

Imagine Boston 2030

ORGANIZATION FOR
PERMANENT MODERNITY


OMA

ARUP

frog

**Boston
Urban
Development**

 **changing
places**

Contents

Section 1 **1**

Core Team
Exhibit D

Section 2 **8**

Qualifications & Experience

Section 3 **28**

Process & Management

Section 4 **30**

Public Engagement

Section 5 **40**

Content

Section 6 **48**

Allocation of Resources & Schedule

Section 7 **50**

Supporting Materials

Exhibits

A - Team Organization

B - Resumes

C - Similar Project Portfolio

D - References

E - Financial Data & Statement of Qualifications

F - Non-Collusion Affidavit of Prime Bidder

G - Certificate & Compliance

Dear Ms. Polhemus,

On behalf of the Office for Metropolitan Architecture (OMA), our Core Team, and our Subconsultants, we are very pleased to present our response to BRA and the City of Boston's request for proposals (RFP) to carry out the design consulting services to support the development of Imagine Boston 2030's Citywide Plan.

With the 400 year anniversary of the founding of the Boston approaching the city is poised at an exciting juncture of its extensive development history. The Citywide Plan is to be the first significant master plan of the city in 40 years; presenting a landscape of opportunity in terms of the RFP's themes for redevelopment in the city and the drawing together of the city's stakeholders and citizens in establishing the overall vision for the plan. To respond to City's ambitions as outlined in the scope of services, we have assembled a Core Team of collaborators that draws on decades of local and international experience, including:

OMA*AMO, Lead Master Planner; Research, Design, and Facilitation (New York, NY)

ORG, Urban Planning (Boston, MA)

Arup, Infrastructure Planning and Sustainability (Boston, MA)

MIT Changing Places Lab, Municipal Authority and Planning Engagement (Boston, MA)

Boston Urban Development, Public Affairs and Stakeholder Engagement (Boston, MA)

Frog, Vision-Data-Graphics and Stakeholder Engagement (New York, NY)

The Design Team will be led by OMA AMO. With over thirty-seven years of experience, OMA has been involved in a number of large-scale international urban projects including extensive studies on the development of world cities in the US, Canada, Europe and the Middle East. Working in parallel with our internal research-based think tank AMO, OMA has extensive experience of more focused development themes including: resiliency planning; transportation infrastructure; large-scale housing development; the renewable energy sector; and national tourism and cultural master plans.

The global nature of OMA-AMO's research, analysis, and urban design proposals has cultivated a diversity of perspectives on cities and master plans within the firm that will inform and structure our engagement with the City of Boston. In addition we have a long-standing and personal relationship with the City of Boston through our ongoing collaboration with Harvard University's Graduate School of Design in the neighboring City of Cambridge, not to mention the members of our Core Team of Consultants.

This Core Team will be supported by an impressive list of Subconsultants, who supplement our qualifications with their additional specific expertise and local connections.

We trust that the enclosed material meets BAR and the City of Boston's requirements and we look forward to the potential to attend an interview to discuss our qualifications and seek further clarification on the contractual requirements as outlined in the RFP.

A stylized, handwritten signature in black ink, consisting of several loops and strokes, representing Shohei Shigematsu.

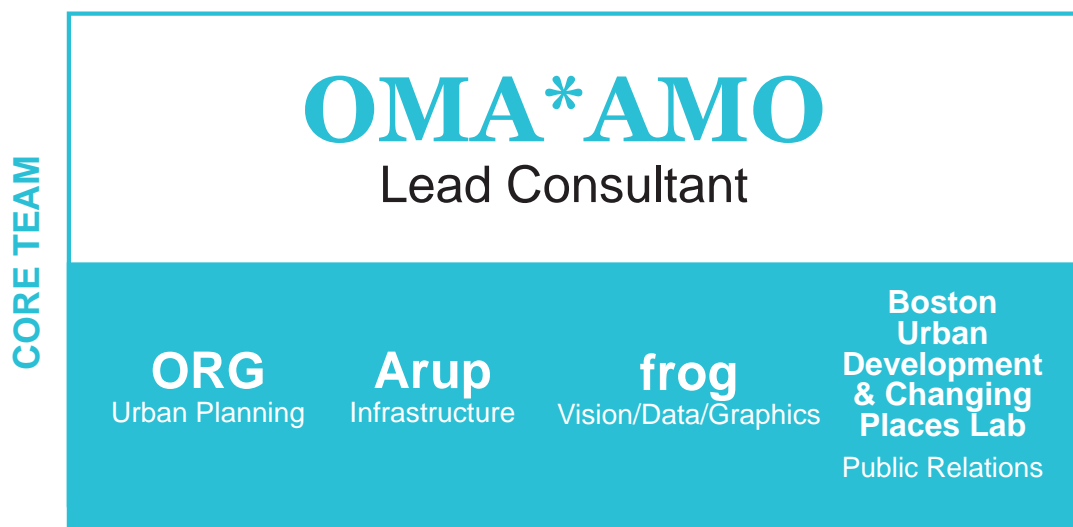
Shohei Shigematsu, OMA
Partner, Director OMA NY

A stylized, handwritten signature in black ink, consisting of a large 'J' followed by a series of loops and a long horizontal stroke, representing Jason Long.

Jason Long, OMA
Partner, OMA NY

Core Team

Core Team



The first and perhaps most important step in the approach towards defining a City Wide Plan for 2030 is the recognition of the full complexity of the subject; it is doubtful that any one firm would ever be able to offer the expertise needed to address the situation in full. Developing a Vision for Boston in 2030 is not an architectural issue, nor an issue of urbanism, and it even transcends the most broad definition of the fields of infrastructure and engineering, especially when one factors in the complexity of the stakeholders and subsequent requirement for an effective communications strategy and efficient stakeholder engagement process. Therefore, a plausible approach to the subject can only depart from a wide and thorough inventory of aspects associated with the subject: partly delineated in the brief, partly a vision and further escalation of the issues into related fields. Thus, the composition of a team becomes essential, and only through a combination of different and complimentary sorts of expertise can the issue be tackled in full.

To capture the full potential of the Citywide Plan for Imagine Boston 2030, we envision the visioning and design process to be a dynamic collaboration between **OMA**, the Boston Redevelopment Authority (**BRA**) and key team members from **Arup**, **ORG**, **frog design**, with **Boston Urban Development** and the **Changing Places Research Group**, **MIT Media Lab**, leading the Public Affairs efforts.

Led by OMA's New York office, the multi-disciplinary team merges visionary urban planning and design efforts with significant experience in technology, communications, branding, and stakeholder engagement.

OMA is a leading international partnership practicing architecture, urbanism, and cultural analysis, with extensive experience in analyzing and solving complex urban challenges. Through our internal think-tank, **AMO**, we often work in parallel to fertilize our architectural and urban solutions with intelligence from an array of disciplines, including media, politics, sociology, technology, and graphic design, and communications.

The Organization for Permanent Modernity, ORG, is a global architectural and urban design firm whose designs optimize functionality and form to deliver durable solutions to some of the world's toughest design challenges. The organization has a research branch at MIT and professional locations in Boston and Brussels. Building on the input of an extensive network of Clients and collaborators in the public and private realms, as well as in academia, ORG's local knowledge will excite and challenge the depth and thoroughness of the team's investigation.

In parallel to the development of the Vision, **OMA** and **ORG** plan to engage graduate level academia in the design development process through a studio in the architecture department at MIT. Students will research and solve the very same dilemmas presented in this brief under the supervision of the Vision 2030 Project Managers. The joint participation of OMA and ORG would only be enhanced by this academic engagement.

Arup as a multidisciplinary design firm, understands the importance of integrated sustainability planning while also providing an extensive range of experience: transport planning, resilience and climate change, smart city and renewable energy services, financial consulting and life cycle costing, and solid waste capability. With the belief that Boston cannot plan for the future without considering the impacts of climate change, Arup will ensure that local research initiatives, such as Building Resilience in Boston and Climate Ready Boston, and internationally recognized best practices for climate change adaptation are accurately captured.

The core concept around **frog design's** articulation and contribution to the consortium centers on the actionable visualization of land use partnerships, the network of relationships that connect them, and the surfacing of citizen opportunities to engage these initiatives. Building on the core research and design insight of the team, frog will leverage its experience in innovation, technology, and human behavior to design a program that will uncover the future of cultural and collaborative communities and environments.

Through the combination of **OMA, Arup, ORG,** and **frog design,** we couple a vision about Boston's urban future to a strategy of innovation in the fields of infrastructure and technology: rather than looking at hard and soft infrastructure in isolation, the combined approach of OMA, Arup, and frog design can be interpreted as a balanced mix between hardware and software technology, and graphic design, and communications.

Boston Urban Development provides consulting services in land use planning, real estate development projects, and community relations. As a locally established firm, Boston Urban Development with Beverley Johnson, will work together with OMA to organize and facilitate the stakeholder engagement process.

Changing Places Lab actively promotes a unique, antidisciplinary culture; the MIT Media Lab goes beyond known boundaries and disciplines, encouraging the most unconventional mixing and matching of seemingly disparate research areas. The MIT City Science Initiative investigates how big data analytics, decision support tools, and new urban systems can enable more entrepreneurial, livable, high-performance cities. Where Boston Urban Development will bring stakeholders to the table and ensure sensitivity to the local context, Changing Places will provide innovative engagement strategies.

The **OMA** team offers the **City of Boston** a truly unique and tailored team, which is able, through our highly specific experience, to develop a distinctive vision which will meet the challenges and needs of the City of Boston and its residents.

OMA

Shohei Shigematsu, Partner, Director

Shohei Shigematsu is a Partner at OMA and Director of the New York office. Since joining the office in 1998, he has been a driving force behind many of OMA's projects in the Americas and Asia.

Shohei recently completed a masterplan for the Marina Abramovic Community Center Obod Cetinje in Montenegro – a 130,000 m2 complex blending cultural facilities with an industrial complex – as well as leading a multidisciplinary team for Rebuild by Design, a post- Hurricane Sandy initiative by the US Department of Housing and Urban Development, which has produced a comprehensive urban water strategy for Hoboken, New Jersey, and is currently overseeing the masterplan for the Miami Beach Convention Center District in Miami Beach, Florida, a masterplan for a new civic center in Bogotá, Colombia as well as the completion the Québec National Beaux Arts Museum and the Faena Arts Center in Miami Beach. Before coming to New York, Shohei led the winning design teams for both CCTV (China Central Television) and the Shenzhen Stock Exchange (SSE) in China. He went on to serve as project architect for CCTV until the end of design development. [Shohei is 10% available.](#)

Jason Long, Partner

Jason Long joined OMA in 2003 and has been based in OMA New York since 2007. Jason served as project architect and project manager for many of OMA's most recent projects in the Americas including the Quebec National Beaux-Arts Museum, the Faena Arts Center in Miami Beach and the Marina Abramovic Institute in Hudson, New York. He has a longstanding experience with strategic masterplanning, from his early involvement in AMO studies for Beijing Preservation and Shanghai Planning to the recent winning competition scheme for the Miami Beach Convention Center District.

Most recently, Jason led the winning competition entry for the 11th Street Bridge Park in Washington DC, which will offer layered programs, presenting a new neighborhood park, an after-hours destination for the nearby workforce, a retreat for residents and a territory for tourists to explore. [Jason is 10% available.](#)

Laura Baird, Associate

Since joining OMA in 2007, Laura has worked on a number of different masterplan projects including Riga Port City in Latvia, Waterfront City in Dubai, The Headquarters for the Shenzhen Stock Exchange in China, Qatar Education City Central Library and Qatar Foundation Headquarters Buildings in Doha, RAK City in the Desert in Ras-al-Khaimah, and Dallas Connected City in Texas. Laura led OMA's proposals for the Masterplan and buildings of the Skolkovo Center for Innovation outside Moscow

and was responsible for the delivery of the Draft Concept for the Moscow Agglomeration: an urban plan for Greater Moscow. Leading AMO's growing involvement in the fields of energy policy and renewable energy planning since 2009 and having been involved in Zeekracht Masterplan, North Sea, Laura was responsible for delivering Roadmap 2050, a proposal for a decarbonized power grid for Europe by 2050, as well as "The Energy Report": a project for the WWF proposing renewable energy and sustainable strategies on a global scale. [Laura is 50% available.](#)

Daniel Pittman , Project Manager

Daniel joined OMA in 2012, working in Rotterdam before transferring to the New York office. Daniel is responsible for building AMO's presence in the Americas - OMA's in-house research studio and consulting practice.

For OMA, Daniel has led a number of strategy-driven projects, including the HUD Rebuild by Design initiative to develop a comprehensive flood resiliency plan for the Hurricane Sandy affected region of Hoboken. For the Central Market St. Design Charrette in San Francisco, Daniel led the coordination of small teams of stakeholders to develop a shared vision of site-specific interventions for the area - the result of which being that the San Francisco Mayor's office incorporated a number of recommendations into the City's future planning.

Prior to OMA, Daniel worked in innovation consulting, in public policy, as well as consulting on topics as diverse as financial sustainability for a museum, and business strategy for a web-based volunteer recruiting site for various start-ups and non-profits. [Daniel is 50% available.](#)

Christine Noblejas, Creative Content Director

Christine Noblejas joined OMA's New York office in 2008. With a joint degree in writing and architecture, she regularly contributes to AMO's research, exhibition and publication efforts in the Americas. Most recently, she was a member of the core team that assisted the Rockefeller Foundation and the US Department of Housing and Urban Development in shaping the workshop curriculum for the National Disaster Resiliency Competition, an initiative to recover innovatively and creatively distribute limited federal resources. Prior to joining OMA, Christine worked with China-based architecture firm, MADA s.p.a.m. including the curation of the first Shenzhen / Hong Kong Biennale and the founding of the American Academy in China. In both roles, Christine developed the official mission statement and publications, while simultaneously serving the role of logistics coordinator, organizing lectures as well as exhibition content. [Christine is 25% available](#)

ORG

Alexander D'Hooghe, Director

Alexander directs the MIT Center for Advanced Urbanism and is a founding principal of the Organization for Permanent Modernity, (ORG), a professional design firm and think tank for urbanism and architecture, with locations in Boston and Brussels.

Alexander is an associate professor with tenure at MIT in urbanism and architecture, with a background in urban design, and civil engineering - architecture. The MIT Center is a collaborative effort involving faculty across MIT, focused on design and research about large-scale critical urgencies, including climate adaptation urbanism, health + urbanism, technology + urbanism, and urbanism of the global south. Alexander brings together a staff of top-level experts and out-of-the-box designers to take on urbanism with state-of-the-art technologies and most current insights. The team meshes a cultural, financial, technological and infrastructure design expertise. D'Hooghe obtained his Ph.D. at the Berlage Institute in 2007 with T.U. Delft, Masters in Urban Design at the Harvard GSD in 2001, Masters in Architecture and Civil Engineering from the University of Leuven in 1996. [Alexander is 10% available.](#)

Aaron Weller, Project Manager

Based in Boston, Aaron Weller, M.Arch, Project Manager, Associate Director, Design is design lead and project manager on several projects since joining the company in the beginning of 2014. He was senior designer for the city-wide plan for the metro area of Gent; is currently engaged as senior designer for the metro area of MARseille-Aix-en Provence (FR). In both, Aaron's responsibilities included instigating, producing and synthesizing analysis and design scenarios for mobility and infrastructure, partner experts in landscape, culture, and economic development.

Before joining ORG, Aaron worked in various locations including Brooklyn, Mexico, and at Gray Organschi Architecture in New Haven including design and construction manager for a Connecticut Historic Structures conversion to a mixed-urban building. Aaron was a visiting lecturer in architecture in Mexico, leading seminars and design studios in digital communication, contemporary theory, and collective housing.

[Aaron is 10% available.](#)

Arup

Fiona Cousins, Principal

Fiona has worked for both corporate and institutional clients on a wide variety of building, planning and sustainability projects including offices, trading floors, laboratories, libraries, performing art centers, airports and campuses. Fiona leads the sustainability team and, is one of the leaders of the mechanical engineering team, directs technical investments for Arup's Americas Region.

A certified ASHRAE High-Performance Building Design Professional, she has a background as a mechanical engineer and has spent much of her career engaged in HVAC design, with an area of specialization in thermal comfort and energy efficiency. A LEED® Accredited Professional since 2001, and has served as both Manager and Director for a number of projects that are pursuing the highest levels of LEED goals, Fiona has also served for two years as the chair of the New York Chapter of the USGBC and is currently on the board.

A frequent presenter on transformative sustainable building design, she has presented technical papers in the areas of low energy design and sustainability at EnvironDesign, Sustainable Steel, Earthday New York, Green Building Challenge, GreenBuild, Council for Tall Buildings and Urban Habitat. [Fiona is 10% available.](#)

Cameron Thomson, Associate Principal

Cameron Thomson is an Associate Principal, leading the Sustainability, Energy and Climate change team. With over 15 years of experience he works on projects across the scale of the built environment developing sustainability and resiliency approaches for buildings, major infrastructure, community plans and corporate governance projects.

Cameron currently working on a Sustainability and Energy plan for the University of Manitoba, Mexico City's new terminal building and a Net Zero Performing Arts Center in Montana and major redevelopment of 33 public housing buildings in New York. Cameron recently completed the Sustainability Plan for Washington DC which engaged the City and its stakeholders to develop multiple goals and actions across 11 focus areas. He has also works with other North American and international cities on Sustainability, Energy and Climate Adaptation Plans. Cameron is a Certified Planner (AICP) and holds a UK chartership. [Cameron is 10% available.](#)

frog design

Scott Nazarian, Executive Creative Director

Focusing primarily on Interaction Design and User Experience Strategy, Scott joined the frog in 2006. A self-described “HCI Generalist”, Scott most recently held positions as Principal Investigator in the Sun Labs in Menlo Park as well as Adjunct Professor in Interaction Design at California College of Arts. He holds patents in the areas of visual media search methods as well as graphical user interface for 10’ user interaction.

A graduate of the Art Center College of Design, Scott has his MFA in Media Design. With over twenty years in the field, he has been a journeyman along the path of visual communications design and production throughout film, photography, editorial graphic design and interaction design for both screen and built environments and has instructed at all levels of the design curriculum.

In the last decade, Scott’s portfolio of work has been in the digital domain with frequent, convergent cross-over into physical material and forms and underscored by global, user-centered research. Spanning the PC and mobile web, entertainment ecosystems, enterprise controls and commercial environments, this hybrid space between digital and physical experience is the cornerstone of an interest in smart infrastructures and the future of cities. [Scott is 10% available.](#)

Richard Tyson, Principal Strategy Director

Richard is a Principal Strategy Director at frog with a focus on human centered approaches to data and systems intelligence. He leads the firm’s work to humanize data and analytics for the design of connected product and service experiences. A highly creative innovation executive focused on technology, complex and informal systems, brand building, and organizational learning. He is committed to helping leaders realize signature growth programs that harness social, technical, environmental, and economic change. Select clients included: IBM, Google, Microsoft, Citi, SK Telecom, Time Warner, The World Bank, The United Nations, USAID, USTDA, DoD, and ODNI. Richard has conducted projects throughout the world in Europe, Asia, Africa, North America, and the Middle East. [Richard is 10% available](#)

Boston Urban Development

Beverley Johnson, President, Founder

Beverley Johnson is the President and Founder of Boston Urban Development, a minority/woman-owned and disadvantaged business enterprise that was established in 1994 to provides services in land use planning and public involvement.

Beverley combines her professional training, experience, and skills in land use planning and development to generate innovative approaches to the challenge of strengthening urban neighborhood economies and economic opportunity through the development of large, mixed use projects in inner-city communities. Beverley also relies on her academic training and entrepreneurial skills to bring a very focused business approach to the management of large projects during the critical planning phase.

Beverly was employed at the Boston Redevelopment Authority (BRA). During her tenure with the BRA, she served simultaneously as the Assistant Director for Institutional Planning and Development; and as the Deputy Director for Community Economic Development. Boston Urban Development is MWBE Certified in the Commonwealth. [Beverley is 10% available.](#)

Pamela McDermott, Director, Consultant

Pam combines her 30+ years of consulting experience with an understanding of and passion for issues that stem from her background running for political office in Boston, serving both Mayors and Governors in public policy positions, and brings her entrepreneurial spirit and love of small business and service in the community to the issue at hand. Pam serves on the Advisory Board for City-To-City, and served two terms as President of New England Women in Real Estate (NEWIRE). She was appointed to serve as a Delegate to the White House Conference on Small Business.

Pamela recently received the Women of Finance, Investment and Real Estate from Banker and Tradesman, the real estate and finance publication of the Northeast. She was recently named as one of “The Top 100 Women in Boston”. [Pamela is 10% available.](#)

Changing Places

Kent Larson, Director, Professor

Kent Larson directs the City Science Initiative and the Changing Places Group at the MIT Media Laboratory, with research focused on strategies to enable high-performance, entrepreneurial, creative communities. Projects include advanced simulation and augmented reality for urban design, transformable urban housing to increase diversity and improve space utilization, mobility-on-demand systems and new vehicles as alternatives to the private automobile, and urban agriculture technology. The research group is committed to living lab deployments that test and evaluate urban innovation in the context of real-world environments, which currently includes Taipei, Hamburg, Lisbon, Andorra, and Boston.

Larson and researchers from his group received the “10-Year Impact Award” from Ubicomp 2014: a “test of time” award for work that, with the benefit of that hindsight, has had the greatest impact. Larson practiced architecture for 15 years in New York City, with design work published in Architectural Record, Progressive Architecture, Global Architecture, the New York Times, A+U, and Architectural Digest. [Kent is 10% available.](#)

Ryan Chin, Managing Director & Scientist

Ryan C.C. Chin is the managing director of the City Science Initiative at the MIT Media Lab. He conducts research on disruptive urban systems in the areas of urban mobility, live/work, building-integrated agriculture, and big data analytics. He is creating Autonomous Mobility-on-Demand (MoD) Systems – a network of self-driving, shared-use, lightweight electric vehicles (EVs) for cities. He also developed MoD EVs including the GreenWheel, RoboScooter, Persuasive Electric Vehicle, and the CityCar – a foldable, electric, two-passenger vehicle. The CityCar is designed to meet European Union regulations for roadworthy urban EVs.

Ryan consults and advises industry and government agencies in the areas of Smart Cities, mass customization, and sustainable urban systems. His professional education course “Beyond Smart Cities” attracts global participants from corporate, public, and educational sectors. He frequently travels as a speaker and panelist at conferences like TEDx, MIT EmTech, and Smart City Expo. [Ryan is 10% available.](#)

**EXHIBIT D: STAFF PLAN
WORKSHEET**

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for Each Task

STAFFPLANWORKSHEET TASK# 1-6

CONSULTANT OMA TASKS 1-6 in Overview

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Shohei Shigematsu	Partner	Urbanism	12/15	41.3
Laura Baird	Associate	Urbanism	8/10	920
Daniel Pittman	Project Manager	Urbanism	4/12	413
Name TBC	Architect	Urbanism	TBC	998
Name TBC	Junior Architect	Urbanism	TBC	1 376
Name TBC	Junior Architect	Urbanism	TBC	1 170
Total				5 289

CONSULTANT OMA TASKS 1: Section 1 Baseline Conditions

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Shohei Shigematsu	Partner	Urbanism	12/15	34.4
Laura Baird	Associate	Urbanism	8/10	68.8
Daniel Pittman	Project Manager	Urbanism	4/12	34.4
Name TBC	Architect	Urbanism	TBC	68.8
Name TBC	Junior Architect	Urbanism	TBC	137.6
Name TBC	Junior Architect	Urbanism	TBC	137.6
Total				481.6

CONSULTANT OMA TASKS 2: Section 2 Vision, Principles & Goals

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Shohei Shigematsu	Partner	Urbanism	12/15	86
Laura Baird	Associate	Urbanism	8/10	172
Daniel Pittman	Project Manager	Urbanism	4/12	86
Name TBC	Architect	Urbanism	TBC	172
Name TBC	Junior Architect	Urbanism	TBC	344
Name TBC	Junior Architect	Urbanism	TBC	344
Total				1 204

**EXHIBIT D: STAFF PLAN
WORKSHEET**

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

CONSULTANT OMA TASKS 3: Alternative Development Plan Framework

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Shohei Shigematsu	Partner	Urbanism	12/15	103.2
Laura Baird	Associate	Urbanism	8/10	206.4
Daniel Pittman	Project Manager	Urbanism	4/12	103.2
Name TBC	Architect	Urbanism	TBC	412.8
Name TBC	Junior Architect	Urbanism	TBC	412.8
Name TBC	Junior Architect	Urbanism	TBC	412.8
Total				1 651.2

CONSULTANT OMA TASKS 4: Draft Plan Development

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Shohei Shigematsu	Partner	Urbanism	12/15	68.8
Laura Baird	Associate	Urbanism	8/10	137.6
Daniel Pittman	Project Manager	Urbanism	4/12	68.8
Name TBC	Architect	Urbanism	TBC	137.6
Name TBC	Junior Architect	Urbanism	TBC	275.2
Name TBC	Junior Architect	Urbanism	TBC	275.2
Total				963.2

CONSULTANT OMA TASKS 5: Draft Plan Public Review

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Shohei Shigematsu	Partner	Urbanism	12/15	68.8
Laura Baird	Associate	Urbanism	8/10	206.4
Daniel Pittman	Project Manager	Urbanism	4/12	68.8
Total				344

CONSULTANT OMA TASKS 6: Final Plan Preparation

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Shohei Shigematsu	Partner	Urbanism	12/15	51.6
Laura Baird	Associate	Urbanism	8/10	129
Daniel Pittman	Project Manager	Urbanism	4/12	51.6
Name TBC	Architect	Urbanism	TBC	206.4
Name TBC	Junior Architect	Urbanism	TBC	206.4
Total				645

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT ORG Tasks 1-6

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Alexander D'Hooghe	Founding Partner	Urbanism	15/18	262.5
Aaron Weller	Associate Director, Design	Urbanism	1.5/8	2 275
Kobi Ruthenberg	Ass. Director, Urbanism	Urbanism	3/6	35
Alison Hammer	Snr. Urban Finance Expert	Finance	1/10	35
Yoon Young Cho	Designer	Urbanism	2/7	1 312.5
Total				3 920

SUBCONSULTANT ORG Tasks 1 Baseline Conditions

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Alexander D'Hooghe	Founding Partner	Urbanism	15/18	10.9
Aaron Weller	Associate Director, Design	Urbanism	1.5/8	94.8
Kobi Ruthenberg	Ass. Director, Urbanism	Urbanism	3/6	1.5
Alison Hammer	Snr. Urban Finance Expert	Finance	1/10	1.5
Yoon Young Cho	Designer	Urbanism	2/7	54.7
Total				163.3

SUBCONSULTANT ORG Tasks 2 Vision, Principles and Goals

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Alexander D'Hooghe	Founding Partner	Urbanism	15/18	21.9
Aaron Weller	Associate Director, Design	Urbanism	1.5/8	189.6
Kobi Ruthenberg	Ass. Director, Urbanism	Urbanism	3/6	2.9
Alison Hammer	Snr. Urban Finance Expert	Finance	1/10	2.9
Yoon Young Cho	Designer	Urbanism	2/7	109.4
Total				326.7

SUBCONSULTANT ORG Tasks 3 Alternative Development Plan Framework

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Alexander D'Hooghe	Founding Partner	Urbanism	15/18	54.7
Aaron Weller	Associate Director,	Urbanism	1.5/8	474
Kobi Ruthenberg	Ass. Director, Urbanism	Urbanism	3/6	7.3
Alison Hammer	Snr. Urban Finance	Finance	1/10	7.3
Yoon Young Cho	Designer	Urbanism	2/7	273.4
Total				816.7

**EXHIBIT D: STAFF PLAN
WORKSHEET**

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT ORG Tasks 4 Draft Plan Development

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Alexander D'Hooghe	Founding Partner	Urbanism	15/18	65.6
Aaron Weller	Associate Director, Design	Urbanism	1.5/8	568.8
Kobi Ruthenberg	Ass. Director, Urbanism	Urbanism	3/6	8.8
Alison Hammer	Snr. Urban Finance Expert	Finance	1/10	8.8
Yoon Young Cho	Designer	Urbanism	2/7	328.1
Total				980

SUBCONSULTANT ORG Tasks 5 Draft Plan Public Review

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Alexander D'Hooghe	Founding Partner	Urbanism	15/18	43.8
Aaron Weller	Associate Director, Design	Urbanism	1.5/8	379.2
Kobi Ruthenberg	Ass. Director, Urbanism	Urbanism	3/6	5.8
Alison Hammer	Snr. Urban Finance Expert	Finance	1/10	5.8
Yoon Young Cho	Designer	Urbanism	2/7	218.8
Total				653.3

SUBCONSULTANT ORG Tasks 6 Final Plan Development

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Alexander D'Hooghe	Founding Partner	Urbanism	15/18	43.8
Aaron Weller	Associate Director, Design	Urbanism	1.5/8	284.4
Kobi Ruthenberg	Ass. Director, Urbanism	Urbanism	3/6	4.4
Alison Hammer	Snr. Urban Finance Expert	Finance	1/10	4.4
Yoon Young Cho	Designer	Urbanism	2/7	164.1
Total				490

SUBCONSULTANT ARUP Tasks 1-6 in Overview

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Fiona Cousins	Fellow	Energy	27	50
Mark Walsh Cooke	Principal	Mechanical	27	100
Janine Witko	Principal	Water Resources	2/29	84
Cameron Thomson	Ass. Principal	Energy	8/14	406
Vincent Lee	Ass. Principal	Water Resources	9/17	194
Rebecca Hatchadorian	Snr. Consultant	Sustainability	6/12	250

**EXHIBIT D: STAFF PLAN
WORKSHEET**

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT ARUP Tasks 1-6 in Overview

Adam Friedberg	Associate	Energy	8/11	262
Volker Buscher	Director	ITC	21	62
Allan Barton	Director	Waste	8/27	62
Trent Lethco	Director	Transport	13/15	70
Polly Turton	Associate	Climate Change	7/13	204
Jordan O'Brien	Associate	Transaction	5/14	136
Total				1 880

SUBCONSULTANT ARUP Tasks 1 Baseline Conditions

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Fiona Cousins	Fellow	Energy	27	2.1
Mark Walsh Cooke	Principal	Mechanical	27	4.2
Janine Witko	Principal	Water Resources	2/29	3.5
Cameron Thomson	Ass. Principal	Energy	8/14	16.9
Vincent Lee	Ass. Principal	Water Resources	9/17	8.1
Rebecca Hatchadorian	Snr. Consultant	Sustainability	6/12	10.4
Adam Friedberg	Associate	Energy	8/11	10.9
Volker Buscher	Director	ITC	21	2.6
Allan Barton	Director	Waste	8/27	2.6
Trent Lethco	Director	Transport	13/15	2.9
Polly Turton	Associate	Climate Change	7/13	8.5
Jordan O'Brien	Associate	Transaction	5/14	5.7
Total				43.6

SUBCONSULTANT ARUP Tasks 2 Vision, Principles and Goals

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Fiona Cousins	Fellow	Energy	27	4.2
Mark Walsh Cooke	Principal	Mechanical	27	8.3
Janine Witko	Principal	Water Resources	2/29	7.0
Cameron Thomson	Ass. Principal	Energy	8/14	33.8
Vincent Lee	Ass. Principal	Water Resources	9/17	16.2
Rebecca Hatchadorian	Snr. Consultant	Sustainability	6/12	20.8
Adam Friedberg	Associate	Energy	8/11	21.8
Volker Buscher	Director	ITC	21	5.2
Allan Barton	Director	Waste	8/27	5.2
Trent Lethco	Director	Transport	13/15	5.8
Polly Turton	Associate	Climate Change	7/13	17.0
Jordan O'Brien	Associate	Transaction	5/14	11.3
Total				87.2

