



**Managing Director, Boston Waterfront Initiative**  
**The Trustees of Reservations**  
**Boston, MA**

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**“We will create a waterfront for our next generation.”**

*Imagine Boston 2030, City of Boston*

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## THE OPPORTUNITY

**The Trustees of Reservations preserves natural and scenic resources across Massachusetts for the use and enjoyment of the public.** Ranked among the three most important Massachusetts charities by *Boston Globe* subscribers, The Trustees is a visionary, thriving nonprofit with over 50,000 member families, a budget of \$33 million and a 125-year history.



The Trustees are the largest private landowner of coastline and salt marsh in Massachusetts, with more than 70 miles of coastline and 2,300 acres of salt marsh.

The impacts of climate change affect conservation, visitor use and stewardship of the Massachusetts land and waterfront. Nearly 70% of the Massachusetts shoreline is experiencing long-term erosion, sea level is rising, and storm surge intensity is increasing.

The waterfront is integral to Boston’s position as a world-class destination. Through the Boston Waterfront Initiative, The Trustees aspire to advance bold, iconic open spaces that enhance Boston’s attraction and stature as a coastal city, to support diverse community needs and accessibility, and to address climate resiliency goals.



**The Managing Director, Boston Waterfront Initiative, has an exciting, complex and high-visibility mandate:** to lead, design and implement the Initiative through vision, planning, advocacy and results fueled by collaboration with diverse stakeholders across the community. The Managing Director (MD) will serve as public face and chief

communicator for the Boston Waterfront Initiative, and will manage a team that includes an Associate Director, support from internal Trustees colleagues and external consultants.

Challenges include the need to build trusting, transformative relationships with a broad, diverse set of private, government and community stakeholders, while simultaneously driving a clear vision and achieving significant on-the-ground progress.



**This is a time of promise for the people of Boston and the Commonwealth of Massachusetts.** As Boston continues its trajectory of growth and development, The Trustees Boston Waterfront Initiative will play an ambitious, critical role in ensuring the vibrancy and sustainability of the Boston Waterfront -- for the current generation, and for generations to come.

## THE ORGANIZATION

**The Trustees of Reservations is an organization with a fascinating past and an exciting future.** Trustees land is open and accessible to the public, and the organization engages numerous diverse volunteers and stakeholders in its work. Founded in 1891 by a group of visionary volunteers, The Trustees have the mission of preserving, for public use and enjoyment, properties of exceptional scenic, historic, and ecological value and protecting special places across the state of Massachusetts.

The Trustees is a nonprofit conservation organization funded and supported entirely by its visitors, supporters, volunteers, and over 50,000 member families. With a \$33 million annual budget and an endowment of \$128.9 million, the organization has helped protect more than 60,000 acres, including 25,000+ acres on 116 reservations that are all open to the public.

**The position of the Boston Waterfront Initiative Managing Director is a newly-created, essential leadership role.** The Waterfront Initiative is in line with the 2018 Strategic Plan and its four components:

- *Protect*—Drive creation of iconic reservations where people are, with focus on cities
- *Steward*—Ensure stellar property care to foster healthier communities and landscapes
- *Excite*—Introduce more people to open space, with focus on cultural, agricultural and recreational options
- *Grow*—Increase the profile of The Trustees through expanded outreach, membership and visibility



## The Trustees' Vision for the Boston Waterfront Initiative

To advance iconic, bold open space on Boston's waterfront that serves as a world-class destination and increases our stature as a city on the coast; support community needs and accessibility; bring value to Boston's climate resiliency goals; and be financially feasible in its creation as well as its long term care.

The Trustees undertook feasibility planning for the Boston Waterfront Initiative during 2016, facilitated by a generous planning grant and other support from the Barr Foundation. Based on that initial work, The Trustees is ready to activate its next phase of work, recruiting the Managing Director and moving to advance a strong, sustainable initiative on behalf of the waterfront and the Boston public.

During the planning phase, it became clear that The Trustees is in a unique position relative to this work. No other nonprofit leader has the resources, expertise and broad constituency needed to carry out a holistic, city-wide approach to open space opportunities. In partnership with localized groups doing important work, and with government and other stakeholders, The Trustees will bring unparalleled depth and breadth reflective of the organization's 125-year history of acquiring, owning, managing and place-making on properties involving complex natural and cultural resources.

