bpda

December 2017

Raymond L. Flynn Marine Park Master Plan Update

Economic Development and Industrial Corporation
D/B/A Boston Planning & Development Agency
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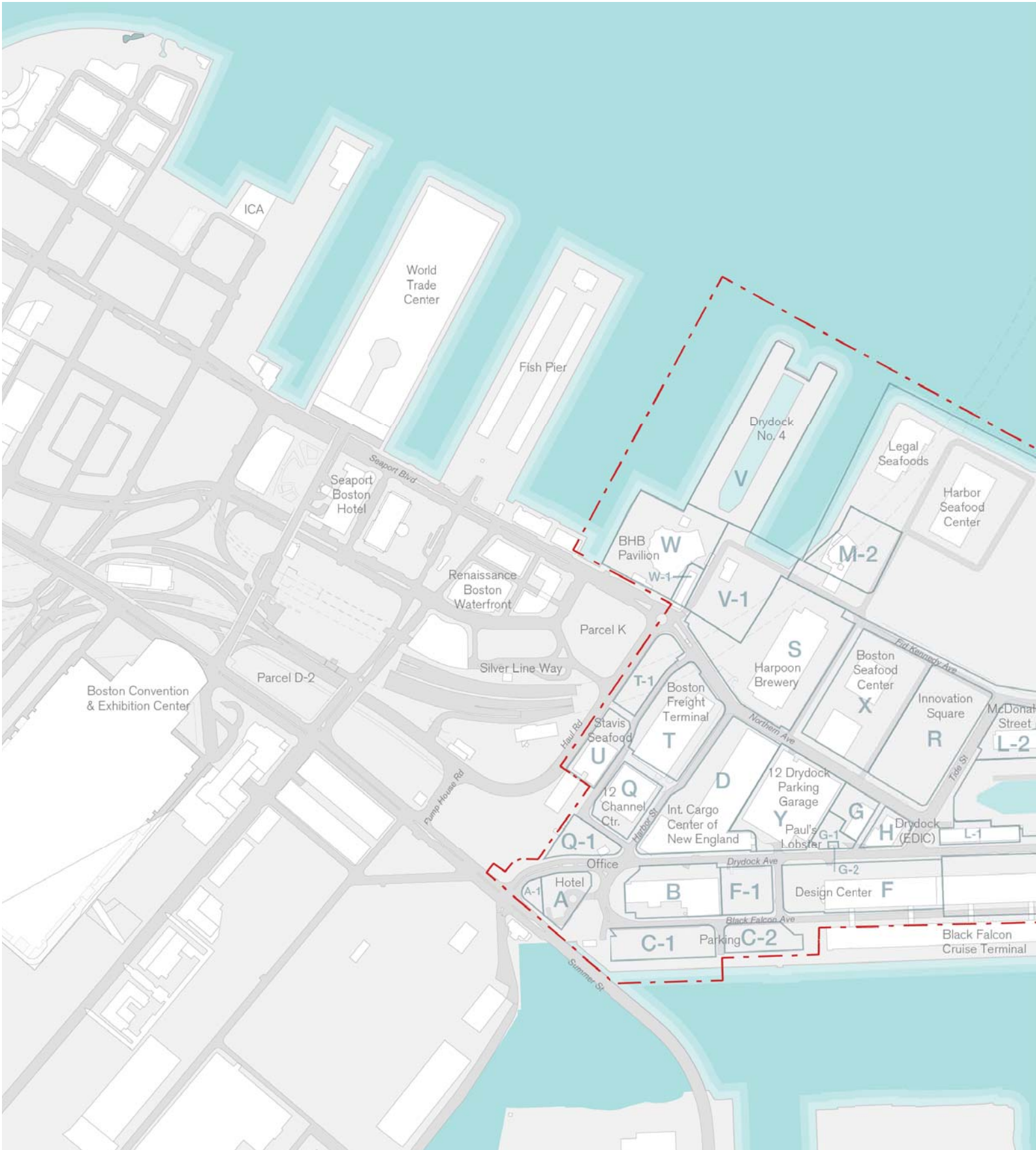
Table of Contents


ICA
World Trade Center
Fish Pier
Seaport Blvd
Seaport Boston Hotel
Drydock No. 4
V
Legal Seafoods
Harbor Seafood Center
BHB Pavilion
W
W-1
M-2
V-1
Renaissance Boston Waterfront
Parcel K
Silver Line Way
Parcel D-2
Boston Convention & Exhibition Center
S
Harpoon Brewery
Boston Seafood Center
X
Innovation Square
R
McDonald Street
L-2
Fid Kennedy Ave
T-1
Boston Freight Terminal
T
Stavis Seafood
U
Haul Rd
Northern Ave
Tide St
Pump House Rd
Q
12 Channel Ctr.
D
12 Drydock Parking Garage
Y
G
H
Drydock (EDIC)
L-1
Harbor St
Int. Cargo Center of New England
Paul's Lobster
G-1
Q-1
Office
Drydock Ave
G-2
A-1
Hotel
A
B
F-1
Design Center
F
Black Falcon Ave
C-1
Parking
C-2
Black Falcon Cruise Terminal
Summer St

Executive Summary

Since the completion of the first Master Plan for the Raymond L. Flynn Marine Park (RLFMP) in 1999 there have been significant changes and investments made in and around the 191-acre industrial park.

Noteworthy public infrastructure improvements such as the Central Artery Tunnel Project, Boston Harbor Cleanup, the MBTA Silver Line Transitway, and Boston Convention & Exhibition Center have facilitated access, new development, and a dynamic mix of uses in the South Boston Waterfront District. Within the RLFMP there have been new facilities constructed to support seafood processing, motor freight, and ship repair, as well as a dramatic increase in new job growth sectors related to life sciences, advanced manufacturing, and research and development.

The RLFMP is unique in that it has a mission to serve as a reserve for industrial businesses and Boston-based jobs, which is bolstered by state regulations that require the majority of uses be marine industrial in nature. It is also an area with underutilized land and aging infrastructure, which is faced with new demands related to the rapid development in the South Boston Waterfront. As such, Imagine Boston 2030, Boston's first citywide plan in 50 years, has identified the RLFMP as a vital waterfront job center capable of generating significant job-growth in general and marine industrial sectors, provided thoughtful zoning is developed and significant investments made in order to strengthen its position within the industrial ecosystem. It is within this context the RLFMP Master Plan Update endeavors to analyze the Park's existing infrastructure and uses and how best to leverage the demands of new innovation economy uses in and around the RLFMP, all to further the Park's mission and establish a sustainable land use road map for future years.

The Master Plan Update evaluates the role of the RLFMP in the Port of Boston and the City's industrial ecosystem and provides an economic and market based analysis of the potential for existing and new economy uses in the Park. This analysis delves into the RLFMP's unique attributes of deep-water berthing areas, an active dry dock, quick access to dedicated truck routes and Logan Airport, as well as industrial-scale building assets. Outreach to existing tenants was conducted to better understand the opportunities and issues faced when conducting business in the Park. The limitations and challenges of RLFMP were also assessed, including parking restrictions, a transit system running at capacity, and aging waterfront industrial infrastructure.

A review of existing conditions in the RLFMP indicate it continues to sustain robust industrial uses such as ship repair, seafood processing, and design wholesale business clusters, along with small-scale manufacturing and life science research and technology companies. Although over two-thirds of the land use in the RLFMP is dedicated for marine industrial use due to the state's Designated Port Area requirements there is currently little over-the-dock commerce and much of the shore-side bulkheads, dock, and cargo logistics infrastructure would require millions of dollars of upgrades to provide for such uses.

In identifying gaps in the port economy and attributes of the Park, opportunities do exist for a general purpose marine terminal and additional growth for ship repair which could function with Massport's adjacent Cruiseport Boston and development of their Marine Terminal; however, substantial public investment would be necessary to advance these facilities and infrastructure improvements. In reviewing market sectors well suited for the Park, contemporary flex-industrial space is in high demand within the region, which are generally buildings that can accommodate many uses over their lifespan. Drivers of near-term use demand with potential to grow in the Park include biotech, life science lab space, e-commerce, as well as local food businesses and advanced manufacturing.

As the economic analysis of the RLFMP has determined that water dependent industrial uses are in decline with no existing or near-term market opportunities for over the dock activity, the Master Plan Update frames planning and land use scenarios that build on the Park's strengths, and envisions a mixed industrial-commercial use district that is compatible with, and preserves the capacity for, water-dependent industrial businesses. Market trends support several options for future uses that will advance the Park's mission, including, back-of-office and City-storage uses, service areas to support just-in-time service companies, lower-margin and emerging businesses with a need for proximity to the city, and businesses that tend to cluster to reduce transaction costs for buyers and to exchange knowledge.

To harness the development pressure around the park and its inherent real estate value, a redevelopment approach is advanced for a multi-story, mixed-use building typology that has actually existed in Park for some time. This building framework is one that establishes and requires high-bay industrial space on the ground floor and a range of upper-floor uses, such as research and development, light industrial and office that are compatible with water-dependent industrial uses. The upper-floor uses will provide increased rents that can subsidize the ground-floor industrial businesses and facilitate reinvestment in Park infrastructure. The intent is for this building arrangement to preserve the capacity for water-dependent industrial uses, should they return, and sustain existing industrial jobs in the RLFMP. The Master Plan Update includes recommendations on how state Waterways Regulations can better function to facilitate this flexible mix of uses, as well as an analysis of the parking and transportation limitations and management strategies needed to advance the model.

The RLFMP will also be challenged by future sea level rise and storm surge due to the area's proximity to the harbor and its elevation, which will require innovative and resilient solutions with new development design and infrastructure improvements. The energy-intensive industrial uses in the RLFMP also provide an opportunity for district-scale energy production and distribution which have the potential to improve resiliency and efficiencies for businesses in the Park.

As the RLFMP continues to develop there is a need for more open space and improved pedestrian networks to accommodate new businesses and employees. There may be opportunities to expand open space and perhaps integrate RLFMP public access areas into the broader open space system of the South Boston Waterfront, particularly through the Harborwalk network. By reviewing the various planning layers and the parcel and planning analysis of the RFLMP Master Plan Update, we begin to see opportunities for expanded open space and public facilities in the Dry Dock No. 4 and Parcels W and V1 area.

The following Master Plan Update provides a focus and recommendations on how best to preserve an industrial base in the Park and support existing business clusters while integrating new commercial and light industrial uses that will facilitate reinvestment and support and grow the RLFMP.

Introduction

The economic and development landscape in the South Boston Waterfront is rapidly changing.

The following Master Plan Update serves as a Notice of Project Change under the Massachusetts Environmental Policy Act to the Final Marine Industrial Park Master Plan EOEA #8161. The Secretary of Environmental Affairs issued a certificate for the Final Marine Industrial Park Master Plan on March 16, 2000. Pursuant to the Certificate, projects proposed outside of footprints shown on Figure 3-5 of the Final Master Plan that individually meet one or more MEPA filing thresholds must file a Notice of Project Change under MEPA. Also, pursuant to the Marine Industrial Park Master Chapter 91 License issued March 16, 2005 (No. 10233), Special Condition Number 1(d) any proposed structural alteration or change of use that is not authorized pursuant to the license shall require the filing of a Notice of Project Change to MEPA.

The RLFMP Master Plan Update will also require a certificate from the Secretary that allows Supporting DPA Uses on pile-supported structures over flowed tidelands on Wharf 8 and Pier 7. The BPDA also requests that the Secretary's Certificate allow a project on Wharf 8 and Pier 7 to proceed through MEPA and state agency review as a stand-alone project. Wharf 8 and Pier 7 may be reconstructed in a manner that is consistent with the Final Industrial Park Master Plan (EOEA# 8161) and the Master Chapter 91 License (No. 10233) and its implementing procedures.

The South Boston Waterfront has become a focus of development, attracting corporate headquarters, consulting firms and tech start-ups alike, successfully selling an urban lifestyle brand and assembling a concentration of a highly skilled workforce. The majority of this growth has happened since the last master plan

for the Raymond L. Flynn Marine Park in 1999. The South Boston Waterfront is on its way to being built-out, and the RLFMP is attracting a workforce that was unanticipated at the turn of the 21st century. Still, throughout this transformation, a robust concentration of industrial businesses in the RLFMP remains.

The purpose of this master plan is to evaluate the position of the RLFMP within the greater context of the Port of Boston and to determine the relevancy of the industrial, and in particularly the marine industrial economy, within the RLFMP. The preservation of an industrial base amidst change, which is the intent of the Boston Planning & Development Agency (BPDA, formerly the Boston Redevelopment Authority and the Economic Development Industrial Corporation of Boston), will provoke further study about how future development and infrastructure can help to support the ongoing industrial activity.

Evaluating existing infrastructure and its suitability for additional industrial uses, and more so marine industrial uses, is necessary as a part of this master plan update. Of equal concern is the ability of the RLFMP to accommodate potential tenants and new development, particularly those with a high parking demand despite the presence of a transportation network geared toward truck traffic and a ban on parking expansion due to the South Boston Parking Freeze.

Lastly, the BPDA must find revenue to fund the needed infrastructure improvements that can attract marine industrial uses, if this remains a focus by the State and the City. The BPDA alone is not able to pay for massive infrastructure upgrades needed, and the demand for water dependent use is indeterminate. This being the case, the master plan update provides recommendations on how revenue can be generated to help subsidize needed infrastructure improvements and help maintain marine industrial uses in the park. This will require an inevitable compromise and conversation between ongoing commercial development pressure and the need to preserve an industrial employment base and any future maritime industrial uses.

Intent of the Master Plan Update

Since 1999—the last time the BPDA prepared a master plan for the RLFMP—there has been little ground-up development in the RLFMP. Exceptions include the Legal Sea Foods processing facility, North Coast Seafood, the newer Boston Freight Terminal, and 5-11 Drydock Avenue. This relative lack of activity during Boston's largest building boom in decades is the result of the development economics of urban industrial areas. Industrial rents are not high enough to finance new construction in urban areas where construction costs are relatively high.

Meanwhile, the existing building stock is aging and in many cases has exceeded the lifespan of post-war industrial facilities. This unsustainable situation of aging industrial building stock is compounded by the Commonwealth of

Massachusetts (hereafter referred to as "the State") use regulations of a Designated Port Area (DPA) that require a certain percentage of Marine Industrial uses. Except for the Boston Ship Repair and Cruiseport Boston (Cruiseport is technically outside the RLFMP boundary on Massport property), there is currently minimal over-the-dock businesses within the RLFMP. The preservation of port activities was the original impetus for the DPA policy, but even with the protections provided by regulations, there is minimal interest in real estate in the district from businesses that might take advantage of water access and waterside infrastructure at this time. The lack of interest in "over-the-dock" businesses has meant that the condition of piers and waterfront infrastructure has deteriorated. Even if an "over-the-dock" use wanted to locate within the RLFMP, the repair of the jetties at Parcels M1, M, N and L, as well as Dry Dock #4, would require tens of millions of dollars of reinvestment.

Against this backdrop, and with the goal of preserving the RLFMP as a vital city-center industrial district, the Master Plan Update proposes two approaches that will **encourage the market to build new state-of-the-art industrial space, and provide a source of revenue that can be reinvested in the park to improve both truck access and necessary repairs to the crumbling infrastructure along the waters' edge**:

1. Allow Logan airport-dependent uses throughout the RLFMP to be considered "Port Related". Preserving and expanding distribution facilities near the airport, such as those for wholesale flowers, specialty seafood, and other perishable goods that arrive by air on a daily basis, is vital to the region's economy. Currently, general motor freight transshipments are allowed in the RLFMP only on non-waterfront parcels, or else they are included in state supporting use calculations. This change could be done under existing regulations through discussions with Massachusetts Department of Environmental Protection (DEP), or may require a

regulatory or Chapter 91 Master License amendment.

2. Allow for the construction of compatible upper floor commercial or supporting industrial space that is not included in state maine industrial use calculations, as long as the majority of the ground level space is dedicated state-of-the-art industrial space. This change will incentivize the construction of new industrial space that can replenish the district's aging building stock and will generate additional ongoing revenue for the Park that can be reinvested in infrastructure.

Building on Past Work

The Raymond L. Flynn Marine Park Master Plan Update draws from, and builds upon, recent studies completed for South Boston and the Port of Boston. Our work places the RLFMP within the context of these plans. This plan also serves as an update to the 1999 master plan, which resulted in the 2005 Chapter 91 Master License Amendment.

1999 Raymond L. Flynn Marine Park Master Chapter 91 License Application and 2005 Chapter 91 License Amendment

The master plan that was conducted in 1999 went through a process of a similar evaluation of the condition of the marine industrial park, identifying existing conditions, parcel analysis, transportation planning, and infrastructure evaluation. The outcome of the process was the recommendation for new zoning for select parcels within the RLFMP, primarily those that are landside near the Summer Street entrance. The classification of Waterfront Commercial uses is part of the reason why new development for hotel and commercial/office will be built on Parcels A and Q in the near future. Further, the Master Plan outlined the manner by which future projects would be approved depending on the type of project, any change in use, and its impact on the allocation of uses in the RLFMP.

South Boston Waterfront Sustainable Transportation Plan (2015)

A recent plan for the South Boston Waterfront took a broad look at the current conditions and future growth scenarios of the South Boston Waterfront. The plan analyzed everything from the public realm and pedestrian connections to truck traffic, roadway capacity and a reconfigured entry into the RLFMP from the Haul Road directly to Drydock Ave. Ultimately, it provided recommendations in the short, medium and long-term for improvements to the South Boston Waterfront transportation infrastructure and logistics. One important recommendation is connecting E Street to Summer and Cypher Streets for truck access to and from the Haul Road. It also recommended future water transportation options to open up new channels of transit ridership to/from the South Boston Waterfront. Establishing an organizational structure to coordinate and expand water transport options with the Boston Harbor is necessary.

This report was reference for our transportation analysis when it came to understanding the traffic impacts outside the RLFMP as to how they related to efficient movement of vehicles in and out of the park. It will be an ongoing resource to understand how the park operates within the larger context of South Boston and what improvements in South Boston can help the industrial park operations, particularly alleviated congestion and improving transit frequency.

Massport Economic Impact of the Port of Boston (2014)

The Economic Impact of the Port of Boston report, recently released by Martin Associates, was used by our consultant team to help establish how the RLFMP fits within the larger Port of Boston industrial complex. It was also used to understand how great port trends at a regional level relate to the Port of Boston. The growth sectors identified in the Port of Boston plan were used to determine their applicability to the RLFMP and the potential of the RLFMP to capitalize on any recent trends or maritime uses that may be accommodated at the RLFMP.

Much of what was identified as current and future trends in the report would require the RLFMP to make significant infrastructure upgrades at the M1 parcel for water dependent uses.

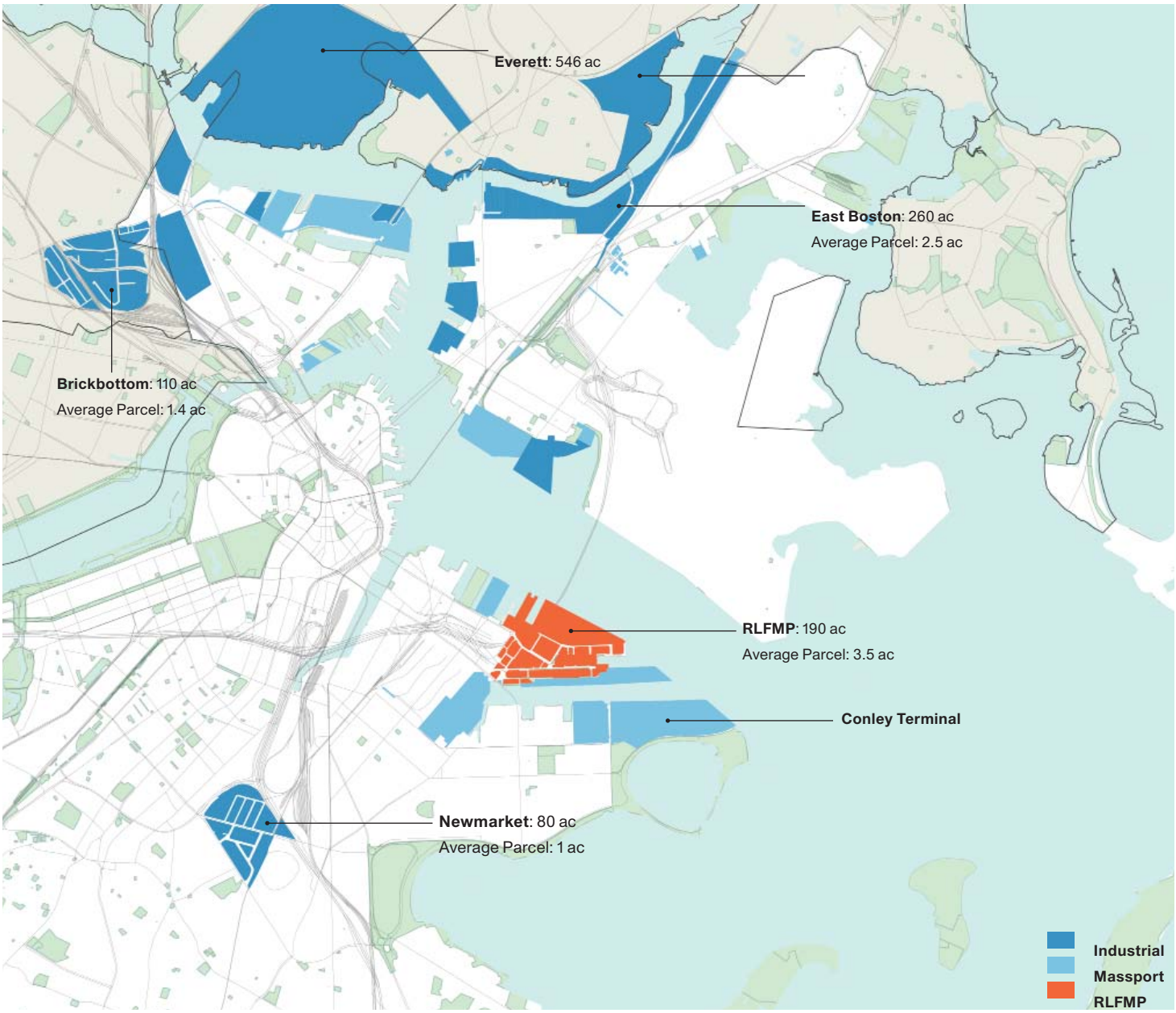
Jamestown Properties Expanded Project Notification Form (EPNF)

Upon acquiring the lease for the Bronstein Building and the Design Center, Jamestown Properties filed an Expanded Project Notification Form that outlined their future intentions for alterations and improvements to the newly named Innovation & Design Building (IDB). These included physical changes, such as facade improvements, new windows, and streetscape and parking alterations. It also included better pedestrian conditions and storefront improvements at the ground level. The most significant request was to increase the percent of commercial space in the building to 25% of the total square footage of the building from 13%. As a way to address vacancy issues and provide on-site amenities, such as retail and restaurant space, this request was submitted.

The EPNF submittal was helpful for the planning team to understand the future condition of the IDB from a physical perspective, but also to get an idea of the identity and potential programming of tenants that Jamestown intends to target.

Additional Referenced Reports

- Climate Ready Boston
- Preparing for the Rising Tide: Boston Harbor Association
- C1 C2 Parking Garage Feasibility Study
- TIGER Grant Application: Track 61
- Collective Waterside Infrastructure Evaluations
- Massport Marine Terminal Development Issues and Alternatives Analysis
- Passenger Water Transit Alternatives White Paper
- Economic Development Plan for the Boston Marine Industrial Park
- South Boston Waterfront Public Realm Plan
- 2000 South Boston Waterfront Municipal Harbor Plan
- Imagine Boston 2030: Expanding Opportunity
- Imagine Boston 2030: Waterfront Assessment & Vision



The RLFMP (in orange) plays an important part in the role of industrial districts in the City of Boston and its port. Industrial districts, such as the RLFMP rely heavily on available highway and port infrastructure, including Logan Airport.

The RLFMP in Boston's Industrial Ecosystem

The Raymond L. Flynn Marine Park was developed as a preservation zone for industrial uses, particularly those focused on a marine industrial economy.

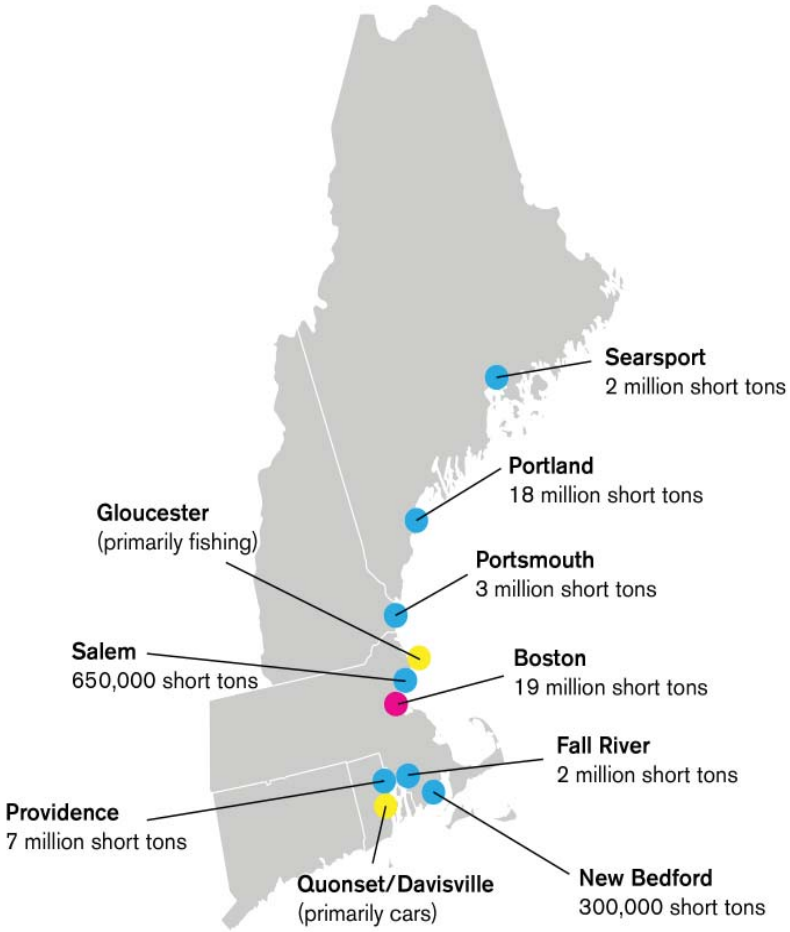
The original intent of the RLFMP was to establish a haven for blue collar jobs and an urban industrial base. This mission remains despite continued pressure from commercial development in areas like the South Boston Waterfront District, as well as a changing employee demographic in the RLFMP itself, where younger highly trained and educated workforce is moving in. New tenants such as Autodesk, and well established life-science startups in 27 Drydock Ave represent this change.

As the RLFMP continues to maintain its strong industrial economy, such as the robust seafood cluster, small scale manufacturing and design wholesale, it is also attuned to the newer industrial demographic that includes life sciences, technology and research. All of these latter uses are considered industrial by classification. The impact on the traditional industrial sector is that these businesses can afford higher rents than a traditional business, and at an operational level they function more like a traditional office with respect to employees per square foot and thus parking and transit demand.

The primary challenge for the RLFMP is how it can maintain its mission as a haven for industrial—in particular marine industrial—uses, while accommodating demand for commercial and light industrial space. Mechanisms that can accelerate improvements and financial investments in the industrial and marine industrial infrastructure should be explored. In particular, how can the BPDA leverage future investment by commercial interests to help fund needed infrastructure repairs? A measured and compatible approach to planning for both types of uses is the intent of the master plan.

In order to understand the current economic state and industrial complex of the RLFMP, it must be viewed in the entirety of Boston's port and industrial activity. The Port of Boston, once a robust maritime industrial port, has slowly seen a true "over-the-dock" industrial economy shrink; however, not at the expense of the categorical Marine Industrial economy. That said, each port area district, such as Chelsea, Charlestown and Conley Terminal, is unique in its import and export economy.

To understand the dynamics of the RLFMP within the larger "industrial ecosystem" we have collected and analyzed information on high-level, broad economic trends and indicators of relevance to the Port of Boston and RLFMP. We have also analyzed other regional ports that are potential competitors to the Port of Boston and its facilities. Finally, we provide an overview of the maritime shipping, fishing, and cruise industries.



Prior to our economic analysis, a recently completed Massport study that examined Massport's holdings, contribution to the local economy and position within the port economy concluded that in 2012, 50,042 jobs were in some way related to cargo, cruise, seafood processing, and harbor tours and marina activity within the Port of Boston. These are all activities that occur within the RLFMP or immediately adjacent to it at the Cruise Terminal and Conley Terminal.

Port of Boston Assessment

Like most other regional ports in the area, Chemical Products are the largest cluster (by tonnage) of imported commodities into the Port of Boston. Many of these products are being transported via container and then distributed across Boston and New England. Most of the businesses are likely consumer-based and benefit from lower transportation costs because they are located near the port. Also like many other regional ports, Metal Manufacturing cluster commodities represent the largest exports by tonnage leaving the Port of Boston by vessel.

Imports

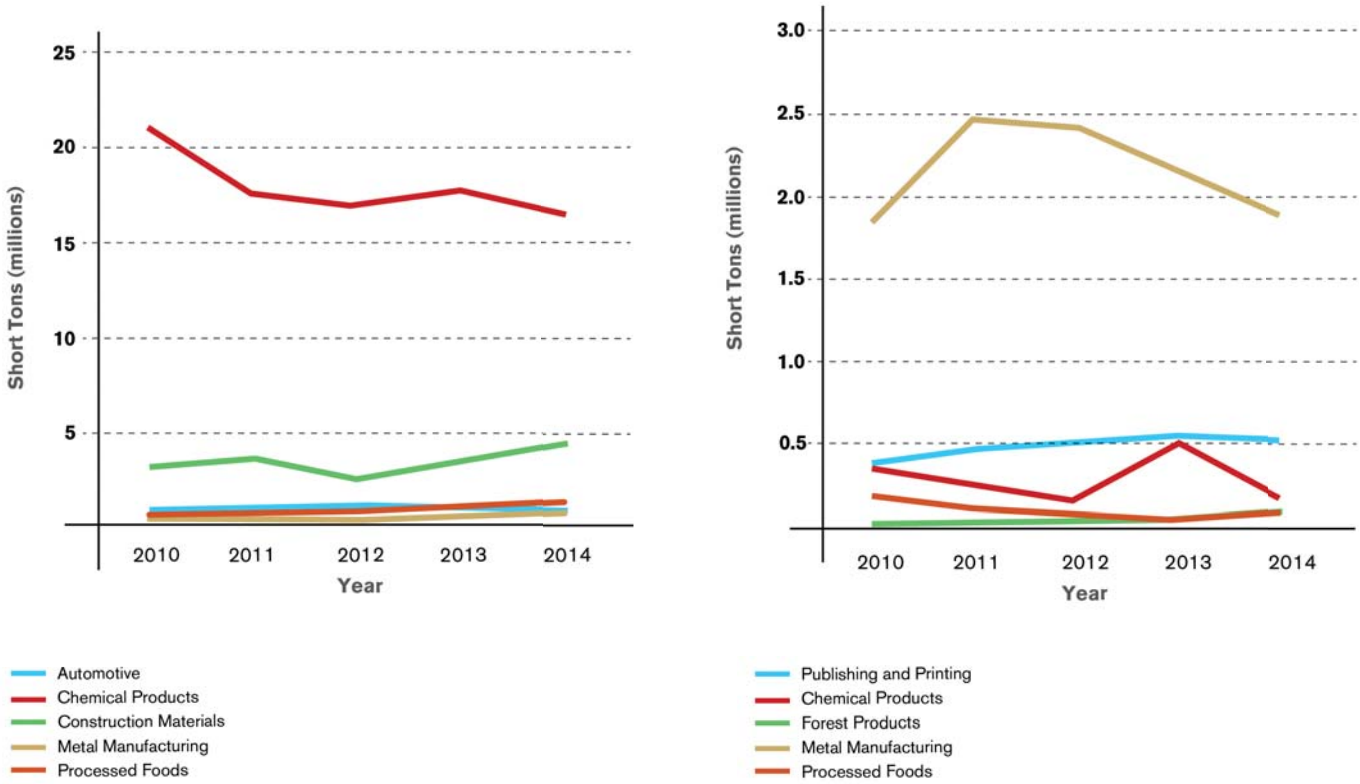
Chemical Products (primarily fuel), which are not appropriate for the RLFMP, remained the top imported cluster. The total weight of the Port of Boston's imports has decreased every year since 2010, from a high of 11.7 million short tons in 2010 to 8 million short tons in 2014 (32 percent overall decrease).

Exports

In 2014, the total weight of commodities exported from the Port of Boston totaled approximately 1.4 million short tons, all of which traveled via vessel. This represents a decrease of 2 percent compared to 2010, and 12 percent compared to 2013. Between 2010 and 2014, the top cluster exported remained the same. Metal Manufacturing is by far the top exported cluster (approximately 45 percent of total weight of commodities exported in 2014). However, it is important to note that the total weight of exports for this cluster has declined considerably from 824,000 short tons in 2010 to 630,000 short tons in 2014 (a 24 percent decrease).

Opportunity Sectors at the RLFMP

The economic analysis' intent was to understand where the RLFMP fits within the large industrial context of the Port of Boston. By defining gaps in the port economy and attributes of the RLFMP that might accommodate latent and active demands, we can begin to position the RLFMP in the port today. The RLFMP's deep water berthing capability, ample waterside property (much of which is owned or long term leased by Massport), active ship repair and adjacent cruise ship operations are all water dependent industrial uses that have potential for growth. However, there are outstanding challenges, such as the cost of waterside infrastructure repairs, the availability of space at competing regional ports and Conley Terminal, and the lack of immediate rail freight possibilities. Our analysis saw potential (albeit more potential in some cases than others) in the RLFMP accommodating a general purpose marine terminal, additional growth for ship repair and providing services for the growing cruise industry at the Massport Cruise Terminal.



Cargo at the RLFMP

One of the gaps in Boston's capability to serve as a full-service port is the lack of a general purpose marine terminal, which could handle a wide range of cargoes including perishable cargo, break bulk cargo, neo-bulk and bulk. These types of facilities provide value added cargo services, such as warehousing, reefer storage, government order warehousing (for inspection and bonded control), trans-loading and other related cargo services. Most regional ports are able to handle this type of cargo, however factors such as Boston's port and labor costs make it marginally less competitive than some of these other ports. Many other New England ports utilize non-union labor and have different work rules in place than Boston.

Nonetheless, Massport and BPDA both share the Marine Industrial Park North, East and South Jetty areas. This property is significant in that it represents the only area in the port area where a general cargo facility could be developed if desired. However, potential development of these areas at the RLFMP is hampered by the highly deteriorated condition of the waterfront infrastructure along the property.

In addition to a general purpose marine terminal, there are several other potential marine uses for this property, which do not necessarily require deep water access, but do support maritime industrial uses. Based on what competing regional ports are handling, as well as historic trends, underutilized properties in the RLFMP could potentially be developed to provide the following services:

1. Reefer container storage
2. Container chassis storage
3. Frozen and chilled perishable cargo processing and storage for agricultural products
4. Reefer container trans-loading for perishable cargo.
5. Storage and trans-loading of grain, legumes, pelletized hay and similar agricultural products
6. Trans-loading of heavy weight rail cars carrying wood and paper products; if a rail line was extended into the property.
7. Neo-bulk cargoes such as timber, processed lumber products, and aggregates.
8. Project cargoes (e.g. construction equipment and materials, wind turbine components, power generation components, military equipment and material).
9. Government Order Warehousing for cargo

that has not cleared US Customs including containerized cargo, cargo requiring additional inspections, or bonded cargo.

10. Empty container and chassis storage.

If it was desired to construct a general marine terminal in an effort to be a full-service port, a number of improvements would need to be made. Because there is a demand for these cargoes in the region, a number of smaller ports in New England have been focused on developing general cargo opportunities. Some of these cargoes, demanded in the Boston area, are currently handled in other ports and then transported via truck to the greater Boston

It appears that the private sector may be unable to develop this combined property into a potential facility, as evidenced by the long-standing but unexecuted plans of the business previously entitled to redevelop the property into a marine use. As a result, the public sector may be in the best position to undertake this development if it is desired. Once infrastructure and other improvements are completed by Massport and BPDA, the terminal can be leased out for use or operations managed by Massport.

Cruise

The number of cruise passengers between 2013 and 2014 decreased by 17 percent with the Port handling nearly 317,000 passengers last year, compared to 383,000 in 2013. This does not, however, indicate a weakening of the trade, only a market shift that occurs regularly. While Boston is a tourist destination for the Canada-New England cruise market, the port's key strength is its turn-around or homeport trade accounting for 60 percent of the trade. Boston's key advantages include its proximity to Logan International Airport and the wide range of air services available. Passenger parking and experience require additional attention.

Ship Repair

Boston has a unique asset in its large vessel shipyard facility, located at the RLFMP. Managed by Boston Ship Repair, the facility is the largest in New England. The shipyard would benefit from the addition of its own wet berth with vessel support hookups. This could potentially be accommodated at the jetty berths on the Massport Marine Terminal and BPDA properties.

To remain viable, the shipyard needs additional laydown area, shop space, a wet berth (not encumbered by other vessels not being repaired) equipped with full utilities, and a power system upgrade. These are upgrades would require some, if not all, public funding assistance.

Boston Ship Repair would also be interested in handling small vessel repairs if space and a shop area could be provided near the facility. This would include the addition of a small floating dry dock. The biggest challenge, however, remains gentrification. As local non-maritime activities encroach on the dry dock foot print, activities such as hull blasting and painting are becoming more difficult. A stipulation of the ex-

pected impacts from hull blasting and painting should be considered in lease agreements with existing and future tenants.

The market demand for ship repair is unique, and Boston hosts the only major dry dock facility in New England capable of handling a large vessel. Ship repair in Massachusetts accounts for 500 direct and indirect jobs. To build on the existing shipyard, the improvements highlighted above should be made. The development of a long term capital improvement plan by BPDA would be a good first step in ensuring that the marine infrastructure that is located at the RLFMP continues to be maintained in a state of good repair and opportunities for expansion of marine activities, like ship repair, are accommodated.

Summary

Based on data analysis and interviews conducted for this study, opportunities exist to expand the cargo (general purpose marine terminal), cruise, and ship building activities in the RLFMP. The most significant limitations for the BPDA/Massport marine-oriented facilities in the RLFMP is continued transformation of the area including emerging business sectors and the level of investment in infrastructure that is needed for some of these marine activities. The increasing demand for public space, development of non-maritime activities, increased traffic congestion, and environmental limitations present in the facility adversely impact significant sectors of marine industrial activity and its potential for growth.

This analysis was primarily focused on portside opportunities, and doesn't entirely encapsulate the full economic development potential at the RLFMP, nor its full marine industrial development potential, for that matter. We will further focus on the role and demand for marine industrial uses in the RLFMP in the next section.

Above: Boston Ship Repair facility as seen from the South Jetty waterfront. Above left: Massport Cruise Terminal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Marine Industrial:
Its Role and Demand in the RLFMP

Marine Industrial Uses define the majority of uses in the RLFMP by square footage; however, their dependence on waterside access is minimal.

The era of large scale "over-the-dock" fishing operations has dwindled significantly in Boston, and in Massachusetts, in general. The majority of fish that is brought into the Raymond L. Flynn Marine Park is by truck. This leaves our common understanding of marine industrial uses relegated to more specialized operations. Often, true water dependent uses are ship repair, cruise operations, freight cargo, scrap, marine research, and fishing, such as the remaining fishing fleet in Gloucester or New Bedford.

Marine industrial uses that rely on waterside access require the appropriate infrastructure to be in place to carry out their operations. The up-front costs involved the preparation and maintenance of this infrastructure will likely not be paid for by the business that will be using it, making it difficult to attract new users. The RLFMP, in particular, faces difficulty in this respect since Conley Terminal has absorbed any near and long term demand for cargo/over-the-dock uses and much of the current state of waterside infrastructure at the RLFMP is in need of repair. All of this is to say that water-dependent uses that rely on waterside access in the RLFMP are limited.

Defining Marine Industrial Uses

Based on the DPA requirements concerning the preference given to marine industrial uses, it is important to consider the difference between various forms of “marine industrial” uses. One form of marine industrial use is a requirement for direct “over the dock/on to the water” access to execute operations. The second form of marine industrial is based on an historical perspective, such as the traditional close physical linkage between the fishing fleet and seafood processing. However, improvements in logistic capabilities has allowed one part of the value chain (the fishing fleet) to no longer require co-location with the downstream activities (processing). Therefore, it is important to consider these distinctions when discussing demand for the RLFMP as a “marine industrial” park.

For purposes of this discussion we have organized marine industrial into two categories:

- Water Dependent Marine Industrial:
  An industrial or logistical activity requiring direct access to the water to execute its business. Examples include; ship building and repair, cargo carried by vessels, offshore energy landside connectivity, energy production requiring fuel carried by vessels, commercial fishing and cruise operations.

- DPA Marine Industrial (Categorical Marine Industrial):
  Activities defined by state law and regulation that may have an over the dock requirement or a historic requirement for water access that is no longer needed. For example seafood processing and wholesaling, and vessel components.

The approach to demand considers these two different perspectives on "marine industrial".

One important consideration when evaluating demand for marine industrial uses is the flexibility of building and infrastructure typologies. Can the infrastructure be used for something else if anticipated demand does not materialize thereby reducing risk? And of equal importance, "can the activity be acceptable within the context of the DPA"? This approach may, for instance, allow for the potential growth of the seafood cluster, considering it has the same general space requirements as many general industrial tenants. Depending on the future of the seafood cluster and its advantageous position near Logan Airport, any general industrial use now would not prevent its growth in the future.

Many of the activities in the DPA categorical marine industrial classification (such as seafood processing and distribution) take place in buildings that are indistinguishable from contemporary non-marine industrial and logistical facilities. From a demand and development risk profile the buildings are not functionally limited to marine industrial uses. Therefore, overall industrial demand should be considered just as much as marine industrial demand.

Prototypical single story industrial buildings (seen above and below) can be used for a variety of industrial activities, which allows for a flexibility in use. Buildings used for seafood processing are indistinguishable from those used for other industrial facilities.

Overall Industrial Demand

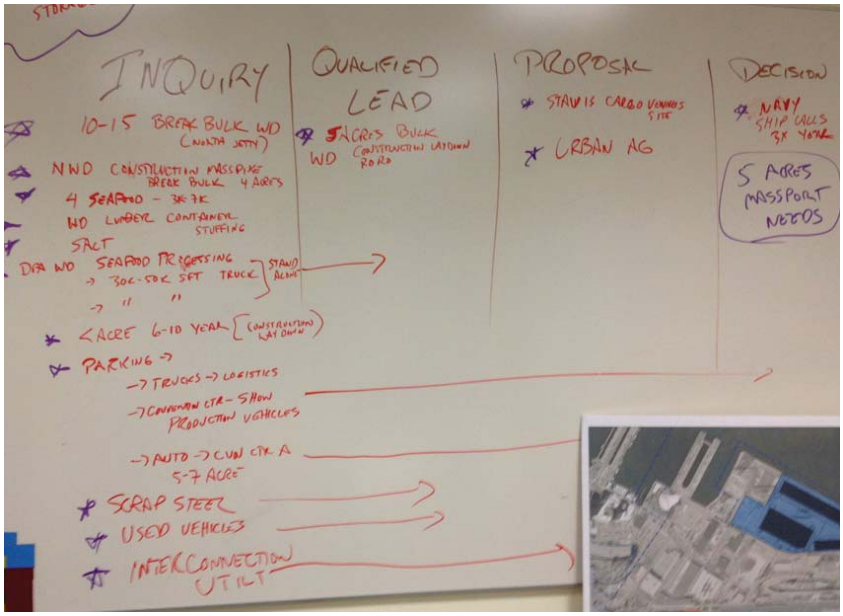
Since many industrial activities rely on the same building typologies and infrastructure as contemporary marine industrial uses, examining the level of industrial facility demand in the urban core of Boston is helpful. As it stands, demand for industrial space remains strong with available inventory estimated to be between 1 million to 1.4 million square feet. In particular, contemporary flex industrial space is in high demand with lease rates three times that of vintage industrial space. This means that these buildings can have multiple uses over the course of their lifespan, which tends to remain short. This short lifespan; therefore, does not prevent industrial uses and land from becoming marine industrial in the future.

The drivers of near term demand include

- Growth in the biotech, life science and e-commerce fulfillment sectors. While some of these require specialized facilities, e-commerce fulfillment centers are generally the standard shed butler building used for warehousing and distribution throughout the RLFMP.
- Continued growth in the local foods business and the evolution of elements of the maker economy toward becoming more sustainable physical products. These businesses can support additional demand, but need space and properties at lower price points than e-commerce or life sciences

Marine Industrial Demand Drivers

To better understand the localized demand for marine industrial uses in the RLFMP, the consultant team facilitated a session with the BPDA and Massport. We conducted a lead stream analysis to understand what the historical and real time interest has been for various parcels in the RLFMP. This "lead stream analysis" identified the progress of interest in locating in the RLFMP from the state of business inquiry to a decision. Based on this analysis most of the demand fell into one of two categories: break bulk storage— not necessarily brought over the dock; and, seafood processing, which is a categorical use. Other expressions of interest for potential over the dock uses have been scrap materials; however, those are considered inappropriate for this area of the harbor.



Massport "lead stream analysis" session identified inquiries into the RLFMP for future industrial uses.

To support this assessment a macro look was undertaken at various potential categories of marine industrial activity:

- **Fresh food importing:**

With the exception of fish, fresh food importing is highly concentrated on the US east coast. Philadelphia and Wilmington captures 85% of the market. The concentration of buyers and logistic capabilities, particularly cold chain facilities, makes dislodging this industry in any substantial way potentially difficult unless the support industries come with it. That is likely to be a function of scale which means a substantial relocation may be required.

New Bedford has been trying to enter his market to gain better leverage out of its substantial downstream capabilities, but has been unable to make a major penetration into the market. As stated in the Ports of

Massachusetts Strategic Plan "trade has fluctuated over recent years and dedicated ocean service has not been sustainable."

Massachusetts possesses 77% of the cold chain capacity in New England, but ports such as Portland ME are adding capacity. Several of these fresh food facilities are in or near Boston. In Boston proper, there are areas under publicized development pressure, such as Widett Circle. These industrial operations need to be in an urban core to distribute to a local population and have access to regional highway systems; however, as land prices increase, it becomes more difficult for industrial businesses to afford rent in the urban core.

- **Previously Owned Cars:**

Five ports in the Northeast including Boston export previously owned cars. AutoPort Boston, in Charlestown, recently added storage capacity and can handle 70,000 cars annually. Since previously owned cars do not require rail service, this may be an opportunity for the RLFMP. The key driver is the availability of land for cars awaiting shipment.

However these operations are highly sensitive to costs and the amount of activity maybe directly related to the activity levels of the auto import business due to the backhaul considerations for Roll On/Roll Off car carrying vessels.

- **CruisePort:**

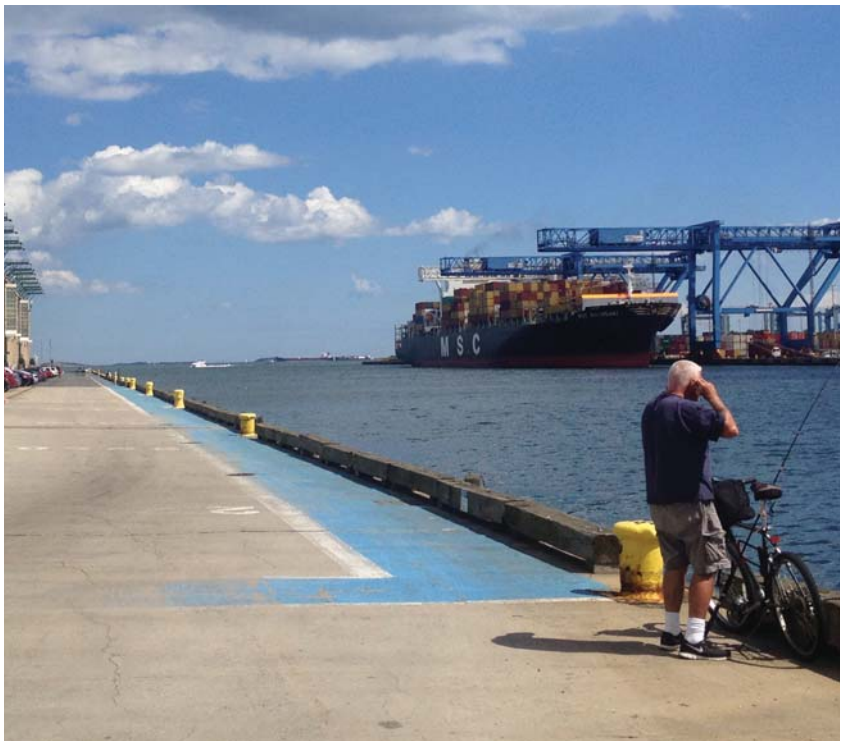
CruisePort forecasts show potential growth of 70k to as much as 410k passengers. Expansion of parking and staging will be required to accommodate this growth. It is possible that expanding the existing garage onto parcels G and G-1 or a new garage on the C1/C2 parcels could provide additional parking for current and future demand.

- **Ship Repair:**

The remaining active dry dock (Dry Dock #3) may have the potential to serve a ship repair facility focused on larger vessels unable to be accommodated by the shipyards in Gloucester, Fairhaven and other locations. With the existence of the Boston Yacht, there is potential to service large mega yachts (100ft+) requiring dry dock-type services. There are at least 210 vessels offering regular charter service from New England with an estimated 600-800 cruising New England and Atlantic Canada. A constraint on this—based on the current waterside infrastructure—may be the relative lack of apron space around the dry dock as well as its location to perform some of the maintenance tasks of these vessels.

- **Containerized Cargo:**

Conley Terminal is undergoing an expansion, giving it the capability to double its capacity to 450,000 TEUs. Based on examination of manifest consignee data there are approximately another 70k TEUs coming from



Future expansion of the Conley Terminal will provide capacity for any demand for ship to shore transfers.

NY/NJ and the West Coast to Boston. Therefore 100% capture of this activity could easily be accommodated by Conley. One of the limiting factors to utilizing its capacity is the limitations of freight rail between Conley and Worcester (the principal transshipment facility).

Observations and Considerations

There remains substantial uncertainty regarding demand for “over the dock” marine industrial opportunities in the RLFMP. There is no clear market opportunity for over the dock activity with the exception of additional cruise ship activity. However; this operation lies outside the limits of the marine industrial park. With additional investment in waterside infrastructure there is the potential for a general purpose marine terminal and expanded ship repair operations; however, both are contingent on an entity taking on the upfront costs of infrastructure repair. Expansion of other port facilities like Conley and the Mystic River, as well as competing ports in the region, is likely to meet the landside needs of any shipping activity. Moreover, the limitations on certain types of cargo (e.g. scrap metal & oil/chemical)—excluding salt and aggregate of which the RLFMP is not limited—shrinks the pool of opportunities for "over-the-dock" marine industrial uses. Limitations on cargo logistics caused by infrastructure complications in rail and truck access may impede the competitiveness of the RLFMP. It is not clear that improving the readiness of the marine infrastructure at considerable cost ($61m+) within the RLFMP changes these dynamics.

Pursuing DPA categorical Marine Industrial appropriate facilities, such as seafood processing, is an ongoing opportunity. Marine industrial facilities such as manufacturing and processing can be used for other types of industrial and industrial service activity if demand for marine industrial uses such as seafood processing does not materialize. The tight supply of contemporary facilities coupled with several potential drivers of continued demand suggest an opportunity for “industrial” type development that would be consistent with the intent of the DPA across the urban core area of Boston.

Ultimately, contemporary marine industrial uses, such as fish processing (from a building perspective) are really no different than many warehousing and distribution buildings. Allowing general industrial uses doesn't prevent the land from being marine industrial in the future. Considering the vast majority of "marine industrial" uses in the RLFMP, outside of the ship repair, function no different than say, food distribution, it's more a matter of who you can attract, as the building themselves are flexible.

Logistical constraints outside of the RLFMP and the reduced hours of operation for Track 61 make reactivating the rail line for rail freight cargo difficult.

RLFMP Infrastructure Evaluation

To maintain a robust industrial district significant investment must be made in the existing infrastructure of the RLFMP including roadway and waterside improvements.

Operational constraints and complications beyond the RLFMP—whether adjacent or distant, such as congestion along Northern Avenue or the difficulty of rail freight stacking in Worcester—are inevitable when dealing with businesses built around logistics. That being the case, infrastructure improvements in the RLFMP must be looked at holistically, and need to consider if the internal investment made lines up with market demand and operational constraints at a local and regional level.

The infrastructure assessment undertaken for the master plan update, examined the existing condition and future recommendations for roadway, inter-modal and waterside infrastructure, often discussing the interrelated and interdependent nature of these types of infrastructure. A review of prior reports, site tours and interviews led to the conclusions of the assessment. Ultimately, this infrastructure assessment serves as an essential component to determining the future development potential of the RLFMP, considering that the direction of development will in part be based on the appropriateness of the infrastructure and the cost of needed improvements in the existing infrastructure. For instance estimates for the jetty rehabilitation projects for the South and East Jetties range from $18-$32M. Costs of this magnitude will rely on upfront public investment, making the challenge even greater.

The historic dependence on waterside infrastructure in the RLFMP has lessened over time, with few businesses actually relying on maritime infrastructure for their operations. Rail access, which existed historically, has been abandoned due to the cheaper cost of truck freight and the limitation of freight rail in the RLFMP because of peripheral logistics both in Boston and beyond. Nonetheless, demand for both waterside infrastructure and freight rail should not be dismissed. Our plan aims to preserve the potential of these types of infrastructure in the future, as demand may shift.

Parcel M viewed from the North Jetty

Marine Infrastructure
Status and Investment

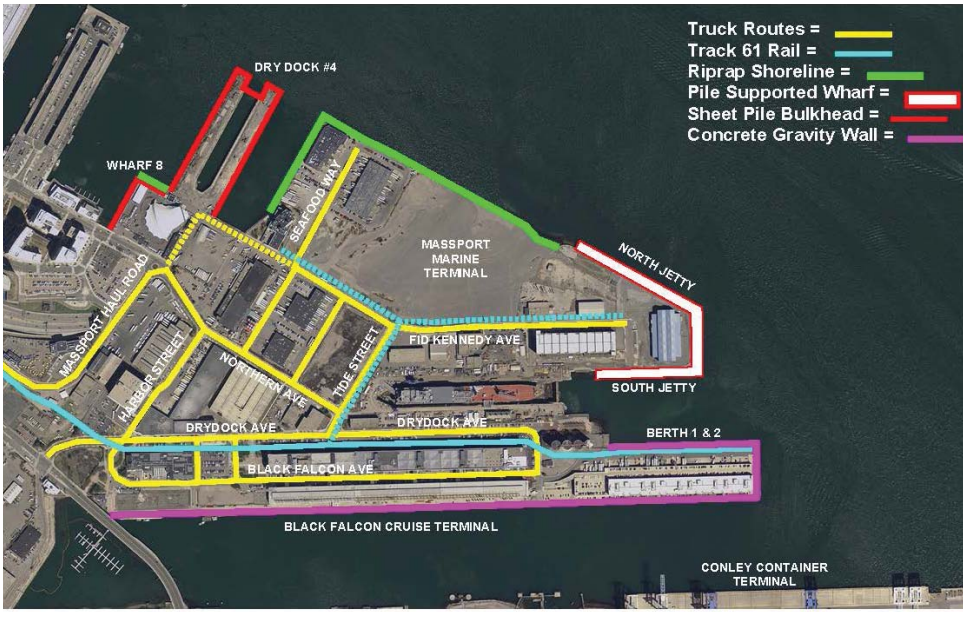
Summary of Conditions

The RLFMP is located within Boston Harbor at the confluence of the Main Ship Channel and the Reserved Channel. It is one of the most seaward industrial properties in the Port of Boston, along with Massport's Conley Terminal. The RLFMP has two primary ship berths, including Berth 10 (Parcel C-1) and the North Jetty (Parcel M-1). Currently, the South and East Jetties (both in Parcel L) are in poor structural condition and not in use.

The waterfront assets within the RLFMP are located primarily within the following parcels:

- Parcel C-1 (Berth 10)
- Parcel K (Coastal Cement)
- Parcel L (Dry Dock #3, w/South and East Jetties)
- Parcel M-1 (Massport Marine Terminal, w/North Jetty)
- Parcel V (Dry Dock #4)
- Parcel W (Wharf #8)
- Parcel Z (Pier 10)

However, for the sake of this study and its focus, only a few of these parcels can serve to provide additional marine industrial activity, if the demand does exist for waterborne "over-the-dock" uses. Parcels L, M-1 and V are the primary focus for improvements to waterside infrastructure. Parcel L is currently in operation, but improvements are possible to increase the potential uses and types of vessels that can be brought in and repaired. Additional detail on the entire portfolio of waterside infrastructure in the RLFMP can be found in the Technical Memo section of the report.



Existing condition diagram of RLFMP infrastructure (water and landside)

Relevant Parcels and Waterfront Infrastructure

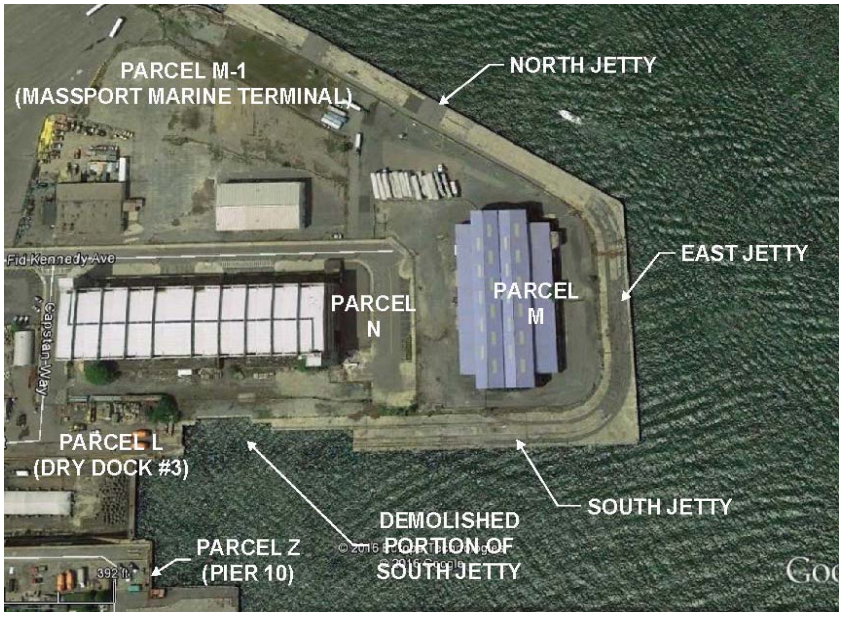
Of the three parcels of interest (L, M-1 and V), Parcel L is the only one with an active maritime industrial use, which is the Ship Repair. While the dry dock is in use, there are two separate jetties (the South and East Jetty) that are in need of significant repair.

The jetties were originally constructed during the 1940's and used for shipping and off loading for decades. Significant repairs to the jetties were performed in 1996 at a cost of approximately $14.5 million. The work included demolition of approximately 320 linear feet of the South Jetty closest to the dry dock, removal and replacement of the deck structure and heavily deteriorated pile encasements

Today, the jetties are in poor condition overall and are in need of major structural repairs and/or reconstruction. The severe deterioration of the concrete pile jackets and exposed corroded steel reinforcement in the deck and jackets has significantly reduced the structural capacity of the South and East Jetties, which are currently not utilized due to the state of disrepair. Assessing the market demand for over-the-dock usage will determine whether or not investments in the jetties at this juncture makes economic sense.

The Massport Marine Terminal (MMT) presents the most significant opportunity for potentially taking advantage of waterside infrastructure for future development potential. However, the waterside infrastructure is currently in a serious state of disrepair. By most measures, this parcel has excellent landside access, with direct truck access to the Haul Road and subsequently, I-90. The challenge is that there is little to no landside infrastructure on-site and the waterside infrastructure is in a state of disrepair.

The North Jetty is the most important and valuable asset at MMT, with its deep-water access and hardened-edge berth infrastructure that could accommodate various bulk or break



Damage to the South and East Jetties has reduced their structural capacity.

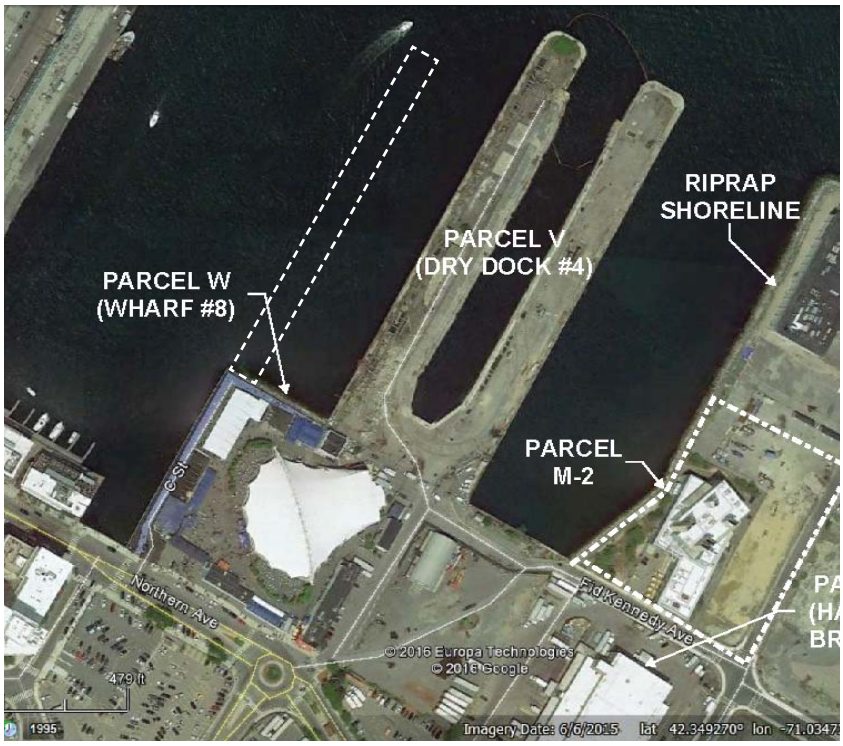
bulk cargo vessels. In 2006 an above and below water structural condition assessment was performed at the North Jetty and revetment west of the wharf, which determined that the Jetty requires extensive rehabilitation to extend its service life for another 15-20 years. Additional deterioration has occurred since then.

Lastly, Parcel V, which consists primarily of Dry Dock #4, is an additional waterside asset that is currently in a state of disrepair. Built in the early 1940's, the dry dock was made for small to medium sized vessel repair with a depth of 35'. The facility is in a serious state of disrepair today, and was recently undergoing repairs to stabilize the existing steel sheet piling bulkhead structures and caisson.

Waterside Infrastructure Repairs

The primary focus for the waterfront infrastructure in the RLFMP should be to rehabilitate, preserve and maintain the North, South, and East Jetty structures. These are the primary deep-draft vessel berths within the RLFMP, and are the most critical to enable over-the-dock marine industrial uses. Repairing these structures will be the key to developing Parcels M and M-1 as marine terminal facilities. Potential uses at these parcels include container and chassis storage associated with operations at Conley Terminal, frozen and chilled perishable cargo processing, storage for agricultural products, and trans-loading for perishable cargo. In the future if the rail line is extended, trans-loading of heavy weight rail cars carrying wood and paper products might be possible, as well.

Dry Dock #4 also provides relatively deep water access for small to medium sized vessels, but the structures at the facility are in very poor condition, and require significant investments for reconstruction and conversion to support new development for marine industrial or commercial use. Dry Dock #4 could potentially be filled in as an alternative scenario and become a development site. The Fish Pier in the South Boston Waterfront District could possible make Dry Dock #4 a future home for a seafood cluster, as it is already designated for marine industrial uses and it is a larger parcel.



Dry Dock #4 requires investment for significant repairs to be completed if it is to be used for water dependent "over the dock" uses.

Rail and Roadway Infrastructure
Status and Investment

Summary of Conditions

The RLFMP's transportation logistics are almost exclusively handled by trucks. The vast majority of businesses are moving goods in and out of the industrial park via truck freight where dedicated access to the Haul Road is a crucial component to their operations. Scheduling and on-time delivery of goods is paramount for many of the industrial businesses in the park, therefore the ability to connect to the interstate seamlessly is the primary concern of these businesses.

Interestingly, the majority of traffic complications for trucks are not in the district itself, but rather just outside the district, meaning that transportation issues must be handled at the local level, not just at the district scale. The same would be true for rail freight were it to return to the RLFMP. Logistical issues arise in both in Boston and regionally, as capacity demands for shipments has evolved over the years.

Part of this planning assignment is to make recommendations on how to mediate these conflicts and even provide alternate routes, if possible to separate traffic.

The majority of the road network within the RLFMP has been upgraded to improve surfaces, sidewalks, curbing and landscaping. Future planning should pay particular attention to pedestrian safety in the RLFMP when addressing improvements. Recently, the BPDA extended FID Kennedy Avenue west, and an additional connection that runs parallel to Tide Street between FID Kennedy and Northern Avenue, which will provide additional truck access for future development. The BPDA is also considering creating a trucks-only corridor road that parallels Track 61 between Dry Dock Avenue and the Massport Haul Road. This would help separate pedestrian and automobile traffic from the trucks, and would also allow direct access from the RLFMP to the South Boston Bypass Road, the Ted Williams Tunnel and the Massachusetts Turnpike (I-90 westbound).

Track 61 right-of-way in front at 5 Drydock Ave (North Coast Seafood)

Track 61

Track 61 is the only remaining rail link within the RLFMP. Although the line was once heavily utilized on the South Boston waterfront prior to the establishment of the RLFMP, the line was cut off during the construction of the Central Artery project and is currently out of service. The right-of-way has been preserved, however, in order to enable re-establishment of the rail infrastructure in the future.

The existing components of Track 61 run along the Massport Haul Road, extending down Drydock Ave alongside the Design Center Buildings. The estimated construction cost for the new Track 61 improvements was approximately $7.43 million in 2008.

If it were possible, the extension of rail into MMT would provide the

intermodal infrastructure needed to transport bulk materials (high volume – low margin goods); however, there are a number of operational limitations caused by the existing rail infrastructure outside the RLFMP that adversely impact the efficiency and economic viability of any potential rail operations. These include:

- Double-stacked service to the waterfront is only available as far as the Beacon Park Yard in Allston, nearly four miles away from the RLFMP. Double stacked containers on rail cars is the national standard for rail freight.
- Movement from the RLFMP to the Beacon Park Yard, requires trains to pass through seven (7) switching operations to move across the commuter rail and Amtrak lines that run into South Station.
- The highly utilized passenger lines to South Station limit freight rail scheduling to evenings only, between 1:30am and 5:30am (i.e., a 4-hour operation window).
- Freight trains are typically 80 to 100 cars long and need 1.25 miles of runaround track for efficient moves. The available space within the RLFMP only supports 25 to 40 cars at a Fid Kennedy Yard and New Yard, respectively.
- Multiple grade crossings with surface roads along the Track 61 corridor present serious safety concerns.

Rail service is not essential for existing tenants, based on interviews performed as a part of the Team's study. The tenants currently leasing the northern parcels within the RLFMP expressed interest in future rail (e.g., Massport Marine Terminal; Harpoon Brewery; fish processors) for moving goods such as cold/multi-temp cargo; bulk, break-bulk and distillery grains; and cross dock or overweight cargo. However, the lack of rail service was not currently hindering their operations.

Despite the lack of demand for rail freight, challenging logistics and the upfront costs involved in its repair, it is recommended to at least preserve the rail right-of-way in the event that there is a future use for it someday, whether for transit or freight.

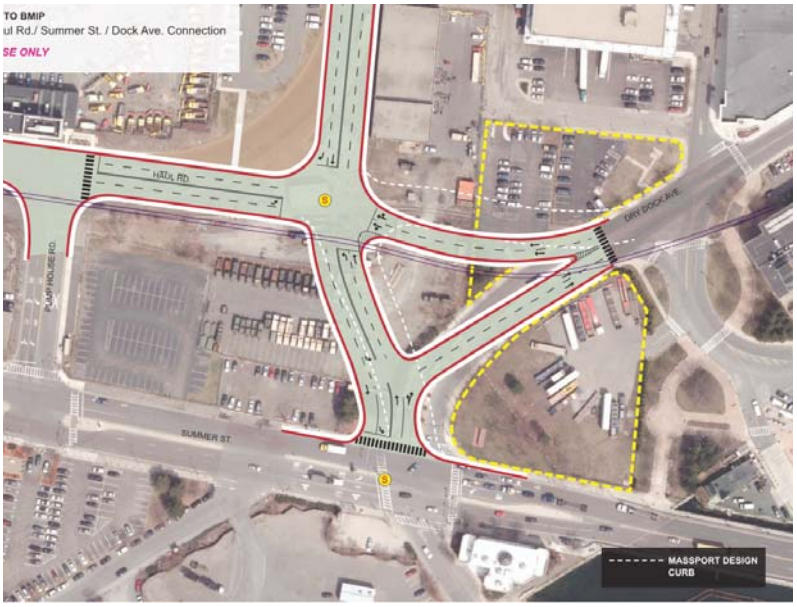
Existing Street Condition

The majority of surface streets in the RLFMP are in acceptable condition. The primary challenge for the streets in the RLFMP is that first and foremost, they must accommodate frequent and widespread truck traffic. This means generally larger lane widths, larger turning radii and intersections that might seem out of scale compared to a traditional street. The complication that arises, is how this scale relates to the increasing amount of pedestrians and cyclists found in the district. Further examining areas for protected pedestrian and bicycle infrastructure is recommended for further study. Subsequent sections of this report will look at Northern Avenue as a case study for just this sort of improvement.

New Connections

A new connection from Summer St directly to the Haul Road has been proposed by the BPDA. The advantage of this connection is providing direct truck access off of Summer Street to the Haul Road and thus the to the interstate or Logan. An additional connection comes directly from the Haul Road to Drydock Avenue.

In the future, as parcel M1 is developed, new street connections should be considered to both break down the scale of the parcel and provide additional means of movement for trucks and pedestrians. This will also divide the property into individual development parcels, rather than a single development. Connections into and through the MMT (M1 Parcel) could also support a defined district of businesses, such as seafood processing and distribution.



A proposed intersection would extend the Haul Road directly to Drydock Ave and provide additional access to the Haul road from Summer Street

Lastly a dedicated connection from FID Kennedy to the Haul Road as a truck only roadway, could alleviate traffic in the rest of the district and reduce conflicts between trucks and cars. This will be illustrated in subsequent sections of the report.

What We Heard:
The Business Climate of the RLFMP

The historic industrial businesses in the RLFMP are going through a period of adaptation, while hoping for a stance on preservation.

In order to comprehensively understand the business and logistical dynamics in the RLFMP individual business owners and property managers were interviewed to gain firsthand knowledge of on the ground operations, as well as their successes and concerns.

Our team conducted three days of interviews with tenants and toured ten separate facilities. On-going interviews occurred as the project moved forward. In addition to the one-on-one interview process a comprehensive survey was sent out to all of the businesses in the RLFMP. The survey posed questions related to the

- Type of business
- Reasons for locating in the RLFMP
- Number of employees
- Where employees commuted from
- Means of transportation
- Use of transit
- Transportation and parking issues, and
- Thoughts on the changing business composition in the RLFMP among other questions.

The following businesses were interviewed, which represent a true cross section of the type of businesses located in the park from seafood processing to biotech and research to furniture wholesalers.

The Au Bon Pain facility is where their primary bakery is, as well as their corporate offices. The proximity between the two creates a more cohesive workplace and encourages interaction between all components of their operations.

- Harpoon Brewery
- Stavis Seafood
- Blue Hills Bank Pavilion
- North Star Management
- Kavanagh Advisory
- Contract Sources Ltd
- Jamestown Properties
- Au Bon Pain
- Boston Freight Terminals
- Design Communications
- Mass Challenge

Transportation & Logistics

Truck access to the Haul Road and interstate is crucial to operations. For the businesses in the RLFMP that rely on trucking operations to move products in and out to local and regional destinations by road, and airborne shipments via the airport, reliance on the Haul Road is essential. Trucks are going to regional businesses and wholesalers, and to Logan Airport. Many businesses rely on “just-in-time” logistics, e.g. seafood processing. Products are brought in and shipped out in the same day.

This unhindered access for dedicated trucks ensures that freight moves in and out of the park smoothly. Additional traffic in the RLFMP could compromise this; however, the biggest challenge is addressing traffic immediately outside the RLFMP. Traffic delays or closures are a significant problem in terms of potential lost sales or the need to increase trucks and drivers to meet delivery schedules.

Business cluster effect

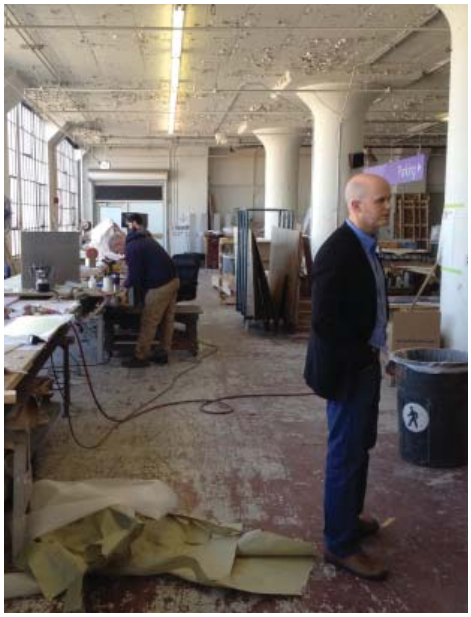
The RLFMP was established as an industrial preservation zone in 1971 and over time many of the businesses came to benefit from being clustered around complementary businesses. This relationship—and often times redundancy—came to establish active business clusters. For example, the Design Center thrived from having wholesale furniture and design companies adjacent to one another. Both the companies and buyers at the Design Center benefit from the proximity to other showrooms and wholesalers.

Speaking with Contract Sources Ltd, the Design Center's initial and on-going success is the result of lower rents possible in an industrial district. This is, in large part, the reason they initially located in the RLFMP. If only a couple companies relocate because of rising rents, it may cause a wholesale relocation since the companies benefit from mutual proximity.

The RLFMP is also an important regional seafood cluster with dozens of seafood based companies across the park. Access to the interstate and Logan Airport are primary reasons for their location, but it also provides efficient one stop shopping for seafood wholesalers and distributors. Trucks coming from Canada with fish are able to distribute to a number of seafood processing companies in the RLFMP. For wholesale buyers, it also offers the advantage of being a single destination for a range of fish products.

Lastly, a new business cluster has emerged in the RLFMP, particularly in 27 Drydock and the Innovation & Design Building. Research and Development (R&D), light-manufacturing and technology companies are benefitting from lower rents and proximity to the South Boston Waterfront District. The clustering effect here creates a concentration of shared knowledge and emphasis on spin-off businesses. Mass Challenge, a non-profit incubator space has become a significant resource for Boston's knowledge based economy. This new economy in the RLFMP brings with it a different workforce and spatial needs.

In our tenant interviews the owners of the businesses expressed concerns that ranged from lack of parking, to emphasizing the need for truck access. They also wanted to ensure the commitment to Boston businesses on behalf of the EDIC.



Au Bon Pain (top) , Yankee Lobster (center bottom) and Design Communications (bottom right and opposite page) are among a few of the businesses we visited and spoke with.

The business that we visited represented an array of industrial uses from maritime industrial users like Stavis Seafood and Legal Seafood to industrial sign fabrication and food production. We also spoke with businesses that are classified as light industrial, such as biotech tenants and lab operations.

Industrial Use Classification

Industrial uses in recent years no longer mean incompatible, space intensive and freight dependent operations. The advanced and light manufacturing, as well as R&D sector are generally classified as an industrial use, as well. The classification has worked to the benefit of these businesses as it generally means more affordable space and to run short term trials. In the RLFMP these businesses are the fastest growing sector. The challenge for the RLFMP is two-fold, 1) the square footage per employee is less than is needed for a traditional industrial use, therefore, there is a greater demand for transit and parking, which is already at a premium in the RLFMP, and 2) a concentration of these businesses and a highly skilled workforce means that there will be a continued in-migration of these businesses causing rents to rise and forcing more traditional space intensive businesses out. The conflict for the RLFMP is that these post-industrial tenants mean additional revenue at the expense of blue collar jobs and traditional industrial uses, many of which need to be adjacent to an urban core.

Parking and Transit

The limited parking supply at the RLFMP and the imposition of the South Boston parking freeze instituted by the DEP mean that parking is at a premium and a primary concern for many of the businesses in the RLFMP, both old and new. For newer businesses, it is difficult to offer guaranteed parking, which can affect the marketing of space to industrial tenants. For older tenants, such as those in the Design Center, it means that there is less parking for their customer base. The City is contemplating expanding the 12 Drydock Avenue parking garage onto Parcels G and G-1 or possibly a new garage on the C1 and C2 parcels that could be shared between the BPDA and Massport.

Since parking is limited, a large percentage of employees rely on the Silver Line. Improved service is crucial to on-going operations and for attracting new businesses and talent. Businesses expressed a need for additional routes or a collective transit system unique to the park itself.

Resolving the Dynamics of RLFMP : Planning and Development

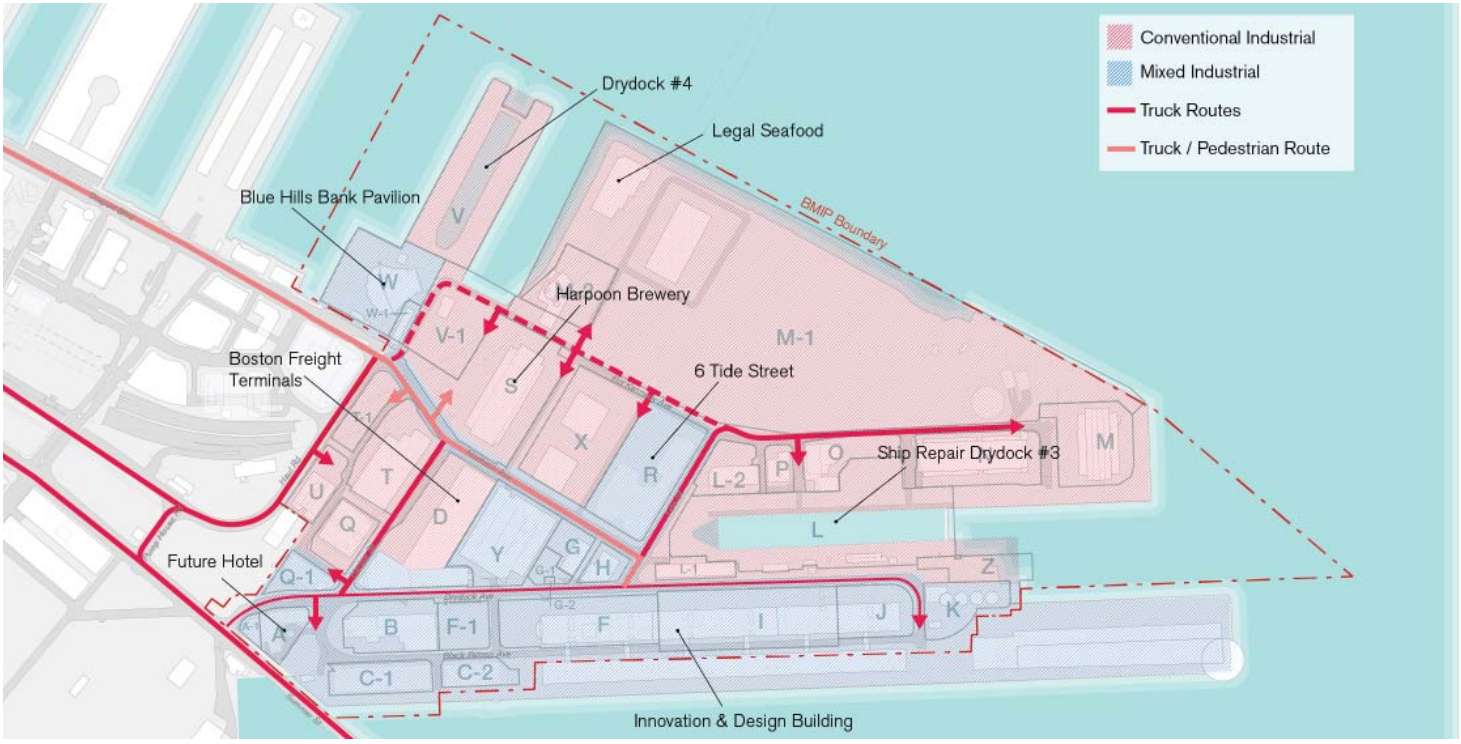
How can future planning scenarios affect the economic and development potential of RLFMP?

The fundamental challenge of the RLFMP is how to preserve marine industrial uses and jobs in the era of rising land values in South Boston and the steady decline of true water dependent industrial uses. Planning and development solutions for the marine industrial park must find a compromise between ensuring that the park remains a base for blue collar jobs and industrial uses needed to serve an urban core, and taking advantage of the growing development pressure surrounding the RLFMP. A solution that can harness this development interest to help subsidize the parallel ongoing operations and growth of an industrial sector should be further explored.

