



COURAGEOUS SAILING



Credit: Benjamin Geffken

# Courageous Sailing

Annual Report | 2016 - 2017

**Transforming lives**

Inspiring learning,  
growth, and leadership



## Courageous Sailing | Mission & History

**SINCE ITS INCEPTION IN 1987, COURAGEOUS SAILING HAS** been dedicated to the mission of transforming lives through sailing programs that inspire learning, personal growth, and leadership. Courageous was established by Boston sailing enthusiast Harry McDonough, who envisioned the sport of sailing as a means of fostering unity and life skills in children of all economic and ethnic backgrounds. Courageous has developed into a nationally recognized, year-round educational center and sports-based youth development program that uses sailing, swimming, and related science education as platforms for social-emotional growth and out-of-school-time learning. We are committed to removing barriers that have traditionally limited the participation of marginalized youth, and our programs are free of charge to those in need. As our students master sailing skills in the decade or more they spend with Courageous, they also build confidence, resilience, teamwork, environmental stewardship, and other skills necessary for success on the water and in life. Our youth programs serve over 1,000 children annually at four locations: Charlestown Navy Yard, Jamaica Pond, Camp Harbor View, and UMass Boston.

Courageous also serves the Boston community through lessons and memberships for adults, sailing for those with special needs, and corporate team building. While programs for adults and families are priced affordably, they provide revenue that helps to support our youth program.



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## LETTER FROM LEADERSHIP



### Dear Friends of Courageous,

In 2017, through the help of our community of supporters, we were able to serve 1,130 kids—more than ever before—and expand to a fourth site at UMass Boston, adding more capacity for beginners at all sites and new opportunities for advanced sailing at both Jamaica Pond and Charlestown.

Much of this growth was driven by increased demand and high retention of students year after year. We were able to increase capacity through the addition of twelve new RS Quest dinghies, added in 2016, and two J/80 keelboats, added in 2015. This was all made possible by the vision of our incredible community of committed donors and volunteers.

More than ever, it is clear—through the data and the faces and voices of kids and their parents—that the Courageous model is something special. Sailing, and the opportunities for leadership, team building, and mentoring it provides, is an exceptionally powerful platform for growth. Courageous is now among the leading sailing-based youth development programs nationwide. We are a top partner in Boston's efforts to reimagine out-of-school time education; access to high-quality programs like ours helps to reduce the summer learning loss that contributes to the achievement gap between low-income students and their more affluent peers.

Looking forward we are dedicated to making Courageous opportunities available to as many children as we possibly can, and we are setting our sights to ensure that Courageous remains a community resource for decades to come. We are exceptionally grateful for our ever-growing family of supporters and partners who make Courageous programs possible. To everyone who contributes in any way, large and small, we thank you for being part of the Courageous journey.

With gratitude,

**Dave DiLorenzo**  
Executive Director

**Melissa Partridge**  
Board Co-Chair

**J. Michael Silva**  
Board Co-Chair





## Youth Programs Report

The Courageous Youth Program is booming, thanks to our expanding fleet and satellite locations, progress on our Reach Initiative, and dedicated members, staff, and partners.

**THE FLASHIEST CHANGES** around Courageous are our new boats. Twelve RS Quest dinghies allow more kids to build advanced dinghy and racing skills, and two J/80s provide opportunities to gain bigger-boat experience and participate in PHRF racing.

Even more exciting, for many of us, is the fact that the oldest graduates of Swim Sail Science have become sailors at our most advanced levels and leaders in the

Courageous community, poised to become Instructors-in-Training. In their success, there is no greater proof that our Reach Initiative is working—we are overcoming obstacles to participation for low-income and marginalized families and providing opportunities for kids from all backgrounds to develop the skills they need to succeed in life.

If you can't make it out to see Courageous youth programs in action for yourself, the best way to learn about who we are is through the words of our kids and instructors. Lucas, a second-year Instructor-in-Training (IIT) in 2017, captures perfectly what it is all about:

"If you start Courageous when you're young, it becomes a part of your life. They teach you not just sailing, but who you want to be... You're learning more than just how to sail, you're learning how to interact with other people and really, how to interact with the world. The IIT program pushed my comfort zone, challenged me to be more open to the students and to my friends as well."

**"The best part about Courageous is we accept you for who you are—it's a place to learn. It's a safe environment where you can really grow."**

– Lucas, second year Instructor-In-Training

Since starting Step 1 at the age of eight, Lucas has lived and breathed the Courageous youth program each summer. Over the years, he's moved from Jamaica Pond to more advanced classes in Charlestown, and then spent two summers as an IIT. The Courageous IIT program, which spans two seven-week summers, is designed not only to create great sailing instructors, but to help them develop highly transferable job competencies and the social-emotional skills they need to succeed in school and life. In many ways, Lucas's story is typical of the Courageous experience. The vast majority of Courageous kids keep coming back—Courageous provides them with a home away from home in the summers, lasting friendships, experiences that become the stuff of college essays, and a challenging activity that will be part of their lives for years to come.



