



Comprehensive Boston Harbor Water Transportation Study and Business Plans +
Water Transportation Strategy for the Boston Harbor Islands and State Park

Feedback from Stakeholder Workshops

September 2017

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1. Introduction

The City of Boston and municipalities up and down the coast are experiencing some of the fastest growth along the Harbor in recent decades. With the increase in residential population and jobs, there is a robust interest in providing more mobility options to travel around the region. New development on the waterfront has prompted calls for a more robust water transit network in Boston Harbor that can provide important new travel options, not only for daily commuters but also for the multitude of new visitors and park users to the Boston Harbor Islands. This convergence of factors has led to the preparation and implementation of a comprehensive metropolitan Boston Harbor passenger water transportation plan in coordination with a linked strategic plan for the Boston Harbor Islands.

Boston Harbor Now (BHN) is coordinating a strategic planning study for water transportation, the *Comprehensive Boston Water Transportation Study and Business Plan* (the Comprehensive Plan). This work is being done on behalf of, and with financial support from, the Massachusetts Department of Transportation (MassDOT), the Massachusetts Port Authority (Massport), the Seaport Economic Council of the Executive Office of Housing and Economic Affairs, Massachusetts Convention Center Authority, the Barr Foundation, the Cabot Family Charitable Trust, the Envoy Hotel, and Clippership Wharf. The aim of the work is to develop the foundation for an expansion of the current water transportation system in Boston Harbor within a one- to five-year timeframe in order to accommodate current and future developments in the region, to increase resilience and reduce climate impacts, and to enhance the use of the leisure and cultural amenities in Boston Harbor.

BHN is also coordinating a parallel study, the *Water Transportation Strategy for the Boston Harbor Islands National and State Park* (the Park Strategy), on behalf of the National Park Service. The outcome of this project will be to inform the preparation of the next Request for Proposals (RFP) for ferry service to the Boston Harbor Islands beginning in 2019.

This document is the first deliverable for both the Comprehensive Plan and the Park Strategy. It is intended to report and assess input from a wide range of stakeholders that will inform the work completed under the Comprehensive Plan and the Park Strategy. The report highlights several key findings from the stakeholder workshops and describes how the stakeholder input will be addressed in both the Comprehensive Plan and the Park Strategy. It will be paired with rigorous data analysis of site conditions and of possible routes in order to develop lasting, financially sustainable ferry service.

2. Context for the Stakeholder Input: Interactive Workshops

To begin the Comprehensive Plan and the Park Strategy, BHN held a series of three interactive stakeholder workshops on the future of water transportation in Boston Harbor and to the Boston Harbor Islands. These took place on July 10, 11, and 12 in Salem, Quincy, and Boston, respectively.

The locations of the workshops were meant to encompass what are in many respects three distinct sub-markets for ferry service: North Shore, South Shore, and the Inner Harbor. A wide range of stakeholders were invited to the workshops, including state and municipal officials, community groups, advocates, business leaders, and representatives of the water transportation industry itself.¹

Each workshop included a series of presentations related to water transportation in Boston Harbor. The presentations covered descriptions of the current water transportation system in Boston Harbor (including its fares, schedules, farebox revenues, and funding); an overview of passenger ferry systems and characteristics in other locations in the United States that highlighted a variety of industry best practices; and a discussion of the social and economic benefits of passenger ferry transportation in Boston Harbor and elsewhere.

The presentations served to provide knowledge-sharing from national and international experts in water transportation. Additionally, they were intended to provide a springboard for a series of discussions where stakeholder experiences, suggestions, and insights were recorded and subsequently summarized and analyzed.

The first break-out session at each workshop focused on possible candidate locations for ferry dock sites and ferry services. The second session was a discussion about selection criteria for determining which sites and services should be studied further once additional research has been completed. Both sessions included moderator-led discussions with six to twelve people. The feedback from the sessions is described below in greater detail.

Break-out Session 1: Site and Service Candidates

Participants were presented with a list of site (or dock) locations for passenger service that is detailed in Table 1 below. Many sites are already served by some form of passenger ferry connection with the remainder falling into categories for potential future service.