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT ARUP Tasks 3 Alternative Development Plan Framework

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Fiona Cousins	Fellow	Energy	27	10.4
Mark Walsh Cooke	Principal	Mechanical	27	20.8
Janine Witko	Principal	Water Resources	2/29	17.5
Cameron Thomson	Ass. Principal	Energy	8/14	84.6
Vincent Lee	Ass. Principal	Water Resources	9/17	40.4
Rebecca Hatchadorian	Snr. Consultant	Sustainability	6/12	52.1
Adam Friedberg	Associate	Energy	8/11	54.6
Volker Buscher	Director	ITC	21	12.9
Allan Barton	Director	Waste	8/27	12.9
Trent Lethco	Director	Transport	13/15	14.6
Polly Turton	Associate	Climate Change	7/13	42.5
Jordan O'Brien	Associate	Transaction	5/14	28.3
Total				217.9

SUBCONSULTANT ARUP Tasks 4 Draft Plan Development

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Fiona Cousins	Fellow	Energy	27	12.5
Mark Walsh Cooke	Principal	Mechanical	27	25
Janine Witko	Principal	Water Resources	2/29	21
Cameron Thomson	Ass. Principal	Energy	8/14	101.5
Vincent Lee	Ass. Principal	Water Resources	9/17	48.5
Rebecca Hatchadorian	Snr. Consultant	Sustainability	6/12	62.5
Adam Friedberg	Associate	Energy	8/11	65.5
Volker Buscher	Director	ITC	21	15.5
Allan Barton	Director	Waste	8/27	15.5
Trent Lethco	Director	Transport	13/15	17.5
Polly Turton	Associate	Climate Change	7/13	51
Jordan O'Brien	Associate	Transaction	5/14	34
Total				261.5

SUBCONSULTANT ARUP Tasks 5 Draft Plan Public Review

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Fiona Cousins	Fellow	Energy	27	8.3
Mark Walsh Cooke	Principal	Mechanical	27	16.7
Janine Witko	Principal	Water Resources	2/29	14.0
Cameron Thomson	Ass. Principal	Energy	8/14	67.7
Vincent Lee	Ass. Principal	Water Resources	9/17	32.3
Rebecca Hatchadorian	Snr. Consultant	Sustainability	6/12	41.7
Adam Friedberg	Associate	Energy	8/11	43.7
Volker Buscher	Director	ITC	21	10.3

**EXHIBIT D: STAFF PLAN
WORKSHEET**

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT ARUP Tasks 5 Draft Plan Public Review

Allan Barton	Director	Waste	8/27	10.3
Trent Lethco	Director	Transport	13/15	11.7
Polly Turton	Associate	Climate Change	7/13	34.0
Jordan O'Brien	Associate	Transaction	5/14	22.7
Total				174.3

SUBCONSULTANT ARUP Tasks 6 Final Plan Development

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Fiona Cousins	Fellow	Energy	27	8.3
Mark Walsh Cooke	Principal	Mechanical	27	12.5
Janine Witko	Principal	Water Resources	2/29	10.5
Cameron Thomson	Ass. Principal	Energy	8/14	50.8
Vincent Lee	Ass. Principal	Water Resources	9/17	24.3
Rebecca Hatchadorian	Snr. Consultant	Sustainability	6/12	41.7
Adam Friedberg	Associate	Energy	8/11	32.8
Volker Buscher	Director	ITC	21	7.8
Allan Barton	Director	Waste	8/27	7.8
Trent Lethco	Director	Transport	13/15	8.8
Polly Turton	Associate	Climate Change	7/13	25.5
Jordan O'Brien	Associate	Transaction	5/14	17
Total				130.8

SUBCONSULTANT FROG Tasks 1-6

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Scott Nazarian	CTV Exec Creative Director	Design		32
Richard Tyson	ST Principal Strategy Dir.	Design		32
	PM Snr. Program Manager	Design		160
	Snr. Interaction Designer	Design		320
	CTV Snr. Visual Designer	Design		320
	ST Strategist	Design		320
	CTV Visual Designer I	Design		80
Total				400

SUBCONSULTANT FROG Task 1 Baseline Conditions

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Scott Nazarian	CTV Exec Creative Director	Design		1.3
Richard Tyson	ST Principal Strategy Dir.	Design	5 months/20	1.3
	PM Snr. Program Manager	Design		6.7
	Snr. Interaction Designer	Design		13.3
	CTV Snr. Visual Designer	Design		13.3

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT FROG Task 1 Baseline Conditions

	ST Strategist	Design		13.3
	CTV Visual Designer I	Design		3.3
Total				16.7

SUBCONSULTANT FROG Task 2 Vision, Principles and Goals

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Scott Nazarian	CTV Exec Creative Director	Design		2.7
Richard Tyson	ST Principal Strategy Dir.	Design	5 months/20	2.7
	PM Snr. Program Manager	Design		13.3
	Snr. Interaction Designer	Design		26.7
	CTV Snr. Visual Designer	Design		26.7
	ST Strategist	Design		26.7
	CTV Visual Designer I	Design		6.7
Total				33.3

SUBCONSULTANT FROG Task 3 Alternative Development Plan Framework

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Scott Nazarian	CTV Exec Creative Director	Design		6.7
Richard Tyson	ST Principal Strategy Dir.	Design	5 months/20	6.7
	PM Snr. Program Manager	Design		33.3
	Snr. Interaction Designer	Design		66.7
	CTV Snr. Visual Designer	Design		66.7
	ST Strategist	Design		66.7
	CTV Visual Designer I	Design		16.7
Total				83.3

SUBCONSULTANT FROG Task 4 Draft Development Plan

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Scott Nazarian	CTV Exec Creative Director	Design		8.0
Richard Tyson	ST Principal Strategy Dir.	Design		8.0
	PM Snr. Program Manager	Design		40.0
	Snr. Interaction Designer	Design		80.0
	CTV Snr. Visual Designer	Design		80.0
	ST Strategist	Design		80.0
	CTV Visual Designer I	Design		20.0
Total				100.0

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT FROG Task 5 Draft Development Plan Review

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Scott Nazarian	CTV Exec Creative Director	Design		5.3
Richard Tyson	ST Principal Strategy Dir.	Design	5 months/20	5.3
	PM Snr. Program Manager	Design		26.7
	Snr. Interaction Designer	Design		53.3
	CTV Snr. Visual Designer	Design		53.3
	ST Strategist	Design		53.3
	CTV Visual Designer I	Design		13.3
Total				66.7

SUBCONSULTANT FROG Task 6 Final Plan Development

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Scott Nazarian	CTV Exec Creative Director	Design		5.3
Richard Tyson	ST Principal Strategy Dir.	Design	5 months/20	4.0
	PM Snr. Program Manager	Design		20.0
	Snr. Interaction Designer	Design		40.0
	CTV Snr. Visual Designer	Design		40.0
	ST Strategist	Design		53.3
	CTV Visual Designer I	Design		10.0
Total				50.0

SUBCONSULTANT BOSTON URBAN DESIGN Tasks 1-6

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Beverley Johnson	Principal	Community	20 years	240
Pamela McDermott	Principal	Relations	20 years	240
Carolyn Spicer	Staff		18 years	130
Total				610

SUBCONSULTANT BOSTON URBAN DESIGN Tasks 2 Vision, Principles and Goals

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Beverley Johnson	Principal	Community	20 years	120
Pamela McDermott	Principal	Relations	20 years	120
Carolyn Spicer	Staff		18 years	75
Total				217.5

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor
Timothy J. Burke, Chairman BRA Board
Brian P. Golden, Director BRA

SUBCONSULTANT BOSTON URBAN DESIGN Tasks 2 Vision, Principles and Goals

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Beverley Johnson	Principal	Community	20 years	120
Pamela McDermott	Principal	Relations	20 years	120
Carolyn Spicer	Staff		18 years	75
Total				217.5

SUBCONSULTANT MIT Tasks 1-6

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Kent Larson	Director	Urbanism	NA//20	500
Ryan Chin	Director	Urbanism	NA/20	400
Total				900

SUBCONSULTANT MIT Task 2 Vision, Principles and Goals

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Kent Larson	Director	Urbanism	NA//20	250
Ryan Chin	Director	Urbanism	NA/20	200
Total				450

SUBCONSULTANT MIT Task 5 Draft Plan Review

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Kent Larson	Director	Urbanism	NA//20	250
Ryan Chin	Director	Urbanism	NA/20	200
Total				450

Qualifications & Experience

OMA's planning projects represent our integrated urban approach, providing a multifaceted response to multiple themes that the Boston 2030 plan hopes to address. Our case studies - both completed and currently ongoing - represent the diversity of our urban design experience.



Mobility



Housing



*Arts, Culture
& Creativity*



*Parks &
Open Spaces*



*Environment
& Adaptation*



*Prosperity
& Equity*



Health



*Arts, Culture
& Creativity*



Housing



Mobility



Zeche Zollverein Industrial Complex

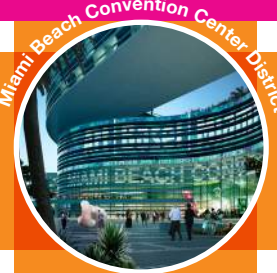


Euralille

From a problematic area connected to decline and unemployment, OMA's masterplan resolving the introduction of the TGV speed rail repositioned, allowing it to be a destination, rather than a transit layover in Europe.



Marina Abramovic Community Center, Obod, Cetinje



Miami Beach Convention Center District



Breda Chasse Campus



Doha Airport City

The Hamad International Airport City is a 10 km² development where 200,000 people will live and work, featuring a transport hub linking with Greater Doha; office headquarters and educational facilities for aviation authorities; cargo and warehousing facilities; and a residential district to accommodate future employees.



Health



West Louisville Food Port

Rebuild by Design

OMA's proposal for a comprehensive water strategy for Hurricane Sandy-affected regions of New Jersey won federal funding in 2014.



Prosperity & Equity



Environment & Adaptation

Zeekracht, North Sea Masterplan



Parks & Open Spaces



17th Street Bridge Park



Skolkovo Center for Innovation

Bogota Civic Center

A curved public space axis unifies multiple elements for the city's new civic center and government headquarters.



Almere City Center

Completed in 2007, OMA's masterplan proposed that the city's cultural nucleus (museum, library, theater) be situated within a dense business center.

West Kowloon Cultural District



Moscow Agglomeration Development Concept

Commissioned by the city of Moscow, OMA's masterplan addressed the changing needs of a growing city, redistributing the center into four hubs based around transit.



Dallas Connected City Design Challenge

OMA's shortlisted proposal to reconnect downtown Dallas to the waterfront was based in 4 interventions to cross the interstate

Rebuild by Design: Hoboken

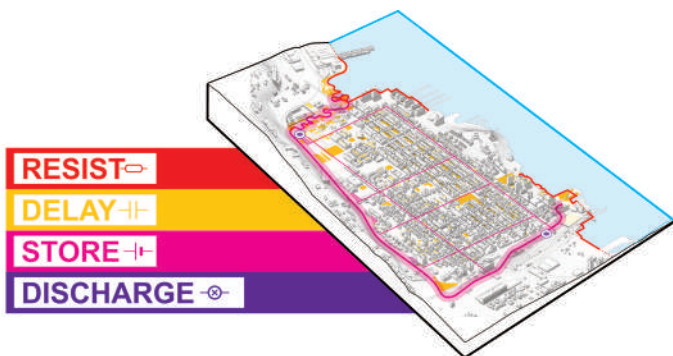


Location Hoboken, New Jersey, USA

Client US Department of Housing and Urban Development; Hurricane Sandy Rebuilding Task Force

Status 1 Year Competition, Awarded \$230M in CDBG-DR Funding; Schematic Design 2015

Program 2 square mile area; infrastructure; flood defense; landscaping



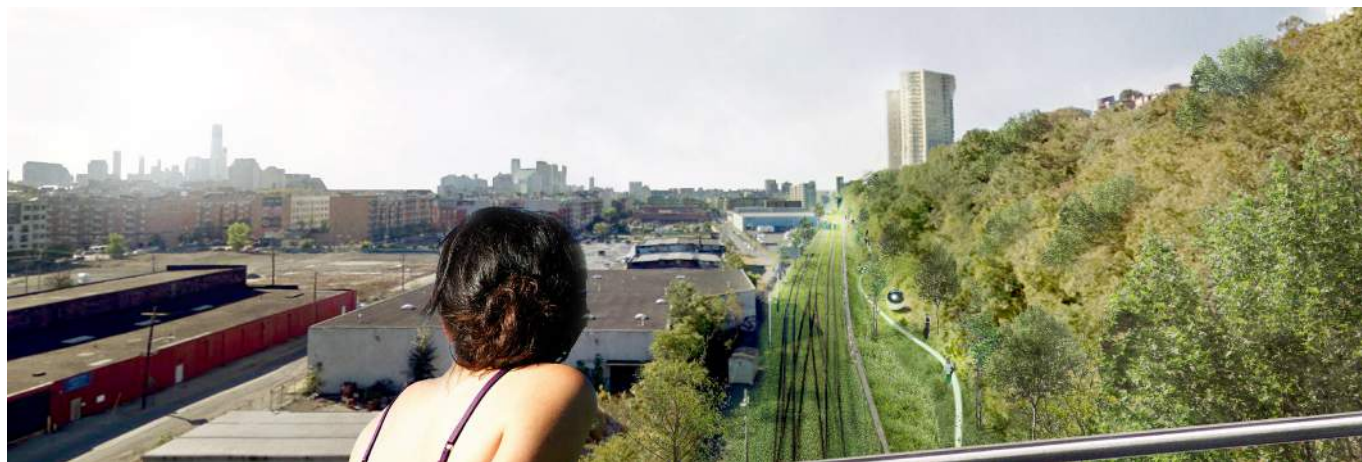
In 2013, OMA was invited to participate in HUD Rebuild by Design, a multi-stage design competition focused on developing resilience proposals as a response to Hurricane Sandy. Through a process of research, analysis, outreach, and design, we produced four proposals ranging from masterplans to communications strategies, moving forward with our HUD-selected Comprehensive Urban Water Strategy for Hoboken, NJ through a development and refinement of our design. In April 2014, our proposal was awarded CDBG-DR funding and is currently undergoing implementation.

Our approach is framed by a desire to understand and quantify flood risk. In doing so, we are better positioned to identify those opportunities that present the greatest impact, the best value, and the highest potential — our areas of focus.

Within the Sandy-affected region, New Jersey's communities of Jersey City, Hoboken and Weehawken are susceptible to both flash flood and storm surge. As integrated urban environments, discreet one-house-at-a-time solutions do not make sense. What is required is a comprehensive approach that acknowledges the density and complexity of the context, galvanizes a diverse community of beneficiaries, and defends the entire city, its assets and citizens.

Our comprehensive urban water strategy deploys programmed hard infrastructure and soft landscape for coastal defense (resist); policy recommendations, guidelines, and urban infrastructure to slow rainwater runoff (delay); a circuit of interconnected green infrastructure to store and direct excess rainwater (store); and water pumps and alternative routes to support drainage (discharge).

Our objectives are to manage water— for both disaster and for long-term growth; enable reasonable flood insurance premiums — through the potential redrawing of the FEMA flood zone; and deliver co-benefits that enhance our cities. These are replicable innovations that can help guide our communities on a sustainable path to living with water.





Moscow Agglomeration

Location

Moscow, Russia

Client

Deputy Mayor of Moscow,
Moscow City Government

Status

Competition, 2012

Program

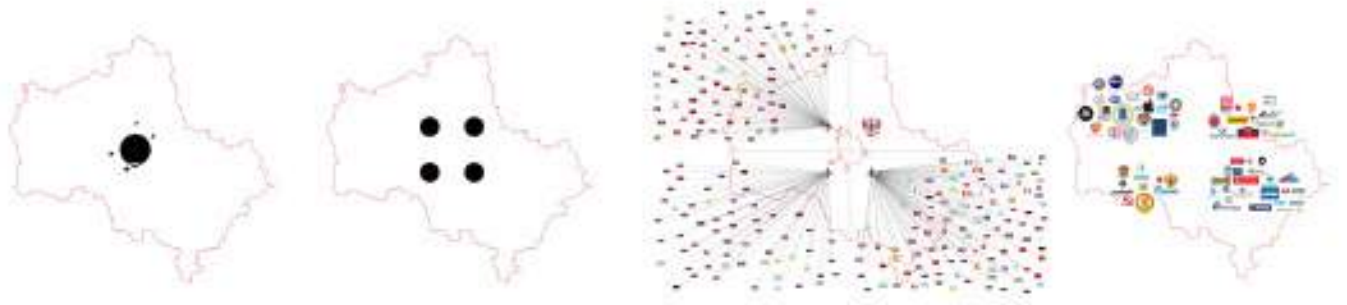
Masterplan for an expansion and
joint-development of Moscow and the
Moscow Oblast

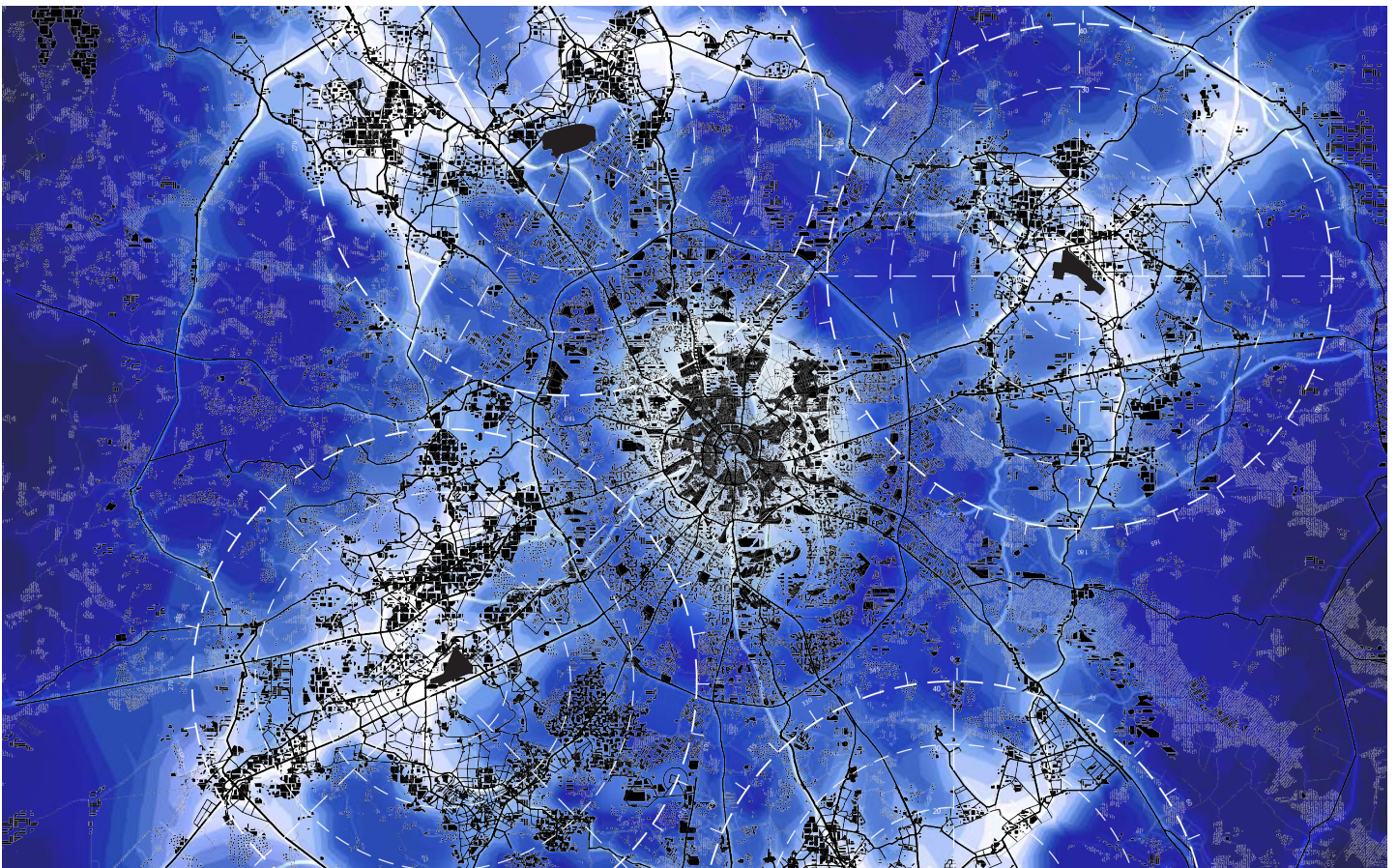


This project is less about expanding Moscow (a growing city that grew 2.4 times with the annex of new territory to the Southwest in 2012), but more a retroactive correction of an expansion that has already taken place: a recognition that the challenges facing “Greater Moscow” involve a much larger area than the newly included Southwest territories. Moscow’s new borders bring up the long-standing issue of the relation between the city and the region (Moscow and the Moscow Oblast). It is difficult to conceive of a change in territorial relationship between the two without also revisiting (to some extent) their administrative relationship. A renewed administrative relation with the Oblast - a joining of forces, with greater integration and coordination of issues - would create the opportunity to create a larger entity with considerably larger leverage within the administrative system of the Russian Federation.

OMA’s proposal for the Concept for the Moscow Agglomeration presents a comprehensive approach to planning the Moscow Oblast as a whole. To relieve the pressure on the existing city, the development of the Agglomeration will be reoriented towards 4 new “magnets” or logistic hubs. Strategically placed at the airports, these hubs are linked to the City and the Oblast through high-speed rail, and also integrate all forms of infrastructure: transport, broadband, industry, and energy provisions. Physically linking the periphery to the current “city” will allow for the economic activation of the periphery. Having established these 4 “new centers”, the proposal defines a limited number of carefully targeted projects in and around Moscow intended to help trigger an independent economic existence for Moscow’s periphery: the city’s economic health will no longer be tied exclusively to its center. Through the introduction of jobs, these projects should also help restore the balance between working and living in the Moscow Agglomeration.

A dual (electric) infrastructure loop will connect these projects, primarily built on existing and proposed rail and road, allowing for immediate implementation without massive investment. One will be devoted to high-speed rail, and one to electric public transport. The proposed Road loop uses 88% of existing or proposed roads, while the Rail ring uses 60% of existing or proposed Rail lines. A revised proposal for land categorization and zoning will mean existing and planned development can be utilized more efficiently. Land categories prime for development (and therefore the introduction of jobs) will merge into a single “urban” category, meaning higher tax revenues for the government and more flexibility for small business owners. In addition, certain Ministries and Agencies could, however, relocate to the periphery as a catalyst for business and economic activity. The development of the new sites will thus be a kind of tandem between relocated government institutions and various private economic activities.





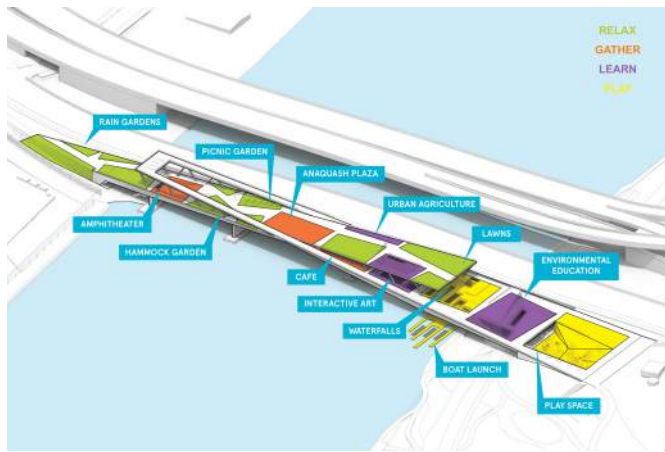
11th Street Bridge Park

Location Washington, DC, USA

Client 11th Street Bridge Park

Status Won Competition, 2014; Funding now being secured

Program Cafe, Environmental Education Center, Art Space, Playspace, Amphitheater, Plaza, Green Space, Beer Garden, Decking



Our design for the 11th Street Bridge Park – the Anacostia Crossing – is a place of exchange. The park at Anacostia Crossing will connect two historically disparate sides of the river with a series of outdoor programmed spaces and active zones that will provide an engaging place hovering above, yet anchored in, the Anacostia River. To create this place – more destination than elevated thoroughfare – we have designed the bridge park as a clear moment of intersection where two sides of the river converge and coexist. Anacostia Crossing will offer layered programs, presenting a new neighborhood park, an after-hours destination for the nearby workforce, a retreat for residents and a territory for tourists to explore.

Paths from each side of the river operate as springboards; sloped ramps that elevate visitors to maximized look out points to landmarks in either direction. Extending over the river, the Anacostia paths join to form a loop, embracing the path from the Navy Yard side and linking the opposing banks in a single gesture. The resulting form of the bridge creates an iconic encounter, an “X” recognizable as a new image for the river.

While the bridge is a unique and iconic structure, its character and essence are rooted in making this river landscape accessible to the community. Through programmed activities the bridge will showcase the region's unique cultural and natural history. To encourage visitors to spend time on the bridge and neighboring communities throughout the year, amenities for comfort and refreshment (restrooms and food), mitigation of climate extremes (shade and warmth), and opportunities for seasonal programming are provided along the entire length of the bridge. The bridge provides a gateway to events with strong roots in the adjacent communities.

The intersection point of the two paths shapes the central meeting point of the bridge—an open plaza that provides a flexible venue for markets, festivals, and theatrical performances held throughout the year. The paths that frame this plaza further enhance the bridge as a hub of activity, providing a sequence of zones designated for play, relaxation, learning and gathering.





Dallas Connected City

Location Dallas, Texas, USA

Client Dallas City Design Studio; City of Dallas

Status 3 month Competition 2013; shortlisted finalist

Program Infrastructure; cultural venues; outdoor amenities; mixed-use developments; residential; tech campus; entertainment



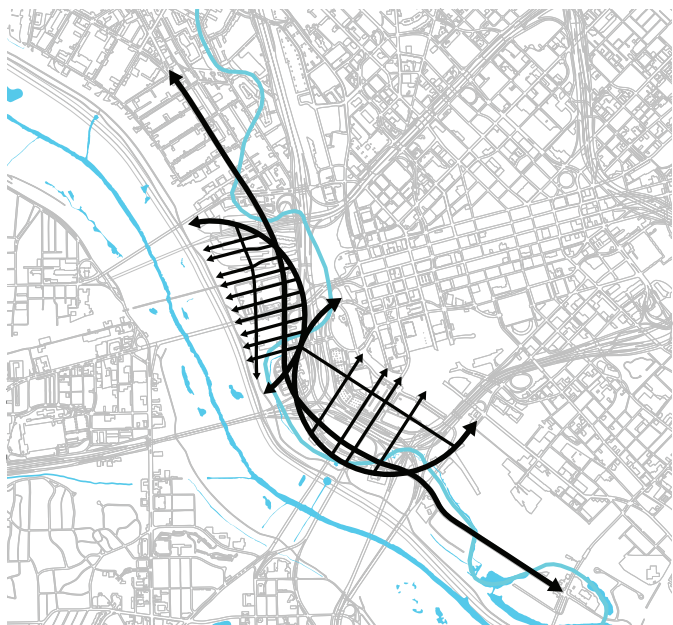
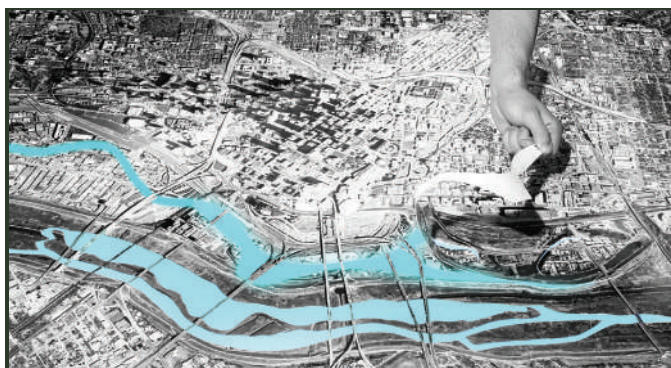
The area between Dallas and the Trinity River Corridor is currently dominated by highways and underdeveloped land. This zone forms a moat around Dallas, truncating downtown at Dealey Plaza and severing the city from the waterfront. Our vision seeks to connect downtown Dallas and the Trinity River Corridor and to reconceive the zone between them as a vibrant new linear city.

Daylighting and filtering existing watersheds and culverts reconstitutes the Old Trinity River to create a new ecological spine along Riverfront Boulevard. This new ecology provides a foundation for development by increasing property values and establishing a new, legible amenity zone adjacent to downtown.

To connect across I-35 and the railway, four strategic interventions stretch over and under them. At the North and South, new pedestrian bridges provide access to key DART stations. Closer to Downtown, Dealey Plaza and the viaducts at Houston and Jefferson are transformed to provide new gateways into the site.

Within the site, two arc-shaped loops define development, creating new connections between downtown Dallas and the Trinity and framing the new river. Where the two arcs intersect the rejuvenated waterway and Riverfront Boulevard, a chain of cultural venues and outdoor amenity areas establishes a central spine from north to south.

Along the spine, an archipelago of urban islands stretches from Rock Island at the south to the Design District at the north. Each island is a unique programmatic mix linked strategically to the areas that surround it.





Euralille

Location Lille, France

Client Euralille, Lille, France

Status Completed 1994

Program TGV station, offices (45,000m²), shops (31,000m²), park (100,000m²), 700 apartments, 3 hotels, 6,000 parking places, Exposition (20,000m²), Congress (18,000m²) with amphitheaters of 1,500, 500 and 300 seats, rockhall of 5,500 seats.



In 1989, the public-private partnership of Euralille commissioned OMA to masterplan over 800,000 square meters of urban activities – a new TGV station, shopping, offices, parking, hotels, housing, a concert hall, congress – built on 120 hectares on the site of the former city fortifications by Vauban. A former mining and textile town, Lille was widely considered a problematic area and the announcement of the TGV network provided an opportunity for Lille to be positioned strategically; a new center of gravity for the virtual community of 50 million Western Europeans who now live within a 1 ½ hour traveling distance.

OMA's first task was to undo a knot of infrastructure including a circular highway that competed for space with rivers of railway and the projected underground TGV trajectory. The masterplan rerouted the highway and projected it underground, parallel to the TGV line, and to position between them - as a short circuit of the two major infrastructural flows- a huge multilevel parking garage to create an underground space that would support the new program close to the city but not part of it. OMA's proposal also reversed the typical condition of hiding the TGV in an underground tunnel and instead exposes it through buildings along and over the tracks.

After the opening of Euralille, tourism to Lille increased from 110,000 to 800,000 tourists a year. Congrexpo, the mega performance venue and congress center has held over 300 events with more than 1 million visitors a year, while the High Speed Train station sees 9 million travelers a year.



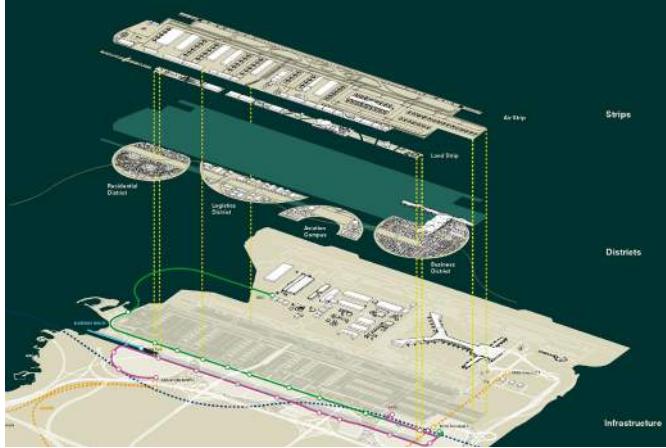
Doha Airport City

Location: Doha, Qatar

Client: New Doha International Airport

Status: Won Competition, 2011;
Commissioned, 2013; Detailed Design
Completed, 2013

Program: Commercial, mixed-use,
aviation, and logistic, connected by a band
of cultural, entertainment and educational
facilities.