Credit: Jack Hutchinson

## Youth Programs Overview

### REACH INITIATIVE

- Our overall program-wide strategy to support the needs of marginalized youth with transportation, meals, full-day care, academic support, swimming lessons, and an on-site social worker

### SWIM SAIL SCIENCE

- An intensive, introductory two-year summer program for rising 4th and 5th graders, combining academics with swimming and sailing
- Annually serves 60 Boston Public School students from economically disadvantaged backgrounds
- Proven by a RAND Corporation study to effectively mitigate summer learning loss, a major cause of the achievement gap
- Year-round engagement: school-year opportunities for STEM programming, swimming lessons, and sailing
- SSS graduates progress directly to the Steps To Lead program

### STEPS TO LEAD SUMMER PROGRAM

- Students progress from sailing large, stable boats with two peers and an instructor to sailing independently, racing smaller, faster, capsizable dinghies and navigating the harbor islands.
- Serves 400 metro Boston youth ages 8-18
- Students develop confidence, leadership, perseverance, teamwork, environmental stewardship, and other life skills.
- Direct STEM learning opportunities infused into all levels, including ecology/marine biology of Boston Harbor and sailing-related physics and engineering

### INSTRUCTORS-IN-TRAINING

- Two-summer paid job training program, in which 20 students, aged 15-18 years old, transition from student to instructor and build transferable job skills, like public speaking, self-advocacy, and collaboration

### SCHOOL-YEAR PROGRAMMING

- After-school sailing for students at neighborhood elementary schools
- Fall high school sailing (open to all teens)
- Spring varsity sailing for Boston Latin School & Boston Public Schools students
- Winter racing, volunteer, and employment opportunities for teens



# Program Evaluations & Reports

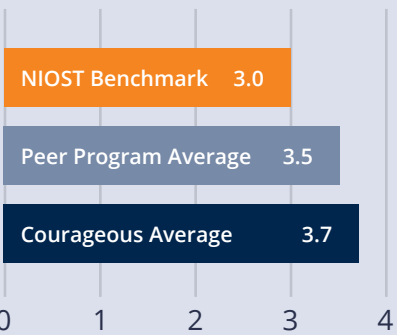
At Courageous, we strive to offer top programs to our community. To ensure a high-quality curriculum and experience for our students, we partner with Boston Public Schools, the National Institute on Out-of-School Time (NIOST), and the RAND Corporation for independent observation and evaluation. The results confirmed that our programs help youth develop critical social-emotional and academic skills.

## IN SWIM SAIL SCIENCE:

By the end of the summer, students had improved in perseverance, communication, self-regulation, critical thinking, and relationships with peers and adults, with half or more achieving meaningful growth in all six areas.

The NIOST observer's comments highlight the balance of varied activities; multi-disciplinary and engaging approach to learning; strong interactions and mutual respect between staff and students; and "dedicated, supportive, professional, enthusiastic" staff who are "passionate about their craft [and] interested in their students' learning."

## PROGRAM QUALITY AVERAGE

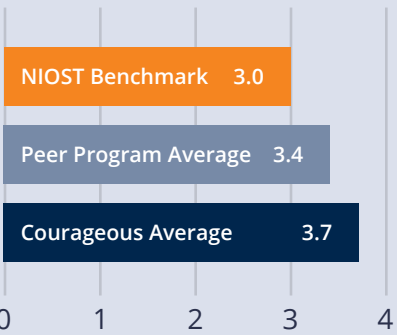


## IN THE STEPS TO LEAD PROGRAM:

The NIOST observer praised the positive, respectful, and collaborative atmosphere; the instructors' skill at keeping youth stimulated and engaged by keeping things fun and novel and using open-ended questions to guide and enhance children's thinking; focus on reflection; and further noted, "Youth have lots of opportunities to make choices, take on leadership roles, and shape their individual learning."

Youth and parents testify to increased confidence, communication, teamwork, responsibility, leadership, and problem-solving skills.

## PROGRAM QUALITY AVERAGE



## Youth Programs Outcomes

### BUILDING CONFIDENCE

93% of Courageous students report feeling more confident after a summer of sailing, and 50% of Courageous parents identify increased confidence as the biggest change they've observed in their child.

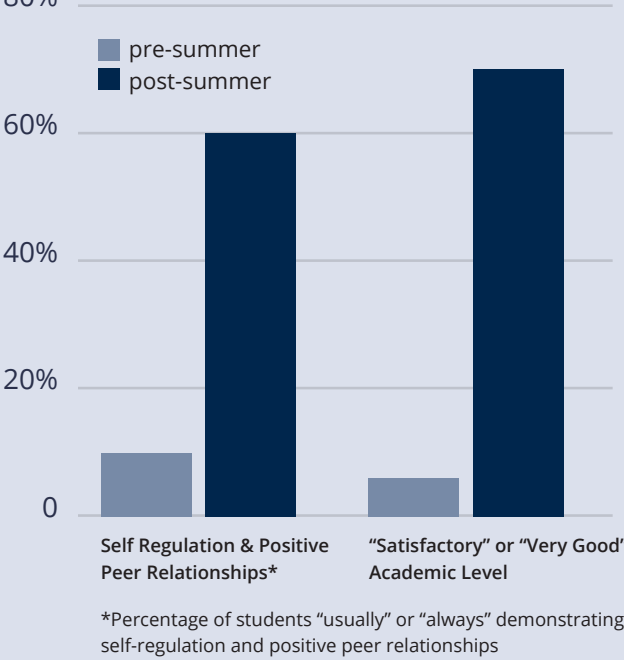
### LASTING IMPACT

A national RAND Corporation study, which included our 2013-14 program, proves that participating in programs like ours has a lasting impact on key life and academic skills.

### SUCCESS IN SCHOOL

Years of evaluation confirm that Courageous Reach Initiative programs are high quality and empower youth to develop social-emotional skills crucial for success in school and the 21st-century workplace.

# SUMMER GAINS FOR SWIM SAIL SCIENCE PARTICIPANTS



## Student & parent surveys

show that children became **more confident, engaged, and excited about learning** in the classroom, on the water, and in the pool.



## Approximately 80%

of Courageous youth agreed that they are more **likely to keep trying until they overcome a challenge**, and more interested in figuring out complex concepts.