During this session, participants were asked to refine the list of sites to be evaluated by the consultant team by identifying any locations they felt were missing from the list as well as locations that they felt were ill-equipped to support successful passenger ferry service. They were also encouraged to discuss and suggest specific services linking various sites.

¹ A list of organizations represented at the workshops is included in an appendix.

Table 1: Break-Out Session 1 Site List

Locations served by ferry (Summer 2017)	Municipality	Service to*
Salem Ferry Terminal	Salem	Long Wharf
Blossom Street Pier	Lynn	Long Wharf
Winthrop Ferry Dock	Winthrop	Fan Pier, Rowes Wharf, Quincy
Logan Airport	Boston (East Boston)	Long Wharf, Hull, Hingham
Navy Yard (Pier 4)	Boston (Charlestown)	Long Wharf, Provincetown
Long Wharf North	Boston (Downtown)	Salem, Lynn, Logan, Hull, Hingham <i>Georges, Spectacle, Peddocks</i>
Long Wharf South	Boston (Downtown)	Charlestown
Central Wharf	Boston (Downtown)	<i>Boston Light</i>
Rowes Wharf	Boston (Downtown)	Hingham, Winthrop, Fan Pier, Quincy
Fan Pier (ICA) / Seaport	Boston (Seaport)	Winthrop, Rowes Wharf, Quincy
World Trade Center West	Boston (Seaport)	Provincetown
EDIC/Marine Industrial Park	Boston (Seaport)	<i>Thompson Island</i>
Marina Bay/Squantum Point	Quincy	Winthrop, Rowes Wharf, Fan Pier
Hewitt's Cove	Hingham	Logan Airport, Long Wharf, Rowes Wharf, Hull <i>Georges, Grape, Lovells, Peddocks, Pumpkin</i>
Pemberton Point	Hull	Logan Airport, Long Wharf, Hingham <i>Georges, Grape, Lovells, Peddocks, Pumpkin</i> <i>Boston Light</i>
MacMillan Pier	Provincetown	Boston (Seaport)
Locations without ferry service (Summer 2017)	Municipality	
Lewis Mall	Boston (East Boston)	
Navy Yard (Pier 1)	Boston (Charlestown)	
Federal Courthouse/Moakley	Boston (Seaport)	
World Trade Center East	Boston (Seaport)	

Columbia Point (Fallon Pier)	Boston (Dorchester)	
UMass Boston (Fox Point)	Boston (Dorchester)	
Fore River	Quincy	
Locations without service or dock (Summer 2017)	Municipality	
Liberty Plaza	Boston (East Boston)	
Mary O'Malley State Park	Chelsea	
Wynn Boston Harbor	Everett	
Sullivan Square/Schrafft's	Boston (Charlestown)	
Navy Yard (Yard's End)	Boston (Charlestown)	
Lovejoy Wharf (North Station)	Boston	
Atlantic Wharf (South Station)	Boston (Downtown)	
Dry Dock #4	Boston (Seaport)	
Town River	Quincy	

*Note: Service locations in **color** denote Harbor Islands that are served only by seasonal service and are the focus of the Park Strategy.

Break-out Session 2: Selection Criteria

For this session, participants were asked to consider possible relevant criteria for a proposed passenger service to be considered for implementation. A potential set of criteria based primarily on economic and social benefits were proposed as a starting point for the discussion. The possible benefits discussed as criteria for selecting a service to implement included the following:

Transit system benefits:

- Direct access – connections to under-served destinations provided by a new route or point-to-point service
- Operational efficiencies and expanded options – an overall increase in transit ridership due to increased service and having more alternative times and modes to choose from
- Cost effectiveness – fill service gaps or absorb excess demand since ferries are far less capital-intensive than heavy or light rail

User benefits:

- Travel time savings – when a ferry service provides a faster trip than existing modes

- Reliability – water transportation can provide more consistent trip times than roads or rail lines on corridors that are typically congested
- Safety – with rigorous Coast Guard regulations and professional crew, ferry passengers are less likely to be injured by crashes and collisions compared with roadway users
- User experience -- ferry riders consistently describe how much they enjoy travelling by boat, being on the water, and getting views of the Harbor