The planning scenarios that follow suggest that a reexamination of the use limitations in the RLFMP, along with developing parcels to their full capacity—both spatially and regulatory—to set a path toward reinvestment in the RLFMP. A mixed-industrial RLFMP that allows for additional supporting industrial uses, while preserving waterside parcels for water dependent industrial uses creates a mutually beneficial solution to the challenge of the RLFMP. This strategy will be further outlined in the following pages.

Existing Character in the RLFMP

Part of the energy of the RLFMP is its varied character. There are few places where a large ship repair facility (Dry Dock #3) is across the street from pop-up container shops serving street food. This contrast in use is found throughout the RLFMP; however, it is often more of a challenge than not, largely due to the logistical requirements of large industrial users versus those of a smaller non-truck dependent business. A natural "districting" in the RLFMP already exists, in the sense that many light industrial, fabrication, R&D and commercial tenants are located in the Innovation & Design Building, 27 Drydock Ave and 12 Channel Street. This is largely be-



The diagram above illustrates the current district character of the RLFMP. Mixed industrial uses that include a combination of light manufacturing, processing and research tend to organize themselves along Drydock Ave and south to the Reserved Channel. Heaver industrial uses such as seafood processing and ship repair are on the waterside parcels and along parts of Northern Ave. While all streets accommodate truck traffic, Drydock Ave and Northern Ave are also the heaviest pedestrian streets in the district and should provide appropriate accommodations for both.

Many of the buildings in the RLFMP provide a mix of industrial and commercial uses to support the tenants and employees in the district. Harpoon Brewery (above) has a taproom in the same complex as its brewing operations. The taproom is one of the few destination points for the general public in the RLFMP. Food and beverage services like Au Bon Pain (above right) are one of only a handful of places for employees in the district to eat.

because these are multi tenanted spaces that offer a range of leasable areas for businesses. Older, multi-story industrial buildings allow this adaptation to happen, whereas newer industrial buildings suited to a single tenant or use have little flexibility. For example, the Innovation and Design Building has approximately one hundred tenants ranging from 575 sf to 40,000 sf.

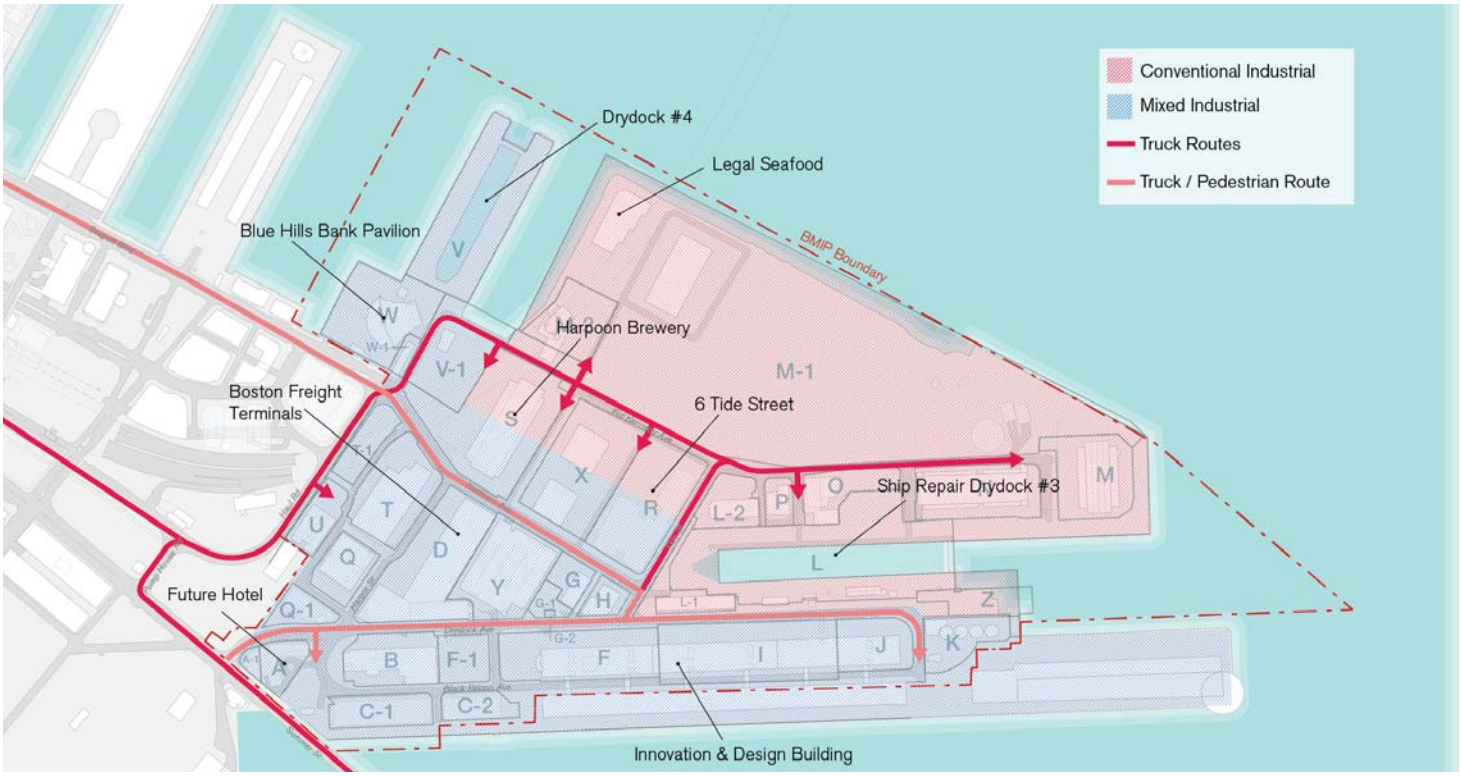
Larger industrial users, such as the seafood cluster off Northern Avenue have larger, more space intensive businesses that include necessary truck loading and parking aprons. This speaks to both the type of operations (generally larger industrial users) and the amount of people occupying the buildings (generally a lower person per sf for uses such as distribution and manufacturing). The land intensive nature and low pedestrian activity are distinctly different than those businesses along Drydock Avenue.

Districts in the RLFMP

A general districting approach between these types of businesses makes sense for a number of reasons.

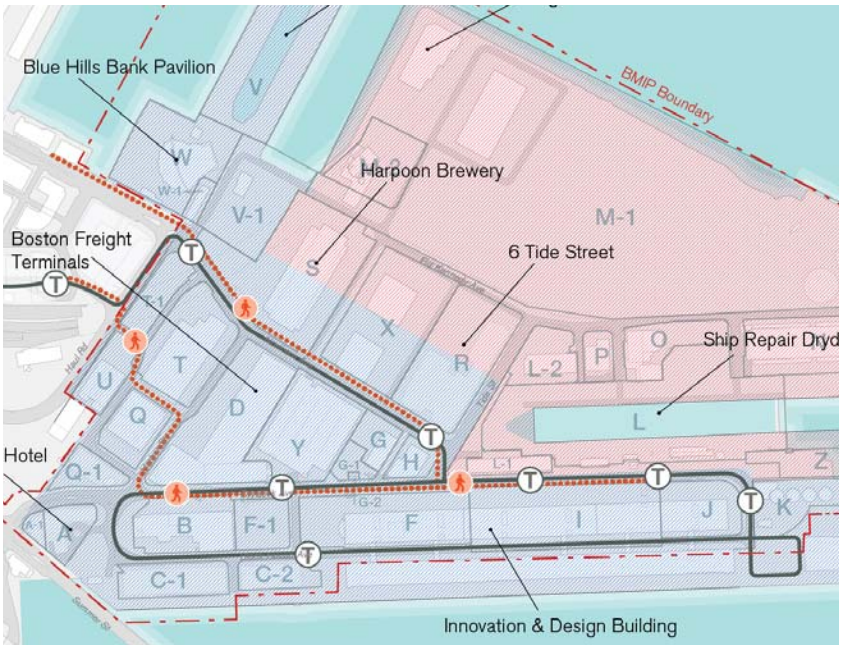
1. **Transportation and Trucking Logistics:** The heavier industrial users along the waterside parcels and those off of Northern Ave rely, almost exclusively, on large trucks to serve their businesses. This requires space intensive loading areas, and broad circulation and parking aprons. These areas have the land available to handle such maneuvering. Businesses in the buildings along Drydock Ave within the RLFMP (this does not include 88 Black Falcon and the Cruise Terminal) are less reliant on large semi-trailers and container trucks (these are a minimum of 40ft long), but are generally served by smaller city or box trucks that have greater maneuverability in tighter spaces and are less of a conflict interacting with daily vehicular traffic.

   Most important to trucking logistics for the RLFMP is access to the Haul Road and the interstate systems. This



The diagram above demonstrates a long-term condition where traditional industrial uses south of Northern Ave have shifted closer to the waterside parcels, north of Northern Ave

is for shipments that are going locally, regionally and to Logan Airport. Many of the products moving in and out of the RLFMP require "just-in-time" capabilities. This means that products come in and go out on the same day. The seafood cluster and Harpoon Brewery are examples of this sort of operation. While traffic backups are largely the result of traffic outside the RLFMP, there should nonetheless be an effort to separate truck and vehicular traffic where possible. A dedicated truck road along FID Kennedy with direct access to the Haul Road would capture this need and serve any large industrial users that back up to FID Kennedy whether those at the Massport Marine Terminal or that have access from both FID Kennedy and Northern Avenue.



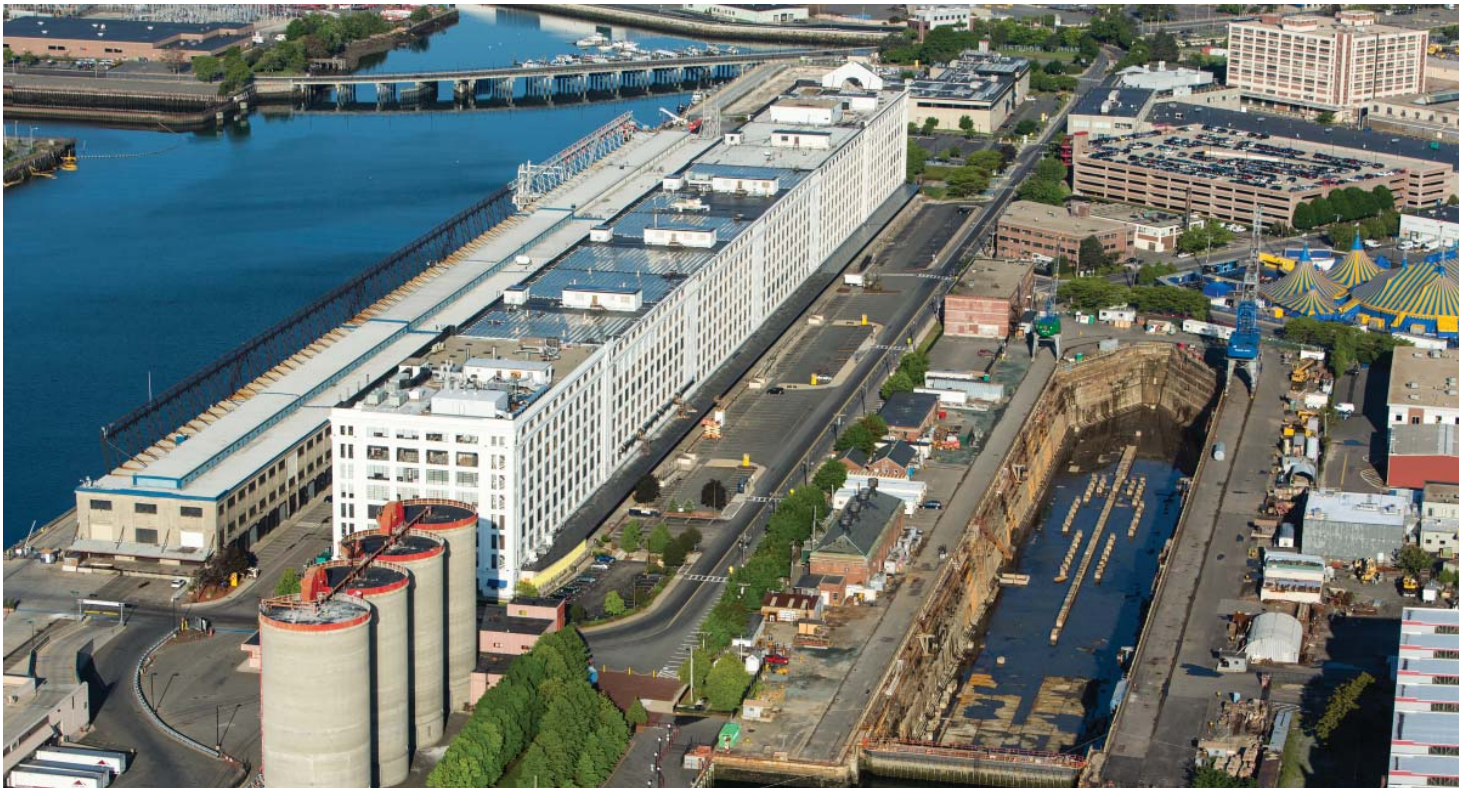
2. **Pedestrian Safety:** With the increasing number of workers in the RLFMP using transit, a focus on pedestrian safety is important. The majority of pedestrians in the district are walking from MBTA Silver Line stops at Silver Line Way, Tide Street or the many stops along Drydock Ave and Black Falcon Ave. There are also some employees walking from the Seaport District. The level of pedestrian activity in the morning, between transit users and employees coming from the public parking facility on Parcel Y, can cause conflicts with truck operations, particularly those along Drydock Avenue. The intersection of Tide Street and Drydock Avenue is of the greatest concern. Separating the heavy truck traffic from the majority of vehicular and pedestrian traffic via dedicated truck access along FID Kennedy to the Haul Road is one way to reduce the threat of pedestrian casualties. While trucks would still be able to move throughout the park, a more defined circulation system would help to reduce conflicts.

3. **District Character:** Improving the pedestrian experience along Northern Avenue and Drydock Avenue is important for visitors and employees alike. As mentioned, these are the two primary pedestrian streets in the RLFMP, both of which might be better served by improved streetscapes. As imagined, the larger industrial tenants are generally truck focused with little accommodation for pedestrians. This strict divide tends to be complicated when mixed, as is the case at times along Northern Avenue. Perhaps more so than Drydock Avenue where the main large trucking operation is North Coast Seafood. Future projects at the intersection of Drydock Avenue and Summer Street (Parcels Q and A), which will be an office building and hotel development, respectively, will also have a more active ground floor, only furthering the logic of creating unique districts.

4. **Public Realm and Pedestrian Access:** The RLFMP benefits from open space and is served by an improving pedestrian network. RLFPM tenants, employees, customers and cruise passengers alike have access to green spaces and plazas.

As the RLFPM continues to develop there is a need for more open space and improved pedestrian networks to accommodate new businesses and employees. There may be opportunities to expand open space and perhaps integrate RLFPM public access areas into the broader open space system of the South Boston Waterfront, particularly through the Harborwalk network.

Open spaces that currently activate and support the RLFMP include the green space know as Pier 10 Park, the



plaza in front of and the promenade along the Innovation and Design Building and the green space at the Summer Street entrance of the RLFMP. There is also a greenspace and elevated viewing platform at the base of Dry Dock Number 3 to allow the public to observe the activities in the Dry Dock.

There are multiple sections of Harborwalk and viewing areas at the water's edge. The is a publically assessable Harborwalk section along the west side of Blue Hills Bank Pavilion (Parcel W), Harborwalk along FID Kennedy in between Dry Dock Number 4 and Vent Building Number 6, and also along the side of the vent building. At 88 Black Falcon Avenue there is shoreline public access, fishing station and seating.

A commercial office project at Parcel Q and a hotel at Parcel A will provide additional open space and plazas to strengthen the Summer Street entrance/gateway to the RLFMP.

As we look to increase and enhance open space and public access, referring to the various planning layers for the South Boston Waterfront and RLFMP provides us some context and guidance.

The 1999 Seaport Public Realm Plan suggests linking the Rose Kennedy Greenway with a serious of parks, piers, overlooks and civic and cultural facilities along Seaport Boulevard and Northern Avenue extending to Wharf 8 and the North Jetty (Marine Terminal). Much of the proposed network of public facilities will strengthen and extend the Harborwalk system along South Boston's waterfront to the RLFMP. In the RLFMP the intent was to provide areas where the public can view the active maritime uses, blending public access and waterfront activity. Open space opportunities are noted along Wharf 8 and Parcel W the location of the Blue Hills Bank Pavilion. The Plan notes this area could also support water transportation facilities including servicing and layover berthing facilities.

The 1999 BMIP Master Plan recognized preexisting open space and pedestrian networks and proposed a pedestrian access plan designed to encourage public access and circulation within the Marine Park and to provide the public access to the waterfront and advantageous viewing areas of port activity without interference with such activities. Much of the public ream was built out and evolved over time to accommodate employee access to and within the RLFMP. The BMIP Master Plan identifies the Dry Dock No. 4 and the Parcel W/Wharf 8 area as an important location for public access and viewing areas.

The Imagine Boston 2030 Masterplan for the City of Boston stresses the need for signature open spaces along Boston Harbor and the strengthening of open space networks both along and to other neighborhood open space networks.

As we consider opportunities for more open space in the RLFMP, there are numerous factors and planning objectives to consider. Open space should be at the water's edge and proximate to transit and other pedestrian networks. Are there areas of the RFLPM that are at greater risk for flooding due to climate change and sea-level rise? Are there properties no longer suitable for maritime industrial uses due to structure conditions or physical limitations for new uses?

By reviewing the various planning layers and the parcel and planning analysis of the RFLMP Master plan we begin to see opportunities for expanded open space and public facilities in the Dry Dock No. 4 and Parcels W and V1 area.

This area of the RFLMP makes up the Northern Avenue gateway already animated and activated by the Blue Hills Bank Pavilion, Yankee Lobster retail and restaurant uses and Harpoon Brewery's beer hall. This gateway will be strengthened by the mix use project underway at Massport Parcel K that will add residential and hotel uses along Northern Avenue.

The current open space network extends from the Rose Kennedy Greenway, plazas and green spaces at Seaport Square and Pier 4, Harborwalk extending to the Eastport and South Boston Maritime Parks at along D Street and arriving at the Dry Dock No. 4 Northern Avenue Gateway.

While Dry Dock No. 4 may not be suitable for traditional maritime industrial uses it could serve the RLFMP and Commonwealth Flats area as a mix of open space and water depend activity comparable to Long Wharf in Downtown Boston that is a mix of open space, Harborwalk, water transportation facilities and civic and commercial uses that create a year round public destination.

With continued development in both the RLFMP and the South Boston Waterfront, as a whole, a connected and safe pedestrian network is vital. In addition to promoting pedestrian safety, this update to the RLFMP Master Plan provides an opportunity to also promote pedestrian access to the waterfront within the Park.

As stated in this plan, there are actions that can be made to promote greater pedestrian safety while also improving truck access and circulation to and within the RLFMP. Separating truck traffic with dedicated truck access on FID Kennedy to the Haul Road and by modifying the RLFMP Summer Street entrance with a direct Summer Street to Haul road link provides better truck circulation for maritime and industrial businesses while strengthening pedestrian and bike access through the gateways at Northern Avenue and Summer Street.

The RLFMP is also included in the South Boston Waterfront Wayfinding pilot program, a result of the South Boston Waterfront Sustainable Transportation Plan, which provided short, medium, and long-term recommendations for improvements to the South Boston Waterfront transportation and infrastructure logistics. The pilot program will help guide employees of and visitors to and from points of interest both inside and outside of the RLFMP. Potential points of interest for industrial port tourists included in this initiative are the adjacent Flynn Cruiseport Boston and Boston Fish Pier.

5. **Real Estate Development:** Recent real estate development interest in the RLFMP has varied from hotels to large scale distribution facilities. In general, this development has fallen in line with the previous master plan's intention of allowing for commercial development at the gateway parcels along Summer Street (Parcels Q and A), but there has also been approved development for processing and distribution facilities on Massport's Marine Terminal and a new 360,000 sf R&D complex on Parcel R. Recently, Parcel N was designated for a new industrial user, as well. Massport is also reviewing proposals for the Marine Terminal as part of a solicitation process initiated in February 2016. Additionally, those parcels in the RLFMP which sit outside of the DPA and outside of Chapter 91 jurisdiction have garnered interest historically. These are the parcels closest to the intersection of the Haul Road and Northern Avenue (Parcels U, T1, T,

The diagram above highlights those parcels within the RLFMP that are neither in the DPA or within Chapter 91 jurisdictional boundaries. The only regulatory constraints for these parcels is local zoning, which is currently Industrial and is limited to an FAR of 2.

Q1 and Q). From a real estate development perspective, these parcels are not bound by the use restrictions that go along with being part of a designated port area, nor are they subject to any constraints imposed by Chapter 91. The greatest limiting factor is local zoning and air rights development (Parcel T1 only). The approach of creating districts makes sense in this occasion because it is unlikely that these parcels will become heavy industrial uses in the future.

Lastly, the rapidly changing nature of businesses locating in the Innovation and Design Building, as well as 27 Drydock Ave, has resulted in a higher concentration of technology, design and fabrication, and research businesses. The ground floor of the building is now home to container trucks of food vendors and retail to serve the local daytime population and the design center. This is a very different condition than the trucks of fresh seafood rolling in and out of Seafood Way.

6. **Waterside Industrial Uses:** Per the 1999 master plan for the RLFMP, and the subsequent Chapter 91 master license update, all waterside parcels in the RLFMP have been maintained as Marine Economy Reserve, meaning that they must all be a water dependent maritime use. The historic association of an industrial waterfront is preserved in this regulation and is in concert with many of the waterside uses in the RLFMP today, including the ship repair. While future "over the dock" users will be difficult to attract, this area should nonetheless be preserved for now as a maritime industrial zone. As such, this will likely involve larger, more traditionally industrial tenants. This then falls in line with the concept of creating a unique waterfront industrial district, as we have recommended.

Planning Scenarios

Part of the planning exercise, and perhaps the more fundamental point to be made about the future of the RLFMP, is the ability to capture its inherent real estate value, namely its land value under current and future market circumstances. Part of the justification for exploring this is to find out ways that future real estate investment might be able to subsidize needed improvements in its industrial, and in particular waterside, infrastructure for future uses. It is a way of both capturing value from the RLFMP, as well as preserving its mission as a haven for lower margin industrial businesses that provide blue collar jobs and serve the urban core.

In order to run this exercise, we identified a number of parcels that worked within our prior district strategy. These are parcels that are either a) "in-play" for future development, b) are currently not compatible with the spatial strategy outlined in the prior section or c) have been approved for development. For instance, in the case of Parcels C1 and C2, which has been suggested as a future parking garage, no development buildout scenario was tied to it. However, it remains a parcel that will change in the near future and may support development if parking needs are met elsewhere including expanding the existing 12 Drydock Avenue onto Parcels G and G-1. The logic of the parcel selection for this hypothetical scenarios is important to understand, as they were not chosen arbitrarily. Each parcel has its own unique set of conditions.

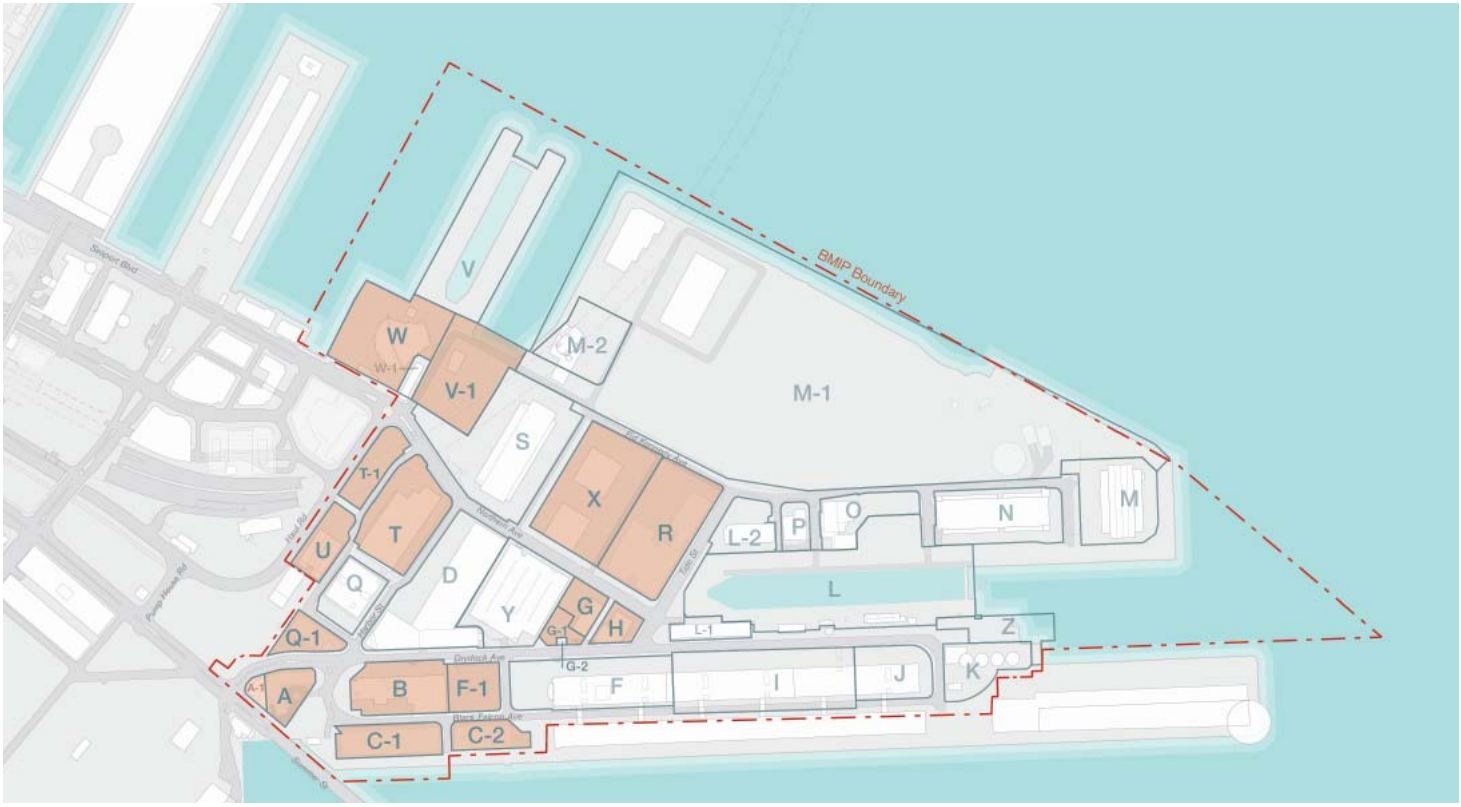
It should be noted that this planning exercise is a hypothetical scenario used to determine the future land value of the RLFMP in order to make the case for a way to help pay for needed repairs to the existing infrastructure to accommodate marine industrial and general industrial uses in the future. A building typology that can accommodate ground floor industrial space with mixed-industrial uses above, including commercial and advanced manufacturing should be further explored for the RLFMP. The following land valuation exercise looks at the revenue potential from developing these sites versus maintaining the status quo. As an order of generalization the proposed FAR of 2 was used.

Stavis Sefoods has closed its facility at this location and moved its operations to another location in the RLFMP.

Parcel V1 is used primarily as a storage building and truck staging. The parcel could be redeveloped for industrial uses.

Parcel T is currently a vacant distribution building and considered a signature redevelopment parcel.

Parcels Q1, A and A1	These parcels have development agreements in place and will be built out as office and hotel developments respectively.
Parcels U, T1, and T	These parcels sit outside of Chapter 91 and DPA boundaries. Parcel U (Stavis Seafoods) is no longer in use a seafood processing facility and is expanding at the MMT. Parcel T1 is surface parking lot for truck staging and Parcel T is a vacant distribution warehouse.
Parcel B	Currently North Coast Seafood, this is a relatively new building; however, in a long term scenarios fish processing and associated truck traffic may be better suited in another part of the RLFMP.
Parcel F1	This is a surface parking lot leased by Jamestown and could be a development site in the future.
Parcels G, G1 and G2	The only building on these three sites is occupied by a variety of small industrial uses on Parcel G. If these a parcels were to be assembled, it would be large enough for a single development site. The site could also accommodate an expansion of the central parking garage.
Parcel H	Currently, occupied by the BPDA and assorted tenants, this building could be renovated and work within the FAR of 2.
Parcel R	This site has been designated for development by Kavanagh Advisory Group and Related Beal as a 360,000 sf R&D facility with some ground floor uses. It is included in future development calculations.
Parcel X	The New Boston Seafood Center is part of the active seafood cluster in the RLFMP with over a dozen seafood processing companies. However, in the long-term the lifespan of this building will have expired and these businesses will be better suited in the RLFMP towards the waterside parcels. A mixed-industrial typology that allows for upper story light industrial or commercial uses could potentially integrate some of these businesses if compatible.
Parcel V	While dry dock number 4 may not be suitable for maritime uses due to site condition. The rehabilitation of Pier 5 in advance of Sail Boston 2017 may allow for future pedestrian access to the water, possibly as open space, as well.
Parcel V1	While much of Parcel V1 sits over the Ted Williams Tunnel, there is still room for development on this site, as a mix of industrial uses. The site will provde short-term parking for local businesses during the construction of Massport Parcel K.
Parcels W and W1	Parcel W is the Blue Hills Bank Pavilion. While is has been located in the RLFMP since the 1990's as a venue, it is still considered a "temporary use". It is legislated that if there is a viable marine industrial use for that parcel, the site could be redeveloped as such with proper notice. The parcel is within the DPA and currently part of the MER zone. Parcel W1, Yankee Lobster should be considered as part of this scenario.
Parcels C1 and C2	While initially under consideration for a new parking garage, these parcels could alternatively accommodate new growth in the RLFMP including support for the cruise terminal.



The map above highlights those parcels that are identified for future development or to be considered "in play" in the long-term. Other parcels are likely to remain in their current condition and use, or else are beyond the EDIC's control, such as the M1 Parcel

Parcel C1 and C2 (left) might be considered for future parking structures or new development. Parcel R (right) is designated to be a R&D complex.

Economic Analysis & Findings

Land Valuation

Based on collaborative market and planning work including tenant interviews, econometric studies and build-out analyses, the focus of the land valuation exercise was to test alternative master plan concepts for the RLFMP in terms of their development feasibility and marketability, and their potential to generate future land rent to ownership.

Buildout scenarios were designed to illustrate and test the hypothesis that the future of the RLFMP is best envisioned as a mixed industrial-commercial district that supports the needs of a fully functioning economy by offering:

- The back office / "storage shed" / garage of a global city
- A service location to support a just-in-time service economy and smaller footprint, e-commerce driven retail sector
- A lower cost haven for lower margin businesses & emerging businesses with a need for urban market (customer & labor) proximity
- A location where businesses can cluster to reduce transaction costs for buyers and exchange knowledge

With this approach in mind, the Master Plan concept envisions a two-pronged redevelopment approach that:

1. Strives to preserve and even requires industrial space production at the ground floor, including consideration for all of the attendant loading and onsite truck requirements and,

2. Encourages a range of upper floor uses (R&D/light industrial/office) that help to write-down ground floor industrial rents at the site level enhancing 21st Century industrial affordability and provide a revenue stream to defray the Landlord's cost of infrastructure needs at the district-wide level. We note that the proposed multi-story industrial/commercial mix fits the needs of the RLFMP and is not a novelty, with demonstrably successful models in the RLFMP and elsewhere (see the precedent studies prepared by another member of the Team).

The approach suggested—one that helps finance ground floor industrial space—treats existing buildings as "unchanged" and the suggested requirement doesn't apply. The new requirements would apply only in the case of new construction or major redevelopment, meaning demolition and reconstruction. The existing uses would be grandfathered. The trigger for implementation of this requirement would be a change in use or major redevelopment. The recommended approach should be considered as a requirement that "true" industrial use (high-bay industrial space) be supported on at least the ground floor for any new development.

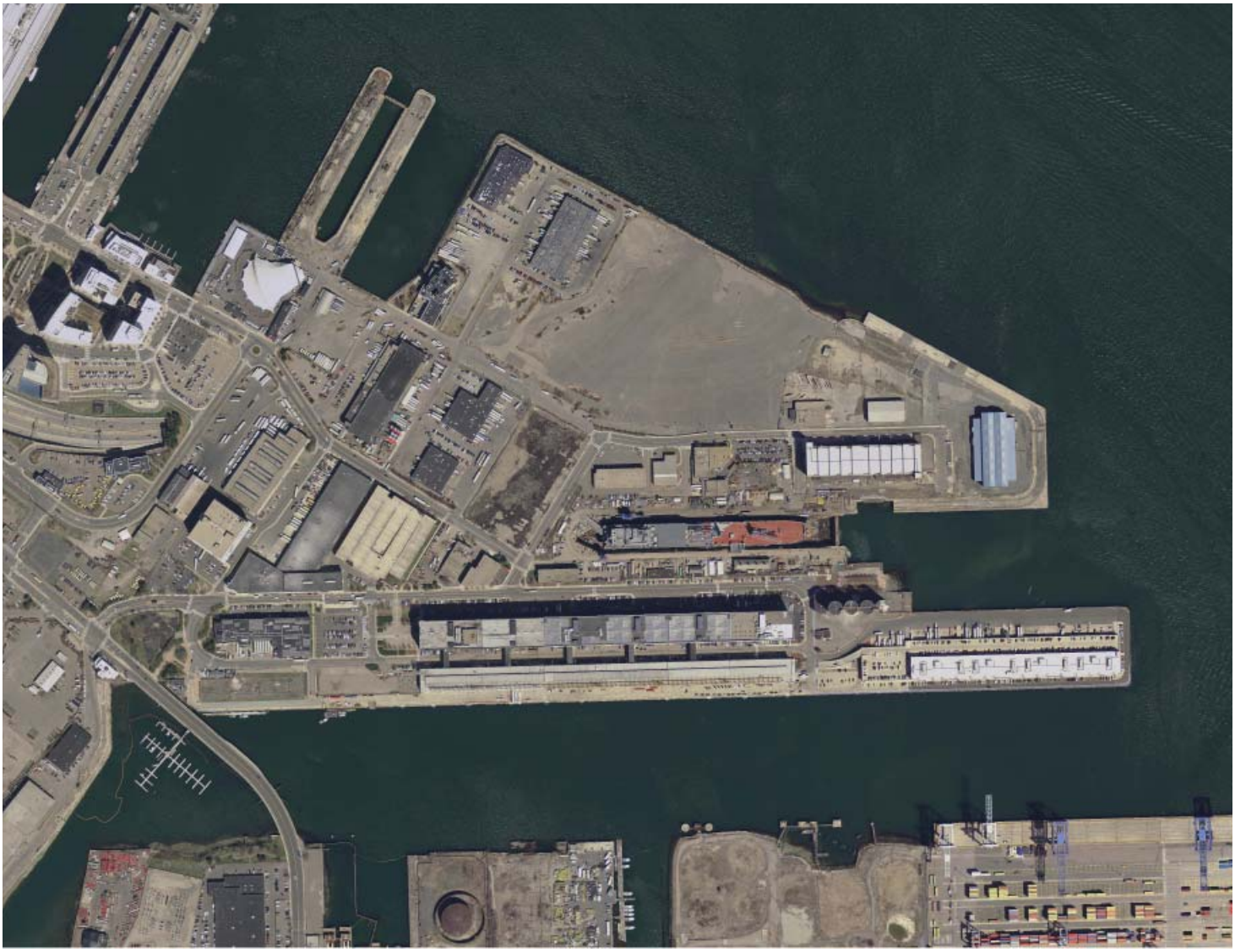
Within the flex-industrial district that we established, some parcels were tested for redevelopment, while others that already met the character and criteria of a vertical industrial building were left as is. This also includes those parcels in the RLFMP that are already planned and permitted. If a strategy were to be undertaken that looked at some of these flex or mixed-industrial parcels at an FAR of 2 that matched our proposed typology, an additional annual revenue of $3.3 million could be gained above the base case scenario (see the matrix on the following page for a detailed breakdown of values).

The analyses that follow illustrate the application of this concept to the district. The future development concepts modeled by our studies took the Landlord (BPDA as ground lessor) and tenant (ground lessee) proposals as a given, including for example Massport's stated plan for MMT and BPDA respondent submissions for Parcels A and Q1, as effective at the time of our analysis. Other sites were modeled to illustrate the potential for future mixed industrial/commercial redevelopment and buildout at a 2.0 and 4.0 FAR.

As illustrated by tables and images that follow, the proposed use mix and an allowable density up to a 2.0 FAR, yields incremental development potential in the district of roughly 2.5 million built SF (on a base of 2.3M SF today). At a density up to a 4.0 FAR, the new incremental yield grows to 4.5 Million SF.

Objectives

1. **Strives to preserve and even requires industrial space production at the ground floor**
2. **Encourages a range of upper floor uses that help to write-down ground floor industrial rents at the site level**

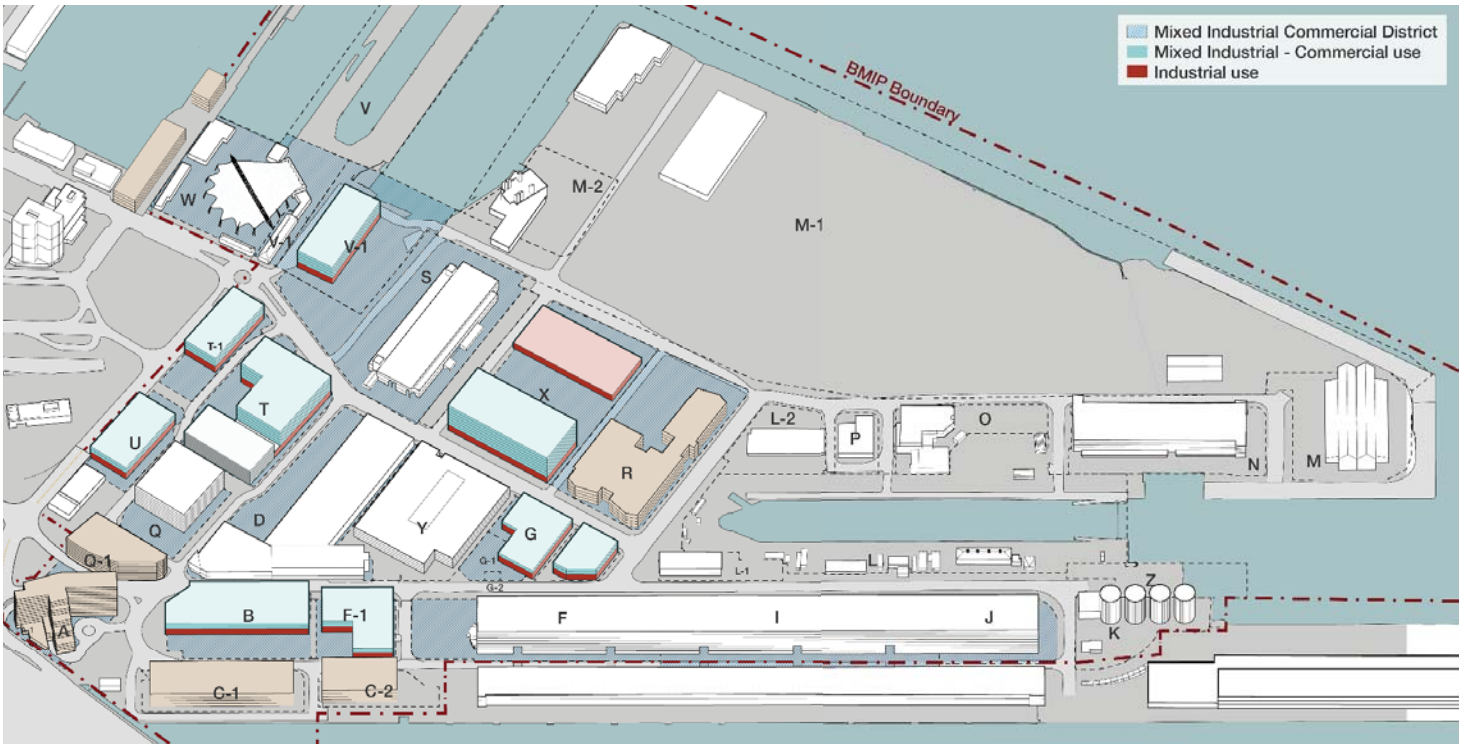


The land valuation exercise examined the parcels in the RLFMP to come up with a strategy that maintained industrial and maritime industrial uses, while considering a new mixed-industrial typology on opportunity sites.

As illustrated by the tables on the following pages, the properties shaded in red are recently improved or proposed to remain in their current use and/or configuration. Those parcels that have waterside access are preserved as marine industrial uses that might benefit, now or in the future, from waterside access. They have been classified here as Existing or Proposed Maritime Industrial Property. The exception to this constant is the M1 parcel, of which a program is proposed reflecting the most recent development proposal for the parcel.

Within the Mixed Industrial District, the selected parcels (identified as blue in the table to the right) potential development yields could increase significantly if the proposed mixed industrial-commercial redevelopment concept were applied to these sites.

Existing & Proposed Maritime Industrial Property								
Parcel ID			**Existing Conditions**		**Build Out**			
Address	Parcel ID #	Parcel	Land Area	Total Bldg SF	Retained Bldf SF	New bldg SF	Total Bldg SF	Inputed FAR
36 Drydock	14	K	73888	12129	12129	-	12129	0.16
Dry Dock #3 (#1, #22, #23)	15	L	468373	13072	13072	-	13072	0.03
24-26 Drydock Ave (#21)	16	L-1	32324	32214	32214	-	32214	1
7 Tide St (#54)	17	L-2	59289	36110	36110	-	36110	0.61
3 Dolphin y (#31)	18	M	134341	57221	57221	-	57221	0.43
Fid Kennedy Ave	20	M-2	91945	25935	25935	-	25935	0.28
25 Fid Kennedy Ave (#16)	21	N	139650	85239	85239	-	85239	0.61
19 Fid Kennedy Ave (#29)	22	O	70042	46879	46879	-	46879	0.67
3 Anchor Way (#14)	23	P	27590	12324	12324	-	12324	0.45
Dry Dock #4	31	V	252004	-	-	-	-	0
34 Drydock Ave (Pier 10)	37	Z	58825	-	-	-	-	0
Massport Marine Terminal (As Proposed)	19	M-1	1954285	134032	134032	462136	596168	0.31
Total			**3362556**	**455155**	**455155**	**462136**	**917291**	**0.27**
Existing Development			1408271	455155	321123	-	321123	0.23
Planned/Proposed Development			1954285	134032	134032	462136	596168	0.31
Additional Development Potential			-	-	-	-	-	0



Opportunities for Additional Mixed Industrial-Commercial										
Parcel ID			**Existing Conditions**		**Build Out (FAR 2.0)**			**Build Out (FAR 4.0)**		
Address	Parcel ID #	Parcel	Land Area	Total Bldg SF	Retained Bldf SF	New bldg SF	Total Bldg SF	Retained Bldf SF	New bldg SF	Total Bldg SF
Park	1	A-1	10,054	0	0	0	0	0	0	0
6& 10 Drydock Ave (#12 and #15)	5	D	205,790	212500	212500	0	212500	212500	0	212500
1 Design Center (#114)	6	F	163,936	552026	552026	0	552026	552026	0	552026
Bell Atlantic Switch Station	10	G-2	1,530	0	0	0	0	0	0	0
21-25 Drydock Ave (#114)	12	I	225,373	825552	825552	0	825552	825552	0	825552
27 Drydock Ave (#114)	13	J	80,958	275184	275184	0	275184	275184	0	275184
12 Channel St (#32)	24	Q	60,908	356450	356450	0	356450	356450	0	356450
306 Northern Ave (#53)	27	S	265,308	107440	107440	0	107440	107440	0	107440
1 Drydock Ave	0	A-1	40,878	0	0	140000	140000	0	140000	140000
4 Drydock Ave / Channel St	25	Q-1	36,808	0	0	150000	150000	0	150000	150000
5 Drydock Ave	2	B	99,099	54230	0	179928	179928	0	419832	419832
Design Center Parking Lot	7	F-1	50,468	0	0	111582	111582	0	185970	185970
339 Northern Ave (#20)	8,9	G/G1	51,479	24898	0	64938	64938	0	129876	129876
6 Tide St (#18)	26	R	181,072	0	0	359820	359820	0	719640	719640
6 Harbor St (#19)	28	T	98,265	135748	0	297336	297336	0	545116	545116
Northern Ave / Channel St	29	T-1	47,611	0	0	107520	107520	0	188160	188160
7 Channel St (#17)	30	U	49,849	27049	0	94665	94665	0	189330	189330
300 Northern Ave	32	V-1	85,049	0	0	165855	165855	0	331710	331710
290-300 Northern Ave	33	W/W1	172,799	0	0	360000	360000	0	720000	720000
310-314 Northern Ave	35	X	199,879	58961	0	444608	444608	0	778064	778064
Total			**2,127,113**	**2630038**	**2329152**	**2476252**	**4805404**	**2329152**	**4497698**	**6826850**
Existing Development			1,003,803	2630038	239152	0	2329152	2329152	0	2329152
Planned/Proposed Development			77,686	2630038	0	290000	290000	0	290000	290000
Additional Development Potential			1,085,570		0	2186252	2186252	0	4207698	4207698

The next step in the analysis was to test the ground rent potentials associated with the proposed mixed industrial-commercial yields at a 2.0 and 4.0 FAR against the existing potential for these parcels at a 1.0 FAR. Note that the potentials associated with the existing maritime industrial sites and for the commercial sites for which there are recently proposed tenant programs are held constant in each scenario.

As summarized in the tables that follow, at full realization (expected to be a 10 to 20-year time horizon), this mixed industrial economic development strategy has the potential to deliver annual rents at fully 1.5 times the current potential at a 2.0 FAR (even with deep subsidization of ground floor industrial space rents at the development pro forma level) and up to a multiple of 2.5 times current rent potentials at a 4.0 FAR.

Also note that these estimates reflect current, stabilized rent levels and do not account for increases that might be achieved if rents rise or if the proposed mix industrial land use strategy were to be applied more broadly in the district.

Base Case - Maritime Scenario (As is)

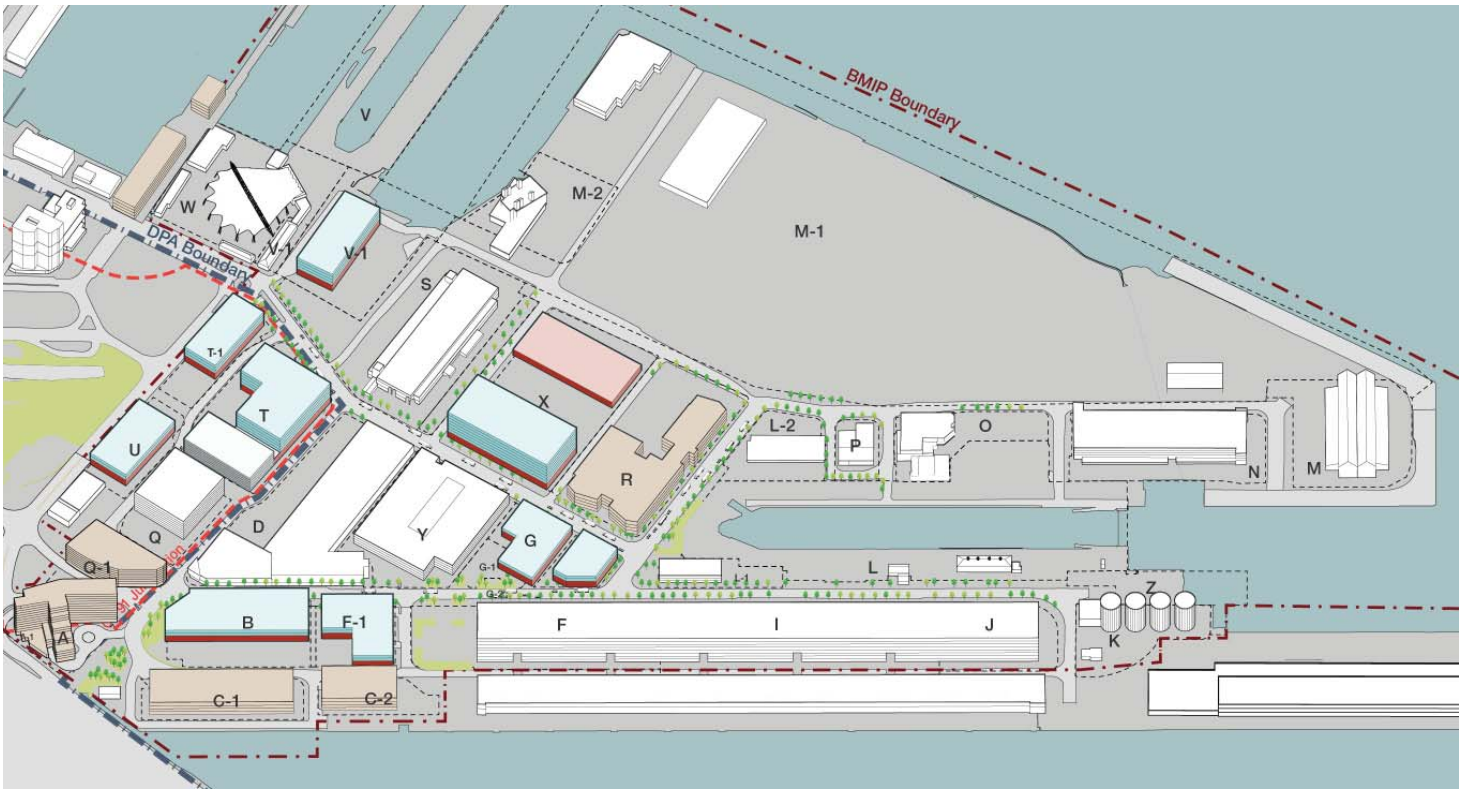
Parcel Districts	Development Land SF	Existing Bldg SF	Imputed FAR	Undeveloped land SF	FAR	New Bldg SF	Total SF (Existing and New)	Imputed FAR
Existing Maritime Industrial Parcels	1,847,638	455,155	0.25	1,514,918	0	462,136	917,291	0.27
Commercial Parcles (A+Q1 Proposed)	-	-	-	77,686	4	290,000	290,000	3.73
Mixed-Industrial Parcels	1,013,857	2,329,152	2.30	1,035,570	1	1,035,570	3,364,722	1.64
Total	2,861,495	2,784,307	0.97	2,628,174	1	1,787,706	4,572,013	0.83
2015 Annual Land Rent Potential	Maritime			$2,300,000	to	$3,000,000		
	Commercial			$1,000,000	to	$1,200,000		
	Mixed Industrial			$2,100,000	to	$2,600,000		
	Total			**$5,400,000**		**$6,800,000**		

Alt 1 Mixed Industrial Scenario (FAR 2.0)

Parcel Districts	Development Land SF	Existing Bldg SF	Imputed FAR	Undeveloped land SF	FAR	New Bldg SF	Total SF (Existing and New)	Imputed FAR
Existing Maritime Industrial Parcels	1,847,638	455,155	0.25	1,514,918	0.31	462,136	917,291	0.27
Commercial Parcles (A+Q1 Proposed)	-	-	0.00	77,686	3.73	290,000	290,000	3.73
Mixed-Industrial Parcels	1,013,857	2,329,152	2.30	1,035,570	1	2,186,252	4,515,404	2.20
Total	2,861,495	2,784,307	0.97	2,628,174	1.12	2,938,388	5,722,695	1.04
2015 Annual Land Rent Potential	Maritime			$2,300,000	to	$3,000,000	Additional Rent Potential Increment Above as is Base Case	
	Commercial			$1,000,000	to	$1,200,000		
	Mixed Industrial			$4,600,000	to	$5,900,000		
	Total			**$7,900,000**		**$10,100,000**	**$2,500,000**	**$3,300,000**

Alt 1 Mixed Industrial Scenario (FAR 4.0)

Parcel Districts	Development Land SF	Existing Bldg SF	Imputed FAR	Undeveloped land SF	FAR	New Bldg SF	Total SF (Existing and New)	Imputed FAR
Existing Maritime Industrial Parcels	1,847,638	455,155	0.25	1,514,918	0.31	462,136	917,291	0.27
Commercial Parcles (A+Q1 Proposed)	-	-	0.00	77,686	3.73	290,000	290,000	3.73
Mixed-Industrial Parcels	1,013,857	2,329,152	2.30	1,035,570	1	2,186,252	4,515,404	2.20
Total	2,861,495	2,784,307	0.97	2,628,174	1.89	4,959,834	7,744,141	1.41
2015 Annual Land Rent Potential	Maritime			$2,300,000	to	$3,000,000	Additional Rent Potential Increment Above as is Base Case	
	Commercial			$1,000,000	to	$1,200,000		
	Mixed Industrial			$11,400,000	to	$12,600,000		
	Total			**$14,700,000**		**$16,800,000**	**$9,300,000**	**$10,000,000**



A planning scenario that maintains an FAR of 2 that considers opportunistic sites and incorporates approved projects **can yield an additional $3.3 million in annual rent for the EDIC.** This is a long-term scenario, but speaks to the impact of a new development model for the RLFMP.

Industrial Mixed Use Prototypes

Building 25 at The Brooklyn Navy Yard is part of a much larger industrial redevelopment district in Brooklyn. The complex is a mix of retrofit historic buildings and new construction.

New mixed-industrial buildings

While many cities have witnessed a new industrial life for historic manufacturing buildings through retrofitting, some cities are taking the old model and making it new again. New construction of vertical manufacturing buildings is becoming prevalent in cities with high land value and that show a demand for small scale manufacturers and fabricators. This mixed-use industrial prototype serves as a precedent for the proposed building typology in the RLFMP. Examples of this are found across the country and even here in Boston. This is a model applicable to industrial as classified by "light industrial/R&D", as well as manufacturing space.

The New York – Portland, OR

- Spec multi-story industrial building on Portland, OR waterfront.
- 100,000 SF / 5-stories / $10 million project
- Part of a city initiative for mixed-use urban industrial districts

Brooklyn Navy Yard: Building 25 – New York, NY

- 90,000 square foot ground up construction
- 3 stories
- Multi-tenant building, part of the Brooklyn Navy Yard industrial district

Genzyme Manufacturing Facility – Boston, MA

- 300,000 GSF / 500 employees
- Vertical manufacturing of pharmaceuticals and R&D

The development model of industrial and commercial space is not new to the RLFMP either. One only has to look at more recently constructed buildings, such as the Boston Freight Terminal and North Coast Seafood buildings to witness the integration of uses. The rising land values in the South Boston Waterfront area

The New York - Portland, OR is a six story industrial office building that is a mix of small manufacturer and fabrication businesses. It is the first multi-story vertical manufacturing building built in Portland in 60 years and was done on spec.

would drive such a vertical model of industrial uses. Large single tenant industrial buildings can no longer afford to be the model in the city. The businesses below located in the RLFMP represent a tenant mix and typology that reflects the sort of integrated use approach recommended for the future of the RLFMP.

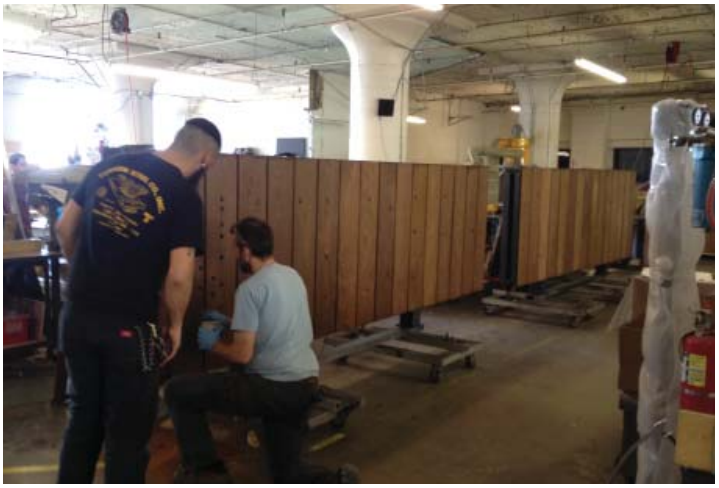
Harpoon Brewery
- Single-tenant multi-story industrial building
- Manufacturing/distribution and commercial use (taproom and event space)
- 180 employees / 107,000 GSF

12 Channel Street
- 10 story / 350,000 GSF multi-tenant industrial building
- Manufacturing and administrative uses
- 20+ tenants / Fully-leased

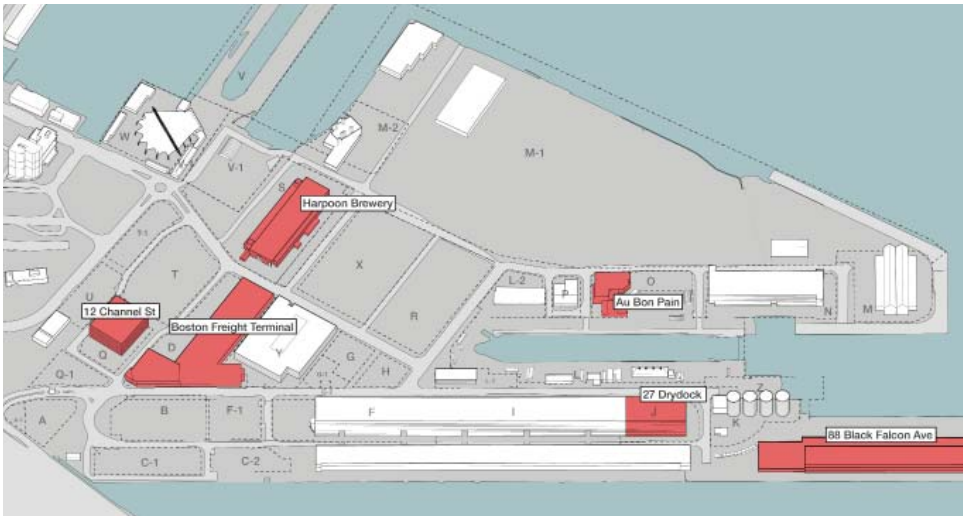
Boston Freight Terminals
- Mix of multi-story commercial/office and distribution uses
- 212,000 GSF / 2-story building

27 Drydock Ave
- 282,000 SF / R&D/bio-tech tenants / fully occupied – 550 employees

88 Black Falcon Ave (outside RLFMP)
- 375,000 SF / 3-stories
- Ground floor industrial/distribution space with upper-story commercial



Design Communications is a sign fabrication business on the fourth floor of the Innovation & Design Building. The lease 40,000 SF of space for fabrication, design and testing.



The industrial park has a number of **buildings that include ground floor industrial space mixed with commercial tenants on the upper floors.** This diagram illustrates just a few of those buildings. (note: Black Falcon Ave sits outside the RLFMP boundary)

12 Channel St is a mixed industrial building owned and leased. by the EDIC

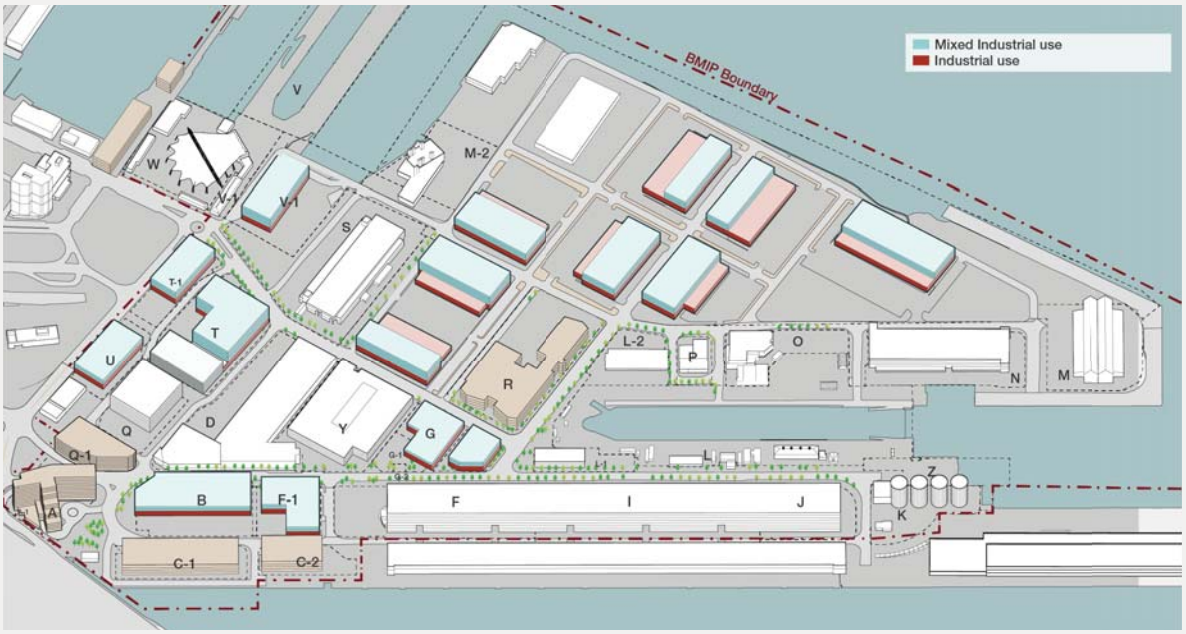
Proof of Concept at the RLFMP

A mixed industrial building type would allow the RLFMP to take advantage of real estate development potential, while preserving its industrial economy.

As the planning concept suggests, in order for the RLFMP to maintain itself as an industrial hub in the city of Boston, and more so, one that has the capability to cater to water dependent uses, major infrastructure upgrades are necessary. With the current development climate in South Boston, there is no doubt pressure on the RLFMP. In order to preserve the industrial district, the jobs that it supports, and the services it provides to the City, a new model should be explored by which private development begins to pay for ground floor industrial space. This means that regulations must allow a greater percentage of supporting industrial and commercial uses in the park.

Our team recommends a building typology – one that exists historically in the park – which places high-bay industrial space at the ground level and either light manufacturing or commercial uses on the upper floors. In this scenario, construction of the industrial space is cross-subsidized by the by the non-industrial, higher value uses, on the upper floors. The ground floor industrial use not only ensures a continuity of industrial space throughout the park, but the revenues generated from the upper floors could potentially be allocated to support infrastructure improvements throughout the district. Furthermore, the densification that results from this hybrid approach could improve walkability, promote alternative modes of transportation and retail, and even expand the business profile of the area to support higher levels of entrepreneurship and innovation. Considering the low return on investment from industrial uses, without this hybrid approach, relatively little ground up, single story industrial space would be possible.

The following section outlines the typological concept in detail, addressing specific architectural and engineering challenges associated with this building type as a result of the hybridization of uses. In addition, building-scale design thinking, broader site planning and district-wide design strategies about the manner in which new buildings will address the street, how parking and loading are accommodated, and the coordination between truck, vehicular, and pedestrian traffic is demonstrated. Two

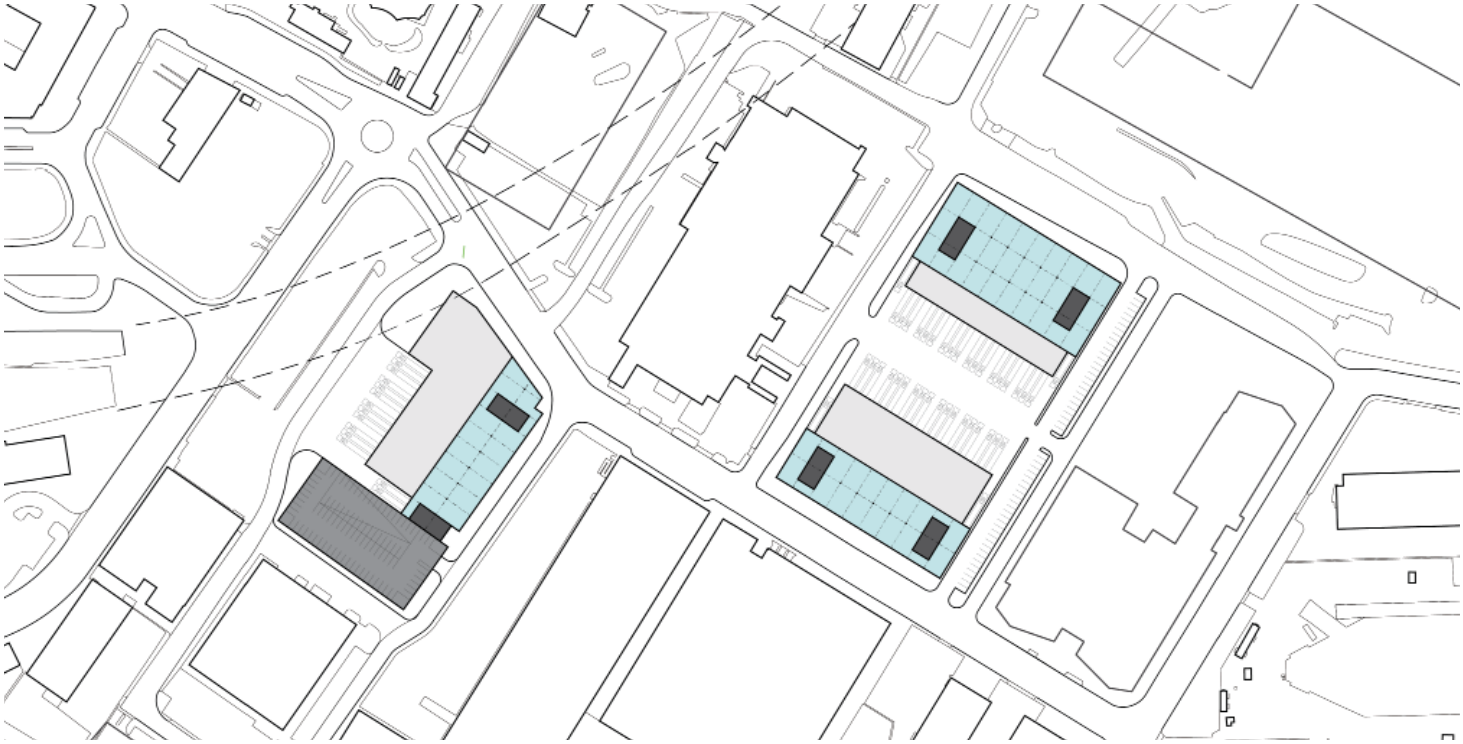


A Future Application?

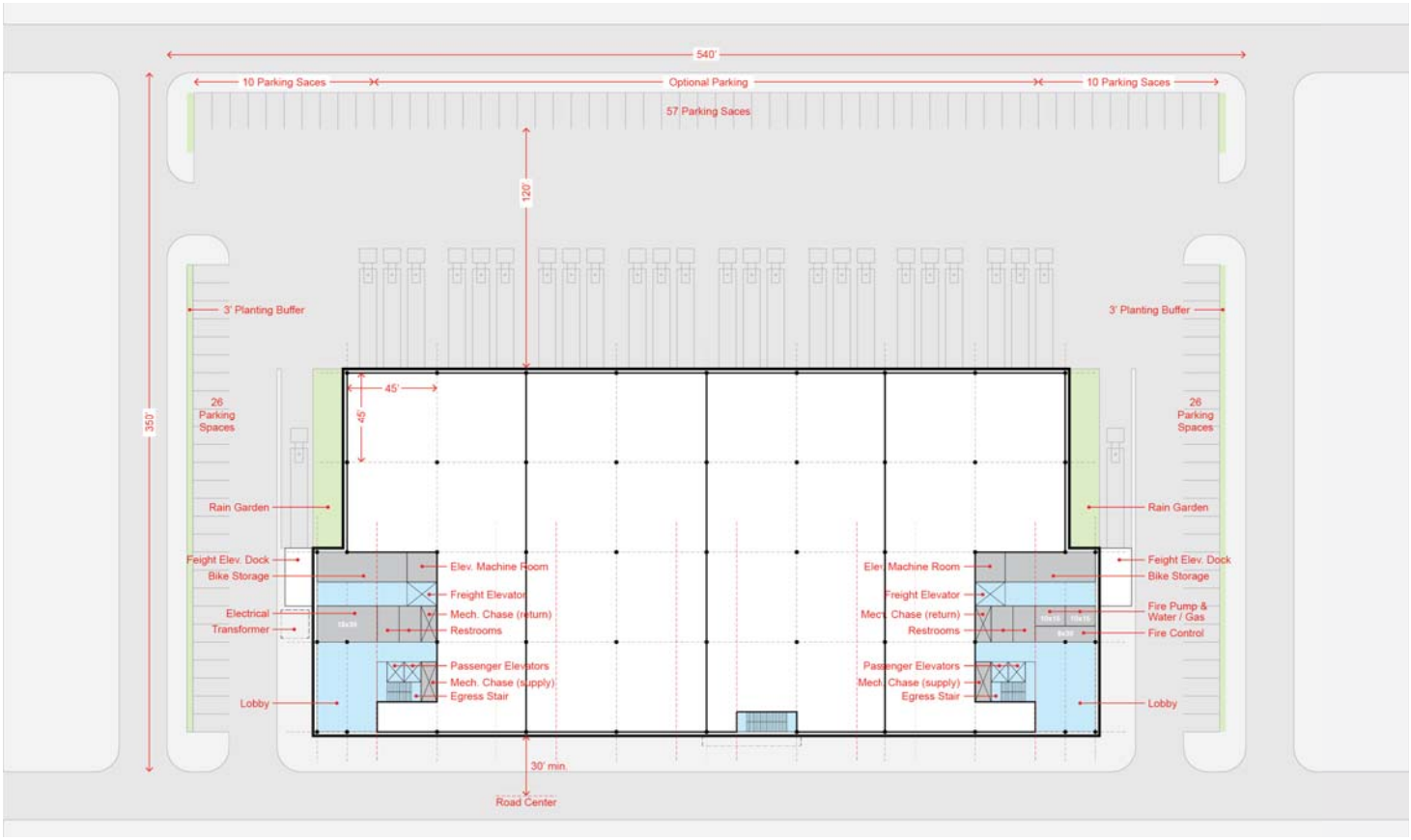
The proposed building typology could also be applicable to the MMT parcel, as its potential programming fits the needs of both traditional industrial tenants, as well as smaller scale, lighter industrial uses.

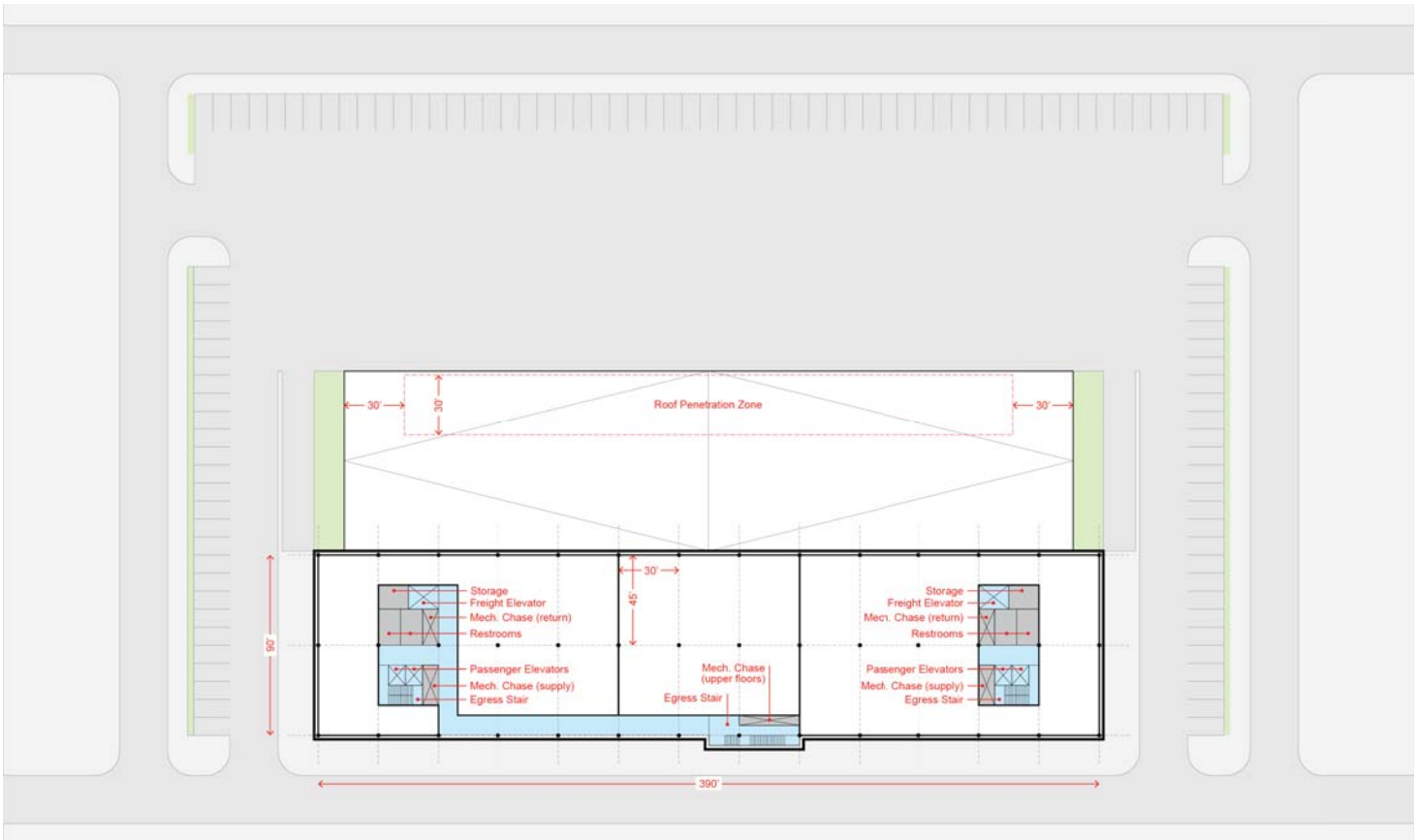
The extension of this concept into the M1 parcel also establishes a coherent street grid, front and rear facing streets and appropriate truck aprons, loading and logistics space.

The mixed-industrial building prototype allows for ground floor industrial space at 45' column grids allowing for multiple tenants or a single large tenant. Upper level loading and freight elevators are handled at the side of the building.



Upper story mixed industrial can accommodate light manufacturing and commercial uses. A 90' or 135' deep floor plate work for a variety of uses.

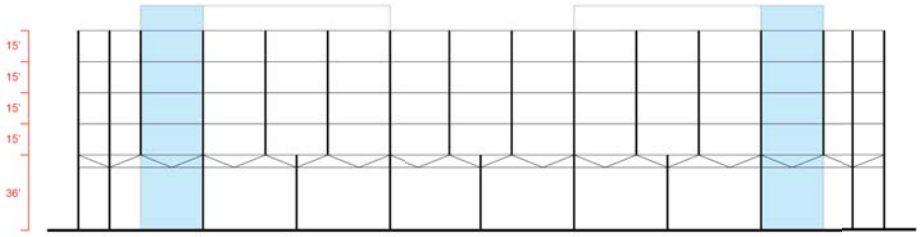




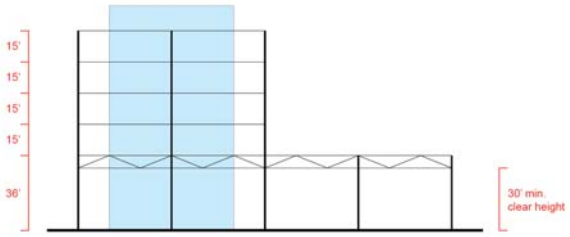
Detailed floor plans and sections demonstrate the viability of a mixed-industrial prototype.

parcels in the RLFMP (Parcel T and Parcel X) were used as test cases as a proof of concept.

Application of Typology to RLFMP
Central to this approach is the desire for flexible ground floor industrial space that is unobstructed by columns. Our solution, therefore, is to use a 45'x45' structural grid in the high bay ground floor space, a typical warehouse module. This module would then transfer to 30'x45' for the upper levels, a module more typical of non-industrial and commercial office spaces. While a slightly larger module for the high bay space may allow greater flexibility, given the premiums associated with an inner-city location, a slightly smaller module is a reasonable compromise. Furthermore, the 45' module provides a more convenient approach for transferring structural loads from the upper



Section A-A



Section B-B

Retail at the RLFMP

With an ever growing employee base, additional visitors and tourists from the Cruiseport, the RLFMP is witnessing further demand for retail amenities and restaurants. Currently, retail is distributed throughout the park at specific locations (Parcel D, Parcel B, the IDB, Harpoon Brewery and Yankee Lobster) that have on-site retail to serve local employees. New retail gateways are planned at Summer Street (Parcel A and Parcel Q1) and Wharf 8 / Pier 7, which will act as the northern retail gateway along Northern Ave next to the Blue Hill Bank Pavilion.

Despite these retail locations, there is still a lack of amenity retail for employees in the RLFMP. The IDB has recently installed shipping container retail and food service, as well as food trucks. Allowance for additional retail in this area should be measured by ensuring that it serves the employees on-site rather than creating a destination retail environment. Making an allowance of retail for individual parcels, as they are redeveloped, would be a way to ensure that

a) there is not a centralized retail/restaurant environment, which could potentially create a destination, as well as absorbing district retail potential, and b) that new industrial users would have the opportunity to sell their products on site, such as Harpoon Brewery and Yankee Lobster. As a contemporary industrial district, there is a demand for a smaller scale manufacturing economy that wants to be able to sell their product on site. A parcel specific retail strategy would permit this.

The rendering demonstrates that despite having high-bay industrial space on the ground floor, it can nonetheless provide a comfortable street presence.

levels, whereas every third upper floor column aligns with the ground floor column. Trusses are utilized in order to accomplish this load transfer, while in the opposite span, a vierendeel truss section allows mechanical ducts to fit within the depth of the truss section. The upper floor plan have been proposed with two depths; a thinner 90' floorplate that is ideal for small-scale custom fabrication businesses, and a deeper 135' floorplate for large open office configurations.

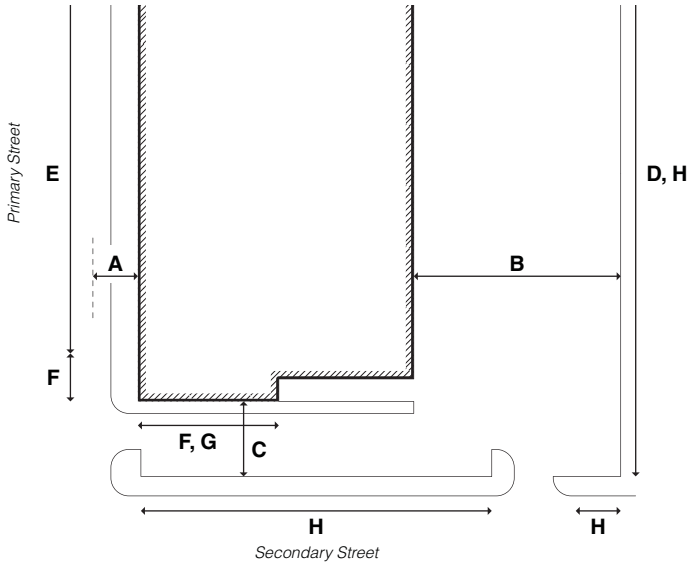
The circulation and mechanical cores have been located at the edges of the plan, which not only preserve a high level of flexibility within the high bay space at the ground level, but provides two separate lobbies for accessing the upper levels and the ability for multiple tenanting scenarios. A third egress stair towards the center of the plan at the building façade, as to not obstruct the high bay space, can provide further flexibility in the arrangement of tenants at the upper floors. Each core is inset 30' from the building envelope in order to maximize exposure to natural light as well as capture usable real estate on both sides of the core. Locating the cores at the edge of the building, however, is also a possibility.

In order to keep construction costs to a minimum, the building type has been conceived using Type II-A construction, which allows the use of lower-cost one hour building elements. With this construction type, up to five stories of both moderate-hazard industrial and storage uses (occupancy classification F-1 and S-1) are permitted if automatic sprinklers are installed throughout the building, with a maximum building height of 85 feet for any use category. When general office uses are intended on the upper floors, five stories is feasible (31' floor-to-floor from first and second floors, and 13'-6" for the upper floors); however, if light manufacturing is intended for the upper floors, the floor-to-floor heights should be at least 15 feet, which limits the building to four stories tall. In this case, it would be possible to make the high bay space slightly taller (up to 40' floor-to-floor). An industrial cladding and fenestration system is proposed in order to keep structural weight low and further reduce costs as well as maximize functional natural light.

