

# The Leading Edge:

BOSTON HARBOR'S NEW ROLE IN THE CITY'S ECONOMY



## BACKGROUND

Twenty years ago, Boston Harbor was a source of great embarrassment for the City. Our waste washed up on beaches from Cape Cod to Cape Ann and we quite literally turned our backs on the waterfront. Today, Boston Harbor – the natural foundation on which Boston’s economy was first built – is once again at the center of the City’s future. Residents from across the city and region are reconnecting to the Harbor and the waterfront in new and exciting ways.

The re-emergence of Boston Harbor and the waterfront as the City’s leading center of growth has happened in large part because of the massive public investments during the past seventeen years in the Harbor itself and in the waterfront that surrounds it. It is important to note, however, that the primary purpose of the two largest investments – the Central Artery/Tunnel Project and the Boston Harbor Cleanup – was not to revitalize the waterfront. Those investments were focused on state and regional goals



of improving the regional highway system to avoid congestion-induced losses, improving access to Logan Airport, and improving air quality and water quality in the Harbor and the Bay. But despite these being the primary purposes, the series of public investments – perhaps the greatest commitment of public capital in the City’s history – also set the stage for the renaissance of Boston Harbor and the waterfront.

Just as important as the investment in physical infrastructure, the deliberate process of planning for the future of the waterfront – a major investment of the “intellectual capital” of public agencies, the private sector, and non-profit organizations dedicated to the sustainable development of Boston’s waterfront — has set the foundation for the revitalization. Boston’s commitment to careful planning has helped create the sense of confidence in a common vision that is so essential in persuading the private sector to commit its time, talent and money to the redevelopment of the waterfront.



## RATIONALE FOR THE REPORT

During the next 20 years, the Harbor will play an even greater role in Boston's economy. But in order for that to occur, the City and its people need to understand the value of the Harbor as an asset – and think clearly about what they need to do in order to realize the full value of that asset.

As a first step, Save the Harbor/Save the Bay, in partnership with the City of Boston and The Boston Foundation's Indicators Project, has conducted this analysis to measure the direct economic contribution of Boston Harbor and the waterfront to the City's economy and to understand how that value has been enhanced since the start of the Boston Harbor Cleanup project in 1986.

We recognize that the indirect economic and non-economic value of the Harbor, which is not addressed in this report, is arguably as important if not more important to understand in terms of valuing the Harbor and the waterfront to the City and to the region. To that end, we will be examining the multi-faceted roles the Harbor and waterfront play in making Boston a great city in our upcoming Harbor Indicators Project. The Harbor Indicators Projects, done in partnership with the City of Boston and The Boston Foundation's Indicators Project, will look more closely at quality of life concerns, public access issues, and ways in which people of all incomes and abilities use the Harbor. In addition, it will examine what additional investments could do to increase the quality of life for all of our residents and make the Greater Boston region an even more exciting destination for business investment, highly-skilled workers, and tourists.

## STUDY AREA

For the purposes of managing the scope of this project, we focused our study area on Boston's waterfront – from the Mystic River to the Neponset River. We encompass all of the land east of Interstate 93 from the Neponset Bridge, north through Dorchester, South Boston, the Seaport, Fort Point Channel, Downtown, and the North End. Crossing into Charlestown, the boundary follows US 1 to Medford Street west to the Malden Bridge. The neighborhood of East Boston is included west of the McClellan Highway. For the discussion of maritime trade, the Designated Port Areas of Chelsea and Everett were also included.



■ Study area

The \$21 billion in public investments between 1987 and 2004 – perhaps the greatest commitment of public capital in the City’s history – also set the stage for the renaissance of Boston Harbor and the waterfront

## KEY FINDINGS

### Public Investment: A Foundation for Growth

The confluence of the public investments in and around the Harbor’s edge – and the major private investments they have helped stimulate – is bringing about a radical transformation of the waterfront – not only physically, but even more importantly, in terms of its potential contribution to the City’s future prosperity.

However, with a few exceptions, none of these major investments had as its primary purpose the economic revitalization of the waterfront. These projects will provide benefits for the people of Boston and the surrounding region in ways that extend far beyond the Harbor and the waterfront.

