

Board Packet of Supporting Materials

Meeting of August 24, 2016

- i. Agenda
 - 1. Draft Minutes of the Regular Meeting of the Board on July 20, 2016
 - 2. MEPA Certificate from Secretary of Energy and Environmental Affairs August 5, 2016
 - 3. Foundry Presentation
 - a. Foundry Evaluation Committee Recommendation on Tentative Designation
 - b. RFP Response from KS Foundry Development Partners LLC
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- 5. Presentation on Proposed Soofa Community Bulletin Board
 - 6. Streetscape Design for Binney Street, Galileo Galilei Way, and Broadway
 - a. Memorandum regarding Consultant Selection Process
 - b. RFP Response from Alta Design + Planning
 - 7. Updated Kendall Square Implementation Plan

* Sent under separate cover to CRA Board

(Document numbering altered to reflect agenda item numbers)

NOTICE OF MEETING

Pursuant to the Massachusetts Open Meeting Law, M.G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Cambridge Redevelopment Authority (CRA) to take place as follows:

Special Summer Board Meeting
Wednesday, August 24, 2016 at 5:30 PM
Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

MEETING AGENDA

The following is a proposed agenda containing the items the Chair of the CRA reasonably anticipates will be discussed at the meeting:

Call

Public Comment

Minutes

1. Motion: *To accept the minutes of the Regular Meeting of the Board on July 20, 2016 **

Communications

2. Certificate of the Secretary of Energy and Environmental Affairs on the Notice of Project Change, Kendall Square Urban Renewal Project Amendment #10, EEA Number 1891, August 5, 2016 *

Reports, Motions and Discussion Items

3. Presentation: KS Foundry Development Partners (Ms. Madden) *

Motion: To tentatively designate KS Foundry Development Partners (CIC/Graffitto SP/ Hacin + Associates) as the Development Entity for the Foundry Redevelopment Project, subject to the approval of the City Manager and successful negotiation of a sublease.

4. Update: Interim Use of Foundry Side Yard for Temporary Dog Run (Mr. Evans)

5. Presentation: Proposed Soofa Community Bulletin Board (Mr. Zogg) *

Motion: To authorize the placement of a digital community bulletin board on CRA property in front of the Marriott Plaza along Main Street. (KSURP)

6. Report: Transportation Planning and Streetscape Design for Binney Street, Galileo Galilei Way, and Broadway (Mr. Zogg) *

Motion: To authorize the Chair to enter into a contract with Alta Planning + Design for transportation planning and roadway design services for Binney Street, Galileo Galilei Way, Broadway and corresponding intersections. (KSURP)

7. Update: KSURP Implementation Plan (Mr. Evans) *

Adjournment

(*) Supporting material to be posted at: www.cambridgeredevelopment.org/next-meeting/

Upcoming Meetings:

- Joint CRA Meeting with the Cambridge Planning Board regarding the KSURP/MXD Infill Development Concept Plan – September 20, 2016

The Cambridge Redevelopment Authority is a “local public body” for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18. M. G. L. c. 30A, § 20, provides, in relevant part:

- (b) Except in an emergency, in addition to any notice otherwise required by law, a public body shall post notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays and legal holidays. In an emergency, a public body shall post notice as soon as reasonably possible prior to such meeting. Notice shall be printed in a legible, easily understandable format and shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting.*
- (c) For meetings of a local public body, notice shall be filed with the municipal clerk and posted in a manner conspicuously visible to the public at all hours in or on the municipal building in which the clerk's office is located.*



Regular Meeting
Cambridge Redevelopment Authority

Wednesday, July 20, 2016, 5:30pm
Robert Healy Public Safety Center / Cambridge Police Station / Community Room
125 Sixth Street, Cambridge, MA

DRAFT - REGULAR MEETING MINUTES

Call

Vice Chair Margaret Drury was acting Chair and called the regular meeting at 5:36 p.m. CRA Chair Kathleen Born was participating remotely due to geographic distance. Other Board members present were Treasurer Christopher Bator, Assistant Treasurer Conrad Crawford, and Assistant Secretary Barry Zevin. Also present at the meeting were Executive Director Tom Evans, Office Manager Ellen Shore, and Project Manager Carlos Peralta. Program Manager Jason Zogg is arriving late. Because of the remote participation by Ms. Born, all votes will be taken by roll call.

The meeting is being recorded by the CRA Office Manager.

Public Comment

Mr. Stephen Kaiser spoke of his communication letter to the Board which outlined the serious impact on transit due to the large developments proposed at North Station, Kendall Square, North Point and Somerville. He doesn't think that the City of Boston and the MBTA understand the balance of expected development with providing sufficient transit capacity. He believes that Cambridge has a better understanding of that relationship. He added that the Kendall Square Mobility Task Force, who recently met after an 8-month lapse, is no longer being funded by the State, MassDOT. The City of Cambridge has taken over the study but he was told that capacity is no longer in the scope. He is very concerned that the issue of capacity isn't being sufficiently addressed. The next topic he discussed related to the Notice of Project Change. He said that he reads the table on page 5 to state that the gross square feet could be two million, rather than the one million, so he would like to see the traffic analysis of the impact from the increase. Under MEPA, the project is not to be segmented. However, if one phase can be independent from the second, then a 2-phase project is possible and that is what he will recommend to MEPA. He asked for a scope of the second phase along with more specific analysis. He is also concerned about increasing spaces for off-street parking as he believes there are too many spaces already and too many cars. Overall, he is disappointed that the issues of transit seem to have lost the progress made last year and he would like to see these fixed. He added that while the transit MOU has good motivations, the voluntary attendance of the meetings will affect progress. He suggested that funds be directed to the CRA Board so that it can make the expenditures. He mentioned that the Transit Control Board is back on track after settling issues with the unions but it only has two more years to do something.

There were no other requests to enter a comment.

The motion to close public comment was moved and seconded. A roll call was taken.

Mr. Zevin – yes
Mr. Crawford – yes
Ms. Drury – yes
Mr. Bator – yes
Ms. Born – yes

Public comment was unanimously closed.

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the Board on June 15, 2016

There were no comments or discussion.

The motion to place the minutes on file was moved and seconded. A role call was taken.

Mr. Zevin – yes
Mr. Crawford – yes
Ms. Drury – yes
Mr. Bator – yes
Ms. Born – yes

There was a unanimous decision to place the minutes on file.

Communications

2. Correspondence from East End House regarding Forward Fund, July 6, 2016

The CRA Board appreciates the positive feedback. Mr. Evans hopes to schedule a tour at some point. Mr. Crawford has seen the facility and was impressed with the programming.

3. Email from Stephen Kaiser regarding Kendall Square Transportation, July 13, 2016

Mr. Evans referred to Mr. Kaiser's public comment and stated that table S1 on page 5 of the Notice of Project Change is confusing. Table S2 on page 7 reflects the delta increase which is only 90,000; it is not another million. The increase of 90,000 is due to the exemption for ground floor retail, middle income housing and innovation space that has been part of the Infill Development Concept Plan discussions. The chart that is imposed by MEPA makes it look like there is an additional million. Mr. Kaiser didn't agree. Mr. Evans said that further clarity will be shown in a later agenda item.

Mr. Evans added that the mobility task force is back together, looking at Kendall Square as well as regional issues across the river. All elements of transit planning are being discussed. The resources that the State put forth were initially on bus capacity as that was the quickest way to make a short-term impact.

The motion to place both documents on file was moved and seconded. A role call was taken.

Mr. Zevin – yes
Mr. Crawford – yes
Ms. Drury – yes
Mr. Bator – yes
Ms. Born – yes

There was a unanimous decision to place both documents on file.

Reports, Motions and Discussion Items

Mr. Evans asked to rearrange the order of the items and move to item #6 since the group reporting on agenda item #3 is currently with City staff.

6. Presentation: Proposed Cambridge Trust Bank Branch at 415 Main Street

Motion: To approve the schematic signage package for the Cambridge Trust Branch at 415 Main Street, (7CC) Kendall Square Urban Renewal Plan

Mr. Ben Lavery, now of MITIMCO, introduced the representative from Cambridge Trust Bank and Kristen Keefe of MITIMCO and gave a summary of the situation. A special permit was granted to MIT comprising

of six buildings (5 large, 1 small) and an expansion of parking spaces in a below grade garage. His Powerpoint presentation showed the location of these buildings. The utility work will be starting in August and is very involved, affecting four blocks. Construction for the below grade garage, which will be the foundation for buildings #3, #4, and #5 in the site plan, should be starting in the beginning of 2017. There is an effort to relocate the existing businesses within the district as best as possible.

Ms. Kristen Keefe, recently hired by MITIMCO, gave an overview of retail development plan. There is currently 49,000 square feet of retail within the development area, which will be doubled. She used a slide to show the placement of the new retail, which activates all building edges where possible. Although the zoning only requires 25% of active ground-floor retail space, there will be 75%. There will be 2 acres of open space, created by submerging the parking, which will be programmed. There will be a hyper-focus on strong local operators as 50% of the leasing is a requirement of the zoning. The development will be anchored by a pharmacy and an urban grocer. There will be a heavy focus on food and experiential retail that brings people together. Another slide showed a picture of the gateway to the MIT campus, which is currently the T-stop location and falls between buildings #4 and #5. As shown, the retail will be spilling onto the sidewalk creating indoor-outdoor activation. The operational hours will be extended on weekends and nights.

The next slide showed the proposed location for the Cambridge Trust Bank, on the corner of Ames Street and Main Street where Sebastians is now. Sebastians approached MITIMCO to right-size their space to make profit margins more appealing which conveniently led to a solution for the location for the bank.

Mr. Tom Johnson, Director of Consumer Banking at Cambridge Trust, spoke next. He introduced the bank's President, Mr. Denis Sheahan and Mr. Tom Chiudina, the architect from DRL Associates. The bank is 126 years old. Five of their eleven branches are in Cambridge. Their first branch was in Harvard Square. Their second branch was opened in Kendall Square and has been in the current space for 47 years. It is an important office with long-standing clients but is also the fastest growing office. Currently, they offer the use of their Harvard Square boardroom to nonprofits and local community groups and would like to do the same in Kendall Square. With this move, Cambridge Trust would like to incorporate less traditional banking concepts in the financial services and transparency in the design. Mr. Chiudina spoke about the proposed space and layout. The new entrance is on the corner of the space. The café seating from Sebastians will be extended along Ames Street. Plantings and landscapes would be added on Ames Street as well as on the Main Street side. To provide transparency and flexibility, he described three glass-moving partitions which create a vestibule containing a free-standing ATM, a small collaboration space, and a large multipurpose space. There will be waiting areas, with recharging capacity, and a coffee bar. There are rooms for offices, teller-pods, and greeters. He showed the new awnings and described the signage on Ames Street and Main Street.

Ms. Drury stated that the pictures show clear glass, which implies that the current glass windows of Sebastians would need to be replaced. Ms. Drury clarified that this Board should be shown what is intended. Mr. Lavery said that MITIMCO would look into this issue. Mr. Chiudina said that decals might be put onto the indoor glass walls for visual safety situations. A more formal signage package will come to the Board once the conceptual approval is given.

Ms. Drury stated that she is not fond of the bank product advertisements that are posted on the walls of the Harvard branch. Mr. Chiudina said those are seasonal posters that were approved. Mr. Zevin noted that the qualms with banks as retail space are that there is minimal interaction with the street. Seeing an empty conference room is not necessarily an activation of the space. He suggested showcasing items from local merchants in the windows on a rotating basis.

In response to Mr. John Hawkinson, the reduction of Sebastian's space is from 3500 square feet to just over 2000 square feet.

In response to Ms. Born, Mr. Lavery stated that MITIMCO is looking for an approval on the concept but that the team would come back with a proposal specific to signage. Ms. Born suggested that the planters on

Main Street and Ames Street be robust and be maintained in all seasons. Mr. Lavery agreed but stated it was undecided whose responsibility that would be. Mr. Lavery stated that MITIMCO would evaluate the glass' transparency issue and come back to the board.

In response to Mr. Zevin, a location for the clock hasn't been determined. Mr. Evans agreed to work with MITIMCO and Cambridge Trust to find a location for it.

Mr. Bator reemphasized that the CRA Board is "rendering-sensitive" but feels that the proposed design is attractive.

In response to Mr. Evans, Mr. Chiudina stated that he is envisioning LED halo lit signage. Mr. Bator was pleased that the font lettering wasn't changing.

The revised motion to approve the conceptual schematic design package for the Cambridge Trust Branch at 415 Main Street, (7CC) Kendall Square Urban Renewal Plan with the expectation of further review that will include the glazing, lighting, and sign dimensions was moved and seconded. A role call was taken.

Mr. Zevin – yes
Mr. Crawford – yes
Ms. Drury – yes
Mr. Bator – yes
Ms. Born – yes

There was a unanimous decision to approve the motion.

7. Presentation: Main Street Banners

Motion: To authorize the design of the seasonal Kendall Center banner program along streetlights on Main Street replacing previous Cambridge Center median flags. (KSURP)

A presentation was handed out and Ms. Laura Sesody from Boston Properties (BP) explained that BP agreed to replace the light pole banners that existed along Main Street (on the BP side only) before the construction. The City is purchasing the banner hardware. The intent is to brand the BP project, continue the Kendall Square Association branding, and introduce #KSQ as a social media. Looking at the examples, the KSA color scheme is used. The City only allows a banner on one side of the poles. Ms. Sesody noted that option #3 is well-liked due to the larger hashtag. The 8 poles would have alternating banners.

Mr. Evans added that the banner program is linked to the Marriott Plaza maintenance agreement that the CRA has with BP. He noted that Point Park is also allowed to have banners. The banners used to change seasonally. Weathered flags are replaced so there is an opportunity for design change.

Mr. Crawford suggested having the design on the banner reflect the wrap-around nature of the KSQ sculpture as that is becoming an icon. Mr. Evans suggested bending the hashtag. Mr. Zevin pointed out that the sculpture squishes the 'S' and the "Q" into a square and suggested that the typography read that way. Mr. Zevin liked option #1 with a diagonal placement of the hashtag. Mr. Evans suggested using the corner of the banner for a wrap-around hashtag look.

Ms. Sesody noted that since the banners can only be hung on one side of the pole, the layout wouldn't look like it is depicted in the presentation. The banners will read in the same direction as traffic. The banner is opaque with both sides having a design.

Mr. Bator liked both sides of Main Street to have banners. Mr. Zevin said that it wasn't the CRA's decision but rather MIT's. Mr. Evans noted that staff could work with BP and MITIMCO to see if they would be open to participate in the same block. MIT has been very involved in the banner and branding elements of Kendall Square through the KSA. However, there is a lot of construction coming down their way so they haven't participated in the wayfinding program as of yet. They are trying to avoid impacting Main Street with their utility work. Ms. Drury likes having the banners on both sides of the street as they would have a larger

impact. In response to Mr. Crawford, Ms. Sesody said that the banners were primarily promoting Kendall Square. Mr. Michael O'Hearn from Boston Properties was open to Mr. Zevin's idea to use banners on the poles to promote the Cambridge Science Festival. Mr. Evans added that there are banners in other places within the City promoting the festival.

The motion to authorize the design of the seasonal Kendall Center banner program along streetlights on both sides of Main Street replacing previous Cambridge Center median flags was moved and seconded. A role call was taken.

Mr. Zevin – yes

Mr. Crawford – yes

Ms. Drury – yes

Mr. Bator – yes

Ms. Born – yes

There was a unanimous decision to approve the motion.

There was a short break to allow for setup for the next agenda item.

4. Presentation: MXD Infill Development Urban Design

A large 3D model mockup of the area was brought into the meeting. Mr. Mike Tilford from Boston Properties (BP) went through a quick summary using a Powerpoint presentation. The first slide enumerated the numerous outreach meetings, which have informed much of what is being presented today. Mr. Tilford explained that Sasaki will be speaking about the entire master plan and open space, Pickard Chilton will discuss 11CC (145 Broadway), followed by SCB on the North Garage (135 Broadway) which contains all the residential in two buildings, and Perkins + Will will discuss the commercial building on 14CC (250 Main Street). He explained the four phases - starting with the 11CC building, followed by the building with the bulk of the residential, then the commercial building on Binney and lastly, the smaller residential building. BP's goal is to file in August along Article 14. The master plan and the 11CC building would be brought for special permit approval. Then each subsequent building would be brought forth for a special design review separately in the future.

He then showed a slide with the 2015 approach followed by the current approach. The latter breaks up the commercial massing, provides more active residential use in the middle, puts the two commercial buildings on the outside, and clusters all the innovation space into 1CC which is the front door to Kendall Square. He noted that the current approach is in closer alignment to the K2 Report and the Smart Blocks Study with residential at the ends of the garage and commercial at the corners.

Mr. Alan Ward from Sasaki then spoke about the ground plan and pedestrian circulation within the district. Referencing a slide from the presentation, Mr. Ward noted that the four new buildings in the northern part of the MXD district presented an opportunity to improve pedestrian connections, which were outlined in red. Based on feedback, some minor refinements are yet to come. He noted the significant street level improvements of active use and lobby space around 11CC, 14CC and near the residential buildings. The next slide showed areas for short-term bike parking, most of which is within 50 feet of a residential building. There is long-term bike parking in the nearby garages. The vehicular circulation follows the current flow. The west alley northbound is one-way and provides access to the garage as well as access to new parking below 11CC. The east alley southbound provides access to the garage and access to parking below 14CC. The next slide showed an enlarged view of the pedestrian circulation using weighted lines. There is a proposal for a new bike path, separate from a pedestrian path, along the 6th street walkway, as long as it doesn't negatively affect the tree roots. Better lighting is being proposed to this area as well as upgrades to the paving and new seating. He then spoke about the redesign of Broadway Park. Opening it up with access from multiple directions creates the feel of a larger park and makes it more usable. Enhanced plantings, various seating options, paving to delineate travel, and a water basin are included in the proposal. The park edge would be activated. A community table idea was shown in lieu of an earlier café concept. The Binney Street Park is a greener, softer space and its design is still being discussed. Mr. Ward showed some pictures of possible ideas.

Mr. Derrick Johnson from Perkins + Will spoke about the design of 14CC, a 14-story commercial building, using the model. He talked about the urban design of a building presenting itself to pedestrians from a singular mass to an interesting design. The building should have a relation to the 6th Street connector. He talked about the importance of the 6th Street corner at Binney. The building faces should relate to the parks. The building currently includes lab offices with a ground floor active space along the connector and a lobby on Binney. There is a desire to have a strong presence on Binney.

Mr. Devin Patterson from SCB spoke about the residential buildings on the North Garage. The guiding principles are the apartment units and giving the residents access to the urban environment. The residential is distributed between two towers. The larger of the two is on the south side where the height can go up to 350 feet. Condominiums will also be available. Having a tall and slender building is desirable to create more desirable views. The goal is to have an identifiable building. The shorter, smaller scale building on the north side responds to the nearby neighborhood and openspace.

Mr. Tony Markese from Pichard Chilton spoke about the office building at 11CC. He introduced his colleague, Mr. David Brown. This project will be built first. Negotiations with a tenant are close which he stressed as an important factor to the design of the building. While the initial building design had fit the guidelines, it was ordinary. He noted that the building is a gateway and should be a marker to the area. He then showed the new design with a jenga-shaped façade on Broadway and explained the possibilities. This design makes the massing more exciting. He described the other aspects of the building, relating to solar orientation and the parks. He noted that there will be a request to go over the tower separation over a certain height. The formal submission will have more detail.

Mr. Markese said that it was smart for BP to have three different architect firms since there will be three different compositions but there should be some connections. Mr. Zevin feels that it's better to have a little overlap. Mr. Markese suggested modifying guidelines if it makes a better dynamic end result. In response to Ms. Drury, the height limit for the "jenga" building is at the 250 feet. The guidelines do allow for buildings to go above that limit for mechanical elements or for creating a more interesting sky profile. Mr. Crawford likes the opportunity to add texture to Kendall Square. Mr. Crawford's questioned the programming from the street level as well as for those living in nearby buildings. Mr. Markese hopes to have the roofscapes occupiable or for them to be green spaces. Mr. Markese noted that the building itself provides a more interesting visual experience. The under surfaces would need to be detailed. The prows provide good views for the occupant.

Mr. Zevin stated that there is a dearth of bay windows in the area and he would like to see more of this dimension. He also stated that the pedestrian activity along Binney Street curving onto Galileo Way might not be as active as indicated in the presentation. Mr. Ward anticipates this to increase with the popularity of the future park. Mr. Zevin is also concerned with the proposed retail space and the possible conflict of the pedestrian activity near a bike lane. In addition, the success of the ground floor situation is hard to predict without more information regarding Volpe. Mr. Evans stated that planning for retail space on the north side of the building in the initial plan is easier than trying to bring this activity to the area later. In response to Ms. Drury's question regarding the absence of balconies in the larger residential building, Mr. Patterson stated that the design is still evolving. Mr. Zevin noted that the balconies should be placed where they make sense. In response to Mr. Evans, the placement of condo units at the top or the base is undecided. In response to Mr. Bator, the size of the condo units will be consistent with BP's Article 14 strategy and the square footage will be laid out to meet the stated thresholds in the zoning.

Mr. Tilford stated the next step will be the design review for the master plan and 11CC. Renderings will be part of the submission. Mr. Evans will work towards scheduling the presentation of the Infill Development Concept Plan to both the CRA Board and the Planning Board simultaneously. This will most likely be at a Planning Board meeting since they have a larger space and meet more often. The scheduling of this meeting might affect the timing of the September CRA Board meeting. There is also a possibility, although not an urban renewal plan requirement, to meet jointly for a second meeting with the Planning Board.

Mr. Evans noted that the feedback received along the way has been incorporated into the present design but he would take other comments to the team. Ms. Born was pleased to see the focus on design and urban experience.

There was no action required by the Board. The Board thanked the BP team who then left the meeting. Mr. Crawford took a video of the model and will send that to Ms. Born since she was participating remotely. Mr. Bator stated that he was pleased to see various building shapes in contrast to what's being built in the Seaport section of Boston. Mr. Zevin thought the BP design was rational. Mr. Evans stated that an articulated height district is a good idea since it develops more diversity in the skyline.

Mr. Evans noted that the order of the meeting is now resuming with item #5

5. Update: Kendall Square Urban Renewal Plan

a. MEPA Notice of Project Change

Mr. Evans explained that when the Environmental Impact Report (EIR) was filed in October, a consensus on the MOU hadn't been reached. There had been several drafts, but neither the City nor MassDOT were ready for the MOU to go public. MEPA placed a requirement in their certificate on the EIR to receive an MOU for public review by the end of June. It was assumed that the MOU would be well informed by the task force who was scheduled to conclude its work by February. In addition, over the course of the zoning conversations with City Council, 90,000 square feet over the 1 million square feet was added. The Notice of Project Change was the only way for MEPA to create a public review of the MOU. Since the project changed, although by less than 10% of square footage, a review of many of the key chapters was also included. Staff reran the numbers on traffic, water and greenhouse gas. Because the sites changed, a review of the hazardous materials and soil conditions was done, as 14CC wasn't initially included in the EIR. The new plan also recalibrates the parking, which was relocated from 3CC to the North Garage.

The scope of the MEPA document is out for public review through the end of the month. The issue with MEPA needs to be resolved before the CRA Board can make any formal approval of the plan. This doesn't affect the City review since the CRA relationship with MEPA is as a state agency. Extensive analysis has been done which helped inform the TIS which was presented to the City and certified late last week.

b. Kendall Square Transit Enhancement Program – Draft MOU

Mr. Evans noted that the MOU explains the purpose of the program and list the parties - the CRA, the City of Cambridge, MassDOT, and the MBTA. Boston Properties is stated as concurring party. The MOU identifies that the project will create a fund to commit \$6 million to transit enhancements. The CRA Board would allocate those funds with advice from the MOU parties and interested entities. The \$6 million payment comes with the first commercial project. The disbursement is divided into thirds. The first \$2 million payment would be identified and made within the first six months. This short-term improvement would mostly likely occur with buses or some rubber-tired fleet solution, but not necessarily the MBTA. The target for the other two thirds or \$4 million can be held in reserve until a target is identified. Although this amount of money won't go very far, it could leverage other funding sources for enhanced transit service within Kendall Square. Mr. Evans added that the expected assistance from the task force never occurred because they stopped meeting as a group. Therefore the working group will be the partners of the MOU and anyone else who the partners feel should be brought to the table. Another point of discussion that has not been finalized is whether the City Manager or the CRA Board is the final arbitrator for distributing the funds. This becomes a complex issue if the program expands beyond the MXD. The MOU defines a process to formulate a funding figure which is defined in Exhibit A. After a significant amount of research regarding how transit impact fees are assessed in other parts of the country, Mr. Zogg determined that there are many methods used. The MOU's fare recovery rate is based on the expected transit trip that was presented in the EIR. The burden is placed on the commercial so as not to disincentivize residential development. This is the first attempt at a methodology which MassDOT has not questioned although the fares have changed since this was drafted. This explains how the \$6 million figure was determined. At some point, the MOU will need to be signed by the CRA, the City, and the State. Foley Hoag has been

closely involved with the draft. The City solicitor has not looked at this very much but is aware of it. Mr. Evans was not sure if MassDOT has had any legal review. Staff has been working with Joe Barr and Iram Farooq. The earliest initial payment could come due in April 2017 since it is based on the permit. The payment would be on the front end. Some conversations with the BRA have occurred for a potential Red Line fund trust. Mr. Evans stated that since real estate development gains its value off transit, it should contribute to the transit infrastructure.

The task force has done its most interesting work on options for bus expansion, especially with little cost by changing bus routes. Two million dollars could make a large impact to bus transit. In response to Mr. Crawford, Mr. Evans said that signal prioritization is a subject being discussed for buses. Cameras or some other technology is needed to trigger signals. A discussion about signaling occurred.

Mr. Kaiser noted the subtle use of the word “may.” For the CRA Board to take action it must get the approval of the City Manager but that is not a requirement today for spending money. He also stated that there is too much talk about buses which cannot get through the traffic any better than cars. He agrees that improving the #1 bus makes sense but the idea of bus rapid transit is a waste of money. He urged the Board to spend \$5 million on the Red Line to space their trains regularly which would generate more money without the need for additional trains or personnel. He stressed that this be on the list since it’s the most cost effective. This will generate more income, which could then be used to buy more trains. He suggested using the other million dollars for analysis. Mr. Kaiser proposed using the money for display screens in the trains and monitors to speed trains up and down. He feels that the capacity would increase by 30-50% with just better spacing. All weather bike paths would also help. Mr. Kaiser thought the MOU was workable.

Mr. Evans said that the comments on the NPC were due by the 26th

Mr. Born thanked Mr. Kaiser for his informed analysis.

8. Report: Monthly Staff Report to the Board (Mr. Evans)

Mr. Evans stated that the auditor fieldwork went well. It is helpful to be working with accountant Richard Viscay. A legislative decision on the OPEB fund is expected soon. Checks are not the way of the future so there will be a need to work on controls with respect to electronic and digital transfers, other than direct deposit for the CRA payroll. In response to Ms. Drury, Mr. Evans stated that since Mr. Clark felt that the OPEB legislature would be passed soon, the need for an as-if OPEB fund should be revisited in a few months.

Although civic design projects have a different procurement process than 30B, an RFP was issued for a traffic planning and streetscape redesign for the Binney – Galileo corridor. The CRA has been working with DPW, the Traffic, Parking and Transportation Department and CDD to scope out the project. One bid has been received to date. The deadline is Thursday at 4pm. A main objective is to connect the bicycle lane that goes from 3rd & Binney to the MIT-built cycle track along Vassar, creating a continuous bike corridor. This project will be accomplished with Boston Properties’ assistance but the design is being planned with the City.

The CRA also issued a house doctor RFP for a cost estimator to help staff understand construction costs of new construction or rehab projects. Three proposals were received and Mr. Evans would like to enter into a contract with Daedalus Projects. Ms. Born confirmed that they are a reputable firm. Mr. Evans stated that they had a good price-point, a wealth of experience, good references, and a diverse background of past projects. They clearly customized the submission for the RFP. At this time, there is no contract scope but rather the scope would be specified on a project-by-project basis. Per the CRA procurement policy, Mr. Evans asked for a motion since there is a potential to spend more than \$10,000 with this one contractor. When the agenda was distributed, this decision had not been made so the motion is not noted on the agenda. Mr. Evans apologized for the sudden request but he would like to move forward.

Stepping back to the streetscape RFP for the Binney–Galileo corridor, Mr. Zevin noted that the unfortunate engineering situation on the Main Street project should not be replicated. Mr. Evans stated that the City

realizes the issues and assured Mr. Zevin that the level of design will be higher for the Binney Street project. Mr. Evans added that this project will be less complicated since it is not on top of the T.

The motion to enter into a house doctor contract with Daedalus to provide construction estimator services on a project-by-project scope according to the budget, with a review of scope if a project amount is more than \$10,000, was moved and seconded. A roll call was taken.

Mr. Zevin – yes

Mr. Crawford – yes

Ms. Drury – yes

Mr. Bator – yes

Ms. Born – yes

There was a unanimous decision to approve the motion.

Continuing with the forward calendar, Mr. Evans asked to schedule an August meeting for the fourth Wednesday, August 24. Ms. Katherine Madden is not available on the third Wednesday but Mr. Evans would like the Foundry project to proceed. Another issue to discuss at that time would be the potential selection of a streetscape contractor. The submittals for this RFP are being discussed with the City in two weeks. The date of a combined CRA – Planning Board meeting is another scheduling decision. The need for an August 24th Board meeting will be decided by Friday.

With respect to Parcel 6, the food trucks are on site and gradual improvements are being made. At this time, there is still an issue regarding shade, especially this past week. Staff has worked with CDD to add bike racks and discussions are occurring with the Arts Council for public art and/or performance elements. Mr. John Hawkinson noted that an announcement about the opportunity is out on social media.

The CIC / Graffito developer team will be presenting their Foundry proposal in a public meeting on Thursday. The Foundry Advisory Committee and the Evaluation Committee will then meet on August 2nd to put forth a recommendation to the Board. The decision will be whether to enter into the next round of negotiations with this development entity or to start a new process.

Refinements to Point Park design have gone out to bid and are due today. Mr. Evans noted that requests for contract proposals during the summer months are not ideal but there have been interesting proposals submitted. Mr. Zogg added that Boston Properties would like to start work in the first week of August. Mr. Evans explained that this is the hardscape phase and includes everything from the outer eastern edge of the circle and a few plantings on the grassy knoll area. It does not include a major reconfiguration of the grassy knoll except for a sidewalk and possibly some trees. Mr. Zogg added that wooden benches and the visual interest garden-facing Broadway were also part of this phase. This phase will not solve the “pinch point” created with the City’s newly added bike lane. Staff is working on a set of rules for Kendall Square open spaces and feedback from Boston Properties is expected soon. These rules would need to be approved by the CRA Executive Director and the City Manager. Mr. Evans would come to the CRA Board with the rules before moving forward with them. Mr. Evans noted that there are currently no rules put forth for any parks in the KSURP. In response to Ms. Drury, the City’s rules for parks were used but modified somewhat for Kendall Square.

A great deal of outreach has been done regarding the MXD Infill Development Concept Plan. Mr. Evans noted that the workshop went well but he had hoped for better attendance. He noted that it’s summer and a lot is going on in Cambridge. Intern Liz Pongratz’s presence at the farmer’s market on the plaza drew new people to the workshop. A new interactive map for receiving feedback via coUrbanize was implemented.

The punch list for the Grand Junction Park continues to be whittled down. There are currently 5 to 7 items remaining. The play spinners were lowered yesterday and the play surface will be then be re-poured. Mr. Zogg is hopeful to be done within the next 2-3 weeks. Mr. Evans noted that a more robust irrigation system was also added based on the effort spent on watering the area manually these past two months. He expects the cost to be recouped within 2 years.

9. Report: Quarterly Financial Update and Proposed Mid-Year Budget Revisions

Motion: To approve the Revised CRA Budget for 2016, providing a redistribution of anticipated professional services expenses and a staff salary cost of living adjustment of 2.4%.

Mr. Evans explained that this is the half-year report. The majority of expenses have gone to the capital costs of the Grand Junction and legal expenses for the Foundry and the MXD. Other areas are under budget. Some budget adjustments are required to reflect changes that have occurred in the past six months. The Treasurer and Assistant Treasurer saw a draft of the budget revisions last week. There are four areas of changes. The first change shows a stronger income level. Although the payment from Boston Properties for Ames Street development rights was originally scheduled for last year, CRA auditors said to book this income in 2016. More revenue is also expected from the food trucks at Parcel 6. Income from a Foundry ground lease is not expected this year.

The second change is a slight increase in salaries based on discussions with the ad hoc personnel committee, the CRA Chair and Vice Chair. The suggestion is to provide a 2.4% COLA adjustment. CRA Medicare and social security expenses are not tracking as high as projected. However, the one-time payment to the Cambridge Retirement Board was higher than expected. For a small organization, personnel changes have a great influx to the annual cost. There is an adjustment in insurance due to recalibrating the replacement cost of the galaxy structure. The printing expenditure is higher than predicted and Verizon's phone service continues to increase. In addition, there is a proposed budget increase for landscape maintenance to maintain the CRA parks and for electricity to keep the fountain running.

To keep the budget balanced, funds have been shifted within the professional services. Boston Properties and Sasaki have done more design work than predicted. A new line item, called Transportation Planning, will reflect the streetscape work with an \$80,000 budget for 2016. There wasn't as much spent on the Forward Fund as budgeted. In addition, the status of negotiations on the Foundry will not require the \$2 million in funds to be designated toward this project in 2016. The proposed budget keeps expenses flat. As discussed with the Treasurer, a \$2 million CD, maturing in 2017, can be rolled over into the Foundry Fund. If Boston Properties is successful with their special permit in the spring of next year, there will be more income due to that project's commercial development.

There was a long discussion on the topic on the relationship between construction and occupancy and payment regarding the residential and commercial buildings for Ames Street and the MXD Infill Development Concept Plan. Mr. Evans will report back to the Board with a summary. To recap, Mr. Evans stated that the budget has a slight increase in personnel costs, a major change in income, and a recalibration of professional services to have a focused line item for the work on Binney Street.

The motion to approve the revised CRA budget for 2016, providing a redistribution of anticipated professional services expenses and a staff salary cost of living adjustment of 2.4% was made and seconded. A roll call was taken.

Mr. Zevin – yes
Mr. Crawford – yes
Ms. Drury – yes
Mr. Bator – yes
Ms. Born – yes

There was a unanimous decision to approve the motion.

Mr. Evans reminded the audience about the Foundry meeting tomorrow at City Hall that will be televised, stream-able and recorded.

Adjournment

The motion to adjourn the meeting was seconded and a role call was taken.

Mr. Zevin – yes

Mr. Crawford – yes

Ms. Drury – yes

Mr. Bator – yes

Ms. Born – yes

There was a unanimous decision to approve the motion.

The meeting was adjourned at 9:01 pm.



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August 5, 2016

CERTIFICATE OF THE SECRETARY OF ENERGY AND ENVIRONMENTAL AFFAIRS
ON THE
SECOND NOTICE OF PROJECT CHANGE

PROJECT NAME : Kendall Square Urban Renewal Project (KSURP) -
Amendment #10
PROJECT MUNICIPALITY : Cambridge (Kendall Square)
PROJECT WATERSHED : Boston Harbor (Charles River)
EEA NUMBER : 1891
PROJECT PROPONENT : Cambridge Redevelopment Authority
DATE NOTICED IN MONITOR : July 6, 2016

Pursuant to the Massachusetts Environmental Policy Act (MEPA, M.G.L. c.30, ss.61-62I) and Section 11.17 of the MEPA regulations (301 CMR 11.00), I have reviewed the Notice of Project Change (NPC) submitted for this project and hereby determine that it **does not require** an Environmental Impact Report (EIR).

Second Notice of Project Change Description

On November 25, 2015, I issued a Certificate on the Single Environmental Impact Report (Single EIR) for this project, which acknowledged that certain aspects of the mitigation package were conceptual, and required that the Cambridge Redevelopment Authority (Proponent) submit a NPC to the MEPA Office prior to July 1, 2016 that includes a draft Memorandum of Understanding (MOU) between key project stakeholders that will identify funding commitments and guide development of transit related mitigation measures. The Second NPC includes the

required draft MOU and describes changes to the building program and building massing that has occurred since the Single EIR was filed.

Original Project Description and MEPA Procedural History

The Kendall Square Urban Renewal Project (KSURP) was created by the Proponent in 1965. The KSURP regulates the level of development through a cap on aggregate Gross Floor Area (GFA) of all land uses in the KSURP area. The level of development is further restricted through land use controls, including identification of Floor Area Ratios (FARs). The KSURP initially consisted of construction of up to 14 buildings totaling approximately 2.77 million gross square feet (GSF), three parking garages, open space, and other public improvements. The project was the subject of previous review under MEPA beginning with an Environmental Notification Form (ENF) in 1975, and followed by Draft and Final EIRs in 1977 and 1978 respectively, both of which were found to be adequate. Five NPCs were filed since 1978. The NPCs adjusted the permitted mix of uses within the area, increased the maximum allowed GFA within the area, and extended the term of the KSURP. None of the NPCs required further MEPA review.

The first NPC for this project (KSURP Amendment No. 10) was submitted to the MEPA Office in April 2015. The extensive and detailed NPC included a request that I allow submission of a Single EIR. In a Certificate issued May 29, 2015, I granted the request for a Single EIR. The Scope for the SEIR requested further information on specific mitigation to address impacts on transit service and capacity. The Proponent filed a Single EIR for the project on October 15, 2015. On November 25, 2016 I issued a Certificate that determined the Single EIR adequately and property complied with MEPA and its implementing regulations. As noted above, the Certificate required that the Proponent file a Second NPC, including a draft MOU, for public review and comment.

Project Change Description and Environmental Impacts

As described in the Second NPC, the development program for Amendment 10 to the KSURP consists of the addition of 1,125,200 sf of net new commercial office and residential development. This represents an increase of approximately 90,600 net new gross square feet compared to the project reviewed in the Single EIR. It includes approximately 30,000 sf of new ground-floor retail space which is exempted from the GFA cap in order to incentivize ground floor retail and balance commercial and residential uses¹. As such, the analysis of environmental impacts presented in the Second NPC is based on the maximum amount of development that could be permitted in accordance with this project.

The Second NPC indicates that the changes to the building program and massing are necessary to comply with the requirements of Article 14 of the Cambridge Zoning Ordinance which was approved by Cambridge City Council following MEPA review of the Single EIR. The project changes will generally result in a reduction in office and retail space, an increase in

¹ The proposed KSURP area GFA cap associated with this NPC is 4,273,000 square feet of development. This excludes the exempted 52,600 sf (previously 19,500 sf) of Innovation Space and 30,000 sf (previously 20,000 sf) of ground floor retail space; however, this development was included in the analysis of environmental impacts.

overall vehicle parking, an increase in innovation space, and changes to building massing and project phasing. The Second NPC does not change the completion date for the full build-out of the KSURP (2030). According to the Second NPC, the project change does not change the boundaries of the KSURP area; however the Three Cambridge Center site and associated development has been eliminated from the project and Fourteen Cambridge Center has been added to the project. Key elements of the Second NPC include the following:

- Replacement of the proposed residential building at Eleven Cambridge Center with an office building (site location now referred to as 145 Broadway);
- Replacement of the proposed office building at Cambridge Center North Garage with two residential buildings;
- Elimination of the Three Cambridge Center mixed-use building;
- Addition of Fourteen Cambridge Center site for construction of an office building (site location now referred to as 250 Binney Street);
- Creation of Innovation Space within an existing office building at 255 Main Street (previously referred to as One Cambridge Center);
- Slight reduction in the Broad Institute Office Conversion (from approximately 15,100 sf to 14,000 sf); and
- Inclusion of the draft MOU for public review and comment.

Specifically, the project consists of the following project components:

- **Phase 1A – Office Building A - 145 Broadway:** Demolition of existing structure. Proposed 20-story commercial office building (384,236 sf) with ground-floor retail space (10,000 sf).
- **Phase 1B – Residential Building South – Cambridge Center North Garage, south portion:** Proposed 33-story residential building (350,000 sf and up to 464 units) over the south portion of the existing Cambridge Center North [Parking] Garage.
- **Phase 2A – Office Building B – 250 Binney Street:** Demolition of existing structure. Proposed 15-story office building (358,176 sf) with ground-floor retail space (20,000 sf).
- **Phase 2B – Residential Building North – Cambridge Center North Garage, north portion:** Proposed 12-story residential building (70,000 sf and up to 96 units) over the north portion of the existing Cambridge Center North [Parking] Garage.
- **Innovation Space Conversion – 255 Main Street/One Cambridge Center:** Renovations to existing structure to provide approximately 105,200 sf of Innovation Space distributed across several floors.

The project continues to include a 60,000 sf commercial office addition at the existing Whitehead Institute building at Nine Cambridge Center and the conversion of 14,000 sf

(previously 15,100 sf) of mechanical space into commercial office space at the Broad Institute at 75 Ames Street.

As described in the Second NPC, the project will continue to be developed in two phases (Phase 1 and 2). Phase 1 will include two sub-phases (Phase 1A and 1B). Phase 1A will consist of the demolition of the existing Eleven Cambridge Center commercial office building and construction of Office Building A. Phase 1B will include construction of Residential Building South on top of the North Garage along Broadway. As described in the Second NPC, the Phase 2 (Three Cambridge Center mixed-use development) has been revised and separated into two sub-phases (Phase 2A and 2B). Phase 2A will now include demolition of the existing Fourteen Cambridge Center commercial office building and construction of Office Building B. Phase 2B will include redevelopment of the North Garage along Binney Street with Residential Building North. The development of innovation space at One Cambridge Center will occur concurrently with the development of proposed commercial space, in accordance with the City's zoning requirements.

According to the Second NPC, the project may result in the following environmental impacts compared to the project as reviewed in the Single EIR:

	Amendment 10: Previously Reviewed (Single EIR)	Net Change	Amendment 10: Proposed Project 500 sf) of In
Gross Square Footage (GSF)²	1,034,600	+ 90,600 GSF	1,125,200
Housing Units	Up to 560 units	No change	Up to 560 units
Vehicle Trips Per Day (unadjusted)	10,512 adt	+238 adt	10,750 adt
Vehicle Trip Per Day (adjusted)	3,638 adt	+82 adt	3,720 adt
Parking Spaces	740 spaces	+69 spaces	809 spaces
Work within Filled Tidelands	176,707 sf	No change	176,707 sf
Water Use	0.12 mgd	11,917 gpd	0.13 mgd
Wastewater Generation	0.13 mgd	10,834 gpd	0.14 mgd

Permitting and Jurisdiction

The original KSURP project was subject to a mandatory EIR pursuant to Sections 11.03(1)(a)(2) and 11.03(6)(a)(6) of the MEPA regulations because it required State Agency Action(s), and was expected to create more than 10 acres of new impervious surface, and generate more than 3,000 new average daily vehicle trips (adt).

² Represents total square footage, including exempted retail space. Does not include Innovation Space conversion.

The KSURP – Amendment 10 project is subject to a mandatory EIR as a stand-alone project pursuant to Section 11.03(6)(a)(6) of the MEPA regulations because it requires a State Agency Action and, on its own, will generate greater than 3,000 new adt on roadways providing access to a single location. Traffic generation will exceed the EIR threshold even when adjusted to account for mode share. The project requires an approval of an Urban Renewal Plan Amendment from the Massachusetts Department of Housing and Community Development (DHCD). The project may also require an Air Quality Permit from the Massachusetts Department of Environmental Protection (MassDEP). The Urban Renewal Plan Amendment also requires approval by the CRA and Cambridge City Council. Components of the project will also require review and Infill Development Concept Plan approval as a Special Permit by the Cambridge Planning Board. The project was subject to review under the May 2010 MEPA Greenhouse Gas (GHG) Emissions Policy and Protocol (“the Policy”). According to the Second NPC, the proposed project changes do not meet or exceed any new MEPA review thresholds compared to those contemplated in the previous Single EIR filing

Because the project is not seeking Financial Assistance from the Commonwealth, MEPA jurisdiction is limited to those aspects of the project that are within the subject matter of required, or potentially required, State Agency Actions and that may cause Damage to the Environment as defined in the MEPA regulations. However, the subject matter of the Urban Renewal Plan approval and associated regulations (760 CMR 12.00) is sufficiently broad to confer the equivalent of broad scope jurisdiction over the potential environmental impacts of the project. Therefore, MEPA jurisdiction is broad in scope and extends to all aspects of a project that are likely, directly or indirectly, to cause Damage to the Environment, as defined in the MEPA regulations.

Review of the Second NPC

The Second NPC included a description of the project reviewed in the Single EIR and the currently proposed project, included project plans, and discussed the significance of the project changes as listed in 301 CMR 11.10(6). It included a copy of the draft MOU and revised Draft Section 61 Findings for use by State Agencies. The Second NPC provided an update on agency coordination and public outreach that occurred since the Certificate was issued on the Single EIR. It provided a technical appendix which updated the traffic analysis and an updated GHG analysis. It described the planning process and the recently enacted zoning ordinance which provides context for the proposed changes.