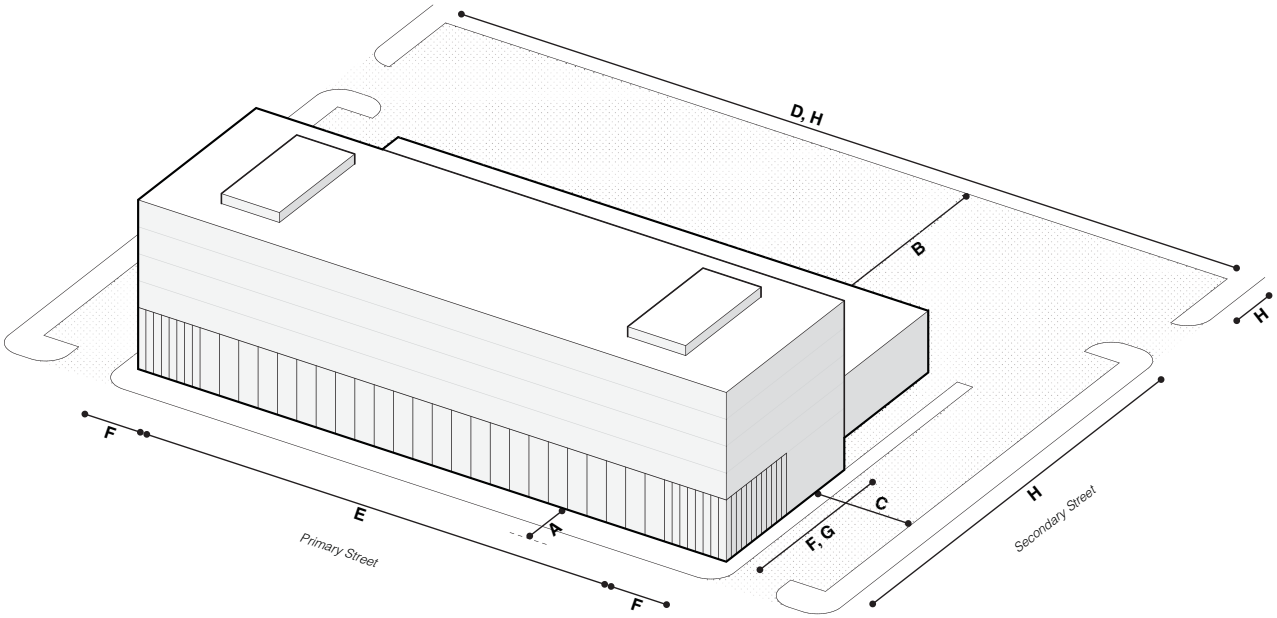
At a broader scale, the larger urban pattern implied by the two-sided nature of the typology distinguishes between primary, secondary, and tertiary streets (alley ways). The lobbies to the upper floors and the accessory retail spaces face the primary streets, which privilege transit, pedestrian and bicycles. The service docks are located at the opposite side of the building and provide a minimum

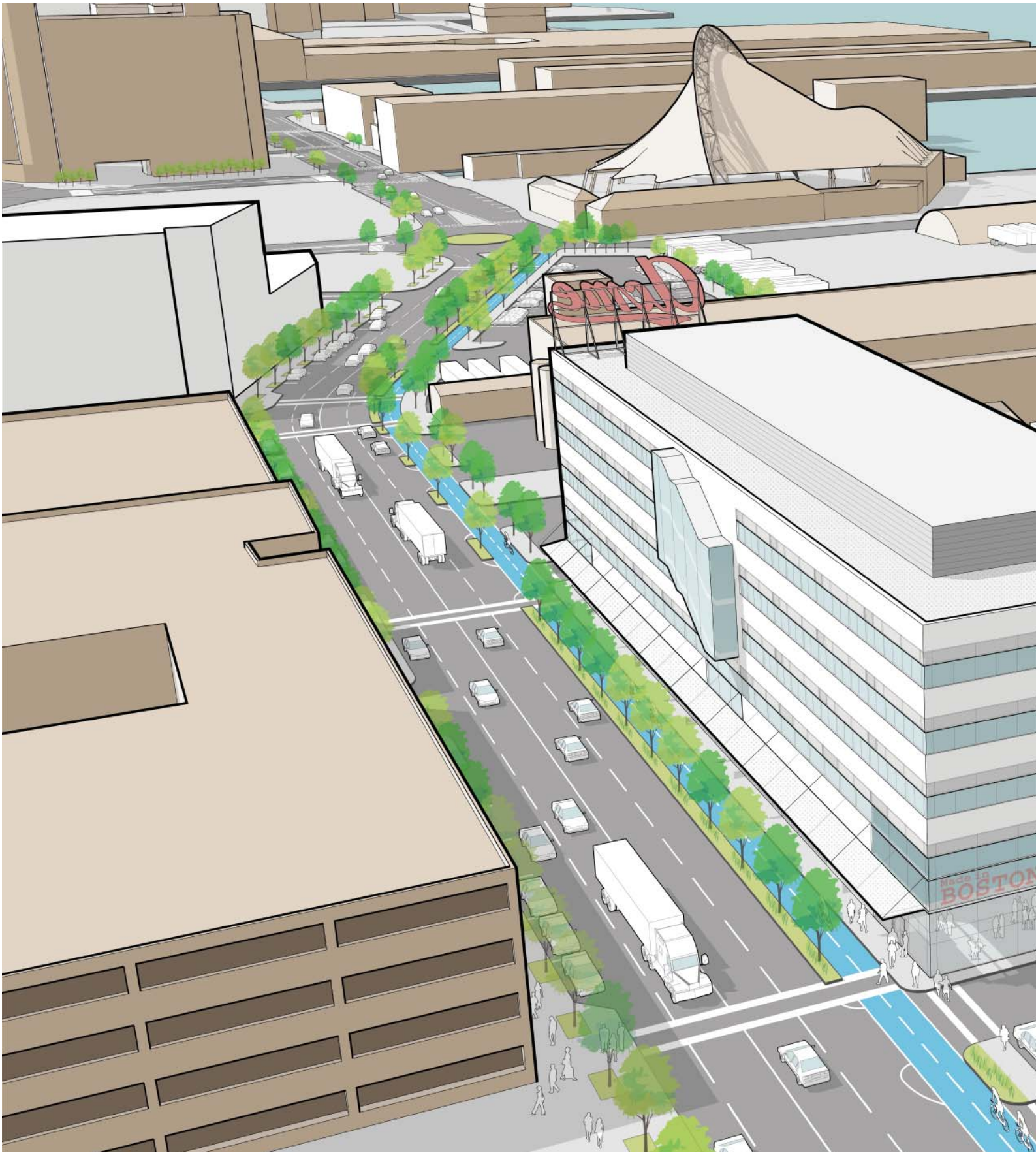
120’ deep truck apron for maneuverability. When the building sits on a corner lot or occupies a full block, the truck apron can be accessed by side streets on either side of the parcel; when the building is located mid-block, a single two-way or two one-way dive aisles on opposite ends of the building must be provided. Parking can be challenging with this building type, since the upper floor occupants often require space that often exceeds the parcel area and reduce walkability of the primary streets. In this case, however, with buildings that include industrial, R&D, and office uses, a parking ration of one space per 1,600 GSF is adequate, given the reasonable level of transit access. This can be accommodated on site, in shared lots, or nearby garage, but in all cases, should be accessed from side streets and/or alleyways.

In an effort to keep big box retail stores, destination restaurants, and entertainment venues out of the district, retail should be limited to 25% of the ground floor area or 5,000 square feet, whichever is higher. This is meant to encourage the selling of products manufactured on-site and seed the district with amenity retail that can service the work force. In addition to the essential infrastructural and land distribution approach, the planning should extend to the design of an appropriate streetscape network that includes things such as clear areas of demarcation for pedestrians and bicycles, well-located bus stops, shared parking lots that can be converted to parking garages, mountable curbs at street intersections and the entrances to truck aprons, and a coordinated stormwater management design that ties drainage from roofs to the larger system and uses landscape filtration features to create buffers between pedestrians, parking lots, and truck aprons.

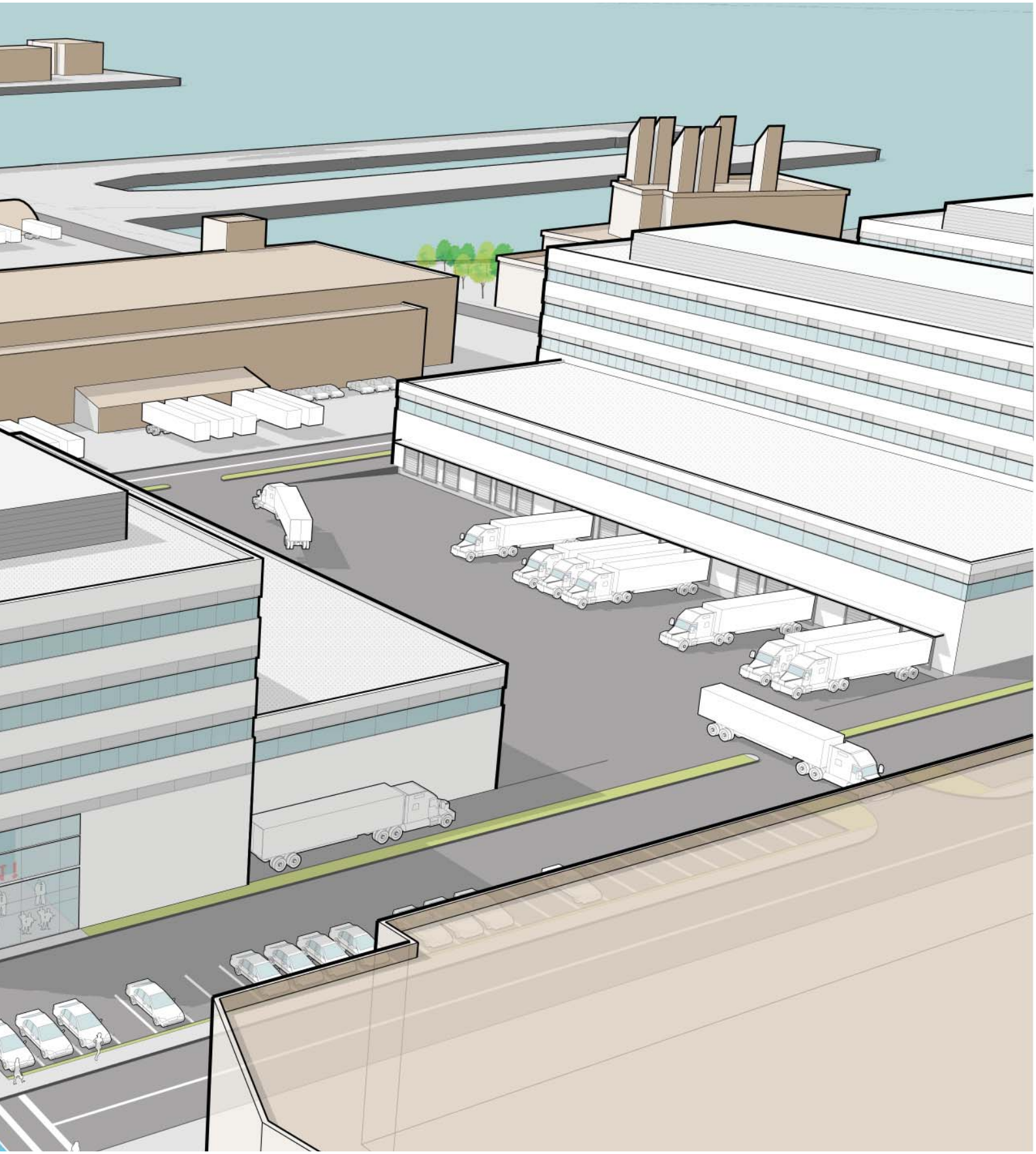


	Setback	
A	Primary Street	min. 30’ to road ctr.
B	Truck Apron	min. 120’ (+18’ w/parking)
C	Side Street Parking	50’ - 60’
D	Rear Lot Line	0’ - x’
	Frontage (ground floor)	
E	Primary Street	10% - 75%
F	Lobby	100%
G	Side Street	50%
	Features	*Features*
H	Planting / Fence Zone	3’ min.





The development prototype fits into the context of the RLFMP and provides an active street wall. Redesigning the current streets to accommodate all modes of transportation can add to the character of the RLFMP.



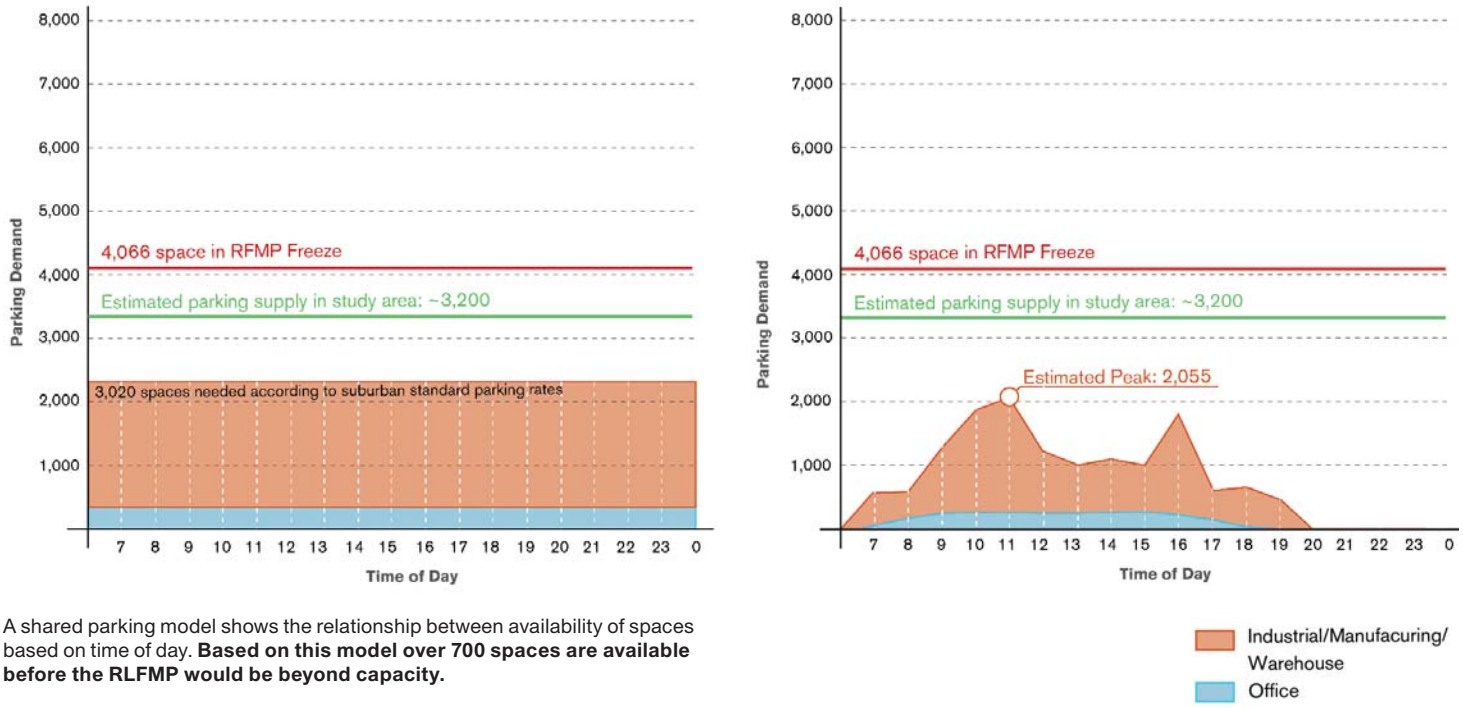
Operational Impacts of New Development:
Transportation and Parking

Adequate multimodal transportation connections are critical to the successful development of the Raymond L. Flynn Marine Park (RLFMP). This section addresses the existing and future multimodal transportation and parking needs in RLFMP, considering the area's unique characteristics. Twenty-four-hour truck access, close connections to Logan Airport from the port, and demands for employee parking are some of the biggest opportunities and challenges to the area. Growing demand by the abutting neighborhoods, plus expected development in the area, including expanded research and development (R&D) facilities and a new hotel, all need to be balanced in this corner of Boston's waterfront district. Using the recent South Boston Waterfront Sustainable Transportation Plan as a guide, the planning team looked at how the RLFMP plays into the larger picture of the South Boston Waterfront and what issues need to be addressed internal to the RLFMP, as well including parking, transit and pedestrian access, and truck and vehicular circulation.

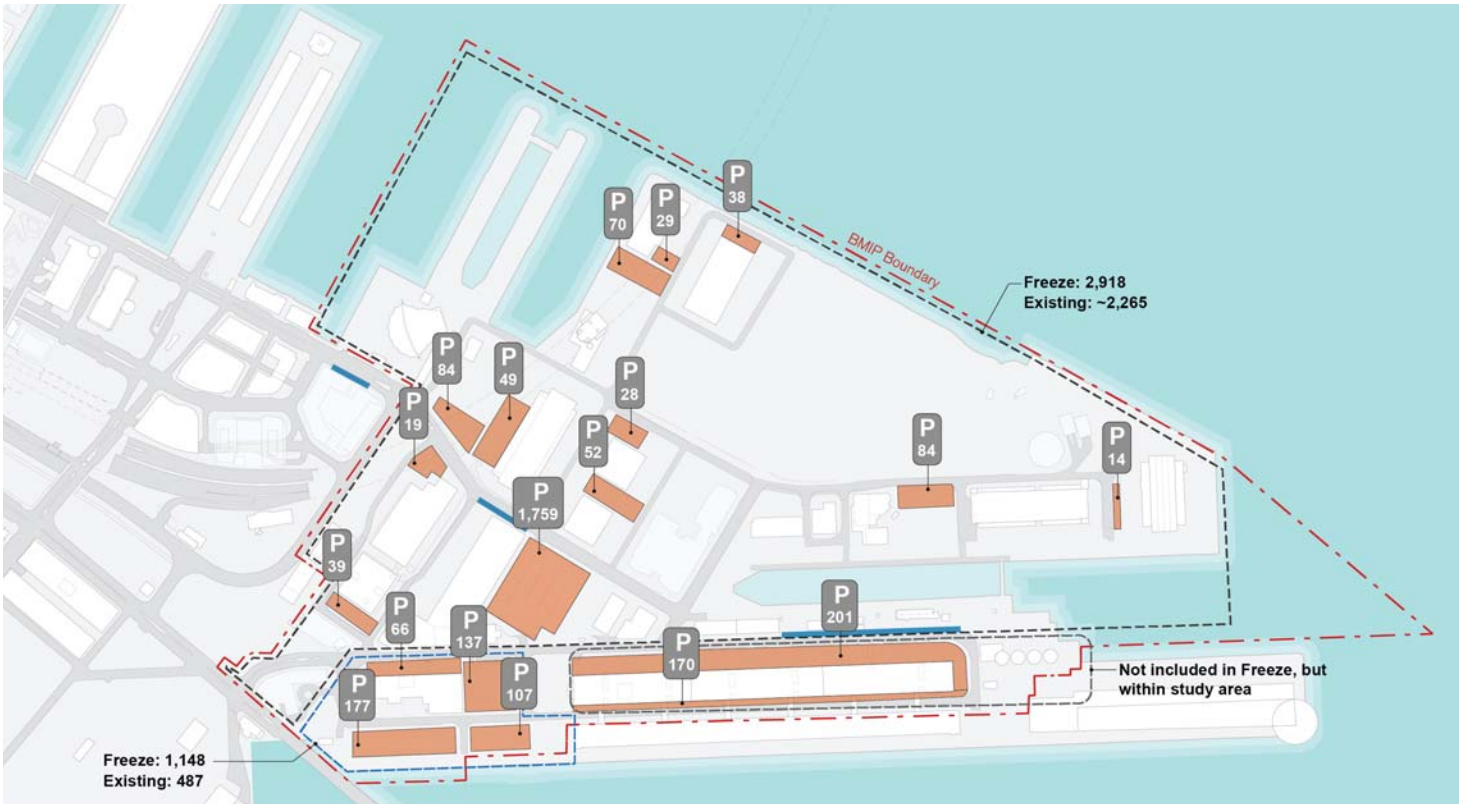
Mediating truck traffic and pedestrian presence

One of the biggest transportation concerns in the RLFMP is the ability to mediate pedestrian presence with the need to maintain easy truck access to loading areas for businesses and access to the highway. Drydock Ave and Northern Ave are the two primary pedestrian corridors, and the intersection where Northern Ave, Tide St and Drydock Ave meet has become a point of concern, especially during rush hour. Traffic management and design improvements could improve the conditions.

1. Moving bus stops away from intersections that may cause conflicts.
2. Placing additional signage where needed.
3. Widening sidewalks and narrowing crossing distances through curb extensions to improve pedestrian safety.
4. Providing better lighting at intersections and crosswalks are needed for pedestrian safety.
5. Providing dedicated truck routes to segregate truck traffic and pedestrian presence where possible.



A shared parking model shows the relationship between availability of spaces based on time of day. **Based on this model over 700 spaces are available before the RLFMP would be beyond capacity.**



Existing parking supply in the RLFMP and number of spaces allowed under the parking freeze.

The Challenge of Parking in the RLFMP

Due to its relatively remote location (relative to other employment centers in the urban core) and the origin point for many of the employees, almost three quarters of RLFMP employees drive to work. However, an increasing number of employees rely on transit to get to work. In fact, 75% of employees at 27 Drydock use transit to commute. This is partly due to the high demand and short supply of parking, but also because a younger workforce demographic that tends to take transit regardless. Many of the businesses surveyed, suggested the same; that employees are increasingly using transit to commute, thereby reducing the demand for parking.

There is, nonetheless, a perceived shortage of parking in the RLFMP, and at times a literal shortage, as well. This generally occurs during peak cruise season. The impact of this parking demand begins to affect businesses in the RLFMP, as there is a shortage of parking for clients or visitors. Leaseholders also claim that it is difficult to attract potential tenants because of the lack of parking. Future development in the RLFMP will also affect demand, including a permitted hotel on Parcel A and proposed developments for office and mixed industrial on Parcels Q-1 and R, respectively.

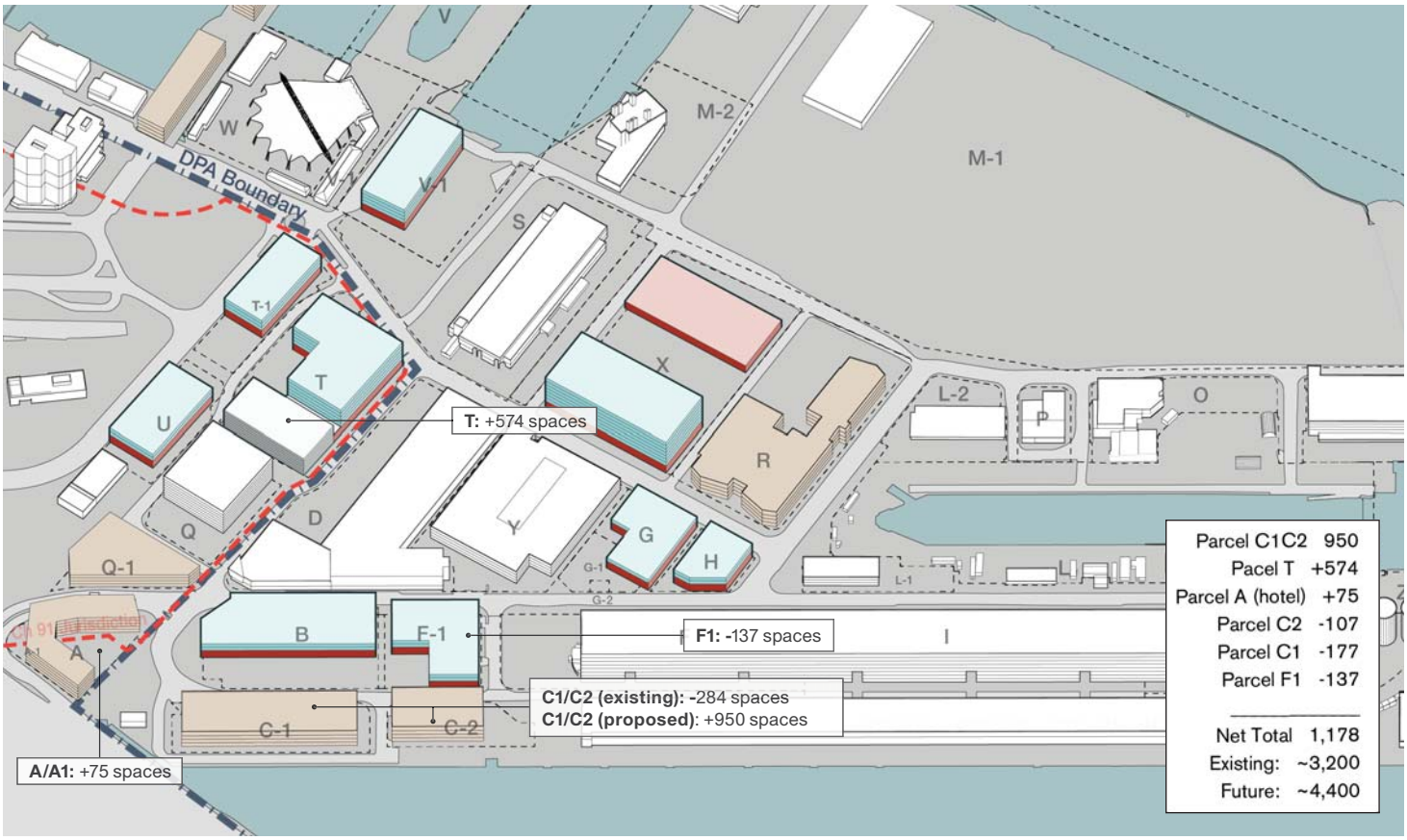
The largest public parking supply is the BPDA parking deck on Parcel Y. This 1,700 space facility is the only structured parking in the RLFMP, currently. There is additional surface parking on Parcels C1 and C2, as well as along Drydock Ave in front of the IDB and 27 Drydock. Pending development on parcels A and Q1, and approved development elsewhere in the RLFMP, will add significant pressure to the current parking problem.

The greatest impediment to additional parking is the limitations of adding new spaces due to the South Boston parking freeze, instituted by the State Department of Environmental Protection (DEP). Within South Boston, the RLFMP has ~1,000 spaces remaining in the parking bank, as allotted by the parking freeze. If the remaining spaces were used it would push the total parking in the RLFMP to ~4,000 spaces total, though a fair percentage of those are not publicly accessible. As a way of alleviating the current pressure on parking, the BPDA is exploring a new parking structure on Parcels C1 and C2. The parking lots currently provide 257 spaces (C1 177 spaces and C2 80 spaces) of surface parking for the BPDA and Cruise Terminal operations. C1 serves as parking for the Cruise Terminal and C2, while designated for the Cruise Terminal, is used for BTD and the BPDA/ office vehicles.

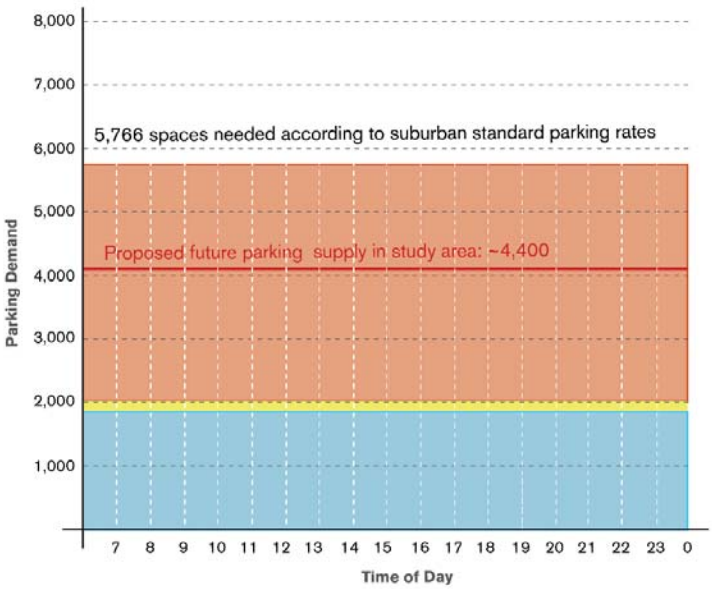
The future garage may accommodate approximately 950 spaces. Alternatively, an expansion of the 12 Drydock Avenue onto Parcels G and G-1 could possibly accommodate 500 spaces.

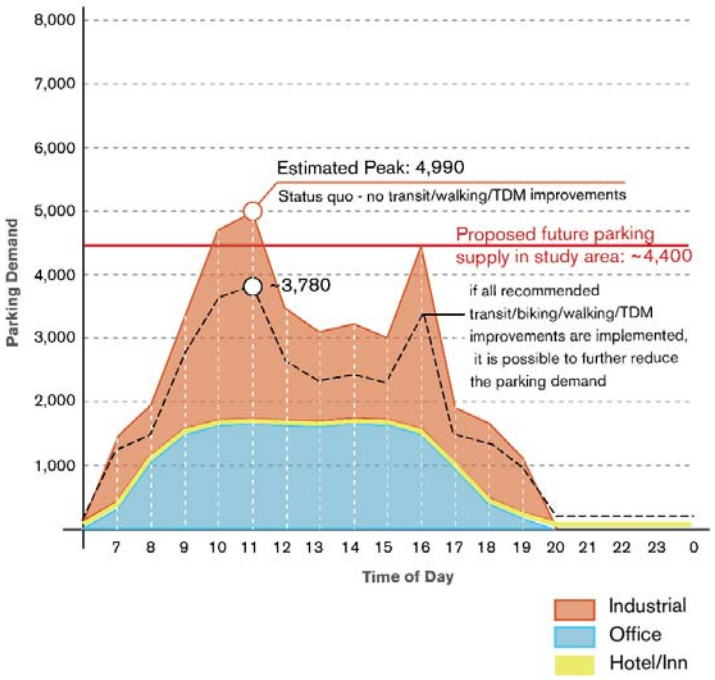
Beyond simply encouraging transit use, the BPDA must approach parking from a "shared parking" model approach to evaluate the true parking capacity that is needed to serve the future buildout of the park.

The EDIC parking deck (Parcel Y) is the only dedicated parking structure in the RLFMP.



Future parking, despite the elimination of some current parking will provide a net new supply and remain within the allowable limit.





Based on the development scenario, an FAR of 2 and implementing progressing TDM measures, **the future parking demand will remain under the future allowable parking supply in the RLFMP.**

Shared Parking for future RLFMP Development

Parking availability in the RLFMP continues to be one of the primary concerns of existing businesses and those considering locating in the RLFMP. A shared parking model scenario was run that looked at the current parking supply to see if there was excess capacity. The shared parking model determined that there is additional supply when using a shared parking approach, which adjusts demand for time of day and use.

However, the demand for parking is certain to grow as future development comes to the RLFMP and new tenants move in. A future parking capacity scenario was run that looks at the hypothetical buildout. On this occasion, the addition of the planned parking decks at the existing 12 Drydock Avenue parking garage, or Parcels C1 and C2, as well as an additional parking deck on Parcel T would help absorb additional parking demand.

The RLFMP is limited in the amount of parking it is able to provide from a regulatory standpoint. It has ~4,000 total parking spaces permitted under APCC Freeze with ~1,000 spaces remaining in the parking bank. There are an additional 370 spaces around the IDB that aren't included in the parking freeze, but within the RLFMP. This means that an estimated 4,400 spaces will be available at full capacity. The planning scenario proposed shows that additional spaces will be needed to accommodate future development beyond that which is already permitted unless a progressive transportation plan is in place. The C1-C2 garage (proposed 950 spaces) would require 400+ spaces from the BPDA and 500+ spaces from Massport parking bank. This agreement was made because Massport will use the parking for its Cruise Terminal operations, as well. Expanding the 12 Drydock Avenue garage onto Parcels G and G-1 will require 500 spaces from the BPDA bank. The remaining spaces left in the BPDA bank could be applied to a parking structure on Parcel T (574 spaces) to satisfy future demand.

The estimated peak parking demand under build-out scenario of FAR 2 is slightly over proposed parking supply. However, if recommended improvements are made, the parking supply demand would fall to ~3,780 spaces, well below the ~4,400 proposed. Parking is the biggest limitation to future development in the RLFMP; therefore, alternative solutions are needed to satisfy mobility demand.

Parking solutions in a state of limited supply

More progressive Transportation Demand Management actions can be taken to further reduce the growing parking demand and the future parking demand as a result of increased amount of development and new tenants. With parking already at capacity at the RLFMP and limited availability of land, the BPDA, BRA and tenants alike must look for alternative solutions to transit for employees at the RLFMP. Steps can be taken to address this ongoing issue.

Recommendations include:

- Increase parking supply to accommodate future development, by expanding the existing garage or building two new garage structures on parcel C1-C2 and Parcel T, for a maximum total of 1,340 spaces. An additional garage on Parcel T could accommodate future parking needs from additional development.
- Continue the policy of separately-provided parking, while encouraging shared parking between compatible land uses. Parking for large industrial tenants often occurs on-site. For those businesses that don't require on-site parking for employees, a shared parking strategy is recommended.
- Expand the Seaport TMA's membership to RLFMP tenants to help coordinate commuter services. Vanpools and shuttle services are a primary solution to the transit demands in the RLFMP. Creating a shared private transit service similar to MASCO in the Longwood Medical District should be studied.
- Encourage shared parking between RLFMP and the rest of South Boston waterfront area, combined with internal transit circulator services. New parking structures, available lots and Massport's pending South Boston Transportation Center within the Seaport District can provide additional employee parking in concert with a district circulator system.
- Ensure the compliance with South Boston Freeze and monitor parking demand periodically to flex pricing.

The workforce in the RLFMP is increasingly relying on transit for commuting. Solutions to satisfy this demand must look public and private transit alternatives.

RLFMP Transit Challenges

A combination of generational attitudes towards transit and urban living, a changing workforce demographic and increasing pressure on parking resources means that more and more people are commuting to work in the RLFMP via transit. Historically, home to large industrial users that enjoyed a surplus of parking, the demand for parking has increased with the pace of employee densification.

MBTA Transit Connections

Compared to the South Boston Waterfront District, RLFMP has a much lower transit mode share, with only 20% of employees taking transit to commute. However, at 27 Drydock Avenue transit mode share is about 75%. Twenty-seven Drydock Ave is primarily occupied by life-sciences businesses. This survey data indicates an opportunity to increase the overall transit mode. Since this survey was taken, additional tenants in the IDB, such as Autodesk, will increase transit demand.

The MBTA Silver Line (SL2), operates at 123% of its maximum capacity during the morning commute.

The MBTA Silver Line is the primary means of transit to the district; however, additional lines, such as the #7 and #4 also provide connections to the periphery of the RLFMP. Both the SL1 and the SL2 provide connections to the Silver Line Way stop, but from there the SL2 goes directly into the RLFMP. The MBTA Silver Line (SL2), operates at 123% of its maximum capacity during the morning commute. From our interviews with businesses in the park, due to the capacity issues of the SL2, many employees in the district take the SL1 and walk to their work. Part of the challenge to providing more frequent service to the RLFMP is that the Silver Line is limited in the headways that it can run on, therefore frequency of service is limited and thus crowding occurs.

The Role of Private Transit Providers

In the South Boston area, private shuttles provide as much total peak-hour capacity as MBTA bus service. Large employees such as Vertex Pharmaceuticals provide dedicated shuttle services to their offices in the South Boston Waterfront, including the RLFMP. A shuttle network that is funded by contributions from district employers, similar to MASCO in the Longwood Medical Area, could provide even more capacity and service frequency. The Seaport TMA and BCEC is in the process of consolidating shuttle services through partnerships with district businesses. to develop one efficient system.

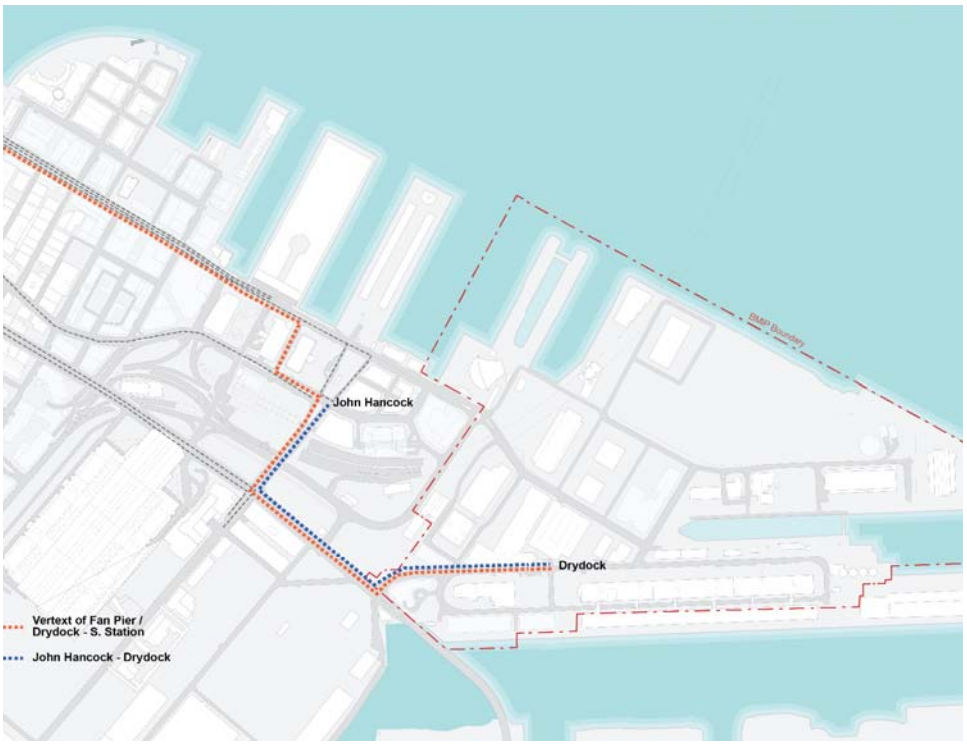
Transit Recommendations

A full outline of transit recommendations for the RLFMP can be found in the document appendix. Some of them include

- Eliminate the loop routing of Silver Line on Black Falcon Avenue, instead rerouting onto Harbor Street, cutting back at least one-mile in distance;

Silver Line alightings are concentrated at the intersection of Northern Ave and Tide St. This is reason for examining pedestrian safety considering the number of people arriving in the AM period.

- Reallocate the bus stops closer to major destinations, such as the Innovation and Design Building, Cruise Terminal, and future major development;
- Promote uses of Route 7 as a substitute for the Silver Line, given that outbound trips from South Station on Route 7 have adequate capacity;
- Working with private partners, consolidate redundant private shuttle services along Seaport Boulevard and Summer Street;
- Explore opportunities to provide an internal transit circulator within the South Boston Waterfront District between South Station and RLFMP;
- Explore opportunities for water transportation service in concert with other operations within the South Boston Waterfront.



Private shuttle services already connect to the RLFMP. **A consolidation of shuttle services would allow for more effective routing and frequency.**

A Sustainable RLFMP:
Climate Adaptation and Shared Energy

Resilient Development in the RLFMP

The RLFMP will be subject to future flooding, due to both sea level rise and, more immediately, storm surge. Climate Ready Boston (CRB) is a City initiative to develop resilient solutions for buildings, infrastructure, environmental systems and residents to ensure Boston continues to thrive along with the challenges posed by long-term climate change. The program will look to develop guidance for the City's climate preparedness policies and initiatives based upon an ongoing analysis of climate projections and scenarios, and integration of local and regional vulnerability assessments. Climate Ready Boston will also review and identify applicable resilient design measures and practices for vulnerable location and come forth with an implementation plan that also prioritizes solutions based upon costs and benefits.

To estimate vulnerability and risk associated with future sea level rise the city is developing climate projections and vulnerability analysis through the CRB initiative, which will be utilized for any new development within the planning area. The CRB findings and guidance will provide relative sea level rise estimates for Boston, based upon the Global Sea Level Rise Scenarios for the United States National Climate Assessment and adjusts the scenarios and other sea level rise research, Moderate to high emission scenarios anticipate 7" to 1.5 feet by 2050 and 2.4 to 7.4 feet by 2100.

Massport has also developed a Floodproofing Design Guide (2015) which is applicable to all new structures, substantial improvements and retrofits on Massport property. The Guide specifies Design Flood Elevations (DFE) for existing facilities as the maximum water elevation with a 0.2% annual probability of exceedance in 2030, plus 3-feet of freeboard (el. 13.7ft NAVD 88), and DFE for new buildings as the maximum water elevation with a 0.2% annual probability in 2070 plus 3-feet of freeboard (el. 17ft NAVD 88). The DFEs are to be utilized for determining design loads, structural calculations, ground floor elevations and floodproofing design.

Project proponents should reference the CRB guidance and utilized the moderate to high emission scenario

Flood mapping courtesy of Climate Ready Boston

estimates for future sea level elevations and in developing a Design Flood Elevation above FEMA Base Flood Elevations to function as a datum for determining the project's base floor elevation and location of critical building systems. For more specific modeling information on future sea level rise scenarios proponents should reference CRB guidance and the Massachusetts Department of Transportation's Boston Harbor Flood Risk Model (BH-FRM) to determine inundation risk and review dynamics and flood pathways in and around their property, including the Raymond L. Flynn Cruiseport at Black Falcon Terminal.

A Shared Energy Solution

Introduction to Community Energy Planning

The BPDA staff works with communities and project developers to identify clean energy solutions and bring technical assistance to the table. The Talbot-Norfolk-Triangle Eco Innovation District is an example of communities that are working hard to define a clean energy future. The BPDA

also partners with organizations to educate the public on the benefits of district energy and microgrids.

The BPDA works with the Department of Energy Technical Assistance Partnerships to introduce communities to the concept of district energy, combined heat and power, and microgrids. Additionally, the BPDA works with the tenants of the Ray Flynn Marine Park to explore the benefits of district energy and energy efficiency.

Community Energy Solutions: Microgrids, District Energy, CHP

The City of Boston is committed to reducing greenhouse gas emissions and preparing for climate change impacts. The 2014 Climate Action Plan Update recommends expanding the use of on-site combined heat and power, renewable energy technologies and district energy to help meet these commitments.

Central to fulfilling these commitments are Community Energy Solutions. Community Energy Solutions, which include local energy generation, energy storage technologies, and resilient infrastructure (microgrids and district energy), are designed to provide added resiliency, reduce greenhouse gas emissions and lower energy costs for their customers. The RLFMP is a prime candidate for a distributed energy system because of the large industrial energy users as well as the BPDA's obligation to serve their tenants with world class infrastructure.

Community Energy Solutions can attract tenants by meeting power quality needs, reducing operating costs, creating 'green' brand value, and providing district-scale backup power. Existing tenants with custom energy systems include

- Boston Ship Repair
- Vertex
- Harpoon Brewery
- Massport

There are many benefits to employing clean Community Energy Solutions at the RLFMP. These include

- Cutting energy costs by smarter management and higher efficiency equipment
- Increating control over power quality for sensitive users
- Adding resiliency to the local power supply
- Utilizing source fuel more efficiently

Tenant Engagement Process

In the Summer of 2014, the BPDA retained a summer fellow through the Environmental Defense Fund Climate Corps Fellows program to perform community outreach to RLFMP tenants. The Fellow engaged different stakeholders to deliver energy efficiency solutions as well as scope the feasibility of a district energy system within the RLFMP. The Fellow gathered energy data from tenants and in 2015, the Department of Energy Combined Heat and Power Technical Assistance Partnerships performed a feasibility study confirming the viability of a 2-3 Megawatt energy plant to serve RLFMP tenants. Since then, BPDA staff have collaborated with the Mayor's Office of Environment Energy and Open Spaces to develop a procurement strategy for both energy efficiency and Community Energy Solutions services in the RLFMP.

Guidelines for Community Energy Solutions in the Masterplan

- Consult local district energy operators to understand willingness to invest in underground utility infrastructure before any major building retrofit or road reconstruction project
- Develop duct-banks and access points for thermal energy distribution (hot and cold water)
- Designate parcels for district energy production adjacent to development sites that are free standing or integrated into real estate with appropriate ventilation-stack infrastructure (+4,000 square feet)
- Explore siting energy facilities and sewerage heat recovery facilities on vacant parcels and/or integrated into existing parcels - minding the flood elevation of such facilities and necessary clearance height for energy plant infrastructure. Example includes Southeast False Creek Neighborhood Energy Utility link: http://vancouver.ca/home-property-development/southeast-false-creek-neighbourhood-energy-utility.aspx
- Mandate that building design incorporate hydronic heating systems or district energy friendly HVAC systems
- Survey the siting opportunities for geothermal and aquifer thermal energy storage systems that are typically co-located with open spaces and green infrastructure

Regulatory Tactics for Implementation:

To implement the proposed development concept and typology, regulatory adjustments to the RLFMP's Chapter 91 license or DPA regulations will have to be made. This will unlock latent economic development potential for the RLFMP.

The following approach to Chapter 91-related permitting and licensing at the Raymond L. Flynn Marine Park (RLFMP) explores the potential of additional viable uses in the RLFMP that do not detract from the industrial nature of the district. An increase in supportable uses, whether commercial or supporting industrial, will generate revenue that can be used to offset the cost of deferred maintenance and new infrastructure investment.

Currently, the ship repair facility at Dry Dock #3 and Coastal Cement are the only industrial activities in the Park that requires waterfront access. Other active businesses in the Park, such as fish processing, are categorized by state Waterways regulations as water dependent industrial uses, even though modern technology enables them to be located far from the sea. The remainder of the Park is populated with supporting uses, defined as commercial and industrial uses that are not maritime-related but are consistent with and support water dependent industrial uses. Under the current regulations, the Park must have at least two-thirds of its area dedicated to water dependent industrial uses, which has compromised the City's ability to attract significant investment in this valuable real estate.

The BPDA is finalizing a comprehensive economic analysis of the Park with recommendations to ensure its future economic vitality. These recommendations look at a number of regulatory pathways to effectuate change, including:

1. A broader interpretation of existing DPA regulations by the state Department of Environmental

Parcel M remains unoccupied and in need of waterside infrastructure repairs.

Focus on Chapter 91 Changes:

Objective	Action Item	RLFMP Impact
Increase allowable Supporting Uses throughout the RLFMP to 49%	Change C.91 regs and RLFMP master license/plan to increase Supporting Uses from 33% to 49% (change minimum marine industrial from 67% to 51%)	Increases allowable Supporting Uses from 33% to 49%
Clarify that only ground floor count toward the allowed maximum percentages of non-water-dependent industrial uses	Change DEP interpretation or C.91 regs so that only ground floor uses count toward the total percent	Provides expanded flexibility within the RLFMP for Supporting Uses
Increase allowable Commercial Uses from 5%	Amend RLFMP master license/plan to increase cap on commercial uses from 5%	Lifts the cap on commercial uses space in the RLFMP
Expand use of the RLFMP for Logan Airport trans-shipments	Use existing C.91 regs under 310 CMR 9.12(2)(b)(11) or amend C.91 regs to use all RLFMP areas for trans-shipments from Logan (also amend RLFMP master plan/license)	• Enhances productivity of RLFMP • Generates investment in new facilities • Addresses critical Logan Airport/ regional economy need
Develop W8P7 and other underperforming pier structures	Implement current proposed Chapter 91/DPA regulatory changes to allow supporting uses on pile-supported piers	Allows for redevelopment of former pier site(s) for mixed-use development
Avoid incompatible uses, eg general office, residential, destination restaurants, & hotels	Tighten R&D definition in RLFMP master plan/license	Maintains industrial capabilities & infrastructure

The table above suggests changes to state regulations & interpretations for MIPs, and the RLFMP master license/plan by a

- Multi-pronged approach provides overlapping strategies for implementation (e.g., raising allowable supporting uses in the RLFMP has some of the same impacts as allowing increased transshipments from Logan and by
- Avoiding DPA changes that could impact other ports

Protection (DEP), which administers the Chapter 91 and DPA licensing program;
2. Regulatory changes to the DPA program, to provide greater flexibility within a state-approved Marine Industrial Park (MIP) (the Raymond L. Flynn Marine Industrial Park is the state's only MIP);
3. Amendments to the Park's Master Plan, including eliminating the 5% cap on Commercial Uses; and
4. Legislation that would alter the boundary of the South Boston DPA and the Park, and provide additional flexibility for the expanded use of this area.

Further discussions with the DEP Waterways Program will be required to determine viable alternatives to expand allowable uses in the RLFMP. In addition, periodic consultations with the Massachusetts Office of Coastal Zone Management (CZM), either in conjunction with DEP or separately, will help ensure consistency with relevant CZM policies that relate to ports, harbors, and DPAs.

Strategies for a Flexible RLFMP

Four different strategies have been identified that would allow for greater flexibility of uses in the RLFMP at different time frames and to different degrees. The first three of four all represent amendments that could be made to the current Chapter 91 regulations, whereas the final strategies would include a jurisdictional redrawing of the DPA line.

1. Include Commercial Transshipments at as Water-dependent Use

Currently the definition of water dependent industrial use, as classified by Chapter 91, includes those uses that involve "ship-to-shore transfers or the withdrawal and/or discharge of large volumes of water". Since the majority of water dependent uses in the park actually rely on truck and air freight logistics, the requirement for "ship-to-shore" transfers and the discharge or intake of water holds less relevance in today's contemporary marine industrial environment.

As recommended in the April 2016 letter from the BPDA to the State DEP and CZM, the first strategy for increased flexibility at the RLFMP for additional uses would be to add commercial transshipments in a Marine Industrial Park to the definition of "water-dependent industrial uses" and eliminate the requirement of ship-to-shore transfers or the withdrawal and/or discharge of large volumes of water under 310 CMR 9.12".

This modification to the definition of water-dependent industrial uses would allow transshipment facilities, primarily for goods arriving from and destined for Logan International Airport, throughout the Raymond L. Flynn Marine Park. Given the robust real estate market in Greater Boston, there is growing pressure on historically industrial areas proximate to Logan International Airport that have accommodated the time-sensitive and truck-intensive nature of commercial transshipping.

Including "other commercial transshipments" in a Marine Industrial Park in the definition of "water-dependent industrial uses" would ensure the continuance of commercial transshipments through Logan International Airport, which cannot be reasonably located elsewhere.

In addition, the elimination of the requirement of "ship-to-shore transfers and the withdrawal and/or discharge of large volumes of water" affects uses under 310 CMR 9.12(2)(b)11-15 asserts that there are uses that may not require ship-to-shore transfers or large withdrawals and/or discharges of water, but nonetheless do depend on the marine environment and certainly benefit from proximity to it. Further, eliminating the requirement would allow for a formation of an industry cluster that would foster innovation and growth of maritime industrial uses.

Buildings, such as North Coast Seafood, **integrate commercial and marine industrial uses into the same building.** Future regulations might allow for more of this typology.

2. Recalibrate Water-Dependent Marine Industrial Use Requirement

The current state Chapter 91 regulations require that the predominant use within a state-approved Marine Industrial Park is water-dependent industrial. More so, water-dependent uses must comprise 2/3 of the park site. This includes both waterside parcels and inland parcels, which general have no direct relationship to the water itself.

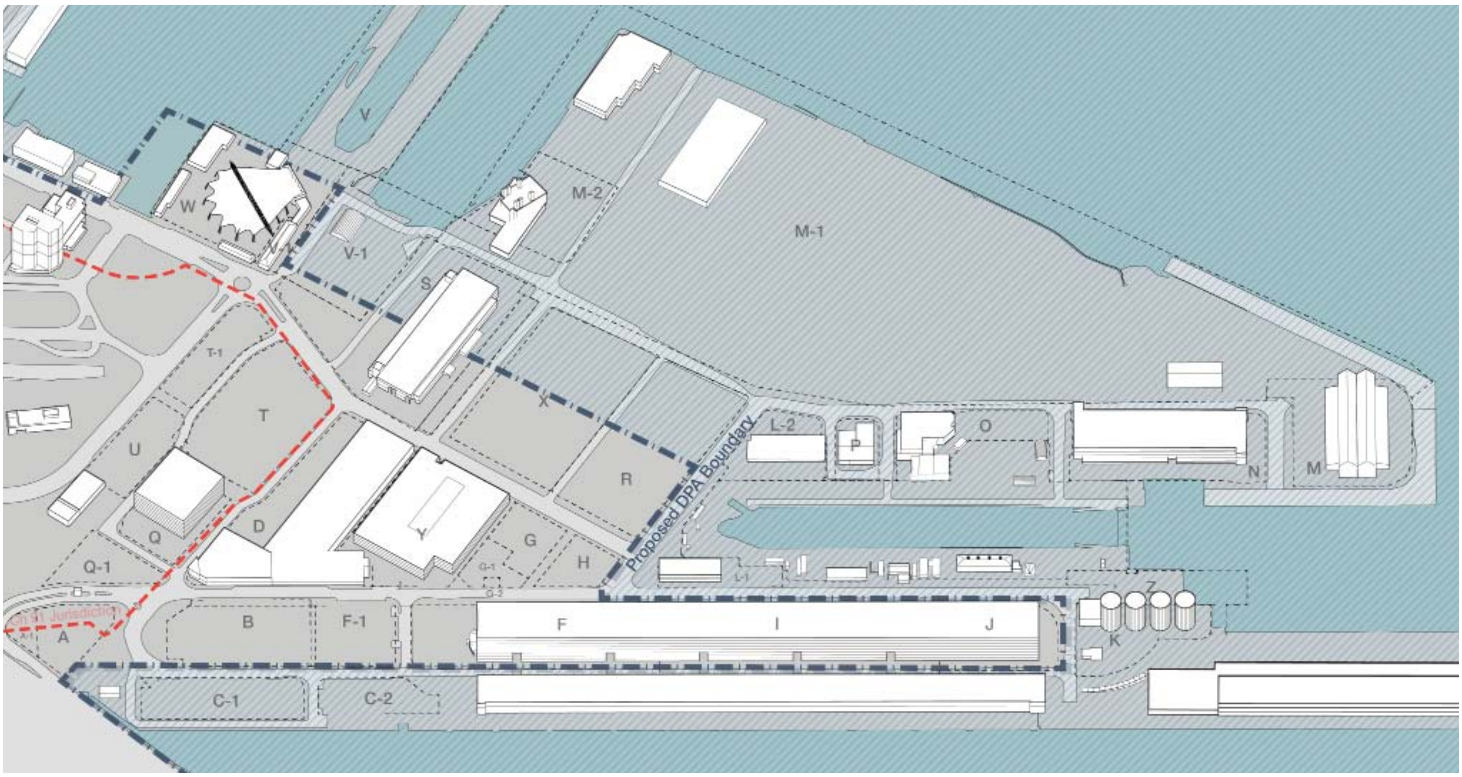
This amendment would delete the two-thirds requirement for water-dependent industrial uses and replace it with a minimum of 51% – a majority of a Marine Industrial Park – thus allowing for up to 49% supporting uses. This amendment would provide property owners and businesses the flexibility necessary to support their primary port businesses and critical port infrastructure, while limiting the impact to the RLFMP. Increasing the allowable supporting industrial uses, does not do so at the expense of future water-dependent marine industrial uses in the future.

3. Adjust Accounting of Supporting Uses in the DPA

Currently two-thirds of the Raymond L. Flynn Marine Park must be used for DPA Uses, regardless of whether they are located on the ground floor or on upper floors. Except in rare circumstances, water-dependent industrial uses are exclusively located on the ground floor. The majority of maritime industrial uses in the Raymond L. Flynn Marine Park are located on the ground or first floor of structures. In the few instances where they occupy upper stories, they are typically accessory to ground or first floor maritime industrial uses, such as offices.

Encouraging the construction and rehabilitation of modern industrial buildings for ground-floor water-dependent industrial use by allowing compatible, upper-floor uses without penalty incentivizes the preservation of and investment in the marine industrial capacity of the Raymond L. Flynn Marine Park and its “predominantly industrial character.”

Buildings that house businesses that are nominally "industrial", but function more like office space, could **benefit from a higher commercial allowance to help fill underutilized industrial space** on the upper floors.



A redesignated DPA line in the RLFMP would connect some inland parcels with water dependent uses and waterfront parcels. This realignment would allow for greater flexibility in use for in the inland parcels.

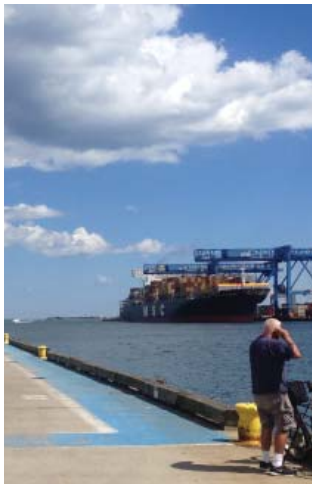
Long-Term Strategy

Depending on a variety of factors, including the long-term planning vision for Boston, a revision to the South Boston DPA boundary is another alternative to fund needed port infrastructure improvements and to maximize the economic potential of the RLFMP as a mixed-use industrial area. One potential scenario for a DPA boundary revision would maintain the existing water sheet and all waterfront parcels within the DPA and carve out some of the inland parcels, with provisions that revenue from nonwater dependent uses be earmarked for port infrastructure maintenance and improvements. If such a boundary change were to occur, the de-designated land would no longer be subject to the DPA regulations or the RLFMP Chapter 91 Master License, but would have to conform to any other applicable Chapter 91 regulatory provisions.

CZM has the authority to periodically review DPA boundaries, a process that begins with a consultation between the municipality and CZM. However, altering the boundary of the South Boston DPA may be difficult to achieve through a boundary review, given the regulatory conditions that govern this process at 301 CMR 25.03(2) and 301 CMR 25.04(2). A second alternative method for changing a DPA boundary is through legislation. A third potential alternative involves a regulatory change that would provide local, state-authorized port authorities, such as the BPDA, with the authority to negotiate land uses on filled tidelands directly with DEP – similar to the authority Massport has – rather than under the standard allowable use provisions of Chapter 91.

The mix of traditional and contemporary urban industrial uses in a waterfront setting **(right)** has come to define the RLFMP. This plan suggests a more complete identity of the district to preserve its industrial heritage for decades to come. ⟶


BACKSTAGE HARDWARE
& THEATRE SUP



boston planning &
development agency

Raymond L. Flynn Marine Park
Parcel Analysis

City of Boston
Mayor Martin J. Walsh

Client
City of Boston
Economic Development and Industrial Corporation d/b/a
Boston Planning and Development Agency

Consultants
Utile
Nelson Nygaard
Durand & Anastas
Ninigret Partners
HDR
Byrne & McKinney
Noble, Wickersham & Heart

December 2017

Table of Contents

RLFMP Parcel Analysis

The Raymond L. Flynn Marine Park is the Boston Planning & Development Agency's primary concentration of real estate owned and managed by the BPDA. The Economic Development Industrial Corporation, a separate organizational structure, operated under the auspices of the BPDA, is assigned to manage the property and operations of the industrial park.

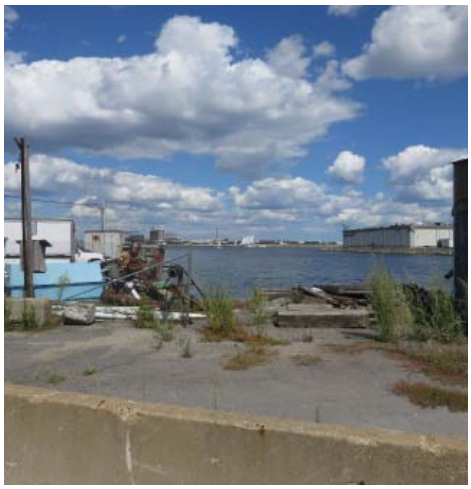
Technically, the majority of the park is one large parcel; however, for the sake of real estate development it is considered a series of development sites or parcels. While many of the parcels are both owned and managed by the EDIC, some of the parcels hold long term leases and are managed by a separate organization, such as Jamestown Properties management of the Innovation and Design Building, of which they lease the land from the EDIC/BPDA. Jamestown, as other tenants, such as NorthStar, then sub-lease space to other tenants.

This document serves as an detailed inventory of the parcels in the RLFMP, including their

- Size (parcel and building),
- Use,

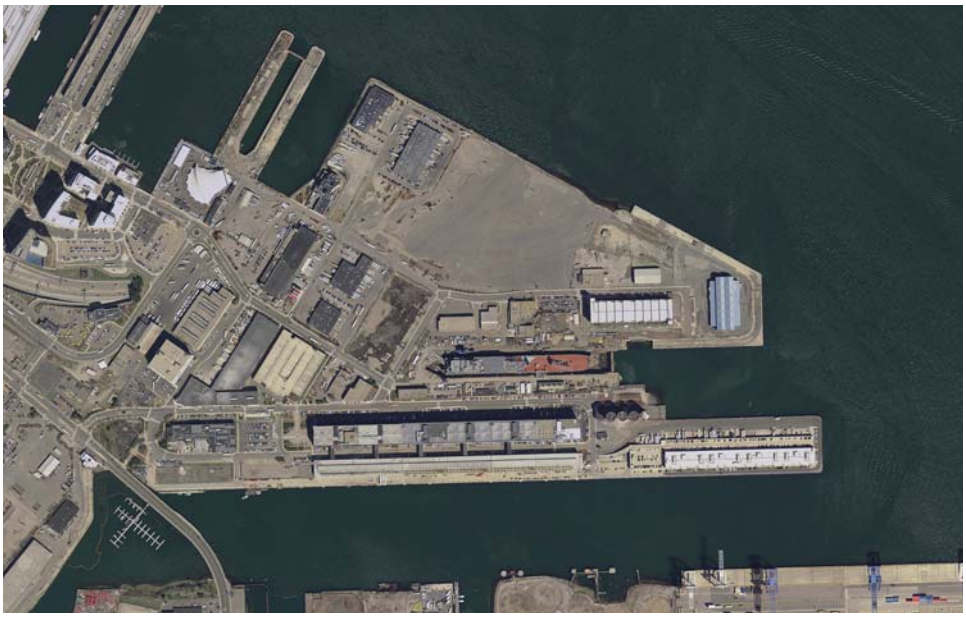
Existing Condition of the RLFMP

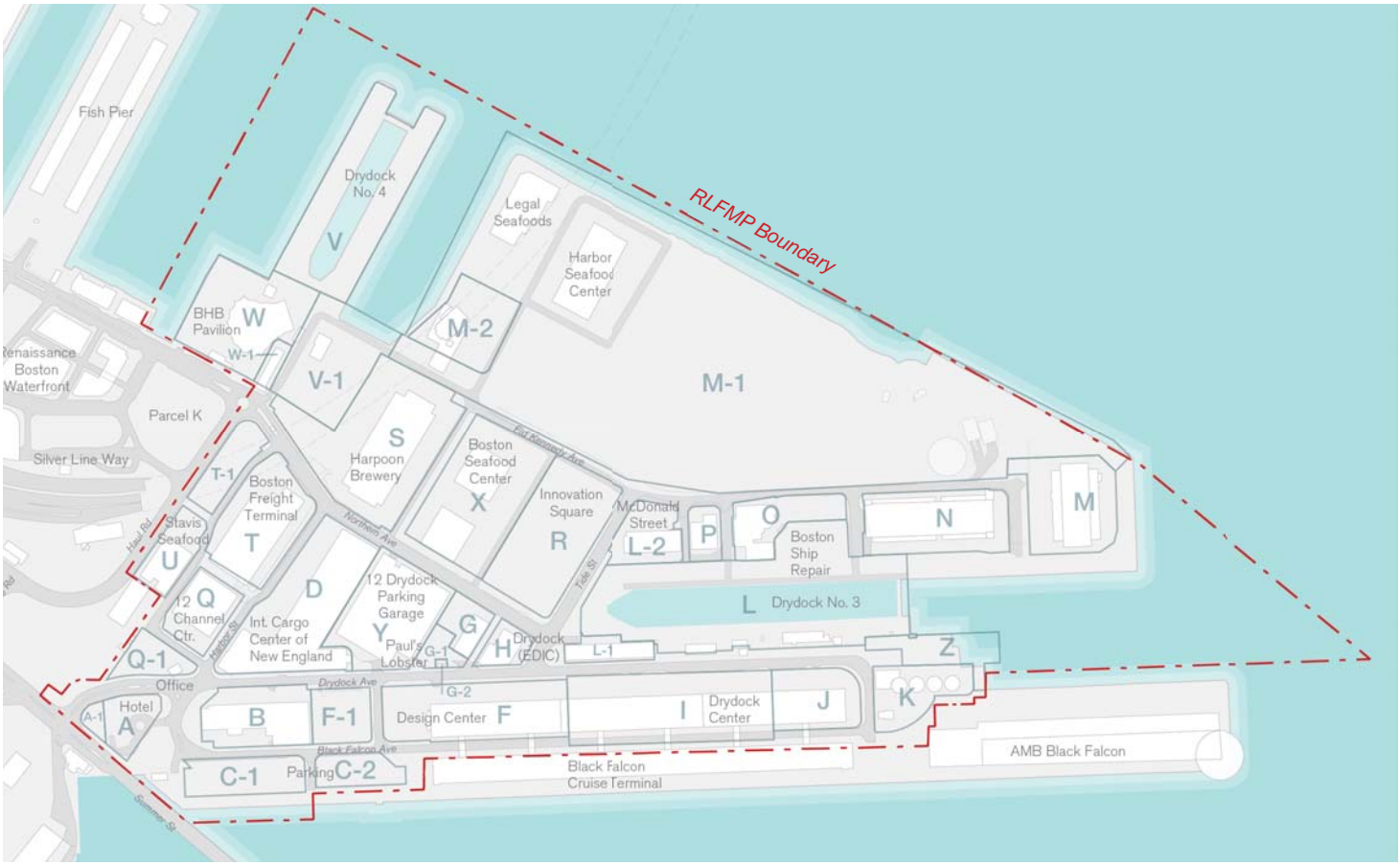
The photos below provide a broad cross section of the existing conditions at the RLFMP. While there is an active industrial sector, there is also a more varied tenant mix in recent years that has brought R&D and tech firms to the park. The marine infrastructure is in need of major upgrades, yet there is still an active ship repair facility. The mix of old and new industrial uses characterize the RLFMP.



- Active or vacant parcels,
- Designation
- Future development potential
- Tenants, and
- Terms of the lease.

The document will serve as a primer for parcel reference, current status of the parcel and what, if any, development future might be identified. It should be updated as the politics and development movement in the RLFMP will change over time. Even over the duration of this planning process three separate parcels were designated for development. The ever changing nature of the RLFMP is cause for a regular reference to this parcel intentory. It serves as a snapshot in time.





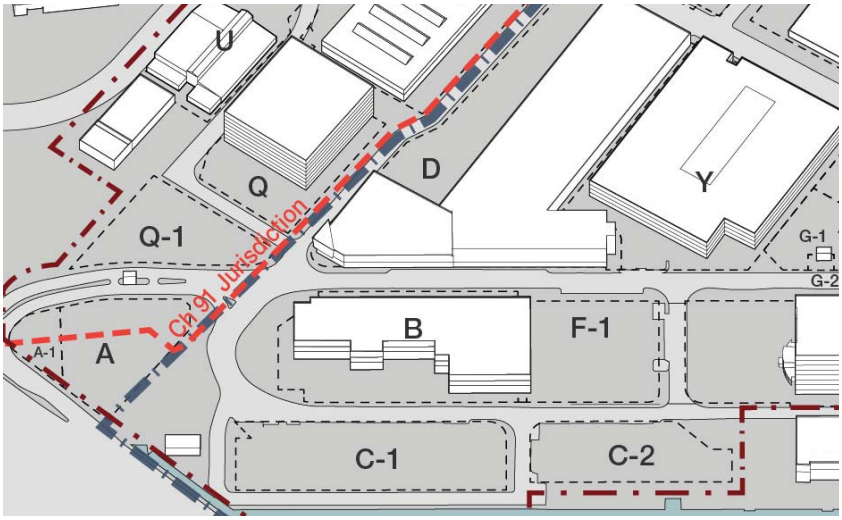
Parcel Conditions: Status and Future Potential

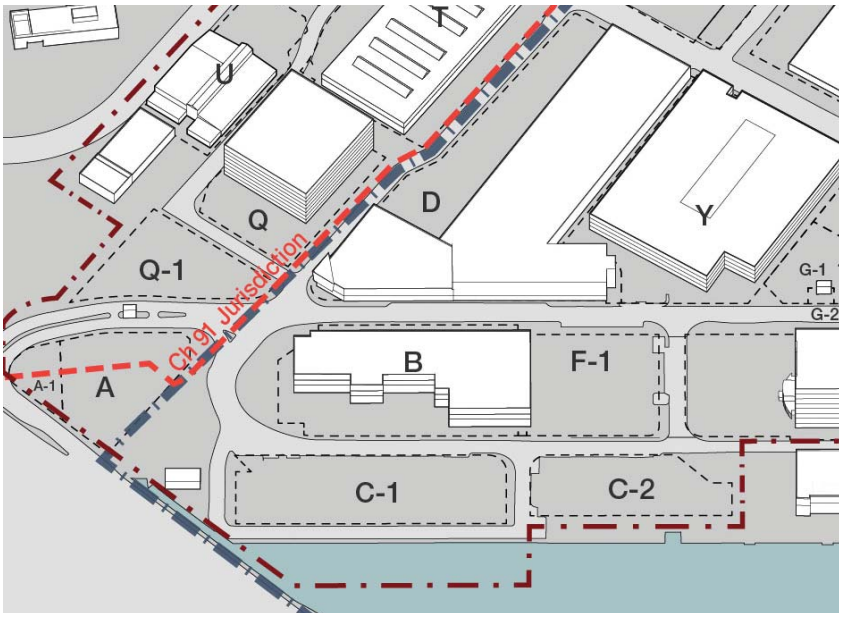
Parcel A and A1
Future site of 400+ room hotel. The development is located in the Waterfront Commercial Zone and outside the DPA and Chapter 91 restrictions, and therefore can have greater flexibility in use.

Parcel Size	50, 932 sf (1.17 ac)
Building Size	N/A
Parcel Status	Vacant
Current use	Waterfront Commercial
Designation	Approved
Program for approved projects	405 room hotel / 6,500sf of retail
Infrastructure improvements	Site preparation
Tenant(s)	Harbinger Development
Lease status	Proposed 99-yr lease
Future development potential	Hotel/Retail

Short, medium and long term projects
- Development plans by Harbinger Development for a hotel and retail use.

Other Considerations
- Parking for the development may be shared in the future by the construction of the C1-C2 garages.
- Part of Parcel A site. Currently a largely unused open space that will be absorbed into the Parcel A development





Parcel B - North Coast Seafood (5 Drydock Ave)

North Coast Seafood is a seafood distribution and processing company. The building is relatively recently constructed and houses North Coast Seafood processing and distribution facility, as well as the Drydock Cafe, among other commercial tenants.

Parcel Size	**99,099 sf (2.8 acres)**
Building Size	**54,230 sf**
Parcel Status	**Active**
Current use	**Marine Industrial (100%)**
Designation	**N/A**
Program for approved projects	**N/A**
Infrastructure improvements	**None needed**
Tenant(s)	**North Coast Seafood (primary tenant)**
Lease status	**Current Term through 2025**
Future development potential	**N/A**

Short, medium and long term projects

- The building is relatively new construction with no short or medium term expansion plans.
- In the long-term, this site could be redeveloped to an FAR of 2 allowing ground floor industrial and upper story commercial uses to align with the general character of the area.

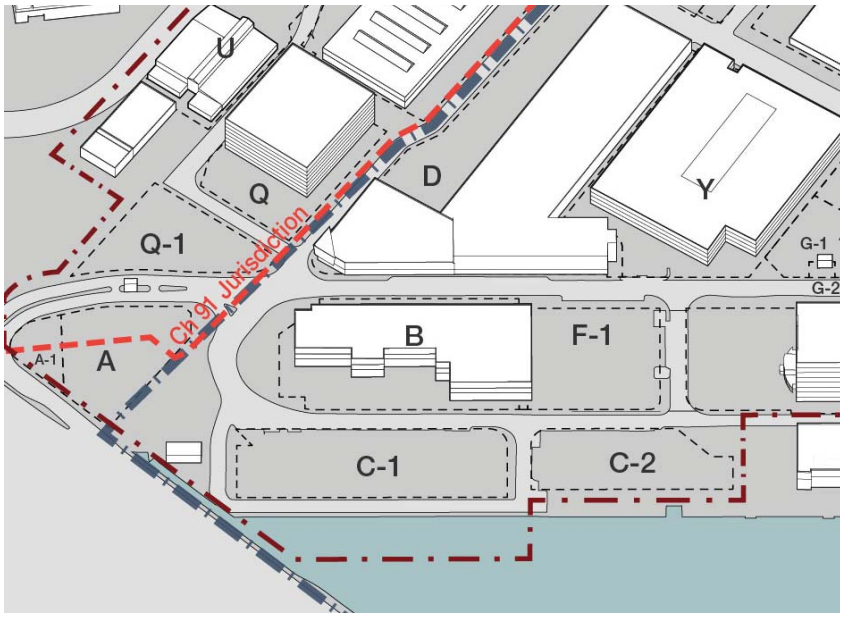
Other Considerations

- The Marine Industrial designation for this parcel may be changed to align with the changing character of the district if future regulations allow.
- This would not disqualify the current use, but rather allow for additional uses.

Parcel C-1 and C-2 (1 Terminal St and 5 Terminal St)

The parking lots currently provide 257 spaces - 177 in C-1 and 80 in C-2 - of surface parking for the EDIC and cruise terminal operations. C-1 serves as parking for the cruise terminal, while C-2 is typically used by BTD and BPDA office vehicles. Docking facilities for the BPD Harbor Patrol are located on the watersheet adjacent to C-1 and accessed thereby. These facilities also currently provide a gateway for Thompson Island Outward Bound Education Center to Thompson Island.

Parcel Size	50, 932 sf (1.17 ac)
Building Size	N/A
Parcel Status	Vacant
Current use	Marine Industrial (100%)
Designation	Approved
Program for approved projects	700 space garage
Infrastructure improvements	Site preparation
Tenant(s)	EDIC
Lease status	N/A
Future development potential	Parking garage



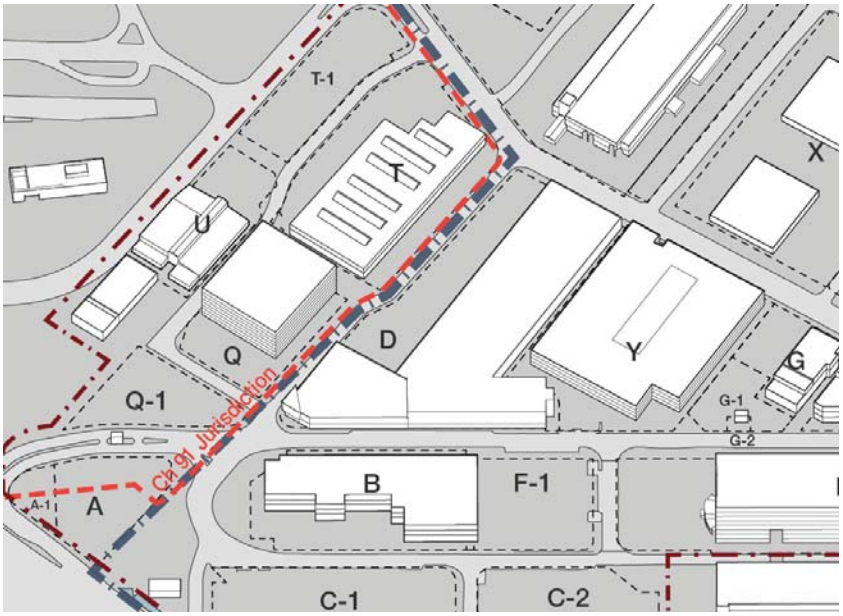
Union Regular 7.5/9

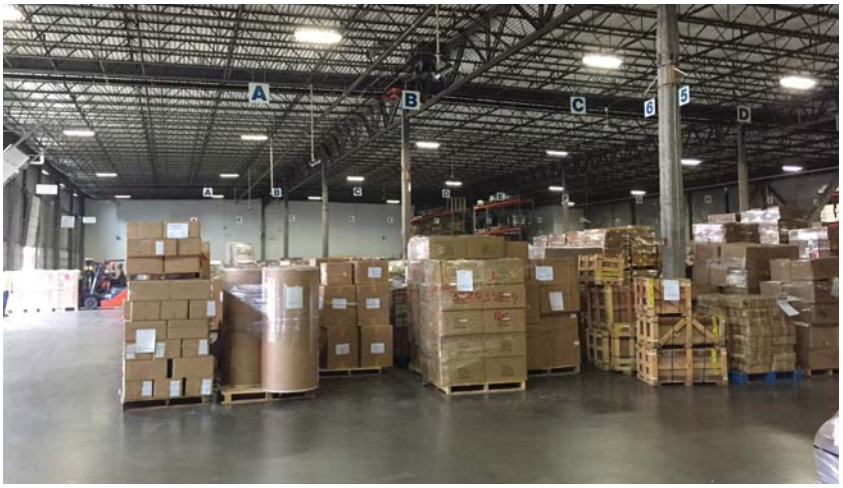
Short, medium and long term projects

- Possible site of a new car parking garage, as needed.
- Some spaces could be leased by Massport for Cruise Terminal activity.

Other Considerations

- Mixed-industrial use opportunities.





Parcel D - Boston Freight Terminals (6 Drydock Ave and 10 Drydock Ave)

Boston Freight Terminals is currently a mixed industrial use with ground floor industrial and upper story commercial uses.

- BFT could expand if additional staging space for trucks was available in the RLFMP.
- Some space in building is leased to Vertex for research and fabrication
- 212,000 GSF of built square footage.
- Building is to remain in any future planning

Parcel Size	**205,790 sf (4.7 acres)**
Building Size	**212,500 sf**
Parcel Status	**Active**
Current use	**General Industrial**
Designation	**N/A**
Program for approved projects	**N/A**
Infrastructure improvements	**None needed**
Tenant(s)	**BFT, Vertex and multiple sub-tenants**
Lease status	**Current through 09/01/2040**
Future development potential	**N/A**

Short, medium and long term projects

- The building is relatively new construction with no short or medium term expansion plans.

Other Considerations

- BFT has partial ownership of parcel T and T1. There is potential to expand/grow on parcel T, but the immediate need is more truck staging area.

Parcel F (Design Center Building)

The master lease for the Design Center building was acquired by Jamestown Properties in 2014. Since then multiple PNFs (project notification forms) have been filed to make upgrades to the existing building, as well as, request allowances for additional commercial uses in the building to serve the building tenants. Additional parking in the EDIC deck for businesses in the building has also been requested by Jamestown.

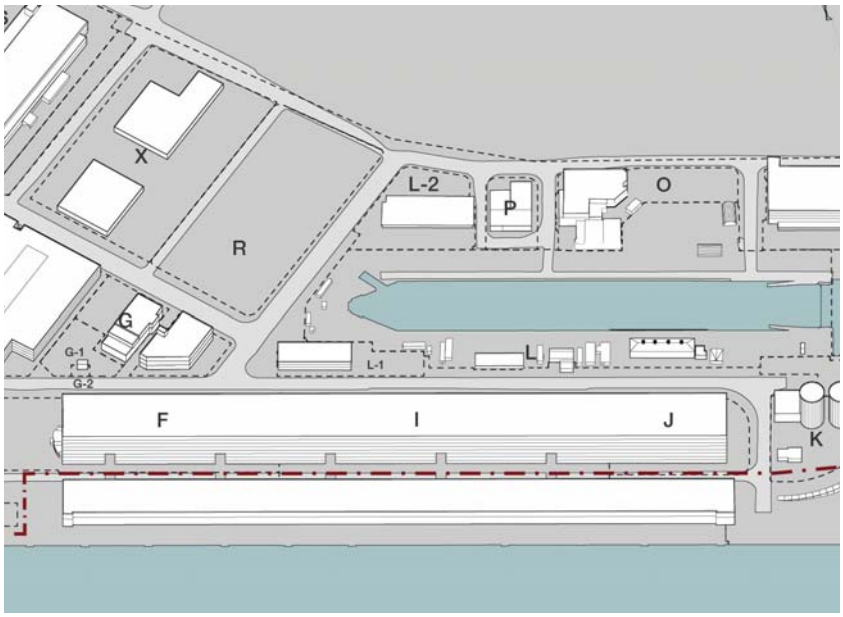
The tenants of the building (now considered part of the renamed Innovation & Design Building) remain a cluster of design centered business, many of them focused on furniture and interior design wholesale, showrooms and distribution. The Design Center has been a cluster of design focused business in the RLFMP since the 1980's, originally moving there because of cheap rent and the ability to have a cluster economy. This clustering was beneficial to businesses due to the reciprocal effect of a one-stop shop.

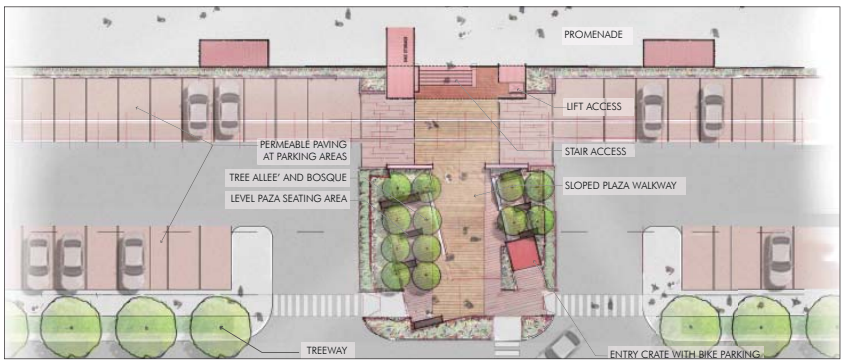
The non-traditional industrial uses in this building are representative of the shifting nature of businesses in the RLFMP, and in particular, in the Design Center. The higher person per SF causes a demand for parking and the type of businesses that can afford the higher rents.

The recent filings by Jamestown for changes to the Design Center and the former Bronstein Building can be found on the BPDA website. http://www.bostonplans.org/projects/development-projects/the-innovation-and-design-building

Short, medium and long term projects

- Redesigned parking along the primary face of the building along Drydock Ave will include new parking configuration and new public space.
- Interior renovations, such as new windows have been made. Up to $30 million of renovations are planned for the buildings (Design Center and Bronstein).
- Additional commercial uses such as container shops and restaurants are being installed.





Redesigned parking lots and streetscape improvements including small open spaces will improve the "front door" of the Innovation & Design Building.

Due to the low allowable percentage of commercial uses and lack of food service, food trucks have become a fixture at the RLFMP, serving the ever growing workforce in the Innovation & Design Building.

