



COURAGEOUS SAILING

INTRODUCING PIER 4+5

Courageous Sailing's Response to the Boston Planning and
Development Agency's Request for Proposals for the Redevelopment
of Pier 5 in the Charlestown Navy Yard.

— February 24, 2025 —





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Resilience on



Pier 5 is a demonstration of how partnerships, integrated resilient design, and nature – based solutions can come together to not only protect our waterfront but reimagine a pier into a living, learning, and resilient resource for generations to come.

Resilience Principles

Pier 5 embodies three powerful resilience principles.



Activating

Neighborhood
Resilience



Restoring

Natural Habitats



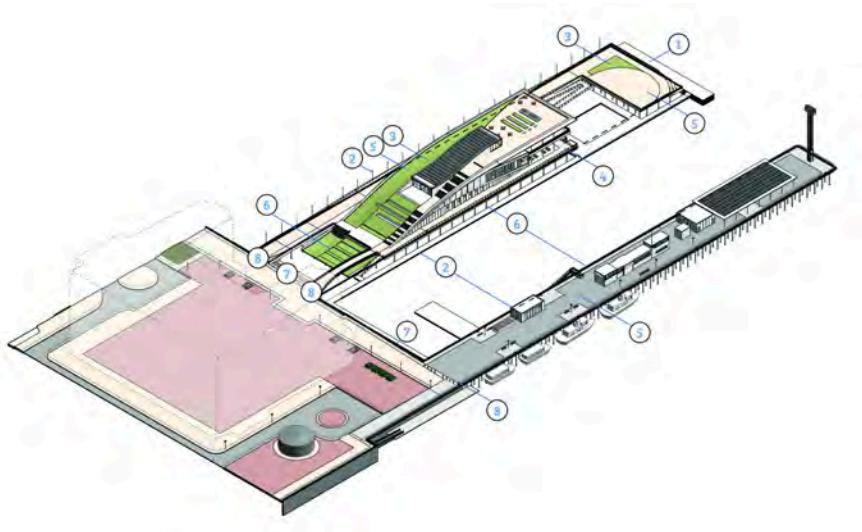
Creating

Outdoor Classrooms

Together, these principles will shape a resilient community space in itself, but also deliver measurable benefits to the Charlestown Navy Yard neighborhood. Most notably, Pier 5 is proposing strategies to reduce wave action that would impact inland properties during a flood event, reducing the need for more costly and disruptive flood protection infrastructure along the water's edge – saving the city time and resources. Additionally, with scalable, nature-based solutions built into its design, Pier 5 can stand as a compelling proof of concept – providing a real-world demonstration of the efficacy of a range of solutions that can be replicated across the city and help position Boston to unlock further funding.



Resilient Solutions



1. Floating Breakwater + Wave Attenuation Monitoring

2. Floating Wetland Habitat + Ecological Monitoring

3. Stormwater Green Infrastructure

4. Integrated Resilient Design

5. Strategic Shading

6. Climate-Resilient Planting Design + Intertidal Habitat

7. Living Seawall + Softened Shoreline

8. Adaptable Community Connections

Learn More About our Innovative Nature-based Resilience Strategies Below

- ▼ How do floating breakwater systems protect inland properties?

Floating Breakwater + Wave Attenuation Monitoring

Description: Located offshore, floating breakwater systems are designed to reduce wave energy and protect vulnerable shorelines and infrastructure. These systems are adaptable to changing water levels and include integrated sensors that monitor wave height, frequency, and direction—providing performance data to inform adaptive design strategies.

Benefits: Reduces the height of flood protection systems required at the waters edge, reduces inland stormwater infrastructure required due to waves overtopping inland flood protection systems, reduces shoreline erosion and infrastructure wear, enhances safety for waterfront users, provides opportunities for increased water access, and supports long-term coastal resilience through real-time performance monitoring and data-driven planning.



© One15 Marina in Brooklyn Bridge Park; Persak & Wurmfeld

Guiding Principles: Activating

- ▼ What is a floating wetland?

Floating Wetland Habitat + Ecological Monitoring

Description: Located off shore, engineered floating wetlands mimic natural marsh systems, providing habitat for native flora and fauna while improving water quality through phytoremediation. Anchored in place, these systems are monitored for biodiversity, plant health, and ecological performance to ensure long-term functionality.

Benefit: Enhances biodiversity, improves water quality, and delivers ecosystem services such as pollutant filtration and habitat creation. Ecological monitoring also offers opportunities for education and public engagement.



© SOM

Guiding Principles: Restoring & Creating

- ▼ How do green roofs and green infrastructure improve water quality and help with extreme heat?

Stormwater Green Infrastructure

Description: Integrated into the building rooftops and pier structures, a network of green roofs and rain gardens is designed to manage stormwater directly at its source. These systems capture, filter, and slow runoff before it reaches surrounding waterways, improving water quality while also providing co-benefits such as urban cooling, habitat creation, and enhanced public space.



© ASLA; Greenroofs.com

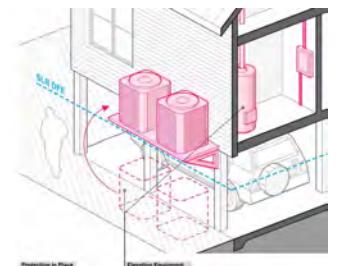
Benefit: Manages runoff, reduces urban heat island effect, and supports educational and ecological programming. Green roofs and rain gardens also improve water quality and provide habitat in dense urban environments.

Guiding Principles: Restoring & Creating

- ▼ How is resilience integrated into the proposed building and pier structure?

Integrated Resilient Design

Description: We are proposing a holistic design approach that weaves resilience throughout the site layout, materials, and building systems. This strategy considers climate risks, community needs, and long-term adaptability from the outset. Examples include elevating the first floor above future anticipated flood levels, placing critical equipment on higher floors, and selecting sustainable and durable flood damage-resistant construction materials.



© Boston Coastal Flood Resilient Design Guidelines

Benefits: Builds systemic resilience by incorporating durability, redundancy, and risk mitigation into site design. Reduces vulnerability to climate impacts such as flooding, heat, and sea level rise, while supporting continuity of use and faster recovery after disruptions.

Guiding Principles: Activating

- ▼ How can strategic shade structures increase the usability of outdoor public spaces?

Strategic Shading

Description: Installed along pedestrian corridors, gathering spaces, and key program nodes, strategic shading structures can help mitigate heat and enhance outdoor comfort. These features may include tree canopies, tensile fabric installations, or thoughtfully designed building overhangs that maximize shade throughout the day and seasons. Design and placement of shade structures will be selected to reduce solar exposure in key community and program areas to increase thermal comfort and usability of outdoor spaces.



© Shade Systems Inc.

Benefits: Lowers ambient and surface temperatures, reduces heat stress, improves comfort, and increases the usability of public spaces throughout the year.

Guiding Principles: Activating & Creating

- ▼ Why are climate resilient plantings and intertidal habitats proposed?

Climate-Resilient Plantings + Intertidal Habitats

Description: Located at the land-water edge and encasing the piles beneath the piers, these strategies introduce climate-resilient plantings and newly created intertidal habitats to support biodiversity, stabilize shorelines, and foster ecological transitions. These layered systems – including a new learning lagoon with tide pools on the pier deck and ecology wraps to create living reefs on each of the piers' pilings – serve as immersive outdoor classrooms, offering opportunities for public education through signage, tours, and citizen science.



© Greenworks PC



© Kind Designs

Benefits: Enhances ecological function and provides new and diverse habitat areas. These plantings and reef systems create educational opportunities and support aquatic species across multiple habitat zones.

Guiding Principles: Restoring & Creating

- ▼ What are the benefits of living seawalls and softened shorelines?

Living Seawall + Softened Shoreline

Description: A hybrid shoreline protection system that may include living seawall panels along the face of the existing seawall to support filter feeders, and/or living shorelines or stone revetments between Piers 4 and 5 to provide ecological enhancements such as native plantings and sediment amendments. This approach softens the land-water interface, protects the existing seawall, reduces wave impacts on the seawall and inland properties, promotes marine biodiversity, and reduces reliance on hardened infrastructure.

Benefits: Reduces erosion and wave impact, supports marine biodiversity (e.g., oysters, mussels, juvenile fish), and improves water quality through natural filtration. Offers a nature-based solution to sea level rise and storm surge while enhancing visual and ecological connectivity.



© Stone Living Lab

Guiding Principles: Activating & Restoring

- ▼ For more about Pier 5's adaptable connections to Charlestown...

Adaptable Community Connections

Description: The Harborwalk is where the pier connects to the broader Charlestown Navy Yard neighborhood. Our design for Pier 5 allows for flexible connections between the pier and the Harborwalk —such as modular walkways and elevated paths—designed to accommodate the current Harborwalk and be easily raised to support a future elevated Harborwalk as needed to protect the inland community.

Benefits: Maintains mobility and ensures continuity of community use and access to the waterfront. Encourages inclusive design and long-term adaptability in waterfront and flood-prone areas.



© Engineering News Record

The Pier 4+5 Team

Seed Capital Foundations

Anonymous Major Area Foundation
Liberty Mutual

Courageous Board Committee

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Courageous Board President

Dave DiLorenzo,
Courageous Executive Director

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Courageous Pier 5 Committee Head

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Building Management professional

Abby Goldenfarb,
Redevelopment professional

Proposal Collaborators

STUDIO
TROIKA

offshoots
PROFESSIONAL CONSULTANTS

AGORA
DESIGNERS

ARUP

D/R/E/A/M
COLLABORATORS

EMBRACE

GOLD JACKET

Liberty
Mutual

Proverb

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(RE	
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& Parks	
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01

DEVELOPMENT SUBMISSION /

DEVELOPMENT
NARRATIVE



197 Eighth Street
Charlestown, MA 02129

TO WHOM IT MAY CONCERN,

On behalf of Courageous Sailing Center for Youth, Inc. ("Courageous"), I am pleased to provide the enclosed response to the Boston Planning Department's Request for Proposal (the "RFP") for the redevelopment of Pier 5 in Charlestown, MA (the "Project").

Pier 5 is one of the most significant parcels on the Boston Harbor waterfront. Its unobstructed views down the full length of the harbor capture a visual history of Boston: the groundbreaking Zakim Bridge, the rise of the Seaport district, a reimagined and thriving East Boston, and an increasingly clean and swimmable harbor. Perched at the heart of the Charlestown Navy Yard, Pier 5 for the last 20 years has been a crumbling backdrop for vessels sharing the Harbor: from massive tankers to sightseeing cruises, to Courageous' students making way for commuter ferries leaving Charlestown.

Though the current pier sits derelict, inaccessible, and fenced off from the community, we believe this is the "before" picture of a magnificent transformation. Led by Charlestown-based Courageous located at neighboring Pier 4, the following proposal envisions the creation of a waterfront destination that allows Pier 5 to assume its rightful place as a crown jewel of Boston Harbor through an innovative, climate-resilient, and community-centered design emphasizing the location's intrinsic strengths. With its deep expertise in marine education, community development, and waterfront access—aligning with key development objectives outlined in the RFP—Courageous is uniquely positioned for this historic undertaking to ensure a new vision for Pier 5 that can be enjoyed by all of Boston.

Today, Courageous serves the community through a nationally recognized youth program utilizing sailing, the marine environment, and science education as platforms for social-emotional growth. Beyond its impactful youth programming, for the last 37 years Courageous has provided public access to the Harbor through offerings including lessons and memberships for adults, sailing for those with special needs, and team building.



However, due to land restrictions on Pier 4, Courageous has never been able to develop a facility that can meet the needs of those it serves. For example, over 1,000 youth participate in Courageous programming each year, yet there are only porta-potties for bathrooms and only a tent to retreat to when inclement weather strikes.

The Project has the potential to both allow Courageous to meet its growing operational needs and to provide year-round equitable access to Boston's waterfront, ensuring that people from all neighborhoods and backgrounds can connect with an amphibious park and educational space without precedent in our city. Simultaneous with its pursuit of the Project, Courageous intends to seek entitlements for complementary capital improvements to its sailing headquarters located on Pier 4. This unified master plan for both Piers 4 and 5, which we're calling *Pier 4+5*, sets the stage for a future where both piers together could be transformed into a hub of possibilities for public recreational harbor access, marine education, and coastal resiliency leadership.

Courageous' plans for the Project have been years in the making. When the City of Boston (the "City") began the process of considering Pier 5 for public benefit, Courageous started reaching out to the community in search of concepts that could meet its own needs for a facility while also creating an attraction for all of Boston's public—from the city's youth to its seniors.

The vision has attracted the interest of an exceptional development team, deeply experienced venue operational partners, public-private partnership placemaking experts and an emerging coalition of scientists focused on coastal resilience. Together we have crafted a design and execution plan that meets the City's goal to "create a resilient and accessible destination that provides considerable public space and educational opportunities for all."

As Mayor Michelle Wu once said, "As a coastal city, we need to get our waterfront right—by centering equitable access, climate resilience, and community." We believe the Courageous' proposal will demonstrate the best possible concept and team to deliver on that mission.

Sincerely,

David Alexander
Board President, Courageous Sailing Center for Youth, Inc.



EXPERIENCE AND QUALIFICATIONS

The Courageous development team comprises firms and individuals with deep knowledge and experience in complex real estate development, public-private partnerships, waterfront design and engineering, and fundraising. Together, they have developed a thoughtful and dynamic plan to transform Pier 5.

LEADERSHIP

Courageous

Charlestown-based Courageous has provided high-quality, nationally recognized sailing programs and waterfront access to the community since its founding in 1987. From multi-week youth programs in summer, to STEM programs in partnership with the Boston Public Schools, to affordable boating education and harbor access for adults, to adaptive sailing for those with disabilities, the Courageous team serves over 6,500 individuals per year. Almost two-thirds of Courageous' summer youth program students receive financial assistance and 65% identify as persons of color. Courageous is a nonprofit organization and is governed by a Board of Directors who are passionate about maintaining the highest quality experiential learning and growth opportunities for its students

Agora Partners

A real estate consulting, investment, and development firm specializing in using placemaking to create value-add opportunities in urban environments, Los Angeles-based Agora Partners merges the often disparate skill sets of urban planning and real estate

development. Agora Partners employs entrepreneurial planning techniques to improve and enhance public and private environments. Working throughout the country, Agora Partners employs creative real estate tools and techniques to leverage neighborhood improvement strategies, unlock value and improve local quality of life. Through public-private partnerships, opportunistic management techniques, and placemaking strategies, Agora Partners executes downtown and neighborhood turnarounds to increase business viability, livability, sustainability, and economic and social resilience.

Gold Jacket

Founded by Emmitt Smith, Cris Carter, and Don Cogsville, Gold Jacket is a real estate investment, development, facilities management and energy services company with a primary focus on mixed-use development anchored by sports and entertainment venues. Formed as a joint venture of three minority-owned firms (E Smith Legacy Holdings, CB Tech and Cogsville Capital Group) with expertise across the real estate value chain, Gold

Jacket has a combined track record of over \$2 billion in real estate transactions with institutional investors and clients. Gold Jacket is considered a small business enterprise (SBE) and is a certified minority business enterprise (MBE) with the National Minority Supplier Development Council (NMSDC), classifications and certification that has proven attractive to corporations, government entities and investors looking to invest in SBE and MBE enterprises or involve SBE or MBE enterprises in their projects.

KeyBanc Capital Markets

Financial advising for the proposal comes from KeyBanc Capital Markets (KBCM), a premier provider of investment banking services to the US energy, infrastructure, and public sector markets and has a proven track record of financing and executing transactions. KBCM is a subsidiary of KeyCorp, one of the nation's largest financial services companies with over 17,000 employees and assets of approximately \$190 billion (as of September 30, 2024). KeyCorp companies provide investment management, retail and commercial banking, consumer finance, and investment banking products and services to individuals and companies throughout the United States and internationally.

ASM Global

ASM Global is the proposed programming and operational partner for the development. ASM Global brings its tailored, data-driven solutions for the destination business industry to the proposal. Recently acquired, Legends and ASM Global joined forces to create the world's leading live experiences company, dedicated to delivering unforgettable moments for fans and guests. The corporate combination of Legends and ASM Global drives growth, innovation, and profits at iconic events like the Super Bowl, World Cup, Olympics, and Final Four, and for renowned brands and venues like Real Madrid, SoFi Stadium, Moscone Convention Center, the University of Notre Dame, and Allegiant Stadium.

Leff Development and Consulting

Drew Leff is advising the Courageous development team on real estate matters. He effectively bridges the private, institutional, and governmental sectors, having worked as a developer for some of the country's largest real estate development companies (including

Forest City Enterprises); for some of the country's leading educational institutions (including University of Chicago, Princeton University, Stanford University; MIT, Brown University, and the Broad Institute); and for numerous government agencies (including, in Massachusetts: DCAMM, MassDOT, MassDevelopment, the City and numerous other municipalities). In 2000, Drew and his partners founded GLC Development Resources to provide real estate development advisory work and development management services. In 2013, they joined Stantec Consulting, a major international design firm, to augment Stantec's services with real estate development expertise. In November 2024, Drew left Stantec and now provides independent real estate development advisory services.

WDG Advisors, LLC

Bill Gause is advising the Courageous team on real estate matters. Bill has extensive experience in all aspects of commercial real estate investment and development for a variety of property types, including commercial office, life science, multi-family residential, industrial, and land. He has led the acquisition and/or development of more than \$3 billion of assets.

Bill spent 30 years with Leggat McCall Properties LLC, a privately held Boston-based real estate development/investment firm, where he directed the investment strategy for the firm,

and was responsible for the acquisition, development, repositioning, and asset management of company-sponsored projects, including the structuring and negotiation of equity, debt, and joint ventures. He started as an investment analyst and spent the next 23 years as an Executive Vice President, Partner, and member of the firm's Executive Committee before retiring from the firm in February of 2024.

Bill received a Bachelor of Science Degree and a Master of Engineering Degree from Cornell University, and a Master of Science Degree from the Massachusetts Institute of Technology. Bill serves on the Board of Directors of the Northshore YMCA, is an Associate Trustee for St. John's Preparatory School, is a real estate advisor to Courageous, and is a Corporate Trustee of The Trustees of Reservations. He served on the Boston Board of Directors of NAIOP (National Association of Industrial and Office Properties) and the Cornell Real Estate Council.

Development Consultant

Dan Boyd, Senior Vice President – Leggat McCall Properties, is advising the Courageous team on real estate matters. With 30+ years of real estate development experience and a deep understanding of how to deliver buildings with complex program requirements, Dan has actively managed programs from conceptual planning through construction and commissioning for a variety of clients. He brings specialized experience in technically intricate

projects for Bio Pharm, academic, and other complex industries. Prior to joining Leggat McCall Properties, Dan spent 14 years with Biogen, Inc. in a variety of engineering leadership roles, including Director of Capital Management, Real Estate, and Planning and Director of Engineering. During his tenure at Biogen, he was responsible for many multifaceted projects, including two large manufacturing facilities, two mixed-use lab/office buildings, and other mid-sized capital projects. Dan also spent 14 years with Turner Construction where he was a project manager, preconstruction manager, and project engineer.

BDG Consulting, LLC

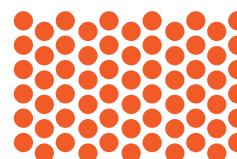
BDG Consulting will be providing philanthropic consulting services to Courageous for the project. BDG Consulting, led by Principal, Barbara Gross, specializes in comprehensive development counsel to non-profit organizations and institutions, especially those looking to build more robust engagement from donors with significant philanthropic potential. Over the course of her development career, Barbara

has worked with Boston area's leading institutions including Wellesley College, Babson College, Phillips Academy/Andover, and Beth Israel Deaconess Medical Center. Through this experience, she has developed significant donor relationships in the U.S. and globally, established successful major and principal giving programs, created unique high-level volunteer programs, and advised institutional leadership. As principal of BDG Consulting, she has leveraged this experience to provide the critical thinking, objectivity, and perspective needed to build successful, sustainable development programs.

DESIGN & ENGINEERING

Studio TROIKA

The design vision for our proposal is led by Boston-based architectural design studio, Studio TROIKA, which is committed to advancing an architecture of exceptional service, thoughtful creativity, and well-crafted design. Since 2003 the firm has been led by partners Michael Samra, Robert Elfer, and Jonathan MacPhee. Studio TROIKA's architectural portfolio spans commercial,



science & technology, hospitality, retail, and residential projects, to collectively exemplify the highest standards of design and execution across a diverse set of typologies.

DREAM Collaborative

Providing Urban Planning services will be DREAM Collaborative, a Boston-based MBE architecture, planning, and development firm. Since its founding in 2008, DREAM Collaborative has been recognized for its innovative and thoughtful architectural design, expert planning on transformative projects across the region, and for its equitable development work. DREAM is a leader in collaborative and community-focused projects—sensitively responding to community priorities, championing environmental stewardship and innovation, and creating places to foster equity and growth.

Arup

Arup will be providing civil and transportation engineering to the project. Arup is a global collective of designers, engineers, and technical experts that has been providing design and engineering services since its founding in 1946. Arup's experts plan, design, and engineer solutions that deliver multiple benefits. As a firm, Arup prioritizes opportunities to strengthen communities, build resilience, and advance climate action through our work for clients.

VHB

VHB will be leading the project's permitting. VHB has provided permitting services for private, institutional, and public-sector clients throughout Massachusetts for over four decades. VHB's

capabilities and depth of experience guide the smallest to the most complex projects through the challenging regulatory arenas of the Commonwealth and local permitting. VHB devises and implements successful permitting strategies based on a thorough knowledge of the regulatory environment coupled with an understanding of the requirements of our clients and their projects. We know that environmental permitting of engineered solutions in the coastal zone can be quite rigorous. VHB has extensive waterfront permitting experience on both landside and in-water projects within Massachusetts, including review under Chapter 91, the Wetlands Protection Act, National Environmental Policy Act (NEPA), Massachusetts Environmental Policy Act (MEPA), Article 80, and Sections 401 and 404 of the Clean Water Act. Our well-respected staff has strong relationships with relevant agencies including the Massachusetts Department of Environmental Protection (MassDEP) and the Massachusetts Office of Coastal Zone Management (CZM).

Childs Engineering

Specialized waterfront engineering guidance for this proposal is provided by Childs Engineering, a Massachusetts-based firm focused on projects that are in, on, or near the water. Childs has built its reputation on providing personal services that result in creative, practical, and efficient solutions to engineering problems on the waterfront. Since its founding in 1970 by Kenny Childs, the firm has been committed to providing engineering services

in the field of waterfront and coastal structures. Childs provides specialized experience in the investigation, analysis, design of repairs, and design of new marine structures, and provides many other services including hydrographic surveys, topographic surveys, permitting, planning, berthing studies, dry dock engineering, construction inspection, and resident engineering.

Offshoots

Advising on landscape architecture, planning, and productive landscape installation is Charlestown-based Offshoots. The name of the practice was formerly Kennen Landscape Architecture which Kate Kennen founded in 2004 and transformed to Offshoots in 2012. Offshoots creates public and residential landscapes that are sustainable, organic, and contribute to natural ecologies.

OTHER TEAM MEMBERS

Goulston & Storrs

Advising on our proposal is Goulston & Storrs, a real estate-specialized law firm serving clients through decades of experience in real estate development, entity formation, tax planning, acquisition, finance, leasing, and environmental law. G&S has provided legal service, advice, and coordination for sophisticated real estate development projects in Boston involving entrepreneurs, institutions, and public and private entities.

Fennessey Consulting

Cost estimating services for this proposal are provided by Fennessey Consulting, which specializes in identifying challeng-

es, assessing risks, assigning probability, and quantifying impacts for projects of any scale. The firm has extensive experience in most facility types and has provided cost consulting and management services on projects of all sizes ranging from \$20,000 to over \$1 Billion. It has provided construction consultancy, cost planning, and project management support services to owners, architects, engineers, government agencies, and institutions across 44 states and in 18 countries.

Proverb

Founded in 1997 by Daren Bascome, Proverb is a Boston-based agency focused on building powerful brands and creating a more thoughtful world around us. Proverb partners with innovative real estate developers, cities, hotels, museums, architects, hospitals, and other organizations that seek to transform the built environment and communities. Our work connects with smart, sophisticated audiences, stands out from competitors, and creates lasting value for our clients.

Embrace Boston

Joining the development team as a community partner is Embrace Boston, a local organization working at the intersection of arts, culture, community, and research to dismantle structural racism. Embrace Boston sees a radically inclusive and equitable Boston where everyone belongs and Black people prosper, grounded in joy, love, and well-being.

CONTACT INFORMATION

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RELATIONSHIPS

Although Courageous has had preliminary conversations with members of the Charlestown community about the proposed Pier 5 redevelopment concept, there are no established relationships between any third-party developers, subcontractors, or community partnerships that would influence Courageous' development plan.

LAWSUITS

Neither Courageous, nor its principals, have any lawsuits that have been brought against it within the past five years.

WE WHOLEHEARTEDLY ENDORSE THIS PROJECT AND LOOK FORWARD TO THE POSITIVE IMPACT IT WILL HAVE ON OUR COMMUNITY. THE TRANSFORMED PIERS WILL BE AN ASSET, ENRICHING THE LIVES OF OUR YOUNG PEOPLE, ESPECIALLY THOSE THAT NEED US MOST AND CONTRIBUTING TO THE VIBRANCY OF CHARLESTOWN.

— The Charlestown Boys & Girls Club



DEVELOPMENT VISION

The Project is intended to make the Boston Harbor waterfront truly accessible, a magnet for residents and tourists alike, and a model for climate resiliency. We envision a dynamic waterfront community center, public destination, and gathering place that promotes recreation, education, inclusive engagement, sustainable design, and Boston's rich maritime heritage, beginning with a dramatic evolution on Pier 5.

Courageous, as the abutter to Pier 5, has a unique opportunity to develop a master plan that can activate both Piers 4 and 5 with complementary

public activities. The team has accomplished this by developing plans for the new construction on Pier 5 which is the focus of this proposal. To maximize the public benefit from the proposed Pier 5 infrastructure, the redeveloped outdoor and indoor learning and gathering spaces will be used to support educational, resiliency, recreational, and community involvement activities taking place on Pier 4 and the surrounding water sheet.

The team has developed a bold vision that prioritizes community engagement, urban waterway resiliency, recreation, and education, as well as a unique canvas for meaningful engagement, gatherings, and inclusive education through artistic and interactive

expression. The plan activates Pier 5 with activities for all aspects of the public including children, families, young adults, seniors, residents across Boston, visitors, Massachusetts K-12 students, higher education students, and the ocean scientific community.

The Project blends shared multi-purpose indoor space (29,500 ft²) with publicly accessible outdoor open space (60,300 ft²), including a roof terrace (8,000 ft²), a harbor pool and floating deck (10,000 ft²), an ecological learning lagoon (10,000 ft²), and a public venue (5,000 ft²) within the original pier footprint bordered by steps and docks that bring visitors to water level.

The resulting space will address practical, existing needs of the surrounding community while incorporating amenities that draw students, families, researchers, tourists, and Bostonians from near and far. The indoor and outdoor facilities have been designed for the high utilization of the property by multi-purpose shared use of the spaces. For example, during the weekday in the summer months the classroom and great hall spaces will be used for expanded access to Courageous youth programming but during other times of the day and year, these spaces will be publicly accessible or used for private revenue-producing activities.



**THE REVITALIZED PIER 5
WILL OFFER DIVERSE
RECREATIONAL AND
CULTURAL OPPORTUNITIES,
FROM SAILING AND
BOATING TO EDUCATIONAL
PROGRAMMING AND
COMMUNITY EVENTS.**

KEY FEATURES

Courageous

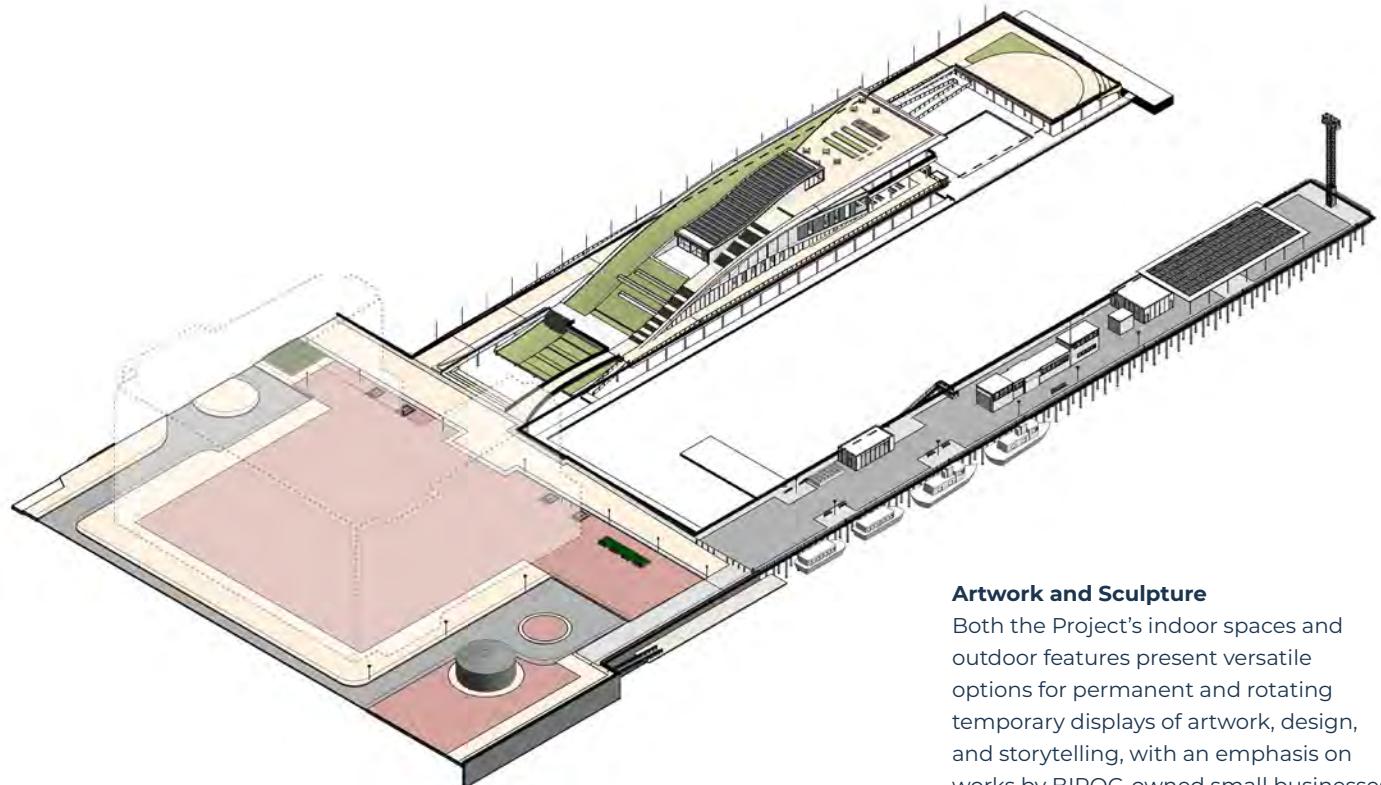
An established and beloved community educational resource at neighboring Pier 4, Courageous will utilize a portion of the space to accommodate a longstanding unmet need for indoor, year-round facilities.

Classroom Spaces

Shared indoor/outdoor classroom spaces would serve Courageous programs, be available for use by community groups, and enable strategic partnerships focused on ocean research and resiliency. Potential partners that have expressed interest in this early-stage development include Tufts University, the University of Michigan, Stone Living Lab, and MIT Sea Grant. This opportunity for research, collaboration, and outreach is currently unmet in Boston. Please see letters of interest at the end of this section.

Immersive Gallery

A 3,800 ft² theater with cutting-edge projection technology will enable immersive cultural experiences that bring Boston's maritime location to life, reveal the wonders, challenges and opportunities of the marine environment, and generate operational revenues (through daily ticketed shows and special-purpose events) to support the Project.



The Great Hall

Featuring glass walls that reveal the grandeur of the city skyline, The Great Hall will be a meeting place for local community groups, a gathering zone for Courageous kids enjoying healthy meals and activities, and a sought-after destination for private, public, corporate, and community events.

Harbor Pool

Taking inspiration both from existing unsanctioned swimming off the Charlestown shoreline and the renowned Allas Sea Pool in Helsinki, the floating harbor pool will offer six lanes for public swimming and lessons.

Public Venue

At the outer end of the pier, we envision a 5,000 sf² multi-use space that invites outdoor gatherings of all kinds, against the most glorious backdrop Boston has to offer.

Artwork and Sculpture

Both the Project's indoor spaces and outdoor features present versatile options for permanent and rotating temporary displays of artwork, design, and storytelling, with an emphasis on works by BIPOC-owned small businesses, entrepreneurs, and local creatives. One concept to explore would be a tidal monument sculpture that is revealed with the changing tide, potentially exploring historical Boston themes.

Pier 4 Enhancements

The Project will be pursued simultaneous with entitlement efforts seeking to make certain capital improvements to Pier 4, including upgraded sailing facilities, and the addition of shellfish upwellers and a solar array. These and other enhancements will help unify and complement the form and function of the combined piers.

Our development concept for Pier 5 is uniquely positioned to meet and exceed the City's stated development objectives:

01 DIVERSITY EQUITY INCLUSION

Courageous' commitment to diversity, equity, and inclusion has guided the development of its youth programs and is at the bedrock of its mission.

The demand for its programs is high and the organization has long been forced to turn away many who would like to participate due to capacity constraints. By providing an adequate year-round facility and additional resources, the Project would allow Courageous to dramatically increase its impact and accessibility in Charlestown, Boston, and beyond.

Courageous will strive to achieve the DEI standards and goals established by the city. An anticipated partnership with Embrace Boston would further this impact—and is intended to deepen the connections all residents feel to Boston Harbor. Embrace Boston would bring its experience, deep relationships, and community of specialists to help deliver a multi-dimensional, multi-seasonal, and inclusive experience.

02 PUBLIC/OPEN SPACE & CULTURAL DESTINATION

- AND -

03 WATERFRONT ACCESS & EDUCATION

Access and education are core to the Courageous mission, and are central to the vision for Pier 5. Our approach to the Project is conceived to promote the public's direct interaction with the Harbor in myriad ways, from boating to swimming, to fishing, to learning, to sitting and dipping one's toes on a sunny day while taking in the views.

Beyond regular visitors to the facilities for classes and events at Courageous, we anticipate Pier 5 (and, subject to necessary entitlements, a revitalized Pier 4) will become a routine extension of visitor activity and tourism along the Freedom Trail and Harborwalk. We imagine no visit to the USS Constitution and Constitution Museum will be complete without a trip to the site to experience the immersive gallery vividly bringing Boston Harbor's marine experience to life, and, for many, getting out on the harbor, under sail, to take in the views of the USS Constitution and the city skyline from the water.

We see a future where artworks and messaging curated by Embrace Boston and the Navy Yard Garden and Art will promote inclusive access and deepen the connection all residents feel to Boston Harbor.

Taken together, more than any other location in Boston, the Project will be a destination for residents and visitors to gather, enjoy, and engage with the waterfront.

04 SUSTAINABLE & RESILIENT CONSTRUCTION

Our concept is predicated on the principles of sustainable and resilient design and construction, and we anticipate the Project to have a pathway to LEED Gold Certification.

Incorporated elements are intended to combat the impacts of climate change such as sea level rise, coastal flooding, extreme rainfall and stormwater-based flooding, and extreme heat. Our proposed design is characterized by elevated critical infrastructure, durable materials, and low-carbon strategies, including a walkable/bikeable transportation plan. A wave break mitigates wave impacts from ships and storms, while the integration of a raised harbor walk ensures connectivity with future waterfront developments. The Project also incorporates natural vegetation, enhanced green infrastructure, and stormwater management opportunities, improved shading, and accessible green space.

05 ACCESSORY ECONOMIC DEVELOPMENT

The Project will generate long-term economic development opportunities for the immediate surrounding neighborhoods as well as more broadly throughout Massachusetts and the region.

With adequate indoor/outdoor facilities, Courageous will be able to scale to address the exceptional demand for its programming, expanding capacity in core multi-week summer programs from 330 kids to 560, year-round school-year programs from 350 to 1250 and field trips for children throughout the city and state from 150 to 11,500. This growth will require additional seasonal and permanent staff.

Further, we are planning for additional waterfront access and marine- and climate-science-focused programming to be offered through mission-aligned partners, which would likely translate to economic development for these organizations. We have had numerous conversations with and received letters of support from organizations like MIT Sea Grant, Stone Living Lab, Woods Hole Oceanographic Institution, the Museum of Science, and others who are eager to be involved.

In addition, job opportunities will arise from the various amenities included in our design concept: lifeguards for the harbor pool, gallerists and curators for the experiential space, fellows with marine research organizations, and staff of small businesses focused on events.

A Ripple Effect of Community Benefit

A dilapidated and crumbling Pier 5 poorly reflects the Boston of today that values and celebrates its waterfront. Our proposal, grounded in our guiding vision of community engagement, resilience, education, and recreation, is a public and social infrastructure project that addresses the real needs and desires of the community for access to their city's harbor:

- **For Boston's year-round outdoor enjoyment**, no other location in Boston will make it as easy to access and enjoy the waterfront up close... from swimming or just dipping toes in the water on a nice day, to enjoying treats from the snack bar while enjoying sunsets over the city skyline, to getting out on the water under sail, to a sauna and harbor-fed cold plunge during the winter months.
- **For community groups**, stunning indoor and outdoor gathering spaces at the water's edge...from our classrooms to our Great Hall; from water-level at the Learning Lagoon to the panoramic views of the landscaped roof deck, to the 5,000 square feet of public space with southwest facing steps for sitting at the pier's end.
- **For Boston's Freedom Trail walkers and out of town visitors**, a much-needed family-focused collection of activities that complement the rich historical experiences provided steps away at the USS Constitution ship and museum. Pier 5 visitors will experience immersive marine-related shows, hands-on demonstrations of sailing concepts, and exploration of current ocean science research and tidal power methods, all while enjoying the grounds that stretch from the water's edge to rooftop terraces. Families visiting Boston can extend a typical weekend trip to enroll their kids in marine science and sailing experiences while they enjoy other Boston attractions.
- **For learners of all ages**, the Learning Lagoon, immersive theater, and interaction with current ocean science activities will encourage students and citizen scientists of all ages to understand and connect with our waterfront resources in exciting and novel new ways.
- **For higher education, marine research, and ocean-focused organizations**, shared resources including ocean access, vessel dockage, meeting spaces, shared equipment, and a location convenient to the city. The shared ocean science facilities at Pier 4+5 will enable the ocean science community to collaborate with one another and all the learners who come and visit.
- **For Boston's youth and youth-serving organizations**, our proposal would enable Courageous to eliminate our waitlist and ensure that all children and families who want to participate in our multi-week programs are able to, and would create field-trip capacity to get over 10,000 additional children from across the city and the region out sailing and learning on Boston Harbor.



SO MUCH MORE THAN A SAILING CENTER.

38 years ago, our founder, Harry McDonough, had the insight that access to sailing and the marine environment had a unique and profound ability to bring together kids of all backgrounds and serve as a powerful platform for growth and learning. This insight, and his maxim, "Every child's perspective is improved 50 yards offshore," have remained central to the Courageous mission ever since. Our model, however, has evolved significantly to meet the needs of the communities we serve.

There is now a critical need for affordable, engaging programs that support children's social-emotional and academic growth year-round. This is especially true for youth from marginalized communities, who are more likely to be impacted by summer learning loss and the academic and emotional upheaval of the pandemic.

Our summer Reach Initiative programs are free of charge and include meals, school bus transportation, full-day care, support from on-site social workers, and guaranteed tuition-free participation in more advanced sailing programs. To meet the overwhelming demand from Boston Public School families for summer academic enrichment programs, our Swim Sail Science (a BPS "5th Quarter" Summer Learning Academy) now serves students at our Jamaica Pond site, as well as in Charlestown. To support students all year round, we offer school-day STEM and sailing education. No matter what time of year, Courageous is committed to helping students strengthen the skills they need to thrive in our boats, in the classroom, and beyond.

The Courageous model works. A longitudinal study confirmed that high-attending students in summer programs like ours make lasting gains in math, language arts, and social-emotional skills—the academic equivalent of one quarter of a school year after two summers. Parents, students, and staff members in all of our programs always note major increases in confidence, comfort around water, cooperation with peers, and environmental stewardship. The data confirms that Courageous programs help our kids strengthen leadership and other crucial life skills. They build confidence as sailors, swimmers, and learners and become informed, empowered stewards of their Boston Harbor environment.

Courageous today is constrained not by demand but by infrastructure—in particular a lack of adequate indoor facilities: classrooms, bathrooms, changing rooms and shelter from the elements. Our Pier 4+5 proposal is an opportunity to meaningfully change that: to catch up to Courageous's current needs while adding capacity to provide Massachusetts public schools and youth-serving organizations with a harbor base for year-round field trips and learning opportunities.

BOSTON RESIDENTS JOBS POLICY

Since its founding in 1987, Courageous has prioritized hiring a diverse workforce in all aspects of its programming and been strengthened by a culture of diversity, equity, and inclusion. Of 146 seasonal/part time staff employed by Courageous in 2024, 56 (36%) identified as persons of color. Year after year, as graduates of our programs progress into the ranks of instructors and/or return to teach at Courageous part-time as college students or graduates, we see this number increase.

From this firsthand experience, Courageous recognizes the importance of diversity and will abide by the Boston Residents Jobs Policy for construction jobs on the Project. Our team has extensive familiarity with the policy and a proven history of compliance with it over several decades.

Our approach consists of the following:

- Include workforce goals and reporting requirements in all general contracting and subcontracting agreements;
- Recognize Living Wage Requirements in all general contractor and/or subcontractor contracts of \$18.00/per hour or more;
- Perform kick-off meetings with project team, to include general contractor and its related subcontractors to review our internal compliance policy and other outside agency's standards;

- Monitor contractor's performance daily/weekly through routine site visits and weekly project updates to verify reported workers; hold corrective action meetings as necessary;
- Participate in local Labor Monitoring Committee meetings as requested;
- Maintain walk-on application procedure for workers seeking employment/training: distributing logs weekly to GC and subcontractors;
- Collect all Boston resident verification documentation for workers living in the City; and,
- Host Community Job Fairs and OSHA-10 job trainings for those without relevant construction experience through MPDC's Construction Pre-Apprenticeship Program, MT2T

In addition, our team will work with numerous community partner organizations to increase employment opportunities for local, minority, and female workers including:

- Building Pathways
- Various Resident & Neighborhood Associations
- YouthBuild Boston
- Career Link & other employment programs
- Local Vocational High School
- Neighboring properties surrounding the Project

"WE BELIEVE THAT THIS PROJECT WILL ENHANCE OUR COMMUNITY'S WATERFRONT AND PROVIDE LIFE-CHANGING OPPORTUNITIES FOR LOCAL CHILDREN."

— The Harvard-Kent Elementary School

Diversity, equity, inclusion, and belonging (DEIB) are fundamental and integral to the mission of Courageous.

Since its founding, the organization has focused on the availability and accessibility of sailing specifically for women, persons of color, persons with a disability, students from the Boston Public Schools, and persons with economic challenges.

In the Courageous operational model, it's essential to build a staff that reflects (and, therefore, can effectively serve) the vibrant diversity of participating youth sailors with 64% (263) of Courageous summer sailors identifying as youth of color.

In the makeup of the Courageous 22-member Board and 10-member Management team, we are actively prioritizing DEIB and have an action plan in place to improve diversity in our recruitment and hiring. Within the past year, our Board has taken intentional steps to recruit more widely, has added two individuals of color and is aiming to add three more within 2025. 7 out of 22 Board members are women; 6 out of 10 management team members are women.