### Six Public Investments that Are Transforming the Waterfront – And Changing the Face of the City

Public investments affecting the Harbor since the late 1980s have totaled nearly \$21 billion, with more than \$2 billion in additional investments planned over the next several years. Some of the most significant projects are highlighted below.

- *The Boston Harbor Project* has eliminated hundreds of millions of gallons of sewage from Boston Harbor, greatly improving water quality – and restoring opportunities for public recreation and enjoyment of the Harbor and the waterfront.
- *The Central Artery/Tunnel Project* has improved traffic and transportation throughout the region and greatly enhanced access to several areas along the waterfront. A key element of the project is the *Rose Kennedy Greenway*, which will create a new front door to Boston Harbor.
- *Port infrastructure improvements*, such as the Marine Terminal Optimization Project, are not only helping to maintain the competitiveness of the Port of Boston, but also, by rationalizing land use along the waterfront, creating new opportunities for growth.
- *The Boston Convention & Exhibition Center*, the largest facility of its kind in New England, will not only enable Boston to host the largest conventions and trade shows, but by drawing approximately 600,000 visitors annually, will help stimulate hotel, restaurant and other development on the South Boston waterfront.
- *The Silver Line* will provide transit access from Downtown Boston to Fort Point Channel, the Convention Center and the South Boston waterfront, and on to Logan Airport.
- *Boston Harbor Islands National Park*, established in 1996, has created opportunities for both residents and visitors to enjoy the Harbor in ways never before possible; and as new facilities are developed, its impact will continue to grow.

## Waterfront areas accounted for more than 60 percent of all growth in the City's population in the 1990s

### The Changing Harbor Economy

The Harbor's place in the Boston-area economy can be viewed from two different but complementary perspectives. The Harbor economy includes a number of traditional, water-dependent industries, and it includes an array of newer uses that are steadily redefining the character of the waterfront.

Industries that directly use or otherwise depend on the Harbor include maritime trade, the cruise industry, local water transportation, harbor-based recreation, boating and fishing, and fish processing. While these industries represent a relatively small part of the Boston economy, they provide valuable services to businesses and residents throughout the Boston area, and a wide array of blue-collar employment opportunities.

Harbor-based industries currently employ approximately 4,875 people in the Boston area – about 0.8 percent of all wage and salary jobs in the area. Underlying trends driving the maritime cargo and cruise industries, fish processing, local water transportation and recreation suggest that there is some potential for job growth in these industries in the years ahead.

Though “water-dependent” industries have not been the primary source of growth around the Harbor they remain important for several reasons. These activities, many of which can only occur at or near the water's edge, are a source of steady, non-cyclical, blue collar employment for Boston's residents. In addition, these industries are attracting significant new investment, and continue to contribute to the unique and historic character of our Harbor and our waterfront.

The waterfront's enhanced attractiveness as a place to live, work, invest and play – as a place for residential and commercial development and for new recreational and cultural uses – has now become a driving force of the Harbor economy.

### Leading Edge in Population, Jobs and Earnings

Since the late 1980s, the waterfront has been at the leading edge of Boston's growth in population, jobs and earnings.

- The number of people living in Boston's waterfront areas grew by 12 percent between 1990 and 2000, compared to Boston's overall growth of 3 percent. Waterfront areas accounted for more than 60 percent of all growth in the City's population in the 1990s.
- Between 1994 and 2001, employment in Boston's waterfront Zip Code areas rose by 29 percent, compared to Boston's overall employment growth of 11 percent. Waterfront Zip Codes, which include East Boston, Charlestown, Downtown, North End, Fort Point Channel, South Boston/Seaport, and Dorchester, accounted for 88 percent of all job growth in the City between 1994 and 2001.
- After adjusting for inflation, earnings per worker in the City's waterfront Zip Codes rose by 42 percent between 1994 and 2001, to \$67,764 – 13 percent higher than the Citywide average of \$60,014 per worker.

While conflicts may arise from time to time over proposed uses of specific sites, it is important to recognize that there is no inherent conflict between older, water-dependent activities and newer types of waterfront development. There is room for both – and both contribute to the strength and diversity of the local economy.