## Evaluation Tools

We use a variety of tools to give us insight into our students' growth and our program quality:

1. The Assessment of Program Practices Tool was designed by the National Institute on Out-of-School Time to help programs assess effective practices.
2. The Survey of Academic and Youth Outcomes, also developed by NIOST, uses student and teacher surveys to assess program quality and student competencies and beliefs linked to academic and life success.
3. Program Satisfaction Surveys, developed in-house and completed by both students and parents at the end of the summer, give us quantitative and qualitative information about programs, community needs, and students' personal growth.
4. Sailing and swimming progress reports, completed by instructors
5. Attendance and retention records
6. Informal feedback from instructors, teachers, youth, and parents

## RAND CORPORATION

The RAND Corporation is a research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier, and more prosperous. In 2013, RAND launched a nationwide, ongoing research study on the impact that summer learning opportunities in low-income school districts have on social-emotional development and the prevention of summer learning loss.

## NIOST

The National Institute on Out-of-School Time is a program of the Wellesley Centers for Women, dedicated to advancing out-of-school time education through research, training, advocacy, and program quality assessment tools. NIOST independent observers evaluate programs by gathering, reviewing, and preparing non-biased, ranked data to help them improve. Courageous has access to NIOST tools through our collaboration with Boston After School & Beyond.



## What Kids & Parents Are Saying

### Kids

"In a sailboat, everyone needs to work together. So communication is really important. I think I've gotten better at that."

"I take more control of sailing in my group and I am more open to trying new things, doing things independently, and asking more questions when I need help."

"All of the instructors let us take control and let us be the captain. This makes me feel responsible and in charge."

### Parents

"We have seen a marked increase in confidence in Samira. She is becoming more independent and is learning to trust her own decision-making."

"I see that he pays more attention to details. Because Courageous talks about listening and being safe, I think it helped Vi'Shon a lot."

"Sophia is becoming more brave over the years. Each year she has tried something new that she was adamant that she wouldn't try the year before. She also makes new friends. Courageous has opened these doors for her without pushing too hard. **She's been able to grow at her own pace.**"

## INSTRUCTOR-IN-TRAINING PROFILE

### Mikako Murphy

How a Courageous kid is inspiring the next generation of sailors.

**AT AGE 7, MIKAKO MURPHY NEVER DREAMED OF** setting foot aboard a sailboat, let alone inspiring the next generation of kids to face the challenges of sailing in Boston Harbor. Now, she is a seasoned Instructor-in-Training who's been sailing at Courageous for over 10 years.

Mikako began sailing when her parents brought her to Jamaica Pond, where she immediately fell in love with being on the water. "At first, Courageous was just my summer home where I grew outside of the classroom," said Mikako. "But now, it's a place of lifelong learning where I have an impact on the youth around me, especially as a woman of color."

It didn't take long for Mikako to sail her way to Courageous' Steps to Lead youth program, transitioning from the comfort of Jamaica Pond to the dynamic environment of Boston Harbor in Charlestown. She began working as dock staff for the adult program, taught private lessons, led two-hour sails, and raced on her high school team—all while still a student in the youth program.

As she's grown from Courageous kid to instructor, Mikako has become passionate about creating a space where kids and adults alike become more confident in themselves and in their sailing abilities. In fact, she's drawn to Courageous because she believes it makes sailing accessible to the public, providing marginalized youth the opportunity to sail, learn life skills, and thrive in Boston's sailing community.

**"Representation matters...there's a limited number of people that kids of color can look up to, and I want to change that."**

"Seeing kids' confidence grow helped me realize how my teaching can impact their lives. It affects how they think about themselves or how they respond in moments of stress. This makes me want to be around kids and help people more," Mikako said.



Mikako has also noticed huge strides in inclusivity within the Courageous community over the years. When she was a student, few instructors were people of color. But now, that's changing, and she couldn't be more thrilled.

One of her most heartwarming experiences over the summer was working with two young girls—one Ethiopian and one Chinese—who quickly bonded with her and overcame their fears of sailing. "It was inspiring to see these girls excited to come back and sail every day. They were always engaged, took on new challenges, and would follow me around as if I were their big sister," said Mikako.

"Representation matters, especially for young kids and women in the media. There's a limited number of people that kids of color can look up to, and I want to change that," she said. "If you can see people who look like you in leadership roles, you think, 'If she can do that, I can, too.'"





## Adult and Family Sailing

While the Courageous mission centers around serving Courageous kids, we are also a resource for the whole community.

**OUR ADULT AND FAMILY PROGRAM IS DEDICATED** to making high-quality sailing education accessible and affordable to sailors of all levels. It also supports our mission of serving youth, allowing us to maintain a year-round management and maintenance staff, who oversees 180 days a year of recreational sailing and 40 additional days of off-season frostbiting and high school racing. The Adult and Family Program generated 24% of our combined gross revenue for 2016 and 2017.

At the core of the adult programs is a commitment to sailing education and harbor access—getting folks started, and giving them the means to master the fundamentals and build the skills to take on bigger boats and new horizons. We offer courses to make it easy for beginners to learn the basics, memberships so they can continue to sail at their own pace and consolidate what they've learned, and more advanced opportunities for members to step up to as soon as they're ready.

For our members, sailing at Courageous means easy access to a variety of boats without the hassles or costs of ownership. While some sail Boston Harbor with us for years, some use Courageous as a steppingstone to buying their own boat or chartering bareboats around the world. For every level of Courageous sailor, we aim to be a coach

and sounding board, helping them figure out what's next and how to get there.

Just as importantly, Courageous provides its students and members with a welcoming and enthusiastic community. Between our racing series, barbecues, camping trips, moonlight sails, group and adaptive events, and parties, there are countless opportunities to connect with other sailors.

### Adult Programs Overview

#### CERTIFIED INSTRUCTION

We are a US Sailing Keelboat School and have been recognized by US Sailing as one of the top community sailing programs nationwide.

