approach

We believe that the creation of the new Rose Kennedy Greenway gives the city a unique and historic opportunity to develop one of the great urban spaces in America. The Boston Museum and Community Marketplace, built at the epicenter of this public space, acts as a pivotal connector to the North End, Waterfront, Freedom Trail, Quincy Market and Haymarket. A development project with a strong civic and cultural mission will preserve this historically significant parcel for many years of public use and enjoyment.

In 2005, the Massachusetts Turnpike Authority designated the Boston Museum to develop our Museum on Greenway Parcel 12. As part of our due diligence efforts, we hired Bovis Lend Lease to determine the additional cost premium that would be required for construction of the building on top of the open highway ramps. The report concluded that the premium for construction on this site was \$56 million dollars. Such a cost premium made construction of the Museum on Parcel 12 infeasible.

The Museum therefore revised its program and developed the current proposal in response to the Turnpike and BRA guidelines for the area. The Museum and Marketplace building will be located on Parcel 9, with a pedestrian bridge containing museum elements on Parcel 12.

### a. Development Program

#### i. Program areas

The marriage of commerce and culture envisioned by the Museum and Marketplace befits the Parcel's own past as well as the future vision for the Rose Kennedy Greenway. The Boston Community Marketplace on the ground floor welcomes visitors and shoppers from Blackstone and Hanover Streets; the glass façade provides a giant display screen for the North End Parks; the entrance through glass elevators on North Street brings visitors to a top floor vantage point from which to see the full expanse of the parks and historic waterfront.

The corner of North Street and the Surface Road is also the intersection of the Museum and the pedestrian bridge proposed for Greenway Parcel 12. The bridge will enhance the connectivity and continuity central to the original Rose Kennedy Greenway Masterplan while further reinforcing the guidelines of the Crossroads Initiative. Visitors entering the bridge will be elevated up to eight feet above vehicular tunnels and enveloped by stories and visual imagery that introduce the programming in the Museum on Parcel 9. The bridge enclosure, fabricated out of visually permeable metal mesh, is imbued with imagery related to local topographical and cultural history.

We propose a Parcel 9 building structure of 103,360 gross square feet, including 8,765 square feet of basement space. The distribution of building uses (in net square feet) is as follows:

	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Total
Galleries			3,960	10,390	14,880	3,810	33,340
Community Marketplace		16,065					16,065
Dialog Center and Meeting Rooms			4,725				4,725
Theater				3,035			3,035
Offices and Support	7,310		1,840	180		605	9,935
Circulation, Mechanical, Storage	1,455	5,985	11,555	6,640	6,075	4,550	36,260
<b>Total</b>	<b>8,765</b>	<b>22,050</b>	<b>22,080</b>	<b>20,545</b>	<b>20,955</b>	<b>8,965</b>	<b>103,360</b>

#### ii. Land uses

The Boston Museum and Community Marketplace on Parcel 9 and the pedestrian bridge on Parcel 12 are inextricably linked by their program, by their form, and by their circulation. Both the bridge and the building's ground floor are part of a continuous landscape – open to the public, flexible in their uses, and reflective of Boston's dual commitments to tradition and innovation.

At the western end of Parcel 9, the Museum intersects with the Freedom Trail. Taking inspiration from the Menino Administration's *Memoir Project* (a program created by the Elderly Affairs Commission and Grub Street, Inc., through which the city's seniors write and publish their recollections of growing up in Boston) visitors will enter recording kiosks allowing them to record their favorite memories of the city. These videos reappear in the Museum's public spaces and in multi-media programming along the bridge.

Above the Community Marketplace are four levels of interactive galleries that celebrate the uniqueness of Boston and its environs through themes such as innovation, sports, politics, immigration and cultural history. A five-story atrium brings natural light down through the Museum and facilitates natural ventilation. A plant wall running the height of the space will be a dramatic connection to the bridge on Parcel 12 while filtering indoor air to improve its quality. The Atrium is also an efficient circulation core, bringing people via glass elevators up to the fifth-level City Room, in which visitors will take in a panoramic view of the city and gather suggestions for exploration of the city. As people descend to the lower floors, they can stop in any one or all of the Museum's galleries and theater on their way to visiting the rest of the city.

### iii. Parking

The Museum will not include any on-site parking. Visitors will be encouraged to use public transportation, with the Haymarket, Government Center, North Station and Aquarium T stops all located within a short walking distance of Parcel 9. For those who choose to drive into the city, there are ample parking garages and lots in the immediate vicinity, including the Parcel 7 Garage (230 spaces) and the Dock Square Garage (704 spaces.) Museum employees will receive subsidized MBTA passes.



