



Executive Summary

Overview

In the spring of 2003, Boston College embarked on a comprehensive strategic planning initiative to assess its academic program and to set institutional goals for the next decade and beyond. A committee of 200 faculty, staff and students engaged in a process that resulted in a Strategic Plan that outlined seven strategic directions for the future of Boston College. The Strategic Plan calls for Boston College to become a leader in liberal arts education and student formation; a leader in selected natural sciences and in resolving urgent societal problems; and the world's leading Catholic university and theological center.

In November of 2003, the Archdiocese of Boston forever altered the Brighton neighborhood when it revealed that it was selling most of its 65-acre Brighton Campus to meet its financial obligations. After discussions with real estate developers who expressed interest in the property for commercial use or housing, the Archdiocese announced in May, 2004 that it would sell 43.5 acres to Boston College. In subsequent transactions in 2006 and 2007, Boston College purchased the remaining land for a total of \$172 million.

With the acquisition of this much-needed property across Commonwealth Avenue, Boston College was presented with an historic opportunity to address space issues that had hindered its campus for decades, and to develop the University in a way that would fulfill its Strategic Plan and its academic mission of fostering the intellectual development and the religious, ethical and personal formation of its students.

To assist in this undertaking, Boston College hired Sasaki Associates of Watertown, one of the nation's leading campus architecture and planning firms, to help develop a comprehensive campus plan. During this process, the University established six guiding principles essential to fulfilling its institutional objectives:

1. **Create One Campus**—That the former Archdiocesan property become fully integrated with the Boston College campus, and that the 118-acre Chestnut Hill Campus, the 40-acre Newton Campus and the 65-acre Brighton Campus each provide a notable setting that contributes to the campus learning environment and the life of the University.
2. **Develop Mixed Campus Uses**—That Boston College's campuses host a mix of academic, residential and co-curricular facilities, and provide civic, spiritual and open-space areas that foster a vibrant and engaged University community.
3. **Emulate the Character of the Middle Campus**—That the new facilities on the Lower and Brighton campuses reflect the distinctive character of the Middle Campus with its combination of Gothic architecture and collegiate open spaces, linked quadrangles and walkways.
4. **Provide Appropriate Campus Density**—That campus development emulate the Middle Campus' proportion of open space to building space, reflecting the Middle Campus height (4-5 stories) and open-space pattern, while respecting the character of the surrounding community.
5. **Promote Student Formation**—That the Lower and Brighton campuses develop undergraduate student housing reflecting the University's commitment to student formation that supports intellectual development and responsible student behavior in smaller living communities.
6. **Achieve Sustainability**—That development on each campus achieve higher levels of energy efficiency and champion the natural environment, and that sustainability goals be carefully considered with each project.

In February, 2006, Boston College proposed to its Board of Trustees its 10-year, \$1.6 billion Strategic Plan that called for hiring additional faculty, adding new academic centers and institutes, and building the facilities needed to meet the University's most pressing needs. After careful review, the Board of Trustees approved the proposal unanimously.

Institutional Master Plan Notification Form, December, 2007

Throughout 2006 and 2007, the University participated in monthly meetings with the Boston College Allston-Brighton Community Task Force, neighbors and elected officials to provide information on its plans.

After two years of community meetings, during which one BRA official praised BC's efforts as a model Master Plan process, Boston College submitted its Institutional Master Plan Notification Form (IMPNF) to the Task Force and the City of Boston on December 5, 2007. The original 10-year Institutional Master Plan Notification Form contained the following major elements:

- Construct four new academic buildings on the Middle Campus in Chestnut Hill, including: Stokes Commons, an 85,000 square foot (sf) facility to be used as an interim student center and dining hall; a 125,000 sf facility for the humanities; a 75,000 sf facility for the Graduate School of Social Work and the Connell School of Nursing; and a 100,000 sf Institute for Integrated Sciences building, to support BC's scientific research and teaching initiatives and to enhance collaboration among physics, chemistry and biology faculty.
- Build a 200,000 sf Recreation Center replacing the outdated Flynn Recreation Complex, with fitness equipment, pool, jogging track, basketball courts and multi-purpose rooms on St. Thomas More Road on Lower Campus at the present site of Edmonds Hall.
- Build a 285,000 sf University Center on Lower Campus to accommodate BC's 230 student organizations, provide dining and conference space for students and faculty, allow for the expansion of theater space and provide key support for the University's student formation goals.



