

# NAVY BLUE

A Floating Community ■ Charlestown Marina

B P D A

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Q & A

Charlestown Marina | Parent + Diamond | Urban Spaces



**NAVY BLUE**

A Floating Community ■ Charlestown Marina

February 22, 2021

Ms. Morgan McDaniel  
Boston Planning & Development Agency  
Real Estate and Community Development Office  
22 Drydock Avenue  
Boston, MA 02210

Dear Morgan,

Thank you for the opportunity to answer questions from the community. We are very excited to participate in the RFP process and hope to demonstrate that NAVY BLUE is the most dynamic, inclusive, and feasible approach for the redevelopment of Pier 5. We have assembled an amazing and diverse team of talent to build on our track record and experience developing, constructing, and operating best-in-class marina facilities and are confident in our ability to make Boston's first floating community a reality.

We look forward to ongoing discussions with the Charlestown neighborhood and the BPDA.

Sincerely,

**THE NAVY BLUE TEAM**

*Charlestown Marina, Ann and Chuck Lagasse,  
Parent+Diamond, Ralph Parent and Merrill Diamond  
Urban Spaces, Paul Ognibene*

Pier 5 Community Presentations  
 Questions from Community Members: NAVY BLUE

Please provide responses to the following questions by Monday, February 22. These responses will be shared publicly on the BPDA website.

Questions for all proponents:

1. Dimensions

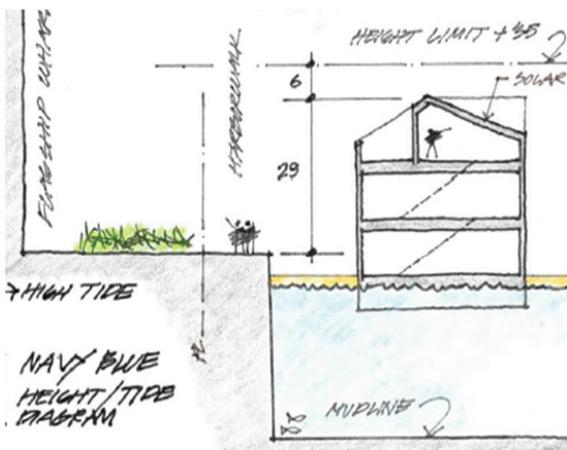
a. What is the total square footage of your proposal?

NAVY BLUE's total square footage is calculated as follows:

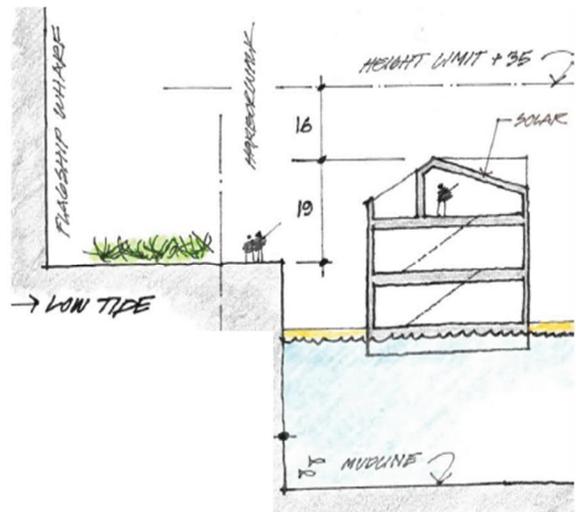
LVs	113,648 sf
Amenity pavilion	3,500 sf
Pump House	<u>1,300 sf</u>
Total	118,248 sf

b. What is the height of the proposed development at high tide, from the Harborwalk and from the water line?

	High Tide	Low Tide
Height from Harborwalk:	29'	19'
Height from water line:	35'	35'



High Tide



Low Tide

2. Describe how the project will be ADA compliant.

Charlestown Marina has extensive experience developing, constructing, and operating best-in-class marina facilities and accessibility is always an important issue. NAVY BLUE will meet all ADA accessibility requirements. All of the development's elements are floating and will therefore maintain a constant accessible relationship between (a) the Harborwalk and amenity pavilion, (b) the Harborwalk and the Promenade, and (c) the docks and the LVs. Specifically, our submission plans display two ADA-compliant ramps, one which leads from the Harborwalk to the amenity pavilion and another from the Harborwalk to the promenade. The ramps and the docks rise and fall with the tides. The docks and LVs also rise and fall together with the tides, thereby remaining fully accessible.

3. Provide the following details on the housing program:

- a. Number of units broken down by unit type
- b. Number and percentage of units that are affordable
- c. Price point for market-rate units
- d. Affordability level of affordable units
- e. Are units rental or condo, and why?