Wider Benefits:

- Encourage and support waterfront (re)development – ferry service has been associated with increased real estate values near ferry docks and has encouraged the re-use of underutilized waterfront parcels for uses such as housing, employment, and leisure activities
- System redundancy and emergency evacuation – during and after extreme weather events or other disasters, ferries can provide alternatives to flooded roadways and other impediments to the transportation system
- Mode shift offsets – as travelers chose to travel by ferry in areas where roadways or train corridors are at or over capacity, those modes may become less congested
- Emissions reductions – when ferries are more fuel efficient or use cleaner technologies, their per capita emission of particulates and greenhouse gases can be lower than comparable auto use
- Health benefits with active transportation – ferries can allow people traveling on foot or by bike to continue trips across the harbor and support these modes of active transportation which have accompanying physical and mental health benefits

3. Summary of the Interactive Workshops

Common Themes

Despite the geographic diversity of participants, some themes and issues were heard repeatedly across the three workshops and the different break-out groups. Ideas heard consistently are described in this section. In the sections following, ideas that were unique to each workshop are identified.

During the first break-out session, participants discussed proposed clusters of service more than specific locations. Suggestions that emerged from multiple groups and across all of the workshops are below.

- An **inner harbor circulator** was the most consistent request across all workshops. Proposals for a circulator route included different combinations of stops at Lovejoy Wharf, Charlestown Navy Yard, Long Wharf, Rowes Wharf, East Boston, Logan Airport, and the Seaport. Proponents suggested that a circulator would increase the number of central locations that could be accessed by ferry riders.

Suggested circulator routes were often proposed in tandem with an “aggregator” site outside of the harbor’s no wake zone. This would serve as a transfer station that could allow for an increase in frequency on the longer routes and potentially free up berthing space at the downtown piers. Participants recognized the downside of adding additional transfer for most trips. The success of an aggregator site would depend on having a free transfer to the harbor circulator, relatively high frequency of circulator service, and synchronizing the schedules of the circulator and other routes, which may not be options in the near future.

- Many participants discussed the desire for increased access or **gateways to the Harbor Islands** from the North Shore, South Shore, and Charlestown. On the North Shore, both Salem and Lynn were seen as viable options. Salem seemed to be the preferred location since it is already a tourist attractor. On the South Shore, Marina Bay (Quincy) and Hewitt’s Cove (Hingham) were the most frequently mentioned options for a gateway site. The Charlestown Navy Yard was also proposed as a gateway to take advantage of the existing tourist who reach the NPS Sites by ferry or while walking along the Freedom Trail and who may also want to connect to the Harbor Islands.
- At each workshop, there was support for using ferry service as a way to increase the number of tourism/recreational destinations around the Harbor that can be accessed without a car. The most commonly mentioned destination not currently served by water transportation is the John F. Kennedy Library on Columbia Point. Fallon Pier was seen by some as a viable gateway to the Harbor Islands since the Library, the Edward M. Kennedy Institute, and the Massachusetts Archives also attract tourists who might want to combine their trip with a visit to the Park. Ferry service to UMass Boston was also part of many discussions.
- Additional services suggested in the discussions included the following proposals:
 - Year-round ferry service to the North Shore
 - Ferry service to Provincetown from the North Shore with one or more departure locations
 - Increased ferry service to Logan Airport

- Ferry service along the Mystic River
- Ferry service from Plymouth and/or Gloucester to Boston

During the second break-out session, participants expected that financial viability and sustainability would be a base level criterion for any route to be studied in detail. The other criteria discussed for selecting routes are described below.

- **Common criteria** identified across the three workshops are as follows:
 - How a route contributes to economic development,
 - The physical ability of a route to have reliable high-frequency, year-round service,
 - The degree to which a route would provide redundancy and resiliency for the larger transportation network,
 - The quality of landside transit, walking, and cycling connections to the dock sites,
 - Whether a service could operate under a single fare payment method ,
 - The level of congestion relief and/or emissions reduction provided by a route,
 - The level of mode shift away from driving that could result from a given route of point to point service
 - The level of community support and political will necessary to foster a new service, and
 - Operational efficiency, specifically looking at a route's ability to minimize the non-revenue movement of vessels due to crew changes or refueling.