Representation is an essential dimension of DEIB. Therefore, we prioritized the inclusion of diverse perspectives in our RFP formulation and project teams. Our team includes Proverb and DREAM Collaborative, both Boston-based, MBE firms. Women-owned businesses (WBE) include Offshoots.

The formulation of work, projects, and contracting related to the build-out of Pier 5 as well as the operational model will always be anchored around Courageous' nonprofit mission coupled with the commitment to engage, hire directly or via subcontracting opportunities using DEI. We intend to adopt a similar methodology as the Massport model where we consider and evaluate each contractor, vendor or company based on their commitment to DEI and their percent designated to companies certified as MBEs or WBEs.

Our collaborating partner, Embrace Boston, adds another dimension of DEIB commitment to our proposal. Embrace Boston is a racial equity organization at the intersection of arts and culture, community, and research and policy. Part of this vision aims to reimagine public spaces to honor diverse histories, foster belonging and meaningful gathering. Engagement with Embrace Boston will help make inroads for authentic community participation to ensure that people of all backgrounds see themselves and are reflected in the work.

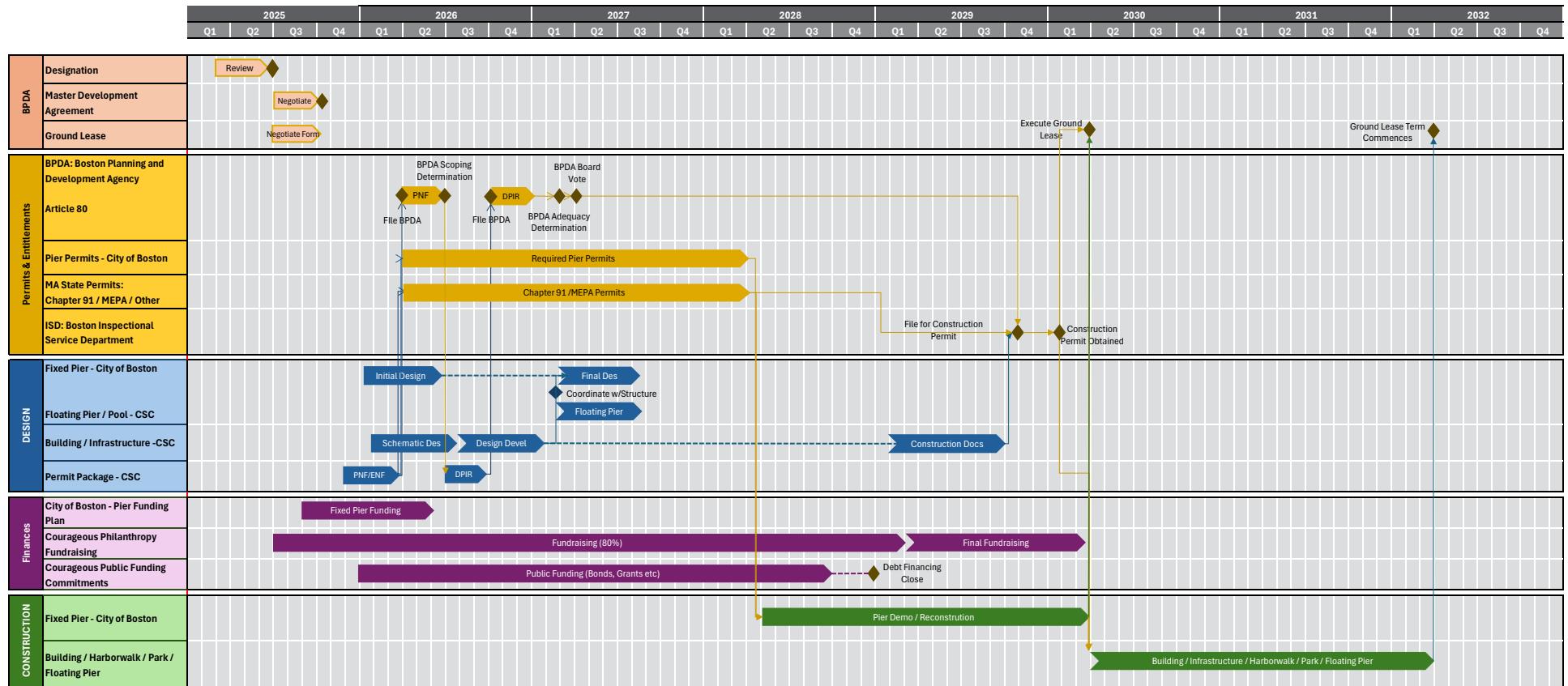
64% OF COURAGEOUS SUMMER SAILORS IDENTIFY AS YOUTH OF COLOR.





01

DEVELOPMENT SUBMISSION / PROPOSED TIMELINE



Definitions: PNF - Project Notification Form; ENF - Environmental Notification Form; DPIR - Draft Project Impact Report; DEIR - Draft Environmental Impact Report; SD - Schematic Design; DD - Design Development;



01

DEVELOPMENT SUBMISSION / LETTERS OF SUPPORT /

- Senator Sal DiDomenico,
The Commonwealth of Massachusetts
- Representative Daniel J. Ryan,
The Commonwealth of Massachusetts
- Charlestown Boys & Girls Club
- Charlestown YMCA
- Friends of the Charlestown Navy Yard
- Harvard-Kent Elementary School
- Warren Prescott School
- Bunker Hill Community College
- Boston University Marine Program
- Tufts University
- University of Michigan, Water Center
- MIT Sea Grant College Program
- Woods Hole Oceanographic Institution
- SeaAhead
- Museum of Science



The Commonwealth of Massachusetts

MASSACHUSETTS SENATE

Senator Sal DiDomenico

ASSISTANT MAJORITY LEADER

Middlesex and Suffolk District

State House, Room 405
Boston, MA 02133-1053

Tel. (617) 722-1650

Fax (617) 722-1323

Sal.DiDomenico@MASenate.gov
www.MASenate.gov

Chair

Bills in the Third Reading

Vice Chair

Education

Steering and Policy

Labor and Workforce Development

Personnel and Administration

Export Development

February 18th, 2025

Benjamin Merker
City of Boston Planning Department
1 City Hall Square
Boston, MA 02201

Dear Mr. Merker,

I am proud to provide this letter in support of Courageous Sailing's redevelopment proposal of Pier 5 in the Charlestown Navy Yard. Courageous Sailing has long been a leader in providing access to sailing and maritime education for Boston's youth, fostering a deep connection between our community and the waterfront. Their vision for Pier 5 takes this mission a step further by creating a shared resource that will serve as a hub for ocean science, environmental education, and public engagement. The proposed "Boston Science Pier" will be a first-of-its-kind space, bringing together scientists, educators, students, and the broader public to explore and protect our marine environment.

The project's innovative shared-space model would provide critical infrastructure, including:

- Dockage for research and outreach vessels, ensuring direct access to Boston Harbor for marine studies and education.
- A protected dock area for deploying underwater sensors and instrumentation, expanding research capabilities.
- Collaborative meeting, storage, and workshop spaces for ocean science initiatives.
- Public programming, educational exhibits, and hands-on STEM opportunities for students from across the city.

I urge the City of Boston's Planning Department to select Courageous Sailing's RFP. Thank you for your consideration, please feel free to contact my office with any questions

Sincerely,

State Senator
Middlesex & Suffolk



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133-1020

DANIEL J. RYAN
STATE REPRESENTATIVE
2ND SUFFOLK DISTRICT

CHAIR:
Joint Committee on Election Laws

STATE HOUSE, ROOM 445
TEL. (617) 722-2460
Dan.Ryan@MAhouse.gov

February 13, 2025

City of Boston Planning Department
1 City Hall Square, 9th Floor
Boston, MA 02201

To whom it may concern:

I write today in support of Courageous Sailing's Pier 5 Request for Proposals application. The project, which is located in the Charlestown Navy Yard, will bring a tremendous benefit to community members, visitors, and educators. Courageous Sailing, nearing four decades in our community, has been a treasured asset for our youth and a great partner in the Navy Yard. The organization goes above and beyond the instruction of sailing, helping those who attend the program to learn skills of personal growth, leadership, and a respect for the natural coastal elements in which they operate.

With climate at the forefront, the building will feature a climate adaptive design, green infrastructure and technology, along with the creation of an amphibious public park. The new facility would create opportunities beyond sailing, engaging in maritime science, research through underwater sensors and other oceanographic instrumentation, while partnering with universities and researchers working on matters such as coastal resiliency. This "Science Pier" would allow for educational opportunities and programming for both residents and visitors alike. The facility will also create a public space for all those who enter to appreciate the Charlestown neighborhood and its role in the storied history of Boston's maritime legacy.

If successful in their application, this project has the opportunity to be truly transformational, as the vision set about by Courageous Sailing would restore and enhance waterfront access in a currently restricted area on the Boston waterfront.

Thank you in advance for your consideration, and I ask that you look kindly on their application. If you should wish to discuss further, please contact me at your convenience.

Sincerely,

A handwritten signature in blue ink that reads "Daniel J. Ryan".

Daniel J. Ryan
State Representative

CHARLESTOWN CLUB
Keane Children's Center
Ansion Youth Center



Club Leadership

Derek Gallagher
Executive Director

John Killoran
Director of Community
Partnerships

Boys & Girls Clubs
of Boston Leadership

Robert Lewis, Jr.
Nicholas President and CEO
In recognition of
Pete and Ginny Nicholas

Dave Johnson
Chair of the Board of Directors

To Whom It May Concern,

The Charlestown Boys & Girls Club, enthusiastically support the proposed transformation of Pier 4 & 5 in the Charlestown Navy Yard for the benefit of the Charlestown Community, Families and Courageous Sailing Center. This project will greatly benefit our community and provide invaluable opportunities for local youth and families, especially those that need us most. Courageous Sailing has been a cornerstone of our community for 37 years, offering affordable memberships, US Sailing-certified lessons, and youth programs that align closely with our mission. Their presence on Pier 4 has already made a significant impact, and expanding their facilities will only enhance their ability to serve Charlestown's residents. Like our Club, Courageous Sailing provides a safe, educational environment for young people to develop new skills and build confidence. Their programs complement our own efforts to promote healthy lifestyles, character development, and academic success. The transformation of these piers will not only improve the sailing facilities but also contribute to the revitalization of the Charlestown Navy Yard and our waterfront. This project will create more opportunities for our members to engage in outdoor activities, learn valuable skills, and experience the unique maritime heritage of our incredibly diverse neighborhood. We believe this expansion will strengthen the synergy between our organizations, allowing us to collaborate more effectively in serving Charlestown's youth. The enhanced facilities will provide an excellent resource for our members interested in sailing, marine education, and environmental stewardship. In conclusion, we wholeheartedly endorse this project and look forward to the positive impact it will have on our community. The transformed piers will be an asset, enriching the lives of our young people, especially those that need us most and contributing to the vibrancy of Charlestown.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Gallagher".

Derek Gallagher
Executive Director
Charlestown Boys & Girls Club



United Way
of Massachusetts Bay
and Merrimack Valley



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

February 5, 2025

City of Boston Planning Department
Attn: Benjamin Merker
12 Channel Street
Boston, MA 02210

Subject: Letter of Support for Courageous Sailing's Pier 5 Proposal

Dear City of Boston Planning Department,

On behalf of the Charlestown YMCA, I am writing to express our strong support for the application being submitted for Pier 5, led by Courageous Sailing. As a neighboring Charlestown organization dedicated to fostering youth development, healthy living, and social responsibility, we believe this project will provide invaluable benefits to our community.

Revitalizing Pier 5 presents an incredible opportunity to enhance Charlestown's waterfront, creating a vibrant and accessible public space that will serve as a hub for recreation, education, and community engagement. This initiative will not only improve public access to Boston Harbor but also create meaningful programming that benefits residents, visitors, and local businesses alike.

Courageous Sailing is the ideal organization to lead this effort. For 37 years, they have remained deeply rooted in the community, providing access to Boston Harbor for individuals of all ages, backgrounds, and abilities. Their commitment to inclusivity, environmental stewardship, and hands-on learning aligns perfectly with the values of the Charlestown YMCA. We recognize the tremendous impact that their programming has had on local youth, fostering confidence, teamwork, and a connection to the water.

The revitalized Pier 5 will offer diverse recreational and cultural opportunities, from sailing and boating to educational programming and community events. It will serve as a gathering place that strengthens community ties while promoting sustainability and environmental awareness.

The Charlestown YMCA proudly endorses Courageous Sailing's application and is excited to see this project come to life. We are committed to supporting this initiative in any way we can and look forward to its successful implementation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bridgette Ridlon'.

Bridgette Ridlon
Executive Director- Charlestown Y



February 20, 2025

Natalie Deduck
City of Boston Planning Department
One City Hall, Ninth Floor
Boston, Massachusetts 02201

Re: Pier 5 RFP – Courageous Sailing

Dear Ms. Deduck:

The Friends of the Charlestown Navy Yard (FCNY) is a nonprofit organization comprised of approximately two hundred individuals and thirty businesses. FCNY's mission is to improve the quality of life and visitor experience for residents and visitors to the culturally rich and historic Charlestown Navy Yard. In furtherance of that mission FCNY is happy to write this letter in support of Courageous Sailing's response to the Planning Department's Request for Proposals ("RFP") for Pier 5.

Courageous has been an important part of the community for over thirty years, bringing positive change to the lives of families and children in a way that is impossible to adequately quantify and replicate. Every year, Courageous serves over one thousand children from Charlestown and Boston, hosts events and regattas, and provides instruction and waterfront access to people of all ages and backgrounds at multiple locations. For the past 37 years Courageous has served as the point of entry for tens of thousands of urban youths who would otherwise not experience the beauty and excitement of Boston's beautiful water resources. This experience provides many important life lessons, as well as physical exercise and exposure to the important environmental issues we face because of climate change and resultant sea level rise expected in the coming years.

FCNY has worked successfully with Courageous since our inception in 2004. Courageous is an excellent neighbor and admirable role model on how a dedicated and focused non-profit can and should carry out its mission. We are delighted that Courageous is responding to the RFP. The RFP seeks innovative solutions that prioritize: (1) diversity, equity and inclusion; (2) waterfront access and education; (3) public/open space and cultural destination; (4) sustainable and resilient construction; and (5) accessory economic development. The Courageous



plan for Pier 5 fully satisfies all the RFP's criteria, and then some. Courageous' plan will dramatically transform the blighted and vacant Pier 5 and the adjacent water sheet to a world class sailing center that provides climate change research education opportunities, vibrant open space, and recreational opportunities.

We are grateful to the Planning Department for all the time and effort it has expended to rehabilitate and revitalize Pier 5. We know these efforts are rife with challenges. FCNY urges the Planning Department to give Courageous the opportunity to implement its plan for Pier 5. For too long Pier 5 has been fenced off and inactive. Courageous' plan will activate a derelict pier in a way that will positively impact Boston's children and their families, producing countless positive economic and social outcomes for many generations to come. It is difficult to quantify those benefits, but we are confident that they far outstrip the resources needed to fulfill Courageous' far reaching vision.

Thank you for your efforts and consideration of our support letter.

Sincerely,



Michael Parker
Chair



Lois Siegelman
President

BOSTON PUBLIC SCHOOLS



HARVARD-KENT ELEMENTARY SCHOOL

Ben Russell
Principal

Dear Members of the Boston Planning & Development Agency,

I am writing to express my strong support for Courageous Sailing's proposed expansion on Pier 5 in Charlestown. This project is an extraordinary opportunity to provide equitable access to Boston Harbor and its resources for all children, particularly for the students of Harvard-Kent Elementary School.

We believe that this project will enhance our community's waterfront and provide life-changing opportunities for local children. The Harvard-Kent is located just moments away from Pier 5, yet for many of our students, the waterfront remains an untouched and unexplored part of their neighborhood. Without Courageous Sailing, our children would not have the opportunity to experience sailing, maritime education, or the personal growth that comes from being on the water. Courageous Sailing's programs offer more than just recreation; they help instill confidence, teamwork, and environmental stewardship, opening doors to future educational and career opportunities in the marine and STEM fields.

Expanding Courageous Sailing at Pier 5 means ensuring that our young students, who live so close yet have so little access and exposure to the harbor, can develop a lifelong connection to the water. From sailing and marine education to community events and environmental programs, this project will transform Pier 5 into a vital hub of activity and learning. It will also help foster a sense of environmental responsibility by encouraging our children and their families to engage with and protect Boston's waterways. It is a step toward making our city's waterfront truly inclusive, giving every child—regardless of background—the chance to experience the joy and empowerment that comes with sailing and a sense of pride in their community.

I urge the BPDA to approve this project and help make Boston Harbor a space for everyone, especially the children who need it most. Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Russell".

Ben Russell
Principal
Harvard-Kent Elementary

Michele Davis

50 School Street

Charlestown, MA 02129

February 7, 2025

City of Boston Planning Department

ATTN: Benjamin Merker

12 Channel Street

Boston, MA 02210

Dear City of Boston Planning Department,

I am writing on behalf of the Warren Prescott School to express our strong support for the application submitted by Courageous Sailing for the development of Pier 5. As a neighboring organization in Charlestown, we are confident that this project will provide significant benefits to our community.

As an institution dedicated to the children and families of Boston, we believe this initiative will greatly enhance our waterfront and create valuable opportunities for residents, visitors, and local businesses alike. The revitalization of Pier 5 will not only offer a beautiful and accessible public space but also foster recreation, community engagement, and appreciation of our waterfront's natural beauty.

Courageous Sailing is the ideal organization to lead this effort. With 37 years of community involvement, they have demonstrated an unwavering commitment to making Boston Harbor accessible to people of all ages, backgrounds, and abilities.

The planned waterfront pier will offer a wide range of recreational and cultural experiences for all. From fishing and boating to community events and festivals, it will serve as a vibrant center for activity and enjoyment. Additionally, this project will encourage environmental stewardship, inspiring both residents and visitors to engage with and protect our local waterways.

The Warren Prescott School fully endorses this application and looks forward to the successful realization of this exciting project. We are eager to support this initiative in any way we can.

Sincerely,

Michele Davis

Principal



February 21, 2025

Kairos Shen, Chief of Planning
City of Boston Planning Department
One City Hall Square
Boston, MA 02201

Dear Chief Shen,

We are writing in support of Courageous Sailing proposal in response to the Planning Department's December 2024 RFP for Pier 5 in the Charlestown Navy Yard. As the state's largest community college and one that is anchored in communities of need and opportunity and driven by the blue economy, we are excited by Courageous's vision of a center of exploration, research, and education that brings together people of all ages, professions, and walks of life in a reimagined water's edge.

Courageous and Bunker Hill serve many of the same communities. More Boston Public Schools graduates attend BHCC than any other institution. Courageous has served more than a thousand BPS students in free sailing and science programs in the last decade. The Courageous proposal for Pier 5 represents a compelling platform on which to grow our institutions' cooperative relationship. If realized, it would add to Charlestown an educational node that further distinguishes our neighborhood, city, and region.

Bunker Hill is also home to a growing Marine Technology program, one of several short-term workforce programs that train students—many of them already working adults—for jobs in growing fields. Bunker Hill works with industry partners, including the largest marinas in the Navy Yard and a major boat builder in Charlestown, to provide student internships and program support. The Courageous proposal represents another opportunity to expand the footprint of the blue economy in our city and provide opportunities for growth and enrichment in this field for students.

CHARLESTOWN CAMPUS

250 New Rutherford Avenue • Boston, Massachusetts 02129-2925
Phone: 617-228-2000 TTY: 617-242-2365

CHELSEA CAMPUS

70 Everett Avenue • Chelsea, Massachusetts 02150-2917
Phone: 617-228-2101 TTY: 617-884-3293

ADDITIONAL LOCATIONS

Chinatown • East Boston • Everett • Malden • South End • Quincy
bhcc.edu



As Bunker Hill Community College undertakes its own campus master planning project, we know that deliberation, care, and consultation are necessary for any successful development. We take seriously our responsibility to work closely and respectfully with our friends and neighbors and with our partners in government to ensure that we balance the needs of the many communities we serve. We see in Courageous Sailing a partner that shares those values and commitment to serving all the people of our city.

Sincerely,

Pam Y. Eddinger, PhD
President

John K. Pitcher, CPA, MBA
Vice President & CFO
Administration & Finance

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February 18, 2025

To Whom It May Concern:

On behalf of the Boston University Marine Program, we are writing in support of Courageous Sailing's proposal to rebuild Charlestown Navy Yard Pier 5 as a new community "Science Pier". The Boston University Marine Program (BUMP) is an interdisciplinary group from the Departments of Biology and Earth and Environment with a common interest in marine science. BUMP faculty are active in marine science research locally and around the world and supervise a cohort of graduate students at BU. The program is also the home of the Marine Science major at BU, roughly 100 undergraduates with interests ranging from marine biology to coastal risks and hazards to bluewater oceanography. BUMP was housed on the campus of the Marine Biological Laboratory in Woods Hole from its founding in 1969 until BU's College of Arts and Sciences relocated the program to the Charles River Campus in Boston in 2006. The move benefitted BU undergraduates through better access to BUMP faculty and research opportunities but eliminated easy access to the marine environment. Despite the relative proximity to Boston Harbor, BU Marine Science undergrads have very limited opportunities to use our own backyard to study marine science. Courageous Sailing's founder observed that "Every child's perspective is improved 50 yards from shore". Every opportunity for young students of marine science to get out on the water improves their perspective as scientists.

The centerpiece of the Marine Science major at BU is the Marine Semester, where students spend the fall of their Junior year engaged full-time in marine science courses, taking only one class at a time allowing full days participating in lab work or fieldwork. Several courses offered in November and December are held in a field laboratory on an island in Belize while September and October courses focus on the New England marine environment. Courses utilize oceanographic vessels operated by Stellwagen Bank Marine Sanctuary and the University of New Hampshire, take field trips to study the coastal environment from Cape Cod to Maine, and study the effects of urbanization on the marine environment of Boston Harbor.

The BU Marine Program could take advantage of the many of the resources proposed for development on the Boston Science Pier:

- Harborside classrooms for occasional use by BU marine science courses accessible for students from BU's Charles River Campus via public transportation.
- Testing and deployment of oceanographic equipment by BU marine science faculty and students.
- Dockage for small boats used in BU marine science teaching and research.

Furthermore, BU Marine Program students and faculty could contribute to the Science Pier's mission in several ways:

- BU Marine Program students and their Marine Science Association are eager for volunteer opportunities and would enthusiastically participate in public outreach events and the development of educational exhibits.
- BU Marine Program faculty could present educational outreach events to the public on the local marine environment and impacts of climate change and sea level rise.
- By enhancing the visibility of the Science Pier as a place where cutting-edge marine science research meets public access to the waterfront.

The BU Marine Program enthusiastically supports the Courageous Sailing's proposal for Pier 5 redevelopment and looks forward to future opportunities for collaboration.

Sincerely,



Andrew C. Kurtz
Associate Director of BU Marine Program
Associate Professor, Department of Earth and Environment
Boston University



Peter M. Buston
Director of Boston University Marine Program
Associate Professor of Biology
Boston University

February 6, 2025

To whom it may concern:

I am so pleased to offer this **letter of support** for Courageous Sailing's bold and timely vision for the redevelopment of Pier 5 in the Charlestown Navy Yard. Tufts has a long history of leadership in environmental science issues in the greater Boston area, as well as an active, top-ranked sailing team that holds 28 national championships. Our **collective interests in science, education, and sailing** are aligned well with the Pier 5 vision led by Courageous Sailing.

Tufts is currently in the process of building catalytic partnerships and programs in the area of ocean science, and would greatly benefit from access to infrastructure in the Boston Harbor. Essentially, we share Courageous Sailing's vision of a "**Boston Science Pier**" that would be an invaluable and first-of-its-kind resource to the greater Boston ocean sciences community, which includes area colleges and universities, marine research organizations, as well as ocean-related startups and funding sources.

Boston has a long and storied maritime history, and is consistently ranked as the top student city in the United States given the high density of colleges and universities in the greater Boston Area. We aim to leverage these shared interests in oceans, science, and education to help Courageous Sailing create America's first Science Pier; a dedicated shared resource-model space to enable ocean science. The Pier 5 project offers a situation perfectly suited to a consortium/shared-space model. The envisioned shared facilities would include:

- *vessel dockage for visiting science and outreach vessels, access to a shared launch area*
- *a protected dock from which to deploy underwater sensors, instrumentation, and assessments*
- *meeting spaces of various capacities,*
- *storage and workshop space*
- *education and outreach opportunities that leverage the activities of Courageous Sailing and the public access space envisioned on Pier 5*

I anticipate that this project would create a nexus of marine scientists, the public, and local youth in a mutually beneficial way that doesn't currently exist. Facilities articulated above would create the opportunity for scientists and marine research institutions to have access to the ocean. Pier 5 would provide a center for the public to engage with and learn about marine science, through rotating outdoor educational exhibits and public lectures, curated/presented by consortium members. And finally, students from Courageous Sailing, Boston schools, and other youth organizations would be able to participate in authentic marine science research, led by scientists. This would help to accelerate and advance STEM career exposure and development, including to populations underrepresented in STEM fields. In turn, youth and area citizen scientists could support research projects by regularly collecting data.

To that end, I would be happy to help convene Boston ocean science stakeholders to start the discussion of a "Boston Science Pier" consortium, should Courageous Sailing win the bid for Pier 5 redevelopment. I stand in strong support of this visionary project that will help keep the City of Boston on the cutting edge of scientific advancement, steeped in our collective maritime tradition and history.

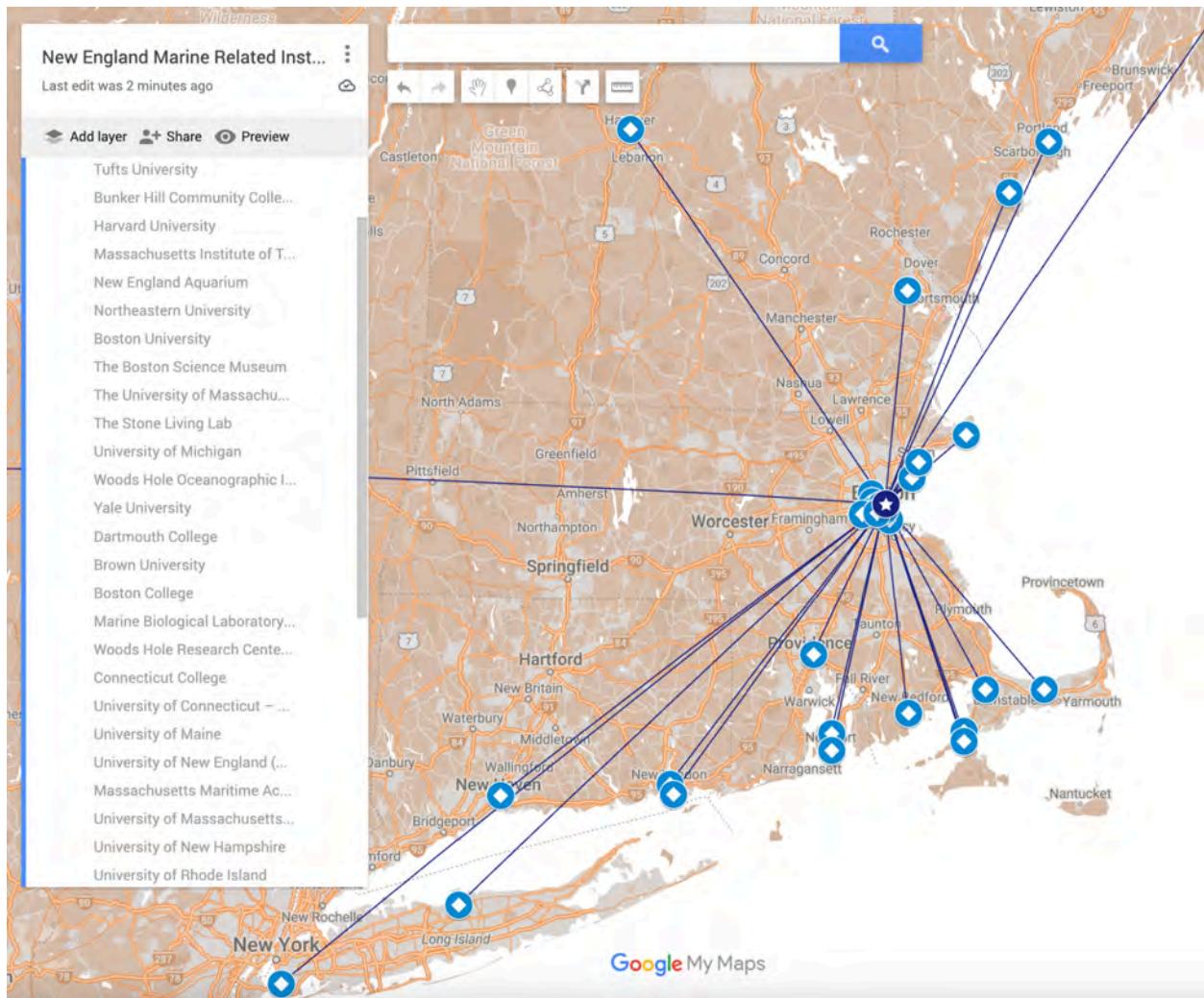
Sincerely,



Randi Rotjan, Ph.D., Incoming Associate Professor of Biology; Provost Catalyst Leader Tufts University

Cc: Caroline Genco, Provost and Senior Vice President, Tufts University

Cc: Catherine Freudenrich, Chair, Department of Biology, Tufts University



City of Boston Planning Department
ATTN: Benjamin Merker
12 Channel Street
Boston, MA 02210

January 13, 2025

Dear Mr. Merker

I am writing this letter of support for the Courageous Sailing proposed innovative solutions for redeveloping the Pier 5 site in the Charlestown Navy Yard. The team led by Courageous has worked hard to envision the next logical steps in their own decades of experience supporting equitable access to the Boston waterfront and we are pleased to be engaged in this process with them. To that end, the University of Michigan Water Center is working with Courageous to identify opportunities for University of Michigan faculty and students to participate in this project.

The University of Michigan ranks among the top three public research universities in the United States. However, because we are situated in the Midwest, oceanographic research and teaching opportunities for our students and faculty are currently limited to opportunities we develop through partnerships with colleagues from the “salty” coasts. The Pier 5 redevelopment provides a prospective base for University of Michigan faculty, research staff and students to engage in year-round, salt-water physical, chemical and biological oceanographic and related research. For example, our engineers could pursue year-round research into kinetic renewable energy generated through tides, wave and currents at or near the site. Other engineers are working on flood control and stormwater management in the Midwest that has the potential to be transferred to address urban flooding and environmental justice needs in the greater Boston area.

University of Michigan students would also benefit from the opportunity to conduct summer research or attend summer field classes based at Pier 5. From access through the large, urban harbor and Navy Yard, the Boston Harbor Islands and the surrounding region offer many coastal habitats and ocean environments not available in the Great Lakes. At the same time, Boston and other nearby coastal urban centers provide a diverse set of waterfront communities and environmental justice neighborhoods. This combination would enable students to tackle intertwined environmental and socio-economic issues using interdisciplinary approaches. These students would also be excellent ambassadors and docents for the envisioned public education facilities at Pier 5.

Finally, I believe that University of Michigan faculty will value the opportunity to increase and strengthen relationships with many regional organizations where collaborative work could benefit climate mitigation efforts in both the east coast as well as the Midwest. A sample of area groups where joint initiatives could be forged include Woods Hole Oceanographic Institute, the New England Aquarium, MIT Sea Grant, the Stone Living Lab, the Northeastern University Marine Science Center, the Sea Ahead an ocean focused start-up incubator, and the Propeller Fund an ocean specific VC firm.

I look forward to the opportunity to build on and refine these ideas in collaboration with Courageous and faculty here at the University of Michigan. Please do not hesitate to contact me (jenread@umich.edu; 734-769-8898) if you have any questions.

Sincerely,



Jennifer Read Ph.D., Director



Massachusetts Institute of Technology
MIT Sea Grant Program
12 Emily Street, NW98
Cambridge, MA 02139

February 18, 2025

To whom it may concern,

I am writing to express support for the proposal for redevelopment of Pier 5 by Courageous Sailing. The proposed “Boston Science Pier” would be a valuable asset not only to residents and visitors to Boston, but also to K-12 educators, universities, and NGOs focused on marine and coastal issues.

The mission of the MIT Sea Grant Program is to promote the conservation and sustainable development of marine resources through research, technology development, education, and outreach. As part of this mission we engage in extensive education, outreach and extension programs in a variety of areas including habitat protection and remediation, supporting the fishing and aquaculture industries, supporting local communities and economies, and developing surface and underwater robots for ocean exploration and industrial applications. The proposed Boston Science Pier would offer a unique waterfront facility to support our efforts in these areas. We envision utilizing the proposed space in a variety of ways, such as for participatory science initiatives, community and workforce education programs that align with blue economy initiatives, opportunities for publicly-accessible research programs enhancing community awareness and appreciation for our oceans, staging and deploying marine technology in support of our research and engineering programs, and more. Collaboration with Courageous Sailing and the other institutions and organizations that would convene at this facility would enable us to broaden our reach and extend our impacts for Massachusetts constituents.

In short, MIT Sea Grant supports Courageous Sailing’s proposal for the new Boston Science Pier, which would be a wonderful resource for the residents of Boston and the greater community of institutions and organizations working in marine science, technology, and education. Please do not hesitate to contact me if you have any questions.

Best wishes,

A handwritten signature in black ink, appearing to read "Michael Triantafyllou".

Michael Triantafyllou
Director, MIT Sea Grant College Program
mt@mit.edu



Sarah Das, Scientist & Educator

MS #24, 266 Woods Hole Road, Woods Hole, MA 02543

Office: 508 289-2464

sadas@whoi.edu

February 20, 2025

To Whom it May Concern:

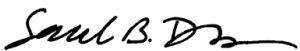
I am writing in strong support of Courageous Sailing's proposed redevelopment of the Charlestown Navy Yard Pier 5 as a new community "Science Pier." As a scientist and educator at the Woods Hole Oceanographic Institution (WHOI), one of the world's premier independent organizations dedicated to ocean research, technology, and education, I can envision many ways that WHOI scientists, engineers and students would both contribute to, and benefit from, the waterfront access that a Science Pier in Boston would provide in terms of new research and teaching opportunities.

The proposed location of the Science Pier would provide unique marine research access in a large metropolitan area, an important and growing area of scientific research given how sea level rise and climate change are poised to negatively impact hundreds of millions of people as well as trillions of dollars in infrastructure, ecosystems services, and economic output globally in urban settings. Furthermore, the location near the confluence of the Mystic River and Boston Harbor offers unique research opportunities to further our scientific understanding of how compound hazard processes, such as the combined increase in precipitation and freshwater runoff intersect with accelerating rates of sea level rise and land subsidence (an acute problem for Boston in particular) leading to more frequent and extreme flooding events than any one factor on its own. These examples highlight just a couple of many ways that the Pier 5 location complements rather than duplicates existing strategic scientific waterfront access that WHOI maintains at the Iselin Marine Facility in Woods Hole, MA (although it is worth pointing out that the Iselin facility also requires major investment in the near future to maintain its operational capacity.)

As a member of the Climate Science Advisory Panel, advising the Office of Climate Science under the Commonwealth of Massachusetts's Executive Office of Energy and Environmental Affairs, I am also acutely aware of the many challenges and risks facing the City of Boston, Boston Harbor, the Commonwealth of Massachusetts, and the New England region more broadly from climate change; sea level rise and coastal hazards foremost among them. Thus, I am also strongly supportive of the many unique public-facing spaces and activities Courageous Sailing has planned in their proposal, as they will be enormously impactful in increasing awareness of marine and coastal climate and environmental challenges, as well as the many potential solutions, and will do a lot to raise the level of the public's Ocean Literacy overall.

I look forward to future opportunities for collaboration.

Sincerely,



Sarah Das, Ph.D.
Associate Scientist
WHOI

02/20/2025

SeaAhead
1 Broadway, 14th floor
Cambridge, MA 02142

To Whom It May Concern:

On behalf of SeaAhead, I am writing to support Courageous Sailing's proposal to rebuild Charlestown Navy Yard Pier 5 as a new community-focused "Science Pier".

SeaAhead is a leading innovation and investment platform dedicated to the blue economy. We bring together an innovation ecosystem of entrepreneurs, investors, industry leaders, and stakeholders to accelerate the commercial development of emerging ocean-focused technologies. Among other things, SeaAhead, in partnership with the New England Aquarium, runs a cohort-based startup acceleration program called BlueSwell. SeaAhead also organizes program-related events to support bluetech innovation. To date, SeaAhead programs have graduated 25 startups, with another seven about to graduate from Cohort V of BlueSwell. Courageous Sailing's proposed project, which leverages bluetech innovation, coastal community engagement, and multi-stakeholder interest, matches our mission to create a triple-bottom-line impact for stakeholders across the blue economy.

SeaAhead and its programs could take advantage of the many of the resources proposed for development on the Boston Science Pier:

- In-person sessions during one of BlueSwell's in-person weeks,
- Program-related events that foster connection into the community,
- Specific blue technology demonstration opportunities,
- SeaAhead could convene educational series including its "What is Bluetech", and "What can Bluetech do for you?" series, which has been presented to students and faculty at colleges and universities across several states, and
- Light testing of certain early technologies (use case & permitting dependent).

The Science Pier can contribute to Boston's position as a leading Blue Technology Hub. Accordingly, SeaAhead is thrilled to provide its support for Courageous Sailing's proposal for the Pier 5 redevelopment and the future opportunities it creates.

Sincerely,



Nadir Ait-Laoussine
Vice President, Platform & Programs
SeaAhead



Museum of Science®

Science Park
Boston, MA 02114-1099

617-589-0100
617-589-0417 (tty)
617-589-0187 (fax)
www.mos.org

February 23, 2025

City of Boston Planning Department
Attn: Benjamin Merker
12 Channel Street
Boston, MA 02210

Dear Mr. Merker,

The Museum of Science is pleased to support the visionary proposal by Courageous Sailing to develop Pier 5 in the Charlestown Navy Yard as the *Boston Science Pier*. This is an idea whose time has come: Boston's storied sailing history meets Boston's current reality -- the most science-rich city in the world. It will be a space that inspires local youth, coalesces community partnerships, ignites visions for ocean preservation, and sets Boston apart as a city that uses public spaces for the good of all.

The Museum of Science is committed to helping this project succeed. We look forward to partnering with Courageous Sailing to open the Museum to its participants. We will make our award-winning preK-12 engineering curriculum available at no cost and will work creatively to ensure the students have direct access to the Museum.

The Museum also looks forward to working with the project's academic partners. We are well suited to convey their excellent work to the public. Currently, our digital reach extends to four hundred million people a year. We would gladly commit to featuring the work of the scientists working in *The Boston Science Pier* on our digital channels and in the Museum itself.

And finally, we look forward to collaborating with our sister organizations in Boston, like the Children's Museum, The New England Aquarium, and any others committed to the well-being of Boston's youth. We already work together in many ways, and *The Boston Science Pier* will give us an ideal opportunity to combine our unique strengths in unique ways to do some wonderful things.

It is hard to imagine a more visionary AND doable use for Pier 5. Please count on the Museum of Science as an enthusiastic supporter and willing partner in this proposal.

Very sincerely yours,

A handwritten signature in blue ink that reads "Tim Ritchie".

Tim Ritchie
President



02.A
DESIGN
SUBMISSION / DESIGN
NARRATIVE

The Project envisions a transformative space that maximizes public access to Boston Harbor while fostering community engagement, education, and sustainability. This innovative design prioritizes connection with the waterfront, creating opportunities for year-round enjoyment, learning, and recreation. By integrating resilient infrastructure and sustainable practices, the Project sets a new standard for waterfront development and ensures long-term accessibility for future generations.

Key objectives of our proposed design include:

01 Enhancing Public Access to Boston Harbor:

The Project emphasizes water recreation, featuring a protected water inlet, a floating pool, expanded floating boat docks, and year-round recreational spaces. These elements invite residents and visitors to connect with the Harbor through activities like swimming, sailing, and exploring marine habitats.

02 Showcasing Boston Harbor Views:

The design introduces a publicly accessible rooftop offering panoramic views, reserves space at the pier's end for gatherings and unobstructed sightlines, and dedicates second-floor space to large-scale indoor gatherings for year-round enjoyment.

03 Expanding Community Spaces:

The Project includes walking paths, seating, and rentable gathering spaces like a great hall, immersive gallery, and classrooms. The central

Courageous hub will remain open to the public during operating hours, reinforcing its role as a community anchor.

04 Supporting Courageous Programs:

The Project secures dedicated spaces for Courageous' core programs, ensuring year-round operation with classrooms, offices, and outdoor learning areas. These resources support educational initiatives and partnerships with schools and universities while enhancing sailing opportunities for all ages.

05 Building for the Future:

The design incorporates elevated critical infrastructure, durable materials, and low-carbon strategies. A robust wave break mitigates storm impacts, while the integration of a raised harbor walk ensures connectivity with future waterfront developments.

Courageous has thoughtfully crafted its proposed design of the reimagined Pier 5 in order to take advantage of every square foot available, ensuring that the Project was tailor-fit to capture every opportunity this site offers. The initial flat plane of Pier 5 is manipulated to create a sculpted wave that surges from the Harbor and crests two stories high to reveal a panoramic vista that highlights the city and Harbor beyond. This expression is more than just an aesthetic gesture,

it also allows for a multitude of different design opportunities. It allows individuals to experience the Harbor from different elevation levels, it allows for a grand procession that inspires visitors to climb to the generous roofscape, and it minimizes visual impact from the landward side while opening up to maximize views back towards the city. The project strives to create a nearly 100% publicly accessible surface for the enjoyment of the community and visitors alike.



REGIONAL & NEIGHBORHOOD CONNECTIVITY

Boston Harbor and the Charlestown waterfront offer great potential for recreation, relaxation, and education, opening up new horizons and opportunities to the people of Boston and beyond. The Project builds upon previous planning work such as *Climate Ready Boston* and *PLAN: Charlestown*. We see the new identity of Piers 5 as a magnet, complementing Boston's existing cultural and social amenities by shaping a reinvigorated place where locals and newcomers can come together to enjoy and interact, creating a feeling of community and social resiliency. The Project is committed to welcoming people from all walks of life, an ethos that is part of our team's DNA as a group and as individual professionals.

Courageous' mission focuses on increasing access to the waterfront, particularly for underserved communities, through unique programming. However, as shown in **Figure 1, Social Vulnerability**, Boston's neighborhoods with the highest share of lower-income households, seniors, and children tend to be located inland, and in most spots do not have direct access to the waterfront or to the largely continuous resource of Boston Harbor Now's Harborwalk.

Similarly, the Charlestown waterfront lies between—but not directly accessible to—many underserved communities in Boston, Chelsea, and Everett, as shown in **Figure 2, Environmental Justice Populations** (referring to lower-income, minority, and limited-English-proficiency residents.) A large part of the disconnect is physical: Piers 5 is cut off by the barriers of the Routes 1 and 93 viaducts, various industrial and institutional buildings, lack of connectivity across the Harbor and Mystic River, and the crenelated shape of the harbor itself. In addition, many residents of these areas may not feel that the Charlestown waterfront or the Harbor are places designed for them. Our vision seeks to change that perception.