NAVY BLUE is not a conventional multi-family residential housing development. Rather, it is a community of live-aboard vessels (LVs) berthed at a conventional marina. Charlestown Marina currently hosts over 60 LVs. This unique product type requires a different way of thinking about permitting, affordable housing, financing, leasing, and other constructs that pertain to customary land-based projects.

NAVY BLUE is a 55-slip marina that has been designed to accommodate 122 LVs ranging in size from 530 – 2,100 sf with one to three staterooms.

Marinas do not follow a traditional residential housing model; rather, they charge dockage fees based on the size of the vessel being docked and equipment leasing fees depending on the size of the vessel being leased. Our pro-forma forecasts average dockage and equipment/LV leasing fees of \$210 per linear foot and \$3.50 per square foot, respectively. We've pursued a leasing model due to the fact that the underlying property will be ground leased from the City.

NAVY BLUE includes an extraordinary palette of benefits for the Charlestown community. Among these are extensive Harborwalk improvements (including rebuilding residual pilings), restoration and expansion of the Pump House for use as a non-profit community amenity, capital improvements for Courageous Sailing, and a custom-designed curriculum for students of Charlestown High School and Madison Park Technical High School. Furthermore, we believe in wealth creation for those in the community who

historically have not had the opportunity to participate in real estate. Thus, we will create a micro-investment mechanism that will provide minorities, women, and veterans with the opportunity to invest and become vested in the long-term success of the project.

Our innovative approach for a floating marina community at Pier 5 does not fit easily into existing “boxes” regarding governmental oversight and relevant regulations. As a team, we are flexible and creative and we look forward to beginning a meaningful dialogue with the BPDA and the Charlestown community as together we navigate uncharted regulatory waters.

4. How much parking will each of the developments require and how will it be supplied?

NAVY BLUE proposes 112 parking spaces for 122 LVs (0.92 spaces/unit). We’ve entered into discussions with the owner of Flagship Wharf’s parking in order to acquire these spaces.

5. Describe how the following building services will be handled, with attention to potential impacts on neighbors:

- a. Trash removal. Will trash containers be visible from the Harborwalk or surrounding residential buildings?

Trash will not be visible from the Harborwalk or surrounding residential buildings. We plan to have daily pick-ups of trash and recycling from each LV.

- b. Water and sewage?

Our marina has full utilities, including water and sewage, which is connected to the mainland city infrastructure. Charlestown Marina is the only facility in Boston that has heated water and sewer lines to ensure year-round functionality.

- c. Emergency vehicle access

As a marina, traditional fire engine response is supplemented with a robust network of fire boats in the harbor. Ambulances and police can access from the Eighth Street turnaround and our marina at Pier 6.

6. The regulatory guidelines that govern Pier 5 include specific guidelines regarding open space and public access to the waterfront. The community has also expressed the importance of preserving public access to the water.

- a. How does your proposal relate to these regulations and community values?

NAVY BLUE's proposal includes full public access on all portions of the Harborwalk consistent with Chapter 91 requirements. Public access within marinas is handled differently under Chapter 91, consistent with the requirements of water-dependent uses. Public access in the marina will be provided consistent with a Marina Management Plan approved by DEP.

- b. Provide details on the publicly available open space and facilities of public accommodation in your proposal

The Promenade will be publicly accessible out to the end of the marina and will be subject to the Marina Management Plan approved by DEP. The renovated Pump House will become an FPA and will include public restrooms, community meeting space, and a Water Taxi pick-up/drop-off.

- c. Describe any water-dependent uses in your proposal

The proposed project is an entirely water-dependent marina.

## 7. Traffic and circulation

- a. Describe the impact of your proposal on traffic and congestion, both from residents and employees as well as loading/unloading activities. How will your proposal mitigate these effects?

NAVY BLUE utilizes parking spaces at Flagship Wharf garage. No cars or trucks will be allowed to pass beyond the Pier 8 turnaround. Marina employees will use nimble electric carts to service the marina, sharing our existing Pier 6 infrastructure.

We will enhance existing transportation alternatives by installing a Blue Bike station and creating a new Water Taxi stop at the end of our 650 foot long public Promenade. With signage and other messaging, we will encourage the use of the MBTA Charlestown ferry, Spaulding Shuttle, and MBTA Orange Line.

To minimize traffic and congestion during construction, our logistics plan calls for the majority of the demolition and recycling of Pier 5 and all of the construction of the LVs and other marina components to take place locally, primarily off-site at the East Boston shipyard, which has common ownership with Charlestown Marina. As components are completed, they will be transported over the water (not landside) and the Pier 5 site will be accessed from the harbor and adjacent Pier 6 watersheets.

- b. Does your proposal's circulation plan that vehicles will drive over the Harborwalk to reach the new development?

NAVY BLUE's proposal does not allow car or truck access over the Harborwalk, only electric carts.

- c. Does your proposal contemplate any changes to the Eight Street circle?