Parcel Size	163,936 sf
Building Size	552,026 sf
Parcel Status	Active
Current use	General Industrial (75% ind / 25% comm)
Designation	Approved
Program for approved projects	Renovations and new commercial vendors
Infrastructure improvements	New parking and interior renovations
Tenant(s)	Multiple tenants
Lease status	BDC expires 2035
Future development potential	Continued renovation

Other Considerations

- Additional details about the improvements to the building, tenants and lease status can be found in the appendices of the Tenant Interviews and Lease Status sections.
- The acquisition of both the Design Center and the Bronstein Building (collectively known as the Innovation & Design Building) means that discussions about improvements should be seen as a single lease holder rather than two parcels for the sake of future discussion, logistics, tenants and improvements.

Parcel F1

F-1 is currently used as a surface parking lot for Jamestown's sub-tenants. It has 177 spaces.

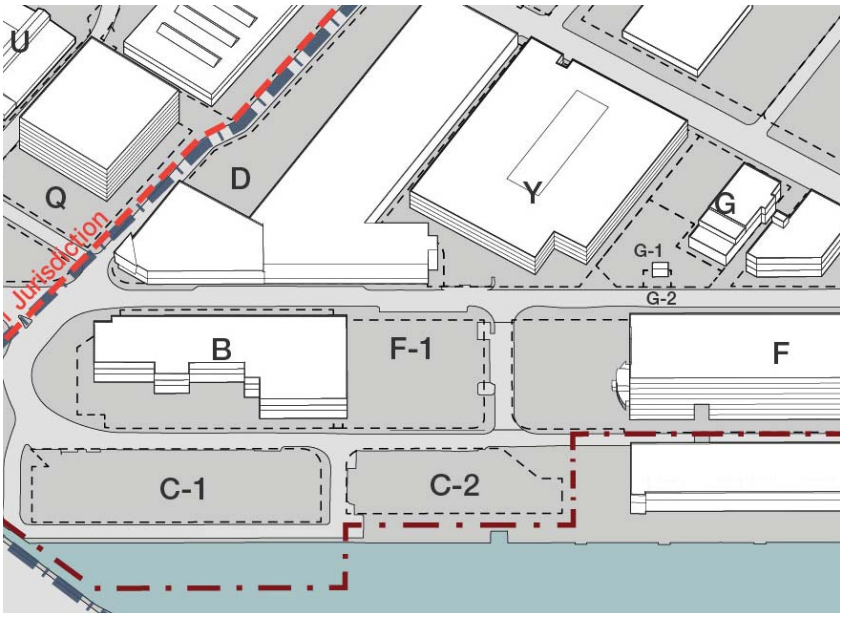
Parcel Size	50,468 sf
Building Size	N/A
Parcel Status	Active
Current use	Surface parking lot (75% ind/ 25% comm)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	N/A
Tenant(s)	Jamestown Prop.
Lease status	Jamestown Prop.
Future development potential	Development ready site

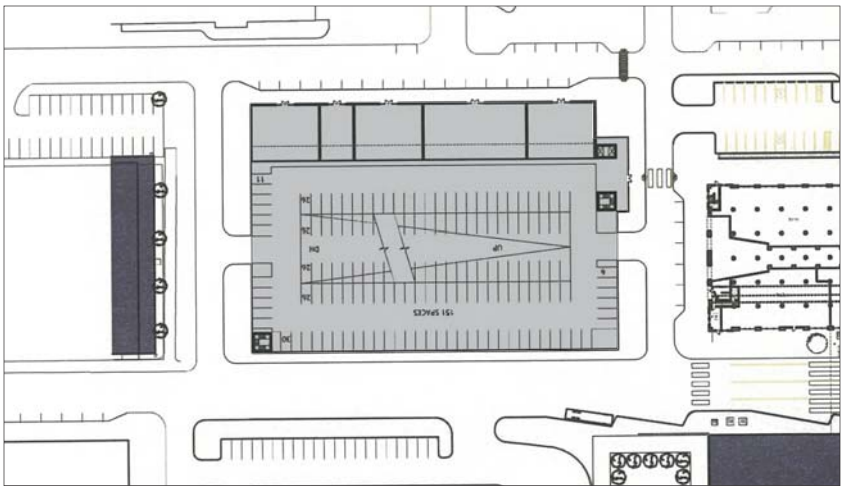
Short, medium and long term projects

- No short term plans have been discussed for this parking lot,
- Jamestown provided longer-term plans for an additional parking deck for 1,000 cars this site, but the idea was rejected because of Chapter 91 issues and traffic impact. In addition, there was no allowable spaces in the parking bank to devote to this garage.

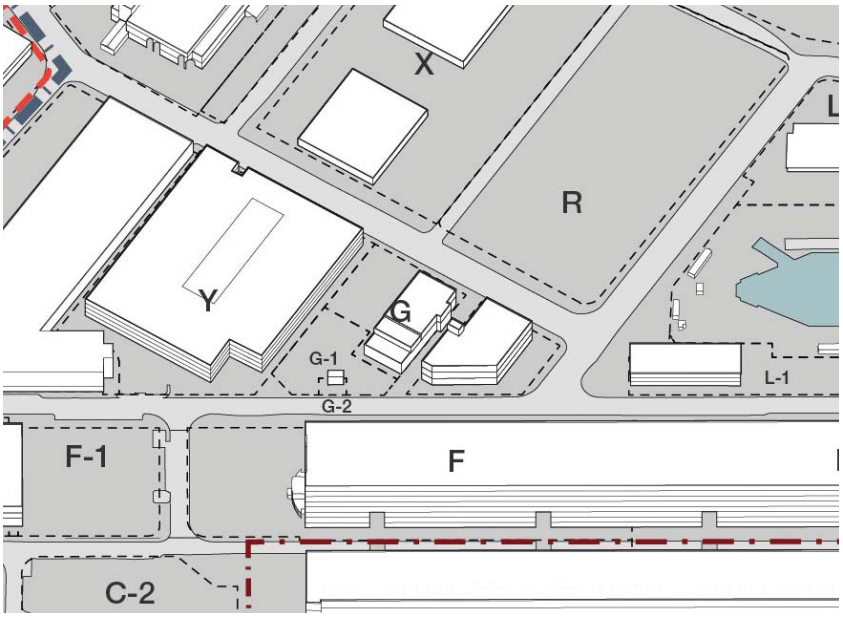
Other Considerations

- Additional parking structures may have an impact on current and future traffic conditions, particularly with the construction of the C1 and C2 garage.



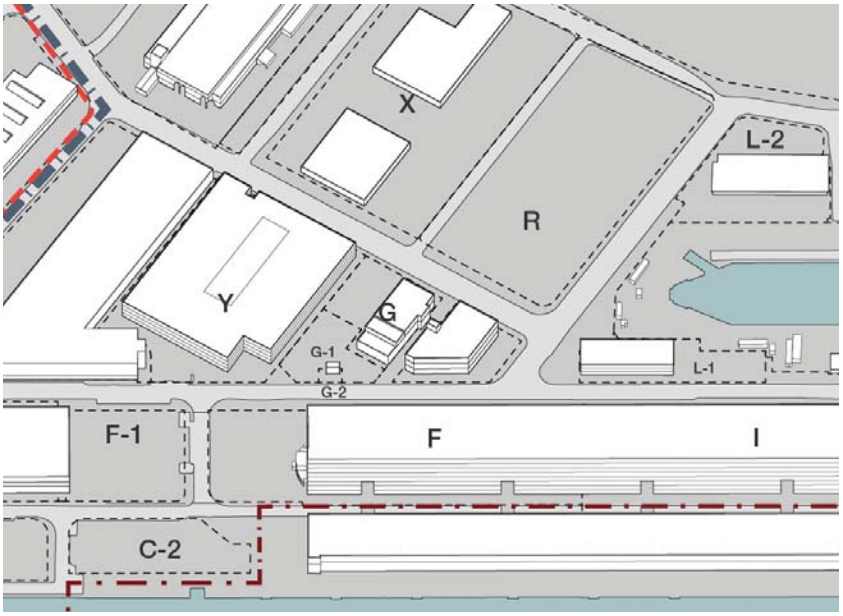


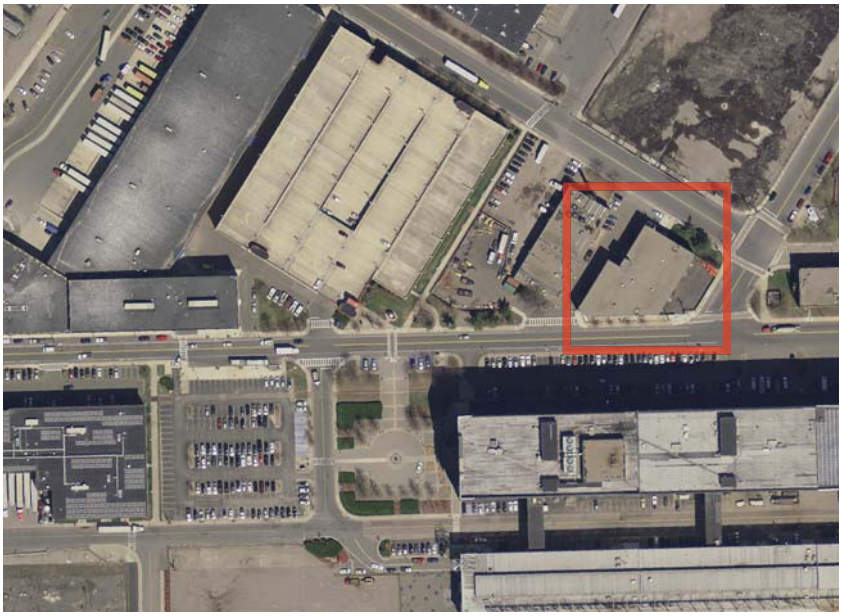
Conceptual parking structure would conflict with proposed C1 and C2 garages.



Parcel G, G-1, G-2 - 339 Northern Ave (#20)
These parcels, which have boundaries on both Northern Ave and Drydock Ave are currently occupied by a surface parking lot, a Bell Atlantic switch station and lobster seafood businesses. These parcels are planned to accomonate the expansion of the central parking garage.

Parcel Size (G,G-1,G-2combined)	53,009 sf
Building Size	24,898 sf
Parcel Status	Active
Current use	Marine Industrial
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	N/A
Tenant(s)	Eastbay Seafood and others
Lease status	9/29/24
Future development potential	Future infill site





Parcel H - EDIC Offices (22 Drydock Ave)
The Primary tenant in 22 Drydock is the EDIC, the agency that manages and operates the park. There are additional sub-tenants in the building.

Parcel Size	26,809 sf
Building Size	43,419 sf
Parcel Status	Active
Current use	General Industrial
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None needed
Tenant(s)	EDIC (primary tenant)
Lease status	
Future development potential	N/A

Short, medium and long term projects

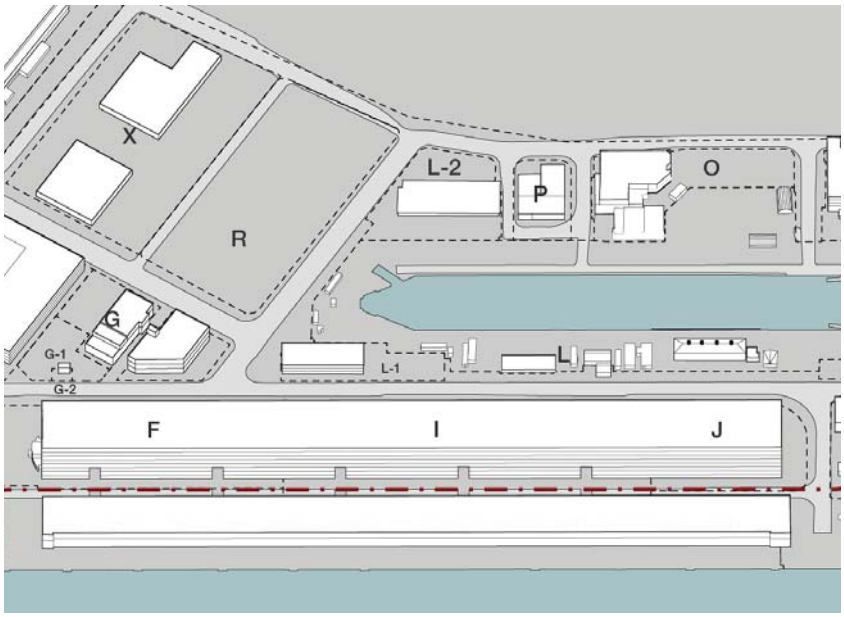
- There are no short term plans for this parcel.
- In the long-term this parcel should be considered for redevelopment or reuse.

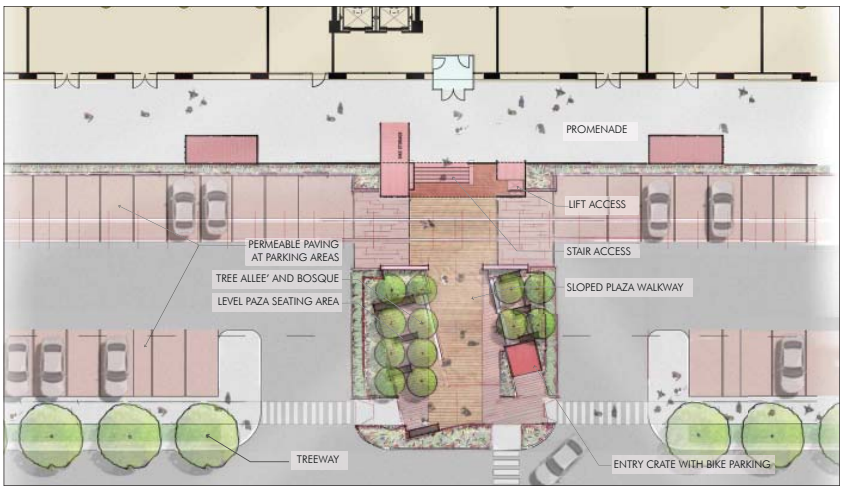
Parcel I (Innovation and Design Building*)
Formerly known as the Bronstein Building, Jamestown Properties acquired this building and the adjacent Design Center building. These two buildings combined have been re-branded, the Innovation & Design Building. While there are still some traditional industrial tenants, MassChallenge, Autodesk, and Reebok, are considered R&D and therefore permitted under supporting industrial zoning.

Parcel Size	225,373 sf
Building Size	825,552 sf
Parcel Status	Active
Current use	General Industrial (65%) / Marine (10%) / Commercial (25%)
Designation	Approved
Program for approved projects	On-going interior renovations
Infrastructure improvements	Reconstructed surface parking in progress
Tenant(s)	Multiple tenants
Lease status	67 year lease (beg 2014)
Future development potential	Ongoing renovations

Short, medium and long term projects

- Short term and medium term projects including on-going renovations and upgrades to the building including new windows and improved ground floor space.





Former Bronstein Building

Other Considerations

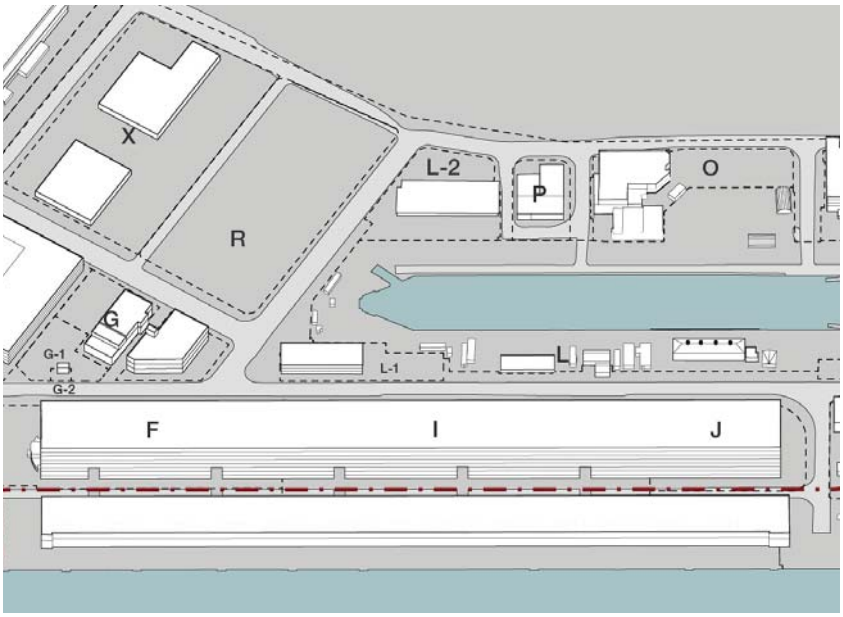
- Jamestown Properties to push for commercial uses, including restaurants to provide food service for employees in the building complex.

- Under Chapter 91 licenses, any additional money that BPDA/EDIC made by increasing the commercial nature of the building was to be spent on Maritime Infrastructure Improvements in the RLFMP.

Public space improvements including a new plaza and redesigned parking lots along Drydock Ave, are part of the on-going improvements to the IDB.

Temporary shipping container retail (bottom) lines the loading docks along the Innovation & Design Building providing food service and retail for employees.

Drydock Ave is both a major truck route, serving business along the length of Drydock Ave and on to 88 Black Falcon Ave, but it is also a significant pedestrian crossing for people walking from the Silver Line stop to the IDB and 27 Drydock Ave. Pedestrian safety improvements are needed to coordinate these conflicting modes.



Black Falcon Ave provides rear loading access for 27 Drydock, the IDB and the Massport Cruise Terminal.

Parcel J (27 Drydock Ave)

The 27 Drydock building is managed by Related Beal who hold leases with multiple sub-tenants in the building. When the building was acquired by NorthStar 13 years ago few R&D tenants existed in the Marine Industrial Park. However, NorthStar felt that the presence of the EDIC helped to maintain rents at a lower rate than the growing Seaport District. The rents have grown in recent years, however, from $6/sf to $30/sf. The building is now close to 100% occupied and the majority of the tenants are life-science companies, including Immunetics and Vertex.

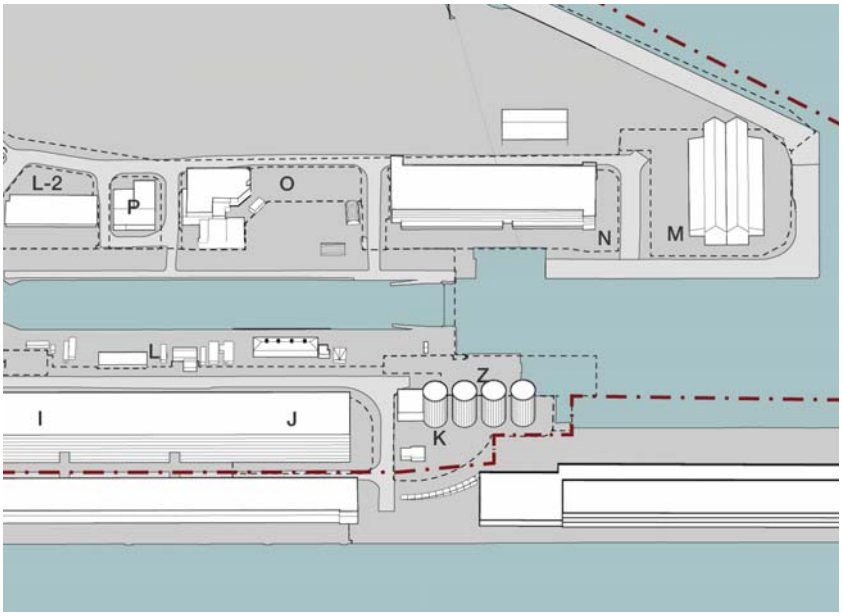
Parcel Size	80,958 sf
Building Size	275,184 sf
Parcel Status	Active
Current use	General Industrial (90%) / Marine Industrial (10%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	Multiple tenants
Lease status	Related Beal
Future development potential	Interior renovations possible

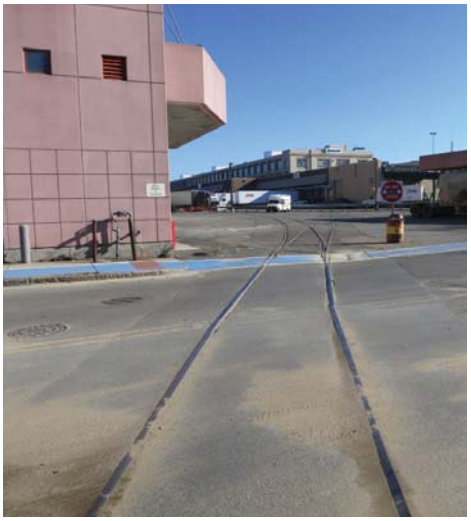
Short, medium and long term projects

- Prospective tenants are looking for 2-5K sf spaces for short term trials.
- As of 2015, improvements were needed to the 4th and 5th floors for future tenant fitouts.

Other Considerations

- Transportation and parking logistics are very challenging in the RLFMP and an issue for prospective tenants, but the majority of tenants take transit.





Parcel K (36 Drydock Ave)
The site is occupied by Coastal Cement primarily serving as a cement manufacturing and distribution company. No future development plans have been discussed for this site.

Parcel Size	73,888 sf
Building Size	12,129 sf
Parcel Status	Active
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	Coastal Cement
Lease status	Expired 02/2015
Future development potential	N/A

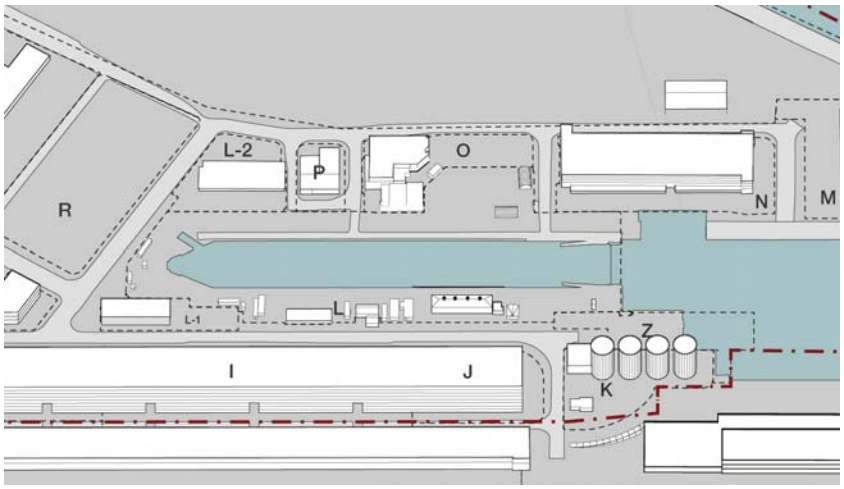
Short, medium and long term projects
- No plans are proposed for Parcel K.

Other Considerations
- The current alignment of Track 61 runs adjacent to Parcel K. This should be preserved.

Parcel L (Dry Dock #3)

Dry Dock #3 is the only active Dry Dock in the RLFMP and one of two true "over-the-dock" water dependent uses in the RLFMP. The other being Yankee Lobster. It is an active ship repair facility and the largest Dry Dock in New England. It is capable of handling a wide range of modern ships at over one thousand feet long with a base width of 125 feet and a top breath of 149 feet.

Parcel Size	468,373 sf
Building Size	13,072 sf
Parcel Status	Active Dry Dock
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	Needed
Tenant(s)	Boston Ship Repair
Lease status	4/30/2037
Future development potential	Potential for additional dry dock



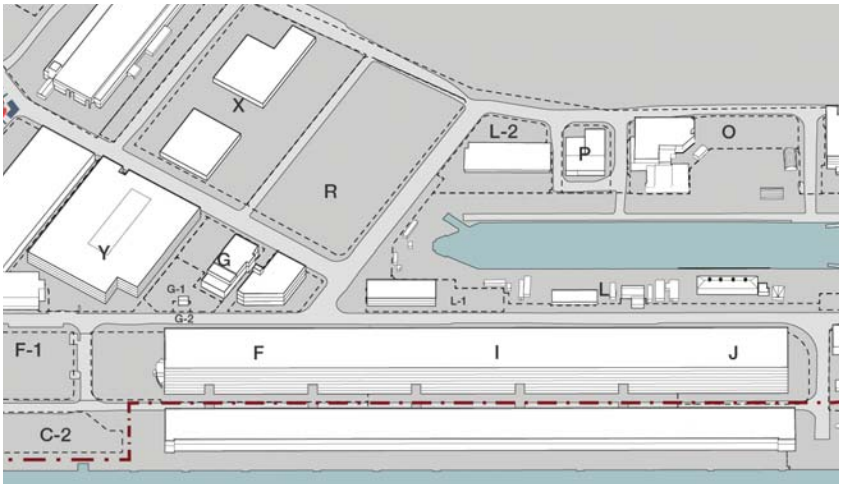
Short, medium and long term projects

- The shipyard needs additional laydown area, shop space, a wet berth and a power system upgrade.
- The shipyard is also interested in handling small vessel repairs if space and shop area could be provided near the facility. This would include a small floating dry dock.

Other Considerations

- The shipyard would benefit from additional vessel support hookups. This could be accommodated at the jetty berths on the MMT and EDIC properties on the north jetty.


STOP
BOSTON SHIP REPAIR
MAIN GATE
ENTRANCE
32A DRYDOCK AVENUE

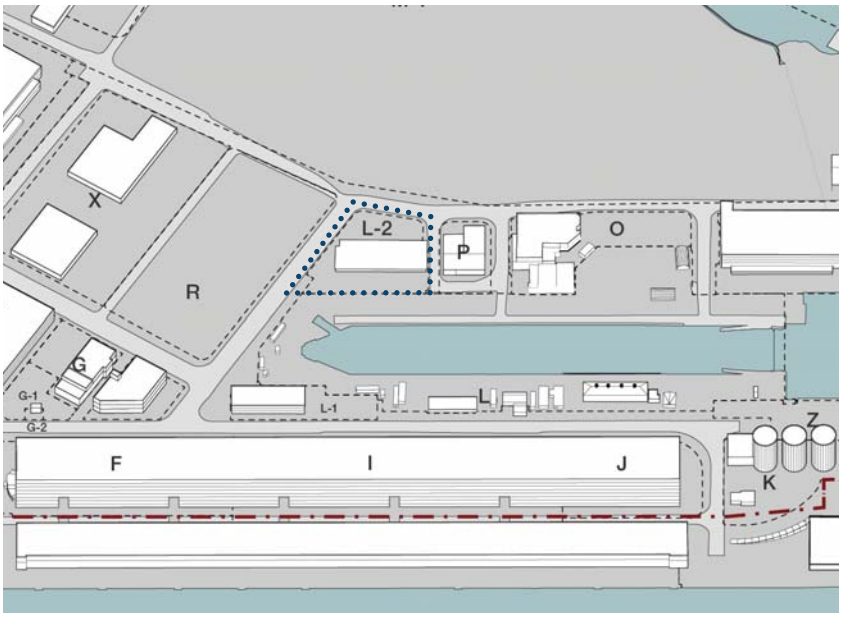


Parce L-1 (24-26 Drydock Ave)
This building is currently unoccupied. It is leased to Boston Ship Repair but is vacant and in significant disrepair.

Parcel Size	32,324 sf
Building Size	32,214 sf
Parcel Status	Vacant
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	None
Lease status	Unknown
Future development potential	N/A

Short, medium and long term projects
- No future plans have been discussed for this parcel or building.

Other Considerations
- This building should be assessed for reuse potential.

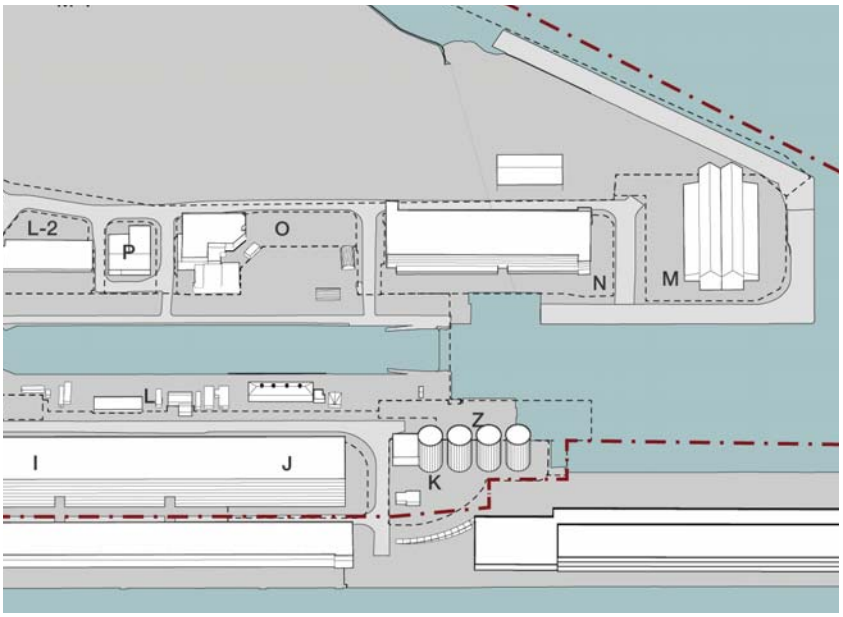


Parce L-2 (7 Tide Street)
Parcel L2 sits at the corner of Tide Street and FID Kennedy, a major intersection for truck traffic circulating to the larger seafood processors on Parcel X and Parcel M1. No major changes or plans exist for this parcel.

Parcel Size	59,289 sf
Building Size	36,110 sf
Parcel Status	Active
Current use	Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	Multiple tenants
Lease status	12/31/2065
Future development potential	N/A

Short, medium and long term projects
- No plans have been established for Parcel L2 (7 Tide Street). The building is multi tenanted.

Other Considerations
- Due to on-site parking, there is not a parking shortage for the building tenants.



Parcel M (3 Dolphin Way)
At over three acres, Parcel M was designated to Boston Global Investors and New Boston Food Market Development Corp. for 80,000 sf of fish processing and cold storage. Until recent years, it was used to house Subarus waiting for distribution. The building itself has reuse potential, but its structural condition is to be determined. Improvements to its waterside infrastructure may be determined by the future use of the parcel. Significant investment needs to be made in its waterside infrastructure if it is to be used for "over-the-dock" water dependent use.

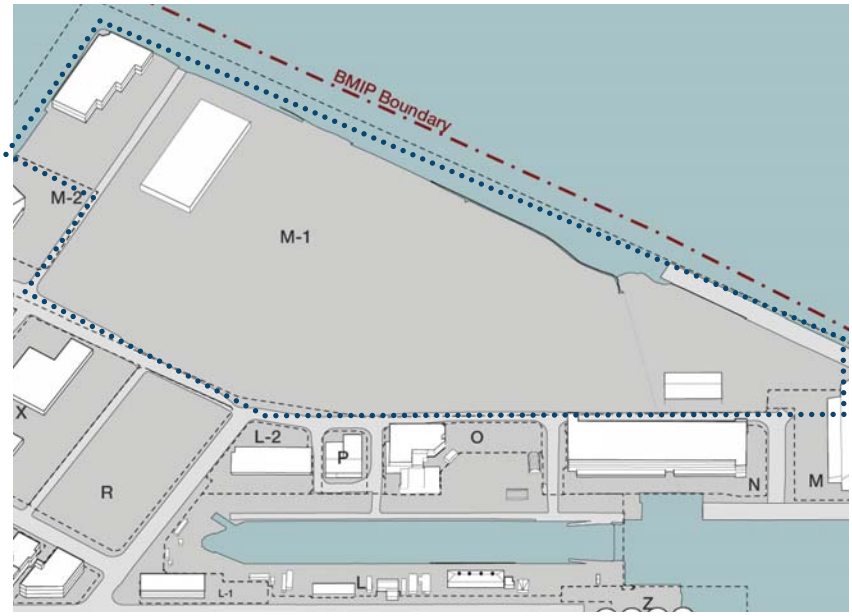
Parcel Size	134,341 sf
Building Size	57,221 sf
Parcel Status	Vacant
Current use	Marine Industrial (70%MI 30% Industrial)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	Needed improvements to south jetty
Tenant(s)	None
Lease status	Unknown
Future development potential	Possible building improvements

Short, medium and long term projects
- Fish processing and cold storage.

Other Considerations
- Parcel N, next door, has been designated for redevelopment by Canistraro Plumbing.

Parce M-1 (Massport Marine Terminal)
This 40 acre parcel is leased to Massport by EDIC until 2070. The parcel is dedicated to maritime industrial use. The parcel benefits with its proximity to the North and East jetties that provide deep water berthing for future uses.

True water-dependent uses (over-the-dock) will be difficult without significant improvements to the waterside infrastructure.

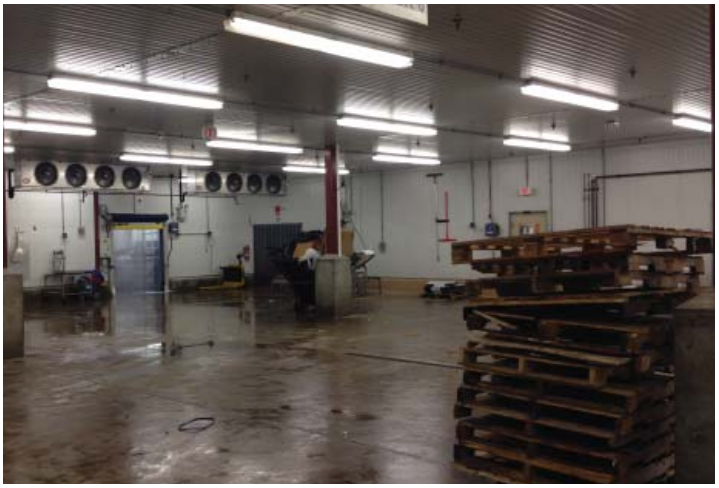


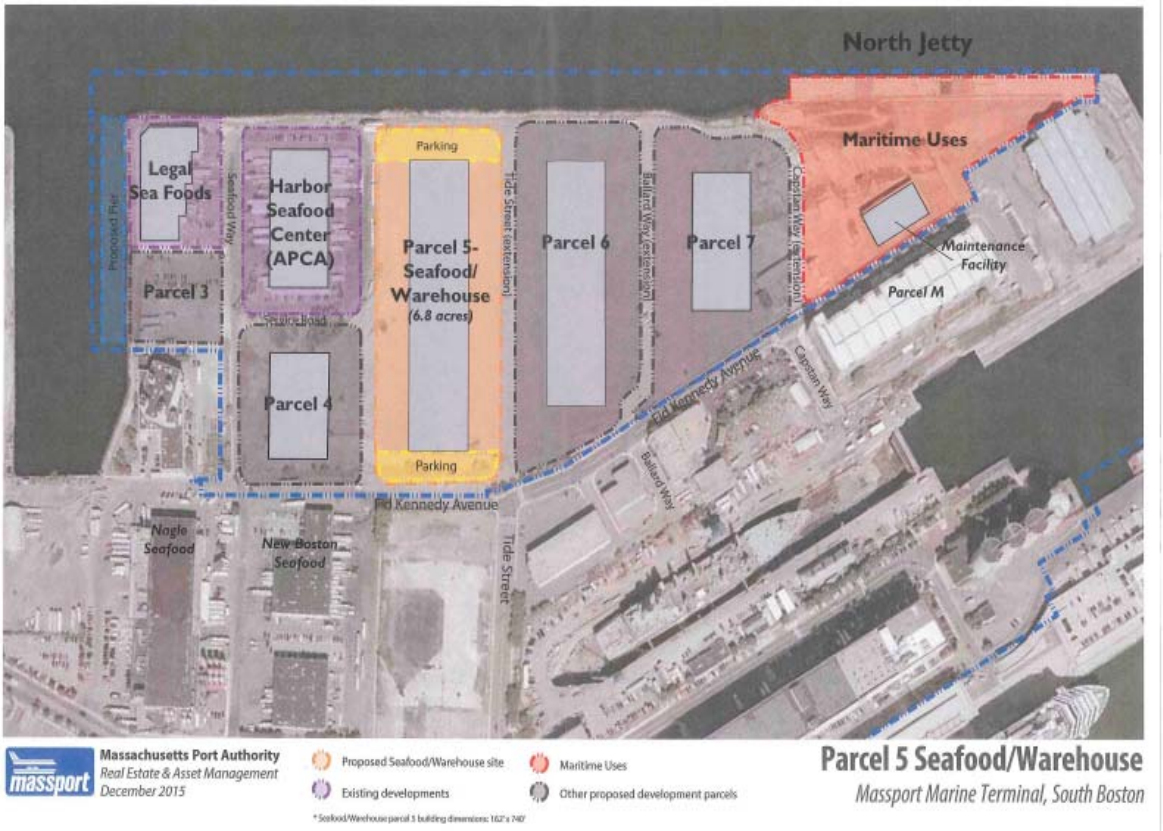
Parcel Size	1,954,285 sf
Building Size	134,032 sf
Parcel Status	Semi-active / Vacant
Current use	Marine Industrial (100%)
Designation	Partial
Program for approved projects	Marine Industrial
Infrastructure improvements	Jetty and bulkhead repairs needed
Tenant(s)	MassPort with sub-tenants
Lease status	2070
Future development potential	Remaining acreage is undesignated

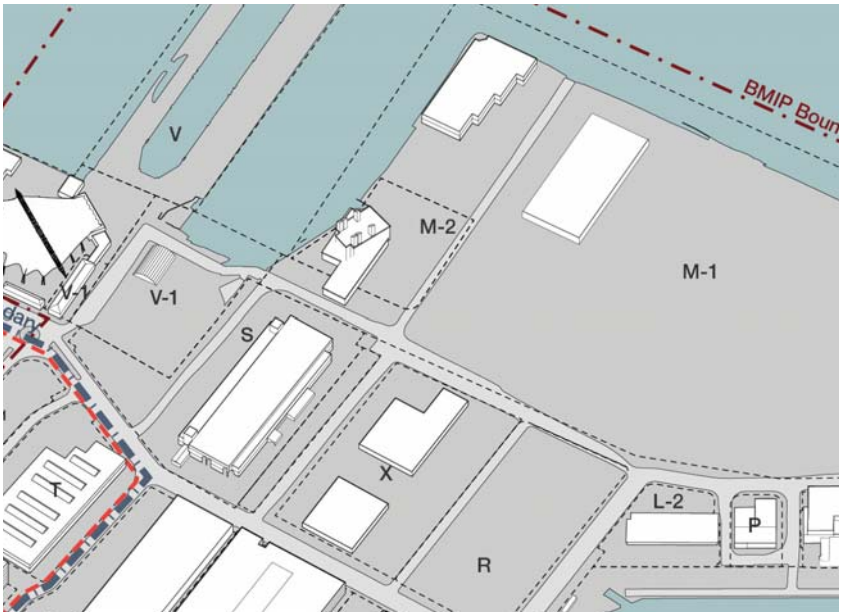
There is demand for laydown space for construction. Massport receives inquiries on a regular basis for scrap and other bulk storage.

Short, medium and long term projects

- Massport has sub-leased sections of the parcel to seafood processors, Harbor Seafood Center and Legal Seafood that constructed approximately 143,000 square feet of processing and lab space.
- There is a project underway on sub-parcel 5 that is approximately 7.2 acres. The project includes a single, one- and two-story, approximately 201,000 gross square-foot, seafood processing, marine warehousing and marine support building with an approximately 130,000 square-foot footprint. The new facility will offer Stavis Seafoods the opportunity to consolidate, improve and potentially expand its seafood processing operation, while continuing its contribution and support of the success of the seafood processing industry within the RLFMP and the Port of Boston at-large.
- Massport has made tentative designations to sub parcels 4 and 6 for seafood use following a site disposition process. This underscores the demand and strength of the seafood industry in the region based on skilled work forces and proximity to multi-modal transportation systems.







Parce M-2a and M2-b
The site is currently split into two parcels (M2-a and M2-b). M2-a is the vent building #6 owned by MassDOT. M2-b is an Eversource Station that was recently completed.

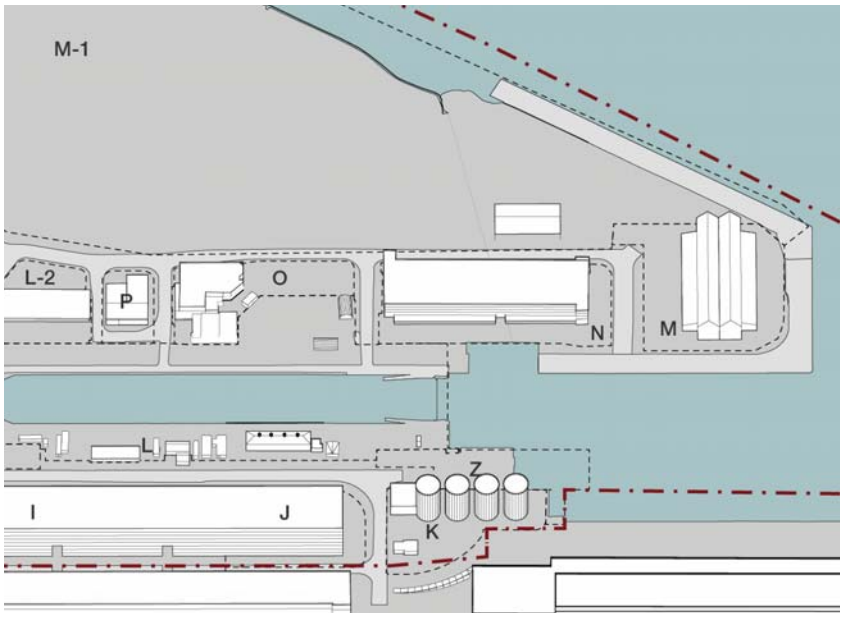
Parcel Size	91,945 sf
Building Size	25,935 sf
Parcel Status	Active
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	Needed improvements to south jetty
Tenant(s)	MassDOT(M2-a)/ Eversource(M2-b)
Lease status	
Future development potential	N/A

Short, medium and long term projects
- Aside from the construction of the Eversource Building, there are no future development projects for these sites. .

Parcel N (25 FID Kennedy Ave)

Parcel N has recently been designated for development by JC Cannistraro, a plumbing and HVAC company based in Watertown, MA. The business will assemble and distribute HVAC systems. It will employ 100 full-time workers.

Parcel Size	139,650 sf
Building Size	85,239 sf
Parcel Status	Active
Current use	Industrial (100%)
Designation	Permitted
Program for approved projects	Manufacturing
Infrastructure improvements	N/A
Tenant(s)	J.C. Cannistraro
Lease status	2065
Future development potential	Minimal renovations



Short, medium and long term projects

- The company will overhaul the building to accommodate welding, assembly, fabrication, materials storage, and new office space. The existing freight elevators and stair towers will be upgraded and supplemented by a new enclosed fire staircase and an open-sided vertical lift for materials.

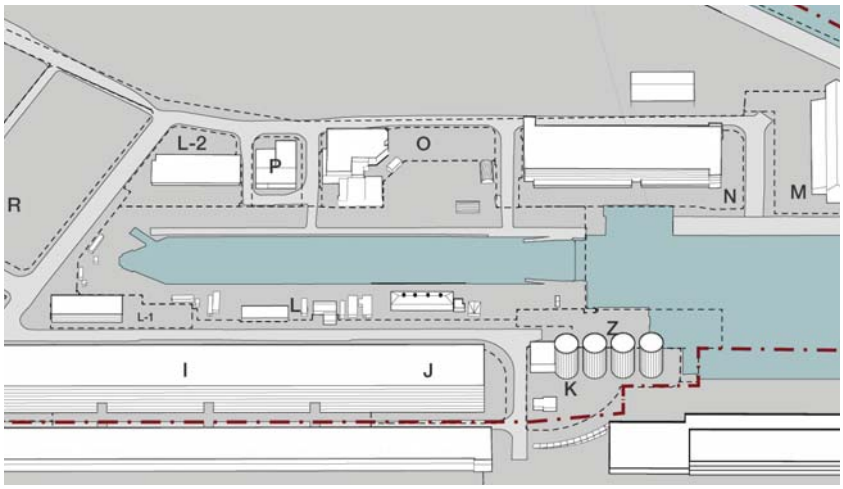
Other Considerations

- Reuse of the existing structure as a pure 100% industrial use demonstrates the continued interest in the RLFMP for traditional industrial tenants.

Parcel O (19 FID Kennedy AuBonPain)

Au Bon Pain is one of the oldest tenants in the park (since 1982). They have no plans to move their operations and have secured a lease through 2057. The building serves as both its corporate headquarters, as well as its bread and bagel baking center. The complex holds 210 employees from upper management to retail workers in the IDB across the street. Fifty of the employees work in manufacturing alone.

Parcel Size	70,042 sf
Building Size	46,879 sf
Parcel Status	Active
Current use	Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	Au Bon Pain
Lease status	2057
Future development potential	N/A



Short, medium and long term projects

- There are no plans for expansion on site or in the RLFMP, in general.

Other Considerations

- There are no transportation conflicts in the park, but access to the Haul Road must be maintained because it is crucial to their shipping and distribution logistics.
- AuBonPain has a dedicated parking lot, so employee parking is not a big of an issue. Many employees take the Silver Line. Increased service would benefit employees especially those working late.

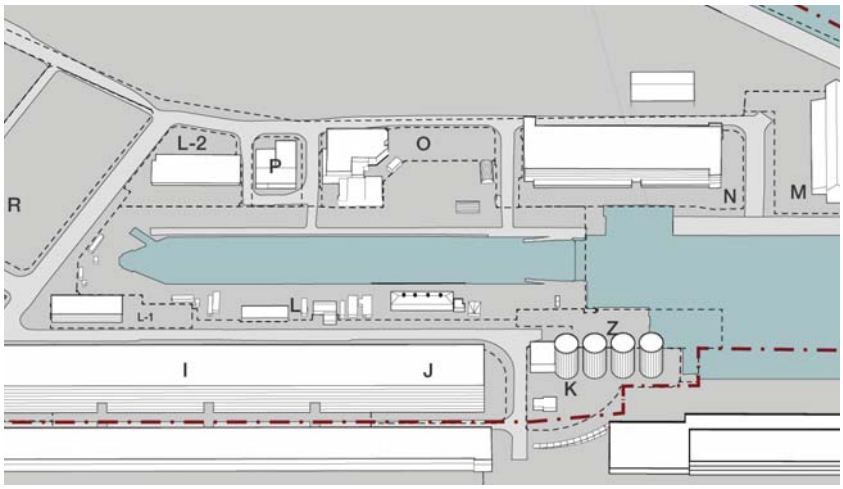
Parcel P (3 Anchor Way)

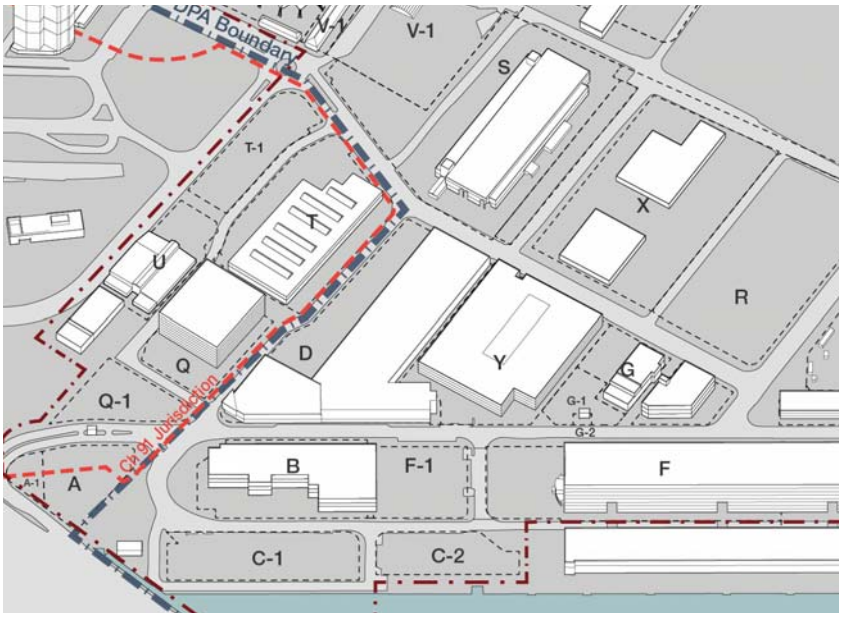
Located at 3 Anchor Way across from the Massport Marine Terminal, McDonald Steel is an active manufacturing use. Mc Donald Steel contributes to the active manufacturing job base in the RLFMP and should be maintained, as is, if possible.

Parcel Size	27,590 sf
Building Size	12,324 sf
Parcel Status	Active manufacturing
Current use	Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	McDonald Steel Co.
Lease status	TAW
Future development potential	N/A

Short, medium and long term projects

- At this time there are no known improvements or projects slated for this site.





Parcel Q (12 Channel St)

Parcel Q, commonly known as 12 Channel, is an EDIC owned and operated multi-tenant building. The majority of uses in this building are smaller scale manufacturing. Tenants include printing workshops, bicycle frame buildings and furniture manufacturing. Many of the tenants are space intensive, low-margin businesses that are located in the RLFMP due to the affordable rent and proximity to a dense population center, specifically downtown.

Tenant lease information for this building should be updated, as much of the lease information received show expired lease terms.

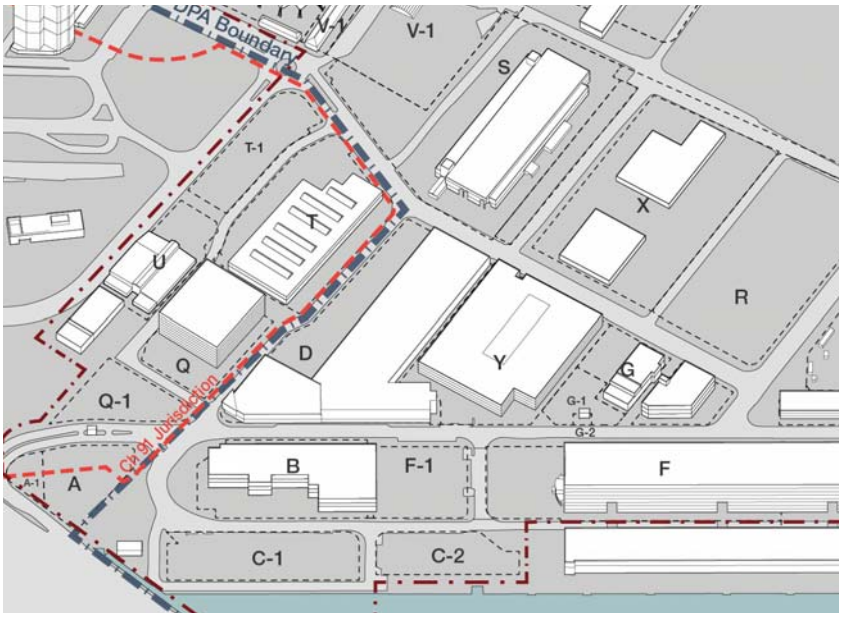
Parcel Size	60,908 sf
Building Size	356,450 sf
Parcel Status	Active
Current use	Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	Multiple tenants
Lease status	Various leases held
Future development potential	N/A

Short, medium and long term projects

- There are no projects known at this time for the 12 Channel Street building.

Other Considerations

- The 12 Channel Street model serves as a good precedent for the development model in the RLFMP. It is representative of a business cluster for lower-margin businesses and provide an active industrial job base.



Parce Q-1 (New Commercial Office)
Parcel Q-1 was recently designated by the BPDA for development in Fall of 2015. The developer, Skanska USA, plans to build approximately 215,000 SF of office and retail development. The parcel sits outside of the Designated Port Area (DPA) and Chapter 91 Jurisdiction, and therefore, has more freedom in its permissible uses. While still in the boundaries of the RFMP, the parcel was zoned for Waterfront Commercial, as of the 1999 RFMP master plan. That zoning was put in effect in 2005 when the park's Chapter 91 master license was updated

The future development sits directly at the entrance to the park on Drydock Ave and Summer St. providing a gateway into the district.

Parcel Size	36,808 sf
Building Size	N/A
Parcel Status	Vacant
Current use	Commercial (100%)
Designation	Designated
Program for approved projects	Commercial office
Infrastructure improvements	New construction
Tenant(s)	TBD
Lease status	2085
Future development potential	Future office building (215K sf)

Short, medium and long term projects

- The construction status is expected to commence in Q1 of 2018 and complete in Q3 2019.

Other Considerations

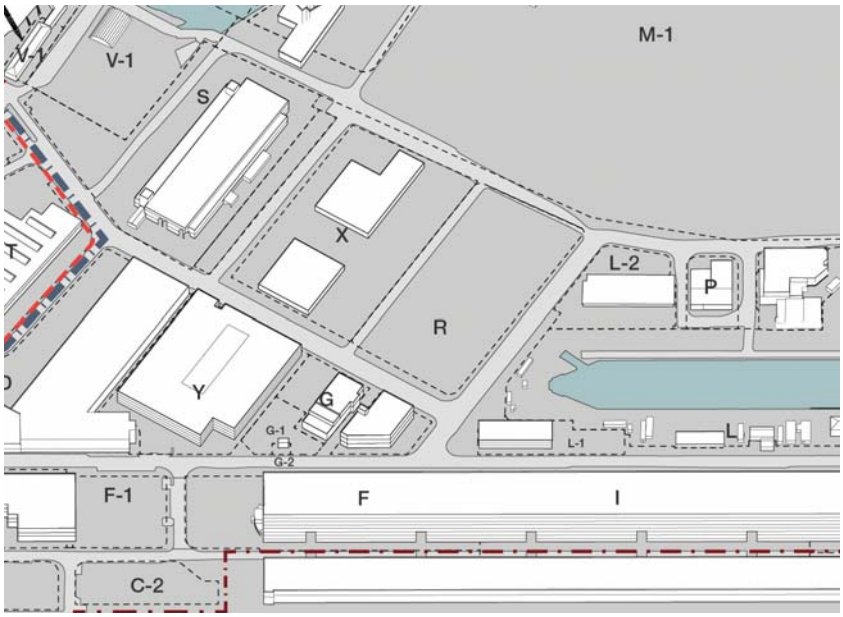
- Parking demand, as a result of development on Parcel A and Q will require parking solutions off-parcel in the park, as well as potentially looking at consolidated parking facilities for commuters.
- If Parcel Q1 is developed then the 49 parking spaces on-site that are currently leased to tenants in 12 Channel Street will have to be relocated to the central parking garage.

Parcel R (6 Tide Street)

Parcel R currently sits vacant; however, Kavanagh Advisory has the rights to development and has been given approval by the BPDA on the proposed development of a 360K sf research and development building. Related Beal is partnered with Kavanagh for this future development. Based on developer interviews from March, 2015 it is the consultant's understanding that a development partner and a prospective tenant have been established. The eventual build-out of this parcel will result in an FAR of 2.

The biggest challenge is providing adequate parking for future tenants. R&D tenants function much like commercial office tenants in the amount of space per SF that each employee takes up. Therefore, there will be more employees, which in turn will cause greater parking demand.

Parcel Size	181,072 sf
Building Size	None
Parcel Status	Vacant
Current use	Industrial (100%)
Designation	Approved
Program for approved projects	R&D/manufacturing
Infrastructure improvements	New construction
Tenant(s)	Kavanagh Advisory Group
Lease status	TBD
Future development potential	360,000 sf R&D

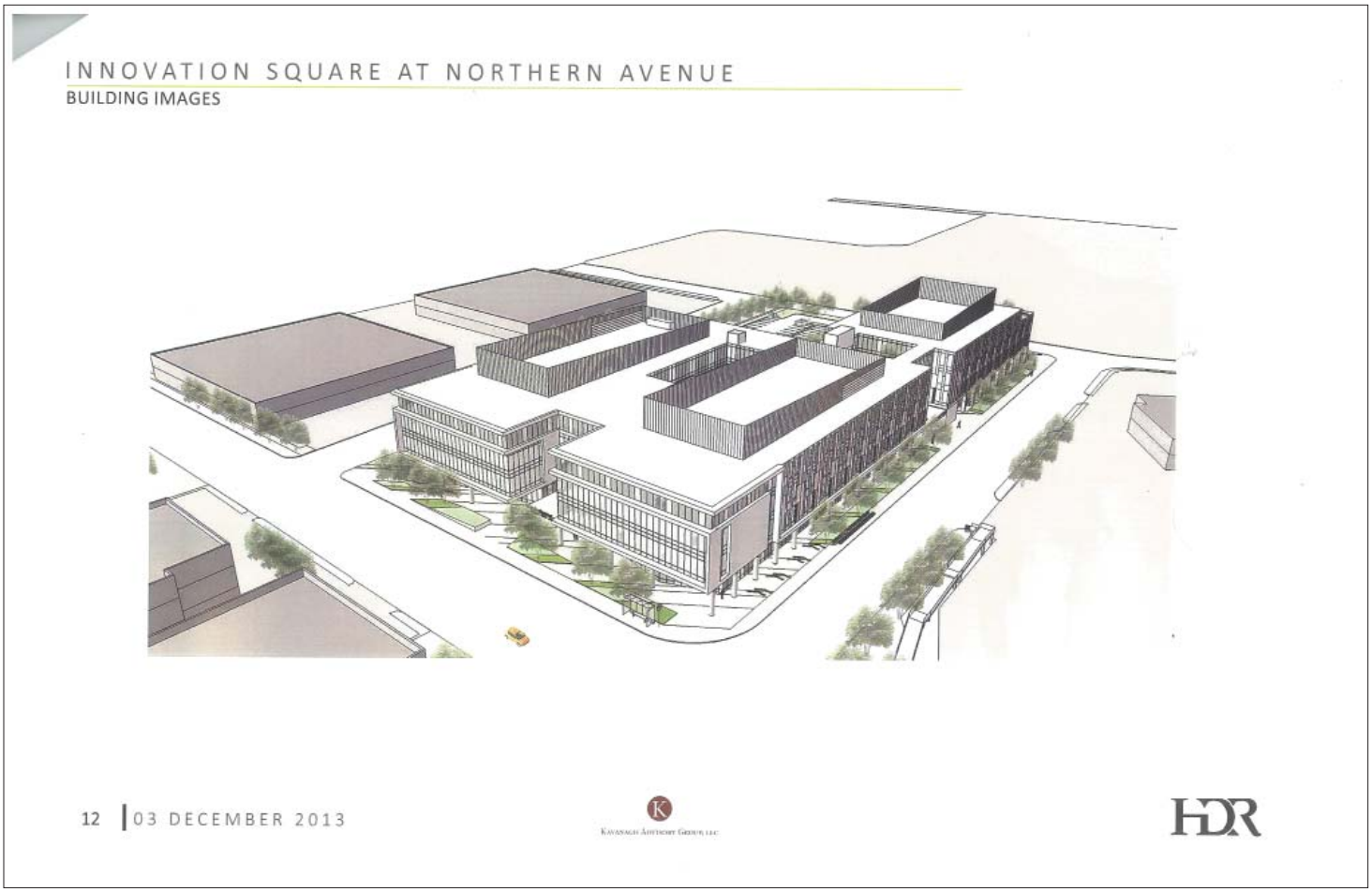


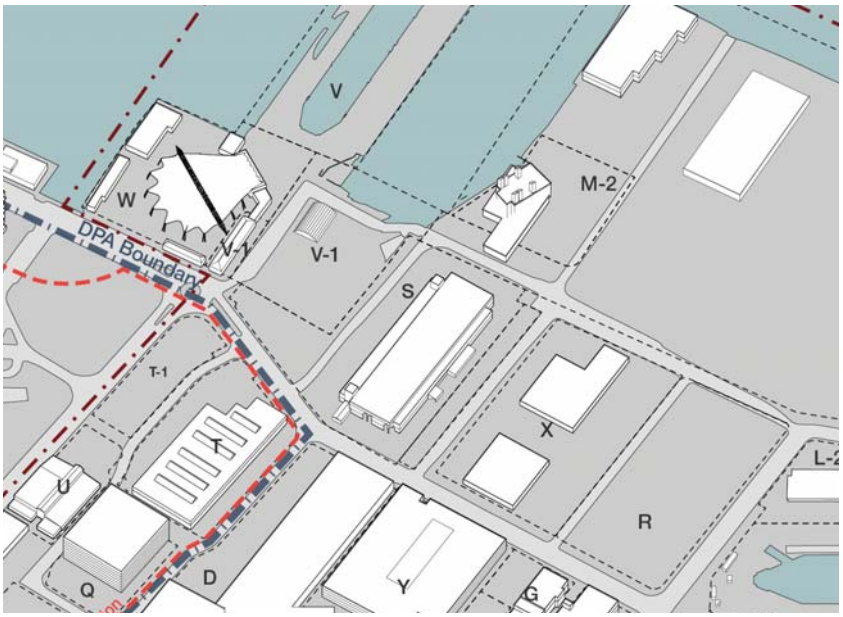
Short, medium and long term projects

- 6 Tide Street has approval for development. It is a matter of finding a tenant for the space and solving any parking

Other Considerations

- Ground floor retail space for the 6 Tide St building may be difficult to fill and could possibly be limited due to the cap on commercial uses in the park.
- 6 Tide will have to be selective in its tenants. Tenants that require a standard industrial parking ratio, e.g. 1 space per 1,000 sf, would be most likely.
- The 360K sf development will consist of laboratory, research and development and manufacturing space.


INNOVATION SQUARE AT NORTHERN AVENUE
BUILDING IMAGES
12 | 03 DECEMBER 2013
HDR

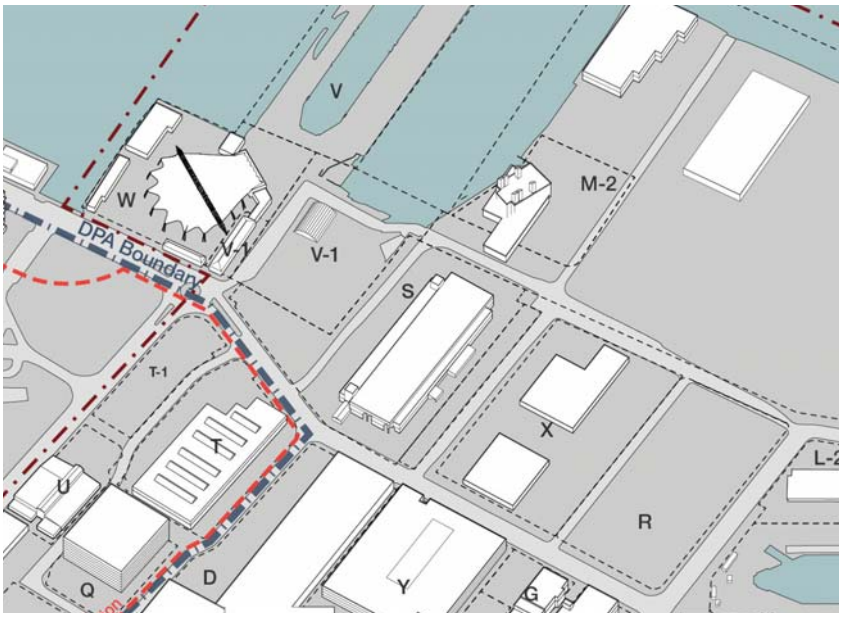


Parcel S1-S2 (Harpoon Brewery and Nagle Seafood)
While the parcel is recorded in the spatial inventory as a single parcel and one unique building, it is seen by the EDIC as two separate parcels. Parcel S1 is Harpoon Brewery and Parcel S2 is home to Nagle Seafood.

Parcel S1: Harpoon Brewery located in the park in 1987 due to the affordability of the land, amount of space and proximity to the city. Being close to the interstate is crucial to their business, as they operate in just-in-time logistics. Products coming in and going out are time sensitive, both raw materials and packaged goods. They have a separate facility in Woburn for finished goods. Most distribution is handled from the RLFMP facility. As a just in time business congestion is a threat to operations. Their shipping begings at 5am running smaller tucks multiple times a day., so preservation of the Haul Rd is key to their operations.

Parcel Size	265,308 sf
***Building Size**	~56,000 sf
Parcel Status	Active
Current use	Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	Harpoon Brewery
Lease status	02/2058
Future development potential	Potential to expand brewing operations

*For the sake of the parcel inventory the parcel size will be listed as a single parcel until further information can be provided. The building size will represent the subdivision of space in the complex.



Short, medium and long term projects

- Harpoon has the potential to expand/increase is production at the Boston facility, both in terms of number of tanks and by adding additional trucking shifts for distribution,
- The lack of rail service is not inhibiting the business from expanding.

Other Considerations

- Harpoon employees rely heavily on the Silver Line to get to work. Increased service on the Silver Line would be helpful for employees and visitor attraction.

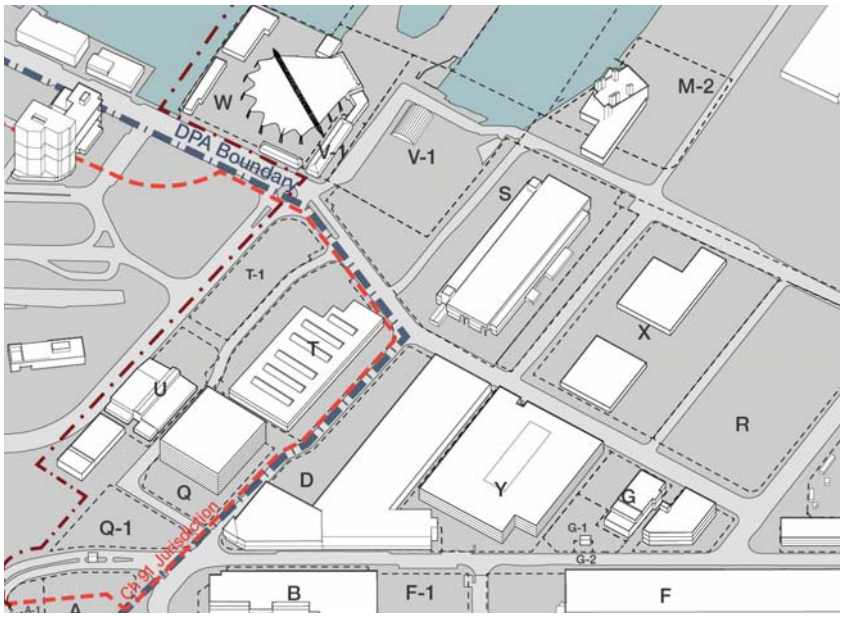
Parcel S2: Nagle Seafood is located in the rear half of the building complex with access from FID Kennedy. Nagle Seafood is one of many seafood distribution and processing facilities in the RLFMP and a long-standing tenant. There have been no plans discussed for Nagle Seafood

Parcel Size	265,308 sf
***Building Size**	~51,000 sf
Parcel Status	Active
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	John Nagle Co.
Lease status	02/2048
Future development potential	N/A

Parcel T (Boston Freight Terminal)

Large scale plans for the redevelopment of Parcels T and T-1 have not come to fruition at this point. As such, Parcel T, on which sits a vacant 135K sf warehouse and distribution building, remains underutilized. The ownership for the parcel is split between Neil Fitzpatrick and Cargo Ventures. Redevelopment plans for Parcel D, which was formerly Marine Industrial, required that 30% of what is now an industrial parcel become Marine Industrial use, if redeveloped. This was tied into the redevelopment agreement of Parcel M1; the development option of which has now expired.

Parcel Size	131,020 sf
Building Size	135,748 sf
Parcel Status	Vacant
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	Manufacturing
Infrastructure improvements	N/A
Tenant(s)	Neil Fitzpatrick/ Cargo Ventures
Lease status	09/2040
Future development potential	TBD

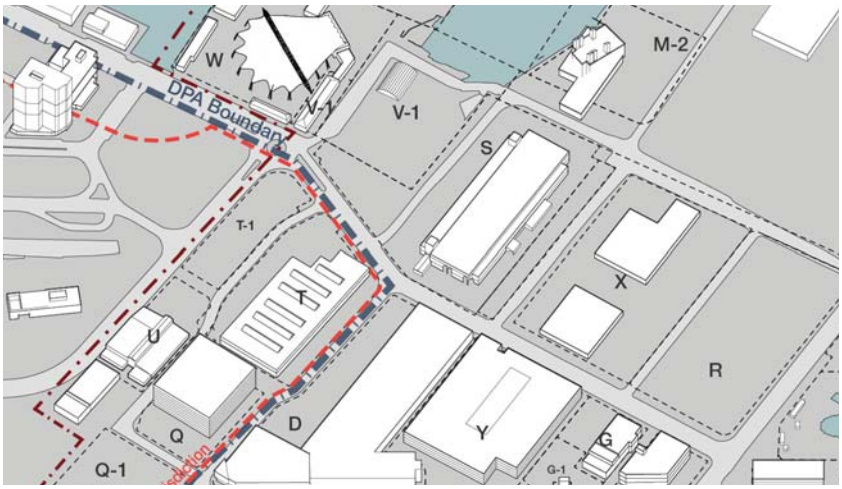


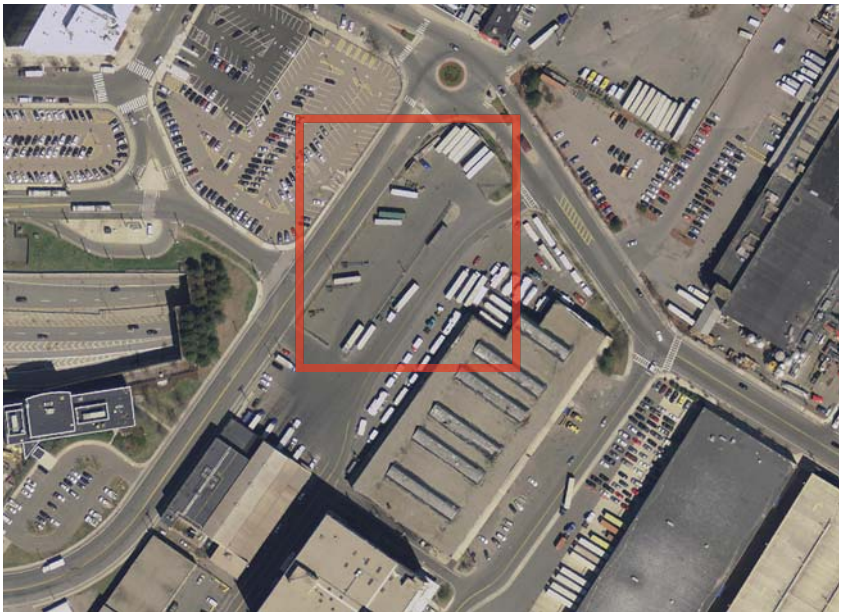
Short, medium and long term projects

- In the short term, no plans have been suggested for this parcel. The building slab is in acceptable condition, but would need structural evaluation for reuse.
- Considering that the parcel sits outside the DPA and Chapter 91 boundaries, it could be developed for a use that yields a higher revenue for the EDIC.

Parcel T-1 (Northern Ave / Channel St)

The regulatory controls that guide Parcel T-1 are less restrictive than many of the pacels in the RLFMP. It is not within the DPA, as well as being outisde of Chapter 91 boundary. This allows for greater flexibility of use. The challenge; however, is that Parcel T-1 sits directly over the I-90 tunnel to Logan Airport. Air rights development on this site may prove difficult. In the interim, it serves as truck parking and staging for operations at the Boston Freight Terminal. If redeveloped, there would need to be alternative truck staging areas close to Parcel D for logistical proximity. Parcel M1 might be able to handle truck staging if room allows.





Parcel Size	70,042 sf
Building Size	None
Parcel Status	Parking
Current use	Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	Boston Freight Terminal
Lease status	09/2040
Future development potential	Yes

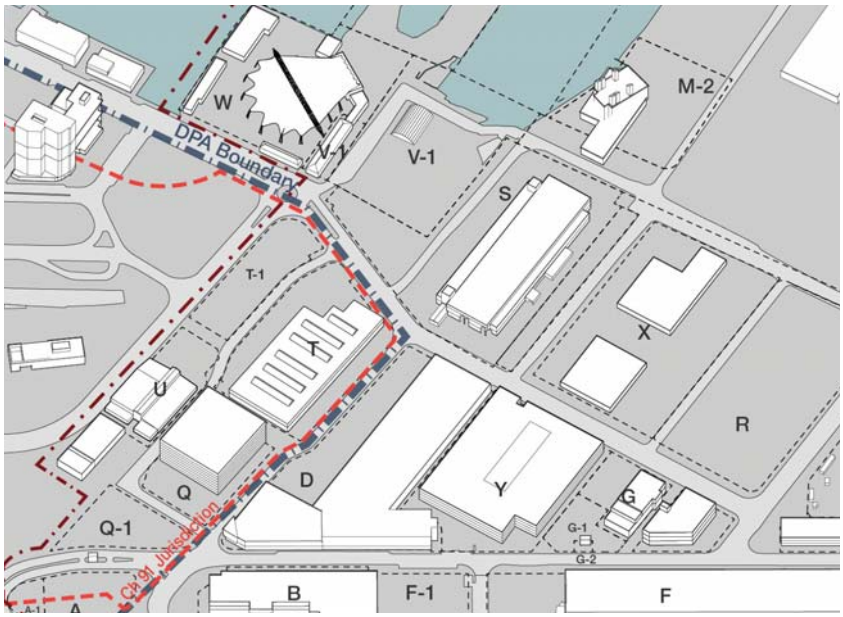
Short, medium and long term projects

- There are no immediate plans, either short or long term for this site, but it has been and will continue to be a site of much development speculation due to its proximity to the Seaport District and its more advantageous regulatory controls than adjacent parcels.

Parcel U (7 Channel St / Stavis Seafood)

Parcel U was home to Stavis Seafoods, one of the oldest and most well known tenants in the marine park. It is moving to another location in the RLFMP. Stavis Seafoods is integral to the seafood business cluster that has historically been a part of the RLFMP. The company operates as a fish processor and distributor. Fresh fish coming from Canada and domestically, is processed and packaged at the facility and then shipped nationally, regionally and locally. This means that access to the interstate system and the airport is essential for the "just-in-time" nature of the business.

Parcel Size	48,849 sf
Building Size	27,049
Parcel Status	Active
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	N/A
Tenant(s)	Stavis Seafoods
Lease status	08/2013
Future development potential	Yes



Short, medium and long term projects

- Stavis has recently expanded its operations and now has an additional 23K sf in the New Boston Seafood Center
- Long term opportunities may involve Stavis relocating and consolidating facilities within the RLFMP, potentially in parcel M-1

Other Considerations

- Stavis has 129 employees, many of whom rely on public transportation to get to work. The MBTA Silver Line is crucial to its business.

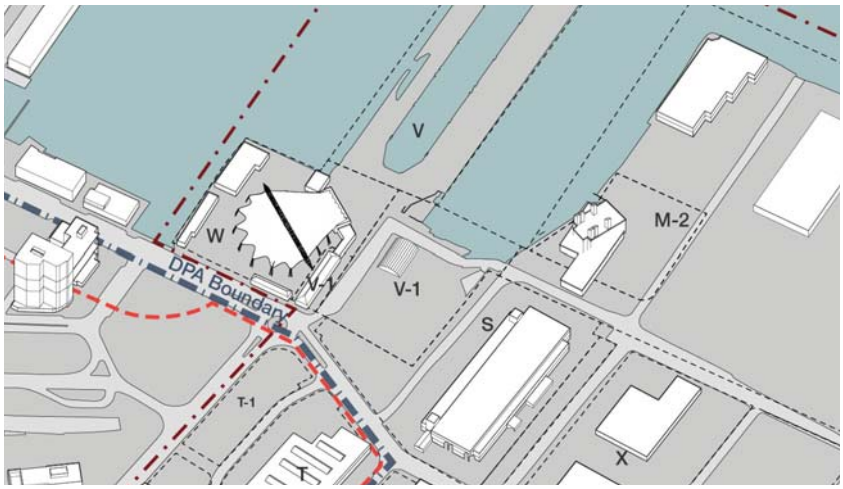
Parcel V (Dry Dock #4)

Dry Dock #4 is in extreme disrepair and is no longer a functioning dry dock. The facility is in a serious state of disrepair, and is presently undergoing repairs to stabilize the existing steel sheet piling bulkhead structures and caisson. Repairs to the western wharf have been estimated at $6M. Even if substantive investments were made in the dry dock, it is unlikely, that it would be used as a working dry dock, and that there is any demand for an over-the-dock marine use Justifying the cost of improvements is difficult pending demand.

By reviewing the various planning layers and the parcel and planning analysis of the RLFMP Master Plan we begin to see opportunities for expanded open space and public facilities in the Dry Dock No. 4 and parcels W and V1 area.

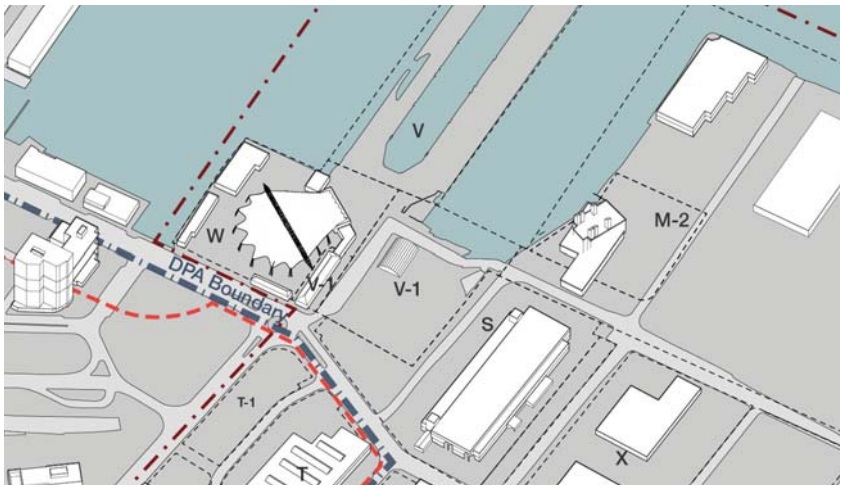
This area of the RLFMP makes up the Northern Avenue gateway already animated and activated by the Blue Hills Bank Pavilion, Yankee Lobster retail and restaurant uses and Harpoon Brewery's beer hall. This gateway will be strengthened by the mix-use project underway at Massport Parcel K that will add residential and hotel uses along Northern Avenue.

Parcel Size	252,004 sf
Building Size	None
Parcel Status	Vacant
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	Recent improvements to caissons*
Tenant(s)	None
Lease status	N/A
Future development potential	TBD



Short, medium and long term projects

- While Dry Dock No. 4 may not be suitable for traditional maritime industrial uses it could serve the RLFMP and Commonwealth Flats area as a mix of open space and water dependent activity comparable to Long Wharf in Downtown Boston that is a mix of open space, Harborwalk. water transportation facilities and civic and commercial uses that create a year round poublic destination.



*Sealed failing bulkheads along Pier 5 and backfilled reparis. Drove new fender piles along Pier 5. Completed structural repairs to top side of Pier 5 and resurfacing entire area. Added new concrete curbing along the entire perimeter of Pier 5.

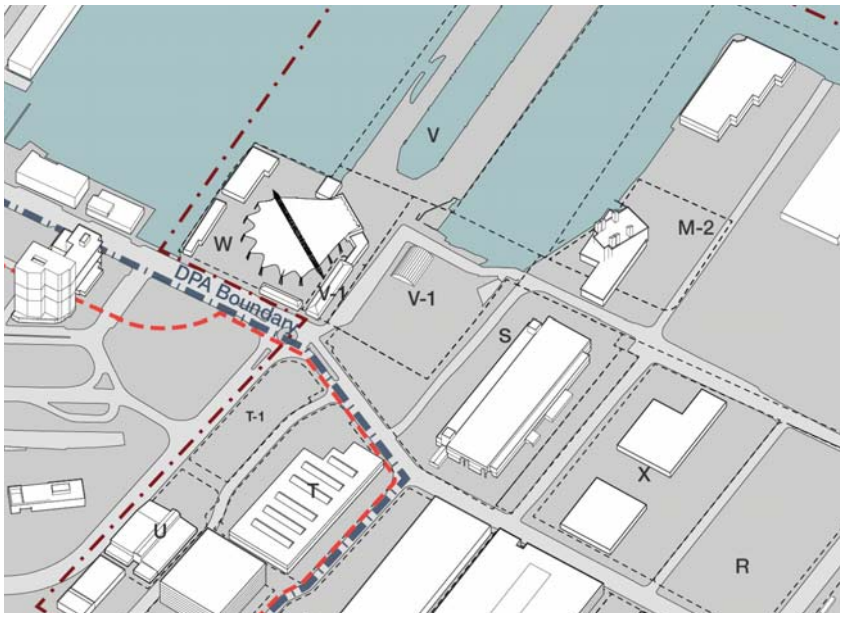
Parcel V-1

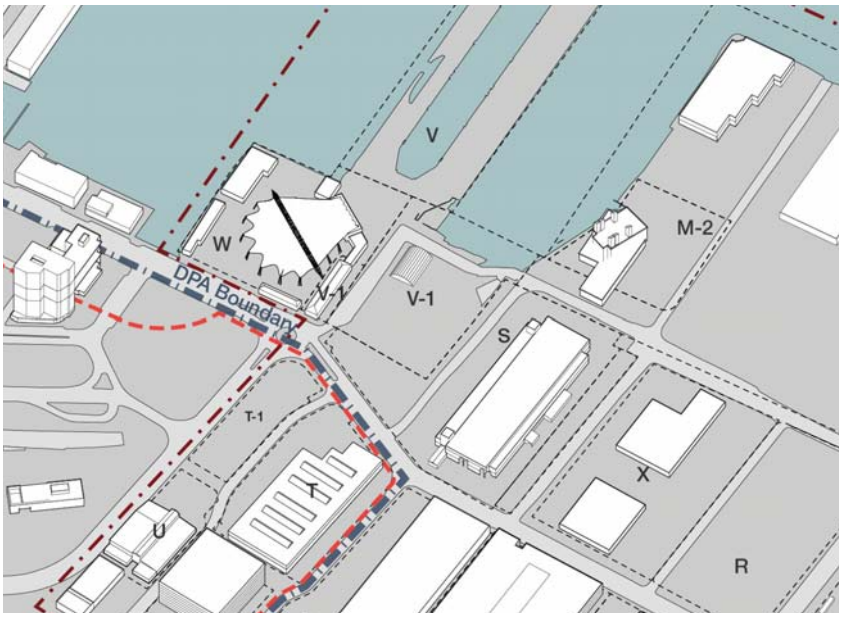
Parcel V-1 is somewhat compromised in its development potential in part because it sits above the I-90 tunnel. However, there is still enough room to construct on the area that is on terra firma and use the air-rights portion for parking or truck staging.