#### BUILDING A COMMUNITY

In 2016 & 2017 we were a home port to:

- 406 members
- 657 students
- 445 racers



## Stewart Solomon

How an adult member grew into an all-star volunteer.

#### Why did you join Courageous?

I moved to Boston in September 2009 and started looking for a place to sail—I was getting the itch to be on the water again. I checked out a Courageous Open House, where a volunteer skipper took me out on a Rhodes 19. During the sail, he told me that before joining Courageous, he had no sailing experience but went to a boat show looking to buy a boat. His wife suggested he learn to sail before buying a one. Ultimately, he joined Courageous, and seven years later, was still a member and non-boatowner, citing affordability, accessibility, and his desire to support Courageous' mission. His story inspired me to join the Courageous family.

#### How are you involved with Courageous and its mission?

I'm a member of the adult program and the Chairperson of the Friends of Courageous Emerging Leaders committee, which is a volunteer group here. I've received two certifications, Basic Keelboat and Basic Cruising, and I have my eyes on the Bareboat Cruising certification. I'm involved with Courageous events, such as Party on the Pier, Make-A-Mark, and open houses. Participating in these events is a great way to meet prospective members and help perpetuate our community-focused atmosphere.

I schedule two sails a month where I take out friends to the Boston Harbor Islands to hang out and soak up the sun. I tell them about Courageous and what it does for the community. The mission usually resonates with them and they either donate or sign up for a membership.

#### What sailing have you done, and what do you sail at Courageous? Favorite type of boat?

I grew up in Philadelphia where, when I was 13, my dad taught my sister and me how to sail a Howmar 12 on Cooper River in Collingswood, NJ. It's a small river, but wide and long enough to accommodate fleet racing and provide challenging wind patterns. Eventually, I crewed with my Dad on a Freedom 44 in Chesapeake Bay, sailed a tall ship from Boston to Halifax, and sailed with my Dad on his Tayana 37 in St. Thomas. All of my cruising experience means I love spending time on Courageous' big boats. I don't have a favorite



boat because I want them all to treat me well on the water. Each one has something special that makes sailing it a blast.

#### Why makes Courageous unique?

Have you met the members and staff at Courageous? They are great people! Courageous has a wonderful vibe, and its mission to open the eyes and minds of local children by teaching them about sailing, the environment, and life is something I advocate for. Courageous also allowed me to spread my wings. I came from dinghy sailing experience—Courageous taught me how to sail big boats in a harbor and on the ocean, deal with tides and currents, and enhance my navigation skills.

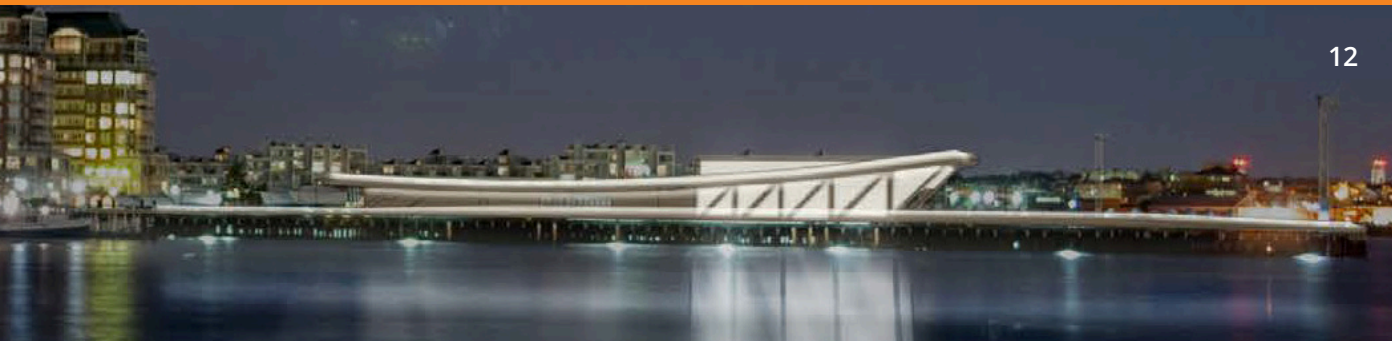
#### What's your favorite Courageous memory?

I can't believe it's been seven sailing seasons with Courageous already. I've had so many great memories, from helping run a chase boat for the Extreme 40s race, to having my wife and I featured in *The Improper Bostonian* for attending a Courageous party, to the camping trip on Peddocks. The basic cruising course was a blast, and the barbecues at the boathouse make it feel like I'm going to a friend's backyard to hang out. I have too many great memories to pick just one!

#### What are you most excited about for Courageous' future?

I'm most excited about the future vision of expansion for Courageous, as well as how the Friends of Courageous volunteer group can support it. Courageous has the ability to impact so many different levels of people, from adults who have always wanted to learn how to sail, to kids that didn't even know the ocean was in their backyard. Courageous can serve so many needs and help introduce people to the world beyond our shores.





# Pier 4: Now and Heading into the Future

**PIER 4 IN THE CHARLESTOWN NAVY YARD IS HOME** base for the majority of our fleet and programs. The Charlestown community, and our location on Boston's inner harbor at the mouth of the Charles and Mystic Rivers, have been part of our DNA from the beginning, shaping the composition of our fleet, our program priorities, and our partnerships.