NAVY BLUE does not propose any changes to the Eighth Street circle, but would support the Navy Yard Garden Association if they proposed additional landscaping to this area.

## 8. Adjacent piers

- a. Describe in detail your proposal's approach to meet the needs of Courageous Sailing.

We recognize that Courageous Sailing's operations at Pier 4 utilize some of the Pier 5 watersheet and are working collaboratively to explore ideas that will ensure smooth operations.

- b. How will your proposal impact boat access to the Pier 6 marina?

The NAVY BLUE team and Pier 6/Charlestown Marina are in common ownership. We will maintain the fairways to the Pier 6 marina.

9. The Boston harbor is vulnerable to tidal flooding, storm surges, and rising sea levels due to climate change. Describe your proposal's resilience strategy to address both storm events and long-term sea level rise.

The project has been designed with a robust floating breakwater designed to withstand 100-year storm conditions in terms of both wave heights and future sea level rise. The marina and LVs are completely adaptable to rising sea levels without any required modifications.

Our primary mitigation strategy is to incorporate wave attenuators at the outer boundary of our marina plan. These vary in width from 16' to 20', extend 10' in depth, and weigh up to five million pounds and serve to protect the inner dockage from wave action and storm events. We have installed these at Pier 6, Pier 8, and our other marinas and have proven to be very effective. All dockage, including the attenuators, will be free-floating and designed to accommodate both immediate storm surges and long-term sea level rise. We design our piles 11' above the 100-year storm level which is 7' taller than today's requirements in order to mitigate future sea level rise. Our Amenity Pavilion will be specially equipped to provide temporary accommodations in the event of emergency power and utility conditions.

Along the Harborwalk, we have designed steel and wood furniture, including benches, planters, trellises, leaning rails, and interpretive signage. The materials and fabrication of the furniture provide mass and are fixed to withstand storms. Every consideration has been given to these simple components to assure that they are resilient for years to come.

10. How will your proposal benefit the Charlestown community? What real value are they adding to the historic heritage to the Navy Yard?

Before:



After:



NAVY BLUE's proposal adds significantly to the public realm of the Navy Yard. On the 700 feet of Harborwalk stretching from Pier 6 to Pier 4, we plan to resurface with lpe, a sustainable hardwood, the same material used on Pier 6 Harborwalk, to ensure an accessible path and long-term high-quality finish. Our plan enlivens this portion of the Harborwalk with landscaping, lighting, park furniture, and shade structures. We hope that the community will enjoy the simple pleasures of a stroll or sitting on a bench and watching sunsets.

We will add interpretive panels along the Harborwalk to tell the public the history of the Navy Yard and, specifically, Piers 5 and 4 and the Pump House. These simple markers will provide snippets of information that spark curiosity and invite visitors to return and experience more. Our staff will maintain this portion of the Harborwalk year-round, which includes snow removal of the full width.

In addition, our team will use historic preservation practices to restore the Pump House to a community meeting space with public restrooms. We will work with the neighborhood non-profits, such as Courageous Sailing and Friends of the Charlestown Navy Yard, to program the use of the Pump House for community events.

Also, our 650 foot Promenade, which is the main spine in the marina, will be open to the public to enjoy walks to the end of the marina and use of public seating. A Water Taxi stop will provide a location for drop-off and pick-up.

Our proposal also calls for the following community benefits:

- Creating a micro-investment mechanism to provide minorities, women, and veterans with the opportunity to invest and participate in the long-term success of the project.
- Offering a Building A Floating Community curriculum, in which juniors and seniors at Charlestown High School and Madison Park Technical High School will have the opportunity to learn both in the classroom and on-site about careers related to every phase of the development.

The NAVY BLUE team is committed to ensuring that numerous community enhancements will be derived from the City's disposition of Pier 5. We are flexible and creative and we look forward to starting a conversation about priorities with the community and BPDA to ensure the best possible outcome for our abutters and the overall Charlestown neighborhood.

11. How do you plan to finance this project?

NAVY BLUE is a tri-venture between Charlestown Marina, Parent+Diamond (MBE pending), and Urban Spaces. We plan to finance the project using 65% traditional bank debt and 35% cash equity. 100% of the cash equity will be contributed by our internal partners. NAVY BLUE requires no federal, state, or municipal subsidies, tax credits, or other incentives. Since we are relying on our own capital, we can turn the vision into reality very quickly.

In addition, we are creating a micro-investments mechanism which will provide minorities, women, and veterans with the opportunity to invest and become vested in the long-term success of the project.

12. What is the estimated total construction time for all phases of the build out?

The NAVY BLUE team has a 35-year history of working on the water, including developing and operating the Charlestown Marina at Pier 9, Pier 8, and Pier 6, as well as marinas in East Boston, Fan Pier, and Commercial Wharf. Given our passion for marinas, we are excited about the opportunity to redevelop Pier 5 right in our own backyard.