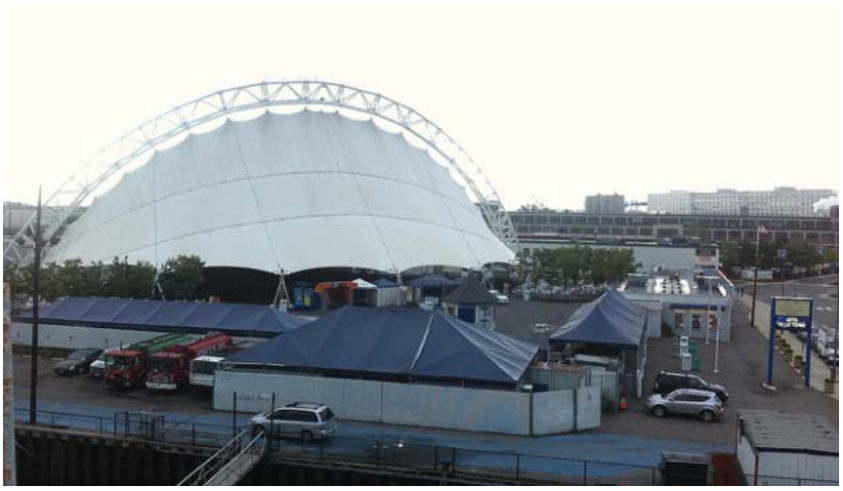
Parcel Size	85,049sf
Building Size	6,605 sf
Parcel Status	Vacant
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	Needed repairs
Lease status	
Future development potential	

Short, medium and long term projects

- No short-term improvements have been suggested, but in the long term the site could be redeveloped for a marine industrial use. A standard size industrial floor plate and parking apron fit on site.







Parcel W (Blue Hills Bank Pavilion)

The Blue Hills Bank Pavilion is currently considered a temporary use in the RLFMP. The concert venue has been in the RLFMP for over 15 years, and at this point it is considered a stable fixture. The EDIC could make it a commercial use, but doing so might potentially use up a large percentage of its allowable commercial allocation

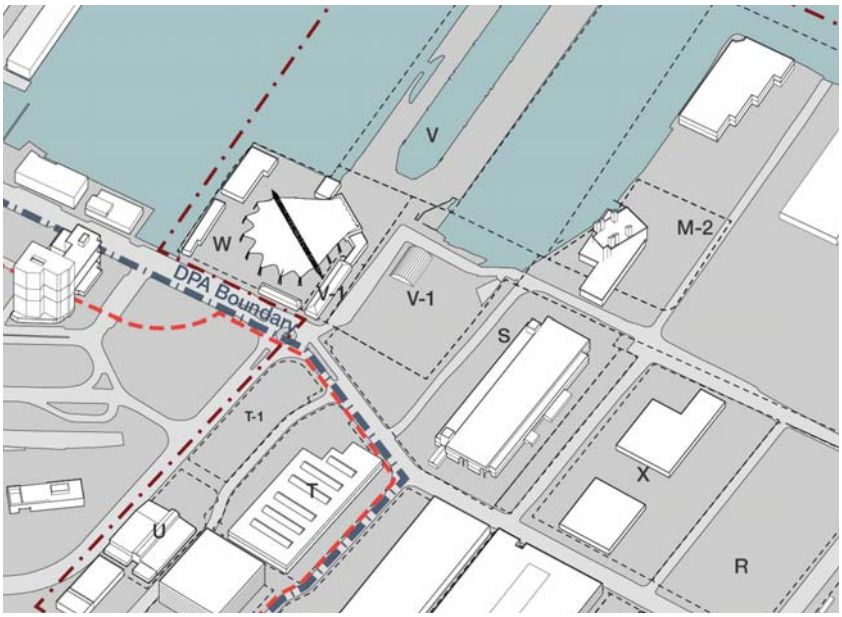
Parcel Size	265,308 sf
Building Size	107,440 sf
Parcel Status	Active
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Lease status	?
Future development potential	N/A

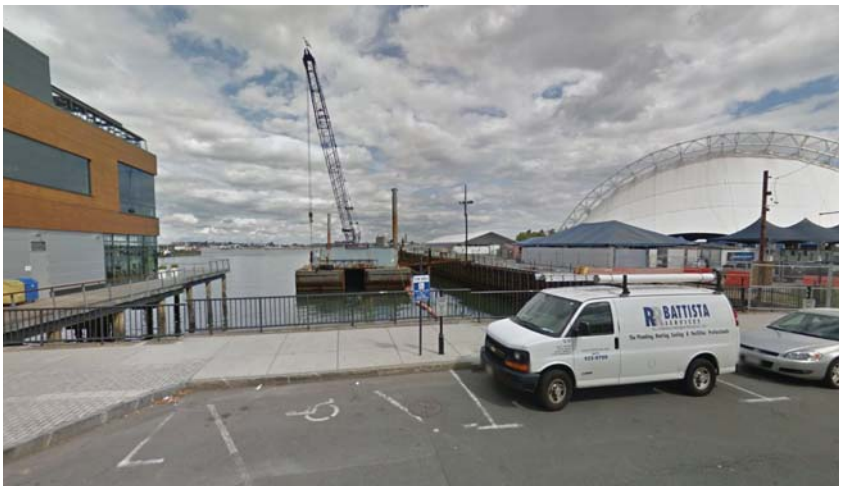
Short, medium and long term projects

- The future development conditions for the parcel are predicated on whether or not there is a suitable maritime dependent use that can be built on that parcel. If so, the pavilion must be given 18 months notice. Otherwise, it will likely stay a temporary use.

Other Considerations

- The impacts of the pavilion on the operations of the RLFMP are nominal. Its hours operate at an opposite schedule to the industrial operations. Most shows are at night and weekends.
- Because of high Silver Line use for the events, parking has not been a critical issue.
- The Silver Line operations are critical to the continued success of the pavilion as a concert and entertainment venue.
- Live Nation, the operator of the pavilion, put forward a proposal for Wharf 8/Pier 7 adjacent to the pavilion in 2013.





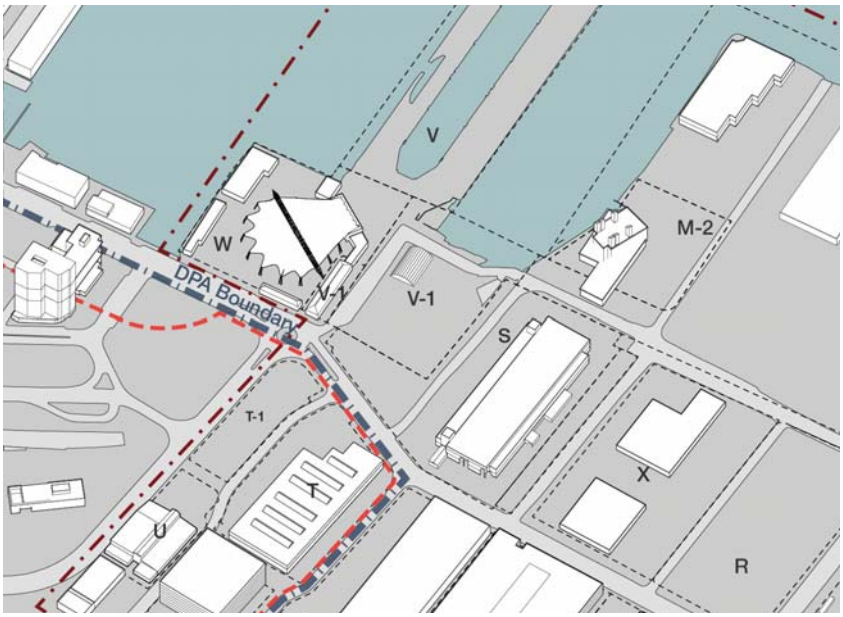
Wharf 8 / Pier 7

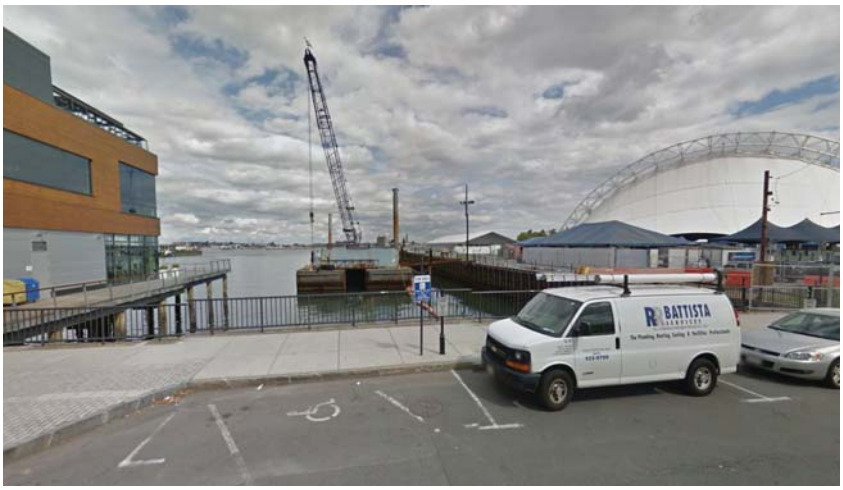
The Site consists of the historic boundaries of Wharf 8 and Pier 7 and adjacent water-sheet. Wharf 8 and Pier 7 were removed by prior activities and may be reconstructed in a manner that is consistent with the Final Master Plan (EOEA# 8161) and the Master Chapter 91 License (No. 10233) and its implementing procedures

The vacant Site is comprised of an existing pile field and adjacent watersheet. While Wharf 8 and Pier 7 are planned for water-dependent industrial uses, its location and size supports smaller scale marine uses and/or transitional uses to the developments at Commonwealth Flats and Liberty Wharf. Accessory uses to a new maritime facility including food and beverage would expand the successful cultural and tourism base of Liberty Wharf and Bank of America Pavilion.

The EDIC have tentatively designated a developer for this site. Wharf 8 / Pier 7 Partnership has proposed to design, finance, construct, and operate a marine terminal in the RLFMP under a long term lease. The project involves an expansion of Wharf 8 and the reconstruction of Pier 7 as a 71 ,838+/- square-foot pilesupported structure over flowed tidelands located within the footprint of the existing 86,832 square-foot pile field within the EDIC property line. The new wharf and pier will connect to land at Northern Avenue, sit adjacent to the Blue Hills Bank Pavilion, and lie within the boundaries of the 197,428 square feet of water sheet area designated in the RFP. The operators of the marine terminal will lease space to qualifying marine industrial tenants. The main use is intended to be a commercial passenger vessel operation including ferries, water taxis, and related space. The facility will provide an efficient location in Boston Harbor to dock and base operations for pilot vessels, tugs, barges, and other vessels engaged in port operations or marine construction.

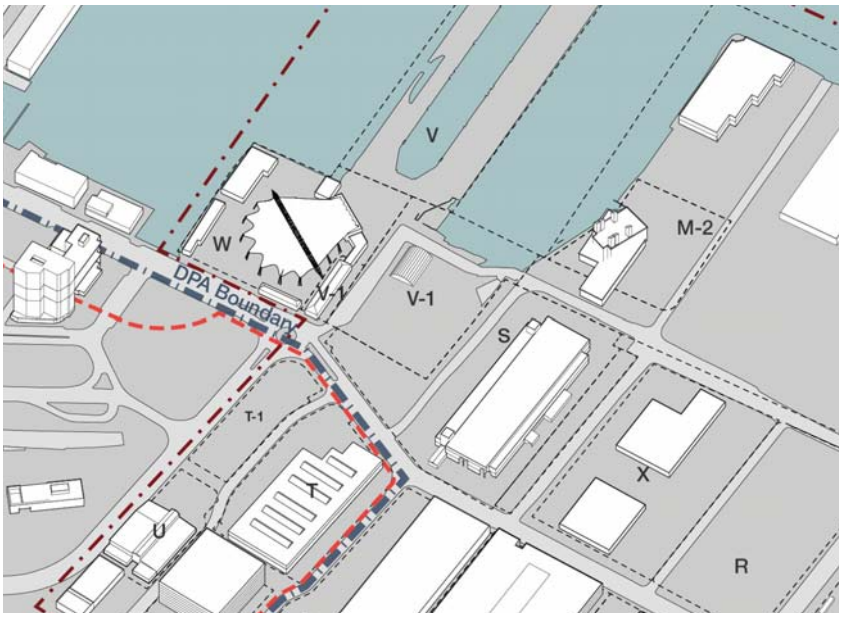
The proposed redevelopment plan includes Supporting DPA Uses as a means to finance the construction and support operations of the water-dependent industrial uses.





Wharf 8 / Pier 7

Parcel Size	284,260 sf
Building Size	86,832 sf pile field
Parcel Status	Inactive
Current use	Marine Industrial (100%)
Designation	Approved
Program for approved projects	Maritime Industrial and Limited Commercial
Infrastructure improvements	Needed
Leasee / Status	
Future development potential	Yes



Parcel W-1 (Yankee Lobster / 300 Northern Ave)

Yankee Lobster, the primary user for Parcel W-1, is one of only two true "water dependent" uses in the RLFMP, the other being the Ship Repair facility. Yankee Lobster uses water from the harbor to fill their lobster and crab tanks. The business operates as a seafood wholesaler that also has a restaurant component. The business' retail component has become a big part of its success and identity.

It primarily uses box trucks and vans for local or regional delivery, requiring a smaller loading area than many of the large seafood distribution facilities. Therefore, despite its small physical footprint, it is still able to operate effectively.

Parcel Size	13,958 sf
Building Size	6,233 sf
Parcel Status	Active
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Leasee / Status	Yankee Lobster
Future development potential	N/A

Short, medium and long term projects

- There have been no immediate discussions about this parcel.

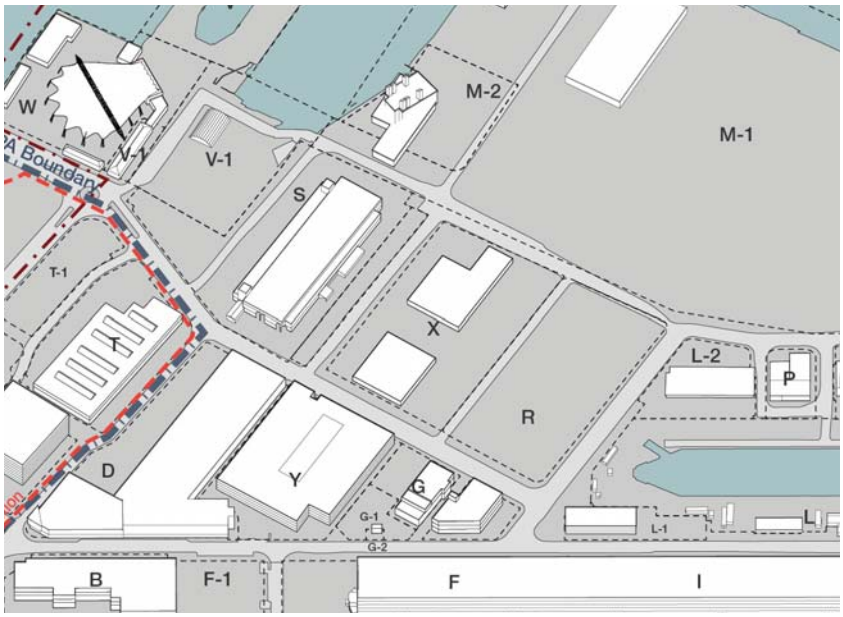
Other Considerations

- Traffic and parking were expressed as concerns for Yankee Lobster, primarily ensuring that they have access to the Haul Road and the interstate for their business logistics.

Parcel X (New Boston Seafood Center

Parcel X is the New Boston Seafood Center, two large, multi-teneant processing and distribution facilities. These businesses comprise a large part of the seafood cluster in the marine industrial park. They all rely on truck access and highway access for their business operations. Many of these businesses have reciprocal relationships. Larger seafood wholesalers coming from out of town can deliver to mutliple businesses, who then finalize the logistics chain by delivering locally after processing.

Parcel Size	199,879 sf
Building Size	58,961 sf
Parcel Status	Active
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	N/A
Lease status	03/2058
Future development potential	Yes

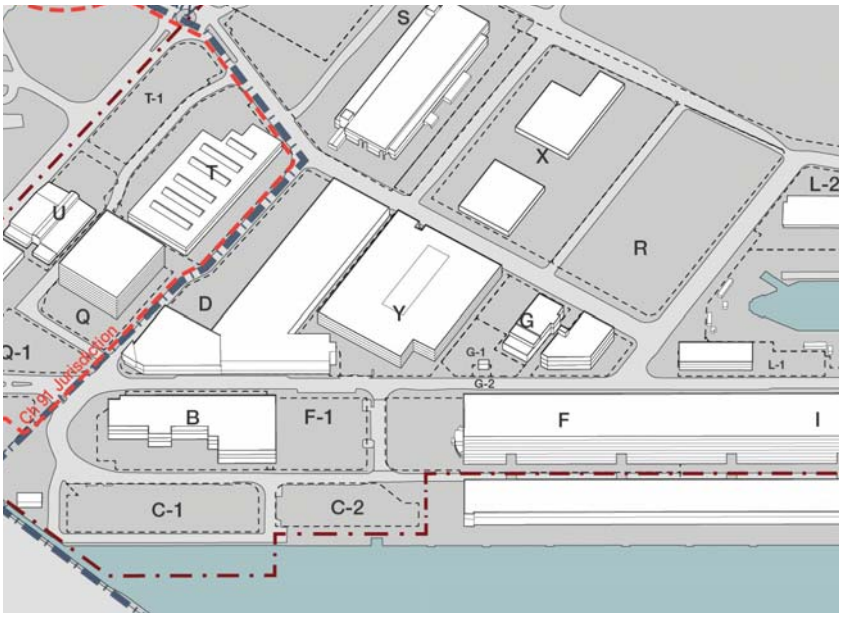


Short, medium and long term projects

- Stavis Seafoods has recently expanded and located in the New Boston Seafood Center. They now have two separate facilities, as a result.
- In the long-term the businesses located here may be part of the transformation of the RLFMP, occupying new ground floor industrial space with commercial uses above. This would maintain a seafood cluster in the park, but allow for additional revenue for intrastructure improvements.

Other Considerations

- Redevelopment scenarios must preserve loading needs and acces to the highway. A dedicated truck road in the RLFMP would help.



Parcel Y (EDIC Parking Garage)
Parcel Y is an EDIC owned parking garage with 1,759 parking spaces. This is the only public parking garage in the RLFMP currently. Plans for a second garage on parcels C1 adn C2 would add an additional 900 spaces.

Because parking is at a premium in the RLFMP, this garage is a point of contention with new businesses asking for additional dedicated spaces in the garage despite knowing that they are limited. Many of these tenants are in the Innovation and Design Building, as well as 27 Drydock. Strategies to keep parking costs low for industrial tenants and their employees have been discussed, as people in the Seaport District are parking here and walking north because it is cheaper.

Parcel Size	147,253 sf
Building Size	109,095 sf
Parcel Status	Active
Current use	N/A
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	None
Tenant(s)	EDIC
Lease Status	EDIC owned
Future development potential	N/A

Short, medium and long term projects

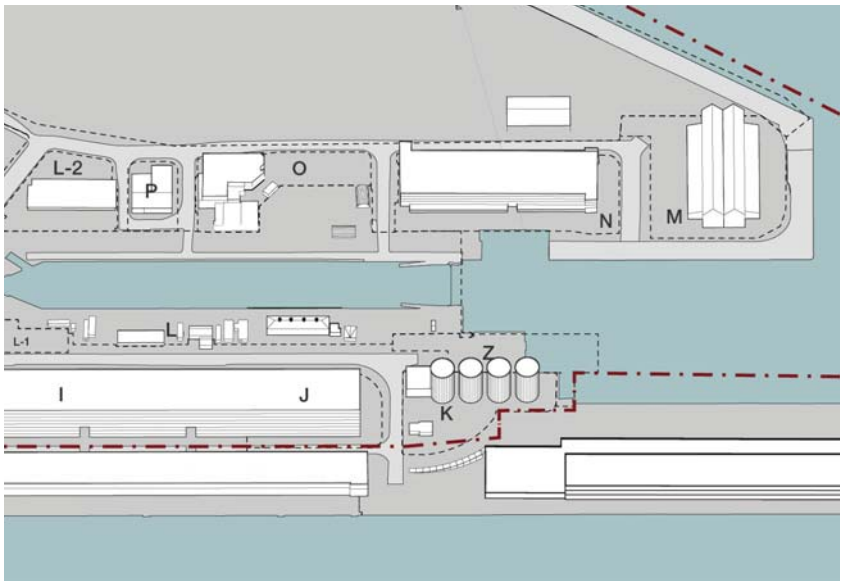
- There are no plans to redevelop this site, but there there is a possibile opportunity to add to it on the adjacent parcel.

Parcel Z (34 Drydock Ave (Pier 10)
This is currently open space and designated as part of the Harbor Walk.

Parcel Size	58,825 sf
Building Size	N/A
Parcel Status	Open Space
Current use	Marine Industrial (100%)
Designation	N/A
Program for approved projects	N/A
Infrastructure improvements	N/A
Tenant(s)	None
Lease status	None
Future development potential	N/A

Short, medium and long term projects

- There are no plans to change the use or develop on this site.



boston planning &
development agency

Raymond L. Flynn Marine Park
Appendix 1: Technical Memoranda

City of Boston
Mayor Martin J. Walsh

Client
City of Boston
Economic Development and Industrial Corporation d/b/a
Boston Planning and Development Agency

Consultants
Utile
Nelson Nygaard
Durand & Anastas
Ninigret Partners
HDR
Byrne & McKinney
Noble, Wickersham & Heart

December 2017

Table of Contents

Transportation Planning

TRANSPORTATION AND PARKING ANALYSIS

Adequate multimodal transportation connections are critical to the successful development of the Raymond Flynn Industrial Park (RLFMP). This section addresses the existing and future multimodal transportation and parking needs in RLFMP, considering the area's unique characteristics. 24-hour truck access, close connections to Logan Airport from the port, and demands for employee parking are some of the biggest challenges to the area. Growing demand by the abutting neighborhoods, plus expected planned development in the area, including expanded research and development (R&D) facilities and a new hotel, all need to be balanced in this corner of Boston's waterfront district.

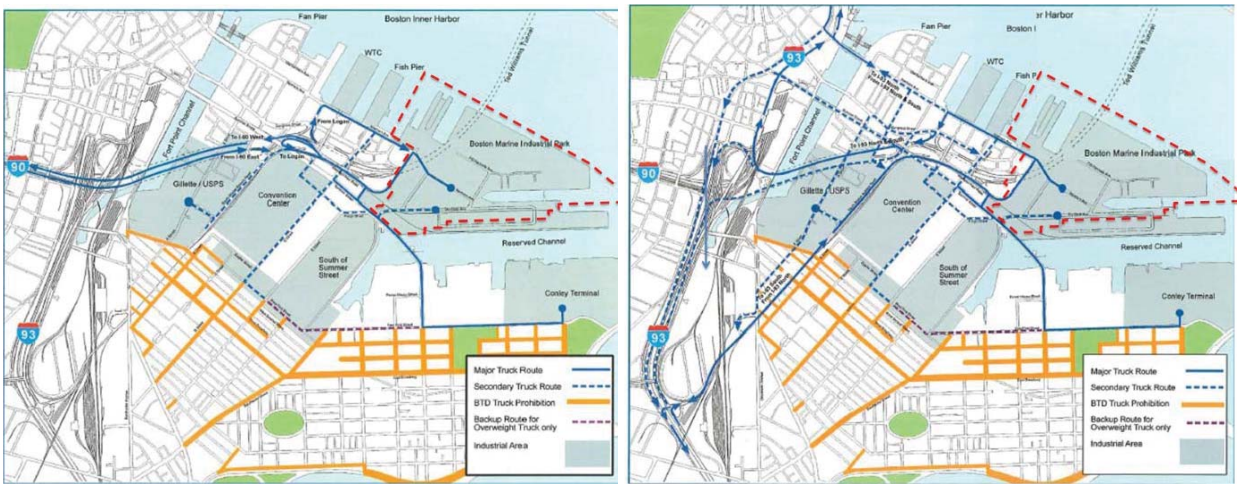
Recommendations include:

- Expand overall transportation advocacy for RLFMP as a key component of larger South Boston needs
- Expand mobility within RLFMP and improve its connectivity to the South Boston Waterfront
- Ensure industrial access along Fid Kennedy Avenue and Northern Avenue
- Preserve freight access through Haul Road with a direct connection to RLFMP until other improvements are made to the larger South Boston area.
- Prioritize Northern Avenue and Drydock Avenue as multimodal streets that include truck access
- Increase parking supply by two proposed parking garages (Parcel C1-C2, G-G1 and Parcel T) upon approval from the Air Pollution Control Commission (APCC) South Boston Parking Freeze.
- Encourage mixed-use development that promotes a "park once" environment
- Encourage mixed-use development that have complementary peak demand times of day and days of week
- Facilitate shared parking in the district to alleviate peak period overflow
- Manage parking facilities to prioritize key user groups, which may including shifting longer-term parkers (e.g. cruise parkers) to higher garage levels
- Improve wayfinding and real-time guidance systems to available parking and garages with potential technology upgrades
- Improve pedestrian and ADA access to public parking facilities, such as improved lighting, minimized curb-cuts, and continuous sidewalk over driveways.
- Improve transit service to RLFMP from major destinations in Downtown Boston
- Enhance the overall walking and bicycling environment in RLFMP with Complete Street components

Regional Roadway Network

Interstate highway access is critical to RLFMP and makes the area very competitive with other regional "over-the-water" marine industrial ports. Within one mile from RLFMP, ramps to I-90 (also known as the Massachusetts Turnpike) provide trucks with direct access to and from all directions on I-90 and I-93 (with the exception of access from I-93 North, which would take a more circuitous route to get to RLFMP). I-90 also provides a convenient route to Logan International Airport via the Ted Williams Tunnel (which has a ventilation tower located within the RLFMP). Proximity to the national Interstate highway network is one of the reasons for RLFMP's thriving success, but the larger transportation system capacity also becomes a challenge due to the growing demand at the Seaport District.

Figure 1 Access to I-90 and I-93



Source: Boston Transportation Department. South Boston Transportation Study. July 2000

Freight operations in and around South Boston are primarily served by trucks. Summer Street, Congress Street, and Moakley Bridge over the Fort Point Channel to provide connections to Downtown Boston and a more direct route to I-93 North (via Atlantic Avenue). The South Boston Bypass Road serves as a dedicated truck link to I-93 South, and destinations to south and west of Downtown Boston. The Massport Haul Road, which joins with the South Boston Bypass Road and I-90 ramps, connects directly to RLFMP. The 2015 South Boston Waterfront Sustainable Transportation Plan noted that major gateways to I-90 and I-93 North, particularly the bridges over Fort Point Channel, are at, or nearing the reserve capacity in the peak direction, not to mention providing enough capacity to accommodate future development. The I-93 corridor experiences peak period congestion on a regular basis. Regionally, New Hampshire and Connecticut receives the most freight from Massachusetts by weight, and New York is Massachusetts' greatest trading partner in terms of freight value. A network connectivity issue needs to be addressed in the context of the larger South Boston area.

However, trucks are not the major reason for congestion in the South Boston area. In fact, truck volume only takes a relatively small portion (less than 20%, except 40% on Haul Road in the AM) among the general traffic volume during peak times of the day (figure below). But with a 34% growth projected for the peak truck volume by the 2015 South Boston Waterfront Plan, capacity issue will further limit RLFMP's accessibility. Peak-hour congestion and travel delays will potentially divert truck traffic onto local streets and cause road safety concerns in the neighborhood. For RLFMP's industrial uses to continue thriving and maintain a leading role in New England, recommendations to the regional roadway network include:

- Overall transportation advocacy for RLFMP, as part of larger South Boston needs, must be strengthened.
- Interstate highway access and major arterial improvements should be prioritized to discourage freight traffic using area neighborhood and commercial streets.

- Haul Road's function to connect from I-93 North should be preserved or improved.
- Haul Road's function to connect to I-90 should be preserved or improved.
- Connection to Logan Airport should be improved to avoid additional congestion on I-90.
- Bridge operation over the Fort Point Channel should be improved to increase overall mobility and connectivity in South Boston.
- Better directional signage to Interstate Highways and Logan Airport could help alleviate the pressure in the district.

Figure 2 Truck traffic volume at key locations

Location	AM truck traffic	AM % of total traffic	PM truck traffic	PM % of total traffic
Northern Avenue	143	6.10%	56	3.10%
Seaport Boulevard Bridge	121	5.10%	76	3.90%
Summer Street Bridge	118	7.00%	73	2.20%
D Street (near Summer Street)	105	4.40%	45	5.20%
South Boston Bypass Road	89	13.40%	58	4.50%
Summer Street (north of East First Street)	87	19.40%	26	2.50%
Haul Road (near Silver Line Way)	56	40.30%	28	12.50%
A Street (near Binford Street)	52	6.90%	35	8.80%
Drydock Avenue (near Harbor Street)	49	5.50%	15	4.90%
East First Street (west of Farragut Road)	45	5.40%	11	18.10%
Congress Street Bridge	37	13.70%	17	1.80%
East First Street (west of Summer Street)	12	20.30%	16	4.50%

Source: VHB. South Boston Waterfront Sustainable Transportation Plan, January 2015

Local Roadway Network

RLFMP has one fourth of the total employment population in the South Boston Waterfront District, but it is in an increasingly less influential position compared to the overall South Boston Waterfront. Despite growing alternatives in the South Boston Waterfront, there continues to be a lack of quality multimodal connections to RLFMP. This limits the potential for the area to benefit proportionally from the shifts to more environmentally sustainable transportation modes (transit, bicycling, and walking). Although opportunity exists with the redevelopment and tourism growth of the South Boston Waterfront District, improved mobility within RLFMP and connections to adjacent neighborhoods will bring the district onto a greater level.

1) Roadway connection within South Boston district

Regionwide and citywide growth, coupled with the Seaport District booming growth, is anchoring regionwide success and investment, plus contributing to an increase in travel and trips. Overall, the existing limited connections to the South Boston district are experiencing more pressure. These congestion points are further restricting access to RLFMP as part of the whole system. Preserving and improving access to the region is a critical element for the RLFMP to continue to thrive and maintain its competitiveness. RLFMP must join the voices of the rest of South Boston to address the access and corridor capacity issues.

Currently, Northern Avenue and Drydock Avenue are the two major gateways to RLFMP, with the Massport Haul Road as a dedicated truck link to I-90 ramps and points south. Until the larger accessibility and capacity issues are

solved in South Boston area, RLFMP should preserve its current access point and relief valve along Haul Road for commercial vehicle and truck traffic. Once the district pressure is relieved, there might be opportunities to open up Haul Road for general traffic to access RLFMP.

Although there is little signal delay in the existing road network within RLFMP, the peninsula geography of RLFMP makes “gateway access” important. Limited gateway capacity will become a restraining factor to realize RLFMP’s full potential in commercial and industrial development. To preserve the two major gateway access, Northern Avenue and Drydock Avenue must be maintained and continually balanced in terms of dispersed traffic. RLFMP should avoid the situation where Seaport District’s growth disproportionally adds more traffic to Northern Avenue, causing bottleneck at one of the two gateways. RLFMP will potentially suffer from this imbalanced development and should actively maintain balance between the gateways.

Figure 3 Average Daily Traffic Volume and Existing Roadway Network in South Boston Waterfront District

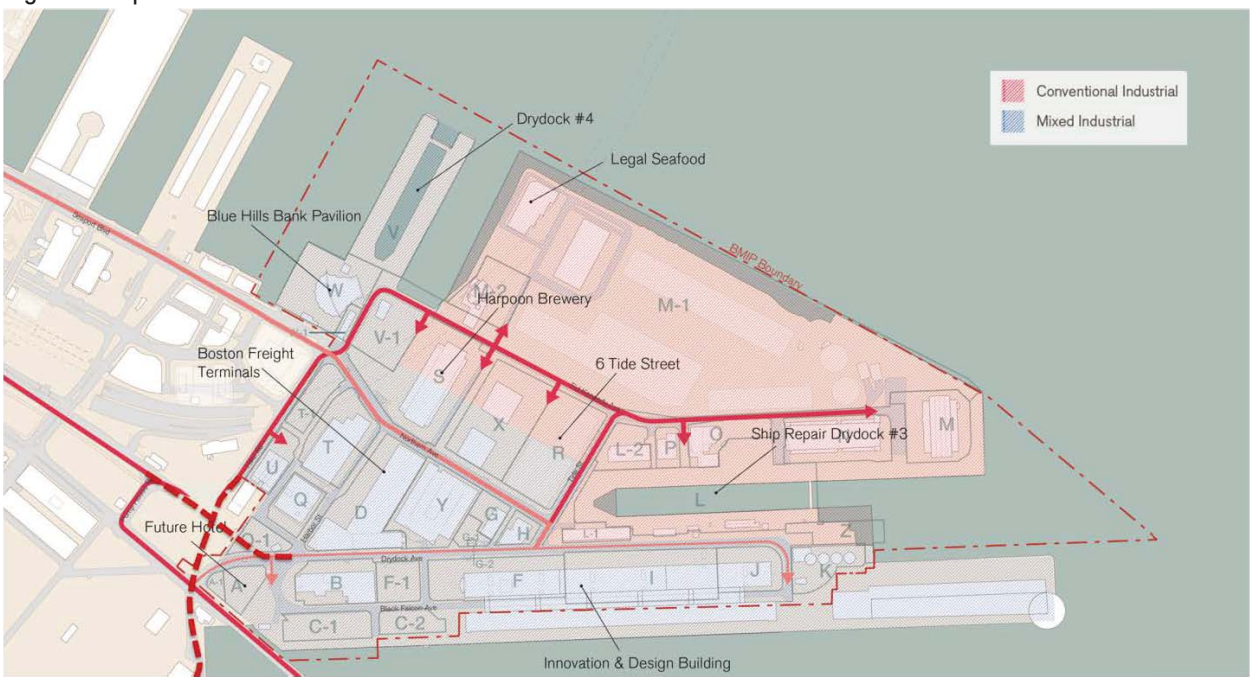
The 2015 South Boston Waterfront Sustainable Transportation Plan sees an opportunity to improve waterfront access and further define existing truck routes within the district by providing more direct roadway connections at strategic locations. RLFMP will benefit from such improvements, including:

- Prioritizing roadway improvements to highway access and major arterials.
- Enhancing the multimodal access on major corridors such as Summer Street, Seaport Boulevard, Congress Street, and D Street to accommodate a full range of users, including automobiles, trucks, buses, bicycles, and pedestrians.
- Creating new roadway connections to complete a highly dispersed network in South Boston to alleviate congestion pressure on major corridors, such as roads between D Street and E Street as part of the BCEC expansion.
- Creating a new street grid connecting Haul Road to Drydock Avenue, and Pappas Way to Haul Road. The new roads will open up Haul Road’s extra capacity to general traffic, improve RLFMP's gateway capacity,

provide a new direct route to the waterfront from southern neighborhoods, and increase the accessibility of a land parcel for future development adjacent to the proposed hotel (Figure 4).

2) Internal circulation within RLFMP

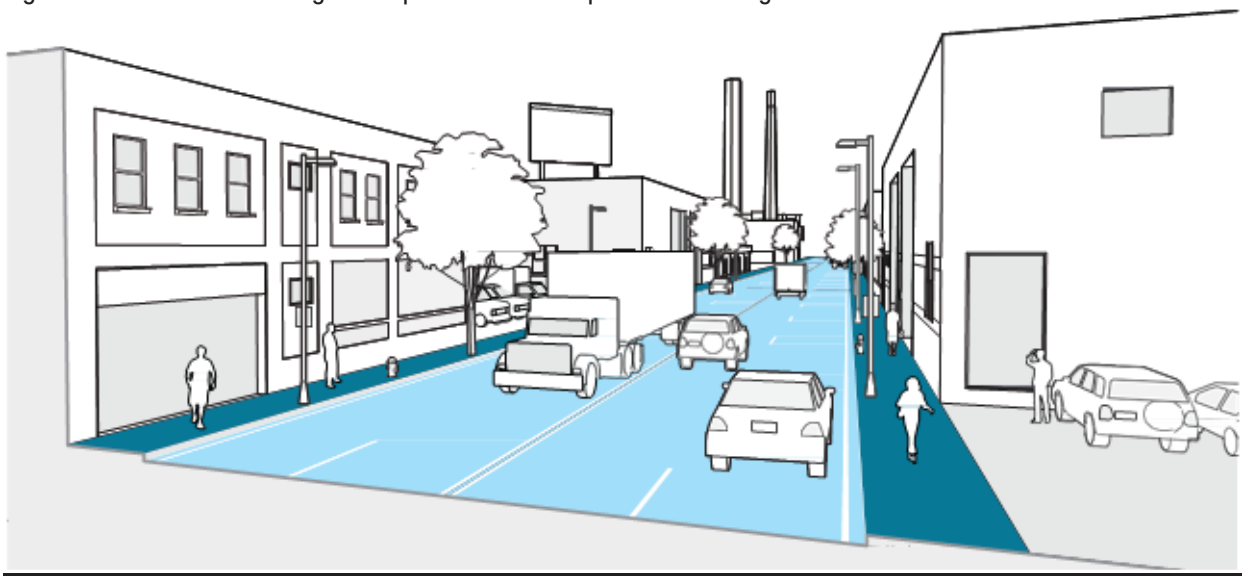
Figure 4 Proposed Street Network in RLFMP



Considering the wide variety of tenants in RLFMP, a good multimodal transportation system needs to balance the transportation demands of 24/7 industrial activities with the needs of regular 9-to-5 businesses. With today's mixed use development, there is not yet a clear designation or distinction of streets as to their level of importance, role, type, or design character. Many streets are dead-end or lack of basic infrastructure. The design elements of different street types illustrated in Boston Complete Streets manual should be a key design strategy to enhance the public realm in RLFMP. For streets associated with industrial uses, accommodation to truck traffic, including providing adequate turning radii and supporting loading and distribution needs, is a primary design consideration. For other uses, such as commercial or offices, block size should be reduced to create more connected, and walkable street network. With the heavy industrial uses shifting towards north of Northern Avenue, recommendations to the local street network include:

- Ensure industrial access along Fid Kennedy Avenue and Northern Avenue, serving heavy trucks turning and loading functions
- Prioritize Northern Avenue's connectivity to Drydock Avenue as a multimodal street that also ensures truck access
- Improve Northern Avenue and Drydock Avenue's streetscape design to enhance pedestrian safety and comfort in a currently challenging environment, including connected sidewalks and bike lanes, minimized driveway access and curb-cuts, safer high-visibility crosswalks, mid-block pedestrian crossings, and improved wayfinding signage.
- Improve signage that directs truck drivers to useful destinations such as port facilities, regional highways, and airport cargo.
- Focus on improvements to a new Summer Street entrance to the marine park.

Figure 5 Industrial Street Design Example – Boston Complete Street Design Manual



Parking

Almost three quarters of RLFMP employees drive to work[1]. With future development and seasonal peak demand of cruise ship passengers, parking will continue to be a challenge to RLFMP. RLFMP is currently served by the Central Parking Garage and a dozen smaller parking lots. Up to 4,066 spaces are *permitted* under the Boston Air Pollution Control Commission (APCC) Parking Freeze. Currently there is only an estimate of 3,200 parking spaces within the study area available for RLFMP visitors and tenants, including 400 spaces on Parcel F, I, J and K near the Boston Design Center building. On street, RLFMP provides about 80 metered or short-term visitor parking spaces. These spaces serve RLFMP tenants, Flynn Cruiseport Boston, and daily parking needs for RLFMP employees and visitors.

Parking occupancy data recently collected by Massport shows that on a typical weekday's midday, the Central Parking Garage is about 82% utilized and the service lots near the Innovation and Design Building are 50% to 80% full, indicating a sufficient supply for existing tenants. As shown in Figure 6, assuming that each land use has its own dedicated supply of parking, the Institute of Transportation Engineers (ITE) suburban model expects a total parking demand of approximately 2,300 spaces (left).

However, in reality, different uses have different peak demands throughout the day: for example, the marine industrial use may have a peak demand in the morning, while an office that has a typical working schedule may have its parking demand from 8am to 5pm. The RLFMP offers both a mostly shared parking environment, and a (limited) mix of uses. The standard ITE model does not reflect this mix, and thus an adapted Shared Parking Model was used to evaluate expected parking demand[2]. The shared parking model shows an expected pattern that more closely resembles the (limited) observed results, with an estimated peak parking demand of 2,055 spaces (Figure 6, right)

[1] Census Track 2006-2010

[2] Urban Land Institute (ULI) (2005) Shared Parking Manual (2nd Edition)

Figure 6 Existing Parking Demand: ITE Suburban Model vs. Shared Parking Model

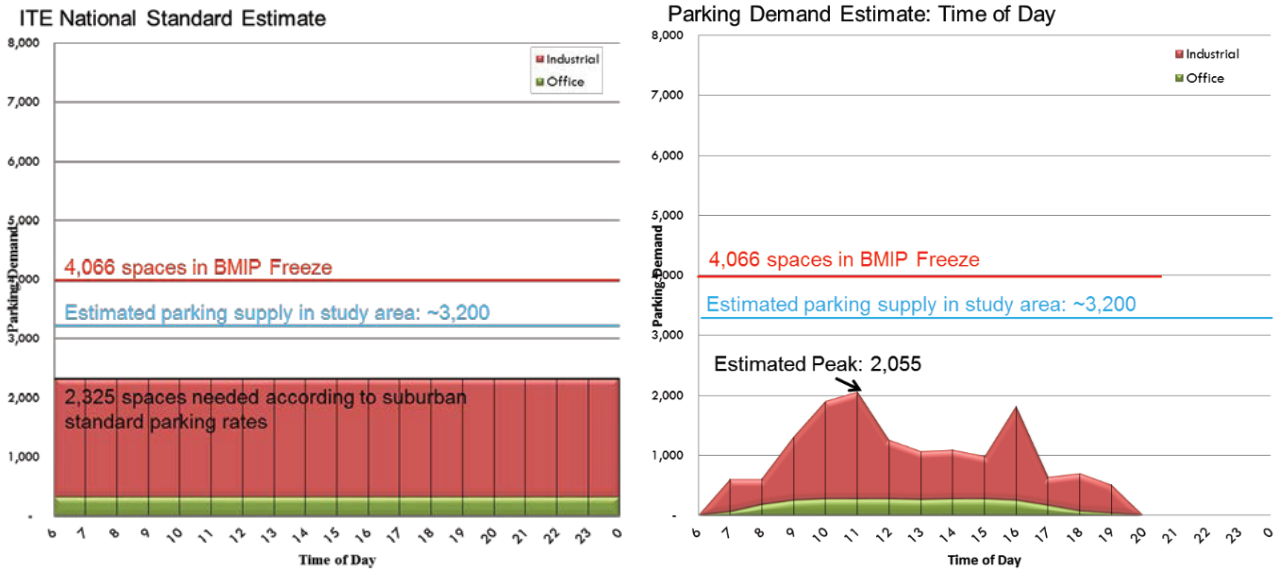
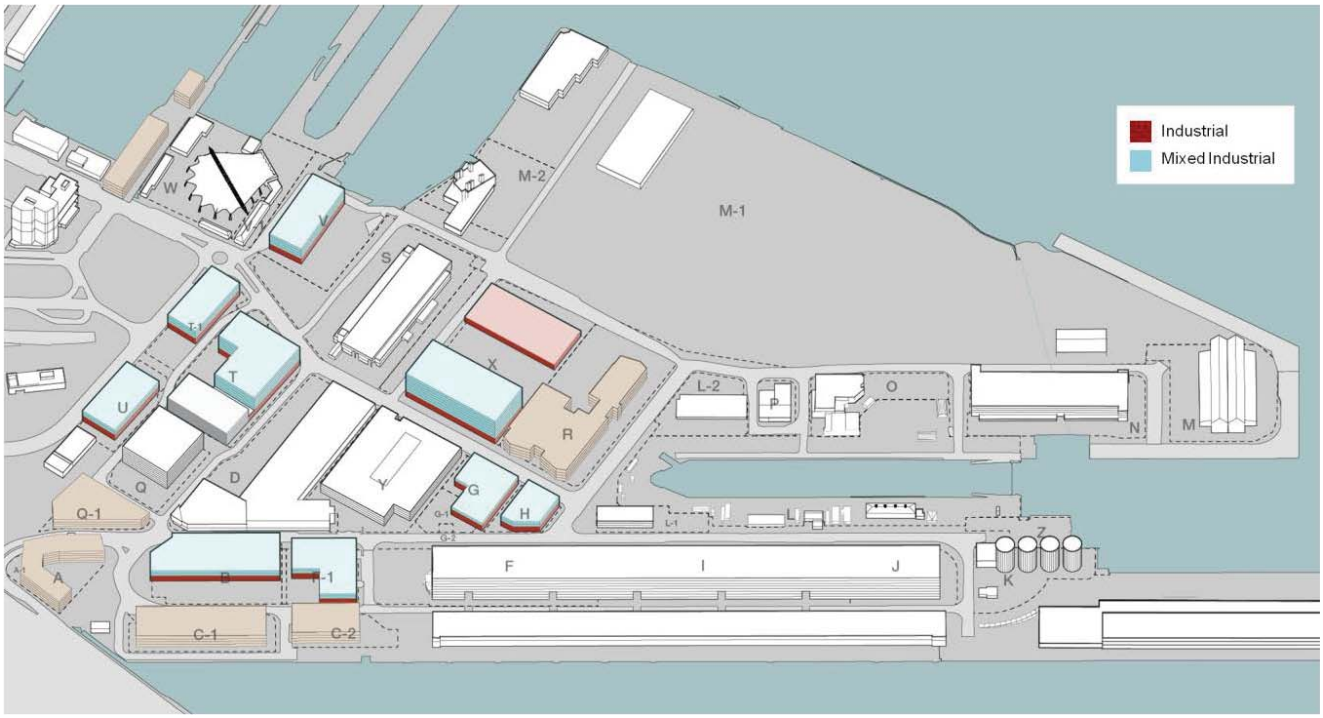


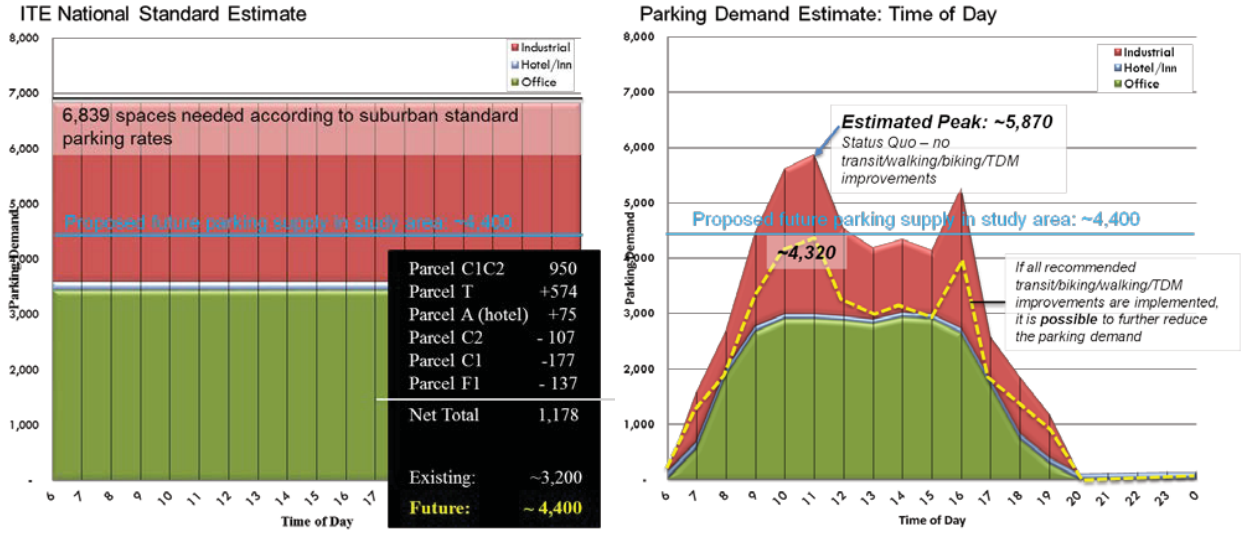
Figure 7 Proposed Build-Out Scenario (FAR of 2)



A similar analysis was conducted on the projected future land use and parking demand. The "build-out" scenario of this Master Plan assumes a floor-area ratio, or FAR, of 2.0. The total gross floor area of the industrial use is increased by 42%. Office and commercial space's gross floor area is almost eight times more than that of existing uses. Parking supply is also expected to increase. The EDIC is exploring an expansion of its existing garage or a new garage on Parcels C-1 and C-2, to serve the cruise terminal and Boston harbor visitors. This Master Plan also proposes another approximately 570-space parking garage on Parcel T to be completed along with associated buildout. As with existing RLFMP parking facilities, parking would be available to cruise ship passengers, RLFMP tenants, and the general public. In addition, the hotel development on Parcel A will include 75 spaces on site. Together these facilities add a total parking supply of almost 1,600 spaces and a *net* increase of 1,200 spaces. When complete, the future total parking supply within RLFMP is estimated to be approximately 4,400 spaces

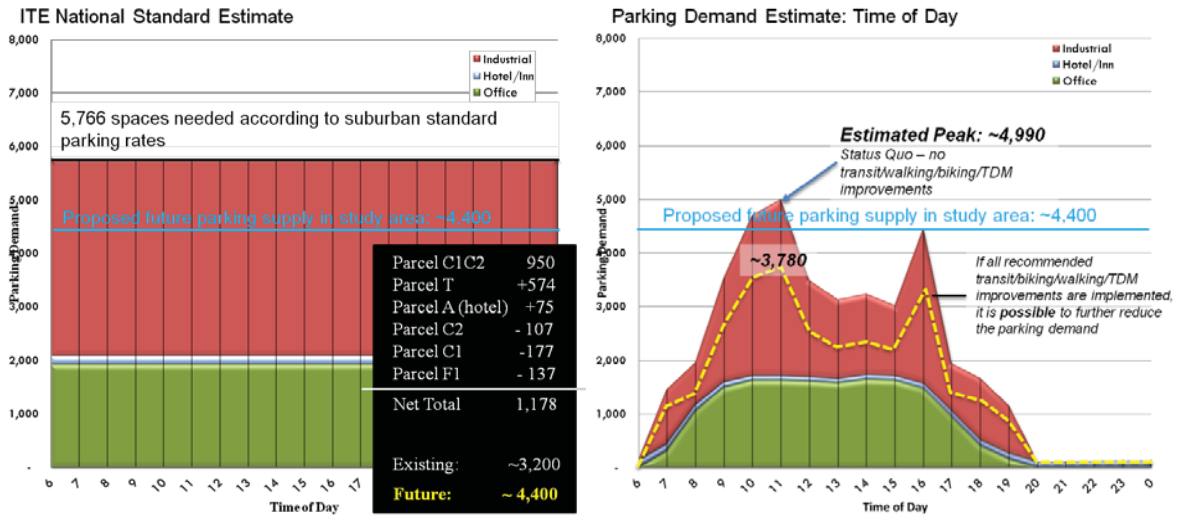
To estimate future parking demand, two land use scenarios were considered, to help capture the potential evolution of land use in the RLFMP. Each assumes the same total square footage buildout. The more commercial option assumes that half of future development is dedicated to commercial or office use and half to industrial. Based on known and proposed development plans within RLFMP and the "build-out" scenarios of this Master Plan, the expected level of parking demand, assuming typical ITE rates applied and with each land use using a dedicated parking supply, would be over 6,800 spaces (Figure 8, left). This estimate is above both the current and the projected parking supply. When applying the same shared parking model shown in Figure 6, the total estimated future parking demand within the RLFMP is expected to peak at approximately 5,900 vehicles (Figure 8, right), which still exceeds the projected future parking supply by approximately 34%.

Figure 8 Future Parking Demand: ITE Suburban Model vs. Shared Parking Model (More Commercial Development)



The second option assumes that the majority of future land use is more generally industrial, which results in a lower parking demand compared to the first scenario (half commercial, half industrial). Both the ITE standard estimate and the shared parking estimate are expected to be lower (Figure 9) and closer to what future parking supply can support.

Figure 9 Future Parking Demand: ITE Suburban Model vs. Shared Parking Model (More Industrial Development)



Studies of mixed-use environment and transit accessible, pedestrian friendly areas have proven that expected parking demand can be reduced even further than when comparing shared use solely by temporal use patterns. Improved overall access to South Boston and RLFMP, better served transit network, enhanced walking and biking infrastructure, and additional transportation demand management (TDM) measures are the necessary ingredients that can reduce overall parking demand. Depending on the level of these mitigation efforts, the expected future shared parking demand can be reduced by at least 5%, and up to 30% (Figure 8 & 9, right, dotted line).

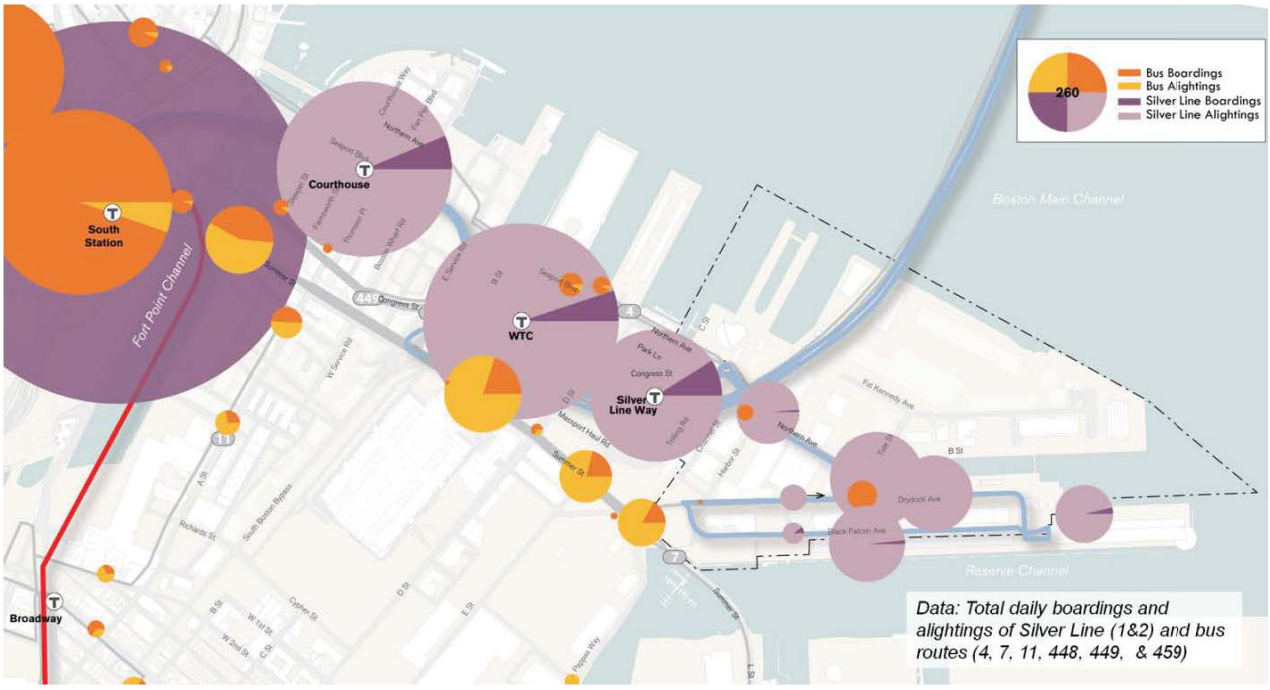
To maximize the potential parking demand reduction, RLFMP should continue its existing best practice of sharing public parking resources among various tenants, while embracing smart parking management and new technologies as the City's leading pioneer. These recommendations should be considered:

- Continue the policy of separately-provided parking, while encouraging shared parking between compatible land uses
- Continue to seek a mix of land uses and supporting services that reduce the need to travel, such as providing on-site dining places
- Encourage mixed use development on upper floors in the same structure or on the adjacent parcel when building future parking garages
- Improve wayfinding and real-time guidance systems to available parking and garages with potential technology upgrades
- Promote walking, bicycling, public transit, car sharing, and other sustainable modes to reduce driving demand
- Improve pedestrian and ADA access to public parking facilities, such as improved lighting, minimized curb-cuts, and continuous sidewalk over driveways.
- Expand the Seaport TMA's membership to RLFMP tenants to help coordinate commuter services
- Embrace new parking management technology in RLFMP as a pilot area to the City, such as demand-based pricing through new smart meter technologies, integrated real-time transportation information on mobile devices, congestion pricing and unbundling the price of parking from leases
- Ensure the compliance with South Boston Freeze and monitor parking demand periodically to flex pricing
- Encourage shared parking between RLFMP and the rest of South Boston waterfront area, combined with internal transit circulator services
- Improve transit access and frequency of service to the RLFMP

Transit

RLFMP is served by MBTA Routes 4 and Silver Line 2 (SL2), with Route 7 running nearby along Summer Street. Transit capacity is limited, as well as "one-seat ride" destinations MBTA currently serves from RLFMP: SL2 and Route 7 provide direct service to South Station; Route 4 currently takes a peak-hour variant of one-way routing from North Station to RLFMP via Downtown Boston. Out of the eight stops within RLFMP, SL2's ridership concentrates on three bus stops: Northern Avenue at Tide Street, 21 Drydock Avenue, and 25 Drydock Avenue (Figure below).

Figure 10 Existing Transit Service and Ridership



Source: MBTA

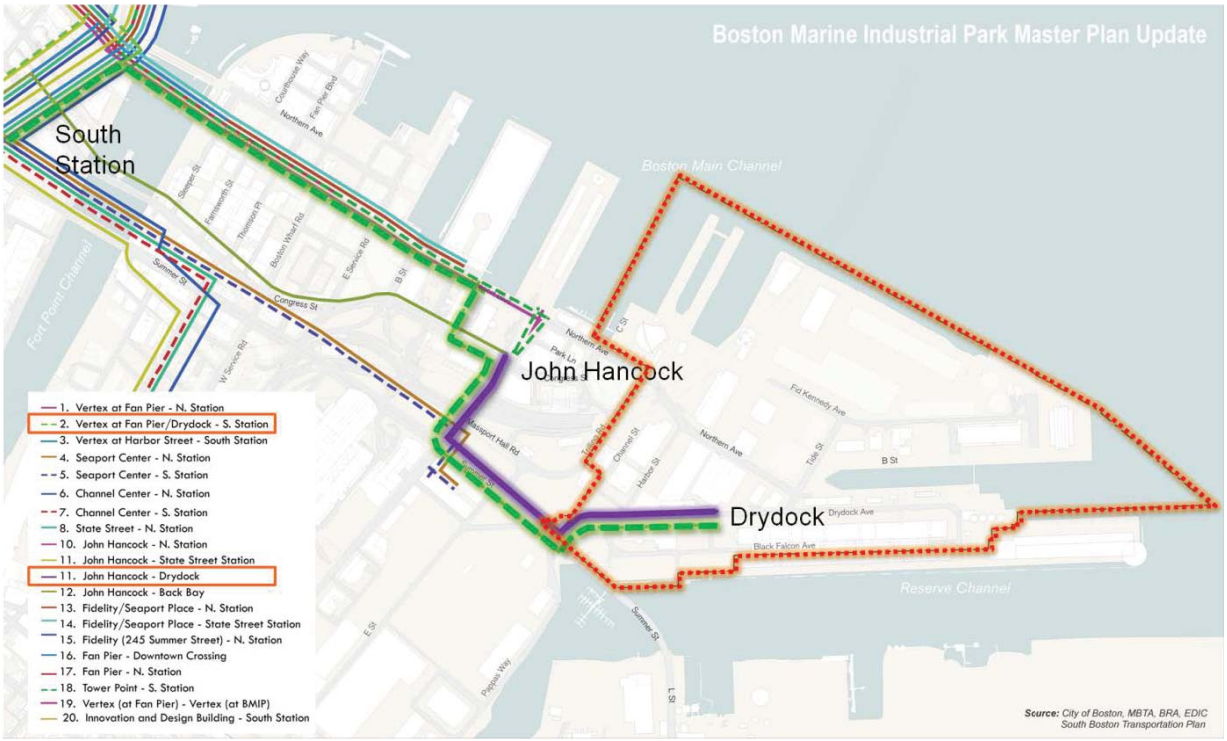
Compared to the Seaport District, RLFMP has a much lower transit mode share, with only 20% of employees taking transit to commute. However, a recent survey of employees at 27 Drydock Avenue[3] show that the share of employees riding auto modes is about 23%, transit mode share is about 75%, and "other" is 2%. This survey data indicates an opportunity to increase the overall transit mode share in RLFMP and help reduce parking demand.

In the South Boston area, private shuttles provide as much total peak-hour capacity as MBTA bus service[4]. Currently there are two private shuttle routes running between RLFMP and John Hancock (transferring to other Back Bay routes), or between RLFMP and South Station. Together with MBTA, private shuttle services provide an alternative option to access RLFMP.

[3] Jamestown, L.P. Expanded Project Notification Form – The Innovation & Design Building, 2014

[4] VHB. South Boston Waterfront Sustainable Transportation Plan, January 2015

Figure 11 Existing Private Shuttle Services in South Boston



Growth and development in RLFMP will continue to attract businesses in the region. There are several improvements that can help enhance the transit access to RLFMP:

- Based upon South Boston Waterfront Transportation Plan, improve overall transit service to the South Boston district, add more one-seat ride" destinations (besides South and North Station), and evaluate an enhanced bus rapid transit service to/from North Station.
- Eliminate the loop routing of Silver Line on Black Falcon Avenue, instead rerouting onto Harbor Street from Drydock Ave, cutting back at least one-mile in distance, and use the saved time to add frequency onto the overall route.
- Evaluate use of the Silver Line Way access ramp (off the Massport Haul Road) for more direct I-90 access
- Designate a mobility hub at Silver Line Stations at the intersection of Drydock Avenue and Tide Street with significantly improved pedestrian environment, bus stop amenities, and other direct multimodal connections (private shuttles, Hubway bike share station).
- Consider the proposed cruise terminal garage on Parcel C1-C2 or an expansion of the existing garage as a potential mobility hub, combined with transit and private shuttle stops, car share, bike share, and electric vehicle charging stations.
- Reallocate the bus stops closer to major destinations, such as the Innovation and Design Building, Cruise Terminal, and future major development.
- Promote uses of Route 7 as a substitute for the Silver Line, given that outbound trips from South Station on Route 7 have adequate capacity
- Revisit SL3 and Route 7 routing to better serve RLFMP and the South Boston residential neighborhood
- Explore opportunities to build on the Silver Line Extension to Chelsea, with potential additional stops in RLFMP.
- Working with private partners, consolidate redundant private shuttle services along Seaport Boulevard and Summer Street

- Encourage partnerships between RLFMP tenants and private shuttle companies
- Explore opportunities to provide an internal transit circulator within the South Boston Waterfront District between South Station and RLFMP
- Explore ferry services between Lovejoy Wharf, South Boston Waterfront, and East Boston

Walking and Bicycling

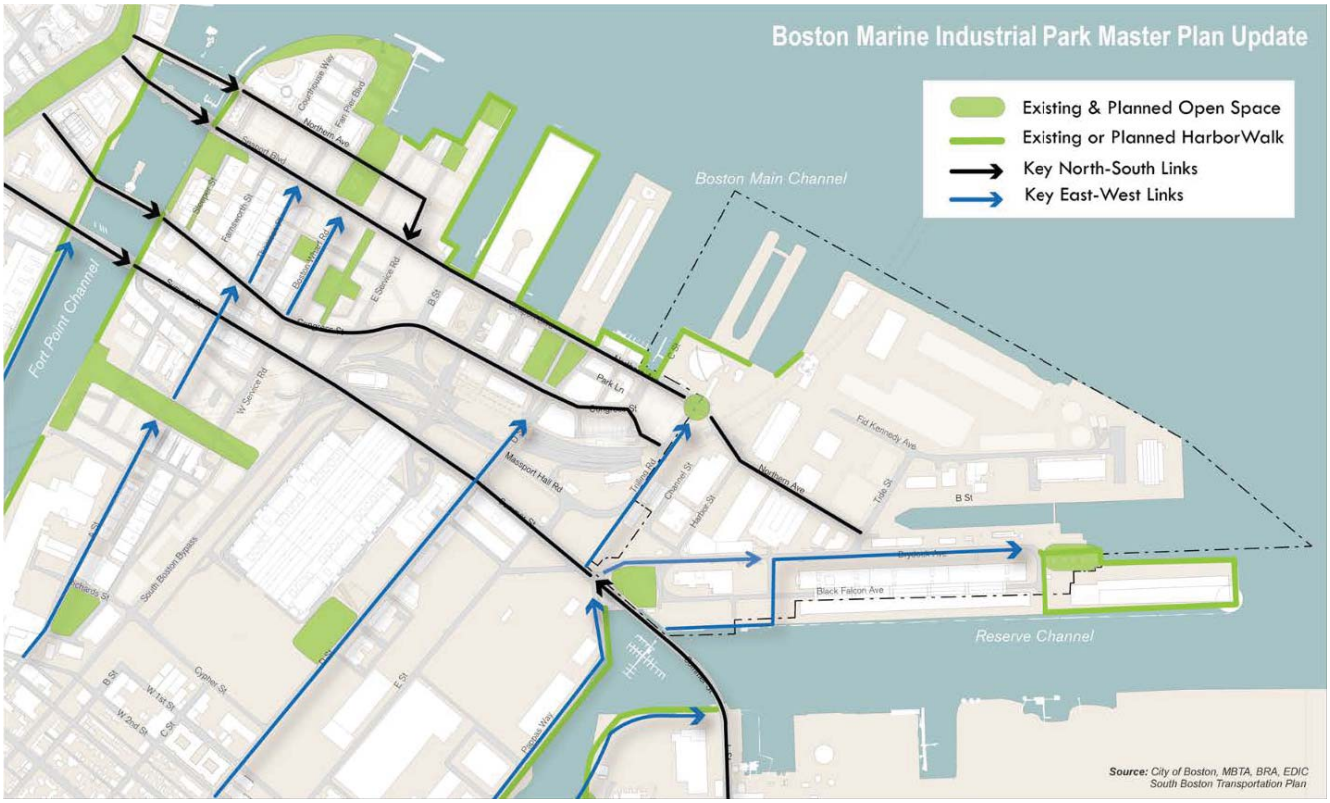
Overall, the walking and bicycling network in RLFMP is in fair to poor condition, with limited accessibility and consistency, especially north of Northern Avenue towards the waterfront. Sidewalks are consistently disturbed by curb cuts for truck driveways. Walking becomes more challenging in the wintertime with snow piles occupying the limited curbside space. There is a lack of curb ramps in compliance with the Americans with Disabilities Act (ADA) and mid-block crosswalks on various streets, such as Harbor Street, Haul Road, Fid Kennedy Avenue, and Seafood Way.

Bicycle infrastructure in the area is also limited in availability and protection afforded to bicyclists. Although bicycles are permitted on all roads, they must share the road on the majority of streets in RLFMP with mixed vehicular traffic. Only Northern Avenue and Drydock Avenue have dedicated bike lanes on both sides of the street. Limited bike parking is provided. There are two Hubway stations are located near the Innovation and Design Building with 36 bicycles available in total. However, for the majority of the winter season, these Hubway stations are not operational.

Pedestrian and bicycle volumes vary greatly within RLFMP, with heaviest activity occurring at the intersection of Northern Avenue, Tide Street, and Drydock Avenue, which is also a location with high transit ridership and vehicular traffic volume. Total non-motorized trips (walking and bicycling) currently constitute 8% of all commuting trips. However, it is important to consider the fact that all travel modes involve walking, from parked cars, bus stops, and ferry docks to the front door of the final destination. The industrial scale of RLFMP provides a unique challenge for pedestrian movements throughout the area. A better and safer designed streetscape should be tailored to accommodate RLFMP's continuous growth, making a more attractive place to work. Recommendations on improving walking and bicycling environment include:

- Shift heavy industrial uses to north of Northern Avenue and reduce block scale in the mixed-industrial zone
- Improve Northern Avenue and Drydock Avenue’s streetscape design to enhance pedestrian safety and comfort in challenging environment, including connected sidewalk and bike lanes, minimized driveway access, safe crosswalks and midblock crossing
- Improve the condition and connectivity of sidewalks on Haul Road from Pappas Way (future new road connection) to the waterfront
- Complete the Harborwalk segment within RLFMP and enhance pedestrian connectivity to Seaport District
- Improve the continuity of the bicycle network to encourage casual and recreational riders though the area
- Consider additional designated pedestrian or bike routes on the edge of, or through the RLFMP, to destinations such as Blue Hills Bank Pavilion, Dry Dock, Black Falcon Terminal, and trails to the South Boston neighborhood via Pappas Way or L Street
- Strategically locate new Hubway bike share stations alongside new development in the future
- Expand the Seaport District’s pedestrian-scale wayfinding signage into RLFMP

Figure 12 Existing and Planned Non-Motorized Network



Waterfront Infrastructure Assessment

Technical Memorandum #2: Evaluation of BMIP Waterfront Infrastructure

2015 BMIP Masterplan Update

HDR Project No. 244447

South Boston, Massachusetts

January 25, 2016

2015 BMIP Master Plan Update

Technical Memorandum #2: Evaluation of BMIP Waterfront Infrastructure

Introduction

To assist the Utile Team in the development of the 2015 Boston Marine Industrial Park (BMIP) Master Plan Update, HDR has performed a high-level assessment of the transportation and waterfront infrastructure within the BMIP. This was accomplished by both a review of various reports and studies by engineering consultants commissioned by the Economic Development Industrial Corporation (EDIC)/Boston Redevelopment Authority (BRA) over the past 20 years, as well as by a cursory site walk of the BMIP, which included a boat tour of the waterside infrastructure with the Boston Harbormaster. This memorandum provides an overview of the research and observations that HDR performed.

Information Review

HDR and Utile met with representatives from the BRA on January 15, 2015, at the Dry Dock Avenue offices to review the plans and archives relevant to the transportation and waterfront infrastructure within the BMIP. The references listed at the end of this memorandum include the most relevant reports and plan sets that were obtained from that literature search, which form the basis of our analysis of the existing conditions and recommended future projects.

Site Observations

On March 17, 2015, HDR and Utile participated in a site walk and tour of the waterfront infrastructure. The site walk of the BMIP included a viewing of the major truck routes throughout the area, as well as the existing and proposed Track 61 infrastructure alignments. A waterside tour of the BMIP was also performed by boat on this day, with the assistance of the Boston Harbormaster, and it included representatives from the BRA and Massport.

Inventory of BMIP Infrastructure

Located within Boston Harbor, the BMIP is situated close to downtown, Logan International Airport and the interstate highway and rail systems. Commercial and industrial traffic to and from the BMIP has direct access to Logan Airport through the Ted Williams Tunnel, and to the I-90 (Massachusetts Turnpike) and I-93 corridors via the South Boston Bypass Road and the Massport Haul Road.

Figure 1 provides an illustrative summary of the major transportation infrastructure located within the BMIP.

For the purposes of this study, HDR has identified the following specific components of transportation infrastructure within the BMIP to be considered within the study, including:

- Roadway Infrastructure
- Intermodal Infrastructure
- Maritime Infrastructure

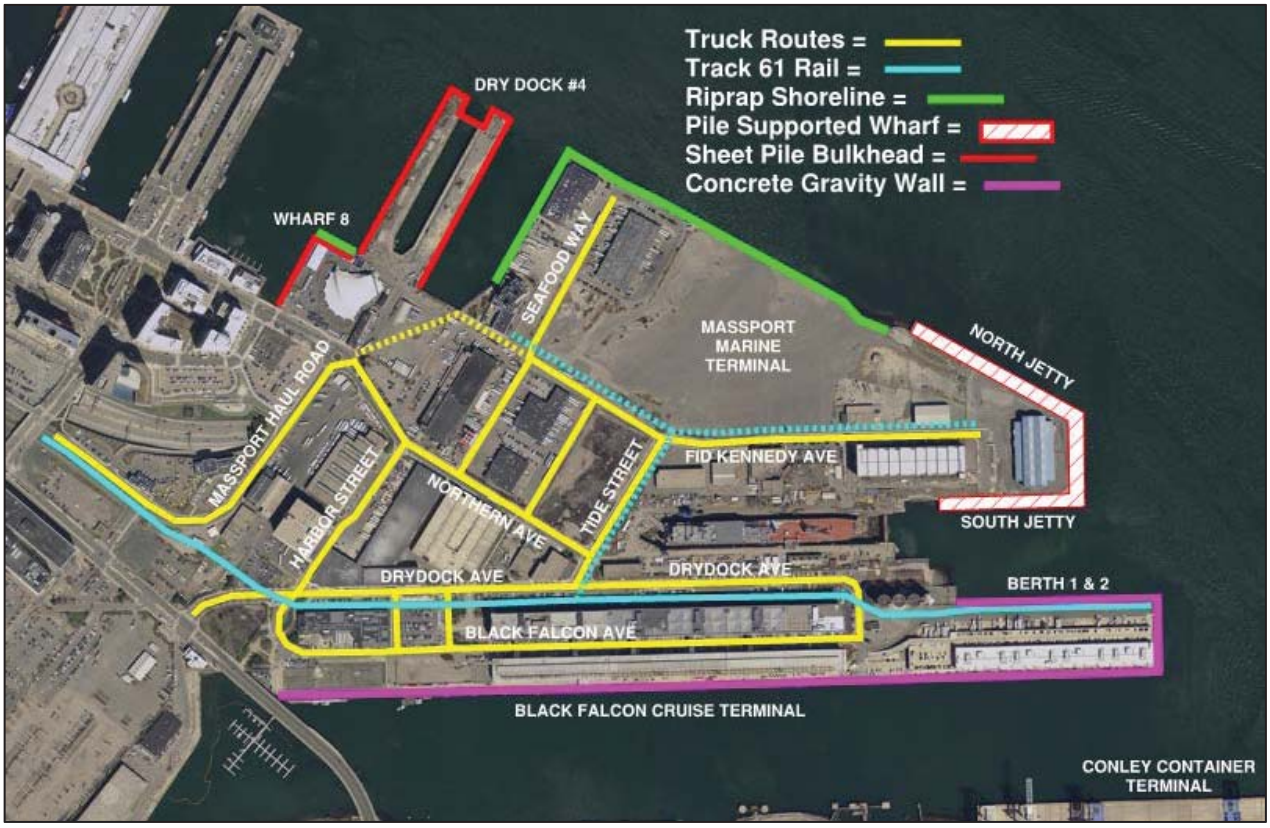


Figure 1: Overview of transportation infrastructure in the BMIP.

Roadway Infrastructure

Maintenance of truck routes within the BMIP is critical to the operations of the existing tenants. Fortunately, there are good links with the airport and interstate highway system. BRA has spent considerable effort and funds over the past decades to preserve and improve truck access to the BMIP. Main routes include:

- Primary access for trucks into and out of the BMIP is provided via the Massport Haul Road and Northern Avenue. The Massport Haul Road provides a critical link for trucks to access the interstate system directly for both north/south bound (via I-93) and west bound (via I-90) trucks.
- Secondary truck access is provided via Dry Dock Avenue to Summer Street. Summer Street is the primary link to the Thomas Butler Dedicated Freight Corridor (under

construction), which will provide direct truck access to Massport's Conley Container Terminal.

- The interior portions of the BMIP are serviced via FID Kennedy Avenue and Black Falcon Avenue, which run parallel to Northern Avenue and Dry Dock Avenue respectively.
- Side roads within the western portion of the BMIP include Channel Street, Harbor Street, and Tide Street.
- Side roads in the eastern portion of the BMIP include Anchor Way, Bollard Way, Capstan Way, and Dolphin Way.

Figure 2: View of Dry Dock Avenue, looking northeast.

The majority of the road network within the BMIP has been upgraded to improve surfaces, sidewalks, curbing and landscaping. Currently, the BRA is extending FID Kennedy Avenue west and south to intersect Northern Avenue, which will provide a more direct truck route between the Massport Haul Road and the seafood processing center at the western end of the Massport Marine Terminal (Parcel M-1).

The EDIC/BRA is also considering creating a trucks-only corridor road that parallels Track 61 between Dry Dock Avenue and the Massport Haul Road (see Figure 3). This would help separate pedestrian and automobile traffic from the trucks, and would also allow direct access from the BMIP to the South Boston Bypass Road, the Ted Williams Tunnel and the Massachusetts Turnpike (I-90 westbound).

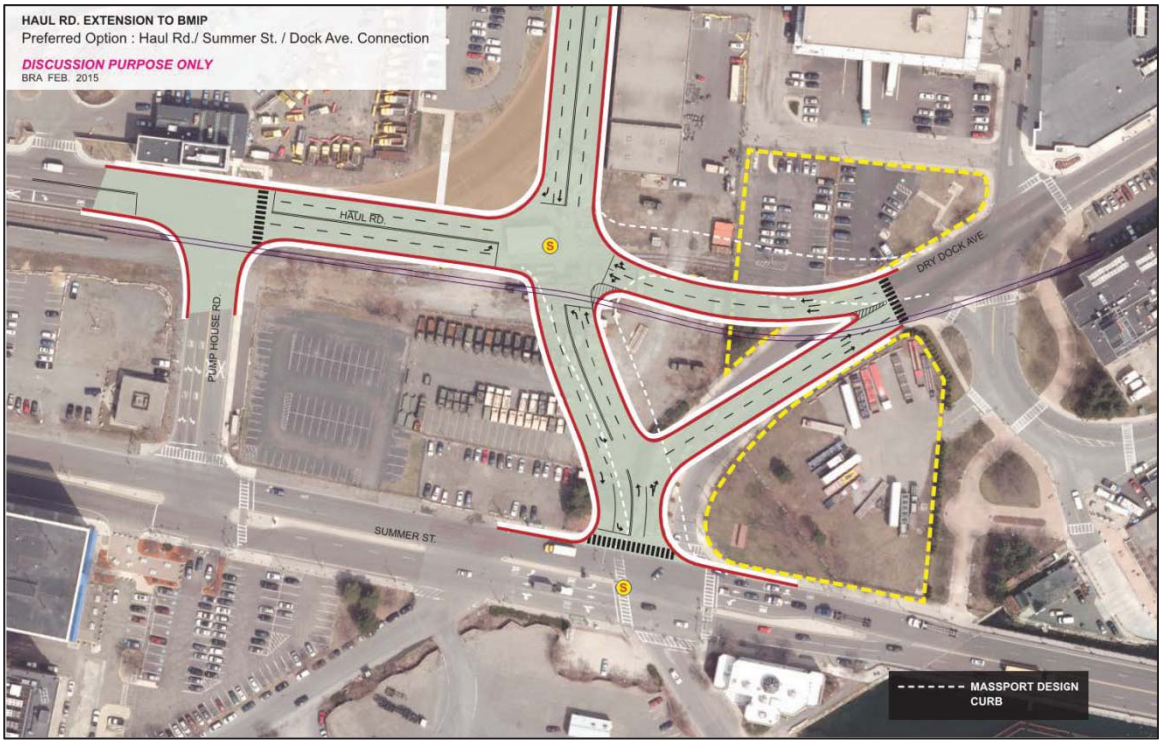


Figure 3: Conceptual layout for improved road connections at the southern entrance to the BMIP; between the Massport Haul Road, Summer Street, and Dry Dock Avenue.

Intermodal Infrastructure

AIR FREIGHT

The Ted Williams Tunnel provides a direct link between the BMIP and Logan International Airport for access to air freight routes. Air freight at the BMIP primarily includes seafood and flowers for consolidation and distribution.

RAIL FREIGHT

Track 61 is the only remaining rail link within the BMIP. Although the line was once heavily utilized on the South Boston waterfront prior to the establishment of the BMIP, the line was cut off during the construction of the Central Artery project and is currently out of service. The right-of-way has been preserved, however, in order to enable re-establishment of the rail infrastructure in the future.

The existing components of Track 61 run along the Massport Haul Road, extending along Dry Dock Avenue in very close proximity to the Design Center Buildings (see Figure 4). Final engineering design plans were prepared in 2008 to extend the BMIP rail infrastructure into the MMT by providing additional tracks along Tide Street and FID Kennedy Avenue however the project has not yet been authorized for construction. The estimated construction cost for the new Track 61 improvements was approximately $7.43 million in 2008.

Figure 4: View of existing Track 61 rail which runs adjacent to the Design Center Buildings.

Figure 5: View of Track 61 rail infrastructure at Parcel K in the east end of the BMIP.