## Private Sector Investment in the Waterfront: Past and Future

Large-scale public investments have provided an essential foundation for a new kind of growth around the Harbor – but private investment is ultimately what drives that growth. Major private investments that have occurred since the late 1980s provide evidence of the waterfront’s increased attractiveness. Moreover, an accounting of new projects already approved or proposed shows that development along the waterfront could during the next 10 to 20 years have an even greater impact on the City’s economy than it has in the recent past.

### PAST, PRESENT AND FUTURE DEVELOPMENTS ON BOSTON’S WATERFRONT

	Office (mil SF)	Residential (units)	Retail (mil SF)	Hotel (rooms)	Industrial (mil SF)	Research, Institutional, Cultural and Entertainment (mil SF)	Parking (spaces)	Total Investment (bil)
<b>Completed</b>	3.205	2,720	0.285	1,098	1.029	1.932	3,865	\$2.244
<b>Under Construction</b>	0.440	1,750	0.060	1,212	0.000	0.055	(na)	\$1.100
<b>Approved/ Permitted</b>	2.243	2,542	0.216	1,240	0.000	0.062	920	\$2.583
<b>Under Review/ Proposed</b>	7.776	4,374	0.546	2,075	0.034	1.262	3,906	\$5.820

Private investment in waterfront-area development projects completed between 1987 and 2004 totaled over \$2.2 billion. These projects included 3.2 million square feet of office space, 2,720 new residential units, 285,000 square feet of retail space, 1,098 hotel rooms, 1 million square feet of industrial space, 1.9 million square feet of research, cultural/entertainment and institutional space and 3,865 parking spaces.

In addition to these completed projects, other projects with a total cost of \$1.1 billion are now under construction. These projects will add 440,000 square feet of office space, 1,750 units of housing, 60,000 square feet of retail, and 1,210 hotel rooms.

These projects would create almost 6,900 new units of housing over the next 15 years, a number equivalent to about 2.7 percent of Boston's total housing stock

### New Jobs, Housing, and Development

Waterfront development projects that have already been approved by the City, or that have been proposed by developers, could over the next 15 to 20 years make a major contribution to the growth of Boston's economy. Together, these projects would create nearly 10.4 million square feet of office space, almost 6,900 new units of housing, nearly 1.1 million square feet of retail space, 3,725 hotel rooms, 1.3 million square feet of cultural, institutional and research space, and over 4,800 parking spaces.

It is important to note that the construction of 6,900 new residential units – a number equivalent to about 2.7 percent of Boston's total housing stock – would provide housing for approximately 12,000 people, largely in neighborhoods where people have not traditionally lived. This kind of development will help both to relieve the City's housing shortage and to accommodate its future growth.

Development costs for the projects summarized above are expected to total more than \$8.4 billion. While we cannot know for sure if all of the projects proposed today will actually come to fruition, nor can we anticipate projects not yet proposed that might be completed in the next decade or two – the list of permitted, approved and proposed projects can serve as a reasonable estimate of the future development in and around Boston's waterfront in the next 15 years. Therefore, we can estimate that development on the scale discussed here would generate an average of 3,900 full-time-equivalent jobs in construction and related industries each year.

When completed, these planned and proposed developments would directly create or accommodate approximately 47,000 jobs – a number equivalent to more than 9 percent of all private-sector employment in the City. Development on this scale would generate additional economic activity throughout the Boston area, and could also generate new tax revenues for the City and the Commonwealth.

We estimate, for example, that businesses occupying just five projects planned or proposed for the Fort Point Channel area – which together would account for approximately 12,650 of the 47,000 jobs cited above – would through the “multiplier effect” generate an additional 9,900 jobs throughout Suffolk County. At full occupancy, these projects and the businesses that occupy them would generate approximately \$117 million annually in property, income and sales taxes.

Moreover, the above estimates of planned and proposed projects do not take into account the development potential of the “Artery Parcels,” new development sites created by the Central Artery/Tunnel Project, which could add another 5 to 7 million square feet of mixed-use development. The “South Bay” Parcels, which were the subject of a recent Turnpike Authority Request for Proposals, could yield as much as 4 or 5 million square feet of development, including a likely 1,200 to 1,500 units of new housing.