North Shore Workshop Themes and Issues

The themes and specific issues discussed by participants at the North Shore workshop in Salem during the two break-out sessions are described below.

- Expanded transit service, ferries as well as buses and trains, is viewed as an accessibility and equity issue. North Shore residents encounter tolls when driving into downtown Boston on major roads, and their only consistent transit option is the commuter rail. From the perspective of North Shore residents, the South Shore is well served by the commuter rail, the Red Line, year-round ferry service, and un-tolled highways and bridges.

Ferry service was also valued as a component of transit network resiliency that seems to be missing on the North Shore. During the blizzard-filled winter of 2015, the South Shore ferries continued to operate while many of the regional transit lines were closed. The North Shore did not have a similar alternative.

It should be noted that there is bus service from the North Shore, though it does not have the advantage of a dedicated right of way; however, a new Silver Line service with exclusive right of way will begin operating in Chelsea next spring, which could set the stage for other rapid bus services.

- The current Salem ferry attracts riders from the Salem neighborhoods and the surrounding communities. Riders coming from Beverly, Lynn, and Marblehead could have improved access to the ferry with other forms of transit or water shuttles.

Ferry service to Salem takes advantage of the city's attractiveness as a tourist destination, and the practice of differentiating pricing based on the time of day should be continued.

- If expanding ridership is a key goal of implementing or expanding ferry service, there was a discussion about what feeder service might look like. Point to point routes offer the greatest time savings as an alternative to driving, but on the North Shore they are more limited in their ability to draw commuters from multiple municipalities. Lynn may be particularly well placed to become a larger hub for both commuters and recreational users with a potential catchment area that includes many towns on the North Shore. Routes that serve only one community may struggle to find potential funding partners while those routes that serve many communities may have trouble building local support unless they are able to attract funding from additional communities.

A successful North Shore hub may have an opportunity to diversify funding sources with parking charges and waterfront amenities that can raise additional revenue from non-residents using the ferry.

- Participants suggested increasing the frequency on the current routes linking Salem to Boston and Lynn to Boston. To generate demand or support riders without cars, participants proposed a feeder shuttle service for the Salem Ferry serving at least Beverly and Marblehead. A similar service may also be possible for Lynn. In a similar vein, an inner harbor circulator route was proposed in order to make more destinations accessible from the water with the assumption that there would be a free or very low cost transfer. There was no discussion of how feeder services like these would be funded or operated.
- Other service extensions proposed from the North Shore included connections to the JFK Library and access to Spectacle, Lovells, Georges, and Little Brewster Islands. An additional suggestion was incorporating Winthrop into one of the existing North Shore routes in order to increase ridership.
- Participants identified a series of desirable service characteristics though not all of them are quantifiable. Beyond year-round and reliable service and good landside connections (consistent themes across all workshops), an increase in the number of days tourists stay in the Boston area was also seen as an important goal. Regional growth along the waterfront was also seen as both a benefit of expanded service and an indicator of success. Local support – described as “skin in the game” – from community members, elected politicians, and business leaders was also highlighted as a metric for routes worthy of further analysis.
- Dock conditions and the surrounding amenities were also discussed. Some participants pointed out the importance of related infrastructure such as weather shelters, ticket machines, restrooms, bike racks, and standardized amenities.

South Shore Workshop Themes and Issues

The themes and specific issues discussed by participants at the South Shore workshop in Quincy during the two break-out sessions are described below.

- Participants identified many factors that make this an optimal time for improving ferry service to Quincy including the city's growth and recent spurt in development along with impending construction on the Red Line impacting reliability and park and ride capacity. The participants across groups were consistently supportive of Marina Bay/Squantum Point as the ideal location for providing ferry service. The general consensus was that Fore River and Town River should not be investigated as potential sites at this time.