Pier 5 is a very complex project, but the team’s experience with waterfront planning and development gives us total confidence that we can continue to create an excellent resilient waterfront for Charlestown.



We currently anticipate the five phases of the project to take 18 – 24 months as shown:

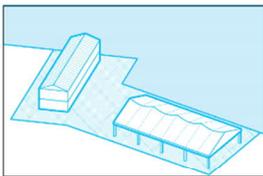
Pier demolition and recycle	3 - 6 months
Marina construction and assembly	9 – 12 months
LV fabrication (made in Boston)	Ongoing
Docking of the LVs	3 months
Final connections	<u>3 months</u>
Total	18 – 24 months

Design of our LVs is already underway and fabrication of the prototype will begin soon. Facilities in our East Boston shipyard, once occupied by Bethlehem Steel, will be used to construct the large floating breakwaters and to fabricate the LVs. The marina components will then be floated across the harbor to Pier 5. As such, there will be minimal construction impact to the CNY neighborhood. We intend to create a permanent Boston waterside industry that will extend beyond Pier 5 as we introduce LVs at our other marinas around the city and throughout the country.

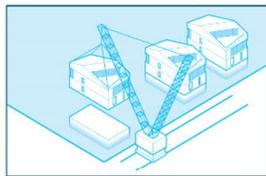
### Construction without Disruption:

Navy Blue Fabrication and Assembly

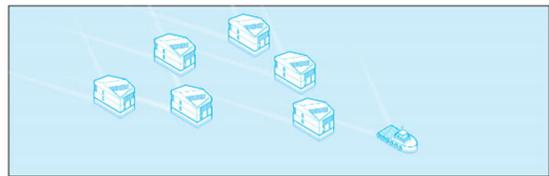
Fabricate Modules & Barge Hulls



Crane Modules on to Barge Hulls



Tug Modules to Pier 5



Modules Arrive at Pier 5



13. Describe how the proposed architectural approach relates to the history of the Navy Yard and the City of Boston.

NAVY BLUE's architectural approach is to preserve the historical CNY harbor edge experience by creating a clear delineation between land-based and waterside development. The Navy Yard interface with Boston Harbor has always reflected dock and vessel usage and our goal is to reinforce what has traditionally existed, and not to create inappropriate and permanent physical interventions that significantly alter use patterns or views. Our master plan includes significant enhancements to the Harborwalk and Pump House, as well as the demolition of Pier 5 in its entirety. Our goal of improving what exists is borne from direct, long-term experience developing and operating Charlestown Marina at CNY's Pier 9, Pier 8, and Pier 6.

#### 14. Construction:

- a. Flagship Wharf and Pier 7 have major concerns about harm to the structural integrity of our buildings. What's the plan to ensure no harm occurs during demolition and construction?

Our team has extensive experience with marine construction, as demonstrated on Pier 6 and Pier 8. We plan on utilizing that experience to redevelop Pier 5. A construction monitoring program will be put in place to ensure adjacent structures are not adversely affected.

- b. Where, exactly, is the "on-site construction" going to take place?

Most of our construction will be performed off-site at the East Boston shipyard, minimizing construction disruption to our abutters and the overall CNY neighborhood.

On-site marina construction will primarily be performed using barges from the water, including the removal of the dilapidated pier for demo and recycling elsewhere, installation of docks similar to Pier 6's, docking of the LVs, and making final connections (with most of that work on the interior of the LVs). Land-based construction will mostly be limited to renovating the Harborwalk and Pump House, connecting the landside utilities, and attaching the main gangway to the Harborwalk.

- c. Will you commit to meeting the Boston Residents Jobs Policy goals?

NAVY BLUE's approach to ensuring diversity and inclusion is grounded in many years of doing *voluntarily* what is now required. We are committed to developing real estate in a socially responsible manner, with an emphasis on the inclusion of all races, genders, and ethnic backgrounds. Our diversity and inclusion platform touches on all facets of the development life cycle, from pre-development through construction to post-completion ongoing operations.

NAVY BLUE partner, Ralph Parent, will be the project's Diversity Compliance Director responsible for implementing the Boston Residents Jobs Policy. Our Diversity Employment Plan begins with our long-term commitment to diversity and inclusion. Our team members, Mass Construction and Management, Inc. and One Way Development, are both MBE companies. We will utilize their established minority subcontractor workforce. Both companies have a proven track record of success hiring Boston-based minority labor on private development, Boston-based CDC development, and the City of Boston's DND construction. Furthermore, since both companies' owners are on the Board of Directors for the Massachusetts

Minority Contracting Association, we will have direct access to the Association's membership. Other team members include Blue Atlantic Fabricators in East Boston, which has a long history of employing minority labor.

