

**Fort Point Channel
Watersheet Activation Plan**

Implementation Organization

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APPENDIX E**

Implementation

Introduction

This section of the report describes an approach for beginning the implementation of a successful plan for activation of the Fort Point Channel watershed. Specifically this discussion presents a plan for accomplishing the most immediate implementation tasks and the goals for establishing a longer-term management structure that supports the need for public accountability and control while motivating an entrepreneurial approach to the management of the watershed.

The critical elements of the implementation include:

- Obtain consensus among the regulatory agents for the City and State to establish the Plan as the guiding document for future development and use of the watershed
- Extend the advisory and advocacy roles of the Fort Point Channel Watersheet Activation Plan Partnership to advance the objectives of Plan through the ongoing Municipal Harbor Plan process
- Capitalize on the momentum of the current planning effort by actively promoting and pursuing near term implementation of the most clearly feasible elements of the Plan
- Promote and market the existing attractions and future potentials of the Channel in order to build a broader constituency for the Channel and what it has to offer

Implementation Strategy

Vesting the Plan and Establishing a Consensus for Moving Ahead

The Fort Point Channel watershed is currently controlled by and through the various permitting and approvals procedures of the Commonwealth and the City of Boston. To insure a successful implementation of the Plan, the critical first step is to develop a consensus between the City and the State adopting the Plan as the guiding document for future development and programming within the watershed.

The terms of such agreement would be geared to delivering on the following objectives.

- To adopt the Plan as the official guide for future development and use of the watershed.
- To use the regulatory approvals process to promote access to and improvement of the watershed in accordance with the Plan.
- To use the regulatory approvals process to generate long-term commitment to the maintenance and operation of the Channel infrastructure.

The fundamental concept is to leverage the landside development opportunities to meet the capital requirements for public access to and use of the Watersheet in keeping with the Plan; and to explore whether there are opportunities to tie the long term licensure of landside parcels to an ongoing participation in the maintenance and operation of the Channel.

Extending the Role of the Management Partnership

Early on, the most expeditious and effective approach to the execution of the Plan is to extend the role of the existing Fort Point Channel Watersheet Activation Plan Partnership to direct and champion the implementation effort. With representation from the BRA, the Abutters Group and the Working Group, the existing Partnership is ideally suited to the entrepreneurial challenges of the early phases of project development.

The importance of coordination and focused attention cannot be understated. Several of the activities described here need attention in the near term if the project is to succeed in building on the momentum developed during the current planning effort. The Partnership is envisioned as having several specific roles in the implementation.

- Initially it would provide input to City and State planning initiatives now in discussion on the waterfront
- It would also be responsible for advocacy at the neighborhood, City and State-wide levels aimed at building support and interest among prospective developers/operators, funders and existing and future users of the watershed.
- The Partnership would actively market and promote the Channel and the Plan with an emphasis on publicizing existing activities and near term development proposals for the watershed, seeding the potentials for a broader draw and a more active utilization of the area in the future.
- The Partnership would actively pursue funding (State and private) for eligible elements of the Plan including grantsmanship and follow-up.

- Finally, the Partnership would be responsible for deciding how the management structure for the Channel should evolve to meet the needs of the district in the future. Early on, the suggested structure is less formal, more entrepreneurial, more pragmatic and more development minded. Eventually, the need may arise for more centralized, district-wide operational oversight such as might be better supported through a more formal management structure. The need for this kind of centralized control and intervention is not clear at the moment, however the Partnership should be alert to the possibilities going forward.
- The Partnership should explore the possibility of procuring funding for staff support.

Identifying Funding Options for the Project

In order to expedite the project implementation, the Partnership can play a useful role in advancing funding requests in both the public and private sector arenas. While a significant proportion of the funding for waterside infrastructure is expected to be linked to landside development activity through Chapter 91/Municipal Harbor Plan requirements, other public funding sources should be explored, especially for activities that lack an identified constituency or likely sponsor.

The sources described below currently represent the most likely public sources for waterside improvements but are not intended to dictate the approach or foreclose other options which may arise as the project moves forward.

MA Transportation Bond Funds: Ferries and Terminals

Total allocation statewide is \$50 million over 5 years but this amount is not guaranteed; the program competes with other transportation initiatives authorized under the bond bill and all project spending must fit within an overall cap on transportation bond funds. The specific uses of funds allowed falls within a broad range from planning to design to construction and start-up. Water transportation improvements would qualify.

MA Public Works Economic Development Funds

Awards are up to \$1 million unless the Secretary of EOTC approves a higher amount. Permitted **uses include** infrastructure, but waterside infrastructure is not a typical use, however, MacMillan Pier and Jodrey Pier did receive PWED grants.

MA Community Development Action Grant

Individual awards subject to \$1 million cap; requires 50% match and \$2.5 million of private investment leveraged by the grant (lease payments and business investment qualify as match). Use of funds defined broadly to include predevelopment and construction.

MA Seaport Bond Bill

Subject to appropriation. Average of \$3.0 to \$5.0 awarded annually. Substantial competition is in the pipeline. **Uses include design and construction of piers, bulkheads, foreshore maintenance, etc.;** waterside construction would qualify

MA Ready Resource Fund

Amounts up to \$400,000 awarded but must be funding of last resort; no more than \$20,000 allowed per low-mod income job created or retained by the project. Public facilities and infrastructure are acceptable uses. To be eligible, a project must meet CDBG criteria and national objectives.

Federal Transportation Bond Discretionary Funds: Ferries and Terminals

Three projects in MA have received amounts from \$1 million to \$3 million **Permitted uses of funds include** piers, terminals, parking lots, acquisition, etc. Water transportation infrastructure would qualify.

Federal Economic Development Administration

Limit: is \$900,000 per award. Waterside construction would qualify. Projects must be included in the OEDP for the region in order to be funded.

A number of other possibilities are listed as follows.

Source	Program	Type	Use	Max Award
Federal	Economic Development Administration	Grant	Infrastructure and design	\$ 900,000
Federal	EPA Showcase Community	Grant	Planning, design & capital construction	\$ 250,000
Federal	EPA Sustainable Development Challenge Grants	Grant	Planning, design & capital construction	\$ 250,000
Federal	National Endowment for the Arts	Grant	Arts, education, cultural heritage programming & organizational development	\$ 150,000
Federal	National Science Foundation	Grant	Science education programming	\$ 200,000
State	Community Development Action Grant	Grant	Planning, design & capital construction	\$ 1,000,000
State	Cultural Tourism Fund	Grants & Loans	Capital construction	\$ 7,000,000
State	Environmental Trust	Grant	Environmental programming	N/A
State	MassDevelopment Finance Agency	Loans	Planning, design & capital construction	N/A
State	Public Works for Economic Development	Grant	Infrastructure and design	\$ 1,000,000
State	Ready Resource Fund	Grant	Infrastructure	\$ 400,000

Promoting The Channel and Modeling Success

Early and visible successes are key to full realization of the Plan's objectives. To this end, a significant effort would be expended early on to promote and publicize existing activities on and in the Fort Point Channel. At the same time the Plan itself and the vision it presents of the future potentials of the Channel is also important to get into the public consciousness. Building a constituency for the Channel beyond the water's edge is a vital aspect of the implementation strategy.

In addition, modeling success for the benefit of those who have vested interests in the water's edge is also important. For this reason, particular attention would be paid to getting the earliest, most do-able elements of the Plan underway as quickly as possible. The Children's Museum's collaboration with the City of Boston provides an illustration of the kind of project that can serve as a model for other successful co-ventures within and along the Channel