- Add a net total of 610 beds of undergraduate student housing that would increase the total of BC students living on campus to 92 percent of demand. The construction of 500 beds on the Brighton Campus, 490 beds on Shea Field, 420 beds on the current More Hall site and 175 beds on Lower Campus, would enable the replacement of 36-year old Edmonds Hall and several modular housing units.
- Develop a Brighton Athletics Center on the Brighton Campus, which would include a 1,500-seat baseball and 500-seat softball field, as well as a multi-purpose field for intramural sports and a field house for track and tennis.
- Build a Fine Arts District on the Brighton Campus that would include the relocated McMullen Museum of Art, an auditorium and office space for the Fine Arts Department. The Fine Arts District would serve as an important gateway to the BC campus from the east.
- Construct housing on Foster Street in Brighton for Jesuit faculty and graduate students from the Weston Jesuit School of Theology, which will re-affiliate with Boston College in June, 2008.
- Raze McElroy Commons on the Middle Campus in Chestnut Hill and create a new campus quadrangle and pedestrian walkway linking with other quadrangles connecting the Upper, Middle and Lower campuses.
- Add 350 parking spaces to the Beacon Street Garage and build a 500-space parking facility to serve the Brighton Campus.
- Renovate St. William's Hall on the Brighton Campus for the new School of Theology and Ministry.
- Utilize remaining properties acquired from the Archdiocese of Boston as administrative offices.

Adjustments to the Institutional Master Plan

Following the submission of the IMPNF and the completion of the Master Plan comment period, Boston College was presented with the Scoping Determination from the Boston Redevelopment Authority (BRA) on February 21, 2008. In the last three months, Boston College has carefully considered the comments and recommendations of the Task Force and local neighbors, as well as the specific alternatives proposed by the BRA. As a result, the University has reviewed its plans in light of these comments, and has made the following adjustments to the IMP.

Housing Adjustments

To meet the consistently expressed desire of the Task Force, neighbors, elected officials and the BRA for the University to house all of its undergraduate students, Boston College is

presenting a revised housing plan that will meet 100 percent of undergraduate demand by adding 670 additional beds of University housing to the existing 610 beds proposed in the IMPNF for a total of 1,280 new beds in this Master Plan cycle. Upon completion of the IMP, Boston College will become the first university in Boston to provide housing for all of its undergraduates who seek it.

To achieve this milestone, Boston College intends to acquire and convert the apartment building at 2000 Commonwealth Avenue to undergraduate housing. The facility will house 560 undergraduate students and be staffed by resident directors, resident assistants and peer ministers from BC's Office of Residential Life.

In addition, the University will add 60 new beds to the proposed residence halls on Shea Field and 50 new beds to the residence halls at More Hall for a total of 110 new beds on the Lower Campus. As a result, the net total of new beds on the Lower Campus will increase from 110 to 220.

These 1,280 new beds, combined with the University's proposed housing restriction, which will restrict BC students from living in one- or two-family homes in Allston-Brighton and Newton upon completion of the housing construction, will have a demonstrable effect on the quality of life in the Allston-Brighton community.

Once the housing construction is completed, 4,700, or 55 percent, of the University's 8,600 beds will be located on 40 acres of the Lower Campus. A total of 500 beds, or 6 percent, will be located on the Brighton Campus. The Lower Campus area will house 120 beds per acre; the Brighton Campus will house 7 beds per acre.