Traffic and Transportation

According to the Second NPC, the impacts of the project change are nearly identical, or in some cases modestly lower than the previously reviewed project during peak hours. The project change does not result in revisions to the proposed access scheme or proposed mitigation measures. Based on this, the Second NPC indicates that the Transportation Study presented in the Single EIR continues to provide an accurate assessment of potential transportation related impacts associated with the project as currently proposed. Comments from MassDOT confirm this approach and indicate that no additional transportation-related mitigation is necessary based on the proposed project changes.

Trip Generation and Parking

According to the Second NPC, while the proposed building program has increased by approximately 90,600 sf, the overall trip generation has remained relatively constant compared to the project as last reviewed. The proposed project will generate approximately 238 additional unadjusted adt (10,750 total adt) or 82 additional adjusted adt (3,720 total adt) than the previously reviewed project during an average weekday. During the morning peak hour, the project change will generate approximately 40 additional unadjusted adt (1,224 total adt) or 11 additional adjusted adt (401 total adt). Trip generation is anticipated to decrease during the evening peak hour by 17 unadjusted adt (1,289 total adt) and by 5 adjusted adt (439 adt total). The adjusted trip generation calculations reflect credits allowed for pass-by trips and mode share based on rates derived from the Proponent's existing traffic monitoring program. When the adjusted trips are added to the expected future traffic as projected in 2010 when the project was last reviewed under MEPA (Amendment No.8), traffic generation is estimated at 17,434 adt, which is less than the originally projected 19,300 vehicle trips.

The Second NPC provided updated parking calculations based on the revised development program and described the methodology and assumptions used to estimate parking demand. The project change includes construction of approximately 69 net new additional parking spaces than previously proposed (809 net new parking spaces proposed in total). When added to the existing 2,708 parking spaces that have been built, this results in a total of 3,517 parking spaces. This is below the total maximum off-street parking (3,545 parking spaces) reviewed during KSURP Amendment No. 3. As previously proposed, all new parking will be located in parking structures. I refer the Proponent to comments from the City which request the Proponent consider a reduction in the proposed parking supply. I encourage the Proponent to re-evaluate the proposed number of parking spaces during the local permitting process.

Memorandum of Understanding (MOU)/Kendall Square Transit Enhancement Program (KSTEP)

The Certificate on the Single EIR required that the Proponent continue to advance the Kendall Square Transit Enhancement Program (KSTEP) through development and execution of a MOU with MassDOT, MBTA, the City, and other stakeholders. The Redeveloper is a concurring party to the MOU. The MOU outlines the process that will lead to identifying and coordinating specific measures to be developed and implemented over the next 15 years.

As described in the draft MOU, the Proponent, in coordination with the City and other parties to the MOU, will establish and maintain a transit fund (KSTEP Fund) to implement transit improvement projects in the Kendall Square area. The KSTEP will include major short term and long term transportation initiatives identified by a Working Group to be comprised of the parties to the MOU, additional contributors to the KSTEP Fund, and other stakeholders. The draft MOU identifies the following criteria to be used by the Working Group when establishing project priorities and funding allocations:

- Measurable improvements to transit service levels in the Kendall Square area, including connections to and from transit service in the Kendall Square area;
- Ability to leverage multiple layers of available public and private funds and remain long-term economically sustainable from a capital and operational perspective; and
- A high level of utility from a broad mobility perspective.

The Proponent will release funds to implement transportation initiatives after concurring and obtaining approval from the City Manager. The KSTEP Fund may receive additional funding from other developments and the draft MOU provided a funding formula to determine the appropriate payment amount. The formula is primarily based on proposed commercial square footage (to incentivize residential space), daily transit trips generated, and the fare recovery gap per trip. Based on the formula, the Redeveloper (Boston Properties) will contribute an initial payment of \$6 million prior to the issuance of any building permit for new commercial development.

Short-term transit enhancements will be identified by the Working Group prior to the initial payment, and will be funded by up to one-third of the KSTEP funds. The draft MOU indicates such projects may include the following:

- Capital investment for additional MBTA bus service to Kendall Square from under-served corridors and may include new routes;
- Capital investment for additional EZ Ride bus service to address commuter peak periods, additional routes to unserved corridors, and/or expansion of off peak service; and/or
- Capital improvements to the existing transit infrastructure at Kendall Station, including increased station capacity by expanding passenger waiting areas, or similar enhancements, improved Kendall Square station transit information, resiliency measures, and/or improved bus connectivity.

Longer term funding allocations for enhanced transit service to Kendall Square will be identified by the Working Group within one year from the initial payment. The draft MOU identifies the following potential long-term projects:

- Operating and capital support for new ground transportation via non-MBTA shuttles and/or MBTA buses or Bus Rapid Transit aimed at facilitating access between Kendall Square and Central Square, Sullivan Square, Union Square, Longwood Medical Area, North Station, or other locations with a demonstrated need for access to/from Kendall Square;
- Red Line modernization and improvements, including signal, track, station, and other technology improvements designed to increase capacity and reliability especially at peak-of-the-peak, including enhancing headways (time between service) and other improvements that will impact the quality and capacity of transit service and the customer experience; and/or

- Other strategic investments that are consistent with the above-referenced considerations, and with the 2030 and 2040 transportation planning efforts, including feasibility investigations and potential capital investments toward new transit service benefitting the Kendall Square area.

Comments from MassDOT, MAPC, and the City support the Proponent and Redeveloper's efforts to establish a comprehensive and creative solution that will identify and fund transit improvements within the KSURP and do not identify additional issues to be evaluated through the preparation of a Supplemental EIR. I expect that the Proponent and Redeveloper will continue to work with MassDOT, MBTA, the City, and other stakeholders to finalize the MOU. The draft MOU indicates that metrics to measure the effectiveness of the KSTEP will be developed within two years of the initial payment. I expect that the Proponent will coordinate this evaluation with MassDOT, MBTA, the City, and other stakeholders, and revise the KSTEP as necessary to address any identified deficiencies. The Final MOU should be provided to the MEPA Office for inclusion in the project file and publication of its availability in the Environmental Monitor. Failure to finalize the MOU and implement associated transit improvements in conjunction with project development would require the filing of a NPC.

Wastewater and Water Supply

According to the Second NPC, the project will generate a total new wastewater flow of 143,419 gpd, which represents an increase of 10,834 gpd compared to the project reviewed in the Single EIR. The Second NPC continues to acknowledge the need to mitigate Infiltration/Inflow (I/I) to mitigate potential impacts to the sewer system. Based on the project's updated wastewater generation, the Proponent is responsible for removing approximately 573,676 gpd of I/I; approximately 43,336 gpd more than the previously reviewed value. The Second NPC indicates that these requirements will be addressed by coordinating with the City's Department of Public Works (DPW) to either correct I/I issues within the KSURP area or by funding other I/I reduction projects. According to the Second NPC, the Proponent is in the process of evaluating several potential I/I mitigation projects identified and suggested by the DPW. The Proponent should continue coordinating with the DPW as the project progresses.

As described in the Second NPC, the project will require approximately 157,761 gpd of net new potable water; which represents an additional 11,917 gpd. The Second NPC indicates that the water demand estimates may be conservative as they do not include the water conservation measures that the Proponent will employ to reduce water consumption, such as low flow plumbing fixtures, use of native vegetation, and minimal/efficient irrigation systems. The Second NPC indicates the Proponent will continue to explore the viability of alternate water sources such as water reuse systems, rainwater harvesting, and xeriscaping. I refer the Proponent to comments from the CRWA and encourage the Proponent to continue evaluating sustainable and efficient water supply and wastewater systems at the building and site-level.

Stormwater

The Second NPC indicates that the project will meet stormwater and water quality requirements by increasing the net pervious area, pretreating surface runoff for pollutants, maximizing the amount of runoff infiltrated to groundwater, and the use of structural water

quality units. The Second NPC also indicates that a new goal of the project change is to develop a district level stormwater management approach; this integrated approach will be an improvement to individual project and site based stormwater management. The district-level stormwater management plan will include the redevelopment of the Sixth Street corridor to improve the hydrologic connection of the entire project site. I refer the Proponent to comments from the CRWA which request additional information regarding the Sixth Street corridor re-design, the type of best management practices proposed, and how the corridor fits into the larger District-Level Stormwater Management Plan. I expect that the Proponent will coordinate with CRWA as this component of the project progresses.

The Second NPC indicates that the Proponent is exploring the feasibility of constructing permeable pavement over the previously impervious roadway and pedestrian areas that service the project site. These infiltration systems will be designed to drain within 72 hours of each precipitation event, and the infiltration capacity will be equal to almost two inches of runoff over the entire project site. Based on this, the Second NPC indicates that greater levels of phosphorus will be removed with the project change compared to the previous project and that the project will comply with the phosphorous removal Total Maximum Daily Load (TMDL) requirements. I refer the Proponent to comments from CRWA which request additional information regarding the location of permeable pavement, stormwater calculations, and phosphorous reduction. I encourage the Proponent to consult with CRWA during the project design process and to consider the use of native vegetation to supplement the permeable pavement infiltration system.

Air Quality

According to the Second NPC, the project change will not significantly change air emissions or mobile GHG emissions as previously reported in the Single EIR. Air quality and mobile GHG emissions will be minimized through the implementation of the traffic mitigation measures, including a robust Transportation Demand Management plan as originally described in the Single EIR.

Greenhouse Gas Emissions

The original project was subject to review under the May 2010 MEPA GHG Policy and it was subject to the Massachusetts Stretch Energy Code (Stretch Code) adopted by the City of Cambridge. The Policy requires projects to quantify carbon dioxide (CO₂) emissions and identify measures to avoid, minimize or mitigate such emissions. The Second NPC included an updated GHG assessment to reflect the revised building program and massing. The GHG analysis evaluated CO₂ emissions for two alternatives as required by the Policy including 1) a Base Case and 2) a Preferred Alternative that includes additional energy saving measures and, at a minimum, complies with the Stretch Code. The updated analysis used the eQUEST, version 3.64, modeling software to perform the GHG analysis and included modeling assumptions and emissions rates.

At the time of the filing of the previous Single EIR, the building code is the Massachusetts Building Code 8th Edition; however, the City has adopted the Stretch Code. The current Stretch Code requires energy efficiencies of 20 percent better than American Society of

Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) 90.1-2007 and requires modeling of base and proposed cases based on the methodology as defined in ASHRAE 90.1-2007 (Appendix G). Based on this, ASHRAE 90.1-2007 was applied to define the Base Case. The Second NPC also compared the proposed energy efficiency with the requirements of ASHRAE 90.1-2010 to demonstrate how the project would meet the future potential Stretch Energy Code. The Preferred Alternative is expected to meet the current Stretch Energy Code. Mobile GHG emissions were estimated using the standard methodology in the EEA/MassDOT Guidelines for EIR/EIS Traffic Impact Assessments and EPA's MOVES2014 emission factors. Potential project-related mobile GHG emissions were compared for the 2014 Existing Condition, the 2024 No-Build Condition, the 2024 Build Condition, and the 2024 Build with Mitigation Condition. The revised analysis indicates that the Base Case for the entire project will generate approximately 8,153 tons per year (tpy) of GHG emissions, consisting of 7,107 tpy of stationary source emissions and 1,046 tpy of mobile source emissions. The Preferred Alternative will reduce stationary source emissions by 1,448 tpy, an approximately 20 percent reduction, and will reduce mobile source emissions by 105 tpd, a 10 percent reduction. Overall emissions will be reduced by 1,553 tpy for an approximate 19 percent reduction

I continue to commend the Proponent's commitment to creating a sustainable development and its efforts to address climate change impacts in coordination with the City and other stakeholder groups. Although energy efficiency components for each building will vary, the Second NPC summarizes the stationary source energy conservation measures. They include high performance buildings with double pane curtainwalls and insulation, improved lighting power density (LPD), variable volume condensing and chilled hot water pumping, high efficiency centrifugal chillers, variable frequency drives (VFD) on cooling tower fans and higher efficiency cold water Delta T system, 96-percent efficiency condensing gas-fired hot water boilers, high efficiency water source heat pumps, high efficiency energy recovery ventilator, differential CO₂-based demand control ventilation for offices, and CO control and variable air volume (VAV) for underground garage fans. I note the GHG analysis assumed implementation of a number of local intersection operation improvements, bicycle and pedestrian enhancements, and the TDM Plan. I note that the Proponent has not committed to specific intersection improvements or bicycle and pedestrian enhancements. I expect that the Proponent's self-certification will confirm that these or equivalent reduction measures have been implemented to demonstrate a commensurate GHG reduction.

The Second NPC indicates that the cogeneration facility located at Fourteen Cambridge Center will be utilized as an energy source for the Office Building B. According to the Second NPC, an additional 1,636 tpy of CO₂ could be reduced by implementation of this measure which would result in a project with less stationary source GHG emissions than the previously reviewed project. This was not included as a mitigation measure, nor committed to in the draft self-certification letter. Given the significant GHG reduction benefit it provides, I encourage the Proponent to implement this as a mitigation measure. I also encourage further consideration of connecting additional buildings to this cogeneration facility and refer the Proponent to DOER's comment letters for additional guidance on this issue.

The purchase of energy from the Veolia (f/k/a Dalkia) Cambridge Combined Heat and Power (CHP) district steam network represents another significant opportunity to reduce GHG

emissions. According to DOER, the proposed mitigation measures represent a 19 percent reduction in source energy; however using the district steam network for both heating and cooling would result in a 139 percent reduction in source energy. Given the significant GHG reductions associated with this potential measure, I expect the Proponent to continue evaluating use of the district steam system. In addition, I encourage the Proponent to work with DOER to consider how identified constraints may be addressed.

According to the Second NPC, an additional 570 tpy of CO₂ could be reduced by installing solar on the available rooftop space of the proposed buildings. The Second NPC analyzed of the viability of a roof-mounted solar photovoltaic (PV) system for the buildings and determined that the project is too conceptual to commit to this measure. In the Second NPC, the Proponent continues to commit to making the rooftops solar-ready. I encourage the Proponent to continue to evaluate this measure as project design progresses.

Climate Change Adaptation and Resiliency

The Second NPC continues to reiterate the importance of planning for climate change impacts and resiliency resulting from sea level rise, increased storm frequency and duration, and extreme temperature events. As part of the previously reviewed project, the Proponent committed to aid the MBTA with improving the resiliency of the MBTA Kendall Square Station. With the removal of the Three Cambridge Center building from the project; the Proponent has eliminated this commitment as the project will no longer impact areas adjacent to the Kendall Square Station. The Second NPC indicates that the remainder of the proposed changes are consistent with the previously reviewed project and that the Proponent remains committed to identifying and adapting to climate change impacts. I encourage the future Working Group to consider projects which will improve the coastal resiliency of the Kendall Square station as the station could be vulnerable to flooding in the future which could affect accessibility to transit.

The Second NPC indicted that the City of Cambridge has been finalizing the Climate Change Vulnerability assessment since the Certificate on the Single EIR was issued. Using conservative modeling, the Second NPC indicates that the KSURP area has a 0.2-0.5 percent chance of experiencing flooding due to sea level rise in the year 2070, with an estimated sea level rise value of 3.2 feet. I refer the Proponent to comments from the City of Cambridge which provide clarification regarding flood risks related to storm surge in the project area (particularly along Broadway) and I expect that the Proponent will work with the City to address these risks in the design of the project.

Hazardous Materials & Solid Waste

The Second NPC indicates that the proposed project changes (specifically, the addition of the 14 Cambridge Center site) remain consistent with potential impacts as identified in the Single EIR. As each project component proceeds, it will be required to adhere to applicable hazardous materials regulations. The Second NPC reiterated potential mitigation measures that may be implemented depending on the results of environmental investigations including protective barriers and vapor mitigation systems.

Landlocked Tidelands

According to the Second NPC, the amount of work within landlocked tidelands has not changed since the previously reviewed project. However, the project change has adjusted the proposed nature of work within the landlocked tidelands for the Eleven Cambridge Center and North Garage sites, as described below.

Project Component	Total Area within Tidelands	Nature of Work as Currently Proposed
Cambridge Center North Garage	60,288 sf	Construction of two residential buildings stop the existing North Garage and outdoor public open space improvements
Eleven Cambridge Center / Office Building A	28,600 sf	Redevelopment into an office building with ground-floor retail
Broad Institute Conversion	64,230sf	Conversion of mechanical space to commercial office space
Total	153,118 sf	

While the project has adjusted the permitted mix of uses within landlocked tidelands, the project does not involve any significant changes to the public benefit commitments as previously identified in the Single EIR. The only change is de minimus and involves the elimination of the Winter Garden. The Winter Garden was previously proposed to replace the existing public park located along Broadway as part of the Cambridge Center North Garage Buildings. The current project proposes to maintain and improve the existing public park as part of the North Garage Residential Building North. Additionally, the proposed project will provide for additional public open space on the roof of the North Garage. With this additional public benefit, I find that the Public Benefit Determination issued on December 23, 2015 remains applicable to the project as currently proposed.

Construction Period Impacts

The Second NPC indicated that temporary construction impacts associated with the project change are consistent with those identified in the Single EIR. As identified in the Single EIR, a Construction Management Plan (CMP) will be prepared for each project component to identify temporary construction period impacts, mitigation measures, road closures, detours, and staging. Mitigation measures to be included in the CMP include: erosion and sedimentation control, identification of designated truck routes, maintenance and protection of pedestrian and bicycle accommodations, dust suppression, covering trucks used for transportation of construction debris, daily cleaning of streets and sidewalks, and construction noise mitigation measures.

Mitigation/Draft Section 61 Findings

The Second NPC included an updated summary of potential mitigation measures to avoid, minimize, and/or mitigate environmental impacts. The Proponent and/or Redeveloper have committed to implement the following measures to avoid, minimize, and mitigate environmental impacts:

Traffic/Transportation

- The Proponent will continue to conduct annual traffic monitoring and employee survey program to evaluate the success of the TDM program and accuracy of trip and traffic projections, and adjust mitigation as necessary.

Vehicular Access and Circulation Improvements

- Analyze and propose adjustments to signal timing and phasing for study area local intersections, as appropriate, in coordination with the City.

Public Transit Improvements

- Establish the KSTEP in coordination with MassDOT, the MBTA, and the City through the establishment of an MOU, or similar document.
- Redeveloper will provide an initial payment of \$6 million to fund transit improvements.
- Implement the project-related improvement projects, program, and/or service improvements identified in the KSTEP, in coordination with MassDOT, the MBTA, and the City.
- Proponent will study and partially fund the increase in EZRide Shuttle service. Proponent will work with the Charles River TMA to devise a plan as to how the EZRide service can best serve the community in the future and provide support to the expansion of the EZRide service, including but not limited to: decreasing headways, increasing bus fleet, and optimizing bus routes.
- Implement local roadway intersection signal improvements, which will decrease delay at specific intersections the MBTA busses pass through (including Bus Routes 64, 68, 85, and EZRide at the intersections of Broadway at Galileo Galilei Way and Main Street at Galileo Galilei Way/Vasser Street, respectively).

Pedestrian and Bicycle Access and Circulation Improvements

- Review all pedestrian crossings and study area intersections and evaluate potential improvements to accommodate pedestrians, in coordination with the City.
- Improve the Sixth Street Connector.
- Incorporate a new mid-block pedestrian connection on Broadway between the Cambridge Center North Garage Office Buildings and Danny Lewin Park.
- Enhance the Main Street streetscape from Ames Street to Galileo Galilei Way.
- Enhance the Broadway streetscape from Ames Street to Galileo Galilei Way.
- Enhance the Binney Street and Galileo Galilei Way streetscape from Sixth Street to Broadway.

- Donate two sites for hubway bicycle sharing stations (at Office Building B and Innovation Space Conversion).
- Review and evaluate potential bicycle improvements to connect each project component to other area wide improvements, in coordination with the City.
- Provide approximately 800 bicycle long-term storage spaces for residents/tenants and provide approximately 142 short-term bicycle exterior parking spaces.
- Explore opportunities to create a full service bike station within the area.

GHG Emissions

- Measures to avoid, minimize, or mitigate GHG emissions include:
 - Improved Glazing Properties;
 - Improved Roof Insulation;
 - Improved Exterior Wall Insulation;
 - Improved Interior LPD;
 - Low-flow Water Fixtures and High- Efficiency Domestic Water Heater;
 - Variable Volume Condensing and Chilled, and Hot Water Pumping;
 - High-Efficiency Centrifugal Chillers;
 - VFD on Cooling Tower Fans and Higher CW Delta T
 - High-Efficiency Condensing Gas-Fired Hot Water Boilers;
 - High-Efficiency Water Source Heat Pumps;
 - High-Efficiency Energy Recovery Ventilator;
 - Differential CO₂ Based DCV for Offices;
 - CO Control and VFD for Underground Garage Fans; and
 - “Solar Ready” building roofs.
- The technical feasibility, cost and benefit of addition of the following measures will be evaluated during final design:
 - Rooftop Solar PV installation;
 - Potential connection of Office Building B to cogeneration facility located at Fourteen Cambridge Center.
- Provide Tenant Design and Construction Guidelines to potential office and retail tenants as a guide to use when fitting out their space. Guidelines will include:
 - Descriptions of sustainable design, construction and operations features of the buildings, including resource conservation goals and features for tenant fit-out spaces (e.g., low-flow plumbing fixtures, sub-metered systems, lighting controls);
 - Encourage tenant commitments for meeting various energy and water conservation goals;

- Descriptions of current regulatory requirements that pertain to leasable spaces;
 - Strategies for improving energy efficiency, including recommendations for HVAC equipment, lighting controls, and low-flow and high-efficiency plumbing fixtures;
 - Waste reduction goals and recycling facilities/programs;
 - Green cleaning policies/guidelines;
 - Project-wide features that aim to encourage alternative transportation and TDM measures; and,
 - Information on how to train/inform maintenance staff and employees on sustainable operation and design features.
- Implement TDM Program, including a car sharing program, MBTA transit pass subsidy, free rides on some existing shuttle routes, parking pricing, Hubway pass subsidy, provision of eight parking spaces in East Garage for ZipCar care share parking, preferential parking for carpool and vanpool participants, preferential parking for designated Electronic Vehicles (EV) and alternative fuel vehicles, transportation coordinator, and provision of “real-time” transportation information in all new and renovated lobbies and at select public plazas on the project site. The Proponent will continue to participate in the Charles River TMA.
 - The project will be designed to meet the applicable version of the Stretch Code in effect at the time of construction.
 - The Proponent will submit a post-construction self-certification document to the MEPA Office which will be signed by an appropriate professional (e.g., engineer, architect, transportation planner, general contractor) and indicate that all of the required mitigation measures, or their equivalent, have been completed for each project component. The certification should be supported by plans that clearly illustrate what type of GHG mitigation measures have been incorporated into the project. For those measures that are operational in nature (i.e. TDM, recycling, parking management), the Proponent should provide an updated plan identifying the measures, the schedule for implementation and how progress towards achieving the measures will be obtained.

Water and Wastewater

- Coordinate with the City to correct I/I issues in the vicinity of the Project or providing funding for projects that the City is performing to reduce I/I.
- The project will include water use reduction strategies to achieve a 20% reduction in water use. The reduction in water use will also reduce wastewater generation.

Stormwater

- The project will mitigate stormwater effluent from the post-development, 25-year design storm to the rates of the pre-development, 2-year design storm and reduce TSS by 80% from the pre-development condition.

- The stormwater management system will treat runoff to meet the Charles River phosphorous removal TMDL (65%) and will maximize infiltration to the local groundwater.
- Redevelopment of the Sixth Street corridor to improve the hydrologic condition of the project site.
- Proponent will work with the City to evaluate a district-wide stormwater management solution that will treat stormwater runoff beyond the scope of individual project components.
- Use of green roofs and continued evaluation of permeable pavement in project design.

Climate Adaptation and Resiliency Measures

- The Proponent and/or Redeveloper will continue to evaluate and implement (as appropriate) the following measures:
 - Potential Site Design Measures: increased pervious surfaces on the ground level, green roofs, increased tree plantings and landscaping, use of native vegetation to minimize irrigation requirements, implementation of efficient irrigation system, rainwater harvesting, xeriscaping, and use of portable flood protection systems.
 - Potential Building Design Measures: Locating critical infrastructure above the first floor level, limiting basement areas, evaluating raised finish floor elevations, and potential use of flood-resistant building materials.
- Proponent will continue to coordinate with DPW to evaluate appropriate methods to address inland flooding in the KSURP area, which may include the improvement of stormwater infrastructure adjacent to the site.

Hazardous Waste

- Develop a Release Abatement Measure (RAM) Plan to manage contaminated soil and/or groundwater (if encountered) and implement measures as required to reduce the risk of exposure of contaminants at each project component.
- Perform Vapor Intrusion (VI) evaluations in accordance with MassDEP guidelines and design and implement a vapor mitigation system (if required).
- Use of protective barriers in landscaped areas and exterior hardscape areas to mitigate risk of direct contact with contaminated soils.

Construction Period

- Development of a Construction Management Plan (CMP) for each project component including: erosion and sedimentation control, identification of designated truck routes, maintenance and protection of pedestrian and bicycle accommodations, dust suppression, covering trucks used for transportation of construction debris, daily cleaning of streets and sidewalks, and noise mitigation measures.
- Divert 100 percent of paper, corrugated cardboard, glass, plastic, and metal and a minimum of 75 percent of construction and demolition waste from landfills.

Conclusion

The Second NPC has sufficiently defined the nature and general elements of the project for the purposes of MEPA review and demonstrated that the project's environmental impacts will be avoided, minimized and/or mitigated to the extent practicable. Based on the information presented in the Second NPC and after consultation with State Agencies, I find that no further MEPA review is required at this time. Remaining issues can be addressed through the local, state and federal permitting and review processes. In the event that the draft MOU is not finalized, the Proponent should file a NPC to address alternative approaches to implement transportation improvements, including transit capacity and service improvements.

The Proponent and State Agencies should forward copies of the final Section 61 Findings to the MEPA Office for publication in accordance with 301 CMR 11.12.



August 5, 2016

Date

Matthew A. Beaton

Comments received:

07/25/2016	Metropolitan Area Planning Council (MAPC)
07/26/2016	Massachusetts Water Resources Authority (MWRA)
07/26/2016	Stephen H. Kaiser
07/26/2016	Charles River Watershed Association (CRWA)
07/26/2016	Massachusetts Department of Transportation (MassDOT)
07/26/2016	City of Cambridge
07/28/2016	Massachusetts Department of Energy Resources (DOER)

MAB/PRC/prc

MEMORANDUM

To: CRA Board

From: Foundry Evaluation Committee (Tom Evans, Lisa Peterson, Louis DePasquale, Bob Reardon, Amy Witts, Lisa Hemmerle, Jason Zogg); Kathryn Madden, Project Manager

Cc: Taha Jennings, Carlos Peralta

Date: August 15, 2016

Subject: Foundry Evaluation Committee Recommendation on Tentative Designation

The Foundry Evaluation Committee (Evaluation Committee) is recommending that the KS Foundry Development Partners LLC (“FDP”), a joint venture between the Cambridge Innovation Center (CIC) and Graffito SP (Graffito), be tentatively designated as the Development Entity for the Foundry. Such a designation would be contingent upon the approval of the City Manager and the successful negotiation of a sublease with the Cambridge Redevelopment Authority (CRA). The Evaluation Committee has reviewed the proposal from FDP as well as additional information generated by the interview and community presentation. The Foundry Advisory Committee, the Technical Review Team, and City staff all provided analysis, comments, and questions that have helped to shape this recommendation as well as the qualifying information in this report. The Foundry Advisory Committee is unanimous in recommending the FDP team as the Development Entity.

The decision before the Board is not the final step in the development process, but a first step. At this point, the decision is to select a partner with whom we want to move forward. If the City Manager approves the selection of the Development Entity, the tentative designation would authorize the CRA Executive Director to enter into negotiations on the sublease. The CIC/Graffito team also has acknowledged that their concept and financial plan are preliminary and require further dialogue in order to advance the proposal.

Recommendation

While FDP represents the sole submittal, this proposal does present a strong partnership of two committed partners and demonstrates an understanding of the vision for collaborative, innovative, shared space. FDP has expressed a willingness to work with the community, CRA, and City to achieve the goals of the project. CIC and Graffito bring unique qualities and creative ideas that can form the basis for a productive, collaborative long-term partnership, recognizing that there are many details yet to work out. The Evaluation Committee notes the team’s experience, familiarity with the local area, relevant past projects, and responsiveness during the evaluation process. The Evaluation Committee evaluated the project according to the evaluation criteria in the Request for Proposals (RFP). Using this format, the report below identifies a number of focus areas that would warrant further attention during sublease discussions if the CRA Board decides to move forward. Overall, the Evaluation Committee ranked the proposal “*Advantageous*”.

Evaluation

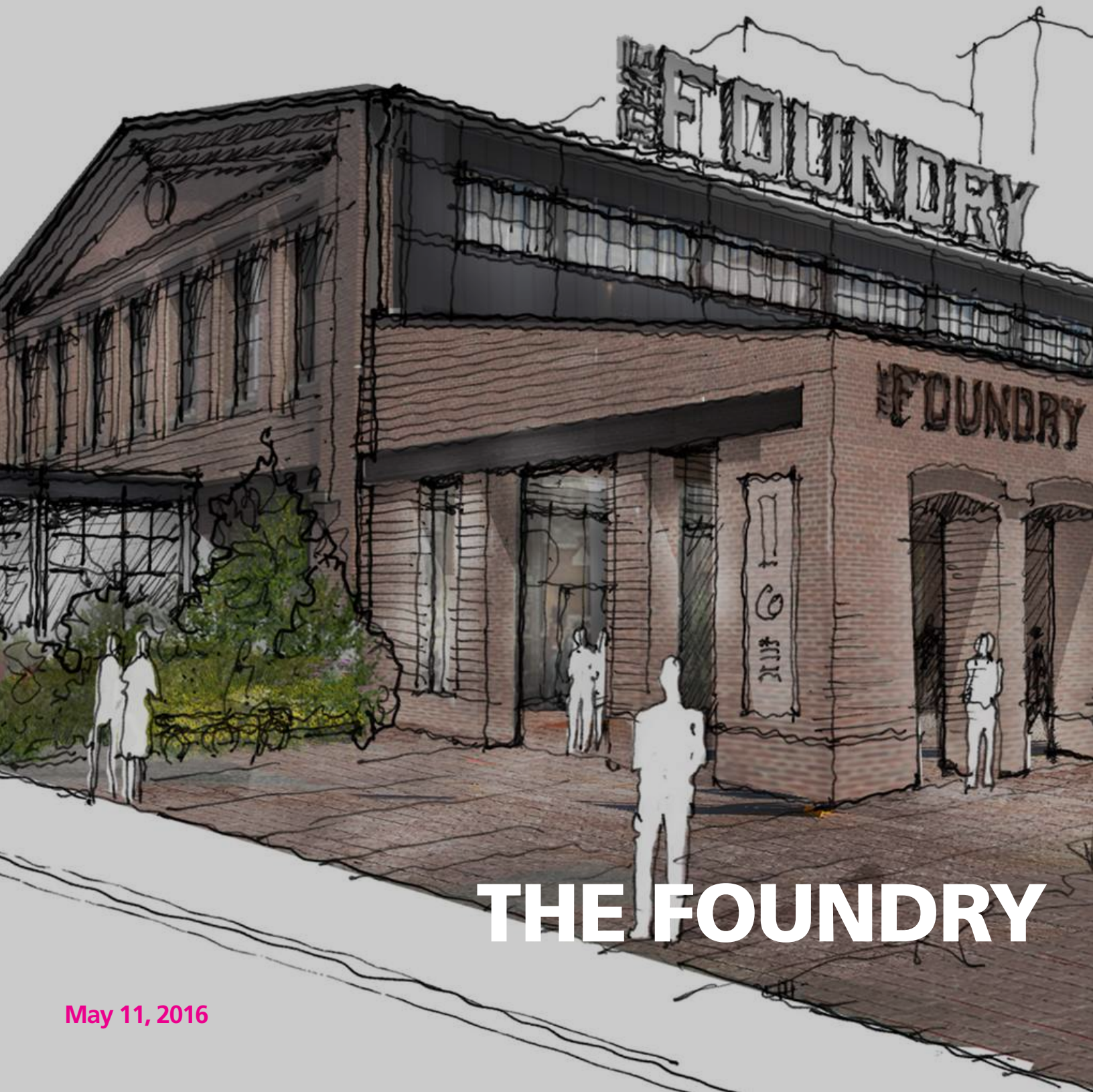
1. **Project Understanding** (*Advantageous*): The proposal demonstrates an understanding of the building vision and objectives, integrating design with real estate development and programming, and offering a substantive financial plan. Further discussion will help ensure that the Foundry is a *citywide* resource, and sublease negotiations will tackle the detailed aspects of the financial plan.

2. **Exceptional Design for Creativity & Flexibility** (*Advantageous*): The design proposal is at an early stage with many elements that will need further work, typical for any design project. In particular, the Evaluation Committee would like to see a greater commitment to universal design, especially the reimagining of the grand stairs that lead up from the ground level colonnade. While many elements of the design will allow creative flexible use of spaces, there is a concern that the upper two floors will feel too separate from the rest of the building. There is also a desire to see more explicit commitment to the green building features.
3. **Community Oriented Uses** (*Advantageous*): The current concept proposes that the shared use of many spaces during different times and days of the week will provide the community-oriented space in the building, equivalent to 16,766 square feet. This shared approach was encouraged in the RFP and may provide more interaction and collaboration than a straight set aside of a single permanent space. During sublease negotiations, further discussion will be necessary regarding the percentages for various uses, types of space, times of day, and other implementation issues including outreach plans and reporting mechanism. An annual forecast of community use and monthly report cards might be one way for the development team to lay out the principles, selection criteria, and proposed community use allocations, with reporting similar to District Hall. In this way, the Foundry Advisory Committee and the CRA could be engaged in and oversee the use of the community space, with all parties learning and adjusting over time. Evaluation Committee and Foundry Advisory Committee discussions have centered on shared use of the kitchen and assembly space; community access to the maker space, office space and retail space; and predictable access to the colonnade, among other. The schedule for each type of space needs to be realistic for the community as well as for other users, and the incentives and penalties related to community use need further clarification in the sublease.
4. **Maximizes Public Benefit** (*Advantageous*): The proposed program has uses that are “mixed, synergistic and [operate] in shared spaces” (RFP) and promote science, technology, engineering, arts, and math (STEAM) related activities. In their community presentation, the CIC/Graffito team elaborated on how their proposal will more fully incorporate the arts and “directly [benefit] and [engage] surrounding community and Cambridge residents and [address] economic development and training opportunities, especially for under-represented and low income residents” (RFP). This commitment will need to be incorporated into written elements of the sublease and supporting documents.
5. **Degree of Inclusivity** (*Advantageous*): According to the proposal, the Foundry will be a hub of activity and also will provide Cambridge with a civic gathering space that does not currently exist. As such, it will “welcome the public in a variety of ways and times” (RFP). As presented in the public meeting, CIC does currently operate a number of programs that reach out to underserved communities, and Graffito has unique experience in attracting people to a variety of locations. The Evaluation Committee would like to see some of these commitments incorporated into the written elements of the sublease and supporting documents, including programs that target “the full diversity of Cambridge” (RFP). The affordability of the discounted space for community use needs further clarification and would be part of the sublease negotiations. Additionally, operating hours during which public access is maintained will be a key operational consideration.
6. **Ability to Successfully Execute the Project** (*Highly Advantageous*): The Evaluation Committee has a high degree of confidence that the CIC/Graffito team with Hacin Associates would be able to realize this project. The team will be able to draw on their combined experience with unique projects like District Hall, development of multiple new innovation space and retail concept projects locally and across the country, architectural design for multiple adaptive reuse projects, collaboration with different non-profit groups, deep connections in the Kendall Square and Boston/Cambridge communities, and support from financial institutions.

7. **Contribution of Operator/Management Program to Successful Project** (*Advantageous*): CIC and Graffito have unique experience in developing creative ideas to draw people to engage in a variety of programs and experiences. This will be particularly valuable given the Foundry's proximity to Kendall Square as well as several adjacent residential neighborhoods, although it does not front on a major street. The team seems able to reflect on their experiences and are open to trying new strategies to address challenges. For this project, the team will need to build relationships and market more heavily to attract community use and non-technical users.
8. **Development Capacity and Workload** (*Advantageous*): The CIC and Graffito principals and other team members have demonstrated a high level of commitment and dedication to this project. The ongoing involvement of both development team partners in the creative programming of the space will be important to this success. The staffing plan includes several key positions as yet unfilled, including Foundry General Manager/Program Manager, Assistant General Manager/Assistant Property Manager, two Associates (one focused on events and center operations and the other focused on community programming) and two part-time events assistants.
9. **Strategy and Timeline** (*Highly Advantageous*): The proposed timeline meets the targets for starting the approvals process within three months of sublease execution with a realistic if slightly aggressive projection for completing the project within a two-year timeline of sublease execution (January 2019). The sublease negotiations are projected to span the next several months, with a signed sublease anticipated for January 2017.
10. **Feasibility of Plan** (*Advantageous*): The sublease negotiations are expected to focus on many elements of the financial plan, including a variety of assumptions about both costs and revenues. In particular, the Evaluation Committee has expressed concern regarding the use of the CRA Reserve Fund as an initial capital infusion, the debt to equity ratio, and the suggested potential for the transfer of MXD benefits. The Evaluation Committee does recognize that the pro forma needs to work for all involved, including investors as well as the CRA and City, while achieving community benefits.
11. **Ability to Secure Debt and Equity Financing** (*Advantageous*): The Evaluation Committee notes that FDP will need to secure the necessary debt and equity, and the project does not yet have firm commitments in letters of interest from equity sources and permanent lenders. The Evaluation Committee has questioned the balance of debt and equity financing in the Financial Proposal but expect those details to become more refined as the project moves forward. The submittal does include a letter of support from a bank.
12. **Ground Rent and Capital Reserve** (*Not Advantageous*): The Evaluation Committee expressed concern that the Financial Plan proposes to use the majority of the CRA Reserve Fund immediately as part of the development phase. Also of concern is that the plan proposes minimal ground rent (\$1/year) to the CRA, which would not replenish the Reserve Fund. The proposed financial plan is structured so that cash flow, after operations, management, debt service, and an 8% threshold cash on equity return, is split 70% FDP and 30% CRA (to replenish the Reserve Fund), This plan warrants further negotiations.

In summary, the Evaluation Committee is recommending that the CRA Board tentatively designate the KS Foundry Development Partners LLC as the development entity for the Foundry Project.

CIC
GRAFFITO SP
HACIN + ASSOCIATES



THE FOUNDRY

May 11, 2016

May 11, 2016

Mr. Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

RE: Foundry RFP || 101 Rogers Street

Mr. Evans, Distinguished Members of the CRA Board & Foundry Advisory Committee:

KS Foundry Development Partners LLC ("FDP") is pleased to submit this response to your Request for Proposals dated February 1, 2016. As detailed in our RFQ submission of August 26, 2015, FDP is a joint venture between the Cambridge Innovation Center ("CIC") and Graffito SP ("GSP"), two like-minded, local organizations with successful track records creating imaginative, dynamic, and civic-minded spaces in East Cambridge and beyond.

Over the past six months FDP has invested significant resources and energy into advancing our development plans and programmatic aspirations for the Foundry. Our design team continues to be led by Hacin + Associates, who will be the architect of record should we be designated developer. We do not think there is another local firm better-equipped than H+A to deliver such a dynamic project. As you will see in the pages that follow, our design for the Foundry has changed significantly since our RFQ submission. As the design of the building has changed so too has our programmatic scheme, which has been shaped by dozens of meetings with community groups, potential tenants, desirable program partners and possible investors.

Detailed in the pages that follow and at the heart of our plans for the Foundry are three core principles: Design Ingenuity, Programmatic Inclusivity, and Transactional Flexibility. It is the synergy amongst these three elements that will ensure excellence at the Foundry. Touching all of the aforementioned principles is the overarching commitment to sharing – of space, ideas, culture, and resources – which is indeed driving our team's pursuit of the Foundry. Sharing is at the core of both CIC and GSP's business and community ethos and it will be embedded in all elements of the Foundry.

We firmly believe in our collective ability to bring The Foundry to life. We also recognize that a successful project will require a strong partnership between FDP, the City of Cambridge, and the Cambridge Redevelopment Authority to address the many issues presented by the complexity of this project. Our entire team is very excited about the vision we have outlined in the following pages and look forward to further exploration with you in the months to come.

Respectfully submitted,



Brian Dacey, President
Cambridge Innovation Center



Jesse Baerkahn, President
Graffito SP

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District Hall, Boston, MA

MEET THE TEAM

CIC, GSP/Graffito and H+A/Hacin + Associates bring together an experienced and diverse group of professionals uniquely qualified to work with the City of Cambridge and the CRA to bring the broader community's vision for the Foundry to life.

Founded in Kendall Square, **CIC is widely recognized around the world for its catalytic role in incubating startups and promoting entrepreneurship through the creation of a unique innovation campus environment** that nurtures and facilitates the sharing of bold ideas. Since 1999, CIC has expanded to include coworking communities like C3 [the Cambridge Coworking Center] and Impact Hub Boston, as well as weekly Venture Café gatherings that attract hundreds of entrepreneurs, and District Hall, the central gathering space for Boston's innovation community.

Over the past decade **GSP has worked with some of the largest and most influential institutions and developers in Cambridge on challenging ground floor activation and leasing projects.** In East Cambridge and Kendall Square alone, GSP has leased and advised on retail projects totaling over 400,000 sf. This work has only been possible with regular and meaningful collaboration with the same resident groups and City departments that will be needed for the successful revitalization of the Foundry.

H+A/Hacin + Associates is an internationally recognized architecture and design firm with a deep background in adaptive reuse of historic buildings and the needs of the creative community. H+A regularly leads large teams of consultants and understands the importance of collaboration, good communication, and thorough documentation. Together with CIC and Graffito, H+A will select a full team of exceptional consultants capable of executing a project of this size and complexity that takes into account important experience with similar projects, the ability to use BIM for design and documentation, and a thorough understanding of sustainability and LEED.



Cambridge Innovation Center (CIC) is a global organization based in Kendall Square, Cambridge that creates infrastructure to support and strengthen urban innovation ecosystems (“innovation districts”) and the cities around them. CIC’s mission is to make the world better through innovation by supporting exceptional entrepreneurs to build the next generation of job-creating, world-improving businesses.

In the past few years CIC has become known on a global scale as an expert at developing innovation districts, building infrastructure, creating programming, and forming partnerships to support and strengthen urban innovation ecosystems. CIC helps to organize and promote a city’s entrepreneurial talent base and assists in creating a globally competitive innovation district.

In Cambridge, CIC occupies over 200,000 sf of space at One Broadway and 101 Main Street. At these properties, CIC hosts over 700 companies and organizations and provides them with desks, offices, technology, and services. Most importantly, CIC creates a community of like minded entrepreneurs that can engage with one another across a broad range of topics and find new ways to work together. In addition, CIC orchestrates hundreds of meetings, events, classes, and seminars annually at its properties.

Beyond Cambridge, CIC has recently added over 250,000 sf in Boston and St. Louis and is currently engaged in early stage projects in several US cities as well as in the Netherlands.

CIC is regularly visited by innovation leaders, mayors, governors, and foreign dignitaries. CIC’s Founder and CEO, Tim Rowe, speaks regularly on innovation around the globe, including most recently at the P4 conference in Pittsburgh. The world-renowned Brookings Institution cites CIC as having formed the core of the most successful innovation district in the world.

CIC believes innovation ecosystems are “fed” by three key ingredients: capital, ideas, and talent. Many cities are rich in these ingredients, but they are not working together effectively. Where that is the case, there is an opportunity to create infrastructure that allows this to happen.

Increasingly, CIC is creating innovation campuses in new innovation districts. Within each campus, an interconnected set of for-profit and not-for-profit organizations work together with whom CIC has partnered, helped establish or supported in some way. Some examples of these organizations are Venture Cafe, District Hall, LabCentral, MassChallenge, and LaunchCode.

Contact:
Brian Dacey, President

CIC
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Cambridge, MA 02142
617.401.2870
dacey@cictr.com
www.cic.us



Tim Rowe [Founder and CEO] is the Founder and CEO of CIC as well as Chairman of the Venture Cafe Foundation and Chairman, Co-Founder, and Director of LabCentral. Previously, Tim has served as a Lecturer at the MIT Sloan School of Management, a Manager with the Boston Consulting Group and an analyst with the Mitsubishi Research Institute. Tim speaks Spanish and Japanese fluently and holds an MBA from MIT's Sloan School of Management and a BA from Amherst College.