OMA's largest airport planning project currently in development is Hamad International Airport (HIA) Airport City. The project was conceived as part of Qatar's overarching effort to diversify the country's economy outside of the oil and gas industry; the expansion of the airport into an airport city was intended to generate a variety of commercial opportunities through air and landside facilities and also provide alternative revenue streams to support the airport's operation. Doha's airport is situated at the center of the City of Doha and the Airport City master plan creates an area of development between the airport and the city that acts as both buffer and connector. Airport City also provides the site for a major rail station serving both the long-distance rail to adjacent countries and the city's metro system.

The HIA Airport City scheme is a 10km² development where 200,000 people will live and work. OMA's master plan is a series of four circular districts along a spine, parallel to the HIA runways, intended to create a strong visual identity and districts with unique identities. The project is currently in Phase 1 of the 30 year master plan, which links airside and landside developments for business, logistics, retail, hotels, and residences, will be mostly complete in time for the FIFA World Cup. Each of the circles is a district with an individual identity, and the connecting green spine running through each of the districts echoes their individual identities from north to south. The landscaping scheme is a new public space for Doha that will be used by residents and tourists alike. A network of public spaces, gardens and plazas will stretch across the site, surrounded by a "Desert Park". The master plan was conceived of in accordance with the 2030 sustainability guidelines stipulated by Qatar's National Masterplan for Development.



Bogotá Civic Center

Location Bogotá, Colombia

Client Empresa Virgilio Barco

Status Competition 2013; Schematic Design 2014

Program 2,750,000 m2 of Government Offices, Residential, Commercial, University Campus, Cultural Program and Museum, Hospital / 29,000 m2 Public Open Space.



The Bogotá Centro Administrativo Nacional (CAN) is positioned as a new civic center, located at the midpoint of Calle 26, the city's main axis that has symbolically charted its growth from the historic downtown to the airport and the international gateway of Colombia. With a footprint as large as the National Mall in Washington DC, this new city center will serve as the city's government headquarters, with additional mixed use program of residential, educational, retail and cultural developments.

The proposed masterplan utilizes a curved, public space axis to connect the adjacent natural parks to Calle 26 and link the existing districts. With a single gesture, the arc achieves a unified system of green, infrastructural, and programmatic networks. The new axis divides the site into three districts: (1) an office zone that connects to the existing financial district, (2) an institutional/governmental zone that is linked to the existing cultural spaces and recreational parks and (3) an educational campus connected to the existing university. These districts are unified by a green path that extends the meandering paths of the Simon Boliver Park to the National University plaza at other end of the site. This park axis will be programmed with cultural attractions and a bike path that will extend to Bogotá's highly successful pedestrian CicloVia network. OMA's proposal shifts the city's historic downtown center, which Le Corbusier masterplanned between 1947 and 1951 - an early demonstration of the city's longstanding commitment to urban planning. The CAN masterplan will be the largest built institutional masterplan in Latin America after Oscar Neimeyer's Brasilia, built in the 1960s.



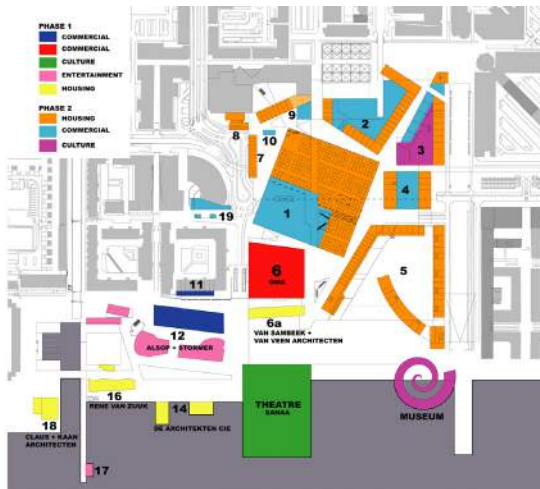
Almere City Center

Location Almere, Netherlands

Client City of Almere / Almere Hart CV

Status Completed 2007

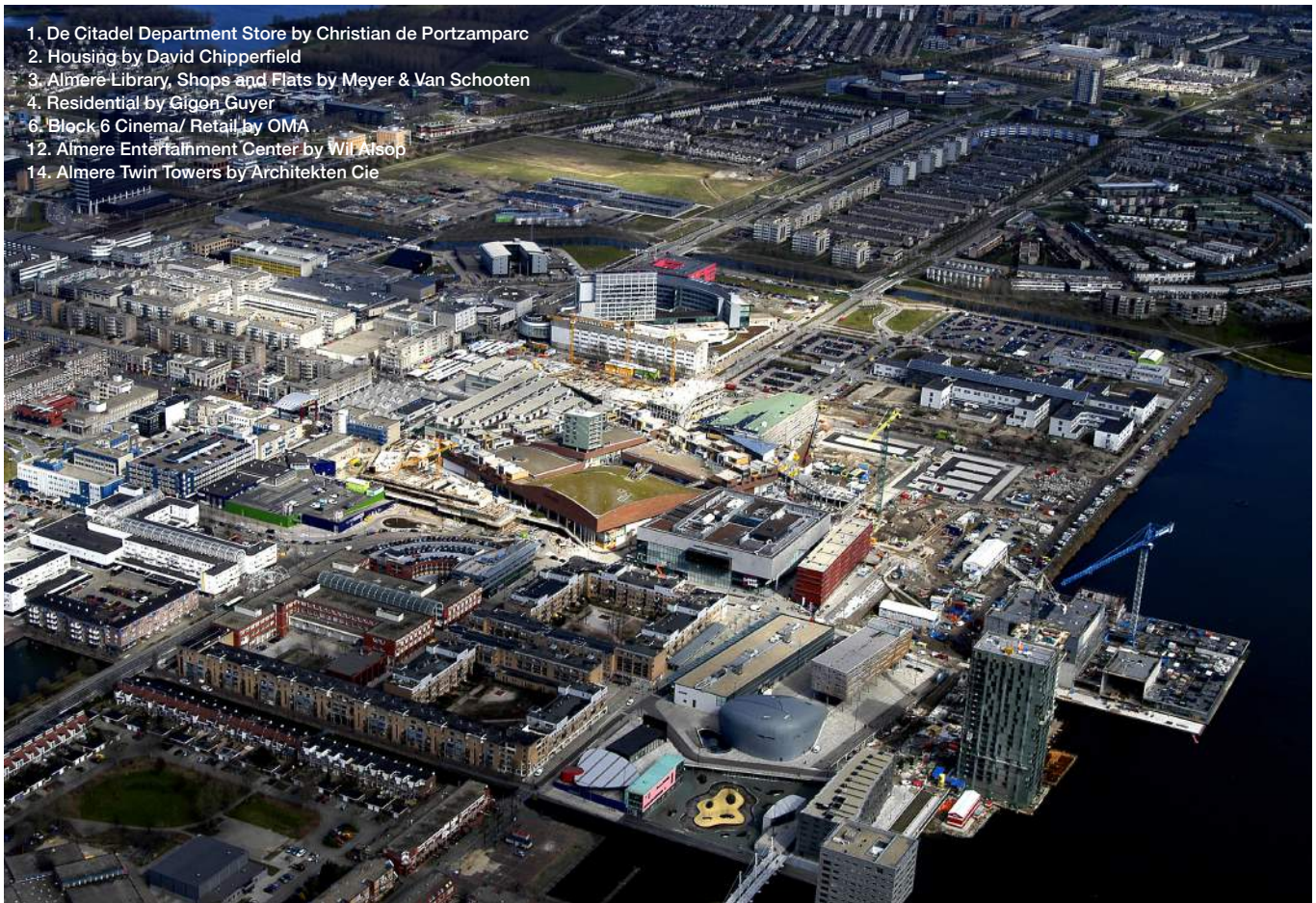
Program 727,640 sf Office space,
96,875 sf retail/entertainment space,
890 residential units, library, pop music
hall, theater, boulevard alongside the
Weerwater



Almere, now a city of over 100,000 inhabitants, has existed less than two decades. In that short time it has shown a commitment to architectural innovation and experimentation, and it will soon reach the critical mass that will enable it to redefine its ambitions; 10 years from today, it will make the leap from an agglomeration of distinct “equal” centers, each with its own concentration of facilities, to a city with a recognizable hierarchy in the programmatic development. This growth will provide the city center with the basis for a number of essential facilities, such as a cultural nucleus (museum, library, theatre) and retail facilities.

To mark this leap in Almere, OMA concentrated new program for the city and business center on two sites: between the town hall square and the boulevard alongside the Weerwater, and between the station and the planned Nelson Mandela Park. This concentration is essential for the unambiguous delineation of Almere’s new status. It will also make it possible to create a new and recognizable form contrasting with the existing, low density elements (specialist retailers, small-scale offices) of Almere today. The chosen density required a 130,000m² office complex North of the station, taking maximum advantage of its location. The density of the shopping complex means that the boulevard can be freed from the planned commercial program, leaving space for cultural and leisure programs. This concentration also offers the opportunity to create a diagonal shortcut between the two shopping districts. The strip to the east of the center will be preserved from immediate development, offering an attractive location for a new expansion initiative at a later stage.

1. De Citadel Department Store by Christian de Portzamparc
2. Housing by David Chipperfield
3. Almere Library, Shops and Flats by Meyer & Van Schooten
4. Residential by Gidon Guyer
6. Block 6 Cinema/ Retail by OMA
12. Almere Entertainment Center by Wil Alsop
14. Almere Twin Towers by Architecten Cie



ORG Selected Experience

TOWARDS A GRAND BARGAIN

The team developed a coalition of area stakeholders, including mayors of municipalities, ecological activists, business owners, and developers, who together articulated a desire to think beyond the status quo and transform the Meadowlands into a stronger, more ecologically sound, more economically attractive area.



New Meadowlands, New Jersey

Client: Rebuild By Design

The 'New Meadowlands' project articulates an integrated vision for protecting, connecting, and growing this critical asset for both New Jersey and the metropolitan area of New York.

The New Meadowlands proposal offers primary protection against flooding. An elongated, green infrastructure, 3rd generation berm with occasional gates will protect against flooding from storm surges. Within the protected areas, several fresh-water basins will absorb rainwater flooding, eliminating local rainwater flooding from sewer overflow.

An absolutely critical and innovative element is *design integration*. Designing these berm and basin systems in full integration with other parts of the area (transportation, ecology, development) will bring benefits to both wildlife ecology and economic development. Integrated design will allow for the various past and ongoing marshland restoration efforts by the Meadowlands Commission to become connected. We propose to call this the *Meadowpark*. Integrated design will also allow for this large reserve to act as a major value adder and opportunity for the surrounding development areas. The fundamental principle of this project is a new *grand bargain*. In order to be worthy of substantial federal investment in future flood protection, it is imperative to use the land more effectively.

Finally, the team has engaged in substantive outreach efforts to various municipalities in the area, the State of New Jersey, and the Meadowlands Commission. It has worked closely with environmental groups, such as the Hackensack Riverkeeper, as well as with the Meadowlands Chamber of Commerce, and major vital network operators and owners, such as the NYNJ Port Authority and PSEG.



Ghent 2030, Ghent, Belgium

Client: Confederatie Bouw Vlaanderen

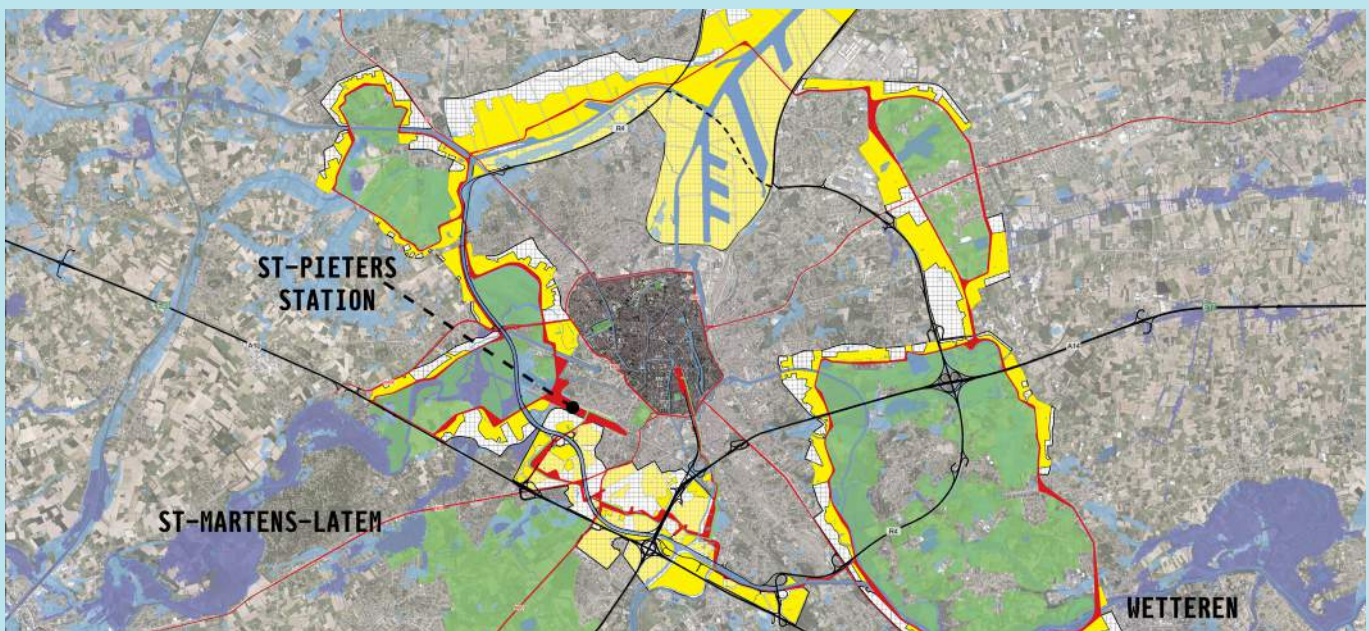
"FLANDERS CROSSING" The corridor weaves through preexisting large scale urban development providing a collective infrastructure for continued commercial, entertainment, and technology research institutions.



GENT 2030 is a long-term vision for the city of Ghent and its metropolitan region. The study addresses issues of population (aging and inequity), mobility and congestion, flood risks, and the spatial implications of new technologies. The study informs a series of projects that turn the city's most pressing urban issues into opportunities for growth and development with an optimism for the future.

The crux of the project is a proposed new secondary mixed mobility corridor. A "local" transportation network that links the cities isolated metropolitan areas to one another and the pre-existing radial connectors that enter the city center. This corridor alleviates the over usage of the primary "transnational" ring road (R4 and R40) which connects only a few privileged points and as a result is often over congested. In addition to stitching many city neighborhoods together and offering multiple means to move around, the new mobility corridor creates new development opportunities.

The new corridor is built along existing industrial rail corridors connecting ports and providing alternative transportation for goods in and out of the city; the corridor flows alongside land most at risk for flooding and creates an urban growth boundary with mixed-use housing and new access points to numerous "floodable parks"; and the corridor weaves through preexisting large scale urban development providing a collective infrastructure for continued commercial, entertainment, and technology research institutions.



Arup Selected Experience



UMass Boston Energy & Utility Plan, Boston, MA

Client: Division of Capital Asset Management and Maintenance

In order to determine the University's energy demand for future conditions, Arup produced energy models based on the existing and planned buildings in accordance with the 25-year campus masterplan that was developed by Chan Krieger. Arup studied multiple on-site renewable energy systems, such as wind, solar and tidal to determine if they are viable systems to be used on the campus to supplement future energy demands including ground source systems and cogeneration and trigeneration.

The routing of the utility infrastructure was also reviewed. This includes relocating of all the existing utilities located in the parking garage, scheduled for demolition. Arup proposed options for a new utility infrastructure to meet the demands and locations of the full 25-year build out comprising over 5.5 million square feet of new and existing buildings.

Key services provided: Energy and utility masterplanning, Energy modeling, Mechanical, electrical, and plumbing engineering, Site engineering, Civil engineering, Sustainability consulting, Cost estimating, Construction phasing

Sustainable DC, Vision 2032 Washington, DC

Client: Ayers Saint Gross, Project Owner - District of Columbia

In order to determine the University's energy demand for future conditions, Arup produced energy models based on the existing and planned buildings in accordance with the 25-year campus masterplan that was developed by Chan Krieger. Arup studied multiple on-site renewable energy systems, such as wind, solar and tidal to determine if they are viable systems to be used on the campus to supplement future energy demands including ground source systems and cogeneration and trigeneration.

The routing of the utility infrastructure was also reviewed. This includes relocating of all the existing utilities located in the parking garage, scheduled for demolition. Arup proposed options for a new utility infrastructure to meet the demands and locations of the full 25-year build out comprising over 5.5 million square feet of new and existing buildings.

Key facts

1,500 stakeholder comments, Seven sustainability themes, Six key cross-cutting challenges

Key services provided

Sustainability consulting

2032 GOALS & TARGETS

CHALLENGES



JOBS & THE ECONOMY

GOALS

Grow and diversify DC's business sectors for sustained economic prosperity.

Expand the number and range of jobs available to District residents and ensure access to new jobs through appropriate skills training.

TARGETS

Develop 3 times as many small District-based businesses.

Cut citywide unemployment by 50% and increase by 5 times the number of jobs providing green goods and services.



HEALTH & WELLNESS

GOALS

Inspire healthy, active lifestyles for all residents, regardless of income, ability, or employment.

Create safe environments that are conducive to healthy living.

TARGETS

Cut the citywide obesity rate by 50%.

Require all new housing projects in the District to meet "Healthy by Design" standards.



EQUITY & DIVERSITY

GOALS

Ensure that all school-age children in the District are educated in sustainability and prepared for a changing green economy.

Ensure transparency in the District's sustainability agenda including future plans and past progress.

TARGETS

Teach at least 50% of children in the District about sustainability concepts.

Expose 100% of District residents to Sustainable DC events and initiatives in their neighborhood.



CLIMATE & ENVIRONMENT

GOALS

Minimize the generation of greenhouse gas emissions from all sources.

Advance physical adaptation and human preparedness to increase the District's resilience to future climate change.

TARGETS

Reduce greenhouse gas emissions by 50%.

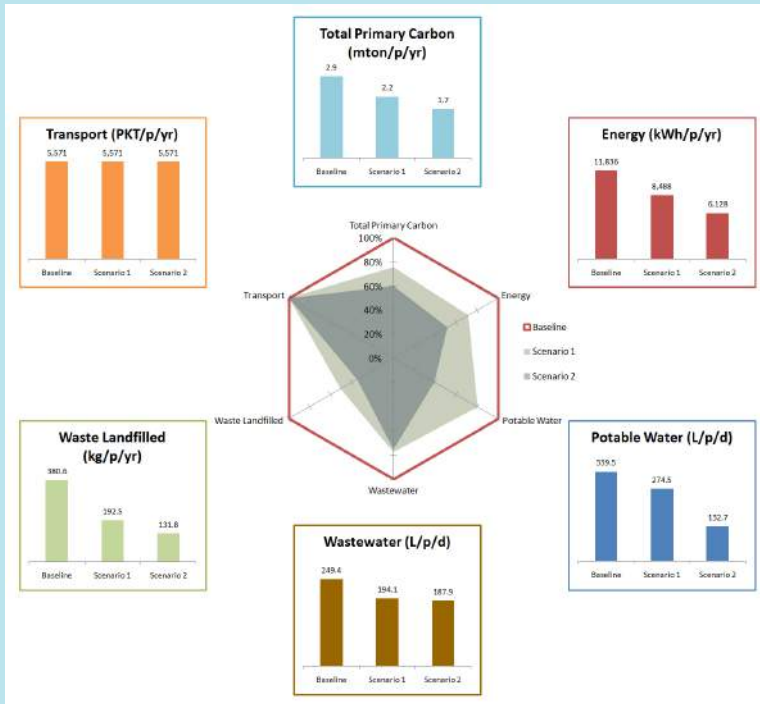
Require all new building and major infrastructure projects to undergo climate change impact assessment as part of the regulatory planning process.

Waterfront Toronto IRM, West Don Lands, Toronto, ON

Client: Toronto Waterfront Revitalization Corporation

To tackle the climate change threat, cities must reinvent themselves to meet the dual challenge of accommodating rapid urban growth and preventing greenhouse gas emissions. Arup was commissioned by the Clinton Climate Initiative (CCI) to develop an integrated resource sustainability model for use in the program's 17 worldwide pilot sustainable development masterplans. The Arup Climate+ tool allows clients to determine the aggregate impacts of development decisions on total net project carbon emissions and total net energy and transportation requirements. With the Climate+ model, Arup's work is helping to accelerate a low-carbon future by providing city planners and large-scale developers with the tools they need to understand and address the greenhouse gas emissions generated by their developments and 'get to zero.'

Key facts Waterfront Toronto acts as the public advocate of one of the largest waterfront redevelopment projects in the world. Model was used to assess carbon and resources for Waterfront Toronto's West Don Lands project – a 26ha redevelopment site east of Downtown Toronto (and the selected venue for the 2015 Pan Am).



Massport Energy Masterplan Boston, MA

Client: Massachusetts Port Authority

Arup is developing an energy masterplan to meet Massport's aggressive commitments to GHG emissions and EUI reductions for 2020. Arup initially conducted energy analyses to establish baselines and to determine the effectiveness of the energy efficiency projects already undertaken by Massport. Arup was able to shed new light on Massport's building stock and energy use as well as creating weather normalized baselines and benchmarking aviation building typologies for comparisons.

The masterplan addresses a wide variety of measures focused on vertical infrastructure from the central plant to individual building interventions as well as development of tracking tools, energy modeling guidelines and measurement and verification plans. Our ongoing analysis and reporting of performance will continue to inform the masterplan to reach the 2020 goals.

Key services provided Mechanical, electrical, and plumbing engineering Auditing, Commissioning, Monitoring



Frog Selected Experience



Beacon

The Humanitarian Data Exchange (HDX) aims to use data to support the coordinated action in the relief of human suffering. frog partnered with UN OCHA to create a visionary product experience and support the beta launch.

OCHA partnered with frog to develop a digital platform that supports humanitarian efforts by making data easy to find, use, share, and analyze. Three key elements enable the platform: an open data repository, data analytics, and data standards. The combination of these elements into to an integrated platform defines the Humanitarian Data Exchange.

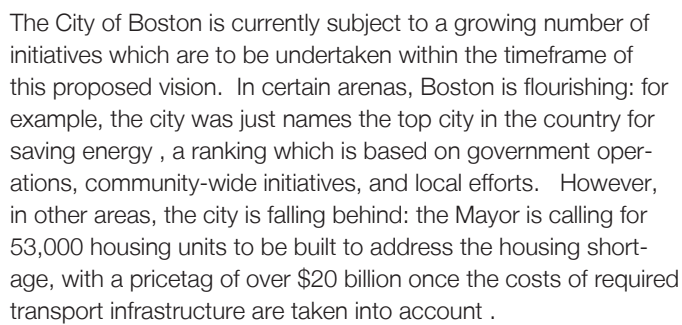


GE Center of Excellence, Building A UX Community

frog created an organizational foundation of language, needs, roles, tools and success metrics that are the core of an emerging UX knowledge base on UX Central, an online digital hub we created for the entire organization. We created a GE-branded UX process pooling the experience of these teams and aligning it against GE's famous Six Sigma product development process.



Process & Management



28

Principles & Philosophy Governing Core Team Work

To organize the scope of work and define our approach to the issues of Land Use, Design and Placemaking, we have clustered the individual areas of design into three fields of exploration, within which we will take an inventory of the existing initiatives, or identify holes or gaps in efforts, which will need to be supplemented or compensated for in the process of developing the City Wide Plan:

1. Land Activity: considering the existing, proposed, and developing Parks & Open Space, as well as the existing conditions of the Environment and the potential for Adaptation and Resiliency on the basis of proposed initiatives.

2. Use and Services: considering Prosperity and Equity through Education, social services, jobs, and economic health, as well as the Health of the citizens, and their access to Arts, Culture and Creativity

3. Built Environment: a focus on the hard infrastructure of Boston: looking at the initiatives, successes, and problems associated with Housing and Mobility within the city. There is no doubt that some of the above fields capture multiple initiatives of the City, public, or private sectors. The problem, however, is that these initiatives are mostly one dimensional: initiatives geared at the enhancement of parks and recreation do not always also address the city's resiliency efforts, although they easily could.

Therefore, we hope that the outcome of this effort will not only be the inventory itself, but through this exercise our team aims to identify which efforts could be cross-fertilize to enhance or aid another field, and which fields are either not being efficiently addressed, or perhaps even not being addressed at all.

These "vertical" potentials will form the main structure and framework through which we will articulate our proposals for the 2030 vision: each of our proposals will unite the various fields under the headers of:

Governance, identity, way-finding, data, scale, and land use

In addition, within each field, we will seek to understand the financial implications of the proposed solutions, as well as the feasibility of a phasing scheme which would allow the scenarios to materialize.

The OMA Core Team and the collaborators as detailed in 1. Description of Core Team and as indicated in the organization structure and communication diagram as provided below will cover the Scope of Work for developing the Boston Citywide Plan. OMA also looks forward to working alongside BRA representatives and stakeholders, which we expect will also form part of the working groups associated with the Core Team. Therefore, we have no additional expertise to suggest in this section.

Workplan to Meet Plan Goals & Milestones

Key Phases, Milestones & Deliverables	Purpose	Main Tasks	Main Outputs	Duration
1 - Baseline Conditions	Data Collection Analysis	Analysis and compilation of the statistical data and existing plans and policies as collected by BRA staff	Baseline Conditions Report Strategy Plan for Phase 2 public engagement process Baseline materials to be used in Phase 2 public engagement process	Ongoing through Summer/Fall 2015
2 - Vision, Principles and Goals	Public & Community Engagement	Community engagement to define broad vision, principles & goals of the Citywide Plan Implementation of a multi-faced public engagement process to present baseline conditions report and set the stage for developing the vision, principles and goals of the Citywide Plan Incorporate the goals of existing planning and policy into the larger vision of the Citywide Plan	Public Engagement Summary Report Vision, Principles & Goals Products (to distill key themes)	Fall 2015 - Winter 2016
3 - Alternatives Development & Plan Framework	Establish the foundation for the rest of the Citywide Plan process	Using the Vision, Principles & Goals to develop the foundation for the rest of the Citywide Plan Work with public stakeholders to develop alternative approaches and plan themes Identify areas of the city for transformative change and imagine alternative futures for those areas Develop Citywide Plan Framework Report to capture the preferred alternatives and set the direction for the full draft plan Extensive public outreach to inform the selection of preferred alternatives and refine the content of the Citywide Plan	Citywide Plan Framework Report Public Outreach Summary Report Supplemental Materials including Web Materials	Spring 2016 - Fall 2016
4 - Draft Plan Development	Draft Citywide Plan	Use the Framework Report to develop the draft Citywide Plan Establish the chapters of the Draft Citywide Plan Report Identify the major new elements of infrastructure (public transport, public space and public services) required for new growth Communicate how the various parts of the plan work together to support the vision and goals Create unique, intuitive and comprehensive structure for the Citywide Plan	Draft Citywide Plan Summary Report of public outreach process and key issues and outcome of that process	Fall 2016 - Winter 2017
5 - Draft Plan Public Review	Additional Outreach for Public Response to Draft	Conduct Public outreach to allow for the public to comment and provide feedback on the draft Citywide Plan	Summary Report on Public Response to Draft compilation of feedback on draft plan	Winter/spring 2017
6 - Final Plan Preparation & Adoption	Preparation of Final Citywide Plan	Work with city staff to prepare the Final Citywide Plan for adoption by the BRA board	Final plan in printed and web-based formats Outreach and Communications Strategy Plan Strategy Plan for Citywide Plan Updates and Maintenance	Summer 2017

Public Engagement

Public Engagement

Successful public engagement is the intersection of stakeholders, content, and the mechanics to foster positive interaction.



What	Baseline Conditions	Visions, Principles, + Goals	Alternative Development + Plan Framework
	Research Data Collection Outreach/Questionnaires/Interviews Existing Plans Strategy	Engagement Materials Engagement Process Synthesis	Strategy Design Engagement Synthesis
Who	Core Team Collection/Strategy Sub Team Validation/Expertise City Data/Validation Public Data Civic Groups Data	Core Team Engagement/Synthesis Sub Team Synthesis City Validation Public Engagement Civic Groups Engagement	Core Team Design/Engagement/Synthesis Sub Team Framework/Synthesis City Validation Public Engagement Civic Groups Engagement

Engagement Roadmap

The Imagine Boston 2030 master plan process will involve five principal stakeholder groups: the City government, the core consulting team, the larger constellation of sub-consultants, the general public, and civic groups. Each group has a varying role throughout the process, with the tools, processes, and interactions, suggested by the roadmap, intermediating between them.



Framework
Elements/Priorities
Communication

Engagement
Synthesis

Core Team
Design/Synthesis
Sub Team
Design/Validation
City
Validation
—
Civic Groups
Validation

Core Team
Outreach/Synthesis
Sub Team
Q&A/Support
City
Engagement/Feedback
Public
Engagement/Feedback
Civic Groups
Engagement/Feedback

Core Team
Compilation/Communication
Sub Team
Validation

—
Public
Co-Author

An Inventory of Tools, Processes, and Interactions

Tailored to the specifics of the context and dynamics of the process, the tools, processes, and interactions outlined can help educate, enrich, harmonize, and illuminate.



Unified Products

Graphic Identity

Creating an impactful and easily identifiable graphic identity for the materials produced in order to communicate Citywide Plan processes throughout the entirety of the phases.



Digital Platform

Data Exchange

Working with the existing website to support the coordinated action of data repository, data analytics, and data standards, consolidating information from various agencies and translating it in a unified manner.



Public Engagement

Community Feedback

Providing opportunities for community groups to interact with the Plan at various stages of the process and encourage involvement as well as instill a sense of design ownership and civic pride through co-authoring.



Mobile Notifications

Digital App

Utilizing digital media to communicate information informally and concisely, keeping the public aware of updates and outreach events throughout the planning process.



Drop-in Gallery

Running Exhibition

Capturing public attention through the presentation of materials in the form of a long-term rotating exhibition to encourage awareness of the process throughout the scope of the Plan.



Outreach Strategies

Academic Presentation

Reaching out to citizens typically underrepresented in public meetings through direct engagement, demonstrating an active interest in feedback and interaction from all community groups.



Engagement Materials

Design Charrette

Spurring discussion and communication between civic groups and different neighborhoods through a set of tools and exercises in order to encourage strategic thinking in a collaborative setting.



Fostering Dialogue

Pop-up Exhibition

Testing ideas throughout the planning process by placing temporary pop-up exhibitions in public spaces, with the opportunity for the public to view the work in a graphically clear way and provide suggestions.



Information Leaflet

'Flood Risk 101'

Consolidating information from the wide range of initiatives and plans already in development and presenting it in an easily digestible, easily distributable format for the public.



Community Interaction

Game

Designing alternative methods for engaging the public in the planning process through an interactive game, creating a platform that communicates information through the avenue of play.

Central Market Design Charrette

Stakeholder Engagement



The Design Charrette utilized a series of tools and exercises to encourage thinking around the themes of strategic vision, the public/private interface, the expanded streetscape, and collaborative connections.

Small teams of stakeholders were guided through a day of activity that culminated in a shared overarching vision that framed a collection of site-specific interventions.