We will also utilize the following resources:

- Commonwealth of Massachusetts, Supplier Diversity Office Database
- City of Boston's, Office of Economic Development
- Community workforce advocacy groups
- Massachusetts Minority Contracting Association
- Union business agents and training directors

d. Will you commit to using union signatory subcontractors for the project?

NAVY BLUE is committed to using union subcontractors for the project.

e. What will the impact of construction be on neighborhood residents?

Under NAVY BLUE's plan, the impact of constructing the marina docks and attaching the main gangway to the Harborwalk will be very similar to that of Pier 6's. For reference, here is a time-lapsed video showing the construction of Pier 6: <https://vimeo.com/508665700>.

With 1,700 concrete pilings and two acres of deteriorated slab, demolition is a major undertaking. Given that our team owns abutting Pier 6, we are uniquely positioned to perform Pier 5 demolition while minimizing noise, vehicle, and other disruption in the neighborhood. Our plan calls for removing Pier 5 from the waterside, utilizing both the Pier 5 and Pier 6 watersheets, and then transporting materials offsite over the water for grinding and recycling under controlled conditions. Working in parallel in facilities in our East Boston shipyard, we will be constructing the large floating breakwaters and fabricating the LVs. A key component of our proposal is that we are building a local Boston industry. Upon completion, the marina components will be floated across the harbor to Pier 5, docked, and connected.

With most of the work being done in the water or off-site in East Boston, we will be minimizing construction impact to the CNY neighborhood.

15. Has the water displacement from these floating structures been calculated?

NAVY BLUE's team includes experienced naval architects and engineers. They have indicated that the amount of displacement is similar to comparably-sized vessels and negligible relative to the size of the harbor and ocean.

16. What is the safety factor at the water's edge? Are there fences or railings? This is a concern especially for children.

NAVY BLUE has a long track-record of operating best-in-class marinas and will ensure that all safety requirements are exceeded. Marina operating rules are posted and include a requirement for bollards, fire suppression systems, safety ladders, hooks, and throwable life vests for anyone under 10 years of age.

17. Does your proposal's development budget include environmental assessment and contingencies for the cleanup of hazardous waste?

NAVY BLUE has a 35-year history of working on the water and has extensive in-house estimating and budgeting experience. Together with our construction partners, we have budgeted resources to assess existing environmental conditions and have provided contingencies for potential cleanup and mitigation.

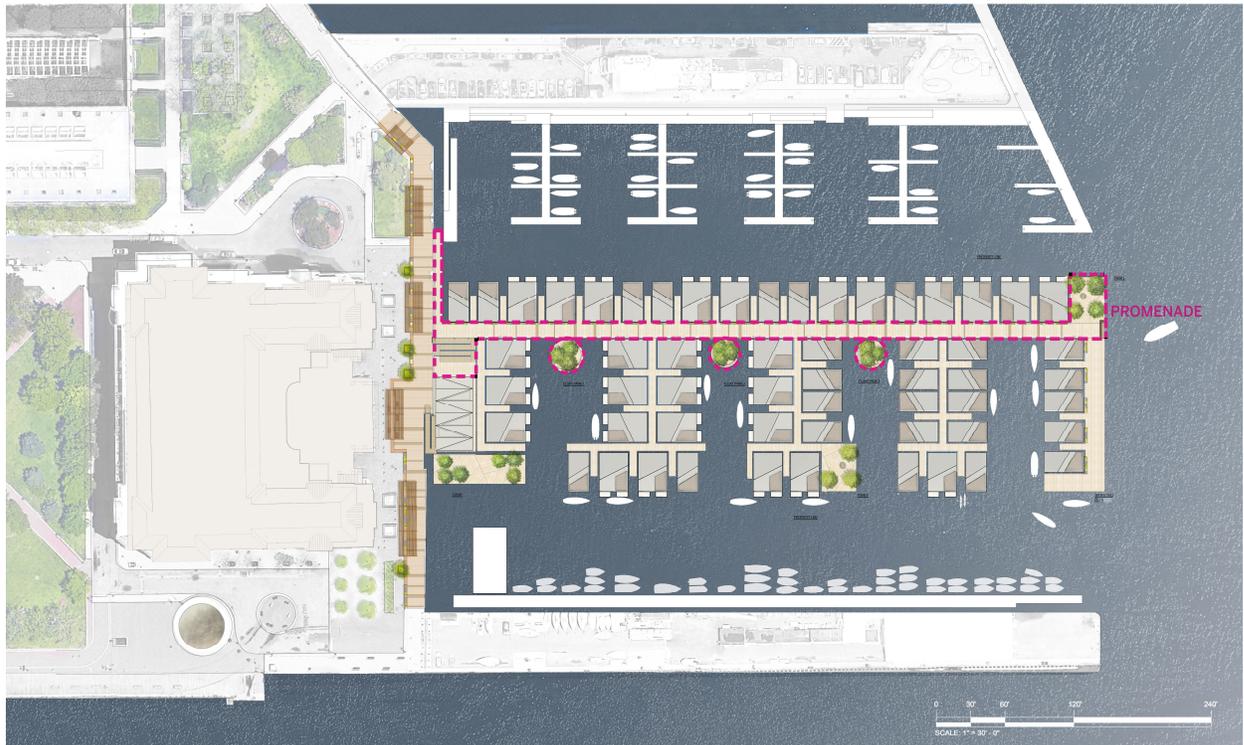
18. How does your proposal for the Pump House address the needs of Flagship Wharf residents?