Marina Bay, with over 7,000 residential units constructed, in construction, or planned for construction, will be a dense development once completed and provide ridership for future service. Additionally, the Department of Conservation and Recreation (DCR) owns an expansive parking lot by the dock, and the Seaport Economic Council has conducted environmental impact studies, design work, and engineering studies for the area.

- Development in other South Shore communities may be linked to future ferry expansion. The Southeast Chamber of Commerce has conducted a study on the Economic Development Zone in Hull which includes Steamboat Wharf, and several participants suggested that the site should be considered as part of the study. The 400+ residential units being constructed adjacent to the existing Hingham ferry stop may also contribute to increased ridership at Hewitt's Cove.
- The current Winthrop ferry that provides service to Quincy was discussed by several participants. While the community enjoys getting ferry service, the current schedule provides extremely variable travel time to Boston. This is a result of a triangle route that serves the stops in a different order on each daily trip.
- While the South Shore workshop participants did not feel as underserved as those on the North Shore, there is the sense that quality of commute from the South Shore is declining due to a combination of roadway congestion and the decreasing reliability on the Red Line.
- Participants proposed the following potential services to examine, though not all of these communities were formally represented in the discussion:
 - service from Squantum Point/Marina Bay to Boston (Seaport, Logan, and Downtown) which would be more frequent than the current Winthrop to Quincy to Boston service,
 - seasonal service from Squantum Point/Marina Bay to the Harbor Islands,
 - service from Boston to Plymouth as a recreational/tourist destination,
 - service from Plymouth to Logan Airport,
 - service from Plymouth to Boston to Gloucester,
 - service to UMass/Boston and JFK Library incorporated into a loop with Quincy,
 - direct service to Plymouth or Provincetown from Quincy or the North Shore,
 - expanded water taxi service to complement service to Logan Airport,
 - service from Chelsea to Boston,
 - service from Boston to Barnstable,
 - service from Boston to Sandwich Harbor, and
 - service Steamboat Wharf (Hull) to Pemberton Point (Hull) or direct to Boston Harbor.

As with other workshops, an Inner Harbor circulator, either as a new service or a modification of the Winthrop route, was mentioned consistently.

- Participants identified a set of desired service characteristics including reliable year-round service and good landside connections. Other suggested criteria were enabling car-less vacations, mode shift from driving, the ability of a service to accommodate special events (the marathon, conventions, Red Sox games), and the ability to integrate commuter and leisure service at the same facilities if not on the same routes.

Boston Workshop Themes and Issues

The themes and specific issues discussed by participants at the Inner Harbor workshop in Boston during the two break-out sessions are described below.

- Fares were an important issue for many participants. They felt strongly that all of the ferries should operate under one fare payment method, preferably using a fare media that can be used to access other forms of transit in Boston. Comments were largely focused on how people pay fares with an awareness that any new ferry services will likely cost more than other transit options as the current ferries do.
- Participants suggested that ferry schedules do not appear to be coordinated with other transit services. People spoke in favor both of having the ferries scheduled in the gaps between trains and of aligning train and ferry schedules. Operating in the gaps would allow ferries to offer more transit options to users while synchronizing the schedule could ease transfers.
- Climate change was discussed as an important component in the study process. Participants suggested planning for sea level rise when considering the air draft of bridges as well as planning for ferries and infrastructure to be responsive to severe weather events.
- Participants noted that today the downtown terminals seem to be at capacity for berthing during peak times in warmer months and capacity would need to increase in order to expand service.
- Parking was identified as a limiting factor for commuters on multiple modes. For example, some participants saw the potential to increase ridership in Hull with more parking or better coordinated transit.
- Participants proposed the following potential services to examine, though not all of these communities were formally represented in the discussion:
 - service from North Station (Lovejoy Wharf) to South Station (Atlantic Wharf),
 - service to Lovejoy Wharf from Charlestown,
 - service from Sullivan Square to Chelsea and Boston,
 - service to Assembly Square, Wellington, and/or along the Mystic River,
 - service to Steamboat Wharf in Hull from Boston,
 - service to Gloucester,
 - service from Salem and/or Lynn to Seaport,
 - service to Plymouth,