The process itself was composed of three sequential parts: visioning, mapping, and summarizing. The visioning portion of the charrette encouraged participants to think of the big picture to help establish a common direction. The 'big picture' was translated into actions through the process of mapping - making the ideas specific and real. The day was wrapped up through summarization, helping to develop a coherent narrative to move forward with.

Following the charrette, the San Francisco Mayor's office incorporated a number of the charrette's recommendations into the City's future planning. Below are the results.

Recommendation

- Stream line permitting for target projects
- Develop the alley ways
- Deploy large scale public art
- Neighboring landowners and developers working together to maximum effect

Result

- The Mayor's office has introduced a 'bureaucracy free zone' to encourage street activation
- Market Street Place will develop Stevenson Alley as part of its negotiations with the planning department
- The Bay Lights project will be extended, with lights brought up the length of Market Street
- Projects are coordinating street activation (e.g., other developers joining Market Street Place in activating Stevenson





HUD Rebuild by Design

Stakeholder Engagement



Data Visualization: Communication System/
Flood Risk 101

A profusion of information must be negotiated in navigating a flood event. Consolidating, and filtering, this information can better serve users— whether government decision makers, first responders, community groups, or private citizens — a Bloomberg, or ESPN, for flood. In the event of a disruption or failure, what alternative systems of communication are at our disposal? How can we build resiliency in our communications?

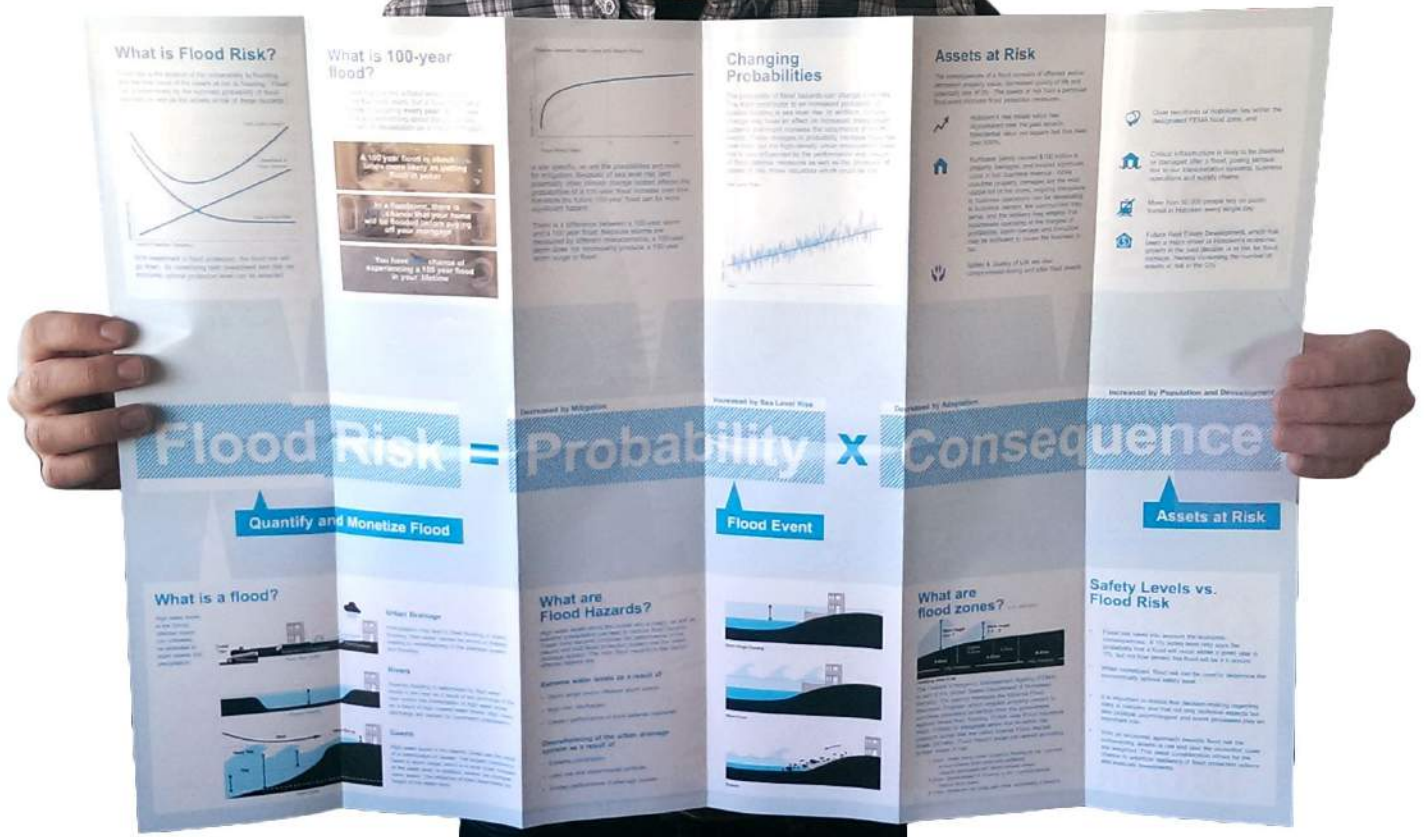
Challenges are posed to communications before, during, and after a flood event. In anticipating flood, and building resiliency, it is essential for all stakeholders to share a common understanding of the risks and their implications. Although efforts continue to be made at outreach and capacity building, more can be done to make information accessible a flood risk 101. A profusion of information must be negotiated in navigating a flood event. Consolidating, and filtering, this information can better serve users—whether government decision makers, first responders, community groups, or private citizens a Bloomberg, or ESPN, for flood. In the event of a disruption or failure, what alternative systems of communication are at our disposal? How can we build resiliency in our communications?

Our strategy is predicated on a series of innovations: a comprehensive approach to flood risk; a coalition of stakeholders and collaborative funding framework; an umbrella of communication and education; and integrated multi-faceted design solutions. Inherent to each innovation is the opportunity for replication across the region—insuring positive impact from both the built solution and the propagation of its underlying ideas.

Implementation of our strategy will be carried out over a number of years and leverage a broad program of funds across government, philanthropy, business, and community sources—the keystone investment will be HUD CDBG-DR funding.

A comprehensive strategy towards a resilient Hoboken requires an understanding of flood risk and an alignment of values and priorities. Our team has actively engaged a range of stakeholders through presentations, workshops and meetings. Our goal was to educate the community and ourselves on the costs and benefits of protecting Hoboken and living with water. The team spent long days and nights presenting, listening and even teaching resilience through the lens of politics 101. We mediated differences between groups through the shared objective of resilience.

The notes and feedback from public showcases and web based feedback surveys have shaped our proposals and are the first phase of a rigorous stakeholder process that has impressive and broad based support from the federal through the individual level. The selection of letters of support for Resist, Delay, Store and Discharge (right) illustrates the success and efficacy of the stakeholder process and provides a basis for the successful implementation of the proposed solutions for resilience.



Boston Urban Development & Changing Places

Boston Urban Development combines over 30 years of experience in government and community relations and strategic communications from two established professionals, Pamela McDermott, President and founder of McDermott Ventures, and Beverley Johnson, President and founder of Bevco Associates. The principals have a track record of success grounded in political and programmatic strategies that they design, develop and implement on behalf of their clients. The firm and its principals apply a pragmatic, results-oriented approach utilizing an in-depth knowledge of the State and City political and social landscape with a 30-year history of successfully balancing community expectations and building consensus with developers, owners, non-profits, and residents. Boston Urban Development is MWBE Certified in the Commonwealth.

Areas of expertise include:

- Developing and executing grassroots community engagement and consensus-building strategies.
- Strategic negotiations in the design and development of community benefits packages.
- Zoning and permitting analysis, strategies, and technical support throughout the process.
- Identifying prospective public funding opportunities, and developing strategies to facilitate the necessary approvals.
- Strategic media and social network communications to broaden public awareness and public support
- Project management of the permitting process, including the development of aggressive permitting strategies to facilitate time-sensitive public approvals, engaging BRA personnel, management of all stakeholder outreach and communications, and serving as the primary point of contact during the initial filing phase.
- Government Relations, engaging with key decision-makers; preparation of briefing packages to facilitate building broad political support.

MIT Media Lab

Actively promoting a unique, antidisciplinary culture, the MIT Media Lab goes beyond known boundaries and disciplines, encouraging the most unconventional mixing and matching of seemingly disparate research areas. It creates disruptive technologies that happen at the edges, pioneering such areas as wearable computing, tangible interfaces, and affective computing. Today, faculty members, research staff, and students at the Lab work in more than 25 research groups on more than 350 projects that range from digital approaches for treating neurological disorders, to a stackable, electric car for sustainable

cities, to advanced imaging technologies that can “see around a corner.” The Lab is committed to looking beyond the obvious to ask the questions not yet asked—questions whose answers could radically improve the way people live, learn, express themselves, work, and play.

City Science Initiative at the MIT Media Lab

The MIT City Science Initiative investigates how big data analytics, decision support tools, and new urban systems can enable more entrepreneurial, livable, high-performance cities. Core projects include CityScope (a augmented reality platform for rapid urban prototyping), CityHome (transformable urban micro-units to increase diversity and affordability), Persuasive Electric Vehicles (lightweight shared-use, autonomous vehicles that move both people and goods), and CityFarm (building-integrated aerponics to produce food near the point of consumption).



Boston Urban Development
MTA Green Line Extension Kick Off

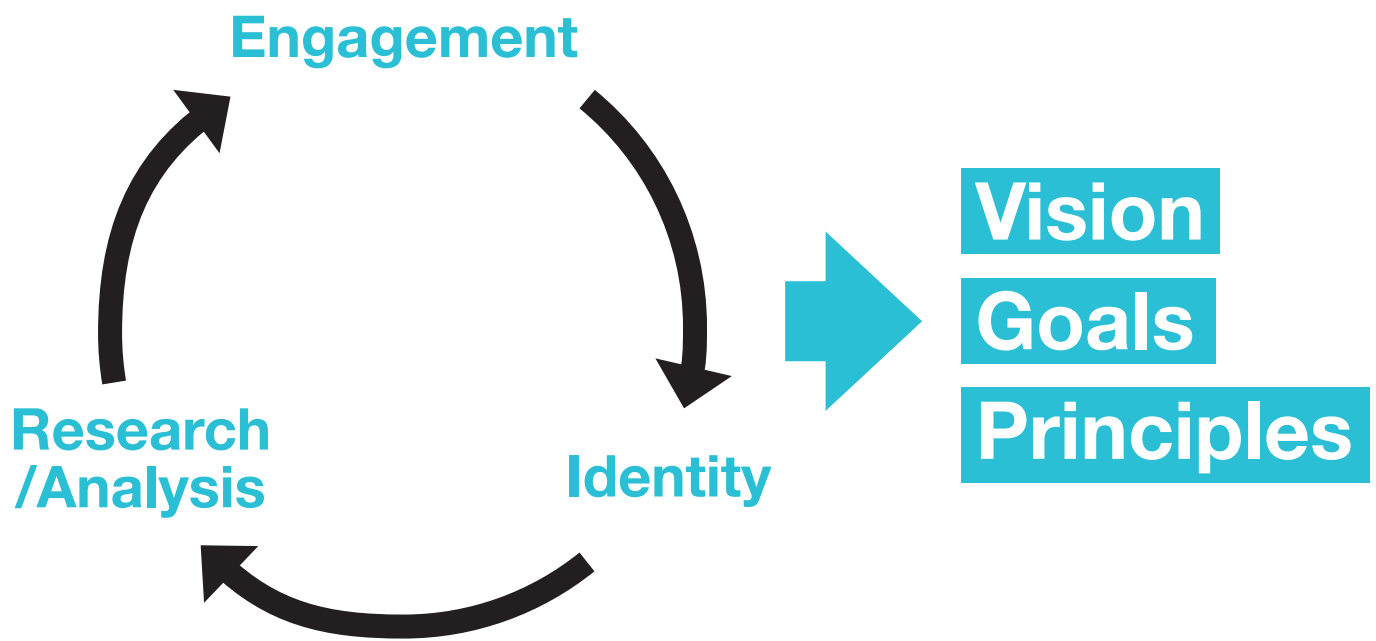


Content & Approach

Introduction

The planning process is an iterative one—whether measured in decades between studies, or weeks between outreach meetings. Through the Imagine Boston 2030 initiative we embark on a process to collectively rethink what we want our city to be (vision), and how we are going to get there (goals, principles).

Team OMA's approach positions these outputs as the consequence of a continuous dialogue between Identity, Research and Analysis, and Engagement; with our team's abilities in design, process management, strategic framing, and subject matter expertise priming the act of co-authoring between consultants, the city, civic groups, and the public at large.

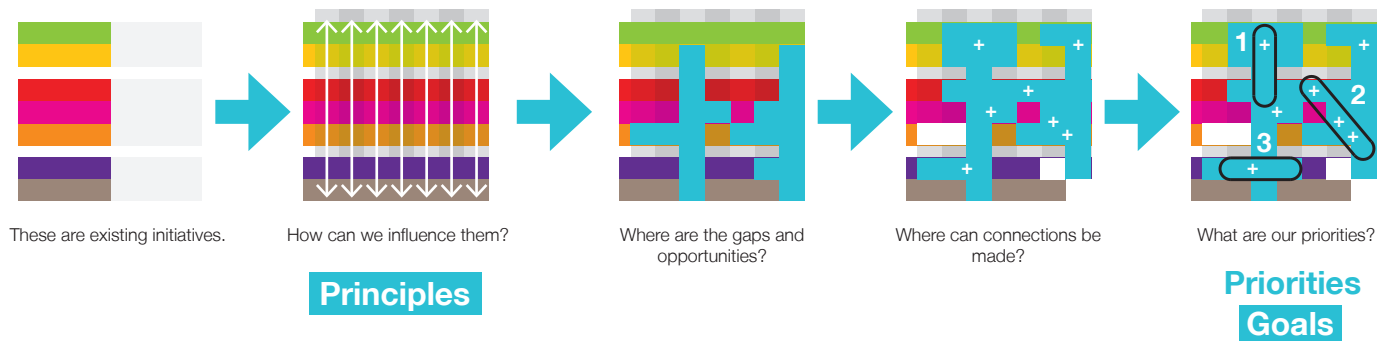


Identity



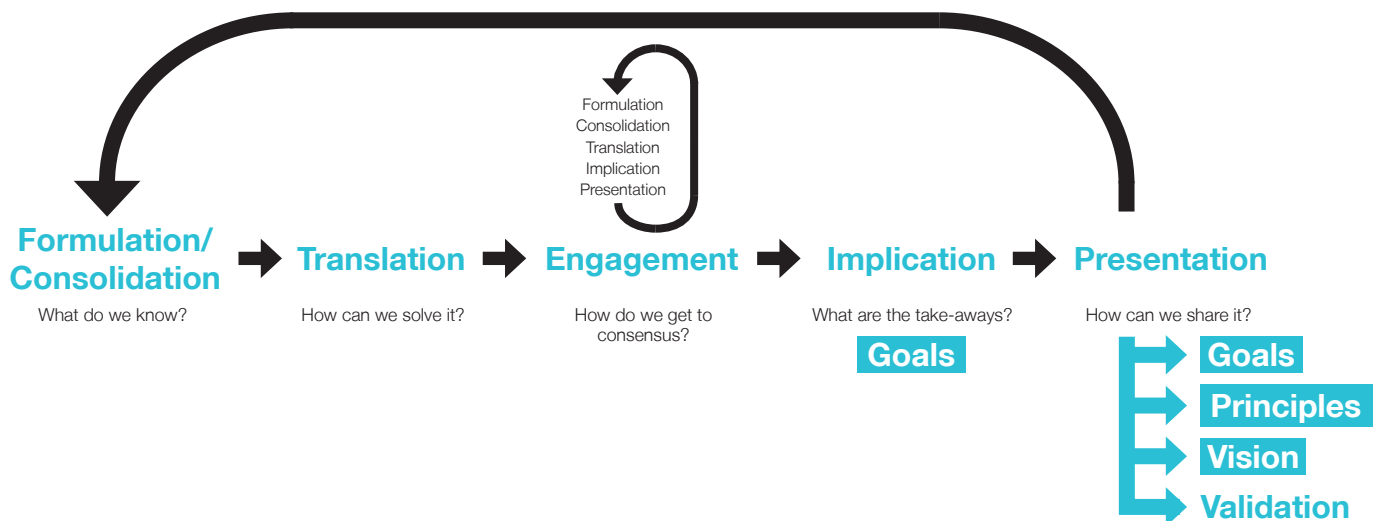
Framing the entire planning endeavor is an understanding of “What do we want our city to be?”—an exercise in reconciling the multiple facets of Boston’s identity.

Research/Analysis



How to deliver to our vision? An exploration of the existing array of initiatives; what are the gaps, opportunities, and potential for inter-connection. What mechanisms can we enlist to act, and what principles and priorities will guide our action.

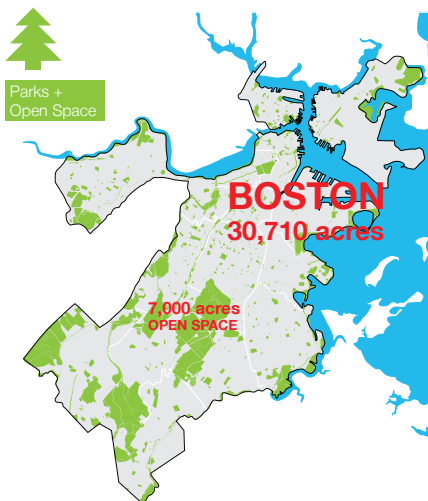
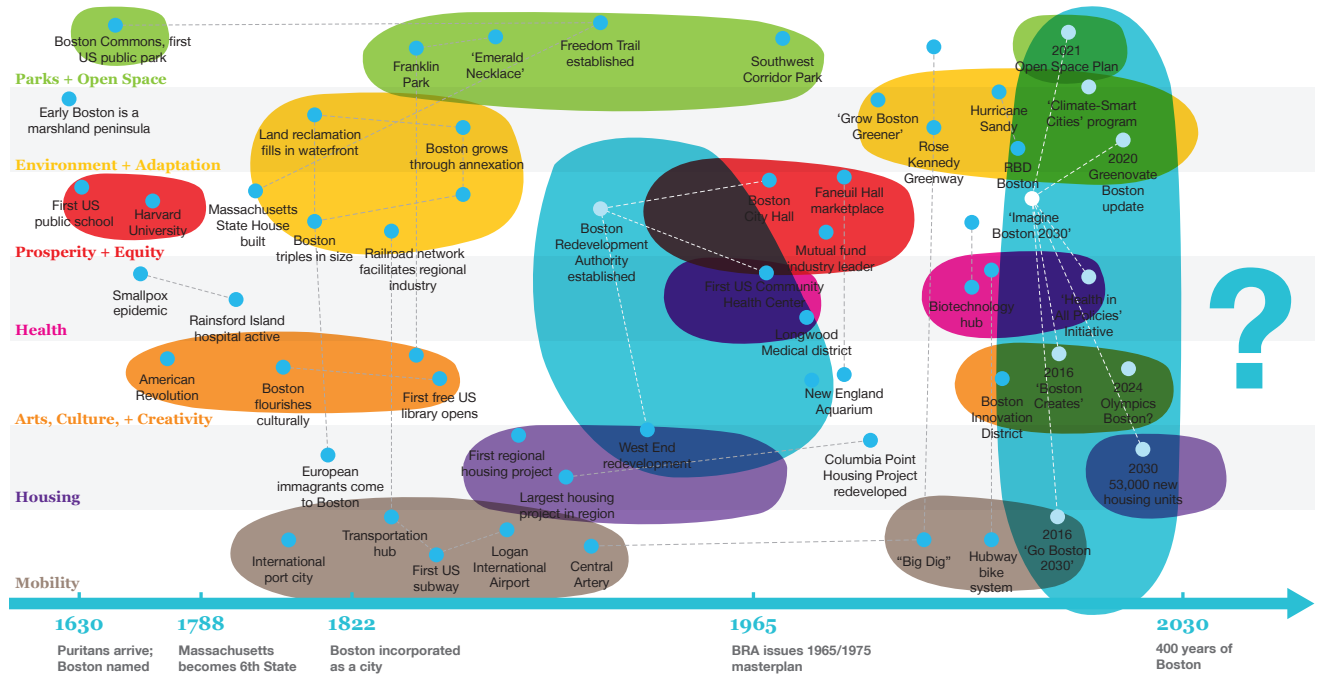
Engagement



A robust process of engagement will inform the public, giving a basis for discussion, a framework for co-authoring, and an opportunity to validate those outcomes that will ensure that our city has maximum consensus on what we want for our future and how we will get there.

Identity: Boston Past, Present, and Future...

As we approach the 400th anniversary of Boston's founding, it is only appropriate that we reflect on what Boston is, and what it could be. The vision must acknowledge the context and legacy of Boston, as well as the challenges and opportunities that come with change. The possibilities, tactics, and scenarios that are prompted by change across the themes of the city will serve to seed the engagement process—an exercise in reconciling possibilities.



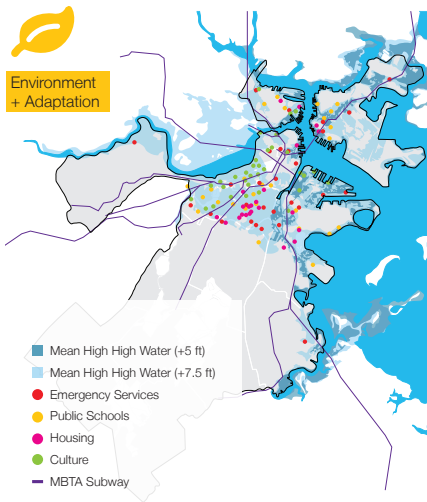
Open space

1/4 of Boston's total area is dedicated to open space.

From the establishment of Boston Commons, the first public park in the United States, it is clear that open space is of great importance to the city.

With the projected increase of residents, will Boston maintain the preservation and value of its open space?



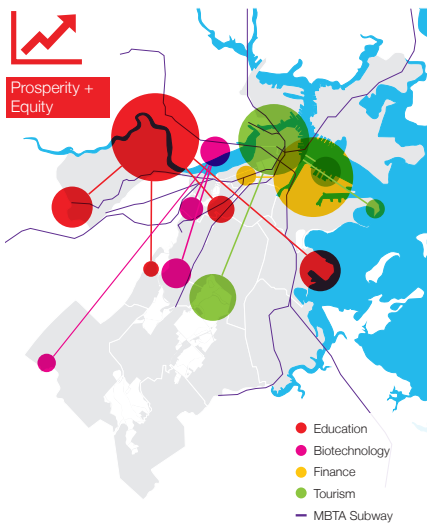


Resources in the potential flood zone

1,500 units of housing, along with other resources, lie within risk of flooding.

In a Hurricane Sandy-level flood, areas around Boston Harbor are susceptible to inundation. Some neighborhoods, such as Back Bay, lie entirely in the flood zone.

How can Boston protect itself from the inevitability of climate change and preserve its many assets?

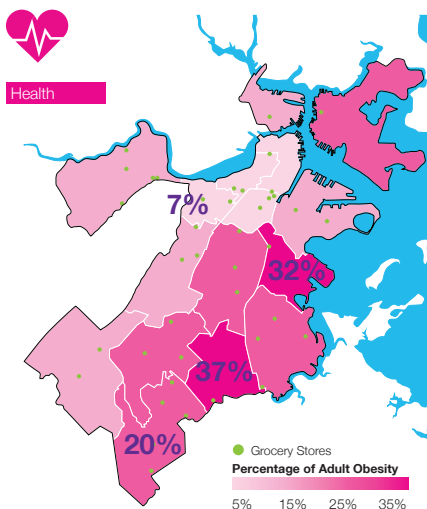


Economic hubs and their networks

6th largest economy in the country.

Boston is a hub for education and innovation, biotechnology, finance, and tourism.

What can Boston do to maintain its economic strength while benefitting all segments of the population through extended networks of influence?



Neighborhood obesity percentage and grocery store location

37% of adults in Mattapan are obese, the highest in Boston.

The built environment has a direct relation to public health, which varies distinctly throughout the different neighborhoods.

What policies must be established in order to reduce health disparities and strive for health equality?



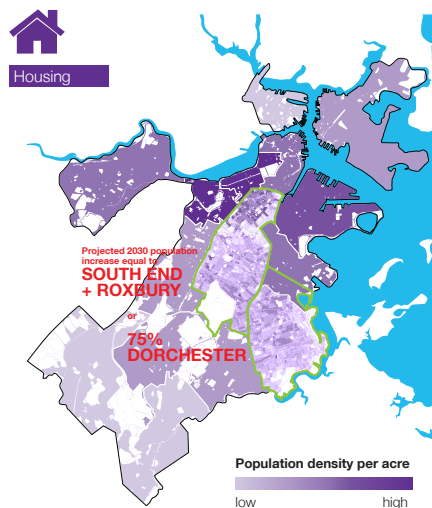


Cultural destinations

20% of Boston's revenue comes from its tourism industry.

Boston has a long-standing cultural history and has maintains a variety of contemporary opportunities for the arts.

How can Boston continue to grow on its tradition of creativity and cultural significance?

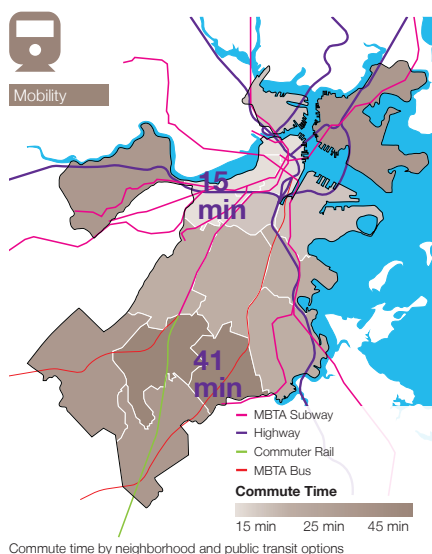


Population density by neighborhood

53,000 new housing units are needed by 2030.

The projected increase in population and the amount of housing units required is comparable to 75% of Dorchester, or a combination of South End and Roxbury's population density.

Can Boston accommodate the projected demand and still ensure a high quality of life?



28 min. commute time on average for Boston workers.

With a range of public transportation options available, commute time almost triples between the Mattapan and Back Bay neighborhoods.

Will Boston be able to provide innovative solutions to mobility to meet the needs of an increasing population?



Research/Analysis:

Framing the complexity of themes, issues, and initiatives will provide the basis of critical assessment. Validating this assessment through public engagement will help define the interventions to undertake, and how they will knit together a comprehensive view of the city.

What is your city?

An audit of the wide array of planning work in existence and underway in the city, categorized by theme, will serve as a basis for our understanding and a pool of implementable ideas.

The Physical Environment

<div style="background-color: #76b82a; color: white; padding: 10px; margin-bottom: 10px;">  Parks + Open Space Providing world-class spaces for recreation and public life. </div> <div style="background-color: #f1c40f; color: white; padding: 10px;">  Environment + Adaptability Using our natural resources wisely while preparing for the impacts of a changing climate. </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;">Public Realm and Watersheet Activation Plan</div> <div style="width: 33%;">Downtown Waterfront Planning Initiative</div> <div style="width: 33%;">Open Space Plan</div> <div style="width: 33%;">Renew Boston</div> <div style="width: 33%;">Climate Preparedness Report</div> <div style="width: 33%;">Food Resilience Study</div> <div style="width: 33%;">GREENOVATE BOSTON</div> <div style="width: 33%;">100 RESILIENT CITIES</div> <div style="width: 33%;">BOSTON MAPS</div> <div style="width: 33%;">E+</div> <div style="width: 33%;">the trustees of reservations</div> <div style="width: 33%;">LIVING WITH WATER</div> </div>
---	--

The Socio-Economic Environment



<div style="background-color: #e74c3c; color: white; padding: 10px; margin-bottom: 10px;">  Prosperity + Equity Creating jobs and supporting education and workforce development infrastructure to broaden economic opportunity. </div> <div style="background-color: #e91e63; color: white; padding: 10px; margin-bottom: 10px;">  Health Improving and sustaining the health of our population. </div> <div style="background-color: #f39c12; color: white; padding: 10px;">  Arts, Culture, + Creativity Enriching Boston and harnessing our creative potential in all endeavors. </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;">Small Business Plan</div> <div style="width: 33%;">BRA Strategic Plan Areas for Washington Street corridor and Dorchester Avenue corridor</div> <div style="width: 33%;">Health in All Policies</div> <div style="width: 33%;">'Aging in Boston' Report</div> <div style="width: 33%;">Map of Food Initiatives</div> <div style="width: 33%;">Service Zone Plan - City of Boston</div> <div style="width: 33%;">BOSTON Main Streets Foundation</div> <div style="width: 33%;">BOSTON Public Schools Focus on Children</div> <div style="width: 33%;">BOSTON MAPS</div> </div>
---	--

The Built Environment

<div style="background-color: #6b3a7c; color: white; padding: 10px; margin-bottom: 10px;">  Housing Building the housing that keeps Boston accessible to all. </div> <div style="background-color: #5d6d7e; color: white; padding: 10px;">  Mobility Creating an efficient, equitable, sustainable transportation system. </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;">Housing A Changing City: Boston 2030</div> <div style="width: 33%;">GO BOSTON 2030</div> <div style="width: 33%;">Vision Zero</div> <div style="width: 33%;">BOSTON Complete Streets</div> <div style="width: 33%;">Bike Network Plan</div> <div style="width: 33%;">Crossroads Initiative</div> <div style="width: 33%;">BOSTON MAPS</div> <div style="width: 33%;">BOSTON BIKES</div> </div>
--	---

How can we influence our city?

A portfolio of mechanisms allow us to knit across themes, and will serve to implement ideas. Principles will guide their use.

Governance	Zoning	Interaction	Identity	Data Measuring	Scale	Clarity
						
Framing the what, how, and for how long of policy	Defining performance and activity of land	Enabling relationships between people and place	Knowing who and where we are	Gathering, measuring, interpreting, and using information	From local to regional	Making clear access, connectivity, and territory
 Open Space Plan Charles River Basin Masterplan Greenway District Guidelines	 Open Space Plan CRBM	2014 Downtown Waterfront Public Realm and Watersheet Activation Plan	2014 Downtown Waterfront Public Realm and Watersheet Activation Plan			2014 Downtown Waterfront Public Realm and Watersheet Activation Plan
   Food Resilience Study Renew Boston	 			Food Resilience Study Climate Preparedness Report	 Building Resilience in Boston	
  Small Business Plan	 Small Business Plan A Strategic Vision for Turnpike Air Rights BRA Strategic Plan Areas				 Small Business Plan A Strategic Vision for Turnpike Air Rights	
 Health in All Policies 'Aging in Boston' Report Map of Food Initiatives Service Zone Plan	Health in All Policies Map of Food Initiatives			 'Aging in Boston' Report		
						
 Housing A Changing City: Boston 2030	Housing A Changing City: Boston 2030					
   Vision Zero 	 Crossroads Initiative		 Bike Network Plan		Crossroads Initiative	

What are our priorities?

Analysis will identify gaps and opportunities among the existing pool of ideas. Where connections can and should be made, and what are our priorities we inform the type of interventions to implement.