For more about The Trustees of Reservations, go to [www.thetrustees.org](http://www.thetrustees.org).

## THE RESPONSIBILITIES



**The Managing Director will be a proven leader of urban transformation.** The MD will be a skillful, visionary catalyst of complex, collaborative and politically-sensitive initiatives. Through astute leadership of people, ideas, resources and actions, the MD will facilitate the creation of a greener, more accessible and resilient Boston Waterfront. The Managing Director will:

1. **Be a visionary, credible, and inspiring leader.** The MD will lead the Boston Waterfront Initiative internally and externally, shaping a vision, engaging other leaders, partners and communities around its aspirations and implementation, collaborating and strategically advancing the streams of effort necessary to achieve success.
2. **Design and implement the project.** The MD will develop the scope, work plan, and objectives, in collaboration with a core project team. He or she will guide the team through the site investigation, proof of concept and project development, as well as other stages of the project.

3. **Be a compelling public face and advocate.** The MD will represent The Trustees with key stakeholders, committees and diverse constituencies, pursuing opportunities to collaborate and leverage resources. She or he will build effective relationships with the City of Boston cabinet and staff, city planners, government agency leaders and staffs, elected officials, waterfront-focused nonprofits, communities and other entities to advance the project. The MD will be comfortable in the media spotlight and a persuasive speaker and presenter.
4. **Manage people and the project.** The MD will skillfully manage The Trustees' team of consultants and Associate Director, and will be a valued colleague and collaborator with the Boston Region, Marketing & Communications, Public Policy and other teams, working closely with the Development Department on funding opportunities. She or he will manage the Initiative's budget within Trustees systems and processes.
5. **Deliver results.** The MD will be an outstanding, strategic leader of nuanced, complex issues and initiatives. While creating strong relationships and demonstrating the ability to listen and be flexible, the MD will have an uncommon ability to make good decisions and to guide, over time and on time, successful achievement of progress and project objectives.

## PERSONAL CHARACTERISTICS

**The ideal candidate will be a compelling, strategic leader, promoter and implementer of urban transformation initiatives.** Assets being sought include:

- An authentic leadership style that inspires others and welcomes ideas and collaboration, with the courage to take smart decisions and risks.
- High emotional intelligence, and the ability to foster strong, diverse, win-win relationships.
- Ability to advocate, persuade and influence.
- Ability to embrace complexity, ambiguity and change.
- Contacts within the Boston civic, business and political communities, or a record of success in building similar relationships in another city.
- A sense of humor, combined with a sense of urgency, "fire in the belly" and passion for the mission.

## THE RELATIONSHIPS

The Managing Director reports to the Chief of Operations and Programs and works closely with the CEO. The MD manages an Associate Director and partners with internal teammates in marketing, development, regional management and finance as well as external consulting organizations.

<b>Reports to:</b>	Chief of Operations and Programs
<b>Manages a team that includes:</b>	<ul style="list-style-type: none"><li>• Associate Director</li><li>• External consultants including HR&amp;A in NY</li></ul>
<b>Other key relationships include:</b>	<ul style="list-style-type: none"><li>• Trustees colleagues</li><li>• Board and volunteer leaders</li><li>• Donors and supporters of The Trustees</li><li>• Legislators, city, regional and state officials</li><li>• Current and potential partners, including the City of Boston's Cabinet and Executive Task Force, Massport and other key stakeholders</li><li>• Business, nonprofit and community entities</li></ul>

## THE LOCATION



The Managing Director, Boston Waterfront Initiative, is based in the organization's downtown Boston office.

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**For potential consideration or to suggest a prospect, please email**

**[BostonTrustees@BoardWalkConsulting.com](mailto:BostonTrustees@BoardWalkConsulting.com)**

**or call**

**Kathy Bremer or Patti Kish at 404-BoardWalk (404-262-7392).**

**For the current status of this and other searches, please visit**

**[www.BoardWalkConsulting.com](http://www.BoardWalkConsulting.com)**

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