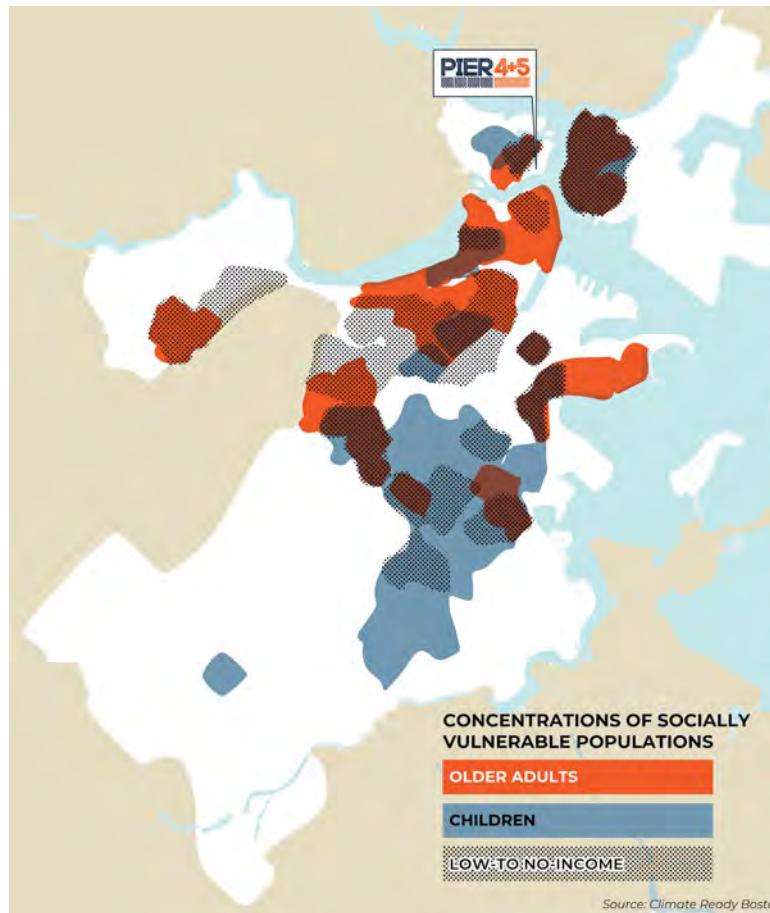


Figure 1: Social Vulnerability

THE FACILITY WILL...
CREATE A PUBLIC
SPACE FOR ALL
THOSE WHO ENTER
TO APPRECIATE
THE CHARLESTOWN
NEIGHBORHOOD AND
ITS ROLE IN THE
STORIED HISTORY OF
BOSTON'S MARITIME
LEGACY.

— Daniel J. Ryan, State
Representative

OVERVIEW OF SITE-SPECIFIC CONNECTIVITY IMPROVEMENTS

Pier 5 is located in a unique area, close to many naval and shipyard-related historical sites, and offering stunning waterfront views of Boston Harbor, the North End, East Boston, and the Boston skyline. While perhaps well known to mariners and Navy Yard historical aficionados, Pier 5 is cut off from much of Boston, separated by the elevated Route 1, inaccessible by train, and obscured by the Flagship Wharf apartment building. While the proposed development of Pier 5 cannot address all neighborhood-scale infrastructure challenges, our team has developed a series of multimodal strategies to expand public access to this Charlestown waterfront.

Our plan for Piers 4 and 5 optimizes the valuable waterfront property for people, not vehicles. Tying into recommendations for building and site design, we believe that thoughtfully improved wayfinding, high-quality landscaping and urban design features, and attention to building placement and transparency will allow us to enhance the pedestrian environment to make it more inviting and worthwhile to access Piers 4 and 5 as vibrant attractions. This improved accessibility will allow the piers to support a larger scale of events that serve the wider community. As illustrated in **Figure 3**, we plan to reinforce existing pedestrian foot traffic along the Harborwalk and capitalize on existing vehicular patterns to minimize local impacts.



Figure 3: Pier 5 Scale Map

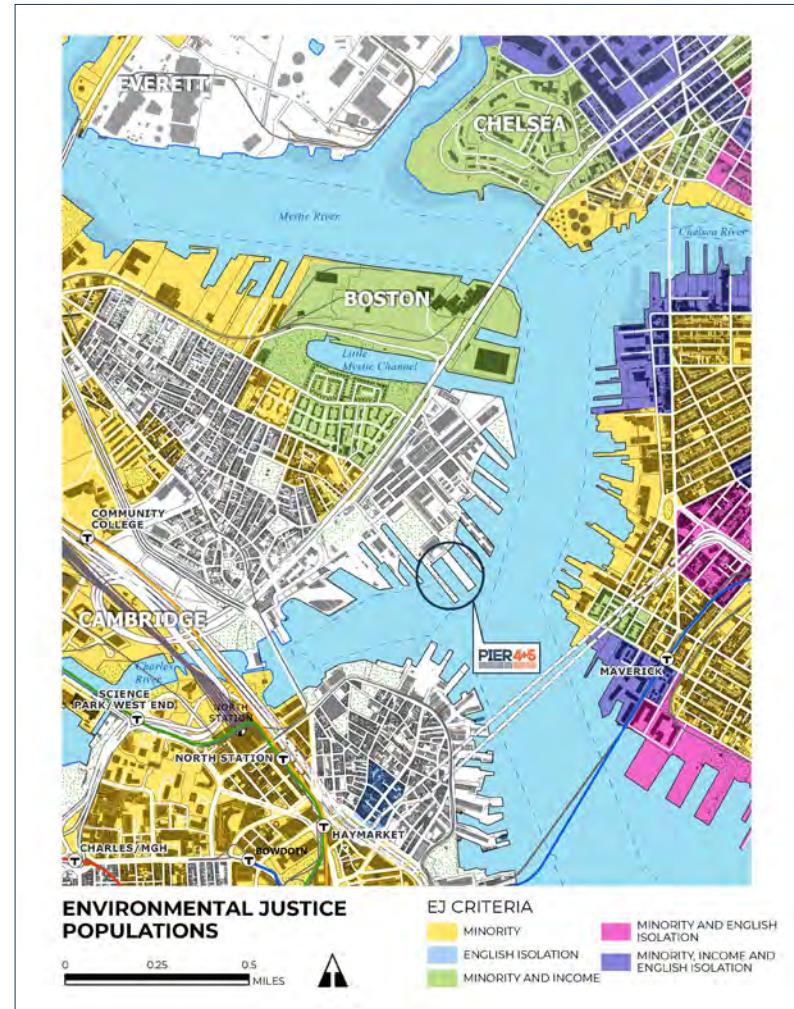


Figure 2: Environmental Justice Populations

For ongoing programming such as general public events and Courageous training and educational events, some patrons will walk or bike over from central Charlestown and nearby points in Boston and Cambridge, take the ferry from Long Wharf, or arrive by MBTA bus. For school groups and other young people coming for educational activities, school and tour buses will load and unload at multiple locations as appropriate to the age of the children and the nature of the activity, including along First Avenue and the turnarounds at the bases of Piers 4 and 5. For evening and special events, we have developed a vehicular access plan that respects the needs of Flagship Wharf apartment residents by distributing and balancing dropoff and pickup areas for ridesharing vehicles serving visitors and event attendees, and truck deliveries and service vehicles providing loading and materials management. In addition, we have recommendations for expanded ferry services, discussed in more detail in the following section.

PEDESTRIAN AND BIKE ACCESS TO THE PIERS

Most pedestrians will access Piers 4 and 5 from 1st Avenue, the ferry, or from the terminus of the popular Freedom Trail just on the other side of Drydock 2. It will be important to better define this waterfront pedestrian promenade to draw people on foot toward the piers. Strategies for highlighting this path could include adding wayfinding signage, string or mesh overhead lights, additional benches, and more lush landscaping along Terry Ring Road.

Furthermore, we are interested to explore with the City the option of converting the existing Terry Ring roadway into a shared “woonerf” with flush paving, while continuing to provide limited service parking for The Anchor restaurant, in order to create a more generously-proportioned and uninterrupted pedestrian space. Conversion to a flush condition would allow the outdoor dining for The Anchor to be located within the cartway area, rather than within the existing brick path outlined in granite that extends to Flagship Way Avenue. The granite-line path could then be designated as a bicycle path in order to safely direct cyclists around The Anchor’s existing outdoor dining area.

PUBLIC OVERLAND TRANSIT ACCESS TO THE PIERS

The existing 93 bus (and future 7 bus) provide reasonably consistent transit access, with a stop at 1st Avenue and 5th Street, close to the piers on weekdays only. The City may consider expanding service to the weekend to support more recreational activities at the piers. To make walking from the bus more inviting, the City could improve the pedestrian experience along Terry Ring, as described above.

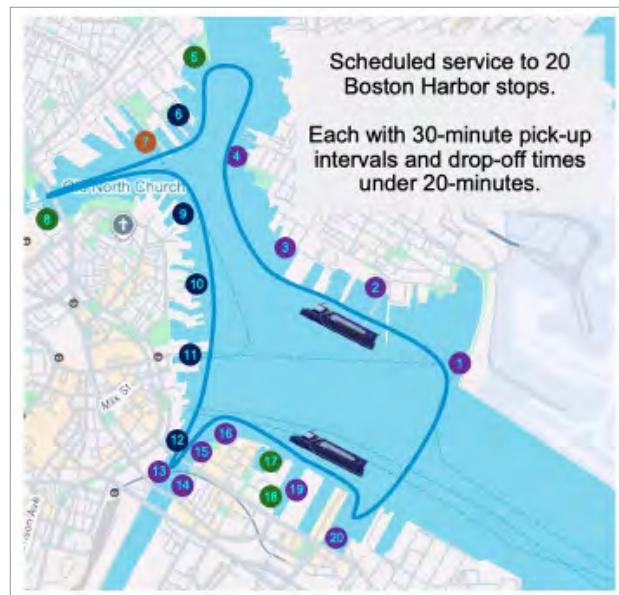
WATER TRANSIT TO THE PIERS

The MBTA ferry service from Long Wharf currently operates at 15- to 30-minute headways; this frequency is adequate for tourists and special events, but the Long Wharf service is not convenient for regular passage from Boston’s other waterfront neighborhoods.

To enable more regular daily programming at the Project, and along the Charlestown Harborwalk, our team encourages the City to consider supporting the expansion of smaller, more nimble water transit services to facilitate equitable and efficient access from other waterfront communities.

TO ENABLE MORE REGULAR DAILY PROGRAMMING AT PIERS 4+5, AND AMONG CHARLESTOWN HARBORWALK, OUR TEAM ENCOURAGES THE CITY OF BOSTON TO CONSIDER SUPPORTING THE EXPANSION OF SMALLER, MORE NIMBLE WATER TRANSIT SERVICES.

In the Fall of 2024 Courageous, along with a commercial partner, submitted a bid to a MassDEP grant for \$1M in startup capital to enable the development of a new harbor ferry service we are calling the Aqua Line service. It comprises a pair of solar-powered electric ferries that run in opposite directions to serve 20 stops around the Boston waterfront, including the stop at Pier 4, with approximately 30-minute headways and travel times under 20 minutes between popular destinations. These ferries would operate seven days a week, would follow a schedule and could be hailed through an app. Discounted fares would be provided to Courageous youth, Boston Public School students, seniors, and potentially other groups.



VEHICULAR ACCESS TO THE PIERS

During large events at the Project, ridesharing vehicles bringing patrons will be directed to the dual drop-off loops at 8th Street and at the end of Flagship Way Avenue. Enforcement of signed regulations will be important to ensure that parking duration is limited and that vehicles do not block the garage entry to the Flagship Wharf apartments on 8th Street. To reduce the number of rideshare vehicles using these two streets in the first place, we want to make it convenient and inviting to disembark along 1st Avenue and walk along Terry Ring. To that end, we propose to improve the waterfront promenade along Terry Ring, as discussed earlier.

TRUCK AND SERVICES ACCESS TO AND BETWEEN THE PIERS

Trucks loading, unloading, and otherwise servicing both Piers 4 and 5 will enter the area at 8th Street. Smaller trucks will be able to continue across the drop-off loop to drive to the base of Pier 5 and turn around to leave by making a three-point turn. Larger trucks will be directed to use Flagship Way Avenue, pausing either along that street for short-term parking, or continuing to the drop-off loop for quicker loading and unloading, as well as turning around.

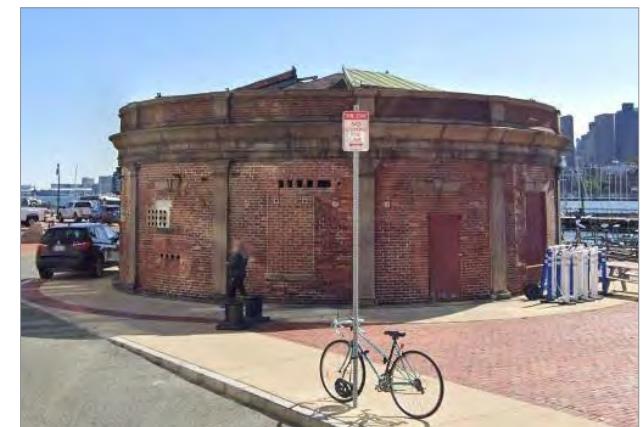
In order to maintain a pedestrian-friendly and physically uninterrupted waterfront between Piers 4 and 5, any loading and the movement of materials (food and equipment service as well as trash and recycling) between the two piers, or from Flagship Way Avenue to the Piers, will be done with mobile receptacles and electric carts. No trucks or large vehicles will travel between the piers. Loading receptacles will be stored within new pier structures until pickup times, when they will be rolled or towed to Flagship Way Avenue for truck collection.

Emergency access to the piers will follow the same routes as trucks, with emergency service vehicles parking at either drop-off loop, or driving from 8th Street onto the

base of Pier 5. Plans for Pier 5 include a 20-foot wide path accessible for emergency vehicles extending to the end of the pier, so that such vehicles can use the pier if needed.

THE ROUNDHOUSE INFORMATION CENTER

At the critical junction of all modes of transportation to the piers is the defunct pump station “**roundhouse**” building at the foot of Terry Ring. If restored, it is uniquely positioned to serve as an information center for ferry, harbor, and pier specific activities. This unique brick circular building is boarded up, in questionable repair, and currently lacks a floor; but if restored with new windows, interior floors and walls, awnings, engaging accent lighting, and inviting signage, it could serve as a visual landmark and beacon to pedestrians along the Harborwalk, and those heading towards the waterfront from 1st Avenue. While we understand this is not part of the scope, our team feels strongly that restoring this architectural element could be a compelling piece of the larger story, and we are keen to work with the City and others to make this idea a reality.



REGULATORY REQUIREMENTS

A list of required regulatory approvals required for the Project is provided below. As currently designed, the Project would not require zoning relief, but would be subject to certain review and approval procedures set forth below (as well as other technical/construction-related permits to be obtained in due course). As noted above, the proposed capital improvements to Pier 4 are outside the scope of this RFP response, and are subject to certain additional regulatory constraints that do not apply to the Project.

Applicable Zoning Districts:

- Article 25 Floodplain Management
- Article 25A CFROD (SLR-BFE = 19.5' BCB)
- Article 42F Harbor Park: Charlestown Navy Yard¹

Applicable Local Review/Permitting Processes:

- Article 80B Large Project Review
- Boston Parks Commission Design Review
- Wetlands Protection Act/Boston Wetlands Ordinance
- Charlestown Urban Renewal Area Compliance

Applicable State Review/Permitting Processes:

- Massachusetts Environmental Policy Act (MEPA) Review²
- Massachusetts Historical Commission (MHC) Review, (which will be performed in conjunction with MEPA review)
- Chapter 91 License, subject to the Harborpark Municipal Harbor Plan¹
- MassDEP Section 401 (as applicable)

Applicable Federal Permitting Process:

- U.S. Army Corp of Engineers (USACE) Section 404 General or Individual Permit (as applicable)
- National Environmental Policy Act (NEPA) (as applicable)

**Refer to the design drawings section for additional clarification / information*

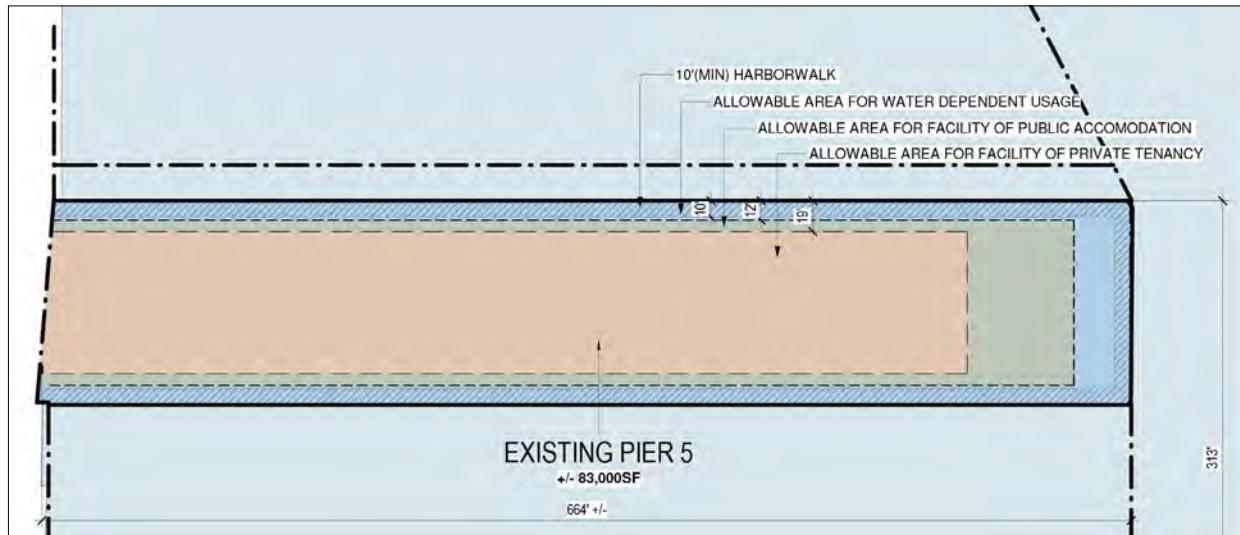


Figure 4: Regulatory Zoning

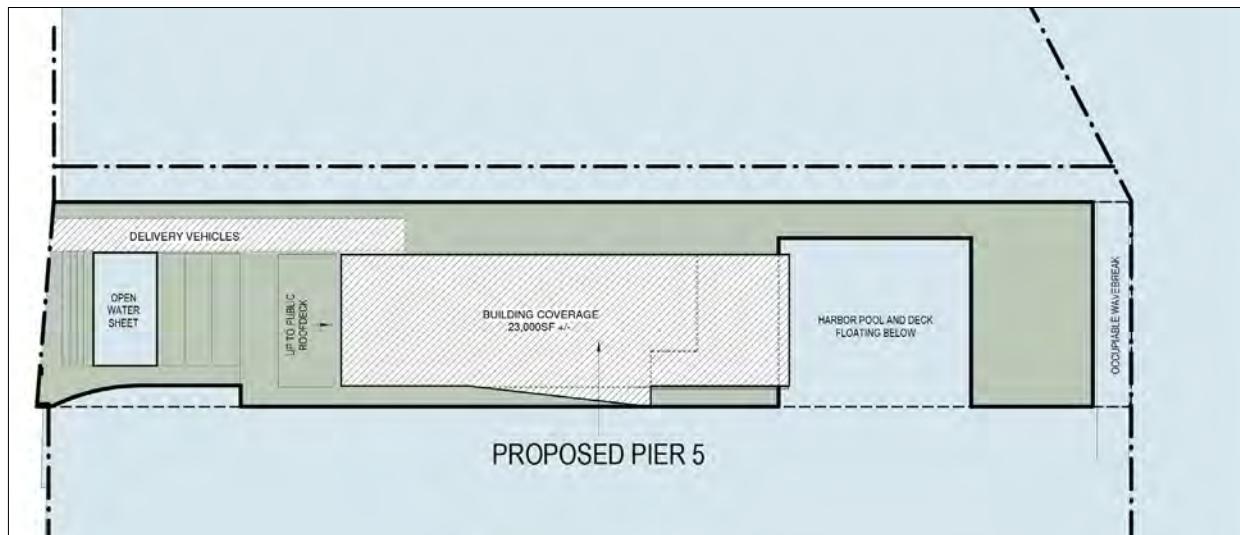


Figure 5: Proposed Open Space

1. Article 42F/Chapter 91/Municipal Harbor Plan

The Project is designed to comply with the use and dimensional requirements of Article 42F, 310 CMR 9.00, and the Harborpark Municipal Harbor Plan. The Project will result in at least 51% open space calculated as a percentage of the area of the reconstructed pier, and at least 40% of the building ground floor will comprise Facilities of Public Accommodation. Building and use setbacks identified in Article 42F, 310 CMR 9.00, and the Harborpark Municipal Harbor Plan will be adhered to.

The Project would be comprised of the following Marine Amenity Uses as per Article 42F-14.3 (allowed as-of-right):

Open Space Recreational Uses as defined in Article 42-F-14.4.(b): "Open Space for active or passive recreational use or dedicated to the conservation of natural resources, including but not limited to the waterways areas, beaches, reservations, parks, and playgrounds; nonprofit sailing center or other public recreational facility operated by a nonprofit organization."

Community and Cultural Facilities

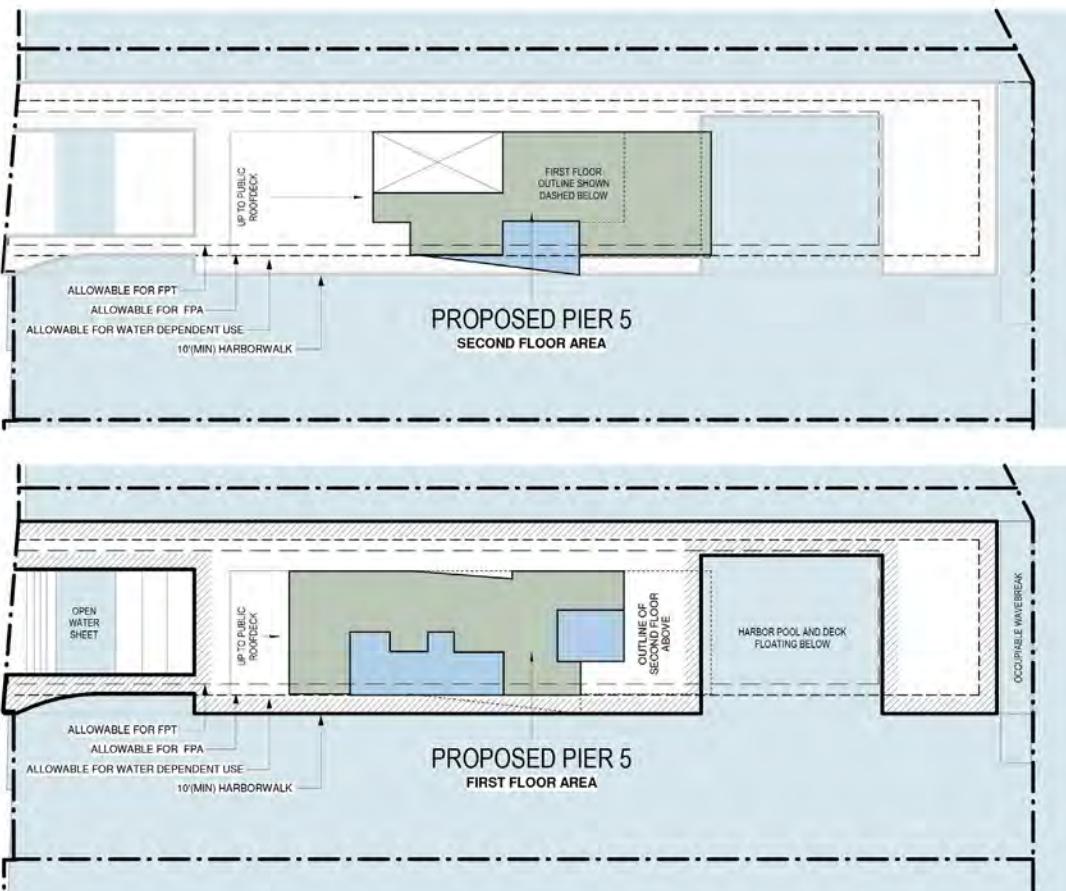
Restaurants

Water-Dependent Recreational Facilities

Some of these uses could also be characterized as Accessory to Water Dependent uses, such as retail, service, and restaurant uses.

2. MEPA

As currently proposed, the Project would likely be subject to MEPA review because it requires an Agency Action (Land Transfer, Chapter 91 License) and exceeds certain MEPA review thresholds. Because Pier 5 is within one mile of Environmental Justice Communities, an Environmental Impact Report (EIR) would be required.

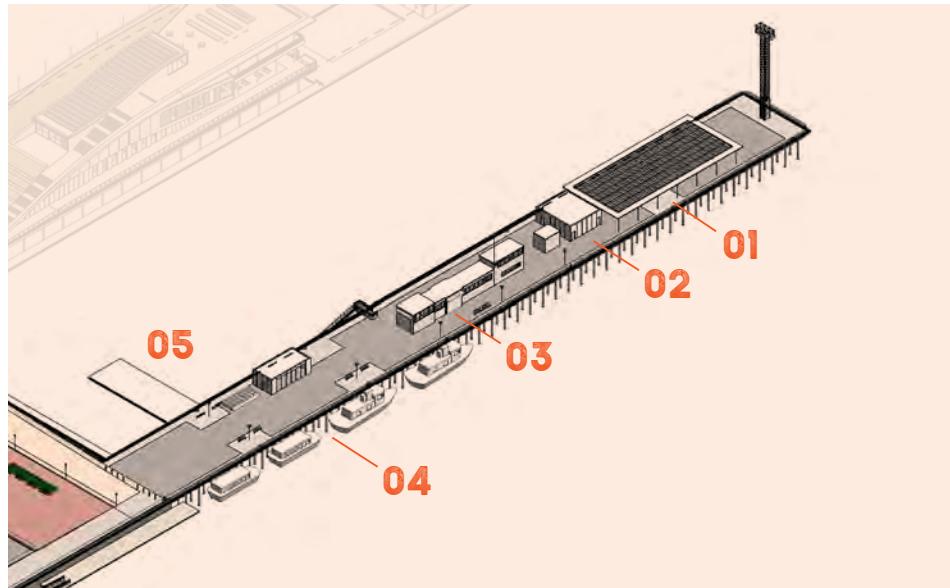




PIER 5 SITE PLAN

As an extension of the Freedom Trail and Harborwalk, the southern side of the pier establishes a pedestrian bridge that extends as a path up and over the building as well as along the sailing basin. The northern edge of the pier is dedicated to a wide promenade to bring the public to the end of the pier and easily welcomes larger events.

- 01 Dedicate the water area between Piers 4 and 5 to Courageous programs with a continuous floating dock.
- 02 Restore public access to Pier 5 via an extension of the Harborwalk, providing a continuous pathway along the perimeter of the pier.
- 03 Reserve the pier's end for public recreation, featuring stepped seating for Boston Harbor views and a protected swimming area.
- 04 Create a publicly accessible, vegetated roof that rises from the harbor's high tide line to a large gathering space on the roof.
- 05 Design interior spaces under the sloping roofscape to house learning and gathering areas that support not only the Courageous programs but also the larger community with rentable opportunities for revenue generation.



PIER 4 SITE PLAN — PRELIMINARY CONCEPTS (COMPLEMENTARY TO SCOPE OF THIS PROPOSAL)

In conjunction with the Project, Courageous intends to seek entitlements for certain complimentary capital improvements to its current facilities on Pier 4. These entitlements will permit an expansion of enhanced hands-on learning opportunities.

- 01 Replace the seasonal tent with an open-air pavilion featuring a solar array to provide on-site renewable resources.
- 02 Build a conditioned pavilion for permanent public restrooms and catering prep areas.
- 03 Optimize the existing building for sailboat maintenance.
- 04 Dedicate space for visiting science vessels to promote marine education.
- 05 Establish oyster upwellers to demonstrate natural water cleaning and filtration methods.

Our proposed design is committed to providing a sustainable and resilient future for the redevelopment of Pier 5, in line with the City's goals for carbon neutrality and preparing for future impacts of climate change resulting from sea level rise and coastal flooding, extreme rainfall and stormwater-based flooding, and extreme heat. As such, design process and proposed use satisfies Article 25A: Coastal Flood Resilience Overlay District and Article 37: Green Buildings of the Boston Zoning Code.

Attached, as part of the Appendix, we have included a Preliminary LEED Checklist showcasing the potential for the Project to have a pathway to LEED Gold Certification. Early design will interrogate all sustainability opportunities in relation to LEED certification to ensure the correct target is established based on the unique conditions of a project located on a pier with complex programming.

CLIMATE CHANGE PREPAREDNESS & RESILIENCE

Future climate change impacts, including sea level rise and storm surge, more intense precipitation, extreme heat events, and urban heat island effects will all have an impact on the overall site and buildings at Pier 5.

As such, we are eager to complement and support the City's broader climate resilience goals for the Charlestown Navy Yard and existing climate resilience efforts. Further, Pier 5 will need to integrate with the broader district-scale design solutions put forth in Coastal Resilience Solutions for East Boston and Charlestown—Phase I and Phase II, the forthcoming Flood Resilience Planning, Feasibility and Design Study for the Charlestown Navy Yard, and ongoing efforts by the National Parks Service, the Boston Planning Department, and the Army Corps of Engineers, including the Corps' ongoing Boston Harbor study.

The Project puts climate resilience at the forefront of both its design intent and the evaluation of the potential use and programming of Pier 5 as it will give Boston's children, residents, and visitors a front-row seat to the evolving waterfront. Stormwater management and nature-based solutions will be incorporated into the design and thoughtful use of materials across Pier 5 will prioritize mitigation of urban heat island impacts and opportunities for the community to have access to opportunities for cooling—through swimming and sailing, among other design solutions.

As Pier 5 is located largely within a FEMA VE zone and within the Coastal Flood Resilience Overlay District (CFROD), the Project is designed to protect against present and projected coastal flood impacts.

SEA LEVEL RISE AND COASTAL FLOODING

Pier 5 is exposed to both present-day and future impacts from coastal flooding, which are expected to increase as a result of climate change. The majority of the Pier 5 is located within the FEMA 1% annual chance VE Zone with a Base Flood Elevation (BFE) of 11' NAVD88 (17.46' BCB), as shown in **Figure 6**.

Pier 5 is also located within the Coastal Flood Resilience Overlay District (CFROD) with a designated Sea Level Rise – Base Flood Elevation of 19.5' BCB.



Figure 6: FEMA Flood Insurance Rate Map (FIRM)



Figure 7: Charlestown Flood Pathways (from the Coastal Resilience Solutions for East Boston and Charlestown – Phase II Report)

Additionally, the Project is a key link in the district-scale flood protection strategy proposed by the City in the Coastal Resilience Solutions for East Boston and Charlestown – Phase II report. While there is no direct flood pathway on Pier 5 (as shown in **Figure 7**), the Project is part of the broader strategy to raise the Harborwalk throughout large portions of the Charlestown Navy Yard (as shown in **Figure 8**).

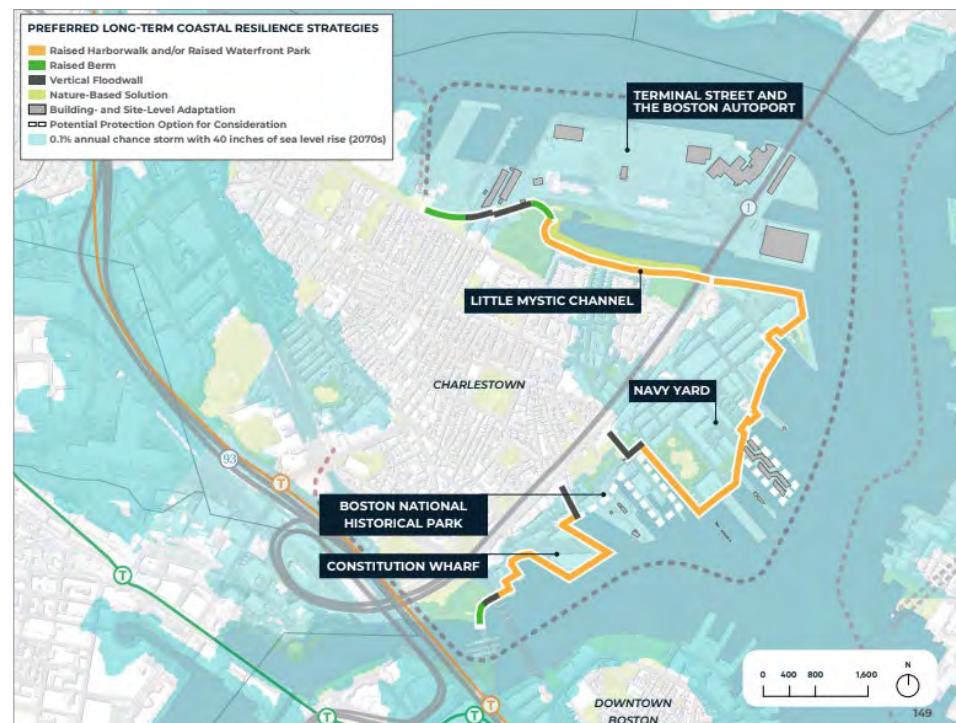


Figure 8: Long-term Coastal Resilience Strategy for the Charlestown Navy Yard and Little Mystic Channel (from the Coastal Resilience Solutions for East Boston and Charlestown – Phase II report)

As a result, the Project plans to elevate Pier 5 and the associated Harborwalk above the 2070 astronomical high tide, which is at an elevation of 18.3' BCB, according to the Massachusetts Coast Flood Risk Model (MC-FRM) and RMAT. This will also provide protection against the present-day extreme storms, as it will be above the FEMA BFE for the site of 17.46' BCB,

The first floor elevation of the building will be further raised above the pier's elevation, to meet the CFROD Sea Level Rise-Design Flood Elevation (SLR-DFE) of 21.5' BCB, which includes 2' of freeboard above the SLR-BFE. We understand that the only allowable uses below the SLR-DFE include parking, circulation, and storage, and the building will be designed in line with these constraints.

In accordance with Article 25A, we understand that building height is measured from the first floor elevation, therefore, the building height of 35' will be measured starting at an elevation of 21.5' BCB; therefore, the max elevation of the building is 56.5' BCB, as shown in the following design drawings.

The Project will also evaluate opportunities for increased flood resilience throughout the design process. We understand that the CFROD is based off the Boston Harbor Flood Risk Model (BH-FRM) and that the Commonwealth of Massachusetts is using a more updated flood model – the Massachusetts Coast Flood Risk Model (MC-FRM). Throughout the design process, we will also evaluate the MC-FRM to ensure the Project is using the best available data to ensure long-term flood resilience. Site-specific flood modeling, using the MC-FRM data, will be conducted during the design process to further evaluate the coastal flood risks and design flood protection solutions.

Additionally, all critical equipment, utilities and infrastructure will be protected against coastal flooding by elevating above the anticipated flood levels (minimum of 21.5' BCB) or wet floodproofing equipment where appropriate. As the Project progresses, floodproof materials will be integrated into all spaces below anticipated flood levels, including saltwater and flood-tolerant plantings at Pier 5.

Finally, we understand that the Flood Resilience Planning, Feasibility, and Design Study for the Charlestown Navy Yard is underway, and the Project will plan to work closely with the team leading that effort and the Boston Planning Department to ensure the Project aligns to, supports, and complements the larger district-scale plan.

EXTREME HEAT AND EXTREME PRECIPITATION

In addition to a robust coastal flooding and sea level rise resilience strategy, the Project will integrate strategies that protect against the future impact of stormwater-based flooding, minimize stormwater runoff, and reduce heat exposure and urban heat island impacts on-site. The City is expected to experience more frequent and intense future rainfall events, higher average temperatures, and more extreme heat events as a result of climate change, as detailed in Climate Ready Boston and Heat Resilience Solutions for Boston (see Figure 9).

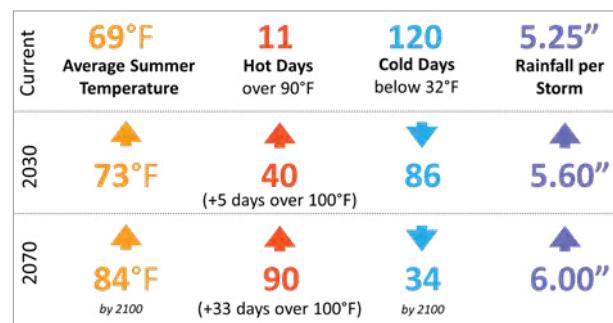


Figure 9: Future Climate Projections from Climate Ready Boston; Source: Climate Ready Boston

The Project is intended to both enhance climate resilience for the broader Charlestown Navy Yard community while also be designed to withstand the impacts of climate change on Pier 5 itself. As a result, the Project will develop design strategies that provide natural vegetation, reduced urban heat island impacts through materials selection and plantings, enhanced green infrastructure and stormwater management opportunities, improved shading, and accessible green space for both active and passive recreation. The opportunity to engage with water on-site, through both swimming and sailing, provides cooling to the community.

Strategies that will be evaluated and incorporated during design include:

- Higher albedo building and site materials, including evaluation of green roof opportunities;
- Increased shade through natural solutions like tree canopy or more structural solutions like canopies and other shade structures;
- Targeting LEED Heat Island credits as part of the LEED certification process;
- Integrating passive design measures into building design and designing MEP systems for future climate conditions;
- Integrating permeable site materials and enhanced landscaping; and,
- Prioritizing Low Impact Development (LID) measures and stormwater Best Management Practices (BMPs) with a goal towards capturing and reusing stormwater on-site.

SUSTAINABLE DESIGN & GREEN BUILDINGS

The Project is committed to a comprehensive design approach that promotes human health and wellbeing and advances the City's Carbon Free 2050, Climate Resilient, and Healthy Community goals, including the Climate Action Plan, the 2019 Carbon Free Boston Report, and compliance with Article 37: Green Buildings requirements and the forthcoming Net Zero Carbon Zoning. The Project has identified a pathway to achieve LEED v4.1 Gold Certification, as demonstrated in the attached Preliminary LEED Checklist, included as part of the Appendix, and further described in the below narratives. However, achieving the highest levels of LEED certification on Pier 5 may be challenging given the competing constraints and tradeoffs. Every effort will be made to achieve LEED Gold certifiability, but final certification levels will be determined as the design progresses.

PRELIMINARY BUILDING PERFORMANCE MODEL AND CARBON NEUTRAL BUILDING ASSESSMENT

We understand that the building will need to conduct robust energy modeling and building performance assessments as well as a Carbon Neutral Building Assessment during the design and permitting process. At this stage of the design, both of those assessments would not provide meaningful detail on the future performance of the Project, as the specific details of envelope design, window-to-wall ratio, and other design measures that will be essential to understanding the energy use and emissions performance for the building have not yet been designed. However, the Project is committed to minimizing loads and optimizing indoor environmental quality for the future users of the space. We are anticipating the delivery of an all-electric building with a high-performance envelope and provision of rooftop solar PV that will comply with the Massachusetts

Stretch and Specialized Energy Code as well as Boston's Net Zero Carbon Zoning standards. We are committed to the delivery of a building that minimizes both operational and embodied carbon emissions and will evaluate the opportunities for reduced emissions in materials. We will work with the City and the Interagency Green Building Committee (IGBC) throughout the permitting process to evaluate options and assess building performance in line with the City's goals and commitments.

GREEN BUILDING DESIGN/LEED

The Project will be designed to meet Article 37: Green Building requirements and will evaluate a pathway to achieving LEED v4.1 Gold certification, as demonstrated in the Preliminary LEED Checklist available in the Appendix. The approach is organized around energy efficiency and electrification. The Project will also evaluate opportunities for passive design measures, including natural ventilation and limiting of conditioned spaces. Due to the unique site conditions of the Project located on Pier 5, there may be some LEED credits that are harder to achieve based on limited physical space.

Integrative Process

The Project will achieve IPc1: Integrative Process by working in an integrated manner to define sustainability, resilience, LEED, and energy and greenhouse gas (GHG) emissions goals for the Project. The Courageous Team plans to meet regularly to ensure the individual members from consulting firms involved are collaborating and communicating. Early design phase energy modeling will be conducted to review systems synergies and assess areas where energy loads may be significantly reduced. An early water use analysis will be conducted to aid in establishing water use reduction targets.

As the design progresses, the team will continue to work in an integrated manner by conducting regular sustainability and resilience focused design workshops and ensure that the entire team is engaged throughout the design and construction process to confirm the Project's sustainability goals and metrics, identify strategies for further analysis, and integrate optimal strategies into the design, should they prove cost effective. Typically, this includes additional analysis where building models are shared between the team members in addition to specification coordination. Additionally, the team will engage a LEED consultant to monitor and track the goals established in the schematic design phase and ensure that the Project achieves LEED certification.

Location and Transportation

The Project will seek to encourage low-carbon, non-automobile transportation by prioritizing walking and biking, and reducing personal vehicle travel. The Project will seek to integrate strategies such as secure and enclosed bicycle storage, bike share programs, shared use paths, and covered and secure bike racks. The extension of the Harborwalk along Pier 5 will provide easily accessible pedestrian access throughout the site and support public viewing areas and access to the waterfront and Boston Harbor. The Project will be designed with the pedestrian experience and accessibility at the forefront, ensuring open spaces and shared use paths allow for an enjoyable and accessible waterfront experience for all Boston residents.

Sustainable Sites

The Project plans to provide new and enhanced open space to the public, re-opening access to the waterfront that has been closed to the public for decades. Site design will include strategies to reduce urban heat island and stormwater runoff impacts, while re-introducing vegetation and accessible open spaces to the community. The Project will be evaluated to create desirable year-round conditions where possible.

The Project will employ strategies to eliminate construction phase environmental impacts while also promoting the use of Low Impact Development principles and stormwater Best Management Practices throughout the design process.

Open space will be designed to enhance natural conditions while providing resilient design strategies that protect against future climate impacts, including shade stormwater management, and planting that are tolerant of coastal conditions, such as saltwater, wind, and potential for flooding during storm events.



Water Efficiency

The Project intends to use potable water as efficiently as possible, for both indoor and outdoor uses. The Project will integrate strategies that minimize water use and evaluate opportunities for water reuse throughout the Pier 5. Specific strategies may include:

- Native and adaptive plant species selection;
- Low flow and high efficiency plumbing features;
- Installation of water meters;
- Rainwater harvesting and reuse for site and building systems, where feasible, including non-potable water irrigation, if irrigation is needed; and,
- Energy and Atmosphere.

Energy and Atmosphere

The Project is targeting a highly energy-efficient, all-electric design which will minimize greenhouse gas emissions associated with building energy use. It also seeks to integrate passive design strategies where possible to reduce energy use and carbon emissions.

Energy-efficient strategies that will be evaluated during design include high-performance windows and envelope, natural ventilation and daylights, Energy Star appliances and equipment, all-electric building systems, LED lighting, and use of renewable energy from on-site PV.

Materials and Resources

The Project Team will specify materials and products that are environmentally responsible and are transparent regarding the extraction of raw materials and the manufacturing processes. Materials for the Project will be selected based on their health and life cycle environmental impacts and will prioritize use of products with compliant environmental and health product declarations.

Additionally, water management will be addressed both during construction and post-occupancy with the implementation of a construction management plan and prioritization of recycling for construction activities and during operation.

Building life cycle impacts and sourcing of materials will also be evaluated throughout design and construction to ensure responsible use of materials.

Indoor Environmental Quality

The Project will provide a high quality indoor environments by implementing strategies to support a healthy and comfortable indoor environment with good air quality through the use of low-emitting and low-VOC materials, designing the building and its systems to meet ASHRAE 62.1 and ASHRAE 55-2010 standards, and implementing passive design strategies where possible. Additionally, enhanced filtration, prohibition of smoking inside the building and within 25 feet of the building, implementing an Indoor Air Quality Management Plan for construction, and allowing for ample access to quality views.

Innovation in Design and Regional Priority

As the design develops, the Project Team will explore Innovation & Design Process (ID) credits and Regional Priority Credits (RPCs). The Preliminary LEED Checklist identified potential applicable ID credits, including assessment and planning for resilience. Additionally, a LEED AP BD+C accredited professional will be a member of the design team. RPCs will also be considered for indoor water use reduction, energy performance and renewables, and lifecycle impact reductions.