Brian Dacey [President] began his career in the public sector, serving as the City of Boston's Director of Federal Relations and then CEO of the city's Economic Development Agency. He has been a senior executive and partner with several regional real estate development firms including Drew Company and Twining Properties. Brian has overseen several public/private real estate projects including the Ronald Reagan International Trade Center in Washington, D.C. and the Moakley Federal Courthouse in Boston, MA. Brian is on the Board of The Boston Harbor Association, is a former Chairman of the Board at Morgan Memorial Goodwill Industries, and is a Board member of the Venture Cafe Foundation. He was a founding member of the Kendall Square Association, and serves as a member of A Better City, and of the Kendall Square Masterplan Committee, and currently co-chairs the Kendall Square Mobility Task Force for the MBTA. Brian has his BA from Boston College and an MBA from Boston University.



Joseph Bearak [Construction Project Manager] has over forty years of experience in the reconstruction industry overseeing this very type of project, including large-scale office, retail, hotel, apartment and recreational facilities, and most recently, Watermark Kendall Square. Over the last twenty years, Mr. Bearak has worked on significant development projects including TD BankNorth Garden, the Seaport Hotel, and the 1.4 million sf Providence Place Mall. Mr. Bearak has been a member of National Association of Industrial and Office Properties, the Massachusetts Building Congress and the Allston Brighton Community Development Corporation. He attended Wentworth Institute in Boston.



Chris Linssen [Director of Asset Management] joined CIC at the end of 2015 as the Director of Property Management. An experienced real estate and property management executive, he most recently managed four office properties totalling nearly one million square feet in Cambridge and Boston. In the past seven years, Chris has completed more than 70 lease transactions totalling more than 900,000 sf, overseen tenant improvement and capital projects totalling more than \$40 million (including roof, cooling tower and energy management system replacements), complete exterior and lobby renovations of two office towers, and achieved LEED Silver Certification (EBOM) at Riverfront Office Park in Cambridge. He graduated with a BA from the University of San Diego and an MA in Economics from the University of Texas at Austin with a specialization in Real Estate Finance and Investment.



Ben Dryer [Capital Projects Manager] joined CIC in 2015. Previously he was the owner and principal of Other City Builders, a design/build company based in Somerville, specializing in commercial and residential adaptive reuse projects. Most notably, he was the principal designer and project manager for the 50,000 sf Sanborn Court restaurant cluster in Union Square and has helped to develop similar projects across Greater Boston, including Voltage Coffee and Art in Kendall Square, Cambridge. He is a founding board member of Union Square Main Streets in Somerville and has served on multiple City of Somerville committees focusing on zoning, design, and city service improvements. Ben has a BA from Hampshire College.

GRAFFITO



Part retail brokerage, part creative agency and part urban design firm, GSP is a professional collective of the core competencies needed to create valuable and unique urban places. GSP believes that great urban neighborhoods can be created through smart planning, community dialogue, and by supporting street-level activity that embraces creativity, context, and connections. GSP's inspired place-making and retail leasing strategies result in more dynamic development projects, more valuable properties, and more vibrant neighborhoods.

Through its work over the last decade in the Cambridge, MA neighborhood of Kendall Square, widely recognized as the global prototype for a successful "innovation district," GSP has pioneered a retail development strategy that focuses on partnerships and leases with small, local, independent operators. This strategy has transformed the ground floors of Kendall Square and has been employed by GSP on urban projects throughout Greater Boston and the Northeast United States.

GSP's work in Cambridge and beyond necessitates pre-construction (and often pre-permitting) strategy work that continues through leasing and asset activation. For this reason GSP is unique from other urban planners in that it also provides brokerage services. Similarly, GSP is distinct from other retail brokers because its point of entry into projects most often occurs far before the inception of an actual leasing assignment. It is this multidisciplinary approach that has drawn many of the Boston Area's most dynamic companies, institutions, and landowners to GSP for assistance in creating a sense of "place" in towns and cities including Boston, Cambridge, New Bedford, Quincy, Somerville and Watertown, MA.

GSP's services are provided by a team of seasoned and energetic professionals with expertise in community economic development, placemaking, legal, leasing, asset management, permitting, urban planning, and project management.

Contact:

Jesse Baerkahn, President
David Downing, Vice President

Graffito SP
108 Lincoln St
Boston, MA 0211
617.401.2871
jesse@graffitosp.com
dave@graffitosp.com
www.graffitosp.com

GSP's clients include:

Alexandria Real Estate Equities • athenahealth • Beacon Capital • Cambridge Innovation Center • Clover • Deutsche Asset & Wealth Management • Forest City Enterprises • Harvard University • Hudson Group NA • Jamestown • Massachusetts Institute of Technology • MassDevelopment • Novartis AG • Principal Global Investors • Shiner Capital Partners • Tishman Speyer • Twining Properties • Union Square Station Associates • Wexford Science & Technology



Jesse Baerkahn [President and Founder] evaluates all of GSP's new business, new service platforms, and entrepreneurial endeavors. Previously he co-founded and was President of CityRetail, the predecessor to Graffito's retail leasing practice. Before GSP and concurrent to CityRetail Jesse held various roles at Twining Properties, most recently VP of New Ventures. Separate from GSP, he is a lawyer and adviser to a select group of artists, restaurateurs and innovators. He has launched several other businesses over the past 15 years in the real estate, arts, and entertainment fields. He was previously a Director and Board Member for the Artisan's Asylum, a world-renowned non-profit maker-space in Somerville, MA, and an Adjunct Faculty Member at CUNY School of Law. Jesse holds a JD from Northeastern University and BA from the University of Wisconsin. He is a Licensed Real Estate Broker and member of the MA and NY Bar.



David Downing [Vice President and Director of Leasing and Development] Dave leads GSP's development and retail leasing practices and has been involved with all prior related and affiliated businesses, including CityRetail, where he was the firm's first hire in 2007. He is now a Partner in GSP. Previously he was Development Manager at Twining Properties and Leasing Manager at CityRetail. He has significant construction management and retail development experience as a landlord representative and has advised GSP clients on leasing and development for ground floor space totaling over 250,000 sf. Dave has a BS from Northeastern University. He is a licensed Real Estate Salesperson in MA and has a Certificate in Real Estate Finance from Boston University.



Gustavo Quiroga [Director of Placemaking & Advisory] spearheads GSP's placemaking advisory practice. His previous work centered on urban economic development, political campaigns, and launching social enterprises. Gustavo worked for four years at Allston Brighton Community Development Corporation in Boston, MA, most recently as Director of Community Engagement & Marketing. Immediately prior to GSP he served as Director of Operations & Strategic Communications for Boston Mayoral Candidate Mike Ross. He is active in Boston's arts, maker, and civic engagement scenes. Gustavo has a BA from the University of Wisconsin and is currently an MBA candidate at Boston University.



Carrie Stalder [Director of Partnerships & Innovation] manages GSP projects at the intersection of place, retail, events, and technology. She was an Engineer at BAE Systems before more recent endeavors in tech, restaurant management, and nonprofit board work. Carrie co-founded the Venture Cafe and the Boston Chapter of The Startup Foundation. She has a deep understanding of, and appreciation for, urban networks, systems, and the connection between innovation, retail, and placemaking. Carrie has an MS from Massachusetts Institute of Technology and a BS from California Institute of Technology.



Hacin + Associates [architecture + design]

Hacin + Associates is a multi-disciplinary architecture and interior design firm located in Boston's South End. Dedicated to design excellence and client service, H+A collaborates with clients to create compelling work that resonates with meaning, clarity of intent and a strong sense of place. Our team approaches each design problem by examining and often reinterpreting the physical and social context of a particular site and program to find pragmatic and often unexpected solutions.

Founded in 1993 by David Hacin FAIA, H+A's dedicated team of design professionals has built a broad portfolio of projects that have received regional, national, and international recognition. The firm brings together diverse professional and educational backgrounds and interests, including architecture and interior design as well as urban, industrial, graphic, exhibit, and furniture design. In 2005 H+A expanded its professional services with a fully integrated interior design department.

Working at all scales, our services include architecture and interior design; graphic design and branding; adaptive reuse and historic preservation; planning, feasibility studies, and urban design. H+A's landmark projects are noted for their iconic design, their innovative approach to retail and public community space, infill housing, and their role in transforming a blighted Boston neighborhood into a nationally recognized example of urban rebirth. Working within important historic districts across the country, H+A has won some of the profession's highest awards for preservation and design excellence.

In addition, H+A collaborates with private clients, retailers, restaurateurs, entrepreneurs, and innovative companies on a broad range of commercial architecture and interiors. H+A's clean, modern trademark designs for internationally recognized retail brands has had a global impact on the advent of contemporary design trends in fashion retailing, appearing in prestigious department stores and on celebrated shopping streets in London, Paris, Seoul, and New York, among others. Our diverse portfolio includes innovative workspace for the global design consultancy IDEO, offices for a number of leading Boston area advertising agencies, and residential interiors at Bentley University and WPI. Our institutional/civic work includes District Hall, a first-of-its-kind model for a city-sponsored 'innovation center' and the centerpiece of the city's new waterfront Innovation District. H+A's work in these areas has also won prestigious local and national awards from the BSA, IIDA, and others and has appeared in publications around the world, including Interior Design, Interiors, Architectural Record, Metropolis, and many more. **We encourage you to visit our website www.hacin.com to learn more about H+A.**

Contact:

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David J Hacin, FAIA [Principal-in-Charge] is the founding Principal and President of Hacin + Associates. He is active in civic, academic, and professional organizations, and he has served on numerous boards and juries in Boston and across the country. David is currently a member of the Boston Civic Design Commission, the City of Boston's design review panel for significant projects that impact the public realm. Recognized for his public service and recipient of numerous design awards for the firm's work, David is a Fellow of the American Institute of Architects. David Hacin will ensure the Foundry project receives the full benefit of H+A's design and technical talent, expertise, and resources throughout its duration, and maintain top-level communication with project stakeholders.



Scott Thomson, AIA [Senior Associate, Project Architect] joined H+A in 1997 and is a Senior Associate. He has led many of the firm's most notable urban design and preservation projects including FP3 and 160 East Berkeley Street, which both included extensive technical challenges. Scott has developed an expertise in the adaptive reuse of historic structures. He was recently project architect for Boston's District Hall, which has received national recognition for its role in fostering an emerging identity for the city's Innovation District. Scott will serve as project architect for the Foundry renovation, providing expertise on technical issues surrounding the integration of building systems and the preservation of the building's historic architectural elements.



Matthew Arnold [Project Manager] joined H+A in 2009 and is a designer and project manager. Matthew has experience working on a number of retail and restaurant projects, including Flour, Gather, and Brew, and on the Seaport Pavilion, which is a public space, dining pavilion, and war memorial that is proposed as the center of a new neighborhood rapidly developing along South Boston's waterfront. Most notably, Matthew acted as project manager for Boston's celebrated innovation hub, District Hall, and its resident eateries, Gather Restaurant and Brew Cafe, which have garnered national recognition for its role in shaping and defining the Innovation District model. Matthew will act as project manager for the Foundry project, drawing from his experience on District Hall, collaborating with CIC, Graffito, and the City of Boston.



Darien Fortier, LEED AP BD+C joined H+A in 2011 as an architectural designer. Darien has experience on projects such as Living Proof's Style | Lab retail prototype, in addition to working on international commercial projects during her time at Kohn Pederson Fox in New York and public works projects in Seattle. She is a LEED AP and is extensively involved in the local maker community, serving on the Board of Boston Makers, Inc., a Jamaica Plain-based non-profit organization working to make resources, such as tools, classes, and creative social spaces accessible to the local community. Darien will contribute her experience working with and developing maker spaces and innovative work spaces in New York, Seattle, and Boston.

DEVELOPER/OPERATOR RELATIONSHIP

KS Foundry Development Partners LLC (“FDP”), a Massachusetts Limited Liability Company, was established to develop and operate The Foundry building, in collaboration with the City of Cambridge. The entity is a partnership between the Cambridge Innovation Center (“CIC”) and Graffiti SP (“GSP”) who, collectively, bring together a diverse set of skills including real estate development, property management, construction, placemaking, event planning, leasing, community economic development, and urban planning. CIC and GSP principals have been involved in over 700,000 sf of real estate development, leasing, and management in East Cambridge over the past decade. This unique breadth of local experience will be invaluable to both the development and ongoing operations of The Foundry, which will require leveraging all of the FDP team’s prior experiences. It is these prior experiences in Kendall Square, the same neighborhood where CIC and GSP principals first started working together ten years ago, which has motivated this submission and FDP’s goal of creating a truly world-class public space at The Foundry.

Developer

The roles and responsibilities of the Developer will be largely shared between FDP partners, including all strategic decisions and activities around permitting, financing, design, construction management, budgeting, space planning, leasing, partnership development and other key functions of the Development Entity. Each partner will leverage their strengths throughout the development process to create the best possible outcome.

Operator

Following the completion of the development and relative stabilization of the project, CIC will assume the primary role of Operator, managing the day-to-day operations and functions of The Foundry. CIC will ensure the property is well-maintained and staffed, tenant spaces are occupied and generating revenue, and programmable spaces (i.e. the Assembly Hall, Central Gathering area, and individual Pods) are actively used by a wide range of community members. GSP will continue to be deeply involved in the recruitment of local partners to help promote the highest level of stakeholder engagement and utilization of programmable areas of the project.

The specific Developer and Operator roles and responsibilities are explained in more detail in the illustration that follows:

DEVELOPER/OPERATOR RELATIONSHIP



DEVELOPER

Sublease Structure | Financing

Brian Dacey + Jesse Baerkahn

Finalize sublease negotiations and assemble appropriate debt/equity financing

Permitting | Community Engagement

Brian Dacey + Jesse Baerkahn + David Downing

Guide the permitting and community process for achieving the overall vision for the project

Design | Construction

Joe Bearak + Ben Dryer + David Downing

Collaborate and manage design and construction professionals to fine-tune design, budget, schedule, etc.

Project Management

Joe Bearak + Ben Dryer + David Downing

Actively manage the project to stay on budget, on schedule, and work through design/construction issues

Leasing | Space Programming

CIC + Graffito + Partners

Initial lease-up for shared office and identification of early partners including makers, food, STEAM, and community groups

OPERATOR

Staffing | Management

Chris Linsen + Foundry GM

Hire staff and establish best practices for effectively operating and programming the building

Pro forma | Budget

Chris Linsen + Foundry GM

Model and implement annual budget and any new operating assumptions for the building

Tenant Coordination | Leasing

Foundry GM + Staff + Graffito

Oversee tenant coordination and leasing efforts outside of the shared office space

Space Programming | Events

Foundry GM + Graffito

Ensure flexible event and gathering spaces are highly active with paid and free community uses

Reporting | CRA Contact

Foundry GM + CIC + Graffito

Annual reporting and updates to the CRA re: community giveaway space and obligations defined in the proposal

DEVELOPER/OPERATOR WORKLOAD

CIC's growth both locally and outside the region over the past few years has necessitated significant growth in the CIC team. Chris Linssen, the new Director of Asset Management, is an example of this. This support will allow Brian Dacey, as President of CIC and a key principal of the KS Foundry Development Partners team, to dedicate more time to this significant project.

CIC has built a robust expansion team that is constantly exploring new sites and locations for future growth, which makes it difficult to estimate all upcoming project commitments for its principals through 2017. However, several major ongoing development and construction projects are scheduled to be completed by the end of 2016, which will allow CIC to focus more resources on The Foundry project. Overall, CIC has ramped their staffing up to a level where they can successfully manage simultaneous large-scale projects.

CIC will effectively manage and lead a strong team effort throughout the redevelopment, which will include frequent meetings with the project team to discuss project status, key deliverables, coordination and review the development schedule, budget, etc. CIC will also engage internal CIC team members and external community partners to help create the type of shared environment the community, City and other stakeholders have envisioned.

The GSP business model is highly flexible and opportunistic with short-term advisory, planning and leasing engagements ranging between 3-12 months. Such commitments are typically fluid and can be concluded or extended, as needed. GSP currently holds advisory contracts running through the end of 2016 and several major leasing assignments in Cambridge and Boston that will last years depending on overall project and client phasing. Notable leasing assignments include Boston Landing in Brighton, Pier 4 in Boston's Seaport, and North Point in East Cambridge.



DEVELOPER/OPERATOR WORKLOAD

GSP's workload is shared by a full-time staff of five and three part-time professionals that assist on certain key projects when additional bandwidth is needed. If designated Developer and Operator, GSP has the ability and existing structure to allow Jesse Baerkahn, President, and David Downing, VP and Director of Leasing & Development, to allocate significant time towards the Foundry. Both Jesse and David view the Foundry as being a defining project of their respective careers and an amazing culmination of the past decade, wherein they both spent the majority of their working hours on real estate projects in Kendall Square.

GSP will be involved in every facet of The Foundry redevelopment, particularly as it relates to the early stages of the project, including permitting and community engagement, curation of space and discussions with program partners. In addition, GSP will continue to work collaboratively with CIC to ensure a shared environment is achieved at The Foundry, specifically, on the ground floor where the community connection and interaction will be particularly strong.

GSP and CIC bring a proven and steadfast commitment to creating vibrant, world-class mixed use environments. GSP and CIC leadership have worked together on real estate development projects for ten years, both within and outside of Kendall Square. These project include the development of Watermark Cambridge, District Hall, CIC at 50 Milk and other CIC expansion projects. Together GSP and CIC have run workshops for developers, universities and municipalities on urban placemaking and innovation ecosystems. The Foundry brings CIC and GSP together for what will be a continuation of prior work in the same neighborhood in which they first started their collaboration; and the partnership for the Foundry came together around their shared vision for making a truly world-class public space in Kendall Square.





Map of walking activity throughout Boston and Cambridge

PROJECT CONCEPT

FDP will redevelop the Foundry to reflect the creative and collaborative community that is East Cambridge. Core to this endeavor is creating a place and a space that is truly a **shared asset**. The spirit and practice of sharing – of physical spaces, ideas, culture and resources – is at the essence of FDP’s vision for The Foundry. And, further, it creates the foundation for FDP’s understanding of how to allocate maximum space within The Foundry towards those activities that are community-oriented uses.

To achieve our bold vision for The Foundry, FDP has embraced the following core principles:

1. Design Ingenuity

FDP’s design of The Foundry is fundamental to creating a place where a dynamic range of activities can occur simultaneously across multiple floors and space-types.

Preserving the physical character of The Foundry while enhancing permeability of the building is of paramount importance. FDP’s design includes significant investment in and improvements to the building core and shell, which will create (i) new entryways on Rogers and Bent Street, (ii) dynamic indoor/outdoor connections on the eastern edge of the building by opening existing structural archways, (iii) open floor plans within the building by moving the elevator cores to the perimeter of the building, and (iv) increased ceiling heights and natural light throughout the building. All improvements to The Foundry will meet the City’s sustainability goals, LEED certification requirements, and embrace a holistic approach that encompasses not just design but also operations and management. The Foundry will benefit from locally sourced building materials, energy-efficient MEP systems, careful utility management protocols, aggressive recycling and composting programs, and space programming to meet the building stretch code.

2. Program Inclusivity

Through thoughtful program selection, oversight and curation, The Foundry will be a hub of activity that meets the City’s community space requirements, and also provides Cambridge with a civic gathering space that does not currently exist.

Program diversity and inclusivity is what will create maximum public benefit at The Foundry and engage a broad range of Cambridge residents. Much like District Hall in Boston's Seaport, there will be a strong balance between public and private programs while at the same time an added emphasis and focus on drawing in local constituencies that are currently excluded from the innovation ecosystem in Kendall Square and Greater Boston generally. These programs will be of varying sizes and types and will co-exist in the building throughout the day. An example of a day at the Foundry is included herein in the *A Day in the Life of the Foundry* section. FDP's on-site Program Manager will oversee the allocation of space and time for The Foundry's various spaces and ensure that FDP reaches or exceeds its community benefits obligations.

Further, FDP has already identified certain community and programmatic partners to help in the development of its various initiatives and concepts. For example, Michael Leviton has been engaged to serve as the Foundry's Director of Food System Innovation & Education, Molly Rubenstein will be FDP's Makerspace Special Consultant and Ben Barkan of HomeHarvest will serve as Manager of Gardens & Landscape Construction. In addition, FDP has spoken with ECPT, East End House, Cambridge Eats, Cambridge Community Foundation, Community Charter School of Cambridge, Let's Talk About Food, Ambit Press, The Puzzle School, TechShop, and other interested program partners who have all expressed aggressive support of the project and also contributed to FDP's understanding of community and programmatic inclusivity.

3. Transactional Flexibility

By embracing a flexible and deliberate approach to contracts, licenses and leases, the Foundry's program mix will be more diverse and exciting than any other building in the region.

FDP will break from the rigid transactional paradigm that dominates the real estate development community and often precludes many start-up and small-format users from gaining access to state-of-the-art space for events, retail experiments, temporary programs and offices. Short-term leases and simple license agreements will be utilized to facilitate transactions with local businesses, community organizations, artists and individuals experimenting with new concepts and ideas. FDP has developed a suite of contracts and license agreements to be used with its program partners and tenants/licensees at The Foundry, which are outlined in FDP's financial plan submission. CIC and GSP have both been local pioneers in their ability to structure such contracts effectively both within their own spaces/offices and on behalf of their partners, investors and clients. FDP will bring this wealth of transactional experience to The Foundry, all of which will lower the barriers of entry for a range of unique uses and users.

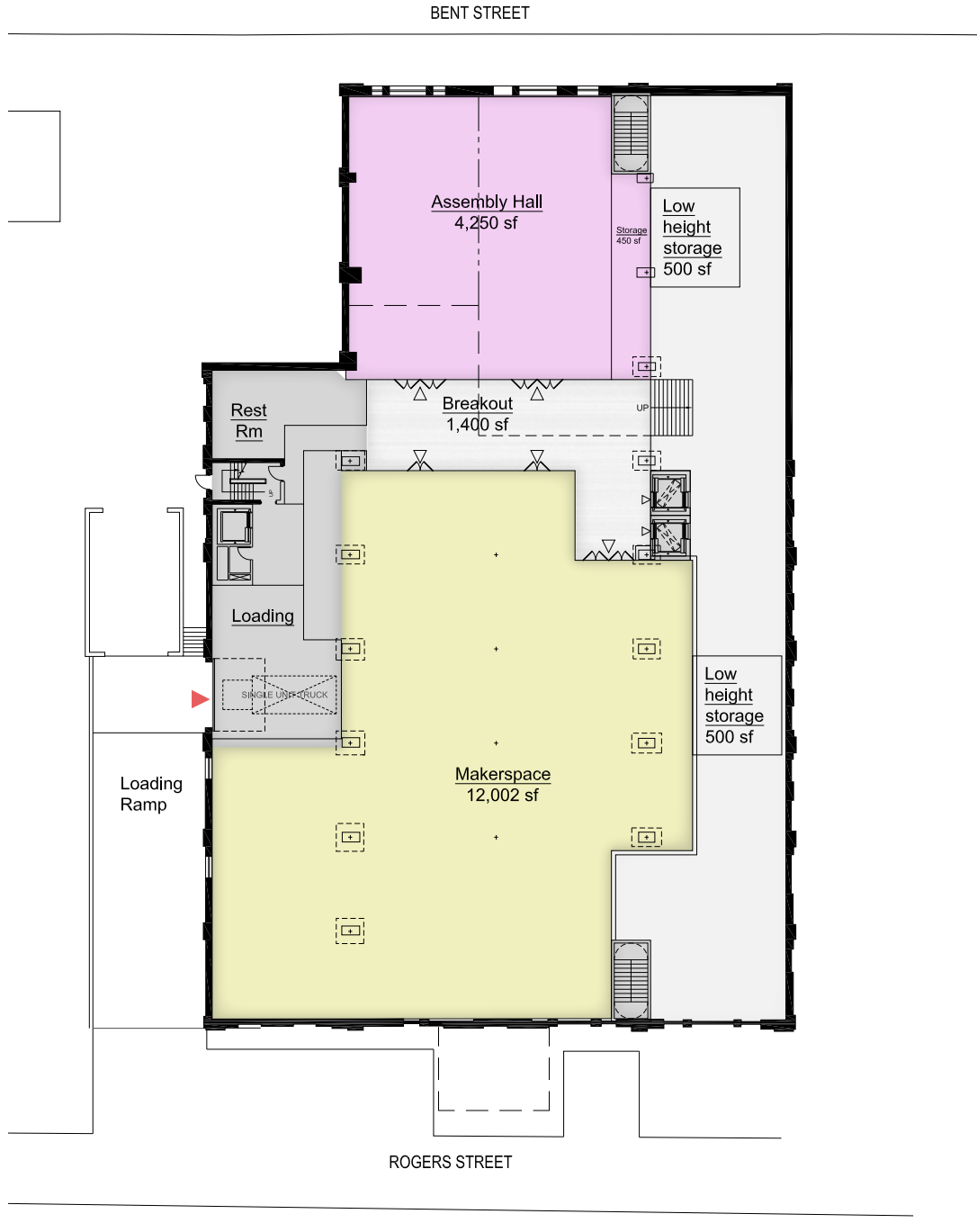


Clover at Kendall Square, Cambridge, MA

Conceptual Design

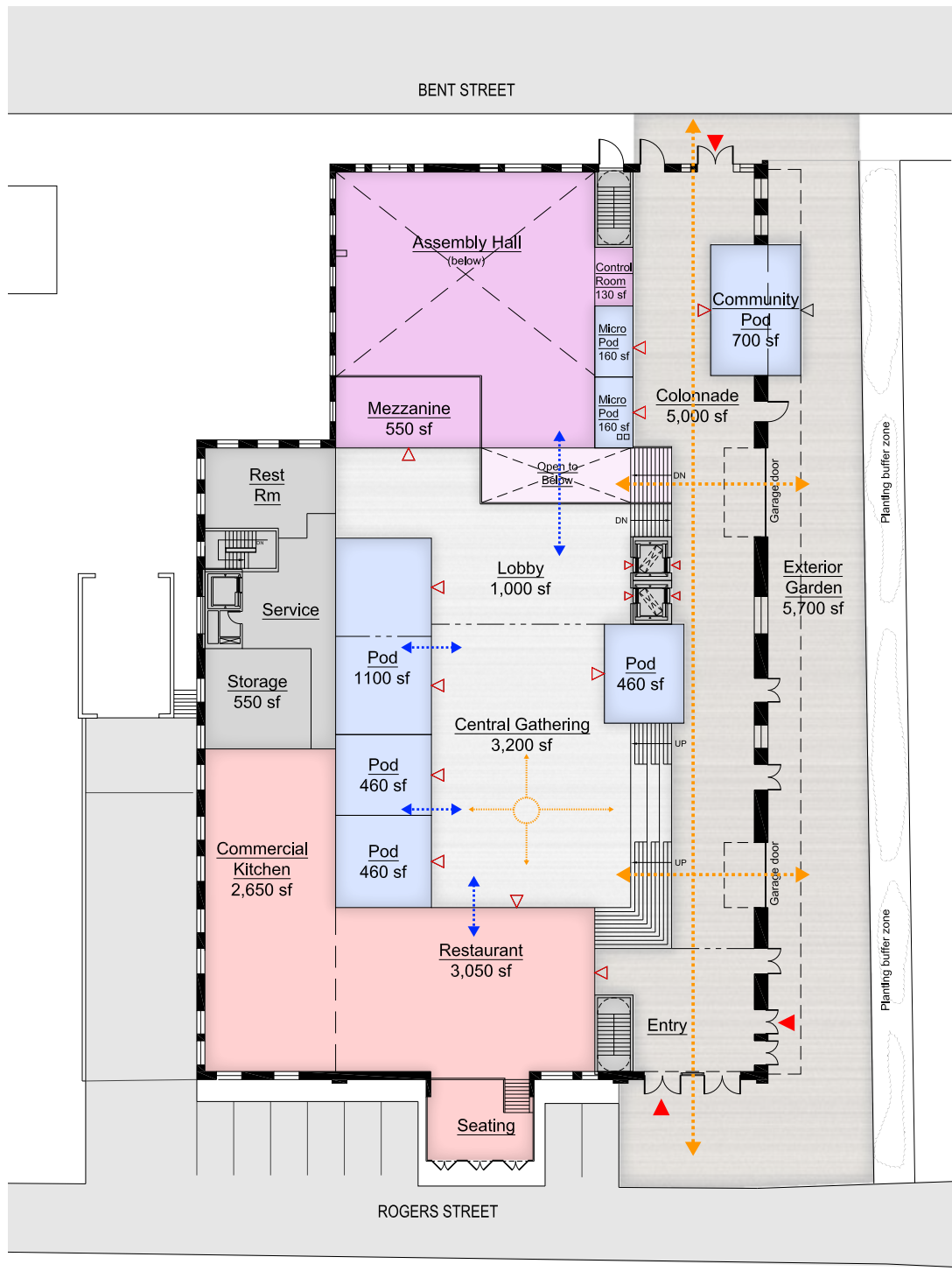






Basement Floor Plan

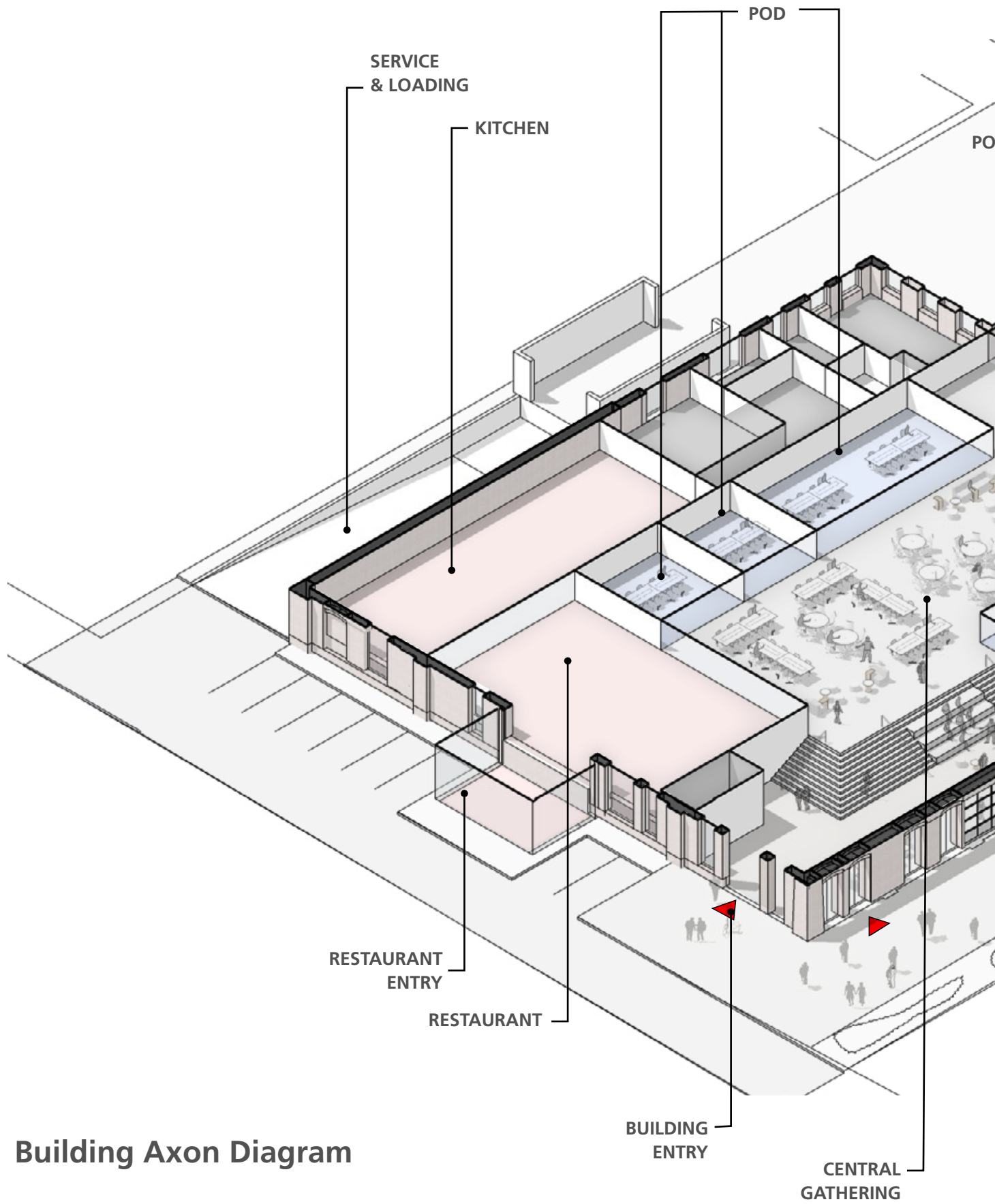
The lower level of The Foundry consists primarily of a large Makerspace and an Assembly Hall. Both of these primary spaces share the main entry to foster interactions with the building occupants, and also have a direct connection to each other. The Assembly Hall will accommodate larger functions, performances, and a range of informal or formal gatherings.



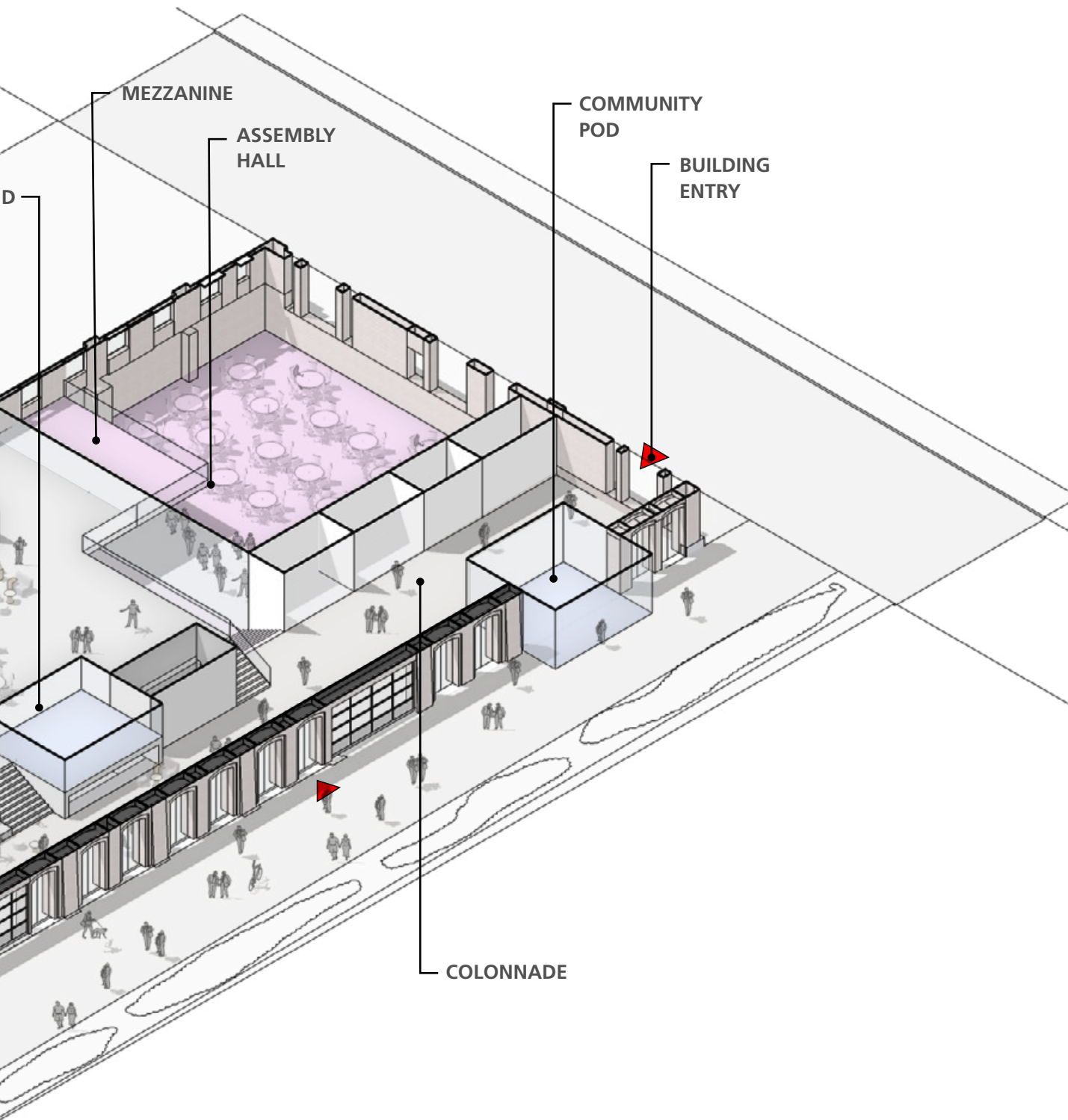
Ground Floor Plan

At the Ground Level of the Foundry, the Colonnade creates an interior connection between Rogers Street and Bent Street, which activates the Ground Floor retail, Restaurant and Gathering spaces which serve as the central hub of the building. The Restaurant, Pods, and Assembly Hall each have a direct connection to both the Central Gathering and Colonnade, which also has a strong visual and physical link to the primary vertical circulation of the building.

CONCEPTUAL DESIGN

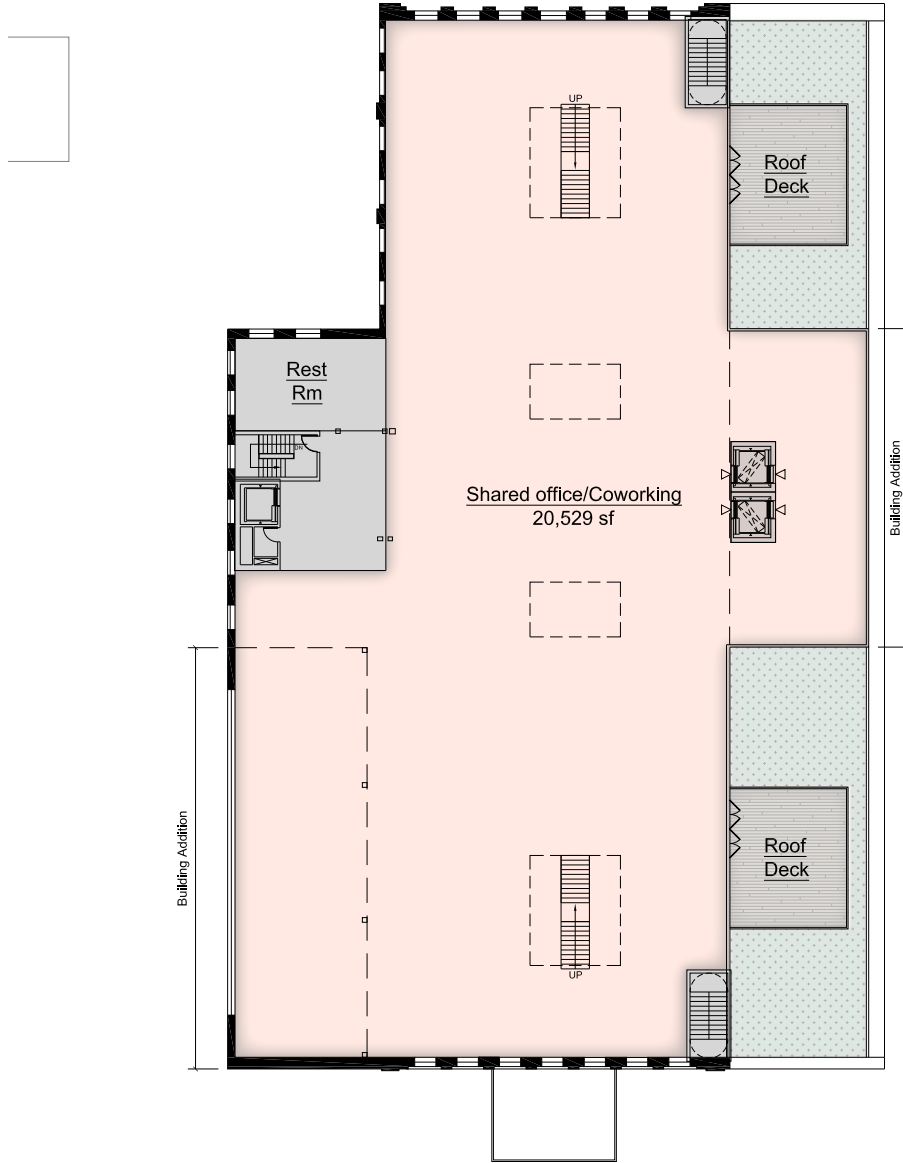


Building Axon Diagram



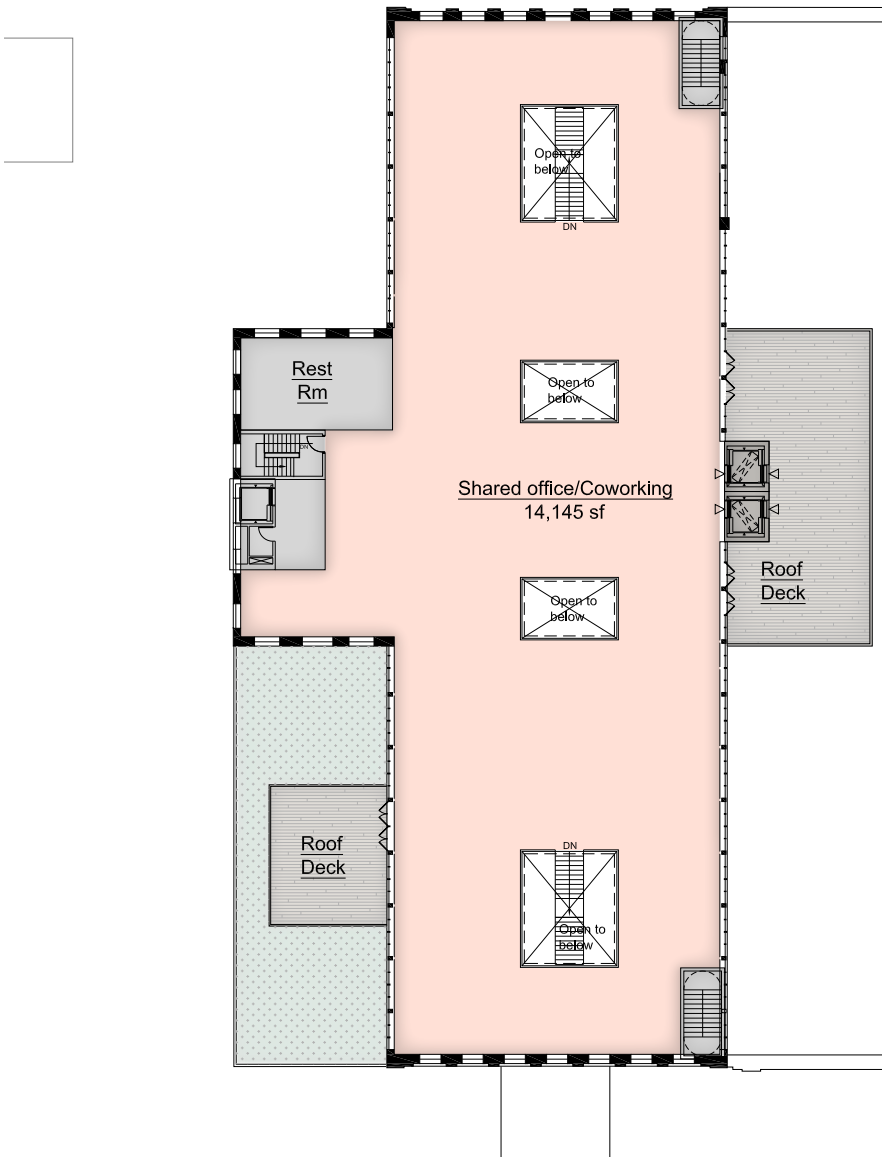
Visitors may wander in off the street or frequent the building for a scheduled event. There will be many ways to enjoy The Foundry and all that it has to offer.

CONCEPTUAL DESIGN



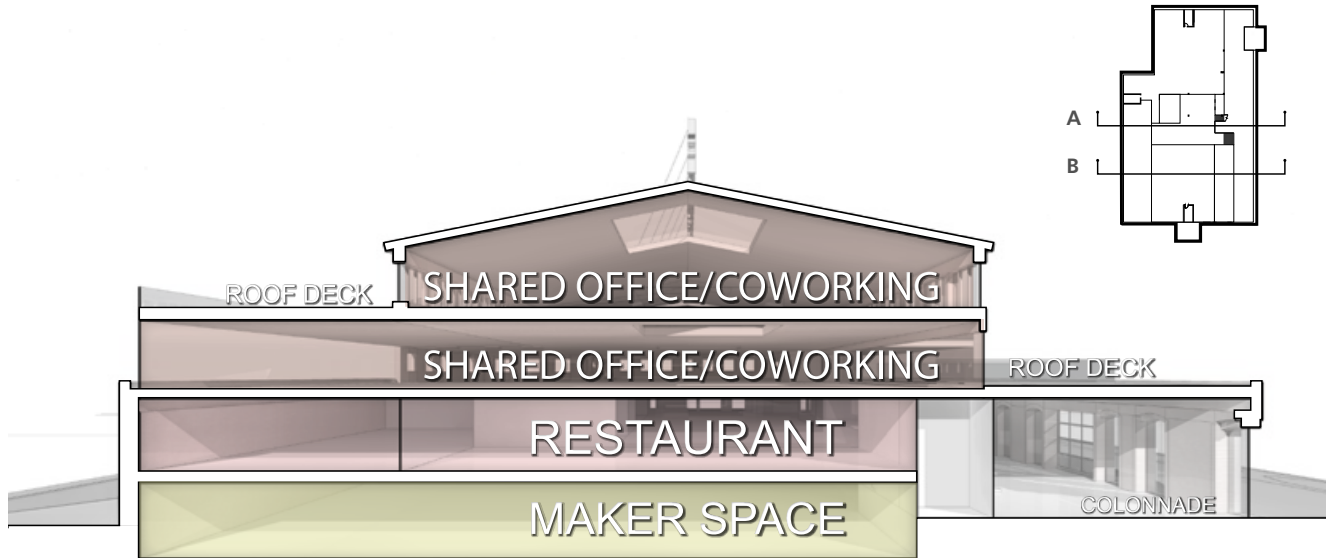
Second Floor Plan

Both the Second and Third Floor plans are linked vertically, each consisting of shared office and coworking space for startups and small business ventures with flexible lease terms. These spaces will feature shared kitchens, bathrooms, conference rooms, and other amenities.