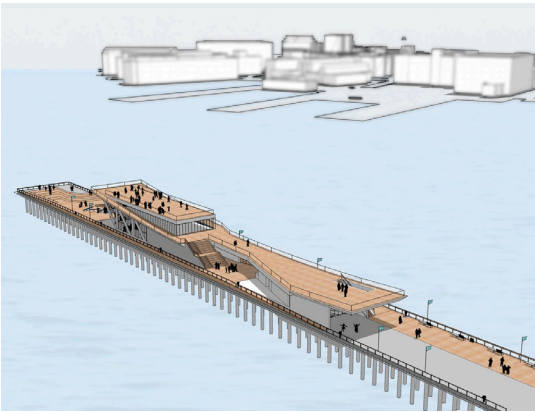
We have embraced the deep water and busy traffic of the harbor by basing our fleet around stable keelboats and instilling in our sailors a foundation of situational awareness, navigation, and rules of the road. Unlike the many other youth sailing programs that use single-handed dinghies in protected waters, Courageous--thanks to our Pier 4 location--is oriented towards sailing bigger boats on the ocean. This naturally supports curricula geared towards seamanship, the marine environment, and vital social-emotional skills like collaboration, communication, and perseverance.

## A PLACE FOR COMMUNITY

Pier 4 is also a natural community gathering spot, with plenty of open space and one of the best views of downtown Boston. Thanks to our longstanding sponsorship by PEAK Event Services, we've been able to utilize their 115' x 50' tent during the summer as an open-air classroom and shelter from the elements. We've also been able to use the tent

as a venue for our own fundraising events and for a limited number of revenue-producing corporate events and weddings.

Since 1987, we've made excellent use of an old Navy Yard building, turned police outpost, turned Courageous HQ. While it's met our most basic needs, it's a three-season structure that we outgrew many years ago--most of all in terms of our need for indoor classroom and shop space. The Courageous boat house of the future must provide a base for year-round fleet maintenance, classrooms, and meeting space, not to mention a much larger community of kids, parents, students, and members than we've served for the past three decades.



Above and opposite page: concept renderings of a new Pier 4 boathouse, designed by Studio Troika.

Left: Our current boathouse serves over 150 kids per day.



## BUILDING ON THE FUTURE

Recently, we engaged the brilliant design minds at Studio Troika. Inspired by the Courageous mission, they worked pro bono to bring to life a vision of what the future Courageous boathouse might look like. This involved a careful assessment of our present and future needs, the desires and concerns of the Charlestown community, and the evolving Boston Harbor landscape. The plan they arrived at is a striking vision for a multifunctional space that could accommodate the next few decades of Courageous kids and adults, while serving as a stunning, practical community amenity and iconic Boston Harbor destination. The roof would effectively be a publicly accessible park with views of downtown, and the interior

would adjust to flexibly accommodate small classes and large gatherings alike. The whole building would be based on sustainable design--heated and cooled by ocean water, elevated to allow for a high tide to flow through, and utilizing rain water collection and gray-water recycling. This building and vividly bring to life Courageous commitment to the environment and to science education.

While there are still many steps to take and perhaps five years or more before a boathouse of this scale is realized, articulating the vision has been a crucial first step toward a bright Courageous' future on Boston Harbor. We are deeply grateful for Studio Troika for all their work and inspiration!





# Satellite Locations

What binds the Courageous family together is our commitment to greater Boston’s kids and sailors of all backgrounds. It’s fitting, then, that some of the freshest and most exciting programming happens at three satellite locations around Boston.

## JAMAICA POND

Fifty-three feet deep at its center and the largest body of fresh water in Boston, Jamaica Pond (JP) is a part of the Emerald Necklace and a Boston gem. Since 2006, Courageous has managed boating at JP on behalf of Boston’s Parks and Recreation Department. Each year from May to October, we offer access to a small fleet of sailboats, kayaks, and rowboats, and provide instruction in the basics to the public. In summer, we run a vibrant youth program, and in fall and spring, we provide after-school sailing opportunities to local schools. Courageous at JP makes our programs accessible to Boston kids and families who live far from Charlestown. Many of our students and Courageous instructors started with us at age 8 at JP, then moved up to Charlestown’s more advanced programs. We added four RS Quests to the JP fleet in 2016 and are eagerly awaiting the city’s 2018 installation of a new and expanded dock that will allow for more boats and programs in the coming years.

## UMASS BOSTON

In 2016, UMass Boston invited Courageous to manage its sailing and kayaking operations on Dorchester Bay. We jumped at the opportunity because of its potential to extend our programs to Boston neighborhoods far from Charlestown, alleviate some of our capacity constraints at our main facility, and reduce the size of our waitlist. In the next two years, we hope to expand our Swim Sail Science programming to UMass. We still have work to do in order to afford the addition of the small fleet needed to run Courageous programming through the summer, but we have made creative use of existing and borrowed resources. In 2018, we plan to continue expanding, including offering more opportunities for adult program members and UMass students and faculty. We are five keelboats and five dinghies, and three powerboats away from running the site at full capacity and being able to provide Swim Sail Science to a new group of Boston Public School students.



## CAMP HARBORVIEW

About four nautical miles from Charlestown and one of the 34 islands in Boston Harbor, Long Island is home to Camp Harborview (CHV), an amazing camp for Boston kids that couldn’t be more in line with the Courageous mission. Each summer, Courageous sends a small group of instructors out to Camp Harborview to get as many kids as possible sailing. CHV has been a close and vital program partner since 2007. In fact, some of our senior instructor staff first learned to sail as kids at CHV, came to Courageous at Pier 4 to become Instructors-in-Training, and now return every year to teach the next generation of Courageous and CHV campers.



# Fleet Overview

The Courageous fleet is 72 boats strong and ranges from dinghies to cruising boats to nine support motorboats.

## RHODES 19

Rhodes 19s are our all-purpose platform for learning and getting started fast. It’s a simply rigged, easy-to-sail keelboat that’s perfect for Boston Harbor. It’s safe and approachable for kids and adults alike. Most graduates of our 24-hour Learn to Sail classes are able to safely sail a Rhodes 19 without an instructor aboard.