Our team will use historic preservation practices to restore the Pump House and create a distinctive public amenity, including community meeting space and public restrooms. We will work with the neighborhood non-profits such as Courageous Sailing and Friends of the Charlestown Navy Yard to program the use of the Pump House for community events. Flagship residents will be part of this community programming effort.

## Questions specific to Navy Blue:

1. Can you clarify whether you are proposing a Harborwalk around the perimeter of the site, or just the promenade proposed for the middle of the site?

### Promenade:



Our proposal chooses to reinvigorate the existing Harborwalk, rather than to create additional edge area. By introducing and maintaining dynamic new lighting, paving, signage, and accessible features, we are activating the 700 foot section from Pier 6 leading to the renovated Pump House, where community events can be held, including Courageous Sailing and Friends of the Charlestown Navy Yard activities.

Although not part of the Harborwalk, NAVY BLUE's Promenade will be publicly accessible and extend 650' into the harbor. Designed to emulate the best of Boston's pedestrian spaces, the Promenade will lead to an interpretive CityView platform and Water Taxi station.

2. Do you plan to amend Chapter 91 legislation to allow floating structures to support permanently affixed residential uses?

NAVY BLUE does not need to amend Chapter 91 legislation, as our proposed marina with floating LVs is consistent with existing regulations.

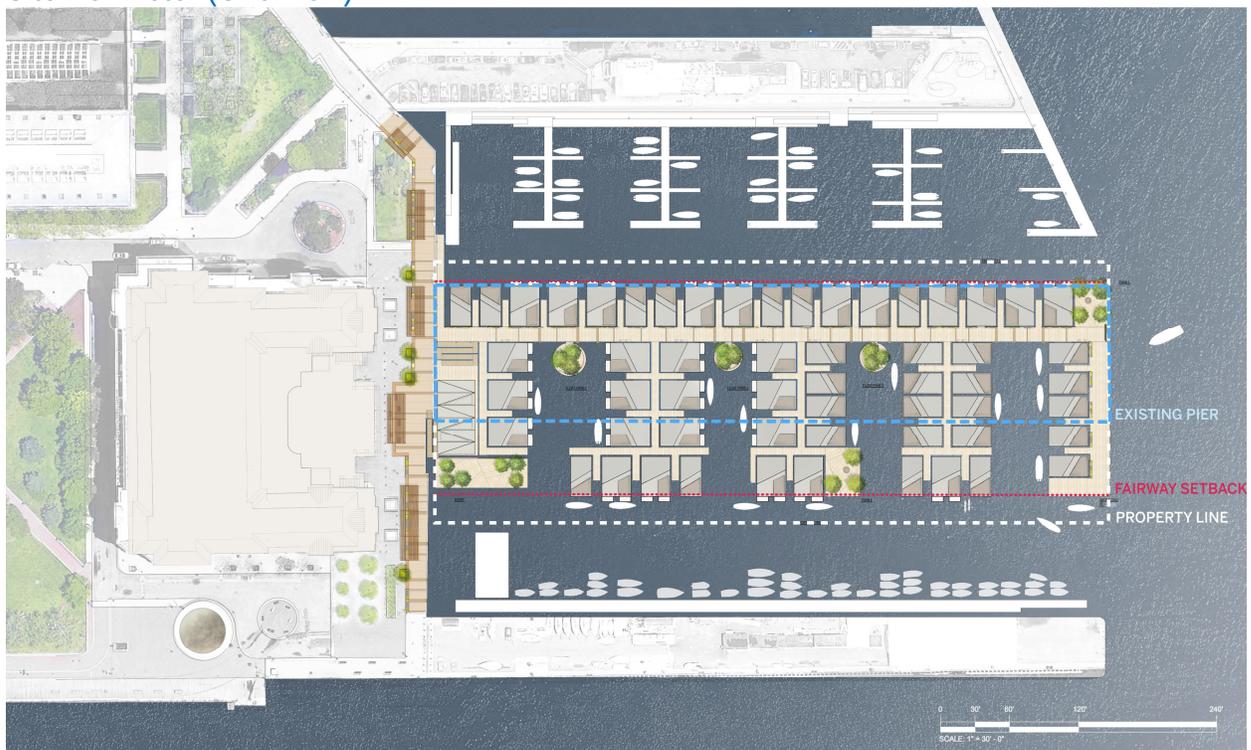
3. Floating foundations have not been well developed in the U.S. As such, who will be helping you make certain that this is done correctly and safely.