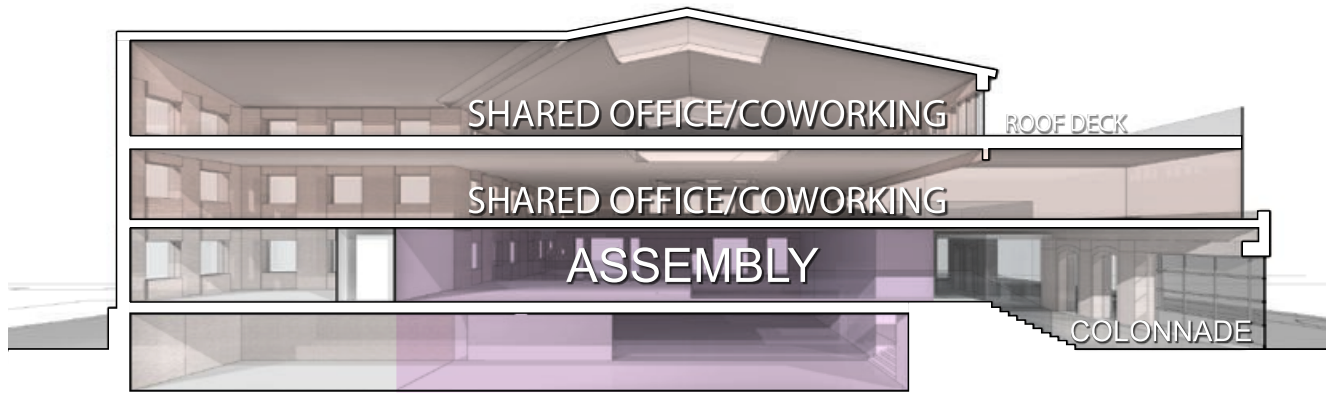


Third Floor Plan

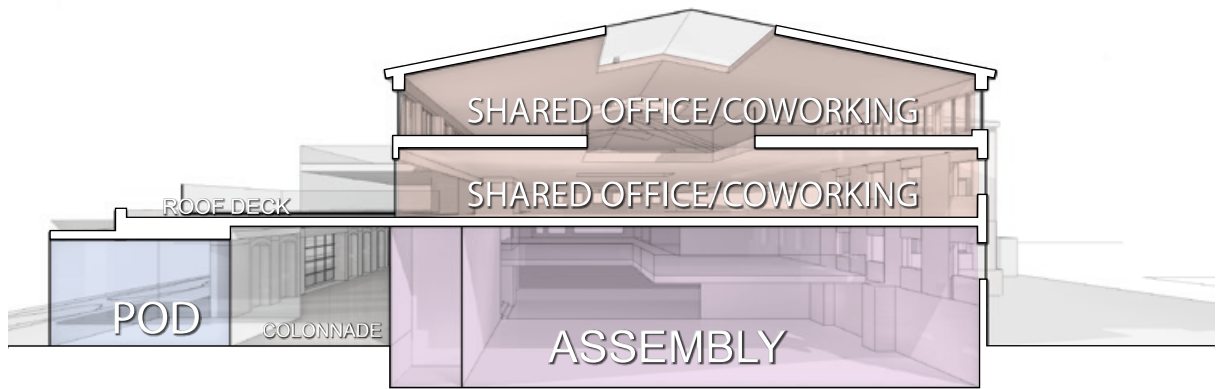
CONCEPTUAL DESIGN



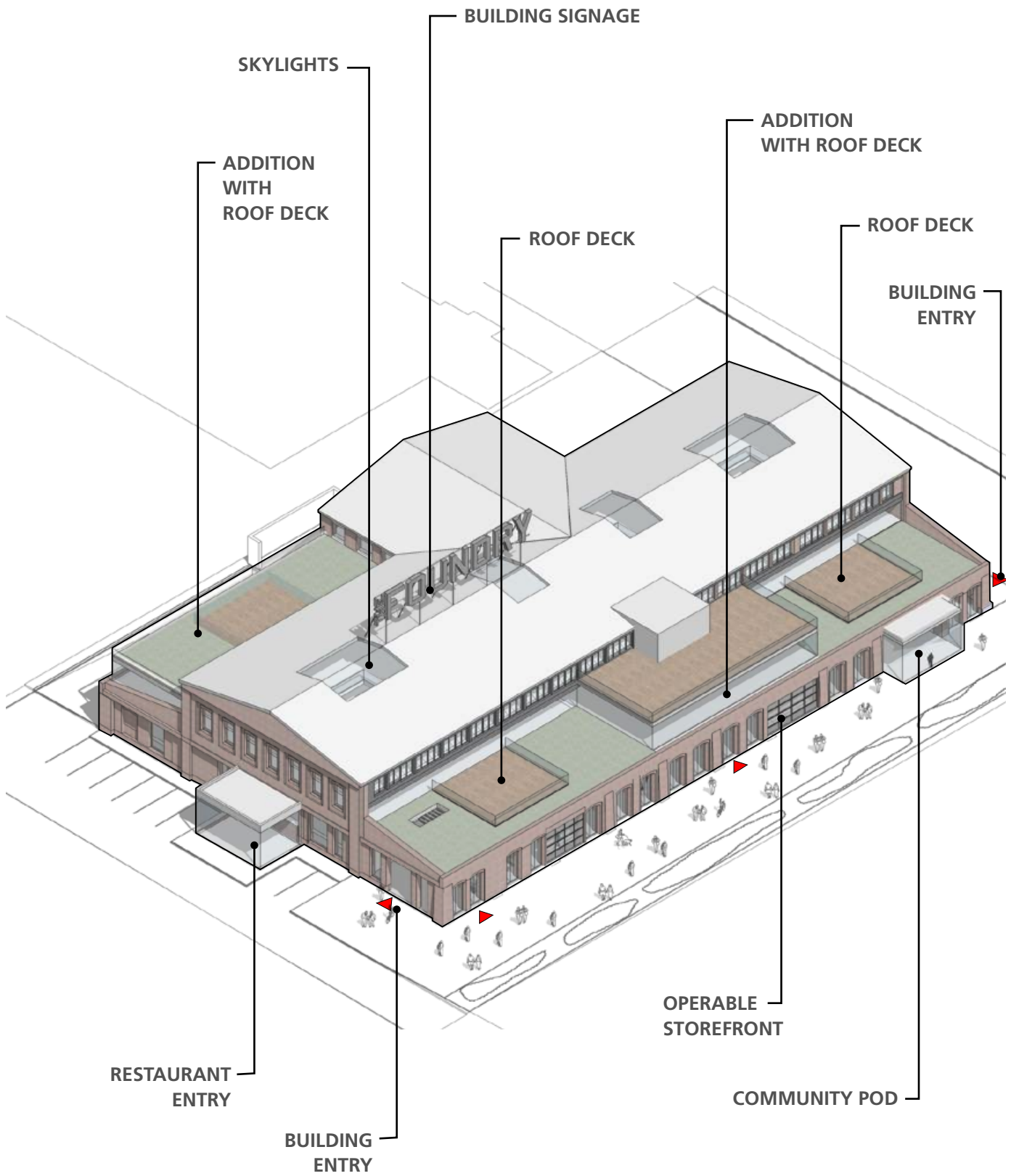
Building Section A



Building Section B



Building Section C



<p>\$10</p> <p>The Ragansett</p> <p>Hot beery bowl comes with a kick, roasted potato, guiso blanco, pinto beans and greens. Dress it up in umami apple signature sauce.</p>	<p>\$10</p> <p>The Four Star</p> <p>The star of the show, our most popular bowl! Features sage sausage and cranberries. Combine with potato and a sweet 'n' sour cranberry dressing.</p>
<p>\$11</p> <p>The Veggie</p> <p>Beets, Barfoeder Celeriac, Miso, 1/2 cup soy corn. It's also got garlic spinach and brown rice. Tangy jam dressing finishes it.</p>	<p>\$9</p> <p>The Hei Wa</p> <p>Spiry, Vegan. Gluten-free. Kim chi, tofu, baby kale and brown rice get mixed up with an irresistible garlic peanut dressing. One of our most popular bowls!</p>
<p>\$8</p> <p>The Northern Girl</p> <p>Loaded with ruby beets and salty feta, this bowl is full of flavor. Tofu, chickpeas, and crunchy pepitas combine. Topped with our maple ginger dressing.</p>	<p>\$8</p> <p>The Full Bloom</p> <p>Light, but packed full of flavor. Bee pollen brings a sweet, floral note to arugula, pea shoots, and mozzarella. Crunchy panko and sesame seeds finish it off.</p>
<p>\$9</p> <p>The Miso Soup</p> <p>Hearty bowl packed with beets, chickpeas, baked beans, feta cheese, and a spicy peanut dressing! Topped with sesame seeds.</p>	<p>\$3.00</p> <p>Magical Miso Soup</p> <p>Need a cold weather pick me up? Loaded with flavor, this soup packs a savory punch!</p>

Instant Veggie \$9

A vegetable medley composed of shiitake mushrooms, carrots, corn, baby kale gets tossed with crispy shallots. Served with brown rice and tomato jam dressing.

The Highlander \$9

Creamy goat cheese, tart cranberries, spinach, tarragon, and pickled carrots all bubble up in this bowl. Cranberry dressing packs an extra sweet & sour punch.

 <p>THE FOUR STAR 10.00</p>	 <p>THE HEI WA 9.00</p>
 <p>THE FULL BLOOM 8.00</p>	 <p>THE PIGGERY 11.00</p>
<p>We will be using A Mix of local greens instead of the Regular Greens this week.</p>	
 <p>THE NORTHERN GIRL 8.00</p>	

MEI MEI BY DESIGN
OPEN MONDAY-FRIDAY
11:00 AM - 5:00 PM



Mei Mei at the Innovation Design Building, Boston, MA

PROGRAM



Foundry Program

The Foundry will be transformed into a vibrant, well-programmed layout that features makerspace, event and program space, gathering areas, shared office, micro retail and restaurant space spread across four floors. The Foundry Program Table below provides a detailed square footage breakdown of each floor:

FOUNDRY PROGRAM	USEABLE FLOOR AREA	LOAD FACTOR	RENTABLE FLOOR AREA	GROSS FLOOR AREA
Basement				22,710
Makerspace (Incl. Limited Height Storage)	12,502	2,720	15,222	
Assembly Hall (Incl. Limited Height Storage)	4,750	1,033	5,783	
Event Breakout	1,400	305	1,705	
Ground Floor				24,168
Restaurant	3,000	694	3,694	
Restaurant Kitchen	2,700	624	3,324	
Event Program (Pods, Gathering, Mezzanine)	13,930	3,220	17,150	
Second Floor				22,807
Coworking Shared Office	20,529	2,278	22,807	
Third Floor				17,251
Coworking Shared Office	14,145	3,106	17,251	
TOTAL	72,956	13,980	86,936	86,936

- The **Basement** is approximately 22,710 sf that will host a creative **Makerspace** spilling into an **Event Breakout** space for the **Assembly Hall**, which is the main function space for The Foundry. With 4,750 useable sf, Assembly Hall will be one of the larger, highly active and more desirable event venues in all of Cambridge;
- The **Ground Floor** is approximately 24,168 sf with a flexible floor plan that includes numerous programmable spaces. The **Central Pods** and **Community Pod** provide enclosed space for programs ranging from a one-on-one meetings to larger classroom lectures. The **Central Gathering, Lobby** and **Colonnade** will provide public access for informal gathering, art displays, pop-up retail and more. From time to time these spaces will be used

for larger events and programs, but generally speaking will remain open to create a more communal environment. A neighborhood **Restaurant & Kitchen** will anchor the First Floor and be open for business for breakfast, lunch and dinner. The Restaurant will also serve as the primary caterer for all event and program in The Foundry. The oversized kitchen developed for the Restaurant will allow space for food education, incubator space and workforce development. **Micro Retail** spaces will provide low-risk opportunities for local artists, retail and food start-ups, etc. The Ground Floor will be the heartbeat of The Foundry and a hub of activity for the greater community;

- The **Second Floor** is approximately 22,807 sf containing Shared Office/ Coworking space for a range of early-stage businesses and organizations from nonprofits to start-ups to global companies. The floor will be leased and operated by CIC. Flexible lease terms will be offered for dedicated offices and desks with certain spaces shared like kitchens, conference rooms, bathrooms and other necessary resources. Leases will be flexible month-to-month terms that provide business the ability to expand and contract as needed. The Second Floor will also house the CRA offices, which will co-exist with other businesses in a flexible footprint, reducing their square footage needs. The CRA office space will be designed to provide a certain level of privacy, but major resources will still be shared like other spaces in this environment. The Second Floor will add significant square footage of roughly 8,000 sf through additions on the East and West building faces. This will create a more useable footprint and allow extra natural light to filter through;
- The **Third Floor** is approximately 17,251 sf containing Shared Office/ Coworking space, which will be leased and operated by CIC. Like the Second Floor, this floor will be governed by short-term leases while offering shared resources providing maximum flexibility.

FDP will also address core issues with The Foundry redevelopment like transportation, parking, sustainability and open space, as follows:

- **Transportation** to and from The Foundry is expected to be primarily driven by public transportation, ridesharing, bicycle and foot. FDP will provide bicycle parking on-site (with option for bike valet) and opportunities for other shared providers like Hubway, ZipCar and EZRide to service the building;
- **Parking** will be limited to 8 surface parking spaces along Rogers Street side of The Foundry. With larger events and functions in the evenings, FDP will look to partner with its immediate neighbors who have capacity in their garages and surface lots to accommodate overflow parking. This arrangement will require further conversations with the City, community and abutters;

- **Sustainability** measures will be taken during the development process to ensure The Foundry not only meets basic stretch code and LEED Certification, but also pushes the boundaries of what is possible including an upsized emergency generator for use in emergency situations, solar charging stations for community use, rainwater harvesting, edible landscapes, composting and other programs that may reduce the environmental impact and provide a lasting benefit for the community.

In addition to the building improvements, approximately 5,700 sf of **Open Space** will be developed along the West edge of the building connecting Rogers and Bent Street. This landscaped space will include both hardscape and greenscape areas that helps transform access to The Foundry creating a more welcoming environment indoors and out. The opportunity to introduce edible landscapes, interactive art, event spill-out, and agriculture education programs will all be explored as part of the open space program.

Community Program

The Foundry will be a central gathering place for people living, working and spending time in East Cambridge. A diversity of shared spaces coupled with transactional flexibility will offer the opportunity to develop an inclusive and welcoming environment at The Foundry. FDP will commit to providing flexible space options throughout the day for dedicated community-oriented uses. This will allow the broader Cambridge community — innovators, makers, students, seniors, entrepreneurs, and nonprofit organizations — to participate in the active use of The Foundry. These community partners will have reliable access to the building for informal gatherings or more structured events and programs. Examples of such events and programs include: theatre groups, art shows, neighborhood watch meetings, job trainings, maker classes, STEAM seminars, fundraisers and much more. Note: a portion of space dedicated for community-oriented uses will be offered free of charge or at discounted rates.

Underwriting a project that realizes the community vision and is also financially viable will require thoughtful utilization of the shared spaces for paid events and programs. This will include a range of functions, including fundraisers, corporate meetings, seminars, lectures, social events, entertainment and other revenue-generating gatherings. Achieving this programmatic scheme for the wide range of activities at The Foundry while aligning community, civic and financial goals will require thoughtful stakeholder collaboration and careful drafting of the Governing Documents and Model Sublease.

The Foundry Program table below provides a detailed breakdown of defined spaces within the Foundry by (i) specific location within the building; (ii) rentable square footage (“RSF”); (iii) the estimated percentage of time the space will be used for community-oriented uses; and (iv) the corresponding square footage allocation of space towards community-oriented uses.

THE FOUNDRY COMMUNITY PROGRAM	FLOOR	RSF	CMTY USE = % TIME	CMTY SPACE = RSF
Event & Program Space				
Assembly Hall (Incl. Limited Height Storage)	BASEMENT	5,783	30%	1,735
Event Breakout	BASEMENT	1,705	30%	512
Central Pods	GROUND	3,053	30%	916
Mezzanine	GROUND	677	30%	203
Storage & Control Room	GROUND	837	30%	251
Community Pod	GROUND	862	100%	862
Micro Retail	GROUND	394	100%	394
Colonnade	GROUND	6,156	50%	3,078
Central Gathering	GROUND	3,940	50%	1,970
Lobby	GROUND	1,231	50%	616
Subtotal		24,638		10,536
Leased Premises				
Makerspace (Incl. Limited Height Storage)	BASEMENT	15,222	10%	1,522
Restaurant & Kitchen	GROUND	7,018	10%	702
Shared Office/Coworking	SECOND	22,807	10%	2,281
Shared Office/Coworking	THIRD	17,251	10%	1,725
Subtotal		62,298		6,230
TOTAL		86,936		16,766

FDP will provide approximately 16,766 rentable square feet of dedicated space for community-oriented uses within the building, which is broken down into the following space types:

1. **Event & Program Space** will allow for temporary use of spaces in this category type with 30%-100% of the rentable square footage allocated for community-oriented uses. These areas will include:
 - the **Central Gathering, Colonnade** and **Lobby**, which will be open to the community for exploring, conversation, gathering and experimenting in its default condition. These spaces will periodically be utilized for dedicated events;
 - the **Community Pod** and **Micro Retail** space that will be 100% dedicated to community-oriented uses and curated with help from FDP;
 - the **Assembly Hall** that will be a one-of-a-kind venue where plays, art shows, TED talks, fundraisers, and social events can each take place, supplemented by an **Event Breakout** area, viewing **Mezzanine**, and back-of-house **Storage & Control Room**;
 - the **Central Pods** that will host community meetings, job trainings, lectures, STEAM classes and private dinners.

2. **Leased Premises** will include longer-term commitments from a stable tenant base with 10% of space dedicated for community-oriented uses. These areas will include:
 - the **Makerspace** that will provide discounted memberships, maker workshops and education courses;
 - the **Restaurant/Kitchen** that will offer sustainability initiatives, cooking classes, workforce development, job training and incubation space;
 - the **Shared Office/Coworking** that will lease 10% of its rentable space to non-profits and community organizations.

To ensure the community-space allocations are achieved, a full-time program management staff will be hired to oversee the scheduling of events and programs. This team will be responsible for tracking events and programs and recording the type of events, number of participants, space fees (if any), duration of activities and other pertinent details.

A greater public benefit will be achieved through creating a shared environment for dedicated community-oriented uses, such as: (i) offering a broader range of community partners access to space within The Foundry; (ii) creating an active and lively environment with key engagement on the ground floor; (iii) providing spaces in some cases at discounted rates or for no fee at all; and (iv) flexibility to change and adapt the space over time as needs in the community shift. The Foundry will enjoy greater success and achieve a lasting impact by offering flexibility for community and private uses, and accommodating more people that want to enjoy the infectious nature of the building.



N & MEN



WWW.CUT-SPLICE.COM

Cut Splice at the Innovation Design Building, Boston, MA







Roxy's at the Innovation Design Building, Boston, MA

A Day in the Life of the Foundry

Morning at the Foundry: the first batch of coffee is brewing in the café when the early-birds show up for work. The co-founder of an education technology startup is in first, ordering a large green tea to get herself warmed up on this crisp fall day. She waves to the morning event manager, but doesn't have time to chat—she's prepping for a pitch, and heads up to the coworking space to focus before her team arrives.

The bike rack starts to look full as the building comes to life: entrepreneurs swap stories as they head up to the coworking space; the restaurant team begins prep for a lunch; and the lounge buzzes with casual coffee meetings. The event manager finishes the setup for one of the conference rooms by the central gathering space. A creative consultancy rented it for the day to develop a brand strategy for a growing nonprofit, and they requested extra dry erase markers to keep the ideas flowing.

Just before lunchtime, a small group of urban design students arrives for a tour of the facilities—they're doing a thesis project on the economic development impact of adaptive reuse projects, and the Foundry is one of their key case studies. They stop to talk with this month's artist-in-residence. She's running a pop-up shop in one of the micro-pods, selling sculptures made by running found objects through the laser cutter downstairs in the makerspace. They take notes and head into the gathering space to meet their tour guide, as the artist sets out some extra inventory for the lunch rush.

Over in the restaurant, the chef is pleased with how the new menu is performing. It's full of seasonal produce from all over New England, and this time he's featuring something special: a few food products that were incubated right here in the test kitchen. One of them, a delicious chutney full of fall flavors, just got picked up by Whole Foods—a young food entrepreneur adapted it from a family recipe, and she tweaked it in the Foundry test kitchen for weeks before taking it to market.

Down in the assembly space, the event manager is checking in on the AV setup for the afterschool program. A group of students from public schools across the region is coming for the third day of a weeklong visual programming workshop, where they'll be learning how to add a level to the simple computer games they built the day before. The laptops are powered up, and fifty thirteen-year-olds pile in, laughing with new friends as they find their seats. The instructor gives them a minute to settle in before getting started, but not too long—they're on a tight schedule that day, since a community theater group has the space booked that evening for an experimental dance performance.

Night falls, and the energy of the building changes again. There's the dance performance downstairs, a historical society meeting in the Community Pod, and a group of marine scientists holding a reception to kick off their newly installed gallery exhibition in the lounge. It's an arresting collection of photographs that show the effects of climate change on marine ecosystems. Researchers, institutional leaders, city planners, students, artists and technologists listen and tweet out key statistics as the photographer gives his talk. As the historical society meeting wraps up, some of the local leaders in the group are curious about the exhibition, so they grab a nametag and head in.

The entrepreneurs and startup teams in the coworking space upstairs finally wrap up their work for the day, sending their final emails from their phones as they decide to check out one of the events before they head home. Some of them go down to the makerspace, which is still full of activity—lots of hobbyists, artisans and engineers come in after work hours to build bikes and crafts and prototypes. The Central Gathering

space and the Colonnade start to quiet down, as the event staff resets the chairs and tables for next day's coffee meetings and office hours. Glasses clink softly in the restaurant, and laughter carries over the music into the colonnade, where one freelancer is still sitting and working. She squints her eyes, double-checking the wording on the last line of a contract one more time before she hits send. Done for the day. She packs up her laptop, puts on her headphones, and waves at the events manager before she heads out. Downstairs in the makerspace, a couple of artists finish up their work just before midnight. They dust off and head up to the restaurant to catch up over a cold beer before walking home, ready to rest up for another day of making at The Foundry.

PUBLIC EVENTS @ THE FOUNDRY

Community Event	Registration or tickets needed
-----------------	--------------------------------

Monday 10/11	Tuesday 10/12	Wednesday 10/13	Thursday 10/14	Friday 10/15
<p>Sample Session: Lee's Kitchen 11:30 am – 2 pm Pod D</p> <p>After School Coding 3 pm – 5:30 pm Pod A</p>	<p>Guided Meditation 12 pm – 1 pm Assembly Space</p> <p>Historical Preservation Society Meeting 7 pm – 9 pm Lounge</p>	<p>Pop Up Shop Reclaimed 9 am – 9 pm Pod C</p> <p>After School Coding 3 pm – 5:30 pm Pod A</p> <p>Young Entrepreneurs Fall Mixer 6:30 pm – 8:30 pm Restaurant</p>	<p>Pop Up Gallery Kara Ngugi 10 am – 10 pm Pod F</p> <p>Guided Meditation 12 pm – 1 pm Assembly Space</p>	<p>Sample Session: Maize Botanicals 11:30 am – 2 pm Pod D</p> <p>"Diary of Anne Frank" Charter School Players 8 pm • Assembly tickets: ccsc.org</p>
Saturday 10/16		Sunday 10/17		
<p>Marine Scientists for Change Day Exhibit • Lectures • Hands-On Activities • Kids Welcome! 10 am – 7 pm Lounge + Colonnade Info: msfc.org</p> <p>Maker Space Fall Open House 11 am – 6 pm</p> <p>"Diary of Anne Frank" Charter School Players 8 pm • Assembly tickets: ccsc.org</p>		<p>Biotech Career Fair Hosted by Pseudo Pharmaceuticals 10 am – 1 pm Lounge + Colonnade</p> <p>Family Music Auditions 1 pm – 3 pm Assembly Theatre</p> <p>HomeHarvest Fall Planting Fest 8 am – 10 am Meet in Colonnade</p> <p>Shelter Society Parenting Workshop 3 pm – 4:30 pm Pod A</p>		

*The Foundry will host a mix of public and community events as shown in the sample schedule above. In addition, private events will help support a diverse and inclusive schedule of uses.



Patio at Watermark Kendall, Cambridge, MA

	2016														
	Q1			Q2			Q3			Q4			Q1		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
RFP			■	■											
Core Building Work			■	■	■	■	■	■	■	■	■	■			
Concept Diagrams			■	■											
Award Project					■	■	■								
Additional Negotiation								■	■	■	■				
Lease Signing												■	■		
Financing					■	■	■								
Design								■	■	■	■	■	■		
Layout								■	■	■	■	■			
Schematic Design												■	■		
Program Development												■	■		
Documentation														■	■
Design Development														■	■
Construction Docs															
Public Process												■	■	■	■
Civil Engineering												■	■		
Parking Variance														■	■
Special Permits															■
File Building Permit															
GMP/ Bids/ VE															
Construction															
Construction (C&S)															
Construction (Tenant)															
	*Schedule reflects best case scenario														



PREVIOUS EXPERIENCE





Cambridge Innovation Center

PREVIOUS EXPERIENCE



CIC Cambridge

The Cambridge Innovation Center (“CIC”) is located next to MIT in the heart of Kendall Square in Cambridge, Massachusetts. CIC contains the single largest collection of startup companies in any one center or building in the world. Over 700 companies are housed in the Cambridge properties comprised of over 200,000 sf in buildings at One Broadway and 101 Main Street. More than 2,500 companies have resided at CIC since the business was established in 1999. Over \$2 billion in venture capital and strategic investments have been made to date in CIC’s universe of current and former clients. Google Android, HubSpot, and GreatPoint Energy are just a few of the successful startups that began at CIC.

CIC St. Louis

CIC St. Louis is the largest flexible office and coworking center in the Midwest, and is quickly becoming the place for innovation between the coasts. CIC St. Louis is building on the great universities, excellent public transportation infrastructure and access to live-work-play neighborhoods in its new locations near Washington University’s campus. CIC St. Louis is part of the Cortex Innovation Community, now the region’s premier location anchoring St. Louis’ growing innovation ecosystem. CIC’s two locations include CIC@4240 and CIC@CET, spanning over 120,000 sf. CIC St. Louis provides private offices, coworking, private and shared labs, and event space to individuals and companies of all sizes, all with high-quality services and amenities.

CIC Boston

Located in the heart of Downtown Boston, CIC’s 50 Milk Street location consists of eight floors, spanning 130,000 sf. The Boston space includes a re-thinking of the traditional lobby experience with **121**, a combined café/concierge that serves as both a public café and the reception and greeting area for CIC guests. In addition, CIC Boston features a variety of publically accessible event spaces on four floors, including a major space that adjoins the first floor café. CIC Boston hosts clients from a wide variety of sectors, from technology companies to chocolate companies to wind turbine makers. The 50 Milk Street location is hosting specific co-working communities for design professionals and the food innovation sector. This is a directed effort to enable clients to self-organize unique collaborations on top of CIC’s own physical and community infrastructure.

District Hall

See following case study.

Other Related Ventures | Affiliates

LabCentral is a 28,000 sf biotech innovation hub in the heart of Kendall Square. It is a first-of-its kind laboratory space designed as a launchpad for high-potential life-science and biotech startups. LabCentral provides first-class facility and administrative support, skilled laboratory personnel, a domain-relevant expert speaker series, as well as the other critical services and support for early-stage companies. CIC assisted in the early start up and organizing stages of LabCentral.

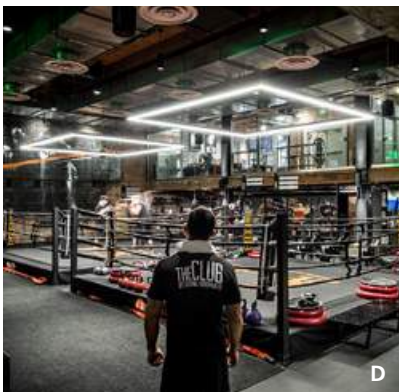
The Venture Café Foundation was created to build and connect communities of innovation locally, while expanding the definition of innovation and entrepreneurship to ultimately build a more inclusive innovation economy. The Venture Café started with the innovation community gathering on Thursday nights at CIC Cambridge and remains a sister organization to CIC.

Impact Hub is a unique ecosystem of resources, inspiration, and collaboration opportunities. Impact Hub Boston is made up of 82 social impact organizations addressing challenges both locally and globally. There are Impact Hubs located on six continents and in over 60 cities worldwide, with over 7,000 total members.

GRAFFITO

Graffito SP

PREVIOUS EXPERIENCE



Reuse | Hybrid Retail

Area Four Restaurant [A] KENDALL SQUARE, CAMBRIDGE, MA | 2012 | CLIENT: Alexandria Real Estate Equities

This vacated 4,500 sf restaurant site in Technology Square required an invigorated and accomplished local operator to anchor the project. GSP recruited James Beard nominated chef, Michael Leviton, to open a hybrid café and restaurant, which has since become a source of excitement and inspiration in the local restaurant scene. Area Four provides a place for people to gather at all hours, offering coffee and pastries in the morning and gourmet wood-fired pizza for dinner or brunch.

New Construction | Hybrid Retail

Commonwealth Restaurant & Market [E] KENDALL SQUARE | 2013 | CLIENT: Principal Real Estate Investors

Watermark Kendall East, a newly constructed 144-unit residential building in the heart of Kendall Square, needed a unique restaurant to anchor the eastern-most corner facing the Broad Canal. In addition, the community had been clamoring for years that it desired a place to get a quick sandwich, gallon of milk, pint of ice cream, eggs and other sundries. GSP brought in popular Red Sox Executive Chef, Steve “Nookie” Postal, to open a restaurant and urban market that filled many such neighborhood voids and simultaneously built an outdoor patio along the canal that has been wildly popular.

Pop-Up

Naco Taco [C] CENTRAL SQUARE, CAMBRIDGE, MA | 2013 - 2014 | CLIENT: MITIMCo.

GSP was retained to identify a short-term solution for a vacant 3,000 sf building plus outdoor area at an important spot on Mass Ave. between MIT and Central Square. GSP recruited a renowned and seasoned team for an 18-month pop-up taco joint to activate this previously underutilized yet highly visible corner. Anchored by a kitchen within a mobile trailer, this distinctive restaurant and bar is best known for its expansive and energetic patio, which is open from lunch into the night.

Multi-Tenant Project

Midway Studios [D] FORT POINT, BOSTON, MA | 2012 - 2013 | CLIENT: The Keen Charitable Foundation

The developer of Midway Studios, an 89-unit artists loft building with ground floor retail, retained GSP to help transform a handful of long vacant retail spaces into a dynamic and compatible mix of uses. GSP was asked to strategize how to bring retail and amenities to the development that added value to the neighborhood while maintaining the character of and commitment to the artist and residential community. To accomplish this, GSP convened residents, the Fort Point Artists Community organization, the Boston Redevelopment Authority, and other stakeholders in a planning process that resulted in the vibrant retail development of the site. Approximately 25,000 sf of brick and beam retail space (once slated to house a black box theatre that never materialized) was completely reimaged over the course of 16 months. Tenants now include The Club by George Foreman III, Nourish Your Sole, Volunteer Lawyer for the Arts, Studio Troika and Late July Snack Company.

Placemaking | Programming

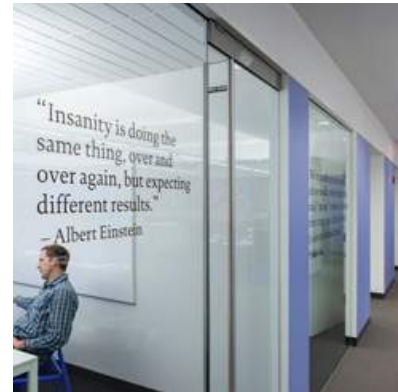
Arsenal on the Charles [B] WATERTOWN, MA | 2014 - 2015 | CLIENT: athenahealth

GSP was hired by healthcare technology company athenahealth in early 2014 to envision a new retail activation program across their corporate headquarters at The Arsenal on the Charles, a historic site turned office campus in Watertown, MA. In addition to recruiting and initiating a range of events, programs and a farmer's market at the Arsenal, GSP developed a pop-up retail program consisting of three temporary “sheds” for the summer and fall of 2014. GSP then curated these sheds with a rotating schedule of food, arts and service vendors. All vendors were local, independent business from across the Boston area.



Hacin + Associates

PREVIOUS EXPERIENCE



Adaptive Reuse | Historic Preservation

Because much of our work has included the preservation and adaptive reuse of existing historic buildings, H+A has become adept at identifying innovative solutions to meet the goals of preservation agencies, the technical requirements of new and existing buildings, and the programmatic needs of our clients. Our widely acclaimed project FP3 is perhaps the best example of a technically demanding project for which a pragmatic yet complex engineering solution was developed. The project involved the adaptive reuse of two existing 19th century masonry-clad heavy timber buildings, with an adjacent infill addition and a three-story penthouse added on top. This and our other adaptive reuse projects preserved important historic buildings, maximized each site's development potential for our clients, and created modern and transformative architectural interventions in the urban fabric of their neighborhoods.

FP3
LAFAYETTE LOFTS
46 WAREHAM
NEWPORT FIREHOUSE

CHANDLER STUDIOS
THE SAVOY
PORTER HOUSES
THE HOOPER MANSION

Distinctive Retail Concepts

Beyond "white box" retail spaces for commercial developers, H+A has extensive experience designing branded storefronts and interiors for retailers and restaurateurs across the country and around the world. Our local restaurant work includes the designs for the acclaimed Myers + Chang, Flour Bakery, South End Buttery, and Gather and Brew, within Boston's District Hall. More recently, our retail work has broadened to include groundbreaking and unique retail concepts which adapt traditional business models for new ways of interacting with consumers and clientele. One of these is the Society of Grownups, both a workspace and a financial services startup that combines a casual environment with financial advice and education by providing supper clubs, classes, and one-on-one consultations about topics such as planning for retirement, starting a family, and saving for a mortgage. Similarly, Living Proof's Style | Lab salon/retail prototype serves as a consumer-facing extension of the company's Cambridge labs. The lab-meets-retail hybrid was designed to be multi-functional, bringing the scientists and stylists together to test new products with consumers, serving as a space for future consumer and professional events, as well as industry training sessions featuring Living Proof's renowned stylists and scientists.

SOCIETY OF GROWNUPS
LIVING PROOF HEADQUARTERS + STYLE | LAB
GATHER RESTAURANT + BREW CAFE
FLOUR 4

MYERS + CHANG
THE SOUTH END BUTTERY
FRESH
WASABI SUSHI

Innovative Workspace

H+A collaborated with CIC and Graffito on creating the program and design for District Hall, the nation's first public innovation center, located in Boston's emerging Innovation District. In addition, H+A has designed spaces for innovative companies, including the Cambridge outpost of international design consultancy IDEO in Central Square. Our continued work with IDEO includes renovations to their current space to accommodate evolving needs, and collaborating with them on the design of space for the Society of Grownups. More recently H+A designed office and research lab space for the science-based hair products company Living Proof, and we collaborated with co-owner and spokesperson Jennifer Aniston to design the Style|Lab, a salon/retail prototype concept adjacent to their Kendall Square headquarters (mentioned above).

DISTRICT HALL, Boston, MA 2013
LIVING PROOF HEADQUARTERS + STYLE | LAB
PJA
IDEO

ARNOLD WORLDWIDE/HAVAS HQ
(collaboration with Sasaki)
ALLEN & GERRITSEN
(collaboration with Sasaki)



SAMPLE PROJECT

District Hall

As the nation's first public innovation center, District Hall, located in Boston's historic Seaport neighborhood, is the centerpiece of the emerging Innovation District. In its first year of operation, District Hall hosted over 550 meetings and events, and welcomed over 30,000 event attendees and over 25,000 public space users. While it was evident that the public was enthusiastically embracing the new innovation hub, the press and awards programs were taking notice too. Publications like Architectural Record, Fast Company, Interior Design, Architect's Magazine, Metropolis, the Architect's Newspaper, and local press like the Boston Globe and Bostinno.com recognized District Hall's impact on the neighborhood, the innovation community, and the city of Boston, noting the project's precedent-setting stature among rising Innovation Districts across the nation.



Collaboration:
 Venture Cafe Foundation, CIC,
operator
 Graffito SP, *retail consultant*
 Hacin + Associates, *architect*

Client Reference:
 Boston Global Investors [in
 partnership with the City of
 Boston]
 One Post Office Square #1900
 Boston, MA 02109
 Andrew Albers, *Project
 Manager*
 alters@BGInvestors.com
 617.717.7987

Location:
 Boston, MA

Sq. Footage:
 12,000 sf
 including 4000 sf
 of Restaurant space

Project Architect:
 Scott Thomson

Project Manager:
 Matthew Arnold

Actual Cost:
 \$6 million

District Hall, Boston's public innovation center, is the first building completed at Seaport Square, Boston Global Investors' 23-acre waterfront development. Located in the heart of Seaport Square, it is also the first freestanding city-sponsored innovation center of its kind in the country, serving as an anchor for the emerging Innovation District. Surrounded by over 6 million sf of future development, this 12,000 sf facility provides a place for promising companies and executives to meet, exchange ideas and host business and social events. The building includes a restaurant and café (Gather and Brew), a flexible assembly space with a capacity of 250 seats, a gathering space with lounge seating and worktables, and a series of flex spaces called pods, which support a variety of uses including meetings, classes, and exhibitions.

The building is the result of a partnership between the City of Boston, Boston Global Investors, and the CIC, the organization that, along with the Venture Cafe Foundation, operates the facility. Built on the site of the former waterfront rail yards, District Hall's architecture is inspired by the area's industrial past. The building has two basic volumes – a long low bar that references box cars that once populated the site, and an angular shell that recalls the materials and forms of the shipping industry's boats and waterfront warehouses. Gesturing to the water's edge, the building defines one edge of an adjacent park, which is also being designed by H+A in collaboration with Reed Hilderbrand Landscape Architects.



“ Few buildings hit their targets as swiftly - or as satisfactorily - as Boston's District Hall has. ”

-METROPOLIS MAGAZINE





“ U.S. Cities are establishing Innovation Districts to foster entrepreneurship. They should take note of Boston’s new District Hall. ”

-FAST COMPANY

“ District Hall is the hub for Boston’s Innovation District, facilitating networking and idea-sharing. ”

-BROOKINGS INSTITUTION
‘THE RISE OF INNOVATION DISTRICTS’

A New Home for Innovation in Boston

District Hall is the first building of its kind in the world: a dedicated civic space where the innovation community can gather and exchange ideas.

There are many innovation spaces in a city like Boston — incubators, coworking spaces, labs — but this physical network is not always easy to find. These spaces are often on the upper floors of tall buildings, behind security guards and elevator banks.

Boston’s District Hall takes a different approach. It is a ground floor building with an iconic shape, with a restaurant, coffee shop and public, drop-in meeting space. Everything about the building is designed to send a clear message: come in and connect with us.

District Hall is not your average event space. Its unique character is defined by its civic nature and public purpose. It is a hub for gatherings and events that trigger creativity, inspire innovation, motivate entrepreneurship, catalyze action, expand interdisciplinary collaboration, solve problems, and create the relationships that drive the innovation economy in Greater Boston.



Sector + Type Analysis

A RANGE OF TECHNOLOGY INDUSTRIES

The technology sector hosts many events, and 38% of 2014 events at District Hall focused on technology in some way. This included events in mobile technology (8%), digital technology (19%), robotics (3%), and cleantech (10%).

CONNECTING TO LIFE SCIENCES

14% of all events at District Hall in 2014 were related to Boston's robust life sciences and healthcare industries.

CREATIVE ENTREPRENEURS

Boston's design community has responded well to the space: 23% of all events held at District Hall in 2014 were targeted at the creative economy.

SOCIAL INNOVATORS

Boston's growing social entrepreneurship community represented 16% of all events at District Hall.

NONPROFITS + VOLUNTEERS

District Hall saw significant usage by nonprofits: 49% of all events and meetings held in 2014 were run by nonprofit organizations, community groups, volunteers, or government organizations.

GROWING GLOBAL NETWORKS

District Hall also worked closely with consultates and delegations that expand Boston's global networks: 10% of all events in 2014 were focused on building international connections and sharing Boston's innovation story on the global stage.

Moments

- Teenagers in the Artists For Humanity program live-drawing murals on Ideapaint
- Office hours in the lounge with investors and economic development officials
- Startup companies and construction workers coming in for their morning coffee
- Local startup founders playing jazz on a writeable piano covered in black Ideapaint
- Welcome Wednesday pop-up retail featuring local retailers and entrepreneurs

Events

2014 was District Hall's first year of operation and hundreds of events and meetings of every scale, in every sector, were held here throughout the year. Here are some key statistics from the first year.

- ▶ Over 550 events and meetings of all kinds were held, from civic hackathons and cleantech training sessions to life science startup meetings and brainstorming sessions for local teachers.
- ▶ 30,000+ event & meeting attendees participated.
- ▶ There were an estimated 25,000+ users of public meeting space.
- ▶ 300+ events were held at a reduced cost or free to the event organizer, resulting in District Hall giving away 71% of all space rental value.
- ▶ 85% of all events were focused specifically on growth, impact, and access in the innovation economy.

Event Highlights

- Understanding and Improving Cities: Policy + Research Partnerships in a Digital Age
- Massachusetts Life Sciences Center Peer Reviewer Night
- The Power of Ideas Symposium
- Mobile Monday
- Boston Content Party
- Sea Change Symposium and Gallery Exhibition
- Comcast + A&E Project Startup
- SBA Regulatory Barriers to Innovation Hearing
- Greater Boston STEM Network

SAMPLE PROJECT



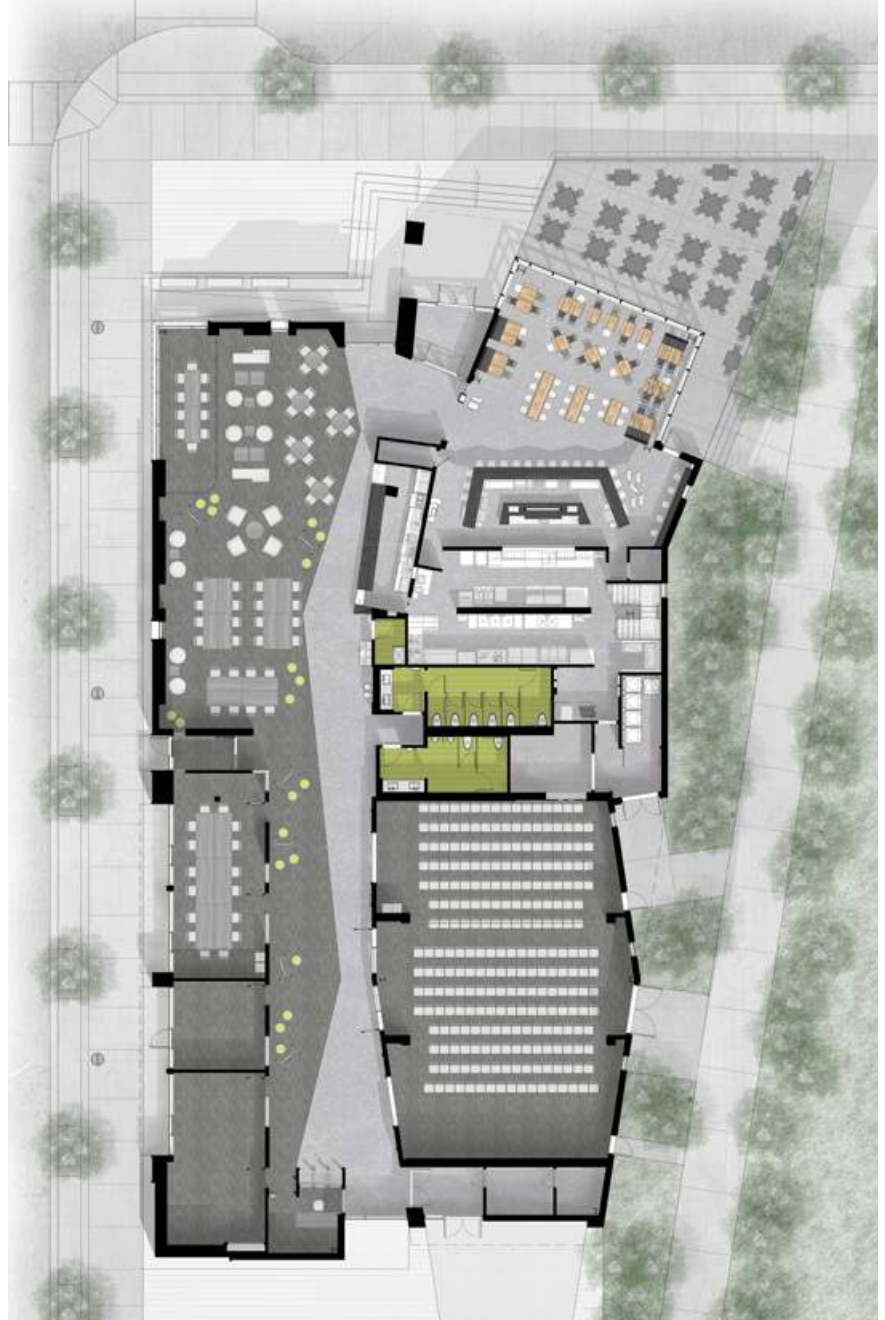
Assembly Space



Meeting Pod



Circulation Corridor and Lighting Spine



“...a gorgeous civic space centered around collaboration.”