## Thirteen Projects that will Transform the Waterfront

The public-sector projects described in this report, along with major private investments, have already begun to transform the waterfront. Thirteen projects now in various stages of construction, planning and permitting could over the next 10 years accelerate that transformation.

**Channel Center** Begun in 2002, Beacon Capital's \$250 million project involves the development of 1.55 million square feet of new and renovated space, including approximately 360 new housing units, 890,000 square feet of office space, and 96,000 square feet of retail space. As part of the Channel Center Project, Fort Point Development Corporation, the artists community, is developing 89 units of live/work artist loft space, a 200-seat black-box theater, and space for non-profit organizations. Phase I of the project will finish in September 2004; no dates have been set for the commencement of Phases II and III.

**Pier 4** The City is now reviewing a proposal by New England Development Corp. for development of Pier 4. The 1 million square-foot mixed-use project will create 200 high-end residential units, a 225-room hotel, 385,000 square feet of office space and 35,000 square feet of retail. The project will also create a pedestrian pathway and a 1-acre park at the end of the pier.

**Fan Pier** The City recently approved permits for the proposed \$1.2 billion mixed-use Fan Pier project in South Boston. The 3 million square-foot project was originally proposed by the Pritzker family, who now plan to sell its holdings on the Pier. The approved plan involves the creation of 700 units of housing, 1.2 million square feet of offices, 134,000 square feet of retail space, and 650-room hotel with conference center and ballroom facilities. A new \$60 million home for the Institute of Contemporary Art (ICA) is also part of the plan; construction on the ICA project is set to start in 2004.

**500 Atlantic Avenue** On the Financial District side of Fort Point Channel, Intell Boston Harbor has received City approval for the construction of a mixed-use project on a site which is now vacant, save for an artery tunnel vent shaft. The \$150 million project, located directly across from Massachusetts Horticultural Society's proposed development on the Rose Kennedy Greenway, will include a 422-room InterContinental Hotel as well as 141 luxury condominiums.

**Russia Wharf** Proposed by Equity Office, this \$300 million project combines adaptive reuse and new construction to transform several buildings on Congress Street and the Fort Point Channel. Equity Office characterizes Russia Wharf as the "last great address in the Financial District" because of its proximity to South Station, the Rose Kennedy Greenway and Fort Point Channel. The development plan proposes the reuse of the historic Russia Building as 50 loft-style residences, and incorporates the façades of two other buildings into a new 300-room hotel. It also proposes 500,000 square feet of new Class A office space, and 22,000 square feet of restaurant/café, jazz/blues club, retail and other facilities of public accommodation. Along the Fort Point Channel, the developers have proposed an extension of Harborwalk as well as a new 1/3 acre public park, a marina and dock to allow for water taxi and public boat access.

**Waterside Place** In early 2004, Massport selected Core Development Group as the developer for the "Core Block", a three parcel, 11-acre site on Summer Street, across from the nearly completed Boston Convention & Exhibition Center in South Boston's Seaport District. Core, led by local developer The Drew Company and Chicago-based Urban Retail Properties, proposes a two-phased development plan that includes as

much as 240 units of new residential, 679,000 square feet of retail, a 450-room mid-priced hotel and parking for 2,160 cars. Total development costs are estimated at \$400 million.

***Hodge Boiler Works*** This project is undergoing final review by City and State officials. It is a luxury residential development on the waterfront behind Maverick Square. The project, which is being proposed by developer Phillip DeNormandie, will include 109 condominium units, as well as a café, a bed-and-breakfast, a marina and significant public access to and along Boston Harbor.

***Portside at Pier One*** The City is reviewing Roseland Property Co.'s \$110 million plan for redevelopment of Massport's Pier One property in East Boston. The proposal involves reconstruction of the pier and construction of eight new residential buildings, which will accommodate approximately 585 residential units. In addition to the residential development, the project will include ground floor facilities of public accommodation such as a restaurant, health club and function hall. The project will also provide approximately 9 acres of open space, a water taxi stop and a public boat landing.