PIER 5 SPATIAL PROGRAM

Our proposal aims to fully utilize and activate all areas of Pier 5. The site plan highlights accessible and inclusive gathering and learning spaces across the pier at various heights relative to the water.



WATER LEVEL

01 Learning Lagoon

Low terraces featuring native coastal ecosystems step down to the high tide line, allowing harbor water to create tide pools twice daily. This natural playground encourages hands-on exploration while providing biofiltration for stormwater runoff from the descending roof.

02 Floating docks

New docks along the southwest side of Pier 5 will expand the sailboat fleet and reduce the current operational challenges of boats rafted to one another.

03 Floating Harbor Pool

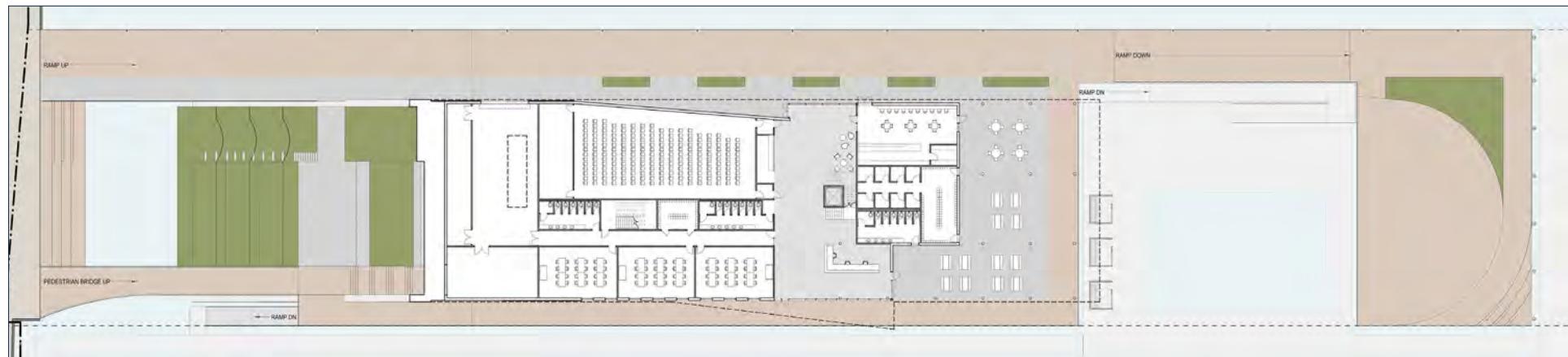
A 50' x 70' harbor pool with six swimming lanes offers community swimming and lessons for Courageous participants.

04 Saunas & Cold Plunge

In winter, the pool deck will host communal saunas and cold plunges into the pool for contrast therapy.

05 Occupiable Wave Attenuator

Visitors can walk along the wave attenuator to take in Boston views at the pier's end which doubles to mitigate wave impacts from ships and storms.



HARBORWALK & FIRST FLOOR LEVEL

01 Harborwalk Access

Pier 5 is accessible via 1:20 ramps from the northern and southern sides. The southern bridge provides a unique elevated path dedicated to pedestrians, while the northern access is sized to accommodate occasional box trucks and emergency vehicles should they be needed.

02 Public Edge

Benches along the existing Harborwalk step down toward the water and offer rest, views of the learning lagoon, and interaction with the water.

03 Courageous Hub

A dual-entry indoor hub features an elevator and grand staircase for access to all levels of the building. It

is an inherently public thoroughfare that serves as the reception and service area for Courageous operations as well as a flexible gathering zone for classes, events, and general visitors.

04 Classrooms

Three indoor classrooms, specifically designed for outside access and wet/dry learning activities, overlook the sailing basin and support year-round learning programs.

05 Immersive Gallery

A 3,600-square-foot double-height space accommodates 200 people and features projection mapping for rotating educational exhibits in collaboration with aligned institutions such as the Museum of Science.

06 Concessions

A 1,000-square-foot casual café serves visitors engaging in various activities across the pier.

07 Public Restrooms, Lockers, and Showers

Facilities prioritize privacy and comfort near the pool and can be accessed directly from the exterior.

08 Outdoor Classrooms

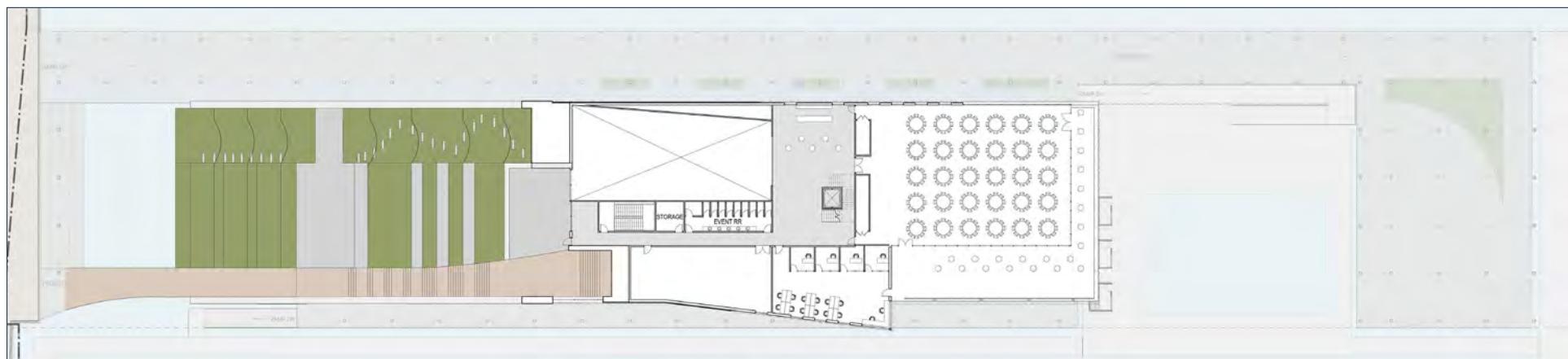
The second floor of the proposed building strategically spans over a large portion of the pier to provide shaded outdoor areas that can be used as classroom and community gathering spaces.

09 Loading, Mechanical, and Support Space

An enclosed loading dock located close to the Pier 5 entry minimizes visual and physical disruption. Mechanical and storage spaces are immediately adjacent, tucked beneath the roof slope.

10 Public Venue

A 5,000-square-foot space at the pier's end offers spectacular views of the harbor and flexible use for markets, events, and gatherings. The southwest corner of the pier provides seat steps down toward the water to sit and take in the view.



SECOND LEVEL

01 Roof Scape

On the way up to the roof deck, visitors can explore native grasses, tiered benches, and Boston skyline views. A larger second-floor terrace with a view into the Immersive Gallery invites visitors to learn more about the building's offerings.

02 Great Hall

This central space accommodates 300 students seated for lunch or 400 standing guests. It is rentable for all types of events and features expansive harbor views and access to an outdoor terrace.

03 Second Floor Foyer

The area outside of the great hall is an extension of the Courageous Hub. It is easily accessible and allows the public to move comfortably through the building, out to the second-floor terrace, and up to the roof deck.

04 Courageous Administrative Suite

A glazed command center supports Courageous operations and prioritizes water views for boater safety.

05 Kitchen

A full commercial kitchen provides healthy meals for students and supports revenue-generating events in the Great Hall.



ROOF LEVEL

01 Roof Deck

The culmination of the climb up the native vegetated roof is an expansive roof deck with unparalleled views of the harbor, a variety of furniture, plantings, and spaces for relaxation and socializing.

02 Interior Access

An elevator and stair penthouse project up beyond the 35ft parapet height to allow access for people of all abilities.

03 Solar Array

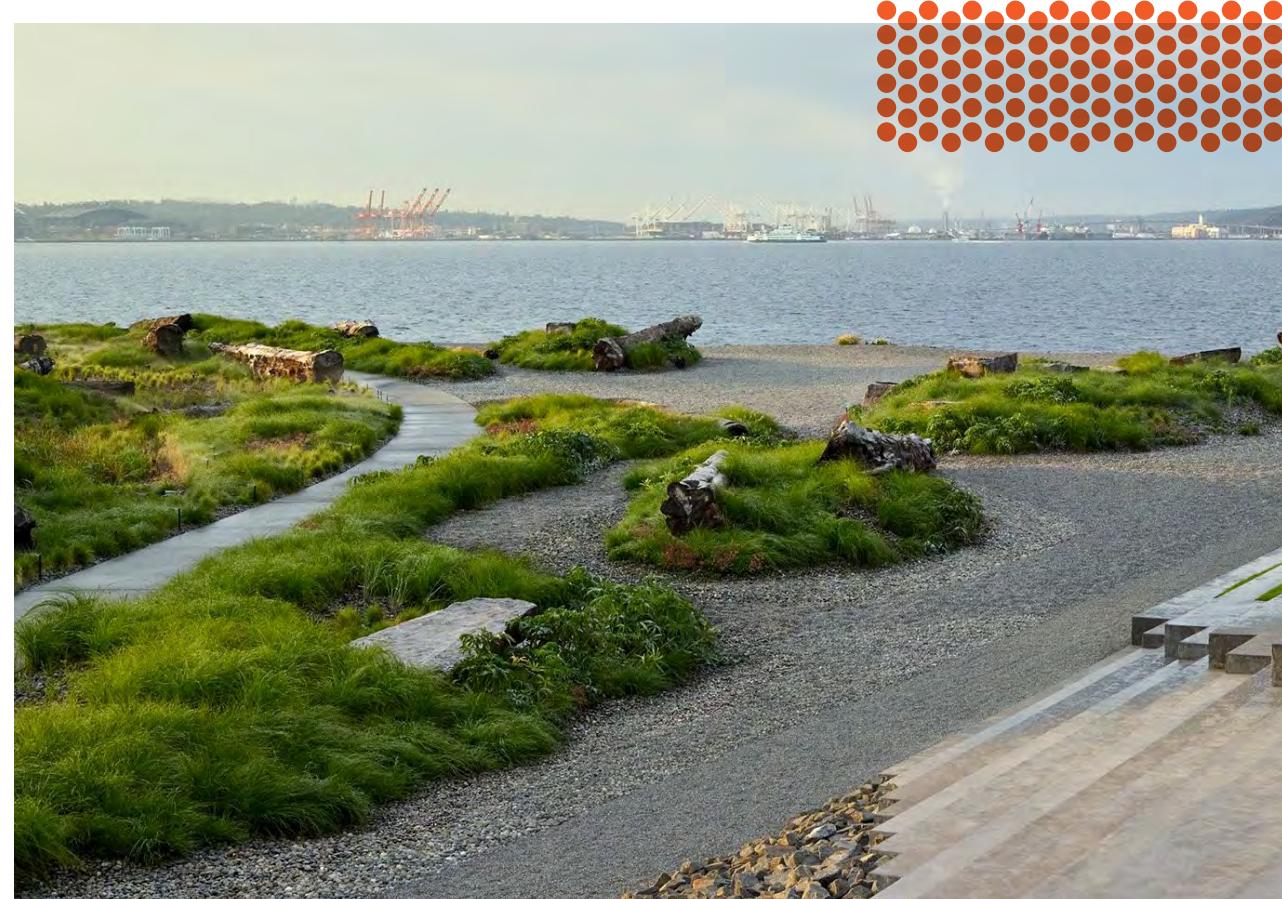
Photovoltaic panels on Piers 4 and 5 offset energy use and educate visitors about the Project's sustainable strategies.

ECOLOGICAL LANDSCAPE

RESTORED HISTORIC VEGETATION COMMUNITIES

The Massachusetts coast has historically been home to several vital meadow-like vegetation communities, including sandplain grasslands, which have been significantly reduced over time with the urbanization of the Boston waterfront. Our vision for Pier 5 includes the reintroduction of a native Little Bluestem-dominated grassland that sweeps up and over the building, providing habitat and a wildlife opportunity for birds and pollinators. These plant species are small but rugged, tolerant of coastal winds and salt spray, and require little soil and fertility; they are ideal for a windswept roofscape condition. The plantings will bring a much-needed swath of wild area to the Charlestown community, along the north-south migratory bird corridor, the Atlantic flyway.

The native plant communities will connect the site to its ecological context, taking advantage of the natural colors and seasonal variety that are characteristic to Sandplain Grassland communities. Incorporating these native plant communities into the pier design will provide visitors with educational opportunities to interact with local plants and the wildlife that will benefit from the plantings.



Top & Bottom Left Images: Expedia HQ, Seattle Washington; Photography: Marion Brenner Landscape Architecture: Surface Design Inc.

Bottom Right Image: Example of Sandplain Grasslands Community

HABITAT AND ECOLOGICAL ENHANCEMENTS

The project will include opportunities to enhance water-based ecological habitats.

The team will evaluate the feasibility of utilizing building materials engineered to foster maritime habitats for fish, birds, mollusks, and mammals. Areas of focus will be the Learning Lagoon terraces at the entrance of the pier and the occupiable wave attenuator at the end of the pier which would provide opportunities for visitors to more directly engage with and observe these habitat enhancements. Precedent projects, such as Scape's 'Living Breakwaters,' demonstrate the possibilities of crafting marine habitats through built structures.



Top Left, Top Right, and Bottom Right Images: SCAPE Landscape Architecture; Bottom Left Image: Studio Troika Rendering

Floating wetlands with native coastal plants will be considered for use near the Learning Lagoon terraces to help clean the local water and provide habitat for aquatic insects and fish.

Special attention will be paid to the native animals that occupy this section of the waterfront. Harbor Seals have been found to haul out at nearby Lovejoy Wharf. Local fish species such as red snapper and stripers are common to the area and can be supported with habitat dedicated to supporting prey fish. The species will be heavily considered in the final design of the supporting pier structures and where the landscape elements touch the coastal edge.



Wharf's 7th Street Park and Recreation Pier, Washington DC; Landscape Architect: Michael Vergason Landscape Architects





02.B
**DESIGN
SUBMISSION / DESIGN
DRAWINGS**



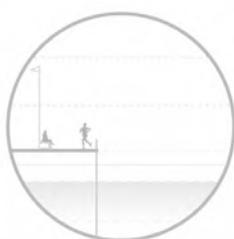
SITE: HARBOR CONTEXT



SITE: NEIGHBORHOOD ACCESS



SAIL



WALK



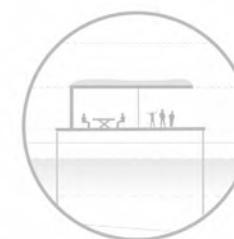
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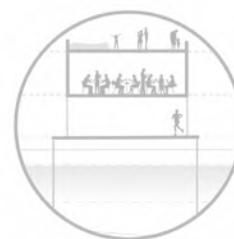
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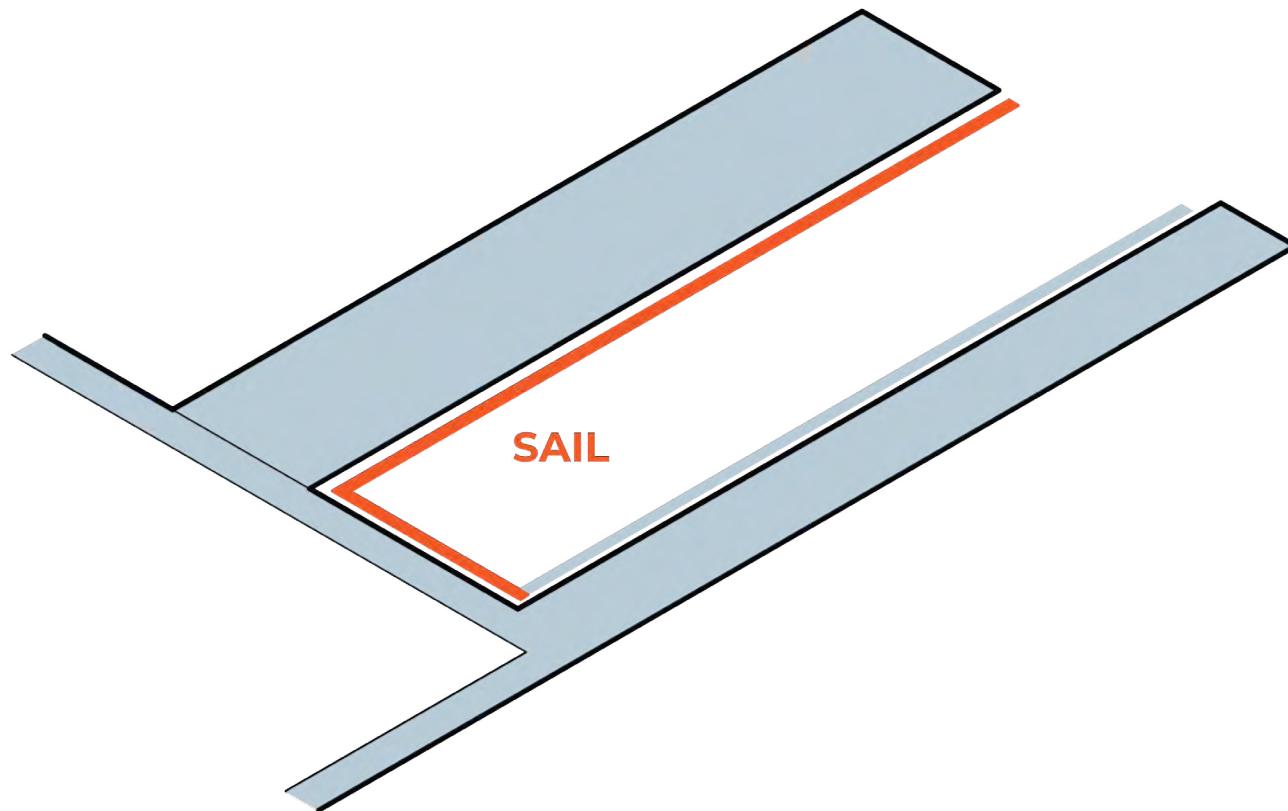
EXPERIENCE



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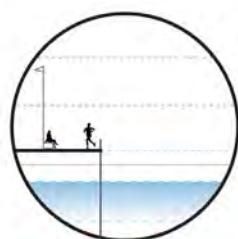
GATHER



SAIL: BASIN FOR COURAGEOUS PROGRAM



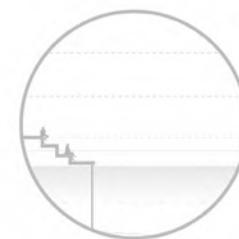
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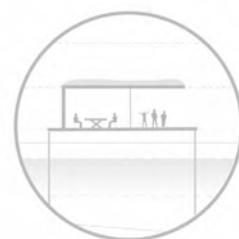
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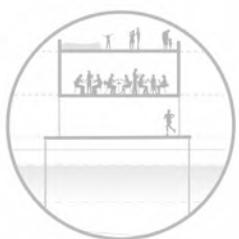
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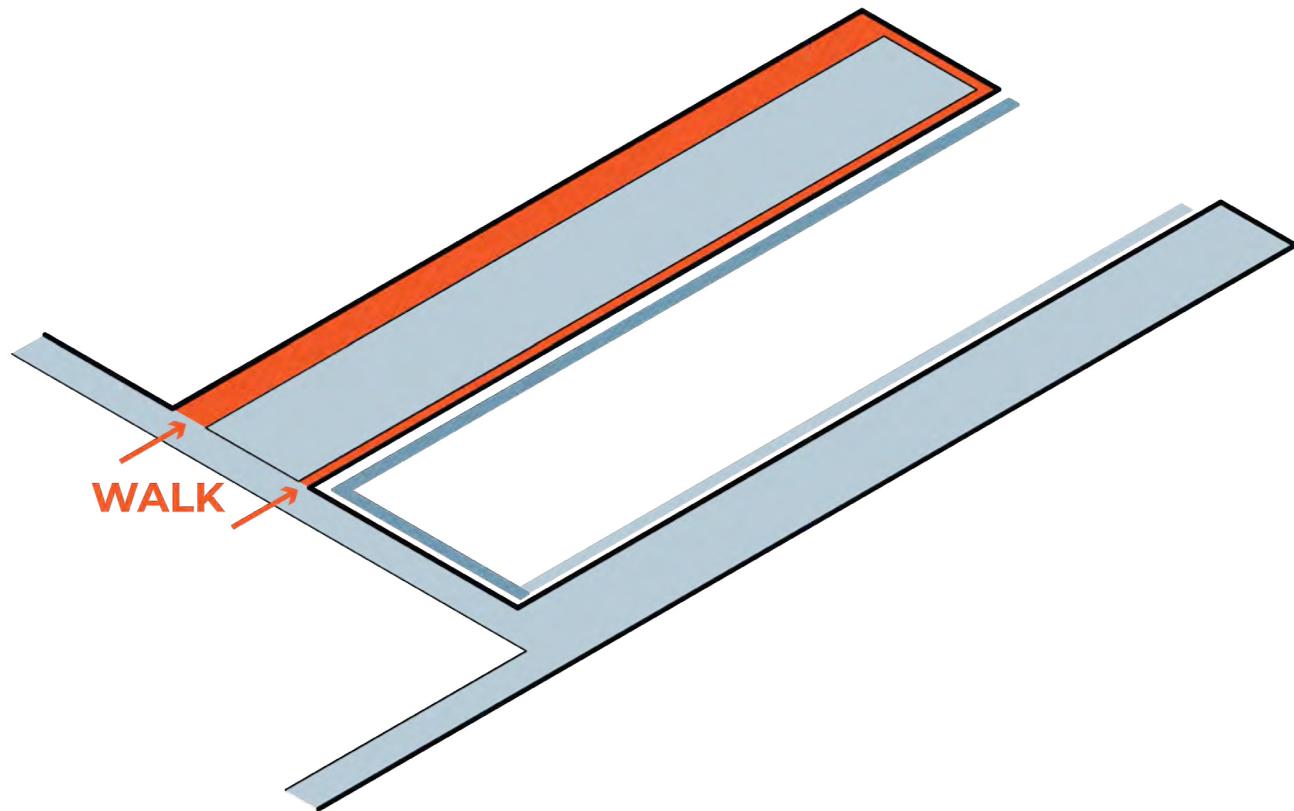
EXPERIENCE



LEARN



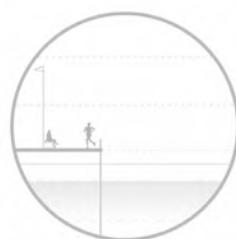
GATHER



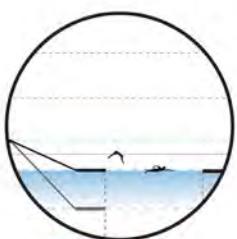
WALK: EXPAND HARBOR WALK ACCESS



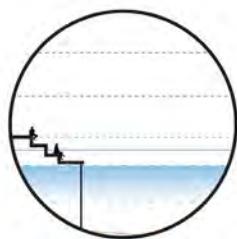
SAIL



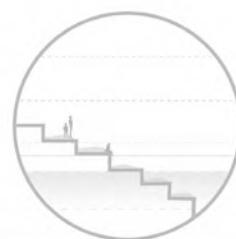
WALK



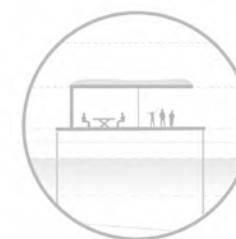
SWIM



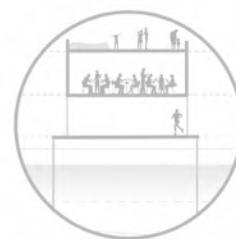
VIEW



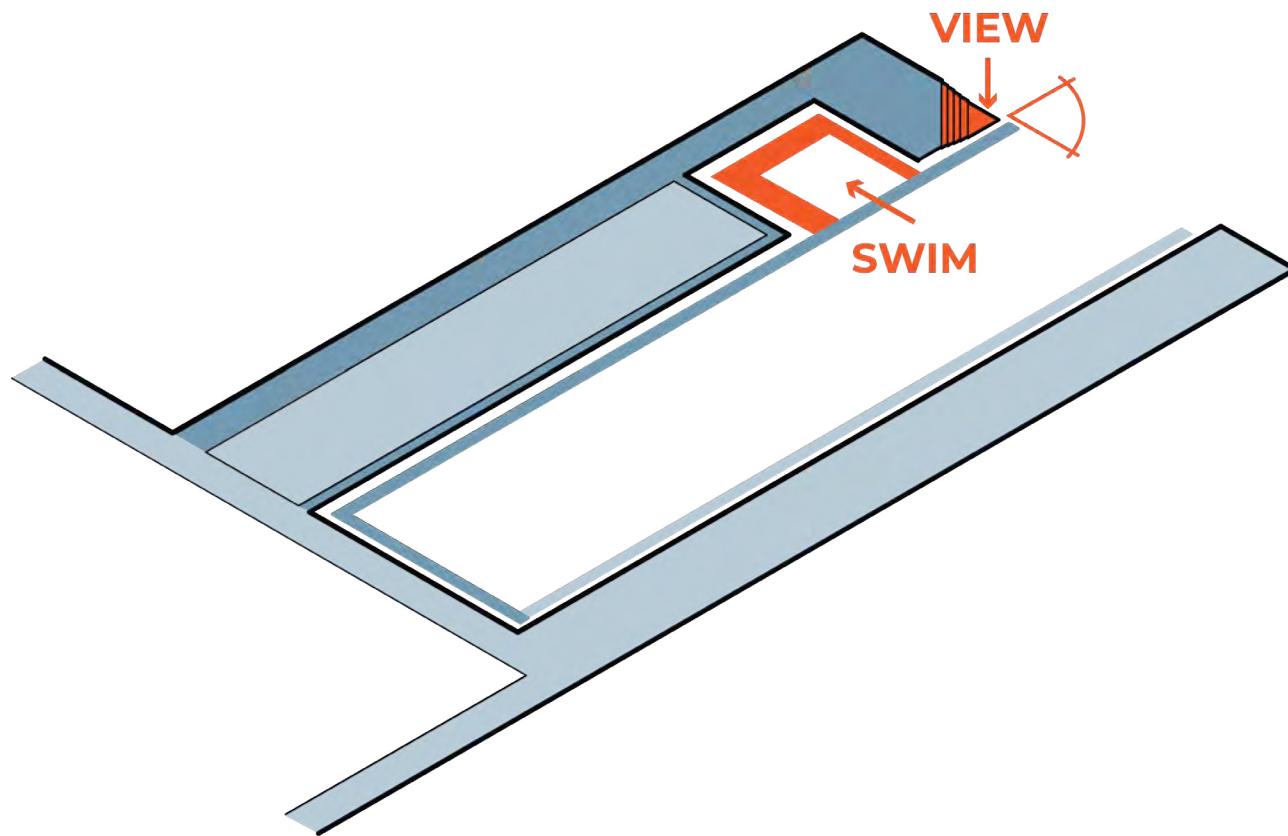
EXPERIENCE



LEARN



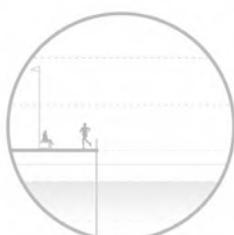
GATHER



SWIM | VIEW: PRIORITIZE PUBLIC RECREATION SEAWARD



SAIL



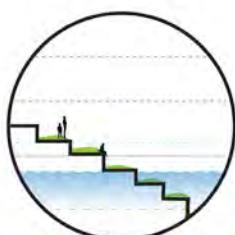
WALK



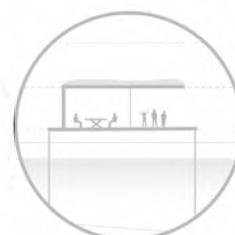
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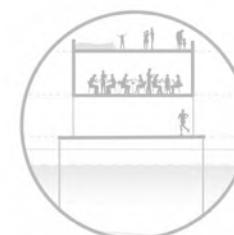
VIEW



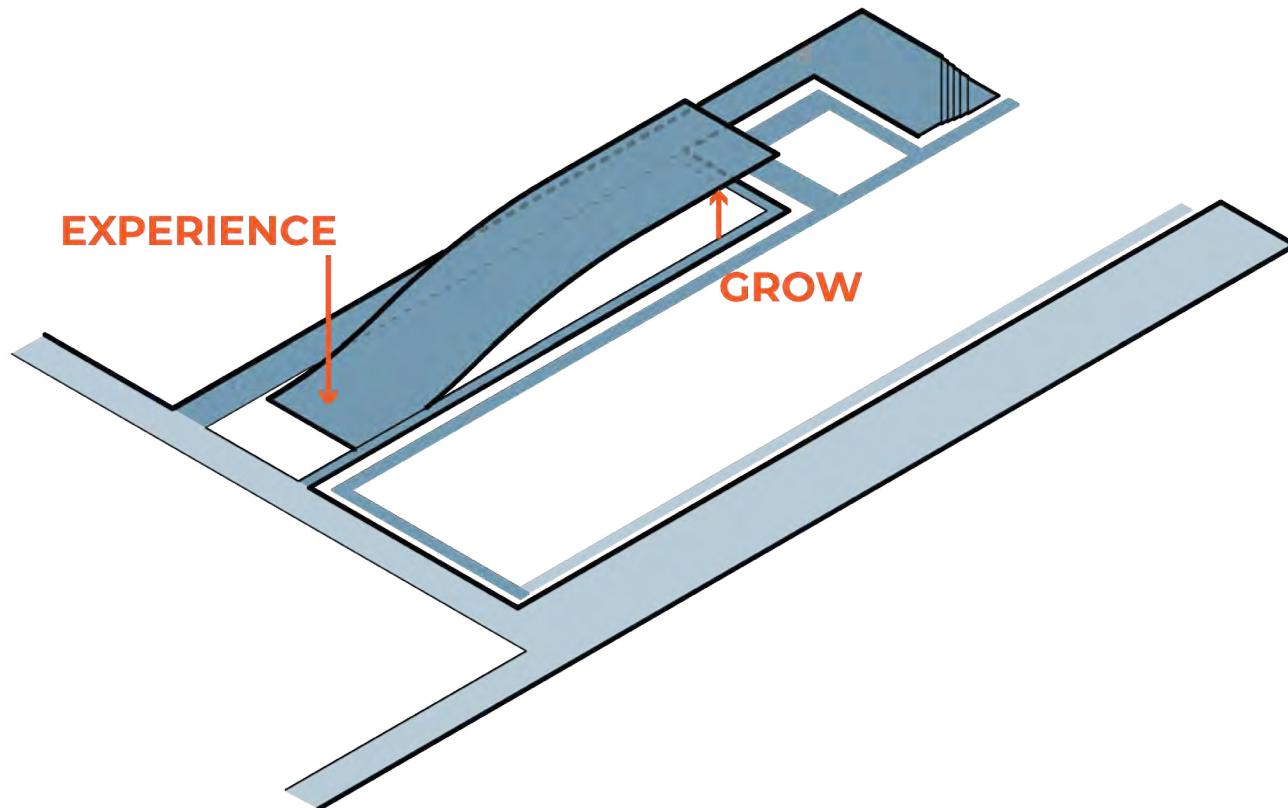
EXPERIENCE



LEARN



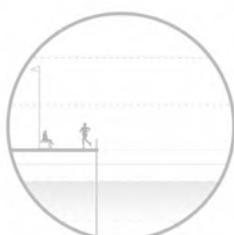
GATHER



EXPERIENCE | GROW: CREATE PUBLIC GARDENS OF COASTAL PLANTS



SAIL



WALK



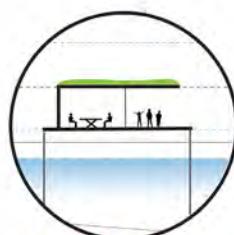
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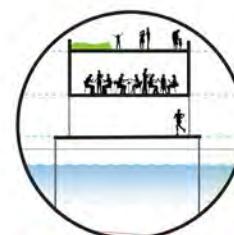
VIEW



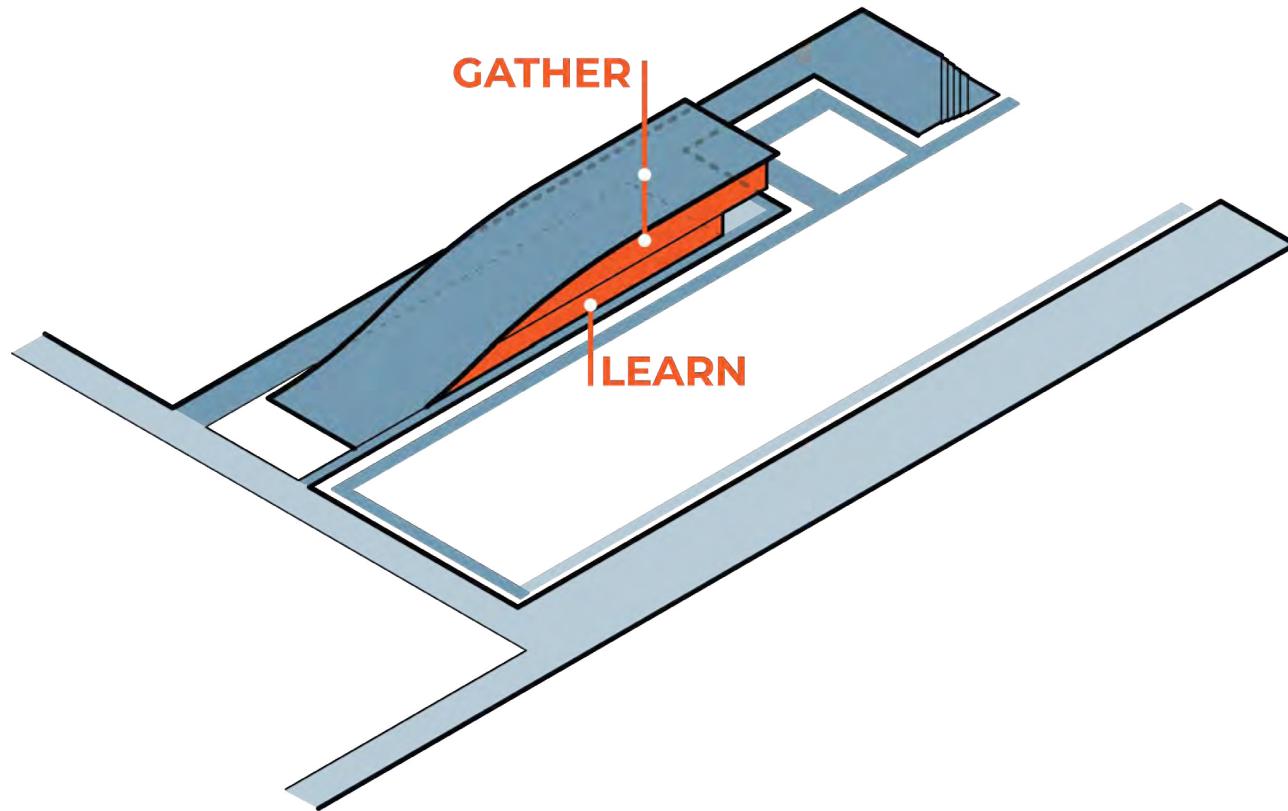
EXPERIENCE



LEARN



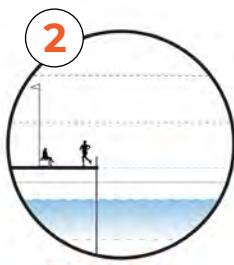
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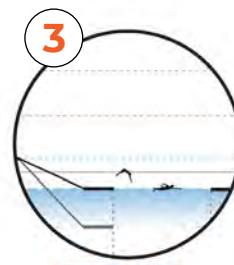
GATHER | LEARN: SPACE TO ADVANCE EDUCATION AND COMMUNITY



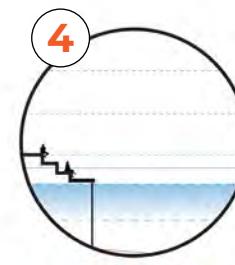
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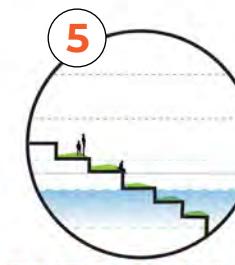
WALK



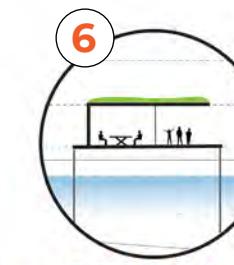
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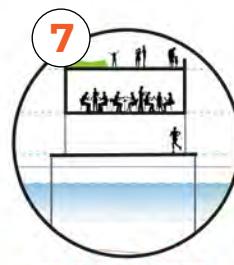
VIEW



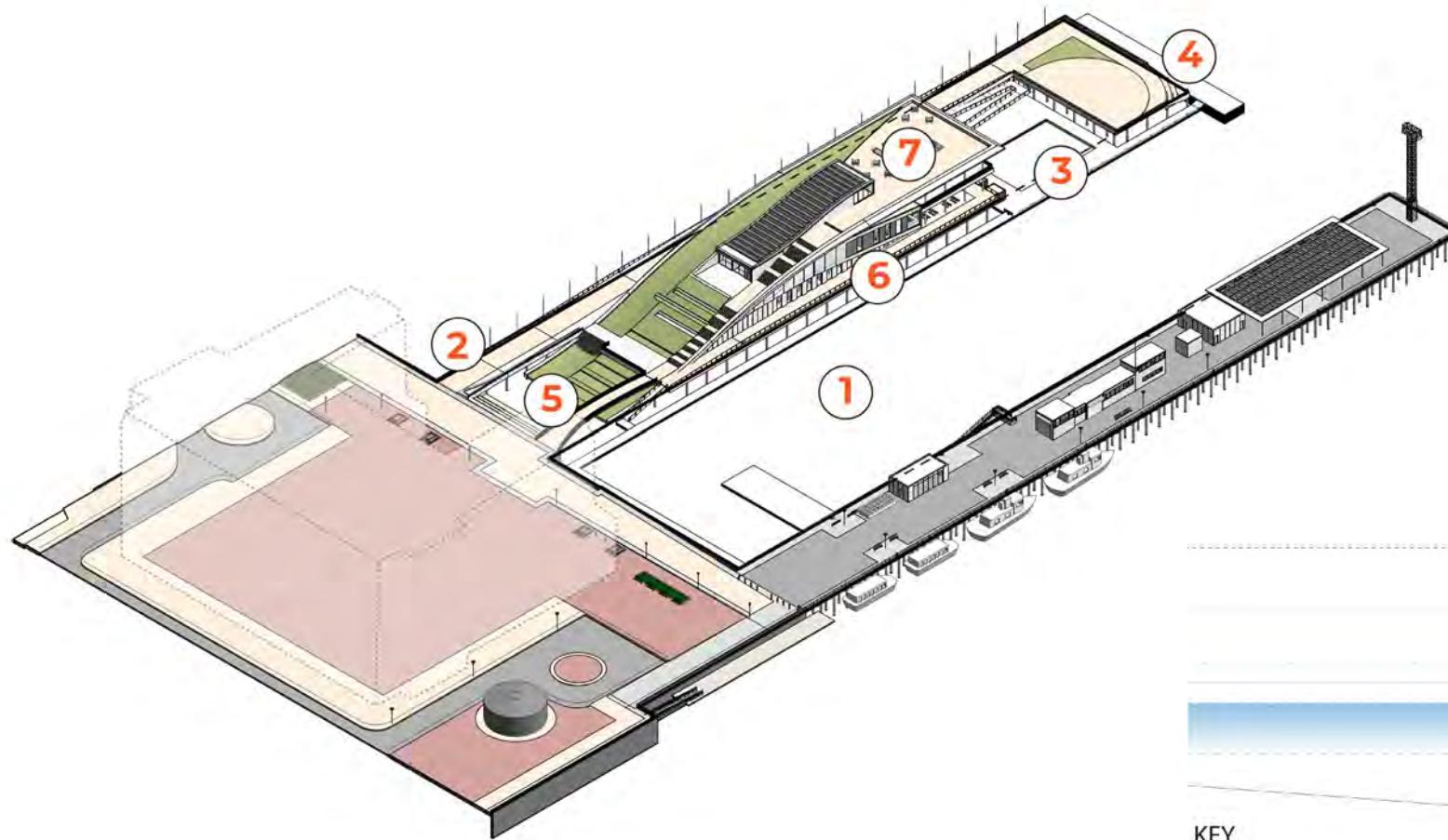
EXPERIENCE



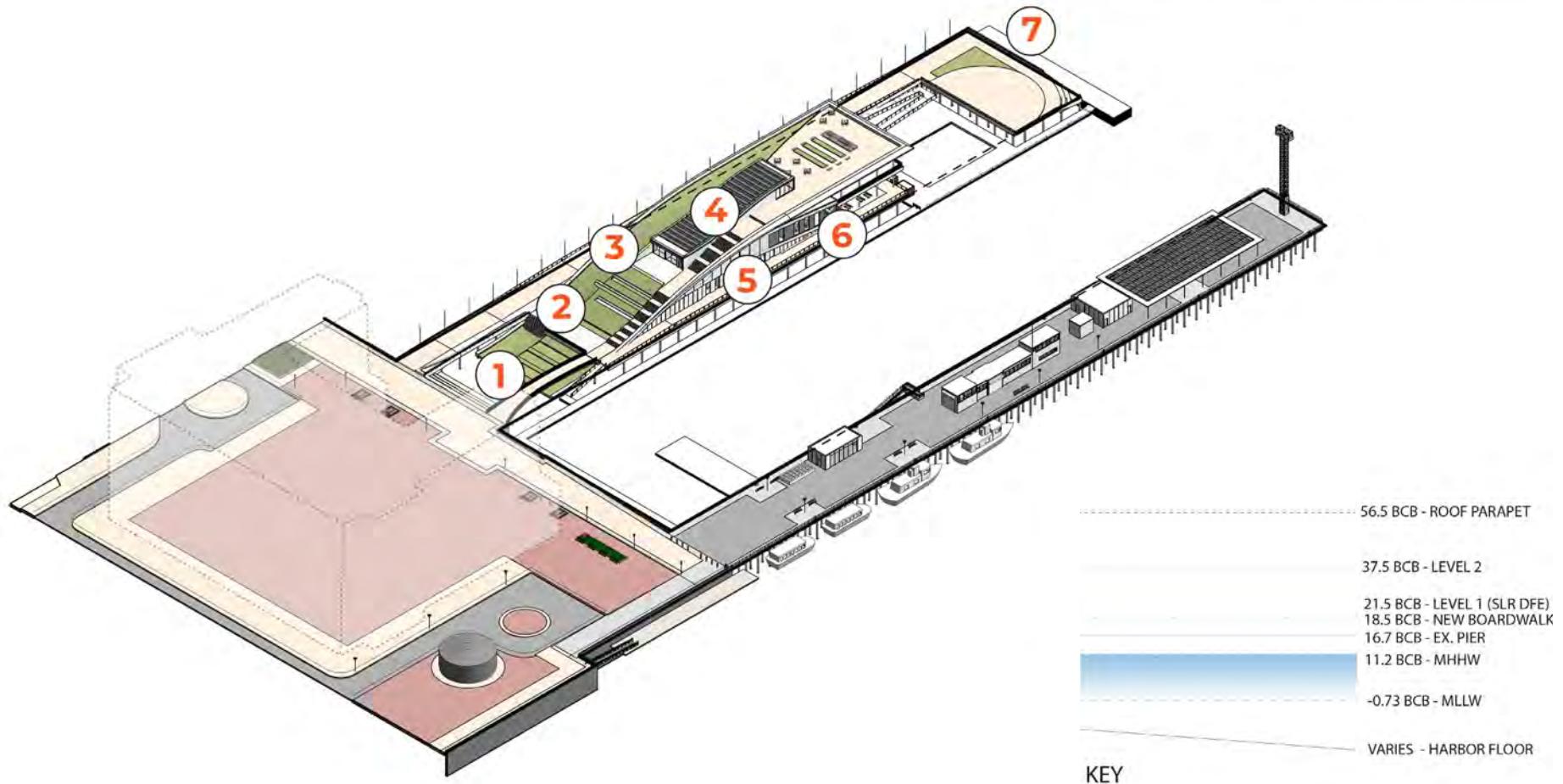
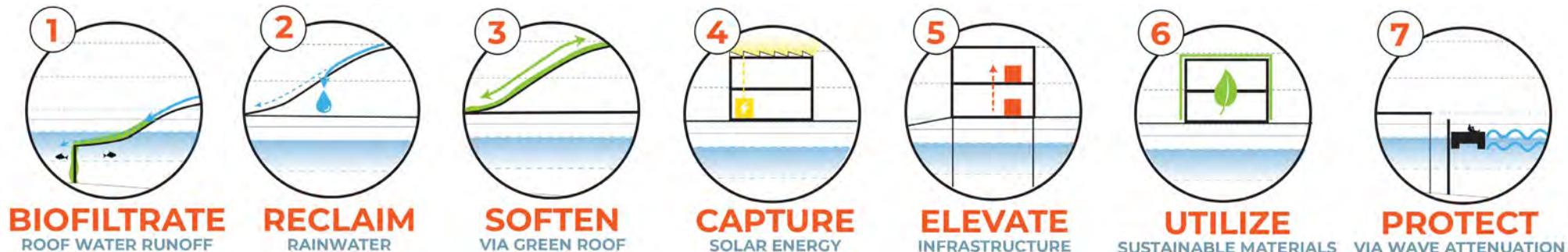
LEARN