## J/22

J/22s are the next step up, with more power, more range, and more fun! A symmetrical spinnaker adds to the challenge and excitement for experienced sailors.

## J/80

At 26’ with an asymmetrical spinnaker, J/80s open up a new world of sail power and possibility. While they are fast around a race course, they are also remarkably well-balanced and easy-to-manage as a daysailer. For a trip to the islands, a J/80 will take you further faster than any other boat in our fleet.

## CRUISING FLEET

In the 30’ to 35’ range, our cruisers are ideal platforms for building confidence with the

handling, rigging, and systems of bigger boats, and acquiring the navigational skills and knowledge it takes to one day set sail far beyond Boston Harbor. They’re also perfect for a comfortable full-day sail or overnight with family and friends.

## DINGHIES

Our single- and double-handed dinghies provide fast feedback to young sailors, accelerating learning and building confidence. Our Laser fleet serves double duty as a high-performance racing platform for adults.

## RS QUEST

Our kids love RS Quests. The introduction of 12 of them in 2016 has been among the best and most impactful changes to our fleet in years. Quests are designed with programs like Courageous in mind: they’re strong and versatile, comfortably accommodating kids of different sizes and abilities, helping us to safely get more kids sailing in dinghies at a younger age, and offering an asymmetrical spinnaker for more advanced students. They’ve allowed us to reimagine the upper steps in our youth program, and enabled us to add much needed capacity.





# Events on Pier 4

An open-air venue in the historic Charlestown Navy Yard, with fantastic views of the North End and Boston Harbor



## PARTY ON THE PIER + AFTER-SCHOOL SAILING REGATTA

A night out for young professionals

Party on the Pier brings out the city’s most vibrant young professionals for a night of dancing, summertime cocktails, and mingling with friends, while sailors race around the marks until sunset. Nearly \$100,000 was raised through the support of attendees (800+ each year), directly supporting the Courageous mission and ensuring that Boston’s youth are able to participate in weekly after-school sailing programs on their home neighborhood’s scenic waterfront.



## RICHARD B. ROSS COLLEGE BOWL

Collegiate regatta with a cause

A fixture in the New England sailing circuit since 2009, the Richard B. Ross Memorial College Bowl draws some of the area’s top sailing teams. The regatta is held every September at the Charlestown Navy Yard in honor of Richard Ross—who tragically lost his life on September 11, 2001. His family continues to commemorate his passion for sailing and belief in the transformative power of education through their generous support of Courageous youth programs.



## COURAGEOUS CHALLENGE

Co-workers by day, sailors by night

Courageous’s Corporate Challenge offers companies and their employees fast-paced, short-course keelboat racing every Monday evening in June, making the start of their week feel like a Saturday night. After racing, sailors return to Pier 4 for drinks and hors d’oeuvres while enjoying one of the best views of Boston Harbor. Each year, Courageous Challenge teams support the opportunity for over 1,000 kids to learn to sail and experience the ocean. In 2017, the participation of 20 companies raised \$60,000 in support of Courageous kids.



## HOSTED EVENTS

Private events with a view of the waterfront

Whether hosting a corporate outing, charity fundraiser, wedding, or regatta on Pier 4, Courageous brings together community to support lifelong learning through sailing. In 2017, more than 230 people traded their briefcases for lifejackets to sail historic Boston Harbor on a corporate outing, five couples recited their vows to one another, and several charities held fundraising events and dinners. The funding Courageous received from these events, approximately \$63,000, directly supported our cause.



Now in its 22nd year, Make-A-Mark is Courageous Sailing’s largest fundraiser gala, bringing in over 500 people to Pier 4 in Charlestown. Sailors and non-sailors alike don their best attire and come together for a night of food tastings from some of Boston’s best chefs, cocktails, live music, a skyline view of Boston Harbor, and silent and live auctions.

## THANK YOU 2017 MAKE-A-MARK PARTNERS

## Creating Opportunity

### FUND-A-FUTURE

At the heart of Make-A-Mark lies our year-round youth programming fundraiser, Fund-A-Future, which directly supports our Reach Initiative for marginalized youth by providing transportation, access to swimming lessons, meals, full-day care, and summertime learning to approximately 60 students each summer. Mid-evening, attendees take a moment to reflect on Courageous’ mission before raising their hands to support Fund-A-Future, which has grown into a huge success. In 2016, attendees raised \$40,000 within 10 minutes toward Courageous student scholarships, and in 2017, they raised \$70,000. Their generosity and excitement reflects the spirit of the community. Make-A-Mark raised over \$300,000 in the past two years to support our sailing programs, helping students to learn how to sail and to succeed in life.





# Financial Highlights

After posting an atypical loss in 2016, Courageous rebounded with a profit of \$68,000 in 2017, and is looking forward to another year of positive net income in 2018. The loss in 2016 was primarily a result of a decrease in revenue earned by our adult and corporate programs, which fluctuates due to weather and market conditions. In addition, increases in

payroll costs, (due to program expansion and the rise in minimum wage), fleet maintenance expenses, and investments in program quality to serve more youth contributed to the loss. These factors were almost completely offset by healthier results in fundraising, donations and grants, along with the ability to draw on our accumulated reserve funds.