School buses and tour vehicles will be permitted to use the Surface Road side of Parcel 9 as a drop-off/pick-up area. It is currently reserved for tour bus use.

### iv. Pushcart market/retail uses

The Boston Museum will strengthen the Haymarket district by directly supporting the Haymarket Pushcart vendors and by establishing the Boston Community Marketplace on the ground floor of the Museum building.

The Boston Museum is fully committed to the continued long-term operation of the Haymarket Pushcart Association vendors. The ground floor of the building will contain a dedicated facility for Haymarket waste disposal. The Museum will offer Haymarket pushcart vendors protection from the elements with three sets of awnings extending out 17 feet to cover Haymarket carts and customers on Blackstone Street. The Museum will provide a hosing system for cleaning Blackstone Street following market activity, and electrical outlets for vendor use. The vendors will also have access to cold and dry storage within the building.



The ground floor of the Museum building will be the Boston Community Marketplace, with vendors from Boston's diverse ethnic communities selling grocery staples and other packaged foods, fresh foods, and traditional ready-to-eat items. The Marketplace won't compete with the Haymarket pushcart vendors or with nearby ethnic groceries (whether in the North End, Chinatown, or on the opposite side of Blackstone Street), but will instead offer food not now available in downtown Boston. The range of vendors represented in the Marketplace will include long-established immigrants (e.g., Irish, Portuguese) as well as more recent arrivals (e.g., Brazilians, Indians, Cambodians). The market stalls will be operated by these community members. Market activity and Museum exhibitions will complement one another around important narratives such as immigration.

Customers of the Marketplace will include Haymarket pushcart shoppers (many of whom are part of immigrant communities themselves), ethnic group members from throughout the metropolitan area who don't have a market in their neighborhood, downtown workers, tourists, and Museum visitors.

The Marketplace will operate seven days a week and will provide food to area residents and shoppers at moderate cost. The Marketplace fully embraces the Boston Redevelopment Authority's guidelines for the Parcel 9 market: "a

year-round, six- to seven-day-a-week food market complementing the Haymarket pushcart market in terms of merchandise, price level and the breadth and diversity of its clientele.” The ground floor will feel like part of Haymarket, with 20-foot ceilings and large garage doors that can be opened to create a seamless flow of indoor/outdoor activity along Blackstone Street.

As a non-profit organization, the Boston Museum already meets BRA guidelines for the management of the Community Marketplace. The Marketplace will be operated as a breakeven enterprise, either by a separate division of the Boston Museum or by a new nonprofit we would establish for this purpose. The Museum will work with the BRA, the Haymarket Pushcart Association, and other stakeholders regarding ownership structure and district-wide market oversight.



Given the historic nature of Haymarket and its proximity to the oldest urban street pattern in the United States, the Boston Museum views the market activity as both critical to preserve and complementary to the Museum. The Museum’s historians and exhibit designers plan to build around the Haymarket traditions using oral histories, photo exhibitions, and educational programs to link the vendors’ own stories to the broader narratives of immigration and downtown development.

## **b. Community uses and benefits**

The Boston Museum has a strong civic and community mission. The trustees envision a new kind of historical institution, filled with activity and dialogue, commerce and culture. Both the Marketplace and the Museum will invite neighbors and newcomers to affirm the traditions and stories of the past, and to link them with today’s urban lives and continuously evolving local landscape.

**For local residents:** the specific benefits to residents of surrounding neighborhoods are many. As indicated throughout this proposal, the Museum will preserve and enhance the existing Haymarket and expand the range of reasonably-priced food offerings in the ground floor Community Marketplace. Additionally, the second floor of the building will feature a Dialogue Center and four classrooms available for scheduled community and educational use. The fifth floor City Room, a function facility, will also be made available, at off-peak times and at no charge, for use by neighborhood civic and charitable organizations.

**For local teachers and students:** The educational benefits of the Boston Museum will be significant and long-lasting, enhancing both the knowledge of local history and community pride. For the past two years, the Boston Museum has offered credited professional development programs for Boston educators to facilitate their exploration of the North End, Greenway, waterfront and Harbor Islands. These one-week immersive seminars, as well as derivative school-based programs for students, will continue in partnership with downtown cultural institutions and historical sites. The Boston Museum also plans to work with teachers to create a year-long curriculum project in one or more area schools, allowing students to learn all aspects of the design and construction of the Museum.