The extension of rail into MMT would provide the intermodal infrastructure needed to transport bulk materials (high volume – low margin goods), however there are a number of operational limitations caused by the existing rail infrastructure outside the BMIP that adversely impact the efficiency and economic viability of any potential rail operations. These include:

- Double stacked containers on rail cars is the national standard for rail freight, however double-stacked service to the waterfront is only available as far as the Beacon Park Yard in Allston, nearly four miles away from the BMIP.
- To get from the BMIP to the Beacon Park Yard, trains are required to pass through seven (7) switching operations to move across the commuter rail and Amtrak lines that run into South Station.
- The highly utilized passenger lines to South Station limit freight rail scheduling to evenings only, between 1:30am and 5:30am (i.e., a 4-hour operation window).
- Freight trains are typically 80 to 100 cars long and need 1.25 miles of runaround track for efficient moves. The available space within the BMIP only supports 25 to 40 cars at a Fid Kennedy Yard and New Yard, respectively.
- Multiple grade crossings with surface roads along the Track 61 corridor present serious safety concerns.

Rail service is not essential for existing tenants, based on interviews performed as a part of the Team's study. The tenants currently leasing the northern parcels within the BMIP have a greater need for future rail (e.g., Massport Marine Terminal; Harpoon Brewery; fish processors) for moving goods such as cold/multi-temp cargo; bulk, break-bulk and distillery grains; and cross dock or overweight cargo.

Waterfront Infrastructure

The BMIP is located within Boston Harbor at the confluence of the Main Ship Channel and the Reserved Channel. It is one of the most seaward industrial properties in the Port of Boston, along with Massport's Conley Terminal. The BMIP has two primary ship berths, including Berth 10 (Parcel C-1) and the North Jetty (Parcel M-1). Currently, the South and East Jetties (both in Parcel L) are in poor structural condition and not in use. Note that the Black Falcon Terminal, which has deep water berths for large cruise vessels, and Berths 1 and 2 adjacent to the Cement Plant (Parcel K) are NOT within the boundary of the BMIP.

The waterfront assets within the BMIP are located primarily within the following parcels:

- Parcel C-1 (Berth 10)
- Parcel K (Coastal Cement)
- Parcel L (Dry Dock #3, w/South and East Jetties)
- Parcel M-1 (Massport Marine Terminal, w/North Jetty)
- Parcel V (Dry Dock #4)
- Parcel W (Wharf #8)
- Parcel Z (Pier 10)

PARCEL C-1: BERTH 10

Berth 10 is located along the Reserved Channel and extends from the Summer Street Bridge approximately 550 feet east along the Black Falcon Terminal Pier (see Figure 6). The berth has a depth of -29 feet Meal Low Water (MLW), and is suitable for small- to medium-sized vessels. The wharf structure at Berth 10 consists of a concrete quay wall and concrete deck supported

by timber foundation piles, as illustrated in Figure 7. The wharf underwent partial reconstruction in 1992.

The parcel includes a floating dock currently used by Boston Line and Service Company for servicing commercial vessels around the Harbor, and a floating dock for the Boston Police Harbor Patrol boats. The dock is also used to support boat operations to/from Thompson Island, and is available for use as a stop for private water taxi service.

Figure 6: Aerial view of Berth 10.

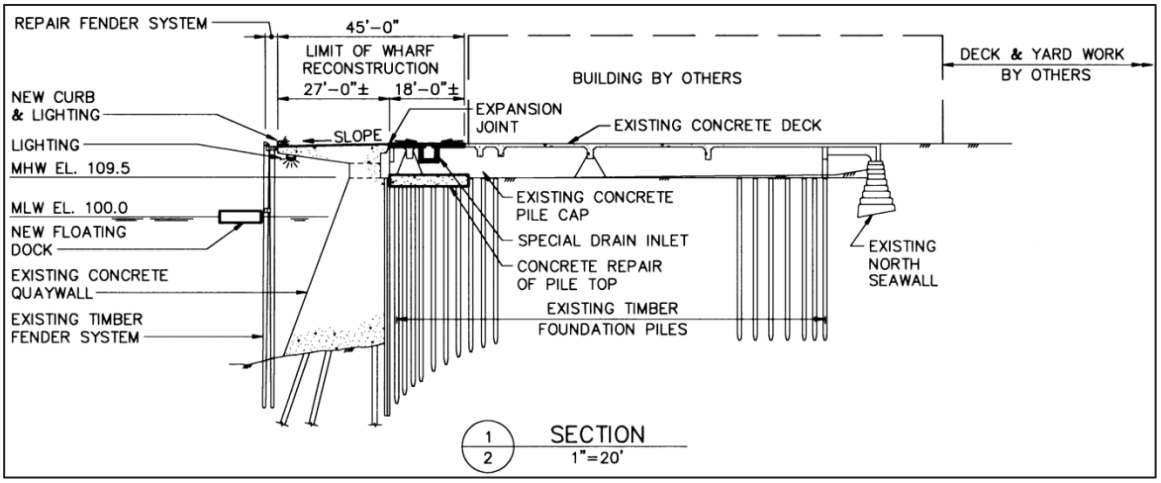


Figure 7: Section sketch of the wharf structure at Berth 10.

PARCEL K: COASTAL CEMENT PLANT

Located between the Black Falcon Pier and Dry Dock #3, Parcel K includes a concrete plant operation that is able to offload vessels using Massport's adjacent Berth 1 and Berth 2. The existing Track 61 infrastructure in the BMIP currently extends to Parcel K, although it has been out of service since the track was cut off during the Central Artery/Tunnel project.

PARCEL L: DRY DOCK #3

Built in 1915, Dry Dock #3 is one of the largest dry dock facilities on the east coast. The dock is 1,176 feet long with a depth of 44 feet, and two 40-ton capacity cranes. The parcel includes several support buildings including a pump house, storage, and repair shop. Boston Ship Repair has occupied the Dry Dock #3 facility since 1996. There have been recent conflicts with tenants in the adjacent Design Center, however, who have been complaining about noise, sand-blasting and painting residue in close proximity to the shipyard.

South and East Jetties

The South and East Jetties are also a part of this Parcel, as seen in Figure 9.

The jetties were originally constructed during the 1940's. The South Jetty is 900 feet long, and the East Jetty is 442 feet long. The Jetties are marginal wharf structures with 64-foot wide deck platforms founded on steel piles with concrete encasements. The South Jetty was dredged to -35 feet MLW as part of the Boston Harbor Navigation Improvement Project. Both jetties consist of an inshore steel sheet pile bulkhead to retain backland fill, and a reinforced concrete deck supported by 12-inch and 14-inch steel H-piles with 28-inch diameter reinforced concrete jackets that extend from approximately -4 feet MLW to the underside of the deck structure.

Significant repairs to the jetties were performed in 1996 at a cost of approximately $14.5 million. The work included demolition of approximately 320 linear feet of the South Jetty closest to the dry dock, removal and replacement of the deck structure and heavily deteriorated pile encasements. The repairs were designed to have an allowable deck capacity of 600 pounds per square foot. See Figures 10 and 11 for views of the existing South and East Jetty wharf structures, respectively.

Today, the jetties are in poor condition overall and are in need of major structural repairs and/or reconstruction. The severe deterioration of the concrete pile jackets and exposed corroded steel reinforcement in the deck and jackets has significantly reduced the structural capacity of the South and East Jetties, which are currently not utilized due to the state of disrepair.

PARCEL M-1: MASSPORT MARINE TERMINAL

At 40-acres, the Massport Marine Terminal (MMT) is the largest individual site within the BMIP. Massport is currently leasing the site from EDIC through February 2070. The site has excellent landside access and is well served by local commercial vehicle only truck routes (i.e., Massport Haul Road and the South Boston Bypass Road) with direct connections to Logan International Airport (via Ted Williams Tunnel) and the interstate highway system (I-90 west bound and I-93 north and south bound). See Figure 12 for an overall view of Parcel M-1 and its abutting parcels.

Currently, the MMT is unimproved and includes very limited site infrastructure. A further constraint includes airport-related height limits of approximately 110 to 160 feet above MSL, which may affect certain vessels or activities. On the water side, MMT has approximately 3,000 linear feet (LF) of waterfront immediately adjacent to the Shipping Channel with depths ranging between -25 to -40 feet deep at Mean Low Water along the North Jetty. There is an additional 600 LF of waterfront along the western edge with depths of -30 ft MLW that could be developed to accommodate berthing of smaller commercial vessels.

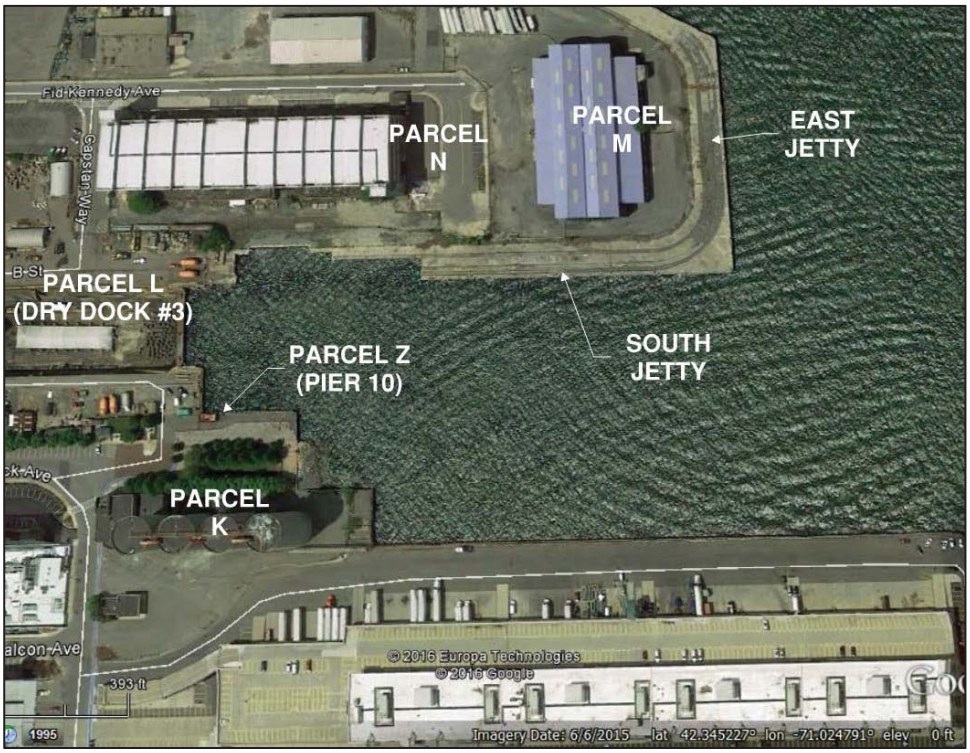


Figure 8: Aerial view of waterfront infrastructure at the eastern end of the BMIP.

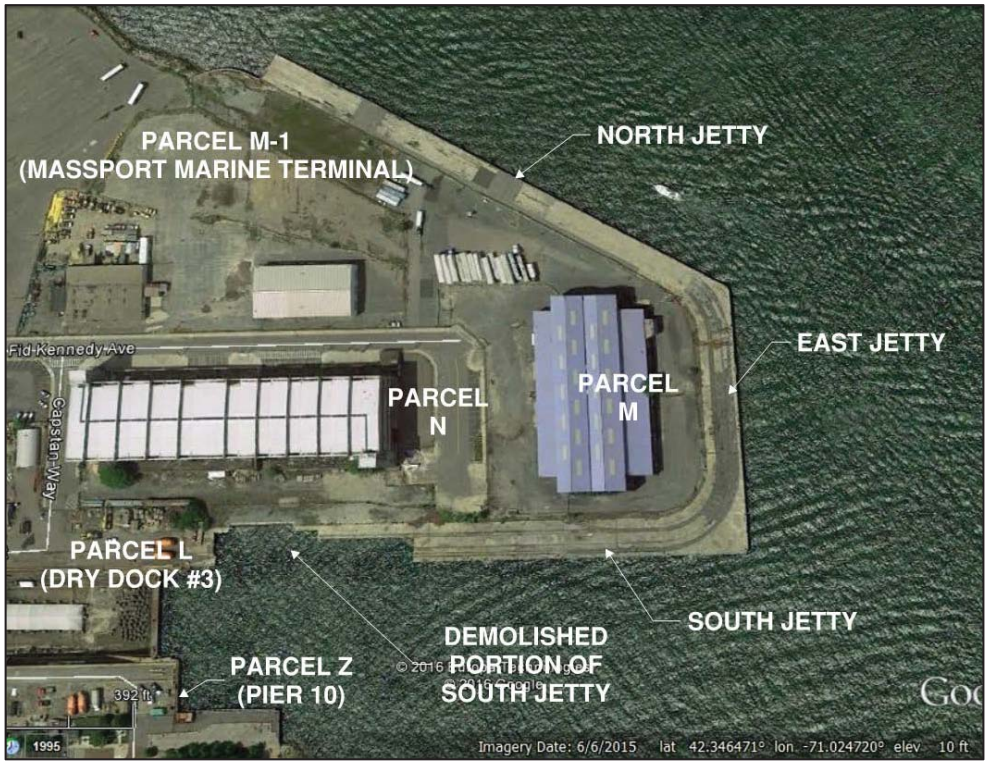


Figure 9: View of the North, South and East Jetty Structures.

Figure 10: Existing conditions at South Jetty.

Figure 11: View of pile encasements along the East Jetty.

Figure 12: Overall view of the Massport Marine Terminal and adjacent parcels.

North Jetty Improvements

The North Jetty is the most important and valuable asset at MMT, with its deep-water access and hardened-edge berth infrastructure that could accommodate various bulk or break bulk

cargo vessels. Originally constructed in the 1940's as part of the US Naval Shipyard – South Boston Annex, the, the 75-year old North Jetty deck structure was designed for a 50-ton capacity portal crane (600 pounds per square foot capacity).

Originally 1,010 feet long by 60 feet wide, the North Jetty construction is similar to that of the South and East Jetties, and consists of a concrete deck supported by steel H-piles with cylindrical concrete extensions from -3 feet Mean Lower Low Water (MLLW) to the concrete beams in the deck. The inshore bulkhead is ZP-32 section steel sheet piling with a concrete cap.

Previous repairs to the North Jetty structure have included:

- 110 concrete pile extensions were repaired in 1953
- 55 additional concrete pile extensions were repaired in 1955
- Timber fender system repaired in 1975
- The wharf length was reduced to 830 feet long in 1981
- The crane rails were removed, fenders upgraded, pile and deck repairs, sheet pile repairs, and cathodic protection anodes were added to piles in rows "A" and "B" for corrosion protection in 1985

Figure 13: Overall view of the existing North Jetty wharf and fender system.

Figure 14: Typical condition of piles supporting the North Jetty wharf deck.

In 2006, an above and below water structural condition assessment was performed at the North Jetty and revetment west of the wharf. The assessment determined that the Jetty requires extensive rehabilitation to extend its service life for another 15-20 years. Most of the structure was in FAIR condition at that time, and the overall load capacity had not been significantly affected. The westernmost 100 feet of the structure was in POOR condition, however (45% of concrete pile extensions are non-bearing, and 15% of the piles have >50% loss of section), with some displacement observed to the wharf. In addition, the assessment observed that the cathodic protection anodes on the piles are depleted and provide no protection against corrosion for the steel piles. The sheet pile wall along the landward edge of the wharf was perforated in several areas, with loss of fill apparent in the upland areas above the holes.

PARCEL V: DRY DOCK #4

Built in 1941 for small and medium-sized vessels, Dry Dock #4 is 690 feet long with 35 feet depth. The facility is in a serious state of disrepair, and is presently undergoing repairs to stabilize the existing steel sheet piling bulkhead structures and caisson. There have been several different proposals to redevelop Parcel V in recent years, including one to construct an underground garage within the dry dock, with a new City Hall building on top of it. Most recently, the facility was used for snow storage during the severe 2015 winter season.

EDIC/BRA recently engaged engineering consultants to design repairs required to stabilize the existing structures, which are in severe condition. Refer to Figures 16 through 20 for photographs of existing conditions at the Dry Dock #4 facility.

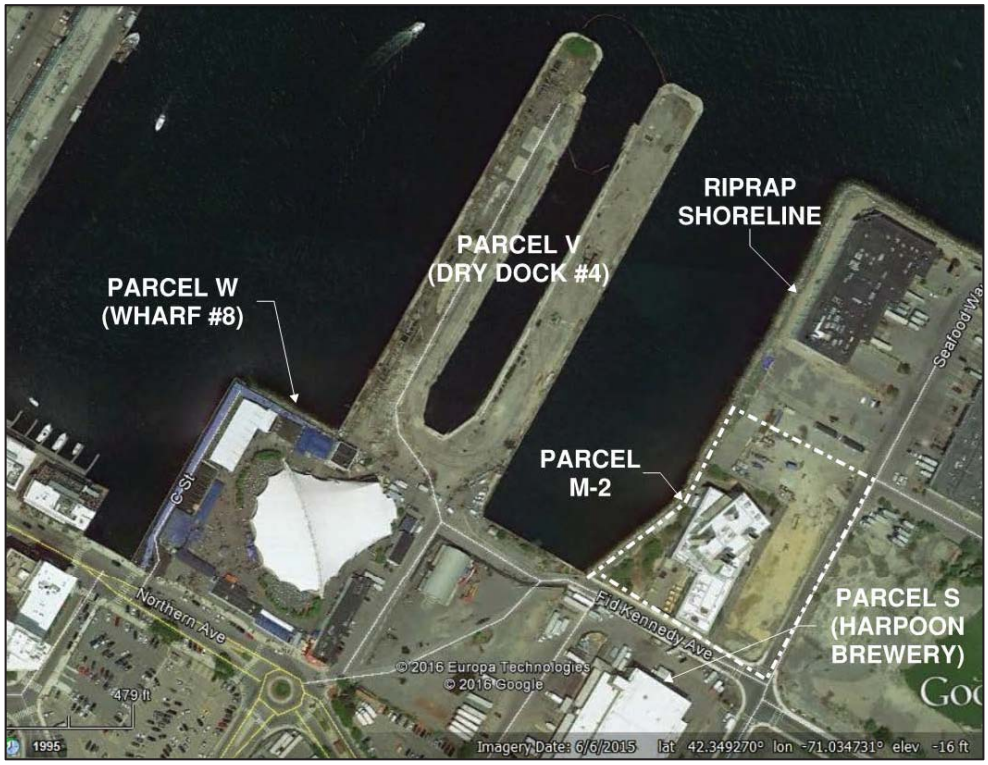


Figure 15: Aerial view of BMIP Parcels V and W.

Figure 16: View of open sinkhole in the deck of Dry Dock #4.

Figure 17: Dry Dock #4 berth, looking south.

Figure 18: Overall view of the deck at Dry Dock #4.

Figure 19: View of the east side of Dry Dock #4. This facility was used for the City's excess snow storage during the harsh winter of 2015.

Figure 20: View of perforated steel bulkhead along Dry Dock #4.

PARCEL W: WHARF #8

Wharf #8 is oriented perpendicular to Northern Avenue and extends approximately 400 LF along the waterfront at C Street. The wharf structure consists of an anchored steel sheet pile bulkhead with a concrete cap. Along the north side of the wharf, there is a 200-foot long riprap revetment located seaward of the bulkhead wall, which intersects with the western side of Dry Dock #4. Figure 21 provides a photograph of the existing bulkhead and riprap revetment at Wharf #8,

The wharf is part of the Boston Harborwalk, and is on the site of the Blue Hills Bank Pavilion venue. The pavilion itself is considered a "temporary" structure, though it now more than 15 years old (it was constructed in 1999). The venue provides a good source of revenue to the BMIP, without adding any significant parking or traffic pressure to the area, since the venue events typically operate outside of normal working hours.

Bulkhead repairs were performed in 2004 to patch holes in the steel sheeting and backfill sinkholes that had formed in the asphalt. Additional bulkhead repairs and improvements to the Harborwalk and site were undertaken in 2014.

Figure 21: Overall view of recent steel bulkhead and riprap repairs at Wharf 8.

PARCEL Z: PIER 10

Located between Parcel L (Dry Dock #3) and Parcel K (Coastal Cement), Pier 10 underwent a $1.5 million renovation in 1987-1988 in conjunction with the development of the abutting cement plant terminal. The Pier is approximately 150 feet long by 50 feet wide, and with the addition of floating docks, has been used in the past by lobster boats and the Boston Police Harbor Patrol

boats, as well as a public slip for short term docking. Figures 22 and 23 provide photographs of the existing Pier 10 facility.

Figure 22: Overall view of Pier 10 and Massport Berths 1 and 2 (in background).

Figure 23: View of the deck at Pier 10, looking east towards Dry Dock #3.

Recommended Improvements and Costs for Repairs

In reviewing the available reference reports and site conditions, HDR has identified the following list of repair projects for discussion. Where available, cost data for repair recommendations in the various reference studies and reports were converted to present-year (2015) dollars to better inform the economic assessment element of the Master Plan update.

There are a number of improvements needed to develop this combined area as a general marine terminal. These include:

- Repair of piers and aprons to allow the handling of ships and cargo
- Extension of the rail line into the terminal
- Redevelopment of the existing structures on site and the addition of new reefer and warehouse buildings
- Provision of utilities for reefer container storage.
- Security and access control enhancements
- Cargo equipment such as a mobile harbor crane on site
- Master development and investment plan

Roadway Infrastructure

Efficient trucking is critical to the operations of many businesses within the BMIP, and the EDIC/BRA has spent much time and resources to preserve and improve the truck routes in/around the BMIP, and minimize traffic congestion from automobiles. Recommended projects include:

- Reconstruction of FID Kennedy Avenue West and Access Roads, to connect with Northern Avenue, expected to cost about $6 million, according to a 2015 TIGER grant application by Massport.
- Improvements to BMIP's interior roadways (costs estimated at $960/linear foot to $1,200/linear foot).
- Construction of a 50-foot wide apron to accommodate future shared use along the Massport Marine Terminal waterfront for multiple operators/tenants. A common apron will allow for efficient sharing of limited berth capacity and permit truck queuing, maneuvering and loading for transferring commodities between the wharf area and individual storage areas. Costs would be approximately $450/LF.

PARKING

Surface parking is land-intensive, but relatively inexpensive to construct and easy to move from one parcel to another in response to changing development requirements. Structured parking is more land-efficient, and can produce more spaces in a compact footprint – although at a higher cost.

- Parking Garage costs are typically $10,000 to $14,000 per space.
- Parking Lot costs are typically $1,900 to $2,700 per space.

Parking demand for bulk cargo development is less than that for cargo warehousing development, and any bulk cargo development scenario within the BMIP should be able to accommodate its associated parking on site. Cargo warehousing development however, requires greater parking needs for personnel, handling equipment, and trucks that will not be able to meet its parking demand using on-site resources.

Intermodal Infrastructure

Extension of rail access to the MMT is desirable to support certain types of marine cargo use, such as heavy products (steel, lumber, wood pulp) or large quantities of bulk material being transferred over long distances (e.g. regional cement distribution). There are a number of constraints outside of the BMIP, which limit rail access and are somewhat problematic to ensure an efficient, economically viable intermodal option for development:

- Interferences with highly utilized MBTA commuter rail and Amtrak passenger rail lines into South Station limits freight rail operations to 1am-5am only.
- Train sizes limited to 10 cars only due to lack of rail yard space to store or assemble rail cars into trains.
- Insufficient clearances to enable use of double-stack rail cars
- Several at-grade crossings through South Boston (safety concerns)

Final design plans for extending Track 61 rail infrastructure within the BMIP were completed in 2008, with an estimated construction cost of $7.4 million. In 2015, a TIGER grant application developed by Massport seeking federal assistance for the project had a price tag of approximately $14 million.

While the extension of rail access to the BMIP may not be justifiable (economically or operationally) at the present time, it is critical that the existing rail right-of-way and infrastructure be preserved for possible future development and use.

Waterfront Infrastructure

The primary focus for the waterfront infrastructure in the BMIP should be to rehabilitate, preserve and maintain the North, South, and East Jetty structures. These are the primary deep-draft vessel berths within the BMIP, and are the most critical to enable over-the-dock marine industrial uses. Repairing these structures will be the key to developing Parcels M, M-1, and N as marine terminal facilities, with potential uses such as:

- Reefer container storage due to limited space at Conley Terminal
- Container chassis storage due to limited space at Conley Terminal
- Frozen and chilled perishable cargo processing and storage for agricultural products such as cranberries and frozen seafood.
- Reefer container trans-loading for perishable cargo.
- Storage and trans-loading of grain, legumes, pelletized hay and similar agricultural products now being increasingly shipped in containers.
- Trans-loading of heavy weight rail cars carrying wood and paper products once the rail line is extended into the property.

- Neo-bulk cargoes such as timber, processed lumber products and aggregates.
- Project cargoes
- Government Order Warehousing for cargo that has not cleared U.S. Customs including containerized cargo, cargo requiring additional inspections or bonded cargo.
- Empty container and chassis storage.

NORTH JETTY

In 2002, Massport considered expanding the North Jetty by 900 linear feet to allow a second berth. An additional berth would allow more flexibility for vessel operations at the terminal facility. The construction would require additional dredging and mooring/breasting dolphins with associated personnel walkways. Cranes operating at the berth would have a 110-120 feet height restriction, due to the proximity of Logan Airport. The estimated cost for development of a second berth at the North Jetty is $18.5 million (Massport, 2002).

The 2006 condition assessment of the North Jetty included the following repair recommendations, with a total estimated construction cost of approximately $3.4 million:

- Pile Extension/Encasement repairs – 80 piles
- Bulkhead patching
- Concrete beam repairs = 440 LF
- Concrete under deck repairs = 875 SF
- Concrete curb repairs = 220 LF
- Deck resurfacing = 21,000 SF
- Fender and mooring hardware maintenance repairs

Current water depths along the North Jetty berth are approximately -40 feet MLW. Future dredging is planned to -45 ft MLW, with an estimated cost of $5.5 million.

SOUTH AND EAST JETTY IMPROVEMENTS

The South and East Jetties are also in need of significant repairs, as well as maintenance and upgrade of the waterfront structures to support any over-the-dock operations such as a marine industrial facility.

In 2010, EDIC tried unsuccessfully to apply for a $14.4 million TIGER grant that would help support the estimated $18 million cost to reconstruct the South and East Jetties. The proposed work included complete removal and reconstruction of the concrete deck structure, encapsulating the steel bulkhead in concrete, and installing concrete-filled steel sleeves over the support piles. The reconstruction would have given the facility an allowable live load capacity of 600 pounds per square foot, which would have been sufficient for use by the existing gantry cranes at Dry Dock #3. Other repairs included in the proposed work consisted of a new timber fender system and electrical service, potable and fire water, and vessel sewerage system upgrades.

DRY DOCK #4

Dry Dock #4 will require significant investment to stabilize the existing bulkhead structures and convert it into a useable marine facility. Costs to reconstruct the pier are not available at this

time, but would generally consist of oversheeting the pier structures, new fender systems and mooring hardware, and upgrades to pier utilities. One recommendation could be to relocate the water-dependent businesses at the Boston Fish Pier to be within the BMIP at Dry Dock #4, which would enable the Boston Fish Pier facility to be converted to commercial or residential use.

One report HDR reviewed considered the development of a vessel berth between Dry Dock #4 and the western edge of the MMT. Water depths are approximately -30 ft MLW along this side of the waterway. The overall width of the slip would be approximately 240 feet along the Dry Dock side. A new wharf could also be constructed on the western edge of the MMT, which could accommodate vessels up to 700 ft long (200-300 feet long vessels are more typical).

- It would be possible to construct a 60-foot wide fixed, pile-supported wharf over the existing riprap shoreline for 200 to 600 LF. This could allow commercial fishing vessel access and berthing to supplement the facilities at Boston Fish Pier.
- Western Wharf concept was estimated to have a $6 million construction cost.

WHARF 8

The recent bulkhead improvements at Wharf 8 have prepared the site for future waterfront development, which might include the construction of floating docks or a fixed pile-supported platform to support water-dependent uses such as for a water transportation terminal, public access dock or for tour boat excursions. It is noted that the “temporary” pavilion structure is now more than 15 years old, and will likely need to be repaired, improved, or replaced in the next several years. Other improvements to the site might include the addition of permanent support buildings or improvements to increase public security at the venue and provide needed facilities for restrooms, storage, vending, and so forth.

Conclusions

Restoration of freight rail access to the BMIP is possible, but unlikely due to a lack of any pressing need by the existing industrial businesses (all are already set up for truck operations), as well as the physical and operational constraints that exist both within the BMIP as well as with the local regional rail infrastructure. That said, the rail infrastructure and right-of-way should be preserved for potential use in the future.

Significant investment is needed to maintain and upgrade the existing waterfront infrastructure, which is generally in poor condition. The North, South, and East Jetties are the most immediate concern, as they are located closest to the Main Ship Channel and provide the most opportunity for developing a fully utilized MMT parcel as a general cargo, bulk, break-bulk or transload facility.

Dry Dock #4 also provides relatively deep water access for small to medium sized vessels, but the structures at the facility are in very poor condition, and require significant investments for reconstruction and conversion to support new development for marine industrial or commercial use.

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Regional Port Trends Analysis

Boston Marine Industrial Park Regional Economic Considerations

Introduction

HDR is part of a team led by Utile to update the master plan for the Boston Marine Industrial Park (BMIP). HDR is tasked with providing a description of the major trends in water-based transportation and trade that are most likely to affect the operations of the Port of Boston. To accomplish this, we have collected and analyzed information on high-level, broad economic trends and indicators of relevance to the Port of Boston and BMIP. We have also analyzed other regional ports that are potential competitors to the Port of Boston and its facilities. Finally, we provide an overview of the maritime shipping, fishing, and cruise industries.

The first section of this report provides an analysis of six regional ports, including Port of Boston. The next section offers insight related to broader maritime trends, based on interviews conducted with tenants at BMIP, previous studies, and industry knowledge.

Background

In the Port of Boston, Massport, Economic Development and Industrial Corporation of Boston (EDIC), and private companies support marine and other activities in the port area, generating jobs and other economic stimulus to the region. In fact, a recently completed Massport study concludes that in 2012, 50,042 jobs[1] were in some way related to cargo, cruise, seafood processing, and harbor tours and marina activity within the Port of Boston.

Of these jobs 50,000+ jobs, 7,091 were direct (e.g., cargo, cruise, fish processing, harbor tours). An additional 6,665 jobs were generated as a result of local purchases by individuals directly employed in marine activity, and 2,601 jobs were indirectly created by local purchases by the firms directly dependent upon the activity at the Port of Boston facilities. The study also suggests that there are 33,686 related jobs with users of the Massport and private marine cargo terminals, nearly 30,000 directly associated with container operations at Conley Terminal. The remaining related jobs are associated with the liquid bulk and petroleum cargo moving via private terminals in the Port of Boston.[2]

Within the Port of Boston, Massport remains focused on various cargo development opportunities with primary business sectors including containerized cargo, cruise ship operations and auto processing. EDIC properties serve a variety of different businesses, including a significant shipyard property in South Boston. The remaining marine businesses are private, consisting of firms handling petroleum, liquefied natural gas, scrap metal and bulk salt. There are also businesses that are not marine-oriented that are located within the Port of Boston and specifically BMIP.

[1] "Economic Impact of the Port of Boston," prepared by Martin Associates for Massport.
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In terms of marine facilities, Massport and the EDIC share a portion of the South Boston waterfront between the North Jetty and South Jetty. These properties are located in the South Boston Designated Port Area and are therefore limited to marine related activities. Specifics related to this issue are presented in the work of other team members. In addition, former Navy property was provided on the condition of being used for marine related commercial activities.

Regional Port Commodities

In an effort to better understand the types and quantity of cargo that are being shipped via marine facilities in New England, HDR reviewed US Customs data for New England's regional ports, including Boston and New Bedford; New Haven, CT; Providence, RI;; Portsmouth, NH; and Portland, ME . Imports and exports[3] for each port were analyzed to facilitate a comparison of competitor ports and assess the role the Port of Boston plays in the northeast.

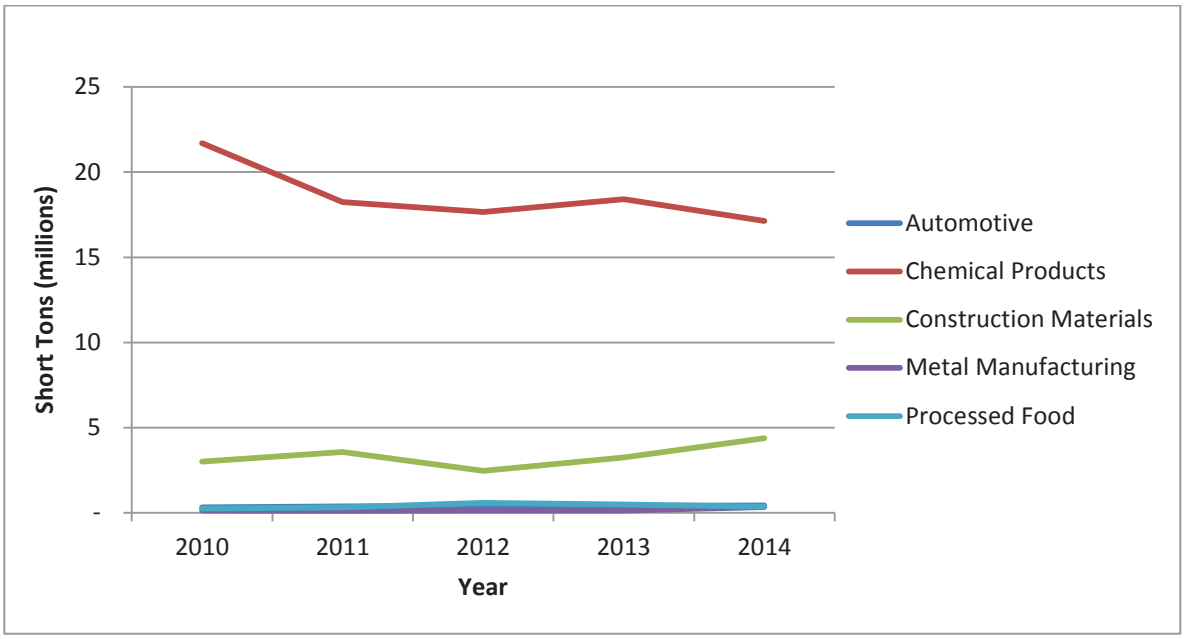
Total Imports for Regional Ports

For the regional ports identified above, the total weight of commodities imported was approximately 23.3 million short tons in 2014. While this represents a decrease of 10 percent compared to 2010, the total weight of imported commodities slightly increased (0.4 percent) when compared to 2013.

Between 2010 and 2014, the top imported commodity clusters have not changed. As shown in Figure 1, Chemical Products is by far the top imported cluster with approximately 74 percent of total weight of commodities imported; equivalent to a total weight of 17.1 million short tons in 2014. This is followed by Construction Materials with approximately 19 percent of total weight of commodities imported and a total weight of 4.4 million short tons in 2014. Because the scale between the top commodities is so different, two figures are presented for imports.

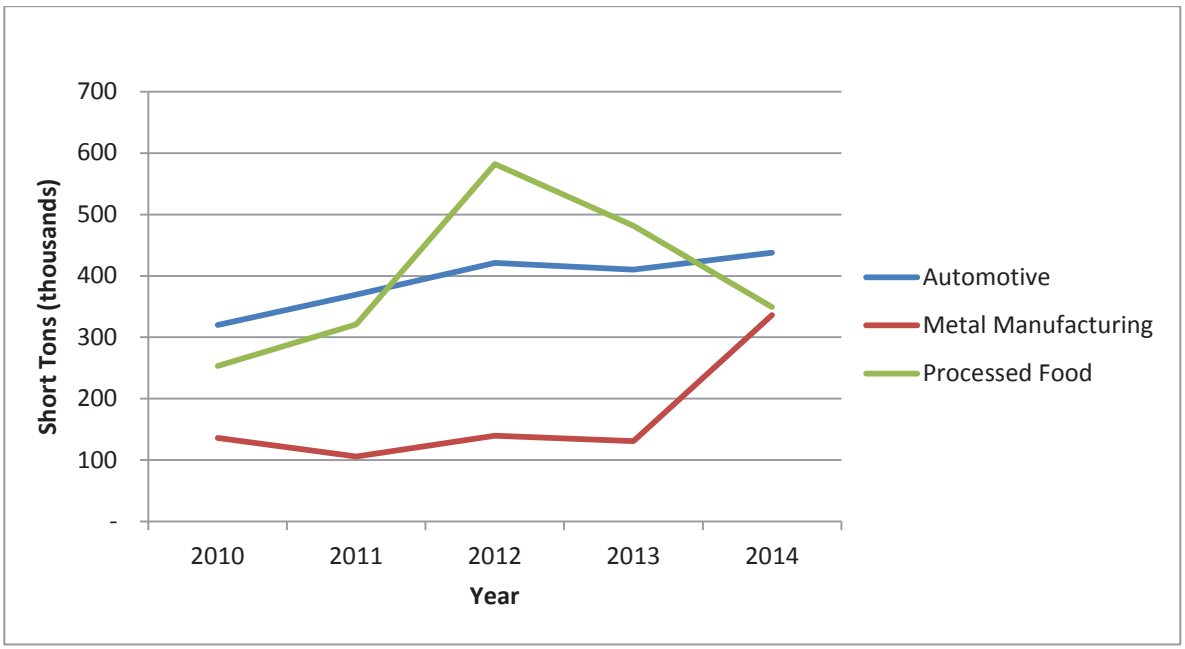
[3] The Charts presented in this report are based on HDR's analysis of the USA Trade Online Database. For more information, refer to: https://usatrade.census.gov/

Figure 1: Top Imports of Regional Ports Combined



Other clusters include Automotive, Processed Food, and Metal Manufacturing, which combined represent a total weight of 1.1 million short tons in 2014. These industry clusters are shown in Figure 2 below with a different scale than Figure 1. It should be noted that New Haven Metal Manufacturing tonnage accounts for a significant portion of the jump between 2013 and 2014. In 2013, they imported 28,028 tons and in 2014, nearly 180,000 tons were imported. Port of Boston also experienced growth in this cluster; from 73,759 tons in 2013 to 117,360 tons in 2014.

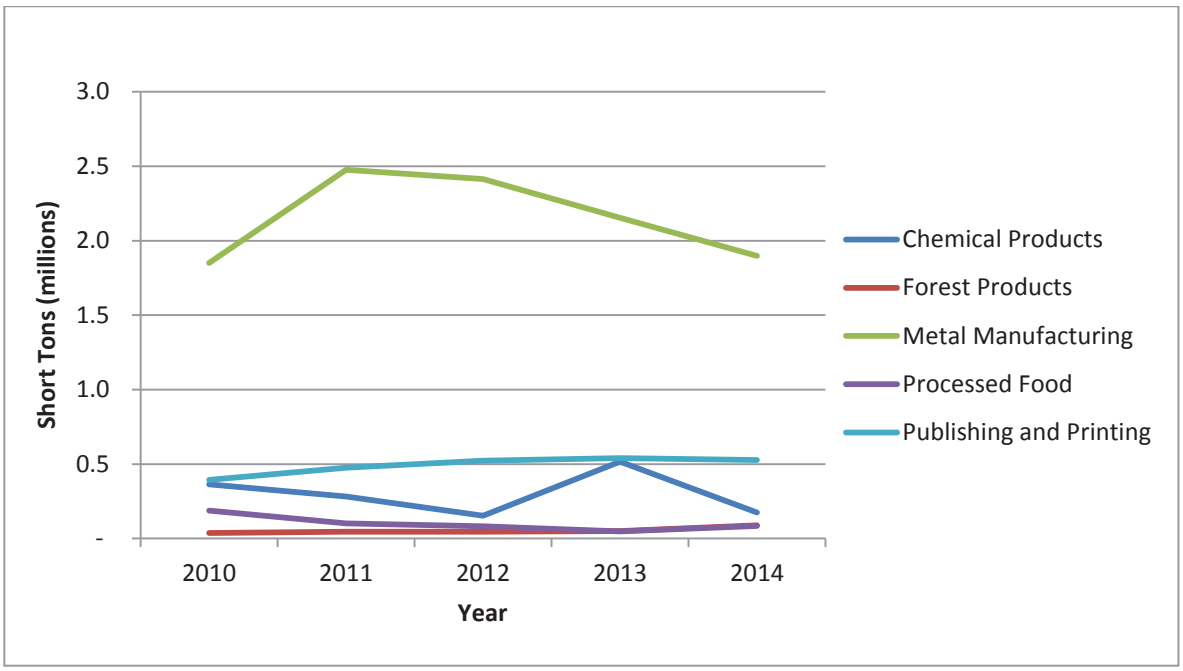
Figure 2: Top Imports of Regional Ports Combined (continued)



Exports

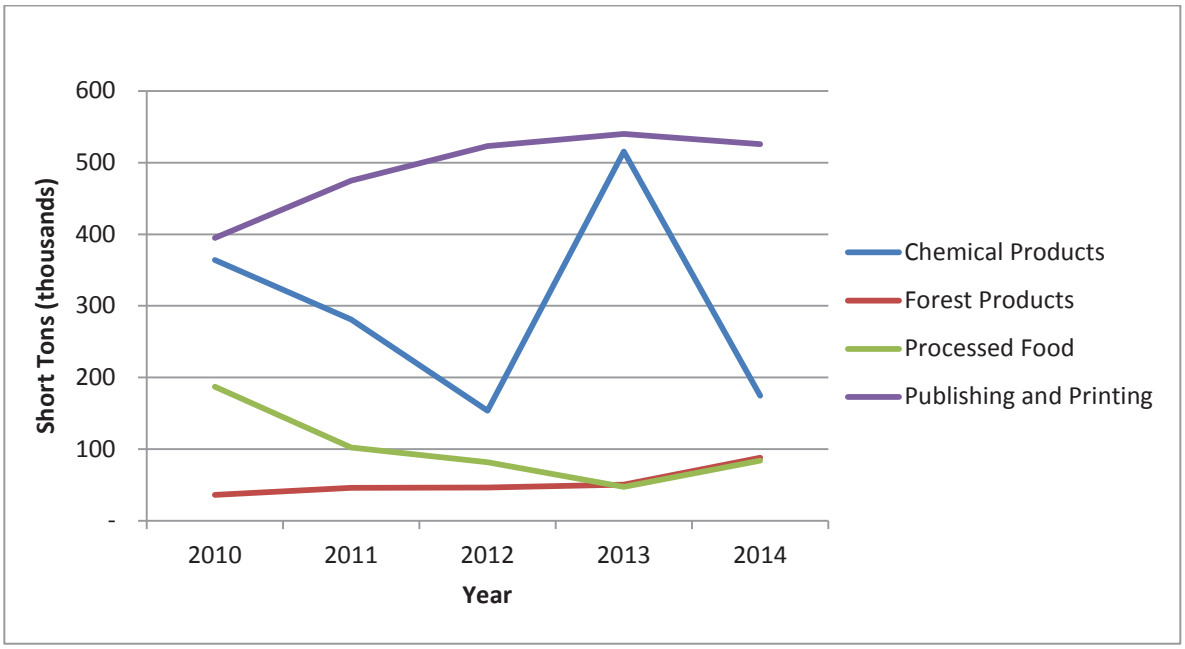
In 2014, the total weight of commodities exported from these regional ports totaled approximately 3 million short tons. This represents a decrease of two percent compared to 2010, and 15 percent compared to 2013. Between 2010 and 2014, the top cluster exported remained the same. Metal Manufacturing is by far the top export cluster with approximately 64 percent of total weight of commodities exported and a total weight of 1.9 million short tons in 2014. Figure 3 presents the top clusters of export commodities for the regional ports. A second figure for exports is also provided, because the scale between the top export commodity clusters is so broad.

Figure 3: Top Exports of Regional Ports Combined



The second top exported cluster is Publishing and Printing with approximately 18 percent of total weight of commodities exported and a total weight of 526,000 short tons in 2014. The third ranked export cluster, Chemical Products, has declined substantially from a total weight of 516,000 short tons in 2013 to 175,000 short tons in 2014. This represents a 66 percent decrease, primarily experienced at the Port of Portsmouth. Other export clusters included Forest Products, and Processed Food, as shown on a different scale in Figure 4 below.

Figure 4: Top Exports of Regional Ports Combined (continued)



Among the regional ports analyzed, excluding the Port of Boston, the Port of Providence ranks highest in terms of tonnage for both exports and imports.

In 2014, the total weight of commodities imported into the Port of Providence totaled 3,862,222 short tons. Over the past five years, Chemical Products accounted for the most significant share of weight, 82 percent of total imports on average. While Providence is #1 among the ports analyzed, its tonnage has been decreasing over time. In contrast, the Port of Portland, which imported a similar amount of cargo to Providence (3,823,971 short tons in 2014), has grown every year since 2010. Chemical Products also represents the largest share of import tonnage at this port.

For most of the ports (i.e., Port of New Haven, Port of Portland, Port of Portsmouth, Port of Providence), Chemical Products is the largest cluster of imports. Exceptions are New Bedford, where Agricultural Products is dominant; and the Port of Salem, where Construction Materials represent the most tonnage imported.

In 2014, the total weight of commodities exported from the Port of Providence totaled 991,147 short tons, an increase of nearly 43 percent from the previous year and 71 percent overall since 2010. Metal Manufacturing has been by far the most exported cluster, accounting for 90 percent of total exports on average. The Ports of Portsmouth and New Haven rank second and third, respectively, in terms of exported tonnage. Like Providence, most of their exports are in the Metal Manufacturing clusters.

In recent years there has been wide fluctuation in the types of cargo being transported and New England port activity in general. This is, in large part, because the container market has been fluctuating and because of overall world wide economy has been dynamic in connecting markets. The economy in New England fluctuates, as does the cargo that is transported, based

on the rest of the world. For example, New Bedford has experienced dramatic shifts in exports from year to year: in 2010, there were 9,966 short tons of Processed Food exported only once over the analysis period, nothing after 2010; in 2012, the Port exported 28,873 short tons of Chemical Products, whereas the previous year saw only 0.01 short tons. The magnitude of the shifts varies from port to port.

Summaries for each of the regional ports, as well as figures that visually display the export and import trends by port are provided in the Appendix.

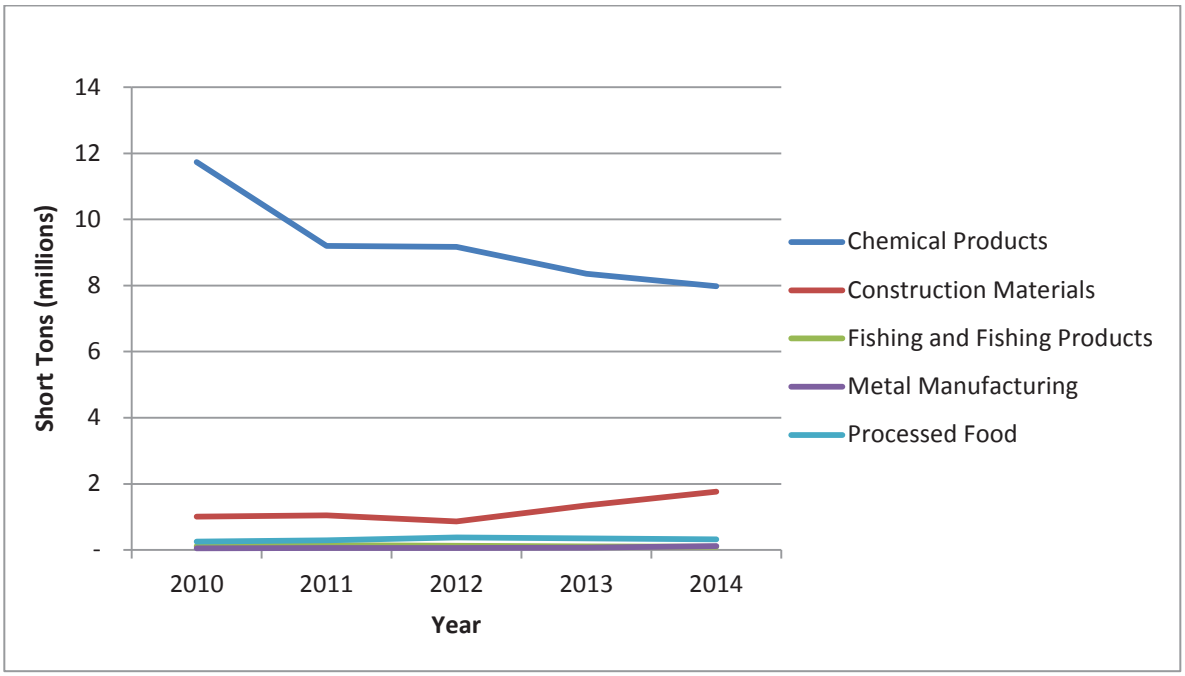
Port of Boston

Like most other regional ports in the area, Chemical Products are the largest cluster (by tonnage) of imported commodities into the Port of Boston. Many of these products are being transported via container and then distributed across Boston and New England. Most of the businesses are likely consumer-based and benefit from relatively lower transportation costs because they are located relatively near the port. Also like many other regional ports, Metal Manufacturing cluster commodities represent the largest exports by tonnage leaving the Port of Boston by vessel. More detail is provided below.

Imports

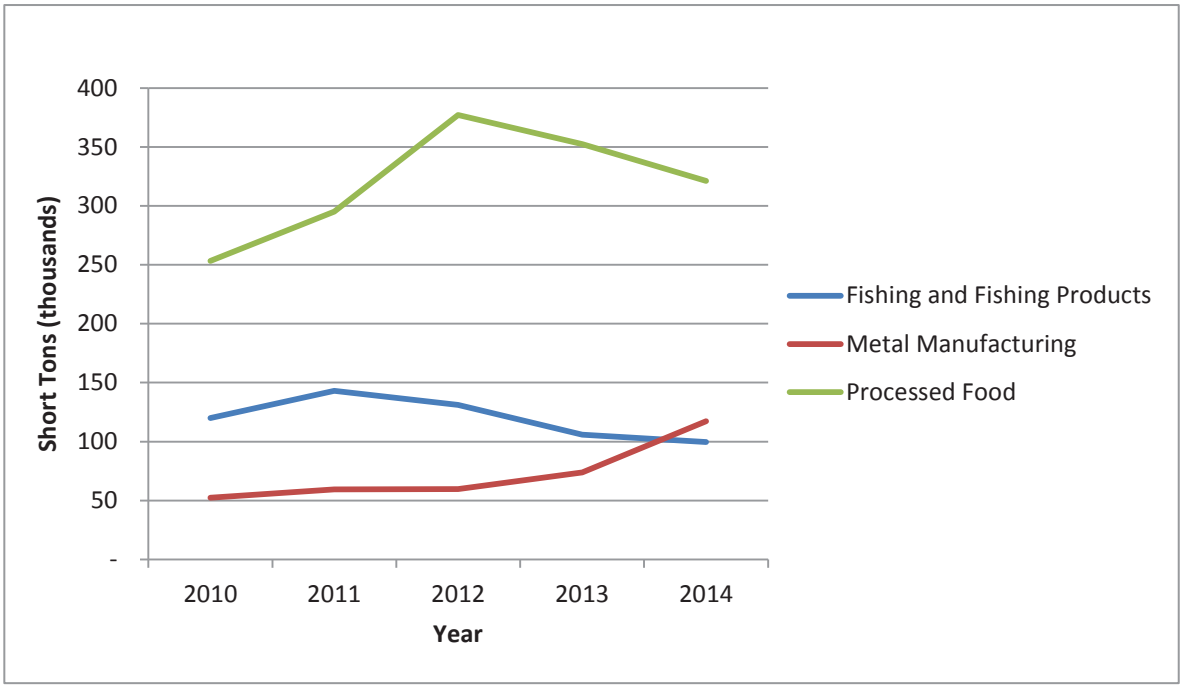
In 2014, the total weight of goods imported into the Port of Boston via vessel was approximately 10.8 million short tons. This represents a decrease of 20 percent compared to 2010; however, from 2013 to 2014 the total weight of goods imported has increased by one percent. Between 2010 and 2014, Chemical Products remained the top imported cluster. The total weight of the Port of Boston's imports has decreased every year since 2010, from a high of 11.7 million short tons in 2010 to 8 million short tons in 2014 (32 percent overall decrease). The next top cluster, Construction Materials has increased from one million short tons in 2010 to 1.8 million short tons in 2014 (74 percent increase overall).

Figure 5: Top Imports for the Port of Boston



Processed Food, Metal Manufacturing, and Fishing and Fishing Products are the other most imported clusters. These commodity classes are shown below on a different scale to provide more detail.

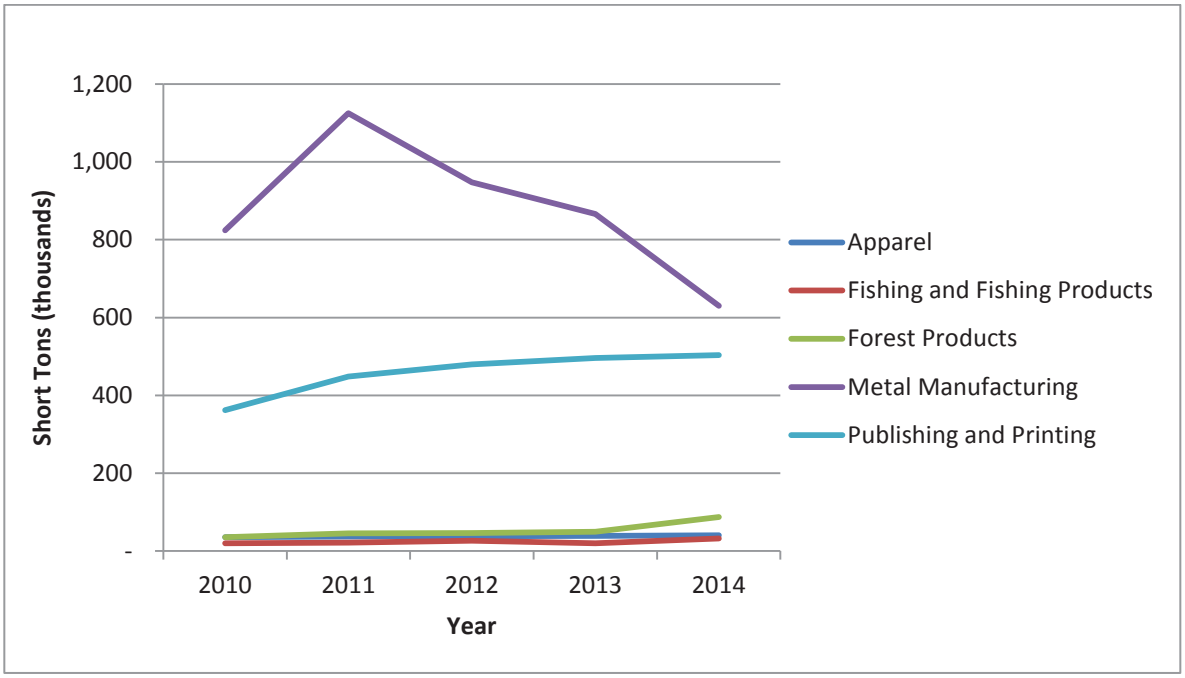
Figure 6: Top Imports for the Port of Boston (continued)



Exports

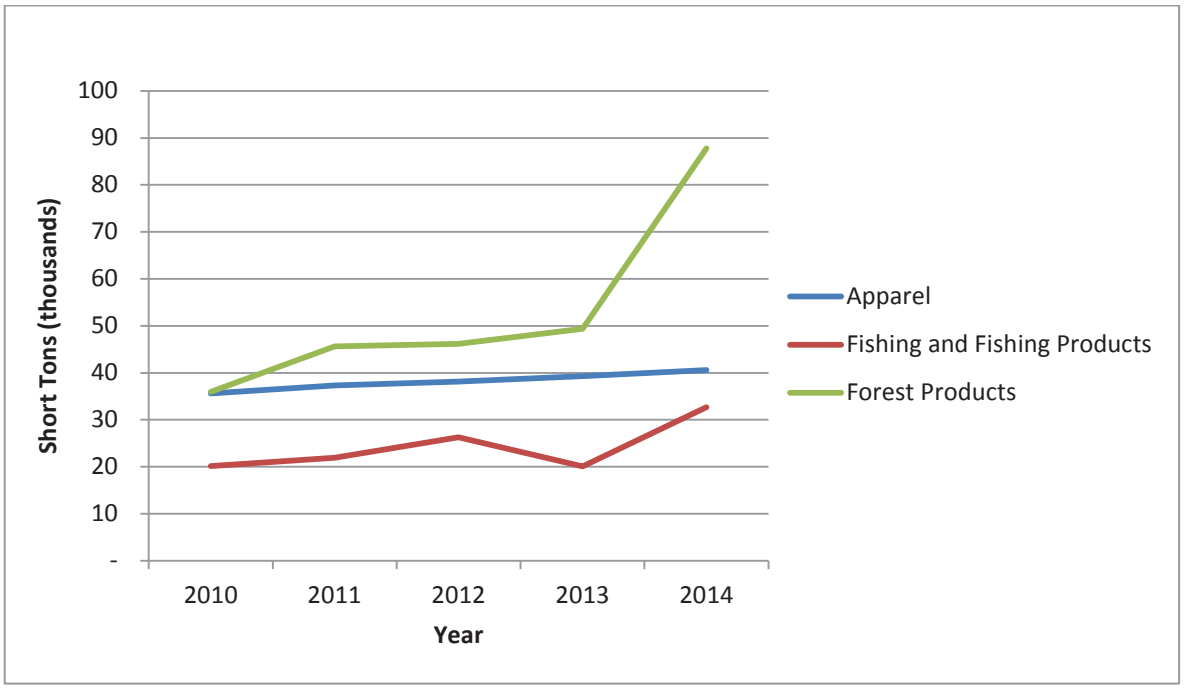
In 2014, the total weight of commodities exported from the Port of Boston totaled approximately 1.4 million short tons, all of which traveled via vessel. This represents a decrease of 2 percent compared to 2010, and 12 percent compared to 2013. Between 2010 and 2014, the top cluster exported remained the same. Metal Manufacturing is by far the top exported cluster (approximately 45 percent of total weight of commodities exported in 2014). However, it is important to note that the total weight of exports for this cluster has declined considerably from 824,000 short tons in 2010 to 630,000 short tons in 2014 (a 24 percent decrease). Publishing and Printing is the second most exported cluster between 2010 and 2014, and has grown over that period from a total weight of 362,000 short tons in 2010 to 503,000 short tons in 2014 (a 39 percent increase).

Figure 7: Top Exports – Port of Boston



Other Clusters include Forest Products, Apparel, and Fishing and Fishing Products, which have all increased in total weight exported from 2010 to 2014. Detail related to these products is provided below.

Figure 8: Top Exports – Port of Boston (continued)



Cargo Opportunities at the BMIP

Massport hosts an active container handling operation at the Conley Terminal in South Boston, which has increased over the past year. In 2013-2014 the Conley Terminal handled nearly 216,000 TEU's representing nearly 1.8 million short tons of cargo. This growth was more than 8.5 percent during this period, primarily due to expanded carrier service at the facility.

While there is much anticipation regarding the expansion of the Panama Canal in 2016, it is highly unlikely that the Port will service vessels in excess of 8,000 TEU's in the future. Boston's distance from the Panama Canal is significant, and the New England consumer market may not support the mega ships. In addition, there are physical limitations on vessel size at the Terminal; proximity to Logan International Airport limits crane heights, for example. Despite these realities, it is anticipated that the carrier volumes will continue to increase over the next several years based on various industry projections. Although all of the container operations are centered in South Boston, Massport also handled more than 38,000 automobiles in Charlestown and more than 169,000 short tons of cement.[4]

One of the gaps in Boston's capability to serve as a full-service port is the lack of a general purpose marine terminal, which could handle a wide range of cargoes including perishable cargo, break bulk cargo, neo-bulk and bulk. These types of facilities provide value added cargo services, such as warehousing, reefer storage, government order warehousing (for inspection and bonded control), trans-loading and other related cargo services.

[4] Massachusetts Port Authority Annual Statistics for 2014

It is always an advantage to have a facility like this available, and port directors generally try to preserve as much marine infrastructure as possible. Most regional ports are able to handle this type of cargo, however factors such as Boston's port and labor costs make it marginally less competitive than some of these other ports. Many other New England ports utilize non-union labor and have different work rules in place than Boston. For bulk cargoes that can be handled at a general purpose terminal, Boston would be less competitive as compared to Eastport, Portland, New Bedford, Providence or New London[5]. Project cargoes are infrequent and there will always be situations where it is necessary to bring these types of cargo in to Boston, but Moran and Conley Terminals could accommodate these cargos as needed.

Nonetheless, Massport and EDIC both share the Marine Industrial Park North, East and South Jetty areas. This property is significant in that it represents the only area in the port area where a general cargo facility could be developed if desired. There have been a number of proposals for this property, which Massport controls through a long-term lease through the City of Boston. Most recently, a warehousing and cargo facility proposal was made by a private developer; the developer had 10 years to build its proposed project but seemed unable to execute the plan. The longstanding development agreement was terminated in January 2015.[6]

Potential development of these areas at the BMIP is hampered by the highly deteriorated condition of the waterfront infrastructure along the property. The jetty structures are in poor condition, and require significant investment in repairs and upgrades to make them suitable for over-the-dock cargo operations. Additionally, the static landing weights are estimated to be low for cargo handling. Also of significance to potential development in this area is the lack of suitable freight rail connections to the BMIP. In various proposed waterfront plans, rail service could be added to the facility, though the costs to accomplish this connectivity are very high and rail operations would be severely limited by height restrictions, limited yard space within the BMIP to connect more than 10 railcars together, and interference with the highly utilized passenger rail lines at South Station.[7]

In addition to a general purpose marine terminal, there are several other potential marine uses for this property, which do not necessarily require deep water access, but do support maritime industrial uses. Based on what competing regional ports are handling, as well as historic trends, underutilized properties in the BMIP could potentially be developed to provide the following services:

1. Reefer container storage due to limited space at Conley Terminal
2. Container chassis storage due to limited space at Conley Terminal

[5] Marine Terminal Tariff Database, IAMPE 2016.
[6] http://www.bizjournals.com/boston/news/2015/06/26/massport-braces-for-suit-involving-key-parcel-in.html
[7] Massport

3. Frozen and chilled perishable cargo processing and storage for agricultural products such as cranberries and frozen seafood.
4. Reefer container trans-loading for perishable cargo.
5. Storage and trans-loading of grain, legumes, pelletized hay and similar agricultural products, now being increasingly shipped in containers.
6. Trans-loading of heavy weight rail cars carrying wood and paper products; if a rail line was extended into the property.
7. Neo-bulk cargoes such as timber, processed lumber products, and aggregates.
8. Project cargoes (e.g. construction equipment and materials, wind turbine components, power generation components, military equipment and materiel).
9. Government Order Warehousing for cargo that has not cleared US Customs including containerized cargo, cargo requiring additional inspections, or bonded cargo.
10. Empty container and chassis storage.

Because there is a demand for these cargoes in the region, a number of smaller ports in New England have been focused on developing general cargo opportunities. Some of these cargoes, demanded in the Boston area, are currently handled in other ports and then transported via truck to the greater Boston area.[8]

If it was desired to construct a general marine terminal in an effort to be a full-service port, a number of improvements would need to be made. These include:

1. Repair of pier and apron structures to allow the handling of ships and cargo.
2. Re-establishing a freight rail line into the BMIP.
3. Redevelopment of the existing structures on site and the addition of new reefer storage areas and warehouse buildings.
4. Provision of utilities for reefer container storage.
5. Security and access control enhancements.
6. Provision of cargo handling equipment such as a mobile harbor crane on site.
7. Master development and investment plan.

It appears that the private sector may be unable to develop this combined property into a potential facility, as evidenced by the long-standing but unexecuted plans of the business previously entitled to redevelop the property into a marine use. As a result, the public sector may be in the best position to undertake this development if it is desired. Once infrastructure and other improvements are completed by Massport and EDIC, the terminal can be leased out for use or operations managed by Massport.

Cruise

The number of cruise passengers between 2013 and 2014 decreased by 17 percent with the Port handling nearly 317,000 passengers last year, compared to 383,000 in 2013.[9] An estimated 86 cruise ship calls are expected in 2015. Boston's cruise ship business had exceeded 100 calls each year in the last decade.[10] This does not, however, indicate a

[8] International Association of Maritime and Port Executives Research Library
[9] Port of Boston Activity, CY 2014, https://www.massport.com/media/307786/PoB-Activity-CY14.pdf
[10] Massport Annual Statistic 2010-2014

weakening of the trade, only a market shift that occurs regularly. More than 23 million passengers are expected to cruise this year in North American markets, and 22 new ships are going to be introduced into the market in 2015.[11]

While Boston is a tourist destination for the Canada-New England cruise market, the port's key strength is its turn-around or homeport trade accounting for 60 percent of the trade.[12] Boston's key advantages include its proximity to Logan International Airport and the wide range of air services available.

The port also has a strong drive-in market but has increasingly limited parking availability to accommodate that market, despite that the port district has a parking garage to accommodate a number of cruise ship sailings. If an expanded drive-in market is desired, parking capacity should be increased. There is space adjacent to and near the Black Falcon Cruise Terminal that could be utilized for the construction of additional parking garages. Additional conveniences such as connecting walkways and updated terminal improvements would also enhance the passenger experience.[13]

Boston's cruise market includes Bermuda, Atlantic Canada/New England, Caribbean, Panama Canal and trans-Atlantic cruises. These markets constantly shift, and Boston remains a strong and viable cruise homeport and port-of-call location. The number of ship calls and passengers has increased significantly since the late 1990's and is anticipated to remain strong.[14]

Ship Repair Opportunities

Boston has a unique asset in its large vessel shipyard facility, located at the BMIP. Managed by Boston Ship Repair, the facility is the largest in New England, and includes a 1,150 foot long drydock with a base width of 125 feet and a top breath of 149 feet. The dock is capable of handling a wide range of modern ships. Cranes, shop space and laydown areas are also available at this facility, and the yard uses the Massport Cruise Terminal wet berth when available. This is equipped with steam, water, electrical and sanitation hookups.

The shipyard would benefit from the addition of its own wet berth with vessel support hookups. This could potentially be accommodated at the jetty berths on the Massport Marine Terminal and EDIC properties. In addition, the Port would be able to utilize a small floating drydock that could be accommodated at an expanded shipyard site. The port has an increasing number of smaller vessels such as ferry and excursion vessels, but there are no smaller vessel repair capabilities; the former repair facility in East Boston closed and the drydock was removed.[15]

At Boston Ship Repair, their focus is on Jones Act (US Flag) vessels, military and public vessels, cruise ships, and vessels in distress. Last year the company repaired five ships with 40 to 60 day overhaul periods, including some that were extended to 90 days in the yard. This level of service is expected to continue.

[11] Cruise Line International Association State of the Industry Report January 2015
[12] Massport Annual Statistics 2014, https://www.massport.com/media/307786/PoB-Activity-CY14.pdf
[13] Massport
[14] Cruise Line Industry Tracker, January 2015
[15] Boston Ship Repair

To remain viable, the shipyard needs additional laydown area, shop space, a wet berth (not encumbered by other vessels not being repaired) equipped with full utilities, and a power system upgrade. The shipyard can currently offer up to 2,400 amps, but most modern vessels require 4,000 to 8,000 amp service. In addition, a rebuild of the electrical systems related to the two main drydock dewatering pumps is required. These are upgrades would require some, if not all, public funding assistance.[16]

Boston Ship Repair would also be interested in handling small vessel repairs if space and a shop area could be provided near the facility. This would include the addition of a small floating drydock. The biggest challenge, however, remains gentrification. As local non-maritime activities encroach on the drydock foot print, activities such as hull blasting and painting are becoming more difficult.

The market demand for ship repair is unique, and Boston hosts the **only major drydock facility in New England capable of handing a large vessel**. Ship repair in Massachusetts accounts for 500 direct and indirect jobs (100 of which are direct in the shipyard). This represents $45.1 million in economic impact and .05% of the National GDP, which has remained steady over the past 5 years.[17] Supporting expansion of the shipyard capabilities would potentially increase jobs in the region.

To build on the existing shipyard, the improvements highlighted above should be made. The development of a long term capital improvement plan by EDIC would be a good first step in ensuring that the marine infrastructure that is located at the BMIP continues to be maintained in a state of good repair and opportunities for expansion of marine activities, like ship repair, are accommodated. Additionally, EDIC could apply for Transportation Investment Generating Economic Recovery (TIGER) grants, which would support some of these potential improvements.

Summary

Based on data analysis and interviews conducted for this study, opportunities exist to expand the cargo, cruise, and ship building activities in the BMIP. The most significant limitation for the EDIC/Massport marine-oriented facilities in the BMIP is continued gentrification of the area.

The increasing demand for public space, development in non-maritime activities, increased traffic congestion, and environmental limitations present in the facility adversely impact marine industrial activity and its potential for growth. As noted, traffic issues are a factor on the BMIP itself, but they also extend into the surrounding area where increased development is taking place. A lack of rail access is also an issue longer term, if certain types of cargoes are pursued.

[16] Boston Ship Repair
[17] Shipbuilder's Council of America Annual Report 2014

Marine Industrial Demand Analysis

The purpose of this memo is to highlight and provide additional context to the attached presentation.

MARINE INDUSTRIAL USES

The DPA requirements concerning preference given to marine industrial uses. It is important to consider the difference between various forms of "marine industrial" uses. One form of marine industrial use is a requirement for direct "over the dock / on to the water" to execute their business. The second form of marine industrial is based on a historical perspective such as the traditional close physical linkage between the fishing fleet and seafood processing. However, improvements in logistic capabilities has allowed one part of the value chain (the fishing fleet) to no longer require co-location with the downstream activities (processing). Therefore, it is important to consider these distinctions when discussing demand for the BMIP as a "marine industrial" park.

For purposes of this discussion we have organized marine industrial into two categories:

Water Dependent Marine Industrial: An industrial or logistical activity requiring direct access to the water to execute its business. Examples include; ship building and repair, cargo carried by vessels, offshore energy landside connectivity, energy production requiring fuel carried by vessels, commercial fishing.

DPA Marine Industrial (Categorical Marine Industrial): Activities defined by state law and regulation that may have an over the dock requirement or a historic requirement for water access that is no longer required. Activities include activities such as seafood processing and wholesaling, vessel components.

The approach to demand considers these two different perspectives on "marine industrial" demand.

One important consideration when evaluating demand for marine industrial uses is the flexibility of building and infrastructure typologies. Can the infrastructure be used for something else if anticipated demand does not materialize thereby reducing our risks? And of equal importance, "can the activity be acceptable within the context of the DPA"?

Many of the activities in the DPA categorical marine industrial classification (such as seafood processing and distribution) take place in buildings that are indistinguishable from contemporary non marine industrial and logistical facilities. From a demand and development risk profile the buildings are not functionally limited to marine industrial uses. Therefore, overall industrial demand in addition to marine industrial demand should be considered.

OVERALL INDUSTRIAL DEMAND

- Industrial facility demand in the urban core of Boston remains strong with available inventory estimated to be between 1m to 1.4msft[i]
- Contemporary flex industrial space is in high demand with lease rates 3x of vintage industrial space[ii]
- Drivers of near term demand include growth in the biotech, life science and e-commerce fulfillment sectors[iii]
- Continued growth in the local foods business and the evolution of elements of the maker economy toward becoming more sustainable physical products businesses can support additional demand but for properties at lower price points than e-commerce or life sciences[iv]

MARINE INDUSTRIAL DEMAND DRIVERS

The BMIP team facilitated a session with the BRA and Massport to conduct a lead stream analysis to understand what the historical and real time interest has been for various parcels in the BMIP. Based on this analysis most of the demand fell into one of two categories. Break bulk storage but not necessarily brought over the dock as well as seafood processing. Seafood processing is a categorical use. Other expressions of interest for potential over the dock uses have been scrap materials but those are considered inappropriate for this area of the harbor.

To support this assessment a macro look was undertaken at various potential categories of marine industrial activity:

- Fresh food importing: With the exception of fish, it is highly concentrated on the US east coast. Philadelphia and Wilmington captures 85% of the market. The concentration of buyers and logistic capabilities particularly cold chain facilities makes dislodging this industry in any substantial way potentially difficult unless the support industries come with it. That is likely to be a function of scale which means a substantial relocation may be required. [v]

  New Bedford has been trying to enter this market to gain better leverage out of its substantial downstream capabilities but has been unable to make a major penetration into the market. As stated in the Ports of Massachusetts Strategic Plan “trade has fluctuated over recent years and dedicated ocean service has not been sustainable.”[vi]

  Massachusetts possesses 77% of the cold chain capacity in New England but ports such as Portland ME are adding capacity. Several of these facilities are in or near Boston in areas under development pressure such as Widett Circle. [vii]

- Previously Owned Cars: 5 ports in the Northeast including Boston export previously owned cars.[viii] AutoPort Boston recently added storage capacity and can handle 70,000 cars annually. [ix]

Previously owned cars do not require rail service. This may be an opportunity. The key driver is the availability of land for cars awaiting shipment. However these operations are highly sensitive to costs and the amount of activity maybe directly related to the activity levels of the auto import business due to the backhaul considerations for Roll On/Roll Off car carrying vessels.

- CruisePort: CruisePort forecasts show potential growth of 70k to as much as 410k passengers. Expansion of parking and staging will be required to accommodate this growth. [x]

- Ship Repair: The remaining drydock may have the potential to serve a ship repair facility focused on larger vessels unable to be accommodated by the shipyards in Gloucester, Fairhaven and other locations. With the existence of the Boston Yacht Boston a potential exists to service large megayachts (100ft+) requiring drydock-type services. This was not investigated in depth. There are at least 210 vessels offering regular charter service from New England with an estimated 600-800 cruising New England and Atlantic Canada. [xi]

  A constraint may be the relative lack of apron space around the drydock as well as its location to perform some of the maintenance tasks of these vessels.

- Containerized Cargo: Conley Terminal is undergoing an expansion giving it the capability to double its capacity to 450,000 TEUs.[xii] Based on examination of manifest consignee data there are approximately another 70k TEUs coming from NY/NJ and the West Coast to Boston.[xiii] Therefore 100% capture of this activity could easily be accommodated by Conley. One of the limiting factors to utilizing its capacity is the limitations of freight rail between Conley and Worcester (the principal transshipment facility).

OBSERVATIONS and CONSIDERATIONS

There is substantial uncertainty regarding demand for "over the dock" marine industrial opportunities. There is no clear market opportunity for over the dock activity in the BMIP with the exception of additional cruise ship activity. Expansion of other port facilities at Conley and the Mystic River as well as competing ports in the region are likely able to meet the landside needs of any shipping activity. Moreover, the limitations on certain types of cargo (e.g. scrap metal & oil/chemical) shrinks the pool of opportunities. Limitations on cargo logistics caused by infrastructure limits in rail and truck access may impede the competitiveness of the BMIP. It is not clear that improving the readiness of the marine infrastructure at considerable cost ($61m+) within the BMIP changes these dynamics.

Pursuing DPA categorical Marine industrial appropriate facilities is an opportunity. Marine industrial facilities such as manufacturing and processing can be used for other types of industrial and industrial service activity if demand for marine industrial uses such as seafood processing does not materialize. The tight supply of contemporary facilities coupled with several potential drivers of continued demand suggest an opportunity for "industrial" type development that would be consistent with the intent of the DPA across the urban core area of Boston.

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[i] NP analysis of Jones Lang Lasalle, CBRE, NAI Hunneman Q3 2015 Industrial Reports
[ii] Ibid
[iii] ibid
[iv] NP analysis of County Business Patterns, ETSY, Kickstarter, and Indiegogo data
[v] Martin Associates, 2011. RI Ports Opportunities for Growth

[vi] Ports of Massachusetts Strategic Plan, 2013 Technical Memorandum #4
[vii] NP calculations from USDA Refrigerated Capacity Study, 2014
[viii] Exporttrader.com
[ix] Massport AutoPort description, Massport.com
[x] CruisePort Boston October 2014 Board Presentation
[xi] NP analysis of megayacht cruise chartering service websites
[xii] Massport Conley Terminal Improvements, Dedicated Freight Corridor, Buffer Open Space Environmental Notification Form, May 2013
[xiii] NP analysis of Datamyne Manifest Journals 2014 and Q1 2015

Mixed Industrial Uses

The Raymond L. Flynn Marine Park (RLFMP, formerly the Boston Marine Industrial Park) is a unique asset within both the Port of Boston and the industrial ecosystem of the region, but has recently struggled with underutilized lots and a lack of investment in the existing waterfront infrastructure. Further, changes in marine industry have reduced the need for "over-the-dock" or direct water access, while market pressures – namely the combination of low costs, readily available land or space, and location – make RLFMP an attractive option for historically non-compatible uses, including offices, institutions, and others. Currently, these uses are restricted by existing regulations, including the city's zoning code and the state's Designated Port Area regulations. However, in order to preserve RLFMP's marine industrial capacity and attract investment to maintain and upgrade the waterfront infrastructure, the BPDA, as a part of its update to the marine park's master plan, is recommending that certain compatible uses currently restricted be allowed or to expand within the RLFMP. Certain compatible uses currently in the park have enjoyed successful growth while demonstrating an easy co-existence with marine industrial uses. Allowing these higher-rent uses would leverage private investment that is necessary to sustain the marine park and attract marine industrial uses, without compromising the present and future capacity of the marine park to accommodate marine industrial uses.

Potential compatible uses to be allowed in RLFMP would include light industrial, research & development (R&D), and advanced manufacturing, which involves the use of advanced technologies to improve products and manufacturing processes. An example of an advanced manufacturer within RMFP is Autodesk, which recently opened a creative workshop in San Francisco equipped with advanced production tools and traditional machinery, including metal, wood, computer numerical control (CNC), 3D print, and textile shops, an electronics lab, and a test kitchen. Their recently opened Building, Innovation, Learning, and Design (BUILD) space at the Innovation and Design Building in the RLFMP serves as an incubator for startups focused on architecture, engineering, construction, and related industries. These startups have access to over 60 pieces of heavy-duty equipment, including six industrial robots and 11 workshops for 3D printing, laser cutting, CNC routing, and more. An advanced manufacturing use would include incubators/accelerators focused on manufacturing and makerspaces, but also, and perhaps more importantly, developers of marine technologies, such as autonomous vessels, a growing industry not explicitly allowed under existing regulations in the RLFMP, but in which the marine park is ideally situated to be a leader. These uses may have a relatively higher job density and greater need for accessory office space than traditional industrial uses, but changes in contemporary manufacturing processes, mostly driven by advanced technologies, means they are no longer incompatible.

The proposed zoning for the then-BMIP in 1999 proposed three zoning sub-districts: Port Economy Reserve for parcels along the water's edge that benefit from deep-water berthing; Waterfront Manufacturing for landlocked parcels or those with limited berthing areas, but proximity to truck routes and access to Logan Airport; and Waterfront Commercial for supporting commercial uses and along Summer Street. Mixed industrial structures would consist of a combination of allowed and conditional uses from the proposed zoning, such as the following uses:

- **Educational Uses**
  - Trade schools (conditional)
- **Health Care Uses**
  - Clinical laboratory (conditional)
- **Industrial Uses**
  - Advanced manufacturing (allowed)
  - General manufacturing (allowed)
  - Light manufacturing (allowed)
  - Maritime industrial (allowed)
- **Office Uses**
  - General office with accessory industrial or R&D (conditional/allowed)
  - Industrial office (conditional/allowed)

  - Office of wholesale business (conditional/allowed)
- **Research and Development Uses**
  - Research laboratory (conditional/allowed)
  - Product development/prototype manufacturing (conditional/allowed)
- **Trade Uses (conditional/allowed)**

These uses, among others, would provide the rents and investment necessary to support the build-out and to stabilize rents of maritime industrial uses without conflict.

Further, in order to preserve the marine industrial capacity of RLFMP in the immediate future, contemporary industry and advanced manufacturing would be restricted to upper floors of buildings, while the ground floor would be reserved for marine industry. Marine industrial facilities are generally indistinguishable from other contemporary non-marine industrial facilities. Additionally, advanced manufacturing may require more office space, but they still require floor plates and heights that can accommodate heavy machinery. There are a number of examples of successful multi-story industrial buildings within RLFMP, including 12 Channel Street (10-story, multi-tenant industrial building with manufacturing and administrative uses) and 27 Drydock Avenue (282,000-SF R&D/bio-tech tenants), but also across the country, such as The New York in Portland, OR; Building 25 in the Brooklyn Navy Yard; and the Genzyme Manufacturing Facility in Boston. Because changes in contemporary manufacturing have enabled the cohabitation of historically incompatible uses within one structure, necessary private investment will be made in RLFMP without compromising the present and future capacity to accommodate marine industrial uses. Furthermore, all users not classified as marine industrial would be required to sign a disclosure accepting the maritime and industrial nature of the RLFMP, which includes trucking, 24-hour business activities, and noises, odors, and particulates typical of such an area.

This recommendation for the RLFMP is not without precedence, but has actually been a success across the country. For example, the City of Baltimore developed a maritime industrial zoning overlay district to preserve the limited deep-water frontage of the City's port for maritime uses, but does not exclude other industrial and advanced manufacturing uses. The overlay has been an incredible success not only in preservation, but in incubating both advanced and marine industrial uses. Additionally, the Mill River District in New Haven created an industrial preservation zone centered on a property tax stabilization structure to protect industrial uses from residential encroachment. However, in the case of RLFMP, private, rather than exclusive public investment, will be leverage to preserve its marine industrial capacity. In the Brooklyn Navy Yard, WeWork's (a coworking office space) development of a 675,000-SF building brought the necessary private investment to the Brooklyn Navy Yard that enabled Capsys, an industrial user likely to be displaced by gentrification, to remain in the Brooklyn Navy Yard. Given this precedence, the BPDA is confident that the recommendation will not only preserve RLFMP's marine industrial capacity, but attract the necessary investment in the marine park to incentivize future marine industrial uses and grow the regional industrial economy.