INCOME	2015	2016	2017 <sup>†</sup>
Adult Program	\$ 404,745	\$ 376,526	\$ 339,793
Other Programs	257,230	267,719	355,687
Donations, Grants and In-Kind Gifts	458,709	403,879	627,018
Fundraising Events	242,599	282,258	313,987
Total Revenue	\$ 1,363,283	\$ 1,330,382	\$ 1,636,485

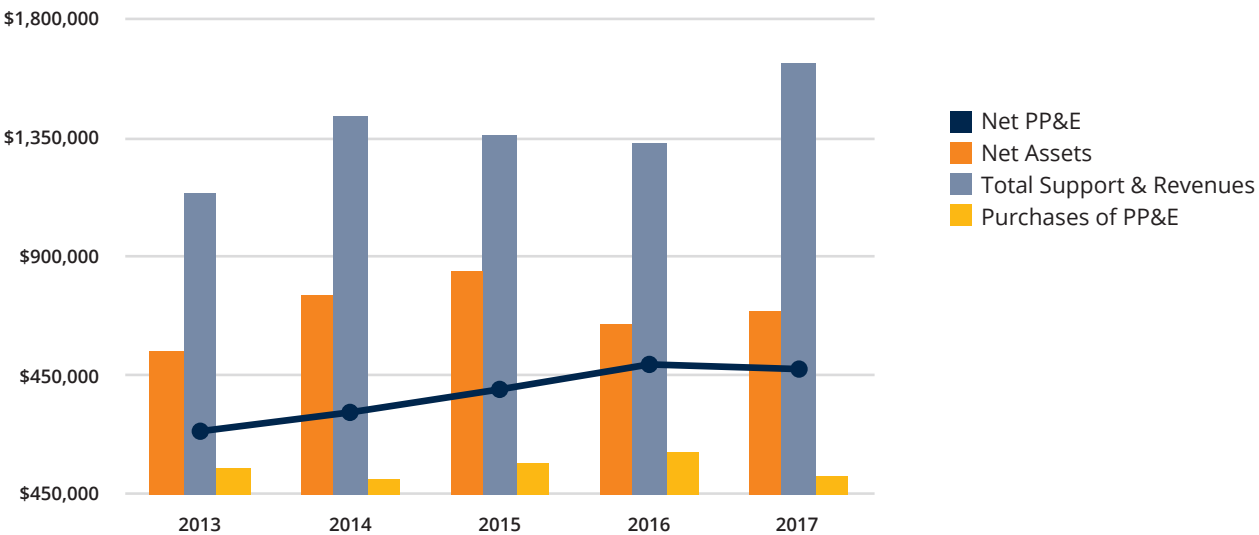
EXPENSES	2015	2016	2017 <sup>†</sup>
Program Services	\$ 1,066,348	\$ 1,196,734	\$ 1,190,980
Management & General	84,404	114,632	140,079
Fundraising	124,443	222,662	237,158
Total Expenses	\$ 1,275,195	\$ 1,534,028	\$ 1,568,217
New Profit (Loss)	\$ 88,088	\$ (203,646)	\$ 68,267

<sup>†</sup>All audited except for 2017

The Board of Directors has voted in a positive budget for 2018 and is actively engaged in planning, development, and other initiatives to continue generating positive cash flow while simultaneously investing in capital necessary for program growth.



FIVE-YEAR GROWTH	2013	2014	2015	2016	2017 <sup>†</sup>	Growth
Net PP&E	\$ 241,494	\$ 312,870	\$ 400,012	\$ 494,594	\$ 476,907	97%
Net Assets	545,462	762,381	850,469	646,823	695,095	27%
Total Revenues	\$ 1,140,085	\$ 1,430,454	\$ 1,363,283	\$ 1,330,382	\$ 1,636,485	44%
PP&E Purchases	\$ 100,838	\$ 58,369	\$ 118,089	\$ 157,662	\$ 74,403	\$ 509,361





# Volunteers & Partners

## VOLUNTEERS

Volunteers are the heart of Courageous. From cleaning boats, teaching lessons, and guest skippering, to lending expertise in specialized projects and staffing and supporting our fundraising events, our volunteers help us extend our reach and accomplish our mission more than we could ever afford to do without them.

Our volunteers often get to know us as parents, students, or members, or by signing up to help with an open house, before they join an event committee—the list of volunteer opportunities is long. Our Board of Directors—volunteers every one—typically came to know us first as parents or members.

In 2016 we launched the Friends of Courageous, a group with one thing in common: their love for Courageous and a commitment to helping push us forward. The Friends get together regularly to swap sailing stories, hear updates from program directors, and to collaborate on ways to support and grow Courageous in the future. The group includes four sub-councils: the Advisory Council includes former Board members, major supporters and others; the Emerging Leaders Council includes professionals under 40; an Alumni Council for former Courageous youth program students; and a Volunteer Council for all who significantly contribute their time and energy. The Friends of Courageous are a terrific way to get involved and all that’s required is time and willingness. Please contact us if you or someone you know would like to join!

## PARTNERS

Partnerships are the ground upon which so much of the Courageous story has been built. Our partners are foundations, corporate and in-kind sponsors, community groups, schools, and other aligned programs. Their support comes in every form and fashion, including financial and other material support, volunteer hours, and joint programming that enables us to serve our communities better together than we ever could without their help.

Over the past several years, foundations like the Mabel Louise Riley Foundation, the Cummings Foundation, and others have been among our largest foundation sponsors, profoundly supporting our Reach Initiative and youth programs. Boston After School and Beyond, with

Boston Public Schools, have provided resources of every kind in support of our Swim Sail Science program. Corporations like Engie, Mapfre, Fortress, Fidelity, State Street, and others have made gifts in support of the Courageous mission. PEAK Event Services provides the big tent which makes Courageous programs possible when the weather is wet and windy, and enables us to earn revenue through events. The list goes on, with relationships of every shape and size coming together in support of Courageous programs. We are immensely fortunate for all of their efforts and generosity on our behalf.



# Giving in 2016 & 2017

Courageous is about community: building it, supporting it, and partnering with it to make sailing accessible and to transform the lives of youth through sailing. We couldn’t do it without your help. Thank you for donating your time, talent, and resources in support of Courageous kids.