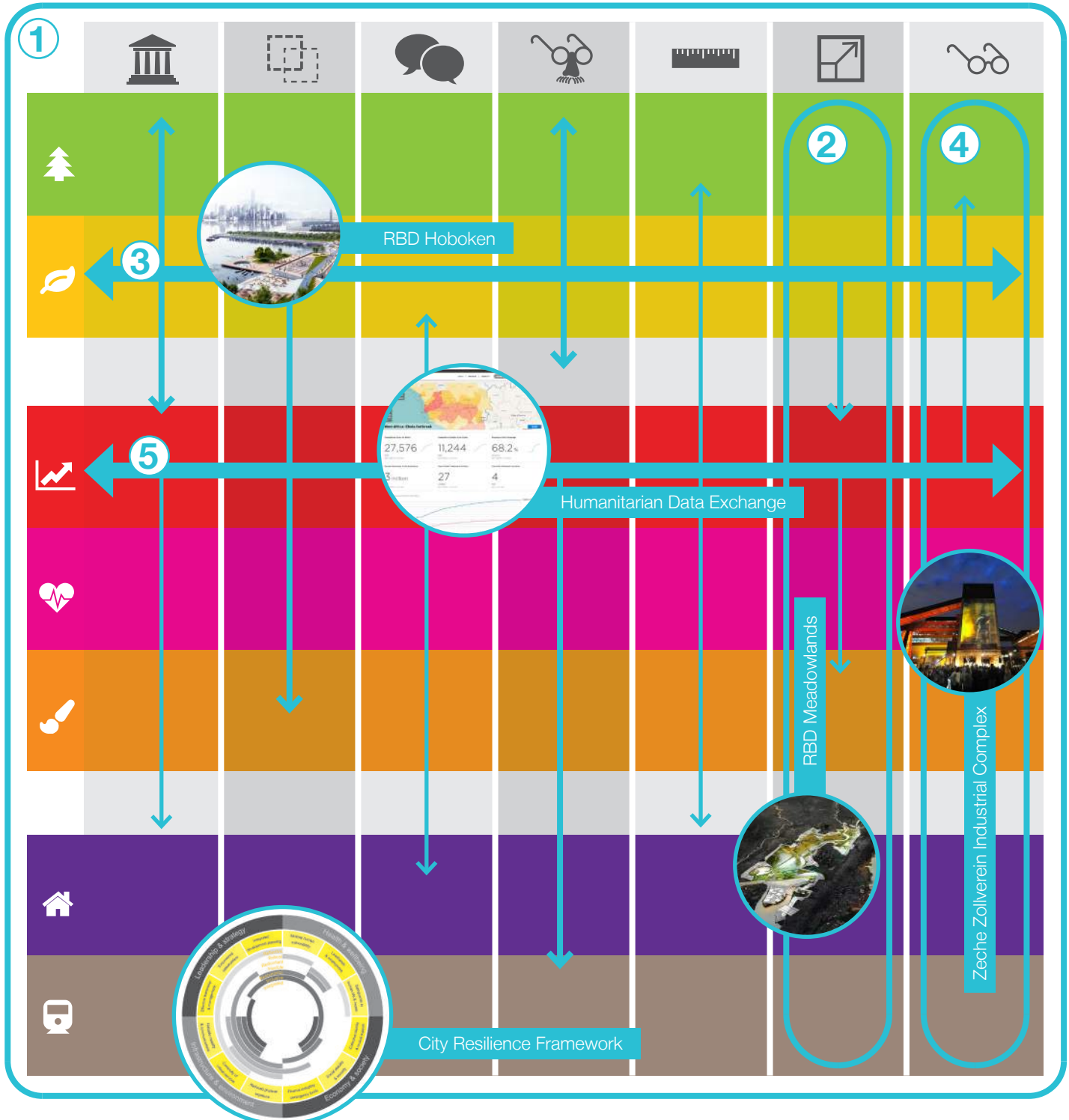
1. Integration and Coordination - Knit together individual initiatives to enable a comprehensive city wide plan.
[Arup—City Resilience Framework]

2. Regional View - Cooperation across boundaries, addressing issues at the appropriate scale.
[ORG w/ MIT-CAU—RBD Meadowlands]

3. Estuary City - Securing, and leveraging, a safe and productive coastline.
[OMA—RBD Hoboken]

4. Global Identity - Coherent and catalytic branding.
[OMA—Zeche Zollverein Industrial Complex]

5. Social Justice - Sustaining diversity, inclusion, and quality of life. [Frog—OCHA Humanitarian Data Exchange]



the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million (from 2.5 million in 1980 to 4 million in 1999). The number of people in the public sector who are employed in the health sector has increased by 1.2 million (from 1.3 million in 1980 to 2.5 million in 1999).

There is a growing emphasis on the need to improve the quality of care provided in the public sector. This has led to a number of initiatives, including the introduction of the Health Care Act 1999, which sets out the framework for the regulation of health care providers, and the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

The Health Care Act 1999 also sets out the framework for the regulation of health care providers. This includes the introduction of the Health Care Commission, which is responsible for monitoring and improving the quality of care provided in the public sector. The Health Care Commission is also responsible for ensuring that health care providers are compliant with the standards set out in the Health Care Act 1999.

Allocation of Resources & Schedule

PROJECT PHASES	
Section 1	Baseline Conditions Compile all statistical data and existing/proposed masterplans Develop strategy for Section 2 Public Engagement Process Develop materials to be used for Section 2 Submit and Present Baseline Conditions Report
Section 2	Vision, Principles & Goals Conduct community engagement to define broad vision, principles and goals of citywide plan Implement a multifaceted public engagement process to present baseline conditions report Incorporate the goals of the existing plan and policy into the larger vision of the Citywide Plan Submit and present Public Engagement Summary Report
Section 3	Alternative Development & Plan Framework Use information from Section 2 to develop the foundation for the Citywide plan Public Stakeholder engagement to develop alternative approaches & plan themes Identify focus areas in the City for transformative change Develop Citywide Plan Framework Report Conduct public outreach to inform selection of preferred alternatives Refine content for Citywide Plan Submit and Present Framework Report
Section 4	Draft Plan Development Develop Draft Citywide Plan Report Identify major new elements of infrastructure Develop planning for the public outreach to communicate how the parts of the Plan fit together Create a unique and comprehensive structure for the Plan Submit and present Draft Plan and Report on Ph 5 Public Outreach Process
Section 5	Draft Plan Public Review Conduct public outreach to allow for the public to comment and provide feedback on draft Plan Submit and present Summary Report on public response to the Draft Plan
Section 6	Final Plan Preparation & Adoption Work with BRA to prepare the final Citywide Plan Develop Outreach and Communications Strategy Develop Citywide Plan update and maintenance strategy Submit and Present Final Citywide Plan

RESOURCING	LOCATION
OMA Partner Associate Project Manager Architect Junior Architect Junior Architect	New York, NY
ORG Partner Associate Director Associate Director Sn.r Urban Finance Expert Designer	Boston, MA
ARUP Fellow Principal Principal Associate Principal Associate Principal Snr. Consultant Associate Director Director Director Associate Associate	Boston, MA / New York, NY
FROG Executive Creative Director Principal Strategy Director Snr. Program Manager Snr. Interaction Designer Snr. Visual Designer Strategist Visual Designer	New York, NY
BOSTON URBAN DESIGN Principal Principal Staff	Boston, MA
MIT Director Director	Boston, MA

*ALL CONSULTANTS AS LISTED HAVE SUFFICIENT RESOURCES TO MAINTAIN THE BOSTON CITYWIDE TEAMS IN ADDITION TO OTHER PROJECTS AND ONGOING WORK

24																								
MONTHS	15				16								17											
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jul	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

[illegible][illegible][illegible]

Other Supporting Materials

Subconsultant Team

James Lima Development
Economic Advisory & Housing

Michael Van Valkenburgh Associates
Landscape

Rebuild By Design
Research & Engagement

Certain Measures
Analysis & Visualization

Sarah Williams
Big Data & Public Engagement

James Lima Development

James Lima Planning + Development has extensive experience advising public and private clients on public policy and real estate development strategies for large-scale planning and redevelopment projects. JLD works with partners to take city-wide and district-scale plans from vision to reality by creating proven strategies for implementation grounded in economic and real estate market reality and supported by the demonstrable economic value of quality place-making.

James Lima has extensive private and public sector experience in the planning and revitalization of urban centers at a variety of scales. He is presently advising public and private sector clients on a range of redevelopment matters that include affordable housing, large-scale planning and development of former industrial waterfronts, downtown district growth strategies, cultural art facilities development, the economic value of investments in the public realm, and reuse of historic properties.

MVVA

MVVA is a landscape architecture firm that creates environmentally sustainable and experientially rich places across a wide range of landscape scales. With locations in both Cambridge, MA and Brooklyn, NY, MVVA is now a firm of 75. Working closely with urban planners, architects, engineers, and ecologists, MVVA has emerged as an innovative component of multidisciplinary urban design teams. The firm is one of the leading thinkers and practitioners in promoting landscape as a catalyst of urban transformation.

Chris Matthews is a project manager and Associate Principal with 20 years of experience in the practice of landscape architecture in London, Tokyo, and Cambridge, and has been with MVVA since 2002. Chris has a broad experience of master planning work, both in the urban environment and for academic institutions. Projects include the Masdar City Phase 2 Master Plan in Abu Dhabi, UAE, Connect Kendall Square Master Plan, MIT East Campus Master Plan, Alexandria Center Master Plan.

Rebuild By Design

Rebuild by Design will develop outreach processes that bring the local Boston community and government agencies together to create research-based initiatives to include in the Boston Imagine 2030 plan. Rebuild by Design has worked closely with OMA and Organization for Permanent Modernity through the Rebuild by Design Competition in the Hurricane Sandy Region in the Northeast United States.

Amy Chester brings considerable experience in community engagement, policy, communications and real estate development to advocate for the urban environment. As Managing Director, Amy led an international design-driven competition that utilized a collaborative process to create implementable large-scale infrastructure projects that addressed the physical & social vulnerabilities exposed by Hurricane Sandy.

Certain Measures

Certain Measures is a design office that works at the intersection of form and science. Certain Measures uses geometry, mathematics, data, and new technologies to create new spaces and ways of making. We draw on diverse backgrounds in architecture, robotics, computer science, and mathematics, to simplify beautiful complexity and to delight, surprise, and enrich human experience.

Tobias Nolte is a co-Founder of Certain Measures. Prior to founding his own practice he was a Director at Gehry Technologies in New York where he led a team of architects and engineers in the implementation of parametric and computational methods in design and construction. He was previously a director at the Europe office of Gehry Technologies in Paris where he has worked with a variety of leading international design firms including Gehry Partners, Zaha Hadid Architects, Snohetta, UNStudio, Coop Himmelb(l)au.

Sarah Williams

Sarah Williams works with data to visualize urban systems. Williams specializes in the data collection, analysis, and data visualization using the latest technologies in spatial analytics – including Geographic Information Systems. Specializing in communicating quantitative data analytics to broad audiences inside and outside the policy area and developing techniques for collecting data including crowd sourcing is important component of the firm's work as it allows for greater public engagement.

Sarah Williams is an Assistant Professor Information Technologies and Urban Planning and the Director of the Civic Data Design Lab at Massachusetts Institute of Technology's (MIT) School of Architecture and Planning School. The Civic Data Design Lab works with data, maps, and mobile technologies to develop interactive design and communication strategies that bring urban policy issues to broader audiences.

Exhibits

CORE TEAM

OMA*AMO

Lead Consultant

Shohei Shigematsu, Jason Long, Daniel Pittman, Laura Baird, Christine Noblejas

ORG

Urban Planning

Alexander D'Hooghe
Aaron Weller

Arup

Infrastructure

Fiona Cousins
Cameron Thomson

**Boston Urban
Development
& MIT Changing
Places Lab**

Public Relations

Beverley Johnson
Kent Larson

Frog

Vision/Data/Graphics

Scott Nazarian
Richard Tyson

SUBCONSULTANT TEAM

James Lima Development

Housing &
Econ Development
James Lima

MVVA

Landscape

Michael Van Valkenburgh
Chris Matthews

Rebuild By Design

Research & Engagement
Amy Chester

Certain Measures

Analysis & Visualization
Tobias Nolte

Sarah Williams

Big Data & Engagement
Sarah Williams

Shohei Shigematsu

Partner



180 Varick Street, Suite 1328
New York, NY 10014

T +1 (212) 337-0770
E sshigematsu@oma.com



Shohei Shigematsu is a Partner at OMA and Director of the New York office. Since joining the office in 1998, he has been a driving force behind many of OMA's projects in the Americas and Asia. Shohei provides design leadership and direction across the company for projects from their conceptual onset to completed construction.

Before coming to New York, Shohei led the winning design teams for both CCTV (China Central Television) and the Shenzhen Stock Exchange (SSE) in China. He went on to serve as project architect for CCTV until the end of design development. Under his direction, the New York office has been commissioned to design a number of residential towers in San Francisco, New York and Coconut Grove, as well as a mixed-use complex in Santa Monica, Los Angeles. He is currently overseeing the completion of the Québec National Beaux Arts Museum and the Faena Arts Center in Miami Beach, among others. In addition, Shohei recently completed a masterplan for the Marina Abramovic Community Center in Obod Cetinje in Montenegro – a 130,000 m² complex blending cultural facilities with an industrial complex – as well as leading a multidisciplinary team for Rebuild by Design, a post-Hurricane Sandy initiative by the US Department of Housing and Urban Development, which has produced a comprehensive urban water strategy for Hoboken, New Jersey, and is currently overseeing the masterplan for the Miami Beach Convention Center District in Miami Beach, Florida and a masterplan for a new civic center in Bogotá, Colombia.



Masterplanning Experience
West Louisville Food Port



Streetscape Design
The Plaza at Santa Monica



Masterplanning Experience:
Dallas Connected City



Masterplanning Experience:
MACCOC Centinje Masterplan

Professional Experience

2009 Partner
2006 Director of OMA New York
1999 OMA
1996-97 NKS Architects Fukuoka, Japan
1997 Matsuoka + Won Architects, Fukuoka, Japan
1996 Toyo Ito Architects & Associates, Tokyo, Japan

Selected Masterplanning & Public Space

West Louisville Food Port, Kentucky, USA
Faena Arts District, Miami Beach, Florida, USA
South Beach ACE, Miami, Florida, USA
Park Grove, Miami, Florida, USA
CCTV Headquarters/ TVCC, Beijing, China
Almere Masterplan Almere, Netherlands
Dallas Connected City, Texas, USA
HUD Rebuild by Design, New York, New York, USA
Bogota Centro Administrativo Nacional, Columbia
The Plaza at Santa Monica, Santa Monica, Florida
Christopher Arts District, New York, USA
MACCOC Centinje Masterplan, Montenegro
Baltic Pearl Masterplan, St. Petersburg, Russia
White City London Masterplan, London, UK
KJ Plein, The Netherlands
UN City, New York, USA
JTC Masterplan, Singapore
Breda Masterplan, Breda, NL

Selected Projects

Milstein Hall, Cornell University, Ithaca, New York, USA
425 Park, New York, USA
Marina Abramovic Institute, Hudson, New York, USA
Musee National des Beaux Arts du Québec, Canada
23 East 22nd Street, New York, USA
Shenzhen Stock Exchange, Shenzhen, China
Prada Transformer, Seoul, Korea
7 Screen Pavilion with Kanye West, Cannes, France
Coach Ometesando, Tokyo, Japan

Academic Involvement

2013 Design Critic, Harvard University, Alimentary Design
2012 Visiting Faculty, Columbia University, "Re-Run"
2011 Visiting Faculty, Columbia University, "Double Dip"
2009 Visiting Faculty, Harvard GSD,

Education

1997-8 The Berlage Institute, Rotterdam, Netherlands
Postgraduate Laboratory of Architecture
1996-7 Kyushu University, Tokyo, Japan
Master of Architecture at the Division of
Engineering, Graduate School
1992-6 Kyushu University, Tokyo, Japan
Bachelor of Arts, Architecture
Department of Architecture, Faculty of Engineering

Jason Long

Partner



180 Varick Street, Suite 1328
New York, NY 10014

T +1 (212) 337-0770
E jlong@oma.com



Jason Long joined OMA in 2003 and has been based in OMA New York since 2007. After contributing as Associate Editor of Content (Taschen 2004) and acting as a key member of AMO in Rotterdam, he served as project architect and project manager for many of OMA's most recent projects in the Americas including the Quebec National Beaux-Arts Museum, the Faena Arts Center in Miami Beach and the Marina Abramovic Institute in Hudson, New York.

In addition, Jason has overseen a number of residential projects in the US, including the Transbay 8 tower in San Francisco. He has a longstanding experience with strategic masterplanning, from his early involvement in AMO studies for Beijing Preservation and Shanghai Planning to the recent winning competition scheme for the Miami Beach Convention Center District.

Most recently, Jason led the winning competition entry for the 11th Street Bridge Park in Washington DC, which will offer layered programs, presenting a new neighborhood park, an after-hours destination for the nearby workforce, a retreat for residents and a territory for tourists to explore. Jason has been a Visiting Critic at Cornell University. He holds a Bachelor of Arts in Philosophy from Vassar College, and a Master of Architecture from Harvard University's Graduate School of Design.



Professional Experience

2003 Office for Metropolitan Architecture
2008 - Associate, OMA New York

Selected Masterplans

HUD Rebuild by Design, Hoboken, NJ
Miami Beach Convention Center District, FL, USA
Dallas Connected City, TX, USA
White City Masterplan, London, UK
Baltic Pearl Masterplan, St. Petersburg, Russia
Beijing Preservation Masterplan (AMO)
Shanghai Planning Study (AMO), China
Marina Abramovic (MACCOC), Montenegro

Selected Projects

11th Street Bridge Park, Washington DC, USA
Transbay Block 8, San Francisco, CA, USA
Milstein Hall, Cornell University, New York, USA
Musée National des Beaux-Arts du Québec, Canada
Marina Abramovic Institute, Hudson, NY, USA
Faena Arts Center, Miami Beach, FL
Shenzhen Stock Exchange, China
Rothschild Bank HQ, London, UK
Quebec National Beaux-Arts Museum, Canada
23 East 22nd Street residential tower, New York, NY, USA
Torre Bicentario, Mexico City, Mexico
Shenzhen Stock Exchange Headquarters, China

Education

2004 Harvard University, USA
M'Arch, Graduate School of Design
1996 Vassar College, USA
Bachelor of Arts (Philosophy)

Teaching Positions

2013 Design Critic, Cornell Summer Studio Module
2008 Design Critic, Cornell University AAP
2007 Design Critic, Cornell University AAP
2004 Design Critic, Harvard University GSD

Laura Baird

Associate

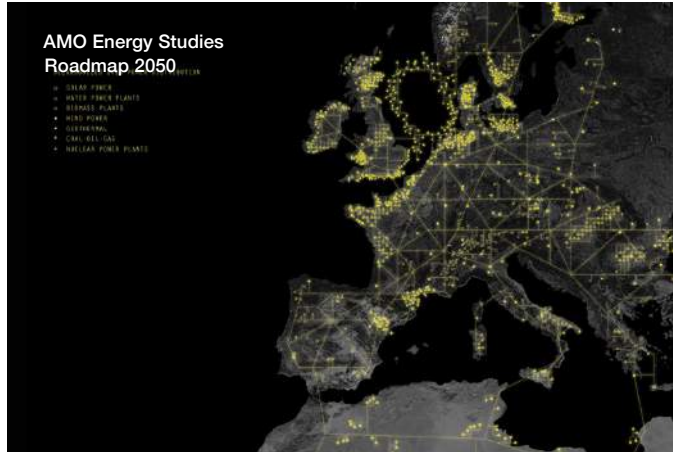


180 Varick Street, Suite 1328
New York, NY 10014

T +1 (212) 337-0770
E lbaird@oma.com



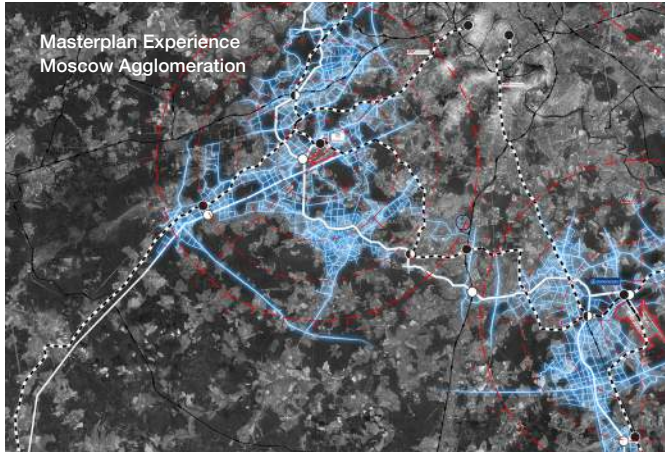
Masterplanning Experience
Skolkovo Masterplan



AMO Energy Studies
Roadmap 2050

Since joining OMA in 2007, Laura has worked on a number of different masterplan projects including Riga Port City in Latvia, Waterfront City in Dubai, The Headquarters for the Shenzhen Stock Exchange in China, Qatar Education City Central Library and Qatar Foundation Headquarters Buildings in Doha, RAK City in the Desert in Ras-al-Khaimah, and Dallas Connected City in Texas.

Due to her background in Public Policy and relevant experience in sustainable building design, and energy efficient practice, Laura has led AMO's growing involvement in the fields of energy policy and renewable energy planning since 2009, having been involved in Zeekracht Masterplan, North Sea, and responsible for delivering Roadmap 2050, a proposal for a decarbonized power grid for Europe by 2050, as well as "The Energy Report": a project for the WWF proposing renewable energy and sustainable strategies on a global scale. For two years, Laura has also led OMA's proposals for the Masterplan and buildings of the Skolkovo Center for Innovation outside Moscow, and last year was responsible for the delivery of the Draft Concept for the Moscow Agglomeration: an urban plan for Greater Moscow. Since 2010, she has also been involved in The Strelka Institute for Media, Architecture and Design, and continues to teach as part of its Post-graduate educational program.



Professional Experience

2015 OMA New York
 2010 OMA Rotterdam, Associate
 2007 OMA Rotterdam

Selected Masterplans

Qatar Cultural and Tourism Masterplan, Qatar
 Moscow Agglomeration, RU
 The Strelka Institute Educational Program, Moscow, RU
 Skolkovo Centre for Innovation, Moscow, RU
 West Kowloon Cultural District, Hong Kong
 Al Jafiliya Masterplan, UAE
 Ras-Al-Khaimah Gateway Masterplan, UAE
 Qatar 2022 Masterplan
 White City, London, UK
 Waterfront City, Dubai, UAE Masterplan
 Riga Port City, Latvia
 Morden Wharf Mixed Use Masterplan, London, UK
 Zeekracht, North Sea Masterplan
 Qatar Education City, Doha, Qatar
 Dallas Connected City, Dallas, TX, US

Selected Projects

The WWF Energy Report, Global
 Roadmap 2050, Europe
 Shenzhen Stock Exchange, PRC

Education

2008 Rice University, Houston, TX, US
 M'Arch, Concentration in sustainable design
 2004 Duke University, Durham, NC, US Bachelor of Arts, Public Policy Studies

Teaching Positions

2014 University of Pennsylvania, US
 Masters Design Studio Director
 2012 Berlage Institute for Advanced Studies, NL
 Studio Director
 2010 The Strelka Institute for Media, Architecture and Design, Moscow.
 2011 Rice University, Studio Workshop

Exhibitions

2013 Contributor to Energetic Architecture. La forma delle reti at MAXXI, Rome
 2012 Co-Curator of "Public Works: Architecture by Civil Servants", 13th Annual Architecture Biennale, Venice,
 2012 Contributor to "RE-cycle. Strategies for architecture, city and planet." at the MAXXI, Rome, IT
 2012 Co-Curator of "On Hold": A tour d'horizon of OMA's recent urban Masterplans in Asia, Europe and the Middle East.
 2011 An exhibition for The British School at Rome, the NAI Rotterdam and the AIA San Francisco

Daniel Pittman

Project Manager



180 Varick Street, Suite 1328
New York, NY 10014

T +1 (212) 337-0770
E dpittman@oma.com



Daniel Pittman joined OMA in 2012, working in Rotterdam before transferring to the New York office. As Business Manager for Strategy and Innovation, he is responsible for building AMO's presence in the Americas - OMA's in-house research studio and consulting practice.

During his time at OMA, Daniel has led a number of strategy-driven projects, most recent of which being the HUD Rebuild by Design initiative to develop a comprehensive flood resiliency plan for the Hurricane Sandy affected region of Hoboken. For the Central Market St. Design Charrette in San Francisco, Daniel led the coordination of small teams of stakeholders to develop a shared vision of site-specific interventions for the area - the result of which being that the San Francisco Mayor's office incorporated a number of recommendations into the City's future planning.

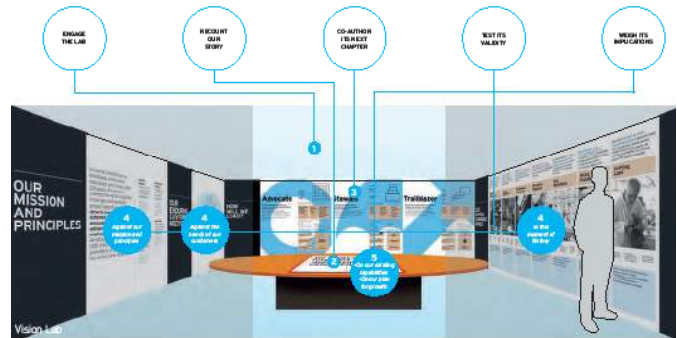
Prior to OMA, Daniel worked in innovation consulting where he co-authored a vision statement on the future of Citigroup - in public policy where he undertook a study on forestry based carbon credits - as well as consulting on topics as diverse as financial sustainability for a museum, and business strategy for a web-based volunteer recruiting site for various start-ups and non-profits.

Daniel received a Masters of Business from Columbia, and a Diploma in Architecture from the AA in London. His architecture experience includes time at Foster and Partners, Isozaki and Associates, and collaboration with Bernard Tschumi Architects.



Stakeholder Consulting
Central Market Design Charrette

Innovation Consulting
Citi200 Vision Lab, Citigroup



New Acropolis Museum – Athens Cultural District plan

Professional Experience

2012 OMA
2012 Parker Hannifin, Singapore
2011 SYPartners, New York, NY [Innovation Consulting]
2005 Costis Skroumbelos Architects, Athens, Greece
2002 Foster and Partners, London, UK
2003 Arata Isozaki & Associates, Tokyo, Japan
2002 Plannet Works, Tokyo, Japan
1999 Thomson Adsett Architects, Melbourne, Australia

Selected Projects

HUD Rebuild by Design, New York, USA
Central Market Design Charrette, San Francisco
Bucklesbury House, Office Complex, London, UK*
Regional HQ and Industrial Facility, Singapore *
TAV Train Station, Florence, Italy*
Regent Place, Residential Tower, Sydney, Australia*
Deutsche Bank Place, Tower, Sydney, Australia*
West London Academy, School, London, UK*

*Completed prior to OMA

Professional Licenses & Affiliations

Architects Registration Board, UK (ARB) Registered Architect, 070073H
Royal Institute of British Architects (RIBA), UK Chartered Member, 11766973
Technical Chamber of Greece (TEE) Registered Architectural Engineer, 109337

Education

Columbia Business School, New York, NY
Master of Business Administration
University College London, London, UK
Certificate of Professional Practice & Management
Architectural Association, London, UK
AA Diploma
University of Manchester, Manchester, UK
Bachelor of Arts (Honors in Architecture)

Teaching Positions

2014 University of Pennsylvania
Lecturer, School of Landscape Architecture

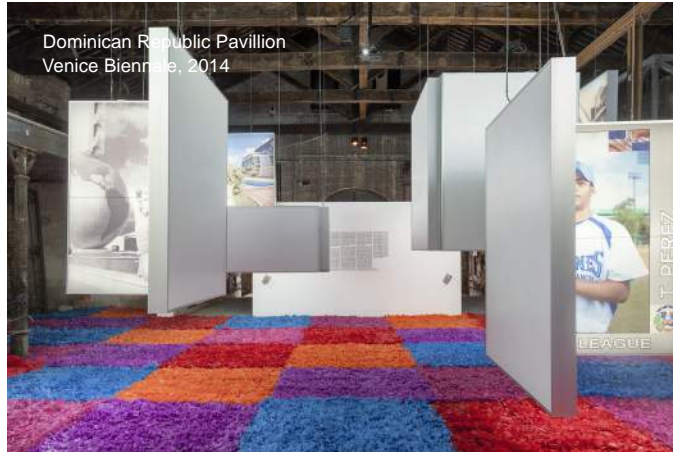
Christine Noblejas

Creative Content Director



180 Varick Street, Suite 1328
New York, NY 10014

T +1 (212) 337-0770
E lbaird@oma.com



Christine Noblejas joined OMA's New York office in 2008. With a joint degree in writing and architecture, she regularly contributes to AMO's research, exhibition and publication efforts in the Americas. Most recently, she was a member of the core team that assisted the Rockefeller Foundation and the US Department of Housing and Urban Development in shaping the workshop curriculum for the National Disaster Resiliency Competition, an initiative to recover innovatively and creatively distribute limited federal resources. Prior to joining OMA, Christine worked with China-based architecture firm, MADA s.p.a.m., on a number of projects, including the curation of the first Shenzhen / Hong Kong Biennale (2007) and the founding of the American Academy in China (2008). In both roles, Christine developed the official mission statement and publications, while simultaneously serving the role of logistics coordinator, organizing lectures as well as exhibition content. She received a joint Creative Writing and Architecture degree from the University of Southern California, US, in 2007.



Professional Experience

2008 OMA
2007 MADA s.p.a.m.
2006 Hodgetts + Fung

Selected Projects

Milstein Hall, New York, USA
Cronocaos Exhibition, New York, USA
Donda Catwalk, Paris, France
Dominican Republic Pavilion Exhibition, 2014 Venice Biennale, Italy
Faena Forum Exhibition, Art Basel, Miami Beach, USA
Coach Omotesando Flagship, Tokyo, Japan
HUD Rebuild by Design, New York, USA
HUD National Disaster Recovery Competition, USA

Selected Projects

The WWF Energy Report, Global
Roadmap 2050, Europe
Shenzhen Stock Exchange, PRC

Education

2007 University of Southern California
Bachelor's Degree, Creative Writing, Minor in Architecture

Public Involvement

2008 Anthem Magazine (US)
Contributing Writer, Art and Design
2007 Modern Weekly (Shanghai)
Contributing Writer, Lifestyle Section

ALEXANDER D'HOOGHE

adhooghe@orgpermod.com

Director MIT Center for Advanced Urbanism, Cambridge, USA, since 2013

Professor for architectural urbanism, Massachusetts Institute of Technology (MIT), Cambridge, USA, since 2005.

Founding director, **ORG** architecten en stadsontwerpers, burg. BVBA, Brussels, Belgium, since 2002

Registered Architect in Belgium, since 2004.

Founder, MIT 'Platform for Permanent Modernity', research group for urbanism and architecture, since 2007.