-FAST COMPANY



Lounge | Workspace



Gather Restaurant

“ District Hall is the centerpiece of a new and imaginative type of public infrastructure to promote the innovation culture and economy by providing a venue for the exchange of ideas, collaboration, and community. There is no precedent for this kind of building anywhere in the world. It is functional and intimate, but also bold and expressive. It will no doubt become a memorable symbol for the Innovation District and Boston. ”

-KAIROS SHEN, FORMER CHIEF PLANNER , BOSTON REDEVELOPMENT AUTHORITY



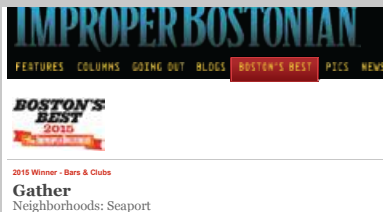


A Beautiful New Building Meant To Spark Innovation

U.S. CITIES ARE ESTABLISHING 'INNOVATION DISTRICTS' TO FOSTER ENTREPRENEURSHIP. THEY SHOULD TAKE NOTE OF BOSTON'S NEW DISTRICT



The Hub of the Hub



Selected Press

- 2015 **Fast Company** "Can you Design Innovation?"
Improper Bostonian "Kick the Cube to the Curb"
Architectural Record "Good Design is Good Business"
Architect's Newspaper "High Tech History by Hacin + Associates"
ArchDaily.com "District Hall, Boston's Public Innovation Center"

- 2014 **Boston Globe** "Restaurants with a taste for innovation"
Boston Globe "Coming Soon: Neighborhood Feel in Seaport"
Architectural Record "InDemand Cities: Boston"
Improper Bostonian "Boston's Best Bars and Clubs"
Boston Globe "Restaurants with a taste for innovation"
The Brookings Institution "The Rise of Innovation Districts"
Fast Company "A Beautiful New Building Meant to Spark Innovation"
CBS Boston "Phantom Gourmet: Gather on Boston's Waterfront"
Metropolis Magazine "Gathering Place"
Design New England "The Hub of the Hub"

- 2013 **The Architect's Newspaper** "Hall of Tech"
The Boston Globe "Tech Sector Throws Lunchtime Dance Party"
The Globe and Mail "Why Brainiacs Love Boston"
Bostinno.com "District Hall, 'Clubhouse for the Innovation Community'"
Boston Globe "Menino savors preview of Innovation District hub"
Boston Herald "Making space to innovate"
Bostinno.com "50 on Fire"

- 2012 **Architect's Newspaper Blog** "Beantown rises" [District Hall]
Emerging Professionals "Innovations in the Innovation District"

Awards

- 2015 **Architectural Record** - Good Design is Good Business

- Improper Bostonian** - Boston's Best Bars and Clubs 2015: Seaport Gather Restaurant at District Hall

- 2014 **Architect Magazine** - 2014 Annual Design Review: Honorable Mention

- Bostinno's 50 on Fire Award for Design**

Full list of Press + Awards at www.hacin.com





Niche Urban Garden Supply at the Innovation Design Building, Boston, MA

FINANCIAL PLAN

The Financial Plan, which is submitted separately, is FDP's complete economic understanding of the Project (the "FDP Financial Plan"), is directly correlated to the schedule included herein on pages 46-47 and includes a comprehensive budget, cash-flow analysis, and sources and uses of funds.

Included in the FDP Financial Plan are certain estimates and assumptions related to timing, taxation, construction costs, and net operating income, all of which must be validated and studied further in close collaboration with the City of Cambridge and the Cambridge Redevelopment Authority in the coming months. Please note that there are certain preliminary matters of due diligence surrounding permitting, construction, scheduling and financing that FDP has not yet been able to explore with full intensity given the restrictions on communication with the City during this RFP process.

If designated as developer of the Foundry, FDP will work expeditiously and in good faith with the City and the CRA to complete its Financial Plan and negotiate a sublease for the Property. To do so all parties must work together to align the economic realities of the project with the transactional and operational challenges. Specifically, in addition to completing the Governing Documents (as defined in the Model Sublease), FDP looks forward to partnering with the City and CRA to address the following issues: (i) permitting, (ii) linkage fees, (iii) real estate taxes, (iv) sublease and assignment rights under the Model Sublease, (v) alignment with C2K2 goals, (vi) synergies with Volpe disposition, (vii) terms of the CRA office use at the Foundry, and (viii) the functionality and need for expediting the decision-making process around approvals, consents and reporting as it relates to the CRA and the Advisory Committee.

FORMS



SALADS

- @ 11.00
Beef and Goat Cheese 9
Spinach and Apples 9
Farm Greens and Tangerine 9
Romaine and Red Quinoa 9

SANDWICHES

- @ 11.00
Pork Belly Banh Mi 9
Steak and Cheese 9
Cold Italian 9
Roast Beef 9
The Cantabrigian 9

MEALS

- @ 14.00
Monday - Roasted Chicken 18
Tuesday - Meatloaf 16
Wednesday - Fried Chicken 15
Thursday - Roast Beef Short ribs 18
Friday - Lasagna 16
Saturday - Taco Melt 16
Sunday - Porchetta 18

Comes with 2 SIDES
vegetable daily



APPENDIX 8.1 FORMS

8.1 Form A: Policy on Release of Documents

All materials submitted to the CRA in response to the RFP will become the property of the CRA and the City and, unless specifically exempted, should be considered to be public records under Massachusetts law. The CRA reserves the right to post materials submitted by Responders on its website at the appropriate time. As part of the selection process, the CRA will invite some or all of the Responders to participate in interview(s) and a community presentation.

The undersigned certifies under penalties of perjury that the Responder understands the policy on Release of Documents.

Responder Name: KS Foundry Development Partners

Authorized Signature:  _____

Name (Printed): Brian Dacey

Title: Partner

Date: May 11, 2016

APPENDIX 8.1 FORMS

8.1 Form B: Submission Requirements

Check each element below to confirm that you understand and have completed each Submission Requirement.

- 5.1 Letter of Interest
- 5.2 Responder Team Composition
- 5.3 Developer/Operator Relationship
- 5.4 Developer/Operator Workload
- 5.5 Project Concept
- 5.6 Project Timeline
- 5.7 Previous Experience
- 5.8 Forms

- 5.9 Financial Plan
(Submitted in a separate envelope, clearly marked "Foundry Financial Plan.")

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person (defined to mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals), and that it includes all submission requirements listed above.

Responder Name: KS Foundry Development Partners

Authorized Signature:  _____

Name (Printed): Brian Dacey

Title: Partner

Date: May 11, 2016

APPENDIX 8.1 FORMS

8.1 Form C: Minimum Threshold Requirements

Only those submissions that meet each and every one of the below minimum quality requirements will be evaluated. Check each element below to confirm that you understand each requirement.

- Proposal is complete and responds to all Submission Requirements.
- The program provides more than 10,000 square feet designated for community-oriented uses.
- A plan is provided that describes how and when the building will be publicly accessible.
- A real estate team is included.
- A management team is included.
- The project strategy demonstrates project completion within a four-year window.
- The Financial Plan is complete and responsive, including a business plan, evidence of ability to finance, and the pro forma.

The undersigned certifies under penalties of perjury that the Responder fully understands the minimum threshold requirements.

Responder Name: KS Foundry Development Partners

Authorized Signature: 

Name (Printed): Brian Dacey

Title: Partner

Date: May 11, 2016

LETTERS OF INTEREST

Gather Restaurant at District Hall, Boston, MA



99 Bishop Allen Drive
Cambridge, MA 02139
617.576.9966
info@cambridgecf.org
www.cambridgecf.org

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Geeta Pradhan

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Helen F. Moulton
Patricia R. Pratt

April 12, 2016

Tom Evans
Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

Dear Mr. Evans:

The Cambridge Community Foundation is pleased to support the Cambridge Innovation Center's proposal for the Foundry Building as a key opportunity for continuing the tradition of Cambridge as a center for innovation. We are particularly pleased with the idea of extending innovation to community based entrepreneurs and nonprofits seeking to spread the benefits of their work to our community residents.

We recently met with the CIC leadership and consultant and were impressed by their sensitivity to the following possibilities:

- Making the project welcoming to the community;
- Extending the indoors outside and creating a street presence for a range of community economic development activities; and
- Building in ideas such as the makers' space and a commercial kitchen.

We are intrigued with the promise of bringing for-profit and nonprofit entrepreneurs and innovators together in one place and look forward to the development of these ideas to ensure shared prosperity for Cambridge residents.

We look forward to the development of the Foundry building as a symbol of possibilities that extend the benefits of the innovation economy to the community. If selected, the Cambridge Community Foundation will commit to exploring ways to bring resources to maximize community impact. Please feel free to contact me with any questions or clarification about our intended commitment.

Sincerely,


Geeta Pradhan
President



300 South 2nd Street San Jose, CA 95113

April 14, 2016

Cambridge Redevelopment Authority
255 Main Street, 4th floor,
Cambridge, MA 02142

To Whom it May Concern,

The purpose of this letter is to affirm TechShop's keen interest in and support of the proposal being put forth by KS Foundry Development Partners for The Foundry Project. I have personally been involved in discussions with CIC and Graffito SP regarding potential usage and design since last summer.

Our interest in this project is as the leading designer and operator of community makerspaces, and I can unequivocally state that we are enthusiastic about KS Foundry Development Partners' vision and plan for the development of The Foundry.

Very Truly Yours,

A handwritten signature in black ink, appearing to read "Dan Woods", with a large, stylized flourish at the end.

Dan Woods

COO, TechShop, Inc.

Daniel.woods@techshop.com

415-577-7166



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Cambridge Redevelopment Authority
344 Broadway
Cambridge, MA 02139

April 18, 2016

Members of the Cambridge Redevelopment Authority,

On behalf of Community Charter School of Cambridge, I am writing in full support of FDP’s plan to revitalize the Foundry building located at 101 Rogers Street. We believe that FDP’s proposed use of the space will greatly benefit the more than 360 students served by CCSC as well as the surrounding communities of East Cambridge and Kendall Square.

I have been part of the CCSC staff since its founding in 2005 and have served as the Head of School for the past 4 years. CCSC’s mission of combining challenging academics with creative uses of technology and real-world experience to prepare students for postsecondary success and productive citizenship would be directly advanced by the revitalization of the Foundry. CCSC is a high-performing charter school with a challenging academic program and a range of supports that are producing outstanding achievement growth and high rates of college persistence for its underserved student population.

Our school recently went through its 10-year renewal and the very positive report speaks for itself. CCSC is positioned to continue providing the highest quality education possible to students who are most certainly deserving of it. The state has designated CCSC as “Level 1” school, indicating that we are making significant strides to decrease or eliminate educational achievement gaps. Over half of our students are considered low-income and more than 95% are students of color. The Foundry would help us further connect our students with the opportunities more consistently available to their affluent peers, ensuring each is better able to navigate college and career environments after graduation.

As with all charter schools in the commonwealth, CCSC is not provided a facility for free, as is the case with traditional district schools. Financing our own space is costly and has required CCSC to lean heavily on surrounding facilities to offer our students amenities such as athletic facilities (Cambridge Athletic Club and MIT) and space for school assemblies (the Volpe Transportation Center auditorium and the Kendall Square Cinema). Though these organizations have been vital partners and supportive of our students and school community, we must pay for the majority of these opportunities, leaving fewer funds for other academic activities.

CCSC does not discriminate on the basis of race, color, national origin, creed, sex, gender identity, ethnicity, sexual orientation, mental or physical disability, age, ancestry, athletic performance, special need, proficiency in the English language or a foreign language, or prior academic achievement. CCSC can make documents available in any language upon request. • CCSC ka ba ou dokiman ekri an kryol si ou vle. • CCSC le tendra los documentos disponibles a su petición.

City Eats Cambridge

April 15, 2016

Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

Dear Mr. Evans:

Last week, City Eats Cambridge had the opportunity to sit down with Jesse Baerkahn and Dave Downing of Graffito to talk through some of their ideas for the Foundry Building. We were impressed by what we saw, comprehensive, detailed, insightful.

The need to make the ground floor active and alive throughout the week, morning, noon and night, inform their approach. They respond with flexibility to address the Foundry's complex set of demands.

Indeed, it was through programming that City Eats Cambridge first approached Graffito with our own ideas about activating the ground floor using food as an anchor. Graffito has also been following that thread, but food plays only a part in a much bigger puzzle.

Their insights, their ideas and their strategies include proposed improvements to the building that are exciting:

- **Lounge and public areas** are places where the public can immediately interact with the Foundry and all it represents.
- **A large room for public assembly** will be the meeting area for the Foundry and for the community it serves. In this space, we imagine lectures and a speakers' series.
- **An outdoor garden** is one of the great assets of the Foundry, and it's ability to serve as flex space and allow for indoor/outdoor activities makes it one of the most important locations in the Foundry complex.

We at City Eats Cambridge are excited about the Graffito/CIC/Hacin proposal and are happy to share some of our own ideas about what will work well in The Foundry. Our goal is to create a fun, lively, and remarkable atmosphere.

Programming in The Kitchen. Community begins in the kitchen, and this is true in the Foundry:

- Kitchen Chemistry Projects:

- Let's make: ricotta, mozzarella, yogurt, yeasted bread
- The Art of Coffee, Tea and Cold Brew
- Spice up your Life, the use of simple spices and herbs can up your game
- Kids Cooking Class: "Printing" Cupcake Decorations with the Makerspace
- School Vacation Week: Kids Cooking with ChopChop Magazine
- MasterChef Junior Neighborhood Cooking Competition
- Food and Entrepreneurism: What You Need to Know From Food Safety to Business Planning

Programming in The Lounge/ Public Areas. The Lounge and public areas are where the public can interact with the Foundry directly and all it represents:

City Eats Cambridge

- Tastes of The Neighborhood: Celebrating the Culinary Traditions of the Neighborhood
- History of The Port. Possible topics and exhibits might include:
 - The Candy Community: Junior Mints, Necco, Squirrel & Fig Newton Brands Began Here
 - The Communication Age and the Invention of the Telephone in Kendall Square
 - Elias Howe and the Invention of the Sewing Machine

Programming in The Assembly. The Assembly will be the meeting area for the Foundry and for the community it serves. In this space, we see lectures and a speakers' series. The topics and speakers might include:

- Doug Rauch, former president Trader Joe's, founder of The Daily Table
- Open Mic Nights: music, poetry slams, and hip hop
- Movie Nights
- Fundraisers for Neighborhood Charities

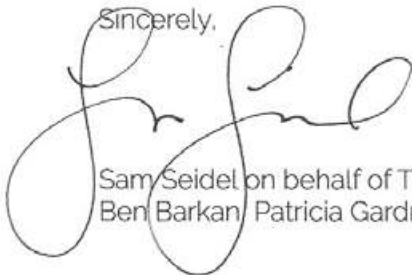
Programming in The Garden. The Garden is one of the most important aspects of the Foundry and it's ability to serve as flex space allows for indoor/outdoor activities, including:
Edible Garden Design, Growing Organic Food
Container Gardening, Composting and Soil Health
Support Plants! Building Your own Trellis
Eek! There Are Worms Under My Sink. Composting for City Dwellers
Getting A Buzz On: Beekeeping in the City
Does your Neighbor "Cluck": Backyard Chickens

Pop-up Kiosks or Carts. Pop-up kiosks and carts offer all the benefits of stalls for retail and interaction, while still providing flexibility to the space.

- Bringing your Food Product to Market: Testing the Market
- More than Green: Drums, Kinetic Sculptures and Garden Instruments
 - Plants, Pottery & Herbs
 - Tooty Fruity: Refillable Fruit Baskets for your Home or Office
 - Pop-up Bike Repair
 - Cakes, Candles and Cards: All That You Need to Celebrate
 - Brew Ha Ha: Beer & Winemaking Supplies
 - Ticket Tron: Local Events & Program Information
 - Hyper Local Food Products from Incubator Kitchens

Thank you for your time and attention to this matter.

Sincerely,



Sam Seidel on behalf of The City Eats Cambridge Team
Ben Barkan, Patricia Gardner, Kelsey Kent, Edith Murnane



**WHAT'S AT RISK:
JOBS &
SYSTEMS**

The scenarios will have a major effect on our jobs and systems.

**JOBS & LIVELIHOODS
THREATENED**



**SEA LEVEL RISE &
STORM SURGE**



**RISKS &
PROJECTIONS**

District Hall, Boston, MA

Why our Team?

We are excited to be considered by the City of Cambridge for The Foundry project. The components of the program, the existing historic building, and the prominence and impact of this new development fit well with our collective portfolio of work and present an incredible opportunity for Cambridge and for our Team. We are eager to meet with you to further discuss our qualifications and our ideas for the future of The Foundry in Kendall Square.

For further information, please contact David Downing at Graffito SP [617.401.2871, dave@graffitosp.com].

Thank you.

cic

GRAFFITO

H+A



The Soofa Sign

A 21st century bulletin board for the Kendall Square community

We make smart urban furniture.

Changing Environments Inc. DBA Soofa

- Founded out of MIT Media Lab in May 2014
- Located in Kendall Square
- Core team from Harvard and MIT

It started with the Soofa Bench



“Much more than just a bench.” Boston’ Mayor Marty Walsh

● **Benches are loved by the public**

**6,000 charging sessions over 4 months
on 13 benches in Cambridge** ●

● **2500 hours charged**

Now in 20 States ●

The Soofa Sign is the **bulletin board** of the 21st century.
Sharing information with your local community in **real time**.
Beautifully designed and intuitive to use. Powered by **solar to empower the neighborhood**.



TRANSIT

The Soofa Sign has integrated the MBTA API to show bus or train arrival times



EVENTS

The Soofa Sign displays local community events.



ADVERTS

The Soofa Sign displays local advertising for small businesses.

**Largest E-Ink Display
available (32")**



Solar



Branding



First color filtered E-Ink Display

COFFEE HOUSE MENU

COFFEE SHOP MENU

We welcome you to The Coffee shop. We hope you'll stay and enjoy the relaxing atmosphere. Our goal is to create a quality drink that you won't forget!

	SMALL	MEDIUM	LARGE
Coffee (drip)	\$1.50	\$1.95	\$2.15
Espresso	\$1.75 (double)		
Espresso Macchiato	\$1.95 (double)		
Con Panna	\$1.95 (double)		
Espresso Affogato	\$2.75 (double)		
Cappuccino	\$2.75	\$3.30	\$3.75
Cafe Latte	\$2.75	\$3.30	\$3.75

COFFEE FLAVORS

Almond	Cinnamon	Orange
Amaretto	Coconut	Peach
Apple	Crème de Menthe	Praline
Banana	English Toffee	Raspberry
Butterscotch	Hazelnut	Strawberry
Caramel	Irish Cream	Toasted
Caramel Pec.	Macadamia Nut	Marshmallow

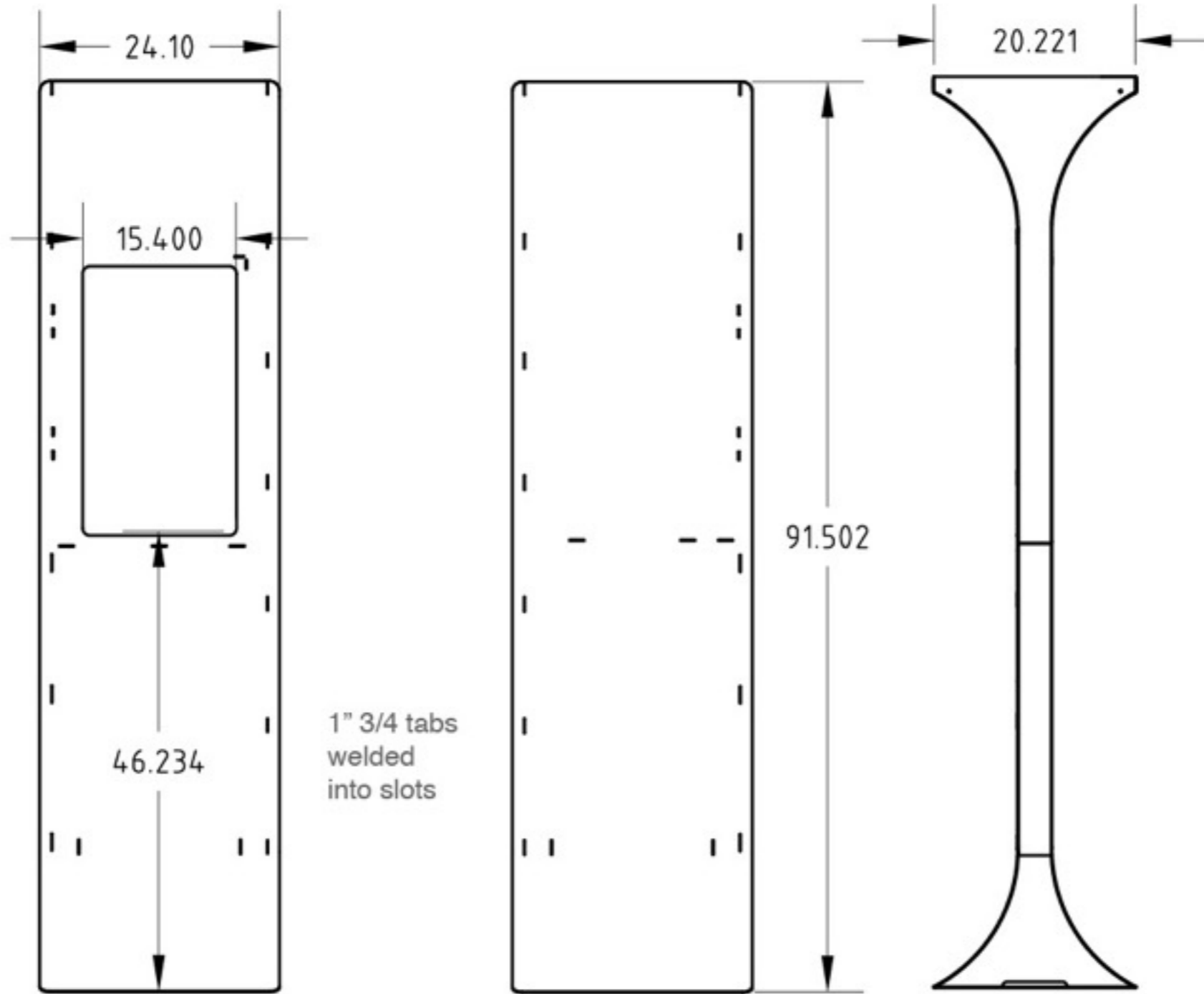
FROM OUR BAKERY

Small Cheese Danish	\$1.25
Fruit & Cheese Danish	\$2.00
Bear Claw	\$2.00
Schnecken	\$2.00
Cinnamon Roll	\$2.00
Danish Pocket	\$2.00
Fruit & Cheese Strudel	\$2.00
Plain Croissant	\$1.50
Gypsy Horn	\$2.00
Chocolate Croissant	\$1.50
Muffins	\$2.00
Philadelphia Sticky Bun	\$2.00

Eink

Partnership with fellow MIT Media Lab company Eink

Lightweight, easy to install, small footprint



Location flexible but preferable by the T



Content on Soofa Sign

- Changes for transit in “real-time” (once per minute)
- Sponsored content changes every 10 minutes
- Per day only 6 different content pieces to cycle through
- Sign active 12 hours per day, then remains on the last image, no light pollution
- 25% content reserved for CRA free of charge, others \$12 per day
- Content approval cycle through Soofa



Easy content upload via web

Your message is *

- In my head, a headline, copy and an image
- Designed like an ad
- A paper handout I want digitized

Next

Headline

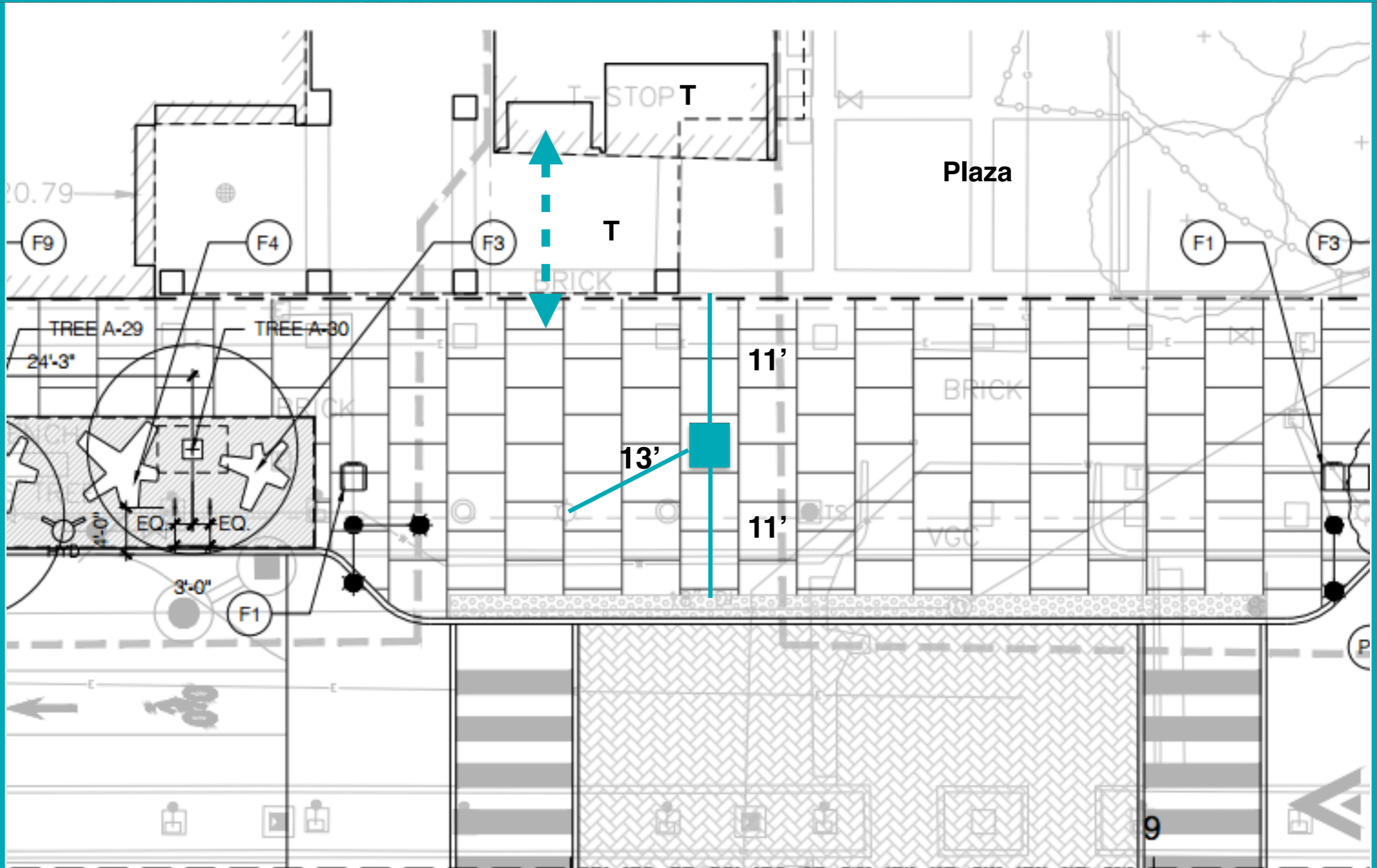
Copy

My Logo No file chosen

My website of #Tag

Back Next

Proposed location on CRA ground



Installation @Porter, Central, Inman



Transit information with sponsored content working with CDD, first appearance: Parking Day

Our Proposal for Kendall Square

- Temporary installation for 6 months with option for permanency based on success of the sign free of charge. The sign remains in ownership of Soofa.
- Twenty-five (25) percent of all content displayed on the Soofa Sign exclusively reserved for the Cambridge Redevelopment Authority free of charge in the form of monthly credit “coupons”.
- Prior to the conclusion of this six month trial, Cambridge Redevelopment Department and Changing Environments agree to negotiate in good faith conditions and use of the Soofa Sign and its Content Management System to include business elements such as display time, revenue share, use subscription, and other operational elements into a formal contracted agreement.
- Potential revenue for CRA and/or community projects through sponsored content and community advertisement.

soofa®

Sandra Richter
sandra@soofa.co

Kendall Square is about Innovation.
Let's make it happen.



MEMO

8/19/2016

To: CRA Board
From: Jason Zogg, Program Manager
RE: Binney/Galileo Streetscape Redesign RFP

BACKGROUND

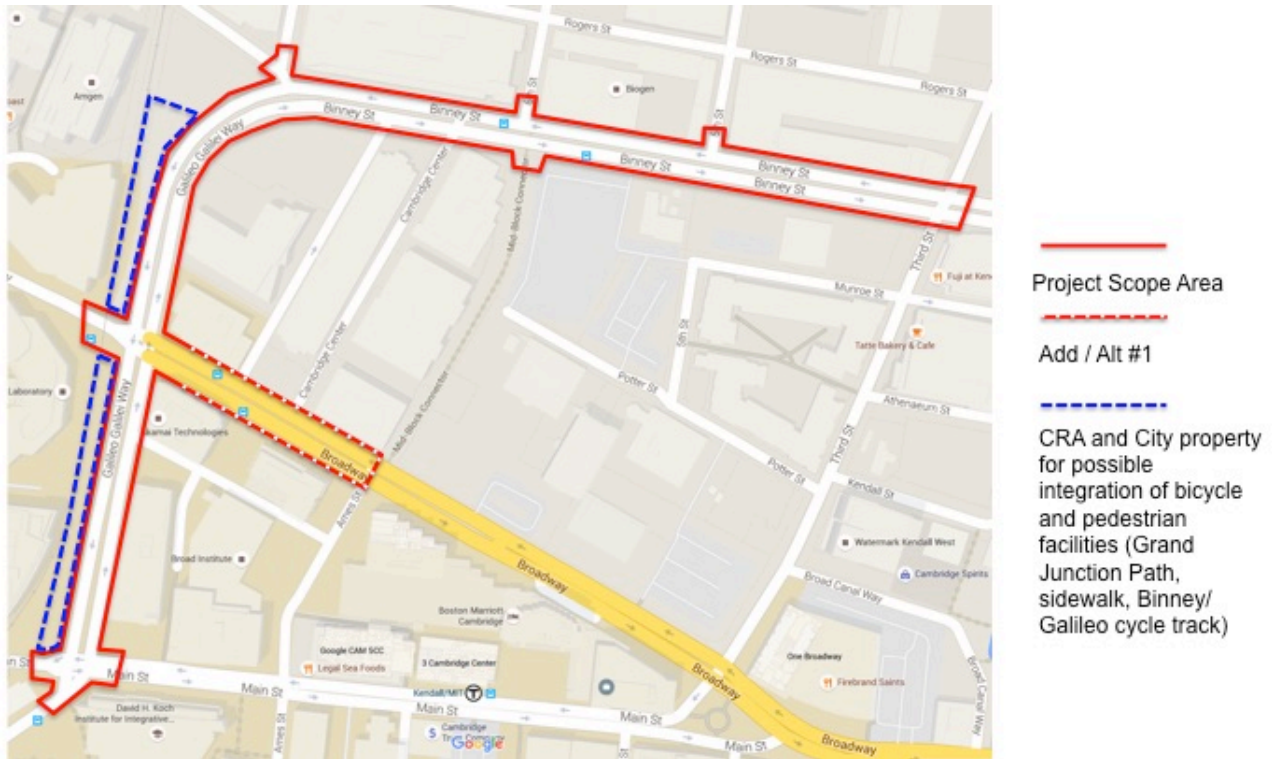
As part of the Kendall Square Urban Renewal Plan's (KSURP) goal to attract new development in the 1960's through 1980's, the CRA widened many roads in Kendall Square to enhance mobility. The successful focus on transit oriented development and transportation demand management has created an opportunity to revisit various street designs. This will better match the multi-modal goals of the City of Cambridge (City) and Commonwealth of Massachusetts (State), consistent with current transportation behavior trends in the area.

The City and CRA have pursued numerous retrofits of the local road system over the past decade to better serve the needs of pedestrians and bicyclists including Ames Street, Main Street and Broadway. The most significant bicycle facility installations have been the Vassar Street cycle track installed in 2004 and a portion of the Binney Street cycle track that was completed in 2015. One of the primary projects to be undertaken by the teams responding to the RFP is to plan and design a cycletrack link between these two facilities through the KSURP on Galileo Galilei Way and Binney Street.

SCOPE OF WORK

STATEMENT OF PURPOSE

The purpose of this project is to perform a schematic streetscape redesign for Binney Street and Galileo Galilei Way from the Binney/3rd Street intersection to the Main/Vassar/Galileo intersection, incorporating a continuous separated bike lane (cycle track) connection, and using the latest complete streets design principles. The design will also consider the intersections and approaches for all intersecting streets (including the railroad crossing on Broadway only), evaluate potential protected intersections at both Broadway/Galileo and Main/Vassar/Galileo. The redesign of Broadway from Ames to Galileo Galilei Way is also included in this scope as Add/Alt #1, and is priced separately. The work found in this scope is expected to be the approximate equivalent of what would commonly be referred to as "25% Design."



A bike lane has been present along this corridor for over a decade. Given the higher speeds of vehicles and the large volume of truck traffic, this corridor was identified by the City's 2015 Bicycle Network Plan as a location for a separated bicycle facility. Such an installation will be consistent with the City's Complete Streets Policy and recent adoption of the national Vision Zero pledge. Cambridge is consistently rated one of the most walkable and bicycle friendly cities in North America and has one of the nation's highest bike to work rates. The City has been on the forefront of using progressive street design principles and national best practices to constantly improve the comfort of the pedestrian and bicycle experience.

The City and the CRA maintain a strong commitment to environmental sustainability, including collaboration on the creation of the Kendall Square EcoDistrict. The design project outlined in this RFP will seek to be responsive to the sustainability goals and stormwater issues facing Kendall Square, and consider the implementation of innovative green/blue infrastructure concepts.

DESIGN GOALS

The focus of this scope is the holistic redesign of the roadway connection along Galileo Galilei Way and Binney Street across the northern boundary of the KSURP. Consistent with the Cambridge Bicycle Network Plan and the EIR for KSURP Amendment No. 10, the purpose is to redesign this street to connect the off street bicycle facilities along Vassar and Binney Streets. The primary goals of this design work are:

- Create a protected bicycle link from the Vassar/Main Intersection to the Binney/3rd Intersection
- Facilitate bus travel and enhance waiting areas
- Improve pedestrian and bicycle accommodations and safety at all intersections and crossings
- Integrate streetscape and proposed bike and ped facilities with Binney Street Park, Grand Junction Park and the 6th Street Walkway (Loughrey Walkway)
- Preserve existing street trees
- Accommodate new development on North Parcel of MXD (from 6th to Broadway on Galileo/Binney and Broadway between Ames and Galileo Galilei Way) as well as future Volpe development (from 6th to 3rd)

- Adequately manage access to East Cambridge neighborhood streets (cut through traffic)
- Evaluate how designs may interact with the railroad crossing at Broadway
- Reflect the environmental sustainability goals of the City and Kendall Square EcoDistrict
- Reflect the City's commitment to Universal Design and accommodations for persons with disabilities in all infrastructure design

PROCESS

In late June 2016, the CRA staff wrote a new Streetscape Redesign RFP for Binney Street and Galileo Galilei Way with input from Department of Public Works (DPW), Traffic Parking and Transportation (TPT), and the Community Development Department (CDD).

The CRA issued an RFP on 7/1/2016 to ten transportation engineering and planning consulting firms which represent the majority of this type of consulting firm currently operating in the Boston market:

- VHB
- Stantec
- Toole
- Alta
- McMahon
- HDR
- Howard Stein Hudson (HSH)
- Nelson/Nygaard (now a division of Perkins + Will)
- Kleinfelder
- Parsons Brinkerhoff

An on-site walk-through was performed on 7/11/2016, answers to questions were distributed on 7/13/2016, and submissions were due on 7/21/2016. The CRA received the submissions from the following teams:

- VHB (partnered with Hargreaves Associates for landscape architecture)
- Stantec
- Toole (partnered with Horsley-Witten Group for stormwater management/sustainable design)
- Alta (partnered with McMahon and HDR for traffic and civil engineering)
- Howard Stein Hudson (HSH)

Nelson/Nygaard (now a division of Perkins + Will), Kleinfelder, and Parsons Brinkerhoff did not respond.

SELECTION

CRA staff forwarded the submissions to the review committee, and met to deliberate on 7/3/2016. The review committee included:

- DPW
- CDD
- TPT
- CRA

The review committee deliberated for several hours and the separate price proposals were not opened until the end of the deliberation. The review committee unanimously chose the Alta team, which is partnered with McMahon for traffic engineering and HDR for civil engineering. The review committee cited the following among reasons for choosing Alta:

- Alta wrote a strong technical proposal that demonstrated the highest level of project understanding.
- Alta laid out a community and interagency collaboration process that was the most realistic - not too quick, but not too long while most closely fitting our instructions in the RFP.
- Alta had the most comprehensive approach integrating all of the modes of transportation that are important to this project.
- Alta has significant experience with cycle tracks and has built a protected intersection in Salt Lake City.
- Qualifications of McMahon and HDR for traffic and civil engineering was excellent with experience specifically in Kendall Square.
- Alta started to do some preliminary design work for the project and presented it in the proposal.
- Alta had an efficient and lean project management structure.
- Alta's graphic representation capabilities were among the best of the proposals.
- Alta's quality of previous work samples for similar multimodal urban streets was impressive.
- Alta's proposal showed the most creativity and vision in its approach, writing style, and content.
- Alta most comprehensively and directly addressed all of the following important priorities: midblock crossings, phasing plan, trees, universal design, transit, railroad crossings, and green/blue infrastructure.

During the first two weeks of August, CRA staff completed phone calls with several references including the Cities of Northampton, MA, Chattanooga, TN, and Salt Lake City, UT. All references were extremely positive when asked about schedule adherence, cost control, project management capacity, as well as engineering and design talent. All references expressed that they would like to work with Alta again in the future.

SELECTED PROPOSAL DETAILS

The proposal submitted by Alta is attached as a separate document for your reference.

Alta envisions starting after Labor Day with a schedule that is about 6.5 months long. The RFP specified a number of coordination meetings with City departments, with the Stoss Landscape Architecture team who is working on Binney Street Park, with the Boston Properties team who is designing new buildings in the MXD district, focus group meetings with EZ Ride and neighboring property owners, public meetings with several relevant citizens advisory committees, and at least two presentations to the CRA Board.

As requested in the RFP, the Alta proposal has three Add/Alternates. The review committee and CRA staff recommend pursuing Add/Alternate #1 and accommodating Add/Alternates #2 and #3 as necessary after all current survey and data collection is assembled and gaps in information are identified:

1. Redesign of Broadway between Ames and Galileo Galilei Way
2. Additional survey work (only as necessary)
3. Additional multi-modal user data collection (only as necessary)

CAMBRIDGE REDEVELOPMENT AUTHORITY:
**2016 KENDALL SQUARE URBAN
RENEWAL AREA STREETScape
REDESIGN PROPOSAL**

July 21, 2016



PREPARED BY:
Alta Planning + Design

IN ASSOCIATION WITH:
McMahon Associates
HDR, Inc.



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Cambridge, MA 02141
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July 21, 2016

Jason Zogg
Project Manager
Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142

Re: Proposal for 2016 Kendall Square Urban Renewal Area Streetscape Redesign

Dear Mr. Zogg and Members of the Selection Committee:

Alta Planning + Design (Alta) is pleased to submit our proposal to provide the Cambridge Redevelopment Authority (CRA) with a well-conceived and implementable streetscape and roadway redevelopment design for the Binney Street/Galileo Galilei Way corridor. We applaud the CRA for its vision in continuing to transform vehicle-centric roadways into true multimodal arteries that balance the needs of all users in an evolving Kendall Square, City of Cambridge, and region.

Alta is one of the country's leading Complete Streets planning and design firms. We will bring knowledge and national experience in the design and engineering of bicycle facilities and urban streetscapes to create a functional, safe, and aesthetically engaging solution to connect Binney Street and Vassar Street. The work will be led by our Cambridge office, located only a few blocks from the project site, and staffed with personnel with a positive track record of working closely with the City of Cambridge and its departments and committees to deliver built projects. We will lead the planning, design and engineering of the roadway, bike facility, intersections, and streetscape, as well as all internal coordination and stakeholder engagement tasks. To complement Alta, we are pleased to bring on two of the leading engineering firms in Greater Boston and nationally: **McMahon Associates (McMahon)** and **HDR Inc. (HDR)**.

As the team's traffic and transit lead, McMahon will leverage their tremendous experience in Kendall Square by providing robust technical analyses that will lead to buy-in from the City of Cambridge Traffic, Parking and Transportation and Community Development departments, as well as MassDOT and key property owners. With their recent work leading the reconstruction of Main Street in Kendall Square and Western Avenue, HDR will lead the civil engineering and green/blue infrastructure tasks. Alta, McMahon, and HDR provide a team that can bring not only a successful 25% design, but we can work with CRA to bring the approved plan into final design and implementation.

The evaluation criteria established by CRA for this proposal matches strongly with the qualities and abilities that the Alta team brings to this project:

- **Extensive Active Transportation Design Experience:** The Alta team brings a level of experience with urban roadway corridor planning and design difficult to match. Alta Project Manager Tom Doolittle, ASLA, was Principal-in-Charge for the Vassar Street cycle track project and led MIT's feasibility study for providing a multi-use path within the Grand Junction right-of-way. He has managed complex projects and teams such as the preliminary design of the streetscapes created by the Central Artery Project in Boston, and the reconstruction of four miles of highway corridor as part of the Maumee River Crossing project in Toledo, Ohio. Senior Engineer Mike Repsch, PE, leads Alta's East Coast roadway engineering work and has designed cycle track projects in six states. McMahon's Christi Apicella and Phil Viveiros, PE, are well-versed in traffic and transportation related issues in Kendall Square and other areas of Cambridge. Recently, Phil worked with Tom Doolittle as lead traffic engineer for the Grand Junction corridor study. HDR's Jerry Friedman, PE has been the Project Manager and lead engineer for active transportation and roadway reconstruction projects throughout Cambridge and Boston for over 20 years, including the nationally noted cycle track on Western Avenue.