<b>\$100,000+</b> Anonymous Anonymous (Foundation)	<b>\$5,000 – \$9,999</b> Anonymous (Trust) Bain Capital James Benenson Benevity Community Impact Fund Ned Bicks & Jill Marie Neptune Boston Private Tom, Ellen and James Bowler Kevin Cain Fidelity Investments Marcum LLP Mellon Capital Newbury Comics RSM Robertson Stephens State Street Bank & Foundation Richard Watson, Jr Ronald Wisner	Brown Advisory Cathe Chiaramonte Steven Clancy Cox Engineering Mary Curtin Maryalice DeCamp John Gatlin John & Elizabeth Godfrey Charley Goheen Harvard Pilgrim Health Care Molly & Haven Ladd MFS Investments Patriot Energy Group Christopher Probyn Geraldine and Steven Ricci Meredith Shachoy Shake Shack Skinner, Inc Spaulding Rehabilitation Hospital Philip Stathos Wyllys (Chip) & Lara Terry The Fallon Company LLC Richard Tubman Stephen & Mary Anne Ulian John Waterman
<b>\$50,000 – \$99,999</b> Annonymous Boston After School & Beyond Mabel Louise Riley Foundation Ladd & Sigrid Thorne Cummings Foundation	<b>\$25,000 – \$49,999</b> ENGIE Gas & LNG / Distrigas of Massachusetts Anonymous (Foundation) John Hancock Life Insurance MAPFRE PEAK Event Services Triumph Modular	
<b>\$10,000 – \$24,999</b> Anonymous Alphagraphics Coyne Fund Trust Sean Curran Frank Reed and Margaret Jane Peters Memorial Fund Liberty Mutual Foundation Mark & Marty Lindsay Michael & April Silvia Ladd Thorne, Jr TK Foundation Walmart Judi Ross Zuker & Edward Zuker	<b>\$2,500 – \$4,999</b> 3EDGE Asset Management Nancy Amorello Bain Capital Bank of America/Merrill Lynch BNY Mellon Christian Brennan	

Every effort has been made to ensure the accuracy of this charitable giving report.

Please contact Lauren Saalmuller, Development and Marketing Manager, at (857) 452-1766 with any omissions or corrections, and please accept our sincere apologies.



\$1,000 - \$2,499

Bain Capital Children's Charity  
Peter Barrett  
Mark Belinsky  
Russ Bolt  
Brian Bosman  
Linda Bosse & David Seeley  
Boston Celtics Shamrock Foundation  
Peter Breslin  
Bullerjahn Family Fund  
Renee Bushey & Bill Jacobson  
Cannistraro Construction  
Charlestown Marina  
Constitution Yacht Club  
Digital Federal Credit Union  
Michael Donovan  
Robert Douglas  
Eastern Bank Charitable Foundation  
Ernst & Young  
FAO Schwarz Foundation  
Dave Alexander and Isabelle Favato  
Paul Foster  
Lang Gerhard  
Joshua & Liza Heapes  
Salome Henderson  
Michael Hudner  
JDL Corporate Interiors  
JSO Foundation  
Hisham Kanaan  
Leo J. Shapiro & Associates  
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Benjamin Loveland  
Ryan Mack  
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Sally Mann  
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Cruising Yacht Racing Association  
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National Development  
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Api Rudich  
Albertino Santos  
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Maryellen & Norman Shachoy

Alison Simons & Oscar Augusto  
Special Olympics  
Lawrence Stevens  
John & Leslie Strachan  
Waterfront Strega  
TD Bank  
The Dayton Foundation  
Tufts Medical Center  
Workbar  
Robert Zaret  
Norman Zinman

\$250 - \$999

Giovanni Abbadessa  
Amgen Foundation  
Analysis Group  
Damon & Aileen Anderson  
Wallace Aponowich  
David Arond  
Barbara & Thomas Babin  
Enid Beal  
Michelle Belliveau  
David Bicks  
Carla Bregman  
Conant Brewer & Lorrie Anderson  
Peter Brown  
Helen Bryan  
Mark Buchta  
Ryan Burke  
Astrid Burns  
Phil Byrne  
Century Bank  
Michael Cohen  
Sharon Cohen  
Sally Conkright  
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Kevin Cullen  
Saurov Das  
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Paul DiGiammarino  
Denise Doyle  
Mike Durant  
Gregor Dzialas  
Encore Realty  
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Bruce Flenniken  
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Peter Frisch  
Martin Gallagher  
Richard Gardner  
Amy Gaylord

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Jane Gray  
Greater Tacoma Community Foundation  
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Sarah Harder  
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Meredith Tipping  
United Way  
Matthew Valencius  
Lillian Weigert  
Johannes Weis  
Richard Wilson  
Wilson Group

\$1 - \$249

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Advanced Communications  
Ann Marie Allen  
Aaron Alzapiedi  
Amanda Anastasia  
Phil Anastasia  
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Gordon Baird  
Elizabeth and Christopher Barnett  
Lorraine Barry  
Ernie Beane  
Kate Bednar  
Richard Belofsky  
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Stephen Caldwell  
Dylan Callahan  
Katherine Capo

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Cha-Ling O'Connell  
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Jonathan Yen  
Teddy Zhang  
Luisa Zauli

MAKE AN IMPACT

Since 1987, Courageous Sailing has taught generations of sailors. As we've grown and succeeded, so have the people we've served. But our work doesn't stop here. We look to the future in hopes that our vision of transforming lives through sailing builds a stronger, more diverse community by inviting people like you into our family.

For more information or to donate, visit [www.courageoussailing.org](http://www.courageoussailing.org)



## **Courageous Sailing**

One First Avenue, Boston, MA 02129

[www.courageoussailing.org](http://www.courageoussailing.org)