***Clippership Wharf*** Cassin/Winn Development has proposed a \$190 million residential project at Clippership Wharf in East Boston. The proposal includes construction of 400 condominium units, with 670 underground parking spaces. Twenty on-site units, and an additional 30 off-site units, will be set aside as affordable housing. The development would also include water-dependent commercial uses, such as office space for water taxi operators, facilities for the tie-up for water transportation vessels and other short-term docking, and educational uses. In addition, the project will provide 4 acres of open space. The project is currently being reviewed by the City.

***Maverick Gardens Hope VI*** In 2001, the Boston Housing Authority was awarded \$35 million under the federal HOPE VI program to help finance demolition of the dilapidated Maverick Gardens housing project and replace it with new, mixed income housing. The \$145 million project, which recently began construction, will create a total of 396 new units of both rental and owner-occupied housing for low, moderate and middle-income households. The project also involves reconfiguring local streets to reconnect the project area to nearby neighborhoods and commercial areas, and to provide better views of the East Boston waterfront.

***The Westin Boston Waterfront Hotel*** Local development partners – Stephen Karp, Steven Fischman, Joseph Fallon, Joseph O'Donnell and Carpenter & Company – broke ground on June 4, 2004 on the new \$200 million Westin hotel. Located on the South Boston waterfront, the 790-room Westin will be joined to the new Boston Convention & Exhibition Center.

The hotel, which is scheduled to be completed by the summer of 2006, will provide open space and a pedestrian-friendly plaza. When it opens, the hotel is expected to employ more than 400 full-time associates and will include 790 guest rooms, two Presidential Suites, a club lounge, restaurant, health club and pool. Also, there will be 32,000 square feet of meeting space, including a 15,000 square foot Grand ballroom.

***Boston Harbor Residences*** The city's newest premier waterfront apartments are being developed by The Fallon Company. The \$130 million 465-unit residential complex will include two buildings that represent the largest rental residential development on Boston Harbor.

The first residential/mixed-use development on the historic South Boston waterfront will be located at the corner of Congress Street and Park Lane. The first tower will include 150 units and is slated for completion in the summer of 2005; the second tower will offer 315 units and is planned for completion in the summer of 2006. The apartments will vary from studios to 3 bedroom units and offer a variety of layouts. The first floor of the residential complex will provide upscale retail and restaurants.

***The Boston Children's Museum*** The Boston Children's Museum is undergoing conceptual planning for a renovation of its site and facility, enhancing its unique destination. The envisioned renovation will have multiple phases and create compelling reasons for visiting and varied opportunities for learning through exhibition, theater, and art studios. The Museum will be turning the waterfront into a campus of indoor/outdoor venues that attracts a broad, multi-cultural audience and provides connections to the water's edge. Growing on the success of the Museum's Camp on the Channel and Waterfront Learning Project, the renovation will provide a place along the water's edge for the children and families of Boston and beyond.

This report has focused specifically on the direct value the Harbor has on nearby investment and employment; however, there are other changes that are taking place in and around the Harbor that will enhance and be enhanced by the private and public investments that have taken place.

### Cleaner Water

In 1986, Boston Harbor was one of the filthiest in the nation. Today, with the Harbor Cleanup nearing completion, on most days Boston Harbor is safe for boating, fishing and swimming.

Today, our city's youth sailing programs teach thousands of young people on the Harbor to be good sailors and good stewards of our environment. In addition, programs like Save the Harbor/Save the Bay's *All Access Boston Harbor* bring 3,500 young people out to the Harbor Islands National Park each summer.

In 1986, the most exciting thing to do on the Harbor was to watch the planes land at Logan Airport. Today, visitors from around the city, the region and the world can enjoy a trip to the Harbor Islands, a sunset cruise, or a whale watch.



Design and illustration courtesy of Goody Clancy & Associates, Inc.

New and exciting activities coming to the Fort Point Channel.



New housing and activity on the East Boston Waterfront.

### **New (And Renewed) Artistic, Cultural and Historic Destination**

In 1986, unless Tall Ships were in town, the only special destinations on the Harbor were Castle Island, the New England Aquarium and the USS Constitution.