- **Local and National Experience:** Alta has been at the forefront of the Complete Streets movement since its inception, leading the design and execution of projects throughout the country. Tom Tavella and members of the Alta team worked on a cycle track project in Russellville, Arkansas that was recently featured in an article in Landscape Architecture Magazine. Innovative landscape and stormwater treatments are always a component of our work, leading to solutions that achieve sustainability and resiliency. We also designed a fully-protected intersections for bicyclists in Salt Lake City, Utah, one of only two in the country. Locally, Alta has completed pedestrian and bike facility plans for the path system along the Charles River Basin (with HDR) and Olmsted's Emerald Necklace. McMahon and HDR have worked together on numerous projects in Cambridge, and HDR was the lead engineer on the Western Avenue reconstruction and cycle track project.
- **Familiarity with Design Guides:** As designers of numerous Complete Streets projects and cycle tracks, the Alta team is intimately familiar with the key state and national guides that help bring active transportation projects to life. Alta was part of the genesis of the North American City Transportation Officials (NACTO) organization in 2009 and later became NACTO's prime consultant for both editions of the *Urban Bikeway Design Guide*. As the lead engineer for the Western Avenue and Main Street reconstruction projects, HDR has had experience with both NACTO guides, the MassDOT Separated Bike Lane Planning and Design Guide, and the City of Cambridge DPW's streetscape design standards.
- **Understanding of Key Goals:** The Alta team has a clear understanding of the key goals of the CRA, the City of Cambridge, adjacent property owners, and other stakeholders for the corridor. This understanding informs our approach to the particular design and engineering challenges and allows us to meet the CRA's timeline. We recognize the critical path facing the CRA related to coordination with Stoss, the City, and Boston Properties and feel confident that our team can accommodate complex scheduling needs and meet all key milestones.
- **Graphic Representation Capabilities:** Alta's design and landscape architecture staff create high quality graphics as a routine part of all our streetscape design projects. We work hard to develop easily legible diagrams, beautifully rendered plans and sections, and state-of-the-practice 3D imagery to help our clients, project stakeholders, and the public understand the ideas and concepts we are proposing and what they will mean in built form. We work equally hard to create contract documents that are clear, complete, and thorough, to see that the final built project accomplishes the goals and objectives established in the early phases of the design process and minimizing the potential for problems in construction. The design work and graphics created for projects in Kendall Square over the past four decades have set the bar high and our team intends to continue this legacy.
- **Strong References from Satisfied Clients:** The Alta team creates quality work on time and on budget. Clients appreciate our deliverables and rely on them to move their projects forward with confidence. The trio of references provided in our proposal will give you a better sense of appreciation for the Alta team's planning and design experience, professionalism, and creativity.

If you have any questions or comments about our approach to this exciting opportunity, please contact me at (203) 410-1940 or tomtavella@altaplanning.com, or Project Manager Tom Doolittle at (617) 945-2251 or tomdoolittle@altaplanning.com. We look forward to the next steps in the selection process.

Sincerely,



Thomas R. Tavella, FASLA, PLA, Principal
Alta Planning + Design

Understanding of Project Requirements and Approach

Alta Planning + Design has put together a team that strikes a balance between local knowledge and experience, along with national expertise. With sub-consultants McMahon Associates and HDR Inc, we are a team with an intimate knowledge of the traffic, bike-connectivity, transit access, landscape design, and sustainability issues in the Kendall Square area and throughout the City of Cambridge. Collectively, we understand the needs of the Cambridge Redevelopment Authority, the City's Traffic, Parking and Transportation and Community Development departments, the Charles River TMA, adjacent property and business owners, MIT, the MBTA and East Cambridge neighbors. Complementing the Alta team's roots in the Kendall Square area, we bring a national level of expertise in streetscape design, separated bike lanes, and protected intersections for bicyclists, unmatched by others.

Project Goals

From start to finish, the Alta team will use the project's Design Goals as a touchstone for the duration of the approximately six-month effort. Our work will incorporate each goal in a way that enhances the overall design and helps to ensure approval and enthusiasm from the CRA, the City, and various stakeholders.

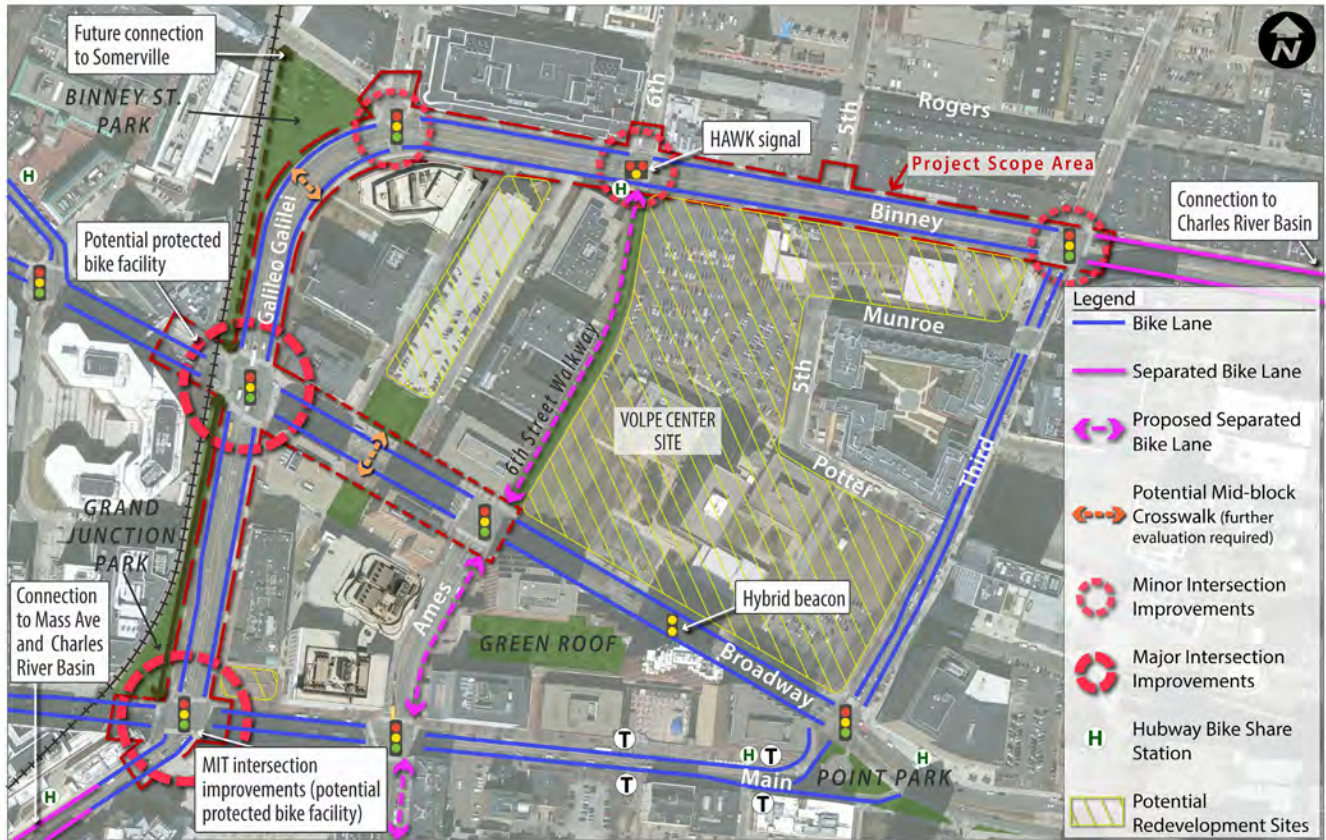
ENHANCE CONNECTIVITY OF EXISTING BIKE FACILITIES

Kendall Square is currently well-positioned with a relatively-complete network of on-street bicycle facilities. This project aspires to link the Vassar and Binney cycle tracks with a continuous facility that promotes an improved experience for bicyclists of all ages and abilities wishing to travel within or through Kendall Square (connecting at each end to the Charles River Basin path system) protected from moving traffic. This is considered especially important along the Binney/Galileo Galilei/Vassar corridor which is considered a truck route connecting Mass Ave to Monsignor O'Brien Highway, and beyond to Interstate 93.

The Alta team's approach to facilitating this connection is to replicate the most-successful design elements from the Vassar and Binney Street cycle tracks and to incorporate best practices from the Western Avenue cycle track and Alta's separated bike lane projects throughout the US. This will include a careful study of the ideal width for the one-way cycle track, material treatment, curb offsets, landscape treatments, signage, use of colored pavement, bus stop integration, driveway/side street crossings, bicycle signalization, and intersection design.



The Alta team's graphic representation capabilities include highly-detailed photo renderings of streetscapes that feature cycle tracks and new landscaping.



Cursory site analysis of the Project Scope Area reveals a complex layering of existing and future bike lanes and paths, redevelopment projects, green spaces and intersections with potential for significant pedestrian and bicycle enhancements.

FACILITATE BUS TRAVEL

Given the CRA and City of Cambridge’s focus on promoting multimodal transportation options, transit is an important aspect of roadway redesign. The center point of the Kendall Square transit network is the MBTA’s Red Line subway station at Kendall/MIT. This station is served by an extensive system of buses, some of which travel on the roadways and through the intersections comprising the study area, including MBTA bus routes 64, 68, and 85 and the cross-town CT2; the Charles River Transportation Management Association’s (CRTMA) EZRide shuttle service; MIT’s shuttles students and employees; and Biogen Idec’s commuter bus service between its location in the study area and five outlying locations.

The Alta team recognizes that a transit user is also a pedestrian for a portion of their trip, and that the experience of getting to and from the bus stops in the study area plays a major role in attracting transit users. McMahon’s experience in the CRTMA EZRide shuttle planning and their knowledge of MBTA bus operations and bus stop design will inform our design approach to intersection improvements for Galileo Galilei Way at Broadway and Main Street, and create an appropriate balance between motor vehicles, pedestrians, bicyclists and buses.



Due to the relative frequency of EZ Ride bus stop relocation, they currently offer few amenities such as shelters or benches.

IMPROVE PEDESTRIAN AND BICYCLE FACILITIES AT INTERSECTIONS

The Binney/Galileo Galilei study area includes four signalized intersections and two non-signalized intersections. A critical component for the signalized intersections is the comfort and safety of pedestrians and bicyclists crossing in all directions. The Alta team’s approach to intersection redesign is to carefully consider each intersection and develop recommendations that reflect the context and expected functionality.



The Alta team will incorporate some of the design features of the Binney Street cycle track and look for opportunities for improvements based on best practices nationally.

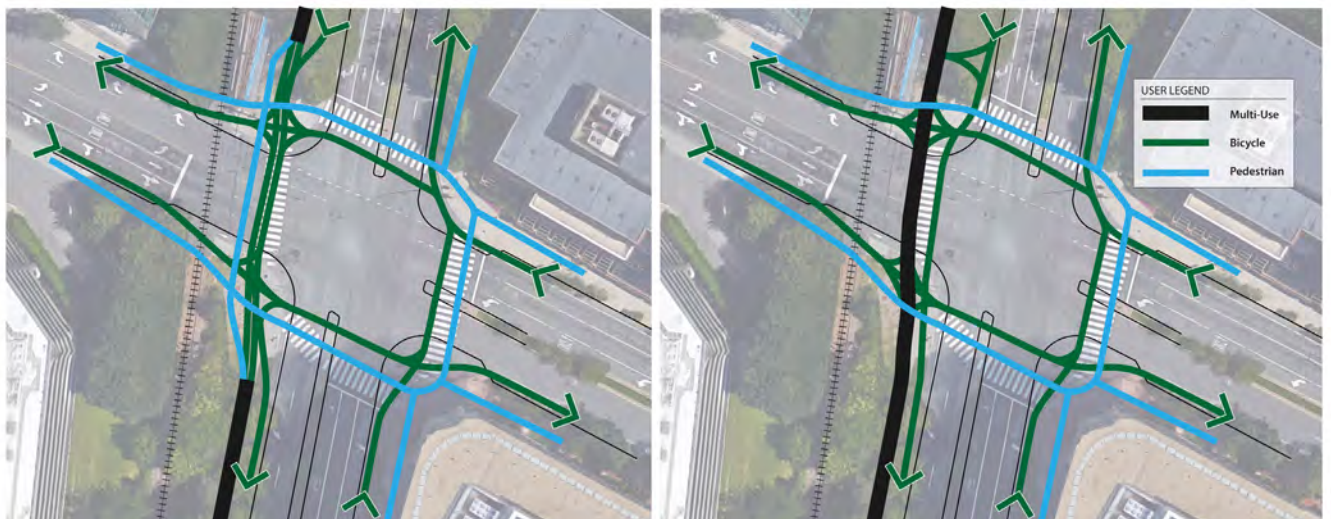
Of highest priority is the accessibility and safety for pedestrian traffic, including those with disabilities. We will evaluate crosswalk length and design, lighting, signal design, queueing areas, landscaping, shade, and median islands. For walkers, the intersections of Broadway/Galileo Galilei, Main/Galileo Galilei, and Third/Binney are key gateways into the heart of the Kendall Square Urban Renewal Area and to the MBTA Red Line station.

Bicycle traffic is a second critical component and we will integrate bicycle movement and safety with pedestrian access at intersections. Because new cycle tracks will likely connect the existing Vassar Street and Binney Street cycle tracks, a unique opportunity exists for a fully protected bike facilities in all directions at

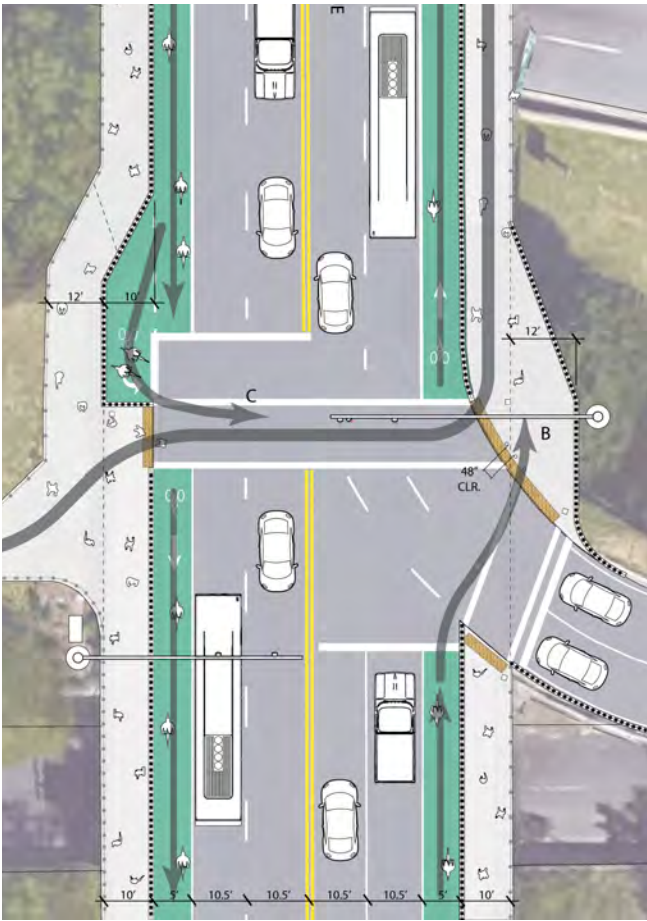
the Broadway/Galileo Galilei Way and Main Street/Galileo Galilei Way intersections. Alta helped designed one of only two protected intersections in the US. The Salt Lake City, Utah project features separated tracks and crossings for pedestrians and bicyclists, traffic-calming islands at the four corners, green bicycle zones, and bicycle traffic signals. The fact that the Galileo Galilei approaches do not feature parking and the presence of the Grand Junction Path will make developing a successful protected intersection design more complex.

INTEGRATED STREETSCAPES AND PROPOSED PEDESTRIAN/BIKE FACILITIES

Streets are the threads that tie a district like Kendall Square together. They are the life blood of the public realm. Alta’s planners and landscape architects will analyze, explore, and immerse themselves into the Binney/Galileo Galilei corridor and take a holistic approach to the work. Our team will carefully consider the existing streetscape along Vassar Street and Galileo Galilei Way, the new streetscape design along portions of Binney Street and landscape features of adjacent open spaces and parks. Key issues include the use of paving materials and colors to differentiate pedestrians and bicyclists, integration with intersections, and design of the buffers between the cycle track and the curb and between the cycle track and the sidewalk. It is critical that one or both buffers provide an appropriate amount of space for streetscape elements such as benches, signal cabinets, hydrants, lighting, bike racks, traffic/parking regulatory signs, bus stops, and snow storage.



Two options to integrate southbound bicycle traffic along Galileo Galilei Way with the Grand Junction Path multi-use traffic at Broadway are to combine the two on the approach to the intersection or maintain separate paths through the intersection.



Alta worked on the design of a signalized intersection at a new path crossing of the Harvard Bridge which accommodated a wide array of bicycle turning movements where the bike lanes, bridge sidewalks, and multi-use path converge.

The Alta team’s streetscape analysis will include the existing and potential improvements to the 6th Street Walkway, Grand Junction Park, and the soon-to-be-built Binney Street Park. Our team looks forward to the creative integration of the south/westbound cycle track and sidewalk with the paths and landscape features in the park. The design options studied for the integration of the cycle track and Grand Junction path at the Broadway intersection will help inform design options for the Binney/6th crossing as well.

PRESERVE STREET TREES

Despite the busy traffic and truck noise along the Binney/Galileo Galilei corridor, the London Plane trees create a strong sense of place. They provide a verdant quality, slow traffic, and shade the adjacent sidewalk. The Alta team understands the importance of the trees and intends to integrate them into any

streetscape design work. In designing the street and cycle track improvements, appropriate methods to preserve and extend the life of these trees will be a critical factor. Streetscape treatments to maintain and protect the root zone, minimize pedestrian intrusion into the planting areas, and careful understory planting and appropriate green infrastructure techniques to capture rainwater for irrigating the trees will help to maintain an optimum growing environment.

ACCOMMODATE NEW DEVELOPMENT

The recent multi-block redevelopment of Binney Street between 3rd and 1st by Alexandria illustrates the synergy that can exist between roadway design, streetscapes, and new buildings. Coordinating the urban design so that the right-of-way design takes some cues from private development and vice versa will be critical to the future of the project area. The Alta team looks forward to the coordinating the design with development interests to leverage this synergy at the Volpe development site and at various Boston Properties-owned sites. The design of the ground floors of future buildings will help to enliven the adjacent green spaces, as well as the sidewalk and cycle track. Finally, the design of the south-side cycle track on Binney between the 6th Street Walkway and 3rd Street will need to anticipate potential new streets, driveway, and pedestrian and bicycle links that may arise with the long-term redesign of the Volpe site.



A continuous cycle track and improved streetscape can encourage more bicycle-oriented development, similar to the Williams Avenue corridor in Portland, OR.

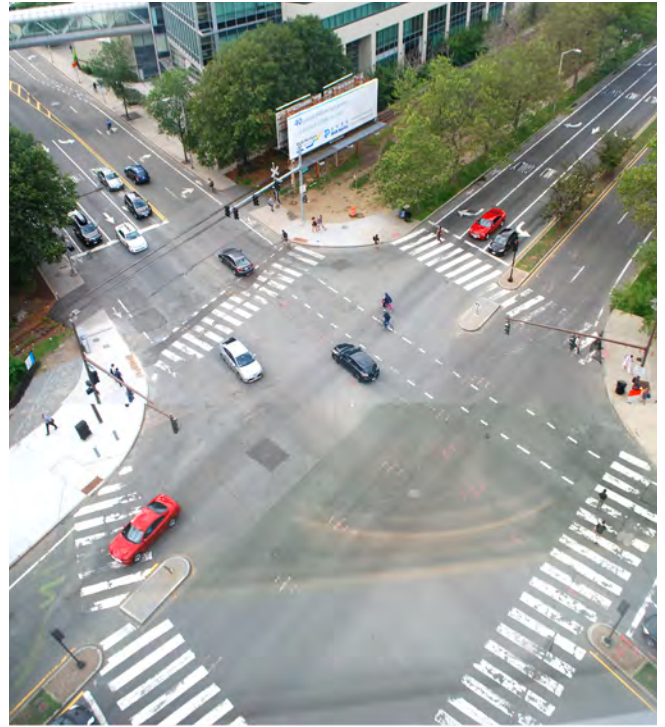
MANAGE TRAFFIC ACCESS AND CUT-THROUGH TRAFFIC

It is important to recognize that just beyond the boundaries of the primary study area, significant investment in transportation infrastructure is being made that will impact the mobility of East Cambridge and Kendall Square. Much work has already been done to document existing access conditions through KSURP Amendment 10, MassDOT’s Kendall Square Mobility Task Force Project, Eastern Cambridge Planning Study (ECaPS), City of Cambridge’s 2013 Kendall Square – Central Square (K2C2) Planning Study (“K2C2 Study”), and private development proposals. Therefore, our team’s approach—lead by McMahon—is to avoid re-creating a baseline inventory and will instead focus on collecting and mapping conditions only when necessary to complete specific tasks. This allows us to complete an appropriate level of analysis for decision making by identifying key issues and opportunities, without getting bogged down in “analysis paralysis.” Our team prides itself on possessing a real understanding of what it takes to successfully integrate bicycle, pedestrian, automobile, and transit access from initial planning, design, and implementation.

One of the primary advantages of McMahon’s role on the Alta team is that they are already highly knowledgeable about existing and future traffic conditions in the study area through their collective experience. This will save valuable time and resources because our team’s learning curve is much shorter.



The Alta team will carefully evaluate potential changes to the median along Binney Street and articulate the trade-offs related to providing additional space for pedestrian and bicycle amenities or on-street parking vs. impact to cut-through traffic into East Cambridge.



Alta’s experience with the design of protected intersections provides the opportunity to address the challenges of providing a cycle track, an extension of the Grand Junction Path and maintaining an operational railroad crossing at the Broadway/Galileo intersection.

INTEGRATE DESIGNS WITH RAILROAD CROSSING AT BROADWAY

Currently, the railroad crossing of Broadway lies approximately 30 feet from the adjacent crosswalk. Because the rail line is active, our team will focus on maintaining a minimum offset of 15 feet to the edge of the Grand Junction Path crossing at Broadway. This could constrain the ability to provide generous and separate pedestrian and bicycle crossings, i.e. a multi-use, white crosswalk for the Grand Junction, adjacent to a green “crossbike” for the cycle track.

REFLECT ENVIRONMENTAL SUSTAINABILITY GOALS

CRA’s commitment to redeveloping 1980’s era roadways into truly multimodal corridors is a substantial step towards achieving City and Kendall Square EcoDistrict goals. These goals can be further advanced through the incorporation of specific design techniques, such as the use of pervious pavements and bio-filtration planters. The Alta team will thoroughly investigate opportunities for these types of sustainable infrastructure, as well as other types (warm mix asphalt pavements, LED lighting, etc.) along the Binney/Galileo



The pervious asphalt within the Western Avenue cycle track designed by HDR highlights an important green infrastructure option for the Binney/Galileo Galilei corridor.

Galilei corridor. Feasibility, to some extent, will depend on site specific conditions such as utilities, groundwater regime, and topography. We are also very cognizant of the need for sustainable infrastructure to also be maintainable infrastructure. Consultation with City departments, or potentially key abutters, will be a critical step in vetting the types of facilities to be considered as the design develops.

ACCOMMODATE UNIVERSAL DESIGN PRINCIPLES

As Complete Streets and separated bicycle facility design practices evolve, best practices to ensure universal accessibility continue to be emphasized and refined. Particular focus is placed on areas where cyclists and pedestrians are in potential conflict. These areas include intersections, transit stops, parks/open spaces, parking/loading zones, and other locations where pedestrian amenities such as seating are in close proximity to the bicycle facility.

Although not specifically referenced in current ADAAG or MassAAB guidance, it is possible to apply the relevant accessibility principals to cycle track design, and still retain design flexibility. For example, both street-level and raised cycle tracks can be compatible with accessible parking and loading. Similarly, at bus stops, careful attention to the placement of passenger amenities and clear zones will provide fully accessible and safe bicycle-pedestrian interactions, whether at “floating” type bus stops, or more conventional stops where space is constrained.



As part of the Add/Alt #1 portion of the scope, the Alta team will develop recommendations for streetscape improvements and bicycle facility treatment and analyze the potential of a mid-block crosswalk between the two small parks that flank Broadway.

ADD/ALT #1: BROADWAY REDESIGN FROM GALILEO GALILEI WAY TO AMES STREET

The Alta team looks forward to redesigning the one-block long section of Broadway between Galileo Galilei Way and Ames Street as part of Add/Alt #1. The analysis and recommendations will include:

- **Streetscape:** in the name of efficiency and coherency, our design will be consistent with the recently-reconstructed portion of Broadway between Ames and 3rd Street. The design will accommodate the various redevelopment projects proposed by Boston Properties along the north side of the block.
- **Bicycle Facilities:** Alta will coordinate the design of the bike facility with the protected intersection design anticipated for the Broadway/Galileo Galilei Way intersection. This could mean separated bike lanes (SBLs) between Ames and Galileo Galilei Way, either at roadway or sidewalk grade. In particular, the design of the SBLs will need to accommodate the popular EZ Ride bus stops on each side, along with the curbside parking and taxi stand along the south side of Broadway.
- **Pedestrian Crossing:** McMahon will perform a traffic analysis of a potential crosswalk across Broadway, connecting the two small parks on each side. The analysis will study the need for such a pedestrian crossing, safety issues, the traffic impact on the two nearby signalized intersections. If the analysis indicates that a mid-block crosswalk could be viable, the team will design the most appropriate treatment (striping, materials, use of actuated RRFB, etc.) and ensure the integration with bicycle traffic.

ADD/ALT #2: ADDITIONAL SURVEY WORK

After gathering the previously-completed survey work in the Roadway Redesign task, the Alta team will sub-contract with Surveying and Mapping Consultants (SMC) to complete the gap on Binney Street between 6th Street and 3rd. SMC's survey will be amalgamated with the surveys made available by the CRA and Boston Properties and used to create the base maps for the 25% design documents.

ADD/ALT #3: ADDITIONAL TRAFFIC COUNTING

We expect that there will be sufficient traffic data available from CRA's annual counts. In the event that there are locations where additional data is needed, we have provided pricing for an intersection and mid-block location.

Project Approach

The Alta team will follow a structured plan to complete the work of this contract within the time and budget parameters stipulated by the CRA. We will base our approach on a highly interactive process to see that full community input is received early in the project to fully inform design decisions and reduce later changes. We will also collaborate frequently and directly with the parties responsible for the adjacent projects, especially the Binney Street Park (Stoss Landscape Urbanism) and KSURP North (Boston Properties and its consultants). Our plan will be to prepare a completed conceptual design within the three-month timeframe stipulated in the RFP for Phase I of this contract; this will create a foundation for interaction between this project and the other projects and provide guidance on the interfaces between the two. Details of these interfaces can then be resolved as each project proceeds towards final design.

PHASE I - CONCEPTUAL (10%) DESIGN

1. Kick-off and Outreach Meetings: The Alta Team will start the project with a kick-off meeting with CRA and its partners to confirm and establish the project goals, timeline, and communications requirements, so that all parties are satisfied and prepared to proceed on the aggressive schedule the project requires. After this meeting, the team will set up initial meetings with the City of Cambridge's Community Development and Traffic, Parking and Transportation departments to gain initial direction on the City's primary concerns and parameters for the completed design. We will also meet with the City's Bicycle and Pedestrian Committees, and other stakeholder and interest groups as well. These meetings will provide an opportunity to hear and catalog the community concerns and take input from the widest possible audience to ensure that the design process reflects all needs and desires. Meetings will also be held with Stoss and Boston Properties to initiate a more-detailed discussion about the design of their projects.

It is important that these meetings are held early in the project timeline to effectively communicate vision and expectations for, and to allow the broadest possible discussion on issues and concerns. Early interaction sets the stage for an inclusive design process that is respected and accepted at the end of the project.

2. Site Analysis and Survey: To support the initial outreach meetings, the team will prepare a brief site analysis of the study area. This analysis will focus on the physical environment of the corridor, including property ownership, existing facilities and conditions, and a preliminary assessment of the traffic data provided by CRA. A set of plans of the area will be generated to describe these conditions for the attendees at the meetings, and will also be used to collect input and ideas from the meetings. At the end of the initial outreach meetings, the comments and input will be captured onto plans of the area for use in future evaluation of the design. During this activity, the team will also evaluate and coordinate the existing survey information for use in the development of the concept designs, and identify any gaps that will require additional field work. It should be noted that an initial review of the survey data has revealed that the two primary surveys were prepared on different datum; for the purposes of this contract, we can continue to work with the surveys as they stand, but future design work will require them to be reconciled to a single datum.

3. Project Goals and Evaluation Criteria: After completion of the initial outreach meetings, the team will finalize the design goals and objectives based on the comments and input received, and will confirm these with the CRA project leadership. The goals and objectives will then be used to prepare evaluation criteria for the design concepts to be generated in Phase I and help the project leadership select a preferred option to carry forward into the Preliminary Design phase.

4. Develop Initial Design Scenarios: Based on the goals and objectives and informed by the evaluation criteria, the team will prepare three (3) different scenarios for the corridor. These scenarios will include concept level designs for the bicycle facility, pedestrian facilities, the roadway, and related improvements such as green infrastructure, lighting, and amenities. The scenarios will also develop initial concepts for the redesign of the Vassar/Main/Galileo Galilei and Galileo Galilei/Broadway/Binney intersections, as well as the other intersections of the corridor, including conceptual signalization designs. The scenarios will include an assessment of utility impacts to confirm that they are achievable, but detailed design of the new and existing utility systems will be held until the 25% design phase of the project. We are anticipating that the development of these designs will take 5-6 weeks: The team will hold a day-long internal charrette to coordinate

the different disciplines and their ideas and concerns, and will then begin producing initial layouts and assessments of the various areas of the corridor, with frequent exchanges of the advancing plans to coordinate the design. The progress of the scenarios will be reviewed at the bi-weekly meetings with the CRA to keep the client well-informed of the state of the design. At the completion of the scenarios, a presentation will be made to the CRA to confirm that they are acceptable and ready for review by other parties.

5. Scenario Review Meetings: With the preliminary scenarios in hand, the team will meet again with the Binney Street Park team and Boston Properties, and also present the scenarios at the monthly city departments meeting to review and receive comments. These comments will be reviewed with CRA and incorporated into the scenarios.

6. Prepare and Evaluate Final Scenarios: The completed scenarios will be finalized and an evaluation against the design goals and criteria will be conducted to confirm that they are successfully responding to the needs of the corridor, and to provide an initial recommendation to CRA on which scenario to proceed with. All existing graphics will be updated and any additional graphics required will be produced to fully represent the designs. A formal presentation will then be prepared for the CRA Board of Directors for final selection and approval of the design concept that will become the basis of the 25% design effort. The decision process will also be documented.

PHASE II - PRELIMINARY DESIGN

Building off the successful process to complete and select a conceptual design scenario, the Alta Team will immediately kick off its preliminary design process.

1. Kick-Off Meeting and Site Walk: The team will lead a kick-off meeting for CRA and its partners to again review the project goals, objectives, and timeline. A site walk to familiarize all parties with the existing conditions and the implications of the proposed design is recommended as final confirmation of the design direction. Any concerns raised by this walk-through will be documented and addressed as part of the 25% design process.

2. Drawing Preparation: The team will focus on the development of the 25% drawings. Using the information developed at the conceptual design level, we will proceed to refine the roadway layout, signalization

and striping, and streetscape plans to the next level of completion and coordination. Also included in this task will be a more detailed evaluation of utility design requirements, lighting for the road, bicycle facility and sidewalks, and more detailed concepts for the green infrastructure components of the design. We anticipate a ten week effort to complete the 25% documents. At the midpoint of this task, the team will conduct a coordination check between all disciplines: advancement of the work will be paused, progress drawings will be prepared and exchanged with all team members, and reviews will be conducted of each discipline's work by all the other disciplines. This step is critical at this early stage of design to reduce the possibility of conflicts and gaps at future stages.

3. Schematic Design Progress Reviews: During the Schematic Design phase, the progress of the design will be reviewed with the city departments at the monthly coordination meetings, and any comments will be fully resolved by the design team and CRA and incorporated into the documents as appropriate.

4. Specifications, QA/QC, Estimates, Permitting, and Project Phasing: At the end of the 25% document development task, the disciplines will prepare outline specifications, focusing on non-standard materials and elements that will require more extensive specification development in the future. With these and the final drawings, the team will conduct a final series of QA/QC checks and interdisciplinary reviews to catch any last coordination items and gaps in the documents.

The documents will also be turned over to the project's cost estimating team to prepare a final estimate for construction. An initial list of project permitting requirements will also be developed for use in future design stages. Finally, guided in part by the cost estimate and permitting process, the team will prepare a recommended phasing plan for the CRA to help in assessing funding strategies and also to guide the development and award of future design contracts.

5. Delivery of 25% Design to CRA: Upon completion of the documents described above, including reviews by CRA to correct any errors and provide clarifications, the team will deliver the full 25% design package to CRA in the forms required for their future use. The Alta team will also make a presentation of the completed 25% to the CRA's Board of Directors for final approval and acceptance of the package.

MEETINGS AND PRESENTATIONS

The above process highlights where Alta feels critical meetings and presentations need to be made to key project stakeholders and other groups, but does not identify every single meeting required. We anticipate the bi-weekly progress meetings with CRA staff and monthly meetings with City of Cambridge agencies, and understand that a number of other community and stakeholder meetings will be required. Alta proposes to work with CRA throughout the design process to identify additional meeting and presentation schedules to best serve the agency and its goals in the advancement of the project.



Project Timeline

TASK	PHASE 1 - PRELIMINARY DESIGN												PHASE 2 - 25% DESIGN																
	WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26		
Task 1: Notice to Proceed																													
1.1: Kick-off Meeting																													
1.2: Review existing survey data; prepare additional survey scope																													
Perform required survey work																													
Task 2: Inventory and Analysis																													
2.1: Review existing user counts, prepare additional scope																													
Conduct user counts (if required)																													
2.2: Initial Meetings:																													
Cambridge committees and groups																													
Binney Street Park																													
Boston Properties																													
2.3: Prepare site analysis documents																													
2.4: Prepare goals, objectives, and evaluation criteria for design																													
Task 3: Preliminary (10%) Design																													
3.1: Develop 3 initial design scenarios																													
3.2: Review design scenarios with CRA, incorporate adjustments																													
3.3: Review design scenarios with:																													
Binney Street Park																													
Boston Properties																													
3.4: Prepare final design scenarios																													
Prepare evaluation of 3 scenarios against criteria																													
Prepare illustrative graphics																													
3.5: Present final design scenarios to CRA board, select preferred option																													
Prepare final documentation of preferred option																													
Task 4: Schematic (25%) Design																													
4.1: Kickoff meeting/site walk																													
4.2: Prepare 25% drawings:																													
Roadway and bikeway																													
Traffic and signalization																													
Streetscape																													
Utilities and lighting																													
4.3: Coordination review																													
4.4: Review schematic design process with Cambridge departments																													
4.5: Prepare 25% level specifications																													
4.6: QA/QC Process																													
4.7: Cost estimate																													
4.8: Project phasing																													
4.9: Deliver schematic (25%) design documents to CRA																													
Task 5: Management and Coordination Meetings																													
5.1: Project management meetings																													
5.2: Monthly City agency meetings																													

LEGEND

- Task Progress
- Meeting / Workshop
- Deliverable

Team Qualifications

The Alta team will manage this project through a collaborative process that provides local resources connected to a national network of skills for specific project tasks. Alta Planning + Design will serve as the prime consultant for this project. Alta has extensive experience planning and designing streetscapes, Complete Streets, city-wide bicycle and pedestrian, trail, greenway, and multimodal transportation plans.

Our team also includes McMahon and HDR, both local to the Greater Boston area. McMahon will lead the traffic and transit tasks, leveraging their experience in Kendall Square. HDR will lead the civil engineering and green/blue infrastructure tasks. Alta, McMahon, and HDR provide a team that can bring not only a successful 25% design, but we can work with CRA to bring the approved plan into final design and implementation.

Please see the full team's resumes in the Appendix.

Alta Planning + Design



Principal-in-Charge Tom Tavella, FASLA, PLA has more than 30 years of experience in land use planning, landscape architecture, and urban design. He skillfully manages design teams to prepare feasibility studies, master

plans, and site plans for downtown redevelopments, streetscapes, parks, and plazas. He uses his interdisciplinary and practical skills to assist communities with reaching their goals in a professional and cost-effective manner.



Project Manager Tom Doolittle, ASLA, PLA is a landscape architect who specializes in the design, implementation, and management of urban infrastructure projects. He works with clients to develop and implement parks, and transportation and infrastructure projects that improve

access to new and existing facilities in urban cores and on academic campuses. One of his focuses is developing appropriate and comfortable pedestrian environments as an essential part of streetscape, highway, and other infrastructure improvements.



Wade Walker, PE, Hon. ASLA has over 30 years of experience restoring livability to streets, working within the movement since its start. He is known for working in charrette settings to cost effectively develop community supported concepts. He is a recognized expert in Complete Streets and often speaks at national conferences on balanced multimodal solutions. He leads Alta's engineering practice in the Mid-South and East Coast and is one of Alta's Complete Streets experts.



Michael Repsch, PE has served as project engineer on a variety of challenging transportation projects throughout the East Coast. Mike's 16 years of experience include aspects of transportation planning and design for a variety

of private, local municipality, and State Department of Transportation clients. He focuses on projects that include roadway and streetscape designs, green infrastructure design, bikeway and pedestrian facility and site design, and highway and multimodal corridor studies.



Phil Goff brings 18 years of urban design, and pedestrian and bicycle facility planning experience to the team. Phil combines his passion for multimodal streetscape design with his keen ability to effectively plan and manage a diverse set of

complex projects. Currently, Phil is finalizing the 'Walk/Bike Northampton' (MA) master plan, overseeing Alta's preliminary redesign for Main Street in Northampton and providing design advisory services for a two-way cycle track project along a major arterial in Buffalo.



Branden Bergeron, PE has a diverse background including transportation engineering, site design, land surveying, and environmental compliance projects for federal, state, municipal, and

private clients. With a primary focus on transportation engineering, Branden has been a designer on new roadway construction, roadway reconstruction, bridge rehabilitation, greenway, and cycle track projects.



Katie Lloyd, PLA has a passion for public engagement, placemaking, community design, wayfinding, and public art projects from conception to completion. She has worked on greenway feasibility studies, construction documents, streetscape design, charrettes, and Complete Streets plans, as well as bicycle and pedestrian planning projects.



Nick Falbo is a senior planner who specializes in the next generation of protected bike lanes, shared space streets, and transit oriented Complete Streets. Nick contributed to and illustrated the NACTO *Urban Bikeway Design Guide*, the definitive guide to integrating bikeways into the fabric of North American cities. Nick is shaping the field by popularizing future bikeway and intersection design, with an emphasis on inter-national best practice and evidence-based decision making.

McMahon Associates



Christi Apicella, AICP has more than 17 years of experience in transportation planning and community development for both public and private clients. Her expertise includes strategic transportation and community development plans, transportation demand management, parking analyses, public/private partnerships, and public outreach.



Philip Viveiros, PE, PTOE has 17 years of experience in the transportation planning and engineering fields. He prepares traffic signal designs, signing and pavement marking plans, traffic management plans, and contract specifications, estimates, and bid documents. He has performed peer reviews of various development projects for several Massachusetts municipalities, as well as contributed to truck exclusion studies and master planning efforts. Phil currently serves on a team for an On-Call Transportation Services Contract for the City of Cambridge.



Liz King, ASLA works collaboratively at the interface of design, science, and public engagement. She holds a master's degree in landscape architecture from the University of Oregon and a master's degree in biology from Penn State University. Her areas of interest include green infrastructure design and maintenance, regional planning, ecological research, meeting facilitation and public outreach, illustration, and spatial analysis.



Matthew P. Starkey, EIT is an avid bicyclist with a passion for developing better bicycle facilities. Matthew has contributed to a variety of transportation planning and traffic engineering projects.



Christine Ann Palmer, PE, PTOE has over 29 years of involvement in transportation and traffic engineering. Her experience includes design of roadway reconstruction and rehabilitation projects in both urban and rural settings.



Sandra Clarey has over 12 years of experience in multimodal transportation planning in the US, Ireland, and Australia. Sandra specializes in transit planning and design, primarily for bus operations, but her background in traffic

and transportation planning gives her an edge on projects where improvements for all modes is being considered and a holistic approach is required.

HDR, Inc.



Jerry Friedman, PE, ENV SP has over 32 years experience in the design of urban infrastructure such as roadways, utilities, parks, pedestrian and bicycle facilities and traffic calming elements. Jerry has managed projects for

the City of Cambridge that have included significant designs of Harvard Square, Porter Square, Fresh Pond Parkway, Western Avenue, Huron Avenue, Brookline Street, Blanchard Road, and Kendall Square.



Julie Stein, ENV SP is the Northeast Stormwater and Sustainability Lead for HDR's Water Business Group. She manages multi-disciplinary teams to complete resiliency, green infrastructure and stormwater

management planning projects. Prior to joining HDR, Julie was the Director of Wet Weather Planning and Water Quality Policy in the Bureau of Environmental Planning and Analysis for New York City Department of Environmental Protection, where she co-authored the DEP Wastewater Resiliency Plan and NYC Green Infrastructure Plan and Mayor Bloomberg's PlaNYC and Sustainable Stormwater Management Plan.



Todd Undzis, PE is a Senior Project Engineer with over 19 years experience in the design of drainage, utilities, and general site and roadway design. For the Boston Transportation Department, he is managing the final design

of the Audubon Circle Project. This is a significant streetscape and urban design project incorporating a number of Green Infrastructure features such large biofiltration planters; and a series of subsurface water quality chambers to capture and treat roadway runoff.



Travis Lucia, EIT is a Civil Engineer specializing in various areas of site civil and utility design, and resident engineering. He has worked continuously on City of Cambridge projects over the course of his career. For Cambridge, he is

serving as Project Engineer for the Alewife Bicycle/Pedestrian Bridge Feasibility Study and providing construction phase services for the Kendall-Main Street, Western Avenue, and Huron "B" projects.

Project Experience



DESIGN AND CONSTRUCTION DOCUMENTS FOR PROTECTED BIKE LANES, CHATTANOOGA, TN

Alta led the transportation planning element of the Center City master planning effort and facilitated stakeholder meetings while developing recommendations for motor vehicle circulation, transit, walking, and bicycling. Key recommendations included road and lane diets to right-size roadways while reallocating pavement for other uses, such as biking and parking facilities and enhanced streetscapes, transit enhancements related to the downtown electric shuttle circulator, and implementation of a shared parking policy in conjunction with new garages as part of the redevelopment of key parcels. One initiative, the implementation of a road diet and streetscape along Broad Street to provide a cycle track and additional on street parking, was recommended for implementation immediately, and Alta developed the construction documents that included design of curb and gutter, lighting and traffic signals, sidewalks and crosswalks, ADA ramps, and signage and striping for the reconfiguration of Broad Street to accommodate the cycle track. Construction was completed in November of 2015.

Client: City of Chattanooga

Dates: 2013-2015

Contact: Bert Kuyrkendall, City Transportation Engineer, (423) 425-6311, kuyrkendall_b@chattanooga.gov

Alta also developed construction documents for the Virginia Avenue Neighborhood Greenway, and concepts for shared streets on both St. Elmo Avenue and Broad Street. The team facilitated community meetings and stakeholder sessions as part of the project. The successful implementation of this project dramatically increases the lane miles of protected facilities in Chattanooga.



WESTERN AVENUE INFRASTRUCTURE AND SURFACE ENHANCEMENTS, CAMBRIDGE, MA

HDR managed the surface infrastructure design of a project to renew aging surface and subsurface infrastructure in a corridor critical to both local and regional needs. Holistic, integrated solutions will bring Western Avenue into the 21st Century by providing balanced transportation opportunities, environmentally sustainable stormwater solutions, and enhanced neighborhood amenities.

As leader of the surface team, HDR spearheaded an effort which included comprehensive inventory and assessment of existing transportation and urban design conditions, including parking and curb use, vehicular, transit, pedestrian, and bicycle operations and issues, accessibility compliance, street tree health, lighting adequacy, and general level of neighborhood amenities.

Working with a Citizens Advisory Committee and other stakeholders, the team developed five potential options for the corridor. The concepts were evaluated against the project's goals of maintaining reasonable vehicular capacity on this important regional arterial, while at the same time re-emphasizing Western Avenue's roles as an important "Main Street" for this densely settled neighborhood, and as a key connector to the Charles River Basin for cyclists and pedestrians.

The design incorporated innovative features including a raised, pervious asphalt cycle-track; rain gardens; and transit amenities including curb-extension bus stops and shelters. In recognition of the Western Avenue's function as a "front-yard" for neighbors, the design also included significant urban design and landscape benefits, including an expansion to James Cronin Park (accomplished through reduction in un-needed roadway pavement width; new trees and planters throughout the corridor, and introduction of a mix a roadway scale and pedestrian scale lighting.

The project was the recipient of a Silver "Engineering Excellence" award from the American Council of Engineering Companies, and was named "Americas Best New Bike Lane" for 2015, by the organization People for Bikes.