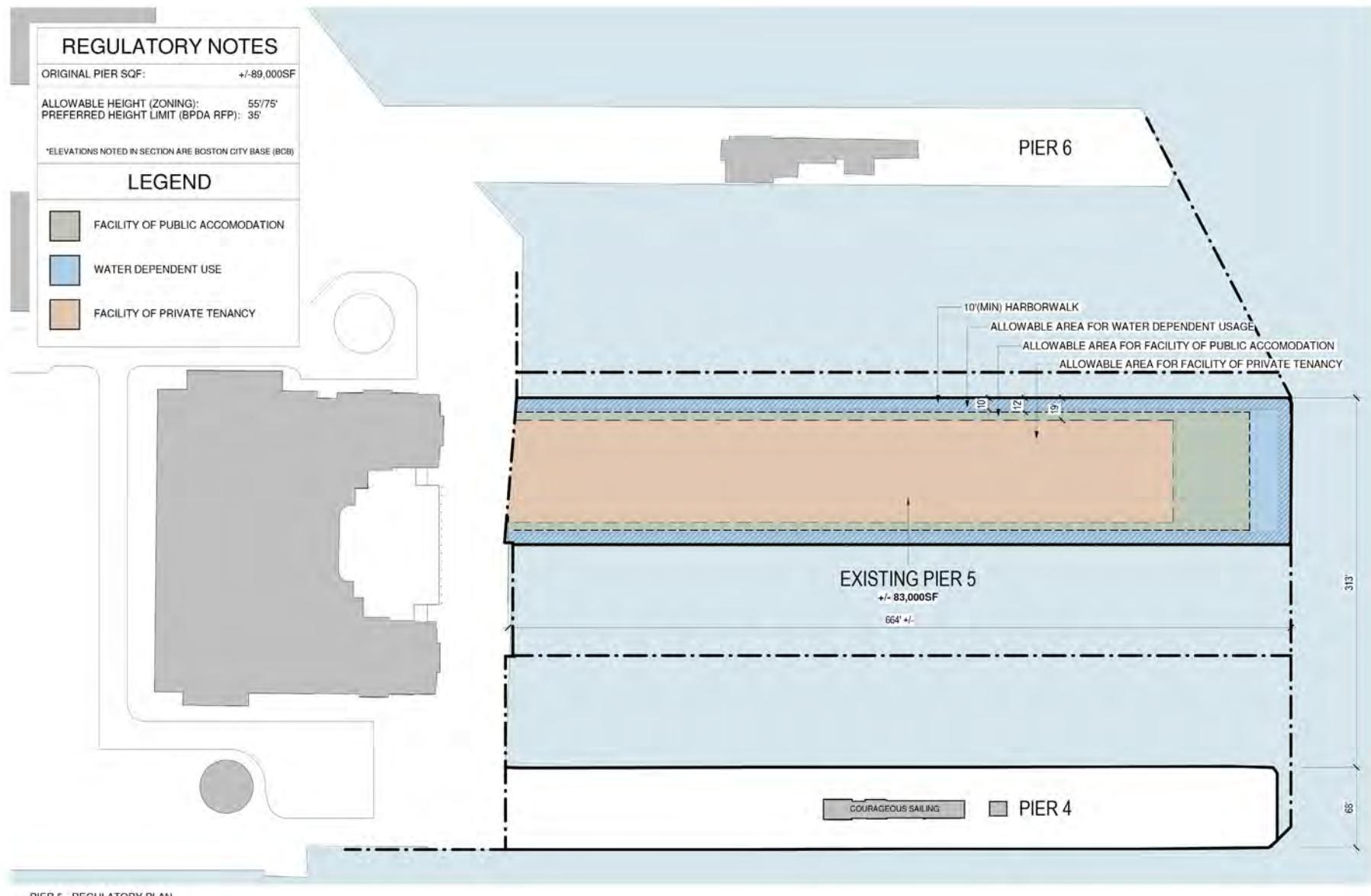
GATHER



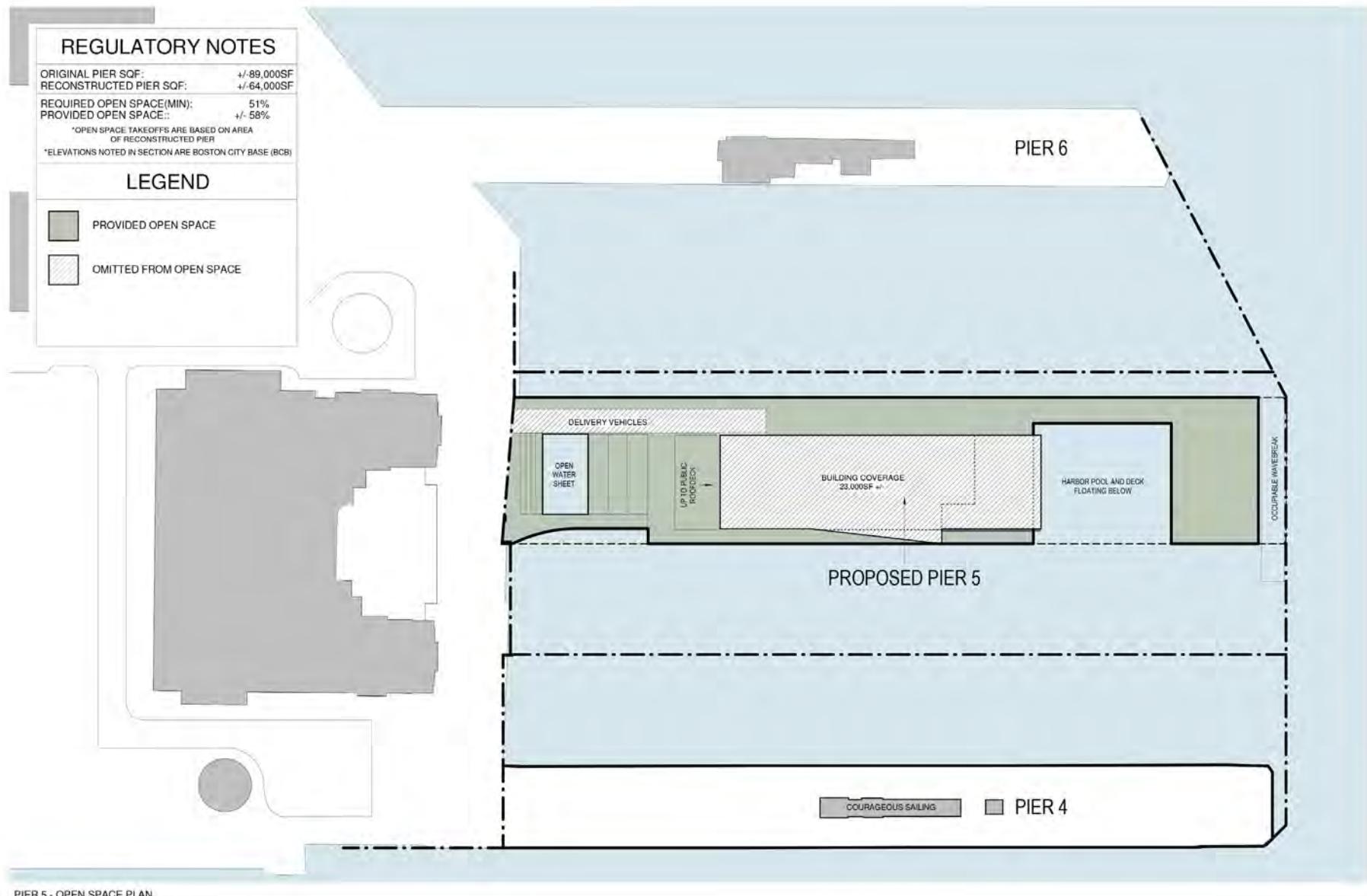
PROGRAM ENGAGEMENT

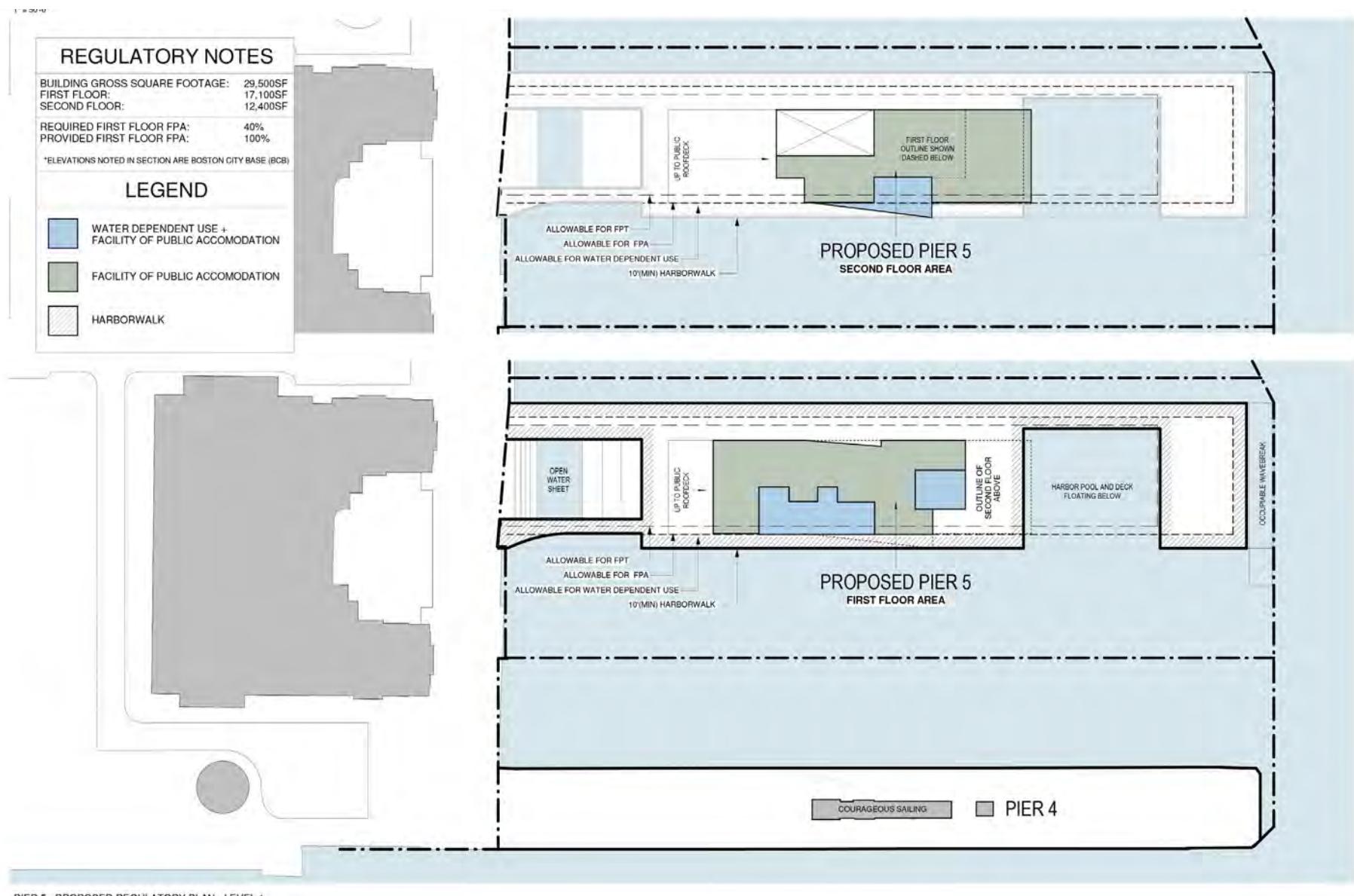


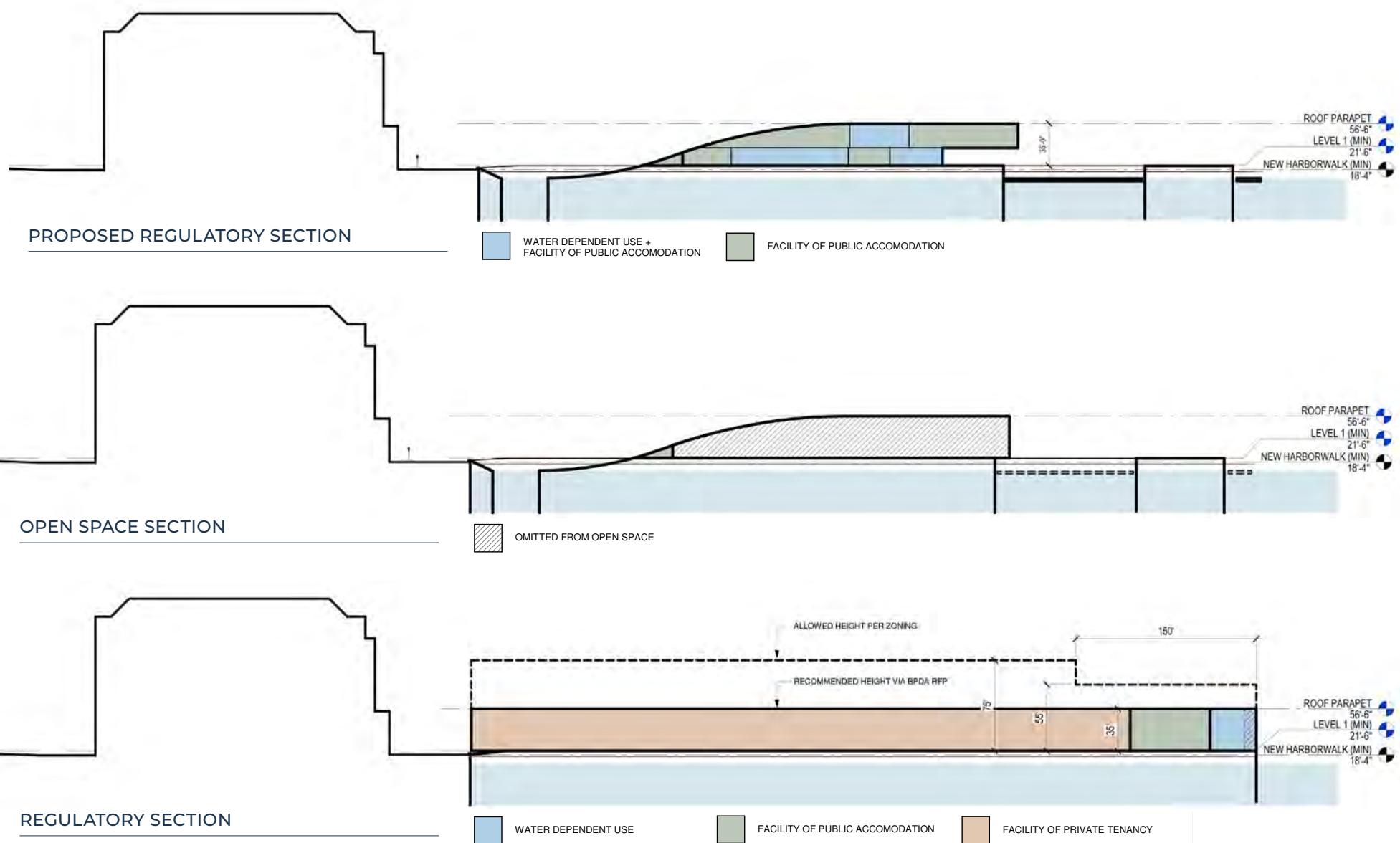
RESILIENCY & SUSTAINABILITY STRATEGIES

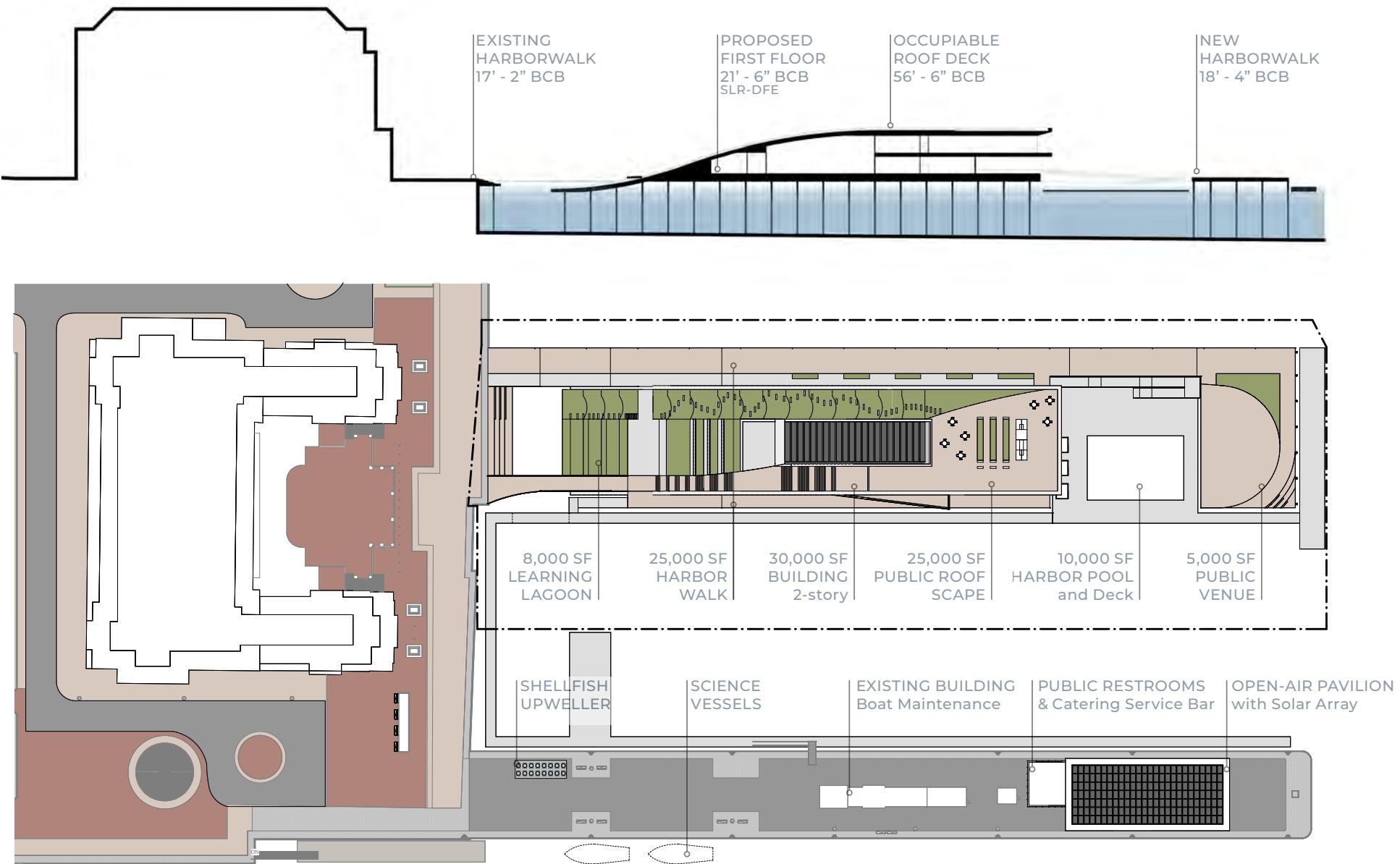


REGULATORY ZONING

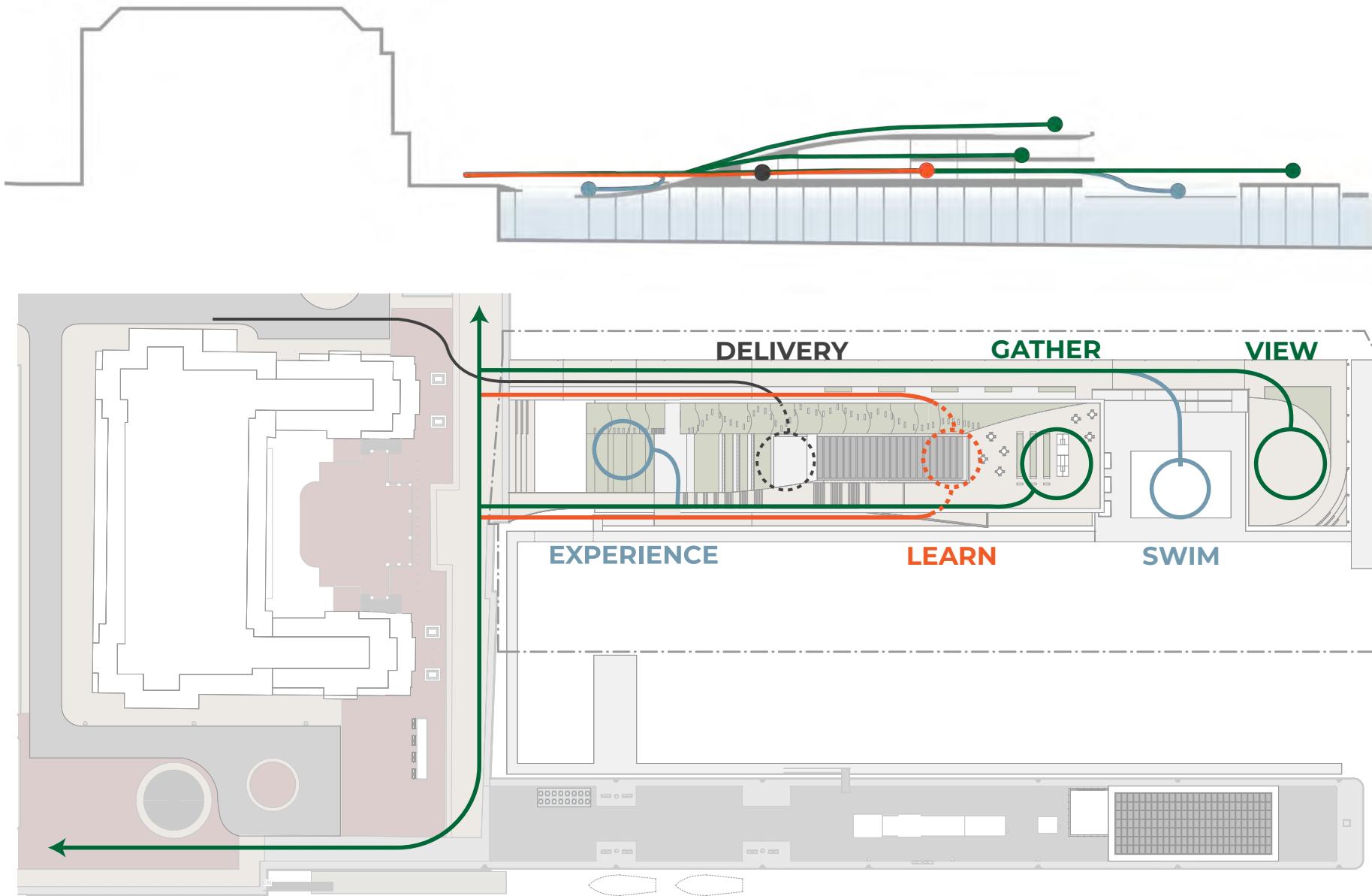




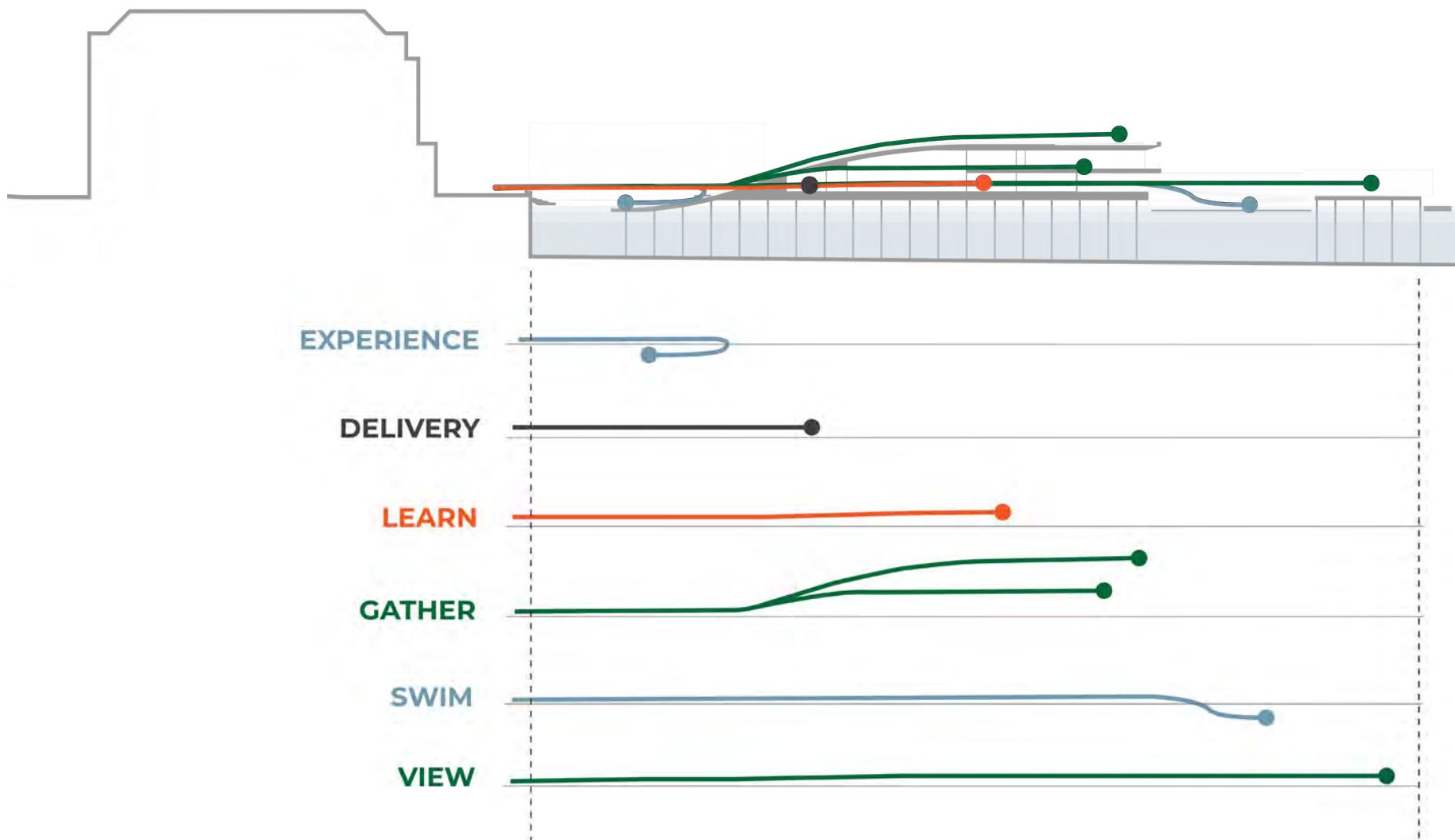




SITE PLAN & SECTION



SITE CIRCULATION



SITE CIRCULATION



Learning Lagoon
with terraced coastal
ecosystems to explore

EXPERIENCE



Extend docks to
maximize program
capabilities

SAIL



Floating harbor pool
and saunas

SWIM



Occupiable
wave attenuator

PROTECT





WALK

Extend harbor walk to the end of the pier



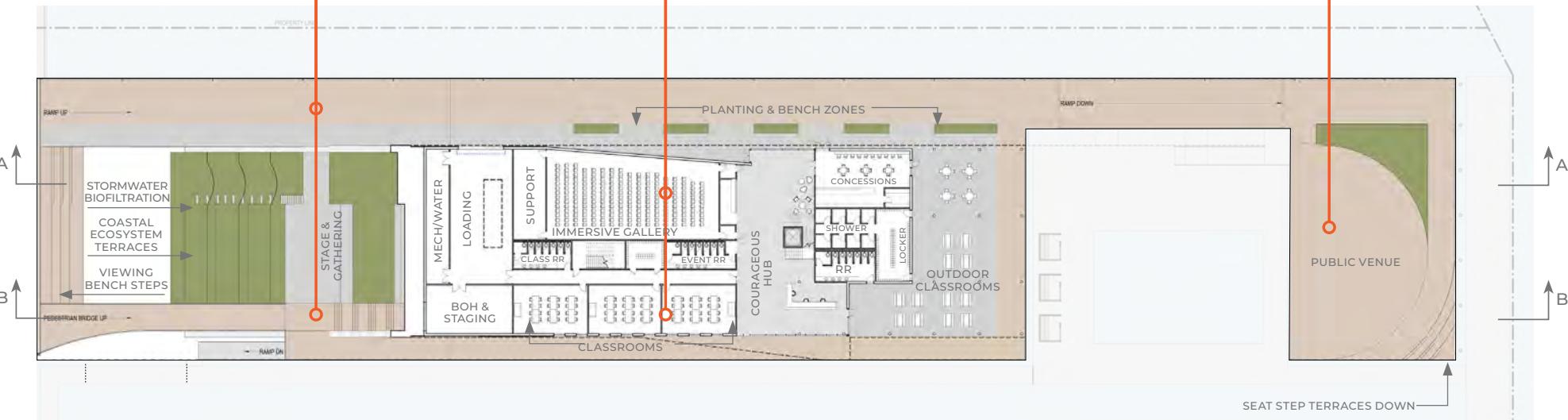
LEARN

Indoor & outdoor classrooms
Immersive gallery



VIEW

Space reserved for views of Boston





WALK

Roof scape expands the public harbor walk experience



LEARN

Administrative suite monitors the harbor activities



GATHER

Great Hall for group lunches and large events



SECOND FLOOR



RESTORE

Biofiltrate rain water with native plants on roof garden



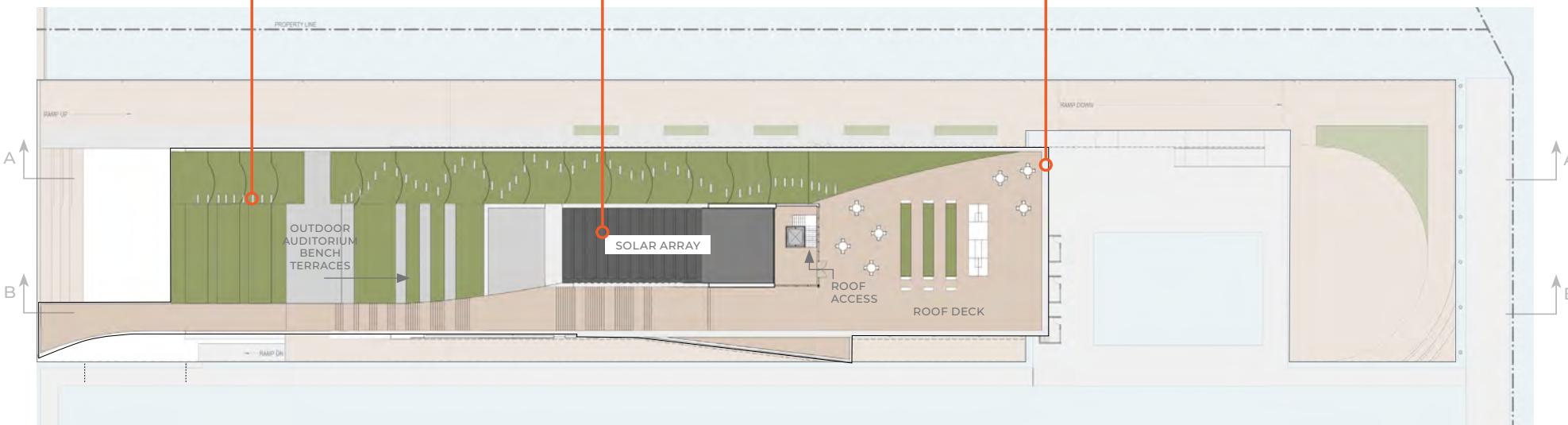
CAPTURE

PV array to generate energy



GATHER

Expansive roof terrace for public to congregate



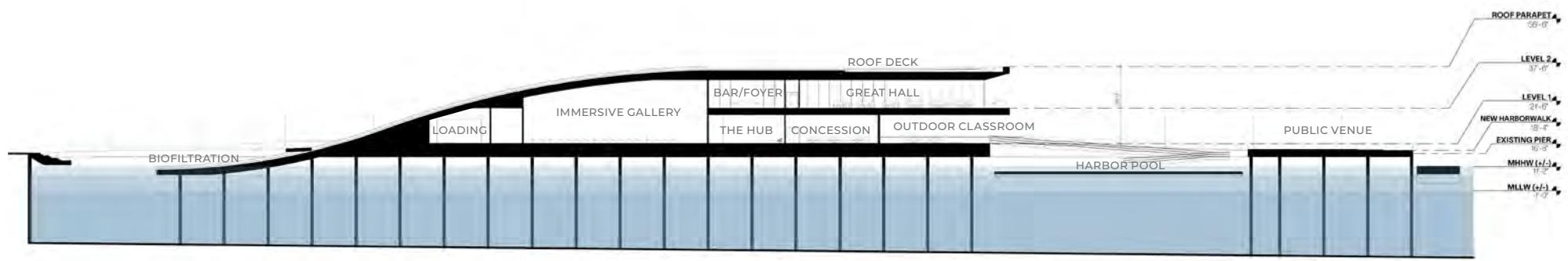
ROOF LEVEL



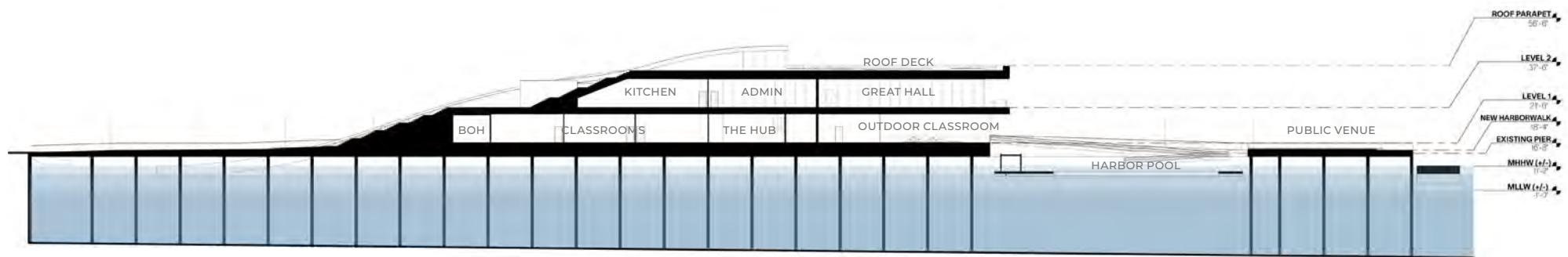
SOUTH WEST ELEVATION



NORTH EAST ELEVATION



SITE SECTION A-A



SITE SECTION B-B























04

APPENDIX / TEAM QUALIFICATIONS

January 17, 2025

Teresa Polhemus
Executive Director/Secretary
Planning Department
12 Channel Street
Suite 901

Re: Letter of Support in respect of the Request for Proposals for Pier 5 in the Charlestown Navy Yard

Dear Ms. Polhemus,

KeyBank National Association (“**KBNA**”) and KeyBanc Capital Markets (“**KBCM**”) (in reference to both, the “**Firm**” or “**We**”) are pleased to provide this letter in support of Courageous Sailing and Gold Jacket, LLC (together, the “**Courageous Sailing Team**”) in connection with its pursuit of the Boston Planning & Development Agency (the “**Agency**”) request for proposals to select a Development Manager to develop, design and build Pier 5 in the Charlestown Navy Yard on behalf of the Agency (the “**Project**”). We understand the Agency’s institutional goals and objectives and confirm the capabilities of the Courageous Sailing Team to be a qualified development partner with a vested interest in the overall success of the Project.

We firmly believe that the Courageous Sailing Team is a highly experienced partner and confirm our strong interest in potentially providing financing solutions in the form of commercial bank debt, capital markets products, as well as any required derivative hedging instruments. Given our experience with Courageous Sailing Team and their respective track record, we believe them to be well qualified to successfully deliver the Project. Furthermore, in our opinion, Courageous Sailing Team is extremely capable of competitively securing, managing and bringing to financial close the capital needed for a project of this size and nature involving a public-private partnership. KBCM stands ready to support Courageous Sailing Team to facilitate the financing of the Project.

KeyBanc Capital Markets is a full-service investment banking firm and a wholly owned subsidiary of KeyCorp (“KeyCorp”), one of the nation’s largest bank-based financial services company with assets of approximately \$190 billion (as of September 30, 2024). We have more than 17,000 employees, over 1,000 full-service retail branches across 15 states and a market capitalization of approximately \$19.74 billion (as of January 16, 2025). KeyCorp companies provide investment management, retail and commercial banking, consumer finance, and investment banking products and services to individuals and companies throughout the United States. KeyCorp’s Long Term Issuer and Senior Unsecured Debt ratings are Baa2/BBB/BBB+ by Moody’s, S&P and Fitch, respectively. KBNA’s Long Term Issuer and Senior Unsecured Debt ratings are Baa1/BBB+/BBB+ by Moody’s, S&P and Fitch, respectively. KBNA’s Short-Term/Commercial Paper ratings are P-2/A-2/F2 by Moody’s, S&P and Fitch, respectively.

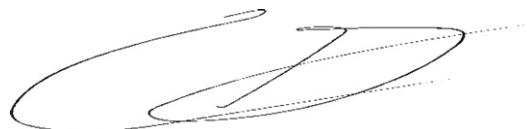
Select Infrastructure Finance Experience

Project	Project Description	Financial Close	Project Size	Role
San Marcos Public Services Complex P3	The San Marcos facility, a 155,000 square foot building is comprised of office space, utilities, vehicle maintenance and crew facilities. It has been designed to enhance the delivery of operational services in the City. The administration building houses critical City functions such as City dispatch, a back-up emergency operations center, and a large training room	July 2020	\$44 million	Sole Lender, Swap Provider
Travis County Courthouse P3	The new 448,000 gross square feet courthouse will include 25 courtrooms and 390 parking spaces and will be built to LEED 4.0 Silver standards. The courthouse will be solely occupied by Travis County civil and family court judges and their staffs and several administrative functions.	April 2019	\$333 million	Sole Lender, Swap Provider
University of Akron Parking Concession P3	The University of Akron entered into a 35-year concession agreement for its parking system with a concessionaire managed by Diogenes Capital in exchange for a \$50 million upfront payment. The concessionaire along with SP+ as operator will be responsible for operations and management of the campus's parking system.	November 2023	\$80 million	Sole Underwriter
UC Berkeley Albany Village Student Housing Project	American Campus Communities entered into a project agreement with UC Berkeley to develop Albany Village, a 761-bed on-campus graduate-student housing project. Albany Village broke ground in September 2022 and is expected to deliver in July 2024.	February 2023	\$114 million	Coordinating Lead Arranger
John F. Kennedy Airport Terminal Six Redevelopment	The development involves the buildout out of a 1.2 million-square-foot terminal featuring up to 12 international gates and approximately 74,000 square feet of commercial dining and amenities. Construction on the new terminal, with eventually 100,000 square feet of retail and restaurant space, is expected to begin in early 2023.	November 2022	\$4.3 billion	Coordinating Lead Arranger and Swap Provider
American Campus Communities On-Campus Portfolio Acquisition	Blackstone Real Estate acquired American Campus Communities, a publicly traded REIT. ACC holds a Portfolio of over 27,000 beds on university campuses and \$3.7B of equity value across 18 universities and spread over 34 distinct assets. The assets earn revenue under three revenue structures: Marketing & Licensing Agreements, Master Leases and Open Market.	August 2022	\$2.0 billion	Coordinating Lead Arranger and Swap Provider
UMass Amherst Student Housing P3	The Amherst housing expansion adds up to 1,000 additional beds to a graduate housing facility and includes housing for approximately 730 undergraduate students, 165 graduate students and replacement of about 170 aging graduate family housing units.	July 2022	\$200 million	Joint Lead Arranger and Swap Provider
John F. Kennedy Airport New Terminal One	The project seeks to redevelop Terminal One into a "Top 5 Skytrax Terminal," meeting New York City metro market needs by more than doubling the number of gates of the existing capacity constrained terminal. The New Terminal One will be built on a 144-acre site.	June 2022	\$7.3 billion	Senior Managing Agent
CSU Fresno Energy P3	The CSU, Fresno Central Utility Plant Replacement P3 included the replacement of the central heating and cooling plant of the University as well as energy efficiency upgrades under a DBFOM procurement. KBCM served as Financial Advisor and Sole Placement Agent to the successful bidding team led by Meridiam Infrastructure	February 2021	\$170 million	Financial Advisor; Sole Placement Agent
SoFi Stadium	SoFi Stadium transformed the site of the former Hollywood Park Racetrack to a year-round sports and entertainment destination for the enjoyment of people throughout Southern California as well as visitors to the region.	June 2018	\$4.9 billion	Joint Lead Arranger

We wish to reiterate that, based on our previous collaborations, we have a high degree of confidence in the experience and capabilities of the Courageous Sailing Team in financing projects of this nature.

Although this letter does not represent a commitment to provide funds, we are pleased to confirm our interest in working closely with the Courageous Sailing Team in order to structure the financing for the Project should Courageous Sailing Team be selected. For the avoidance of doubt, this letter does not constitute an offer of finance on our part and may not be relied upon by any party. Among other approvals, credit committee approval will be required and will be subject to, *inter alia*, our internal credit approval process, final documentation, market conditions prevailing at financial close and the absence of any adverse material change.