The NAVY BLUE team has a long track-record of building in and under the water, including at adjacent Pier 6 and Pier 8. Some of these structures are the largest ever installed in the United States. We intend to use the same floating wave attenuator that we utilized at Pier 8, as well as Boston Yacht Haven in the North End. In addition, our LVs sit on steel monohulls designed and fabricated locally in Boston (at the East Boston shipyard).

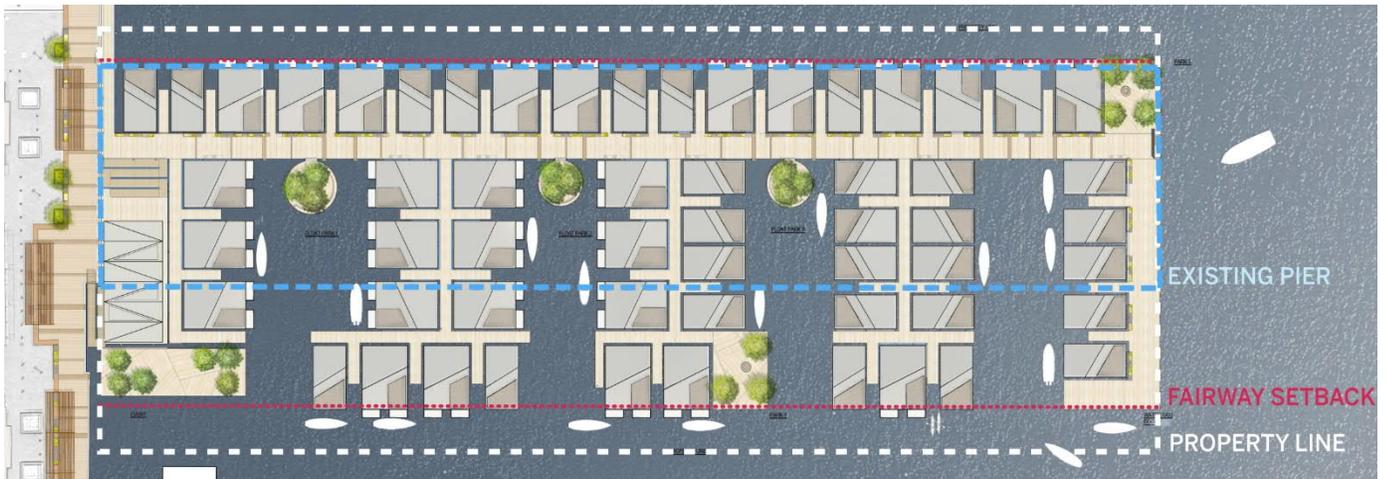
As developers, owners, and operators of marinas, we have decades of experience with waterfront planning, construction, and ongoing operations. In addition, our team includes experienced naval architects and marine engineers and planners to ensure that all of our construction is done correctly and safely.

4. Will the live-aboard vessels expand beyond the perimeter of the current pier?

Site Perimeter (Overview):



### Site Perimeter (Close-Up):



One of the unique aspects of NAVY BLUE's proposed marina site plan is that it respects the required setbacks/fairways of both the abutters Pier 6 and Pier 4. This underscores the *feasibility* of our proposal because our plan is limited to the watersheet available under the RFP and does not encroach on anyone else's property.

Notwithstanding the above, we want to reiterate our commitment to Courageous Sailing and to work collaboratively to arrive at a solution that will preserve and enhance their ongoing operations.