Client: City of Cambridge

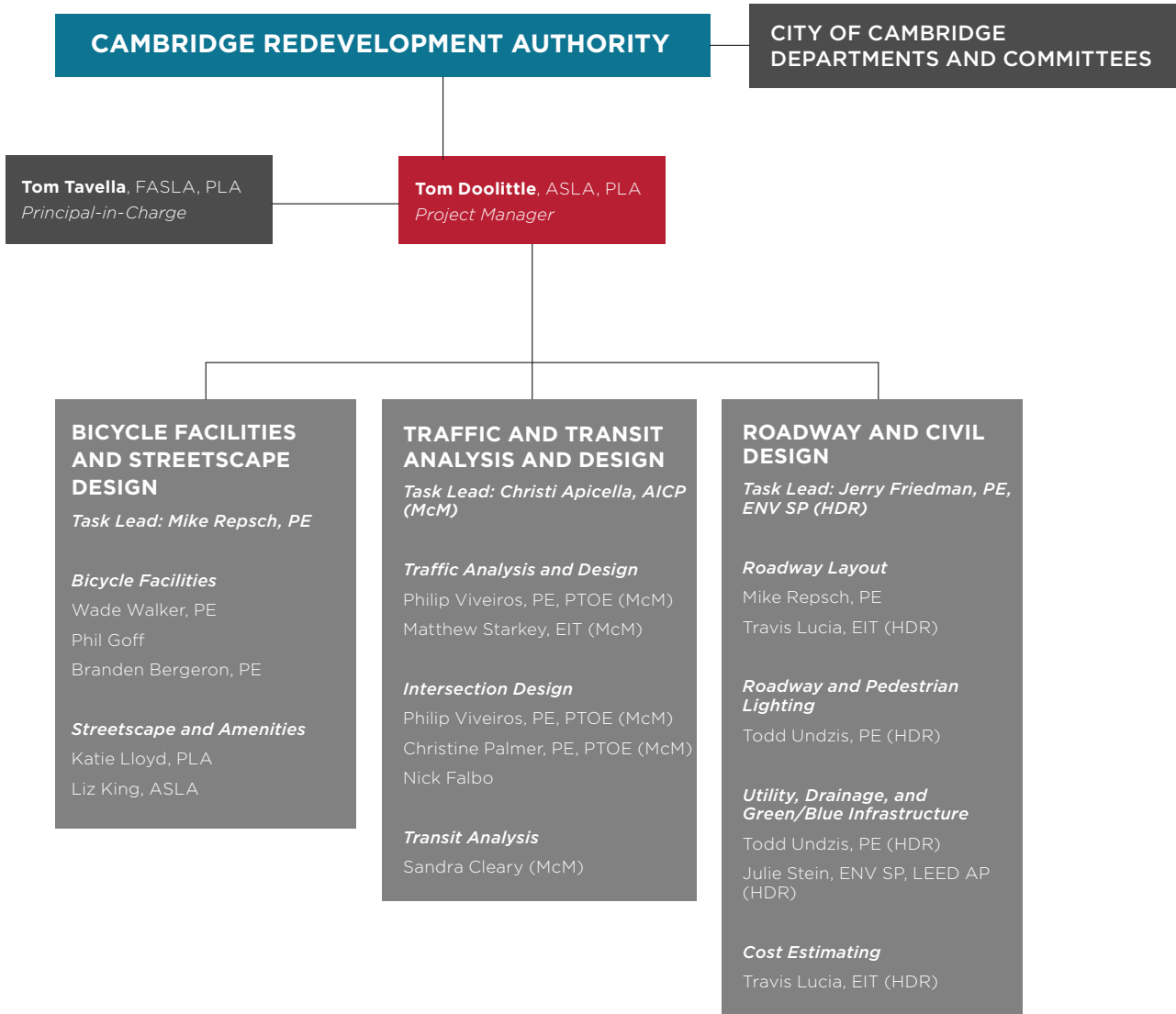
Dates: 2009 - 2016

Contact: Kathy Watkins, City Engineer, (617) 349-4751



FIRST HILL CYCLE TRACK, BROADWAY, SEATTLE, WA

Appendix: Organizational Chart



All staff are associated with Alta Planning + Design unless otherwise noted.
McM: McMahon Associates
HDR: HDR, Inc.

Resumes



Tom Tavella, FASLA, PLA, LEED AP Principal-in-Charge

Tom Tavella has more than 30 years of experience in land use planning, landscape architecture, and urban design. He skillfully manages design teams to prepare feasibility studies, master plans, and site plans for downtown redevelopments, streetscapes, parks, and plazas. His ability to work with civil engineers, architects and contractors enables him to achieve functional and aesthetic design solutions. Tom consistently embraces sustainable philosophies and technologies and is a strong proponent of healthy communities through design. He uses his interdisciplinary and practical skills to assist communities with reaching their goals in a professional and cost-effective manner.

EDUCATION

BS, Environmental Design, University of Massachusetts, 1985

AAS, Forestry, Paul Smiths College

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2014-

ASLA National President, 2013

President Tavella Design Group, 2013, 2008-2010

Fuss & O'Neill, 2010-2013

BSC Group, 2003-2008

Diversified Technology Consultants, 1994-2003

Tate and Associates, 1992-1994

PROFESSIONAL REGISTRATIONS

Professional Landscape Architect: CT, MA, RI, NY, NC, AR, VT, NJ, DE, MD, MI

CLARB Certified

LEED Accredited Professional

RELEVANT EXPERIENCE

GERMANTOWN STREETScape DESIGN, MEMPHIS, TN

Tom served as Landscape Architect during the multi-day charrette for this project focused on elevating standards and Complete Streets plan for the Central Business District (CBD) and Old Germantown. This effort is the catalyst for redevelopment that is more walkable and that creates an identity that is unique to Downtown Germantown. The deliverables include a specific streetscape plan for Old Germantown Road, and Urban Design Guidelines and a Complete Street policy for the Central Business District.

AUGUSTA STREET STREETScape, GREENVILLE, SC

Tom was the Senior Advisor for this three-day charrette to redesign the downtown streetscape. The recommendations better accommodate pedestrians and extend the character of Main Street. Tom participated in the public input process and advised on the production of the design and construction documents.

STRATFORD TOWN CENTER COMPLETE STREETS PLAN, CT

Tom is the Project Manager for this plan that is building off of Stratford Town Center's Transit Oriented Development Plan and redevelopment district to guide the next set of investments in the area: improving the street environment, connectivity, and safety for all users. It includes assessing transit and recommendations for revisions to bus routes, bus stops, bus headways, and transit amenities, as well as the adequacy of pedestrian and bicycle facilities in the study area. Recommendations such as safe sidewalks, curb ramps, high visibility crosswalks, pedestrian signals and phasing, bike lanes and routes, green infrastructure, and adequate street lighting are being developed to create a more unified and connected Town Center.

EL PASO AVENUE COMPLETE STREET, RUSSELLVILLE, AR*

Tom was the Lead Landscape Architect for the design and development of construction documents for the El Paso Avenue Complete Street project. The project includes development of one of the first one-way cycle tracks in the Southeast, use of rain gardens for stormwater control, sidewalk and travelway reconstruction, and implementation of pedestrian-scale lighting and a high level of streetscape to reinforce the connection between Downtown and the University. The project included development of a gateway raised intersection at the south entry to Arkansas Tech to enhance the connection between downtown and the university.

**Completed prior to joining Alta*



Tom Doolittle, ASLA, PLA, LEED AP Project Manager



Tom is a landscape architect who specializes in the design, implementation, and management of urban infrastructure projects. He works with government agencies to develop and implement parks and transportation and infrastructure projects that improve access to new and existing facilities in urban cores and on academic campuses. One of his focuses is developing appropriate and comfortable pedestrian environments as an essential part of streetscape, highway, and other infrastructure improvements. He has a strong understanding of the complexities of transportation systems and the urban environment and brings his skills as a landscape architect in planning, design, and communication to crafting exceptional solutions that are highly functional and aesthetically pleasing.

EDUCATION

BLA, Landscape Architecture, Ball State University, with Honors, Minor in Natural Resources, 1983

BS, Environmental Design, Ball State University, 1983

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2016-

Boston Architectural College, 2014-

Kleinfelder, 2013-2016

Gilbane Building Company, 2007-2013

PROFESSIONAL REGISTRATIONS

Professional Landscape Architect: CT (#511), MA (#835), ME (#LAR4200)

CLARB Certified (#7302)

LEED Accredited Professional

RELEVANT EXPERIENCE

VASSAR STREETScape IMPROVEMENT PROJECT, CAMBRIDGE, MA*

Tom was the Principal-in-Charge for the design of the reconstruction of and improvements to this one-mile long urban street in the heart of the MIT campus. The project included widened sidewalks with new street lighting, street tree plantings, decorative pavement, and a one-way cycle track. Speed tables and enhanced lighting and paving were incorporated at mid-block pedestrian crossings to emphasize these locations to motorists. The project also included relocation of overhead lines to underground duct banks and relocation of existing underground utilities to accommodate tree planting and other site furnishings.

CENTRAL ARTERY/TUNNEL PROJECT: CENTRAL AREA SURFACE RESTORATION, BOSTON, MA*

Tom was the lead landscape architect for the development of alignments and design guidelines for the new surface street system over the highway tunnel corridor, and the preliminary design of over four miles of streetscape along these new roads. Design features of the streetscapes include historically appropriate paving treatments, new street lighting systems, appropriate street furnishings, and full street tree plantings utilizing a state-of-the-art treeway system. The design process included extensive public participation and multiple public reviews, and was completed with consensus on the design concept among the state and city agencies and organizations representing area businesses and residents.

CHINATOWN PARK, BOSTON, MASSACHUSETTS*

Tom served as Managing Principal for development of 15% design for a 3/4 acre park to be built over the Dewey Square Tunnel at the Chinatown Gate as part of the Rose Kennedy Greenway. Responsibilities included contract management, coordination with client (Massachusetts Turnpike Authority/Central Artery Project) and city agencies, design review, subconsultant coordination, and public process development and implementation.

ALLSTON CAMPUS DEVELOPMENT INFRASTRUCTURE PROGRAM, MA*

Tom was the owner's Project Manager for infrastructure projects for the build-out of Harvard's property in Allston, across the Charles River from the main campus and adjacent to the Harvard Business School and the university's athletics center.

**Completed prior to joining Alta*



G. Wade Walker, PE, Hon. ASLA

Senior Advisor



Wade has over 30 years of experience restoring livability to streets, working within the movement since its start. He is known for working in charrette settings to cost effectively develop community supported concepts. He is a recognized expert in Complete Streets and often speaks at national conferences on balanced multimodal solutions. He leads Alta's engineering practice in the Mid-South and East Coast and is the firm's national Complete Streets expert.

EDUCATION

MS, Transportation Systems, University of Central Florida, 1994

BS, Civil Engineering, University of Arkansas, 1991

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2013-

Fuss & O'Neill, 2009-2013

Kubilins Transportation Group, 2005-2009

Glatting Jackson Kercher Anglin Lopez Rinehart, 1993-2005

PROFESSIONAL REGISTRATIONS

Professional Engineer, NC (035533), FL (51535), MS (20621), TN (00115128), SC (30539)

RELEVANT EXPERIENCE

DESIGN/CDS FOR PROTECTED BIKE LANES, CHATTANOOGA, TN

Wade led the design of over eight miles of protected bike lanes in Chattanooga. After participating in the Center City charrette, Alta has been asked to provide construction documents for the proposed cycle track concept developed as part of the charrette, as well as cycle track plans for seven more facilities. Alta developed CDs for the Virginia Avenue Neighborhood Greenway and the completed Broad St. cycle track, as well as concepts for shared streets on both St. Elmo Ave and Broad St. Alta has facilitated community meetings and stakeholder sessions as part of the project.

HAMPLINE PARK TO PARK CONNECTOR, MEMPHIS, TN

Wade worked on a team with Looney Ricks Kiss, Alta, and Powers Hill Design to develop a concept to connect the existing 6.5-mile Shelby Farms Greenline to Overton Park in Midtown Memphis. He developed final construction documentation for a two-way cycle track. The construction includes resurfacing the existing roadways, reallocating the pavement for the cycle track and median separators, modifying traffic signals to provide dedicated bicycle signal heads, and improving sidewalks, lighting, and streetscape elements.

EL PASO AVENUE COMPLETE STREET IMPLEMENTATION, RUSSELLVILLE, AR*

Wade served as the project manager to develop one of the first cycle tracks in the Southeast. The project used rain gardens for stormwater control and included sidewalk and travel way reconstruction, implementation of pedestrian-scale lighting, and a high level of streetscape to reinforce the connection between downtown and nearby Arkansas Tech University. Wade also developed an intersection at the south entry to the university to create a gateway and enhance the connection to downtown.

CHATTANOOGA CITY CENTER CHARRETTE, TN

As Project Manager, Wade led the transportation planning element of this master planning effort and facilitated stakeholder meetings while developing recommendations for motor vehicle circulation, transit, walking and bicycling, transportation demand management and parking. Some recommendations included road and lane diets to right-size roadways while reallocating pavement for other uses, such as biking and parking facilities and enhanced streetscapes, transit enhancements. A shared parking policy in conjunction with new garages on a redevelopment of key parcel was also developed.

**Completed prior to joining Alta*



Mike Repsch, PE

Senior Engineer



Mike has served as senior transportation engineer on a variety of challenging transportation projects throughout the East Coast. Mike's 16 years of experience include aspects of transportation planning and design for a variety of private, local municipality, and State Department of Transportation clients, including MassDOT. He spearheaded multi-disciplinary transportation projects from inception through design and development. He focuses on projects that include roadway and streetscape designs (drainage, bridges, traffic signals, utilities, lighting, traffic control during construction, and landscapes), green infrastructure design, bikeway and pedestrian facility and site design, highway and multimodal corridor studies, area-wide traffic circulation studies, roadway feasibility analyses, access planning for pedestrians, bicyclists, and people with disabilities, localized traffic impact evaluations, and transportation system improvements.

EDUCATION

ME, Environmental Engineering, University of Hartford, 2001

BS, Civil Engineering, University of Hartford, 2000

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2013-

Fuss & O'Neill, 2008-2013, 2000-2001

BSC Group, 2001-2008

PROFESSIONAL REGISTRATIONS

Professional Engineer:
 CT (#25098), MA (#51298), NC (#33609), VA (#0402053544), IL (#062066470), SC (#31691), GA (#039011), MD (#47150), FL (#79870), DE (#20331)

RELEVANT EXPERIENCE

DESIGN/CDS FOR PROTECTED BIKE LANES, CHATTANOOGA, TN

Both Project Manager and Project Engineer, Mike is designing over eight miles of protected bike lanes in Chattanooga, including a traffic study of 37 signalized intersections, as well as the redesign of those traffic signals to provide bicycle signals and required modifications due to the proposed separated bike lanes. Alta also developing construction documents for the Virginia Avenue Neighborhood Greenway, and concepts for shared streets on both St. Elmo Avenue and Broad Street. Alta has been responsible for facilitating community meetings and stakeholder sessions as part of the project.

THE HAMPLINE PARK TO PARK CONNECTOR, MEMPHIS, TN

As Project Engineer, Mike has developing construction documents to connect the existing 6.5-mile-long Shelby Farms Greenline to Overton Park in Midtown Memphis, bridging a 1.85-mile-long gap in bicycle facilities. The project will accomplish the installation of a two-way separated bike lane, including resurfacing the existing roadways, restriping the roadways for the separated bike lane, a shared-use path connection, drainage and sidewalk improvements, modifying traffic signals to provide dedicated bicycle signal heads, and providing raised dividers to separate bicycles from vehicular traffic.

EL PASO AVENUE COMPLETE STREET, RUSSELLVILLE, AR*

Mike was the Project Engineer for the development of construction documents for the El Paso Avenue Complete Street project. The project included development of one of the first one-way cycle tracks in the Southeast, use of rain gardens for stormwater control, sidewalk and travelway reconstruction, and implementation of pedestrian-scale lighting and a high level of streetscape to reinforce the connection between Downtown and the University.

N STREET CYCLE TRACK DESIGN, LINCOLN, NE

Mike served as Traffic Engineer for the design of a two-way separated bike lane for the City of Lincoln that connects the up-and-coming Haymarket District to the Billy Wolf Trail through the heart of downtown. Mike provided traffic analysis and timing designs for bicycle signals at ten signalized intersections.

**Completed prior to joining Alta*



Phil Goff, LEED AP

Senior Planner



Phil brings 18 years of urban design, pedestrian and bicycle planning and advocacy experience to the team. As manager of Alta's Cambridge office, he merges his passion for trails and multimodal streetscape design with his keen ability to effectively manage a diverse set of complex projects. Phil uses his architecture and urban design background to design and manage master-planning projects for cities and towns large and small. His sincere passion for making cities and towns more lively, bike-friendly, and sustainable places for people represents a common theme in his work.

EDUCATION

Master of Architecture in
Urban Design, University
of Oregon, 1998

Bachelor of Architecture,
Syracuse University, 1991

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,
2009–

Goody Clancy and
Associates, 2005–2009

City of Portland, OR
Bureau of Planning,
2001–2004

Crandall/Arambula PC,
1998–2001

Adjunct Faculty – Master
of Urban and Regional
Planning, Portland State
University, 2003–2004

PROFESSIONAL LEADERSHIP

Founding Board
Member, LivableStreets
Alliance

Founder and Chair, East
Arlington Livable Streets
Coalition

Association of
Pedestrian and Bicycle
Professionals

RELEVANT EXPERIENCE

NORTHAMPTON BICYCLE AND PEDESTRIAN PLAN, MA

Phil is Project Manager leading the development of a citywide pedestrian and bicycle master plan for Northampton. This 9-month planning effort will be incorporated into the City's Comprehensive Plan to guide investments in infrastructure and program for the next 20 years. The contract includes the preliminary design recommendations for Main Street downtown to include wider sidewalks, separated bike lanes, and streetscape enhancements.

CHARLES RIVER BASIN CONNECTIVITY PLAN, MA

Alta worked with the MassDOT and DCR to develop a plan that addresses the needs of pedestrians and cyclists along an eight-mile stretch of the Charles River Basin in Boston, Cambridge and Watertown. Led by Phil, Alta's multi-year effort included recommendations for new paths along the river, in addition to enhanced pedestrian and bike connections to the adjacent neighborhoods and ten bridges across the Charles River. The current Connectivity Study effort is putting specific emphasis on the Charlesgate interface, with the goal of connecting the Charles River Esplanade with the Emerald Necklace.

CITY OF BUFFALO BICYCLE FACILITY MASTER PLAN, NY

Phil served as Project Manager working with the City of Buffalo and local advocacy organization, GObike Buffalo, to update the City's Bicycle Facilities Master Plan. He oversaw GIS-based equity mapping analysis, a review of existing and currently-planned bikeways, and development of a revised citywide bike network. He also helped to develop recommended designs for the ten prioritized bikeway corridors, new guidelines for bike parking, and an implementation strategy for the prioritized projects. One of the ten prioritized corridors has been funded by NY State DOT and is currently in final design. Alta is working with a local engineer and Stoss to develop an innovative streetscape that includes a road diet and parking-protected two-way cycle track.

WEST COMMERCIAL STREET MULTIMODAL CORRIDOR PLAN, PORTLAND, ME

Phil worked closely with the City of Portland, PACTS and local stakeholders along the marine-industrial corridor to develop a plan for improvements along West Commercial Street. Phil created a careful balance between the needs for truck access and loading with city and community desires for a more walkable and bikable corridor along the waterfront.



Branden Bergeron, PE

Project Engineer



Branden has a diverse background including transportation engineering, site design, land surveying, and environmental compliance projects for federal, state, municipal, and private clients. With a primary focus on transportation engineering, Branden has been a designer on new roadway construction, roadway reconstruction, bridge rehabilitation, greenway, and cycle track projects. As part of the roadway design process, Branden has performed drainage analysis and design, roadway geometric design, and the design of maintenance and protection of traffic measures. In addition to design, Branden also performed in-depth reviews of roadway plans prepared by other consulting engineers as part of the State of Connecticut DOT Consultant Liaison Engineer program.

EDUCATION

MS, Transportation and
Urban Engineering,
University of
Connecticut, 2010

BS, Civil Engineering,
University of
Connecticut, 2008

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,
2015–

CME Associates,
2013–2015

Fuss and O'Neill,
2010–2013

PROFESSIONAL REGISTRATIONS

Professional Engineer:
CT (#29726)

RELEVANT EXPERIENCE

WOLF RIVER GREENWAY, MEMPHIS, TN

Branden is serving as a Project Engineer for the design of the Wolf River Greenway from North Highland Street to Kennedy Park. The project includes asphalt trails, a two-way cycle track, a new park roadway and entrance road off of N. Highland, new and reconstructed parking lots, an unpaved loop trail, an ADA accessible walk to a boat ramp, ten trail bridges with culverts, retaining walls, parking lot lighting, security cameras, restoration of Harrington Creek, a signage system, RRFB's, HAWK signals, and bicycle signals. Particular care was required during the design of sedimentation and erosion control measures due to the proximity of the trail to the Wolf River and the River's status as being impaired by sediment.

LOWERRE-YONKERS RAIL TRAIL CONSTRUCTION DOCUMENTATION, YONKERS, NY

Branden served as Project Engineer for the design of 3,200 linear feet of multi-use trail along a historic rail line in the Lowerre Neighborhood. The project incorporates a park along the trail, a raised crosswalk, a roadway crossing with curb extensions, and pedestrian and cyclist safety improvements at an existing five-leg intersection.

EL PASO AVENUE COMPLETE STREET, RUSSELLVILLE, AR*

Branden served as Project Engineer to develop construction documents for this reconstruction project which included one of the first one-way cycle tracks in the Southeast. Additional elements of the project include rain gardens for stormwater control, sidewalk and travelway reconstruction, and implementation of pedestrian-scale lighting and streetscape to reinforce the connection between Downtown Russellville and Arkansas Tech University. The project also included a gateway raised intersection at the south entry to Arkansas Tech.

JOHN STREET BRIDGE REPLACEMENT, GREENWICH, CT*

Branden assisted the Project Engineer with roadway design elements and drainage improvements related to the replacement of the John Street Bridge over the Et Branch of the Byram River.

**Completed prior to joining Alta*



Nick Falbo

Bikeway Facilities Design Planner



Nick is a senior planner at Alta Planning + Design, specializing in the next generation of protected bike lanes, shared space streets, and transit oriented Complete Streets. Nick contributed to and illustrated the NACTO Urban Bikeway Design guide, the definitive guide to integrating bikeways into the fabric of North American cities. Nick is a NACTO Certified Trainer, one of the limited set of professionals endorsed by NACTO to conduct trainings and seminars on the Urban Street Design Guide and Urban Bikeway Design Guide. He is adept at creating clear, graphically rich design guidelines that highlight what facilities could look like with ideal dimensions, and the policy and background information for the design. His guidelines can be easily understood by transportation engineers, agency staff, and the general public.

EDUCATION

MURP, Portland State University, 2011

BFA, University of Oregon, 2002

PROFESSIONAL HIGHLIGHTS

NACTO Certified Trainer, 2015

Instructor, Portland State University School of Urban Studies and Planning, 2014

Alta Planning + Design, 2010-

Transportation Planning Assistant, City of Portland Bureau of Transportation, 2010-2011

PROFESSIONAL ORGANIZATIONS

Association of Pedestrian and Bicycle Professionals

RELEVANT EXPERIENCE

PROTECTED INTERSECTION DESIGN, SALT LAKE CITY, UT

Nick developed early concept through preliminary design drawings to support Salt Lake City's first protected intersection at the intersection of 200 West and 300 South in downtown Salt Lake City. Nick worked with the city early on, creating exploratory concept drawings to help the city examine different geometry, lane configuration and required dimensions. As design details were decided on, Nick provided feedback, review and commentary on their preliminary design and construction drawings to help the city make sure one of the first in the country was also the best in the country.

NACTO CITIES FOR CYCLING URBAN BIKEWAY DESIGN GUIDE

The National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide provides knowledge, references, and design guidance for the development of innovative bikeway facilities. Nick assembled the initial draft of written guidance for the NACTO bikeway treatments, and created the best practice annotated design drawings and illustrations displayed in the final publication. Nick was responsible for integration of guidance into the website format, and worked closely with the web developers to make sure guidance references, treatment illustrations, and example photographs were presented in a clear, easy to access format.

SAFE AND COMPLETE STREETS, SEATAC, WA

As part of the CDC's Communities Putting Prevention to Work program, the City of SeaTac sought to strengthen and enhance their city bikeway and walkway network. Through field visits and GIS analysis, Nick worked closely with Alta's senior planner to establish a recommended bikeway and pedestrian network for the town, emphasizing access to community resources, employment centers, and transit stations.

EDMONTON COMPLETE STREET GUIDELINES, ALBERTA, CANADA

Nick created a set of design guidelines for integrating transportation and land use and encouraging active transportation while providing an appropriate urban design aesthetic. Nick helped develop the process for evaluating and designing Complete Streets, and illustrating typical streetscapes and key street enhancements to assist roadway designers in creating streets that serve all people.



Katie Lloyd, PLA *Landscape Architect*



With a background in both Fine Arts and Landscape Architecture, Katie Lloyd has a passion for public engagement, placemaking, community design, wayfinding, and public art projects from conception to completion. Katie joined Alta in 2014, bringing a background in public and private sector design. While working for Alta, she has worked on greenway feasibility studies, construction documents, streetscape design, charrettes, and Complete Streets plans, as well as bicycle and pedestrian planning projects. In addition to a passion for placemaking and active transportation, Katie has devoted much of her academic career to agricultural systems and food access, resulting in a graduate thesis focused on family farming and numerous food-targeted public art projects.

EDUCATION

MLA, Landscape Architecture, Clemson University, 2013

BFA, Fine Arts: Sculpture, Winthrop University, Summa Cum Laude, 2009

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2014–

Project Designer, Familiar Workshop, 2013-2014

Landscape Architect/Designer I, Merrick & Company, 2013–2014

Landscape Architecture Intern, City of Greenville, SC, 2012-2013

Project Coordinator, a.LINE.ments studio at Clemson University, 2010-2013

PROFESSIONAL REGISTRATIONS

Professional Landscape Architect: SC (#1335)

RELEVANT EXPERIENCE

MAIN STREET STREETScape, MIDLAND, MI

Alta is working with the Michigan Baseball Foundation to produce a master plan for Main Street Midland, MI. The plan provided a range of design solutions to enhance the downtown character and provide more opportunities for pedestrians. Katie participated in the design charrette, which included collaboration with town staff, business owners, and local officials.

VISTA GREENWAY, COLUMBIA, SC

Katie worked with Alta designers and engineers to produce 100% construction documents and cost estimates for the City of Columbia. The bid set included a half-mile shared use path, park connections, and retaining walls with seating, as well as a trail head.

GCEDC CORRIDOR (SWAMP RABBIT TRAIL EXTENSION), GREENVILLE, SC

Katie worked with Alta designers and engineers to produce 50% construction documents and cost estimates for Upstate Forever and Greenville County, SC. The set included a design drawings for section of a four-mile shared use path, with local connectors.

FOLLY ROAD CORRIDOR STUDY, CHARLESTON, SC

Alta is working with the Berkeley-Charleston-Dorchester Council of Governments to enhance multimodal transportation opportunities, ease traffic congestion, and improve the aesthetics of the Folly Road Corridor which connects Charleston, James Island, and Folly Beach, SC. Katie helped facilitate a week long charrette which resulted in a range of short- and long-term solutions for the corridor, while producing graphics for the final plan.

NORTH ANTHONY CORRIDOR STUDY, FORT WAYNE, IN

Alta is working with the City of Fort Wayne, Indiana to provide safer facilities for walking and bicycling along two miles of the North Anthony Boulevard Corridor, while easing traffic speeds and congestion. Katie participated in a 3-day charrette which resulted in a range of near and long term solutions for the corridor, while producing graphics for the final plan.



Liz King, ASLA Designer



Liz enjoys working collaboratively at the interface of design, science, and public engagement. Prior to joining Alta, Liz worked in academia and the public sector, gaining experience across multiple scales. Her professional experience and areas of interest include green infrastructure design and maintenance, regional planning, ecological research, meeting facilitation and public outreach, illustration, spatial analysis, and project management.

EDUCATION

MLA, University of Oregon, 2013
MS, Biology, Penn State University, 2007
BS, Biology, Penn State University, 2007
Minor, Geographic Information Systems, Penn State University, 2007

PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2016–
Resilience Specialist, New York Department of State, Office of Planning & Development, 2015-2016
NOAA Coastal Management Fellow, New York Department of State, Office of Planning & Development, 2013-2015
Science and Design consultant, FLEXE Science Education Program, Penn State University, 2008-2010
Research Scientist, Penn State University, 2008-2010

RELEVANT EXPERIENCE

LOWERRE RAIL TRAIL, YONKERS, NY

Alta designed the first phase of the Lowerre Rail Trail (approximately 0.5 miles). When completed, the five-mile rail trail will provide pedestrians and cyclists with a safe, accessible connection between New York City's Van Cortlandt Park and Yonker's downtown waterfront. Liz led the design and development of construction drawings for the planting plan, which includes a palette of native plants, a rain garden for improved site drainage, and a pollinator garden.

GREEN INFRASTRUCTURE TRAINING, ALBANY, NY*

Liz worked with NOAA's Office for Coastal Management to organize and successfully deliver a full-day green infrastructure training for 60 individuals from 15 different state and local organizations.

NEW YORK DEPARTMENT OF STATE'S GEOGRAPHIC INFORMATION GATEWAY, NY*

Working with the New York Department of State's Office of Planning and Development, Liz managed a team of consultants and internal staff to design and develop a new website that makes the Office's geographic data publicly accessible. She led the UI/UX design, established written, graphic, and data standards, wrote and illustrated public outreach material, and built partnerships with government and not for profit organizations to market the new website.

GREEN INFRASTRUCTURE RESEARCH, STATEN ISLAND BLUEBELT, NY*

Liz secured funding from the Garden Club of America to evaluate the performance of seven stormwater wetland sites in Staten Island's Bluebelt system. Performance was measured by collecting and analyzing water quality samples and by quantifying vegetation change over time. Liz partnered with the New York City Department of Environmental Protection's Staten Island Bluebelt Unit and the Interstate Environmental Commission throughout the study to define project objectives, vet study methodology, and inform final management recommendations. Research findings were synthesized into a final report, including succinct vegetation management and site design recommendations to increase stormwater wetland's ability to improve water quality..

**Completed prior to joining Alta*



Christi Apicella, AICP

Transportation Planner



Christi has more than 17 years of experience in transportation planning and community development for both public and private clients. Her expertise includes strategic transportation and community development plans, transportation demand management, parking analyses, public/private partnerships, and public outreach. In her prior role as senior planner at the Medical Academic and Scientific Community Organization, Inc. (MASCO), she provided planning, development, and transportation assistance to 22 institutions in the Longwood Medical and Academic Area of Boston. She is also a former director in the City of Somerville, MA Office of Housing and Community Development.

EDUCATION

Master of Urban Planning, University of Michigan, 1996

BA, Geography, University of Arizona, 1994

PROFESSIONAL AFFILIATIONS

American Planning Association

APA – MA Chapter Board of Directors, Southeast Region Representative

American Institute of Certified Planners, Member

Massachusetts Association of Consulting Planners, Member

Franklin (MA) Downtown Partnership, Member

Town of Franklin, MA 2013 Master Plan Committee

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (#105073)

RELEVANT EXPERIENCE

DESIGN SERVICES FOR THE KENDALL SQUARE/MAIN STREET PROJECT, CITY OF CAMBRIDGE, MA

As lead transportation planner, Christi guided the data collection and technical analysis for transportation improvements in Kendall Square. The project included analysis and design of a new street connection to improve transit connections and access to Main Street. She developed a range of options to accommodate traffic and bus service, while prioritizing pedestrian and bicycle access. Christi completed an evaluation of the trip generation and associated transportation impacts of a range of zoning scenarios for the Kendall Square – Central Square (K2C2) Master Plan. She led the data collection and analysis of options for a proposed pedestrian crossing on Main Street/Broadway, east of Kendall Square, as part of a “gateway” to the City of Cambridge.

EZRIDE SHUTTLE SERVICE PHASE III STUDY, CHARLES RIVER TRANSPORTATION MANAGEMENT ASSOCIATION (CRTMA), CAMBRIDGE, MA

As Project Manager, Christi assisted the CRTMA in evaluation of its EZRide private shuttle service in Cambridge. She was responsible for overseeing the development of a passenger survey, analysis of ridership data, evaluation of future ridership potential, and developing recommendations for short and long-term service improvements.

KENDALL SQUARE MOBILITY TASK FORCE PLAN, MASSDOT, CAMBRIDGE, MA

Christi was lead transportation planner to enhance mobility to, and within Kendall Square to support continued development of this area as a biotech/high tech regional job center. The study focuses on development of transit, bike and pedestrian alternatives to travel by single-occupancy vehicle.

“GROUNDING MCGRATH” STUDY, MASSDOT, SOMERVILLE AND CAMBRIDGE, MA

As Project Manager, Christi was responsible for managing a team of multi-disciplinary professionals to evaluate the feasibility, benefits, impacts, and costs of removing at least a portion of the elevated Route 28 highway within the City of Somerville, and to enhance access for all modes of travel. The project included coordination with a range of ongoing planning processes, including work with the Department of Public Health (DPH) to complete the Commonwealth’s first Health Impact Assessment (HIA) for a MassDOT project.



Philip Viveiros, PE, PTOE

Senior Engineer



Phil has 17 years of experience in the transportation planning and engineering fields. He prepares traffic signal designs, signing and pavement marking plans, traffic management plans, and contract specifications, estimates, and bid documents. He has performed peer reviews of various development projects for several Massachusetts municipalities, as well as contributed to truck exclusion studies and master planning efforts. Phil currently serves on a team for an On-Call Transportation Services Contract for the City of Cambridge. Phil completed the analysis and design for the Third Street connector, Main Street reconstruction, and a pedestrian hybrid beacon (HAWK) for a proposed pedestrian crossing on Main Street/Broadway as part of the Kendall Square-Main Street project.

EDUCATION

MS, Transportation Engineering, University of Massachusetts, 2001

BS, Civil Engineering, Massachusetts Institute of Technology, 1996

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineers (ITE), Member

Rhode Island Institute of Transportation Engineers (RIITE), Secretary

Massachusetts Institute of Transportation Engineers (MAITE), Member

International Municipal Signal Association (IMSA), Member

PROFESSIONAL REGISTRATIONS

Professional Engineer: MA (#45665), RI (#9519)

Professional Traffic Operations Engineer

RELEVANT EXPERIENCE

DESIGN SERVICES FOR THE KENDALL SQUARE/MAIN STREET PROJECT, CITY OF CAMBRIDGE, MA

As senior project engineer, Phil led the signal design for transportation improvements on Main Street in Kendall Square. The project included analysis of a new street connection to improve transit connections and access to Main Street, as well as a gap study of existing and proposed conditions related to removal of an existing mid-block pedestrian signal on Main Street. A range of options were developed to accommodate traffic and bus service, while prioritizing pedestrian and bicycle access. He completed the analysis and design of a pedestrian hybrid beacon (HAWK) for a proposed pedestrian crossing on Main Street/Broadway east of Kendall Square as part of a "gateway" to the City of Cambridge.

GRAND JUNCTION FEASIBILITY STUDY, MASSACHUSETTS INSTITUTE OF TECHNOLOGY, CAMBRIDGE, MA

Phil provided conceptual design and analysis related to various alternatives for street-level crossings for a potential multi-use path as part of a multi-disciplinary team. He developed recommended treatments for each of the grade crossings, modifications to existing signalized intersections, and preliminary traffic analysis to determine the feasibility of various signal timing and phasing strategies.

MBTA KEY BUS ROUTE IMPROVEMENT PROGRAM, MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA), GREATER BOSTON, MA

As senior project engineer, Phil reviewed existing signal timing, phasing and operations, to identify travel time improvements along MBTA's 15 Key Bus Routes. He proposed improvements included traffic signal optimization, the addition of new signal heads, and installation of shared bus and right turn lanes, in conjunction with the relocation of bus stops to the far side of the intersection. He prepared signage and striping plans, and facilitated the approval process with the Boston Transportation Department (BTD).

BOSTON CROSSROADS INITIATIVE, CITY OF BOSTON, MA

Phil is responsible for performing capacity analysis and signal timing modifications for study area intersections for the reconstruction of the Summer Street and Congress Street corridors, as part of the city's Crossroads Initiative, in a manner that will accommodate projected vehicular, pedestrian, bicycle, and transit traffic volumes for a future design year of 2027.



Matthew Starkey, EIT

Civil Engineer



Matt is an avid bicyclist with a passion for developing better bicycle facilities. He has contributed to a variety of transportation planning and traffic engineering projects. These projects include bicycle facility design, public transit improvement plans, pedestrian crosswalk improvements, and traffic impact studies. His responsibilities on these projects have included designing bicycle facilities to current AASHTO and NACTO standards, data collection and analysis, trip generation and distribution, capacity analysis, Synchro modeling, and plan and graphic preparation using AutoCAD and GIS software. Matt’s work includes design plans for bicycle and pedestrian facilities for both the Casey Arborway project and the McGrath Boulevard Design.

EDUCATION

BS, Civil Engineering,
Northeastern University,
2012

PROFESSIONAL AFFILIATIONS

Massachusetts Institute
of Transportation
Engineers (MAITE),
Secretary

Young Professionals in
Transportation (YPT)

Association of
Pedestrian and Bicycle
Professionals (APBP)

PROFESSIONAL REGISTRATIONS

Engineer-in-Training: MA

RELEVANT EXPERIENCE

CAMBRIDGE HOUSE DOCTOR CONTRACT, CITY OF CAMBRIDGE, MA

Matt assisted in technical guidance on stop sign studies, truck exclusion studies, roadway design review, and bicycle exclusion signage. He analyzed traffic volume data, MassDOT and local crash data, and sight distance. He conducted bicycle gap studies and turning movement counts. He analyzed signal timings, bicycle gaps, and roadway geometries at intersections to remove bicycle turn restrictions. He reviewed proposed roadway and signal designs as part of a private development.

CAMBRIDGE ON-CALL TRANSPORTATION PLANNING AND ENGINEERING, CITY OF CAMBRIDGE, MA

Matt conducted a study of the pedestrian refuge island on Pearl Street to evaluate the effect on vehicular yield rates and distances, and analysis of on-street parking utilization. He evaluated the vehicular, bicycle and pedestrian traffic conditions along the Pearl Street corridor. He developed data collection methodology and graphic preparation for morning and afternoon bicycle counts at 17 intersections in Cambridge.

MCGRATH BOULEVARD DESIGN, MASSDOT, SOMERVILLE AND CAMBRIDGE, MA

Matt is responsible for evaluating four build alternatives to assess the impact of removing an elevated highway in the City of Somerville. Tasks included: development of existing and future traffic volume networks; completion of capacity analysis using Synchro software for existing and future traffic conditions; evaluation of the bicycle and pedestrian infrastructure for user safety and comfort using innovative methodologies; development a preferred alternative and mitigation of the impacts of the boulevard design on adjacent intersections.

MT. VERNON STREET RE-DESIGN, BOSTON REDEVELOPMENT AUTHORITY (BRA), BOSTON, MA

Matt assisted in a multimodal data collection effort, including vehicles, bicycles, pedestrians, school buses, and transit. Worked with the project team on evaluating existing bicycle-share data and multimodal traffic data. He created an alternatives matrix to evaluate potential cycle track designs. He produced presentation graphics of existing multimodal data for public meetings.



Christine Ann Palmer, PE, PTOE

Lead Design Engineer

Christine has over 29 years of involvement in transportation and traffic engineering. Her experience includes design of roadway reconstruction and rehabilitation projects in both urban and rural settings. Christine provided oversight and design guidelines on the development of a multimodal Complete Streets redesign and traffic signal improvements for the BRA's Mt. Vernon Street Re-Design project. Christine is responsible for managing the Town of Middleborough, MA Downtown Improvements, involving the preparation of construction plans and contract documents for geometric and safety modifications that included traffic calming techniques and pedestrian enhancements.

EDUCATION

BS, Civil Engineering,
Old Dominion University,
1983

Graduate Studies,
Civil Engineering, Old
Dominion University,
1983-1985

PROFESSIONAL AFFILIATIONS

Rhode Island Consulting
Engineers (RICE),
Director

Institute of
Transportation
Engineers (ITE), Member

Women's Transportation
Seminar (WTS) - Rhode
Island, Member and Past
President

Women's Transportation
Seminar (WTS) -
Boston, Member

PROFESSIONAL REGISTRATIONS

Professional Engineer:
MA (#42509), RI
(#6023)

Professional Traffic
Operations Engineer

RELEVANT EXPERIENCE

MCGRATH BOULEVARD DESIGN, MASSDOT, SOMERVILLE AND CAMBRIDGE, MA

Christine is responsible for oversight and design guidance on the development of conceptual design alternatives for removing at least a portion of an elevated highway within the City of Somerville, and exploring concepts to reconfigure the roadway to enhance access for all modes of travel. The proposed improvements will increase connectivity within the roadway corridor, create a new greenspace with landscaped boulevard, and enhance safety for all modes of transportation.

MT. VERNON STREET RE-DESIGN, BOSTON REDEVELOPMENT AUTHORITY (BRA), BOSTON, MA

Christine is responsible for oversight and design guidance on the development of a multimodal "Complete Streets" redesign and traffic signal improvements along Mt. Vernon Street in the Dorchester neighborhood. The proposed improvements include geometric modifications that incorporate Boston's Complete Street Guidelines including increased sidewalk width, sidewalk level cycle tracks, reduced travel lane widths, and additional streetscape elements. Modifications of existing traffic signals support the proposed improvements and provide sufficient vehicular capacity. The project also included improved wayfinding signage to institutions and public amenities within Columbia Point.

MARSTONS MILLS VILLAGE CENTER IMPROVEMENTS, TOWN OF BARNSTABLE, MA

Christine is responsible for the preparation of construction plans and contract documents for geometric and safety modifications and streetscape enhancements to Cotuit Road (Route 149). Proposed improvements include reconfiguration of the Cotuit Road/River Road/Main Street intersection, pedestrian enhancements including sidewalks, curb ramps, curb extensions and raised crosswalks, and parking modifications.

WAVERLY STREET EXTENSION MULTI-USE PATH, CITY OF CAMBRIDGE, MA

Christine is responsible for preparation of construction plans and contract documents for proposed improvements to the Waverly Street Extension, an alleyway along the western edge of the MIT campus. The initial concepts sought to provide a roadway with an adjacent multi-use path; however, based on current roadway use and feedback from the city the proposed modifications will convert the current alleyway to a multi-use path surrounded by landscape/streetscape elements with vehicular access limited to a small delivery area.



Sandra Clarey

Transit Planner



Sandra has over 12 years of experience in multimodal transportation planning in the U.S., Ireland, and Australia. Sandra specializes in transit planning and design, primarily for bus operations, but her background in traffic and transportation planning gives her an edge on projects where improvements for all modes is being considered and a holistic approach is required. She has guided the planning, design and construction of numerous bus routes for transit agency, municipal and private sector clients. In her prior role as Senior Transportation Planner/Analyst at the Massachusetts Bay Transportation Authority (MBTA), she was responsible for evaluating and scheduling bus and ferry services, and responding to public comment on transit route operations and requests for data. Sandra also updated and maintained systemwide ridership and service statistics, conducted ridership surveys, and planned and designed wayfinding and information signage.

EDUCATION

Master of Regional and Urban Planning,
University College
Dublin, 2004

BA, Geography,
University of Dublin,
Trinity College, 2000

PROFESSIONAL AFFILIATIONS

Northeast Passenger
Transportation
Association (NEPTA)

Association of
Pedestrian and Bicycle
Professionals (APBP),
Member and Boston
Chapter Steering
Committee Member

RELEVANT EXPERIENCE

CITY OF CAMBRIDGE TRANSPORTATION PLANNING AND ENGINEERING ON-CALL SERVICES, CITY OF CAMBRIDGE, MA

Sandra is responsible for the overall management of a three-year On-Call Transportation Planning and Engineering contract with the City. Oversaw 16 different projects including significant data collection efforts for the City-wide bi-annual bicycle count program, traffic and speed studies, a pedestrian yield study, a parking study and various roadway design projects, and facilitated tasks assigned directly to subconsultants.

EZRIDE SHUTTLE SERVICE PHASE III STUDY, CHARLES RIVER TRANSPORTATION MANAGEMENT ASSOCIATION (CRTMA), CAMBRIDGE, MA

Sandra evaluated existing bus service and determined future improvements on the privately operated EZRide Shuttle. Service operates between North Station and Cambridgeport, serves M.I.T, major residential and commercial buildings, and connects to MBTA Lechmere and Kendall stations. Tasks included extracting Automatic Passenger Count data from the NextBus dataset and assisting Charles River TMA with a targeted bus deployment plan to create a reliable dataset from which ridership patterns could be established. Existing ridership patterns and service levels were assessed using schedule information, passenger counts and results from an online rider survey, from which short-term improvements such as express or short-turn trips, route deviations/extensions, and bus stop consolidation, relocation or elimination, were determined. Future ridership was estimated based on projected future growth in the area. Final recommendations included a service plan to meet the demand for both existing and future riders. Also recommended new routing and bus stop locations in response to future development plans at North Station and Lechmere Station.

DESIGN SERVICES FOR THE KENDALL SQUARE/MAIN STREET PROJECT, CITY OF CAMBRIDGE, MA

Sandra advised traffic engineers and landscape designers on the reconfiguration of curbside transportation operations, including those for MBTA bus route and shuttle operations and provided guidance on the provision and layout of street furniture that optimized accessibility to and from transit services.