Today, the waterfront hosts some of the City's most important cultural facilities including the Boston Children's Museum which attracts more than 400,000 visitors annually, the New England Aquarium which hosts 1.3 million visitors each year, the USS Constitution which attracts more than 225,000 history buffs annually, and FleetBoston Pavilion which attracts 140,000 people each season. In addition, the Boston Tea Party Ship and Museum, located on Fort Point Channel, is undergoing a major renovation and expansion that will include two additional vessels next spring. The Institute for Contemporary Art will be coming to Fan Pier and providing exhibition space for works by leading contemporary artists and space for public performances and educational activities.

The waterfront is also home to new festivals – like the Seaport Festival, and Harbor Fest as well as a growing network of concerts, craft fairs, historic sites, pocket parks, galleries, artists live/work loft spaces and sculpture gardens.

When completed, these planned and proposed developments would directly create or accommodate approximately 47,000 jobs over the next 15 years – a number equivalent to more than 9 percent of all private-sector employment in the City

### Better Public Access

In 1986, Boston Harbor was cut off from the City by barbed wire fences, ringed with derelict piers and cheap parking lots. Today our waterfront neighborhoods are home to new parks, promenades, and public spaces at the water's edge.

In 1986, our waterfront neighborhoods were divided by the Central Artery, and separated from each other and the sea. Today our neighborhoods are being reconnected to the waterfront, to the Harbor and to each other by a network of new connections and gateways – like the Harborwalk, The South Bay Harbor Trail, and the Rose Kennedy Greenway, extending from Harbor Point in Dorchester to Piers Park in East Boston.

Then, transportation options were extremely limited. The best way to travel across or around the Harbor was by car, over the bridge or through the tunnel. Today you can take a ferry, a shuttle or even a water taxi to or from dozens of locations around the Harbor, and to Quincy, Hull, Hingham – and Provincetown.

### A New Mix of Uses

Twenty years ago, it was difficult to find a cold soda, a cup of coffee, or even a public bathroom on the waterfront. Today there are new restaurants, cafes, and hotels opening up every season.

Then it seemed as if the only people who actually lived on our waterfront were urban pioneers or residents of public housing. Today our waterfront is home to thousands of new residents; we see new housing, hotels, office buildings, restaurants and retail space. We see the beginnings of the diverse mix of uses it takes to turn new development into vital neighborhoods.

### New Perspectives

Twenty years ago most waterfront projects faced downtown and turned their back to the Harbor. Today, new developments on the water's edge open their front doors to the Harbor.

In many ways, the center of our city is shifting to the water as we turn our attention back to a Harbor that is connecting, rather than dividing, our city and our neighborhoods.

## THE FUTURE

The public and private investments that have occurred in and around the Harbor since 1986 have already had a substantial impact on Boston's economy – and the payoff from those investments will continue to grow in the years ahead. Even so, the City is only just beginning to realize the waterfront's potential.

For the next 20 years, the Harbor will represent one of Boston's greatest opportunities for economic growth, for creation of new jobs and for maintaining the kind of environment that will help the City attract and retain the talented people on whom its future depends. A growing body of research has shown that the single most important determinant of the economic vitality of cities is their ability

## Realizing the waterfront's full potential will require continued investment of our public, corporate and community leaders.

to attract, develop and retain talented people. Providing interesting and exciting places to live, work, and *play* is a critically important factor in the competition for talent – and an active, accessible waterfront can provide all three.

However, Boston cannot take for granted its ability to realize the Harbor's full potential. In order to take full advantage of the growth opportunities that the Harbor offers, corporate, public, nonprofit, and community leaders will need to continue to work together to plan for and invest in the future of our Harbor, waterfront and City.

Together, we must increase our understanding of both the challenges and opportunities we face, and work together to build a broad consensus about strategies to increase the Harbor's value to our city and region.

To help advance that process, Save the Harbor/Save the Bay, in partnership with the City of Boston and The Boston Foundation's Indicators Project, is developing the Harbor Indicators Project that will identify and then track the key elements that make a "great" waterfront. It will provide powerful and objective measurements that will both guide us to where we want to take the waterfront – and our city – and measure our success over time. Given the planned build-out in and around the Harbor over the next decade, we believe it is critical to conduct a review each year to highlight the accomplishments and to underscore the areas in need of improvement, attention and investment to make our waterfront great.