Regulatory Approach and Tactics

Durand & Anastas Environmental Strategies

TO: Rich McGuinness, BRA
CC: BMIP Master Plan Team
FROM: Tom Skinner & Steve Mague, D&A
DATE: July 15, 2015
SUBJ: Permitting strategies for the BMIP

D&A has been tasked with developing a three-tiered approach to Chapter 91-related permitting and licensing at the Boston Marine Industrial Park (BMIP), including short-, medium-, and long-term strategies. The short-term strategy is based on initial discussions with Ben Lynch, Director of the Waterways Program at the Department of Environmental Protection (DEP). Our initial conversation with Ben took place on June 24, with a longer discussion on July 2, 2015.

As this memorandum indicates, further discussions with the DEP Waterways Program will be required to determine viable alternatives to expand allowable uses in the BMIP. In addition, periodic consultations with the Massachusetts Office of Coastal Zone Management (CZM), either in conjunction with DEP or separately, will help ensure consistency with relevant CZM policies that relate to ports, harbors, and DPAs. These policies are included in pp. 57 – 71 of the *Massachusetts CZM Policy Guide,* October, 2011 (Attachment A).

Short-Term Strategy

At a meeting with the BRA and Utile team partners on June 23, 2015, three short-term strategies were identified for additional investigation.

1. *DPA-Related Amplifications*. The Gloucester MHP and DPA Master Plan, approved in December, 2014, includes amplifications for allowable uses within a DPA that relate to marine science and technology, provided these uses have the same or similar characteristics as those identified in 310 CMR 9.12(2)(b). The relevant language in the Secretary's decision on the Gloucester MHP and DPA Master Plan is provided as Attachment B. As these amplifications were specific to the Gloucester MHP/DPA Master Plan

approval, further discussions with DEP and CZM are required to determine whether these types of uses would be allowed under the existing BMIP Chapter 91 Master License, under an amended License, or whether a MHP/DPA Master Plan that includes similar amplifications is required.

2. *Ground Floor Equivalent (GFE) for Nonwater Dependent Industrial Uses*. The GFE calculation was developed to address multiple story buildings and to provide additional flexibility for the inclusion of supporting uses in the original BMIP Chapter 91 Master License. In a letter dated February 27, 2006, from Ben Lynch to Richard Armstrong, Director of Port Development at the Massachusetts Seaport Advisory Council, GFE is described on page three as follows:

> Additional flexibility to increase the density of supporting use on filled tidelands results from the methodology DEP employs to account for occupancy that occurs in multi-story buildings, which is based on "pro-rating" approach. Simply put, the fraction of the gross interior floor space of the building devoted to supporting uses is multiplied by the underlying footprint of the building, yielding a "ground-floor equivalent" (GFE) footprint that is counted against the site coverage limit. Thus, if the bottom floor of a two-story building is used for a marine business and the top floor is a supporting use – i.e., half of the total floor space in the building is for supporting uses – then only half of the building footprint counts toward the cap (even though the supporting use in fact occupies twice that amount in actual floor space)."

While the GFE is a creative tool to increase flexibility of allowable uses within the BMIP, the City believes alternatives exist that further the goals of Chapter 91, strengthen the economic viability of the BMIP, and more effectively protect water dependent industrial uses. Under one alternative, the City would develop enforceable BMIP provisions regarding: (1) parking; (2) appropriate supporting uses; (3) more clearly defined truck routes; (4) restrictions on retail establishments unrelated to the mission of the BMIP; and (5) a funding mechanism to tie nonwater dependent industrial or supporting use revenues to infrastructure improvements within the BMIP. In exchange for these commitments, the City proposes that DEP consider a calculation for supporting uses based solely on ground floor occupancy (GFO), where upper level supporting uses would not count toward the supporting use cap. A change to a GFO calculation, with the proposed enforceable provisions, would prevent water dependent industrial uses from

being squeezed out of the BMIP, limit incompatible uses, and improve the infrastructure of the BMIP while also providing more flexibility to maximize the BMIP's economic potential. A GFO approach is also more consistent with contemporary building standards and uses associated with water dependent industrial uses.

Ben's initial response to using a GFO approach was that the GFE calculation was a significant concession to the original BMIP Master License and that he was not sure that DEP regulations could include a GFO methodology. He also suggested that it would be helpful to further discuss this concept within the context of the City's overall plan for the BMIP.

3. *The Water Dependent Industrial "Catch-All" Provision – 310 CMR 9.12(2)(b)(11)*. This section of the Waterways regulations governs allowable water dependent industrial activities and states that:

> (b) The Department shall find to be water-dependent-industrial the following uses: …(11) other industrial uses or infrastructure facilities which cannot reasonably be located at an inland site as determined in accordance with 310 CMR 9.12(2)(c) or (d).

A sizable amount of existing business within the BMIP is based on seafood transshipments to and from Logan International Airport, and general motor freight transshipments, from Logan or elsewhere, are allowed on non-waterfront parcels under the terms of the BMIP Master License (Appendix B, p. 4-11, with the definition at p. 8-11). This section of the Waterways regulations could be used to allow non-seafood-related businesses that employ the same type of transshipment activities to be located on waterfront parcels, expanding the City's flexibility to maximize the BMIP's potential.

However, this "catch-all" section is governed by 310 CMR 9.12(2)(c)(2), which states, in part, that

> …the Department shall presume that any such industrial or infrastructure facility is non-water-dependent; this presumption may be overcome only upon a clear showing that such facility cannot reasonably be located or operated away from tidal or inland waters.

Given the presumption in the regulations that an industry not listed in 310 CMR 9.12(2)(b) is nonwater dependent, a strong case will need to be made that a nonwater dependent transshipment facility that services Logan

"cannot reasonably be located or operated away from tidal or inland waters" in order to expand this type of use to waterfront parcels.

As with the GFE provision, and in addition to addressing the presumption above, Ben Lynch recommends that the City provide a comprehensive summary of its plans for the BMIP so that DEP can effectively evaluate the proposed changes.

Medium-Term Strategy

Several years ago, the State, through CZM, convened a DPA Technical Advisory Committee (TAC) to develop recommendations for the DPA program (*Designated Port Area Technical Advisory Committee Report*, March 2010). Although long dormant, there has been recent interest in updating and implementing the TAC report recommendations. The TAC Report is included as Attachment C.

For the BMIP, the most relevant recommendations are on pp. 5 – 6 under **Recommendation: DPA Master Plan approval standard**. In particular, two recommendations on page 6 govern the conditions under which a DPA Master Plan may be used to increase allowable commercial uses to something less than 50%:

- Revise the DPA Master Plan approval standards to eliminate the 25% DPA-wide cap on commercial uses. Such revised language would state [in effect] that the master plan shall affirm that the majority of land uses in the DPA are water-dependent industrial (i.e., generally, that commercial use shall be limited to less than 50% of DPA lands).

- The Master Plan would need to provide analysis which demonstrates conformance with the existing plan approval standards found at 301 CMR 23.05(e). These approval standards require an examination of current and anticipated land use patterns in the entire DPA, so that the municipality is demonstrating to the state how the uses and infrastructure in their DPA Master Plans (and other land use plans) are compatible with existing and future water-dependent marine industrial uses in jurisdiction.

To further assess the viability of this option, additional information is needed from CZM, including an update on the status of this report and the likelihood its recommendations will move forward in the next year under the Baker/Polito Administration's comprehensive regulatory review process.

Long-Term Strategy

Depending on a variety of factors, including the long-term planning vision for Boston, a revision to the South Boston DPA boundary is another alternative to fund needed port infrastructure improvements and to maximize the economic potential of the BMIP as a mixed-use industrial area. One potential scenario for a DPA boundary revision would maintain the existing water sheet and all waterfront parcels within the DPA and carve out some of the inland parcels, with provisions that revenue from nonwater dependent uses be earmarked for port infrastructure maintenance and improvements. If such a boundary change were to occur, the de-designated land would no longer be subject to the DPA regulations or the BMIP Chapter 91 Master License, but would have to conform to any other applicable Chapter 91 regulatory provisions.

CZM has the authority to periodically review DPA boundaries, a process that begins with a consultation between the municipality and CZM. However, altering the boundary of the South Boston DPA may be difficult to achieve through a boundary review, given the regulatory conditions that govern this process at 301 CMR 25.03(2) and 301 CMR 25.04(2) (Attachment D). A second alternative method for changing a DPA boundary is through legislation. A third potential alternative involves a regulatory change that would provide local, state-authorized port authorities, such as Boston's Economic Development and Industrial Corporation (EDIC), with the authority to negotiate land uses on filled tidelands directly with DEP – similar to the authority Massport has – rather than under the standard allowable use provisions of Chapter 91.

WHARF 8/ PIER 7

Wharf 8 / Pier 7, at the edge of the Raymond L. Flynn Marine Park ("RLFMP") comprises approximately 86,832 square feet of existing pile field and approximately 197,428 square feet of water-sheet, with 140 +/- linear feet of frontage on Northern Avenue (the "Site"). With the exception of the existing piles, all prior improvements to Wharf 8 and Pier 7 have been removed. The Site offers direct, deepwater access to Boston Harbor.

History of the Site

The Future Buildout section of the 1999 Marine Industrial Park Master Plan contemplated an expansion of Wharf 8 including the reconstruction of Pier 7. Earlier planning ideas for this gateway location envisioned a transition from the commercial areas along Northern Avenue to the industrial uses in the Industrial Park by including a mixture of commercial and maritime uses. In the Final Master Plan, however, the Site was proposed as a maritime industrial use. The Economic Development Industrial Corporation ("EDIC") further committed to actively market the Site for maritime industrial uses. Since 1999 EDIC has been unable to find a strictly water-dependent industrial use for the Site.

In May 2012, the EDIC issued a Request for Proposals ("RFP") for the Redevelopment of Wharf 8 / Pier 7 (EDIC Project No.1288). The RFP objectives for the redevelopment and operation of Wharf 8 / Pier 7 are based on the goals outlined for Boston Marine Industrial Park in the "Port of Boston Economic Development Plan" (1996), the "South Boston Seaport Public Realm Plan" (1999), and the "Final Master Plan Boston Marine Industrial Park" (1999). All of the proposal received in response to the RFP included mixed uses. The proposal submitted by Wharf 8 / Pier 7 Partners was found to best meet the goals for redevelopment of the Site.

The redevelopment of Wharf 8 / Pier 7 presents an opportunity to reshape Boston's vibrant waterfront through the reconstruction and reactivation of Wharf 8 / Pier 7 and to realize the Master Plan vision for Boston's maritime industrial economy. The Site is located in the heart of Boston's Innovation District, which has grown significantly since the earlier planning efforts. The adjacent Blue Hills Bank Pavilion has been operating at Wharf 8 for 17 years. Just outside of the RLFMP, several residential developments have been constructed and, along with multiple restaurants, have created housing, jobs, and a very active waterfront destination. Wharf 8 / Pier 7's adjacency to the Liberty Wharf project and the Blue Hills Bank Pavilion provides an appropriate location for a mixed-use maritime facility at the gateway of the RLFMP. Such a project would support Boston's waterfront tourism, maritime service, and harbor access objectives.

Identified potential water-dependent industrial uses will not generate sufficient revenue to fund construction and operation of the project. Therefore, the proposed redevelopment plan includes Supporting DPA Uses as a means to finance the construction and support operations of the water-dependent industrial uses. Recent changes to the Waterways Regulations allow Supporting DPA Uses on pile-supported structures over flowed tidelands through a Marine Industrial Park Master Plan, provided that said plan is based on a clear showing that the use meets standards to conserve the capacity for water-dependent uses, will protect waterdependent uses, and is appropriate for the harbor in question. The redevelopment of Wharf 8 / Pier 7 is primarily over the water. There is insufficient landside room for this project's proposed Supporting DPA Uses. This update to the RLFMP Master Plan will allow for Supporting DPA Uses to be located over flowed tidelands.

The Redevelopment

The BPDA proposes to have its designated developer, Wharf 8 / Pier 7 Partnership, design, finance, construct, and operate a marine terminal in the RLFMP under a long term lease. The project involves an expansion of Wharf 8 and the reconstruction of Pier 7 as a 71,838+/- square-foot pile-supported structure over flowed tidelands located within the footprint of the existing 86,832 square-foot pile field within the EDIC property line. The new wharf and pier will connect to land at Northern Avenue, sit adjacent to the Blue Hills Bank Pavilion, and lie within the boundaries of the 197,428 square feet of water sheet area designated in the RFP.

The operators of the marine terminal will lease space to qualifying marine industrial tenants. The main use is intended to be a commercial passenger vessel operation including ferries, water taxis, and related space. The facility will provide an efficient location in Boston Harbor to dock and base operations for pilot vessels, tugs, barges, and other vessels engaged in port operations or marine construction. It is a reality in the South Boston Designated Port Area that the maritime industrial users on average pay significantly less in rent than the costs required to support construction of the maritime industrial facilities. The operational and economic support for these facilities include pier construction, which alone will average approximately $250 per square foot to construct, maritime industri-

al building construction, and the difference between maritime industrial and real market rents. Therefore, it becomes incumbent upon the Supporting DPA Uses to provide the primary support for the financing of the project.

The development will include two buildings. The four-story 41,300 +/- square-foot seaward building will be leased for water-dependent industrial uses. Upper floor programing will include 5,000+/- square feet for harbor pilot operations and 4,000+/- square feet reserved for marine use. The original proposal included 20,500+/- square feet on the second and third floor for marine studies provided it can meet the requirement for necessary adjacency to the water as an industrial use. The landward building will be at or below the 55 foot height restriction and include 81,200 square feet for Supporting DPA Uses including restaurants and retail and office use.

The development pro-forma submitted by Wharf 8 / Pier 7 Partnership to the BPDA during the designation process reflected a rental lease estimate of $22.50 for maritime industrial users and $70.07 for Supporting DPA Uses. The Supporting DPA Use revenue will allow for the project to receive financing for construction. The expected revenues from the waterdependent industrial use are not sufficient to receive construction financing. The amount of proposed Supporting DPA Uses has been calculated to reflect the difference in expected revenues and costs of construction and operation. The BPDA-designated design estimated approximately 40,000 GSF of maritime industrial and 80,094 GSF for Supporting DPA Uses. Until the design is completed and the project undergoes Article 80 Large Project review, the estimated rental rates and estimated total square footage cannot be finalized. However, the final project should not vary significantly from the original materials submittal to the BPDA during the designation process.

The proposed redevelopment of Wharf 8 / Pier 7 does not include any nonwater-dependent facilities of private tenancy, nor parking for either nonwater-dependent uses or Supporting DPA Uses. The proposed development will include at least one square foot of ground level open space on the new pile-supported structure for every square foot of tideland area within the footprint of the Supporting DPA Use building.

The Supporting DPA Uses will be located between Liberty Wharf and the Blue Hills Bank Pavilion, two other non-water-dependent uses, and will not disrupt any water-dependent use in operation. The project will not displace any water-dependent use that has occurred on the Site within five years prior to the date of license application, because the Site has been vacant of structures and uses for a much longer period of time. The proposed project will not interfere with the ability or right to approach the adjacent Liberty Wharf property from a waterway or to approach the waterway from Liberty Wharf. The Liberty Wharf harborwalk ends at the west property line of the Site. The project is designed to connect to and to continue the Liberty Wharf harborwalk across and around a portion of Wharf 8. Such a connection would make it infeasible to place the new Wharf 8 structure 25 feet from the property line. To the east, the Blue Hills Bank Pavilion property is under the same ownership, but has a different leaseholder. The ability or right to approach the Blue Hills Bank Pavilion parcel from a waterway or to approach the waterway from Parcel W will be enhanced by the new pier, which will have gangways from the floats to the fixed pier structure. Today, the Blue Hills Bank Pavilion shoreline is predominantly a bulkhead with a small access dock on the seaward end. The use, location, or approach to the access dock will not be affected by the development.

This Master Plan Update provides for the mechanisms to ensure that nonwater-dependent activity within the RLFMP occurs in a manner that preserves adequate flexibility over time for the park to accommodate water-dependent industrial uses. Water-dependent industrial uses are given priority for said uses to occupy spaces or facilities as they are available now or become available in the future. The project has been designed to prevent commitments of space or facilities that would significantly discourage present or future water-dependent industrial activity on the project Site or elsewhere in the DPA. The Wharf 8 /Pier 7 Project provides and supports new space and facilities for water-dependent industrial use.

Private investment will improve the Site and thereby upgrade the appearance of the RLFMP. The new facility will be at the edge of the DPA, with appropriate water dependent industrial uses located where the RLFMP transitions with the City's South Boston Waterfront. The project will preserve the RLFMP's ability to take full advantage of the waterfront location and overall accessibility in order to attract and enhance international trade and promote the active use of the waterfront. Furthermore, the project will improve physical assets that will support economic activity and job growth within the RLFMP. The proposed Supporting DPA Use restaurant building

will be appropriately located between the music pavilion and a series of existing restaurants on Liberty Wharf. The Supporting DPA Uses will finance the creation of space for the Boston Harbor Pilots. Having pilot vessels docked closer to the entrance to the Federal Navigation Channel should reduce operational costs in time and fuel consumption due to basing operations closer to the entrance of the navigation channel. Supporting DPA Uses over flowed tidelands in this location is appropriate for Boston Harbor.

Next Steps

The BPDA requests that the Wharf 8 / Pier 7 project be included in the initial Certificate issued by the Secretary of Energy and Environmental Affairs for the Master Plan Update.

The recently revised Categorical Restrictions in the Massachusetts Waterways Regulations provide that Supporting Uses over the water are eligible for Licensing if they are part of a DPA Master Plan or Marine Industrial Park Master Plan. This Update to the Master Plan is the first step of the regulatory approvals for the Wharf 8 / Pier 7 project. The Wharf 8 / Pier 7 project is ready to proceed. The initial Certificate will allow the project to move forward while the BPDA and the State negotiate the Master Plan's proposed revisions on what constitutes a Water-dependent Industrial Use, how percentages of Supporting Uses parkwide will be calculated and what percentages of such uses will be allowed.

The existing Marine Park Master Chapter 91 License No. 10233 already allows for the Wharf 8 / Pier 7 deck structure to be authorized. Furthermore, there is sufficient capacity under the existing Master License to cover the proposed commercial use. However, the proposed buildings and Supporting Uses require a License amendment. Special Condition #1) of the existing License also requires the filing of a Notice of Project Change with MEPA for the proposed License Amendment. The initial Certificate will approve this portion of the Master Plan Update and allow the project to go forward. The BPDA's designated developer will take guidance from the Certificate and proceed with permitting.

boston planning &
development agency

Raymond L. Flynn Marine Park

Appendix 2: Tenant Interviews and Survey Response

City of Boston
Mayor Martin J. Walsh

Client
City of Boston
Economic Development and Industrial Corporation d/b/a
Boston Planning and Development Agency

Consultants
Utile
Nelson Nygaard
Durand & Anastas
Ninigret Partners
HDR
Byrne & McKinney
Noble, Wickersham & Heart

December 2017

Table of Contents

Tenant Interviews

Meeting Minutes
February 24, 2015

Present
Tom Caterino, Contract Sources LImited
Drew Kane, Utile
Kevin Hively, Ningret Partners
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
Contract Sources LTD

Locational advantage of Design Center
- Contract Sources, LTD is a supportive business model; it benefits from proximity and clustering of other showrooms.
- The Design Center provided a pricing shelter being located in an Industrial District with lower rents.
- It's easy to move goods in and out of the Design Center due to highway access and available loading.
- The wholesale model is how most showrooms function in the Design Center. Very few traditional retail businesses
- There are currently 85 showrooms in the Design Center

Business Profile
- Contract Sources serves as a manufacturers rep. for nine different manufacturers of mostly commercial office furniture
- They have been in the Design Center for 21 years.
- Originally moved with a cluster of other showrooms and design tenants from downtown because of cheap space.
- They serve as a customer service liason.
- There are no physical movement of trucks, rather they work with designers who are outfitting space
- They are paid by manufacturers they represent on a commission basis.
- Functioning as middlemen, the showrooms are being hurt by internet sales. The model of the showroom is being reexamined.
- Showrooms and manufactuers closely watch the hiring and firing of design firms on a macro scale, as it directly affects their business.
- The construction/development industry has a large effect, as well. For example, new commercial office construction changes demand for product.
- They also watch building permitting on both a local and regional level
- 60% of Tom's business is in the Boston market.
- Residential showrooms have seasonal shifts in business, while commercial showrooms are steady year round.

Space Issues
- Space constraints are an issue for some businesses, especially residential showrooms, who might be trying to move products.
- As a result, the lease rates are higher on the ground floor because it provides easier access. This then affects businesses who can't afford the higher lease rates.
- Expansion to ground floor affects more traditional industrial uses that require loading and freight access.
- There are currently 10 showrooms on the ground level.
- Showrooms still rely on loading dock spaces which will soon be moved to the back of the building on Black Falcon Ave

Jamestown Effect
- Higher rents are becoming an issue with the Jamestown acquisition.
- Average lease with Jamestown is ten years.
- Jamestown needs to make money back on its investment, and future investments in upgrades. Therefore, it has to charge higher rents.
- Tom believes Jamestown wasn't aware fully of how the ground leases operate in the BMIP.
- They need to fill 500K SF of space.
- Pre-existing teneants welcome professional services firms, but others, such as law firms, are not as welcome because they have the effect of driving up rent costs.

Transportation Issues and Employee needs
- The expansion of the cruise terminal operations hurt commutes for employees
- There are issues with parking. Clients have difficulty finding parking when they come to showrooms

This memorandum represents our understanding of the events which transpired and the actions which were taken. If they do not conform to a recipient's understanding, prompt written notice must be communicated to the writer. If no corrections or objections are made, this memorandum will be relied upon as a factual interpretation of this meeting.

Architecture
& Planning

Meeting Minutes
April 1st, 2015

Present
Mike McCarthy, Design Communications
Chris Busch, BRA
Drew Kane, Utile

Distribution
All present

Design Communications, LTD

Meeting with Mike McCarthy of Design Communications

- Design Communications are fabricators of high-end signs at all scales. Their clients include Disney, Goldman Sachs, Biogen, resorts, shopping malls, museums (ICA and MFA) and even the UN.
- 110 employees at DC
- They have been in business since 1984.
- Business operates from 7:30am-11pm. Generally, two shifts.
- Shipping happens from 7:30am-4pm, but most of it is around mid-day.

- They are primarily concerned with rising rents in the IDB. They have only a few years left on their lease and they are concerned that they will ultimately be priced out of the BMIP.
- Their rent now is in the $10-20 sf range
- DC doesn't want to leave Boston. The BMIP was a place that they moved to because they could afford the rent and still be in Boston where the majority of their employees live. Their talent pool comes from Boston, Somerville, Cambridge, etc. They would lose a specific skill set were they to move to the suburbs or Providence.
- There is a general concern about the loss of industrial uses in the industrial park. Tenants like Autodesk and Elkus Manfredi are changing the dynamic of the park, putting a strain on parking resources and raising the rents.
- DC is expanding. They could take on more space if they needed to. Currently, they have 40K sf. This includes all of the 3rd floor at 25 Drydock Ave and half of the 4th floor.
- A reduction of space because of rising rents would cause DC to have to take on different project types that are less space intensive which then affects their business and capacity to grow.
- Changing the loading to the back of the building off of Black Falcon Ave will disrupt their operations. Trying to get product in and out on cruise days will be close to impossible.
- The Silver Line is the best thing that's happened to them. They couldn't function without it. Most of their employees get to work by the Silver Line or biking.
- They employ young Boston residents. Many of the employees are artists, coming out of Mass ART, UMass, Museum School, etc. This job gives them health insurance, retirement benefits, etc. Things that are difficult to find as an artist.
- Ideally, DC would like to see the EDIC be able to provide rent at a controlled or discounted rate for companies that are actually making products, real manufacturers to keep them in the BMIP. This provides a way to maintain the mission of the BMIP despite rising rents due to the presence of high-end R&D companies like Autodesk.
- They would be willing to move within the BMIP if they had to, as long as their rent remained manageable.
- Could a building like 12 Channel Street be a rent controlled building for companies that are actually fabricating things?
- DC is using a locally based composition of distributors, truckers, suplliers, and manufacturers for their products.

This memorandum represents our understanding of the events which transpired and the actions which were taken. If they do not conform to a recipient's understanding, prompt written notice must be communicated to the writer. If no corrections or objections are made, this memorandum will be relied upon as a factual interpretation of this meeting.

utile

Architecture
& Planning

115 Kingston St.
Boston, MA 02111
(617) 423-7200
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Meeting Minutes
March 3rd, 2015

Present
Tom Dolan, Au Bon Pain
Kevin Hively, Ninigret Partners
Pam Yonkin, HDR
Tim Love, Utile
Drew Kane, Utile
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
Au Bon Pain

Au Bon Pain in the BMIP
- Founded in 1978 and located in the BMIP since 1982. One of the oldest tenants in the park.
- They were originally one company with Panera Bread, but then they split. Panera has since exploded in its growth.
- They have been in the park for over 30 years with no inclination to move.
- They have a lease through 2057 paying FMV rent.
- The building is both their coporate headquarters, as well as their bread and bagel baking center.
- They have 5 distributors they work with for other food products
- They also do product testing in the facility
- They have 210 employees in the complex, including IT and their retail store in the IDB.
- 50 of them are in the manufacturing facility.
- This is the only Au Bon Pain production facility.
- They like to have the executives near the test kitchen, but have entertained the idea of moving office employees to the IDB.

Future Development and Uses
- There are no expansion plans on site or in the BMIP, but they could make upgrades to their facility if they needed to.
- Excessive growth would be the only reason to leave the BMIP. They are comfortable in their space and don't seem to have any major logistical or space constraints.

Transportation Logistics
- They have 3 loading docks total and shipments going in and out all day long.
- No major conflicts though with other operations in the park.
- Access to the Haul Road is crucial to their operations. They are both sending trucks regionally to their local stores, as well as to Logan Airport.
- Fortunately, their bread and bagels have a long shelf life and are not fully baked in the manufacturing facility. They are finished at the retail store.
- Timing for them is important, but their product is not quite as perishable as the fish processors who need same day delivery and are concerned with increased traffic in the park. It is also a safety concern.

Parking Issues
- They have their own parking lot, which is beneficial. They aren't dependent on the EDIC deck for parking.
- Many of their employees rely on the Silve Line for transportation. In fact, the only day they've shut down was when MBTA service was suspended.

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utile

Architecture
& Planning

115 Kingston St.
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Meeting Minutes
February 24th, 2015

Present
Jim Jensen, Live Nation/Blue Hills Bank Pavilion
Drew Kane, Utile
Kevin Hively, HDR
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
Blue Hills Bank Pavilion

About Blue Hills Bank
- 5,000 seat outdoor arena
- Temporary tensile structure
- Started as Harborlights on Fan Pier, but was only a seasonal venue during the summer, taken down each year.
- It was originally funded by the Pritzkers
- They are a founding member of the BMIP Tenant Association.

Operations and Logistics
- The concert season generally lasts from May to end of September/early October
- The operations at Blue Hill Bank (BHBP) don't generally conflict with other users in the BMIP.
- They have different hours of operation.
- Attendees park at the EDIC deck, the Seaport District or else take the Silve Line, depending on the demographic of concertgoer
- Rarely are there conflicts
- The Silver Line is crucial for getting people to shows.
- They have not had problems with truck access for food service deliveries or tour buses.

Role in the BMIP
- The BHBP is still considered a temporary use eventhough it has been there for 15 years
- The restaurants in the seaport benefit from the BHBP. They attract concertgoers before and after shows, picking up additional revenue during the concert season.
- The pavilion would have 18 months notice to move if a marine dependent use was found that needed that parcel because it is considered a temporary use. This likely won't happen.
- BHBP proposed a music festival in the MMT, but it was shot down by Massport.

Expansion Plans
- The property is exempt from Chapter 91 regulations
- A proposal was made for the development on Wharf 8 that would've passed Ch 91, but it was not selected.
- It consisted of restaurants and an additional music venue.
- They will be making improvements along Northern Ave entrance with ticketing and vending.

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Meeting Minutes
February 12, 2015

Present
Warren Dibble, Harpoon Brewery
Drew Kane, Utile
Will Cohen, Utile
Pam Yonkin, HDR
Kevin Hively, HDR
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
Harpoon Brewery

Location of Harpoon
- Harpoon was founded in 1986 and moved into its current location in 1987.
- The owners at the time liked being near the water and liked being near the city. Additionally, the site was relatively cheap.
- This location has helped the brand, with proximity to the city.
- This has led to the brewery hosting multiple festivals each year as well as creating a space that customers want to visit.

Logistics
- Finished goods go out of the Woburn warehouse. Local distribution is primarily done right from the brewery itself.
- Just in time logistics
- Harpoon is able to do all of its distribution inside of Route 128 from the brewery.
- Raw materials and packaging (and the quantities needed of glass) are all basically just-in-time.
- Harpoon's one tractor-trailer does approximately 5 roundtrips daily to Woburn from the brewery. It starts sometime around 5am, and ends sometime around 8 or 9pm. Traffic can become an issue. If it gets worse, it may require running more trucks.
- Rail would be a huge advantage, if it were available, but that is not preventing Harpoon from growing.
- Glass bottles are produced in Milford, and a truckload per day are sent.
- Barley is malted in Montreal and comes in by truck. It could conceivably be by rail.
- Hops is much smaller, only 3 or 4 trucks a year.
- So by being almost just-in-time production, congestion is a big deal.
- Spent grain is taken out at night and used as feed.

Future Steps and Expansion Ideas
- Any future rail corridor would be amazing for Harpoon, but the brewery understands the current infeasibility of expanding rail service to cover that spur. The most useful thing to ship in would be grain.
- That said, there is still plenty of capacity to continue to truck in additional grain. An extra silo for storage might need to get built but that is still an option.
- The brewhouse can still add plenty of capacity by adding shifts or working on weekends.
- The cellar and tanks are what are currently capacity constrained, but adding tanks would solve that.
- What would be most beneficial to Harpoon is continued development consistent with current patterns.

Current Production
- All of Harpoon produced about 200,000 barrels last year. About 150,000 were at the Boston brewery, and 50,000 were at the Vermont brewery.
- Adding cellar and tank capacity could probably allow the Boston brewery to increase its production to 250,000 or 300,000 barrels per year.

Production Methods and Efficiencies
- Cans are much more efficient to ship. You can fit about 50% more cans on a truck than bottles.
- Can sales are currently lower than bottle but sales are up 39% from last year.

Transportation Issues and Employee needs
- The front-of-house needs separate from logistics standard city upgrades like the MBTA, better sidewalks, etc.
- Even split of employees among the employees. 180 full time employees, 40 full time equivalents at half time. Vermont is 30 full time equivalents, so Boston is the other 140 or 150.
- There are 15 truck drivers, and about 50 production staff. Everyone else is sales and marketing.
- Some kind of ferry to get from North Station to the BMIP would be amazing.
- The cruise ship schedule complements the manufacturing schedule, in that they do not conflict.

Events and Retail
- Saint Patrick's Day, Harpoonfest, and Oktober fest are the three annual festivals.
- The beer hall was set up 2 years ago. Its hours are 11-11 Thursday through Saturday, and 11-7 Saturday through Wednesday. This is important for marketing efforts.
- BCEC expansion probably has more upside than trying to capture the cruise ship crowd.

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Month Day, Year

Client or Project Name Here
Description of meeting and location

- Harborlights also has a lot of a pre-gaming crowd, which is good.
- Harpoon doesn't actively promote their beer hall, so as to not alienate retail partners.
- The presence of Jamestown is a bit of a threat if additional retail is permitted. However, Harpoon may also benefit from capturing employees in the Design Center for after work happy hours.

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Meeting Minutes
March 3rd, 2015

Present
Dana Griffin, Jamestown
Katie Scallon, Jamestown
Kevin Hively, Ningret Partners
Pam Yonkin, HDR
Tim Love, Utile
Drew Kane, Utile
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
Jamestown Properties

Jamestown Property Acquisition
- EDIC Ground lease – Jamestown has a lease hold interest
- They have a 67 year lease on the Bronstein Center and a 45 year lease on the Boston Design Center.
- Jamestown has made $30M worth of investments so far of a planned $150M worth of investments ($35M alone for window replacement)
- It was a 1.4M SF acquisition.
- There are 2,000 employees in the buildings (Bronstein and Design Center)
- 35% vacancy in IBD (Bronstein and DC)
- For an investment of that scale, it requires at least 70% occupancy
- The Bronstein building is allowed to go to 25% commercial per Ch 91 ammendment.
- They also had to file for an Article 80 project to do site improvements
- They have plans for streetscape and parking improvements on Drydock Ave and amenity retail to serve building tenants
- Plans for an additional parking deck on F1

Future Tenants and Uses
- There remains 50K SF of unallocated commercial space at DCB
- Dennis Davis receives and processes all lease requests.
- Autodesk is moving into the building and bringing 270 employees.
- They will have 30K sf of build space and 15K sf of support/office space
- They are being classified as an industrial use, as opposed to a commercial office use because there is an R&D component.
- Use definitions are creating murky territory when employee density is similar to traditional office, but is classified as industrial
- For example Mass Challenge a startup accelerator is classified as an industrial use.
- Jamestown needs to attract 88K sf of Maritime Industiral space to fulfill use requirements. Is there not a way to concentrate maritime uses rather than dispersing them across the park?
- Only one restaurant is allowed to stay open until 11pm

Transportation Issues and Employee needs
- Jamestown has rights to 1000 spaces in the EDIC garage.
- There are a lack of spaces on days when the cruise terminal is in operation.
- Any parking or loading behind building near the cruise terminal is relocated to make room for cruise terminal parking/operations.
- It is difficult to give tenants a guarantee on parking, which can sometimes affect tenant interest in leasing space
- Jamestown has submitted plans for a 1000 car garage located adjacent to the Design Center on Parcel F-1
- The South Boston parking freeze will determine ability to increase parking spaces in the BMIP.
- New tenants in the Jamestown buildings agree to a Transportation Demand Management (TDM) conditions before signing lease.
- Industry City in Brooklyn is another big project, but it is privately owned and wasn't beholden to the same type of use restrictions as the BMIP.

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Meeting Minutes
March 3rd, 2015

Present
Tom Miller, Kavanagh Advisory
Lee Nilsson, Kavanah Advisory
Pam Yonkin, HDR
Tim Love, Utile
Drew Kane, Utile
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
Kavanah Advisory

6 Tide Street Development
- 360K sf R&D development with 20K sf of ground floor retail
- They are trying to get 20K sf of retail space on ground floor, which is a lot, especially in that location.
- They now have a development partner and a prospective tenant for the building
- They were initially looking at Parcels M and N, but the BRA then proposed that they consider Parcel R for development.
- 1st Phase will break ground in 2016, but they may build pahse I and II at the same time.
- Build-out will be an FAR of 2.0

Freedom Wharf
- Madison Marquette and the City are in discussions with the State DEP about the project
- It would require changing the DPA regs to allow for a % change to commercial development on flowed tidelands.
- Freedom Wharf development is awaiting status of final BMIP plan to see if it can move to the next stage

Future Development and Uses
- There is 4M sf of developable space in the park.
- The new industrial tenants require less space per person, which means a higher population density of worker. R&D space actually functions closer to standard office space with respect to square feet per person. This means more parking is needed.
- The EDIC needs to consider the “old vs new industria” parking needs in their development equations
- There is a concern that traditional industrial uses are being pushed out due to inevitable rising rents, partly brought on by Jametown and others that are not traditional industrial use.

Transportation/Parking Issues and Employee needs
- They are being allocated 196 spaces in the garage
- The are only allowed to park 60 spaces on the lot even though they could park the whole building if they could go one level underground.
- They need 1 space per 1000sf of development. That means 360 spaces. They are well short of that.
- The South Boston parking freeze has a big effect on their capacity for development.
- The C1-C2 garages could alleviate some of the parking pressure.
- The parking deck and north jetty aren’t supposed to include parking for the cruise terminal, but the cruise terminal uses it.
- Jamestown is a “parking hog”. They have rights to 1,000 spaces in the EDIC garage.
- Based on the parking freeze, the BRA is allotted 3-4K spaces and only has ~400 left to distribute.
- Is there a way to solve cruise terminal parking outside of the BMIP?
- The parking bank/freeze will have a HUGE impact on the level of development and potential tenants.
- Commercial vehicles are exempt from parking restrictions. Could you just get commercial liscenses?

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Meeting Minutes
March 4th, 2015

Present
Roger Berkowitz, Legal Seafoods
Mary Cronin, Legal Seafoods
Kevin Hively, Ninigret Partners
Pam Yonkin, HDR
Tim Love, Utile
Drew Kane, Utile
Qingnan Liu, Nelson Nygaard
Chris Busch, BRA

Distribution

Boston Marine Industrial Park Tenant Interviews
Legal Sea Foods

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Legal Sea Foods in the BMIP
- 195 employees – 109 employees in production and processing and 86 in administration
- They have a 40 year lease on their property

Space Needs
- Legal doesn't need space immediately. They have gone through a space and efficiency analysis recently and it was determined that they actually have space to grow in place.
- They would only need additional space if they decided to go to prepackaged products in which case cold storage that is locally accessible would be beneficial. Cold storage project on MMT would be great for them
- They have a highly advance processing plant

Logistics and Transportation
- Trucks go out early in the morning 5:30am. Employees are arriving at work at 2:30am
- Most trucks are going out locally to restaurants. A few are headed to regional destinations including New York, Penn and mid-Atlantic.
- Trucks that go to Logan either service the restaurants there or they are sending shipments to the Atlanta store.
- The only pre-packaged product going out is the chowder and stew
- The fish that is coming into the processing facility is coming from Gloucester or else coming from other distributors in the park.

Changing Character of the BMIP
- Legal definitely sees a benefit in being part of a seafood cluster both in terms of logistics and by creating an identity.
- They also support the mixed use character of development immediately adjacent to the park and feels like the mix brings a vitality to the district.

Parking
- There are issues with affordable parking for their employees. They provide some employee parking, but not all. Many of their employees take the Silver Line, but it doesn't run on the working hours, so many are required to drive.

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Meeting Minutes
March 4th, 2015

Present
Jeff Wallace, North Star
Kevin Hively, Ninigret Partners
Pam Yonkin, HDR
Tim Love, Utile
Drew Kane, Utile
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
27 Drydock Ave - North Star Management

27 Drydock Ave/North Star in the BMIP
- North Star is the property manager for 27 Drydock Ave and all of its sub-tenants
- They acquired the building 13 years ago
- At the time there were few tenants that were more geared toward R&D in the park.
- Many tenants didn't want to come to the park, partly because of the agreements that had to be made with the EDIC. They resisted the additional role of the government in their lease arrangements.
- North Star felt that having the EDIC involved helped to maintain lease rates at a reasonable level, but it also imposed certain condition that might not otherwise happen.
- No one anticipated the sort of growth that the BMIP has witnessed.
- When North Star moved in the rents were $6/sf and the building was 50% vacant. Now rates are closer to $30/sf and the building is 100% full.
- The owners of Design Center and 27 Drydock put money into upgrades and maintenance of the building, but owners of the Bronstein Building didn't do anything to upgrade facilities.
- 27 Drydock Ave is 282K sf. It is one part of a six module building complex.
- Almost all of the tenants are life-science companies.
- Many spaces are built out as lab space.

Tenants and Space Needs
- Bio-tech companies moved into 27 Drydock because the space was cheap. First tenant was Immunetics. They moved from 4K sf into 9K sf. They have now grown into 20K sf.
- Dana Farber moved into the building in 2006 and are just now renewing the lease. They originally had 40K sf of space and have grown to 53K sf.
- At one point North Star hosted a small life sciences forum to ask companies what sort of space can't be found in the marketplace. They were told that people are looking for 2-5K sf of space for 2-3 trials. From this exercise they got enough interest in the building that they were able to lease 50% of a single floor becaue of the forum.
- If the city can keep the BMIP at a reasonable cost, it can continue to remain profitable.
- Rents in BMIP are going at $40/sf vs. $70/sf if you want to be in Kendall Sq or downtown.
- Lack of food options is one of the biggest complaints. Restrictions on commercial uses and in particular restuaurants makes this an issue.
- The main demographic in the IDB/27 Drydock Ave is 25-40yr olds.

Working with EDIC
- The glacial pace of lease negotiations or changes to the lease can be frustrating. It took 1.5 years to have a single provision changed in their lease.
- Improvements are needed to the 4th and 5th floors, but the property company has no incentive to do it considering the way that the revenue share is structured. North Star would have to pay for improvements and then share in the rent revenue with the EDIC. This often doesn't pencil out. Therefore they are disincentivizing North Star from making improvements that might lead to higher leases.
- EDIC has made promises that a new master lease is in the works that they are developing a template for it. As it stands now, everyone's lease is different and the master lease itself is outdated. There are part of the lease that speak to the idea of a cooperative model from the 1970's.
- Despite protests there is not a use problem, but rather the users match the politics of the moment. R&D is considered a "general industrial" use even though it functions more like office. This is the space that is in demand and the type of space that much of the city is fostering/courting
- Can the city come to a plan that accommodates both traditional and new industrial users?
- Alterations to the master lease and regulatory restrictions would help with leasing space to tenants.
- Issues about byzantine master lease should be addressed in the plan. Is there a way that it can be simplified?
- A new master lease template was apparently used for 6 Tide St, but no one has seen it.

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Month Day, Year

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Transportation Logistics and Parking

- A large percentage employees in 27 Drydock rely on the Silver Line. Lack of parking is a BIG issue for prospective tenants, but hasn't been a deal breaker per se. At least not yet.
- Jamestown provides shuttle service for employees from South Station.
- BMIP could provide more alternative transportation options like additional Hubway, Car-to-Go stations, Bridj Bus, etc.
- Not sure how to solve parking problem considering the role that the parking freeze plays in the equation.

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Meeting Minutes
March 4th, 2015

Present
Richard Stavis, Stavis Seafood
Kevin Hively, Ninigret Partners
Pam Yonkin, HDR
Tim Love, Utile
Drew Kane, Utile
Will Cohen, Utile
Chris Busch, BRA

Distribution
All present

Boston Marine Industrial Park Tenant Interviews
Stavis Seafood

Stavis Seafood in the BMIP
- Stavis Seafood has been in business since 1929 and has been located in the park since 1984
- They were originally located at 148 Northern Ave
- They are currently leasing 40K sf of space and just added another 23K sf of space in the Bew Boston Seafood Center
- They are a receiver and importer of fresh seafood and frozen seafood products.
- They have 135 employee, 10 of which are in other states
- Their total employment sometimes shifts up and down based on opportunity, whether its seasonal or the type of product that is being brought in might require more manpower
- There is an effort to hire more local people. However, they have been running into the problem of not being able to attract local residents because of perception issues.
- It is tough to advance internally at Stavis because lack of communication is a big hindrance.
- Immigrant group have a tendancy of wanting to stay together and if you aren't able to speak fluently, it can be difficult to move beyond a starting position
- Stavis is constantly upgrading his facility
- Putting such improvements and investments into his business means that he relys on/expects certain advantages of the park like lower rents and acces to the highway.
- The location is the biggest reason for Stavis being in the BMIP. Highway access and being part of a seafood cluster is crucial to operations and identity.
- Stavis offers 165 different fresh items and 1,100 frozen
- They are a top five fish company in MA and top 50 nationally.
- They supply to distributors, chain restaurants, cash and carry and fish wholesalers.
- There is no retail outfit though.

Changing Character of the BMIP
- Stavis Seafood and some of the other legacy tenants in the park are threatened by the presence of property owners like Jamestown coming in and changing the dynamics and real estate conditions in the park. Higher rents are not something that traditional industrial tenants can absorb.
- It also represents a change in the mission of the park which is to provide working class jobs to Boston residents. The jobs that are coming into the park are often highly educated, skilled and technical
- You can't use the standard metrics of development for the BMIP. IT is a unique condition in Boston
- High rents will drive out tenants.
- There is a concern about gentrification of the park. This even has safety repercussions. More pedestrians and bicycles in the park means a greater risk of accident.
- There is a need for separated bike lanes
- Stavis has a concern that the industrial needs of the park are not being met. There is a feeling that the interpretation of what "industrial" means it too loose. There needs to be a better definition of use.
- The Master License is the biggest protector.

Logistics and Transportation
- They are an importer and receiver of fresh and frozen seafood
- Frozen product is coming in by truck if it is domestic
- Boston is Stavis' hub, but they have a facility in Miami for fish that is coming in from Sout America.
- Dredging of the harbor could be a huge opportunity for Stavis seafood. They could bring in a 100 containers a year.
- Deepening the harbord and repairing the jettys could be a marine renaissance for Boston/New England
- Boston is a secondary hub, but with the dredging it could be a primary hub for seafood and maritme.
- Traffic casuses alternate routes to be taken, which is an issue for a company that relies on just-in-time operations.
- It is tough to figure out how many trucks per day are moving in and out of the warehouses since operations/demand changes so quickly.
- They've tried counting before
- Growth assumptions have always underestimated growth of industry
- The BMIP in a point of aggregation. It is a one stop shop for seafood wholesalers and regional distributors
- 60% of the fresh fish supply comes in and out in the same day.
- There needs to be additional space for staging trucks. Right now many of them line up along the side of streets. There is not a formal staging area per se.

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- Stavis has 9 docks.
- 4 trucks in the yard and 5 more trucks on the street.
- It would be tough to adjust hours to avoid increase in traffic around and in the park. Also, the business is not seasonal.

Changing Character of the BMIP

- A parking garage on parcel C1-C2 would be crucial to getting people off of the roadways during cruise passenger season/hours

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Tenant Survey Response

What is the name of your business?	Please list a primary contact and address	How long has your company been in business?	How long has your company been located in the BMIP?	Please list the number of employees company wide.
908 Devices Inc.	Kevin Knopp CEO, 27 Drydock Ave. 7th Floor, Boston MA 02210	3 years	3 years	45
ABP Corporation	Tom Dolan, One Au Bon Pain Way, Boston, MA	30 years	26 years	?
American Society of Interior Designers	Nina Hayes One Design Center Pl suite 544	40 years	20 years	1
Ann Sacks	Kate Linnemann 1 design center place ste 317 Boston, MA 02210 617-737-2300	36 years	10 years	50
ARC Document Solutions	Michael McFadyen, 23 Drydock Ave Suite 620E Boston MA 02210	25 years	Less than a year.	1,250
Backstage Hardware	Jim Robichau 21 Dry Dock Ave.	20 years	10 years	4
Baker Design Group, Inc.	23 Drydock Avenue, 6th Floor, Boston, MA 02210	17 years	8 years	26
Blue Hills Bank Pavilion	Jim Jensen, GM - 290 Northern Ave., Boston, MA 02210	22 years	since 1999	6600 full-time, 13,000 part-time
Boston Beer Company	Christopher Cote 1 Design Center Place, Suite 850, Boston, MA. 02210	30 years	since 2006	1200

			What type of employees do you have?				
Please list the number of employees working at BMIP.	Are there other facility locations? If so, please identify the location.	Approximately what percentage of your employees live in the City of Boston?	Service	Manufacturing	Other	What are the start and end times of most employees' work days? Please indicate days of the week, e.g. M-F or M-Sat	What are your reasons for location at the BMIP? Please list briefly.
40	Chapel Hill, NC and San Jose, CA	15%		Manufacturing	Science & Engineering	M-F 7am to 7pm	Access to talent, proximity to airport, close to downtown
Approximately 200 full/partime	Cafe at 21 Drydock, IT Support at 25 Drydock, Commissary at 27 Drydock, Corporate Office at One Au Bon Pain Way	?	Service	Manufacturing		M-F 8:00 - 5:00	Industrial use, rent, convenience
1		100%				Mon through Thursday 9 a.m. to 3 p.m.	Design Community
4	GA, NY, FL, IL, MI, WI, TX, CO, CA, OR, WA, Vancouver, BC, London, England	25% - Dorchester	Service		Sales	M-F 8:30 to 6pm (we are open 9-5)	The Boston Design Center
8	Over 200 locations world wide.	15%	Service			M-F 8am-5pm	Relocated from Washington Street to be closer to clients.
4	N/A	75%	Service			M-F 7:30-5:00	Location in Boston and reasonable rent
26	No	8%	Service	Manufacturing		7:30am M-F	Affordable and good flexible space.
8 full-time; approximately 400 part-time seasonal.	In the Greater Boston area, we also manage and operate Xfinity Center in Mansfield, MA; House of Blues, Boston; The Paradise; Brighton Music Hall; and the Orpheum Theater.	50%	Service			On show days, many employees work from approximately 8 am - 1 am; most event employees work between approximately 5 pm - 11 pm on event days.	At the time of our relocation from Fan Pier in 1999, our location was the only waterfront site determined to be available by the Mayor's office and BRA.
225	Yes, Jamaica Plain, MA. Lehigh Valley, PA. Cincinatti, OH	30%			Corporate Office	M-F 7-7	Moved in before a lot was in the area. Area is growing.

What attributes of the BMIP are advantageous for your business?	Are there operational constraints that impact your business? Please describe.	Are there infrastructure constraints at the BMIP that impact your business? Please describe.	Are there facilities that are currently not available that would enhance expansion plans? If so, please list them.	Would your business benefit from freight rail access, passenger rail, or both? If so, why?	Would your business benefit from ship-to-shore access? If so, why?
reasonable rents, high tech / biotech neighbors	parking is a problem for visitors to the company -- plus for employees but visitors is main concern. Need dedicated spots for leaseholder companies that can be used for visitors	parking is a major problem. Companies also need to be able to have their name on the exterior.	27 drydock has labspace, but other areas of drydock center do not. need more high tech lab presence to provide for more sqft options. 27 Drydock is at capacity.	passenger rail access would be an improvement over the silver line, however, it is sufficient.	no
Same as above	Increased traffic in the area and increased rent	Just traffic & public transportation	No	Passenger rail	Convenience for employees
Design Center activities				no	
	yes, the ability to sell direct to consumer	limited parking for both employees and clients, traffic congestion has significantly increased on Congress and Summer Streets. The light goign to the pike east/west entrance needs to be policed better - people run it and cause back ups	n/a	yes - ease of access for consumer and ability for employees to utilize public transport	no
Public transportation and location.	High cost of electricity and hvac systems.	Not in BMIP control but all of our staff use public transportation and the failure of the MBTA has cost several day as well as many lost working hours on long commutes.	Not at this time.	Passenger rail as related to commuter rail/MBTA.	No
The large concentration of industrial busniness	The lack of parking the building is my biggest prolem. Compounded by the landlords failure to deal with people abusing the short term parking/	No		No, I don't think it would have an impact	Don't know
Affordable and close to town.	Cost of space and location.	This is a parking shortage.	Additional Parking Garages	No, not necessary.	No, not necessary
Being at the border between the industrial users of the BMIP and the new retail/restaurant/office and new residential construction provide a uniquely accommdating setting for our business.	We generally avoid weekday/daytime events when our traffic and parking needs would conflict with the needs of other area businesses.	No	No	Passenger rail would give our patrons another valuable public transportation alternative for attending events.	No
In Boston, close to downtown. T access	None right now	No transport to South Boston	None	Passenger rail	Yes, easier getting to and from work.

Can the BMIP accommodate your business' future growth plans? a. If yes – no follow up question b. If no, why not?	Do you have business relationships with other tenants in the BMIP? Please explain.	What supporting services would you like to see at the BMIP?	What is the use category of your business?	Please list the size of your buildings in square feet.	Does your business require loading bays? If so, how many are there currently?
I hope so, but I am concerned. We like the location but parking and lack of exterior signage for businesses is a problem	not formally, however, several exchanges of knowledge have been very helpful.	electric car charging stations were put in at 27 drydock but are blocked constantly. hubway bikes is a fantastic add. Continue food trucks. Need a program to get outdoor signage.	Research & Development	16,000	yes. today we are on the 7th floor and use freight elevators to ship pallets of product. loading bays are extremely important to bring in equipment as well.
no	Yes. Landord at Drydock	Better public transportation	Manufacturing	Listed In lease plus 10,000 sq'	yes - one
					no
yes - if the ability to sell to direct is allowed	no	drug store, restaurants, daycare	Retail	4,700	not regularly - once a qtr
Yes	Yes one of the architects are working with the landlord on our new space.	More parking	Other	4,000 rented from Jamestown.	Yes, large loading dock available or 1 bay works.
Yes	Yes, a good percentage of my business comes from other companies in the area. From the shipyard, to fish process, manufacuters, and Mass. Port.	More variety of shops and food vendors	Retail	My space in design inovation business is 6500 sq/ ft	Yes, I need at least one.
Yes!	Yes!	Just easier parking.	Office	9,000 sq ft	Not required
Yes	Yes, with Harpoon Brewery, Au Bon Pain, Legal Seafoods.	More parking facilities	Other	Main Pavilion, including stagehouse - approximately 60,000 square feet; ancillary buildings (box office, restrooms, dressing rooms, admin) approximately 8,500 square feet. Not including seasonal tented spaces.	Yes. There are two loading dock bays.
Yes	We have people we do business with.	More transportation to and from South Boston, more bike racks, more convienence and food solutions	Office	60,000 sq ft of a floor	No

Do you have exterior accessory storage?	What are your hours of operations and peak times?	How important is truck access for your business?	Does your business rely on the dedicated truck haul route?	If you rely on truck access, what size of trucks do you primarily use?	On an average day, how many trucks enter your property?	What are the peak times for freight/loading activity?
No	7am to 7pm. Peaks 9am to 5pm	Very important	No	box trucks need access for equipmen	3	10am and 4pm
No	M-F 8:00 - 5:00 Morning and Eve	Very important	Yes	30' trailers & smaller delivery trucks	8-10	Morning
		Not relevant	No			
No	open 9-5, peak is 10-3	Not relevant	No	n/a	n/a	n/a
No	M-f 8am-5pm Peak times 1-3pm.	Very important		Varies depending on vendor, tracktor	3	Early morning, late afternoon.
No	M-F 9:00-3:00	Very important	No	All sizes from pickups to 18 wheelers	2-4	10-2
No	7:30am to 6:30pm	Not relevant	No	Not required	None	None
Yes	We generally operate, open to the	Very important	No	53' tractor trailers	4	8 am - noon and 11 pm - 1 am.
No	9-5	Somewhat important	No	All	2	9-4

Does your business require water access?	Can you describe your peak shipping times?	Is your business energy intensive? If so, please describe.	Does your business generate its own energy?	Do you use the marine facilities? If yes, which ones? If no, why not?	Do you utilize Logan Airport for transportation of your products? If yes, is it primarily for exporting your product or importing inputs to production?
No	10am and 4pm. deliveries and shipments of product / equipment	moderate. we have machining centers and clean rooms	no	no	yes, both, via logistics providers of UPS and FedEx
No	Morning	?	No	No	No
No	n/a	no	no	no - we are a retail business - our warehouses are located in VA and OR.	no
No	Our UPS pickup is at 3:30pm.	Yes we use multiple large format and small format copy equipment.	No.	No	No
No	The middle of the day	No	No	No	No
No	None	Not energy intensive	No	No	No
No	NA	For concert event lighting systems only.	No	We previously used dock facilities for the All Access Boston Harbor program run by Save the Harbor and for water taxi service. Since the docks were removed and new docks opened at Liberty Wharf, water taxi and the All Access Boston Harbor program now use those nearby facilities. (All Access Boston Harbor still uses the Pavilion for pre- and post-excursion educational programs.	NA
No	No	No	No	No	No

What other regional facilities (e.g., airports, marine ports, railroads) do you use in delivering your final product or obtaining inputs for its production?	How many customers/visitors do you typically get per day?	Is parking a concern for your business? Why or why not?	How many dedicated parking spaces do you have?	How many parking spaces does your business require at peak?	Where do your employees park? (list all known locations)
none	3 or 4 visiting groups of 2-6 people each per day	yes. Employee parking in a garage and a walk is okay --- but visitors need a dedicated space paid for by the company. We rent spaces but they are always taken by others illegally.	rights to 8, we have 3 leased today and need to increase, but are concerned as they are always taken.	for visitors we require 4, and for employees we require 25	garage near design center
	Support Center 10-12 Cafe - Several hundred	Yes Employees & visitors coming to and from work	50+	100	Deicated lot and garage
n/a	15	yes, our clients come to see our showroom and they bring clients. If parking is not available, they do not come in. Our staff needs to be able to come and go from their spaces so they can go see their clients and easily return to the bld after appointments		10	2 in VPNE lot montly pass, 1 Summer st. 1 public transport, occasionally at VPNE
None	3-6	Yes, we are on the 6th floor so customers need to park when bringing us work or picking up.	1	2-4	Parking Garage, take public transportatino.
None	20-50	Yes, if people can't park they won't shop here	0	4	They all take public tranportation due to lack of affordable parking
None	2 to 4	Yes for employees and customers	8	12	23 Drydock &
NA	Average concert event approximately 3700	It's a concern, but has never posed a problem because our patrons tend to arrive when other business tenants/employees have left and spaces are available.	Four, plus loading dock area truck/bus parking.	Depends on the audience demographics. At most for a sold-out show with most patrons driving, approximately 800-1000	For those who don't use public transportation, primarily EDIC garage
truck, rail and ship	50	Yes, we depend on it for everyone that commute's into work.	11	15	EDIP garage and Design Center permit parking

How do your employees primarily get to work?								
Automobile	Carpool	Transit	Bicycle	Walk	What is the approximate average commute time, if known?	Approximately how many of your employees use the MBTA Silver line?	Is the Silver Line bus stop convenient to your business?	Do you provide shuttles for your employees?
Automobile		Transit	Bicycle		varies greatly. Average 30 minutes	25	yes	no
Automobile		Transit			Unknown	Estimated over 50%	Yes but could be more so if extended to Fid Kennedy	No
Automobile	Carpool	Transit			1 hour to 1 hour 30	1	yes	the IDB does
Automobile		Transit			30-90 Minutes	4	Yes	The building provides a shuttle.
		Transit			30-60 minutes	3	Yes	No
Automobile		Transit	Bicycle		30 minutes	8	Yes	No
Automobile	Carpool	Transit	Bicycle	Walk	not known	Approximately 40	Yes	No
Automobile					1 hour	80	Yes	The building does.

What is the name of your business?	Please list a primary contact and address	How long has your company been in business?	How long has your company been located in the BMIP?	Please list the number of employees company wide.
Bridal Carriage Co.,Inc.	Sally Cotten Sutherland - P.O. Box 1234 Hanover, MA 02339	14 years	14 years	6
Cahill display	Tom lyons	67 years	31 years	10
Century Furniture	Andrea Gourousis BDC suite 447	65 years	8 years	650
Charles Spada LLC	charles Spada, 1 design center place, Boston 02210	35 years	1996 to present	4
charles spada, LLC	charles spada	34 years	1996	3
Commercial/Yankee Lobster Company	Joseph Zanti 617-946-3355, 300 Northern Avenue, Boston, Ma 02210	65 years	35 years	40
CureMeta LLC	27 Drydock Ave	4 years	3.5 years	12
Cytonome	Peter Longo, 27 Drydock Ave. 5th floor, Boston, MA 02210	10+	10 years	60
Cytonome/ST, LLC	Heather Kiessling, 27 Drydock Avenue	12 years	10 years	60
CytonomeST	27 Drydock Ave 5th floor	13 years	11 years	56
Daniels Print Communications	Ed MacLean, 12 Channel Street, Suite 502, Boston, MA 02210	47 years	9 years	33
Design Communications, Ltd.	Mike McCarthy, 25 Drydock Ave, 3rd Floor	31 years	31 years	200

Please list the number of employees working at BMIP.	Are there other facility locations? If so, please identify the location.	Approximately what percentage of your employees live in the City of Boston?	Service	Manufacturing	Other	What are the start and end times of most employees' work days? Please indicate days of the week, e.g. M-F or M-Sat	What are your reasons for location at the BMIP? Please list briefly.
6	No	3			Independant contractors	M-F 3:00p.m.-11:00p.m. Sat.,Sun & holidays 11:00 a.m.-11:00 p.m.	Storage for carriages, staging area, and parking for business.
8	No	50	Service		Sales	M-F 8 to 4	Proximity to customers and transportation modes
two	North Carolina	50%	Service			M-F 9-5	The community of fabric and furniture showrooms
4	No	75%			Sales	m-f 9-5	boston design center
3	no	2	Service			M-F 9 - 5	designer showoom
40	No	30%	Service	Manufacturing	Warehousing	M-Sun 5am to 3pm and 12pm to 10pm	Our main business is live lobster and crabs and access to the ocean water is mandatory for the continued operation of the business
8	No	60%				M-F 830am - 5pm	Affordable rent, public transportation Silverline is fantastic
60	No	15%		Manufacturing	Professional	9-5, Monday thru Friday	We moved in in 2005 and helped bring biotech into the seaport area
58	2 employees work from home in other states	5%	Service	Manufacturing	admin, sales, R&D	6 am to 7 pm, m-f	centrally located to most experienced, higher degree employees
56	No	maybe 25%	Service	Manufacturing	R&D, marketing, administrative	9-6; about 10 start around 6AM, 7PM is still quite active	originally costs, easy access for all employees, including commuters, access to parking
32	New York City Sales office	25%		Manufacturing		M-F 7am - 7pm, various shifts	Proximity to downtown Boston, manufacturing space
110	Orlando, New York	65-70%		Manufacturing		6am - 11pm (two shifts). M-F	Affordable rent for manufacturing.

What attributes of the BMIP are advantageous for your business?	Are there operational constraints that impact your business? Please describe.	Are there infrastructure constraints at the BMIP that impact your business? Please describe.	Are there facilities that are currently not available that would enhance expansion plans? If so, please list them.	Would your business benefit from freight rail access, passenger rail, or both? If so, why?	Would your business benefit from ship-to-shore access? If so, why?
We offer horse drawn carriage rides to many of the hotels in the area, weddings and tours around Boston.	We can't travel over major highways, or metal grating such as the grating on the old bridges, metal plates can be slippery. Temp. above 90 fh, or below 25 fh.	None	A carriage house to store carriages. Boston should have a transportation museum.	People could find us for a horse carriage ride into Boston	We have in the past given people to and from rides back and forth to the Black Falcon Terminal cruise ships.
Accessability	Proposed moving of loading dock	Cruise ship restrictions imposed May to November	No	No	No
Wholesale community of showrooms. In the past the rent was more resonable than downtown	Loading dock for large tractor trailers		More parking is needed, better public transit		No
boston design center	parking and traffic problems	parking			
design center	spring-summer- fall excessive cruise ship traffic and parking	more and better quality food venues, current options very limited	restaurant options	no	no
Ocean Water Access, access to main roadways, Its Boston Location and sharing the BMIP with many other Seafood Companies	At times construction or proposed changes have and can limit access of tractor trailers to our facility which is our life blood because most of our supplies and product is delivered by tractor trailer, also a low limit of retail space and parking is a constraint	Not at this time, but there is talk about opening up the By-Pass Road to the general public and that would be a constraint		Passenger Rail	
Close to airport, Longwood and Cambridge	Traffic is busy every Friday during Cruise season	Very limited visitor parking, most parking occupied by construction workers	More lunch restaurants and supermarkets	Silverline works fantastic for us.	Not at all
great location (in the summer)	space requirements. We need more and space is limited (and costly)	yes, no available space		more passenger (or public space)	no
close to airport	difficult to get to with heavier traffic from courthouse, consturction, convention center, cruis ships	old building, expensive to keep cool/heat, elevators are always breaking down,	more parking, better traffic control onto expressway	maybe passenger for commuting	no
Close to Boston, easy to ship large instruments, flexble space	rising costs, parking getting sparse and expensive, not enough close food	broadband was a problem, gotten better, lack of parking getting to be a problem, space constraints and cost of it may push us out	our current issue is lack of adjacent space and price	South station lose enough, airport close is a plus,	no
Location	1. No security in the building, doors never lock.	None	No	Yes, transportation for employees	No
Current rent structures, access to clients. MBTA proximity.	yes, deliveries, needs for additional space	yes, we need room to accept deliveries and load for departures	Yes, I see many spaces across the street from us that we would love to move into and restore as our space for the next 30 years.	no	no

Can the BMIP accommodate your business' future growth plans? a. If yes – no follow up question b. If no, why not?	Do you have business relationships with other tenants in the BMIP? Please explain.	What supporting services would you like to see at the BMIP?	What is the use category of your business?	Please list the size of your buildings in square feet.	Does your business require loading bays? If so, how many are there currently?
Please keep the antiquity of Boston by keeping the horse carriage industry alive. We could benifit with a horse carriage staging area to take passengers from the Black Falcon Terminal, to nearby hotels, resturants, and the convention center. This is how everyone got around, well before the cars, buses and trucks.	We have with the hotels and resturants in the area. They call us quite often for a pick up at their locations. We also have done services throught the City of Boston. The BCEC has an event for Christmas in the City we have attended for the last 3 years, for the homeless families. The Yankee Lobster has also used our services for their patons on several occasions, as well as the Nagle Fish Co., and Leagle Seafoods.	Please keep us informed of new developments in the area, so that we can avoid certain streets if they are blocking them we will take a differant route. Please give the horses the right of way when they are approching a constrution site. Please inform all constrution companies while working if they see a horse carriage coming to be curtious and shut their machines down or stop the motion breifly until we pass.	Other		Trailering horses, loading and unloading, storage containers.
Yes	Yes hardware store		Distribution	17,000	Yes 6
Yes, as long as Jamestown does not make the rent increase cost prohibitive	Yes. The showrooms have much in common and share marketing dollars.	Furniture Repair and Restoration. Upholsterer	Other	7300 sq ft showroom	Yes. One
yes better cruise ship traffic control. Horrible during the summer months. More parking facilities	yes, with show room owners of the Boston design center	More parking, better traffic control	Other		
	yes, tenant of the boston design center		Retail	4000 sq ft show room	yes
Yes	Yes I have many suppliers and customers in the park	More parking	Integrated facility	10,000	2
Hopefully depends on rent increases	No	Better snow removal on roads, sidewalks and crosswalks	Research & Development	1500	No
	no	more food services, a gym, convenient store	Manufacturing	15000	yes, 2
no, rents are getting too high	no	more restaurants	Manufacturing	15000 square feet	yes
maybe, we will need adjacent spacesome where as we grow	no	health or sports facilities; more food at drydock end, parking, parking, parking!	Research & Development	we rent 18,000sq ft for R&D and light manufacturing	we use 1 of the buildings
Yes	Yes, we print for many clients in the BMIP		Manufacturing	N/A	Yes, 3
yes	We sometimes coordinate with other businesses in the BMIP, yes	more industrial companies.	Manufacturing	40k	yes, 1

Do you have exterior accessory storage?	What are your hours of operations and peak times?	How important is truck access for your business?	Does your business rely on the dedicated truck haul route?	If you rely on truck access, what size of trucks do you primarily use?	On an average day, how many trucks enter your property?	What are the peak times for freight/loading activity?
Yes	M-F 3:00p.m.-11:00p.m. Sat.,Sun	Very important	Yes	F450 dually, hauling a 35' horse trailer	3 to 4	3 p.m.,11:00 p.m. m-f. 10 a.m.,11:00 p.m. s,sun. & holidays.
No	8 to 4 10 to 4	Very important	No	40'	5	Varies
No	M-F 9-5 peak 11-2	Very important	Yes	18 wheelers	8-12	9-3
	9-5	Very important	No	no		
Yes	9-5 M-F	Very important	Yes	commercial truckers	n/a	differ
Yes	5am to 10pm Peak is 11am to 8	Very important	Yes	tractor-trailer	40	6am to 12pm
No	830am-5pm	Somewhat important	No	Only Fedex and UPS	Not suer	
No	8-5	Very important	No	25 foot trailers		8-5
No	6 am to 7 pm	Very important	No	18 wheeler	1	late afternoon
No	5AM to 10PM; 10-6	Very important	No	we use aircushioned freight trucks; ge	one truck about 3x/month	NA
Yes	7am - 11pm M-F, plus some Satu	Very important	No	18 Wheel trucks & Box Trucks	3	Morning
No	6am 11pm. Peak 7:30-4:30	Very important	Yes	16-20 ft, tractor trailor	10	7:30-4:30

Does your business require water access?	Can you describe your peak shipping times?	Is your business energy intensive? If so, please describe.	Does your business generate its own energy?	Do you use the marine facilities? If yes, which ones? If no, why not?	Do you utilize Logan Airport for transportation of your products? If yes, is it primarily for exporting your product or importing inputs to production?
No			Yes, Horse transportation	Sometimes picking up and dropping off passengers for the Black Falcon Terminal	N/A
No	2 to 4	No	No	No not needed	Fed ex/ups air shipments in and out
No	9-3	no	no	no	no
		no	no	US customs incoming freight	yes, importing
No	irratic	irratic	no	no	yes, importing
Yes	6am to 2pm	Yes, we use a lot of energy cooling down ocean water to keep the lobsters and crabs alive	No	We use the ocean access	Yes, mostly for exporting
	N/A	Not really	No	No	No
Yes	8-5		no		no
No		no	no	no	no, the container is too large, it has to go to Newark/la quardia
No	no	we use lasers; have a lot of instrumentation;	no	no	no
No	All day	No	No	No	No
No	7:30-4:30	Electricity (saws, machines, computers, etc)	no	no	Yes, and they are a major client

What other regional facilities (e.g., airports, marine ports, railroads) do you use in delivering your final product or obtaining inputs for its production?	How many customers/visitors do you typically get per day?	Is parking a concern for your business? Why or why not?	How many dedicated parking spaces do you have?	How many parking spaces does your business require at peak?	Where do your employees park? (list all known locations)
N/A	currently 10- 100 passengers per day	No, but we have to have parking for the horse trailer with the storage container that holds our horse carriages for working. We can't leave the horses unattended and park somewhere else.	Three	Three	They commute by train, or carpool with us.
None	1	Yes customer and employee availability	5	5	Dedicated and garage
	10-15	Yes. During cruise days and other busy times the parking is insufficient	one	10-15	
	depends on the day, difficult to predict	Yes. Inadequate parking, traffic control, during summer months Black Hawk traffic	0	2	design center tennant parking and parking garage
ny	erratic, a few to none	yes, available parking is inconvenient for the interior design trade	0	2	parking garage
Airport and marine port	Wholesale facility 30 Restaurant 200	Yes, I cannot service the needs of my customers with my present allotment	11	20	Local parking
No	1	Yes visitor parking	1 and the rest in VPNE parking garage	2	VPNE parking garage drydock ave
roadways	1/wk	yes. no dedicated space (close to office) for visitors	6	8	street, garage
	1-2	yes	6 at the building, approx 40 in the local garage	same	same
none	4 to 10	yes, very hard for visitors to park in morning though early afternoon	6 employee spots in front of building; about 30 spaces in garage	everyday about 40; on an irregular basis up to 60	in parking garage on Drydock ave, in front of building, parking spaces, unknown
None	5 or more	Yes, lot in front of the building fills up fast. Price of parking higher than other metered parking in the city.	2	18	EDIC Garage, Street Parking
none	10	Yes, very much. Attracting employees.	10	35	25 Drydock, Garage on Drydock, south boston, local train stations (i.e. Braintree)

Automobile	Carpool	Transit	Bicycle	Walk	What is the approximate average commute time, if known?	Approximately how many of your employees use the MBTA Silver line?	Is the Silver Line bus stop convenient to your business?	Do you provide shuttles for your employees?
Automobile	Carpool	Transit			one hour	3	yes	Yes we drop them off ourselves sometimes at the Silver line or South Station.
Automobile					25 minutes	O	Yes	No
		Transit			1 hour	One	Yes	
Automobile		Transit			1.5 hours to 30 minutes	2	yes	Design Center Management provides
Automobile		Transit			1.5 hours to 1/2 hour	1	yes	no,
Automobile	Carpool	Transit	Bicycle		30 minutes	25	yes	no
Automobile					30-45 min	20%	Yes	No
Automobile		Transit	Bicycle		40 minutes	20	yes	no
Automobile		Transit	Bicycle		1 hour 15 minutes	11	yes	no
Automobile		Transit	Bicycle	Walk	45 min	10-15	yes	no
Automobile		Transit				13	Yes	No
Automobile		Transit	Bicycle	Walk	45 min	70%	YES!	no

What is the name of your business?	Please list a primary contact and address	How long has your company been in business?	How long has your company been located in the BMIP?	Please list the number of employees company wide.
Deutsch Williams	Valerie Swett, Managing Principal, One Design Center Place Suite 600 02210	30 years	8 years	35
Drydock Cetner	Jeff Wallace jw@nstarm.com	14 years	14 years	550
F. J. O'Hara and Sons/Araho transfer	Charlie Di Pesa 7 Fid Kennedy Ave. Boston, Mass. 02210	86 years	18 years	50
Fort Point Cabinetmakers	25 Drydock Ave. 2nd	40 years	9 years	10
Ginkgo BioWorks	Barry Canton, 27 Drydock Ave, 8th Floor, Boston, MA 02210	6 years	5 years	25
inviCRO	Kat Ramey; kramey@invicro.com; 27 Drydock Avenue, 7th Floor West, Boston MA 02210	8 years	1.5 years	55
Jamestown LP	Dana Griffin 21 Drydock Ave Floor 3 Boston, MA 617-737-1202	32 years	3 years	230
John J Cahill Displays, inc			33 years	10
John Nagle Co.	Michael Bates	128 YEARS	30 years	70
Magellan Distribution Corporation	12 Channel St, Ste 804	14 yrs	12 yrs	5

Please list the number of employees working at BMIP.	Are there other facility locations? If so, please identify the location.	Approximately what percentage of your employees live in the City of Boston?	Service	Manufacturing	Other	What are the start and end times of most employees' work days? Please indicate days of the week, e.g. M-F or M-Sat	What are your reasons for location at the BMIP? Please list briefly.
35	No	10%	Service			M-F 9-5	Easy access, pleasant environment (sun, light), rent price
550	No	This is reported from time to ti	Service	Manufacturing		primarily routine business hours but Drydock Center does have 24/7 businesses	We developed Drydock Center into a R&D facility
42	Miami and Fort Myers Florida	15%	Service			M-F 7-4 Sat and Sun 6-12	Location to customers, airport and major highways
10	No	50%				We stagger -6am to midnight Mon-Sun	Low rent, collaborative work environment
25	No	15%	Service	Manufacturing		9-6 M-F	Proximity to Boston, Low rents, Ocean views
~50	Seattle, WA; London, UK	75%			Scientist	8:30AM - 6PM, M-F	Central location, T accessible, laboratory space available
30	global and domestic Bos, NYC, ATL, DC, San Fran	30%			Real Estate	M-S 6am - 7pm	Innovation & Design economy, premier property, location, view, transit
9	No	40 %				8 to 4 m-f	proximity to ltl trucking compaanies, UPS and Fed Ex locations and container facilities shipping and receiving companies
70	No	25	Service	Manufacturing		M-F 5:00AM-5:00PM S-S 7:00AM-12:00	Proximity to others in our industry
5	n/a	40%	Service	Manufacturing		M-F, 9am-5pm	Centralized location is advantageous for distribution business which is heavily reliant on timely receipt and shipment of products (via UPS/FedEx, etc.).

What attributes of the BMIP are advantageous for your business?	Are there operational constraints that impact your business? Please describe.	Are there infrastructure constraints at the BMIP that impact your business? Please describe.	Are there facilities that are currently not available that would enhance expansion plans? If so, please list them.	Would your business benefit from freight rail access, passenger rail, or both? If so, why?	Would your business benefit from ship-to-shore access? If so, why?
Easy access, pleasant environment, rent price	Public transportation for employees coming to North Station	Public Transportation to North Station could be easier; EDIC parking lot is at capacity, making guest parking a challenge.	Restaurants, stores where people could shop for routine household needs	Frieght rail is not relevant. Passenger rail might be helpful.	No.
good transportation, affordable rents, Boston vs. suburbs, proximity to Logan, waterfront	Lack of parking	Water service breaks too often. Cruise terminal, in its season, is very disruptive to traffic and parking.	more parking	No, in fact it would be a major major problem if the rail line were reactivated	no
It's business only	not really	not really	not really	possibly	Conley Terminal is close enough
Concrete building, large windows, mix of industrial and office	Parking is a major obstacle. The garage is near capacity and the EDIC is uncooperative.	Parking. Parking. Parking. Congestion during cruise days.	Parking - current garage over capacity. Too many loading spaces at building, not enough parking.	We need a solid connection with MBTA. Not just silver line.	No
Proximity to airport, 90, 93, robust building infrastructure	Parking is very limited, public transport commutes are slow.	Our building has had many power failures in recent years.	Parking, more shuttle buses to South Station would help.	Passenger rail would help commute for employees who live further away.	No
T accessible, central location, laboratory space available		Lack of public transportation from the north, increasing traffic, incresing burden on parking resources	Supporting services - bank, post office, dry cleaning, more restaurants, etc	Passenger rail	
Innovators and makers already establised in the area, location, transit, building attributes	parking availability, use restrictions	limited public transit and parking	water ferry service, increased T frequency, more parking	Passenger rail would provide quick, reliable transit	yes for commuting to and fro North Station
location, safety, curb appeal	not currently	no	no	no	slightly
Proximity to airport, harbor and major highways	NO	NO	NO	NO	PERHAPS-WE WOULD WELCOME THE OPPORTUNITY TO OFFLOAD FISHING BOATS AT A NEW DOCK NEXT TO THE VENT BUILDING.
Loading docks, UPS/FedEx proximity, local amenities (restaurants, coffee shops), public trans. access, access to potential hires	no	Ability to expand or contract space utilization based on economic climate and business growth or contraction prospects may be limited	Unfortunately, expansion is not at the forefront of our thinking at the moment. Rather, our business is struggling based on industry factors and outside forces beyond our control.	Possibly passenger rail, but existing public trans is quite good already.	n/a

Can the BMIP accommodate your business' future growth plans? a. If yes – no follow up question b. If no, why not?	Do you have business relationships with other tenants in the BMIP? Please explain.	What supporting services would you like to see at the BMIP?	What is the use category of your business?	Please list the size of your buildings in square feet.	Does your business require loading bays? If so, how many are there currently?
	Very little.	More retail and restaurant; more parking.	Office	18,000	no
yes	yes, one of the founders of the BMIP Civic Association and still an active member.	more food services, more weekend activities, better parking	Integrated facility	280,000	yes
no	yes. seafood customers, hardware, cafes	???	Marine Industrial	35,000	25
Yes	Yes. Some of our collaborators, suppliers and clients are here	Sidewalks, treescapes, more green in the support areas. Would like to see more support for artisans, like the Makers Guild is now.	Integrated facility	5000	We need occasional loading dock. one is fine.
Yes	No	More cafe's	Research & Development	18000SF	Yes, 4
Unknown	Not of significance	Food service, bank, dry cleaning, post office, etc	Research & Development	12,000	No
yes with proper planning, traffic control and parking	No. We are cultivating good working relationships but no formal business established	More parking, passenger rail access, increased silver line frequency, dedicated buses to N. Station	Office	1.4 million square feet	yes. 11 loading docks onsite.
yes	hardware store		Distribution	17000	yes definetely
YES	YES- OTHER SEAFOOD COMPANIES AND REPAIR AND MAINTENANCE PROVIDERS		Marine Industrial	55,000	YES WE OPERATE ON OPEN DOCKS AT PRESENT
	Limited, but yes. Door is always open and if the fit is there, we buy and/or sell with our fellow tenants. It makes good business sense to do so. We just haven't had that many opportunities present given our line of work.	Recycling	Distribution	12,000	Yes, about twice per month.

Do you have exterior accessory storage?	What are your hours of operations and peak times?	How important is truck access for your business?	Does your business rely on the dedicated truck haul route?	If you rely on truck access, what size of trucks do you primarily use?	On an average day, how many trucks enter your property?	What are the peak times for freight/loading activity?
No	9-5	Not relevant	No	n/a	o	n/a
Yes	24/365 with peak hours business	Somewhat important	No	NA	12-15 mid size delivery type vehicles -UPS, etc.	business hours
No	4am to 2am	Very important	Yes	24 footers and tractor trailers	200	2pm to 9pm
No	7am to 7pm seven days	Somewhat important	No	20 to 40 foot	One truck every week	NA
No	9-7 M-F	Somewhat important	No			
No	9AM - 5PM, M-F	Somewhat important	No			
No	24 hour access with peak from 7a	Somewhat important	No	trailers, box trucks, vans	approximately 150	6am-9am but allowed at all times
No	7 to 5 and 2 to 4	Very important	No	40 ft	4	varies
Yes	M-F 5:00-5:00, PEAK 6:00-10:00	Very important	Yes	STRAIGHT TRUCKS 10-24' AND TRA	50-150	5:00-4:00PM
No	8:30am-6pm, peak times are 1pm	Very important	No	40-ft trucks for pallet drop-off or pick-u	If you count UPS/FedEx, 3-4 per day, on average	Noon-2pm, 5pm-6:30pm

Does your business require water access?	Can you describe your peak shipping times?	Is your business energy intensive? If so, please describe.	Does your business generate its own energy?	Do you use the marine facilities? If yes, which ones? If no, why not?	Do you utilize Logan Airport for transportation of your products? If yes, is it primarily for exporting your product or importing inputs to production?
No	n/a	no	no	No. Would use water shuttle if available. Would enhance some employees' commute.	no
No	NA	Moderately	No	Our tenants use the waterfront park a lot. Very nice since its recent improvements. Good job EDIC.	NA
No	2pm to 9pm	trucks want to pick up all the same time.	no	Black falcon, Conley terminal	imports
No	no	no	no	no	no
No		Yes, Lab HVAC	No	No	No, but customers value that we are near the airport when visiting.
No		Yes - laboratory use	No	No	No
No	early morning is higher activity	No.	Partially via solar array	No. There is no direct access to water	yes for both.
No	sept to november	no	no	no	air shipments via fed ex/ups
No	SHIPPING IS ONGOING, JNC TRUCKS DELIVERING, CUSTOMER TRUCKS AND 3RD PARTY TRUCKS PICKING UP. RECEIVING CAN START AT 4:00 AND EXTEND TO NOON	YES, 30,000 SF UNDER REFRIGERATION	NOT AT THE PRESENT TIME	NO. VERY FEW FISHING BOATS LAND AT BOSTON, TOO EXPENSIVE.	YES, 85% IMPORTS AND 15% DOMESTIC SHIPMENTS TO CUSTOMERS
No	1pm-5:30pm	No	No	Yes, restaurants/coffee shops primarily.	Yes, extensively, but through service providers like UPS and FedEx.