To ease concerns over housing on the Brighton Campus, the University is proposing to build 150 beds on Commonwealth Avenue during the first phase of construction within the next three years. The remaining 350 beds proposed for the Brighton Campus will not be built until the third phase, beginning in 7 to 10 years.

Most importantly, with the addition of these 1,280 beds, 100 percent of the 8,600 undergraduate students who seek University housing will now be accommodated, creating a dramatically different neighborhood environment in Brighton. With the University's commitment to maintaining undergraduate enrollment at the present level, and its proposal to assist BC employees in buying homes in Allston-Brighton, more students will be housed on campus and greater neighborhood stability will be achieved in this 10-year Master Plan.

Campus Adjustments

Additional adjustments to the plan include:

- ▶ The University has eliminated its plan for a 200,00 square foot field house for track and indoor tennis on the Brighton Campus. It will also adjust the location of the baseball

- field, moving home plate closer to the Edison School and farther away from neighbors' homes on Lane Park.
- The University has moved the location of its Fine Arts District away from the corner of Lake Street and Commonwealth Avenue and closer to the former Cardinal's Residence. It will also no longer pursue a pedestrian walkway over Commonwealth Avenue during this IMP.
 - The University has relocated and reconfigured the parking garage on the Brighton Campus away from the Lane Park neighborhood.

Conclusion

After years of comprehensive strategic, campus and institutional planning, Boston College is submitting an Institutional Master Plan that it believes is in the best interest of the University and the local community it has served for the past 95 years. The 10-year plan, which calls for approximately 2.4 million square feet of new construction and approximately 600,000 square feet of demolition for a net gain of approximately 1.8 million square feet, reflects professional urban design principles, a commitment to sustainability and the latest research findings regarding residential housing and its effect on student formation.

It also meets the most consistently stated request of public officials and the Brighton community -- that the University provide housing for all its undergraduates who seek it. Planned for three phases over the 10-year duration of the IMP, phase one will add a net total of 390 beds in years 1-3, raising the percentage of undergraduates in University housing from 85 percent to 90 percent. Phase two will add 550 beds in years 4-6, raising the percentage to 96 percent, and phase three will add a total of 340 beds in years 7-10, raising the percentage of undergraduates in housing to 100 percent of demand.

In addition, as Chapter 12 will describe in greater detail, the \$1 billion in planned construction and renovation from the IMP will create an estimated 12,243 jobs and \$737 million in labor income for local residents and provide a total 10-year economic impact of \$1.57 billion. This economic impact will be in addition to the \$1.3 billion annual economic impact of Boston College on the region as a whole.

The Institutional Master Plan

The following 13 chapters of the IMP contain the specific details outlined in this Executive Summary and respond directly to the various technical or programmatic information requested in the BRA's Scoping Determination.

- Chapter 1 describes the University's mission and objectives.
- Chapter 2 details the existing property owned by Boston College.

- Chapter 3 addresses the demographics and employment profile of the University.
- Chapter 4 illustrates previous planning efforts conducted by Boston College.
- Chapter 5 describes the proposed future projects seeking IMP approval.
- Chapter 6 provides additional information regarding student housing on campus.
- Chapter 7 details the proposal for athletic facilities on the Brighton Campus.
- Chapter 8 addresses the University's utilities and infrastructure needs.
- Chapter 9 analyzes transportation and parking components of the University.
- Chapter 10 describes the University's environmental sustainability measures.
- Chapter 11 details the historic and archaeological resources on the campus.
- Chapter 12 illustrates the economic impact generated by Boston College.
- Chapter 13 describes community benefits provided by the University.
- Appendix A analyzes impacts of student housing demand on off-campus housing markets.
- Appendix B includes the Scoping Determination issued by the BRA on February 21, 2008.
- Appendix C contains transportation data and analyses.
- Appendix D offers the University's responses to submitted comments and comment letters sent to the BRA.