- service from Spaulding in Charlestown as an alternative site to current service,
 - service to Wynn Boston Harbor,
 - service connecting Lewis Mall in East Boston to the South Boston Seaport and/or South Station,
 - service from Liberty Plaza in East Boston to Navy Yard Pier 6,
 - a route connecting Chelsea and Everett to Boston to take advantage of growing residential demand,
 - a Revere stop on the Lynn ferry,
 - service to Provincetown from the North Shore (direct or via Boston), and
 - a route linking Plymouth and Provincetown to Gloucester.
- As gateways to the Harbor Islands, participants suggested service from Columbia Point, Hewitt's Cove, Lynn, Salem, Marina Bay, and Steamboat Wharf in addition to Long Wharf. Navy Yard service was also suggested as a connection between the end of the Freedom Trail and the Parks.
- Participants identified a series of desirable service characteristics. Along with reliable year-round service and good landside connections, the importance of resiliency and transit redundancy were consistently mentioned. The benefits of integrated fares were also discussed by many groups.

Social equity was also discussed. Participants voiced their desire for ferries to not exclusively serve affluent neighborhoods, though no strategies for differentiated pricing were put forth.

At this workshop, potential ridership and financial performance were identified as especially important criteria for selecting a route to implement. Political will – reflected by the support of community members, elected officials, and business leaders – was also suggested as important criteria.

- Some of the Inner Harbor workshop participants voiced other explicit goals for new infrastructure and service. As docks are built and the surrounding area is developed, participants stated that all docks should be ADA-compliant and landside infrastructure ought to feel welcoming with good signage, a protected waiting area, simplified ticketing, and installed bike racks. Logistics considerations for future ferry service included the proximity of a route to the supply chain in order to reduce the time for refueling or crew changes and a desire to reduce non-revenue movements. From a cost-benefit perspective, participants wanted to consider the length of time required for the route to reach maturity, the ability of a service to attract funding opportunities since Federal and State funds may only be spent on facilities that serve the public or the public interest, and whether a route is forecasted to divert riders from driving rather than transferring from other modes of transit.

4. Conclusions and Next Steps

In general, the knowledgeable and engaged participants at all three workshops provided remarkably consistent suggestions, which will direct the next phases of the work on the Comprehensive Plan and the Park Strategy. As participant outreach and recruitment was based on individuals' interest and involvement in water transportation, the workshops unsurprisingly revealed consistent support for increasing passenger ferry service in Boston Harbor and to the Harbor Islands. The widely shared view was that increased ferry passenger service is both important to accommodate current demand and will become increasingly desirable across the region as a way to meet future land use and density changes along the waterfront and around the harbor. Passenger ferries are seen a way to both increase access for commuters and leisure travelers and to decongest roadways and transit lines, particularly the Red Line.

While workshop participants stressed the importance of passenger ferry service to meet current and future demand for water transportation, they also frequently mentioned that service could promote further growth as well. Participants pointed to the increasing demand of commuters trying to reach rapidly growing employment areas like the South Boston Waterfront and how increased accessibility to these locations would reinforce and accommodate continued growth. For several locations outside Boston, such as Lynn and Winthrop, passenger ferry service was mentioned as important a way to diversify waterfronts and support a wider mix of uses.

To the list of specific sites to study, workshop participants identified only several additional locations: Beverly, Gloucester, Plymouth, and Steamboat Wharf at Hull. Two sites, Fore River and Town River in Quincy, were removed from consideration when participants pointed out that they were inferior to Marina Bay/Squantum Point in terms of accessibility. Approximately 30 sites will be analyzed in an upcoming phase of the Comprehensive Plan. The concept of a harbor circulator was widely mentioned at all workshops. The concept, along with several other route configurations, will be studied by the consultant team in later phases of the Comprehensive Plan.

Discussions about the Harbor Islands focused on the essential role of passenger ferry service in accommodating and encouraging the growing leisure and tourism demand. Geography makes ferry access essential, and the primarily leisure nature of this travel was seen as providing opportunities to combine both facilities and vessels with the more commuter-based components of a growing regional ferry system.