Gerald Friedman, PE, ENV SP

Municipal and Urban Engineer



Jerry is HDR's Municipal and Urban Engineering Manager in the Boston office and is responsible for managing transportation and infrastructure projects. His expertise is providing design and construction administration services for new and reconstructed streets/roadways, traffic calming, bicycle and pedestrian improvements, and site design.

EDUCATION

Bachelor of Science,
Civil Engineering, Tufts
University, 1984

PROFESSIONAL REGISTRATIONS

Professional Engineer:
MA (#37076),
ME (#6236)

ISI Envision
Sustainability
Professional, MA

RELEVANT EXPERIENCE

WESTERN AVENUE INFRASTRUCTURE IMPROVEMENTS, CAMBRIDGE, MA

He developed concepts through final design. This award-winning project restores the corridor's important attributes as a neighborhood "Main Street" and an important link for bicycles and pedestrians. Includes a raised, pervious asphalt cycle track, numerous pedestrian and streetscape improvements, and stormwater strategies to improve quality of discharges to the Charles River.

KENDALL SQUARE/MAIN STREET PLANNING AND DESIGN PROJECT, CAMBRIDGE, MA

He provided project management and engineering design of streets and plazas, pedestrian and bicycle planning and design, public art coordination, stakeholder process, cost estimating, and construction administration.

TRAFFIC CALMING DESIGN SERVICES, CAMBRIDGE, MA

He was on the team for four multi-year on-call service contracts to provide consulting services for a citywide program aimed at reducing speeds on neighborhood streets through physical design. He provided planning, final design, and bid documents for the ten construction packages encompassing over 40 individual streets.

HARVARD SQUARE DESIGN IMPROVEMENTS, CAMBRIDGE, MA

He provided planning and design for comprehensive study of circulation patterns, and transportation and streetscape infrastructure. He provided construction documents for short-term improvements that addressed immediate physical deterioration in the Square; and final designs for multiple projects phased over a 10-year period and continuing through 2017.

RECONSTRUCTION OF COMMONWEALTH AVENUE - PHASES 3 AND 4 (PACKARDS CORNER TO KELTON STREET), BOSTON, MA

He developed final design to provide enhanced safety for all users; a separated bicycle facility; pedestrian accessibility; and operational efficiency for all modes. Included study of transit stop consolidation for the MBTA Green Line

RECONSTRUCTION SUMMER AND CONGRESS STREETS (FORT POINT DISTRICT) BOSTON, MA

He developed final design to provide enhanced pedestrian and bicycle conditions, including the implementation of a grade-separated two-way cycle track on Summer Street forming a critical connection between downtown and the South Boston Seaport District.



Julie Stein, ENV SP, LEED AP Stormwater Lead



Julie brings an extensive amount of urban planning experience focused on climate change, sea level rise, storm surge and stormwater impacts on water and wastewater infrastructure and mitigation measures. She was the Director of Wet Weather Planning and Water Quality Policy in the Bureau of Environmental Planning & Analysis for the New York City Department of Environmental Protection (NYCDEP). Ms. Stein directed a planning study to evaluate the impacts of population growth and changing climatic conditions, specifically, increased storm intensities, sea level rise and storm surge, on the City's stormwater and wastewater collection and treatment facilities to identify near- and long-term adaptation strategies. Her efforts led to the preliminary recommendations for wastewater and watershed protections included in Mayor Bloomberg's Strategic Initiative for Rebuilding and Resiliency.

EDUCATION

Master of Regional Planning, City & Regional Planning (Masters Degree, Regional Planning with a specializ), University of NC Chapel Hill, 2005

Bachelor of Arts, Environmental Studies (Bachelor of Arts, Environmental Studies and Social), Saint Lawrence University, 1998

PROFESSIONAL REGISTRATIONS

ISI Envision Sustainability Professional, New York

LEED Accredited Professional, New York

RELEVANT EXPERIENCE

NATIONAL GUARD BUREAU, TO DY09, U.S. MILITARY ACADEMY AT WEST POINT-LID STORMWATER MANAGEMENT PLANS, WEST POINT, NY

She developed a stormwater master plan for a 2,000-acre area of the West Point campus. Existing and future conditions assessments, concepts for Low Impact Development (LID) systems, and development of full designs for an LID Demonstration Project on-site.

NORTHEAST OHIO REGIONAL SEWER DISTRICT, GREEN INFRASTRUCTURE (GI) CO-BENEFITS ANALYSIS, OH

The District is required to submit a report quantifying the expected co-benefits of 15 green infrastructure projects in Cleveland. The Anticipated Co-Benefits Report will describe the methods used to identify and analyze multiple co-benefits including operational savings and air quality, recreational and other livability improvements.

CITY OF COLUMBUS, OHIO - DOW, BLUEPRINT LINDEN INTEGRATED SOLUTIONS, OH

Project goal is to reduce peak flows in sanitary sewers, maintain existing storm sewer level of service, and improve localized flooding by incorporating green infrastructure to manage peak flows in a fashion and improve water quality at outfalls. Ms. Stein leads the design team to select sites and implement standard designs for roadway bioswales, rain gardens, detention basins, and roadway center island enhancements.

NYCDEP, WET WEATHER PLANNING & WATER QUALITY POLICY, ENVIRONMENTAL PLANNING & ANALYSIS, NY

As Director of Wet Weather Planning and Water Quality Policy, Ms. Stein co-managed \$15 million contract to design and build ecological and green infrastructure pilot projects and monitor water quality/quantity performance and sustainability co-benefits, and produced two annual reports summarizing monitoring results for regulators and the public.



Todd Undzis, PE

Civil Engineer



Todd is a registered professional Civil Engineer in HDR's Boston office and MassDEP Certified Soil Evaluator with more than 19 years experience in transportation, utility, commercial, residential and recreational development projects. His work has included extensive stormwater drainage design, site layout and grading, traffic analyses, lighting and utility coordination, and permitting.

EDUCATION

Master of Regional Planning, City & Regional Planning, University of North Carolina at Chapel Hill, 2005

Bachelor of Arts, Environmental Studies (Bachelor of Arts, Environmental Studies and Social), Saint Lawrence University, 1998

PROFESSIONAL REGISTRATIONS

ISI Envision Sustainability Professional, New York
LEED Accredited Professional, New York

RELEVANT EXPERIENCE

RECONSTRUCTION OF BOYLSTON STREET, AUDUBON CIRCLE AND THE FENWAY YAWKEY MULTI-USE PATH, BOSTON, MA

He is developing final design services of three individual projects identified as priorities for continued revitalization of the Fenway neighborhood. Boylston Street will feature widened sidewalks, bicycle accommodations, and urban design upgrades. Audubon Circle will undergo a significant transformation, becoming more pedestrian oriented and safer for vehicles and cyclists. The Fenway-Yawkey Multiuse Path will provide a critical connection in the network of off-road facilities.

HOLYOKE TRANSIT ORIENTED DESIGN PHASE 2, HOLYOKE, MA

He provided urban design and engineering services for the reconstruction of three streets as part of a Transit-Oriented Development plan. Mr. Undzis was responsible for development of Design Documentation for the 25% submittal to MassDOT and is currently advancing the project through to 100% Design and PS&E Documents.

DEPARTMENT OF CONSERVATION & RECREATION, MORRISSEY BOULEVARD REDESIGN FOR RECONSTRUCTION, BOSTON, MA

He developed complete redesign of major, climate-vulnerable arterial according to Complete Streets principals. Responsible for overall drainage modeling and design, including implementation of Green Infrastructure elements.

KENDALL SQUARE PLANNING AND DESIGN PROJECT, CAMBRIDGE, MA

Todd was responsible for detailed roadway grading and layout design as well as coordination with City Departments.

RECONSTRUCTION OF ROUTE 20, OXFORD, MA

HDR is providing engineering services for the reconstruction of Rt. 20 in the towns of Charlton and Oxford, MA. Todd was responsible for the design of the stormwater management system for the entire project corridor which included multiple stormwater wetland basins and a closed pipe drainage system.

CONLEY TERMINAL DEDICATED FREIGHT CORRIDOR AND BUFFER OPEN SPACE, BOSTON, MA

This project is critical to facilitating the expansion of New England's largest full-service container port while mitigating impacts of the terminal operations on the adjacent neighborhoods of South Boston. Mr. Undzis was responsible for the design of the stormwater management system for the new dedicated freight corridor and buffer open space. The stormwater management system included multiple stormwater infiltration systems and a closed pipe drainage system. Mr. Undzis was also responsible for coordination with City Departments (BWSC) as well as permitting through City Agencies (Boston Conservation Commission).



Travis Lucia, EIT

Civil Engineer



Travis has seven years of experience in transportation engineering and land development. His responsibilities include roadway and drainage design, sidewalk and ramp design for ADA compliance, traffic calming, bicycle and pedestrian improvement, site design, cost and quantity estimates, site reconnaissance, utility design and coordination, and production of construction plans and specifications. Travis has also performed quality control tasks reviewing plans, cost estimates and construction specifications.

EDUCATION

BS, Civil Engineering
Technology, Wentworth
Institute of Tech, 2009

PROFESSIONAL REGISTRATIONS

Engineer in Training: MA

RELEVANT EXPERIENCE

CHAPTER 90 ROADWAY AND SIDEWALK RECONSTRUCTION, CONTRACT NO. 15, CAMBRIDGE, MA

Travis assisted in final surface infrastructure design for 1,500 feet of Mt. Auburn Street. The primary goal was to improve safety and functionality of the area while including improved facilities for bicycles, pedestrians and motor vehicles while also incorporating streetscape enhancements and traffic calming elements all meeting ADA regulations.

HURON AVENUE DESIGN PROJECT, CAMBRIDGE, MA

HDR led the surface design team for this project to separate the stormwater and sewer pipes located under the street to improve the water quality of Alewife Brook. The City took advantage of this opportunity to incorporate streetscape improvements to Huron Avenue.

FEASIBILITY STUDY AND PRELIMINARY DESIGN FOR ALEWIFE BICYCLE/PEDESTRIAN BRIDGE, CAMBRIDGE, MA

HDR is the prime consultant for this project, which is studying the feasibility of constructing a bicycle/pedestrian bridge connecting two portions of the Alewife neighborhood in West Cambridge. Travis is responsible for project coordination between multi-disciplinary teams to produce a conceptual design of the pedestrian bridge.

KENDALL SQUARE/MAIN STREET PROJECT, CAMBRIDGE, MA

Travis was responsible for final design of the project including bidding services. Currently, he is responsible for construction administration services.

DAVIS SQUARE TRANSPORTATION & STREETScape IMPROVEMENTS, SOMERVILLE, MA

As a subconsultant, HDR is providing preliminary and final design services for the reconstruction of over 5,000 feet of streets surrounding the Davis Square MBTA Station. The primary goal of the project is to improve safety and functionality of the Davis Square area for all users while also incorporating streetscape enhancements and traffic calming elements and geometrics at the Davis Square Cutter Ave./ Highland Avenue intersections.

References

Design and Construction Documents for Protected Bike Lanes, Chattanooga, TN

Client: City of Chattanooga

Contact: Bert Kuyrkendall, 101 E. 11th Street, Chattanooga, TN 37402, (423) 425-6311, kuyrkendall_b@chattanooga.gov

Western Avenue Infrastructure and Surface Enhancements, Cambridge, MA

Client: City of Cambridge

Contact: Kathy Watkins, City Engineer, 147 Hampshire Street, Cambridge, MA 02139, (617) 349-4751, kwatkins@cambridgema.gov

Northampton Bicycle and Pedestrian Plan, MA

Client: City of Northampton

Contact: Wayne Feiden, FAICP, WMAIA, Director of Planning and Sustainability, 210 Main Street, Northampton, MA 01060, (413) 587-1265, wfeiden@northamptonma.gov

Attachments

Client#: 835015

ALTAPLAN

DATE (MM/DD/YYYY)
6/29/2016

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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	E-MAIL ADDRESS: karen.barry@usi.com	
INSURED Alta Planning + Design, Inc. 711 SE Grand Avenue Portland, OR 97214	INSURER(S) AFFORDING COVERAGE	
	INSURER A:	Charter Oak Fire Insurance Co.
	INSURER B:	Travelers Property Casualty Ins
	INSURER C:	Travelers Indemnity Company
	INSURER D:	SAIF Corporation
	INSURER E:	Zurich American Ins. Co.
	INSURER F:	Continental Casualty Company

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY		6808B259484	07/01/2016	07/01/2017	EACH OCCURRENCE \$2,000,000
B	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		6808B259331	07/01/2016	07/01/2017	DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000
GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						
C	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY		BA7A574417	07/01/2016	07/01/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS				
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE	CUP8B259933	07/01/2016	07/01/2017	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000
	DED <input checked="" type="checkbox"/> RETENTION \$10000					
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		771940	09/01/2015	09/01/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER
E	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N	8997892 WA Stop Gap -EL OH Stop Gap -EL	09/01/2015	09/01/2016	E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
F	Professional Liability		MCH114135257	07/01/2016	07/01/2017	\$4,000,000 Per Claim \$4,000,000 Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

This certificate issued for Proposal Purposes only.

CERTIFICATE HOLDER For Proposal Purposes Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Mike Seabaugh</i>
---	--

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APPENDIX A

Non-Collusion, Non-Discrimination, and Tax/Employment Statements

NON-COLLUSION STATEMENT

State of Massachusetts, County of Middlesex.

 Matt Hayes (name), being first duly sworn deposes and says that:

1.0 He/she is (owner, partner, officer, representative, or agent) of ALTA PLANNING + DESIGN the Respondent that has submitted the attached Proposal;

2.0 He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3.0 Such Proposal is genuine and is not a collusive or sham Proposal;

4.0 Neither the said Respondent nor any of the officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Respondent, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has been submitted or to refrain from submitting a proposal in connection with such Contract, or has in any manner, directly or indirectly sought by agreement of collusion or communication or conference with any other Respondent, firm or person to fix the price or prices in the attached Proposal or of any other Respondent, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Respondent or to secure through any collusion conspiracy, connivance or unlawful agreement any advantage against the Cambridge Redevelopment Authority, the City of Cambridge or any person interested in the proposed Contract; and

5.0 The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Respondent or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

Signed (type name): Matt Hayes
Matt Hayes

Title: Principal

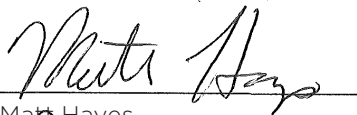
Date: 7/18/16

NONDISCRIMINATION STATEMENT

The Consultant agrees:

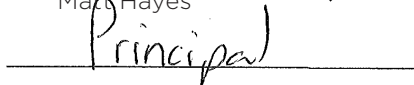
1. The Consultant shall not, in connection with the services under this Contract, discriminate by segregation or otherwise against any employee or applicant for employment on the basis of race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, veteran status or any other characteristic protected under applicable federal or state law.
2. The Consultant shall provide information and reports requested by the Cambridge Redevelopment Authority pertaining to its obligations hereunder, and will permit access to its facilities and any books, records, accounts or other sources of information which may be determined by the Cambridge Redevelopment Authority to affect the Consultant's obligations.
3. The Consultant shall comply with all federal and state laws pertaining to civil rights and equal opportunity including executive orders and rules and regulations of appropriate federal and state agencies unless otherwise exempt therein.
4. The Consultant's non-compliance with the provisions hereof shall constitute a material breach of this Contract, for which the Cambridge Redevelopment Authority may, in its discretion, upon failure to cure said breach within thirty (30) days of written notice thereof, terminate this Contract.
5. The Consultant shall indemnify and save harmless the Cambridge Redevelopment Authority from any claims and demands of third persons resulting from the Consultant's non-compliance with any provisions hereof, and shall provide the Cambridge Redevelopment Authority with proof of applicable insurance.

Signed (type name):

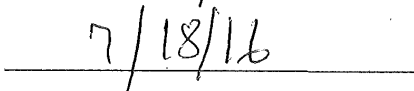


Matt Hayes

Title:



Date:



Form **W-9**
 (Rev. December 2014)
 Department of the Treasury
 Internal Revenue Service

Request for Taxpayer Identification Number and Certification

**Give Form to the
 requester. Do not
 send to the IRS.**

Print or type
 See Specific Instructions on page 2.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Alta Planning + Design, Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification; check only **one** of the following seven boxes:
 Individual/sole proprietor or single-member LLC
 C Corporation S Corporation Partnership Trust/estate
 Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____
Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner.
 Other (see instructions) ▶ _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
 Exempt payee code (if any) _____
 Exemption from FATCA reporting code (if any) _____
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.)
711 SE Grand Avenue

6 City, state, and ZIP code
Portland, OR 97214

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number										
OR										
Employer identification number										
6	8		0	4	6	5	5	5	5	5

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here Signature of U.S. person ▶ *Natalie Lyano* Date ▶ *1/15/16*

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/fw9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding? on page 2.

By signing the filled-out form, you:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
- Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.



DRAFT
IMPLEMENTATION PLAN
KENDALL SQUARE
URBAN RENEWAL AREA
2 0 1 6 - 2 0 2 0



CAMBRIDGE
REDEVELOPMENT
AUTHORITY



The Cambridge Redevelopment Authority (CRA) was founded on November 12, 1956 pursuant to the authority granted by Massachusetts General Law Chapter 121B, § 3.

CRA Board Officers

Kathleen L. Born, Chair
D. Margaret Drury, Vice Chair
Christopher F. Bator, Treasurer
Conrad Crawford, Assistant Treasurer
Barry Zevin, Assistant Secretary

Thomas L. Evans, Executive Director

MISSION: The CRA is committed to implementing imaginative, creative development that achieves social equity and environmental sustainability. Our goal is to work in the public interest to facilitate infrastructure investments and development projects that integrate commercial, housing, civic and open space uses. We are a public real estate entity with a unique set of development tools, working in close partnership with the City of Cambridge and other organizations.

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	HOUSING AND NEIGHBORHOOD	14

INTRODUCTION

The Cambridge Redevelopment Authority's (CRA) Kendall Implementation Plan represents the scope of work to be accomplished in the next few years within the Kendall Square Urban Renewal Plan (KSURP) area. The Implementation Plan shares many elements with the K2 Plan, a product of the City of Cambridge's K2C2 planning process, the 2014 CRA Strategic Plan and the upcoming Infill Development Concept Plan for the MXD District. It covers City projects, CRA programs, and private development affecting the public realm and community benefits within the district.

All the projects listed in this Plan relate to the objectives stated in the KSURP and seek to positively impact the five focus areas identified as priorities for the future development of Kendall Square: economic development, housing, open space, sustainability, and transportation. This document is intended to serve as a dynamic, living plan of efforts to implement those objectives.

THIS PAGE:

Map: Kendall Center development footprint within the MXD District

OPPOSITE PAGE:

Table: Current and future development totals within MXD District

Photo: Discussion at the Community forum developing priorities for the KSURP Implementation Plan.

Photo: Lawn-sign poster seeking feedback through a texting-based survey in KSURP area.



CONTEXT

Due in large part to the investments made in the urban renewal area over the past 50 years, Kendall Square has developed into one of the state's most important economic development engines and a national center for technological and biomedical innovation. While the KSURP originally included a federal NASA facility, (now the Volpe Center for Transportation) most of the building activity in the KSURP area over the past 30 years has been private development within the MXD District.

K2 Plan

The K2 Plan, published in December 2013 by the Cambridge Community Development Department (CDD), was the result of an extensive community-based planning and design process. The K2 Plan performed a comprehensive review of economic development opportunities, community needs, transportation issues, land use policies, and environmental and infrastructure conditions. The K2 Plan vision for Kendall Square set forth four implementation goals to guide future growth and investment.

- Goal #1 - Nurture Kendall's Innovation Culture;
- Goal #2 - Create Great Places;
- Goal #3 - Promote Environmental Sustainability;
- Goal #4 - Mix Living, Working and Playing

These goals, along with the public realm improvements and zoning recommendations also described in the K2 Plan, provide the basis of the 2015 KSURP Amendment.

CRA Strategic Plan

During 2013-2014, the CRA embarked on a strategic planning process to determine the future direction of the CRA. It was a collaborative effort between the CRA Board and staff, with input from the City of Cambridge and many other stakeholders through CRA meetings, workshops, presentations, and online forums. The new CRA Strategic Plan was approved by the Board and published in July 2014, and includes its new mission and operating principles.

The 2014 CRA Strategic Plan highlights several areas where redevelopment activities could further the K2 Plan goals for Kendall Square. This implementation document serves as the work plan for Kendall Square, building off the 2014 Strategic Plan, and catalogs public and private investments within the KSURP.

Urban Renewal Plan & MXD Zoning

The CRA worked for two years toward the adoption of Amendment 10 of the KSURP and the accompanying MXD Zoning petition, approved by the Cambridge City Council on December 21, 2015. This will enable a new mix of residential, commercial, and retail development reflecting the goals of the City's K2 Plan.

The KSURP Amendment and MXD Zoning provide additional development capacity along with a host of new requirements to provide public benefits leveraging commercial development. Some community beneficial land uses are exempt from the aggregate development cap. The KSURP Amendment also provides the CRA the opportunity to modernize the urban renewal plan's objectives consistent with the goals of the K2 Plan.

Land Use	Existing	Construction	MXD Infill Development	Total
Office / R&D	2,521,000 SF	-	Max. 600,000 SF	3,121,000 SF
Innovation	6,000 SF	-	56,000 - 112,000 SF	66,000 - 118,000 SF
Retail	122,000 SF	16,000 SF	20,000 - 50,000 SF	148,000 - 188,000 SF
Hotel	435,000 SF	-	-	435,356 SF
Housing	-	200,000 SF	Min. 410,000 SF	610,000 SF
Total	3,084,000 SF	216,000 SF	1,090,000 - 1,170,000 SF	Max. 4,472,000 SF



Environmental Impact Report

Because the KSURP Amendment required an approval from the state, a Massachusetts Environmental Protection Act certification of an EIR was required. The EIR conducted in-depth analysis of transportation, energy, water, and air quality impacts. The EIR presents a series of mitigation measures, listed within this Implementation Plan to track those obligations.

Many of these mitigations are already directly reflected in the KSURP Amendment and MXD Zoning. Most mitigations will be achieved through partnerships with city departments, local developers, non-profits, associations or a combination. Some mitigations may be relatively quick projects, while others may be long-term processes and requiring ongoing support.

Infill Concept Development Plan

The KSURP and MXD Zoning require the creation of an Infill Development Concept Plan (Concept Plan) for new development in the MXD District. The purpose of the Concept Plan is to provide context and analysis of future development proposals. The Concept Plan will include details of future buildings including site phasing plans, a transportation impact study, housing program, open space plan, streets and public infrastructure designs, and a sustainability plan. The CRA Board and Planning Board must approve this Concept Plan as part of a Special Permit application.

The Concept Plan will set the framework for future development in the KSURP area with extensive plan details on selected topics as required by zoning. The Implementation Plan outlines the neighborhood investments to be detailed in the Concept Plan.

Outreach

The CRA launched a significant public engagement effort on the KSURP Amendment. This included a new coUrbanize online public forum, presentations at community meetings throughout the year, an interactive CRA public forum, and a poster-campaign to engage and extend the public audience. The CRA Board discussed the KSURP Amendment and MXD zoning petition at its monthly meetings throughout 2015. Ideas and feedback from these public engagement efforts led to the creation and prioritization of projects for the CRA to pursue for the next five years in Kendall Square in this Implementation Plan.

Implementation Plan Organization

Each topic area includes a summary discussion and proposed metrics for measuring performance within the topic area. The Implementation Plan then provides a chart for each topic area detailing the project activities anticipated over the next five years. Each project in the plan is illustrated with a rough timeline for implementation or completion. Items of continuous work are shown as a band across the full five year period.

For over 20 years transportation in Kendall Square has been a carefully studied by the CRA and the City to assess if the transit-oriented goals of the urban renewal plan and transportation demand management programs were being met. Through traffic counts and tenant surveys the CRA has found that Kendall employees have consistently maintained high transit and pedestrian commute patterns with a growing proportion of bicycle commuters, thus resulting in a low single occupancy automobile commute mode share to the area.

The original KSURP anticipated the need for wider streets to attract commercial investment in the area, and thus added vehicle lane capacity to the roadways in the area. Over the past 5 years, the CRA and the City have pursued many retrofits of those streets to distribute more street right-of-way to a greater variety of transportation modes.

The 2015 EIR for the KSURP Amendment conducted extensive analysis of traffic, transit, pedestrian

and bicycle access to the project area. The EIR includes a series of mitigations primarily designed to increase street safety of all roadway users rather than increase roadway capacity. Commitments have been made by the City, Boston Properties and the CRA to enhance pedestrian safety and expand the bicycle infrastructure in the project area. Advanced Transportation Demand Management Programs and future expansion of the EZ Ride Shuttle service are all measures seeking to direct new trip generation to sustainable transportation modes.

To reinforce the favorable mode splits for train and bus commutes, the KSURP establishes the Kendall Square Transit Enhancement Program (KSTEP) which will provide a funding mechanism for transit investments in the area. The CRA and the City are participating in the MassDOT Kendall Square Mobility Task Force and expect to use the Task Force recommendation to guide the KSTEP funding priorities.

Metrics:

- Total Daily Vehicle Trips
- Percent of Transit, Pedestrian, and Bike Commute Trips
- Hubway Usage
- Number of traffic incidents resulting in bicycle, pedestrian, or driver injuries

THIS PAGE:
New Main Street Hubway system along side MBTA subway station, bus stops, and taxi stand. Hubway has contributed to the significant increase in bicycle travel in Kendall.



Projects

	2016	2017	2018	2019	2020
Increase Number of Hubway Stations					
The 88 Ames Street development, the Infill Development Concept Plan, and plans for Parcel Six all include expansion of the Hubway system in Kendall Square.					
Ames Streetscape and Cycletrack					
As an element of the land transaction with the City for the 88 Ames St Residential Project, BP is rebuilding the street with a two-way protected bike lane from Broadway to Main Street, and new open space at the corners.					
Grand Junction Path - Phase One					
The CRA with assistance from DPW and funding from MIT is completing the initial phase of the Grand Junction multi-use path between Main St. and Broadway.					
Transit Screen on Kendall Plaza					
The CRA is assisting BP's installation of a real-time transit information system at the MBTA headhouse providing information on train and bus departure times.					
Enhanced Traffic Report					
Building off the 20 years of traffic data, the CRA is developing an expanded scope of data collection and analysis to track the travel patterns within the KSURP Area.					
KSTEP Transit Investment Plan					
The KSURP establishes a program to identify and provide funding for projects that provide measurable improvements to transit access to Kendall, including Red Line upgrades, bus route improvements or new service on the Grand Junction corridor.					
Galileo Galilei Way Road Diet					
In collaboration with the City, the KSURP project will continue the redesign of Binney Street around the perimeter of the MXD along Galileo Galilei Way to add protected bike lanes to the street.					
Intersection Safety Improvements for Broadway					
The EIR requires a safety audit and redesign of the intersection to reduce conflicts between roadway users. A protected intersection design would facilitate the connection between the Grand Junction Path and Broadway bike traffic.					
Survey and Design of Grand Junction Path North of Binney					
The CRA and City are engaged in a cooperative effort to plan for the construction of the Grand Junction Path northward from Binney Street to Somerville. The design will require thoughtful analysis of the right-of-way, neighboring properties and future transit uses in the corridor.					
Retiming of Five Intersections					
The EIR identified five intersections impacted by development to an unacceptable level of service that would be mitigated with signal timing adjustments to improve vehicle flow while promoting convenient and safe pedestrian travel.					
Streetscape and Mid-Block Crossing of Broadway					
Coordinated with construction on the North parcel, a new streetscape will be installed with a potential to reducing turning lanes and add a mid-block crossing of Broadway.					
New bike parking in Kendall					
The combined commercial and housing development require over 600 new bicycle parking spaces to be constructed. Creative high-density parking designs within all phases of the project will be considered to meet those requirements.					

OPEN SPACE

An outcome of the K2 planning process was the recognition that the open space system in Kendall Square and Eastern Cambridge needs improvement through a more diverse, and lively system of parks, plazas, and pathways. The City followed up the K2 Plan with the undertaking of the Eastern Cambridge Kendall Square Open Space Planning Study (ECKOS) resulting in a design competition titled *Connect Kendall*. The goal was to create an interconnected network of public spaces accommodating a variety of activities spanning a continuum from more interactive to more personal experiences.

The KSURP Amendment and MXD Zoning made modifications to the open space requirements in the district to advance these goals for the

neighborhood. The lot by lot open space requirement was modified to establish a more district wide program of public open space. The Concept Plan requires a specific open space plan that must include an outline of public programming for park spaces.

The CRA is working in close coordination with the City to improve existing open spaces into active vibrant public parks. The CRA is working with BP to enhance the interstitial spaces between buildings in the MXD. Finally, the CRA is working with the BP, the KSA and the Arts Commission to bring public art and engaging programming into public places in Kendall Square.

Metrics:

- Area of public open space
- Qualitative survey data regarding parks
- Pedestrian traffic on key corridors
- Funds invested in park upgrades

THIS PAGE:

The Officer Lowry Way provides a scenic linear open space and key pedestrian connection along the former Sixth Street right-of-way.



Projects

	2016	2017	2018	2019	2020
KSURP Open Space Programming Plan					
The open space element of the Concept Plan will include a description of public programming. The CRA and the KSA will work with property owners to launch a broader initiative to activate Kendall parks.					
Renovation of Point Park					
BP will reconstruct the plaza around the Galaxy sculpture, add new furniture and modify the surround landscape. The CRA is working with the City to explore design concepts for future improvements.					
Design and Construction of Binney Street Park					
The CRA is transferring ownership of Parcel 7 to the City for open space. The City hired Stoss Design to design and oversee park construction, including the extension of the Grand Junction Path.					
Renovation of Sixth Street Walkway					
There is a growing volume of pedestrian and bicycle travelers upon the Officer Lowery Footpath. BP will build separate bicycle and pedestrian travel pathways with added park amenities along the linear open space.					
Improvement to Block Three Interior Space					
The interstitial space between the Whitehead and Broad Institutes is currently an incomplete link between Danny Lewin Park and Main St. A new design will merge the network of small-scale open spaces and travel ways to enhance access through the block.					
Interim Use of Parcel Six					
As a preview of future retail on the corner of Third and Binney, a pilot food truck program will activate this vacant lot. Interim site improvements will provide seating and planting areas.					
Completion of Pioneer Alley Improvements					
The 88 Ames Street Residences includes the creation of a shared use alley with seating providing mid-block access to the roof garden, the Main St. Atrium, and the Kendall Plaza.					
Design Connections to Charles River					
A theme of the Connect Kendall competition was to create links to the Charles River through new parks and streetscape improvements. The CRA will work with partners to enhance these connections to the river.					
Renovation of Danny Lewin Park					
While remaining sensitive to the symbolic importance of the park, modifications will be considered to enhance the public access and seating within the open space.					
Creation of Rooftop Open Space					
The redevelopment of the Blue Garage provides an opportunity to build a new public open space above grade with programming for residents, workers, and visitors.					
Urban Agriculture					
Building off the existing roof top raised garden plots and beekeeping, BP and the CRA will seek out opportunities to expand the urban gardens and agricultural programming opportunities in the area.					

The KSURP Amendment provides for 600,000 square feet of additional Gross Floor Area (GFA) for commercial development to meet the continued demand for office and R&D space in East Cambridge. The KSURP leverages this demand to create new commercial programs for ground floor retail and innovation office space. All buildings along retail corridors are mandated to provide active ground floor uses along 75% of their street frontage. Small scale retail area, that include at least 25% local or independent operators, or a grocery store / pharmacy may be exempt from the commercial GFA cap in the KSURP and MXD Zoning. The CRA has begun exploring programs to target innovative, entrepreneurial uses of ground floor retail space in new and existing spaces.

New commercial buildings trigger a 10% requirement for innovation space designed as shared work space with short-term leases to incubate entrepreneurs, start-ups and scale-up companies. Up to 20% of the commercial space designated for such use is exempt from the commercial GFA cap, if at least 25% percent of the space utilization is set aside for below market rate access to the shared work environment. The CRA is working with the City to design a program to populate this space with local residents and businesses that would benefit from a lower barrier to enter into entrepreneur space and gain increased opportunities within the Kendall Square economy.

Metrics:

- Total Employment
- Number of Retail Establishments
- Square Feet of Innovation Space
- Number of start-up companies

THIS PAGE:

The CRA has sought community input for future shopping needs in multiple forums, such as this poster outside of Eleven Cambridge Center to be redeveloped into new office space with ground floor retail.



Projects	2016	2017	2018	2019	2020
Broadway Retail Expansion Infill development will create new retail space along the north side of Broadway. Per the KSURP and MXD zoning, the new retail space will emphasize small-scale, independent retailers.					
Retail Plan - Urban Market Within each large building opportunity, options for a food markets and/ or a pharmacy will be explored. The CRA will track the leasing of retail spaces within the District through a Retail Plan.					
Office and R&D Expansion The MXD Zoning allows an additional 600,000 SF of office space to accommodate the growing technology and bio-technology cluster in Kendall.					
Innovation Space Up to 100,000 square feet of innovation office space (equal to 20% of new commercial development) will be provided as start-up and scale up space for growing companies with short-term leases in shared workspace.					
Below Market Entrepreneur Space At least 25% of the innovation space will be made available for below market membership opportunities for Cambridge residents and start-up businesses.					
Career Connections for Youth The CRA is working with the Department of Human Services and the KSA to increase the access for Cambridge youth to training opportunities in technology careers, from one day visits to semester based programs.					
Foundry Redevelopment The CRA is in the process of selecting a Development Entity with which to partner to create a new center for innovation and creativity in the City-owned Foundry Building at 101 Rogers St.					
Research Institute Expansion Both the Whitehead Institute and the Broad Institute seek to expand their research centers within the KSURP. The Whitehead is planning a 60,000 square foot expansion and the Broad seeks to convert 14,000 square feet of space into new offices.					
Kendall Square Association The CRA is an active participant in the KSA's work to promote the economic and community vitality of Kendall Square through stakeholder collaboration, district branding and local policy recommendations.					

Kendall Square is already a model of smart growth with its burgeoning mix of uses centered around transit. To further enhance its sustainability features, convenient, affordable transportation options need to be expanded. The K2 Plan emphasized that new development opportunities should be utilized to create a healthier natural environment, including the reduction of resource consumption, waste generation and greenhouse gas emissions. The Kendall community needs to seize the opportunity of new growth to leverage the environmental and economic benefits of compact development.

The KSURP EIR undertook an analysis of resource impacts from potential new development including energy, water, and wastewater. Through the MXD Zoning the project has committed that all new construction shall be LEED Gold certified, and solar

ready. Redevelopment must meet the DPW standard for water quality management and the retention/detention of stormwater - low impact development (LID) strategies are particularly encouraged as a means to meeting these standard. The EIR commits new development to contribute to resiliency measures for new buildings and public infrastructure.

The CRA, Boston Properties, and Biogen are all participating in the Kendall Square EcoDistrict. This stakeholder driven effort seeks to develop innovative solutions to district sustainability challenges the go beyond citywide regulations or individual property activities.

Metrics:

- Energy Use per SF of Commercial Space
- Greenhouse gas offset from cogeneration and renewable power
- Stormwater capacity increase in area
- Number of trees

THIS PAGE:

The Grand Junction Park construction reused curbs from Main Street and trees from the Ames Street site. The CRA will utilize natural / organic landscape maintenance techniques to care for the parks new plantings.



Projects

2016 2017 2018 2019 2020

Provide Tenant Guidelines for Sustainable Fit Out

New MXD buildings will be designed to LEED Gold standards. Tenant guidelines for fit-out improvements and operations to optimize the environmental performance of new offices and laboratories.

Implement Enhanced TDM Measures

The City will work with building proponents to design more aggressive Transportation Demand Management programs for office & residential uses consistent with the K2 Plan recommendations.

Design and Install Resiliency Measure for T Station

The Kendall Station is potentially vulnerable to flooding during high water events in the future, thus the EIR requires the project to deliver resiliency measures to protect the Kendall MBTA station.

Remove 4:1 gallons of wastewater

In compliance with state regulations, new development must remove four gallons of wastewater volume from the combined sewage systems in the area for every gallon of new sewage discharged into that system.

Install measures to contain stormwater

The DPW enforces strong stormwater requirements for new construction to retain specific volumes of rain water. The CRA is working with BP and DPW to explore district based solutions to stormwater management.

Develop Remediation Program for North Parcel

Much of the development of Cambridge Center parcels in the MXD pre-date the current soil remediation regulations; thus redevelopment of these properties will require new testing and mitigation measures.

Energy Study for Kendall EcoDistrict

The EcoDistrict is conducting an Energy Study of the demands & opportunities for renewable energy production to support the future growth in the district. The Concept Plan will build off this to analyze the feasibility of District energy expansion in the MXD.

All buildings to be LEED Gold & Solar Ready

The MXD Zoning requires all infill development to be designed to LEED Gold certification, be wired for solar energy production, and commissioned for environmental performance.

Increase Tree Coverage

The CRA is conducting a tree inventory of Kendall Square and will work with BP and other property owners to increase tree coverage on streets and open space.

EcoDistrict Governance

The EcoDistrict stakeholders, including the CRA, the City, and local property owners are crafting to an ongoing governance structure to undertake district sustainability projects in the future.

HOUSING AND NEIGHBORHOOD IDENTITY

The KSURP Amendment added a significant new emphasis on mixed-income housing development. The affordable housing requirements in the KSURP and MXD Zoning are currently the highest requirements in Cambridge. The plan increases the on site inclusionary housing requirements from a functional 11.5% to 20% of the GFA of new residential development. An additional 5% of the GFA is required for middle income households, but is exempt from the MXD GFA cap. Further 5% of the overall housing portfolio must be three-bedroom units designed for families. These 3-bedroom units must be included in the 25% below market rate housing set aside.

The project will deliver approximately 560 housing units, including 140 below-market rate units. These are in addition to the 260 units of housing under construction at 88 Ames with 36 affordable units.

Along with new housing opportunities, the K2 Plan and the KSURP set out to create a more vibrant neighborhood in Kendall Square. This includes public space programs, neighborhood placemaking, cultural amenities, and street activation designed to create a complete community within the intense commercial and research environment of Kendall Square. The Concept Plan will include a Retail Plan that will outline targets for new vendors with the goal of balancing the retail composition in the MXD to provide commonly needed goods and services for the neighborhood.

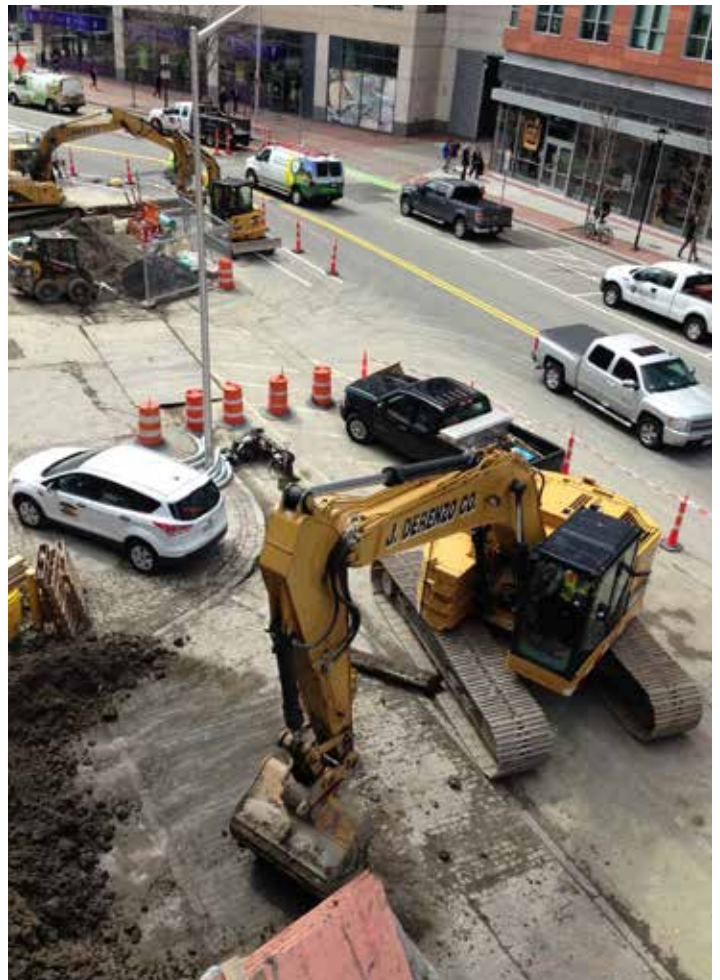
The CRA is working with the KSA and property owners to implement a wayfinding program for the neighborhood, and in the future will work to expand public art and historic interpretation programs reflecting Kendall's past.

Metrics:

- Total Number of Housing Units
- Quantity and size of Affordable Housing Units
- Participants in Planning Activities
- Number of Educational & Cultural Events

THIS PAGE:

Construction got underway in early 2016 to prepare the 88 Ames Street site for 200,000 SF of residential development totaling 280 units of new housing.



Projects

2016 2017 2018 2019 2020

Main Street Reconstruction

The K2 Plan identified improvements to Main St as a key public realm improvement, including new intersection designs and unique streetscape installations reflecting Kendall's technology identity.

Ames Street Residences

88 Ames Street will deliver 280 units of housing to Kendall Square with 36 affordable units, along with 16,000 SF of retail space including a medium format area targeted to a pharmacy or market.

Kendall Square Wayfinding Kiosks

The CRA, along with multiple property owners in the area, is working through the KSA to design and install wayfinding kiosks to provide Kendall Square identity and enhanced orientation for visitors.

Residential Project on North Parcel

KSURP Infill Development is required to initiate a residential phase of 200,000 or more SF before new commercial space exceeds 325,000 SF.

Public Art Program

The CRA is working with the Arts Commission to build partnerships in Kendall Square to expand public art installations throughout the area connecting the commercial center to the neighborhoods.

Outdoor Lighting

Taking into account the work of the Outdoor Lighting Task Force, the CRA will seek to upgrade pedestrian-oriented lighting in public spaces to increase the sense of comfort, safety, and vibrancy.

Public Meeting Space

The CRA will work with new or existing development to designate contemporary public meeting spaces for medium and large scale community meetings and events.

Broad Museum

The Broad Institute is working with the CRA and the research community to re-design the lobby museum area of 401 Main St. to provide a public educational display on genetic research and medical applications.

Kendall Innovation History

The CRA is exploring creative ways of broadcasting the history of Kendall Square and local innovation in outdoor public displays or other media.

Events and Outreach

The CRA will expand its efforts to engage the community in planning efforts as well as encourage the expansion of and resident participation in cultural and scientific events in Kendall Square.

Urban Market

The CRA will work with BP and other property owners to seek space designed and available for lease to an urban grocery store and a pharmacy to provide nearby access to basic essentials for residents and employees in the neighborhood.



KSURP Objectives

A) To secure the elimination and prevent the recurrence of blighted, deteriorated, deteriorating, or decadent conditions in the project area;

B) To insure the replacement of such conditions by well-planned, well-designed improvements which provide for the most appropriate reuse of the land in conformity with the general plan for the City of Cambridge (the "City") as a whole and with definite local objectives, which objectives are:

1. The provision of land uses which maximize job opportunities at a variety of skill levels within Kendall Square's knowledge and innovation based economy, including blue-collar and non-professional white-collar employment, for present and future Cambridge residents, upgrade Cambridge workers' skills and wages in a manner commensurate with the cost of living in Cambridge, and help stabilize the City's economic base and maximize the provision of local jobs;
2. The improvement of land development and design to facilitate multi-modal circulation, emphasizing transit, pedestrian, and bicycle travel;
3. The improvement of public transportation facilities, infrastructure and utilities, open space and other public realm improvements;
4. The improvement of material handling and freight access to and within the project area; and
5. The provision of a decent, pleasant, and humane environment involving a mixture of those land uses needed to produce balanced development;

C) To capitalize on the location of rapid transit facilities to maximize the full socio-economic potential of the project area with transit-oriented land uses and densities, and consistent with the other objectives stated herein;

D) To promote economic development which strengthens the City's tax base without unacceptably impacting upon the physical, social, and cultural environment;

E) To establish the minimum necessary land use controls which promote development, yet protect the public interest and the common good; with a flexible set of controls which are adaptable to both current and future market conditions;

F) To create an urban environment that encourages innovation, entrepreneurship, and creative interaction;

G) To secure development in the shortest possible time period to be responsive to economic conditions and housing demand;

H) To relate to development controls in the surrounding area;

I) To provide economic development opportunities for residents of the existing surrounding neighborhoods, including East Cambridge, Area Four, and Wellington Harrington;

J) To help alleviate problems of mobility throughout the surrounding neighborhoods for all modes of travel and goods movement;

K) To achieve harmonious visual and functional relationships with adjacent areas;

L) To establish a sense of identity and place for Kendall Square and integrate it into the built environment including public open space;

M) To encourage the development of Kendall Square as an activity center in which to live, work, play, and learn;

N) To promote neighborhood safety, public health, and wellness through universal access and active environmental design; and

O) To promote both environmental sustainability and climate change resiliency through resource efficient development and district level infrastructure planning.