Managing Director **ORGP**ERMOD LLC, 33 ½ Union Sq, Somerville, MA 02143, United States, since July 2014

EDUCATION

- 2002-2007 **PhD in Architecture and Urbanism**, Berlage Institute with T.U. Delft, The Netherlands
 'The Liberal Monument, A Definition of Urban Design as the manifestation of romantic late modernism' supervised by Prof. W. Arets and Prof. Dipl.-Ing. H.J. Rosemann
- 1999-2001 **Master of Architecture in Urban Design**, Harvard Design School, Cambridge, USA
 Thesis with Rem Koolhaas about the modernisation of the Soviet town for 'Harvard Project on the City'
- 1991-1996 **Bsc/Msc Engineering – Architecture**, Catholic University of Leuven, Belgium
 Thesis: the conversion of the slaughterhouse site of the city of Anderlecht, with Prof. Marcel Smets, Arch. Stéphane Beel

ORG PROJECTS *selection*

- 02DVDP | Villa DVDP, Private residence with practice, Leuven (B), 2006, construction completed.
- 04VTEB | Villa VTEB, Private residence, Bruges (B), construction completed in 2009
- 06OPGL | Community Center with event hall, library and arts academy, Town of Opglabbeek (B), 2006, competition finalist
- 07CDM | CDM Office and Research headquarters, CDM (Private C^{ie}), Overijse (B), 2007, final design
- 07MART | Martelarenlaan & Park Belle Vue, Railway Station Leuven, Town of Leuven (B), 2007, competition, finalist
- 08BVRN | Police Headquarters, Town of Beveren (B), 2009, final design phase
- 08BESK | Islands in the North Sea, a gradual transformation of the Belgian Coastline, THV Vlaamse Baaie 2100, Belgium, 2009, completed, currently implemented in Flemish government plan
- 09ASCO | A landform with a firestation, youth center and common grounds, Town of Asse, Asse (B), expected completion 2014
- 09BRAK | Policestation for zone Brakel, Town of Brakel (B), 2009, start construction spring 2014
- 09SOMA | South Market, Permanent structure with market, retail and housing on the site of an existing market and slaughterhouse site, 2009, expected completion 2015
- 10KEZA | A tree house for the entire neighborhood, 80 low income residential units and the necessary infrastructure, CDSCA (Ministry of Defense, Belgium), 2010, competition 2nd place
- 11BVRN | New City Administration Center, City of Beveren (B), 2011, first design phase
- 11GOVA | Global development vision for the redevelopment of the Slaughterhouse site in Brussels, NV Abatan, Anderlecht (B), 2011
- 11MOTU | Development vision and design of public space (square and gardens) for the Historic Royal Gardens in Tervuren, Mayor of Tervuren (B), 2011, ongoing
- 13SAND | Post-Sandy reconstruction – Rebuild by Design, A research for the reconstruction and redevelopment of the northeast coastline of the United States, Secretary of Housing and Urban Development USA, 2013
- 1501PROS | Mixed-use block development including retail, open-air market, commercial condominiums, and roof-top urban garden. Private business owners, project definition/ financial feasibility, 2014-current
- 1407BIRM | New design of Centenary Square, design competition for City of Birmingham, UK, completed 2014
- 1403GENT | Gent 2030: Long-term vision for the City of Ghent and its metropolitan region, Belgium, Confédération Bouw, completed 2014
- 1307GANA | Research and development facility with 24 residential units and common living areas. Initial facility is part of a larger vision for a 10,000 hectare site on Lake Volta, Ghana, African Agribusiness Knowledge Centers (AAKC), bid documents August 2014-current



Aaron Weller

Title: Associate Director, Design
Organization for Permanent Modernity,
Boston Office, U.S.A, since 2014

Email: a.weller@orgpermod.com

EDUCATION

2010- 2012 **Master of Architecture w high distinction**

University of Michigan, Department of Architecture and Urban planning, Ann Arbor USA

Alfred A. Taubman Fellow grant recipient (50,000usd)

2012 **Thesis project: City- circulation, capital accumulation, and governance**

Advisor: McLain Clutter

Research/ grant assistance

Research assistant employed on a 3-month semester or summer basis for the following projects and faculty members:

"Print map for America" (Seed Funding research initiative, UM), El Hadi Jazaïry & Rania Ghosn (summer 2013)

"Geographies of Trash" (Project on the City grant, UM), El Hadi Jazaïry & Rania Ghosn (summer 2012)

"N H D M: Nahyun Hwang and David Moon" (exhibition, UMMA), Nahyun Hwang and David Moon (summer 2013)

"(No) Stop Marconi" (5th International Architecture Biennale Rotterdam), Nahyun Hwang and David Moon (spring 2012)

"Excise City" (Muschenheim Fellowship), Nahyun Hwang (spring 2011)

"Thick-it" (Research through making grant & exhibition, UM & Grand Rapids Art Museum), Adam Fure (fall 2010)

2000-2005

Bachelor of Architecture w honors, minor of philosophy and global studies

Drury University, Department of Architecture, Missouri USA

2005 **Thesis project: Drawing- techniques and vantages**

Advisor: Robert Weddell

ORG PROJECTS

- 1506CAMP | Regional vision for the Marseille / Aix-en-Provence, 2015-current
- 1501PROS | Mixed-use block development including retail, open-air market, commercial condominiums, and roof-top urban farm. Private business owners, project definition/ financial feasibility, project development, 2014-current
- 1407BIRM | New design of Centenary Square, design competition for City of Birmingham, UK, completed 2014
- 1403GENT | Development vision for the City of Gent 2030, and pilot project implementation strategies. Completed 2014.
- 1402PROS | Mixed-use block development including retail, open-air market, commercial condominiums, and roof-top urban garden. Private business owners, City of Somerville, US2 master developer, schematic design, 2014-current
- 1307GANA | Research and development facility with 24 residential units and common living areas. Initial facility is part of a larger vision for a 10,000 hectare site on Lake Volta, Ghana, African Agribusiness Knowledge Centers (AAKC), bid documents August 2014-current
- 1202BVRN | New City Administration Center, City of Beveren, 2012-current, permit set complete, bid document on-going

WORK EXPERIENCE OUTSIDE O R G

08.2012-
1.2014

Instituto de Tecnológico Estudio Superiores de Monterrey (ITESM), School of Architecture. Queretaro, Mexico

Visiting Lecturer of architecture

Courses taught: 1st year drawing (AR1009) "Drawing: Techniques and Vantages," 2012-2014

2nd year design studio (AR2011) "Collective Housing and the City," 2012-2014

4th year seminar (AR3003) "Four themes: Tectonic culture, Digital culture, Landscape, City as a work," 2012-2014

03.2008 -
7.2010

Gray Organschi Architecture. New Haven, USA.

Project Leader

Project leader, contractor, and construction manager for 3-story building renovation/ conversion from load-bearing brick industrial storage house to single-family residence (completed 2010); and Project leader and construction manager for outdoor pool pavilion (completed 2009).



Fiona Cousins, PE, LEED AP BD+C



Profession

Mechanical Engineer,
Sustainability Consultant

Current Position

Principal

Joined Arup

1985

Years of Experience

28

Qualifications

BA (Hons), Engineering Science,
University of Cambridge, UK,
1989

MSt, Interdisciplinary Design for
the Built Environment, University
of Cambridge, UK, 2000

CAA, Project Management,
Advanced Management Institute,
1999

PE, State of California,
Connecticut, Massachusetts,
Florida, New Jersey, New York

LEED AP BD+C, 2001

ASHRAE High-Performance
Building Design Professional

Professional Associations

Board Member, US Green
Building Council, 2011

Fellow, Chartered Institution of
Building Services Engineers
(CIBSE), 2010

Member, Chartered Institution of
Building Services Engineers
(CIBSE), 1996

Member, American Society of
Heating, Refrigerating and Air
Conditioning Engineers
(ASHRAE), 1996

Chair, Urban Green Council - NY
Chapter (USGBC), 2007-2008

Chair Emeritus, Urban Green
Council

Fiona Cousins has extensive project experience. She has worked for both corporate and institutional clients on a wide variety of building, planning and sustainability projects including offices, trading floors, laboratories, libraries, performing art centers, airports and campuses.

Fiona leads the sustainability team in the New York office of Arup, is one of the leaders of the mechanical engineering team, directs technical investments for Arup's Americas Region, and is a member of the Arup Americas Board.

A certified ASHRAE High-Performance Building Design Professional, she has a background as a mechanical engineer and has spent much of her career engaged in HVAC design, with an area of specialization in thermal comfort and energy efficiency. She developed a strong interest in sustainability during the 1990s and has been working since then to incorporate sustainability into her projects. The other major strand of her professional career has been interdisciplinary design and integration and she is most interested in complex projects where collaboration between disciplines can achieve break-through results.

She has been a LEED® Accredited Professional since 2001, and has served as both Manager and Director for a number of projects that are pursuing the highest levels of LEED goals. She also served for two years as the chair of the New York Chapter of the USGBC (Urban Green), during which time membership tripled and the staff grew from 1 person to 8 people. She is currently on the board of the USGBC.

A frequent presenter on transformative sustainable building design, she has presented technical papers in the areas of low energy design and sustainability at EnvironDesign, Sustainable Steel, Earthday New York, Green Building Challenge, GreenBuild, Council for Tall Buildings and Urban Habitat (2005) and the Architectural Record Innovation Conference (2006). She has also lectured extensively at Universities around the US.

Parallel threads of integrated design and high performance buildings have inspired a practice specializing in translating sustainable development into practical programs of action.

Exemplar Projects:

New Embassy of the United States, London, UK

Project Director for the US Embassy project in London. The project has targets of LEED Gold and BREEAM Excellent and is in the



Cameron Thomson, AICP, LEED AP



Profession

Sustainability Consultant

Current Position

Associate Principal

Joined Arup

2007

Years of Experience

15

Qualifications

BTech, Environmental Pollution and Management. University of Edinburgh, 2000

LEED AP

AICP (American Institute of Certified Planners)

Chartered Environmentalist (UK)

Professional Associations

Member Institute of Environmental Scientists

Member of America Planning Association

Cameron Thomson is an Associate Principal in our New York office who leads our Sustainability, Energy and Climate change team.

With over 15 years of experience he works on projects across the scale of the built environment developing sustainability and resiliency approaches for buildings, major infrastructure, community plans and corporate governance projects.

He is currently working on a Sustainability and Energy plan for the University of Manitoba, Mexico City's new terminal building and a Net Zero Performing Arts Center in Montana and major redevelopment of 33 public housing buildings in New York.

Cameron recently completed the Sustainability Plan for Washington DC which engaged the City and its stakeholders to develop multiple goals and actions across 11 focus areas. He has also works with other North American and international cities on Sustainability, Energy and Climate Adaptation Plans.

Cameron is a Certified Planner (AICP) and holds a UK chartership. He is the Director of Research for the Institute of Sustainable Infrastructure and on the advisory committee for Ecodistricts. Within Arup, Cameron is the Americas skills leader responsible for developing skills and tools to respond to today's and tomorrow's sustainability challenges.

Cameron helps client achieve their sustainability goals by developing creative solutions to improve the performance of projects in the built environment

Sustainable DC: Vision 2032, Washington, DC

In collaboration with Ayers Saint Gross, Cameron led the development of Mayor Gray's visionary Sustainability Implementation Plan, which aims to position DC at the leading edge of urban sustainability. Arup applied a wide range of technical skills to identify, evaluate and develop practical strategies across priority sustainability areas. Arup also collected and analyzed thousands of community responses and developed all the technical content and structure of the Plan.

Cedar Rapids Neighborhood Planning, Cedar Rapids, IA

In June 2008, the City of Cedar Rapids was badly damaged by floods with 7,000 homes affected. Cameron is working with Sasaki to develop a series of Sustainable Neighborhood Plans for each of the affected areas. Cameron has been working with the community to articulate their sustainability goals and he has developed a

Frog

D. Scott Nazarian / 206 484 7236 / dsnazarian@gmail.com

My current design practice resides within the community at frog where I am an Executive Creative Director in their Seattle studio. I joined this community in 2007 in frog's San Francisco studio as a self-described "HCI generalist". Prior, I had been a principal investigator with the Sun Labs in Menlo Park. I hold patents in the areas of visual media search methods as well as graphical user interface approaches for 10' user interaction. In the last decade, my work has been primarily digital with frequent, convergent cross-over into physical material and forms. Spanning the PC and mobile web, entertainment ecosystems, enterprise controls and commercial environments, this hybrid space between digital and physical is a cornerstone of my abiding interests in human productivity, smart infrastructures and the future of the built urban environment.

Education

Art Center College of Design
MFA, Media Design
September 2002 – December 2004

University of Southern California
BA, Philosophy, Comparative Literature
September 1986 – June 1990

Experience

Executive Creative Director

frog

April 2014 – Present (1 year 4 months)

- develop creative partnerships across the design community
- drive key portfolio initiatives around Infrastructure (Big Design) and Enterprise (Software productivity and collaboration)
- internal operations and project initiatives
- creative staff career development (regionally)

Creative Director

frog

October 2010 – Present (2 years 4 months)

- lead cross-client design teams & creative oversight
- creative studio strategy & inter-studio initiatives
- individual contributor development & management (5 current reports)
- public & design community representation

Associate Creative Director

frog

August 2009 – October 2010 (1 year 3 months)

- (see Creative Director, above)

Adjunct Professor, Graduate Design

California College of the Arts

Subjects: Interaction Design, Applied Futurism

January 2007 – January 2010 (3 years 1 month; simultaneous w/ frog & AUX positions/responsibilities)

- evolved existing interaction design curriculum w/ core faculty
- developed unique product experience design class content/syllabi
- developed corporate sponsorship (Intel) across graduate initiatives
- mentored/instructed two full year graduating classes (24+ students)

Principal , Owner & Partner

AUX

September 2008 – September 2009 (1 year 1 month)

- founder LLC w/ one other Partner
- new business development & creative direction, strategy
- art direction & staff operations
- bottle-washing

Principal Designer

frog

July 2006 – January 2009 (2 years 7 months)

- primary domain lead & contributor: entertainment technologies / HCI



Richard Tyson

CURRENT

Principal Strategy Director, frog

March 2015 – Present (5 months)

Adjunct Faculty, School of Visual Arts

September 2012 – Present (2 years 11 months), New York, NY

Graduate instructor and faculty-at-large in the theory and practice of systems-oriented design strategy.

PREVIOUS

Founder and Principal, Special Project Office

January 2013 – March 2014: New York

Acting Executive Director

The MakerBot Foundation

February 2013 – September 2013: Brooklyn, NY

Principal, Caerus Associates, LLC

January 2012 – January 2013: Washington D.C. Metro Area

Principal, Helsinki Group

August 2009 – February 2012: New York, NY

Stone Yamashita Partners

January 2009 – October 2009: New York,

Global Account Manager/Associate Partner, Monitor Group

June 2005 – January 2009 New York: NY

CEO, Bloostone Networks

January 2003 – February 2005: New York, NY.

Managing Partner and Founder, ITVR

January 2001 – January 2003: New York, NY

Practice Director, Red Sky Interactive

1999 – 2001: New York, NY

Executive Producer, Anderson & Lembke

1998 – 1999: New York

International Producer Online Magic

1996 – 1997: New York

Producer: Web Partners Studio

1995 – 1996: Greater New York City Area

Lighting, Set, and Production Designer

Independent Lighting, Set, and Production Design

1990 – 1992: Los Angeles

Philosophy, Media Studies

1992 – 1995

Whitman College

Philosophy, Theatrical Lighting Design

1987 – 1990

Harvard College

1984 – 1986

EDUCATION

The New School

Boston Urban Development

Ms. Johnson combines her professional training, experience, and skills in land use planning and development to generate innovative approaches to the challenge of strengthening urban neighborhood economies and economic opportunity through the development of large, mixed use projects in inner-city communities. Ms. Johnson also relies on her academic training and entrepreneurial skills to bring a very focused business approach to the management of large projects during the critical planning phase.

Prior to establishing Bevco in 1994, Ms. Johnson was employed at the Boston Redevelopment Authority (BRA). During her tenure with the BRA, Ms. Johnson served simultaneously as the Assistant Director for Institutional Planning and Development; and as the Deputy Director for Community Economic Development.

BRA Assistant Director, Institutional Planning and Development (1992-1994)

As the Assistant Director for Institutional Planning and Development, Ms. Johnson managed the Department which was responsible for the review, approval and permitting of a \$500 million pipeline of projects built by Boston's premier health care and academic institutions.

BRA Deputy Director for Community Economic Development

As the Deputy Director for Community Economic Development, Ms. Johnson managed the BRA's land disposition and development process, and worked with neighborhood groups to design community economic development goals in the Lower Roxbury and Dudley neighborhoods. Her responsibilities included:

President-Bevco Associates

Ms. Johnson established Bevco Associates in 1994 to continue pursuing her goal of creating economic opportunity for inner-city residents and businesses through the development of large, mixed-use projects in urban neighborhoods. The firm focuses on providing innovative land use planning and development strategies; guiding projects through the regulatory and environmental review processes, and negotiating public economic benefits to generate broad community support for large urban projects.

Current Projects

- The Boston State Hospital Redevelopment Project (Land Use Planning & Development Consultant, including the negotiation of public benefits with site developers and monitoring of construction workforce and business utilization for on-site construction projects).
- The Boston State Community Trust (Established and staffed by Bevco on behalf of the Boston State CAC to provide community economic benefits through the distribution of grants to community organizations in the six communities of impact).
- The New England Center for Arts & Technology (Site Acquisition, Zoning/Permitting and Public Funding)
- MBTA Boston College Station Project (Public Involvement Lead)
- The Boston Pilot Program-(Project Planning and Coordination)
- Grove Hall former HUD Demonstration Disposition Project (Development Consultant)
- Washington Heights former HUD Demonstration Disposition Project Development Consultant)
- Roxse Homes Demonstration HUD Disposition Project (Development Consultant)

Previous Projects

- MBTA Green Line Extension Project (Public Involvement Lead)
- MBTA Silver Line Phase III (Public Involvement Lead)
- MBTA Science Park Accessibility Project (Public Involvement Lead)
- Crosstown Center//Hampton Inn & Suites (Permitting & Negotiation of Public Benefits/Establishment of Construction Workforce & Business Utilization Plan)
- Brooke Avenue Cooperative (Development Consultant)
- Catholic Charities-Yawkey Center-Dorchester, MA (Construction Workforce/Business Utilization)
- Sonoma Maple Schuyler Demonstration Disposition Project (Development Consultant)
- MBTA Urban Ring Project (Public Involvement Lead)
- MBTA Red Line Station Renovations: Ashmont, Fields Corner & Shawmut (Public Involvement Lead)

MIT Lab / Changing Places

Kent Larson

Director, Changing Places Research Group, MIT Media Lab
 Director, City Science Initiative, MIT Media Lab
 E15-368
 MIT Media Lab
 Massachusetts Institute of Technology
 Cambridge, MA 02139
 617.233.4991

Professional Preparation

Florida State University, B.S., Anthropology, 1976
 University of Florida (program in Tallahassee), Professional Degree Architecture, 1978
 Licensed Architect, 1981 - present

Appointments

Principal Research Scientist, Massachusetts Institute of Technology, Department of Architecture, 1996 – present.
 Visiting Professor, University of Art and Design, Helsinki, Finland, 2008-2010.

Professional Activities

Zbode, President, 2009 - Present
 Kent Larson Architects (President), 1995 – present.
 ARCS Architectural Construction Services (President), New York, NY, A corporation to develop innovative approaches and related technologies to the design and construction of residential projects, 1991 – 1995.
 Peter L. Gluck and Partners, Architects (Partner), New York, NY, 1981 – 1995.

Publications

"Adding GPS-Control to Traditional Thermostats: An Exploration of Potential Energy Savings and Design Challenges," M. Gupta, S. S. Intille, and K. Larson, *Proceedings of the Seventh International Conference on Pervasive Computing*, pp. 95-114, 2009
 "User-Adaptive Reminders for Home-Based Medical Tasks. A Case Study," *Methods of Information In Medicine*, vol. 47, pp. 203-7, 2008. Adapted from: P. Kaushik, S. S. Intille, and K. Larson, "Observations from a case study on user adaptive reminders for medication adherence," in *Proceedings of Pervasive Health*, 2008
 "Portable Wireless Sensors for Object Usage Sensing In the Home: Challenges and Practicalities," E. M. Tapia, S. S. Intille, and K. Larson,, in *Proceedings of the European Ambient Intelligence Conference*. vol. LNCS 4794 Berlin Heidelberg: Springer-Verlag 2007, pp. 19-37.
 "A Long-Term Evaluation of Sensing Modalities for Activity Recognition," in *Proceedings of the International Conference on Ubiquitous Computing*, vol. LNCS 4717, B. Logan, J. Healey, Matthai Philipose, E. Munguia Tapia, and S. Intille,. Berlin Heidelberg: Springer-Verlag, 2007, pp. 483–500.
 "Embedding Behavior Modification Strategies into Consumer Electronic Devices," in *Proceedings of UbiComp 2006*. vol. LNCS 4206, J. Nawyn, S. S. Intille, and K. Larson, , 2006, pp. 297-314.
 "Using a Live-In Laboratory for Ubiquitous Computing Research," S. S. Intille, K. Larson, E. Munguia Tapia, J.S. Beaudin, P. Kaushik, J. Nawyn, and R. Rockinson, in *Proceedings of PERVASIVE 2006*. Berlin Heidelberg: Springer-Verlag, 2006, to appear.
 "The Design of a Portable Toolkit of Wireless Sensors for Naturalistic Data Collection," E. Munguia Tapia, S.S. Intille, L. Lopez, and K. Larson, in *Proceedings of PERVASIVE 2006*. Berlin Heidelberg: Springer-Verlag, 2006, to appear.
 "The PlaceLab: a Live-In Laboratory for Pervasive Computing Research (Video)," S. S. Intille, K. Larson, J. Beaudin, E. Munguia Tapia, P. Kaushik, J. Nawyn, and T.J. McLeish, in *Proceedings of Pervasive 2005 Video Program*, May, 2005.
 "A Living Laboratory for the Design and Evaluation of Ubiquitous Computing Technologies," S. S. Intille, K. Larson, J. S. Beaudin, J. Nawyn, E. Munguia Tapia, P. Kaushik, in *Extended Abstracts of the 2005 Conference on Human Factors in Computing Systems*. New York, NY: ACM Press, 2005.
 "Open Source Building: Reinventing Places of Living," BT Journal, Kent Larson, Stephen Intille, T.J. McLeish, Jennifer Beaudin, and R.E. Williams. 2004.
 "MITes: Wireless Portable Sensors for Studying Behavior," E. M. Tapia, N. Marmasse, S. S. Intille, and K. Larson, in *Proceedings of Extended Abstracts Ubicomp 2004: Ubiquitous Computing*, 2004.
 "Designing and Evaluating Technology for Independent Aging in the Home," S.S. Intille and K. Larson. by *Proceedings of the International Conference on Aging, Disability and Independence*. 2004
 "Designing and Evaluating Supportive Technology for Homes," by S.S. Intille, K. Larson. *Proceedings of the IEEE/ASME International Conference on Advanced Intelligent Mechatronics*, 2003.

MIT Lab / Changing Places

Changing Places Group, MIT Media Lab

Researcher, Designer and Project Leader, Cambridge MA

BRT for Boston

Developing a new toolkit for communicating the impacts of transit corridors

2014 - 2015

Play/Ground (CityScope IV)

Tangible regulation platform, a physical-technological apparatus made for the distilment of urban planning regulations

2014

Kohn Pedersen Fox Associates (KPF)

Architectural Designer, New-York, NY

Spring City 66 - Kunming Dongfeng Plaza

Commercial, office and luxury serviced apartments complex

2014

Center For Advanced Urbanism, MIT

Graduate Research Assistant, Cambridge MA

Rebuild by Design

A winning entry for HUD's multistage planning and design competition to promote resilience in hurricane Sandy-affected area

2013-2014

Chyutin Architects

Project Architect, Tel-Aviv, Israel

The National Library, Jerusalem, Israel

An invitees-only international competition entry

2012

The National Institute for Biotechnology in the Negev (NIBN), Ben-Gurion University, Beer-Shiva, Israel

Academic laboratory building

2010-2012

The Museum Of Tolerance, Jerusalem, Israel

Winning entry for an international competition and design towards construction

2010

EKA (Efrat Kowalski Architects)

Project Manager, Tel-Aviv, Israel

Beit Hai'r - Tel-Aviv city Museum

A city museum and a cultural center in Tel-Aviv's old City Hall building

2008-2009

The Israeli Museum

Reconstruction and extension of the Israeli Museum, Jerusalem

2008-2009

Ordos 100

a 1000sqm villa project in inner Mongolia, China. Curated by Ai Weiwei, China & Herzog & de Meuron, Switzerland

2008

15 Maserik Place

Transformation of a 1950's Social Security building into a modern apartment complex (competition entry, 2nd place)

2008

Moshe Margalith AIA & Associates

Junior Architect, Jerusalem, Israel

The Yaakov Herzog Center for Jewish Studies

Academic Campus, Kibbutz Ein-Tzurim, Israel

2006-2008

Lapa House

1600sqm luxury villa, Herzelia, Israel

2006-2008

Bezalel Academy for Art & Design Campus

International competition entry

2007

Red Crescent Medical Center

Medical complex for the Red Crescent Society Hospital on the Mount of Olives, Jerusalem

2006-2007

Ariel Noyman | Architecture & Design

Campus design for an educational institute

conference hall and a dining room building (300sqm) and a 35 rooms dormitory building (2000sqm), Judeean Mountains, IL

2011-2012

Williams house spa hotel, Eilat, Israel

Wining entry for a boutique spa hotel and resort competition, near the Red Sea shores

2010

Tel Aviv 'Lev-Hai'r square' high-rise complex, Tel Aviv

Design and execution of a 200sqm luxury apartment

2009

Rebuild by Design: Hoboken

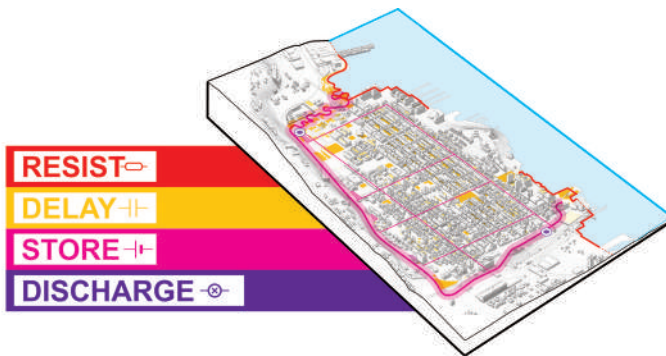


Location Hoboken, New Jersey, USA

Client US Department of Housing and Urban Development; Hurricane Sandy Rebuilding Task Force

Status 1 Year Competition, Awarded \$230M in CDBG-DR Funding; Schematic Design 2015

Program 2 square mile area; infrastructure; flood defense; landscaping



In 2013, OMA was invited to participate in HUD Rebuild by Design, a multi-stage design competition focused on developing resilience proposals as a response to Hurricane Sandy. Through a process of research, analysis, outreach, and design, we produced four proposals ranging from masterplans to communications strategies, moving forward with our HUD-selected Comprehensive Urban Water Strategy for Hoboken, NJ through a development and refinement of our design. In April 2014, our proposal was awarded CDBG-DR funding and is currently undergoing implementation.

Our approach is framed by a desire to understand and quantify flood risk. In doing so, we are better positioned to identify those opportunities that present the greatest impact, the best value, and the highest potential — our areas of focus.

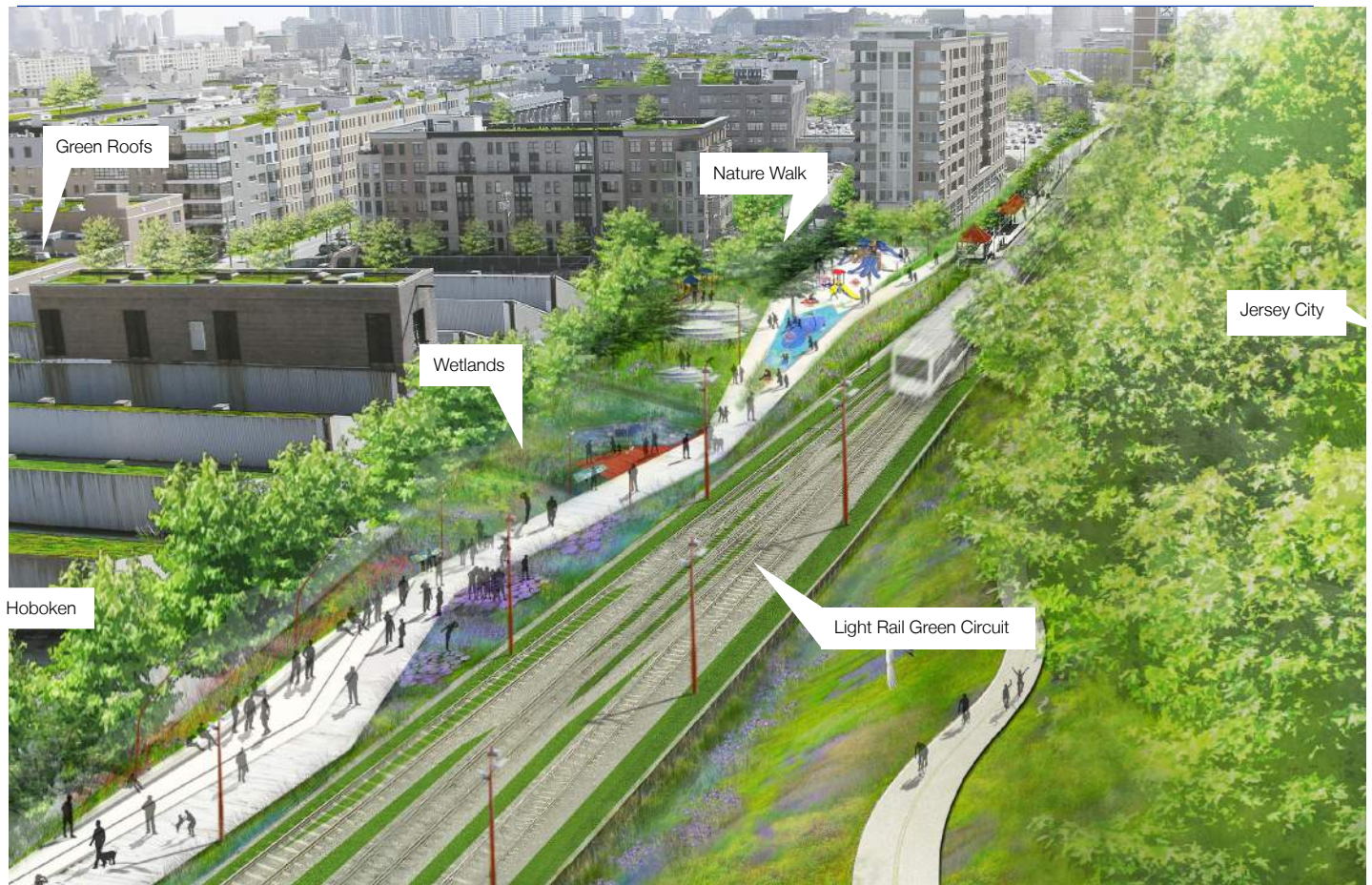
Within the Sandy-affected region, New Jersey's communities of Jersey City, Hoboken and Weehawken are susceptible to both flash flood and storm surge. As integrated urban environments, discreet one-house-at-a-time solutions do not make sense. What is required is a comprehensive approach that acknowledges the density and complexity of the context, galvanizes a diverse community of beneficiaries, and defends the entire city, its assets and citizens.

Our comprehensive urban water strategy deploys programmed hard infrastructure and soft landscape for coastal defense (resist); policy recommendations, guidelines, and urban infrastructure to slow rainwater runoff (delay); a circuit of interconnected green infrastructure to store and direct excess rainwater (store); and water pumps and alternative routes to support drainage (discharge).

Our objectives are to manage water— for both disaster and for long-term growth; enable reasonable flood insurance premiums — through the potential redrawing of the FEMA flood zone; and deliver co-benefits that enhance our cities. These are replicable innovations that can help guide our communities on a sustainable path to living with water.



Exhibit C



Moscow Agglomeration

Location

Moscow, Russia

Client

Deputy Mayor of Moscow,
Moscow City Government

Status

Competition, 2012

Program

Masterplan for an expansion and
joint-development of Moscow and the
Moscow Oblast



This project is less about expanding Moscow (a growing city that grew 2.4 times with the annex of new territory to the Southwest in 2012), but more a retroactive correction of an expansion that has already taken place: a recognition that the challenges facing "Greater Moscow" involve a much larger area than the newly included Southwest territories. Moscow's new borders bring up the long-standing issue of the relation between the city and the region (Moscow and the Moscow Oblast). It is difficult to conceive of a change in territorial relationship between the two without also revisiting (to some extent) their administrative relationship. A renewed administrative relation with the Oblast - a joining of forces, with greater integration and coordination of issues - would create the opportunity to create a larger entity with considerably larger leverage within the administrative system of the Russian Federation.