Participants at all of the workshops made consistent suggestions for expanded water transportation: year-round service; increased frequency and reliability; integrated fares; landside access to transit, bicycle, and pedestrian networks; encouraging car-less leisure and tourism; and providing system redundancy and resiliency.

Though the workshops were particularly valuable for generating and gathering ideas, there were limited strategies for funding the vision of the participants. Financial and funding issues were discussed but few solutions were offered, and strategies such as value capture through assessment districts were only briefly touched upon. Nonetheless, financial viability will be the ultimate deciding factor in the final business plan development. One of the primary outcomes of both studies will be identifying appropriate funding sources for the resulting business plans for service in the harbor and RFP for service to the Harbor Islands to ensure that new routes are financially sustainable.

Appendix: Attendees of the Interactive Workshops

In addition to representatives from Boston Harbor Now, MassDOT, Massport, the National Park Service, SDG, and KPFF, the following elected officials and organizations were represented at the workshops.

Elected Officials:

- Representative Adrian Madaro
- Salem Mayor, Kim Driscoll
- Senator Joe Boncore
- Senator Tom McGee, Chairman of the Transportation Committee

Organizations:

- A Better City
- Bay State Cruise Company
- Boelter Associates
- Boston Harbor Cruises
- Boston Line and Service
- Boston Planning & Development Agency (BPDA)
- Boston Transportation Department (BTD)
- Braintree Harbormaster
- Burnham Associates Inc. of Salem
- Cape Cod Commission
- Chapman's Reach Condo Association at Marina Bay
- Chartwell Law Offices, LLP
- City of Chelsea
- City of Everett
- City of Quincy
- Committee to Elect Margaret Farmer
- Delahunt Group
- Department of Homeland Security - Infrastructure Protection
- Destination Salem
- Discover Quincy/Quincy Chamber of Commerce
- EDIC/Lynn
- Epsilon Associates
- Essex National Heritage Area
- Executive Office of Housing and Economic Development
- Fort Point Associates
- Fort Point Neighborhood Association
- Friends of Boston Harbor Islands
- Friends of Boston Harborwalk
- Friends of Fort Point Channel
- Friends of the Charlestown Navy Yard
- Global Companies
- Hall Co.
- Harbor Consultancy
- Harbor Keepers AIR INC
- Heritage Bay LLC (Quincy)

- Hines
- Homeland Security & Emergency Management
- JM Productions>Showboat Cruises
- LivableStreets Alliance
- Lynn Chamber of Commerce
- Marsh Madness
- Mass Bay Lines
- Massachusetts Boat and Yacht Club Association (MBYCA)
- Massachusetts Water Resources Authority (MWRA)
- McDermott, Quilty & Miller
- Metropolitan Area Planning Council (MAPC)
- MGH Institute of Health Professions
- Mystic River Watershed Association (MyRWA)
- Navy Yard Community Association
- NPS - Adams NHP
- Office of Representative Bruce Ayers
- Office of Representative Dan Cahill
- Office of Senator Joe Boncore
- Office of Senator John Keenan
- Office of Senator Tom McGee
- Quarry Capital Management, LLC
- Quincy Police Department Marine Unit/Harbor Master
- Salem Planning and Community Development
- Save the Harbor Save the Bay
- Seaport TMA
- South Shore Chamber of Commerce
- The Salem Partnership
- The Trustees of Reservations
- Town of Hull
- Transportation for Massachusetts (T4MA)
- University of Massachusetts Boston (UMass Boston)
- US Coast Guard Sector Boston

Credits

Project Coordination

- Boston Harbor Now



Study Sponsors

- Massachusetts Department of Transportation
- Massachusetts Port Authority
- National Park Service
- Seaport Economic Council of the Executive Office of Housing and Economic Affairs
- Massachusetts Convention Center Authority
- The Barr Foundation
- Cabot Family Charitable Trust
- Envoy Hotel
- Clippership Wharf



*Cabot Family
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Consultant Team

- Steer Davies Gleave (SDG)
- KPFF Consulting Engineers
- Moffatt & Nichol
- Elliott Bay Design Group
- Progressions
- Norris and Norris



Progressions
Sawyer & Associates Consulting