**For downtown historic sites and the Rose Kennedy Greenway:** *A Review of Potential Impacts of the Boston Museum on the Rose Kennedy Greenway and Historic Visitor Attractions in Boston* prepared by ConsultEcon, Inc. in March, 2009 concluded the following: “The proposed development for Parcel 9 should have a positive impact on both the Rose Kennedy Greenway and the Freedom Trail attractions and sites. The Museum will be one of the few public buildings to face directly on the Greenway...The Museum will compliment other attractions along the Greenway and help to support the Greenway as a major resource for the community. The historic sites along the Freedom Trail should also benefit from the development of the Boston Museum...By bringing more resident visitors to the area (and easing the ability of groups on buses, such as school children, to access central Boston) the Freedom Trail sites will be exposed to more visitors and should have the opportunity to increase their visitation and where applicable their earned income.” (The complete report is included in Component III.)

**For the local economy:** According to an independent feasibility study prepared by ConsultEcon, Inc., “The Museum has the potential for one-time construction impacts of \$162 million in expenditures, of which \$50.4 million would be wages and salaries ...The total potential economic impacts of the Boston Museum including direct,

indirect, and induced effects are estimated to generate a total estimated annual, mid-range impact of \$64.3 million, of which \$11.2 million will be wages and salaries; and 452 total jobs will be supported in Suffolk County.” The Boston Museum has great potential to stimulate tourism revenues in the region. (The executive summary of the report is included in Component III.)

## **c. Building and Site Design**

### **(i) Building Massing and Height**

The Boston Museum building is predominantly a four story structure, with a smaller fifth floor and roof deck, totaling 103,360 gross square feet (sf). The Community Marketplace level at grade is 18 feet to top of slab, with three Museum levels at 16 foot each, for a total height of 66 feet over most of the site. The smaller fifth floor, set back from the Greenway and Hanover Street, rises another 16 feet to 82 feet high. Rooftop mechanical space will be shielded from view.

### **(ii) Building Footprint and Floor Plates**

The Community Marketplace, Haymarket storage, and the small Museum entry area occupy a 22,050 sf footprint on the site. The main Museum public space covers the 22,080 sf second level, with Museum galleries on the 20,545 sf third floor, 20,995 sf fourth floor, and 8,965 sf fifth floor. The basement level is 8,765 sf.

### **(iii) Pedestrian Access to and Circulation through the Site and Building**

The Marketplace exterior wall is completely open to the Greenway to the north, with continuous frontage of operable overhead doors. The Museum vestibule faces North Street, with Museum patrons diverted up a stair or elevator, and public pedestrian flow directly through for those coming to the Marketplace. Another fixed entry faces the narrow end off Hanover Street, for community access from the North End and the Freedom Trail. Facing Blackstone Street, the open overhead doors continue, except where space is set aside for Haymarket storage, service, or mechanical core. Pedestrians can circulate on all four sides of the building, and an east-west circulation spine is suggested through the length of the Marketplace. While the market area is left open for maximum flexibility in cart or stall layout, there are also more entries suggested in the center of the Greenway and Blackstone elevations, creating a through-block connection for the Marketplace and more formal portals for inclement weather.

### **(iv) Parking and Vehicular Access to, Egress from, and Circulation through the Site**

The site is a primarily a pedestrian destination. A drop-off lane has been provided along the Greenway to accommodate buses without the need for visitors to cross any streets. This side will also function as the valet zone for special evening events in the Museum. The site can have a designated cab or auto drop zone if required. It is assumed that traffic should not stop on North Street with the Artery egress so close, but drop-off is possible across North Street along the Dock Square Garage. Traffic along Blackstone Street will be limited and scheduled. No parking is provided on-site.

### **(v) Provisions for Building Delivery or Other Services**

Service access to the site will be scheduled for off-hours on the Blackstone Street edge. Waste handling and cart storage for the Haymarket Pushcart Association vendors will be in dedicated space at the Hanover Street end of the building, with secure access in the last four bays of the building. The restored sidewalk and street, incorporating the historic granite curb set flush with both, will allow vehicles to pull entirely off Blackstone Street to deliver to the Marketplace. There is on-site service vehicle space adjacent to the storage bays and near the exterior freight elevator at mid-block. The Marketplace will have a regular grid of floor drains and power drops, along with water supply to support flexible stall layouts. Public restrooms will be available on the second level, accommodating more cart space and allowing better bathroom maintenance.