OMA's proposal for the Concept for the Moscow Agglomeration presents a comprehensive approach to planning the Moscow Oblast as a whole. To relieve the pressure on the existing city, the development of the Agglomeration will be reoriented towards 4 new "magnets" or logistic hubs. Strategically placed at the airports, these hubs are linked to the City and the Oblast through high-speed rail, and also integrate all forms of infrastructure: transport, broadband, industry, and energy provisions. Physically linking the periphery to the current "city" will allow for the economic activation of the periphery. Having established these 4 "new centers", the proposal defines a limited number of carefully targeted projects in and around Moscow intended to help trigger an independent economic existence for Moscow's periphery: the city's economic health will no longer be tied exclusively to its center. Through the introduction of jobs, these projects should also help restore the balance between working and living in the Moscow Agglomeration.

A dual (electric) infrastructure loop will connect these projects, primarily built on existing and proposed rail and road, allowing for immediate implementation without massive investment. One will be devoted to high-speed rail, and one to electric public transport. The proposed Road loop uses 88% of existing or proposed roads, while the Rail ring uses 60% of existing or proposed Rail lines. A revised proposal for land categorization and zoning will mean existing and planned development can be utilized more efficiently. Land categories prime for development (and therefore the introduction of jobs) will merge into a single "urban" category, meaning higher tax revenues for the government and more flexibility for small business owners. In addition, certain Ministries and Agencies could, however, relocate to the periphery as a catalyst for business and economic activity. The development of the new sites will thus be a kind of tandem between relocated government institutions and various private economic activities.

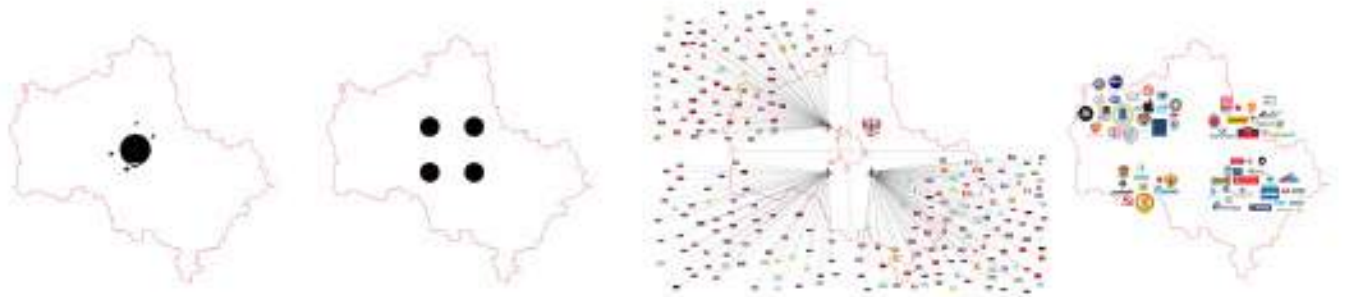
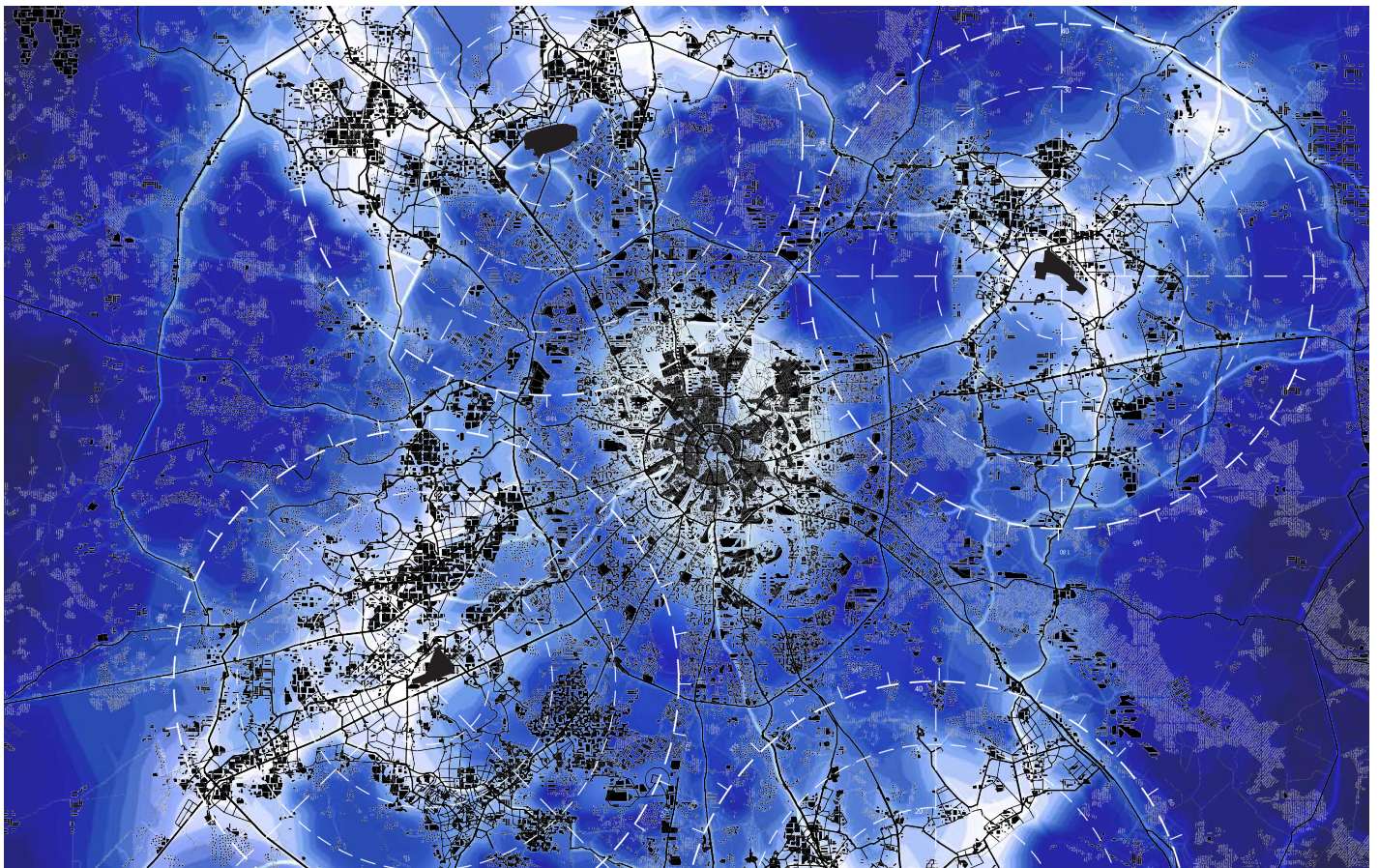


Exhibit C



Zeche Zollverein Industrial Complex



Status

Completed 2010

Size

39,400 ft² Visitor Center
525,000 ft² masterplan

Program

Attractors and other new programs of 328,100 ft² (total area: 525,000 ft²)

Site

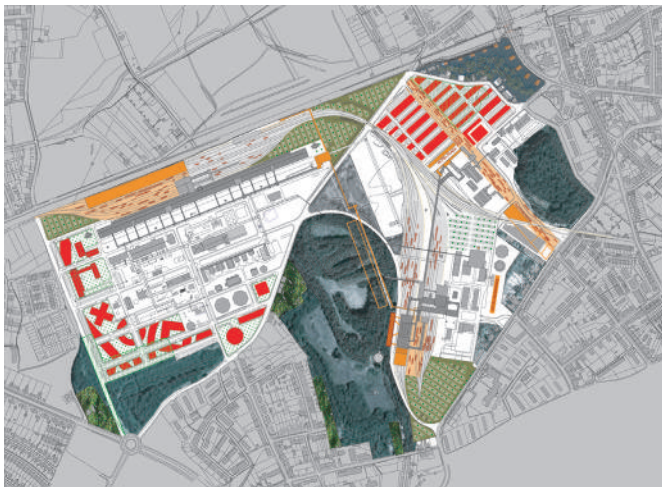
Former industrial site, classified by UNESCO as a World Heritage site in 2001

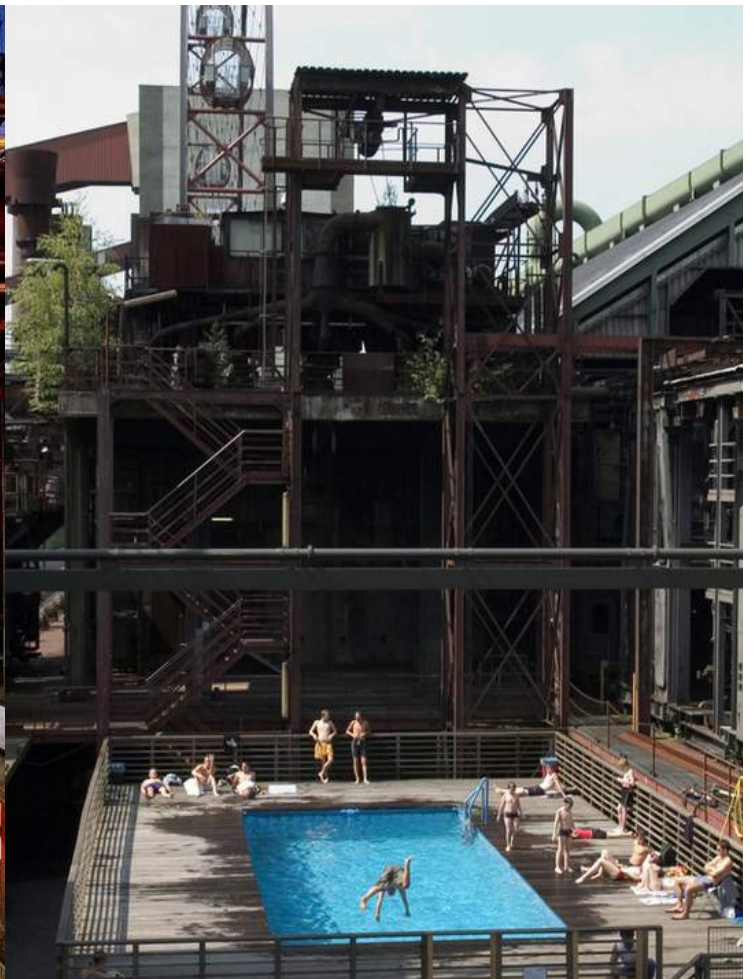
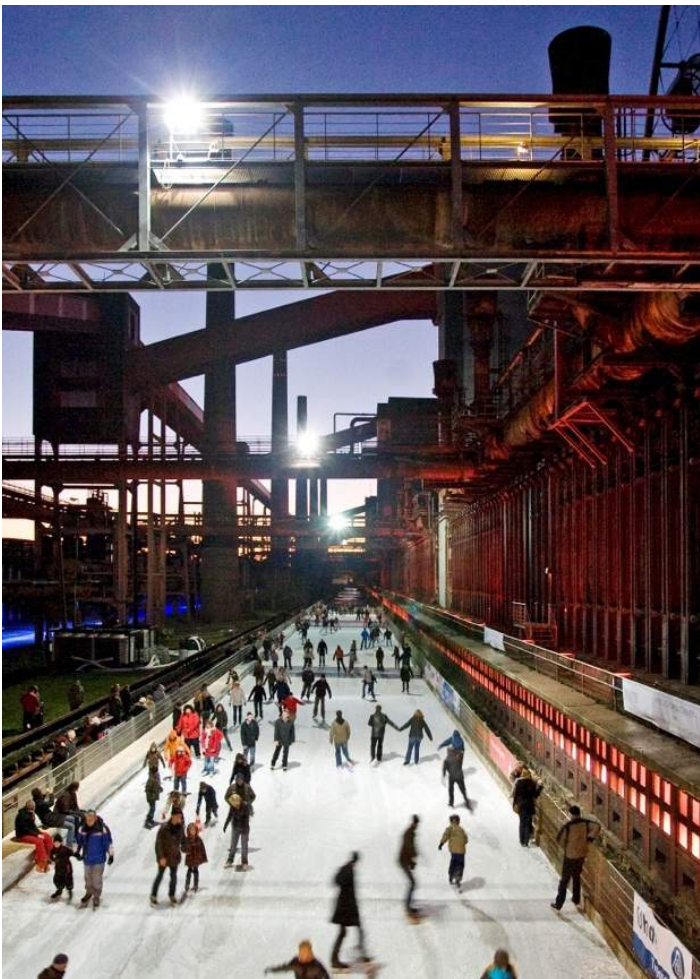
In 1988 the coal-refinery of the Zeche Zollverein stopped working, 5 years after the mines were shut down. The once famous and infamous Ruhrgebiet lost the driving force behind its identity and "raison d'être" overnight. For about 10 years the authorities did not know what to do with the industrial site, but were wise enough to buy the site from the former owners and declared it part of the industrial heritage in Germany.

On December 12th, 2001, UNESCO formally announced that the Zeche Zollverein, an area of 100 ha was added to the list of world heritage industrial monuments, partly on the basis of the OMA Master plan which respects the old identity. The master plan was developed in close collaboration with world heritage specialists and conservationists.

The master plan consists of a band around the former historic site, which contains the necessary new program and functions. The former rail tracks were maintained as public space, and connect the main buildings. The sky bridges, which transported coal from one part of the site to another, are now used for visitors who can also visit a former mine tunnel on a 3,280 foot depth.

The allocation of new program in the periphery allows the old buildings to maintain their grandeur. Inside the band of new programme, surrounding the Zeche Zollverein, 4 new functions were placed to guide, inform and attract visitors. The programming of the new buildings and re-programming of the existing buildings are focused on art and culture. Tri-annual and quintennial manifestations will attract visitors and generate an influx of events and ideas.





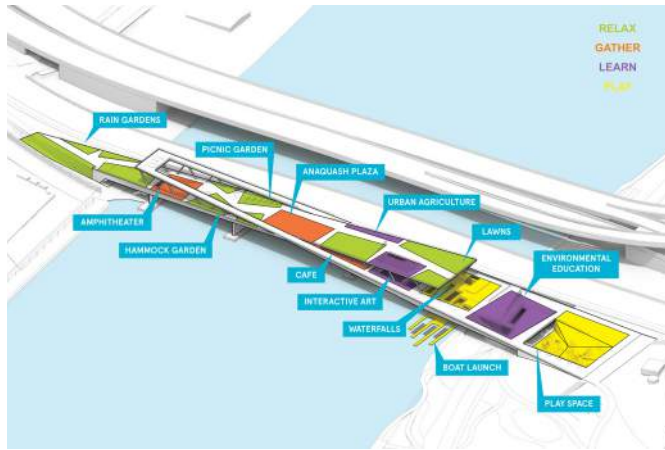
11th Street Bridge Park

Location Washington, DC, USA

Client 11th Street Bridge Park

Status Won Competition, 2014; Funding now being secured

Program Cafe, Environmental Education Center, Art Space, Playspace, Amphitheater, Plaza, Green Space, Beer Garden, Decking



Our design for the 11th Street Bridge Park – the Anacostia Crossing – is a place of exchange. The park at Anacostia Crossing will connect two historically disparate sides of the river with a series of outdoor programmed spaces and active zones that will provide an engaging place hovering above, yet anchored in, the Anacostia River. To create this place – more destination than elevated thoroughfare – we have designed the bridge park as a clear moment of intersection where two sides of the river converge and coexist. Anacostia Crossing will offer layered programs, presenting a new neighborhood park, an after-hours destination for the nearby workforce, a retreat for residents and a territory for tourists to explore.

Paths from each side of the river operate as springboards; sloped ramps that elevate visitors to maximized look out points to landmarks in either direction. Extending over the river, the Anacostia paths join to form a loop, embracing the path from the Navy Yard side and linking the opposing banks in a single gesture. The resulting form of the bridge creates an iconic encounter, an “X” recognizable as a new image for the river.

While the bridge is a unique and iconic structure, its character and essence are rooted in making this river landscape accessible to the community. Through programmed activities the bridge will showcase the region's unique cultural and natural history. To encourage visitors to spend time on the bridge and neighboring communities throughout the year, amenities for comfort and refreshment (restrooms and food), mitigation of climate extremes (shade and warmth), and opportunities for seasonal programming are provided along the entire length of the bridge. The bridge provides a gateway to events with strong roots in the adjacent communities.

The intersection point of the two paths shapes the central meeting point of the bridge—an open plaza that provides a flexible venue for markets, festivals, and theatrical performances held throughout the year. The paths that frame this plaza further enhance the bridge as a hub of activity, providing a sequence of zones designated for play, relaxation, learning and gathering.





Dallas Connected City

Location Dallas, Texas, USA

Client Dallas City Design Studio; City of Dallas

Status 3 month Competition 2013; shortlisted finalist

Program Infrastructure; cultural venues; outdoor amenities; mixed-use developments; residential; tech campus; entertainment



The area between Dallas and the Trinity River Corridor is currently dominated by highways and underdeveloped land. This zone forms a moat around Dallas, truncating downtown at Dealey Plaza and severing the city from the waterfront. Our vision seeks to connect downtown Dallas and the Trinity River Corridor and to reconceive the zone between them as a vibrant new linear city.

Daylighting and filtering existing watersheds and culverts reconstitutes the Old Trinity River to create a new ecological spine along Riverfront Boulevard. This new ecology provides a foundation for development by increasing property values and establishing a new, legible amenity zone adjacent to downtown.

To connect across I-35 and the railway, four strategic interventions stretch over and under them. At the North and South, new pedestrian bridges provide access to key DART stations. Closer to Downtown, Dealey Plaza and the viaducts at Houston and Jefferson are transformed to provide new gateways into the site.

Within the site, two arc-shaped loops define development, creating new connections between downtown Dallas and the Trinity and framing the new river. Where the two arcs intersect the rejuvenated waterway and Riverfront Boulevard, a chain of cultural venues and outdoor amenity areas establishes a central spine from north to south.

Along the spine, an archipelago of urban islands stretches from Rock Island at the south to the Design District at the north. Each island is a unique programmatic mix linked strategically to the areas that surround it.

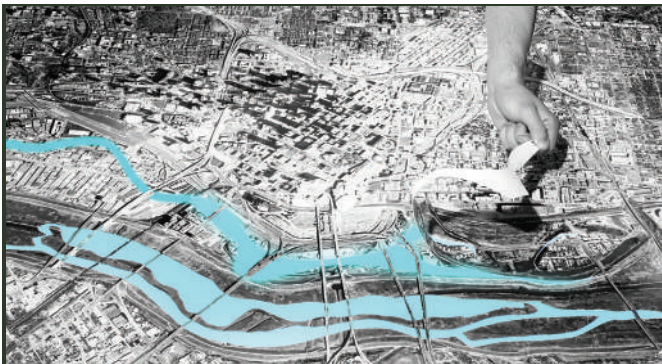


Exhibit C



Euralille

Location Lille, France

Client Euralille, Lille, France

Status Completed 1994

Program TGV station, offices (45,000m²), shops (31,000m²), park (100,000m²), 700 apartments, 3 hotels, 6,000 parking places, Exposition (20,000m²), Congress (18,000m²) with amphitheaters of 1,500, 500 and 300 seats, rockhall of 5,500 seats.



In 1989, the public-private partnership of Euralille commissioned OMA to masterplan over 800,000 square meters of urban activities – a new TGV station, shopping, offices, parking, hotels, housing, a concert hall, congress – built on 120 hectares on the site of the former city fortifications by Vauban. A former mining and textile town, Lille was widely considered a problematic area and the announcement of the TGV network provided an opportunity for Lille to be positioned strategically; a new center of gravity for the virtual community of 50 million Western Europeans who now live within a 1 ½ hour traveling distance.

OMA's first task was to undo a knot of infrastructure including a circular highway that competed for space with rivers of railway and the projected underground TGV trajectory. The masterplan rerouted the highway and projected it underground, parallel to the TGV line, and to position between them - as a short circuit of the two major infrastructural flows- a huge multilevel parking garage to create an underground space that would support the new program close to the city but not part of it. OMA's proposal also reversed the typical condition of hiding the TGV in an underground tunnel and instead exposes it through buildings along and over the tracks.

After the opening of Euralille, tourism to Lille increased from 110,000 to 800,000 tourists a year. Congrexpo, the mega performance venue and congress center has held over 300 events with more than 1 million visitors a year, while the High Speed Train station sees 9 million travelers a year.



Doha Airport City

Location: Doha, Qatar

Client: New Doha International Airport

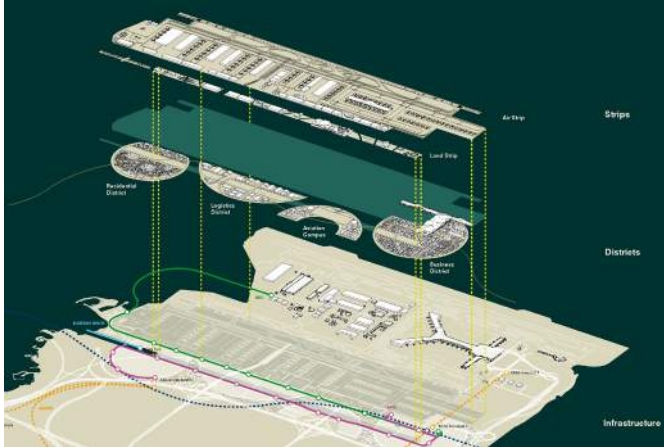
Status: Won Competition, 2011;
Commissioned, 2013; Detailed Design
Completed, 2013

Program: Commercial, mixed-use,
aviation, and logistic, connected by a band
of cultural, entertainment and educational
facilities.



OMA's largest airport planning project currently in development is Hamad International Airport (HIA) Airport City. The project was conceived as part of Qatar's overarching effort to diversify the country's economy outside of the oil and gas industry; the expansion of the airport into an airport city was intended to generate a variety of commercial opportunities through air and landside facilities and also provide alternative revenue streams to support the airport's operation. Doha's airport is situated at the center of the City of Doha and the Airport City master plan creates an area of development between the airport and the city that acts as both buffer and connector. Airport City also provides the site for a major rail station serving both the long-distance rail to adjacent countries and the city's metro system.

The HIA Airport City scheme is a 10km² development where 200,000 people will live and work. OMA's master plan is a series of four circular districts along a spine, parallel to the HIA runways, intended to create a strong visual identity and districts with unique identities. The project is currently in Phase 1 of the 30 year master plan, which links airside and landside developments for business, logistics, retail, hotels, and residences, will be mostly complete in time for the FIFA World Cup. Each of the circles is a district with an individual identity, and the connecting green spine running through each of the districts echoes their individual identities from north to south. The landscaping scheme is a new public space for Doha that will be used by residents and tourists alike. A network of public spaces, gardens and plazas will stretch across the site, surrounded by a "Desert Park". The master plan was conceived of in accordance with the 2030 sustainability guidelines stipulated by Qatar's National Masterplan for Development.



Bogotá Civic Center

Location Bogotá, Colombia

Client Empresa Virgilio Barco

Status Competition 2013; Schematic Design 2014

Program 2,750,000 m2 of Government Offices, Residential, Commercial, University Campus, Cultural Program and Museum, Hospital / 29,000 m2 Public Open Space.



The Bogotá Centro Administrativo Nacional (CAN) is positioned as a new civic center, located at the midpoint of Calle 26, the city's main axis that has symbolically charted its growth from the historic downtown to the airport and the international gateway of Colombia. With a footprint as large as the National Mall in Washington DC, this new city center will serve as the city's government headquarters, with additional mixed use program of residential, educational, retail and cultural developments.

The proposed masterplan utilizes a curved, public space axis to connect the adjacent natural parks to Calle 26 and link the existing districts. With a single gesture, the arc achieves a unified system of green, infrastructural, and programmatic networks. The new axis divides the site into three districts: (1) an office zone that connects to the existing financial district, (2) an institutional/governmental zone that is linked to the existing cultural spaces and recreational parks and (3) an educational campus connected to the existing university. These districts are unified by a green path that extends the meandering paths of the Simon Boliver Park to the National University plaza at other end of the site. This park axis will be programmed with cultural attractions and a bike path that will extend to Bogotá's highly successful pedestrian CicloVia network. OMA's proposal shifts the city's historic downtown center, which Le Corbusier masterplanned between 1947 and 1951 - an early demonstration of the city's longstanding commitment to urban planning. The CAN masterplan will be the largest built institutional masterplan in Latin America after Oscar Neimeyer's Brasilia, built in the 1960s.



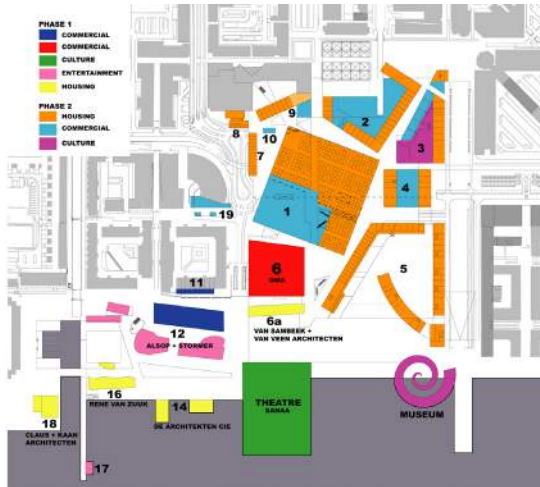
Almere City Center

Location Almere, Netherlands

Client City of Almere / Almere Hart CV

Status Completed 2007

Program 727,640 sf Office space,
96,875 sf retail/entertainment space,
890 residential units, library, pop music
hall, theater, boulevard alongside the
Weerwater



Almere, now a city of over 100,000 inhabitants, has existed less than two decades. In that short time it has shown a commitment to architectural innovation and experimentation, and it will soon reach the critical mass that will enable it to redefine its ambitions; 10 years from today, it will make the leap from an agglomeration of distinct “equal” centers, each with its own concentration of facilities, to a city with a recognizable hierarchy in the programmatic development. This growth will provide the city center with the basis for a number of essential facilities, such as a cultural nucleus (museum, library, theatre) and retail facilities.

To mark this leap in Almere, OMA concentrated new program for the city and business center on two sites: between the town hall square and the boulevard alongside the Weerwater, and between the station and the planned Nelson Mandela Park. This concentration is essential for the unambiguous delineation of Almere’s new status. It will also make it possible to create a new and recognizable form contrasting with the existing, low density elements (specialist retailers, small-scale offices) of Almere today. The chosen density required a 130,000m² office complex North of the station, taking maximum advantage of its location. The density of the shopping complex means that the boulevard can be freed from the planned commercial program, leaving space for cultural and leisure programs. This concentration also offers the opportunity to create a diagonal shortcut between the two shopping districts. The strip to the east of the center will be preserved from immediate development, offering an attractive location for a new expansion initiative at a later stage.

1. De Citadel Department Store by Christian de Portzamparc
2. Housing by David Chipperfield
3. Almere Library, Shops and Flats by Meyer & Van Schooten
4. Residential by Gidon Guyer
6. Block 6 Cinema/ Retail by OMA
12. Almere Entertainment Center by Wil Alsop
14. Almere Twin Towers by Architecten Cie



Central Market Design Charrette

Stakeholder Engagement



The Design Charrette utilized a series of tools and exercises to encourage thinking around the themes of strategic vision, the public/private interface, the expanded streetscape, and collaborative connections.

Small teams of stakeholders were guided through a day of activity that culminated in a shared overarching vision that framed a collection of site-specific interventions.

The process itself was composed of three sequential parts: visioning, mapping, and summarizing. The visioning portion of the charrette encouraged participants to think of the big picture to help establish a common direction. The 'big picture' was translated into actions through the process of mapping - making the ideas specific and real. The day was wrapped up through summarization, helping to develop a coherent narrative to move forward with.

Following the charrette, the San Francisco Mayor's office incorporated a number of the charrette's recommendations into the City's future planning. Below are the results.

Recommendation

- Stream line permitting for target projects
- Develop the alley ways
- Deploy large scale public art
- Neighboring landowners and developers working together to maximum effect

Result

- The Mayor's office has introduced a 'bureaucracy free zone' to encourage street activation
- Market Street Place will develop Stevenson Alley as part of its negotiations with the planning department
- The Bay Lights project will be extended, with lights brought up the length of Market Street
- Projects are coordinating street activation (e.g., other developers joining Market Street Place in activating Stevenson

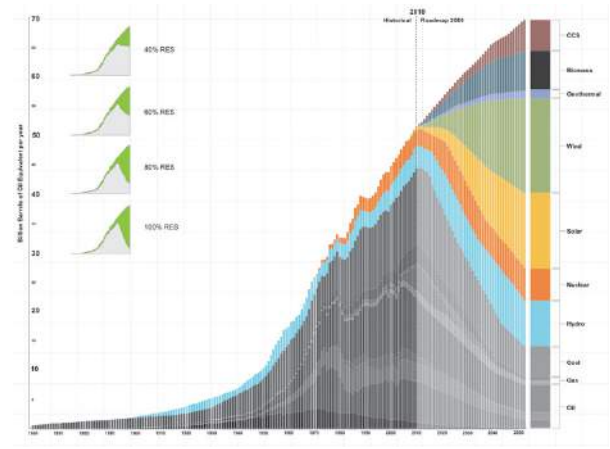


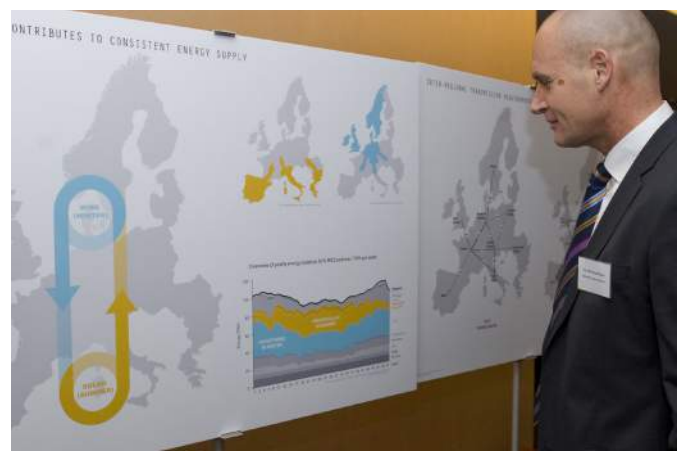
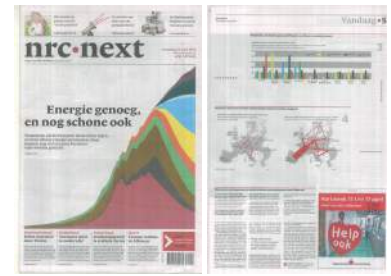
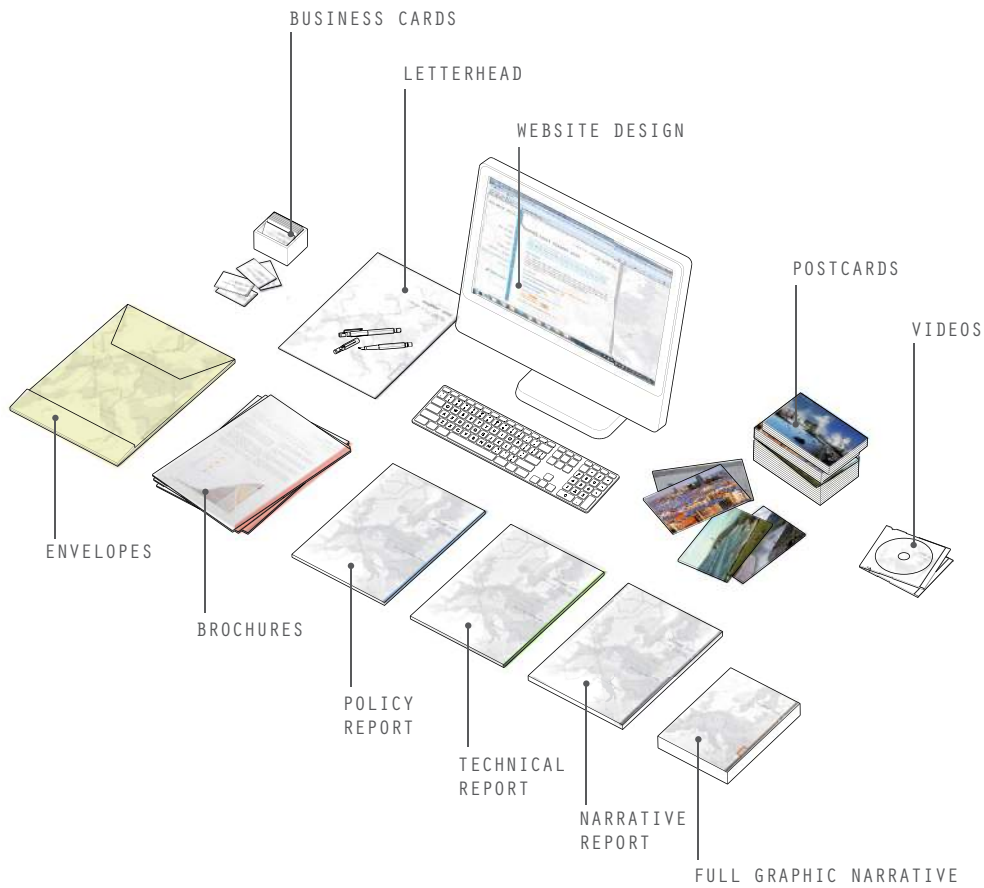


Roadmap 2050: A Practical Guide to a Prosperous, Low Carbon Europe

In October 2009, European leaders' committed to an 80-95 percent reduction in CO₂ emissions by 2050; Roadmap 2050 was commissioned to determine how these emissions reductions goals could efficiently be met. The technical and economic analyses of the report outline why a zero-carbon power sector is required to meet this commitment and illustrate its feasibility by 2050 given current technology.