Sincerely yours,
KeyBanc Capital Markets



Name: Casey Bush
Position: Director, Infrastructure Finance
Address: 1200 Abernathy Road NE, Suite 1550
Atlanta, GA 30076
Phone: 770-510-2178
E-mail: Casey.Bush@key.com



POWER OF LEGENDS & ASM

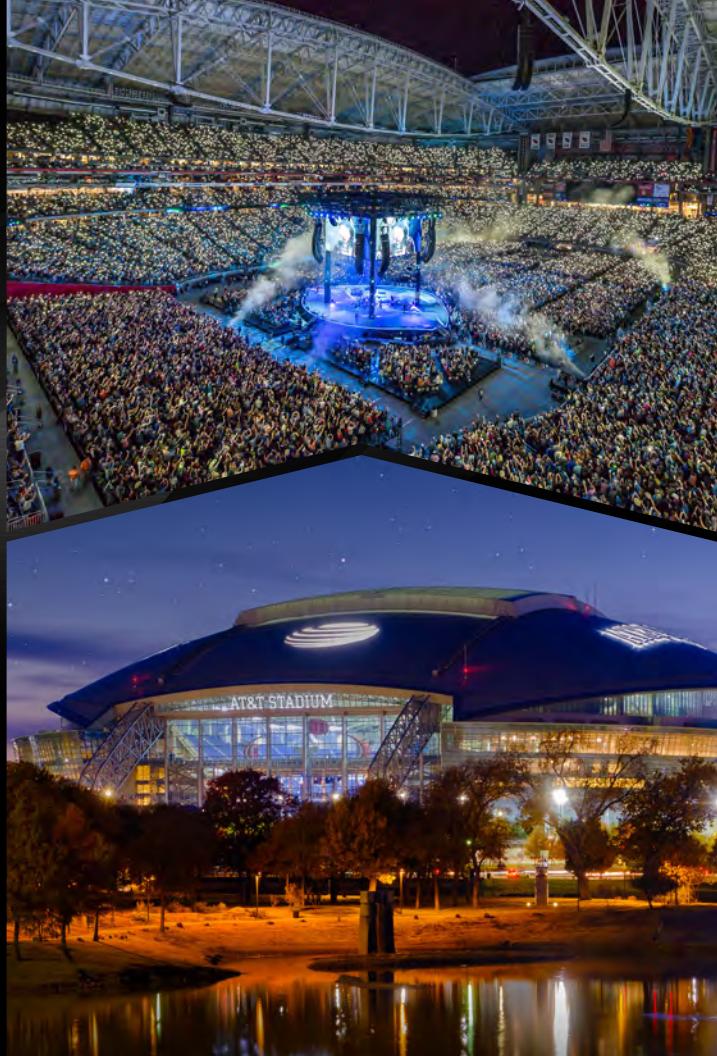
LEGENDS & ASM GLOBAL HAVE JOINED FORCES TO CREATE THE WORLD'S LEADING LIVE EXPERIENCES COMPANY, DEDICATED TO DELIVERING UNFORGETTABLE MOMENTS FOR FANS AND GUESTS.

Our only focus is your success. Our white-label approach puts the spotlight on your business while we work behind the scenes to execute your vision.

With all the services you need now under one umbrella, we deliver results that are hard to match. Simply put, we build it, sell it, monetize it, and manage it. No stitching together of services or dealing with complicated logistics.

Leading organizations, brands, and venues rely on our teams to tackle their toughest problems because we have decades of experience, which has resulted in a trusted reputation.

We've driven growth, innovation, and profits at iconic events like the Super Bowl, World Cup, Olympics, and Final Four, and for renowned brands and venues like Real Madrid, SoFi Stadium, Moscone Convention Center, the University of Notre Dame, and Allegiant Stadium.



VENUE PARTNERSHIP



We'll help determine if a project is feasible, get it done on time and on budget, and understand its impact on your fan base and community.

We'll fill your seats, pack your suites, and connect you with revenue partners who align with your brand values.

We'll maximize revenue streams from in-venue dining and merchandise sales to online purchases.

We'll make your venue the preferred destination for world-class events, from top performances to major conventions, while handling every experience with care and expertise.



Feasibility Studies



Venue Management



Premium Ticketing



Hospitality



Project Development



Content Programming & Booking



Partnerships



Omnichannel Merchandise



DELIVERING CLIENT SUCCESS THROUGH GLOBAL INSIGHTS

Our in-market **experts** apply **global knowledge** from hundreds of clients to meet the unique needs of your market, wherever you are.

\$20B
IN NAMING
RIGHTS SINCE
2020



\$100M
IN SUITE SALES
SINCE 2022



100+
PREMIER F&B
ACCOUNTS



\$18.4B
IN DEVELOPMENT
& RENOVATIONS



OUR LEGENDARY DIFFERENCE

We're a trusted team of passionate experts with unmatched experience.

We provide an **end-to-end solution** tailored to help you maximize your business. From managing iconic venues to creating goosebump guest moments, **we bring the expertise and solutions that drive results.**



01. BUILD

- FEASIBILITY STUDIES
- PRE-DEVELOPMENT
- DESIGN OPTIMIZATION
- PROJECT MANAGEMENT

0.2 MONETIZE

- PREMIUM & SUITES
- TICKETING
- COMMERCIAL PARTNERSHIPS
- PRIVATE EVENTS & TOURS

03. OPERATE

- VENUE MANAGEMENT
- CONTENT & PROGRAMMING
- FOOD & BEVERAGE
- OMNICHANNEL MERCHANDISE



Real Estate Solutions

The Continuous Pursuit of Excellence

We the Executive Leadership are committed to the guiding principles of Gold Jacket: to think more creatively, assess opportunities more astutely, to act more quickly than others, and to hold ourselves to the highest standards.

Gold Jacket is in the business of creating extraordinary opportunity and value for our relationships. We recognize that our company's success is rooted in that laser-focused pursuit. We operate with transparency, honesty and simplicity – always honoring our agreements.

Together, we lead a team that serves with the passion and integrity expected of great leaders and of great teams. We are proud of our cornerstone commitment to diversity, equity and inclusion that reflects the communities and cultures in which we do business – and strive to make them a better place to live and work. With these guiding principles, we, with our professional relationships, look forward to forging a mutually beneficial opportunities.



Cris Carter



Emmitt Smith



Don Cogswill

Gold Jacket—founded by Emmitt Smith, Cris Carter, and Don Cogsville—is a vertically integrated real estate investment, real estate development facilities management and clean energy services company. Formed as a joint-venture of three minority-owned firms (E Smith Legacy Holdings, CB Tech and Cogsville Capital Group) with expertise across the real estate value chain, Gold Jacket has a combined track record of over \$2 billion in real estate transactions with institutional investors and clients. Gold Jacket is considered a small business enterprise (SBE) and is a certified minority business enterprise (MBE) with the National Minority Supplier Development Council.

- **Gold Jacket is uniquely positioned to provide “cradle-to-grave” real estate product offerings for its clients**
 - Seasoned operating businesses in place to meet the varying needs of each client.
 - Thorough understanding of the client’s needs, allowing for real estate customization.



COGSVILLE
Capital Group
Private Equity


E Smith Horizons
Development


CB tech
MANAGED SERVICES IN FACILITIES MAINTENANCE

Commercial Facilities
Management

GOLD JACKET SUITE OF SERVICES

Gold Jacket delivers comprehensive solutions on every project and for every client. Through interfacing with clients and understanding their evolving needs, the company will determine the best course of action for each client. We want to produce greater vertically integrated value for our clients.

Gold Jacket's suite of services—vertically integrated—real estate development, investments, facilities management and clean energy management and solutions to meet the growing and diverse real estate-related needs of our clients.





*Creating mutually beneficial relationships
through comprehensive real estate solutions*



Barbara Gross is founder and principal of BDG Consulting, LLC, a firm specializing in development counsel to non-profits, especially those seeking to establish more robust engagement and support from donors with significant philanthropic potential. With a breadth and depth of experience in highly-respected institutions of higher and secondary education, healthcare, and mission-driven organizations, Barbara has a well-earned reputation for providing critical thinking, fresh ideas and a perspective that comes from extensive front-line and capital campaign experience. She also has an exceptional track record of partnering with and advising institutional leadership to develop relationships with high net worth contributors in the U.S. and globally.

Recognizing the urgency organizations face to generate and sustain their philanthropic revenue stream, Barbara helps clients realize their objectives in the context of building long-term relationships - the critical foundation of a successful fund raising program. Accountability, transparency, and discretion are hallmarks of Barbara's work ethic and style.

Over the course of her 25- year front-line fund raising career, Barbara led major development and campaign initiatives at Boston-area institutions, such as: Phillips Academy Andover, Babson College, Wellesley College, Beth Israel Deaconess Medical Center, and Facing History and Ourselves. She fully integrates this experience into her consulting practice, expertly guiding clients to: establish and implement individual major giving programs, engage board members as effective fund raising partners, develop a culture of philanthropy, and prepare for and execute capital campaigns.

Since launching BDG Consulting in 2014, Barbara has developed a diverse client base of foundations and mission-driven organizations in Boston and New York, including: The Highland Street Foundation, Cambridge Family and Children's Service, Data & Society, The Play Ball! Foundation, Big Brothers Big Sisters of Central Mass/Metrowest, Social Innovation Forum, CommonWealth Kitchen, Neighborhood House Charter School, Bottom Line, and Harvard Hillel.

Barbara is a graduate of Bowdoin College and serves as chair of Bowdoin's BNOW initiative to develop and encourage alumnae philanthropic support.

P.O. BOX 81118, WELLESLEY HILLS, MA 02481-6832 | 781.296.7897 | barbara@bdgrossconsulting.com

.....
WWW.BDGROSSCONSULTING.COM



STUDIO TROIKA

RESPONSE TO RFP:

PIER 5 DEVELOPMENT

www.studiotroika.com | 857.991.1021 | 15 Channel Center St, #104, Boston, MA 02210

TABLE OF CONTENTS:

- 01** FIRM OVERVIEW
- 02** PROJECT TEAM
- 03** OUR CLIENTS
- 04** PROJECT EXPERIENCE



WHO WE ARE

STUDIO TROIKA is a team of architects and designers committed to advancing an architecture of exceptional service, thoughtful creativity, and well-crafted design.



STUDIO TROIKA

WHO WE ARE

As a mid-sized, partner led firm, our mission is to advance an architecture of exceptional service, thoughtful creativity, and well-crafted design. As a team of architects and designers we are advancing the notion of architecture as service extended to our valued clients, collaborators and community.

We listen to our clients and collaborators, remaining ever-adaptable to both their practical needs and ambitions. We encourage our team and collaborators to question the status quo and interrogate each step of the process because we know this inquisitive approach to architecture strengthens the end result and allows us to leave the built environment better than we found it.

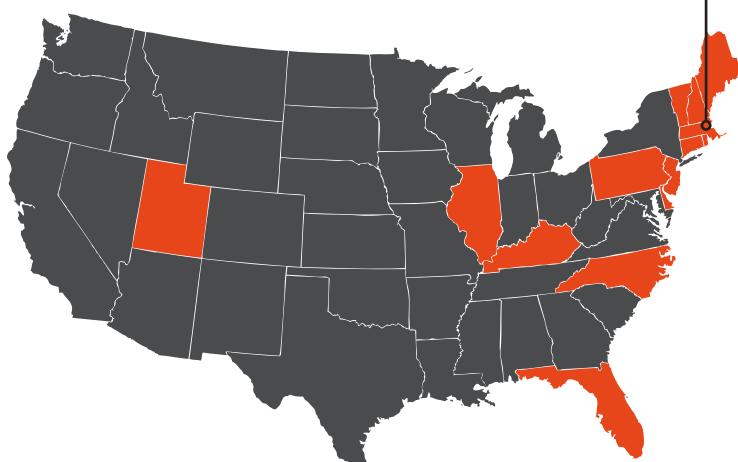
Our three partners – Michael, Rob and Jonathan – bring extensive architectural experience to each project and dedication to those we serve. By balancing creativity with practicality and standards with flexibility, our team remains committed to an ethos of quality and service.

We are **STUDIO TROIKA.**

MARKETS

15 CHANNEL CENTER STREET

BOSTON, MASSACHUSETTS



HOSPITALITY

FITNESS

RETAIL

HEALTH

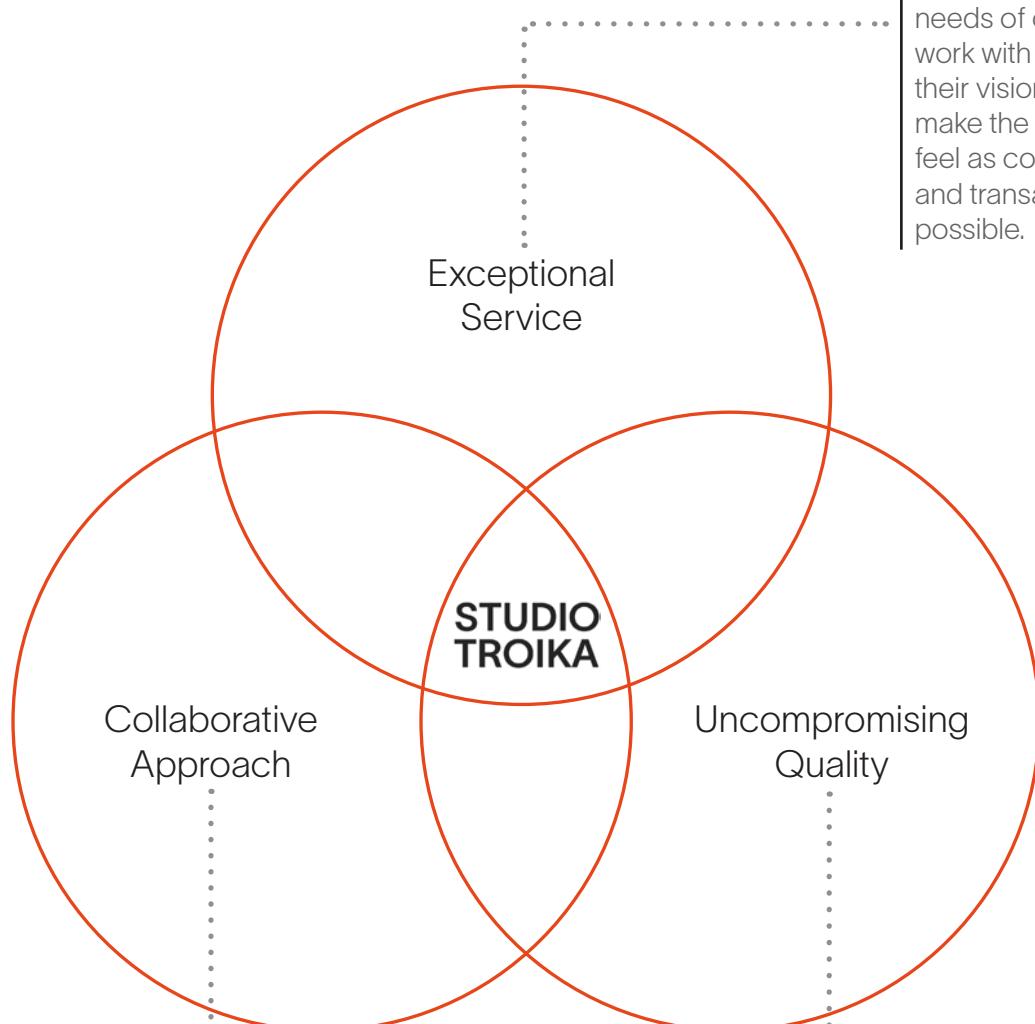
WORKSPACE

ACADEMIC

SCIENCE & TECHNOLOGY

RESIDENTIAL

OUR BRAND

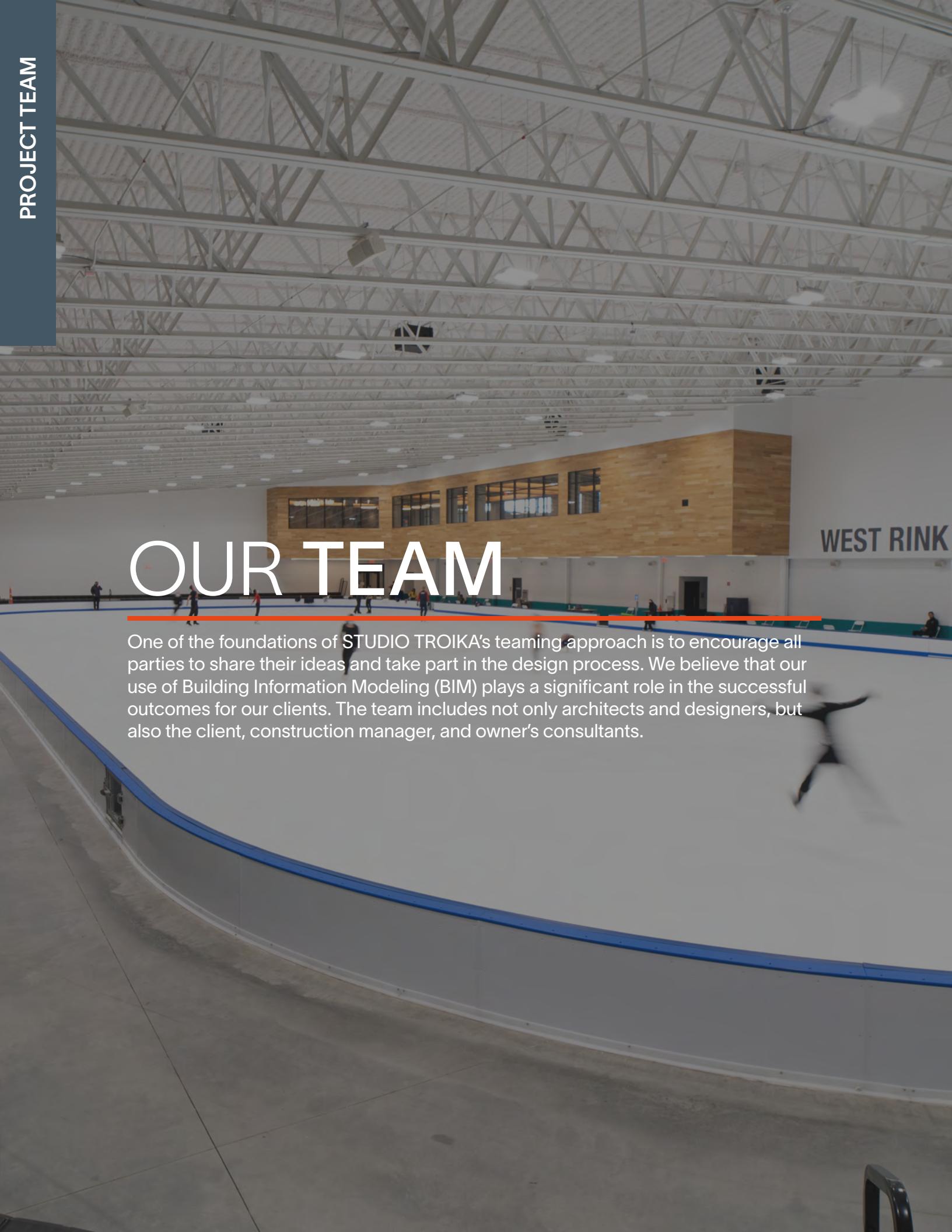


Troika is an analog for teamwork, something we believe is essential to our practice and process.

Our collaborative, people-first approach begins in the studio and extends to our valued partners, clients, consultants and vendors.

Our clients come first. Here at Studio Troika, our aim is to do right by the client and do right by the project. We seek to understand the unique needs of our clients and work with them to realize their vision. We strive to make the design process feel as collaborative and transaction-less as possible.

Our designs are thoughtful and well-resolved. Each project is conceived and executed with the the utmost detail and care, all the while honoring the client, context and constraints of the project.



OUR TEAM

WEST RINK

One of the foundations of STUDIO TROIKA's teaming approach is to encourage all parties to share their ideas and take part in the design process. We believe that our use of Building Information Modeling (BIM) plays a significant role in the successful outcomes for our clients. The team includes not only architects and designers, but also the client, construction manager, and owner's consultants.



OUR TEAM

PIER 5 DEVELOPMENT

STUDIO TROIKA

MICHAEL SAMRA

Partner

JILLIAN BLAKELY

Senior Project Manager

• point of contact

JOSH LABEAU

Associate Principal

TBD

Designer

TBD

Designer

■ Michael Samra

■ PARTNER

As a Managing Partner, Michael Samra has prime responsibility for overseeing project execution to ensure client satisfaction by identifying client's needs, developing project goals, and establishing conceptual approaches. Michael's previous employment at TriPyramid Structures and Gwathmey Siegel and Associates has given him an extensive knowledge in material sciences resulting in incredibly thought out details in metals, glass, and many other materials, that he brings into each of his projects.

LICENSES

Registered Architect, NCARB MA, SC, NJ

EDUCATION

Harvard University Graduate School of Design Cambridge, Massachusetts
Master of Architecture

Syracuse University College of Arts and Sciences Syracuse, New York
B.A. Selected Studies, Major - History of Architecture / Art
Minor - Studio Art

Syracuse University Department of International Programs Abroad
Florence, Italy
Pre-Architecture Program

TEACHING

Harvard University Graduate School of Design Cambridge, Massachusetts
Teaching Assistant History, Design and Technology

PROJECT EXPERIENCE

TRILLIUM BREWING CANTON, FENWAY, MA
Renovation of existing Canton space to include new taproom, restaurant and production facility. New construction of Fenway Landmark Center glass pavilion and outdoor patio.

FIXT DENTAL WELLESLEY, MA
3,000 sq. ft dental care center featuring cutting edge technology, modern design, and authentic materials.

COURAGEOUS SAILING BOSTON, MA
120,000 SF of Boston waterfront pier 4 and 5 for nonprofit, Courageous Sailing. Ground up building as well as outdoor landscaping to house a new learning and entertainment space for Courageous and the public.

101 SOUTH STREET SOMERVILLE, MA
Renovation of an existing coworking space.

COMPASS BOSTON, HINGHAM, CAMBRIDGE, WELLESLEY
Renovation of an existing spaces for a tech-based real estate company, developing an understanding of how branding is communicated through the built environment.

HARLEY DAVIDSON REVERE, MA
50,000 sq. ft. of renovations for the new retail and storage space including photo-voltaic panels as rooftop ballast.

EBF (EVERYBODY FIGHTS) BOSTON, NEW YORK, LEXINGTON
PHILADELPHIA, ATLANTA, CHICAGO
Multiple new location build-outs for the George Forman boxing gyms.

TB12 BOSTON BOSTON, MA
Renovation of an existing lower level space on Boylston Street for TB12's Boston location.

DATE & TIME (ROLEX) SUDSBURY, MA
6,000 sq. ft. unique luxury shopping experience specializing in luxury gems, timepieces, vintage models and art.

Jillian Blakey

PROJECT MANAGER

Jillian has experience in a diverse range of architectural design projects including cultural, civic, historic, educational, commercial and residential work. Her design process prioritizes communication and collaboration with both the client and consultants to elicit creative and integrated solutions.

EDUCATION

The New School

Parsons School of Design
New York, NY
Master of Architecture

University of Cincinnati

Design, Architecture, Art and Planning
Cincinnati, OH
Bachelor of Science in Architecture

PROJECT EXPERIENCE

101 SOUTH STREET/BOYNTON YARDS

SOMERVILLE, MA

6,800 sq. ft. fit-out of an amenity space for an lab/office building. Amenities includes a cafe and lounge, flexible conference area, and fitness room.

PRIVATE RESIDENCE

BOSTON, MA

Renovation and addition to an 4 story, 5,600 sq ft dwelling. The residence was a thoughtful combination of traditional detailing with contemporary aesthetics.

GREENWICH ORAL SURGERY

GREENWICH, CT

2,300 SF tenant fit-out for an oral surgeon's office aimed to reduce the stress that accompanies clients when undergoing procedures. The design incorporates a highly curated materials palette, lighting layout, and technology integration.

MARIO RUSSO

BOSTON, MA

Luxury hair salon relocation to a 2,100 sq ft ground-level space at the Heritage on the Garden created an opportunity for many strategically custom spatial solutions. The fluid, curving design prioritizes a comfortable client experience.

40 THORNDIKE AMENITIES

CAMBRIDGE, MA

13,000 sq ft fit-out for office amenity spaces including conference rooms, mixed-use social lounge, gym and fitness studios. A distinct architectural expression was implemented across all program elements to create a fluid tenant experience and differentiate the building in a saturated market.

FIFTH AND CLYDE RESIDENCE AND COMMONS

PITTSBURGH, PA

Preliminary spatial planning for ground-up, six floor, 100,000 sq ft dormitory at Carnegie Mellon University. The residence hall included 264 beds, collective social spaces, and a unique type of shared academic support space, referred to as the Neighborhood Commons.

Josh LaBeau

ASSOCIATE PRINCIPAL, PROJECT MANAGER

Josh has a strong background in architecture and design. With a collaborative approach in mind, the priority has always been the relationship with the entirety of the team. When merging this focus on relationships with a deep understanding of design and construction, an gratifying approach to creative solutions is made. The outcome is the translation of the clients vision into a built environment that is truly unique to them.

LICENSES

Registered Architect - MA

EDUCATION

Wentworth Institute of Technology

Boston, MA

Master of Architecture

Wentworth Institute of Technology

Boston, MA

Bachelor of Science in Architecture

PROJECT EXPERIENCE

THE SKATING CLUB OF BOSTON

NORWOOD, MA

Project Manager and Architect on 180,000 sq.ft. 3 rink ground up skating complex. Designed to be a state of the art, figure skating focused, complex including spaces for events, training, and Injury prevention via The Micheli Center.

ROCKLAND ICE HOUSE

ROCKLAND, MA

A ground up 3 sheet Hockey Facility designed to be the home to elite youth hockey programs. The full service building will house an upscale restaurant and amenities including gym, physical therapy, golf simulators, arcade, and a 4 lane bowling alley.

ROCKLAND ACADEMY

ROCKLAND, MA

Paired with the Rockland Ice house, this is a 3 story, 72 Room dormitory building for youth hockey academy students. The dorms extend out from a spacious common area that connects each floor, acting as a gathering and recreation point for the student athletes.

NOBLES & GREENBOUGH

DEDHAM, MA

Tasked with a series of conceptual design studies to completely renovate, and add to their existing hockey facility. The project looked at how small scale interventions and improvements could integrate into the larger campus design.

NORTH FIELD MOUNT HERMON ICE HOCKEY RINK

GILL, MA

A ground up single sheet hockey facility intended to help grow the school's program and provide a new home for their team. The team worked diligently to balance budget, functional requirements, and aspirational visions to find an efficient design that could adapt with future campus growth.

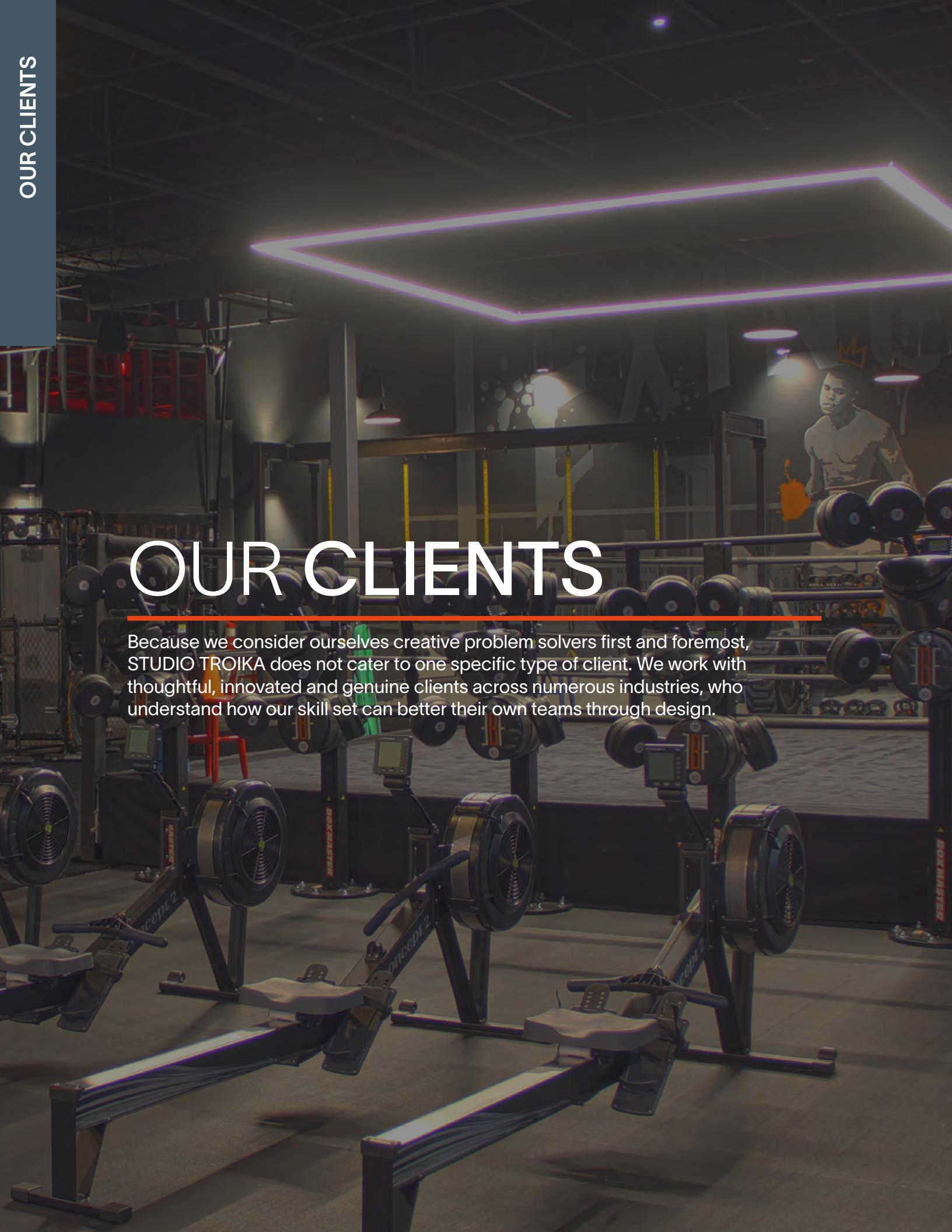
TRILLIUM FOREVER HOME

CANTON, MA

The 150,000 sq. ft. masterplanning included an initial retail area, restaurant, brewery, production facilities, and main offices that would be Trillium's Forever Home. With a focus on raw materiality, view thresholds, and spacemaking the result was a facility that embodied the Trillium brand.

OUR CLIENTS

Because we consider ourselves creative problem solvers first and foremost, STUDIO TROIKA does not cater to one specific type of client. We work with thoughtful, innovative and genuine clients across numerous industries, who understand how our skill set can better their own teams through design.



WHO WE WORK WITH

Adobe	Edge Sportscenter	Newport Harbor Corporation
Affinova	Facebook	Northfield Mount Hermon Ice Rink
Altitude	Firebrand Saints	NuVu
American Tower	Fireside Catering	Oath
Becker College	Gibbet Hill Grill & Barn	Presidio
Beechwood Hotel	Giglio Properties	Primetals
Bidmc	Ginkgo Bioworks	PUMA
Boston Beer Company	Harley Davidson	RA Capital
Boston Globe	Harmonix	Saint George's School
Breuer	Hobbs Brook	Salary.com
Brick & Mortar	Imprivata	Saulnier
Brookwood	Innovate Newport	Savvis
B\Spoke	Kaleido	Saatva
Cambrian	Kopec	Schlosser
Cambridge Innovation Center	The Locke Bar	Sonos
Clearmotion	Leggat McCall Properties	Sun Life Financial
CMLP	Lowell High School	TB12
Concord Outfitters	Lovell Academy	Temple Chayai Shalom
Converse	Malden Catholic H.S.	Tender Foods
Compass	Mass High Tech	The Skating Club of Boston
Crosby	Michael Timothy's Dining Group	Trillium
Dain Torpy	MIT University	Tufts University
Date and Time	MITIMco	Vanguard Dental
Davis Companies	Mount Ida College	Webber Restaurant Group
Dedham Community House	NECC	Wistia
Delta	NECSI	Wood Hill Table
DLJ Direct	New Balance	WRAR
EBF	Newbury College	
Ecosmart		

OUR WORK

STUDIO TROIKA has had the opportunity to design and collaborate in numerous fields such as medical, retail, science & technology, hospitality and more. Each project, no matter the size, is given our full attention through the entire life of the project.

LOVELL ACADEMY

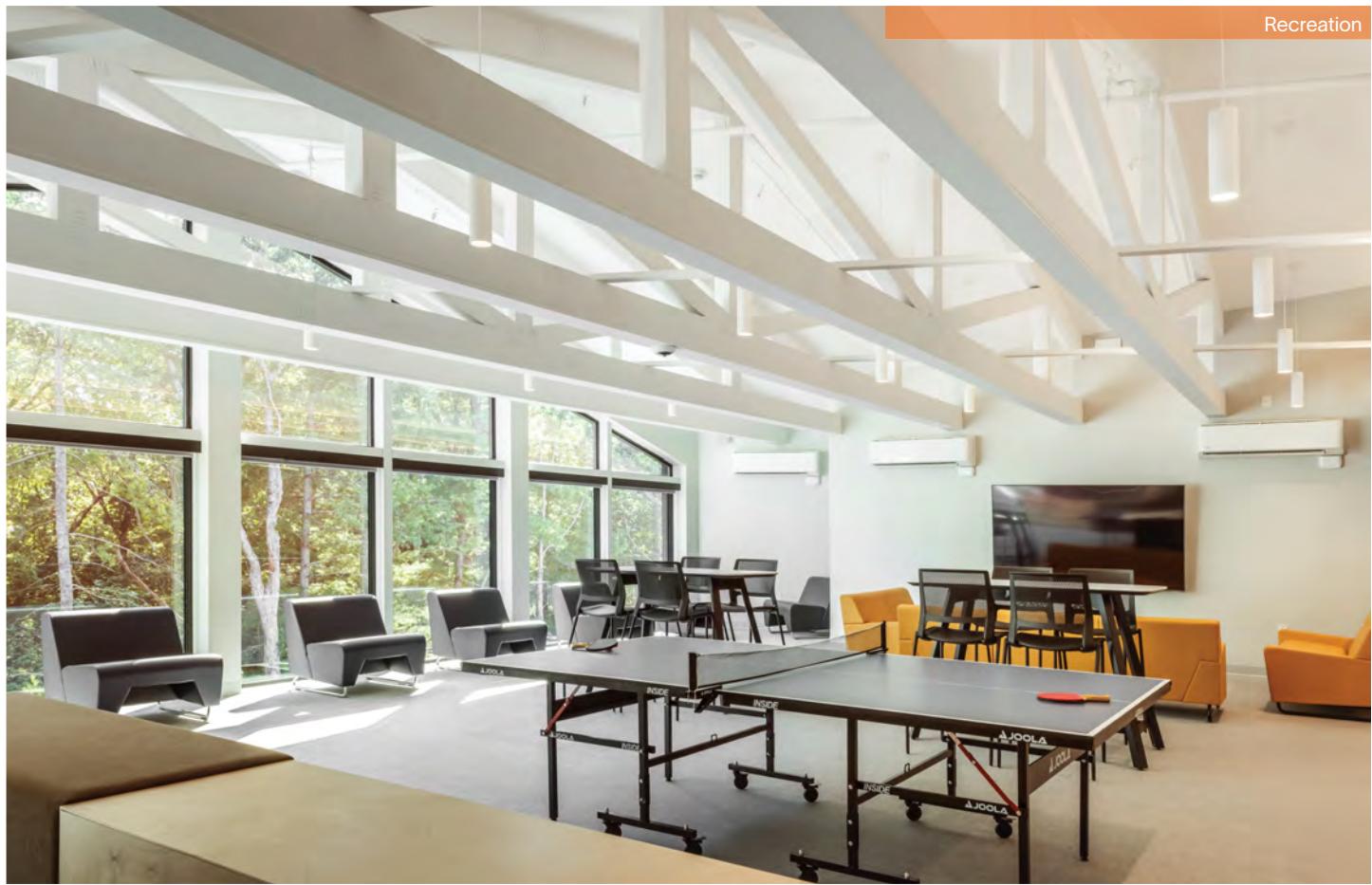
47,000 SF
Rockland, MA

The Lovell Academy is a 47,000sf ground up building that will house dormitory, classroom, multi-use, and library space. The building is being constructed as the main dormitory on campus, housing 72 youth hockey academy students on the upper two floors. A spacious centralized common area on each floor provides the students with space to socialize amongst friends and teammates. These common areas are translated to a large glass extrusion on the East facade with grand views of the surrounding site. The ground floor will host classrooms, dining, and other academic functions. The

facade composition illustrates the distinction in program between the dormitory rooms and academic elements. Building massing became a crucial design component, as nodes created between each wing of the building encourage outdoor socialization and interactivity in these devised courtyards. In conjunction with the Rockland Ice House, the students of this youth hockey program will be able to utilize a live-learn lifestyle accompanied by playing for an elite hockey program.



STUDIO TROIKA



Recreation



Cafeteria

Photography:
Integrated Builders

DEDHAM COMMUNITY HOUSE

3,000 SF
Dedham, MA

The Dedham Community Association, better known as the Dedham Community House (DCH), was founded in 1922. In May of 2010 the Dedham Community House opened its grand new pool facility to replace an out of date and well-needed community amenity. The facility includes a 30' by

75' pool that ranges from 3 1/2' to 5' deep, the pool house with locker rooms, showers, a first aid station, a large pool deck with a grassy area, a covered pavilion to enjoy meals in the shade and a parking area.



Exterior Compeleted View



pool view



Donor Wall Detail

**STUDIO
TROIKA**



NMH - ICE RINK

42,000 SF
GILL, MA

Northfield Mount Hermon tasked Studio Troika with designing a new ice hockey rink that would solve functional needs of their program, and operate as a launching point into their future athletic campus. The building draws importance on a few distinct elements: site and orientation, spectator vs. player circulation, and future campus planning. The rink is oriented to take advantage of a sloping site, to capture northern light, and to create a gateway for future development. The facade is accented by a natural cedar that takes inspiration from it's woodland surroundings while acting a visual way-finding element. The cladding leads visitors visitors from parking, and extrudes as a rectilinear volume

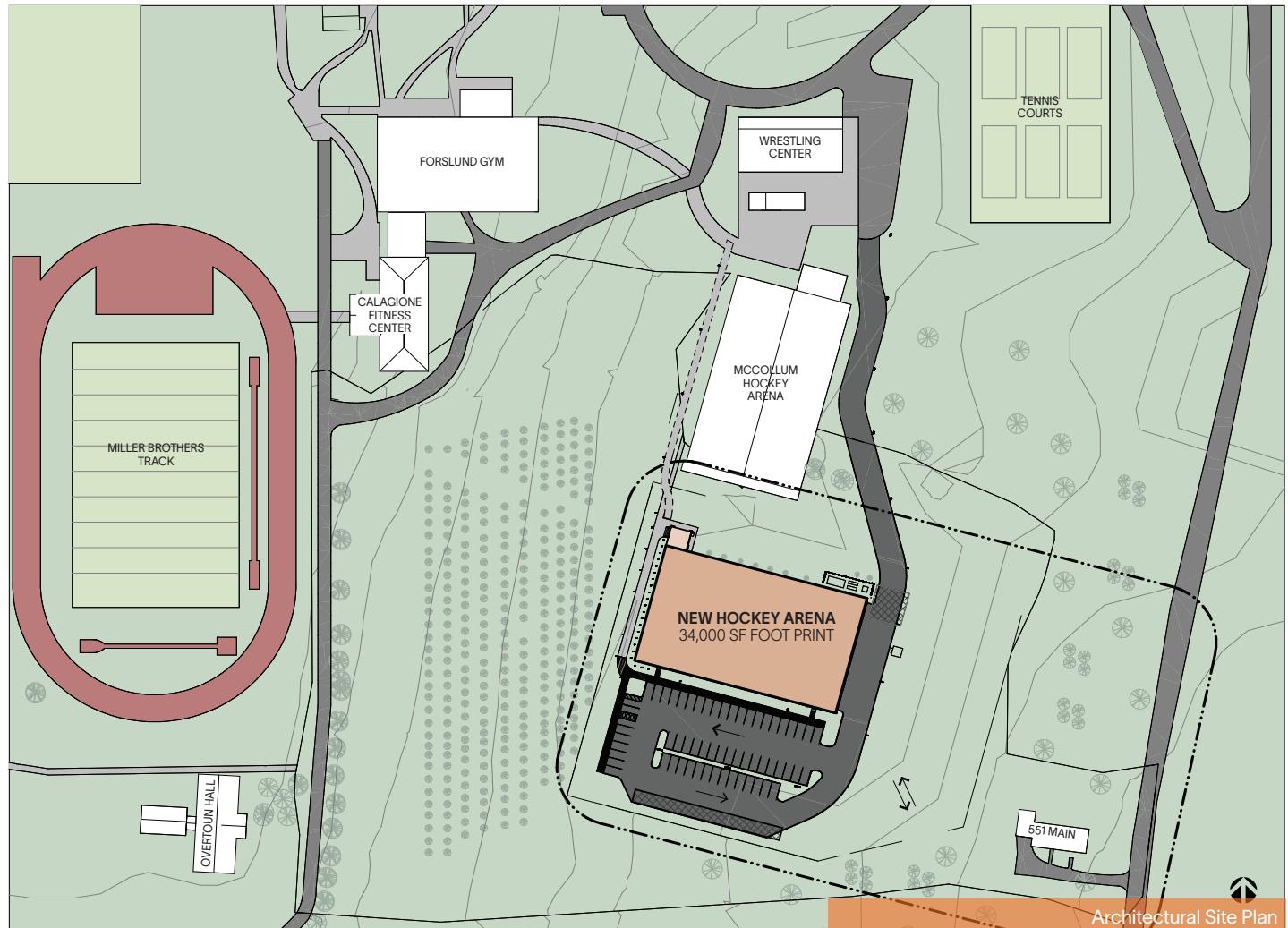
to express the point of entry while providing a place to gather. Once on the interior, the visitor experience begins as you move up through the two story volume to the mezzanine. You are immediately greeted with an expanse of glazing that looks back to the center of the NMH campus. The mezzanine itself provides seating for 300 and offers room for future program expansion as the needs grow. The player experience is reserved exclusively on the first floor, where the design team put focus on function and efficiency to ensure the space was specifically suited to their needs.



**STUDIO
TROIKA**



Mezzanine View

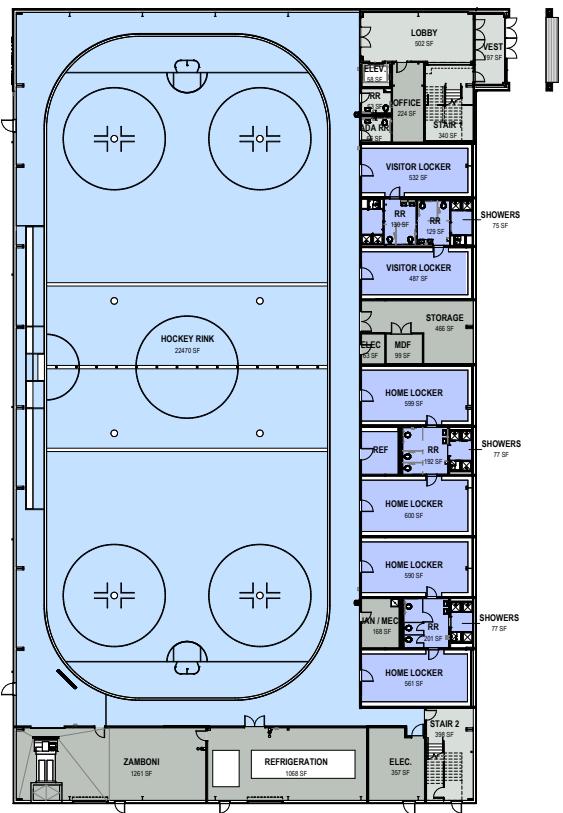


Architectural Site Plan

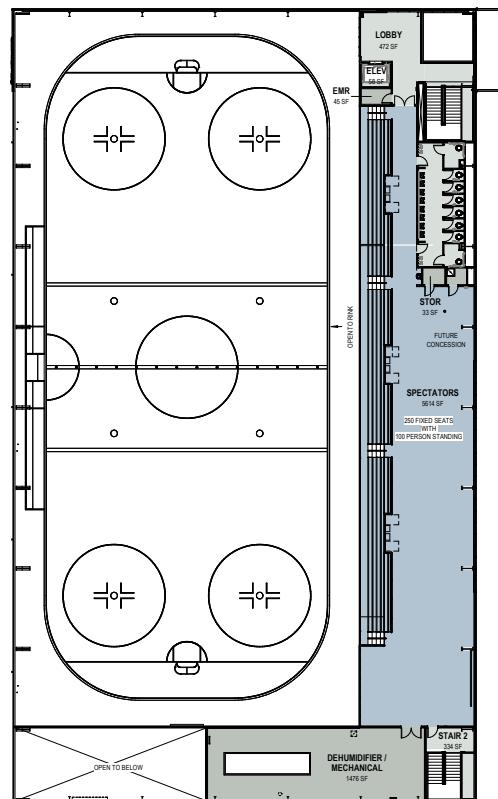


Interior Rink Perspective

SPACE TYPE LEGEND



LEVEL 1: 34,000 SF
GROSS SF: 43,200 SF



MEZZANINE: 9,200 SF

Floor Plans



TEAM.WORK.