#### 5. What is the estimated longevity of the LV units?

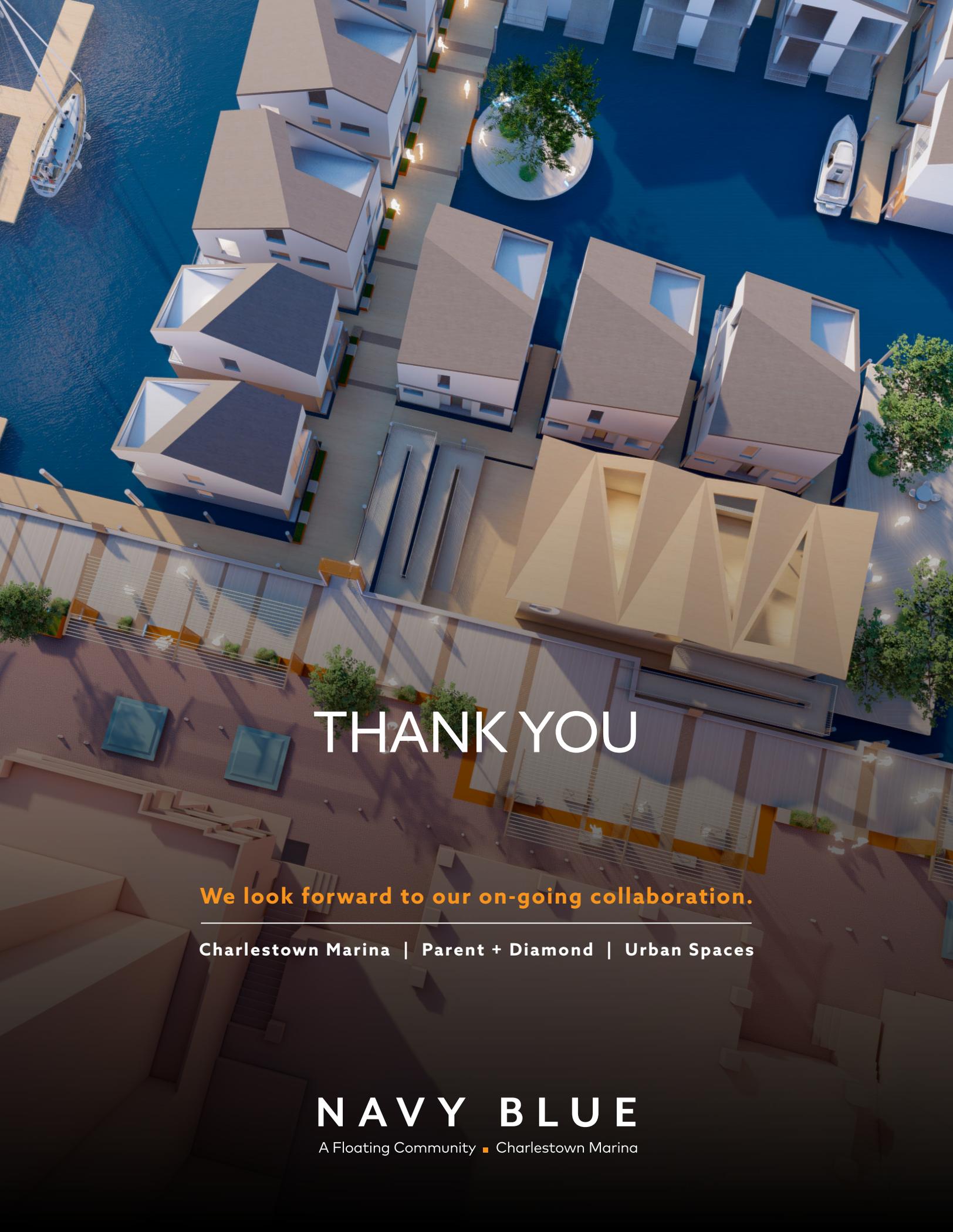
The monohulls of the LVs are engineered to achieve a 30-40 year lifecycle. Since the LVs are floating, movable equipment, they can easily be maintained and replaced (right in the East Boston shipyard).

#### 6. Outside of the Navy Yard, what have you done to help and support local non-profits? Have you hired local Charlestown residents in the marina?

Our team supports many charities and non-profits outside of the Navy Yard, including: Charlestown Halloween Parade, Charlestown Chamber of Commerce, Save the Harbor Save the Bay, Harbor Arts, Boston Harbor Now, Boston Harbor Fireworks, Tall Ships 2017, Massachusetts Marine Trade Association, Kids in Boating Day, Massachusetts Rehabilitation Commission, Make A Wish, Food for Free, The Food Project, New England Homeless Veteran's Shelter, The Impossible Dream Accessible Catamaran, Center for Coastal Studies, Friends of the Christopher Columbus Park, Taste of the North End, and many health care institutions.

Within the Navy Yard we support: Charlestown YMCA, USS Constitution Museum, Navy Yard Garden Association, Friends of the Charlestown Navy Yard, Courageous Sailing, and Charlestown Waterfront Coalition. In addition, our team has a long history supporting Spaulding Rehabilitation Center, including a partnership with *Impossible Dream*, which provides free dockage and assistance to Spaulding's patients, as well as access to a completely accessible vessel.

Charlestown Marina has employed 10 Charlestown residents. Our longest Charlestown resident employee started with us in 2015 and still works on our Harborwalk construction projects, although he is now a Charlestown firefighter.



# THANK YOU

**We look forward to our on-going collaboration.**

Charlestown Marina | Parent + Diamond | Urban Spaces

## NAVY BLUE

A Floating Community ■ Charlestown Marina