AMO contributed to the content development through the production of a graphic narrative about the geographic, political, and cultural implications of a zero carbon power sector. The graphic narrative shows how through the complete integration and synchronization of the EU's energy infrastructure, Europe can take maximum advantage of its geographical diversity: if the Roadmap is followed, by 2050, the simultaneous presence of various renewable energy sources within the EU will create a complementary system of energy provision ensuring energy security for future generations.





HUD Rebuild by Design

Stakeholder Engagement



Data Visualization: Communication System/
Flood Risk 101

A profusion of information must be negotiated in navigating a flood event. Consolidating, and filtering, this information can better serve users — whether government decision makers, first responders, community groups, or private citizens — a Bloomberg, or ESPN, for flood. In the event of a disruption or failure, what alternative systems of communication are at our disposal? How can we build resiliency in our communications?

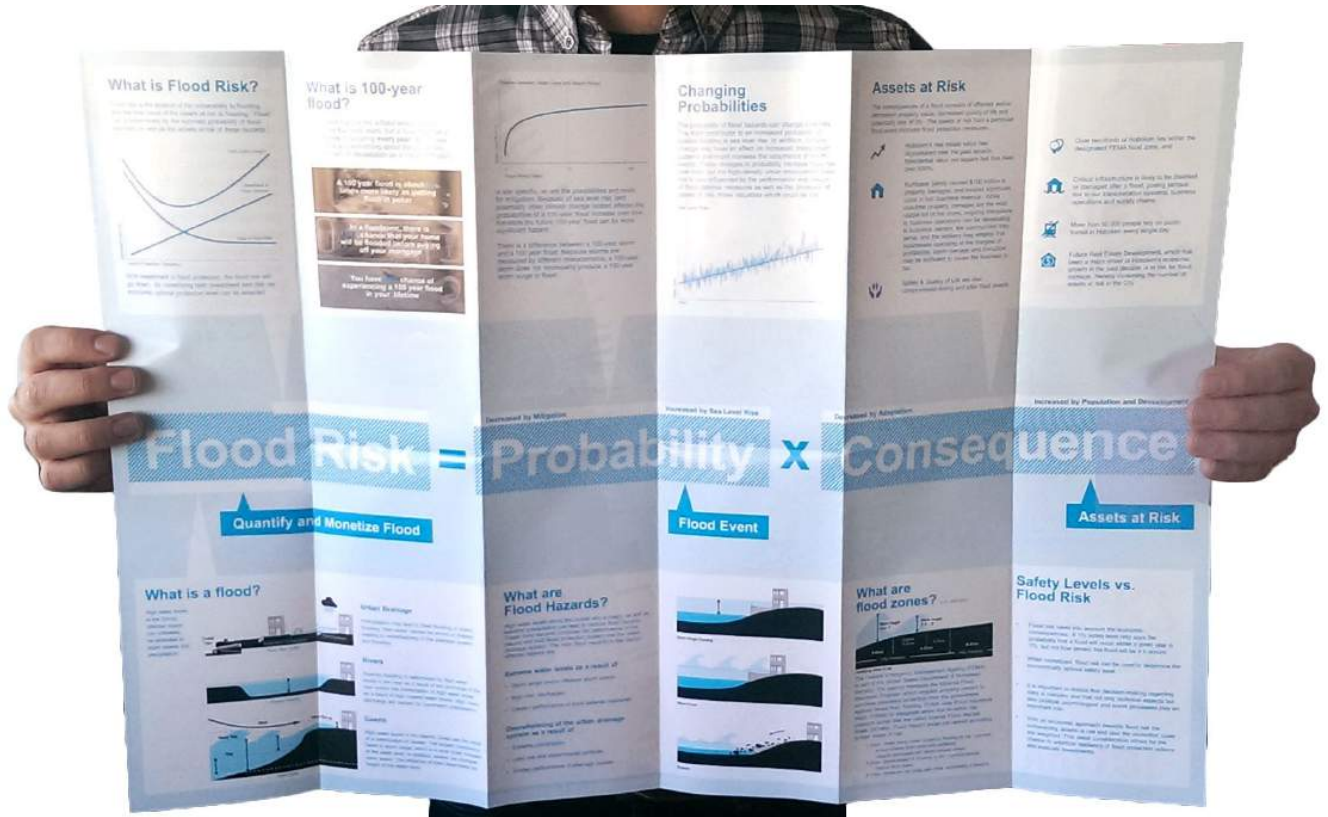
Challenges are posed to communications before, during, and after a flood event. In anticipating flood, and building resiliency, it is essential for all stakeholders to share a common understanding of the risks and their implications. Although efforts continue to be made at outreach and capacity building, more can be done to make information accessible a flood risk 101. A profusion of information must be negotiated in navigating a flood event. Consolidating, and filtering, this information can better serve users—whether government decision makers, first responders, community groups, or private citizens a Bloomberg, or ESPN, for flood. In the event of a disruption or failure, what alternative systems of communication are at our disposal? How can we build resiliency in our communications?

Our strategy is predicated on a series of innovations: a comprehensive approach to flood risk; a coalition of stakeholders and collaborative funding framework; an umbrella of communication and education; and integrated multi-faceted design solutions. Inherent to each innovation is the opportunity for replication across the region—insuring positive impact from both the built solution and the propagation of its underlying ideas.

Implementation of our strategy will be carried out over a number of years and leverage a broad program of funds across government, philanthropy, business, and community sources—the keystone investment will be HUD CDBG-DR funding.

A comprehensive strategy towards a resilient Hoboken requires an understanding of flood risk and an alignment of values and priorities. Our team has actively engaged a range of stakeholders through presentations, workshops and meetings. Our goal was to educate the community and ourselves on the costs and benefits of protecting Hoboken and living with water. The team spent long days and nights presenting, listening and even teaching resilience through the lens of politics 101. We mediated differences between groups through the shared objective of resilience.

The notes and feedback from public showcases and web based feedback surveys have shaped our proposals and are the first phase of a rigorous stakeholder process that has impressive and broad based support from the federal through the individual level. The selection of letters of support for Resist, Delay, Store and Discharge (right) illustrates the success and efficacy of the stakeholder process and provides a basis for the successful implementation of the proposed solutions for resilience.



ORG Selected Experience

TOWARDS A GRAND BARGAIN

The team developed a coalition of area stakeholders, including mayors of municipalities, ecological activists, business owners, and developers, who together articulated a desire to think beyond the status quo and transform the Meadowlands into a stronger, more ecologically sound, more economically attractive area.



New Meadowlands, New Jersey

Client: Rebuild By Design

The 'New Meadowlands' project articulates an integrated vision for protecting, connecting, and growing this critical asset for both New Jersey and the metropolitan area of New York.

The New Meadowlands proposal offers primary protection against flooding. An elongated, green infrastructure, 3rd generation berm with occasional gates will protect against flooding from storm surges. Within the protected areas, several fresh-water basins will absorb rainwater flooding, eliminating local rainwater flooding from sewer overflow.

An absolutely critical and innovative element is *design integration*. Designing these berm and basin systems in full integration with other parts of the area (transportation, ecology, development) will bring benefits to both wildlife ecology and economic development. Integrated design will allow for the various past and ongoing marshland restoration efforts by the Meadowlands Commission to become connected. We propose to call this the *Meadowpark*. Integrated design will also allow for this large reserve to act as a major value adder and opportunity for the surrounding development areas. The fundamental principle of this project is a new *grand bargain*. In order to be worthy of substantial federal investment in future flood protection, it is imperative to use the land more effectively.

Finally, the team has engaged in substantive outreach efforts to various municipalities in the area, the State of New Jersey, and the Meadowlands Commission. It has worked closely with environmental groups, such as the Hackensack Riverkeeper, as well as with the Meadowlands Chamber of Commerce, and major vital network operators and owners, such as the NYNJ Port Authority and PSEG.



Ghent 2030, Ghent, Belgium

Client: Confederatie Bouw Vlaanderen

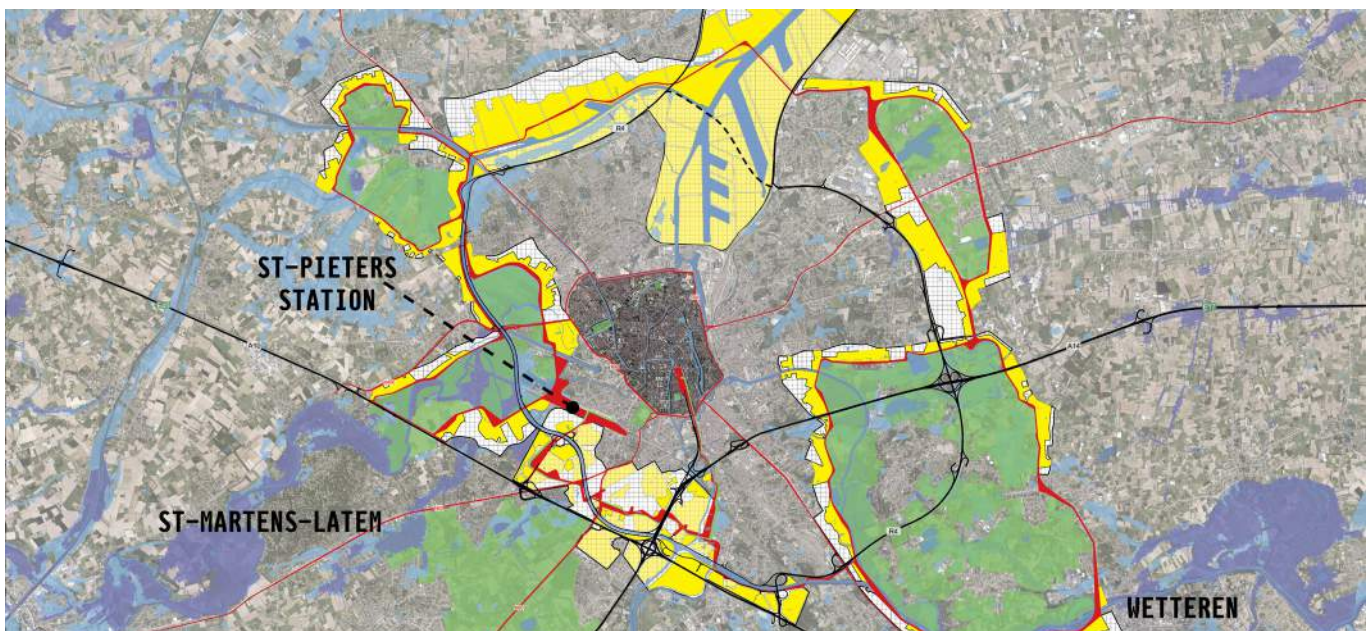
"FLANDERS CROSSING" The corridor weaves through preexisting large scale urban development providing a collective infrastructure for continued commercial, entertainment, and technology research institutions.



GENT 2030 is a long-term vision for the city of Ghent and its metropolitan region. The study addresses issues of population (aging and inequity), mobility and congestion, flood risks, and the spatial implications of new technologies. The study informs a series of projects that turn the city's most pressing urban issues into opportunities for growth and development with an optimism for the future.

The crux of the project is a proposed new secondary mixed mobility corridor. A "local" transportation network that links the cities isolated metropolitan areas to one another and the pre-existing radial connectors that enter the city center. This corridor alleviates the over usage of the primary "transnational" ring road (R4 and R40) which connects only a few privileged points and as a result is often over congested. In addition to stitching many city neighborhoods together and offering multiple means to move around, the new mobility corridor creates new development opportunities.

The new corridor is built along existing industrial rail corridors connecting ports and providing alternative transportation for goods in and out of the city; the corridor flows alongside land most at risk for flooding and creates an urban growth boundary with mixed-use housing and new access points to numerous "floodable parks"; and the corridor weaves through preexisting large scale urban development providing a collective infrastructure for continued commercial, entertainment, and technology research institutions.



Arup Selected Experience



UMass Boston Energy & Utility Plan, Boston, MA

Client: Division of Capital Asset Management and Maintenance

In order to determine the University's energy demand for future conditions, Arup produced energy models based on the existing and planned buildings in accordance with the 25-year campus masterplan that was developed by Chan Krieger. Arup studied multiple on-site renewable energy systems, such as wind, solar and tidal to determine if they are viable systems to be used on the campus to supplement future energy demands including ground source systems and cogeneration and trigeneration.

The routing of the utility infrastructure was also reviewed. This includes relocating of all the existing utilities located in the parking garage, scheduled for demolition. Arup proposed options for a new utility infrastructure to meet the demands and locations of the full 25-year build out comprising over 5.5 million square feet of new and existing buildings.

Key services provided: Energy and utility masterplanning, Energy modeling, Mechanical, electrical, and plumbing engineering, Site engineering, Civil engineering, Sustainability consulting, Cost estimating, Construction phasing

Sustainable DC, Vision 2032 Washington, DC

Client: Ayers Saint Gross, Project Owner - District of Columbia

2032 GOALS & TARGETS

CHALLENGES

JOBS & THE ECONOMY	
GOALS	TARGETS
Grow and diversify DC's business sectors for sustained economic prosperity.	Develop 3 times as many small District-based businesses.
Expand the number and range of jobs available to District residents and ensure access to new jobs through appropriate skills training.	Cut citywide unemployment by 50% and increase by 5 times the number of jobs providing green goods and services.
HEALTH & WELLNESS	
GOALS	TARGETS
Inspire healthy, active lifestyles for all residents, regardless of income, ability, or employment.	Cut the citywide obesity rate by 50%
Create safe environments that are conducive to healthy living.	Require all new housing projects in the District to meet "Healthy by Design" standards.
EQUITY & DIVERSITY	
GOALS	TARGETS
Ensure that all school-age children in the District are educated in sustainability and prepared for a changing green economy.	Teach at least 50% of children in the District about sustainability concepts.
Ensure transparency in the District's sustainability agenda including future plans and past progress.	Expose 100% of District residents to Sustainable DC events and initiatives in their neighborhood.
CLIMATE & ENVIRONMENT	
GOALS	TARGETS
Minimize the generation of greenhouse gas emissions from all sources.	Reduce greenhouse gas emissions by 50%.
Advance physical adaptation and human preparedness to increase the District's resilience to future climate change.	Require all new building and major infrastructure projects to undergo climate change impact assessment as part of the regulatory planning process.

In order to determine the University's energy demand for future conditions, Arup produced energy models based on the existing and planned buildings in accordance with the 25-year campus masterplan that was developed by Chan Krieger. Arup studied multiple on-site renewable energy systems, such as wind, solar and tidal to determine if they are viable systems to be used on the campus to supplement future energy demands including ground source systems and cogeneration and trigeneration.

The routing of the utility infrastructure was also reviewed. This includes relocating of all the existing utilities located in the parking garage, scheduled for demolition. Arup proposed options for a new utility infrastructure to meet the demands and locations of the full 25-year build out comprising over 5.5 million square feet of new and existing buildings.

Key facts

1,500 stakeholder comments, Seven sustainability themes, Six key cross-cutting challenges

Key services provided

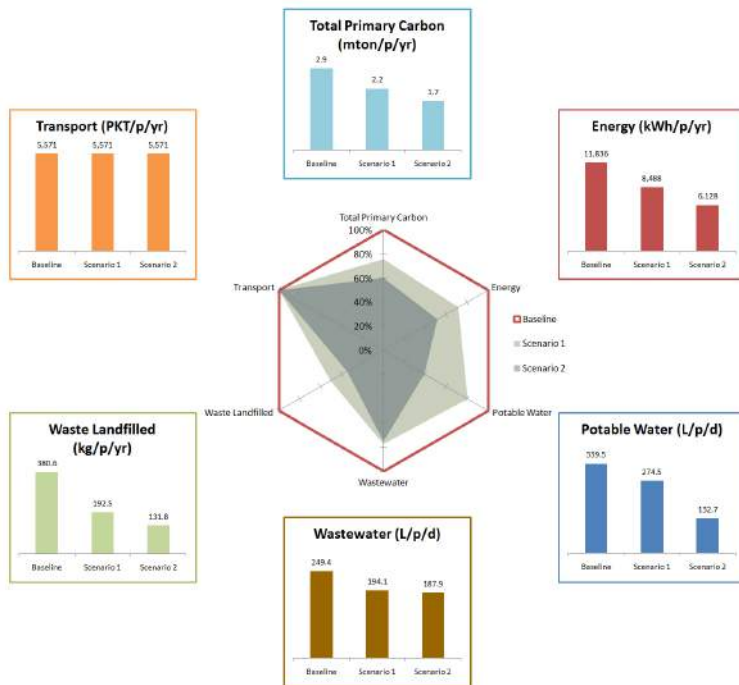
Sustainability consulting

Waterfront Toronto IRM, West Don Lands, Toronto, ON

Client: Toronto Waterfront Revitalization Corporation

To tackle the climate change threat, cities must reinvent themselves to meet the dual challenge of accommodating rapid urban growth and preventing greenhouse gas emissions. Arup was commissioned by the Clinton Climate Initiative (CCI) to develop an integrated resource sustainability model for use in the program's 17 worldwide pilot sustainable development masterplans. The Arup Climate+ tool allows clients to determine the aggregate impacts of development decisions on total net project carbon emissions and total net energy and transportation requirements. With the Climate+ model, Arup's work is helping to accelerate a low-carbon future by providing city planners and large-scale developers with the tools they need to understand and address the greenhouse gas emissions generated by their developments and 'get to zero.'

Key facts Waterfront Toronto acts as the public advocate of one of the largest waterfront redevelopment projects in the world. Model was used to assess carbon and resources for Waterfront Toronto's West Don Lands project – a 26ha redevelopment site east of Downtown Toronto (and the selected venue for the 2015 Pan Am).



Massport Energy Masterplan Boston, MA

Client: Massachusetts Port Authority

Arup is developing an energy masterplan to meet Massport's aggressive commitments to GHG emissions and EUI reductions for 2020. Arup initially conducted energy analyses to establish baselines and to determine the effectiveness of the energy efficiency projects already undertaken by Massport. Arup was able to shed new light on Massport's building stock and energy use as well as creating weather normalized baselines and benchmarking aviation building typologies for comparisons.

The masterplan addresses a wide variety of measures focused on vertical infrastructure from the central plant to individual building interventions as well as development of tracking tools, energy modeling guidelines and measurement and verification plans. Our ongoing analysis and reporting of performance will continue to inform the masterplan to reach the 2020 goals.

Key services provided Mechanical, electrical, and plumbing engineering Auditing, Commissioning, Monitoring



Frog Selected Experience



Beacon

The Humanitarian Data Exchange (HDX) aims to use data to support the coordinated action in the relief of human suffering. frog partnered with UN OCHA to create a visionary product experience and support the beta launch.

OCHA partnered with frog to develop a digital platform that supports humanitarian efforts by making data easy to find, use, share, and analyze. Three key elements enable the platform: an open data repository, data analytics, and data standards. The combination of these elements into to an integrated platform defines the Humanitarian Data Exchange.



GE Center of Excellence, Building A UX Community

frog created an organizational foundation of language, needs, roles, tools and success metrics that are the core of an emerging UX knowledge base on UX Central, an online digital hub we created for the entire organization. We created a GE-branded UX process pooling the experience of these teams and aligning it against GE's famous Six Sigma product development process.



Boston Urban Development & Changing Places

Boston Urban Development combines over 30 years of experience in government and community relations and strategic communications from two established professionals, Pamela McDermott, President and founder of McDermott Ventures, and Beverley Johnson, President and founder of Bevco Associates. The principals have a track record of success grounded in political and programmatic strategies that they design, develop and implement on behalf of their clients. The firm and its principals apply a pragmatic, results-oriented approach utilizing an in-depth knowledge of the State and City political and social landscape with a 30-year history of successfully balancing community expectations and building consensus with developers, owners, non-profits, and residents. Boston Urban Development is MWBE Certified in the Commonwealth.

Areas of expertise include:

- Developing and executing grassroots community engagement and consensus-building strategies.
- Strategic negotiations in the design and development of community benefits packages.
- Zoning and permitting analysis, strategies, and technical support throughout the process.
- Identifying prospective public funding opportunities, and developing strategies to facilitate the necessary approvals.
- Strategic media and social network communications to broaden public awareness and public support
- Project management of the permitting process, including the development of aggressive permitting strategies to facilitate time-sensitive public approvals, engaging BRA personnel, management of all stakeholder outreach and communications, and serving as the primary point of contact during the initial filing phase.
- Government Relations, engaging with key decision-makers; preparation of briefing packages to facilitate building broad political support.

MIT Media Lab

Actively promoting a unique, antidisciplinary culture, the MIT Media Lab goes beyond known boundaries and disciplines, encouraging the most unconventional mixing and matching of seemingly disparate research areas. It creates disruptive technologies that happen at the edges, pioneering such areas as wearable computing, tangible interfaces, and affective computing. Today, faculty members, research staff, and students at the Lab work in more than 25 research groups on more than 350 projects that range from digital approaches for treating neurological disorders, to a stackable, electric car for sustainable

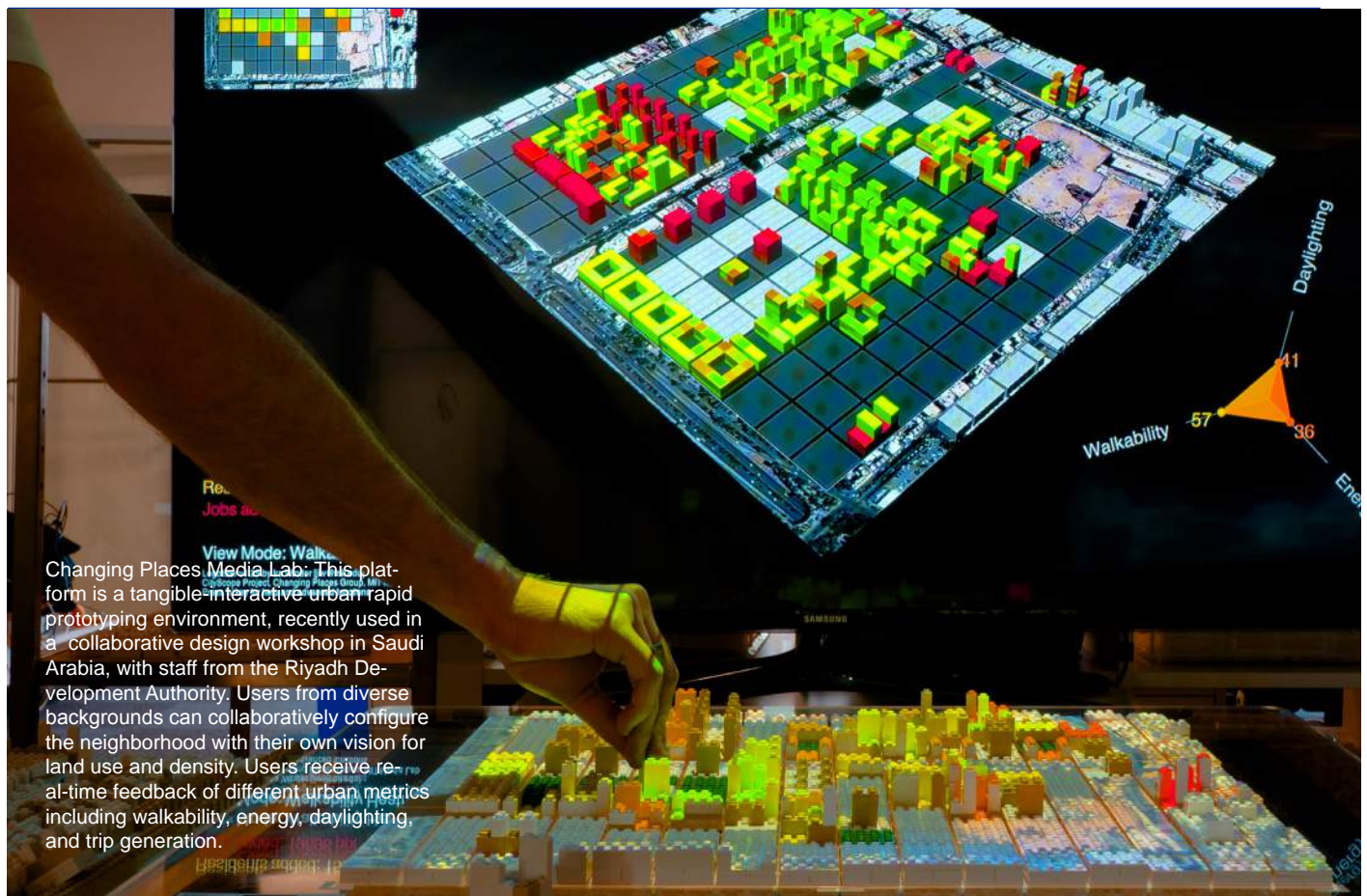
cities, to advanced imaging technologies that can “see around a corner.” The Lab is committed to looking beyond the obvious to ask the questions not yet asked—questions whose answers could radically improve the way people live, learn, express themselves, work, and play.

City Science Initiative at the MIT Media Lab

The MIT City Science Initiative investigates how big data analytics, decision support tools, and new urban systems can enable more entrepreneurial, livable, high-performance cities. Core projects include CityScope (a augmented reality platform for rapid urban prototyping), CityHome (transformable urban micro-units to increase diversity and affordability), Persuasive Electric Vehicles (lightweight shared-use, autonomous vehicles that move both people and goods), and CityFarm (building-integrated aerponics to produce food near the point of consumption).



Boston Urban Development
MTA Green Line Extension Kick Off



Client References

Almere City Center Almere, Netherlands

Client Contact

M. Molsbergen, Director Project Office
"Stadshart Almere"
Stadhuisplein 1
1315 HR Almere Netherlands
E: mischa.molsbergen@mab.com
T: +31 36 539 99 11
Construction Cost: \$81m

Seattle Public Library Seattle, Washington

Client Contact

Deborah Jacobs
Former City Librarian
Seattle Public Library
T: +1 206 709 3605
E: deborah.jacobs@gatesfoundation.org
Construction Cost: \$175m

11th Street Bridge Park Washington DC, USA

Client Contact

Scott Kratz
Building Bridges Across the River at
Thearc
E: scott@bridgepark.org
T: 1-202-669-0951
Construction Cost: \$25m

HUD Rebuild By Design Hoboken, NJ

Client Contact

Henk Ovink
Principal 'Rebuild by Design'
Senior Advisor to the Secretary of Housing and
Urban Development Former Hurricane Sandy
Rebuilding Task Force
E: henk.ovink@hud.gov
T: 212.998. 8263
Construction cost: \$230m

West Louisville Food Hub Louisville, Kentucky

Client Contact

Stephen Reilly
Seed Capital
E: stephen@stephenreilly.com
T: 502.568.5555
Construction Cost: \$44m

EXHIBIT F: NON-COLLUSION AFFIDAVIT OF PRIME BIDDER	Martin J. Walsh, Mayor Timothy J. Burke, Chairman BRA Board Brian P. Golden, Director BRA
---	--

State of NEW YORK

)ss.

County of NEW YORK

_____, BEING FIRST DUTY
SWORN DEPOSES AND SAYS THAT:

1.0 He/she is (owner, partner, officer, representative, or agent) of
OMA-AMO ARCHITECTURE, P.C., the Bidder that has submitted the
attached Bid:

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

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

4.0 Neither the said Bidder 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 Bidder, firm or person to submit a collusive or sham Bid in connection
with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection
with such Contract, or has in any manner, directly or indirectly sought by agreement, collusion or
communication or conference with any other Bidder, firm or person to fix the price or prices in the
attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the
Bid price of any other Bidder or to secure through any collusion conspiracy, connivance or unlawful
agreement any advantage against the Boston Redevelopment Authority or any person interested in the
proposed Contract; and

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

(Signed) PARTNER DIRECTOR

Title

Subscribed and sworn to before me this 17TH day of JULY, 2015

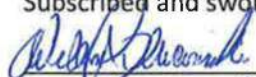

William J. Phucinski

EXHIBIT G: CERTIFICATE OF TAX, EMPLOYMENT SECURITY, AND CHILD CARE COMPLIANCE	Martin J. Walsh, Mayor Timothy J. Burke, Chairman BRA Board Brian P. Golden, Director BRA
--	--

Pursuant to Massachusetts General Laws Chapter 62C, §49A and Chapter 151A, §19A(b) and Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991, I: Mr. Shohei Shigematsu, OMA Partner

OMA*AMO P.C.

Consultant

whose principal place of business is located at: 180 Varick Street, Suite 1328

New York, NY, 10014, do hereby certify that:

- A. The above-named Consultant has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Consultant has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.
- C. The undersigned hereby certifies that the Consultant (please check applicable item):
 - 1. OMA employs fewer than fifty (50) full-time employees; or
 - 2. N/A offers either a dependent care assistance program or a cafeteria plan whose benefits include a dependent care assistance program; or
 - 3. N/A offers child care tuition assistance, or on-site or near-site subsidized child care placements.

Signed under the penalties of perjury this 20th day of JULY, 2015.

Federal Identification Number: 20-8658063

By:  _____

Title Director, Partner

Copyright © 2015 by OMA.

All rights reserved. Unless otherwise indicated, no part of this publication (including any text, images, drawings, photographs or graphic design or layout) may be reproduced, distributed, transmitted, published, adapted or commercially exploited in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of OMA in each and every instance.

Please contact OMA at the address below for permission requests or further information.

180 Varick Street
Suite 1328
New York, NY
10014

OMA

180 Varick Street
Suite 1328
New York, NY
10014

+1 212 337 0770
ny-office@oma.com