What other regional facilities (e.g., airports, marine ports, railroads) do you use in delivering your final product or obtaining inputs for its production?	How many customers/visitors do you typically get per day?	Is parking a concern for your business? Why or why not?	How many dedicated parking spaces do you have?	How many parking spaces does your business require at peak?	Where do your employees park? (list all known locations)
none	two	yes. For visitors and for employees.	none	20-25	EDIC lot
NA	30-50	Absolutely, our biggest issue.	approx. 90 and could use 3x that	200	our lot and in the City garage
Intersates	200	yes, to grow we need more parking for employees. parking garage is always full.	45	45	onsite
none. All truck or parcel carrier	1	Yes. It is horrific now, and will only get worse.	1, but only thru march 2016.	4	Streets of south Boston, BMIP garage when it is not full. parking meters
	<5	Yes, parking is expensive for employees and visitor parking is in short supply. This is the worst aspect of the BMIP from our companies point of view.	6	12	27 Drydock Ave, EDIC log
	10 or less	Yes. Our employees often need to park, as well as visitors and the meters near our building are often full.	8	15	Parking garage at 12 Drydock, metered spots, dedicated spots
Highway system	approx. 500	yes. T transit is not adequate and many tenants drive and park	291	approx 500 via surface lot, EDIC garage at current occupancy	IDB lots and EDIC Garage
	1	yes for customer access	4	1	garage
	70-100	YES WE HAVE ADDED EMPLOYEES. OUR CUSTOMERS AND SUPPLIERS COME AND GO TO THE TRUCK DOCKS SO THOSE SPACES ARE CONSTANTLY TURNIING OVER	95	95	ON SITE
n/a	1-2 per week	Yes	2	3	Garage across from the Design Center, some short term parking in 12 Channel paid lots

Automobile	Carpool	Transit	Bicycle	Walk	What is the approximate average commute time, if known?	Approximately how many of your employees use the MBTA Silver line?	Is the Silver Line bus stop convenient to your business?	Do you provide shuttles for your employees?
Automobile	Carpool	Transit			1 hour	20	yes	no, but our landlord does
Automobile		Transit	Bicycle	Walk	don't know, shuttle direct to south station and north station would be v. helpful.	Don't know for certain but we estimate 50% of employees at Drydock Center take the Silver Line to work	yes	no
Automobile		Transit			20 minutes	10	Yes	we will pickup in inclement weather.
Automobile	Carpool	Transit	Bicycle		45 minutes to 1 hour	1 exclusively, 3 occasionally	Yes	No, but the IDB building does
Automobile		Transit	Bicycle		45 min	18	Yes	No.
		Transit			45 minutes	75%	Yes	No
		Transit			45 mins	65%	yes	yes
Automobile					20 minutes	1	yes	no
Automobile	Carpool	Transit	Bicycle		30 MINUTES TO 1.5 HOURS	7	YES	NO
Automobile		Transit		Walk	45	2	Yes	No

Mass. Bay Brewing Company, Inc. d/b/a Harpoon Brewery	Warren Dibble, 306 Northern Ave, Boston, MA 02210	20 years	19 years	295
What is the name of your business?	Please list a primary contact and address	How long has your company been in business?	How long has your company been located in the BMIP?	Please list the number of employees company wide.
MassChallenge	Scott Bailey / 21 Drydock Ave, Boston, MA, 02210 - 6th Floor	5 years	2 years	25 Full time + 300 people that represent startup companies working in the space
Neoscape, Inc.	Robert MacLeod, President	20 years	2 years	75
Next Step Living Inc.	Daniel Lissner, 21 Drydock Avenue, 2nd Floor, Boston MA 02210	7 years	5 years	850
Northeast Ship repair	Edward Snyder 32 Dry Dock Ave Boston Ma 02210	20 years	20 years	150
ORIG3N	Kate Blanchard, COO ORIG3N, 27 Drydock Ave., 6th Floor Boston, MA 02210	1 year	1 year	12

175	Windsor, VT ; Woburn,MA		Service	Manufacturing	Retail	M-F:Manufacturing 3 shifts, packaging 2 shifts 6am-2pm & 11am-7pm; Office/Staff M-F 8:30-6pm; Retail 10am-7pm/11pm; T-F distribution 6am-4pm	proximity to Boston; good manufacturing & distribution center
Please list the number of employees working at BMIP.	Are there other facility locations? If so, please identify the location.	Approximately what percentage of your employees live in the City of Boston?	Service	Manufacturing	Other	What are the start and end times of most employees' work days? Please indicate days of the week, e.g. M-F or M-Sat	What are your reasons for location at the BMIP? Please list briefly.
25 FT + 300 people + events a	London, Tel Aviv, and there are several other offices we are considering within Boston.	50%	Service	Manufacturing		24/7	MassChallenge selected this site because of it's proximity to the Innovation District. This was also a unique building with a lot of potential. A major priority in 2015 was the launch of a rapid prototyping facility and we were able to use it because of the zoning.
55	NYC	33%	Service			8:30-5:30 M-F plus many late nights and weekends as required by project.	Great building (23 Drydock), High ceilings accommodate green screen stage, good light, easy access, affordable rent
325	Dedham, MA; Natick, MA; New Haven, CT; Purchase, NY	30%	Service			8am to 8pm M-Sat	Proximity to Boston, particularly public transportation; Innovation District
150	No	75%	Service			Monday thru Sunday 700AM-330PM Plus all hours of night as necessary.	Ship Yard is located on the waterfront.
10	No	80%		Manufacturing	Research	Various. 1/3 7:30AM-3:30PM, 1/3 9:30-6:00, 1/3 Weekends only	We are a biotech company. Lab space is hard to come by for early stage companies like ours. Cambridge was incredibly expensive ($65/sq ft) and this was a really great option for us. I wish there was more Lab/office space in this area of Boston.

see a)	traffic, commuting access, and parking constraints	see c)	we had looked for nearby warehouse space 2 years ago. space was limited and expensive	freight rail access could provide a significant benefit to bringing brewing grain in at a much more efficient manner than frequent over the road bulk trucks. Passenger rail linking the BMIP to South Station and Back Bay would be a large boon to employee and visitor access	not at this time.
What attributes of the BMIP are advantageous for your business?	Are there operational constraints that impact your business? Please describe.	Are there infrastructure constraints at the BMIP that impact your business? Please describe.	Are there facilities that are currently not available that would enhance expansion plans? If so, please list them.	Would your business benefit from freight rail access, passenger rail, or both? If so, why?	Would your business benefit from ship-to-shore access? If so, why?
Close to the airport, proximity to the innovation district, tenant mix, proximity to a brewery.	The cruise ships make it very difficult to park. Parking in general is a massive issue. There aren't enough retail/restaurants in the area to support the employees and startups we work with.	Parking is the biggest issue.	Restaurants and retail would be great	We would definitely benefit from passenger rail access.	NA
The building we are in is great for a creative company. Industrial, high ceilings, good light, flexible floorplates.	Cruise ship related traffic really impact parking and access for businesses and their employees. Same goes for when BMIP serves as overflow parking for conventions. Despite best efforts to manage traffic it can severely affect commute times and impact pedestrian, biking safety.	Parking, Transit, Hubway. More of everything would be great. Especially considering the constraints during cruise season and BCCE overflow.	I think that more restaurants that are open past 7:00pm would be great. We work long hours and have very limited options besides leaving the park or ordering takeout. I think improving nighttime activity would also promote safety for my employees with limited impact on the operation of many existing businesses.	Passenger rail would be great for our business as about 33% take some kind of commuter rail, subway, bus or combination thereof.	Not applicable
Sufficient space for our operations; accessible by T, bus, bike, shuttle bus, and walking	Building management's efforts to "upscale" the building have left us without much of a voice in the midst of extensive construction; parking availability and parking rates are challenging	Parking and parking rates, especially at 12 Drydock Garage, where VPNE's 6/1 shift in policy will now prevent us from obtaining parking passes as a pre-tax benefit for our employees	Additional food trucks would be beneficial	Rail access to Back Bay would be a significant improvement; access by shuttle bus to N. Station and S. Station is important and is provided by landlord	Yes, especially to Charlestown
Waterfront property for Ship repair.	Large Population and build up of area due to ship yard operations. Traffic issues.	No pier space available within facility.	Pier space	NA	Yes-If more waterfront access is available, it would enable more business to be formed and having more space availability is key.
Public transportation options, near the airport, nearby services.	Parking is a problem. It will be a huge problem as the rest of Drydock increases their occupancy rate.	None that I can think of	More food options - though the food trucks are a great addition.	Yes. If it were possible, direct rail to access the redline (or some other MBTA rail) would be great. No need for freight rail for us.	No. Though a few people would appreciate cheaper water ferry services to other parts of Boston and beyond.

Currently, we could add one more phase of production expansion (+30-40%). After that, we would run out of space in our existing lease.	yes, we have several retail beer customers in the BMIP.	Another municipal parking garage, more Silver Line service	Manufacturing	47,515	7
Can the BMIP accommodate your business' future growth plans? a. If yes – no follow up question b. If no, why not?	Do you have business relationships with other tenants in the BMIP? Please explain.	What supporting services would you like to see at the BMIP?	What is the use category of your business?	Please list the size of your buildings in square feet.	Does your business require loading bays? If so, how many are there currently?
No, there is overwhelming interest in attracting a unique set of companies to the area to grow their businesses. It's possible to build it over time, but a firm commitment from the city is important.	Yes, we work with many as mentors, customers, and partners to help accelerate the startups.	Restaurant/Retail	Manufacturing	~30,000 Sq ft.	Yes, but we only need 1
Yes	Yes - we work for several other tenants and collaborate with others.	More food service - daytime and nighttime. Food trucks, restaurants, a bar or two. Dry cleaner, coffee shop etc.	Office	Our space is 13,000sf within 23 Drydock.	Not applicable
Yes, but the efforts to increase rents in the building have made the landlord unwilling to discuss future plans with us beyond our 2017 lease termination	No	Food trucks, bike transportation support, additional public transit	Other	25,500 (for our office)	Yes - 2 (for our use)
Right now we have been told the City is not fixing the existing pier structures due to funding. This has been an issue for 20 years.	No	More assistance with services, namely electric structure would be helpful. There is to much red tape to go through any process which makes projects very hard to accomplish.	Marine Industrial	30,000 sq ft of presently unusable space.	No
Yes	No but we could in the future	Consumer Retail - a real restaurant (with wait staff, bar) shops like pharmacy, bank, a commercial shipper (FedEx, UPS - beyond drop boxes), shuttle services to other parts of the city (North Station).	Research & Development	3400 (our space at 27 DryDock)	No but it is nice to have the frieght elevator.

Yes	7days a week; Manufacturing 24/5	Very important	Yes	straight trucks, vans, tractor trailers	25-30	7am-7pm
Do you have exterior accessory storage?	What are your hours of operations and peak times?	How important is truck access for your business?	Does your business rely on the dedicated truck haul route?	If you rely on truck access, what size of trucks do you primarily use?	On an average day, how many trucks enter your property?	What are the peak times for freight/loading activity?
No	9:30-11am / 3-5pm -- 24/7 access	Not relevant	No	NA	There are a lot. We want to support industry, but they can get in the way.	N/A
No	standard hours are 8:30-5:30 M-F	Not relevant	No			
No	8am-8pm M-Sat	Very important	No	Box trucks and pickup trucks	15	Throughout the day
Yes	24 Hour operation. No specific pe	Somewhat important	No	NA	10	700AM-330PM
No	M-F 9-6 Peak Time, Saturday & S	Not relevant	No			

No	consistent 7am-5pm	moderately energy intensive, thermal energy required for brewing process; electric demand for tank and cooler chilling	yes, we operate a 250 KW CHP (Combined Heat and Power) generator	no	No. We do distribute our beer to Logan based restaurants and airlines
Does your business require water access?	Can you describe your peak shipping times?	Is your business energy intensive? If so, please describe.	Does your business generate its own energy?	Do you use the marine facilities? If yes, which ones? If no, why not?	Do you utilize Logan Airport for transportation of your products? If yes, is it primarily for exporting your product or importing inputs to production?
No	na	na	na	na	na
No		No	No	No	No
No	N/A	No	No	No, not familiar with the marine facilities	No
Yes	NA	Yes-We provide an extreme amount of power to our customers and we are the highest cost to our customers.	No	Occassionally Black Falcon.	No
No		No	No	No	Yes. Very small shipments coordinated by Airways. We pickup and deliver cargo on a weekly basis.

most of our final product is shipped over the road in trucks. Raw material, packaging, and misc inputs are delivered to us in straight and tractor trucks.	400	Parking is an ongoing and growing concern. The parking ban has limited our on site parking. Park development has filled the EDIC municipal garage leaving visitors no easy parking alternative.	75	125	EDIC garage, meter street parking.
What other regional facilities (e.g., airports, marine ports, railroads) do you use in delivering your final product or obtaining inputs for its production?	How many customers/visitors do you typically get per day?	Is parking a concern for your business? Why or why not?	How many dedicated parking spaces do you have?	How many parking spaces does your business require at peak?	Where do your employees park? (list all known locations)
na	2-500	Yes, many people come to meet companies, take meetings, and attend educational workshops. Without easy access to parking people won't come down here.	None	50-100	The city owned garage.
None	We have 4-5 visitors per day	Yes - very limited number of spaces and price is escalating quickly.	3	5-6	EDIC Parking garage and meters.
Fleet of trucks (40-60) is based at our Dedham warehouse -- used to be at Drydock Ave but relocated at the request of landlord due to high traffic volume	50	Yes, we have 300+ field-based employees who come to the office for meetings and to pick up supplies, parking is difficult in the area with events at the convention center	7	100	12 Drydock Ave garage
NA	0	Yes-Limited amount of space for employees and sub contractors			In our facility
We have most of our production material delivered by FedEx, USPS and UPS. We then use Airways for air shipments.	2-4/week	Yes. As we grow, we'll always have a combination of people driving to work and taking public transportation. Parking is severly limited in this area though there is a ton of land space that is open when we look around. As the area attracts more businesses, this will just get worse. We use the parking garage on DryDock Avenue currently for our employees that have vehicles. It is not ideal.	0	5	DryDock garage, metered spaces

Automobile		Transit				50	yes	no
Automobile	Carpool	Transit	Bicycle	Walk	What is the approximate average commute time, if known?	Approximately how many of your employees use the MBTA Silver line?	Is the Silver Line bus stop convenient to your business?	Do you provide shuttles for your employees?
Automobile		Transit	Bicycle		30min - 1.5 Hrs	70%	Yes and no. It picks up right in front, but it isn't consistent and can be way too full at peak times.	The building provides a shuttle to south station, which was a huge improvement.
Automobile		Transit	Bicycle	Walk	45-60 minutes	50%	Yes	Our landlord - Jamestown - provides shuttles which are helpful.
Automobile		Transit	Bicycle	Walk	30-60 minutes	100	Yes	Landlord provides shuttle to N Station and S Station, which is very helpful
Automobile	Carpool	Transit			60 minutes	50%	Yes	No
Automobile		Transit			Depends. 30-50 minutes is the range.	6-8 depending on the day	yes	No

What is the name of your business?	Please list a primary contact and address	How long has your company been in business?	How long has your company been located in the BMIP?	Please list the number of employees company wide.
Pangea Shellfish Company	Ben Lloyd, 314 Northern Ave, Boston, MA 02210	15 years	13 years	20
Steven King Decorative Carpets	Steven King One Design Center Place Suite 405	30 years	30 years	14
The Martin Group	Garry Martin garrym@martingroupinc.com 617-370-8401	26 years	26 years	16
The Robert Allen Group	Rachel Koenecke, 1 Design Center Place Suite #200, Boston MA 02210	76 years	21 years	425
Vandegrift Forwarding Co., Inc.	Ctc: Christine Sliwinski, Address: 9 Drydock Avenue, Ste 2010 So Boston Ma 02210	21 years	6 years	100+
Waterworks	Sue Corr, 1 Design Center Place, Suite 147	31 years	20 years	200+
Webster & Company	Bill Burg 1 Design Center Place, Suite 242, Boston, MA 02210	23 years	23 years	25

Please list the number of employees working at BMIP.	Are there other facility locations? If so, please identify the location.	Approximately what percentage of your employees live in the City of Boston?	Service	Manufacturing	Other	What are the start and end times of most employees' work days? Please indicate days of the week, e.g. M-F or M-Sat	What are your reasons for location at the BMIP? Please list briefly.
15	Duxbury, MA	50%		Manufacturing		6AM to 5PM, M-F, Saturday 6AM to 12pm	Proximity to other seafood companies
14	No	50%	Service			9-5 M-F	Resource to the design trade
13	No	50%	Service			8:30 - 5:00pm M - F	We have to be here one building were all designers buy wholesale.
5	Corporate offices located in Foxboro, MA and New York, office and warehouse in Gaffney South Carolina and multilple showroom locations accross the US, Canada, and Europe.	40%	Service			1 employee 7:30AM - 4:00PM M-F, all others 9AM - 5PM M-F	Important to be in the Boston Design Center - a community of similar businesses that share a customer base and in a wholesale enviroment with affordable rents and overhead expenses.
6	Yes we have other locations in:Clark, NJ (corporate HQ's), JFK, Baltimore MD, Norfolk VA, Ft Lauderdale FL, Columbus OH, Chicago IL, Pembina ND, San Francisco, Ca, and LA/LGB California, Toronto, Canada, and Hong Kong	30%	Service			M-F 8:30am-5:30pm, Sat & Sunday 10:00am - 5:00pm	We are close proximity to US Customs, the airport, and several of our perishable Seafood clients.
6	There are many nationwide	20%			Sales	M-F 8:30 - 5:30	Boston Design Center location
25	No	50%	Service			9-5 M-F	Because this is where the Boston Design Center is.

What attributes of the BMIP are advantageous for your business?	Are there operational constraints that impact your business? Please describe.	Are there infrastructure constraints at the BMIP that impact your business? Please describe.	Are there facilities that are currently not available that would enhance expansion plans? If so, please list them.	Would your business benefit from freight rail access, passenger rail, or both? If so, why?	Would your business benefit from ship-to-shore access? If so, why?
proximity to seafood and transportation needs	Lack of affordable and available space for expansion	na	The Army building behind Stavis Seafoods	no	no
That it is a wholesale building	Cruise ships are bearable but it will horrible with the new plans to relocate the loading dock to the Black falcon Pier side of the building	no	Perhaps renovationg the building across the street with lower rents	no	no
That all the wholesale design showrooms are under one roof.	Parking is a problem,and rents are becomming to high for wholesalers.	lack of parking	no	passenger rail would be great, the easier the access the better	no
Easy to get to by car for our customers, affordable rents in a building with similar businesses and ample square footage to support our business	Hotel rates are very high since the convention center opened. We need better options for business travelers.	Not enough parking, public transportation is at capacity during rush hour, can be unreliable, and has led to long commute times for employees. Especially for those going to North Station.	More restaurant options would keep customers here longer. Lack of meeting rooms and event spaces available to tenants. Increased parking or public transporation services in the park would aid in employee recruitment.	Passenger rail - better commutes for employees.	No
	NO.	No	No	No	No
All like businesses in one place	no	no	more parking is needed	Passenger rail	no
Located in the city of Boston	Cost of leasing is getting very expensive	The Parking can be a hassle but the offering of luxury eating establishments in our district is no existant.	Restaurants and grocery stores	Passenger rail....not too much freight rail	No

Can the BMIP accommodate your business' future growth plans? a. If yes – no follow up question b. If no, why not?	Do you have business relationships with other tenants in the BMIP? Please explain.	What supporting services would you like to see at the BMIP?	What is the use category of your business?	Please list the size of your buildings in square feet.	Does your business require loading bays? If so, how many are there currently?
I am not sure. We are growing at 25-30% per year, but the cost of space, including land-lease options is very expensive.	Yes, many in the seafood business	security	Marine Industrial	7500	Yes, 4
No. The rent here is increasing with the new owners and will impact all the businesses here	just in the Design Center	restaurants	Retail	500,000 sf BDC 9500sf my showroom	yes. One and they paln on moving it and we won't be able to use it when the cruise ships are in which is very often from May-October
no, I just downsized.	yes, other design center people	more places to eat	Other	just went from 19,000 to 9,000	one or two for the building is fine
Yes	Yes, Robert Allen is are a member of the Boston Design Center Wholesale Tenants' Association.	More lunch time food options either in the IDB building or within walking distance.	Other	showroom square footage 8803	Yes, we use the Boston Design Center loading bays
yes	Yes - We have many business relationships with many of the perishable seafood businesses, Boston Frt Terminal, and with US Customs.	n/a	Office		no
yes	yes - I am on the tenants board for the BDC	more parking	Office	2000	no
Yes	We make up a portion of the boston design center. As a world class city we must have a design center.	Restuarants and Grocery stores	Other	size is 21,000 sf	yes....1

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Do you have exterior accessory storage?	What are your hours of operations and peak times?	How important is truck access for your business?	Does your business rely on the dedicated truck haul route?	If you rely on truck access, what size of trucks do you primarily use?	On an average day, how many trucks enter your property?	What are the peak times for freight/loading activity?
No	6am to 5pm	Very important	Yes	small box trucks to full length tractor t	100	6am to 5pm
No	9-5	Very important	Yes	tractor trailer, UPS FED EXP	?	all day
Yes	8-5 m-f	Very important	No	tractor trailers	2-4 a month	8-5 m-f
No	M-F 9AM - 5PM peak times are T	Very important	No	Box trucks for furniture delivery. Occa	unknown	mornings
No	8:30am-5:00pm	Not relevant	No	n/a	n/a	n/a
No	8:30 - 5:30	Very important	No	box trucks	less than 1	middle of the day
	9-5 M-F	Very important	No		For us about 2 per day	9-11

lopment Agency

Does your business require water access?	Can you describe your peak shipping times?	Is your business energy intensive? If so, please describe.	Does your business generate its own energy?	Do you use the marine facilities? If yes, which ones? If no, why not?	Do you utilize Logan Airport for transportation of your products? If yes, is it primarily for exporting your product or importing inputs to production?
Yes	6AM to 5pm	medium	no	no	yes, daily. No our primary means. trucks are our primary means of transporting product
No	all day	no	no	no	no
No		no	no	no	no
No	none, our product is shipped from an outside warehouse.	Yes, We use a lot of flood lights and switched to LED's 4 years ago.	no	no	no
No	n/a	n/a	No	Conley Terminal	We deal with both US Customs & the Airlines clearing goods for importers as they enter into the US
No					
No	dont have any	no	no	no	yes

What other regional facilities (e.g., airports, marine ports, railroads) do you use in delivering your final product or obtaining inputs for its production?	How many customers/visitors do you typically get per day?	Is parking a concern for your business? Why or why not?	How many dedicated parking spaces do you have?	How many parking spaces does your business require at peak?	Where do your employees park? (list all known locations)
some port - ships	100	Yes. We are growing and parking at the New Boston Seafood Center is limited.	12	12	New Boston Seafood Center
just truck	varies	we have parking provided at a cost.	2	8	garage
we do not	50-100 per day	yes, because there is not enough	3	our clients need enough places to park to do business with us	some take public transportation, others park in the parking garage
product is delivered by LTL carriers or UPS.	20	Yes - nearly all of our customers drive to the design center. 3 employees do as well	3	unknown - we use a shared parking lot for customers	in the BDC tenant lot located on the drydock and black falcon sides of the building.
Conley Terminal, Logan, ICI Rail facilities in Worcester, Ma	1-2 monthly	Yes - We have on site parking for employees	6	6	on site at 5-11 Drydock Avenue
	30	yes	none	6	EDIC garage
	50	Yes	20	70	garage on dry dock ave

Agency

Automobile	Carpool	Transit	Bicycle	Walk	What is the approximate average commute time, if known?	Approximately how many of your employees use the MBTA Silver line?	Is the Silver Line bus stop convenient to your business?	Do you provide shuttles for your employees?
Automobile					30 min	2	yes	no
Automobile		Transit			30 min	6	yes	no
Automobile					1 hour	8-10	yes	no but the building does
Automobile		Transit		Walk	1 hour 20 minutes	2	No, we need a stop at the Boston Design Center	BDC management does
Automobile		Transit			30-60 minutes for employees within Boston area, and 1-2 hours for employees commuting from North Shore and/or NH.	1	Yes	No
Automobile					one hour	1		yes
		Transit			1 hour	12	yes	yes

boston planning &
development agency

Raymond L. Flynn Marine Park

Appendix 3: Tenant and Space Inventory

City of Boston
Mayor Martin J. Walsh

Client
City of Boston
Economic Development and Industrial Corporation d/b/a
Boston Planning and Development Agency

Consultants
Utile
Nelson Nygaard
Durand & Anastas
Ninigret Partners
HDR
Byrne & McKinney
Noble, Wickersham & Heart

December 2017

Table of Contents

Tenant Inventory

Jamestown Tenant List (Innovation and Design Building)

Tenant Name	First Name	Last Name	RSF	Email
Abby Yozell	Abby	Yozell	1,028	abby@abbyyozell.com
ABP Corporation	Paul	Bonvino	12,947	paul_bonvino@aubonpain.com
Again Faster	Jonathan	Gilson	6,062	jon@againfaster.com
Ailanthus	Maria	Howe	8,252	info@ailanthusltd.com
Alan J Collier-Boston Balloon	Maureen Curreri	Collier	2,523	maureen@bbe-tcc.com
Allstone	Cheryl	Skippar	1,625	cheryl@allstone.net
Ann Sacks	Kate	Linnemann	4,736	kate.linnemann@annsacks.com
ARC	Michael	McFayden	4,567	Michael.mcfadyen@e-arc.com
Artaic	Ted	Acworth	3,674	acworth@artaic.com
ASID			578	asidnewengland@gmail.com
B&F Boston Realty	Carolann	Burke	1,744	carolann.burke@leejofa.com
Baker Design Group Inc	Stephen E.	Baker	8,899	sbaker@bdg-inc.com
Baker, Knapp, and Tubbs	Rosie	Vaughn	22,636	rosie.vaughan@kohler.com
Banner Publications	Karen E.	Miller	8,600	mbm@b-banner.com
BDC To Go	Alicia	Nanua-Limoncelli	3,708	bdctogo634@gmail.com
Beauvis Carpets	Steven	King	9,071	steven@skcarpets.com
Berkeley House	James	Agostino	4,045	jim@berkeleyhouseinc.com
Blanche Field	Steve	Walk	3,324	swalknewport@aol.com
BOC International	Jeff	Falkoff	8,610	jeff.falkoff@bocintl.com
Boston Art	John	Kirby	9,200	john.kirby@bostonartinc.com
Boston Beer	Chris	Cote	42,398	christopher.cote@bostonbeer.com
Bright Group	Delmy	Corea	3,115	delmy@thebrightgroup.com
Brookline Village Antiques	Herb	Hough	2,596	bva325@cs.com
Carlisle Wide Plank Floor	AnnMarie	Suarez	1,175	asuarez@wideplankflooring.com
Century	Andrea	Gourousis	7,260	agourousis@centuryfurniture.com
Charles Spada	Charles	Spada	4,941	charles@charlesspada.com
Choice Stream	Beth	Regan	17,730	breagan@choicestream.com
Christopher Peacock	Julie	Sabbagh	3,466	jsabbagh@peacockhome.com
Contract Sources	Tom	Caterino	4,850	tom@contractsources.com
Conventures	Ted	Breslin	6,347	tbreslin@conventures.com
Creative Materials	Joseph	Smith	1,965	JSmith@creativematerialscorp.com
Creative Office Pavilion	Mitch	Evans	25,355	mevans@cop-inc.com
Design Communication	Mike	McCarthy	52,479	mmccarthy@dclboston.com
Deutsch Williams	Valerie	Swett	18,449	vswett@dwboston.com
Digital Lumens, Inc.			2,000	info@digitallumens.com
Discovertile	Jill	Adler	3,769	jill@discovertile.com
Divine Imports	Mariette	Barsoum	1,673	mariette@divinekitchens.com
Donghia	Mark	Chapman	6,143	mchapman@donghia.com
Downsview Kitchen	Jim	McCormick	2,542	jmccormick@downsviewofboston.com
Duralee	Gary	Fisher	6,143	gfisher@duralee.com
Eco-Modern			1,101	ecomodern@gmail.com
Edelman Leather	Nicole	Dolan	1,670	nicoled@edelmanleather.com
Elkus Manfredi Architects Ltd	Rose	Fiore	54,478	rfiore@elkus-manfredi.com
Erba Cycles	Randall	Levere	2,313	randall@erbacycles.com
F. Schumacher & Co.	Katie	Kalapinski	6,087	kkalapinski@FSCO.com
Farrow & Ball	Jessica	Ritchie	575	boston@farrow-ball.com
Fastcap Systems Corp	Katie	Willgoos	17,375	katie.willgoos@fastcapsystems.com

FDO Group	Dan	Gaudet	5,079	dan@fdogroup.com
Fort Point Cabinet Makers	Richard	Oedel	5,440	roedel@finefurnituremaster.com
Golden Architects	Edward P.	Golden	1,706	egolden@goldenarchitects.com
Grand Rapid Furniture	Anne-Marie	Sacco	5,004	grandrapids3@aol.com
Grange Furniture	Meg	Fontecchio	3,265	boston@grangeny.com
Hadco Window & Door	Louis	Hadaya	7,649	office@hadcomanagement.com
Henry Calvin Fabrics	Reynolds	Catherine (CJ)	2,556	creynolds@calvinfabrics.com
Hokanson	Diane	Olmstead	1,117	dolmsted@hokansoncarpet.com
Icon Group	Paul	Gaucher	4,405	paul@icongroupinc.com
J. N. Muldoon	John	Muldoon	614	john@jnmuldoon.com
J.F. O'Toole	Anna	Adams	6,889	aadams@leekennedy.com
Janus Et Cie	Jane	Lederman	10,617	jlederman@janusetcie.com
JD Staron	Donna	Neligon	1,241	donna@jdstaron.com
Jewett Farms + Company	Matthew	Lord	2,060	matthew@jewettfarms.com
JJ Cahill Displays	Michael	Calabrese	17,199	mcalabrese@cahilldisplay.com
John Herbert	John	Herbert	2,471	johnrh@tiac.net
JSR Enterprises LLC	Jim	Robichau	6,343	jim@backstagehardware.com
K- Boston	William	Elinoff	6,158	william.elinoff@kravet.com
Kel & Partners	Kel	Kelly	7,388	kel@kelandpartners.com
Kerwin Furniture	Joe	Kerwin	1,765	joe@kerwingroup.com
Key Office Interiors	Doug	Bumstead	6,484	dbumstead@keyofficeinteriors.com
Laboratory Solutions Of New England	Edward	St. Peter	2,468	estpeter@lsne.com
Lee Jofa	Carolann	Burke	5,138	carolann.burke@leejofa.com
MassChallenge	Scott	Bailey	30,473	sbailey@masschallenge.org
Master Piece Framing	Keith	Whitmore	1,143	sales@masterpieceframing.com
Merida	Mike	McGreal	2,927	mmcgreal@meridastudio.com
M-Geough	Susan	Mgeough	10,688	susan@m-geough.com
Mix & Company	Luciano	Manganella	17,723	Lmanganella@mixandcompany.com
Neoscape	Robert	Macleod	12,881	robert.macleod@neoscape.com
Next Step Living	Dan	Lissner	25,500	daniel.lissner@nextsteplivinginc.com
Niemitz Design Group and Manuel De Santern	Lynn		5,822	lynne@mdsdesign.net
NRI	Ernie	Lorandeau	6,679	ernie.lorandeau@nrinet.com
Oasys	Sara	Norman	4,407	snorrman@oasyswater.com
Osborne & Little	Lynnette	Poirier	3,739	poirierl@oalusa.com
P J Systems	David	S	14,000	Davids@hiq.com
Paris Ceramics	Barbara	Cheney	1,842	barbara.cheney@parisceramicsusa.com
Partners & Simons Inc	Sophie	Shay	25,798	sophieshay@partnersandsimons.com
Paul Brown	Paul	Brown	3,572	paulbpb@verizon.net
Peter King & Company	Peter	King	4,018	peter@king-co.com
Pilot, Inc	Chris	Ford	4,831	chris@pilotstudio.com
Porcelanosa	Ignacio	Castillo	4,888	icastillo@porcelanosa-usa.com
Quadrille	Diane	Blackman	1,775	diane@quadrilleinc.com
Ritz Associates	Michael	MacDonald	6,586	mike@ritzinc.com
Robert Allen Group	Rachel	Koenecke	8,803	rkoenecke@robertallendesign.com
Romo	Maria	Mancino	2,731	Maria.mancino@romousa.com
Ronkonkoma	Emelie	Nixon-Alexander	7,286	enalexander@Scalamandre.com
Silverman Trykowski Assoc	Thomas	Trykowski	4,490	ttrykowski@sta-design.com
Stark Carpet	Robert	Bagshaw	12,221	rbagshaw@starkcarpet.com
Studio 534	Josh	Steinwand	7,017	josh@s5boston.com
System 7 Solutions, Inc.	Gerard	Lynch	2,478	glynch@systemseven.com
The Martin Group	Gary	Martin	19,320	garrym@martingroupinc.com
Tile Showcase	Christine	Bernier	4,944	christineb@tileshowcase.com
Trianon Antiques	Scott	Cooper	1,857	info@trianonantiques.com
United Marble	Johnathan	Kilfoyle	1,641	john@unitedmarble.com
US Express & Logistics	Kathleen	Heger	3,000	kathleen.heger@usexpressusa.com
Venegas & Company	Donna	Venegas	3,592	donna@venegasandcompany.com
Walter Wicker	Bill	Burg	1,978	Billb@webstercompany.com
Waterspot	Paul	Ardente	4,272	paul@ardente.com
Waterworks	Sue	Corr	3,130	Scorr@waterworks.com
Webster & Company	David	Webster	21,090	david@webstercompany.com
Your German Kitchen	Michela	Pearce	1,679	michela@your-german-kitchen.com
TOTAL RSF			**837,701**	

21·23·25 Drydock Avenue (Bronstein Center)
Existing Tenant Use Classifications

Last Revised: May 31, 2014

Unit	Existing Tenant	RSF	Ch. 91 Definition
21-110E	Hadco Window & Door	7,649	General Industrial
21-110W	J.F. O'Toole	6,889	General Industrial
21-120E	Backstage Hardware (JSR)	6,343	**Commercial**
21-140W	Next Step Living (Storage)	500	General Industrial
21-210W	Next Step Living	25,500	General Industrial
21-310W	Boston Design Center Storage	17,199	General Industrial
21-340E	US Express & Logistics	3,000	General Industrial
21-350E	NRI	6,679	General Industrial
21-410W, 21-	Mix & Company	17,723	General Industrial
21-510E	JJ Cahill Displays	17,199	General Industrial
21-610W	Kel & Partners	7,388	**Commercial**
21-610E	MassChallenge	26,000	General Industrial
21-710E, 21-760E	Artaic	3,674	General Industrial
21-730E	Paul Brown	3,572	General Industrial
21-730W	Oasys	4,407	General Industrial
21-740E	Phase N Corporation	3,987	General Industrial
21-740W	Golden Architects	1,706	**Commercial**
21-750E	Peter King & Company	4,018	**Commercial**
21·750W	Silverman Trykowski Associates	4,490	**Commercial**
21 760W	Tribeca Builders	2,409	**Commercial**
21-820E	FastCap Systems Corp	17,375	General Industrial
23-210W	Boston Art	9,200	General Industrial
23-330E	Fort Point Cabinet Makers	5,440	General Industrial
23-510E	BOC International	8,610	Marine Industrial
23-520E	Banner Publications	8,600	**Commercial**
23-570W	Neoscape	12,881	General Industrial
23-620E	American Reprographics	4,567	General Industrial
23-610E	ABP Corporation	9,189	General Industrial
23-610W	Baker Design Group	8,899	**Commercial**
23-710E	Saks Fifth Avenue	17,199	General Industrial
23-810E	Saks Fifth Avenue	17,199	General Industrial
25-120W	Design Communications	882	General Industrial
25-210E	Boston Balloons	2,523	General Industrial
25-230E	John Herbert / BFC	2,471	General Industrial
25-310E	Design Communications	17,199	General Industrial
25-310W	Design Communications	17,199	General Industrial
25-400E	Building Management Office	2,000	General Industrial
25-410W	Design Communications	11,466	General Industrial
25-420W	Design Communications	5,733	General Industrial
25-510W	ChoiceStream	17,730	**Commercial**
25-610E	HIQ Computers	14,000	General Industrial
25·610W	Phillips Design	4,456	**Commercial**
25-630W	Straub Collaborative	4,600	General Industrial
25·820E	PARTNERS + simons	8,599	**Commercial**
25-820W	PARTNERS + simons	17,199	**Commercial**
TOTAL RSF		**415,548**	

1 Design Center Place (Boston Design Center)
Existing Tenant Use Classifications

Unit	Existing Tenant	RSF	Ch. 91 Definition
1	J.N. Muldoon	614	General Industrial
100	Stark Carpet	12,221	General Industrial
111	The Martin Group	6,034	General Industrial
114	Janus Et Cie of Massachusetts	10,617	General Industrial
123	Lee Jofa Boston, Inc	5,138	General Industrial
130	Grange	3,265	General Industrial
131	FDO Group, Inc	5,079	General Industrial
132	K-Boston (Kravet)	6,158	General Industrial
141	Brunschwig & Fils	1,744	General Industrial
147	Waterworks Operating Co	3,130	General Industrial
148	Au Bon Pain	3,758	**Commercial**
150	Au Bon Pain (BOC Lobby Cafe)	500	**Commercial**
215	Robert Allen Group, Inc	8,803	General Industrial
232	Charles Spada LLC	4,941	General Industrial
233	Grand Rapids Furniture	5,004	General Industrial
234	Walters Wicker	1,978	General Industrial
236	Webster & Company	21,219	General Industrial
300	Baker, Knapp & Tubbs	22,636	General Industrial
313	Erba Cycles	2,313	General Industrial
315	Hokanson, Inc	1,117	General Industrial
317	Ann Sacks Tile & Stone	4,736	General Industrial
320	Your German Kitchen	1,679	General Industrial
322	United Marble Fabricators	1,641	General Industrial
324	Patterson Group, LLC	1,378	General Industrial
325	Brookline Village Antiques	2,596	General Industrial
328	Trianon Antiques	3,688	General Industrial
329	JD Staron	1,241	General Industrial
331	Quadrille	1,775	General Industrial
332	Furn and Co.	4,643	General Industrial
336	Blanche P. Field	3,324	General Industrial
337	Building Management Office	3,136	General Industrial
337A	Farrow & Ball	575	General Industrial
339	Ronkonkoma Operations OBA Scalamandre	7,286	General Industrial
342	BOC Designers' Lounge	4,738	General Industrial
344	Knoll, Inc OBA Edelman Leather	1,670	General Industrial
350	Bright Group Boston	3,115	General Industrial
401	Donghia Showrooms	6,143	General Industrial
405	Beauvais Carpets, Boston	9,071	General Industrial
410	M-Geough Company Inc.	10,688	General Industrial
423	Henry Calvin Fabrics	2,556	General Industrial
428	Duralee Multifabrics / Highland Court	6,143	General Industrial
429	Ardente	4,272	General Industrial
434	Ailanthus, Ltd.	8,252	General Industrial
435	Paris Ceramics	1,842	General Industrial
439	Icon Group	4,405	General Industrial
447	Century Showrooms	7,260	General Industrial
505	Porcelanosa	4,888	General Industrial

514	The Martin Group	4,791	General Industrial
515	The Martin Group	8,495	General Industrial
520	Berkeley House, Inc	4,045	General Industrial
524	MWI Enterprises, Inc	581	General Industrial
526	Desa Carin, Inc.	3,344	General Industrial
528	Romo	2,731	General Industrial
529	F. Schumacher	6,087	General Industrial
534	Showroom Studio 534	7,017	General Industrial
541	Carlisle	1,175	General Industrial
543	Eco-Modern Design	1,101	General Industrial
544	Americ n Society of Interior Designers	578	**Commercial**
545	Tayter Designs OBA Master Piece Framing	1,143	General Industrial
548	BDC Seminar Room	4,176	General Industrial
551	Osborne & Little	3,739	General Industrial
600	Deutsch Williams Brooks Derens	18,789	**Commercial**
612	Ritz Associates	4,181	General Industrial
618	Creative Materials Corp	1,965	General Industrial
620	Venegas & Company	3,592	General Industrial
621	Belfondo	715	General Industrial
623	Conventures	1,397	**Commercial**
627	System 7 OBA The Boston Shade Company	2,478	General Industrial
628	Euro Cucina, Inc	3,340	General Industrial
629	Dalia Kitchen Design	6,334	General Industrial
632	Allstone Boston Corporation	1,625	General Industrial
634	BOC To Go	3,708	**Commercial**
638	Abby Yozell	1,028	General Industrial
639	Tile Showcase, Inc	4,944	General Industrial
642	Divine Imports, Inc	1,673	General Industrial
644	Niemitz Design Group	5,822	General Industrial
647	Discover Tile	3,769	General Industrial
712	Key Office Interiors	6,484	General Industrial
714	Merida Meridian, Inc	2,927	**Commercial**
718	Conventures	6,347	**Commercial**
719	Pilot, Inc.	4,831	**Commercial**
723	Lab Solutions	2,468	General Industrial
727	Contract Sources Limited	4,850	General Industrial
732	Kerwin Furniture	1,863	General Industrial
733	Creative Office Interiors	25,355	General Industrial
828	Boston Beer Corporation	42,398	**Commercial**
848	Again Faster	6,062	**Commercial**
TOTAL		**456,958**	

USE TOTALS

Commercial Use	183,132
General Industrial	680,764
Maritime Industrial	8,610
TOTAL RSF	**872,506**

Jamestown IDB Tenant List	EDIC IDB Tenant List
Abby Yozell	Abby Yozell
ABP Corporation	ABP Corporation
Again Faster	Again Faster
Ailanthus	Ailanthus, Ltd.
Alan J Collier-Boston Balloon	Allstone Boston Corporation
Allstone	American Society of Interior Designers
Ann Sacks	American Reprographics
ARC	Ann Sacks Tile & Stone
Artaic	Ardente
ASID	Artaic
B&F Boston Realty	Au Bon Pain
Baker Design Group Inc	Au Bon Pain (BOC Lobby Cafe)
Baker, Knapp, and Tubbs	Backstage Hardware (JSR)
Banner Publications	Baker Design Group
BDC To Go	Baker, Knapp & Tubbs
Beauvis Carpets	Banner Publications
Berkeley House	BDC Seminar Room
Blanche Field	Beauvais Carpets, Boston
BOC International	Belfondo
Boston Art	Berkeley House, Inc
Boston Beer	Blanche P. Field
Bright Group	BOC Designers' Lounge
Brookline Village Antiques	BOC International
Carlisle Wide Plank Floor	BOC To Go
Century	Boston Art
Charles Spada	Boston Balloons
Choice Stream	Boston Beer Corporation
Christopher Peacock	Boston Design Center Storage
Contract Sources	Bright Group Boston
Conventures	Brookline Village Antiques
Creative Materials	Brunschwig & Fils
Creative Office Pavilion	Building Management Office
Design Communication	Building Management Office
Deutsch Williams	Carlisle
Digital Lumens, Inc.	Century Showrooms
Discovertile	Charles Spada LLC
Divine Imports	ChoiceStream
Donghia	Contract Sources Limited
Downsview Kitchen	Conventures
Duralee	Conventures
Eco-Modern	Creative Materials Corp
Edelman Leather	Creative Office Interiors
Elkus Manfredi Architects Ltd	Dalia Kitchen Design
Erba Cycles	Desa Carin, Inc.

Jamestown IDB Tenant List	EDIC IDB Tenant List
F. Schumacher & Co.	Design Communications
Farrow & Ball	Deutsch Williams Brooks Derens
Fastcap Systems Corp	Discover Tile
FDO Group	Divine Imports, Inc
Fort Point Cabinet Makers	Donghia Showrooms
Golden Architects	Duralee Multifabrics / Highland Court
Grand Rapid Furniture	Eco-Modern Design
Grange Furniture	Erba Cycles
Hadco Window & Door	Euro Cucina, Inc
Henry Calvin Fabrics	F. Schumacher
Hokanson	Farrow & Ball
Icon Group	FastCap Systems Corp
J. N. Muldoon	FDO Group, Inc
J.F. O'Toole	Fort Point Cabinet Makers
Janus Et Cie	Furn and Co.
JD Staron	Golden Architects
Jewett Farms + Company	Grand Rapids Furniture
JJ Cahill Displays	Grange
John Herbert	Hadco Window & Door
JSR Enterprises LLC	Henry Calvin Fabrics
K- Boston	HIQ Computers
Kel & Partners	Hokanson, Inc
Kerwin Furniture	Icon Group
Key Office Interiors	J.F. O'Toole
Laboratory Solutions Of New England	J.N. Muldoon
Lee Jofa	Janus Et Cie of Massachusetts
MassChallenge	JD Staron
Master Piece Framing	JJ Cahill Displays
Merida	John Herbert / BFC
M-Geough	K-Boston (Kravet)
Mix & Company	Kel & Partners
Neoscape	Kerwin Furniture
Next Step Living	Key Office Interiors
Niemitz Design Group and Manuel De Santern	Knoll, Inc OBA Edelman Leather
NRI	Lab Solutions
Oasys	Lee Jofa Boston, Inc
Osborne & Little	MassChallenge
P J Systems	Merida Meridian, Inc
Paris Ceramics	M-Geough Company Inc.
Partners & Simons Inc	Mix & Company
Paul Brown	MWI Enterprises, Inc
Peter King & Company	Neoscape
Pilot, Inc	Next Step Living
Porcelanosa	Niemitz Design Group
Quadrille	NRI
Ritz Associates	Oasys
Robert Allen Group	Osborne & Little
Romo	Paris Ceramics
Ronkonkoma	PARTNERS + simons
Silverman Trykowski Assoc	Patterson Group, LLC
Stark Carpet	Paul Brown
Studio 534	Peter King & Company
System 7 Solutions, Inc.	Phase N Corporation
The Martin Group	Phillips Design
Tile Showcase	Pilot, Inc.

Jamestown IDB Tenant List	EDIC IDB Tenant List
Trianon Antiques	Porcelanosa
United Marble	Quadrille
US Express & Logistics	Ritz Associates
Venegas & Company	Robert Allen Group, Inc
Walter Wicker	Romo
Waterspot	Ronkonkoma Operations OBA Scalamandre
Waterworks	Saks Fifth Avenue
Webster & Company	Showroom Studio 534
Your German Kitchen	Silverman Trykowski Associates
	Stark Carpet
	Straub Collaborative
	System 7 OBA The Boston Shade Company
	Tayter Designs OBA Master Piece Framing
	The Martin Group
	The Martin Group
	Tile Showcase, Inc
	Trianon Antiques
	Tribeca Builders
	United Marble Fabricators
	US Express & Logistics
	Venegas & Company
	Walters Wicker
	Waterworks Operating Co
	Webster & Company
	Your German Kitchen

EDIC Building Tenants

Company	First	Last	Address	City	State	Zip	Email
908 Devices			27 Drydock Ave.	Boston	MA	02210	
Aardvark Water & Sewer	Edward	Mahoney	16 Carpenter St.	So. Boston	MA	02127	
AB Vitro			27 Drydock Ave.	Boston	MA	02210	
ABP Corporation			23 Drydock Ave.	Boston	MA	02210	
ABP Corporation	John	Billingsley	27 Drydock Ave.	Boston	MA	02210	
ABP Corporation	Thomas	Dolan	One Au Bon Pain Way	Boston	MA	02210	
AD Biotech			27 Drydock Ave.	Boston	MA	02210	
ADContron EMS, Inc.	Agnes	Young	12 Channel Street	Boston	MA	02210	ayoung@adcotron.com
Aflac			7 Tide Street	Boston	MA	02210	
Alcoholics Anonymous	Judy	Marx	12 Channel Street	Boston	MA	02210	
Allegra Print & Imaging	Jon	Hostage	23 Drydock Ave.	Boston	MA	02210	
Amano Megan			7 Tide Street	Boston	MA	02210	
Araho Transfer			7 Fid Kennedy Ave.	Boston	MA	02210	
Artaic, Inc.	Edward	Acworth	21 Drydock Ave.	Boston	MA	02210	
Backstage Hardware	Eric	Engelson	21 Drydock Ave.	Boston	MA	02210	
Baker Design	Steve	Baker	23 Drydock Ave.	Boston	MA	02210	
Banner Publications	Melvin	Miller	23 Drydock Ave.	Boston	MA	02210	
BBX, Inc. Parcel V-1	Robert	Lewis	7310 Chestnut Ridge Road	Lockport	NY	14094	
Bently Prince Street			27 Drydock Ave.	Boston	MA	02210	
Berensen and Coar	John	Berenson	22 Drydock Ave.	Boston	MA	02210	
Biospecimen Repository Care			27 Drydock Ave.	Boston	MA	02210	
Bitwise Software, Inc.	Jacob	Leifman	22 Drydock Ave.	Boston	MA	02210	sales@bitwise.net
Bob's Your Uncle			25 Drydock Ave.	Boston	MA	02210	
BOC International			23 Drydock Ave.	Boston	MA	02210	
Boston Art			23 Drydock Ave.	Boston	MA	02210	
Boston Balloon Events			25 Drydock Ave.	Boston	MA	02210	
Boston Design Center	Steve	Iacovino	1 Design Center Place	Boston	MA	02210	acontant@bostondesign.com
Boston Freight	Neil	Fitzpatrick	1 Harbor Street	Boston	MA	02210	nfitzpatrick@bosfrt.com
Boston Furniture Collaborative			25 Drydock Ave.	Boston	MA	02210	
Boston Harbor Police		Cheevers	34 Drydock Ave.	Boston	MA	02210	
Boston Horse and Carriage	Cristian	Mancia					
Boston Mailing Co.	Margaret	McLaughlin	12 Channel Street	Boston	MA	02210	
Boston Sword & Tuna	Michael	Scola	8 Seafood Way	Boston	MA	02210	mscola@bostonsat.com
Boston Vet Center			5-11 Drydock Ave.	Boston	MA	02210	
Bridal Carriage Co., Inc. - Parcel V1	Sally	Cotton	441 Whiting Street	Hanover	MA	02339	
Cahill Display	Don	Willis	21 Drydock Ave.	Boston	MA	02210	
Cambrian Innovations			27 Drydock Ave.	Boston	MA	02210	
Cancer Registry			27 Drydock Ave.	Boston	MA	02210	
Cape Cod Shellfish & Seafood Co., Inc.	Paul	Todesca	8 Seafood Way	Boston	MA	02210	
Cargo Ventures	Jake	Citrin	2305 NW 107th Ave., Suite 107	Dora	FL	33172	
Catering With Distinction			27 Drydock Ave.	Boston	MA	02210	
Central Service Committee	Judy	Marks	12 Channel Street	Boston	MA	02210	
ChoiceStream, Inc.	Meaghan	Chandler	25 Drydock Ave.	Boston	MA	02210	mchandler@choicestream.com
C-Next			27 Drydock Ave.	Boston	MA	02210	
Coastal Cement	Richard	Laboy	36 Drydock Ave.	Boston	MA	02210	rlaboy@dragonproducts.com
Commercial Lobster	Joe	Zanti	300 Northern Ave.	Boston	MA	02210	
Computer Science			5-11 Drydock Ave.	Boston	MA	02210	
Copy Cop	Edward	McLean	12 Channel Street	Boston	MA	02210	emaclean@copycop.com
Cube Design & Research			25 Drydock Ave.	Boston	MA	02210	
CureMeta			27 Drydock Ave.	Boston	MA	02210	
Cytonome	Richard	Gilbert	27 Drydock Ave.	Boston	MA	02210	
Dana Farber Cancer Institute	Dorothy	Puhy	27 Drydock Ave.	Boston	MA	02210	
Dentovations			27 Drydock Ave.	Boston	MA	02210	
Design Communications	Craig	Kutner	25 Drydock Ave.	Boston	MA	02210	
Deutsch Williams	Karen	Egan	One Design Center Place, #600	Boston	MA	02210	kegan@dwboston.com
Double Tap Games	Richard	Cordera	12 Channel Street	Boston	MA	02210	Richard.Corredera@doubletapgames.com
Drydock Footwear Group			27 Drydock Ave.	Boston	MA	02210	
Dunkin Donuts	Sean	Sullivan	1 Harbor Street	Boston	MA	02210	
East Bay Seafood			339 Northern Ave.	Boston	MA	02210	
ekit	Steve	Searle	27 Drydock Ave.	Boston	MA	02210	
Elegant Touch Carriage Co.	Kathleen	Foster	38 Norfolk Road	Holbrook	MA	02343	
F.J. O'Hara	Charles	DiPesa	7 Fid Kennedy Ave.	Boston	MA	02210	cdipesa@fjohara.com
Fast Cap Systems Corp.			21 Drydock Ave.	Boston	MA	02210	
Fenway Bark	Jim	Morrison	88 Black Falcon Ave.	Boston	MA	02110	
First Indemnity Insurance	Andrew	Biggie	339 Northern Ave.	Boston	MA	02210	
First Trade Union Savings Bank	Michael	Butler	1 Harbor Street	Boston	MA	02210	
Fort Point Cabinet	Richard	Oedel	23 Drydock Ave.	Boston	MA	02210	
Fort Point Design			21 Drydock Ave.	Boston	MA	02210	

Four Seas			8 Fid Kennedy Ave.	Boston	MA	02210	
Francine Zaslow Photography	Francine	Zaslow	27 Drydock Ave.	Boston	MA	02210	
Frank Bean, Inc.	Frank	Bean	30 Drydock Ave.	Boston	MA	02210	Fbeaninc@aol.com
Fresh Water Fish Company	Steven	Nadolny	312 Northern Ave.	Boston	MA	02210	
Geekhouse Bikes	Marty	Walsh	12 Channel Street	Boston	MA	02210	
Genesis Mgt. Group			5-11 Drydock Ave.	Boston	MA	02210	
Georges Bank LLC			310 Northern Ave.	Boston	MA	02210	
Geo-Trans International	Neil	Fitzpatrick	1 Harbor Street	Boston	MA	02210	
Ginko Bioworks			27 Drydock Ave.	Boston	MA	02210	
Global Industries	Jon	Soll	1 Harbor Street	Boston	MA	02210	
Global Protection	Davin	Wedel	12 Channel Street	Boston	MA	02210	
Globe Fish Company	David	Kamens	310 Northern Ave.	Boston	MA	02210	
Globe Fish Company	Leon	Weinstein	310 Northern Ave.	Boston	MA	02210	
Gloucester Seafood Wholsale			339 Northern Ave.	Boston	MA	02210	
Golden Architects			21 Drydock Ave.	Boston	MA	02210	
Hadco	Louis	Hadaya	21 Drydock Ave.	Boston	MA	02210	orders.@hadcomanagment.com
Hale G.P. & Co., Inc.			310 Northern Ave.	Boston	MA	02210	
Health Informational Services			27 Drydock Ave.	Boston	MA	02210	
High Quality Seafoods			339 Northern Ave.	Boston	MA	02210	
HiQ	Jane	Sheng	25 Drydock Ave.	Boston	MA	02210	
Holt			25 Drydock Ave.	Boston	MA	02210	
Hull Lifesaving Museum			22 Drydock Ave.	Boston	MA	02210	
Immunetics	Andrew	Levin	27 Drydock Ave.	Boston	MA	02210	
Irish Natural Stone			21 Drydock Ave.	Boston	MA	02210	
James Hook			339 Northern Ave.	Boston	MA	02210	
Jensen Tuna			8 Fid Kennedy Ave.	Boston	MA	02210	
JF O'Toole	Lee	Kennedy	21 Drydock Ave.	Boston	MA	02210	
John Hancock Financial Services	Gerald	Burke	601 Congress Street`	Boston	MA	02210	
John Hancock Mutual Life			27 Drydock Ave.	Boston	MA	02210	
John J. Cahill Displays, Inc.	Thomas	Lyons	21 Drydock Ave.	Boston	MA	02210	
Jordan Bros. Seafood			314 Northern Ave.	Boston	MA	02210	
Kel Partners	Kel	Kelly	21 Drydock Ave.	Boston	MA	02210	
Kera Fast, Inc.			27 Drydock Ave.	Boston	MA	02210	
Kristine Mullaney Design			27 Drydock Ave.	Boston	MA	02210	
Kuehne & Nagel Co.	Rolf	Altorfer	1 Harbor Street	Boston	MA	02210	
Live Nation	Jim	Jensen	290 Northern Ave.	Boston	MA	02210	
Lorden Carriage - Parcel V-1	Timothy	Lorden	13 Perley Avenue	W.Peabody	MA	01960	
Lurie Family Imaging Center			27 Drydock Ave.	Boston	MA	02210	
Lynnwell Associates	Dennis	Mahoney	27 Drydock Ave.	Boston	MA	02210	
Mad Props LLC	Elizabeth	Pond	12 Channel Street	Boston	MA	02210	
Magellan Distributors	Jim	Russell	12 Channel Street	Boston	MA	02210	
Maloney Properties	Janet	Frazier	27 Mica Lane	Wellesley	MA	02481	
Map Lab			21 Drydock Ave.	Boston	MA	02210	
Marine Engineers Union	Bill	Campbell	12 Channel Street	Boston	MA	02210	
Marine Engineers Union	Bob	Heanue	12 Channel Street	Boston	MA	02210	BHEANUE@MEBAUNION.ORG
Martel Upholstery	Paula	Trehub	12 Channel Street	Boston	MA	02210	
Martin International Corp.			7 Fid Kennedy Ave.	Boston	MA	02210	
Mass Bay Brewing Company	Dan	Kenary	306 Northern Ave.	Boston	MA	02210	
Massport	Virginia	Cronin	1 Black Falcon Ave.	Boston	MA	02210	
McDonald Steel Co.	Mark	McDonald	3 Anchor Way	Boston	MA	02210	
Michael Byrnes Seafood			8 Fid Kennedy Ave.	Boston	MA	02210	
Michael Fitzpatrick Furniture	Michael	Fitzpatrick	25 Drydock Ave.	Boston	MA	02210	
Milk Street Press	Jeffrey	Hostage	23 Drydock Ave.	Boston	MA	02210	
Millenneum Partners	Joe	Larkin	172 Tremont Steet, Suite 400	Boston	MA	02111	
Morris Switcher			5-11 Drydock Ave.	Boston	MA	02210	
Nagle Seafood	Michael	Bates	306 Northerrn Ave.	Boston	MA	02210	
New Boston Seafood Center	Charles	DiPesa	7 Fid Kennedy Ave.	Boston	MA	02210	
Next Step Living, Inc.	Geoffrey	Chapin	21 Drydock Ave.	Boston	MA	02210	
Next Step Living, Inc.	Domenic	Galdo	21 Drydock Ave.	Boston	MA	02210	domenic.galdo@nextstoplivinginc.com
Next Step Living, Inc.	Roger	Ouellette	25 Drydock Ave.	Boston	MA	02210	roger.ouellette@nextsteplivinginc.com
Nortek USA			27 Drydock Ave.	Boston	MA	02210	
North East Ship Repair	Edward	Shnider	32A Drydock Ave.	Boston	MA	02210	
North Star Management	Deborah	Woodside	27 Drydock Ave.	Boston	MA	02210	
Northcoast Seafoods	Jim	O'Hara	5 Drydock Ave.	Boston	MA	02210	johara@northcoastseafoods.com
Northcoast Seafoods	Jim	Stavis	5-11 Drydock Ave.	Boston	MA	02210	jstavis@northcoastseafoods.com
Northern Ave. Seafood			312 Northern Ave.	Boston	MA	02210	
Olex Technologies			27 Drydock Ave.	Boston	MA	02210	

Onchip Power			27 Drydock Ave.	Boston	MA	02210	
OPS-Core	Viktoria	Rogers	12 Channel Street	Boston	MA	02210	
Outward Bound	Billy	Dowd	11 Drydock Ave.	Boston	MA	02210	
P.J. Lobster Co.	Jonathan	Surette	339 Northern Ave.	Boston	MA	02210	
Pacific American Fish			8 Fid Kennedy Ave.	Boston	MA	02210	
Paragidm Properties			8 Seafood Way	Boston	MA	02210	
Partners & Simons	Tony	Katrupi	25 Drydock Ave.	Boston	MA	02210	
Pathogenica			27 Drydock Ave.	Boston	MA	02210	
Paul Brown	Paul	Brown	21 Drydock Ave.	Boston	MA	02210	
Peter King	Peter	King	21 Drydock Ave.	Boston	MA	02210	
Pete's Dockside	Tony	Barros	12 Channel Street	Boston	MA	02210	
Pharmologics Recruiting			5-11 Drydock Ave.	Boston	MA	02210	
Phase -N Corp.	Steven	Woolfson	21 Drydock Ave.	Boston	MA	02210	
Phillips Design Group			25 Drydock Ave.	Boston	MA	02210	
Pinkerton Investigations			1 Harbor Street	Boston	MA	02210	
Point Judith Fish			312 Northern Ave.	Boston	MA	02210	
Practical Applications	Gary	Broberg	12 Channel Street	Boston	MA	02210	
PSG Framing			27 Drydock Ave.	Boston	MA	02210	
PUMA NA	Scott	Verrier	23 Drydock Ave.	Boston	MA	02210	
Puritan Fish Company, Inc.	Richard	Palermo	5 Fid Kennedy Ave.	Boston	MA	02210	
RadLab, Inc.	Matt	Trimble	25 Drydock Ave.	Boston	MA	02210	
Recycled Paper	Todd	Truesdale	12 Channel Street, Suite 803	Boston	MA	02210	
Reflex Lighting	Paul	Mustone	7 Tide Street	Boston	MA	02210	
Rick Rawlins/Work			21 Drydock Ave.	Boston	MA	02210	
Saks 5th Ave.	Bob	Loge	23 Drydock Ave.	Boston	MA	02210	
Sample 6 Technologies			27 Drydock Ave.	Boston	MA	02210	
SatCon Technology	David	Eisenhaure	27 Drydock Ave.	Boston	MA	02210	
SC East			25 Drydock Ave.	Boston	MA	02210	
Scallop Imaging			27 Drydock Ave.	Boston	MA	02210	
Sea Cap, Inc.	Denniston	Johnson	8 Seafood Way	Boston	MA	02210	dennisseacap@hughes.net
Seafarer's International Union	Margaret	Bowen	5-11 Drydock Ave.	Boston	MA	02210	
Seaport Graphics	Michael	Labadie	12 Channel Street	Boston	MA	02210	
Seaport TMA	Lauren	Grymek	299 Seaport Blvd.	Boston	MA	02210	
Securitas	William	Lybrook	1 Harbor Street	Boston	MA	02210	
Semi-Conductor Processing Co.	Mark	Whitten	12 Channel Street	Boston	MA	02210	
Shipco Transport			1 Harbor Street	Boston	MA	02210	
Silverman Trykowsky Assoc			21 Drydock Ave.	Boston	MA	02210	
Skips Marine			310 Northern Ave.	Boston	MA	02210	
Smith Detection, Inc.	Timothy	Picciotti	27 Drydock Ave.	Boston	MA	02210	
Sousa Seafood			8 Seafood Way	Boston	MA	02210	
Stavis Seafoods	Richard	Stavis	7 Channel Street	Boston	MA	02210	Rstavis@stavis.com
Tenebraex Corporation	Peter	Jones	27 Drydock Ave.	Boston	MA	02210	
The Boston Beer Company	Christophe	Cote	One Design Center Place, #850	Boston	MA	02210	christopher.cote@bostonbeer.com
The Confetti Company			25 Drydock Ave.	Boston	MA	02210	
Toys for Tots			23 Drydock Ave.	Boston	MA	02210	
Trehub Corp.- Martel Upholstery	Paula	Trehub	12 Channel Street	Boston	MA	02210	
Tribeca Builders Corp.			21 Drydock Ave.	Boston	MA	02210	
US Express & Logistics			21 Drydock Ave.	Boston	MA	02210	
Vandegrift Forwarding			5-11 Drydock Ave.	Boston	MA	02210	
Waterfront Printing	Ginny	Bojenski	12 Channel Street	Boston	MA	02210	
Winthrop Printing	Ron	Barstis	235 Old Colony Ave.	Boston	MA	02127	
World Intel Networks			27 Drydock Ave.	Boston	MA	02210	
Zaslow Photography	Francine	Zqslow	27 Drydock Ave.	Boston	MA	02210	

Tenant Association Board			
Diane	Coyne	Au Bon Pain	Diane_Coyne@aubonpain.com
Tom	Caterino	Contract Sources, LTD.	Tom@Contractsources.com
Nadidah	Coveney	Radius Bank	ncoveney@radiusbank.com
Mary	Cronin	Legal Seafoods	mcronin@legalseafoods.com
Warren	Dibble	Harpoon Brewery	wdibble@harpoonbrewery.com
Neil	Fitzpatrick	Boston Freight Terminals	nfitzpatrick@bosfrt.com
Jim	Jensen	Blue Hills Bank Pavilion	jamesjensen@livenation.com
Jim	Stavis	North Coast Seafoods	jstavis@northcoastseafoods.com
Rich	Stavis	Stavis Seafoods, Inc.	Rstavis@stavis.com
Joe	Zanti	Yankee Lobster	lobsterboy6042@yahoo.com
Dana	Griffin	Jamestown	Dana.Griffin@jamestownlp.com
Tom	Miller	Madison Marquette	TMiller@kavanaghadvisory.com
Jeff	Wallace	27 Drydock Ave	jw@nstarm.com

Space Inventory: Existing

2014 Minor Revision Draft Ta

Marine Industrial Park Master Plan:

				Building Area		Total Land Use			Building Footprint Use		
Parcel	**Address**	**Parcel Area**	**Parcel Acreage**	**Exis Bldg Footprint**	**Add Bldg Footprint**	**Marine Industrial**	**General Industrial**	**Comm.**	**Building Footprint**	**Marine Industrial**	**General Industrial**
DPA											
B	5 Drydock Ave.	95,824	2.20	52,680	0	95,824	0	0	52,680	52,680	0
C-1	1 Terminal St.	69,249	1.59	0	40,000	69,249	0	0	40,000	40,000	0
C-2	5 Terminal St.	41,901	0.96	0	20,000	41,901	0	0	20,000	20,000	0
D - 1 Harbor	6 Drydock Ave. (#12)	205,519	4.72	35,000	86,000	184,544	30,008	1,200	119,208	88,000	30,008
E - 1 Harbor	10 Drydock Ave. (#15)	24,242	0.56	6,384	12,616	11,400	0	12,842	19,000	11,400	0
F	1 Design Center (#114)	164,010	3.77	70,454	0	0	123,008	41,003	70,455	0	52,841
F-1	Design Center Parking	50,468	1.16	0	28,000	0	37,851	12,617	28,000	0	21,000
G	339 Northern Ave. (#20)	31,120	0.71	12,774	0	31,020	0	0	12,774	12,774	0
H	22 Drydock Ave. (#49)	53,997	1.24	14,231	0	0	53,997	0	14,231	0	14,231
I	21-25 Drydock Ave. (#114)	225,370	5.17	103,194	0	22,537	202,837	0	103,194	10,319	92,875
J	27 Drydock Ave. (#114)	74,246	1.70	34,398	0	6,100	54,900	0	34,398	3,440	30,958
K	36 Drydock Ave.	73,821	1.69	7,454	0	84,643	0	0	7,454	7,454	0
L	Drydock #3 (#1 .#22.#23)	468,373	10.75	12,919	21,677	474,290	0	0	49,072	49,072	0
L-1	24-26 Drydock Ave. (#21)	33,141	0.76	14,544	0	33,141	0	0	14,520	14,520	0
L-2	7 Tide St. (#54)	51,040	1.17	18,000	11,000		51,040	0	29,000		29,000
M	3 Dolphin Way (#31)	134,595	3.09	56,041	0	85,518	62,632	0	55,922	39,404	16,518
M-1	Massport Marine Term.	1,661,000	38.13	0	129,240	1,661,406	0	0	129,240	129,240	0
M-2	Fid Kennedv Ave.	75,310	1.73	24,466	0	75,310	0	0	24,466	24,466	0
N	25 Fid Kennedy Ave. (#16)	141,425	3.25	85,365	0	0	140,000	0	85,600	0	85,600
O	19 Fid Kennedy Ave. (#29)	61,100	1.40	34,000	0	0	61,000	0	34,000	0	34,000
P	3 Anchor Way (#14)	24,280	0.56	12,324	0	0	24,280	0	12,324	0	12,324
R	6 Tide St. (#18)	179,791	4.13	0	86,000	0	179,810	0	86,000	0	86,000
S	306 Northern Ave. (#53)	259,626	5.96	105,000	0	127,797	114,758	13,035	105,000	52,500	47,145
V	300 Northern Ave.	270,000	6.20	0	0	270,000	0	0	0	0	0
V-1	Drydock #4	105,000	2.41	0	47,000	105,000	0	0	47,000	47,000	0
W	290 Northern Ave.	172,000	3.95	5,960	47,000	172,000	0	0	52,960	52,960	0
W-1	300 Northern Ave Yankee Lob	13,619	0.31								
X	310-314 Northern Ave.	211,210	4.85	64,000	30,000	211,210	0	0	94,000	94,000	0
Z	34 Drydock Ave. (Pier 10)	34,435	0.79	2,000	0	34,435	0	0	2,000	2,000	0
Subtotal		5,005,712	115	771,188		3,797,325	1,136,121	80,697		751,229	552,500
%		93.3%		15.4%		75.9%	22.7%	1.6%			
Non-DPA											
A	1 Drydock Ave.	50,933	1.17	0	20,000	0	0	40,879	20,000	0	0
Q	12 Channel Sl. (#32)	69,878	1.60	35,511	0	0	69,878	0	35,511	0	35,511
Q-1	4 Drydock Ave. / Channel St	36,799	0.84	2,000	10,000	0	0	26,000	12,000	0	0
T	6 Harbor St. (#19)	128,919	2.96	78,144		119,447	0	0	78,144	78,144	0
T-1	Northern Ave. / Channel St.	55,348	1.27	0	17,000	55,348	0	0	17,000	17,000	0
U	7 Channel St. (#17)	45,310	1.04	20,000	5,000	45,310	0	0	25,000	25,000	0
Subtotal		356,862	9	135,655		220,105	69,878	66,879		120,144	35,511
%		6.7%		38.0%		61.7%	19.6%	18.7%			
Total		**5,362,574**		**906,843**		**4,017,430**	**1,205,999**	**147,576**		**871,373**	**588,011**
Y	EDIC Parking Garage	107,184	2.46								

Notes:

1. Information source is the BRA.
2. Common facilities not included (Parcels A-1 Park, G-2 Bell Atlantic Switch Station, and Y Parking Garage
3. See Table 5 for Existing Land Use Matrix.
4. BankBoston Pavilion is a temporary facilities and therefore structure not included
5. BMIP parcels not within the DPA are not subject to this License
6. 32,000 SF of Parcel T must be reserved exclusivley for Water-Dependent Industrial use (See DEP Determination on 10/28/13 request)

ble 7 - w/ Build-Out Analysis

Attachment "A"

Future Buildout Land Use Matrix

	Area Outside of Building Footprint					MIP Full Build-Out Analysis (2/14)			
Comm.	Area Outside Bldg Footprint	Marine Industrial	General Industrial	Comm.		Existing Bldg SF	Approved Article 80 - Bldg SF	Update Notes	
0	25,824	25,824	0	0		101,124	2		
0	29,249	29,249	0	0		0			
0	21,901	21,901	0	0		0			
1,200	96,544	96,544	0	0		140,000		Parcel D&E now	
7,600	5,242	0	0	5,242				One Harbor St. Site	
17,614	93,556	0	70,167	23,389		552,026			
7,000	22,468	0	16,851	5,617		0			
0	18,246	18,246	0	0		20,509			
0	39,766	0	39,766	0		42,693			
0	122,180	12,218	109,962	0		825,552			
0	26,602	2,660	23,942	0		275,184			
0	77,189	77,189	0	0		12,129			
0	425,218	425,218	0	0		13,072			
0	18,597	18,597	0	0		43,632		32,760 SF Demo (2006)	
0	22,040		22,040	0		36,110			
0	92,228	46,114	46,114	0					
0	1,532,166	1,532,166	0	0		140,000	459,917		
0	50,844	50,844	0	0		24,466			
0	54,400	0	54,400	0		0			
0	27,000	0	27,000	0		46,879			
0	11,956	0	11,956	0		12,324			
0	93,810	0	93,810	0			359,620		
5,355	150,594	75,297	75,297	0		107,440			
0	270,000	270,000	0	0		0			
0	58,000	58,000	0	0		0			
0	119,040	119,040	0	0					
0	117,210	117,210	0	0		72,560		Ohara Addition (8,560 SF)	
0	32,435	32,435	0	0		0			Grand Totals
38,769		3,028,752	591,305	34,248		2,465,700	819,539		**3,285,239**
20,000	20,879	0	0	20,879		0	275,000		
0	34,367	0	34,367	0		355,110	215,000		
12,000	14,000	0	0	14,000		52,000			
0	41,303	41,303	0	0		156,288			
0	38,348	38,348	0	0		0			
0	20,310	20,310	0	0		26,736			
32,000		99,961	34,367	34,879		590,134	490,000		**1,080,134**
70,769		**3,128,713**	**625,672**	**69,127**		**3,055,834**	**1,309,539**		**4,365,373**

Space Inventory: Proposed with Land Valuation

Existing & Proposed Maritime Industrial Property								
Parcel ID			**Existing Conditions**		**Build Out**			
Address	Parcel ID #	Parcel	Land Area	Total Bldg SF	Retained Bldf SF	New bldg SF	Total Bldg SF	Inputed FAR
36 Drydock	14	K	73888	12129	12129	-	12129	0.16
Dry Dock #3 (#1, #22, #23)	15	L	468373	13072	13072	-	13072	0.03
24-26 Drydock Ave (#21)	16	L-1	32324	32214	32214	-	32214	1
7 Tide St (#54)	17	L-2	59289	36110	36110	-	36110	0.61
3 Dolphin y (#31)	18	M	134341	57221	57221	-	57221	0.43
Fid Kennedy Ave	20	M-2	91945	25935	25935	-	25935	0.28
25 Fid Kennedy Ave (#16)	21	N	139650	85239	85239	-	85239	0.61
19 Fid Kennedy Ave (#29)	22	O	70042	46879	46879	-	46879	0.67
3 Anchor Way (#14)	23	P	27590	12324	12324	-	12324	0.45
Dry Dock #4	31	V	252004	-	-	-	-	0
34 Drydock Ave (Pier 10)	37	Z	58825	-	-	-	-	0
Massport Marine Terminal (As Proposed)	19	M-1	1954285	134032	134032	462136	596168	0.31
Total			**3362556**	**455155**	**455155**	**462136**	**917291**	**0.27**
Existing Development			1408271	455155	321123	-	321123	0.23
Planned/Proposed Development			1954285	134032	134032	462136	596168	0.31
Additional Development Potential			-	-	-	-	-	0

Opportunities for Additional Mixed Industrial-Commercial										
Parcel ID			**Existing Conditions**		**Build Out (FAR 2.0)**			**Build Out (FAR 4.0)**		
Address	Parcel ID #	Parcel	Land Area	Total Bldg SF	Retained Bldf SF	New bldg SF	Total Bldg SF	Retained Bldf SF	New bldg SF	Total Bldg SF
Park	1	A-1	10,054	0	0	0	0	0	0	0
6& 10 Drydock Ave (#12 and #15)	5	D	205,790	212500	212500	0	212500	212500	0	212500
1 Design Center (#114)	6	F	163,936	552026	552026	0	552026	552026	0	552026
Bell Atlantic Switch Station	10	G-2	1,530	0	0	0	0	0	0	0
21-25 Drydock Ave (#114)	12	I	225,373	825552	825552	0	825552	825552	0	825552
27 Drydock Ave (#114)	13	J	80,958	275184	275184	0	275184	275184	0	275184
12 Channel St (#32)	24	Q	60,908	356450	356450	0	356450	356450	0	356450
306 Northern Ave (#53)	27	S	265,308	107440	107440	0	107440	107440	0	107440
1 Drydock Ave	0	A-1	40,878	0	0	140000	140000	0	140000	140000
4 Drydock Ave / Channel St	25	Q-1	36,808	0	0	150000	150000	0	150000	150000
5 Drydock Ave	2	B	99,099	54230	0	179928	179928	0	419832	419832
Design Center Parking Lot	7	F-1	50,468	0	0	111582	111582	0	185970	185970
339 Northern Ave (#20)	8,9	G/G1	51,479	24898	0	64938	64938	0	129876	129876
6 Tide St (#18)	26	R	181,072	0	0	359820	359820	0	719640	719640
6 Harbor St (#19)	28	T	98,265	135748	0	297336	297336	0	545116	545116
Northern Ave / Channel St	29	T-1	47,611	0	0	107520	107520	0	188160	188160
7 Channel St (#17)	30	U	49,849	27049	0	94665	94665	0	189330	189330
300 Northern Ave	32	V-1	85,049	0	0	165855	165855	0	331710	331710
290-300 Northern Ave	33	W/W1	172,799	0	0	360000	360000	0	720000	720000
310-314 Northern Ave	35	X	199,879	58961	0	444608	444608	0	778064	778064
Total			**2,127,113**	**2630038**	**2329152**	**2476252**	**4805404**	**2329152**	**4497698**	**6826850**
Existing Development			1,003,803	2630038	239152	0	2329152	2329152	0	2329152
Planned/Proposed Development			77,686	2630038	0	290000	290000	0	290000	290000
Additional Development Potential			1,085,570		0	2186252	2186252	0	4207698	4207698

Base Case - Maritime Scenario (As is)

Parcel Districts	Development Land SF	Existing Bldg SF	Imputed FAR	Undeveloped land SF	FAR	New Bldg SF	Total SF (Existing and New)	Imputed FAR
Existing Maritime Industrial Parcels	1,847,638	455,155	0.25	1,514,918	0	462,136	917,291	0.27
Commercial Parcles (A+Q1 Proposed)	-	-	-	77,686	4	290,000	290,000	3.73
Mixed-Industrial Parcels	1,013,857	2,329,152	2.30	1,035,570	1	1,035,570	3,364,722	1.64
Total	2,861,495	2,784,307	0.97	2,628,174	1	1,787,706	4,572,013	0.83
2015 Annual Land Rent Potential	Maritime			$2,300,000	to	$3,000,000		
	Commercial			$1,000,000	to	$1,200,000		
	Mixed Industrial			$2,100,000	to	$2,600,000		
	Total			**$5,400,000**		**$6,800,000**		

Alt 1 Mixed Industrial Scenario (FAR 2.0)

Parcel Districts	Development Land SF	Existing Bldg SF	Imputed FAR	Undeveloped land SF	FAR	New Bldg SF	Total SF (Existing and New)	Imputed FAR
Existing Maritime Industrial Parcels	1,847,638	455,155	0.25	1,514,918	0.31	462,136	917,291	0.27
Commercial Parcles (A+Q1 Proposed)	-	-	0.00	77,686	3.73	290,000	290,000	3.73
Mixed-Industrial Parcels	1,013,857	2,329,152	2.30	1,035,570	1	2,186,252	4,515,404	2.20
Total	2,861,495	2,784,307	0.97	2,628,174	1.12	2,938,388	5,722,695	1.04
2015 Annual Land Rent Potential	Maritime			$2,300,000	to	$3,000,000	Additional Rent Potential Increment Above as is Base Case	
	Commercial			$1,000,000	to	$1,200,000		
	Mixed Industrial			$4,600,000	to	$5,900,000		
	Total			**$7,900,000**		**$10,100,000**	**$2,500,000**	**$3,300,000**

Alt 1 Mixed Industrial Scenario (FAR 4.0)

Parcel Districts	Development Land SF	Existing Bldg SF	Imputed FAR	Undeveloped land SF	FAR	New Bldg SF	Total SF (Existing and New)	Imputed FAR
Existing Maritime Industrial Parcels	1,847,638	455,155	0.25	1,514,918	0.31	462,136	917,291	0.27
Commercial Parcles (A+Q1 Proposed)	-	-	0.00	77,686	3.73	290,000	290,000	3.73
Mixed-Industrial Parcels	1,013,857	2,329,152	2.30	1,035,570	1	2,186,252	4,515,404	2.20
Total	2,861,495	2,784,307	0.97	2,628,174	1.89	4,959,834	7,744,141	1.41
2015 Annual Land Rent Potential	Maritime			$2,300,000	to	$3,000,000	Additional Rent Potential Increment Above as is Base Case	
	Commercial			$1,000,000	to	$1,200,000		
	Mixed Industrial			$11,400,000	to	$12,600,000		
	Total			**$14,700,000**		**$16,800,000**	**$9,300,000**	**$10,000,000**

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