547 Rutherford Ave | Charlestown | MA | 02129 | www.offshootsinc.com



Focused on creating productive landscapes that provide ecological, social and public realm benefits, Offshoots, Inc. is a landscape architecture, urban design and horticultural installation firm focused on creating landscapes that provide both social and environmental services. Offshoots, Inc is a certified DBE and WBE located in Charlestown (and connected to the Charlestown community!) with 16 full-time staff. The firm specializes in municipal and regional landscape design, using green infrastructure and native plant communities to connect ecologies to inspire design through environmentally sensitive and aesthetically evocative ways. Through our deep understanding of horticulture in Boston, we bring the most current ecological planting research to our public projects, especially those located in coastal Charlestown conditions that require extreme resiliency.



In addition to our planting expertise, Offshoots founder and President Kate Kennen, has been researching the field of phytoremediation (utilizing plants to clean up contaminated soils and water) for the past 18 years. Her book *PHYTO: Principles and Resources for Site Remediation and Landscape Design* documents the latest green infrastructure strategies for removing pollutants from water, soils and air including planting strategies. As a faculty member at Northeastern University and frequent lecturer in the subject of ecological planting design, Kate is versed in teaching others about ecological connectivity and incorporating these strategies into public landscapes.

Hood Park - 6 Stack Street Installation and Maintenance

Location: Boston, MA Client: Hood Park

Architects: Elkus Manfredi Architects

Park Design
Phytoremediation
Outdoor Programming

Site Photo by Peter Vanderwarker



PROJECT DESCRIPTION

Offshoots designed and provided horticultural installation for this .5 acre iconic public park and event space. Offshoots continues to provide ongoing landscape maintenance services and irrigation monitoring since it opened in 2021 to ensure the success of the plant communities installed. Open space is maximized with a tilted lawn and connected public roof deck above a new bike pavilion designed by Elkus Manfredi Architects. A flexible performance space is incorporated into the accessible walkway that leads to the vegetated roof deck.



In addition to open space and pavilion amenities, there are several multifunctional plant communities. For example, there is a phytoremediating buffer between the site and the nearby interstate. The plants not only screen the view but also help reduce air pollution and groundwater pollution. The site is organized into a series of landscapes reminiscent of natural wetlands, meadows, shrublands and woodlands, and is composed of plants selected for their ability to disperse seed and replenish the native seed bank.



Hood Bike Park provides a public landmark destination and bike transit hub for the Charlestown community, frequently used by residents, workers, and pop-up vendors. Because Offshoots secured a 5-year contract to install the plant material on site and to maintain the vegetation, the site successfully serves as an outdoor laboratory for studying evolving plant communities. Continued pruning and maintenance of the vegetation ensures that plants remain healthy as they grow and retain their form and function. The planting demonstrates how a phytoremediating buffer can improve environmental integrity while being aesthetically pleasing.

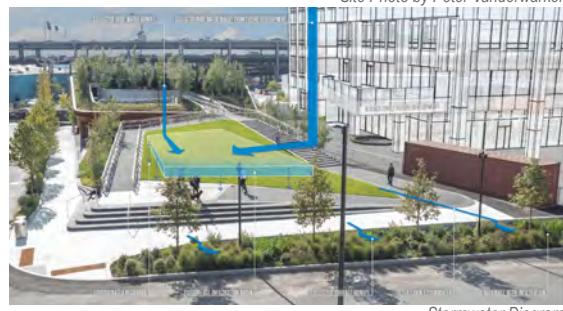




Site Photo by Peter Vanderwarker



Site Photo by Peter Vanderwarker



Stormwater Diagram



Plan Diagram



Planting Diagram



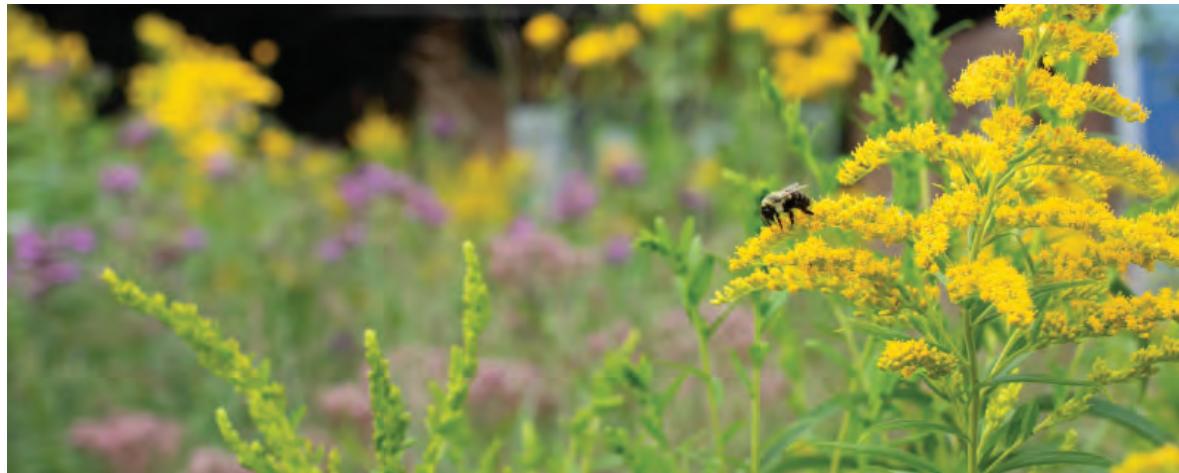
Phytoremediation & Stormwater Section

Somerville Pollinator Action Plan

Somerville, MA

Client: City of Somerville, MA

Green Infrastructure
Nature Education
Public Engagement
Ecological Design



Project Description / Relevance:

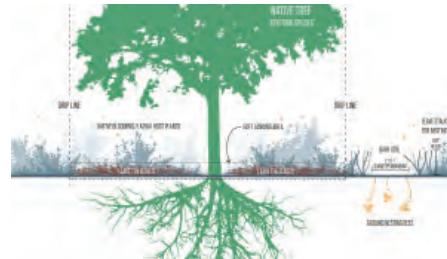
Offshoots, Inc., in collaboration with the City of Somerville's Mayor Ballantyne's office and the Division of Public Space and Urban Forestry, created a Pollinator Action Plan for the City and its residents. By identifying spatial and behavioral interventions that build the best habitat for pollinators and wildlife in the city, the plan enhances the quality and ecological value of open space and prioritizes pollinators in the urban network. In close collaboration with entomologist Dr. Nicholas Dorian, our team of landscape architects, horticulturists, and arborists produced a comprehensive plan for both public and private urban open spaces to act as ecological tools to protect biodiversity.

Through public meetings, surveys, and online engagement, Offshoots produced a hyper-local and data-based approach to improving the city's ecosystem. The Plan offers advice on city-wide planning initiatives, new plantings, and ongoing long-term maintenance techniques to maximize pollinator benefits. The Plan promotes pollinator habitat and strongly considers the need for community members to find beauty, enjoyment, and value in pollinator landscapes by showcasing both naturalistic and more traditional styles of plantings.

The design encourages a balance between cultural goals and ecological goals. Designs provided for residents and business owners include over 40 planting layouts for garden beds, pots, public streets, lawn conversion, and more. In addition to planting designs and horticultural recommendations, Offshoots provided maintenance and non-landscape recommendations to ensure that all Somerville residents feel included and galvanized.

Project Size: City of Somerville, 4.2 sq miles

Construction Costs: N/A



Offshoots, Inc. worked with volunteers, horticulturists, and city employees to install a demonstration pollinator garden next to City Hall.

Blessing of the Bay Park Somerville, MA

Client: Mystic River Watershed Association with partners: DCR (Landowner), City of Somerville (Landowner), Groundworks Somerville, Solomon Foundation

Park Design
Green Infrastructure
Nature Education
Outdoor Programming



Project Description / Relevance:

Offshoots, Inc. worked with the Mystic River Watershed Association to complete a schematic design and revitalization plan for the Blessing of the Bay Park along the Mystic River in Somerville. The Blessing of the Bay Park is important open space in Somerville and part of the Mystic River Reservation – a 10 mile, 370-acre linear park system. Community feedback revealed that this park is under-utilized due to limited views and access to the river's edge, deteriorating infrastructure and a lack of amenities.



Through public meetings, surveys, on site and door to door engagement, 'Bringing Nature to our Neighborhood' became the tag-line Offshoots created to define the vision set by the community. A design for a passive, natural riverfront park was created, eliminating large swaths of lawn and replacing them with ecological meadows. Locations for a new boathouse, docks, trails and picnic areas were defined along with green infrastructure to treat the stormwater coming from the adjacent neighborhood. In addition, potential future flood scenarios were analyzed, and topography manipulated to help protect the neighborhood from future flood events.



The design encourages a balance between cultural goals and ecological goals, and creates opportunities for educational programming. Designs include walking and biking amenities, river get-downs, access to nature and wildlife, site improvements, gathering spaces, play areas, public art installations, signage & wayfinding, and additional parking. The Offshoots horticultural installation team received two grants in the summer of 2019 to test meadow species and install a temporary art installation to activate the space with horticultural interventions.



Character images and section showing selected programmatic interventions at Blessing of the Bay.

Kate Kennen, RLA

547 Rutherford Ave. Charlestown, MA 02129
kate@offshootsinc.com
617.500.6530 x1



EDUCATION

Harvard University
Cornell University
Syracuse University

Graduate School of Design, Master in Landscape Architecture with distinction, June 2005
Bachelor of Science in Landscape Architecture, June 1998, (GPA 3.68)
Syracuse University, Study Abroad in Architecture, Florence, Italy, Spring 1997

PROFESSIONAL REGISTRATION

Registered Landscape Architect, Massachusetts #1255 since 2000

RESEARCH & TEACHING

Research:

Phytotechnologies: Urban design and landscape strategies for infrastructure and city revitalization

+ Coauthored book titled *PHYTO: Principles of Site Remediation & Landscape Design* with Niall Kirkwood at Harvard Graduate School of Design. Published in June 2015 by Routledge Publishing.

Teaching & Speaking Engagements:

+ Faculty Member, Northeastern University, Department of Landscape Architecture 2018- Current
+ Faculty Member, Harvard Graduate School of Design, Department of Landscape Architecture 2010-2014
+ Guest presentations on urban design and ecological strategies for revitalization, remediation, and redevelopment at institutions and conferences ongoing since 2007 including: Mayors Institute on City Design (Miami), Harvard Graduate School of Design, University of Pennsylvania, Rhode Island School of Design, University of Virginia, University of Toronto, University of Massachusetts, Northeastern University, Boston Architectural College, American Society of Landscape Architects, Boston Society of Architects, Boston Society of Landscape Architects, ABX Boston, International Phytotechnologies Society, Arnold Arboretum, Ecological Landscape Alliance, New England Grows and Longwood Gardens.

PROFESSIONAL WORK

Offshoots, Inc Boston, MA

Principal, Landscape Architecture, Urban Design & Planning Consultant, 2006 - Present

Founded Kennen Landscape Architecture in 2006 which became Offshoots, Inc in 2012. Offshoots, inc is a landscape architecture practice focusing on ecological and productive landscape strategies for project sites and eco-regions. For portfolio of work, please see: www.offshootsinc.com Selected recent award- winning projects include:

- + Hood Bike Park, 6 Stack Street, Charlestown MA- Public open space over structure utilizing phytotechnology and native plantings: BSLA Honor Award 2022
- + Warren Street Sculpture Garden, Cambridge MA

Winston Flowers Boston, MA

Garden Design Creative Director, Part-time, June 2008 - December 2011

Started Garden Design department for Boston's largest floral retailer. Within two years, created 1.6 million dollar design/build landscape division with six installation crews focusing on high end landscape design utilizing local Massachusetts suppliers. Developed relationships with plant growers/ nursery network throughout Massachusetts.

Town of Barnstable Barnstable, MA

Growth Management Department Landscape Architect, 2005

Wrote applications and obtained over three million dollars from six grants to support downtown Hyannis revitalization projects. Initiated green infrastructure planning and park design work to spur redevelopment in downtown core.

Association to Preserve Cape Cod Barnstable, MA

Whitlock Fellowship Summer Intern, Summer 2004

Completed advocacy and project work for Cape Cod's oldest environmental non-profit. Projects included:

- + Dennisport Revitalization Project, Dennis, MA: 2004 American Planning Association Honor Award & 2004 MA Governors' Smart Growth Award for rezoning, design guidelines, and visualization work to redevelop the downtown core.
- + Priority Open Space Parcel Analysis: GIS modeling to determine priority Cape Cod parcels to preserve based on ecological services.



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p 617.500.6530 | f 617.500.6531 | www.offshootsinc.com

GREG MINOTT AIA, LEED AP

Principal-in-Charge | Managing Principal | Co-founded DREAM Collaborative in 2008



As Managing Principal and Co-Founder of DREAM Collaborative, Greg specializes in inclusive design and planning for community-driven, urban mixed-use, residential and adaptive reuse projects.

Greg brings over 25 years of experience successfully navigating the challenges and nuances of projects within densely populated, historically significant, and culturally diverse city neighborhoods. He is a licensed architect in Massachusetts and is LEED AP certified.

Greg is a member of the Board of Trustees for Hearth, Inc. and was appointed to the Urban Land Institute's Boston Housing and Economic Development Council. He was the 2021 President of the Boston Society for Architecture and is a member of BosNOMA - the Boston chapter of the National Organization of Minority Architects (NOMA). He was appointed to Mayor Wu's Technical Advisory Committee formed to shape the City of Boston's Inclusionary Development Policy (IDP) regarding studies to increase the amount of affordable housing available in Boston. Greg is regularly invited to speak on issues in design, sustainability, equity, diversity, inclusion and urban development. The AIA has recognized Greg's significant contributions to more livable communities and better connected neighborhoods.

In 2008, Greg co-founded DREAM Collaborative with a clear vision — to establish a firm that provides a fresh and holistic approach, using planning and design as a tool for community building and success. As Managing Principal, he leads the team in the creation of healthy, sustainable, and supportive spaces that are built for longevity and growth.

BACKGROUND

Registered Architect: MA, RI, CT, NY

Real Estate Executive Council (REEC)

American Institute of Architects (AIA)

Boston Society for Architecture (BSA)

BosNOMA

Hearth Inc. Board of Trustees

NCARB Certified

Executive Education: Developing Affordable Housing
Harvard University Graduate School of Design

Master of Architecture
Master in Infrastructure Planning
New Jersey Institute of Technology

Bachelor of Arts in Architecture
Caribbean School of Architecture

SELECT PROJECT EXPERIENCE

**BWSC Parking Lot Residential
Redevelopment - Master Planning and Development Approvals** Boston MA, Boston Planning Department

P3 Roxbury Development - Master Planning and Urban Design Roxbury MA HYM/My City at Peace

Dorchester Bay City Development
Dorchester MA Accordia Partners

2147 Washington Street Mixed-Use
Roxbury MA DREAM Development and New Atlantic Development

**Mildred Hailey Apartments Phase 1
Redevelopment** Jamaica Plain MA Centre Street Partners

The Kenzi Roxbury MA Preservation of Affordable Housing, Inc.

2451 Washington Street Residences
Roxbury MA Madison Park Development Corporation

Hearth at Four Corners Dorchester MA
Hearth Inc.

RELATED EXPERTISE

URBAN PLANNING

DREAM Collaborative has extensive relevant experience working on planning projects in the Greater Boston area. For our project at **Dorchester Bay City** in Dorchester, **DREAM** was partnered with **Stantec** and led the creation of the 30-acre master plan over an eighteen-month period, culminating in securing the final developer designation on behalf of our client, **Accordia Partners LLC**, in 2019. **Dorchester Bay City** will create an inclusive, mixed-use urban development that will create long-term, full-time jobs within the community. Our team was focused on advancing equity by bringing together stakeholders typically left out of the process through over 100 different community meetings to date. Through these meetings, the community has provided valuable feedback that is continuously guiding the design process.



CHARRETTE MANAGEMENT / PUBLIC ENGAGEMENT

Greg co-founded **DREAM Collaborative** to create a firm where broader perspectives and diversity of thought made for more informed decision making, more contextual architecture and ultimately, more positive impacts. Over its 16 years, Greg has lead his firm in numerous projects throughout the Boston area with a focus in Roxbury and Dorchester. **DREAM**'s inclusive process is powered by diversity, curiosity and sensitivity, harnessing the wisdom of a project's ecosystem to shape program and execution decisions.



REDEVELOPMENT SITE FEASIBILITY ANALYSIS

DREAM's mixed-use project at **2147 Washington Street** in the heart of Nubian Square will provide a new active live/work/play environment on the site of a current parking lot. Our team has worked closely with the **City of Boston** and the Roxbury community throughout the design of the project to redevelop the site in a way that is sensitive to the communities needs and that will contribute to the continued redevelopment of this historic Square by boosting economic development and encouraging community engagement with daytime and evening activity. Through numerous meetings and continued conversations with area residents, community leaders and business owners, we are working together with the community to create an equitable and inclusive development.



DIANA MARSH AICP

Director of Urban Design & Planning | DREAM Collaborative



BACKGROUND

American Institute of Certified
Planners (AICP)

Master of City & Regional Planning
University of California, Berkeley

*Bachelor of Science in Civil &
Environmental Engineering*
Cornell University

Community Advisory Committee
member, Gilman Square
Redevelopment Site, City of
Somerville, 2022-2024

Alewife Zoning Working Group,
City of Cambridge, 2023

As Director of Urban Design & Planning at DREAM, Diana manages complex projects, bringing a holistic understanding of the factors contributing to the built environment at all scales.

Diana is interested in how land use and urban form affect placemaking, livability, and travel choices. Her urban design skills bridge the gap between the architecture and planning professions, helping knit individual buildings and sites into a cohesive whole and an attractive, inviting public realm.

Diana manages complex planning and development projects, brings land use regulation expertise, including zoning and design guidelines and development review, and helps assess real estate potential through conceptual site planning and massing studies. She has worked for public and private clients on a wide variety of projects in different contexts, from urban to suburban to village-scale. Through policy efforts including master plans, redevelopment plans, corridor plans, and regional resiliency studies, Diana seeks to improve the pedestrian environment, create more sustainable development patterns, and foster more diverse and equitable communities.

SELECT PROJECT EXPERIENCE

**Fitchburg 3A MBTA Communities Zoning
Technical Assistance** Fitchburg MA Mass
Housing Partnership

**Weston 3A MBTA Communities Zoning
Technical Assistance and Community
Outreach** Weston MA Mass Housing
Partnership

Boston Post-Disaster Housing Policy Plan
Boston MA City of Boston Office of
Emergency Management

**BWSC Parking Lot Residential
Redevelopment - Master Planning and
Development Approvals** Boston MA, Boston
Planning Department

**P3 Roxbury Development - Master
Planning and Urban Design** Roxbury
MA HYM/My City at Peace

**Merrimac Paper Mill Development
Plan** Lawrence MA Lawrence, MA
Redevelopment Authority

Mattapan ADU Test Fits and Zoning
Mattapan, MA Boston Planning and
Development Agency

Safe Streets for All / Safety Action

Plan Franklin County, Nantucket, Martha's
Vineyard

Taunton Alms House Redevelopment Plan
Taunton MA MassDevelopment

**Kelley Boulevard Land Use, Zoning, and
Placemaking Study**

North Attleborough & Plainville MA
Towns of North Attleborough & Plainville

Moakley Park Connectors Resilience Plan
Boston MA City of Boston

**Highlands Downtown Redevelopment
Plan*** Highlands NJ Borough of Highlands

**Facade Improvement Program & Historic
Design Guidelines*** Clinton MA Town of
Clinton

**Downtown Dover Access & Streetscape
Study*** Dover NH City of Dover

Signage & Wayfinding Strategy* Concord
MA Concord Center Cultural District

* Projects completed prior to DREAM Collaborative

AREAS OF SPECIALIZATION

REDEVELOPMENT STUDIES AND CONCEPTUAL SITE PLANNING

Diana's strengths include the transformation of automobile-centric suburban areas to compact, walkable communities, and the revitalization of urban areas through targeted infill. Diana's spatially-based mindset is an asset in exploring development potential through soft site analysis and geospatial modeling, conceptual site plans, and building massing studies. She considers the relationship of a site to its surrounding context, including how to enhance visibility and improve pedestrian connections and connectivity. Her building massing and placement studies focus on creating a vibrant public realm with inviting street frontages and modulation of height and density where appropriate to the larger neighborhood context.

ENCODING A VISION THROUGH DEVELOPMENT FRAMEWORKS & ZONING

Diana's skills allow her to translate planning visions into frameworks for required streets, open space networks, allowable uses and intensities, and form-based design to effectively guide development into the future. After years working with dozens of municipalities and developers, Diana understands how to use zoning, form-based codes, and design guidelines to distinguish between minimum required elements for good urban form, and other areas where more generalized guidelines can allow more flexibility in approach.

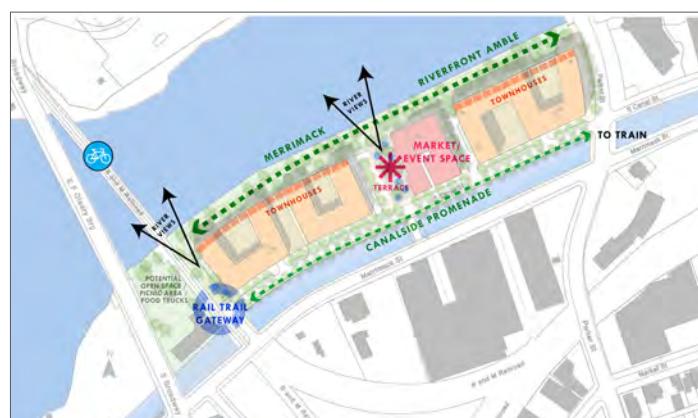
For example, while at Phillips Preiss Grygiel Leheny Hughes LLC of Hoboken, NJ, Diana authored the Central Business District Redevelopment Plan for Highlands, New Jersey. The Plan incentivizes mixed-use development with lower-floor retail and an active public street presence despite challenging flooding issues. A series of height and coverage bonuses are linked to good urban design and disguising the visibility of parking. Elsewhere, her Highpoint Redevelopment Plan for an 11-acre site in Cranbury Township, NJ includes design guidelines that focus on maintaining transparency and pedestrian activity in ground floor facades, breaking up building length and height through massing changes, and enhancing pedestrian networks through the site. Both of these plans were adopted in 2022 and 2018, respectively.

MASTER PLANNING, PERMITTING, AND DEVELOPMENT APPROVALS

At DREAM, Diana's multi-scale experience helps guide development projects through approval processes, and also helps the firm's development arm evaluate potential project sites. Diana is helping plan for major transformations of multi-acre sites in Boston and in several Gateway Cities. She helps with initial conceptual planning and development approvals, coordinating the team's responses to increasingly challenging requirements for site planning, building design, sustainability, and resiliency.



Diana engaging with the Taunton, MA community on conceptual site planning and massing scenarios to explore potential at a vacant city-owned "alms house" estate.



Renaissance on the River in Lawrence, MA will transform City-owned parcels on the waterfront into a vibrant, mixed-use, community-focused destination.

ROSA HERRERO AICP, LEED AP ND
Senior Urban Planner | DREAM Collaborative



BACKGROUND

American Institute of Certified
Planners (AICP)

LEED AP ND

Babson Academy for Government
Innovation & Entrepreneurial
Leadership Program
Babson College

User Experience Design
General Assembly

Master of Architecture and
Bachelor's Degree specialized in
Urban Design & City Planning
Universidad Politécnica of Madrid

Erasmus Scholar
Institut Français d'Urbanisme

As Senior Urban Planner at DREAM, Rosa translates design
visions into exceptional concepts to plan the layout and use of
communities.

Rosa is an experienced multidisciplinary designer with a focus on equitable
community engagement, user research, urban design, city planning, and active
transportation. She is passionate about the design and interaction of public life
and cities.

At DREAM, Rosa supports a wide range of client types and stakeholder outreach
while analyzing data for best site use strategies and solutions. Rosa is skilled
in the latest design softwares including Adobe Suite, SketchUp, AutoCAD, and
Revit. Rosa is a native Spanish speaker, which helps her connect with community
members with limited English proficiency.

SELECT PROJECT EXPERIENCE

**Fitchburg 3A MBTA Communities Zoning
Technical Assistance** Fitchburg MA Mass
Housing Partnership

**Weston 3A MBTA Communities Zoning
Technical Assistance and Community
Outreach** Weston MA Mass Housing
Partnership

**Kelley Boulevard Land Use &
Transportation Study** Plainville and North
Attleborough, MA Massachusetts Housing
Partnership

Whyte's Laundry & Adjacent Parcels
Lynn MA MassDevelopment

Boston Design Vision Boston MA
Boston Planning & Development Agency

Mattapan ADU Test Fits & Zoning
Mattapan, MA Boston Planning and
Development Agency

**P3 Roxbury Development - Master
Planning and Urban Design** Roxbury
MA HYM/My City at Peace

**Mason Square TDI Public Realm and
Storefront Activation Plans** Springfield
MA MassDevelopment

Taunton Alms House Redevelopment Plan
Taunton MA MassDevelopment

Seeley Lot Study Taunton MA
MassDevelopment

PLAN: Mattapan* Mattapan MA Boston
Planning & Development Agency

PLAN: East Boston* Boston MA
Boston Planning & Development Agency

**Western Avenue Corridor Study &
Rezoning*** Boston MA Boston Planning &
Development Agency

Allston-Brighton Mobility Plan*
Allston & Brighton MA Boston Planning &
Development Agency

Tec de Monterrey Campus Master Plan*
Puebla MX Tecnológico de Monterrey

* Projects completed prior to DREAM Collaborative

AREAS OF SPECIALIZATION

NEIGHBORHOOD PLANNING & SITE FEASIBILITY ANALYSIS

At DREAM, Rosa's expertise helps shape site plans that integrate with the local character and scale and provide realistic yet transformative development and public realm improvements. Rosa works on infill and redevelopment sites in a variety of contexts, from small lots to large districts and neighborhoods. She has managed several MassDevelopment-funded projects in the Gateway Cities of Lynn, Taunton, and Springfield. In evaluating different site layout and massing concepts, Rosa considers market feasibility as part of the design process. Rosa's work supports a wide range of client types and stakeholder outreach.

ARCHITECTURAL ILLUSTRATION AND INFORMATION DESIGN

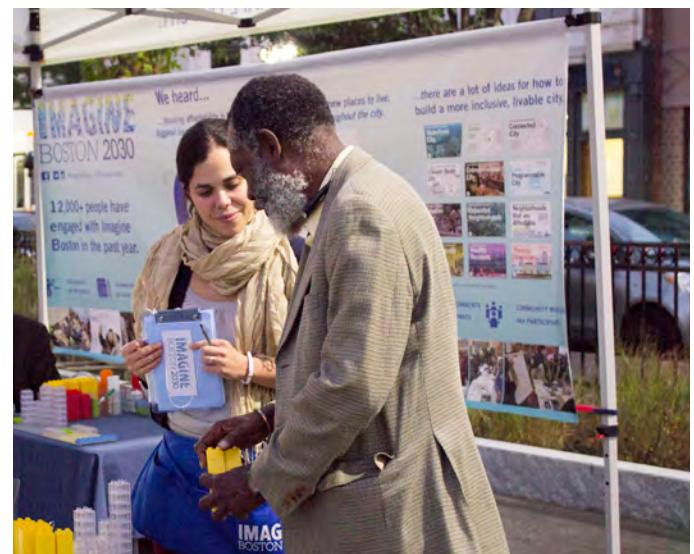
Rosa obtained her architectural license in Spain. This training allows her to understand different building types and scales with ease. As an urban designer, she bridges the gap between building design and urban planning policy. In site planning, she considers the relationship of the site to the surrounding context from a people-first point of view. Her strong visual sense helps her to prepare engaging, fun, and informative graphics. She applies these skills to carry out tactical urbanism projects, understanding how to use limited materials efficiently to implement an inviting and connected space that people will want to explore and enjoy.

CHARRETTE MANAGEMENT / PUBLIC ENGAGEMENT

Rosa is passionate about public engagement. At DREAM, her engagement skills and planning knowledge help bring historically underrepresented groups to the table, and show those apprehensive of change how it could bring new benefits. Beyond project work, Rosa's volunteer outreach helps advance DREAM's goal of diversifying the pipeline of youth entering the architectural and planning professions. Prior to DREAM, Rosa served on the Imagine Boston 2030 street team and was a street ambassador for the Silver Line BRT pilot. At the BPDA, she managed and organized numerous events, focusing on two of Boston's most diverse neighborhoods, Mattapan and East Boston. She helped the Friends of the Mary Ellen Welch Greenway to engage local youth in tactical improvements and participated in playful pop-ups focusing on young children.



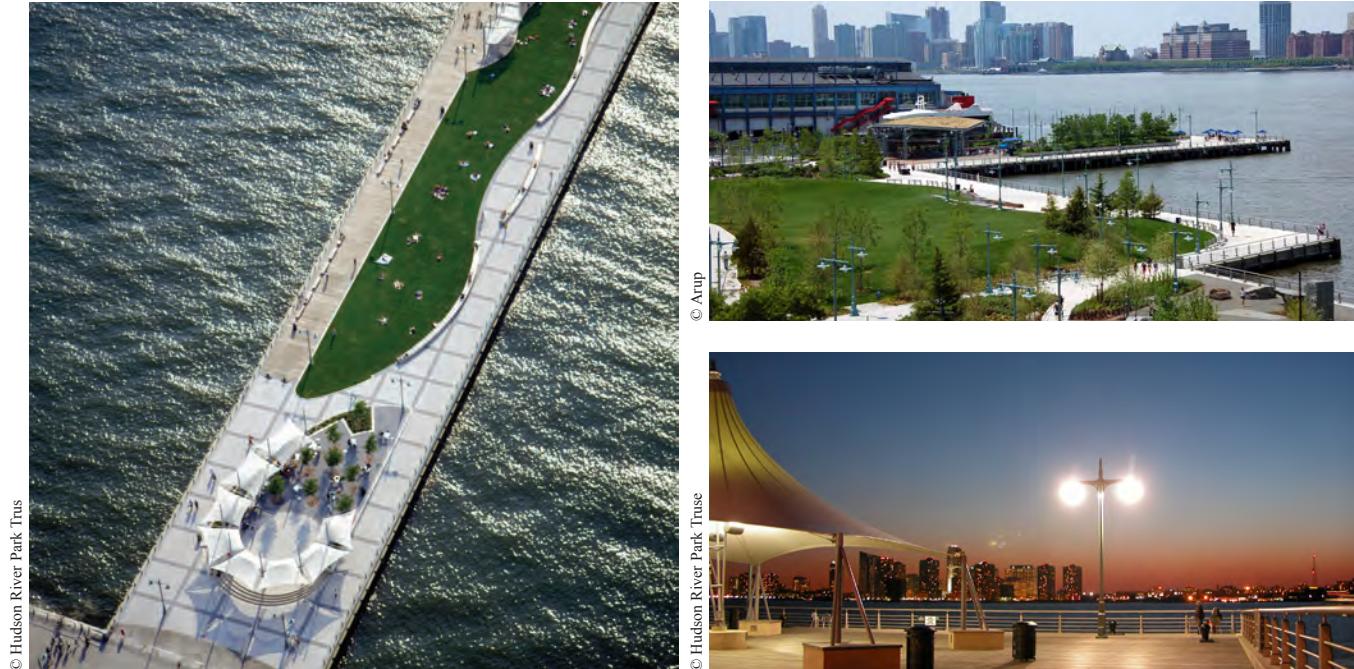
One of Whyte's Landry Redevelopment scenarios. This particular scenario is based on the original parcel ownership incorporating the need for open space in downtown Lynn.



Imagine Boston 2030 Street team campaign. Rosa was deployed to attend pop-up events throughout Boston.

Hudson River Park

New York, NY

**Client**

Hudson River Park Trust

Key collaborators

Bovis Lend Lease, Inc.
MNLA.

Key facts

550-acre, 5-mile long historic waterfront regeneration project
Park includes eight newly-constructed piers, 12 park buildings, a carousel, tennis and soccer fields, playgrounds, and dog runs

Key services provided

Commercial management
Design management
Permitting
Project management
Security consulting
Subconsultant coordination

This project regenerates a section of historic waterfront. Arup's design ensures the park can be enjoyed by many while also having the least impact on the environment.

The Hudson River Park is the largest open space project to undergo construction in Manhattan since the completion of Central Park. Bicycle and esplanade pedestrian paths, including the Manhattan Waterfront Greenway, span the park north to south, opening up the waterfront for recreational use.

From 2000-2018, Arup provided engineering design, engineering studies, peer review, security and acoustics consulting, and project management supporting the design, construction, and operation of this 550-acre park. We assisted the client in the creation of parkwide design and utility guidelines and, more recently, provided engineering and logistical support to the park in its recovery from damages due to Superstorm Sandy.

Commonwealth Pier Revitalization

Boston, MA

© Cityscape Digital/Pembroke

**Client**

CBT Architects

Project owner

Pembroke

Key facts

Adaptive reuse

741,000ft²

LEED Platinum targeted

Key services provided

Mechanical, electrical, and plumbing engineering

Advanced technology and research

LEED consulting

Smart Building consulting

Sustainability consulting

Resilience consulting

Wind engineering

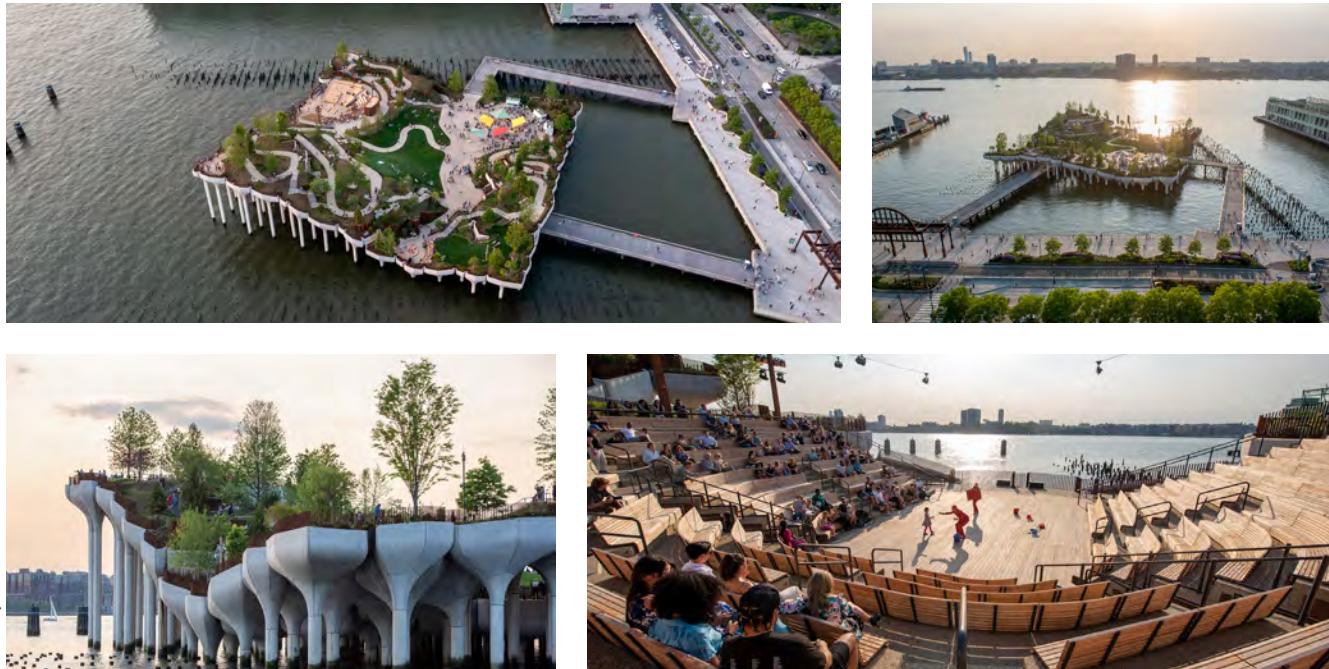
Arup is leading sustainability, including LEED certification, to ensure the adaptive reuse of the World Trade Center is resilient to future climate change.

The proposed Commonwealth Pier Revitalization will transform the existing building and pier into a mixed-use development. New public realm space and expanded ground-floor retail will replace the existing exhibition hall, with multi-tenant office and event space added above. The project will require major infrastructure upgrades for the adaptive reuse of the existing building and site.

Arup is providing sustainability and resilience consulting services to achieve LEED-CS Platinum certification for the entire complex including core and shell and tenant fit-out. The workplace is designed to Fitwel certification and includes high levels of daylight, access to outdoors courtyards, and biophilic designs. We also are defining future projections for temperature, precipitation, and flooding and providing resilience design solutions to 2070 criteria to protect the site from the impacts of climate change.

Little Island

New York, NY

**Client**

Hudson River Park Trust

Key collaborators

Heatherwick Studios

Mathews Nielsen Landscape Architects

Key facts

Part of Hudson River Park, a five-mile waterfront that Arup has been involved with since 2001

Completed 2021

Key services provided

Structural, mechanical, electrical, and plumbing engineering

Civil engineering

Acoustics consulting

Audiovisual consulting

Fire/life safety consulting

IT and communications consulting

Theatre consulting

Selected awards

Best Project, Landscape/Urban Development Category, ENR New York, 2021

The new Little Island provides over 2 acres of public park and outdoor performance space on an undulating landscape, rising up to 62ft above the Hudson River.

Little Island is an ambitious design for a NYC park situated along the 5-mile Hudson River Park. The landscape is partly supported by 132 precast concrete “pots,” each supported on a large precast concrete column and pile driven down to rock, as much as 200ft below the water. The pots are of irregular pentagonal shape, and the columns do not lie in straight lines. Arup and the project team developed the innovative tessellation of the pots to create a degree of geometrical discipline to facilitate the economic re-use of formwork in construction.

Arup’s event planning and acoustic experts helped create the three performance spaces on the pier, designed to preserve the overall park quality and feel while providing spaces that will attract world-class performances. The Arup SoundLab was used to simulate the acoustic experience in the park.

Boston Children's Museum Masterplan

Boston, MA

© Sasaki Associates



Client

Sasaki Associates

Project owner

Boston Children's Museum

Key collaborators

Haley & Aldrich

VHB

Moffat & Nicho

Key facts

Completed 2021

Key services provided

Structural engineering

Civil engineering

Masterplanning

Resilience consulting

Sustainability consulting

Water engineering

Arup leveraged our industry-leading experience delivering storm-tested flood protection projects to design robust engineered solutions to mitigate flood hazards

Arup supported the Boston Children's Museum's leadership in implementing coastal flood adaptations. These measures will protect the museum and the surrounding South Boston neighborhood from the worsening effects of flooding associated with climate change

With extensive experience delivering flood protection projects from planning through construction, Arup prepared a masterplan and engineering feasibility study to identify practical, proven flood adaptations for the Museum. The building sits on a critical flood pathway impacting the South Boston neighborhood.

Arup also provided sustainability consulting services to incorporate design elements that optimize thermal and wind comfort, opportunities for biodiversity and pollinator pathways, on-site renewable energy systems, healthy materials, and Universal Design principles.

Cleveland Harbor Eastern Embayment Resilience Strategy (CHEERS) Cleveland, Ohio



Client

Port of Cleveland
Cleveland Metroparks

Project owner

Port of Cleveland

Key collaborators

WRT
KS Associates
Davey Resource Group

Key facts

Scope includes funding and grant advisory

Key services provided

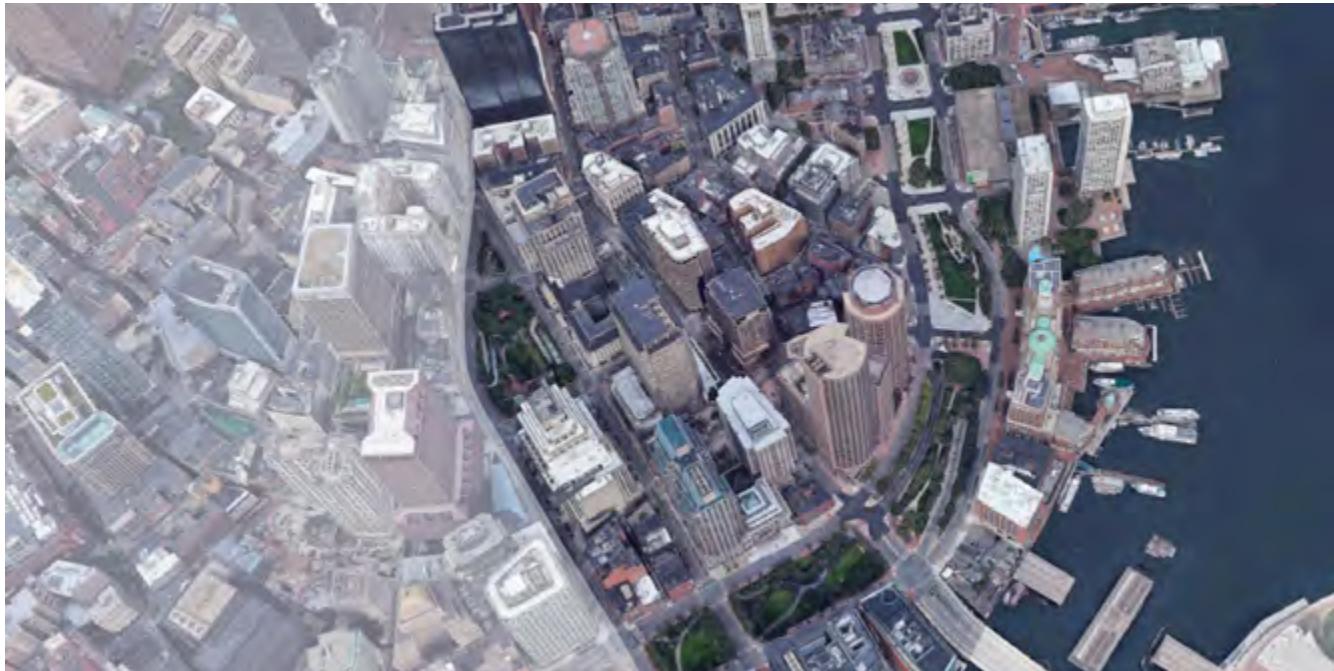
Civil engineering
Water engineering
Geotechnical engineering
Maritime engineering
Sustainability consulting
Transportation planning
Bridge design

CHEERS will create 80-acres of new parkland over the course of a 20-year period along the Cleveland lakeshore. This project has a strong emphasis on equity, diversity and inclusion that is a key component in our team's approach.

Arup is leading the design of the Cleveland Harbor Eastern Embayment Resilience Strategy (CHEERS) which will utilize beneficial use of dredge material to transform Cleveland's lakeshore by reconnecting communities to the lake, ensure long-term commerce in the harbor, provide resilience to critical infrastructure, promote health and recreation, create natural habitat and biodiversity, and work to heal damage done by past unjust developmental practices and industrial use.