We have a special responsibility to make sure that the benefits of the investment we have made are widely shared by everyone – residents, workers, visitors and tourists. People from every neighborhood in our city and every city and town in our region have earned the right to enjoy the benefits of our cleaner Harbor and revitalized waterfront.

We are engaging stakeholders from across many different sectors and communities in a process that will determine what key elements make a great waterfront and identify the appropriate metrics by which to measure them. We have already begun that process and here are the kinds of recommendations that are emerging:

- We need to strengthen links that connect existing destinations on the waterfront to each other and with inland neighborhoods and attractions.
- We have to improve the clustering of recreational activities and events around existing destinations, as well as invest in new gateways and special destinations.
- We need to create more on-the-water activities (like concerts, art installations, Dragon Boat Races, and small boat regattas), and invest in innovative and entrepreneurial activation strategies like the Fort Point Channel Watersheet Activation Plan.
- We need to expand and better promote scheduled commuter boat service, point-to-point water taxis, excursion and charter boats, and new marinas – as well as strengthen traditional water dependent industrial uses like commercial fishing, shipping, and the cruise industry.
- We need to continue to look for ways to increase both public and private investment in the traditional working port and water dependent industries, which continues to be a steady source of good jobs and opportunity for the City and the Region.

- We need to begin to link events, like runs, walks, parades, art shows, fireworks, and festivals to the Harbor, as we have to the Esplanade and to the Common.
- We need to create a visual sense of connection with the water and promote those great views that we currently have – including those in Charlestown and East Boston, and not just Downtown.
- We need to continue to improve the quality of life for our residents by creating access for citizens across the city to the recreational and educational opportunities that the Harbor provides.
- Finally, we need to begin to promote Boston Harbor as a destination and let the public know about the existing opportunities in and around the Harbor.

Boston is at a crossroads. The unprecedented investment in transportation infrastructure, clean water, and planning have paved the way for a period of growth and prosperity. We have a unique and stunning opportunity to build on the public and private investments in our waterfront so that it strengthens our City and region for generations to come.

## ACKNOWLEDGMENTS

To help inform public discussion about what Boston needs to do to realize the Harbor's full potential, Save the Harbor/Save the Bay asked Appleseed, a consulting firm, to examine the role that the Harbor currently plays in the City's economy, and the opportunities for new economic growth that have been created by the past two decades' investments, both in the Harbor itself and the waterfront that encircles it.

In the course of its work, Appleseed collected and analyzed data on public investments in and around the Harbor, on industries with strong ties to the Harbor, on population, employment and property values in the City's waterfront areas, and on new investments now under way or planned for the waterfront. Appleseed's research team also met with or interviewed representatives of various public agencies, environmental and business organizations and academic experts.

This report summarizes the results of Appleseed's work.

It could not have been completed without the active assistance and support of many organizations and individuals. Save the Harbor/Save the Bay is especially grateful to Boston's Mayor Thomas M. Menino for his leadership and encouragement, and for the generous support provided by The Boston Foundation for this and other related projects. We are particularly grateful for the continuing support and counsel of Paul Grogan, president of The Boston Foundation, and to Mary Jo Meisner, Terry Saunders Lane, Ann McQueen and Charlotte Kahn.

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**Save the Harbor/Save the Bay** is not your “typical” environmental advocacy organization.

We were founded in 1986 by the attorney who filed the lawsuit that resulted in the Boston Harbor Cleanup, the judge who heard the case in state court, the reporter who covered the story for the region’s leading newspaper, and a young mother from Brookline who believed that her children should be able to swim safely on Boston’s beaches. At that time, Boston Harbor was one of the dirtiest in the country, and our sewage washed up on beaches around the Bay.

Since 1986 we have led the fight for quality water, for beaches that are safe for swimming and a Harbor that is clean enough for boating and for fishing.

Today Save the Harbor/Save the Bay is led by a broad group of civic, corporate, cultural, and community leaders as well as citizens and scientists with a shared mission:

- to restore and protect Boston Harbor and Massachusetts Bay
- to reconnect our citizens, our communities and especially our young people to the sea
- to ensure the balanced development of a world-class waterfront for everyone to enjoy

### **Save the Harbor/Save the Bay**

**Patricia A. Foley, President**

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