### **(vi) Vertical Circulation through the Building**

Museum use dominates the upper floors, with primary access from the North Street entry. Museum visitors can either go up the central open stair to the atrium spine above, or take the south elevator to the second floor. This is the Museum’s lobby level, with access to the theater, changing exhibits gallery, community dialogue center, the toilets, and the meeting/classrooms. These spaces may be open for certain events, or ticketed for others, depending on the content and time. The front desk is located here, with office and ticket queue provided. Once paid, visitors use the north elevator to go all the way to the fifth floor to begin their trip. From there, the visitor can take ramps and stairs in the atrium spine, moving gradually down through the five major exhibit galleries on levels four and three. They

return to level two and the changing feature galley, and complete their trip. There is also a second open stair at the west end of the spine, allowing access near the school entry directly to the classrooms on level two.

**(vii) Proposed Architectural Treatment, Materials, and Features**

The taller Marketplace main level of the building acts as a strong stone and concrete base for the Museum above. The Museum's north edge reflects the curve of the tunnels below in the sweep of gallery spaces facing the Greenway. The curved glass façade becomes a gracious backdrop to the North End Park. The glass galleries address the park, while the more solid masses of the theater and support spaces face the Blackstone Block with their masonry skin. Between them, the tall narrow atrium spine connects the galleries, moving patrons from one vista to another. The masonry is proposed as terra cotta panels, with the warm colors and texture of the Blackstone Block's brick buildings, and a contemporary detail that works with the glass curtain wall of the new galleries. Where the atrium spine extends out to form the North Street entry, the flanking pair of glass elevators animate the public face.

**(viii) Nature, Size, and Location of Landscape Areas on the Parcel and their Relationship with Adjacent Parks, Buildings, and Areas**

Critical to this Museum proposal on Parcel 9 is the companion bridge proposed for Parcel 12. This pedestrian suspension bridge arches over the two open artery ramps on Parcel 12 in a curve that complements the Museum's curved gallery wall, reconnecting the Greenway. The bridge itself and the open plaza along the Community Marketplace weave together the Wharf District Parks with the North End Park, re-uniting pedestrian paths. The eastern end of the bridge links visitors to Christopher Columbus Park and the Walk to the Sea, while the western end of the building connects to the Freedom Trail and the North End. Visitors approaching along the bridge will hear oral histories of Boston as they cross over, and visitors arriving from Hanover Street will see images of the Freedom Trail. At the heart of these links will be the Marketplace and the Museum, new feature attractions enhancing the Greenway experience. The second level public balcony and the green roof garden will further reinforce these connections.

**(ix) How Proposed Building would Impact the Existing Highway Improvements**

The building's placement accommodates all of the new traffic movements. Northbound traffic exiting the O'Neill Tunnel at Parcel 12 towards Government Center will have a dramatic vista of the Museum entry, with views of the elevators and into the exhibits in the atrium spine. The design proposes reinforcing the connection between Parcels 9 and 12 by creating a raised intersection that acts as a traffic calming device and improves pedestrian safety.

**(x) How the Proposed Building and Site Design would Satisfy the Design Guidelines in Article 49 of the Zoning Code**

The proposed Marketplace and Boston Museum respects the intimate and historic nature of the Blackstone Block, while expanding to frame the openness of the Greenway. On the Blackstone Street side, the building parapet steps down in three movements. Because the site tapers, the three sections of the building create steps back in plan as well. Each section has different uses, so the window openings are naturally more diverse on this side. Together, this creates a face that feels more an ensemble of functions, more in character of the rhythm of the segmented buildings it faces. On the Greenway side the reverse is true, where the simple and clean glass curtain wall reflects the openness and broad scale of the linear park. These two sides come together on North Street, embracing the extension of the atrium spine as it extends out to welcome visitors to both the Marketplace and the Museum.

**(xi) How the Proposed Building Incorporates Sustainable Design Principles**

The Museum intends that its design will be LEED certified. The proposed massing steps down in height towards the north, with a green roof that increases insulation, retains storm water, and reduces the heat island effect. The atrium spine glazing extends above the roof parapet to allow natural light to be reflected down through the atrium for Museum daylighting, and that same atrium will act as a chimney for natural ventilation, vented at the top to the south. The Marketplace will be open and naturally ventilated as well, with operable walls and individual controls. The energy systems will be evaluated for life-cycle costs, and materials will be low VOC and recycled where possible.