Arup assembled a team that includes key partners: WRT Design, KS Associates, Inc. and Davey Resource Group. Our design team will work with the project partners who include: the Port of Cleveland, Cleveland Metroparks, Ohio DOT, Ohio Department of Natural Resources, the City of Cleveland and Black Environmental Leaders. This is a transformation and generational project for Northeast Ohio, where Arup are providing the following services: civil + water engineering, maritime engineering, climate and sustainability services, transportation planning, bridge & civil structures, geotechnical engineering and funding advisory.

Wharf District Council Boston, MA



Client

Wharf District Council

Key collaborators

Margulies Perruzzi Architects

Key facts

Resilience planning to create a framework for the coastal Seaport property owners to protect the area against sea level rise and major weather events.

Key services provided

Civil engineering
Environmental consulting
Sustainability consulting

Arup is working with the Wharf District Council Climate Resiliency Task Force to develop a flood resiliency concept plan for Boston's Wharf District.

Through a series of due diligence assessments, stakeholder engagement workshops, and engineering design, Arup is building on the City of Boston's prior resiliency plans to produce a flood protection strategy that incorporates a comprehensive set of district-wide goals and secures the endorsement of each waterfront property owner.

By working directly with private property owners, residents, business owners, and the City, the project is producing a plan and roadmap for implementation that gives each property owner confidence that their individual flood resiliency investments are coordinated within an effective district-wide flood protection system.



Stephanie M. Kruel, ENV SP

Environmental Permitting Lead



Education

MCP, City Planning, Georgia Institute of Technology, 2002

BA, Anthropology and Psychology, Emory University, 1999

Registrations/Certifications

Envision™ Sustainability Professional

Affiliations/Memberships

NAIOP Government Affairs Advisory Committee Member

Boston Harbor Now, Climate Round Table Co-Chair

Stephanie is an environmental entitlement permitting and coastal regulation/policy specialist with prior experience as a conservation agent, floodplain manager, community planner, and zoning reviewer. An Envision™ Sustainability Professional (ENV SP), she specializes in coastal development and climate change adaptation as it pertains to sea level rise. Stephanie also serves as Project Manager responsible for coordinating the public environmental review of a variety of private and public development projects that fall within the jurisdiction of MEPA, the Chapter 91 Public Waterfront Act, and the Wetlands Protection Act.

21 years of professional experience

Recent relevant projects include:

- Market Landing Park Expansion, Newburyport, MA
- Boston Children's Museum, South Boston Waterfront, MA
- Wharf District Council Conceptual District Protection & Resiliency Plan, Boston, MA
- Resilient Bennington Street and Fredericks Park, Boston and Revere, MA
- Museum of Science, Boston & Cambridge, MA
- 232 A Street, South Boston Waterfront, MA
- 776 Summer Street, South Boston Waterfront, MA
- Harvard Boathouses, Boston and Cambridge, MA
- North End Waterfront Climate Alliance Resiliency Plan, Boston, MA
- 15 Necco Street, South Boston Waterfront, MA

Select Publications and Presentations

- Co-Presenter: NAIOP Massachusetts, Navigating the Permitting Maze: A Crash Course on Permitting in Massachusetts. *Climate Change: Resilient Buildings and Infrastructure, and MEPA and Article 80*. 2019, 2020, 2021, 2022, 2023, 2024
- Presenter: American Council of Engineering Companies. Climate Change and the Built Environment: The Role of Governance and Regulation. June 2022.
- Author: Gary, Patricia and Dickson, Lisa, eds. Current Thinking in Climate Adaptation for Design Professionals. Chapter 5: The Role of Government and Regulation in Climate Change Adaptation. ACEC- American Council of Engineering Companies of Massachusetts; 2021
- Presenter: Boston Society for Architecture, Historic Resources Committee. *Visions and Revisions of Boston Harbor*; 2021.
- Co-Author with Richard Nylen: An Act Establishing the Commission for a Climate-Ready Commonwealth. Massachusetts Legislature, S.433/H.825; 2019.
- Co-Author with Richard Nylen: An Act Relative to Coastal Resiliency Projects. Massachusetts Legislature, S.430; 2019.
- Author: Seasholes, Nancy S. et. al.; *Atlas of Boston History*. Plate 56: Environmental Challenges. University of Chicago Press; 2019. Winner of the 2020 Historic New England Book Prize.

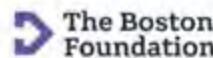
Proverb

Founded: 1997

Office: Boston, MA

Number of Employees: 30

Proverb is a branding, marketing, and advertising agency that partners with companies to elevate hospitality, retail, and residential complexes. We help create meaningful connections between people and the places they live, work, and play. At our core, we are investigators, researchers, and active listeners, focused on developing brands that resonate with clients, tenants, and residents. Proverb uncovers essential truths and translates them into strategic, creative solutions that energize the communities our clients serve. We ensure that every customer interaction reinforces your brand's values, strengthens your identity, and fosters loyalty. By taking a long-term, strategic approach, we collaborate closely with our clients to position them effectively in the marketplace, creating cohesive communication systems grounded in strategic thinking, creative design, and precise execution.



United Way of
Massachusetts Bay
and Merrimack Valley



Proverb

DAREN BASCOME

Proverb | Founder and Managing Director



Daren Bascome is founder and managing director of Proverb Agency, a branding and advertising agency located in the South End. Under Bascome's leadership, the agency has been recognized as a "Best in Business" by Inc, and has won numerous tourism, local and international awards for inclusivity work, including Initiative for a Competitive Inner City (ICIC), the Shorty Impact Awards, the Viddyo International Video and Design Awards, the Anthem Purpose & Mission-Driven Work Awards, the Creative Tourism Network Awards, and more. Bascome himself has been recognized as a "Most Influential Bostonian" by Boston Magazine and among one of the city's Most Influential Men of Color, by Get Konnected!, a multicultural resource platform in Boston.

In addition to leading Proverb, Bascome is vice chair of the board of trustees at the Massachusetts College of Art and Design, on the board of Massachusetts Marketing Partnership (MMP), an overseer at the Museum of Fine Arts in Boston and on the advisory board of the educational organization Facing History and Ourselves.

Bascome earned a bachelor's degree in communication design from the Massachusetts College of Art and Design and attended Boston University's Questrom School of Business for small business and entrepreneurship.

Embrace Boston

MISSION & VISION

Embrace Boston's mission is to dismantle structural racism through our work at the intersection of arts and culture and research and policy. We envision a radically inclusive and equitable Boston where everyone belongs and Black people prosper, grounded in joy, love, and wellbeing. We hold a vision for a city and a nation that is truly worthy of us all and believe that our destinies, irrespective of one's racial or ethnic identity, are inextricably linked.

HISTORY

Since 2021, Embrace Boston has been actively working to fill the gaps in our nation's history by elevating the stories, voices, and experiences of communities of color.

Team and Leadership



Imari Paris Jeffries, Ph.D. President and CEO

Imari is leading a citywide racial equity transformation through The Embrace monument, the Embrace Center, and ongoing community organizing efforts. Imari brings a wealth of experience from the nonprofit management, racial equity, community activism, education reform, and social justice sectors and has served in executive roles at Parenting Journey, Jumpstart, Boston Rising, and Friends of The Children. He currently serves as a Trustee of the UMass System, UMass Global, Mass Humanities, Boston Ballet, the Huntington Theatre and former Governor Baker's Black Advisory Commission.



Duncan Remage-Healey Senior Vice President and COO

Duncan joined Embrace Boston in April 2021 as the Director of Advancement and External Affairs. He brings nearly two decades of experience in the arts, human services, education, biological research, and public interest sectors. He was most recently the Managing Director at Somerville-based Parenting Journey after leadership roles at Boston Arts Academy and Habitat for Humanity Greater Boston.



Yully Cha SVP, Research and Policy, Senior Advisor

Yully brings over 20 years of experience in leadership, strategic planning, and fundraising. Most recently, she served as Managing Director of Philanthropy at Boston Schools Fund, Director of Strategic Initiatives at Codman Academy, and Executive Director of Bridge Boston Charter School, where she led the renovation of its first permanent school house in Roxbury.

Team and Leadership



Ana Maria Medina
Vice President of Development

Ana Maria possesses over 15 years of experience within the nonprofit sector. Her background includes managing development teams, designing and implementing fundraising strategies, while growing partnerships with US-based and international partners. Prior to joining Embrace Boston in 2022, Ana Maria held various leadership positions with Laboratoria, Alboan, Jesuit Refugee Services, Summer Search, Safe Horizon's Child Advocacy Centers, and more.

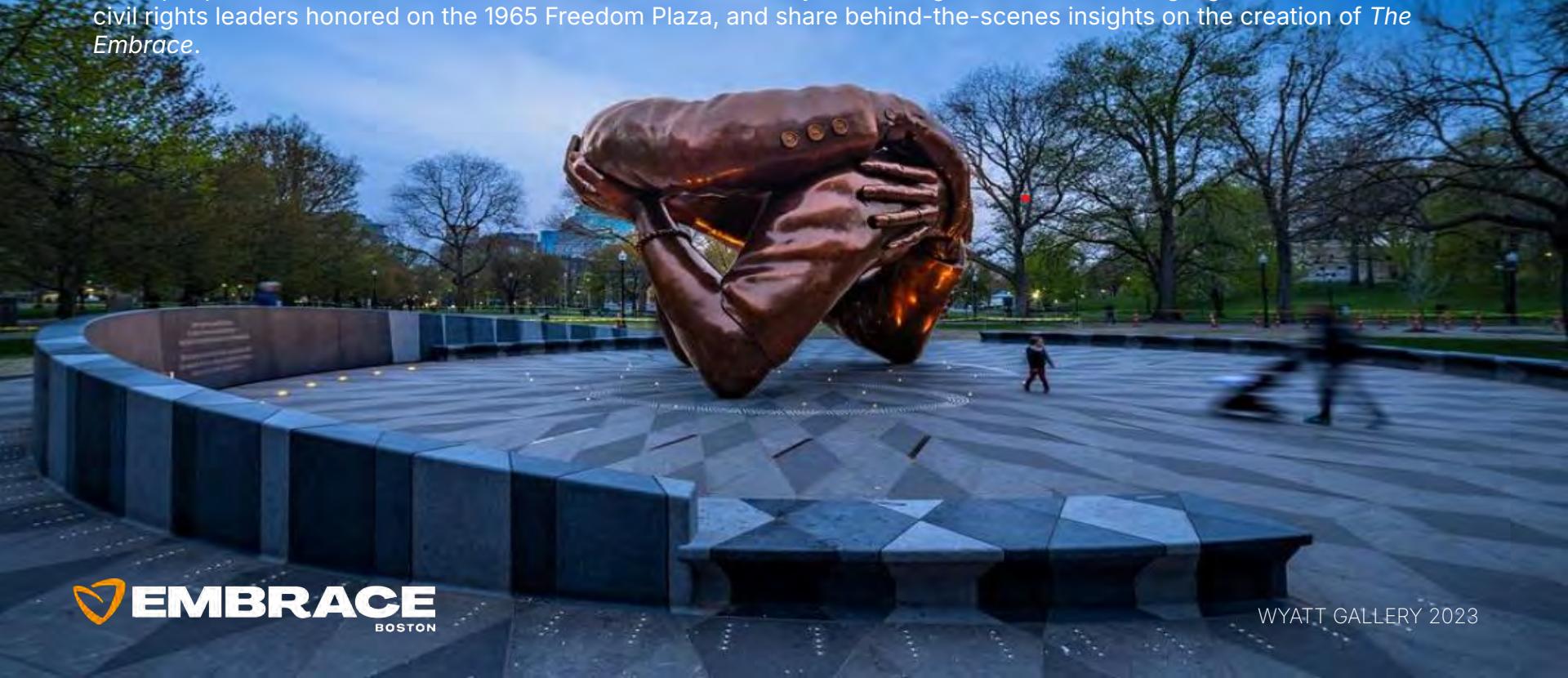


Elizabeth Tiblanc
Vice President of Arts and Culture

Elizabeth is an Afro-Latina who comes to Embrace Boston with roots in arts and education. She holds a BFA from Massachusetts College of Art and Design, and a MEd in Education Policy and Leadership from American University. While working as an artist educator, she collaborated with Boston school communities to develop programming that places arts and culture representative of students' racial diversity at the center of education.

Monuments and Spatial Initiatives

Beginning with *The Embrace* Monument on the 1965 Freedom Plaza on Boston Common by artist Hank Willis Thomas, unveiled in 2023. The Embrace is part of a movement to produce new works of public art by Black artists, representing Black people. We conduct tours of *The Embrace* to tell the story of the Kings' time in Boston, highlight the work of local civil rights leaders honored on the 1965 Freedom Plaza, and share behind-the-scenes insights on the creation of *The Embrace*.



Arts & Culture: Signature Series Activations



Embrace Massó "¡Con Salsa!"
September 14, 2024



Embrace Arts & Culture Summit
November 7, 2024



Embrace Honors MLK
January 19, 2025



60TH Anniversary of 1965 Freedom March
April 23rd, 2025



Embrace Ideas Festival and Block Party
June 18 — 20, 2025

Each event is designed to challenge, inspire, and unite communities as we plan for and celebrate our nation's 250th anniversary in 2026 and our city's 400th anniversary in 2030. From the rhythm and soul of Latin beats to thought-provoking summits and historic commemorations, the Signature Series is crafted to ignite social change, expand the narrative of America, and celebrate our shared humanity.

Boston must be a testing ground for the ideal of freedom.

- Martin Luther King Jr. at Boston Common, April 1965

Counter-Narrative through Films

Includes the Roxbury Film Festival Audience Favorite Award-winning documentary **Welcome The Embrace**, a documentary about the creation of The Embrace Monument. We have produced eight films with NBC10 since 2020, and NBC10 received an Emmy for the live broadcast of the unveiling of The Embrace on January 2023, and a nomination for the documentary we co-produced, **Embrace the Kings**.



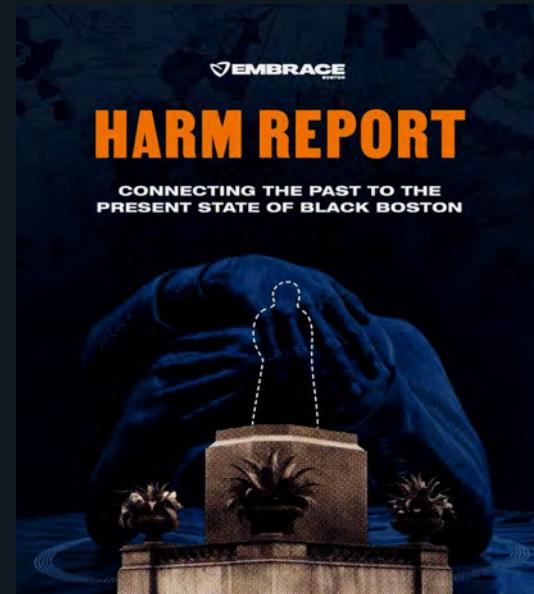
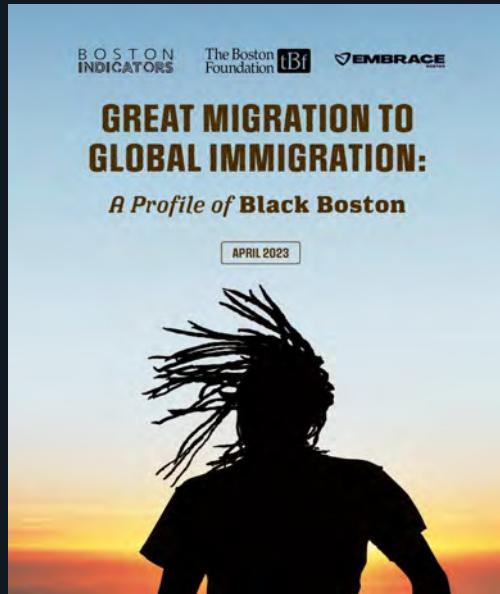
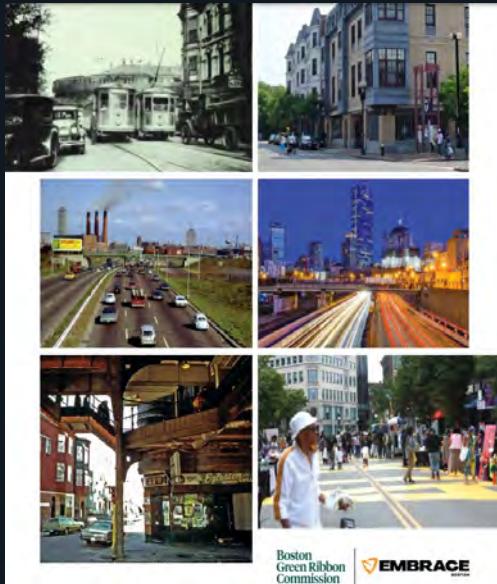
Mainstream Counter Narratives Through Media Impact

The Good Trouble Podcast informs and inspires using the stories of those fighting the good fight today. Inspired by civil rights leader John Lewis' words of encouragement, the show connects with our region's noisemakers and key stakeholders to learn about their paths to becoming "good troublemakers" and what we can all do to join them. Guests have included Segun Idowu, City of Boston's Chief of Opportunity and Michael Bobbitt, Executive Director of Mass Cultural Council, among many others.



Research and Policy

Research builds narratives that affirm ability, access, and power. Too often these narratives foster a deficit mindset when research is based on marginalized communities. We use research and data to shine a light on root causes of inequity and promote effective strategies for systems-level change. We conduct our own Institutional Review Board-approved research, such as the 2024 Harm Report; partner with community members on other studies; and participate in and lead coalitions and task forces related to reparations, the racial wealth gap, and public art.





 **EMBRACE**
BOSTON

Paul Momnie

Director

pmomnie@goulstonstorr.com

Boston: +1 617 574 3832



Paul Momnie advises developers, capital partners and institutional investors and lenders in a broad range of commercial real estate development matters, including regulatory compliance and public approvals, joint ventures, land assemblages, acquisitions, dispositions, financings, and the formation of complex commercial condominiums and master associations.

He has extensive experience advancing large mixed-use developments in the City of Boston and throughout the Commonwealth of Massachusetts, and is considered an expert in M.G.L. c. 40B (Comprehensive Permit Law) and M.G.L. c. 40R (Smart Growth Development). In addition, he maintains a national transactional real estate practice, regularly advising real estate investment trusts, institutional investors, financial institutions, and non-profits in connection with the acquisition, disposition, and financing of a range of multifamily, office and mixed-use projects.

Before joining Goulston & Storrs, Paul clerked for the Honorable Alexander H. Sands, III of the Massachusetts Land Court and was a Real Estate Associate at a top Am Law 100 law firm. During law school, Paul worked at the Boston Redevelopment Authority, the predecessor to the Boston Planning Department, and served as Senior Editor to the Boston College Law Review.

Paul is an advocate of affordable housing and smart growth. He serves on the real estate board of the Jamaica Plain Neighborhood Development Corporation (JPNDC), and on the Board of Directors of Lawyer's Clearinghouse, a non-profit organization that helps promote affordable housing and alleviate homelessness. He has also advised the Massachusetts Governor's Housing Advisory Council and Commission on Unlocking Housing Production on proposed reforms to M.G.L. c. 40B and 40R.

Accolades

- 2024 Lawdragon 500 X: The Next Generation Lawdragon List
- Massachusetts Super Lawyers Rising Stars, (2016-2023)
- Best Lawyers in America® Ones to Watch (2021-2025): Real Estate, Land Use and Zoning

Taylor Dias

Associate

tdias@goulstonstорrs.com
Boston: +1 617 574 0515



Taylor Dias is an associate in the firm's Real Estate Group. Located in the Goulston & Storrs' Boston office, Taylor supports the firm's transactional commercial real estate work. She conducts research, due diligence, analysis, and other activities involving acquisitions, dispositions, joint ventures, financing, and permitting.

Prior to joining the firm, Taylor was a judicial intern for the Honorable Jennifer C. Boal, Chief Magistrate Judge. In this role, Taylor conducted legal research and produced mediation bench memorandums covering relevant case law.

Affiliations

- Blessings in a Backpack, former volunteer

Admissions

- Massachusetts

Education

- Boston College Law School (J.D., *magna cum laude*, 2023)
- Purdue University (B.A., 2020)
 - Phi Beta Kappa

Affiliations

- Boston Bar Association Real Estate Section Law School Outreach Program, Co-Chair
- Jamaica Plain Neighborhood Development Corporation, Real Estate Board
- Lawyer's Clearinghouse, Board of Directors
- NAIOP Massachusetts Government Affairs Committee, Developing Leader

Admissions

- Massachusetts

Education

- Boston College Law School (J.D., 2013)
 - Senior Editor, Boston College Law Review
- Boston College (B.A., 2010)

Representative Matters

Winthrop Center \$775M Construction Loan

Represented Cale Street Partners, a London based real estate investment firm, in the \$775M construction loan for Winthrop Center in Boston, MA. Our team conducted a risk assessment on the construction and design documents and provided permitting, condominium and transactional advice.

Private Real Estate Developer Permitting to Build a Mixed-Use Property

Representation of a private real estate developer to obtain all related permits to build a 650-unit, 750,000 square foot mixed-use property with multifamily and retail components. The permitting process involved representation before the Boston Planning & Development Agency, Boston Zoning Commission Boston Landmarks Commission, Boston Civic Design Commission, Boston Air Pollution Control Commission and Public Improvements Commission, as well as other state and local entities.

Real Estate Investment Company Joint Venture Formation to Develop a Multifamily Rental Project

Representation of a real estate investment company in the formation of a joint venture to develop a 300-unit multifamily rental project. Counsel included entity formation, permitting and due diligence work.

Real Estate Investment Trust Acquisition and Permitting for a Multifamily, Affordable Housing Project.

Representation of a real estate investment trust in the acquisition of land, as well as all related permitting for a 190-unit multifamily, affordable housing project.

Real Estate Investment Firm Acquisition of Multifamily Housing Projects Nationwide

Representation of a real estate investment firm in the acquisition of several multifamily housing projects nationwide. Ongoing counsel responsibilities include due diligence, negotiations and other general advice related to these housing developments.

Real Estate Investment Trust Acquisition and Permitting for Mixed-Use Affordable Development

Representation of a real estate investment trust in the acquisition of land, as well as all related permitting for a mixed-use affordable development including approximately 280 units of housing and 24,000 square feet of retail space.

Real Estate Investment and Management Firm Permitting for Commercial Office Space

Representation of a real estate investment and management firm in connection with local permitting for the acquisition and redevelopment of several commercial office spaces. Successfully counseled the client for appearance before all necessary zoning and entitlement agencies.

Pro Bono

Paul provides pro bono counsel to non-profits on various public interest projects and affordable housing developments in and around Boston, including representing the Martin Richard Foundation, Courageous Sailing, and the Jamaica Plain Neighborhood Development Corporation (JPNDC). Paul is on the Board of Directors of Lawyer's Clearinghouse, a non-profit organization that helps promote affordable housing and alleviate homelessness with pro bono legal assistance provided by volunteer attorneys. Paul serves as a member of the firm's Pro Bono committee.

FIRM PROFILE

Agora Partners is a planning and real estate advisory firm specializing in identifying and creating value-add opportunities in urban environments. We focus our efforts on **the public realm**: parks, plazas, streets, sports and cultural facilities, and other public venues. We program and activate these spaces to create meaningful, emotional connections between places and the people who visit them to leverage the power of place-based **economic development**.

Merging the often disparate skill sets of urban planning and real estate development, Agora Partners employs **entrepreneurial planning** techniques to improve and enhance public and private environments. We employ tools like public/private partnerships, opportunistic management techniques, market research and community engagement, and **placemaking** strategies.

Agora Partners advises governments, parks conservancies, foundations, and real estate developers on creating vibrant, well-managed public spaces. We create and execute programming plans and business plans. We structure and negotiate agreements to develop and operate public parks. We partner with our clients at any and every stage of developing a new public destination.

Agora Partners plans and executes downtown and neighborhood turnarounds to increase business viability, livability, sustainability, and economic and social resilience. Agora Partners provides solutions for challenging planning and real estate scenarios by engaging stakeholders, fixing underperforming or inefficient management structures, identifying unique opportunities to generate revenue, and by employing strategies to unlock public/private partnerships.

Agora Partners' approach to creating economic, cultural, and social value from public space combines comprehensive activation strategies with private-sector management methods to generate revenues and control costs. Agora Partners acts as both principal and advisor, partnering and working with public agencies and municipalities, developers, private landowners, private equity funds, family offices, commercial and investment banks, and philanthropic trusts.

OUR SERVICES

Public Space and Park Network Planning

- Leveraging parks and public space to catalyze economic development
- Public space market and demand analysis
- Right-sizing parks and plazas in mixed-use developments

- Standing up new public space management organizations and parks conservancies
- Training managers and staff
- Facilitating staff planning sessions and retreats
- Repositioning business improvement districts

Public Space Programming and Activation

- Developing programming and activation strategies
- Creating detailed park and public space programming plans
- Implementing public space programming and activation plans
- Analyzing and repositioning existing park programming
- Managing programs and events at a public space or network of spaces
- Canvassing and managing local and regional programming partners

Public-Private Partnerships

- Establishing new urban management organizations and parks conservancies
- Structuring public-private and intergovernmental partnerships to manage parks and other public property
- Negotiating leases and management agreements between governments and private entities for public property
- Planning organizational growth for business improvement districts and parks conservancies

Public Space Management

- Creating management strategies for public spaces
- Creating staffing and operating plans for public spaces, and integrating them with existing property management operations across a campus or district
- Building ground-up budgets for parks and public spaces

Real Estate Advisory

- Aligning real estate goals with economic development strategies
- Defining value and maximizing value creation
- Assessing highest and best use alternatives
- Analyzing project assumptions and financial/capital stack considerations
- Providing guidance on entitlements and approvals strategies
- Evaluating and implementing entrepreneurial planning opportunities



OUR HISTORY

Agora Partners was founded in 2013 by Howard Kozloff to advise governments and foundations on how to define “value” when it came to real estate that they developed and managed, and how to maximize that value, recognizing that value does not necessarily mean dollars and cents. Public agencies and nonprofits often have programmatic goals—whether it’s developing housing for artists or teachers or supporting local entrepreneurs to diversify local retail—and we help our clients maximize the impact of these programs while still meeting their financial benchmarks to create long-term value in the communities we work.

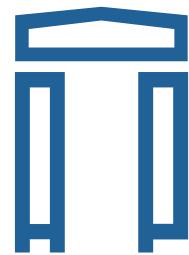
In 2019, Ben Donsky joined Agora as a principal, bringing with him over fifteen years’ experience (at the time) creating, managing, and advising sustainable nonprofit park management organizations. He works at the intersection of economic development and placemaking, planning and executing programming, operations, and management at parks and in districts managed by public agencies, nonprofits, professional sports teams, and real estate developers.

Howard and Ben met in 2003, and their first work together was on a project in downtown Newark, New Jersey, to create a conceptual plan to redevelop a key downtown park. That initial plan eventually resulted in the redevelopment of the park; Ben managed the design and construction of the park and created a new nonprofit management organization to operate it. We learned a lot over the course of that project. Engaging communities that have been subject to so many broken promises, and decades of disenfranchisement and disinvestment requires building trust, and that takes both time and concrete actions that demonstrate both sincerity and seriousness. We also learned that engagement itself isn’t enough: communities need to be empowered to take an active role in the programming and governance of high-performing public parks if that success is going to be sustained. We’ve since been able to execute those strategies in other marginalized neighborhoods and communities in Buffalo, Indianapolis, Dallas, Omaha, and Selma.

Sustainability has multiple dimensions that are ultimately interdependent. We have developed organizations that have achieved both financial sustainability and social sustainability through robust programming rooted in community engagement. Today, Agora is

- Finalizing a strategic plan for the organizational development of a major park conservancy in Atlanta, including the development of new governing agreements
- Creating new urban management organizations in two different cities in New Jersey
- Pioneering a new model for public-private partnerships in parks in Salt Lake City
- Guiding a nonprofit foundation on the development of a signature downtown park in Kentucky

These projects are built on not only the lessons we’ve learned working in disadvantaged cities and neighborhoods, but those we’ve learned working on high-profile projects like Klyde Warren Park and clients like the Green Bay Packers. Our client base is a mix of public, nonprofit, and private developer clients, which is extremely helpful in developing nonprofit park management entities, as all three types of organizations typically play some role in their governance.



AGORA
PARTNERS



FIRM OVERVIEW

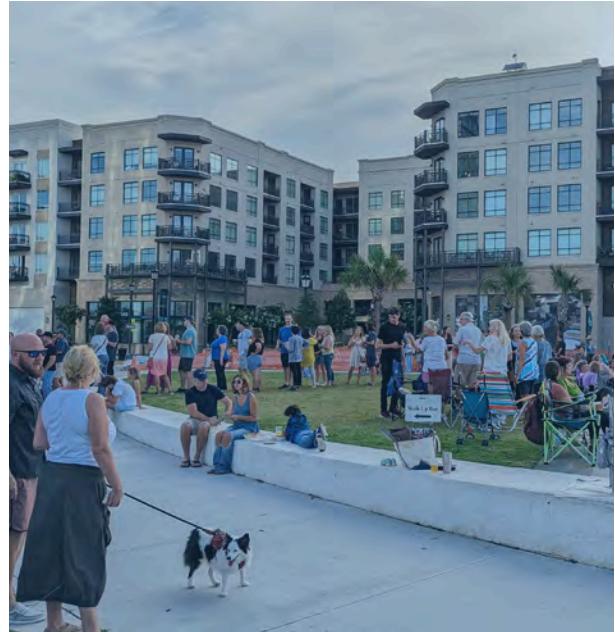
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SERVICES



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- Managing programs and events at a public space or network of spaces
- Canvassing and managing local and regional programming partners



Stakeholder Engagement

- Stakeholder mapping to thoughtfully design and sequence stakeholder interactions
- Facilitating public meetings about programming parks and other public destinations
- Cultivating understanding between public officials and real estate developers
- Identifying and recruiting programming partners to activate public spaces
- Building consensus among institutional stakeholders around public-private partnerships and governance



Public Space Management

- Creating management strategies for public spaces
- Creating staffing and operating plans for public spaces, and integrating them with existing property management operations across a campus
- Building ground-up budgets for parks and public spaces
- Standing up new public space management organizations and parks conservancies
- Training managers and staff
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Public-Private Partnerships

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- Analyzing project assumptions and financial/capital stack considerations
- Providing guidance on entitlements and approvals strategies
- Evaluating and implementing entrepreneurial planning opportunities

BENJAMIN DONSKY

Principal



EDUCATION

- Master of City and Regional Planning, Edward J. Bloustein School at Rutgers University
- Bachelor in Urban Studies, Brown University

CONTACT

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(401) 965 - 8317

Ben Donsky is a Principal of Agora Partners, an urban real estate advisory, investment, and development company focusing on identifying and creating value-add opportunities in the public realm, including publicly- and privately- owned parks, plazas, and other gathering places.

Ben works with real estate developers, foundations, and government agencies throughout the planning, development, and operating stages of public space projects. He has created and executed ambitious programming and activation plans, launched park conservancies and business improvement districts, structured public-private partnership agreements around the United States, and repositioned high-profile public destinations.

Prior to joining Agora Partners, Ben was the Vice President of Biederman Redevelopment Ventures Corporation, where he led the firm's New York office and many of its most celebrated projects, including creating Klyde Warren Park (Dallas), writing and executing a business plan for Levy Park (Houston), and rethinking the management and programming of Canalside (Buffalo). He led the firm's work at for the Green Bay Packers and Atlanta Falcons; built the largest Wi-Fi network in New York City in partnership with Google and the fastest public Wi-Fi network in the country in Newark; and negotiated the city of Indianapolis's first-ever private management agreement for a park. He has created and advised business improvement districts in New York, New Jersey, Rhode Island, Georgia, Florida, Texas, and Arizona.

His work has received awards from the Urban Land Institute, International Downtown Association, and American Planning Association, among others.

KEY PROJECT EXPERIENCE

Klyde Warren Park | Dallas, TX
conceptual design / programming / operations

Titletown | Green Bay, WI
programming / operations / revenues / design

Hudson Yards | New York, NY
programming / design guidelines

Piedmont Park Conservancy | Atlanta, GA
management / revenues / operations / governance

Research and Development District (RaDD) | San Diego, CA
programming / revenues / management

Levy Park | Houston, TX
programming / operations / revenues / management / governance

Canalside | Buffalo, NY
programming / management / development strategies / governance

Home Depot Backyard | Atlanta, GA
programming / operations / revenues

Town Branch Park | Lexington, KY
programming / revenues / operations / management / governance

Downtown Parks Network | Lafayette, LA
programming / revenues / operations / management / governance

HOWARD KOZLOFF

Principal



EDUCATION

- Master of Urban Planning, Harvard University
- Master of Science, Real Estate Development, Columbia University
- BA, Urban Studies & Design of the Environment, University of Pennsylvania

CONTACT

howard@agorapartners.com
(310) 663 - 3534

Howard Kozloff is a Principal and the founder of Agora Partners, an urban real estate advisory, investment, and development company focusing on identifying and creating value-add opportunities in public spaces, including publicly- and privately-owned parks, plazas, and other gathering places.

Howard works at the intersection of urban planning and real estate development, with an emphasis on opportunistic strategies capitalizing on unique neighborhoods and sites. Specializing in complex pre-development and implementation scenarios – including public/private partnerships, challenging entitlements, and disparate stakeholders – he focuses on neighborhood turnarounds through entrepreneurial planning and opportunistic management techniques.

Prior to founding Agora Partners, Howard worked in both development and consulting, managing opportunities ranging in scales, geographies and asset types on behalf of boutique parks consultancies, small entrepreneurial firms, large public REITs, and multi-billion dollar institutional funds.

Howard is currently an adjunct faculty member at the University of Pennsylvania, and previously taught at Columbia University and the University of Southern California. He is an active member of ULI-the Urban Land Institute, and the immediate past Chair of the Commercial and Retail Development Council. In addition, he has published over 50 articles and speaks frequently on the areas of opportunistic urban redevelopment and planning.

KEY PROJECT EXPERIENCE

Piedmont Park Conservancy | Atlanta, GA
management / revenues / operations / governance

Research and Development District (RaDD) | San Diego, CA
programming / revenues / management

Candlestick Park | San Francisco, CA
governance / management / programming

Ala Moana Regional Park | Honolulu, HI
master planning

Schenley Plaza | Pittsburgh, PA
conceptual program / management plan

Ivy Station | Los Angeles, CA
programming / management

Round Rock Downtown Park | Austin, TX
operations / management / revenues

Starland Design District | Savannah, GA
programming / asset turnaround strategy

Military Park | Newark, NJ
programming / park improvement

Atlantic Basin | Brooklyn, NY
market assessment

FIRM

Agora Partners

COMPLETION DATE

2024 - ongoing

FIRM RESPONSIBILITY

- Governance
- Management
- Operations

Agora Partners was retained by the City of Boston to develop planning guidelines toward more effective development and management of privately-owned public spaces, as part of a team led by Gehl. Agora's role is centered on working with commercial, nonprofit, and institutional real estate developers to develop recommendations for policies and practices that will incentivize the creation of public spaces that meet the needs of the existing communities where new projects are located. These recommendations are contextual not only with regards to filling gaps in existing open space networks, but also with regards to market context, recognizing that different degrees of regulation produce optimal public outcomes in different development environments.



PROVIDENCE INNOVATION DISTRICT PARK | Providence, RI



FIRM

Agora Partners

COMPLETION DATE

Ongoing

FIRM RESPONSIBILITY

- Development
- Programming

Agora Partners is working with the Interstate 195 Redevelopment District to consult on the development of Providence Innovation District Park that anchors the Providence Innovation & Design District. Currently, Agora is assisting the District in the development of a multiuse pavilion that will be anchored by food and beverage uses. Agora created building programs and is overseeing the process of tenanting the new building. In addition, Agora has advised the state agency on the terms of a naming rights agreement for the park and negotiations with the major private sector sponsor of the park.



Images courtesy of the I-195 Redevelopment District

FIRM

Agora Partners

COMPLETION DATE

Ongoing

FIRM RESPONSIBILITY

- Strategic Planning
- Management
- Revenues
- Governance
- Programming

Parks California hired Agora Partners to develop recommendations for a programming strategy, operating model, and nonprofit management structure for Candlestick Point State Recreation Area. Candlestick Point is unique within the state parks system: it is one of only two urban parks, and it's the only urban park with a shoreline and large natural areas. It is both a neighborhood park, and the only substantial park near thousands of San Franciscans, as well as a regional park, boasting renowned conditions for windsurfers and unparalleled views of the San Francisco Bay. It's one of two locations for legal camping in San Francisco and offers free environmental education and recreational programming for youth and adults, creating opportunities for residents of nearby neighborhoods with activities they can't find anywhere else. Significantly, the park would not exist if not for the activism of residents of Bayview-Hunter's Point.

Our process to develop recommendations was rooted in deep, multifaceted community engagement. Our team conducted dozens of interviews with local stakeholders, held informal group discussions in community gathering spaces and at neighborhood events, and convened four public, community meetings in Bayview and Visitacion Valley.



Image courtesy of California State Parks



Image courtesy of California State Parks

OLD SACRAMENTO PUBLIC MARKET | Sacramento, CA



FIRM

Agora Partners

COMPLETION DATE

2024 - ongoing

FIRM RESPONSIBILITY

- Real Estate Advisory
- Operations
- Revenues
- Management

The City of Sacramento hired Agora Partners to advise on the redevelopment of the Old Sacramento Public Market and a waterfront restaurant in Old Sacramento, a tourist district that receives over 5 million visitors each year. Agora is repositioning the Public Market buildings to align with the City's economic development goals, reprogramming them, exploring alternative management solutions to relieve the City of day-to-day property management responsibilities, completing financial projections, and collaborating with Stantec on physical planning. In addition, Agora is advising the City on a program and leasing strategy for an existing waterfront restaurant that will also be repositioned.



IVY STATION | Culver City, CA



FIRM

Agora Partners

COMPLETION DATE

2023

FIRM RESPONSIBILITY

- Programming
- Revenue Generation
- Activation + Management

Agora Partners currently oversees the day-to-day programming, management, and revenue development for Ivy Station, a new mixed-use campus developed by Lowe Enterprises. Ivy Station is connected to the Culver City Metro station, with a signature public park at its center. Ivy Station's varied public spaces provide a mix of amenities and programming opportunities to attract local workers, residents, and visitors through partnerships with tenants and local vendors and partners.

Agora's dedicated staff conceive, curate, and implement hundreds of free public programs, park amenities, and larger public events annually. These include fitness, music, dancing, family games, and arts, as well as Ivy Station's signature Arts District Night Market, attracting thousands of visitors and helping drive revenue to the project.

Agora is also responsible for the management and contracting of private events, sponsorships, and experiential marketing opportunities in the park to drive revenue through a varied and consistent mix of energy.



BURLESON MIXED-USE DEVELOPMENT | Burleson, TX



FIRM

Agora Partners

COMPLETION DATE

2024

FIRM RESPONSIBILITY

- Programming
- Real Estate Advisory

Agora Partners was hired by the City of Burleson, Texas, a rapidly growing suburb of Fort Worth, to develop placemaking and real estate strategies for the development of a 53-acre site for mixed-use development, as part of a master planning team led by LandDesign. Agora advised the City on alternative models for partnering with real estate developers, and how those alternatives would impact the City's financial and programmatic goals for its real estate, as well as the phasing of the project. Agora also developed placemaking strategies to draw Burleson residents to the project and make it a destination for passive and active recreation, dining, and entertainment, and supported site planning efforts with a focus on locating commercial uses, and integrating both civic and commercial uses with public spaces throughout the site.





04

APPENDIX /

PRELIMINARY LEED
PROJECT CHECKLIST



LEED v4.1 BD+C
Project Checklist

Y ? N
1 Credit Integrative Process

Location and Transportation			16
10	3	3	
Credit	LEED for Neighborhood Development Location		16
1	Sensitive Land Protection		1
2	High Priority Site and Equitable Development		2
3	Surrounding Density and Diverse Uses		5
3	Access to Quality Transit		5
1	Bicycle Facilities		1
1	Reduced Parking Footprint		1
1	Electric Vehicles		1

Sustainable Sites			10
Y	Prereq	Construction Activity Pollution Prevention	Required
1	Credit	Site Assessment	1
1	1	Protect or Restore Habitat	2
1	Credit	Open Space	1
2	1	Rainwater Management	3
2	Credit	Heat Island Reduction	2
1	Credit	Light Pollution Reduction	1

Water Efficiency			11
Y	Prereq	Outdoor Water Use Reduction	Required
Y	Prereq	Indoor Water Use Reduction	Required
Y	Prereq	Building-Level Water Metering	Required
2	Credit	Outdoor Water Use Reduction	2
3	1	Indoor Water Use Reduction	6
1	1	Optimize Process Water Use	2
1	Credit	Water Metering	1

Energy and Atmosphere			33
Y	Prereq	Fundamental Commissioning and Verification	Required
Y	Prereq	Minimum Energy Performance	Required
Y	Prereq	Building-Level Energy Metering	Required
Y	Prereq	Fundamental Refrigerant Management	Required
5	1	Enhanced Commissioning	6
10	4	Optimize Energy Performance	18
1	Credit	Advanced Energy Metering	1
2	Credit	Grid Harmonization	2
1	2	Renewable Energy	5
1	Credit	Enhanced Refrigerant Management	1

Project Name: Pier 5
Date: January 2025

Materials and Resources			13
7	4	2	
Y	Prereq	Storage and Collection of Recyclables	Required
1	2	Credit	Building Life-Cycle Impact Reduction
1	1	Credit	Environmental Product Declarations
1	1	Credit	Sourcing of Raw Materials
2		Credit	Material Ingredients
2		Credit	Construction and Demolition Waste Management

Indoor Environmental Quality			16
7	3	6	
Y	Prereq	Minimum Indoor Air Quality Performance	Required
Y	Prereq	Environmental Tobacco Smoke Control	Required
1	1	Credit	Enhanced Indoor Air Quality Strategies
2		Credit	Low-Emitting Materials
1		Credit	Construction Indoor Air Quality Management Plan
1	1	Credit	Indoor Air Quality Assessment
1		Credit	Thermal Comfort
1	1	Credit	Interior Lighting
2	1	Credit	Daylight
1		Credit	Quality Views
1		Credit	Acoustic Performance

Innovation			6
6	0	0	
5	Credit	Innovation	5
1	Credit	LEED Accredited Professional	1

Regional Priority			4
1	3	0	
1	Credit	Indoor Water Use Reduction (4 pt threshold)	1
1	Credit	Optimize Energy Performance (8 pt threshold)	1
1	Credit	Renewable Energy (2 pt threshold)	1
1	Credit	Building Lifecycle Impact Reduction (2 pt threshold)	1

TOTALS Possible Points: 110
Certified: 40 to 49 points, Silver: 50 to 59 points, Gold: 60 to 79 points, Platinum: 80 to 110



04

APPENDIX / PROVIDED AS SEPARATE DOCUMENT /

- Courageous Formation and Financial Documents
- Project Financial Workbook
- Price Proposal
- Submission Checklist

PIER 4+5



Submission Checklist for Pier 5

This checklist should be completed and included as part of the proposal submission. See RFP for instructions on the number of copies and format of each submission requirement.

If items are not included, a written explanation of why they have been omitted should be included.

- Submission Fee of \$5,000.00
- Development Submission
- Design Submission
 - Design Narrative
 - Design Drawings
- Financial Submission
 - Formation documents
 - Financial documents
 - Financial submission workbook
 - Financial Narrative
 - Ground Lease Price Proposal form and narrative, if applicable
 - Preliminary market study
 - Financing
- Disclosures
 - HUD Form 6004: Developer's Statement for Public Disclosure and Developer's Statement of Qualifications and Financial Responsibility
 - Disclosure Statement for Transaction with a Public Agency Concerning Real Property
 - BPDA & City of Boston Disclosure Statement
 - Certificate of Tax and Employment Security Compliance
- Submission Checklist (this form)